



Board of Governors Regular Meeting

October 7, 2026 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

COMMITTEE MEETINGS:

Athletics Committee - 10 a.m., Shawkey Dining Room, Memorial Student Center

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

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



October 7 2026 Board of Governors Regular Meeting - Copy

AGENDA

Lunch

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

Call to Order

Kathy Eddy, Chair

Recognition of Board Service - Samuel Moore

Kathy Eddy, Chair

Approval of Prior Minutes

Kathy Eddy, Chair

Regular Meeting of August 4, 2026

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Committee Reports

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

Action Items

None

Information Items

Provost Report

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Diane Petrella, Provost and Senior Vice President for Academic Affairs

Student Representative Update

Alissa Davis, Student Representative

School of Medicine Update

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Paulette Wehner, Vice Dean for Education, Joan C. Edwards School of Medicine

Finance, Audit and Facilities Planning Committee

Donnie Holcomb, Chair

Action Items

None

Information Items

Finance Update

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Matt Tidd, Chief Financial Officer

Facilities and Operations Update

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Brandi Jacobs-Jones, Senior Vice President for Operations

Internal Audit Update

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Athletics Committee

Jim Smith, Chair

Action Items

None

Information Items

Athletics Report - "Foundation & Alignment: The Herd Mentality in Action"

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*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

Executive Session under the Authority of WV Code §6-9A-4

*H. Toney Stroud, Chief Legal Officer / Vice President for Strategic Initiatives
and Corporate Relations*

Commercial Competition Matters

Chairman's Report

Kathy Eddy, Chair

Announcements

Kathy Eddy, Chair

Adjournment

Kathy Eddy, Chair

Upcoming Meeting Dates

December 2, 2026

February 3, 2027

April 7, 2027

June 3, 2027

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting
Livestream and In-Person
Brad D. Smith Center for Business and Innovation
August 4, 2026

Present: Kathy D'Antoni, Alissa Davis, Vikki Dunn-Dionne, Kathy Eddy, Donnie Holcomb, Ginny Lee, Angel Moore, Carleen O'Neill, Robin Riner, Geoff Sheils, Jim Smith, Charles Wendell

PH: Kipp Bodnar, Bill Smith

Absent: Charles Webb

I. Call to Order

Subsequently, upon confirming the presence of a quorum, Chairman Eddy welcomed everyone and called the meeting of the Marshall University Board of Governors to order. She recognized Bill Smith, who joined the meeting virtually, and Geoff Sheils, whose term concluded in June, thanking both for their continued service while awaiting new appointments. The Chair then moved to the first order of business, the swearing-in of newly elected Student Government Association President Alissa Davis by Chief Legal Officer and Vice President for Strategic Initiatives and Corporate Relations Toney Stroud. Following the swearing-in, Mr. Stroud recognized former Student Government Association President Anna Williams, who has returned to Marshall University as a new employee in the Office of Legal Counsel. President Brad D. Smith then took the floor to recognize and welcome Marshall University's new Provost, Dr. Diane Petrella.

II. Minutes Approval

Upon a motion by Kathy D'Antoni, seconded by Vicki Dunn-Dionne, the minutes of the regular meeting held on June 10, 2026, were approved.

III. Committee Meeting Reports

Academic and Student Affairs

**A) 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 proposed changes are as follows:

Expanded Jurisdiction and Reporting: University may address off-campus and online conduct that substantially affects the educational environment. Employees must report threats, injuries, hazing, weapons, drugs/alcohol, and discrimination or harassment.

Health, Safety, and Welfare: Creates a standalone violation for emotional/psychological abuse, clarifies physical abuse provisions, expands retaliation protections, and further clarifies Title IX and non-Title IX processes.

Artificial Intelligence and Digital Misconduct: Adds new prohibitions for deepfakes, synthetic media, AI-generated intimate images, AI impersonation, and other technology-based harassment or exploitation.

Privacy and Technology Protections: Prohibits unauthorized digital recording, monitoring, surveillance, and misuse of technology that infringes on privacy rights.

Virtual Classroom Standards: Updates virtual classroom provisions to include AI-generated media, online harassment, display of weapons or drugs, and academic integrity concerns in online learning environments.

Modernization and Clarifications: Updates conference references, housing procedures, terminology, formatting, and cross-references; removes redundant language and improves readability.

New Catch-All Violations: Adds “Other violations of this standard not listed” and complicity provisions throughout Standards 1-7, providing flexibility to address misconduct not specifically enumerated.

Key Impact: The revisions modernize the Code by addressing online conduct, AI-related misconduct, Title IX compliance, employee reporting obligations, retaliation protections, and emerging technology issues.

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 Wednesday, September 16, 2026. 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 Jim Smith, seconded by Donnie Holcomb, without further discussion, a vote of aye, no objections and the motion carried unanimously.

Prior to committee reports, Dr. Kathy D'Antoni recognized several faculty and staff members for their outstanding achievements and service. Sarah Clemens developed a new AI in Speech-Language Pathology course in collaboration with the West Virginia Department of Education, preparing future clinicians to ethically integrate AI into clinical practice.

Dr. D'Antoni also recognized Dr. Rosalynn Quinones, who leads the recently launched WV STEM Alliance, which aims to increase the number of students pursuing STEM degrees. With a strong focus on Appalachian communities, the initiative seeks to boost cross-campus collaboration, increase awareness of existing STEM programs for high school and undergraduate students and help them explore graduate school opportunities and STEM career paths.

Provost Report

Provost Diane Petrella gave the Provost Report. Provost Petrella provided updates on recent accomplishments and initiatives across the university. She reported that the College of Arts and Media celebrated America's 250th anniversary through One Vote!, an original musical featuring Marshall School of Theatre & Dance students, faculty and alumni in collaboration with regional partners. She shared that the College of Engineering and Computer Sciences achieved a top 13% national finish, with Marshall cybersecurity students, guided by Dr. Paulus Wahjudi, placing 65th out of more than 500 teams in the Spring 2026 National Cyber League competition. She reported that the College of Education and Professional Development launched the Marshall University Early Learning Collaborative, uniting the Child Development Academy and June Harless Center to strengthen early childhood education, educator preparation and community impact across West Virginia. She noted that the College of Health Professions graduated 407 students across 27 health professions programs, including 90 graduate and professional degree recipients, strengthening the healthcare workforce, with nearly 55% of graduates identifying as first-generation college students. She also shared that the College of Liberal Arts partnered with West Virginia University to launch an archaeology field school at Jackson's Mill, providing students with hands-on research experience while uncovering indigenous, early settler and African American histories at the historic site.

The Provost stated that the College of Science launched the WV STEM Alliance, led by Dr. Rosalynn Quinones, to expand STEM pathways for Appalachian students through increased awareness, collaboration and career exploration opportunities. She reported that the Division of Aviation launched AIRWV, a statewide K–12 aviation pathway in partnership with the West Virginia Department of Education, creating new opportunities for students to explore aviation careers and pathways into Marshall Aviation, Engineering and Business programs. She also noted that the Lewis College of Business expanded global learning opportunities, with 16 students participating in an international management experience in Tokyo, Japan, and Seoul, South Korea, gaining firsthand insight into global business practices and preparing for success in an interconnected marketplace.

She shared that the School of Pharmacy secured a \$25,000 NASA West Virginia Space Grant Consortium research award to study how deep-space stressors impact immune cell metabolism, advancing biomedical research with national implications. She also recognized University Libraries, noting that Assistant Professor and Research and Instruction Services Librarian Dr. Diane Palmieri was inducted into the Society for Collegiate Leadership & Achievement (SCLA) Honor Society in recognition of excellence in leadership, scholarship and service.

In addition to updates from the academic units, the Provost highlighted student support services and programs designed to help students thrive. She reported that the Center for Student Success improved student outcomes through Supplemental Instruction, with participating students earning course grades an average of 0.92 points higher in historically challenging courses. She shared that the Division of Student Affairs reimagined New Student Orientation with an interactive model focused on student engagement, relationships and early connections to campus resources to strengthen transition, retention and long-term student success. Finally, she noted that Online Education expanded workforce-focused learning opportunities through SkillBridges, connecting online students with in-demand career skills, industry data and applied learning experiences.

Student Representative Update

Alissa Davis, Student Body President, gave the Student Representative update. Student Body President Alissa Davis began her report by expressing her gratitude for the opportunity to spend time with members of the Board and to serve as the student representative to the Marshall University Board of Governors under the leadership of Board Chair Kathy Eddy. She stated that she witnessed leadership she believes the student body would be deeply proud of, particularly the Board's attention to equitable services, accessibility and preparation for the future. She noted that these conversations centered around the Marshall For All, Marshall Forever vision and said she found the Board's commitment to that vision deeply inspiring.

She then shared several observations and foundational priorities for her office. She recognized Chief Enrollment Officer and Vice President of Enrollment Management Jerry Ross, Director of Orientation, Outreach, and Special Events Lisa Williamson, Vice President of Student Affairs Marcie Sims, and the many other individuals responsible for organizing summer orientation. She stated that she was very proud of how the Marshall University campus was displayed and represented throughout the orientation experience.

She reflected that incoming freshmen are naturally excited to begin their Marshall experience, even while experiencing the nerves and uncertainty she remembered from her own transition to college. She noted that this year she observed many incoming students forming an almost immediate connection to campus. Through conversations with students, she heard from individuals who felt that Marshall was the first place where they had found people who genuinely cared about how they were doing, understood where they were coming from and wanted to create opportunities for them to succeed. She emphasized how meaningful it was to see students who, for the first time in their lives, had found a place where they believed they

were capable of success, and she credited the Board and university leadership with helping to build that environment at Marshall.

Turning to two foundational priorities for her administration, she first addressed student transportation. Following a review of transportation needs around campus, she reported that many students are being supported through the new TTA bus pass system provided through Student Affairs. She stated that the program appears to be very successful in addressing transportation needs and eliminating barriers for students and recognized Student Affairs for its work in addressing this barrier.

She next addressed food insecurity, reporting that Student Government held three successful pop-up food pantry events in the Student Government office during the summer using remaining supplies. She stated that the success of these events demonstrates a need for continued discussion surrounding suggestions received through student feedback to increase accessibility. She emphasized that decreasing food insecurity is very important to her administration and noted that students experiencing food insecurity have been extremely grateful to Marshall alumni and other contributors for the food they have received.

She stated that Student Government will continue the pop-up food pantry events into the academic year, as eliminating barriers affecting students' basic needs remains a significant priority for her administration. She emphasized her goal of eliminating any barrier that could prevent a student from going to sleep at night, waking up the following morning and getting to class.

In closing, she encouraged members of the Board and university leadership to reach out regarding any student or Marshall University initiative that could benefit from student feedback, volunteers or other assistance. She expressed her willingness to help with those efforts and stated that she is grateful and deeply honored to have the opportunity to serve and work alongside the members of the Board throughout the coming year.

School of Medicine Update

Dr. David Gozal, Dean and Vice President for Health Affairs, presented the School of Medicine update. During his report, Dr. David Gozal provided several updates from the Joan C. Edwards School of Medicine. He reported that, following Board of Governors approval to purchase property at the corner of Northcott Court and Hal Greer Boulevard, the School of Medicine is working with Marshall University's Purchasing and Planning and Construction departments to select an architectural and engineering firm for the new School of Medicine building. He also provided an update on LCME accreditation, noting that the institutional self-study and independent student analysis have been completed. Institutional strengths and opportunities for improvement have been identified, and a comprehensive action plan with assigned leadership and measurable outcomes has been developed in preparation for the LCME accreditation site visit scheduled for March 14–17, 2027.

Dr. Gozal highlighted incoming medical student Riley Decker of Charles Town, West Virginia, whose interest in women's health began through her experiences as a competitive powerlifter and runner. Her interests led to research, advocacy, entrepreneurship and the co-

founding of a women's health venture focused on menstrual health and athletic performance. She has participated in published research in psychology and mental health, presented at national scientific meetings and worked on research projects involving athletic performance, health outcomes and women's health. Her clinical experience includes work in a women's and perinatal psychiatry clinic. She hopes to advance women's orthopaedic and musculoskeletal health through clinical practice and research, particularly for rural and underserved populations.

He also reported that the School of Medicine will have one incoming student enrolled in each of its new collaborative dual-degree programs, the MD + MS in Health Informatics and MD + MA in Communication Studies. Developed in partnership with Marshall University's colleges of business and liberal arts, the programs allow medical students to complement their medical education with advanced training in health informatics and strategic communication.

Dr. Gozal discussed Project PREMED (Providing Real-World Experiences for Marshall Educated Doctors), which provided 12 undergraduate students from West Virginia and seven other states with an immersive introduction to medical school. Participants learned about the admissions process, medical school curriculum and career opportunities in medicine while connecting with School of Medicine faculty, staff and current students.

He announced the appointment of internationally recognized neuroscientist Habibeh Khoshbouei, PharmD, PhD, as chair of the Department of Biomedical Sciences, effective October 1. Dr. Khoshbouei joins Marshall from the University of Florida College of Medicine, where she served as professor in the Department of Neuroscience and vice chair of research. Her research focuses on dopamine signaling, neuroimmune interactions, addiction and neurodegenerative diseases, including Parkinson's disease.

Dr. Gozal also recognized a transformational \$1 million gift from Bill and Lois Dolin establishing the School of Medicine's first endowed chair, the Bill and Lois Dolin Chair of Orthopaedic Surgery. Ali Oliashirazi, MD, longtime orthopaedic surgeon, educator and chair of the Department of Orthopaedic Surgery, was named the inaugural chair holder. The gift represents the second-largest individual gift in the School of Medicine's history and will provide lasting support for orthopaedic resident education, faculty development and other departmental priorities. A dedication ceremony recognizing the Dolins and Dr. Oliashirazi's appointment was held July 22.

Additional leadership appointments included Richard Egleton, PhD, as Interim Research Integrity Officer for the Marshall University Research Corporation (MURC), effective July 1, and Monica Valentovic, PhD, as Associate Dean for Health Sciences Graduate Programs, effective June 29. Dr. Gozal also recognized several recent faculty promotions within the School of Medicine and welcomed new incoming faculty members, highlighting the continued growth of the School's academic, research and clinical teams.

Dr. Gozal highlighted research and innovation across the School of Medicine, including 41 published research publications during May and June 2026. He discussed work by Dr. Chad D. Lavender, assistant professor of orthopedic surgery, who developed an innovative technology known as spatial arthroscopy in collaboration with Marshall Health Network and Intermed Labs. The technology uses Apple Vision Pro to bring the surgical view directly into a surgeon's line of sight during minimally invasive procedures, improving ergonomics and helping surgeons

maintain focus. The technology also provides a foundation for future capabilities, including digital overlays, voice commands and automated documentation.

He also highlighted research led by Abdelnaby Khalyfa, MSc, PhD, in collaboration with researchers at the University of Missouri, identifying an immune mechanism that may contribute to insulin resistance and metabolic dysfunction associated with obstructive sleep apnea. The study found that reducing inflammatory CD11b+ immune cells improved insulin sensitivity and decreased inflammation in a mouse model, identifying a potential target for future therapies.

Dr. Gozal discussed additional research examining the relationship between endometriosis and cardiovascular disease. The study was led by Dr. Nalini Santanam, in collaboration with Dr. Brenda Mitchell and Dr. Kristin Sinning, and examined cellular mechanisms that may help explain the increased cardiovascular disease risk associated with endometriosis. First author Jadyn Simon is continuing this research as a Ph.D. student under Dr. Santanam's mentorship and is the recipient of the 2026–2027 NASA WV Space Grant Graduate Fellowship.

Finally, Dr. Gozal recognized the City of Logan's 2026 Shining Star Award recipients for their vision, service, leadership and impact throughout Logan and the surrounding region. Recipients included the Joan C. Edwards School of Medicine, Marshall Community Health Consortium, Marshall Rural General Surgery Residency Program, Dr. David Gozal, Dr. Paulette Wehner, Dr. Jodi Cisco-Goff, Jo Ann Raines Corn and Tammy Motes. He also noted the upcoming Standing Out in Our Field event scheduled for August 22.

Finance, Audit and Facilities Planning Committee

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

A) Authorization of Acceptance of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program

The following resolution was read:

Resolved, that the Marshall University Board of Governors authorize acceptance of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects: Corbly Hall Chiller Replacement, Morrow Library HVAC Unit, Science Building Chiller and the Memorial Student Center Roof.

Furthermore, the Board of Governors reaffirms its commitment to prioritize deferred maintenance projects at Marshall University and to ensure the necessary funding for this project to be completed safely and effectively; and

The Board of Governors authorize the President to execute any documentation necessary to effectuate the reallocation of funds for the above-listed project as part of the deferred maintenance program.

** In June 2023, the Marshall University Board of Governors approved the submission of thirty-one*

(31) deferred maintenance projects for consideration under the State Institutions of Higher Education Deferred Maintenance Grant Program. The program, administered through the West Virginia Higher Education Policy Commission (WVHEPC) with funding support from the Governor's Office, was established to address critical deferred maintenance needs at public higher education institutions throughout the state.

As part of the funding process, the state retained eighteen percent (18%) of the total project allocation for future project phases and contingencies. The WVHEPC has subsequently authorized the release of approximately \$3.28 million in remaining funds to support Phase II of Marshall University's deferred maintenance initiative, commonly known as the "Shock and Awe" program. The Phase II funding will address several high-priority infrastructure projects that are critical to maintaining safe, reliable, and efficient campus operations.

The projects proposed for Phase II funding include:

- Corbly Hall Chiller Replacement (est. \$550,000): Replacement of the failing chiller serving Corbly Hall, which has experienced significant loss of cooling capacity and is at risk of complete failure. Reliable cooling is essential to support classrooms, administrative offices, the Early Education STEAM Center, and the future Dietetics program. An engineering assessment is currently underway; however, full replacement is the recommended solution.*
- Morrow Library HVAC Unit Replacement (est. \$212,000): Replacement of a failed rooftop HVAC unit serving Morrow Library. One of the building's five rooftop units is currently non-functional, while the remaining units have exceeded their expected service life. This project will improve climate control for building occupants and protect library collections, archives, and special collections while increasing overall system reliability and energy efficiency.*
- Science Building Chiller Replacement (est. \$825,000): Replacement of the aging chiller plant serving the Science Building. The existing system is in deteriorated condition, creating risks to research laboratories, instructional spaces, and sensitive scientific equipment. Failure of the system could significantly disrupt academic and research activities and create health and safety concerns. A modern, energy-efficient replacement is recommended.*
- Memorial Student Center Roof Repair and Replacement (est. \$1,693,100): Funding to support roof repair and replacement at the Memorial Student Center to address persistent leaks and deteriorating roof conditions. The project includes design services to evaluate the existing roof system, develop a comprehensive repair and replacement strategy, and assess and address any asbestos-containing materials through appropriate testing and abatement. The project will help prevent further water intrusion, protect building assets, and ensure the long-term integrity of the facility.*

Acceptance of the Phase II funding and authorization to proceed with the projects requires approval by the Marshall University Board of Governors and the President of the University. Upon approval, the projects will be submitted to the WVHEPC for review and recommendation and subsequently forwarded to the Governor's Office for final approval and release of funds.

