



# Board of Governors Regular Meeting

April 9, 2025 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

## COMMITTEE MEETINGS:

Athletics Committee - 10 a.m., Shawkey Dining Room

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

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



April 9, 2025 Board of Governors Regular Meeting

## AGENDA

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### Lunch

Lunch will be provided from Noon to 1 p.m.

1 p.m.

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### Call to Order

*Geoff Sheils, Chair*

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### Approval of Prior Minutes

*Geoff Sheils, Chair*

Regular Meeting of February 5, 2025

5

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### Faculty Senate Update

*Shawn Schulenberg, Chair, Faculty Senate*

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### Committee of the Whole

*Geoff Sheils, Chair*

Approval of Updated Board of Governors Rule No.  
GA-3 - Discrimination, Harassment, Sexual  
Harassment, Sexual & Domestic Misconduct,  
Stalking, and Retaliation Policy - Including Title IX  
*H. Toney Stroud, Chief Legal Officer / Vice President for Strategic  
Initiatives and Corporate Relations*

25

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### Committee Reports

#### Academic and Student Affairs Committee

*Kathy D'Antoni, Chair*

#### Action Items

Approval of Degree Addition: Bachelor of  
Science in Data Science

*Avi Mukherjee, Provost and Senior Vice President for  
Academic Affairs*

46

Approval of Degree Addition: Bachelor of  
Arts in Biological Sciences

*Avi Mukherjee, Provost and Senior Vice President for  
Academic Affairs*

48

Approval of Degree Addition: Master of  
Science in Library Science

*Avi Mukherjee, Provost and Senior Vice President for  
Academic Affairs*

50

Approval of Degree Addition: Master of  
Science in Health and Movement Sciences

*Avi Mukherjee, Provost and Senior Vice President for*

51

|  |    |
|--|----|
| Approval of 2024-2025 Academic Program<br>Review Recommendations<br><i>Avi Mukherjee, Provost and Senior Vice President for<br/>Academic Affairs</i> | 52 |
|--|----|

Information Items

|   |    |
|---|----|
| Provost Report<br><i>Avi Mukherjee, Provost and Senior Vice President for<br/>Academic Affairs</i>                                  | 55 |
| Student Representative Update<br><i>Brea Belville, Student Representative</i>   |    |
| School of Medicine Update<br><i>David Gozal, Dean and Vice President for Health Affairs,<br/>Joan C. Edwards School of Medicine</i> | 83 |

Finance, Audit and Facilities Planning Committee  
*Donnie Holcomb, Chair*

Action Items

|  |    |
|--|----|
| Approval of Budget for Fiscal Year 2025-<br>2026<br><i>Matt Tidd, Chief Financial Officer</i>                        | 87 |
| Approval of Schedule of Fiscal Year 2025-<br>2026 Tuition and Fee Rates<br><i>Matt Tidd, Chief Financial Officer</i> | 90 |

Information Items

|  |     |
|--|-----|
| Finance Update<br><i>Matt Tidd, Chief Financial Officer</i>  | 107 |
| Facilities and Operations Update<br><i>Brandi Jacobs-Jones, Senior Vice President for<br/>Operations</i> | 130 |
| Internal Audit Update<br><i>Perry Chaffin, Director of Audits</i>  | 134 |

Athletics Committee  
*Jim Smith, Chair*

Action Item

|   |     |
|---|-----|
| Approval of Athletics Budget for Fiscal Year<br>2025-2026<br><i>Christian Spears, Director of Athletics</i> | 135 |
|---|-----|

|  |     |
|--|-----|
| Information Items<br><i>Christian Spears, Director of Athletics; Debra Boughton,<br/>Executive Associate Athletic Director for Championship<br/>Planning and Resources</i> | 137 |
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|--|-----|
| Athletic Teams Updates                             |     |
| NCAA Legislation/National Issues Updates           |     |
| Budget Update                                      |     |
| Capital Projects Update                            |     |
| Appendix: Athletic Facilities – Outside<br>Rentals | 155 |

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## President's Report

*Brad D. Smith, President*

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## 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*

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## Commercial Competition Matters

*Avi Mukherjee, Provost and Senior Vice President for Academic Affairs*

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## Chairman's Report

*Geoff Sheils, Chair*

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## Announcements

*Geoff Sheils, Chair*

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## Adjournment

*Geoff Sheils, Chair*

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## Upcoming Meeting Dates

June 11, 2025

August 4-5, 2025 (Retreat and Regular Board Meeting)

October 7, 2025 (Shared Governance Conference)

October 8, 2025

December 3, 2025

February 4, 2026

April 8, 2026

June 10, 2026

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3 p.m.

Celebration of The School of Health & Movement  
Sciences Ball Family Academic Suite

*Gullickson Hall, Level F, Rooms 200-218*



# MINUTES

## Marshall University Board of Governors

### Microsoft Teams Meeting at

### Shawkey Dining Room/Memorial Student Center

### Livestream and In-Person

**February 5, 2025**

**Present:** Shawn Ball, Brea Belville, Kathy D’Antoni, Kathy Eddy, Donnie Holcomb, Carol Hurula, Samuel Moore, Robin Riner, Bill Smith, James T. Smith,

**PH:** Ginny Lee, Angel Moore

**Absent:** Kipp Bodnar, Chad Pennington

#### **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 Brea Belville, the minutes of the meeting held on December 4, 2025, were approved.

#### **III. Committee of the Whole**

##### **A) Approval of Advisory Board Members for the West Virginia Autism Training Center**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors approve Christina Lee Fair, Tiffany Hartman, Lalicia Johnson and Marcie E. Simms for the Advisory Board of the West Virginia Autism Training Center.*

*\*The West Virginia Autism Training Center (ATC) was established in 1984 by the West Virginia Legislature and housed at Marshall University, within the College of Education and Professional Development. The ATC was founded by Dr. Ruth Sullivan and other parents across the state who recognized the need of children with autism for well-informed parents and well-trained educators.*

**Upon a motion by Bill Smith, seconded by Brea Belville, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

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

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

###### **A) Approval of the Adoption of the Marshall University Shared Governance Charter**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors approve the Marshall University Shared Governance Charter.*

*\* The purpose of this Charter is to codify the definition, guiding principles, and structure of shared governance at Marshall University. The Charter delineates the roles and responsibilities of each governing body at the University, as well as codifying the process by which these bodies will be reviewed according to the shared governance guiding principles. Neither this Charter nor the actions taken by the bodies established under the Charter may contravene public law or the authority of the Board of Governors or the West Virginia Higher Education Policy Commission.*

**Upon a motion by Robin Riner, seconded by Kathy Eddy, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

Information Items:

##### **Provost Report**

**Provost Avi Mukherjee** gave the Provost's Update. During his report, Provost Mukherjee highlighted several key updates and achievements across various academic departments and programs.

He began by recognizing two outstanding presentations delivered during the Academic Affairs and Student Affairs Committee meeting—one by Dean Michael Prewitt of the College of Health Professions and another by HERD Start Early Academy Director Michelle Biggs and Associate Provost Karen McComas, who provided insights on Dual Enrollment and Transfer Students.

Provost Mukherjee announced that searches for three academic deans are set to commence soon for the College of Liberal Arts, the College of Education, and the College of Business.

In the College of Arts and Media, he shared exciting news about WMUL-FM acquiring a new Gates Air transmitter, an upgrade that will enhance its transmission range.

Turning to the College of Engineering and Computer Sciences, he reported that the Marshall University Institute for Cyber Security (ICS) hosted its fifth annual Cyber Safety Summit on November 20, 2024. This event brought together middle school students from across the region to educate and empower them on cyber safety in today's digital world.

Within the College of Education and Professional Development, he highlighted a significant achievement: Dr. Tarabeth Heineman, Executive Director of the June Harless Center, was named the 2024 "Education Champion of Children" by Every Child Now organization. She was honored for her dedication to the education of West Virginia's children at the fifth annual Every Child Now luncheon.

Provost Mukherjee also reported that the College of Health Professions received a major funding boost. The Huntington Scottish Rite Foundation and the Rite Care Clinic were awarded a \$50,000 Benedum Foundation Grant to support the Pediatric Feeding and Swallowing Clinic at the Marshall University Speech and Hearing Center. This funding will enable children on the therapy waitlist to participate in feeding groups.

In the College of Liberal Arts, he announced that the Andrew Mellon Foundation awarded a five-year, \$2.8 million grant to expand paid internship opportunities for students majoring in humanities disciplines. The grant will support the development of 75 paid internships annually in nonprofit agencies, significantly enhancing community-based learning opportunities, raising awareness of career competencies in the humanities, and contributing approximately 20,000 hours of skilled work for regional agencies each year.

Within the College of Science, Dr. Mindy Yeager-Armstead and her research collaborators secured a \$1.5 million, three-year grant from the U.S. Army Engineer Research and Development Center for a cooperative project titled Prediction and Early Identification of Harmful Algal Blooms in Riverine Systems.

Provost Mukherjee also provided updates on the Division of Aviation, where the Aviation Maintenance Technology (AMT) school recently welcomed 400 middle and high school robotics students to its hangars for the annual Robotics STEM Competition. The two-day Eastern Regional event featured hands-on building, execution, and competition of various robotics designs.

Within the Lewis College of Business, he reported on the success of the Fifth Annual Marshall Business Research Conference, held on November 4, 2024. The event hosted 51 researchers from 17 universities across nine states, five countries, and four continents. With 33 innovative papers presented, the conference showcased the power of collaboration and diverse perspectives in business research.

The School of Pharmacy introduced a new scholarship opportunity for incoming first-year students. The Dean's Academic Excellence Scholarship will cover all tuition and fees, except for the final \$10,000 per year, providing substantial financial support for students pursuing pharmacy degrees.

In the University Libraries, the Special Collections department completed inventories for 136 collections within the University Archives in 2024, spanning 352 cubic feet of processed materials. Since the project's inception in September 2021, inventories for 387 collections—totaling 971 cubic feet—have been completed.

The Center for Student Success also reported significant progress. The Friend-at-Marshall (FAM) Peer Mentoring Program connected with 990 students, achieving an impressive 90% success rate.

Finally, he highlighted achievements within the Online Education Office, which has made notable strides in various areas, including AI and ethics. The office fielded and responded to 1,118 faculty inquiries while also expanding student workshops to enhance online learning experiences.

## **Student Representative Report**

**Brea Belville**, Student Body President, gave the Student Representative update. Brea reported that last week marked the kickoff of the first Provost's Student Advisory Board Meeting of the semester. She shared that this meeting was an incredible opportunity for students to learn new skills and provide feedback on how to enhance the university experience. One of the skills covered was Artificial Intelligence, where David Wiley guided students through the fundamentals of prompt writing. Students also learned how to effectively use CoPilot and provided insightful feedback.

Additionally, Brea reported that students have been serving on various committees throughout the semester. She is currently serving on the Search Committee for the Lewis College of Business, while Connor Waller is on the Search Committee for the College of Liberal Arts, and Abbi Carney is contributing to the Search Committee for the College of Education and Professional Development. She mentioned that all three committees are expected to complete their work by the end of March.

Brea also reported on the WV Advisory Council of Students, where she represents Marshall University. The Council is advocating for state funding through the Higher Education Health and Aid Grant, which focuses on addressing food insecurity and hygiene insecurity on college campuses across the state.

Excitingly, Brea reported on our February Food Fight against the SBC schools. This is a food drive operating on a point system, and all donations will go to the Marshall University Food Pantry. She also shared that for every five students who donate, she will personally contribute an additional item to the cause.

Amid these efforts, Brea highlighted that students are seeking guidance as we navigate a shifting political landscape. She expressed confidence that with strong leadership and a commitment to the University's values, we will continue to thrive.

Brea concluded by sharing that students are looking forward to their February break next week, and she looks forward to reporting more good news in April.

## **School of Medicine Report**

**Dr. David Gozal**, Dean and Vice President for Health Affairs presented the School of Medicine report. Dr. Gozal reported that the School of Medicine recently welcomed 28 incoming physician assistant students in the Class of 2027. This diverse cohort represents 13 undergraduate colleges and universities. Seventy-nine percent of the students are West Virginia residents, fifty percent are Marshall University graduates, 17.86 percent are first-generation college graduates, and 64.29 percent were raised in communities with populations under 10,000.

He also highlighted the accomplishments of two Physician Assistant alumni, Mary Grace Smiley, PA-C ('23) and Nick Dailey, PA-C ('23), both members of the inaugural class. Smiley is now a physician assistant in hospitalist medicine at Holzer Health System in Gallipolis, Ohio, near her hometown of Point Pleasant, West Virginia. Dailey, a former athletic trainer, transitioned into internal and family medicine and is now practicing at CAMC Greenbrier Valley Medical Center in Lewisburg, West Virginia.

Dr. Gozal continued with a summary of the School of Medicine's research publications from January to December 2024, reporting that 385 articles were published in peer-reviewed journals. Of those

publications, 306 were cited by other research papers, with approximately 31 percent being cited more than once. About 33 percent received online Altmetric attention, indicating engagement through mainstream news, social media, blogs, and public policy documents.

He then provided an update on the Centers of Wellness, stating that the Joan C. Edwards School of Medicine has partnered with Marshall University and Marshall Health Network to support four Centers of Wellness focused on addiction medicine and behavioral health, gerontology and healthy aging, obesity and diabetes, and rural health and primary care. Additional efforts planned for 2025 include relocating Marshall Toxicology to Teays Valley and expanding the PROACT model into Mason County. He also noted that the vice dean search for addiction sciences is nearing completion.

Dr. Gozal further reported that the Joan C. Edwards School of Medicine has been awarded full reaccreditation for the next four years by the Accreditation Council on Continuous Medical Education (ACCME). This accreditation ensures that the School of Medicine provides education that is relevant to clinicians' needs, evidence-based, evaluated for its effectiveness, and independent of commercial influence.

He also shared that the orthopaedic surgery residency program continues to rank among the top in the country based on in-training exam performance for the fifth consecutive year. Sixty percent of residents scored above the 99th percentile, while 94 percent scored at or above the 90th percentile. Additionally, graduates of the pediatric hospital medicine fellowship program from the classes of 2023 and 2024 achieved a 100 percent board pass rate on their first attempt at the pediatric hospital medicine exam, which is offered every other year.

Dr. Gozal concluded his report by announcing that the Joan C. Edwards School of Medicine has been designated a platinum-level "Skin Smart Campus" by the National Council on Skin Cancer Prevention. This recognition highlights the university's commitment to promoting skin health and reducing the risks of skin cancer within its community. The achievement was made possible through the efforts of Rebecca Hicks, a third-year medical student whose dedication and advocacy played a pivotal role in securing the designation.

#### **Finance, Audit and Facilities Planning Committee**

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

##### **A) Approval of Proposed Changes to 2024-25 Academic Year Housing Rates**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors approve the proposed changes to the Schedule of Fiscal Year 2024-2025 Tuition and Fee Rates, 2024-25 Academic Year Housing Rates.*

*\* To ensure students are aware of costs in advance and to allow for informed decision-making regarding meal plans and leases at The Landing, the following changes to the fee schedule are proposed:  
For the Summer 2025 Meal Plan Rate, the previously approved rate was \$700. The proposed rate is \$714.  
This increase reflects adjustments for summer meal plans that were not fully captured in the prior year's*

rate-setting process. The meal plan includes 19 meals per week for 5 weeks. Landing Rates for May 2025 Occupancy (New Leases}, there is a proposed rate adjustment of approximately 2.5% to reflect inflation and operational cost changes. The proposed monthly rates are as follows: Studio apartments will increase from \$970 to \$995, two-bedroom apartments will increase from \$1,450 to \$1,485, and one bed in a two-bedroom apartment will increase from \$755 to \$ 775. These monthly rates apply to 10-12-month leases.

**Upon a motion by Kathy Eddy, seconded by Jim Smith without further discussion, a vote of aye, no objections and the motion carried unanimously.**

### **B) Approval of Construction of Shewey Deck**

The following resolution was read:

*Resolved, that the Marshall University Board of Governors approves the construction of the new Shewey Deck. The Board further authorizes the President of the University to execute the necessary documents to finalize this project.*

*\* The Capital Project Program Statement noted that proposed funding sources include a \$1M naming rights gift from a respected and valued business entity who will then have the naming rights for the dedicated club space (\$100K annually for 10 years). The proposed financing plan has no investment from Marshall University. Instead, the project will be funded entirely by Athlete Advantage, LLC. This group manages The Thunder Trust, which serves as the NIL collective for Marshall Athletics. This project will not move forward unless a naming rights gift is secured and the Memorandum of Understanding acknowledges that all construction costs will be managed by Athlete Advantage, LLC.*

**Upon a motion by Brea Belville, seconded by Donnie Holcomb, without further discussion, a vote of aye, no objections and the motion carried unanimously.**

#### **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 forward from the Committee.

#### **Information Items**

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

*Athletic Teams  
NCAA Legislation Updates  
National Issues Updates*

*Athletic Team Update  
Budget Update*

## **V. President's Report**

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

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

Upon a motion by Bill Smith, seconded by Jim Smith, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition Matters and Personnel Matters.

After a brief session, the Board entered open session. No votes were taken during the Executive Session.

## **VII. Chairman Sheils Report**

No Chairman's report was given.

## **VIII. Announcements**

Chairman Sheils announced that a home men's basketball game was scheduled for this evening and encouraged those who were able to attend.

## **IX. Adjournment**

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

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Kathy D'Antoni, Secretary

## President's Update: February 2025

**Good afternoon!**

- It is nice to see everyone as we embark on a new calendar year!
- I don't know about you, but I'm done with Winter and I'm ready for Spring!
- Speaking of Spring and the start to this semester, I am filled with optimism about the strides we are making together and the opportunities that lie ahead.
- Today, I want to provide updates on three key areas: **our people**, **our purpose**, and **our perseverance in times of change**.

### **Starting with our People: Listening and Acting on Employee Insights**

- Marshall is, and always will be, defined by its people.
- Every member of our campus and community contributes to our success each day.
- Before the break, we completed our **Annual Employee Engagement Survey**, and I am proud to report that the results reflect a growing sense of pride, purpose, and collaboration across our community.
- **Let me recap some of the highlights I shared in my university-wide e-mail before the holiday break:**



- Survey participation increased year-over-year to **66%**, a testament to the trust we are building in this process.
- Year-over-year improvement was also seen across **20 of the 52 dimensions**, with **no notable declines**.
- **83%** of employees feel proud to work at Marshall, and **76%** are motivated to go above and beyond in their roles.
- Compared to our peers in higher education, Marshall scores significantly higher in **18 areas**, including:
  - **Confidence in Marshall's future** (+10 points higher than peers).
  - **Leadership words aligned with actions** (+9 points).
  - **Environment supporting innovation** (+12 points).
  - **Clear direction from senior leaders** (also +12 points).
  - **Marshall making necessary changes to compete effectively** (+14 points).
- While we celebrate these wins, we recognize the need for improvement in the areas of accountability, collaboration and compensation:
  - **Accountability:** Only **45%** feel expectations are set and results tracked effectively.
  - **Collaboration across departments:** **56%** view it positively, with room to grow.
  - **Compensation:** Despite progress, **9 points** below peers in perceptions of fair pay.

- We're not filing away this survey, we're going to continue to take action to strengthen and improve our work environment.
  - **To strengthen accountability:** as we implement our performance management system, we will continue to challenge our leaders to set clear goals, measure progress and to celebrate our success.
    - As we speak, leaders have been tasked with scheduling meetings with employees to discuss these survey results in depth and develop action plans to strengthen and improve.
  - **Breaking Down Silos:** we will continue to implement new ways to foster collaboration and teamwork across all corners of campus.
    - Shared governance is the underpinning of this initiative as continue to advance our recently defined shared governance charter.
  - **Investing in Compensation:** consistent with our multi-year commitment, we will continue to take action to bring pay in line with market standards, with the goal of having all employees paid at 80% or higher of the market midpoint by 2027.
- This journey isn't just about improving scores ... it's about creating a place where every person feels valued, heard, and empowered to do their best work.

- I want to thank our employees for their candor, their commitment, and their care.
- Together, we're building something extraordinary; brick by brick, idea by idea, and heart by heart.

**Which takes me to my second topic – Purpose – as defined in our strategic roadmap, Marshall For All, Marshall Forever.**

- Our university's vision is to inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future.
- In service to that enduring vision, Marshall plays a critical role as a Prosperity Platform that accelerates individual success, innovative ideas and economic impact.
- Together, we've charted a course to be the most studied and admired institution in the nation, by successfully navigating the secular headwinds impacting higher education ...
- The Marshall For All, Marshall Forever blueprint embraces who we are and who we serve, with roughly half of our students being first generation ... and many coming from socio-economic backgrounds that reflect extreme financial need ... as defined through Pell Eligibility.
- As we know, Pell eligible students tend to lag non-Pell students in measures of student success, with average 6-year graduation rates lagging roughly 20 points lower on a national level.

- The grand challenge we've embraced is to not only navigate secular headwinds impacting higher education, but to do so while serving the students who have historically had the odds stacked against them.
- With **Marshall For All, Marshall Forever**, we seek to level this playing field, and our goal is not just aspirational—it's actionable.
- I am thrilled to share **an update** on the first two cohorts of students participating in this transformative program, demonstrating measurable success compared to their Pell-eligible peers.
- **Performance Metrics include:**
  - The Fall 2024 Marshall For All cohort achieving an **average GPA of 3.08**, significantly higher than the **2.69 average GPA** of Pell-eligible peers.
  - The retention rate for our initial cohort was **79% versus 66%** for Pell-eligible peers, **13 percentage points higher** than their peers, reflecting the program's supportive framework.
- These results highlight the importance of targeted support systems, from financial aid to mentoring, in closing achievement gaps.
- As we look ahead, we will continue to expand the **Marshall For All, Marshall Forever** program to new cohorts, doubling participation by 2026.
- In doing so, we will leverage these insights to refine our broader retention strategies, build partnerships with external

organizations and seek to provide a roadmap for all of higher education to create opportunities for all in the years to come!

**Which takes me to my final topic: Perseverance in times of change.**

- Our strategy is working, and we remain confident in our path forward.
- While we are making measurable progress, we must remain agile and resilient as we navigate the ever-changing landscape in which we operate.
- **Beginning with the fiscal outlook:**
  - President John F. Kennedy once said, “The time to repair the roof is when the sun is shining.”
  - The sun is shining on Marshall University, so now is the time to plan for all scenarios!
  - As we engage in our FY’26 budget planning process, we have charged the shared governance Budget Advisory Committee to plan for a range of scenarios that might include unexpected headwinds that have not been contemplated.
  - In doing so, they’ve has been tasked to develop a set of options in the event we need to **identify an additional 2% or a 4% reduction in our total budget**, in addition to what is already contemplated in our Save-to-Serve efforts.
  - To be clear, we are not yet facing these scenarios.

- Our efforts to grow enrollment, improve student success and implement thoughtful reductions through our Save-to-Serve initiatives are working.
- But as Mike Tyson famously stated, “everyone has a plan until they’re punched in the face.”
- We want to be prepared for any unanticipated punches!
- **Shifting to ever-changing landscape in NCAA Athletics:**
  - December brought a mix of emotions in our university’s football program ...
    - From the highs of a Sunbelt Championship and the hiring of Coach Tony Gibson,
    - To the lows of our inability to field a team to play in the Radiance Technologies Independence Bowl and the subsequent fallout of that decision.
  - As a university that prides itself in having overcome the tragedy of a plane crash and the unparalleled adversity that resulted, this decision was not taken lightly by anyone involved.
  - While we have publicly recognized and apologized for the impact this decision had on the Sun Belt Conference, our bowl partners, Army, and the broader collegiate football community ...

- All involved have agreed that the ultimate decision to prioritize and protect player safety was the right decision.
- In the period of six days from the Sun Belt Championship to the decision to withdraw from the Independence Bowl invitation, we navigated the departure of Coach Huff and most of his staff, as well as experienced an unprecedented wave of student-athlete departures through the transfer portal.
  - As a result, our player roster was reduced to **41 scholarship players**, with only **23 players having taken a snap since August**.
  - This fell well below the **COVID-era safety threshold of 53 scholarship players**, especially with critical shortages at key skill positions.
- During those six days, we tried desperately to exhaust all avenues to safely field a team, but as the hours passed, our independent medical team informed us that participating in the bowl would compromise the health and safety of our student-athletes.
- Reaching that decision challenged our core values of competitive spirit, player safety and program integrity.
- We have reviewed the circumstances as a university and with the Sunbelt Conference...
  - Captured lessons which will be helpful in future situations ...

- Agreed to a penalty of \$100,000 which the conference has elected to donate to a philanthropy, with no formal reprimand of Marshall University ...
- And together, we have shifted our collective energy into transforming this disappointment into a catalyst for meaningful change by:
  - Advocating for Transfer Portal reform...
  - Coaching Transition protocols ...
  - And developing Minimum Roster Standards to define clear, consistent benchmarks for safe and competitive participation in bowl games.
- While such changes won't happen overnight, Marshall University has once again found itself serving as a case study to inform meaningful change that benefits all ...
- And I'm pleased to report that we have already seen a shift in the Transfer Portal timing, which is encouraging.
- **Which takes me to the shifting political landscape ...**
  - The new year welcomed a new President, a new Governor, and many other elected officials.
  - In recent weeks, several executive orders have been issued at the federal and state levels that impact higher education, including diversity, equity and inclusion (DEI) initiatives.



- Marshall University has been diligently reviewing these orders and engaging with key stakeholders that include:
  - Our University's shared governance representatives,
  - the Higher Education Policy Commission (HEPC),
  - the Governor's Office,
  - our legislative leaders,
  - and our higher education colleagues across the state.
- As a public institution, we are here to serve our students and the State of West Virginia.
  - Marshall is a place where students, faculty, and staff learn, grow and thrive.
  - In addition, Marshall is an important state partner in addressing challenges and embracing opportunities in our communities, state and nation.
  - Our responsibility is to ensure we honor these ongoing commitments while also complying with the executive orders that have been communicated.
- Unlike some institutions that have recently dismantled DEI divisions in response to legislative directives, Marshall University proactively forecasted potential policy changes in 2023 and executed a structured transition to ensure our programs were repurposed to align with our mission

## of Marshall for All, Marshall Forever.

- As a result, there has been no formal DEI division at the University to "shut down," and our focus has remained on fostering an environment where all students, faculty, and staff have access to the resources and opportunities they need to thrive.
- Marshall University remains steadfast in our commitment to **merit-based hiring, equal pay for equal work, and compliance with all federal and state laws.**
- Our proactive approach has allowed us to maintain the integrity of our mission with minimal disruption, and we believe this positions Marshall as a leader in **compliance-driven, community-centered excellence.**
- Moving forward, we will continue to make the necessary adjustments and work closely with our campus community to ensure that any additional guidance or executive actions from the federal or state level are met with the same level of **foresight, strategic planning, and institutional alignment** that has characterized this transition.
- **These three examples** ... fiscal scenario planning, the navigation of the evolving landscape in NCAA Athletics, and the execution of new federal and state directives reinforce Marshall's commitment to perseverance ...
- It is important to remind ourselves that for 188 years, Marshall has played a critical role in our community and our state ...

- For nearly two centuries, we have adapted and evolved to fulfill that responsibility in the environments in which we've operated.
- Time after time, we have served as a demonstration project for the nation ...
  - Navigating seemingly intractable challenges ...
  - From Salina Hite Mason and her sisters stepping in during the Civil War to sustain Marshall College ...
  - To our rise from the tragic plane crash in the 1970's to redefine college athletics...
  - We have persevered, and we will continue to do so moving forward ...
- **Wrapping up ...**
  - Our momentum continues to build in our pursuit of academic and athletic excellence ...
  - The external support for Marshall For All, Marshall Forever is increasing daily with exciting announcements soon to be unveiled.
  - We are preparing for the unexpected, and doing so in a strategic and thoughtful manner.

- We will continue to work together to secure a bright future, not only Marshall, but the state that we call home.
- At Marshall University, every voice matters, every action counts, and every moment is an opportunity.
- Thank you for all that you do to help transform this aspiration into reality ...
- And, as always, Go Herd!

DRAFT

## MARSHALL UNIVERSITY BOARD OF GOVERNORS

### Rule No. GA-3

#### DISCRIMINATION, HARASSMENT, SEXUAL HARASSMENT, SEXUAL & DOMESTIC MISCONDUCT, STALKING, AND RETALIATION POLICY – INCLUDING TITLE IX

##### Section 1: General.

- 1.1 Scope & Purpose: Marshall University (“University”) does not discriminate on the basis of race, color, national origin, ancestry, age, physical or mental disability, marital or family status, pregnancy, veteran status, service in the uniformed services (as defined in state and federal law), religion, creed, sex, sexual orientation, genetic information, gender identity, or gender expression in the administration of any of its educational programs, activities, or with respect to admission or employment. Marshall is committed to providing a workplace, educational environment, and programs and activities free from sexual harassment and other sexual misconduct. To affirm its commitment to fairness and ensure compliance with federal and state laws and regulations, Marshall has developed this policy and related procedures to inform members of the University community about prohibited behavior and provide supportive measures designed to remediate the effects of sexual harassment and other sexual misconduct; and provide a prompt, fair, and impartial process to address alleged violations of this Policy. This Policy sets forth how discrimination, harassment, sexual harassment, sexual and domestic misconduct, certain consensual relationships, stalking, and retaliation will be addressed by Marshall University.
- 1.2 Authority: W. Va. Code §§ 18B-1-6, 18B-2A-4; Title VII of the Civil Rights Act of 1964, 42 U.S.C. §§ 2000e to 2000e-17; Title IX of the Education Amendments of 1972, 20 U.S.C. § 1681; the West Virginia Human Rights Act, W. Va. Code §§ 5-11-1 to -20; the Campus Sexual Violence Elimination Act (“Clery Act”), 20 U.S.C. § 1092, and the Violence Against Women Act (“VAWA”) of 1994, 42 U.S.C. § 13925.
- 1.3 Effective Date: August 1, 2025.
- 1.4 Revision History: Originally replaced Board of Trustees Series No. 9, which was transferred by the Higher Education Policy Commission to the institutional boards of governors. This policy was previously numbered as MUBOG Policy No. 5,” amended again on April 27, 2016, and title changed to “Policy Regarding Discrimination, Harassment, Sexual Harassment, Sexual & Domestic Misconduct, Stalking, and Retaliation,” which was amended effective February 22, 2017. Due to changes in the federal guidelines, this policy originally became effective on August 14, 2020, by Marshall University Executive Order of the President. Thereafter, it was passed at the August 27, 2020, meeting of the MUBOG and became effective on November 18, 2020. Additional changes were made in 2021, 2022, and 2023. The current changes were passed on April 9, 2025.
- 1.5 Basis for Policy: For purposes of this policy, “sexual harassment and other sexual misconduct” includes sexual harassment and sexual assault, domestic violence and dating violence, stalking, and retaliation. These behaviors are prohibited as unlawful discriminatory conduct under Title VII of the Civil Rights Act of 1964 (as amended), Title IX of the Education Amendments of 1972, the Violence Against Women Act Reauthorization Act of 2022 (VAWA), the Campus Sexual Violence Elimination Act (Campus SaVE Act), and/or the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act). “Sexual harassment and other sexual misconduct,” for purposes of this policy, also includes sexual exploitation. Additionally, this policy contains a statement regarding consensual relationships in which one party retains a direct supervisory or evaluative role over the other party.

**Commented [JR1]:** The revisions drafted to the MUBOG GA-3 policy document create a more user-friendly, comprehensive, and accessible framework for addressing discrimination, harassment, sexual misconduct, and related issues. These improvements in language, organization, and detail ensure that all university community members can easily understand and navigate the policies. The revisions make the document easier to read, better organized, and more comprehensive, helping everyone understand their rights and responsibilities, find information quickly, and feel supported throughout the process. These enhancements make the policies more accessible and user-friendly for the entire university community.

**Deleted:** is committed to fostering a diverse and inclusive culture by promoting diversity, inclusion, equality, and intercultural and intercommunity outreach. Accordingly, the University

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**Commented [JR2]:** This further explains commitment to laws and the process.

**Commented [EL3R2]:** No objection, with one minor edit as shown.

**Deleted:** September 15, 2023

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**Commented [JR4]:** Provides the basis for the policy, and adds the consensual relationship information listed in the policy below.

1.6 Applicable Scope and Jurisdiction of Policy: The expectations for conduct contained within this policy apply to all aspects of Marshall University's operations, locations, and programs and activities, including, but not limited to, regional campuses, property owned or controlled by the university; online programs; university-sponsored events, activities, and travel; and in buildings owned or controlled by student organizations recognized by Marshall University.

**Commented [JR5]:** While the old policy includes some of the same concepts, these revisions provide a framework ensuring that all members of the university community are aware of their responsibilities and the procedures for addressing prohibited conduct.

These expectations apply to all members of the Marshall University community, which includes but is not limited to students, student organizations and student groups, faculty, administrators, staff, trustees and officers, and third parties such as agents, vendors, guests, visitors, volunteers, and campers.

Any person may submit reports of prohibited behavior. Further, this policy encourages, and in some cases requires, reports of sexual harassment and other sexual misconduct regardless of where the incident occurred.

A violation of this policy by a student, student organization, or student group would also violate the student code of conduct. The Marshall University student code of conduct applies to all students, student organizations, and student groups whether the prohibited behavior occurred on or off campus; therefore, this policy applies to prohibited behavior by students, student organizations, and student groups whether it occurs on campus or off campus. Further, allegations of other conduct prohibited by the student code of conduct may be investigated and adjudicated in conjunction with violations of this policy.

Reports of prohibited behavior by faculty, administrators, staff, trustees, and officers will be assessed by the Title IX Coordinator to determine if the alleged behavior occurred within Marshall University's operations, locations, and programs, as described above, or if the alleged behavior, if true, may have effectively denied the Complainant equal access to education or employment at Marshall university.

If the Respondent in a reported violation of this policy is a student, student organization or group, faculty member, administrator, staff member, trustee, or officer, the grievance process described in this policy may be utilized regardless of the status of the Complainant. Reports of prohibited behavior on the part of third parties such as agents, vendors, guests, visitors, volunteers, and campers will be assessed by the Title IX Coordinator to determine the best means to stop the behavior, remediate the impact on the Complainant, and prevent further prohibited behavior, such as barring individuals from university property or events, among other possible actions. If the Respondent is unknown or is not a member of the university community, the university will not be able to utilize the grievance process; however, resources and other supportive measures will be offered to the Complainant by the Title IX Coordinator.

Marshall University will respond to reports of sexual harassment or other sexual misconduct irrespective of when the alleged incident occurred, including during semester breaks, leaves of absence, or periods of dismissal. There is no time limit on making a report or submitting a formal complaint to the Title IX Coordinator; however, if the Respondent is no longer a student or employee and/or if significant time has passed, the ability to investigate, respond, and provide remedies may be limited or not possible.

Acting on reports or formal complaints significantly impacted by the passage of time is at the discretion of the Title IX Coordinator, who may document allegations for future reference, offer supportive measures and/or remedies, and/or engage in informal action as appropriate. Marshall University will typically apply the policy in place at the time of the alleged misconduct and the process in place at the time a formal complaint is submitted by the Complainant or signed by the Title IX Coordinator.

The measures described in this policy and related processes may be initiated when a Respondent is charged with behavior that potentially violates both civil/criminal law and university policy, without

regard to pending litigation in court or criminal arrest and prosecution. The investigation into violations of this policy may be carried out prior to, simultaneously with, or following criminal proceedings off campus. Determinations made, and sanctions imposed under this policy will not be subject to change because criminal charges arising out of the same facts were dismissed, reduced, or resolved in favor of or against the criminal law defendant.

If this policy directly contradicts any other university policy or procedures related to protected status discrimination, harassment, or retaliation, this policy takes precedence. An initial choice to use any particular policy does not preclude a later or simultaneous decision to use one or more of the others, or to use the criminal justice system.

