



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

February 5, 2026 | 11 a.m.

Moses Board Room, Brad D. Smith Foundation Hall



February 2026 Finance, Audit and Facilities Planning Committee Meeting

**AGENDA**

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11 a.m.

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

Action Items

*None*

Information Items

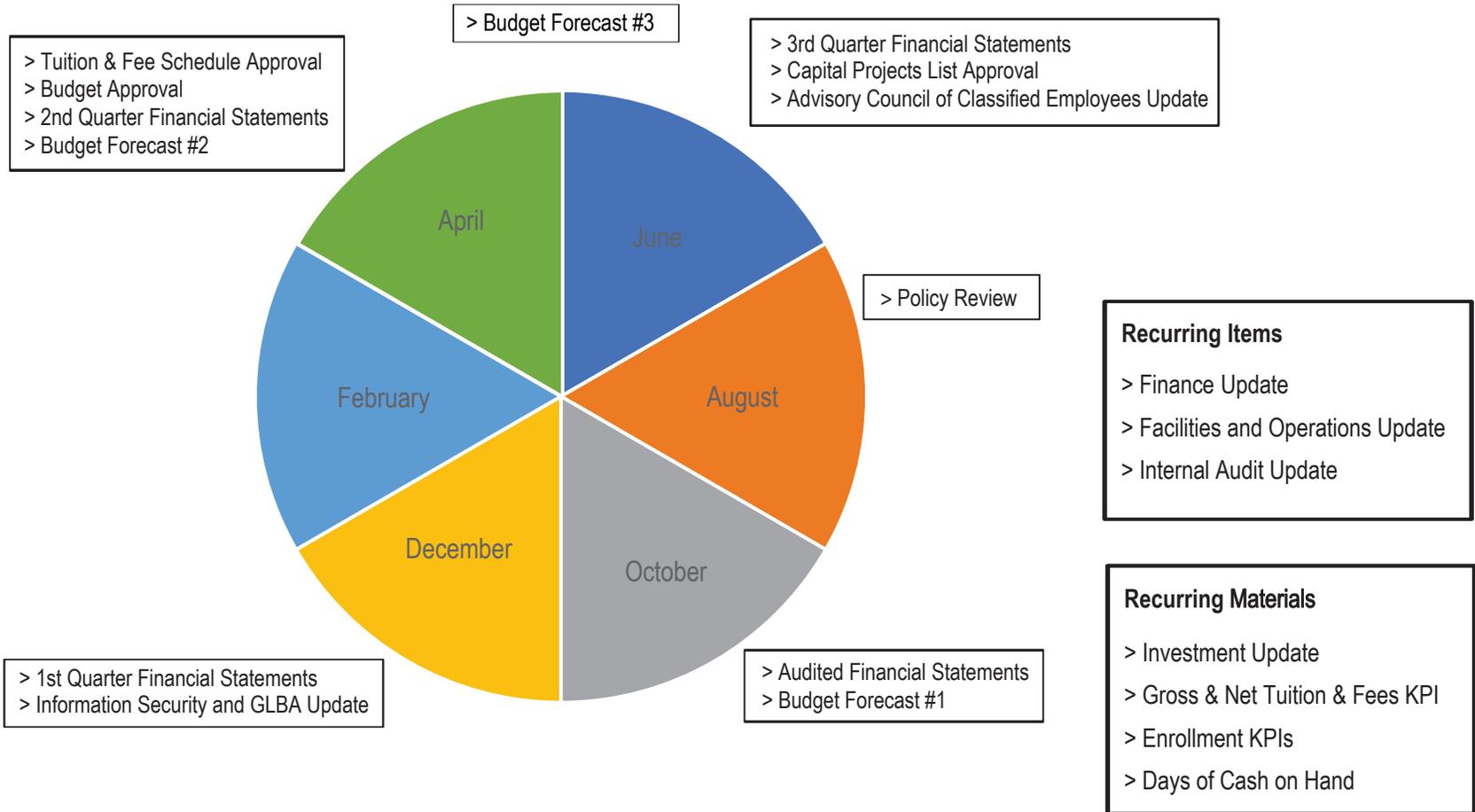
Committee Annual Activity Calendar <i>Matt Tidd, Chief Financial Officer</i>	3
Finance Update <i>Matt Tidd, Chief Financial Officer</i>	5
Facilities and Operations Update <i>Brandi Jacobs-Jones, Senior Vice President for Operations</i>	12
Internal Audit Update <i>Perry Chaffin, Director of Audits</i>	16
Annual Gramm-Leach-Bliley Act (GLBA) Assessment & Information Security Update <i>Jodie Penrod, Chief Information Officer (CIO), and Jon Cutler, Chief Information Security Officer (CISO)</i>	17

