

# General Faculty Meeting

THURSDAY, APRIL 9TH

4 P.M. – 5:30 P.M.

JOAN C. EDWARDS PLAYHOUSE

April 9th, 2026



# Welcome from the Faculty Senate Chair



# Remarks from the University President





# Marshall for All, Marshall Forever

*Spring General Faculty Meeting*

*April 9, 2026*



# Our Storied History

## 189 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



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

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

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

**1961**  
**University status** achieved



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



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

**1990**  
Enrollment exceeds **12,000**

**1977**  
**Medical School** opens

**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**  
3<sup>rd</sup> cohort of "**Marshall for All**" arrives; "**Tuition-Free WV**" launches



# Marshall University

## A VIBRANT ECOSYSTEM

- Public research university - R2
- 13 colleges and schools
- 13,239 total | 3,264 graduate students
- 78% are from West Virginia
- 48% are first-generation college
- 55% are Pell Eligible
- Admitted from 50 countries
- 1,895 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**  
**78% 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**



\$68M Research Grants & Contracts  
Carnegie R2 (3.5% of Institutions)  
Cybersecurity & Forensics | Rural Health  
Addiction Science | Obesity | Gerontology  
Advanced Manufacturing | Energy  
Aviation | Digital Humanities  
Design Thinking | Entrepreneurship

### ECONOMIC IMPACT

**Educate**  
**Innovate**  
**Collaborate**



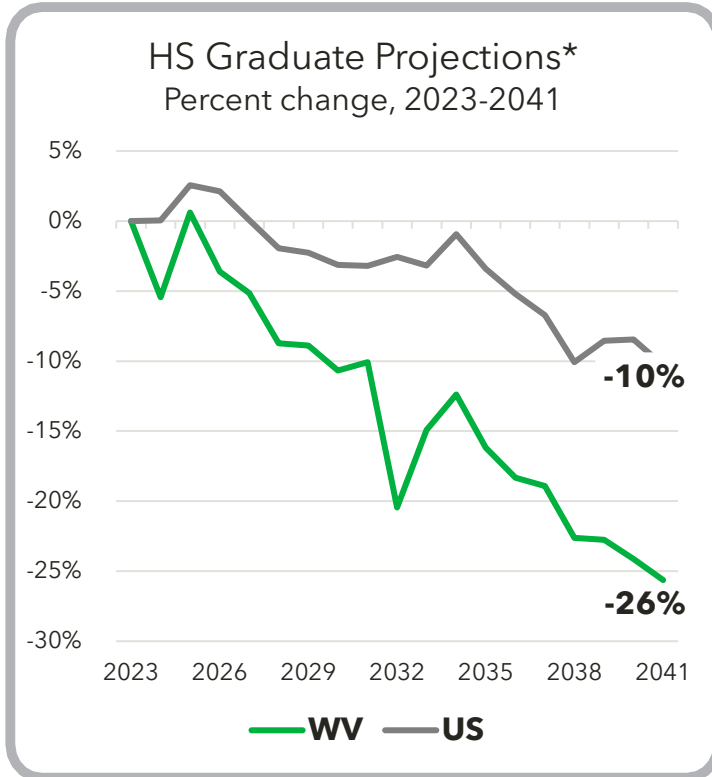
69% Graduates Remain in WV  
300+ Companies Helped/Year  
1,000+ People Trained/Year  
Flight School | Aviation Maintenance  
\$1 Invested Yields 18X Return  
\$1.2B Economic Impact/Year  
"Choose West Virginia" Tour

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**  
**Declining Interest in College**  
**Return-on-Investment**

### DIGITAL



**Digital Transformation**  
**Non-Traditional Alternatives**  
**Generative AI Implications**

### DOUBT



**Gallup Survey**  
**Federal Funding**  
**Deficits / Mergers / Closures**

# *This is Not a Turnaround.* **IT IS A TRANSFORMATION.**

**Multi-Horizon Planning Approach ... Optimize → Transform → Leapfrog**



## **1: Optimize to promote long-term sustainability**

Realize the full potential of Marshall's current operating model with a sustainable financial structure and academic offerings



## **2: Transform to lead with the best**

Launch targeted initiatives to match leading higher education institutions for access, affordability, student mentorship, flexible modalities and career pathways



## **3: Leapfrog to become the reference case**

Pioneer "leapfrog" efforts to change the trajectory of post-secondary education and economic development in West Virginia and to set the bar for higher education innovation

# *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.

*Transforming & Leapfrogging*  
**A STRATEGIC ROADMAP TO PROSPERITY**



# 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
- 1<sup>st</sup> 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

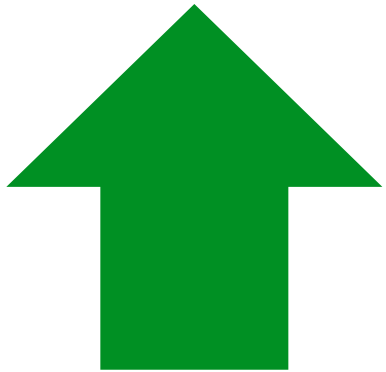
- Customized training - MAMC
- Academic pathways selected
- Career Engagement participation
- Lifelong learning



# Marshall University

## FIVE STUDENT-FIRST PRIORITIES

### INCREASE ACCESS



#### Total Enrollment

Fall 25: **+ 7.5%**  
Fall 22-25: **+22.2%**

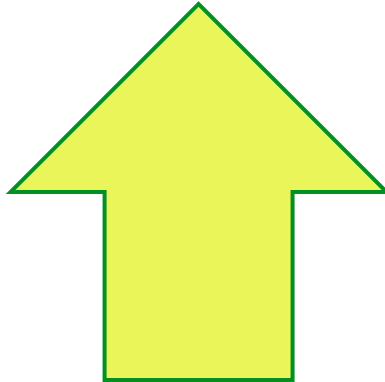
### ENSURE AFFORDABILITY



#### Metro Enrollment

Fall 25: **+19.2%**  
Fall 22-25: **+61.0%**

### GROW SUPPORT PROGRAMS



#### First-Year Retention

Fall 25: **76.3%**  
Fall 22: **74.4%**

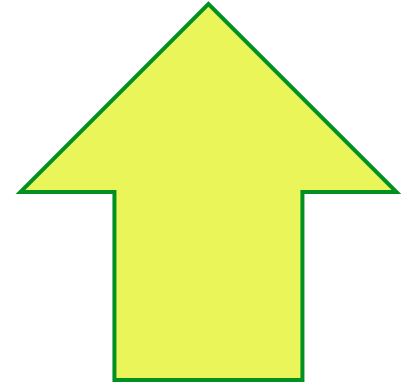
### DELIVER ON DEMAND



#### Online Enrollment

Fall 25: **+24.3%**  
Fall 22-25: **+59.9%**

### ENABLE LIFETIME ACHIEVEMENT



#### Internships/Practicums

Fall 24-Spring 25: **37% of seniors**  
Fall 22-Spring 23: **35% of seniors**

# *Accelerate Ideas to Impact*

## **MARSHALL FOR ALL: TWO PATHWAYS**

### **Tuition-Free WV**



#### **New 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 resident and first-time, first-year freshman.

### **Debt-Free**



#### **3<sup>rd</sup> Cohort Enrolled in Fall 2025!**

- 200 students randomly selected this year
- Covers tuition and fees, room/board, textbooks for 4 years
- Must attend financial literacy courses and do an internship
- Must sign up for summer orientation

\*Must be West Virginia or Metro resident and first-time, first-year freshman.

