

**Marshall University Faculty Senate**  
**Meeting Agenda**  
**Thursday, September 26, 2024, 4:00 – 5:30pm**  
**Don Morris Room/Microsoft Teams**

1. Approval of Proposed Agenda
2. Approval of Minutes of September 5, 2024
3. Chair Announcements – Chair
4. Recommendations/Resolutions
  - a. **SR 24-25-03 EC Recommends Adoption of Marshall University Shared Governance Charter**
5. Regular Reports
  - i. University President – Brad Smith (15 minutes)
  - ii. Provost – Avinandan Mukherjee (15 minutes)
  - iii. Board of Governors – Robin Riner (5 minutes)
  - iv. Advisory Council of Faculty – Amine Oudghiri-Otmani (5 minutes)
  - v. Graduate Council – Richard Egleton (5 minutes)
  - vi. Student Government Association – Brea Belville (5 minutes)
  - b. Standing Committee Liaison Reports
    - i. Legislative Affairs Committee – Marybeth Beller (4 minutes)
    - ii. University Curriculum Committee – Tim Melvin (4 minutes)
    - iii. Faculty Personnel Committee – Liaison/Chair (4 minutes)
    - iv. Research Committee – Philippe Georgel (4 minutes)
    - v. Student Conduct & Welfare Committee – Tony Viola (4 minutes)
6. Other Requests to Speak

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

**MEMBERS PRESENT:**

Nathanial Ramsey, Sarah McDermott, Heather Stark, Leah Turley, Henning Vauth, Sandy York, Jamey Halleck, Uyi Lawani, Kevin Levine, 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, Brandy McGhee, Lisa Muto, Alysha Nichols, Marybeth Beller, Clinton Brown, Puspa Damai, Shoshannah Diehl, Marianna Linz, Megan Marshall, Boniface Noyongoyo, Daniel O'Malley, Shawn Schulenberg, Jana Tigchelaar, Anthony Viola, Raid Al-Aqtash, Kelly Beatty, Rick Gage, Philippe Georgel, Sean McBride, Kyle Palmquist, Devon Wright, Stephen Young, Jessica Buerk, Eva Patton-Tackett, Jinju Wang, Ruhul Amin, Tiffany Davis, Mindy Varney, Tom Hisiro, Kelli Johnson, Larry Sheret.

**MEMBERS ABSENT:** Nitin Puri, Ji Bihl, Usha Murughiyan, Michael Hambuchen, Mary Platz, Jen Sparks

**EX-OFFICIO, NON-VOTING MEMBERS PRESENT:** Brea Belville, Richard Egleton, Amine Oudghiri-Otmani, Robin Riner

**EX-OFFICIO, NON-VOTING MEMBERS ABSENT:** -

**PARLIAMENTARIAN:** Zelideth Rivas

**SENATE STAFF:** Hailey Bibbee

**GUESTS:** In person - Avi Mukherjee, Tiffani Daniels, Doohee Lee, Andrea Morelock, Bill Gardner, Brian Morgan, Karen McComas, Jerry Ross, Stephen Tipler, Mary Beth Reynolds, R.B. Bookwalter, Monica Brooks, Bruce Felder, Wesley Stites, Ben Eng, Matt Tidd, Anna Mummert, Carl Mummert, Mark Zanter, Maria Gindhart, Brandi Jacobs-Jones.

Via Teams – Brad Smith, Michael Prewitt, Gretchen Beach, Richard Gillman, Allison Carey, John Maher, James Westbrook, Marcie Simms, Logan Reagan, Rachel Witt, Jessica Lowman, Teresa Eagle, Theresa Hayden, Ginny Painter, Julia Spears, Cris McDavid, Craig Kimble, Kelli Prejean, Eric Himes, Glen Midkiff, Nancy Lankton, Hillary Adams, Eric Blough, Paris Webb, Gena Chattin, Kateryna Schray, Suzanne Konz, Juan Sanabria

The meeting was convened at 4:00pm by Chair Shawn Schulenberg. Chair Schulenberg reviewed meeting procedures and expectations.

1. **Approval of proposed agenda** – approved as written
2. **Approval of minutes**
  - a. April 18, 2024 – moved/seconded/approved as written
  - b. April 25, 2024 – moved/seconded/approved as written
3. **Chair Announcements** – Shawn Schulenberg
  - a. The President has signed the following documents:
    - i. March 4 Executive Committee Meeting Minutes
    - ii. March 14 Faculty Senate Meeting Minutes
    - iii. All recommendations and resolutions that we sent to him last year.