Upon a motion by Charles Wendell, seconded by Kathy D'Antoni, 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:

Athletics Report – Competitive Excellence & Winning the Right Way

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

Noting that on July 1, 2026, President Brad D. Smith, per Board of Governors Rule No. GA-8, informed the Board of Governors via e-mail of two naming gifts in Athletics facilities. The working press level in the Joan C. Edwards stadium will be named the New Family Level in recognition of Stephen and Amy New's \$1 million pledge to Athletics. The new indoor practice facility field will be named the Alex Lawrence Field in recognition of Kim Lawrence's \$500,000 gift in honor of her late son.

IV. President's Report

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

V. Chairman Eddy's Report

During her report, Chair Kathy Eddy reflected on the activities of the previous two days and thanked members of the Board for their willingness to devote the necessary time to prepare for and participate in the Board training session, committee meetings and full Board discussions. She also expressed her appreciation to everyone involved in planning and coordinating the previous day's events, noting that their efforts contributed to a successful and productive experience.

Chair Eddy highlighted the thought-provoking discussion surrounding artificial intelligence (AI) and its growing importance throughout the country, across businesses and particularly within higher education. She emphasized that higher education must consider how it will respond to the rapid advancement of AI and prepare students for a changing future. She expressed appreciation to President Brad D. Smith and the university leadership team for recognizing that AI will continue to advance rapidly and for making it a priority to determine how it can effectively fit within higher education at Marshall University. She emphasized that this work will be paramount to the future success of Marshall students and stated that the discussions reinforced her confidence that the university is actively addressing the issue and preparing for what lies ahead.

Chair Eddy again thanked members of the Board for the significant time and commitment they continue to devote to Marshall University. She then asked whether there were any additional announcements and reminded members that the next meeting of the Marshall University Board of Governors is scheduled for Wednesday, October 7. With no further business to come before the Board, Chair Eddy adjourned the meeting.

VI. Announcements

VII. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

**President's Report
June 2026**

- Thank you, Madam Chairman.
- Good afternoon, my friends.
- As we've discussed, the external environment remains dynamic and unpredictable.
- Higher education is at the center of this vortex ...
- Across the country, universities are navigating shifting demographics, policy changes, financial pressures, and evolving expectations about the role of higher education in society.
- We can't predict every turn ahead, but we can prepare ourselves to respond with agility, confidence and purpose.
- The future doesn't belong to those who are certain ... it belongs to those who possess conviction and are most ready.
- With that context, I want to focus my update on the work we are doing over the summer to strengthen our conviction and ensure our readiness for any scenario:
 - These include synthesizing the feedback collected from 30 listening sessions conducted over the past 90 days.
 - Defining a range of future enrollment scenarios and preparing specific actions to effectively navigate should that scenario play out.
 - Refining our approach to strengthening student success through the work of an Action Learning Team.
 - And transforming our multi-year efforts behind AI to lead in this era of transformation.
- **Let me click down on each, beginning with the highlights of the most recent Listening Tour.**
 - Having completed ~30 listening sessions with more than 1,000 participants over the past 90 days, we've loaded all the feedback into AI to summarize what we've heard.
 - The overall tone of the sessions has been notably optimistic, with participants consistently expressing confidence in the university's direction, leadership, transparency, and student-centered mission.
 - Specifically, participants believe Marshall is:
 - Moving forward rapidly,
 - Increasing in national relevance,

- Building institutional confidence,
 - Strengthening enrollment and reputation,
 - Becoming more innovative and collaborative,
 - And operating with greater transparency and accountability than in previous eras.
- While encouraging, the listening tour has also revealed clear tension:
 - Marshall's growth, ambition, and transformation are beginning to strain ...
 - Our people ...
 - Our systems and infrastructure ...
 - And our operational capacity required to sustain long-term success.
- Specifically, the areas highlighted include the need to identify pathways that:
 - Sustain momentum responsibly,
 - Scale institutional capacity,
 - Support employees more effectively,
 - Modernize operations and infrastructure,
 - Prepare students for a rapidly changing AI-driven future,
 - And preserve Marshall's relationship-centered culture during growth.
- This feedback sets the stage for the work we are completing over the summer and into the Fall ...
- **Which takes me to my second topic: defining a range of future enrollment scenarios and preparing specific actions to effectively navigate should that scenario play out.**
 - As we've discussed, higher education continues to navigate the disruption of the 3 D's: demographics, digital and doubt.
 - Over the summer, we are conducting a deeper analysis into our internal scenario planning for all three ... while defining "if-then" options.
 - Across the nation, the enrollment cliff has arrived.

- For the past four years, we've defied gravity and bucked this gradual softening, but we must be prepared for all scenarios.
- Matt Tidd has been working with the cross-campus Budget Advisory Committee to identify potential scenarios ...
- As well as levers and options that might be available as we navigate through the uncertainty in the next several years.
- In support of this work, we are engaging with external thought partners to refresh our assessments of our organizational structure, opportunities for revenue optimization, as well as identification of areas of waste and inefficiency.
- Similar to the work we conducted in 2022 across campus, our goal is to identify areas where we can increase our effectiveness in serving our students ...
- While reducing friction ...
- Streamlining our work ...
- And taking action to lower cost where necessary.
- As we wrap the final year of Save-to-Serve 1.0, which has focused primarily on savings in supplies and other services ...
 - We now need to reimagine new approaches to daily activities where we can increase efficiency ...
 - Freeing up resources to reinvest into:
 - Performance-based pay,
 - Deferred maintenance,
 - And strategic investments as we move forward.
- Which takes me to my third topic, the work underway with our Student Success Action Learning Team.
 - The Action Learning team is being led by our VP of Institutional Research, Brian Morgan ...

- Brian is stewarding a team of 15 individuals representing internal domain experts and our shared governance constituents ...
- Their objective is to conduct an internal and external assessment of best practices to define a model where:
 - Retention rates consistently approach or exceed 80%,
 - Graduation rates meet or exceed peer benchmarks,
 - Equity gaps are significantly reduced,
 - And student success efforts are:
 - Coordinated across units,
 - Proactive and timely,
 - And are data-informed and action-oriented.
 - We seek a model where responsibility for student success is clearly defined and shared institution-wide,
 - And students experience a seamless, “one-stop/concierge” model of support.
- In short, a model where student success is driven by a cohesive, intentional system comparable to leading institutions.
- **Which takes me to my final topic - advancing our efforts to strengthen and adapt to the impact and implications of AI on education, the workforce and society ...**
 - Every university is asking how AI will change education.
 - We believe the better question is “how should education change because of AI?”
 - Marshall must choose to lead rather than react.
 - We must prepare students, not only for their first job, but for a lifetime of adaptation and growth.
 - As I’ve previously shared, we’ve invited Paul LeBlanc (the former President of Southern New Hampshire University and current advisor to the Gates Foundation)...
 - To co-facilitate several campus strategy workshops with us over the summer break.

- The first will be held on July 13th and 14th:
 - Which will include the Chairs, the Deans, the heads of the Five Families, the campus AI Task Force and our Cabinet ...
- And the second will be August 3rd and 4th:
 - Which will include each of you as the Board of Governors.
- These workshops will focus on:
 - Grounding ourselves in the culmination of internal and external trends, data and best practices ...
 - Acknowledge, identify and name the central tensions AI is creating for Marshall ...
 - Surfacing discomfort, ambiguity, and tradeoffs ... not just the promise, but also the perils.
 - In doing so, we will ensure all perspectives are heard and respected,
 - Grounding the discussion in evidence from the AI survey/listening tour, peer benchmarking, and students' lived experience.
 - We'll translate key insights into action by producing a clear list of what we seek to protect and preserve,
 - As well as what must change.
 - And we'll align on 3–6 strategic imperatives connected to the Marshall for All strategy, to refresh our Plan-On-A-Page
- By end of summer, our goal is to have a comprehensive internal and external assessment to share with the campus community in the early Fall,
- Providing an opportunity for the broader campus community to review and contribute additional input and edits as appropriate...
- Leading to a final refresh of our plan-on-a-page that will set the course for the next five years of our journey ...
- A journey to be a gold standard 21st Century Prosperity Platform that accelerates individual success, innovative ideas and economic impact for the state and the nation!

- We have a busy summer ahead ...
- But the greatest leaps forward occur in times of disruption and reinvention ...
- And we're seizing the moment at Marshall University!
- So, as I wrap up ... I'll return to where I began.
 - Higher education is navigating a moment of significant change.
 - But change does not have to mean uncertainty.
 - At Marshall, I see something different.
 - I see a campus community that is focused on its mission.
 - A campus community that is willing to adapt and evolve:
 - Our thinking ...
 - Our approach ...
 - And even our decisions when new data or new opportunities require us to ...
 - Marshall University is not reacting ... we are responding
 - Our work is not always easy ...
 - But it is meaningful...
 - And it is worth doing.
- Marshall For All ... Marshall Forever!
- Go Herd.

PROVOST REPORT

OCTOBER 2026



**ACADEMIC
AFFAIRS**



A Message from Academic Affairs

Greetings!

The fall semester is finding its rhythm, with new ideas, meaningful work, and exciting opportunities across Marshall. Here is a glimpse of the academic excellence and momentum shaping our university:

College of Arts and Media

- Marked a milestone year as the W. Page Pitt School of Journalism & Mass Communication prepares to celebrate 100 years, while WMUL-FM students earned a national Student Edward R. Murrow Award.

College of Engineering and Computer Science

- Advanced regional planning efforts through a \$100,971 grant from the West Virginia Office of Energy and West Virginia Office of Coalfield and Community Development.

College of Education and Professional Development

- Earned a \$199,520 IMLS (Institute of Museum and Library Services) grant to develop a school library evaluation and leadership training framework.

College of Health Professions

- Exceeded the national average with a 97% first-time pass rate on the NPTE (National Physical Therapy Examination), compared with an 88.3% national average.

College of Liberal Arts

- Expanded experiential learning through HerdWork Humanities, supporting 45 student internships and more than 7,800 hours of community-facing work.

College of Science

- Secured a \$2 million NSF (National Science Foundation) S-STEM (Science, Technology, Engineering and Mathematics) grant to provide scholarships, mentoring, academic support and career preparation.

Division of Aviation

- Launched AIRWV, West Virginia's first comprehensive K–12 aviation curriculum, creating new pathways into aviation education and careers.

Lewis College of Business

- Prepared 44 high school students from across West Virginia to explore entrepreneurship through a 10-day experience focused on innovation, design thinking and real-world problem solving.

School of Pharmacy

- Grew the incoming P1 (first-year Doctor of Pharmacy) class by approximately 40%, with 41 students receiving White Coats in August.

University Libraries

- Increased affordable access to course materials through Open Educational Resources (OER), benefiting more than 15,000 Marshall students and reducing textbook costs by more than \$1.5 million since 2018.

In addition to our academic units, our numerous student support services and programs continue to help our students connect, grow, and succeed:

University College

- Strengthened advising leadership and statewide collaboration through NACADA (National Association of Academic Advisors) engagement and WVAMI (West Virginia Advisor Mentor Institute).

Center for Student Success

- Expanded peer support through the Friend-at-Marshall (FAM) program, with 41 peer mentors serving nearly 2,600 incoming freshmen, transfer and online students this fall.

Division of Student Affairs

- Engaged more than 1,700 incoming undergraduate students through Week of Welcome, connecting new students with Marshall's traditions, resources and campus community.

Online Education

- Connected 675 incoming freshmen to Marshall's leadership curriculum before arrival, with 170 students completing the full course and earning a Credly microcredential.

On behalf of Academic Affairs, we invite you to celebrate the scholarly and creative work of our faculty and staff, along with the achievements of our students and alumni. Together, these stories reflect the energy, purpose, and promise of Marshall.



Diane Petrella, D.M.A.

Sr. Vice President for Academic Affairs
& Provost



Karen McComas, Ed.D.

Assoc. Vice President for Academic Affairs
& Associate Provost

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PROGRAM HIGHLIGHTS

- The W. Page Pitt School of Journalism and Mass Communications will celebrate 100 years at Marshall with a gala on October 30, 2026. The Alumni Advisory Board and school leadership are also planning a Hall of Fame induction as part of the anniversary event.

FACULTY & STAFF ACHIEVEMENTS

School of Art & Design

- Miyuki Akai-Cook received a summer research grant for her study “Dyeing to Sew: Natural Dyes and Shirt Creation” at the Arrowmont School of Craft (July 2026).
- Dr. Mark Zanter completed *Yonder*, a new work for guitar and string quartet, for inclusion on Dr. Julio Alves’s recording of Zanter’s works, August 5, 2026.

School of Journalism & Mass Communication

- Dan Hollis was inducted into the Silver Circle of the Ohio Valley Chapter of the National Academy of Television Arts and Sciences, recognizing 25+ years of contributions to broadcast television, leadership, and mentorship.
- Drs. Rob Quicke and Chuck G. Bailey produced *BBC Introducing in America: Summer Special* from WMUL 88.1 FM through the College Radio Foundation’s partnership with the BBC. This program was hosted by students Emma Johnson and Zach McNeely, with other students involved in planning and production.

School of Music

- Dr. Johan Botes completed his fourth year as Coordinator of Piano at Interlochen Arts Camp, overseeing 180 students, 35 faculty, and six teaching assistants. Dr. Botes also completed an organ concert tour in South Africa in August 2026.
- Dr. Solen Dikener taught two sessions of cello master classes at the Datça Cello Academy in Turkey, July 3-5 and August 7-9, 2026.
- Dr. Henning Vauth served on the faculty of the Global Summer Institute of Music in Austria, July 23-31, 2026. He gave a sold-out piano recital in Porta Westfalica, Germany, August 2, 2026. Dr. Vauth also began a term on the International Society for Music Education Musicians’ Health and Wellbeing Committee, and co-authored a chapter contracted for *The Oxford Handbook of Piano Pedagogy*.
- Dr. Briana Nannen co-presented research, “Unity in university music settings: Building bridges for women and gender minorities,” at the International Society for Music Education conference in Montreal.
- Dr. Alex Malaimare served for the third time as concertmaster for the Five Cities Baroque Festival in Illinois, June 2026. He also developed PractiQuest, a music-practice application now available on the Apple App Store.
- Dr. Andrew Stonerock completed a five-day teaching residency with the National University of Costa Rica, including master classes and performances in San Jose, June 2026.

STUDENT & ALUMNI ACHIEVEMENTS

School of Art & Design

- Sam Adkins, BFA Filmmaking, is pursuing an MA in International Media Cultural Work at Darmstadt University in Germany.

- Sophia Gillispie, BFA Painting, is pursuing an MA in Art Therapy at West Liberty University beginning Fall 2026.
- Abby Thompson, BFA Studio Art, was accepted into the MFA program in Production Design at Savannah College of Art and Design for Fall 2026, with plans to focus on costume design.
- BFA Filmmaking students Elena Alves, Julia Moneypenny, Shelby Blair, Bo Gorrel, Bryson Sapio, and Kody Keffer had films featured in the West Virginia Youth Film Festival in Charleston, WV, August 8, 2026.

School of Journalism & Mass Communication

- WMUL-FM students Emma Gallus, Emma Johnson, Julia McAndrews, Anthony Doria, and Chloe Pringle contributed to "Newscenter88 at 5 PM 10-17-25," which won the Student Edward R. Murrow Award for Excellence in Audio Newscast from the Radio Television Digital News Association.

School of Music

- Logan Hamilton, incoming Marshall student, participated in the Global Summer Institute of Music in Austria, performing in a participant recital and receiving lessons from four international faculty members.
- Eunsu Park, 2025-2026 Marshall exchange student in violin, participated in the Chicago Opera Summer Festival orchestra (July-August 2026) with a full-tuition scholarship.
- Bailey Wilson and Elizabeth Campbell participated in the 2026 Harrower Summer Opera at Georgia State University. Campbell was also invited to study and perform the role of Suzuki in *Madama Butterfly* at Fio Italia in Urbana, Italy.
- Finnegan Duncan and alums Rachelle Snyder and Emma Dial participated in the Queens Summer Vocal Institute.

COMMUNITY ENGAGEMENT

- The exhibition *Complications*, felt-tufted sculptures by Alyson Annette Eshelman, was on display at the Birke Gallery, August 10-September 18, 2026.
- The exhibition *Transmitters*, paintings by John Harlan Norris, was on display at the Carroll Gallery, August 3-September 11, 2026.
- *Tuesdays with Morrie*, featuring School Director Jack Colclough and alumnus Ethan Lyvers, with scenery designed by Logan Reagan and direction by alumna Courtney Susman, had thirteen performances at the Greenbriar Valley Theatre in Lewisburg, WV, in late August and early September, with one performance at Marshall's Joan C. Edwards Playhouse on September 9, 2026.

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

FACULTY & STAFF ACHIEVEMENTS

- Drs. Ammar Alzarrad (PI) and James McIntosh (Co-PI) were awarded a grant of \$100,971.49 by the West Virginia Office of Energy and West Virginia Office of Coalfield and Community Development for their Land Use Master Plan Update and Enhancement project. Dr. Alzarrad is an Associate Professor of Civil Engineering and currently serves as Associate Dean for Research in the college. Dr. McIntosh is a Professor of Industrial Engineering and Safety and currently serves as Chair of the Department of Mechanical and Industrial Engineering.
- Drs. Yousef Sardahi and Asad Salem, with contribution by graduate student Josie Farris, co-authored the article, "Current-Stress-Aware Fuzzy Logic Control for Safe Fast Charging of Lithium-Ion Battery Packs," published in the journal *Energies*, 19(17), 2026. Dr. Sardahi is an Associate Professor of Mechanical Engineering. Dr. Salem is a Professor of Mechanical Engineering.

STUDENT & ALUMNI ACHIEVEMENTS

- Jacob Lee, MS student in Electrical Engineering, and Samuel Sutphin, undergraduate student and May 2026 graduate in Computer Engineering, will present their paper, "DMPT-Swarm: A Directional Mass-Preserving Transform for Decentralized Swarm Navigation in Obstacle Environments," at the 2026 Conference on Decision and Control (CDC). Their paper was supervised and co-authored by Marshall faculty Dr. Haroon Malik, Associate Professor and Chair of Computer Science, Dr. Pingping Zhu, Associate Professor of Electrical Engineering, and Chang Liu, an assistant professor at Peking University.
- Satya Nimmagadda, second-year Engineering PhD student, and MS, Computer Science student Ethan Young, had their paper, "On the Information Retention Capabilities of Hierarchical JSON Representations of Scientific Texts," published in the journal *Big Data and Cognitive Computing* 10(9), 2026. Their paper was supervised and co-authored by Dr. Ananya Jana, Assistant Professor of Computer Science at Marshall University, Dr. Niladri Sengupta, a Senior Data Scientist at Fractal Analytics, and Dr. Aniruddha Maiti, an Assistant Professor in the Department of Mathematics, Engineering & Computer Science at West Virginia State University.

