

Marshall University Classified Staff Council Minutes September 18th, 2024, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Mark Brumfield, Maegan Gruber-Basenback, Kyrsten Hodge, Samantha Holiskey, Carol Hurula, Dena Laton, Heather Lowe, Spencer Lupashunski, Becky Lusher, Nick Martin, Anita Mathis, Larry Morris, Lisa Ransbottom, Suzanne Sutherland,

Members Absent: Karena Burriss, Anna Evans, Cody Mills,

Members Absent (Excused): Justin Tyler,

Guests: Jason Akins, Mike Adkins, Pam Adkins, Ryan Adkins, Brandi Anders, Sam Aretz, Raddar Atchley, Christopher Atkins, Bonnie Bailey, Cara Bailey, Dustin Baldwin, Hailey Bibbee, Michelle Biggs, Sharon Booth, John Bowen, Johnny Bradley, Mark Brame, Kathy Brannock, Jennifer Brown, Amy Buchanan, Brent Burgess, Cody Call, Pat Campbell, Sonja Cantrell-Johnson, Paul Carico, Perry Chafin, Courtney Chapman, Mary Chapman, Judy Clark, Latrenda Clay, Cassandra Contreras, Katie Counts, Dean Crawford, Jon Cutler, Meg Cyrus, Tiffani Daniels, Amy Marie Davis, Sarah Davis, Maggie DeLong, Philip Delpiere, Kimberly Dingess, Bob Dorado, Carey Dunfee, Ashley Edmonds, Travis Edmonds, Katrina Eskins, Amy Ethel, Bruce Felder, Toni Ferguson, Grace Gooding, Lisa Harrold, Justin Hawthorne, Courtney Hessler, Eric Himes, Linda Holmes, Darlene Howell, Brandi Jacobs-Jones, Jimmy Jarrell, Paige Kennedy, Chris Key, Beverly King, Wesley Kite, Simone Kompanek, Erin LaFon, Christopher Lapole, Amy Lester, Sybil Lockard, Darian Marcum, Kelly Marcum, Ashley Marion, Kevin Maynard, Michael McDade, Cristina McDavid, Otesha McGhee, Char McKenna, Garnet McKinley, Teresa McSweeney, Mitzi Meade, Teresa Meddings, Rebecca Meek, Susan Midkiff, Amad Mirzakhani, Brian Morgan, Avinandan Mukherjee, Nathan Mullins, Katherine Murphy, Heather Murray, Robbie Nance, Becky Neace, Seth Nichols, Carleen O’Neill, Rebecca Pack, Ginny Painter, Dicky Parker, Leah Payne, Jodie Penrod, Daniel Persinger, Kelli Price, Willa Price, Tabby Puckett, Jessica Rhodes, Christine Risch, Alice Roberts, Jennifer Robinette Angie Rose, Emily Roush, Kandice Rowe, Megan Russell, Shawn Schulenberg, Matthew Schwarz, Tyler Sharp, Elizabeth Sheets, Kristin Simms, Brad Smith, Lindsay Smith, Tracy Smith, Julia Spears, Wes Spradlin, Sharon Stackpole, Robyn Stafford, Sherri Stepp, Kasey Stevens, John Taylor, Robin Taylor, Erica Thomas, Matt Tidd, Sarah Ulrich, Javey Vance, Laura Walker, Mary Waller, Tony Waugh, Amy Weaver, Tracie Wheeler, Caitlin White, Sabrina Williamson, Jessica Woodrum, Howard Young, Miriah Young, Jodi Zimmerman

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

President Brad Smith

- **New River 2+2 Program**
 - We just announced an affiliation with New River Community and Technical College.
 - We will have a seamless 2+2 program where students who graduate with an associate’s degree in applied science from New River will be able to transfer all 60 credits to Marshall to continue their education and get a bachelor's degree.
- **Three D’s – Demographics, Digital, and Doubt**

