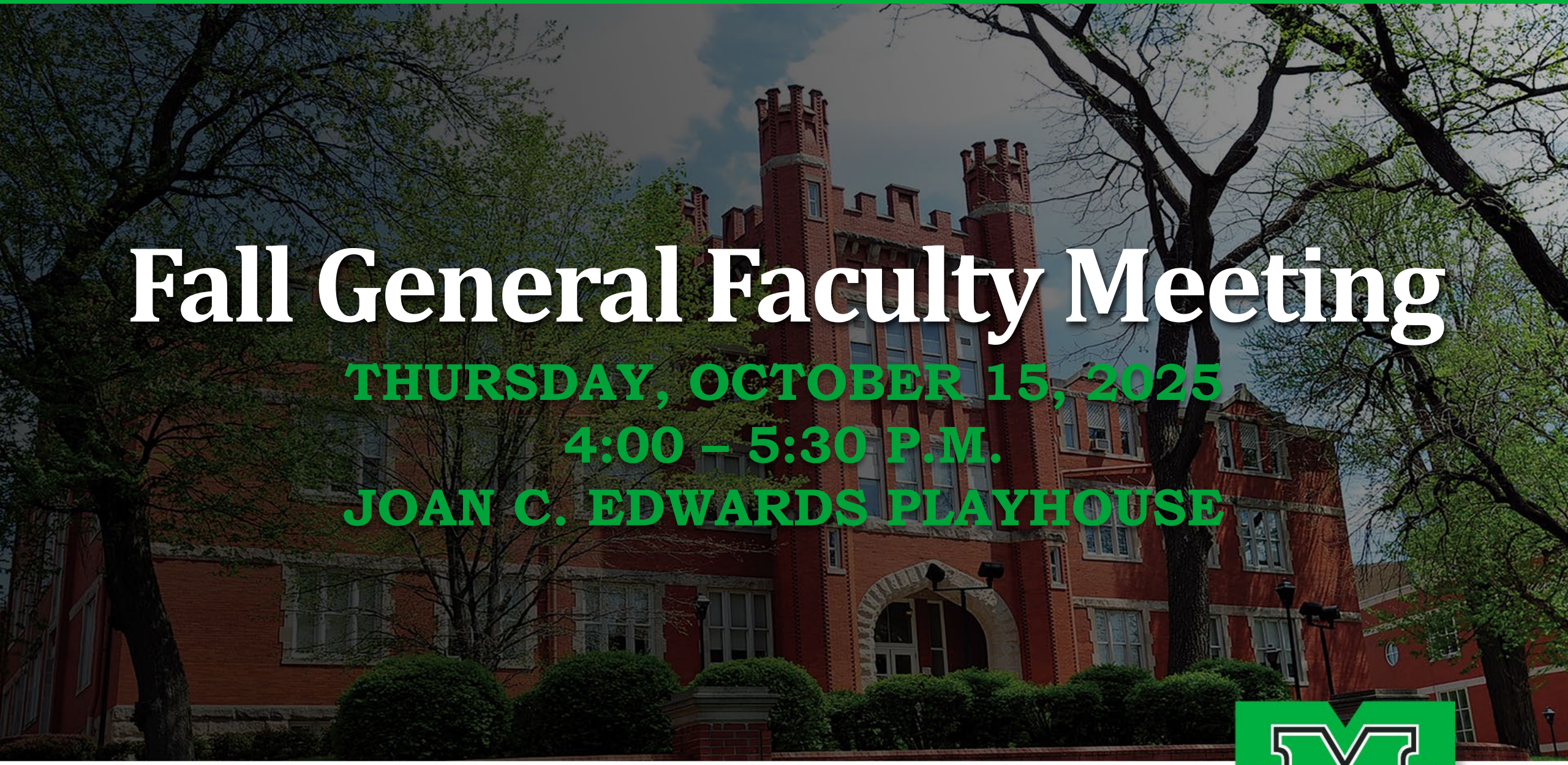


Fall General Faculty Meeting

THURSDAY, OCTOBER 15, 2025
4:00 – 5:30 P.M.
JOAN C. EDWARDS PLAYHOUSE

Welcome from the Faculty Senate Chair

The Year Ahead

The Transformation Accelerates

- Next Week in the Faculty Senate
  - **Revisions** to BOG Rule AA 6, 7, 8, 9, & 15 (Promotion and Tenure)
    - **Please review and share your thoughts with the senators from your academic unit.**
  - **Revisions** to AAUP 2 Class Attendance
  - **Revisions** to AAUP 5 Midterm Grades

- Some Items in Process/Upcoming
  - UPAA 15 and 16 Salary Increases (review due by June 2026)
  - Faculty Misconduct Procedures (new)
  - Post-Tenure Review (new)
  - General Education Curriculum
  - Student Experience Evaluations

Introduction of New Administrators and Faculty

New Administrators

- **Kelly Bradley** — Dean, College of Education and Professional Development
- **Rohan Christie-David** — Dean, Lewis College of Business
- **Kelli Prejean** — Interim Dean, College of Liberal Arts
- **Allison Carey** — Associate Provost for Assessment & Strategic Initiatives
- **Melissa Atkins** — Interim Associate Dean, College of Liberal Arts
- **Eryn Roles** — Associate Dean, University Libraries
- **Ammar Alzarrad** — Associate Dean for Research, College of Engineering & Computer Sciences
- **Susan Tusing** — Chief University Accreditation Officer
- **Jason Chute** — Executive Director of the Forensic Science Lab
- **Gerald Harrison** — Vice President and Director of Athletics

New Administrators

School of Medicine Administration

- **Trupti Joshi** — Senior Associate Dean for Informatics & Populations Analytics
- **Cynthia Persily** — Senior Associate Dean for Government Affairs & Healthcare Policy
- **Shelvy Campbell-Monroe** — Senior Associate Dean for Admissions, Advising, & Student Life
- **Susan Flesher** — Senior Associate Dean for Admissions
- **Maria Frazier** — Associate Dean for Academic & Student Affairs
- **Bisher Mustafa** — Associate Dean for Clinical Affairs
- **Valorie Moore** — Director of Enrollment Management

New Faculty

College of Arts and Media

- **Aaron Hynds** School of Music
- **Wes McDowell** School of Music
- **Sean Price** School of Music
- **Kaylin Staten** Journalism & Mass Communications

College of Engineering and Computer Science

- **Shan Liu** Biomedical Engineering
- **Caitlyn Ridge** Civil Engineering
- **Seulki Yeo** Civil Engineering

Lewis College of Business

- **Huayi Tang** Finance, Economics, & International Business
- **David Wiley** Marketing, MIS, & Entrepreneurship

College of Education and Professional Development

- **Tisha Duncan** Leadership Studies
- **Sadie Lovett** Special Education
- **Amanda Preece** Undergraduate Teacher Education

New Faculty

College of Health Professions

- **Phillip Mahoney** — Communication Disorders
- **Riley Lyvers** — Health & Movement Sciences
- **Jared Steele** — Health & Movement Sciences
- **Angeline Dvorak** — Nursing
- **Bethany Felinton** — Social Work

College of Liberal Arts

- **Zane Dayton** — Communication Studies
- **Jessica Snitko** — Communication Studies
- **Harrison McGinnis** — English
- **Benjamin Williams** — English
- **Benjamin Kletzer** — History
- **Sarah McCrackin** — Psychology
- **Shayna Morrison** — Sociology & Anthropology

College of Science

- **Hansol Im** — Biological Sciences
- **Madelyn Jackstadt** — Chemistry
- **Casey Moran** — Natural Resources & Earth Sciences

School of Pharmacy

- **Katie Burns** — Pharmacy Practice, Administration, & Research

New Faculty

School of Medicine

Liquan Cai	Biomedical Sciences
Chatrawee Duangian	Biomedical Sciences
Trupti Joshi	Biomedical Sciences
Marco Pessoa	Biomedical Sciences
Samian Sulaiman	Cardiovascular Services
Laura Coo	General Dentistry
James Metz	General Dentistry
Naina Singh	General Dentistry
Richard Conway	Family Medicine
Holly Nauert	Family Medicine
Cynthia Persily	Family Medicine
Anna Hughes	Health Science Library
Ahlim Alsahnani	Internal Medicine
Mason Dial	Internal Medicine
Sobia Faisal	Internal Medicine
Jennifer Hanrahan	Internal Medicine, Chair
Rita Hawarny	Internal Medicine
Daniel Jayasuriya	Internal Medicine
Yasmeen Obeidat	Internal Medicine
Aesha Singh	Internal Medicine
Sandeep Verma	Internal Medicine

