Athletics Committee Meeting

October 8, 2025 | 10 a.m.

Shawkey Dining Room, Memorial Student Center

October 2025 Athletics Committee Meeting

AGENDA

10 a.m.

Athletics Committee
Samuel Moore, Vice Chair

Action Items
None

Information Items

—

Foundation & Alignment: The Herd Mentality in Action

NCAA Legislation

National Issues Updates

Athletics Teams Updates

Budget Update

Capital Projects Updates

Recurring Agenda

Student-Athlete Success & Well-Being

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

Competitive Excellence & Winning the Right Way

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

Fan Experience & Community Engagement

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

Revenue Growth & Resource Development

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

Facilities & Capital Projects

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

BOARD OF GOVERNORS

October 8, 2025

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	MARSHALL "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% Placement 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	• New student enrollment • Focused student segment enrollment • Recruitment contacts • Conversion rates • CRM integration	• Student debt load • Debt-free pilot cohort launch and year/year retention • Internships and jobs • Fundraising campaign	• First-year retention • MARCO mentorship project launch • E2E student experience monitoring in place	• Micro-credential course catalog • HyFlex course pilot • Micro-credential pilot • Degree programs online • Online education website	• Customized training for advanced manufacturing • Academic pathways selected • Career Engagement participation

Department of Intercollegiate Athletics PLAN-ON-A-PAGE

VISION

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."

MISSION

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

GUIDING PRINCIPLES

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.

CORE PILLARS & STRATEGIC PRIORITIES

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.

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.

Revenue Generation

Build Sustainable Resources to Fuel Success

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

METRICS

Student-Athlete Experience

- 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).

Fan Experience & Community

- 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

Revenue Generation

- Achieve a top-third ranking in Sun Belt annual revenue.
- Annual fund growth and retention (% increase in Big Green membership).
- Sponsorship revenue and partner retention.
- 50/50 progress

Recurring Agenda

Student-Athlete Success & Well-Being

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Executive Team

New & Promoted to the Herd

Niesha Campbell – Deputy Director of Athletics/Chief Operating Officer/Senior Woman Administrator

Teddy Kluemper III – Senior Associate Director of Athletics | Championship Resources and Executive Director of the Big Green Scholarship Foundation

Andrew Brown – Senior Associate Director of Athletics | Capital Projects & Championship Facilities

Updates

Executive Staff

Gerald Harrison
Vice President/Director of Athletics

Xander Karagosian
Special Assistant to the AD

Niesha Campbell
Chief Operating Officer
Deputy Director of Athletics/ COO/ SWA

- Strategic Planning
- Oversight of External (marketing, communications, broadcast)
- Liaison to Learfield, Herd Nation, Tickets, Sodexo
- Liaison to General Counsel, oversight of compliance, student conduct and community relations

Sport Oversight:
- Men's Basketball
- Volleyball
- Softball

Vacant
Chief Financial Officer
Senior Associate AD Internal Operations / CFO

- Oversight of Business Operations and financial reports
- HR
- Travel

Mike Valentine
General Manager
Senior Associate AD General Manager

- Equipment
- Teamworks
- NIL and Rev Share
- Nike and BSN
- Camps and clinics

Sport Oversight:
- Football

Beatrice Banford
Student-Athlete Welfare
Senior Associate AD Student-Athlete Welfare

- Oversight and liaison for academics and student-athlete development
- Oversight of athletic training, sports performance, dietitian
- Liaison for on-campus housing

Sport Oversight:
- Swim & Dive
- Tennis
- Track & Field/Cross
- Women's Basketball

Andrew Brown
Championship Facilities
Senior Associate AD Capital Projects and Championship Facilities

- Event Management and Operations
- Facilities
- Capital Projects
- Risk Management and Security

Sport Oversight:
- Baseball
- Men's golf
- Women's Golf
- Men's Soccer
- Women's Soccer

Teddy Kluemper III
Championship Resources
Senior Associate AD for Championship Resources and Executive Director Big Green

- NIL Collective
- Alumni Engagement
- Donor Stewardship (Gifts, etc.)
- Signature Events

Updates

Athletic Staff

Ticketing Office

- Expanded leadership with a new **Director of Ticket Sales**
- Added support through an **Assistant Director of Ticketing**

