



Finance, Audit and Facilities Planning Committee Meeting

October 9, 2024 | 11 a.m.

Shawkey Dining Room, Memorial Student Center



October 2024 Finance, Audit and Facilities Planning Committee Meeting

AGENDA

11 a.m.

Finance, Audit and Facilities Planning Committee
Donnie Holcomb, Chair

Action Items

Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program 3
Brandi Jacobs-Jones, Senior Vice President for Operations

Approval of Additions to the List of Counties Eligible for Metro Tuition Rates 26
Matt Tidd, Chief Financial Officer

Information Items

Committee Annual Activity Calendar 27
Matt Tidd, Chief Financial Officer

Finance Update 28
Matt Tidd, Chief Financial Officer

Facilities and Operations Update 38
Brandi Jacobs-Jones, Senior Vice President for Operations

Internal Audit Update 42
Perry Chaffin, Director of Audits

Lunch

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

ITEM: Authorization of Reallocation of Funds from the State Institutions of Higher Education Deferred Maintenance Grant Program

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED RESOLUTION: *Resolved*, that the Finance, Audit and Facilities Planning Committee does hereby recommend that the Marshall University Board of Governors authorize reallocation of funds from the State Institutions of Higher Education Deferred Maintenance Grant program for projects WVHEPC-M-008, WVHEPC-M-009 and WVHEPC-M-026, as described below.

Furthermore, the committee recommends the Board of Governors reaffirm its commitment to prioritize deferred maintenance projects at Marshall University and to ensure the necessary funding for these projects to be completed safely and effectively; and

The committee recommends the Board of Governors authorize the President to execute any documentation necessary to effectuate the reallocation of funds for the above-listed projects as part of the deferred maintenance program.

STAFF MEMBER: Brandi Jacobs-Jones
Senior Vice President for Operations

BACKGROUND:

In June 2023, the Board of Governors approved the submission of thirty-one (31) deferred maintenance projects under the State Institutions of Higher Education Deferred Maintenance Grant program.

Some of Marshall's projects came in under budget; therefore, staff now seeks authorization to reallocate funding for three of the remaining projects, as follows:

- \$244,126 for the South Charleston Roof Replacement project (WVHEPC-M-008) to address unforeseen issues, including deteriorated joints in the glass block barrel vault and vertical wall over the stairwell of the Academic Building, which has created safety concerns.

continued

- \$705,500 for the Fine Arts Renovation project (WVHEPC-M-009) to cover increased material costs as identified by Marshall Planning and Construction and Pickering Associates Inc.
- The use of \$77,951 from the grant for the Student/Band Bleacher Replacement project (WVHEPC-M-026) to purchase and install LED light tables in the same facility.

See attachments for supporting documentation.

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: September 17, 2024

Project Name: South Charleston Roof Replacement HEPC #/Grant #: WVHEPC-M-008

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X _____

Funding

Budget received: \$702,000 Current amount being requested: \$244,126

Project Update

Percent Project Complete Design
(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor’s Office

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

The South Charleston Roof Replacement Project has a total budget of \$702,000. Pickering Associates Inc were retained as the Architect and Engineering Firm at a cost of \$56,656. Core sampling was completed at a cost of \$800 thus leaving a balance of \$644,544 to complete the replacement of the Academic and Administration buildings roofs. Bid openings for replacement occurred on August 15, 2024. The successful bidder was Harris Bros Roofing Company with a bid of \$888,670. This is a variance of an additional \$244,126 needed for unforeseen circumstances. After examination of the roof on the Academic Building, it was determined that the joints in the glass block barrel vault and vertical wall over the stairwell were severely deteriorated and some of the blocks are not in their correct plane. This current condition creates the possibility of blocks falling. Because of safety concerns, this stairwell has been closed.

This a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the South Charleston Roof Replacement Project to cover these additional costs.

Project Contact name: Brandi Jacobs-Jones

Date: 9/18/24

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Brad D. Smith
Brad D. Smith (Sep 18, 2024 09:17 EDT)
Signature

Sep 18, 2024
Date

Brad D. Smith
Printed Name

President, Marshall University
Title

Signature of Authorized WVHEPC Representative

Signature

Printed Name

Date

Title

Signature of Authorized Governor’s Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title







M-008 Add Funding request So Chas Roof 091724

Final Audit Report

2024-09-18

Created:	2024-09-18
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAA7o-QeDmTMwQk5vpBuaQk3JWqCSegVtQg

"M-008 Add Funding request So Chas Roof 091724" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)
2024-09-18 - 1:02:52 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature
2024-09-18 - 1:03:11 PM GMT
-  Email viewed by bradsmith@marshall.edu
2024-09-18 - 1:17:43 PM GMT- IP address: 104.47.51.126
-  Signer bradsmith@marshall.edu entered name at signing as Brad D. Smith
2024-09-18 - 1:17:55 PM GMT- IP address: 206.212.5.5
-  Document e-signed by Brad D. Smith (bradsmith@marshall.edu)
Signature Date: 2024-09-18 - 1:17:57 PM GMT - Time Source: server- IP address: 206.212.5.5
-  Agreement completed.
2024-09-18 - 1:17:57 PM GMT



Powered by
Adobe
Acrobat Sign

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: September 17, 2024

Project Name: Fine Arts Renovations HEPC #/Grant #: WVHEPC-M-009

Project Funding distributions

Initial request 25%

2nd request 25%

3rd request 25%

4th request 15%

Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial _____ 2nd _____ 3rd _____ 4th _____ Final _____

Special request

Distribution increase _____ Budget increase X _____

Funding

Amount Budgeted: \$1,566,000 Current amount being requested: \$705,500

Project Update

Percent Project Complete Design
(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) N

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) _____

Photos enclosed (Y/N) _____

HEPC Invoice Enclosed (Y/N) _____

Comments

The Fine Arts Renovation Project has a total budget of \$1,566,000. Pickering Associates Inc were retained as the Architect and Engineering Firm at a cost of \$116,000 leaving a balance of \$1,450,000 to complete the renovations. Bid openings for construction occurred on September 5, 2024. The successful bidder was Danhill Construction with a bid of \$2,155,500. This is a variance of an additional \$705,500 needed for the project. This additional amount is contributed to the increase in cost of materials. After review of the scope of work by Marshall Planning and Construction and Pickering Associates Inc, there appears to not be any possible cost savings or justification to eliminate any proposed work. In order to fix existing issues in the building, the scope of work cannot be altered.

This a formal request to allow Marshall to use and transfer funding from those Deferred Maintenance projects that came in under budget to the Fine Arts Renovation project to cover this additional cost.

Project Contact name: Brandi Jacobs – Jones

Date: 9/18/24

Confirmation that the information contained within this request is true, accurate and that the work and benchmarks completed, to date, were performed in a workmanlike manner and satisfactory is evident by your signature below.

