



Board of Governors Regular Meeting

April 8, 2026 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

COMMITTEE MEETINGS:

Athletics Committee - 10 a.m., Shawkey Dining Room, Memorial Student Center

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

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



April 8 2026 Board of Governors Regular Meeting

AGENDA

Lunch

Lunch for board members will be provided from Noon to 1 p.m.

1 p.m.

Call to Order

Geoff Sheils, Chair

Approval of Prior Minutes

Geoff Sheils, Chair

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Faculty Senate Update

Shawn Schulenberg, Chair, Faculty Senate

Committee Reports

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

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Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program <i>Brandi Jacobs-Jones, Senior Vice President for Operations</i>	148
Approval of Purchase of Property Located in the Huntington Gideon District, Previously the Site of ACF Industries <i>H. Toney Stroud, Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations</i>	168

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Athletics Committee
Jim Smith, Chair

Action Items

Approval of Athletics Budget for Fiscal Year 2026-2027 <i>Gerald Harrison, Vice President and Director of Athletics</i>	176
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Information Items

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Student-Athlete Success & Well-Being

Competitive Excellence & Winning the Right Way

Fan Experience & Community Engagement

Revenue Growth & Resource Development

Facilities & Capital Projects

President's Report

Brad D. Smith, President

Executive Session under the Authority of WV Code §6-9A-4

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

Commercial Competition Matters

Brad D. Smith, President

Chairman's Report

Geoff Sheils, Chair

Announcements

Geoff Sheils, Chair

Adjournment

Geoff Sheils, Chair

Upcoming Meeting Dates

June 10, 2026

August 3-4, 2026 (Retreat and Regular Meeting)

October 7, 2026

December 2, 2026

February 3, 2027

April 7, 2027

June 2, 2027

MINUTES

Marshall University Board of Governors

Microsoft Teams Meeting at

Brad D. Smith Foundation Hall

Livestream and In-Person

February 5, 2026

Present: Kathy D'Antoni, Vicki Dunn-Dionne, Angel Moore, Samuel Moore, Carlene O'Neill, Robin Riner, Geoff Sheils, Bill Smith, Connor Waller

PH: Rusty Webb, Charles Wendell

Absent: Kipp Bodnar, Kathy Eddy, Donnie Holcomb, Ginny T. Lee, James Smith

I. Call to Order

Subsequently, upon confirming the presence of a quorum, Chairman Sheils called the meeting to order.

II. Minutes Approval

Upon a motion by Kathy D'Antoni, seconded by Bill Smith, the minutes of the regular meeting held on December 3, 2025, were approved.

III. Committee Meeting Reports

Academic and Student Affairs

There were no action items brought to the Board.

Prior to the committee reports, Dr. Kathy D'Antoni recognized four honorees of the Faculty Recognition Program for their exceptional academic and research achievements. The first honoree, Dr. Mark Zanter, received an ASCAP Plus Award in recognition of his compositional works completed, performed, and recorded in 2025. The second honoree, Kae Bradley, Instructor of Communication Studies, was awarded a \$19,395 grant from the American Historical Association, in partnership with the Library of Congress Teaching with Primary Sources Program, for the project titled Appalachian Culture in ELL Education: A Primary Source-Based Workshop for Educators and School Stakeholders. This project is a collaboration with teachers

from Lavalette Elementary School and the School Psychologist from the Wayne County Board of Education, with Bradley serving as project lead.

The third honoree, Dr. Mindy Yeager-Armstead, and her laboratory were recently featured in Environmental Monitor for research conducted through the FLASH and CLIMBS initiatives in Eastern Kentucky. Her grant-funded work focuses on improving flood predictions in headwater streams by integrating traditional hydrologic models with remote sensing of watershed conditions. The research group concentrates on the Fourpole Creek watershed, an area that frequently experiences significant flooding. The final honoree, Dr. Amanda Capino, received the 2025 MHN Excellence in Pharmacy Advocacy Award in recognition of her outstanding dedication, leadership, and advocacy for the pharmacy profession and patient care. Award recipients exemplify the spirit of advocacy by advancing the role of pharmacy in healthcare, shaping the future of the profession, and improving patient outcomes through their committed efforts.

Provost Report

Interim Provost Robert Bookwalter gave the Provost's Update. During his report, Provost Bookwalter stated that the university had just returned from a successful Marshall Day at the Capitol, where representatives in Charleston were able to learn more about Marshall's programs, particularly through the displays from the university's interdisciplinary centers of excellence in advanced manufacturing, advanced energy, aviation, cybersecurity, forensic science, entrepreneurship, and healthcare.

He also reported that this week the university submitted its IPEDS report, the Integrated Postsecondary Education Data System report, which all institutions receiving federal funding are required to submit quarterly. He explained that it is an extensive data set and expressed appreciation to Vice President for Institutional Research and Planning and Chief Data Officer Brian Morgan and his entire team for compiling the information. He stated that the data confirms the strong work being done at Marshall across a wide variety of areas and also validates the efforts of the enrollment management team, who continue to accept applications and manage the enrollment funnel. The numbers confirm what the university already believed, that Marshall will see increased enrollment again in the fall for the fourth year in a row, exceeding the budget projection of one percent and likely well above that. He noted that this marks a fourth year of enrollment growth following a relatively steady decline for many years and that this progress continues to lift the university even further.

Provost Bookwalter highlighted achievements in the College of Arts and Media, noting that Dr. Tacie Jones's films *The Origin of Love* and *All the Remains* were screened at the New Orleans Film Festival in December 2025. He also reported that students, along with the operations manager and faculty manager from Marshall University's public radio station WMUL-FM, received three Platinum Awards, six Gold Awards, and seven Honorable Mention Awards in the 2025 MarCom Creative Awards competition.

In the College of Engineering and Computer Science, he announced that Marshall's Institute for Cyber Security and Drone Trace LLC are launching a joint unmanned aerial vehicle forensics research effort, made possible through the donation of specialized research drones from Drone Trace. The ICS research team, working in coordination with Marshall's aviation and engineering faculty, will use the drones to analyze telemetry data, test counter-UAS software, and develop forensic workflows to extract digital evidence from compromised and recovered UAVs.

He reported that the College of Education and Professional Development successfully completed its CAEP accreditation virtual visit with a recommendation of no Areas for Improvement and no stipulations pending the final report, highlighting the college's commitment to high-quality teacher preparation and student success. In that same college, four undergraduate teacher education students earned awards in fall 2025: Deven Vance was named Student Teacher of the Semester, Cameron Crank was named Related Art Teacher of the Semester, Presley Dennis was named Resident Teacher of the Semester, and Ashley Burford was named Overall Resident and Student Teacher of the Semester.

In the College of Health Professions, five communication disorders faculty members presented at the American Speech-Language-Hearing Association National Convention in Washington, D.C. Sarah Clemons presented a paper titled *From Overwhelmed to Optimized: Using AI to Simplify Speech Therapy*. Jennifer Baker presented *Building Confidence in Literacy*. Jamie Maxwell presented *Collaborating with Caregivers for Narrative Assessment and Treatment*, and in a second presentation, Maxwell, along with Kelly Rutherford, Pam Holland, and Haley Black, presented *Looking Forward, Thinking Back: Clinical Illustration Using Reflective Practice*.

In the College of Liberal Arts, he highlighted that the Simon Perry Center for Constitutional Democracy serves as the university's central hub for pre-law advising and programming, offering individualized guidance on academic preparation, LSAT strategies, and law school application processes. Through advising provided by the Center, Marshall students were accepted into highly selective law schools during the most recent admissions cycle, including Harvard University, the University of Pennsylvania, Georgetown University, Cornell University, William & Mary, The Ohio State University, the University of Cincinnati, and West Virginia University. He also noted that Jake Manning, an M.A. student in Communication Studies, presented *To Whom It May Not Concern: AI as a New Space for Self-Disclosure* at the Midwest Popular Culture Association Conference in Iowa City in October 2025, and that Oluchi Ikwaukam, also an M.A. student in Communication Studies, presented *Digital Access and Identity Management: Social Media in the Lives of International Students* at the same conference.

In the College of Science, Dr. Shane Welch was awarded a three-year contract for \$248,479 by the U.S. Marine Corps to study coyotes at Onslow Beach at Camp Lejeune, North Carolina. He also reported that Dr. Josh Brunty served as Head Coach of the U.S. Cyber Team for the 2025 competition season, which won first place in the Guest Bracket at the 2025 European Cybersecurity Challenge in Warsaw, Poland, and third place at the International Cybersecurity Challenge in Tokyo, Japan.

In the Division of Aviation, he stated that the university is expanding flight training opportunities in Lewisburg, West Virginia, offering single licensing options to local pilots and increasing access to aviation education. Marshall University Aviation is partnering with Education Alliance and the West Virginia Department of Education to integrate aviation-related training pathways into middle and high schools across the state. The Bill Noe Flight School instructional team is working with pilot schools Ravenswood Middle School and West Fairmont Middle School to incorporate basic aerodynamics and aircraft systems classes into their curriculum.

In the Lewis College of Business, six accounting students represented the college at the Institute of Management Accountants Student Leadership Conference. He also noted that the West Virginia Society of CPAs Student Night was held at Marshall, featuring a professional networking dinner hosted by the WVSCPAs. Speakers included Mendy Aluisse, current President of the WVSCPAs, Megan Kueck, CEO of the WVSCPAs, and Ren Perry, President of the Huntington Chapter of the WVSCPAs. Additionally, the WVSCPAs presented two \$2,000 scholarships to Alexis Johnson and Megan Wroblewski, and approximately 40 students and 20 professionals attended the event.

In the School of Pharmacy, three students were selected as APPE Scholars for the 2026–2027 academic year: HollyAnn Swann at Marshall Health Network, Alivia Kirby at Cabell Huntington Hospital in Pediatrics, and Sura Naser at St. Mary’s Medical Center in Critical Care. He also reported that pharmacy students and alumni participated in the American Society of Health-System Pharmacists 2025 Midyear Clinical Meeting and Exhibition in Las Vegas, where they presented research, shared poster presentations, and showcased their skills in the Clinical Skills Competition.

In Student Support Services within Academic Affairs, he stated that the university continues to provide guidance, resources, and opportunities for student success. The University College academic advising team’s podcast *Have You Herd?* was named one of five finalists for an Intercollegiate Broadcasting System Award for Best Community Volunteer Program. More than 3,000 entries from over 100 schools were submitted, and the winner will be announced in February 2026 in New York City. He offered special recognition to Justin Fleming and Bekah Agee for their leadership and creativity in bringing the project to life.

In the University Libraries, Dr. Nate Floyd joined the faculty in January as Director of the School of Library Science, and Associate Professor Lori Thompson dedicated the G.W. Jerry Sutphin River Transportation Collection in honor of Jerry and Lenora Sutphin. The collection, spanning more than 100 manuscript boxes, is recognized as the premier steamboat collection in the United States.

In the Center for Student Success, Marshall’s Fostering Independence program won Best Innovative Program at the Fall 2025 WVASPA conference in Fairmont. Students Teanna Stubbs, Xavier Jackson, and Marley Hudson Michael, along with Assistant Director Morgan Conley, participated in a panel titled *It Takes a Village: Supporting Students from Foster and Kinship Care through Campus Collaboration*.

He also noted that Dr. Robert Ellison was featured on the Adobe website for his use of remixable templates in English courses and that Marshall's Learning and Employment Record Accelerator Program is advancing with three new design teams focused on transcripts, prior learning credit, and stackable microcredentials.

In Student Affairs, students continue to engage in food drives, mental health workshops, and special events. The Counseling Center has provided more than 173 crisis-related appointments. In esports, the Call of Duty Team One is ranked third in the Premier Varsity Conference, and the Smash Bros Ultimate team is undefeated and divisional champions for the NACE Varsity Plus Division.

He concluded by referencing presentations from Michelle Biggs on the Herd Academy's 150 percent growth in dual credit enrollment and from Nancy Ritter on the Division of Aviation's new helicopter, the first-ever VR integrated reality helicopter, and plans for flight attendant and air traffic control training. Provost Bookwalter stated that he was proud to recognize the work of all teams in Academic Affairs and to celebrate the achievements of faculty, students, alumni, and programs, and he then invited questions.

Student Representative Update

Connor Waller, Student Body President, gave the Student Representative update. He began by thanking the board for the opportunity to provide the student update and noted that, since the last board meeting took place in the previous semester, he wanted to briefly highlight several accomplishments from the fall term. He reflected that, upon assuming this role last year, one of his primary goals was to enhance the overall student experience and promote student success across campus, recognizing that this goal can be achieved in many different ways.

Connor referenced the Dancing with the Herd event, which he had discussed frequently in prior meetings. He explained that the event was designed to raise funds directly supporting student success initiatives. By its conclusion, participating couples had raised \$38,746, benefiting programs such as Marshall for All, study abroad opportunities, leadership development, and student emergency assistance. He expressed sincere gratitude to those in attendance who contributed to the event's success and emphasized that he views this outcome as a meaningful investment in student achievement.

Looking ahead to the spring semester, Connor shared his intention to remain focused on improving student success. He discussed efforts to strengthen and expand the existing Student Government Association infrastructure to ensure students have accessible channels to voice concerns and that those concerns can be effectively directed to the appropriate offices.

He also highlighted the university's participation in the Sun Belt Conference Food Fight during February, an annual food and hygiene drive that operates on a point system in competition with other conference schools. All donated items will directly benefit Marshall students through the food pantry, SGA pop-up pantries, and the ACE Center. Connor noted that additional details and donation information would be shared with campus and community partners in the coming week.

At the state level, he reported that the Advisory Council of Students has launched its Month of Service in February, focusing on partnerships with local nonprofits, engagement with area schools, and campus beautification efforts. He added that on February 16th, the council will host Student Day at the State Capitol to advocate for key pieces of legislation. Connor concluded by emphasizing the importance of collaboration among institutions and thanking the board for their continued support.

School of Medicine Update

Dr. David Gozal, Dean and Vice President for Health Affairs presented the School of Medicine update. He reported that the School of Medicine welcomed 30 incoming physician assistant students to the Class of 2028 last month. The cohort reflects a diverse range of backgrounds, representing 15 different undergraduate colleges and universities. He noted several key statistics about the class, including that 57 percent are West Virginia residents, 33 percent are graduates of Marshall University, and 13 percent are first generation college graduates.

He also shared that medical students are helping rural West Virginia high school students explore careers in health care through NeuroAppalachia, a student led outreach program that uses neuroscience education to inspire curiosity and broaden career awareness. Led by third year medical students Dami Adeshina and Jordyn Torrens, and supported by a rural health grant from the Marshall University Robert C. Byrd Center for Rural Health, the program combines hands on learning with real world applications to connect science with health professions.

In addition, he highlighted the School of Medicine's 2025 research productivity. Faculty and affiliated researchers published 560 articles in peer reviewed journals, with 487 of those articles cited by other publications. Approximately 22 percent, about 107 publications, were cited more than once, demonstrating significant scholarly impact.

He noted that the West Virginia IDeA Network of Biomedical Research Excellence, WV INBRE, is entering a new phase following more than two decades of leadership by Vice Dean and Professor Gary Rankin, PhD, whose vision established a strong statewide foundation for biomedical research and training. Under new principal investigator Trupti Joshi, PhD, senior associate dean and professor of biomedical sciences, the program is advancing interdisciplinary research, data science initiatives, and workforce development.

He further stated that in December 2025, three multidisciplinary teams of School of Medicine faculty received pilot awards from the Edwards Foundation, Inc. The funded projects include WV Immunotherapy Response Explorer, WIRE, led by Dr. Trupti Joshi, research on N Myc Downstream Regulated 1 as a biomarker and treatment target for renal cancer led by Dr. Travis Salisbury, and a study on cancer stem cell derived PD 1 and PD L1 as a biomarker for predicting immunotherapy response in gynecologic cancers led by Dr. Nadim Bou Zgheib. He explained that the Foundation's Cancer related Research Fund supports innovative cancer research by School of Medicine faculty and Cabell Huntington Hospital medical staff.

It was also mentioned that West Virginia native Sidney Strause, a biomedical sciences PhD student, received a prestigious American Heart Association Predoctoral Fellowship totaling

70,676 dollars. The two year award supports her stipend and research on cardioprotection during adverse cardiac remodeling. Strause, a 2023 Marshall University graduate from Wood County, conducts her research in the laboratory of Professor Sandrine Pierre, PhD.

He said that, as part of its commitment to student scholarship, the School of Medicine has designated travel grants for winners of the 37th Annual Health Sciences Research Day to present their award winning work at national and international conferences.

He also noted that the School of Medicine recognized outstanding faculty and students through its annual awards program for excellence in teaching, research, and clinical care.

It was further mentioned that the Academy of Master Clinicians, established in 2025, represents the School of Medicine's highest honor for physicians who demonstrate exceptional clinical judgment, professionalism, humanism, and compassionate care. The inaugural inductee, Dr. Lynne J. Goebel, Professor of Internal Medicine and Geriatrics, was recognized for her deeply patient centered approach grounded in careful listening, thoughtful decision making, and steadfast advocacy.

He reported that Marshall University and Marshall Health Network recently hosted Dr. Brian Christine, U.S. Assistant Secretary for Health, for a discussion on advancing rural health. The visit, his first official trip to West Virginia since Senate confirmation, focused on strengthening the rural health workforce, improving access in underserved communities, and leveraging innovation to enhance outcomes across Appalachia. The event included a moderated conversation with Dr. David Gozal, Scott Raynes, and Toney Stroud.

He also stated that West Virginia has been awarded 199 million dollars for 2026 through the Centers for Medicare and Medicaid Services Rural Health Transformation Fund. He emphasized that Marshall Health Network, the School of Medicine, and Marshall University played key roles in developing the successful application and will be actively involved in implementation.

Lastly, he announced that Match Day for the Medical Class of 2026 will take place on March 20.

Finance, Audit and Facilities Planning Committee

There were no action items brought to the Board.

Information Items

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

Finance Update

Facilities and Operations Update

Internal Audit Update

Annual Gramm-Leach Bliley Act (GLBA)

Assessment & Information Security Update

Athletic Committee

There were no action items brought to the Board.

Information Items

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

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

IV. President's Report

**The President's report is attached as an addendum to the Board of Governor's minutes.*

V. Chairman Sheils Report

Chairman Sheils offered his appreciation, stating that he wanted to thank the Campus Operations and Facilities team for their unbelievable and heroic efforts during the recent week of intense cold, ice, snow, and severe weather. He emphasized how much their hard work was valued, noting that he understands just how difficult it is to chip away at that kind of ice.

He then referenced a recent Wall Street Journal column from January 26 written by the president of Dartmouth College titled "Is a Four-Year Degree Worth It?" He shared that the premise of the article was that American higher education is facing a trust problem and that rebuilding this trust must be a priority. The Dartmouth president identified several areas where change is needed, and Chairman Sheils highlighted two of them: making college more affordable and ensuring that return on investment truly matters.

Chairman Sheils connected these points to President Smith's earlier remarks, observing that Marshall University is already demonstrating exactly the kind of leadership the column described. He noted that the visionary direction at Marshall reflects what even Ivy League leaders recognize as necessary to restore confidence in higher education.

He concluded by saying that the Board should recognize the extraordinary progress made over the last four years, calling it nothing short of amazing. After more than a decade of declining trends, the university is now experiencing a 22.5 percent increase with continued growth projected into a fourth year. He remarked that this is a remarkable time for Marshall University and wanted to take a moment to acknowledge both the magnitude of what has been accomplished and the exciting direction ahead.

VI. Announcements

VII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

DRAFT

MINUTES

Marshall University Board of Governors

Special Board Meeting Held Virtually

February 17, 2026

Virtual: Kipp Bodnar, Kathy D'Antoni, Vicki Dunn-Dionne, Kathy Eddy, Donnie Holcomb, Geoff Sheils, Bill Smith, Jim Smith, Charles Webb

Non-Voting Members: Carleen McNeill, Robin Riner, Connor Waller

Absent: Ginny T. Lee, Angel Moore, Samuel Moore, Charles Wendell

I. Call to Order

After confirming that a quorum was present, Chairman Sheils called the meeting to order.

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

Upon a motion by Jim Smith, seconded by Kathy D'Antoni, the Board entered executive session under the authority of WV Code §6-9A-4 to discuss Commercial Competition and Personnel matters.

After an executive session, the Board re-entered open session on a motion by Donnie Holcomb, seconded by Kathy D'Antoni.

Chairman Sheils noted that no action was taken during the executive session.

III. Committee of the Whole

Information Items:

Athletic Department Update

After the Athletic Update by Vice President and Director of Athletics Gerald Harrison, Chairman Sheils gave President Brad D. Smith a moment to address the Board. President Smith stated that the administration was asking the Board of Governors to approve the difficult decision to discontinue the women's Swimming & Diving program and to add a STUNT program. He began by directly acknowledging the student-athletes, their families, coaches, and alumni, stating that he understands the decision is painful and that he has personally read messages and heard from many supporters whose advocacy and love for the program deserve respect.

President Smith addressed the timing of the announcement, explaining it was planned so student-athletes could access the full spring transfer window and have every available option moving forward. He said delaying the announcement would not have changed the financial analysis, Title IX participation review, or facility realities, but could have limited opportunities for the student-athletes most affected.

He emphasized that the decision was not based on performance, noting the Swimming & Diving program represented Marshall with pride, competed strongly, and achieved academic success. Instead, he described it as a structural decision focused on long-term sustainability and alignment within a rapidly changing NCAA environment.

He outlined three primary factors behind the decision:

- **Participation and Title IX Alignment:** The Swimming & Diving roster includes about 27 student-athletes, while a STUNT program can support up to 65 student-athletes, expanding women's participation opportunities.
- **Financial Sustainability:** The Swimming & Diving program costs approximately \$819,000 annually, while a fully developed STUNT program is projected to cost about \$330,000 annually, creating projected multi-year savings exceeding \$2 million.
- **Facility Reality:** The Fitch Natatorium has served the university for decades but maintaining Division I championship-level swimming would require significant capital investments and facility upgrades the university cannot responsibly commit to without impacting broader Athletics priorities. He added that the pool will continue serving academic programs, recreation, and community use.

He stated that Marshall will honor every current Swimming & Diving scholarship for student-athletes who remain enrolled through graduation and will provide advising and transition support. For student-athletes choosing to transfer, the university will assist them through the transfer process, emphasizing that the university is not abandoning them but will be supporting them throughout the transition.

President Smith concluded by referencing Marshall's "Herd Mentality," saying leadership sometimes requires making hard decisions for the good of the whole institution, and reaffirmed that the affected student-athletes will always be part of the Marshall community and will be treated with support and respect.

Chairman Sheils thanked Mr. Harrison for the Athletic Department Update and President Smith for his remarks. He then stated that the Board had two recommended action items for consideration.

Action Items

A) Discontinuation of the Marshall University Women's Swimming & Diving Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve a change in athletic program offerings, resulting in the discontinuation of the Marshall University Women's Swimming & Diving program.

** Marshall University is proposing a strategic transition from its Swimming & Diving program to the sport of STUNT. (STUNT is a head-to-head, team-based competitive sport derived from cheerleading, designed to emphasize athletic skill, strategy and execution without sideline elements such as chants, signs or crowd-leading.) This recommendation is driven by escalating facility-related cost barriers, the opportunity to expand women's athletic participation, and the need to strengthen long-term financial sustainability, while preserving scholarship commitments and providing comprehensive support to affected student-athletes.*

Rationale for Transition

- ***Facility and Cost Constraints:*** *Swimming & Diving requires ongoing access to specialized facilities that present significant and increasing operational costs with limited long-term feasibility. The pool located within the Henderson Center will still be used for club teams and community swim meets, as well as for public general use.*
- ***Expanded Women's Opportunities:*** *STUNT offers a growing, nationally recognized women's sport with lower infrastructure demands and the ability to increase participation opportunities consistent with institutional priorities.*
- ***Financial Stewardship:*** *The transition supports responsible resource allocation amid broader financial pressures across collegiate athletics.*

Student-Athlete Protections

Marshall University remains committed to minimizing disruption and safeguarding student-athlete interests:

- ***Scholarships:*** *All current Swimming & Diving scholarships will be fully honored through each student-athlete's graduation.*
- ***Academic & Transition Support:*** *Affected student-athletes will receive continued academic advising, individualized transition planning and assistance for those who choose to pursue transfer opportunities.*
- ***Compliance Assurance:*** *All actions will be executed in alignment with NCAA and conference requirements.*

Conclusion and Governance Considerations

This proposed realignment reflects Marshall University's commitment to:

- *Responsible financial stewardship*
- *Title IX compliance*
- *Expansion of meaningful participation opportunities for women*
- *Honoring existing commitments to student-athletes*

After a motion by Donnie Holcomb, seconded by Kathy D'Antoni, Chairman Sheils called for discussion prior to the vote.

Student representative Connor Waller addressed the Board, stating that before moving into further discussion and voting, it was important to ensure that all parties impacted by the decision

were given an opportunity to have their voices heard during the meeting. He indicated his intent to read a written statement provided and signed by all members of the Swimming & Diving team.

Mr. Waller acknowledged the Board's fiduciary responsibility to the institution and the strategic considerations before it, while emphasizing the importance of deliberating with full awareness of the human impact on the students involved. He noted that while it is easy to speak of a program in abstract terms, a program ultimately exists because of the people who comprise it.

He then read the statement submitted by the Swimming & Diving team. Following the reading, he remarked that the student-athletes exemplify the values of Marshall University through academic excellence, competitive integrity, leadership, and service. He stated that the team has represented the institution with distinction in every measurable way and has become a beloved part of the university community. Regardless of the outcome of the decision, he expressed that their excellence deserved recognition and support.

He clarified that his comments were not intended to disregard the financial or strategic realities facing the Board, but rather to ensure that deliberations reflected the full scope of what would be affected. Mr. Waller reaffirmed that Board members are responsible for sustainability, compliance, and the long-term health of the institution, responsibilities he described as both significant and real.

He further emphasized that the manner in which decisions are reached and communicated to the public matters, arguing that transparency is a vital component of institutional strength. He encouraged the Board to reflect on its decision-making process to ensure transparency moving forward and to maintain the trust of students, alumni, and the broader community.

Mr. Waller concluded by expressing his hope that the Board would proceed in a way that safeguards both the university's long-term stability and the confidence of those who place their faith in it. He also extended sincere well wishes to the Swimming & Diving student-athletes as they prepared to compete in their conference tournament, noting that Marshall University could not have better representatives.

After Mr. Waller's remarks, Chairman Sheils thanked Mr. Waller for his remarks and called for any further discussion. With no further discussion, a vote was taken and the resolution unanimously passed.

With no further discussion, a vote of aye, and no opposition, the motion carried.

B) Addition of a Marshall University STUNT Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the establishment of a STUNT program within the Marshall University Department of Athletics.

** Marshall University Athletics proposes the addition of STUNT as part of its long-term strategy to responsibly expand women's athletic opportunities, strengthen Title IX alignment and support sustainable program growth. (STUNT is a head-to-head, team-based competitive sport derived from cheerleading, designed to emphasize athletic skill, strategy and execution without sideline elements such as chants, signs or crowd-leading.) STUNT is an NCAA Emerging Sport for Women with a defined championship pathway and comparatively modest operating and facility requirements. Its addition offers a high-impact, fiscally responsible opportunity to increase female student-athlete participation while maintaining institutional and departmental stability.*

Strategic Rationale

The proposed addition of STUNT directly advances Marshall University's priorities in three key areas:

- **Expansion of Women's Athletics Opportunities:** *STUNT meaningfully increases participation opportunities for women, supporting the University's commitment to equity and access.*
- **Title IX Alignment:** *With large roster capacity and flexible scholarship structures, STUNT helps move Athletics closer to proportionality targets.*
- **Sustainable Growth:** *The sport's limited facility needs and scalable operating model align with responsible financial stewardship.*

STUNT allows Marshall to grow participation without the significant capital investments often associated with new varsity programs.

Title IX and Participation Impact

STUNT supports rosters of up to 65 student-athletes, substantially exceeding the participation levels of many traditional women's sports.

Key benefits include:

- *Significant increase in women's participation opportunities*
- *Positive impact on participation proportionality metrics*
- *Flexibility in the allocation of financial aid without immediate pressure on equivalency limits*

Financial Overview

STUNT offers a scalable and cost-effective financial model:

- **Initial Investment (Startup Phase):** *Approximately \$70,000, covering coaching, recruiting and basic operating expenses*
- **Full Operating Investment:** *Approximately \$330,000 once the program is fully active and competitively established*

Importantly, STUNT does not require:

- *Major capital construction*
- *Specialized or sport-exclusive training facilities*
- *Significant ongoing equipment or maintenance expenditures.*

Implementation Timeline

The proposed phased implementation allows for measured, responsible growth:

- ***Spring 2026:*** Public announcement of STUNT program and hiring of Head Coach
- ***2026–27 Academic Year:*** Recruiting and roster development
- ***Fall 2027:*** Launch of competitive participation
- ***Fall 2028 and Beyond:*** Continued roster growth and full program integration

Conclusion and Recommendation

The addition of STUNT reflects Marshall University's commitment to:

- *Responsible and strategic growth in Athletics*
- *Expanded women's participation opportunities*
- *Enhanced Title IX compliance*
- *Fiscal discipline and institutional sustainability*

STUNT offers a high-impact, low-capital solution that strengthens the Athletics portfolio while maintaining focus on student-athlete success. Approval of this initiative would represent a prudent investment in equity, compliance, and the long-term health of Marshall University Athletics.

After a motion by Jim Smith, seconded by Donnie Holcomb, Chairman Sheils asked for any discussion. There being no further discussion, a vote was taken and the resolution unanimously passed.

III. Announcements

Chairman Sheils offered closing remarks, stating that he believed the meeting had reached its conclusion following what he described as passionate and thoughtful discussion regarding the matter before the Board.

He expressed appreciation to Board members for their respectful, deliberate, and careful consideration, noting that moments such as these demonstrate that service on the Board extends beyond budgets and policies to include people, tradition, and the deep connections that unite the university community.

Chairman Sheils acknowledged that approving the discontinuation of a sports program with a proud history and strong emotional ties to the university community was not merely a policy decision, but one that affects student-athletes, alumni, coaches, families, and supporters who have invested significant time, talent, and commitment into the program. He emphasized that the Board did not take the decision lightly.

He recognized the Marshall Swimming & Diving team for representing the institution with integrity and success, highlighting the opportunities the program provided student-athletes to compete at a high level, represent the university with pride, and build lasting relationships. He noted that the program created achievements and memories that will remain part of the university's history and that the experiences of alumni, families, and supporters are meaningful and enduring.

Chairman Sheils stated that the situation had been difficult, reflecting the pride associated with the program and its longstanding impact. At the same time, he emphasized that the Board's responsibility extends beyond honoring the past to stewarding the university's future. He explained that Board members are entrusted with protecting the institution's academic, financial, and competitive strength and must confront structural challenges directly when long-term projections indicate continued difficulty.

Referencing remarks previously shared by President Smith, Chairman Sheils noted that ensuring the university's long-term strength and resilience sometimes requires decisions that are painful in the short term but necessary for sustainability. He expressed the Board's commitment to moving forward while honoring the program's accomplishments and safeguarding the institution's future.

He concluded by expressing gratitude for the contributions of the Swimming & Diving program, the dedication of its student-athletes and coaches, and the Board's commitment to supporting those affected with respect and care. Chairman Sheils affirmed that the program's legacy would not be forgotten and thanked members for approaching the matter with seriousness, compassion, and a shared commitment to the long-term strength of Marshall University.

IV. Adjournment

Chairman Sheils thanked the Board for their attendance and without further business to be in front of the board, adjourned the meeting without opposition.

Respectfully submitted,

Kathy D'Antoni, Secretary

MINUTES

Marshall University Board of Governors

Special Board Meeting Held Virtually

March 18, 2026

Virtual: Kipp Bodnar, Kathy D'Antoni, Vicki Dunn-Dionne, Kathy Eddy, Donnie Holcomb, Ginny T. Lee, Angel Moore, Geoff Sheils, Bill Smith, Jim Smith, Charles Webb, Charles Wendell

Non-Voting Members: Carleen McNeill, Robin Riner, Connor Waller

Absent: Samuel Moore

I. Call to Order

After confirming that a quorum was present, Chairman Sheils called the meeting to order.

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

Upon a motion by Kathy D'Antoni, seconded by Charles Wendell, the Board entered executive session under the authority of WV Code §6-9A-4 to discuss Commercial Competition and Personnel matters.

After an executive session, the Board re-entered open session on a motion by Charles Wendell, seconded by Rusty Webb.

Chairman Sheils noted that no action was taken during the executive session.

III. Committee of the Whole

Prior to the action item being brought forward to the Board, Chairman Sheils gave the floor to President Brad D. Smith for his remarks. President Smith stated that over the past four weeks, the university, its surrounding community, and alumni across the globe have worked through a complex set of decisions related to Athletics. These discussions have focused on expanding participation opportunities, addressing the financial realities of intercollegiate athletics, and evaluating the infrastructure investments necessary to remain competitive at the Division I level.

Based on new information, the university is now proposing to the Board of Governors the reinstatement of Women's Swimming & Diving as an official Division I program at Marshall University. This proposal reflects an ongoing commitment to increasing opportunities for women

in athletics. As part of this effort, the university also plans to add the sport of STUNT, as previously discussed, and will expand roster sizes across all women's sports to meet NCAA maximums.

President Smith emphasized that these initiatives will be managed with fiscal responsibility. This includes continued outreach to campus and community partners to support athletics through philanthropic efforts, which are increasingly essential in today's collegiate environment. He expressed appreciation to the Board for carefully considering the various options presented in recent weeks, as well as taking into account the new information that helped shape this proposal.

He also noted that additional details would be shared during a press conference scheduled for 12:30 p.m. in the Big Green Room at the Joan C. Edwards Stadium, with further coverage available through local news outlets. President Smith concluded by formally presenting the proposal to the Board of Governors for consideration regarding the reinstatement of Women's Swimming & Diving at Marshall University.

Action Items

A) Reinstatement of the Marshall University Women's Swimming & Diving Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the reinstatement of the Marshall University Women's Swimming & Diving program within the Marshall University Department of Athletics.

** Marshall University Athletics proposes the reinstatement of Women's Swimming & Diving as part of its long-term strategy to responsibly expand women's athletic opportunities, strengthen Title IX alignment and support sustainable program growth. This resolution vacates the Board Resolution passed on February 17, 2026, which discontinued the Swimming & Diving Program.*

After a motion by Rusty Webb, seconded by Charles Wendell, there being no further discussion, a vote was taken and the resolution unanimously passed.

III. Adjournment

Chairman Sheils stated without further business to be in front of the Board, adjourned the meeting without opposition

Respectfully submitted,

Kathy D'Antoni, Secretary

Marshall University Board of Governors

Meeting of April 8, 2026

ITEM: Approval of Revisions to Board of Governors Rule No. AA-6 - Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation & Emeritus Status

COMMITTEE: Academic and Student Affairs Committee

RECOMMENDED ACTION: *Resolved*, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. AA-6 - Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation & Emeritus Status

STAFF MEMBER: H. Toney Stroud
Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

BACKGROUND:

This policy encompasses a comprehensive framework designed to manage the professional lifecycle of faculty members within Marshall University. The objective of this policy is to establish equitable and appropriate criteria, eligibility, expectations, notification, procedures, and standards for faculty from their initial appointment through to their potential transition to emeritus status, and the formation of promotion/tenure policies at the Academic Unit and Department levels.

