



Board of Governors Regular Meeting

February 5, 2026 | 1 p.m.

Conference Center, Brad D. Smith Foundation Hall

COMMITTEE MEETINGS:

Athletics Committee - 10 a.m., Conference Center, Brad D. Smith Foundation Hall

Finance, Audit and Facilities Planning Committee - 11 a.m., Moses Board Room, Brad D. Smith Foundation Hall

Academic and Student Affairs Committee - 11 a.m., Conference Center, Brad D. Smith Foundation Hall



February 5 2026 Board of Governors Regular Meeting

AGENDA

Lunch

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

1 p.m.

Call to Order

Geoff Sheils, Chair

Approval of Prior Minutes

Geoff Sheils, Chair

Regular Meeting of December 3, 2025

5

Committee Reports

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

Action Items

None

Information Items

Provost Report

Robert Bookwalter, Interim Provost and Senior Vice President for Academic Affairs

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Student Representative Update

Connor Waller, Student Representative

School of Medicine Update

David Gozal, Dean and Vice President for Health Affairs, Joan C. Edwards School of Medicine

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Finance, Audit and Facilities Planning Committee

Donnie Holcomb, Co-Chair

Action Items

None

Information Items

Finance Update

Matt Tidd, Chief Financial Officer

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Facilities and Operations Update

Brandi Jacobs-Jones, Senior Vice President for Operations

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Internal Audit Update 68

Perry Chaffin, Director of Audits

Annual Gramm-Leach-Bliley Act (GLBA) 69

Assessment & Information Security Update

*Jodie Penrod, Chief Information Officer (CIO), and Jon
Cutler, Chief Information Security Officer (CISO)*

Athletics Committee

Samuel Moore, Co-Chair

Action Items

None

Information Items

Athletics Report - "Fueling the Future:
Sustainable Success" 85

*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

President's Report

Brad D. Smith, President

Chairman's Report

Geoff Sheils, Chair

Announcements

Geoff Sheils, Chair

Adjournment

Geoff Sheils, Chair

Upcoming Meeting Dates

April 6, 2026 - Fiscal Year 2026-2027 Budget Training
Session

April 8, 2026

June 10, 2026

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

October 7, 2026

December 2, 2026

February 3, 2027

April 7, 2027

June 2, 2027

MINUTES

Marshall University Board of Governors

Microsoft Teams Meeting at

Shawkey Dining Room/Memorial Student Center

Livestream and In-Person

December 3, 2025

Present: Kathy D’Antoni, Vicki Dunn-Dionne, Kathy Eddy, Donnie Holcomb, Carlene O’Neill, Robin Riner, Geoff Sheils, Jim Smith, William Smith, Connor Waller

PH: Ginny T. Lee, Angel Moore, Rusty Webb, Charles Wendell

Absent: Kipp Bodnar, Samuel Moore

I. Call to Order

After confirming the presence of a quorum, Chairman Sheils called the meeting to order. He then introduced the next agenda item: the swearing-in of new Marshall University Board of Governors Vicki Dunn-Dionne and Charles Wendell, administered by Marshall University Chief Legal Officer & Vice President for Strategic Initiatives and Corporate Relations, H. Toney Stroud.

II. Minutes Approval

Upon a motion by Kathy Eddy, seconded by Donnie Holcomb, the minutes of the regular meeting held on October 8th, 2025, were approved.

III. Committee of the Whole

IDEA District Update

IV. Committee Meeting Reports

Prior to the committee reports, Dr. Kathy D’Antoni took the opportunity to recognize two honorees of the Faculty Recognition Program to honor exceptional academic and research achievements. The two honorees were Arka Chattopadhyay and Cicero Fain.

Dr. Arka Chattopadhyay, assistant professor of Mechanical and Industrial Engineering, was awarded a \$750,000 NASA grant for the research project, “Advancing Regional Air Mobility in Appalachia.” The award and project are in collaboration with Dr. Nabaneeta Biswas, associate professor in the Lewis College

of Business, Nancy Ritter, Chief of Aviation Operations at the Bill Noe Flight School, and Dr. Darshan Sarajini, assistant professor of Aerospace and Ocean Engineering at Virginia Tech.

Dr. Cicero Fain, Assistant Provost for Access and Opportunity and adjunct professor of History, was recognized by the Ohio History Connection with a 2025 State Historic Preservation Office Award. This honor celebrates his incredible work preserving and sharing the stories of African American heritage throughout Appalachia, keeping history alive and inspiring future generations. The award was presented to Dr. Fain on November 7, 2025, at the Ohio History Connection in Columbus

Academic and Student Affairs

A) Approval of Revisions to Board of Governors Rule No. AA-5 - Employee Dependent Undergraduate Tuition Assistance Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. AA-5 - Employee Dependent Undergraduate Tuition Assistance Program.

** This revision updates the tuition assistance program for dependents of employees to ensure equal treatment for all, regardless of residency status. Currently, Section 4.1 provides full remission of Capital and Education & General (E&G) Fees only to resident students. Non-resident and metro dependents receive remission limited to the resident rate, creating unequal benefits for employees who meet the same eligibility requirements. The proposed change would provide the same remission benefit for all dependents, eliminating this disparity.*

Benefits of the Change:

- Promotes fairness and consistency in employee benefits.*
- Strengthens employee morale and loyalty.*
- Aligns with the intent to support employees' families in pursuing higher education at Marshall.*

Estimated Cost: Approximately \$80,000 annually, based on current non-resident enrollment.

Upon approval of this resolution, this Rule will be posted at <https://www.marshall.edu/policies/> and a comment period will open and remain open until Friday, January 16, 2025. If substantive comments are received; a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.

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

B) Approval of Revisions to Board of Governors Rule No. SA-1 - Student Rights and Responsibilities

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. SA-1 - Student Rights and Responsibilities.

** This Rule establishes regulations regarding student rights, responsibilities, and conduct at Marshall University.*

The revised MUBOG SA-1 Code of Student Rights and Responsibilities consolidates previous policies (SA-1 and SA-3) into a single framework and introduces mandatory reporting requirements for employees regarding serious violations such as threats, physical harm, hazing, drugs/alcohol, weapons, and discrimination. It expands definitions to include virtual property and online environments, reaffirms student rights to expression, association, and privacy, and guarantees due process in disciplinary proceedings.

The update also reorganizes conduct standards into seven categories, covering academic integrity, health and safety, human rights, campus environment, property protection, responsible citizenship, and virtual classroom behavior. It clarifies housing and residence life adjudication, adds progressive discipline for online misconduct, and updates sanctions to include probation, suspension, expulsion, and degree deferral or revocation. Additionally, new amnesty provisions encourage reporting of sexual misconduct and seeking emergency help for overdoses without fear of alcohol or drug-related penalties.

For further rationale regarding the proposed changes to SA-1, please see the attachment. Upon approval of this resolution, this Rule will be posted at <https://www.marshall.edu/policies/> and a comment period will open and remain open until Friday, January 16, 2025. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.

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

Provost Report

Interim Provost Robert Bookwalter gave the Provost's Update. During his report, Provost Bookwalter shared a series of updates from Academic Affairs. He began by expressing what an honor it is to represent Marshall's faculty, describing them as brilliant, creative, and deeply engaged across every college. He also spoke about the dedication of our deans and emphasized that Academic Affairs truly serves as the heart of the university.

He noted that during the committee meeting, members received strong updates from across Academic Affairs. Dr. Amine Oudghiri-Otmani reported on behalf of the Advisory Council of Faculty and the Faculty Senate, outlining ongoing faculty priorities and the statewide collaboration among four-year institutions working together on legislative efforts related to higher education in West Virginia. Dean Gozal provided an update from the School of Medicine, noting improved test scores, continued growth in research, the strength of the Physician Assistant program, their successful accreditation standing, and ongoing efforts toward securing a future building to house the school.

Dr. Karen McComas shared that graduate students currently make up about 24 percent of Marshall's student body, with roughly half enrolled online. She emphasized the central role graduate programs play in supporting our R2 research designation. Dean Brian Hoey followed with an update on the Honors College, highlighting its impact on recruitment, retention, community engagement, and the creation of a comprehensive student experience that extends well beyond the classroom.

Provost Bookwalter then moved into highlights from each of the academic colleges. In the College of Arts and Media, five distinguished alumni Corley Dennison, Cathryn Gibbs Harris, Jeff Hopson, Jerod Smalley, and Patrick Wittich, were inducted into the W. Page Pitt School of Journalism and Mass Communications Hall of Fame. The Marshall Artists Series also hosted two major events: a conversation with José Andrés moderated by President Brad D. Smith, and a conversation with Javier Zamora moderated by former Provost Dr. Avi Mukherjee.

In the College of Engineering and Computer Science, Dr. Arka Chattopadhyay received a \$750,000 NASA grant for his project on advancing regional air mobility in Appalachia. The Provost also noted that CECS faculty published eight research articles and students presented seven research papers during the period he referenced.

In the College of Education and Professional Development, statewide impact expanded through new Telebehavioral Health and Neuroscience Literacy microcredentials. Several faculty, staff, and students were recognized nationally, including Dr. Kimberly McFall's Fulbright Specialist appointment, Dr. Eric Beeson's Innovative Research Award, Dr. Kari Mika-Lude's recognition with both the WVCA Past-President Award and the West Virginia Coalition Against Domestic Violence Purple Ribbon Award, Jamie Lima's Friend of Children Award from the West Virginia American Academy of Pediatrics, and Counseling graduate student Collin Ballantine's Marilyn Smith Emerging Leader Award.

In the College of Health Professions, the Department of Public Health received a \$411,707 award from the U.S. Department of Education to create a certificate program supporting low-income students and helping them progress toward graduate study in Public Health or Community Health Work. Dr. Kumika Toma also created a new scholarship program for Health Sciences students, awarding \$500 per semester to four students representing a range of backgrounds and future goals, including students preparing for medical or health-related graduate study, students facing personal hardships, adult learners with dependents, and first-generation college students.

In the College of Liberal Arts, the inaugural HerdWork Humanities Internship Program launched with 21 students placed in West Virginia nonprofits to gain hands-on experience in writing, community engagement, and social advocacy under the leadership of Dr. Richard G. Jones and with support from the Mellon Foundation.

In the College of Science, graduate student Mary Zarilla, working in Dr. Anne Axel's lab, documented the rarely seen African golden cat in northern Uganda. Dr. Rosalynn Quinones published a research article on caffeine disclosure in weight-loss teas in the ACS Journal of Chemical Education, in collaboration with colleagues and Marshall students. Dr. Laura McCunn published an article in The Journal of Physical Chemistry based on a study conducted with six undergraduate chemistry majors examining chemical reactions occurring during PVC plastic recycling.

The Division of Aviation reported FAA approval for dispatch training and the launch of new evening classes at the South Charleston campus. Marshall Aviation added an Extra 300L aircraft to the Bill Noe Flight School fleet, and construction on a new hangar at Yeager Airport begins this month.

At the Lewis College of Business, the Provost noted recognition in TFE Times' "2026 Best MBA Rankings" and continued collaborative efforts with Northwestern Mutual and the Office of Career Education to host mock interview workshops for students.

The School of Pharmacy reported a second consecutive statewide win in the OTC Medication Challenge, with students demonstrating exceptional knowledge and teamwork. The school also partnered with

Walgreens to host two immunization clinics offering COVID-19, influenza, and RSV vaccines to the campus community. Within University College, Bekah Agee was honored with the first-ever West Virginia Award for Excellence in Advising, recognizing her outstanding support of student success.

University Libraries launched American Milestone Centennial courses on Marshall's Skills Exchange platform, celebrating 100 years of Black History Month and offering free access to the community. The Center for Student Success secured a \$7,500 WVHEPC Campus Mental Health grant, bringing total mental-health-related grant funding for 2025–26 to \$32,500.

The Office of Online Education reported that four new online degrees have been approved since May 2025—Psychology (B.A.), School Psychology (Ed.S.), Communication Studies (B.A.), and Library Sciences (M.S.) along with five new areas of emphasis or minors. They also issued 166 HOME Framework badges and continue to expand both access and quality in online learning at Marshall.

Student Representative Update

Connor Waller, Student Body President, gave the Student Representative update. During his report Connor began by expressing his appreciation for the opportunity to speak and extended gratitude on behalf of the student body. He opened with an update on the food drive and the pop up food pantries held in October and November. This initiative was created through a partnership between SGA and Student Affairs to support students affected by the temporary pause in SNAP benefits during the government shutdown.

He shared that once the initiative was announced, donations immediately began coming in from across the campus community. Numerous offices, faculty and staff, students, and local alumni chapters in Huntington, Kanawha, and the Southern Coal Fields contributed, along with members of the surrounding community. Several monetary donations were also made, which allowed SGA to expand the resources available to students.

With the support received, SGA hosted two pop up food pantries. The first was held on November 3 and served 132 students. The second was held on November 10 on a very snowy and extremely cold day and served 70 students, with an additional 30 students coming in for private food selection. A final pantry for the semester will take place next week to ensure students can secure food before leaving for Christmas break.

Connor also reported that SGA has allocated \$9,000 to student organizations so far, leaving \$11,000 to distribute in the spring semester.

He recognized the work of Student Body Vice President Alyssa Davis, who served as chair of the planning committee for the 55th Memorial Fountain Ceremony. He noted the overwhelmingly positive feedback received and thanked the campus community for its dedication to honoring the legacy of the 75.

Connor then described his trip to Tuscaloosa, Alabama, the week before the Fountain Ceremony, where he attended the unveiling of 4 statues honoring the Tuscaloosa Four, Marshall football players from Tuscaloosa who died in the 1970 plane crash. He described the ceremony as both somber and uplifting and said that speaking with family members of the players brought new perspective and renewed the spirits of those who attended.

He continued with an update on Dancing with the HERD, which takes place tomorrow. The event is officially sold out, although supporters may still contribute to the couples who are raising money for

student focused initiatives. The fundraising couples include Brad and Alys Smith raising funds for Marshall for All Marshall Forever, Gerald and Lisa Harrison raising funds for the Helen Gurley Brown BOLD Women's Leadership Fund, Tony and Cassie Stroud raising funds for the Student Emergency Fund, and Shawn Schulenberg and Ariel Barcenas raising funds for the Study Abroad Student Support Fund.

As of lunchtime today, the 4 couples have raised a total of \$18,329 for these initiatives. SGA is hopeful that the amount will reach at least \$20,000 by the time the event begins. Connor closed by thanking everyone once again and wishing the Board a wonderful day and holiday season.

School of Medicine Update

Dr. David Gozal, Dean and Vice President for Health Affairs, presented the School of Medicine update. Dr. Gozal presented a report outlining the School of Medicine's activities over the past two months. He began by congratulating the fourth-year medical students who recently completed the national NBE examination. This exam is administered to all medical students across the country, and this year our students scored above the national average in every clinical discipline. He emphasized that this is the first time the school has reached this level of performance and described it as remarkable progress, with expectations for continued improvement in the years ahead.

Dr. Gozal explained that once these examinations are completed, fourth year students begin preparing for Match Day, the process through which they secure placement into their chosen specialty programs. It is an extremely competitive national process involving fifteen to sixteen thousand medical students. Students must prepare for interviews and decisions related to selecting their specialty programs. To support them, Associate Dean Dr. Marie Frazier and her team conduct a residency preparation course and provide a wide range of mock interviews so that students are fully prepared for the process. Match Day will take place on March 20th, and as in previous years, the school looks forward to celebrating with students and families. He noted that the School of Medicine achieved a one hundred percent match rate for the last three years and hopes to continue this tradition.

Dr. Gozal went on to share several recognitions. Paulette S. Wehner, vice dean for education, received the 2025 Award for Excellence in Rural Health. The Marshall Community Health Consortium also received the 2025 Award for Excellence in Rural Health for an organization. He added that the West Virginia Rural Health Association created a new annual award in memory of Debbie Curry, a long time School of Medicine employee and rural health advocate who passed away earlier this year. The Debbie Curry Opportunity and Innovation Award honors an individual who inspires students, uplifts others, and strengthens the future of rural health in West Virginia. Dr. Gozal noted that these recognitions reflect Marshall's growing national leadership in rural health.

He also reported that Deb Koester, assistant professor of family and community health and director of the Division of Community Health, was named a 2025 Wonder Woman for WV Living magazine, and that Sheanna M. Spence, chief marketing officer, was named a 2026 Young Gun for WV Executive magazine.

Dr. Gozal shared that the School of Medicine and Marshall Health Network recently launched the Marco Mobile Medical Unit. This unit will travel throughout the network's 40b county region to provide care tailored to the health needs of each community. The ribbon cutting took place on November 10th at the Lincoln County Opportunity Center in Hamlin. Funding was made possible through community project support secured by Congresswoman Carol Miller through the United States Department of Agriculture, along with matching funds from Marshall Health Network.

He also highlighted achievements in research. Marshall University's 37th Annual Health Sciences Research Day set a new record with one hundred eighty presentations. Students from the Joan C. Edwards School of Medicine have presented their work at regional, national, and international conferences, sharing research across a wide range of disciplines.

Dr. Gozal concluded by noting the completion of a study designed to improve Medicare annual wellness visits and preventive care outcomes. He explained that this work provides guidance that can expand access to preventive medicine, reduce healthcare costs, and lessen the negative effects that occur when diseases are not detected early. He thanked everyone for their attention.

Naming of Endowed Chair

At the conclusion of Dr. Gozal's remarks, per Board of Governors Rule No. GA-8, Naming Policy for Programs and Facilities, Sections 4.1.1. and 4.1.2, President Brad D. Smith informed the board that he has authorized the Joan C. Edwards School of Medicine to establish the Bill and Lois Dolin Distinguished Chair of Orthopaedic Surgery. The chair will be endowed through a gift from Bill and Lois Dolin. Annual distributions from the endowment will support resident education and miscellaneous needs of the department.