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

PROGRAM HIGHLIGHTS

- The Department of Curriculum and Instruction has collaborative partnerships supporting 33 fall courses through Carnegie Learning Inc., the June Harless Center, Southern Educational Services, the West Virginia Department of Education, and the West Virginia School for the Deaf and Blind. These partnerships also supported the launch of a new cohort of 20 students pursuing an M.A. in Education in Elementary Math with the Mountain State Educational Services Cooperative.
- The COEPD Evaluation & Assessment Collaborative, led by Dean Kelly Bradley, provides evaluation, assessment, and research support across Marshall University and beyond. The Collaborative will serve as the external evaluator for Marshall's new \$2 million NSF S-STEM Physical and Quantitative Sciences Scholars Program. Dr. Anna Mummert, Associate Dean of the College of Science, will serve as PI of the NSF grant.
- The June Harless Center engaged 11 educators in the EdVenture Educator Innovator Cohort, a two-day Design for Delight experience preparing participants to lead innovation projects in their schools.
- The COEPD hosted Dr. John Hutton of the University of Texas Southwestern Medical Center, who is a principal investigator of an NIH-supported project focused on the Reading Bees app. The June Harless Center is one of two outreach partners supporting the project.
- A new graduate course, CI 605: Trauma-Informed Education, was launched which focuses on helping educators recognize and respond to trauma's impact on student learning and well-being.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Jerica Wesley, Counseling, received the 2027 National Board for Certified Counselors Innovation in Counseling Practice and Clinical Service Award. Her research focuses on improving support for individuals impacted by reproductive loss, with attention to African American communities and maternal health disparities.
- Dr. Kimberly McFall, Curriculum and Instruction, PI, and Dr. Tisha Duncan, Leadership Studies, Co-PI, received a \$199,520 Institute of Museum and Library Services Laura Bush 21st Century Librarian Planning Grant. The two-year project is one of only three school library-focused awards among 41 projects funded nationally and the only one developing a framework for school library program evaluation and school leadership training.
- Dr. Michael Huesmann, Special Education, and Dr. Hillary Adams, Director of the HELP Program, received an ACUHO-I research grant for their project, "Unlocking Inclusion: A Mixed-Methods Study of Housing, Belonging, and Academic Achievement for Neurodiverse College Residents."
- Dr. Hillary Adams and Emilee Dearing, representing the HELP Program, presented "Teaching for the Students You Actually Have: UDL & Accessibility" at the Digital Accessibility Summer Institute in partnership with Marshall Online.
- Dr. Marc Ellison, Executive Director of the WV Autism Training Center, co-authored *Implications of Two Separate Diagnostic Categories: Autism and Profound Autism*. Recommendations from the white paper were approved by the Autism Society of America Board of Governors in July 2026. Dr. Ellison serves as the Chair of the Society's Panel of Professional Advisors.

- Jason Gibbs, STEAM and Innovation Specialist at the June Harless Center, was featured in *The Learning Professional*, published by Learning Forward, August 2026.
- Dr. Brian Kinghorn, Undergraduate Teacher Education, delivered an invited lecture, “America at 250: Perception, Politics, and Competing Realities,” at the National Youth Science Camp.

STUDENT & ALUMNI ACHIEVEMENTS

- Dr. Jacob Messer, a graduate of the Leadership Studies doctoral program, was appointed Director of Communications for Boone County Schools.
- Curriculum and Instruction doctoral students gathered at the South Charleston campus for Camp Marco, an optional in-person experience led by Chair Dr. Lisa Heaton designed to strengthen collaboration with peers and faculty.

COMMUNITY ENGAGEMENT

- Class of 2029 education students, with faculty and staff, packed and donated more than 140 cinch sacks filled with school supplies to Buffalo Middle School during the College’s WOW event. The activity supported Marshall University and Wayne County Schools’ new Empowerment School partnership. Special thanks to Brean Stewart, Business Manager, for leading the effort!
- The 2026 Dolly Dash 5K, hosted by the June Harless Center in support of Dolly Parton’s Imagination Library of West Virginia, attracted more than 350 registered runners and raised nearly \$27,000, enough to provide approximately 870 children with a new book each month for an entire year.
- The Early Education PK team provided professional learning for 100+ Cabell County PreK educators on intentional play, responsive interactions, and outdoor learning.
- The West Virginia Autism Training Center’s statewide autism-specific law enforcement training has now reached more than 1,800 officers. Center staff also delivered eight autism-focused training sessions to 214 participants at the Wood County Teaching and Learning Academy.
- Dr. Eugenia Lambert, Leadership Studies, partnered with Boone County Schools to support the Boone County Administrators Academy, providing professional development and leadership training for district administrators.

PROGRAM HIGHLIGHTS

- The Minority Health Institute continues implementation of the Training for a Change: WV Youth Early Diversion program, addressing behavioral health, substance use prevention, early intervention, and youth recidivism. A five-county workshop series was completed in Mercer, Raleigh, Cabell, Logan, and Kanawha counties in partnership with faith-based and community organizations.
- The Communication Disorders master's program achieved 100% Praxis pass and job placement rates for 2026 graduates.
- The Doctor of Physical Therapy program achieved a 97% first-time NPTE pass rate, exceeding the 88.3% national average. One of 33 graduates earned a perfect score of 800.
- The School of Physical Therapy launched a PTA-BAS-DPT Early Assurance Pathway, providing licensed Physical Therapist Assistants with an accelerated pathway to conditional admission into the DPT program.

FACULTY & STAFF ACHIEVEMENTS

Social Work

- Dr. Debra Young was appointed to the Board of Directors of the Association of Baccalaureate Social Work Program Directors.
- Drs. Kaylee Archey and Debra Young presented at the National Rural Social Work Caucus.
- Drs. Shikeal Harris and Debra Young serve as Co-Principal Investigators on an Office of Juvenile Justice and Delinquency Prevention (OJJDP) grant.

Communication Disorders

- Sarah Clemins presented "Cognitive Change: Early Identification and Intervention to Reduce Harm" at ALS Nexus 2026 Conference.
- Drs. Kelly Rutherford, Jamie Maxwell, Patricia Arias-Hunt, and Phil Mahoney received a Hedrick Grant for Teaching Innovation for their "Communication Disorders Hive Mind Project: Co-Creation for Connected, Confident Thinkers."
- Nikki Dudley presented "A Pragmatic Approach to Social Language Group Therapy" at the Autism Across the Lifespan Conference at Marshall University.
- Drs. Jamie Maxwell, Kelly Rutherford, Haley Black, and Pam Holland published "It Didn't Seem Too Much Like Therapy at All: Facilitating a Relationship-Based Approach to Intervention" in *Teaching and Learning in Communication Sciences & Disorders*.

Health Sciences

- Dr. Kumika Toma hosted a summer 2026 observership, highlighting Marshall's research opportunities for students from across the region.
- Dr. Huaqing Liang published research in *Sports Biomechanics* validating a smartphone-based markerless motion capture system. She also co-authored publications in *Motor Control* and *Experimental Brain Research* examining postural control, lifting biomechanics, aging, and mild cognitive impairment.

School of Physical Therapy (SOPT)

- Drs. Laura Stephens and Gretchen Prather published "Gaming the Simulation to Assess DPT Student Learning" in the *Journal of Innovation in Health Sciences Education*.

- Drs. Jaspreet Sodhi and Mark Timmons published conference proceedings addressing musculoskeletal pain in Appalachian musicians. Dr. Sodhi also presented research on depression as a mediator between pain and frailty in older adults.
- Dr. Huaqing Liang received a John Marshall University Scholars Award (\$6,500) for her project “A Dynamic Action-Perception Coupling Task for Assessing Knee Proprioception.”
- Dr. Kaylan Johnson published a clinical case report on implementing a new clinical practice guideline for subacute rotator cuff tendinopathy.
- Dr. Scott Davis received the Nancy Tonkin Distinguished Service Award from the APTA-WV Chapter, recognizing exceptional and enduring contributions to the profession.

STUDENT & ALUMNI ACHIEVEMENTS

- Recent CD graduate Gianna Patrella, MS, CF-SLP, presented her Safe Swim Program at the Autism Across the Lifespan Conference at Marshall on September 10–11, 2026.
- SOPT students Holly Brehm, Kayleigh Collins, and Liz Hills earned one of the Top Two Abstract Awards at the 2026 APTA-WV Annual Conference for “Enhancing DPT Readiness: Impact of an Acute Care Course.”
- SOPT students Emile Carey, Cassidy Conley, Erica Stevenson, and Dr. Lindsay Simpson earned one of the Top Two Abstract Awards at the 2026 APTA-WV Annual Conference for “The Effects of Virtual Reality on Anxiety in Doctor of Physical Therapy Students.”
- SOPT students Ben Flanders, Seth Wolfe, and Jack Saines, with Dr. Huaqing Liang, presented research on smartphone-based motion capture and pose estimation algorithms for movement analysis at the 2026 APTA-WV Annual Conference.
- SOPT students Lucas Messer, Hayden Miller, and Donavan Damron, with Dr. Scott Davis, presented on a randomized controlled trial comparing eccentric strength training and static stretching at the 2026 APTA-WV Annual Conference.

COMMUNITY ENGAGEMENT

- Social Work faculty and students represented Marshall at the Minority Mental Health Fair and continued community-based QPR Suicide Prevention Training and prevention education.
- The DPT Program participated in six Marshall Medical Outreach events during Spring and Summer 2026. Faculty and students also partnered with the School of Medicine to provide services to individuals experiencing or at risk of homelessness in Huntington, combining meaningful service-learning with care for vulnerable populations.
- The Minority Health Institute held the 8th Annual West Virginia Minority Health Fair on September 5 at Ritter Park, with more than 40 vendors and community organizations.

PROGRAM HIGHLIGHTS

- Over the past academic year (exclusive of summer 2026), the HerdWork Humanities project, funded by a grant from the Mellon Foundation, supported 45 completed student internship placements across 20 nonprofit host organizations, accounting for more than 7,800 community- and organization- facing internship hours.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Kevin Law (Geography) was recognized as a distinguished honoree by the Division of Aviation at Marshall. In addition to his impressive resume, it was noted that he is one of “the most positively discussed professors” at Marshall University Aviation.
- Dr. Masa Toyama (Psychology) and his student, Lexi Giroski, had their article, “Cognitive Aging Among First Generation College Graduates and Those with Different Education Backgrounds,” published in the *International Journal of Aging and Development*.
- Dr. Sara Henning (English) was selected to participate in the Appalachian Writer’s Workshop at the Hindman Settlement School in Kentucky.
- Dr. Cicero Fain’s (History) edited collection, *Black Appalachia: Race, Place and Identity*, received the 2026 Thomas D. Clark Foundation Medallion Award for outstanding book published by the University Press of Kentucky.

STUDENT & ALUMNI ACHIEVEMENTS

- Mark Hysell, a history major from Milton, WV, was 1 of 20 students who spent five weeks at Harvard Law School this summer as part of a competitive residency program called TRIALS which prepares students from underrepresented backgrounds to apply for top law schools.
- Psychology doctoral students Katelynn Smallman and Megan Johnson recently presented their research at the American Psychological Association annual meeting in Washington, D.C.

COMMUNITY ENGAGEMENT

- For Women’s Equality Day, the Simon Perry Center for Constitutional Democracy, directed by Professor Patricia Proctor (Political Science) and the John Deaver Drinko Academy, directed by Dr. E. Del Chrol (Humanities), hosted a dinner, screening and discussion of the movie, *Iron Jawed Angels*, which focused on the passage of the 19th amendment. Amanda Shaver (History) and representatives from two community organizations presented a panel discussion for the nearly 80 people in attendance.
- The History department contributed to the four-part West Virginia Public Broadcasting documentary, “Always Free: Mountaineers in the Revolution.” Drs. Kevin Barksdale and Cicero Fain provided expert commentary while Dr. Laura Michele Deiner who has the Hedrick Professorship at Marshall, played Anne Bailey. She and ten history students participated in dramatic reenactments.
- Dr. Kristi McLeod (Sociology) was selected to participate in the 2026 cohort of the Appalachian Collegiate Research Initiative from the Appalachian Regional Commission. She, and her students, will partner with the City of War to conduct an economic development impact study and to assist with the construction of new signage for the Berwind Wildlife Management Area and nature trail around Berwind Lake.

PROGRAM HIGHLIGHTS

- Marshall University's College of Science was awarded a \$2 million NSF S-STEM grant to establish the Physical and Quantitative Science Scholars Program, which will provide scholarships and coordinated academic, mentoring, and career support for students in Chemistry, Geology, Physics, Data Science, Mathematics, and Statistics.
- As Head Coach of the US Cyber Team, Dr. Josh Brunty led Team USA to a first place CTF finish at the 2026 International Cybersecurity Challenge (ICC) in Brisbane Australia, with top category finishes in binary exploitation, reverse engineering, web exploitation, and miscellaneous.

FACULTY & STAFF ACHIEVEMENTS

Biological Science

- Dr. Guo-Zhang Zhu received a \$589,999 NIH R16 award grant for his project "Mll4 as an epigenetic regulator in mammalian spermatogenesis."
- Dr. Alicia Purcell was awarded a \$25,000 WVSGC Research Initiation Grant for her project, "Viability and Characterization of Plant Growth Promoting Soil Microorganisms After Suborbital Space Flight."
- Dr. Nick Kathman co-presented "Neural dynamics of navigation in natural odor environments" at the 16th International Congress of Neuroethology, July 28, 2026.
- Dr. Cheyenne Tait gave an invited talk and presented a poster at the Animal Behavior Society Annual Meeting, July 14-18, in Cincinnati, Ohio.

Chemistry

- Dr. Michael Wade Wolfe and undergraduate students Gregory Jimison and Aslynn Mills recently published a method to break down a PFAS molecule, perfluoro-3-methoxypropanoic acid (PFMPA), and convert the fragments into small molecular building blocks in the journal *ChemComm*.
- Technician David Neff led the Mobile Environmental Testing and Analysis Lab (METAL) at the Scouting America National Jamboree, July 21-31, 2026, in Glen Jean, WV. The lab was deployed by the Wastewater Testing for Community Health in WV (WaTCH-WV) program as an environmental surveillance lab and was staffed by personnel from WVU, MU, and the WV Bureau of Public Health with help from the WV Center for Threat Preparedness.

Cyber Forensics and Security

- Billy Gardner presented "Neurodiversity in Cybersecurity Education: Rethinking Who We Train, and How, to Defend Tomorrow's Networks" at the Department of War Cyber Service Academy (CSA) Bootcamp in Washington, DC on July 20. The presentation examined how neurodivergent learners can bring valuable strengths to cybersecurity including pattern recognition, sustained focus, systems thinking, and alternative problem-solving approaches.
- Dr. Josh Brunty served as Visiting Professor at the 26th Prishtina International Summer University where he taught a two-week course covering network security, cryptography, web exploitation, and digital forensics to more than 30 students from Kosovo and the surrounding European region. He also delivered sessions on professional communication, stress management, and thesis defense to members of Kosovo's National Cyber Team.

Mathematics & Physics

- Dr. Stephen Deterding presented a talk titled “Geometric Conditions for Bounded Point Evaluations in Spaces of Several Complex Variables” at the 2026 International Workshop on Operator Theory and its Applications in Quebec City, Canada, on August 3.
- Dr. Maria Hamilton’s manuscript, “Nuclear Isomers and Their Impact on Gamma-Ray Emission in Binary Neutron Star Mergers,” was published in *The Astrophysical Journal*.

STUDENT & ALUMNI ACHIEVEMENTS

- Biological Sciences undergraduate Magdalena Kaestner was accepted into the One Health WV program, an NSF funded initiative to recruit recent graduates, connect them with STEM research mentors, and prepare them for careers in West Virginia and Central Appalachia.
- MS, Biological Sciences graduate Jorge Vera updated the Marshall University campus tree map, which includes 1,150 georeferenced trees identified as species. He quantified the ecosystem services and monetary savings that campus trees provide using i-Tree Eco.
- Biological Sciences students Joshua Hardesty and Macy Smith participated in NASA's RockSat program as part of the WV Space Flight Design Challenge. They successfully launched soil into suborbital space to study how it affects the viability of soil bacteria.
- Former NRES student Stephen Balko was hired by the Ohio River Way to coordinate their first land conservation planning project along the Ohio River between the Big Sandy River and Ohio Brush Creek. In this role, Balko will work with collaborators to utilize GIS datasets and conduct public outreach to determine conservation priorities for the area.
- Physics major Tyler Parsons was awarded a 2026-2027 NASA WV EPSCoR Undergraduate Research Scholarship.

COMMUNITY ENGAGEMENT

- Dr. Holly Cyphert (Biology) helped direct 10 science camps over the summer aimed at engaging K-12 students in STEM.
- Geology grad student Alyssa Long brought rock activities and samples for the Huntington Museum of Art’s STEAM camp in July.
- Dr. Michael Caudill (Geology) gave a presentation in Circleville, Ohio for a joint program for adults sponsored by the Pickaway County Soil and Water Conservation District and the Pickaway County Public Library.
- Dr. Sachiko McBride (Physics) and Sara Simpson participated in Valley Health's Blast Off to a Healthy Year Back-to-School Bash at Enslow Park Presbyterian Church in Huntington, WV. They presented portable planetarium shows and led several engaging demonstrations.

