

Marshall University Classified Staff Council Minutes

April 17th, 2025, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Mark Brumfield, Maegan Gruber-Basenback, Kyrsten Hodge, Samantha Holiskey, Carol Hurula, Dena Laton, Mary Layne, Becky Lusher, Nick Martin, Anita Mathis, Larry Morris, Heather Smith,

Members Absent: Karena Burriss, Heather Lowe, Cody Mills, Lisa Ransbottom,

Members Absent (Excused): Andrea Gray,

Guests: Attached

Chair Tony Waugh called the meeting to order.

John Marshall Service Award:

- Bruce announced that Phillip Rowe from Facilities and Operations received the John Marshall Service Award for his dedication and hard work in maintaining university property.
- If you know of an employee who goes above and beyond in their job, please let us know by submitting a nomination for them here: <https://www.marshall.edu/human-resources/john-marshall-service-award/>. (Please be sure to be very detailed in your submission).

Matt Tidd – CFO

- **Financial Principles:** Matt outlined the four enduring financial principles guiding the FY26 budget: growing students and not fees, investing in the team, taking care of the house, and managing strategic resources.

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.

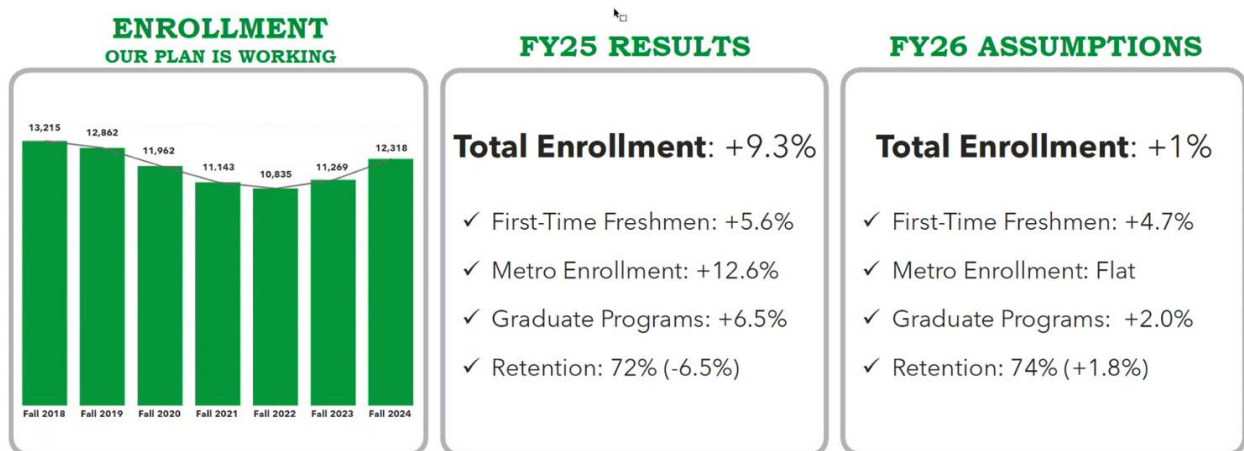
4. Manage our Strategic RESOURCES.

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

- **Grow Students, Not Fees**

- **FY25 Enrollment:** Matt highlighted the reversal of a 13-year decline in enrollment. Individual increases were:
 - 9.3% increase in total fall enrollment
 - 5.6% increase in first-time freshmen
 - Nearly 13% increase in metro enrollment
 - 6.5% increase in graduate enrollment.
 - Fall to spring retention rates were 72%.
- **FY26 Enrollment Expectations:** Matt discussed an expected 1% overall enrollment increase for Fall of 2026, 4.7% increase in freshmen, a flat metro enrollment, 2% increase in graduate enrollment, and a 74% retention rate. The hope is to have 1900-2000 first time freshmen.

Grow Students, Not Fees
REVERSING A 13-YEAR DECLINE



- **Tuition & Fees and Affordability:**
 - We are planning for a 2.5% increase in resident student enrollment next year. Despite this, we are still a very affordable institution in comparison to our peers. (See picture below).
 - This equates to an undergraduate resident increase of \$226 annually, and a graduate resident increase of \$236 annually.
 - Metro and Non-Resident rates will remain flat.
 - We had an 11% decrease in metro tuition a few years ago that is favorable compared to inflation and our peers.
 - The medical school has put forth a \$2000 resident increase and a \$3000 non-resident increase.
 - The medical school is working towards a FY27 LCME accreditation and will be expanding their classes from 80 to 100. They have approximately 2500 applications per year, but are currently only admitting 80.

- We have increased our capital fees by a \$24/year increase. These go towards paying down our debt and maintaining our facilities.
- The Rec Center Fee is going up \$12 a year. This goes straight to the company that we partnered with to build the First Year Residence Halls and the Rec Center.
- Auxiliary fees are increasing by \$6 per semester and go to athletics, the student center, and the Tri-State Transit Authority so students have access to a bus route.

Grow Students, Not Fees

TUITION/FEES AND AFFORDABILITY

2026 Budgeted Revenues
\$358.7M



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

PROPOSED FY26 TUITION & FEES

	PAST			BUDGET	FUTURE		
	FY23	FY24	FY25	FY26	FY27	FY28	FY29
UNDERGRADUATE							
Resident	\$ 4,362	\$ 4,471	\$ 4,581	\$ 4,694	\$ 4,810	\$ 4,929	\$ 5,000
Online	\$ 3,980	\$ 4,411	\$ 4,521	\$ 4,634	\$ 4,750	\$ 4,869	\$ 4,990
Metro	\$ 7,404	\$ 6,560	\$ 6,584	\$ 6,608	\$ 6,632	\$ 6,656	\$ 6,680
Non-Resident	\$ 9,889	\$ 10,147	\$ 10,171	\$ 10,195	\$ 10,219	\$ 10,243	\$ 10,267
GRADUATE							
Resident	\$ 4,467	\$ 4,580	\$ 4,695	\$ 4,812	\$ 4,933	\$ 5,056	\$ 5,182
Online	\$ 4,005	\$ 4,580	\$ 4,695	\$ 4,812	\$ 4,933	\$ 5,056	\$ 5,182
Metro	\$ 7,899	\$ 7,917	\$ 7,941	\$ 7,965	\$ 7,989	\$ 8,013	\$ 8,037
Non-Resident	\$ 10,743	\$ 11,012	\$ 11,036	\$ 11,060	\$ 11,084	\$ 11,108	\$ 11,132

FY26 Tuition and Fee Rate Proposal

- **+2.5%** Undergrad/Graduate Resident
 - Favorable compared to inflation (and peers)
 - Undergraduate Residents: +\$226 annually
 - Graduate Residents: +\$236 annually
- **Flat** Non-Resident and Metro
- **School of Medicine**
 - +\$2,000 Resident
 - +\$3,000 Non-Resident
- **Increases in:**
 - Capital Fee: +\$24/year
 - Rec Center Fee: +\$12/year
 - Auxiliary Fee: +\$12/year

- **Post-Graduation Success:** Marshall graduates often report an average salary of \$44,000 two to four years after graduation, meaning students have a great return on investment.

