

Marshall University Classified Staff Council Minutes

January 16th, 2025, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Mark Brumfield, Karena Burriss, Andrea Gray, Maegan Gruber-Basenback, Kyrsten Hodge, Samantha Holiskey, Carol Hurula, Dena Laton, Mary Layne, Heather Lowe, Becky Lusher, Nick Martin, Anita Mathis, Cody Mills, Larry Morris, Heather Smith

Members Absent: Spencer Lupashunski, Lisa Ransbottom,

Members Absent (Excused):

Guests: Attached

Chair Tony Waugh called the meeting to order. Parliamentarian Becky Lusher verified there was a quorum.

Brad Smith – University President

People

- **Employee Survey Results:** Brad shared highlights from the results of the annual employee survey.
 - **Participation Rate:** Brad reported a 66% participation rate in the annual employee survey, indicating increased trust in the survey process.
 - **Improvement Areas:** Brad highlighted improvements in 20 out of 52 dimensions, with no notable declines in any area.
 - **Employee Pride:** 83% of employees feel proud to work at the university, reflecting a positive work environment.
 - **Motivation Levels:** 76% of employees are motivated to go above and beyond in their roles, showcasing high engagement.
 - **Comparison to other institutions:** Marshall scored significantly higher than our higher education peers in 18 different categories:
 - Confidence in Marshall’s future: we scored 10 points higher than other higher education institutions.
 - Leadership that aligns its words with its actions: we scored 9 points higher.
 - An environment that supports employees coming up with new and innovative ideas: 12 points higher.
 - Getting clear direction from senior leaders about where we’re going as a university: 12 points higher.
 - Marshall making the necessary changes to compete effectively in this changing landscape: 14 points higher.
- **Areas for Improvement:** Brad identified three main areas for improvement based on the survey results: accountability, collaboration across departments, and compensation. He emphasized the need to set clear expectations, improve departmental collaboration, and bring pay up to market levels by 2027.

- **Accountability:** Brad noted that only 45% of employees feel clear expectations are set and accountability is maintained. Plans for improvement include:
 - **Performance Management System:** Brad announced the rollout of a performance management system this spring to strengthen accountability. Managers will have clear goals, regular conversations with supervisors, and action plans to improve their respective areas.
 - **System Rollout:** The performance management system will be rolled out this spring to enhance accountability.
 - **Manager Training:** Managers are being trained to set clear goals and have regular conversations with their employees.
 - **Action Plans:** Supervisors will develop action plans to improve their respective areas based on employee survey results.
- **Collaboration:** 56% of employees feel like we are family and work well together, but there is room for improvement in collaboration across departments. Plans for improvement include:
 - **Breaking down silos:** We will continue to look for new ways to foster collaboration, including our shared governance model.
- **Compensation:** The survey results acknowledged progress in compensation but Brad emphasized room to grow and the goal to bring pay up to 80% of market levels by 2027. Plans for improvement include:
 - **Targeted pay improvements:** A multi-year plan to make targeted pay improvements so we can bring everyone up to 80%, or higher, of the midpoint by 2027. We will continue to build this into the budget process this year, and in the coming years.

Purpose

- **Marshall for All, Marshall Forever Plan:** Brad provided an update on the Marshall for All, Marshall Forever program.
 - **Program Overview:**
 - The program includes making sure that what we're teaching is in demand, our classrooms are flexible and on-demand, and we've chosen six areas where we can be distinctive. It embraces who we are but also who we serve.
 - The program is largely for Pell-eligible students, which are students that have extreme financial need.
 - Pell-eligible students tend to struggle more with succeeding and graduating. A non-Pell student tends to graduate 20 points faster and higher than a Pell student.
 - In Fall 2023 we admitted the first 100 students, 97% of whom were Pell-eligible.
 - Being in the program includes help to graduate in four years, four levels of mentorship, a financial literacy course, and a work-study program.
 - **Positive Results:** The program has resulted in higher GPAs (3.08) compared to other Pell students on campus (2.69) and higher retention rates (79%) compared to other Pell students on campus (66%).

- **Next Steps:** The program will admit 200 more students next fall, and continue to increase those numbers until we can get everyone into the program in the next 10 years.

