

Marshall University Classified Staff Council Minutes

October 16th, 2025, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Mark Brumfield, David Childers, Dean Crawford, Tiffani Daniels, Becky Lusher, Nick Martin, Nathan Miller, Larry Morris, Carleen O'Neill, Michele Sigler, Heather Smith, Sharon Stackpole, Nancy Tresch-Reneau,

Members Absent:

Members Absent (Excused): Lacie Bittinger, Mary Layne,

Guests: Attached

Vice-Chair Becky Lusher called the meeting to order.

John Marshall Service Awards

- Bruce announced that each of the following employees was awarded the John Marshall Service Award for various outstanding services to the University:
 - **Courtney Chapman**
 - **Kim Dingess**
 - **Angie Rose**
 - **Heather Brooks**
- 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).

Interim Provost Dr. Bookwalter – Academic Affairs

- **Census Day Results:**
 - Total headcount: 12,957 students (7.8% increase).
 - Nearly 20% total growth over the last three years.
 - 11% FTTE growth over the last three years.
 - Full-Time Tuition Equivalency (FTTE) Students: 9,433 (approx. 5.1% growth from last year).
 - High school students enrolled in dual credit programs (not considered FTTE): 2,244
- **Retention:**
 - Current retention rate: 76%, representing 80 additional students retained compared to last year.
- **Distance Learning:**
 - 1,850 distance students (25% increase).
 - 60% more students fully online compared to three years ago.
 - Growth attributed to expansion of online programs.
- **Finances:**
 - Budget projections assumed 1% growth, but actual FTTE growth is 5.1%, which is positive financially.

- Despite growth, the university remains in deficit; budgets across academic and service units remain tight.
- **Staffing:**
 - Current staffing levels are aligned for 13,200 students; enrollment is just under that threshold.
 - Cabinet reviewing position budgets due to financial constraints.
 - New policy: All vacant positions (due to retirement, resignation, etc.) will be reviewed by the Strategic Hiring Committee to determine optimal allocation, especially in growing programs.
 - Expect increased scrutiny and strategic deployment of open positions in coming months.