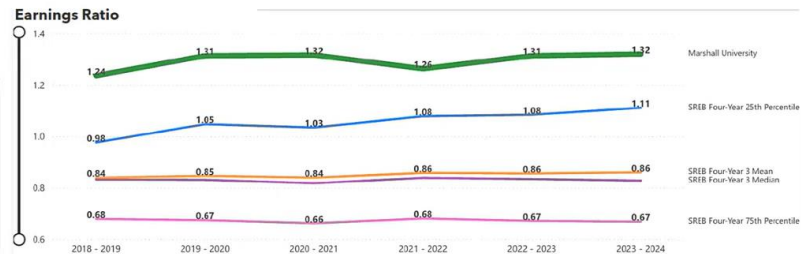
Grow Students, Not Fees

TUITION/FEES AND RETURN ON INVESTMENT

2026 Budgeted Revenues
\$358.7M

Student Tuition and Fees 21.2%
Grants and Contracts 34.1%
Auxiliaries 12.2%
Other Operating 3.4%
State Appropriations 21.2%
Pell Grants 6.3%
Other Non-Operating 0.1%

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

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- **Room and Board Costs:**
 - The average housing room rate increase for FY26 is 2.6%.
 - The average dining rate increase for FY26 is 4%. This is due to the increases that Sodexo is charging the University due to rising food costs.
- **First Year Freshman Costs:** The following picture shows what a first-year freshman can expect to pay for tuition, fees, and room and board based on each student type: resident, non-resident and metro.

Grow Students, Not Fees

TUITION & FEES + ROOM/BOARD

First-Year (Freshman) Costs

Resident	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Tuition and Fees	\$ 4,362	\$ 4,471	\$ 4,581	\$ 4,694	\$ 4,810	\$ 4,932	\$ 5,000
Room and Board	\$ 5,920	\$ 6,119	\$ 6,303	\$ 6,492	\$ 6,686	\$ 6,887	\$ 7,094
Total	\$ 10,222	\$ 10,530	\$ 10,884	\$ 11,303	\$ 11,618	\$ 11,887	\$ 12,094
% Change	2.55%	3.01%	3.36%	2.79%	2.79%	2.32%	1.74%
Metro	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Tuition and Fees	\$ 7,344	\$ 6,500	\$ 6,584	\$ 6,608	\$ 6,656	\$ 6,680	\$ 6,680
Room and Board	\$ 5,920	\$ 6,119	\$ 6,303	\$ 6,492	\$ 6,687	\$ 6,887	\$ 7,094
Total	\$ 13,264	\$ 12,619	\$ 12,887	\$ 13,124	\$ 13,342	\$ 13,567	\$ 13,774
% Change	1.95%	-4.86%	2.12%	1.65%	1.67%	1.68%	1.53%
Non-Resident	FY23	FY24	FY25	FY26	FY27	FY28	FY29
Tuition and Fees	\$ 9,829	\$ 10,075	\$ 10,171	\$ 10,195	\$ 10,243	\$ 10,267	\$ 10,267
Room and Board	\$ 5,920	\$ 6,119	\$ 6,303	\$ 6,492	\$ 6,686	\$ 6,887	\$ 7,094
Total	\$ 15,749	\$ 16,194	\$ 16,474	\$ 16,711	\$ 16,929	\$ 17,154	\$ 17,361
% Change	1.64%	2.83%	1.73%	1.29%	1.31%	1.33%	1.20%

- For 2026, online programs remain priced at the Resident levels.
- The average room rate proposed is an increase of 2.6%.
- We propose limiting meal plan increases to 4% (relative to inflation and Sodexo's 3.7% cost pass-through).

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- **Invest in Our Team**

- **FY 25 Employee Investments**

- The State provided approximately \$3.5 million for raises.
 - Employees received a \$1000 lump sum added to their base pay.
 - Employees also had a 1% base pay increase.
 - \$1 million was used for market equity adjustments for employees. This money was savings realized from the University's Save-to-Serve initiatives. It was distributed based on a Compa-Ratio, or how far an employee's salary was from the midpoint of their market salary range.

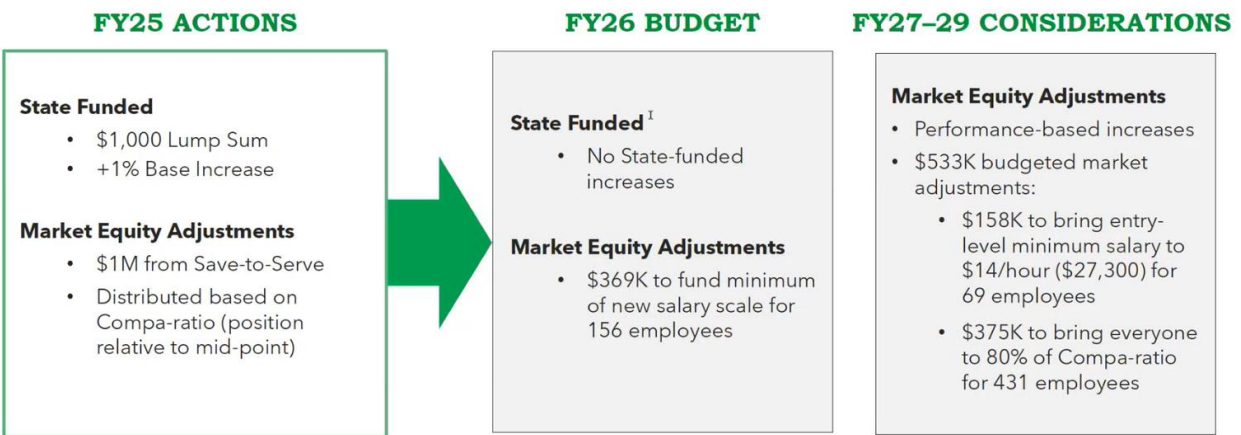
- **FY 26 Employee Investments**

- The State has provided no funding for raises.
 - \$369,000 is being used to fund the salaries of employees who are not making the minimum salary of their market salary range.

- **FY 27 – FY 29 Planning**

- \$533,000 is budgeted to do two things: bring entry level minimum salaries up to \$14/hr (\$27,3000) and to bring all employees up to 80% of their market midpoint.

Invest in our Team
PAY RAISES → MARKET RATES



- **Take Care of the House**

- **Deferred Maintenance**

- The State has provided Marshall with \$21.8 million for deferred maintenance.
 - Thus far, we have started and/or completed 19 projects and received \$6 million to fund them.

Take Care of the House **FACILITY 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%
Total Points	100%

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)

All projects either under way or completed.
State funding of \$5.8M received to-date. Anticipated April 2025 invoicing for drawdown of next \$607K.

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- **Community Cares Week**

- Community Cares 2025 will take place on May 20th – 23rd. The program continues to make a great impact, including on the savings from labor.

Take Care of the House **COMMUNITY CARES WEEK**

YEAR 3 RESULTS

- **1,088** volunteers - 50% increase from 2023
- **3,415** service hours
- **785** volunteers on Marshall campuses
- **303** volunteers through Alumni affiliations
- **\$466,202** saved through sweat equity
- **100+** staff members leading teams
- **2,568** flowers and shrubs in Huntington
- **55** bushes and shrubs at So Chas and MOVIC
- **690** bags of mulch
- **103** tons of stone/landscaping rock
- **70** gallons of paint
- **14** 30-yard dumpsters

YEAR 4 PLANS



Continue to increase the scope and impact of alumni, campus and community members participating and giving back.