The adoption of the revised Rule AA-6 is necessary to modernize and unify Marshall University's promotion and tenure framework, which is currently fragmented across multiple outdated policies. The new policy provides a comprehensive, transparent, and equitable structure that addresses all aspects of the faculty life-cycle from appointment and classification through promotion, tenure, dismissal, resignation, and emeritus status—within a single governing document. It ensures consistency across academic units, incorporates nationally recognized best practices (including external review processes, tenure-clock extensions, and expanded faculty classifications), and aligns Marshall with peer R2 institutions and West Virginia statutory requirements. This update enhances clarity for faculty, administrators, and review committees, while strengthening protections for academic freedom and due process.

Upon approval of this resolution, this Rule will be posted at <https://www.marshall.edu/policies/> and a comment period will open and remain open until Wednesday, May 20, 2026. 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 of the end of the comment period.

Comments should be sent via email to: commentstorpap@marshall.edu

MARSHALL UNIVERSITY BOARD OF GOVERNORS

Rule No. AA-6

Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation, & Emeritus Status

1. General Information

1.1 Purpose

The policy on "Faculty Classification, Types and Conditions of Appointment, Ranks, Promotion, Tenure, Dismissal for Cause, Resignation, & Emeritus Status" encompasses a comprehensive framework designed to manage the professional lifecycle of faculty members within Marshall University. The objective of this policy is to establish equitable and appropriate criteria, eligibility, expectations, notification, procedures, and standards for faculty from their initial appointment through to their potential transition to emeritus status, and the formation of promotion / tenure policies at the Academic Unit and Department levels.

1.2 Scope

This Rule relates to the appointment, classification, rank, promotion, tenure, reappointment, or dismissal for cause of faculty. This Rule applies to all faculty members at all colleges and schools at Marshall including the Joan C. Edwards School of Medicine.

1.3 Authority

1.3 Authority: W. Va. Code §18B-1-6.

1.4 Passage Date: [TBD]

1.5 Effective Date: 2028-2029 Academic Year (See Section 14 for implementation and transition provisions).

1.6 Superseding Provisions

This Rule supersedes and replaces Higher Education Policy Commission Series 9 – Academic Freedom, Professional Responsibility, Promotion, and Tenure; and any other Rule of the Higher Education Policy Commission which relates to the subject matter contained within this Rule. This Rule also repeals and supersedes MUBOG-AA-6 – Faculty Promotion, MUBOG-AA-7 – Faculty Promotion, MUBOG-AA-8 – Termination of Faculty Due to Program Reduction or Discontinuance, MUBOG-AA-9 – Faculty Tenure, MUBOG-AA-15 – Emeritus Status for Retired Employees, and any other internal academic affairs policy or procedure which relates to the subject matter contained within this Rule.

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2. Definitions

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2.1 Academic Rank

"Academic Rank" means the level of position held by a Faculty Member. Faculty ranks include Professor, Associate Professor, Assistant Professor, Senior Instructor, Instructor, and Research Scholar. The title used by a faculty member is typically a combination of an Academic Rank and a Faculty Classification.

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2.2 Academic Unit

An academic unit is a major administrative division of the university, which is typically headed by a Dean. For the purposes of this policy, "Academic Unit" refers to units listed in Bylaw 14 of the Faculty Senate.

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2.3 Board of Governors

"Board of Governors" means the Board of Governors (BOG) at Marshall University.

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2.4 Business Day

A "Business Day" is a day when Marshall's Huntington campus is open for business, including days when the university is open but classes are not held. Business Days do not include weekends, University holidays, or other days when the Huntington campus is closed.

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2.5 Department Chair / School Director

A "Department Chair / School Director" is a faculty member in an academic department within an academic school or college whose role is to manage that department. School directors who manage a major subdivision of an Academic Unit and report through a Dean also fulfill the role of Department Chair / School Director. When a School is freestanding and not part of a college, it is managed by a Dean who is not a Department Chair / School Director.

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2.6 Critical Year

"Critical Year" means the penultimate year of the tenure-track period, which typically is the sixth year. The candidate applies for tenure during the Critical Year.

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2.7 Dean

A "Dean" is a university officer who is the head of a particular Academic Unit and its associated faculty. For the purposes of this policy, "Dean" includes the top-level administrator for each Academic Unit. A Dean serves as their academic unit's chief academic officer and reports to the Provost for all academic related matters, including (but not limited to) rules, policies, regulations, and procedures related to faculty.

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2.8 Designated Faculty Prefixes

"Designated Faculty Prefixes" refers to "Adjunct-," "Clinical-," "Dual-Credit-," "Research-," "Teaching-," or "Visiting-," as applicable to describe the Faculty Member's connection or function within the University.

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2.9 Faculty

"Faculty" refers to the class of individuals who are specifically appointed as such by the President including, but not limited to, faculty with academic rank as well as such professional personnel such as librarians, faculty equivalents, and academic professionals.

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2.10 Faculty Classification

"Faculty Classification" refers to the different categories of faculty members (holding academic rank), such as Tenured, Tenure-track, Non-tenure track, Clinical-track, Librarian-track, and Research-track. Each classification has distinct roles, responsibilities, and eligibility criteria for benefits and promotions.

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2.11 Faculty Equivalent

"Faculty Equivalent" refers to certain non-tenure-track positions that, while distinct from other Marshall faculty, are counted as faculty rather than staff. These include certain positions in the Autism Training Center and certain athletic coaches.

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2.12 Faculty Member

"Faculty Member" means an individual member of the Faculty.

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2.13 Full-time

"Full-time" means a 1.0 FTE equivalent position for the contract year.

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2.14 President

"President" means the President of Marshall University or the President's designee.

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2.15 Probationary Period

The time during which a faculty member has been hired on the tenure track but has not yet been granted or denied tenure. During this period, the candidate demonstrates their fitness for tenure.

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2.16 Provost

"Provost" means Marshall University's highest ranking academic officer. In this role, all academic Deans or equivalents (for academic matters) report to the Provost who oversees all matters related to academic affairs. The Provost oversees the operations of academic affairs matters, including policies related to faculty. The Provost is the chief academic officer of Marshall University and oversees all Deans, regarding academic and faculty matters.

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2.17 Tenure

Tenure at Marshall University provides for a continuing series of appointments which may be terminated by the university only for cause, under extraordinary circumstances, or in the event of a reduction or discontinuance of a program.

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3. Faculty Classifications

This section typically delineates the different categories of faculty members, such as adjunct-faculty, dual-credit instructor, tenured, tenure-track, clinical-track, teaching-track, librarian-track, and research-track. Each classification has distinct roles, responsibilities, and eligibility criteria for benefits and promotions.

3.1 Adjunct-Instructor-Track

Adjunct Faculty are instructors who teach part-time. The teaching loads for adjunct instructors are limited by University Policy UPAA-14, "Rule on Adjunct Faculty." Adjunct Faculty are not eligible for promotion or tenure and are hired on an "as needed basis."

3.2 Dual-Credit Instructor-Track

Dual Credit Instructors are typically employed by secondary schools who, in partnership with Marshall University, offer Marshall courses to high school students, who receive both high school and college credit for these courses upon successful completion. These faculty serve as the instructor of record for dual credit courses and hold the rank of Instructor.

3.3 Tenured

Those Faculty Members who have attained tenure status as determined by the President. Tenured appointments are normally full-time for the academic year. Based on the policies and procedures for promotion, tenured faculty (who are normally granted promotion after being granted tenure) may be promoted through the ranks listed below.

- Assistant Professor
- Associate Professor
- Professor

3.3.1 Under special circumstances, if requested by a Faculty Member and approved by the President, a full-time tenured appointment may be converted to a part-time or zero FTE tenured appointment for a specified period of time, normally not to exceed one calendar year per occurrence. At the conclusion of the approved period of time or an approved extension thereof, the Faculty Member returns to a full-time tenured appointment unless the Faculty Member chooses not to return to a full-time tenured appointment. Upon such an election, the Faculty Member's employment ceases. This section does not apply to actions associated with phased retirement programs.

3.4 Tenure-Track

Those Faculty Members who normally have been appointed on a full-time basis and have been designated by the President as being in a tenure-track position and until they have been granted tenure are considered probationary. Based on the policies and procedures for promotion, tenure-track faculty may be promoted through the ranks listed below.

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- Assistant Professor
- Associate Professor
- Professor

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3.4.1 Time spent in a part-time tenure-track appointment at least one-half of the contract period is normally not included in the calculation of years of service for the purposes of tenure nor will it result in any de facto award of tenure.

3.4.2 Under special circumstances, if requested by a Faculty Member through appropriate channels and approved by the Provost, a full-time tenure-track appointment may be converted to a part-time or zero FTE tenure-track appointment for a specified time period, normally not to exceed one calendar year per occurrence. At the conclusion of the approved period or extension thereof, the Faculty Member returns to a full-time tenure-track appointment unless the Faculty Member chooses not to return to a full-time tenure-track appointment. Upon such election, the Faculty Member's employment ceases.

3.5 Clinical-Track

Clinical faculty (or "practice" faculty) must have significant professional work experience outside of higher education practicing their professions. Clinical faculty do not generally teach didactic classroom-based courses; rather, they teach experiential and clinically based courses where students are practicing what they learned in didactic courses in authentic settings with clients or patients. Although not eligible for tenure, clinical faculty have ongoing appointments. Based on the policies and procedures for promotion, clinical faculty may be promoted through the ranks listed below.

- Clinical Instructor
- Clinical Assistant Professor
- Clinical Associate Professor
- Clinical Professor

3.6 Librarian-Track

Librarian faculty are appointed by the President to provide instructional services at Marshall University Libraries. Appointment of librarians will follow the same procedures that are established for appointing all institutional faculty members and appointment to any rank will meet the criteria appropriate to that rank.

Although not eligible for tenure, librarian faculty have ongoing appointments and may, based on the nature of their appointment and job duties use the term Librarian following their listed academic rank (except for those ranked as Instructor). Based on the policies and procedures for promotion, librarian faculty may be promoted through the ranks listed below. Their appointment may be full-time equivalent or part-time.

- Instructor / Librarian I
- Assistant Professor / Librarian II
- Associate Professor / Librarian III
- Professor / Librarian IV

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3.7 Research-Track

Research Faculty are primarily hired through research-based funding to engage in scholarly activities. They are not eligible for tenure and their appointments are contingent based on research funding. They may do some teaching and/or perform university service. Based on policies and procedures for promotion, research faculty may be promoted through the ranks listed below.

- Research Scholar
- Research Assistant Professor
- Research Associate Professor
- Research Professor

3.8 Teaching-Track

Teaching-Track Faculty are hired for specified terms. An additional contract may be offered at the end of each term. Teaching-Track faculty are hired primarily to teach didactic courses and to perform some university service. Based on policies and procedures for promotion, term faculty may be promoted through the ranks listed below. Those Faculty Members who have been appointed by the President as Teaching-Track Faculty may hold an Academic Rank. The appointment may be full-time or part-time. Based on policies and procedures for promotion, teaching faculty may be promoted through the ranks listed below.

- Instructor
- Senior Instructor
- Assistant Teaching Professor
- Associate Teaching Professor
- Teaching Professor

3.8.1 Limitations on Number of Teaching-Track Faculty

With the exception of the School of Medicine, full-time appointments to the teaching-track and clinical-track will not exceed thirty percent (30%) of the total number of full-time faculty. The Provost has the authority to grant exceptions to the threshold.

3.8.2 Appointment Length

Upon appointment to a teaching-track, a Faculty Member may be eligible to receive reappointment (i.e., employment contracts); terms lengths are dependent upon rank and employment contracts may be terminated due to program elimination, strategic realignment, budget constraints, faculty misconduct (cause), or persistent and documented performance issues.

3.8.2.1 Rank of Instructor: 3-year term

3.8.2.2 Rank of Senior Instructor: 4-year term

3.8.2.3 Rank of Assistant Teaching Professor: 5-year term

3.8.2.4 Rank of Associated Teaching Professor: 6-year term

3.8.2.5 Rank of Teaching Professor: 7-year term

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3.9 Visiting Faculty

Faculty Members who have been appointed by the President but have not been appointed in a tenure-track, clinical-track, librarian-track, teaching-track, ~~service track~~ or as having tenured status. Appointment of such faculty may be full-time equivalent or part-time.

3.9.1 Reappointment

The reappointment of visiting-track appointments will not create any presumption of a right to appointment as tenure-track or tenured faculty.

3.9.2 Other non-tenure-track full-time faculty appointments may be used only if one or more of the following conditions prevail:

3.9.2.1 The position is funded by a grant, contract, or other source that is not a part of the regular and on-going source of operational funding.

3.9.2.2 The position is created for the temporary replacement of an individual on sabbatical or other leave of absence. Appointments to such positions are outside tenure-track status, are subject to reappointed annually, and normally may not exceed three years.

3.9.2.3 The position is created to fill an essential teaching post immediately, pending a permanent appointment through a regular search and screening process. Appointments to such positions are outside tenure-track status, are subject to reappointed annually, and normally may not exceed three years.

3.9.2.4 The position is temporary to meet transient instructional needs, to maintain sufficient instructional flexibility to respond to changing demand for courses taught, or to meet other institutional needs. The appointee is to be notified at the time of the appointment. Appointments to such positions are outside tenure-track status, are subject to be reappointed annually, and normally may not exceed six years.

3.9.2.5 The position is a secondary appointment for a person who has a primary appointment as an administrator or to perform other noninstructional duties. Any faculty rank or teaching associate with such a position is considered temporary and may be reappointed on an annual basis. The appointee must be notified in writing of the status of any Academic Rank.

3.9.3 Appointment to a non-tenure-track full-time faculty position will create no right or expectation of continued appointment beyond the period of appointment.

3.10 Clinical-track, librarian-track, research-track, teaching-track faculty, and other non-tenure track faculty hold appointments that are not subject to consideration for tenure, regardless of the number, nature, or time accumulated in such appointments. Clinical-track, librarian-track, research-track, teaching-track, and

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visiting faculty appointments are only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment. Because the Faculty Member thus appointed is not on the tenure-track, the notice provisions set out in Section 7 below do not apply.

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3.11 Librarian-Track

Faculty members appointed as Library Faculty may be full-time or part-time, as specified in their employment letter.

3.12 Faculty Appointments – General

Other appropriate titles which more accurately indicate the nature of a faculty member's position may be used at the discretion of the President in consultation with the Provost and the University Faculty Senate's Faculty Personnel Committee.

3.13 Faculty with Administrative Appointments – General

Persons assigned full-time or part-time to administrative or staff duties at the University may be appointed to, or may retain, Academic Ranks in addition to any administrative or staff title, following consultation with appropriate academic units. Such persons will be informed in writing at the time of the appointment whether the faculty rank is as a tenured, tenure-track, clinical-track, librarian-track, teaching-track, service-track, or other non-tenure-track member of the faculty. Administrative or staff personnel who are not appointed to a faculty position are not faculty and therefore are not entitled to the protections provided by this policy.

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3.13.1 In addition to their regular administrative duties, each campus administrator who also holds Academic Rank, pursuant to W. Va. Code § 18B-8-6(b), will teach at least one (1) course during each eighteen-month employment period or perform ongoing research or creative activity.

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4. Faculty Types and Conditions of Appointment

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4.1 Full-time appointments to the faculty of Marshall University, other than those designated as adjunct, dual-credit, clinical-track, librarian-track, research-track, teaching-track, or other non-tenure-track, will be either tenured or tenure-track.

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4.2 All clinical-track, librarian-track, research-track, teaching-track, and other non-tenure-track appointments, as defined in Section 3 of this Rule, will be neither tenured or tenure-track, but will be appointments only for the periods and for the purposes specified, with no other interest or right obtained by the person appointed by virtue of such appointment.

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4.3 The appointment of a person to a full-time position on any of Marshall's additional locations is made subject to the following conditions:

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4.3.1 A full-time appointee will render full-time service to Marshall. The University

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expects its faculty to give full professional effort to assignments of teaching, research/scholarship/creativity, and service. It is, therefore, inappropriate to engage in gainful employment outside the institution that interferes with the Faculty Member's responsibilities at Marshall University or employment that is otherwise incompatible with the Faculty Member's contractual commitment to Marshall University. Moreover, it is inappropriate to use University resources to transact private business. Outside activities which are restricted below in subsection 4.3.3 will not be restricted unless such activities or employment interfere with the adequate performance of institutional duties.

4.3.2 If outside employment or service is undertaken without express prior approval and if it interferes with the performance of the regular institutional duties and responsibilities of the appointee, the President in consultation with the Provost, has a right to (a) require the appointee to cease such outside employment or service which interferes with institutional duties and responsibilities of the appointee, (b) make such adjustments in the compensation paid to such appointee as are warranted by the appointee's services lost to the University and by the appointee's use of institutional equipment and materials, or (c) dismiss for cause as set out in section 9 below.

4.3.2.1 If an accrediting body of a Marshall University program requires a faculty member to maintain their professional certifications and/or licenses through employment activities outside of the required Marshall University responsibilities of teaching, research/scholarship/creativity, and service, faculty members will receive up to a 3-credit-hour course release to maintain that certification/licensure and will not see an adjustment to their Marshall University compensation package. Each Academic Unit will develop guidelines for the implementation of this provision, and will submit it to the ~~University Faculty Senate~~ Faculty Personnel Committee for approval.

4.3.2.2 The course-release provided in 4.3.2.1, of this rule, does not apply to faculty members appointed to positions in the School of Medicine.

4.3.3 The University may permit and encourage a reasonable amount of personal professional activity, such as consulting, by a Faculty Member outside the Faculty Member's duties and responsibilities of employment by and for the University, provided such activity: (1) further develops the Faculty Member professionally, (2) does not interfere with duties and responsibilities to the University, and (3) is undertaken in a manner consistent with the requirements of other applicable Board rules.

4.4 The Provost will develop a form for faculty to report any outside activities and any associated conflicts of interest. This form will be submitted by faculty annually (when there are outside activities to report) and will be reviewed by the Department Chair / School Director, Dean, and Provost.

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4.5 A faculty member holding a non-tenure-track appointment, including, but not limited to, the Clinical, Research, Librarian, or Teaching Tracks, may be considered for transfer to a tenure-track appointment when such a change aligns with the mission, needs, and long-term priorities of the University and the employing academic unit. Requests for a track change must originate with the faculty member's Department Chair and be endorsed by the faculty member's Dean. The proposed transfer shall undergo formal review through established appointment procedures and must receive written approval from the Provost. A change in track constitutes a new appointment and is subject to the same search process, credentialing, and rank requirements applicable to all tenure-track positions. Upon approval of such a transfer, the Provost, in consultation with the faculty member's Dean and their Department Chair, may determine whether a portion of the faculty member's prior full-time service at Marshall University will be credited toward the tenure-track probationary period.

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4.6 Faculty in tenure-track and tenured positions are generally expected to be available for on-campus activities during their period of appointment, when not on leave and not traveling for university business. Some tenure-track or tenured faculty members may teach exclusively online. In these cases, each Academic Unit will develop a policy for tenure-track and tenured faculty members teaching exclusively online that outlines the expectations for availability to on-campus activities. This policy should be submitted to the University-Faculty Senate's Faculty Personnel Committee for approval.

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4.7 Faculty in positions that are non-tenured and non-tenure-track are generally expected to be available for on-campus activities during their period of appointment, when not on leave and not traveling for university business. In some situations, faculty who exclusively teach online courses may be employed with no expectation of on-campus availability. In these cases, the offer letter will explicitly describe the terms of appointment. If a faculty member is teaching exclusively online for a short period of time, their on-campus availability will be negotiated with their immediate supervisor and academic Dean.

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4.8 Tenure-track faculty appointments are distinct from other faculty tracks (e.g., clinical, research, instructional, or professional practice teaching). Each track serves a separate institutional purpose, is governed by different performance expectations, and follows its own criteria for appointment, evaluation, promotion, and—where applicable—tenure. Accordingly, faculty members appointed to the tenure-track may not transfer to other faculty appointment tracks (e.g., clinical, research, or instruction teaching) after their initial appointment. Exceptions shall not be permitted except in cases of demonstrable institutional need, as determined and initiated by the Provost, Dean, the faculty member's immediate supervisor, and approved through the full faculty appointment process applicable to the new track.

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5. Faculty Ranks

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Faculty ranks usually include titles such as Instructor, Senior Instructor Assistant Professor, Associate Professor, and Professor, with each rank reflecting a different level of academic achievement, experience, and responsibility. This section defines the criteria and qualifications required for each rank.

5.1 Instructor

The rank of Instructor is an entry-level position in which the primary responsibility is teaching.

5.1.1 Except as noted below, the rank of Instructor requires that a candidate will have earned at least a master's degree at a university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, in a discipline appropriate to the teaching field.

5.1.2 In certain special areas in which professional achievement is of unusual importance, or in which personnel holding higher degrees are not available, the bachelor's degree or its equivalent may meet the minimum for the rank of instructor. These exceptions must be approved by the Provost and meet the criteria set forth in UPAA-8.

5.1.3 A candidate for instructor must show promise as an effective university teacher.

5.1.4 Teaching-track faculty members in the rank of instructor receive a 3-year employment contract that may be terminated for any reason that is not arbitrary or capricious. Any documented information relating to the decision for non-reappointment or dismissal will be provided promptly to the Faculty Member upon request.

5.2 Senior Instructor

The rank of Senior Instructor represents an advancement in experience from the rank of Instructor. A candidate for Senior Instructor will have earned at least a master's degree at a university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, in a discipline appropriate to the teaching field.

5.2.1 A candidate for the rank of Senior Instructor must have had at least five complete academic years of experience as a full-time faculty member at a college or university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, or other experience deemed as equivalent by the Dean of the Academic Unit prior to application for promotion. This means that a candidate may apply for promotion in academic rank after completing five complete academic years as Instructor, and successful candidates may be promoted after six full years of experience at that rank.

5.2.2 A candidate for Senior Instructor must have demonstrated effective university

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teaching and service.

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5.2.3 Teaching-track faculty members in the rank of senior instructor receive a 4-year employment contract that may be terminated due to program elimination, strategic realignment, budget constraints, faculty misconduct (cause), or persistent and documented performance issues.

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5.3 Research Scholar

The rank of Research Scholar is an entry-level Research-Track position assigned to individuals with the qualifications to conduct the projects for which they are hired.

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5.3.1 The rank of Research Scholar requires that a candidate will have earned at least a master's degree at a university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, in a discipline appropriate to the research projects.

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5.4 Assistant Professor

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5.4.1 The rank of Assistant Professor requires that a candidate will have earned a terminal degree at a university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, in a discipline appropriate to the teaching field. University Policy UPAA-8 contains a list of terminal degrees by college and discipline.

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5.4.1.1 A potential faculty member who is ABD (all but dissertation) or who completed all coursework for their terminal degree, but has not completed other final components of the terminal degree, may be hired at the rank of Assistant Professor, but their expected terminal degree completion date must be noted in their initial offer letter. The offer letter should outline appropriate provisions should the faculty member not complete their terminal degree. These special cases require approval by the Provost.

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5.4.2 If applying for promotion from a lower rank to the rank of Assistant Professor, a candidate must also have at least five complete academic years of experience as a full-time faculty member at a college or university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, or other experience deemed as equivalent by the promotion policy of the Academic Unit. This means that a candidate may apply for promotion to Assistant Professor after completing five complete academic years at lower ranks and successful candidates may be promoted after completing six complete academic years.

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5.5 Associate Professor

The rank of Associate Professor represents a significant milestone in the career of a faculty member and signifies a higher level of responsibility and recognition within Marshall University and their respective department and Academic Unit. The qualifications for achieving the rank of Associate Professor include a

combination of education, teaching, and research/scholarship/creativity (as defined by each appointing unit), with a regional, national, or international impact outside of Marshall University.

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5.5.1 A candidate for Associate Professor must have earned a terminal degree at a college or university accredited by a United States Department of Education recognized accreditor or at an appropriately accredited international college or university, in a discipline appropriate to the teaching field. University Policy UPAA-8 contains a list of terminal degrees by college and discipline.

5.5.2 A candidate for Associate Professor must have had at least five complete academic years of experience at the rank of Assistant Professor as a full-time faculty member at a college or university accredited by a United States Department of Education recognized accreditor, or at an appropriately accredited international college or university, or other experience deemed as equivalent by the promotion policy of the Academic Unit prior to application for promotion. This means that a candidate may apply for promotion in academic rank during the sixth year as Assistant Professor, and successful candidates may be promoted after six full years of experience at that rank.

5.5.3 A candidate must have demonstrated exemplary performance in either Teaching and Advising or in Research, Scholarship and Creative Activities, and professional performance and achievement in all other areas of responsibility. Each Academic Unit will establish definitions of exemplary and professional performance.

5.6 Professor

The rank of Professor represents the highest academic status for tenured faculty at Marshall University and signifies a high level of achievement and expertise in a particular field or discipline. Achieving the rank of Professor typically requires a combination of advanced education, significant excellence in teaching, research/scholarly/creative contributions, and service to the academic community (as defined by each appointing unit) with a national or international impact.

5.6.1 A candidate must have earned the terminal degree in a discipline appropriate to the teaching field from a college or university accredited by a United States Department of Education recognized accreditor, or an appropriately accredited international college or university, in a discipline appropriate to the teaching field. University Policy UPAA-8 contains a list of terminal degrees by college and discipline.

~~**5.6.2**~~ A candidate for the rank of Professor must have had at least five complete academic years of experience in the rank of Associate Professor at a regionally accredited college or university accredited by a United States Department of Education recognized, or at an appropriately accredited international college or university, or other experience deemed as equivalent by the Dean of the

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5.6.2 Academic Unit prior to application for promotion. This means that a candidate may apply for promotion in academic rank during the sixth year as Associate Professor, and successful candidates may be promoted after six full years of experience at that rank.

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5.6.3 A candidate must have demonstrated exemplary performance in two of the three major areas, and professional achievement in the other area of responsibility. Each Academic Unit will establish definitions of exemplary and professional performance.

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6. Promotion in Academic Rank

This section details the process and criteria for faculty to advance in academic rank. It includes the evaluation of teaching effectiveness, research/scholarly/creative contributions, service to the institution, and professional development. Tenure and Promotion are separate and so promotion in rank does not constitute awarding of tenure.

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Promotion in rank is a reward for meritorious professional achievement. It is based on the professional qualifications of a faculty member, including performance specific to the candidate's contractual responsibilities and duties while employed at Marshall University. Faculty ranks determine the major area or areas of responsibility. The major areas of faculty responsibility evaluated in a promotion application are:

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- Teaching and Advising
- Research, Scholarship, and Creative Activities
- Service and Professional Development

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6.1 Annual Consideration for Promotion

All persons in tracks other than Adjunct-Instructor Track, Dual-Credit Instructor-Track, or Other-Non-Tenured Track who hold the rank of Instructor, Senior Instructor, Assistant Professor, or Associate Professor, with teaching responsibilities, as defined by the academic unit, and who are employed full-time are entitled to annual consideration for promotion to a higher rank, provided that they have met the criteria for minimal levels of educational attainment and years of faculty experience outlined in this policy.

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6.2 Promotion and Tenure

For tenure-track faculty, if promotion and tenure are applied for on the same schedule, the final tenure decision will be made before the final promotion decision; failure to be granted tenure will result in a negative promotion decision. Tenure-track faculty members may not be promoted before they are awarded tenure, but may be promoted at the same time they receive tenure.

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6.2.1 Full-time faculty members not on the tenure track are exempt from the requirement in 6.2 of this policy.

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6.3 Clinical-track, Librarian-track, Research-track, and Teaching-track

For faculty who are classified as clinical-track, librarian-track, research-track, or teaching-track, and who are neither tenured nor on the tenure-track, each Academic Unit will develop separate promotion criteria and procedures for those faculty, in consultation with the relevant Chair(s), Director(s), and Dean(s). These criteria and procedures must be approved by the ~~University Faculty Senate~~ Senate's Faculty Personnel Committee and Provost.

6.4 Established Guidelines

Within the following framework, the University will establish, in cooperation with the Faculty or duly-elected representatives of the Faculty, guidelines and criteria for promotion in Academic Rank, such guidelines to be in conformity with guidelines established by this policy and approved by the ~~Faculty Senate's~~ Faculty Personnel Committee and Provost.

~~6.4.1 There will be demonstrated evidence that promotion is based upon a wide range of criteria, established by the applicable Academic Unit in accordance with this document, and appropriate to the mission of the unit.~~

~~6.4.2 There will be demonstrated evidence that, in the process of making evaluations for promotions, there is participation from several different groups, including but not limited to peers from within and without the Academic Unit of the faculty member, and supervisory administrative personnel such as the faculty member's Chair and Dean.~~

~~6.4.3 There will be no practice of granting promotion routinely or solely because of length of service, or of denying promotion capriciously.~~

~~6.4.4 The University will provide copies of the guidelines and criteria for promotion (approved by the ~~University Faculty Senate's~~ Faculty Personnel Committee and Faculty Senate) to the Board of Governors and will make available such guidelines and criteria to its Faculty.~~

~~6.4.5 Promotion will not be granted automatically, but will result from action by the President, following consultation with the appropriate academic units.~~

6.5 Criteria & Areas of Responsibility

The specific categories in which faculty are evaluated for promotion include the following:

6.5.1 Teaching and Advising (if applicable)

Teaching and Advising responsibilities and duties may include, but are not limited to: command of disciplinary knowledge, skills, and methodology; effectiveness of classroom performance; advising load and effectiveness of academic advising; effectiveness in assessing student learning; rapport with students and academic colleagues; contributions to curricular development, including the development,

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~~promotion~~ promotion, and delivery of off-campus academic programs, either through electronic means or conventional travel to off-campus course locations; ~~and~~ instructional development of faculty colleagues, and professional development activities related to a faculty member's teaching responsibilities. Student course evaluations may not be used for evidence of teaching effectiveness.

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6.5.2 Research, Scholarship, and Creative Activities (if applicable)

Research, Scholarship, and Creative Activities responsibilities and duties may include, but are not limited to: number, quality and importance of publications and creative productions; memberships and contributions to professional societies; professional growth and development; scholarly presentations and creative performances; grants and other external funding; adherence to the ethical and legal standards of scientific or creative inquiry; and contributions to the professional development and achievement of colleagues, and professional development related to a faculty member's research, scholarship, or creative activity responsibilities.

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6.5.3 Service and Professional Development (if applicable)

Service and Professional Development responsibilities and duties may include, but are not limited to: contributions within the department, within the Academic Unit or university-wide; contributions to official student organizations or other university-related organizations; other work on behalf of the student body, faculty, staff or administration of the university. Service to the community includes, but is not limited to: service on a compensated or pro-bono basis to governments, to educational, business or civic organizations, or to the public; involvement as an official representative of Marshall University, or units thereof, in activities of governments and of educational, business, or civic organizations. Professional development may be development opportunities undertaken by a faculty member which can be employed for the betterment of their academic unit, the university, or community as a whole.

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6.5.4 Academic Unit Criteria

Individual Academic Units are responsible for establishing promotion criteria and procedures for each academic rank. These criteria include the relative weight and impact of the various responsibilities and duties. Individual Academic Units must establish quantifiable rubrics for each criterion to which promotion decisions are based. Such criteria and procedures must be in accordance with this policy and with policy UPAA-20, "Faculty Workload Policy".

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6.6 Promotion Year-Date Eligibility

The date on which a faculty member is eligible for promotion will be an explicit and written part of that faculty member's initial offer letter of employment, which is available upon request from the Office of Academic Affairs. This date will include details about when the faculty member should apply for promotion, the date they would be eligible to receive a promotion, and any other pertinent information ensuring that timelines are specified in the initial offer letter. The year in which a faculty member is eligible for promotion will be an explicit and written part of that faculty member's initial offer letter of employment, which is available upon request from the Office of Academic Affairs.

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6.6.1 Negotiated time consideration for promotion must be specifically documented in the initial offer letter, which must be included in the promotion application. In general, for faculty applying from outside of Marshall University, the limit on years awarded towards tenure will be no more than three, and no more than one fewer than the number of years the candidate has served in a tenure-track position at a comparable institution.

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6.6.2 In cases of extraordinary faculty member accomplishments, or the documented

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promise of extraordinary faculty member accomplishments, or the needs of the Academic Unit, that date for promotion and/or tenure application can be renegotiated, and promotion and/or tenure applied for at the renegotiated time. The faculty member, the Department Chair / School Director, or the Dean of the faculty member's Academic Unit may initiate the renegotiation. Any renegotiated date must be approved by the Provost. Faculty will be notified of any change in date by the Provost or designee via ~~email~~ **electronic submission using established procedures**, with read receipt by February 1 of the Spring Semester before they are eligible for promotion. The faculty member's Department Chair / School Director, Associate Dean and Dean will be copied on this notification.

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6.7 **Written Guidelines**

Each Academic Unit and department will develop written guidelines outlining procedures and performance criteria for promotion. Marshall University Board of Governor's rules (MUBOG), including but not limited this current rule, and University Policy UP-AA-20, Faculty Workload. Academic Unit promotion guidelines must be approved by the Academic Unit's faculty, in consultation with the Academic Dean. Department promotion guidelines must be approved by the **Academic Unit's faculty and their Dean**. ~~Dean~~. Academic Unit and Department / School promotion guidelines must be approved by the **University**-Faculty Senate's Faculty Personnel Committee and the Provost.

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6.8 **Promotion Initiation**

Normally, a faculty member is responsible for initiating their application for promotion. However, a department Chair or a department promotion committee may initiate a proposal for the promotion of any member of the department. **Proposals for the promotion of a Department Chair may be initiated by themselves, by a department/division committee, or by the Dean of the Academic Unit.** ~~Proposals for the promotion of a Department Chair may be initiated by himself or herself, by a department/division committee or by the Dean of the Academic Unit.~~

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6.9 **Promotion Review Process and Timeline**

The review process of a promotion application will follow the procedure and timeline specified in this Rule.

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6.10 **Grievances**

A faculty member denied a promotion may utilize the grievance procedures set out in West Virginia Code §§ 6C-2-1 et seq.

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7. **Tenure**

Tenure is designed to ensure academic freedom and to provide professional stability for an experienced faculty member. It is a means of protection against the capricious dismissal of an individual who has served faithfully and well in the academic community. Continuous self-evaluation, as well as regular evaluation by peer and administrative personnel, is essential to the viability of the tenure system.

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7.1 Tenure should never be permitted to mask irresponsibility, mediocrity, or **deliberate refusal to meet academic requirements or professional duties and responsibilities.**

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~~deliberate refusal to meet academic requirements or professional duties and responsibilities.~~

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7.2 Tenure is a means of making the profession attractive to persons of ability. There will be demonstrated evidence that tenure is based upon a wide range of criteria, established by the applicable Academic Unit in conformance with this Rule and appropriate to the mission of Marshall University and its respective academic units.