- These are the three headwinds happening in education today.
- Demographics – Americans are having fewer children, resulting in smaller senior classes and an “enrollment cliff” in which the number of potential college students will go down by 15% over the next 10 years.
- Digital – New technologies, including YouTube, Khan Academy, ChatGPT and others, are changing how people want to learn.
- Doubt – There are a lot of questions about whether higher education and going to college is worth it. People have lost confidence in whether the amount of money and time spent on college will lead to the kind of job they want.
- Marshall’s solution to these problems is called the “Marshall for All, Marshall Forever” plan.
- **Marshall for All, Marshall Forever**
 - We just accepted our second 100 students into the program, which means they have the opportunity to graduate with no student loan debt.
 - They take on a work study program or a paid internship and take a financial literacy course.
 - The 1st 100 students that ran the program last year actually had an average higher GPA.
 - The program has been so successful that we are out recruiting more students, and appealing to west coast foundations for donations that otherwise would not have invested in West Virginia.
 - We need to make sure our education is affordable, flexible, and focused on lifetime achievement. This means making sure that the programs we’re teaching are in high demand.
 - There are Six Areas of Distinction we are leaning into.
 - Cybersecurity
 - Healthcare
 - Manufacturing
 - Energy
 - Aviation
 - Entrepreneurship
- **Marshall’s Return on Investment for West Virginia**
 - Two years ago, for every dollar the State invested in Marshall, we gave the State a 14x return.
 - Today, we have increased that to 18x return for every dollar.
- **Shared Governance**
 - Shared Governance allows us to use our collective wisdom and voices to lead the campus together.
 - Introducing a policy to the Board of Governors in October to codify our Shared Governance Charter.

Avi Mukherjee – Provost

- **Internal Census Date** – Monday, September 9th.

- This is the cutoff date when looking at fall enrollment numbers.
- **Enrollment**
 - 47% of high school graduates in WV attend college. We would like to increase that number.
 - We've had a 2nd consecutive year with an increase in enrollment.
 - 5.2% is this year's enrollment increase
 - 4.5% is last year's enrollment increase
 - FT-FT-F increase
 - 6% FTF increase over last year
 - 13.5% was last year's FTF increase over Fall 2022.
 - 21% FTF increase over previous two years.
 - Overall enrollment has increased by 12% in two years.
 - Two-Year Growth – the following segments of students have grown by the percentages indicated over the past two years:
 - Undergraduate: 15%
 - Graduate: 4.5%
 - Transfer: 8%
 - Distance: 28%
 - Metro: 36%
 - International: 32%
 - High School/Dual Credit Students: 150%
 - Students of Color: 13%
 - The segment that has not had any growth is the out-of-state segment, which is largely due to the fact that we reclassified the metro to include a 100-mile radius instead of a 50-mile radius.
- **First-Year Retention** – first year students who come back for their second year.
 - 2021 first-year retention was 71%
 - 2022 first-year retention was 75%
 - 2023 first-year retention was 79%
 - 2024 first-year retention was 72.5% when including conditionally admitted students in the calculations.
 - 2024 first-year retention was 78% when removing conditionally admitted students from the calculations.
- **Revised Suspensions**
 - An alternative to traditional suspensions is being planned, in which students will still be at Marshall, but take fewer classes and get more support from our student support teams.
- **Dual Enrollment Students** – HEPC has come up with a policy to increase dual enrollment students, which has had a good response.
 - Students who take dual enrollment classes have a much higher chance of going to college than students who do not.
- **International students**


- Our total international student count stands at 186 students from 44 different countries. Double digit numbers of students come from:
 - India: 44 students
 - Nigeria: 14 students
 - Brazil: 12 students
 - Canada: 12 students
 - Japan: 11 students
- **Herd Connect Mentorship** – the goal is to get every undergraduate student to have four types of mentors:
 - Student Mentor
 - Professional Advisor
 - Faculty Mentor – Junior Year
 - Alumnus Mentor – Senior Year

Matt Tidd – CFO

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

ANALYSIS

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



- We have seen a growth in both Operating Revenue as well as Operating Expenses, which is outlined in the slide above.
- FY25 was budgeted with an \$18 million deficit, but we have already decreased that deficit by \$3.4 million.
- **FY25 Growth in Operating Revenue** – the board approved an FY25 budget in April, but some of those numbers have been increased due to various reasons.
 - Operating Revenue – increased by \$10.1 million.