Jurisdiction for Title IX reports does not apply if:

1. The conduct alleged in the formal complaint would not constitute sexual harassment as defined in this policy, even if proved;
2. The conduct alleged did not occur in the university's education program or activity; or
3. The conduct alleged did not occur against a person in the United States.

If any of the above do not apply, the university must dismiss the formal complaint with regard to that conduct for the purposes of sexual harassment under Title IX; however, such dismissal does not preclude action under another provision of the university's policies or procedures. Off-campus conduct at private residences, businesses, events, or other locations outside of the university's substantial control does not fall under the university's jurisdiction for Title IX reports.

## Section 2: **General Definitions.**

- 2.1 "Actual Knowledge" means notice of sexual harassment or other prohibited conduct or allegations of sexual harassment or other prohibited conduct to the University's Title IX Coordinator or any official of the University who has the authority to institute corrective measures on behalf of the University. Imputation of knowledge based solely on vicarious liability or constructive notice is insufficient to constitute actual knowledge. This standard is not met when the only official of the University with actual knowledge is the Respondent. The mere ability or obligation to report sexual harassment or to inform a student about how to report sexual harassment, or having been trained to do so, does not qualify an individual as one who has the authority to institute corrective measures on behalf of the University. "Notice" as used in this paragraph includes but is not limited to a report of sexual harassment to the Title IX Coordinator.
- 2.2 "Administratively separate unit" means a school, department, or college of an educational institution (other than a local educational agency) admission to which is independent of admission to any other component of such institution.
- 2.3 "Admission" means selection for part-time, full-time, special, associate, transfer, exchange, or any other enrollment, membership, or matriculation in or at an education program or activity operated by a recipient.
- 2.4 "Advisor" means a person for a party (the Complainant or Respondent) to accompany the party to meetings related to an investigation and related proceedings under this policy, to advise the party on that investigation and related proceedings, and to question the other party and witnesses at the hearing, if any. If a party does not have an advisor to question the other party and witnesses at the hearing, the

**Commented [JR6]:** These revisions include additional definitions compared to the old policy.

New definitions in these revisions include "Advisor," "Confidential Resource," "Coercion," "Consent," "Employee," "Force," "Formal Complaint," "Grievance Process," "Incapacitation," "Investigator," "Mandatory Reporter," "Notice," "Official with Authority (OWA)," "Party," "Reasonable Person," "Remedies," "Report," "Retaliation," "Review Panel," "Sanction," "Student with a Disability," "Supportive Measures," "Title IX Coordinator," "Title IX Team," and "Witness."

These revisions explain terms like "Consent" and "Incapacitation."

These differences ensure a better understanding of the policy's terms and applications.

university will appoint one to do so.

2.5 “Complainant” means an individual who is alleged to be the victim of conduct that could constitute sexual harassment, other sexual misconduct, or retaliation under this policy. Provided that, where the Title IX Coordinator signs a formal complaint, the Title IX Coordinator is not a Complainant or otherwise a party under this part or any other part.

**Deleted:** , for purposes of this Policy,

**Deleted:** an individual who is alleged to be the victim of conduct that could constitute sexual harassment (under Title IX) or other prohibited conduct that is reported to the University. Provided that, where the Title IX Coordinator signs a formal complaint, the Title IX Coordinator is not a Complainant or otherwise a party under this part or under Grievance Procedures.

2.6 “Confidential resource” means an employee who is not a mandatory reporter and is not obligated by this policy to share knowledge and reports of sexual harassment, other sexual misconduct, or retaliation with the Title IX Coordinator. On-campus confidential resources include licensed mental health professionals and health care providers acting within the scope of their confidential roles. Marshall also designated the following offices as additional confidential resources: Student Support Services TRIO Program, Women’s and Gender Center, Violence Prevention & Response Office, and Office of the Ombuds. All on campus confidential resources will undergo annual training through the Title IX Office to ensure they obtain training regarding the requirement of record keeping regarding confidential reports, including Clery reporting obligations and any other needed training regarding reporting obligations.

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**Commented [JR7]:** This definition expands confidential resources on campus for students, staff, and faculty, but also requires annual training so they undergo annual training regarding Clery reporting requirements.

2.7 “Coercion” means the use of intimidation, threats of harm, or extortion to compel another individual to initiate or continue sexual activity against the individual's will or the use of these means for the purpose of retaliation as defined by this policy.

2.8 “Consent” means the following Marshall University's definition of consent:

Consent is knowing, voluntary, and clear permission to engage in sexual activity given by word or action. Reasonable reciprocation can be implied consent; however, silence, passivity or lack of active resistance alone, without words or actions demonstrating permission, cannot be assumed to show consent. In the absence of mutually understandable words or actions, it is the responsibility of the initiator, that is, the person who wants to engage in the specific sexual activity, to make sure that they have consent from their partner(s). Relying solely upon non-verbal communication can lead to miscommunication. It is important not to make assumptions. If confusion or ambiguity on the issue of consent arises at any time during the sexual interaction, it is important that the initiator stops and verbally clarifies the other individual's willingness to continue.

Consent to some sexual acts does not imply consent to others.

Past consent to a given act does not imply ongoing or future consent. A current or previous intimate relationship is not sufficient to constitute consent. Once given, consent can be withdrawn at any time through understandable words or actions that clearly convey that a party is no longer willing to engage in sexual activity. If and/or once consent is withdrawn, that sexual activity must cease immediately. Consent can expire as it lasts for a reasonable time, depending on the circumstances.

Consent cannot be obtained from someone who is asleep, unconscious, physically helpless, or otherwise mentally or physically incapacitated, whether due to alcohol, drugs, or some other condition. Incapacitation means being in a state where a person lacks the capacity to appreciate the nature of giving consent to participate in sexual activity. One may not engage in sexual activity with another whom one knows, or should reasonably have known, is incapacitated as a result of alcohol or other drugs. The use of alcohol or other drugs can have unintended consequences. Alcohol or other drugs can lower inhibitions and create an atmosphere of confusion over whether consent is freely and effectively given. The perspective of a reasonable person will be the basis for determining whether one should have known about the impact of the use of alcohol or drugs on another's ability to give consent. Being intoxicated or high does not diminish one's responsibility to obtain consent and is never an excuse for sexual



misconduct.

Consent cannot be obtained by deception, fraud, threat, coercion, or force. Agreement given under such conditions does not constitute consent.

To give consent, one must be of legal age.

Consent within relationships must be considered in context. The existence of consent is based on the totality of the circumstances evaluated from the perspective of a reasonable person in the same or similar circumstances, including the context in which the alleged misconduct occurred and any similar patterns that may be evidenced.

Consent cannot be implied or inferred by attire or from purchases made, such as buying dinner or spending money on a date.

Any individual who engages in sexual activity when the individual knows or should know that the other person has not given consent is in violation of this policy. It is not an excuse that the Respondent was intoxicated and did not realize the Complainant did not give consent.

2.9 "Education program or activity" means locations, events, or circumstances conduct that includes, but is not limited to, conduct that occurs in a building owned or controlled by a student organization that is officially recognized by Marshall University.

2.10 "Employee" means a person who performs work for the University and is paid for that work. For purposes of this Policy, employees include paid faculty, administrators, staff, graduate research and teaching assistants, and all student employees.

2.11 "Force" means the use of physical violence or constraint to gain sexual access to another person.

2.12 "Formal complaint" means a document submitted by a Complainant or signed by the Title IX Coordinator alleging behavior prohibited by this Policy (sexual harassment, other sexual misconduct, or retaliation) against a Respondent and requesting the University investigate the allegation.

2.13 "Grievance process" means the method of resolution utilized to address allegations of sexual harassment, other sexual misconduct, and retaliation as defined by this policy.

2.14 "Incapacitation" means a person who lacks the ability to make informed decisions is incapacitated and, therefore, cannot consent to sexual activity.

A person is incapacitated and cannot give consent if they are unable to understand what is happening or are helpless, asleep, or unconscious for any reason, including due to consumption of alcohol or other drugs, or due to a temporary or permanent physical or mental health condition.

Merely consuming or being under the influence of alcohol or other drugs does not constitute incapacitation. Incapacitation is not the same as intoxication, being drunk, or the inability to remember decisions made or actions taken while "blacked out." Incapacitation is determined by considering all relevant indicators of an individual's condition and actions at the time of sexual activity.

An individual who engages in sexual activity when that individual knows or should know that the other person is incapacitated is in violation of this policy. It is not an excuse that the respondent was intoxicated and, therefore, did not realize the complainant's incapacitation

- 2.15 “Investigator” means the person or persons charged with gathering information about an alleged violation of this Policy and compiling this information into an investigation report and file of evidence.
- 2.16 “Mandatory reporter” means an employee obligated by this Policy to share knowledge and reports of sexual harassment, other sexual misconduct, or retaliation with the Title IX Coordinator. Employees listed as confidential resources are not obligated to report to the Title IX Coordinator.
- 2.17 “Member of the University Community,” for purposes of this Policy only, means an individual engaged in any University activity or program, whether on or off campus, or any individual lawfully on University property, including, but not limited to, any person who is a student, staff, faculty member, other University official, or a visitor.
- 2.18 “Notice” means when an employee, student, or third party informs the Title IX Coordinator or any other official with authority of an alleged incident of sexual harassment, other sexual misconduct, or retaliation.
- 2.19 “Official with Authority (“OWA”)” means an employee of the University with the authority to implement corrective measures for sexual harassment, other sexual misconduct, and retaliation on behalf of Marshall University. Notice to any OWA constitutes actual knowledge under this Policy. For purposes of this Policy, the following employees are designated OWAs: Title IX Coordinator and Title IX Office staff, President, Provost, Vice Presidents, Athletic Director, Dean of Students, and Chief Human Resources Officer.
- 2.20 “Party” means the Complainant or Respondent. Also, parties means Complainant(s) or Respondent(s) in a matter, collectively.
- 2.21 “Reasonable Person” means a reasonable person under similar circumstances and with similar identities to the Complainant.
- 2.22 “Remedies” means post-finding actions directed to the Complainant and/or the community as mechanisms to address safety, prevent recurrence, and restore access to the University’s educational program or activities, including employment.
- 2.23 “Report” means information provided to the Title IX Coordinator indicating that sexual harassment, other sexual misconduct, or retaliation may have occurred.
- 2.24 “Reporter” means, for purposes of this Policy, any individual that makes or files a ~~report~~ about prohibited conduct under this Policy. The Reporter may be the Complainant, any other person, or the University.
- 2.25 “Respondent” means an individual who has been reported to be the perpetrator of conduct that could constitute sexual harassment, other sexual misconduct, or retaliation under this policy. Student organizations or groups may also be Respondents in the grievance process. It is presumed that a respondent is not responsible for the alleged conduct until a determination regarding responsibility is made at the conclusion of the grievance process.
- 2.26 “
- 2.27 “Retaliation” means intimidation, threats, coercion, or discrimination against any person by Marshall University, a student, or an employee or other person authorized by Marshall University to provide aid, benefit, or service under Marshall University’s education program or activity, for the purpose of interfering with any right or privilege secured by Title IX or this part, or because the person has reported

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**Deleted:** , for purposes of this Policy, an individual who has been reported to be the perpetrator of conduct prohibited by Section 3. Any “individual” can be a Respondent, whether such individual is a student, faculty member, another employee of the University, or other person with or without any affiliation with the University.

**Commented [JR8]:** This has been moved up.

**Deleted:** Member of the University Community,” for purposes of this Policy only, means an individual engaged in any University activity or program, whether on or off campus, or any individual lawfully on University property, including, but not limited to, any person who is a student, staff, faculty member, other University official, or a visitor.

information, mad a complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing under this part, including in an informal resolution, in grievance procedures, and in any other actions taken by Marshall University. Nothing in this definition or this part precludes Marshall University from requiring an employee or other person authorized by Marshall University to provide aid, benefit, or service under Marshall University's education program or activity to participate as a witness in or otherwise assist with an investigation, proceeding, or hearing under this part.

2.28 "Review Panel" means those with decision-making and sanctioning authority when allegations proceed to a hearing within an investigation or related proceedings. It also means those who can review other appealable issues as listed in procedures.

2.29 Sanction" means a consequence imposed by the University on a Respondent who is found to have violated this Policy.

2.30 "Student" means a person who has gained admission, ~~for purposes of this Policy, any person from the time they are admitted to Marshall University up through the date of graduation.~~ This includes, but is not limited to, new students at orientation, persons not currently enrolled but who are still seeking a degree from Marshall University, persons currently under suspension, and any other person enrolled in a credit earning course offered by Marshall University and, subject to the Marshall University Board of Governors Policy SA-3, The Code of Student Rights and Responsibilities.

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2.31 "Student with a disability" means a student who is an individual with a disability defined in the Rehabilitation Act of 1973, as amended, 29 U.S.C. 705(9)(B), (20)(B), or a child with a disability as defined in the Individuals with Disabilities Education Act, 20 U.S.C. 1401(3).

2.32 "Supportive measures" means non-disciplinary, non-punitive individualized services offered as appropriate, as reasonably available, and without fee or charge to the Complainant or Respondent before or after the filing of a formal complaint or where no formal complaint has been filed.

Supportive measures are designed to restore or preserve equal access to the university's education program or activity without unreasonably burdening the other party, including measures designed to protect the safety of all parties or the University's educational environment or to deter sexual harassment, other sexual misconduct, and retaliation.

2.33 "Title IX Coordinator" means the official designated and authorized by Marshall University to coordinate Marshall University's efforts to comply with its responsibilities under Title IX and this policy. References to the Title IX Coordinator throughout this policy or other procedures may also encompass a designee of the Coordinator for specific tasks.

2.34 "Title IX Team" means the following but not limited to: Title IX Coordinator, the Title IX Office staff members, Advisors, members of the Review Panel, and Appeal Officers.

**Deleted:** <#>"Consensual Relationship" means a mutually acceptable romantic, dating, or sexual relationship between individuals.

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2.35 "Witness" means a person who is requested to participate in the grievance process because they may have relevant information about the alleged violation. The investigators may identify potential witnesses, or their names may be supplied by the Complainant, Respondent, or others with knowledge of the matter.

**Deleted:** <#>"Education Program or Activity" includes, for purposes of this Policy, locations, events, or circumstances over which the University exercised substantial control over both Respondent and the Complainant and the context in which the prohibited conduct occurs, and also included any building owned or controlled by a student organization that is officially recognized by a postsecondary institution.

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### Section 3: Defining and Recognizing Prohibited Conduct.

3.1. General. The University prohibits Discrimination, Harassment, Sexual Harassment, Sexual Misconduct, Domestic Misconduct, Stalking, and Retaliation as defined in this Policy (collectively referred to as “prohibited conduct”) by or against any member of the University community.

3.2. Marshall University has adopted the following definitions of sexual harassment, other sexual misconduct, and sex discrimination to address the unique environment of our academic community, which consists not only of employer and employees, but of students as well. All definitions encompass actual offenses and may also encompass attempts to commit the offense.

Acts of sexual harassment and other sexual misconduct may be committed by any person upon any other person, regardless of the sex, sexual orientation, gender identity, or gender expression of those involved.

The offenses below include behaviors prohibited by the Title IX regulations published in the Federal Register by the U.S. Department of Education, Office for Civil Rights on May 19, 2020. These regulations prescribe definitions based on the uniform crime reporting program of the Federal Bureau of Investigations. The offenses below also include additional behaviors prohibited by Marshall University. All of the listed offenses are violations of this policy.

Offenses listed in Section 3.3 below are considered to be Sexual Harassment, as defined by Title IX regulations, if the behavior occurred within Marshall University’s education programs or activities and in the United States and if the Complainant was participating in or attempting to participate in the education program or activity of Marshall University at the time of filing a formal complaint. Marshall University’s education programs or activities include locations, events, or circumstances, including employment, where the university exercises substantial control over both the respondent and the context in which sexual harassment occurs and includes any building owned or controlled by a student organization that is officially recognized by the university.

Under all other circumstances detailed in Section 1.6, offenses listed in sections 3.3.2 through 3.3.7 below constitute Sexual Misconduct under university policy.

The offense 3.3.8 (sexual exploitation) constitutes Sexual Misconduct under university policy in all circumstances detailed in Section 1.6 of this policy.

This policy prohibits conduct on the basis of sex that satisfies one or more of the following. If a charge is placed for the purposes of the Procedures, the portion of each definition will be used as the charge in that process.

3.3. Sexual Harassment under Title IX:

3.3.1. Conduct that is:

3.3.1.1.1. Unwelcome conduct,

3.3.1.1.2. determined by a reasonable person,

3.3.1.1.3. to be so severe, and

3.3.1.1.4. pervasive, and

3.3.1.1.5. objectively offensive,

3.3.1.1.6. that it effectively denies a person equal access to Marshall University’s education program or activity.

3.3.2. Quid pro quo harassment:

3.3.2.1. An employee of Marshall University,

3.3.2.2. Conditioning the provision of an aid, benefit, or service of Marshall University,

**Commented [JR11]:** These revisions provide more detailed definitions and examples for each type of prohibited conduct. This includes additional guidelines for managing consensual relationships and reporting requirements, expanding on the supportive measures available to complainants and respondents, and providing a more comprehensive framework for the applicable scope and jurisdiction of the policy.

These revisions offer an approach to defining and recognizing prohibited conduct, ensuring clarity and consistency in addressing violations.

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3.3.2.3. on a person's participation in unwelcome sexual conduct

3.3.3. Sexual Assault

3.3.3.1. The Sex Offenses, Forcible:

3.3.3.1.1. Any sexual act directed against another person,

3.3.3.1.2. without the consent of the Complainant,

3.3.3.1.3. including instances in which the Complainant is incapable of giving consent.

3.3.3.1.3.1. Federal regulations more specifically define a "sexual act" to include one or more of the following:

3.3.3.1.3.1.1. Forcible Rape:

3.3.3.1.3.1.1.1. Penetration

3.3.3.1.3.1.1.2. no matter how slight,

3.3.3.1.3.1.1.3. of the vagina or anus with any body part or object, or

3.3.3.1.3.1.1.4. oral penetration by a sex organ of another person

3.3.3.1.3.1.1.5. without the consent of the Complainant

3.3.3.1.3.1.2. Forcible Sodomy:

3.3.3.1.3.1.2.1. Oral or anal sexual intercourse with another person

3.3.3.1.3.1.2.2. forcibly,

3.3.3.1.3.1.2.3. and/or against that person's will (non-consensually), or

3.3.3.1.3.1.2.4. not forcibly or against the person's will in instances in which the complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity.

3.3.3.1.3.1.3. Sexual Assault with an Object:

3.3.3.1.3.1.3.1. The use of an object or instrument to penetrate,

3.3.3.1.3.1.3.2. however slightly,

3.3.3.1.3.1.3.3. the genital or anal opening of the body of another person,

3.3.3.1.3.1.3.4. forcibly,

3.3.3.1.3.1.3.5. and/or against that person's will (non-consensually),

3.3.3.1.3.1.3.6. or not forcibly or against the person's will in instances in which the complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity.

3.3.3.1.3.1.4. Forcible Fondling:

3.3.3.1.3.1.4.1. The touching of the private body parts of another person (buttocks, genitals, breasts),

3.3.3.1.3.1.4.2. for the purpose of sexual gratification,

3.3.3.1.3.1.4.3. forcibly,

3.3.3.1.3.1.4.4. and/or against that person's will (non-consensually),

3.3.3.1.3.1.4.5. or not forcibly or against the person's will in instances in which the Complainant is incapable of giving consent because of age or because of temporary or permanent mental or physical incapacity.

3.3.3.1.4. Sex Offenses, Non-forcible:

3.3.3.1.2.1. Incest:

3.3.3.1.2.1.1. Non-forcible sexual intercourse,

3.3.3.1.2.1.2. between persons who are related to each other,

3.3.3.1.2.1.3. within the degrees wherein marriage is prohibited by West Virginia law.

3.3.3.1.2.2. Statutory Rape:

3.3.3.1.2.2.1. Non-forcible sexual intercourse,

- 3.3.3.1.2.2.2. with a person who is under the statutory age of consent.
- 3.3.4. Dating violence:
- 3.3.4.1. Violence or threat of violence,
- 3.3.4.2. committed by a person,
- 3.3.4.3. who is in or has been in a social relationship of a romantic or intimate nature with the Complainant.
- 3.3.4.3.2. For the purposes of this definition:
- 3.3.4.3.2.1. The existence of such a relationship shall be determined based on the complainant's statement and with consideration of the length of the relationship, the type of relationship, and the frequency of interaction between the persons involved in the relationship.
- 3.3.4.3.2.2. Violence means physical violence.
- 3.3.4.3.2.3. Dating violence does not include acts covered under the definition of domestic violence.
- 3.3.5. Domestic Violence:
- 3.3.5.1. Conduct that would meet the definition of a felony or misdemeanor crime committed by a person who,
- 3.3.5.2. is a current or former spouse or intimate partner of the Complainant, or a person similarly situated to a spouse of the Complainant under the family or domestic violence laws of West Virginia;
- 3.3.5.3. is cohabitating, or has cohabitated, with the complainant as a spouse or intimate partner;
- 3.3.5.4. shares a child in common with the Complainant, or
- 3.3.5.5. commits acts against a youth or adult Complainant who is protected from those acts under the family or domestic violence laws of West Virginia.
- 3.3.5.5.2. For purposes of this definition:
- 3.3.5.5.2.1. Domestic violence does not include acts covered under the definition of dating violence.
- 3.3.6. Stalking:
- 3.3.6.1. Engaging in a course of conduct,
- 3.3.6.2. on the basis of sex,
- 3.3.6.3. directed at a specific person, that
- 3.3.6.3.2. would cause a reasonable person to fear for their own safety, or
- 3.3.6.3.3. the safety of others, or
- 3.3.6.3.4. suffer substantial emotional distress.
- 3.3.6.3.4.1. For the purposes of this definition:
- 3.3.6.3.4.1.1. Course of conduct means two or more acts, including, but not limited to, acts in which the respondent directly, indirectly, or through third parties, by any action, method, device, or means, follows, monitors, observes, surveils, threatens, or communicates to or about a person, or interferes with a person's property.
- 3.3.6.3.4.1.2. Substantial emotional distress means significant mental suffering or anguish that may but does not necessarily require medical or other professional treatment or counseling.
- 3.3.7. Sexual Harassment under University Policy:
- 3.3.7.1. Physical or verbal conduct,
- 3.3.7.2. of a sexual nature,
- 3.3.7.3. that is unwelcome, and
- 3.3.7.4. sufficiently severe, or
- 3.3.7.5. pervasive,
- 3.3.7.6. from both a subjective (the Complainant's), and
- 3.3.7.7. an objective (reasonable person's) viewpoint, where:
- 3.3.7.8. such conduct has the purpose or effect of unreasonably interfering with a person's work or

- academic performance,
- 3.3.7.9. or creating an intimidating, hostile, or offensive environment for working, learning, or living on campus.
- 3.3.7.9.2. For the purposes of this definition:
- 3.3.7.9.2.1. The determination of whether an environment is “hostile” is often contextual and must be based on the circumstances. These circumstances could include:
- 3.3.7.9.2.1.1. The frequency of the conduct;
- 3.3.7.9.2.1.2. The nature and severity of the conduct;
- 3.3.7.9.2.1.3. The relationship between the Complainant and the Respondent;
- 3.3.7.9.2.1.4. The location and context in which the alleged conduct occurs;
- 3.3.7.9.2.1.5. Whether the conduct was physically threatening;
- 3.3.7.9.2.1.6. Whether the conduct was humiliating; or
- 3.3.7.9.2.1.7. Whether the conduct arose in the context of other discriminatory conduct.
- 3.3.8. Sexual Exploitation:
- 3.3.8.1. A person, knowingly or recklessly,
- 3.3.8.2. taking non-consensual or abusive sexual advantage of another,
- 3.3.8.3. for the person’s own advantage or benefit,
- 3.3.8.4. or to benefit or advantage anyone other than the one being exploited,
- 3.3.8.5. through behavior that does not otherwise constitute a violation of this policy.
- 3.3.8.5.2. Examples of sexual exploitation include, but are not limited to:
- 3.3.8.5.2.1. Prostituting another person;
- 3.3.8.5.2.2. Non-consensual video- or audio-recording or photographing of sexual activity;
- 3.3.8.5.2.3. Going beyond the boundaries of consent (such as permitting others to observe you having consensual sex with someone who is not aware of the observation);
- 3.3.8.5.2.4. Voyeurism;
- 3.3.8.5.2.5. Public indecency (such as exposing your genitals to others without consent);
- 3.3.8.5.2.6. Knowingly exposing another person to a sexually transmitted infection (“STI”) or Human Immunodeficiency Virus (“HIV”) without prior knowledge and consent of the person to be exposed to STI or HIV;
- 3.3.8.5.2.7. Causing or attempting to cause the incapacitation of another person (through alcohol, drugs, or any other means) to compromise that person’s ability to give consent to sexual activity, or make that person vulnerable to non-consensual sexual activity; or
- 3.3.8.5.2.8. Using contact-free means (e.g., by threat of violence) to coerce a person to participate in sexual behavior against their will.

#### **Section 4: Retaliation.**

- 4.1. No person may intimidate, threaten, coerce, or discriminate against any individual,
- 4.2. for the purpose of interfering with any right or privilege secured by Title IX or this policy, or
- 4.3. because the individual has made a report or complaint, testified, assisted, or participated or refused to participate in any manner in an investigation, proceeding, or hearing, or
- 4.4. The exercise of rights under the First Amendment does not constitute retaliation prohibited under this section.

Allegations of retaliation will be addressed under the Title IX Grievances Procedures.

#### **Section 5: Consensual Relationships.**

- 5.1 Consensual romantic or sexual relationships in which one party retains a direct supervisory or evaluative role over the other party are unethical, create a risk for real or perceived coercion, and are expressly a violation of this policy. Furthermore, the possibility of a future amorous relationship may distort the present instructional or advising relationship. Although consensual relationships are within the purview of individual privacy, those engaging in such relationships that occur between persons in inherently unequal and

**Commented [JR12]:** These revisions provide an approach to defining and addressing retaliation, ensuring clarity and consistency in handling such complaints.

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**Commented [JR13]:** These revisions provide an approach to managing consensual relationships, ensuring clarity and consistency in addressing potential conflicts and ethical concerns, as well as ensuring that the university can address behavior that affects the safety and well-being of the university community, even if it does not fall under the specific definitions of prohibited conduct in the policy.

closely related positions at the University or employees within the same reporting line, including those between supervisors and supervisees, must remain aware that such relationships could lead to circumstances that result in harassment or sexual or domestic misconduct.

5.2 Therefore, persons with direct supervisory, evaluative, grading, or academic advising responsibilities who are involved in such relationships must bring those relationships to the attention of their supervisor. This will likely result in the necessity to remove the employee from the supervisory, evaluative, grading, or academic advising responsibilities. In some instances, if no suitable way to eliminate or mitigate the conflict is reasonably feasible, one or both individuals may be separated from employment at the University.

5.3 Staff Members, Faculty Members, Instructors, Coaches, Trainers or other employees are prohibited from engaging in a consensual relationship with a student whom one may instruct, evaluate, supervise, instruct, advise, coach or otherwise serve in a position over the student.

5.4 Where there is a pre-existing consensual relationship, the staff, faculty, instructor, coach or trainer shall forthwith notify one's immediate supervisor or other appropriate administrator. The supervisor or other appropriate administrator shall be responsible for making arrangements to eliminate or to mitigate any conflict, the consequences of which might prove detrimental to the University or to either party in the relationship.

5.5 Although Marshall University cannot prohibit consensual relationships between employees and students, whom they do not instruct, evaluate, supervise, advise, coach or train, the University strongly discourages such relationships. In addition, nothing contained in this Policy would otherwise prohibit a complaint from being made by either. It is important to note that these types of consensual relationships also may result in a hostile or offensive environment affecting other employees or students. For example, others may perceive a person involved in the consensual relationship as receiving favorable treatment in employment or educational decisions and actions. Marshall University does not intrude upon private choices regarding personal relationships when these relationships do not violate the university's policies or cause or increase the risk of harm to the safety and well-being of campus community members.

5.6 If no other behaviors prohibited by the sexual harassment and other sexual misconduct policy are alleged, investigations of alleged violations of the consensual relationships provision or other University policies or procedures regarding prohibited relationships may be conducted by an investigator chosen by the University. After interviewing the involved parties and any witnesses and reviewing relevant evidence, the investigator will compile a memorandum of finding, including a summary of information gathered during the investigation and a determination as to whether, by the preponderance of the evidence, the consensual relationship provision was violated. The memorandum of finding will be provided to the parties, and the supervisor(s)/department chair(s)/director(s) of the party or parties who are employees of the university for their consideration and appropriate action.

## **Section 6: Title IX Coordinator**

6.1 The President or the President's designee shall appoint an administrator to act as the University's Coordinator to handle all reports of prohibited conduct and complaints under this Policy, including acting as the University's Title IX Coordinator. The Coordinator will oversee all complaints filed under this Policy generally and identify and address any patterns or systemic problems that arise during the review of such complaints. The Coordinator is further responsible for the coordination of training, education, communications, and administration of complaint procedures for faculty, staff, students, and other members of the University community. The Coordinator may also appoint deputy coordinators to assist the University in furthering this policy.

6.2 Title IX Coordinator ensures compliance with Title IX and oversees the implementation of this policy. The Title IX Coordinator has the primary responsibility for coordinating Marshall University's efforts related to

**Commented [JR14]:** These revisions provide an additional approach to the Title IX Coordinator's role and responsibilities, emphasizing independence and authority.



the intake of reports, implementation of supportive measures, investigation and resolution of formal complaints, and other activities designed to stop, remediate, and prevent behaviors prohibited by this policy. References to the Title IX Coordinator throughout this policy may also encompass a designee of the Coordinator for specific tasks.

6.3 The Title IX Coordinator manages the Title IX Team and acts with independence and authority, free from bias and conflicts of interest. The Title IX Coordinator oversees all processes under this policy. The members of the Title IX Team are vetted and trained to ensure they are not biased for or against any party in a specific case, or for or against complainants or respondents, generally.

6.4 Inquiries regarding this policy and its related processes may be made to:

Title IX Coordinator  
Jessica H. Donahue Rhodes, Esq.  
Marshall University  
Old Main, First Floor, Room 107  
Huntington, WV 25755  
304-696-2934 (phone)  
tilteix@marshall.edu or jessica.rhodes@marshall.edu

#### **Section 7: Reporting Violations of this Policy**

7.1 Reports of sexual harassment, other sexual misconduct, or retaliation may be made using any of the options below. The Complainant may submit a report, or a third party may file a report on behalf of a person they believe has been adversely affected by conduct prohibited by this policy.

7.2 If a Complainant is identified in the report, the Title IX Coordinator will attempt to contact the Complainant to offer supportive measures and to ensure the Complainant knows all of the options available to them, including making a police report and submitting a formal complaint, if applicable and desired.

7.3 Reporting carries no obligation for Complainants to submit a formal complaint, and Marshall University respects Complainants' wishes regarding formal action unless there is a compelling threat to health or safety. While West Virginia law requires any person who has knowledge of a felony to make a report to law enforcement, the Complainant is not required to speak with law enforcement officers, even if the Title IX Coordinator must make such a report.

7.3.1 Report online using the Sexual Harassment and Other Sexual Misconduct Reporting Form by clicking on Submit a Report at [https://marshall-advocate.symlicity.com/public\\_report/index.php/pid204186?](https://marshall-advocate.symlicity.com/public_report/index.php/pid204186?). Reports submitted on-line are routed promptly to the Title IX Coordinator.

7.3.2 File a report with the Title IX Coordinator by mail, phone, or email. A report may be submitted at any time (including during non-business hours) using the contact information below. Reports may also be made in person at the Title IX Office (TIXO) on business days when a TIXO staff member is available.

Title IX Office  
Marshall University  
Old Main, First Floor, Room 107  
Huntington, WV 25755  
(304)696-2934 (Phone)  
titleix@marshall.edu or jessica.rhodes@marshall.edu

**Commented [JR15]:** These revisions offer multiple reporting options, emphasize the lack of obligation to file a formal complaint and highlight the availability of supportive measures.

7.3.3 Reports of sexual harassment, other sexual misconduct, or retaliation by the Title IX Coordinator should be made to the Office of Student Advocacy and Accountability. Concerns of bias or potential conflict of interest by the Title IX Coordinator should also be raised with the Office of Student Advocacy and Accountability.

7.3.4 Reports of behavior prohibited by this policy by any other Title IX Team member should be reported to the Title IX Coordinator. Likewise, concerns of bias or potential conflict of interest by any other Title IX Team member should be raised with the Title IX Coordinator.

7.3.5 Inquiries and complaints may be made externally to:

Philadelphia Office  
Office of Civil Rights, U.S. Department of Education  
The Wanamaker Building  
100 Penn Square East, Suite 515  
Philadelphia, PA 19107-3323  
Telephone: 215-656-8541  
FAX: 215-656-8605; TDD: 800-877-8339  
Email: OCR@ed.gov  
Web: <http://ed.gov/ocr>

7.3.6 Inquiries and complaints involving employees may be made externally to:

Equal Employment Opportunity Commission (EEOC)  
Pittsburgh Field Office  
William S. Moorhead Federal Building  
1000 Liberty Avenue, Suite 1112  
Pittsburgh, PA 15222  
Phone: 1-800-669-4000  
Fax: 412-395-5749  
TTY: 1-800-669-6820  
ASL Video Phone: 844-234-5122

## **Section 8: Formal Complaint**

8.1 A formal complaint is a document submitted by the Complainant or signed by the Title IX Coordinator alleging a violation of this policy by a Respondent and requesting that Marshall University investigate the allegation(s). When the Title IX Coordinator signs a formal complaint, they are not a Complainant or other party in any resulting investigation.

8.2 A formal complaint may be filed with the Title IX Coordinator in person, by mail, or by electronic mail using the contact information in Section 5. It must contain the Complainant's physical or digital signature or otherwise indicate that the Complainant is the person filing the complaint and requesting that the allegations be investigated through the Title IX Grievance Procedures.

8.3 When a formal complaint is submitted, the Respondent is notified of the allegations in the complaint, including the Complainant's identity. While a formal complaint may be submitted at any time and without any prior contact with a TIXO staff member, Complainants may want to consider submitting a report and meeting with TIXO staff to learn about supportive measures available to them and options for proceeding before deciding to submit a formal complaint.

## **Section 9: Mandatory Reporters**

**Commented [JR16]:** These revisions provide an approach to the formal complaint process, including specific submission methods, respondent notification, and the importance of supportive measures.

**Commented [JR17]:** These revisions provide an approach to mandatory reporting, specifying the duties of various university members, allowing for exemptions, and advising complainants on sharing information.

9.1 All Marshall University faculty, administrators, and staff (except those identified as confidential resources in Section 11) have a duty to immediately report violations of this policy to the Title IX Coordinator if they receive a complaint of a violation or observe or learn of conduct that is reasonably believed to violate this policy.

9.2 Graduate assistants and student employees have a duty to report violations of this policy if they become aware of the violations in the course of their duties and those duties include responsibility for the safety and wellbeing of other members of the campus community or if they have supervisory, evaluative, grading, or advisory responsibility over other members of the campus community.

9.3 In certain limited circumstances, exemptions to mandatory reporting may be requested in advance from the Title IX Coordinator (e.g., Take Back the Night).

9.4 Complainants should consider if they want to share information regarding behaviors under this policy with non-confidential mandatory reporters, as all details of potential violations must be promptly reported to the Title IX Coordinator so that supportive measures and options may be made available to Complainants.

9.5 If any person suspects or has knowledge of criminal activity occurring on university property, they should call the Marshall University Police Department ("MUPD") at 304-696-HELP (4357) (in an emergency, dial 911 immediately). Incidents that occur off campus or at a regional campus should be reported to local law enforcement.