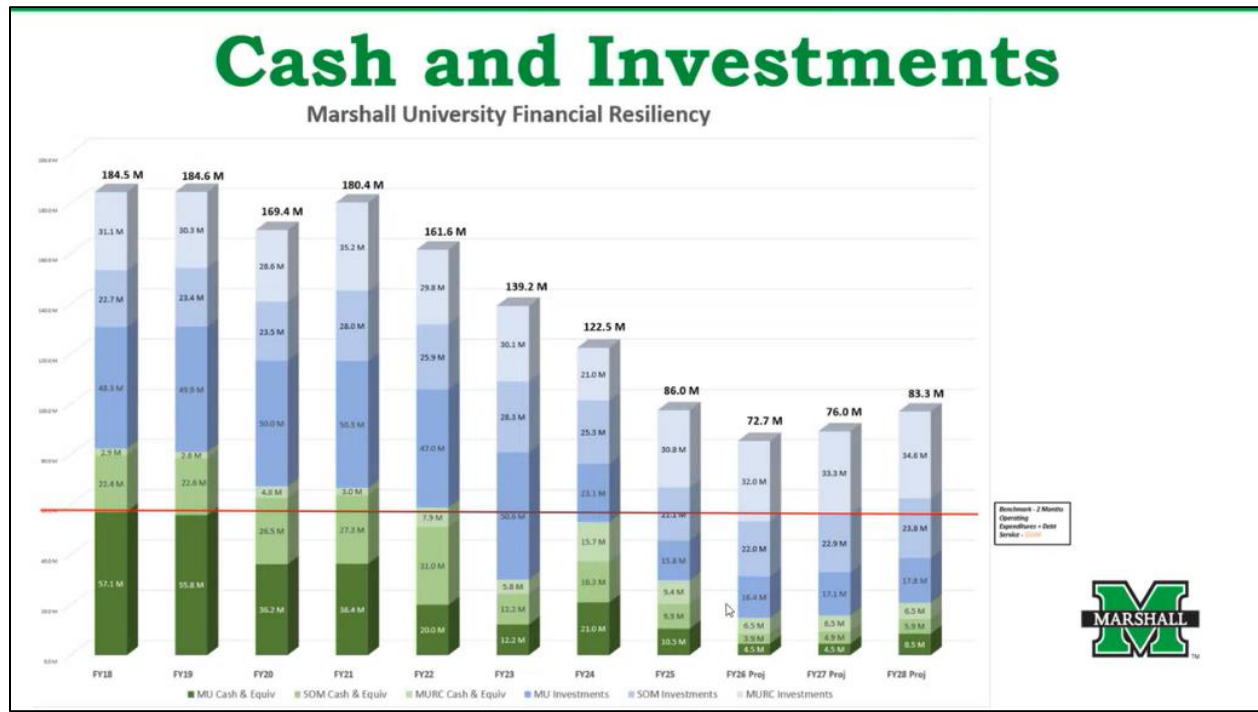
Matt Tidd – CFO

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

ANALYSIS

- **Operating Revenue (-\$1.5m)**
 - **Auxiliary Revenue (-\$3.2m):** Primarily due to the change in scholarship allowance calculation.
 - **Tuition and Fees (+\$1.3m):** Increased gross tuition offset offset by change in scholarship allowance calculation
- **Non-Operating Revenues (+\$1.5m)**
 - **Gifts (+\$1.4m):** Increase due to recording of Big Green payment of Baseball Stadium lease
- **Operating Expenses (-\$1.0m)**
 - **Benefits (+\$1.5m):** Increased projection to align with FY25 actuals.
 - **Scholarships (-\$2.5m):** Due to change in scholarship allowance calculation. Scholarship expense decreased while the tuition and fee allowance increased.

- **FY 26 Update:**
 - Tuition & Fees: Projected +\$1.3M above budget due to enrollment growth and modest price increases.
 - Grants & Contracts: Slight growth (~+\$1.3M).
 - Auxiliary Revenue (Athletics, Housing, Dining): Lower than budget due to new accounting policy for scholarships (non-cash adjustment).
 - Operating Revenues: Overall aligned with budget.
 - Expenses:
 - Salaries & wages on budget.
 - Benefits increased slightly (PEIA-related).
 - Scholarships/fellowships adjusted due to accounting change (non-cash).
 - Deficit: Originally budgeted at \$12.4M; now projected at \$10.2M



- Cash and Investments:**

- Over time, we have eaten into our cash and investments.
 - FY18: \$185M cash/investments.
 - FY25: \$86M.
 - FY26 projection: \$73M.
- Modest increases expected in coming years with enrollment growth, expense containment, and controlled staffing.
- Target: reach red line benchmark (2 months operating expenditures and one year of annual debt service equaling \$55M).



- **Cash Flow Forecast:**
 - April 2025 forecast vs. October 2025 update:
 - Ended FY25 with just under \$25 million cash on hand.
 - Ending FY26 cash balance projected at \$5M (vs. \$9M previously).
 - Variance drivers:
 - +\$1.7M increase in people costs (primarily benefits related).
 - \$1.5M less investment pull-down than planned.
 - \$2M aviation grant not yet received.
 - Balances below \$15M create operational strain, requiring shifting funds to meet payroll and obligations.
 - Final 6–8 weeks of FY26 expected to be financially tight; departments encouraged to save wherever possible.

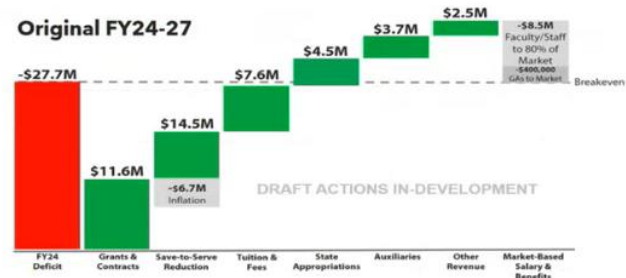
FY25 – FY28 Financial Plan

Key Assumptions		
REVENUES	Original	Current
✓ Grants and Contracts	+3.5%	+3.5%
✓ Net Tuition/Fees		
• FY26	+2.5%	+18.1% *
• FY27	+2.5%	+6.5% **
• FY28	+2.5%	+5.1% **
✓ State Appropriations		
• FY26	+\$3.3M	Flat
• FY27	+\$1.5M	Flat
• FY28	+\$1.5M	Flat
✓ Auxiliary Revenue		
• FY26	+3.5%	+5.0%
• FY27	+3.5%	+5.0%
• FY28	+3.5%	+5.0%
EXPENSES		
✓ Salaries and Benefits		
✓ FY26 - FY28	+\$3.5M	+\$3.5M
✓ Supplies and Other Services: 5% reduction offset by School of Medicine and grant-funded spending		