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7.3 Ultimate authority regarding the application this Rule will rest with the President. In making tenure decisions, careful consideration will be given to the tenure profile of the University, projected enrollment patterns, staffing needs, current and projected mission of each department, specific academic competence of the Faculty Member, and preservation of opportunities for infusion of new talent.

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7.4 Tenure is awarded not only for past achievements but also in anticipation of continued achievement in all areas of responsibility.

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7.5 Unless a full-time faculty member hired into a tenure-track faculty line is granted tenure upon hire, the appointment will be probationary.

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7.6 Tenure Upon Hire

In some circumstances Marshall University allows tenure to be awarded at the time of hire for established scholars who meet the Institution's standards. There are two distinct groups for which this policy applies:

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• Faculty who have previously held tenure at Marshall and who are being hired at Marshall University in an administrative role (e.g., Provost/Vice Provost, Dean/Associate Dean, Chair, and similar positions). These staff may be hired with the tenure that they already possess at Marshall.

• Individuals who have held tenure at another institution and are being hired as faculty or administrators. The remainder of this section describes the process for hiring these individuals with tenure at Marshall.

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7.6.1 The review process for tenure upon hire will be expedited and run concurrently with the interviewing process, and committees will make their decisions independently. For a candidate to receive tenure upon hire, the department committee, Department Chair / School Director, and Academic Unit committee must all make affirmative recommendations to the Dean and Provost. To be eligible for tenure upon hire, a candidate must hold the rank of at least Associate Professor (or equivalent) or higher.

7.6.2 Tenure Upon Hire Process

7.6.2.1 As part of the staffing decision process and prior to commencing searches

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7.6.2.1 Deans (upon recommendations for Department Chair / School Director) will submit recommendations that specific lines to be designated as "immediate tenure eligible" positions. Upon approval from the President or their designee, the Provost will designate the approved new hire faculty position or combined faculty/administrative position as "immediate tenure eligible."

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7.6.2.2 For administrative searches where there will be a concurrent faculty appointment, the decision to designate the search as "immediate tenure eligible" will be made by the President following consultation with relevant Cabinet members and other administrators.

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7.6.2.3 As part of the search process, the position designated as "immediate tenure eligible" will be advertised as such. Candidates will be notified of the conditions that need to be met to be eligible for tenure upon hire (i.e., submission of required documents to the search committee chair who will initiate the process with the reviewing constituencies) once the process is initiated, the Department Chair / School Director, department promotion and tenure committee, and Academic Unit committee will have one week to make their recommendation.

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7.6.2.4 If the "immediate tenure eligible" position is for a combined faculty/administrative position, during the on-campus interview process finalists for this position will be scheduled for a one-hour interview with the academic department in which the administrator would have a concurrent faculty appointment.

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7.6.2.5 Upon completion of the search and selection of the new hire, the Provost will review the recommendations received from the Department Chair / School Director, department promotion and tenure committee, and Academic Unit promotion and tenure committee and make a final determination of tenure upon hire. The Provost or their designee must consider these recommendations but is not bound by them. The written recommendations (including the Provost's recommendation) must accompany any recommendation for immediate tenure made by the President or designee to the Board but the failure of any of these bodies to make such a recommendation will not preclude the completion of the process to recommend tenure upon hire.

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7.6.2.6 Following consultation with the Provost, the President will make the determination whether to award tenure to the candidate upon hire.

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7.7 Requirements for Tenure
Tenure will not be granted automatically, or for years of service, but will result from a process of peer review and culminate in action by the President. The granting of tenure will be based on the following:

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7.7.1 The candidate is professionally qualified.

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7.7.2 The university has a continuing need for a faculty member with the qualifications and competencies of the candidate.

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7.7.3 The professional qualifications of a candidate for tenure will be evaluated using the guidelines pertaining to promotion as described in Marshall University Board of Governors rule AA-6, Faculty Ranks.

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7.7.4 The candidate must have demonstrated professional performance and achievement in all of their major areas of responsibility. Major categories of faculty responsibilities and duties are:

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- Teaching and Advising
- Research, Scholarship, and Creative Activities
- Service and Professional Development

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7.7.5 The candidate must have demonstrated exemplary performance in either Teaching and Advising or in Research, Scholarship and Creative Activities. Major attention will be given to the quality and caliber of professional accomplishments and to the future promise as an educator, scholar, and/ or artist.

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7.7.6 Tenure may be granted only to probationary faculty who hold the rank of Assistant Professor or above and are classified as tenure-track.

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7.8 Tenure-track (probationary) faculty members must be granted tenure before they are eligible for consideration of promotion in academic rank. If promotion and tenure are applied for on the same schedule, the final tenure decision will be made before the final promotion decision. Failure to be granted tenure will result in a negative promotion decision.

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7.9 Probationary Period "Tenure Clock" and Annual Reappointments
The maximum period of probation at Marshall University is seven years. Before completing the sixth year of a probationary appointment, a non-tenured faculty member will be given written notice of tenure or will be offered a one-year terminal contract of employment for the seventh year. In exceptional cases, newly appointed faculty members may negotiate the use of prior service at other appropriately accredited higher education institutions to reduce the length of the probationary period; denial of tenure under such circumstances will have the same effect as denial of tenure following the standard probationary period.

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7.9.1 The length of the probationary period must be established at the time of initial employment by the President, after consultation with the Provost and the appropriate Dean(s), Chair(s) and department faculty and be included in the initial letter of appointment. See University Policy UPAA-21, "Modified Duties for Nine-Month Faculty" for circumstances leading to an extension of the probationary period.

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7.9.2 If the status of a faculty member changes from non-tenure-track to probationary, the time spent at the Marshall University may, at the discretion of the President, in consultation with the Provost, be counted as part of the probationary period. The original hiring agreement must inform the faculty member being employed for a tenure-track position of the option of requesting that their temporary service be counted toward tenure. A probationary faculty member wishing to count years on a temporary appointment as part of the probationary period must make this request at the time of initial appointment to a tenure-track position. If the option is exercised, the faculty member must be cautioned that their years of temporary service will be evaluated by the same criteria as tenure-track service. The request will be initiated through the Department Chair / School Director and will proceed through appropriate channels. Requests made after this time will be denied. If no request is made, the years of the temporary appointment will not be counted as part of the probationary period.

7.9.2.1 This provision only applies to non-tenure track faculty at Marshall University. Non-tenure track positions held at institutions other than Marshall University, will not count towards a faculty members probationary period at the institution.

7.9.3 If a probationary faculty member previously held a full-time non-faculty position, service in the non-faculty position may not be credited towards tenure.

7.9.4 During the tenure-track period, the terms and conditions of every reappointment will be stated in writing, with a copy of the agreement furnished to the individual concerned.

7.9.5 Faculty appointed at times other than the beginning of the academic year may choose to have those periods of appointment equal to or greater than half an academic year considered as a full year of the tenure-track period. Such decision must be made by the end of the fiscal year in which the appointment begins, and is subject to approval by the Provost.

7.9.6 Tenure-track appointments for less than half an academic year may not be counted as part of the tenure-track period.

7.9.7 Unless demonstrated extraordinary circumstances prevent an application during the Critical Year of a faculty appointment, the person who chooses not to apply will not be considered for tenure and will be offered a succeeding one-year terminal contract of appointment. The University Faculty Senate's Faculty Personnel Committee will determine if a Faculty Member has demonstrated extraordinary circumstances preventing them from applying during their Critical Year.

7.9.8 During the probationary period, notices of non-reappointment may be issued for any reason that is not arbitrary or capricious. Any documented information

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7.9.8 relating to the decision for non-reappointment or dismissal will be provided promptly to the Faculty Member upon request.

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7.9.9 After the decision regarding reappointment or non-reappointment for the following academic year has been made by the President, a probationary Faculty Member will be notified in writing of the decision by letter post-marked and mailed at least one year before the expiration of an appointment. The appointment during the terminal year will be converted a fixed-term, non-tenure-track position.

7.9.10 After the decision regarding reappointment or, pursuant to W. Va. Code §18B-8-5, non-reappointment for the following academic year has been made by the President, the tenure-track Faculty Member may be notified in writing of the decision by letter post-marked and mailed no later than March 1, which will be sent via "Certified Mail-Return Receipt Requested;" First Class mail; and electronic mail with read receipt.

7.10 Notifications for Probationary Faculty

7.10.1 Initial Notification

During the first term of the appointment, the Department Chair / School Director will notify in writing each probationary faculty member of the requirements and guidelines for tenure, including any which apply specifically within the faculty member's department. The faculty member will acknowledge in writing receipt of this notification. Lack of acknowledgment is not grounds for dismissal, nor is it reason for appealing a denial of tenure.

7.10.2 Annual Notification

All probationary faculty members must be notified annually in writing by their Dean of their progress toward tenure and/or promotion. Notifications will identify specific areas of improvement needed for tenure or promotion, if any, (SR-04-05-(37) 94 FECAHC).

7.10.3 Notification before Critical Year

All probationary faculty members will be notified by the Dean via email/electronic submission using established procedures with read receipt by February 1 of the Spring Semester before they are eligible to apply for tenure in the following academic year. The Department Chair / School Director will be copied on this notification.

7.11 Tenure Evaluation and Application

7.11.1 Each department and Academic Unit will develop written procedures and performance criteria (including quantifiable rubrics) for implementing the tenure requirements outlined in this Rule. Department and Academic Unit tenure procedures and criteria must be approved by the relevant Dean in consultation with the faculty and approved for consistency with university policies by the

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7.11.1 Faculty Senate's ~~University~~ Faculty Personnel Committee and the Provost.

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7.11.2 Academic Unit tenure guidelines include guidelines to include provisions for external reviews as described in this Rule.

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7.11.3 All tenure-track faculty members will be evaluated by the criteria used for promotion and tenure in their Academic Unit and department via a pre-tenure review. The date of this pre-tenure review must be stated in the initial letter of appointment. An Academic Unit may establish pre-tenure review procedures which vary from those used for a tenure application. The results of this evaluation will be part of any application for tenure. An exceptional evaluation, i.e., the results of which exceed normal expectations as defined by a faculty member's Academic Unit and department tenure guidelines, when verified by the relevant Dean and the Provost, will result in a salary increase as specified in UPAA-15, Faculty Salary Increases.

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7.11.4 Each faculty member will have the primary responsibility for initiating their application for tenure. However, the Department/ Chair / School Director or department committee may initiate a recommendation for tenure.

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7.11.5 Unless demonstrated extraordinary circumstances prevent an application for tenure during the Critical Year of a probationary faculty appointment, the person who chooses not to apply will not be considered for tenure and will be offered a succeeding one-year terminal contract of appointment.

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7.12 Tenure Review Process and Timeline

The review process of a tenure application will follow the procedure and timeline specified in this Rule.

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7.13 Grievances

A faculty member denied a tenure may utilize the grievance procedures set out in West Virginia Code §§ 6C-2-1 et seq.

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7.14 Pausing the "Tenure Clock" Probationary Period Extension

Probationary tenure-track faculty members may request an extension of their probationary period "tenure-clock" for extraordinary circumstances.

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7.14.1 A one-year extension of the probationary period will be granted by the Provost upon request of a probationary faculty member who (1) has or shares primary responsibility for the care of an infant or a newly-adopted child under age five, and who must commit substantial portions of time to this care; (2) faces similar responsibilities associated with a serious health condition of another person; or (3) has a serious health condition. This extension may be granted whether or not sick leave, personal leave, or family and medical leave has been taken. Written requests for such extensions must be made within six months of the event necessitating the request.

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7.14.2 There may be other circumstances that require substantial amounts of time or produce excessive stress that would justify extending the probationary period for one year. Examples of such circumstances include (but are not limited to) the disruption of research facilities or the interruption of research for foreign teaching assignments. In such cases, the probationary faculty member may apply in writing to the Provost, who in consultation with the **Faculty Senate's Faculty Personnel Committee** will determine whether such an extension should be granted. Any such request for an extension must be made within six months of the occurrence of the circumstance.

7.14.3 There is normally a limit of one such extension of any type during the probationary period. A person may, however, request a second extension through the Provost.

7.14.4 The maximum number of years of extensions to the probationary period is two, unless the faculty member is called to active military duty.

7.14.4.1 Faculty members called to active military duty probationary periods will be extended while on active duty in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).

7.14.4.2 This process may be initiated by the faculty member, their immediate supervisor, or their Academic Dean.

8. Procedure and Timeline for P/T Application Review

This section lays out the specific steps and timeline used to review an application for promotion and/or tenure.

8.1 Deadlines on Business Days

If the date specified for a deadline in this section does not fall on a Business Day, the deadline shall be the next Business Day after the specified date.

8.2 No person, including the applicant, may present information orally to any reviewing person or committee; any such information must be in written form.

8.3 A candidate for tenure or promotion must recuse from considering their own application on any departmental or Academic Unit Promotion and Tenure Committee. If a Department Chair / School Director applies for tenure or promotion, the Dean will select an alternate Department Chair / School Director to evaluate the application.

8.4 Simultaneous Application for Promotion and Tenure

In some cases, a candidate may be entitled to apply for tenure and promotion simultaneously. These simultaneous applications follow the same process and timeline and share the same application packet. However, the decision regarding **tenure at each level of review must be made before the decision regarding promotion is made.**

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8.5 Withdrawal of Promotion/Tenure Applications

A faculty member may withdraw their application for promotion and/or tenure at any time during the application process prior to **April 20**. A candidate who has applied for both promotion and tenure may withdraw the application for tenure, the application for promotion, or both. The request to withdraw an application must be made in writing to the faculty member's Dean and Provost via **email/electronic submission using established procedures** with read receipt.

8.6 P/T Coordinator

Each Academic Unit will establish a P/T Coordinator who will be responsible for organizing the digital storage structure for application materials and assisting candidates prior to the submission of their packet. The P/T Coordinator will coordinate with the Department Chairs / School Directors and committees at all levels to ensure the appropriate security protocols are in place and the appropriate access to materials is granted to the required parties.

8.7 Summary of the P/T timeline

See Appendix 1 for a table summarizing the promotion / tenure timeline.

8.8 Letter of Intent

No later than February 28 prior to the year a candidate for tenure intends to submit an application for tenure and/or promotion, the candidate for tenure/ promotion will submit a letter of intent via **email/electronic submission using established procedures** with read receipt to their Department Chair / School Director indicating they plan to go up for tenure / promotion in the following academic year. This letter of intent will then initiate the external review process (if applicable). The letter also allows the Chair to ensure that a Promotion and Tenure Committee is established, and a Committee Chair is elected for the following academic year. Upon receipt of the letter of intent, the Department Chair / School Director will forward the letter of intent on the candidate's Dean who will record this information in order to prepare for the process that will occur the next academic year.

8.9 Candidates should expect to work on their application and packet for tenure/promotion in the Spring and Summer Semesters prior to the year they plan to apply for promotion. By August 15 in the academic year in which the candidate applies for tenure / promotion, the candidate will submit an application and promotion / tenure packet using the procedures developed by each Academic Unit. The Department Chair / School Director will confirm receipt of the promotion / tenure packet via email/electronic submission using established procedures with a read receipt. Once the Department Chair / School Director has received the candidate's packet, no additional material may be added by the candidate, except those items noted below. Achievements occurring after the submission of the application packet on August 15, may be used in subsequent applications for promotion and changes in employment tracks (i.e., these achievements may be counted in future promotion application packet, but may only be counted at the next successive rank.

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~~8.10~~ The Department Chair / School Director will follow the steps outlined in the

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8.10 External Review Process of this Rule, if applicable. Once that process is completed (by October 15) the Department Chair / School Director will forward the promotion and all materials relevant to their promotion / tenure application process to the appropriate department/school Promotion and Tenure Committee by October 20.

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8.11 The Department / School Promotion and Tenure Committee will meet at their earliest convenience and review the candidate's materials using evaluation procedures and criteria which have been previously established by departmental by-laws and procedures. The committee will prepare a written recommendation with respect to the qualifications of the candidate for tenure and the Committee Chair submit it to the Department Chair / School Director by November 20 via procedures established for each Academic Unit.

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8.12 Regardless of the outcome, within five days after receiving the committee's recommendation, the Department Chair / School Director will notify the candidate of the Department / School Promotion and Tenure Committee's recommendation, along with rationale, via email with a read receipt.

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8.13 The Department Chair / School Director will review the candidate's packet, as well as the department / school Promotion & Tenure Committee's recommendations, and external review letters and evaluate the candidate's materials using the evaluation procedures and criteria established by departmental bylaws and procedures. The Department Chair / School Director will then prepare a written recommendation either in support or opposition to the candidate's application for tenure. The Department Chair / School Director will have their final recommendation completed by December 15.

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8.14 Regardless of the outcome, the Department Chair / School Director will notify the candidate of their recommendation, along with rationale, via email/electronic submission using established procedures with a read receipt by December 20.

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8.15 If the candidate received a negative recommendation from their Department / School P/T Committee or Department Chair / School Director, they may provide a written response no later than January 3. This response may include a written rationale and written evidence to support their response. Evidence is limited to the specifics of the negative recommendation. The response and evidence (if applicable) will be sent via email with read receipt to their Department Chair / School Director. The candidate's response and additional evidence will be included in the candidate's packet under a folder titled "Responses to Internal Recommendations" and may or may not be used at subsequent steps in the evaluation process. No items other than recommendations / responses, except those outlined below, may be added or deleted from the application after this point.

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~~8.16~~ After receiving the candidate's response to the evaluation (if applicable) the

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8.16 Department Chair / School Director will forward the candidate's application packet, all supporting materials, along with all recommendations, candidate responses (if applicable), external review letters to the candidate's Academic Unit P/T Coordinator by January 6.

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8.17 The P/T Coordinator will submit all applications and recommendations to the appropriate Academic Unit Promotion and Tenure committee by January 8.

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8.18 The P/T Coordinator will notify the Dean that all materials are ready for the Academic Unit Promotion and Tenure Committee by January 9.

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8.19 The Academic Unit Promotion and Tenure Committee will meet at their earliest convenience and review the candidate's materials using evaluation procedures and criteria established by departmental bylaws and procedures. Academic Unit Promotion and Tenure Committees must have representation from each department of the Academic Unit unless a department or has an insufficient number of available tenured faculty members. The committee will evaluate each candidate for tenure, based on established promotion / tenure criteria, evaluation procedures and rubrics established by the bylaws of the Academic Unit. Committees will review applications materials provided by the P/T Coordinator and submit a written recommendation for each candidate, along with all materials received, and Committee Chairs will submit using the submission procedures established by each Academic Unit by February 15.

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8.20 Regardless of the outcome, the P/T Coordinator will notify the Candidate's Department Chair of the Academic Unit Promotion and Tenure Committee's recommendation, along with rationale, via email electronic submission using established procedures with a read receipt by February 16.

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8.21 The candidate's Department Chair / School Director will notify the candidate of the Academic Unit Promotion and Tenure Committee's recommendation, along with rationale, via email with a read receipt by February 21.

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8.22 No later than February 16, the Academic Unit P/T Coordinator will notify the Dean that the candidate's packet is ready for review. The Dean will review the candidate's packet, as well as the department / school Promotion & Tenure Committee's recommendations, the Department Chair / School Director's recommendations, the Academic Unit Promotion and Tenure Committee recommendations (if applicable) and evaluate the candidate's materials using evaluation procedures, rubrics and evaluation criteria which have been previously established by departmental by-laws and procedures. The Dean will then prepare a written recommendation either in support or opposition to the candidate's application for tenure. The Dean will file this recommendation in the candidate's electronic tenure package by March 10.

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- 8.23 The Dean will notify the candidate's Department Chair / School Director of the Dean's recommendations along with rationale, via **email/electronic submission using established procedures** with read receipt by March 10.
- 8.24 The Candidate's Department Chair / School Director will notify the candidate of the Dean's recommendation, along with rationale, by March 15 via **email/electronic submission using established procedures** with read receipt.
- 8.25 If the candidate received a negative recommendation from their Academic Unit P/T Committee or the Dean, they may provide a written response to that recommendation by March 25. The response may include a rationale and written evidence to support their response. The response and evidence (if applicable) will be sent via email with read receipt to their Department Chair / School Director. The candidate's response and additional evidence will be included in the candidate's packet under a folder titled "Reponses to Internal Recommendations" and may or may not be used at subsequent steps in the evaluation process. No items other than recommendations / responses, except those outlined below, may be added or deleted from the application after this point.
- 8.26 After receiving the candidate's response to the evaluation (if applicable) the Department Chair / School Director will notify the Academic Unit P/T Coordinator that the response has been added to the candidate's digital files and that is ready for the Provost's review by March 26.
- 8.27 The Academic Unit P/T Coordinator will verify receipt of response and notify the Provost's office that the candidate's P/T materials are ready for review by March 27.
- 8.28 The Provost will prepare a written recommendation for each candidate and submit it together with all of the recommendations and application materials received from the Deans to the President by April 20.
- 8.29 The Promotion and/or Tenure decision will result from action by the President at the conclusion of the Tenure process. The President or designee will prepare a list of those granted Promotion and/or Tenure and send an informational copy to the Chairperson of the **University Faculty, Faculty Senate and Chairperson of the Senate's** Faculty Personnel Committee by April 30 via email with read receipt.
- 8.30 The President will inform all candidates for Promotion and/or Tenure by written letter and via email with read receipt of their decision by April 30 An applicant denied tenure will be provided a statement of reasons for the action by this date.

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~~8.31~~ Once all notifications have been sent out, all application materials, including internal recommendations will be released (unlocked) to each candidate at the

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end of the tenure process. The Provost or designee may retain a copy of all application materials for archival purposes. All application materials and promotion decisions and deliberations will be considered confidential except for circumstances in which a legal "need-to-know" basis has been established.

8.31 External reviews of a candidate's application will only be released to the candidate in the case of a legal "need-to-know" and following a written request from the candidate to the Provost.

8.32 The entire tenure/promotion review process must conclude no later than April 30.

9. External Review

The purpose of using external reviews as a part of the promotion and tenure process is to advise the university on the broader impact and value of a faculty member's research/scholarly/creative productivity to the discipline. Marshall University uses external reviews to confirm the significance of results arising from the scholarly efforts of a faculty member, but external reviews are not intended to be the sole conclusive elements of a promotion and tenure review. One of the chief purposes of promotion and tenure is to ensure that the university is making progress towards its strategic goals and aspirations, which cannot occur unless advice is continually solicited from those who represent aspirant institutions.

External reviewers will evaluate only the candidates' scholarly achievements and contributions, and no other part of the promotion / tenure packet are subject to external review.

9.1 Applicability

External review is only applicable to tenured, probationary, and research-track faculty who are claiming the level of "exemplary" in the area of research/scholarship/creativity in their tenure or promotion application.

9.2 Deadlines on Business Days

If the date specified for a deadline in this section does not fall on a Business Day, the deadline shall be the next Business Day after the specified date.

9.3 Independent Reviewers

Independent external reviewers are experts in the candidate's discipline, sub-field or area, who are not past mentors, dissertation advisors or frequent or current (within last 5 years) collaborators, who also do not have a personal or financial relationship with the candidate. Individuals who have worked closely with a candidate will not be considered independent if questions may reasonably arise about whether they can provide an unbiased assessment of the candidate's achievements.

9.4 For promotion from Assistant Professor to Associate Professor and for tenure applications, no fewer than two (2), and typically no more than five (5) letters from independent external reviewers will be solicited. For promotion from

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Associate Professor to full professor, no fewer than four (4), and typically no more than seven (7), letters will be solicited. When an invited reviewer declines to provide a review, an additional review may be solicited at the discretion of the university. If fewer letters are received than the desired number, the review will go forward with the letters that are received.

9.5 External evaluations may also be solicited from external reviewers who are not independent of the candidate. These letters will be treated as letters of support rather than independent reviews. For example, a letter may be solicited from the candidate's thesis or dissertation advisor. The number of letters of support solicited will not exceed the number of independent reviews solicited.

9.6 All external evaluations that are solicited, including independent reviews and letters of support, will be included in the candidate's packet provided the evaluations are received before the deadline established by this Rule.

9.6.1 External reviewers must hold rank and tenure status equivalent or higher than the level for which the candidate is applying, and be currently active researchers, scholars or artists, or emerging leaders in the field. Reviewers not affiliated with an academic institution (for example, researchers at a national laboratory) must have rank and experience commensurate with that for which the candidate is applying.

9.6.2 External reviewers should be affiliated with a department or institution that is a peer or aspirant for the department of the faculty candidate, for example, from Carnegie R1 or R2 or AAU institutions (including medical school colleague institutions as warranted), or with a non-academic institution of national or international impact.

9.6.3 The Department Chair / School Director will document all reviewer nominations and the selection process on the required Worksheet for External Evaluators, which will be approved by the Dean and included in the candidate's dossier.

9.6.4 The candidate, in consultation with their Department Chair / School Director, will propose a list of potential external reviewers including both independent reviewers and letters of support. The Department Chair / School Director, in consultation with the department Promotion / Tenure committee, will select reviewers from the proposed list.

9.6.4.1 The list should include a sufficient number of potential reviewers to yield at least the desired number of independent evaluation letters required to advance the dossier for consideration. The Department Chair / School Director is responsible for properly managing this process and ensuring a sufficient number is achieved to advance the dossier, as required, and will seek well in advance assistance from the Dean to remedy any challenges such as an insufficient number of reviewers.

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9.6.4.2 Academic Unit Deans or designees will conduct a check-in with the Department Chair / School Director in early April of the spring semester prior to the candidate's application for promotion and/or tenure to see if any assistance is needed in securing the sufficient number of evaluation letters.

9.6.4.3 Each department should develop specific written guidelines for soliciting suggestions for reviewers and work to ensure the integrity of the process. That process will include:

- Consideration of names suggested by the candidate.
- Consideration of names proposed by senior faculty and Department Tenure / Promotion Committee members in the same general field as the faculty candidate; and
- Identification of those nominated reviewers identified by the faculty candidate who are unsuitable due to a real or perceived conflict of interest.
- Construction of the total list of reviewers that includes names suggested by the faculty candidate, as well as those that are not suggested by the candidate (no more than half are expected to be from the candidate).

9.7 External Review Process

9.7.1 The timeline for this process is laid out in Appendix 1.

9.7.2 By March 1 of the spring prior to the promotion and tenure review (after receiving promotion eligibility notification) the Department Chair / School Director will solicit suggestions via **email/electronic submission using established procedures** with read receipt of potential reviewers from the faculty candidate, the Department Tenure and Promotion Committee, and senior faculty in the same general sub-field as the candidate. Suggestions of external reviewers will be sent via **email/electronic submission using established procedures** with read receipt to the Department Chair / School Director and include a short (1 paragraph) rationale of why this reviewer is a good choice to participate in the candidate's external review. The Department Chair / School Director will record potential external reviewers and rationale on the Required External Reviewer Worksheet (see Appendix 2). Nominations must be received by April 30 prior to the fall in which the candidate will submit their application for promotion and/or tenure.

9.7.3 The Department Chair / School Director reviews the nominations via an External Review Worksheet for real or perceived conflicts of interest, and if noted, checks the "no" box in the "Independent Column". If the Department Chair / School Director elects to proceed with soliciting a review from a reviewer that has a potential conflict of interest (either real or perceived), their review will be considered a letter of support.

9.7.4 The Department Chair / School Director will contact prospective reviewers to ascertain their availability to provide a review and notes the response on the

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9.7.4 External Review Worksheet. This will be completed by May 15 in the spring semester prior to the candidate's review.

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9.7.5 If the list of potential reviewers solicited by the Department Chair / School Director does not yield a sufficient number of independent reviewers, the Department Chair / School Director should consult with the Dean for assistance in securing additional acceptable reviewers. They may reach out to the faculty candidate, the Department Promotion and Tenure Committee and the senior faculty in the same general sub-field as the candidate for this assistance.

9.7.6 The list of reviewers will be sent to the candidate via ~~email~~ electronic submission using established procedures no later than

9.7.6 May 15. If the candidate feels that one or more of the selected reviewers has a conflict of interest, bias that materially affects the review, or is otherwise unsuitable as a reviewer, the candidate may appeal to the Dean in writing within 5 Business Days of receiving the list of reviewers. Upon receiving an appeal, the Dean will decide, within 5 Business Days, whether to remove the disputed reviewers from the list. If any reviewers are removed, the Department Chair / School Director will propose replacement reviewers, who may also be appealed by the candidate.

9.7.7 The finalized list of external reviewers will be completed no later than June 1 prior to the fall semester in which the external review will be conducted. By June 10, the Department Chair / School Director will inform the reviewers of the review time (see Appendix 1) and let them know that they will forward the application packet, including relevant work products and summary of the candidate's workload assignment, to the external reviewers for their evaluation by August 20. External reviewers will be provided with a timeline and informed that review letters along with their own curriculum vita must be submitted by September 30.

9.7.8 The Department Chair / School Director will solicit the reviews using the required template (see Appendix 3) including the additional letters from the Academic Dean and Provost to external reviewers which outline Marshall's guidelines for Promotion and Tenure as it relates to research, scholarship, and creative activities. Reviewers are focused on evaluation of the candidate's record of accomplishments in research, scholarship, or creative activities.

9.7.9 The Department Chair / School Director will obtain vita or biography for each reviewer for inclusion with the review letter.

9.7.10 External reviewers' evaluations and vitae must be submitted to the Department Chair / School Director by September 30. Upon receipt of materials from the external reviewer, the Department Chair / School Director / School Director reviews each reviewer's letter and vita to evaluate any professional or personal affiliations or relationships by the reviewer with the candidate. The Chair makes the final determination of Independence, and so notes on the External

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9.7.10 Reviewer Worksheet. Evaluations not determined to be independent by the Department Chair / School Director /School Director will be included in the packet as letters of support.

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9.7.11 After receipt of letters and vitae, the Department Chair / School Director transmits the Worksheet via **emailelectronic submission using established procedures with read receipt**, codifying the external reviewer process to the Dean for review and approval prior to inclusion in the candidate's dossier by October 5. Once this process is complete and has received the Deans approval, by October 15, the Department Chair / School Director will forward the candidate's entire promotion / tenure application packet to the Department / School Promotion and Tenure Committee so they may begin their review process.

9.7.12 The external review process, along with Department Chair / School Director/ School Director and approval from Dean will be completed by October 15. No external reviews may be added or removed from the candidate's application packet after this time.

9.7.13 All documents for the external review process will be stored in a digital format. Each Academic Unit will establish specific instructions about where files and documents will be stored and how they will be made available to the required internal parties. Required copies of files from the application packet will be sent to external reviewers via **emailelectronic submission using established procedures**, with read receipts.

10. **Dismissal for Cause**

10.1 Causes of Dismissal: The dismissal of a Faculty Member for cause shall be governed by MUBOG Rule– Faculty Conduct, Misconduct, Corrective Action, and Disciplinary Processes and Procedures, which establishes the definitions, categories, and procedural safeguards for disciplinary actions applicable to faculty.

10.2 Faculty dismissal for cause may be effected only in accordance with the procedures and due-process protections outlined in that Rule.

10.3 Grounds for dismissal shall include, but are not limited to, violations of the standards of professional conduct, misconduct, or other actions identified as constituting "adequate cause" under the Faculty Conduct, Misconduct, Corrective Action, and Disciplinary

~~10.4 Processes and Procedures Rule.~~

~~10.4 The President (or designee) shall initiate any proceedings for dismissal in accordance with that Rule, ensuring appropriate notice, opportunity to respond, and peer-review participation consistent with the shared-governance framework established therein.~~

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10.5 Faculty Members who refuse to sign or execute an offered annual contract or notice of appointment or reappointment by the date indicated by the University for its execution, or who fail to undertake the duties under such document at a reasonable time, will be deemed to have abandoned their employment with Marshall University and any rights to tenure or future appointment. Faculty Members objecting to terms of such document do not waive their objections to such terms by signing or executing the document.

11. Faculty Resignation

A Faculty Member resigning from an existing appointment during or at the end of the academic year should give notice in writing at the earliest opportunity. Professional ethics dictate due consideration of the University's need to have a full complement of faculty throughout the academic year.

11.5 Emeritus Status

The University may recognize Faculty Members who have honorably served Marshall University by awarding the individual the honorary designation of Emeritus as described in Rule MUBOG-AA-15, "Emeritus Status for Retired Employees".

12. Public Employee Grievance Procedure

A Faculty Member may utilize the grievance procedures set out in West Virginia Code §§ 6C-2-1 et seq.

13. Delegation

The Board of Governors delegates to the President, in consultation with the appropriate shared-governance bodies, the authority to adopt additional academic affairs internal policies and procedures to effectuate the implementation of this Board of Governors Rule or in furtherance of any other authority that the Board of Governors has specifically delegated to the President pursuant to this Rule. Any actions taken pursuant to this delegation must be consistent with the guidelines provided by this Rule.

14. Implementations and Transition Provisions

14.1 This Rule shall take effect July 1, 2028, and shall apply to all faculty members hired on or after July 1, 2028.

14.2 Initial Application to Promotion and Tenure Candidates

Faculty members hired after June 30, 2028, shall be governed by the procedures, criteria, and timelines outlined in this Rule. The first cohort of faculty eligible for promotion and/or tenure review under this Rule shall be those applying after June 30, 2029 (or during the 2029–2030 Academic Year).

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14.3 Transition Period for Existing Faculty

A seven-year transition period will follow initial implementation to ensure fairness and orderly adoption.

1. Faculty members hired prior to July 1, 2028, will continue to be governed by the promotion and tenure rule in effect at the time of their initial appointment unless they formally elect to be evaluated under this Rule.
2. Faculty who wish to transition to this Rule must notify their Department Chair / School Director and Dean in writing by September 1, 2028. Once elected, evaluation under this Rule will be binding for all subsequent promotion and tenure considerations.
3. Faculty mid-cycle in their probationary or promotion period at the time of implementation will be allowed to complete their probationary cycle under the rule in effect at the time of their initial hire.
4. Non-tenure faculty members eligible for promotion at a higher rank than the next rank established by this policy (i.e., a faculty member at the rank of instructor who is eligible for the rank of Associate Teaching Professor, may, during this transition period, apply directly to that rank. Each academic unit will establish guidelines to ensure non-tenure track faculty members are promoted to the appropriate rank (based on qualifications) and using a transition period procedure approved by the University Faculty Senate's Faculty Personnel Committee and the Provost. This policy must be equitable across the academic units. After the transition period, faculty members must be promoted through subsequent ranks as established in this rule.

14.4 Sunset of Prior Policies

All previous Marshall University promotion and tenure policies, including MUBOG-AA-6, MUBOG-AA-7, MUBOG-AA-9, and any Academic Unit or departmental policies derived from them, shall be fully sunset on June 30, 2035 or seven (7) years following the 2028–2029 Academic Year. Beginning on July 1, 2035 (the 2035–2036 Academic Year), this Rule shall serve as the sole governing rule for all promotion and tenure actions at Marshall University.

