



Board of Governors Regular Meeting

October 8, 2025 | 1 p.m.

Shawkey Dining Room, Memorial Student Center

COMMITTEE MEETINGS:

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

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

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



October 8, 2025 Board of Governors Regular Meeting

AGENDA

Lunch

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

1 p.m.

Call to Order

Geoff Sheils, Chair

Approval of Prior Minutes

Geoff Sheils, Chair

Regular Meeting of August 5, 2025

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Committee Reports

Academic and Student Affairs Committee

Kathy D'Antoni, Chair

Action Items

None

Information Items

Provost Report

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

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Student Representative Update

Connor Waller, Student Representative

School of Medicine Update

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

54

Finance, Audit and Facilities Planning Committee

Kathy Eddy, Chair

Action Items

Authorization of Reallocation of Funds from
the State Institutions of Higher Education
Deferred Maintenance Grant Program
*Brandi Jacobs-Jones, Senior Vice President for
Operations*

60

Approval of Investment Portfolio Strategy for
Marshall University and the Marshall
University School of Medicine
Matt Tidd, Chief Financial Officer

75

Information Items

Finance Update <i>Matt Tidd, Chief Financial Officer</i>	77
Facilities and Operations Update <i>Brandi Jacobs-Jones, Senior Vice President for Operations</i>	86
Internal Audit Update <i>Perry Chaffin, Director of Audits</i>	90

Athletics Committee *Samuel Moore, Vice Chair*

Action Items None

Information Items <i>Gerald Harrison, Vice President and Director of Athletics; Niesha Campbell, Deputy Director of Athletics / Chief Operating Officer / Senior Woman Administrator</i>	91
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- NCAA Legislation
- National Issues Updates
- Athletics Teams Updates
- Budget Update
- Capital Projects Updates

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 *Brad D. Smith, President; Robert Bookwalter, Interim Provost and Senior Vice President for Academic Affairs; Gerald Harrison, Vice President and Director of Athletics*

Personnel Matters *Brad D. Smith, President*

Chairman's Report *Geoff Sheils, Chair*

Announcements *Geoff Sheils, Chair*

Adjournment *Geoff Sheils, Chair*

Upcoming Meeting Dates

- December 3, 2025
- February 4, 2026
- April 8, 2026
- June 10, 2026

MINUTES
Marshall University Board of Governors
Microsoft Teams Meeting at
Brad D. Smith Center for Business and Innovation
Livestream and In-Person
August 5, 2025

Present: Kathy D’Antoni, Kathy Eddy, Angel Moore, Samuel Moore, Carleen O’Neill, Robin Riner, Geoff Sheils, Bill Smith, Connor Waller, Rusty Webb

PH: Kipp Bodnar, Ginny T. Lee, Donnie Holcomb

Absent: Shawn Ball, Chad Pennington, Jim Smith

I. Call to Order

After confirming the presence of a quorum, Chairman Sheils called the meeting to order. He then introduced the next agenda item: the swearing-in of new Marshall University Board of Governors Staff representative0 Carleen O’Neill and Student Representative Connor Waller, administered by Marshall University Chief Legal Officer & Vice President for Strategic Initiatives and Corporate Relations, H. Toney Stroud.

II. Minutes Approval

Upon a motion by Kathy D’Antoni, seconded by Rusty Webb, the minutes of the regular meeting held on June 11, 2025, and the special meeting held on July 28, 2025, were approved.

III. Committee of the Whole

- A) Approval of Board of Governors Rule No. GA-10 - Policy on Non-Voting, Advisory Members

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve Rule No. GA-10 - Policy on Non-Voting, Advisory Members

** Rule GA-10 is being introduced in order to govern the roles and responsibilities of non-voting, advisory members who sit on the Marshall University Board of Governors.*

As of 2025, pursuant to West Virginia Code §18B-2A-1(c)(3), the faculty representative, student body representative and staff representative shall be non-voting, advisory members.

The enactment of that provision creates the need and opportunity for Marshall University to address what it means to be a "non-voting, advisory member" of its Board of Governors, which we now do through this policy.

Upon approval of this resolution, a comment period will open and remain open until 10:00 am on Wednesday, September 17, 2025. If substantive comments are received, a final rule will be presented to the Board for approval at a subsequent meeting. The rule changes for any individual rule are approved as final at the conclusion of the comment period if no substantive comments are received for that rule.

Upon a motion by Samuel Moore, seconded by Bill Smith, without further discussion, a vote of aye, no objections and the motion carried unanimously.

IV. Committee Meeting Reports

Academic and Student Affairs

There were no action items brought forward from the Committee.

Provost Report

Interim Provost Robert Bookwalter gave the Provost's Update. Provost Bookwalter stated in his report that there are four main areas he wished to address: leadership transitions in Academic Affairs, sustainable enrollment growth, a report from the School of Pharmacy, and a number of academic highlights from across the university.

He began by noting that Marshall University is undergoing a considerable period of leadership transition. He himself is part of that change, having assumed the role of Interim Provost 34 days ago after 38 years at Marshall University. He joined the institution as a faculty member in Communication Studies and has served as dean in both the College of Education and the College of Liberal Arts. He is serving as Interim Provost while the search for a permanent Provost is underway. A search committee and a search firm are collecting applications, with reviews expected to begin at the end of August. Preliminary interviews will be conducted in September and October, with finalists brought to campus. The goal is to reach an agreement with a new hire by the middle of the fall semester for that person to begin in January.

Since he vacated his position as Dean of the College of Liberal Arts, Dr. Kelly Prejean, Associate Dean and 20-year English faculty member, is serving as Interim Dean. The Lewis College of Business has hired Dr. Rohan Christie David, a graduate of Wake Forest University and the University of South Carolina, who has served as Dean at the University of Louisville, the University of Colorado Denver, and most recently Texas A&M University at San Antonio. In the College of Education and Professional Development, Dr. Kelly Bradley from the University of Kentucky will become the new dean. She is currently completing project work under contract and will officially begin her role on September 8.

Additional leadership appointments include Dr. Allison Carey, a longtime English faculty member, former Chair of the Department of English, and Chair of the Council of Chairs, who has been appointed Associate Provost for Assessment and Strategic Initiatives. Her colleague, Dr. Susan Tusing, will serve as Chief University Accreditation Officer, with both positions together replacing the work of former Vice President for Assessment, Dr. Mary Beth Reynolds. Dr. Anne Marie Casey has joined as the founding Director of the School of Library Science. Dr. Del Chrol, Chair of the Department of Humanities, is now Chair of the Council of Chairs. Dr. Bookwalter emphasized that with so many transitions, one of his priorities during his time as Interim Provost will be fostering team building among academic leadership.

He reported that Marshall has seen enrollment growth of more than 4% for the third consecutive year. Vice President for Enrollment Jerry Ross shared that this success was the result of a large-scale outreach effort that included six million emails, 350,000 text messages, and 225,000 mailed communications. Plans are in place to sustain this enrollment growth through 2026.

Dean Eric Blough of the School of Pharmacy gave a report highlighting the school's focus on best value, best test scores, and best student experience. The introduction of the BS in Pharmaceutical Sciences and the Pharm.D. program is contributing to enrollment increases and strengthening the program overall.

Vice President for Student Affairs, Marcy Simms, reported that more than 1,500 students will participate in Week of Welcome (WOW). Dr. Bookwalter described WOW as "the second-best day of the year" after commencement, because it marks the start of students' journeys toward earning their degrees and eventually walking across the stage to shake the President's hand.

Dr. Bookwalter then shared numerous academic highlights. Marshall Online earned the 2025 Anthology Catalyst Award in the Leading Change category for deploying Blackboard Ultra, creating a humanistic online teaching framework, designing a concierge-style student experience, and developing targeted micro-credentials to support lifelong learning. The College of Arts and Media hosted the 10th anniversary celebration of Trey Kay's Us & Them podcast, with participation from Marshall University's Dead Podcasters Society. Faculty member Dan Hollis served on the faculty of the West Virginia Governor's Honors Academy in July.

In the College of Engineering and Computer Sciences, Dr. Isaac Wait received a \$457,000 grant from the West Virginia Department of Highways for statistical analysis of culvert maintenance. BSEE Students Ben Taylor, Matthew Allen, and Preston Sellards, along with graduate student James Gao, co-authored the article "Enhancing Drone Navigation and Control," published in Applied Sciences.

The College of Education and Professional Development's June Harless Center for Rural Educational Research inducted four individuals into its Hall of Fame: West Virginia State Superintendent of Schools Michele Blatt; West Virginia native Emily Calandrelli, known as "The Space Gal," an MIT engineer, TV personality, author, and science education advocate; outgoing Dean Dr. Teresa Eagle; and business executive, author, and philanthropist Sheryl Sandberg, whose foundation has donated \$5 million to the Marshall For All, Marshall Forever campaign. The college also hosted the Country School Association of America Conference on campus this summer and dedicated a bench in honor of Freedom Rider and civil rights activist Joan C. Browning, who was recently awarded an honorary degree by Marshall.

In the College of Health Professions, biomechanics graduate student Yasmine Jutt is interning with the Los Angeles Dodgers, helping to develop their state-of-the-art performance lab. The School of Nursing hosted a HERD Nursing Day Camp in June for middle and high school students.

The College of Liberal Arts celebrated three alumni who earned prestigious teaching awards this past spring. Marissa Dillon, a 2011 graduate with a bachelor's degree in English, received the Stephen L. Fisher Award for Excellence in Teaching for K-12. Dr. Kayla Johnson, who earned degrees in English, French, and Secondary Education from Marshall before completing her Ph.D., is now a faculty member in the University of Kentucky's College of Education and won the Great Teacher Award from the University of Kentucky. Dr. Sarah Kerksmar, who earned both her B.A. and M.A. in Communication Studies from Marshall in 2000 and 2002, is Chair of the Health and Clinical Sciences Department at the University of Kentucky and received the Thompson Prize from the Association of University Programs in Health Administration.

In the College of Science, Dr. Robin O'Keefe, Academic Lab Manager Robbie Clark, and colleagues identified a new genus of plesiosaur from fossils discovered in Canada. Graduate student Zak Bartholomew in Biological Sciences was awarded a \$15,000 NASA WV Space Grant Consortium Graduate Research Fellowship. The Marshall Aviation Program is now certified to offer first responder unmanned aircraft system training in West Virginia and beyond, and it is participating in a NASA grant project examining potential impacts of UAS.

In the Lewis College of Business, the Commission on Accreditation for Health Informatics and Information Management Education awarded continuing accreditation for seven years to Marshall's Health Informatics program. The college's Student Center for the Public Trust achieved Ambassador tier ranking for the seventh consecutive year.

In the School of Pharmacy, Drs. Mary Catherine Platz and Brittany Riley received a \$7,500 grant to initiate pharmacist services at the Tri-State LifeCare Medical Adult Day Center. P4 student Carley Carter was selected for the United States Public Health Service Excellence in Public Health Pharmacy Award, recognizing significant contributions to public health.

Provost Bookwalter concluded his report by stating that he is proud of the work being done across all academic units and honored to serve as Interim Provost until a permanent appointment is made.

Student Representative Report

Connor Waller, Student Body President, gave the Student Representative update. In his report, Connor, who began his tenure as Student Body President at the end of April, introduced himself to those who had not yet worked with him. He expressed appreciation to the Board for their hospitality and warm welcome, noting that he had spent the previous day with them and found the experience positive and encouraging.

Connor stated that his remarks would be brief and that, while technically an elected official, he prefers to be "a person of few words." He explained that he would not be outlining specific initiatives during this meeting, but rather providing an overview of the direction Student Government is taking in the upcoming academic year.

He emphasized the guiding principle of “Marshall for All” and noted that he has challenged the Student Government team to focus on three student-centered pillars: student experience, student wellness, and student success. He explained that while there are defined criteria for initiatives under each pillar, it is equally important to approach all efforts with transparency, collaboration, and compassion.

On transparency, Connor noted that feedback over recent years indicated a need for improvement in Student Government communication. To address this, he plans to launch the inaugural issue of a Student Report from his office to the entire student body within the next one to two months. This report will detail current initiatives, recently passed measures, and other Student Government activities.

On collaboration, Connor stated that Student Government is building strong connections across campus, including with Student Affairs, the Wellness Center, the Office of Community Service, Admissions and Recruitment, and others, with the list continuing to grow. He also acknowledged the President’s continued collaboration with SGA, expressing gratitude for the support.

Connor reported that a structural reorganization was implemented to strengthen student advocacy, including the creation of two new positions: Secretary of Student Advocacy and Secretary of Student Success. The Secretary of Student Advocacy will address student concerns directly, while the Secretary of Student Success will engage with campus departments to address those concerns and find solutions.

Finally, Connor noted that the SGA budget for the fiscal year reflects only a slight reduction from the previous year. Student organizations will continue to be fully funded at \$20,000, the same level as last year. He concluded by thanking the Board for their time and expressing his optimism for a productive year ahead.

School of Medicine Report

Dr. David Gozal, Dean and Vice President for Health Affairs presented the School of Medicine report. During his report, Dr. Gozal stated that the School of Medicine has been quite busy. He began by noting that the Class of 2029, consisting of 82 students selected from a pool of 3,026 applicants, recently joined the school following a very selective admissions process. These students participated in a White Coat Ceremony in which the white coat and stethoscope were gifted by faculty and other donors. A total of 100 donors contributed, giving students the privilege of wearing the white coat for the first time.

Within the Physician Assistant program, after significant work by the PA program faculty and their director, Ben Spurlock, along with members of the Provost’s Office and the School of Medicine, the program successfully achieved full accreditation for the next decade. Dr. Gozal stated that this accomplishment puts the program on a trajectory for continued success and that he hopes to report on its progress and unique achievements in the coming years.

At the same time, the Liaison Committee on Medical Education (LCME) approved the School of Medicine’s request to expand its class size from 83 students to 99 students. Beginning in 2026, this expansion will allow the school to accept more students and provide a variety of new programs, including collaborations with the School of Business and the College of Liberal Arts through innovative initiatives.

Dr. Gozal then highlighted a unique student achievement. Hannah Turner, a first-generation college student, has become the inaugural participant in the BS-to-PhD program, which begins in the

College of Science and proceeds directly into PhD studies in the School of Medicine. He stated that her achievement embodies the Marshall for All, Marshall Forever creed and he hopes she will be the first of many students to take this path.

Several notable student and faculty accolades were also shared. Three students received exceptionally competitive national awards. Medical student Katherine Germann was awarded a Fulbright U.S. Student Program Award to conduct research enhancing surveillance of respiratory infections in Peru using artificial intelligence technologies. Sidney Strause, a doctoral student in the biomedical research PhD program, received the highly competitive Porter Physiology Development Fellowship from the American Physiological Society (APS) for the 2025–2026 academic year. Two graduate students in the biomedical research PhD program were awarded prestigious NASA Graduate Research Fellowships.

Dr. Gozal also reported that the Association of American Medical Colleges (AAMC) Group on Faculty Affairs (GFA) named Darshana T. Shah, PhD, professor of pathology and senior associate dean for faculty advancement at the School of Medicine, as the recipient of the 2025 Carole J. Bland Phronesis Award. This award recognizes faculty affairs leaders who embody the spirit of phronesis—acting for the welfare of others without self-interest and championing the growth and success of others.

He stated that he strongly believes in building a pipeline to attract more students to the medical school and to train them in the health professions. As part of this effort, two dozen high school students from across the region participated in the Health Care Pathways Initiative (HCPI) at Marshall University, an immersive program introducing students to college life and careers in health care. In June and July, the university also hosted Project PREMED (Providing Real-World Experiences for Marshall-Educated Doctors), a program for undergraduate students interested in pursuing careers in medicine. Participants learned about the admissions process, the medical school curriculum, and life as a medical student. This year's Project PREMED cohort included 16 students from West Virginia and seven other states.

Dr. Gozal reported on several leadership transitions. Dr. Susan Flesher, professor of pediatrics and an alumna of Marshall's medical school and residency program, has been appointed senior associate dean for admissions. Dr. Christine Gilkerson will take on an additional role through the Marshall Health Network. The School of Medicine has also welcomed 43 new faculty members to its clinical and research faculty between June and October 2025.

He noted significant faculty accomplishments, including the work of Brandon J. Henderson, PhD, associate professor of biomedical sciences, who mentored a large group of medical students in research that was published in a highly competitive journal. He also welcomed Dr. Trupti Joshi, senior associate dean and professor at the School of Medicine, whose informatics and population analytics team is transforming how Marshall advances health care, research, and education. This work includes targeted health interventions for rural Appalachian communities, fostering cross-disciplinary collaboration, and equipping students and faculty with in-demand skills in data science and AI.

Dr. Gozal reported that Marshall University hosted the 23rd Annual West Virginia IDeA Network for Biomedical Research (WV-INBRE) Summer Research Symposium in downtown Huntington, where dozens of undergraduate students showcased their summer research projects. He thanked President Brad Smith for attending and opening the event.

He also highlighted that Marshall Health hosted its second annual Hope Blooms fundraiser in support of Project Hope for Women & Children. The sold-out event saw an increase in attendance and funds raised, which will help provide care to pregnant women with substance use disorders through Project Hope. Dr. Gozal concluded his report by thanking the Board.

Finance, Audit and Facilities Planning Committee

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

A) Approval of Revisions to Board of Governors Rule No. FA-3 – Purchasing Policy

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. FA-3 - Purchasing Policy.

** This Rule establishes the rules and policies governing and controlling purchase, acquisition and inventory management of materials, supplies, equipment, services, construction and printing by the Governing Board of Marshall University, created pursuant to West Virginia Code §18B-2A-1 and hereinafter referred to as the "Governing Board." This Rule is being revised to allow for updates related to emergency purchases and bids tasks.*

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 10:00 am on Wednesday, September 17, 2025. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.

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

B) Approval of Revisions to Board of Governors Rule No. FA-5 - Capital Project Management

The following resolution was read:

Resolved, that the Marshall University Board of Governors approve the revisions to Board of Governors Rule No. FA-5 - Capital Project Management.

** The purpose of this policy is to establish guidelines, delegate appropriate authority and assign responsibility for the governance, prioritization, financing, planning and management of capital projects at Marshall University. This Rule is being revised to allow for updates related to emergency purchases and bids tasks.*

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 10:00 am on Wednesday, September 17, 2025. If substantive comments are received, a final policy will be presented to the Board for approval at a subsequent meeting. If no substantive comments are received, the policy will be considered approved in its current form with an effective date of the end of the comment period.

Upon a motion by Samuel Moore, seconded by Angel Moore, without further discussion, a vote of aye, no objections and the motion carried unanimously.

C) Authorization of Reallocation 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 reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects, as described below

** In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred maintenance projects under the State Institutions of Higher Education Deferred Maintenance Grant program. Some of Marshall's projects came in under budget; therefore, staff now seeks authorization to reallocate funding for projects, as follows:*

- Reallocate \$78,000 from Morrow Library ADA Upgrades (WVHEPC-M009) to Fine Arts Renovations (WHEPC-M0J0) for carpeting the balcony curb, installation of electric VAV units, materials, and supplies for additional header to support a heating coil.*
- Reallocate \$60,000 from Morrow Library ADA Upgrades (WVHEPC-M009) to Holderby Hall Demolition (WVHEPC-M014) to address relocation of electrical line, installation of lighting to replace lights lost due to building demolition, and temporary fire hydrant service.*
- Reallocate \$116,738 from Student/Band Bleacher Replacement (WVHEPC-M026) to Concrete Work (WVHEPC-M013) for concrete repairs to the Henderson Center due to water infiltration and damage to the building structure.*

Authorizing this request will allow Marshall to use and transfer funding from those deferred maintenance projects that came in under budget and reduce other project budgets to address critical needs in other deferred maintenance initiatives

Upon a motion by Kathy D'Antoni, seconded by Bill Smith, 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:

Athletic Team Update
NCAA Legislation
National Issues Updates
Budget Update

V. President's Report

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

VI. Executive Session under the authority of WV Code § 6-9A-4

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

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

VII. Chairman Sheils Report

Chairman Geoff Sheils began his report by reporting that it has been an exciting time on campus over the past couple of months, with a great deal of activity taking place. He remarked on the recent update regarding the removal of Holderby Hall, which he finds particularly exciting as he passes it daily on his commute to work.