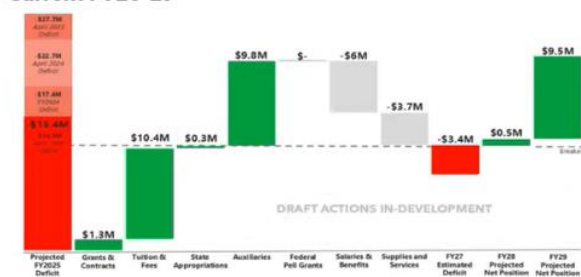
*Growth in FY26 Net Tuition and Fees driven by the doubling of WV Higher Education Grants in FY25 (\$9m) that decreased net tuition and fees. WVHEG returns to normal levels in FY26.

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

Original FY24-27



Current FY25-27



• Three-Year Financial Plan

- Starting Point: \$28M deficit (FY23).
- Current: ~\$10M deficit projected for FY26.
- Path to Recovery:
 - Driven by tuition/fees growth.
 - School of Medicine expanding class size to 100 and raising tuition rates.
 - Auxiliaries (housing, athletics) performing strongly. Housing occupancy is 90%+.
- Salaries planned to grow by \$6M over next 3 years.
- State Appropriations: Assumed flat; no raise program funded in FY26.
- Potential upside if higher education funding formula is fully funded (+\$1–2M).
- Outlook:
 - FY27 may still show deficit.
 - FY28–FY29 expected to move toward break-even and rebuild cash position.

Bruce Felder – Human Resources

- **Tuition Benefits**
 - Revised policy for expanded tuition benefits for spouses of employees will be circulated through committees and shared governance.
 - Goal: Align with university vision of *“Marshall for All, Marshall Forever, Tuition Free WV.”*
 - Policy expected to be finalized within the next few months.
- **Deduction Holiday**
 - October identified as a three-pay month.
 - Final October paycheck will be slightly higher due to deduction holiday (no standard deductions).
- **Employee Engagement Survey**
 - Participation rates:
 - Year 1: 65%
 - Year 2: 66%
 - Year 3: 74% (highest yet).
- **Compensation Training**
 - Compensation 101 sessions ongoing, offered both in-person and via Teams.
 - Strong participation and valuable feedback received.
 - Supervisors: Training is now required and will serve as a prerequisite for Compensation 102 (launching early 2026).
- **Total Reward Statements**
 - 2025 Total Reward Statements will be distributed mid-November via online links.
- **Homecoming & Campus Spirit**
 - Events include Unity Walk, Party on the Plaza, and Hispanic Heritage Month celebrations.

Carleen O’Neill – Board of Governor’s

- **Action Items**
 - Board of Governors meeting (executive and regular session) had no action items other than approval of August 25, 2025 minutes.
- **Athletics**
 - **New leadership:** Athletic Director Gerald Harrison and Athletics Deputy Director/COO Niesha Campbell.
 - **Harrison’s vision:**
 - Make Marshall Athletics #1 nationally (not just in Sun Belt).
 - Require athletes to maintain 3.0 GPA.
 - Target 80–90% placement rate, aiming for 100%.
 - Strengthen academic advising and ensure compliance with NIL and NCAA rules.
 - Hiring: Athletic CFO and two track & field coaches.
 - **Facilities:**
 - Dutch Miller Deck (unique triple-view of football field).