Academic Services

- Strengthened student support by hiring **two Student Services Specialists**

Facilities & Game Operations

- Elevated operations with a **Director of Facilities and Game Operations**
- Added depth with an **Assistant Director of Facilities and Game Operations**
- **Actively hiring an additional staff member** to further enhance operations

Compliance

- Actively working to hire a new **Associate AD for Compliance**

STANDING AGENDA

- NCAA Legislation
- National Issues Updates
- Athletics Teams Updates
- Budget Update
  - FY 25 Budget Round Up
  - Concert Reconciliation
  - Dutch Miller Deck Reconciliation
- Capital Projects Updates
  - Guyan Golf
  - Dutch Miller Deck
  - Herd Fuel - Gullickson

Updates

NCAA Legislation

1. Proposal 2025-20: Sports Wagering
2. NIL Rules & Disclosure Requirements
3. Division I Governance Structure Changes
4. Implications & Next Steps

Sports Wagering

Proposal 2025-20

Key Change

- Eliminates prohibition on wagering on **professional sports** by:
  - Student-athletes
  - Athletics staff / administrators (e.g., President, FAR)
  - Conference staff
- Retains prohibition on **intercollegiate athletics betting**.

Rationale

- Focuses enforcement on protecting the **integrity of college sports.**
- Aligns with legal landscape (38 states + DC + PR allow sports betting; 30 states allow online).
- High participation rates:
  - 21% of men's athletes & 5% of women's athletes reported sports wagering in past year.
- Supports student-athlete well-being by reducing fear of self-reporting problem gambling.

Impact

- No budget or time demands.
- Reduces monitoring/enforcement burdens.

NIL

No Guarantee of Third-Party Deals

Rule 22.1.1.1

- Institutions cannot guarantee third-party NIL contracts/payments.
- Exception: Deals guaranteed before July 1, 2025, remain valid but count against benefits cap.

Why It Matters

- Ensures NIL remains between athlete & third party.
- Prevents schools from overpromising to recruits or transfers

NIL

Disclosure Requirements

Who Reports?

- High school / 2-year prospects – report all NIL ≥ $600 from junior year onward.
- 4-year transfers – report NIL ≥ $600 from date of portal entry.
- All incoming athletes – must disclose NIL within 14 days of enrollment or before first competition.

Process

- Central reporting to NCAA clearinghouse.
- Attestation required during onboarding.

Goal

- Transparency in recruiting & transfer market.
- Early identification of potential compliance risks.

Division I

Governance Restructure

Purpose

- Streamline decision-making
- Modernize legislative authority
- Enhance student-athlete & FAR representation

Key Features

- **Board of Directors**: Retains authority to overturn Admin Committee decisions.
- **Administrative Committee**: Replaces Council; handles legislative duties; includes ≥1 student-athlete.
- **Academics & Eligibility Committee**: Merges five existing eligibility/waiver committees; must include 4 FARs.
- **Sports Oversight Committees**: Appeal decisions → Admin Committee; “success seats” based on championship performance.

Sport Specific

Governance

- **Football**: Joint FBS/FCS oversight; FBS uses weighted voting (Power 5 = 6 votes each).
- **Basketball**: Oversight committees with "success seats" from top conferences; 5-year terms.
- **Other sports**: Managed by oversight committees; rule changes remain on 2-year cycle.
- **Appointments**: Student-athletes nominated by SAAC/conference; FARs via FARA; conferences manage at-large.

Implications for Institutions

- Sports Wagering: Need updated education policies; focus on college-only gambling restrictions.
- NIL: Compliance offices must track disclosures & manage exceptions under the new reporting/guarantee rules.
- Governance: Institutions must adjust to new oversight structure, representation processes, and legislative pathways.

Next Steps

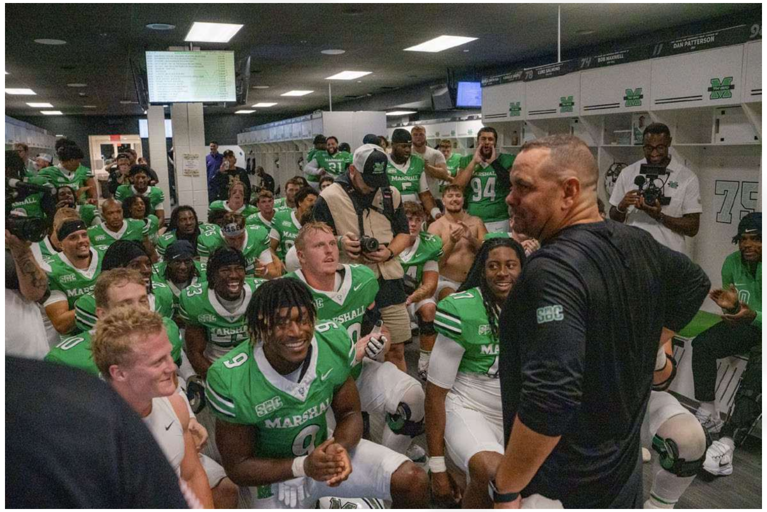
Update institutional policies (gambling, NIL guarantees).