PROGRAM HIGHLIGHTS

- This fall, Marshall Aviation marked the launch of AIRWV, West Virginia's first comprehensive K-12 aviation curriculum. Marshall Aviation serves as an educational partner with the WV Department of Education for this program. AIRWV introduces students to a variety of aviation careers and provides a pathway to all Marshall Aviation programs as well as programs in Marshall's College of Engineering and Lewis College of Business. Five pilot schools have already scheduled field trips to Bill Noe Flight School and other Marshall Aviation satellites. The state will add an additional 10 schools next year with all counties having access to the program by 2028.
- Both the flight and AMT schools welcomed inbound 2026 freshman and their families to onsite orientations at all locations in August. The flight school also hosted its first "Immersive Experience Day" for flight students. These events centered on creating an exceptional environment for learning with activities designed to set the students up for success from the first day.
- Marshall Aviation hosted its third annual FAA inspection, to verify the school's ability to train and meet exacting national standards of the Airbus H125 helicopter virtual reality simulator. This device, the only fully qualified FAA Virtual Reality Simulator in the United States, was fully certified for another year, allowing Marshall Aviation to use this technology to mitigate the risks associated with simulated emergency procedures and operational training in mountainous terrain.
- The inaugural class of Berkeley County Aviation Explorers (Aviation X) began this August. The cohort of 25 high school juniors join each day for 3 classes at Martinsburg Airport where their program focuses on careers in aviation, fundamentals of aerodynamics, and flight theory. Next year, they will specialize in flight, technician, air traffic control, or airport management. These sessions are designed to match class content with predetermined training outcomes for their high school requirements. This exciting program will offer students an opportunity to obtain FAA certifications as seniors in high school.
- Marshall Aviation has received multiple government grants to expand the Martinsburg Airport facilities. The funds will be used to double classroom size, add office space, and create a student lounge area. This funding will also allow for the expansion of the AMT program to Martinsburg. The new space will host both flight and AMT students, foster cross-intern opportunities, and serve as headquarters for advanced airport internships. The new AMT satellite is planned to host its first class in Fall 2027 with both degree and non-degree pathways.
- The Bill Noe Flight School welcomed 30 students from Virginia Tech's summer aviation program in July. This collaboration was made possible by a NASA grant directing energy toward creating unmanned aircraft education for Appalachia. Marshall Aviation and the College of Engineering and Computer Sciences both contributed to this experience. The students spent the day learning theory of flight, flying UAS simulators, learning about aircraft in the hangar, and spent time with Marshall students in the flight program.

COMMUNITY ENGAGEMENT

- This fall, the flight school facilities will welcome several community organizations to host a variety of events. The flight school hangar will welcome Habitat for Humanity, Big Green, Keep the Ball Rolling, and the West Virginia Symphony Orchestra as Marshall Aviation looks to best serve the community while continuing to grow our programs.

PROGRAM HIGHLIGHTS

- In August, the Lewis College of Business hosted its Doctor of Business Administration Residency bringing together students from the Classes of 2028 and 2029 for two days of academic programming and professional development. Students participated in sessions focused on research design, research ethics, dissertation preparation, quantitative methods, strategic management, and other specialized areas of business research. The residency also provided opportunities for students to engage with faculty, college leadership, and peers, supporting the collaborative learning environment of the DBA program.
- The “To, Through and Beyond” program provides students from rural high schools with opportunities to succeed within their respective programs within the LCOB and COEPD at Marshall. Students are selected based on their high school GPA and participate in experiences designed to help prepare them for success. Students participating in the program took part in a summer bridge experience designed to familiarize them with the university and connect them with faculty and staff in the college. As part of their experience, students visited Heritage Farm for a day of team building and recreation and had the opportunity to learn firsthand from Audy Perry, the Farm’s Executive Director, about the opportunities and challenges of operating a business in a smaller community. Through experiences like these, the “To, Through and Beyond” program helps students build connections, gain new perspectives, and develop the skills and confidence needed to succeed in college and beyond.

FACULTY & STAFF ACHIEVEMENTS

- Faculty and staff from the Lewis College of Business gathered for the college’s annual retreat on August 12. The retreat provided an opportunity for faculty and staff to receive updates on college and university initiatives, professional development, curriculum, student services, and international programming. The retreat featured a presentation from undergraduate student Faith Adams on behalf of Goodwill Industries regarding the Digital Career Accelerator program. Dean Rohan Christie David provided updates on college initiatives and priorities, while Associate Dean Susan Lanham shared updates related to AACSB accreditation.

STUDENT & ALUMNI ACHIEVEMENTS

- Clare Walker completed a Human Resources internship at The Greenbrier, gaining experience in human resources, guest services, employee relations and resort operations. She will begin the Disney College Program in Orlando this August as a Concierge Intern.
- Eli Howard (Marshall for All Scholar) completed a Tax and Audit Internship with Suttle & Stalnaker PLLC in Parkersburg, gaining experience in public accounting, tax preparation, auditing and client service.
- Chris Hermann participated in Marshall’s International Management study abroad program in Tokyo, Japan, and Seoul, South Korea, studying global business, international markets and cultural awareness.
- Anna Tran served as a Finance Co-Op Intern with Special Metals, applying her finance and accounting

knowledge while gaining experience in manufacturing operations, budgeting and financial analysis.

- Brandon Kelley continues serving as Team Manager for Marshall Women's Basketball, supporting team operations, practices, travel logistics and daily program management.
- Louis Parlock continues growing Parlock Property Services LLC, gaining hands-on experience in entrepreneurship, business operations, customer relations and small business management.
- Thomas Sullivan serves as a Staffing Coordinator with Mildred Mitchell-Bateman Hospital, developing experience in workforce planning, staffing, scheduling and human resources.
- Drew Hall served as an Administrative Practicum Student with the Huntington Health Department, gaining experience in public administration, organizational operations and community service.
- Conner Pauley works as a Student Administrative Assistant with Marshall University Housing & Residence Life, developing skills in higher education administration, customer service and office operations.
- RJ Garguilo is gaining experience with Fastenal in supply chain management, inventory control, logistics, industrial distribution and business-to-business customer service.
- Michael Borsuk worked as a Sales Assistant with WTRF 7News in Wheeling, gaining experience in sales, media operations, client relations and business development. He will begin serving as a Graduate Assistant in the Lewis College of Business this fall.

COMMUNITY ENGAGEMENT

- The 2026 West Virginia Governor's School of Entrepreneurship (GSE) welcomed 44 high school students from across the state to Marshall University for an immersive 10-day experience focused on innovation, entrepreneurship, and design thinking. Working in teams, students identified real-world problems, built empathy for their customers, developed solutions, created prototypes, and tested their ideas through feedback and iteration. Throughout the program, students learned from entrepreneurs, investors, artists, and business leaders while participating in hands-on experiences, including visits to Marshall's Advanced Manufacturing Center and Blenko Glass. These experiences gave students a firsthand look at the entrepreneurial mindset and the many paths innovation can take. The program culminated in a pitch competition, where each team presented its venture to a panel of judges, showcasing the knowledge, creativity, and confidence they developed throughout the program.

SCHOOL OF PHARMACY (DEAN: DR. ERIC BLOUGH)

PROGRAM HIGHLIGHTS

- The School of Pharmacy received a grant from Walgreens in the amount of \$21,600 to fund its “Wellness by Walgreens” program for AY2026-2027.
- Forty-one students received their White Coats at the 2026 White Coat Ceremony held in August at the Brad D. Smith Foundation Hall. This is approximately a 40% increase in P1 students compared to last year.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Tiffany Childers was hired as Associate Clinical Professor in the Department of Pharmacy Practice, Administration, and Research.
- Ms. Calia Hagley was hired as the new Recruitment & Marketing Coordinator.
- Ms. Bobbi Madden-Hunt was hired as the new Director of Development & Recruitment Specialist.
- Dr. Amanda Capino co-presented “Ready, Set, Go: It’s Time to Play Pharmacy Games to Promote Active Learning” at the American Association of Colleges of Pharmacy (AACP) Annual Conference in Grapevine, Texas.
- Dr. Boyd Rorabaugh received an NIH R16 grant in the amount of \$590,000 for his project “Dissecting G Protein Versus β -Arrestin-Mediated CB1 Receptor Signaling Pathways Using a Phosphorylation-Deficient CB1 Receptor.”
- Dr. Michael Hambuchen received an NIH R16 grant in the amount of \$590,000 for his project “Preclinical Evaluation of Naloxone-Dexmedetomidine Safety and Efficacy for Treating Methamphetamine-Induced Agitation in Polysubstance Intoxication.” Dr. Hambuchen was also a co-recipient with the JCESOM’s Dr. Todd Davies of a WVCTSI Jumpstart grant in the amount of \$10,000 for their project, “Lofexidine in Methamphetamine-Induced Agitation and Withdrawal.”
- Dr. Timothy Long received an NIH R16 grant in the amount of \$590,000 for his project “Training Future Drug Discovery Researchers Through Development of Novel Antibiotics.”
- Dr. A.R.M. Ruhul Amin received an NIH R03 grant in the amount of \$295,000 for his project “Chemoprevention of Head and Neck Cancer Using Combination of Natural Compounds.”
- Dr. Tiffany Davis presented “Now You Pass, Now You Don’t: Where 90% is the New 100% and Zeros Are Just Plot Twists” at the American Association of Colleges of Pharmacy (AACP) Annual Conference in Grapevine, Texas.

STUDENT & ALUMNI ACHIEVEMENTS

- The APhA-ASP student organization held a fundraiser raffle at the beginning of the fall 2026 semester and raised \$1,169.00.

COMMUNITY ENGAGEMENT

- Members of Phi Delta Chi delivered donations to Jane Lew Elementary School in August to provide much-needed supplies to support students and teachers impacted by the recent flooding in the area.

PROGRAM HIGHLIGHTS

- Tammy Reynolds, Program Manager in the College of Liberal Arts, was recently selected to serve as a mentor in the National Association of Academic Advisors' (NACADA) Emerging Leader Program, a testament to her leadership and contributions to academic advising. We are excited to see her share her expertise with future advising leaders.
- Sarah Davis, Senior Director of Academic Advising, now serves as the West Virginia State Liaison for NACADA Region 3, which includes Kentucky, North Carolina, South Carolina, Tennessee, and West Virginia. In this role, she fosters communication and collaboration among advising professionals, promotes professional development opportunities, and strengthens engagement within the regional advising community.
- The West Virginia Advisor Mentor Institute (WVAMI) is a statewide, cross-institutional mentoring program designed to connect advising professionals across West Virginia for meaningful professional growth and support. Offered at no cost to participants, WVAMI expands access to mentorship while strengthening the advising community throughout the state. Sarah Davis (Senior Director of Undergraduate Advising), Justin Fleming (Program Manager in CECS), Tammy Reynolds (Program Manager in COLA), Dean Crawford (Program Manager in COHP), and Michelle Morrison (Senior Director of Student Engagement for Online Education) are all MU representatives on the steering committee.

PROGRAM HIGHLIGHTS

- Marshall University Libraries is a leader in advancing affordable learning through Open Educational Resources (OER) and its partnership with Open Learning WV. Working closely with OER Librarian Larry Sheret, faculty members adopt, adapt, and create open textbooks and course materials that reduce costs and expand access for students. These efforts contribute to a statewide initiative that has saved West Virginia students nearly \$10 million in textbook costs since 2021. At Marshall alone, more than 15,000 students have used open textbooks since 2018, saving students over \$1.5 million while increasing access to high-quality learning resources.

FACULTY & STAFF ACHIEVEMENTS

- Professor Stephen Tipler updated the University Libraries Springshare systems with the newest Bootstrap 5 support software. Bootstrap 5 is an open-source platform that lets University Libraries integrate its Libguides more closely with Marshall's WordPress website platform.
- Professor Tipler also developed and launched a Design-For-Delight survey that collects input from University Libraries faculty to update and streamline the department handbook.

COMMUNITY ENGAGEMENT

- Professor Stephen Tipler assisted the WV Daughters of the American Revolution with redesigning and updating their website. He developed a WordPress template for the 20 nationally approved WVDAR chapters and updated their Earthlink website hosting platform using PHP. Stephen also worked with Heather Harrison, WVDAR Volunteer Information Specialist, and Dr. Monica Brooks, University Libraries Dean, on this project.

PROGRAM HIGHLIGHTS

- The Center for Student Success (CSS) was awarded a \$25,000 grant from the HEPC to fund a First-Year Academic Readiness and Digital Success Initiative, a comprehensive support program for conditionally admitted students and other first-year students demonstrating elevated academic risk.
- The Friend-at-Marshall (FAM) Peer Mentoring Program assigned peer mentors to 1,958 first-time full-time freshmen and 625 transfer and online students, and reconnected FAMs with 1,568 returning sophomores. There are a total of 41 FAM Peer Mentors working with students this fall, reaching out on a weekly basis by email, text and/or in-person to help students get adjusted to campus, answer any questions they might have, and point them to any resources they might need. Incoming freshmen can choose FAM Peer Mentors from 15 categories that reflect the student experience on campus (First Gen, commuter, military-connected, homeschooled, etc.).
- The Supplemental Instruction (SI) Program continues to expand and supports fourteen courses and twenty-four sections in three colleges this fall: ACC 215 (2 sections), BSC 120 (1 section), BSC 227 (2 sections), BSC 228 (1 section), CHM 111 (1 section), CHM 205 (1 section), CHM 211 (5 sections), CHM 212 (3 sections), CHM 355 (1 section), ECN 250 (2 sections), FIN 323 (2 sections), MTH 230 (1 section), PSY 201 (1 section) and PHY 201 (1 section). SI is a proven high impact practice and a non-remedial peer-led support for high-enrollment gateway courses with historically high D/F/W rates.
- This fall, 39 students are being served by the Alternative Suspension Program which provides high-touch support for students working to identify and overcome challenges that impeded their success in the past. Alternative Suspension allows students who are suspended for academic reasons to serve their suspensions while remaining enrolled.

COLLABORATIONS & PARTNERSHIPS

- CSS continues its partnership with the English Department and University College to support six sections of ENG 101P dedicated to Conditionally Admitted students as a way of increasing support for this growing population. The students attend ENG 101P and UNI 100 as a cohort. English Department faculty Jillian Hovater, Kallel Patterson, and Drs. Sumeeta Patnaik and Robert Ellison were specifically recruited to teach these sections with embedded support from the Center of Student Success.
- CSS is deeply grateful for the continued generous support of the Missions for Christ Sunday School at Steele Memorial United Methodist Church in Barboursville, WV. Members of the church's adult Sunday School class donated items for Campus Kickstart, held on August 20, 2026, for students from foster and kinship care, students experiencing homelessness, students who have no family support, and refugee/international students. Campus Kickstart provided commonly needed items such as laundry detergent, cleaning supplies, hygiene items, backpacks, school supplies and food for 20 students in their first week of college and connected them to the support groups Fostering Independence, Level Up, the ACE Center, and the Marshall University Counseling Center.
- CSS continues its partnership for a fourth year with the First2 Network, a grant-funded program that supports students from under-served populations who are majoring in STEM fields through their first two years in college.

DIVISION OF STUDENT AFFAIRS (VICE PRESIDENT: DR. MARCIE SIMMS)

PROGRAM HIGHLIGHTS

Vice President of Students Affairs

- Dr. Marcie Simms served as Keynote Speaker for the “Marshall for All Brunch” during WOW Week.
- The Division of Student Affairs hosted the First Snacks with Simms on September 8.
- The Division collaborated with Athletics to plan and execute “Running with Us,” a new tradition for new students to run across the field before the first football game of the season.

Campus Activities Board (CAB)

- The CAB successfully hosted a Week of Welcome Bingo for 435 students and “Coffee with CAB” on the first day of classes - providing breakfast and coffee for more than 30 students.
- In collaboration with UNI classes and the Office of Student Advocacy and Accountability, the CAB hosted the Student Organization Fair, which attracted more than 400 students.

Counseling Center (MUCC)

- MUCC partnered with the Master of Social Work and Counseling programs, serving as a training site for seven graduate interns who assisted with crisis response and daily drop-ins.
- MUCC continued its collaboration with BetterMynd through its grant from the WVHEPC, providing virtual counseling for online and international students, with 103 active users.
- MUCC received a grant to roll out the Community Resiliency Model (CRM) beginning Fall 2026. Sixteen staff received training to assist with the rollout of CRM, a set of six wellness skills based on cutting-edge research that can be used in times of crisis and/or as self-care to improve resiliency.
- MUCC provided a total of 1,999 clinical appointments to 519 unique clients, including individual counseling and crisis sessions, intake and treatment planning, psychiatric evaluations, medication management, case management, and support groups.

Esports and Club Sports

- Marvel Rivals was officially added to the varsity lineup. Splatoon 3 also made its varsity debut this fall with qualifiers held September 12.
- All Club Sport officers in HerdLife have attended training or will attend training. Smashers, Hockey Club, and Club Tennis are adding new members daily.

Fraternity and Sorority Life

- FSL provided a comprehensive leadership and risk management experience for over 200 in Marshall University’s fraternity and sorority community where participants learned about mental health resources, emergency response, risk management, recruitment and retention strategies, Title IX resources, and personal values-based leadership.

Military and Veteran Affairs

- Military and Veteran Affairs office hosted a WOW week Military Connected Lunch.
- The MVA lounge saw significant usage during the first week of classes with more than 30 students utilizing resources. The first Open House of the semester was held on August 27.

- The MVA office has handled more than 100 calls and emails assisting military connected students with benefits during the recent transition time in the Registrar Office.

Office of Accessibility and Accommodations

- Total students for Fall (as of 8/19/26): Freshmen – 177, Sophomores – 178, Juniors – 197, Seniors – 288, Graduate Students – 77; total of 917.
- Emotional Support Animals Approved – 32 (16 pending more documentation).

Office of Student Advocacy and Accountability

- OSAA partnered with the Office of Financial Aid to assist students seeking independent status appeals due to significant changes in family and housing circumstances.
- The office worked with faculty members to discuss the evolving role of artificial intelligence in higher education, including responsible use of AI tools and opportunities to strengthen university processes related to AI-related academic dishonesty cases.
- Since June 2026, the Behavioral Intervention Team (BIT) received referrals for 101 students, reflecting the continued need for coordinated early intervention and support services.
- Staff presented to approximately 30 new faculty members on the services provided by the Office of Student Advocacy and Accountability, as well as resources available to support students and guidance on submitting Behavioral Intervention Team (BIT) reports.
- The office implemented a new student contact-tracking process within Advocate this fall. Students who engage with the OSAA will complete a brief intake form, allowing the office to better document student needs, services provided, and overall utilization trends.
- The OSAA assisted students involved in approximately 15 AI-related academic dishonesty cases from the spring semester as those matters progressed through the appeal process.
- The office marked September as Campus Safety Month, featuring outreach and awareness efforts to promote student well-being, campus safety, and responsible decision-making.

Student Life

- Week of Welcome 2026 engaged more than 1,700 incoming undergraduate students through a series of educational, leadership, involvement, and social programs designed to support a successful transition to Marshall. Signature events included the annual M-Photo and a screening of *We Are Marshall* on the football field, which helped students connect with the Marshall community while giving them a meaningful introduction to the University's history and traditions. The week concluded with Convocation and annual WOW Carnival.
- Before arriving on campus, incoming students were invited to participate in WOW Academy through Blackboard, an optional program designed to prepare them for their first year. A total of 465 students completed at least one module, while 204 students completed all seven modules.

Wellness Center

- The Wellness Center participated in the Know Your IX Day on August 20 and the Campus Resource and Student Organization Fair tabling event on August 25.
- The Wellness Center provided 16 Alcohol/Cannabis Health Education/Intervention sessions to students in July and August.