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

- b. In addition, the President has already signed SR 24-25-01 EC, which creates an ad hoc Faculty Technology Committee (FTC). This committee would be part of our Technology Governance and Procurement Procedure, and Administrative Procedure ITP 1, which went under review and then came into effect on August 28. This procedure represents the work of myself, our CIO Dr. Jodie Penrod, our BOG Representative Dr. Robin Riner, and our Council of Chairs Chair, Dr. Allison Carey. The goal is to pilot the committee before formalizing it as a new Faculty Senate Standing Committee, with changes to our Faculty Constitution later this year. The Faculty Senate Office has sent an email to the Deans asking them to hold an election.
- c. Liaisons: I am still searching for a Faculty Senate member to serve as a liaison to three committees: the Faculty Development Committee, the Faculty Personnel Committee, and the ad hoc Faculty Technology Committee. Thank you to those who volunteered and agreed to serve.
- d. Post-Tenure Review: The Deans met this summer and provided feedback for the Faculty Personnel Committee. The FPC just recently reviewed this at their first meeting of the year, and I will update you as soon as I have more information, including when we can expect a wider review of this important policy. Thank you to the committee for their hard work and your patience.
- e. Commencement/Honorary Degrees for Spring 2025: The nomination forms for both commencement and honorary degree recipients for the spring 2025 commencement are now open on the commencement website and scheduled to close on October 1, pending the approval of a recommendation we are considering today. Please encourage all members of our Marshall community (faculty, staff, and students) to participate in this important exercise.
- f. Courseleaf CIM: We announced this summer that we are now only accepting new academic planning and coursework forms through our Courseleaf management platform, CIM. The catalogs for 2024-25 are not published, and CIM is acceptable proposals for change.
- g. Catalog Standardization Committee: The Graduate Council chair and I had a meeting with our catalog editors who wanted our advice on which elements of the catalog need curriculum committee review and which do not. During the discussion, we realized that there are many inconsistencies in how each academic program is organized in our graduate and undergraduate catalog. We will soon ask this body to form an ad-hoc committee to propose a policy on which items require approval to be changed and to standardize the content of each program section in the catalog.
- h. Usher and Marshal Rotation: Over the summer, we also learned that our Commencement and Marshall Rotation policies have become outdated, due to the creation of new colleges/academic units and other factors. Dr. Kelli Johnson and Dr. Amine Oudghiri-Otmani from our Executive Committee have agreed to draft a proposal for us to review and consider.
- i. Revised Sabbatical Forms: The Faculty Senate website has updated sabbatical forms for those applying this fall for sabbatical in the 2025-26 academic year. The new forms include language clarifications, and the requirement for notarization has been removed based on advice from the Office of General Counsel. Last spring we approved revisions to AA 1 Sabbatical Leave, but they were not approved by the Board of Governors until a

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

few weeks ago, which will then not be finalized until the period of public comment ends on September 18. For that reason, any faculty applying for sabbatical this cycle will still follow the 2021 sabbatical rules. The new rules will go into effect, assuming no substantive comments are received, during the next cycle. We also hope that this will be a dynamic form by next year.

- j. Professional Responsibility, Academic Responsibility, & Academic Freedom (MUBOG AA-16): This proposed BOG rule was approved by the BOG at their August meeting. It will go into effect on September 18 barring any substantive comments.
- k. Generative AI: The Presidential AI Task Force continued to meet biweekly during the summer, culminating in presentations and workshops to both the Cabinet and the Board of Governors. The Task Force identified training and tools as the most important needs of faculty now, so expect several important announcements throughout the coming semester. We have released our first short course, "Introduction to Generative AI," for free for all Marshall students, faculty, staff, and now the community on the Marshall Skills Exchange ([www.marshall.edu/microcredentials](http://www.marshall.edu/microcredentials)). More are on their way. The Center for Teaching and Learning (CTL) will also be providing several playground sessions and other educational opportunities throughout the semester.
- l. Summer calendar concerns: On behalf of the University College and the Associate Deans Council, Sherri Stepp reached out to me that our new summer calendar structure, which has multiple terms starting on the same date, negatively affecting student retention and progression. I have asked them to work with the BAPC to review these concerns and recommend any changes that would go into effect already in summer 2025.
- m. Based on the changing demographics of our student body and external benchmarking showing widespread national changes to policies of academic probation, the Provost has temporarily suspending our policy for the semester, and I have asked the Office of Student Success to meet with the BAPC to discuss a permanent change to this policy.
- n. Summer Contracts/Responsibilities: Due to a concern from a faculty member that faculty responsibilities when "off contract" are not clear, I have asked the Faculty Personnel Committee to review whether we can refine our institutional policies for clarity and fairness.
- o. Upcoming Meetings/Events
- p. Our next Executive Committee meeting as a Senate is scheduled for September 16, for items to be taken up at the September 26 Faculty Senate meeting. All recommendations and resolutions for those meetings are due at [senate@marshall.edu](mailto:senate@marshall.edu) by September 6.
- q. The Fall General Faculty Meeting is scheduled for Thursday, October 3 at 4PM in Joan C. Edwards Playhouse.

#### **4. Parliamentary Procedures Primer – Zelideth Rivas**

- a. Review of Robert Rules of Order

#### **5. Recommendations/Resolutions**

- a. SR 24-25-02 EC Recommends Amending the Commencement Speaker & HD Deadline. Approved.