He stated that Connor led 11 orientation sessions over the summer, noting that the feedback was overwhelmingly positive, with 100% favorable reviews. He thanked Connor, his team, and all university staff involved in making the sessions a success, acknowledging the significant amount of work required.

Chairman Sheils stated that he appreciated the Board's dedication, time, and energy over the past few days, emphasizing that their investment in Marshall University is deeply valued.

He further stated his thanks to Andrea and the President's Office team for their behind-the-scenes efforts in planning the retreat, organizing the Board meeting, and coordinating meeting logistics, including the room setup and catering. He remarked that such events do not simply "just happen" and require careful planning and execution.

Chairman Sheils concluded his report by stating that the next Board meeting is scheduled for Wednesday, October 8. He also noted that on Tuesday, October 7, there will be a Shared Governance Conference to which all Board members are invited. He then invited Robin to provide additional details on the event. Robin stated that they're planning to hold the town hall meeting around lunchtime and would like board members on the panel to answer questions from students, faculty, and staff. While lunchtime would be ideal, she noted that panels will run throughout the day. She explained that the sessions will feature experts discussing various aspects of shared governance, including one on how AI can improve shared governance processes. She added that the event is open to the entire campus community and will also include participants from neighboring institutions, with the goal of showcasing

Marshall's work both internally and externally. Virtual attendance will be available to encourage participation from across the region. Following Robin's remarks, Chairman Sheils adjourned the meeting.

VIII. Announcements

IX. Adjournment

Without objection, the Board Meeting was adjourned.

Respectfully submitted,

Kathy D'Antoni, Secretary

President's Report – August 2025

- Thank you, Mr. Chairman.
- It's exciting to have our students back on campus and to see the many signs of growth that surround us.
- Let me begin by thanking you for investing your time to actively participate in this strategic offsite yesterday as we focused on advancing our 2037 aspiration of 100% job placement and zero student loan debt.
 - This year, we placed a particular emphasis on two of our centers of excellence – advanced manufacturing & aviation.
 - We developed a deeper understanding and appreciation for the 54% of West Virginians, and the roughly 40% of the nation who choose an alternative path to a four-year degree
 - We showcased the importance of skilled trades in our state and across the nation ...
 - We reviewed the current programs and capabilities we offer at Marshall University through our apprenticeships, micro-credentials and joint offerings in partnership with our high school CTE and state-wide community and technology colleges ...
 - And we discussed pathways to increase Marshall's impact by 10X to increase workforce participation, create pathways to prosperity for all families, and showcase West Virginia as a place that celebrates all contributions to a 21st Century

Economy.

- We mean it when we say “Marshall For ALL” ... everyone matters and everyone has a role to play in West Virginia’s future.
- As context for those who were not in attendance:
 - The Board of Governor’s Retreat plays a critical role in our annual operating rhythm.
 - The role of the Retreat is to raise the altitude of the plane, sharpen our contextual awareness, and focus our collective skills and capabilities.
 - More specifically, the goals of this meeting were to:
 - To inspire future-back and outside-in learning,
 - To build awareness & capability in each of us as leaders,
 - And to strengthen our teamwork & commitment to Marshall For All, Marshall Forever.
- Yesterday was the 3rd strategic retreat we have approached in this manner.

1. In year 1, we:

- Leaned into the use of Design Thinking, the Silicon Valley technique that has led to some of the world’s

greatest inventions.

- We also invested the time to build our awareness and understanding of large language models and artificial general intelligence ...
- And in year one, we heard from experts like Sal Khan, founder of Kahn Academy, engaged with high school students and gained hands-on experience as we conducted experiments with ChatGPT.
- Coming out of that first retreat, we formalized a Presidential Task Force on AI – focusing these emerging capabilities across four key areas:
 - Advancing innovation in teaching and learning
 - Accelerating research excellence and impact
 - Improving operational efficiency and sustainability
 - And providing access and making needed investments in leading technology and tools
- In addition, we began to think more expansively about how these capabilities could accelerate and strengthen our commitment to Marshall For All, Marshall Forever
- In particular, we experimented with ways to close the student success gap for Pell-eligible students relative to their peers through delivering an individualized

learning experience and support, at scale!

2. In Year 2 (last year), we advanced this objective by applying our design thinking capabilities to address the grand challenge of being an R2 institution with community college acceptance rates ... testing ways to provide individualized support for every student ... meeting them where they are and helping them get to where they strive to be.

■ We invested time:

- Diving deeper into the progress being driven across the campus by the Presidential Task Force on AI, including efforts to test the various AI products we were using and measuring the results-to-date.
- We applied design thinking to advance our understanding of how to operationalize and apply AI in our own areas of work,
- And we completed an assignment to advance our individual understanding of AI by completing an AI micro-credential, leaving us inspired to complete more short courses and to lead the campus by example.
- Then, we focused our efforts on leveling the playing field of opportunity and increasing student success for Marshall for All/Pell-Eligible students.

- That work diagnosed root cause reasons for why our 1st year retention had dropped from 78% to 72% ...
 - We dove deep with students ...
 - Developed hypotheses to test ...
 - And introduced a series of policy changes and new support services, which have strengthened 1st year retention by nearly 400 bps (currently 76.7%) for Fall 25.
- Suffice it to say these retreats have proven to be hands-on and action-oriented ... translating ideas into impact and showcasing the power of being an Applied Research Institution.
- Our strategic offsite this year once again reinforced what we have acknowledged and embraced at Marshall University ...
 - Higher education is in the midst of significant reimagination and transformation across the globe,
 - At Marshall, we have chosen to seize this opportunity to reimagine and reinvent ourselves, serving as a demonstration project for the rest of the world in the process.
 - Marshall is privileged to have such a talented and engaged Board of Governors that is willing to roll-up your sleeves, learn with us and provide your wisdom

and insights along the way. Thank you!

- Shifting from capability-building to bench-building ... last week we welcomed Gerald Harrison as our next Vice President and Director of Athletics at Marshall University:
 - The role of Athletics Director at Marshall is far more than a job ... it's a calling.
 - A unique opportunity to lead the heartbeat of our university and one of the most visible expressions of our values, our culture, and our aspirations.
 - Athletics is where excellence takes the field ...
 - Where community pride is on full display ...
 - And where the next generation of leaders are shaped.
 - Those who have served in this role appreciate that they stand on the shoulders of those who came before them ... and I want to begin by thanking Christian Spears for his leadership and dedication.
 - Christian set a new bar with his vision, velocity and outcomes ...
 - From hiring talented coaches, establishing winning programs and conducting successful fundraising efforts
 - To facility enhancements and engaging fan experiences
 - Christian is leaving us much better than he found us, and I am grateful for his friendship, leadership &

impact.

- Building on this foundation, we embarked on a national search on May 21st to identify our next AD, and we set the bar high.
 - We were seeking a transformational leader ... someone who is purpose-built for this moment in time with the shifting landscape in NCAA Athletics.
 - A leader with strong business acumen, an innovative spirit, and a commitment to academic excellence and competitive integrity.
 - Someone who embodies the Leadership Success Profile we have defined and hold ourselves accountable to at Marshall:
 - A strategic thinker ...
 - Who drives for results ...
 - Builds high performance cultures ...
 - Innovates for impact
 - And inspires through their actions ... leading with intellectual curiosity, humility, teamwork and grit.
- We found that leader in Gerald Harrison.
 - Gerald brings over two decades of experience in Division I athletics ...

- Including impactful tenures at Tennessee, Duke, and most recently as Vice President and Director of Athletics at Austin Peay State University.
- At Austin Peay, he delivered:
 - Record-setting fundraising ...
 - Introduced groundbreaking partnerships ...
 - Hired 16 coaches, 6 of whom went on to receive Coach of the Year honors.
 - And led the university to won 13 conference championships, including 3 football titles in 5 seasons!
 - During his tenure, student-athletes thrived academically, maintaining a 3.0 GPA or higher for a record-setting 16 consecutive semesters.
- But what stood out wasn't just his record. It was the way he did it
 - With humility, discipline, and a deep commitment to the broader mission.
 - Gerald earned a reputation as bridge-builder across campus...
 - And as a winner across NCAA Athletics.
- Our campus stakeholders recognized this immediately.

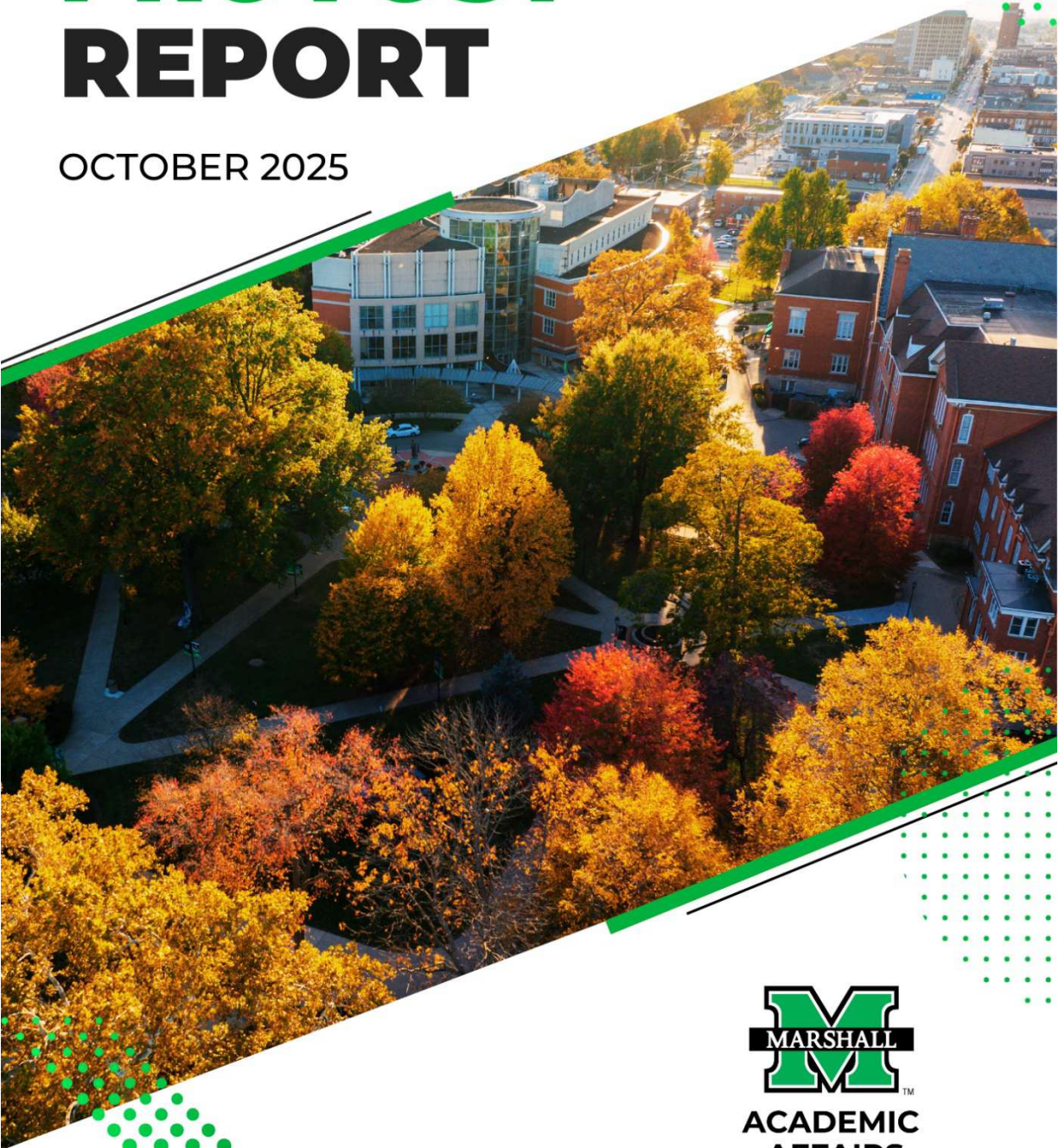
- In campus feedback sessions, Gerald stood out for his transparent communication, his willingness to listen and learn, and his ability to connect across students, faculty and staff, alumni, and coaches.
- He earned our respect, not just as a capable leader, but as a kind and authentic person.
- We are excited to welcome Gerald, his wife Lisa, and his daughters Torri and Lorri to the Marshall Family.
- Gerald will assume his responsibilities at Marshall effective August 18th.
- Finally, as we look to the academic year, we continue to see early indications of positive enrollment trends ... despite the macro-environmental headwinds:
 - Our Fall 2025 enrollment is once again on pace to outperform internal projections, building on a 3-year trend that reversed a 13-year enrollment decline and has since increased enrollment nearly 15% since 2023.
 - As we welcome the Fall Class, we continue to advance our vision of Marshall For All, providing access to an affordable, high quality education.
 - The Class includes more than 700 students attending as part of the Tuition-Free WV program, coming from families with a household income of \$60,000 or less which qualifies them to attend Marshall tuition-free.

- 200 of those students are also participating in the next cohort of our Marshall For All Debt-Free Program where housing, books and food are also covered, building on first 100 students who we admitted in the Fall of 2023, and the second 100 who were admitted in the Fall of 2024.
- For all other students, Marshall continues to offer the lowest net tuition cost of any four year institution in the state and surrounding region,
- While delivering the highest return-on-investment, as measured by net earnings upon graduation.
 - Net earnings measures the average earnings of a graduate 8 years after the start of the freshmen year, and divides those earnings by the total cost of their college education.
 - Anything higher than a 1 is a positive return on investment.
 - Marshall currently delivers a net earnings ratio of 1.32 versus a national average of .85, and other R2 institutions across the nation of .72.
- Collectively, our students continue to prove that Marshall is indeed a Prosperity Platform that offers the most affordable, flexible and achievement oriented education available.
- And we're just getting started!

- Wrapping up, our shared purpose of Marshall For All, Marshall Forever, is being brought to life through the Power of We ...
 - Our shared governance model that unleashes the wisdom of our collective campus, accelerating our velocity and translating ideas into impact.
 - These efforts have our campus aligned, inspired and hard-at-work to become that demonstration project for the nation.
 - Together, we are accelerating our momentum, reducing our structural deficit and rewarding our employees with pay increases as we strive to deliver on our commitments of a positive financial position with pay levels at market rates by 2027.
- As I remind us in each meeting, we still have heavy lifting ahead of us, but it is important to pause and celebrate shining achievements.
 - From the outset ... we knew this was not a turn-around, it was a transformation ...
 - One that we believed, if we executed well, would position Marshall to become an exemplar in higher education ...
 - We are making meaningful progress, providing a roadmap to future prosperity for our students, our employees, our communities and for the country.
 - Marshall For All, Marshall Forever!
 - And with that, Mr. Chairman, I'll conclude my comments.

PROVOST REPORT

OCTOBER 2025





A MESSAGE FROM ACADEMIC AFFAIRS

Greetings!

As the 2025–26 academic year unfolds, we are encouraged by the arrival of new faculty, students, and innovative initiatives across our campus. This report provides an overview of some of the early achievements and developments from the fall semester at Marshall University.

COLLEGE OF ARTS AND MEDIA

WMUL-FM's "5:00 p.m. Edition of Newscenter 88" captured national attention by winning the 2025 Edward R. Murrow Student Award for Audio Newscast.

COLLEGE OF ENGINEERING AND COMPUTER SCIENCE

Celebrated the 10-year anniversary of the cutting-edge Arthur Weisberg Applied Engineering Complex, fueling innovation and student achievement in engineering and computer science.

COLLEGE OF EDUCATION AND PROFESSIONAL DEVELOPMENT

Launched the new M.A. in Applied Behavior Analysis program under Dr. Sadie Lovett, opening exciting opportunities for future educators starting Spring 2026.

COLLEGE OF HEALTH PROFESSIONS

The School of Physical Therapy achieved a 93.6% first-time pass rate on the NPTE, ranking #1 in West Virginia and #23 nationally, far surpassing the national average.

COLLEGE OF LIBERAL ARTS

Initiated multiple new graduate certificates, including Accessibility Awareness, Appalachian Studies, and Nonprofit Management, expanding interdisciplinary and professional learning opportunities.

COLLEGE OF SCIENCE

Commenced the 2025-2026 cohorts of two NSF-funded STEM programs, IMHubs and FLASH, giving undergraduates hands-on research experience, technical and professional mentoring, networking, and outreach to local high schools.

DIVISION OF AVIATION

Received final FAA approval for dispatch training, earned FAA Self Examining Authority, and introduced cutting-edge VR/AR rotorcraft training, expanding hands-on learning, certification efficiency, and program innovation.

LEWIS COLLEGE OF BUSINESS

Earned national recognition on The Princeton Review's Best On-Campus MBA Programs list and ranked #45 for Online MBA Programs, reflecting excellence in both traditional and flexible business education.

SCHOOL OF PHARMACY

Received a \$19,400 Walgreens grant to expand the Wellness by Walgreens program, promoting student pharmacist well-being and delivering preventive health education to underserved West Virginia communities.

UNIVERSITY LIBRARIES

Awarded the prestigious Marie Skłodowska-Curie Fellowship, Assistant Professor Kacy Lovelace joined an international research network exploring ethical integration of data science and AI, highlighting Marshall Libraries' commitment to innovation and scholarship.

Beyond the accomplishments of our academic units, our comprehensive student support services and programs continue to make a meaningful impact on student success.

CENTER FOR STUDENT SUCCESS

The Friend-at-Marshall (FAM) Peer Mentoring Program supported over 4,000 students this fall, connecting first-year, transfer, and returning students with 39 dedicated peer mentors, fostering engagement, academic success, and a sense of community across campus.

STUDENT AFFAIRS

Week of Welcome (WOW) engaged more than 1,700 new students, including 1,028 building their own Marshall Bison plush, 1,300 participating in Bystander Intervention Training, and over 2,000 completing the WOW Academy, creating a dynamic and comprehensive start to the academic year.

ONLINE EDUCATION

Marshall Online achieved its highest enrollment ever, up 24% over last fall, and was selected as one of 25 institutions in the inaugural National LER Accelerator Cohort to advance digital credentialing, positioning Marshall as a national leader in flexible, career-focused online learning.

On behalf of the administration and staff of Academic Affairs, we invite you to join us in celebrating the scholarly and creative achievements of our faculty and staff, as well as the outstanding accomplishments of our students and alumni.

Sincerely,



Robert B. Bookwalter, Ph.D.

Interim Sr. Vice President for Academic Affairs
& Provost



Karen McComas, Ed.D.

Interim Associate Vice President for Academic
Affairs & Associate Provost

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PROGRAM HIGHLIGHTS

- The School of Art and Design was awarded a \$30,000 NEA Grants for Arts Projects grant for a project with West Virginia muralist Nichole Westfall. The project features a month-long residency and exhibition in the Visual Arts Center and the creation of a new mural to be installed on the west face of Smith Music Hall in Spring 2026.
- The WMUL-FM “5:00 p.m. Edition of Newscenter 88,” broadcast on October 31, 2024, won a 2025 Edward R. Murrow National Student Award for Audio Newscast. The students who participated in this thirty-minute newscast were Peyton Cisco (Producer), Emma Johnson (Anchor), Waylon Smith (Anchor), Emily Grady (Weather), and Nate Courtney (Sports). They will attend the Edward R. Murrow Awards Gala on October 13, 2025, at Gotham Hall in New York City where they will be honored.

FACULTY & STAFF ACHIEVEMENTS

School of Art & Design

- Sarah McDermott attended a funded residency at Studio Two Three in Richmond, VA, July 12-20, 2025.

School of Journalism & Mass Communications

- Dr. Chuck Bailey was appointed to the 2025-2026 Board of Directors for The Virginias Associated Press Broadcasters.

School of Music

- Dr. Johan Botes served as accompanist coordinator at the prestigious Interlochen Fine Arts Camp, Summer 2025.
- Dr. Alexander Lee presented at the 11th International Congress of Voice Teachers (ICVT) in Toronto, Canada, July 30-August 4, 2025.

STUDENT & ALUMNI ACHIEVEMENTS

- BFA Fibers student Amy Pabst has a solo exhibition of quilts entitled *Micropiecing: Quarter Million* on display at The Dairy Barn Arts Center in Athens, Ohio, September 19-December 7, 2025.