PROGRAM HIGHLIGHTS

- The Week of Welcome leadership course developed for President Brad D. Smith successfully introduced incoming freshmen to foundational principles of leadership before they arrived on campus. Through video lectures from President Smith and applied activities focused on conflict resolution, design thinking, and personal mission and vision development, students began connecting leadership concepts to their own goals and experiences. A total of 675 freshmen completed the pre-work, demonstrating strong early engagement and giving the incoming class a shared foundation for continued leadership development at Marshall. To date, 170 students have also completed the full course requirements and earned the accompanying Credly microcredential badge.
- Marshall Online is supporting the gradual rollout of EchoVideo and EchoPoll as Marshall transitions from Panopto. Early adopters, including faculty already interested in exploring EchoPoll, are helping inform implementation needs, training opportunities, and support resources. The transition includes Blackboard integration, video migration, and faculty training, with full adoption planned for Spring 2027.
- The Marshall Online Annual Report continues to highlight growth in digital credentialing, LER development, online learner success initiatives, faculty development, accessibility leadership, and statewide workforce partnerships. These efforts reinforce Marshall University's commitment to innovation, student success, and workforce readiness.
- Marshall Online continues to expand use of Bevel's AI-supported online course review and accessibility remediation, enabling instructional designers to devote more time to faculty consultation, course quality improvement, and learner engagement.
- The Marshall Online team held its annual retreat in August, a dedicated day together focused on strategic planning, emerging developments in artificial intelligence, and team building. The retreat provided space to align priorities, explore how AI is shaping online learning and instructional design, and strengthen collaboration across the Marshall Online team.

STAFF ACHIEVEMENTS

- Dr. Julia Spears presented a "LER Implementation Showcase" with higher ed and state government leaders as part of the Community of Innovation Webinar Series on August 24, 2026. Dr. Spears also presented "The Next Leadership Playbook: What New Capabilities Belong at Higher Ed's Top Table?" with digital learning leaders from the University of Maryland Global Campus and QS Quacquarelli Symonds at the QS Back to School Summit, on September 16, 2026.

COLLABORATIONS & PARTNERSHIPS

- A new college-based accessibility liaison network was launched to strengthen collaboration between Marshall Online, academic colleges, and MUIT. The initiative expands local accessibility support, promotes best practices, and helps coordinate accessibility efforts across the institution. The cohort launched with an all-day Digital Accessibility Summer Institute, with the HELP Program and the American Foundation for the Blind contributing expertise and resources to support faculty liaisons in building accessible, inclusive digital learning experiences.

- Marshall Online continues to advance learner-centered, skills-first pathways through Credential WV and the LER Accelerator. The project received funding to further the skills mapping work for several online programs this fall. A Campus Town Hall was also held on September 2 to inform campus about the progress of this LER project.
- Marshall Online was featured in an InScribe case study on the Herd Hub, a branded digital community that supports online student connection and belonging. In its first year, Herd Hub generated 18,159 views, averaged 300+ active members per month, and hosted 30 live sessions.
- Marshall University continues to expand its partnership with Coursera by increasing learner engagement through campus-wide license utilization while also developing Marshall-authored content for the platform. The university is currently preparing its first Coursera specializations for review and launch, establishing quality assurance processes for course conversion, and working with Coursera to transform select Marshall courses into workforce-focused learning opportunities with global reach.

COMMUNITY ENGAGEMENT

- The Marshall Online Student Engagement Team launched the Ready, Set, Learn: Marshall Online Success Boot Camp to help incoming online undergraduate and graduate students prepare for the fall semester. Housed in Blackboard, the Boot Camp's six modules focused on online learning, technology tools, student support services, and success strategies. Live sessions also featured current students and campus support offices. A total of 582 students were enrolled, including 123 undergraduate and 459 graduate students, with approximately 27% actively engaging. As the first year, the Boot Camp provided valuable baseline data and identified opportunities to strengthen communication, participation, and overall engagement for future cohorts.
- Graduate students were added to the HerdHub in mid-May. Designated connection spaces were created for graduate students and the Counseling program.
- Diana Adams and Michelle Morrison welcomed new faculty during New Faculty Orientation, sharing resources and support services available for online teaching and learning. They also presented important updates related to online education at the Council of Chairs Retreat.



October 7, 2026

EDUCATION

Students achieve 100% first-time pass rate on USMLE Step 2 CK

100% PASS RATE | 254 MEAN SCORE | 98% NATIONAL PASS RATE

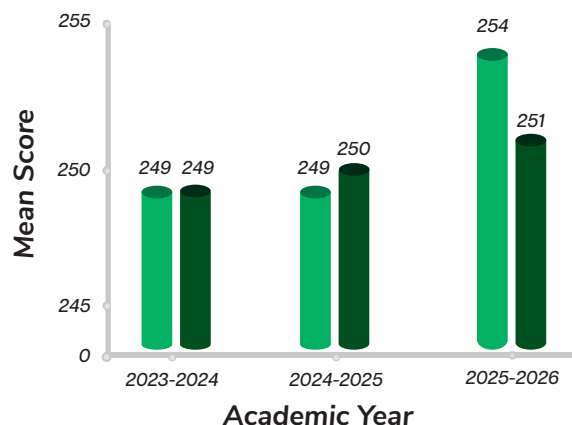
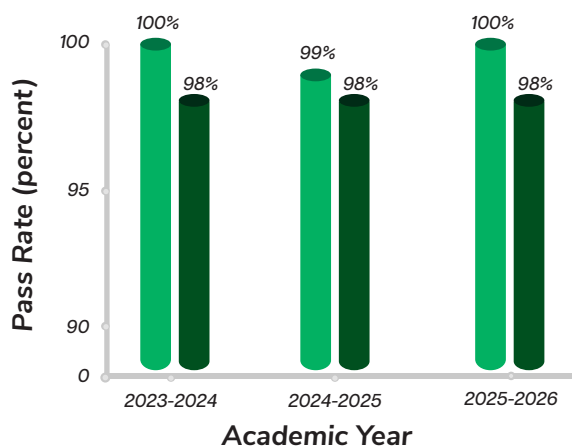
Joan C. Edwards School of Medicine students demonstrated strong performance on the United States Medical Licensing Examination (USMLE) Step 2 Clinical Knowledge examination. During the 2025–2026 academic year, 65 first-time examinees achieved a 100% pass rate, compared with a national pass rate of 98%. The School's mean score increased to 254, three points above the national mean of 251 and five points higher than the School's mean in each of the previous two academic years.

The results continue a three-year record of first-time pass rates at or above the national rate and reflect positive movement in overall student performance.

USMLE Step 2 CK Performance

Source: USMLE Step 2 CK Annual School Report.

- JCESOM
- National



Early Assurance Program strengthens readiness expectations

The School of Medicine's Admissions Executive Committee unanimously approved a revised Early Assurance Program policy that strengthens academic expectations for future participants.

Beginning with the cohort entering in 2027, students admitted through the program will be required to take the Medical College Admission Test (MCAT) and earn a minimum score of 505. The change maintains an early pathway to medical education while establishing an additional measure of readiness for the medical curriculum.

ALUMNI SPOTLIGHT

CARMELLA EVANS-MOLINA, MD, PHD ('01)
2026 Distinguished Alumna



From Marshall to the forefront of diabetes research, Carmella Evans-Molina, MD, PhD, has built a career advancing the understanding, prevention and treatment of diabetes.

The former president of the Class of 2001 now serves as the Eli Lilly Professor of Pediatric Diabetes at Indiana University School of Medicine and leads the NIH-funded Indiana Diabetes Research Center. Her leadership extends to major national research initiatives, including Type 1 Diabetes TrialNet and the Network for Pancreatic Organ Donors with Diabetes.

Dr. Evans-Molina returned to Huntington during Homecoming Weekend to receive the School of Medicine's 2026 Distinguished Alumni Award and share her expertise with students, faculty and fellow alumni.

INNOVATION & RESEARCH

Faculty member secures

School of Medicine investigators continue to expand Marshall's portfolio of federally funded biomedical research.

Wei Xu, PhD, assistant professor of biomedical sciences, received two NIH R21 grants totaling more than \$810,000 to investigate new approaches to antibiotic-resistant bacterial infections. One project examines mechanisms that allow *Enterococcus faecalis* to establish persistent catheter-associated urinary tract infections, while the second investigates how Group A *Streptococcus* contributes to tissue damage in severe skin infections. Both projects seek new strategies that could complement traditional antibiotic treatment.

Marshall contributes to first international guidance on GLP-1 medications and women's reproductive health

Dr. Shahrads Taheri, professor and vice dean for adiposity-based chronic diseases, was the only U.S.-based contributor to a 23-institution international collaboration that developed the first comprehensive clinical guidance for the use of GLP-1 and other incretin-based medications across the female reproductive lifespan.

Published in *Obesity Reviews*, the work evaluated 34 studies and provides recommendations related to contraception, preconception care, pregnancy, breastfeeding and postpartum management while identifying significant areas where additional research is needed.

Study identifies potential new target for treating atherosclerosis

Researchers in the School of Medicine identified a cellular signaling pathway in fat cells that may offer a new target for treating atherosclerosis. Published in *Arteriosclerosis, Thrombosis, and Vascular Biology*, the study found that blocking Na/K-ATPase signaling specifically in adipocytes reduced atherosclerotic plaque formation and vascular inflammation in a preclinical model.

The work, led by Bruno Goncalves, PhD, and principal investigator Komal Sodhi, MD, provides new insight into the relationship between adipose tissue, inflammation and cardiovascular disease. The research was supported by NIH R01 funding.

Students and residents contribute to high-impact research

Recent achievements demonstrate the School's continued emphasis on integrating research into medical and graduate education:

- Bradley Muncy, MD, a resident in Marshall's rural general surgery program, received a fully funded, two-year National Cancer Institute T32 Surgeon Scientist Research Fellowship. Dr. Muncy will pursue a Ph.D. in clinical and translational science focused on cancer biology at the University of Kentucky Markey Cancer Center before returning to Marshall to complete his surgical training.



- Doctoral candidate Olivia Coulter served as first author of a study published in *Molecular Psychiatry* examining the lasting effects of adolescent binge alcohol exposure on the brain. Researchers identified persistent disruption in communication between astrocytes and synapses in the hippocampus and demonstrated that improving astrocyte function could partially reverse some effects, pointing to a potential direction for future therapeutic research.



- Four second-year medical students—Adam Madore, Nigel Walsh, Kush Desai and Gideon Udoh—contributed to a review in *Current Issues in Molecular Biology* examining exosome-mediated communication between cells and organs and its potential implications for disease biomarkers and future therapies. The students worked under the mentorship of Komal Sodhi, MD, and Bruno Goncalves, PhD.



New Scholarly Activity: July 1 - August 31



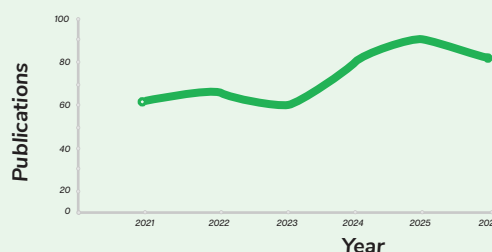
July & August 2026

65 published research publications

15 NIH Grants & Awards

3 Clinical Trials

1 Conference Abstract Publication



OUTREACH & DEVELOPMENT

Marshall receives one of West Virginia's first Rural Health Transformation Program awards



Marshall Health Network was included in the first group of Rural Health Transformation Program awards announced in West Virginia, receiving a \$612,000, one-year grant through the Cabell Huntington Hospital Foundation to launch a comprehensive workforce health model.

The Worksite Clinic Expansion Initiative will integrate occupational medicine, primary care, chronic disease management, injury prevention, care coordination and employee wellness to improve health outcomes, reduce barriers to employment and strengthen workforce participation.

Nucor Corporation will serve as the foundational implementation partner, with the model designed for expansion to additional employers through worksite clinics, mobile health services and occupational health hubs. The award builds on more than 35 years of occupational health experience within Marshall Health Network and the School of Medicine and supports the academic health system's broader efforts to improve health and workforce participation in rural communities.

School welcomed alumni home for 39th Annual Homecoming

The School of Medicine welcomed more than 100 alumni and guests to Huntington Sept. 11–12 for its 39th Annual Homecoming Weekend. The celebration brought together alumni, students and faculty and recognized milestone classes from 1981 through 2021.

Programming included a student-alumni networking lunch, continuing medical education presentations by alumni, the annual Reunion Banquet and Distinguished Alumni Award presentation, and a tailgate before Marshall football.



Medical students expand menstrual health education for area youth

Marshall medical students are partnering with Marshall Health Network physicians through the national Period Education Project to improve menstrual health education for young adolescents.

A Sept. 10 community workshop for girls ages 9–13 and their parents or guardians addresses reproductive

anatomy, the menstrual cycle, normal and abnormal periods, and safe period-management options. Pediatric-Adolescent Gynecologist and Associate Professor, Jennie Yoost, MD, MSc, provides physician expertise for the initiative, which also addresses barriers such as limited access to menstrual health education and period supplies.

Planned gift establishes scholarship for local medical students



A planned estate gift from longtime community supporters Ava W. and Charles E. "Pete" Peters Jr. will establish an endowed scholarship for incoming medical students from Cabell and Wayne counties.

The Ava W. & Charles E. "Pete" Peters Jr. Endowed Scholarship will provide student support in perpetuity, expanding access to medical education while strengthening the pipeline of future physicians with roots in the region.

Supporting Student Scholarships: Standing Out in Our Field 11



The School of Medicine hosted its flagship fundraiser, Standing Out in Our Field, on August 22 at Barbourville Soccer Complex.

More than 500 guests enjoyed the "Disco Fever" themed outdoor dining experience featuring music by Santa Cruz, dancing and a gourmet menu by Cabell Huntington Hospital's Executive Chef Don Sallada. More than 100 current and future medical students were volunteer servers.

STUDENT SPOTLIGHT: GROWING HEALTHY HABITS



Third-year medical students Casey Crawford, Dylan Gray and Clinton Williamson are putting lessons about nutrition, wellness and preventive health into practice through a student-led community garden.

What began as an opportunity to grow fresh vegetables has also created space for connection, balance and a deeper understanding of how access to healthy food influences health—lessons the students will carry with them into patient care.



BOARD OF GOVERNORS REPORT

October 2026

FY26 FINANCIAL STATEMENTS

DRAFT



FY26 FINANCIAL STATEMENTS VS PRIOR YEAR

	Marshall University		
	FY25 Actuals	FY26 Projection	FY26 vs FY25
Operating Revenues			
Student Tuition and Fees (net of allowance)	65,616,000	67,777,000	2,161,000
Grants and Contracts	122,880,000	138,686,000	15,806,000
Auxiliary Enterprise Revenue	30,242,000	31,178,000	936,000
Other Operating Revenues	12,804,000	9,168,000	(3,636,000)
Total Operating Revenues	231,542,000	246,809,000	15,267,000
Operating Expenses			
Salaries and Wages	164,392,000	168,239,000	3,847,000
Benefits	46,402,000	48,746,000	2,344,000
Supplies and Other Services	95,020,000	87,838,000	(7,182,000)
Utilities	12,277,000	11,929,000	(348,000)
Scholarships and fellowships	18,312,000	7,712,000	(10,600,000)
Depreciation	25,692,000	26,897,000	1,205,000
Other Operating Expenses	229,000	-	(229,000)
Total Operating Expenses	362,324,000	351,361,000	(10,963,000)
Operating Income (Loss)	(130,782,000)	(104,552,000)	26,230,000
Nonoperating Revenues (expenses)			
State Appropriations	76,037,000	77,336,000	1,299,000
Payments on behalf	462,000	1,461,000	999,000
Federal Pell Grants	22,872,000	23,016,000	144,000
Gifts	3,922,000	3,578,000	(344,000)
Investment Income	6,508,000	10,924,000	4,416,000
Interest on indebtedness	(7,775,000)	(7,290,000)	485,000
Fees assessed by Commission for Debt Service	(234,000)	(157,000)	77,000
Other nonoperating revenues (expenses)	(2,000)	858,000	860,000
Total Nonoperating Revenues (expenses)	101,790,000	109,726,000	7,936,000
Increase/Decrease in Net Assets	(28,992,000)	5,174,000	34,166,000
Capital Grants and Gifts	11,330,000	11,633,000	303,000
Increase/Decrease in Net Assets	(17,662,000)	16,807,000	34,469,000
Remove SOM Building Grant - One Time	-	(30,000,000)	(30,000,000)
Increase/Decrease in Net Assets - Adjusted	(17,662,000)	(13,193,000)	4,469,000

ANALYSIS

- **Operating Revenue (+\$15.3M)**
 - **Grants and Contracts (+\$15.8M):**
 - ❖ **Federal (+\$3M)** – Increase attributed to additional federal research grants at MURC.
 - ❖ **State (+\$22.7M)** – Increase includes +\$30.9M increase in School of Medicine (SOM) due to the funding associated with the SOM building, a +\$1M increase at MURC offset by a decrease at the General University of -\$11.7M due to the one-time FY25 doubling of the WV Higher Education Grant program (WVHEG).
 - ❖ **Private (-\$9.7M)** – Decrease due to the SOM third-party contract. Associated decrease in supplies and other services.
 - **Tuition and Fees (+\$2.2M):** Increase in Gross tuition and fees due to enrollment and rate increases (+\$2.7M) offset by an increase in the scholarship allowance (-\$0.5M).
 - **Auxiliary Revenue (+\$0.9M):** Increase primarily due to increased housing revenue from rate increases in FY26.
 - **Other Revenue (-\$3.6M):** Decrease in General University (-\$2M), SOM (-\$0.5M) and MURC (-\$1.1M).
- **Non-Operating Revenues (+\$7.1M)**
 - **Investment Income (+\$4.4M):** Primarily due to investment gains as compared to last year at MURC (+\$4.2M) combined with General University and SOM combined investment gains as compared to last year (+\$0.2M).
 - **State Appropriations (+\$1.3M):** Increase due to SOM (+\$2.1M) offset by decrease in General University (-\$0.8M) due to one-time surplus appropriation in FY25.
 - **Pell Grants (+\$0.1M):** Flat to FY25.
 - **Other (+\$1.1M):** Increase in payments made by the State on behalf of Marshall and lower interest expense in FY26.
- **Operating Expenses (-\$6.9M)**
 - **Salaries & Wages (+\$4M):** Increase due to MURC (+\$2.5M) due to increased grant activity and a 1.2% (+\$1.3M) increase in the General University due to off-cycle raises and slightly higher employee headcount year over year.
 - **Benefits (+\$2.4M):** Increase due to continued PEIA increases.
 - **Scholarships (-\$10.6M):** Decrease in Scholarship expenses primarily due to the FY25 doubling of the WVHEG program in FY25 combined with a change in calculation methodology.
 - **Supplies & Other Services (-\$3.4M):** Primarily due to the timing of a third-party contract at the SOM in FY25; offset by a decrease in Private grant revenue noted above. MURC Supplies increased \$4.7M in FY26 due increased grant activity.
 - **Misc. Other (+\$0.6M):** Due to increased Depreciation (+\$1.2M) and decreases in Utilities and other expenses (\$0.6M).

