



Athletics Committee Meeting

October 9, 2024 | 10 a.m.

Shawkey Dining Room, Memorial Student Center



October 2024 Athletics Committee Meeting

AGENDA

10 a.m.

Athletics Committee
Samuel Moore, Vice Chair

**Executive Session under the Authority of WV
Code §6-9A-4**
*H. Toney Stroud, Chief Legal Officer / Vice President for
Strategic Initiatives and Corporate Relations*

Commercial Competition Matters
Christian Spears, Director of Athletics

Action Item

**Approval of Affiliate Membership in American
Athletic Conference – Women's Swimming
and Diving** 3
Christian Spears, Director of Athletics

Information Items 4
*Christian Spears, Director of Athletics; Debra Boughton,
Executive Associate Athletic Director for Championship
Planning and Resources*

—

Committee Annual Activity Calendar

**Review and Support an Extraordinary
Student-Athlete Experience**

Athletic Teams Updates

NCAA Legislation Updates

National Issues Updates

Budget Update

**Marshall University Board of Governors
Meeting of October 9, 2024**

ITEM: Approval of Affiliate Membership in American Athletic Conference – Women's Swimming and Diving

COMMITTEE: Athletics Committee

RECOMMENDED ACTION: *Resolved,* that the Athletics Committee does hereby recommend that the Marshall University Board of Governors approve affiliate membership for women's swimming and diving to participate in the championship in the American Athletic Conference.

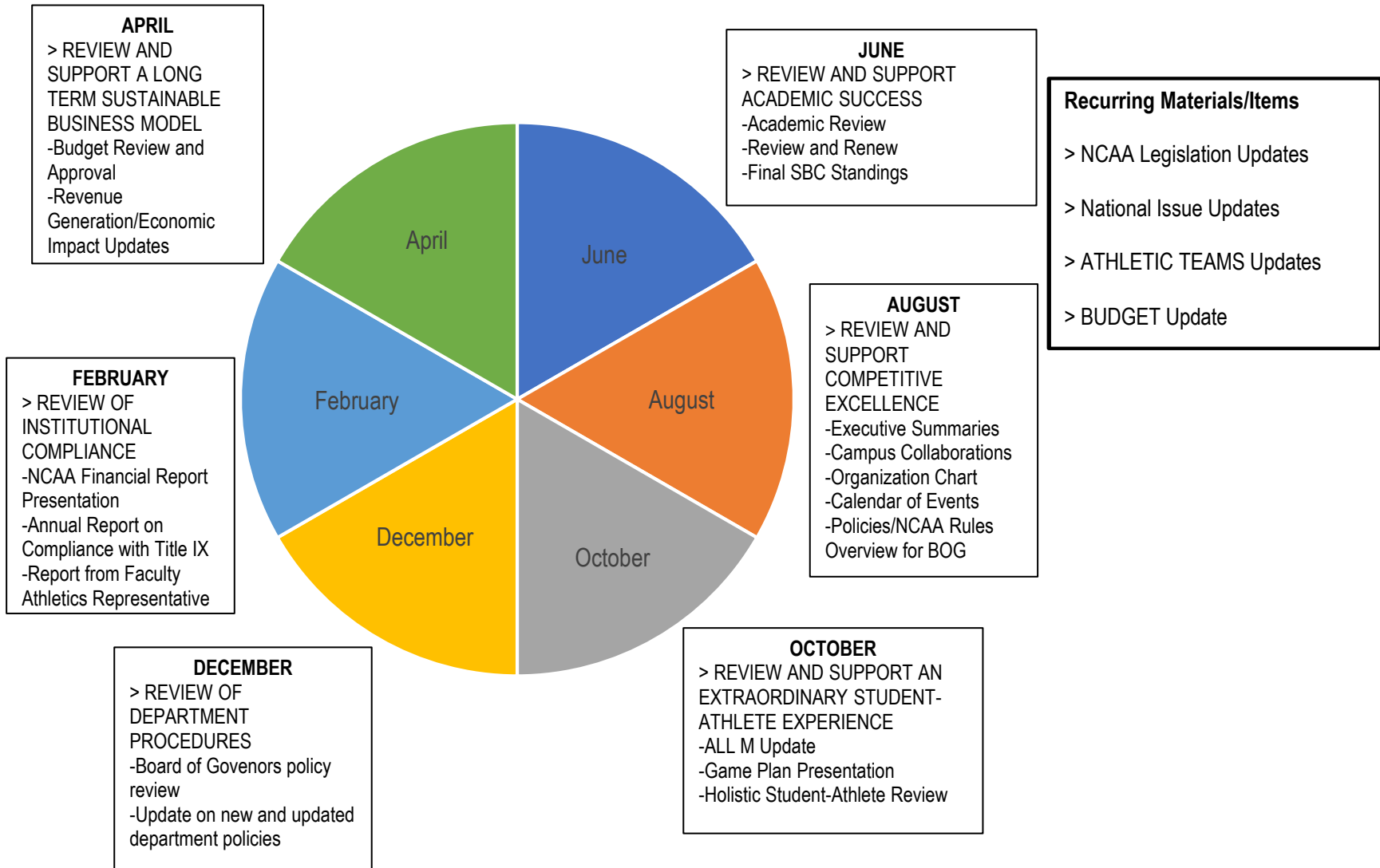
STAFF MEMBER: Christian Spears
Director of Athletics

BACKGROUND:

The Sun Belt Conference has elected to eliminate the Swimming and Diving championship and sport sponsorship effective June 30, 2025.