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Lunch

# Annual Activity Calendar

Finance, Audit and Facilities Planning Committee





# Finance KPIs

## What is Going Well (through January):

- Cash Forecast
  - ✓ OneStream implementation underway
  - ✓ Systematically connecting all the dots and uncovering opportunities
  - ✓ FY26 Year-End cash flow forecast holding **steady**
- Payroll vs Last Year
  - ✓ **8 straight payrolls below** 2% growth assumption 
  - ✓ **+\$500K** to Cash Flow forecast
- Utilities lower vs FY25 YTD **+\$600K**
- Pell Grant Revenue vs FY25 YTD **+\$200K**
- FY27 Governor's Recommended Budget

## What Needs Attention:

- FY27 Budget Submission Reviews - Impact Statements
- Aviation Grant
- Property Sale (late February/early March \$4M cash inflow estimate)



# FY26 Projection



# FY26 Projection vs Budget

	Marshall University		
	FY26 Projection	FY26 Budget	FY26 Proj vs FY26 Budget
<b>Operating Revenues</b>			
Student Tuition and Fees (net of allowance)	77,500,000	76,146,000	1,354,000
Grants and Contracts	123,730,000	122,439,000	1,291,000
Auxiliary Enterprise Revenue	40,327,000	43,827,000	(3,500,000)
Other Operating Revenues	12,804,000	12,303,000	501,000
<b>Total Operating Revenues</b>	<b>254,361,000</b>	<b>254,715,000</b>	<b>(354,000)</b>
<b>Operating Expenses</b>			
Salaries and Wages	166,535,000	166,072,000	463,000
Benefits	43,018,000	41,518,000	1,500,000
Supplies and Other Services	95,954,000	95,954,000	-
Utilities	12,000,000	12,450,000	(450,000)
Scholarships and fellowships	24,600,000	27,100,000	(2,500,000)
Depreciation	20,500,000	20,500,000	-
Other Operating Expenses	150,000	-	150,000
<b>Total Operating Expenses</b>	<b>362,757,000</b>	<b>363,594,000</b>	<b>(837,000)</b>
<b>Operating Income (Loss)</b>	<b>(108,396,000)</b>	<b>(108,879,000)</b>	<b>483,000</b>
<b>Nonoperating Revenues (expenses)</b>			
State Appropriations	76,188,000	76,188,000	-
Federal Pell Grants	23,200,000	22,500,000	700,000
Gifts	2,422,000	2,550,000	(128,000)
Investment Income	4,300,000	2,750,000	1,550,000
Interest on indebtedness	(7,242,000)	(7,242,000)	-
Fees assessed by Commission for Debt Service	(285,000)	(285,000)	-
Other nonoperating revenues (expenses)	-	-	-
<b>Total Nonoperating Revenues (expenses)</b>	<b>98,583,000</b>	<b>96,461,000</b>	<b>2,122,000</b>
<b>Increase/Decrease in Net Assets</b>	<b>(9,813,000)</b>	<b>(12,418,000)</b>	<b>2,605,000</b>