- **Tuesday, May 20** - Main Campus, Byrd Clinical Center, Linda S. Holmes Student Wellness Center, Hope House, Satellite Campuses
- **Wednesday, May 21** - Main Campus, Satellite Campuses
- **Thursday, May 22** - Main Campus, Project HOPE, Satellite Campuses
- **Friday, May 23** - Main Campus

15+ alumni chapter service projects in home communities

GOAL: +5% in volunteers (target: 1,142) and service hours (target: 3,586)

www.marshall.edu/cares

- **Manage Our Strategic Resources**

- State appropriations were increased by about \$552,000 (see below).
- 14% increase in our general revenue and lottery funds related to employer increases for PEIA.
- Funding formula was included on slide below (it says it wasn't).
 - As old years fall off the funding formula and new years are added, we will start to see some growth in our base appropriation.
- The Senate added a funding line of \$1 million for the National Youth Science Camp, which they have given to Marshall to take over.

Manage our Strategic Resources FY26 STATE APPROPRIATIONS

Marshall University State Support - FY2022-FY2026

Marshall University	FY2022	FY2023	FY2024	FY2025	FY2026	Variance vs FY25
Marshall University	46,461,199	48,961,949	50,873,019	53,411,505	53,963,819	552,314
VISTA E Learning	229,019	229,019	229,019	229,019	229,019	-
State Priorities-Brownsfield Prof Dev	309,606	309,606	809,606	809,606	809,606	-
Autism	1,808,381	1,869,776	1,922,515	1,992,337	2,011,949	19,612
Luke Lee	149,015	151,939	154,576	157,901	159,287	1,386
MUGC Writing Project	25,412	25,412	25,412	25,412	25,412	-
Minority Health Institute	-	-	100,000	100,000	100,000	-
National Youth Science Camp	-	-	-	-	1,000,000	1,000,000
Total Marshall University	48,982,632	51,547,701	54,114,147	56,725,780	58,299,092	1,573,312
Marshall School of Medicine						
Marshall Medical School - General	12,051,542	7,272,947	7,750,340	8,357,258	8,466,808	109,548
from soda / insurance premium tax		5,500,000	5,500,000	5,500,000	5,500,000	-
Surplus	183,526	-	-	-	-	-
Forensic Lab	227,415	227,415	227,415	227,415	227,859	444
Center for Rural Health	157,096	161,043	164,735	169,390	170,920	1,530
BRIM Premium Offset	872,612	872,612	872,612	872,612	872,612	-
Rural Outreach Programs	156,022	157,572	158,970	160,732	161,176	444
Marshall School of Medicine General	13,648,213	14,191,589	14,674,072	15,287,407	15,399,373	111,066
Lottery Funds - School of Medicine						-
RHEP Med School & Program Support	427,075	434,910	444,614	453,525	457,532	4,007
HEPC VC - Rural Residency Program	171,361	174,109	176,614	179,773	181,171	1,398
Total School of Medicine	14,246,649	14,800,608	15,295,300	15,920,705	16,038,076	117,371
TOTAL Marshall and School of Medicine	63,229,281	66,348,309	69,409,447	72,646,485	74,337,168	1,690,683

What is Reflected?

Included

- PEIA: 14% increase for General Revenue and Lottery Funds based on FY25 budgeted amounts for employer portion

Excluded

- Salary increases
- Funding formula

- **Three Year Financial Plan**

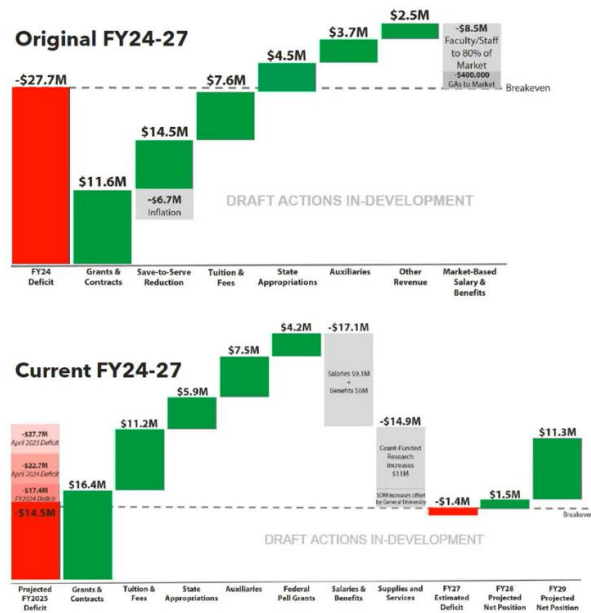
- The bar charts on the following picture show our original three-year plan at the top, and the revised three-year plan at the bottom.
- We started off with a \$28 million deficit and are now projecting a \$14.5 million deficit in Fiscal Year 25.
- The green bars indicate the revenue growth that we are expecting in the next three years to help us continue to break even.
 - We continue to see growth in grants and contracts.
 - \$11.2 million increase in net tuition and fees expected over the next three years.
 - \$6 million higher state appropriations than we originally set forth two years ago.
 - Auxiliary Revenue
 - Housing – continues to see tremendous growth in occupancy and had a 2.5% rate increase.

- Athletics - continues to work towards a 50/50 split, in which we give them 50% of their expected revenue and they're expected to get the other 50%. We're budgeting for 52-54%, which has been lowered from the low 60s in the past few years.
 - Athletics helped to facilitate the Zach Bryant concert and will realize that revenue stream next year.
- Pell Grants have been \$5 million higher than originally budgeted for.
- The first gray bar indicates that we expect to increase our salaries and wages by approximately \$9.1 million over the next three fiscal years, and increase benefits by an additional \$8 million.
- The second gray bar is for supplies and other services, which we have been saving with the save-to-serve initiative.
 - However, it's seen here as cutting into our break even with a big increase in spending over the next three years. This is because the more grants and contracts that we get, the more we will spend, but the spending is funded through the grants and contracts.
 - There are also some slight increases in School of Medicine spending with investments they are making for their accreditation in fiscal year 27, which is being somewhat offset by the save-to-serve initiatives.
- Everything considered, we expect to just slightly break even in fiscal year 27. By fiscal year 28 and 29 we should be back in the green.
- The box on the left are some key assumptions from our original plan to where we are now.