New Faculty

School of Medicine, continued

Gabrielle Conway	Neurology
Rebecca Osterwise	Neurology
Alexandria Marino	Neurosurgery
Mayur Sharma	Neurosurgery
Dominika Dziadecki	Oncology
Damian Silbermins	Oncology
Matias Valsechhi	Oncology
Jacob Hesson	Orthopaedics
Dustin Peterson	Orthopaedics
Yuna Farah Peterson	Orthopaedics
Mariam Ghafoor	Pathology
Kara Anderson	Pediatrics
Jamie Basham	Pediatrics
Richard Johnson	Pediatrics
Jessica Roth	Pediatrics
Stephanie Gao	Psychiatry
Agon Kajmolli	Surgery
James Paugh, II	Surgery
Mark Tarakji	Surgery
Mark Thomas	Urology

State of the University Address

MARSHALL

Marshall for All, Marshall Forever

Fall General Faculty Meeting

October 15, 2025

Our Storied History

188 YEARS OF GROWTH AND ADVANCEMENT

1837
Marshall Academy created

1858
Becomes a **college**

1863
Civil War; **Salina Hite Mason** saves Marshall College by purchasing the property at auction and supporting the school financially

1907
Enrollment passes **1,000**

1929
During the **Great Depression,** students pay for tuition in "IOUs" and potatoes

1937
Ohio River **flooding** damages campus facilities

1938
Board of Education authorizes Marshall to offer **master's degrees**

1946
More than **500 veterans** enroll in program **allowing graduation in three years**

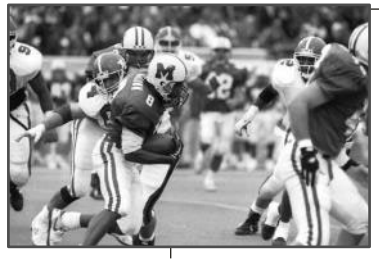
1947, 1948
Men's basketball wins **national championship**; football plays in **Tangerine Bowl**

1961
University status achieved

1970
Airplane crash kills 75 football players, coaches, administrators and supporters

1977
Medical School opens

1990
Enrollment exceeds **12,000**



1992, 1999
First **football championship** (Division 1-AA); **top 10 ranking** and **Motor City Bowl** win over BYU

2018
R2 research institution designation received from the Carnegie Classification of Institutions

2020
Men's soccer wins school's first **NCAA Division 1 National Championship**

2023
"Marshall for All, Marshall Forever" **strategic roadmap** developed; first cohort of 100 **"Marshall for All"** students arrives

2025-26
3rd cohort of **"Marshall for All"** arrives; **"Tuition-Free WV"** launches

Source: www.marshall.edu History and Traditions page

Marshall University
A VIBRANT ECOSYSTEM

- Public research university – R2
- 14 colleges and schools
- 12,957 total | 3,064 graduate students
- 76% are from West Virginia
- 48% are first-generation college
- 45% are Pell Eligible
- Admitted from 48 countries
- 1,891 full-time faculty and staff

Marshall University
Academics
- Huntington
- South Charleston
- Point Pleasant
- WV International Yeager Airport; Huntington Tri-State Airport; Eastern WV Regional Airport; Ohio County Airport; Greenbrier Valley Airport

Marshall University
Athletics

Joan C. Edwards
School of Medicine

Marshall University
Foundation Inc.

Marshall University
Research Corporation

Marshall Health Network

Marshall University

OUR ROLE AND IMPACT

WE ARE … A Prosperity Platform to Accelerate Individual Success, Innovative Ideas and Economic Impact

INDIVIDUAL SUCCESS

2,500 Graduates/Year
76% from West Virginia
48% First Generation

120,000+ Alumni:
Admirals & Generals, Governors, Fortune 500 CEOs, Emmy/Tony/Pulitzer Prize Award-Winners, Doctors, Lawyers, Scientists, Educators, Professional Athletes & Coaches, Heisman Trophy Finalists and Hall of Fame Inductees

INNOVATIVE IDEAS

Research
Scholarship
Creativity

$63M Research Grants & Contracts
Carnegie R2 (7% of Institutions)
Cybersecurity & Forensics|Rural Health
Addiction Science|Obesity|Gerontology
Advanced Manufacturing|Aviation
Advanced Energy|Digital Humanities
Design Thinking|Entrepreneurship

ECONOMIC IMPACT

Educate
Innovate
Collaborate

64% Graduates Remain in WV
300+ Companies Helped/Year
1,000+ People Trained/Year
Flight School|Aviation Maintenance
$1 Invested Yields 18X Return
$1.2B Economic Impact/Year
"Choose West Virginia" Tour

Sources: Center for Economic and Business Research, West Virginia Higher Education Policy Commission Funding Formula

A Shifting Landscape Necessitates Change

HEADWINDS RESHAPING HIGHER EDUCATION

DEMOGRAPHICS

Enrollment Cliff
Interest in College
Return-on-Investment

DIGITAL

Digital Transformation
Knowledge Economy Demands
Non-Traditional Alternatives

DOUBT

PennState

Western Illinois University

Gallup Survey
Structural Deficits
Closed Operations

Our PLAN-ON-A-PAGE

VISION

"To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future"

CREED

Educational | Open | Civil | Responsible | Safe | Well | Ethical | Pluralistic | Socially Conscious | Judicious

2037 GOALS

Individual Success
100% Career Outcome Rates for Graduates

Zero Students Graduate with Student Loan Debt

Innovative Ideas
$150M Research, Grants, Contracts

3X Start-Ups Incubated

Economic Impact
30X Return for Every $1 Invested

3X GDP Impact in West Virginia ($2.3B)

STAKEHOLDER GOALS

Students
Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity

Team
Empower faculty and staff to do the best work of their lives

West Virginia
Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions

Financial Stakeholders
Build a resilient and sustainable institution to outlast headwinds

STRATEGY

Marshall for All, Marshall Forever

In-Demand Curriculum ● On-Demand Delivery ● Distinctive Value Proposition

PRIORITIES

Increase access | Ensure affordability | Grow support programs | Deliver on demand | Enable lifetime achievement

METRICS

- Strategic Enrollment Mgt. Plan
  - New student enrollment
  - Target segments enrollment
- Recruitment contacts
- Conversion rates
- Stopped-out/returning students

- Student debt load
- Debt-free cohorts/retention
- Internships and jobs
- M4A fundraising campaign
- Undergraduate ROI

- HerdConnect mentorship
- Center for Student Success
- 1st yr retention/6 yr graduation
- E2E student experience
- AI-based customized support

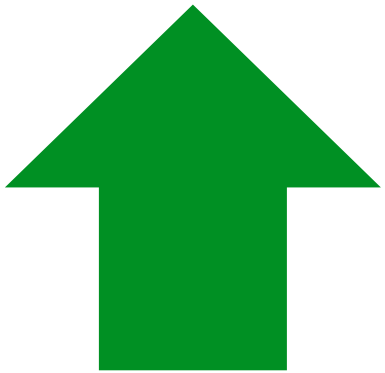
- In-demand programs & microcredentials
- HyFlex/Hybrid courses
- AI assessment/application
- Online degree programs

- Customized training - MAMC
- Academic pathways selected
- Career Engagement participation
- Lifelong learning