# Accelerate Ideas to Impact

## **MARSHALL FOR ALL: DEBT-FREE**

**Fall 2023:** 100 students admitted

**Fall 2024:** 100 students admitted

**Fall 2025:** 200 students admitted

**Fall 2026:** 220 students to be admitted

### The Grand Challenge: Six-Year Graduation Rates

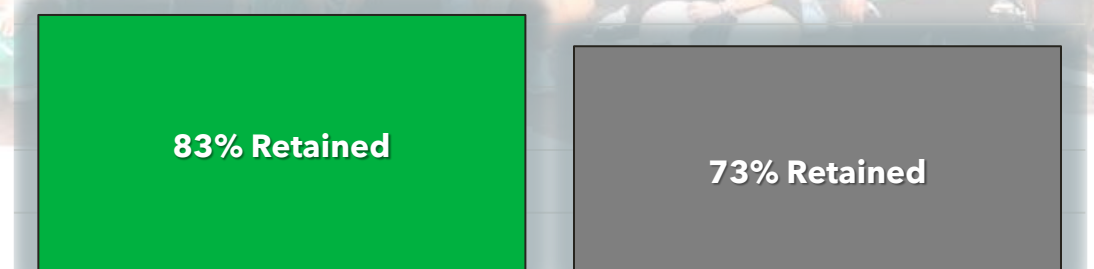
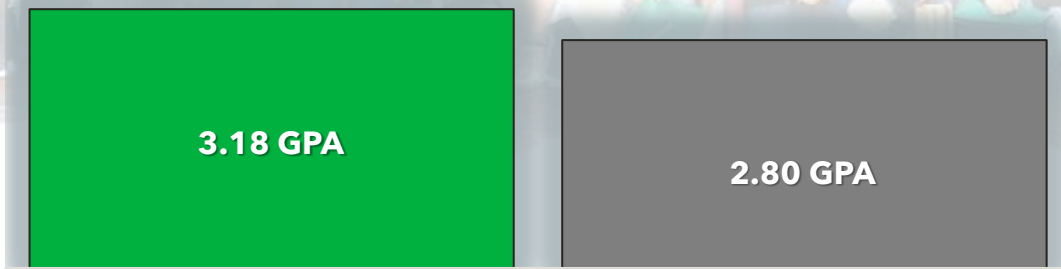


### GPA - Pell-Eligible Students

*Marshall Pell-Eligible Students*

### Retention - Fall 2024 → Fall 2025

*Marshall Pell-Eligible Students*



2nd Marshall for All Cohort

Marshall Peers

2nd Marshall for All Cohort

Marshall Peers

# Marshall University

## SIX AREAS OF DISTINCTIVE EXCELLENCE

### CYBERSECURITY & FORENSICS



#### "Academic Center of Excellence"

Opening  
Fall 2027  
73,000 Sq. Ft.  
13 Labs  
Secure Ops Center (SOC)

### HEALTH SCIENCES



#### Academic Health System

Serving 1.4M People  
Centers of Excellence  
Addiction Science,  
Obesity, Gerontology,  
Rural Health  
Rural Surgery Residency  
Recognition

### ADVANCED MANUFACTURING



#### Workforce Hub Industry Services

300+ Companies Served  
1,000+ Workers  
Trained  
National Hub for  
Manufacturing  
Apprenticeships  
CTC/CTE Affiliations

### ENERGY



#### POWER Tech Center

Workforce  
Development  
Cyber for  
Critical Infrastructure  
Leapfrog  
Partnerships

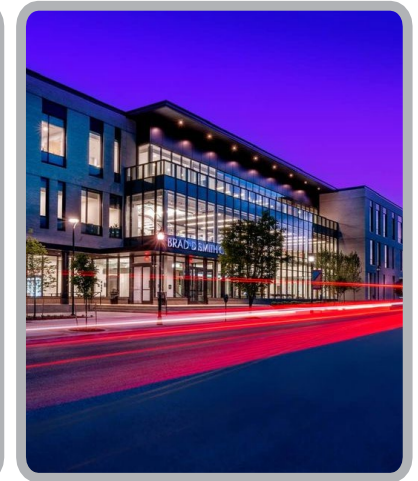
### AVIATION



#### Pilots/ Maintenance Techs

Fall 2025  
312 students  
11 aircraft/2 rotorcraft  
9 locations  
New Programs  
Dispatcher  
Flight Attendant  
Uncrewed Aircraft Systems

### ENTREPRENEURSHIP



#### Center for Business and Innovation

Hub for Regional  
Groups/Events  
5,000+ Trained in  
Design Thinking  
IDEA District

# Manage Our Strategic Resources

## PROMOTE LONG-TERM SUSTAINABILITY

### ENDURING FINANCIAL PRINCIPLES

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#### 4. Manage our Strategic RESOURCES.

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### STRATEGIC INITIATIVES

#### "Save-to-Serve"

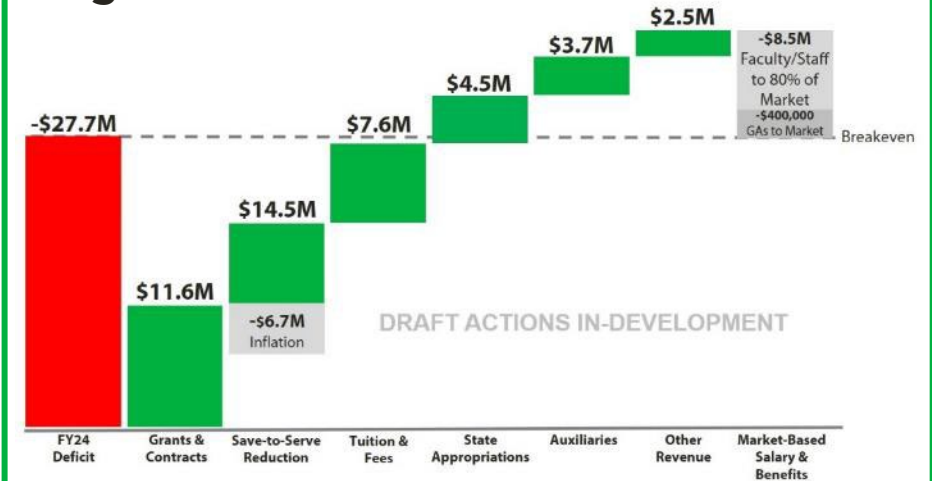
- Identifying/taking action:
  - Procurement Savings: Marshall Marketplace
  - Scheduling/Program Reviews: Ad Astra
  - Productivity: Benchmarks/Automation/AI
- Operationalized Budget Advisory Committee
  - Monthly meetings
  - Purchasing best practices
  - Spending deep dives
- Goal of \$14.5M in savings 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