14.5 Alignment of Academic Unit and Departmental Guidelines

To ensure uniform implementation and compliance with this Rule, all Academic Units, Colleges, and Departments/Schools shall create, revise, or update their internal governance and personnel policies to align with the provisions, definitions, evaluation standards, and procedural requirements established herein. Each Academic Unit and department shall review and revise (and in some case establish) its internal promotion and tenure guidelines, rubrics, and bylaws to ensure alignment with this Rule. Revised unit-level and departmental documents must be submitted to the University Faculty Senate's Faculty Personnel Committee and the Provost for approval no later than June 30, 2027.

To promote consistency across the institution:

1. Updated unit and departmental guidelines must explicitly reference this Rule as their governing authority.
2. Evaluation rubrics and workload expectations shall be recalibrated to reflect the definitions of performance standards (i.e., "exemplary" and "professional") performance used in this Rule.

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3. Academic Units must update bylaws governing promotion and tenure committee composition, eligibility, and voting procedures to align with the requirements of this Rule.

14.5.1.1 Specifically, each Academic Unit and Department/School shall establish, revise, or update:

1. Bylaws (all Academic Units, Schools, and Departments)
2. Department-level guidelines and procedures related to promotion and tenure
3. Faculty Workload Policies (Academic Units headed by Deans)
4. Faculty Annual Review processes and procedures (Academic Units headed by Deans Promotion and Tenure Policies/ Guidelines (all Academic Units, Schools, and Departments)

14.5.1.2 The Department Chair/School Director and Academic Dean are responsible for ensuring that these updates are completed by June 30, 2027, and sent to the University Senate Faculty Personnel Committee by July 1, 2027. Department Chair/School Director and Academic Deans cannot unilaterally establish, update/change the policies and procedures without input and approval from their faculty.

14.5.1.3 Failure to maintain updated and consistent internal policies may result in administrative review by the Office of Academic Affairs, and continued non-compliance may be reported to the Provost for corrective action.

14.5.1.4 The University Faculty Senate's Faculty Personnel Committee (FPC) and the Office of Academic Affairs may provide guidance and oversight to ensure appropriate and consistent implementation across all Academic Units. All updates at this level must be approved through appropriate University governance processes, including review by the University Faculty Senate's Faculty Personnel Committee and the Provost.

14.5.2 Institutional Policy Alignment

To ensure consistency across Marshall University's academic-personnel framework, the following University and Board-level policies may be reviewed and updated to align with this Rule:

1. MUBOG Rule AA-1 – Sabbatical Leave
2. UPAA-11 – Personnel Records
3. UPAA-12 – Teaching and Administration
4. UPAA-14 – Rule on Adjunct Faculty
5. UPAA-15 – Faculty Salary Increases
6. UPAA-16 – Salary Increases for Library and Clinical Faculty
7. UPAA-20 – Faculty Workload
8. UPAA-21 – Modified Duties for Nine-Month Faculty
9. UPAA-24 – Temporary Faculty Annual Reports and Years Applied Toward Tenure

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14.5.2.1 The University Faculty Senate's Faculty Personnel Committee, in collaboration with the Office of Academic Affairs, may lead the review and revision of the policies listed above to encourage alignment with the standards, definitions, and procedures established by this Rule.

14.5.2.2 All identified policies shall be reviewed, revised, and approved through appropriate University governance channels no later than April 30, 2028.

14.5.3 Full implementation of Rule AA-6 may be contingent upon the completion and approval of these institutional-level revisions. Failure to revise and update the identified policies by that deadline may delay full implementation of this Rule until the necessary revisions are finalized and approved by the Faculty Senate and the Board of Governors.

14.5.4 The Office of Academic Affairs, in consultation with the Faculty Senate Executive Committee and the University Faculty Senate's Faculty Personnel Committee, shall monitor progress toward completion of these revisions and provide annual status reports to the President and Board of Governors until full alignment is achieved.

14.6 External Review and Evaluation Materials Transition

Starting July 1, 2027, but before the 2028–2029 academic year (policy transition year), departments will update their external review processes to conform to this Rule's requirements for reviewer independence, selection procedures, and documentation (Appendix 2 and Appendix 3).

- All external reviewer solicitation templates and tracking worksheets must be converted to the new institutional format by October 1, 2028.

14. — Faculty applying under the legacy rule prior to the sunset date may continue using prior external review forms, provided those reviews are conducted before July 1, 2035.
Implementations and Transition Provisions

14.1 This Rule shall take effect beginning with the 2028–2029 Academic Year and shall apply to all faculty members hired on or after July 1, 2028.

14.2 Initial Application to Promotion and Tenure Candidates

Faculty members hired on or after the 2028–2029 Academic Year shall be governed by the procedures, criteria, and timelines outlined in this Rule. The first cohort of faculty eligible for promotion and/or tenure review under this Rule shall be those applying during the 2029–2030 Academic Year.

14.3 Transition Period for Existing Faculty

A seven-year transition period will follow initial implementation to ensure fairness

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and orderly adoption:

1. Faculty members hired prior to July 1, 2028, will continue to be governed by the promotion and tenure rule in effect at the time of their initial appointment unless they formally elect to be evaluated under this Rule.
2. Faculty who wish to transition to this Rule must notify their Department Chair / School Director and Dean in writing by September 1, 2028. Once elected, evaluation under this Rule will be binding for all subsequent promotion and tenure considerations.
3. Faculty mid-cycle in their probationary or promotion period at the time of implementation will be allowed to complete their cycle under the rule in effect at the time of their appointment.

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14.4 Sunset of Prior Policies

All previous Marshall University promotion and tenure policies, including MUBOG-AA-6, MUBOG-AA-7, MUBOG-AA-9, and any Academic Unit or departmental policies derived from them, shall be fully sunset seven (7) years following the 2028-2029 Academic Year. Beginning with the 2035-2036 Academic Year, this Rule shall serve as the sole governing rule for all promotion and tenure actions at Marshall University.

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14.5 Alignment of Academic Unit and Departmental Guidelines

To ensure uniform implementation and compliance with this Rule, all Academic Units, Colleges, and Departments/Schools shall create, revise, or update their internal governance and personnel policies to align with the provisions, definitions, evaluation standards, and procedural requirements established herein. Each Academic Unit and department shall review and revise (and in some cases establish) its internal promotion and tenure guidelines, rubrics, and bylaws to ensure alignment with this Rule. Revised unit-level and departmental documents must be submitted to the University Faculty Senate Faculty Personnel Committee and the Provost for approval no later than July 1, 2028.

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To promote consistency across the institution:

- Updated unit and departmental guidelines must explicitly reference this Rule as their governing authority.
- Evaluation rubrics and workload expectations shall be recalibrated to reflect the definitions of performance standards (i.e., "exemplary" and "professional") performance used in this Rule.
- Academic Units must update bylaws governing promotion and tenure committee composition, eligibility, and voting procedures to align with the requirements of this Rule.

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14.5.1 Specifically, each Academic Unit and Department/School shall establish, revise, or update:

1. Bylaws (all Academic Units, Schools, and Departments)
2. Department-level guidelines and procedures related to promotion and tenure
3. Faculty Workload Policies (Academic Units headed by Deans)

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4. Faculty Annual Review processes and procedures (Academic Units headed by Deans Promotion and Tenure Policies/ Guidelines (all Academic Units, Schools, and Departments

14.5.1.1 The Department Chair/School Director and Academic Dean are responsible for ensuring that these updates are completed in a timely and thorough manner. However, Department Chair/School Director and Academic Deans cannot unilaterally establish, update/change the policies and procedures without input and approval from their faculty.

14.5.1.2 Failure to maintain updated and consistent internal policies may result in administrative review by the Office of Academic Affairs, and continued non-compliance may be reported to the Provost for corrective action.

14.5.1.3 The Faculty Personnel Committee (FPC) and the Office of Academic Affairs may provide guidance and oversight to ensure appropriate and consistent implementation across all Academic Units. All updates at this level must be approved through appropriate University governance processes, including review by the Faculty Senate Faculty Personnel Committee and the Provost.

14.5.2 Institutional Policy Alignment

To ensure consistency across Marshall University's academic personnel framework, the following University and Board-level policies may be reviewed and updated to align with this Rule:

1. MUBOG Rule AA 1 – Sabbatical Leave
2. UPAA 11 – Personnel Records
3. UPAA 12 – Teaching and Administration
4. UPAA 14 – Rule on Adjunct Faculty
5. UPAA 15 – Faculty Salary Increases
6. UPAA 16 – Salary Increases for Library and Clinical Faculty
7. UPAA 20 – Faculty Workload
8. UPAA 21 – Modified Duties for Nine-Month Faculty
9. UPAA 24 – Temporary Faculty Annual Reports and Years Applied Toward Tenure

14.5.2.1 The Faculty Personnel Committee (FPC), in collaboration with the Office of Academic Affairs, may lead the review and revision of the policies listed above to encourage alignment with the standards, definitions, and procedures established by this Rule.

14.5.2.2 All identified policies shall be reviewed, revised, and approved through appropriate University governance channels no later than the end of Academic Year 2027–2028.

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~~14.5.3 Full implementation of Rule AA-6 may be contingent upon the completion and approval of these institutional-level revisions. Failure to revise and update the identified policies by that deadline may delay full implementation of this Rule until the necessary revisions are finalized and approved by the Faculty Senate and the Board of Governors.~~

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~~14.5.4 The Office of Academic Affairs, in consultation with the Faculty Senate Executive Committee and the University Senate Faculty Personnel Committee, shall monitor progress toward completion of these revisions and provide annual status reports to the President and Board of Governors until full alignment is achieved.~~

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~~14.6 External Review and Evaluation Materials Transition
During the 2028-2029 transition year, departments will update their external review processes to conform to this Rule's requirements for reviewer independence, selection procedures, and documentation (Appendix 2 and Appendix 3).~~

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~~• All external reviewer solicitation templates and tracking worksheets must be converted to the new institutional format by October 1, 2028.~~

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~~• Faculty applying under the legacy rule prior to the sunset date may continue using prior external review forms, provided those reviews are conducted before July 1, 2035.~~

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15. Policy Review

No later than July 1, 2035, the University Faculty Senate Senate's Personnel Committee shall conduct a comprehensive review of this Rule and its institutional implementation and shall recommend any necessary amendments to the Provost and Board of Governors for approval prior to the full sunset of prior policies. The University Faculty Senate Personnel Committee will review this rule every five years, thereafter, and will propose revisions to the rule as needed to meet institutional needs.

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Appendix 1

Promotion / Tenure Timeline

If the date specified for a deadline does not fall on a Business Day, the deadline shall be the next Business Day after the specified date.

Item	Date	Semester	Responsible party
		Spring Semester before	
Promotion / Tenure Notification Eligibility	1-Feb	Spring Semester before process	Dean
		Spring Semester before process	Candidate
Faculty Candidate Submits letter of intent for promotion/tenure	28-Feb	Spring Semester before process	Candidate
	Feb	process	Candidate
		Spring Semester before process	Chair
Chair notifies Academic Unit P/T Coordinator and Dean of candidate's intent	1-Mar	Spring Semester before process	Chair
	1-Mar	process	Chair
Academic Unit P/T Coordinator create file / document storage structure and grant appropriate access to files / folders	1-Mar	Spring Semester before process	P/T Coordinator
	1-Mar	before process	P/T Coordinator
		Spring Semester before process	Chair
Chair solicits external reviewer suggestions	1-Mar	Spring Semester before process	Chair
		Spring	

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			Semester before		Formatted ... [625]
			Spring Semester before process		Formatted ... [620]
Finalized External Reviewer List	30-Apr		Chair		Formatted ... [621]
			Spring Semester before process		Formatted Table ... [622]
			Spring Semester before process		Formatted ... [623]
	15-May		Chair		Formatted ... [624]
Chair contacts external reviewers	15-May		Chair		Formatted ... [627]
			Spring Semester before process		Formatted ... [626]
			Summer Semester before process		Formatted ... [632]
			Summer Semester before process		Formatted ... [628]
Finalized List (those agreeing to review)	1-Jun		Chair		Formatted ... [630]
			Summer Semester before process		Formatted ... [634]
			Summer Semester before process		Formatted ... [629]
			Summer Semester before process		Formatted ... [631]
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Reviewers notified of timeline	10-Jun		Chair		Formatted ... [641]
			Summer Semester before process		Formatted ... [647]
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			Summer Semester before process		Formatted ... [645]
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			Summer Semester before process		Formatted ... [644]
Candidate submits promotion / tenure packet	15-Aug		Candidate		Formatted ... [648]
			Fall semester of application		Formatted ... [645]
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External reviewers are forwarded application packet	20-Aug		Chair		Formatted ... [650]
			Fall semester of application		Formatted ... [653]
			Fall semester of application		Formatted ... [654]
External Review Letters / Information sent back to Chair	30-Sep		Chair		Formatted ... [657]
			Fall semester of application		Formatted ... [651]
Chair evaluates external reviewer's independence, makes determination and forwards worksheet on to Academic Dean	5-Oct		Chair		Formatted Table ... [652]
			Fall semester of application		Formatted ... [656]
			Fall semester of application		Formatted ... [663]
Dean approves Chair's recommendation and sends back to chair.					Formatted ... [662]
Chair uploads review letters into the candidate's application package.	15-Oct		Dean/Chair		Formatted ... [658]
			Fall semester of application		Formatted ... [659]
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			Fall semester of application		Formatted ... [618]
			Fall semester of application		Formatted ... [619]

<u>Promotion / Tenure Application Packet ready for department P/T Committee review</u>	<u>20-Oct</u>	<u>Fall semester of application</u>	<u>Chair</u>
<u>Department P/T Recommendations due to Chair</u>	<u>20-Nov</u>	<u>Fall semester of application</u>	<u>Chair Department P/T Committee</u>
<u>Chair notifies candidate of Department level review results</u>	<u>25-Nov</u>	<u>Fall semester of application</u>	<u>Chair</u>
<u>Chair completes evaluation of candidate's packet</u>	<u>15-Dec</u>	<u>Fall semester of application</u>	<u>Chair</u>
<u>Chair notifies the candidate of the results of Department and Chair evaluations</u>	<u>20-Dec</u>	<u>Fall semester of application</u>	<u>Chair</u>
<u>Candidate responds to Chair regarding any negative recommendations</u>	<u>3-Jan</u>	<u>Spring Semester</u>	<u>Candidate</u>
<u>Chair sends any response materials to Academic Unit P/T Coordinator</u>	<u>6-Jan</u>	<u>Spring Semester</u>	<u>Chair</u>
<u>All application materials ready for the Academic Unit P/T Committee</u>	<u>8-Jan</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>P/T Coordinator notifies Dean that Academic Unit P/T committee is read to review</u>	<u>9-Jan</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>Academic Unit P/T Committee submits their recommendations</u>	<u>15-Feb</u>	<u>Spring Semester</u>	<u>Chair of Academic Unit P/T Committee</u>
<u>Academic Unit P/T Coordinator will notify candidate's chair about Academic Unit review</u>	<u>16-Feb</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>Academic Unit P/T Coordinator will notify candidate's Dean that application packets are ready for review</u>	<u>16-Feb</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>Candidate's Chair will notify candidate of outcome of the Academic Unit P/T Committee</u>	<u>21-Feb</u>	<u>Spring Semester</u>	<u>Chair</u>
<u>Dean submits their recommendation</u>	<u>10-Mar</u>	<u>Spring Semester</u>	<u>Dean</u>
<u>Academic Unit P/T Coordinator will notify Candidate's Chair of Academic Unit P/T Committee and Dean's Recommendations</u>	<u>11-Mar</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>Candidate's Chair notifies candidate of the outcome of the Dean's review</u>	<u>16-Mar</u>	<u>Spring Semester</u>	<u>Chair</u>
<u>Candidate may submit response to the Academic Unit P/T Committee's recommendation and/or the Dean's recommendation to their Department Chair.</u>	<u>25-Mar</u>	<u>Spring Semester</u>	<u>Candidate</u>

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<u>Chair will notify the Academic Unit P/T Coordinator that response has been received and uploaded.</u>	<u>26-Mar</u>	<u>Spring Semester</u>	<u>Chair</u>
<u>Academic Unit P/T Coordinator will verify receipt of responses and forward application packets to CAO's office</u>	<u>27-Mar</u>	<u>Spring Semester</u>	<u>Academic Unit P/T Coordinator</u>
<u>The Provost reviews all application materials and prepares a written recommendation to the President.</u>	<u>20-Apr</u>	<u>Spring Semester</u>	<u>Provost</u>
<u>President (or designee) will prepare a list of those promoted and/or granted tenure and sends an informational copy to the Chair of the University Faculty Senate Personnel Committee.</u>	<u>30-Apr</u>	<u>Spring Semester</u>	<u>President</u>
<u>President will informant all candidate by written letter and via email with read receipt of their decision.</u>	<u>30-Apr</u>	<u>Spring Semester</u>	<u>President</u>
		of application	
		Fall semester	
<u>External Review Letters / Information sent back to Chair</u>	<u>30-Sep</u>	<u>of application</u>	<u>Chair</u>
		Fall semester	
<u>Chair evaluates external reviewer's independence, makes determination and forwards worksheet on to Academic Dean</u>	<u>5-Oct</u>	<u>of application</u>	<u>Chair</u>
		Fall semester	
<u>Dean approves Chair's recommendation and sends back to chair.</u>			
<u>Chair uploads review letters into the candidate's application package.</u>	<u>15-Oct</u>	<u>of application</u>	<u>Dean/Chair</u>
		Fall semester	
<u>Promotion / Tenure Application Packet ready for department P/T Committee review</u>	<u>20-Oct</u>	<u>of application</u>	<u>Chair</u>
		Fall semester	
<u>Department P/T Recommendations due to Chair</u>	<u>20-Nov</u>	<u>of application</u>	<u>Chair Department P/T Committee</u>
		Fall semester	
<u>Chair notifies candidate of Department level review results</u>	<u>25-Nov</u>	<u>of application</u>	<u>Chair</u>
		Fall semester	
<u>Chair completes evaluation of candidate's packet</u>	<u>15-Dec</u>	<u>of application</u>	<u>Chair</u>
		Fall semester	
<u>Chair notifies the candidate of the results of Department</u>	<u>20-</u>	<u>of</u>	

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and Chair evaluations	Dec	application	Chair
Candidate responds to Chair regarding any negative recommendations	3-Jan	Spring Semester	Candidate
Chair sends any response materials to Academic Unit P/T Coordinator	6-Jan	Spring Semester	Chair
All application materials ready for the Academic Unit P/T Committee	8-Jan	Spring Semester	Academic Unit P/T Coordinator
P/T Coordinator notifies Dean that Academic Unit P/T committee is read to review	9-Jan	Spring Semester	Academic Unit P/T Coordinator
Academic Unit P/T Committee submits their recommendations	15-Feb	Spring Semester	Chair of Academic Unit P/T Committee
Academic Unit P/T Coordinator will notify candidate's chair about Academic Unit review	16-Feb	Spring Semester	Academic Unit P/T Coordinator
Academic Unit P/T Coordinator will notify candidate's Dean that application packets are ready for review	16-Feb	Spring Semester	Academic Unit P/T Coordinator

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Candidate's Chair will notify candidate of outcome of the Academic Unit P/T Committee	21-Feb	Spring Semester	Chair
Dean submits their recommendation	10-Mar	Spring Semester	Dean
Academic Unit P/T Coordinator will notify Candidate's Chair of Academic Unit P/T Committee and Dean's Recommendations	11-Mar	Spring Semester	Academic Unit P/T Coordinator
Candidate's Chair notifies candidate of the outcome of the Dean's review	16-Mar	Spring Semester	Chair
Candidate may submit response to the Academic Unit P/T Committee's recommendation and/or the Dean's recommendation to their Department Chair.	25-Mar	Spring Semester	Candidate
Chair will notify the Academic Unit P/T Coordinator that response has been received and uploaded.	26-Mar	Spring Semester	Chair
Academic Unit P/T Coordinator will verify receipt of responses and forward application packets to Provost's office	27-Mar	Spring Semester	Academic Unit P/T Coordinator
The Provost reviews all application materials and prepares a written recommendation to the President.	20-Apr	Spring Semester	Provost
President (or designee) will prepare a list of those promoted and/or granted tenure and sends an informational copy to the Chair of the University Faculty Senate Personnel Committee.	30-Apr	Spring Semester	President
President will inform all candidate by written letter and via email with read receipt of their decision.	30-Apr	Spring Semester	President

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Appendix 2
External Reviewer Selection Worksheet

Candidate Information	
Name	
Current Rank & Department	
Years in Current Rank	
Decision Deadline, if any	
Review Type	<input type="checkbox"/> Tenure and Promotion to Associate Professor <input type="checkbox"/> Promotion to Full Professor
Briefly explain your process for assembling the list of potential reviewer names; this should be a collaborative process with senior faculty participation.	

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Please include ALL suggestions on both lists, even if the lists overlap.

Department's Suggestions	Candidate's Suggestions

Name, affiliation	Rank	Prior reviewer	Not collaborator or co-author	No personal relationship	Not a former colleague	Designated as (pick one)	
						Unit List	Candidate List
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Please explain any overlap between the prior promotion reviewers and the proposed reviewers for the current promotion.

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Appendix 3
External Reviewer Solicitation Template

Dear Referee:

Marshall University is evaluating [name of candidate] for [tenure and promotion to associate professor, tenure-only, promotion to full professor] appointed in the Department(s) of [name of department(s)].

Marshall University is a nationally recognized R2 located in the state of West Virginia. Because you are recognized as a leading scholar in [name of candidate]'s field, we would appreciate your assistance in assessing his/her record of work. Marshall University values an inclusive view of scholarship and/or creative activities in the recognition that knowledge is acquired and advanced through discovery, integration, application, creative endeavors, and teaching, as outlined in our Promotion and Tenure Guidelines which are included with this letter. Given this perspective, promotion and tenure reviews, as detailed in the criteria of individual departments and colleges (included with this document), will recognize original research, creative activities, and scholarly contributions in peer-reviewed publications, exhibitions, performances, presentations, reviews, or other documentation of creative activities and scholarly contributions as well as integrative and applied forms of scholarship and/or creative activities that involve cross-cutting collaborations with business and community partners, including translational research, commercialization activities, patents, creative activities, performances, and grants.

In your letter, please note how well you know the candidate professionally and/personally. If you have collaborated with the candidate within the last five years, we will appreciate your describing the nature and extent of your collaborations. This will help us understand your perspective on this candidate and any potential conflicts of interest.

We have attached the following materials to help you evaluate [name of candidate]'s record:

1. a curriculum vitae;
2. a statement in which he/she explains his/her program of work;
3. copies of the University Promotion and Tenure policy;
4. copies of our departmental and college promotion/tenure guidance;
5. a timeline of the external review process; and
6. a representative set of [examples: articles; slides; audio and/or video recordings].

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In addition, their workload has typically been [2-1, 2-2, 3-3, etc.] courses/year with the allocation of effort associated to be X% instruction, X% research/scholarship, X% service, and/or X% administrative. **If applicable A note, [name of candidate] had been automatically granted an extra year toward tenure and promotion and no negative inference should be inferred.**

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We appreciate your providing a detailed assessment of the strengths and weaknesses of the candidate's scholarly and research record. Please focus your review comments to the research/scholarly/creative accomplishments and the potential for the candidate to add to the discourse of the discipline.

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PROVOST REPORT

APRIL 2026





A Message from Academic Affairs

Greetings,

As we move through April, the academic year is entering its final stretch. This is a time of focus and momentum across our campuses, as students, faculty, and staff work toward a strong and successful conclusion to the semester. Here is a peek at some of the highlights in this report:

College of Arts and Media

Student media earned national recognition, including Best Newscast (WMUL-FM) and Best Comedy Program (JMCTV).

College of Engineering and Computer Science

CyberCon 2026 positioned Huntington as a regional hub for cybersecurity and innovation.

College of Education and Professional Development

The Counseling program achieved 8-year CACREP reaccreditation and launched SimCare AI.

College of Health Professions

Doctor of Physical Therapy program reached full cohort capacity, with students presenting research at national and state conferences.

College of Liberal Arts

Students featured in a statewide documentary while faculty received national grants and published internationally.

College of Science

ChemoID received FDA Breakthrough Device Designation, advancing precision treatment for brain cancer.

Division of Aviation

Launched community licensing programs and advanced FAA-certified virtual reality training.

Lewis College of Business

Master of Accountancy students achieved 100% pass rates on key CPA exam sections.

School of Pharmacy

Graduates achieved #1 MPJE pass rate nationally and ranked top 10 on the NAPLEX.

University Libraries

Open Textbook initiatives save students \$250,000 annually while expanding access to learning resources.

In addition to the accomplishments within our academic units, our student support services and programs report continued progress in advancing student achievement and supporting academic success.

Center for Student Success

Supported 527 students through study groups and the Learning Hub, achieving 96–98% retention and success rates.

Division of Student Affairs

Delivered programs enhancing student engagement, wellness, leadership, and campus involvement, including international student orientation, Esports, and student organization development.

Online Education

Improved online course quality, digital accessibility, and advising support, while launching microcredentials with 438 participants enrolled.

On behalf of the administration and staff of Academic Affairs, we invite you to celebrate the scholarly and creative contributions of our faculty and staff, along with the continued accomplishments of our students and alumni.

Sincerely,



Robert B. Bookwalter, Ph.D.
Interim Sr. Vice President for Academic Affairs
& Provost



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

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PROGRAM HIGHLIGHTS

- *Good Morning Marshall*, a weekly newscast created, produced, and hosted by students, was launched in February.
- WMUL-FM won Best Newscast in the nation and JMCTV won Best Comedy Program in the nation at the Intercollegiate Broadcasting Systems (IBS) NYC26 Awards.

FACULTY & STAFF ACHIEVEMENTS

School of Art & Design

- Sandra Reed, on behalf of the Dr. Carter G. Woodson Lyceum, organized an exhibition of Black History Centennial College poster entries in the Visual Arts Center, February 2-26, 2026.

School of Music

- Dr. Alexander Lee (tenor), Dr. Alex Malaimare (violin), and pianist Sara Lee presented a lyrical evening of chamber music and song at Smith Music Recital Hall, February 9, 2026.

STUDENT & ALUMNI ACHIEVEMENTS

- David Frazier, Addyson Aftanas, and Nicole LeGrow, BFA/BA students and alumni in the School of Art and Design, won awards for works exhibited in the 15th Annual National Juried Exhibition, January 5-February 5, 2026.
- BFA Studio Art alumna Addyson Aftanas' exhibition, *Earth and Fire*, is on display at the Stifle Fine Arts Center in Wheeling WV, February 28-April 11, 2026.
- Kim Arden and Mason Riggs, BFA Graphic Design, were awarded the top prize and merit award, respectively, in the Tenth Annual Carter G. Woodson Black History Centennial Poster Competition.
- Addyson Aftanas and Callie Thacker, BFA Studio Art Alumnae, and Courtney Chapman, BFA Ceramics Alumna, were selected for OH +5 at the Dairy Barn in Athens, OH, January 16-March 29, 2026.
- Steven Ferrer (MA, piano), won the Belle and Lynum Jackson Award at the Jackson-Balshaw Competition, February 22. Sophomore Nickolas Camp (percussion) won the Paul A. Balshaw Award during the Competition. Steven and Nickolas will present recitals as winners of the competition on April 26 in Smith Music Recital Hall.
- Reece Taylor (MA, guitar), won the Honorary Mention at the Jackson-Balshaw Competition, February 22.
- Chris Blake presented his Senior Recital at the Jomie Jazz Center on March 27.
- Mitchell Proper presented her Flute Recital at the Jomie Jazz Center on March 31.
- Allison McKeand presented her Junior Recital at the Jomie Jazz Center on April 3.

COMMUNITY ENGAGEMENT

- The School of Theatre and Dance held performances of *Wiley and the Hairy Man* at the Joan C. Edwards Playhouse, January 31.
- The School of Music presented "*Winterreise-A Winter Journey*" with music by Franz Schubert at the Smith Music Recital Hall, February 5.

- The High School Honor Band Festival was held February 18-20 at the Smith Music Recital Hall.
- A musical performance and Fireside Chat with John Hope Bryant and President Brad D. Smith was held February 18 at the Joan C. Edwards Playhouse. The event was part of the Centennial Celebration marking Negro History Week and Black History Month.
- The Marshall Artist Series held the *Banff Mountain Film Festival* at the Joan C. Edwards Playhouse, February 19.
- An exhibition by Bryce Speed, *Memory Fails Me, Exhibition of New Paintings*, was on display at the Carroll Gallery, February 19-March 26.
- The Marshall Artist Series presented *Mountain Stage with Kathy Mattea* at the Joan C. Edwards Playhouse, February 22.
- The 57th Winter Jazz Festival was held at Smith Music Recital Hall, February 25-27.
- The School of Theatre and Dance presented *Acts of Love: An Evening of Love Stories* at the Francis-Booth Experimental Theatre in the Joan C. Edwards Performing Arts Center, February 25-28.
- Works by SOAD students were featured in the *40th Annual Student Juried Exhibition* at the Birke Art Gallery, March 2-27.
- The American Milestone Centennial Symposium celebrating the centennial anniversary of Negro History Week/Black History Month was held March 5-7.
- Dr. Amy Pfrimmer, serving as the Joan C. Edwards Distinguished Professor in the Arts for Spring 2026, presented a lecture and recital on March 6 highlighting works by women composers as part of Marshall University's International Women's Day programming.
- Dr. Ollie Watts Davis and the University of Illinois Black Chorus performed at the Joan C. Edwards Playhouse, March 7, 2026.
- The Percussive Arts Festival was held at Smith Music Recital Hall, March 14.
- The Brass Band of the TriState performed at Smith Music Recital Hall, March 24.
- The School of Theatre and Dance presented its *Spring Dance Concert* at the Joan C. Edwards Playhouse, March 27-28.

PROGRAM HIGHLIGHTS

- Marshall University's Institute for Cyber Security hosted CyberCon 2026, a three-day cybersecurity conference, March 25–27. With this year's theme, "Mission Ready in a Converged World," CyberCon 2026 brought together cybersecurity professionals, students, educators, government leaders, industry partners and community stakeholders to address real-world cyber threats through applied learning and collaboration. CyberCon is hosted in partnership with the city of Huntington, reflecting a shared commitment to positioning Huntington as a regional hub for cybersecurity, innovation and workforce development.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Ammar Alzarrad, associate professor of Civil Engineering, and Dr. James McIntosh, Chair of Mechanical and Industrial Engineering, were granted \$38,077.52 (2026-2027) by the West Virginia Department of Energy for their Land Use Master Plan Update and Enhancement Proposal.
- Dr. Pingping Zhu, assistant professor of Biomedical and Electrical Engineering, co-authored the article, "Risk-Aware and Scalable Hierarchical Motion Planning for Large-Scale Robotic Swarms via CVaR-Constrained MPC," *IEEE Transactions on Automation Science and Engineering* (December 2025).
- Dr. Tanvir Chowdhury, assistant professor of Computer Science, presented his research, "A rigorous protocol for evaluating a virtual reality anti-bullying simulation for youth: A proposed study" at the International Conference on Computer Graphics, Interaction and Visualization Theory and Applications in Funchal, Portugal, March 2026.
- Dr. Prabir Patra, professor and Chair of Biomedical and Electrical Engineering, co-authored the article, "Interactions between carbon nanotubes and pulmonary surfactant proteins: the role of interfacial water molecules," in *Computational and Theoretical Chemistry* (February 2026). Dr. Patra also co-authored the article, "Effect of graphene on the conformation and dynamics of atactic polystyrene in toluene," in the *Journal of Molecular Modeling* (February 2026)
- Dr. Shan Liu, assistant professor of Biomedical and Electrical Engineering, co-authored the article, "A Computational Modeling Approach for Joint Calibration of Low-Deviation Surgical Instruments," in *Computer Modeling in Engineering and Sciences* (2025).

STUDENT & ALUMNI ACHIEVEMENTS

- Van Trung Le, undergraduate Computer Science student, and Hwapyeong Song, Computer Science Ph.D. student, co-authored the article, "Automated Measurement of Horizontal Gauge Deviation in Railroads Using Depth Sensor Camera and Machine Learning," published in *IEEE Access*, 13(1), 2025. The students co-authored the article with Dr. Husnu Narman, associate professor of Computer Science, Drs. Pingping Zhu and Ammar Alzarrad, and Abby Cisco and Jeremy Beasley at the U.S. Army Corps of Engineers (ERDC).
- Undergraduate students Advay Chandramouli, Mingyan, Liu, and Aayush Damai and PhD student Hwapyeong Song, co-authored with Drs. Husnu Narman and Ammar Alzarrad the article, "Deep Learning Approaches for Railroad Infrastructure Monitoring: Comparing YOLO and Vision Transformers

for Defect Detection,” published in the proceedings of *IEEE Annual Ubiquitous Computing, Electronics & Mobile Communication Conference (IEEE UEMCON)*. New York, NY, October 2025.

- Undergraduate students Mingyan Liu, Van Trung Le, and Advay Chandramouli and PhD student Hwapyeong Song co-authored with Drs. Husnu Narman and Ammar Alzarrad, their research article “Comparing Object Detection, Instance Segmentation, and Semantic Segmentation for Automated Vegetation Detection in Railroad Systems,” published in the proceedings of *IEEE Annual Ubiquitous Computing, Electronics & Mobile Communication Conference (IEEE UEMCON)*. Their research also received the Best Presentation Award, at the conference.
- Undergraduate student Aayush Damai and graduate students Hwapyeong Song and Alexander Lambert co-authored with Drs. Husnu Narman and Ammar Alzarrad the article “Enhancing Railway Safety: A Machine Learning Approach for Automated Detection of Missing TrackBolts,” published in the proceedings of the *ASCE International Conference on Computing in Civil Engineering (ASCE ICCE)*, New Orleans, LA, May 2025.