- Desire to provide women's swimming and diving program with championship experience
- Reasonable annual affiliate membership fee (\$7,500)
- Three-year term of affiliate membership beginning July 1, 2025

INTERCOLLEGIATE ATHLETICS



Updated June 2024

BOARD OF GOVERNORS

October 9, 2024



Christian Spears
Director of Athletics

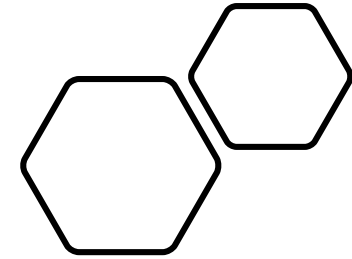
Debra Boughton
Executive Associate AD, Championship
Planning and Resources



AGENDA

Review and Support an Extraordinary Student-Athlete Experience

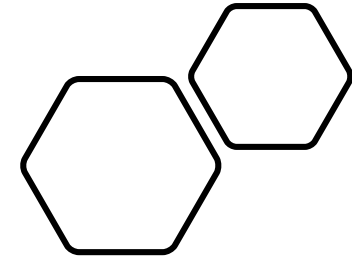
- ALL M Capital Projects Update
- Game Plan Presentation
- NCAA Core Guarantees / Holistic Student-Athlete Model Review



AGENDA

Recurring Materials/Topics

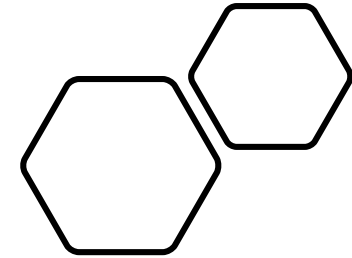
- **Athletic Teams Updates**
 - Swimming & Diving Affiliation
 - Fanbase Data - Football Impressions
 - ESPN+ Broadcast and Campus Connections
- **NCAA Legislation Updates**
 - Decision-Making Principles for Potential Changes in NCAA Model
 - Future State - Scholarship Limits/Rosters by Sport



AGENDA

Recurring Materials/Topics, *continued*

- **National Issues Update**
 - Committee on Infractions
 - Minority Opportunities and Interests Committee
- **Budget Update**
 - FY2024 and FY2025 Budget Charts
 - Revenue and Expense Report Categories
 - Budget Update Schedule



All M CAPITAL PROJECTS

All M Creative Suite



ALL M CAPITAL PROJECTS



Golf Performance Center/Practice Facility



NEW MARSHALL UNIVERSITY GOLF CLUBHOUSE
DM architecture

REVISED LEGEND - ARCHITECTURAL

01	CONCRETE SUPPLIED BY OWNER - SHOWN FOR COORDINATION PURPOSES
02	SEE SURFACE CONSTRUCTION - SEE SPECIFICATIONS
03	SEE FINISH CONSTRUCTION - SEE SPECIFICATIONS
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REVISED LEGEND - ROOF

01	SEE FINISH CONSTRUCTION - SEE SPECIFICATIONS
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REVISED LEGEND - ROOF

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REVISED LEGEND - BUILDING ELEVATIONS