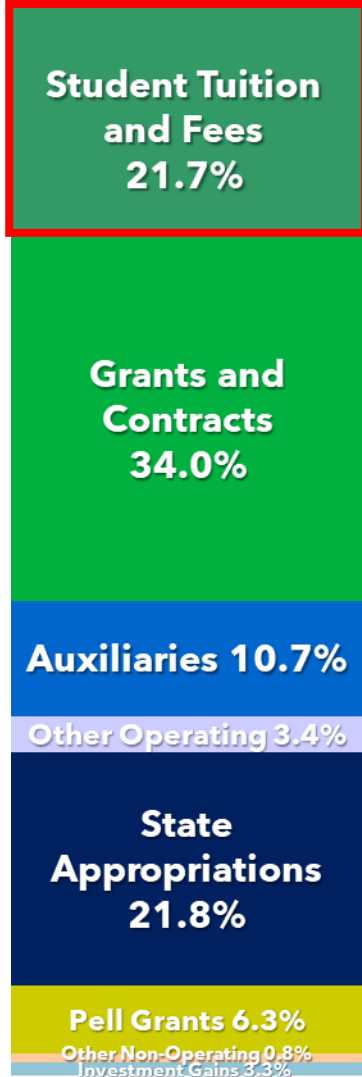
#### Original FY24-27



# Grow Students, Not Fees

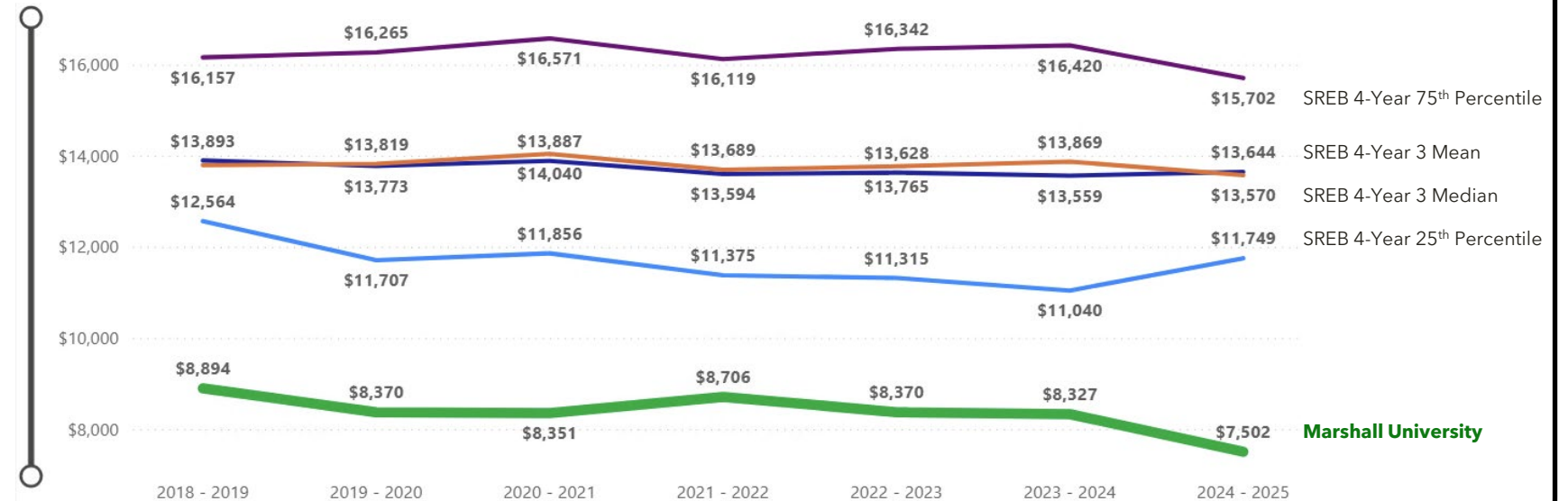
## TUITION/FEES AND AFFORDABILITY

FY2027 - Budgeted  
\$373.4M



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

Average Net Price



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



# Grow Students, Not Fees

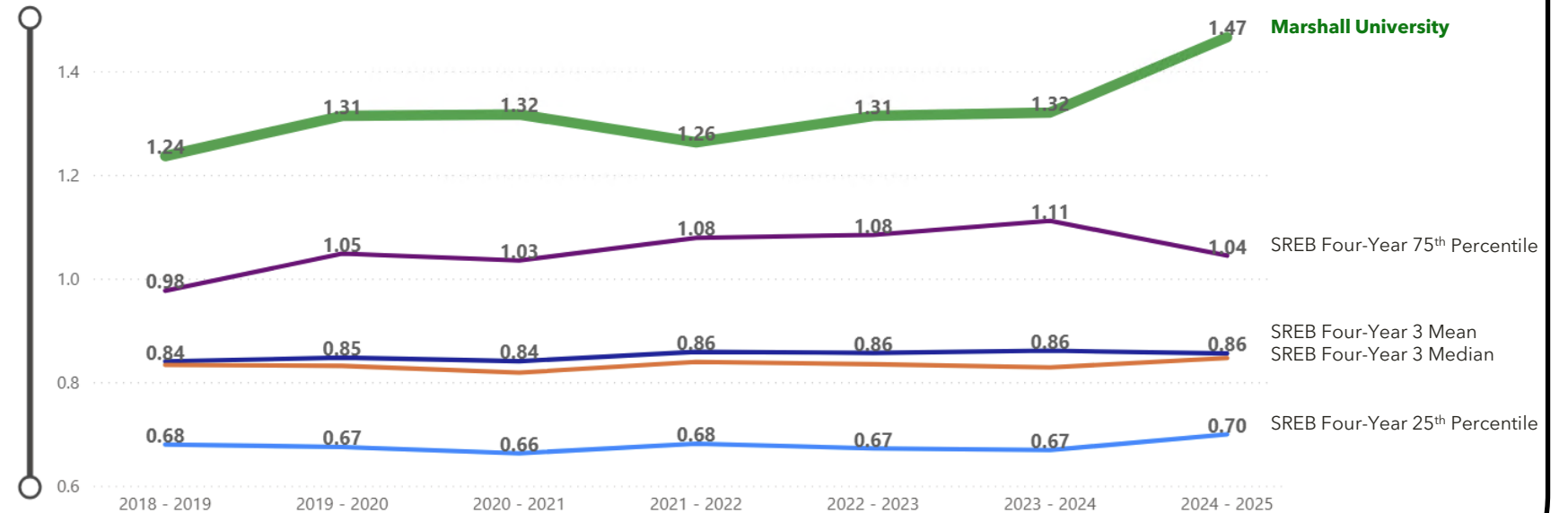
## RETURN ON INVESTMENT

FY2027 - Budgeted  
\$373.4M



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

Earnings Ratio



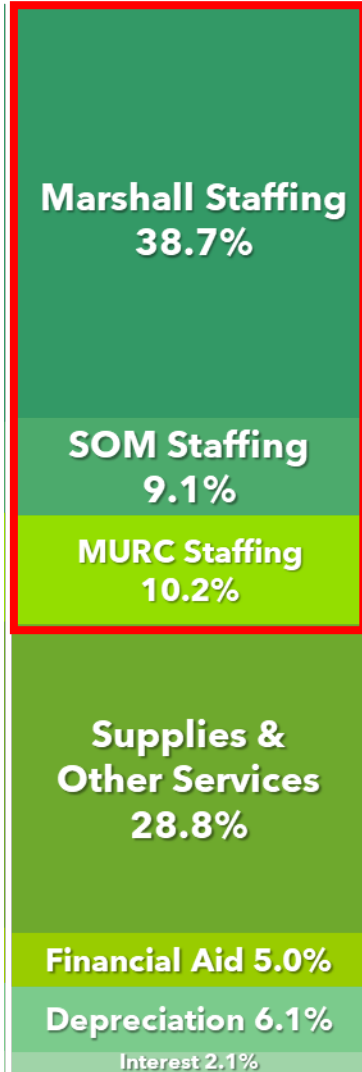
Sources: Integrated Postsecondary Education Data System (IPEDS) and College Scorecard, U. S. Department of Education



