



Athletics Committee Meeting

February 5, 2026 | 10 a.m.

Conference Center, Brad D. Smith Foundation Hall



February 2026 Athletics Committee Meeting

AGENDA

10 a.m.

Athletics Committee
Samuel Moore, Co-Chair

Action Items

None

Information Items

Committee Annual Activity Calendar 3

Gerald Harrison, Vice President and Director of Athletics

**Athletics Report - "Fueling the Future:
Sustainable Success"** 4

*Gerald Harrison, Vice President and Director of Athletics;
Niesha Campbell, Deputy Director of Athletics / Chief
Operating Officer / Senior Woman Administrator*

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Student-Athlete Success & Well-Being

Competitive Excellence & Winning the Right
Way

Fan Experience & Community Engagement

Revenue Growth & Resource Development

Facilities & Capital Projects

Reoccurring Agenda

Student-Athlete Success & Well-Being

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

Competitive Excellence & Winning the Right Way

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

Fan Experience & Community Engagement

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

Revenue Growth & Resource Development

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

Facilities & Capital Projects

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





BOARD OF GOVERNORS

February 2026

Gerald J. Harrison

Vice President & Director of Athletics

Niesha Campbell

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



Our **PLAN-ON-A-PAGE**

VISION



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

CREED

Educational | Open | Civil | Responsible | Safe | Well | Ethical | Pluralistic | Socially Conscious | Judicious

2037 GOALS



Individual Success

100% Career Outcome Rates for Graduates
Zero Students Graduate with Student Loan Debt



Innovative Ideas

\$150M Research, Grants, Contracts
3X Start-Ups Incubated



Economic Impact

30X Return for Every \$1 Invested
3X GDP Impact in West Virginia (\$2.3B)

STAKEHOLDER GOALS

Students

Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity

Team

Empower faculty and staff to do the best work of their lives

West Virginia

Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions

Financial Stakeholders

Build a resilient and sustainable institution to outlast headwinds

STRATEGY

Marshall for All, Marshall Forever

In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition

PRIORITIES

Increase access

Ensure affordability

Grow support programs

Deliver on demand

Enable lifetime achievement

METRICS

- Strategic Enrollment Mgt. Plan
 - New student enrollment
 - Target segments enrollment
- Recruitment contacts
- Conversion rates
- Stopped-out/returning students

- Student debt load
- Debt-free cohorts/retention
- Internships and jobs
- M4A fundraising campaign
- Undergraduate ROI

- HerdConnect mentorship
- Center for Student Success
- 1st yr retention/6 yr graduation
- E2E student experience
- AI-based customized support

- In-demand programs & microcredentials
- HyFlex/Hybrid courses
- AI assessment/application
- Online degree programs

- Customized training - MAMC
- Academic pathways selected
- Career Engagement participation
- Lifelong learning

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



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

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

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

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

Honor the Journey

Commit to personal growth and pursue your fullest potential.

Engage with Purpose

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

Rise Through Innovation

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

Dedicate to Others

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

Pillar 1: Student-Athlete Experience

Prioritize Holistic Development and Well-Being

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

Pillar 2: Fan Experience & Community

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

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

Pillar 3: Revenue Generation

Build Sustainable Resources to Fuel Success

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

VISION

MISSION

GUIDING PRINCIPLES

CORE PILLARS & STRATEGIC PRIORITIES

METRICS

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

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

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

Reoccurring Agenda

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Competitive Excellence & Winning the Right Way

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Revenue Growth & Resource Development

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Facilities & Capital Projects

- Progress on debt reduction and strategic upgrades (stadium, baseball, Buck).
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AGENDA

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



Student-Athlete Success & Well-Being

Pillar 1: Student-Athlete Experience

Updates on academic performance
and student-athlete development.





PEYTON ILBERTON
INSIDE THE HERD



92%

SBC'S HIGHEST GRADUATION SUCCESS RATE

Marshall Athletics earned the highest institutional Graduation Success Rate in the Sun Belt Conference at 92 percent. Marshall also shares the conference lead for the second-straight year with seven programs earning perfect 100 percent rates.

ACADEMIC SUCCESS

Marshall ATHLETICS

84

President's List

192

Dean's List

7

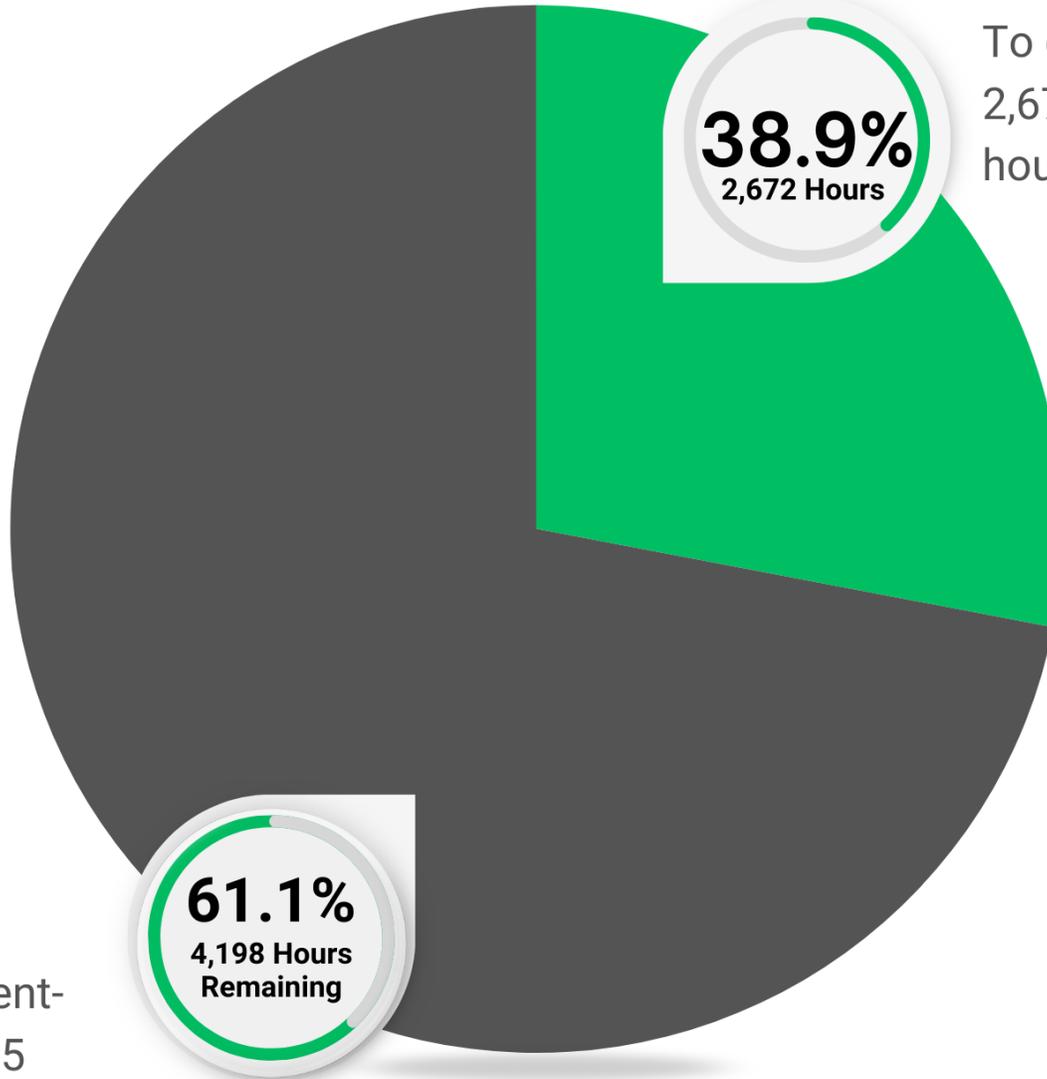
Teams break their semester Team GPA record