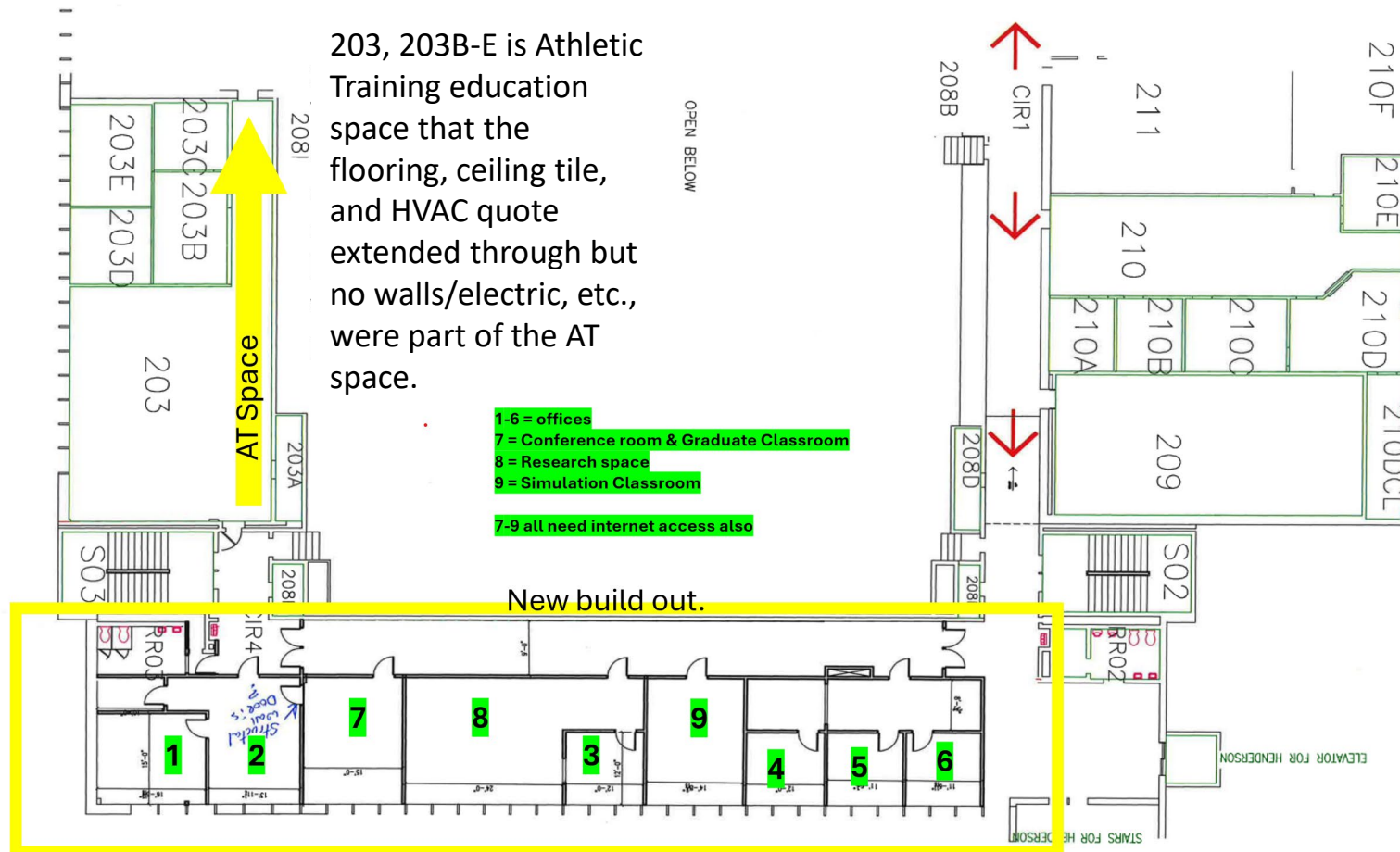
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DM architecture
S-M
NEW GOLF CLUBHOUSE MARSHALL ATHLETICS
THE HERD
PLANS & ELEVATIONS
A121

All M CAPITAL PROJECTS



School of Health & Movement Sciences Office Suite Renovation



All M CAPITAL PROJECTS

Cam Henderson Center Parking Enhancements (Coaches, Staff & Game Day VIP Parking)



GAME PLAN

Presentation

- Championship Pace
- Championship Process
- Championship Planning
- Championship Performance
- Championship Pride

THE   SBC
GAME
PLAN





2024-2025 GAME PLAN

2024-25 GAME PLAN

PACE: Immediate Remedies / Speed of Game

DEPARTMENT (IDEA)

DEPARTMENT (IMPLEMENT)

1 Include updates on technology initiatives at quarterly All Herd meetings

ADMINISTRATION / HERD
VISION

HERD VISION

2 Create single source information collection point for new student-athletes

HCS / COMPLIANCE

COMPLIANCE

3 Create an extended organizational chart to include senior staff and direct oversight areas

ADMINISTRATION

ADMINISTRATION

4 Install fencing around Joan C. Edwards Stadium to expand stadium concourse in response to Campus Carry legislation and re-entry changes

ADMINISTRATION

FACILITIES

5 Install fencing at Hoops Family Field / Veterans Memorial Soccer Complex to expand stadium concourse in response to Campus Carry legislation and re-entry changes

ADMINISTRATION

FACILITIES

6 Provide duffle bags for Herd Welcome Back for all student-athletes, coaches and staff

HCS

EQUIPMENT

7 Implement dress for success programming for student-athletes through student-athlete holistic model

HCS

HOLISTIC
STUDENT-ATHLETE MODEL



GAME PLAN – CHAMPIONSHIP PACE

- **Championship Pace**

#2 Create single source information collection point for new student-athletes



TEAMWORKS



GAME PLAN – CHAMPIONSHIP PROCESS

- **Championship Process**

#7 Partner with campus Admissions to implement admissions dashboard for incoming student-athletes





GAME PLAN – CHAMPIONSHIP PLANNING

- **Championship Planning**

#2 Create Herd Intern program to provide work experience opportunities for student-athletes no longer able to compete with their teams

Select all of the areas you are interested in! *

- Video
- Photo
- Graphic Design
- Marketing and Promotion
- Business
- Website Development
- Data Analytics
- Statistics
- Social Media
- Creative Content
- Ticket Sales
- Communications
- Broadcasting
- Athletic Training
- Athletic Academics
- Equipment
- Strength and Conditioning
- Sponsorship
- Donor Relations
- Compliance