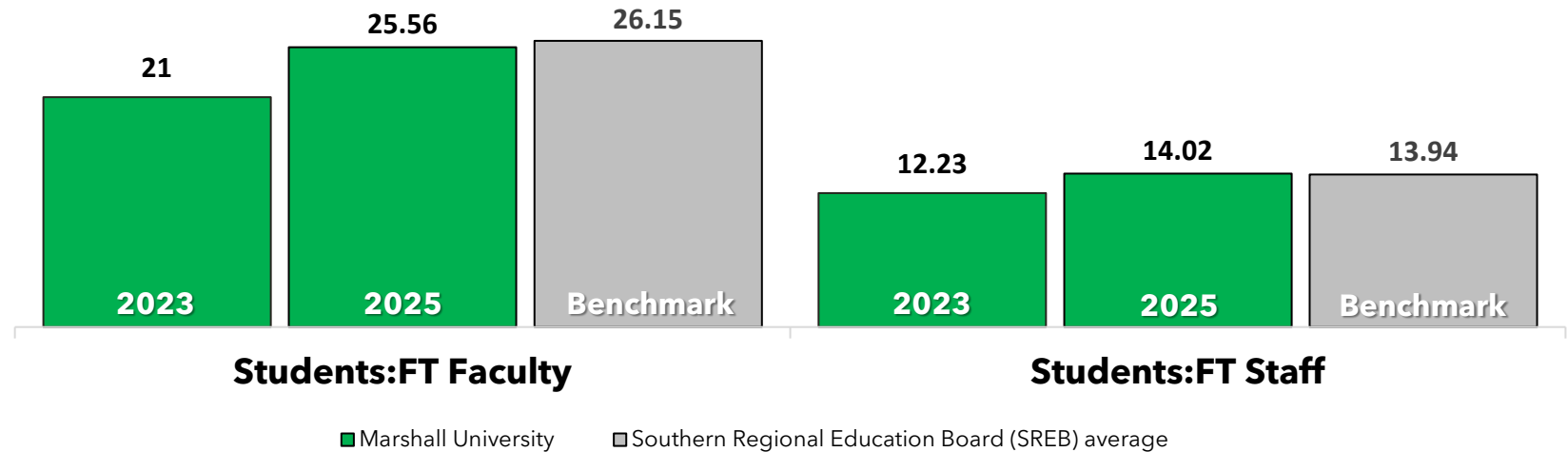
# Invest in Our Team

## STAFFING TRENDS

FY2027 - Budgeted  
\$376.3M



### Monitoring Staffing to Mirror Enrollment



- ✓ Strategic Hiring Committee → Optimize at University Level
- ✓ Operation CORE Strength → Best-in-Class Ratios
- ✓ Faculty for 13,600 Students

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

# Invest in Our Team

## OPERATION CORE STRENGTH

FY2027 - Budgeted  
\$376.3M

Marshall Staffing  
38.7%

SOM Staffing  
9.1%

MURC Staffing  
10.2%

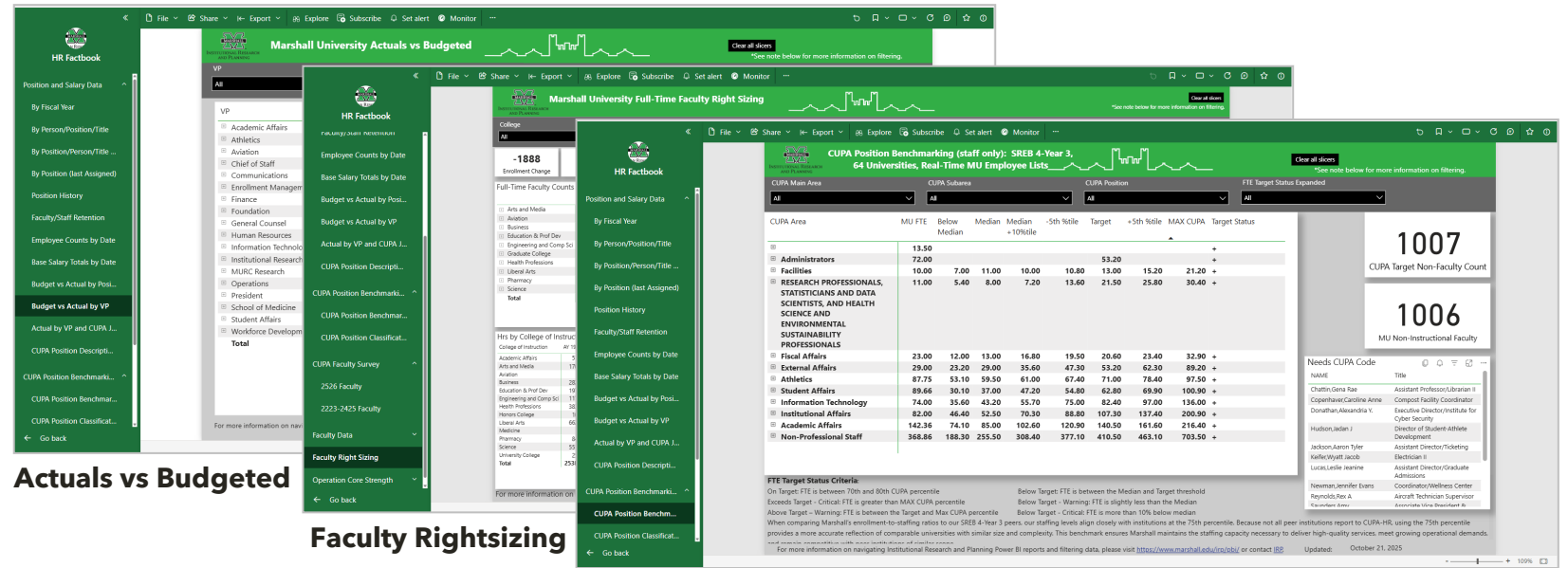
Supplies &  
Other Services  
28.8%

Financial Aid 5.0%

Depreciation 6.1%

Interest 2.1%

### PowerBi Dashboards



- Hiring authorities use dashboards to make informed decisions.
- Strategic Hiring Committee is safety net.
- Headcount added based on data, accreditation needs, etc.
- AI Task Force to look at optimizing administrative tasks.

# Invest in Our Team

## MARKET RATES → PERFORMANCE-BASED INCREASES

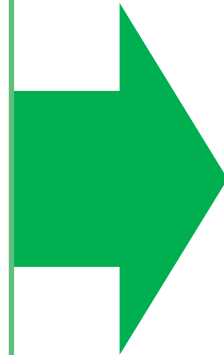
### FY26 ACTIONS

#### State Appropriations

- No State allocation received

#### Market Equity Adjustments

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



### FY27 BUDGET

#### Market Equity Adjustments (1<sup>st</sup>)

- \$550K to fully fund competitive market range for all remaining employees:
  - \$345K (264 staff)
  - \$205K (62 faculty)

#### State Appropriations (2<sup>nd</sup>)

- \$2.2M (calculated on employees paid through State allocations only)
- Layered structure
- Progressive, equity focused

### FY28–29 CONSIDERATIONS

#### Market Equity Adjustments

- Ongoing monitoring for any needed adjustments

#### Performance-Based Increases

- Funds distributed at division level based on performance

#### Sources:

- State appropriations
- Efficiencies driven by AI, etc.

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

# Invest in Our Team

## DISTRIBUTING STATE-FUNDED PAY RAISES

This approach uses a **layered, progressive raise structure** to provide higher-percentage increases to lower-paid employees, while still providing meaningful raises for all employees. Rather than assigning a single percentage based on a salary band, each employee's raise is calculated in **layers**, similar to the way tax brackets work. This approach ensures there are **no cutoff cliffs** where someone earning slightly more receives a smaller raise.

### How the Raise is Calculated:

Each portion of salary receives a different increase:

- **First \$40,000** of salary → **2%**
- **Next \$40,000** (from \$40,001-\$80,000) → **1%**
- **Next \$45,000** (from \$80,001-\$125,000) → **0.75%**
- **Next \$75,000** (from \$125,001-\$200,000) → **0.5%**
- **Salary above \$200,000** → **0.25%**

Every employee receives the increases for *each layer their salary reaches*. For example, someone earning \$90,000 receives the 2% on the first \$40,000, 1% on the next \$40,000, and 0.75% on the remaining \$10,000.