#### **6. Regular Reports**

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

**i. University President – Brad Smith (15 minutes)**

<b>President's Report – September 2024</b>
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- Thank you, Mr. Chairman.
- Good afternoon. I hope everyone had a nice summer and are as excited as I am about the Fall semester and the academic year!
- We had a productive summer on campus, as we worked to attract and retain our prospective and current students for the current year, while looking to the future by facilitating training sessions and workshops with our BOG and the Cabinet to advance our efforts to strategically and ethically apply Artificial Intelligence to:
  - Advance innovation in teaching and learning,
  - Strengthen our research excellence and impact,
  - Improve our operational efficiency and sustainability,
  - And ensure data security, compliance and governance.
- These efforts reinforced what we have acknowledged and embraced at Marshall University ...
  - Higher education is in the midst of significant reimagination and transformation across the globe,
  - And at Marshall, we've chosen to seize this opportunity to reimagine and reinvent ourselves, serving as a demonstration project for the rest of the world in the process.
- There are 3 headwinds reshaping higher education as we speak:
  - Demographics
  - Digital
  - Doubt
- On the demographics front:
  - The country has been bracing for the pending "enrollment cliff" in 2025, when the nation will experience 15% fewer seniors graduating high school over the next 10 years as a result of smaller family sizes over the past several decades.
  - With these smaller senior classes, the double whammy is that 12% fewer graduating seniors are expected to pursue a college degree, creating a pipeline problem for post-secondary educational institutions and our nation's workforce.
- On the Digital front:
  - How education is being delivered and how students prefer to learn is being reshaped by technology.
  - Learning platforms such as YouTube, Khan Academy, Coursera and Credly were already growing quickly, and have now been given a turbo boost with the emergence of large language models and Generative AI ...
  - Moving us one step closer to the aspirational vision of personalized learning experiences at scale.
- And finally, on the subject of Doubt:
  - Higher education has been in the news over the past year for a variety of reasons, and national sentiment has grown increasingly dour as evidenced by the Gallup Survey – where confidence in Higher Education dipped to 36% last July, down from a previous study of 57% in 2015.

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

- The collective implications of the 3 D's are being felt nationally, with daily announcements of significant actions being taken to rectify financial deficits, and an acceleration of private and public institutions of higher learning closing their doors or merging with others.
  - According to research conducted by Inside Higher Ed, as well as the James G. Martin Center for Academic Renewal:
    - For the five years between 2010-2014, approximately 40 higher education institutions merged or closed their doors.
    - Since 2015, that pace has accelerated with an additional 131 institutions merging or closing their doors.
- Beyond the 3 D's, we are navigating the massive transformation occurring in NCAA Athletics - from Name, Image and Likeness and the Transfer Portal ... to conference realignments and litigation settlements – in combination, these elements are changing the DNA of college athletics for the generations to come.
- To paraphrase Jeff Bezos, founder and Executive Chairman of Amazon – “never lean away from the future, because the future always wins.”
- In this context, Marshall has leaned in ... charting a course to become the most admired and studied university in the nation ... powered by our strategy - Marshall For All, Marshall Forever!
  - We are committed to being a 21<sup>st</sup> century prosperity platform that offers an in-demand curriculum ... delivered on-demand with the most contemporary mix of technology and human expertise ... and exemplifying areas of distinctive excellence on a national level.
  - We have set bold goals for our 200<sup>th</sup> anniversary in 2037:
    - Goals that include 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 \$65M today, to more than \$150M while increasing the number of start-ups in the state by 3X.
    - And increasing our economic impact in West Virginia from what had been a 14X return for every state dollar invested, to a 30X return.
  - Our efforts are laser focused on accelerating 5 student-first priorities ...
    - To increase access
    - To ensure affordability
    - To grow our support programs
    - To deliver these programs and services on-demand
    - And to enable lifetime achievement.
  - We continue to see early indications of positive outcomes, despite the macro-environmental headwinds:
    - Our Fall 2024 enrollment is once again on pace to outperform internal projections, building on a strong Fall 2023 that reversed a 13-year enrollment decline.

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

- We have admitted our second 100 students into the Marshall For All Program with the promise of no student loan debt, building on last year's successful cohort of students who are proving the success of the program through their academic and civic performance.
  - We have seen strong growth in our research, grants and contracts, on pace to exceed our forecasted levels.
  - And our updated economic impact analysis now reflects that for every dollar the state invests in Marshall University, we are now generating an 18X return, up from 14X two years ago.
  - We have leaned into AI with a Presidential Task Force being co-chaired by Dr. Shawn Schulenburg and Professor Bill Gardner, ensuring that we lead the way in learning and applying these tools in the most innovative and constructive manner possible.
  - And our Athletics Department is quickly innovating and scenario planning to ensure Marshall University is positioned to effectively compete and win in whatever version of NCAA Athletics unfolds in the months ahead.
- We have been sharing this story with external audiences, including legislative leaders representing the sixteen southern states who attended the recent Southern Legislative Conference, the Annual Business Summit Business at the Greenbrier, as well as major philanthropic foundations across the country.
  - Our story is resonating and the interest in supporting our journey is increasing.
  - None of this would be possible without the Power of We ...
  - Two years ago, Robin Riner and a dedicated team formed a Shared Governance Task Force to benchmark and propose a shared governance model to unleash the wisdom of our collective campus, while accelerating our velocity in translating those ideas into impact.
  - Those efforts led to a campus that is aligned and 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.
- As I remind us in each meeting, we have heavy lifting ahead of us, but it is important to pause and celebrate shining achievements.
    - From the outset ... we knew this is not a turn-around, it is a transformation ...
    - One that we believe, if we execute well, will position Marshall to become an exemplar in higher education ...

Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

- And in doing so, provide a roadmap to future prosperity for our students, our employees, our communities and for the country.
- **Marshall For All, Marshall Forever!**
- And with that, Mr. Chairman, I'll conclude my comments and will be happy to take questions.

