

Marshall University Faculty Senate
MEETING MINUTES
Thursday, September 26, 2024, 4:00 PM
Memorial Student Center, Don Morris Room/Microsoft Teams

MEMBERS PRESENT:

Sarah McDermott, Heather Stark, Leah Turley, Henning Vauth, Sandy York, Jamey Halleck, Amanda Thompson-Abbott, Conrae Lucas-Adkins, Mike Huesmann, Tim Melvin, Feon Smith, Ammar Alzarrad, Tanvir Chowdhury, Ross Salary, Simon Shim, Jodi Cottrell, Zach Garrett, Angela Graham, Lisa Muto, Alysha Nichols, Shikeal Harris, Marybeth Beller, Clinton Brown, Puspa Damai, Shoshannah Diehl, Marianna Linz, Boniface Noyongoyo, Daniel O'Malley, Shawn Schulenberg, Jana Tigchelaar, Anthony Viola, Raid Al-Aqtash, Rick Gage, Philippe Georgel, Sean McBride, Kyle Palmquist, Devon Wright, Stephen Young, Jessica Buerk, Eva Patton-Tackett, Nitin Puri, Jinju Wang, Tiffany Davis, Mindy Varney, Tom Hisiro, Larry Sheret.

MEMBERS ABSENT: Nathaniel Ramsey, Uyi Lawani, Kevin Levine, Margie Phillips, Brandy McGhee, Penny Koontz, Jerry Dooley, Kelly Beatty, Ji Bihl, Usha Murughiyan, Ruhul Amin, Michael Hambuchen, Mary Platz, Jen Sparks, Kelli Johnson.

EX-OFFICIO, NON-VOTING MEMBERS PRESENT: Richard Egleton, Amine Oudghiri-Otmani

EX-OFFICIO, NON-VOTING MEMBERS ABSENT: Brea Belville

PARLIAMENTARIAN: Andrew Morelock

SENATE STAFF: Hailey Bibbee

GUESTS: In person – Brad Smith, Avi Mukherjee, Doohee Lee, Bill Gardner, Brian Morgan, Karen McComas, Mary Beth Reynolds, R.B. Bookwalter, Bruce Felder, Ben Eng, Matt Tidd, Mark Zanter, Maria Gindhart, Brandi Jacobs-Jones, Michael Wilcoxon, Kateryna Schray, Vicki Stroehrer

Via Teams – Timothy Long, Michael Prewitt, Uyi Lawani, Glen Midkiff, Margie Phillips, Sherri Step, Jerry Ross, Sonja Cantrell-Johnson, Paris Webb, Teresa Eagle, Penny Koontz, Michelle Biggs, Jodie Penrod, Juan Sanabria, Julia Spears, Ji Bihl, Jessica Lowman, Nancy Lankton.

The meeting was convened at 4:02pm by Chair Shawn Schulenberg. Chair Schulenberg reviewed meeting procedures and expectations.

1. **Approval of Proposed Agenda** – Approved with unanimous consent to remove Robin Riner's Board of Governors Report.
2. **Approval of minutes**
 - a. September 5, 2024 – moved/seconded/approved as written
3. **Chair Announcements** – Shawn Schulenberg
 - a. The President has signed the following documents:
 - i. April 8 Executive Committee Meeting Minutes
 - ii. April 18 and 25 Faculty Senate Meeting Minutes
 - iii. Recommendations/resolutions SR 24-25 (01-02).
 - b. Liaisons: We are still searching for a Faculty Senate member to serve as a liaison to the Faculty Development Committee and the Faculty Personnel Committee. If you have any recommendations, please reach out. Thank you to Nitin Puri for stepping up to serve as liaison to the new Faculty Technology Committee.