- \$1.5 million of the increase is from Tuition & Fees - Now that we have been able to track enrollment, the original increase in the budget has been further increased.
- \$4.0 million of the increase is from auxiliary revenue from housing and athletics.
- \$4.6 million of the increase is from grants and contracts added to the FY24 budget
- **FY25 Growth in Non-Operating Revenue** – increased by \$1.5 million.
 - \$1.5 million due to continued increase in Pell student enrollment in Fall 2024.
- **FY25 Growth in Operating Expenses** – Our operating expenses went up by \$8.9 million.
 - \$4.2 million of the increase is from salaries & benefits in FY24 being higher than projected. – We’ve seen an increase in salaries, employees, and benefits overall.
 - \$2.9 million of the increase is from scholarships.
 - \$1.1 million of the increase is from utilities. Utility costs increased and FY24 ended with higher totals than what was budgeted, so this is from aligning the projections with the actuals.

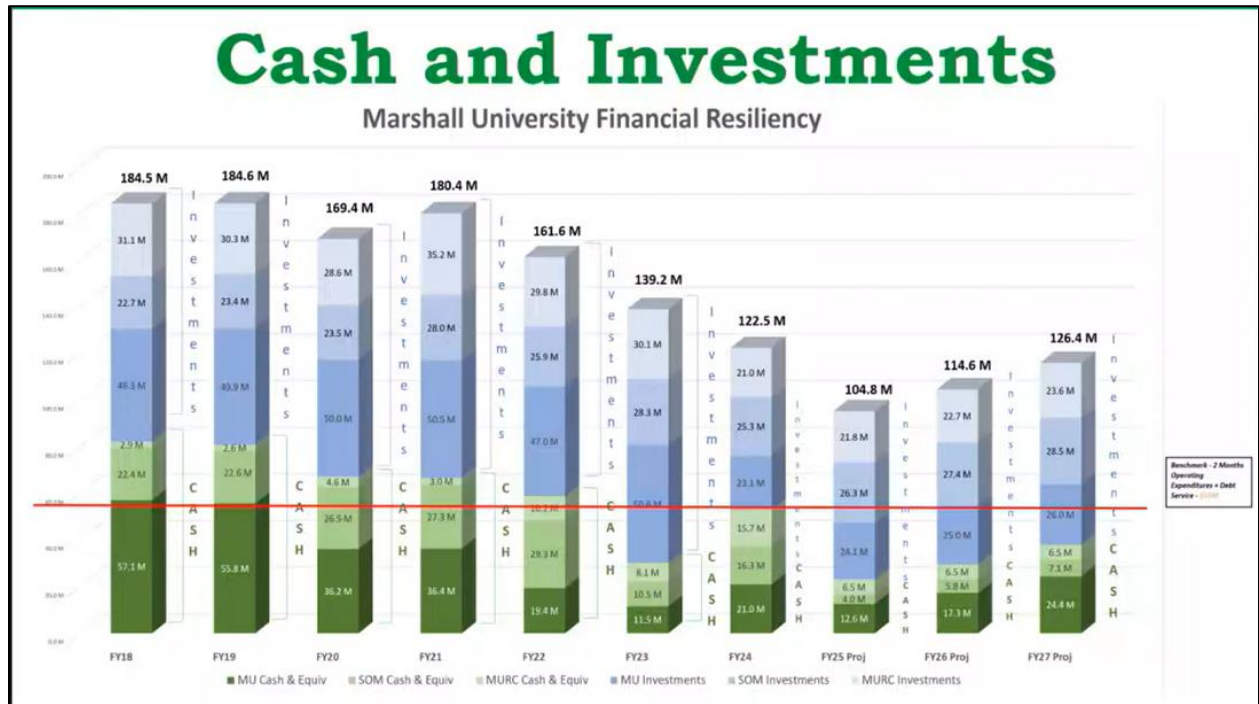
FY24 Financial Statements vs Prior Year			
	FY24 Actuals	FY23	Actuals vs Prior Year
Operating Revenues			
Student Tuition and Fees	72,286,445	70,709,957	1,576,488
Grants and Contracts	110,853,402	96,475,641	14,377,761
Auxiliary Enterprise Revenue	38,530,813	33,607,348	4,923,465
Other Operating Revenues	17,112,685	16,666,652	446,033
Total Operating Revenues	248,783,345	217,459,598	31,323,747
Operating Expenses			
Salaries and Wages	159,747,236	149,301,897	10,445,339
Benefits	32,702,523	26,239,859	6,462,664
Supplies and Other Services	92,234,770	88,544,824	3,689,946
Utilities	11,137,263	10,443,580	693,683
Scholarships and Fellowships	26,753,006	23,313,181	3,439,825
Depreciation	18,600,192	18,600,192	-
Other Operating Expenses	(482,080)	(857,378)	375,298
Total Operating Expenses	343,690,910	315,586,157	28,104,753
Operating Income (Loss)	(104,907,565)	(98,126,559)	(6,781,006)
Nonoperating Revenues (expenses)			
State Appropriations	116,417,617	70,029,954	46,387,663
Payments on Behalf	(1,999,098)	(1,756,521)	(242,578)
Federal Pell Grants	18,965,063	15,746,352	3,218,711
COVID Recovery	-	1,867,102	(1,867,102)
Gifts	1,803,583	1,616,600	186,983
Investment Income	11,382,979	10,721,771	661,208
Interest on indebtedness	(6,381,514)	(6,381,514)	-
Fees assessed by Commission for Debt Service	(284,712)	(332,392)	47,680
Other nonoperating revenues (expenses)	(543,951)	(53,357)	(490,594)
Total Nonoperating Revenues (expenses)	138,859,966	90,957,995	47,901,971
Increase/Decrease in Net Assets	33,952,401	(7,168,564)	41,120,965
Excluding One-Time Support:			
State Appropriations: Cybersecurity	(43,000,000)	-	(43,000,000)
Other Operating Revenues: ProAct Support/COVID Recovery	-	(6,783,102)	6,783,102
Other Operating Revenues: PEIA/BRIM Support	(5,348,866)	-	(5,348,866)
TOTAL	(50,348,866)	(6,783,102)	(43,565,764)
Increase/Decrease in Net Assets Excluding One-Time Support	(16,396,465)	(13,951,666)	(2,444,799)