No questions.

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

- Thank you to Shawn Schulenberg for his leadership and to the body for their service
- Promotion and tenure: 25 faculty received promotion/promotion and tenure
- New faculty, 44
- Enrollment +4.9%, retention 7.5% from first to second year, 186 international students

iii. **Board of Governors** – Robin Riner (5 minutes)

Sent to faculty via email

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

ACF Report – Faculty Senate – Sep. 5, 2024. The Advisory Council of Faculty (ACF) had a Zoom meeting on Friday, Apr. 19 and Tuesday, July 30 from 1:00 – 2:45. The following are important highlights from the two meeting: We started both meetings by approving the minutes from the previous meeting. At the April meeting, we started with an HEPC update by Matt Turner and Jody Oliveto regarding campus carry. We then discussed middle college/dual enrolment that involves bringing high school students who are in foster care to college for dual enrollment courses. II- Jody Oliveto, who stood in for Corley Dennison, then introduced everyone to the “Level Up” dual enrollment programs, OERs, and micro credentialing. With regards to “Level Up,” the 2023 legislature approved a four-year dual enrollment pilot program that would lead to employment but can’t be general studies. Programs approved were direct care, health professions and nursing, math and STEM fields, education and early education, information technology, advanced manufacturing, welding, fabrication, and engineering. With regards to OER, 100% of WV institutions participated in open learning, with 408 courses transitioning to OER and 260 individual faculty transitioning their courses to OER since inception. Concerning micro credentialing, a steering committee revised Series 59, which defined micro credentials as a competency or skill-based recognition. These can be shared with an employer and can be transferred to transcripts and through Brit badges. A Micro credential Advisory Council will be developed to support this work and continue with training and education on micro credentials. III- Jody Oliveto’s discussion was followed by the Chair’s report. IV- At the July meeting, we elected new officers. We elected a new Chair, Vice Chair, Secretary, and Legislative Advisory Coordinator. We then discussed the ACF fall retreat which will be held on November 8-9, 2024, at Stonewall Resort. This will be our next meeting.



Marshall University Faculty Senate  
MEETING MINUTES  
Thursday, September 5, 2024, 4:00 PM  
Smith Center for Business and Innovation (SBUS) 113/Microsoft Teams

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

- elected new committee chairs
- planning GC retreat

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

- participated in Student Leadership Conference
- participated in Orientation and WOW
- discussed housing concerns and success with finding housing for all students
- working revising bylaws
- announced HerdLink form for Student of the Game

g. Other Requests to Speak  
None

The meeting was adjourned at 4:59 p.m.

Respectfully Submitted:

*Kelli Johnson*

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Kelli Johnson, Recording Secretary, Faculty Senate

**MINUTES APPROVED BY FACULTY SENATE:**

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Dr. Shawn Schulenberg, Chair  
Faculty Senate

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Date Signed

**MINUTES READ:**

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Brad Smith, President  
Marshall University

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Date Signed

**Executive Committee**  
**RECOMMENDATION**

**SR 24-25-03 EC Recommends Adoption of Marshall University Shared Governance Charter**

**Whereas** the Marshall University Ad Hoc Shared Governance Committee has diligently met for two years to internally inventory and externally benchmark best practices in shared governance;

**Whereas** shared governance is a cornerstone of effective university leadership, ensuring that faculty, staff, students, and administration have an active role (voice and vote) in decision-making processes;

**Whereas** Marshall University seeks to be a leader in higher education by setting a gold-standard for shared governance, promoting transparency, collaboration, and accountability;

**Therefore, the Faculty Senate recommends** adoption of the proposed Shared Governance Charter to guide the university’s commitment to inclusive and participatory governance.

**FACULTY SENATE CHAIR:**

APPROVED BY THE  
FACULTY SENATE: \_\_\_\_\_ DATE: \_\_\_\_\_

DISAPPROVED BY THE  
FACULTY SENATE: \_\_\_\_\_ DATE: \_\_\_\_\_

**UNIVERSITY PRESIDENT:**

APPROVED: \_\_\_\_\_ DATE: \_\_\_\_\_  
DISAPPROVED: \_\_\_\_\_ DATE: \_\_\_\_\_

**COMMENTS:**

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# Marshall University Shared Governance Charter

## 1. Introduction

1.1. Purpose of the Charter: The purpose of this Charter is to codify the definition, guiding principles, and structure of shared governance at Marshall University. The Charter delineates the roles and responsibilities of each governing body at the University, as well as codifying the process by which these bodies will be reviewed according to the shared governance guiding principles. Neither this Charter nor the actions taken by the bodies established under the Charter may contravene public law or the authority of the Board of Governors or the West Virginia Higher Education Policy Commission.

1.2. Definition of Shared Governance: Shared governance is a systematized structure of transparent decision-making that reflects shared interests and shared responsibility of all constituency groups. Constituency groups—which include, but are not limited to, faculty, students, classified and non-classified staff, the Board of Governors, and administration—have assured, protected opportunities to influence decisions regarding the operation and direction of Marshall University and established organizational means by which they can carry these out. The role of constituency groups is not merely advisory; instead, decision-making is actively shared among relevant groups. Constituency groups thus contribute more than mere consultation before the implementation of a decision. Shared governance relies on an atmosphere of mutual understanding, respect and trust that can foster honest communication and consideration in decision-making. Shared governance promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence among constituency groups.