RECORD-SETTING FALL SEMESTER

3.42

FALL 2025 OVERALL GPA

Goal is for each student-athlete to complete 15 hours of community service, a total of 6,870 hours.



To date have completed 2,672 community service hours (38.9%) of goal.

UP NEXT

- Upcoming Programs
 - Financial Literacy & NIL Education: Budgeting, tax guidance, and NIL brand development.
 - Career & Networking: Career Prep Workshops and Athletics Career Fair connecting student-athletes with employers.



Competitive Excellence & Winning the Right Way

Pillar 1: Student-Athlete Experience

Winter Sports Recap
New to the Herd
NCAA Legislation Updates



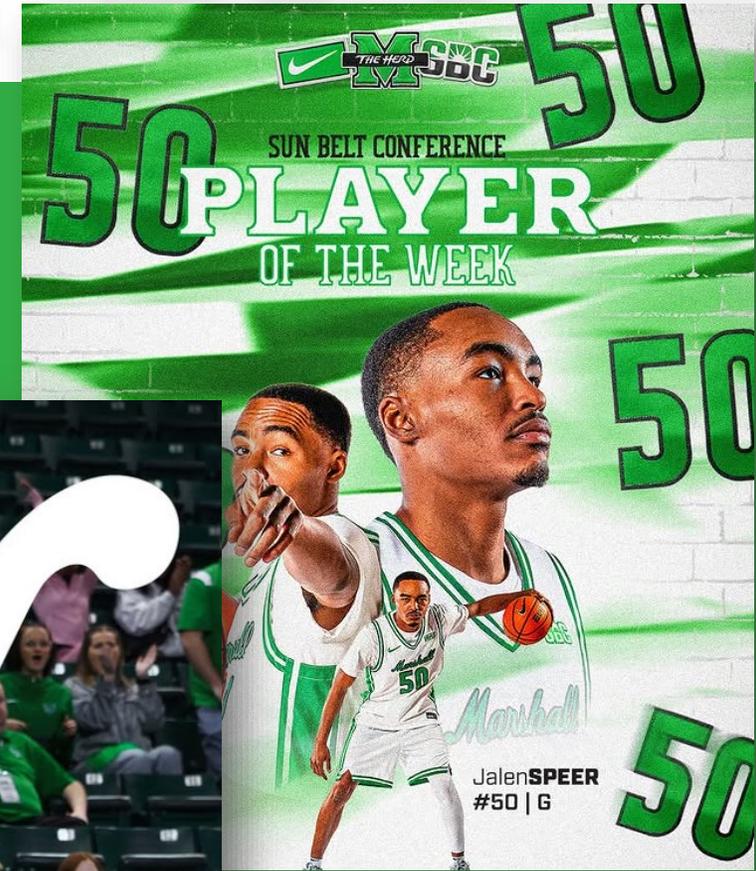
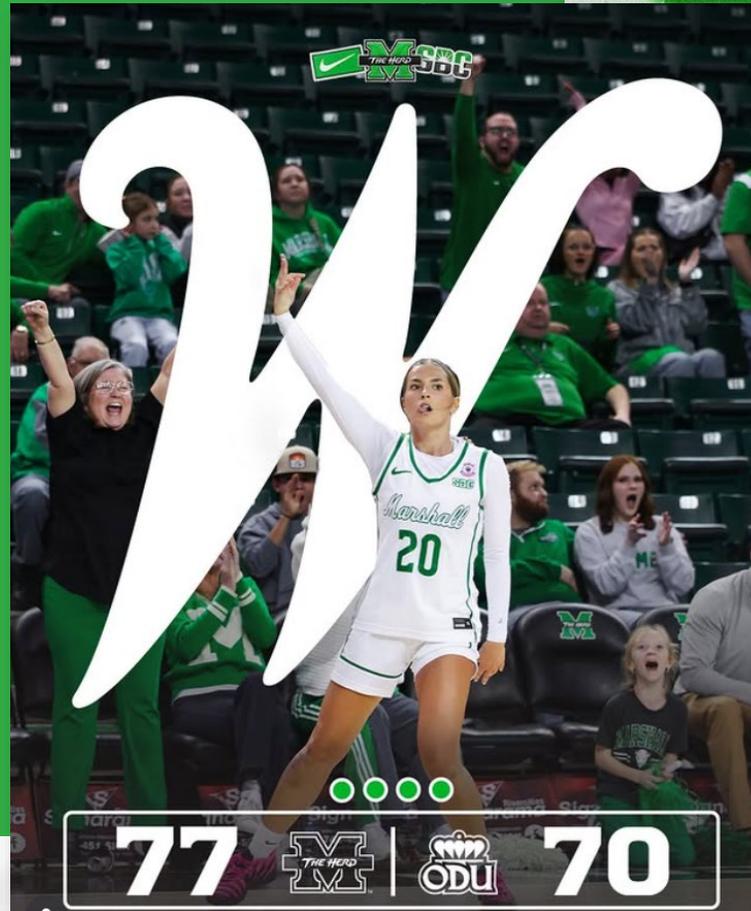
Winter Season Off to a Great Start