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- c. Colleges are holding elections for these positions right now and have until October 1 to submit names to the Faculty Senate office. We look forward to piloting this new structure with IT.
- d. Courseleaf CIM: The 2024-25 academic catalogs have been published and Courseleaf CIM is now again open to accept proposals. We are working with Graduate Council to determine a date that CIM will be “shut off” at the end of the year, when it will no longer accept proposals. It is important to get that date correct because any proposals in the pipeline that are not fully approved through us will have to be purged and resubmitted the following year.
- e. Signage/Award Plaques: We have had Paris signs make a new sign for the Faculty Senate office door, making us easier to identify. We are also in the process of moving our faculty award plaques from Drinko Library 4th floor to outside the Faculty Senate office in Old Main 310.
- f. Clarifying summer responsibilities: A preliminary template of a potential summer contract policy was distributed for early review to the Council of Chairs listserv just to see if there were any potential issues with a framework before the Faculty Personnel Committee drafted the policy.
- g. Generative AI: The first short course, “Introduction to Generative AI,” which has been open and free for all Marshall students, faculty, and staff on the Marshall Skills Exchange (www.marshall.edu/microcredentials) is now free to the general public. We are currently reviewing the next module on ethics, which should be available shortly.
- h. Upcoming Meetings/Events
 - i. Our next Executive Committee meeting as a Senate is scheduled for October 14, for items to be taken up at the October 24 Faculty Senate meeting. All recommendations and resolutions for those meetings are due at senate@marshall.edu by October 4.
 - ii. The Fall General Faculty Meeting is scheduled for Thursday, October 3 at 4:00 PM in Joan C. Edwards Playhouse.

4. Recommendations/Resolutions

- a. SR 24-25-03 EC Recommends Adoption of Marshall University Shared Governance Charter. Approved with the following amendments:
 - i. replacing the word “planning” with “policy” on page 8 line 1 under section 5.2.c
 - ii. adding an “l” to the Shared Governance Matrix on page 13 such that faculty have input on salary and benefits.

5. Regular Reports

i. University President – Brad Smith (15 minutes)

- Highlights:
 - We hosted our annual State of the University in Washington, DC.
 - ~300 participants were in attendance as we celebrated and thanked our Congressional Delegation and bid farewell to Senator Joe Manchin. Collectively,

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- our congressional delegation has done much for our university, our state and our nation...and we are grateful for their stewardship and their collaboration.
- Next week, we will be convening our Board of Governors to:
 - Review our start to the new academic year
 - Discuss several key recommendations to further accelerate our collective efforts in support of Marshall for All, Marshall Forever.
 - Update the Board on the encouraging results in Fall Enrollment that Avi reported as of our census date of September 9th.
 - Total student enrollment grew 5.2% year-over-year and is up 11.9% over the past two years ... reversing a 13-year decline.
 - Full-time, first-time freshmen grew 6% year-over-year, and is up 20.7% over the past two years.
 - Most of the 10 strategic student segments showed improvement, with areas of continued focus and improvement still needed in our out-of-state, graduate and transfer cohorts.
 - Unfortunately, we experienced a decline in our first-year retention, driven primarily by students who were conditionally admitted.
 - In regard to our retention problem, we've:
 - established an action learning team,
 - set-up a war room, and
 - we're applying design thinking to diagnose and test new approaches to improve these results as we embrace our role as an R2 institution with the acceptance rates of a community college.
 - In regard to enrollment cliff, we are remaining true to our financial principle to "grow students, not fees" by:
 - putting forth a proposal to the Board of Governors to expand our Metro rates from the current 100-mile radius to 150 miles, capturing the Columbus, Cincinnati and Lexington areas.
 - recognizing that reduced Metro rates have been a big win for us, with year-over-year Metro enrollment growth of 12.5% this Fall, and a two-year growth rate of 35.7%.
 - setting achievable goals in knowing that we'll need 61 additional students to break even on the decision to extend another 50 miles.
 - In regard to our financial progress in course-correcting, we'll provide the Board of Governors an update on what had been a \$28M structural deficit with the goal to return to a net positive position by 2027.
 - Because of our collective efforts to "grow our way out" while eliminating waste and inefficiency through our "save-to-serve" efforts, last fiscal year finished with a bottom-line deficit of (\$16.4M) versus our budget of a (\$28M) deficit.
 - With the strength of our Fall enrollment this year, if we deliver on our budgeted expenses as committed, we are on track to reduce the deficit even further.
 - We forecast to finish FY'25 at a (\$14.4M) deficit.
 - We are investing in our team. Updates include:

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- We were able to redirect an additional \$1.25M from our save-to-serve efforts to increase employee salaries, further closing the gap in our quest to have every employee paid at the 80% level of their market mid-point by 2027.
- We've raised the average mid-point for every position between 14-31%, increasing the earnings potential for our employees in the years ahead.
- We are rolling out a performance-based management system this year.
 - Greater incentives will be paid for those who exceed their performance objectives.
- The Board of Governors will also review the newly constituted shared governance charter for approval.
 - This is the result of the outstanding work of Robin Riner and the Shared Governance Task Force who have provided a framework to codify our approach to shared governance at Marshall University as we strive to become the gold standard in higher education.
- The Board will review the input received on my three-year evaluation, reviewing the inputs provided through my self-evaluation as well as the responses received from more than 1,400 campus and community stakeholders.
 - For those of you who took the time to provide that feedback, thank you for investing in my continued growth and development.
 - Your voice matters.
 - Our annual employee engagement survey (also known as the virtual listening tour) will be coming out shortly as well.
 - Please watch for it in your inbox, and take the time to participate and share your feedback. It helps us reinforce areas where we are performing well, and course correct in areas where we need to take our game to the next level.
- Story to remind us that what we do at Marshall matters.
 - I received a package that contained a hand-written note and two children's books.
 - The note was from Muriel Summers, a leader in the Steven Covey Foundation with whom I had met earlier in the week to share the Marshall for All, Marshall Forever story, in hopes of garnering the support and partnership from their organization. The note simply read, "Dear President Smith (or Brad, as you prefer)...after our call, we were deeply moved by what is happening at Marshall University. As we work with schools and programs across the country, we've not seen anything quite like it...As we reflected more on our discussion, it reminded me of two of my favorite children's stories, and thus I am enclosing these for you. I hope you enjoy, and please know that the Covey Foundation looks forward to working with your team in the months and years ahead. – Sincerely, Muriel."
 - The two books were entitled "The Spyglass" by Richard Paul Evans, and "What Do You Do With An Idea?" by Kobi Yamada. As I read each book, I found my spirits lifting, my energy levels returning and my excitement for what we are doing together expanding...
 - I thought I would close my report today by sharing the story of "The Spyglass" ...

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- The story ends with the realization that the spy glass served as a means to reveal what had been lost over the years...faith...and the dream of what is possible if you work together to bring that dream to reality.
- Marshall has leaned in, charting a course to become the most admired and studied university in the nation. This is powered by our strategy - Marshall for All, Marshall Forever!
 - We are committed to being a 21st-century prosperity platform that offers an in-demand curriculum, delivered on-demand with the most contemporary mix of technology and human expertise. This curriculum should exemplify areas of distinctive excellence on a national level.
 - We have set bold goals for our 200th anniversary in 2037:
 - Placing 100% of our students in a job or continuing education upon graduation, with no student graduating with student loan debt.
 - Growing our research, grants and contracts from \$68M today, to more than \$150M while increasing the number of start-ups in the state by 3X.
 - Increasing our economic impact in West Virginia from what had been an 18X return for every state dollar invested, to a 30X return.
- Our story is resonating and the interest in supporting our journey is increasing.
 - None of this would be possible without the Power of We and WE are hard-at-work to become that demonstration project for the nation.
 - Together, we've begun to accelerate our momentum, reduce our structural deficit and reward our employees with pay increases as we strive to deliver on our commitments of a positive financial position with pay levels at market rates by 2027.
 - We have become the spyglass ... the roadmap to future prosperity ... for our students, our employees, our communities and for the country. **Marshall For All, Marshall Forever!**

No questions.

ii. **Provost** – Avinandan Mukherjee (15 minutes)

- 4 aspects of what we are doing this academic year that are of interest
 - Online Education
 - Marshall Online is doing great work.
 - Thanks to leadership of Julia Spears, Michelle Morrison, and a great team.
 - Fall enrollment is 9.4% higher than last year
 - 600 welcome packages were sent out with personalized notes and MU gear to newly admitted online students.
 - Many updates
 - Conversion of courses to Blackboard Ultra
 - Microcredentials available
 - Generative AI microcredential
 - Introduced Humanistic Online Model for Engagement (HOME)
 - Created Marshall Online Advisory Council

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- Graduate Studies
 - MU is becoming a member of the Council of Graduate Schools
 - MU is starting a Graduate and Professional Student Association
 - MU is starting a Graduate Advising Community if Practice
- Dual Enrollment
 - This is up significantly Dual enrollment up significantly. It is a remarkable story. Our dual enrollment stands at 1,648 students. It has grown 57% over the last year and 75% over the last 2 years.
 - This is not just our achievement but is something that has been implemented at the state level with a lot of success. LEVEL UP WV is a program passed through House bill 2005. It is a highly subsidized program and free for students. Our universities are paid \$75/credit hour. We are moving in the direction for meeting goals...
 - 23% of students who do not participate go to 2- or 4-year college. That number increases to 67% for students in dual enrollment.
 - Led by Michelle Biggs and revamped by her team with guidance from Karen McCommas, dual enrollment matters
 - Schools with the highest number of dual enrollment student coming to Marshall
 - Spring Valley, Hurricane, and Point Pleasant, South Charleston, and Cabell Midland High Schools
 - Counties with the highest numbers of dual enrollment students attending Marshall
 - Kanawha, Putnam, Wayne, Cabell, and Mason
- Student Success
 - Challenges in student retention
 - After 3 years of growth in retention, retention has slipped
 - We are working on diagnostics
 - We are serving 218 students in supplemental instruction across 7 courses that were identified as challenging courses
 - Our textbook support program has assisted 32 students with course materials (\$8,000)
 - Continuing MU Higher Learning Commission Quality Initiative
 - Hosting intercultural dinners (47 freshmen participated)
 - The Center for Student Success has partnered with various faculty to help students in the conditionally admitted category