### Why This Model Works:

- ✓ Prevents salary inversion at band edges
- ✓ Provides proportionally larger support to lower-paid employees
- ✓ Still rewards higher salaries for increased responsibility
- ✓ Transparent and easy to explain
- ✓ Aligns with equity and retention goals

Salary Amount	Raise Amount	Total Raise %
\$ 40,000	\$ 800.00	2.0%
\$ 50,000	\$ 900.00	1.8%
\$ 60,000	\$ 1,000.00	1.7%
\$ 70,000	\$ 1,100.00	1.6%
\$ 80,000	\$ 1,200.00	1.5%
\$ 90,000	\$ 1,275.00	1.4%
\$ 100,000	\$ 1,350.00	1.4%
\$ 110,000	\$ 1,425.00	1.3%
\$ 120,000	\$ 1,500.00	1.3%
\$ 130,000	\$ 1,562.50	1.2%
\$ 140,000	\$ 1,612.50	1.2%
\$ 150,000	\$ 1,662.50	1.1%
\$ 200,000	\$ 1,912.50	1.0%
\$ 250,000	\$ 2,037.50	0.8%

# Invest in Our Team

## ONGOING ACADEMIC PORTFOLIO REVIEW

*A Continuous, Data-Driven Health Check*



### Academic Program Reviews

- Internal
- Annually
- Monitors:
  - Enrollment trends
  - Student outcomes
  - Instructional costs
  - Workforce needs



### Benchmarking and Market Reviews

- External
- Every five (5) years
- Ensures:
  - Measurement against peers
  - Alignment with labor market realities



### Incentivized Budget Model

- Assesses program cost/ROI
- Ensures resources are directed to programs that demonstrate value to students and the state
- Creates clarity, accountability and transparency
- Faculty right-sizing aligns positions with strategic need



### Data-Driven Class Scheduling

- Better course availability
- Minimizes cost of instruction
- Aligns schedules with student demands
- Increased student satisfaction, retention and graduation rates

# Take Care of the House

## DEFERRED MAINTENANCE

### CAPITAL PROJECT PRINCIPLES FOR ALLOCATION

Building System Stabilization	35%
Health and Safety	25%
Equitable Environment/Title IX	20%
Invest to Accelerate Growth	15%
Miscellaneous	5%
<b>Total Points</b>	<b>100%</b>

### PROJECT “SHOCK AND AWE”

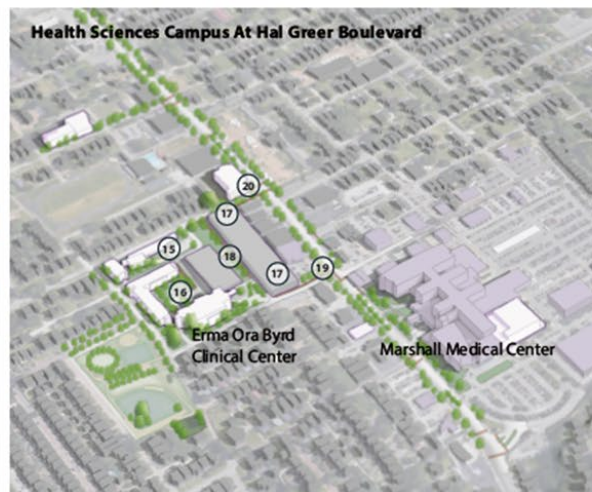
\$21.8M from State for Deferred Maintenance

- ✓ **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)**

Completed projects are bolded. All other projects are under way.  
\$18.5M total invoiced as of March 3, 2026.

# Take Care of the House

## 10-YEAR CAMPUS MASTER PLAN



### MU2023 Master Plan

#### Student First Master Plan

##### Decision Principles:

1. **One Marshall in the community:** a singular, integrated, and holistic plan that incorporates the needs of all areas of the university and its communities
2. **Safety and security:** a plan and design that optimizes for people and resources
3. **Research, teaching, and learning innovation:** encompass a larger, more varied student base
4. **Sense of belonging:** inclusivity and accessibility, ensuring every student is successful
5. **Stewardship:** maximizes strategic use of existing and new assets in a data-driven and sustainable way

Marshall's campus has clearly defined campus zones, each with unique opportunities and challenges:

- Core Campus
- 4th Avenue Innovation District
- Health Sciences at Hal Greer Boulevard
- Athletics
- Satellite Locations

##### Master Plan recommendations address:

- Space optimization
- Safe circulation
- Landscape activation
- Enhancements to each distinct campus zone
- Building renewal

#### Project List:

##### Main Campus

- |                                   |  |
|-----------------------------------|--|
| 1 Smith Music Renovation          | 8 Prichard Hall Swing Space Preparation                          |
| 2 Smith Hall Renovation           | 9 Drinko Library - IT Staff Relocation                           |
| 3 Smith Communications Renovation | 10 Corby Hall Partial Renovation                                 |
| 4 Morrow Library Renovation       | 11 Demolish Holderby Hall and New Apartment-Style Residence Hall |
| 5 Science Building Renovation     | 12 Twin Towers Renovations                                       |
| 6 Harris Hall Renovation          | 13 Gullickson Hall Renovation                                    |
| 7 Demolish Laidley Hall           | 14 Henderson Center Renovation                                   |

##### Health Sciences Campus At Hal Greer Boulevard

- 15 Forensic Landscape Improvement
- 16 The Landing Landscape and Drop Off Improvement
- 17 Potential Coffee Shop
- 18 Fifteenth Street Clinic Walkway Improvement
- 19 Columbia Avenue Gateway and Streetscape Improvement
- 20 Charleston Avenue Gateway and Streetscape Improvement

##### Satellite Campuses

- 21 South Charleston Parking Lot and Pedestrian Improvement

### The One Marshall Plan focuses on:

- Space optimization
- Safe circulation
- Landscape activation
- Enhancements to each distinct zone
- Building renewal

### Priority Projects:

- Classroom renovations
- Flooding interventions
- Science Building renovation
- Harris Hall renovation
- Smith Hall renovation
- New School of Medicine building

# *Take Care of the House*

## **10-YEAR CAMPUS MASTER PLAN**

### **Completed**

- Laidley Hall Demolition
- Marshall Plaza Demolition
- Holderby Hall Demolition
- ADA Pedestrian Route – Smith Hall and Morrow Library
- Baseball/Softball Completion
- MOVC Landscape Activation and Accessibility
- Football North Endzone

### **Fundraising**

- Science Building Renovation
- Smith Hall Renovation
- School of Medicine Building
- Marshall Advanced Manufacturing Center

### **In Progress**

- Classroom Renovations
- Stormwater Interventions, Phase I
- Training Table
- Corbly Hall Partial Renovations
- Holderby Hall Lawn

### **Under Review**

- Natatorium/Volleyball Reconfiguration
- Sand Volleyball Court
- Sports Performance/Weight Room

### **Removed**

- Indoor Tennis Center
- Athletics Facilities Lettering
- Outdoor Track and Field



# Take 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



## 2026

May 18 - Prep Day

May 19-22 - Volunteer Projects

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

[www.marshall.edu/cares](http://www.marshall.edu/cares)

# *Manage 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 Reductions Achieved
  - FY25 = \$2.7M Reductions Achieved
  - FY26 = ~ \$3M Reductions Budgeted
- 5% annual reduction in Supplies and Other Services targeted through FY27
- Marshall Marketplace e-procurement implementation

# Manage Our Strategic Resources

## INCENTIVIZED BUDGET MODEL - IMPLEMENTED

### Academic Unit-Level Proformas

#### Revenues

- A Tuition, Fees and Aid**
  - Based on credit hours of instruction/college of record
- B State Appropriations**
  - Aligned with State Funding Formula incentives

#### Expenses


- C Direct and Shared Costs**
  - Units responsible for direct expenses
  - Assessed share of indirect costs
- D Strategic Funding Mechanism**
  - Units fund strategic investment pool
  - Make other units whole