PROGRAM HIGHLIGHTS

- The Department of Counseling officially launched SimCare AI for counseling students as part of a pilot initiative integrating artificial intelligence into clinical skills training.
- The Counseling program received reaccreditation from the Council for Accreditation of Counseling and Related Educational Programs (CACREP) for eight years and successfully advocated for a residency policy revision with CACREP.
- Dr. Eugenia Lambert (Leadership Studies) partnered with Dr. Haroon Malik to support Computer Science students in meeting capstone requirements through interdisciplinary collaboration.
- The 49th Annual Appalachian Studies Conference was held on Marshall's campus March 19-21, 2026. The conference had a record-breaking number of sessions (254) and exhibits with over 1,000 participants.
- The June Harless Center was awarded \$50,000 from the WV Public Education Collaborative to continue their work with Marshall's Communications Disorders Department. This work focuses on the integration of speech language pathologists into early learning environments to promote language development.
- Leadership from the Childhood Development Academy participated in Childcare Day at the Capitol, engaging in thoughtful dialogue with state leaders about the critical need for equitable access to high-quality early learning.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Tina Cartwright (Undergraduate Teacher Education) received a \$5,000 HEPC STaR Opportunity Grant to launch the West Virginia STEM Alliance. The inaugural meeting of the Alliance was held February 17 at the West Virginia Culture Center in conjunction with Undergraduate Research Day at the Capitol.
- Associate Dean Dr. Sissy Isaacs, Drs. Taylor Browning and Kandice Rowe (SCOPEs), and Dr. Paula Lucas (Undergraduate Teacher Education) presented "Revitalizing Professional Learning Communities in Teacher Preparation: Connecting Clinical Practice to the Real World" at the European Educational Research Association (EERA) Conference.
- Dr. Debra Lockwood (Special Education) co-authored the article, "Using concept mapping as authentic assessment of pre-service teacher preparation to serve children with disabilities: A deeper dive," in the *National Teacher Education Journal of South Carolina* (2026).
- Dr. Huanshu Yuan (Curriculum and Instruction) published "The Reform and Transformation of Education in Contemporary China: Review of Education Policy and Practice in Teacher Education" in the *Review of Education Studies* (2025). Dr. Yuan was also appointed to the Editorial Boards of the *Journal of First-generation Student Success* (2026–2029) and the *Journal of Student Affairs Research and Practice* (2026–2029).
- Dr. Kelly D. Bradley, Dean of COEPD, co-authored the article, "Systematic Comparison of Two Approaches for Validating and Using Rater-Mediated Performance Assessments," published in the journal *Practical Assessment, Research, and Evaluation* (2025). Dr. Bradley was also appointed to the Editorial Board of *Theory Into Practice*.
- Drs. Sandra Stroebel and Lanai Jennings-Knotts (School Psychology) partnered with the Kentucky Education Development Corporation to administer a federal School-Based Mental Health Services Grant providing tuition scholarships for school psychology students.

- Dr. Eric Beeson (Counseling) presented at the Counselor Education Innovations Conference on the future of counselor education related to digital delivery methods. Dr. Beeson also provided artificial intelligence training for school counselors in Wood County, West Virginia.

STUDENT & ALUMNI ACHIEVEMENTS

- Counseling students earned third place in the American Counseling Association Ethics Competition.
- Jessica Wiese, Leadership Studies Ed.D. student, received a Spring 2026 Graduate Student Creative Discovery and Research Award for dissertation research utilizing machine learning data analysis techniques to examine student retention in music programs.
- Jacob Messer, doctoral alum, was appointed Director of Communications for Boone County.
- Andrea Sullivan, doctoral alum, had her dissertation published by the Library of Congress and presented her research at a professional conference.

COMMUNITY ENGAGEMENT

- Dr. Jerica Wesley (Counseling) contributed to public scholarship addressing reproductive loss in Appalachia and launched the “Context Over Conclusions” series to foster informed dialogue.
- Dr. Eugenia Lambert is leading a Buffalo Elementary “Field of Lights” community initiative engaging families, schools, and local sponsors. She sponsored a Parents Night Out event for the Rampage Sports Group. Dr. Lambert hosted a team for Habitat for Humanity’s “She Nailed It Competition” and volunteered during Women Build Week. Dr. Lambert also represented Marshall at several Huntington Chamber of Commerce events.
- Dr. Paula Lucas coordinated with Cabell County Schools for Marshall to host the Regional Math Field Day on February 27, welcoming approximately 150 students and teachers.
- The June Harless Center hosted the Region II Science and Engineering Fair on MU’s campus February 5. The Center also hosted the largest regional Social Studies fair on campus with over 130 projects and 210 students on March 6.
- The Imagination Library has delivered 146,400 books in the past three months to children throughout West Virginia. Provided through the work of the June Harless Center, each book is delivered to a child with their name on it and the Marshall "M" on the mailing label.
- The HELP program hosted the Chandler School from Greenville, SC, in February for a campus tour and to explore HELP Program services.

PROGRAM HIGHLIGHTS

- Admissions in the Doctor of Physical Therapy program remain strong, with an anticipated full cohort of 44 students matriculating on May 18, 2026, which meets the CAPTE maximum.
- The spring term is active for the School of Physical Therapy with ongoing interprofessional collaboration across all MU health professions programs as well as a special partnership with Mountwest Community and Technical College Physical Therapy Assistant students.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Suzanne Konz (Biomechanics) published “Start 2026 Grounded in Our Values, Ethics, Standards” in the January/February issue of the National Athletic Trainers’ Association (NATA) News Magazine.
- Dr. Georgiana Logan (Health Science) received a Spring 2026 John Marshall Scholar Award for her research on men's health in Appalachia. She will hold a series of 3 workshops focusing on men's health in Appalachia, men's mental health, and prostate and colorectal cancer awareness. Dr. Logan conducted a roundtable discussion on Raising Awareness on Behavioral Health, Youth Diversion, and Recidivism Prevention in Appalachia at the Society for Personality and Social Psychology (SPSP) Conference in Chicago on February 28. She is also teaching Black Health Care in Appalachia for Marshall’s Negro History Week/Black History Month Centennial Microcredential Short Courses Program.

STUDENT & ALUMNI ACHIEVEMENTS

- Six student and faculty posters were presented at the American Physical Therapy Association’s Combined Sections Meeting, held February 12–14, 2026, in Anaheim, CA.
- Ellie Andrick, Ian Sullivan, Jamie Naylor, Peyton Fannin, Tristan Camarillo, and Will Elk presented their research at the 23rd Annual West Virginia Undergraduate Research Day at the State Capitol. Will is also a recipient of the Spring 2026 Marshall Undergraduate Research & Discovery Award.

COMMUNITY ENGAGEMENT

- The School of Nursing hosted a health fair at Walnut Hills Church of the Nazarene and participated in the Marshall Health Network Galantines Day Event.

PROGRAM HIGHLIGHTS

- The Department of History's work through the Hedrick Professorship models high-impact experiential learning by embedding students in public history initiatives that engage regional audiences.
- Recent faculty publications, international research collaborations, federal grant funding, and interdisciplinary scholarship reflect continued growth in academic productivity and national visibility.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Puspa Damai (English) published the monograph *The Other Nepal: Alterity in Nepali Literature and Culture* with Cambridge University Press, contributing to global conversations in postcolonial and Asian literary studies.
- Dr. Rachel G. Witt (Sociology and Anthropology) published "Selected for Death: A Bioarchaeological Study of the Biocultural Profiles of Human Sacrifices at El Pollo, Moche Valley, Peru" in *Revista Arqueológicas del Museo Nacional de Arqueología, Antropología e Historia del Perú*.
- Dr. Robin Riner (Sociology and Anthropology) received a National Endowment for the Arts grant to continue community-engaged arts work with veterans in collaboration with Alchemy Theatre and Third Rail Projects (NYC).
- Dr. Laura Michelle Diener (History), through the Hedrick Professorship, is featured in the upcoming West Virginia Public Broadcasting documentary, *Always Free: Mountaineers in the Revolution*, alongside participating COLA students.
- Dr. Jess Morrissette (Political Science) co-authored the peer-reviewed article "Rad Dudes, Rude 'Tude, and the Family, Too: How Nintendo and Sega Advertisements Shaped the Image of Gaming in the 1990s" in *Games: Research and Practice*. Dr. Morrissette was also interviewed by the national outlet *Aftermath* regarding the broader cultural and political implications of the research.
- Dr. Joseph Billingsley (Psychology) is co-author of the forthcoming article "A Stronger Growth Mindset of Frugality Predicts Entrepreneurs' Responses to Setbacks in Resourcefulness Behavior" in the *Journal of Business Venturing Insights*.

STUDENT & ALUMNI ACHIEVEMENTS

- Adam Whitehair, a senior majoring in History with a minor in Political Science, was selected as a Herndon Fellow with the West Virginia Senate for the 2026 legislative session. The competitive statewide fellowship provides full-time legislative experience and academic credit.
- Japanese majors Ben Gorby, Haley Elkins, Mack Lucas, and Alyson Long will be inducted into the Japanese National Honor Society in spring 2026, recognizing national academic excellence in Japanese language study.
- Charles Damron IV, Elijah Kaiser, Dillon Ewing, Levi Kouns, and Noah Brendamour participated in the West Virginia Public Broadcasting documentary, *Always Free: Mountaineers in the Revolution*, gaining professional experience in public history and media production.
- *We Are Appalachia! II*, the newest anthology from Mountain State Press, is now available. The volume includes work from Marshall students, alumni, and faculty and is edited by Jennifer Lewis, a current Marshall English instructor and recent graduate.

- Harper Aulick, a graduating senior majoring in English, has been accepted into the Master of Fine Arts programs in Creative Writing at Butler University and George Mason University.

COMMUNITY ENGAGEMENT

- Collaborations with West Virginia Public Broadcasting, Alchemy Theatre, and Third Rail Projects demonstrate the College's commitment to public scholarship that serves veterans, artists, and Appalachian communities while elevating Marshall's presence statewide and nationally.

PROGRAM HIGHLIGHTS

- The MU Herbarium has established a new partnership with the Symbiota Support Hub, which will sponsor setting up an account in the new Paleo Data Portal to start the transcription and digitization of its plant fossil collection. This will increase the visibility of MU's plant collection and allow its usage by the international scientific community and the public.
- ChemoID, a precision oncology diagnostic tool developed by Dr. Jagan Valluri (Biological Sciences) and Dr. Pier Paolo Claudio of the Joan C. Edwards School of Medicine, reached a major milestone. ChemoID is designed to help physicians prioritize treatment by testing a patient's living tumor cells specifically against approved chemotherapies to identify which drugs are most effective for that patient. Clinically validated through randomized clinical trials, ChemoID has demonstrated improved overall survival in patients with brain cancers (glioblastoma multiforme, GBM) when therapy selection is guided by the assay. The U.S. Food and Drug Administration has reviewed the submitted clinical data and granted ChemoID Breakthrough Device Designation, recognizing its potential to significantly improve care for patients facing this lethal brain cancer.

FACULTY & STAFF ACHIEVEMENTS

Biological Science

- Dr. Pamela Puppo gave her talk, "From pollinators to invasive beetles: using metabarcoding to study plant-arthropod interactions," at the 2026 Pesticide Applicator License Recertification Workshop in Washington, DC, January 14, 2026.
- Dr. Alicia Purcell received an NSF subaward of \$261,499 to study how ecosystem warming impacts microbial driven nutrient cycling in soil on the Antarctic Peninsula.

Chemistry

- Dr. Yongick Kim and undergraduate students Eugene Kim, Makayla Adams, and Soren Tyree co-authored the article, "Effects of sodium chloride on circadian period and temperature compensation of KaiC phosphorylation" published in *Scientific Reports* (2026).
- Dr. Rosalynn Quinones ran a panel for the STEM alliance at the WV Undergraduate Research Day at the Capitol. Dr. Quinones also received an Undergraduate Development Program Advisor Travel Award from the Society of Toxicology.

Criminal Justice, Criminology, & Forensic Sciences

- Dr. Stephen Young co-authored the article, "Revisiting the Rural Folk Devil: Rural 'Othering' and the Connection Between Media Stereotypes and Rural Issues," published in the *Journal of Criminal Justice and Popular Culture*.

Mathematics & Physics

- The Allegheny Section of the Mathematical Association of America awarded Dr. Tom Cuchta the Service Award. Dr. Cuchta also organized and spoke at a special session on "Generalized Derivatives: Analysis on Time Scales, Fractional Calculus, Difference Equations, and Others" at the Joint Mathematical Meetings (JMM) in Washington, D.C.
- Dr. Aleksandra Sobieska-Snyder gave a talk titled "Resolutions Of and Over Numerical Semigroup Rings" in the Advances in Commutative Algebra session at the 2026 Joint Mathematics Meeting. Dr. Sobieska-

Snyder also gave a poster presentation and participated in the Arizona-New Mexico Symposium on Commutative Algebra and its Interactions with Geometric Combinatorics.

Natural Resources & Earth Sciences

- Dr. Richard Gage was awarded a Leadership and Training Cooperative Grant by the Association of Fish & Wildlife Agencies.
- Dr. Mindy Armstead gave two presentations at the US ACE's Engineer Research and Development Center's In Progress Research meeting for the Freshwater Harmful Algal Bloom Research and Development Initiative.

STUDENT & ALUMNI ACHIEVEMENTS

- The Society of Physics Students (SPS) MU chapter has been named the 2024-25 Outstanding Chapter by the National Council. Only the top 10-15% of SPS chapters achieve this status. The MU chapter has continued this national recognition since 2017 under the mentorship of Dr. Sean McBride.
- Forensic Science graduate students Tori Tyree and Carson Klieder presented their research at the 78th Annual Meeting of the American Academy of Forensic Sciences (AAFS) in New Orleans, LA.
- Chemistry majors Alexis Bowles, David Kapp, and Elise Shamblen presented posters of their research in Dr. Laura McCunn's laboratory at Undergraduate Research Day at the Capitol.
- Biological Sciences undergraduate student Clara Minnich and graduate students David Cyphers and Noah Adkins received Travel Awards from the Southeastern Appalachian Botanical Society to attend and present at a conference in Mobile, AL.

COMMUNITY ENGAGEMENT

- Dr. Mindy Armstead's students served as science fair judges at Spring Valley High School.
- Dr. Sachiko McBride hosted the portable planetarium show for 1st graders at the Explorer Academy.
- Dr. Casey Moran worked in partnership with Goldberry Farms and a prospective nut farmers' cooperative in West Virginia to collect traditional nut-based recipes from the Special Collections Library to facilitate community partnerships.
- NRES graduate and undergraduate student researchers led local high school students in projects utilizing the scientific method to investigate water quality and flooding issues in local watersheds. The students are currently working with classrooms and educators at Capital and Spring Valley High Schools.

PROGRAM HIGHLIGHTS

- Marshall Aviation recently opened single licensing options for the community in and around Lewisburg, WV. This initiative has generated community involvement and requests for safety seminars and partnerships with the pilot community in Greenbrier County. Similarly, the Ohio County Commission has announced approval to offer recreational flying lessons at Wheeling-Ohio County Airport starting in April.
- Marshall Aviation will host their 3rd annual Federal Aviation Administration (FAA) evaluation of the rotorcraft virtual reality simulator this May. The event marks the third time Airbus and Marshall will request a higher level of certification and approval of Night Vision Goggle (NVG) training capability in the simulator. Additional credit helps students fly more missions in the simulator than in the helicopter, which in turn lowers the time and cost of training. Marshall Aviation will also host 3 additional FAA inspections of its satellite and AMT facilities this summer.
- For the fourth year in a row, aircraft manufacturer Embraer sponsored 7 aviation students to attend the Women in Aviation Conference in Dallas, Texas, March 19-21. This fully sponsored trip includes 3 days of lectures, networking, and aviation-based activities centered on entrance to the aviation industry. The trip also included a one-on-one session with Embraer leaders as they continue their commitment to students in the flight and AMT schools. Women in Aviation is an international organization of over 20,000 members dedicated to the success of young individuals entering aviation. Marshall University students founded the first chapter of this esteemed organization in West Virginia in 2022.
- As work concludes on the NASA UAS grant in Mingo County, Marshall Aviation is pleased to partner with Marshall Engineering in a second NASA UAS educational grant. This opportunity focuses on the introduction of UAS to rural areas and will begin with a tour of the flight and AMT facilities this August as students from Virginia will visit several Marshall University locations to learn about aviation and the opportunities within the UAS sector.

STAFF ACHIEVEMENTS

- Brendan Laughton and Ben Epperly recently attended their final stages of training to provide first responder and FEMA specific UAS training. Both were certified in the curriculum and training program. Marshall is a member of the FAA Center of Excellence Assured Safe Center where first responders from West Virginia and other states can attend UAS training for implementation in their local communities.

COMMUNITY ENGAGEMENT

- The Aircraft Maintenance Technician (AMT) school hosted West Virginia's first FAA Inspector Symposium in conjunction with the local FAA Flight Standards District Office on March 21 at the Huntington Tri-State Airport hangar. Aircraft inspectors from across West Virginia, Ohio, and Kentucky spent the day discussing safety trends, technological advancements in aircraft systems and navigation, and regulatory updates and trends. Over 70 attendees also received a tour of the facilities along with an update on Marshall Aviation's programs and initiatives.

PROGRAM HIGHLIGHTS

- The Lewis College of Business Master of Accountancy students demonstrated exceptional performance on the CPA Exam, exceeding both state and national averages. In a recent report, it was shown that these exceptional students achieved:
 - A 100% pass rate in Tax Compliance and Planning, compared to a 73.9% national average.
 - A 100% pass rate in Information Systems and Controls, surpassing the 58.0% national average.
 - Additionally, 58.3% of first-time test takers passed, outperforming the West Virginia average of 54.5% and the national average of just over 50%.
 - Overall, 46.6% of Marshall graduates passed exam sections taken, exceeding the statewide average of 42.7%.

These results reflect the strength of the Master of Accountancy curriculum, and the dedication of both our students and faculty.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Deepak Subedi has been appointed as the new Associate Dean for Academic Programs. Dr. Subedi received his PhD in Manufacturing Management at the University of Toledo in 2004. He has been a Professor of Quantitative Methods and Operations Management since 2004. Before this, Dr. Subedi had prior experience teaching in Nepal, India, and China under the LCOB programs. His work has been published in journals such as the *DIAS Technology Review*, *Journal of Competitiveness Studies*, and *Competition Forum*. He is an Ad Hoc Reviewer for various journals, including *Competitiveness Review*, *International Journal of Production*, and many others. Dr. Subedi was also a board member of Goodwill Industries of KYOWVA Area, Inc., and of the Rotary Club in Huntington. Before taking on the role of Associate Dean of Academic Programs, he served as the Chair of the Department of Management and Health Care Administration for eight years.
- Jamison Lewis has been selected as the new Program Specialist for the Lewis College of Business. Jamison is an accomplished MBA student and LCOB alum, bringing more than five years of leadership and hands-on experience within the college. Jamison previously worked in the Dean's office, served on the LCOB Dean Search Committee, and held multiple leadership roles across student organizations. Jamison offers a strong understanding of AACSB accreditation and student engagement.

STUDENT & ALUMNI ACHIEVEMENTS

- Students from Marshall University's Lewis College of Business earned top statewide honors in the 2025 Microsoft Office Specialist (MOS) West Virginia State Championship Fall Qualifier. Competing against students ages 13–22 from across the state, participants qualified by earning high scores on MOS certification exams in Word, Excel, or PowerPoint. Six students from Dr. Tracy Christofero's MIS 200 course placed in the Microsoft Excel (Office 2019) competition track. First-place finisher Tia Jeter will represent West Virginia at the 2026 MOS U.S. National Championship in Nashville, Tennessee. There, she will compete for the opportunity to advance to the 2026 MOS World Championship in Anaheim, California. Additional student placements included: Naquan Crowder (3rd), Paul Hutson III (4th), Mason

Odate (6th), Mikailin Warren (8th), and Sid Kaba (9th). This achievement reflects the strength of the college's information systems curriculum and its commitment to experiential, career-focused learning.

- In late January, 4 LCOB students attended Delta Sigma Pi's 2026 North Central LEAD Provincial Conference in Cincinnati, OH. They networked with brothers throughout the U.S., attended workshops, and supported the fraternity's service initiative by delivering cards for children at Cincinnati's local Ronald McDonald House.

COMMUNITY ENGAGEMENT

- Marshall University's Lewis College of Business celebrated three distinguished leaders as part of its Class of 2026 Business Hall of Fame, recognizing individuals who have demonstrated excellence in leadership, innovation, and community impact. The celebration was held March 28 at the Brad D. Smith Center for Business and Innovation. The 2026 Business Hall of Fame Inductees are Commodore Tony Martin, Alys Smith, and Louis Weisberg. A native of Huntington, West Virginia, Tony Martin is a retired U.S. Naval officer with 31 years of service, including 27 at sea. He commanded multiple ships, directed operations during the 9/11 attacks, and earned 27 medals including the Legion of Merit. After the Navy, he served as Director of Corporate Operations for State Electric Supply Co. Attorney, philanthropist, and First Lady of Marshall University, Alys Smith champions leadership, entrepreneurship, and educational access across West Virginia. She co-founded the Wing 2 Wing Foundation, launched initiatives that expand access to education and entrepreneurship, and founded the annual Women Warriors Summit, inspiring women to embrace leadership, purpose, and personal growth. Louis Weisberg, President of Service Wire Company since 1990, is a manufacturing executive and long-time supporter of Marshall. He has driven innovation, built multi-generational teams, championed student internships and scholarships, and supported programs in engineering, computer science, and entrepreneurship, preparing the next generation of West Virginia business leaders.
- Accounting students joined faculty Amanda Thompson-Abbott and Amanda Meadows for CPA Day at the Capitol on January 21, to advocate for legislation that would expand and strengthen pathways to the CPA profession. The legislation, supported by the West Virginia Society of Certified Public Accountants, aims to improve access and flexibility for future accounting professionals entering the field. The visit provided students with a hands-on experiential learning opportunity, allowing them to engage directly in the legislative process while gaining insight into how public policy shapes the accounting profession and their future careers.

PROGRAM HIGHLIGHTS

- School of Pharmacy 2025 graduates achieved exceptional performance on both required licensure examinations, demonstrating the strength of the PharmD program. Marshall University led not only West Virginia but the entire nation on the Multistate Pharmacy Jurisprudence Examination (MPJE), achieving a perfect 100% pass rate—ranking first among all 139 accredited pharmacy schools and significantly exceeding the national mean of 73.6%. On the North American Pharmacist Licensure Examination (NAPLEX) graduates achieved a 92.0% pass rate, surpassing the national mean of 85.7%, ranking 40th nationally. Most impressively, Marshall's composite performance across both examinations ranked #9 in the country, placing the school among the nation's elite pharmacy programs. This outstanding achievement reflects Marshall's unwavering commitment to preparing practice-ready pharmacists who excel in both jurisprudence knowledge and clinical competency.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Ruhul Amin participated as a member of the NIH Study Section Special Emphasis Panel ZRG1 MSOS-M (55) in January 2026. Dr. Amin also co-authored the article "In vitro and in vivo anticancer efficacy of the combination of Actinomycin D and resveratrol" published in *Biochemistry and Cell Biology* (January 2026).
- Dr. Boyd Rorabaugh participated as a member of the NIH Fellowships Study Section Special Emphasis Panel ZRG1 F10A-R21L in January 2026. Dr. Rorabaugh also served as a member on the Special Emphasis Panel in December 2025.
- Dr. Gayle Brazeau won the 2026 Distinguished Service Award from the American Association of Colleges and Pharmacy (AACP). Dr. Brazeau was also featured in an article in the February edition of the American Journal of Pharmaceutical Education (AJPE). The article highlights her 20+ years of service as Associate Editor and Editor-in-Chief, recognizing her leadership in shaping the journal, mentoring colleagues, and elevating important conversations in academic pharmacy.

STUDENT & ALUMNI ACHIEVEMENTS

- MUSOP students joined faculty at the West Virginia state capitol in Charleston in February to meet with legislators from across the state to advocate for pharmacy practice, patient access, PBM reform, and workplace safety.

COMMUNITY ENGAGEMENT

- Students from Fairland High School visited the School of Pharmacy in March. While there, students heard from Dean Blough, took a guided tour of the building, and experienced a flipped classroom session with faculty.

PROGRAM HIGHLIGHTS

- Assistant Professor Gena Chatten identified approximately \$100,000 in materials cuts as part of Marshall's Save to Serve program.
- MU Libraries is permanently adding Duke University Press's 2026 offerings to Marshall's eBook collection.
- Faculty who attended the Open Textbook and Paid Review workshops in 2025 adopted 13 Open Textbooks for their classes. Every adopted textbook saves students about \$2,500 a semester. Many open textbooks are used in multiple sections each semester while some are used in only one section once a year. Open Textbook adoptions currently save Marshall students about \$250,000 a year and provide faculty with enormous flexibility to incorporate these textbooks with open pedagogical practices.

FACULTY & STAFF ACHIEVEMENTS

- Associate Professor Lindsey Harper was a recipient of a John Marshall Scholars Award for Summer 2026 for her project, "Reiki Conversations: Exploring Global Perspectives of Reiki's Influence on Well-Being." The award will allow her to synthesize 224 pages of interview data from 15 study participants across six countries.
- Dr. Kelli Johnson, professor, and Dr. Paul Robertson, assistant professor of English, co-presented at the American Milestone Symposium and at the Appalachian Studies Association Conference on their research on Black motorcycle clubs in Appalachia.

COMMUNITY ENGAGEMENT

- Dr. Kelli Johnson has been working with Big Brothers Big Sisters of the Tri-State and the MU-based cohort, led by Ray Blevins, to offer educational outreach to the group.
- University Libraries held 3 Pop-Up Drinko events where staff visited Smith Hall, Athletics, and the Brad D. Smith Center for Business and Innovation to directly help and answer questions from students, faculty, and staff.

PROGRAM HIGHLIGHTS

- In the Fall of 2025, the Center for Student Success supported 95 students through its Study Group program. Of the 95 students, 92 are enrolled for Spring 2026 and 1 graduated in December 2025 for a 98% retention/success rate.
- In addition, another 432 unique students used the Learning Hub on a regular basis to do homework, study for tests, and work on projects. Students have access to free printing, basic school supplies (stapler, hole puncher, highlighters) and healthy snacks. Of the 432 students, 406 are enrolled for Spring 2026 and 9 graduated in December 2025 for a 96% retention/success rate.

FACULTY & STAFF ACHIEVEMENTS

- CSS Associate Director for Student Success Jay Rader presented “Building Shame Resilience: Evaluating a Theory-Based Intervention for Students in an Alternative Suspension Program” at the 2026 Annual Conference of the National Organization for Student Success (NOSS) on February 24.

STUDENT ACHIEVEMENTS

- Levi George, who has served as a Supplemental Instruction Leader for BSC 227: Human Anatomy for the last three semesters, won a full scholarship to attend the 2026 International Conference on Supplemental Instruction in Portland, Oregon (June 3–5, 2026). This conference is the gold-standard venue for developing and refining peer-facilitation skills through current, research-based training.

PROGRAM HIGHLIGHTS

Vice President of Student Affairs

- Snacks with Simms events were held in February and March. Students asked questions and received information about the new Herd Life App.

Community Service and Family Programs

- Community Service and Family Programs collaborated with the ACE Center for the MLK Day of Service at Harmony House, A.D. Lewis Center, Ronald McDonald House, Hospice of Huntington, and Cabell-Huntington Animal Shelter.

Wellness Center

- The Wellness Center collaborated with the Women's Center to distribute 1,600 prevention resources to support sexual health throughout all residence halls.
- The Center collaborated with the Office of Advocacy and Accountability to conduct 9 Alcohol/Cannabis intervention sessions.

Counseling Center

- MUCC partnered with the Master of Social Work and Counseling programs, serving as a training site for eight graduate interns who assisted with crisis response and daily drop-ins.
- MUCC also continued its collaboration with Better Mynd, providing virtual counseling for online and international students, with 78 active users—an increase of 28 since the previous reporting period

Student Advocacy and Accountability

- The Office of Student Advocacy and Accountability held a Student Listening Session on February 27, 2026.
- The office collaborated with Dr. Carl Mummert and Brian Morgan in Academic Affairs to streamline the grade appeal process, with a focus on clarity, accessibility, and full electronic submission.

Violence Prevention and Response Program

- The program partnered with the Women's Center and EndTAB to provide the campus community with a free webinar regarding technology-facilitated abuse.
- The program created and distributed 200 handouts to students containing consent education and access to STI/STD testing in the Huntington area.

Fraternity and Sorority Life

- Sorority Bid Day welcomed 21 new members to the PHC community on February 22, 2026.

ACE Center

- The Center hosted the Spring 2026 International Student Orientation to support a smooth academic and cultural transition for new students, promoting early connection, belonging, and retention.
- The Center coordinated airport pickups for incoming Spring 2026 international students, reducing arrival barriers and reinforcing Marshall's commitment to a welcoming and student-centered experience.
- The Center organized a Walmart shopping trip to help new international students secure essential items, supporting basic needs stability and easing their transition into campus life.
- The Center hosted ACE Essentials Workshop #6: "The Refund Rundown: How to File Your Taxes."

Student Involvement and Leadership

- Sixty-six student organization leaders participated in the LEAD Conference, February 20, 2026, co-sponsored by the LEAD Center, the iCenter, and John Marshall Emerging Leaders. The conference featured

educational sessions created and facilitated by a variety of campus partners, covering topics such as Design Thinking, Officer Training, Conflict Resolution, Team Building, and How to Command a Room.

Office of Accessibility and Accommodation

- Number of students served this semester: Freshman-168, Sophomores-180, Juniors-201, Seniors-296, Grad-79.
- Emotional Support Animals: Approved-44, Pending-8
- Tests Proctored: Private (one on one)-7, Regular-53

Esports

- The Call of Duty Varsity Team A is currently 6–0 and remains undefeated.
- The Varsity Overwatch team is off to an impressive 3–1 start in its first season of competition, with notable wins over Samford University and Idaho State.
- The Smash Bros team is 3-1. One more win will put them in the top 16 for nationals.

Campus Activities Board (CAB)

- Campus Activities Board partnered with the Marshall University Bookstore to deliver a high-energy Back to School Bingo that welcomed nearly 80 students.
- In partnership with MU Residence Halls, CAB hosted the annual Murder Mystery event, continuing its three-year streak as the most attended program of Resident Appreciation Week.

STAFF ACHIEVEMENTS

- Dr. Gabe Brown, Director of Community Service & Family Programs, received a certificate for Excellence in Grantsmanship for writing and submitting a grant application at the Excellence in Grantsmanship Celebration
- Jessica Bailey, Interim Assistant Director for Case Coordination and Data Assessment, represented the Division of Student Affairs and Marshall University College of Education and Professional Development through her presentation of findings at the Eastern Education Research Association.
- Women’s Center Coordinator Alissa Rookard attended the NASPA Strategies Conference in Chicago, receiving training in Value-Based Identity and Collective Systems Approaches to enhance program planning and execution.
- Advocacy and Accountability staff attended the annual Association of Student Conduct Administration Conference, February 10–14 in Washington, DC.

ONLINE EDUCATION (DIRECTOR: DR. JULIA SPEARS)

PROGRAM HIGHLIGHTS

- In response to faculty feedback, a blended version of H.O.M.E. training (flipped model) was created, which requires participants to work through the online H.O.M.E. Foundations course before attending a shorter, more discussion-oriented workshop.
- A three-year university-wide online course review process was launched to ensure online courses align with institutional policy, accreditation expectations, and the H.O.M.E. Framework, with instructional designers providing targeted consultation and support. MU Online also collaborated with Bevel to launch an AI-powered course review tool that streamlines reviews and frees instructional designers to provide more meaningful pedagogical support to faculty.
- The Digital Accessibility Resource Center expanded self-enrollment access to centralized digital accessibility resources, including Adobe, Blackboard Ally, and Copilot, to support faculty and staff in meeting the ADA Title II compliance deadline of April 24, 2026. MU Online is working with the Digital Accessibility Committee to provide faculty with more targeted guidance.
- MU Online co-hosted informational sessions about the digital accessibility deadline and resources with Academic Affairs and MUIT. Over 150 attended between two sessions.

STAFF ACHIEVEMENTS

- Dr. Julia Spears, Assistant Provost of Online Education and Certification, and Michelle Morrison, Senior Director of Online Student Engagement, co-presented “Developing Career Advising Maps Using Labor Market Data and Generative AI” at the 2026 Association of Undergraduate Education and Research Universities (UERU) National Conference.
- Michelle Morrison and graduate assistant Cynthia Collins co-presented an InScribe webinar, “Responding to the Quiet Struggle in Online Learning,” with InScribe’s co-founder and CEO Katy Kappler.
- Heidi Blaisdell, Instructional Designer, published the story behind creating the course “Inclusive Advising for a Neurodiverse Campus” on the Advising Success Network Blog.
- Dr. Julia Spears co-presented “How Do You Spell LER? Accelerating the Full Potential of Digital Credential?” with Insiya Bream (University of Maryland Global Campus) and Keisha Campbell (Morgan State University) at the 1EdTech Digital Credentials Summit, February 18-20, 2026.

COLLABORATIONS & PARTNERSHIPS

- Marshall is developing a streamlined AAS-to-BAS cybersecurity pathway that supports transfer, workforce alignment, and potential work-based learning opportunities in partnership with Education Design Lab, Mountwest Community and Technical College, Marshall faculty and staff, University College, Advising, MUIT, and industry partners including Intuit.
- A new Licensure Disclosure webpage was created detailing Marshall University’s participation in NC-SARA. NC-SARA is a voluntary agreement among member states that establishes comparable national standards for interstate offering of postsecondary distance education courses and programs. Marshall University is authorized by the West Virginia Higher Education Policy Commission to participate in NC-SARA. The new website will strengthen compliance and transparency for distance education licensure across states.

- In collaboration with the Advising Success Network, MU Online launched *Inclusive Advising for a Neurodiverse Campus*, a free, self-paced microcredential for advisors nationwide focused on supporting neurodivergent students. The course reinforces Marshall's leadership in inclusive, human-centered advising practices. As of February 2026, 438 people have enrolled in the microcredential course and 25 have earned badges.
- Marshall University is advancing learner centered, skills first pathways through the LER Accelerator and Credential WV by scaling employer aligned microcredentials, strengthening credit for prior learning, and advancing interoperable Learning and Employment Records. The three workgroups have continued to make progress on how to make LERs a reality at Marshall.

COMMUNITY ENGAGEMENT

- MU Online supported Marshall's Black History Month Centennial with a campus reception launching the free Centennial Microcredential courses, engaging learners statewide through the Marshall Skills Exchange. Michelle Morrison was one of the featured speakers at the reception.
- MU Online co-hosted the Thriving in Business panel with the Office of Career Education featuring Dr. David Wiley along with several other community leaders.
- The Online Student Engagement team delivered a Spring 2026 series of virtual student events focused on academic success, career readiness, wellness, and commencement preparation, open to all Marshall students.
- The Online Student Support Services continues to promote online academic life coaching and referral services to support persistence, goal setting, and student success in distance programs.



April 8, 2026

EDUCATION

Senator Capito announces federal support for new School of Medicine facility

U.S. Sen. Shelley Moore Capito joined leaders from Marshall University and Marshall Health Network on Feb. 19 to announce \$31.8 million in federal funding to support development of a new, freestanding facility for the Joan C. Edwards School of Medicine.

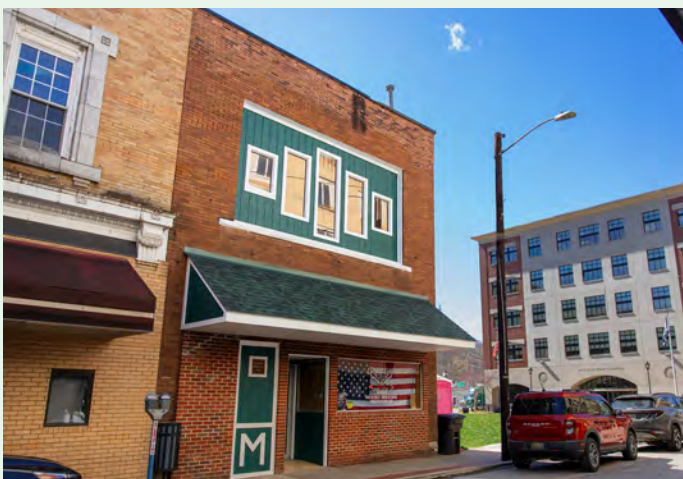
The project is further strengthened by a \$30 million state match, advancing plans for a modern facility designed to enhance medical education, research and health care delivery across West Virginia and Appalachia.