GAME PLAN – CHAMPIONSHIP PERFORMANCE

- Championship Performance

#1 Complete Academic All-American display in Buck Harless Academic Center





GAME PLAN – CHAMPIONSHIP PRIDE

- **Championship Pride**

#12 Complete process to send students virtual game tickets to all home football games



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% Placement 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

- New student enrollment
- Focused student segment enrollment
- Recruitment contacts
- Conversion rates
- CRM integration

- Student debt load
- Debt-free pilot cohort launch and year/year retention
- Internships and jobs
- Fundraising campaign

- First-year retention
- MARCO mentorship project launch
- E2E student experience monitoring in place

- Micro-credential course catalog
- HyFlex course pilot
- Micro-credential pilot
- Degree programs online
- Online education website

- Customized training for advanced manufacturing
- Academic pathways selected
- Career Engagement participation

Department of Intercollegiate Athletics **PLAN-ON-A-PAGE**



VISION

“To ignite the potential within our student-athletes, to nurture teamwork and their competitive spirit, while fulfilling the promise of a brighter future by developing better humans”

MISSION

OUR FOUNTAIN

Our Fountain is a source of pride and comfort. It is a symbol of our quest for unbounded growth through academic, athletic, and personal excellence. Unified by resilience, innovation, and perseverance we honor the historic legacy of Marshall University and inspire future generations.

VALUES

WE ARE ... COMPETITIVE & DRIVEN | GRITTY & RESILIENT | INCLUSIVE & DIVERSE | COLLABORTIVE & INNOVATIVE | ACCOUNTABLE & ETHICAL | **WE ARE ...** MARSHALL

STRATEGY

MASLOW’S HIERARCHY OF NEEDS:
PHYSIOLOGICAL NEEDS, SAFETY, LOVE/BELONGING,
ESTEEM, SELF-ACTUALIZATION

FANS FIRST, FANS FOREVER:
ELIMINATE FRICTION, ENTERTAIN ALWAYS, EXPERIMENT
CONSTANTLY, ENGAGE DEEPLY, EMPOWER ACTION

PRIORITIES

An extraordinary student-athlete experience

Competitive excellence

Integrity always

Financially disciplined

Engaged and involved communities

METRICS

- Student-Athlete Experience Survey
- Academics – Grade Point Average (GPA), Graduation Success Rate (GSR)/Academic Progress Rate (APR)
- Holistic Student-Athlete Programming – Attendance scans @ pathway events
- Administration – Completed game plan items

- Sports Programs – Buba’s Cup Standings (SBC all-sports rank)
- Sports Medicine & Performance – Injury trends
- Nutrition – Attendance at Herd Fuel at John Marshall Rm
- Equipment Services – On-Time Inventory %

- Compliance – Violations
- NCAA Integrity – SBC Sportsmanship; NCAA Campus Sexual Violence Attestation; NCAA Culture, Belonging, and Inclusiveness

- Business Office – 50/50 progress
- Annual Fund – Number of new donors
- Championship Fund – Sports-specific giving
- Major Gifts – Capital projects
- Revenue Growth – Number of new revenue initiatives

- Broadcasting – Average viewers per broadcast
- Strategic Communications – Website clicks
- Fan Engagement – Eloqua e-mail open rates
- Tickets – Attendance scans @ ticketed events
- Digital/Branding – Social media followers per program
- HR – Turnover %
- Community Service – Number of hours

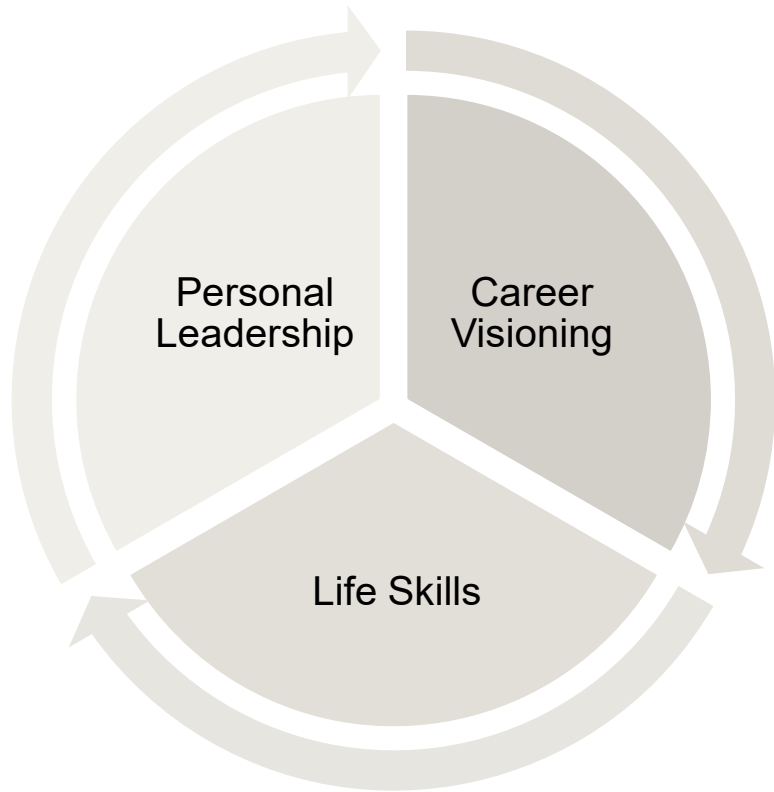


NCAA Core Guarantees

Holistic Student-Athlete Experience

PROGRAM STRUCTURE: CORE COMPETENCIES

Student-Athlete Holistic Program Core Competencies



Personal Leadership: Design opportunities to develop intrinsic leadership by clarifying their value system, self-reflecting on their desired experiences, and establishing their unique goals.