Accelerating Ideas to Impact

FIVE STUDENT-FIRST PRIORITIES

INCREASE ACCESS



Total Enrollment

Fall 25: **+ 7.8%**

Fall 22-25: **+20.5%**

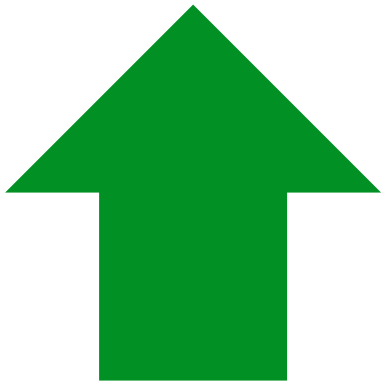
ENSURE AFFORDABILITY

Metro Enrollment

Fall 25: **+19%**

Fall 22-25: **+60%**

GROW SUPPORT PROGRAMS



First-Year Retention

Fall 22: **74.4%**
Fall 23: **78.7%**
Fall 24: **72.2%**
Fall 25: **76.4%**

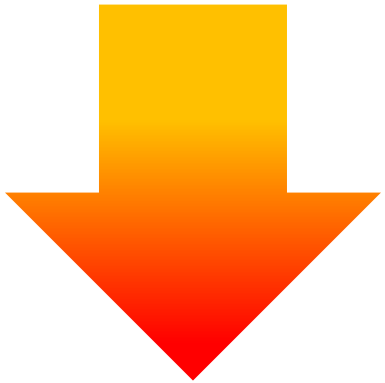
DELIVER ON DEMAND

Online Enrollment

Fall 25: **+24.7%**

Fall 22-25: **+60.6%**

ENABLE LIFETIME ACHIEVEMENT



Internships/Practicums

Fall 22-Spring 23: **35% of seniors**
Fall 23-Spring 24: **38% of seniors**
Fall 24-Spring 25: **36% of seniors**

Accelerating Ideas to Impact

SIX AREAS OF DISTINCTIVE EXCELLENCE

CYBERSECURITY & FORENSICS

"Academic Center of Excellence"

Construction
October 2025

Opening
Fall 2027

HEALTH SCIENCES

MARSHALL Health NETWORK

Academic Health System

Addiction

Obesity

Gerontology

Rural Health

ADVANCED MANUFACTURING

MARSHALL ADVANCED MANUFACTURING CENTER

Workforce Hub Industry Services

300+ Companies Served

1,000+ Workers Trained

National Hub for Manufacturing Apprenticeships

ENERGY

POWER Tech Center

Workforce Development

Cyber for Critical Infrastructure

Leapfrog Partnerships

AVIATION

Pilots/ Maintenance Techs

Fall 2021
18 students
2 aircraft

Fall 2025
312 students
11 aircraft/2 rotorcraft
9 locations

ENTREPRENEURSHIP

Center for Business and Innovation

Hub for Regional Groups/Events

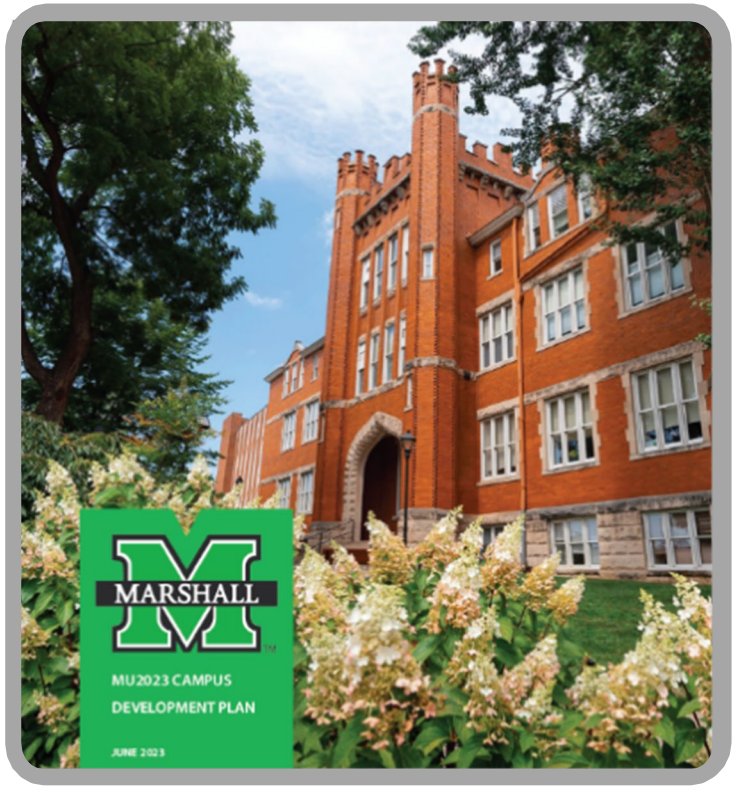
4,000+ Trained in Design Thinking

IDEA District

Accelerating Ideas to Impact

INVESTING TO BUILD FOUNDATIONAL CAPABILITY

10-YEAR CAMPUS MASTER PLAN



IDEA District
"Shock and Awe" Execution
Community Cares Week

21st CENTURY WORKFORCE NEEDS

Advanced Manufacturing
Skilled Trades
"Marshall Inside"

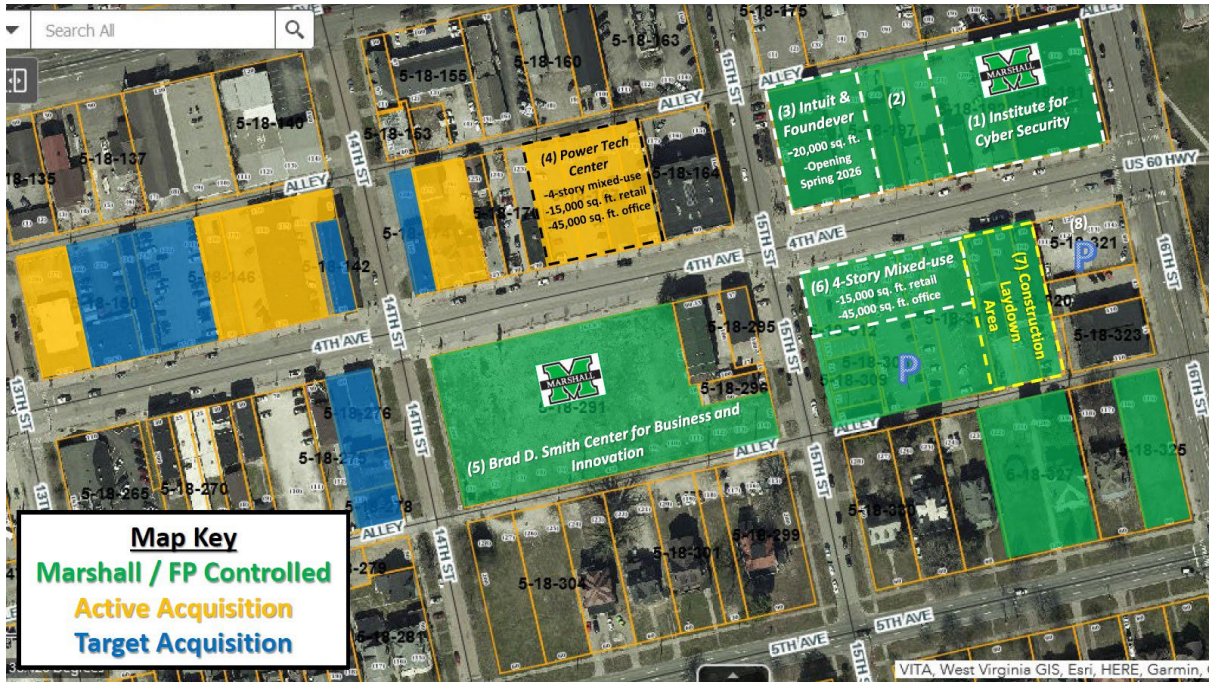
MARSHALL FOR ALL, MARSHALL FOREVER

100% Career Outcome
3rd Cohort of 200 Students/
Tuition-Free WV Launched

Accelerating Ideas to Impact

10-YEAR MASTER PLAN - "THE IDEA DISTRICT"

- **I**mpossible **D**oesn't **E**xist **A**nymore
- $200M+ Mixed Use Development
- Innovation Ecosystem In-Process!