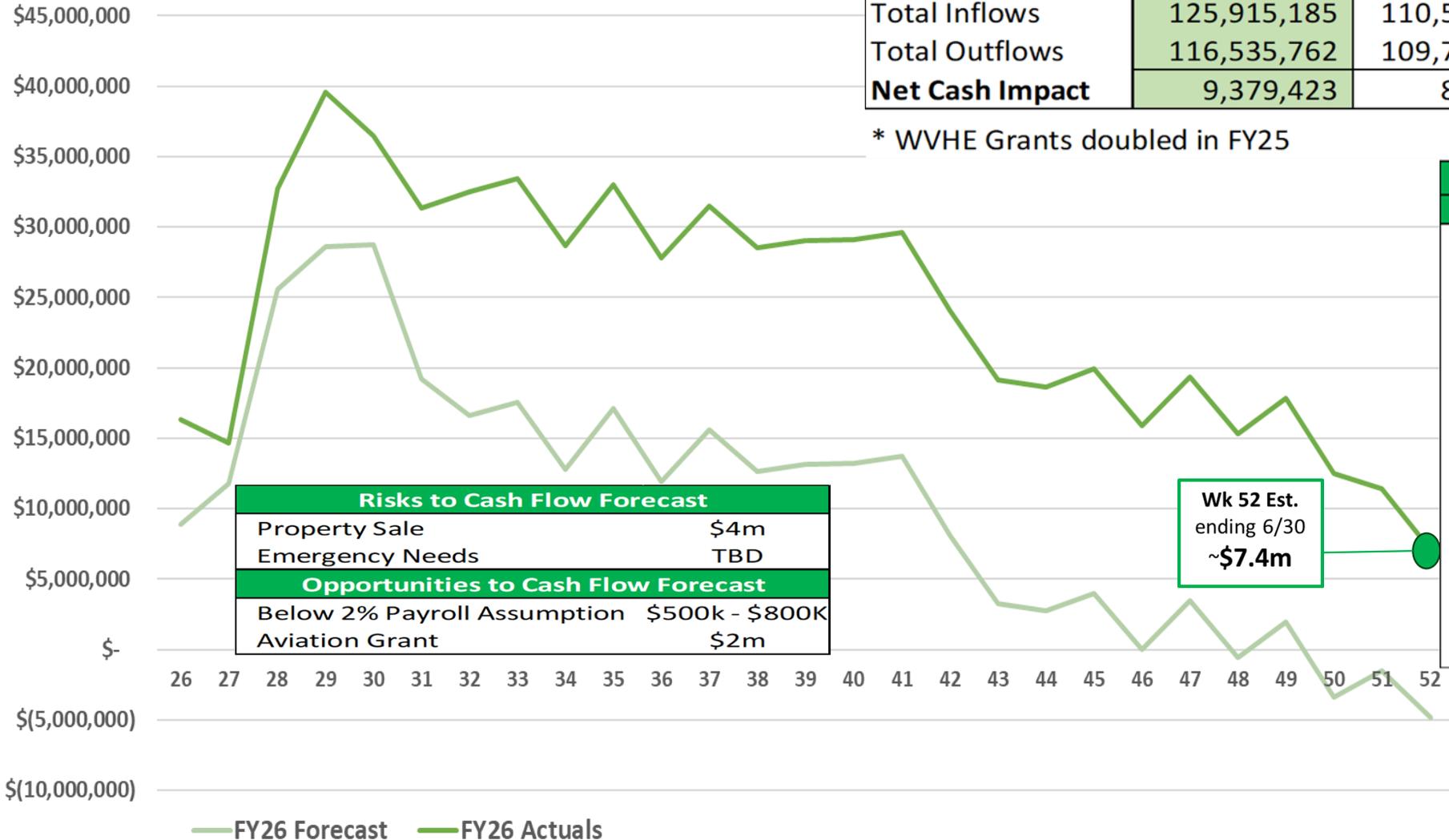
## ANALYSIS

- **Operating Revenue (-\$0.4M)**
  - **Auxiliary Revenue (-\$3.5M):** Primarily due to the change in scholarship allowance calculation.
  - **Tuition and Fees (+\$1.3M):** Increased gross tuition offset by change in scholarship allowance calculation.
- **Non-Operating Revenues (+\$2.1M)**
  - **Investment Income (+\$1.6M):** Meketa portfolio actual gains through November.
  - **Pell Grants (\$0.7M):** Continued increases in Pell student population.
- **Operating Expenses (-\$0.8M)**
  - **Salaries and Benefits (+\$1.9M):** Increased projection to align with FY25 actuals and capture FY26 year-to-date activity.
  - **Scholarships (-\$2.5M):** Due to change in scholarship allowance calculation. Scholarship expense decreased while the tuition and fee allowance increased.



# Cash Flow Forecast

## Current Cash Forecast vs July Forecast



Risks to Cash Flow Forecast	
Property Sale	\$4m
Emergency Needs	TBD
Opportunities to Cash Flow Forecast	
Below 2% Payroll Assumption	\$500k - \$800K
Aviation Grant	\$2m

Cash Flow through 28 Weeks				
	FY26 Actuals	July 1 Fcst	FY25 Actuals	FY26 vs FY25
Total Inflows	125,915,185	110,593,762	112,137,505	13,777,680
Total Outflows	116,535,762	109,769,667	98,111,367	18,424,395
<b>Net Cash Impact</b>	<b>9,379,423</b>	<b>824,095</b>	<b>14,026,138</b>	<b>(4,646,715) *</b>

\* WVHE Grants doubled in FY25

FY26 Gross Payroll vs FY25		
Week	Amount	% Increase
7/11/2025	\$ 5,364,219	-1.3%
7/18/2025	\$ 1,171,440	1.9%
7/25/2025	\$ 5,265,021	3.4%
8/8/2025	\$ 5,327,322	3.0%
8/22/2025	\$ 5,431,029	9.0%
9/5/2025	\$ 5,478,678	1.2%
9/19/2025	\$ 5,656,259	3.0%
10/3/2025	\$ 5,578,702	1.7%
10/17/2025	\$ 5,594,726	0.6%
10/31/2025	\$ 5,535,474	0.9%
11/14/2025	\$ 5,571,798	-0.2%
11/28/2025	\$ 5,575,781	0.5%
12/12/2025	\$ 5,507,691	1.6%
12/26/2025	\$ 5,672,890	0.7%
1/9/2026	\$ 5,235,587	0.8%
<b>YTD</b>	<b>\$ 77,966,615</b>	<b>1.85%</b>



# FY27 Budget



# FY27 Budget

## Accomplished to Date

- **Budget Advisory Committee**

- 16-member Committee advising on all Budget-related matters.
- **FY27 Outputs:** Standard Review template for all units; identification of University Centers; Budget Hot Topic discussions.
- **FY27 Upcoming:** Preparation for review of FY27 Budget requests and Unit level presentations to the Committee; Review reduction scenario impacts.