Annual Student Affairs Update

Dr. Marcie Simms, Vice President for Student Affairs, gave the Student Affairs update. Dr. Simms began by expressing her appreciation for the opportunity to share the work taking place across Student Affairs. She noted that this presentation format began last year and has become a meaningful way to highlight the scope of the division's responsibilities and ongoing initiatives.

She shared that her team completed their annual plan on the page and will be making a few revisions following several organizational updates. One of the most visible changes this year is the name of the division, which is now the Division of Student Affairs. She explained that the new name better represents the work of the division and aligns with their mission.

Dr. Simms explained that Student Affairs operates across 6 buildings on campus. One of her goals this year has been to bring staff together more consistently. The division now hosts monthly meetings with presentations that help offices understand each other's work. They also hold 2 retreats each year to strengthen connection and communication.

She outlined the core areas within the division which include Student Life, Wellness Programs, the ACE Center which focuses on access, connection and engagement, and the Office of Advocacy and Accountability. The division includes 39 full-time employees, 17 graduate assistants, 29 student employees and 4 counseling interns. Several offices are staffed by only 1 full-time employee and a graduate assistant, which demonstrates how broad the division's responsibilities are.

Dr. Simms provided updates on new initiatives that have taken place since the last meeting. These included the name change for the division, the approval of the updated Student Code of Conduct, and continued growth in Esports. The Esports program now competes nationally, recently defeated James Madison University in Call of Duty, and has relocated to expanded space on the 4th floor of the library. She also discussed the division's assessment plan and the launch of the WOW Academy which engaged more than 2,000 students over the summer by connecting them with resources before the fall semester.

Additional updates included the establishment of the Community Service and Parent Programs office, the expansion of the ACE Center to serve non-traditional students, first generation students and students on the autism spectrum, and the university's progress in meeting federal hazing prevention requirements. She also noted that the BOLD Women's Leadership Program now operates under the Women's Center with support from the Helen Gurley Brown Foundation.

Dr. Simms shared engagement numbers from across Student Affairs. There are currently more than 213 student organizations. The Esports program has 488 members with a team GPA of 3.66. Greek Life raised more than 11,000 dollars for the student emergency fund during Greek Week and continues to maintain a strong academic record. The Marshall engagement app continues to grow with 14,000 total downloads and more than 70,000 opens during the month of October.

She highlighted participation in major events such as Family Weekend and Homecoming service projects. Week of Welcome continues to be one of the division's most successful efforts. More than 1,700 students checked in for events. According to the survey, 100 percent of students reported connecting with other students and 92 percent reported that they learned about important campus resources.

Updates also included student support services. More than 1,400 students attended the annual Student Resource Fair. The Office of Advocacy and Accountability processed 1,635 excused absences and adjudicated 129 conduct cases. The Behavioral Intervention Team reviewed 173 reports of concern. The laptop rental program loaned 46 laptops and the countdown to commencement event welcomed more than 360 seniors.

In wellness and basic needs support, Student Affairs distributed 177 donated meal swipes and provided 320 emergency fund awards. Violence prevention and bystander training programs were also expanded this year along with hazing prevention education.

Dr. Simms shared data from the Accessibility and Accommodations Office which now serves 930 registered students. Students are supported across a wide range of learning, psychological and medical needs. The office will soon relocate to the basement of East Hall where it will have more testing rooms, improved space and updated ADA compliant features.

Counseling services continue to be heavily used. There are 801 active clients, and more than 4,000 appointments were completed this fall. The counseling center also provides group therapy, outreach programs and crisis response. Most clients are 18 and 19 years old and all services are free to students. She also noted that students can be evaluated through Marshall's psychology clinic at no cost if they need updated assessments for accommodations and medication management is available through Marshall Psychiatry for students in active treatment.

Dr. Simms concluded with upcoming priorities. These include completing the relocation of Accessibility and Accommodations to East Hall, launching student demographic dashboards that will track involvement and retention, implementing a new student engagement and organization management system that will be fully integrated into the Marshall app, publishing a Student Affairs Impact Report next summer and expanding the WOW Academy courses for the upcoming year.

Finance, Audit and Facilities Planning Committee

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

A) Receipt of Final Audited Financial Statements for Fiscal Year 2025

The following resolution was read:

Resolved, that the Marshall University Board of Governors hereby receive the Final Audited Financial Statements for Fiscal Year 2025

** During the October board meeting, the financial statements presented were still considered drafts. We are now presenting the Final Fiscal Year 2025 Financial Statements for Marshall University for receipt by the Board of Governors.*

Upon a motion by Kathy D'Antoni, seconded by Kathy Eddy without further discussion, a vote of aye, no objections and the motion carried unanimously.

B) Approval of Proposed Changes to 2025-26 Academic Year Housing Rates

The following resolution was read:

Resolved, that the Marshall University Board of Governors does hereby approve the proposed changes to the Schedule of Fiscal Year 2025-26 Academic Year Housing Rates.

** To ensure students are aware of costs in advance and to allow for informed decision-making regarding leases at The Landing, the following changes to the fee schedule are proposed:*

Landing Rates for May 2026 Occupancy (New Leases), there is a proposed rate adjustment of approximately 2.5%-3% to reflect inflation and operational cost changes.

The proposed monthly rates are as follows: Studio apartments will increase from \$995 to \$1,020, two-bedroom apartments will increase from \$1,485 to \$1,520, and one bed in a two-bedroom apartment will increase from \$775 to \$800. These monthly rates apply to 10-12-month leases.

Upon a motion by Jim Smith, 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*

Athletic Committee

There were no action items brought forward from the Committee.

Information Items

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

Student -Athlete Success & Well-Being

*Competitive Excellence & Winning the Right Way
Fan Experience & Community Engagement
Revenue Growth & Resource Development
Fan Experience Capital Projects Updates*

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 Jim Smith, seconded by Kathy D'Antoni, the board entered Executive Session under the authority of WV Code §6-9A-4 to discuss Matters involving Commercial Competition.

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

VII. Chairman Sheils Report

Chairman Sheils moved into announcements and mentioned he would keep things brief since it was getting late.

He began by welcoming Vicki Dunn-Dionne and Charlie Wendell to the Board, saying the Governor made excellent appointments and expressing how much he appreciates their willingness to serve. He also mentioned that he has been on the Board for seven and a half years and that the time has gone by quickly, hoping their experience will be just as rewarding.

He thanked Connor Waller, Alyssa Davis, and the entire planning committee for doing such a tremendous job with the Foundation Ceremony. He said the event was meaningful, well organized, and a true reflection of Marshall. He added that our students continue to impress him with their poise and confidence, and that it makes him proud to be an alum.

He reminded everyone that Winter Commencement will be held on Saturday, December 13th at the Marshall Health Network Arena and encouraged all members to attend if possible. He expressed appreciation for everyone involved in planning the ceremony.

He then let the Board know that President Smith has submitted his mid-year self-assessment for the first six months of FY 2026. He said he will be sending it to the Board in the next couple of weeks to gather feedback, which he'll compile and share with President Smith during their January check-in. He noted that the process is similar to what was done in July, though not the full three-year evaluation.

He also reminded everyone that the next Board meeting will be Thursday, February 5th, pointing out the date change from the original schedule.

In closing, he said this is an exciting time to be part of Marshall and that the transformation taking place is real and remarkable. He expressed gratitude for the university's leadership and shared his optimism for the upcoming year. He also thanked President Smith and First Lady Smith for opening their home to the Board the previous evening, saying the hospitality was very much appreciated and did not go unnoticed.

He ended by asking if there were any additional questions or items to bring before the Board before moving toward adjournment.

VIII. Announcements

IX. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

DRAFT

President's Report – December 3rd, 2024

- Thank you, Mr. Chairman.
- As we enter the holiday season and prepare for Winter Commencement, I'm weeks away from celebrating my 4th anniversary in this role.
 - This intersection of events leads me to two reflections:
 - The first is how quickly time passes when you do something you love!
 - And the second is how grateful I am to work alongside you in support of our students and all who serve this wonderful institution ...
 - I am very excited to welcome our two newest board members ... Vicki and Charlie ...
 - Both of you have already made significant contributions to Marshall University in various ways over the years, and we look forward to the wisdom and counsel you'll bring to the boardroom.
 - They say gratitude is when an experience is recorded in your heart, and not in your mind ...
 - And as we enter this holiday season, I am grateful for the privilege of serving this institution and community with you.
 - Thank you!
- With that sentiment expressed, I want to focus my update on 3 topics:
 - Employee engagement
 - Enrollment
 - And economic development
- Let me begin with employee engagement.
 - As I often proclaim, Marshall is a special place.
 - At every moment of truth, I'm inspired by the collaboration and commitment that is evident across our campus and community.

- From high school visits, community outreach and record-setting Green & White Days ...
 - Prospective students, parents and community members are experiencing Marshall's warmth, growth and potential ...
- In classrooms, auditoriums and labs ...
 - Our faculty continue to inspire minds and advance scholarship, research and creativity ...
- Our students are setting the example through their academic achievements, their athletic and artistic performances, and their service in support of each other during times of need ...
 - As evidenced by their efforts to provide pop-up food pantries during the Government shutdown ...
 - As well as in times of celebration, both on the field, on the stage and in the classroom.
- And our dedicated staff are working tirelessly to ensure a safe, high functioning and aesthetically beautiful campus...
 - One that innovates and operates in ways that strengthen our academy and our community.
- Together, our campus is leading this institution into the next chapter of great, unified by a shared strategy – Marshall for All, Marshall Forever.
- At Marshall, every voice matters and every contribution counts.
 - We recently completed our 3rd annual employee engagement survey, also known as our virtual listening tour.
 - We had record-setting participation, with 74% of our campus completing the survey, up 8% pts year-over-year.
 - This alone illustrates the level of commitment this campus invests in our collective future.
 - The feedback contained trended results for the past three years, comparisons to our higher education peers, and was accompanied by more than 7,000 write-in comments, which I read over the Thanksgiving break.

- This employee feedback is invaluable for identifying where things are working well, as well as where we need to take our game to the next level.
- This year's results are in the context of a dynamic environment in which we and our peers are operating ...
 - Mercer, the outside firm who conducts this survey for us, as they do for other higher education institutions and companies in various industries ...
 - Informed us that this year, organizations have struggled to maintain prior year engagement levels,
 - With most experiencing meaningful engagement decreases as economic, social, technological and geo-political disruptions have ramped up.
- Our employee engagement score this year was 72, a 1-point decline vs. last year, holding steady and quite positive overall.
 - As a reminder, it requires a 5-point change to be considered statistically significant, but ...
 - As we say at Marshall, facts are friendly, even if they tell us what we don't want to hear ...
 - And 1pt is 1pt in our books ... providing us with an opportunity to learn and improve.
- Across the 52 dimensions surveyed where we were able to compare to our higher education peers,
 - Marshall scored notably better than our peer group across 11 questions,
 - Equal to our peers on 35 questions,
 - And below on 6 questions.
- A sampling of areas where we outperformed other higher education institutions include:
 - My university is making the changes necessary to compete effectively **+13 points**

- Senior leaders act in ways that are consistent with what they say (they “walk the walk”) **+10 points**
 - Senior leaders give employees a clear picture for the direction the university is heading **+10 points**
 - My university communicates effectively with employees on matters that affect them **+10 points**
 - And my university responds quickly to meet students’ changing needs and wants **+ 9 points**
- Areas where we continue to lag our peers include:
 - People being held accountable for results **-13 pts**
 - I believe I’m compensated fairly for what I do **-13 pts**
 - The better my performance, the more I’ll be rewarded - **10 points**
 - I feel I have the right tools and resources to do my job properly - **11 points**
 - These underperforming areas are consistent themes ...
 - As we push forward to implement clearer goal setting, coaching and performance management ...
 - We finalize our market-based comp adjustments that will be increasingly aligned with performance,
 - And we complete our transition to an Incentivized Budget Model, where resource allocation decisions will be made closer to the action in the colleges and departments.
 - In the context of the rapidly changing external environment, a new watch area has emerged for our campus, as well as our peers – Meeting the Market –
 - Marshall’s scores were equal or slightly better than our peers, but down year-over-year for the following two questions.
 - The university has the right products and services for the marketplace.

- The work environment supports development of new and innovative ideas.
- This reinforces the increasing importance of applying design thinking, leaning into ethical and practical uses of AI, and continuing to cultivate and support research, scholarship and creativity.
- Putting a bow around this topic ...
 - 82% of employees say they feel proud to work for Marshall University ...
 - Reminding us that we have an inspiring purpose and amazing talent to take our game to the next level!
- As we did in years past, we will summarize these results in the coming weeks, sharing campus-wide insights and actions being taken ...
- With local teams focusing on what needs to be done in their respective areas to create the best environment for our talent to do the best work of their lives.
- I am encouraged by the strong survey participation and steady year-over-year results, but I know we can do better.
- Which takes me to my second topic, enrollment in the context of broader trends.
 - While the statewide Fall 2025 numbers won't be released until mid-December, preliminary data released by the National Student Clearinghouse Research Center suggests:
 - Fall enrollment for undergraduate degrees increased 1.9% nationally ...
 - Pacing just above the nation's population growth of ~1%.
 - As we've been tracking, Fall 2025 undergraduate enrollment at Marshall increased +7.7% (including dual enrollment) and +4.3% if dual enrollment is excluded.
 - These results are noteworthy when you consider that West Virginia suffered negative population growth once again.

- While Fall 2025 marks the 3rd consecutive year of enrollment growth, we objectively recognize the headwinds before us ...
 - Fall 2025 is the last year before the enrollment cliff begins.
 - According to research conducted by the Western Interstate Commission for Higher Education, West Virginia will be one of the top 5 states hit the hardest by the demographic cliff.
 - With a projected 26% decline in high school graduates between now and 2041.
 - That is why our Strategic Enrollment Management efforts are so important ...
 - As well as our commitment to continuous innovation to ensure we have the most compelling value proposition ... grounded in affordability, flexibility and lifetime achievement.
 - While many are awaiting the publishing of the Fall 2025 numbers ... we're already working hard on Fall 2026 ...
 - This Fall, our team has participated in more than 350 recruiting events throughout the region.
 - We've expanded the Marshall Direct Admission program to the first Metro County (Boyd County, Kentucky) ...
 - And we're in process of launching the program in Lincoln, Boone, Jackson and Mingo Counties, as well.
 - We're exploring ways to build on the success of the expanded Metro region with a concept called the Border Benefit ... which we'll discuss more in our upcoming budgeting process.
 - And we're preparing to invite an additional 240 freshmen into the Marshall for All Debt-Free Program in the Fall 2026 Class, as we continue to execute Tuition-Free WV for residents with a household income of <\$65K.
 - While it's still quite early, applications for Fall 2026 are up 11% year-over-year, with completed apps trending +40% and intent to enroll +41%.
 - Finally, we're assessing a fresh approach to how we will administer institutional grants and waivers in the Fall of 2027 to

ensure we are targeting the students with the greatest need, while being more efficient in merit and needs-based waivers.

- Again, we will discuss these potential changes in our upcoming budgeting process.
 - Collectively, these efforts work hand-in-hand with our student success efforts occurring across our campus, which have led to a year-over-year improvement in student retention of more than 4 percentage points...
 - And are the reason why Marshall is growing ...
- Which takes me to my third and final topic ... the role we are playing in driving growth in our local economy, as well.
 - Marshall is proud to serve as a prosperity platform ... a platform that accelerates individual success, innovative ideas and economic impact ... in our community, our state and our nation.
 - We continue to be invited to the table to help advance prosperity for our citizens, based on the impact we're producing.
 - In conjunction with the City of Huntington, the momentum we are building behind the IDEA District that Toney walked through earlier, as well as the Health Sciences District in partnership with the Marshall Health Network, are revitalizing our local community.
 - At a state level, we've worked closely with our partners at the Marshall Health Network and our state leaders to submit an application for the Rural Health Transformation Fund.
 - If approved, West Virginia could receive more than \$100 million per year for five years under federal legislation.
 - In addition, Marshall ... along with WVU, Shepard and Blue Ridge CTC have also been asked to lead the state-wide efforts to advance the strategic thinking behind positioning West Virginia as the Power Tech Center ...
 - Bridging the intersection between the nation's need for energy and the powerful technologies that are powering the 21st century economy.
 - And our role goes beyond the state level, to include international trade.
 - On November 5th, we were invited by our state leaders and the Ambassador of Japan to join him and roughly 20 CEOs of Japanese

companies in New York to define opportunities to attract more Japanese companies to do business in West Virginia.

- And in doing so, to create more job opportunities for our citizens and our communities.
 - It may be surprising to learn that West Virginia currently hosts 22 Japanese companies, producing more than 5,000 jobs and \$3.2B in investment in the state ...
 - And Marshall is at the forefront of these efforts.
 - Make no mistake, we are playing an active role in defining and driving economic prosperity across Appalachia.
- To close-out this comprehensive report, I'll summarize by saying ...
 - Our campus is aligned and engaged ...
 - We are working hard to innovate and outwork the enrollment cliff headwinds ...
 - And we're at the table with our elected leaders to catalyze economic growth and prosperity for our citizens & the region.
 - We have charted a course to become a demonstration project for what is possible in our state and for our nation ...
 - And while we are proud of the momentum we have built, we recognize that we still have hard work ahead of us ...
 - With that said, we are demonstrating that when we work together, we can set a new standard for others to see and help advance.
 - **Marshall for All, Marshall Forever!**
 - And with that, Mr. Chairman, I'll conclude my comments and will be happy to take questions.

PROVOST REPORT

FEBRUARY 2026





A MESSAGE FROM ACADEMIC AFFAIRS

Greetings!

Spring 2026 has arrived, and Marshall University is alive with momentum, ideas, and opportunity. Across campus, faculty, students, and staff are pushing boundaries, driving innovation, and making a real difference. This semester, we recognize the achievements, influence, and forward motion shaping academic excellence and our community.

COLLEGE OF ARTS AND MEDIA

- Achieved national recognition at the 2025 MarCom Creative Awards, earning three Platinum, six Gold, and seven Honorable Mentions, showcasing WMUL-FM students and staff as leaders in media and communications.