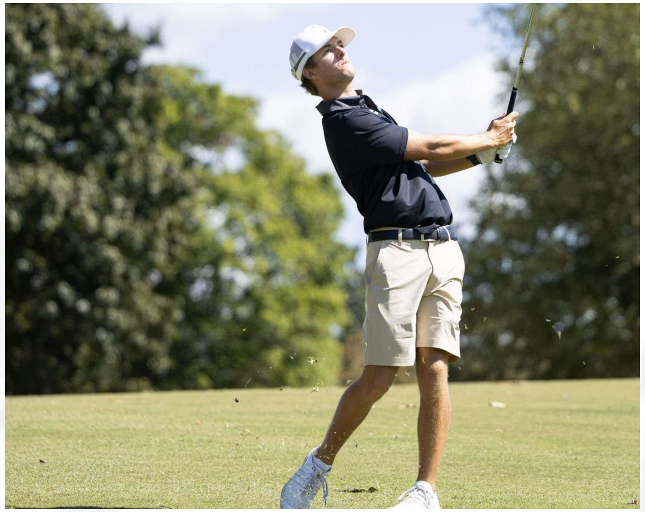
Implement reporting systems for NIL disclosures (≥ $600).

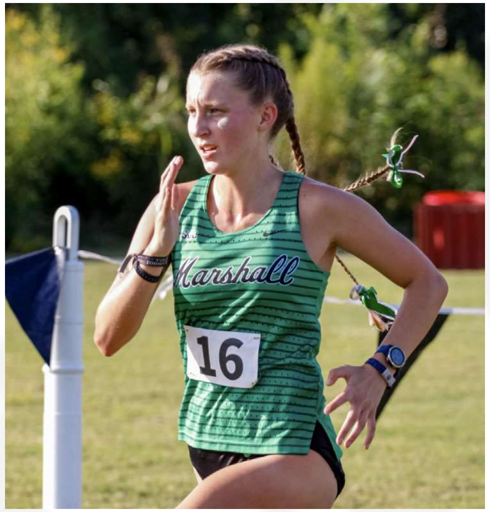
Prepare staff & student-athlete education sessions ahead of Fall 2025.

Track governance changes for committee representation opportunities.

Updates
Athletics Teams








Madison Townes
Why We Do What We Do

Football Marketing Efforts

Marketing to families with group ticket rate and kid specific activities.


THE HERD
SBC
TWO BUCK
BLITZ
For the first hour of gates being open at Joan C. Edwards Stadium, fans can enjoy $2 Hot Dogs, $2 Popcorn, $2 Fountain Beverages and a custom souvenir cup that is unique to each gameday!
POPCORN