iii. **Advisory Council of Faculty** – Amine Oudghiri-Otmani (5 minutes)

ACF has not met since our last Faculty Senate meeting. The ACF Fall Retreat will be held at Stonewall Resort November 8-9.

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iv. **Graduate Council** – Richard Egleton (5 minutes)

Graduate Council has not met since our last Faculty Senate meeting and will meet Sept. 27th. Plans for that meeting include setting up forms for policies passed last year, mostly regarding cross-level courses.

v. **Student Government Association** – Brea Belville (5 minutes)

No report/not present

6. Standing Committee Liaison Reports

i. **Legislative Affairs Committee** – Marybeth Beller (4 minutes)

The committee met Tuesday to set the agenda for the year. We will meet on the first Tuesday of every month. Marybeth Beller was elected Chair and Tim Burberry was elected Secretary. Three things to bring to your attention:

- a. Governor has called for a special session on the 30th. The purpose is to cut taxes, which could affect higher education. If less revenue is coming into the state and the state continues to face financial issues, higher education could come into some cuts in the future. Senators are encouraged to contact legislative representatives to discuss this special session and give feedback.
- b. Glen Elliott will be on campus Monday October 7th in the Memorial Student Center (2W16).
- c. The College of Business is hosting a “Meet the Candidates” night on Tuesday Oct. 8th (6:30pm).

ii. **University Curriculum Committee** – Tim Melvin (4 minutes)

The committee met Friday, Sept. 20th and approved 4 items.

- Course addition for ESS 450
- Course change for ESS 386
- Workforce addition for PEL 185
- Workforce addition for PEL 136

iii. **Faculty Personnel Committee** – Liaison/Chair (4 minutes)

Clinton Brown (Senator serving on the Faculty Personnel Committee) spoke given that we do not have a liaison for this committee. He reported that the committee met 2 weeks ago and is scheduled to meet on the 2nd Friday of each month. The ad hoc committee for post-tenure review meets bi-weekly. The committee addressed issues from the Dean’s Council and expects the policy to be finalized by October and then sent to the appropriate channels to be voted upon. It is faculty-driven and faculty-centric. The FPC conducted an annual salary review. The analysis is complete, and our goal is to get 80% of the comp ratio. There may be methodical issues to consider that may exacerbate market discrepancies (example: promotion). We are working on the promotion and tenure policy, which is expected to be completed in October. This is a revamp to get us in line with being an R2 institution. Additionally, we have UPA 8, which is the equivalency for college teaching. We are revising this policy to better reflect needs, clarify language, and align the policy with crediting body standards. There is also a policy on faculty contract obligations, which is a framework policy. It has not been voted on.

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Questions: There was a question from Steven Young, College of Science. The question was in regard to post-tenure review and performance-based evaluations for raises. Will these be separate evaluations or meshed together somehow? Clinton Brown responded that he could not answer the question regarding faculty compensation and performance-based evaluations, but that post-tenure review as it is currently written would be based on annual reports.

- iv. Research Committee – Philippe Georgel (4 minutes)
The committee has not met. At our upcoming meeting, we will discuss the deadline for submission of the applications for Quinlan.
- v. Student Conduct & Welfare Committee – Tony Viola (4 minutes)
The committee met but did not have a quorum. The next meeting will be held in October.

7. Other Requests to Speak
None

The meeting was adjourned at 4:58 p.m.

Respectfully Submitted:

Melinda Varney

Melinda Varney, Assistant Chair, Faculty Senate

MINUTES APPROVED BY FACULTY SENATE:



Dr. Shawn Schulenberg, Chair
Faculty Senate

October 24, 2024

Date Signed

MINUTES READ:



Brad Smith, President
Marshall University

10/25/2024

Date Signed