COLLEGE OF ENGINEERING AND COMPUTER SCIENCE

- Launched a UAV forensics research initiative with DroneTrace, LLC, giving students hands-on experience in cybersecurity and drone technologies while preparing them to advance autonomous system security and protect national airspace.

COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT

- Earned full CAEP accreditation with no areas for improvement, highlighting the College's commitment to high-quality teacher preparation and student success.

COLLEGE OF HEALTH PROFESSIONS

- Expanded clinical training at the Speech and Hearing Center by welcoming West Virginia Hope Scholarship recipients, providing students practical experience while delivering critical services to underserved communities.

COLLEGE OF LIBERAL ARTS

- Guided students through pre-law advising, LSAT preparation, and applications at the Simon Perry Center for Constitutional Democracy, helping Marshall students gain acceptance to selective law schools such as Harvard, Georgetown, Cornell, William & Mary, and Ohio State.

COLLEGE OF SCIENCE

- Advanced flood prediction research in Eastern Kentucky led by Dr. Mindy Yeager-Armstead, helping communities prepare for flooding, featured in *Environmental Monitor* for its practical impact and national relevance.

DIVISION OF AVIATION

- Expanded flight training opportunities in Lewisburg, WV, offering single licensing options to local pilots and increasing access to aviation education.

LEWIS COLLEGE OF BUSINESS

- Showcased student leadership as six accounting students represented the Brad D. Smith Schools of Business at the national Institute of Management Accountants Student Leadership Conference, building professional networks and earning recognition.

SCHOOL OF PHARMACY

- Earned national recognition at the 2025 ASHP Midyear Clinical Meeting in Las Vegas, where MUSOP students presented research, shared posters, and excelled in the Clinical Skills Competition.

STUDENT SUPPORT & UNIVERSITY PROGRAMS

Our student support services continue to provide guidance, resources, and opportunities for success:

UNIVERSITY COLLEGE

- Gained national recognition as the academic advising podcast *Have You Herd?* became a finalist for an IBS award for Best Community Volunteer Program, highlighting Marshall's commitment to student success and community engagement.

UNIVERSITY LIBRARIES

- Welcomed Dr. Nate Floyd as Director of the School of Library Science, bringing national expertise in media literacy, curriculum innovation, and student success initiatives.

CENTER FOR STUDENT SUCCESS

- Connected over 1,200 students through the Friend-at-Marshall Peer Mentoring program, enhancing retention and providing individualized academic and mental health support.

STUDENT AFFAIRS

- Engaged students in campus-wide programs, including food drives, mental health workshops, and special events, while supporting accessibility and wellness needs for more than 3,000 students.

ONLINE EDUCATION

- Transformed digital learning through Fix Your Content Day, improving 553 course materials (#29 globally), launched career-focused microcredentials to build in-demand skills, and honored faculty innovation through the 2025 Stephen and Sue Zemba Excellence in Online Teaching Awards, presented to Dr. Kimberly McFall and Dr. Damien Arthur.

The semester is underway, and we are inspired by the commitment, talent, and achievements of our faculty, students, and staff. Through collaboration, ingenuity, and service, we are creating opportunities, driving discovery, and making a lasting impact across campus and beyond.

Sincerely,



Robert B. Bookwalter, Ph.D.

Interim Sr. Vice President for Academic Affairs
& Provost



Karen McComas, Ed.D.

Associate Vice President for Academic Affairs
& Associate Provost

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PROGRAM HIGHLIGHTS

- Students, the Operations Manager, and the Faculty Manager from Marshall University's public radio station, WMUL-FM, received three Platinum, six Gold, and seven Honorable Mention Awards in the MarCom Creative Awards 2025 Competition.
- Marshallparthenon.com had almost 147,000 visitors in 2025, reading 135,000 stories. The Parthenon's Facebook page had over 1.4 million views during the year.

FACULTY & STAFF ACHIEVEMENTS

School of Art and Design

- Tijah Bumgarner received a Greater Kanawha Valley grant to teach documentary filmmaking in Fayette County and successfully defended her dissertation to complete her PhD in Filmmaking at Ohio University, Athens, Ohio (December 2025).
- Ian Hagarty received a Spring 2026 John Marshall University Scholar Award for his research project considering the emerging relationship between traditional modes of painting and generative AI models.
- Dr. Tacie Jones's films, *The Origin of Love* and *All the Remains*, were screened at the New Orleans Film Festival, December 2025.
- Matt Smith has works in the exhibition *Fieldwork: Alumni of the Appalachian Forest Stewardship Residency*, at The Dairy Barn in Athens, OH, January 9-March 29, 2026.
- Dr. Mark Zanter received an ASCAP Plus Award for compositional works completed, performed, and recorded in 2025.

School of Music

- Dr. Júlio Alves traveled to Brasília, Brazil, to perform as a guest artist in an inaugural recital series on November 23, 2025.
- Dr. Johan Botes judged the Music Teachers National Association (MTNA) western regionals in Seattle, WA, November 7-10, 2025, in preparation for the national competitions in March 2026. He also gave master classes and a recital at California State University, Northridge (CSUN) in Los Angeles, CA, in conjunction with E.L. Lancaster, one of the main writers of the Alfred textbook for Class Piano labs in the United States, November 21-23, 2025.
- Dr. Henning Vauth was a faculty member at the Curso de Perfeccionamiento Piano Festival at EAFIT University in Medellín, Columbia, December 1-5, 2025.

STUDENT & ALUMNI ACHIEVEMENTS

- Madison Ames, BA Art 2024, has been accepted into the graduate Counseling-Art Therapy program at PennWest. In addition, Madison has been hired by the Autism Services Center. She is also the only individual in Kanawha County to be part of a program piloting a general education inclusive class. The program is based at Dunbar Elementary.
- Melia Beckford, BFA Studio Art, and Amy Pabst, BFA Fibers, were selected for residencies at Fayetteville Creates for January 2026 in Fayetteville, WV. Amy was also selected for the ArtFields Exhibition in Lake City, SC, April 10-May 2, 2026.
- Jo Cooper, BFA Graphic Design, received a Judges Choice Award at the Tsubasacon 2025 Cosplay Contest, Charleston, WV.

- Katie Fisher, BFA Studio Art, completed a contract with CONQUERING to redesign ten crystal elements for their focus rings.
- Austin Ray, BFA Graphic Design, received the NCAA Volleyball Photo of the Week Feature (Indianapolis, IN). In addition to his new role as Team Photographer and Videographer for Marshall Volleyball, Ray is the new Freelance Graphic Designer for Mountain Mamba Youth Softball.
- Abby Thompson, BFA Studio Art, had two works exhibited in *Voices of a Region: A Trillium Project Juried Exhibition*, in the Appleton Gallery at The Vern Riffe Center for The Arts, Shawnee State University, Portsmouth, OH, September 9-November 30, 2025.
- Audrey Vance, BFA Graphic Design, participated in the Rags to Cultural Riches: Natural Dye Workshop with Kate McComas in Central City this fall. An alum of Mountwest, she was invited to speak to Mountwest's graphic design class about her experience in Marshall's 2+2 graphic design program.
- Rachelle Snyder performed the national anthem and Alma Mater at the Marshall University Winter Commencement at the Marshall Health Arena, December 13, 2025.

COMMUNITY ENGAGEMENT

- The 15th Annual National Juried Exhibition will be on display at the Carroll Gallery, January 5-February 5, 2026. SOAD BFA and BA students David Frazier, Amy Pabst, Jo Cooper, Lillie Wadell, Addy Aftanas, Tia Walkup, Kal Hinamon, Nicole LeGrow, Braden Burnside, Gabrielle Smith, as well as alumnae Sarah Fox, BFA Painting, and Callie Thacker, BFA Studio Art, were accepted into the exhibition. Erica B. Hess, Director of the Chautauqua Institute, was the juror.
- The Exhibition, *We Are Here, We Will Be Seen*, will be on display at the Birke Art Gallery, January 12-February 20, 2026.
- The Brass Band of the TriState held a concert in Smith Music Hall on December 16, 2025.
- A Show Choir Festival was held January 13, 2026, in Smith Music Hall.
- A Young People's Concert was held in Smith Music Hall, January 13, 2026.
- The Joan C. Edwards Distinguished Professor in the Arts Recital and Master Class with Albert Tiu, Piano, was held January 18, 2026, in Smith Music Hall.
- The School of Theatre and Dance's production of *Wiley and the Hairy Man* was performed at the Joan C. Edwards Performing Arts Center on January 31, 2026.
- The Black History Month Centennial Kickoff was held at the Visual Arts Center on January 30, 2026.
- The Rising Stars Fife & Drum Band performed at the Joan C. Edwards Performing Arts Center on February 2, 2026.

PROGRAM HIGHLIGHTS

- Building on their partnership announced earlier this year, the Marshall University Institute for Cyber Security (ICS) and DroneTrace, LLC are advancing to the next phase of collaboration through the launch of a joint unmanned aerial vehicle (UAV) forensics research effort, powered by the donation of specialized research drones from DroneTrace. The donated platforms will serve as the foundation for hands-on research into drone forensics, counter-unmanned aircraft system (UAS) technologies and secure-by-design autonomous systems. This initiative marks a significant milestone in the partnership's mission to safeguard national airspace and strengthen America's drone defense and analysis capabilities. The ICS research team, in coordination with Marshall's aviation and engineering faculty, will use the drones to analyze telemetry data, test counter-UAS software and develop forensic workflows to extract digital evidence from compromised or recovered UAVs. The data and lessons learned will inform the development of new training modules for cybersecurity, forensics and aviation students, starting in the 2026–2027 academic year.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Ross Salary has been promoted to the rank of Fellow of the American Society of Mechanical Engineers (ASME). Dr. Salary is an associate professor of Mechanical and Biomedical Engineering.

STUDENT & ALUMNI ACHIEVEMENTS

- Civil Engineering major Joshua Brubaker was the recipient of an American Institute of Steel Construction (AISC) Education Foundation Scholarship for 2025-2026.
- Computer Science major Kaleb Frye represented Marshall University with Dr. Char Sample at the 2025 COSAC Cybersecurity Conference in Ireland teaching a full-day session on Zero Trust Architecture and presenting research on Quantum Computing and Space-Inspired Cyber Resiliency.

COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT (DEAN: DR. KELLY BRADLEY)

PROGRAM HIGHLIGHTS

- The To, Through & Beyond Grant supported students and peer mentors through an end-of-semester recognition event held December 4, 2025.
- The HELP Program continued its partnership with the Joan C. Edwards School of Medicine, providing learning-specialist support to medical students and expanding services due to demonstrated need.
- The College successfully completed its CAEP accreditation virtual visit with recommendation of no Areas for Improvement (AFIs) and no stipulations pending the final report.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Kimberly McFall (Curriculum and Instruction) received the 2025 Stephen & Sue Zemba Excellence in Online Teaching Award.
- Dr. Barbara O'Byrne (Literacy Education) presented at the National Council of Teachers of English (NCTE) Conference on November 2, 2025.
- Dr. Huanshu Yuan (Curriculum and Instruction) presented at the Mid-Western Educational Research Association (MWERA) Annual Conference (November 2025).
- Dr. Ron Childress (Curriculum and Instruction) co-presented with a doctoral student at the National Social Science Association Fall Conference on October 20, 2025.
- Dr. Tom Klein (Undergraduate Teacher Education) presented "Using Problem Solving to Build Deep Understanding of Division of Fractions" at the Ohio Council of Teachers of Mathematics Conference.
- Dr. Jonathan Lent (Counseling) presented on ethics and artificial intelligence at the West Virginia Behavioral Health Training Center Ethics Summit.
- Drs. Eric Beeson and Andrew Burck (Counseling) co-authored the article, "A pilot study evaluating the fidelity of ChatGPT-4o voice as a client simulation in counselor training" published in the *Journal of Counselor Preparation and Supervision*, 19(3), 2025.
- Dr. Eric Beeson co-authored the article, "Predicting neuromyths among counselors and counselor educators," published in *Trends in Neuroscience and Education*, 2025.
- Dr. Beeson also co-authored the article, "Nonhierarchical, multidirectional, and oscillatory processing in neuroscience-informed cognitive-behavior therapy," published in the *Journal of Mental Health Counseling*, 47(3), 2025.
- Drs. Lanai Jennings and Sandra Stroebel (School Psychology), Dr. Timothy Melvin (Adult and Continuing Education) and Mr. Jason Chirgwin (COEPD Assessment Analyst) co-authored the article, "COVID-19 crisis reactions by age and sex among Appalachian children and youth," published in *Contemporary School Psychology*, Vol. 29 (2025).
- Dr. Jill Minor (Counseling) co-authored the chapter "The intersection of public health and human services" in the book *Contemporary Issues in Human Services: Special Topics for Clinical Practice, Public Health, and Social Justice* (2025).

STUDENT & ALUMNI ACHIEVEMENTS

- Ryleigh Isaacs and Chloe Trickler, undergraduate Elementary Education majors, represented the College at the 69th Annual West Virginia Reading Association Conference.

- Amber Myers, doctoral student, presented at the West Virginia Reading Association Conference on November 21, 2025.
- Doctoral students Jaime Moss, Steve Geddis, and Tiffany Clemins presented at the AI in Education Micro-Conference hosted at Marshall University.
- The Dean’s Student Advisory Council hosted three student workshops: *Canva in the Classroom*, *Pizza & Praxis*, and *Cookies & Cocoa*.
- Undergraduate Advising Week served approximately 275 students through face-to-face advising.
- Abbi Carney, BA Secondary Education, helped lead *Food for Success*, a student-led initiative addressing food insecurity among Cabell County students impacted by SNAP benefit cuts.
- Undergraduate Teacher Education Student Award Winners for Fall 2025:
 - Student Teacher of the Semester: Deven Vance
 - Related Art Teacher of the Semester: Cameron Crank
 - Resident Teacher of the Semester: Presley Dennis
 - Overall Resident/Student Teacher of the Semester: Ashley Burford
- Dr. Perry Blankenship, School Psychology alum, published his book, *A Long Dirt Road: A Journey in Overcoming Through the Power of God*, a memoir on documenting resilience, trauma recovery, and educational attainment.
- Gretchen Bagley, Curriculum and Instruction doctoral alum, authored the article, “Special education and trauma: Are we correctly identifying our students?” published in *Journal of the American Academy of Special Education Professionals*, 20(3), 2025.

COMMUNITY ENGAGEMENT

- The June Harless Center and MU STEAM Center hosted regional students and educators through STEAM programming and early literacy initiatives.
- The Imagination Library “Rockin’ for Reading” Benefit Concert provided approximately 2,000 books to West Virginia children.
- The Child Development Academy hosted a cultural learning event promoting global awareness on November 7, 2025.

PROGRAM HIGHLIGHTS

- The Marshall University Speech and Hearing Center is now accepting West Virginia Hope Scholarship recipients.

FACULTY & STAFF ACHIEVEMENTS

- Loukia Dixon, associate professor in Communication Disorders, retired in December 2025.
- Communication Disorders faculty presented at the American Speech Language Hearing Association Convention in Washington, DC, November 20-22, 2025.
 - Sarah Clemins: "From Overwhelmed to Optimized: Using AI to Simplify Speech Therapy"
 - Jennifer Baker: "Building Confidence in Literacy: A Professional Education Course for SLPs"
 - Jamie Maxwell: "Collaborating with Caregivers for Narrative Assessment and Treatment: A Case study employing motivational counseling techniques"
 - Jamie Maxwell (presenter), Kelly Rutherford, Pam Holland, and alum Haley Black: "Looking Forward, Thinking Back: A Case Illustration of Using Reflective Practice to Facilitate Relationship-Based Practice"
- Shikeal Harris, assistant professor of Social Work, presented "Self-Care & Wellbeing: Taking Care of You" at the TRIO Programs WV Educational Opportunity Center in December 2025. Shikeal also delivered an overview of the MSW program and admissions process to students at West Virginia State University in November 2025.
- Dr. Jim Harris, assistant professor of Social Work, presented "Digital Dopamine: Understanding the Impact of Technology on Youth Mental Health" at the WV SHIELD Conference, November 19, 2025. Dr. Harris also presented "Understanding Stress & Self-Care: Getting Back Control" at the WV Title IV-E Virtual Training, November 13, 2025.
- Dr. Debra Young, associate professor of Social Work, presented "Ethical Boundaries & Dual Relationships" at the West Virginia Alliance of Recovery Residences Annual Conference in September 2025. She also facilitated ethics workshops at the conference.

STUDENT & ALUMNI ACHIEVEMENTS

- Communication Disorders undergraduate student Grace Dickerson presented a poster, "Training and Confidence Related to Written Language: Perceptions of School-Based Speech-Language Pathologists in West Virginia," at the American Speech Language Hearing Association Convention in Washington, DC, November 2025. Assistant professor Jennifer Baker was her mentor.
- Communication Disorders alum Dr. Jamie Boster presented at the American Speech Language Hearing Association Convention in Washington, DC, November 2025. Dr. Boster is the Director of Speech Pathology Research at Nationwide Children's Hospital in Columbus, Ohio and adjunct faculty at The Ohio State University.
- Communication Disorders alum Brianna Miluk presented at the American Speech Language Hearing Association Convention in Washington, DC, November 2025. Brianna is a pediatric feeding SLP with a clinical focus on infants and medically-complex patients. She is also a PhD candidate at the University of Alabama where her research centers around health misinformation on social media.
- First year Communication Disorders graduate student Meredith Aliff starred as Anastasia in the Charleston Light Opera Guild production of *Anastasia*.