Women's Basketball:

- Best start to a season since 1986-87
- 10-game winning streak

Men's Basketball:

- 2nd-best NET rankings in the SBC (130)
- 18th Nationally in Blocks Per Game (5.5)



Winter Season Off to a Great Start

Track and Field:

- 37 event wins so far this season
- Four school records already set in 2025–26

Swim and Dive:

- Lauren McNamara named Swimmer of the Week (The American); broke Marshall's 200 Butterfly record
- Two students competed at the U.S. Open
- Wins over FIU and JMU in fall duals



Welcome to the
FAMILY



The word "FAMILY" is rendered in a bold, white, sans-serif font. The letter "M" is replaced by a stylized logo consisting of a white outline of the letter "M" with a black horizontal bar across its center. Inside the black bar, the words "THE HERD" are written in a white, italicized, sans-serif font. A small "TM" trademark symbol is located at the bottom right of the "M" logo.

Marshall
ATHLETICS



Welcome to the **FA**^{THE HERD}**ILY**
MAX REMY

CHIEF OF STAFF



Marshall
ATHLETICS



Welcome to the **FA**^{THE HERD}**ILY**
CODY SPARROW

SENIOR ASSOCIATE DIRECTOR FOR COMPLIANCE
AND STUDENT-ATHLETE SUCCESS



Updates NCAA Legislation

Logo Placement

- **Current rule:** Only the apparel/equipment manufacturer's logo is permitted on uniforms and gear during competition.
- **Proposed change:** Allows additional commercial logos on uniforms, apparel, and equipment during non-NCAA championship competition (regular season and non-championship games).
 - Up to two additional commercial logos on uniforms and pre-/post-game apparel.
 - One additional commercial logo on athletic equipment.
 - NCAA will set standards for logo size and placement by sport.
 - Effective August 1, 2026 (2026–27 academic year).

Impact for Marshall

With our **Learfield partnership**, this creates a new **revenue opportunity** through logo sales.



Fan Experience & Community Engagement

Pillar 2: Fan Experience

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



Football Snapshot 2024-2025



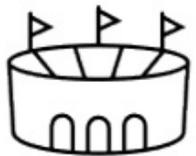
Football vs. All

8/31/2024 to 11/16/2024

Broadcast on All

Fanbase

Traffic Stats



138,134 Attendees
77% Capacity

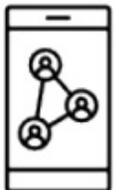


209,000 TV Viewers



132,987 Site Visitors
399,189 Page Views

**Includes day before, day of, & day after game*



264,659 Engagements
7,300,956 Impressions

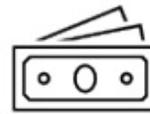
**Includes day before, day of, & day after game*

Ticket Buyer Composition



44%

56%



22%

Household Income of \$150K+



41%

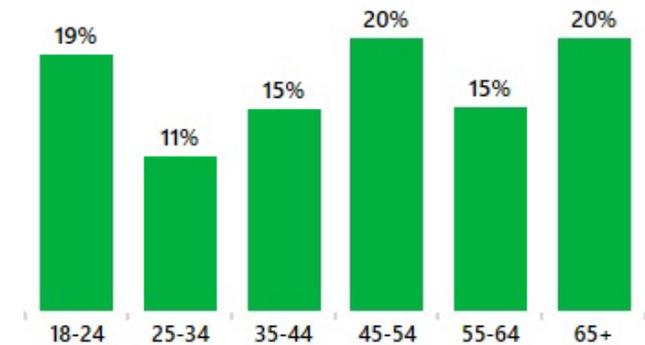
Have Children Under 18

Fan Profiles

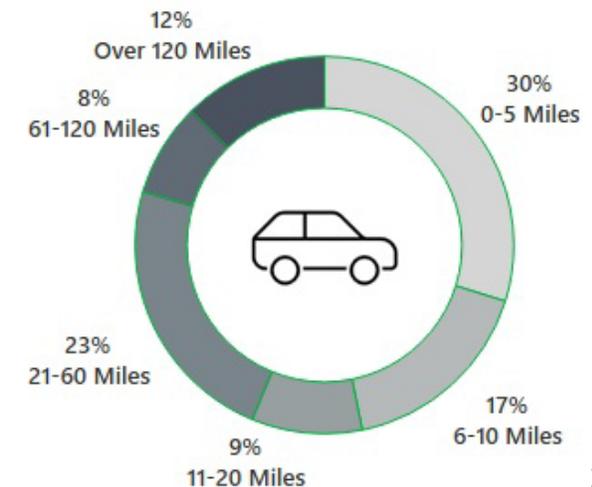
% of Buyers

Suburban Blue Collar	28%
Cost Conscious Young Families	24%
Invested Professionals	12%
College Grad Families	10%
Empty Nesters	9%

Age Band



Distance to Campus



Football Snapshot 2025-2026



Football vs. All

9/6/2025 to 11/29/2025

Broadcast on All

Fanbase

Traffic Stats



151,788 Attendees
85% Capacity

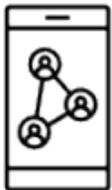


89,000 TV Viewers



119,569 Site Visitors
234,500 Page Views

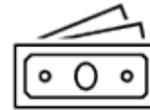
*Includes day before, day of, & day after game