**A**

**B**

**C**

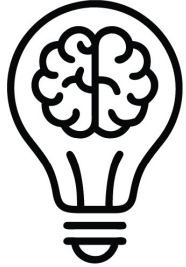
**D**

	Division of Aviation	College of Business
<i>Incentive-Based Budget Model Fiscal Year 2022</i>	<b>Total</b>	<b>Total</b>
<b>Revenues</b>		
Total Undergraduate Tuition	141,496	6,893,599
Total Graduate and Professional Tuition	-	1,927,315
Total Fees	537,069	2,523,213
Total Scholarships & Waivers	(59,789)	(4,077,204)
<b>Total Net Tuition &amp; Fees</b>	<b>618,776</b>	<b>7,266,923</b>
State Appropriations - Deferred Maintenance	-	-
State Appropriations - Instruction & Enrollment	48,342	3,122,609
State Appropriations - Degree Completion	-	3,379,201
State Appropriations - Sponsored Programs	-	240
State Appropriations - Student Segment Population Supplement	5,644	337,186
State Appropriations - Direct	-	-
<b>Total State Appropriations</b>	<b>53,985</b>	<b>6,839,237</b>
<b>Total Contracts &amp; Grants</b>	<b>379,890</b>	<b>980,201</b>
<b>Total Sales/Services</b>	<b>-</b>	<b>-</b>
<b>Total Gifts and Other Revenue</b>	<b>575,000</b>	<b>125,450</b>
<b>TOTAL REVENUES</b>	<b>1,627,652</b>	<b>15,211,810</b>
<b>Expenditures</b>		
Total Salaries and Wages	709,081	7,086,171
Total Benefits	192,742	1,922,785
<b>Total Salaries, Wages, and Benefits</b>	<b>901,823</b>	<b>9,008,956</b>
Supplies and Other Services	6,065,064	299,067
Utilities	35,074	-
Travel	21,994	14,288
Other Expense	-	-
Interest on Indebtedness	-	37
Depreciation	-	-
<b>Total Supplies, Services, and Other</b>	<b>6,122,133</b>	<b>313,392</b>
<b>TOTAL DIRECT EXPENDITURES</b>	<b>7,023,956</b>	<b>9,322,348</b>
<b>MARGIN BEFORE SUPPORT UNIT COST ALLOCATIONS</b>	<b>(5,396,304)</b>	<b>5,877,712</b>
<i>Margin Before Support Unit Cost Allocations %</i>	-332%	39%
<b>Allocated Administrative Support Unit Costs</b>		
Academic Support	34,743	1,981,798
Athletics	37,521	1,905,248
Facilities	407,542	400,130
General Administration	39,955	2,125,273
Research	9,931	25,625
Student Support	6,773	496,675
<b>Total Allocated Support Unit Costs</b>	<b>536,465</b>	<b>6,934,750</b>
<b>TOTAL EXPENDITURES + ALLOCATED SUPPORT UNIT COSTS</b>	<b>7,560,421</b>	<b>16,257,098</b>
Participation Fee Payment (Outflow) - 20.0%	-	-
Strategic Initiative Contribution (Outflow) - 0.0%	-	-
<b>MARGIN AFTER PARTICIPATION AND STRATEGIC FUND CONTRIBUTION</b>	<b>-</b>	<b>-</b>
Subvention Fund Disbursement (Inflow)	3,471,387	2,197,162
<b>MARGIN AFTER FUND DISBURSMENTS</b>	<b>3,471,387</b>	<b>2,197,162</b>

# Manage Our Strategic Resources

## INCENTIVIZED BUDGET MODEL

*Learnings to Date and Work Remaining*



### What We've Learned

- Academic units aware of revenue drivers
- Impact and cost structure for all shared units
- Cross-college teaching creates complex revenue allocations
- Transparency across campus has improved decision making
- Increased awareness of where and how to save money



### What's Left to Do

- Continued refinement of cost allocations as fair, understandable and stable
- Improve academic program viability analytics
- Creation of strategic investment funds
- Encourage cross-college collaboration and simplify revenue allocations
- Campus-wide training



### What Success Looks Like

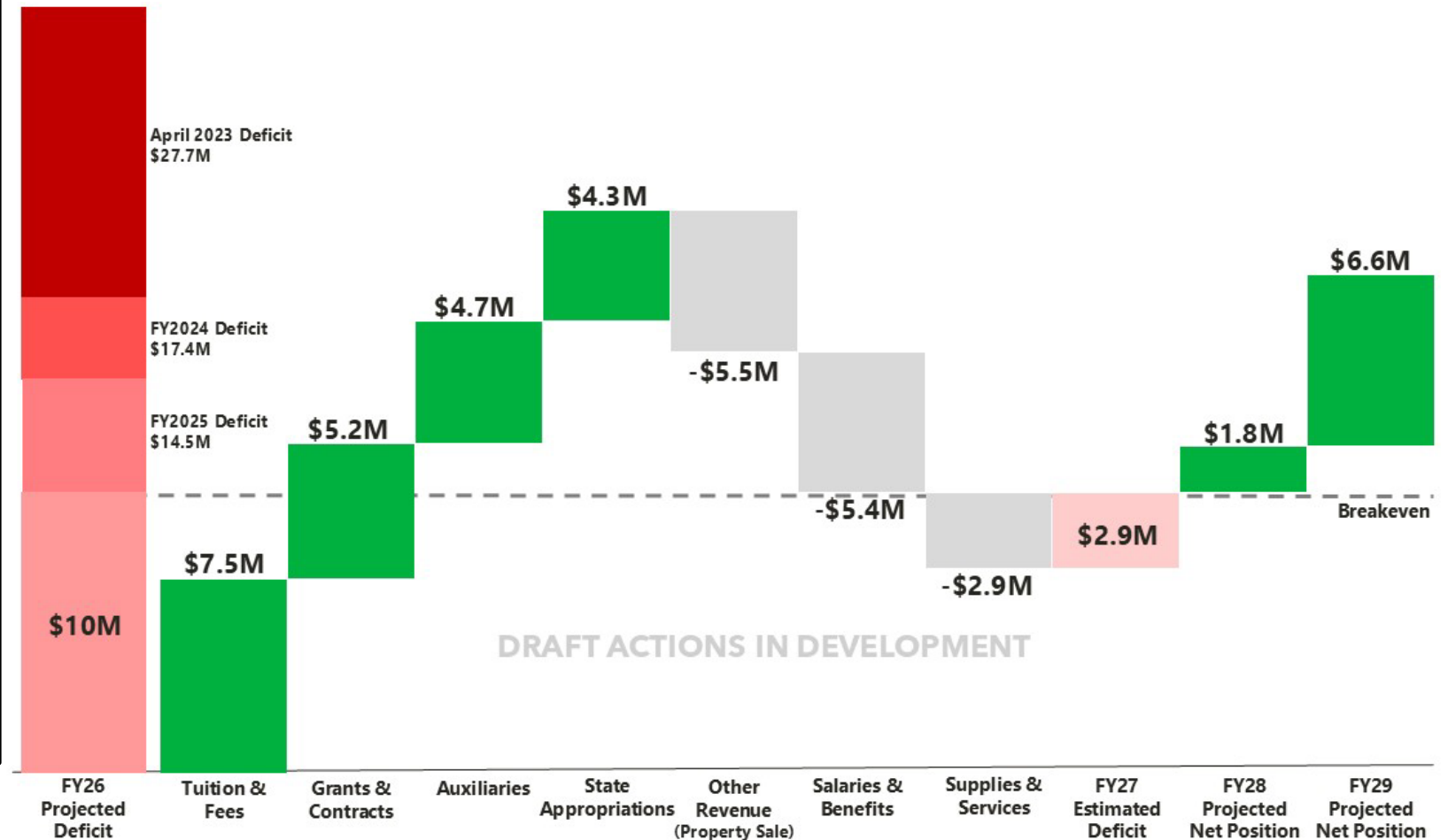
- Stronger enrollment growth strategies
- Financially sustainable program portfolios
- Clear accountability at both shared and academic units
- Better data for leadership decision making
- Improved university financial resilience

# Manage Our Strategic Resources

## PROMOTE 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	+\$1.9M
• FY27	+\$1.5M	+\$1.9M
• FY28	+\$1.5M	+\$1.9M
✓ Auxiliary Revenue		
• FY26	+3.5%	+5%
• FY27	+3.5%	+5%
• FY28	+3.5%	+5%
EXPENSES		
✓ Salaries and Benefits		
✓ FY26 - FY28	+\$3.5M	+\$10M
✓ Supplies and Other Services: 5% reduction offset by School of Medicine and grant-funded spending		