FY26 FINANCIAL STATEMENTS VS BUDGET

Marshall University			
	FY26 Projection	FY26 Budget	FY26 Projection vs FY26 Budget
Operating Revenues			
Student Tuition and Fees (net of allowance)	67,777,000	76,146,000	(8,369,000)
Grants and Contracts	138,686,000	122,439,000	16,247,000
Auxiliary Enterprise Revenue	31,178,000	43,827,000	(12,649,000)
Other Operating Revenues	9,168,000	12,303,000	(3,135,000)
Total Operating Revenues	246,809,000	254,715,000	(7,906,000)
Operating Expenses			
Salaries and Wages	168,239,000	166,072,000	2,167,000
Benefits	48,746,000	41,518,000	7,228,000
Supplies and Other Services	87,838,000	95,954,000	(8,116,000)
Utilities	11,929,000	12,450,000	(521,000)
Scholarships and fellowships	7,712,000	27,100,000	(19,388,000)
Depreciation	26,897,000	20,500,000	6,397,000
Other Operating Expenses	-	-	-
Total Operating Expenses	351,361,000	363,594,000	(12,233,000)
Operating Income (Loss)	(104,552,000)	(108,879,000)	4,327,000
Nonoperating Revenues (expenses)			
State Appropriations	77,336,000	76,188,000	1,148,000
Payments on behalf	1,461,000	-	1,461,000
Federal Pell Grants	23,016,000	22,500,000	516,000
Gifts	3,578,000	2,550,000	1,028,000
Investment Income	10,924,000	2,750,000	8,174,000
Interest on indebtedness	(7,290,000)	(7,242,000)	(48,000)
Fees assessed by Commission for Debt Service	(157,000)	(285,000)	128,000
Other nonoperating revenues (expenses)	858,000	-	858,000
Total Nonoperating Revenues (expenses)	109,726,000	96,461,000	13,265,000
Increase/Decrease in Net Assets	5,174,000	(12,418,000)	17,592,000
Capital Grants and Gifts	11,633,000	-	11,633,000
Increase/Decrease in Net Assets	16,807,000	(12,418,000)	29,225,000
Remove SOM Building Grant - One Time	(30,000,000)	-	(30,000,000)
Increase/Decrease in Net Assets - Adjusted	(13,193,000)	(12,418,000)	(775,000)

Analysis

Summary: The FY26 draft financial statements as compared to the FY26 Budget saw a variance of ~(\$775K) after removing the School of Medicine (SOM) State grant of \$30M. There are variances in each line but the bottom line was very close to the original budget. Key variance analysis is included in the following commentary.

	FY26 Fcst	FY26 Budget	Variance	Comments
Tuition and Fees	\$ 67.8	\$ 76.1	\$ (8.3)	Change in scholarship allowance methodology shifted from expense to net revenue
Auxiliary Revenue	\$ 31.2	\$ 43.8	\$ (12.6)	Change in scholarship allowance methodology shifted from expense to net revenue
Scholarship Expenses	\$ (7.7)	\$ (27.1)	\$ 19.4	Change in scholarship allowance methodology shifted from expense to net revenue
Net Student Revenue	\$ 91.3	\$ 92.8	\$ (1.5)	
➤ Grants and Contracts (+\$16.2M)				
Increase due to SOM State grant for new building (+\$30M) and other State Grants (+4.9M) offset by a decrease in Federal Grants and Contracts at MURC (-\$11M), a decrease in Private Grants at the SOM (corresponding decrease in supplies) (-\$7.7M).				
➤ Salaries and Benefits (-\$9.4M)				
- Increase in Salaries and Wages (+\$2.2M) driven by increases at the General University (+\$4.6M) and MURC (+\$0.9M) offset by a decrease at the SOM (-\$3.4M). - Increase in benefits due to a budgeted 25% benefit rate compared to an average actual rate of ~30% due to increased PEIA costs.				
➤ Supplies and Services (-\$8.1M)				
Decrease driven by the SOM (-\$6.5M) (corresponding decrease in Private grant revenue and MURC (-\$3.4M) (corresponding decrease in Grant revenue) offset by an increase in the General University of (+\$1.8M).				
➤ Scholarships and Fellowships (-\$19.4M)				
Decrease in scholarship expense is driven by the change in scholarship allowance calculation methodology. Expense was shifted to Net Student Tuition and Fees.				



FY27 Updates



FY27 Forecast vs Budget

	FY27 Projection	FY27 Budget	FY27 Budget vs FY27 Projection
Operating Revenues			
Student Tuition and Fees (net of allowance)	72,162,000	81,060,000	(8,898,000)
Grants and Contracts	127,151,000	126,821,000	330,000
Auxiliary Enterprise Revenue	32,425,000	40,018,000	(7,593,000)
Other Operating Revenues	13,367,000	12,849,000	518,000
Total Operating Revenues	245,105,000	260,748,000	(15,643,000)
Operating Expenses			
Salaries and Wages	171,038,000	171,038,000	-
Benefits	49,300,000	51,000,000	(1,700,000)
Supplies and Other Services	-	(3,539,000)	(3,539,000)
Utilities	-	(43,000)	(43,000)
Scholarships and fellowships	-	(11,484,000)	(11,484,000)
Depreciation	-	23,081,000	23,081,000
Other Operating Expenses	-	-	-
	358,279,000	368,377,000	(10,098,000)
	(113,174,000)	(107,629,000)	(5,545,000)
Nonoperating Revenues (expenses)			
State Grants	81,386,000	81,386,000	-
Federal Grants	23,016,000	23,400,000	(384,000)
Gifts	3,578,000	2,950,000	628,000
Investment Income	10,924,000	4,900,000	6,024,000
Interest on indebtedness	(7,245,000)	(7,670,000)	425,000
Fees assessed by Commission for Debt Service	(285,000)	(285,000)	-
Other nonoperating revenues (expenses)	-	-	-
Total Nonoperating Revenues (expenses)	111,374,000	104,681,000	6,693,000
Increase/Decrease in Net Assets	(1,800,000)	(2,948,000)	1,148,000
Capital Grants and Gifts	-	-	-
Increase/Decrease in Net Assets	(1,800,000)	(2,948,000)	1,148,000

The FY27 Forecast and FY27-FY31 Financial Plan are under construction as the university continues to assess various revenue enhancement and cost saving opportunities that have been identified by both internal working groups and external assessments.

During the December board meeting we will have a fully formed FY27-FY31 Financial Plan that will include the opportunities that have been identified.

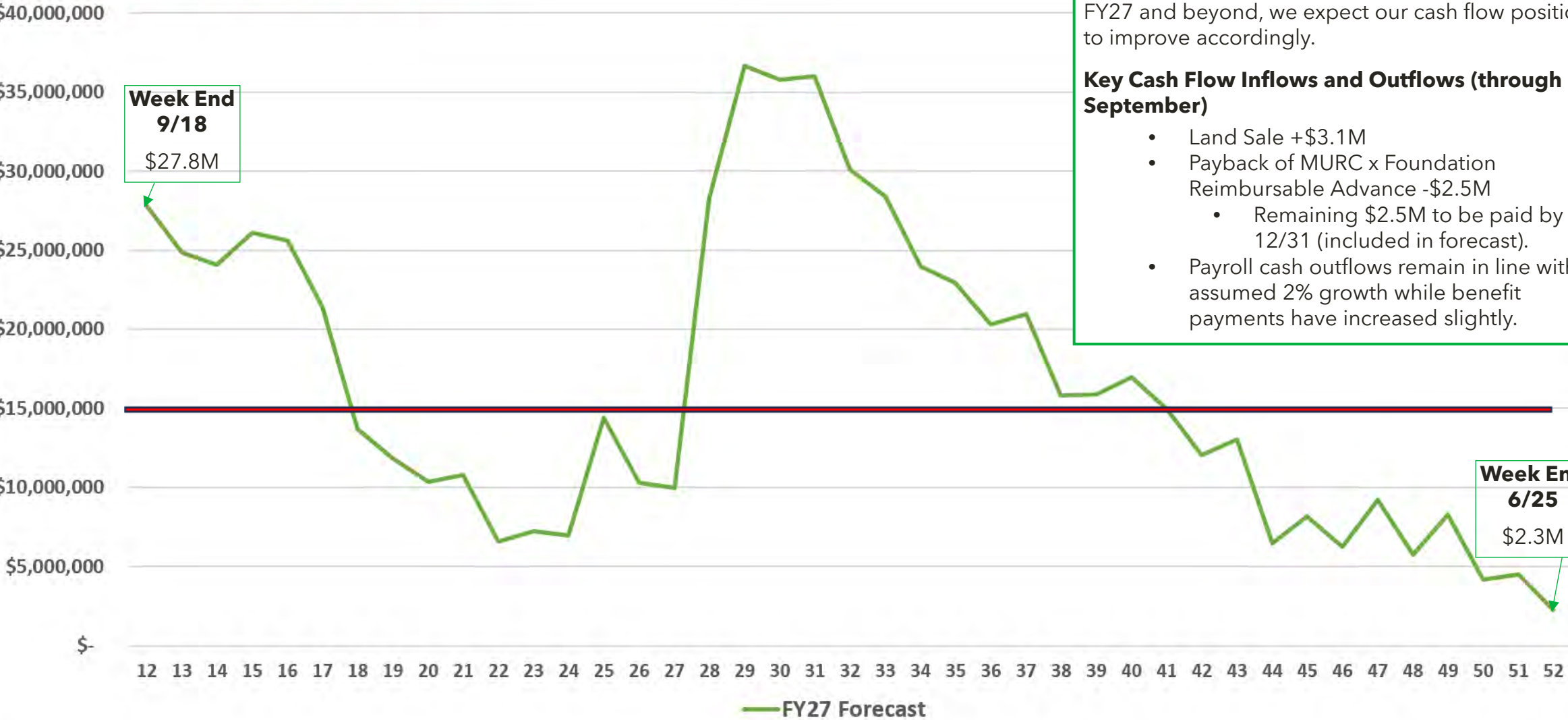
FY27 Fall Update:

- Gross Tuition and Fees increased slightly vs FY27 budget despite flat enrollment. Favorable student mix as compared to budget drove the increase. The change in scholarship methodology impacted top line revenue but is offset by a large decrease in Scholarship expense.
- Salaries and Wages remain in line with the 2% budgeted increase while benefits increased to align with FY26 rates
- Investment income increased as compared to budget to align with FY26 actuals



Cash Flow Forecast

Current FY27 Cash Forecast



The FY27 Cash Flow Forecast has improved slightly as compared to the April forecast.

As the university continues to evaluate revenue enhancement and cost saving opportunities for FY27 and beyond, we expect our cash flow position to improve accordingly.

Key Cash Flow Inflows and Outflows (through September)

- Land Sale +\$3.1M
- Payback of MURC x Foundation Reimbursable Advance -\$2.5M
 - Remaining \$2.5M to be paid by 12/31 (included in forecast).
- Payroll cash outflows remain in line with assumed 2% growth while benefit payments have increased slightly.



Marshall University

Accelerating Individual Success, Innovative Ideas and Economic Impact

October 2026
Facilities and Operations Update

Take Care of the House

DEFERRED MAINTENANCE

PROJECT “SHOCK AND AWE” I

\$21.8M from State for Deferred Maintenance

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

Completed projects are bolded. Other projects are in final stages.

\$19.4 M total invoiced as of September 3, 2026.

PROJECT “SHOCK AND AWE” II

Phase II from State for Deferred Maintenance

- ✓ Corbly Hall Chiller Replacement (\$550K)
- ✓ Morrow Library HVAC Unit Replacement (\$212K)
- ✓ Science Building Chiller Replacement (\$1M)
- ✓ Air Handler Units - Science Building (\$825K)
- ✓ Memorial Student Center Roof Replacement (\$1.6M)

Pending approval from Governor's Office as of September 17, 2026.

Safe and Prepared

CAMPUS SAFETY AND EMERGENCY READINESS

RESIDENTIAL CASE MANAGER

New role, Fall 2026



Liz Thompson
Residential Case
Manager

- ✓ **Shared** among MUPD, Housing and Residence Life, Counseling Center
- ✓ **Connects students with resources** on campus and in the community
- ✓ **Crisis response** and intervention
- ✓ **Case management**, follow up, and **proactive outreach**
- ✓ **Evening** office hours

SAFETY INITIATIVES

Ongoing readiness work across campus

- ✓ Resumed **monthly meeting with City** and campus stakeholders to discuss safety issues
- ✓ October 1 release of **the 2026 Annual Security and Fire Safety Report**
- ✓ Emergency preparedness **Tabletop Exercise** with Cabinet

Tornado Tabletop Exercise Situation Manual



This Situation Manual (SitMan) provides exercise participants with all necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance.

TTX Situation Manual: Tornado

Grow Students

STUDENT LIVING AND RECREATION

HOUSING

Fall 2026



Housing and Residence Life resident activities Dirty Birds Game

✓ Greatest challenge remains medical single occupancy requests; accommodations have increased from 25 in Fall 2024 to 77 in Fall 2026.

CAMPUS RECREATION

Rec Fest Engagement



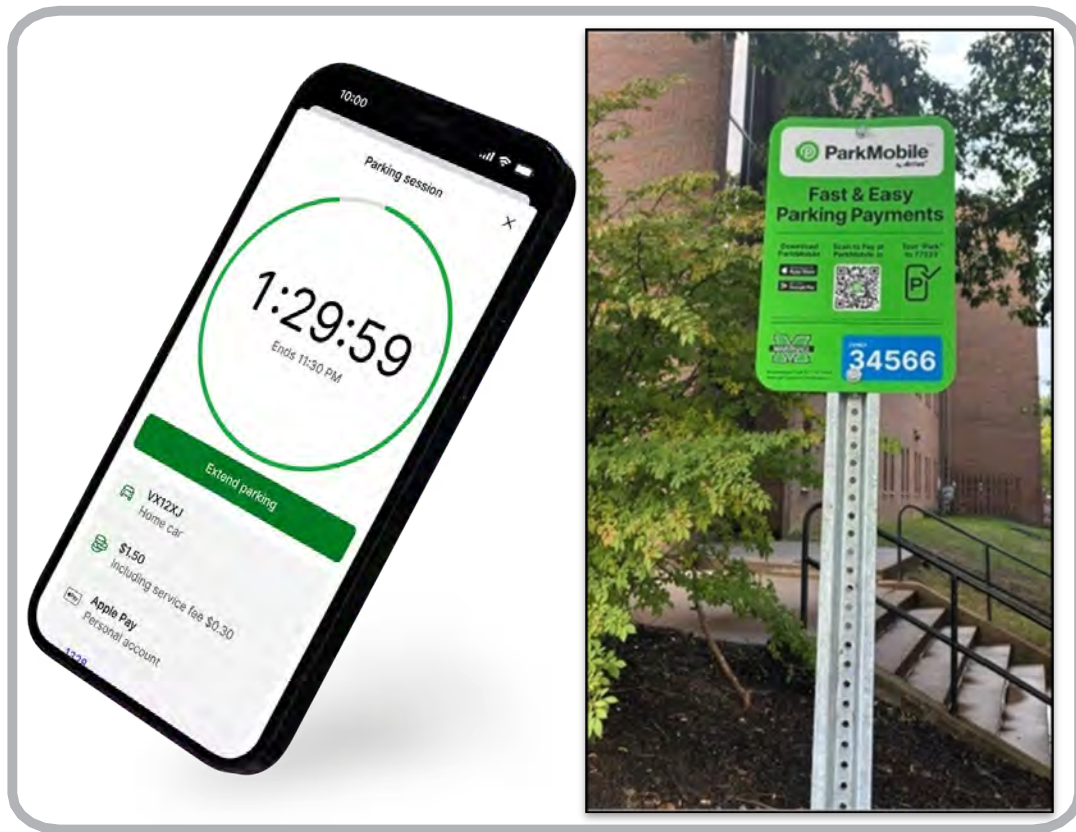
109 tables and **1,733 people** attended

Third Party Partnerships

NEW FOR FALL 2026 SEMESTER

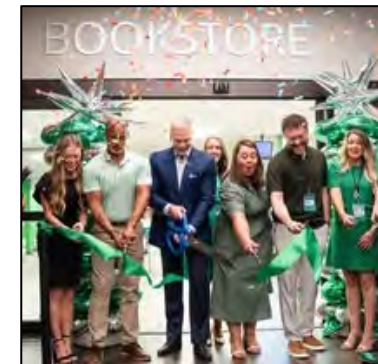
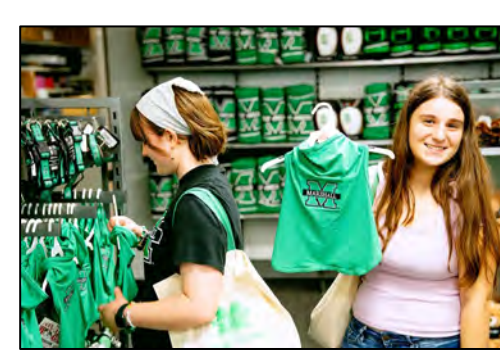
PARK MOBILE

Addition of electronic solution for temporary parking



BARNES & NOBLE COLLEGE

New contract for Campus Bookstore and Spirit Store



Images: Huntington Regional Chamber of Commerce

MU Internal Audit

BOG Informational Report

October 7, 2026

1 ACTIVITY SINCE THE LAST MEETING

- A. Advisory Services – Year-End planning and consultation with Accounting/Financial Reporting Department.
- B. Audit Projects – Year-end schedule preparation and footnote information gathering.
- C. Other – No significant Whistleblower Hotline activity for this reporting period. Began process for renewal of Whistleblower Hotline administration with 3rd party vendor.

2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

- A. Monitoring of Whistleblower Hotline and finalize renewal of system administration agreement for upcoming annual period.
- B. Year-End data gathering and schedule preparation, as needed.
- C. Adhere to planned activities in the approved Audit Plan and Continued Monitoring of other Institutional Activities.

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

- A. No significant activities in this reporting period.



BOARD OF GOVERNORS

October 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% 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

Page 63 of 113

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.”

VISION

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.

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.