- Social Work majors Jacob Hull and Hannah Cline received scholarships to complete the PSI–Perinatal Provider Training and are currently conducting their capstone research on local perinatal resource disparity and educational need while completing Practicum II in perinatal settings.
- Students in the School of Health and Movement Sciences presented their research at the 37th Annual Health Sciences Research Day on November 3, 2025.
 - Will Elk- “The Effect of Walking on MCL Stiffness”
 - Jamie Naylor- “The Assessment of Anterior Cruciate Ligament Stiffness Using Ultrasound Sheer Wave Elastography”
 - Peyton Fannin- “The Relationship Between Pectoralis Minor Stiffness and Anterior Head and Shoulder Posture”
 - Tristan Camarillo- “The Effects of Pectoralis Minor Length on Scapular Kinematics”
 - Ian Sullivan- “The Relationship Between Pectoralis Minor Stiffness and Anterior Head and Shoulder Posture”
 - Ellie Andrick- “Knee Medial Collateral Ligament Strain and Stiffness”

COMMUNITY ENGAGEMENT

- The Luke Lee Listening, Language and Learning Lab held its inaugural HEAR we Go 5K Run/Walk on October 4, 2025.
- Graduate students from Marshall University’s Department of Communication Disorders celebrated Augmentative and Alternative Communication (AAC) Awareness Month by serving the community. They modified battery-operated toys so they could be activated by children with a wide range of motor abilities. Under the instruction of assistant professor Kelly Young, the students learned a cost-effective method for adapting toys to support diverse motor and learning needs. This marks the fifth year the department has celebrated AAC Awareness Month with a switch-adapted toy donation. This year, the graduate students were pleased to donate the toys to the special education classrooms at Burlington Elementary School in South Point, Ohio.
- The School of Physical Therapy participated in the 4th Annual TRIO Upward Bound STEAM Day in November. Students learned about diagnostic ultrasounds, muscle physiology (length-tension relationship), and balance assessments.

PROGRAM HIGHLIGHTS

- The Simon Perry Center for Constitutional Democracy serves as the University's central hub for pre-law advising and programming, offering individualized guidance on academic preparation, LSAT strategies, and law school application processes. Through advising provided by the Center, Marshall students were accepted into highly selective law schools during the most recent admissions cycle, including Harvard University, the University of Pennsylvania, Georgetown University, Cornell University, William & Mary, The Ohio State University, the University of Cincinnati, and West Virginia University.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Jeremy Barris, professor of Philosophy, published his book, *Herman Charles Bosman and the Depth of Humorous Storytelling: Light Fiction and Existential Grace* in Fall 2025.
- Kae Bradley, Instructor of Communication Studies, received a \$19,395 grant from the American Historical Association, in partnership with the Library of Congress Teaching with Primary Sources Program, for "Appalachian Culture in ELL Education: A Primary Source-Based Workshop for Educators and School Stakeholders." The project is a collaboration with teachers from Lavalette Elementary School and the School Psychologist from the Wayne County Board of Education, with Bradley serving as project lead.
- Dr. Julie Snyder-Yuly, associate professor of Communication Studies, presented research on classroom activities and media trends at the Midwest Popular Culture Association Conference in Iowa City, IA (October 2025).
- Dr. Ida Day, associate professor of Spanish, presented "Language and Art in Action: The Interdisciplinary Role-Play" at the American Council on the Teaching of Foreign Languages (ACTFL) Annual Conference in New Orleans, LA (November 2025).
- Dr. Masa Toyama, assistant professor of psychology, presented "Longitudinal associations between fatalism dimensions and different areas of health and well-being" at the Gerontological Society of America Annual Scientific Meeting in Boston, MA (November 2025).
- Dr. Natsuki Fukunaga Anderson, associate professor of Japanese, co-presented with student Juliana Hernandez, "City Pop and JFL Learning: Revival of Japanese 1980s Music in the United States" at the American Association of Teachers of Japanese (AATJ)/ACTFL Annual Conference in New Orleans, LA (November 2025).
- Drs. Rich Jones and Zane Dayton, faculty in Communication Studies, presented scholarly work at the National Communication Association (NCA) Annual Conference in November 2025.
- Dr. Del Chrol received the HerdWork Humanities Internship Faculty Mentor Award, recognizing outstanding faculty mentorship within the HerdWork Humanities Internship Program, supported by a \$2.8 million Mellon Foundation grant.

STUDENT & ALUMNI ACHIEVEMENTS

- Jake Manning, M.A. student in Communication Studies, presented "To Whom It May Not Concern: AI as a New Space for Self-Disclosure" at the Midwest Popular Culture Association Conference, in Iowa City, IA (October 2025).
- Oluchi Ikwaukam, M.A. student in Communication Studies, presented "Digital Access and Identity Management: Social Media in the Lives of International Students" at the Midwest Popular Culture Association Conference in Iowa City, IA (October 2025).

- Alexis (Lexi) Giroski, B.A. and M.A. in Psychology and student researcher, co-presented a poster at the Gerontological Society of America Annual Scientific Meeting in Boston, MA (November 2025), demonstrating meaningful faculty-student research collaboration.
- Juliana Hernandez, Japanese major and May 2025 graduate, co-authored and co-presented research with Dr. Natsuki Fukunaga Anderson as part of her capstone project. They presented their research at the AATJ/ACTFL Annual Conference in New Orleans, LA (November 2025).

COMMUNITY ENGAGEMENT

- Dr. Natsuki Fukunaga Anderson hosted Spooky Night, featuring nationally recognized Japanese storyteller Karin Amano and a screening of the classic film Kwaidan. Supported by Okuno International, the event offered students and community members an immersive experience in Japanese storytelling and traditions.

PROGRAM HIGHLIGHTS

- Ongoing research in Dr. Mindy Yeager-Armstead's lab was recently featured in the *Environmental Monitor* in an article highlighting the work of FLASH and CLIMBS research in Eastern Kentucky. Dr. Yeager-Armstead's research funded by the grant involves improving flood predictions in headwater streams by linking traditional hydrologic models with remote sensing of watershed conditions. Her research group is focused on the Fourpole Creek watershed, which routinely experiences significant flooding.

FACULTY & STAFF ACHIEVEMENTS

Biological Science

- Dr. Shane Welch has been awarded a 3-year contract for \$248,479 by the US Marine Corp as PI to study coyotes at Onslow Beach at Camp Lejeune, NC.

Chemistry

- Dr. Rosalynn Quinones attended ABRCMS, the American Society for Microbiology conference in support of multidisciplinary science and workforce development. She presented as an expert lecturer on forensic cannabis research in the chemistry session. During the conference, Dr. Quinones and chemistry student Delaney Geary were selected for the Undergraduate Development Program Advisor Travel Award to attend the Society of Toxicology Annual Meeting in March 2026.

Criminal Justice, Criminology, & Forensic Sciences

- Dr. Josh Brunty served as Head Coach of the U.S. Cyber Team for the 2025 Competition Season, which won 1st place in the Guest Bracket at the 2025 European Cybersecurity Challenge held in Warsaw, Poland as well as 3rd place at the International Cybersecurity Challenge in Tokyo, Japan.
- Bill Gardner presented, "Superpower in Action: How Neurodivergent Minds Excel in Cybersecurity" at the 2025 SecureWV Conference in Charleston, WV.
- Drs. Stephen Young, Ryan Phillips, and Leslie-Dawn Quick gave presentations at the Annual Meeting of the American Society of Criminology in Washington, D.C.
- Dr. Stephen Young co-presented, "Ethics, Pedagogy, and AI in the Criminal Justice Classroom," at the Annual Meeting of the West Virginia Criminal Justice Educators' Association in Huntington, WV.

Math & Physics

- Dr. Sean McBride gave talks at the Michigan American Association of Physics Teachers and at the fall meeting of the Eastern Great Lakes Section of the American Physical Society. The talk entitled "Analysis of Anionic Azo-Dye-Functionalized Porous Polycarbonate Membranes for Water Decolorization" is coauthored with his students A. J. Messinger, Isabella Mays, Brennon Craigo, and Jeffrey Joering. Dr. Sean McBride also gave a talk on "HERD Hours" at the Appalachian-AAPT Fall Meeting at Frostburg State University.
- Dr. Maria Hamilton co-authored a paper, "General relativistic hydrodynamics code for dynamical spacetimes with curvilinear coordinates, tabulated equations of state, and neutrino physics," published in the journal *Physical Review D* (2025).

Natural Resources & Earth Sciences (NRES)

- Dr. Autumn Starcher-Patton led the development and launch of the Basic Compost Science microcredential, offered through the Marshall Skills Exchange.
- Dr. Rick Gage has been asked to serve on the Ohio River Way Challenge Restore Lab Advisory Committee.

STUDENT & ALUMNI ACHIEVEMENTS

- Biological Science undergraduate Sebastian Risch presented a poster, “PLC/Graphene Nanocomposite Scaffolds as Tools for Delivering Electrical Cues to Neural Cells” at the Biomedical Engineering Society Annual Meeting in San Diego, CA in October 2025.
- Rianna Smith, Biological Science graduate student, presented a poster, “Silver nanoparticles induce p-tau aggregate formation in rat brain” at the Society for Neuroscience Annual Meeting in San Diego, CA, in November 2025.
- Biological Science graduate students Elli Williams and Rianna Smith and undergraduate student Asha Bora co-presented posters of their research, “Silver nanoparticle-induced disruption of the tripartite synapse in rat brain” and “Oral silver nanoparticle exposure disrupts postsynaptic protein organization in the rat hippocampus” at the Society for Neuroscience Annual Meeting in San Diego, CA, November 2025.
- Biological Science undergraduate student Allison Plantz presented a poster, “Alteration of Microtubule Regulation by Silver Nanoparticle Exposure in B35 Cells,” at the Early Career Poster Session of the Faculty for Undergraduate Neuroscience Posters at the Annual Meeting of the Society for Neuroscience in San Diego, CA, November 2025.
- NRES students Carissa Adams, Sarah Ebert, and Casey Hitchens helped co-author the article, “An emergent disease reduces survival of mature female eastern diamondback rattlesnake (*Crotalus adamanteus*), a key demographic for a slow-lived species,” in the journal *Scientific Reports* (2025).

COMMUNITY ENGAGEMENT

- Students from the Forensic Science master’s program coordinated four “CSI-Huntington” events for Spring Valley and Cabell Midland High Schools in October and November.
- Dr. Autumn Starcher-Patton conducted composting outreach activities at high schools in the area. These outreach sessions provided experiential learning in compost science and sustainability concepts, supporting agricultural education and student engagement across regional high schools.
- Drs. Sachiko McBride and Sean McBride participated in a STEM after-school event at Highlawn Elementary School on November 3. They were joined by student members of the MU Science Olympiad. They also participated in the 12th annual West Virginia Makes Festival and the 62nd Annual International Festival providing physics demos to participants.

PROGRAM HIGHLIGHTS

- Marshall Aviation hosted five winter graduates and their families at a graduation ceremony at the Charleston operations base on December 5, 2025. The ceremony also honored Col. Bill Peters, Jr. of the West Virginia Air National Guard who completed over 200 check rides for Marshall Aviation students. The night included a greeting from Bill Noe as he readied a flight from Beijing, China to the US. Families joined flight students and staff for a festive dinner and interactive session with flight school tours and simulator rides.
- Marshall Aviation recently opened single licensing options for the community in and around Lewisburg, WV, currently serving six students who have lost the ability to get training at that airport. Several are training in their own aircraft and are adding Marshall procedures and operating processes to their training profile. This initiative has generated community involvement and requests for safety seminars and partnerships with the pilot community in Greenbrier County.
- Marshall Aviation hosted their 5th annual Federal Aviation Administration (FAA) base inspection on January 8, 2026. This inspection included the first observation of Marshall Aviation's Self-Examining authority. This special process lets Marshall Aviation complete the End of Course exams for the pilot course without further evaluation from the FAA.
- Marshall Aviation will participate in a NASA grant involving the potential impacts of UAS activity in Appalachia. The grant studies community engagement, STEM education, and impact on economic development in the region as the result of the growing air mobility industry. In this study, Marshall Aviation will provide field trips to interested students and teachers so that they may explore the tenets of UAS operation in their classrooms and communities.
- November marked the start of construction on Marshall Aviation's new hangar at Charleston International Yeager Airport. The 30,000 square foot building will provide room for additional aircraft maintenance space, aircraft storage, classrooms, offices, and new program development.

STAFF ACHIEVEMENTS

- Bryar Tronnier, Tanner Ballard, and Rusty Pittman are beginning training rotations for qualification as Marshall Aviation's newest fleet members. Bryar and Tanner will be training at Patty Wagstaff's Aerobatic Training facility in St. Augustine, Florida while Rusty attends rotorcraft training in Fairmont, WV in conjunction with our partners at the Fairmont University Flight Program. Each instructor will then deliver training to Marshall University flight students in the respective aircraft. This training marks the first time Marshall can offer this complex and diverse training regime.

COMMUNITY ENGAGEMENT

- Marshall University Aviation is partnering with Education Alliance and the WV Department of Education to integrate aviation related training pathways in West Virginia middle and high schools. The Bill Noe Flight School instructional team is working with pilot schools Ravenswood Middle School and West Fairmont Middle School for this program to include basic aerodynamics and aircraft systems classes into their curriculum. The work in this grant represents the first attempt to standardize middle and high school aviation programs in West Virginia and will contain direct pathways to Marshall University Aviation programs.

PROGRAM HIGHLIGHTS

- From November 13–15, Dr. Marie Archambault and six accounting students represented the Lewis College of Business at the Institute of Management Accountants Student Leadership Conference in Cleveland, Ohio. The conference featured professional development sessions, industry tours, and networking opportunities focused on management accounting, finance careers, certification pathways, and career readiness. Students participated in industry tours at Huntington Bank Field and the Sherwin-Williams Company. Marshall was recognized during the opening reception when Carson Hussell-Davis earned second place in an IMA knowledge competition. The conference also included keynote remarks by Kenston Henderson and networking events with industry professionals and peers from across the country.
- In early November, the West Virginia Society of CPAs Student Night was held at Marshall. This event was a professional networking dinner hosted by the WVSCPAs. Highlights included speakers Mendy Aluisse, current President of the WVSCPAs, Megan Kueck, CEO of the WVSCPAs, and Ren Perry, President of the Huntington Chapter of the WVSCPAs. Additionally, the WVSCPAs presented two \$2,000 scholarships to Alexis Johnson and Megan Wroblewski. There were around 40 students in attendance and about 20 professionals.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Qing Huang (Accounting and MIS) co-authored the article, “Using Process Mining as an Assurance Tool in the Three-Lines-Model” published in the *International Journal of Accounting Information Systems* (2025). This paper directly links process mining to all three lines of the TLM and validates the conceptual use cases with real corporate data from a multinational company. The results show the benefits of a TLM-wide implementation of process mining.
- Dr. Mohammad Karim (Finance) co-authored the article, “Green Density and Spillover Effects on Earnings Management” published in the *International Review of Economics & Finance* (2025). This paper examines the link between earnings management and the environmental ratings’ geographic spillover effect.

STUDENT & ALUMNI ACHIEVEMENTS

- On October 23, Delta Sigma Pi hosted its 3rd annual Shark Tank Innovation Challenge in the Encova Auditorium at the Brad D. Smith Center for Business and Innovation. In this competition, student entrepreneurs presented business and innovation ideas to judges in front of a live audience for up to \$250 in cash prizes. Winners include: 1st Place: Anna Tran and Fiona Feng (\$250), 2nd Place: Aly Yankey & Tucker Watson (\$150), 3rd Place: Chris Hermann (\$100), and People's Choice: Aly Yankey & Tucker Watson (\$50)
- Audrey Smith and Anna Castanon-Garcia, members of the MU chapter of Beta Gamma Sigma, were awarded \$500 scholarships fully funded by the organization’s international headquarters. The recipients embody the values of Beta Gamma Sigma which include leadership, scholarship, and service. Audrey Smith, an accounting major, currently serves as President of Marshall University’s chapter. Audrey’s hard work, determination, and commitment to excellence have not gone unnoticed by those in the Lewis College of Business. This scholarship is a testament to her impressive accomplishments. Anna Castanon-Garcia, an MBA student, served as Vice President of the chapter in both 2024 and 2025. As such, she was instrumental in the chapter achieving Highest Honors in 2024. Both Audrey and Anna lead by example in their service to Beta Gamma Sigma and the Lewis College of Business. We are pleased to recognize their leadership through these scholarships.

COMMUNITY ENGAGEMENT

- On November 14, the Brad D. Smith Schools of Business hosted the 6th Annual Marshall Business Research Conference. The event brought together faculty, researchers, and guests for a full day of presentations, collaboration, and discussion on emerging issues across business, health care, technology, and the economy. The day opened with remarks from Dean Rohan Christie-David, followed by a robust schedule featuring three research sessions and more than two dozen presentations. Topics ranged from accounting education and healthcare management to AI regulation, cybersecurity, trade, and leadership development. This year's keynote speaker was Dr. James Field, associate professor at West Virginia University and alumnus of Marshall's MBA program, who shared insights from his extensive work in organizational behavior, meta-analysis, and open science. The conference was organized by the Research and Scholarly Activities Committee under the leadership of Dr. Timothy Bryan, with support from faculty moderators across SBUS.
- On November 14, business teacher Ariene Polly brought students from Winfield High School to SBUS for an immersive look at the Lewis College of Business. During their visit, students toured the facilities and took part in a hands-on Design for Delight workshop.
- Faculty from Marshall University's Brad D. Smith Schools of Business partnered with the Pallottine Foundation to host a Nonprofit Accounting and QuickBooks Basics Workshop for nonprofit leaders across the region. Led by Amanda Meadows, the workshop served approximately 40 participants from West Virginia and Kentucky and provided hands-on training in nonprofit accounting principles and QuickBooks Online to strengthen financial management, budgeting, and reporting. The collaboration, facilitated through Marshall's Center for Excellence in Health Care Leadership, reflects the university's continued commitment to community engagement and regional economic development.
- On November 21, several members of Beta Alpha Psi volunteered at Harmony House in Huntington by helping get apartments ready for members of the community who need housing.