Signature of Authorized Organization – Representative Verifying Accuracy of Information

Brad D. Smith
Brad D. Smith (Sep 18, 2024 09:17 EDT)

Signature

Sep 18, 2024

Date

Brad D. Smith

Printed Name

President, Marshall University

Title

Signature of Authorized WVHEPC Representative

Signature

Date

Printed Name

Title

Signature of Authorized Governor’s Office Representative

Signature

Date

Printed Name

Title

Signature of WVHEPC Director of Facilities and Sustainability

Signature

Date

Printed Name

Title







M-009 Add Funding request Fine Arts 091724

Final Audit Report

2024-09-18

Created:	2024-09-18
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAD6QE67taboPRtdsSIP7sUEkfbIVmmjWZ

"M-009 Add Funding request Fine Arts 091724" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)
2024-09-18 - 12:54:57 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature
2024-09-18 - 12:55:54 PM GMT
-  Email viewed by bradsmith@marshall.edu
2024-09-18 - 1:17:05 PM GMT- IP address: 104.47.57.126
-  Signer bradsmith@marshall.edu entered name at signing as Brad D. Smith
2024-09-18 - 1:17:29 PM GMT- IP address: 206.212.5.5
-  Document e-signed by Brad D. Smith (bradsmith@marshall.edu)
Signature Date: 2024-09-18 - 1:17:31 PM GMT - Time Source: server- IP address: 206.212.5.5
-  Agreement completed.
2024-09-18 - 1:17:31 PM GMT



Powered by
Adobe
Acrobat Sign

DMGA 2024-2025
Request for Additional Funding

Institution: Marshall University Date: August 23, 2024

Project Name: WVHEPC – M- 026 Student/Band Bleacher Replacement

HEPC #/Grant #: _____

Project Funding distributions

Initial request 25% \$100,000

2nd request 25%

3rd request 25%

4th request 15%

Final request 10% - must include pictures of the project throughout construction.

Special funding requests

Request for additional funding above specified distributions – must include justification that demonstrates the need for a larger distribution.

Budget increase – must include justification for additional money to be added to the budget.

Distribution request (Check all that apply)

Initial X 2nd 3rd 4th Final

Special request

Distribution increase Budget increase Other X

Funding

Amount received: \$100,000 Current amount being requested: \$0

Project Update

Percent Project Complete 15

(25%, 50%, 75% or 90%)

Progress Report Enclosed (Y/N) Y

Progress reports must include benchmarks completed, photographs and a complete accounting of grant funds expended to be submitted to State Auditor's Office

Benchmarks described (Y/N) Y

Photos enclosed (Y/N) Y

HEPC Invoice Enclosed (Y/N) Y

Comments

Due to the demolition and replacement of the bleachers and platform coming under budget, the University is seeking approval to use the remaining project funds to replace the existing tables in the Henderson Center. These tables are over 20 years old, have exceeded their life expectancy, and replacement parts or technology are no longer available. The cost to replace the tables is \$77,951, which fits within the remaining budget for the bleacher replacement project. The University obtained three competitive quotes, and NEVCO is the preferred vendor, as the institution has previously purchased and used their equipment, ensuring compatibility with existing technology.

Project Contact name: Brandi Jacobs-Jones  **Date:** 9/14/24

Signature

Date

Printed Name

Title







Additional Funding Request Form WVHEPC -26

Final Audit Report

2024-09-14

Created:	2024-09-14
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAbZTmhX1jgRmiyVIU9ZBuUQdxKdKE22u9

"Additional Funding Request Form WVHEPC -26" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)
2024-09-14 - 2:43:22 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature
2024-09-14 - 2:43:56 PM GMT
-  Email viewed by bradsmith@marshall.edu
2024-09-14 - 3:01:09 PM GMT- IP address: 104.28.111.127
-  Signer bradsmith@marshall.edu entered name at signing as Brad D Smith
2024-09-14 - 3:02:16 PM GMT- IP address: 73.152.101.52
-  Document e-signed by Brad D Smith (bradsmith@marshall.edu)
Signature Date: 2024-09-14 - 3:02:18 PM GMT - Time Source: server- IP address: 73.152.101.52
-  Agreement completed.
2024-09-14 - 3:02:18 PM GMT



Powered by
Adobe
Acrobat Sign

West Virginia Higher Education Policy Commission Deferred Maintenance Projects

Grant Number (GRNT):

Sub-Grantee Name: WVHEPC – M- 026 Student/Band Bleacher Replacement

Award Amount: \$400,000

Contact Person (institution/college-): Brandi Jacobs-Jones/Marshall University

Progress Report for 1st 25 % X 2nd 25% 3rd 25% _____ or other

Project Overview:

The student/band bleachers in our basketball facility are in a state of disrepair and result in safety concerns for students. Frequent maintenance is required. The funding has allowed for replacement of the bleachers.

Activities and Achievements:

March – Collected information and quotes for demolition and replacement
June – Vendors selected, RM Huffman for installation, Notice to proceed issued to allow for ordering of bleachers; EP Leach and Sons for demolition
July – Demolition of bleachers and platform began
August – Demolition complete, awaiting arrival of bleachers
November – Target for installation of bleachers, prior to start of winter activities
December – Target delivery and installation of LED tables

Proof of Progress:

Attached photos

Budget Update:

Demolition of Bleachers	\$11,480
<u>Installation of new bleachers/ platform</u>	<u>\$259,582</u>
Renovation Subtotal	\$271,422
<i>Remaining balance of project funds</i>	<i>\$128,578</i>

Challenges and Solutions:

Compliance:

Future Plans:

Any Other Changes:

Attachments:

Images of bleachers, pre and post demolition.

Images of existing digital tables

Purchase Orders and Invoices for demolition expenditures and new bleachers and platform

Quote for new digital table – CB Orange Athletic Solutions

Request for Additional Funding:

Due to the demolition and replacement of the bleachers and platform coming in under budget, the University is seeking approval to use the remaining project funds to replace the existing tables in the Henderson Center. These tables are over 20 years old, have exceeded their life expectancy, and replacement parts or technology are no longer available. The cost to replace the tables is \$77,951, which fits within the remaining budget for the bleacher replacement project. The University obtained three competitive quotes, and NEVCO is the preferred vendor, as the institution has previously purchased and used their equipment, ensuring compatibility with existing technology.

Signature/approval (title and date) :

1. Brandi A. Jackson 9/14/24

Senior VP Operations, Marshall University

2. Brad D. Smith
Brad D Smith (Sep 14, 2024 11 03 EDT)

Sep 14, 2024

President, Marshall University

3.

4.







WVHEPC.M.026.Progress Report 9.24

Final Audit Report

2024-09-14

Created:	2024-09-14
By:	Brandi Jacobs (jacobs2@marshall.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAhTZNBFGyKwS3ZAB4CvGETeKeoVt5V7c1

"WVHEPC.M.026.Progress Report 9.24" History

-  Document created by Brandi Jacobs (jacobs2@marshall.edu)
2024-09-14 - 2:57:21 PM GMT- IP address: 206.212.5.4
-  Document emailed to bradsmith@marshall.edu for signature
2024-09-14 - 2:58:14 PM GMT
-  Email viewed by bradsmith@marshall.edu
2024-09-14 - 3:02:23 PM GMT- IP address: 104.28.48.171
-  Signer bradsmith@marshall.edu entered name at signing as Brad D Smith
2024-09-14 - 3:03:01 PM GMT- IP address: 73.152.101.52
-  Document e-signed by Brad D Smith (bradsmith@marshall.edu)
Signature Date: 2024-09-14 - 3:03:03 PM GMT - Time Source: server- IP address: 73.152.101.52
-  Agreement completed.
2024-09-14 - 3:03:03 PM GMT



Powered by
Adobe
Acrobat Sign



**RESOLUTION AUTHORIZING APPLICATION FOR THE
STATE INSTITUTIONS OF HIGHER EDUCATION
DEFERRED MAINTENANCE GRANT**

IN THE MATTER OF AUTHORIZING Marshall University TO APPLY FOR A STATE INSTITUTIONS OF HIGHER EDUCATION DEFERRED MAINTENANCE GRANT FROM THE WEST VIRGINIA GOVERNOR'S OFFICE FOR DEFERRED MAINTENANCE AT Marshall University AND DELEGATING AUTHORITY TO THE PRESIDENT TO SIGN THE APPLICATION.