#### Section 10: Officials with Authority (OWAs)Mandatory Reporters

10.1OWAs are university employees with the authority to implement corrective measures for sexual harassment, other sexual misconduct, and retaliation on behalf of Marshall University. Notice to any OWA constitutes actual knowledge under this policy. For purposes of this policy, the following employees are designated as OWAs: Title IX Coordinator and TIXO staff members, President, Provost, Vice Presidents, Athletic Director, Dean of Students, and Chief Human Resources Officer

**Commented [JR18]:** These revisions define the roles and responsibilities of Officials with Authority (OWAs) and mandatory reporters, ensuring clarity and consistency in addressing violations

#### Section 11: Confidential Resources

11.1Certain campus and local resources may maintain confidentiality when acting under the scope of their licensure, professional ethics, and/or professional credentials, except in extreme cases of immediate threat or danger, in cases of abuse of certain populations (e.g., minors), or when required to disclose by law or court order. Other resources are available as a confidential resource. These resources may offer options and resources without any obligation to inform a campus official or law enforcement authorities.

11.2Marshall University's confidential resources include:

- 11.2.1 Licensed professionals and staff at Counseling Center and Psychology Clinic.
- 11.2.2 Licensed professionals and students registered for practice under a licensed psychologist at the Psychology and Social Work Clinic.
- 11.2.3 Health care providers and staff at Student Health.
- 11.2.4 Licensed professional counselors available through the Employee Assistance Program.
- 11.2.5 Student Support Services TRIO Program.
- 11.2.6 Women's and Gender Center.
- 11.2.7 Violence Prevention & Response Office, and
- 11.2.8 Office of the Ombuds

**Commented [JR19]:** These revisions define and list confidential resources, including specific on-campus and off-campus resources, and emphasize the importance of training for confidential resources. Additionally, the expanded list of confidential resources in these revisions provides more support networks for students and staff by ensuring that individuals can access a wide range of confidential support options.

11.3 Off-campus confidential resources include:

- 11.3.1 Licensed professional counselors and other medical providers.
- 11.3.2 Local rape crisis counselors.

**Deleted:** (or future reiteration of that office)

- [11.3.3 Domestic violence resources,](#)
- [11.3.4 Local or state assistance agencies,](#)
- [11.3.5 Clergy/Chaplains, and](#)
- [11.3.6 Attorneys.](#)

[11.4 Information regarding support resources, many of which are confidential, may be found on the Resources page on the TIXO website.](#)

#### **Section 12: Anonymous Reports**

[12.1 Anonymous reports may be submitted, and if the report contains information about conduct that would constitute a violation of this policy, TIXO staff will attempt to address the reported concerns; however, their ability to investigate or resolve anonymous complaints will likely be limited. Further, TIXO tries to provide supportive measures to all Complainants, which is impossible with an anonymous report.](#)

**Commented [JR20]:** These revisions state how to handle anonymous reports, acknowledging the limitations and challenges associated with such reports.

#### **Section 13: Amnesty for Violations of Alcohol and Drug Policies under the Student Code of Conduct**

[13.1 To encourage reporting of alleged violations of this policy and to support candid communication of information, students participating in the grievance process \(Complainants, Respondents, and Witnesses\) will not be charged with alcohol or drug-related violations if they engaged in unlawful or prohibited personal use of alcohol or drugs during the incident when the alleged violation occurred. Amnesty applies only to the personal use of alcohol or drugs during the incident in question and does not extend to other potential violations. University officials may consider the use of alcohol or drugs involving other disciplinary issues or actions outside this BOG policy and the related grievance process. Amnesty does not apply to the Respondent if drugs or alcohol were allegedly used to facilitate a violation of this policy.](#)

**Commented [JR21]:** There is no significant difference regarding amnesty for violations of alcohol and drug policies.

#### **Section 14: Reporting to Law Enforcement**

[14.1 Complainants are encouraged to make a report to law enforcement authorities, even if they decide not to report to the Title IX Coordinator. Making a report to the police does not obligate the Complainant to further participate in the criminal process. Reports of incidents occurring on the Huntington campus may be made to the Marshall University Police Department \(304-696-HELP \(4357\)\). Incidents occurring on a regional campus or center, or off campus, may be made to the local law enforcement agency. TIXO staff, advocates, counselors, and other university employees are available to assist complainants who want to make a report to law enforcement authorities.](#)

**Commented [JR22]:** These revisions state that incidents should be reported to law enforcement authorities, that complainants should be encouraged to make reports, and that assistance should be offered with the reporting process.

#### **Section 15: Preservation of Evidence**

[15.1 The preservation of evidence in incidents of sexual assault is critical to potential criminal prosecution and obtaining restraining orders, and is particularly time-sensitive. A medical evidentiary examination provides documentation of the assault, identification of any injury, and forensic evidence collection. It is important for health, safety, and evidence collection to have an exam as soon as possible after a sexual assault.](#)

[15.2 Additionally, documentary evidence such as emails, texts, social media posts, pictures, videos, etc., may be vital to both a criminal investigation and the university's investigation process. Retention of these items preserves the opportunity to submit them for consideration if an investigation is undertaken by the police and/or the university.](#)

**Commented [JR23]:** These revisions state that preserving evidence in incidents of sexual assault, emphasizing the importance of medical examinations and retaining documentary evidence.

#### **Section 16: Federal Timely Warning Obligations**

[16.1 Under the Clery Act, Marshall University must issue timely warning for reported incidents that fall under the definitions of sexual assault, domestic violence, dating violence, stalking, or hazing and pose a serious](#)

**Commented [JR24]:** These revisions inform about federal timely warning obligations, emphasizing the importance of timely warnings, confidentiality, and statistical reporting.

or continuing threat of bodily harm or danger to members of the campus community. If possible, Marshall University will not disclose a Complainant's name and other identifying information, while providing enough information for community members to make decisions regarding their safety. Marshall University also collects and shares de-identified statistical information regarding reported incidents as required by the Clery Act.

16.2 Personally identifiable information obtained in the course of complying Title IX regulations will not be disclosed, except in the following circumstances:

- 16.2.1 When Marshall has obtained prior written consent from a person with the legal right to consent to the disclosure;
- 16.2.2 When the information is disclosed to a parent, guardian, or other authorized legal representative with the legal right to receive disclosures on behalf of the person whose personally identifiable information is at issue;
- 16.2.3 To carry out the purpose of this part, including action taken to address conduct that reasonably may constitute sexual harassment under Title IX in Marshall's education program or activity;
- 16.2.4 As required by Federal law, Federal regulations, or the terms and conditions of a Federal award, including a grant award or other funding agreement; or
- 16.2.5 To the extent such disclosures are not otherwise in conflict with Title IX regulations, when required by State or local law or when permitted under FERPA or its implementing regulations.

#### Section 17: Making a False Report

17.1 Intentionally making a false complaint or report of sexual harassment, other sexual misconduct, or retaliation is prohibited, violates this policy, constitutes misconduct subject to disciplinary action, and may also be a crime. This does not include allegations that are made in good faith but are ultimately shown to be erroneous or do not result in a finding of a policy violation.

17.2 Additionally, witnesses and parties knowingly providing false evidence, tampering with or destroying evidence, or deliberately misleading an official conducting an investigation or hearing may be subject to discipline under Marshall University policy. TIXO will refer evidence of intentional false complaints or reports to the appropriate campus authority

**Commented [JR25]:** These revisions emphasize the prohibition of intentionally false complaints, the protection of good faith reports, and the consequences for providing false evidence or misleading officials.

#### Section 18: Privacy

18.1 Every effort is made by Marshall University to preserve the privacy of reports and of the identities of those involved in the grievance process. This information will not be shared except as necessary to carry out the purposes of Title IX regulations (34 CFR Part 106), as required by law, or as permitted by the Family Educational Rights and Privacy Act (FERPA).

18.2 Information related to reports will be shared with a limited number of Marshall University employees who "need to know" to respond to the report and/or assist in its assessment, investigation, and resolution. Marshall University reserves the right to determine which officials have a legitimate educational interest in being informed about incidents that fall within this policy, pursuant to FERPA.

18.3 When a formal complaint is submitted by the Complainant or signed by the Title IX Coordinator, the Complainant's identity and the allegations made in the report must be disclosed to the Respondent. Further, the parties and their advisors will have the opportunity to review all directly related evidence gathered during the grievance process.

18.4 When required by the Clery Act, the Marshall University Police Department will be provided information regarding the report so they can maintain the campus crime log and assess if a timely warning should be

**Commented [JR26]:** These revisions emphasize the limited sharing of information, legitimate educational interest, disclosure to the respondent, Clery Act compliance, and minor involvement.

issued to the campus.

18.5 Additionally, if any party involved in alleged sexual misconduct is a minor, Marshall University personnel will notify the appropriate agencies, as required by West Virginia law.

## Section 19: Supportive Measures

19.1 Supportive measures are non-disciplinary, non-punitive individualized services offered as appropriate, as reasonably available, and without fee or charge to the Complainant or Respondent before or after the filing of a formal complaint or where no formal complaint has been filed.

19.2 Supportive measures are designed to restore or preserve equal access to the university's education program or activity without unreasonably burdening the other party, including measures designed to protect the safety of all parties or the university's educational environment or to deter sexual harassment, other sexual misconduct, and retaliation.

19.3 Upon receipt of a report alleging a violation of this policy, the Title IX Coordinator will contact the Complainant to discuss the availability of supportive measures and consider the Complainant's wishes regarding what supportive measures may be implemented. The Title IX Coordinator will also explain the process for filing a formal complaint, including that supportive measures are available with or without the filing of a formal complaint.

19.4 Marshall University will act to minimize the academic and/or occupational impact on the parties as much as possible and maintain the privacy of supportive measures to the extent that it does not impair the provision of the supportive measures.

19.5 Supportive measures may include, but are not limited to:

19.5.1 Referral to campus and community counseling, medical, and/or other health care services, including the employee assistance program, as appropriate

19.5.2 Implementing Mutual No Contact Orders between the parties<sup>1</sup>

19.5.3 Altering campus housing assignment(s)

19.5.4 Altering work arrangements for employees, including student employees

19.5.5 Academic support, extensions of deadlines, or other course/program-related adjustments

19.5.6 Class schedule modifications, withdrawals, or leaves of absence

19.5.7 Providing Campus safety escorts

19.5.8 Timely warnings

19.5.9 Increased security and monitoring of certain areas of campus

19.5.10 Education to the campus community or community subgroup(s)

19.5.11 Any other actions deemed appropriate by the Title IX Coordinator

19.6 If a party procures a protective order or similar order from a court, the party is encouraged to notify MUPD and the TIXO of the order so that MUPD and the TIXO can assist, as needed, with enforcement of the order.

## Section 20: Emergency Removal and Administrative Leave

20.1 Under specific circumstances, Marshall University may remove a student Respondent from the university's education program or activity on an emergency basis. Before an emergency removal is enacted, the university conducts an individualized safety and risk analysis, which must determine that an imminent and serious threat to the health or safety of a Complainant or any students, employees, or other persons arising from

**Commented [JR27]:** These revisions provide an approach to supportive measures, emphasizing their purpose, types, and implementation process.

**Commented [JR28]:** These revisions provide an approach to emergency removal and administrative leave, emphasizing the processes and requirements for each. Additionally, there is now a provision for placing non-student employee respondents on administrative leave during the grievance process.

<sup>1</sup> Violations of no-contact orders will be referred to the appropriate student or employee conduct process for enforcement.

the allegations of sex discrimination justifies removal. If so, the Respondent is provided notice of the emergency removal and an opportunity to immediately challenge the decision. A full description of the process for emergency removal may be found in the Title IX Grievance Procedures and Non-Title IX Grievance Procedures.

20.2 If deemed appropriate, Marshall University may place a non-student employee Respondent on administrative leave from employment responsibilities during the pendency of the grievance process.

## **Section 21: Investigations of Formal Complaints**

21.1 Investigation and adjudication of formal complaints under this policy will be conducted pursuant to the Title IX Grievance Procedures and Non-Title IX Grievance Procedures.

21.1.1 All reports are responded to promptly when received by the Title IX Coordinator. The grievance process begins when the Respondent is sent notice of the allegations. Every effort is made to complete the process within 90 business days. Business days for the purpose of this policy are weekdays (Monday-Friday) when Marshall University offices are open for normal operations. Sometimes, exceptions or extenuating circumstances can cause the grievance process to take longer, but Marshall University will avoid all undue delays within its control.

If the general timeframes for the grievance process outlined in the procedures document will be delayed, the TIXO will provide written notice to the parties of the delay, its cause, and an estimate of the additional time that will be needed as a result of the delay.

21.1.2 The standard of evidence applied to determine responsibility for violating this policy is the preponderance of the evidence standard. The preponderance of the evidence means that the statements and information presented in the matter must indicate to a reasonable person that it is more likely than not that the Respondent committed a violation.

21.1.3 When a Respondent is found to be in violation of this policy, appropriate disciplinary sanctions will be imposed. For a student Respondent, these may include, but are not limited to, formal warning, conduct probation, community service, probationary suspension, suspension, deferred suspension, deferral of the degree, withholding of the degree, revocation of the degree, reprimand, disciplinary probation, suspension, expulsion from the university, or any other sanction deemed to be just and appropriate. These sanctions may also be imposed on a student organization or group. For an employee Respondent, sanctions may include, but are not limited to, formal warning, probation, community service, censure, reprimand, suspension without pay, demotion and/or loss of tenure, dismissal/termination of employment, or any other sanction deemed to be just and appropriate. Sanctions take into account prior disciplinary history, if any.

In conjunction with a sanction, a Respondent found to be in violation of this policy may be assigned conditions of sanction deemed to be just and appropriate, which include but are not limited to, access restriction, revocation of rights and privileges, housing or worksite reassignment, educational activities, etc.

21.1.4 Where a determination of responsibility has been made against the Respondent, the university will provide remedies to the Complainant. Remedies are designed to restore or preserve the complainant's equal access to Marshall University's education program or activity. They may include the same individualized services as supportive measures; however, remedies need not be non-disciplinary or non-punitive and need not avoid burdening the Respondent. A Complainant is not entitled to a particular sanction against the Respondent.

## **Section 22: Consideration of Classroom and Instructional Settings**

**Commented [JR29]:** These revisions state how to investigate formal complaints, emphasizing the investigation process, standard of evidence, and sanctions and remedies.

**Commented [JR30]:** There are no significant differences with this revision.

22.1 The classroom or other instructional setting (e.g., studio, laboratory, office hours) presents special issues because academic freedom protects the expression of ideas, even where the idea or its expression is perceived to be mature, controversial, explicit, graphic, or offensive. Nevertheless, conduct that would otherwise constitute a violation of this policy will not be exempt merely because it occurs in an instructional setting. Rather, the investigation will consider the legitimate pedagogical context and will take into account discipline-specific guidelines for professional practice as defined by the appropriate educational unit.

22.2 Accordingly, broad deference is given if the conduct that was the basis for the complaint occurred in an instructional context. When there is a legitimate pedagogical basis, the presentation or discussion of sexual topics that are mature, controversial, graphic, or explicit shall not be considered sexual harassment even if some persons find these topics subjectively offensive.

### **Section 23: Reasonable Accommodations for Persons with Disabilities**

23.1 Any persons living with a disability involved in the Sexual Harassment and Other Sexual Misconduct Grievance Process have the right to request reasonable accommodation to ensure their full and equal participation. These requests should be made to the Office of Accessibility and Accommodations (OAA). Parties do not have to disclose information about the complaint or charge to request reasonable accommodation, except to the extent that it may assist in determining reasonable accommodations. Accommodations are determined on an individual basis by OAA and are implemented in consultation with the case investigator(s). Examples of reasonable accommodation include sign language interpretation, real-time communication access during hearings, large print documents, extended time to review documents, or assistance with transcribing questions during interviews or hearings.

**Commented [JR31]:** These revisions provide an approach to reasonable accommodations for persons with disabilities involved in the grievance process, emphasizing the right to request accommodations, the request process, individual determination, and specific examples of accommodations.

### **Section 24: Disability Complaint Procedures**

24.1 Marshall University does not discriminate or permit discrimination on the basis of disability in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. The Vice-President for Intercultural and Student Affairs has been designated as the Section 504 Coordinator for students. The Chief Talent Officer/Human Resources Director has been designated the Section 504 Coordinator for employees. Those serving as the Section 504 Coordinator coordinate compliance with the nondiscrimination requirements of Section 504 of the Rehabilitation Act, the Americans with Disabilities Act (ADA), and applicable federal and state regulations.

**Commented [JR32]:** These revisions emphasize the adoption of MUBOG Policy No. GA-3 and the role of the Office of Accessibility and Accommodations in maintaining records.

24.2 Marshall University adopts MUBOG Policy No. GA-3 as its ADA/Section 504 complaint procedures to provide prompt, equitable, and impartial resolution of complaints alleging any action prohibited by the ADA or Section 504. This policy applies to complaints of discrimination or harassment on the basis of disability by staff, faculty, students, or applicants for both University employment and academic admission, vendors, contractors, and third parties.

24.3 These rules will be construed to protect the substantive rights of interested persons, meet appropriate due process standards, and assure that Marshall University complies with the ADA, Section 504, and their implementing regulations.

24.4 The Office of Accessibility and Accommodations will maintain the files and records relating to complaints filed under this policy and other procedures.

Marshall University Office of Accessibility and Accommodations  
Stephanie Ballou, Director  
Prichard Hall, Room 117  
Phone: 304-696-2467



Fax: 304-696-2288  
[wyant2@marshall.edu](mailto:wyant2@marshall.edu)

7.1.1

“

4.1.1

**Deleted:** ¶  
Jurisdiction.¶

**Deleted:** <#>- Jurisdiction for Title IX Complaints.¶  
<#>¶  
<#>The University will address prohibited “Sexual Harassment” in its programs and activities, including locations, events, or circumstances over which the University exercises substantial control over both the Respondent and the Complainant and the context in which the alleged sexual harassment occurs. Locations include buildings owned or controlled by officially recognized student organizations.¶  
<#>¶  
<#>Jurisdiction for Title IX Complaints does not apply if:¶  
<#>the conduct alleged in the formal complaint would not constitute sexual harassment as defined in this policy, even if ...

**Deleted:** <#>Harassment and Sexual Harassment.¶  
<#>¶  
<#>“Harassment” means conduct that creates a hostile environment, as defined below, and is based upon an individual’s race, color, national origin, ancestry, age, physical or mental disability, marital or family status, pregnancy, veteran status, service in the uniformed services (as defined in state and federal law), religion, creed, sex, sexual orientation, genetic information, gender identity, or gender expression. Harassment may ...

**Deleted:** Title IX Sexual Harassment” means conduct on the basis of sex that satisfies one or more of the following:¶  
¶  
An employee of the University conditioning the provision of aid, benefit, or service of the University on an individual’s participation in unwelcome sexual conduct (i.e., *quid pro quo*); or¶  
¶  
Unwelcome conduct determined by a reasonable person ...

**Deleted:** <#>Prohibited Relationships with Students.¶  
<#>¶  
<#>Staff Members, Faculty Members, Instructors, Coaches, or other employees are prohibited from engaging in a consensual relationship with a student whom one may instruct, evaluate, supervise, instruct, advise, or coach.¶  
<#>Where there is a pre-existing consensual relationship, the staff, faculty, instructor, or coach shall forthwith notify one’s immediate supervisor or other appropriate ...

**Deleted:** <#>Disability Complaint Procedures¶  
<#>¶  
<#>Marshall University does not discriminate or permit discrimination on the basis of disability in matters of admissions, employment, housing, or services or in the educational programs or activities it operates. The Vice-President for Intercultural and Student Affairs has been designated as the Section 504 Coordinator for students. The Chief Talent Officer/Human Resources Director has been designated the Section 504 Coordinator for ...

**Marshall University Board of Governors  
Meeting of April 9, 2025**

|                            |  |
|----------------------------|--|
| <b>ITEM:</b>               | Approval of Degree Addition: Bachelor of Science in Data Science   |
| <b>COMMITTEE:</b>          | Academic and Student Affairs Committee   |
| <b>RECOMMENDED ACTION:</b> | <i>Resolved</i> , that the Marshall University Board of Governors approve the Degree Addition: Bachelor of Science in Data Science |
| <b>STAFF MEMBER:</b>       | Avi Mukherjee<br>Provost and Senior Vice President, Academic Affairs   |

**BACKGROUND:**

**Demand for Data Science Professionals**

Studies of top global companies show a rising demand for graduates with expertise in data analytics. The fields of data science and analytics are rapidly growing and will remain in high demand for the next decade and beyond. The National Science Foundation (NSF) highlights data science as an inherently interdisciplinary field, requiring knowledge in statistics, computer science, and mathematics.

**What is Data Science?**

Data science is an evolving discipline that combines scientific methods, analytical techniques, algorithms, and computational systems to extract insights from raw data. It integrates statistics, computer science, and mathematics to analyze information and provide meaningful solutions in various fields, including business, healthcare, and industry.

Data scientists (often referred to as data analysts in professional settings) play a crucial role in:

- Defining key business or research questions.
- Applying techniques such as data mining, machine learning, and predictive modeling to generate insights.
- Enhancing operational efficiency and decision-making across industries by optimizing processes and reducing costs.

**The BSDS Degree Program at Marshall University**

The Bachelor of Science in Data Science (BSDS) program equips students with essential analytical and computational skills to tackle data-driven challenges in business, healthcare, government, and industry. This program complements the recently launched Master of Science in Data Science (MSDS) within the College of Engineering and Computer Sciences, providing a

seamless pathway for advanced study.

### **Benefits of Marshall's BSDS Program?**

- **Strong Interdisciplinary Foundation** – The program leverages expertise from the Department of Computer Sciences and Electrical Engineering and the Department of Mathematics, which offer specialized courses in mathematics and statistics.
- **Comprehensive Curriculum** – The BSDS curriculum includes:
  - Core courses in data science, statistics, and computer science.
  - General education courses to develop critical and analytical thinking skills.
- **Career Readiness** – The program prepares graduates for professional careers in the rapidly expanding data science industry, helping drive technological advancements and research innovations at local and national levels.

### **Conclusion**

The BSDS program at Marshall University provides students with a holistic education in data science, preparing them to meet industry demands and excel in an evolving digital economy. As data science continues to transform businesses and institutions, this program ensures that graduates are well-equipped for impactful careers in this dynamic field.

**Marshall University Board of Governors  
Meeting of April 9, 2025**

|                            |  |
|----------------------------|--|
| <b>ITEM:</b>               | Approval of Degree Addition: Bachelor of Arts in Biological Sciences   |
| <b>COMMITTEE:</b>          | Academic and Student Affairs Committee   |
| <b>RECOMMENDED ACTION:</b> | <i>Resolved</i> , that the Marshall University Board of Governors approve the degree addition of Bachelor of Arts in Biological Sciences |
| <b>STAFF MEMBER:</b>       | Avi Mukherjee<br>Provost and Senior Vice President, Academic Affairs   |

**BACKGROUND:**

Currently, the Department of Biological Sciences in the College of Science offers a B.S. in Biological Sciences, with three areas of emphasis (Cell, Molecular and Medical Biology; Ecology, Evolution, and Organismal Biology; Forensic Biology). The degree currently requires our core biology classes along with calculus, organic chemistry, and physics. This degree is constructed for and primarily targets students who intend to pursue careers in scientific research, technical work, or doctoral level professional degrees (e.g., medical, dental, etc.). The BS ensures that students get the rigorous coursework and other preparation needed to succeed in those paths.

The proposed B.A. in Biological Sciences will be differentiated from the B.S. in that fewer non-biology STEM courses will be required and the number of free elective hours will increase. These changes will appeal to students who have interest in biology-related careers but do not need all of the math, upper-level chemistry, or physics required for the B.S. degree. This subtle shift opens up possibilities to attract students who are interested in fields such as science law/policy; primary, secondary, or college education; scientific writing or journalism; business; and professional schools or biology-related jobs that require fewer STEM courses. Such students will be able to broaden their experience via free electives and/or have far more flexibility to pursue double majors with the proposed B.A. degree.

The department can accommodate the proposed B.A. degree within the existing curriculum. It would not require new courses, and at least for the first years, would not require increased teaching loads for faculty. The B.A. degree is likely to increase enrollment in existing courses. A significant demand for the program will necessitate additional faculty or graduate assistant lines in the future.

We believe the new degree will provide science education for more students and will enhance degree and career pathways (for instance, students double majoring in education and biology or political science and biology). The mission of the BA in Biological Sciences is to:

1. Provide students with a sturdy foundation in biological information, reasoning, and technique.
2. Prepare students for careers in fields that require, or can benefit from, a strong understanding of biology.
3. Encourage rigorous critical thinking, and evaluation of scientific data, information, or marketing.
4. Contribute to the mission of the university and the College of Science by encouraging students to use the skills and knowledge developed in this program to become active and thoughtful members of their community.

If approved, the degree can be offered as early as the fall of 2025.

**Marshall University Board of Governors  
Meeting of April 9, 2025**

**ITEM:** Approval of Degree Addition: Master of Science in  
Library Science

**COMMITTEE:** Academic and Student Affairs Committee

**RECOMMENDED ACTION:** *Resolved*, that the Marshall University Board of Governors  
approve the degree addition of the Master of Science in  
Library Science

**STAFF MEMBER:** Avi Mukherjee  
Provost and Senior Vice President for Academic Affairs

**BACKGROUND:**

The Master of Science in Library Science degree will be the first and only master's degree in library and information science offered in the State of West Virginia and will be a strategic addition to Marshall's graduate degree portfolio.

The external demand study for this degree from Hanover Research indicates there is a strong combination of student interest, demand from employers, and industry demand for this program. Their benchmarking shows most competitors award 50 or more degrees per year and have positive and increasing enrollment trends. The labor market growth rate in the field was 3.8% from 2017-2021, exceeding the 2.9% average for all occupations. The degree completion growth rate in that period was 8.2%, exceeding the 1.4% average over all programs.

This program will be offered as an online/distance program. As the program grows, some classes may also be offered in-person based on demand and teaching capacity. All of the benchmarked comparison programs are offered online, as well. Marshall will repurpose an existing position to hire a director for the program, while existing library faculty will be able to teach a number of the courses. The program will not require significant capital or startup investments.

This program will also strengthen Marshall's partnership to support libraries throughout the state by providing a source of highly qualified librarians.

**Marshall University Board of Governors  
Meeting of April 9, 2025**

**ITEM:** Approval of Degree Addition: Master of Science in Health and Movement Sciences

**COMMITTEE:** Academic and Student Affairs Committee

**RECOMMENDED ACTION:** *Resolved*, that the Marshall University Board of Governors approve the degree addition of the Master of Science in Health and Movement Sciences

**STAFF MEMBER:** Avinandan Mukherjee  
Provost and Senior Vice President for Academic Affairs

**BACKGROUND:**

This is a reorganization of two existing master's programs, the MS in Biomechanics and the MS in Exercise Science. For the purposes of university approval, the reorganization appears as a creation of a new combined program. Because the new program is a combination of existing programs, no other resources are required to offer the new program.

The School of Health and Movement Sciences, formerly the School of Kinesiology, is housed within the College of Health Professions and currently has master's degree programs in Athletic Training, Biomechanics, and Exercise Science. Each of these programs has a common core stemming from the study of kinesiology. This proposal will create a STEM-designated master's degree combining the current Biomechanics and Exercise Science MS degree programs. The MS Athletic Training will remain a standalone degree program due to external accreditation requirements.

The new Health and Movement Sciences degree will offer four majors: Biomechanics, Exercise Physiology, Sport Science, and Strength & Conditioning. The degree will require 36-39 credit hours depending on the major. The new degree program will streamline the current structure of the School of Health and Movement Sciences as well as making it easier for students to move between majors within the degree program while remaining in the same catalog year from when they entered Marshall University.

Enrollment in the combined programs (Biomechanics and Exercise Science) has been modest but steady. The combined program will have a STEM designation (CIP code 26.0908) that will provide additional opportunities for students and increase marketability of the program. The STEM designation will also provide additional opportunities for faculty to apply for external funding, supporting Marshall's R2 designation.

**Marshall University Board of Governors  
Meeting of April 9, 2025**

**ITEM:** Approval of 2024-2025 Academic Program Review  
Recommendations

**COMMITTEE:** Academic and Student Affairs Committee

**RECOMMENDED ACTION:** *Resolved*, that the Marshall University Board of Governors  
approve the 2024-2025 Academic Program Review  
Recommendations

**STAFF MEMBER:** Avi Mukherjee  
Provost and Senior Vice President for Academic Affairs

**BACKGROUND:**

The Office of Academic Affairs recommends the following actions based upon the Academic Program Review of scheduled programs for 2024-2025.

| <b>Undergraduate Degree Programs:<br/>Associate Degree Level</b> | <b>Recommendations</b>   |
|--|--|
| Nursing-ASN  | Continue at current level  |
| Medical Laboratory Technology-AAS                                | Develop or expand the program due to demand <ul style="list-style-type: none"> <li>Add one new faculty member to the Clinical Laboratory Science Department due to expected enrollment growth and curriculum and program development.</li> </ul> |

| <b>Undergraduate Degree Programs:<br/>Baccalaureate Degree Level</b> | <b>Recommendations</b>   |
|--|--|
| Biomedical Engineering-BSBME   | Continue at current level  |
| Civil Engineering-BSCE   | Continue at current level  |
| Communication Disorders-BS   | Continue at current level  |
| Communication Studies-BA   | Continue at current level  |
| Dietetics-BS   | Continue at current level  |
| Electrical and Computer Engineering-BSEE                             | Develop or expand the program due to demand <ul style="list-style-type: none"> <li>Due to increasing demand for graduates in WV, we recommend additional faculty resources and increased marketing for the program.</li> </ul> |
| Engineering-BSE  | Continue at current level  |
| Mechanical Engineering-BSME  | Continue at current level  |
| Medical Imaging-BS   | Continue at current level  |



|                               |  |
|-------------------------------|--|
| Medical Laboratory Science-BS | Develop or expand the program due to demand <ul style="list-style-type: none"> <li>Add one new faculty member to the Clinical Laboratory Science Department due to expected enrollment growth and curriculum and program development.</li> </ul> |
| Nursing-BSN                   | Continue at current level  |
| Respiratory Care-BS           | Continue at current level  |
| Social Work-BSW               | Continue at current level  |

| <b>Graduate Degree Programs: Master's Degree Level</b> | <b>Recommendations</b>   |
|--|--|
| Biomedical Research-MS                                 | Consolidate this program with the MS in Clinical and Translational Science. We recommend that the consolidated program retain the name "MS in Biomedical Research" and consist of three areas of emphasis to include 1) Biomedical Sciences; 2) Data and Clinical Informatics; and 3) Clinical Trials.   |
| Clinical and Translational Science-MS                  | Consolidate this program with the MS in Biomedical Research. We recommend that consolidated program use the name "MS in Biomedical Research" and consist of three areas of emphasis to include 1) Biomedical Sciences; 2) Data and Clinical Informatics; and 3) Clinical Trials.   |
| Communication Disorders-MS                             | Continue at current level  |
| Communication Studies-MA                               | Continue at current level  |
| Dietetics-MS   | Continue at current level  |
| Electrical and Computer Engineering-MSEE               | Consolidate the Electrical and Computer Engineering-MSEE program with the Engineering-MSE program by adding ELECTRICAL AND COMPUTER ENGINEERING as a MAJOR with the Engineering-MSE program.   |
| Engineering-MSE  | Consolidate this program by adding two low enrolled degree programs as majors within this program. This will result in the following configuration for the Engineering-MSE: <ul style="list-style-type: none"> <li>Major 1 = Environmental/Civil Engineering</li> <li>Major 2 = Engineering Management</li> <li>Major 3 = Electrical and Computer Engineering</li> <li>Major 4 = Mechanical Engineering</li> </ul> |
| Mechanical Engineering-MSME                            | Consolidate the Mechanical Engineering-MSME program with the Engineering-MSE program by adding MECHANICAL ENGINEERING as a MAJOR with the Engineering-MSE program.   |

|                         |   |
|-------------------------|---|
| Nursing-MSN             | Continue at current level   |
| Physician Assistant-MMS | <p>Improve the program through advancements in efficiency, quality, productivity, and focus.</p> <ul style="list-style-type: none"> <li>• Achieve full accreditation from the program's accreditor – the Accreditation Review Commission on Education for the Physician Assistant, Inc, (ARC-PA)</li> <li>• Maintain the necessary cadre of faculty, as well as learning and clinical experiences, to maintain full accreditation</li> <li>• Maintain student pass rates on the Physician Assistant National Certifying Examination (PANCE) at or above the national average</li> <li>• Finalize the program director search</li> </ul> |
| Public Health-MPH       | Continue at current level   |
| Social Work-MSW         | Continue at current level   |

|  |                           |
|--|---------------------------|
| <b>Graduate Degree Programs: Doctoral Degree Level</b> | <b>Recommendations</b>    |
| Biomedical Research-PhD                                | Continue at current level |

|  |                           |
|--|---------------------------|
| <b>Graduate Degree Programs: Doctoral Degree Level</b> | <b>Recommendations</b>    |
| Medicine-MD  | Continue at current level |
| Nursing-DNP  | Continue at current level |

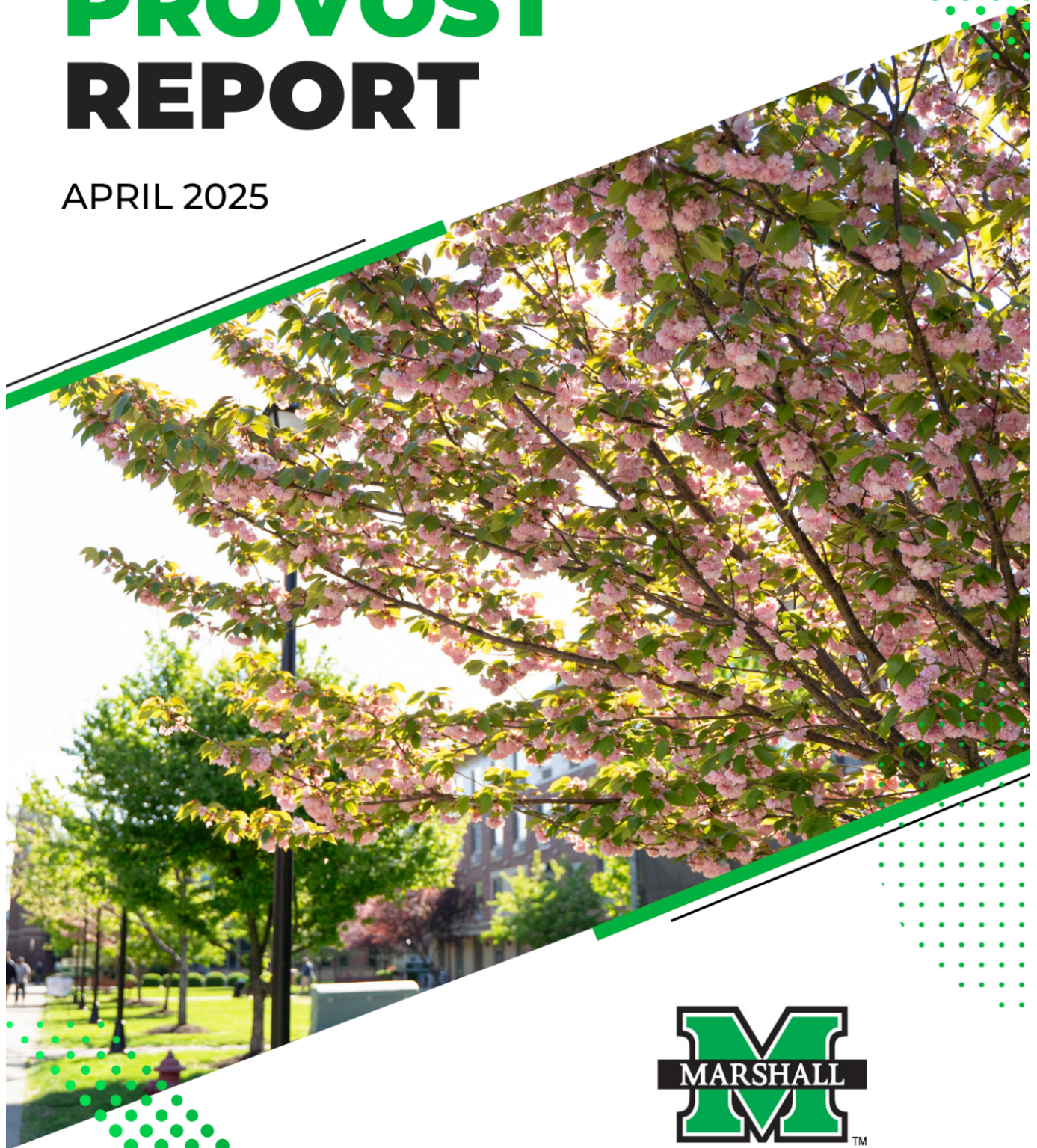
|   |  |
|---|--|
| <b>Post-Master's Certificate Programs</b> | <b>Recommendations</b>                                     |
| Family Nurse Practitioner                 | Continue at current level                                  |
| Nursing Administration                    | Discontinue the program, which currently has no enrollment |
| Nursing Education                         | Discontinue the program, which currently has no enrollment |

### **Additional Recommendation for the College of Engineering and Computer Sciences**

Due to the growth of its academic programs, including the PhD in Engineering in fall 2024, and research in the College of Engineering and Computer Sciences (CECS), we recommend that the university re-evaluate the space allocation for the CECS. Special consideration should be given to the Power Lab in Gullickson Hall, which is currently subject to flooding.