Career Visioning: Provide student-athletes with experiences that allow them to discover their career interests and explore their unique strengths while taking steps to prepare for the next step.

Life Skills: Curate experiences for student-athletes to build awareness around their overall wellbeing, allowing them the space to develop foundational skills essential for life after college.



SWIMMING & DIVING AFFILIATION



Athletic Teams Updates

1. Marshall
2. James Madison
3. Liberty
4. FIU





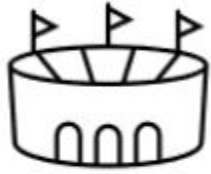
Football vs. Virginia Tech

9/23/2023

Broadcast on ESPN2

Fanbase

Traffic Stats



31,475 Attendees

103% Capacity



319,000 TV Viewers

1st Highest Audience of Season



24,737 Site Visitors

91,050 Page Views

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



4,891 Engagements

175,978 Impressions

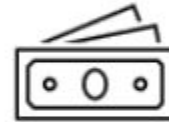
**Includes day before, day of, & day after game*

Ticket Buyer Composition



34%

66%



17%

Household Income of \$150K+



33%

Have Children Under 18

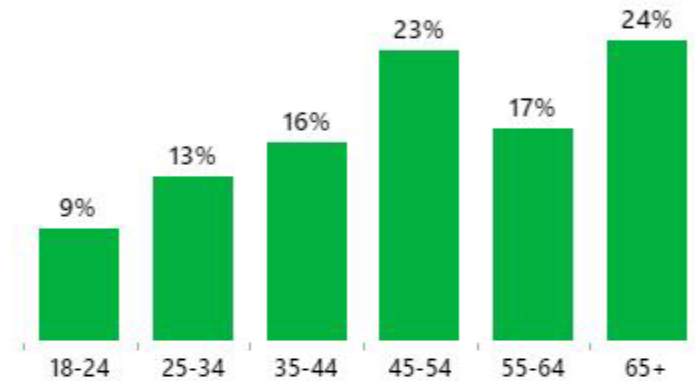
Fan Profiles



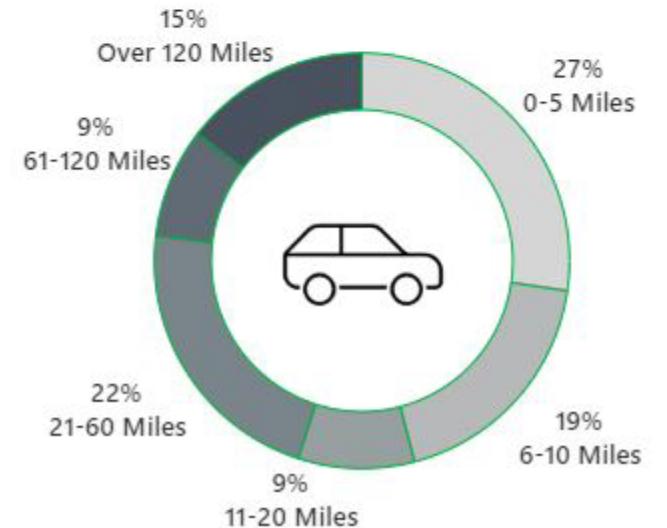
% of Buyers

Suburban Blue Collar	33%
Cost Conscious Young Families	19%
Empty Nesters	12%
Invested Professionals	12%
College Grad Families	8%