WHEREAS the West Virginia Governor's Office is accepting applications for the State Institutions of Higher Education Deferred Maintenance Grant; and

WHEREAS Marshall University desires to continue participation in this grant program as a means of providing needed maintenance to Marshall University campus facilities; and

WHEREAS, Board of Governors and Institutional Leadership have identified deferred maintenance improvements at Marshall University as a high priority need; and

WHEREAS the highest priority need identified includes the reallocation of funds for three projects:

- (1) LED light table (bleacher project, WVHEPC-M-026),
- (2) South Charleston Roof Replacement Project (requiring an additional \$244,126, WVHEPC-M-08), and
- (3) Fine Arts Renovation Project (requiring an additional \$705,500, WVHEPC-M-09).

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF GOVERNORS OF Marshall University AS FOLLOWS:

The Board of Governors demonstrates its support of the submittal of the grant application for the State Institutions of Higher Education Deferred Maintenance Grant for these projects by Marshall University; and

The Board of Governors demonstrates its support to prioritize these projects as the highest priority with regard to deferred maintenance at Marshall University; and

The Board of Governors authorizes its President to execute the application for the State Institutions of Higher Education Deferred Maintenance Grant and any other documentation necessary to effectuate submittal of the grant application.

This Resolution shall be effective following its adoption by the Board of Governors.

Passed by the Board of Governors this 9th of October 2024

ATTEST:

Signature, Board of Governors Authorized Official

Printed Name Title

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

ITEM: Approval of Additions to the List of Counties
Eligible for Metro Tuition Rates

COMMITTEE: Finance, Audit and Facilities Planning Committee

RECOMMENDED RESOLUTION: *Resolved*, that the Finance, Audit and Facilities Planning Committee does hereby recommend that the Marshall University Board of Governors approve adding the counties of Anderson, Bell, Boone, Boyle, Campbell, Casey, Carroll, Fayette, Franklin, Gallatin, Garrard, Grant, Harlan, Henry, Jackson, Jessamine, Kenton, Knox, Laurel, Lincoln, Madison, Mercer, Owen, Pulaski, Rockcastle, Scott, Shelby, Spencer, Washington, Whitley and Woodford in Kentucky; and Belmont, Butler, Champaign, Clark, Coshocton, Delaware, Franklin, Greene, Guernsey, Hamilton, Harrison, Holmes, Jefferson, Knox, Licking, Logan, Madison, Marion, Miami, Monroe, Montgomery, Morrow, Preble, Richland, Tuscarawas, Union and Warren in Ohio, to the list of counties eligible for Metro tuition rates, effective Fall 2025.

STAFF MEMBER: Matt Tidd
Chief Financial Officer

BACKGROUND:

Staff proposes expanding the counties in Kentucky and Ohio eligible for Metro tuition from a 100-mile radius to a 150-mile radius of Huntington. Staff will create appropriate administrative procedures governing student eligibility for the Metro tuition rate.

The following counties are within that radius:

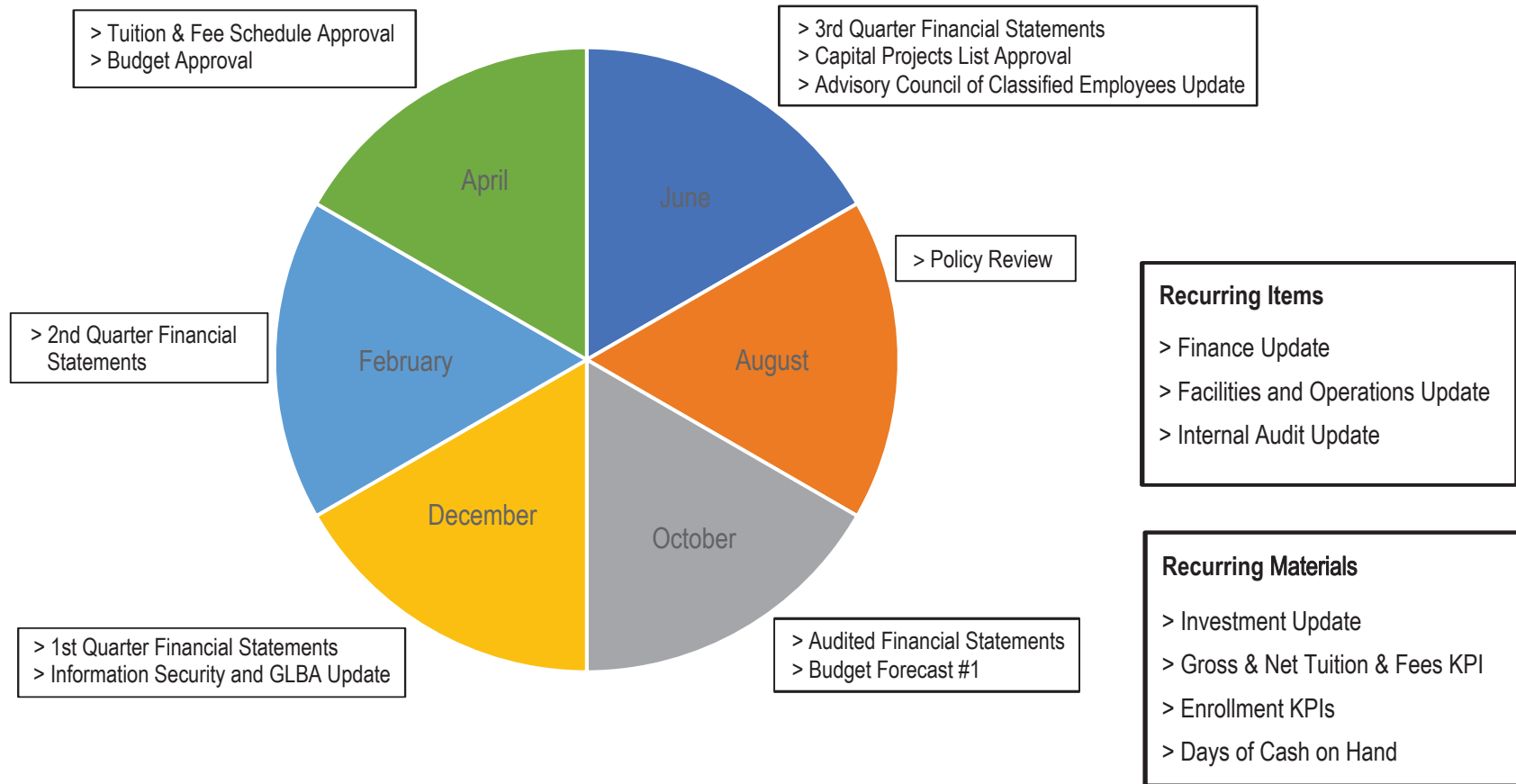
Kentucky (+31): Anderson, Bell, Boone, Boyle, Campbell, Casey, Carroll, Fayette, Franklin, Gallatin, Garrard, Grant, Harlan, Henry, Jackson, Jessamine, Kenton, Knox, Laurel, Lincoln, Madison, Mercer, Owen, Pulaski, Rockcastle, Scott, Shelby, Spencer, Washington, Whitley and Woodford

Ohio (+27): Belmont, Butler, Champaign, Clark, Coshocton, Delaware, Franklin, Greene, Guernsey, Hamilton, Harrison, Holmes, Jefferson, Knox, Licking, Logan, Madison, Marion, Miami, Monroe, Montgomery, Morrow, Preble, Richland, Tuscarawas, Union and Warren

The 150-miles radius includes the cities of Lexington, Ky., and Cincinnati and Columbus, Ohio.