Marshall
ATHLETICS
FAN FEST
UPGRADED
MARSHALL UNIVERSITY
REC CENTER FIELD
THE HERD
SBC

Football vs. Missouri State

9/6/2025

Broadcast on ESPN+

Fanbase

Traffic Stats

28,564 Attendees

94% Capacity

Viewership Unavailable*

26,815 Site Visitors

51,990 Page Views

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

17,477 Engagements

400,081 Impressions

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

Ticket Buyer Composition

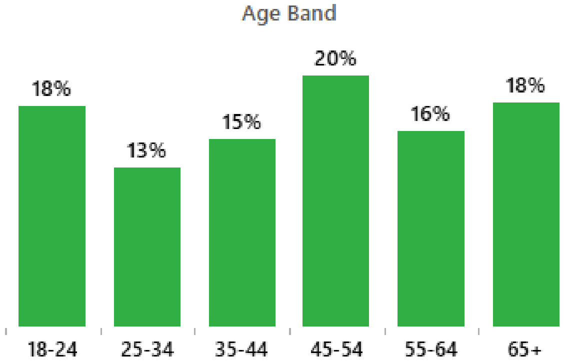
46% | 54%

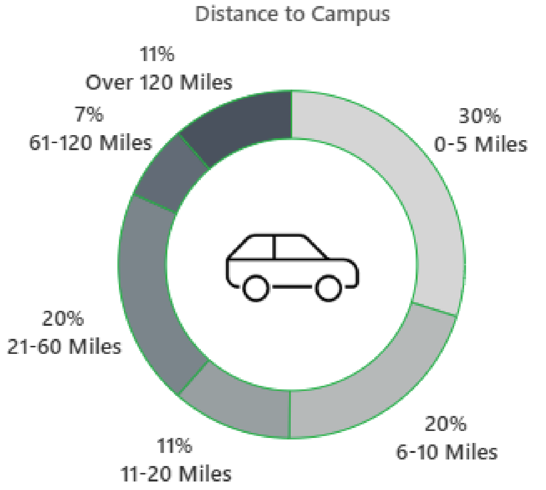
0%

Household Income of $150K+

45% Have Children Under 18

Fan Profiles	% of Buyers
Suburban Blue Collar	29%
Cost Conscious Young Families	25%
College Grad Families	11%
Invested Professionals	10%
Empty Nesters	10%





Established: 1837 | Location: Huntington, WV | Nickname: Thundering Herd

The Herd®

Mascot Name: Marco | **Conference:** Sun Belt

Green	White	Black	Brown	Light Brown	Gray
PANTONE 354 MADEIRA: 1251 POLYNEON: 1988	WHITE MADEIRA: 1001 POLYNEON: 1801	PANTONE PROCESS BLACK MADEIRA: 1000 POLYNEON: 1800	PANTONE 469 MADEIRA: 1058 POLYNEON: 1758	PANTONE 4645 MADEIRA: 1057 POLYNEON: 1926	PANTONE 429 MADEIRA: 1118 POLYNEON: 1918

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LICENSING REPORT

2024–25 CLC ANNUAL TRADEMARK LICENSING REPORT

Primary Athletic Marks

1 2 3 4 5 6

Word Marks (May also be used in black)

18 19 20 21

25 27

13 14 15

Alternate Marks

16 17

28 29 30 31

Helmet Marks

32 33

Helmet M Marks

34 35

PAGE 1/2

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PROGRAM SUMMARY

2024–25 ANNUAL TRADEMARK LICENSING REPORT

TOTAL ROYALTIES: **$787,348** (+78%)
- PEER: **+51%**
- OVERALL CLC: **+16%**

TOTAL SALES: **$2,981,378** (-12%)
- PEER: **+2%**
- OVERALL CLC: **+2%**

TOTAL UNITS: **453,284** (FLAT)
- PEER: **+4%**
- OVERALL CLC: **+2%**

APPAREL/NON-APP. BUSINESS: **70%/30%**

ARTWORK SUBMISSIONS: **3,649**

ROYALTY HISTORY

FISCAL YEAR | ROYALTIES

FISCAL YEAR	ROYALTIES
2025	$787,348
2024	$441,271
2023	$426,812
2022	$366,999
2021	$264,188

Update

Budget

Budget Update Schedule

First Quarter 2025 Financial Statement – December 2024
Second Quarter 2025 Financial Statement – February 2025
FY 2024 NCAA Membership Financial Report Overview/Training - April 2025
Third Quarter 2025 Financial Statement – June 2025
Fourth Quarter 2025 Financial Statement – October 2025
First Quarter 2025 Financial Statement – December 2025

Financial Statements reporting in coordination with campus financial services and reporting categories in line with NCAA Membership Financial Reporting Systems (MFRS)

FY 25 Budget Update
Q:4 Operating Revenue

Operating Revenues	FY 25 Actuals (6/30)	FY 25 Budget	Actuals v Budget
Ticket Sales	3,853,039	4,529,528	(676,489)
Student Fees	6,462,386	6,775,000	(312,614)
Guarantees	2,189,460	2,140,000	49,460
Contributions, includes Sky Suite revenue	2,626,003	3,121,679	(495,676)
In-Kind (1)	-	-	-
Direct Institutional Support	15,118,570	13,495,124	1,623,446
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	1,500,069	1,200,000	300,069
Conference Distributions	1,712,642	1,600,000	112,642
Program, Novelty, Parking, Concessions	680,698	640,000	40,698
Royalties, Licensing, Advertisements, Sponsorship	3,198,459	2,675,000	523,459
Sports Camps (3)	199,035	284,100	(85,065)
Endowment Investments & Income (1)	567,070	550,000	17,070
Other Operating Revenue	562,335	227,121	335,214
Football Bowl Revenue	-	550,000	(550,000)
Total Operating Revenues	38,669,767	37,787,552	