ADVANCED MANUFACTURING CENTER

Accelerating Ideas to Impact

GROWING TO SCALE IMPACT BY 10X

Center of Excellence focused on advanced manufacturing

Industry	Workforce	Students & Faculty
$25M in shared equipment Applied engineering solutions Prototyping and product development with private-sector IP preserved Quality control systems and certifications Supply chain development for both primes and small businesses	Designated National Hub for Manufacturing Apprenticeships by USDOL Customized training on-site w/companies Short-term micro courses Partnerships with CTCs for joint AAS programs in: > CNC machining > Welding > SMART (Industrial Systems Maintenance) Pre-apprenticeship pathways for HS, CTE and CTC students to industry	Camps for STEM ed, 3DP, & CNC Early-stage funding for entrepreneurs Campus and community Maker Space Annual WV Makes Festival Faculty research partnerships Robotics and drones clubs and competitions
Projects with 300+ companies annually	**Training 1,000+ people annually**	**Reaching 5,000+ students annually**

Accelerating Ideas to Impact

MARSHALL FOR ALL: *TUITION-FREE WV*

723 Students Qualified for Fall 2025!

- → Family income <$65,000
- → Covers tuition and mandatory fees
- → Must apply and be accepted to Marshall
- → Must complete the FAFSA

*Must be West Virginia residents and first-time, first-year freshmen.

Accelerating Ideas to Impact

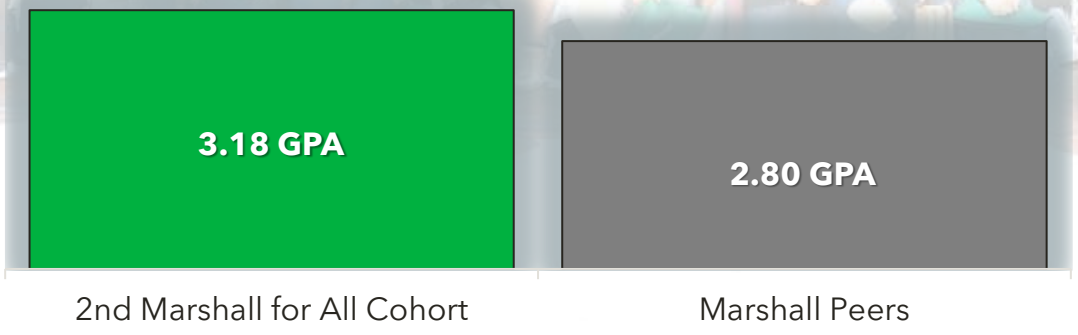
MARSHALL FOR ALL: *DEBT-FREE*

Fall 2023: 100 students admitted
Fall 2024: 100 students admitted
Fall 2025: 200 students admitted

The Grand Challenge: Six-Year Graduation Rates

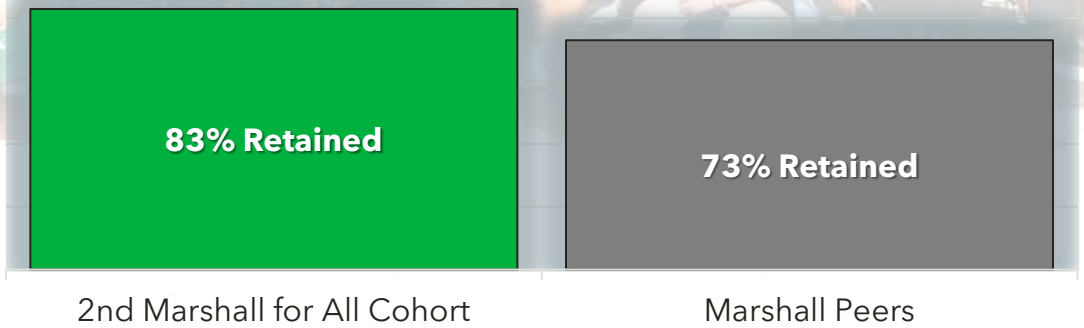
GPA - Pell-Eligible Students

Marshall Pell-Eligible Students



Retention - Fall 2024→Fall 2025

Marshall Pell-Eligible Students



Managing Our Strategic Resources

PROMOTE LONG-TERM SUSTAINABILITY

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/operational resiliency.
- ✓ Invest available resources in new market-driven opportunities.

STRATEGIC INITIATIVES

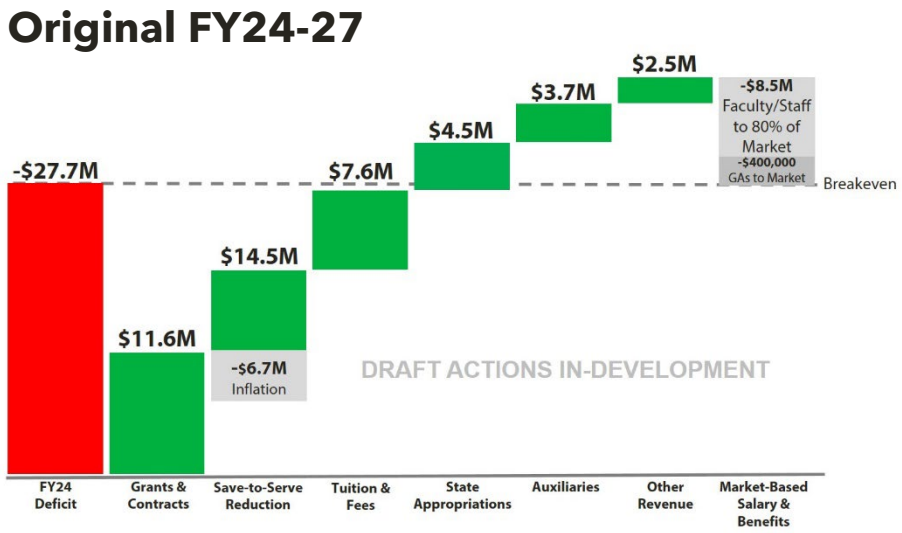
"Save-to-Serve"

- ➢ Identify/take action:
  - ▪ Savings opportunities
  - ▪ Spending habits
  - ▪ Areas of waste
- ➢ Budget Advisory Committee guidance
  - ▪ Monthly meetings
  - ▪ Purchasing best practices
  - ▪ Spending deep dives
- ➢ Goal of $14.5M in savings over four years

Incentivized Budget Model

- ➢ Resources aligned with strategic goals
- ➢ Shared financial governance
- ➢ Culture of trust, responsibility, accountability
- ➢ Data informed