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

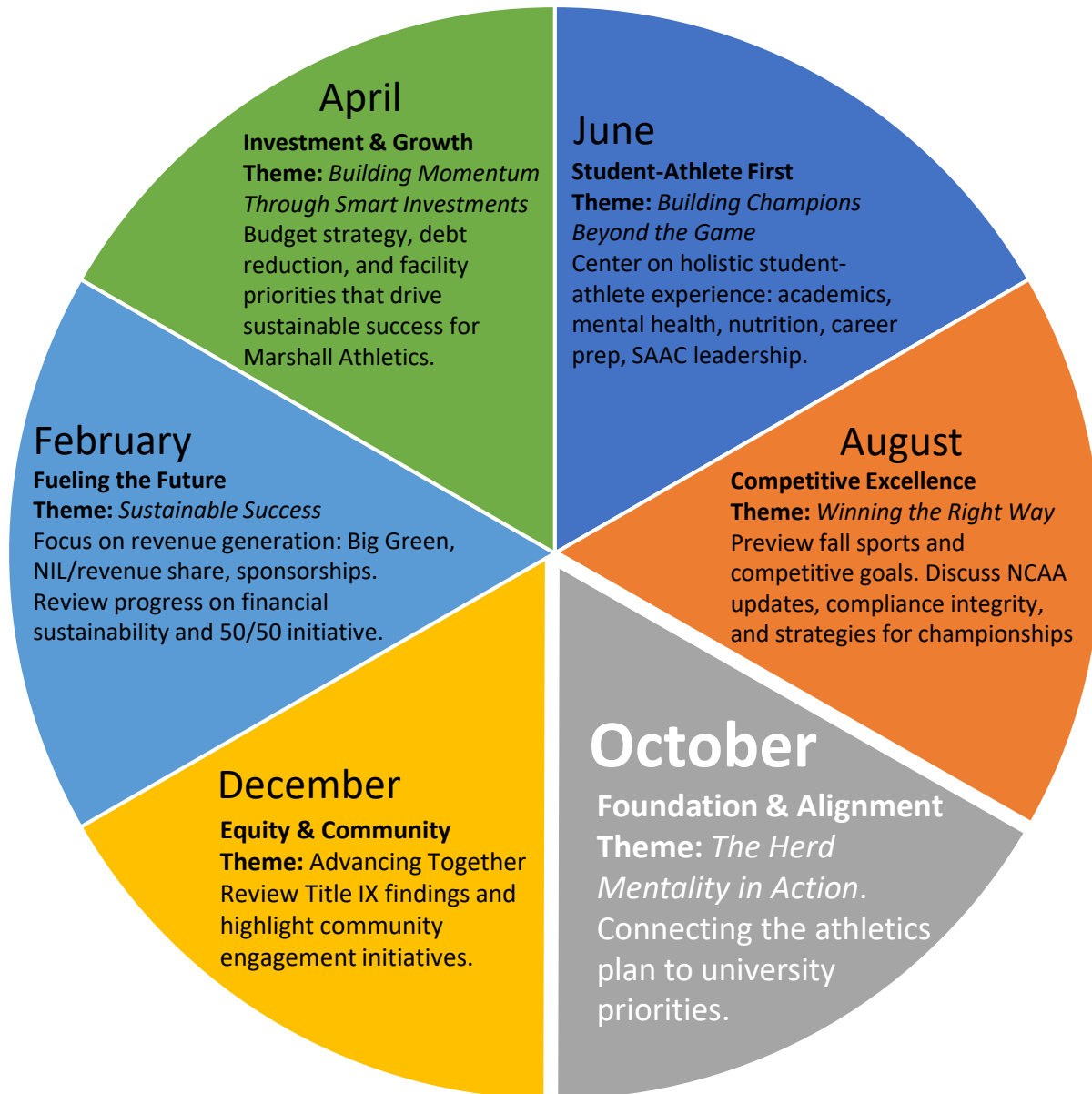
- Updates on enhancements to the game day atmosphere, traditions, and fan-first initiatives.
- Building deeper connections with Huntington, alumni, and the state of West Virginia.

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 student-athlete
academic success and
development.





INSIDE THE HERD

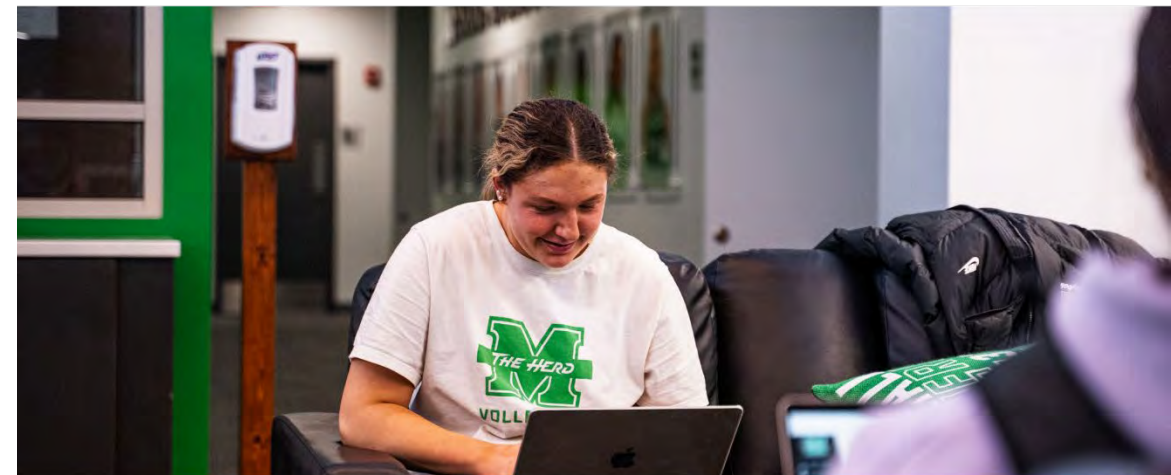
Academic Success

Marshall led the Sun Belt Conference with **four programs earning the conference's highest overall team 2025-26 GPA:**

- W. Golf — **3.95**
- W. Soccer — **3.77**
- W. Basketball — **3.60**
- Football — **3.22**

17 1A FAR Academic Excellence Award Recipients

- Recognizes graduates who maintained a **3.8+ GPA** and competed for at least two years at an FBS institution.





Marshall Women's Golf ranked No. 2 nationally in the Women's Golf Coaches Association All-Scholar Team GPA standings, posting an outstanding 3.946 team GPA in 2025–26.

Community Impact

- Student-athletes have completed 3,515 community service hours, reaching **53% of the department's 6,630-hour annual goal.**
- **Top Programs:** Football, Cheer and Softball





LEADERSHIP
Herd
CIRCLE

HERd Night Out

MEET • MINGLE • MENTOR • GLOW

An evening of connection
and a little pampering.

SEPT 17 | 6-8 PM | WV BUILDING
910 4TH AVE, HUNTINGTON, WV 25701



Student-Athlete Wellness

HERD Cares

- Embedded mental health and sport psychology services tailored to student-athletes.
- A collaborative, whole-person approach, connecting Sports Medicine, Sport Performance, Nutrition, Academics and campus partners.
- **NEW:** Embedded Psychiatry Services — monthly on-site HERD Cares Wellness Clinic.



Up Next

Upcoming Student-Athlete Engagement

- **November 16:** Financial Literacy with United Bank



Competitive Excellence & Winning the Right Way

Pillar 1: Student-Athlete Experience

Fall 2026 Pre-Season
NCAA Legislation Updates
New Hires



Fall Highlights

Competitive Excellence

Men's Cross Country

- Finished 2nd at the Thundering Herd Invitational and 3rd at the Queen City Invite.

Women's Cross Country

- Rachel Withrow earned back-to-back Sun Belt Conference Women's Runner of the Week.
- Marshall captured the team title at the Thundering Herd Invitational.



RUNNIN' THE COUNTRY ROADS		
50	34	10
ALL-STATE SELECTIONS	STATE CHAMPIONSHIPS	STATE RECORDS
GARRETT FERGUSON (15X) DYLAN DIAL (9X) LANDON JONES (9X) DESTINY BERRYMAN (5X) RACHAEL WITHROW (3X) ANTHONY DUNBAR (3X) ZEKE HAGLEY (3X) CADEN BOWEN (2X) BRADEN ELSWICK	ANNIE WHITED (8X) AMOS KIMBLE (5X) ISAAC AGEE (4X) JONATHAN WHITE (4X) RACHAEL WITHROW (4X) ANTHONY DUNBAR (2X) JAMES LIPSCOMB (2X) CARTER GEVEKE (2X) RYAN MUKTAR CADEN BOWEN ZEKE HAGLEY KENDRA DUNBAR GRADIAN GRAHAM	ANNIE WHITED (3X) ISAAC AGEE (2X) JUSTIN LIPSCOMB (2X) JONATHAN WHITE ZEKE HAGLEY CARTER GEVEKE
WE ARE... MARSHALL		

Fall Highlights

Competitive Excellence

Men's Soccer

- Defeated nationally recognized VCU, 3-1, in front of 2,500 fans at Hoops Family Field.

Women's Soccer

- Off to a strong 4-2-2 start.
- Scored 3+ goals in four matches this season.



Fall Highlights

Competitive Excellence

Volleyball

- Opened the season with 3-0 wins at the Marshall Invitational.
- Went 3-0 at the Hampton Inn Invitational.

Golf

- Men's Golf has recorded a Top-5 team finish at 2 tournaments this season.
- Women's Golfer, Madison Borders earned a Top-5 and Top-15 finish at 2 invitationals this season.

Football

- Earned its first win of 2026, defeating Middle Tennessee 28-26 on Sept. 12.



NCAA Legislation

Winning the Right Way

Age-Based Eligibility Update

- 80 legal cases nationally involving the NCAA's Age-Based Eligibility Model; 79 individual cases impact approximately 450 student-athletes from the 2022-23 cohort.
- Three cases currently involve Marshall student-athletes, with Athletics Compliance and General Counsel actively monitoring developments.



NCAA Legislation

Winning the Right Way

Other NCAA Legislative Updates

- **Approved:** Expanded Women's Basketball transition period; greater flexibility in out-of-season activity; sports-based prediction/mention markets classified as sports wagering.
- **October Votes:** Proposals include changes to football recruiting, transfer portal timing, out-of-season activities, coaching/instruction limits and midyear eligibility.
- **Campus Impact:** Proposed January football transfer-window changes could require increased coordination across Admissions, Financial Aid, Housing and Athletics during the first two weeks of January.



Fan Experience & Community Engagement

Pillar 2: Fan Experience

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



IT'S GAMEDAY IN HUNTINGTON



WE ARE...
MARSHALL



Revenue Updates

FY27

Women's Soccer Ticket Revenue

\$5,343.25 63% of \$8,500 Goal

Men's Soccer Ticket Revenue

\$179,084 90% of \$200,000 Goal

Revenue Updates

FY27

Football Ticket Revenue

	2026–27	Progress to Goal
*Ticket Sales	\$1,417,018	85% of \$1,665,000 Goal
Season Parking	\$204,405	95% of \$215,000 Goal

*Includes season tickets, single game tickets, chairback rentals, mini plans, and group ticket sales.
Excludes premium sales.

Football Season Tickets

Premium Spaces

- **Sky Suites:** All 25 suites sold (100% occupancy) generating \$923,000 in revenue, including \$22,000 in new revenue from the added suite.
- **The Porch:** Inaugural season sold out. Five spaces sold generating \$60,000 in new revenue.
- **The Deck:** \$431,999 in revenue to date (78% of annual goal).



Football Game Day Highlights

- Family Packs: 1,117 tickets sold
- Mini Plans: 91 sold | \$8,769 in revenue
- New Season Tickets: 705 sold | \$134,462 in revenue
- Concessions Round Up – Game 1: 1,113 donations | \$1,507.80 raised
- Family-Priced Stand 12 – Game 1: 1,755 items sold — the highest volume of any concession stand, 18.7% more items than the next-highest stand



Fan Experience

Game Day Enhancements

- **Elevated Atmosphere:** New state-of-the-art stadium lighting, expanded concourses, refreshed facility spaces, and enhanced videoboard content and entertainment.
- **Improved Food & Affordability:** Expanded concessions, added Chick-fil-A on both sides of the stadium and introduced family-friendly pricing at Stand 12.
- **More Family & Student Engagement:** Launched the Dough Daddy's Kids Zone and Run with the Herd, a new on-field pregame tradition for Marshall students.

Kudos to [Marshall University Athletics](#) for an amazing fan experience last night! I love how the Marching Thunder have more play time throughout the game. The new lights are BRIGHT! Touchdown and post game celebration lighting was fantastic. The game itself was one of my favorite games: intense all the way to the end. Looks like it'll be a fun football season at the Joan!



72

Yesterday's Marshall football game was by far the best stadium experience at a Herd Football game that I can ever recall. The new lights and green glow were awesome once the sun went down. The music was dramatically improved over past seasons. The student section was 🔥. The Dutch Miller deck brings the stadium down to the field (even for us not sitting on it). The concourse is bigger and has better food options. And on and on. So many improvements to the gameday experience at the Joan. There was a 4 ticket, 4 drink, 4 hotdog & 4 popcorn package for \$64.

If you are a person who used to attend games, it is time to come back. ❤️ ❤️

Great job [Marshall University Athletics](#)! Stadium and pregame is spot on. GO HERD!



21



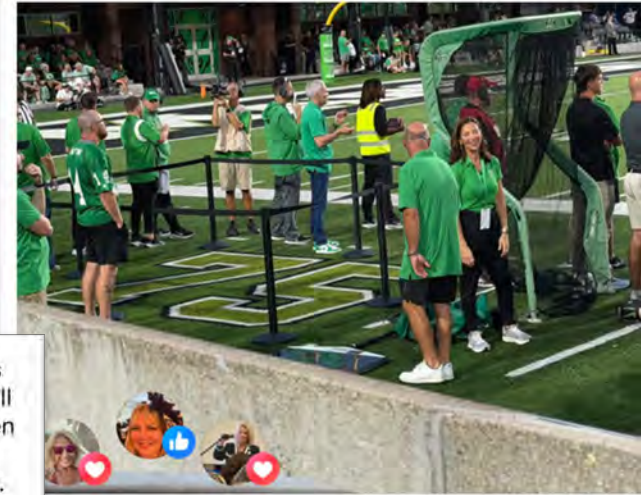
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Trish Nash and others reacted

Finally got to use my season ticket seats for the first time since I got them a couple years ago!

The opening made me cry... thank you [Marshall University Athletics](#) for remembering our 75.



215



2

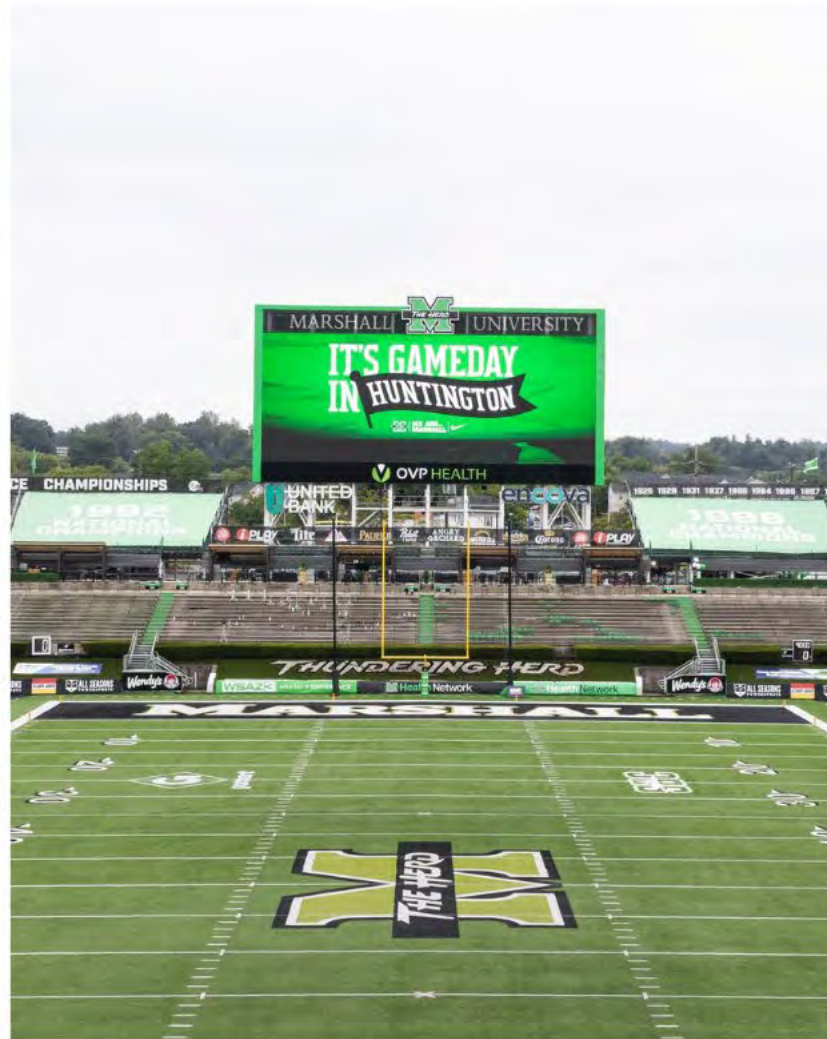


1



Fan Experience

Game-Day Enhancements



Fan Experience

Game-Day Enhancements

Champions Behind the Herd

- Recognizes faculty, staff and departments making an impact across Marshall.
- Celebrating those making a difference at Marshall today.

Marshall Forever Impact Spotlight

- Recognizes alumni whose leadership, service and generosity continue to impact Marshall.
- Celebrating those who continue making a difference after graduation.