COMMUNITY ENGAGEMENT

- An exhibition by Seth Cyfers, *Here Comes the Rain: A Big, Beautiful Art Show*, was on display at the Carroll Gallery, July 18-August 22, 2025.
- An exhibition by Nichole Westfall, *Disregard the Spirit*, was on display at the Birke Art Gallery, August 4-September 18, 2025.
- An exhibition by Katherine Akey, *Darkness Shall Cover Me*, is on display at the Birke Art Gallery, September 25-October 30, 2025.
- The Drum Corps International (DCI) Competition was held at the Joan C. Edwards Stadium, July 30, 2025. The event featured performances by competitive drum corps from across the United States and Canada.
- The School of Theatre and Dance presented the play *When We Were Young and Unafraid* at the Francis-Booth Experimental Theatre in the Joan C. Edwards Performing Arts Center, October 1-5, 2025.

- The International Film Festival was held at the Joan C. Edwards Performing Arts Center, September 25-27, 2025.
- A performance of the Broadway musical comedy *The Book of Mormon* was held at the Joan C. Edwards Performing Arts Center on October 5, 2025.

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

PROGRAM HIGHLIGHTS

- Marshall University celebrated the 10th anniversary of the Arthur Weisberg Family Applied Engineering Complex (WAEC) on August 25. Named after Arthur Weisberg, a regional business leader and major benefactor of Marshall who passed away in 2012, the facility houses all undergraduate and graduate engineering and computer sciences programs, providing students with a modern, collaborative environment for learning and innovation.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Pingping Zhu, assistant professor of Electrical Engineering, was awarded a NASA WV EPSCoR Seed Grant in the amount of \$22,172 for his project, “ACERS-GCVT: Adaptive Coverage and Exploration for Robotic Swarms Using Gaussian Distribution-Based Centroidal Voronoi Tessellation.” The grant will run from June 1, 2025-May 31, 2026.
- Dr. Sudipta Chowdhury, assistant professor of Mechanical and Industrial Engineering, co-authored the article, “Enhancing cotton yield prediction with a robust deep neural network-based framework,” in the *European Journal of Agronomy*, July 2025.
- Dr. Ross Salary, associate professor of Mechanical and Biomedical Engineering, and Mechanical Engineering Ph.D. student Akashita Sareen co-authored the article, “Investigation of Virtual Impactor Design Parameters in Aerosol Jet Printing Using Computational Fluid Dynamics,” in the *ASME Journal of Micro and Nano Science and Engineering*, September 2025.
- Dr. Ross Salary, Mechanical Engineering Ph.D. student Akashita Sareen, and Curtis Hill, a subject matter expert working for NASA at Marshall Space Flight Center, co-authored the article, “Investigation of Virtual Impactor Design Parameters in Aerosol Jet Printing Using Computational Fluid Dynamics,” in the *Journal of Micro and Nano Science and Engineering*, September 2025.
- Dr. Ross Salary and Brandon Coburn, a former master's student in Mechanical Engineering, co-authored the article, “Mechanical Characterization of Porous Bone-like Scaffolds with Complex Microstructures for Bone Regeneration,” in the *Journal of Bioengineering*, 2025. They also co-authored the article, “Computational Fluid Dynamics (CFD) Modeling of Material Transport through Triply Periodic Minimal Surface (TPMS) Scaffolds for Bone Tissue Engineering”, in the *Journal of Biomechanical Engineering*, 2025.
- Dr. Ross Salary and Biomedical Engineering undergraduate students Haley Smith and Hannah Hanlon presented their research article, “Parametric Design and Characterization of Novel TPMS Porous Scaffolds for Bone Tissue Engineering,” at the 53rd SME North American Manufacturing Research Conference in Greenville, SC, June 23-27, 2025.
- Dr. Ross Salary and Hamzeh Al-Qawasmi, undergraduate student in Biomedical Engineering, presented their research article, “Design and Fabrication of Biodegradable Bone Tissue Scaffolds Based on the Nuclear Pasta Theory,” at the 53rd SME North American Manufacturing Research Conference in Greenville, SC, June 23-27, 2025.

STUDENT & ALUMNI ACHIEVEMENTS

- Dylan Lester, an undergraduate student in Electrical Engineering, was awarded a NASA WVSGC Undergraduate Fellowship grant in the amount of \$5,000 for his project, "Training YOLO Models with Assisted Labeling Techniques and RGB-D Fusion." Dylan also received a Marshall University Undergraduate Creative Discovery and Research Scholar Award for Fall 2025 for his project "A Reinforcement Learning-based Algorithm for Labeled Data Generation." Dr. Pinping Zhu will be his faculty mentor.
- Samuel Sutphin, an undergraduate student in Electrical Engineering, was awarded a NASA WVSGC Undergraduate Fellowship grant in the amount of \$5,000 for his project "Human Operator in Drone Swarm Control Loop." Dr. Pinping Zhu will be his faculty mentor.
- Computer Engineering students Ben Taylor and Preston Sellards, Electrical Engineering student Mathew Allen, and Electrical Engineering graduate student James Gao co-authored the article, "Enhancing Drone Navigation and Control: Gesture-Based Piloting, Obstacle Avoidance, and 3D Trajectory Mapping," in the journal *Applied Sciences* Vol. 15, No. 13, 2025. The students co-authored the article with Dr. Haroon Malik, associate professor and chair of Computer Science.
- Undergraduate Mechanical Engineering students Erin Webb, Josie Farris, and Lydia Hittle co-authored the article, "Student Learning Through Engineering Design: Developing a Safe Recoil Indication System for Military Applications," published in the Proceedings of the 2025 ASEE North Central Section Annual Conference, March 29-30, 2025. The students co-authored the article with Dr. Yousef Sardahi, associate professor of mechanical engineering, Dr. Asad Salem, professor of Mechanical Engineering, and Mallory Lind, an employee with Civil Military Innovation, Inc.
- Undergraduate Mechanical Engineering students Erin Webb, Josie Farris, and Lydia Hittle co-authored the article, "Student-Driven Design of a Lift System for EOD Equipment Handling," published in the Proceedings of the 2025 ASEE North Central Section Annual Conference, March 29-30, 2025. The students co-authored the article with Dr. Sudipta Chowdhury, assistant professor of Industrial Engineering at Marshall, and Brian Gazaway, a Project Manager with Civil Military Innovation, Inc.
- Brad Smith, Computer Science graduate student, and Dr. Yousef Fazea, assistant professor of Computer Science co-authored the article, "Smartphone-Based Inertial Profiling System for Scalable and Low-Cost Road Roughness Monitoring" published in IEEE Xplore from the Proceedings of the 4th IEEE Opportunity Research Scholars Symposium in Atlanta, GA.
- Undergraduate Computer Science students Brandon Anderson, Van Trung Le, Thomas Neal, and Brandon Redden co-authored with Dr. Yousef Fazea the article, "Comparative Analysis of Floyd-Warshall and Simulated Annealing for Traffic-Based Shortest Path Problems," published in IEEE Xplore from the Proceedings of the 4th IEEE Opportunity Research Scholars Symposium in Atlanta, GA.

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

PROGRAM HIGHLIGHTS

- Dr. Sadie Lovett was hired to direct the new M.A. in Applied Behavior Analysis program. Dr. Lovett has experience directing a similar program, participating in the accreditation process, and teaching courses related to ABA. She joined the faculty in July 2025. The program is accepting applicants for the Spring 2026 semester.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Eric Beeson, professor and Counseling Department Chair, and Dr. Andrew Burck, associate professor of Counseling, co-published the journal article, "A pilot study evaluating the fidelity of ChatGPT in client simulations," in the *Journal of Counselor Preparation and Supervision*, 19(3), 2025.
- Dr. Tina Cartwright, associate professor in Undergraduate Teacher Education, presented at the European Science Education Research Association (ESERA) conference in Copenhagen, Denmark in August. The title of her presentation was "Climate Change Perspectives: A Longitudinal Study of US Appalachian Young Adults Over a Decade." The ESERA conference is widely recognized as the premier international forum for science education research. The conference brings together over 1,700 researchers from more than 65 countries, reflecting its breadth, prestige, and the global scope of scholarly engagement.
- Dr. Monica DellaMea, assistant professor of Curriculum and Instruction, and doctoral student Joshua Revels, co-presented at the New International Virtual Association's summer convening on August 4. This was an accepted presentation based on a competitive application process. The title of their presentation was "Teaching Astronomy and the Four Levels of Scientific Inquiry Through Stellarium."
- Dr. Yvonne Skoretz, assistant professor of Curriculum and Instruction, and Lisa Hoskins, doctoral student, co-published the journal article, "Lessons learned: Insights of resilience from juvenile detention center teachers," in the *Journal of Correctional Education*, May 2025.
- Richard Yocke, associate professor of Adult and Continuing Education, retired on June 27, 2025, after more than 40 years in education and 32 years in higher education. Since 2019, he served as Associate Professor and Regional Teacher Educator in Adult and Continuing Education/CTE Teacher Certification and Preparation at Marshall University. From 1993–2019, he held the same role at West Virginia University Institute of Technology. He also contributed to the MU Athletic Department by working the football clock, basketball shot clock, and other duties as needed.
- Dr. Huanshu Yuan, assistant professor of Curriculum and Instruction, presented "Technology to Empower Second Language Learning: Exploring AI-Integrated Language Education Models" at the 17th Annual Inquiring Pedagogies (iPED) Conference on Teaching and Learning. Dr. Yuan also completed proposal reviews for the 2026 TESOL International Conference, AERA Annual Conference, and MWERA Annual Conference.
- In July, Dr. Kandice Rowe and Toni Ferguson represented Marshall University at the Student Success Summit in Charleston, WV, hosted by the West Virginia Higher Education Policy Commission, the Council for Community and Technical College Education, the WV Department of Education, and WV GEAR UP. The event brought together educators and stakeholders from across the state to explore strategies for improving student outcomes in an evolving educational landscape. Dr. Rowe and Ms. Ferguson

participated in dynamic breakout sessions, heard from inspiring keynote speakers, engaged in networking opportunities, and explored resources through a gallery walk of partner organizations. They returned with valuable insights and innovative practices to strengthen student support initiatives within the COEPD.

STUDENT & ALUMNI ACHIEVEMENTS

- Haylee Chapman, Donavin Penn, Elizabeth Handley, Joshua Copley, and Allison Hoffman, outstanding students from across the state of West Virginia, were awarded the prestigious Underwood-Smith Teaching Scholars Program scholarship for 2025. All five have chosen to pursue their academic and professional goals at Marshall University through the College of Education and Professional Development. This decision reflects both the high caliber of Marshall's teacher preparation programs and the university's growing reputation as a premier institution for developing future educators committed to serving West Virginia's schools and communities.

COMMUNITY ENGAGEMENT

- The Southern Regional Education Board (SREB) and Marshall University's College of Education and Professional Development have partnered to support twenty freshmen and sophomores from rural West Virginia who aspire to become educators. A key component of this grant program was the To, Through, and Beyond Summer Bridge Program, held August 11–12, 2025, on Marshall University's campus. This immersive two-day experience was designed to welcome and equip future teachers as they embark on their academic journey. Centered on the themes of connection and preparation, the program featured activities such as community-building sessions, peer-mentor engagement, academic workshops, and guest speakers including an inspiring talk by Dr. Jim Harris. Day one focused on fostering a sense of belonging and introducing essential college success strategies. Day two of the program emphasized academic planning, technological readiness, and professional development. The program concluded with campus and community excursions, a visit to the university bookstore, and a motivational keynote speech by Darryl Bellamy. Through engaging experiences and personalized support, the Summer Bridge Program lays a strong foundation for student success in higher education and beyond.

COLLEGE OF HEALTH PROFESSIONS (DEAN: DR. MICHAEL PREWITT)

PROGRAM HIGHLIGHTS

- The School of Physical Therapy achieved a 93.6% first-time pass rate on the National Physical Therapy Examination (NPTE), significantly exceeding the national average of 87.6%. MUSOPT graduates performed above the national average, demonstrating strong academic preparation and clinical readiness. Their performance was comparable to top benchmark institutions including Indiana University, Ohio State University, University of Oklahoma, Virginia Commonwealth University, and West Virginia University. For the 2023–2024 testing cycle, MUSOPT ranked #1 in West Virginia and #23 nationally for first-time NPTE pass rates.
- The College of Health Professions' School of Kinesiology has recently been rebranded as the School of Health and Movement Sciences, encompassing the school's integration of physical activity, health and wellness in its disciplines.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Debra Young (Social Work) presented at the 2025 National Online Teaching Professor Conference in July 2025.
- Dr. Peggy Proudfoot Harman (Social Work) published a book review in the *International Journal of Social Work Values and Ethics* (2025).
- Shikeal Harris (Social Work) was appointed to the Board of the WV Association for Play Therapy in June 2025. He also co-presented a presentation on play therapy at the NASW-WV Chapter Conference.
- Paula Rymer (Social Work) presented a session on "Ethical Practice with Suicidal Clients" for WV Ethics Conference in August 2025.
- Dr. Sujoy Bose (Physical Therapy) presented "Artificial Intelligence in Physical Therapy: Transforming Practice and Education on AI" at the APTA-WV Annual Conference.
- Sarah Elisabeth Peek, DPT, joined the School of Physical Therapy faculty in September as a part-time Clinical Assistant Professor. Dr. Peek is a proud alumna of Marshall University, where she earned her Doctor of Physical Therapy in 2021.
- Daniela Acevedo joined the School of Physical Therapy this fall as the Coordinator of Student Support Services.

STUDENT & ALUMNI ACHIEVEMENTS

- The Marshall University School of Physical Therapy (MUSOPT) proudly awarded First-Year DPT scholarships to 15 Doctor of Physical Therapy (DPT) students in the Class of 2028. Among them, one student was also honored with the newly endowed Mark S. Taylor Memorial Scholarship.
- DPT students Aaron Banks, Reese Ellis, Kaden Garland, Rachel Barber, Kara Gray, Brooke Tinsley, and Hannah Toppins presented their Research Capstone Projects as platform presentations at the APTA-WV Conference.

COMMUNITY ENGAGEMENT

- Dr. Jim Harris (Social Work) made an appearance on WSAZ News Channel 3 to discuss back to school advice for parents.
- Students in this semester's CD 370L class kicked off their community-based learning project at the Gallaher Library and Huntington Public Library. They selected children's books to prepare for dialogic reading and extension activities with preschoolers in our community. Dialogic reading turns story time into a conversation, building vocabulary and comprehension, while extension activities bring stories to life through play and creativity. Together, these strategies make books fun and powerful tools for language growth.
- A new support group for individuals who are deaf and hard of hearing was launched in September for children, adults, and families at the MU Speech and Hearing Center.
- The Marshall University School of Physical Therapy, alongside the Physician Assistant Program, provided 65 free sports physicals over the summer for WVSSAC, OHSSA, and KHSSA athletes. This initiative helps ensure the safety and well-being of children and adolescents on the field, court, pitch, and track.

PROGRAM HIGHLIGHTS

- New graduate certificates in Accessibility Awareness, Appalachian Studies, and Nonprofit Management launched in 2025.
- The Advanced Critical Thinking Certificate was also introduced to enhance interdisciplinary learning across humanities disciplines.

FACULTY & STAFF ACHIEVEMENTS

- The College proudly recognizes several faculty members for their outstanding contributions and awards received during 2024-2025 academic year:
 - Dr. John Young (English) received the Charles E. Hedrick Outstanding Faculty Award.
 - Dr. Hilary Brewster (English) received the Marshall & Shirley Reynolds Outstanding Teacher Award.
 - Dr. Sara Henning (English) and Dr. Molly Mersmann (History) received Pickens-Queen Teacher Awards.
 - Dr. Cat Pleska (English) earned the Council of Chairs Award for Excellence in Teaching.
 - Dr. Marybeth Beller (Political Science) was recognized with a Faculty Distinguished Service Award.
 - Dr. Ida Day (Modern Languages) received a John Marshall Scholars Award.
- Dr. William Billingsley (Psychology) received the Don Symons Adaptationism Award from the Human Behavior and Evolution Society for his co-authored paper "Perceptions of relationship value and exploitation risk mediate the effects of transgressors' post-harm communications upon forgiveness" published in *Evolution and Human Behavior*, 44(2), 2023.
- Dr. Jeremy Barris (Humanities) published multiple works in the past academic year. His article, "The Later Wittgenstein's Metaphysics," was published in the journal *Borderless Philosophy* 8 (2025): 32-52. Dr. Barris co-authored with Gregory Galford the article, "Design and the Constitution of Semantic or Conceptual Meaning," published in the *Journal of Comparative Literature and Aesthetics*, 48(1), (2025).
- Dr. Tim Burberry's (English) TED-Ed on the possible origins of dragon stories dropped on June 4, 2025. This 5-minute animated short, entitled "Why Do So Many Cultures Have Dragon Legends?" can be viewed on the TED-Ed website.
- Dr. Meghan Hancock (English) presented on AI and Reading Instruction at the International Writing Across the Curriculum Conference in Ft. Collins, Colorado in July.
- Megan Hutchinson (English) attended the Mountain Heritage Literary Festival at Lincoln Memorial University where she won first place in the 2025 George Scarbrough Prize for Poetry.
- Dr. Julie Snyder-Yuly (Communication Studies) co-authored the paper, "Mindset Matters: Exploring Grit and Attitudes in Engineering and CS Undergrads in an NSF S-STEM funded program," which was presented at the 2025 American Society for Engineering Education (ASEE) Annual Conference.
- The A.E. Stringer Visiting Writers Series featured English faculty Dr. Daniel O'Malley and Dalton Monk on September 18 in the Drinko Library Atrium. Dr. O'Malley has been published in outlets like *The Atlantic* and *Granta*. Monk is a Pushcart Prize nominee and is active in local literary circles.

STUDENT & ALUMNI ACHIEVEMENTS

- English alum Anna Rollins published her first book, *Famished: On Food, Sex, and Growing Up as a Good Girl*, (December 2025, Eerdmans Press).
- Several COLA students received John Marshall Scholar and Creative Discovery & Research Awards for research excellence:
 - Skylar Elliott (MA, Psychology): “Mental Health Service Utilization in Southern Appalachia.”
 - Brandi Taylor (BA, Literary Studies): “LLMs and Literature: Novel Approaches to Literary Engagement with Artificial Intelligence.”
 - Kyleigh Hoey (BA, Anthropology): “Art and Identity: A Design Analysis of Burial Goods Distributed Across Irish Megalithic Passage Tombs.”
 - Connor Waller (Political Science & History): “The implications of U.S. foreign aid on political stability in Eastern Europe.”
 - Chloe Hooper (Psychology, MA): “The effects of mindfulness on mental health and perfectionism in college students.”
 - Remi Cook (Psychology): “Mounting pressure: Use of an Asch paradigm to observe the impact of autism spectrum disorder on social pressure.”

PROGRAM HIGHLIGHTS

- Dr. Mindy Yeager-Armstead and collaborators from the University of Kentucky and University of Louisville hosted a 3-day event that kicked off the 2025-2026 cohorts of their 2 NSF funded STEM academic programs. The collaborators are running concurrent 10-month STEM education research programs titled IMHubs and FLASH, which support undergraduate research opportunities, technical and non-technical mentoring by the PIs, networking, and outreach to local high schools.

FACULTY & STAFF ACHIEVEMENTS

Biological Sciences

- Dr. Pamela Puppo co-authored the article, "Nuclear and chloroplast markers provide new insights into the syngameon dynamics of genus *Micromeria* (Lamiaceae) in the Canary Islands" published in *Ecology and Evolution*, 2025
- Eugene Shakirov co-authored the article, "Monkeyflower (*Mimulus*) uncovers the evolutionary basis of the eukaryote telomere sequence variation" published in *PLOS Genetics*, June 2025.
- Cheyenne Tait gave an invited seminar, "Making decisions with a tiny brain: Sensory biology of fruit flies and sea slugs" at West Virginia State University in June.

Chemistry

- The National Science Foundation awarded a \$568,000 grant to Drs. Shin Moteki and Dr. Scott Day for their project on renewable polymer-based catalysts, aimed at providing research opportunities for WV students through polymer/chemical related research.
- Drs. Leslie Frost, Rosalyn Quinones, and colleagues were awarded a \$530,000 National Science Foundation MRI grant for the purchase of an Orbitrap Exploris 240 mass spectrometer to be housed in the College of Science at Marshall. This instrument is set to transform and broaden research capabilities across various fields, including organic chemistry, biochemistry, forensics, and pharmaceuticals.
- Dr. Derrick Kolling and students in his lab, in collaboration with the Hicks Lab at UNC Chapel Hill, co-authored the article "Mitochondria-Derived Reactive Oxygen Species Regulation of Tardigrade Osmobiosis Revealed by Proteomics of *Hypsibius exemplaris*" published in the *Journal of Proteome Research*.