1.3. Importance of Shared Governance in Academic Institutions and at Marshall: The [AAUP Statement on Government of Colleges and Universities](#) states that “The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.” A shared governance approach is thus recommended as the best model for university governance. Shared governance places the [mission](#) and well-being of the institution above individual interests and fosters a unified direction for university development. For Marshall University, this approach is required by WV State Code 18B-2A-4(j), which states that the governing boards of all state universities should “Involve faculty, students, and classified employees in institution-level planning and decision making when those groups are affected.”

### 1.4. Definitions:

1.4.a. *Constituency groups*: A constituency group is an individual or group that has a vested interest in the mission and well-being of Marshall University. Constituency groups include but are not limited to:

**Students**: Any persons taking courses at or from Marshall University, both full-time and part-time, pursuing undergraduate, graduate or professional studies and who reside in

University residence halls or utilize University facilities or services for the purpose of pursuing studies.

**Faculty:** All full-time or part-time employees who have current faculty appointments, including library track faculty, clinical faculty, associate deans, assistant deans, directors, associate directors, assistant directors, chairs, temporary faculty, and term faculty.

**Classified Staff** - Any regular full-time or part-time employee of Marshall University who holds a position that is assigned a particular job title and pay grade in accordance with the personnel classification system established by state code or by the Higher Education Policy Commission.

**Non-Classified Staff** - Any regular full-time or part-time employee of Marshall University who holds a position that is not assigned a particular job title and pay grade in accordance with the personnel classification system established by state code or by the Higher Education Policy Commission.

**Administration** – University employees whose role and responsibility are to manage and oversee institutional operations, led by the President and including cabinet members, divisional leaders (vice presidents and chief officers), associate and assistant vice presidents, deans, directors, etc.

Additional constituency groups who could possibly be called to give input on certain decisions include community members and alumni.

1.4.b. *Governing body:* a governing body refers to a standing unit on campus that has decision-making powers regarding rules, policies, and/or procedures. These include Faculty Senate, Classified Staff Council, Non-Classified Staff Council, the Student Government Association, the Graduate Council, the President’s Office, and the Board of Governors (BOG).

1.5. Shared Governance Ad Hoc Committee: This committee was established in April 2022 to assess shared governance at Marshall and provide recommendations for its improvement. Its membership consists of appointed representatives from the faculty of each college/school, undergraduate and graduate students, non-classified and classified- staff, athletics, Academic Affairs, the administration, libraries, the governing bodies, and the Dean’s Council and Council of Chairs. The goals of the committee are to research and provide recommendations for university shared governance best practices, assess shared governance structures and practices at Marshall, and provide recommendations for improving shared governance at the university. When and if it becomes feasible and appropriate, this committee shall be transformed from an ad hoc committee to a standing committee of one or more of the governing bodies and codified in their constitution(s).

1.5.a. By the end of each spring semester, the Ad Hoc Committee shall establish an annual work plan that outlines its goals and priorities. Also, at the end of each spring semester, the Ad Hoc Committee will conduct an internal review of its work plan from the prior year, assessing its work product and the degree to which its goals are being achieved.

1.5.b. Membership terms and requirements for the Ad Hoc Committee shall be codified in a separate document and are subject to change by a majority vote of the committee. The committee operates on a 9-month work schedule unless there are needs that have to be addressed during the summer months, in which case special task forces will be created.

## *2. Principles of Shared Governance*

2.1. Transparency and Communication: We strive for a system of governance that encourages and relies on open communication among stakeholders and governing bodies. Information must sometimes remain confidential during decision-making processes, but this principle assumes that each governing body makes a genuine attempt to communicate as much as possible about ongoing decision-making processes to stakeholders. Meaningful and productive lines of communication should be established for stakeholders to provide input on relevant decisions. The shared governance website will, as much as is possible, maintain an up-to-date record of decision-making processes and outcomes and/or links to the pages of the governing bodies where this information is kept.

2.2. Accountability: It should be clearly communicated to constituency groups which persons/bodies hold ultimate authority for which decisions. An appeal process for decisions made by each governing body should be established.

2.3. Shared Decision-Making: Each decision should be made with meaningful and adequate input from relevant constituency groups. This input should be provided during the process of decision-making, not simply after a decision has been made.

2.4. Inclusion and Respect for Diverse Perspectives: All governing bodies should strive for participation from a diverse, equitable, representative, and balanced sector of each group they represent. No single classification of constituents (e.g., women, non-tenured faculty, minorities) should shoulder the brunt of shared governance work.

2.5. Clarity of Roles and Responsibilities: The roles and responsibilities for each governing body should be clearly defined and communicated. Each governing body shall onboard new members by communicating these roles and responsibilities.

2.6. Freedom of speech: All constituents of Marshall University, including students, tenure-track and non-tenure track faculty, classified and non-classified staff, and members of the administration and governance of the university, have a right to provide open and honest input on decisions that affect them and the university mission without retribution. This Charter asserts that all constituents have the right and responsibility to contribute to Marshall University's mission and well-being.