PROGRAM HIGHLIGHTS

- In December, MUSOP students and alumni made their mark in Las Vegas at the American Society of Health-System Pharmacists (ASHP) 2025 Midyear Clinical Meeting and Exhibition by presenting research, sharing poster presentations, and showcasing their skills in the Clinical Skills Competition.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Boyd Rorabaugh co-authored the article, “Interactive Influence of Alcohol and Stress on Learning and Intrusive Memories: A Preliminary Report,” published in the *Journal of Behavioral Brain Science*, 15:201-221, 2025.
- Dr. Boyd Rorabaugh co-authored and co-presented the abstract and poster, “Impact of Caffeine on Participant Memory for a Stressful Experience and the Development of Intrusive Memories” at the Society for Neuroscience Annual Meeting.
- Dr. Tim Long coauthored the article “Attenuated Strains of *Pseudomonas aeruginosa*: A Promising Factory for Rhamnolipid Production” in the scientific journal *Microbial Biotechnology* (November 2025).
- Dr. Amanda Capino received the 2025 MHN Excellence in Pharmacy Advocacy Award for her ability to demonstrate exceptional dedication, leadership, and advocacy for the profession of pharmacy and patient care. The winners embody the spirit of advocacy by advancing the role of pharmacy in healthcare, shaping the profession’s future, and improving patient outcomes through their tireless efforts.
- Dr. Craig Kimble was an invited speaker to the Marshall Bi-Annual Community Health Workers Conference on November 17, 2025. Dr. Kimble spoke about being advocates for immunizations and dispelling misinformation. The event was held at the St. Mary’s Conference Center in Huntington, WV.
- Dr. Craig Kimble co-authored the article, “Billions at Stake: 340B Program Integrity and Sustainability in 2024-2025,” published in the *Pharmacy Times: Pharmacy Practice in Focus: Health Systems*. November 20, 2025; 14(6).
- Dr. Brittany Riley co-authored the article, “Building a Pharmacy Preceptor Development Framework for Nurturing Learner Professional Identity Formation” in the *American Journal of Pharmaceutical Education* (2025).

STUDENT & ALUMNI ACHIEVEMENTS

- P4 student Julia Galloway-Fanelli and MUSOP alumna Dr. Lyndsey Riffe presented their case study, “Ewing Sarcoma: A Retrospective Pediatric Case Study,” at the Health Sciences Research Day at the St. Mary’s Medical Center for Education.
- Three School of Pharmacy students were selected as APPE Scholars for academic year 2026-2027:
 - HollyAnn Swann–Marshall Health Network
 - Alivia Kirby–Cabell Huntington Hospital, Pediatrics
 - Sura Naser–St. Mary’s Medical Center, Critical Care
- P4 student Mikka Anora presented a webinar entitled “Building Opportunities: Step-by-step Insights on Developing a Sports Pharmacy Rotation” for the SportsRx Network.
- P4 students McKenzie Phipps and Emily Elkins presented a poster, “The Commute to Care: How Pharmacy Access Impacts Hypertension,” at MU School of Medicine Research Day.

- P4 students Emily Elkins and McKenzie Phipps presented a poster, “Pharmacy Accessibility and Health Outcomes: Evaluating Drive-time to Pharmacies as a Predictor of Diagnosis of Hypertension, Diabetes, and Arthritis Among Adults in West Virginia,” at MU School of Medicine Research Day.

COMMUNITY ENGAGEMENT

- MUSOP hosted a 5K Color Run last fall to raise funds for local Ronald McDonald House Charities. Over 100 people participated and a total of \$1,750.75 was collected to help families during their stays.

PROGRAM HIGHLIGHTS

- The academic advising team's podcast, *Have You Herd?*, has been named one of five finalists for an Intercollegiate Broadcasting System (IBS) Award, the Best Community Volunteer Program. The Intercollegiate Broadcasting System (IBS) is an organization that supports both college and high school media outlets and organizations. Since its inception in 1940, IBS has proudly been led by volunteers who are passionate about student media. Each year, the IBS Media Awards are handed out at their annual conference to its member stations. This year, more than 3,000 entries were submitted from 100-plus schools across the country and the globe. The award winner will be announced in February 2026 at the IBS Conference in New York City. This achievement is a huge milestone for the first-ever podcast created by advisors for our students. Special kudos to Justin Fleming (CECS) and Bekah Agee (COLA), whose vision, leadership, and creativity brought this project to life. From concept to production, they worked tirelessly to make sure students had an engaging, informative resource—and this recognition is proof of their incredible work! Other contributors (Advisors): Sarah Davis (Advising), Dean Crawford (COHP), Jacob Longoria (COS), Robyn Stafford (UC), and Paige Kennedy (COS). Other contributors (Staff): Buffy Six (Student Affairs), Caitlin White (Financial Aid), and Allen Williams (Tutoring).
- Andrew Gooding, Director of the Regents Bachelor of Arts program, presented at the Council of Adult and Experiential Learning Conference in Memphis Tennessee in November 2025. His subject was a study of Marshall's RBA students and why they decided to return to college to finish a degree. The title of the presentation was "Welcome back! Why adult students return to college."

PROGRAM HIGHLIGHTS

- Dr. Nate Floyd, formerly of Miami University, joined the faculty in January as the Director of the School of Library Science (SLS), bringing extensive experience in public, academic, and industry research. He holds an MLS from Indiana University and a PhD in Mass Communication, with expertise in media literacy and user experience. Recognized for his scholarship by the American Library Association's Library Instruction Roundtable, and the Association for Education in Journalism and Mass Communication, his award-winning scholarship includes national presentations and publications in leading journals. As SLS Director, he is committed to advancing innovative curriculum, building partnerships, and promoting student success in library and information science. With Dr. Floyd on board, Dr. Anne Casey, Founding Director, will begin directing the ALA accreditation process for the school.
- Associate professor Lori Thompson, Head of Special Collections, dedicated the G. W. "Jerry" Sutphin River Transportation Collection in honor of Jerry and Lenora Sutphin, both alumni of Marshall, in November. This extensive collection features Gerald W. Sutphin's correspondence and personal papers, U.S. Army Corps of Engineers reports, and a rich array of photographs, slides, and negatives documenting river transportation—especially on the Kanawha and Ohio rivers. It also includes books, publications, artwork, audio/video materials, and artifacts. Spanning more than 100 manuscript boxes, it is recognized as the premier steamboat collection in the United States.

FACULTY & STAFF ACHIEVEMENTS

- Associate professor Sarah Mollette, Digital & Technical Services Librarian, was approved for sabbatical to begin January 2026. She plans to write a novel that contributes to literary fiction while also preserving regional heritage, specifically blending modern Appalachian struggles with traditional resilience. Using her MS in Library Science (research) and MA in English (creative writing), Sarah aims to produce a work that aligns with Marshall University's mission to celebrate Appalachian culture.
- Professor Stephen Tipler, Digital & Web Services Librarian, has been accepted into the spring 2026 class of the Innovator Catalyst Program to become proficient in the Design for Delight (D4D) technique used for problem-solving and innovation.
- Professor Larry Sheret, Scholarly Communication Librarian, collaborated with Dr. Slav Gratchev to edit the book, *Virtual synchronous language teaching and learning: The new frontier in language acquisition* (Advances in Digital Language Learning and Teaching; M. Thomas & M. Peterson, Series Eds.). Bloomsbury Academic. (2025).

PROGRAM HIGHLIGHTS

- In the fall 2025 semester, the Friend-at-Marshall (FAM) Peer Mentoring program connected with over 1,200 students (First-Time Full-Time Freshmen, returning Sophomores and new Transfer Students). Students who interact with their FAMs have historically been retained at 90% or higher. FAMs reach out weekly by email and text to the students entrusted to their care and follow up with in-person meetings.
 - In addition to one-on-one meetings between mentor and mentee, the FAM Peer Mentoring Program hosted 18 events this fall with a total of 340 unique students attending: 68 Students attended at least 2 events.
 - Sixteen FAM Peer Mentors have been certified in *Mental Health First Aid*: Mike Allie, Nevaeh Bright, Kayleigh Garcia, Comet Gerwig, Eleana Gillenwater, Genevieve Greogory, Madison Higgins, Meghan McCallister, Madison McVey, Amy Otchere, Savannah Parsley, Maria Ramey, Teanna Stubbs, Emily Vance, Jacob Walker, and Zenna Zwoil. MHFA for Higher Education is a specialized training program designed to teach university faculty, staff, and students how to identify, understand, and respond to signs of mental health challenges on campus.
 - Seven FAM Peer Mentors completed *Be There Certificate* training: Kayla Clatterbuck, Blake Fry, Eleana Gillenwater, Madison Higgins, Meghan McCallister, Madison McVey, and Kaleigh Schwarz.
- In the fall 2025 semester, the Supplemental Instruction (SI) Program served 385 students in eleven courses (19 sections). SI supports courses with historically high D/F/W rates and is a proven high impact practice in increasing the retention and success rates of at-risk students.
- The Total Withdrawal Counseling program served 304 students in the fall of 2025.

FACULTY & STAFF ACHIEVEMENTS

- CSS Assistant Director for Student Success Morgan Conley and Psychology Graduate Student and CSS GA Gabby Casey presented “Building Belonging Together: Peer-Mentoring as a Village Approach to Student Success” at the 2025 Fall West Virginia Association of Student Personnel Administrators (WVASPA) conference in Fairmont, WV, November 12, 2025.
- Assistant Provost for Student Success Dr. Kateryna Schray edited *Embroidered by Fate: The Vyshyvanka. Anthology of Contemporary Ukrainian Short Fiction*. Translated by Irina Yasinka Graves. Krakow: Szawajpolt Fiol Publishing House, 2025. 316 pp. ISBN 978-83-62454-28-0.

STUDENT ACHIEVEMENTS

- Marshall University’s *Fostering Independence* program won “Best Innovative Program” at the Fall 2025 West Virginia Association of Student Personnel Administrators (WVASPA) conference in Fairmont, WV, November 12, 2025. *Fostering Independence* students Teanna Stubbs, Xavier Jackson, and Marley Hudson-Michael and CSS Assistant Director Morgan Conley participated in a panel presentation: “It Takes a Village: Supporting Students from Foster and Kinship Care through Campus Collaboration.” The panel was moderated by Psychology Graduate Student and CSS GA Gabby Casey.

COLLABORATIONS & PARTNERSHIPS

- The FAM Peer Mentoring Program hosted Boo Bash, FAM's annual Halloween celebration, on Friday, October 24, 2025. The event brought students together for a night of games, activities, and festive treats, creating a fun and lively campus atmosphere.
- Fostering Independence partnered with the ACE Center and the Marshall University Counseling Center to increase the amount of food bags given out for Thanksgiving and Winter Break to help support students with food insecurity.

STUDENT AFFAIRS (VICE PRESIDENT: DR. MARCIE SIMMS)

PROGRAM HIGHLIGHTS

Vice President's Office

- A Snacks with Simms was held on December 3 where students enjoyed a Hot Cocoa bar and had the opportunity to provide feedback on next year's themes.
- The office co-sponsored a Pop-Up Food Drive with SGA that provided food to over 200 students.
- The VPSA hosted the Student Affairs Holiday Potluck for student leaders and student employees on December 10.

Student Advocacy and Accountability

- The office processed 520 excused absence requests in November 2025.
- As of 12/8/25, Student Advocacy and Accountability approved 1,988 excused absence requests, denied 360, and processed 145 student conduct reports.
- The office co-facilitated Student Support 101 training for students and Campus Care conversations for faculty with Jessica Bailey.

Office of Student Advocacy

- Since October 2025, the Office of Student Advocacy received 15 new Navigate cases. Students were offered resources and met with the Director.
- The office is currently monitoring 23 students referred to the Behavior Intervention Team to check in on, including outreach to their professors when appropriate.
- The office held Student Support meetings via Teams or in person regarding personal concerns, reporting processes, and available resources.
- The office assisted 25 students with academic dishonesty cases-10 with appeals and 15 with Blackboard course enrollment on academic dishonesty.

Office of Accessibility and Accommodations

- Students Registered: Freshman-185, Sophomore-195, Junior-208, Senior-256, Grad-82
- Final Exams Scheduled-96

Community Service & Family Programs

- A new MacBook Air, along with thumb drives and a laptop case, was donated to a student in need of a computer.

Counseling Center, MUCC

- MUCC has six interns who are helping with fielding crises and daily drop-in sessions.
- The Counseling Center had 173 crisis-related appointments, 15 calls to ProtoCall, 22 Navigate referrals, 49 BIT cases, and 4 Title IX referrals.

Women's Center

- The center distributed over 3,000 menstrual products across 11 campus buildings during the fall semester. Students in need may request products to take home over breaks on the Center's website.
- Alissa Rookard, Women's Center Coordinator, oversaw BOO Bingo hosted by the MU Got That Beat student group, raising over \$1,000 for Branches Domestic Violence Shelter.

ACE Office

- ACE held a Winter Clothes Sidewalk Sale, November 10-14, offering free and low-cost winter apparel to increase cold-weather readiness.
- The office held two ACEssentials Life Skills Workshops: Holidaze & Mental Haze-Stress Management and Mental Health During the Holidays.
- A We Are Thankful Feast was held November 19 with 68 students in attendance.

- Twenty students participated in an off-campus trip to Jungle Jim’s International Supermarket on November 22.
- Food bags and pantry items were distributed November 24–25 serving 90 students.

Campus Activities Board (CAB)

- CAB hosted a thematic Fork N’ Film program designed to enhance student engagement and build community through shared cultural experiences.
- CAB and SGA collaborated to host a student powderpuff football game in recognition of the significance of the “75,” providing an opportunity for meaningful community engagement in the absence of a formal “75” home game this year. The event attracted approximately 40 spectators with 32 students participating as players or coaches.
- CAB hosted its annual Fountain Paint & Sip on November 13, engaging 75 students in a guided artistic experience. This year’s theme, *The Fountain in Snow*, allowed students to contribute to a community art piece representing institutional tradition. The finished painting was presented to the Fountain Ceremony speaker the following day at the annual post-ceremony luncheon.
- CAB hosted two Stress Relief Days in December. On December 2, students were handed out free Jimmy John’s Subs along with free library takeaway items and had activities including puzzles and painting rocks. The December 3 event titled “High Energy Bingo” catered to students who love to play bingo and to those who wanted to grab a late-night slice of pizza.

Esports

- The Call of Duty Team 1 is ranked third in the Premier varsity conference (3-2) and was third at the Baldwin Wallace LAN event on November 20. The Call of Duty Team 2 is undefeated and Divisional Champions for NACE Varsity Plus Division.
- The Smash Bros Ultimate team is undefeated and Divisional Champions for NACE Varsity Plus Division.

STAFF ACHIEVEMENTS

- Jessica Bailey was selected as the 2026 Association for Student Conduct Administrators Assessment Chair and Assistant Director of Case Management and Data Assessment. Jessica also presented her work at the Week of Welcome Academy at the Eastern Educational Research Association Conference occurring February 4-6, 2026.
- The Office of Student Advocacy and Accountability welcomed Beatrice Crane-Banford as the new Assistant Director of Student Accountability.

ONLINE EDUCATION (DIRECTOR: DR. JULIA SPEARS)

PROGRAM HIGHLIGHTS

- Marshall Online celebrated National Distance Learning Week on November 5 with a showcase, Adobe Lunch & Learn, and the Stephen and Sue Zemba Excellence in Online Teaching Award Ceremony in Drinko Atrium. Faculty, staff, and students gathered to honor innovative online teaching and connect around best practices in digital learning. Congratulations to 2025 winners Drs. Kimberly McFall and Damien Arthur!
- The Marshall Online Newsletter October Events Issue promoted Distance Ed Day events and several resources.
- Online Student Engagement now offers academic life coaching for online students, providing support and strategies for success.
- Due to the success of the Durable Skills Suite of courses, a different version is being created for a national vendor. The team is also working with Marshall's Human Resources Office to adapt the suite for Marshall employees.
- The Tech Collective is now partnering with MUIT to deepen engagement and expertise. The last session demonstrated creating agents with Copilot.

STAFF ACHIEVEMENTS

- Michelle Morrison, Senior Director of Online Student Engagement, completed the Innovation Catalyst program, a semester-long training to champion design thinking within departments.
- Dr. Julia Spears, Assistant Provost of Online Education and Certification, Michelle Morrison, and Instructional Designers Diana Adams and Heidi Blaisdell presented "Connection, Belonging, and Innovation: Marshall Online's Catalyst Story" at Blackboard User Group, a monthly space for Blackboard users worldwide to share online learning practices.
- Dr. Julia Spears and Dr. Jodie Penrod, MU Chief Information Officer, presented a research poster, "Actionable AI: Building a Strategy for Educational Innovation," at the 2025 EDUCAUSE Annual Conference.

COLLABORATIONS & PARTNERSHIPS

- Marshall Online partnered with MUIT and Anthology Blackboard to host Marshall's first Fix Your Content Day event, Anthology's global accessibility competition, on November 18, 2025. Marshall ranked #29 out of 120 institutions worldwide with 553 accessibility fixes in Ally in 24 hours. Workshops were led throughout the day on tools that support accessibility: Blackboard Ally, Adobe, and Copilot. A Digital Accessibility Quick Guide, a one-page guide filled with accessibility resources, was sent to faculty who could not join.
- Dr. Robert Ellison is featured on the Adobe website for his use of Adobe remixable templates in English courses, part of the English pilot project coordinated by Instructional Designer Mary Welch and assistant professor Megan Hancock.
- MU Online partnered with the WV HEPC to host the Credential WV Summit, a statewide convening on microcredential expansion. West Virginia is recognized as a national leader in microcredential programs with participation from all public and private institutions.
- Marshall's Learning and Employment Record (LER) Accelerator Project is gaining momentum with three new design teams focused on transcripts, prior learning credit, and stackable microcredentials. Monthly

online design sessions began in January. Resources including President Smith's letter of support and the Empathy Interview Insights Report are available on the LER Accelerator Initiative page.