Math & Physics

- Dr. Aleksandra Sobieska gave scholarly talks at the Association for Women in Mathematics Research Symposium and at the Society for Industrial and Applied Mathematics-Algebraic Geometry. Her paper, "Rational normal curves in weighted projective space," appeared in the *Bulletin of the London Mathematical Society*.
- Dr. Stephen Deterding gave a talk on "Bounded point derivations on a space of analytic Lipschitz functions" at the 2025 International Workshop on Operator Theory and its Applications held at the University of Twente in Enschede, Netherlands.
- Dr. Tom Cuchta was awarded an NSF-LEAPS grant, which supports two graduate research assistants, funds the Differential Analyzer Lab, and provides travel funds for all parties involved in the research for the grant.

Natural Resources and Earth Sciences (NRES)

- Dr. Rick Gage was recently awarded an NSF Improving Undergraduate STEM Education (IUSE) grant as a co-Principal Investigator. This interdisciplinary project will establish a Mobile Summer Institute program focused on enhancing evidence-based teaching and faculty-student engagement across STEM disciplines.

STUDENT & ALUMNI ACHIEVEMENTS

- Several Biological Sciences students co-presented posters of their research with Drs. Nadja Spitzer and Cheyenne Tait at the WV Network for Neuroscience and Transcriptomics (WV-NFNT) Annual All-Hands Meeting at West Virginia University, on July 18, 2025.
 - Raj Ginde: “Silver Nanoparticles Disrupt Microtubule Associated Protein in Rat Brain
 - Rianna N. Smith: “Do Silver Nanoparticles Induce p-Tau Formation in Rat Brain?”
 - Elli S. Williams, Rianna N. Smith, and Asha M. Bora: “Silver nanoparticle-induced disruption of the tripartite synapse in rat brain”
 - Jessi Lin and Anastasia Seville: “Neural Activation in Rhagoletis Flies: Using Immunohistochemistry to Identify Glomerular Responses to Odor Stimuli”
 - Peter Abdelmasih, Sandra Gerges, Kia Booth: “From Synapses to Neurons to Behavior in a Nudibranch Sea Slug”
 - Peter Abdelmasih, Sandra Gerges, and Kia Booth: “The Very Hungry Nudibranch: Investigating NPF Signaling and Berghia’s Food-Seeking Behavior”

COMMUNITY ENGAGEMENT

- Dr. Sachiko McBride organized three Light and Mirror-Crafting Kaleidoscopes Workshops for 10th and 11th grade high school students at the WV GEAR UP program on June 26-27.
- Drs. Sachiko and Sean McBride hosted four science demos at the Health Sciences and Technology Academy (HSTA) for students. They also provided planetarium and physics demonstrations to students in the PROPEL Youth Enrichment Camp hosted by the Prevention Empowerment Partnership in collaboration with the Phil Cline Family YMCA.
- Dr. Rick Gage led a Tree Discovery Hike on campus for the Lifelong Learning program that highlighted the significance of our urban forest.
- The MU Astronomy Club and the MU chapter of the Society of Physics Students teamed up with Andre Price, Recreation and Activities Coordinator for Barboursville Parks and Recreation, to host a stargazing night for the local community members. The event was open to all ages including those in the Barboursville Park Junior Ranger Program.

PROGRAM HIGHLIGHTS

- Marshall Aviation received its final approval for dispatch training from the Federal Aviation Administration regional office in July. Marshall's dispatcher courses will evolve as microcredentials and eventually as part of a degree program. This curriculum approval phase is the final FAA action needed to begin training with a plan to begin evening classes this fall for certification.
- Marshall Aviation hosted on-site orientations at its six bases for aviation students in August. Aviation welcomed 89 students in the flight and AMT programs. All students learned about daily flight and hangar safety protocols as well as the program layout. All completed their Transportation Security training and clearances and began the badging process for their respective airports.
- Marshall Aviation completed four annual inspections this summer at its Huntington, Charleston, Martinsburg, and Wheeling locations. These inspections cover all student training, instructor standardization, regulatory requirements, and safety management systems. All inspections were completed with zero findings resulting in renewal of FAA 141 and 147 certifications.
- The Bill Noe Flight School was awarded FAA Self Examining Authority for its outstanding first time FAA pass rate. This privilege allows the school to complete licensing check rides with Bill Noe Flight School check instructors, reducing student time in training and providing significant decrease in the cost of the check ride.
- The flightline also welcomed the FAA to the Bill Noe Flight School as they kicked off a 10-week study on the use of Virtual Reality and Augmented Reality technology in rotorcraft training. Twelve students are in the middle of this fully funded study. Each will receive 20 hours of ground training, 35 hours of simulator training, and 12 hours of helicopter training. Marshall Aviation has the only commercially certified virtual reality simulator in the US.
- In August, Marshall University began the application and approval process to conduct FAA Air Traffic Controller Training. Marshall Aviation seeks approval as an Enhanced Air Traffic Collegiate Training Initiative program. Graduates of this program are offered immediate FAA employment as Tower Air Traffic Controllers. This exciting new program will be based at the Bill Noe Flight School at the Charleston International Yeager Airport and is targeted for Fall 2027 implementation.
- Marshall Aviation welcomed an addition to its fleet in August. The Bill Noe Flight School added a Schweizer helicopter to its existing rotorcraft program. The Schweizer adds a new dimension to the current program and will serve as an entry level helicopter for primary training.
- September marked the start of construction on Marshall Aviation's new hangar at Charleston International Yeager Airport. The 30,000 square foot building will provide room for additional aircraft maintenance space, aircraft storage, classrooms, offices, and new program development.

COMMUNITY ENGAGEMENT

- Marshall Aviation will participate in a NASA grant involving the potential impacts of UAS activity in Appalachia. The grant studies community engagement, STEM education, and impact on economic development in the region as the result of the growing air mobility industry. In this study, Marshall Aviation will provide field trips to interested students and teachers so that they may explore the tenets of UAS operation in their classrooms and communities.

PROGRAM HIGHLIGHTS

- The Lewis College of Business was listed as one of the 213 schools named on The Princeton Review's list of "Best On-Campus MBA Programs," which is part of their overall Best Business Schools for 2025 report. The program was also ranked #45 for the "Top 50 Online MBA Programs for 2025."
- Delta Sigma Pi hosted its inaugural Leaders of Lewis program on August 22. This impact-driven event, featuring speakers Mary Miracle and Raymond Cousins, included interactive presentations on resume-building, elevator pitches, and interviewing with a focus on helping young students make the most out of their Marshall experience. The program helps students build professional development by getting involved on campus outside of the classroom.
- The Lewis College of Business welcomed the DBA Classes of 2027 and 2028 at its DBA Residency in Huntington, August 22-23. Sessions during the residency focused on design thinking, library resources, the IRB process, and core coursework. Highlights of the event included a lunch and talk with guest speakers Drs. Clint Arnold and Elizabeth Arthur (Class of 2025) and a networking reception with Interim Provost Dr. Robert Bookwalter and Dean Rohan Christie-David. Students also attended advanced classes in research, entrepreneurship, and economic development during the weekend. The residency blends academic rigor with community-building as students advance in their DBA journey.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Monisha Gupta was appointed as a term associate professor of Marketing and Director of the Service Wire Company Transformative Sales and Service Excellence Center.
- Dr. Susan Lanham, associate professor of Accounting, was appointed Director of the recently launched Center for Cyber Innovation in Business.
- Dr. Jeff Larson, assistant professor of Management and Health Care Administration, was named Director of the recently launched Center of Excellence in Healthcare Management Research. The center supports the University's Health Sciences Area of Distinction by focusing on addiction, gerontology, rural health, and obesity.
- Dr. Uyi Lawani, associate professor of Strategic Management, was named Director of the Truist Center for Leadership.
- Dr. Huayi Tang joined the department of Finance, Economics, and International Business as an assistant professor and Director of the Marshall University Student Investment Management (SIM) Program.
- Dr. David Wiley was appointed as a term associate professor of Management Information Systems and Entrepreneurship, Director of the Brad D. Smith Student Incubator, and as an Academic Affairs Fellow in AI Education.
- Dr. Timothy Bryan, associate professor of Accounting, and co-authors will have their article, "An Experimental Analysis of the Impact of Tax Policy on Taxpayer Perceptions and Political Views," published later this year in Volume 23, Issue 2 of the *eJournal of Tax Research*. Published by the UNSW Business School in Australia, the journal is internationally recognized for its rigorous, policy-relevant scholarship. The study examines how framing of the Tax Cuts and Jobs Act (TCJA) influences taxpayer attitudes and political views, using survey data from IRS-sponsored VITA program participants.
- Dr. Alberto Coustasse-Hencke, professor of Management and Healthcare Administration, and co-authors were published in the September issue of *Pharmacy Times*, which reaches more than 170,000 retail

pharmacists. Their article, “Confronting the Mental Health Crisis: Structural Inequities, Market Pressures, and the Role of Pharmacy Solutions” explores how pharmacists can close care gaps and support long-term recovery. Their article, “Intelligent Pharmacy: Leveraging AI and Automation to Enhance Patient Care and Pharmacist Roles” examines how AI is reshaping the workforce to improve efficiency and care, highlighting timely challenges and innovations in the field.

STUDENT & ALUMNI ACHIEVEMENTS

- MBA student Jamison Lewis was selected as the first-ever recipient of the West Virginia Higher Education Student Action and Impact Award. He received the award at the 2025 WV Student Success Summit in July. This award recognizes one WV student leader for actions that inspire others to develop their own leadership potential.
- Zane Walters, a recent graduate of the Master of Healthcare Administration program, was selected as Marshall Health’s first Administrative Fellow. Zane demonstrated exceptional dedication, curiosity, leadership, and a passion for healthcare and commitment to making a meaningful impact throughout his academic journey.
- Clare Walker (Finance and Economics senior), Isabel Horter (Spring 2025 Marketing graduate), and MBA student Jamison Lewis represented the LCOB chapter of Delta Sigma Pi at the 2025 Grand Chapter Congress in Palm Springs, California. The students also posthumously recognized Dr. Margie McInerney for her service within Delta Sigma Pi during the final fraternity business session.

COMMUNITY ENGAGEMENT

- Olen York, assistant professor of Entrepreneurship, was the guest speaker at the Rotary Club of Huntington’s meeting on August 25. He spoke about how AI can apply to different sectors of business, showed the attendees different AI tools, and encouraged them to experiment with and learn more about how AI can be used in business.
- Over the summer, the Brad D. Smith Center for Business and Innovation hosted students from the Governor's School of Entrepreneurship. During GSE, students work in teams with expert faculty, coaches, and subject matter experts to help form and iterate their ideas. The program culminated with Pitch Day on July 20 where students showcased their business ideas and pitches to a group of judges.

PROGRAM HIGHLIGHTS

- The School of Pharmacy received a \$19,400 grant from Walgreens to expand the “Wellness by Walgreens” program for the 2025-2026 academic year. This new funding enhances a successful partnership, launched in 2023, dedicated to promoting the physical, mental and financial health of student pharmacists, while increasing preventive health education in underserved West Virginia communities. The collaboration addresses the dual challenges of rising student pharmacist burnout and significant regional health disparities. The expanded program will empower students to deliver critical health education in areas where diabetes and hypertension rates are 23% higher than national averages.

FACULTY & STAFF ACHIEVEMENTS

- Dr. Tim Long served as an Ad Hoc Reviewer on NIH CSR Special Emphasis Panel ZRG1 DCAI-U (02) Member Conflict: Topics in Fungal, Parasitic, and Bacterial Disease on August 8, 2025.
- Dr. Ruhul Amin served on two NIH Study Section/Grant Review Panels:
 - Special Emphasis Panel, 2025/10 ZRG1 CTH-Z (56), July 29-30, 2025.
 - Special Emphasis Panel, ZRG1 BTC-A (41), June 25-26, 2025.
- Dr. Ruhul Amin co-authored with Sameer Hossain and Adeoluwa Adeluola the article, “Carboxypeptidase A4: A Biomarker for Cancer Aggressiveness and Drug Resistance” in the journal *Cancers*, August 2025.
- Dr. Ruhul Amin served as a P&T Evaluator with the University of Louisiana, Shreveport.
- Dr. Boyd Rorabaugh served as an NIH Study Section Member, Integrative Myocardial Physiology/Pathophysiology A; June 2025.
- Several faculty members presented at the American Association of Colleges of Pharmacy (AACP) Annual Meeting in Chicago, IL in July 2025:
 - Drs. Brittany Riley, Nandini Manne, Craig Kimble, and Mary Catherine Platz presented a poster, “Future Advocates in Action: Expanding Practice and Elevating Student Voices.”
 - Drs. Thomas Pile, Angel Kimble, and Mary Catherine Platz presented a poster, “Medication Adherence as Mechanism of A1C Reduction Following CGM Initiation.”
 - Drs. Angel Kimble, Tiffany Davis, Michael Hambuchen, and Hasan Koc presented a poster, “From Pass to Plunge: How the 2021 NABP Competency Revisions Reshaped NAPLEX Outcomes.”
 - Drs. Mary Catherine Platz and Brittany Riley presented a poster, “Perceptions of Faculty Workload.”
 - Drs. Tiffany Davis, Michael Hambuchen, and Angel Kimble presented a poster, “Pharmacy Law: From Oh No to Oh Yeah – An MJPE Intervention Story.”
 - Dr. Brittany Riley presented a platform presentation, “Bridging the Gap: An Evidence-based Preceptor Development Program to Support Pharmacy Learner Professional Identity Formation.”
- Dr. Gayle Brazeau received special recognition at the AACP Annual Meeting in Chicago, IL in July 2025.
- Dr. Gayle Brazeau and Elizabeth Alida Stern co-authored the article, “Report of the Journal Editor,” in the *American Journal of Pharmacy Education*, Vol. 89, Issue 8, August 2025.
- Dr. Gayle Brazeau and Elizabeth Alida Stern published “A Conversation with the 2025 Rufus A. Lyman Award Authors” in the *American Journal of Pharmacy Education*, Vol. 89, Issue 8, August 2025.
- Ms. Megan Russell, Director of Progressions, received her Appreciative Adviser Certification through Florida Atlantic University in July 2025.

STUDENT & ALUMNI ACHIEVEMENTS

- P3 student Mia Pino presented a poster, "Perceptions of Pharmacy Faculty Workload," at the AACP Annual Meeting in Chicago, IL in July 2025.
- P2 student Cierra James and P3 student Ashley Current represented the Marshall University School of Pharmacy APhA-ASP Chapter at the 2025 American Pharmacists Association (APhA) Summer Leadership Institute in Washington, DC.
- Dr. Mikaela Earl, SOP alum, participated in a poster presentation at the 2025 National Association of County and City Health Officials (NACCHO) 360 Conference in Anaheim, CA. Her research presentation was titled: "The Rise of Carbapenem-Resistant Organisms (CROs) in West Virginia: Examining the Link Between Antibiotic Overprescribing and Antimicrobial Resistance." Dr. Earl is the Director of Epidemiology for the Cabell Huntington Health Department.

COMMUNITY ENGAGEMENT

- The School of Pharmacy hosted the inaugural Dose of Color 5K race at Ritter Park in Huntington on September 26, 2025. Sponsored by Walgreens, the family-friendly event donated all proceeds to the Huntington Ronald McDonald House.

PROGRAM HIGHLIGHTS

- Gena Chattin and Sarah Mollette stepped into new leadership roles in August that align with their expertise and passion for academic support. Assistant Professor Chattin brings a rich and interdisciplinary background to her new role as Collection Management Librarian in Digital and Technical Services and Scholarly Communications. With degrees in French, English, and Equine Studies, and advanced studies in Library Science and French, she has spent over a decade in library services. Most recently, she served as Marshall's Research and ETD Librarian, guiding graduate students through the thesis and dissertation publication process. In her new position, she will focus on aligning library collections with the evolving curriculum and research needs of faculty and students. Associate Professor Sarah Mollette has been named Copyright and ETD Librarian, continuing her journey at Marshall University where she began as a graduate assistant. After earning her MS in Information Science from the University of North Texas, she held a professional librarian role at Morehead State University before returning to Marshall for research and instruction. Her deep connection to students and enthusiasm for their work make her a natural fit for this role, where she will support copyright guidance and electronic thesis and dissertation services.

FACULTY & STAFF ACHIEVEMENTS

- Kacy Lovelace, Associate Professor and Research and Student Success Librarian, has been awarded a prestigious Marie Skłodowska-Curie Actions (MSCA) Doctoral Network Fellowship at Glasgow Caledonian University in Scotland. As part of a collaborative network spanning five countries, Kacy will contribute to groundbreaking research on the ethical integration of data science and AI with social innovation. Her appointment reflects her commitment to scholarship and professional growth in an innovative area that will enhance her continued career in librarianship.
- Eryn Roles began her new role as Associate Dean of University Libraries and Head of Public Services.
- Professor Stephen Tipler presented on the LibCal online calendar software solution to the iCenter in the Brad D. Smith Center for Business and Innovation. He also finished the development of the MSLS Library Resources Management course.
- Gena Chattin and the ETD team reviewed and published 13 ETDs this summer, which continues the increase in ETDs that Marshall students are completing.
- Assistant Professor Heather Lauer completed an MA in Graduate Humanities this summer.

COMMUNITY ENGAGEMENT

- Stephen Tipler started a community service project to update the WV DAR (Daughters of the American Revolution) website.

PROGRAM HIGHLIGHTS

- The Center for Student Success was awarded a \$25,000 grant from the WV HEPC to support students from foster care, kinship care, homelessness, and adjacent circumstances.
- The Friend-at-Marshall (FAM) Peer Mentoring Program assigned peer mentors to 2,042 first-time, full-time freshmen and 638 transfer and online students, while reconnecting FAMs with 1,468 returning sophomores. A total of 39 FAM peer mentors are working with students this fall, reaching out on a weekly basis via email, text, and/or in person to help students adjust to campus, answer questions, and connect them with needed resources. Incoming freshmen can choose FAM peer mentors from 15 categories that reflect different student experiences on campus. This fall, additional FAMs have been dedicated to supporting students with chronic illness and students in the Honors College.
- The Supplemental Instruction (SI) Program continues to expand and supports eleven courses/twenty sections this semester: ACC 215 (1 section), BSC 120 (1 section), BSC 227 (2 sections), CHM 205 (3 sections), CHM 211 (4 sections), CHM 355 (2 sections), FIN 323 (1 section), MGT 218 (1 section), MTH 127 (2 sections), MTH 229 (2 sections) and STA 150 (2 sections). 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.
- Over the summer, CSS remodeled one of its spaces into three student-friendly collaboration rooms to better support the study groups that meet regularly in East Hall. This program builds on the success of the SI program by keeping students together in cohorts from semester to semester.
- This fall, 35 students are being served by the Alternative Suspension and Academic Recovery Programs. Both are high-touch initiatives in which students receive support from CSS as they work to identify and overcome the 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. Academic Recovery is aimed at freshmen who began in Fall 2024 and haven't advanced in their academic progress.

FACULTY & STAFF HIGHLIGHTS

- Associate Director of Student Success Jay Rader completed his Doctor of Education in Leadership Studies in August of 2025. His dissertation is titled "Shame and Shame Resilience Among Students in an Alternative Suspension Program."
- In July, the Marshall University Counseling Center awarded Assistant Director for Student Success Initiatives Morgan Conley the Distinguished Partnership Award in recognition of her support, engagement and collaboration on events and the care she provides for students.

COLLABORATION & PARTNERSHIPS

- CSS is expanding 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 Dr. Sarah Trautwein, Jillian Hovater, and Dr. Robert Ellison were specifically recruited for this project and teach ENG 101P 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. Members of the church's adult Sunday School class donated items for Campus Kickstart held on August 20 for students from foster and kinship care,

students who have no family support, and refugee students/international students. Campus Kickstart provided commonly needed items such as laundry detergent, cleaning supplies, hygiene items, backpacks, school supplies and food for 22 students in their first week of college and connected them to support groups Fostering Independence, Level Up, the ACE Center, and the Marshall University Counseling Center.