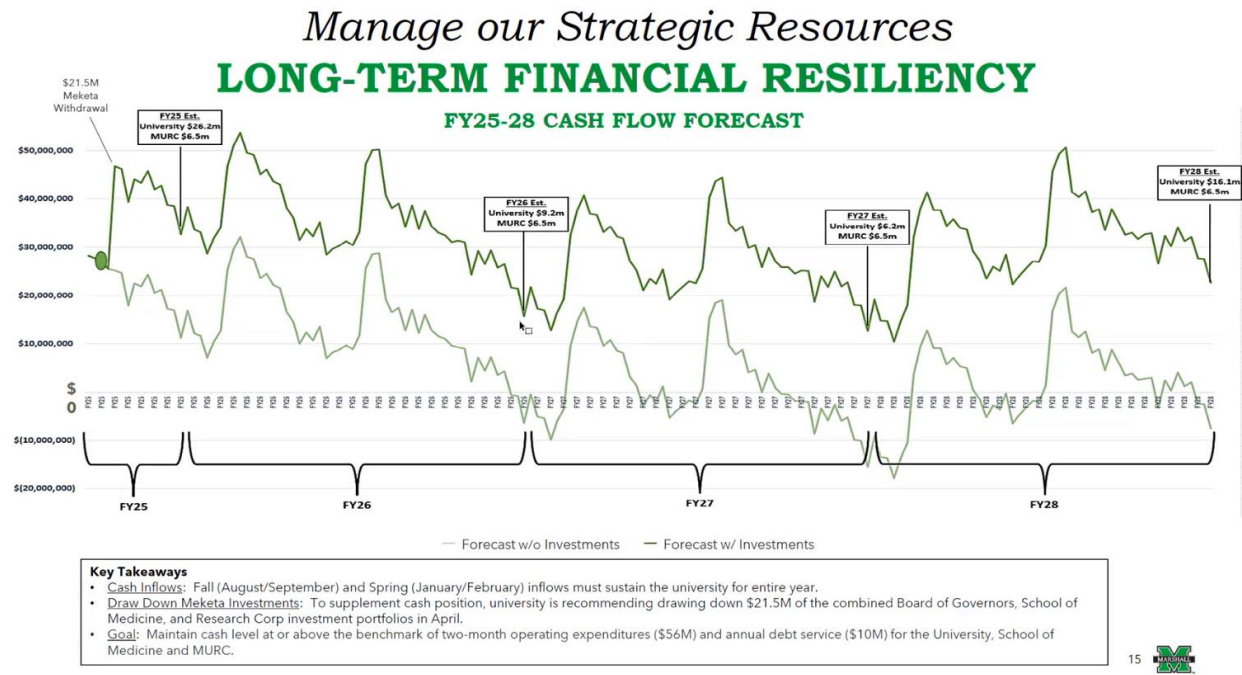
Manage our **STRATEGIC RESOURCES**

Key Assumptions		
REVENUES	Original	Current
✓ Grants and Contracts	+3.5%	+3.7%
✓ Net Tuition/Fees		
• FY26	+2.5%	+2.0%
• FY27	+2.5%	+9.7%*
• FY28	+2.5%	+6.2%*
✓ State Appropriations		
• FY26	+\$3.3M	+\$770k
• FY27	+\$1.5M	Flat
• FY28	+\$1.5M	Flat
✓ Auxiliary Revenue		
• FY26	+3.5%	+4.3%
• FY27	+3.5%	+2.9%
• FY28	+3.5%	+3.1%
EXPENSES		
✓ Salaries and Benefits		
• FY26 - FY28	+\$3.5M	+400k Annually
✓ Supplies and Other Services: 5% reduction offset by School of Medicine and grant-funded spending		

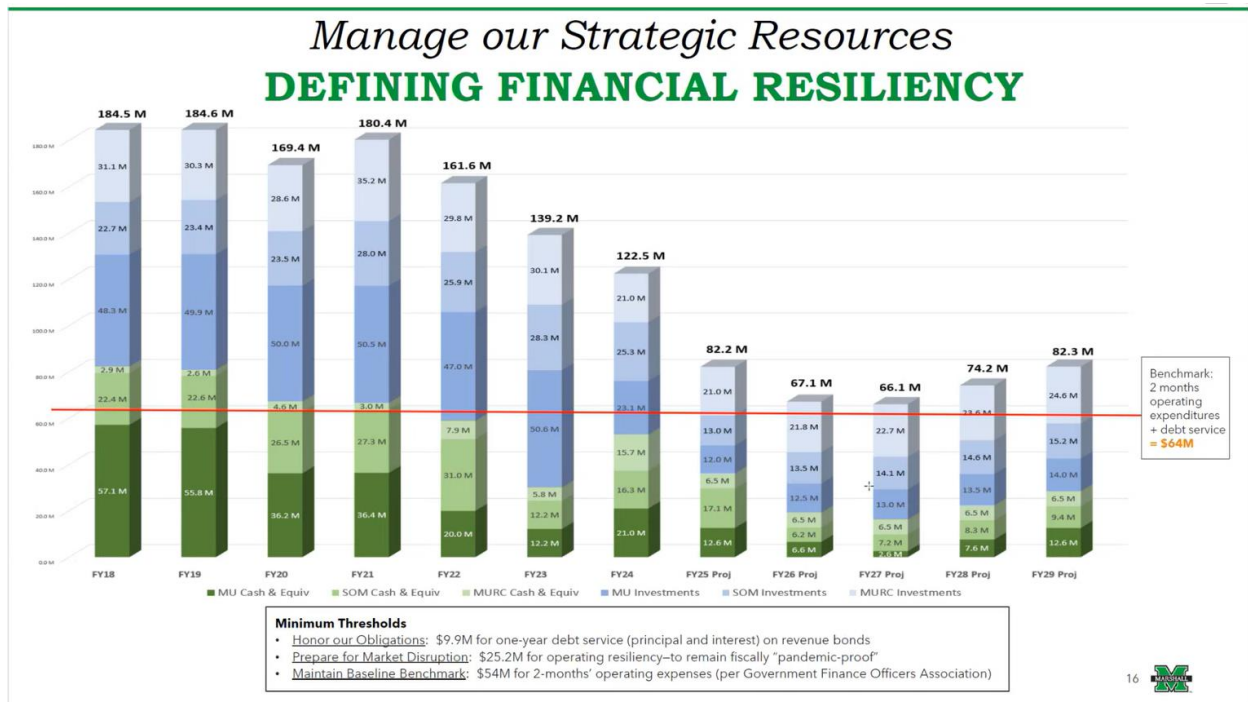
*Growth in F27-FY28 Net Tuition and Fees being driven by the School of Medicine revised tuition model



- **Cash Flow** – Three-year forecast of our physical cash (next chart)
 - Our cash sits with the State of West Virginia in about 7 accounts in a system call Oasis.
 - As of that day, we had around \$22-23 million of cash and still had five more payroll cycles, which is around \$5.4 million every two weeks. The State allocations help fund this at around \$2.7 million.
 - The following chart shows what we expect our cash flow to be over the coming fiscal years.
 - The bottom light green line is our cash flow position should we not divest our investments in the coming weeks.
 - The top dark green line is if we do divest our investments and begin to solidify our cash position.
 - We have decided to divest our investments in our savings portfolio, as to not do so would result in the University becoming unsustainable by FY 27 and 28.
 - We have two investment portfolios with the Marshall University Foundation, which we have access to and will be divesting.
 - We're expecting to end the fiscal year with about \$26.2 million on the University side with the research corporation consisting of about \$6.5 million of that.
 - We will see an increase in cash in late August to early September and crest above \$50 million.
 - As we reach December, we will be below \$30 million again.
 - When the spring semester hits in January, 2026 it will again increase. However, all inflows will have either slowed or ceased, and all outflows will continue.
 - It is estimated that we will finish FY26 with under \$10 million on the University side, and the research corporation can be anywhere from \$6 to \$7 million.
 - Going into FY27, we show that we would be slightly in the red.
 - The financial offices work daily to monitor finances and ensure we can hit payroll.
 - Going into FY28, we start to come out of the low numbers and can start to grow our cash position.
 - Our goal is to maintain two months of operating expenditures, which is \$56 million and one year of annual debt service, which is \$10 million.