Annual Activity Calendar

Finance, Audit and Facilities Planning Committee



FY24 Financial Statements - DRAFT



FY24 Financial Statements vs Prior Year

	FY24 Actuals	FY23	Actuals vs Prior Year
Operating Revenues			
Student Tuition and Fees	72,286,445	70,709,957	1,576,488
Grants and Contracts	110,202,296	96,475,641	13,726,655
Auxiliary Enterprise Revenue	38,530,813	33,607,348	4,923,465
Other Operating Revenues	16,986,641	16,666,652	319,989
Total Operating Revenues	238,006,195	217,459,598	20,546,597
Operating Expenses			
Salaries and Wages	159,747,236	149,301,897	10,445,339
Benefits	34,460,340	26,239,859	8,220,481
Supplies and Other Services	87,174,435	88,544,824	(1,370,389)
Utilities	11,137,263	10,443,580	693,683
Scholarships and fellowships	27,694,453	23,313,181	4,381,272
Depreciation	21,053,047	18,600,192	2,452,855
Other Operating Expenses	(482,080)	(857,376)	375,296
Total Operating Expenses	340,784,694	315,586,157	25,198,537
Operating Income (Loss)	(102,778,499)	(98,126,559)	(4,651,940)
Nonoperating Revenues (expenses)			
State Appropriations	116,417,617	70,029,954	46,387,663
Payments on Behalf	(1,999,099)	(1,756,521)	(242,578)
Federal Pell Grants	18,965,063	15,746,352	3,218,711
COVID Recovery	-	1,867,102	(1,867,102)
Gifts	1,803,583	1,616,600	186,983
Investment Income	11,382,979	10,721,771	661,208
Interest on indebtedness	(7,258,444)	(6,881,514)	(376,930)
Fees assessed by Commission for Debt Service	(284,712)	(332,392)	47,680
Other nonoperating revenues (expenses)	(673,302)	(53,357)	(619,945)
Total Nonoperating Revenues (expenses)	138,353,685	90,957,995	47,395,690
Increase/Decrease in Net Assets	35,575,186	(7,168,564)	42,743,750
Excluding One-Time Support:			
State Appropriations: Cybersecurity	(45,000,000)	-	(45,000,000)
Other Operating Revenues: ProAct Support/COVID Recovery	-	(6,783,102)	6,783,102
Other Operating Revenues: PEIA/BRIM Support	(5,348,866)	-	(5,348,866)
TOTAL	(50,348,866)	(6,783,102)	(43,565,764)
Increase/Decrease in Net Assets Excluding One-Time Support	(14,773,680)	(13,951,666)	(822,014)

ANALYSIS

- **Operating Revenue (+\$20.5M)**
 - **Grants and Contracts (+\$13.7M):** Due to increased Federal and private grant activity at MURC (+\$13.2M) and increased Promise and WV Higher Education Grants at the General University (+\$3.8M) offset by decreases at the School of Medicine due to timing (-\$2.8M).
 - **Auxiliary Revenue (+\$4.9M):** Due to increased Athletic revenue (\$2.4M) and increased Housing revenue (\$2.5M).
 - **Tuition and Fees (+\$1.6M):** Due to enrollment and retention gains in Fall 2023.
 - **Other Revenue (+\$0.3M):** One-time support included in both FY24 (PEIA/BRIM) and FY23 (ProAct).
- **Non-Operating Revenues (+\$48.3M)**
 - **State Appropriations (+\$46.4M):** Increased appropriations in FY24 due to support for the Cybersecurity building (+\$45M) and employee raise program.
 - **Pell Grants (+\$3.2M):** Due to increase in Pell student enrollment in FY24.
 - **Investment Income (+\$0.6M):** Due to Meketa portfolio performance year over year.
 - **CARES (-\$1.9M):** Final CARES funding was received and expended in FY23.
- **Operating Expenses (+25.2M)**
 - **Salaries & Wages (+\$10.4M):** Due to FY24 raise program funded by the State (+\$2.0M), increases at MURC (+\$4.0M), and employee headcount growth (+\$4.4M).
 - **Benefits (+\$8.2M):** Increase due to increased PEIA premiums (+\$4.7M), lower OPEB expense credit in FY24 (+\$1.5M) and other increases, including increased employee tuition waivers, increased Social Security matching, and increased retirement contributions, all driven by increased employee headcount.
 - **Scholarships (+\$4.4M):** Due to increased enrollment in FY24 and increases in funded scholarships including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships decreased year over year.
 - **Supplies & Other Services (-\$1.4M):** General University increased.
 - **Misc. Other (+\$1.1M):** Due to increases in Utilities and other operating expenses.
- **Non-Operating Expenses (+\$1.0M)**



FY24 Financials vs Budget/Projection

	Actuals vs		
	FY24 Actuals	FY24 Budget	Budget
Operating Revenues			
Student Tuition and Fees	72,286,445	69,732,047	2,554,398
Grants and Contracts	110,202,296	106,425,459	3,776,837
Auxiliary Enterprise Revenue	38,530,813	34,158,666	4,372,147
Other Operating Revenues	16,986,641	9,950,784	7,035,857
Total Operating Revenues	238,006,195	220,266,956	17,739,239
Operating Expenses			
Salaries and Wages	159,747,236	157,723,070	2,024,166
Benefits	34,460,340	37,272,997	(2,812,657)
Supplies and Other Services	87,174,435	91,980,048	(4,805,613)
Utilities	11,137,263	9,817,043	1,320,220
Scholarships and fellowships	27,694,453	21,406,036	6,288,417
Depreciation	21,053,047	16,450,000	4,603,047
Other Operating Expenses	(482,080)	-	(482,080)
Total Operating Expenses	340,784,694	334,649,194	6,135,500
Operating Income (Loss)	(102,778,499)	(114,382,238)	11,603,739
Nonoperating Revenues (expenses)			
State Appropriations	116,417,617	72,198,367	44,219,250
Payments on Behalf	(1,999,099)	-	(1,999,099)
Federal Pell Grants	18,965,063	15,600,000	3,365,063
COVID Recovery	-	-	-
Gifts	1,803,583	1,700,000	103,583
Investment Income	11,382,979	4,000,000	7,382,979
Interest on indebtedness	(7,258,444)	(6,465,177)	(793,267)
Fees assessed by Commission for Debt Service	(284,712)	(328,617)	43,905
Other nonoperating revenues (expenses)	(673,302)	(71,000)	(602,302)
Total Nonoperating Revenues (expenses)	138,353,685	86,633,573	51,720,112
Increase/Decrease in Net Assets	35,575,186	(27,748,665)	63,323,851
Excluding One-Time Support:			
State Appropriations: Cybersecurity	(45,000,000)	-	(45,000,000)
Other Operating Revenues: ProAct Support/COVID Recovery	-	-	-
Other Operating Revenues: PEIA/BRIM Support	(5,348,866)	-	(5,348,866)
TOTAL	(50,348,866)	-	(50,348,866)
Increase/Decrease in Net Assets Excluding One-Time Support	(14,773,680)	(27,748,665)	12,974,985

ANALYSIS

- **Operating Revenue (+\$17.7M)**
 - **Other Revenue (+\$7.0M):** Primarily due to one-time supplemental operating cash from the WVHEPC for PEIA/BRIM Insurance premium increases (\$5.3M).
 - **Tuition and Fees (+\$2.5M):** Due to enrollment and retention gains and price increases in Fall 2023.
 - **Auxiliary Revenue (+\$4.4M):** Due to increased Housing and Athletics revenue.
 - **Grants and Contracts (+\$3.8M):** Due to increased Federal and private grants at MURC.
- **Non-Operating Revenues (+\$53.1M)**
 - **State Appropriations (+\$44.2M):** State Appropriations are in line with Budget.
 - **Pell Grants (+\$3.4M):** Due to increase in Pell student enrollment in FY24.
 - **Investment Income (+\$7.4M):** Due to Meketa portfolio performance vs conservative budget estimate. Important to note this is non-cash revenue.
- **Operating Expenses (+6.1M)**
 - **Salaries and Benefits (-\$0.8M):** Due to increased headcount vs Budget.
 - **Scholarships (+\$6.3M):** Due to increased enrollment in FY24 and increases in funded scholarships, including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships were flat to Budget.
 - **Supplies & Other Services (-\$4.8M)**
 - **Misc. Other (+\$5.4M):** Due to increases in Depreciation and Utilities.
- **Non-Operating Expenses (-\$1.4M)**
 - **Interest (-\$0.8M):** Primarily due to Subscription Based Information Technology Agreement (SBITA) GASB implementation.