115,063 Engagements
2,716,953 Impressions

*Includes day before, day of, & day after game

Ticket Buyer Composition



23%

Household Income of \$150K+



40%

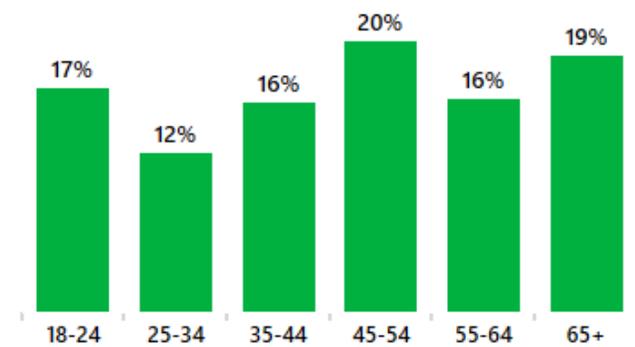
Have Children Under 18

Fan Profiles

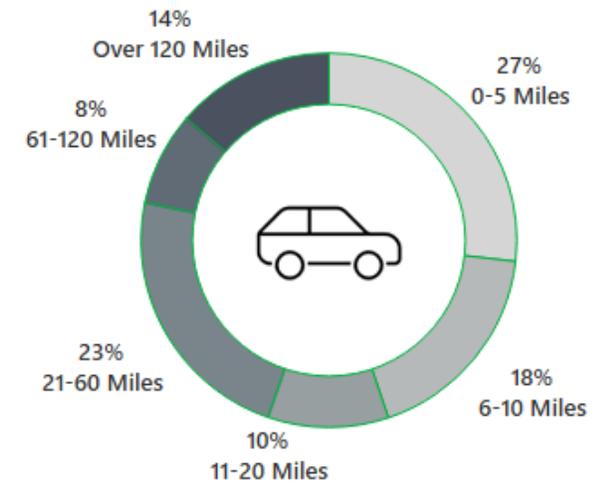
% of Buyers

Suburban Blue Collar	27%
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Age Band



Distance to Campus



Football Highlights



Attendance

- 2024–25: 138,134
- 2025–26: 151,788
- Increase: +13,654



Viewership

- TV viewership reflects national broadcasts only.
- ESPN+ data is not available due to Sun Belt reporting restrictions.
- Last season's nationally televised game (ESPN2) outperformed this year's national broadcast.



Digital Engagement

- Site visitors, page views, engagements, and impressions were higher in 2024–25.
- This was driven by the Sun Belt Football Championship, followed by a coaching transition and bowl-game opt-outs, which significantly elevated traffic and engagement.