WHERE WE STARTED… FINANCIAL ROADMAP

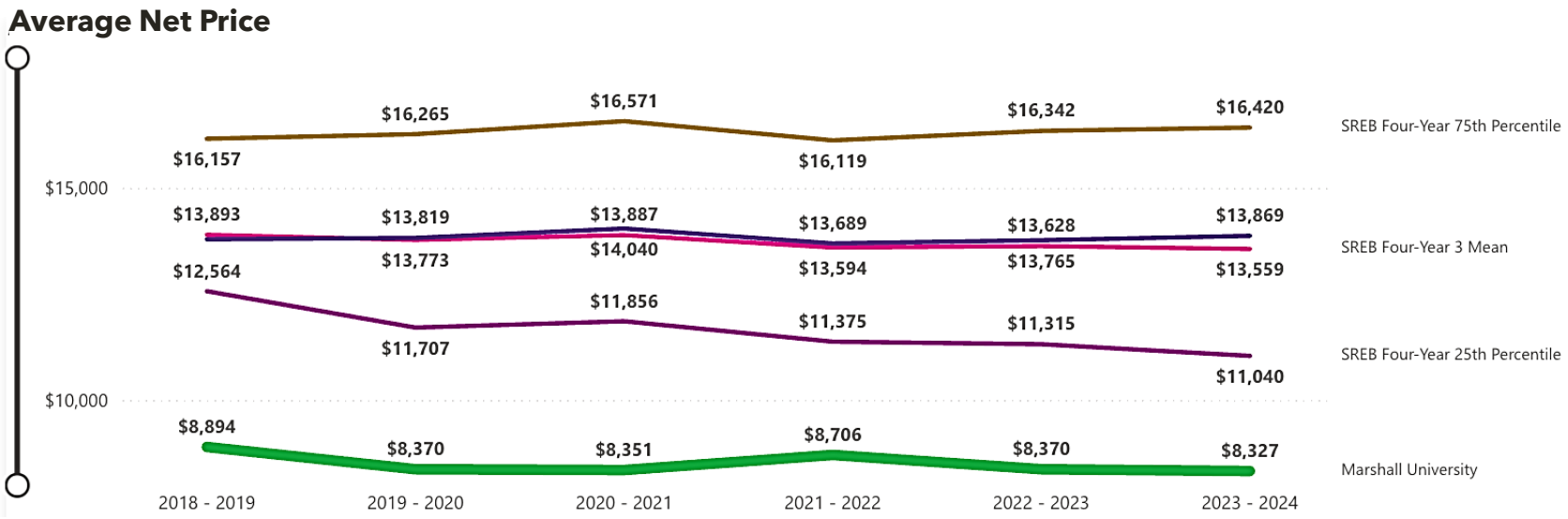


Growing Students, Not Fees

TUITION/FEES AND AFFORDABILITY

2026 Budgeted Revenues
$358.7M

Comparison to Southern Regional Education Board (SREB) 4-Year Institutions



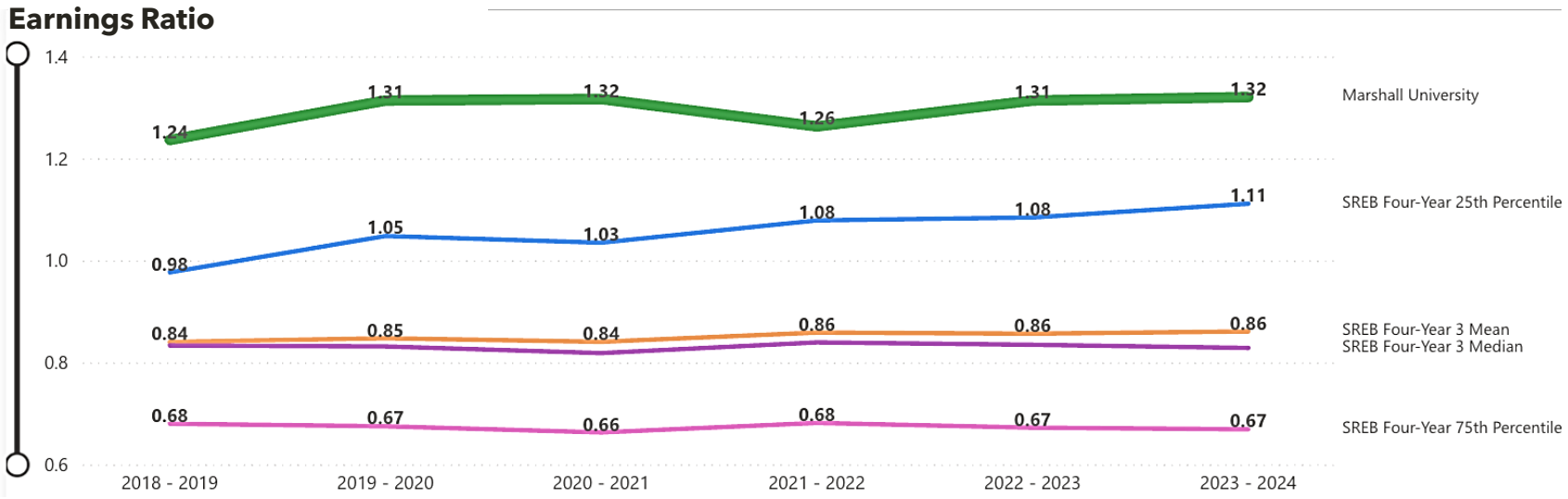
Sources: Integrated Postsecondary Education Data System (IPEDS) and College Scorecard, U. S. Department of Education

Growing Students, Not Fees

TUITION/FEES AND RETURN ON INVESTMENT

2026 Budgeted Revenues
$358.7M

Comparison to Southern Regional Education Board (SREB) 4-Year Institutions



Sources: Integrated Postsecondary Education Data System (IPEDS) and College Scorecard, U. S. Department of Education

Investing in Our Team

PAY RAISES → MARKET RATES

FY25 ACTIONS

State Funded

- $1,000 Lump Sum
- +1% Base Increase

Market Equity Adjustments

- $1M from Save-to-Serve
- Distributed based on Compa-ratio (position relative to mid-point)

FY26 BUDGET

State Funded

- No State-funded increases

Market Equity Adjustments

- $369K to fund minimum of new salary scale for 156 employees

FY27–29 CONSIDERATIONS

Market Equity Adjustments

- $519K budgeted for market adjustments to bring all employees to 80% of midpoint:
  - $325K for 246 staff
  - $194K for 59 faculty

Performance-Based Increases

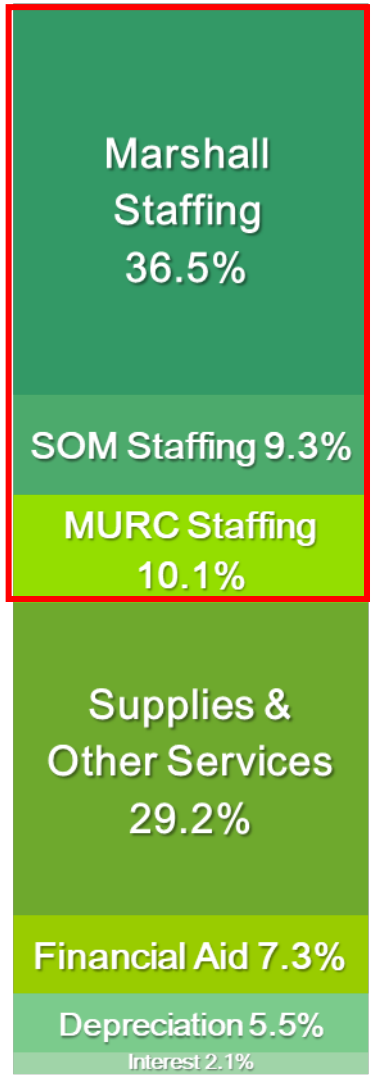
- To begin in FY27

Since 2022: **$7.8M** has been reinvested to increase market-based salaries

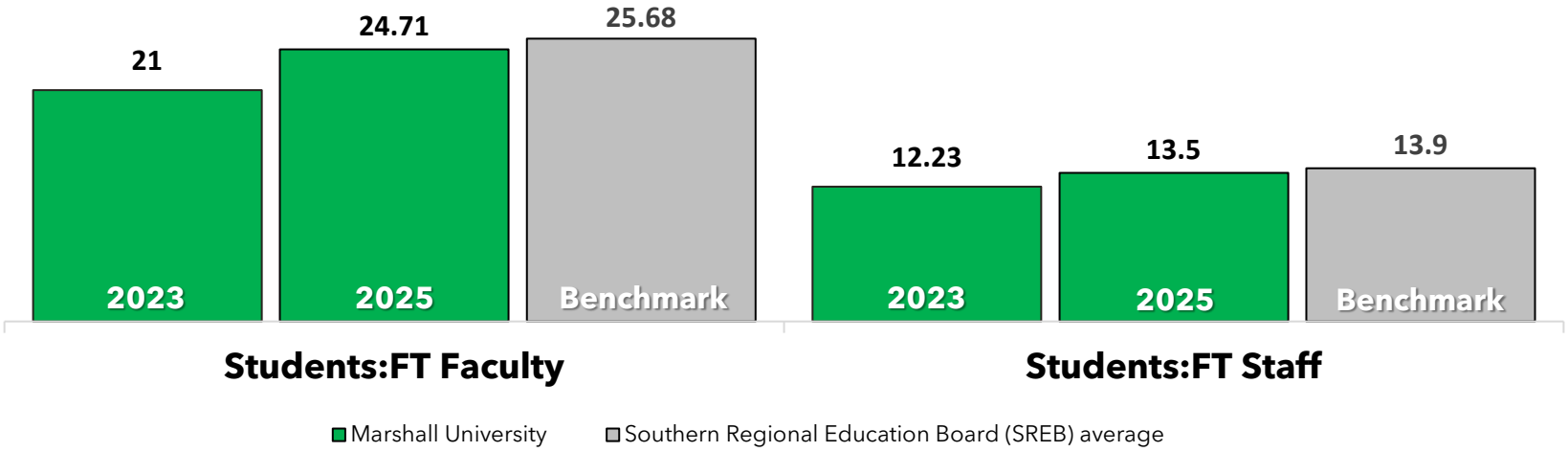
Investing in Our Team

STAFFING TRENDS

2026 Budgeted Expenses
$371.1M



Monitoring Staffing to Mirror Enrollment



- ✓ Strategic Hiring Committee → Optimize at University Level
- ✓ Operation CORE Strength → Best-in-Class Ratios
- ✓ Staffed for 13,200 Students (12 months of growth)

*Source: Integrated Postsecondary Education Data System (IPEDS), National Center for Education Statistics, U.S. Department of Education, 2023-24; excludes School of Medicine employees.