- **Cash Position** – the following picture shows the cash position and investment portfolios of the entire University including SOM and MURC.
 - The green bars are the University cash.
 - The light blue bars are the investment portfolios.
 - In FY18 and FY19 we had a total of about \$185 million between cash and investments.
 - FY20 saw a dip.
 - FY21 saw a slight increase due to COVID funds.
 - FY22 and forward has seen a decline due to a combination of enrollment decline, inflation, investments in our people, etc.
 - We continue to get closer to the red line, which marks our two months of operation expenses.
- **Q:** How does this work with the way the stock market currently is?
 - **A:** We are working closely with our investment portfolio managers. We originally planned to divest \$20 million all at once, but now plan to do so in smaller amounts in phases. Depending on how it goes, we may not need to do the full \$20 million.



Fiscal Year 26 Budget – following picture

- The whole campus has worked together to bring about a 4% cut. Finance has worked with departments to ensure that we are not impacting services, students or employees.

Strategic Choices
FY2026 PROPOSED BUDGET

	FY24 Actuals	FY25 Projection	FY26 Budget
Operating Revenues			
Student Tuition and Fees (net of allowance)	72,286,000	74,713,000	76,146,000
Federal Grants and Contracts	53,841,000	57,975,000	64,630,000
State Grants and Contracts	34,448,000	41,082,000	33,315,000
Local Grants and Contracts	931,000	731,000	931,000
Private Grants and Contracts	20,982,000	20,873,000	23,563,000
Auxiliary Enterprise Revenue	38,531,000	40,609,000	43,827,000
Other Operating Revenues	16,987,000	12,573,000	12,303,000
Total Operating Revenues	238,006,000	248,556,000	254,715,000
Operating Expenses			
Salaries and Wages	159,747,000	163,823,000	166,072,000
Benefits	34,460,000	39,611,000	41,518,000
Supplies and Other Services	86,088,000	90,089,000	95,954,000
Utilities	11,137,000	12,137,000	12,450,000
Scholarships and fellowships	27,694,000	34,694,000	27,100,000
Depreciation	21,252,000	18,600,000	20,500,000
Other Operating Expenses	203,000	-	-
Total Operating Expenses	340,581,000	358,954,000	363,594,000
Operating Income (Loss)	(102,575,000)	(110,398,000)	(108,879,000)
Nonoperating Revenues (expenses)			
State Appropriations	116,418,000	75,630,000	76,188,000
Payments on behalf	(1,999,000)	-	-
Federal Pell Grants	18,965,000	22,300,000	22,500,000
Gifts	1,804,000	2,000,000	2,550,000
Investment Income	11,383,000	3,500,000	2,750,000
Interest on indebtedness	(7,265,000)	(7,265,000)	(7,242,000)
Fees assessed by Commission for Debt Service	(285,000)	(285,000)	(285,000)
Other nonoperating revenues (expenses)	(673,000)	-	-
Total Nonoperating Revenues (expenses)	138,348,000	95,880,000	96,461,000
Increase/Decrease in Net Assets	35,773,000	(14,518,000)	(12,418,000)

What is Reflected?

BASELINE

- **Tuition and Fees Increase**
 - Resident: +2.5%
 - Non-Resident/Metro: Flat
- **+1% Total Enrollment Increase**
- **Flat to FY25 Total Grants and Contracts**
 - +\$8M increase in Research Grants
 - -\$8M decrease in WV Higher Education Grants
- **+2.6% Average Housing Rates**
- **\$369K to Fund Minimum of New Salary Scale**
- **-5% Save-to-Serve**
 - MURC increase due to increased Grant revenue
 - School of Medicine investments in Adiposity and Informatics and Population Analytics
- **-4% Total Operating Expense Reductions**

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- **Q:** Are the federal changes to indirect cost funds incorporated into the projections for FY26 and beyond?
 - **A:** Yes, and the estimated impact on indirect cost recovery was about \$1.5-2 million.
- **Q:** At what point do we start looking at drastic measures like a freeze on non-essential purchases and hiring freezes?
 - **A:** The red line is just a goal, and the 4% operating reduction should help us maintain at or above that point to where hiring freezes and essential spending only shouldn't be necessary.

Bruce Felder – Human Resources

- **Performance Evaluations**
 - Bruce provided an update on the performance evaluation process, including the transition to an electronic system and the importance of completing evaluations by June 30th.
- **Total Reward Statements**
 - Bruce discussed the rollout of total reward statements and the importance of completing the training and quiz to access the statements.
 - <https://www.marshall.edu/human-resources/total-reward-statements/>
- **Open Enrollment**
 - Bruce reminded employees about the open enrollment period and the importance of updating their information, including tobacco and spousal affidavits.
 - <https://www.marshall.edu/human-resources/benefits/open-enrollment/>
 - Mountaineer Flexible Benefits will be on campus answering questions on April 30th.
 - Health Savings Account – there is a training available to learn more about this way for your pre-taxed income to go into an account to be used for medical expenses.
- **Employee Assistance Program**
 - Bruce highlighted the Employee Assistance Program, which offers free counseling sessions and support for various issues.
 - <https://www.marshall.edu/human-resources/employee-assistance-program-eap/>
- **National Suicide Hotline**
 - Bruce emphasized the importance of the national suicide hotline (988) for anyone in need of immediate assistance.

Parliamentarian Becky Lusher verified there was a quorum.

Approval of Minutes

- The March 20th, 2025 minutes were approved as written.

Carol Hurula – Board of Governors Report

BOG Representative – Carol Hurula

** This is my interpretation of each meeting, presentation, and individual reports. Notes are written in my words and are not verbatim words of speakers. I have attempted to share the updates as closely as possible to the content. Any questions or clarification, please notify me.*

BOG Meeting on Wednesday, April 9th – Shawkey Dining Room.