- Diane Golf Clubhouse with simulators for competitive training.
 - Herd Fueling Station (Gullickson) operational to support athlete nutrition.
- **Campbell initiatives:**
 - “Why We Do What We Do” video series featuring athletes.
- **Ticket promotions:**
 - Group sales: 15+ tickets at \$20 each; 50+ tickets at \$15 each.
 - Family pack: \$99.
- **Concessions:** “Two Bucket Blitz” – Hot dog, popcorn, or drink with a souvenir cup (for the first 100 people).
- **Fast Pass:** entry at Gate B with wristband access to gift shop.
- **Academic & Student Affairs Committee**
 - **Marshall Online:**
 - Highest enrollment ever, up 24% over last fall.
 - Selected as one of 25 institutions in inaugural National ALI R Accelerator cohort for digital credentialing.
 - **Milestones & Achievements:**
 - 10th anniversary of Arthur Weisberg Applied Engineering Complex.
 - School of Therapy: 93.6% first-time pass rate (national average 86.6%).
 - WMUL News Center 88: Won 2025 Edward R. Murrow Student Award for Audio Newscast.
 - GA Jameson Lewis: Won statewide Leadership Award (only one recipient in WV).
 - **Student Affairs:**
 - 911 event: 400+ volunteers.
 - Welcome Week: 1,700 new students; 1,028 built Marshall Bison plush dolls; 1,300 completed bystander innovation training; 2,000+ completed WOW Academy.
 - **Accreditation:**
 - HLC site visit scheduled Jan 26–27, 2026.
 - Marshall accredited since 1928.
 - Final draft of accreditation report due Dec 2025.
- **Finance, Audit & Facility Planning Committee**
 - Approved reallocation of funds from deferred maintenance projects that came in under budget and reduce the other project budgets.
 - Funds redirected to address critical needs, including:
 - Morrow Library upgrades.
 - AI upgrades.
 - MRI building HVAC replacement.
 - Multiple HVAC replacements across campus.
 - Roof rebuild beneath existing system.

Parliamentarian Becky Lusher verified that there was a quorum.

Minutes

- The September 18th, 2025 minutes were approved as written.

Heather Smith – ACCE

- ACCE met on campus with strong attendance.
 - Guest participation:
 - Bruce Felder provided an introduction, shared updates about Marshall, and answered numerous questions.
 - Lacie attended briefly and offered comments.
- **Legislative Committee**
 - ACCE Legislative Committee will send a reintroduction letter to all WV State Legislators to reaffirm ACCE's role and mission.
 - Developing a legislative brochure as a resource for staff:
 - Track upcoming legislation affecting staff.
 - Highlight relevant past policies.
 - Brochure will be shared with staff and posted on ACCE website once updated.
- **Travel & Institutional Support**
 - Some ACCE representatives at other institutions face pushback on travel requests despite state code allowing coverage of expenses.
 - Heather expressed gratitude that Marshall's administration is supportive of ACCE participation, enabling her to serve as Vice Chair without concern about meeting obligations.
- **Board of Governors Election Policy**
 - Discussion raised about new policy requiring alternating election of classified staff and non-classified staff representatives.
 - Key question: Who is eligible to vote?
 - Option 1: All staff vote, but candidates alternate by classification.
 - Option 2: Only staff of the relevant classification vote in each cycle.
 - Heather emphasized need to clarify process before next election to avoid confusion.
- Heather will attend the next ACCE meeting in Lewisburg on Monday.

Classified Staff Council Committees

- **Elections/Communications Committee – Nina Barrett** – No report.
- **Legislative Committee – Larry Morris**
 - Communicated with Carol Hurula and was put in touch with the Faculty Senate legislative liaison.
 - Goal: establish a united front.

- If coordination is not possible, committee may proceed independently to engage legislators.
- Police Department Pension
 - Nick Martin has led efforts to gather information from the state retirement system and HR.
 - Timing is critical as year-end approaches; Nick's work ensures staff can enroll properly.
 - Information also gathered from WVU and state retirement system for best practices.
- **Personnel/Finance Committee – Becky Lusher** – No report.
- **Physical Environment Committee – Becky Lusher** – No report.
- **Staff Development/Service Committee – Tiffani Daniels**
 - Thanksgiving Dinner
 - Planning underway for the annual Thanksgiving Dinner.
 - Donations requested:
 - Food items
 - Paper products
 - Cleaning supplies (for tables/chairs)
 - Staff encouraged to contact Katie with donation offers or leads on businesses willing to contribute.
 - Coat & Glove Drive
 - Committee organizing a coat and glove drive.
 - Locations for collection will be determined and communicated soon.