Preparedness & Planning

- **Preparedness and Planning:** Marshall University is doing exceptionally well, including how much our enrollment was up this fall (6.1%) compared to the rest of the 4-year colleges in the State (0.02%). However, Brad discussed the importance of planning for unexpected outcomes.
- The Shared Governance Advisory Group, which includes representatives from Classified Staff, Non-Classified Staff, Student Government, Faculty Senate, Graduate Council, and members of the administration has been tasked with helping to prepare for a range of options. We are *not currently facing these scenarios but looking at how to prepare for them if they were to arise*.
 - **Budget Scenarios:** The shared governance budget advisory group will prepare for various budget scenarios, including cuts of 2% (\$3 million) and 4% (6 million).
 - **Enrollment Declines:** Brad emphasized the need to plan for potential enrollment declines and their impact on the university.
 - **Political Changes:** Brad highlighted the importance of preparing for changes in the political landscape, including new leaders assuming office and new legislation and executive orders. Marshall University has a strong reputation for being a collaborator.
 - We've had many inquiries about executive orders that talk about diversity, equity and inclusion.
 - Our legal and government relations teams are reviewing the language in them, at both the state and federal levels.
 - The governor has set a timeline for everyone to comply if they are a State institution, and we are working with HEPC and other higher education institutions to organize our collective response to make sure we're in compliance.
 - Other states have implemented what is being proposed in WV and we have put together an action learning team to go study what those campuses are doing.
 - We've put together an implementation team.
 - As we move forward, we are also keeping in mind our accreditation requirements, research, athletics, and students.

Avi Mukherjee – Provost

- **Dean Searches:** Avinandan announced the launch of three college dean searches for the College of Liberal Arts, College of Education and Professional Development, and College of Business. The search process will be confidential until the campus visits of the finalists.
 - With these three new hires, every college except the College of Health Professions will have had a new dean within the last two years.
 - The search committees have a dean, faculty members, classified and non-classified staff, students, alumni, board members, and community members.

- **Spring Semester Enrollment:** There is an increase in spring semester enrollment compared to the last year. Avi highlighted the growth in undergraduate and graduate students, as well as the increase in metro and international students.
 - **Enrollment Increase:** Spring semester enrollment increased by 5.9%, with 10,636 students enrolled, which is 588 more than last year. This number includes the increase in dual enrollment students. Without the increase in dual enrollment students, we have a net growth of 364 students. Every college is looking positive compared to last spring.
 - **Undergraduate and Graduate Growth:** Undergraduate enrollment grew by 6.3%, while graduate enrollment increased by 4.7%.
 - **High School/Dual Enrollment Students:** Enrollment numbers for spring are 1001, which is 224 more than last year.
 - **Metro and International:** There was a significant increase in metro students (136 more) and international students (44 more) compared to last spring.
 - **Retention:** Fall to Spring first time freshmen retention is 89.3%. Fall enrollment for first time freshmen was 1816 students, and 1622 students came back for spring semester. This is an increase of 3.3% over last year.
- **Fall 2025 Enrollment Projections:** Avi shared the current status of fall 2025 enrollment, with 6,791 applications for first-time full-time freshmen. He noted the growth in graduate, distance, international, and transfer student applications, while emphasizing the need to improve metro applications.
 - **First-time full-time Freshmen:** There are currently 6,791 applications for first-time full-time freshmen for fall 2025, which is 3.1% lower than last year, but we are closing the gap from the 5% lower amount a month ago. We have a target of 10,000 applications, and we are nearly 68% there. Our target for enrollment is 2000 students, whereas we had 1833 students last year.
 - **Graduate:** Graduate student applications have increased by 60%.
 - **Distance:** Distance applications have increased by 82%.
 - **International:** International student applications have increased by 41%.
 - **Transfer:** Transfer applications have increased by 11%.
 - **Metro Applications:** There is a need to improve metro applications, which are currently 7.3% lower than last year. However, we have lowered the metro rates and expanded the metro radius to 150 miles, so we're hopeful that this will improve.
- **Recruitment:** There will be Green and White days coming up in January, February, and April, and admitted students day will take place in March.

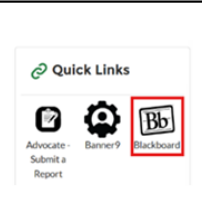
Bruce Felder – Human Resources

- **Engagement Survey Action Plans:** Bruce discussed the action plans being developed based on the engagement survey results. Leaders are working on action plans to address accountability, pay, and collaboration.
- **Performance Evaluation:** Bruce provided an update on the new performance evaluation process which will hopefully result in stronger and better employees capable of providing an enhanced student experience.