- The Advising Success Network (ASN) funded two Marshall Online projects:
 - Marshall Online, with support from the Advising Success Network, has developed new Academic & Career Readiness M.A.P.S. (Milestones for Academic & Professional Success) for the online business programs. These maps embed labor-market-aligned career development milestones into existing advising tools, guiding students through both coursework and career preparation semester by semester. Created in partnership with students, Career Education, COB Academic Advisors, and David Wiley, these resources will be shared soon. Throughout the spring, M.A.P.S. will also be developed for every undergraduate online program.
 - Marshall Online developed an Inclusive Advising for a Neurodiverse Campus microcredential with national subject matter experts from five institutions, including Marshall. The course was reviewed by all six subject-matter experts, as well as internal team members, and launched in January on the ASN website.

COMMUNITY ENGAGEMENT

- The Office of Online Student Engagement offered drop-in hours during Finals Week of the Fall 2025 semester. They will continue this practice in the spring, offering drop-in hours during high-impact periods (beginning of semester and finals week) and weekly evening hours to meet students where they are.
- Marshall Online participated in the annual Women Warriors Summit, a statewide event featuring Hoda Kotb and panels on AI and resilience.



February 5, 2026

EDUCATION

Physician Assistant program welcomes Class of 2028

The School of Medicine welcomed last month 30 incoming physician assistant students in the Class of 2028. The class includes students from a variety of backgrounds representing 15 undergraduate colleges and universities. Other statistics about the class include:

- **57%** are West Virginia residents
- **33%** are Marshall University graduates
- **13%** are first-generation college graduates



NeuroAppalachia: Medical students bring neuroscience education to rural high school students



Medical students are helping rural West Virginia high school students explore careers in health care through NeuroAppalachia, a student-led outreach program that uses neuroscience education to spark curiosity and expand career awareness.

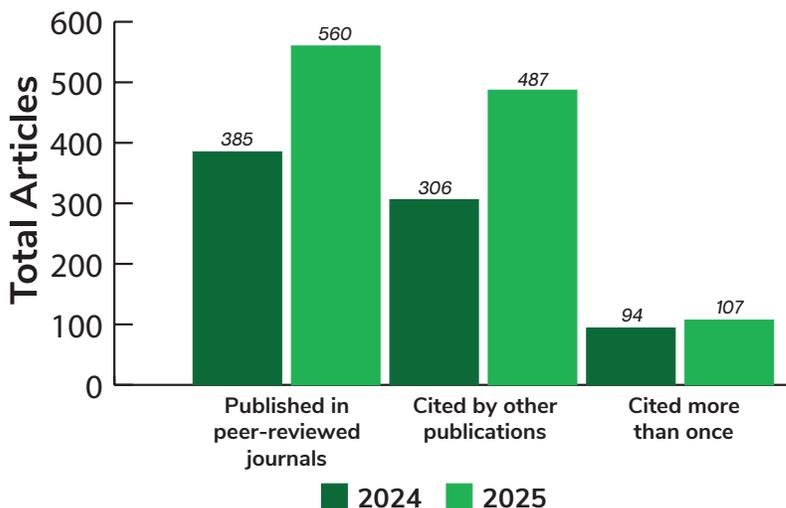
Led by third-year medical students Dami Adeshina and Jordyn Torrens and funded through a rural health grant from the Marshall University Robert C. Byrd Center for Rural Health, the program pairs hands-on lessons with real-world applications to connect science and health care. Since May 2025, NeuroAppalachia has completed multiple sessions with 11th grade students in Boone County; the program plans to expand to Logan and Wayne counties in 2026.

RESEARCH

2025 Summary of School of Medicine Research Publications

In 2025, the School of Medicine and its affiliated faculty achieved the following¹:

- Five hundred sixty (560) articles were published in peer-reviewed journals.
- Four hundred eighty-seven (487) articles were cited by other publications.
- Approximately 22% (approximately 107) of those publications were cited more than once.



Top 10 out of 200 publications areas of study for 2025²

1. Obstructive sleep apnea
2. Cardiac valve diseases and treatments
3. Acute ischemic stroke management
4. Innovations in medical education
5. Sleep and related disorders
6. Nutrition and health in aging
7. Knee injuries and reconstruction techniques
8. Cardiac arrhythmias and treatments
9. Burn injury management and outcomes
10. Antifungal resistance and susceptibility

¹Digital Science. 2025 Marshall University School of Medicine and Affiliated Faculty Publication Data. Dimensions Database. 2018-2026. Accessed Jan. 2026. Compiled by Anna Hughes, MA, MLIS, School of Medicine Health Sciences Library Director. <https://app.dimensions.ai>. Free version.

²Priem J, Piwowar H, Orr R. 2025 Publication Areas of Study Top 25 of 200. OpenAlex dataset: Registry of Open Data on AWS. Published 2022. Updated 2025. Accessed January 14, 2026. <https://registry.opendata.aws/openalex/>.

WV-INBRE builds on strong foundation to accelerate research innovation statewide



West Virginia IDEa Network of Biomedical Research Excellence (WV-INBRE) is entering into its next chapter following more than two decades of leadership by Vice Dean and Professor Gary Rankin, PhD, whose

vision established a strong statewide foundation for biomedical research and training. Under new principal investigator Trupti Joshi, PhD, senior associate dean and professor of biomedical sciences, the program is accelerating interdisciplinary research, data science and workforce development.

WV-INBRE now connects 13 primarily undergraduate institutions and nine community and technical colleges, expanding access to research opportunities statewide. New initiatives—including voucher programs, course-based undergraduate research experiences (CUREs) and interdisciplinary team awards—are strengthening collaboration. Continued investment in advanced core facilities, AI-driven multiomics and shared cyberinfrastructure—aligned with the West Virginia Clinical and Translational Science Institute—positions West Virginia for national partnerships, competitive funding and improved health outcomes.

GRANTS & ACHIEVEMENTS

Edwards Foundation, Inc. Grants

In December 2025, three multidisciplinary teams of SOM faculty received pilot awards from Edwards Foundation, Inc. (EFI).

- *WV Immunotherapy Response E0xplorer (WIRE): Predictive Modeling of Immunotherapy Response in Appalachian Cancer Populations*, led by Dr. Trupti Joshi
- *N-Myc Downstream Regulated 1 (NDRG1) is a new biomarker and treatment target for renal cancer*, led by Dr. Travis Salisbury
- *Cancer Stem Cell-Derived PD-1/PD-L1 as a novel Biomarker for Predicting Immunotherapy Response in Gynecologic Cancers*, led by Dr. Nadim Bou Zgheib

The EFI's Cancer-related Research Fund supports faculty within the School of Medicine and members of the medical staff at Cabell Huntington Hospital who pursue novel research on cancer.

HONORING CLINICAL MASTERY & A LEGACY OF TEACHING

LYNNE J. GOEBEL, MD, FACP

Inaugural Inductee
Marshall University Academy of Master Clinicians



The Academy of Master Clinicians, established at Marshall University in 2025, represents the School of Medicine's highest distinction for physicians who exemplify exceptional clinical judgment, professionalism, humanism and compassionate patient care.

The inaugural inductee, Lynne J. Goebel, MD, Professor of Internal Medicine and Geriatrics, embodies these values through a deeply patient-centered approach grounded in attentive listening, thoughtful decision-making and steadfast advocacy for those she serves. Patient reflections consistently describe her as caring, generous with her time and unwavering in her commitment to doing what is best for each individual. Learners likewise highlight her warm mentorship, thoughtful guidance and lasting impact on their professional development.

Dr. Goebel engages students in innovative role-play scenarios and leads research efforts that advance understanding of the senior adult patient perspective and healthy aging. This work exemplifies her more than 32 years as an exemplary clinician, educator and role model who elevates clinical practice and strengthens a culture of excellence across the School of Medicine and its teaching community.

American Heart Association Fellowship

Sidney Strause, a biomedical sciences PhD student, has been awarded a prestigious American Heart Association Predoctoral Fellowship totaling \$70,676. The two-year award supports her doctoral stipend and funds her research project, "The Na⁺/K⁺-ATPase α 1/HIF-1 α Axis in Cardioprotection During Adverse Cardiac Remodeling." A native of Wood County, West Virginia, Strause earned her undergraduate degree in biological sciences from Marshall University in 2023 and conducts her graduate research in the laboratory of Professor Sandrine Pierre, PhD.

Student Research Travel Grants

As part of its commitment to student research, the School of Medicine has designated travel grants to winners of the 37th Annual Health Sciences Research Day to support their award-winning oral and poster presentations at national and international conferences.

2025 Annual Faculty & Trainee Awards



The School of Medicine recognized the following outstanding faculty and students for excellence in teaching, research and clinical care through its annual awards program:

Distinguished Teacher of the Year:
Matthew Bullock, DO

Excellence in Teaching:
Ibrahim Shanti, MD

Aspiring Teacher of the Year:
Alec Phelps, MS-4

Distinguished Researcher of the Year:
Todd Davies, PhD

Excellence in Research:
Zakaria Alagha, MD

Aspiring Researcher of the Year:
Rebecca Hicks, MS-3

Distinguished Clinician of the Year:
Elizabeth Saunders, MD

Excellence in Clinical Care:
Abdul Muhsen Adbeen, MD

Aspiring Clinician of the Year:
Emily King, MS-4

OUTREACH

Marshall hosts U.S. Assistant Secretary for Health



On Dec. 9, 2025, Marshall University and Marshall Health Network hosted Brian Christine, MD, U.S. Assistant Secretary for Health, for a discussion focused on advancing rural health. The visit—his first official trip to West Virginia since Senate confirmation—highlighted national priorities including strengthening the rural health care workforce, improving access in underserved communities, and leveraging innovation to improve outcomes across Appalachia.

The event featured a moderated conversation with David Gozal, MD, MBA, PhD (Hon), vice president for health affairs and dean of the Joan C. Edwards School of Medicine; Scott Raynes, president and CEO of Marshall Health Network; and Toney Stroud, chief legal officer and vice president for strategic initiatives.

During his visit, Admiral Christine also met with institutional leaders and toured key outreach and clinical assets, including the Marco mobile medical unit and Hoops Family Children’s Hospital, reinforcing Marshall’s leadership in rural health access, workforce development, and community-based care.

Rural health transformation underway in West Virginia



West Virginia has been awarded \$199 million for 2026 by the Centers for Medicare & Medicaid Services through the Rural Health Transformation Fund, representing a significant investment in strengthening rural health care delivery statewide. MHN, SOM and Marshall University played a key role in development of the state’s successful application and will be actively engaged in implementation efforts.

Marshall is leaning in to focus on modernizing care delivery models, improving health outcomes for rural and underserved populations and strengthening the health care workforce across West Virginia.

UPCOMING EVENTS

- **March 20:** Match Day – Class of 2026
- **March 25:** 13th Annual Quality & Safety Summit
- **April 30:** West Virginia Wellness Conference
- **May 5:** 27th Annual School of Medicine Golf Classic
- **May 8:** 46th Annual Doctoral Investiture & Medical School Commencement – Class of 2026
- **May 16:** Inaugural Pediatric Hospital Medicine Conference

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
Operating Revenues			
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
Total Operating Revenues	254,361,000	254,715,000	(354,000)
Operating Expenses			
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
Total Operating Expenses	362,757,000	363,594,000	(837,000)
Operating Income (Loss)	(108,396,000)	(108,879,000)	483,000
Nonoperating Revenues (expenses)			
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)	-	-	-
Total Nonoperating Revenues (expenses)	98,583,000	96,461,000	2,122,000
Increase/Decrease in Net Assets	(9,813,000)	(12,418,000)	2,605,000

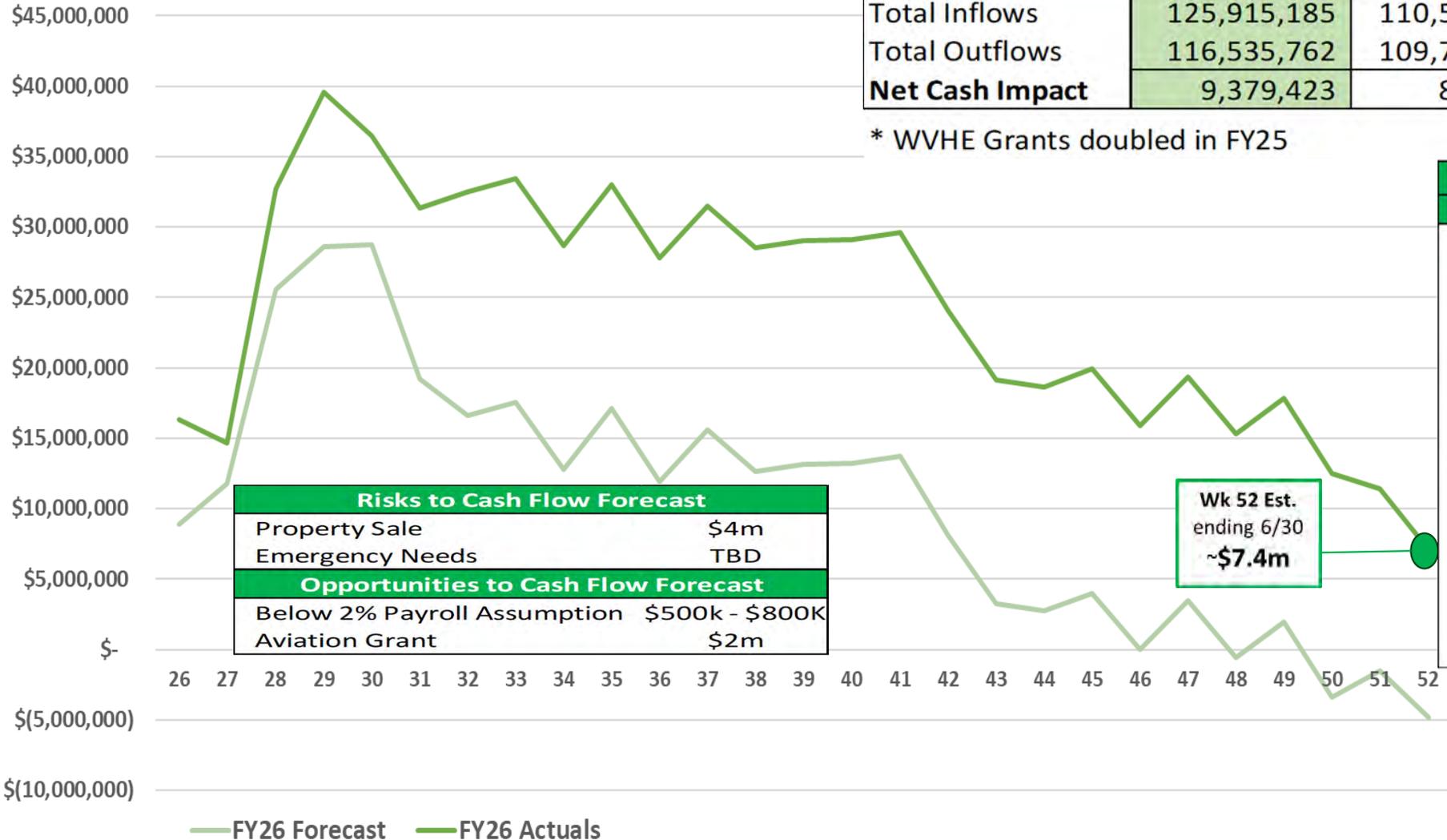
ANALYSIS

- **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



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
Net Cash Impact	9,379,423	824,095	14,026,138	(4,646,715) *

* 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%
YTD	\$ 77,966,615	1.85%



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

- 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

- 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

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

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

On a scale of 1 (low) to 10 (high)... AY23-24 AY24-25 TREND

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

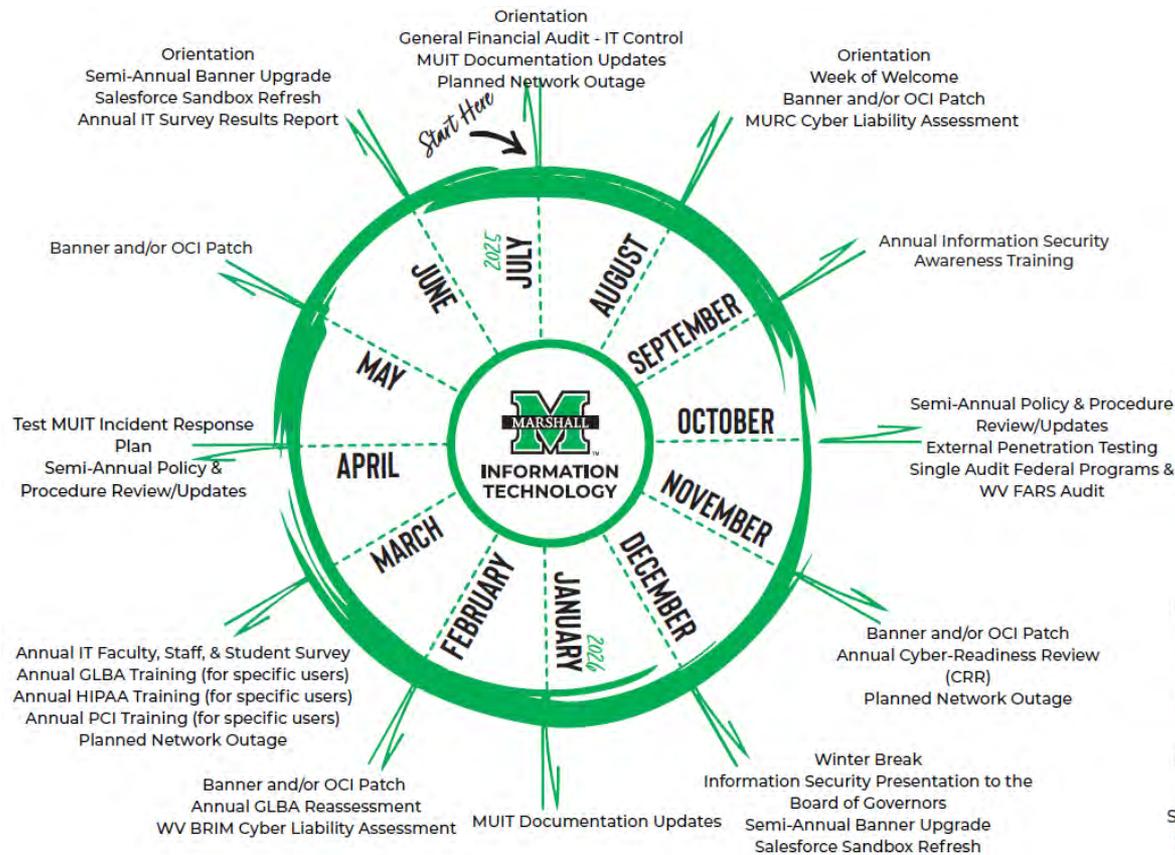
8.51



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

Source: <https://www.marshall.edu/it/files/MUIT-Activity-Wheel-1.pdf>

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/>



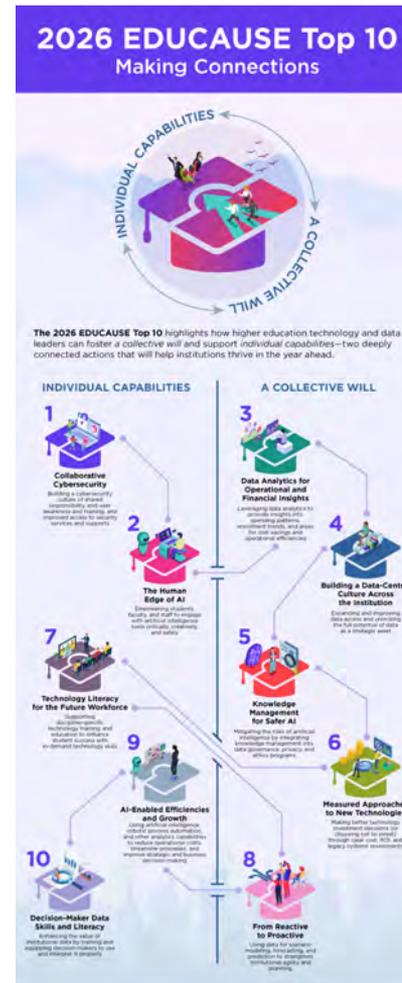
Closing Thoughts

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





INFORMATION TECHNOLOGY

Thank you!