FY25 Projection



FY25 Projection vs Budget

	FY25 Budget	FY25 Proj	Budget vs Proj
Operating Revenues			
Student Tuition and Fees	74,679,000	76,213,376	1,534,376
Grants and Contracts	110,150,350	114,733,271	4,582,921
Auxiliary Enterprise Revenue	35,085,472	39,108,775	4,023,303
Other Operating Revenues	10,299,061	10,299,061	-
Total Operating Revenues	230,213,884	240,354,484	10,140,601
Operating Expenses			
Salaries and Wages	159,623,070	163,247,236	3,624,166
Benefits	38,642,899	39,179,337	536,437
Supplies and Other Services	87,003,031	87,003,031	-
Utilities	10,043,580	11,137,263	1,093,683
Scholarships and fellowships	23,813,181	26,753,006	2,939,825
Depreciation	18,600,192	18,600,192	-
Other Operating Expenses	-	-	-
Total Operating Expenses	337,725,953	345,920,065	8,194,111
Operating Income (Loss)	(107,512,070)	(105,565,581)	1,946,489
Nonoperating Revenues (expenses)			
State Appropriations	75,435,405	75,435,405	-
Payments on Behalf	-	-	-
Federal Pell Grants	17,500,000	18,965,063	1,465,063
COVID Recovery	-	-	-
Gifts	1,500,000	1,500,000	-
Investment Income	2,500,000	2,500,000	-
Interest on indebtedness	(6,881,514)	(6,881,514)	-
Fees assessed by Commission for Debt Service	(332,392)	(332,392)	-
Other nonoperating revenues (expenses)	-	-	-
Total Nonoperating Revenues (expenses)	89,721,499	91,186,562	1,465,063
Increase/Decrease in Net Assets	(17,790,571)	(14,379,019)	3,411,552

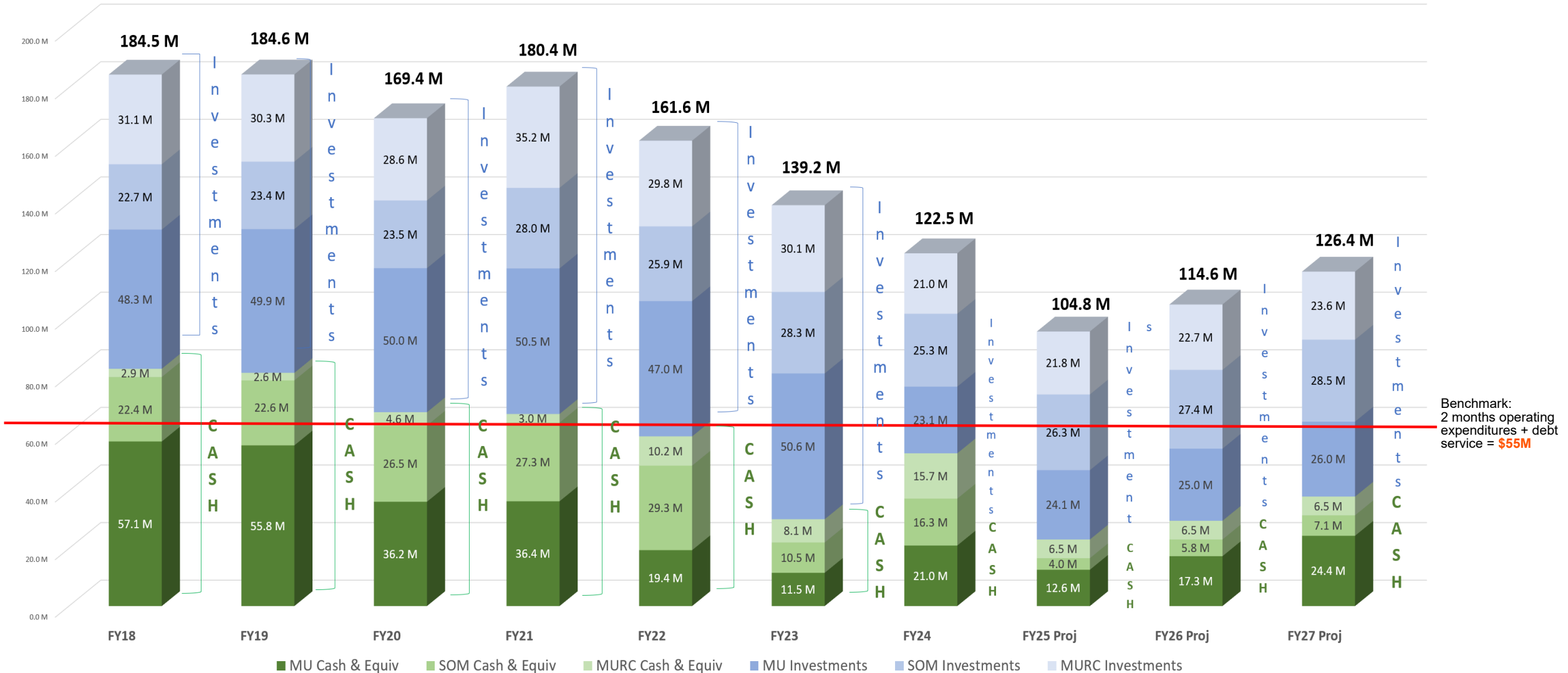
ANALYSIS

- **Operating Revenue (+\$10.1M)**
 - **Tuition and Fees (+\$1.5M)**: Due to Fall 2024 enrollment gains.
 - **Auxiliary Revenue (+\$4.0M)**: Due to aligning FY25 with FY24 actual results.
 - **Grants and Contracts (+4.6M)**: Due to aligning FY25 with FY24 actual results.
- **Non-Operating Revenues (+\$1.5M)**
 - **Pell Grants (+\$1.5M)**: Due to continued increase in Pell student enrollment in Fall 2024.
- **Operating Expenses (+\$8.9M)**
 - **Salaries and Benefits (+\$4.2M)**: Due to FY24 actuals higher than projected. The university still maintains a budgeted positions-only and backfills-only policy.
 - **Scholarships (+\$2.9M)**: Due to increased enrollment in Fall 2024 and increases in funded scholarships including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships remain flat to Budget.
 - **Utilities (+\$1.1M)**: Due to FY24 coming in higher than Budget and aligned FY25 projection with actuals.



Cash and Investments

Marshall University Financial Resiliency



Investments - BOG

MEKETA

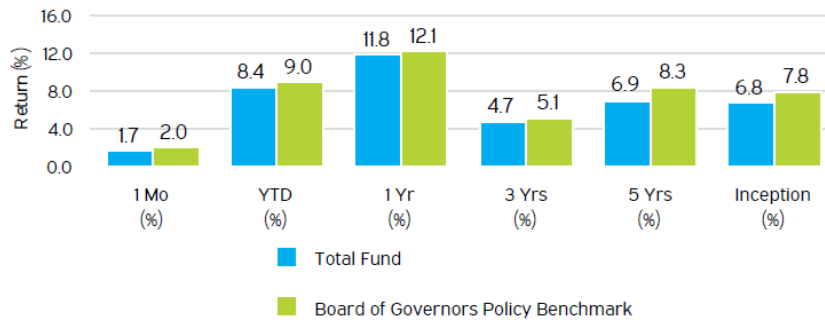
Marshall University Board of Governors

Total Fund | As of July 31, 2024

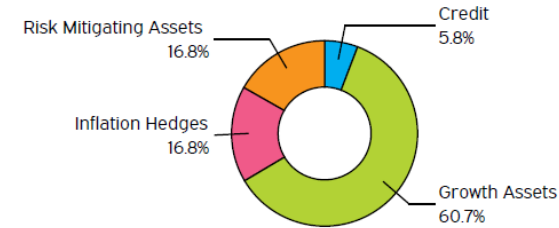
Portfolio Objective

The objective of the Board of Governors Pool is to invest in a diversified investment strategy for funds that have a medium-term (i.e., five to seven years) horizon. The objective of the Pool is to enhance the Board of Governors Pool's long-term viability by maximizing the value of the underlying assets within the context of capital preservation and the assumption of a prudent level of risk.