- CSS continues its partnership for a third year with the First2 Network, a grant-funded program that supports students from underserved populations who are majoring in STEM fields through their first two years in college.

STUDENT AFFAIRS (VICE PRESIDENT: DR. MARCIE SIMMS)

PROGRAM HIGHLIGHTS

Vice President's Office

- The first "Snacks with Simms" was held on September 9 in the Memorial Student Center.
- *Student Advocacy and Accountability (OSAA)*
- The OSAA office partnered with Title IX and Leah Tolliver to support an unhoused student, securing housing and emergency funds until financial aid was disbursed.
- OSAA is partnering with MUSOM to consolidate incident reporting, ensuring all incidents are captured in a single reporting system (Advocate).
- The office processed 99 excused absence requests since August 18, 2025.
- OSAA coordinated the Student Resource Fair held on September 27 with participation from 25 campus offices to connect students with key resources.
- Grade Appeal Support: 25 undergraduate students in academic dishonesty appeals, 15 undergraduate students in grade appeals, 4 graduate students in grade appeals.

Office of Accessibility and Accommodations

- Current students registered for services: Freshman-154, Sophomores-183, Juniors-206, Seniors-250, Grads-83, for a total of 876.
- Emotional support animals approved for housing-34 (pending 24).
- Medical single rooms approved-37, Medical housing releases approved-22.

Week of Welcome (WOW)

- More than 1,700 new, transfer, and graduate students checked in during WOW week.
- Over 1,300 students participated in campus safety sessions facilitated by MU Public Safety.
- During Saturday's WOW Carnival, 1,028 students built their own Marshall Bison plush.
- WOW Student ambassadors provided navigation support and peer encouragement to new students during their first days on campus. This initiative helped create a more welcoming environment and reduced barriers to engagement, academic readiness, student well-being, and community pride.
- More than 2,000 registered for the WOW Academy, which is designed to help incoming students complete Blackboard modules during the summer to prepare for the fall.

Violence Prevention and Response

- VPP provided the Bystander Intervention Training program, "Step In, Speak Up," to 1,300 first-year students, 26 Resident Advisors, and 138 students in Fraternity and Sorority Life.

Counseling Center

- 1,056 appointments, 63 drop-ins (could include crisis)-352 clients served.
- 33 crisis calls and follow-ups, including Title IX and BIT referrals.
- Staff held training in Crisis Response and De-Escalation, Yoga EZ and NAT, and Trauma.
- Be HERD held the annual Coffee with Coaches to provide mental health awareness training for our coaches.

Wellness Center

- The Wellness Center will provide alcohol and marijuana prevention education with a 2.5-hour course for students sanctioned by the Office of Advocacy and Accountability.

Women's Center

- The Women's Center is directing the BOLD Women's Leadership Network at Marshall. The MU chapter is one of six existing grant recipients from the Helen Gurley Brown Foundation. BOLD aims to empower women with the tools and confidence to lead with purpose.
- The center partnered with the 9/11 Remembrance and Memorial Day grant recipients to bring over 5,000 meals and 500 care packs to Huntington residents in need.

Student Affairs Communications

- MU App Data: 13,868 downloads and 9,827 registrations since app launch in August 2023. Average 1,000 unique users a day (the last 90 days); 248,610 app opens over the last 90 days.

Fraternity & Sorority Life (FSL)

- FSL hosted Risk Management sessions for 285 students.

Campus Activities Board (CAB)

- CAB partnered with MU Paws to promote wellness and stress relief for those feeling stressed due to being away from home or starting the new semester, drawing 150 attendees.

Military & Veteran Affairs

- MVA hosted a Military Connected Luncheon during WOW with more than 30 attendees.

Lead Center

- The LEAD Center interacted with students during New Student Orientation events. An average of 50 students per day submitted Bingo cards and were entered to win prizes.
- The LEAD Center covered the fee for 40 student organizations so they could be represented and recruit new members during RecFest.

The ACE Center (formerly Intercultural Affairs)

- The ACE Center hosted Zen Zones during WOW featuring drop-in calm spaces designed to help students recharge between events.
- The ACE Center completed 18 airport pickups for incoming international students and co-hosted the international student orientation for 32 students.
- ACE will host monthly Essentials Life Skills workshops to deliver practical skills to help students navigate college and life beyond the classroom.

STAFF ACHIEVEMENTS

- Buffy Six, Communications Coordinator for Student Affairs, attended a national conference to learn about new tools to connect with students through the MU App and social media.
- Women's Center coordinator Alissa Rookard was hired as director of the BOLD Women's Leadership Network. Alissa also represented Marshall University at the August Sexual Assault Response Team (SART) meeting, contributing to collaborative efforts around safety and support services for victims of crime and strengthening community partnerships.
- Amy Kennedy-Rickman, April Lucas, and Jessica Woodrum in the Counseling Center became certified to teach Training for Intervention Procedures (TIPS).

ONLINE EDUCATION (DIRECTOR: DR. JULIA SPEARS)

PROGRAM HIGHLIGHTS

- Online student enrollment is up 24% over last fall, the highest enrollment ever.
- The 2025 Annual Report was released over the summer, which highlights Marshall Online's work and impact over the past year.
- Marshall is one of 25 institutions chosen for the inaugural National LER Accelerator Cohort to Advance Digital Credentialing, which aims to offer flexible learning experiences and ensure students have access to necessary credentials. Marshall Online's focus will be on integrating credit and non-credit learning experiences to develop flexible credentialing models and quality assurance frameworks enhancing learner employability and creating a transparent education-to-workforce ecosystem.
- The first virtual HOME Framework training of the semester was held on August 29, which saw a large increase in registration. Faculty now have in-person, synchronous online, and asynchronous online options to be certified. All distance faculty need to be certified by June 30, 2026, when QM certifications expire.

STAFF ACHIEVEMENTS

- Dr. Julia Spears, Assistant Provost of Online Education and Certification, co-presented "Data-informed Innovation: Transforming Education with Analytics and Adaptive Learning," with Anthology and Indiana University at the UPCEA 2025 SOLAR Conference.
- Instructional Designers Chase Lucas and Diana Adams presented at the Anthology Together (AT25) Conference in Las Vegas.
- Instructional Designer Mary Welch led an Adobe Express workshop with the English Department. The hands-on session showed how English faculty can integrate remixable Adobe Express templates into Blackboard courses.
- Instructional Designer Heidi Blaisdell presented "Designing for All, Habit by Habit" at Anthology's Blackboard User Group about Marshall Online's approach to updated Title II accessibility standards.

COLLABORATIONS & PARTNERSHIPS

- Marshall Online partnered with Inscribe to launch Marshall Online Herd Hub, a digital community in Blackboard that connects undergraduate online students with classmates, staff, and resources in a collaborative space. By combining community, knowledge sharing, and real-time access to resources, online undergraduate students will feel connected and supported wherever they are.
- In collaboration with the Committee for Students with Disabilities, Marshall Online launched the Designing for All, Habit by Habit series focusing on monthly habits that support digital accessibility and UDL. The campaign continues to gain traction, with increased participation from faculty and staff.
- Free access to Coursera's Career Academy was launched for Marshall students, staff, and faculty. The platform has seen an increase in user engagement with special interest in AI upskilling. The number of users requesting licenses has doubled since April.
- A pilot program was launched with the English department to help faculty successfully integrate Adobe remixable templates into the English curriculum. Feedback from users has been positive, highlighting the tool's effectiveness in summarizing content and creating study tools. With tools that are easy to use and

adaptable to any discipline, this partnership opens the door for faculty across the university to reimagine student engagement and assessment through digital media.

- Marshall Online is continuing to facilitate the Black History Month Centennial celebration by assisting with the building of over 30 online courses and seminars. The courses and seminars are now fully developed and ready to be offered this fall and in Spring 2026.
- A job readiness course, made possible by an AEP Foundation grant, has been completed and is now available to learners. The course has received positive feedback for its focus on essential soft skills.
- Marshall Online assisted Mountwest Community and Technical College in upgrading their Blackboard courses to Ultra for Fall 2025. Faculty and student technical issues are being efficiently managed by the Marshall Design Center and Marshall IT.
- With the support of Advising Success Network Grants, Marshall Online is developing Academic and Career Readiness Maps for undergraduate online programs. The maps will use Lightcast labor market data, AI-generated prompting, and student feedback to connect coursework with real-world skills and behaviors graduates need to succeed while providing a clear framework to guide students toward meaningful career outcomes. A new Advising microcredential is being developed to equip academic advisors to better support neurodiverse students in higher education. This program will equip advisors with tools and strategies to better support neurodiverse learners. SMEs will include advisors from Marshall and other leading institutions, including advisors who identify as neurodivergent.
- A suite of Digital Identity microcredentials is being developed with \$25,000 in funding from the WVDITH Consortium. The microcredentials are in the final stages of development.

COMMUNITY ENGAGEMENT

- The Marshall Skills Exchange launched a companion microcredential course during Week of Welcome, introducing students to the principles of leadership. Designed for incoming freshmen, the course emphasizes practical skills for conflict resolution, resilience, and navigating challenges as new members of the Marshall community. Building on this foundation, the next iteration of the course will feature video segments from President Smith and expand its reach to a broader audience, equipping learners with adaptable leadership strategies that foster growth, collaboration, and persistence in the face of change.
- Marshall Online staff and student interns presented “Blackboard Basics,” and “Your Online Journey Begins Here: Tools, Tips, and Community,” to incoming students during WOW week along with an Open House.



October 8, 2025

School of Medicine introduces new mission and values

The Joan C. Edwards School of Medicine has adopted a new mission statement and supporting values to serve as guiding principles for the institution. These statements reflect the school's identity today as well as its aspirations for the future.

Mission

We are empowering the future of medicine by elevating education, driving discovery and championing wellness throughout Appalachia and beyond.

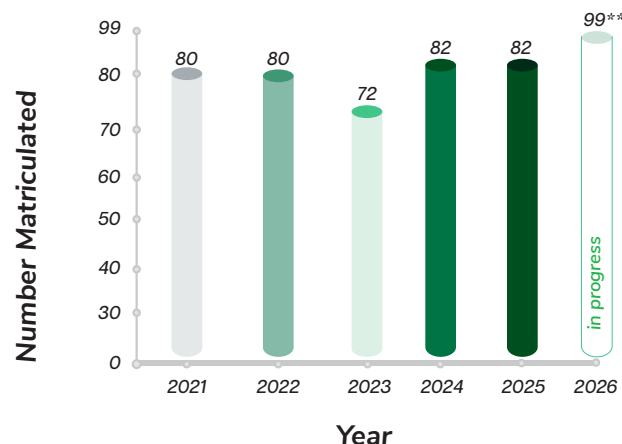
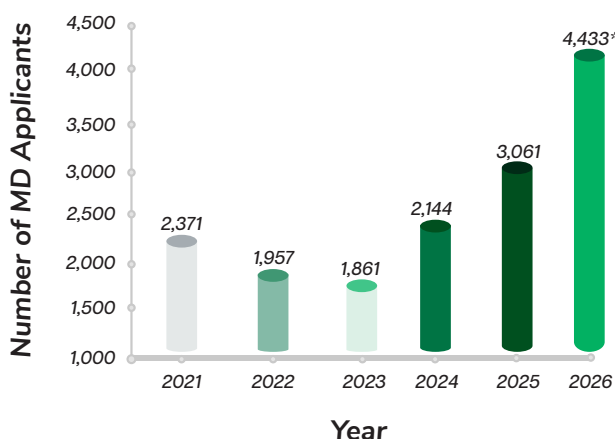
Values

- **Collaboration:** Fostering teamwork across disciplines and institutions to enhance patient care, education, and research.
- **Community:** Building a healthier future for West Virginia and Appalachia by addressing rural health challenges and meeting the needs of the communities served.
- **Innovation:** Embracing new ideas, technologies, and research to advance understanding of disease and improve patient outcomes.
- **Lifelong Learning:** Recognizing medicine as a lifelong calling that requires continuous growth to meet the evolving needs of patients and the profession.
- **Respect:** Valuing every individual and prioritizing empathy, humanism, and integrity in all endeavors.

The development of the mission and values was guided by the Faculty Council's Mission Statement Committee under the leadership of Faculty Council Chair, Dr. Michelle Worthy. Committee members included three additional faculty members and two fourth-year medical students. The group engaged with stakeholders across the school to gather input, ensuring that the final product reflected a broad and inclusive perspective.

EDUCATION

Applications to the MD program have risen steadily over the past five years, from 1,861 in 2023 to nearly 4,500 for the 2026 entering class. This record-setting growth reflects both the School of Medicine's strong reputation and the increasing interest among aspiring physicians in Marshall's mission-driven education.



*As of Sept. 18, 2025. The deadline to submit applications for 2026 was Oct. 1, 2025.

** Anticipated number of students entering fall 2026.

New certificate program offers alternative path to medicine

The Joan C. Edwards School of Medicine has launched a one-year Medical Science Certificate program to help West Virginia students strengthen their academic foundation and competitiveness for medical school. The 16-credit curriculum covers core pre-clerkship sciences, including biochemistry, physiology, microbiology, immunology, and pharmacology.

Students who earn a GPA of 3.4 or higher and an MCAT score of at least 505 qualify for early interview consideration in the School of Medicine's admissions cycle. Enrollees also receive support through a subsidized MCAT preparation course.

While the certificate does not guarantee admission, it provides a pathway to medical school or advanced study. Coursework may be applied toward the non-thesis M.S. in Biomedical Research with an emphasis in Medical Sciences.

The first cohort begins January 2026. Applications are accepted on a rolling basis, with deadlines of June 30 for fall and December 1 for spring.

School of Medicine approved to launch anesthesiology residency



The School of Medicine received initial accreditation from the Accreditation Council for Graduate Medical Education (ACGME) to establish a new anesthesiology residency program. The four-year program was approved for a full complement of 16 resident physicians and provide comprehensive clinical training in all aspects of anesthesiology.

The program will participate in the upcoming National Residency Matching Program (NRMP) process, with applications accepted through the Electronic Residency Application Service (ERAS) and interviews beginning in fall 2025. The first cohort of four residents will begin July 1, 2026. Assistant Professor Brian Ferguson, DO, will serve as director of the program.

New joint MD/master's program expands student learning opportunities

Beginning in fall 2026, the School of Medicine, in collaboration with the College of Liberal Arts, will offer a dual-degree program that allows medical students to earn both a Doctor of Medicine and a Master of Arts in Communication Studies (Health Communication)—all within the standard four-year MD timeline. Designed with flexible course formats, including online, hybrid, and summer sessions, the program fits seamlessly alongside the medical school curriculum.

The Health Communication track equips future physicians with the skills to communicate more effectively with patients, lead teams and navigate today's social media-driven world. Students gain experience in creating health content, shaping conversations in policy and advocacy and serving as strong voices for health in every setting.

To make this opportunity even more accessible, the School of Medicine will cover tuition and fees for up to two students per program in each entering class. This investment allows students to pursue advanced skills in communication without adding financial burden.

Rural surgery residency earns continued accreditation status



The Rural General Surgery Residency program at the Marshall Community Health Consortium has successfully advanced from Initial Accreditation to Continued Accreditation by the Accreditation Council for Graduate Medical Education (ACGME). This milestone affirms the program's strength in providing high-quality surgical training tailored to the unique needs of rural communities.

Since launching the rural surgery residency in 2023, Marshall is now home to two additional rural residencies in internal medicine and psychiatry.

Joan C. Edwards School of Medicine: 2025 AAMC Graduation Questionnaire Results & Insights

The AAMC Graduation Questionnaire (GQ) is a national survey completed by graduating medical students to evaluate their medical education experiences. This important feedback helps schools understand strengths, identify opportunities, and continuously improve.

At Marshall, students rated faculty and several aspects of training very highly, while also highlighting opportunities for growth. These insights are vital to ensuring excellence, and the school has already taken steps such as targeted faculty hiring, expanded education space and the addition of a modern simulation center. Ongoing improvements reflect Marshall's commitment to using student feedback to strengthen the learning environment and position the school for continued success in preparation for its next accreditation site visit in 2027.

Areas of Success

- Preclerkship: Behavioral Science was rated highly (93.0% positive, ~on par with the national median), and Physiology and Pathophysiology are near par with national averages
- Clinical training quality: Several clerkships above national norms. Neurology (96% positive vs. 87% national median), Internal Medicine (95% vs 94%), and OB/Gyn (86% vs. 83%); Family Medicine at national median (89%).
- Professional role modeling by faculty. "Showing empathy and compassion" (88% vs 79% national median) and "Actively listened and showed interest in patients" (86% vs. 82%) are strengths students notice on the wards.
- Basic-clinical integration in the clinical years. "Required clinical experiences integrated basic science content" is strong (91% vs. 90%).
- Mistreatment remains uncommon. "Never publicly humiliated" is near/above national norms (82% vs. 81% national median), and reports of discrimination are rare.

Areas of Opportunity

- Pre-clerkship integration & select foundational courses.
 - "Basic science coursework had sufficient illustrations of clinical relevance" 60% (vs. 86%).
 - Course adequacy: Biostatistics/Epidemiology 54% (vs. 76%), Histology 55% (vs. 79%), Genetics 59% (vs. 78%), Biochemistry 63% (vs. 77%), Immunology 68% (vs. 86%).
- Clerkships needing attention. Surgery 73% (vs. 87%), Emergency Medicine 77% (vs 90%), Pediatrics 82% (vs. 91%), Psychiatry 89% (vs. 92%).
- Student support & services. Career planning overall 64% (vs 72%), information on alternative careers 34% (vs. 48%), mental-health services 74% (vs 78%), student health insurance 44% (vs. 64%), accommodations process/availability 67% (vs 78-88%).

Five-Year Trends (2021-2025)



- Overall satisfaction: 78.6% → **85.7% (+7.1)**
- Clinical integration of basic science (clerkship years): 80.7% → **91.3% (+10.6)**
- Pre-clerkship clinical relevance: 47.4% → **59.6% (+12.2)**
- Surgery clerkship satisfaction: 57% → **73% (+16)**
- Career planning overall: 49% → **64% (+15)**
- Mental-health services: 80.5% → **73.5% (-7)**
- Student health insurance: 26% → **44% (+18)**

School of Medicine expands educational resources for students

The School of Medicine has partnered with Lecturio®, a leading online medical education platform, to enhance student learning. Lecturio offers high-quality video lectures, AI-driven concept pages, quiz banks, practice exams, and interactive cases that reinforce classroom instruction and strengthen clinical reasoning.

Students also gain access to the *New England Journal of Medicine* (NEJM) Healer, an immersive simulation tool that builds diagnostic and decision-making

skills through realistic patient scenarios, seamlessly integrated with Lecturio's resources.

To support research, the school has added advanced software Covidence, the gold standard method for conducting systematic reviews and meta-analyses, providing students with valuable experience in evidence-based medicine and strengthening residency applications.

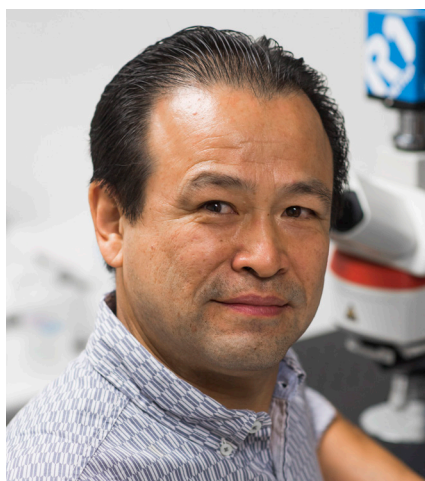
Expansion of Marshall Health - Teays Valley campus opens door to new training opportunities



Marshall Health Network (MHN) celebrated the grand opening of its new Teays Pavilion on August 19 with a ribbon cutting ceremony. The 14,700-square-foot facility expands access to specialized outpatient care, including dermatology, neurology and, for the first time in Putnam County, occupational health and toxicology services. The Pavilion strengthens MHN's longstanding commitment to meeting community needs while supporting regional employers through onsite and mobile occupational medicine.

Looking ahead, the Teays Pavilion will also serve as a vital training site for future health care providers. Plans include establishing West Virginia's first academic Division of Medical Toxicology to include a new residency program, in addition to providing hands-on learning for medical students and residents. During the celebration, a commemorative plaque was unveiled recognizing Congresswoman Carol D. Miller for her role in making the project possible through federal funding.