# PROVOST REPORT

APRIL 2025



ACADEMIC AFFAIRS



## A Message from Academic Affairs

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Greetings,

As spring unfolds, we are reminded of the energy and innovation that define our academic community. The spring 2025 semester has been filled with remarkable achievements, and we take great pride in the dedication and excellence demonstrated by our students, faculty, and staff.

On behalf of Academic Affairs, we invite you to join us in celebrating the scholarly and creative accomplishments of our faculty and staff, as well as the outstanding successes of our students and alumni.

### **College of Arts and Media**

- Marie E. Redd, descendant of the Burlington 37 and West Virginia's first African American state senator, spoke at the Carter G. Woodson Lecture on February 19 about their legacy and her historic journey.

### **College of Engineering and Computer Science**

- MUCyber Con 2025 brought together professionals, students, and industry leaders in cybersecurity, with Marshall University President Brad D. Smith delivering the keynote address.

### **College of Education and Professional Development**

- Marshall's one-room schoolhouse was officially listed on the National Schoolhouse Register, recognizing its historical and architectural significance. A commemorative plaque will be installed in June.

### **College of Health Professions**

- A \$100,000 gift established the John A. Sturgeon Nursing Scholarship, providing financial support for nursing students in the College of Health Professions.

### **College of Liberal Arts**

- The Humanities department celebrated its 150th anniversary with a symposium featuring Madeline Miller, NYT bestselling author, and Dr. Suzanne Lye from UNC Chapel Hill. The event included guest lectures, performances, and student presentations.

### **College of Science**

- Marshall's online Criminal Justice program was ranked 20th in the U.S. News & World Report Best Online Program rankings list for 2025, marking a significant achievement in online education.

### **Division of Aviation**

- Marshall University Aviation joined the FAA UAS Center of Excellence and will now train first responders in emergency response and disaster relief using UAS technology.



### **Lewis College of Business**

- Marshall University's online business programs earned national recognition, ranking in three categories: Undergraduate Business (#79), Graduate Business (#93), and MBA (#163).

### **School of Pharmacy**

- The School of Pharmacy hosted Spring Preview Day on March 7, allowing prospective students to experience hands-on learning, tour facilities, and explore career opportunities in pharmacy.

### **University Libraries**

- Marshall University Libraries launched the Digital Scholarship Center, providing cutting-edge resources for data visualization, digital humanities, and research support, enhancing student and faculty innovation.

Beyond the achievements of our academic units, our student support services and programs have been instrumental in enriching the educational experience and promoting personal and academic growth.

### **Student Affairs**

- Counseling Center Growth: Conducted 1,601 counseling appointments between January and February 2025, with 113 psychiatric sessions provided in collaboration with Marshall Health.
- Community Service Platform Launch: Successfully developed and launched a new community service platform in partnership with MU IT and Salesforce, enhancing volunteer opportunities and engagement.

### **Online Education**

- Record-Breaking Enrollment: Achieved a 22.4% increase in online student enrollment, reaching 1,581 students—the highest in Marshall Online history.
- National Recognition: Marshall Online programs in Criminal Justice, Undergraduate Business, Graduate Business, and MBA earned U.S. News & World Report Best Online Program rankings for 2025.

With the momentum we've built this semester, we look forward to continuing our journey of growth and discovery in the months ahead.

Sincerely,



*Avinandan Mukherjee*

Avinandan (Avi) Mukherjee, Ph.D.  
Provost & Senior Vice President for  
Academic Affairs



*Karen McComas*

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

CONTENTS

---

**COLLEGE OF ARTS AND MEDIA (Dean: Dr. Maria Gindhart) .....6**

    Program Highlights.....6

    Faculty & Staff Achievements.....6

    Student & Alumni Achievements .....6

    Community Engagement .....7

**COLLEGE OF ENGINEERING AND COMPUTER SCIENCE (Dean: Dr. David Dampier) .....8**

    Program Highlights.....8

    Faculty & Staff Achievements.....8

    Student & Alumni Achievements .....9

**COLLEGE OF EDUCATION & PROFESSIONAL DEVELOPMENT (Dean: Dr. Teresa Eagle) .....10**

    Program Highlights.....10

    Faculty & Staff Achievements.....10

    Community Engagement .....11

**COLLEGE OF HEALTH PROFESSIONS (Dean: Dr. Michael Prewitt).....12**

    Program Highlights.....12

    Faculty & Staff Achievements.....12

    Student & Alumni Achievements .....12

    Community Engagement .....12

**COLLEGE OF LIBERAL ARTS (Dean: Dr. Robert Bookwalter) .....14**

    Program Highlights.....14

    Faculty & Staff Achievements.....14

    Student & Alumni Achievements .....14

    Community Engagement .....15

**COLLEGE OF SCIENCE (Dean: Dr. Wesley Stites).....16**

    Program Highlights.....16

    Faculty & Staff Achievements.....16

    Student & Alumni Achievements .....16

    Community Engagement .....17

**DIVISION OF AVIATION (Chief Aviation Officer: Mr. Bill Noe) .....18**

    Program Highlights.....18

|  |           |
|--|-----------|
| Community Engagement .....   | 18        |
| <b>LEWIS COLLEGE OF BUSINESS (Interim Dean: Dr. Ben Eng) .....</b> | <b>20</b> |
| Program Highlights.....  | 20        |
| Faculty & Staff Achievements.....                                  | 20        |
| Student & Alumni Achievements .....                                | 20        |
| Community Engagement .....   | 21        |
| <b>SCHOOL OF PHARMACY (Dean: Dr. Eric Blough) .....</b>            | <b>22</b> |
| Program Highlights.....  | 22        |
| Faculty & Staff Achievements.....                                  | 22        |
| Student & Alumni Achievements .....                                | 22        |
| Community Engagement .....   | 23        |
| <b>UNIVERSITY LIBRARIES (Dean: Dr. Monica Brooks) .....</b>        | <b>24</b> |
| Program Highlights.....  | 24        |
| Staff Achievements.....  | 24        |
| <b>STUDENT AFFAIRS (Vice President: Dr. Marcie Simms) .....</b>    | <b>25</b> |
| Program Highlights.....  | 25        |
| <b>ONLINE EDUCATION (Director: Dr. Julia Spears).....</b>          | <b>27</b> |
| Program Highlights.....  | 27        |
| Staff Achievements.....  | 27        |
| Collaborations & Partnerships.....                                 | 27        |
| Community Engagement .....   | 28        |

### PROGRAM HIGHLIGHTS

- Former West Virginia State Senator Marie E. Redd spoke at the Carter G. Woodson Lecture on February 19 at the Memorial Student Center. Redd is a descendant of the Burlington 37, a group of former enslaved people who were freed and relocated to Burlington, Ohio. Redd's presentation focused on how the Burlington 37 formed the first free-black community west of the Alleghany Mountains in 1849. In 1998, Redd became the first African American elected to the West Virginia State Senate and the first female state senator elected from Cabell and Wayne counties.

### FACULTY & STAFF ACHIEVEMENTS

#### *School of Art & Design*

- Dr. Heather Stark helped organize, jury, and curate the Marshall University Libraries Spring 2025 art exhibition, "Appalachian Innovation: Crafting the Future."
- Sarah McDermott was awarded a John Marshall Scholar Faculty Award for Fall 2025
- Dr. Tacie Jones was awarded a John Marshall Scholar Faculty Award for Summer 2025.

#### *School of Journalism & Mass Communications*

- Director Rob Quicke's *Finding Your Voice in Radio, Audio, and Podcast Production* won the 2025 Textbook Award from the Broadcast Education Association.

#### *School of Music*

- Drs. Alex Malaimare, Solen Dikener, and YooBin Lee performed a String Trio Concert on February 9 at the Jomie Jazz Center.
- Dr. Brianna Nannen and Sean Price performed the "The Jason Robert Brown Songbook" at Redemption Church in Huntington on February 10.
- Drs. Carline Waugh and Johan Botes, "Poets and Portraits: An Exploration of the African American Experience Through Song," February 16, 2025, First Baptist Church. Carline Waugh, a soprano and professor of voice, and Johan Botes, a professor of piano

#### *School of Theatre*

- Leah Turley was selected for a four-year term as Vice-President of the West Virginia Theatre Association (WVTA). Logan Reagan was selected for a second term as Treasurer of the WVTA.

### STUDENT & ALUMNI ACHIEVEMENTS

- BFA Visual Art student Karson Echard won the Marshall University Black History Month poster contest on the theme of "African Americans and Labor."
- BFA Alumni Josh Perry was accepted into Leslie University's Studio Art MFA program.
- Junior Theatre major George Kinley was awarded Outstanding Technique/Craft at this year's Kennedy Center American College Theatre Festival Region 2 Festival for his performance as Torvald in *A Doll's House*.



- BFA Visual Art student Leah Teasdale was a recipient of the Undergraduate Creative Discovery & Research Award for Spring 2025.
- Evan Heuermann (MA, Music) was a recipient of the Graduate Creative Discovery & Research Award for Spring 2025.

#### COMMUNITY ENGAGEMENT

- The High School Honor Band Festival was held February 19-21.
- The 56<sup>th</sup> Annual Winter Jazz Festival with guest artist David Smith was held February 26-28.
- The School of Theatre and Dance presented the play *Sylvia* by AR Gurney at the Francis-Booth Experimental Theatre, February 19-22. The play was directed by Leah Turley, with set design by Logan Reagan, lighting design by Lang Reynolds, and costumes by graduating senior, Kristen Scites, as her capstone project.

# COLLEGE OF ENGINEERING AND COMPUTER SCIENCE (DEAN: DR. DAVID DAMPIER)

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## PROGRAM HIGHLIGHTS

- MUCyber Con 2025 was held March 26-28, 2025, at the Memorial Student Center. The event brought together professionals, students, and industry leaders specializing in cybersecurity, cyber forensics, and open-source intelligence. The conference provided attendees with critical insights into the latest trends and challenges in cybersecurity. Marshall University President Brad D. Smith gave the keynote address.

## FACULTY & STAFF ACHIEVEMENTS

- Dr. Paulus Wahjudi and Alex Royal received \$1,499,903.00 from the Department of Education for the continuation of the WV Cyber Security Center for Critical Infrastructure. The grant will be funded through 2027. Dr. Paulus Wahjudi is Chair of the Department of Computer Sciences and Electrical Engineering. Alex Royal is the Executive Director of the Institute of Cyber Security at Marshall.
- Drs. Haroon Malik and Yousef Fazea received a grant for \$387,774 (2025–2027) from the National Science Foundation (NSF) 23-601 Research Experiences for Undergraduates program. The grant will fund their project, “REU Site: Undergraduate Research in Data Analytics (URDA).” Dr. Haroon Malik is an associate professor in the Department of Computer Sciences and Electrical Engineering and Director of Global Engagement Initiatives in CECS. Dr. Yousef Fazea is an assistant professor in the Department of Computer Sciences and Electrical Engineering.
- Dr. Yousef Fazea was co-editor with Drs. Faisal Saeed and Fathey Mohammed for the book, *Advances in Intelligent Computing Techniques and Applications: Intelligent Systems, Intelligent Health Informatics, Intelligent Big Data Analytics and Smart Computing, Volume 1*, 2024. The book is part of Springer’s book series, *Lecture Notes on Data Engineering and Communications Technologies*, 2024. Dr. Fazea is an assistant professor in the Department of Computer Sciences and Electrical Engineering at Marshall. Dr. Saeed is a faculty member at Birmingham City University, U.K. Dr. Mohammed is a faculty member at Sunway University in Malaysia.
- Gao, J., J. Lee, Y. Hu, C. Liu, and **P. Zhu**, “SwarmCVT: Centroidal Voronoi Tessellation-Based Path Planning for Very-Large-Scale Robotics,” American Control Conference (ACC), Denver, CO, 2025. Dr. Pingping Zhu is an assistant professor in the Department of Computer Sciences and Electrical Engineering. James Gao and Jacob Lee are graduate and undergraduate students, respectively, in the CSEE department working with Dr. Zhu. Dr. Chang Liu is an assistant professor at Peking University in China. Yunze Hu is a Ph.D. student working with Dr. Liu.
- Dr. Henry Collier’s paper, “AI in Social Engineering-the Next Generation of Offensive Cyber Operations,” will be published in the conference proceedings of the 2025 European Conference on Cyber Warfare and Security in Kaiserslautern, Germany. Dr. Collier is an associate clinical professor in the Department of Computer Sciences and Electrical Engineering.
- **Venkatesan, K.**, S. Srinivasan, S. Devendiran, K. Savanthari, P. Arumugam, and S. Mukerjee, “Insights into Multifarious Heteroatom-doped/enriched Carbon-based Materials: Synthesis and Supercapacitor Applications–A Crucial Review,” *Progress in Materials Science*, 2025. This work is a collaboration between post-doctoral researcher Dr. Kirankumar Venkatesan in Marshall’s Battery Research Institute and colleagues from Northeastern University in Boston, MA and Anna University in Chennai, India.

- Dr. Mehmet Kosa, assistant professor in the Computer Sciences and Electrical Engineering department, received a John Marshall Scholar Award for Summer 2025.

#### STUDENT & ALUMNI ACHIEVEMENTS

- **Gao, J., J. Lee, Y. Hu, C. Liu, and P. Zhu**, "SwarmCVT: Centroidal Voronoi Tessellation-Based Path Planning for Very-Large-Scale Robotics," American Control Conference (ACC), Denver, CO, 2025. Dr. Pingping Zhu is an Assistant Professor in the Department of Computer Sciences and Electrical Engineering. James Gao and Jacob Lee are graduate and undergraduate students, respectively, in the CSEE department working with Dr. Zhu. Dr. Chang Liu is an assistant professor at Peking University in China. Yunze Hu is a Ph.D. student working with Dr. Liu.
- Samantha Cogar received a scholarship to attend the 2025 World of Modular Construction Conference in Las Vegas, Nevada on April 7-10. The \$1,500 scholarship covers registration and travel costs. Samantha is a graduate student in the M.S.E. program in Engineering Management.
- CECS students Lizana Imran, Connor Stonestreet, and Samuel Sutphin were awarded Undergraduate Creative Discovery and Research Awards for Spring 2025.
- CECS students Anastasiia Sukhanova and David Warner were awarded Graduate Creative Discovery and Research Awards for Spring 2025.

## COLLEGE OF EDUCATION & PROFESSIONAL DEVELOPMENT (DEAN: DR. TERESA EAGLE)

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### PROGRAM HIGHLIGHTS

- The one-room schoolhouse on Marshall's campus has been officially listed on the National Schoolhouse Register. The school was built circa 1888 and served the community of Glenwood, WV located along the Mason-Cabell County line. The schoolhouse was relocated to Marshall's campus in 1995. It now holds a distinguished place in the Country School Association of America (CSAA) National Schoolhouse Registry Program. This honor recognizes school buildings that contribute in some positive way to the appreciation and understanding of the country school experience and their unique architectural and historical heritage. A plaque honoring the one-room schoolhouse will be installed during a special ceremony in June.
- Dr. Jerry Dooley in the Counseling Department is the driving force behind the monthly "All Things Clinical" newsletter, a resource-packed update featuring important dates, training opportunities, and insightful articles to keep everyone informed and engaged. Dr. Dooley has worked diligently with the Design Center team to develop an in-house platform that will allow students to track their clinical hours efficiently—an innovative tool that is set to launch soon as a pilot program.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Kari Mika-Lude, Counseling Department, presented "CODE GREY: Finding Calm in the Chaos" at the WV Crisis Intervention Summits (CIT) in Weston on January 31 and Winfield on February 7. The presentation focused on first responder wellness/resilience, PTSD recovery, suicide prevention, and how leadership and staff can cultivate a trauma-informed and resilience-focused workplace.
- Dr. Lori Ellison, Counseling Department, was invited to speak for the fourth year in a row at the WV Social Work Conference on Counseling Ethics in April. Dr. Ellison, a Licensed Professional Counselor and Approved Licensed Professional Counselor Supervisor, provides training to individuals at the conference who need to fulfill the LPC ethics requirements. There are many clinicians in the state who are dually licensed as both LPC and LICSW who need ethics CEUs to maintain both licenses.
- Dr. Huanshu Yuan, Curriculum and Instruction Department, presented three research papers at the 2025 Eastern Educational Research Association (EERA) Annual Conference in February. Dr. Yuan also served as the conference proposal reviewer for AERA, CIES, TESOL International Convention, and NASPA annual conferences.
- Dr. Andy Stringfellow, Curriculum, Instruction and Foundations department, co-authored the article, "The development of an 'Engagement in Physical Education' scale" in *Frontiers in Sports and Active Living*, November 2024.
- Dr. Debra Lockwood, Associate Dean of the South Charleston campus, and Dr. Jeremy Lopuch from Winthrop University gave their presentation, "Evaluate the Depth and Breadth of Teacher Candidate Knowledge Using Concept Maps," at the American Council on Rural Special Education Annual Conference in Virginia Beach, Virginia.
- Dr. Jill Minor, Counseling department, was a recipient of a John Marshall Scholar Award for Summer 2025.
- Drs. Sandra Stroebel and Lanai Jennings in the School Psychology department presented at the National Association of School Psychologists (NASP) Annual Convention in Seattle.

## COMMUNITY ENGAGEMENT

- Dr. Kari Mika-Lude secured funding from Cabell County Emergency Medical Services to receive “train the trainer” (ToT) certification in High Adversity Resilience training. Once certified, Dr. Mika-Lude will begin implementing the HART program within CCEMS and for other first responder organizations across the state.

### PROGRAM HIGHLIGHTS

- The Marshall University Foundation announced a gift of \$100,000 to establish the John A. Sturgeon Nursing Scholarship. This scholarship is generously endowed by John A. Sturgeon who attended Marshall University in the fall of 1963. The scholarship recipient will be a full-time student majoring in nursing in the College of Health Professions who has financial need. The award will be renewable up to four years, or eight semesters, if the recipient maintains good academic standing of a 2.5 GPA or higher.
- The Marshall University Speech and Hearing Center (MUSHC), working with the Huntington Scottish Rite Foundation, received a \$25,000 grant from the Tri-State Doctor's Care of Cabell County to expand the center's pediatric feeding and swallowing therapy services. This funding has enabled the center to launch structured feeding groups and reinstate its multidisciplinary feeding clinic, ensuring that children with feeding disorders receive the comprehensive, specialized care they need.
- The Marshall University Foundation announced a gift of \$100,000 to establish the Mark S. Taylor Memorial Scholarship for students in the School of Physical Therapy. This scholarship is generously endowed by Sally B. Oxley in memory of Mark Taylor, who died in 2021. Mark graduated from Marshall University in 1977 with a bachelor's degree in physical education and received his master's degree in physical therapy from West Virginia University in 1982. He was inducted into the Marshall University Sports Medicine Hall of Fame in 2006. Mark was a physical therapist and dedicated member of the Huntington Physical Therapy professional staff for 38 years. The scholarship recipient will be a graduate student in the School of Therapy who is a resident of West Virginia. Preference will be given to residents of Cabell and Wayne counties who have financial need. The award will be renewable for up to two years, or four semesters, if the recipient maintains good academic standing of a 3.5 GPA or higher.

### FACULTY & STAFF ACHIEVEMENTS

- Faculty from the School of Health and Movement Sciences (formerly the School of Kinesiology), the Department of Nutrition and Dietetics, and the Department of Health Sciences gave presentations for students in the MU Aviation program to kick off a start to Aviation Wellness. The event was well received, and more formal collaboration is already being discussed. Over 125 aviation students attended.
- Dr. Jim Harris, assistant professor of Social Work, was a featured speaker at the 2025 Marshall U TedX event.

### STUDENT & ALUMNI ACHIEVEMENTS

- DPT students Kristen Spearen, Matthew Bauman, Will Callihan, Jake Durham, Bryce Welch, Taylor De Adder, Allie Taylor, Maddie Summers, Alexa Craft, Amy Herron, and six faculty members presented their research the American Physical Therapy Association (APTA) Combined Section Meeting in Houston, TX.

### COMMUNITY ENGAGEMENT

- School of Physical Therapy students and faculty provided balance/fall and MSK screenings as part of a more comprehensive multi-disciplinary healthcare screen at the Marshall Medical Outreach clinic at the Huntington City Mission in February. Students also collected over 470 items for the Huntington City Mission.

- Nutrition and Dietetics department staff visited Barboursville Elementary, Explorer Academy, and Spring Hill Elementary to teach students about good nutrition and provided them with delicious smoothies.

### PROGRAM HIGHLIGHTS

- The Humanities department celebrated their 150<sup>th</sup> anniversary with a symposium on March 6 and 7. The symposium theme was “Goddess at the Crossing Place” and the event featured guest speakers, paper presentations, dance and art performances, as well as a poster session for undergraduate students. Featured speakers included Dr. Suzanne Lye from UNC Chapel Hill, the 2025 Schmidlapp lecturer, and Madeline Miller, *NY Times* bestselling author of *Circe* and *Song of Achilles*.
- The Thundering Word Speech and Debate team hosted the John Marshall High School Speech and Debate Tournament on February 21 and 22. Eleven regional schools and 128 high school competitors were on Marshall’s campus for the two-day event which is held annually.
- The Film Studies Program and the English Department held a Student Film Festival in February. Twenty-seven films by Marshall students and alumni were screened and reviewed. Harrison McGinnis’ film “Door’s Unlocked” took Best of Festival. Harrison is a December 2024 graduate of the English MA program.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Richard G. Jones, Jr., Chair of Communication Studies, is serving as the inaugural faculty program director for the new grant-funded HerdWork Humanities program. The program provides students access to paid internships. HerdWork will change the lives of humanities majors who often must make the impossible choice between accepting an unpaid internship or working part-time to survive and pay for school. These students will be placed with regional non-profits which will strengthen the organizations and our communities.
- Dr. Boniface Noyongoyo, associate professor of Sociology, is one of two translators for Pauline Tarnowsky’s *Les Femmes Homicides Part I*, recently published by Routledge. The volume, edited by Lin Huff-Corzine and Kayla Toohy, was translated from French by Toohy and Dr. Noyongoyo.
- English instructor Rajia Hassib was a featured speaker at the March 8 TedX event on campus. Rajia is the author of *In the Language of Miracles* (2015) and *A Pure Heart* (2019) and has published her work in *The New York Times Book Review*, *The New Yorker Online*, and *Literary Hub*. Rajia shared her experience as an immigrant during her TedX talk. She explained that immigrants succeed in new lands when they actively embrace discomfort and unfamiliar tasks and interactions.

### STUDENT & ALUMNI ACHIEVEMENTS

- COLA students Hannah Moore and Rafael Alfonso were featured in Marshall’s TedX event on March 8. Hannah Moore is a third year PsyD student and supervised psychologist at the Cabell Huntington Hospital Counseling Center. Hannah spoke about the problems associated with separating mental and physical health and advocated for a more holistic approach to health diagnoses and treatments. Rafael Alfonso, a double major in Creative Writing and Computer Science, shared his experiences crossing borders. He discussed how immersing yourself in new cultures and traveling to new places allows us to grow by embracing uncertainty and discomfort. Rafael is a Yeager scholar who was recently named a semi-finalist for the Fulbright Open Study Research Award.



- Mackenzie New Walker, a 2018 History and Political Science graduate, has served as Executive Director of the West Virginia Mine Wars Museum since earning her bachelor's degree at Marshall. She recently joined her husband Jordan to open a new location of his business, now known as 8th Street Barbershop in downtown Huntington.
- Carrie Linker, a 2009 graduate in Communication Studies and English, was recently promoted to Human Resources Business Partner at Sogeti in Cincinnati, OH. Carrie previously worked at MCTC and served in sales and human resources at Macy's before joining Sogeti 7 years ago.
- Marissa Dillon, a 2011 graduate in English and Secondary Education, is currently an AP English teacher at Huntington High School. Marissa earned the Stephen L. Fisher Award for Excellence in Teaching, K-12, from the Appalachian Studies Association. The award and cash prize were presented at the ASA conference in March.

## COMMUNITY ENGAGEMENT

- Faculty and students from the Humanities department had a successful trip to the WV Junior Classical League convention, the annual meeting of high school Latin students. Two faculty members and students Abby Parks, Anna Spagna, Kay Steele, Aurora Porter, Devyn Samples, Lio Frye, Gracie Bumgarner, and Mia Crookshanks helped run the Certamen, a culture and language competition. Our students put on an adaptation of scenes from Ovid's *Metamorphoses* and advised the high school attendees about Marshall, the Humanities department, and college life in general.
- Graduate students in Communication Studies 680: Grant Writing for Nonprofits have submitted grant proposals for Coalfield Development, Branches Women's Shelter, Dress for Success, the Huntington City Mission, and the Tri-State Literacy Council.

### PROGRAM HIGHLIGHTS

- Marshall's online Criminal Justice program was ranked 20<sup>th</sup> in the *U.S. News & World Report* Best Online Program rankings list for 2025.

### FACULTY & STAFF ACHIEVEMENTS

#### *Chemistry*

- The article "An evaluation of the cannabinoid content of the liquid and thermal degradation analysis of cannabis-labeled vape liquids," written by Dr. Rosalynn Quinones (Chemistry), Dr. Lauren Waugh (Forensic Science), and two graduate students, was chosen by the editors of the *Journal of Forensic Science* as a Noteworthy Article for 2024. Their article was one of just 13 articles chosen and featured in a special 2024 Noteworthy Articles collection on the homepage of the *Journal of Forensic Science* website. The article was also featured at the 2025 American Academy of Forensic Sciences Annual Scientific Conference in Baltimore, MD.
- Dr. Yongick Kim received a NASA Faculty Research and Travel Award for his project, "Investigating the Cyanobacterial Circadian Clock System in Cyanothecae."

#### *Natural Resources and Earth Sciences*

- Dr. Aley El-Shazly co-authored the paper "Orthoamphibole – Chlorite schists from the Little Pine Garnet Mine, Southern Appalachians: Chemical controls, P-T evolution and tectonic implications" *Lithos*, February 2025.
- Dr. Autumn Starcher-Patton led the development of promotional materials for the Specialty Agriculture major and her USDA-funded agriculture and natural resources (ANR) workforce development research initiative. This effort included organizing photo shoots featuring students, faculty, and staff at key locations such as the University Heights Composting Facility and the College of Science Greenhouse. These materials will be showcased at the upcoming West Virginia Small Farms Conference.

#### *Mathematics and Physics*

- Dr. Tom Cuchta was named an Associate Editor for the Mathematical Association of America's *The College Mathematics Journal*.
- Dr. Cuchta also organized a special session on "Generalized Derivatives: Analysis on Time Scales, Fractional Calculus, Difference Equations, and Others" and gave two talks at the Joint Mathematics Meeting in January.
- Dr. Aleksandra Sobieska is a co-author of the article "Minimal free resolutions of numerical semigroup algebras via Apéry specialization." *Pacific Journal of Mathematics*, February 2025.
- Dr. Maria Hamilton is a contributor to the *Multidisciplinary Science in the Multimessenger Era*, a white paper as a product of the Third Time-Domain And Multimessenger Astrophysics workshop.

### STUDENT & ALUMNI ACHIEVEMENTS

- Anna Perella, a senior majoring in Geology and Biological Sciences, was named a semi-finalist for the Fulbright Open Study/Research Award for her proposed paleontology study in Argentina, where she plans to collaborate with researchers on dig sites and in museums and laboratories.

- Undergraduate math student Richard Williams was awarded a NASA WV Space Grant for his project "Numerical Solutions to the Heat Equations on Time Scales," which will be supervised by Dr. Tom Cuchta.
- Soren Tyree received a WV NASA Student Fellowship in the amount of \$1,700. Soren is a double major in Biological Science and Chemical Sciences and has been admitted to the Ph.D. program in Biochemistry at Ohio State University.
- Biochemistry major Eugene Kim received a Creative Discovery and Research Award for Spring 2025. He will conduct research with mentorship from Dr. Yongick Kim.
- Geology graduate student Alyssa Long and undergraduate students Anna Perella and Jackson Cogar along with Dr. Aley El-Shazly presented a poster of their research abstract at the Geological Society of America Southeastern Section Meeting in March. Their poster was entitled, "REEY Content of Shales, Fireclays, Carbonate nodules, and Tonsteins Associated with Pennsylvanian Aged Coal Beds in Western West Virginia: Potential Sources."

## COMMUNITY ENGAGEMENT

- The MU Astronomy Club and Society of Physics Students visited kindergarten and second-grade classes at Our Lady of Fatima Elementary School in Huntington. The students in the classes got the chance to observe terrestrial objects through a telescope and witness the conservation of linear momentum via ethanol-powered rockets.
- Dr. Autumn Starcher-Patton was appointed to the Board of Directors of the Huntington Children's Museum in January 2025. Dr. Starcher-Patton contributes to the strategic direction and governance of the museum, which is dedicated to fostering children's curiosity and learning through interactive play.
- Dr. Starcher-Patton also serves as the faculty advisor for The Crop Circle, Marshall's student agriculture organization. Under her guidance, the club has launched several community-based agriculture and environmental education initiatives, strengthening student engagement and outreach. One initiative is a Greenhouse Garden Education Program at Cammack Children's Center where club members are piloting a hands-on greenhouse gardening program for 10 students this spring. The project will provide students with practical experience in plant care and food production. Upon successful implementation of the pilot phase, additional dorms will be added to the project, supporting up to 35 students in total. Another initiative is a Pollinator Garden Project with Huntington Children's Museum. The club is collaborating with the museum to design, fundraise, and construct a pollinator garden in their parking lot landscaping.

### PROGRAM HIGHLIGHTS

- Marshall University recently joined twelve of the country's premier UAS training universities in the FAA UAS Center of Excellence. In this role, Marshall Aviation will now train first responder units from West Virginia and other states to effectively incorporate UAS in their emergency response protocol and disaster relief. Instructors Brandon Laughton, Michael Wilcoxon, and Aaron Bolen received FEMA "train the trainer" certification at Sinclair Community College in March. Marshall Aviation's first training offering for this certification will take place in May.
- Marshall University Aviation recently signed a lease agreement with Greenbrier Valley Regional Airport to begin flight training operations effective immediately. This is in response to the strong community interest in Aviation's training programs and repeated requests to support flight training in Greenbrier County. The flight training will be for graduating high school students, adults who would like to change careers, and local pilots who would like to improve their skills. This additional satellite supports Marshall University Aviation's mission to provide line of sight opportunities to the citizens of West Virginia and the surrounding areas. The team hosted a Meet and Greet session for the community at the airport on March 1.
- All Marshall Aviation students and team members attended a safety stand-down hosted by the Marshall University College of Health Professions on February 28. Six COHP professors presented sessions on how health, wellness, nutrition, exercise, and sleep impact pilot performance. Dr. Gary McIlvain talked to students about graduate degrees and undergraduate minors that complement the Professional Pilot degree program. The session included a group lecture and activities in each area. A pre-event survey completed by students ensured that all requested topics receive coverage. This stand down is timely, as the FAA recently addressed the role of health and wellness in pilot decision making and execution.
- Marshall Aviation submitted its final curriculum plan to the Federal Aviation Administration regional office on the intent to offer FAA dispatcher training. The National Business Aviation Association (NBAA) noted the upcoming unprecedented need for dispatchers in the airline and business segments of aviation in its 2024 industry summary. Marshall's dispatcher courses will evolve as microcredentials and as part of a degree program. This curriculum approval phase is the final FAA approval needed to begin training. The roll out for the dispatcher training is planned for summer 2025 with evening classes for certification.

### COMMUNITY ENGAGEMENT

- The Bill Noe Flight School will host the Marshall University ROTC Thundering Herd Battalion for its 2025 Annual Military Ball. Over one hundred cadets, alumni, and guests are expected to attend this prestigious annual event on April 25. Ten flight school student ambassadors will assist with the planning and execution of the ball and provide tours and simulator experiences for the cadets and their guests. This marks the first collaboration between Marshall University Aviation and the Thundering Herd Battalion as the two begin strategic collaboration to offer unique opportunities for those in flight school or ROTC.
- Marshall University and Potomac State College in Cumberland, WV are moving forward with plans to stand up a satellite training facility for Airplane Maintenance Technicians at the Cumberland Regional Airport. The program offers both FAA certification and degree options for those in the northern West Virginia panhandle. The program is an example of Marshall University's cooperation with universities across WV to bring industry needed training to all parts of our state.

- Marshall University and the WV Department of Tourism continue discussions with Breeze Airways to bring flight attendant training to WV. As part of an expanded partnership with WV, Breeze would commit to training a percentage of their flight attendants with Marshall University while also providing career placement for local citizens interested in entering this exciting and rewarding career. The training program will incorporate Bridge Valley Community and Technical College degree offerings integrated in the flight attendant training.

### PROGRAM HIGHLIGHTS

- In January, Marshall University's degree-granting distance-education programs earned “Best” status as a result of their high Best Online Programs rankings in 4 categories. The Lewis College of Business was awarded in three of the four rankings: Undergraduate Business (#79), Graduate Business (#93), and MBA (#163).
- In February, the Health Informatics program achieved 14<sup>th</sup> place in the US in Intelligent.com's Best 25 Accredited Master's in Health Informatics Degree Programs of 2025. The program is placed just behind esteemed Ivy League institutions.
- The Lewis College of Business recently received the honor of being ranked in the TFE Times 2025 Best MBA Programs in the United States, placing 207<sup>th</sup> of 239.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. George Lu, assistant professor of Accounting, was named a John Marshall Scholar for Summer 2025. The award supports faculty in producing significant scholarly or creative work. Dr. Lu is currently co-authoring a study on the Tax Cuts and Jobs Act of 2017, analyzing its impact on community banks and small business lending. He emphasized the importance of small businesses to the U.S. economy, particularly in states like West Virginia. Dr. Lu was also recently named the inaugural Hedrick Endowed Assistant Professor of Accounting.
- Dr. Yi Duan, associate professor of Economics, co-authored the paper, "Does Preschool Television Exposure Affect Mental Health? Evidence from China" published in the *Journal of Economic Behavior and Organization* in January 2025.
- Dr. Don Capener, professor of Management, co-authored the article, "When Economic Prowess Is a Liability—Unpredictable Black Swan Events Such as the Financial Crisis and COVID-19 Pandemic Disrupt Hotel Value Dynamics" published in *The American Journal of Economics and Sociology* in January 2025.
- Dr. Ralph McKinney, associate professor of Management, co-authored the article "Creating Accessible Environments for People with Disabilities" published in *Sage Business Cases*, January 2025.
- The American Health Law Association (AHLA) selected Jenna Misiti as the recipient of the 2025 Excellence in Adjunct Teaching Award, recognizing her outstanding contributions to health law and policy education at Marshall University.