Committee of the Whole

- Approval of minutes for February 5, 2025
- Approved Updated BOG Rule GA-3

Faculty Senate Update: Shawn Schulenberg

- In 2023 I talked about Civic Military Relations and how that helps us understand tensions between oversight bodies and experts.
- In 2024 I talked about Social Capitol & Trust. How it's had an impact on us at the university as we implement policies on civic trust matters.
- This year I feel fortunate about how we've grown together as a community and we're much stronger. Our current political climate and being a Professor of Political Science, I'm turning this year to the most enduring metaphors of western history. Plato's "Allegory of the Cave". Democratic life. *"Overview: Plato's allegory of the cave is an allegory presented by the Greek philosopher Plato in his work Republic to compare "the effect of education and the lack of it on our nature". It is written as a dialogue between Plato's brother Glaucon and his mentor Socrates and is narrated by the latter. Plato offers this parable in the pursuit of truth. That is difficult, disorienting and often unwelcome but essential to the health of the population. Can't think of a better metaphor for where the university sits to society".*
- To advance knowledge often means confronting resistance to those that prefer the comfort of familiar shadows, to the disorienting challenges of new perspectives. We are nearly two decades into what free press describes as a global democratic recession. Sustained retreat from democratic norms, civic trust, and institutional integrity. Universities historically cited a democratic renewal, is increasingly being treated as a threat. Universities are facing pressures from congressional gridlock, new NIH policies, indirect cost recovery restrictions threaten infrastructure that sustains our academic research in this country. At the State & Federal level there are mounting restrictions on DEI support programs. In WV the Senate today is advancing a bill that will strip three members on this board from their voting rights. A symbolic narrowing of who counts as a real stakeholder in higher ed. Faculty & staff are asked to do more with less, while uncertainty grows about what we can teach, how we are evaluated and whether our voices still matter. Even with mounting pressure the university continues to function, why, because at its core the university is not only board policies it's an idea that education is not a commodity but a civic act. We are institutions that hold space for complexity where disagreement isn't something to be avoided but something to be worked through. Marshall University has chosen not to follow the path or script that many institutions have. While many institutions have moved to mandates and deep cuts, we have had different conversations-one that prioritizes long term solutions and short-term optics. We reduced our deficit dramatically while remaining loyal to our mission and creed. Not because we avoided hard decisions but because we trusted each other to think and act collectively, strategically. Trust is not the same as comfort or the pressure to conform. This is the moment we must all remember who we are. Universities are not neutral spaces, we are not designed to appease public opinion, or political trends. We are designed to create and to preserve knowledge even when that makes people feel uncomfortable. Shadows are louder, the pressure is real, the faculty & staff are tired. Even when it is hard, even when the light is blinding, we are responsible not only for seeking the truth but returning to help others see it too. Challenge, that we continue to measure our decisions not by what is politically expedient, temporary and painless, but what upholds the university distinction, purpose, and democratic life. The path to resistance rarely leads to lasting integrity. Marshall's creed: to inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future.

Academic and Student Affairs Committee / Provost Update: Avi Mukherjee and BOG Committee Chair – Kathy D’Antoni

- Approved Degree Addition – BS in Data Science (no additional costs – compliments the MSDS within the College of Engineering & Computer Science.
- Approved Degree Addition – BA in Biological Science (no additional costs)
- Approved Degree Addition – MS in Library Science (online program, not require capital or startup investment).
- Approved Degree Addition – MS in Health & Movement Sciences (no additional costs)
- Approval of 2024-25 Academic Program Review Recommendations – Master’s Degree Level, recommended consolidating Biomedical Research MS with Clinical & Translational Science MS. Recommended consolidating Electrical & Computer Science Engineering MSEE with Engineering MSE and Mechanical Engineering MSME. Physician Assistant MMS – recommended improvements and recommended discontinuing 2 certificate programs with no enrollment Nursing Administration and Nursing Education.

Provost Report: Avi Mukherjee (*handout provided with further details*)

- CAM – Marie E Redd descendant of the Burlington 37 and West Virginia’s first African American state senator, spoke at the Carter G Woodson Lecture on February 19 about their legacy and her historic journey.
- College of Engineering and Computer Science – MUCyber Con 2025 brought together professionals, students, and industry leaders in cybersecurity, with Marshall University President Brad D Smith delivering the keynote address.
- College of Education and Professional Development – Marshall’s one-room schoolhouse was officially listed on the National Schoolhouse Register, recognizing it’s historical and architectural significance. A commemorative plaque will be installed in June.
- College of Health Professions – A \$100,000 gift established the John A Sturgeon Nursing Scholarship, providing financial support for nursing students in the College of Health Professions.
- College of Liberal Arts – The Humanities department celebrated its 150th anniversary with a symposium featuring Madeline Miller, NYT bestselling author, and Dr. Suzanne Lye from UNC Chapel Hill. The event included guest lectures, performances, and student presentations.
- College of Science – Marshall’s online Criminal Justice program was ranked 20th in the U.S. News & World Report Best Online Program rankings list for 2025, marking a significant achievement in online education.
- Division of Aviation -Marshall University Aviation joined FAA UAS Center for Excellence and will now train first responders in emergency response and disaster relief using UAS technology.
- Lewis College of Business – Marshall University’s online business programs earned national recognition, ranking in three categories: Undergraduate Business (#79), Graduate Business (#93), and MBA (#163).
- School of Pharmacy – The School of Pharmacy hosted Spring Preview Day on March 7, allowing prospective students to experience hands-on learning, tour facilities, and explore career opportunities in pharmacy.
- University Libraries – Marshall University Libraries launched the Digital Scholarship Center, providing cutting-edge resources for data visualization, digital humanities, and research support, enhancing student and faculty innovation.
- Student Affairs – Counseling Center growth: Conducted 1,601 counseling appointments between January and February 2025, with 113 psychiatric sessions provided in collaboration with Marshall Health. Community Service Platform Launch: Successfully developed and launched a new community service platform in partnership with MU IT and Salesforce, enhancing the volunteer opportunities and engagement.
- Online Education – Record breaking enrollment: Achieved a 22.4% increase in online student enrollment, reaching 1,581 students – the highest in Marshall Online history. National recognition: Marshall Online Programs in Criminal Justice, Undergraduate Business, Graduate Business, and MBA earned U.S. News & World Report Best Online Program rankings for 2025.

Student Representative Update: Brea Belville, SGA President.

- February Sunbelt Conference Food Fight. In total 3,988 items and over \$5,000 in donations.
- Selected as MU “Be the One Ambassador”. Primary responsibility is to educate students about safe medication practices and provide critical information on responding to opioid overdoses. Through WV Collegiate Recovery Network has been able to train 33 students. She also equipped over 20 students & President Smith with Naloxone
- Greek Week – sororities & fraternities chose to raise money for the student emergency fund. They raised over \$11,500 which goes directly back to our students.
- Spring Fountain Ceremony is followed by Green & White football game. Event is meaningful occasion and a great opportunity for Marshall students to come together to celebrate Marshall’s history.
- Coordinated a food truck event later this month. A chance for faculty, staff & students a chance to try different foods & come together to foster a sense of unity and school spirit.
- SGA Elections last week and results soon.
- SGA is dedicated to enhancing the student experience, creative ideas and initiatives that will have a lasting impact on our community far beyond her time as a student.
- Excited about the future and look forward to all that is to come.

School of Medicine Update: Dr. David Gozal (*handout provided with details*)

Athletic Committee: Christian Spears & BOG Member Jim Smith (*Handout provided with further details*)

- Approval of FY2025-26 Budget.
- Athletic Team Updates. Second Team All-Conference MBB Obinna Anochili-Killen, All-Sunbelt Conference Team WBB CC Mays 3rd team, Aislyn Hayes, scoring champion 1st team, Sunbelt Conference Track Athlete of the Year – Kylee Mastin.
- NCAA Legislation Updates. New hire – John Zubek, Associate AD of Compliance.
- National Issues Updates.
- Honoring Shawn Ball and his donation for the renovation of newly located offices for School of Health & Movement Sciences following the meeting today.