Return Summary



Current Allocation

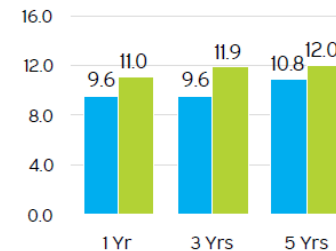


	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception
Total Fund	1.7	8.4	11.8	4.7	6.9	6.8
Board of Governors Policy Benchmark	2.0	9.0	12.1	5.1	8.3	7.8
Excess Return	-0.3	-0.6	-0.3	-0.4	-1.4	-1.0
60% MSCI ACWI / 40% Barclays Global Aggregate	2.1	7.5	11.3	1.4	6.1	6.7

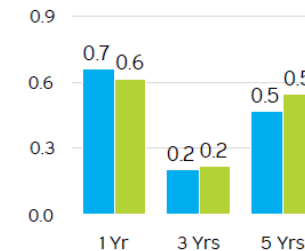
Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
Total Fund		
Beginning Market Value	23,134,123	23,134,123
Net Cash Flow	-15,648	-15,648
Net Investment Change	390,596	390,596
Ending Market Value	23,509,071	23,509,071

Annualized Standard Deviation



Sharpe Ratio



Investments - SOM

MEKETA

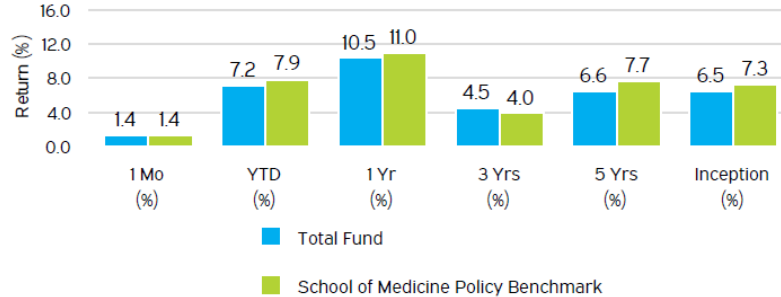
Marshall University Joan C. Edwards School of Medicine

Total Fund | As of July 31, 2024

Portfolio Objective

The objective of the Joan C. Edwards School of Medicine Pool is to invest in a diversified investment strategy for funds that have a medium-term (i.e., five to seven years) horizon. The objective of the Pool is to enhance the Joan C. Edwards School of Medicine's long-term viability by maximizing the value of the assets within the context of capital preservation and the assumption of a prudent level of risk.

Return Summary

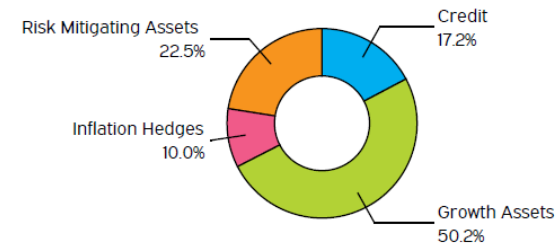


	1 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	Since Inception (%)
Total Fund	1.4	7.2	10.5	4.5	6.6	6.5
School of Medicine Policy Benchmark	1.4	7.9	11.0	4.0	7.7	7.3
Excess Return	0.0	-0.7	-0.5	0.5	-1.1	-0.8
60% MSCI ACWI / 40% Barclays Global Aggregate	2.1	7.5	11.3	1.4	6.1	6.5

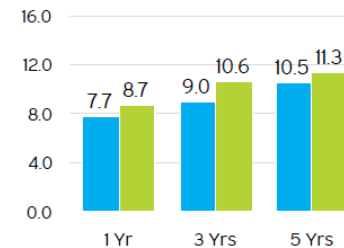
Summary of Cash Flows

	Last Month	Fiscal Year-To-Date
Total Fund		
Beginning Market Value	25,295,261	25,295,261
Net Cash Flow	-11,775	-11,775
Net Investment Change	365,789	365,789
Ending Market Value	25,649,275	25,649,275

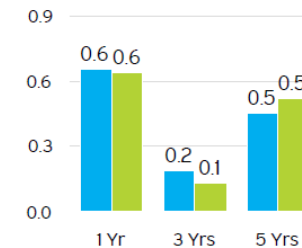
Current Allocation



Annualized Standard Deviation



Sharpe Ratio



FY25 – FY27 Financial Plan

Key Assumptions

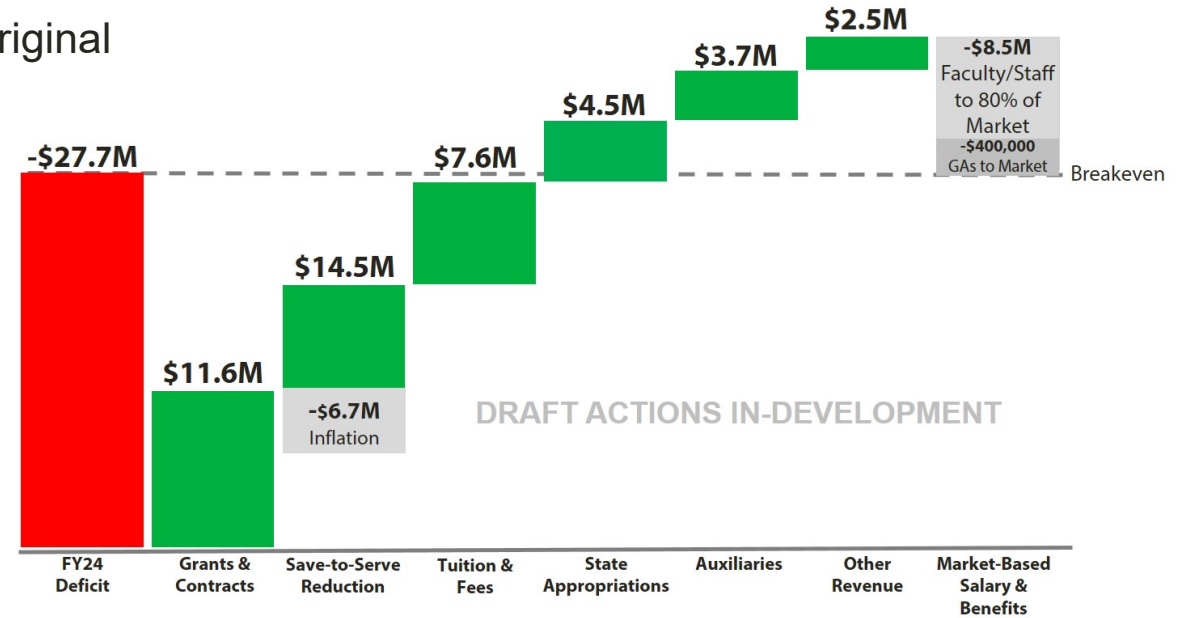
REVENUES

	Original	Current
✓ Grants and Contracts	3.5%	3.7%
✓ Net Tuition/Fees		
• FY25	+2.2%	+5.4%
• FY26	+2.5%	+4.8%
• FY27	+2.5%	+2.5%
• FY28	+2.5%	+2.5%
✓ State Appropriations		
• FY25	+\$3.3M	+\$3.3M
• FY26 – FY28	+\$1.5M	+\$1.5M
✓ Auxiliary Revenue		
• FY25	+1.8%	+1.8%
• FY26	+3.5%	+1.8%
• FY27	+3.5%	+1.8%
• FY28	+3.5%	+1.8%