Age Band



Distance to Campus





Football vs. All

9/2/2023 to 11/25/2023

Broadcast on All

Fanbase

Traffic Stats



117,076 Attendees
78% Capacity

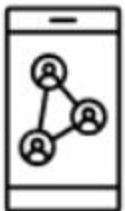


403,000 TV Viewers



101,599 Site Visitors
372,183 Page Views

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



244,299 Engagements
1,261,382 Impressions

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

Ticket Buyer Composition



36%

64%



16%

Household Income of \$150K+



33%

Have Children Under 18

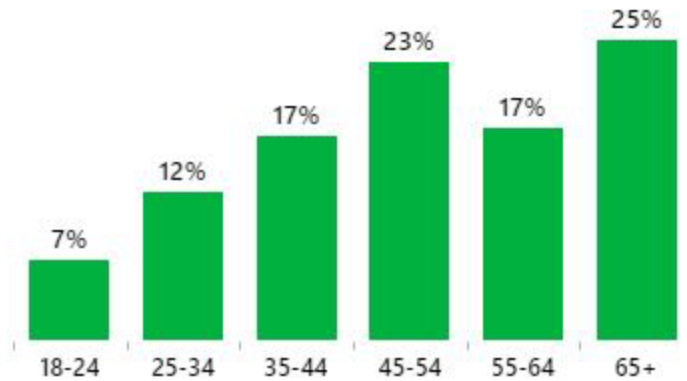
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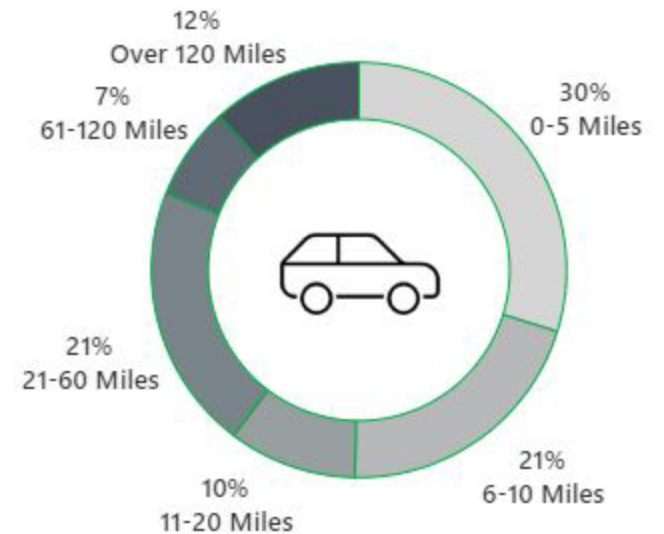
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Age Band



Distance to Campus



ESPN+ Broadcast & Campus Connections



Athletic Teams Updates

ESPN +



NCAA HOUSE SETTLEMENT

NCAA Legislation Updates

Decision-Making Principles for Potential Changes in NCAA Model

- Meet Sun Belt Conference Priorities
- Consider Title IX Implications/Equity & Accountability
- Ensure Programs are Competitive
- Fiscally Achievable Investment, Considering:
 - University Priorities
 - 50/50 Model
 - Measure Department as Marketing Tool
 - NCAA Scholarship Protections Legislation
- Determine Athletic Programs of Distinction



FUTURE STATE

Scholarship Limits/Rosters by Sport



Sport Program	Current	Future	Increase
Football	85	105	20
Men's Basketball	13	15	2
Women's Basketball	15	15	0
Baseball	11.7	34	22.3
Softball	12	25	13
Women's Volleyball	12	18	6
Men's Soccer	9.9	28	18.1
Women's Soccer	14	28	14
Men's Golf	4.5	9	4.5
Women's Golf	6	9	3
Men's Track	12.6	45	32.4
Women's Track	18	45	27
Men's Cross Country	5	17	12
Women's Cross Country	6	17	11
Women's Swim and Dive	14	30	16
Women's Tennis	8	10	2
	246.7	450	203.3

NOTE: Future scholarship limit numbers are also future squad size limits, and all sport programs will be allowed to offer full scholarships to each participant



Committee on Infractions

National Issues Updates



Minority Opportunities and Interests Committee

National Issues Updates

Athletics Diversity and Inclusion Designees:

In 2019, the MOIC recommended approval of legislation, across all three divisions, for each athletic department and conference office to establish an athletics diversity and inclusion designee to serve as the primary contact and conduit for diversity and inclusion-related information between conference offices, campuses, athletic departments and the NCAA.