- **Executive Budget Committee**

- 3-member Committee made up of President, CFO, and Provost with non-voting members. Purpose is to make final recommendations to Board on FY27 Budget.
- Quarterly meetings.
- **FY27 Outputs:** FY27 Tuition and Fee rate discussion, Institutional Aid structure and financials, Centers of Excellence and long-term recommendations on the expansion of the Metro region.
- **FY27 Upcoming:** Review FY27 Budget requests and reduction impacts along with tuition and fee increases, Market and State pay increases in FY27.



# FY27 Budget

## April Board Meeting Preview

- **April Training Session**
  - Comprehensive review of FY27 Budget and overall University financial health and strategy
- **Expected April Board of Governors Action Items**
  - FY27 Tuition, Housing, and Dining Rate Approval
  - FY27 Budget Approval
- **Other Key Information Items to be discussed in April Meeting**
  - Incentive Budget Model output for FY27
  - FY27 Pay Raise program (University and State)
  - Future changes to Merit-Based awards
  - Expansion of Metro tuition rates





# Marshall University

*Accelerating Individual Success, Innovative Ideas and Economic Impact*

*February 2026  
Board of Governors Meeting  
Facilities and Operations  
Update*



# *Enduring Financial* **PRINCIPLES**

## **1. Grow STUDENTS, Not Fees.**

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

## **2. Invest in our TEAM.**

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

## **3. Take Care of the HOUSE.**

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

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

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

# Take Care of the House

## PROJECT UPDATES

HEPC Project Number	Project Name	Projected timeline	Status
WVHEPC-M-001	Electrical Sys Upgrades-Emergency Generators/Safety - Phase I	February 2024 to April 2026	
	Emergency Generators/Safety - Phase I-Public Safety	April 2026	Delayed - The generator relocation project is in the design phase with Nitro Construction awarded the contract, pending equipment procurement and gas line coordination, aiming for final completion by April 27
	Emergency Generators/Safety - Phase I-Drinko Library		Project complete, awaiting final paperwork
	Emergency Generators/Safety - Phase I-Prichard Hall		Project complete, awaiting final paperwork
WVHEPC-M-002	Campus Buildings Fire Alarm System Upgrades	February 2024 to January 2026	
	Corbly Hall		Project Completed
	Morrow Library		Delayed - PO complete, parts delivered, and most work scheduled for completion except tasks tied to elevator modernization. Security consultants began work on November 17 and aim to finish by January 31, though challenges with alarm wiring and detector installation in the stacks may delay full completion. Key updates include new wiring on lower floors, relocation of the fire alarm panel to the South lobby, and ongoing pull station installation.
	Myers Hall		Project Completed
	Prichard Hall		Project Completed
	Smith		Project Completed
	Sorrell		Project Completed
WVHEPC-M-003R	Elevator Modernization	February 2024 to March 2026	
	Elevator Modernization-Corbly Hall		Delayed - Inspection conducted on Dec. 22, 2025 - additional work required involving, HVAC in machine room, fire alarm work installed and pre-tested. Next inspection anticipated March 15, 2026.
	Elevator Modernization-Harris Hall		On Schedule - Additional vendor brought on site to address pit grease clean-up.
	Elevator Modernization-Science Building		Delayed - Otis experienced factory delays, equipment has arrived, awaiting assignment of project manager in January 2026 for install.
WVHEPC-M-04	Chiller Replacement	January 2024 to August 1, 2025	
	Smith Hall Chiller Replacement		Project complete, awaiting final paperwork
	Drinko Library Chiller Replacement		Project complete, awaiting final paperwork
WVHEPC-M-005	Laidley Hall Demolition	February 2024 to May 2024	Project Completed
WVHEPC-M-007	Henderson Center E Level Sanitary Pipe Replacement	February 2024 to January 2026	Work ongoing, all pipe work is complete, and awaiting Pickering's approval and a purchase order for the floor shoring drawings for the E Level restrooms.
WVHEPC-M-008	South Charleston Roof Replacement (Both Buildings)	February 2024 to November 2025	
	South Charleston Roof Replacement-Academic		Project Completed
	South Charleston Roof Replacement-Administration		Project Completed