(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

Budget Update Q:4
Operating Revenue Analysis

- Ticket Sales: as of 6/30, Q4 review reveals predicted shortfall for projected football and basketball ticket sales
- Student Fees: discussed and reviewed variance with Matt Tidd, Marshall CFO
- Contributions: actuals primarily consist of contributions to sky suite leases budgeted contributions from Big Green for 1Q-4Q private funded salary commitments; 4Q accounts for endowment transfer (see endowment category)
- Direct Institutional Support: this category variance is attributable to partial implementation of one-rate of tuition (limited to full scholarship student-athletes); training table annual commitment, unaccounted for campus insurance fee, operating new campus carry rules and regulations at designated athletic contests and university funded save to serve salary increases
- Conference Distributions and NCAA Distributions: FY 25 conference distribution accounts for year one of four bowl game opt out penalty; NCAA distribution is year one of house settlement impact
- Royalties, Licensing and Sponsorship: Learfield and CLC licensing 4Q payments; this revenue stream exceeded budgeted revenue to make up for other predicted revenue shortfalls

FY 25 Budget Update
Q:4 Operating Expenses

Operating Expenses	FY 25 Actuals (6/30)	FY 25 Budget	Actuals v Budget
Athletic Student Aid	7,729,160	7,729,031	129
Guarantees	983,000	915,000	68,000
Coaching / Support Personnel Salary & Benefits (2)	13,780,986	13,500,775	280,211
Severance Payments (5)	-	-	-
Recruiting	795,433	900,000	(104,567)
Team Travel + Home Team Expenses	5,989,667	5,251,246	738,421
Student-Athlete Meals (non-travel, non-home team expenses)	999,227	330,000	669,227
Equipment & Uniforms	2,065,783	2,100,000	(34,218)
Game Expenses	1,455,906	1,712,300	(256,394)
Fundraising, Marketing & Promotion	330,644	205,000	125,644
Sports Camp Expenses (3)	283,131	284,100	(969)
Direct Overhead and Administrative Expenses	830,056	780,000	50,056
Athletics Facilities, Debt Service, Leases and Rental Fee	698,444	750,000	(51,556)
Spirit Groups (5)	86,098	-	86,098
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	853,682	1,050,000	(196,318)
Memberships and Dues	206,058	135,000	71,058
Other Operating Expenses	2,192,094	1,245,100	946,994
Football Bowl Expenses	22,123	900,000	(877,877)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	39,301,491	37,787,552	

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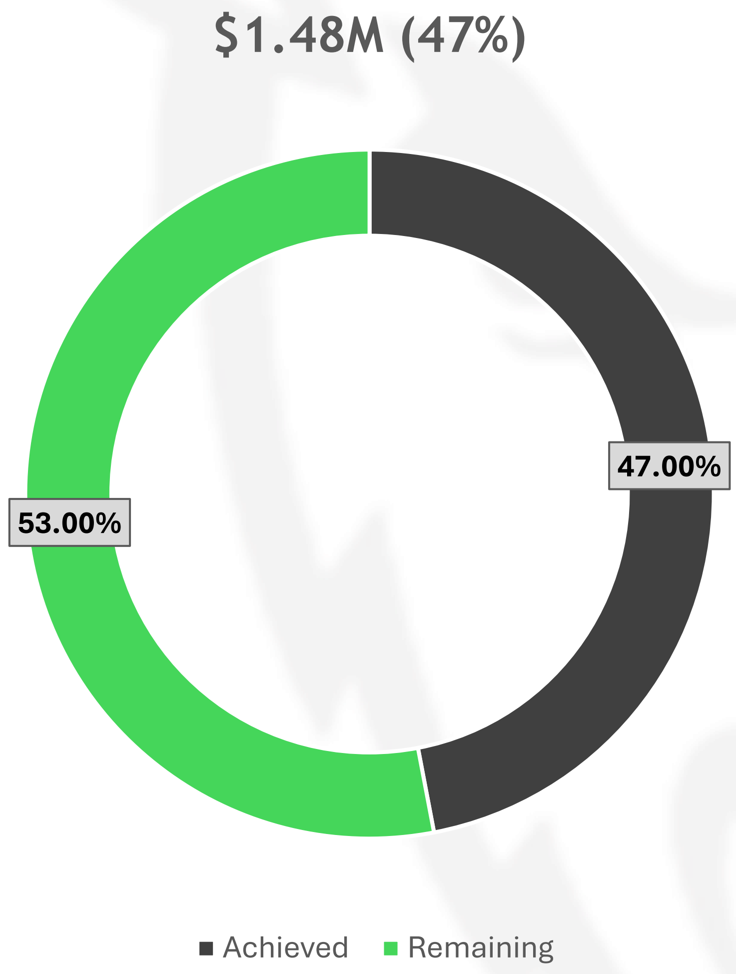
Budget Update Q:4
Operating Expenses Analysis