Updates Basketball

\$29,750
in new revenue

22 Season
Tickets at \$875

Single Suit Sold on
Single Game Basis
at \$1,500

11 Open Season
Tickets



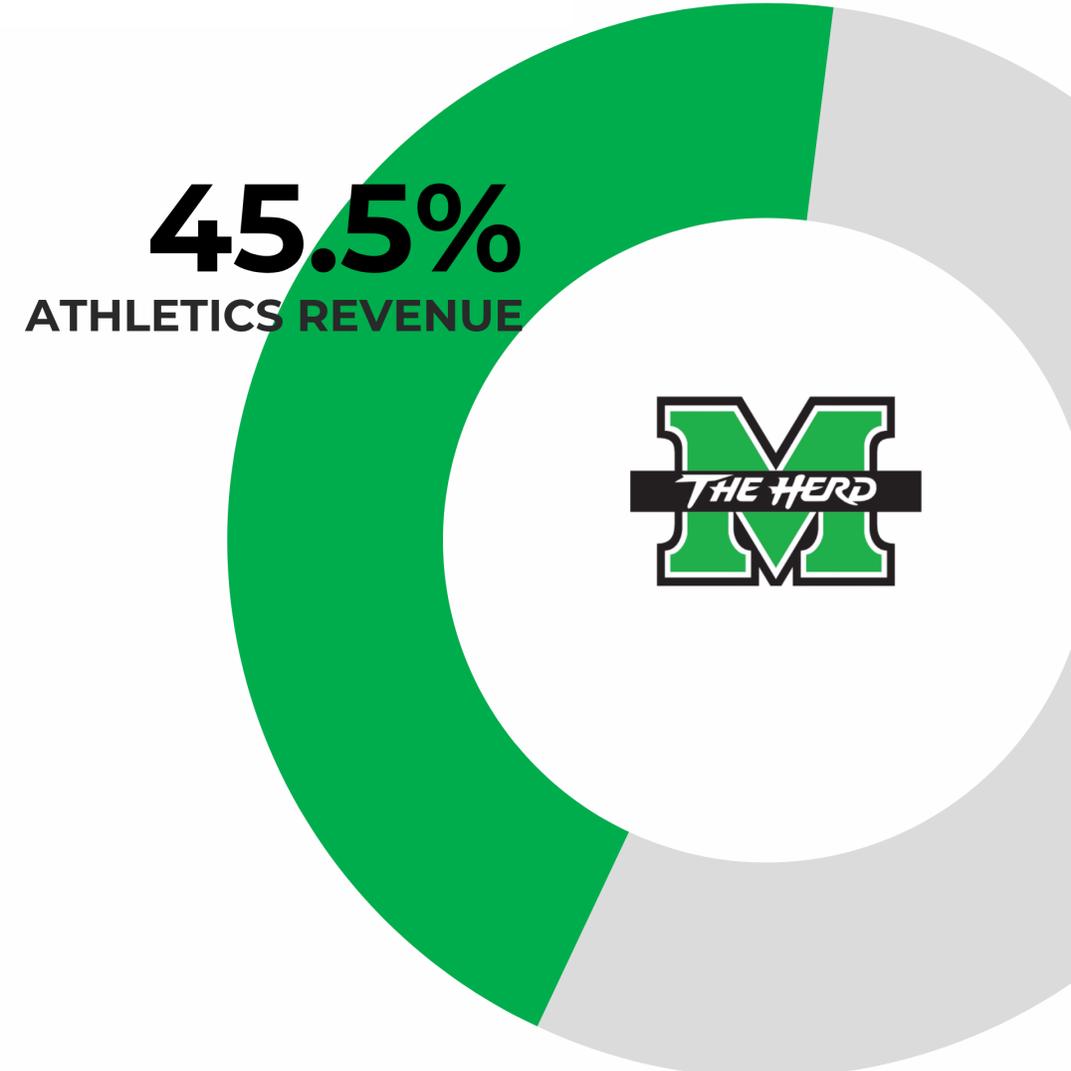
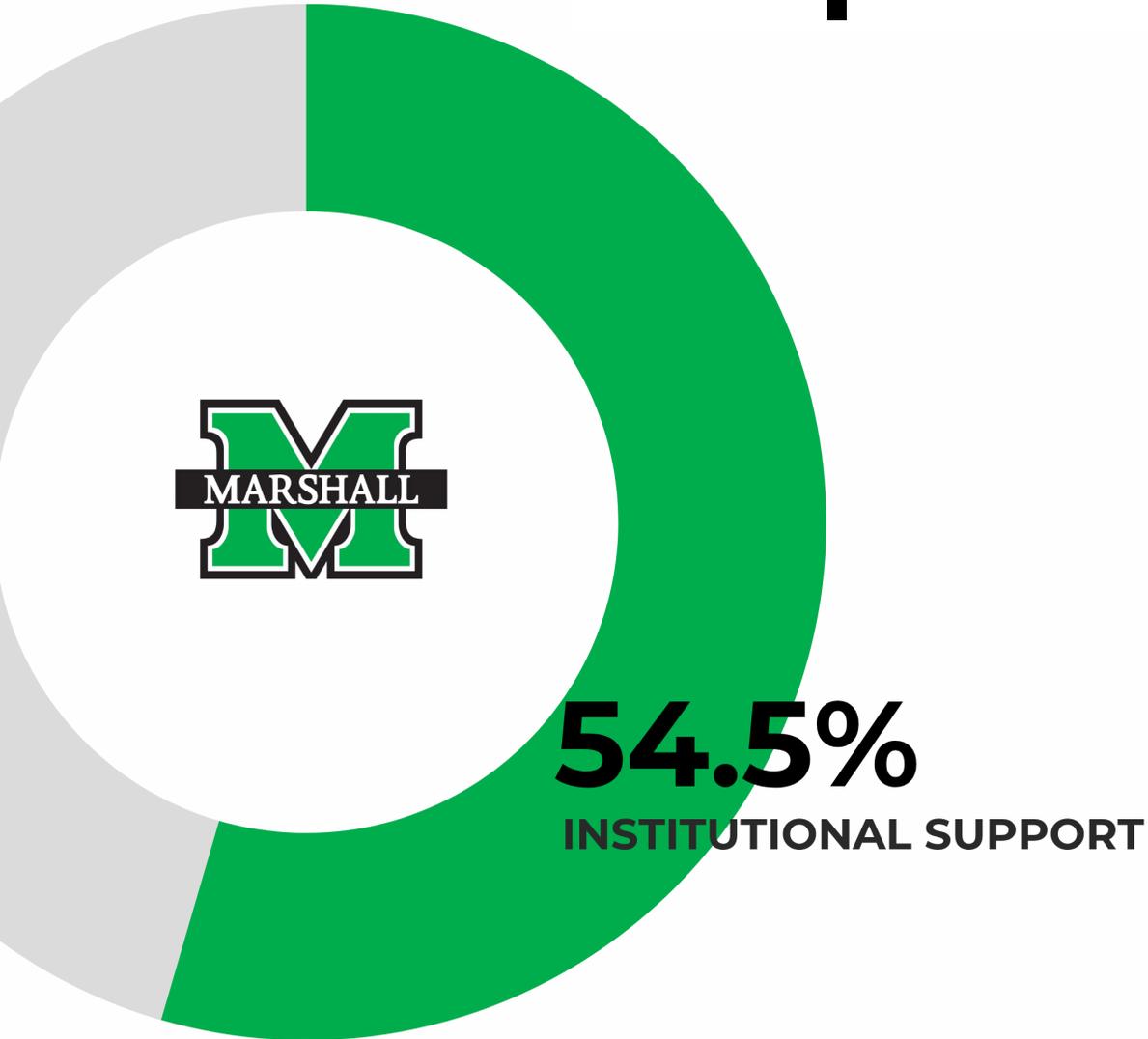
Revenue Growth & Resource Development

Pillar 3: Revenue Generation

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



50 | 50 PROGRESS



Q2 Updates

Operating Expenses

Operating Expenses	FY 26 Actuals (12/31)	FY 26 Budget	Actuals v Budget
Athletic Student Aid	4,265,836	8,914,411	(4,648,575)
Guarantees	17,500	885,000	(867,500)
Coaching / Support Personnel Salary & Benefits (2)	6,664,974	13,766,877	(7,101,903)
Severance Payments (5)	-	-	-
Recruiting	235,415	900,000	(664,585)
Team Travel + Home Team Expenses	3,851,592	5,316,377	(1,464,785)
Student-Athlete Meals (non-travel, home team expenses)	311,619	330,000	(18,381)
Equipment & Uniforms	1,312,025	2,100,000	(787,975)
Game Expenses	742,038	1,648,220	(906,182)
Fundraising, Marketing & Promotion	162,541	205,000	(42,459)
Sports Camp Expenses (3)	57,931	164,100	(106,169)
Administrative Expenses/includes Facility Maintenance	583,631	780,000	(196,369)
Athletics Facilities, Debt Service, Leases and Rental Fee	28,038	750,000	(721,962)
Spirit Groups (5)	66,707	-	66,707
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	636,679	1,050,000	(413,321)
Memberships and Dues	36,808	135,000	(98,192)
Other Operating Expenses	1,075,151	1,245,100	(169,949)
Football Bowl Expenses	38,237	900,000	(861,763)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	20,086,721	39,090,085	(19,003,364)

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

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

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

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

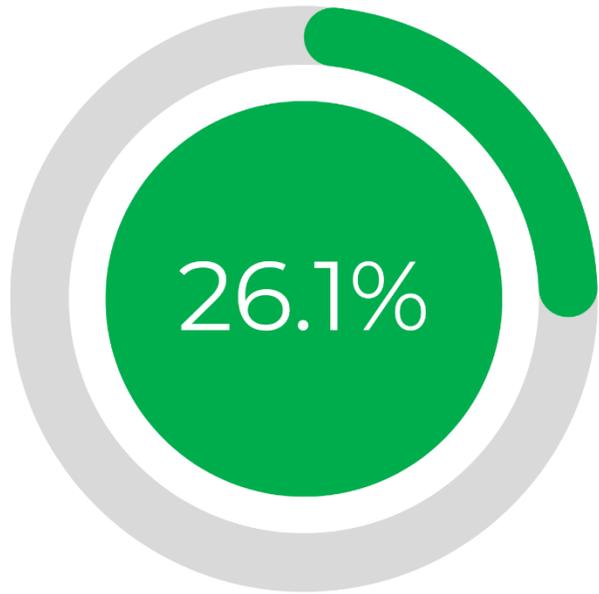
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Operating Expenses