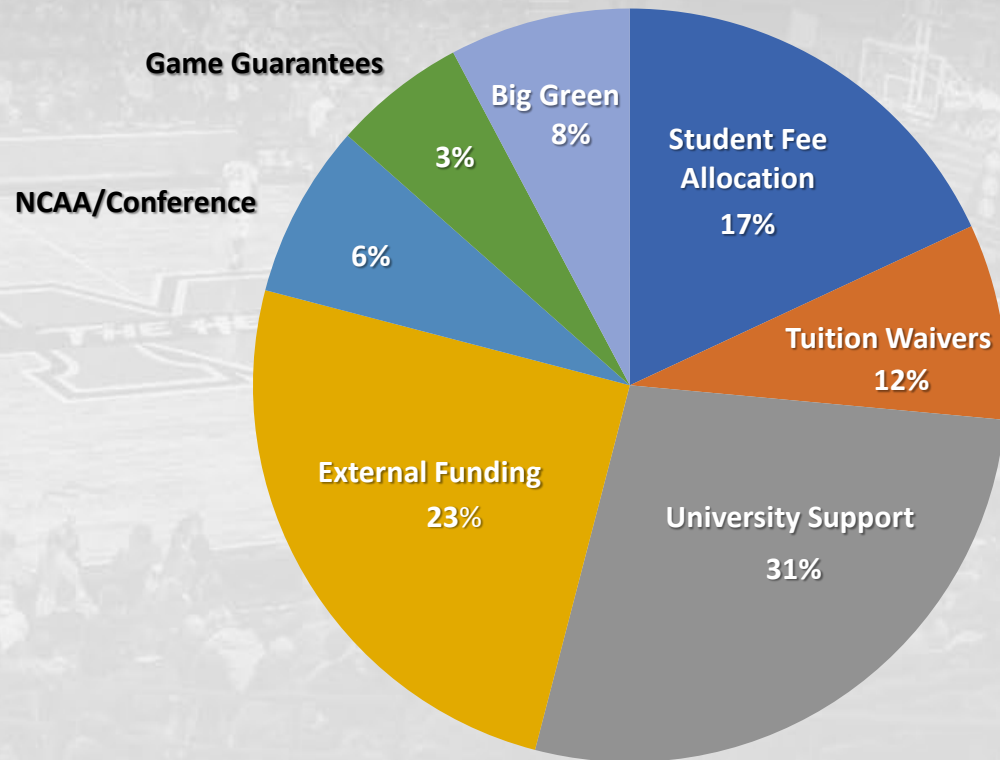


FY2024 BUDGET CHARTS

Revenue Generation Priorities

- Ticket Revenue Generation
- Game guarantees
- SBC distribution returns!
- \$39.6M
- 60/40 including student fee allocation

Actual Sources of Funds unaudited



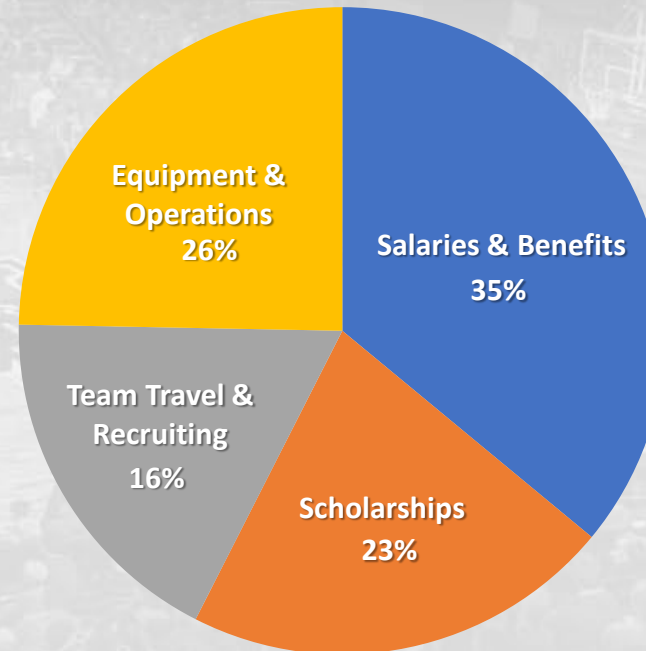


FY2024 BUDGET CHARTS

Expense Allocation Priorities

- Grant-in-Aid Review
- Training Table
- Right Size Staffing Model/Gender Equity Review and Response
- Coach Contract Incentives
- Facility Maintenance
- Fully fund post season-bowl game, post-season for all sports
- Travel expenditure review and response
- \$40.7M

Actual Uses of Funds unaudited



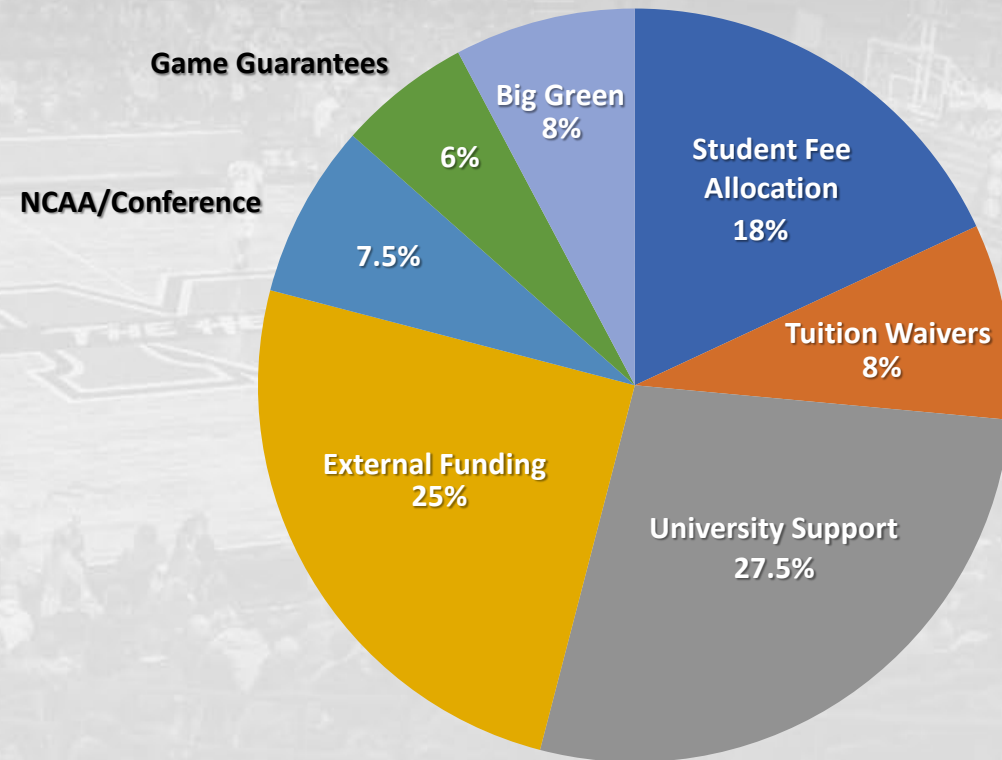


FY2025 BUDGET CHARTS

Revenue Generation Priorities

- Ticket sales and attendance
- Game guarantees
- Marshall Athletic Fund
- Licensing / Merchandise
- Future Goal 50/50 (48%/54%)
- \$37.5M