### Current FY26-29



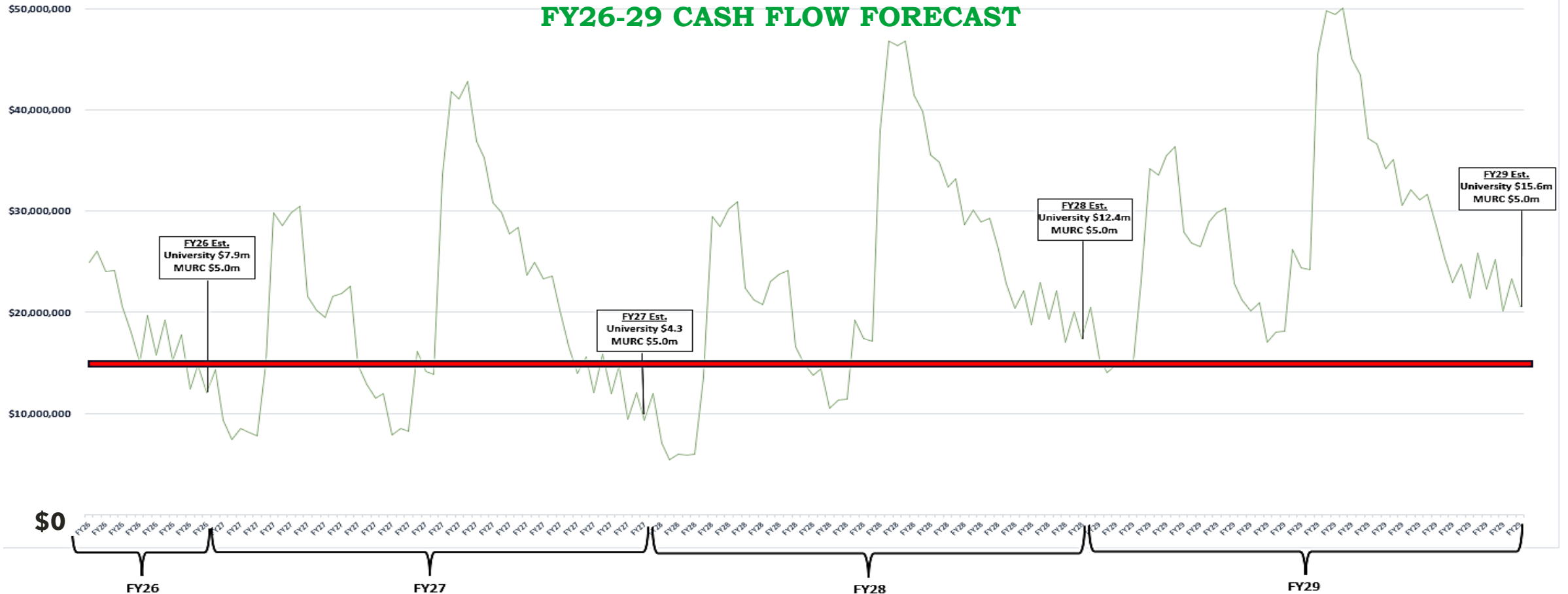
\* Growth in FY26 Net Tuition and Fees excludes the impact of the WV Higher Education Grant in FY25.

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

# Manage Our Strategic Resources

## LONG-TERM FINANCIAL RESILIENCY

### FY26-29 CASH FLOW FORECAST



#### Key Takeaways

- Cash Inflows: Fall (August/September) and Spring (January/February) inflows must sustain the university for entire year.
  - Growth in student revenue and federal and state grants
- Cash Outflows:
  - 2% growth in salaries and wages
  - -5% reduction in supplies and other services
- Goal: Maintain cash level at or above \$15M throughout the year to maintain day-to-day cash flow needs

# *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.

# Remarks from the Faculty Senate Chair



# Faculty Senate: Term in Review

Academic Year 2024-25

1. Adopted Shared Governance Charter
2. New Standing Committee: Faculty Technology Committee
3. First Year of CIM
4. Policy Revisions
  - a. Academic Suspension
  - b. Class Attendance
  - c. Inclement Weather
  - d. Equivalencies for College Teaching
5. Catalog Standardization
6. Updated Marshal and Usher Rotations
7. Best Practices in Cancelling Class/Temporarily Changing Modality
8. Spring Commencement Speaker: Soledad O'Brien



# Faculty Senate: Term in Review

Academic Year 2025-26

1. **UPAA 5:** Midterm Grades for all undergraduates
2. **UPAA 4:** Course Withdrawal (Armed Forces/National Guard)
3. **MU BOG AA 6** (and 7, 8, and 9): Major revisions to our promotion and tenure requirements
  1. Status: Passed by BOG on 4/8/26, under public comment period
4. **MU BOG AA17:** Faculty Conduct and Disciplinary Procedures
  1. Passed Senate on March 23, under shared governance review
  2. Will likely be on BOG agenda in June
5. UCC Curriculum Changes
6. APC Reviews
7. Spring Commencement Speaker: Jim Thorton
8. More on the agenda this month...



# Upcoming Meetings

1. Final Scheduled Meetings of 2024-26 Faculty Senate
  1. Executive Committee 4/13 12:00 Noon in SRC →
  2. Faculty Senate 4/23 4:00 PM in DMR
  3. Important Items
    1. FPC: **New UPAA** Faculty Fitness-for-Duty
    2. BAPC/Graduate Council: **New UPAA** Unified Academic Appeals
      1. Relevant changes to **UPAA1** Academic Dishonesty
    3. AHC: **UPAA9** Course Evaluations
2. Election of 2026-28 Faculty Senate Officers and Executive Committee
  1. 4/30 4:00 PM in DRM



# Recognition of Retiring Faculty



# Lewis College of Business



**Marie Archambault**

Accountancy & Legal Environment  
24 Years of Service



**Charles Stivason**

Accountancy & Legal Environment  
22 Years of Service

**William Willis**

Management & HCA  
14 Years of Service



# College of Education and Professional Development



**Lisa Burton**

Counseling  
19 Years of Service



**Lori Ellison**

Counseling  
17 Years of Service



# College of Education and Professional Development



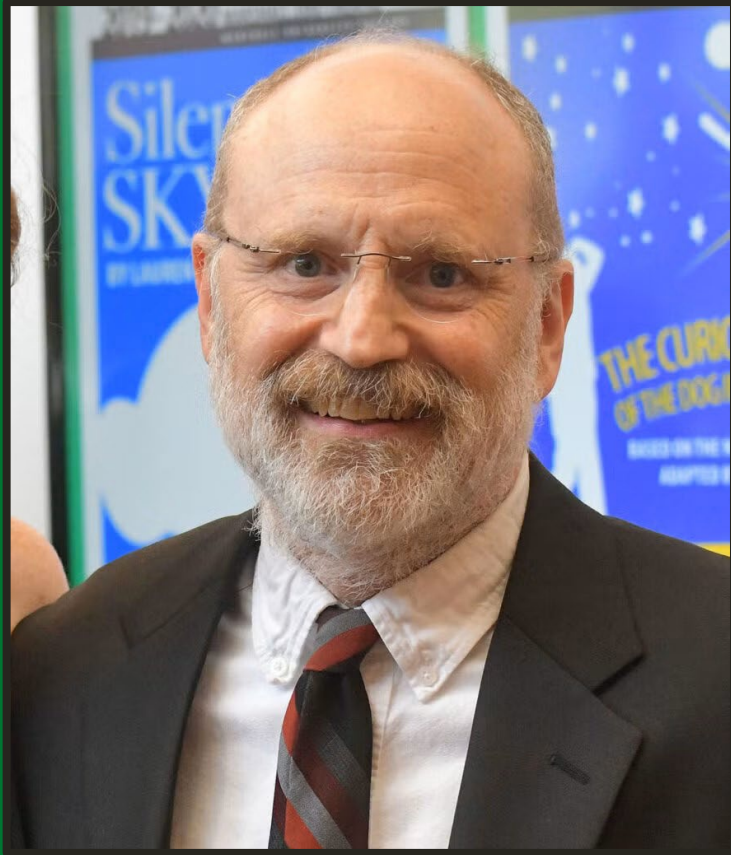
**Barbara Nicholson**  
Leadership Studies  
32 Years of Service