### STUDENT & ALUMNI ACHIEVEMENTS

- Myah Boze, a Marketing minor, received the title of West Virginia State Champion for her outstanding score on the Microsoft Excel (Microsoft 365 Apps) exam in January. Myah will represent West Virginia at Certipoint's 2025 Microsoft Office Specialist U.S. National Championship in Dallas, Texas, in June. She will compete against top students nationwide for scholarships, prizes, and the chance to advance to the World Championship.
- Accounting majors Carson Hussell-Davis, Alexis Johnson, Audrey Smith, and Payton Taylor attended the Beta Alpha Psi Regional Meeting in Atlanta, Georgia in February. The theme for the meeting was “Leading with Purpose, Driving Change.” The students presented their “Build a Snowman Project,” which explored ways to support the unhoused during winter. The conference featured a keynote by Lori Kaczynski, SVP at

Graphic Packaging International, and included visits to the Atlanta Aquarium and World of Coca-Cola. The MU chapter of Beta Alpha Psi is supervised by Dr. Amanda Thompson-Abbott.

- James Buskirk (Accounting and Management senior), Isabel Horter (Marketing senior), and Jamison Lewis (1st-year MBA) represented Marshall University at Delta Sigma Pi's 2025 North Central LEAD Provincial Conference in Chicago, IL in February. The conference allows students to network with other students and professionals, while enhancing their business skills. Isabel was honored as Delta Sigma Pi's 2025 East Central Regional Collegian of the Year for her exceptional service to the fraternity over four years. She is the first from Marshall's chapter to receive this prestigious regional award.
- Vinay Penemasta, Healthcare Administration alum, led an FDA-approved research study on gene therapy for AADC, a rare and fatal childhood disease. This groundbreaking treatment is the first-ever gene therapy administered in the brain and the first approved treatment for AADC. Penemasta reflected on the significance of this achievement, crediting Dr. Alberto Coustasse-Hencke for introducing him to clinical research during his time at the South Charleston campus in 2015-2016.

## COMMUNITY ENGAGEMENT

- Beta Alpha Psi, the honor society for students in accounting and finance, hosted its annual networking trivia event. Students and professionals were placed on teams to compete for prizes. To facilitate networking, students were asked to switch tables after each round. This enabled students to network with all the professionals in attendance. The event was well attended by 24 students, 2 faculty members, and 20 professionals representing 10 different businesses.
- Kelly Sowards, Assistant Director of Graduate Programs, traveled with students to Columbus, Ohio, to promote the Master's in Sports Administration program at the Breaking into Sports event hosted by the NHL's Columbus Blue Jackets. The event featured career seminars and a networking fair with industry professionals, including representatives from The Ohio State University, the Cincinnati Reds, and the Cincinnati Bengals, attracting 225 students.
- The Society for Human Resources Management (SHRM) held a food drive to help those in need in February.

### PROGRAM HIGHLIGHTS

- The School of Pharmacy hosted a Spring Preview Day on March 7, 2025, at Stephen J. Kopp Hall. High school and undergraduate college students interested in pursuing pharmacy toured the School of Pharmacy's state-of-the-art facility and met with faculty and staff. Potential students took part in a simulation of the flipped classroom and received hands-on learning in a compounding lab. Students who attended the event were able to get a feel for what it's like being a professional and discovered the many career options in pharmacy. The Spring Preview Day also gives potential students a better understanding of the admissions process.

### FACULTY & STAFF ACHIEVEMENTS

- Dr. Thomas Pile has been chosen as one of five participants for the National Association of Chain Drug Stores (NACDS) Foundation's 2024-2025 Faculty Scholars Program. The 18-month research mentorship program connects faculty members with seasoned research experts, transforming research ideas into published manuscripts through the NACDS Foundation starter grants. Dr. Pile, who serves as the school's associate director of experiential learning, will investigate the relationship between and the impact of continuous glucose monitors and oral diabetes medication compliance among people living with diabetes. Scholars will participate in frequent mentor meetings, small cohort working groups, and an online lecture series. The faculty scholars will present their research projects during the 2025 American Association of Colleges of Pharmacy Annual Meeting in July.
- Dr. Tim Long co-authored and presented three research abstracts at the Mid-Atlantic Microbial Pathogenesis Meeting on February 2, 2025, at Wintergreen Resort, VA.
  - "Extraction of Rhamnolipids from Three Mutants of *Pseudomonas Aeruginosa*"
  - "Rewiring Rhamnolipid Regulation in Genetically Attenuated Strains of *Pseudomonas Aeruginosa*"
  - "A Pilot Efficacy and Safety Study on a Novel Antimicrobial Peptide-based DNA Nanoparticle Pharmaceutical in a Mouse Model of *B. anthracis* Lung Infection"
- Dr. Gayle A Brazeau co-authored the publication "Insights and Questions for Success in a Pharmacy Academic Career," in the *American Journal of Pharmaceutical Education*, Volume 89, Issue 2, February 2025.
- Dr. Gayle Brazeau gave an update as Editor-in-Chief of the *American Journal of Pharmaceutical Education* at the American Association of Colleges of Pharmacy (AACP) Board Meeting on February 13, 2025. The journal is the official scholarly publication of the AACP.
- Dr. Thomas Pile collaborated with Marshall Health preceptor Dr. Brittany Messer on a peer-reviewed publication entitled "Emerging Biomarker for Detecting Cardiometabolic Risk in Community Pharmacies," *US Pharmacist*, February 2025.
- Dr. Boyd Rorabaugh co-authored an article with Dr. Daniel Morgan (Biomedical Sciences, JCESOM), "CB1 receptor coupling to extracellular regulated kinase via multiple Gai/o iso forms." *NeuroReport*, January 2025.

### STUDENT & ALUMNI ACHIEVEMENTS



- Third-year students Carley Carter, Julia Galloway-Fanelli, Dakota Parnell, and Madison Turner were selected as recipients of the 2025-2026 Rural Health Scholarship. The scholarship provides them with clinical rotations in high-priority rural settings as noted by the West Virginia Health Sciences Service Program. The students were selected based on criteria including grade point average, an essay, and interest in rural health care issues. They will complete a minimum of four supervised five-week Advanced Pharmacy Practice Experiences (APPEs) in areas of West Virginia.
- Student pharmacists and faculty attended the 2025 West Virginia Pharmacists Day at the State Capitol. Students performed blood pressure screenings, provided education on immunizations, and met with state legislators to shine a light on topics important to the pharmacy profession and patients served.

## COMMUNITY ENGAGEMENT

- The Rho Chi honor society hosted a winter coat and clothing drive for the children of Spring Hill Elementary. They collected over 70 coats, along with 40 hats and gloves for the students.
- The first-year PharmD class led a donation drive for those affected by the recent flooding in Mingo County, WV and in Eastern Kentucky.

### PROGRAM HIGHLIGHTS

- A new master's degree in Library Science (MLS) was recently approved by the Graduate Council. If the program is approved by the Board of Governors, it will be the first and only MLS program in the state where there is currently a shortage of public librarians among its 170 public libraries and 650+ library workers. This is a significant education and preparation task that the current Librarian of Congress, Dr. Carla Hayden, challenged us to meet! University Libraries have full backing from the WV Library Commission and state association and will provide tuition remission and paid internship opportunities in the future.
- University Libraries hosted HerdCon 2025 at the Memorial Student Center and Drinko Library on March 1. The annual convention is a celebration of pop culture and free to the public. This year's event featured vendors, comics, games, cosplay contests, films, presentations, food trucks, panel discussions, and much more. A Sing Along, a cosplay karaoke party, preceded the convention on Friday, February 28.

### STAFF ACHIEVEMENTS

- Kacy Lovelace, assistant professor, was a recipient of a John Marshall Scholar Faculty Award for Summer 2025 for her project "Art in the Libraries: Expanding MU Libraries' Art Exhibition and Performing Arts Performance Capabilities and Spaces."

## STUDENT AFFAIRS (VICE PRESIDENT: DR. MARCIE SIMMS)

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### PROGRAM HIGHLIGHTS

#### *Vice President's Office*

- A divisional retreat for all staff was held on February 13 with activities including a True Colors personality assessment, Design Thinking training, Engagement Survey presentation, and lunch with the MU Online staff.
- Vice President of Student Affairs Dr. Marcie Simms hosted a virtual and in-person Snacks with Simms events for students.

#### *Office of Accessibility and Accommodations*

- The Office is collaborating with the Cabell-Wayne Association of the Blind, the Teubert Foundation, American Foundation for the Blind, WV School for the Blind, American Printing House for the Blind, and the Children's Vision Rehabilitation Program for a program for blind and low visioned students at Marshall University.
- Director Stephanie Ballou participated in training to help inform new faculty of the services provided by the office to students and the responsibilities of the staff.
- Students registered for academic, housing, and emotional support animal accommodations: 137 freshman, 177 sophomores, 191 juniors, 248 seniors, 69 graduate students (822 total); 50 emotional support animals approved (8 pending).

#### *Community Service & Family Programs*

- The office is collaborating with the Huntington Regional Chamber of Commerce Nonprofit Roundtable by providing volunteer services and partnerships with local nonprofits.
- The office also collaborated with MU IT and Salesforce to develop a community service platform. After multiple test runs, the platform is now ready to launch.

#### *Counseling Center*

- Amy Kennedy-Rickman was hired as the new Marshall Counseling Center Director.
- Data for 1/1/2025 through 2/27/25: 1,601 appointments attended with in person and virtual sessions serving 507 students, 74 involved student crises. There were 113 psychiatric appointments through the Center's partnership with Marshall Health.
- Ryan Majher was a panel member at the "Nourishing Minds: A Holistic Approach to Eating Disorder Recovery" event on campus.
- Ashley Coon is partnering with Marshall Online for a stress management series.

#### *Office of Military and Veteran Affairs*

- New officers were appointed to the Marshall chapter of the Student Veterans of America.
- The computer lab in the Veteran's Lounge has been updated to better serve students.
- The office held a workshop for military connected students in collaboration with the Office of Student Advocacy and Accountability.

### *Women's Center*

- The Women's Center collaborated with MU Dietetics, the Counseling Center, and Pathways Inc. to host an Eating Disorder Awareness Panel.
- The Center collaborated with University Communications and the Title IX Office to host "How to Handle Heartbreak" in recognition of Healthy Relationships Month.
- The Women's Center hosts monthly support groups for survivors of sexual violence, creating safe spaces for healing and connection.
- The Program Coordinator represents the university as a campus liaison at CONTACT of Huntington and as part of the Sexual Assault Response Team, ensuring that the university remains actively involved in critical community and advocacy efforts.

### *Student Life*

- Assistant Dean of Student Life Tiffany Hartman is working with campus partners to oversee the implementation of the Stop Campus Hazing Act.

### *Fraternity & Sorority Life*

- Fraternity and Sorority Life held two recruitment weeks. Each sorority chapter has reached 60 members.
- FSL held risk management training about Title XI, Sober Monitors, and Bystander Intervention Training.

### *Campus Activities Board (CAB)*

- The CAB hosted a themed Paint and Sip event that highlighted the global aspect of music and its purpose.
- The board held 3 community service activities with student groups on campus.
- Over 100 students attended a Murder Mystery event hosted by the CAB during Resident Appreciation Week.

### *Esports*

- The Esports Arena in Drinko Library Room 402 has been officially renamed the Thunderdome, providing more opportunities for students and a new broadcast studio.
- Gaming@MarshallU collaborated with Dr. Rob Quicke and the School of Journalism to secure \$4,000 for new broadcast equipment for the Thunderdome.
- The group held a gaming showcase at HerdCon on March 1 featuring a Marvel Rivals event with prizes. Members also volunteered and assisted with the event setup.
- A Women in Gaming Event was held March 4, 2025.
- The Call of Duty Team ranked 3<sup>rd</sup> in the Southeast Appalachian region, and T-22 in the nation.

### PROGRAM HIGHLIGHTS

- Marshall Online achieved a record-breaking 22.4% increase in online student enrollment, reaching 1,581 students.
- Marshall Online programs in Criminal Justice, Undergraduate Business, Graduate Business, and Master of Business Administration received national recognition in the *U.S. News and World Report* Best Online Program rankings for 2025.
- Ten Durable Skills microcredential courses launched that focus on communication, critical thinking, and emotional awareness. Free enrollment is available for faculty, staff, and students.
- H.O.M.E. Framework certification training is now available in-person and asynchronously. Distance faculty are required to complete certification by December 23, 2025.
- The January 2025 Durable Skills Issue of the MU Online Newsletter featured a video trailer about Durable Skills featuring Marshall subject-matter-experts including President Brad Smith, Brandon Dennison, Alys Smith, Dr. Ben Eng, and Dr. Robin Riner.
- The February 2025 In Sync Issue of the MU Online Newsletter featured resources on synchronous teaching and learning. The issue also included an interview with Modern Languages instructor Anke McCown-Duerr and a T.E.C.I classroom tech tour with MU IT's Ryan Adkins.
- A webpage archive has been created to house all previous issues of the MU Online Newsletter.
- The Design Center responded to 2,017 inquiries from January 1 to February 20, 2025.

### STAFF ACHIEVEMENTS

- Dr. Julia Spears, Assistant Provost of Online Education and Certification, was a key presenter at the UERU National Conference in Washington, DC. She discussed AI and student success alongside leaders from Arizona State University, WGU Labs, University of Michigan, Notre Dame, and Lumen Learning. Dr. Spears also gave a Lightning talk, "Where to Begin? Getting Started with AI in Advising," with Jeff Elliott from Purdue University at the University of Pittsburgh Mentoring and Advising Summit.
- Michelle Morrison, Senior Director of Student Engagement for MU Online, and Dr. Wendi Benson, assistant professor of Psychology, presented on online student engagement strategies, "Beyond the Screen: Cultivating Connection and Belonging in Online Learning," at the University of Pittsburgh Mentoring and Advising Summit.

### COLLABORATIONS & PARTNERSHIPS

- The Khan Academy Initiative successfully launched AI-powered tutoring through Khanmigo, benefiting nearly 800 students. A Community of Practice for faculty and Marshall Online has also been established to share best practices and hosted two student demo sessions.
- The Tech Research Collective will partner with the MU AI Task Force and the Center for Teaching and Learning to host monthly AI-related discussions and speaker events.
- Dr. Julia Spears and Brandon Dennison, VP of Economic and Workforce Development, secured funding from the AEP Foundation for their "Expanding Job-Seeking Skillsets for West Virginians" grant which will focus on developing soft skills and life skills for job applicants. Marshall will provide in-person training

and offer at least 10 microcredentials through the Marshall Skills Exchange with additional coaching in communication, time management, and goal setting.

- Staff Diana Adams, Hilary Gibson, and Lalia Brydie-Johnson presented “Empowering and Supporting Students, Faculty, and a Connected Community for Success” at a Lunch and Learn with the Division of Student Affairs. The session shared information about Marshall Online services, including how the team support online faculty (Design Center), online students (Online Student Engagement), and microcredentials (Marshall Skills Exchange).

## **COMMUNITY ENGAGEMENT**

- The Back to Marshall Campaign launched a commercial with Aaron Blair for an outreach initiative to re-engage undergraduate students in completing their degrees.
- MU Online hosted virtual events including "Stress SOS," "Stand Out Online: LinkedIn Branding," and "Adobe: Practical Skills & Resources." There are plans to expand student engagement through the MarshallU App's Online Student Channel.
- Marshall Online hosted a student intern retreat to foster collaboration and coordination among student interns to enhance their online experience.



April 9, 2025

## EDUCATION

### School of Medicine celebrates another successful Match Day

A total of 69 fourth-year students from the Class of 2025 matched to residency programs. Half of the class matched in primary care while others are pursuing highly competitive specialties.

#### A Match Made at Marshall

MD Class of 2025

- 99% Match Rate
- 50% matched in primary care fields
- 39% will stay in WV for residency

### Graduate Medical Education Programs

Marshall programs filled 100% of first-year slots in its 14 residency training programs, including the new rural internal medicine residency. The number of approved trainees is designated by the program's accrediting body.

New resident physicians and fellows will begin their training July 1, 2025.

### School of Medicine launches countdown to 2027 accreditation

The Liaison Committee on Medical Education (LCME) is the accrediting agency for U.S. medical schools. Accreditation involves a thorough review of compliance with specific elements, rated as satisfactory, satisfactory with monitoring, or unsatisfactory. The Joan C. Edwards School of Medicine is fully accredited, meeting 92 of 93 elements satisfactorily.

In preparation for the March 2027 LCME site visit, the school is compiling its survey package, including the Data Collection Instrument (DCI), Self-Study Report and Independent Student Analysis (ISA). The school's Accreditation and Quality Enhancement Steering Committee (AQESC), led by senior faculty and



administrators, is guiding this effort through dedicated subcommittees. Under the Dean's leadership, faculty, students and staff are actively engaged in addressing areas for improvement and ensuring continued compliance and excellence in medical education.

#### Timeline to Accreditation

|                   |                                      |
|-------------------|--------------------------------------|
| February 17, 2025 | Internal AOESC Kickoff               |
| February 2026     | ISA and DCI due                      |
| April 2026        | Self-study finalized                 |
| December 7, 2026  | All required documentation submitted |
| March 14-17, 2027 | Site visit                           |



## 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.

### **Richard Egleton, PhD**

Associate Dean, Health Sciences Graduate Programs

### **Jennifer Hanrahan, DO, MSc**

Chair, Department of Internal Medicine

### **Trupti Joshi, PhD**

Senior Associate Dean, Informatics & Population Analytics

### **Mary T. Legenza, MD, FACS**

Chair, Department of Oncology  
Medical Director, Edwards Cancer Institute

### **Bisher O. Mustafa, MD**

Associate Dean, Clinical Affairs

### **Ben Spurlock, MS, PA-C**

Director, Physician Assistant Program

### **Gary O. Rankin, PhD**

Vice Dean, Research

### **Shahrad Taheri, MBBS, PhD**

Vice Dean, Adiposity-Based Chronic Diseases

### **Vishal Verma, MD**

Chair, Department of Ophthalmology

## INNOVATION

### **Dr. Brandon Henderson secures NIH grant to study synthetic coolants and nicotine addiction**



Brandon Henderson, PhD, associate professor of biomedical sciences at the School of Medicine, has been awarded a Research Project Grant (R01), one of the most competitive grants issued by the National Institutes of Health (NIH), to study the impact of synthetic coolants in vaping products.

The five-year \$1.85 million grant seeks to address critical

gaps in understanding nicotine addiction. As bans on menthol in nicotine-containing products are implemented, synthetic coolants—some with chemical structures similar to menthol—are increasingly being used, raising public health concerns. Dr. Henderson's research will focus on determining how synthetic coolants impact nicotine's abuse potential and their role in addiction-related behaviors, particularly among adolescents.

This is Dr. Henderson's second R01 grant award since joining Marshall's faculty in 2017.

### **School of Medicine research published in *Experimental Neurology* & *Nature***

#### **Pediatric sleep apnea**

A new study by researchers from Marshall University and the University of Missouri highlights how exosomes—tiny vesicles released by cells—may play a key role in blood-brain barrier (BBB) dysfunction in children with obstructive sleep apnea (OSA), particularly those with neurocognitive deficits.

The study, published in *Experimental Neurology*, found that exosomes from children with both OSA and neurocognitive deficits disrupted blood-brain barrier (BBB) integrity, leading to reduced trans-endothelial electrical resistance (TEER) and increased permeability.

Current and future Marshall faculty Abdelnaby Khalyfa, MS, PhD, Trupti Joshi, PhD, David Gozal, MD, MBA, PhD (Hon), are among the co-authors of the study.

#### **Reducing tissue damage**

A new study published in *Nature Communications* reveals a novel approach to mitigating tissue damage caused by *Streptococcus pyogenes*, the flesh-eating bacterium responsible for severe infections such as necrotizing fasciitis. The research highlights how disrupting bacterial metabolism can help the body better tolerate infection and heal more effectively.

The study was led by Wei Xu, PhD, an assistant professor of biomedical sciences at the Joan C. Edwards School of Medicine, and colleagues at Washington University School of Medicine, and Central China Normal University. The team discovered that *S. pyogenes* manipulates the body's immune response through its aerobic mixed-acid fermentation process, which produces metabolic byproducts—such as acetate and formate—that impair immune cell function, delay bacterial clearance, and slow wound healing.



## RESIDENT SPOTLIGHT: DR. THOMAS WRIGHT

Thomas Wright, MD, PhD, turned a moment of curiosity into an innovative training tool for medical students and resident physicians at the Joan C. Edwards School of Medicine. While in line at a grocery store, he spotted party balloons and straws and envisioned a gallbladder model for surgical practice. Now a second-year internal medicine resident, Wright's early idea has evolved into practical simulation models, including a bronchial system for simulated bronchoscopy training.

Driven by an inquisitive mindset, Dr. Wright continues to develop new training tools, such as a 3D-printed arterial line model to improve vascular access techniques. His hands-on approach helps students and residents refine their skills in low-risk environments, better preparing them for high-pressure clinical situations.

Dr. Wright's passion for innovation stems from his background in chemistry and pharmacology. After earning a Ph.D. in Pharmacology from the University of Pittsburgh, where he observed oncologists translating research into patient care, he pursued medical school at Marshall. The blend of patient care and problem-solving in internal medicine cemented his career path.

Committed to enhancing medical training, Dr. Wright leverages technology and creativity to build realistic procedural models. His work not only sharpens technical skills but also fosters confidence among future physicians. "If you can practice in a controlled setting, you'll perform better under real pressure," he said.



Dr. Wright (left) showcases the simulated bronchoscopy device he developed during Marshall Day at the Capitol on March 4.

## OUTREACH

### Dr. Gary Rankin inducted into WV Health Care Hall of Fame



Vice Dean Gary O. Rankin, PhD, professor of biomedical sciences at the Joan C. Edwards School of Medicine, was one of 10 individuals named to the WV Executive magazine 2025 Health Care Hall of Fame. He was recognized Feb. 25 during an event at the University of Charleston.

Dr. Rankin joined Marshall University in 1978 as an assistant professor in pharmacology, coinciding with the founding of the School of Medicine. During the past four decades, he has taught every class of medical students since the school's inception, shaping the education of more than 2,200 future physicians and scientists. Dr. Rankin's research contributions have significantly advanced the fields of toxicology and pharmacology, and through WV-INBRE, has secured more than \$92 million in funding to expand biomedical research in West Virginia.

## Medical outreach teams mobilize to aid southern West Virginia flood victims



Medical outreach teams from the Joan C. Edwards School of Medicine and Marshall Health Network mobilized three visits to southern West Virginia to provide support to residents in McDowell and Mingo counties impacted by severe flooding in early February.

More than 30 Marshall Medical Outreach student volunteers and resident physicians under the supervision of Associate Professor of Family & Community Health Katherine Steele, MD, delivered medical exams as needed, offered prescription assistance, provided donated over-the-counter medications and helped administer vaccinations such as tetanus and hepatitis A. Most of the team's time was spent assisting with widespread cleanup efforts, helping residents in and around Kermit, Williamson and Welch clear debris and sanitize affected areas to support recovery. Makala Murphy, MD, a family medicine resident physician and Gilbert, West Virginia, native, facilitated the School of Medicine's cleanup efforts.



## Leaders present at WV Chamber's Women's Leadership Summit

Women leaders from across Marshall Health Network and the Joan C. Edwards School of Medicine led a dynamic panel discussion on leadership, advocacy and mentorship in health care on March 27 at the annual WV Chamber Women's Leadership Summit.

The panel featured Melanie Akers, DNP, vice president of women and children's services at Marshall Health Network; Regina Campbell, MSN, chief nursing officer at Marshall Health Network; Semeret Munie, MD, associate professor of surgery; and Paulette Wehner, MD, vice dean for education, and was moderated by third-year surgical resident Taylor Adkins, MD.

The School of Medicine is accepting applications for its free summer pathway programs designed to help participants explore medical careers.

**Health Care Pathways Initiative** for high school students from West Virginia, Ohio and Kentucky.

**Program Dates:** June 1 – 27 | **Application Deadline:** April 25

**Project PREMED** for undergraduate students

**Program Dates:** July 13-18 | **Application Deadline:** May 2

## UPCOMING DATES:

- **April 23-24:** Marshall Day of Giving
- **April 29:** 26th Annual School of Medicine Golf Classic
- **April 30:** 12th Annual Quality & Safety Summit
- **May 7:** Class of 2025 Senior Awards
- **May 9:** 3rd Annual Physician Assistant Hooding, 45th Annual Doctoral Investiture & Medical School Commencement
- **June 17:** West Virginia Wellness Conference: Healthy Aging & Longevity



**Marshall University Board of Governors  
Meeting of April 9, 2024**

**ITEM:** Approval of Budget for Fiscal Year 2025-2026

**COMMITTEE:** Finance, Audit and Facilities Planning Committee

**RECOMMENDED ACTION:** *Resolved*, that the Marshall University Board of Governors approve the Marshall University Budget for Fiscal Year 2025-2026

**STAFF MEMBER:** Matt Tidd  
Chief Financial Officer

**BACKGROUND:**

We are presenting the FY26 Marshall University Budget for approval.

Our enduring financial principles continue to inform our proposed budget choices for 2026.

***Grow Students, Not Fees***

A minimal 2.5% tuition increase for Resident Students while holding Non-Resident, International, and Metro tuition flat to FY25 levels.

A conservative +1% Fall 2024 vs Fall 2025 total enrollment increase is assumed. A series of strategic investments have been included in the FY26 Budget to ensure and outpace this assumption.

***Invest in Our Team***

Included in the FY26 budget are market equity adjustments of \$369K for 156 employees that will bring them to the minimum of the new salary scale. The State of West Virginia did not fund employee pay raises in FY26.

***Take Care of the House***

Marshall University was allocated \$21.8m from the State of West Virginia for deferred maintenance of which almost \$6M has been received and an additional draw down is expected in FY26. A total of 21 projects have been completed or are underway.

***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 draw down \$21.5M in Meketa investments to strengthen our cash position while maintaining 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 FY2026 budget that continues a multi-year journey:

- Projected Revenue: \$358.7M (+1.9% vs 2025 Projected)
- Projected Expense: \$371.1M (+1.3% vs 2025 Projected)

| Marshall University                           |                      |                      |                      |
|---|----------------------|----------------------|----------------------|
|   | FY24 Actuals         | FY25 Projection      | FY26 Budget          |
| <b>Operating Revenues</b>                     |                      |                      |                      |
| Student Tuition and Fees (net of allowance)   | 72,286,000           | 74,713,000           | 76,146,000           |
| Federal Grants and Contracts                  | 53,841,000           | 57,975,000           | 64,630,000           |
| State Grants and Contracts                    | 34,448,000           | 41,082,000           | 33,315,000           |
| Local Grants and Contracts                    | 931,000              | 731,000              | 931,000              |
| Private Grants and Contracts                  | 20,982,000           | 20,873,000           | 23,563,000           |
| Auxiliary Enterprise Revenue                  | 38,531,000           | 40,609,000           | 43,827,000           |
| Other Operating Revenues                      | 16,987,000           | 12,573,000           | 12,303,000           |
| <b>Total Operating Revenues</b>               | <b>238,006,000</b>   | <b>248,556,000</b>   | <b>254,715,000</b>   |
| <b>Operating Expenses</b>                     |                      |                      |                      |
| Salaries and Wages                            | 159,747,000          | 163,823,000          | 166,072,000          |
| Benefits                                      | 34,460,000           | 39,611,000           | 41,518,000           |
| Supplies and Other Services                   | 86,088,000           | 90,089,000           | 95,954,000           |
| Utilities                                     | 11,137,000           | 12,137,000           | 12,450,000           |
| Scholarships and fellowships                  | 27,694,000           | 34,694,000           | 27,100,000           |
| Depreciation                                  | 21,252,000           | 18,600,000           | 20,500,000           |
| Other Operating Expenses                      | 203,000              | -                    |                      |
| <b>Total Operating Expenses</b>               | <b>340,581,000</b>   | <b>358,954,000</b>   | <b>363,594,000</b>   |
| <b>Operating Income (Loss)</b>                | <b>(102,575,000)</b> | <b>(110,398,000)</b> | <b>(108,879,000)</b> |
| <b>Nonoperating Revenues (expenses)</b>       |                      |                      |                      |
| State Appropriations                          | 116,418,000          | 75,630,000           | 76,188,000           |
| Payments on behalf                            | (1,999,000)          | -                    | -                    |
| Federal Pell Grants                           | 18,965,000           | 22,300,000           | 22,500,000           |
| Gifts   | 1,804,000            | 2,000,000            | 2,550,000            |
| Investment Income                             | 11,383,000           | 3,500,000            | 2,750,000            |
| Interest on indebtedness                      | (7,265,000)          | (7,265,000)          | (7,242,000)          |
| Fees assessed by Commission for Debt Service  | (285,000)            | (285,000)            | (285,000)            |
| Other nonoperating revenues (expenses)        | (673,000)            | -                    | -                    |
| <b>Total Nonoperating Revenues (expenses)</b> | <b>138,348,000</b>   | <b>95,880,000</b>    | <b>96,461,000</b>    |
| <b>Increase/Decrease in Net Assets</b>        | <b>35,773,000</b>    | <b>(14,518,000)</b>  | <b>(12,418,000)</b>  |

**Marshall University Board of Governors  
Meeting of April 9, 2025**

**ITEM:** Approval of Schedule of Fiscal Year 2025-2026 Tuition and Fee Rates

**COMMITTEE:** Finance, Audit and Facilities Planning Committee

**RECOMMENDED ACTION:** *Resolved*, that the Marshall University Board of Governors approve the Schedule of Fiscal Year 2025-2026 Tuition and Fee Rates

**STAFF MEMBER:** Matt Tidd  
Chief Financial Officer

**BACKGROUND:**

We are presenting the FY26 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 and fee rates at the FY25 level. The University is proposing an average ~2.6% increase in Housing rates and a 4% increase in Dining rates. In addition, the University is proposing increases to Capital Fees and Auxiliary Fees. Various other tuition and fee pricing changes are captured in the accompanying schedules.

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** Undergraduate

|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | Metro<br>2022-23 | Metro<br>2023-24 | Metro<br>2024-25 | Metro<br>2025-2026 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------|------------------|------------------|--------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>  |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| <b>a. Tuition and Required Education and General Fees</b>                                       | \$3,380             | \$3,465             | \$3,551             | \$3,640               | \$89                   | \$8,392                 | \$8,626                 | \$8,626                 | \$8,626                   | \$0                    | \$5,907          | \$5,039          | \$5,039          | \$5,039            | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| i. System E&G Capital Fees  | \$215               | \$221               | \$233               | \$245                 | \$12                   | \$730                   | \$736                   | \$748                   | \$760                     | \$12                   | \$730            | \$736            | \$748            | \$760              | \$12                   |
| ii. Special Institutional E&G Capital Fees  | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$232                   | \$244                   | \$250                   | \$256                     | \$6                    | \$232            | \$244            | \$250            | \$256              | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>  | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    | \$475            | \$481            | \$487            | \$493              | \$6                    |
| <b>d. Student Success Fee</b>   | \$60                | \$60                | \$60                | \$60                  | \$0                    | \$60                    | \$60                    | \$60                    | \$60                      | \$0                    | \$60             | \$60             | \$60             | \$60               | \$0                    |
| <b>Total Student Fee Request</b>  | \$4,362             | \$4,471             | \$4,581             | \$4,694               | \$113                  | \$9,889                 | \$10,147                | \$10,171                | \$10,195                  | \$24                   | \$7,404          | \$6,560          | \$6,584          | \$6,608            | \$24                   |
| Percentage of Increase Requested Over Previous Year   | 2.0%                | 2.5%                | 2.5%                | 2.5%                  |                        | 0.9%                    | 2.6%                    | 0.2%                    | 0.2%                      |                        | 1.2%             | -11.4%           | 0.4%             | 0.4%               |                        |
|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | Metro<br>2022-23 | Metro<br>2023-24 | Metro<br>2024-25 | Metro<br>2025-2026 | Increase<br>(Decrease) |
| <b>Undergraduate College/Program Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| College of Arts & Media - Fine Arts   | \$330               | \$338               | \$346               | \$371                 | \$25                   | \$410                   | \$420                   | \$420                   | \$430                     | \$10                   | \$410            | \$410            | \$410            | \$420              | \$10                   |
| College of Arts & Media - Journalism & Mass Communication                                       | \$110               | \$113               | \$116               | \$141                 | \$25                   | \$193                   | \$198                   | \$198                   | \$208                     | \$10                   | \$193            | \$193            | \$193            | \$203              | \$10                   |
| College of Business   | \$160               | \$164               | \$168               | \$168                 | \$0                    | \$265                   | \$272                   | \$272                   | \$272                     | \$0                    | \$265            | \$265            | \$265            | \$265              | \$0                    |
| College of Education & Professional Development   | \$200               | \$205               | \$200               | \$200                 | \$0                    | \$200                   | \$205                   | \$200                   | \$200                     | \$0                    | \$200            | \$200            | \$200            | \$200              | \$0                    |
| College of Health Professions   | \$210               | \$215               | \$215               | \$215                 | \$0                    | \$470                   | \$482                   | \$482                   | \$482                     | \$0                    | \$470            | \$470            | \$470            | \$470              | \$0                    |
| College of Health Professions - Kinesiology   | \$310               | \$318               | \$318               | \$318                 | \$0                    | \$570                   | \$584                   | \$584                   | \$584                     | \$0                    | \$570            | \$570            | \$570            | \$570              | \$0                    |
| College of Health Professions - Clinical Laboratory Science, Communication Disorders, Dietetics | \$310               | \$318               | \$318               | \$348                 | \$30                   | \$570                   | \$584                   | \$584                   | \$614                     | \$30                   | \$570            | \$570            | \$570            | \$600              | \$30                   |
| College of Health Professions - Nursing   | \$570               | \$584               | \$584               | \$640                 | \$56                   | \$825                   | \$846                   | \$846                   | \$901                     | \$55                   | \$825            | \$825            | \$825            | \$880              | \$55                   |
| College of Engineering and Computer Science   | \$560               | \$574               | \$588               | \$588                 | \$0                    | \$865                   | \$887                   | \$887                   | \$887                     | \$0                    | \$865            | \$865            | \$865            | \$865              | \$0                    |
| College of Liberal Arts   | \$105               | \$108               | \$125               | \$125                 | \$0                    | \$105                   | \$108                   | \$150                   | \$150                     | \$0                    | \$105            | \$105            | \$175            | \$175              | \$0                    |
| College of Science  | \$175               | \$179               | \$184               | \$190                 | \$6                    | \$220                   | \$226                   | \$226                   | \$232                     | \$6                    | \$220            | \$220            | \$220            | \$218              | -\$2                   |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