# Take Care of the House

## PROJECT UPDATES

HEPC Project Number	Project Name	Projected timeline	Status
WVHEPC-M-009	Fine Arts Renovations	February 2024 to December 2025	Project complete, awaiting final paperwork
WVHEPC-M-010	Morrow Library ADA Upgrades	February 2024 to February 2026	Delayed - Ramp concrete work is complete except for one sidewalk section, which CJ Hughes will finish after completing their work. Masonry crews are awaiting pre-cast caps, expected in a couple of weeks, before installing caps and brick simultaneously. Mechanical demolition is done, the new air compressor system will be operational tomorrow, HVAC installation is underway, and elevator equipment remains on schedule for early February.
WVHEPC-M-011	Smith Hall Classroom Locks	May 2024 to December 2025	Project Completed
	Fine Arts Locks	May 2024 to January 2025	Project Completed
WVHEPC-M-012	Erma Ora Byrd Floor Renovations	March 2024 to March 2025	Project Completed
WVHEPC-M-013	Smith Hall Concrete Work (Exterior ADA Ramp)	May 2024 to April 2025	Project complete, awaiting final paperwork
	Henderson Center Concrete Work	May 2024 to January 2026	Emergency patio concrete repair, North and South E-level entrances; project is 75% completed to weather
WVHEPC-M-014	Holderby Hall Demolition	February 2024 to November 2025	Project complete, awaiting final paperwork
WVHEPC-M-015	Memorial Student Center Restroom Repairs & Renovations	February 2024 to November 2025	Project complete, awaiting final paperwork
WVHEPC-M-016	Stormwater Improvements Phase I	February 2024 to December 2025	On Schedule - Vendor removed equipment December 22, walk-through for punch list, week of January 5
WVHEPC-M-017	MRI Building HVAC Replacement	January 2024 to March 2025	Project complete, awaiting final paperwork
WVHEPC-M-019	Classroom Repair/Renewal Campus-wide Phase I	February 2024 to November 2025	Project complete, awaiting final paperwork
	Restroom Repair/Renewal Campus-wide Phase I	March 2024 to March 2025	Project Completed
WVHEPC-M-023	Old Main Structure Repairs - Phase I	January 2024 to November 2025	Project complete awaiting final paperwork
WVHEPC-M-024	Science Building Air Handler Units	January 2024 to December 2025	Project complete, awaiting final paperwork
WVHEPC-M-025	Drinko Library/ Gullickson Hall Roof Replacement	March 2024 to February 2026	Delayed - Drinko complete; Gullickson Hall - base bid work is approximately 90% complete, and Alternate 1 is being added to the contract, prompting revised completion dates (updated) of January 15 for substantial and February 15 for final.
WVHEPC-M-026	Student/Band Bleacher Replacement	March 2024 to March 2025	Project Completed

# MU Internal Audit BOG Informational Report February 5, 2026

## 1 ACTIVITY SINCE THE LAST MEETING

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- A. Advisory Services – Limited discussions of Fringe Rate Proposal procedures with new staff participating in the process.
- B. Audit Projects – Issued report on limited scope review of accounting controls at a program financially administered by MURC (MU Research Corp).
- 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.

## 3 PROFESSIONAL DEVELOPMENT ACTIVITIES

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- A. Nothing attended in the current reporting period.

# Annual GLBA Assessment & Information Security Update

**Marshall University Information Technology**

**Prepared for:**  
**Board of Governors**  
February 5, 2026



# Information Security at Marshall University

- MU IT Information Security Team
  - Jodie Penrod, Chief Information Officer (CIO)
  - Jon Cutler, Chief Information Security Officer (CISO)
  - James Mynes, Assoc. Director, Information Security Operations
  - Daniel Martin, IT Security Analyst
  - Cortney Hamons, IT Security Analyst
  - Mike Meyers, IT Security Analyst
- Roles & Responsibilities
  - **Identify, Protect, Detect, Respond, Recover, & Govern\***
  - **Vulnerability Detection** & Management of Network and System Infrastructure
    - Threats blocked at the MU Firewall = 4.9M daily events
    - Emails blocked = 33K daily malware and phishing
  - **Training** & Awareness
  - Information Security **Policies & Procedures**, as well as Incident Response Management
  - Technology Procurement Review & **Vendor Analysis/Compliance**



Source: \* NIST CSF v. 2 <https://nvlpubs.nist.gov/nistpubs/CSWP/NIST.CSWP.29.pdf>

# Overview & Purpose

- MUIT is required by the Gramm-Leach-Bliley Act (GLBA) to provide an **annual report\*** to the Board of Governors on the **status of information security** at the University.
  - Risk Assessments
  - Risk Management & Control Decisions
  - Service Provider Arrangements
  - Results of Testing
  - Security Events & Violations
  - Recommendations for Changes to the program
- **External partners assist MUIT** with risk assessment and advisory services:
  - **Campus Guard** – GLBA Risk Advisory Services
  - **Cybersecurity & Infrastructure Security Agency (CISA)** Cyber Performance Goals (CPG) and Risk & Vulnerability Assessment (RVA)
    - Weekly Cyber Hygiene scans – Identifies risks on MU's Internet-facing IP addresses
    - Monthly Web Vulnerability scans – Identifies risks on MU Internet-facing web applications



# What is GLBA?

- **Gramm-Leach-Bliley Act (GLBA)?**
  - Protects customer data: security, integrity, confidentiality
  - DOE requires Title IV schools to safeguard FSA info
  - Mandated by FAFSA Participation Agreement & FSA Handbook
  - Assessed annually via Federal Single Audit (WV FARS)
- **MUIT engages with cyber-risk advisor CampusGuard** to provide external review and assistance with:
  - Employee training & management
  - Review of IT policies & procedures, network/application design, and data handling
  - Detecting, preventing and responding to attacks, intrusions, or other systems failures
- **Annual review** of GLBA safeguards and practices
  - Key GLBA components are also reviewed during the IT General Controls audit, a component of Audit of Financial Statements performed by CliftonLarsonAllen (2025-Sept).
- **In summary**, GLBA ensures that institutions
  - Collect only the data they need
  - Keep the data safe
  - And dispose of data securely