Questions or concerns?

Jodie Penrod, Ph.D.

Chief Information Officer (CIO)
penrodj@marshall.edu

Jon Cutler

Assoc. CIO/Chief Information
Security Officer (CISO)
jon.cutler@marshall.edu



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

Student-Athlete Success & Well-Being

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

Competitive Excellence & Winning the Right Way

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

Fan Experience & Community Engagement

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

Revenue Growth & Resource Development

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

Facilities & Capital Projects

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





AGENDA

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



Student-Athlete Success & Well-Being

Pillar 1: Student-Athlete Experience

Updates on 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

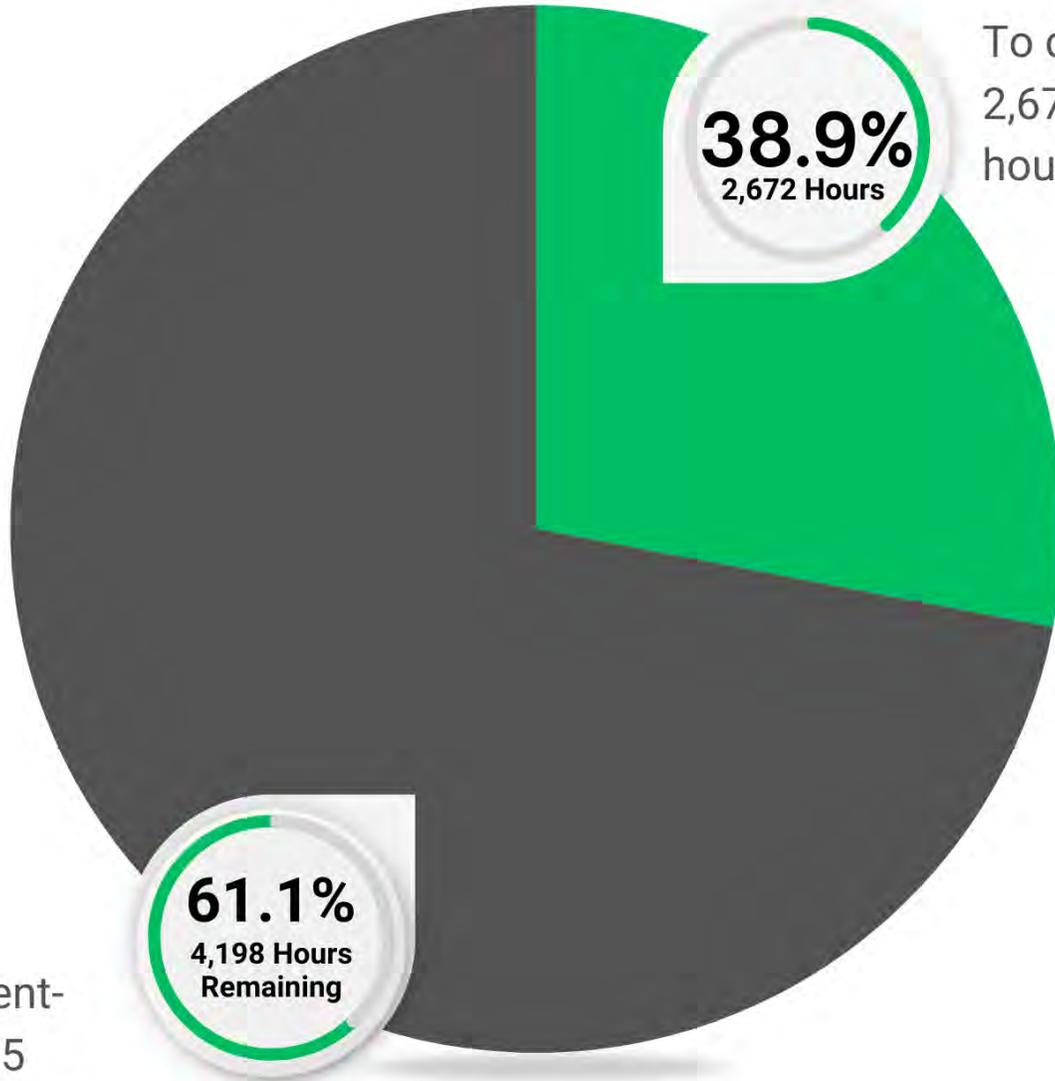
RECORD-SETTING FALL SEMESTER

3.42

FALL 2025 OVERALL GPA

Updates COMMUNITY SERVICES

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



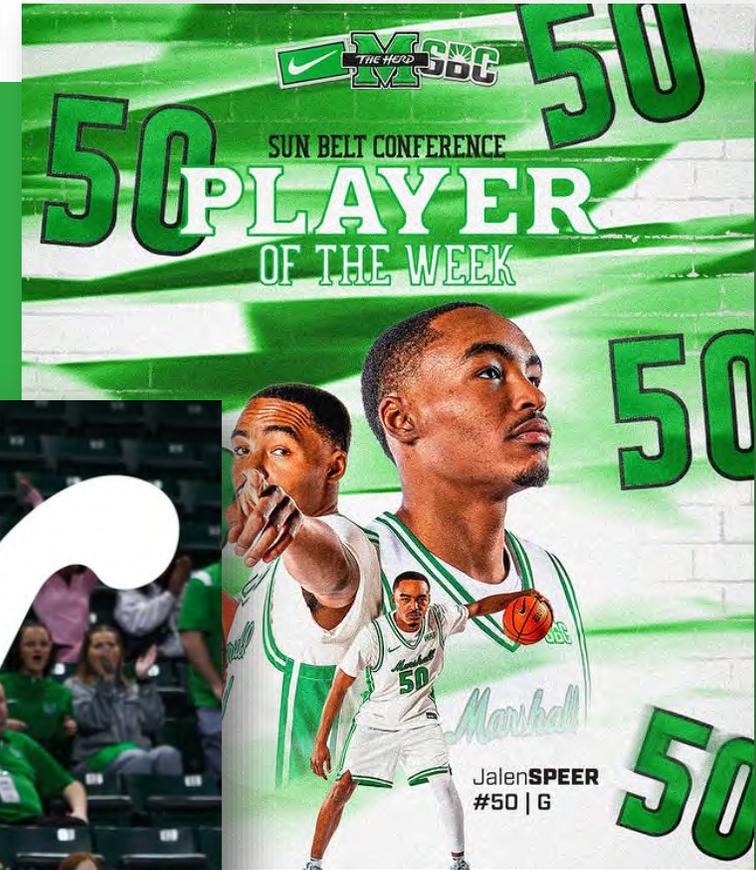
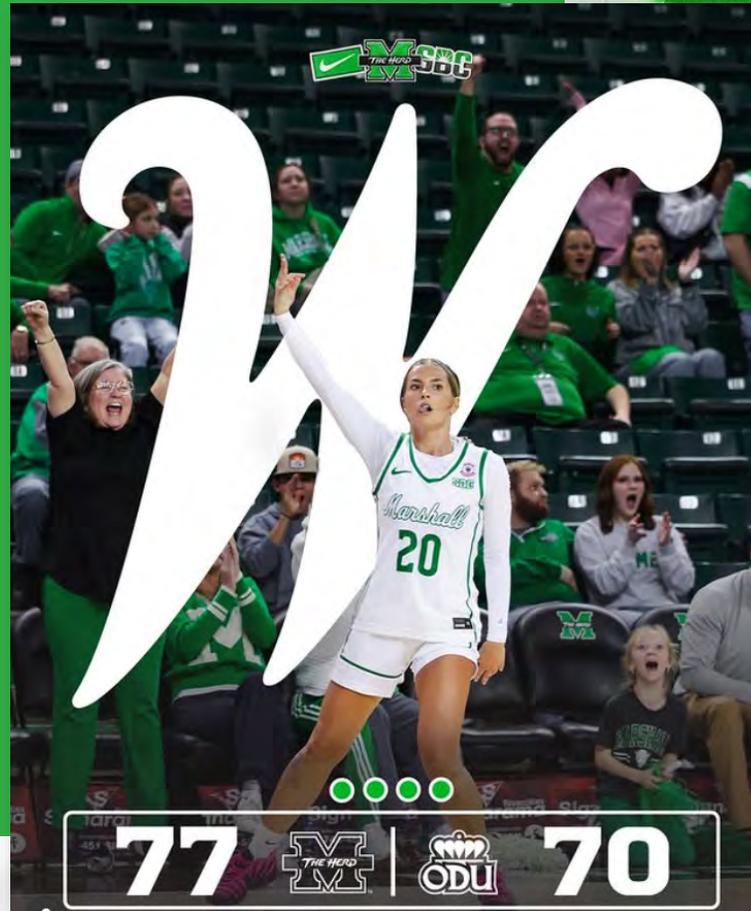
Winter Season Off to a Great Start

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

A stylized logo for 'The Herd' featuring a large, outlined letter 'M'. A black horizontal bar is superimposed across the middle of the 'M', containing the words 'THE HERD' in a white, italicized, sans-serif font. A small 'TM' trademark symbol is located at the bottom right of the 'M' logo.

FAMILY

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

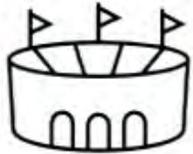


Football vs. All

8/31/2024 to 11/16/2024
Broadcast on All

Fanbase

Traffic Stats



138,134 Attendees
77% Capacity

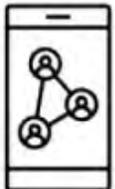


209,000 TV Viewers



132,987 Site Visitors
399,189 Page Views

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



264,659 Engagements
7,300,956 Impressions

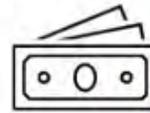
*Includes day before, day of, & day after game

Ticket Buyer Composition



44%

56%



22%

Household Income of \$150K+



41%

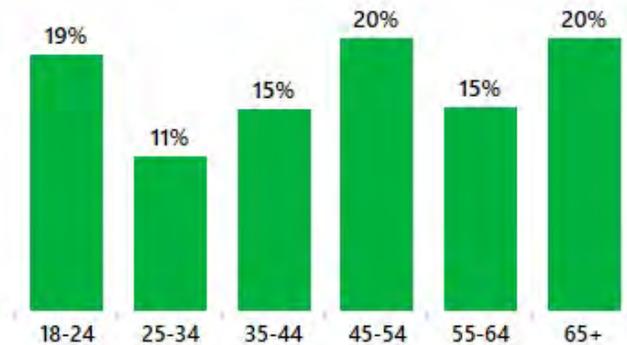
Have Children Under 18

Fan Profiles

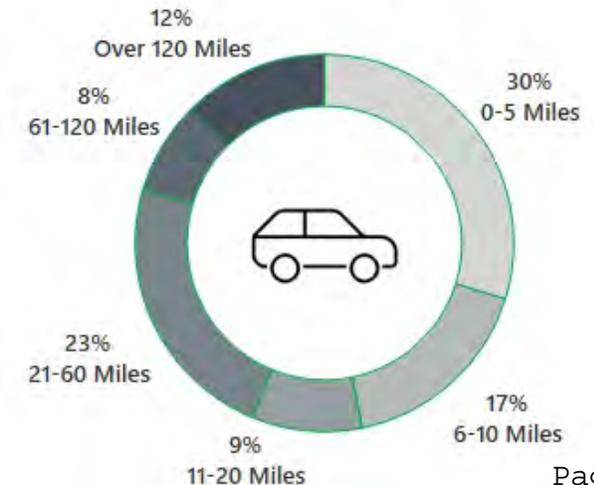
% of Buyers

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



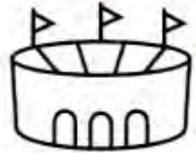
Football vs. All

9/6/2025 to 11/29/2025

Broadcast on All

Fanbase

Traffic Stats



151,788 Attendees
85% Capacity

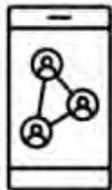


89,000 TV Viewers



119,569 Site Visitors
234,500 Page Views

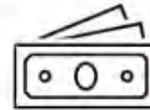
*Includes day before, day of, & day after game



115,063 Engagements
2,716,953 Impressions

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

Ticket Buyer Composition



23%

Household Income of \$150K+



40%

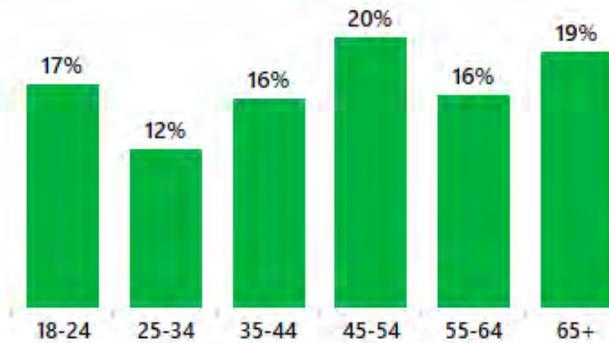
Have Children Under 18

Fan Profiles

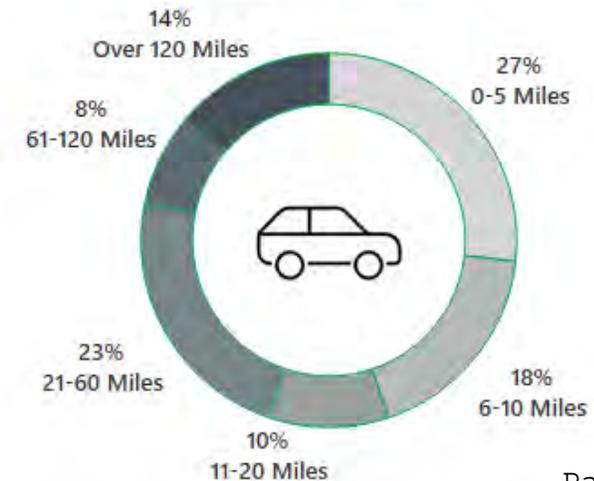
% of Buyers

Suburban Blue Collar	27%
Cost Conscious Young Families	24%
Invested Professionals	12%
College Grad Families	10%
Empty Nesters	10%