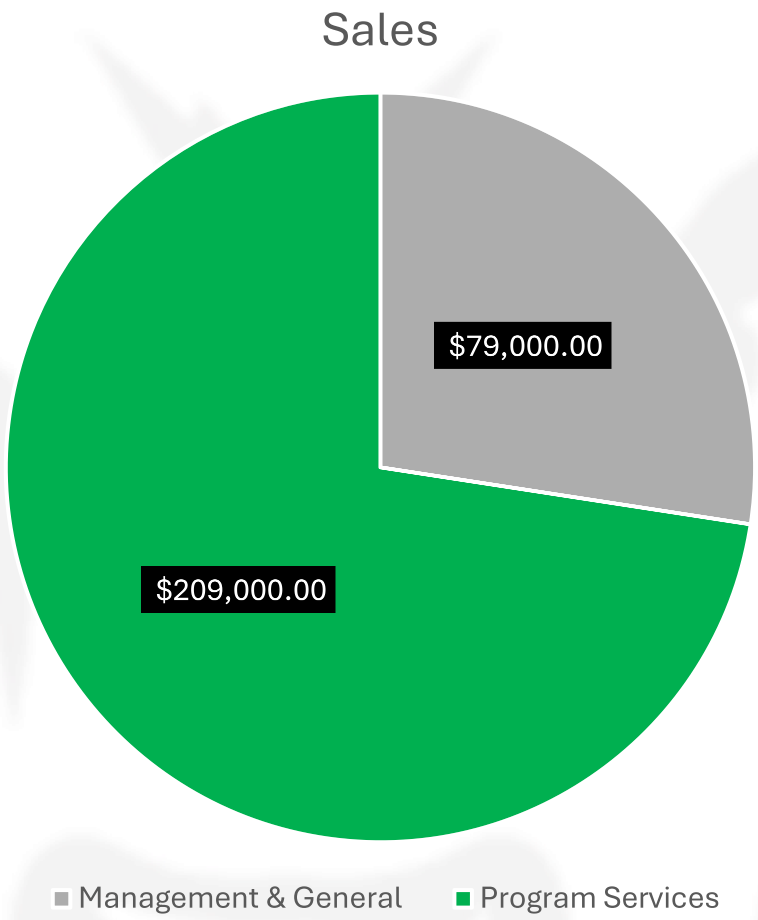
- Athletic Student Aid: amount represents summer and fall and spring tuition waiver activity and financial aid payments made as of 6/30; reporting purposes has training table in student-athlete meals category
- Coaching / Support Personnel Salary & Benefits: year-end incentive payments are primary driver of this variance
- Team Travel: actuals to date account for major air charter purchases and fall, winter and spring team travel thru 6/30; this category accounted for all championship travel, including men's soccer championship run and 16 of 18 sports programs travel to Sunbelt championships
- Student-Athlete Meals: higher than anticipated budget to actual; additionally, as mentioned, training table is part of student-athlete meals category
- Marketing & Promotions: higher than anticipated budget to actual; primarily due to coding of marketing and promotions within *Other Operating Expenses* category
- Medical Expenses and Insurance: this category consists of premium to fund secondary insurance policy for student-athlete injuries and funding aggregate deductible with third party administrator; realized savings in this category due to positive performance managing the aggregate deductible
- Other Operating Expenses: represents payments made for annual service contracts: travel agent, accounting software, ticketing software, annual computer refresh