Planned features include a simulation center, Community Health Institute and expanded informatics and population health capabilities, creating a centralized hub for training, discovery and community engagement.

The facility will be supported by additional private fundraising as the School of Medicine enters the public phase of its campaign. Once complete, it is expected to expand capacity, modernize learning environments and support continued growth ahead of the school's 50th anniversary and next accreditation cycle.



Housing supports rural training in Logan



Federal support is advancing graduate medical education in Logan, West Virginia, through an innovative housing model designed to remove barriers to rural training.

The initiative supports Marshall's rural surgery resident physicians by providing accessible, affordable housing for learners—addressing one of the most persistent challenges in rural workforce development.

With one unit complete, \$1.2 million in federal funding to the City of Logan will support additional development, expanding training capacity and strengthening long-term physician retention in southern West Virginia.

Celebrating a Successful Match Day

A total of 82 fourth-year students from the Class of 2026 matched to residency programs. Students matched into a range of specialties, including competitive fields such as dermatology, orthopaedic surgery and neurosurgery

Marshall Match MD Class of 2026

- **96%** match rate
- **41%** matched into primary care
- **41%** will remain in West Virginia for residency training

Graduate Medical Education

Marshall programs filled 100% of first-year slots in its 15 residency programs, including the new anesthesiology residency.

New resident physicians and fellows will begin their training July 1, 2026.



STUDENT SPOTLIGHT: MEET RENAT ROYTENBERG

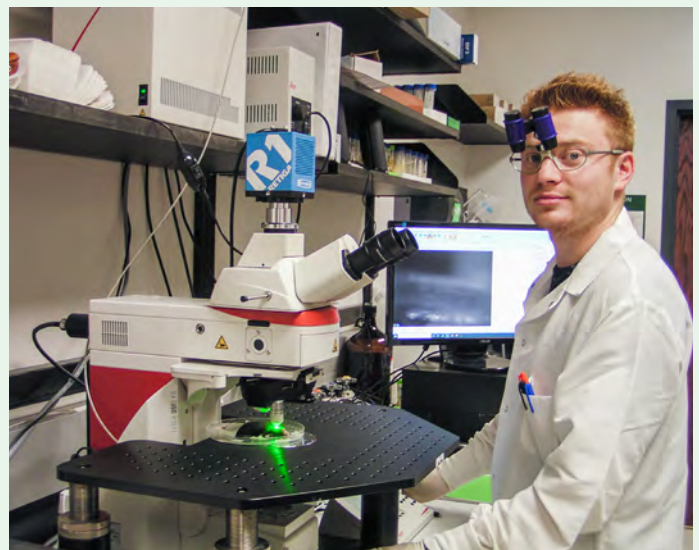


Marshall University MD/PhD student Renat Roytenberg is driven by a strong curiosity and a desire to understand how complex systems work. His interest in both science and patient care led him to pursue dual training, allowing him to contribute in both the laboratory and clinical setting.

Renat was awarded a predoctoral fellowship from the American Heart Association, which supported his research on COVID-19-associated blood clotting. His

work examines how clotting contributes to diseases such as heart conditions and infection, using advanced techniques to observe these processes in real time and evaluate potential therapies.

Through his training, Renat has developed an appreciation for the scope of biomedical research and the importance of continued discovery. He plans to integrate clinical care with research and clinical trials to improve patient outcomes while continuing his training at Marshall.



New Leadership Appointments

In alignment with its strategic objectives, the School of Medicine has named the following individuals to key leadership positions to support its goals.

Rita Ryan, MD (effective July 2026)
Chair, Department of Pediatrics

Hisham Keblawi, MD (effective April 1, 2026)
Interim Chair, Department of Obstetrics & Gynecology

INNOVATION

School of Medicine awards new healthy aging pilot grants

A total of 12 applications were received, with three projects awarded pilot grants made possible through funding from the Maier Foundation and Huntington Foundation. The funded projects focus on mitochondrial function in aging and disease, as well as innovative approaches to early detection of cognitive decline, supporting future therapeutic development and precision medicine.

Newest Innovation Highlights

Researchers at Marshall University, led by Dr. Trupti Joshi, in collaboration with the University of Missouri, co-developed G2PDeep, a web-based deep learning platform designed to advance precision medicine. The tool integrates multi-omics and clinical data to identify complex patterns that improve prediction of disease risk, outcomes and treatment response. By making advanced analytics more accessible, the platform supports discovery of key biomarkers and enables more personalized, data-driven approaches to care across conditions such as cancer, aging and obesity.

Researchers at Marshall University and Marshall Health Network, in collaboration with Intermed Labs, have launched a new neurosurgical innovation aimed at improving the precision and safety of deep brain stimulation (DBS) procedures. The project, developed by neurosurgeon Dr. Heather Pinckard-Dover, focuses on a novel device concept ("DBS Lead Lock") designed to better secure stimulation leads during surgery, addressing real-world challenges observed in the operating room. Currently in prototype development, the initiative brings together clinical expertise, advanced manufacturing and commercialization strategy to translate frontline insights into scalable medical technology solutions.

Funded Projects

- **Mitochondrial Control of Pancreatic Beta-Cell Fate in Obesity and Aging**
Principal Investigator: Vaibhav Sidarala, PhD
- **Aging and Lung Cancer: Role of Mitochondrial Signaling Pathway**
Principal Investigators: Monica Valentovic, PhD;
Piyali Dasgupta, PhD
- **GeriNet: Interpretable AI for Early Detection of Cognitive Decline in West Virginia Older Adults**
Principal Investigators: Trupti Joshi, PhD;
Mohammad Vahed, PhD

Annual summit highlights quality and safety



The 13th Annual Quality Improvement & Patient Safety Summit occurred Wednesday, March 25, with a keynote presentation made by Dr. Amanda Lenhard of UPMC Shadyside. There were 47 accepted projects, including 18 oral presentations. The Department of Family & Community Health received the Frank Shuler Award for the most projects submitted.

OUTREACH

Dr. Larry Dial inducted into WV Health Care Hall of Fame



Dr. Larry Dial, chief physician executive of Marshall Health Network and vice dean for clinical affairs at the Joan C. Edwards School of Medicine, was inducted into the 2026 West Virginia Executive Health Care Hall of Fame. The honor recognizes his leadership in advancing clinical care, physician engagement and system integration, and his ongoing

commitment to improving access and outcomes across the region.

Three Marshall School of Medicine alumni were inducted into this year's hall of fame class, including Dr. Dial ('99):

- Michael Kilkenny, MD ('82)
- Greg Rosencrance, MD ('88)

Marco's Bus hits the road



Dr. Jennifer Hanrahan presents at WV Chamber Women's Summit



Jennifer Hanrahan, DO, professor and chair of internal medicine, shared a powerful message on women's health at the West Virginia Women's Leadership Summit on March 25. Dr. Hanrahan offered simple, practical insights for women.

Marshall Mobile Medicine continues to expand access to care through targeted outreach across the region. "Marco's Bus" has made two visits to Logan County and participated in events including Hard Hats & Heroes and Marshall Medical Outreach (MMO), providing screenings, education and connections to care. Mobile medicine efforts continue to grow, strengthening rural access and connecting patients to needed services.

The School of Medicine is accepting applications for its free summer pathway program:

Project PREMED helps undergraduate students explore careers in the medical field.

Program Dates: July 12-17 | Application Deadline: May 8

UPCOMING EVENTS

- April 22-23: Marshall University Day of Giving
- April 17: Wayne Senior Health Fair
- April 30: 2nd Annual West Virginia Wellness & Longevity Conference
- May 2: Human Gift Registry Memorial Service
- May 5: SOM Golf Classic
- May 8: SOM Graduation & Investiture; PA Hooding Ceremony
- May 16: Inaugural Pediatric Hospital Medicine Conference

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

ITEM:	Approval of Budget for Fiscal Year 2026-2027
COMMITTEE:	Finance, Audit and Facilities Planning Committee
RECOMMENDED ACTION:	<i>Resolved</i> , that the Marshall University Board of Governors approve the Marshall University Budget for Fiscal Year 2026-2027.
STAFF MEMBER:	Matt Tidd Chief Financial Officer

Background:

We are presenting the FY27 Marshall University Budget for approval.

Our enduring financial principles continue to inform our proposed budget choices for 2027.

Grow Students, Not Fees

A minimal 2.5% tuition increase for Resident Students while holding Non-Resident, International, and Metro tuition flat to FY26 levels.

A conservative +1% Fall 2026 vs Fall 2025 total enrollment increase is assumed. A series of strategic investments have been included in the FY27 Budget to ensure and outpace this assumption.

Invest in our Team

Included in the FY27 budget are market equity adjustments of \$550K for 326 employees that will bring all employees to their competitive market zone and a \$2.2M State-funded raise pool that will be allocated based on a progressive, equity-focused, tiered structure that will provide a larger percentage increase to lower-paid employees while still recognizing the efforts of all employees.

Take Care of the House

Finalize 19 “Shock and Awe” capital projects, while advancing the IDEA District and the Health Sciences Corridor.

Manage Our Strategic Resources

Continue to define financial resiliency levels to provide fiscal sustainability, strategic investments and transition to an accountable financial model. The University will maintain our financial resiliency levels at 12 months of debt service plus two months of operating expenses. In addition, a series of strategic initiatives have been launched to reignite growth and align expenses to performance and benchmark expectations in the future.

Net Result

A proposed FY2027 budget that continues a multi-year journey:

- Projected Revenue: \$373.4M (+4.2% vs 2026 Projected)
- Projected Expense: \$376.3M (+2.1% vs 2026 Projected)

Marshall University			
	FY25 Actuals	FY26 Projection	FY27 Budget
Operating Revenues			
Student Tuition and Fees (net of allowance)	65,616,000	73,600,000	81,060,000
Grants and Contracts	122,880,000	121,646,000	126,821,000
Auxiliary Enterprise Revenue	30,242,000	35,327,000	40,018,000
Other Operating Revenues	12,804,000	18,604,000	12,849,000
Total Operating Revenues	231,542,000	249,177,000	260,748,000
Operating Expenses			
Salaries and Wages	164,392,000	167,276,000	171,898,000
Benefits	46,402,000	45,551,000	46,308,000
Supplies and Other Services	95,019,792	93,454,000	96,377,000
Utilities	12,277,000	12,000,000	12,017,000
Scholarships and fellowships	18,312,000	18,625,000	18,696,000
Depreciation	25,692,000	23,394,000	23,081,000
Other Operating Expenses	229,000	-	-
Total Operating Expenses	362,323,792	360,300,000	368,377,000
Operating Income (Loss)	(130,781,792)	(111,123,000)	(107,629,000)
Nonoperating Revenues (expenses)			
State Appropriations	76,037,000	77,108,000	81,386,000
Federal Pell Grants	22,872,000	23,000,000	23,400,000
Gifts	3,922,000	2,750,000	2,950,000
Investment Income	6,508,000	6,200,000	4,900,000
Interest on indebtedness	(7,775,000)	(7,670,000)	(7,670,000)
Fees assessed by Commission for Debt Service	(234,000)	(285,000)	(285,000)
Other nonoperating revenues (expenses)	(2,000)	-	-
Total Nonoperating Revenues (expenses)	101,328,000	101,103,000	104,681,000
Increase/Decrease in Net Assets	(29,453,792)	(10,020,000)	(2,948,000)
One-time adjustments	-	-	-
Capital Grants and Gifts	11,330,000	-	-
Increase/Decrease in Net Assets - Adjusted	(18,123,792)	(10,020,000)	(2,948,000)

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

ITEM: Approval of Schedule of Fiscal Year 2026-2027 Tuition and Fee Rates

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED ACTION: *Resolved*, that the Marshall University Board of Governors approve the Fiscal Year 2026-2027 tuition and fee rates.

STAFF MEMBERS: Matt Tidd
Chief Financial Officer

Background:

We are presenting the FY27 Tuition and Fee Rate schedule for approval.

The University is proposing an overall 2.5% increase to undergraduate and graduate resident tuition and fees. The University is proposing to maintain Non-Resident, International, and Metro undergraduate and graduate tuition rates at the FY26 level.

The School of Medicine is proposing increases to first- and second-year students to better align with the market.

The University is also proposing increases to Capital Fees and Auxiliary Fees. Various other tuition and fee pricing changes are captured in the accompanying schedules. In addition, the University is proposing an average ~2.8% increase in Housing rates and 4% in Dining rates.

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: Undergraduate

	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)	Metro 2023-24	Metro 2024-25	Metro 2025-2026	Metro 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students															
a. Tuition and Required Education and General Fees	\$3,465	\$3,551	\$3,640	\$3,731	\$91	\$8,626	\$8,626	\$8,626	\$8,626	\$0	\$5,039	\$5,039	\$5,039	\$5,039	\$0
b. Required Educational and General Capital Fees															
i. System E&G Capital Fees	\$221	\$233	\$245	\$251	\$6	\$736	\$742	\$760	\$766	\$6	\$736	\$742	\$760	\$766	\$6
ii. Special Institutional E&G Capital Fees	\$244	\$250	\$256	\$268	\$12	\$244	\$250	\$256	\$268	\$12	\$244	\$250	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees	\$481	\$487	\$493	\$499	\$6	\$481	\$487	\$493	\$499	\$6	\$481	\$487	\$493	\$499	\$6
d. Student Success Fee	\$60	\$60	\$60	\$60	\$0	\$60	\$60	\$60	\$60	\$0	\$60	\$60	\$60	\$60	\$0
Total Student Fee Request	\$4,471	\$4,581	\$4,694	\$4,809	\$115	\$10,147	\$10,165	\$10,195	\$10,219	\$24	\$6,560	\$6,578	\$6,608	\$6,632	\$24
Percentage of Increase Requested Over Previous Year	2.5%	2.5%	2.5%	2.5%		2.6%	0.2%	0.2%	0.2%		-11.4%	0.3%	0.4%	0.4%	
Undergraduate College/Program Fees															
College of Arts & Media - Fine Arts	\$338	\$346	\$371	\$380	\$9	\$420	\$420	\$430	\$430	\$0	\$410	\$410	\$420	\$420	\$0
College of Arts & Media - Journalism & Mass Communication	\$113	\$116	\$141	\$145	\$4	\$198	\$198	\$208	\$208	\$0	\$193	\$193	\$203	\$203	\$0
College of Business	\$164	\$168	\$168	\$172	\$4	\$272	\$272	\$272	\$272	\$0	\$265	\$265	\$265	\$265	\$0
College of Education & Professional Development	\$205	\$200	\$200	\$205	\$5	\$205	\$200	\$200	\$200	\$0	\$200	\$200	\$200	\$200	\$0
College of Health Professions	\$215	\$215	\$215	\$220	\$5	\$482	\$482	\$482	\$482	\$0	\$470	\$470	\$470	\$470	\$0
College of Health Professions - Kinesiology	\$318	\$318	\$318	\$326	\$8	\$584	\$584	\$584	\$584	\$0	\$570	\$570	\$570	\$570	\$0
College of Health Professions - Clinical Laboratory Science, Communication Disorders, Dietetics	\$318	\$318	\$348	\$357	\$9	\$584	\$584	\$614	\$614	\$0	\$570	\$570	\$600	\$600	\$0
College of Health Professions - Nursing	\$584	\$584	\$640	\$656	\$16	\$846	\$846	\$901	\$901	\$0	\$825	\$825	\$880	\$880	\$0
College of Engineering and Computer Science	\$574	\$588	\$588	\$603	\$15	\$887	\$887	\$887	\$887	\$0	\$865	\$865	\$865	\$865	\$0
College of Liberal Arts	\$108	\$125	\$125	\$128	\$3	\$108	\$150	\$150	\$150	\$0	\$105	\$175	\$175	\$175	\$0
College of Science	\$179	\$184	\$190	\$195	\$5	\$226	\$226	\$232	\$232	\$0	\$220	\$220	\$218	\$218	\$0

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Marshall University

Student Institutional Level: Graduate

	Resident						Non-Resident						Metro					
	2022-23	2023-24	2024-25	2025-2026	2026-2027	Increase (Decrease)	2022-23	2023-24	2024-25	2025-2026	2026-2027	Increase (Decrease)	2022-23	2023-24	2024-25	2025-2026	2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students																		
a. Tuition and Required Education and General Fees	\$3,555	\$3,644	\$3,735	\$3,828	\$3,924	\$96	\$9,236	\$9,481	\$9,481	\$9,481	\$9,481	\$0	\$6,392	\$6,392	\$6,392	\$6,392	\$6,392	\$0
b. Required Educational and General Capital Fees																		
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6	\$800	\$800	\$806	\$824	\$830	\$6
ii. Special Institutional E&G Capital Fees	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees																		
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
Total Student Fee Request	\$4,467	\$4,580	\$4,695	\$4,812	\$4,932	\$120	\$10,743	\$11,012	\$11,036	\$11,060	\$11,084	\$24	\$7,899	\$7,917	\$7,941	\$7,965	\$7,989	\$24
Percentage of Increase Requested Over Previous Year	0.6%	2.5%	2.5%	2.5%	2.5%		0.2%	2.5%	0.2%	0.2%	0.2%		0.3%	0.2%	0.3%	0.3%	0.3%	
Graduate College/Program Fees																		
College of Arts & Media - Fine Arts	\$185	\$190	\$194	\$240	\$246	\$6	\$410	\$420	\$420	\$430	\$430	\$0	\$410	\$410	\$410	\$420	\$420	\$0
College of Arts & Media - Journalism & Mass Communication	\$110	\$113	\$116	\$141	\$145	\$4	\$193	\$198	\$198	\$208	\$208	\$0	\$193	\$193	\$193	\$203	\$203	\$0
College of Business	\$318	\$326	\$334	\$334	\$342	\$8	\$525	\$538	\$538	\$538	\$538	\$0	\$525	\$525	\$525	\$525	\$525	\$0
College of Education - EdS, Educ Specialist / EdS School Psychology/EdD Leadership Studies/EdD Curriculum	\$450	\$450	\$450	\$450	\$450	\$0	\$450	\$450	\$450	\$450	\$450	\$0	\$450	\$450	\$450	\$450	\$450	\$0
College of Education - MA Spec Edu / MAT Teaching	\$115	\$115	\$115	\$115	\$115	\$0	\$115	\$115	\$115	\$115	\$115	\$0	\$115	\$115	\$115	\$115	\$115	\$0
College of Education - MA Counseling, Leadership, Literacy Edu/MS Adult	\$50	\$50	\$50	\$50	\$50	\$0	\$50	\$50	\$50	\$50	\$50	\$0	\$50	\$50	\$50	\$50	\$50	\$0
College of Health Professions	\$275	\$282	\$282	\$282	\$289	\$7	\$650	\$666	\$666	\$665	\$665	\$0	\$650	\$650	\$650	\$665	\$665	\$0
College of Health Professions - Kinesiology	\$390	\$400	\$400	\$400	\$410	\$10	\$775	\$794	\$794	\$794	\$794	\$0	\$775	\$775	\$775	\$794	\$794	\$0
College of Health Professions - Communication Disorders, Dietetics	\$390	\$400	\$400	\$400	\$410	\$10	\$775	\$794	\$794	\$794	\$794	\$0	\$775	\$775	\$775	\$794	\$794	\$0
College of Health Professions - Nursing	\$550	\$564	\$564	\$564	\$578	\$14	\$945	\$969	\$969	\$969	\$969	\$0	\$945	\$945	\$945	\$969	\$969	\$0
College of Engineering and Computer Science	\$560	\$574	\$588	\$588	\$603	\$15	\$865	\$887	\$820	\$820	\$865	\$45	\$865	\$865	\$865	\$865	\$865	\$0
College of Liberal Arts	\$90	\$92	\$150	\$150	\$154	\$4	\$90	\$92	\$175	\$175	\$200	\$25	\$90	\$90	\$200	\$200	\$200	\$0
College of Liberal Arts - Psychology Doctorate	\$1,068	\$1,095	\$1,095	\$1,095	\$1,122	\$27	\$1,446	\$1,482	\$1,482	\$1,482	\$1,482	\$0	\$1,068	\$1,068	\$1,068	\$1,068	\$1,122	\$54
College of Science	\$175	\$179	\$184	\$190	\$195	\$5	\$220	\$226	\$226	\$226	\$226	\$0	\$220	\$220	\$220	\$208	\$208	\$0
College of Science - Forensic Science	\$900	\$900	\$900	\$900	\$925	\$25	\$1,600	\$1,600	\$1,600	\$1,602	\$1,602	\$0	\$1,200	\$1,200	\$1,200	\$1,206	\$1,206	\$0

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: Online-Undergraduate

	Online 2023-24	Online 2024-25	Online 2025-2026	Online 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students					
a. Tuition and Required Education and General Fees	\$4,411	\$4,411	\$4,694	\$4,809	\$115
Percentage of Increase Requested Over Previous Year		0.0%	6.4%	2.5%	
Undergraduate College/Program Fees	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)
College of Arts & Media - Fine Arts				\$380	
College of Arts & Media - Journalism & Mass Communication				\$145	
College of Business				\$172	
College of Education & Professional Development				\$205	
College of Health Professions				\$220	
College of Health Professions - Kinesiology				\$326	
College of Health Professions - Clinical Laboratory Science, Communication Disorders, Dietetics				\$357	
College of Health Professions - Nursing				\$656	
College of Engineering and Computer Science				\$603	
College of Liberal Arts				\$128	
College of Science				\$195	

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: Online - Graduate

	Online 2023-24	Online 2024-25	Online 2025-2026	Online 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students					
a. Tuition and Required Education and General Fees	\$4,707	\$4,695	\$4,812	\$4,932	\$120
Percentage of Increase Requested Over Previous Year		-0.3%	2.5%	2.5%	
Undergraduate College/Program Fees	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)
College of Arts & Media - Fine Arts				\$246	
College of Arts & Media - Journalism & Mass Communication				\$145	
College of Business				\$342	
College of Business - DBA Online				\$3,738	
College of Business - MBA Online (E Delivery Fee applies)				\$450	
College of Education - EdS, Educ Specialist / EdS School Psychology/EdD Leadership Studies/EdD Curriculum				\$450	
College of Education - MA Spec Edu / MAT Teaching				\$115	
College of Education - MA Counseling, Leadership, Literacy Edu/MS Adult				\$50	
College of Health Professions				\$289	
College of Health Professions - Kinesiology				\$410	
College of Health Professions - Communication Disorders, Dietetics				\$410	
College of Health Professions - Nursing				\$578	
College of Health Professionals - Distance Dietetic Internship MS Program				\$1,942	
College of Health Professionals - Doctor of Nurse Practice Program				\$1,128	
College of Engineering and Computer Science					
College of Liberal Arts				\$154	
College of Liberal Arts - Psychology Doctorate				\$1,122	
College of Science				\$195	
College of Science - Forensic Science				\$925	

Online - Graduate

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Marshall University

Student Institutional Level: Bill Noe Aviation Flight School

	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)	Metro 2023-24	Metro 2024-25	Metro 2025-2026	Metro 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students															
a. Tuition and Required Education and General Fees	\$3,465	\$3,551	\$3,640	\$3,731	\$91	\$8,626	\$8,626	\$8,626	\$8,626	\$0	\$5,039	\$5,039	\$5,039	\$5,039	\$0
b. Required Educational and General Capital Fees															
i. System E&G Capital Fees	\$221	\$233	\$245	\$251	\$6	\$736	\$742	\$760	\$766	\$6	\$736	\$742	\$760	\$766	\$6
ii. Special Institutional E&G Capital Fees	\$244	\$250	\$256	\$268	\$12	\$244	\$250	\$256	\$268	\$12	\$244	\$250	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees															
i. Standard Auxiliary Fees	\$481	\$487	\$493	\$499	\$6	\$481	\$487	\$493	\$499	\$6	\$481	\$487	\$493	\$499	\$6
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$60	\$60	\$60	\$60	\$0	\$60	\$60	\$60	\$60	\$0	\$60	\$60	\$60	\$60	\$0
Total Student Fee Request	\$4,471	\$4,581	\$4,694	\$4,809	\$115	\$10,147	\$10,165	\$10,195	\$10,219	\$24	\$6,560	\$6,578	\$6,608	\$6,632	\$24
Percentage of Increase Requested Over Previous Year		2.47%	2.46%	2.45%		2.61%	0.18%	0.30%	0.24%		-11.40%	0.27%	0.46%	0.36%	

II. Aviation Program Course Fees	All Residency	All Residency	All Residency	All Residency	Increase (Decrease)
	Rate per Course 2023-24	Rate per Course 2024-25	Rate per Course 2025-2026	Rate per Course 2026-2027	
Aviation - Solo Flight Lab	\$6,100	\$6,100	\$6,295	\$6,452	\$157
Aviation - Private Pilot Cert ASEL Lab	\$7,800	\$7,800	\$8,050	\$8,251	\$201
Aviation - Instrument Certification Lab	\$14,000	\$14,000	\$14,448	\$14,809	\$361
Aviation - Commercial Phase I Lab	\$17,100	\$17,100	\$17,647	\$18,088	\$441
Aviation - Commercial Phase II ASEL Lab	\$13,900	\$13,900	\$14,345	\$14,704	\$359
Aviation - Initial CFI ASEL Lab	\$7,000	\$7,000	\$7,224	\$7,405	\$181
Aviation - CFII Lab	\$4,100	\$4,100	\$4,231	\$4,337	\$106
Aviation - Commercial AMEL Add-on Lab	\$6,800	\$6,800	\$7,018	\$7,193	\$175
Aviation - Private Pilot Helicopter (Schweitzer)				\$14,800	
Aviation - Private Pilot Helicopter (Airbus)				\$29,300	
Aviation - Instrument (Schweitzer)				\$14,800	
Aviation - Commercial (Mixed Fleet)				\$49,875	
Aviation - Turbine Transition Training				\$9,245	
Aviation - Night Vision Goggles Training				\$9,245	
Dispatcher Fee for Degree Students				\$2,000	
UAS Basics Workshop				\$350	
Spin Endorsement				\$800	
UPRT				\$2,100	
Basic Aerobatics				\$3,800	
Ground School Course				\$1,175	
Airbus Helicopter (Hourly)				\$1,150	
Schweitzer (Hourly)				\$370	
Flight Instructor (Hourly)				\$96	
Aviation Program Additional Resource Fees:					
Aviation - Cirrus SR20 Per Additional Hour	\$310	\$310	\$320	\$375	\$55
Aviation - Twin Engine Aircraft Per Additional Hour	\$500	\$500	\$516	\$516	-
Aviation - Frasca SR20 AATD Simulator Per Additional Hour	\$50	\$50	\$52	\$52	-

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Medicine - Professional/Medicine

I. Regular Fees Charged to All Students	Resident 2022-23	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2022-23	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)
a. Tuition and Required Education and General Fees												
i. M1 Class	\$11,276	\$11,558	\$11,847	\$12,847	\$16,492	\$3,645	\$27,360	\$28,044	\$28,044	\$29,544	\$33,397	\$3,853
ii. M2 Class - Trimester *	\$7,517	\$7,705	\$7,898	\$8,566	\$13,172	\$4,606	\$18,240	\$18,696	\$18,696	\$19,696	\$30,306	\$10,610
iii. M3 Class - Trimester	\$7,517	\$7,705	\$7,898	\$8,566	\$8,781	\$215	\$18,240	\$18,696	\$18,696	\$19,696	\$20,204	\$508
iv. M4 Class - Trimester	\$7,517	\$7,705	\$7,898	\$8,566	\$8,781	\$215	\$18,240	\$18,696	\$18,696	\$19,696	\$20,204	\$508
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6
ii. Special Institutional E&G Capital Fees	\$238	\$244	\$256	\$256	\$268	\$12	\$238	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
Total Student Fee Request												
i. M1 Class	\$12,194	\$12,494	\$12,807	\$13,831	\$17,500	\$3,669	\$28,873	\$29,575	\$29,599	\$31,123	\$35,000	\$3,877
ii. M2 Class - Trimester	\$8,435	\$8,641	\$8,858	\$9,550	\$14,180	\$4,630	\$19,753	\$20,227	\$20,251	\$21,275	\$31,909	\$10,634
iii. M3 Class - Trimester	\$8,435	\$8,641	\$8,858	\$9,550	\$9,789	\$239	\$19,753	\$20,227	\$20,251	\$21,275	\$21,807	\$532
iv. M4 Class - Trimester	\$8,435	\$8,641	\$8,858	\$9,550	\$9,789	\$239	\$19,753	\$20,227	\$20,251	\$21,275	\$21,807	\$532
Percentage of Increase Requested Over Previous Year												
i. M1 Class	0.26%	2.46%	2.50%	8.00%	26.53%		0.11%	2.43%	0.08%	5.15%	12.46%	
ii. M2 Class - Trimester	0.38%	2.44%	2.51%	7.81%	48.48%		0.16%	2.40%	0.12%	5.06%	49.98%	
iii. M3 Class - Trimester	0.38%	2.44%	2.51%	7.81%	2.50%		0.16%	2.40%	0.12%	5.06%	2.50%	
iv. M4 Class - Trimester	0.38%	2.44%	2.51%	7.81%	2.50%		0.16%	2.40%	0.12%	5.06%	2.50%	

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Medicine - Physician Assistant

I. Regular Fees Charged to All Students	Resident 2022-23	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2022-23	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)
a. Tuition and Required Education and General Fees	\$8,920	\$9,143	\$9,372	\$9,606	\$9,846	\$240	\$13,825	\$14,191	\$14,191	\$14,191	\$14,191	\$0
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6
ii. Special Institutional E&G Capital Fees	\$238	\$244	\$256	\$256	\$268	\$12	\$238	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
Total Student Fee Request	\$9,838	\$10,079	\$10,331	\$10,590	\$10,854	\$264	\$15,338	\$15,722	\$15,746	\$15,770	\$15,794	\$24
Percentage of Increase Requested Over Previous Year	0.3%	2.4%	2.5%	2.5%	2.5%		0.2%	2.5%	0.2%	0.2%	0.2%	

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Medicine - Graduate/Biomedical Science

I. Regular Fees Charged to All Students	Resident	Resident	Resident	Resident	Resident	Increase	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Increase	Metro	Metro	Metro	Metro	Metro	Increase
	2022-23	2023-24	2024-25	2025-2026	2026-2027	(Decrease)	2022-23	2023-24	2024-25	2025-2026	2026-2027	(Decrease)	2022-23	2023-24	2024-25	2025-2026	2026-2027	(Decrease)
a. Tuition and Required Education and General Fees	\$4,722	\$4,839	\$4,960	\$5,084	\$5,211	\$127	\$10,158	\$10,432	\$10,432	\$10,432	\$10,432	\$0	\$6,678	\$6,678	\$6,678	\$6,678	\$6,678	\$0
b. Required Educational and General Capital Fees																		
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6	\$800	\$800	\$806	\$824	\$830	\$6
ii. Special Institutional E&G Capital Fees	\$238	\$244	\$256	\$256	\$268	\$12	\$238	\$244	\$256	\$256	\$268	\$12	\$238	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees																		
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request	\$5,640	\$5,775	\$5,920	\$6,068	\$6,219	\$151	\$11,671	\$11,963	\$11,987	\$12,011	\$12,035	\$24	\$8,191	\$8,203	\$8,227	\$8,251	\$8,275	\$24
Percentage of Increase Requested Over Previous Year	0.57%	2.39%	2.51%	2.50%	2.49%		0.27%	2.50%	0.20%	0.20%	0.40%		0.39%	0.15%	0.29%	0.29%	0.29%	

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Physical Therapy - Doctorate

	Resident 2022-23	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2021-22	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees	\$6,388	\$6,548	\$6,712	\$6,712	\$6,712	\$0	\$9,891	\$10,666	\$10,666	\$10,666	\$10,666	\$0
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6
ii. Special Institutional E&G Capital Fees	\$232	\$244	\$256	\$256	\$268	\$12	\$226	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$455	\$481	\$487	\$493	\$499	\$6
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request	\$7,300	\$7,484	\$7,672	\$7,696	\$7,720	\$24	\$11,372	\$12,197	\$12,221	\$12,245	\$12,269	\$24
Percentage of Increase Requested Over Previous Year	4.7%	2.5%	2.5%	0.32%	0.31%			2.6%	0.2%	0.20%	0.20%	

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Pharmacy - Doctorate

	Resident 2022-23	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2022-23	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees												
i. P1 Class	\$11,084	\$11,361	\$10,800	\$10,600	\$10,600	\$0	\$18,276	\$18,732	\$19,106	\$19,106	\$19,106	\$0
ii. P2 Class	\$10,867	\$11,084	\$11,305	\$11,305	\$11,305	\$0	\$17,917	\$18,365	\$18,732	\$18,732	\$18,732	\$0
iii. P3 Class	\$11,033	\$10,867	\$11,085	\$11,085	\$11,085	\$0	\$17,580	\$18,020	\$18,380	\$18,380	\$18,380	\$0
iv. P4 Class - Trimester *	\$7,355	\$7,539	\$7,539	\$7,539	\$7,539	\$0	\$11,720	\$12,013	\$12,253	\$12,253	\$12,253	\$0
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6
ii. Special Institutional E&G Capital Fees	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request												
i. P1 Class	\$11,996	\$12,297	\$11,760	\$11,584	\$11,608	\$24	\$19,783	\$20,263	\$20,661	\$20,685	\$20,709	\$24
ii. P2 Class	\$11,779	\$12,020	\$12,265	\$12,289	\$12,313	\$24	\$19,424	\$19,896	\$20,287	\$20,311	\$20,335	\$24
iii. P3 Class	\$11,945	\$11,803	\$12,045	\$12,069	\$12,093	\$24	\$19,087	\$19,551	\$19,935	\$19,959	\$19,983	\$24
iv. P4 Class -Trimester	\$8,267	\$8,475	\$8,499	\$8,523	\$8,547	\$24	\$13,227	\$13,544	\$13,808	\$13,832	\$13,856	\$24
Percentage of Increase Requested Over Previous Year												
i. P1 Class	2.06%	2.51%	-4.37%	-1.49%	0.21%	1.98%	2.43%	1.96%	0.12%	0.12%		
ii. P2 Class	1.57%	2.05%	2.04%	0.20%	0.20%	3.31%	2.43%	1.96%	0.12%	0.12%		
iii. P3 Class	3.01%	-1.19%	2.05%	0.20%	0.20%	1.52%	2.43%	1.97%	0.12%	0.12%		
iv. P4 Class Trimester	3.00%	2.51%	0.28%	0.29%	0.28%	1.53%	2.40%	1.95%	0.18%	0.17%		

* P4 Class converted to trimester billings for experiential learning requirements summer 2016.