Fan Experience

Basketball Game-Day Enhancements

- **NEW Dough Daddy's Herd Kids Zone:** interactive family-friendly experience on the concourse
- **Expanded Concessions:** featuring Dough Daddy's Pizza and Chick-fil-A
- **NEW Beer Garden:** dedicated social and hospitality space on the concourse



Facility Concept

New Premium

Men's Basketball | Courtside Lounge



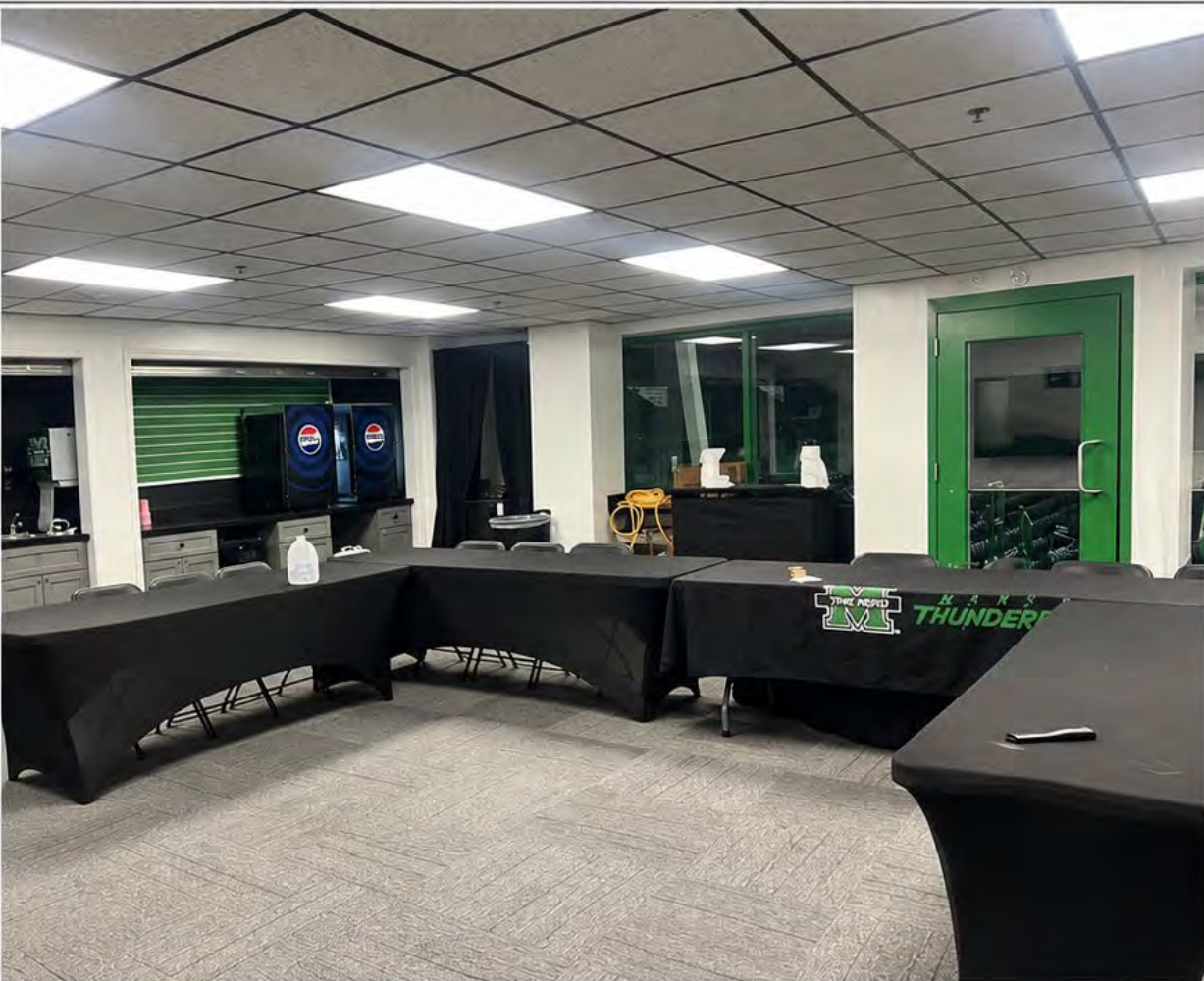
Before



After | Facility Concept

New Premium

Men's Basketball | Sky Deck



Before



After | Facility Concept

New Premium

Men's Basketball | Hartley Lounge



Before



After | Facility Concept

Basketball Up Next

THUNDER ON THE HARDWOOD | OCTOBER 1

- 6:00–8:00 PM | Cam Henderson Center
- Celebrating Marshall Men's & Women's Basketball and the start of the 2026–27 season.
- Featuring a fireside chat with Marshall Basketball legend Mike D'Antoni and Blessing King
- Guests will experience Marshall's new premium hospitality spaces, participate in a silent auction, meet coaches and student-athletes, and preview the upcoming season.



Revenue Growth & Resource Development

Pillar 3: Revenue Generation

Budget and fundraising
updates.



4Q FY26 Operating Expenses

Operating Expenses	FY 26 Actuals (6/30)	FY 26 Budget	Actuals v Budget
Athletic Student Aid	7,889,911	8,914,411	(1,024,500)
Guarantees	612,500	885,000	(272,500)
Coaching / Support Personnel Salary & Benefits (2)	14,706,802	13,766,877	939,925
Severance Payments (5)	-	-	-
Recruiting	670,715	900,000	(229,285)
Team Travel + Home Team Expenses	6,347,944	5,316,377	1,031,567
Student-Athlete Meals (non-travel, home team expenses)	1,271,052	330,000	941,052
Equipment & Uniforms	1,725,093	2,100,000	(374,907)
Game Expenses	1,595,981	1,648,220	(52,239)
Fundraising, Marketing & Promotion	252,798	205,000	47,798
Sports Camp Expenses (3)	74,147	164,100	(89,953)
Administrative Expenses/includes Facility Maintenance	843,417	780,000	63,417
Athletics Facilities, Debt Service, Leases and Rental Fee	693,546	750,000	(56,454)
Spirit Groups (5)	77,231	-	77,231
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	1,166,472	1,050,000	116,472
Memberships and Dues	89,492	135,000	(45,508)
Other Operating Expenses	1,761,351	1,245,100	516,251
Football Bowl Expenses	-	900,000	(900,000)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	39,778,452	39,090,085	688,367

(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 (6/30)	FY 25 Actuals (6/30)	Actuals v Prior Year
Athletic Student Aid	7,889,911	7,729,160	160,751
Guarantees	612,500	983,000	(370,500)
Coaching / Support Personnel Salary & Benefits (2)	14,706,802	13,780,986	925,816
Severance Payments	-	-	-
Recruiting	670,715	795,433	(124,718)
Team Travel	6,347,944	5,989,667	358,276
Student-Athlete Meals (non-travel)	1,271,052	999,227	271,825
Equipment & Uniforms	1,725,093	2,065,783	(340,690)
Game Expenses	1,595,981	1,455,906	140,075
Fundraising, Marketing & Promotion	252,798	330,644	(77,846)
Sports Camp Expenses	74,147	283,131	(208,984)
Direct Overhead and Administrative Expenses	843,417	830,056	13,361
Athletics Facilities, Debt Service, Leases and Rental Fee	693,546	698,444	(4,898)
Spirit Groups (5)	77,231	86,098	(8,867)
Indirect Institutional Support (1)	-	-	-
Medical Expenses & Insurance	1,166,472	853,682	312,789
Memberships and Dues	89,492	206,058	(116,565)
Other Operating Expenses	1,761,351	2,192,094	(430,742)
Football Bowl Expenses	-	22,123	(22,123)
Football Bowl Expenses - Coaching Compensation (4)	-	-	-
Total Operating Expenses	39,778,452	39,301,491	476,960

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4Q FY26 Operating Revenues

Operating Revenues	FY 26 Actuals (6/30)	FY 26 Budget	Actuals v Budget
Ticket Sales	3,369,649	4,585,437	(1,215,788)
Student Fees	5,997,264	6,775,000	(777,736)
Guarantees	2,101,500	2,040,000	61,500
Contributions, includes Sky Suite revenue	2,083,901	3,752,405	(1,668,504)
In-Kind (1)	-	-	-
Direct Institutional Support	14,323,005	14,438,143	(115,138)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	1,119,109	850,000	269,109
Conference Distributions	1,804,461	1,725,000	79,461
Program, Novelty, Parking, Concessions	642,710	745,000	(102,290)
Royalties, Licensing, Advertisements, Sponsorship	2,993,122	2,725,000	268,122
Sports Camps (3)	168,310	164,100	4,210
Endowment Investments & Income (1)	587,768	-	587,768
Other Operating Revenue	1,333,661	740,000	593,661
Football Bowl Revenue	-	550,000	(550,000)
Total Operating Revenues	36,524,460	39,090,085	(2,565,625)

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Operating Revenues

Year-over-Year Analysis

Operating Revenues	FY 26 Actuals (6/30)	FY 25 Actuals (6/30)	Actuals v Prior Year
Ticket Sales	3,369,649	3,853,039	(483,390)
Student Fees	5,997,264	6,462,386	(465,122)
Guarantees	2,101,500	2,189,460	(87,960)
Contributions	2,083,901	2,626,003	(542,102)
In-Kind (1)	-	-	-
Direct Institutional Support	14,323,005	15,118,570	(795,565)
Indirect Institutional Support (1)	-	-	-
NCAA Distributions	1,119,109	1,500,069	-
Conference Distributions	1,804,461	1,712,642	91,819
Program, Novelty, Parking, Concessions	642,710	680,698	(37,988)
Royalties, Licensing, Advertisements, Sponsorship	2,993,122	3,198,459	(205,337)
Sports Camps	168,310	199,035	(30,725)
Endowment Investments & Income (1)	587,768	567,070	20,698
Other Operating Revenue	1,333,661	562,335	771,326
Football Bowl Revenue	-	-	-
Total Operating Revenues	36,524,460	38,669,767	(1,764,347)

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Updates Big Green

Snapshot

\$1.7M

2026-27 Annual Fund Pledged

1,704

Big Green Members



Facilities & Capital Projects

Pillar 3: Revenue Generation

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



MARSHALL



UNIVERSITY

TAKING CARE OF THE HOUSE

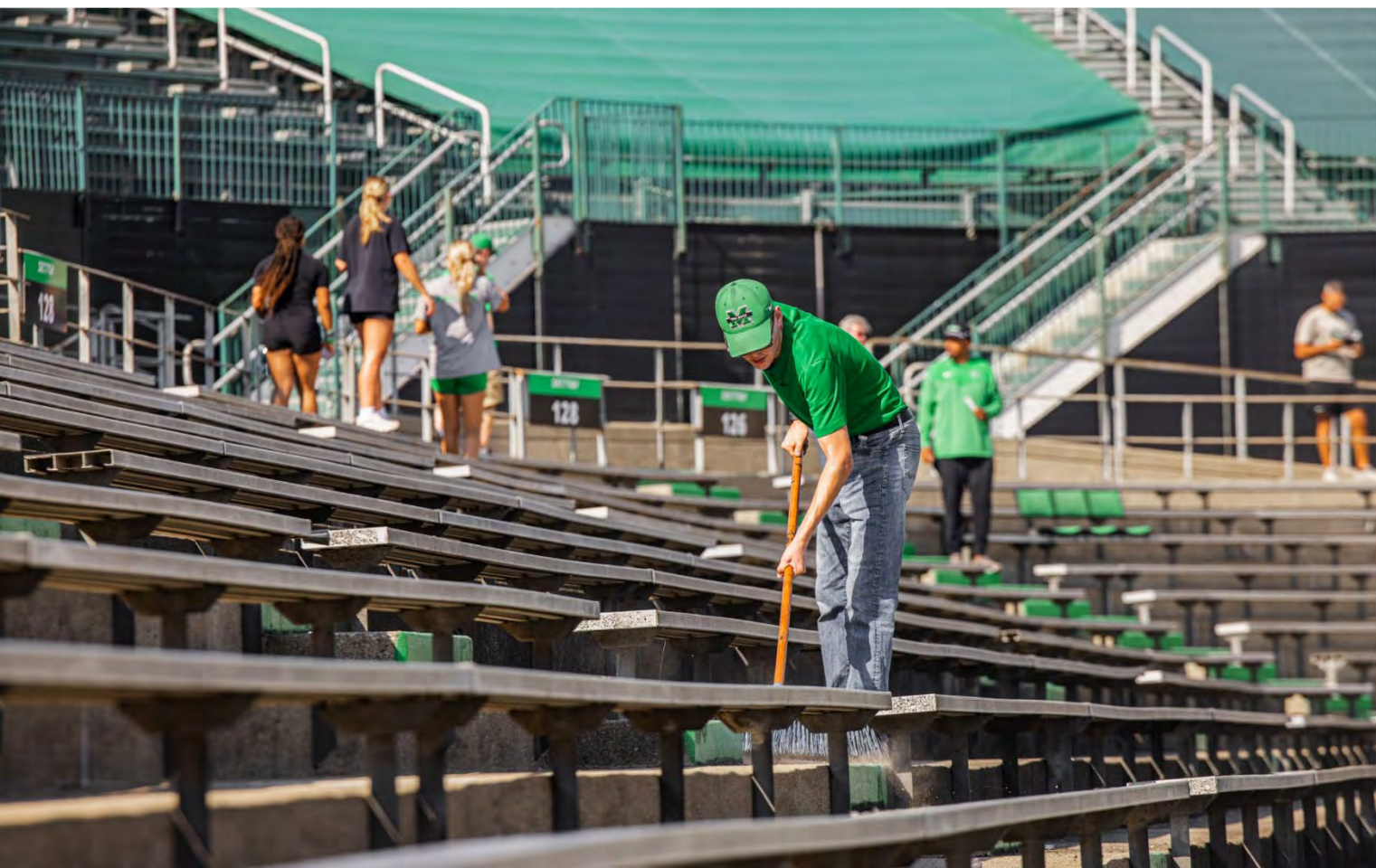
Marshall University

Joan C. Edwards StadiumJames F. Edwards Field

OVP HEALTH

UNITED BANKencova

play litePabst lightANGRY ORCHARModelCoronaWS Lottery



Taking Care of the House

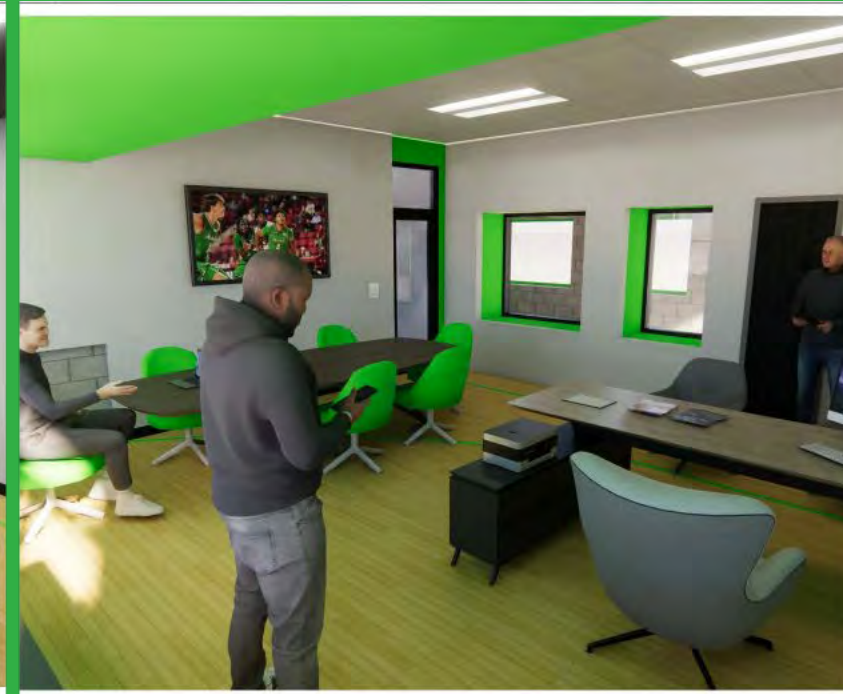
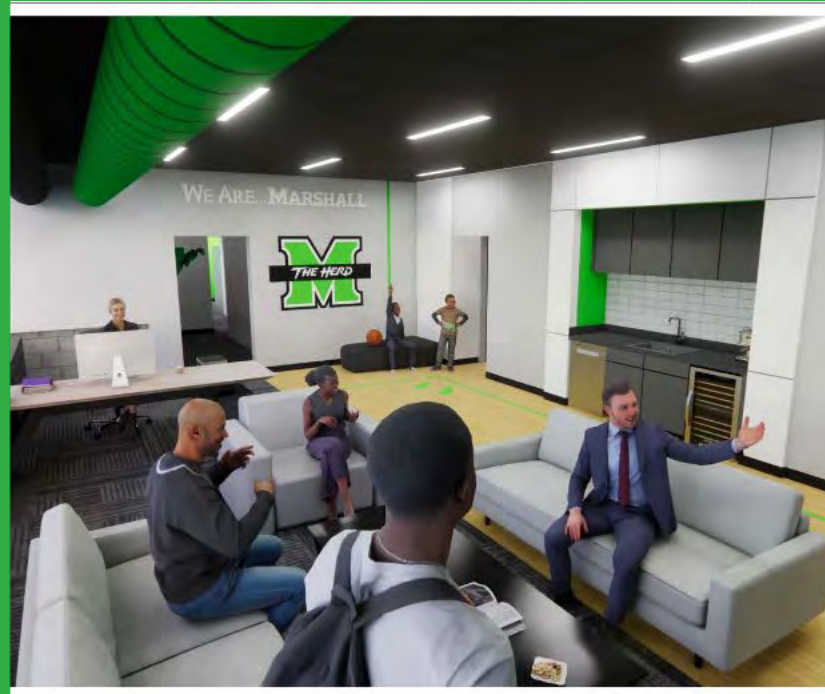
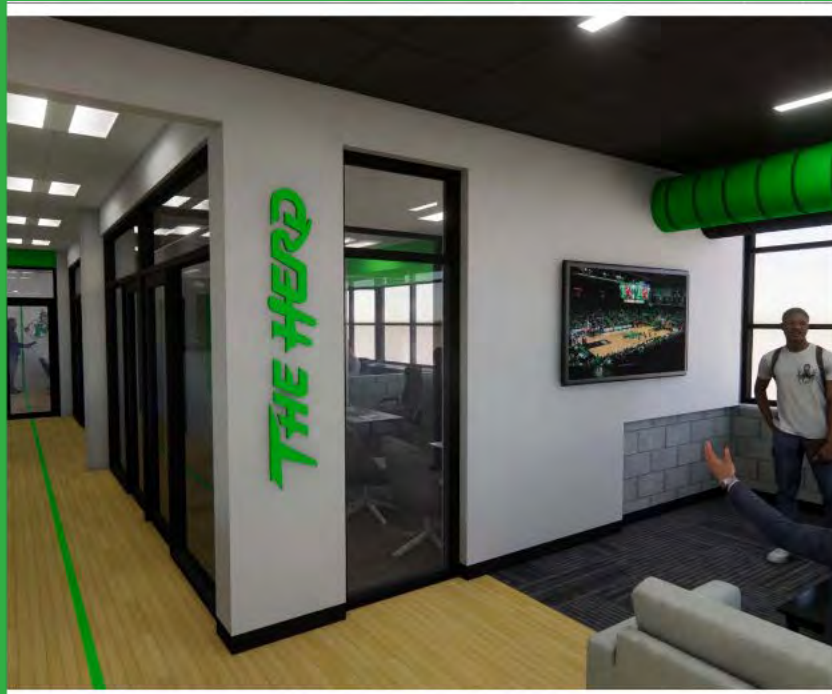
Ron & Susan DeTemple Men's Basketball Operations Center

- Six-figure philanthropic gift from Ron DeTemple and his late wife Susan, supporting the future of Marshall Men's Basketball.
- New Operations Center will be located adjacent to the Scaggs Family Practice Facility in Gullickson Hall.
- Provides a new home for Men's Basketball operations and an enhanced environment for student-athletes and staff.



Taking Care of the House

Ron & Susan Detemple Men's Basketball Operations Center



ONE GOAL.
ONE *HERD*.



WE ARE...
MARSHALL





BOARD OF GOVERNORS

Questions