INNOVATION & RESEARCH



Dr. Wei Li receives NIH R01 grant to study mechanisms of thrombosis

Wei Li, MD, PhD, FAHA, associate professor of biomedical sciences at the School of Medicine, has been awarded a Research Project Grant (R01), one of the most competitive grants issued by the National Institutes of Health (NIH), to investigate the mechanisms driving increased risk of thrombosis in patients with heart failure and those with fluctuations in sex hormone levels.

The four-year, \$1.96 million grant (1R01HL177493-01A1) will explore how a key plasma membrane protein, sodium/potassium ATPase (NKA), regulates platelet activation and contributes to blood clot formation. The study may lead to new therapeutic targets to reduce thrombosis risk and improve patient outcomes.

OUTREACH & DEVELOPMENT



Returning Home: School of Medicine Homecoming & Reunion Weekend 2025

About 175 medical alumni, family members and friends participated in the School of Medicine's 38th Annual Homecoming & Reunion Weekend September 12-13. Events included a series of continuing medical education learning lectures; banquet for the milestone reunion classes; and a tailgate party. About 75 medical students also joined alumni for the learning lectures and a networking luncheon.

Congratulations to Cindy Warren on her retirement

The School also hosted a retirement celebration for Cindy Warren, long-time assistant dean for admissions & student affairs. Cindy joined the School of Medicine in 1977 and has welcomed every class of students since. Cindy's service to Marshall spans 50 years, and more than 100 faculty, staff, students, alumni and friends joined together on September 13 to celebrate her and her retirement.



ALUMNI SPOTLIGHT

Sharon E. Frey, MD ('85): 2025 Distinguished Alumna



Sharon E. Frey, MD ('85), has built a career that has shaped global vaccine science and public health. As Emerita Professor of the Center for Vaccine Development, the Kinsella Endowed Chair in Internal Medicine, and Associate Director of Clinical Research at Saint Louis University School of Medicine, she has led pivotal clinical trials for COVID-19, monkeypox, and other emerging infectious diseases—work that has advanced health and saved lives worldwide.

Dr. Frey returned to Huntington to receive the 2025 Distinguished Alumna Award during the School of Medicine's Homecoming Weekend—a recognition that highlights her trailblazing accomplishments while honoring her enduring connection to her alma mater. While in Huntington, she also delivered pediatric grand rounds and continuing medical education lectures, sharing her expertise with the School of Medicine community.

For all her international achievements, Dr. Frey continues to credit the Joan C. Edwards School of Medicine with laying the foundation for her success. "Marshall has shaped my career to the person that I have become," she reflected. "I was thrilled to be accepted at Marshall, and I'm thrilled to be a graduate. I am forever indebted for the education that I have received here."

For Dr. Frey, recognition as the 2025 Distinguished Alumna is as much about roots as it is about achievements: a homecoming that celebrates where her story began and how far it has carried her.

Supporting Student Scholarships: Standing Out in Our Field 10



The School of Medicine hosted its flagship fundraiser, Standing Out in Our Field, on August 23 at Barboursville Soccer Complex. The 10th annual event raised more than \$120,000 for the school's medical student scholarship endowment.

More than 500 guests enjoyed the “Viva Las Vegas” 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. During the past decade, the event has raised nearly \$1 million in funds for student scholarships.



Taking the Stage: Spotlighting Marshall as the future of health care

Dr. David Gozal, vice president for health affairs and School of Medicine dean, and Scott Raynes, president and CEO of Marshall Health Network, took the stage together during the WV Chamber Annual Meeting & Business Summit on August 28 to discuss innovation, collaboration and how Marshall is leading the future of health care across our state.

Dr. Gozal and Mr. Raynes continued the conversation by joining other academic medicine and health care leaders from across the state for a dynamic panel discussion at the WV Health Care Leadership Summit on September 25.

UPCOMING EVENTS

- **October 25:** Inaugural PROACT Monster Smash Pickleball Tournament - Barboursville Park
- **October 28:** Marshall University Health & Wellness Fair - Memorial Student Center | Don Morris Room
- **November 3:** 37th Annual Health Sciences Research Day - St. Mary's Center for Education

Marshall University Board of Governors
Meeting of October 8, 2025

ITEM:	Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program
COMMITTEE:	Finance, Audit and Facilities Planning Committee
RECOMMENDED RESOLUTION:	Resolved, that the Marshall University Board of Governors authorize reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects described below. <i>Furthermore, the Board of Governors reaffirm 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</i> 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.
STAFF MEMBER:	Brandi Jacobs-Jones Senior Vice President for Operations

BACKGROUND:

In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred maintenance projects under the State Institutions of Higher Education Deferred Maintenance Grant program.

Some of Marshall’s projects came in under budget; therefore, staff now seeks authorization to reallocate funding for a project, as follows:

- Reallocate **\$132,003** from *Morrow Library ADA Upgrades* (WVHEPC-M-010) and **\$23,997** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Stormwater Improvements Phase I* (WVHEPC-M-016) to address unexpected underground utility conflicts, sewer line obstructions, and manhole repairs encountered during construction.
- Reallocate **\$28,000** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Holderby Hall Demolition* (WVHEPC-M-014) for unexpected costs from State mandated supplemental bonds and drainage improvements along College Avenue.
- Reallocate **\$41,250** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Roof Replacement* (WVHEPC-M-025) for additional costs due to expanded scope and the unexpected discovery of built-up roofing beneath the existing system.

Authorizing this request will allow Marshall to use and transfer funding from those deferred maintenance projects that came in under budget and reduce other project budgets to address critical needs in other deferred maintenance initiatives.

See attachments for supporting documentation.

**RESOLUTION AUTHORIZING APPLICATION FOR THE
STATE INSTITUTIONS OF HIGHER EDUCATION
DEFERRED MAINTENANCE GRANT**

IN THE MATTER OF AUTHORIZING Marshall University TO APPLY FOR A STATE INSTITUTIONS OF HIGHER EDUCATION DEFERRED MAINTENANCE GRANT FROM THE WEST VIRGINIA GOVERNOR'S OFFICE FOR DEFERRED MAINTENANCE AT Marshall University AND DELEGATING AUTHORITY TO THE PRESIDENT TO SIGN THE APPLICATION.

WHEREAS the West Virginia Governor's Office is accepting applications for the State Institutions of Higher Education Deferred Maintenance Grant; and

WHEREAS Marshall University desires to continue participation in this grant program as a means of providing needed maintenance to Marshall University campus facilities; and

WHEREAS, Board of Governors and Institutional Leadership have identified deferred maintenance improvements at Marshall University as a high priority need; and

WHEREAS the highest priority need identified includes the reallocation of funds for one project:

- Reallocate **\$132,003** from *Morrow Library ADA Upgrades* (WVHEPC-M-010) and **\$23,997** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Stormwater Improvements Phase I* (WVHEPC-M-016) to address unexpected underground utility conflicts, sewer line obstructions, and manhole repairs encountered during construction.
- Reallocate **\$28,000** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Holderby Hall Demolition* (WVHEPC-M-014) for unexpected costs from State mandated supplemental bonds and drainage improvements along College Avenue.
- Reallocate **\$41,250** from *MRI Building HVAC Replacement* (WVHEPC-M-017) to *Roof Replacement* (WVHEPC-M-025) for additional costs due to expanded scope and the unexpected discovery of built-up roofing beneath the existing system.

NOW, THEREFORE, BE RESOLVED BY THE BOARD OF GOVERNORS OF Marshall University AS FOLLOWS:

The Board of Governors demonstrates its support for the submittal of the grant application for the State Institutions of Higher Education Deferred Maintenance Grant for this project by Marshall University; and

The Board of Governors demonstrates its support to prioritize this project as the highest priority with regard to deferred maintenance at Marshall University; and

The Board of Governors authorizes its President to execute the application for the State Institutions of Higher Education Deferred Maintenance Grant and any other documentation necessary to effectuate submittal of the grant application.

This Resolution shall be effective following its adoption by the Board of Governors.

Passed by the Board of Governors this 8th of October 2025.

ATTEST:

Signature, Board of Governors Authorized Official

Printed Name Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: September 15, 2025

Project Name: Holderby Hall Demolition HEPC #/Grant #: WVHEPC-M-014/GRNT 2400001314

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase x Other _____

Funding

Amount received: \$1,557,500 Current amount being requested: \$28,000

Project Update

Percent Project Complete 90%
(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

A fund transfer is requested for the Holderby Hall Demolition project due to additional costs incurred. The State of West Virginia has mandated the procurement of supplemental bonds, resulting in an unanticipated expense of \$33,000. Additionally, a direct inlet must be installed along College Avenue at a cost of \$1,000 to improve drainage and mitigate groundwater accumulation in the area.

This is a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Holderby Hall Demolition project to cover this additional cost.

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-014	GRNT 2400001314	Holderby Hall Demolition	1,557,500	-	28,000	-	1,585,500
WVHEPC-M-017	GRNT 2400001317	MRI Building HVAC Replacement	387,714	(65,247)		(28,000)	294,467

Project Contact name: Brandi Jacobs-Jones

Date: _____

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Signature

Date

Printed Name

Title

Signature of Authorized WVHEPC Representative

Signature

Date

Printed Name

Title

Signature of Authorized Governor's Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: September 15, 2025

Project Name: Stormwater Improvements Phase I HEPC #/Grant #: WVHEPC-M-016/

GRNT 2400001316

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase x _____ Other _____

Funding

Amount received: \$1,266,614 Current amount being requested: \$156,000

Project Update

Percent Project Complete 25%
(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

This is a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Stormwater Improvements Phase I project to cover this additional cost.

Marshall is requesting a transfer of funds for the Stormwater Improvements Phase I project due to unforeseen conditions encountered during construction. An Appalachian Power utility bank was discovered underground near the proposed location of a holding tank, requiring the tank to be modified and Manhole 15 to be relocated. Additionally, during the investigation of the existing 15-inch combined sewer line, approximately 7 inches of solidified concrete was found between Manhole 1 and Manhole 2. The drain lines in the Smith Hall mechanical room and the adjacent outdoor pit also need to be cleared due to hard debris and blockages. Furthermore, the frame of a manhole located behind the Science Building must be replaced. These unexpected issues have resulted in additional costs, prompting the request for a fund transfer.

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-016	GRNT 2400001316	Stormwater Improvements Phase I	1,266,614		156,000	-	1,422,614
WVHEPC-M-010	GRNT 2400001310	Morrow Library ADA Upgrades	1,075,704			(132,003)	943,701
WVHEPC-M-017	GRNT 2400001317	MRI Building HVAC Replacement	387,714	(69,250)		(23,997)	294,464

Project Contact name: Brandi Jacobs-Jones

Date: _____

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Signature

Date

Printed Name

Title

Signature of Authorized WVHEPC Representative

Signature

Date

Printed Name

Title

Signature of Authorized Governor's Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: September 15, 2025
Project Name: Roof Replacement HEPC #/Grant #: WVHEPC-M-025

Project Funding distributions

Initial request 25%
2nd request 25%
3rd request 25%
4th request 15%
Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X Other _

Funding

Amount received: \$2,229,860 Current amount being requested: \$41,250

Project Update

Percent Project Complete 50%

(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

A fund transfer is requested for the Gullickson Hall Partial Roof Replacement project to accommodate additional costs associated with expanded scope. The project was bid to include two alternatives covering additional roof sections. The base bid was \$679,000, with Alternate 1 adding \$489,000, bringing the total to \$1,168,000. An additional \$41,250 is required to complete two of the three roof sections. This increase is primarily due to the unexpected discovery of built-up roofing beneath the existing ballasted roof, which necessitated additional work and materials.

This is a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget and reduce other project budgets to fund the Gullickson Hall Partial Roof Replacement.

HEPC Project Number	WVOASIS Grant Number	Project Name	Original Budget	Pending Transfer Requests	Transfer To	Transfer From	New Budget
WVHEPC-M-025	GRNT 2400001320	Roof Replacement	2,229,860		41,250		2,271,110
WVHEPC-M-017	GRNT 2400001317	MRI Building HVAC Replacement	387,714	(51,997)		(41,250)	294,467

Project Contact name: Brandi Jacobs-Jones

Date: _____

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Signature

Date

Printed Name

Title

Signature of Authorized WVHEPC Representative

Signature

Date

Printed Name

Title

Signature of Authorized Governor's Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title

Signature of Finance and Facilities Vice Chancellor/Grants Administrator

Signature

Date

Printed Name

Title

**Marshall University Board of Governors
Meeting of October 8, 2025**

ITEM: Approval of Investment Portfolio Strategy for Marshall University and the Marshall University School of Medicine

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED RESOLUTION: *Whereas, the Marshall University Board of Governors (“Board”) is vested with the authority to oversee and approve investment strategies for Marshall University and its affiliated entities, including the Marshall University School of Medicine, pursuant to West Virginia Code §12-1-12d;*

Whereas, the Marshall University Foundation (“Foundation”) serves as the fiduciary and investment steward for certain University and School of Medicine assets;

Whereas, the Foundation has engaged Meketa Investment Group (“Meketa”) as its investment manager to provide strategic guidance and oversight of the investment portfolio;

Whereas, Meketa has presented a comprehensive investment portfolio strategy designed to support the long-term financial sustainability, growth, and mission-aligned objectives of Marshall University and the Marshall University School of Medicine;

Whereas, the Board has reviewed the proposed strategy and finds it to be prudent, diversified, and consistent with the University’s financial goals and fiduciary responsibilities;

Now, therefore, be it resolved, that the Marshall University Board of Governors hereby approves the investment portfolio strategy as recommended by Meketa and endorsed by the Marshall University Foundation;

Be it further resolved, that the Board authorizes the Foundation and Meketa to implement the strategy and make necessary adjustments in accordance with prevailing market conditions and best practices,

subject to ongoing reporting and oversight by the Board;

Be it further resolved, that this resolution shall be entered into the official minutes of the Board and shall take effect immediately upon adoption.

STAFF MEMBER:

Matt Tidd
Chief Financial Officer

FY25 Financial Statements - DRAFT



FY25 Financial Statements vs Prior Year

Marshall University			
	FY25 Est	FY24 Actuals	FY25 Est vs Prior Year
Operating Revenues			
Student Tuition and Fees (net of allowance)	65,616,000	72,286,000	(6,670,000)
Grants and Contracts	122,880,000	110,202,000	12,678,000
Auxiliary Enterprise Revenue	30,242,000	38,531,000	(8,289,000)
Other Operating Revenues	12,804,000	16,987,000	(4,183,000)
Total Operating Revenues	231,542,000	238,006,000	(6,464,000)
Operating Expenses			
Salaries and Wages	164,392,000	159,747,000	4,645,000
Benefits	44,859,000	34,460,000	10,399,000
Supplies and Other Services	95,133,000	86,088,000	9,045,000
Utilities	12,277,000	11,137,000	1,140,000
Scholarships and fellowships	18,312,000	27,694,000	(9,382,000)
Depreciation	25,168,000	21,252,000	3,916,000
Other Operating Expenses	229,000	203,000	26,000
Total Operating Expenses	360,370,000	340,581,000	19,789,000
Operating Income (Loss)	(128,828,000)	(102,575,000)	(26,253,000)
Nonoperating Revenues (expenses)			
State Appropriations	76,037,000	116,418,000	(40,381,000)
Federal Pell Grants	22,872,000	18,965,000	3,907,000
Gifts	3,922,000	1,804,000	2,118,000
Investment Income	6,508,000	11,383,000	(4,875,000)
Interest on indebtedness	(7,398,000)	(7,265,000)	(133,000)
Fees assessed by Commission for Debt Service	(237,000)	(285,000)	48,000
Other nonoperating revenues (expenses)	(2,000)	(673,000)	671,000
Total Nonoperating Revenues (expenses)	101,702,000	138,348,000	(36,646,000)
Increase/Decrease in Net Assets	(27,126,000)	35,773,000	(62,899,000)
One-time adjustments	-	(50,348,866)	
Capital Grants and Gifts	11,330,000	-	11,330,000
Increase/Decrease in Net Assets - Adjusted	(15,796,000)	(14,575,866)	(1,220,134)

ANALYSIS

➤ Operating Revenue (-\$6.5M)

- **Grants and Contracts (+\$12.7M):** Due to increased Promise (+\$1.2M), WV Higher Education Grants (+\$9M), College Access Grant (+\$1.7M), School of Medicine Private Grants (+\$7M) offset by decreases in Federal Grants at MURC (-\$3.6M)
- **Auxiliary Revenue (-\$8.3M):** Due to increase in scholarship allowance (-\$10M) offset by increases in Housing (+\$1.2M) and Athletics (+\$1.7M)
- **Tuition and Fees (-\$6.7M):** Due to increase in scholarship allowance (-\$11M) offset by increase in tuition and fees (+\$4M)
- **Other Revenue (-\$4.2M):** Decrease due to one-time support received from the State of West Virginia in FY24 related to PEIA/BRIM

➤ Non-Operating Revenues (-\$39.3M)

- **State Appropriations (-\$40.4M):** Decrease due FY24 support for the Cybersecurity building (+\$45M) offset by increase in base appropriations in FY25 (+\$3.2M)
- **Pell Grants (+\$3.9M):** Due to increase in Pell student enrollment in FY25
- **Investment Income (-\$4.9M):** Due to Meketa portfolio performance year over year
- **Gifts (+\$2.1M):** Increase primarily due to the Big Green payment of the Baseball Stadium Lease (+\$1.7M)

➤ Operating Expenses (+\$19.8M)

- **Salaries & Wages (+\$4.6M):** Salaries increased \$4.6M year over year primarily due to FY25 raise program combined with headcount growth
- **Benefits (+\$10.4M):** Increase due to increased PEIA premiums (+\$1.5M), lower OPEB expense credit in FY25 (+\$7.1M) and other increases including increased employee tuition waivers, increased Social Security matching, and increased retirement contributions all driven by increased employee headcount
- **Scholarships (-\$9.4M):** Due to change in scholarship allowance calculation shifting more to net tuition and fees
- **Supplies & Other Services (+\$9M):** Primarily due to timing of a 3rd party contract at the School of Medicine; offset by revenue included in Private Grants and contracts
- **Misc. Other (+\$5M):** Due to increases in Utilities (+\$1.1M) and Depreciation (+\$3.9M)



FY25 Financials vs Budget/Projection

	Marshall University		
	FY25 Est	FY25 Budget	FY25 Est vs FY25 Budget
Operating Revenues			
Student Tuition and Fees (net of allowance)	65,616,000	74,679,000	(9,063,000)
Grants and Contracts	122,880,000	110,150,000	12,730,000
Auxiliary Enterprise Revenue	30,242,000	35,085,000	(4,843,000)
Other Operating Revenues	12,804,000	10,299,000	2,505,000
Total Operating Revenues	231,542,000	230,213,000	1,329,000
Operating Expenses			
Salaries and Wages	164,392,000	159,623,000	4,769,000
Benefits	44,859,000	38,643,000	6,216,000
Supplies and Other Services	95,133,000	87,003,000	8,130,000
Utilities	12,277,000	10,044,000	2,233,000
Scholarships and fellowships	18,312,000	23,813,000	(5,501,000)
Depreciation	25,168,000	18,600,000	6,568,000
Other Operating Expenses	229,000	-	229,000
Total Operating Expenses	360,370,000	337,726,000	22,644,000
Operating Income (Loss)	(128,828,000)	(107,513,000)	(21,315,000)
Nonoperating Revenues (expenses)			
State Appropriations	76,037,000	75,435,000	602,000
Federal Pell Grants	22,872,000	17,500,000	5,372,000
Gifts	3,922,000	1,500,000	2,422,000
Investment Income	6,508,000	2,500,000	4,008,000
Interest on indebtedness	(7,398,000)	(6,882,000)	(516,000)
Fees assessed by Commission for Debt Service	(237,000)	(332,000)	95,000
Other nonoperating revenues (expenses)	(2,000)	-	(2,000)
Total Nonoperating Revenues (expenses)	101,702,000	89,721,000	11,981,000
Increase/Decrease in Net Assets	(27,126,000)	(17,792,000)	(9,334,000)
One-time adjustments	-	-	-
Capital Grants and Gifts	11,330,000	-	-
Increase/Decrease in Net Assets - Adjusted	(15,796,000)	(17,792,000)	1,996,000

ANALYSIS

➤ Operating Revenue (+\$1.3M)

- **Other Revenue (+\$2.5M):** University (+\$1.5M) and MURC (+\$1M)
- **Tuition and Fees (-\$9.1M):** Due to increase in scholarship allowance (-\$11M) offset by increase in tuition and fees (+\$2M). Increase in State Grants offsets decrease in tuition and fees
- **Auxiliary Revenue (-\$4.8M):** Primarily due to change in scholarship allowance calculation. Offsets captured in Grants and Contracts and lower scholarship expense.
- **Grants and Contracts (+\$12.7M):** Primarily due increased WV Higher Education Grants (+\$9M) and Promise Scholarships (+\$1.2M)

➤ Non-Operating Revenues (+\$12.4M)

- **State Appropriations (+\$0.6M):** State Appropriations are in line with Budget
- **Pell Grants (+\$5.4M):** Due to increase in Pell student enrollment in FY25
- **Investment Income (+\$4M):** Due to Meketa portfolio performance vs conservative budget estimate. Important to note this is non-cash revenue.