- **Training Overview:** Performance evaluation training for leaders and managers includes electronic training and deep dive sessions with executive coach David Beam.
 - **Manager Feedback:** Managers report improvements in teamwork, innovation, and collaboration through the performance evaluation process.
 - **Challenges:** Some managers find the process time-consuming and challenging but are encouraged by the potential return on investment.
- **Total Reward Statements:** Bruce announced the rollout of total reward statements, which will provide employees with a comprehensive view of their pay and benefits. The process will include training sessions to ensure employees understand the statements.
 - **Q:** Would it be helpful to have a comment section for each question of the employee engagement survey so that employees can explain why they answered the way they did.
 - **A:** Mercer, the company runs the survey, said that it is possible, but might be more confusing when the results are rolled out. They believed that it was best practice to have the comment boxes at the end of the survey, which people did use. There were over 3000 comments submitted.

Jon Cutler – Information Technology

- **Information Security Awareness Training:** Jon reminded employees to complete the mandatory information security awareness training, which is available through Blackboard. Nearly 1,000 completions have been recorded so far, but there are more individuals who need to complete the training.

1. Log in to Blackboard: Use the quick link for Blackboard located in the myMU portal .	
2. Navigate to the 'Courses' menu: on the Blackboard home screen, you will find the 'Courses' menu in the left-hand navigation column.	
3. Select your course by choosing 'Marshall University IT – Information Security Training' from the course listing.	

- **VPN Access Process Change:** Jon gave an update on the new self-service process for VPN access, which allows employees to request access based on their Banner employee status. The process aims to streamline access and ensure proper review. Visit www.marshall.edu/it/vpn for access instructions. 750 people have already completed the process.
- **Shared Governance Process:** Jon provided an update on the shared governance process, highlighting the collaboration with various groups to review and update IT and information security policies. He emphasized the importance of feedback from colleagues.

Sara Payne – Government Relations

- **State Government Relations:** The Marshall Government Relations team has been very active and involved.

- New elected officials have taken their seats including a new governor, secretary of state, attorney general, auditor and treasurer. Marshall has established good relations with this team.
 - The Senate has 32 republicans and 2 democrats.
 - Our senator who represented Marshall, Bob Plymale, retired and in his place we now have Scott Fuller. Mike Woelfel also represents Marshall on the senate side.
 - We have a new Senate President, Randy Smith, who has made new committee assignments. Amy Grady will remain chair of Senate Education.
 - The House has 91 republicans and 9 democrats.
 - Roger Hanshaw remains House Speaker.
 - The House created a new committee structure, in which they will have subcommittees under the main committees.
 - Because it's an inauguration year, the legislative session has been pushed back 30 days, beginning on February 12th.
 - Governor Morrisey has been active in his first week, having dropped eight executive orders. He is projecting a budget shortfall for this year.
 - Marshall's top priorities this session:
 - Funding formula
 - PEIA
 - Marshall Day at the Capitol is March 4th this year. We are giving it a refresh and concentrating on our strategic growth areas. Everyone is encouraged to come and have a sea of green.
 - Marshall's weekly newsletter is The Capitol Column, and if employees want added they can contact Sara at sara.payne@marshall.edu.
- **Q:** Can you give us some ways that we can become involved with the legislature and talking points, etc.
 - One good step is to join The Capitol Column newsletter so that employees can glean knowledge from what Government Relations already knows. Also, if anyone is planning to visit the legislature for any reason, they are encouraged to let Government Relations know so that they can see how best to help you prepare. If any employee is interested in being on a state-wide board or commission, they are also encouraged to speak with Government Relations to see how you can bring more Marshall into the role.

Charlotte Weber - Government Relations

- **Federal Government Relations:** Marshall is in a very strong position on the federal level.
 - Our former Governor, Jim Justice, is being sworn in as a new US Senator, and is a big supporter of Marshall. He has been appointed to four relevant committees:
 - Agriculture Committee
 - Aging Committee
 - Small Business Committee
 - Energy Committee
 - Senator Capito is now fourth in line in the leadership of the republican party, and also a supporter of Marshall. She will serve on the Appropriations Committee, among others.