Marshall University

**Student Institutional Level:** Graduate

|  | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | Metro<br>2022-23 | Metro<br>2023-24 | Metro<br>2024-25 | Metro<br>2025-2026 | Increase<br>(Decrease) |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------|------------------|------------------|--------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| <b>a. Tuition and Required Education and General Fees</b>                                  | \$3,555             | \$3,644             | \$3,735             | \$3,828               | \$93                   | \$9,236                 | \$9,481                 | \$9,481                 | \$9,481                   | \$0                    | \$6,392          | \$6,392          | \$6,392          | \$6,392            | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>                                    |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| i. System E&G Capital Fees   | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   | \$800            | \$800            | \$812            | \$824              | \$12                   |
| ii. Special Institutional E&G Capital Fees   | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$232                   | \$244                   | \$250                   | \$256                     | \$6                    | \$232            | \$244            | \$250            | \$256              | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| i. Standard Auxiliary Fees   | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    | \$475            | \$481            | \$487            | \$493              | \$6                    |
| <b>Total Student Fee Request</b>   | \$4,467             | \$4,580             | \$4,695             | \$4,812               | \$118                  | \$10,743                | \$11,012                | \$11,036                | \$11,060                  | \$24                   | \$7,899          | \$7,917          | \$7,941          | \$7,965            | \$24                   |
| Percentage of Increase Requested Over Previous Year  | 0.6%                | 2.5%                | 2.5%                | 2.5%                  |                        | 0.2%                    | 2.5%                    | 0.2%                    | 0.2%                      |                        | 0.3%             | 0.2%             | 0.3%             |                    |                        |
|  | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | Metro<br>2022-23 | Metro<br>2023-24 | Metro<br>2024-25 | Metro<br>2025-2026 | Increase<br>(Decrease) |
| <b>Graduate College/Program Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| College of Arts & Media - Fine Arts  | \$185               | \$190               | \$194               | \$240                 | \$46                   | \$410                   | \$420                   | \$420                   | \$430                     | \$10                   | \$410            | \$410            | \$410            | \$420              | \$10                   |
| College of Arts & Media - Journalism & Mass Communication                                  | \$110               | \$113               | \$116               | \$141                 | \$25                   | \$193                   | \$198                   | \$198                   | \$208                     | \$10                   | \$193            | \$193            | \$193            | \$203              | \$10                   |
| College of Business  | \$318               | \$326               | \$334               | \$334                 | \$0                    | \$525                   | \$538                   | \$538                   | \$538                     | \$0                    | \$525            | \$525            | \$525            | \$525              | \$0                    |
| College of Education & Professional Development  | \$50                | \$51                | \$50                | \$50                  | \$0                    | \$50                    | \$51                    | \$50                    | \$50                      | \$0                    | \$50             | \$50             | \$50             | \$50               | \$0                    |
| College of Education & Professional Development - EdD/EdS, SPSS, MA in Special ED, MAT/PBC | \$115               | \$118               | \$115               | \$115                 | \$0                    | \$115                   | \$118                   | \$115                   | \$115                     | \$0                    | \$115            | \$115            | \$115            | \$115              | \$0                    |
| College of Health Professions  | \$275               | \$282               | \$282               | \$282                 | \$0                    | \$650                   | \$666                   | \$666                   | \$665                     | -\$1                   | \$650            | \$650            | \$650            | \$665              | \$15                   |
| College of Health Professions - Kinesiology  | \$390               | \$400               | \$400               | \$400                 | \$0                    | \$775                   | \$794                   | \$794                   | \$794                     | \$0                    | \$775            | \$775            | \$775            | \$794              | \$19                   |
| College of Health Professions - Communication Disorders, Dietetics                         | \$390               | \$400               | \$400               | \$400                 | \$0                    | \$775                   | \$794                   | \$794                   | \$794                     | \$0                    | \$775            | \$775            | \$775            | \$794              | \$19                   |
| College of Health Professions - Nursing  | \$550               | \$564               | \$564               | \$564                 | \$0                    | \$945                   | \$969                   | \$969                   | \$969                     | \$0                    | \$945            | \$945            | \$945            | \$969              | \$24                   |
| College of Engineering and Computer Science  | \$560               | \$574               | \$588               | \$588                 | \$0                    | \$865                   | \$887                   | \$820                   | \$820                     | \$0                    | \$865            | \$865            | \$865            | \$865              | \$0                    |
| College of Liberal Arts  | \$90                | \$92                | \$150               | \$150                 | \$0                    | \$90                    | \$92                    | \$175                   | \$175                     | \$0                    | \$90             | \$90             | \$200            | \$200              | \$0                    |
| College of Liberal Arts - Psychology Doctorate   | \$1,068             | \$1,095             | \$1,095             | \$1,095               | \$0                    | \$1,446                 | \$1,482                 | \$1,482                 | \$1,482                   | \$0                    | \$1,068          | \$1,068          | \$1,068          | \$1,068            | \$0                    |
| College of Science   | \$175               | \$179               | \$184               | \$190                 | \$6                    | \$220                   | \$226                   | \$226                   | \$226                     | \$0                    | \$220            | \$220            | \$220            | \$208              | -\$12                  |
| College of Science - Forensic Science  | \$900               | \$900               | \$900               | \$900                 | \$0                    | \$1,600                 | \$1,600                 | \$1,600                 | \$1,602                   | \$2                    | \$1,200          | \$1,200          | \$1,200          | \$1,206            | \$6                    |



**Fee Planning Schedule- Per Semester**  
**Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** School of Medicine - Professional/Medicine

| I. Regular Fees Charged to All Students                    | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>a. Tuition and Required Education and General Fees</b>  |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. M1 Class  | \$11,276            | \$11,558            | \$11,847            | \$12,143              | \$296                  | \$27,360                | \$28,044                | \$28,044                | \$28,044                  | \$0                    |
| ii. M2 Class - Trimester *                                 | \$7,517             | \$7,705             | \$7,898             | \$8,095               | \$197                  | \$18,240                | \$18,696                | \$18,696                | \$18,696                  | \$0                    |
| iii. M3 Class - Trimester                                  | \$7,517             | \$7,705             | \$7,898             | \$8,095               | \$197                  | \$18,240                | \$18,696                | \$18,696                | \$18,696                  | \$0                    |
| iv. M4 Class - Trimester                                   | \$7,517             | \$7,705             | \$7,898             | \$8,095               | \$197                  | \$18,240                | \$18,696                | \$18,696                | \$18,696                  | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>    |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. System E&G Capital Fees                                 | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   |
| ii. Special Institutional E&G Capital Fees                 | \$238               | \$244               | \$250               | \$256                 | \$6                    | \$238                   | \$244                   | \$250                   | \$256                     | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>             |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. Standard Auxiliary Fees                                 | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    |
| ii. Mandatory Auxiliary Fees                               | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| iii. Auxiliary Capital Fee                                 | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>d. Special Equity Fee</b>                               | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>Total Student Fee Request</b>                           |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. M1 Class  | \$12,194            | \$12,494            | \$12,807            | \$13,127              | \$320                  | \$28,873                | \$29,575                | \$29,599                | \$29,623                  | \$24                   |
| ii. M2 Class - Trimester                                   | \$8,435             | \$8,641             | \$8,858             | \$9,079               | \$221                  | \$19,753                | \$20,227                | \$20,251                | \$20,275                  | \$24                   |
| iii. M3 Class - Trimester                                  | \$8,435             | \$8,641             | \$8,858             | \$9,079               | \$221                  | \$19,753                | \$20,227                | \$20,251                | \$20,275                  | \$24                   |
| iv. M4 Class - Trimester                                   | \$8,435             | \$8,641             | \$8,858             | \$9,079               | \$221                  | \$19,753                | \$20,227                | \$20,251                | \$20,275                  | \$24                   |
| <b>Percentage of Increase Requested Over Previous Year</b> |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. M1 Class  | 0.26%               | 2.46%               | 2.50%               | 2.50%                 |                        | 0.11%                   | 2.43%                   | 0.08%                   | 0.08%                     |                        |
| ii. M2 Class - Trimester                                   | 0.38%               | 2.44%               | 2.51%               | 2.50%                 |                        | 0.16%                   | 2.40%                   | 0.12%                   | 0.12%                     |                        |
| iii. M3 Class - Trimester                                  | 0.38%               | 2.44%               | 2.51%               | 2.50%                 |                        | 0.16%                   | 2.40%                   | 0.12%                   | 0.12%                     |                        |
| iv. M4 Class - Trimester                                   | 0.38%               | 2.44%               | 2.51%               | 2.50%                 |                        | 0.16%                   | 2.40%                   | 0.12%                   | 0.12%                     |                        |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** School of Medicine - Physician Assistant

| I. Regular Fees Charged to All Students                   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>a. Tuition and Required Education and General Fees</b> | \$8,920             | \$9,143             | \$9,372             | \$9,606               | \$234                  | \$13,825                | \$14,191                | \$14,191                | \$14,191                  | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. System E&G Capital Fees                                | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   |
| ii. Special Institutional E&G Capital Fees                | \$238               | \$244               | \$250               | \$256                 | \$6                    | \$238                   | \$244                   | \$250                   | \$250                     | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. Standard Auxiliary Fees                                | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    |
| ii. Mandatory Auxiliary Fees                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| iii. Auxiliary Capital Fee                                | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>d. Special Equity Fee</b>                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>Total Student Fee Request</b>                          | \$9,838             | \$10,079            | \$10,331            | \$10,590              | \$259                  | \$15,338                | \$15,722                | \$15,746                | \$15,764                  | \$24                   |
| Percentage of Increase Requested Over Previous Year       | 0.3%                | 2.4%                | 2.5%                | 2.5%                  |                        | 0.2%                    | 2.5%                    | 0.2%                    | 0.1%                      |                        |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

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

|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | Metro<br>2022-23 | Metro<br>2023-24 | Metro<br>2024-25 | Metro<br>2025-2026 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------|------------------|------------------|--------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| <b>a. Tuition and Required Education and General Fees</b> | \$4,722             | \$4,839             | \$4,960             | \$5,084               | \$124                  | \$10,158                | \$10,432                | \$10,432                | \$10,432                  | \$0                    | \$6,678          | \$6,678          | \$6,678          | \$6,678            | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| i. System E&G Capital Fees                                | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   | \$800            | \$800            | \$812            | \$824              | \$12                   |
| ii. Special Institutional E&G Capital Fees                | \$238               | \$244               | \$250               | \$256                 | \$6                    | \$238                   | \$244                   | \$250                   | \$256                     | \$6                    | \$238            | \$244            | \$250            | \$256              | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                  |                  |                  |                    |                        |
| i. Standard Auxiliary Fees                                | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    | \$475            | \$481            | \$487            | \$493              | \$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                    |
| <b>d. Special Equity Fee</b>                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    | \$0              | \$0              | \$0              | \$0                | \$0                    |
| <b>Total Student Fee Request</b>                          | \$5,640             | \$5,775             | \$5,920             | \$6,068               | \$148                  | \$11,671                | \$11,963                | \$11,987                | \$12,011                  | \$24                   | \$8,191          | \$8,203          | \$8,227          | \$8,251            | \$24                   |
| Percentage of Increase Requested Over Previous Year       | 0.57%               | 2.39%               | 2.51%               | 2.50%                 |                        | 0.27%                   | 2.50%                   | 0.20%                   | 0.20%                     |                        | 0.39%            | 0.15%            | 0.29%            | 0.29%              |                        |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** School of Physical Therapy - Doctorate

|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2021-22 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| <b>a. Tuition and Required Education and General Fees</b> | \$6,388             | \$6,548             | \$6,712             | \$6,712               | \$0                    | \$9,891                 | \$10,666                | \$10,666                | \$10,666                  | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. System E&G Capital Fees                                | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   |
| ii. Special Institutional E&G Capital Fees                | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$226                   | \$244                   | \$250                   | \$256                     | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. Standard Auxiliary Fees                                | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$455                   | \$481                   | \$487                   | \$493                     | \$6                    |
| ii. Mandatory Auxiliary Fees                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| iii. Auxiliary Capital Fee                                | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>d. Special Equity Fee</b>                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>Total Student Fee Request</b>                          | \$7,300             | \$7,484             | \$7,672             | \$7,696               | \$24                   | \$11,372                | \$12,197                | \$12,221                | \$12,245                  | \$24                   |
| Percentage of Increase Requested Over Previous Year       | 4.7%                | 2.5%                | 2.5%                | 0.32%                 |                        |                         | 2.6%                    | 0.2%                    | 0.20%                     |                        |

**Fee Planning Schedule- Per Semester**  
**Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** School of Pharmacy - Doctorate

|  | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) |
|--|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| <b>a. Tuition and Required Education and General Fees</b>                                      |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. P1 Class  | \$11,084            | \$11,361            | \$10,800            | \$10,600              | (\$200)                | \$18,276                | \$18,732                | \$19,106                | \$19,106                  | \$0                    |
| ii. P2 Class   | \$10,867            | \$11,084            | \$11,305            | \$11,305              | \$0                    | \$17,917                | \$18,365                | \$18,732                | \$18,732                  | \$0                    |
| iii. P3 Class  | \$11,033            | \$10,867            | \$11,085            | \$11,085              | \$0                    | \$17,580                | \$18,020                | \$18,380                | \$18,380                  | \$0                    |
| iv. P4 Class - Trimester *   | \$7,355             | \$7,539             | \$7,539             | \$7,539               | \$0                    | \$11,720                | \$12,013                | \$12,253                | \$12,253                  | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>  |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. System E&G Capital Fees   | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   |
| ii. Special Institutional E&G Capital Fees   | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$232                   | \$244                   | \$250                   | \$256                     | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. Standard Auxiliary Fees   | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    |
| ii. Mandatory Auxiliary Fees   | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| iii. Auxiliary Capital Fee   | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>Total Student Fee Request</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. P1 Class  | \$11,996            | \$12,297            | \$11,760            | \$11,584              | (\$176)                | \$19,783                | \$20,263                | \$20,661                | \$20,685                  | \$24                   |
| ii. P2 Class   | \$11,779            | \$12,020            | \$12,265            | \$12,289              | \$24                   | \$19,424                | \$19,896                | \$20,287                | \$20,311                  | \$24                   |
| iii. P3 Class  | \$11,945            | \$11,803            | \$12,045            | \$12,069              | \$24                   | \$19,087                | \$19,551                | \$19,935                | \$19,959                  | \$24                   |
| iv. P4 Class -Trimester  | \$8,267             | \$8,475             | \$8,499             | \$8,523               | \$24                   | \$13,227                | \$13,544                | \$13,808                | \$13,832                  | \$24                   |
| <b>Percentage of Increase Requested Over Previous Year</b>                                     |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. P1 Class  | 2.06%               | 2.51%               | -4.37%              | -1.49%                |                        | 1.98%                   | 2.43%                   | 1.96%                   | 0.12%                     |                        |
| ii. P2 Class   | 1.57%               | 2.05%               | 2.04%               | 0.20%                 |                        | 3.31%                   | 2.43%                   | 1.96%                   | 0.12%                     |                        |
| iii. P3 Class  | 3.01%               | -1.19%              | 2.05%               | 0.20%                 |                        | 1.52%                   | 2.43%                   | 1.97%                   | 0.12%                     |                        |
| iv. P4 Class Trimester   | 3.00%               | 2.51%               | 0.28%               | 0.29%                 |                        | 1.53%                   | 2.40%                   | 1.95%                   | 0.18%                     |                        |
| * P4 Class converted to trimester billings for experiential learning requirements summer 2016. |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

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

|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) | International<br>2022-23 | International<br>2023-24 | International<br>2024-25 | International<br>2025-26 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                          |                          |                          |                          |                        |
| <b>a. Tuition and Required Education and General Fees</b> | \$5,302             | \$5,434             | \$5,488             | \$5,488               | \$0                    | \$8,675                 | \$8,912                 | \$9,001                 | \$9,001                   | \$0                    | \$11,567                 | \$11,567                 | \$11,683                 | \$11,683                 | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                          |                          |                          |                          |                        |
| i. System E&G Capital Fees                                | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   | \$800                    | \$800                    | \$812                    | \$824                    | \$12                   |
| ii. Special Institutional E&G Capital Fees                | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$232                   | \$244                   | \$250                   | \$256                     | \$6                    | \$232                    | \$244                    | \$250                    | \$256                    | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |                          |                          |                          |                          |                        |
| i. Standard Auxiliary Fees                                | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    | \$475                    | \$481                    | \$487                    | \$493                    | \$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                    |
| <b>d. Special Equity Fee</b>                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    | \$0                      | \$0                      | \$0                      | \$0                      | \$0                    |
| <b>Total Student Fee Request</b>                          | \$6,214             | \$6,370             | \$6,448             | \$6,472               | \$24                   | \$10,182                | \$10,443                | \$10,556                | \$10,580                  | \$24                   | \$13,074                 | \$13,092                 | \$13,232                 | \$13,256                 | \$24                   |
| Percentage of Increase Requested Over Previous Year       | 2.2%                | 2.5%                | 1.2%                | 0.38%                 |                        | 2.0%                    | 2.6%                    | 1.1%                    | 0.23%                     |                        | 2.0%                     | 0.1%                     | 1.1%                     | 0.18%                    |                        |

**Fee Planning Schedule- Per Semester  
Academic Year 2025-26**

**Institution:** Marshall University

**Student Institutional Level:** Masters of Public Health

|   | Resident<br>2022-23 | Resident<br>2023-24 | Resident<br>2024-25 | Resident<br>2025-2026 | Increase<br>(Decrease) | Non-Resident<br>2022-23 | Non-Resident<br>2023-24 | Non-Resident<br>2024-25 | Non-Resident<br>2025-2026 | Increase<br>(Decrease) |
|---|---------------------|---------------------|---------------------|-----------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>I. Regular Fees Charged to All Students</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| <b>a. Tuition and Required Education and General Fees</b> | \$6,383             | \$6,543             | \$6,707             | \$6,707               | \$0                    | \$14,041                | \$14,412                | \$14,412                | \$14,412                  | \$0                    |
| <b>b. Required Educational and General Capital Fees</b>   |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. System E&G Capital Fees                                | \$205               | \$211               | \$223               | \$235                 | \$12                   | \$800                   | \$806                   | \$818                   | \$830                     | \$12                   |
| ii. Special Institutional E&G Capital Fees                | \$232               | \$244               | \$250               | \$256                 | \$6                    | \$232                   | \$244                   | \$250                   | \$256                     | \$6                    |
| <b>c. Auxiliary and Auxiliary Capital Fees</b>            |                     |                     |                     |                       |                        |                         |                         |                         |                           |                        |
| i. Standard Auxiliary Fees                                | \$475               | \$481               | \$487               | \$493                 | \$6                    | \$475                   | \$481                   | \$487                   | \$493                     | \$6                    |
| ii. Mandatory Auxiliary Fees                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| iii. Auxiliary Capital Fee                                | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>d. Special Equity Fee</b>                              | \$0                 | \$0                 | \$0                 | \$0                   | \$0                    | \$0                     | \$0                     | \$0                     | \$0                       | \$0                    |
| <b>Total Student Fee Request</b>                          | \$7,295             | \$7,479             | \$7,667             | \$7,691               | \$24                   | \$15,548                | \$15,943                | \$15,967                | \$15,991                  | \$24                   |
| Percentage of Increase Requested Over Previous Year       | 4.7%                | 2.5%                | 2.5%                | 0.32%                 |                        | 4.7%                    | 2.5%                    | 0.1%                    | 0.15%                     |                        |

# Fee Planning Schedule- Per Semester

Academic Year 2025-26

Institution: Marshall University

|  | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Increase<br>(Decrease) |
|--|--|--|--|--|------------------------|
| <b>II. Special Fees and Charges</b>                                      |  |  |  |  |                        |
| <b>Enrollment Deposit:</b>   |  |  |  |  |                        |
| Undergraduate  | \$100  | \$100  | \$100  | \$100  | -                      |
| International  | \$500  | \$500  | \$500  | \$500  | -                      |
| School of Pharmacy   | \$500  | \$500  | \$500  | \$500  | -                      |
| School of Physical Therapy   | \$500  | \$500  | \$500  | \$500  | -                      |
| Doctor of Business Administration (DBA)                                  | \$2,500  | \$2,500  | \$2,500  | \$2,500  | -                      |
| School of Medicine - Physician Assistant                                 | \$1,000  | \$1,000  | \$1,000  | \$1,000  | -                      |
| <b>Application Fees:</b>   |  |  |  |  |                        |
| Undergraduate/Graduate   | \$40   | \$40   | \$40   | \$40   | -                      |
| Undergraduate/Graduate - Transfers                                       | \$50   | \$50   | \$50   | \$50   | -                      |
| Undergraduate - Readmission  | \$25   | \$25   | \$25   | \$25   | -                      |
| School of Medicine - Resident  | \$75   | \$75   | \$75   | \$75   | -                      |
| School of Medicine - Non-Resident  | \$100  | \$100  | \$100  | \$100  | -                      |
| School of Nursing  | \$30   | \$30   | \$30   | \$30   | -                      |
| Masters of Public Health   | \$30   | \$30   | \$30   | \$30   | -                      |
| School of Pharmacy   | \$100  | \$100  | \$100  | \$100  | -                      |
| Dietetic Internship Program  | \$25   | \$25   | \$25   | \$25   | -                      |
| International Application Fee  | \$150  | \$150  | \$150  | \$150  | -                      |
| <b>Course Fees:</b>  |  |  |  |  |                        |
| COEPD - EdD/EdS Advanced Program Course Fees - per credit hour           | \$0  | \$50   | \$50   | \$50   | -                      |
| COEPD - Counseling (COUN 600) (one-time software fee)                    | \$0  | \$0  | \$0  | \$500  | \$500                  |
| COEPD -Music Education Majors Music Instrument Rental Fee (per Semester) | \$0  | \$0  | \$0  | \$30   | -                      |
| COHP-SOK - Activity Course Fee   | \$40   | \$40   | \$40   | \$40   | -                      |
| COHP-MPH - Non-major Course Fee (per 3 hour course)                      | \$1,991  | \$1,991  | \$1,991  | \$1,991  | -                      |
| COHP - WVU Dietetics Internship Course Fee                               | \$0  | \$0  | \$2,000  | \$2,000  | -                      |
| SOP-MSPS - Non-major Course Fee (per 3 hour course)                      | \$945  | \$945  | \$945  | \$945  | -                      |
| SOP-Special Certification Course Fee                                     | \$0  | \$0  | \$0  | \$250  | \$250                  |
| E-Delivery Course Fee (Distance Program Students excluded)               | \$50   | \$50   | \$50   | \$50   | -                      |
| Aviation - Solo Flight Lab; incl 15 flight hours                         | \$6,100  | \$6,100  | \$6,100  | \$6,295  | \$195                  |
| Aviation - Private Pilot Cert ASEL Lab; incl 20 flight hours             | \$7,800  | \$7,800  | \$7,800  | \$8,050  | \$250                  |
| Aviation - Instrument Certification Lab; incl 36 flight hours            | \$14,000                                       | \$14,000                                       | \$14,000                                       | \$14,448                                       | \$448                  |
| Aviation - Commercial Phase I Lab; incl 52.5 flight hours                | \$17,100                                       | \$17,100                                       | \$17,100                                       | \$17,647                                       | \$547                  |
| Aviation - Commercial Phase II ASEL Lab; incl 43.5 flight hours          | \$13,900                                       | \$13,900                                       | \$13,900                                       | \$14,345                                       | \$445                  |
| Aviation - Initial CFI ASEL Lab; incl 20 flight hours                    | \$7,000  | \$7,000  | \$7,000  | \$7,224  | \$224                  |
| Aviation - CFII Lab; incl 10 flight hours                                | \$4,100  | \$4,100  | \$4,100  | \$4,231  | \$131                  |
| Aviation - Commercial AMEL Add-on Lab; incl 12 flight hours              | \$6,800  | \$6,800  | \$6,800  | \$7,018  | \$218                  |
| <b>Aviation Program Additional Resource Fees:</b>                        |  |  |  |  |                        |
| Aviation - Cirrus SR20 Per Additional Hour                               | \$310  | \$310  | \$310  | \$320  | \$10                   |
| Aviation - Twin Engine Aircraft Per Additional Hour                      | \$500  | \$500  | \$500  | \$516  | \$16                   |
| Aviation - Frasca SR20 AATD Simulator Per Additional Hour                | \$50   | \$50   | \$50   | \$52   | \$2                    |



# Fee Planning Schedule- Per Semester

Academic Year 2025-26

Institution: Marshall University

| II. Special Fees and Charges   | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Increase<br>(Decrease) |
|--|--|--|--|--|------------------------|
| <b>Special Program Fees (in lieu of regular tuition)</b>                                       |  |  |  |  |                        |
| High School E-Course Fee - per Credit Hour   | \$75   | \$25   | \$25   | \$25   | -                      |
| Ohio High School STEM Program - per Credit Hour  | \$167  | \$167  | \$25   | \$25   | -                      |
| High School Dual Enrollment - Course at Marshall Campus Facilities - per Credit Hour           | \$145  | \$25   | \$25   | \$25   | -                      |
| Intensive English Program - per semester   | \$4,500  | \$4,500  | \$4,500  | \$4,500  | -                      |
| Intensive English Program - online - per semester  | \$3,200  | \$3,200  | \$3,200  | \$3,200  | -                      |
| Intensive English Program Special Weekly   | \$322  | \$322  | \$322  | \$322  | -                      |
| wvROCKS Course Fee (Undergraduate) - per Credit Hour   | \$250  | \$250  | \$250  | \$250  | -                      |
| Undergraduate Distance Programs (Specifically identified) - per semester Full-time             | \$3,380  | \$0  | \$0  | \$0  | -                      |
| Graduate Distance Programs (Specifically identified) - per semester Full-time                  | \$3,555  | \$0  | \$0  | \$0  | -                      |
| Undergraduate Distance Program and Delivery (Specifically identified) - per semester Full-time | \$0  | \$4,411  | \$4,411  | \$4,694  | \$283                  |
| Graduate Distance Program and Delivery (Specifically identified) - per semester Full-time      | \$0  | \$4,707  | \$4,695  | \$4,812  | \$118                  |
| Graduate Distance Program and Delivery - Doctor of Nursing Practice - per semester Full-time   |  | \$5,940  | \$5,940  | \$5,940  | -                      |
| MBA - On-line Program Fee  | \$450  | \$450  | \$450  | \$450  | -                      |
| COHP Distance Dietetic Internship Certificate Program  | discontinued                                   | discontinued                                   | discontinued                                   | discontinued                                   |                        |
| COHP Distance Dietetic Internship MS Program   | \$5,832  | \$5,832  | \$5,832  | \$6,754  | \$922                  |
| COHP - WVU Health Dietetics Internship   | \$0  | \$0  | \$2,000  | \$2,000  | -                      |
| COHP St. Mary's Program Fee - per credit hour  | \$0  | \$0  | \$340  | \$340  | -                      |
| COHP St. Mary's Program Fee - per Semester   | \$0  | \$0  | \$4,080  | \$4,080  | -                      |
| COHP St. Mary's Lab Fee - - per Semester   | \$0  | \$0  | \$100  | \$100  | -                      |
| LCOB Center for Exec Ed and Certification  |  |  |  | \$0  | -                      |
| Business DBA Program - per Credit Hour   | \$850  | \$950  | \$950  | \$950  | -                      |
| Course for Senior Citizens - per Course  | \$50   | \$50   | \$50   | \$50   | -                      |
| <b>Other Fees:</b>   |  |  |  |  |                        |
| CLEP/DANTES Testing  | \$25   | \$25   | \$25   | \$25   | -                      |
| Music Instrument Late Fee  | \$0  | \$0  | \$0  | \$10   | \$10                   |
| International Student Fee  | \$200  | \$200  | \$200  | \$200  | -                      |
| Late Registration/Payment Fee  | \$25   | \$25   | \$25   | \$25   | -                      |
| Meal Card/I. D. Replacement  | \$20   | \$20   | \$20   | \$20   | -                      |
| MUGC Alternative Assessment (Per Credit Hour)  | \$25   | \$25   | \$25   | \$25   | -                      |
| Pharmacy - Matriculation Fee (Annual - Year 1 Only)  | \$270  | \$270  | \$420  | \$420  | -                      |
| Pharmacy - Practice Ready Fee (Annual Year 2 Only)   | \$390  | \$390  | \$420  | \$420  | -                      |
| Pharmacy - Practice Ready Fee (Annual Year 3-4 Only)   | \$390  | \$390  | \$420  | \$420  | -                      |
| Pharmacy - Progression Fee (Annual)  | \$390  | \$390  | \$0  | \$0  | -                      |
| Pharmacy - Simulation Fee (Annual Year 1-2-3 Only)   | \$350  | \$350  | \$350  | \$350  | -                      |
| Pharmacy - iPad Fee (Annual Year 1-2 Only)   | 250.00   | \$250  | \$260  | \$260  | -                      |
| Pharmacy - iPad Fee (Annual Year 3 Only)   | 350.00   | \$350  | \$200  | \$200  | -                      |
| Regents' BA Degree Evaluation  | \$300  | \$300  | \$300  | \$300  | -                      |
| Regents' BA Posting Fee (Per credit hour awarded)  | \$10   | \$10   | \$10   | \$10   | -                      |
| Reinstatement Fee - Course Schedule  | \$25   | \$25   | \$25   | \$25   | -                      |
| Returned Check Fee   | \$25   | \$25   | \$25   | \$25   | -                      |
| Revalidation of Credit Fee (Per Hour)  | \$25   | \$25   | \$25   | \$25   | -                      |

# Fee Planning Schedule- Per Semester

Academic Year 2025-26

Institution: Marshall University

| II. Special Fees and Charges                              | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Increase<br>(Decrease) |
|---|--|--|--|--|------------------------|
| <b>Other Fees (continued):</b>                            |  |  |  |  |                        |
| Study Abroad Application/advising/shipping fee - one-time | \$150  | \$150  | \$150  | \$150  | -                      |
| Study Abroad Program Registration Fee - per Program       | \$100  | \$100  | \$100  | \$100  | -                      |
| Transcript - paper  | \$10   | \$10   | \$10   | \$10   | -                      |
| Transcript - electronic                                   | \$12   | \$12   | \$12   | \$12   | -                      |
| Transfer Evaluation Fee                                   | \$50   | \$50   | \$50   | \$50   | -                      |
| University College - Placement Testing Fee                | \$35   | \$35   | \$35   | \$35   | -                      |
| Visiting Student Credential Fee - SOM                     | \$50   | \$50   | \$50   | \$50   | -                      |
| <b>Diploma Fees:</b>                                      |  |  |  |  |                        |
| Certificate Fee   | \$15   | \$15   | \$15   | \$15   | -                      |
| Associate Degree  | \$50   | \$50   | \$50   | \$50   | -                      |
| Baccalaureate Degree                                      | \$50   | \$50   | \$50   | \$50   | -                      |
| Master's Degree   | \$50   | \$50   | \$50   | \$50   | -                      |
| Diploma Replacement                                       | \$50   | \$50   | \$50   | \$50   | -                      |
| First Professional Degree                                 | \$100  | \$100  | \$100  | \$100  | -                      |
| Doctoral Degree   | \$100  | \$100  | \$100  | \$100  | -                      |
| <b>Residence Services Fees:</b>                           |  |  |  |  |                        |
| Transfer Buyout   | \$0  | \$0  | \$1,000  | \$1,000  | -                      |
| Mid-Leasing Apartment Change (Studio)                     | \$0  | \$0  | \$250  | \$250  | -                      |
| Mid-Leasing Apartment Change (2 Bedroom)                  | \$0  | \$0  | \$350  | \$350  | -                      |
| Unauthorized Single Occupancy (per night)                 | \$0  | \$0  | \$75   | \$75   | -                      |
| Holderby Storage Rate                                     | \$0  | \$40   | \$60   | \$60   | -                      |
| Holderby A/C Rental                                       | \$0  | \$75   | \$0  | \$0  | -                      |
| Improper Check-out Fee - Dorm                             | \$50   | \$50   | \$75   | \$75   | -                      |
| Mail Box - Re-Key (Per Lock)                              | \$30   | \$30   | \$30   | \$30   | -                      |
| Reservation Deposit                                       | \$200  | \$200  | \$200  | \$200  | -                      |
| Room Re-Key (per lock)                                    | \$50   | \$50   | \$75   | \$75   | -                      |
| <b>Safe Rental Progam through College Products</b>        |  |  |  |  |                        |
| One Semester Rental                                       | \$0  | \$0  | \$65   | \$65   | -                      |
| Academic Year Rental (Fall & Spring Semesters)            | \$0  | \$0  | \$85   | \$85   | -                      |
| 12-Month Rental (Fall, Spring, & Summer Semesters)        | \$0  | \$0  | \$105  | \$105  | -                      |
| 10-Week Summer Term                                       | \$0  | \$0  | \$65   | \$65   | -                      |
| 5-Week Summer Term  | \$0  | \$0  | \$55   | \$55   | -                      |
| Safe Purchase   | \$0  | \$0  | \$145  | \$145  | -                      |

# Fee Planning Schedule- Per Semester

Academic Year 2025-26

Institution: Marshall University

|  | Rate Per<br>Semester<br>2022-23 | Rate Per<br>Semester<br>2023-24 | Rate Per<br>Semester<br>2024-25 | Rate Per<br>Semester<br>2025-26 | Increase<br>(Decrease) |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|------------------------|
| <b>III. Room and Board Charges</b>                         |                                 |                                 |                                 |                                 |                        |
| Holderby Hall  |                                 |                                 |                                 |                                 |                        |
| Deluxe Single  | \$3,394                         | \$2,500                         | \$0                             | \$0                             | \$0                    |
| Twin Towers:   |                                 |                                 |                                 |                                 |                        |
| Deluxe Single  | \$3,871                         | \$3,871                         | \$3,987                         | \$4,087                         | \$100                  |
| Double Room  | \$2,916                         | \$2,989                         | \$3,079                         | \$3,156                         | \$77                   |
| Buskirk:   |                                 |                                 |                                 |                                 |                        |
| Deluxe Single  | \$3,871                         | \$3,871                         | \$3,987                         | \$4,087                         | \$100                  |
| Double   | \$2,916                         | \$2,989                         | \$3,079                         | \$3,156                         | \$77                   |
| Marshall Commons:  |                                 |                                 |                                 |                                 |                        |
| Single Room Suite  | \$4,218                         | \$4,218                         | \$4,345                         | \$4,454                         | \$109                  |
| Double Room Suite  | \$3,399                         | \$3,501                         | \$3,606                         | \$3,714                         | \$108                  |
| First Year Residents Hall (Capstone)                       |                                 |                                 |                                 |                                 |                        |
| Double Room with Bath                                      | \$3,668                         | \$3,778                         | \$3,892                         | \$4,009                         | \$117                  |
| Single with bath   | \$5,990                         | \$5,990                         | \$5,990                         | \$6,170                         | \$180                  |
| Fairfield Landing - <u>monthly rates</u>                   |                                 |                                 |                                 |                                 |                        |
| Studio Unit  | \$939                           | \$950                           | \$970                           | \$995                           | \$25                   |
| 2 Bedroom Unit   | \$1,398                         | \$1,425                         | \$1,450                         | \$1,485                         | \$35                   |
| One Bedroom in 2 Bedroom Unit                              | \$723                           | \$740                           | \$755                           | \$775                           | \$20                   |
| Summer Housing   |                                 |                                 |                                 |                                 |                        |
| Single Room  | \$1,210                         | \$1,210                         | \$1,246                         | \$1,283                         | \$37                   |
| Double Room  | \$890                           | \$910                           | \$937                           | \$965                           | \$28                   |
| Early Arrival / Break Housing                              |                                 |                                 |                                 |                                 |                        |
| Single Room  | \$40                            | \$40                            | \$40                            | \$40                            | -                      |
| Double Room  | \$30                            | \$30                            | \$30                            | \$30                            | -                      |
| Off-Campus Overflow (Used only when needed)                |                                 |                                 |                                 |                                 |                        |
| Single occupancy/per day                                   | \$40                            | \$40                            | \$40                            | \$40                            | -                      |
| Double occupancy/per day                                   | \$30                            | \$30                            | \$30                            | \$30                            | -                      |
| <b>Meal Plans</b>  |                                 |                                 |                                 |                                 |                        |
| 10 Meals per week + \$500 Flex with 10 bonus anytime meals | \$2,034                         | \$2,109                         | \$2,172                         | \$2,259                         | \$87                   |
| 10 Meals per week + \$700 Flex with 20 bonus anytime meals | \$2,240                         | \$2,318                         | \$2,388                         | \$2,484                         | \$96                   |
| 10 Meals per week + \$935 Flex                             | \$2,391                         | \$2,468                         | \$2,542                         | \$2,643                         | \$101                  |
| 14 Meals per week + \$500 Flex with 10 bonus anytime meals | \$2,252                         | \$2,341                         | \$2,411                         | \$2,507                         | \$96                   |
| 14 Meals per week + \$700 Flex with 20 bonus anytime meals | \$2,549                         | \$2,640                         | \$2,719                         | \$2,828                         | \$109                  |
| 14 Meals per week + \$935 Flex                             | \$2,700                         | \$2,791                         | \$2,875                         | \$2,990                         | \$115                  |
| 175 Meals per semester + 500 Flex (New FY23)               | \$2,165                         | \$2,246                         | \$2,313                         | \$2,406                         | \$93                   |
| 175 Meals per semester + 700 Flex (New FY23)               | \$2,373                         | \$2,457                         | \$2,531                         | \$2,632                         | \$101                  |
| 175 Meals per semester + 935 Flex (New FY23)               | \$2,582                         | \$2,687                         | \$2,768                         | \$2,879                         | \$111                  |
| Commuter Meal Plans  |                                 |                                 |                                 |                                 |                        |
| 30 Meals + \$200 Flex Dollars                              | \$451                           | \$458                           | \$472                           | \$491                           | \$19                   |
| 50 Meals + \$100 Flex Dollars                              | \$505                           | \$519                           | \$535                           | \$556                           | \$21                   |
| 50 Meals + \$350 Flex Dollars                              | \$762                           | \$776                           | \$799                           | \$831                           | \$32                   |
| 50 Meals + \$600 Flex Dollars                              | \$1,022                         | \$1,036                         | \$1,067                         | \$1,110                         | \$43                   |
| Summer - 19 Meals per week                                 | \$648                           | \$680                           | \$700                           | \$742                           | \$42                   |