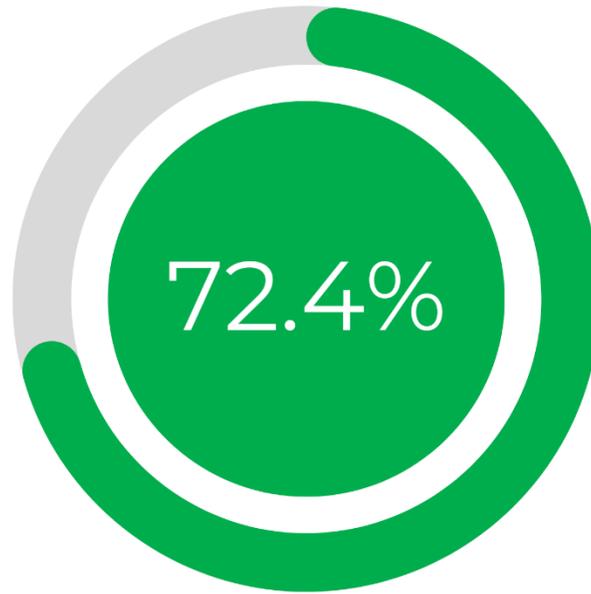
Year-over-Year Analysis

Operating Expenses	FY 26 Actuals (12/31)	FY 25 Actuals (12/31)	Actuals v Prior Year
Athletic Student Aid	4,265,836	5,659,655	(1,393,819)
Guarantees	17,500	380,000	(362,500)
Coaching / Support Personnel Salary & Benefits (2)	6,664,974	6,424,397	240,577
Severance Payments	-	-	-
Recruiting	235,415	303,750	(68,335)
Team Travel	3,851,592	3,430,153	421,439
Student-Athlete Meals (non-travel)	311,619	77,227	234,392
Equipment & Uniforms	1,312,025	1,638,891	(326,866)
Game Expenses	742,038	988,002	(245,964)
Fundraising, Marketing & Promotion	162,541	223,720	(61,179)
Sports Camp Expenses	57,931	106,921	(48,990)
Direct Overhead and Administrative Expenses	583,631	359,930	223,701
Athletics Facilities, Debt Service, Leases and Rental Fee	28,038	89,026	(60,988)
Spirit Groups (5)	66,707	68,364	(1,657)
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	636,679	801,198	(164,519)
Memberships and Dues	36,808		36,808
Other Operating Expenses	1,075,151	986,958	88,193
Football Bowl Expenses	38,237	55,800	(17,563)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	20,086,721	21,593,991	(1,507,271)

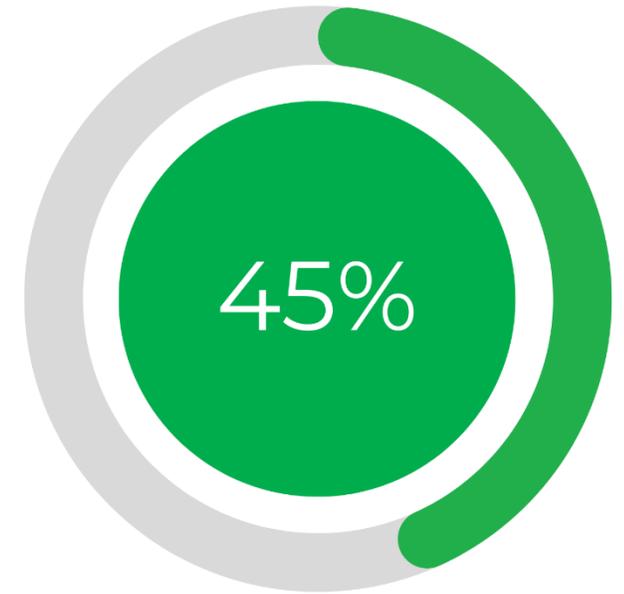
Q2 Updates
Operating Expenses



RECRUITING



TRAVEL/PRE-POST



GAME EXPENSES

Q2 Updates Operating Revenues

Operating Revenues	FY 26 Actuals (12/31)	FY 26 Budget	Actuals v Budget
Ticket Sales	2,707,937	4,585,437	(1,877,500)
Student Fees	3,671,776	6,775,000	(3,103,224)
Guarantees	253,000	2,040,000	(1,787,000)
Contributions, includes Sky Suite revenue	1,560,817	3,752,405	(2,191,588)
In-Kind (1)	-	-	-
Direct Institutional Support	7,126,239	14,438,143	(7,311,904)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	-	850,000	(850,000)
Conference Distributions	-	1,725,000	(1,725,000)
Program, Novelty, Parking, Concessions	442,407	745,000	(302,593)
Royalties, Licensing, Advertisements, Sponsorship	1,326,028	2,725,000	(1,398,972)
Sports Camps (3)	69,640	164,100	(94,460)
Endowment Investments & Income (1)	4,503	-	4,503
Other Operating Revenue	978,895	740,000	238,895
Football Bowl Revenue	-	550,000	(550,000)
Total Operating Revenues	18,141,242	39,090,085	(20,948,843)