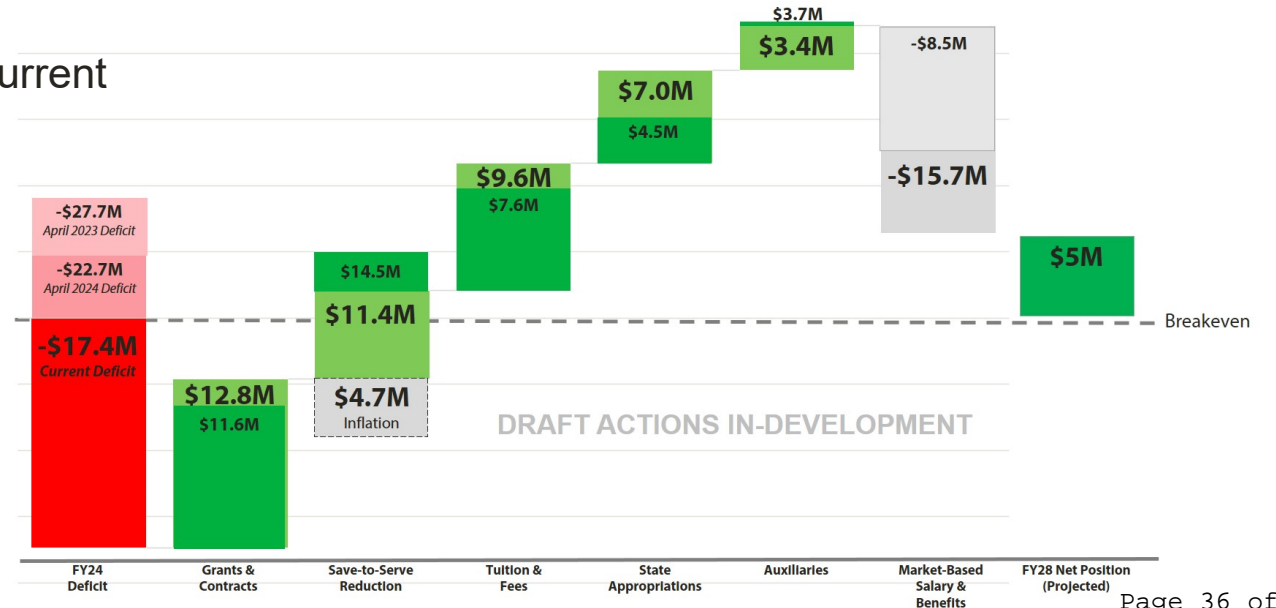
EXPENSES

✓ Salaries and Benefits		
✓ FY25	+\$3.5M	+\$3.5M
✓ FY26 - FY28	+\$1.5M State / \$2M Performance	
✓ Supplies and Other Services: \$11.4M spend decrease from FY24-FY27		

Original



Current



Financial Plan

FINANCIAL PLAN ON A PAGE									
Marshall University (incl. SOM, MURC)									
	PAST			PRESENT		FUTURE			FY24 - FY27 CAGR
	FY22	FY23	FY24 DRAFT	FY25 Budget	FY25 Proj	FY26	FY27	FY28	
Operating Revenues									
Student Tuition and Fees	70,641,021	70,709,957	72,286,445	74,679,000	76,213,376	79,881,330	81,878,363	83,925,322	4.2%
Grants and Contracts	91,756,956	96,475,641	110,202,296	110,150,350	114,059,376	118,393,633	125,057,591	129,434,606	4.3%
Auxiliary Enterprise Revenue	28,822,606	33,607,348	38,530,813	35,085,472	39,108,775	40,477,582	41,894,298	43,360,598	2.8%
Other Operating Revenues	8,936,500	16,666,652	16,986,641	10,299,061	11,099,061	11,586,641	11,702,507	11,819,532	-11.7%
Total Operating Revenues	200,157,083	217,459,598	238,006,195	230,213,884	240,480,589	250,339,186	260,532,759	268,540,059	3.1%
Operating Expenses									
Salaries and Wages	143,858,724	149,301,897	159,747,236	159,623,070	163,247,236	166,747,236	170,247,236	173,747,236	2.1%
Benefits	23,843,404	26,239,859	34,460,340	38,642,899	39,179,337	40,019,337	40,859,337	41,699,337	5.8%
Supplies and Other Services	78,563,555	88,544,824	87,174,435	87,003,031	87,003,031	87,003,031	87,003,031	87,003,031	-0.1%
Utilities	9,476,423	10,443,580	11,137,263	10,043,580	11,137,263	11,360,008	11,587,208	11,818,953	1.3%
Scholarships and fellowships	33,194,612	23,313,181	27,694,453	23,813,181	27,694,453	27,694,453	27,694,453	27,694,453	0.0%
Depreciation	17,336,398	18,600,192	21,053,047	18,600,192	18,600,192	18,600,192	18,600,192	18,600,192	-4.0%
Other Operating Expenses	864,168	(857,376)	(482,080)	-	-	-	-	-	-
Total Operating Expenses	307,137,284	315,586,157	340,784,694	337,725,953	346,861,512	351,424,257	355,991,457	360,563,201	1.5%
Operating Income (Loss)	(106,980,201)	(98,126,559)	(102,778,499)	(107,512,070)	(106,380,922)	(101,085,071)	(95,458,698)	(92,023,142)	
Nonoperating Revenues (expenses)									
State Appropriations	57,362,095	70,029,954	116,417,617	75,435,405	75,435,405	76,935,405	78,435,405	79,935,405	-12.3%
Payments on Behalf	(536,627)	(1,756,521)	(1,999,099)	-	-	-	-	-	-
Federal Pell Grants	15,636,652	15,746,352	18,965,063	17,500,000	18,965,063	18,965,063	18,965,063	18,965,063	0.0%
COVID Recovery	28,129,899	1,867,102	-	-	-	-	-	-	-
Gifts	1,126,363	1,616,600	1,803,583	1,500,000	1,500,000	1,750,000	1,750,000	1,750,000	-1.0%
Investment Income	(10,506,501)	10,721,771	11,382,979	2,500,000	2,500,000	4,000,000	4,000,000	4,000,000	-29.4%
Interest on indebtedness	(6,605,863)	(6,881,514)	(7,258,444)	(6,881,514)	(6,881,514)	(7,258,444)	(7,258,444)	(7,258,444)	0.0%
Fees assessed by Commission for Debt Service	(377,002)	(332,392)	(284,712)	(332,392)	(332,392)	(284,712)	(284,712)	(284,712)	0.0%
Other nonoperating revenues (expenses)	2,533,273	(53,357)	(673,302)	-	-	-	-	-	-
Total Nonoperating Revenues (expenses)	86,762,294	90,957,995	138,353,685	89,721,499	91,186,562	94,107,312	95,607,312	97,107,312	1.6%
Increase/Decrease in Net Assets	(20,217,907)	(7,168,564)	35,575,186	(17,790,571)	(15,194,360)	(6,977,759)	148,614	5,084,170	
Excluding One-Time Support:									
State Appropriations: Cybersecurity	-	-	(45,000,000)						
Other Operating Revenues: ProAct Building		(4,961,000)	-						
Other Operating Revenues: PEIA/BRIM Support	-	-	(5,348,866)						
TOTAL	-	(4,961,000)	(50,348,866)						
Increase/Decrease in Net Assets Excluding One-Time Support	(20,217,907)	(12,129,564)	(14,773,680)						





Marshall University

Accelerating Individual Success, Innovative Ideas and Economic Impact

*October 9, 2024
Board of Governors Meeting
Facilities and Operations Update*



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.