➤ Operating Expenses (+\$22.6M)

- **Salaries and Benefits (+\$10.9M):** Due to ending FY24 higher combined with increased headcount
- **Scholarships (-\$5.5M):** Due to change in scholarship allowance calculation shifting more to net tuition and fees
- **Supplies & Other Services (+\$8.1M)** Primarily due to timing of a 3rd party contract at the School of Medicine; offset by revenue included in Private Grants and contracts
- **Misc. Other (+\$8.8M):** Due to increases in Depreciation and Utilities



FY26 Projection



FY26 Projection vs Budget

Marshall University			
	FY26 Projection	FY26 Budget	FY26 Proj vs FY26 Budget
Operating Revenues			
Student Tuition and Fees (net of allowance)	77,500,000	76,146,000	1,354,000
Grants and Contracts	123,730,000	122,439,000	1,291,000
Auxiliary Enterprise Revenue	40,609,000	43,827,000	(3,218,000)
Other Operating Revenues	12,573,000	12,303,000	270,000
Total Operating Revenues	254,412,000	254,715,000	(303,000)
Operating Expenses			
Salaries and Wages	166,072,000	166,072,000	-
Benefits	43,018,000	41,518,000	1,500,000
Supplies and Other Services	95,954,000	95,954,000	-
Utilities	12,450,000	12,450,000	-
Scholarships and fellowships	24,600,000	27,100,000	(2,500,000)
Depreciation	20,500,000	20,500,000	-
Other Operating Expenses	-	-	-
Total Operating Expenses	362,594,000	363,594,000	(1,000,000)
Operating Income (Loss)	(108,182,000)	(108,879,000)	697,000
Nonoperating Revenues (expenses)			
State Appropriations	76,188,000	76,188,000	-
Federal Pell Grants	22,600,000	22,500,000	100,000
Gifts	3,922,000	2,550,000	1,372,000
Investment Income	2,750,000	2,750,000	-
Interest on indebtedness	(7,242,000)	(7,242,000)	-
Fees assessed by Commission for Debt Service	(285,000)	(285,000)	-
Other nonoperating revenues (expenses)	-	-	-
Total Nonoperating Revenues (expenses)	97,933,000	96,461,000	1,472,000
Increase/Decrease in Net Assets	(10,249,000)	(12,418,000)	2,169,000

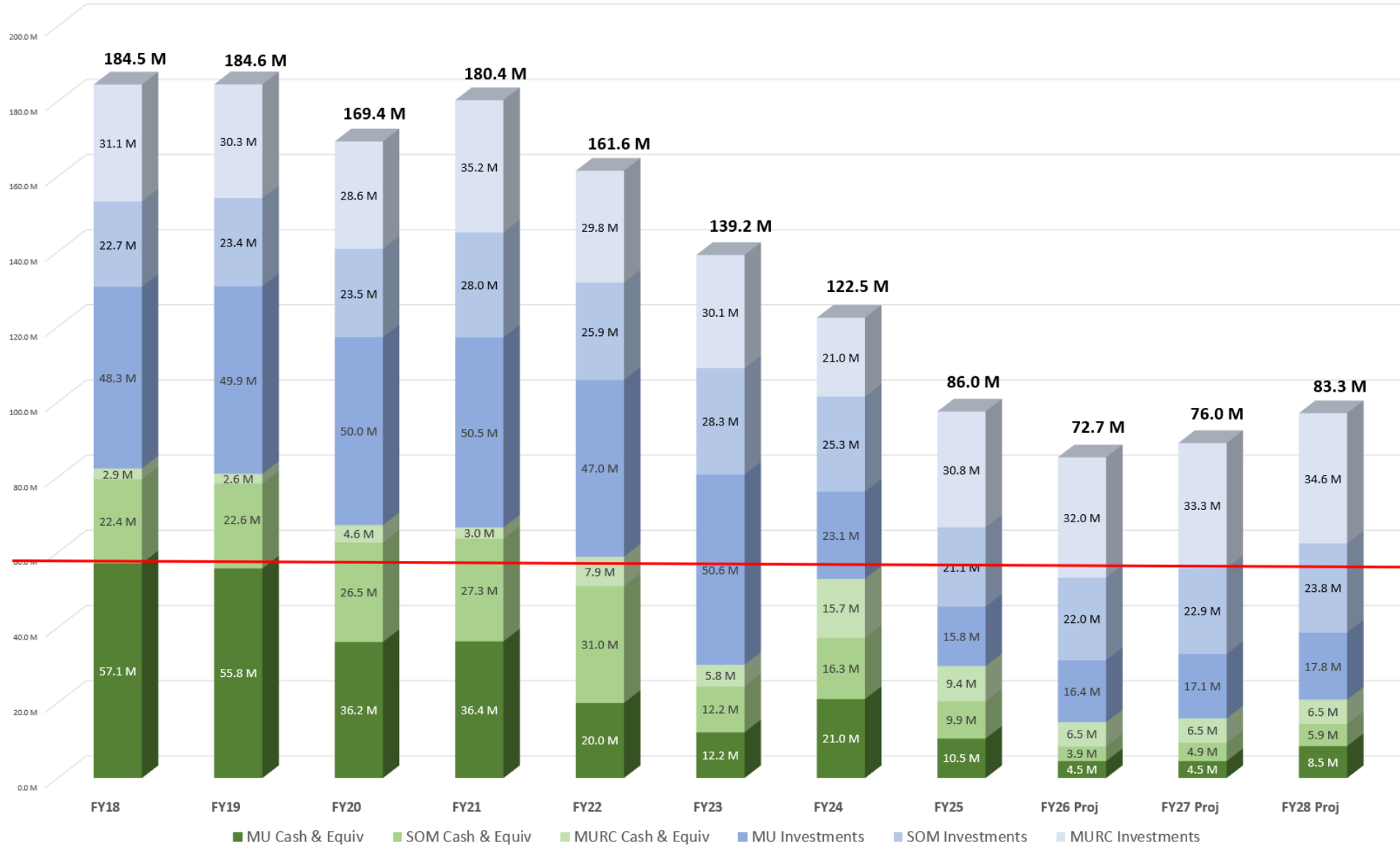
ANALYSIS

- **Operating Revenue (-\$1.5M)**
 - **Auxiliary Revenue (-\$3.2M)**: Primarily due to the change in scholarship allowance calculation
 - **Tuition and Fees (+\$1.3M)**: Increased gross tuition offset offset by change in scholarship allowance calculation
- **Non-Operating Revenues (+\$1.5M)**
 - **Gifts (+\$1.4M)**: Increase due to recording of Big Green payment of baseball stadium lease
- **Operating Expenses (-\$1M)**
 - **Benefits (+\$1.5M)**: Increased projection to align with FY25 actuals
 - **Scholarships (-\$2.5M)**: Due to change in scholarship allowance calculation. Scholarship expense decreased while the tuition and fee allowance increased.



Cash and Investments

Marshall University Financial Resiliency



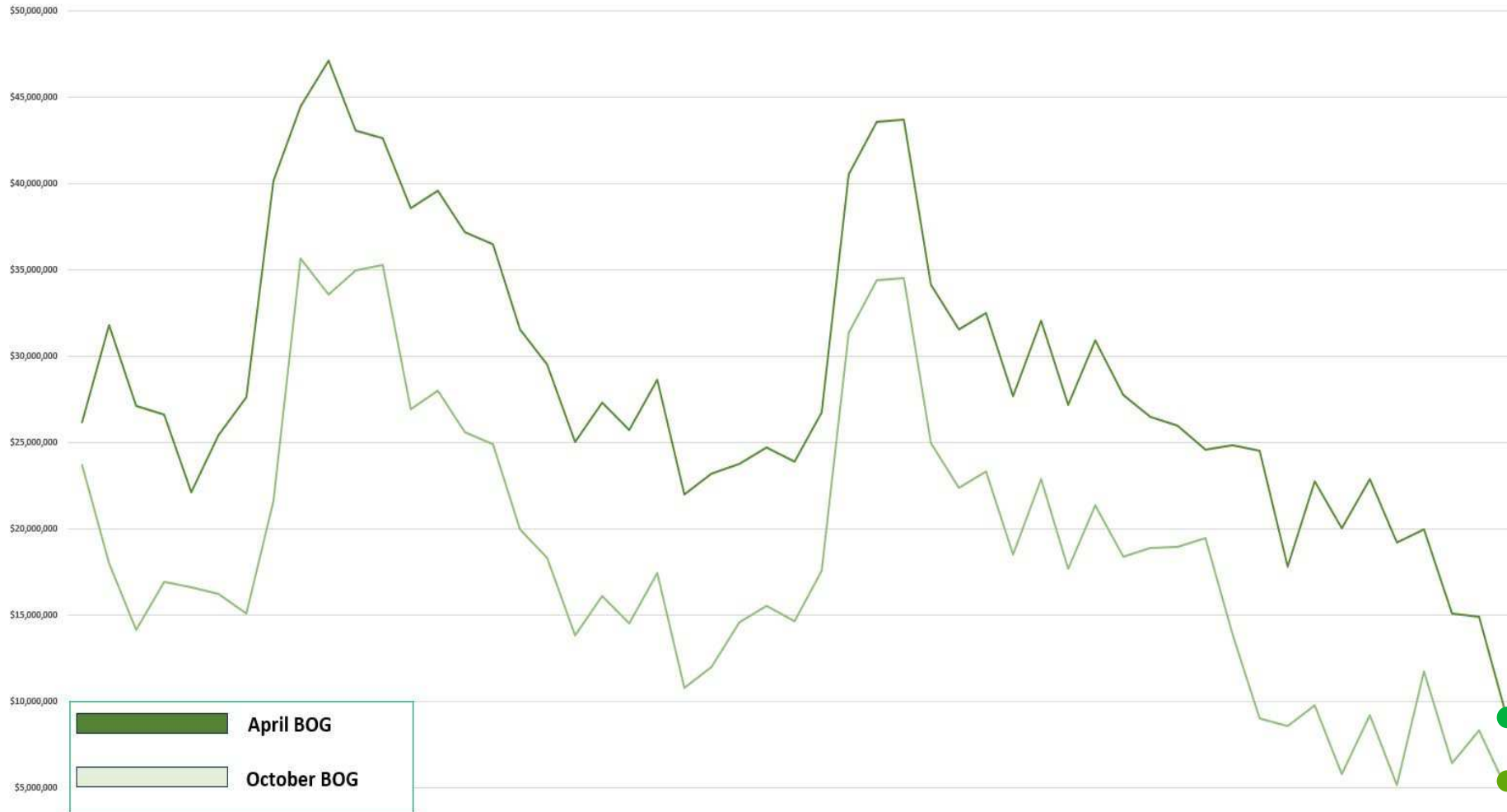
Benchmark - 2 Months
Operating
Expenditures + Debt
Service - **\$55M**



Cash Flow Forecast

October BOG vs April BOG

April BOG vs Current Cash Flow



FY26 Analysis

● October BOG = ~\$5M

● April BOG = ~\$9M

Variance = **~\$4M**

Drivers:

- Aviation Grant Not Yet Received: **-\$2M**
- Meketa Withdrawal of \$20M vs \$21.5M: **-\$1.5M**
- People Costs: **-\$1.7M**



FY25 – FY28 Financial Plan

Key Assumptions

REVENUES

	Original	Current
✓ Grants and Contracts	+3.5%	+3.5%
✓ Net Tuition/Fees		
• FY26	+2.5%	+18.1% *
• FY27	+2.5%	+6.5% **
• FY28	+2.5%	+5.1% **
✓ State Appropriations		
• FY26	+\$3.3M	Flat
• FY27	+\$1.5M	Flat
• FY28	+\$1.5M	Flat
✓ Auxiliary Revenue		
• FY26	+3.5%	+5.0%
• FY27	+3.5%	+5.0%
• FY28	+3.5%	+5.0%

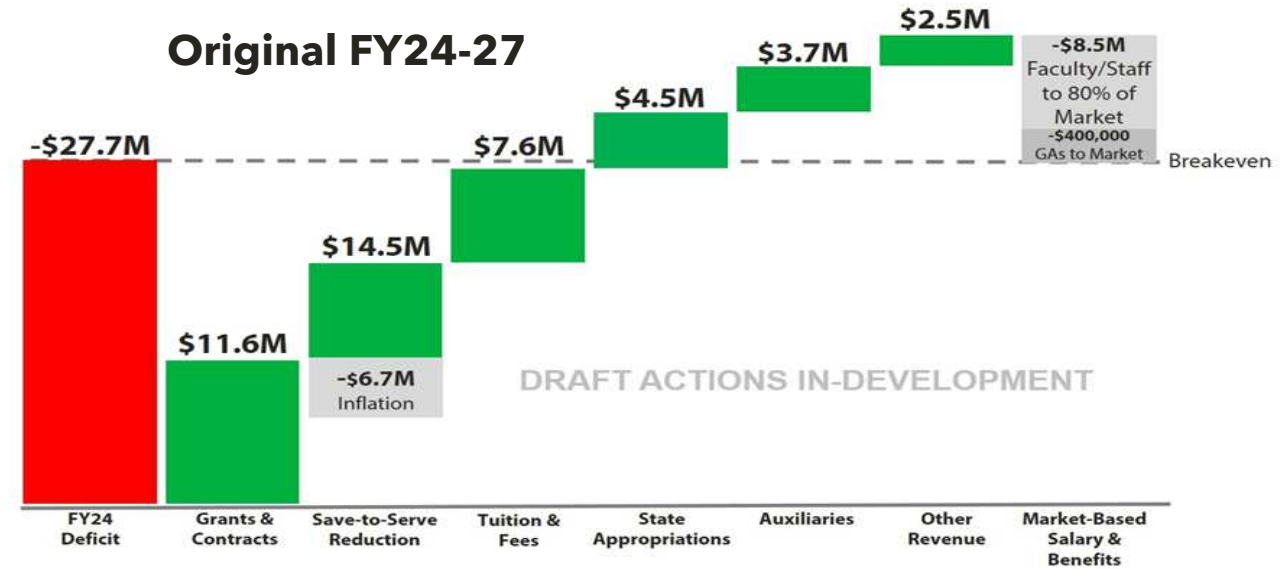
EXPENSES

✓ Salaries and Benefits		
✓ FY26 - FY28	+\$3.5M	+\$3.5M
✓ Supplies and Other Services: 5% reduction offset by School of Medicine and grant-funded spending		

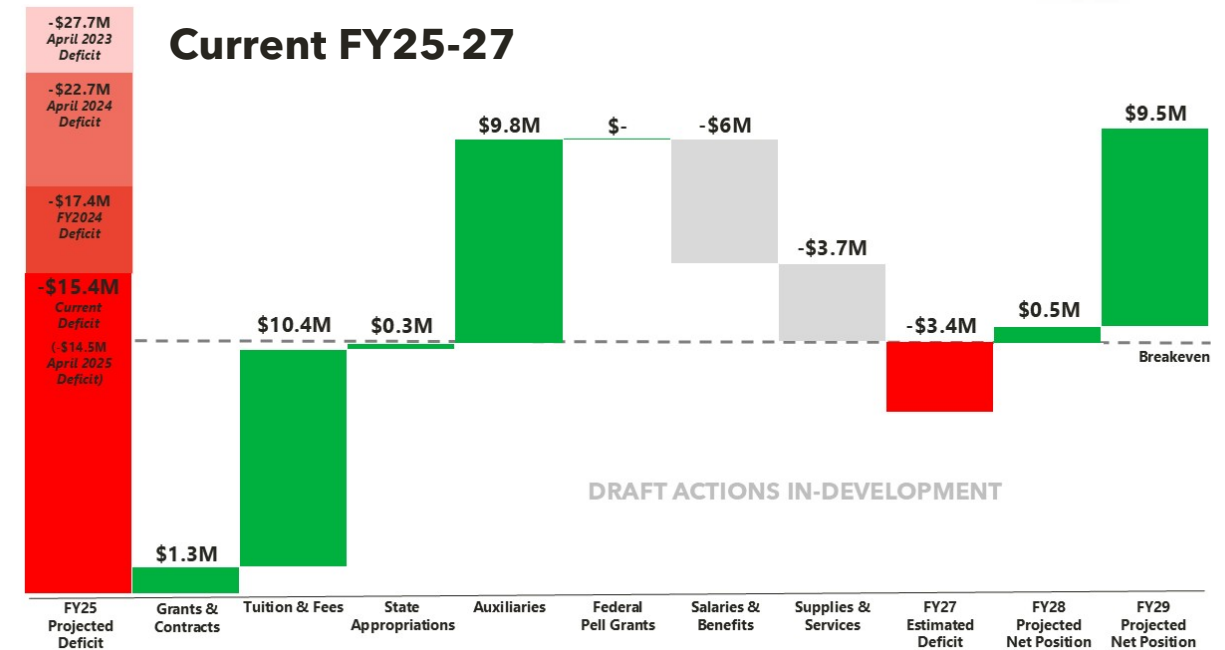
*Growth in FY26 Net Tuition and Fees driven by the doubling of WV Higher Education Grants in FY25 (\$9M) that decreased net tuition and fees. WVHEG returns to normal levels in FY26.