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: School of Pharmacy - Master in Pharmaceutical Sciences

I. Regular Fees Charged to All Students	Resident	Resident	Resident	Resident	Resident	Increase	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Non-Resident	Increase	International	International	International	International	International	Increase	
	2022-23	2023-24	2024-25	2025-2026	2026-2027	(Decrease)	2022-23	2023-24	2024-25	2025-2026	2026-2027	(Decrease)	2022-23	2023-24	2024-25	2025-26	2026-27	(Decrease)	
a. Tuition and Required Education and General Fees	\$5,302	\$5,434	\$5,488	\$5,488	\$5,488	\$0	\$8,675	\$8,912	\$9,001	\$9,001	\$9,001	\$0	\$11,567	\$11,567	\$11,683	\$11,683	\$11,683	\$0	
b. Required Educational and General Capital Fees																			
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6	\$800	\$800	\$806	\$824	\$830	\$6	
ii. Special Institutional E&G Capital Fees	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12	
c. Auxiliary and Auxiliary Capital Fees																			
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6	
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Student Fee Request	\$6,214	\$6,370	\$6,448	\$6,472	\$6,496	\$24	\$10,182	\$10,443	\$10,556	\$10,580	\$10,604	\$24	\$13,074	\$13,092	\$13,232	\$13,256	\$13,280	\$24	
Percentage of Increase Requested Over Previous Year	2.2%	2.5%	1.2%	0.38%	0.37%		2.0%	2.6%	1.1%	0.23%	0.23%		2.0%	0.1%	1.1%	0.18%	0.18%		

Fee Planning Schedule- Per Semester
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: Masters of Public Health

	Resident 2022-23	Resident 2023-24	Resident 2024-25	Resident 2025-2026	Resident 2026-2027	Increase (Decrease)	Non-Resident 2022-23	Non-Resident 2023-24	Non-Resident 2024-25	Non-Resident 2025-2026	Non-Resident 2026-2027	Increase (Decrease)
I. Regular Fees Charged to All Students												
a. Tuition and Required Education and General Fees	\$6,383	\$6,543	\$6,707	\$6,707	\$6,707	\$0	\$14,041	\$14,412	\$14,412	\$14,412	\$14,412	\$0
b. Required Educational and General Capital Fees												
i. System E&G Capital Fees	\$205	\$211	\$217	\$235	\$241	\$6	\$800	\$806	\$812	\$830	\$836	\$6
ii. Special Institutional E&G Capital Fees	\$232	\$244	\$256	\$256	\$268	\$12	\$232	\$244	\$256	\$256	\$268	\$12
c. Auxiliary and Auxiliary Capital Fees												
i. Standard Auxiliary Fees	\$475	\$481	\$487	\$493	\$499	\$6	\$475	\$481	\$487	\$493	\$499	\$6
ii. Mandatory Auxiliary Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
iii. Auxiliary Capital Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
d. Special Equity Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Student Fee Request	\$7,295	\$7,479	\$7,667	\$7,691	\$7,715	\$24	\$15,548	\$15,943	\$15,967	\$15,991	\$16,015	\$24
Percentage of Increase Requested Over Previous Year	4.7%	2.5%	2.5%	0.32%	0.31%		4.7%	2.5%	0.1%	0.15%	0.15%	

Fee Planning Schedule
Academic Year 2026-2027

Institution: Marshall University

Student Institutional Level: College of Business - 11 month MBA

	Resident 2026-2027	Non-Resident 2026-2027	Metro 2026-2027
I. Regular Fees Charged to All Students			
a. Tuition and Required Education and General Fees - TOTAL	\$24,992	\$26,397	\$25,403
Fall	\$10,711	\$11,313	\$10,887
Spring	\$10,711	\$11,313	\$10,887
Summer	\$3,570	\$3,771	\$3,629
b. Required Educational and General Capital Fees			
i. System E&G Capital Fees	\$241	\$836	\$830
ii. Special Institutional E&G Capital Fees	\$268	\$268	\$268
c. Auxiliary and Auxiliary Capital Fees			
i. Standard Auxiliary Fees	\$499	\$499	\$499
Total Student Fee Request	\$26,000	\$28,000	\$27,000

**Fee Planning Schedule- Per Semester
Academic Year 2026-2027**

Institution: Marshall University

II. Special Fees and Charges	Rate Per Semester/ Occurrence 2023-24	Rate Per Semester/ Occurrence 2024-25	Rate Per Semester/ Occurrence 2025-26	Rate Per Semester/ Occurrence 2026-27	Increase (Decrease)
Enrollment Deposit:					
Undergraduate	\$100	\$100	\$100	\$100	\$0
International	\$500	\$500	\$500	\$500	\$0
School of Pharmacy	\$500	\$500	\$500	\$500	\$0
School of Physical Therapy	\$500	\$500	\$500	\$500	\$0
Doctor of Business Administration (DBA)	\$2,500	\$2,500	\$2,500	\$2,500	\$0
School of Medicine - Physician Assistant	\$1,000	\$1,000	\$1,000	\$1,000	\$0
Application Fees:					
Undergraduate/Graduate	\$40	\$40	\$40	\$40	\$0
Undergraduate/Graduate - Transfers	\$50	\$50	\$50	\$50	\$0
Undergraduate - Readmission	\$25	\$25	\$25	\$25	\$0
School of Medicine - Resident	\$75	\$75	\$75	\$75	\$0
School of Medicine - Non-Resident	\$100	\$100	\$100	\$100	\$0
School of Nursing	\$30	\$30	\$30	\$30	\$0
Masters of Public Health	\$30	\$30	\$30	\$30	\$0
School of Pharmacy	\$100	\$100	\$100	\$100	\$0
Dietetic Internship Program	\$25	\$25	\$25	\$25	\$0
International Application Fee	\$150	\$150	\$150	\$150	\$0
Course Fees:					
COEPD - Counseling (COUN 600) (one-time software fee)	\$0	\$0	\$500	\$500	\$0
COEPD -Music Education Majors Music Instrument Rental Fee (per Semester)	\$0	\$0	\$30	\$30	\$0
COHP-SOK - Activity Course Fee	\$40	\$40	\$40	\$40	\$0
COHP-MPH - Non-major Course Fee (per 3 hour course)	\$1,991	\$1,991	\$1,991	\$1,991	\$0
COHP - WVU Dietetics Internship Course Fee	\$0	\$2,000	\$2,000	\$2,000	\$0
SOP-MSPS - Non-major Course Fee (per 3 hour course)	\$945	\$945	\$945	\$945	\$0
SOP-Special Certification Course Fee	\$0	\$0	\$250	\$250	\$0
E-Delivery Course Fee (Distance Program Students excluded)	\$50	\$50	\$50	\$50	\$0
Special Program Fees (in lieu of regular tuition)					
High School E-Course Fee - per Credit Hour	\$25	\$25	\$25	\$25	\$0
Ohio High School STEM Program - per Credit Hour	\$167	\$25	\$25	\$25	\$0
High School Dual Enrollment - Course at Marshall Campus Facilities - per Credit Hour	\$25	\$25	\$25	\$25	\$0
Intensive English Program - per semester	\$4,500	\$4,500	\$4,500	\$4,500	\$0
Intensive English Program - online - per semester	\$3,200	\$3,200	\$3,200	\$3,200	\$0
Intensive English Program Special Weekly	\$322	\$322	\$322	\$322	\$0
wvROCKS Course Fee (Undergraduate) - per Credit Hour	\$250	\$250	\$250	\$250	\$0
COHP - WVU Health Dietetics Internship	\$0	\$2,000	\$2,000	\$2,000	\$0
COHP St. Mary's Program Fee - per credit hour	\$0	\$340	\$340	\$340	\$0
COHP St. Mary's Program Fee - per Semester	\$0	\$4,080	\$4,080	\$4,080	\$0
COHP St. Mary's Lab Fee - - per Semester	\$0	\$100	\$100	\$100	\$0
LCOB Center for Exec Ed and Certification			\$0	\$0	\$0
Business DBA Program - per Credit Hour	\$950	\$950	\$950	\$950	\$0
Community College Employee Rate (Annual)				\$5,025	
Course for Senior Citizens - per Course	\$50	\$50	\$50	\$50	\$0

**Fee Planning Schedule- Per Semester
Academic Year 2026-2027**

Institution: Marshall University

II. Special Fees and Charges	Rate Per Semester/ Occurrence 2023-24	Rate Per Semester/ Occurrence 2024-25	Rate Per Semester/ Occurrence 2025-26	Rate Per Semester/ Occurrence 2026-27	Increase (Decrease)
Other Fees:					\$0
CLEP/DANTES Testing	\$25	\$25	\$25	\$25	\$0
Music Instrument Late Fee	\$0	\$0	\$10	\$10	\$0
International Student Fee	\$200	\$200	\$200	\$200	\$0
Late Registration/Payment Fee	\$25	\$25	\$25	\$25	\$0
Meal Card/I. D. Replacement	\$20	\$20	\$20	\$20	\$0
MJGC Alternative Assessment (Per Credit Hour)	\$25	\$25	\$25	\$25	\$0
Pharmacy - Matriculation Fee (Annual - Year 1 Only)	\$270	\$420	\$420	\$420	\$0
Pharmacy - Practice Ready Fee (Annual Year 2 Only)	\$390	\$420	\$420	\$420	\$0
Pharmacy - Practice Ready Fee (Annual Year 3-4 Only)	\$390	\$420	\$420	\$420	\$0
Pharmacy - Progression Fee (Annual)	\$390	\$0	\$0	\$0	\$0
Pharmacy - Simulation Fee (Annual Year 1-2-3 Only)	\$350	\$350	\$350	\$350	\$0
Pharmacy - iPad Fee (Annual Year 1-2 Only)	\$250	\$260	\$260	\$260	\$0
Pharmacy - iPad Fee (Annual Year 3 Only)	\$350	\$200	\$200	\$200	\$0
Regents' BA Degree Evaluation	\$300	\$300	\$300	\$300	\$0
Regents' BA Posting Fee (Per credit hour awarded)	\$10	\$10	\$10	\$10	\$0
Reinstatement Fee - Course Schedule	\$25	\$25	\$25	\$25	\$0
Returned Check Fee	\$25	\$25	\$25	\$25	\$0
Revalidation of Credit Fee (Per Hour)	\$25	\$25	\$25	\$25	\$0
Study Abroad Application/advising/shipping fee - one-time	\$150	\$150	\$150	\$150	\$0
Study Abroad Program Registration Fee - per Program	\$100	\$100	\$100	\$100	\$0
Transcript - paper	\$10	\$10	\$10	\$10	\$0
Transcript - electronic	\$12	\$12	\$12	\$12	\$0
Transfer Evaluation Fee	\$50	\$50	\$50	\$50	\$0
University College - Placement Testing Fee	\$35	\$35	\$35	\$35	\$0
Visiting Student Credential Fee - SOM	\$50	\$50	\$50	\$50	\$0
Diploma Fees:					\$0
Certificate Fee	\$15	\$15	\$15	\$15	\$0
Associate Degree	\$50	\$50	\$50	\$50	\$0
Baccalaureate Degree	\$50	\$50	\$50	\$50	\$0
Master's Degree	\$50	\$50	\$50	\$50	\$0
Diploma Replacement	\$50	\$50	\$50	\$50	\$0
First Professional Degree	\$100	\$100	\$100	\$100	\$0
Doctoral Degree	\$100	\$100	\$100	\$100	\$0
Residence Services Fees:					\$0
Transfer Buyout	\$0	\$1,000	\$1,000	\$1,000	\$0
Mid-Leasing Apartment Change (Studio)	\$0	\$250	\$250	\$250	\$0
Mid-Leasing Apartment Change (2 Bedroom)	\$0	\$350	\$350	\$350	\$0
Unauthorized Single Occupancy (per night)	\$0	\$75	\$75	\$75	\$0
Improper Check-out Fee - Dorm	\$50	\$75	\$75	\$75	\$0
Mail Box - Re-Key (Per Lock)	\$30	\$30	\$30	\$30	\$0
Reservation Deposit	\$200	\$200	\$200	\$200	\$0
Room Re-Key (per lock)	\$50	\$75	\$75	\$75	\$0
Safe Rental Program through College Products					\$0
One Semester Rental	\$0	\$65	\$65	\$65	\$0
Academic Year Rental (Fall & Spring Semesters)	\$0	\$85	\$85	\$85	\$0
12-Month Rental (Fall, Spring, & Summer Semesters)	\$0	\$105	\$105	\$105	\$0
10-Week Summer Term	\$0	\$65	\$65	\$65	\$0
5-Week Summer Term	\$0	\$55	\$55	\$55	\$0
Safe Purchase	\$0	\$145	\$145	\$145	\$0

Fee Planning Schedule- Per Semester
Academic Year 2026-2027
Institution: Marshall University

	Rate Per Semester 2022-23	Rate Per Semester 2023-24	Rate Per Semester 2024-25	Rate Per Semester 2025-26	Rate Per Semester 2026-27	Increase (Decrease)
III. Room and Board Charges						
Twin Towers:						
Deluxe Single	\$3,871	\$3,871	\$3,987	\$4,087	\$4,188	\$101
Double Room	\$2,916	\$2,989	\$3,079	\$3,156	\$3,249	\$93
Buskirk:						
Deluxe Single	\$3,871	\$3,871	\$3,987	\$4,087	\$4,188	\$101
Double	\$2,916	\$2,989	\$3,079	\$3,156	\$3,249	\$93
Marshall Commons:						
Single Room Suite	\$4,218	\$4,218	\$4,345	\$4,454	\$4,564	\$110
Double Room Suite	\$3,399	\$3,501	\$3,606	\$3,714	\$3,823	\$109
First Year Residents Hall (Capstone)						
Double Room with Bath	\$3,668	\$3,778	\$3,892	\$4,009	\$4,130	\$121
Single with bath	\$5,990	\$5,990	\$5,990	\$6,170	\$6,170	\$0
Fairfield Landing - <u>monthly rates</u>						
Studio Unit	\$939	\$950	\$970	\$995	\$1,020	\$25
2 Bedroom Unit	\$1,398	\$1,425	\$1,450	\$1,485	\$1,520	\$35
One Bedroom in 2 Bedroom Unit	\$723	\$740	\$755	\$775	\$800	\$25
Summer Housing						
Single Room	\$1,210	\$1,210	\$1,246	\$1,283	\$1,314	\$31
Double Room	\$890	\$910	\$937	\$965	\$993	\$28
Early Arrival / Break Housing						
Single Room	\$40	\$40	\$40	\$40	\$40	\$0
Double Room	\$30	\$30	\$30	\$30	\$30	\$0
Off-Campus Overflow (Used only when needed)						
Single occupancy/per day	\$40	\$40	\$40	\$40	\$40	\$0
Double occupancy/per day	\$30	\$30	\$30	\$30	\$30	\$0
Meal Plans						
10 Meals per week + \$500 Flex with 10 bonus anytime meals	\$2,034	\$2,109	\$2,172	\$2,259	\$2,346	\$87
10 Meals per week + \$700 Flex with 20 bonus anytime meals	\$2,240	\$2,318	\$2,388	\$2,484	\$2,580	\$96
10 Meals per week + \$935 Flex	\$2,391	\$2,468	\$2,542	\$2,643	\$2,745	\$102
14 Meals per week + \$500 Flex with 10 bonus anytime meals	\$2,252	\$2,341	\$2,411	\$2,507	\$2,604	\$97
14 Meals per week + \$700 Flex with 20 bonus anytime meals	\$2,549	\$2,640	\$2,719	\$2,828	\$2,938	\$110
14 Meals per week + \$935 Flex	\$2,700	\$2,791	\$2,875	\$2,990	\$3,106	\$116
175 Meals per semester + 500 Flex (New FY23)	\$2,165	\$2,246	\$2,313	\$2,406	\$2,499	\$93
175 Meals per semester + 700 Flex (New FY23)	\$2,373	\$2,457	\$2,531	\$2,632	\$2,734	\$102
175 Meals per semester + 935 Flex (New FY23)	\$2,582	\$2,687	\$2,768	\$2,879	\$2,991	\$112
Commuter Meal Plans						
30 Meals + \$200 Flex Dollars	\$451	\$458	\$472	\$491	\$510	\$19
50 Meals + \$100 Flex Dollars	\$505	\$519	\$535	\$556	\$577	\$21
50 Meals + \$350 Flex Dollars	\$762	\$776	\$799	\$831	\$863	\$32
50 Meals + \$600 Flex Dollars	\$1,022	\$1,036	\$1,067	\$1,110	\$1,153	\$43
Summer - 19 Meals per week	\$648	\$680	\$700	\$742	\$771	\$29

**Fee Planning Schedule- Per Semester
Academic Year 2026-2027
Institution: Marshall University**

	Rate Per Semester/ Occurrence 2022-23	Rate Per Semester/ Occurrence 2023-24	Requested Rate Per Semester/ Occurrence 2024-25	Requested Rate Per Semester/ Occurrence 2026-2027	Semester/ Occurrence (Decrease)
II-A. Other Institutional Fees					
COE					
COE - Program for Individuals with Autism Spectrum Disorder	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	-
COE - Summer Program for Individuals with ASD	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	-
COE - Autism Employment Workshop, per participant	\$500.00	\$500.00	\$500.00	\$500.00	-
COE - Autism Specific Training and Consult - per hour	\$150.00	\$150.00	\$150.00	\$150.00	-
COE - Autism Mentor Training - per participant	\$250.00	\$250.00	\$250.00	\$250.00	-
COE - Autism Leadership Institute - per participant	\$500.00	\$500.00	\$500.00	\$500.00	-
COE - Autism Discovery Group - per semester	\$500.00	\$500.00	\$500.00	\$1,500.00	\$1,000
COE - Autism Behavioral & Psychological Evaluations - sliding scale	\$1,300.00	up to \$1,300.00	up to \$1,300.00	up to \$1,300.00	-
GSEPD - Summer Program (PreK - 12), per participant	\$100.00	\$100.00	\$100.00	\$100.00	-
GSPEP - Clinical Services, per visit	\$20.00	\$20.00	\$20.00	\$20.00	-
COLA					
Psychology Clinic Fees	\$20.00	\$20.00	\$20.00	\$20.00	-
Psychotherapy, couples & family therapy, each per visit Assessment	\$100.00	\$100.00	\$100.00	\$100.00	-
Computing Services					
CD/DVD Duplicating and Printing Service:					
Production runs < 100, each CD	\$1.50	\$1.50	\$1.50	\$1.50	-
Production runs < 100, each DVD	\$2.50	\$2.50	\$2.50	\$2.50	-
Printing or Duplicating:					
Laser Print 8.5" x 11" or 11" x 17" - black/white, per page	\$0.10	\$0.10	\$0.10	\$0.10	-
Laser Print 8.5" x 11" or 11" x 17" - full color, per page	\$0.20	\$0.20	\$0.20	\$0.20	-
Other Computing Service Charges:					
Charge for investigation, testimony, due process discovery and documentation of verified/convicted violation of policy or law - per person per hour	\$60.00	\$60.00	\$60.00	\$60.00	-
Charge for first offense Copyright infringement reconnection to the network involving less than 1 hour cumulative investigation time - per person per hour	\$50.00	\$50.00	\$50.00	\$50.00	-
Charge for second offense Copyright infringement reconnection to the network involving less than 1 hour cumulative investigation time - per person per hour	\$100.00	\$100.00	\$100.00	\$100.00	-
Assist with backup of customer data - per hour	\$50.00	\$50.00	\$50.00	\$50.00	-
Assessment Consultation & Installation of Network card, new Memory SIMM/DIMMs or additional Devices (Hard Drives, CD-R/RW,DVD, etc.) in existing supported computer - per hour	\$35.00	\$35.00	\$35.00	\$35.00	-
Virus Removal and Restoration If using non-standard image - per hour (one hour minimum)	\$35.00	\$35.00	\$35.00	\$35.00	-
Software Installation and Removal Assistance other than Supported image - per hour	\$35.00	\$35.00	\$35.00	\$35.00	-
Assistance with Desktop or Notebook Hardware Exceeding Initial Diagnosis in/out of warranty - per hour	\$35.00	\$35.00	\$35.00	\$35.00	-
File Backup/Restore due to other than equipment failure (includes network restore to V: drive, apps etc.) - per Hour	\$50.00	\$50.00	\$50.00	\$50.00	-
Network cable category 6 - 25 ft.	\$10.00	\$10.00	\$10.00	\$10.00	-
Network cable category 6 - 14 ft.	\$8.00	\$8.00	\$8.00	\$8.00	-

**Fee Planning Schedule- Per Semester
Academic Year 2026-2027
Institution: Marshall University**

	Rate Per Semester/ Occurrence 2022-23	Rate Per Semester/ Occurrence 2023-24	Requested Rate Per Semester/ Occurrence 2024-25	Requested Rate Per Semester/ Occurrence 2026-2027	Semester/ Occurrence (Decrease)
II-A. Other Institutional Fees					
H.E.L.P. Center					-
Tutoring Services (per semester at one hour per week)					-
Resident, per hour	\$450.00	\$450.00	\$450.00	\$450.00	-
Metro, per hour	\$500.00	\$500.00	\$500.00	\$500.00	-
Non-resident, per hour	\$650.00	\$650.00	\$650.00	\$650.00	-
Study Skills/Test-taking Strategies Workshop	\$250.00	\$250.00	\$250.00	\$250.00	-
International Programs					-
Student Arrival Fees, Htgn.	\$50.00	\$50.00	\$50.00	\$50.00	-
Student Arrival Fees, Chas.	\$150.00	\$150.00	\$150.00	\$150.00	-
LEAP	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	-
Library - Information Technology					-
Overdue Fines - book, per day	\$0.25	\$0.25	\$0.25	\$0.25	-
Overdue Fines - video/dvd/multimedia, per day	\$1.00	\$1.00	\$1.00	\$1.00	-
Overdue Fines - reserve item, per hour	\$1.00	\$1.00	\$1.00	\$1.00	-
Overdue Fines - each ILL item, per day	\$1.00	\$1.00	\$1.00	\$1.00	-
Overdue Fines - MAXIMUM for overdue item	\$20.00	\$20.00	\$20.00	\$20.00	-
Overdue Fines - MAXIMUM for ILL overdue item	\$50.00	\$50.00	\$50.00	\$50.00	-
Overdue Fines - Holds not returned by req. date, per day	\$2.00	\$2.00	\$2.00	\$2.00	-
Long Overdues (after 28 days) - replacement cost plus fee	Repl cost + 25.00	Repl cost + 25.00	Repl cost + 25.00	Repl cost + 25.00	-
Lost items - replacement cost plus fee	Repl cost + 25.00	Repl cost + 25.00	Repl cost + 25.00	Repl cost + 25.00	-
Damaged Items (was previously rebinding cost)	Replacement cost	Replacement cost	Replacement cost	Replacement cost	-
ILL Borrowing - photocopied materials, per page	\$0.10	\$0.10	\$0.10	\$0.10	-
ILL Borrowing - Rush document, Max request for patron based on patron type, charge per excess request	\$1.00	\$1.00	\$1.00	\$1.00	-
ILL Borrowing - Rush document, fee for items ordered but not picked up	\$10.00	\$10.00	\$10.00	\$10.00	-
ILL Borrowing - Rebinding damaged item	\$25.00	\$25.00	\$25.00	\$25.00	-
ILL Borrowing - Lost Item Processing Fee plus invoice charge for replacement	Replacement cost + 100.00	Replacement cost + 100.00	Replacement cost + 100.00	Replacement cost + 100.00	-
Fax - request fee in addition to standard applicable fee, per request	\$5.00	\$5.00	\$5.00	\$5.00	-
Rush - request fee in addition to standard applicable fee, per request	\$10.00	\$10.00	\$10.00	\$10.00	-
Non-Pickup Fee after date due for each loan	\$5.00	\$5.00	\$5.00	\$5.00	-
Non-Pickup Fee after 30 days from date due for each loan, per article	\$5.00	\$5.00	\$5.00	\$5.00	-
Special Collections - Research requests fee < 2 hours, per hour	\$25.00	\$25.00	\$25.00	\$25.00	-
Special Collections - Maximum Research Fee, per hour, if nothing found	\$25.00	\$25.00	\$25.00	\$25.00	-
Special Collections - Reproduction Fees, per page (library only)	\$0.25	\$0.25	\$0.25	\$0.25	-
Special Collections - Postage and handling, no more than 50 pages	\$5.00	\$5.00	\$5.00	\$5.00	-
Special Collections - Still Image, per image					-
Photographic print (black and white), 4 x 5	\$5.00	\$5.00	\$5.00	\$5.00	-
Photographic print (black and white), 5 x 7	\$10.00	\$10.00	\$10.00	\$10.00	-
Photographic print (black and white), 8 x 10	\$20.00	\$20.00	\$20.00	\$20.00	-
Digital Images (500 dpi or less)	\$5.00	\$5.00	\$5.00	\$5.00	-
Digital Images (600 dpi or less)	\$7.00	\$7.00	\$7.00	\$7.00	-
Images taken if patron does own scanning, per image	\$0.50	\$0.50	\$0.50	\$0.50	-
Moving Images - Transfer 16mm or video tape to DVD (\$5 per clip; \$20 minimum)	\$20.00	\$20.00	\$20.00	\$20.00	-
Moving Images - Duplicate existing digitized media to DVD (\$2.50 per clip; \$10 minimum)	\$10.00	\$10.00	\$10.00	\$10.00	-
Special Collections - Lab School Transcripts	\$10.00	\$10.00	\$10.00	\$10.00	-
Special Collections - Lab School Transcripts (per additional copy)	\$2.50	\$2.50	\$2.50	\$2.50	-

**Fee Planning Schedule- Per Semester
Academic Year 2026-2027
Institution: Marshall University**

	Rate Per Semester/ Occurrence 2022-23	Rate Per Semester/ Occurrence 2023-24	Requested Rate Per Semester/ Occurrence 2024-25	Requested Rate Per Semester/ Occurrence 2026-2027	Semester/ Occurrence (Decrease)
II-A. Other Institutional Fees					
Parking/Public Safety					
Parking - Evening Permits, per semester	\$55.00	\$55.00	\$55.00	\$55.00	-
Parking - Surface Lots, per semester	\$85.00	\$85.00	\$85.00	\$85.00	-
Parking - 3rd Avenue and Smith Hall Parking Facilities, per semester	\$135.00	\$135.00	\$135.00	\$135.00	-
Parking - 6th Avenue Parking Facility, per month	\$30.00	\$30.00	\$30.00	\$30.00	-
Parking - 6th Avenue Parking Facility, per hour	\$0.50	\$0.50	\$0.50	\$0.50	-
Parking - 6th Avenue Parking Facility, Lost Ticket Fee	\$10.00	\$10.00	\$10.00	\$10.00	-
Parking - Temporary					
Per Day	\$3.00	\$3.00	\$3.00	\$3.00	-
Per Week	\$15.00	\$15.00	\$15.00	\$15.00	-
Per Month	\$50.00	\$50.00	\$50.00	\$50.00	-
Parking Fines - Various					
Parking Fine - Handicapped Space (24 hr/per incident)	\$15.00	\$15.00	\$15.00	\$15.00	-
Parking Fine - Expired time on meter (7am -7pm/per incident)	\$100.00	\$100.00	\$100.00	\$100.00	-
Parking Fine - Expired time on meter (7am -7pm/per incident)	\$5.00	\$5.00	\$5.00	\$5.00	-
Parking Meters - Corbly Hall, per hour	\$1.00	\$1.00	\$1.00	\$1.00	-
Parking Meters - Surface Lots, per hour	\$0.50	\$0.50	\$0.50	\$0.50	-
Parking - Replaced Permit	\$20.00	\$20.00	\$20.00	\$20.00	-
Public Safety - Fingerprinting, per occurrence	\$20.00	\$20.00	\$20.00	\$20.00	-
Public Safety - Incident Report copy, per report	\$20.00	\$20.00	\$20.00	\$20.00	-
Student Affairs					
AOD education, prevention and intervention classes - first offense	\$50.00	\$50.00	\$50.00	\$50.00	-
AOD education, prevention and intervention classes - 2nd offense	\$100.00	\$100.00	\$100.00	\$100.00	-
AOD education, prevention and intervention classes - 3rd offense	\$150.00	\$150.00	\$150.00	\$150.00	-
School of Medicine/School of Pharmacy/School of Physical Therapy/College of Health Professions					
Background Check	At Cost	At Cost	At Cost	At Cost	-
Student Health Insurance	At Cost	At Cost	At Cost	At Cost	-
Charges for reimbursement of expenses in complying with Freedom of Information Act requests:					
Print document cost - per page	\$0.50	\$0.50	\$0.50	\$0.50	-
Fax Transmission - per page	\$2.00	\$2.00	\$2.00	\$2.00	-
Postage - 1st Class USPS Mail	At Cost	At Cost	At Cost	At Cost	-
Electronic document cost - per page	\$1.00	\$1.00	\$1.00	\$1.00	-
Create CD for transmission of electronic documents (includes 1st Class USPS Mail) - per CD	\$10.00	\$10.00	\$10.00	\$10.00	-
Fairfeild Landing - short stay charges					
Short term 3-6 month lease - Additional charge per month	\$50.00	\$50.00	\$50.00	\$50.00	-
Short term 1 month lease - Additional charge per month	\$100.00	\$100.00	\$100.00	\$100.00	-
Short term 2 month lease - Additional charge per month	\$75.00	\$75.00	\$75.00	\$75.00	-
Studio short stay for student recruitment / per night	\$80.00	\$80.00	\$80.00	\$80.00	-
2 bedroom short stay for student recruitment / per night	\$125.00	\$125.00	\$125.00	\$125.00	-
Studio short stay / per night	\$85.00	\$85.00	\$85.00	\$85.00	-
Studio short stay / per week	\$447.00	\$447.00	\$447.00	\$447.00	-
2 bedroom short stay / per night	\$130.00	\$130.00	\$130.00	\$130.00	-
2 bedroom short stay / per week	\$690.00	\$690.00	\$690.00	\$690.00	-

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

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

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED ACTION: Resolved, that the Marshall University Board of Governors authorize reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects described below.

Furthermore, the Board of Governors reaffirm its commitment to prioritize deferred maintenance projects at Marshall University and to ensure the necessary funding for these projects to be completed safely and effectively; and

The Board of Governors authorize the President to execute any documentation necessary to effectuate the reallocation of funds for the below-listed projects as part of the deferred maintenance program.

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

BACKGROUND:
In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred maintenance projects under the State Institutions of Higher Education Deferred Maintenance Grant program.

Some of Marshall’s projects came in under budget; therefore, staff now seeks authorization to reallocate funding for projects, as follows:

- Reallocation of \$20,000 from Science Building Air Handler Units (WVHEPC-024) and \$40,000 from Holderby Hall Demolition (WVHEPC-M-014), a total of **\$60,000** to Campus Building Fire Alarm System Upgrades (WVHEPC-M-002 for improvements to the Mid-Ohio Valley Center (MOVC) and the Chemical Storage Building on main campus.
- Reallocation of \$121,000 from Chiller Replacement (WVHEPC-M-004) and \$4,000 from Building Roof Replacement (WVHEPC-M-025), a total of **\$125,000** for Elevator

Modernization (WVHEPC-M-003R) additional expenses to address repairs beyond initial scope.

- Reallocation of **\$80,000** from Building Roof Replacement (WVHEPC-M-0025) for Smith Hall/Henderson Center Concrete Work (WVHEPC-M-013) for replacement of exterior stairs and handrails for the Henderson Center.
- Reallocation of **\$140,250** from Science Building Air Handler Units (WVHEPC-M-024) to Fine Arts Renovations (WVHEPC-M-009) for the replacement of interior doors.

By authorizing this request, Marshall will be able to use and transfer funds from deferred maintenance projects that finished under budget, as well as reduce budgets for other projects, in order to finance outstanding repairs and ensure the scope of work is completed satisfactorily.

See attachments for supporting documentation.

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

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

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

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

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

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

- Reallocation of \$20,000 from Science Building Air Handler Units (WVHEPC-024) and \$40,000 from Holderby Hall Demolition (WVHEPC-M-014), a total of \$60,000 to Campus Building Fire Alarm System Upgrades (WVHEPC-M-002 for improvements to the Mid-Ohio Valley Center (MOVC) and the Chemical Storage Building on main campus.
- Reallocation of \$121,000 from Chiller Replacement (WVHEPC-M-004) and \$4,000 from Building Roof Replacement (WVHEPC-M-025), a total of \$125,000 for Elevator Modernization (WVHEPC-M-003R) additional expenses to address repairs beyond initial scope.
- Reallocation of \$80,000 from Building Roof Replacement (WVHEPC-M-0025) for Smith Hall/Henderson Center Concreate Work (WVHEPC-M-013) for replacement of exterior stairs and handrails for the Henderson Center.
- Reallocation of \$140,250 from Science Building Air Handler Units (WVHEPC-M-024) to Fine Arts Renovations (WVHEPC-M-009) for the replacement of interior doors.

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

The Board of Governors demonstrates its support for the submittal of the grant application for the State Institutions of Higher Education Deferred Maintenance Grant for this project by Marshall University: and

The Board of Governors demonstrates its support to prioritize this project as the highest priority with regard to deferred maintenance at Marshall University: and

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

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

Passed by the Board of Governors this 8th of April 2026.

ATTEST:

Signature, Board of Governors Authorized Official

Printed Name Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: March 6, 2026

Project Name: Campus Buildings Fire Alarm System Upgrades

HEPC #/Grant #: WVHEPC-M-002/ GRNT 2400001302

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

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

Special funding requests

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

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

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase x Other _____

Funding

Amount received: \$362,500

Current amount being requested: \$60,000

Project Update

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

Progress Report Enclosed (Y/N) N

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

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

A fund transfer is requested for the Campus Buildings Fire Alarm System Upgrades project due to the additional work needed on other building alarm systems. The existing alarm panels at Mid Ohio Valley Center (MOVC) and the Chemical Storage Building on main campus are significantly outdated, and replacement parts are no longer available.

At MOVC, at least one area of the building has a failed sensor that is offline. This condition reduces the effectiveness of the alarm system and could potentially place building occupants at risk.

This is a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Campus Buildings Fire Alarm System Upgrades project to cover this additional cost.

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Other Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-002	GRNT 2400001302	Campus Buildings Fire Alarm System Upgrades	362,500	-	60,000	-	422,500
WVHEPC-M-024	GRNT 2400001319	Science Building Air Handler Units	1,260,630	(199,550)		(20,000)	1,041,080
WVHEPC-M-014	GRNT 2400001314	Holderby Hall Demolition	1,585,500			(40,000)	1,545,500

Project Contact name: _____ Date: _____

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

Signature of Authorized Organization – Representative Verifying Accuracy of Information

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized WVHEPC Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized Governor’s Office Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: March 6, 2026

Project Name: Elevator Modernization HEPC #/Grant #: WVHEPC-M-003R/ GRNT 2400001303

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

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

Special funding requests

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

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

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X Other _____

Funding

Amount received: \$1,084,528 Current amount being requested: \$125,000

Project Update

Percent Project Complete 75%

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

Progress Report Enclosed (Y/N) N

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

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

A fund transfer is requested for the Elevator Modernization project due to several unforeseen conditions uncovered during phases of work. The age of the existing elevators, coupled with the upgrades needed for the wiring and electrical infrastructure, has necessitated repairs beyond what was included in the initial scope. Additionally, the pits were found to require new sump pumps to meet current safety and operational standards. These unexpected issues have increased overall project costs, making supplemental funding essential to ensure safe, reliable, and compliant elevator operation moving forward.