Finance, Audit, and Facilities Planning Committee (Matt Tidd, Brandi Jacob Jones, Christian Spears & BOG Committee Chair – Donald Holcomb)

- Approval of 2025-26 Budget.
- Approval of Schedule of Fees 2025-26.
- Informational Finance update.
- Facilities update & reminder of Community Cares Week will be May 20th-23rd.
- Internal Audit update.
- Recognition of Officer Chase Poore for his extraordinary bravery when he saw smoke at Garden Park Apartments, who happened to be at the right place at the right time and saved many lives that night by knocking on residents’ doors.

Presidents Update (Brad D. Smith) *summarized highlights.

- Thanks to the BOG members for the time, dedication and engagement you donate to this academy. A budget meeting on Tuesday scheduled for 90 minutes went 3 hours, then dinner last evening. I truly appreciate your commitment and time.
- On April 1st we announced our dear friend and esteemed colleague Avi Mukherjee would be stepping down as Provost to accept the roll as Executive Vice President and Provost at Georgia Southern. Avi will be a phone call, text or ball game away. Avi joined Marshall in 2017 as Dean of the Lewis College of Business where he led a change the likes that no one can imagine. In 2021, my predecessor, esteemed Jerry Gilbert asked him to step in as Interim Provost and in 2022 when I had the chance to come to campus, he became the full-time Provost. He’s led this campus in a great transformation. He helped us reverse a thirteen-year decline in enrollment, he got the academics and athletics, classified and

nonclassified all operating as one. He's been a thought partner, collaborator, teacher, and I am going to absolutely miss him, but we're going to celebrate his success. • 2025 has been a whirlwind of chaos, confusion, continuous change, and hasn't been easy for us as individuals, our families, or the institutions we represent.

- Quote by Kara Lawson, Women's Basketball Coach at Duke said and I quote, "we don't get to choose what kind of diversity we face; the world is not going to get easier. What happens is you handle hard better". If you have a meaningful pursuit in life, it's going to be hard, but the key to learning is how to handle hard better.

- This geopolitical, technological, social economic, landscape is undergoing a difficult shift at a dizzying pace and higher education is being impacted at every angle. It requires strategic clarity, teamwork, and agility to remain on track.

- We are navigating through this period because we have strategic clarity called Marshall for All, Marshall Forever.

- Succeeding because we're working together. We're living our shared governance model on a daily basis. We convene the five families when something we didn't expect arises, get the voices of all and make decisions together.

- We're succeeding because we're Marshall. We've learned how to handle hard better. Whether we're navigating the civil war, or during the aftermath of a plane crash in 1970, we've learned to handle hard better and we're doing it together.

- **Now to the current reality we're navigating and the implications.**

- Federal level we're navigating this onslaught of executive orders, DOGE implications, and budgetary cuts.

- Defining new expectations around DEI that required us to adjust our approach on how we serve and support all on our campus. To the downsizing and proposed elimination of the Department of Education which provides financial aid and other support services for the national education system.

- Indirect cost recovery going from what it is today to 15% cap and that would cost Marshall 1.8 million in its current state.

- Continuing resolutions don't include any of the negotiated direct spending projects and earmarks we have been able to secure through our elected officials. Around 44 million to Marshall.

- At the state level, leaders have been busy. 2,457 bills have been introduced, 58 bills mention higher education. Proposed FY26 budget bill reduced Marshall \$800K out, amended to add \$800K back in, but we wait to see how it plays out when the legislative session ends this Saturday. We know it includes PEIA increases, and no state employee raise.

- At the same time, we heard about the bill that would impact three of our members on the Board of Governors. Elected members, staff, faculty & students and the proposal on the table is that these three will become non-voting members. Marshall made their view known on this bill; we know shared governance is what makes this institution strong. We live it every day on this campus and regardless of how this bill comes out, we will continue to embrace all voices to make sure we continue to navigate this university together.

- Working very hard every single day to navigate through what's happening at a federal and state level.

- **The implications to date.**

- It has Impacts on our campus services, shared governance, and affects 10's of millions of dollars that Marshall University was counting on that may or may not come to fruition. This is reality and just the way we like to see it.

- **Here's how we're navigating through this.**

- Keeping our compass set on true north. We know what our goals are – that 100% of our students graduate with no debt, and 100% placement in jobs or continue their education.

- Grow research grants and contracts and increase our number of startups in our state 3X.

- Continue to serve our state by creating a 30x return for every dollar they give Marshall.

- We're following our enduring principles – grow students not fees, invest in our team, taking care of the house, and strategically managing resources to eliminate our deficit.

- We continue to strengthen our foundation.

- Spring enrollment is up 9% over fall 2024.

- Our Fall pipeline looks healthy, and our newest element is Tuition Free WV. If the family makes less than 65K.

- We are doubling the size of Marshall for All, accepting 200 more this fall to join the current 200.

- 2 weeks ago, Intuit announced it will bring a prosperity hub with 250 jobs designed around the class schedule of our students starting at \$18 hour. Students will earn while they learn and gain real world experience.
- Despite what's around us, we stay focused on growing students and making them successful.
- **Commitment to our team.**
- We are rolling out our performance assessment system and we rolled out total awards statement to all employees.
- We're committed to getting all employees up to 80% of their pay grade at a minimum by 2027, even though the Governor's proposal did not include a pay increase. Also, 150 employees fell below the new minimum with the new market study. We are going to invest \$450K to bring them up to the level we think is fair.
- The state has been helpful in providing 21 million to execute deferred maintenance projects on campus. We have 19 projects happening on campus at 21.8 million to continue to maintain this beautiful house.
- Community Cares week as Brandi mentioned in her report.
- On the Athletic front. We are finding ways to take advantage of this beautiful house we built and let other people benefit from it. Excited to see Zach Bryan concert in the summer, a way that everyone can come here and see a world class talent and a world class venue and ultimately an opportunity we can pass along to our students.
- We are managing resources, strategically. Began this journey a couple of years ago with a 28 million deficit heading to 35 million. We committed to grow our way out while tightening our belts along the way. Over the past two years, we cut the structural deficit from 28 million to 14.5 million and we have a path forward that in 2027, we'll hit break even and go net positive as we enter 2028. Despite all the headwinds this hasn't changed.
- But we are starting to see the clouds on the horizon based on what I walked through at the state and federal level.
- I want to thank our campus community as this year, when we entered the budget process, we said we want you to anticipate 3 scenarios because we don't know how the future is going to break. A baseline flat funding, a 2% reduction or a 4% reduction, so we stay true to our principles and tighten our belts. We made the decision that the 4% reduction was going to be necessary because we don't know when we'll see the continuing resolution on federal funding that we're counting on, what the state's budget will break come Saturday, or what will happen with NIH and indirect cost recovery, and we do not want to get caught flatfooted and have to make short term tactical decisions, but we want to be strategic. So proud of this campus, everyone has rallied, it is not easy, but it is necessary.
- In the process, we had a cash flow forecast that told us that we had about 1/2 a tank left to get us through the storms, but it ended up being like my 1977 Monte Carlo, when I flicked the gas gauge it actually showed about an 1/8 of a tank. We realized we didn't have quite what we needed, we're going to draw down some of our strategic reserves, which the Board of Governors has approved in the budget today, which will allow us to get through this 18-month period as we start to turn things back up.
- Good news, we still have all the resiliency that we committed to, to be prepared for another downturn.
- Suffice to say, University is healthy, we're adjusting, we're pivoting, and we're working together, and we are not losing focus to our destination, Marshall for All, Marshall Forever.
- **Wrapping up with this.**
- This is a request I made of our campus, and a request I make of our community. We don't get to choose what kind of adversity we face; the world isn't going to get easier, what happens is you handle hard better. If you have a meaningful pursuit it's going to be hard, but the key is learning how to handle hard better. The work we do at Marshall is a meaningful pursuit, it matters. We're changing lives, families, and communities for generations to come. We may not get to choose the adversity we face, but we get to choose who we face it with, and I choose us. My request is that we give each other grace, we realize we're navigating in a period of difficult choices and trade-offs, everything isn't going to feel good, but that person standing next to you cares, they have the same Kelley Green jersey, they're acting with good intentions, and everyone is doing the best they can.
- In the midst of all of this, let's create our own harmony. We'll lean into trust, we'll care for one another, we'll move together, and we'll know that our plans are working, because that's how we're built, that's who we are, We're Marshall.