# GLBA Assessment Observations

## Improvements Recognized:

- Technical risk is well managed
- Financial Aid is now paperless
- SharePoint and Firewall migrations are complete
- In-scope data is encrypted at rest (SharePoint & Oracle Cloud Infrastructure/Banner database)
- Multi-Factor Authentication (MFA) is in place for all in-scope data (SharePoint, MyMU, Banner)
- Procurement includes security reviews for new data-related products and services
- Medical School is using the standard Marshall financial aid systems and processes

## Improvement Status Updates:

- ✓ Incomplete policies, procedures, and standards need addressed
- ✓ Vendor management to include third-party compliance to GLBA standards
- ✓ Data classification and data retention procedures are informal and inconsistent
- ✗ Business Continuity/Disaster Recovery (BCDR) program is informal
- ✗ Logging, log review, and alerting needs improvement
- ✓ Awareness and Training Programs need improvement and should be required for employees
- ✓ Personal devices can access and process NPI
- ✗ Access control workflows need to be formalized
- ✓ Knowledge is “tribal”, lack of documented procedures
- ✓ Change control and access requests of systems are inconsistent
- ✓ Workstation configurations need addressed to security of devices and data

✓ Denotes items with significant progress in 2024-25  
✗ Denotes items requiring additional planning or resource



# GLBA Key Improvement Activities

Control	Observation from Risk Assessment	Corrective Actions
<b>Policies &amp; Procedures</b>	General - incomplete policies, procedures, and standards	<ul style="list-style-type: none"> <li>- Policy review and updates via Technology Shared Governance</li> <li>- Policies approved (<a href="http://www.marshall.edu/policies">www.marshall.edu/policies</a>)</li> <li>- UPGA-9 Acceptable Use, UPGA-10 Information Security, UPGA-14 Digital Accessibility, ITP-1 Technology Governance, ITP-2 IT Communications Mgmt, ITP-3 Digital Comms &amp; Account Mgmt, ITP-4 Tech Change Mgmt, ITP-5 Baseline Standard for Server Security, ITP-6 Network Infrastructure &amp; Cabling, ITP-7 Data Privacy</li> </ul>
<b>Training</b>	Awareness and Training Programs need improvement and should be required for employees	<ul style="list-style-type: none"> <li>- Annual Information Security Awareness training program provided to all employees in 2024 and 2025.</li> <li>- Additional compliance training for FERPA, GLBA, HIPAA and PCI for high-risk areas (i.e., Registrar, Fin Aid, Bursar, SOM, etc.)</li> </ul>
<b>Access Review</b>	User accounts are not regularly reviewed and re-authorized, and/or reviews are not logged.	<ul style="list-style-type: none"> <li>- Annual reauthorization of Remote access (VPN) review implemented in December 2024</li> <li>- Annual Banner Access Review process in 2024 and 2025</li> </ul>
<b>Risk Assessment</b>	Annual penetration testing of information systems is not performed.	<ul style="list-style-type: none"> <li>- Annual CISA Risk and Vulnerability Assessment (RVA) performed in October 2024</li> <li>- 2025 assessment delayed due to CISA funding issues and government shutdown</li> </ul>
<b>Reporting</b>	There is not a regular report to the Board or equivalent governing body.	<ul style="list-style-type: none"> <li>- Information Security Board Presentation in December 2023, February 2024, and February 2025.</li> </ul>

# 2025 Information Security Update



# Cybersecurity Threat Benchmarking

## *Security incident statistics from across all business sectors*

- **15% to 30%** - The percentage of breaches where a third party was involved.
- **32 days** - Only about 54% of perimeter device vulnerabilities were fully remediated and it took 32 days to do so.
- **44%** - cybersecurity breaches involved ransomware, up 37% from prior year.
- **\$115,000** - median amount paid to ransomware groups (majority of victim organizations 64% did not pay the ransom).
- **60%** - human involvement in cybersecurity breaches remained about the same as last year. (Credential abuse and social actions - like phishing - were major factors in these types of breaches).
- **28%** - incidents by state-sponsored actors had a financial motive; **17%** were espionage-motivated.
- **30% managed / 46% unmanaged** - % of compromised systems which had infostealer credential logs containing corporate logins (unmanaged meaning personal devices).
- **2X** - increase in attacks powered by AI - synthetically generated text in malicious emails - over the past 2 years.
- **15%** - employees who routinely accessed generative AI platforms on their corporate devices - increasing potential for data leaks.



Source: <https://www.verizon.com/business/resources/infographics/2025-dbir-public-sector-snapshot.pdf>

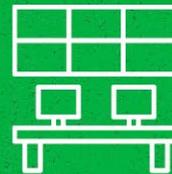
# INFORMATION SECURITY

Information security saw meaningful improvement this year, reflecting our continued investment in protecting institutional data and systems. A major milestone was the launch of our annual security awareness training—empowering our community with the knowledge to recognize and respond to cyber threats. We're proud of this progress and remain committed to strengthening our security posture across all areas of technology.