Age Band



Distance to Campus



Football Highlights



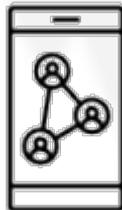
Attendance

- 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



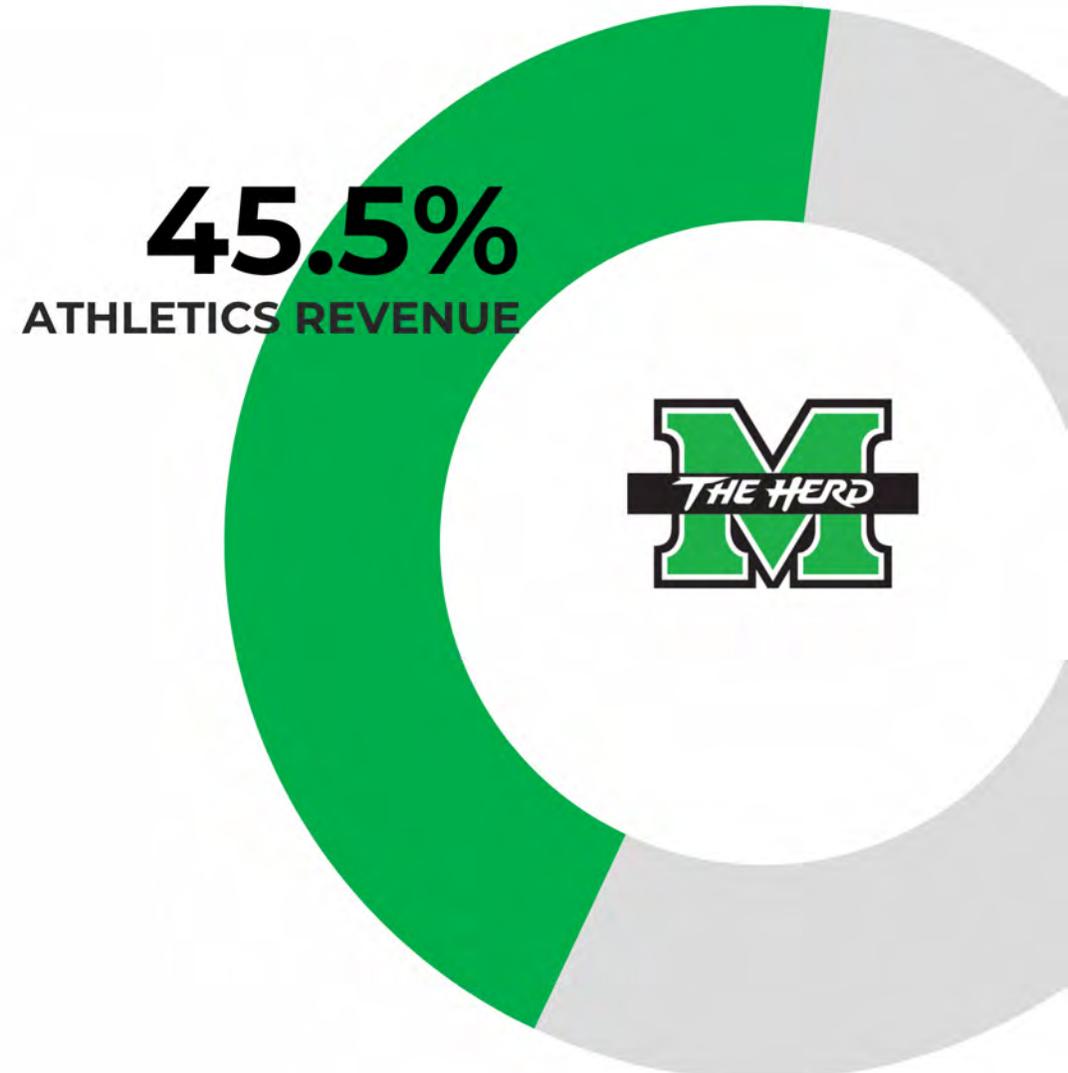
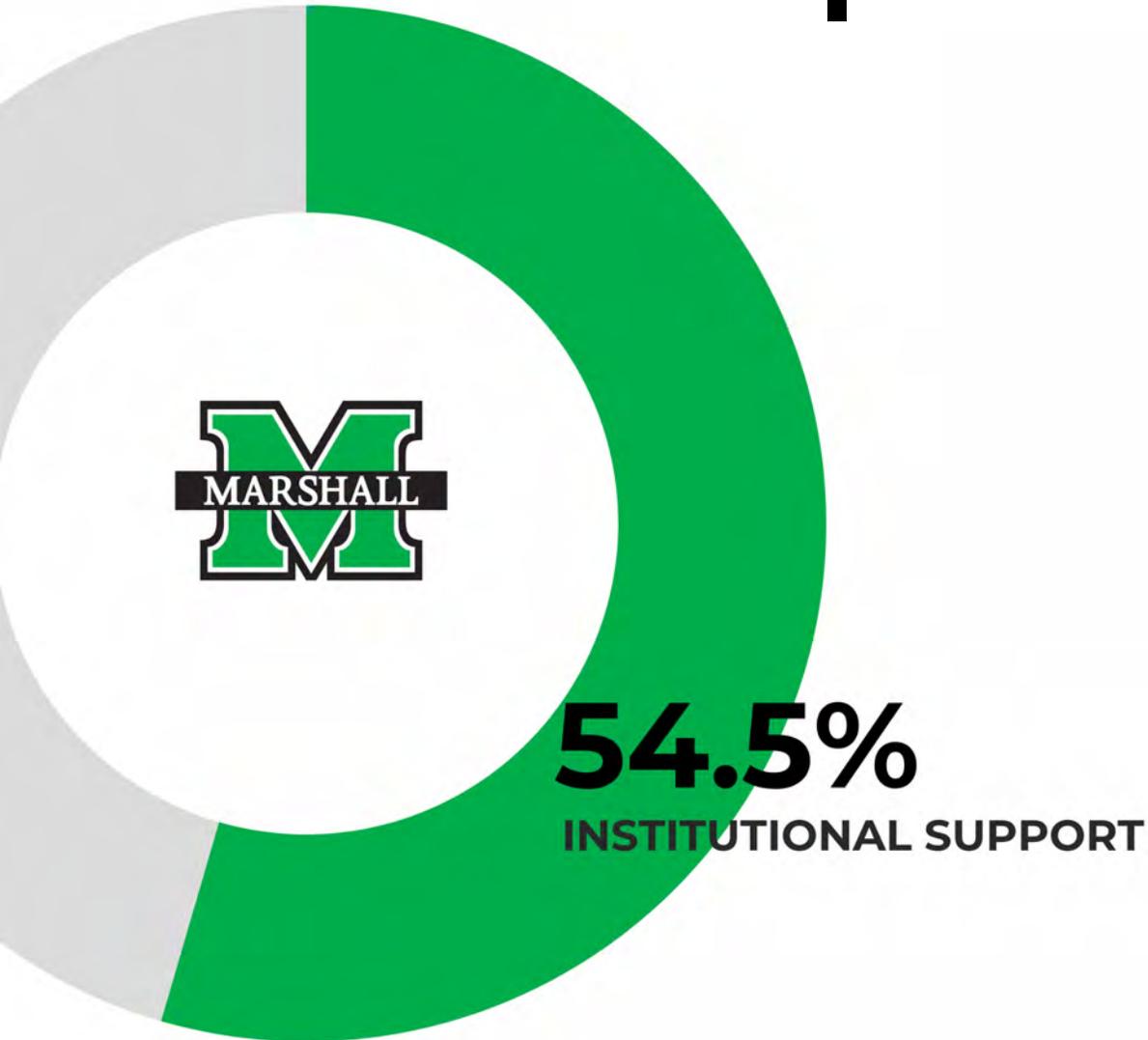
Revenue Growth & Resource Development

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

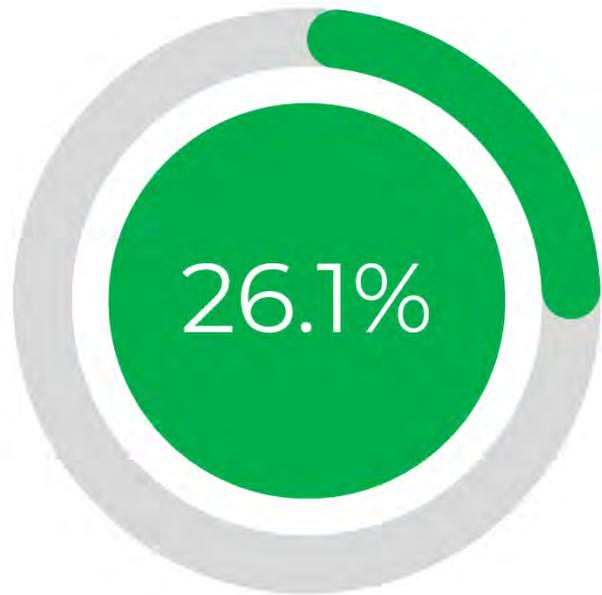
(5) This category will be completed as part of NCAA Membership Financial Statement Review

Operating Expenses

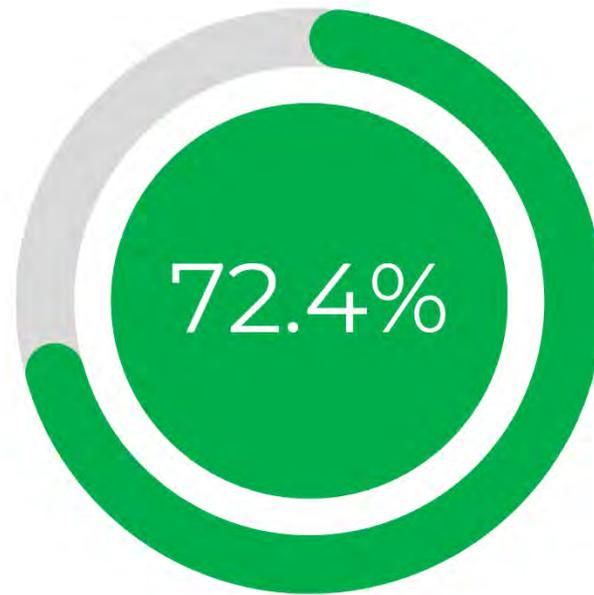
Year-over-Year Analysis

Operating Expenses	FY 26 Actuals (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)

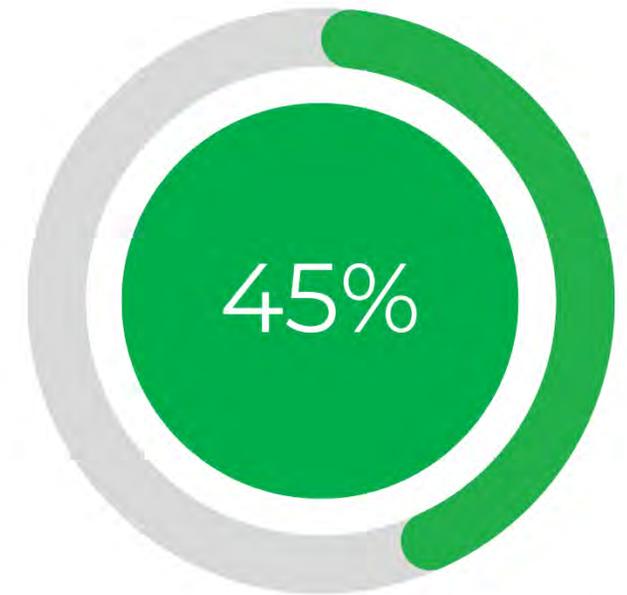
Q2 Updates
Operating Expenses



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)

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

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

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

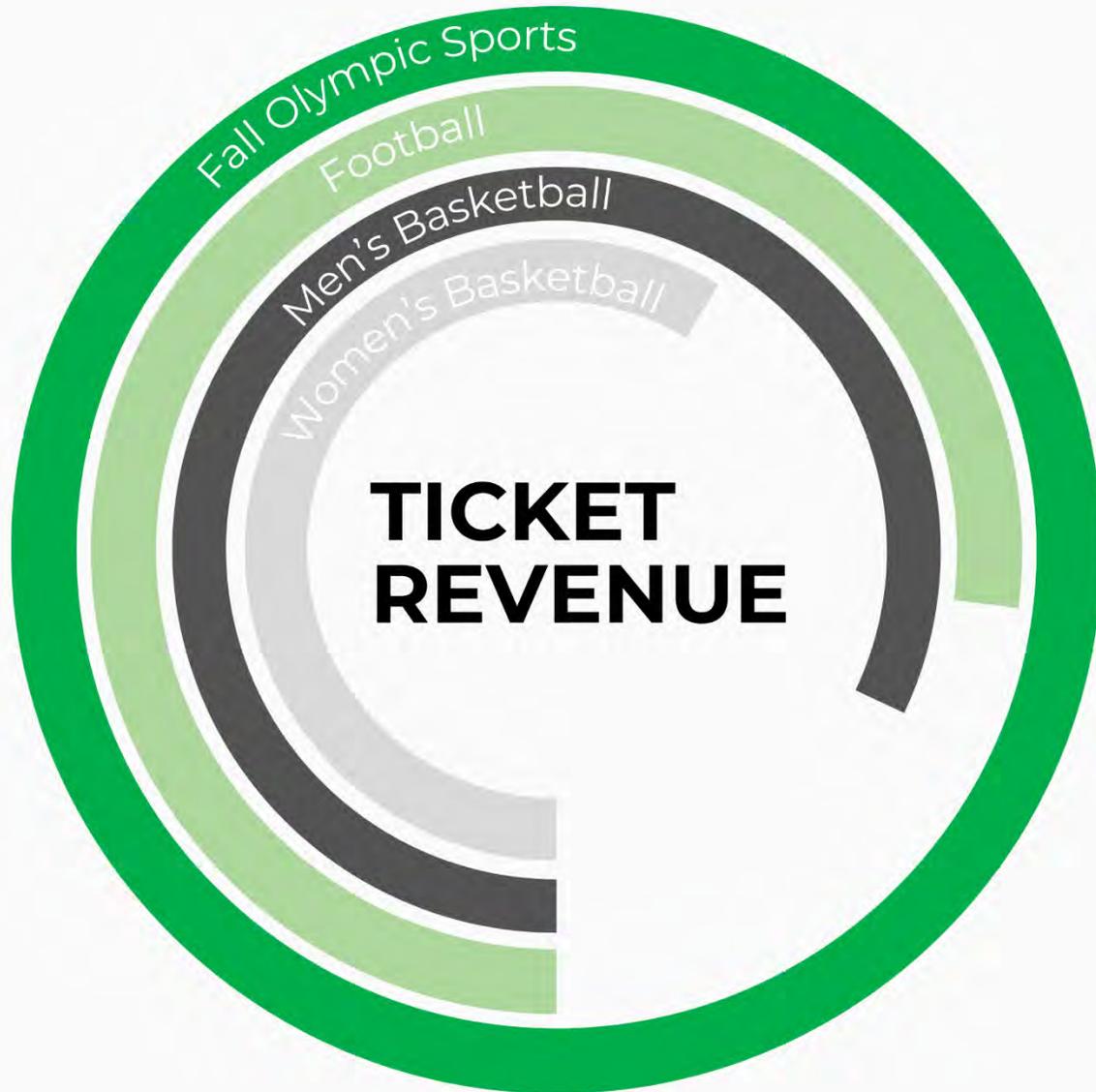
(4) Accounted for in Coaching / Support Salaries and Benefits line

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

Operating Revenues

Year-over-Year Analysis

Operating Revenues	FY 26 Actuals (12/31)	FY 25 Actuals (12/31)	Actuals v Prior Year
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

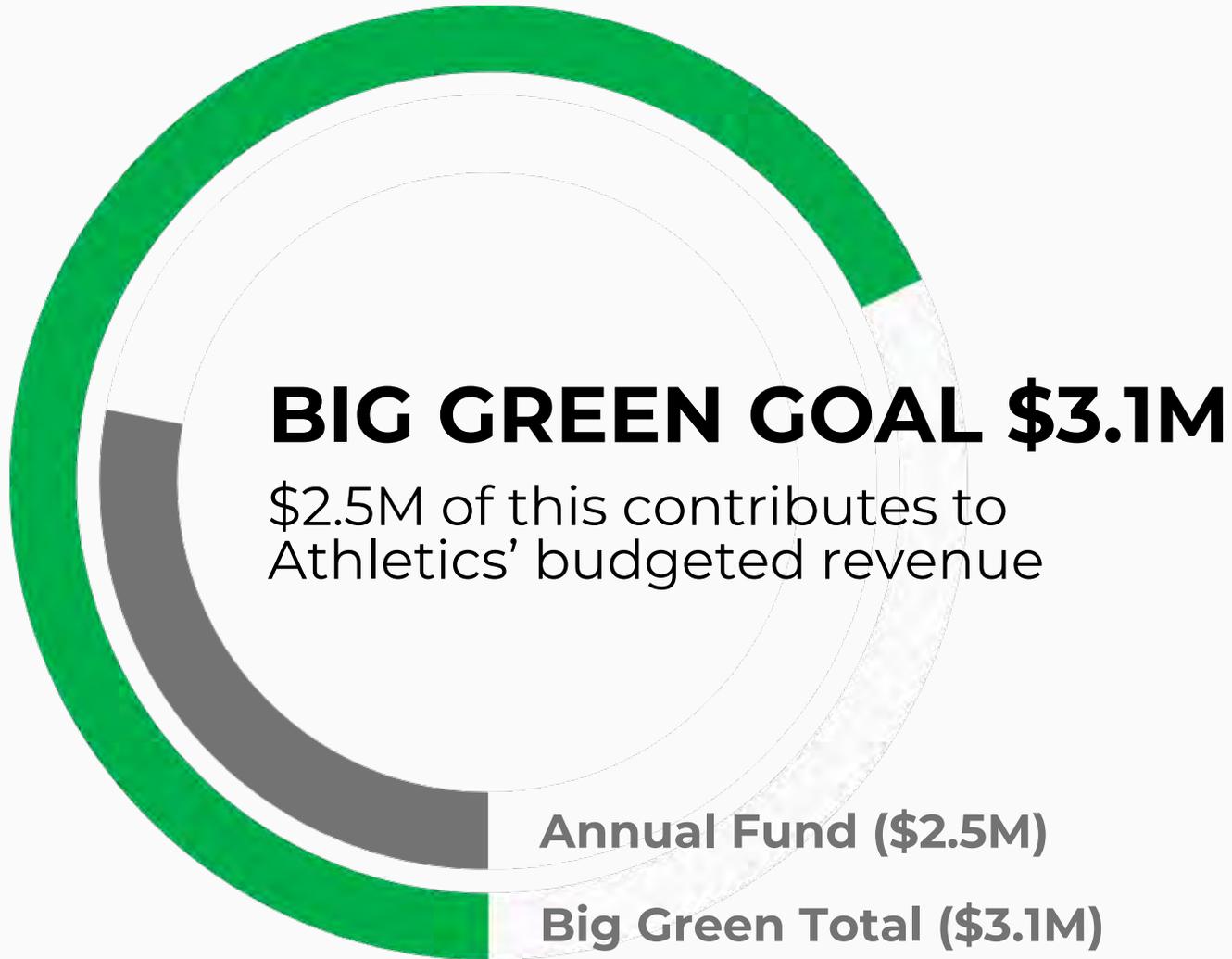
Re-engaged 40 non-renewals between Q1 and Q2.

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)



GILL MARSHALL

LEADERSHIP
Herd
CIRCLE

Facilities & Capital Projects

Pillar 3: Revenue Generation



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



THE HERD MENTALITY

- BEHOLD THE JOURNEY
- ENGAGE WITH PURPOSE
- RACE THROUGH OBSTACLES
- DEDICATE TO OTHERS

Herd R&R Recovery & Relaxation

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

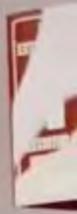
Features

- 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