Take Care of the House

PROJECT: SHOCK AND AWE

HEPC Project Number	Project Name	Projected timeline	Life Cycle	Status
WVHEPC-M-001	Electrical Sys Upgrades-Emergency Generators/Safety - Phase I	February 2024 to November 2025		
	Emergency Generators/Safety - Phase I-Public Safety		4	Design Phase Paused - Budgets have come in higher than anticipated, project paused
	Emergency Generators/Safety - Phase I-Drinko Library		4	Design Phase Paused - Budgets have come in higher than anticipated, project paused
	Emergency Generators/Safety - Phase I-Prichard Hall		4	Project advertised - Bid opening 8/22; Nitro Construction successful bidder
WVHEPC-M-002	Campus Buildings Fire Alarm System Upgrades	February 2024 to January 2025		
	Corbly Hall		8	On Schedule - PO Complete, Work continues on upgrade, minor delay due to fire sprinkler head being activated; currently cleaning up existing wiring in main mechanical room
	Morrow Library		4	On Schedule - PO Complete, parts on order
	Myers Hall		4	On Schedule - PO Complete, parts stored on campus; next project following completion of Corbly Hall
	Prichard Hall		4	On Schedule - PO Complete, parts stored on campus
	Smith		4	On Schedule - PO Complete
	Sorrell		4	On Schedule - PO Complete
WVHEPC-M-003R	Elevator Modernization	February 2024 to December 2025		
	Elevator Modernization-Corbly Hall		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
	Elevator Modernization-Harris Hall		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
	Elevator Modernization-Science Building		4	On Schedule - Site visits completed by potential vendors; final proposals rec'd 8/23/24
WVHEPC-M-04	Chiller Replacement	January 2024 to October 2024		
	Smith Hall Chiller Replacement		4	On Schedule - Bids opened on 8/8, project came in lower than anticipated
	Drinko Library Chiller Replacement		4	On Schedule - Bids opened on 8/8, project came in lower than anticipated
WVHEPC-M-005	Laidley Hall Demolition	February 2024 to May 2024	9	Demolition Complete
WVHEPC-M-007	Henderson Center E Level Sanitary Pipe Replacement	February 2024 to December 2025	5	WB Fosson selected as vendor, under not-to-exceed contract for \$460,000
WVHEPC-M-008	South Charleston Roof Replacement (Both Buildings)	February 2024 to April 2025		Replacement of glass block will increase project by \$227,000; bid opening 8/15, Harris Brothers was successful bidder
	South Charleston Roof Replacement-Academic		4	On Schedule
	South Charleston Roof Replacement-Administration		4	On Schedule

Project Life Cycle Phases		
1 - Project Initiation	5 - Construction	9 - Project Closeout
2 - Planning	6 - Quality Control Assurance	10 - State and Local Agency Document Closeout
3 - Pre Construction Site Assessment	7 - Project Monitoring and Control	11 - Final Payment
4 - Design and Engineering	8 - Testing and Commissioning	12 - Post Construction Activities

Take Care of the House

PROJECT: SHOCK AND AWE

HEPC Project Number	Project Name	Projected timeline	Life Cycle	Status
WWHEPC-M-009	Fine Arts Renovations	February 2024 to October 2024	4	On Schedule - Pre-bid meeting occurred 8/22; bid opening 9/5; proposals came in over budget by \$705,500; seek to transfer funding from other projects that came in under budget
WWHEPC-M-010	Morrow Library ADA Upgrades	February 2024 to December 2025	4	On Schedule - 100% completed drawings by architect due 9/13; advertising anticipated mid-October
WWHEPC-M-011	Smith Hall Classroom Locks	May 2024 to September 2024	4	On Schedule
	Fine Arts Locks	May 2024 to September 2024	4	On Schedule
WWHEPC-M-012	Erma Ora Byrd Floor Renovations	March 2024 to July 2024	4	Team is reviewing carpet samples; proposed bid 9/12
WWHEPC-M-013	Smith Hall Concrete Work (Exterior ADA Ramp)	May 2024 to September 2024	4	On Schedule - Work began 6/17; concrete removal exposed erosion/damage of support beams, support beams are under review by structural engineer, awaiting report and recommendations from engineers to complete final portion of concrete work
	Henderson Center Concrete Work	May 2024 to August 2024	4	Project Paused due to SH concrete work
WWHEPC-M-014	Holderby Hall Demolition	February 2024 to December 2025	3	On Schedule - asbestos assessment continues; Naylor Wellman submitted Historic Property Inventory Forms for West Virginia State Historic Preservation Office's review. Abatement will begin in January 2025; actual demolition May 2025
WWHEPC-M-015	Memorial Student Center Restroom Repairs & Renovations	February 2024 to December 2025	4	On Schedule - drawings complete; advertise September 2024; construction January 2025
WWHEPC-M-016	Stormwater Improvements Phase I	February 2024 to December 2025	4	On Schedule - preliminary site survey conducted by Allegheny on 6/26, comprehensive reoccurring, once completed ZMM will begin work
WWHEPC-M-017	MRI Building HVAC Replacement	January 2024 to November 2024	4	On Schedule - Bid opening 9/19
WWHEPC-M-019	Classroom Repair/Renewal Campus-wide Phase I	February 2024 to February 2025	6	On Schedule - CH 356,355,354,353,464,456 demo, asbestos abatement completed; began electrical and ventilation repairs, sheetrock install; new sprinklers
	Restroom Repair/Renewal Campus-wide Phase I	March 2024 to March 2025	7	On Schedule - Ceramic tile install SM & SH
WWHEPC-M-023	Old Main Structure Repairs - Phase I	January 2024 to November 2024	5	Neighborgall on site
WWHEPC-M-024	Science Building Air Handler Units	January 2024 to December 2024	4	On Schedule - Design continues, obtaining estimates for 8 out of 17 AHU
WWHEPC-M-025	Drinko Library Roof Replacement	March 2024 to February 2025	4	On Schedule - Design completed; bid opening scheduled
WWHEPC-M-026	Student/Band Bleacher Replacement	March 2024 to December 2025	3	Demo on-going; notice to proceed issued to order bleachers; awaiting arrival of bleachers, requesting expansion of project to include replacement of LED tables

Project Life Cycle Phases		
1 - Project Initiation	5 - Construction	9 - Project Closeout
2 - Planning	6 - Quality Control Assurance	10 - State and Local Agency Document Closeout
3 - Pre Construction Site Assessment	7 - Project Monitoring and Control	11 - Final Payment
4 - Design and Engineering	8 - Testing and Commissioning	12 - Post Construction Activities

MU Internal Audit

BOG Informational Report

October 9, 2024

1 ACTIVITY SINCE THE LAST MEETING

- A. Advisory Services – Nothing significant during this reporting period.
- B. Audit Projects – Year-End audit schedule preparation assistance for Compensated Absences, and for Tuition and Fee Revenue Analysis.
- C. Other – Miscellaneous accounting research.

2 PLANNED ACTIVITIES BEFORE THE NEXT MEETING

- A. Monitoring of Whistleblower Hotline.
- B. Adhere to planned activities in the approved Audit Plan and Continued Monitoring of other Institutional Activities.
- C. Other Audit and Consulting projects as requested.

3 PROFESSIONAL DEVELOPMENT ACTIVITIES

- A. ACUA – Closer look at Athletics HR, Development, and Electronic Ticket Operations.