**Fee Planning Schedule- Per Semester**  
**Academic Year 2025-26**  
**Institution:** Marshall University

|  | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Semester/<br>Occurrence<br>(Decrease) |
|--|--|--|---|---|---------------------------------------|
| <b>II-A. Other Institutional Fees</b>  |  |  |   |   |                                       |
| <b>COE</b>   |  |  |   |   |                                       |
| 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  | -                                     |
| GSPED - Clinical Services, per visit   | \$20.00  | \$20.00  | \$20.00   | \$20.00   | -                                     |
| <b>COLA</b>  |  |  |   |   |                                       |
| 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  | -                                     |
| <b>Computing Services</b>  |  |  |   |   |                                       |
| 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 2025-26**  
**Institution: Marshall University**

|   | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Semester/<br>Occurrence<br>(Decrease) |
|---|--|--|---|---|---------------------------------------|
| <b>II-A. Other Institutional Fees</b>   |  |  |   |   |                                       |
| <b>H.E.L.P. Center</b>  |  |  |   |   | -                                     |
| 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  | -                                     |
| <b>International Programs</b>   |  |  |   |   | -                                     |
| 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  | -                                     |
| <b>Library - Information Technology</b>   |  |  |   |   | -                                     |
| 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 2025-26**  
**Institution: Marshall University**

|   | Rate Per<br>Semester/<br>Occurrence<br>2022-23 | Rate Per<br>Semester/<br>Occurrence<br>2023-24 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2024-25 | Requested<br>Rate Per<br>Semester/<br>Occurrence<br>2025-26 | Semester/<br>Occurrence<br>(Decrease) |
|---|--|--|---|---|---------------------------------------|
| <b>II-A. Other Institutional Fees</b>   |  |  |   |   |                                       |
| <b>Parking/Public Safety</b>  |  |  |   |   |                                       |
| 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   | \$10.00  | \$10.00  | \$10.00   | \$10.00   | -                                     |
| Parking Fine - Handicapped Space (24 hr/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   | -                                     |
| <b>Student Affairs</b>  |  |  |   |   |                                       |
| 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  | -                                     |
| <b>School of Medicine/School of Pharmacy/School of Physical Therapy/College of Health Professions</b> |  |  |   |   |                                       |
| Background Check  | At Cost  | At Cost  | At Cost   | At Cost   | -                                     |
| Student Health Insurance  | At Cost  | At Cost  | At Cost   | At Cost   | -                                     |
| <b>Charges for reimbursement of expenses in complying with Freedom of Information Act requests:</b>   |  |  |   |   |                                       |
| 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   | -                                     |
| <b>Fairfeild Landing - short stay charges</b>   |  |  |   |   |                                       |
| 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  | -                                     |

# *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.**

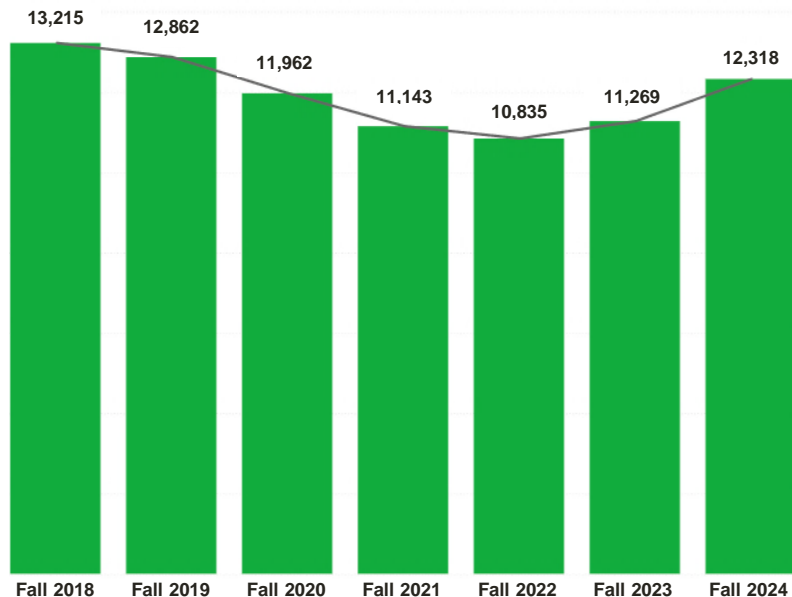
- ✓ Build key reserves for fiscal and operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.

# *Grow Students, Not Fees*

## **REVERSING A 13-YEAR DECLINE**

### **ENROLLMENT**

**OUR PLAN IS WORKING**



### **FY25 RESULTS**

**Total Enrollment: +9.3%**

- ✓ First-Time Freshmen: +5.6%
- ✓ Metro Enrollment: +12.6%
- ✓ Graduate Programs: +6.5%
- ✓ Retention: 72% (-6.5%)

### **FY26 ASSUMPTIONS**

**Total Enrollment: +1%**

- ✓ First-Time Freshmen: +4.7%
- ✓ Metro Enrollment: Flat
- ✓ Graduate Programs: +2.0%
- ✓ Retention: 74% (+1.8%)



# Grow Students, Not Fees

## TUITION/FEES AND AFFORDABILITY

2026 Budgeted Revenues  
\$358.7M

Student Tuition  
and Fees  
21.2%

Grants  
and  
Contracts  
34.1%

Auxiliaries 12.2%

Other Operating 3.4%

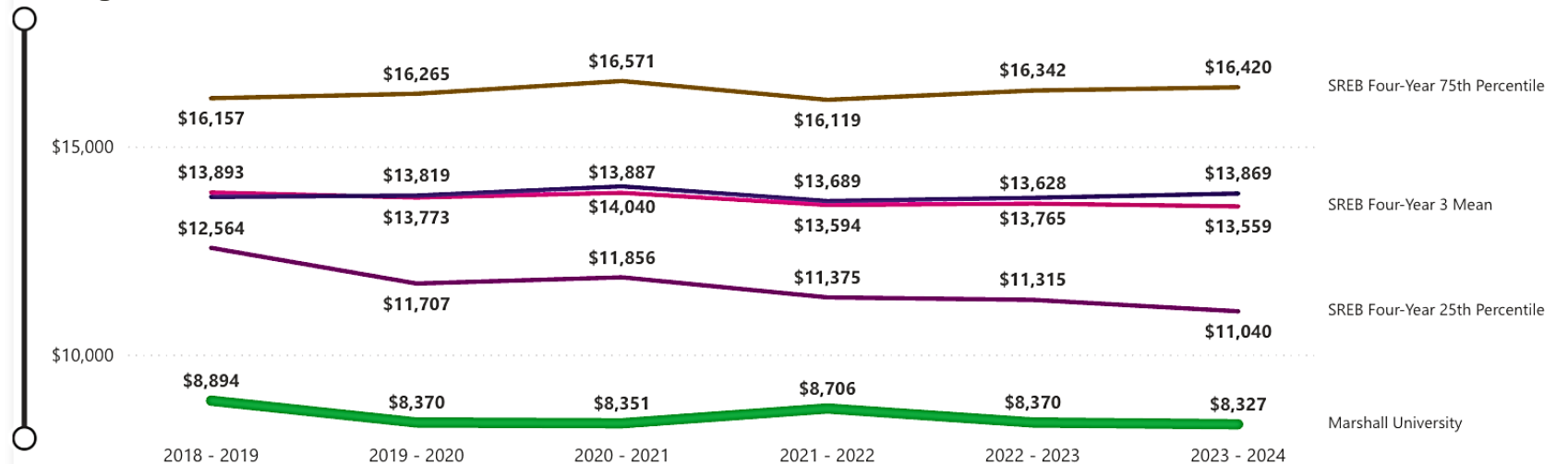
State  
Appropriations  
21.2%

Pell Grants 6.3%

Other Non-Operating 0.7%

### Comparison to Southern Regional Education Board (SREB) 4-Year Institutions

Average Net Price



Sources: Integrated Postsecondary Education Data System (IPEDS) and College Scorecard, U. S. Department of Education

# Grow Students, Not Fees

## TUITION/FEES AND RETURN ON INVESTMENT

2026 Budgeted Revenues  
\$358.7M

Student Tuition  
and Fees  
21.2%

Grants  
and  
Contracts  
34.1%

Auxiliaries 12.2%

Other Operating 3.4%

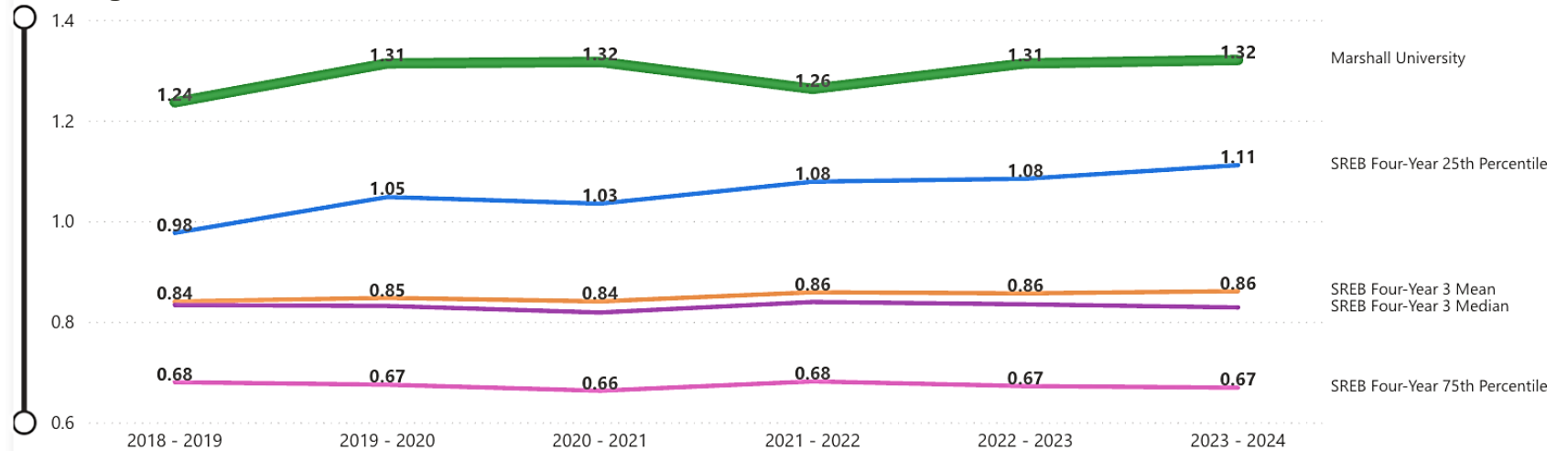
State  
Appropriations  
21.2%

Pell Grants 6.3%

Other Non-Operating 0.7%

### Comparison to Southern Regional Education Board (SREB) 4-Year Institutions

#### Earnings Ratio



Sources: Integrated Postsecondary Education Data System (IPEDS) and College Scorecard, U. S. Department of Education

# Grow Students, Not Fees

## PROPOSED FY26 TUITION & FEES

|                      | PAST     |           |           | BUDGET    | FUTURE    |           |           |
|----------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                      | FY23     | FY24      | FY25      | FY26      | FY27      | FY28      | FY29      |
| <b>UNDERGRADUATE</b> |          |           |           |           |           |           |           |
| Resident             | \$ 4,362 | \$ 4,471  | \$ 4,581  | \$ 4,694  | \$ 4,810  | \$ 4,929  | \$ 5,000  |
| Online               | \$ 3,980 | \$ 4,411  | \$ 4,521  | \$ 4,634  | \$ 4,750  | \$ 4,869  | \$ 4,990  |
| Metro                | \$ 7,404 | \$ 6,560  | \$ 6,584  | \$ 6,608  | \$ 6,632  | \$ 6,656  | \$ 6,680  |
| Non-Resident         | \$ 9,889 | \$ 10,147 | \$ 10,171 | \$ 10,195 | \$ 10,219 | \$ 10,243 | \$ 10,267 |

|                 | PAST      |           |           | BUDGET    | FUTURE    |           |           |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                 | FY23      | FY24      | FY25      | FY26      | FY27      | FY28      | FY29      |
| <b>GRADUATE</b> |           |           |           |           |           |           |           |
| Resident        | \$ 4,467  | \$ 4,580  | \$ 4,695  | \$ 4,812  | \$ 4,933  | \$ 5,056  | \$ 5,182  |
| Online          | \$ 4,005  | \$ 4,580  | \$ 4,695  | \$ 4,812  | \$ 4,933  | \$ 5,056  | \$ 5,182  |
| Metro           | \$ 7,899  | \$ 7,917  | \$ 7,941  | \$ 7,965  | \$ 7,989  | \$ 8,013  | \$ 8,037  |
| Non-Resident    | \$ 10,743 | \$ 11,012 | \$ 11,036 | \$ 11,060 | \$ 11,084 | \$ 11,108 | \$ 11,132 |

### FY26 Tuition and Fee Rate Proposal

- **+2.5%** Undergrad/Graduate Resident
  - Favorable compared to inflation (and peers)
  - Undergraduate Residents: +\$226 annually
  - Graduate Residents: +\$236 annually
- **Flat** Non-Resident and Metro
- **School of Medicine**
  - +\$2,000 Resident
  - +\$3,000 Non-Resident
- **Increases in:**
  - Capital Fee: +\$24/year
  - Rec Center Fee: +\$12/year
  - Auxiliary Fee: +\$12/year

# Grow Students, Not Fees

## TUITION & FEES + ROOM/BOARD

### First-Year (Freshman) Costs

| Resident         | FY23      | FY24      | FY25      | FY26      | FY27      | FY28      | FY29      |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Tuition and Fees | \$ 4,362  | \$ 4,471  | \$ 4,581  | \$ 4,694  | \$ 4,810  | \$ 4,932  | \$ 5,000  |
| Room and Board   | \$ 5,920  | \$ 6,119  | \$ 6,303  | \$ 6,492  | \$ 6,686  | \$ 6,887  | \$ 7,094  |
| Total            | \$ 10,222 | \$ 10,530 | \$ 10,884 | \$ 11,303 | \$ 11,618 | \$ 11,887 | \$ 12,094 |
| % Change         | 2.55%     | 3.01%     | 3.36%     | 2.79%     | 2.79%     | 2.32%     | 1.74%     |
|                  |           |           |           |           |           |           |           |
| Metro            | FY23      | FY24      | FY25      | FY26      | FY27      | FY28      | FY29      |
| Tuition and Fees | \$ 7,344  | \$ 6,500  | \$ 6,584  | \$ 6,608  | \$ 6,656  | \$ 6,680  | \$ 6,680  |
| Room and Board   | \$ 5,920  | \$ 6,119  | \$ 6,303  | \$ 6,492  | \$ 6,687  | \$ 6,887  | \$ 7,094  |
| Total            | \$ 13,264 | \$ 12,619 | \$ 12,887 | \$ 13,124 | \$ 13,342 | \$ 13,567 | \$ 13,774 |
| % Change         | 1.95%     | -4.86%    | 2.12%     | 1.65%     | 1.67%     | 1.68%     | 1.53%     |
|                  |           |           |           |           |           |           |           |
| Non-Resident     | FY23      | FY24      | FY25      | FY26      | FY27      | FY28      | FY29      |
| Tuition and Fees | \$ 9,829  | \$ 10,075 | \$ 10,171 | \$ 10,195 | \$ 10,243 | \$ 10,267 | \$ 10,267 |
| Room and Board   | \$ 5,920  | \$ 6,119  | \$ 6,303  | \$ 6,492  | \$ 6,686  | \$ 6,887  | \$ 7,094  |
| Total            | \$ 15,749 | \$ 16,194 | \$ 16,474 | \$ 16,711 | \$ 16,929 | \$ 17,154 | \$ 17,361 |
| % Change         | 1.64%     | 2.83%     | 1.73%     | 1.29%     | 1.31%     | 1.33%     | 1.20%     |

- For 2026, **online programs** remain priced at the **Resident** levels.
- The **average room rate** proposed is an increase of **2.6%**.
- We propose limiting **meal plan** increases to **4%** (relative to inflation and Sodexo's 3.7% cost pass-through).

# *Enduring* **FINANCIAL PRINCIPLES**

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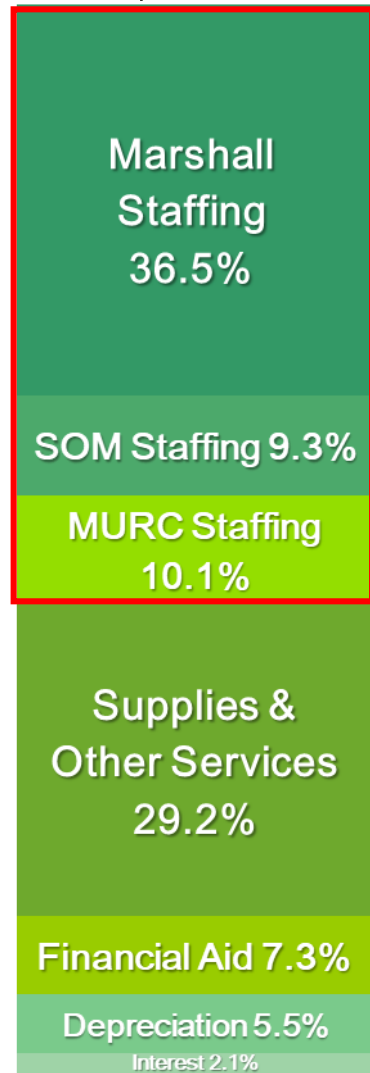
## **4. Manage our Strategic RESOURCES.**

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

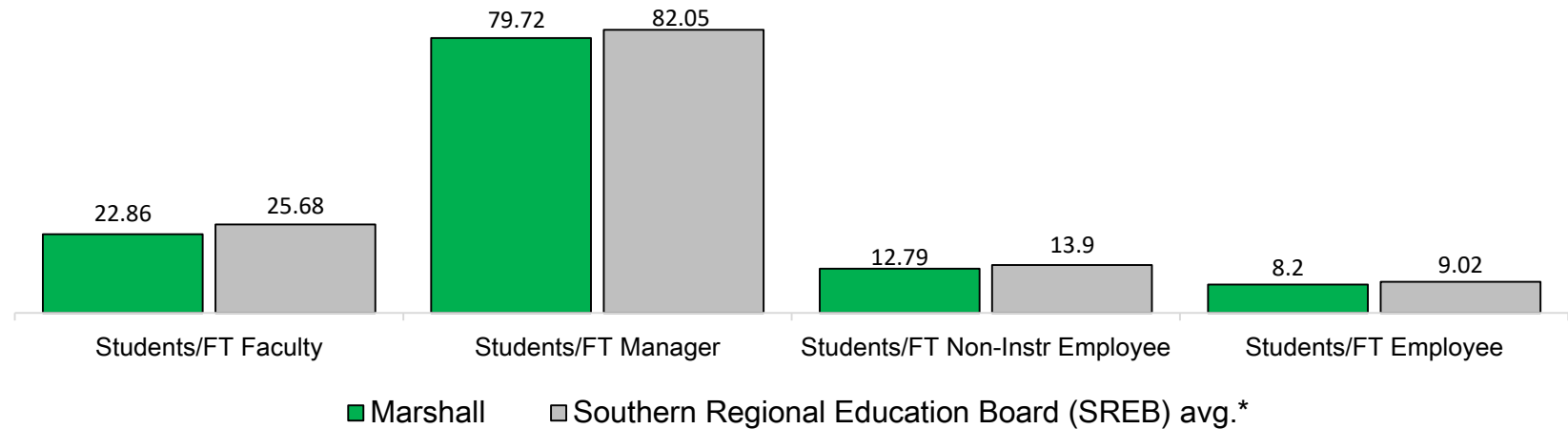
# Invest in our Team

## STAFFING TRENDS

2026 Budgeted Expenses  
\$371.1M



### Monitoring Staffing to Mirror Enrollment



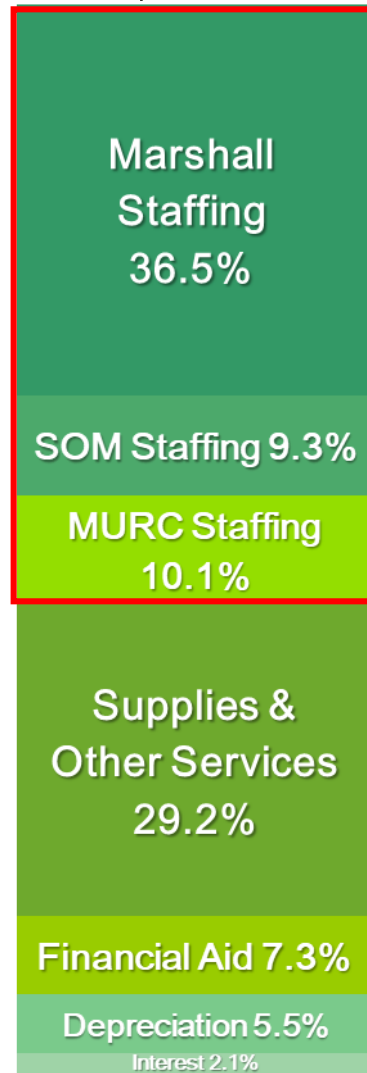
- Strategic Hiring Committee → No New Positions
- Operation CORE Strength → Best-in-Class Ratios
- Staffed for 12,800 Students (12-18 months of growth)

\*Source: Integrated Postsecondary Education Data System (IPEDS), National Center for Education Statistics, U.S. Department of Education, 2023-24; excludes School of Medicine employees.

# *Invest in our Team*

## OPERATION CORE STRENGTH

2026 Budgeted Expenses  
\$371.1M



### Objectives

- Ensure employees are strategically positioned in roles that maximize skills, knowledge and abilities.
- Improve decision-making and resource allocation.
- Align talent with university's strategic priorities.
- Enhance organizational effectiveness and efficiency by removing barriers to the flow of information and work, and optimizing spans of control.

### Actions To-Date

- Current state analysis of organizational structure completed
- Cabinet members identified industry staffing benchmarks for each area of responsibility; then developed one-page draft action plans to "right-size" their operations
- Dashboard developed to compare staffing levels with regional peer institutions using CUPA\* data to identify broad areas of under- and over-staffing

### Next Steps

- Compare Cabinet benchmarks/draft action plans with CUPA dashboard
- Refine Cabinet-level action plans accordingly, followed by creation of comprehensive future-state organizational structure
- Develop dashboard to help Cabinet monitor their staffing vs benchmarks/ideal state "at-a-glance"; green dashboard means backfills and budgeted positions may be filled; yellow or red dashboard, case must be made to Strategic Hiring Committee

# *Invest in our Team*

## **PAY RAISES → MARKET RATES**

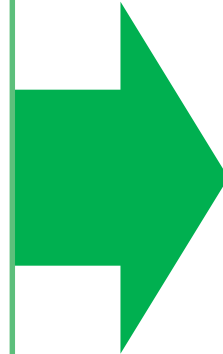
### **FY25 ACTIONS**

#### **State Funded**

- \$1,000 Lump Sum
- +1% Base Increase

#### **Market Equity Adjustments**

- \$1M from Save-to-Serve
- Distributed based on Compa-ratio (position relative to mid-point)



### **FY26 BUDGET**

#### **State Funded**

- No State-funded increases

#### **Market Equity Adjustments**

- \$369K to fund minimum of new salary scale for 156 employees

### **FY27-29 CONSIDERATIONS**

#### **Market Equity Adjustments**

- Performance-based increases
- \$533K budgeted market adjustments:
  - \$158K to bring entry-level minimum salary to \$14/hour (\$27,300) for 69 employees
  - \$375K to bring everyone to 80% of Compa-ratio for 431 employees



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# Take Care of the House

## FACILITY MAINTENANCE

### CAPITAL PROJECT PRINCIPLES FOR ALLOCATION

|                                |             |
|--------------------------------|-------------|
| Building System Stabilization  | 35%         |
| Health and Safety              | 25%         |
| Equitable Environment/Title IX | 20%         |
| Invest to Accelerate Growth    | 15%         |
| <u>Miscellaneous</u>           | <u>5%</u>   |
| <b>Total Points</b>            | <b>100%</b> |

### PROJECT “SHOCK AND AWE”

\$21.8M from State for Deferred Maintenance

- ✓ Chiller Replacements – Smith Hall and Drinko Library (\$3.3M)
- ✓ Roof Replacements – South Charleston, Drinko Library (\$3.6M)
- ✓ Structural Repairs - Old Main (\$1M)
- ✓ Air Handler Units - Science Building (\$1.3M)
- ✓ Emergency Generator/Safety Phase I (\$687K)
- ✓ Fire Alarm Upgrades (\$363K)
- ✓ Elevator Modernization (\$1.1M)
- ✓ Sanitary Pipe Replacement – Henderson Center E-Level (\$540K)
- ✓ Morrow Library ADA Updates (\$1.2M)
- ✓ Locks – Smith Hall and Fine Arts (\$300K)
- ✓ Floor Renovations - Erma Ora Byrd Clinical Center (\$268K)
- ✓ Concrete – Smith Hall and Henderson Center (\$250K)
- ✓ Stormwater Improvements Phase I (\$1.1M)
- ✓ Demolition – Laidley and Holderby Halls (\$1.6M)
- ✓ Renovations - Fine Arts (\$2.3M)
- ✓ Restroom Renovations – Memorial Student Center (\$880K)
- ✓ HVAC Replacement – Former MRI Building (\$222K)
- ✓ Classroom/Restroom Repair/Renewal – Campus-wide (\$1.4M)
- ✓ Band Bleacher Replacement – Henderson Center (\$400K)

All projects either under way or completed.

State funding of \$5.8M received to-date. Anticipated April 2025 invoicing for drawdown of next \$607K.

# *Take Care of the House*

## **TECHNOLOGY INVESTMENTS**

### **ACTIONS TO DATE**

#### **Shared Governance**

- Formation of Administrative Technology Council and Faculty Technology Council

#### **Systems and Infrastructure**

- Lifecycle replacement of all core network switches
- Enrollment management system and bi-directional system integration
- Banner and Oracle cloud infrastructure upgrades

#### **Information Security**

- Annual employee information security awareness training
- CISA penetration assessment and GLBA audit remediation
- VPN access review and updates

#### **Artificial Intelligence (AI)**

- Khan Academy/Khanmigo Pilot for online and Marshall for All cohort
- CoPilot Chat
- Adobe Creative Campus Early Adoption of Acrobat AI

#### **Student Experience**

- Adobe Creative Campus and Firefly AI
- Blackboard Ultra with AI tools
- New MyMU portal/integrated service desk
- MarshallU app

### **PLANNING AHEAD\***

#### **Systems and Infrastructure**

- Procurement of lifecycle firewall replacement
- Continued Banner and Oracle cloud infrastructure upgrades and strategy to migrate to Banner Software as a Service
- Migrate Marshall Health technology services to Marshall Health Network
- Ad Astra space scheduling system upgrade
- Device replacements for Windows 11 compliance

#### **Information Security**

- Password standard updates for students, employees and affiliates
- Focused training for GLBA, FERPA, and PCI compliance
- Audits and penetration tests, including remediations

#### **Artificial Intelligence (AI)**

- AI agent for Enrollment and IT Service Desk
- Robotic Process Automation (RPA) for transcripts for Enrollment
- M365 CoPilot Studio prototype

#### **Student Experience**

- MyMU portal 2.0
- Student 360 case management

\*All projects funded.

# Take Care of the House

## COMMUNITY CARES WEEK

### YEAR 3 RESULTS

- 1,088 volunteers – 50% increase from 2023
- 3,415 service hours
- 785 volunteers on Marshall campuses
- 303 volunteers through Alumni affiliations
- \$466,202 saved through sweat equity
- 100+ staff members leading teams
- 2,568 flowers and shrubs in Huntington
- 55 bushes and shrubs at So Chas and MOVC
- 690 bags of mulch
- 103 tons of stone/landscaping rock
- 70 gallons of paint
- 14 30-yard dumpsters

### YEAR 4 PLANS



Continue to increase the scope and impact of alumni, campus and community members participating and giving back.

- **Tuesday, May 20** – Main Campus, Byrd Clinical Center, Linda S. Holmes Student Wellness Center, Hope House, Satellite Campuses
- **Wednesday, May 21** – Main Campus, Satellite Campuses
- **Thursday, May 22** – Main Campus, Project HOPE, Satellite Campuses
- **Friday, May 23** – Main Campus

15+ alumni chapter service projects in home communities

GOAL: +5% in volunteers (target: 1,142) and service hours (target: 3,586 )

[www.marshall.edu/cares](http://www.marshall.edu/cares)

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# Manage our Strategic Resources

## FY26 STATE APPROPRIATIONS

### Marshall University State Support - FY2022-FY2026

| <u>Marshall University</u>                   | FY2022            | FY2023            | FY2024            | FY2025            | FY2026            | Variance<br>vs FY25 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| <b>Marshall University</b>                   | <b>46,461,199</b> | <b>48,961,949</b> | <b>50,873,019</b> | <b>53,411,505</b> | <b>54,043,331</b> | <b>631,826</b>      |
| VISTA E Learning                             | 229,019           | 229,019           | 229,019           | 229,019           | 229,019           | -                   |
| State Priorities-Brownsfield Prof Dev        | 309,606           | 309,606           | 809,606           | 809,606           | 809,606           | -                   |
| Autism                                       | 1,808,381         | 1,869,776         | 1,922,515         | 1,992,337         | 2,011,949         | 19,612              |
| Luke Lee                                     | 149,015           | 151,939           | 154,576           | 157,901           | 159,287           | 1,386               |
| MUGC Writing Project                         | 25,412            | 25,412            | 25,412            | 25,412            | 25,412            | -                   |
| Minority Health Institute                    |                   |                   | 100,000           | 100,000           | 100,000           | -                   |
| Other Lottery                                |                   |                   |                   |                   |                   | -                   |
| <b>Total Marshall University</b>             | <b>48,982,632</b> | <b>51,547,701</b> | <b>54,114,147</b> | <b>56,725,780</b> | <b>57,378,604</b> | <b>652,824</b>      |
| <b>Marshall School of Medicine</b>           |                   |                   |                   |                   |                   | -                   |
| Marshall Medical School - General            | 12,051,542        | 7,272,947         | 7,750,340         | 8,357,258         | 8,466,806         | 109,548             |
| from soda / insurance premium tax            |                   | 5,500,000         | 5,500,000         | 5,500,000         | 5,500,000         | -                   |
| Surplus                                      | 183,526           | -                 | -                 |                   |                   | -                   |
| Forensic Lab                                 | 227,415           | 227,415           | 227,415           | 227,415           | 227,859           | 444                 |
| Center for Rural Health                      | 157,096           | 161,043           | 164,735           | 169,390           | 170,920           | 1,530               |
| BRIM Premium Offset                          | 872,612           | 872,612           | 872,612           | 872,612           | 872,612           | -                   |
| Rural Outreach Programs                      | 156,022           | 157,572           | 158,970           | 160,732           | 160,732           | -                   |
| <b>Marshall School of Medicine General</b>   | <b>13,648,213</b> | <b>14,191,589</b> | <b>14,674,072</b> | <b>15,287,407</b> | <b>15,398,929</b> | <b>111,522</b>      |
| Lottery Funds - School of Medicine           |                   |                   |                   |                   |                   | -                   |
| RHEP Med School & Program Support            | 427,075           | 434,910           | 444,614           | 453,525           | 457,532           | 4,007               |
| HEPC VC - Rural Residency Program            | 171,361           | 174,109           | 176,614           | 179,773           | 181,171           | 1,398               |
| <b>Total School of Medicine</b>              | <b>14,246,649</b> | <b>14,800,608</b> | <b>15,295,300</b> | <b>15,920,705</b> | <b>16,037,632</b> | <b>116,927</b>      |
| <b>TOTAL Marshall and School of Medicine</b> | <b>63,229,281</b> | <b>66,348,309</b> | <b>69,409,447</b> | <b>72,646,485</b> | <b>73,416,236</b> | <b>769,751</b>      |

### What is Reflected?

#### Included

- PEIA: 14% increase for General Revenue and Lottery Funds based on FY25 budgeted amounts for employer portion

#### Excluded

- Salary increases
- Funding formula

#### Amounts Not Final

#### *Governor's Proposed Budget removed:*

- VISTA E-Learning \$229K
- Brownsfield \$500k
- Rural Outreach \$161K

*House Finance has added back in*



# Manage our Strategic Resources

## PROMOTE LONG-TERM SUSTAINABILITY

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### STRATEGIC INITIATIVES

#### “Save-to-Serve”

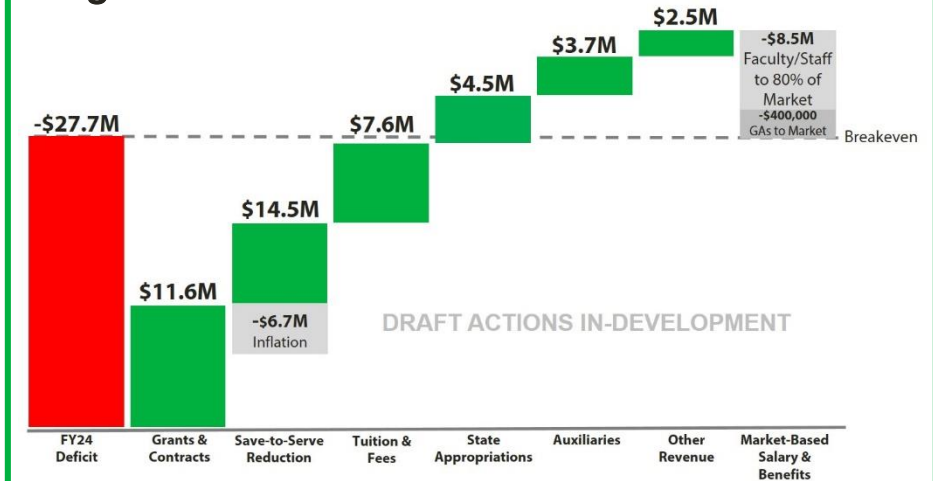
- Identify/take action:
  - Savings opportunities
  - Spending habits
  - Areas of waste
- Budget Advisory Committee guidance
  - Monthly meetings
  - Purchasing best practices
  - Spending deep dives
- Goal of \$14.5M in savings over four years

#### Incentivized Budget Model

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

### WHERE WE STARTED... FINANCIAL ROADMAP

#### Original FY24-27

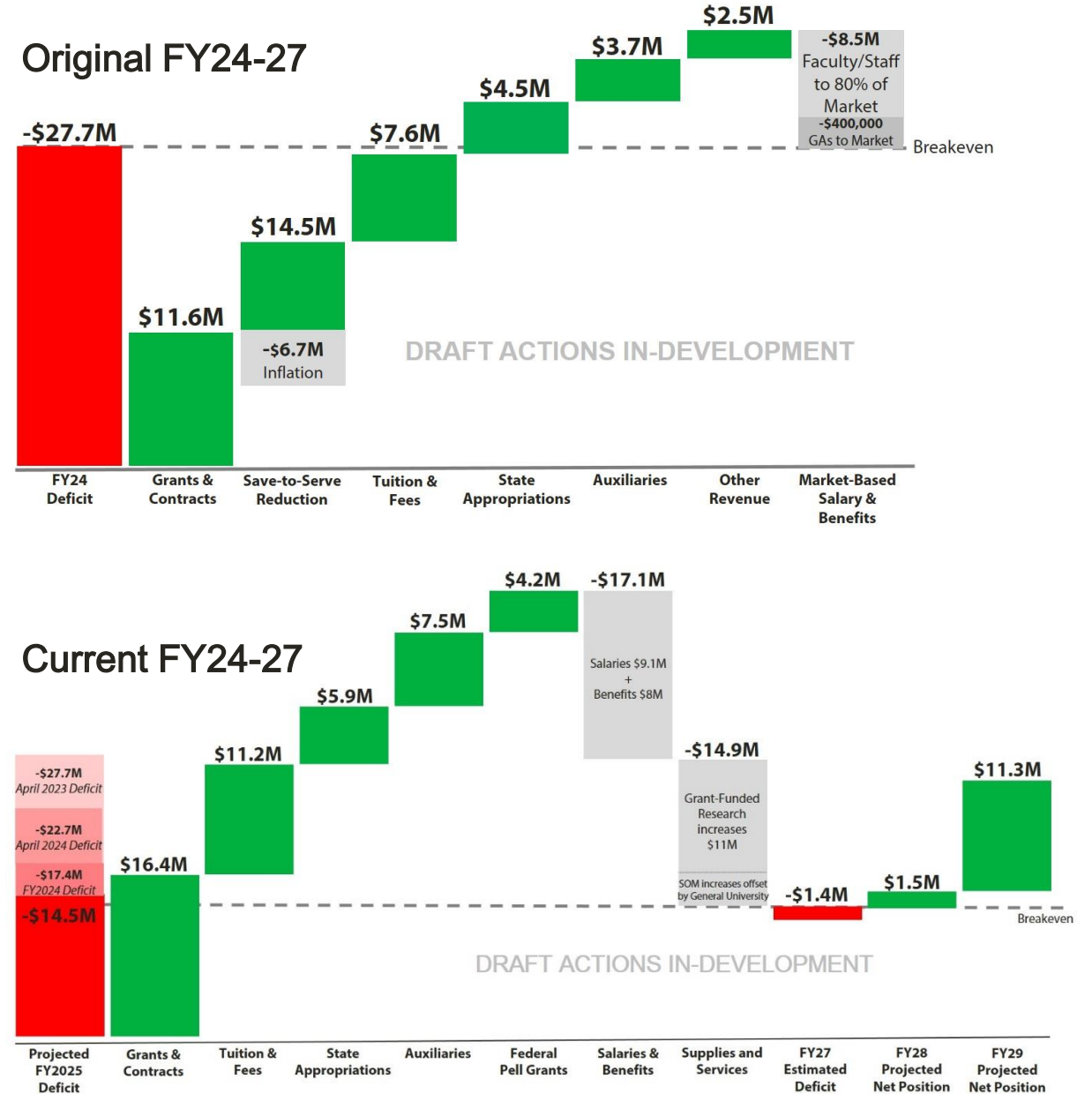




# Manage our **STRATEGIC RESOURCES**

| Key Assumptions  |          |                |
|--|----------|----------------|
| REVENUES   |          |                |
|  | Original | Current        |
| ✓ Grants and Contracts   | +3.5%    | +3.7%          |
| ✓ Net Tuition/Fees   |          |                |
| • FY26   | +2.5%    | +2.0%          |
| • FY27   | +2.5%    | +9.7%*         |
| • FY28   | +2.5%    | +6.2%*         |
| ✓ State Appropriations   |          |                |
| • FY26   | +\$3.3M  | +\$770K        |
| • FY27   | +\$1.5M  | Flat           |
| • FY28   | +\$1.5M  | Flat           |
| ✓ Auxiliary Revenue  |          |                |
| • FY26   | +3.5%    | +4.3%          |
| • FY27   | +3.5%    | +2.9%          |
| • FY28   | +3.5%    | +3.1%          |
| EXPENSES   |          |                |
| ✓ Salaries and Benefits  |          |                |
| ✓ FY26 - FY28  | +\$3.5M  | +400K Annually |
| ✓ Supplies and Other Services: 5% reduction offset by School of Medicine and grant-funded spending |          |                |

\*Growth in F27-FY28 Net Tuition and Fees being driven by the School of Medicine revised tuition model (+4.8% in FY26, +2.5% in FY27 and +2.5% in FY28).