## *3. Plan of Organization for Shared Governance*

3.1 Governing Bodies: There shall be seven representative bodies, consisting of the Board of Governors, Student Government Association, the Faculty Senate, the Graduate Council, the

Classified Staff Council, the Non-Classified Staff Council, and the Administration (including the President and their cabinet). Each of these bodies has the following responsibilities:

3.1.a. To advise and make recommendations to the other governing bodies on issues on behalf of their constituent groups.

3.1.b. To establish and maintain its own constitution/bylaws, provided they are not in conflict with provisions of this Charter of Shared Governance nor state law or Board of Governors Rules. Each body shall operate in accordance with an agreed-upon set of Rules of Order and elect officers in accordance with, and for terms established by, its own constitution and bylaws.

3.1.c. To respond to initiatives brought forward by its constituents and by the University Advisory Council (defined in Section 4).

3.1.d. Each governing body will organize and maintain its own committees and will provide yearly reports of the committees' goals and work product.

3.2. Governing Bodies' Roles and Responsibilities. The following is a general outline of the roles and responsibilities of each of the governing bodies. More specific descriptions of the roles and responsibilities of each can be found in their respective constitutions and governing rules.

3.2.a. *Student Government Association:* The Student Government Association shall be composed of representatives elected from the various student bodies at Marshall by a plan and process established by its own constitution/bylaws. The Student Government Association shall have authority to recommend policies specifically regarding the following matters:

1. Student-related policies, procedures and issues that affect the overall wellbeing of students and their ability to complete their education.
2. The establishment of budget for funds allocated to it, the selection of appropriate representatives for university committees and workgroups, and the establishment and governance of clubs and other organizations of students entitled to the use of Marshall University facilities.

3.2.b. *Faculty Senate:* The Faculty Senate shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Faculty Senate shall have authority to formulate and recommend policies, specifically regarding the following matters:

1. All academic policy matters and affairs which primarily affect the faculty, including curriculum, admission standards, student retention, scholarships and honors, degree programs, instructional standards and faculty welfare.
2. Major issues that affect the institution, including change to the mission, addition or deletion of programs, contracts with government agencies, and public questions that affect the role of the institution or endanger the principle of academic freedom.

3.2.c. *Graduate Council*: The Graduate Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Graduate Council shall have the authority to formulate and recommend policies specifically regarding the following matters:

1. Issues related to the graduate education mission of the university, including long-range planning for graduate education, the recommendation of new programs and courses, the evaluation of existing programs and courses, the facilitation of graduate accreditation, the recommendation of promotion and tenure policies related to graduate education, and the recommendation of approval of graduate faculty.
2. Major issues that affect the institution, including change to the mission, addition or deletion of programs, contracts with government agencies, and public questions that affect the role of the institution or endanger the principle of academic freedom.

3.2.d. *Classified Staff Council*: The Classified Staff Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Classified Staff Council shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:

1. Human resource policies and procedures that may directly affect the classified employees.
2. Non-academic policies and procedures that support student learning, experience and responsibility both within and outside of the classroom environment.
3. Selection and appointment of administrators, budget and planning matters for the University, the organizational structure of the University, and other issues that affect the overall welfare of the University.
4. Methods and means by which employment conditions may be improved and operating efficiency of the University increased.

3.2.e. *Non-Classified Staff Council*: The Non-Classified Employees Staff Council shall be composed of representatives elected from its constituent group by a plan and process established by its own constitution/bylaws. The Non-Classified Staff Council shall have authority to formulate and recommend policies, subject to the advice of the other governance bodies, specifically with regard to the following matters:

1. Human resource policies and procedures that may directly affect the non-classified staff members.
2. Non-academic policies and procedures that support student learning, experience and responsibility both within and outside of the classroom environment.

3. Selection and appointment of administrators, budget and planning matters for the University, the organizational structure of the University, and other issues that affect the overall welfare of the University.
4. Methods and means by which employment conditions may be improved and operating efficiency of the University increased.

3.2.f. *Administration*: The Cabinet members and other administrative leaders shall have authority to formulate and recommend university policies and administrative procedures according to the process set forth in University Procedure ADMIN-20.

3.2.g. *Board of Governors*: Marshall University's state-appointed governing board (the positions of faculty, staff, and student representatives are elected), which holds ultimate fiduciary responsibility for the university and oversees the university's operations and establishes rules.

#### 4. *The University Advisory Council*

4.1. The purpose of the University Advisory Council is to coordinate the activities and serve as a conduit of information among the governing bodies. It does not serve as a governing body in and of itself. It provides counsel to the University President on establishment of strategic priorities for the University.

4.1.a. The University Advisory Council shall consist of the president of the Student Government Association; the chairs of the Faculty Senate, Graduate Council, Classified Staff Council and Non-Classified Staff Council; and the University President or their designee.

4.1.b. Regular meetings of the University Advisory Council shall be held twice annually, in July and January. Special meetings may be called by any member on an as-needed basis.

4.1.c. Members of the University Advisory Council shall meet with the Cabinet twice annually, in August to kick off the new academic year and in April to review the Administration's proposed budget for the next fiscal year.

4.2. The University Advisory Council shall have the following functions:

4.2.a. In conjunction with the Administration, identify and develop strategic initiatives for the University and the shared governance bodies. These initiatives will be reviewed and ratified by each of the governing bodies and do not preclude any group from modifying and/or developing additional initiatives throughout the course of the year.