** Growth in FY27-FY28 Net Tuition and Fees being driven by the School of Medicine revised tuition model.

Original FY24-27



Current FY25-27



Upcoming Key Finance Items

- **Year-End Audit**
 - On schedule as of September 26, 2025
 - Financial statements to be delivered on October 15, 2025
- **FY27 Budget Meetings**
 - Budget Advisory Committee meetings commenced September 29, 2025





Marshall University

Accelerating Individual Success, Innovative Ideas and Economic Impact

October 8, 2025
Board of Governors Meeting
Facilities and Operations
Update



Enduring Financial **PRINCIPLES**

1. Grow STUDENTS, Not Fees.

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

2. Invest in our TEAM.

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

3. Take Care of the HOUSE.

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

4. Manage our Strategic RESOURCES.

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

Take Care of the House

PROJECT UPDATES

HEPC Project Number	Project Name	Projected timeline	Status
WVHEPC-M-001	Electrical Sys Upgrades-Emergency Generators/Safety - Phase I	February 2024 to November 2025	
	Emergency Generators/Safety - Phase I-Public Safety	March 2026	Design Phase Paused - Purchasing authorized direct award, vendor looking for exterior switch.
	Emergency Generators/Safety - Phase I-Drinko Library		Budgets have come in higher than anticipated, project paused, discussion regarding need for possible larger fuel tank system, Fuel tank controls to be installed by DSO.
	Emergency Generators/Safety - Phase I-Prichard Hall		100% Complete, awaiting final paperwork
WVHEPC-M-002	Campus Buildings Fire Alarm System Upgrades	February 2024 to November 2025	
	Corbly Hall		On Schedule - Work is complete
	Morrow Library		On Schedule - PO Complete, parts delivered.
	Myers Hall		On Schedule - PO Complete, Parts stored on campus; next project
	Prichard Hall		On Schedule -Work is complete
	Smith		On Schedule - PO Complete; parts delivered and billed
	Sorrell		On Schedule - PO Complete; parts delivered and billed
WVHEPC-M-003R	Elevator Modernization	February 2024 to January 2026	
	Elevator Modernization-Corbly Hall		On Schedule - Site visits completed by potential vendors; Kone selected to complete work, (update) work will begin 9/8
	Elevator Modernization-Harris Hall		On Schedule - Site visits completed by potential vendors; TKE selected to complete work, 8/30 pre-construction meeting; work will begin 9/29
	Elevator Modernization-Science Building		On Schedule - Site visits completed by potential vendors; Otis selected to complete work; final paperwork rec'd from vendor and PO received and shared with vendor on 2/28. Vendor notified projects are delayed, materials to arrive in September.
WVHEPC-M-04	Chiller Replacement	January 2024 to August 1, 2025	
	Smith Hall Chiller Replacement		Chiller installed and operational; punch list received from A&E, and vendor is completing
	Drinko Library Chiller Replacement		Chiller installed and operational; punch list received from A&E, and vendor is completing
WVHEPC-M-005	Laidley Hall Demolition	February 2024 to May 2024	Project Completed
WVHEPC-M-007	Henderson Center E Level Sanitary Pipe Replacement	February 2024 to January 2026	Work ongoing, 90% of horizontal pipes have been replaced, waiting on drawings for E Level restrooms
WVHEPC-M-008	South Charleston Roof Replacement (Both Buildings)	February 2024 to September 2025	Work is ongoing, minor delays due to Winter weather events
	South Charleston Roof Replacement-Academic		On Schedule = Roof complete, Kalwall to be delivered mid-August
	South Charleston Roof Replacement-Administration		Building complete

Take Care of the House

PROJECT UPDATES

HEPC Project Number	Project Name	Projected timeline	Status
WVHEPC-M-009	Fine Arts Renovations	February 2024 to October 2025	On Schedule - work is ongoing, rear and side windows complete; front glass 50% complete; air handler installed, ceiling grid being installed; lighting installation occurring on lower level
WVHEPC-M-010	Morrow Library ADA Upgrades	February 2024 to February 2026	(Change); waiting on PO
WVHEPC-M-011	Smith Hall Classroom Locks	May 2024 to January 2025	Completing building
	Fine Arts Locks	May 2024 to January 2025	Completed
WVHEPC-M-012	Erma Ora Byrd Floor Renovations	March 2024 to March 2025	Project complete, awaiting final paperwork
WVHEPC-M-013	Smith Hall Concrete Work (Exterior ADA Ramp)	May 2024 to April 2025	Project complete, awaiting final paperwork
	Henderson Center Concrete Work	May 2024 to January 2026	Pickering is reviewing steps for repair
WVHEPC-M-014	Holderby Hall Demolition	February 2024 to November 2025	On Schedule - Demo began June, building is down, Sullivan is conducting clean up of remaining debris
WVHEPC-M-015	Memorial Student Center Restroom Repairs & Renovations	February 2024 to November 2025	On Schedule - Finished tile and grout, lay LVT in hallway and storage, install doors at storage, remove temp wall at storage and relocate hallway entrance, floor prep complete.
WVHEPC-M-016	Stormwater Improvements Phase I	February 2024 to December 2025	On Schedule -Work began 8/4; currently cleaning and documenting storm lines beginning at Smith Garage using vac truck and robotic cameras
WVHEPC-M-017	MRI Building HVAC Replacement	January 2024 to March 2025	100% Complete, awaiting final paperwork
WVHEPC-M-019	Classroom Repair/Renewal Campus-wide Phase I	Feb, 2024 to Aug, 2025	CH436,435,408,407,467,304,302,330,336,243,244 near completion
	Restroom Repair/Renewal Campus-wide Phase I	March, 2024 to March 2025	Complete
WVHEPC-M-023	Old Main Structure Repairs - Phase I	January 2024 to January 2025	Neighborgall on site, work ongoing
WVHEPC-M-024	Science Building Air Handler Units	January 2024 to October 2025	On Schedule - Final installation occurring 7/31; awaiting owner training and close out documents
WVHEPC-M-025	Drinko Library/ Gullickson Hall Roof Replacement	March 2024 to November 2025	On Schedule - Drinko work on ongoing; Gullickson Hall Harris Bros. successful vendor, waiting on PO
WVHEPC-M-026	Student/Band Bleacher Replacement	March 2024 to March 2025	All bleachers installed, 100% Complete

MU Internal Audit BOG Informational Report October 8, 2025

1 ACTIVITY SINCE THE LAST MEETING

- A. Advisory Services – Research on salary data contained in Fringe Rate Proposal.
- B. Audit Projects – Year-end data collection and audit schedule preparation for Compensated Absences, both Annual Leave and Sick Leave, and Tuition Revenue estimation.
- C. Other – No significant Whistleblower Hotline activity for this reporting period.

2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

- A. Monitoring of Whistleblower Hotline.
- B. Adhere to planned activities in the approved Audit Plan and Continued Monitoring of other Institutional Activities.
- C. Review of accounting controls at one program financially administered by MURC, as requested.

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

- A. Nothing attended in the current reporting period.



BOARD OF GOVERNORS

October 8, 2025

Gerald J. Harrison

Vice President & Director of Athletics

Niesha Campbell

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



STANDING AGENDA

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





Updates NCAA Legislation

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



Sports Wagering Proposal 2025-20

Key Change

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

Rationale

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

Impact

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



NIL

No Guarantee of Third-Party Deals

Rule 22.1.1.1

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

Why It Matters

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



NIL

Disclosure Requirements

Who Reports?

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

Process

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

Goal

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



Division I Governance Restructure

Purpose

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

Key Features

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



Sport Specific Governance

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



Implications for Institutions

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





Next Steps

Update institutional policies (gambling, NIL guarantees).

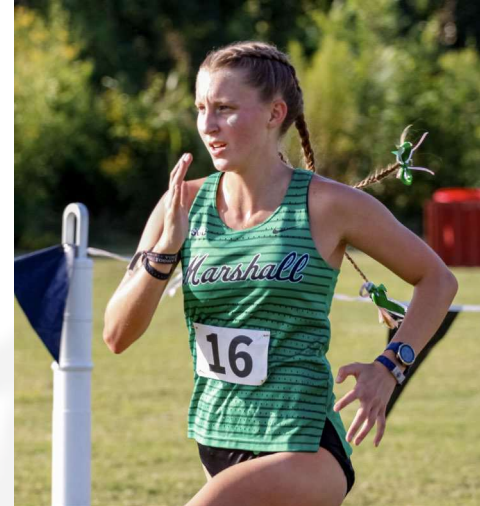
Implement reporting systems for NIL disclosures ($\geq$ \$600).

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

Track governance changes for committee representation opportunities.



Updates Athletics Teams





FOR THE
RD SBC
RING HERD



75
304
304
RD SBC



Madison Townes
Why We Do What We Do

Football Marketing Efforts



FAMILY PACK

Must Purchase 4 Season Tickets | Use Code: FAMILY | Select Sections Only | Taxes and Fees Not Included

\$99

PER TICKET

The advertisement features a family of four (mother, father, and two children) wearing green Marshall University football gear. The background is green with a large white number 99.

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



MARSHALL
FOOTBALL

**GROUP
TICKETS**

15 or More Fans
Starting at only **\$20**

50 or More Fans
Starting at only **\$15**

Call for special pricing on groups of 100 fans or more.

800-THE HERD | HERDZONE.COM

BIRTHDAY PARTIES • CORPORATE OUTINGS
EMPLOYEE APPRECIATION • CHURCH GROUPS
YOUTH TEAMS & ORGANIZATIONS

The advertisement features a large group of fans posing in front of a backdrop that says "THE HERD" and "MSU". Many are wearing green Marshall University gear.



TWO BUCK BLITZ

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





Football vs. Missouri State

9/6/2025

Broadcast on ESPN+

Fanbase

Traffic Stats



28,564 Attendees

94% Capacity



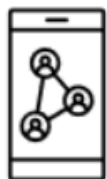
Viewership Unavailable*



26,815 Site Visitors

51,990 Page Views

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



17,477 Engagements

400,081 Impressions

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

Ticket Buyer Composition



46%

54%



0%

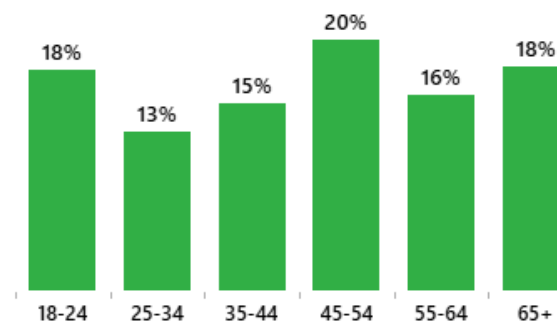
Household Income of \$150K+



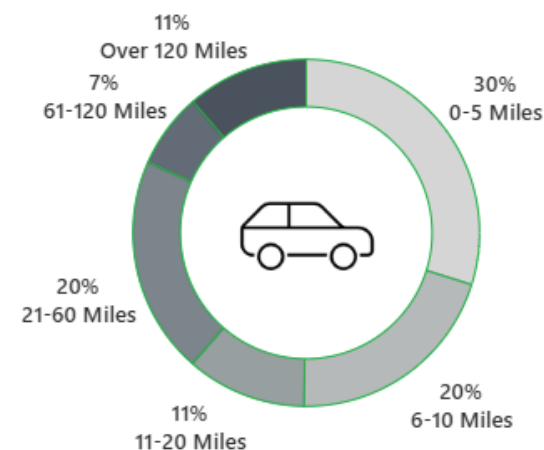
45%

Have Children
Under 18

Age Band



Distance to Campus



Fan Profiles



% of Buyers

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



PROGRAM SUMMARY

2024–25 ANNUAL TRADEMARK LICENSING REPORT

TOTAL ROYALTIES: **\$787,348** (+78%)

PEER: **+51%**

OVERALL CLC: **+16%**

TOTAL SALES: **\$2,981,378** (-12%)

PEER: **+2%**

OVERALL CLC: **+2%**

TOTAL UNITS: **453,284** (FLAT)

PEER: **+4%**

OVERALL CLC: **+2%**

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

ARTWORK SUBMISSIONS: **3,649**

ROYALTY HISTORY

FISCAL YEAR | ROYALTIES

2025

\$787,348

2024

\$441,271

2023

\$426,812

2022

\$366,999

2021

\$264,188



Update Budget



Budget Update Schedule

First Quarter 2025 Financial Statement – December 2024

Second Quarter 2025 Financial Statement – February 2025

FY 2024 NCAA Membership Financial Report Overview/Training - April 2025

Third Quarter 2025 Financial Statement – June 2025

Fourth Quarter 2025 Financial Statement – October 2025

First Quarter 2025 Financial Statement – December 2025

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



FY 25 Budget Update

Q:4 Operating Revenue

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

- (1) This category will only be presented as part of NCAA Membership Financial Statement Review
- (2) This category will be separated into coach / support staff as part of NCAA Membership Financial Statement Review
- (3) Sports Camps revenue and expenses not included in approved board of governors budget; operate on cash basis
- (4) Accounted for in Coaching / Support Salaries and Benefits line
- (5) This category will be completed as part of NCAA Membership Financial Statement Review



Budget Update Q:4

Operating Revenue Analysis

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



FY 25 Budget Update

Q:4 Operating Expenses

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

- (1) This category will only be presented as part of NCAA Membership Financial Statement Review
- (2) This category will be separated into coach / support staff as part of NCAA Membership Financial Statement Review
- (3) Sports Camps revenue and expenses not included in approved board of governors budget; operate on cash basis
- (4) Accounted for in Coaching / Support Salaries and Benefits line
- (5) This category will be completed as part of NCAA Membership Financial Statement Review



Budget Update Q:4

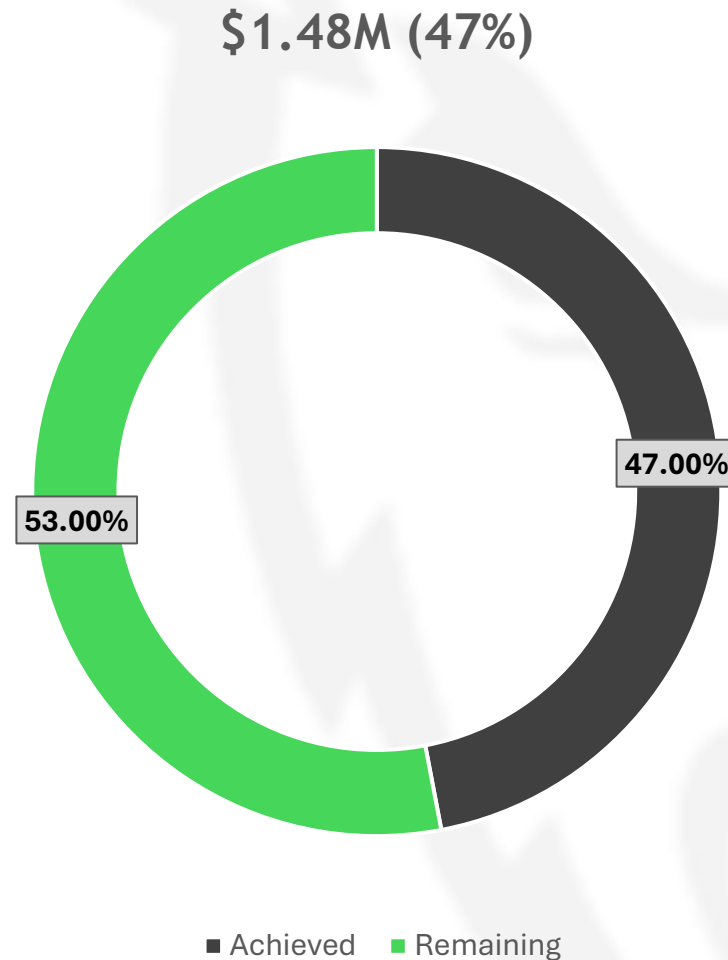
Operating Expenses Analysis

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



Revenue Snapshot (YTD vs. Budget)

Big Green YTD Revenue

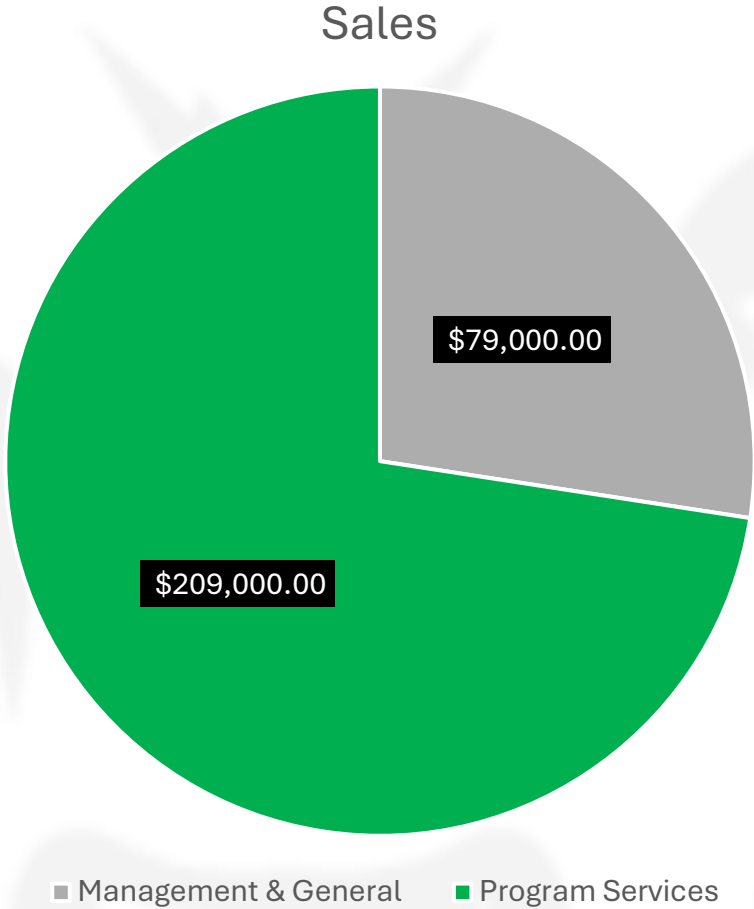


- Contributions - **Ahead of Budget**
- Premium Seating (Dutch Miller Deck) **Ahead of Budget**
- Special Events – **Trailing (timing)**
- Endowment Giving – **Trailing (timing)**



Expenses

Expense Overview - YTD



Total = \$288K (10% of Budget)



Updates Capital Projects

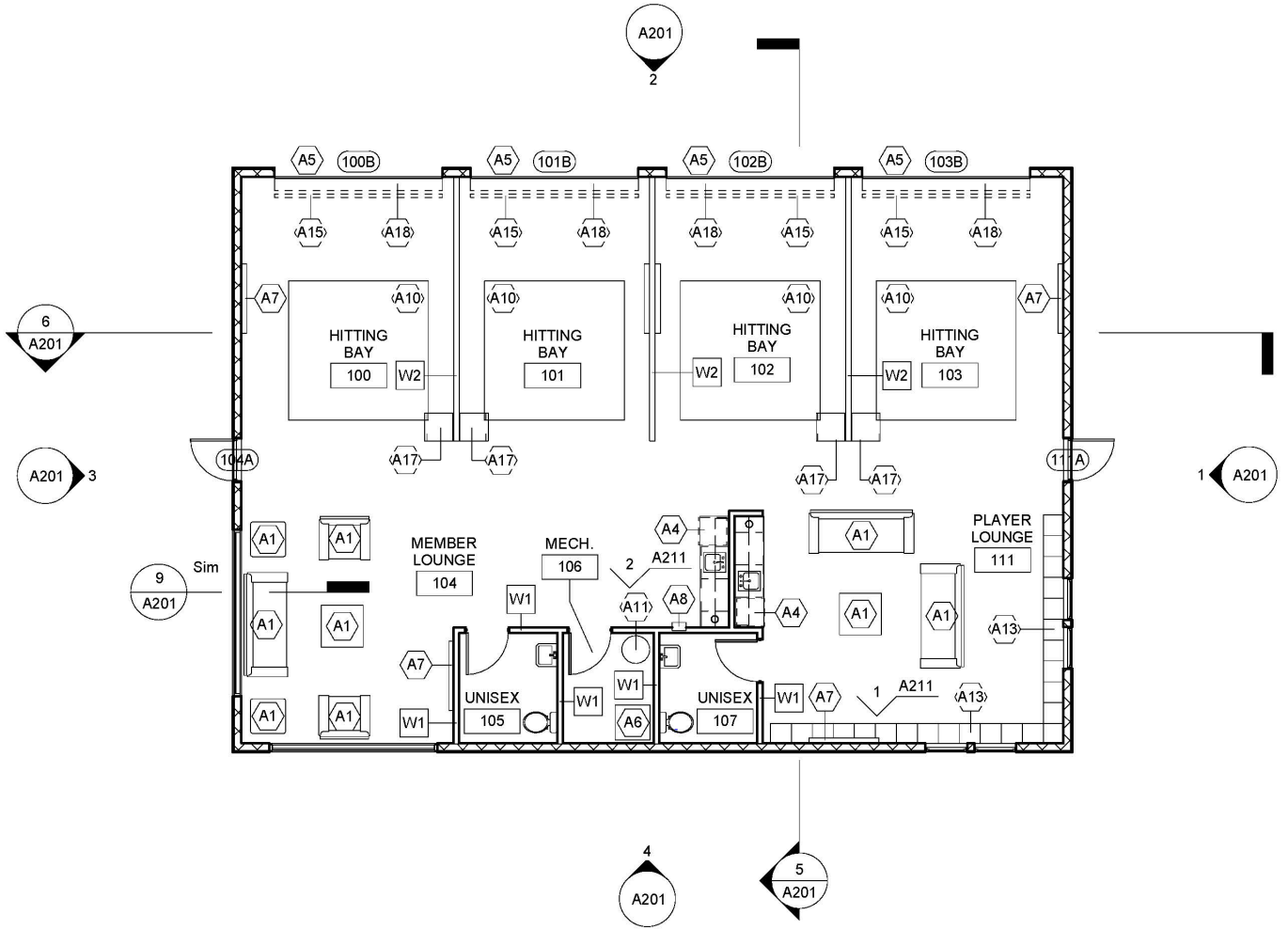
presented by Athletic Director Gerald J. Harrison

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



Capital Projects

Guyan Golf



Capital Projects

Dutch Miller Deck

Break-even Exceeded
Strong Premium Seating Sales
Positive Donor & Fan Feedback
“Early Skepticism Answered – Projected
Validated”



Gullickson Herd Fuel





BOARD OF GOVERNORS

October 8, 2025

Questions