**Carol Smith**  
Counseling  
18 Years of Service



# College of Liberal Arts



**Robert Deal**

History

16 Years of Service



**Penny Koontz**

Psychology

15 Years of Service



# College of Liberal Arts



**Montserrat Miller**  
Director, Drinko Academy  
History  
30 Years of Service



**John Vielkind**  
Humanities  
43 Years of Service



# College of Health Professions



**Loukia Dixon**

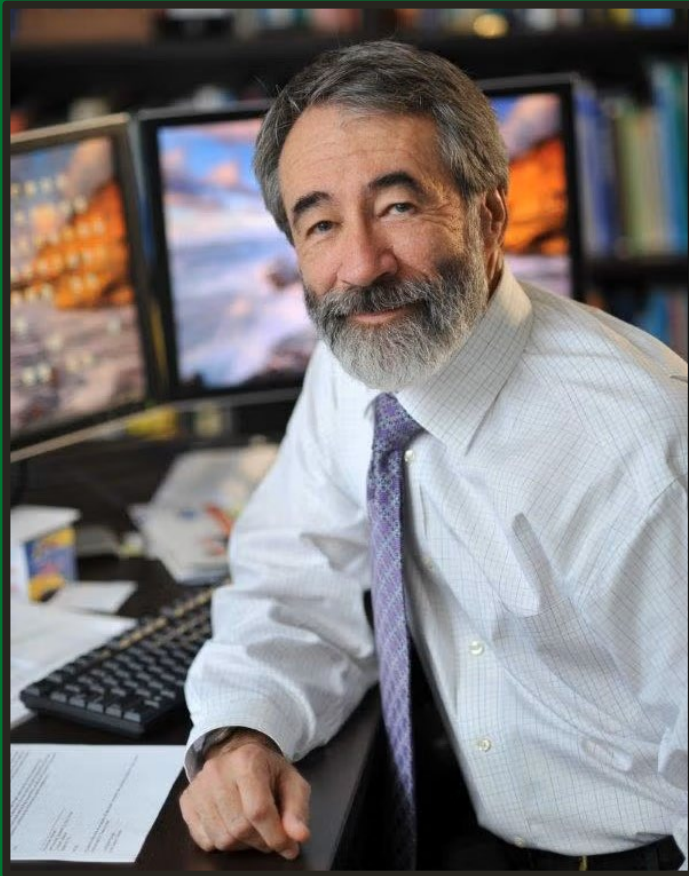
Communication Disorders  
25 Years of Service

**Diana Parnicza**

Nursing  
45 Years of Service



# College of Health Professions



**Michael Prewitt**

Dean, College of Health Professions  
16 Years of Service



**Sandy Prunty**

Nursing  
23 Years of Service



# College of Health Professions

**Lisa Ramsburg**

Nursing  
14 Years of Service



**Susan Welch**

Nursing  
25 Years of Service



# College of Science

**Alan Horwitz**

Mathematics & Physics  
34 Years of Service



# JCE School of Medicine



**Tammy Bannister**

Family Medicine  
24 Years of Service



**Nesreen BenHamed**

Internal Medicine  
19 Years of Service



# JCE School of Medicine



**Thomas Dougherty**

Pathology

19 Years of Service



**Mary Beth Hogan**

Pediatrics

15 Years of Service



# Special Thank You



## **Robert Bookwalter**

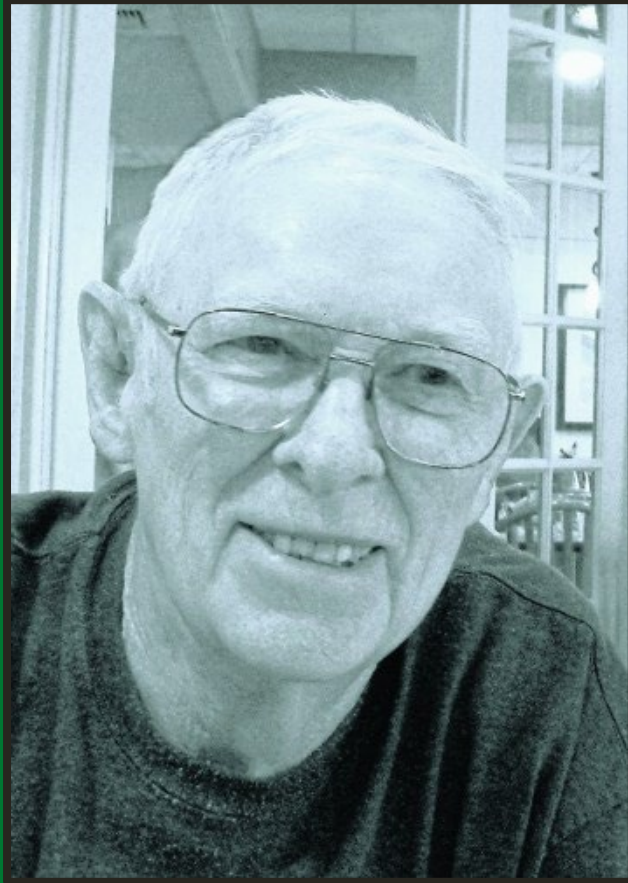
### **Interim Provost**

former College of Liberal Arts Dean  
Communication Studies  
39 Years of Service



# In Memoriam





# Howard Adkins

Geography

28 years of service



# Presentation of Awards



# MU Distinguished Service Awards



**Sissy Isaacs**

**Undergraduate Teacher Education |**

College of Education and Professional Development



# MU Distinguished Service Awards



**Vicki Stroehler**

**School of Music** | College of Arts and Media



# MU Distinguished Service Awards



**Jamie Warner**

**Political Science** | College of Liberal Arts



# John & Frances Rucker Outstanding Graduate Advisor of the Year Award



**Rich Jones**

**Communication Studies |**  
College of Liberal Arts



# John & Frances Rucker Outstanding Graduate Advisor of the Year Award



**Husnu Narman**

**Computer Sciences and Electrical Engineering |**  
College of Engineering and Computer Science



# Charles E. Hedrick

## Outstanding Faculty Award



**Walter Squire**

**English** | College of Liberal Arts



# Marshall & Shirley Reynolds Outstanding Teacher Award



**Rick Gage**

**Natural Resources & The Environment |**  
College of Science



# Pickens-Queen Teacher Awards



**Jodi Cottrell**

**Communication Disorders |**  
College of Health Professions



# Pickens-Queen Teacher Awards



**Deborah Thurman**

**English** | College of Liberal Arts



# Pickens-Queen Teacher Awards



**Sarah Walton**

**English** | College of Liberal Arts



# Council of Chairs Award for Excellence in Teaching



**Nicole Lawrence**

**English** | College of Liberal Arts



# MU Distinguished Artists & Scholars Award

— Senior Recipient for Arts, Social Sciences, Humanities, Education & Business



**Jess Morrissette**

**Political Science** | College of Liberal Arts



# MU Distinguished Artists & Scholar Award

– Senior Recipient for Sciences & Technology



**Derrick Kolling**

**Chemistry** | College of Science



# Zemba Excellence in Online Teaching Award



**Damien Arthur**

**Political Science** | College of Liberal Arts

*Digital Innovation*



**Kim McFall**

**Curriculum and Instruction** |  
College of Education and Professional  
Development

*Learner Engagement*



# Adjournment

**THANK YOU & GO HERD!**