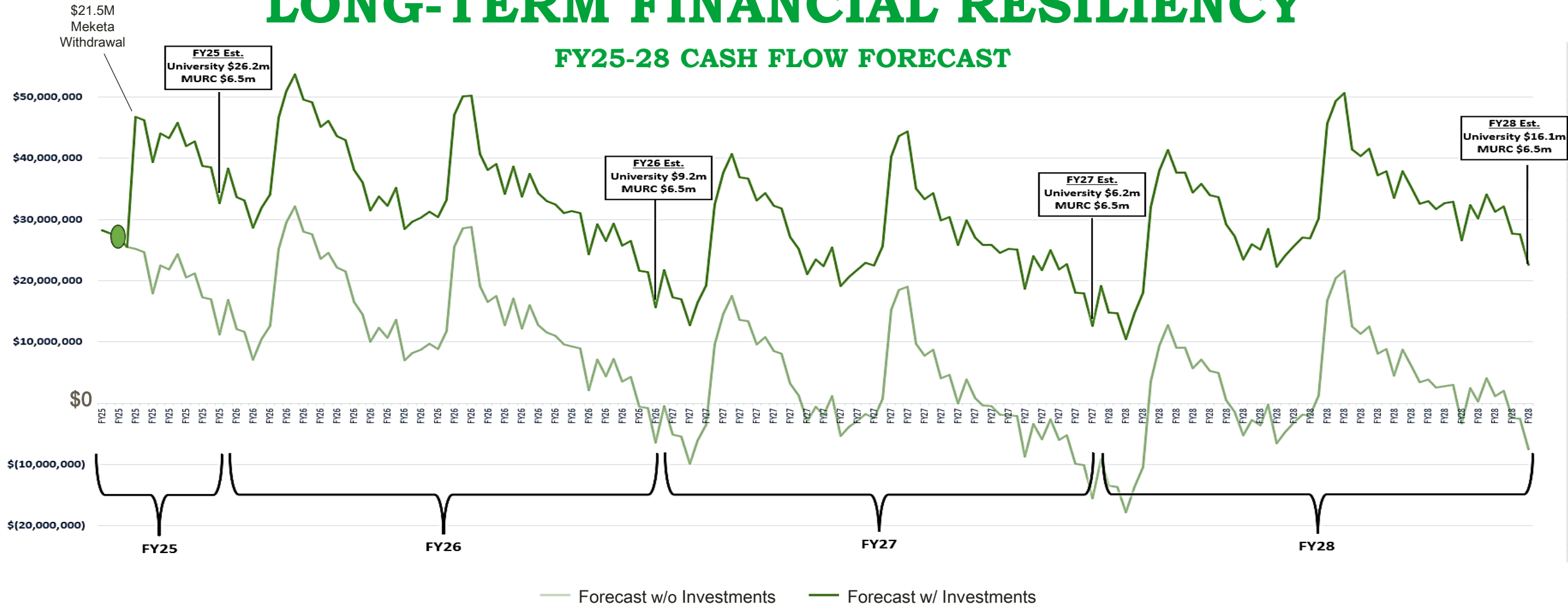




# Manage our Strategic Resources

## LONG-TERM FINANCIAL RESILIENCY

### FY25-28 CASH FLOW FORECAST

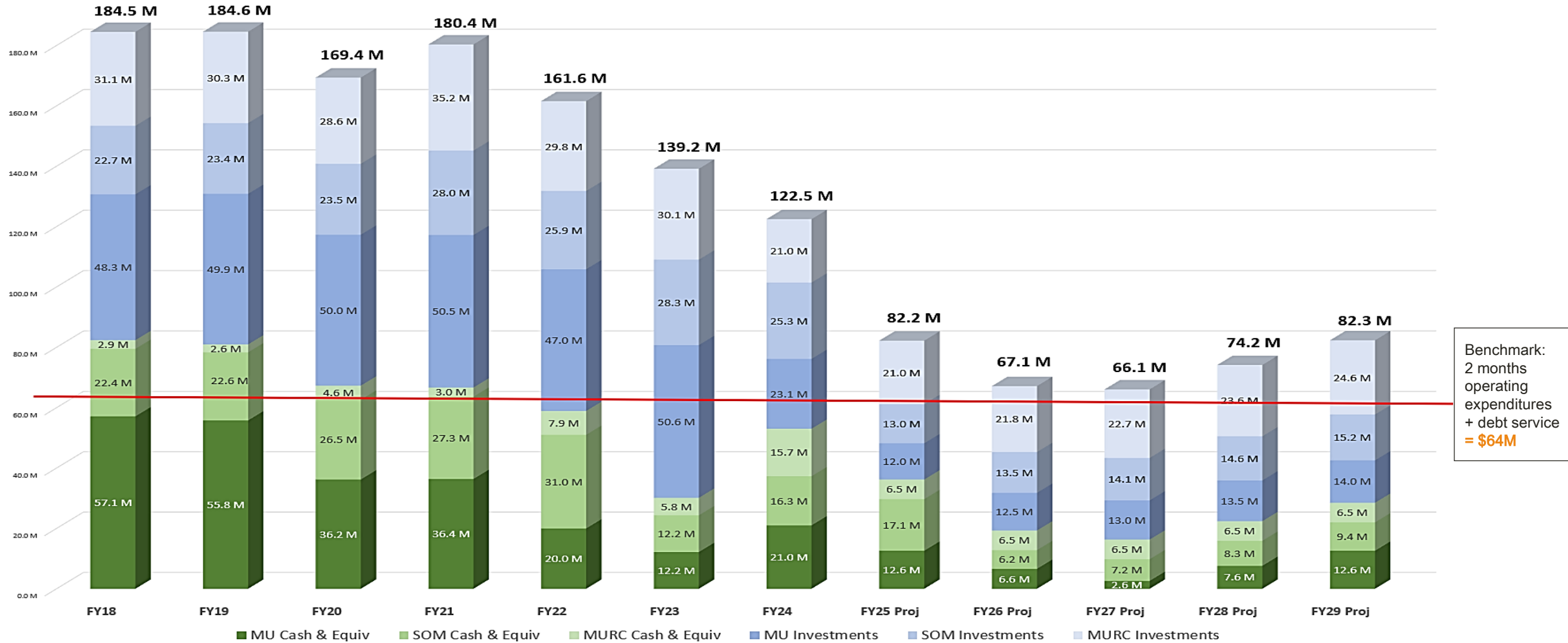


#### Key Takeaways

- **Cash Inflows:** Fall (August/September) and Spring (January/February) inflows must sustain the university for entire year.
- **Draw Down Meketa Investments:** To supplement cash position, university is recommending drawing down \$21.5M of the combined Board of Governors, School of Medicine, and Research Corp investment portfolios in April.
- **Goal:** Maintain cash level at or above the benchmark of two-month operating expenditures (\$56M) and annual debt service (\$10M) for the University, School of Medicine and MURC.

# Manage our Strategic Resources

## DEFINING FINANCIAL RESILIENCY



### Minimum Thresholds

- Honor Our Obligations: \$9.9M for one-year debt service (principal and interest) on revenue bonds
- Prepare for Market Disruption: \$25.2M for operating resiliency—to remain fiscally “pandemic-proof”
- Maintain Baseline Benchmark: \$54M for 2-months’ operating expenses (per Government Finance Officers Association)



# **PROPOSED FY2026 BUDGET**

# Strategic Choices

## FY2026 PROPOSED BUDGET

| Marshall University                           |                      |                      |                      |
|---|----------------------|----------------------|----------------------|
|   | FY24 Actuals         | FY25 Projection      | FY26 Budget          |
| <b>Operating Revenues</b>                     |                      |                      |                      |
| Student Tuition and Fees (net of allowance)   | 72,286,000           | 74,713,000           | 76,146,000           |
| Federal Grants and Contracts                  | 53,841,000           | 57,975,000           | 64,630,000           |
| State Grants and Contracts                    | 34,448,000           | 41,082,000           | 33,315,000           |
| Local Grants and Contracts                    | 931,000              | 731,000              | 931,000              |
| Private Grants and Contracts                  | 20,982,000           | 20,873,000           | 23,563,000           |
| Auxiliary Enterprise Revenue                  | 38,531,000           | 40,609,000           | 43,827,000           |
| Other Operating Revenues                      | 16,987,000           | 12,573,000           | 12,303,000           |
| <b>Total Operating Revenues</b>               | <b>238,006,000</b>   | <b>248,556,000</b>   | <b>254,715,000</b>   |
| <b>Operating Expenses</b>                     |                      |                      |                      |
| Salaries and Wages                            | 159,747,000          | 163,823,000          | 166,072,000          |
| Benefits                                      | 34,460,000           | 39,611,000           | 41,518,000           |
| Supplies and Other Services                   | 86,088,000           | 90,089,000           | 95,954,000           |
| Utilities                                     | 11,137,000           | 12,137,000           | 12,450,000           |
| Scholarships and fellowships                  | 27,694,000           | 34,694,000           | 27,100,000           |
| Depreciation                                  | 21,252,000           | 18,600,000           | 20,500,000           |
| Other Operating Expenses                      | 203,000              | -                    | -                    |
| <b>Total Operating Expenses</b>               | <b>340,581,000</b>   | <b>358,954,000</b>   | <b>363,594,000</b>   |
| <b>Operating Income (Loss)</b>                | <b>(102,575,000)</b> | <b>(110,398,000)</b> | <b>(108,879,000)</b> |
| <b>Nonoperating Revenues (expenses)</b>       |                      |                      |                      |
| State Appropriations                          | 116,418,000          | 75,630,000           | 76,188,000           |
| Payments on behalf                            | (1,999,000)          | -                    | -                    |
| Federal Pell Grants                           | 18,965,000           | 22,300,000           | 22,500,000           |
| Gifts   | 1,804,000            | 2,000,000            | 2,550,000            |
| Investment Income                             | 11,383,000           | 3,500,000            | 2,750,000            |
| Interest on indebtedness                      | (7,265,000)          | (7,265,000)          | (7,242,000)          |
| Fees assessed by Commission for Debt Service  | (285,000)            | (285,000)            | (285,000)            |
| Other nonoperating revenues (expenses)        | (673,000)            | -                    | -                    |
| <b>Total Nonoperating Revenues (expenses)</b> | <b>138,348,000</b>   | <b>95,880,000</b>    | <b>96,461,000</b>    |
| <b>Increase/Decrease in Net Assets</b>        | <b>35,773,000</b>    | <b>(14,518,000)</b>  | <b>(12,418,000)</b>  |

### What is Reflected?

#### BASELINE

- Tuition and Fees Increase
  - Resident: +2.5%
  - Non-Resident/Metro: Flat
- +1% Total Enrollment Increase
- Flat to FY25 Total Grants and Contracts
  - +\$8M increase in Research Grants
  - -\$8M decrease in WV Higher Education Grants
- +2.6% Average Housing Rates
- \$369K to Fund Minimum of New Salary Scale
- -5% Save-to-Serve
  - MURC increase of \$4.5M due to increased Grant revenue
  - School of Medicine investments of \$750K in Adiposity and Informatics and Population Analytics
- -4% Total Operating Expense Reductions

# Decoding MARSHALL'S FINANCIAL PICTURE

## REVENUES

## EXPENSES

2024 Actual  
\$341.6M

2025 Projected  
\$352.0M

2026 Budgeted  
\$358.7M

2024 Actual  
\$348.8M

2025 Projected  
\$355.6M

2026 Budgeted  
\$371.1M

Student  
Tuition  
and Fees  
21.2%

Student  
Tuition  
and Fees  
21.2%

Student Tuition  
and Fees  
21.2%

Marshall  
Staffing  
37.2%

Marshall  
Staffing  
36.8%

Marshall  
Staffing  
36.5%

Grants  
and  
Contracts  
32.3%

Grants  
and  
Contracts  
34.3%

Grants  
and  
Contracts  
34.1%

**Staffing**  
FY24 55.6%  
FY25 55.5%  
FY26 56.7%

SOM Staffing 7.9%

SOM Staffing 8.1%

SOM Staffing 9.3%

MURC Staffing  
10.5%

MURC Staffing  
10.6%

MURC Staffing  
10.1%

Auxiliaries  
11.3%

Auxiliaries  
11.5%

Auxiliaries  
12.2%

Supplies  
& Other  
Services  
28.1%

Supplies  
& Other  
Services  
27.9%

Supplies  
& Other  
Services  
29.2%

Other Operating 5.0%

Other Operating 3.6%

Other Operating 3.4%

**Non-  
Staffing**  
FY24 44.4%  
FY25 44.5%  
FY26 43.3%

Financial Aid  
7.9%

Financial Aid  
9.5%

Financial Aid  
7.3%

State  
Appropriations  
20.9%

State  
Appropriations  
21.5%

State  
Appropriations  
21.2%

Depreciation 6.1%

Depreciation 5.1%

Depreciation 5.5%

Pell Grants 5.6%  
Other Non-Operating 0.5%  
Investment Gains 3.3%

Pell Grants 6.3%  
Other Non-Operating 1.0%  
Investment Gains 0.7%

Pell Grants 6.3%  
Other Non-Operating 0.9%  
Investment Gains 0.9%

Interest 2.2%

Interest 2.0%

Interest 2.1%

**Operating**  
FY24 69.8%  
FY25 70.6%  
FY26 71.0%

**Non-  
Operating**  
FY24 30.2%  
FY25 29.4%  
FY26 29.0%





# Marshall University

*Accelerating Individual Success, Innovative Ideas and Economic Impact*

*April 9, 2025  
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

### **Former MRI Building – Thrift Store and Food Pantry**

#### **Vendor: ZMM**

Estimated Expense: \$200,000

Amount paid/encumbered to date: \$150,000

Percent of project completed: 75% Complete

Target date of completion: April 2025

### **Marshall Health – Strayer Building**

#### **Vendor: Thrasher/SWOPE Construction**

Estimated Expense of Project: \$4,000,000

Amount paid/ encumbered to date: \$1,000,000

Percent of project completed: 75%

Target date of completion: April 2025

### **Memorial Student Center Chiller**

#### **Vendor: CMTA/Casto Tech**

Estimated Expense of Project: \$473,000

Amount paid/ encumbered to date: \$0

Percent of project completed: 0%

Target date of completion: Summer 2025

### **Prichard Hall Passenger Elevator Replacement**

#### **Vendor: TKE Elevator**

Estimated Expense of Project: \$112,000

Amount paid/ encumbered to date: \$0

Percent of project completed: 99%

Target date of completion: Awaiting final approval from Fire Marshal

### **Smith Hall Single Elevator**

#### **Vendor: TKE Elevator**

Estimated Expense of Project: \$266,729

Amount paid/encumbered to date: \$0

Percent of project completed: 80%

Target date of completion: May 2025



# *Taking Care of the House*

## 2025 COMMUNITY CARES WEEK

### YEAR 3 RESULTS

- **1,088** volunteers – 50% increase from 2023
- **3,415** service hours
- **785** volunteers on Marshall campuses
- **303** volunteers through Alumni affiliations
- **\$466,202** saved through sweat equity
- **100+** staff members leading teams
- **2,568** flowers and shrubs in Huntington
- **55** bushes and shrubs at So Chas and MOVC
- **690** bags of mulch
- **103** tons of stone/landscaping rock
- **70** gallons of paint
- **14** 30-yard dumpsters

### YEAR 4 PLANS



Continue to increase the scope and impact of alumni, campus and community members participating and giving back.

- **Tuesday, May 20** – Main Campus, Byrd Clinical Center, Linda S. Holmes Student Wellness Center, Hope House, Satellite Campuses
- **Wednesday, May 21** – Main Campus, Satellite Campuses
- **Thursday, May 22** – Main Campus, Project HOPE, Satellite Campuses
- **Friday, May 23** – Main Campus

**15+ alumni chapter** service projects in home communities

**GOAL:** +5% in volunteers (target: 1,142) and service hours (target: 3,586)

**[www.marshall.edu/cares](http://www.marshall.edu/cares)**

# MU Internal Audit BOG Informational Report April 9, 2025

## 1 ACTIVITY SINCE THE LAST MEETING

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- A. Advisory Services – Annual Salary Data to Institutional Research, Fixed Asset Overview, Other Data Compilation.
- B. Audit Projects – Review of FY2024 State of WV Single Audit Report.
- C. Other – No significant Whistleblower Hotline activity for this reporting period.

## 2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

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

## 3 PROFESSIONAL DEVELOPMENT ACTIVITIES

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- A. NACUBO – Washington Update: Current Status (2 sessions).
- B. CLA – Annual Higher Education Virtual Conference (2 sessions).

**Marshall University Board of Governors  
Meeting of April 9, 2025**

|                            |   |
|----------------------------|---|
| <b>ITEM:</b>               | Approval of Athletics Budget for Fiscal Year 2025-2026  |
| <b>COMMITTEE:</b>          | Athletics Committee   |
| <b>RECOMMENDED ACTION:</b> | <i>Resolved</i> , that the Marshall University Board of Governors approve the proposed Athletics Budget for Fiscal Year 2025-2026, as part of the university's budget process |
| <b>STAFF MEMBER:</b>       | Christian Spears<br>Director of Athletics   |

# MARSHALL UNIVERSITY

## DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

FY 26 Budget Presented to Marshall University Board of Governors Athletics Committee

|  | FY 25             | FY 26             |     |
|--|-------------------|-------------------|-----|
| Auxiliary Enterprise Revenue, including Big Green annual contribution          | 17,214,328        | 17,712,842        | 46% |
| Student Auxiliary Fee Allocation   | 6,775,000         | 6,775,000         | 17% |
| Institutional Support  | 10,364,124        | 10,578,425        | 27% |
| Tuition Waivers ( <i>pending full one rate tuition waiver implementation</i> ) | 3,150,000         | 3,859,718         | 10% |
|  | <b>37,503,452</b> | <b>38,925,985</b> |     |
|  |                   |                   |     |
|  |                   |                   |     |
| Salaries and Benefits  | 13,500,775        | 13,766,877        | 35% |
| Team/Staff Travel*   | 7,181,246         | 7,246,377         | 19% |
| Supplies and Other Services  | 8,762,400         | 8,668,320         | 22% |
| Scholarships   | 8,059,031         | 9,244,411         | 24% |
|  | <b>37,503,452</b> | <b>38,925,985</b> |     |
|  |                   |                   |     |
|  |                   |                   |     |
| <i>*includes all post season travel, including bowl game</i>                   |                   |                   |     |
| <i>**does not include camp revenue or expense estimates</i>                    |                   |                   |     |

# BOARD OF GOVERNORS

April 9, 2025



**Christian Spears**

Director of Athletics

**Debra Boughton**

Executive Associate AD,  
Championship Planning and Resources





# Athletic Teams Updates





SUN BELT CONFERENCE

DPOY

+ SECOND TEAM ALL-CONFERENCE

Obinna**ANDCHILI-KILLEN** | #25 | F





ALL-CONFERENCE TEAM



ALL-Sun Belt

CC  
**MAYS**  
3RD TEAM

AISLYNN  
**HAYES**  
1ST TEAM  
SCORING CHAMPION







2025 WOMEN'S INDOOR  
**TRACK ATHLETE  
OF THE YEAR**

Kylee **MASTIN**  
Sr.





# NCAA Legislation/ National Issues Updates





*Welcome to the*  
**FAMILY**

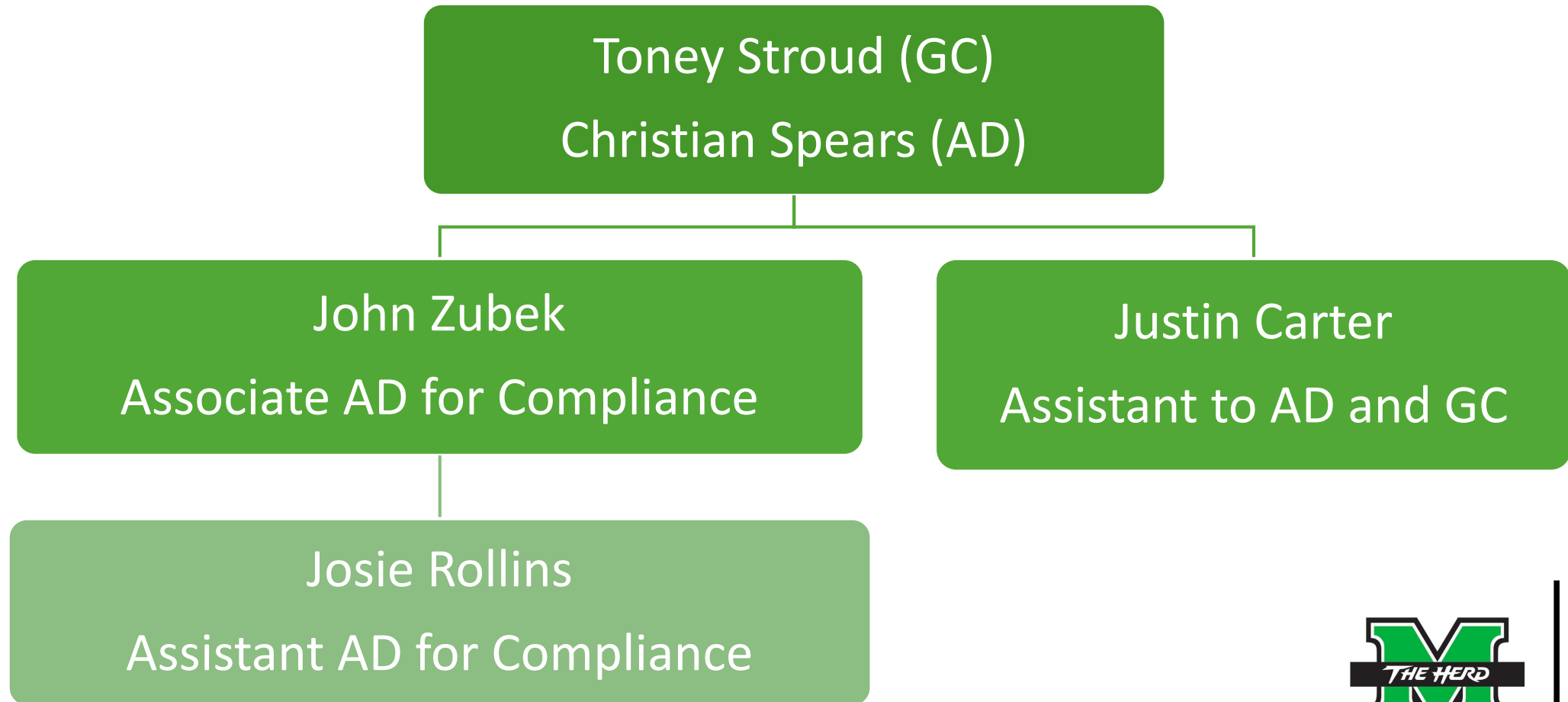


**John Zubek**

Associate AD of Compliance



# Compliance Flow Chart



# HOUSE SETTLEMENT TIMELINE

- October 18, 2024–Notice of settlement
- December 17, 2024–Deadline to file for litigation expense reimbursement
- January 31, 2025–Claims period closes
  - Athlete objection deadline
  - Athlete opt out deadline
- March 3, 2025 – Parties deadline to respond to objections / opt outs
- April 7, 2025 – FINAL APPROVAL HEARING
- May 15, 2025 – Final installment of back pay damages
- July 1, 2025 – Begin revenue sharing and roster limits (permissive standards)



# NCAA HOUSE SETTLEMENT

## Decision Making Principles

- **NCAA Framework**
- **Meet Sunbelt Conference Priorities**
- **Consider Title IX Implications/Equity & Accountability**
- **Ensure Competitive Programs are Competitive**
- **Fiscally Achievable Investment, considering**
  - University Priorities
  - 50/50 Model
  - Measure Department as Marketing Tool
  - NCAA Scholarship Protections Legislation
- **Determine Athletic Programs of Distinction**



# FUTURE STATE

## Scholarship Limits by Sport

| Sport Program         | Current | Future | Increase |
|-----------------------|---------|--------|----------|
| Football              | 85      | 105    | 20       |
| Men's Basketball      | 13      | 15     | 2        |
| Women's Basketball    | 15      | 15     | 0        |
| Baseball              | 11.7    | 34     | 22.3     |
| Softball              | 12      | 25     | 13       |
| Women's Volleyball    | 12      | 18     | 6        |
| Men's Soccer          | 9.9     | 28     | 18.1     |
| Women's Soccer        | 14      | 28     | 14       |
| Men's Golf            | 4.5     | 9      | 4.5      |
| Women's Golf          | 6       | 9      | 3        |
| Men's Track           | 12.6    | 45     | 32.4     |
| Women's Track         | 18      | 45     | 27       |
| Men's Cross Country   | 5       | 17     | 12       |
| Women's Cross Country | 6       | 17     | 11       |
| Women's Swim and Dive | 14      | 30     | 16       |
| Women's Tennis        | 8       | 10     | 2        |
|                       | 246.7   | 450    | 203.3    |

NOTE: Future scholarship limit numbers are also future squad size limits, and all sport programs will be allowed to offer full scholarships to each participant





# FUTURE STATE

## Roster Comparisons by Sport

| Sport Program         | Current Unduplicated Rosters | Future Roster Limit | Change |
|-----------------------|------------------------------|---------------------|--------|
| Football              | 138                          | 105                 | (33)   |
| Men's Basketball      | 16                           | 15                  | (1)    |
| Women's Basketball    | 17                           | 15                  | (2)    |
| Baseball              | 41                           | 34                  | (7)    |
| Softball              | 22                           | 25                  | 3      |
| Women's Volleyball    | 21                           | 18                  | (3)    |
| Men's Soccer          | 31                           | 28                  | (3)    |
| Women's Soccer        | 27                           | 28                  | 1      |
| Men's Golf            | 11                           | 9                   | (2)    |
| Women's Golf          | 10                           | 9                   | (1)    |
| XC/Men's Track        | 45                           | 45                  | -      |
| XC/Women's Track      | 40                           | 45                  | 5      |
| Men's Cross Country   | 0                            | 0                   | -      |
| Women's Cross Country | 0                            | 0                   | -      |
| Women's Swim and Dive | 30                           | 30                  | -      |
| Women's Tennis        | 11                           | 10                  | (1)    |
|                       | 460                          | 416                 | (44)   |

NOTE: Data from most recent report to Department of Education, for 23-24 academic year; for track programs, used max of 45 participants for modeling, assuming that 17 cross country spots also compete indoor and outdoor





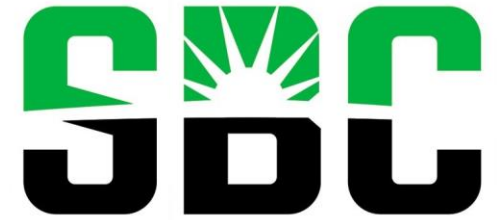
# IMPLEMENTATION TIMELINE & PROCESS

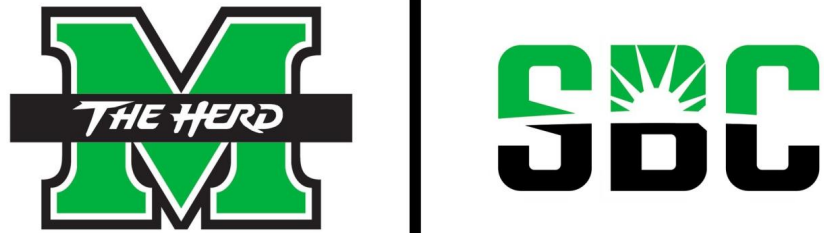
## Marshall Athletic Department

- Option Two-rollout year (FY26)
  - Adopt roster limits across all sports
  - Future financial aid agreements with rules changes caveat
  - Establish baseline investment for decision making
  - Review and re-distribute financial aid components
- FY27 and beyond
  - Re-distribute financial aid components within future financial aid agreements
  - Move identified sports to tuition-only model
  - Create alternate revenue streams within Thunder Trust operation to create revenue share funding



# Budget Update





# Camps to LLCs

**MARSHALL  
SOCCER CAMPS**



**MARSHALL  
BASEBALL CAMPS**



**MARSHALL  
SWIM & DIVE CAMP**



# Capital Projects Update



# Facilities: Next Up







# BOARD OF GOVERNORS

**Christian Spears**  
Director of Athletics

**Debra Boughton**  
Executive Associate AD,  
Championship Planning and Resources





## **Appendix: Athletic Facilities – Outside Rentals**

### **Cline Indoor**

**Annual HS Track Meet** – hosted by MU Track XC – 700 participants from Ohio/WV/KY – early March

**Mountain East Conference Track & Field** – 2-day event, began hosting in February 2020, every February

**United way Cornhole Championship** – 2023 & 2025 – June/July event – 300 plus participants

**Tri State Youth Turf Bowl** – team practices and pre-game walkthroughs – Youth championships for local football – annually first weekend in November

**Cabell Midland vs Ironton FB game** – both teams have utilized indoor for practice and game each year we have hosted.

**Drum Corps International** – Annual DCI drum corps event, they have utilized for practice

**MU band and twirlers** – regular practice use throughout the year when available

**HPD & Cabell County Sherriff Department** – Quarterly candidate testing – track/turf utilized for physical aptitude, Buck Harless computer lab used for mental aptitude.

**Elkview Middle School Archery tournament** – annual 3-day event held on turf – 200 plus middle school age kids and families.

**WV DNR Archery State Championship** – annual 3 -day event held on turf – 300-400 middle and high school age students, competing in archery championship.

**Sweetheart Clinic** – annual free event held for young women in the area, ages 6-12. 400 plus participants.

### **Henderson Center**

**WVSSAC Cheer State Championship** – 2018-2023 – hosted 2-day state championship, over 4,000 spectators between all sessions – over 300 high school cheerleaders and families to town.

**St. Joes High School Basketball Games** – Few games a season for boys and girls high school basketball

**Tri State Youth Cheer Championship** – 3-day middle school cheerleading championship – 300 plus middle school kids and 2K spectators

**Spring Valley & Wayne HS Graduations** – Over 5K attendance

**WV State Middle School Gymnastics Championship** – 300 student-athletes, over 2,000 spectators for a 3-day event.

**MU Scholastic SCORES Championship** – Annual Marshall academic/scholastic event. Over 1000 students and families in attendance.

**Game Changer – Opioid Awareness Summit** –2019 Event held with over 3,000 high school students in attendance

**MU Cyber Security Summit** – Fall 2024, over 2,500 local high school students in attendance.

**MU Winter Commencement** – Held in arena from 2000-2015 range. 4,000 plus students and families.

**Marshall Health Dance Marathon** – MU Medical School fundraiser, 24-hour dance marathon.

**Marshall Bound** – MU Welcome Center event – over 500 students and their families

**MU Intramural Championships** – Volleyball and basketball championships held in arena.

### **Joan C Edwards Stadium**

**Marshall Marathon** – Annual event held with 1,500-2,000 students. Finish line in the stadium, start line in front.

**Tri-State Youth Turf Bowl Championship** – Annual youth football championship games. Over 200 students, 6,000 spectators.

**Tri-State Band Festival** – Annual fundraiser put on by MU Marching Band – over 500 students from local high schools, another 4,000 spectators.



**Cabell Midland vs Ironton FB game** – Over 8,000 spectators in attendance for annual HS football game.

**Youth Soccer East Coast Championship Opening Ceremony** – 10,000 athletes/spectators for regional championship opening ceremony

**High School Graduations** – Wayne/Cabell – Midland – Spring Valley