Taking Care of the House

FACILITY MAINTENANCE

PROJECT "SHOCK AND AWE"

$21.8M from State for Deferred Maintenance

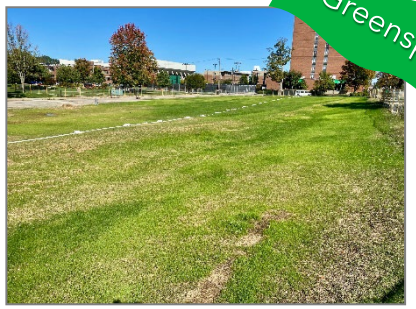
- ✓ **Chiller Replacements – Smith Hall and Drinko Library ($3.3M)**
- ✓ **Roof Replacements – South Charleston, Drinko Library ($3.6M)**
- ✓ Structural Repairs - Old Main ($1M)
- ✓ **Air Handler Units - Science Building ($1.3M)**
- ✓ Emergency Generator/Safety Phase I ($687K)
- ✓ Fire Alarm Upgrades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

Projects completed are bolded, all other projects under way

$12.4M total invoiced as of September 29, 2025.

Holderby Hall

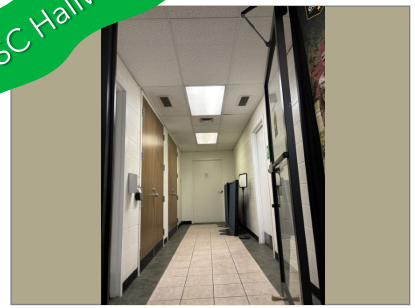
Greenspace



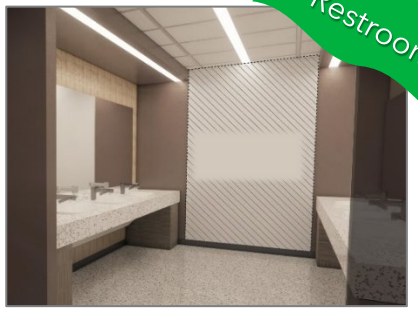
Old Signage

Wayfinding System

MSC Hallway



Restrooms



Taking Care of the House
COMMUNITY CARES WEEK

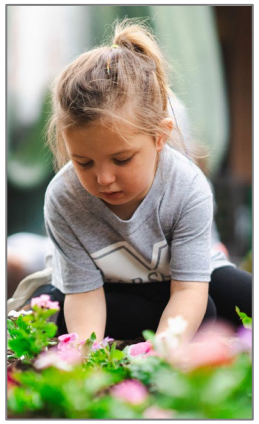
YEAR 4 RESULTS

985 volunteers (**300** in Alumni chapters)

2,970 service hours

$63,793 saved through sweat equity

- **8.5 dumpsters** of spring cleanout items
- **28 tons** of gravel, stone, pavers and rock
- **3,500** bags of mulch
- **2,020** flowers
- **100** gallons of paint



YEAR 5 PLANS

COMMUNITY CARES WEEK
Giving back to the Herd!

2026

May 18 – Prep Day

May 19-22 – Volunteer Projects

GOAL: +5% = 1,034 VOLUNTEERS AND 3,119 SERVICE HOURS

www.marshall.edu/cares

Managing Our Strategic Resources

"SAVE-TO-SERVE"

WHAT IS IT?

- Campus-wide priority
- Cost-saving initiative
- $14.5M goal over three years

AREAS OF FOCUS

- Non-personnel spending
  - "Supplies and Other Services"
- Contract reviews
- Procurement policy review

PROGRESS TO DATE

- Spending reductions
  - FY24 = $3.1M Achieved
  - FY25 = ~$3M Projected
  - FY26 = ~$3M Budgeted
- 5% annual reduction in Supplies and Other Services targeted through FY27
- Marshall Marketplace e-procurement implementation

Since 2022: **$7.8M** has been reinvested to increase market-based salaries

Managing Our Strategic Resources

BUDGET MODEL SHARED GOVERNANCE STRUCTURE

Committee Membership

- **Brad Smith** - President[1]
- **R.B Bookwalter** - Provost
- **Matt Tidd** - CFO
- **Ginny Painter** - Chief of Staff[2]
- **Katrina Eskins** - Budget Director[2]
- **Brian Morgan** - Institutional Research Rep[2]

1. *Holds ultimate decision-making authority related to budget finalization*
2. *Serve as committee staff and do not possess decision making authority on committee.*

Board of Governors

Finalized Budget for Approval

Executive Budget Committee

Initial Recommended Budget

Budget Advisory Committee

Committee Membership

- **Matt Tidd** - CFO
- **R.B. Bookwalter**- Provost
- **Katrina Eskins** - Budget Director
- **Ken Greenwood** - Finance Director
- **Carl Mummert** - Asst. Provost, Institutional Efficiency & Academic Analytics
- **4 Deans** – Christie-David, Dampier, Gindhart & Prewitt
- **Matt Straub** – CFO School of Medicine
- **Carol Hurula** - Business Ops. Manager, Academic Affairs
- **2 Cabinet Members** – Jacobs-Jones & Penrod
- **Shawn Schulenberg** - Faculty Senate Chair
- Classified Staff Council
- Athletics
- Student Government
- MURC

Budget Requests

Budget Requests

Auxiliary Units

Support Units

MURC

Academic Deans

Dept. Chairs and Admin

Managing Our Strategic Resources

INCENTIVIZED BUDGET MODEL

Institutional Research and Planning

Budget Model: Worksheet

Clear all slicers

*See note below for more informatic

BU	Department / Org	Term Type (for Enrollment comparisons)	Include Startups?
All	All	All	All

Income Statement

	22	23	24	25	26
Nonoperating Expenses	**6,958,660.20**	**7,241,100.54**	**8,189,082.81**	**7,958,493.18**	**1,913,689.50**
Fees Retained by Board-Non Operating	377,002.00	332,392.00	284,712.00	234,178.00	364,673.00
Interest on Indebtedness	6,574,337.79	6,855,087.88	7,240,617.70	7,741,326.65	1,549,016.50
Other Nonoperating Expenses	7,320.41	53,620.66	663,753.11	-17,011.47	
Operating Expenses	**257,481,907.24**	**256,638,207.58**	**275,681,224.35**	**296,626,678.24**	**100,207,025.75**
Depreciation	15,698,602.20	17,039,730.26	19,239,654.69	23,667,085.22	
Fringe Benefits	18,563,259.82	20,262,966.54	28,443,694.41	39,056,431.60	10,684,529.66
Other Operating Expenditures	864,167.88	-857,372.70	202,985.33	229,452.47	
Personal Services	121,745,477.11	123,608,899.97	130,029,389.68	135,786,773.01	30,571,155.75
Scholarships & Fellowships	31,774,786.50	21,974,061.91	24,624,646.34	15,534,541.84	37,658,590.58
Supplies and Other Services	59,505,848.57	64,383,118.45	62,177,246.79	70,274,049.26	19,029,972.87
Utilities	9,329,765.16	10,226,803.15	10,963,607.11	12,078,344.84	2,262,776.89
Total	**264,440,567.44**	**263,879,308.12**	**283,870,307.16**	**304,585,171.42**	**102,120,715.25**

Student Headcount (University)