Revenue Snapshot (YTD vs. Budget)
Big Green YTD Revenue



- Contributions - **Ahead of Budget**
- Premium Seating (Dutch Miller Deck) **Ahead of Budget**
- Special Events – **Trailing (timing)**
- Endowment Giving – **Trailing (timing)**

Expenses
Expense Overview - YTD



Total = $288K (10% of Budget)

Updates

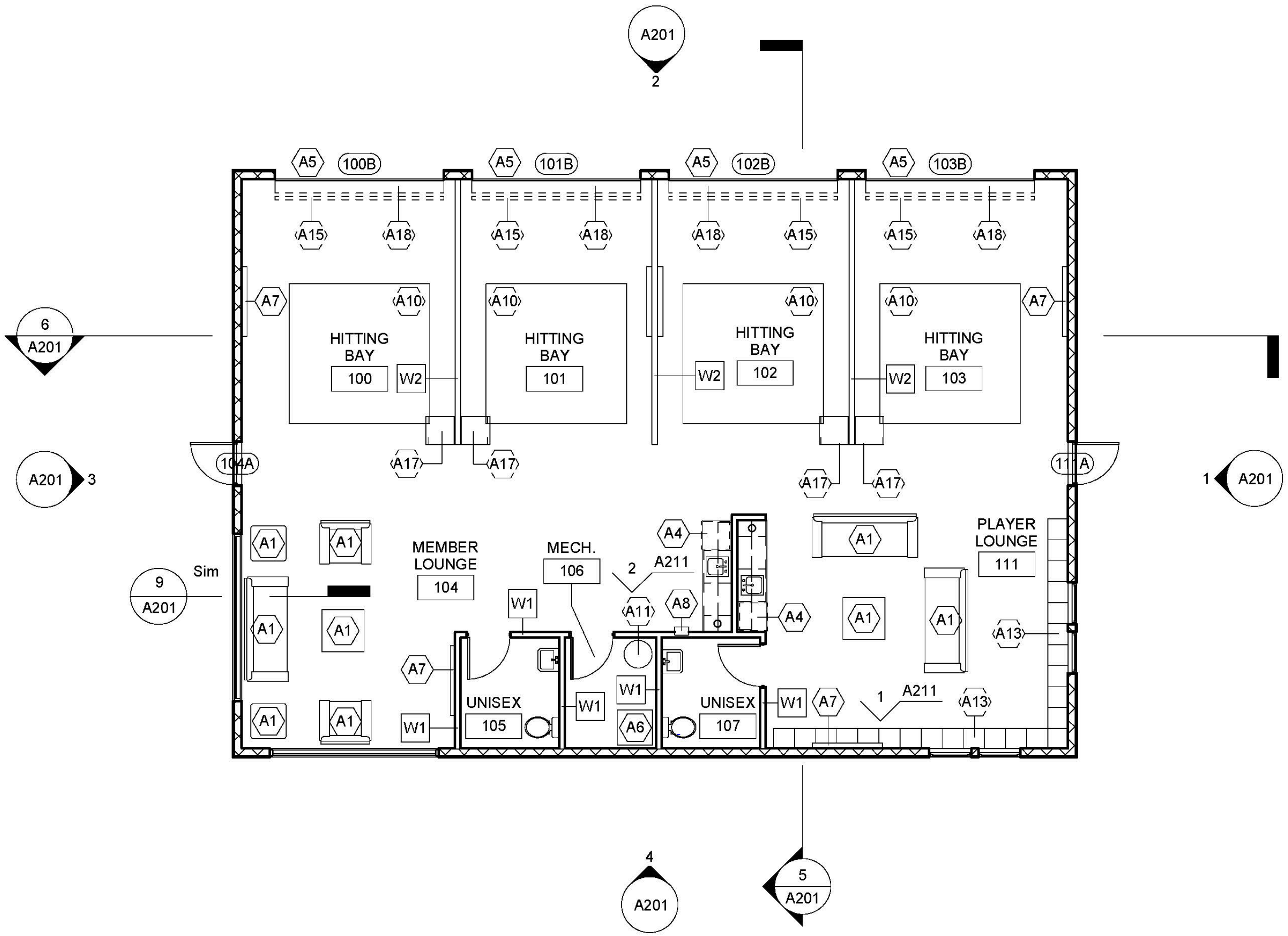
Capital Projects

presented by Athletic Director Gerald J. Harrison