## FOCUS FOR THE YEAR AHEAD



Continued information security awareness training with additional modules focused on HIPAA, FERPA, GLBA, & PCI compliance



Partner with vendors and the ICS to establish a student led Security Operations Center



Enhanced vigilance to cyber threats by optimizing security processes and tools



Optimize security governance, risk, and compliance processes to optimize user experience

# MU Annual Technology Survey Report

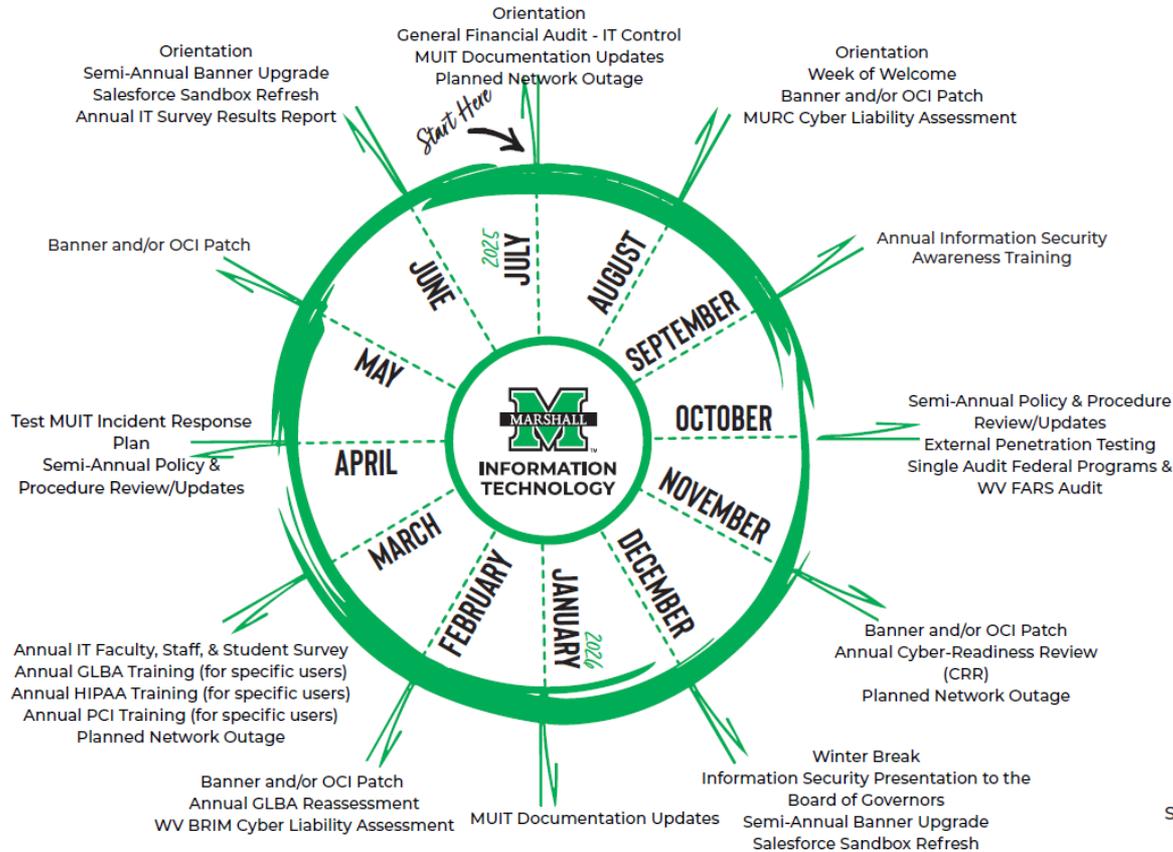
## Information Security

<u>On a scale of 1 (low) to 10 (high)...</u>	<u>AY23-24</u>	<u>AY24-25</u>	<u>TREND</u>
How would you rate your knowledge on how to securely store and transmit sensitive, or confidential data, including FERPA or PHI?	6.75	7.53	↑
How would you rate the communication and trainings provided by MU IT on information security awareness?	7.52	7.85	↑
Please rate your confidence in your ability to properly identify and report a cyber-security risk or data loss incident	8.20	8.51	↑

Source: 2024-25 Annual Technology Survey Report



# Marshall IT Operations Activity Wheel



The IT Operations Activity Wheel supports campus cybersecurity compliance.