- New Congressman in the 2nd congressional district: Representative Riley Moore. He has been appointed to the House Appropriations Committee.
- We now have two West Virginia representatives at the national level who are on the appropriation committees, which is a very good thing for West Virginia and for Marshall.
- Carol Miller is returning to the 119th Congress, serving on the Ways and Means Committee. This is where tax and trade legislation begins.
- As a new President, Donald Trump, is sworn in, we expect more executive orders similar to those at the state level.

Approval of Minutes

- The November 21st, 2024, minutes were approved as written.

Shared Governance Charter

- The shared governance charter (attached) was approved by Classified Staff Council.
 - Carol Hurula made a motion to approve. Nina Barrett seconded. Motion passed.

Committee Reports

Election Committee – Nina Barrett –

The elections committee held an election for vacant positions in December. Those results are as follows:

ACCE Representative

Heather Smith – Honors College

EEO 30 Representative - Other

Becky Lusher – Planning and Construction

EEO 40 Representative – Technical and Paraprofessional

Vacant

EEO 50 Representative – Clerical

Andrea Gray – President's Office

Mary Layne – Mailroom

EEO 60/70 Representative – Service and Maintenance

Vacant

Legislative Committee – Carol Hurula –

LEGISLATIVE:

January 6-7: legislative interims were cancelled due to weather

2025 Interim Meetings

January 6-7

February 9-11

June 22-24 (Stonewall)

July 27-29

September 7-9

October 5-7

November 2-4 (Pipestem)

December 7-9

Legislative Calendar for 2025

Opening Day - January 8, 2025: Assemble to organize by election of officers and open and publish election returns. ([WV Const. Art. VI, §18](#))

First Day - February 12, 2025: First day of session. ([WV Const. Art. VI, §18](#))

Twentieth Day - March 03, 2025: Submission of Legislative Rule-Making Review bills due. ([WV Code §29A-3-12](#))

Thirty-fifth Day - March 18, 2025: Last day to introduce bills in the House. [House Rule 91a](#) does not apply to originating or supplementary appropriation bills, and does not apply to Senate or House resolutions or concurrent resolutions.

Forty-first Day - March 24, 2025: Last day to introduce bills in the Senate. [Senate Rule 14](#) does not apply to originating or supplementary appropriation bills, and does not apply to Senate or House resolutions or concurrent resolutions.

Forty-seventh Day - March 30, 2025: Bills due out of committees in house of origin to ensure three full days for readings.

Fiftieth Day - April 02, 2025: Last day to consider bill on third reading in house of origin. Does not include budget or supplementary appropriation bills. ([Joint Rule 5, paragraph b](#))

Sixtieth Day - April 12, 2025: Adjournment at Midnight. ([WV Const. Art. VI, §22](#))

Executive Orders:

1-25 Backyard Brawl – taxes, fees, legal requirements.

2-25 HOPE Scholarship

3-25 DEI

4-25 Review planned major expenditures

5-25 identify wasteful spending in operations & propose plan to address inefficiency

6-25 review all rules promulgated or enforced by agencies

7-25 immunization

8-25 unexpired executive orders that remain in effect

Personnel/Finance Committee – No report

Physical Environment Committee – Lacie Bittinger – No report, but employees are encouraged to send concerns about icy roads and parking lots.

Service/Staff Development Committee – No report.