YEAR AFTER YEAR WE GO TO MARSHALL U. CHEERING FOR OUR TEAM AND GAINING KNOWLEDGE, TOO

Capital Projects

Guyan Golf



Capital Projects

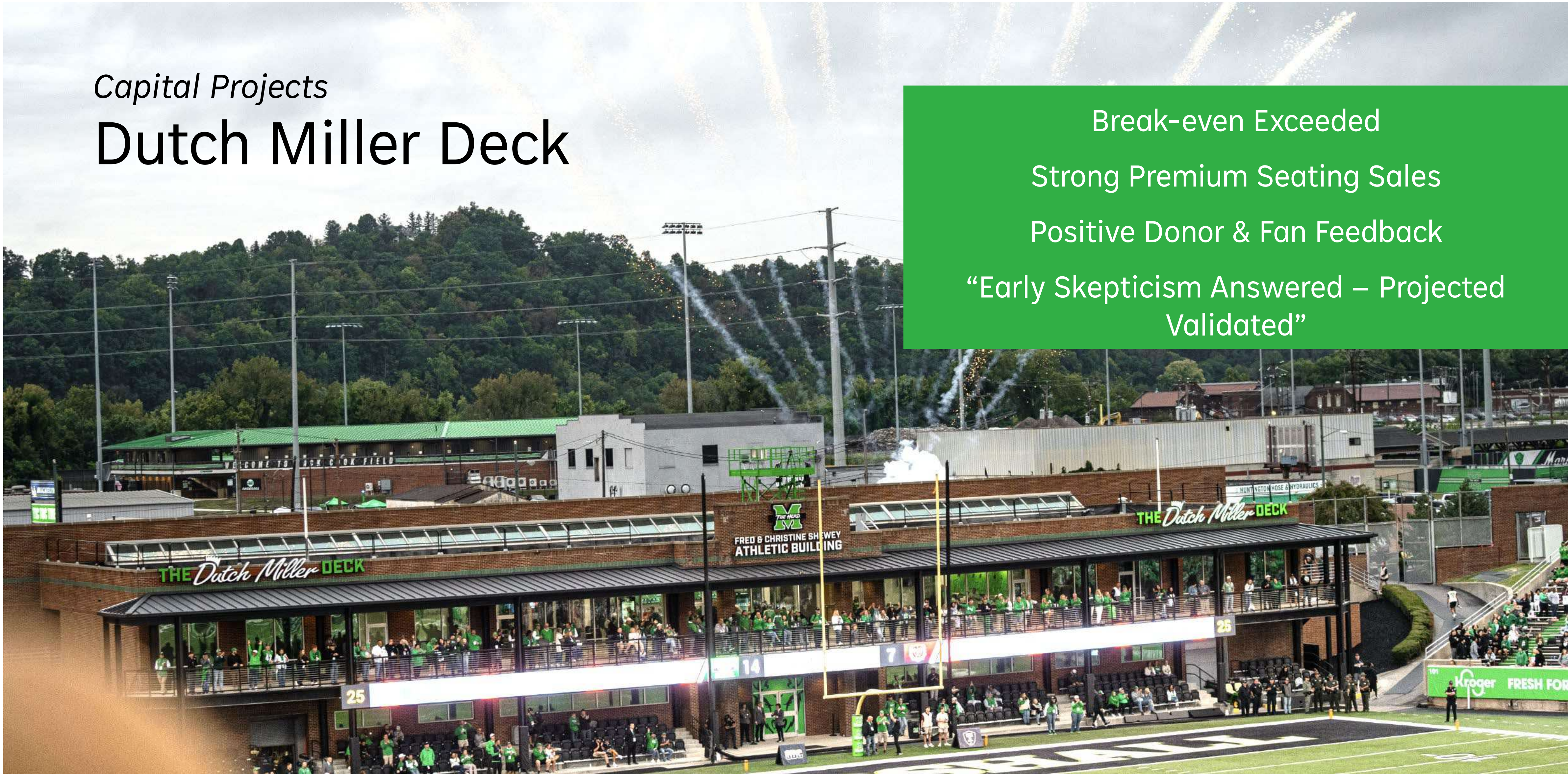
Dutch Miller Deck

Break-even Exceeded

Strong Premium Seating Sales

Positive Donor & Fan Feedback

“Early Skepticism Answered – Projected Validated”



Gullickson

Herd Fuel

BOARD OF GOVERNORS

October 8, 2025

Questions