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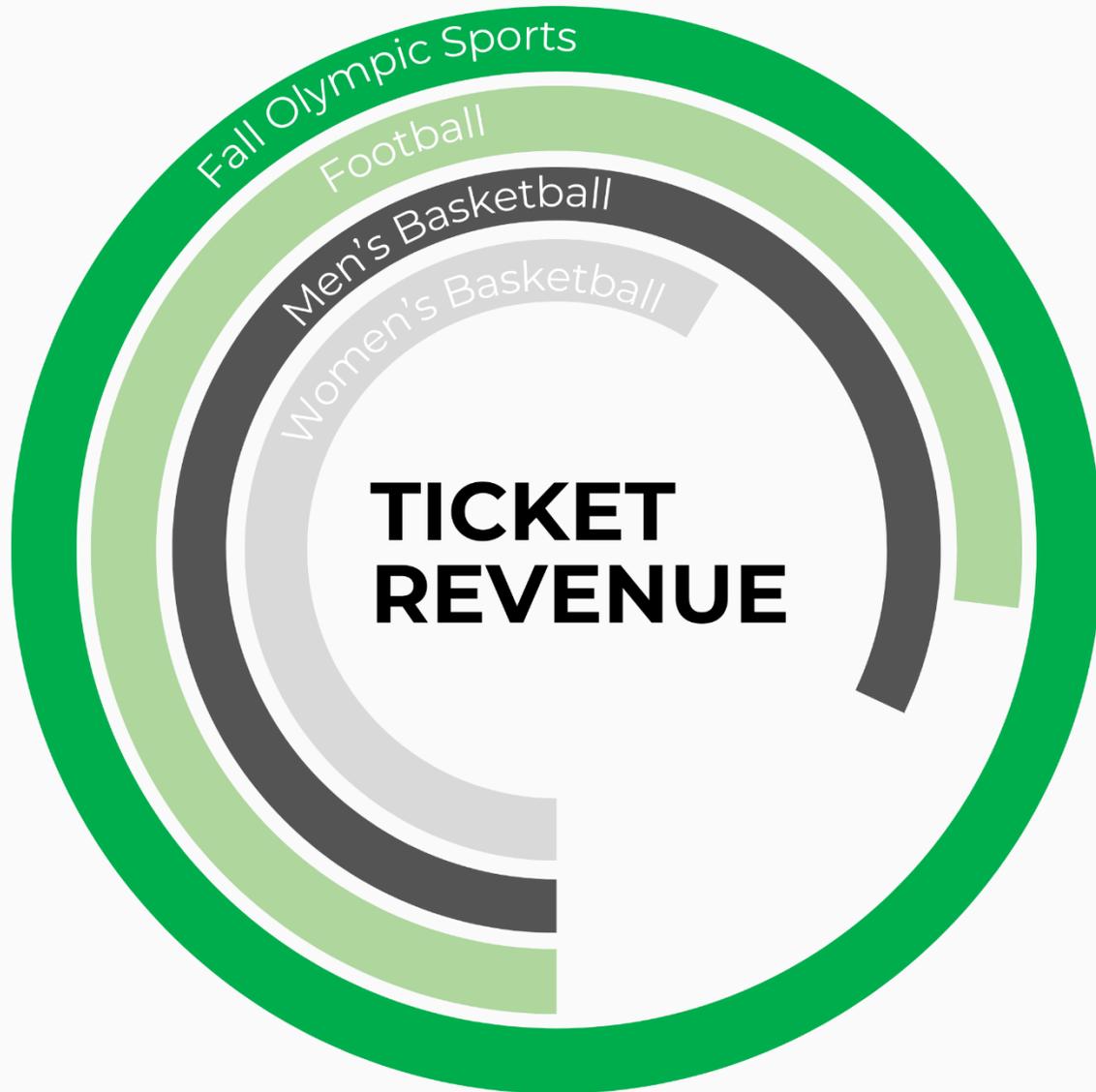
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Operating Revenues

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Ticket Sales	2,707,937	3,160,527	(452,590)
Student Fees	3,671,776	5,463,295	(1,791,519)
Guarantees	253,000	490,000	(237,000)
Contributions	1,560,817	1,197,102	363,715
In-Kind (1)	-	-	-
Direct Institutional Support	7,126,239	8,935,430	(1,809,191)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	-	-	-
Conference Distributions	-	20,000	(20,000)
Program, Novelty, Parking, Concessions	442,407	332,027	110,380
Royalties, Licensing, Advertisements, Sponsorship	1,326,028	1,416,486	(90,458)
Sports Camps	69,640	101,769	(32,129)
Endowment Investments & Income (1)	4,503	28,298	(23,795)
Other Operating Revenue	978,895	134,363	844,532
Football Bowl Revenue	-	-	-
Total Operating Revenues	18,141,242	21,279,297	(3,138,055)



110%
Fall Olympic Sports
 (Volleyball, MSoc, WSoc)

77.8%
Football

82%
Men's Basketball

58.7%
Women's Basketball

Q2 Updates Big Green

Membership Snapshot

2,278

Current Members

Membership increased by 119 from Q1 to Q2. Q2 2025 total: 2,191 members, a year-over-year increase of 87.

513

Non-renewed Members (2024-2025), representing a \$325K opportunity for re-engagement