Headcount	AY 22-23	AY 23-24	AY 24-25	AY 25-26
Graduate	2753	2807	2972	2392
Professional	651	597	589	558
Undergraduate	8565	8959	9606	8821
Total	**11969**	**12363**	**13167**	**11771**

Student Headcount (BU)

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Faculty

Employee

- Classif
- Faculty
- Non-c

Total

Staff ar

Staff

1,850

1,800

Staff

Square Footage by Unit

Division	Academic Unit	Auxiliary Unit	Support Unit
Academic Space	562,256	4,345	371,790
Below the Total Line	0	0	0
Student Space		37,726	119,786
Support Space	17,038	57,056	532,805
Unclassified + Nonassignable	0	0	0
Total	**579,294**	**99,128**	**1,024,381**

Marshall Finance

Marshall University Finance Factbook: Budget vs Actuals

Clear all slicers

FY	Business Unit	Org	Account	Fund	IBM Account
26	All	All	All	All	All

Level	OASIS
All	All

Updated: Thursday, October 09, 2025

	Budget				Actual		Commitments	
	Original Budget	Adjusted Budget	Variance	%	YTD	% Original	Encumberances / Req's	Remaining
Operating Revenues	**$213,475,508**	**$220,244,306**	**$6,768,798**	**3.2%**	**$84,538,656**	**39.6%**		**$135,705,650**
Tuition and Fees	$109,153,605	$109,193,605	$40,000	0.0%	$56,933,816	52.2%		$52,259,789
Source Transfers	$5,939,066	$5,939,066	$0	0.0%	$0	0.0%		$5,939,066
Other Sources/Misc Income	$3,075,518	$3,079,617	$4,099	0.1%	$1,265,006	41.1%		$1,814,611
Federal Contracts & Grants	$25,000	$25,000	$0	0.0%	$647,548	2590.2%		($622,548)
State Contracts and Grants	$23,654,294	$30,115,993	$6,461,699	27.3%	$6,643,764	28.1%		$23,472,229
Local Contracts & Grants	$766,103	$766,103	$0	0.0%	$197,706	25.8%		$568,397
Private Contracts & Grants	$17,803,525	$17,803,525	$0	0.0%	($2,009,672)	-11.3%		$19,813,197
Interest on Loans Receivable					$5,275	0.0%		($5,275)
Sales/Services Educational Activity	$303,665	$303,665	$0	0.0%	$72,045	23.7%		$231,620
Sales/Services Auxiliary Enterprise	$47,899,299	$48,162,299	$263,000	0.5%	$20,783,168	43.4%		$27,379,131
Allocation	$4,855,433	$4,855,433	$0	0.0%	$0	0.0%		$4,855,433
Operating Expenses	**$322,280,902**	**$369,097,604**	**$46,816,702**	**14.5%**	**$100,207,026**	**31.1%**	**$194,918,542**	**$73,972,036**
Personal Services	$133,897,568	$134,154,667	$257,099	0.2%	$30,571,156	22.8%	$105,652,182	($2,068,671)
Fringe Benefits	$36,938,723	$36,960,699	$21,976	0.1%	$10,684,530	28.9%	$32,300,496	($6,024,327)
Supplies and Other Services	$75,573,120	$80,082,354	$4,509,234	6.0%	$19,029,973	25.2%	$53,557,502	$7,494,879
Utilities	$11,003,711	$11,003,711	$0	0.0%	$2,262,777	20.6%	$3,408,362	$5,332,572
Scholarships & Fellowships	$59,920,880	$59,920,880	$0	0.0%	$37,658,591	62.8%	$0	$22,262,289
Capital expenditures and eqt over $5,000	$1,711,769	$43,740,163	$42,028,394	2455.3%				$43,740,163
Debt Service - Principal payment	$3,235,131	$3,235,131	$0	0.0%				$3,235,131
Nonoperating Revenues	**$104,596,673**	**$105,003,833**	**$407,160**	**0.4%**	**$48,701,599**	**46.6%**		**$56,302,234**
State Appropriations	$77,416,236	$77,416,236	$0	0.0%	$36,509,027	47.2%		$40,907,209
Private Gifts	$2,386,037	$2,793,197	$407,160	17.1%	$627,990	26.3%		$2,165,207
Income from Investments	$2,944,400	$2,944,400	$0	0.0%	$155,706	5.3%		$2,788,694
Federal Nonoperating Grants	$21,850,000	$21,850,000	$0	0.0%	$11,408,876	52.2%		$10,441,124
Nonoperating Expenses	**$7,432,289**	**$7,432,289**	**$0**	**0.0%**	**$1,913,690**	**25.7%**	**$5,331,457**	**$187,142**
Interest on Indebtedness	$6,074,134	$6,074,134	$0	0.0%	$1,549,017	25.5%	$5,331,457	($806,340)
Fees Retained by Board-Non Operating	$1,358,155	$1,358,155	$0	0.0%	$364,673	26.9%		$993,482
Other Changes					**$1,352,367**	**0.0%**		**($1,352,367)**
Capital Grants & Gifts					$1,352,367	0.0%		($1,352,367)
Transfer Capital Assets					($0)	0.0%		$0

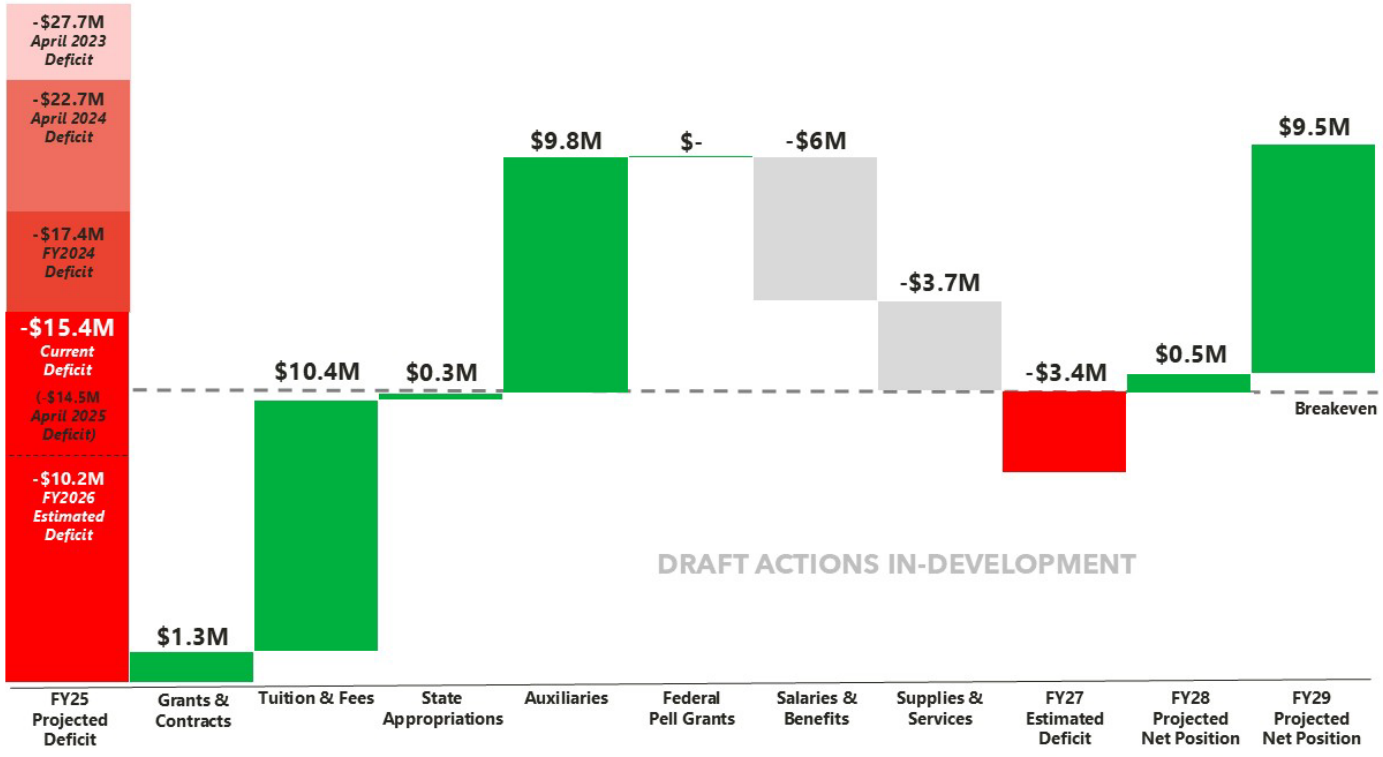
Managing Our Strategic Resources

LONG-TERM SUSTAINABILITY

Key Assumptions

REVENUES	Original	Current
✓ **Grants and Contracts**	+3.5%	+3.5%
✓ **Net Tuition/Fees**		
• FY26	+2.5%	+4.4% *
• FY27	+2.5%	+2.5% **
• FY28	+2.5%	+2.5% **
✓ **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