Announcements

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

Minutes approved by: _____
Tony Waugh, Chair, Classified Staff Council

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

Adams, Diana	Edmonds, Travis	McKinley, Garnet	Spradlin, Wes
Adkins, Jason	Ellison, Marc	McSweeney, Teresa	Stafford, Robyn
Adkins, Mike	Eskins, Katrina	Meade, Mitzi	Stepp, Sherri
Anders, Brandi	Felder, Bruce	Means, Amanda	Taylor, John
Atkins, Christopher	Gooding, Grace	Midkiff, Glen	Taylor, Robin
Bailey, Bonnie	Gray, Andrea	Midkiff, Susan	Thomas, Erica
Bailey, Cara	Gruber-Basenback, Maegan	Miller, Nathan	Thomas, Kim
Baldwin, Jesse	Hall, Gary	Mills, Cody	Tidd, Matt
Ball, Tricia	Hanrahan, Elizabeth	Mirzakhani, Amad	Vaughn, Randy
Barrett, Nina	Harber, Heath	Morgan, Brian	Walker, Bob
Basenback, Penny	Henry, Lisa	Morris, Larry	Waugh, Tony
Beckett, Barry	Henshaw, Kit	Morrison, Michelle	Weaver, Amy
Bibbee, Hailey	Hessler, Courtney	Mukherjee, Avinandan	Weber, Charlotte
Biggs, Michelle	Himes, Eric	Mummert, Carl	West, Lance
Bittinger, Lacie	Hodge, Kyrsten	Murphy, Katherine	West-McCombs, Traci
Bond, Cassi	Holiskey, Sam	Neace, Becky	Wheeler, Tracie
Booth, Jim	Holmes, Linda	O'Neill, Carleen	Williams, Allen
Bowen, John	Howell, Darlene	Painter, Ginny	Wintz, Kathi
Brannock, Kathy	Hurula, Carol	Payne, Leah	Young, Howard
Brooks, Monica	JA (Unverified)	Payne, Sara	Young, Miriah
Brown, Jennifer	Jacobs, Brandi	Penrod, Jodie	Zimmerman, Jodi
Brumfield, Mark	Jarrell, Jimmy	Perry, Jody	
Buchanan, Amy	Jones, Angela	Persinger, Daniel	
Burgess, Brent	Kennedy, Paige	Puckett, Tabby	
Burriss, Butch	King, Beverly	Reynolds, Mary Beth	
Burriss, Karena	Kompanek, Simone	Rhodes, Jessica	
Bush, Jesseka	Lapole, Christopher	Risch, Christine	
Call, Cody	Laton, Dena	Roberts, Alice	
Campbell, Pat	Layne, Mary	Rookard, Alissa	
Cantrell-Johnson, Sonja	Lester, Amy	Rose, Angie	
Carico, Paul	Lockard, Sybil	Ross, Jerry	
Carothers, Kelly	Lowe, Heather	Roush, Emily	
Chaffin, Perry	Lusher, Becky	Rowe, Kandice	
Chapman, Mary	Lykins, Karrie	Russell, Megan	
Clay, Latrenda	Mannan, Bindu	Schulenberg, Shawn	
Contreras, Kassandra	Marcum, Darian	Sharp, Tyler	
Counts, Katie	Marcum, Kelly	Sheets, Elizabeth L Appell Sheets	
Cutler, Jon	Martin, Nick	Simms, Marcie	
Cyrus, Meg	Mathis, Anita	Slate, Nick	
Daniels, Tiffani	McDade, Michael	Smith, Brad	
Davis, Sarah	McDavid, Cristina	Smith, Heather	
DeLong, Maggie	McDavid, Sherry	Smith, Lindsay	
Dorado, Bob	McDonald, Carissa	Smith-Holmes, Demeley	
Dragovich, Isabella	McKenna, Char	Sowards, Kelly	

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](https://www.aaup.org/report/statement-government-colleges-and-universities) (URL: <https://www.aaup.org/report/statement-government-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](https://www.marshall.edu/mission/) (URL: <https://www.marshall.edu/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 “[i]nvolve 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, and the Administration (including the President’s Office and cabinet).

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 Board of Governors: The Board of Governors (BOG) is 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. The responsibilities of the BOG are outlined in WV Code 18A-2B. The BOG engages the campus community in its decision-making processes, as outlined in the Shared Governance Matrix (Appendix 1), but it is not considered a governing body for the purposes of this Charter, as it has delegated portions of its control over the management of the business and affairs of the university to the President, as authorized in WV Code 18B-2A-4(q).

3.2 Governing Bodies: There shall be six representative bodies that contribute to the majority of decisions and policies governing Marshall University. These consist of the 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:

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

3.2.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.

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

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

3.3. 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.

3.3.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.

3.3.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.

3.3.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.

3.3.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.

3.3.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.

3.3.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.

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; Assistant Provost appointed by the Provost; Business Operations Manager; two Cabinet members (other than CFO); three academic deans; Faculty Senate President or their representative; Classified Staff Council Chair or their representative; Non-classified Staff Council Chair or their representative; SGA President or their representative; 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 Policy 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 Review 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 and the governance processes of units across campus 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 functions and 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. These reports will be made public and will be submitted to the President.
2. Conduct a survey every four years to assess campus community satisfaction with the shared governance process.

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 from Academic Affairs appointed by the Provost
7. A member of the Cabinet appointed by the President

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 Chair

Date

Approved by the President:

President

Date

Appendix 1: Shared Governance Matrix

DRAFT

DECISION TYPE	CONSTITUENCY GROUP							
	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	I	I	I		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



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.