Budgeted Sources of Funds



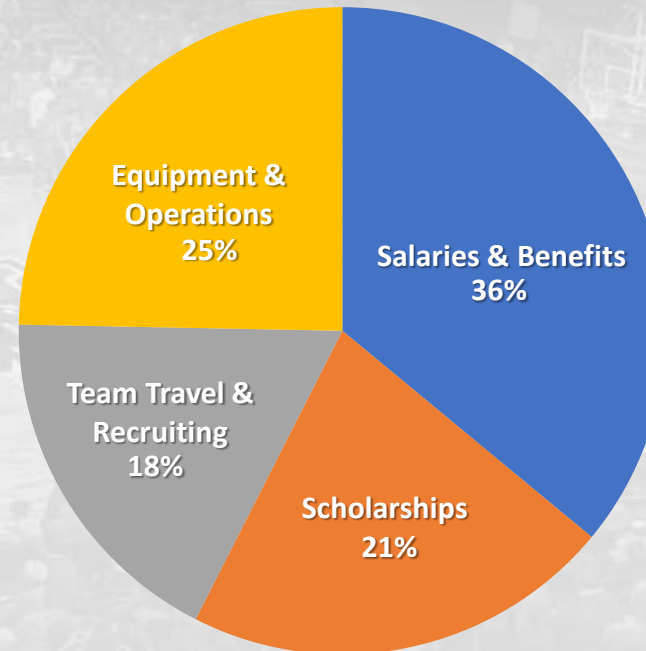


FY2025 BUDGET CHARTS

Expense Allocation Priorities

- Continued investment in Training Table for all sports
- Facility maintenance
- Fully fund post season-bowl game, post-season for all sports
- Travel expenditure review and response
- Student support focus areas
- \$37.5M

Budgeted Uses of Funds





What is the NCAA Membership Financial Reporting System (MFRS)?

The NCAA Financial Report is an annual report of fiscal year activity that categorizes an athletic department's revenue and expenses into 21 unique revenue and 23 unique expense categories—in aggregate and by sport program.

This report includes ALL sources and uses of an intercollegiate athletics program. All Division I athletic departments are required by the NCAA to complete this report no later than January following the end of each fiscal year. Agreed-upon procedures are performed on this data by an external accounting firm.



What is the NCAA Membership Financial Reporting System (MFRS)?

The NCAA Financial Report is a reporting mechanism used by university and department leadership to benchmark revenue and expense categories for other institutions.

The report is similar to other reporting requirements (US Department of Education), but this report requires greater breakdown in revenue and expense categories. This report requires year-round data management of expenses and revenues.

High-level discussions are taking place on future versions of this report that may drive student-athlete revenue share methodologies and other future critical metrics of intercollegiate athletics.

Revenue Categories



Ticket Sales	Third Party Compensation
Direct State Support	Media Rights
Student Fees	NCAA Distributions
Transfers Back to the Institution	Conference Distributions (two categories)
Direct Institutional Support	Program Sales/Parking/Novelty Sales
Indirect Institutional Support	Royalties/Advertising/Sponsorships
Indirect Institutional Support (Facilities/Debt)	Sports Camps
Game Guarantees	Endowment/Investment Income
Contributions	Other
Gifts-in-Kind	Bowl Revenues

Expense Categories



Athletics Student Aid	Fundraising/Marketing/Promotion
Game Guarantees	Sports Camps
Coaching Salaries	Spirit Groups
Third Party Compensation (Coaches)	Facilities, Debt Service, Leases, Rental
Support Staff Salaries	Direct Overhead and Admin Expenses
Third Party Compensation (Support)	Indirect Institutional Support
Severance Payments	Medical Expenses and Insurance
Recruiting	Membership and Dues
Team Travel	Student-Athlete Meals
Equipment/Uniforms/Supplies	Other Operating Expenses
Game Expenses	Bowl Expenses
	Bowl Expenses – Coaching Compensation



Budget Update Schedule

First Quarter 2025 Financial Statement – December 2024

Second Quarter 2025 Financial Statement – February 2025

FY2024 NCAA Membership Financial Report Overview – February 2025

Third Quarter 2025 Financial Statement – June 2025

Fourth Quarter 2025 Financial Statement – August 2025

Financial statements reporting in coordination with campus financial services and reporting categories in line with NCAA Membership Financial Reporting System (MFRS).



BOARD OF GOVERNORS

Christian Spears
Director of Athletics

Debra Boughton
Executive Associate AD, Championship
Planning and Resources