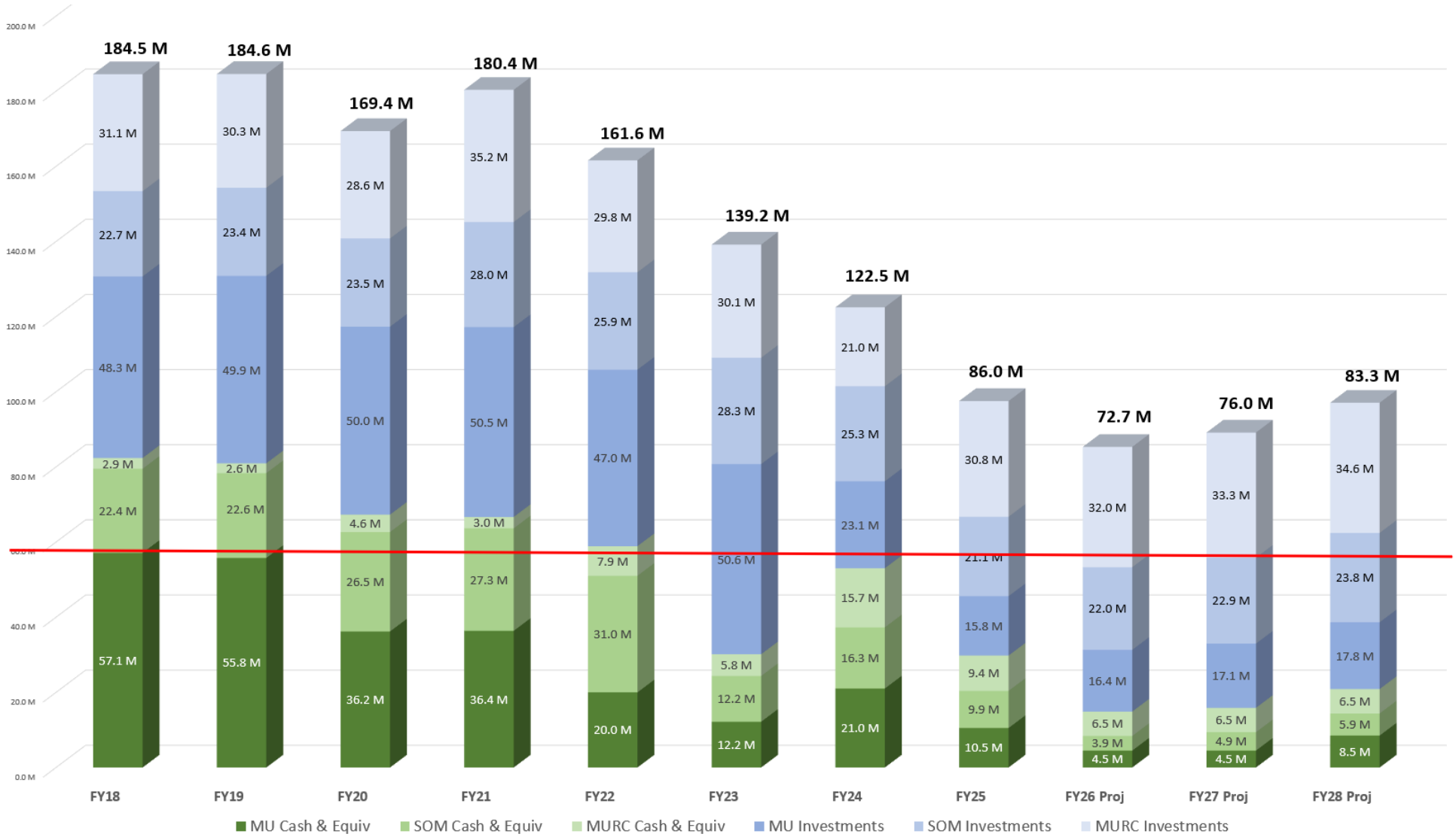


* Growth in FY26 Net Tuition and Fees excludes the impact of the WV Higher Education Grant in FY25.

** Excludes School of Medicine class growth and tuition increases.

Managing Our Strategic Resources

FINANCIAL RESILIENCY: CASH AND INVESTMENTS



Benchmark:
2 Months Operating Expenditures + Debt Service = $55M

Summary

MARSHALL FOR ALL, MARSHALL FOREVER

THANK YOU … for your leadership, your partnership and your support

- Marshall is a prosperity platform for West Virginia and Appalachia.
- We're navigating transformational change and choosing to play offense.
- We've charted a strategic roadmap to future prosperity and it's working.
- Your partnership and support are sincerely appreciated.

State of the Faculty Address

MARSHALL

A Profession

What it means to be part of a profession

In the literature on civil-military relations, Samuel Huntington's three pillars that justify a profession's autonomy and public trust:

- **Expertise** – specialized, disciplined knowledge
- **Responsibility** – ethical duty to serve societal, not personal, interests
- **Corporateness** – a shared identity and code that regulate standards and behavior

These traits distinguish professions — soldiers, doctors, scholars — from mere occupations.

The Academic Profession

How Faculty meet the test of professionalism:

- **Expertise** – We master and expand knowledge, guiding others to understand it.
- **Responsibility** – We use that knowledge to strengthen civic life and human understanding.
- **Corporateness** – We uphold integrity through peer review and shared governance.

Our autonomy exists because we earn society's trust through expertise, service, and accountability.

If/When we fail any of these, we don't live up to our professional responsibilities.

Adapting to Society's Changing Needs

Universities have never been static – they emerged to meet the challenges of their times.

- **Thomas Jefferson** built the University of Virginia to educate citizens for democracy—an answer to monarchy and privilege.
- **Justin Morrill** and early land-grant faculty redefined scholarship for an industrial nation.
- **W. E. B. Du Bois** and Black educators created spaces where truth confronted racial injustice.

Each generation of professors reinvented higher education to serve new realities rather than replicate the past.

Adapting at Marshall

Marshall is evolving to meet today's challenges and transformations

- **Increase Access** (Marshall For All)
- **Ensure Affordability** (debt-free or low-debt graduation goals)
- **Grow Support Programs** (student services, wrap-around supports)
- **In-Demand Programs** (Hanover studies)
- **On-Demand Delivery** (flexible, online, hybrid modalities)
- **Lifetime Achievement** (lifelong learning, continuing ed)
- And more!

Safeguards for Transformational Adaptation

Meaningful transformation requires more than innovation.
It depends on the conditions that allow truth and creativity to thrive.

- **Academic Freedom** – pursue evidence without fear
- **Tenure** – protect integrity beyond politics or popularity
- **Institutional Autonomy** – keep scholarship independent of partisan control
- **Shared Governance** – ensure all voices shape the university's direction

They allow us to adapt with honesty, purpose, and collective strength.

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The Waters We Are Navigating

The seas around us are shifting fast:

- **Academic Post-truth culture** – shared facts are eroding
- **Artificial Intelligence** – redefining expertise and learning
- **Political polarization & economic strain** – testing our autonomy and morale
- **Public mistrust** – questioning higher education's legitimacy

How should we respond? Expertise, Responsibility, Corporateness

The Work Ahead

To be a professional is to serve something larger than oneself

- Our **expertise** gives us **authority**.
- Our **responsibility** gives us **purpose**.
- Our **corporateness** gives us **strength**.

We are…

Adjournment

THANK YOU & GO HERD!