4.2.b. Refer matters to appropriate University committees or governing bodies, receive reports of ad hoc committees responsible to it, and inform each governing body promptly of the actions of the other governing bodies.



4.2.c. Appoint ad hoc governance committees on matters of interest to more than one governing body or to resolve differences among the governing bodies.

4.2.d. Call special meetings of the Council to address timely matters or those that need special attention outside of the regular meeting schedule of the Council.

4.2.e. Represent the interests of the governing bodies, when appropriate, to the Board of Governors.

4.2.f. Make proposals to the governing bodies to improve the functioning of this Charter or other matters as required.

5. *Decision-Making Processes*: See Appendix 1 for a matrix outlining the purview of each constituent group in different types of decision-making processes.

5.1. Creation and amendment of rules, policies, and procedures. The process for posting, creating, reviewing, and approving BOG Rules, University Policies, and Administrative Procedures is codified in University Administrative Procedure ADMIN-20. ADMIN-20 establishes the shared governance process through which rules, policies, and procedures are created. These include BOG Rules on academic affairs, financial affairs, general administration, and student affairs; University policies for academic affairs, financial affairs, general administration, and human resources; and University Administrative Procedures for academic affairs, financial affairs, financial aid, general administration, human resources, information technology, and student affairs. All rules, policies, and procedures are vetted by the governing bodies and then undergo a period of public comment before approval.

5.2. Budget decision-making structure: Budget and resource allocation decisions are made under a shared governance management structure (diagrammed in Appendix 2). Committee structure is designed to promote broad constituent involvement and information sharing. Continuous feedback and data sharing is encouraged from subject matter experts and committee members.

5.2.a. The Budget Advisory Committee (BAC) receives all budget proposals directly from unit-level leadership, considers requests, and makes recommendations to the units. Membership on this committee includes the CFO; Provost; Budget Director; Finance Director; Asst. Provost, Institutional Efficiency and Academic Analytics; Business Operations Manager; two Cabinet members (other than CFO); three academic deans; Faculty Senate President; Classified Staff Council President; Non-classified Staff Council President; and an Athletics representative.

5.2.b. The BAC then provides a consolidated, recommended budget to the Executive Budget Committee (EBC) for approval. Membership on the EBC includes the President, Provost, CFO, Chief of Staff, Budget Director, and Institutional Research representative. This budget is then presented to the Board of Governors for approval. The annual university and athletics budgets are ultimately approved by the Board of Governors once a year.

5.2.c. The Budget and Academic Planning Committee, University Curriculum Committee, and Graduate Council provide feedback to the BAC. The Model Operations and Review Committee, Tuition Planning and Financial Aid Working Group, Space Committee, and Academic Planning Committee provide feedback both the BAC and EBC.

5.2.d. *Financial Transparency*: The annual university budget and core operating budget can be found here: <https://www.marshall.edu/finance/>. The proposed budget is posted publicly before it is voted on by the Board of Governors.

5.3. Information Technology Decision-Making: Decisions regarding information technology will be made by the Chief Information Officer in conjunction with the Technology Executive Committee, the Faculty Technology Committee, and the Administrative Technology Committee. The detailed decision-making structure for information technology can be found in Administrative Procedure ITP-1, the Technology Governance and Procurement Review.

5.4. Strategic Planning: The current master plan for Marshall University was developed through a listening tour initiated by the president with additional input from all constituency groups as the plan was developed. The plan can be found here (2023): <https://www.marshall.edu/strategicplan/>. Future master plans shall be created through the same process of engagement with constituent groups. In addition, A 10-year campus development plan is required by WV State Code and is approved by the Board of Governors. The current campus development plan can be found here: <https://www.marshall.edu/masterplan/2023-master-plan/>. The development plan should also be created with input from each constituent group.

#### 5.5. Final responsibility and dispute management

5.5.a. While participation in shared governance by the Administration, Students, Faculty, and Staff is necessary and important for the well-being and advancement of Marshall University, the final responsibility for decision making rests with the university President, Board of Governors, or West Virginia Higher Education Policy Commission, who are ultimately held accountable by the public and its elected leaders.

5.5.b. Shared governance disputes arising between/among the governing bodies shall ultimately be resolved by the President, after conference with representatives of the appropriate governing bodies.

### 6. *Reporting, Review, and Accountability*

6.1. Annual Reports on Shared Governance: The Shared Governance Ad Hoc Committee shall submit a yearly report to each governing body and to the president that outlines shared governance developments and updates, including an assessment of the status of shared governance at Marshall.

6.2. Shared Governance Review: A Shared Governance Review Committee shall be established to oversee review of each governing body at Marshall to ensure they are abiding by the shared governance principles outlined in this Charter.

6.2.a. The Shared Governance Review Committee shall have the following functions (full list of duties can be found in the Review Committee's bylaws):

1. Conduct a review of each of the governing bodies at Marshall according to criteria established by the committee to assess their adherence to shared governance principles. Each governing body will be reviewed at least once every four years on a rotating basis and will receive a report of the Review Committee's findings.
2. Conduct a survey every four years to assess campus community satisfaction with the shared governance process and present results and any recommendations for improvements to the Ad Hoc Committee.