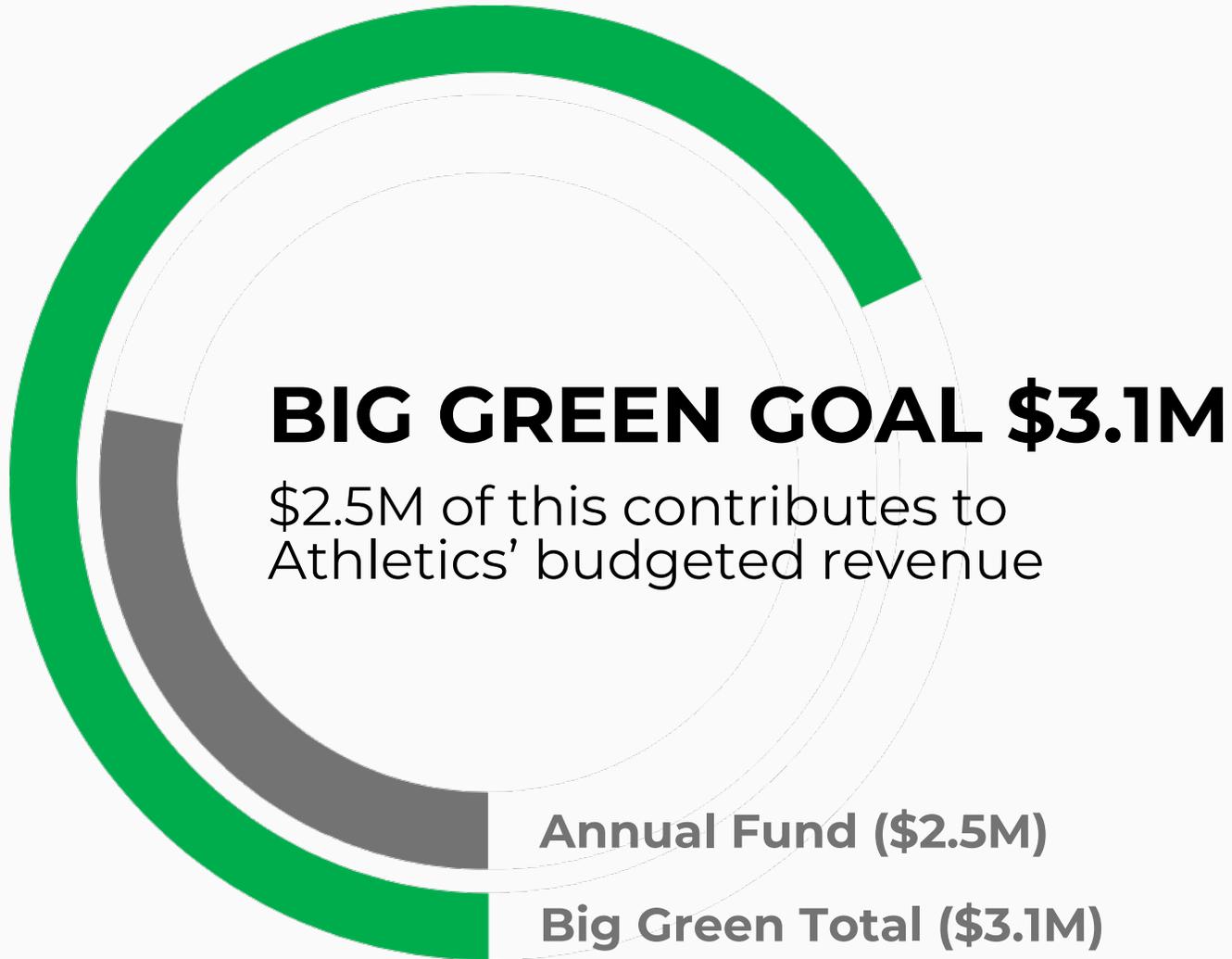
Re-engaged 40 non-renewals between Q1 and Q2.

189

New members added to-date

70 new members between Q1 and Q2.





68%

68% of \$3.1M Goal Met

- **\$2,111,060** Pledged
- **\$1,826,431** Received
- **\$257,942** Outstanding

28%

28% of \$2.5M Goal Met

- \$700K (includes pledges)



Facilities & Capital Projects

Pillar 3: Revenue Generation



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



LENA SHELL
LEAD CENTER

ROBERT
LEAD CENTER

THE HERD MENTALITY

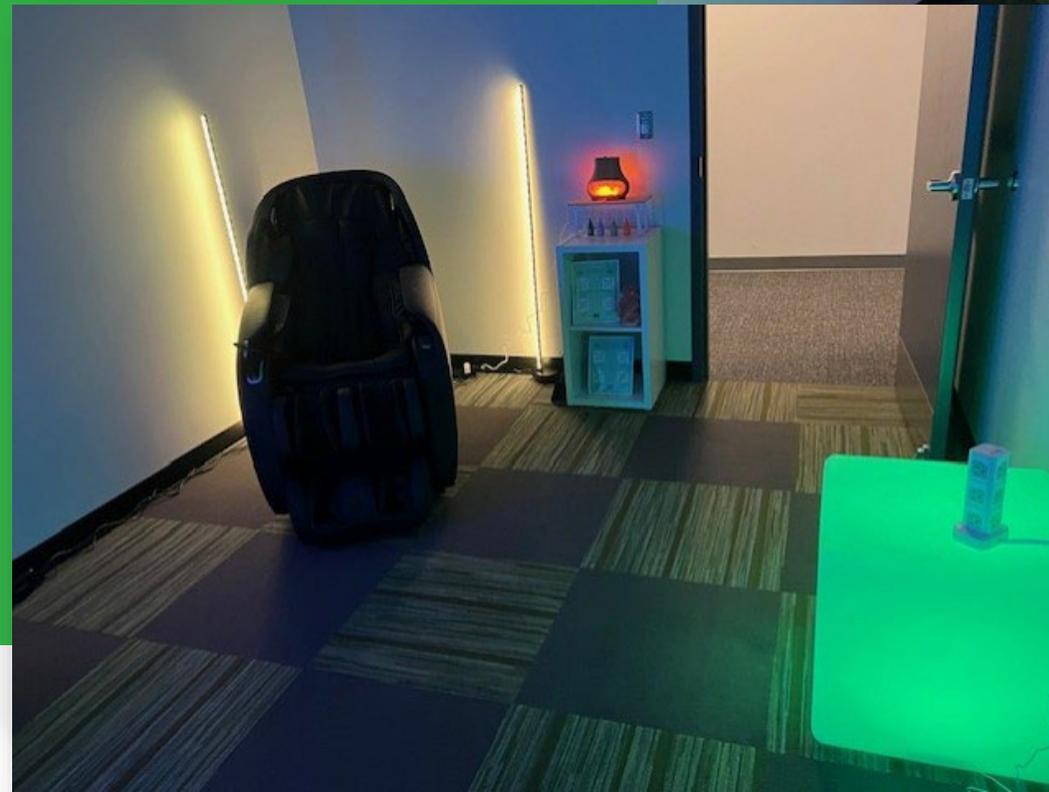
- EMBRACE THE JOURNEY
- ENGAGE WITH PURPOSE
- RISE THROUGH INNOVATION
- DEDICATE TO EXCELLENCE

Herd R&R Recovery & Relaxation

A dedicated sensory and wellness space designed to support holistic student-athlete development.

Features

- calming sensory tools
- massage chairs
- soft lighting
- bean bag seating
- aromatherapy diffusers
- guided breathing techniques



BUCK HARLESS

STUDENT ATHLETE ACADEMIC CENTER

Marshall
ATHLETICS

**HERD
TOGETHER**







BOARD OF GOVERNORS

February 2026

Questions