Announcements

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

Minutes approved by: _____
Lacie Bittinger, Chair, Classified Staff Council

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

Adams, Diana	Crawford, Dean	Lucas, Taylor	Roth, Conner
Adkins, Mike	Cutler, Jon	Lusher, Becky	Roush, Emily
Adkins, Ryan	Cyrus, Meg	Mannan, Bindu	Rowe, Kandice
Albright, Traci	Daniels, Tiffani	Marcum, Kelly	Russell, Megan
Allen, Mike	Davis, Sarah	Martin, Madison	Sarah Short (External)
Anders, Brandi	Decker, Kaleigh	Martin, Nick	Saunders, Patricia
Aretz, Sam	Dingess, Kimberly	Mathis, Anita	Sharp, Tyler
Bailey, Bonnie	Donathan, Alexandria	McDade, Michael	Shaver, Amanda
Bailey, Travis	Dorado, Bob	McDavid, Sherry	Sheets, Elizabeth L Appell Sheets
Baldwin, Jesse	Drake, Laura A	McGhee, Otesha	Sigler, Michele
Ball, Tricia	Edmonds, Travis	McKenna, Char	Simms, Marcie
Barrett, Nina	Ellison, Marc	McKinley, Garnet	Sims, Kristin
Bell, Jodi	Eskins, Katrina	Meade, Mitzi	Slate, Nick
Bibbee, Hailey	Felder, Bruce	Means, Amanda	Smith, Heather
Biggs, Michelle	Fleming, Justin	Meek, Rebecca	Smith, Lindsay
Bird, Hannah	Freeman, Melody	Midkiff, Glen	Smith, Tracy
Bond, Cassi	Gates, Lisa	Midkiff, Susan	Sowards, Kelly
Bookwalter, Robert	Gooding, Andrew	Milam, Darrell	Spradlin, Wes
Booth, Jim	Gooding, Grace	Miller, Nathan	Stackpole, Sharon
Booth, Sharon	Greenwood, Kenneth	Mills, Cassandra	Stephens, Sarah
Boyce, Charlotte	Hall, Cody	Mirzakhani, Amad	Stepp, Sherri
Bradley, Johnny	Hanrahan, Elizabeth	Moore, Patrick	Tambaliuc, Geanina
Branham, Maddy	Hardiman, Jean	Morgan, Brian	Taylor, John
Brannock, Kathy	Harper, Lindsey	Morris, Larry	Taylor, Robin
Brooks, Heather	Harrold, Lisa	Mummert, Carl	Thomas, Erica
Brooks, Jason	Hendrick, Ashley	Murphy, Katherine	Thomas, Kim
Brooks, Monica	Henshaw, Kit	Murray, Heather	Thornton, Mindy
Brown, Jennifer	Himes, Eric	Nance, Robbie	Tidd, Matt
Brumfield, Mark	Hunter, Todd	O'Neill, Carleen	Tolliver, Leah
Buchanan, Amy	Hurula, Carol	Pack, Rebecca	Tresch-Reneau, Nancy
Burgess, Brent	Jacobs, Brandi	Painter, Ginny	Ulrich, Sarah
Burgess, Mary	Jarrell, Jimmy	Parker, Dicky	Vaughn, Randy
Burriss, Butch	Jedd Flowers (External)	Patel, Jyotsna	Vineyard, Jimil
Cantrell-Johnson, Sonja	Kennedy, Paige	Payne, Leah	Walker, Bob
Carey, Allison	Kennedy, Taylor	Penrod, Jodie	Walker, Lacey
Carothers, Kelly	Key, Chris	Perdue, Dee Dee	Walker, Laura
Carter, Justin	King, Beverly	Persinger, Daniel	Waller, Mary
Celdran, Sophia	King, Erin	Powell, Tina	Watkins, Penny
Chaffin, Perry	LaFon, Erin	Price, Kelli	Weaver, Amy
Chapman, Courtney	Lambert, Scott	Puckett, Tabby	Wellman, Teresa
Chapman, Mary	Langer, Jonathan	Ransbottom, Lisa	Wiley, Denise
Childers, David	Lapole, Christopher	Risch, Christine	Williams, Allen
clinet@marshall.edu	Legg, Erik	Roberts, Alice	Workman, Missy
Counts, Katie	Levering, Susan	Rose, Angie	Young, Howard
			Young, Miriah