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

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Other Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-003R	GRNT 2400001303	Elevator Modernization	1,084,528	-	125,000	-	1,209,528
WVHEPC-M-04	GRNT 2400001304	Chiller Replacement	3,259,400			(121,000)	3,138,400
WVHEPC-M-025	GRNT 2400001320	Building Roof Replacement	2,271,110	(80,000)		(4,000)	2,187,110

Project Contact name: _____ Date: _____

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

Signature of Authorized Organization – Representative Verifying Accuracy of Information

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized WVHEPC Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized Governor’s Office Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: March 6, 2026

Project Name: Smith Hall/Henderson Center Concrete Work

HEPC #/Grant #: WVHEPC-M-013/ GRNT 2400001313

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

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

Special funding requests

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

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

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X Other _____

Funding

Amount received: \$366,738 Current amount being requested: \$80,000

Project Update

Percent Project Complete 75%

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

Progress Report Enclosed (Y/N) N

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

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comment

A fund transfer is requested for the Smith Hall/Henderson Center Concrete Work project due to additional costs incurred. In April 2025, a portion of the Henderson Center’s exterior steps were closed due to deterioration and safety concerns. An engineering study was performed to evaluate the area for necessary repairs. It was determined the structure is sound. The short-term plan is to replace the steps and handrails, making them functional and safe. A long-term plan is being discussed to possibly cover the area and mitigate damage from weather and products used for snow and ice removal.

This is a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Smith Hall/Henderson Center Concrete Work project to cover this additional cost.

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Other Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-013	GRNT 2400001313	Smith Hall/Henderson Center Concrete Work	366,738	-	80,000	-	446,738
WVHEPC-M-025	GRNT 2400001320	Building Roof Replacement	2,271,110	(4,000)		(80,000)	2,187,110

Project Contact name: _____ Date: _____

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

Signature of Authorized Organization – Representative Verifying Accuracy of Information

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized WVHEPC Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of Authorized Governor’s Office Representative

_____ Signature	_____ Date
_____ Printed Name	_____ Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: March 17, 2026

Project Name: Fine Arts Renovations HEPC #/Grant #: WVHEPC-M-009/GRNT 2400001309

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

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

Special funding requests

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

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

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X

Funding

Amount Received: \$ 2,528,500 Current amount being requested: \$140,250

Project Update

Percent Project Complete _____ 90% _____

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

Progress Report Enclosed (Y/N) _____ N _____

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

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

A fund transfer is requested for the Fine Arts Renovation Project due to additional work needed. The interior doors in the Fine Arts Building are original to the facility, which was constructed in 1991. These doors provide access to the playhouse and are frequently used during events and performances. Due to years of heavy use and incidents of vandalism, the doors have become increasingly difficult to properly lock and secure. Replacing the doors will improve building security and complement the recent renovations completed in this area.

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

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Other Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-009	GRNT 2400001309	Fine Arts Renovations	2,528,500		140,250		2,668,750
WVHEPC-M-024	GRNT 2400001319	Science Building Air Handler Units	1,260,630	(20,000)		(140,250)	1,100,380

Project Contact name: Brandi Jacobs-Jones

Date: 3/19/26

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

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Signature

Date

Printed Name

Title

Signature of Authorized WVHEPC Representative

Signature

Date

Printed Name

Title

Signature of Authorized Governor’s Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

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

ITEM: Approval of Purchase of Property Located in the Huntington Gideon District, Previously the Site of ACF Industries

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED ACTION: *Resolved*, that the Marshall University Board of Governors approve the purchase of property located in the Huntington Gideon District, previously the site of ACF Industries

STAFF MEMBER: H. Toney Stroud
Chief Legal Officer / Vice President for Strategic Initiatives and Corporate Relations

BACKGROUND:

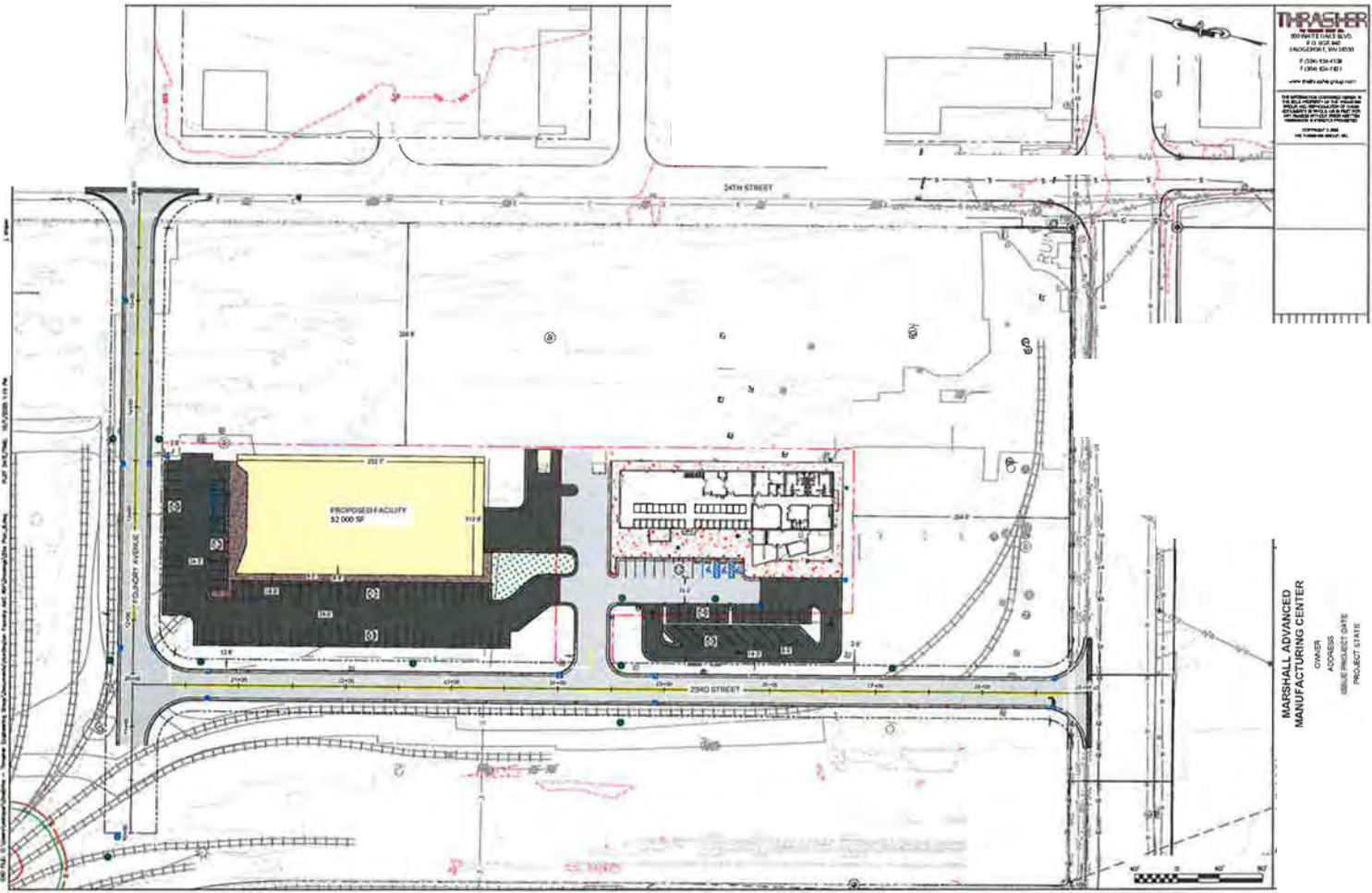
Marshall University wishes to purchase 1.73 acres located in the Huntington Gideon District, which was previously known as the ACF Property and is currently known as the Foundry. Huntington Municipal Development Authority (HMDA) is the seller of the property.

This property would be used to house the new Marshall Advanced Manufacturing Center (MAMC). This purchase would allow MAMC to greatly expand its popular SMART industrial systems maintenance program, shared flexible manufacturing space and long-standing CNC Machining program, which just received a \$1M naming rights gift from the Gene Haas Foundation.

There is a new EDA Industry Transformation Grant pending for this project, and the purchase would be expressly contingent on Marshall securing the grant funding to make this purchase.

The purchase price of the property would be \$500,000.

See attached image.





Marshall University

Accelerating Individual Success, Innovative Ideas and Economic Impact

April 8, 2026

*Board of Governors Meeting
Facilities and Operations Update*



Enduring Financial **PRINCIPLES**

1. Grow STUDENTS, Not Fees.

- ✓ Minimize tuition and fee increases.
- ✓ Institutional success is measured by our accessibility, affordability and lifetime value for the students we serve.

2. Invest in our TEAM.

- ✓ Align employee compensation with market.
- ✓ Incentivize for performance and living the Marshall University Creed.

3. Take Care of the HOUSE.

- ✓ Investments in facilities are essential to the university mission.
- ✓ Invest in innovative technologies to meet modern challenges.

4. Manage our Strategic RESOURCES.

- ✓ Build key reserves for fiscal and operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.

Take Care of the House

PROJECT UPDATES

HEPC Project Number	Project Name	Projected timeline	Status
WVHEPC-M-001	Electrical Sys Upgrades-Emergency Generators/Safety - Phase I	February 2024 to April 2026	
	Emergency Generators/Safety - Phase I-Public Safety	April 2026	Delayed - The generator relocation project is in the design phase with Nitro Construction awarded the contract, pending equipment procurement and gas line coordination, aiming for final completion by April 27
	Emergency Generators/Safety - Phase I-Drinko Library		Project complete, awaiting final paperwork
	Emergency Generators/Safety - Phase I-Prichard Hall		Project complete, awaiting final paperwork
WVHEPC-M-002	Campus Buildings Fire Alarm System Upgrades	February 2024 to January 2026	
	Corbly Hall		Project Completed
	Morrow Library		Delayed - 95% Complete
	Myers Hall		Project Completed
	Prichard Hall		Project Completed
	Smith		Project Completed
	Sorrell		Project Completed
WVHEPC-M-003R	Elevator Modernization	February 2024 to March 2026	
	Elevator Modernization-Corbly Hall		Delayed - Inspection conducted on Dec. 22, 2025 - additional work required involving, HVAC in machine room, fire alarm work installed and pre-tested. Next inspection anticipated March 15, 2026.
	Elevator Modernization-Harris Hall		On Schedule - Additional vendor brought on site to address pit grease clean-up.
	Elevator Modernization-Science Building		Delayed - Otis experienced factory delays, equipment has arrived, awaiting company project manager to return to complete the elevator.

Take Care of the House

PROJECT UPDATES

WHEPC-M-04	Chiller Replacement	January 2024 to August 1, 2025	
	Smith Hall Chiller Replacement		Project complete, awaiting final paperwork
	Drinko Library Chiller Replacement		Project complete, awaiting final paperwork
WHEPC-M-005	Laidley Hall Demolition	February 2024 to May 2024	Project Completed
WHEPC-M-007	Henderson Center E Level Sanitary Pipe Replacement	February 2024 to June 2026	Work ongoing, WB Fosson approved to finish work, materials ordered. Delay in completion caused by pricing and material delivery dates.
WHEPC-M-008	South Charleston Roof Replacement (Both Buildings)	February 2024 to November 2025	
	South Charleston Roof Replacement-Academic		Project Completed
	South Charleston Roof Replacement-Administration		Project Completed
WHEPC-M-009	Fine Arts Renovations	February 2024 to December 2025	Project complete, awaiting final paperwork
WHEPC-M-010	Morrow Library ADA Upgrades	February 2024 to June 2026	Delayed - Exterior ramp brick and top cap 99% complete, waiting for weather to clear to complete. Electrical contractor is rerouting power supply to new elevator; awaiting April equipment delivery and install of new wheelchair lift.
WHEPC-M-011	Smith Hall Classroom Locks	May 2024 to December 2025	Project Completed
	Fine Arts Locks	May 2024 to January 2025	Project Completed
WHEPC-M-012	Erma Ora Byrd Floor Renovations	March 2024 to March 2025	Project Completed
WHEPC-M-013	Smith Hall Concrete Work (Exterior ADA Ramp)	May 2024 to April 2025	Project complete, awaiting final paperwork
	Henderson Center Concrete Work	May 2024 to April 2026	Received A&E report on concrete slab requiring replacement; assessing financially viable solutions.

Take Care of the House

PROJECT UPDATES

WWHEPC-M-014	Holderby Hall Demolition	February 2024 to November 2025	Project complete, awaiting final paperwork
WWHEPC-M-015	Memorial Student Center Restroom Repairs & Renovations	February 2024 to November 2025	Project complete, awaiting final paperwork
WWHEPC-M-016	Stormwater Improvements Phase I	February 2024 to March 2026	On Schedule - Finishing punch list
WWHEPC-M-017	MRI Building HVAC Replacement	January 2024 to March 2025	Project complete, awaiting final paperwork
WWHEPC-M-019	Classroom Repair/Renewal Campus-wide Phase I	February 2024 to November 2025	Project complete, awaiting final paperwork
	Restroom Repair/Renewal Campus-wide Phase I	March 2024 to March 2025	Project Completed
WWHEPC-M-023	Old Main Structure Repairs - Phase I	January 2024 to November 2025	Project complete awaiting final paperwork
WWHEPC-M-024	Science Building Air Handler Units	January 2024 to December 2025	Project complete, awaiting final paperwork
WWHEPC-M-025	Drinko Library/ Gullickson Hall Roof Replacement	March 2024 to February 2026	Drinko - complete; Gullickson Hall - complete, awaiting final paperwork
WWHEPC-M-026	Student/Band Bleacher Replacement	March 2024 to March 2025	Project Completed

MU Internal Audit

BOG Informational Report

April 8, 2026

1 ACTIVITY SINCE THE LAST MEETING

- A. Advisory Services – Discussion with MU Foundation on proper entity for processing Student Club Activities.
- B. Audit Projects – Updated detail code report to MU Financial Reporting.
- C. Other – No significant Whistleblower Hotline activity for this reporting period.

2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

- A. Monitoring of Whistleblower Hotline.
- B. Begin Year-End data gathering and schedule preparation activities.
- C. Adhere to planned activities in the approved Audit Plan and Continued Monitoring of other Institutional Activities.

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

- A. ACUA – Fraud Risk Fundamentals.

**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	



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>
--	---	--	---

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

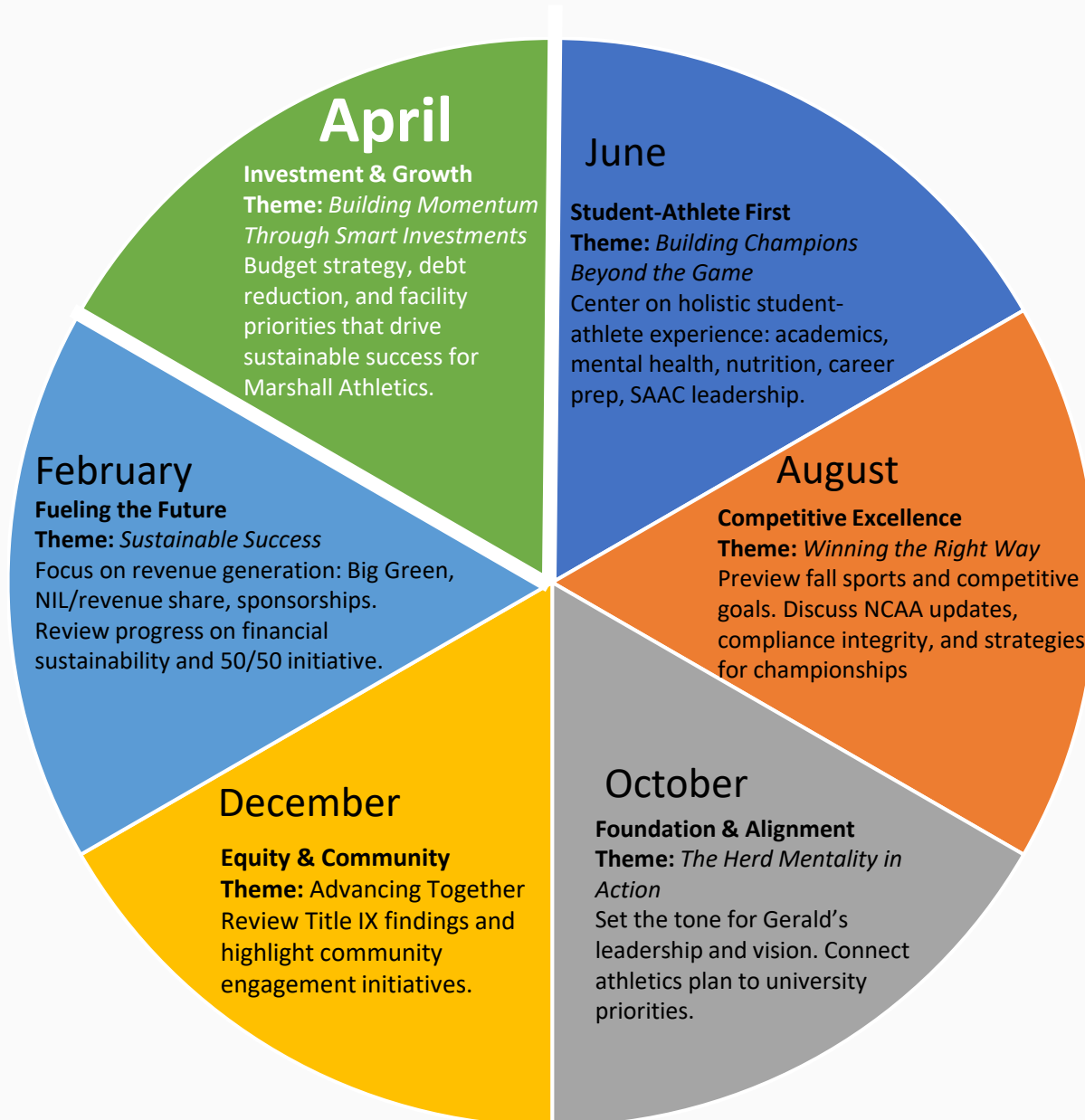
- Updates on enhancements to the game day atmosphere, traditions, and fan-first initiatives.
- Building deeper connections with Huntington, alumni, and the state of West Virginia.

Revenue Growth & Resource Development

- Budget review.
- 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.





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

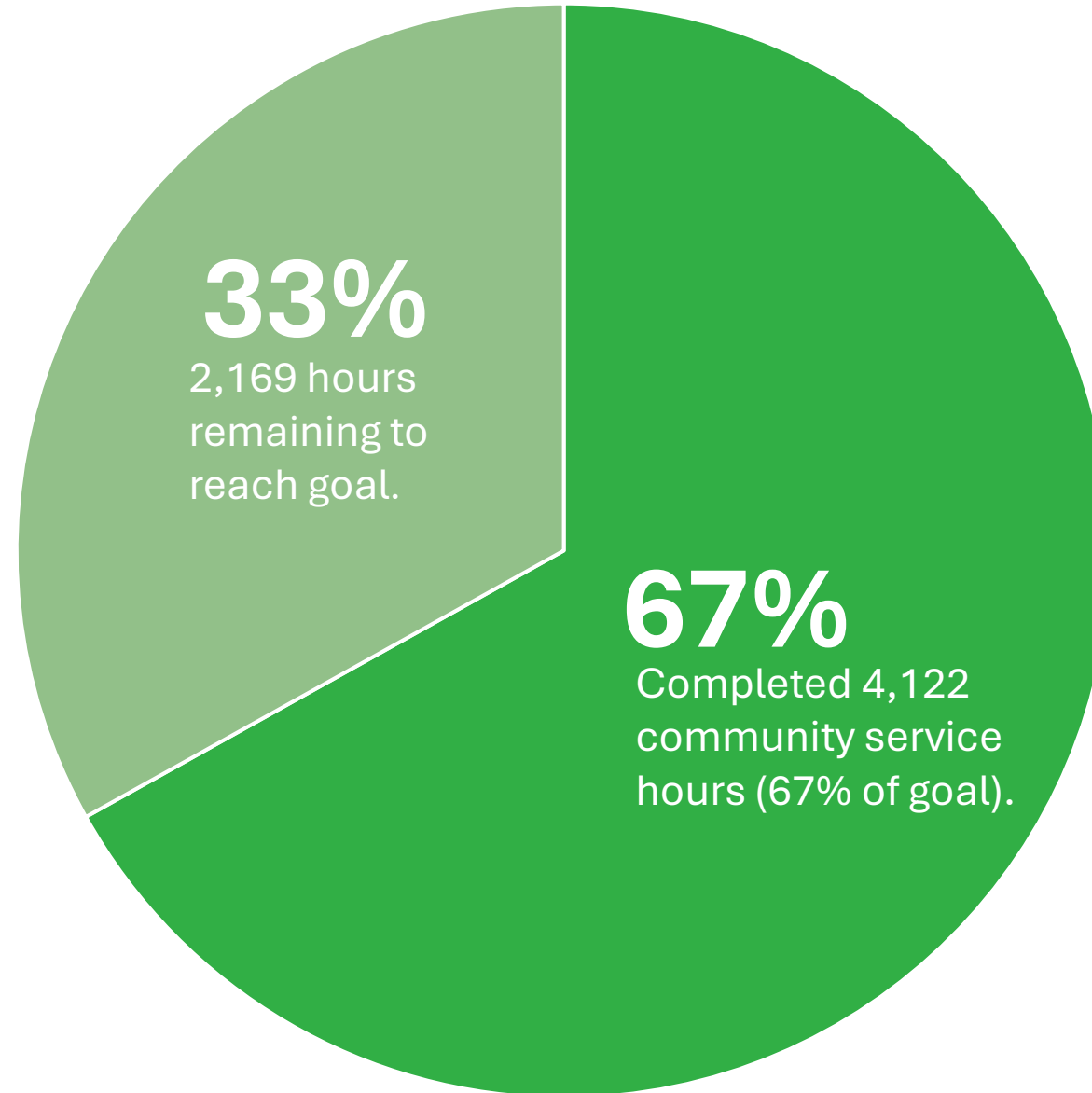


Updates on student-athlete
development.



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.

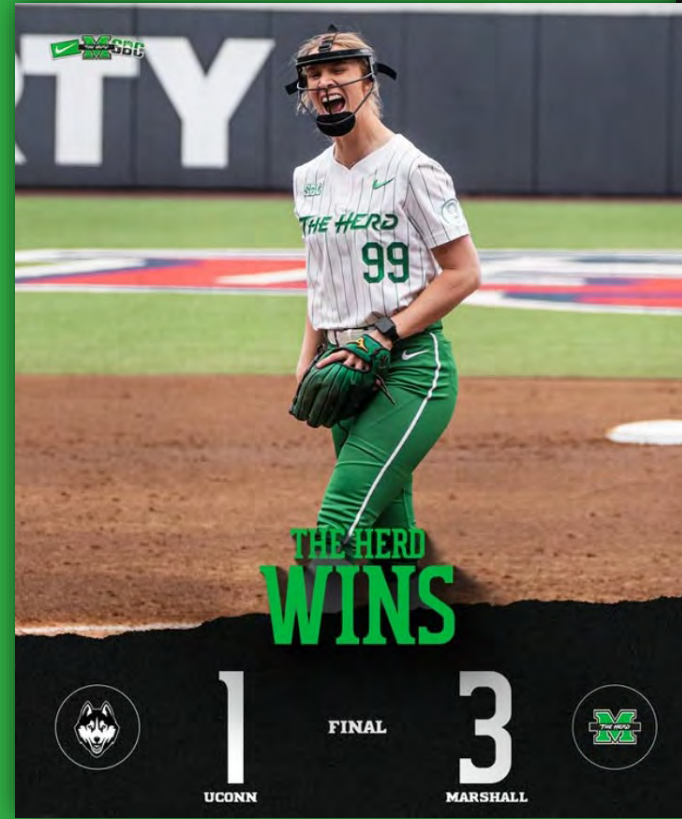
Track & Field (Indoor) - Lara Check – Sun Belt Champion (Long Jump); four additional SBC podium finishers.



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.





HERD HOSPITALITY & ENTERTAINMENT

Highlights

Women's Basketball



Tickets

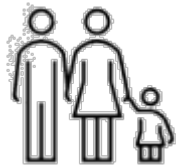
2024-2025

- 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

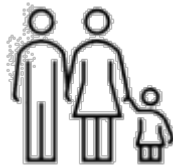
2024-2025

- 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)

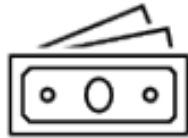
2025-2026

70,579 (4,152 average)



Highlights

Baseball



Tickets

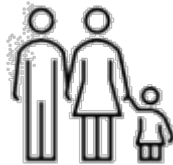
2024-2025

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

NONPROFIT TRIPS Marshall Athletics Register Sign In

Support Marshall Athletes with Every Hotel Purchase

Huntington, West Virginia, United States | Fri, Mar 20 - Sun, Mar 22 | 2 adults - 0 children - 1 room | General Fund SEARCH

3M+ Hotels Worldwide | Personal, Business, or Team Trips | 50% of proceeds to Marshall Athletics!

81 hotels found. Search Top Reviewed

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.

- Delta Hotels by Marriott Huntington Downtown**
The official hotel sponsor of Marshall Athletics!
3.7 (365 ratings) | \$159.30 per night | **\$479.24**
Nonprofit Trips send \$22+ to Marshall Athletics
- Pullman Plaza Hotel**
3.7 (365 ratings) | \$232.68 per night | **\$490.60**
Nonprofit Trips send \$22+ to Marshall Athletics
- TownePlace Suites by Marriott Huntington**
3.7 (365 ratings) | \$421.29 per night | **\$902.00**
Nonprofit Trips send \$22+ to Marshall Athletics
- Fairfield Inn & Suites by Marriott Huntington**
3.7 (365 ratings) | \$222.40 per night | **\$476.00**
Nonprofit Trips send \$22+ to Marshall Athletics

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

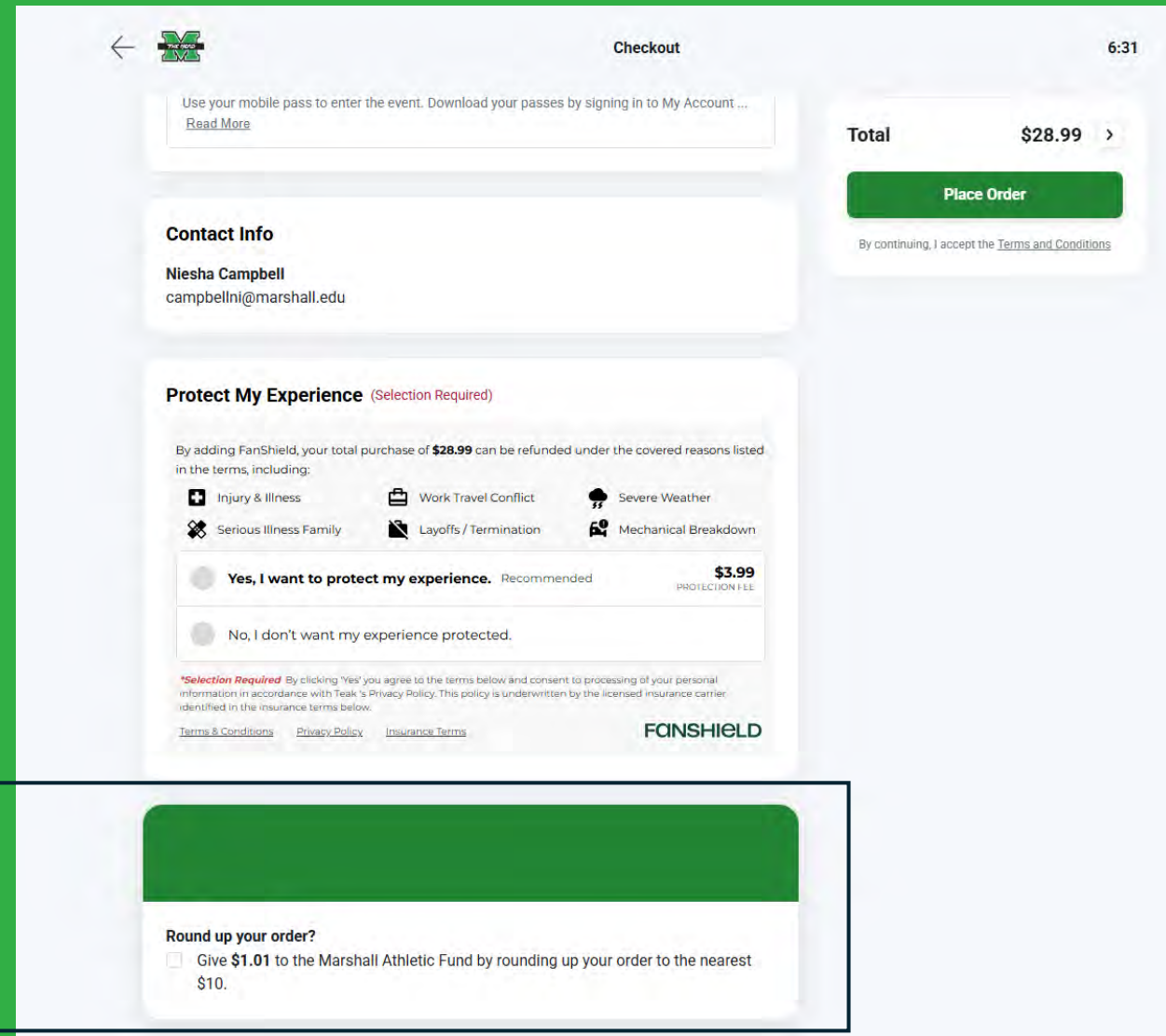
Make a Gift

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 Wear Green vs Middle Tennessee!	 SEP 26 MARSHALL HOMECOMING Stripes The Joan vs Gardner-Webb!	 OCT 10 WE ARE... HERD STRONG
 OCT 20 HERD HOUSE PARTY	 NOV 14 PLAY FOR THE 75 Wear Black vs App State!	 NOV 21 SALUTE TO SERVICE Wear White vs Georgia State!

800-THE HERD
HERD Page 002 of 225

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

 **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

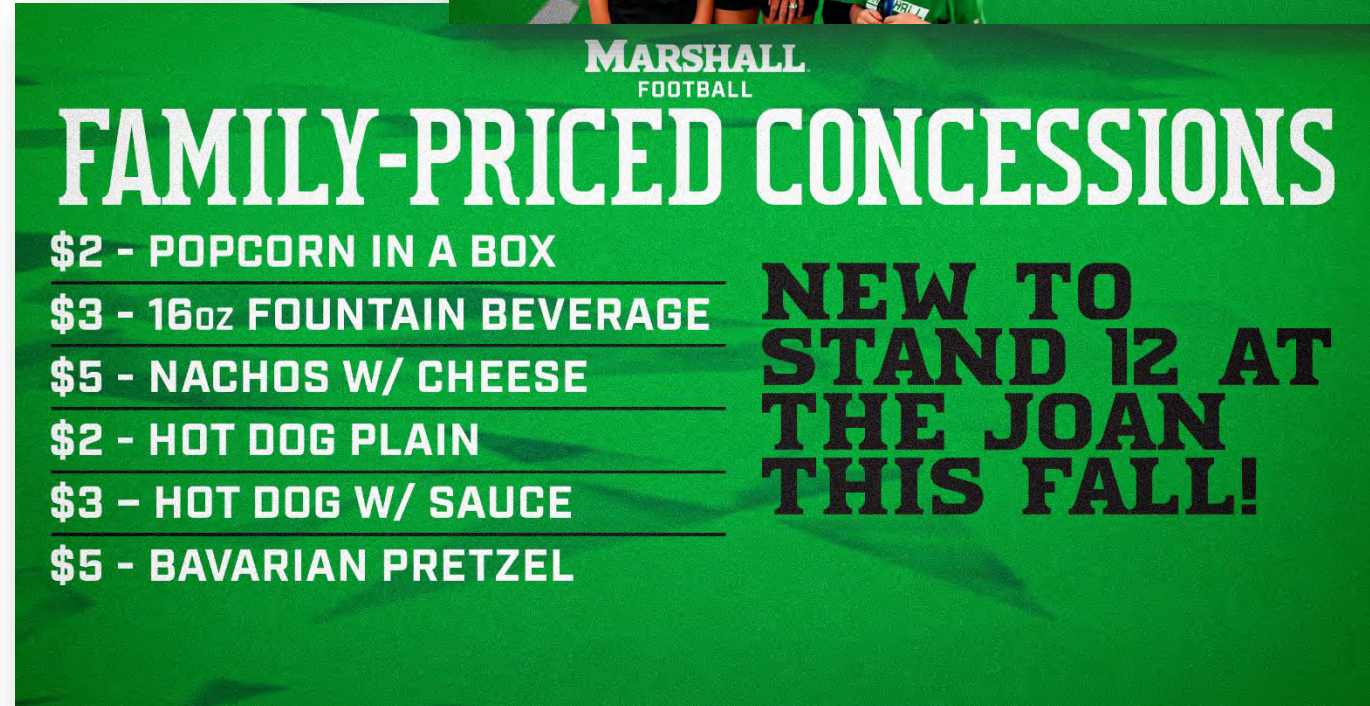
Target Families

- 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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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.

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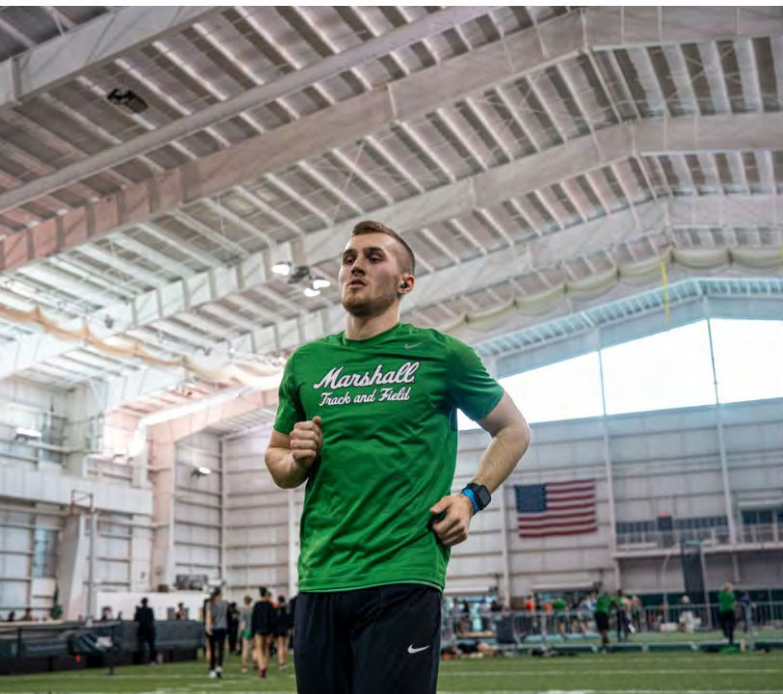


Facility Enhancement: Stadium Lights

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