Winter Break

University Holidays

10 days prior to each Fall/Spring semester

10 days after the end of each Fall/Spring semester

SOM Orientation July 21st to July 27th

SOM First Day of Class July 28th

## PLANNED UPGRADES AND OUTAGES:

**2025**

July 27

Planned Network Outage

August 3

Banner and/or OCI Patch

November 16

Banner and/or OCI Patch

November 23

Planned Network Outage

December 20-21

Semi-Annual Banner Upgrade

Salesforce Sandbox Refresh

**2026**

February 15

Banner and/or OCI Patch

March 15

Planned Network Outage

May 17

Banner and/or OCI Patch

June 6-7

Semi-Annual Banner Upgrade

Salesforce Sandbox Refresh

# Focus Areas – 2025-26 Updates

## IT collaborative projects to support information security

### Completed

- Moved Technology Procurement Review process into SalesForce CRM, 311 reviews completed YTD25
- Completed campus firewall lifecycle replacement
- Employee Information Security training – 1,441 completions
- Annual IT and GLBA Audits (no major findings, 4 recommendations)
- Application upgrades for Banner SIS
- Replaced devices with deprecated Windows 10 OS
- Password Update Standard to NIST best practices
- Shared governance policies & procedures for data privacy; device security, compliance and patch management

### Activities In Progress

- Update list of supported applications the Data Classification Guide in UPGA-10
- Enable sensitive data labeling and protection (DLP) features for high-risk areas of IT and FinAid
- Audit Banner ERP/SIS role-based security
- Deactivate stale user accounts, update passwords
- Inventory of Open-Source software assets in use
- Campus network micro-segmentation to support role/risk-based access
- Security Operation Center (SOC) optimization thru adoption of Splunk ES
- Automation of incident response (24x7 threats vs 8x5 staffing)

Source: MU IT Activity Wheel / IT Project Planner 2025-12



# Focus Areas – 2025-26 Updates (cont.)

## IT collaborative projects to support information security

### Activities in Planning

- Enhanced account security using password-less authentication FIDO2 and Passkeys
- Email social engineering risk (phishing) testing for both employees and students
- Document of IT inventory and change management procedures (i.e., device, hardware, software, etc.) supporting sensitive data storage and transmission
- Business Analysis of all Fin Aid & Bursar Data Storage processes and procedures to ensure best practice and compliance
- Review of Banner ERP/SIS role-based security
- FY25 audit recommendations – Identity, Phishing, Change Mgmt, and Backup/Recovery Policy



# In Summary

- An information security program is **supported by 3 pillars: People, Process, & Technology**
- Risk assessments indicate that Marshall University's **technical safeguards and information security** program are **highly complex, proactive, and well executed.**
- Marshall will benefit from **continued focus on people and process:**
  - **Continued refinement** & updates to policy and procedure
  - Providing **training to enhance** information security & awareness
  - Nurturing **a culture of information security and data privacy**
- For more information, please visit:
  - <https://www.marshall.edu/it/departments/information-security/cybersecurity-program-plan/>



# Closing Thoughts

## EDUCAUSE TOP 10 of 2026

### #1 Collaborative Cybersecurity

Building a cybersecurity culture of **shared responsibility, end-user awareness and training, and improved access** to security services and supports.

-- Educause 2026 Top 10 IT Issues for Higher Ed Technology Leaders

**2026 EDUCAUSE Top 10**  
Making Connections

**INDIVIDUAL CAPABILITIES** ↔ **A COLLECTIVE WILL**

The 2026 EDUCAUSE Top 10 highlights how higher education technology and data leaders can foster a *collective will* and support *individual capabilities*—two deeply connected actions that will help institutions thrive in the year ahead.

Individual Capabilities	A Collective Will
<b>1 Collaborative Cybersecurity</b> Building a cybersecurity culture of shared responsibility, end-user awareness and training, and improved access to security services and supports.	<b>3 Data Analytics for Operational and Financial Insights</b> Leveraging data analytics to identify emerging spending patterns, enrollment trends, and areas for cost savings and operational efficiencies.
<b>2 The Human Edge of AI</b> Empowering students, faculty, and staff to engage with artificial intelligence tools ethically, responsibly, and safely.	<b>4 Building a Data-Centric Culture Across the Institution</b> Expanding and improving data access and fostering a data-centric culture as a strategic asset.
<b>7 Technology Literacy for the Future Workforce</b> Supporting students' learning and preparing them with in-demand technology skills.	<b>5 Knowledge Management for Safer AI</b> Integrating the risks of artificial intelligence into existing knowledge management and data governance, privacy, and ethics programs.
<b>9 AI-Enabled Efficiencies and Growth</b> Using artificial intelligence, machine learning, automation, and other analytic capabilities to reduce operational costs, enhance enrollment, and improve strategic and business decision-making.	<b>6 Measured Approaches to New Technologies</b> Making better technology investment decisions by measuring the value of new technologies through clear cost, ROI, and usage systems assessments.
<b>10 Decision-Maker Data Skills and Literacy</b> Empowering the value of institutional data by training and equipping decision-makers to collect and interpret it properly.	<b>8 From Reactive to Proactive</b> Using data to better anticipate, predict, and respond to emerging risks and opportunities by using data for strategic planning.





# INFORMATION TECHNOLOGY

**Thank you!**

Questions or concerns?

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