Entered into Executive Session:

- Return from executive session, no votes or action taken.

Chairman Report: Mr. Geoff Sheils

- I want to say that to me and the collective Board of Governors for those appointed to the Board, elected to represent Faculty, Staff, and Student that I can't say enough, not only for the Shared Governance structure in place at Marshall, but for the commitment and dedication of Brea Belville, Robin Riner, and Carol Hurula. To the current Board of Directors and as well as your predecessors, in my 7 years, their total commitment and involvement to the board has been invaluable.
- Spring commencement is Saturday, May 10th and that day marks the 39th anniversary of Tony, Brad, and my commencement in 1986. (applaud). The ceremony is at the Marshall Health Network Arena. Encourage all to attend if you can. Soledad O'Brien will be the keynote speaker. Applaud everyone's effort at Marshall that puts this on, very professional event, and people work hard to make sure this is a great event for students and their families.
- Spring fountain ceremony will be this Saturday at 11:30am and Spring Green & White game is this Saturday, hope you can make it.
- As I look around, a lot of the Board members come from long distances and don't live in Huntington. I really appreciate the commitment and sacrifice you all make to be here today, last night, and attend online meetings. Thanks to those online Kip and Jenny, appreciate your time, your energy and your intellect is appreciated and means a lot.
- Please meet those that can attend at the Henderson Center walkway at 3pm for the Shawn Ball reveal of offices for the School of Health & Movement Sciences.

Meeting adjourned at 2:53pm

Future Meeting Date

June 11, 2025

Heather Smith – ACCE Report

- ACCE discussed legislation that could have impacts on higher education, including:
 - Grievance processes for certain state employees and how that could be expanded to other employees.
 - ACCE drafted an official position letter requesting that the governor line-item-veto House Bill 3279.

Committee Reports

Election Committee – Nina Barrett

- The 2025 General Election began and voting was encouraged.

Legislative Committee – Carol Hurula – No Report

Personnel/Finance Committee – No Report.

Physical Environment Committee - No Report.

Service/Staff Development Committee - No Report.

Announcements

The Service Awards Luncheon will take place on May 14th.

Minutes taken and prepared by: _____
Katie M. Counts, Program Assistant, Classified Staff Council

Minutes approved by: _____
Tony Waugh, Chair, Classified Staff Council

Minutes read by: _____
Brad D. Smith, University President

Adams, Diana	Eskins, Katrina	Midkiff, Glen	Weaver, Amy
Adkins, Mike	Felder, Bruce	Midkiff, Susan	West, Lance
Anders, Brandi	Fulks, Allison	Mills, Cassandra	Williams, Allen
Angie Rose	Gooding, Grace	Mirzakhani, Amad	Williamson, Sabrina
Arthur, Michaela	Greenwood, Kenneth	Morgan, Brian	Young, Howard
Atkins, Christopher	Gruber-Basenback, Maegan	Morgan, Jennifer	Young, Miriah
Bailey, Bonnie	Hall, Gary	Morris, Larry	
Baldwin, Jesse	Hanrahan, Elizabeth	Morrison, Michelle	
Ball, Tricia	Hawthorne, Justin	Mummert, Carl	
Barrett, Nina	Henry, Lisa	Murphy, Katherine	
Bell, Jodi	Henshaw, Kit	O'Neill, Carleen	
Bevans, Jean Ann	Himes, Eric	Pack, Rebecca	
Bibbee, Hailey	Hodge, Kyrsten	Payne, Leah	
Bittinger, Lacie	Holiskey, Sam	Price, Kelli	
Bond, Cassi	Holmes, Linda	Puckett, Tabby	
Booth, Jim	Hurula, Carol	Rhodes, Jessica	
Booth, Sharon	Jacobs, Brandi	Riley, Erika	
Bradley, Johnny	Jarrell, Jimmy	Roberts, Alice	
Brame, Mark	Kennedy, Paige	Ross, Jerry	
Brannock, Kathy	Kennedy-Rickman, Amy	Roush, Emily	
Brooks, Monica	Key, Chris	Rowe, Kandice	
Brown, Jennifer	King, Beverly	Russell, Megan	
Brumfield, Mark	LaFon, Erin	Schulenberg, Shawn	
Burgess, Brent	Lapole, Christopher	Sharp, Tyler	
Burriss, Butch	Laton, Dena	Sheets, Elizabeth L Appell Sheets	
Call, Cody	Layne, Mary	Sigler, Michele	
Campbell, Pat	Lemon, Leeann	Simms, Marcie	
Cantrell-Johnson, Sonja	Lopez, Sebastian	Simpson, Sara	
Carico, Paul	Lupashunski, Spencer	Sims, Jesse	
Carothers, Kelly	Lusher, Becky	Sims, Kristin	
Chaffin, Perry	Mannan, Bindu	Slate, Nick	
Chapman, Mary	Marcum, Darian	Smith, Heather	
Clay, Latrenda	Marcum, Kelly	Smith, Lindsay	
Contreras, Kassandra	Martin, Nick	Spradlin, Wes	
Counts, Katie	Mathis, Anita	Stackpole, Sharon	
Cutler, Jon	Maynard, Lisa	Stafford, Robyn	
Cyrus, Meg	McDade, Michael	Taylor, John	
Daniels, Tiffani	McDavid, Sherry	Thomas, Erica	
Dean, Benjamin	McDonald, Carissa	Thomas, Kim	
Decker, Kaleigh	McKenna, Char	Thornton, Mindy	
Dorado, Bob	Means, Amanda	Tidd, Matt	
Dragovich, Isabella	Meddings, Teresa	Walker, Bob	
Edmonds, Travis	Meek, Rebecca	Waller, Mary	
Ellison, Marc	Metcalf, Larry	Waugh, Tony	