6.2.b. The membership of the Shared Governance Review Committee shall consist of:

1. A designee elected by the Student Government Association
2. A designee elected by the Faculty Senate
3. A designee elected by the Graduate Council
4. A designee elected by the Classified Staff Council
5. A designee elected by the Non-Classified Staff Council
6. A designee elected by the Board of Governors
7. A designee from Academic Affairs appointed by the Provost
8. A member of the Cabinet appointed by the President
9. The Chair of the Shared Governance Ad Hoc Committee (ex officio, non-voting)

Additional details about membership, terms, and duties of this committee can be found in the committee bylaws.

### *7. Amendment procedure for this Charter*

7.1. Amendments to this Charter may be presented by a governing body or the University Advisory Council by the following procedure:

7.1.a. The initiator of the amendment shall promptly transmit the text of proposed amendments to the chairs/directors of each governing body. Each governing body has three working months to act or forfeit its right to decide on the issue.

7.1.b. Each governing body shall distribute the text of the proposed amendment in writing to its members at least ten (10) working days before the meeting at which it is to be voted on.

7.1.c. Amendments to portions of this Charter affecting three or more governing bodies require a two-thirds vote in each of the governing bodies that exercise their right to decide within the timeframe set forth.

7.1.d. Each governing body may amend the portions of this Charter relevant only to its own structure by a two-thirds vote of that body.

7.1.e. Upon ratification, the amendment(s) shall be forwarded to all parties for final approval and signature.

8. *Approvals*

This Charter has been approved by the University's Governing Bodies:

_____ Student Government Association President	_____ Date
_____ Faculty Senate Chair	_____ Date
_____ Graduate Council Chair	_____ Date
_____ Classified Staff Council Chair	_____ Date
_____ Non-Classified Staff Council Chair	_____ Date
_____ Board of Governors Representative	_____ Date

Approved by the President:

\_\_\_\_\_  
President

\_\_\_\_\_  
Date

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# Appendix 1: Shared Governance Matrix

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DECISION TYPE	CONSTITUENCY GROUP
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	Faculty	Classified Staff	Non-classified staff	Students	Administration	Cabinet	President	Board of Governors
Strategic plan	I	I	I	I	I	DD	DD	AD
Hiring president	I	I	I	I	I	I		DD/AD
Hiring administrators*	I	I	I	I	AD	AD	AD	
Campus master plan	I	I	I	I	DD	DD	AD	AD
Capital projects					DD	DD	AD	AD
University budget	I	I	I	I	I	DD	DD	AD
Salaries/benefits					DD	DD	AD	AD
Curriculum changes	DD/AD				DD/AD		AD	AD
Program creation/discontinuance	DD/AD							AD
Information technology	I	I	I	I	I	AD	AD	
College/department budget allocations	DD				AD	AD	AD	
Promotion/tenure	DD				DD	AD	AD	
Creation/amendment of BOG rules	I	I	I	I	I	I	DD	AD
Creation/amendment of university policies	I	I	I	I	I	I	DD/AD	
Creation/amendment of administrative procedures	I	I	I	I	DD/AD	DD/AD		

**Key:** I (provides input), DD (drafts decision), AD (approves decision)

\*Who approves the decision depends on the type of position being filled.

**Appendix 2**  
**Budget Decision-Making Model**

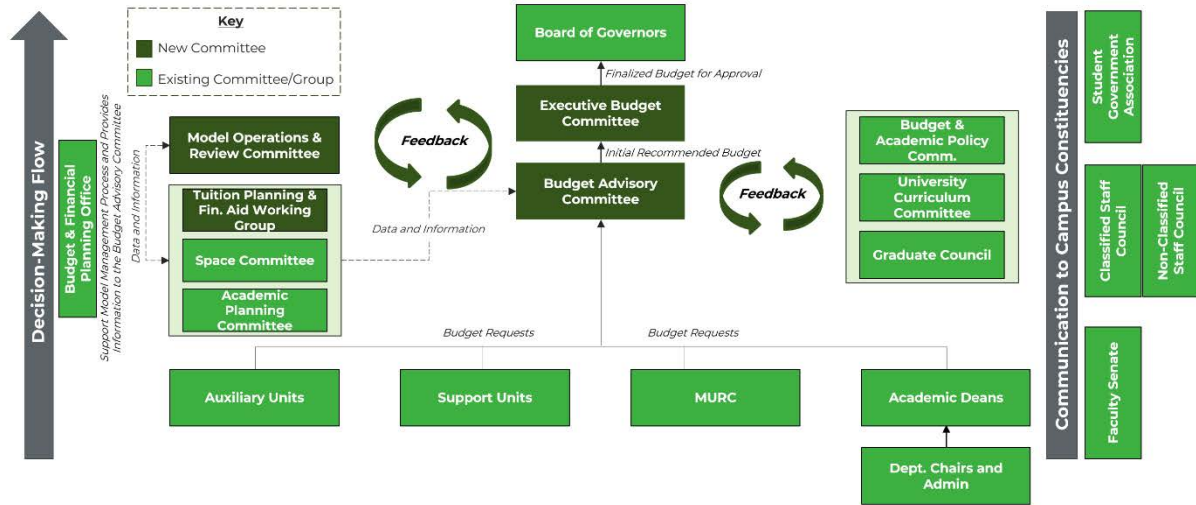
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# Marshall Budget Model Management Structure

The structure below reflects Marshall's budget model governance structure and feedback loops to support University-wide input and feedback.



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