ANALYSIS

- **Operating Revenue (+\$21.3m)**
 - **Grants and Contracts (+\$14.4m):** Due to increased Federal and Private grant activity at MURC (+\$12.8m) and increased Promise and WV Higher Education Grants at the General University (+\$4.4m) offset by decreases at the School of Medicine due to timing (-\$2.8m)
 - **Auxiliary Revenue (+\$4.9m):** Due to increased Athletic revenue (\$2.4m) and increased Housing Revenue (\$2.5m)
 - **Tuition and Fees (+\$1.6m):** Due to enrollment and retention gains in Fall 2023
 - **Other Revenue (+\$0.4m):** One-time support included in both FY24 (PEIA/BRIM) and FY23 (ProAct)
- **Non-Operating Revenues (+\$48.3m)**
 - **State Appropriations (+\$46.4m):** Increased appropriations in FY24 due to support for the Cybersecurity building (+\$45m) and raise program.
 - **Pell Grants (+\$3.2m):** Due to increase in Pell student enrollment in FY24.
 - **Investment Income (+\$0.6m):** Due to Meketa portfolio performance year over year.
 - **CARES (-\$1.9m):** Final CARES funding was received and expended in FY23.
- **Operating Expenses (+\$28.1m)**
 - **Salaries & Wages (+\$10.4m):** Due to FY24 raise program funded by the State (+\$2.0m), increases at MURC (+\$4.0m), and employee headcount growth (+\$4.4m)
 - **Benefits (+\$9.5m):** Increase due to increased PEIA premiums (+\$4.7m), lower OPEB expense credit in FY24 (+\$1.5m) and other increases including increased Employee tuition waivers, increased social security matching, and increased retirement contributions all driven by increased employee headcount
 - **Scholarships (+\$3.4m):** Due to increased enrollment in FY24 and increases in funded scholarships including Pell, Promise, and WV Higher Education Grants. Institutionally funded scholarships decreased year over year.
 - **Supplies & Other Services (+\$3.7m):** General University increased
 - **Misc. Other (+\$1.1m):** Due to increases in Utilities and other operating expenses
- **Non-Operating Expenses (-\$0.5m)**

- We are in a financial statement audit.
- The above slide shows our revenue and expenses from FY24 versus FY23.
 - **Operating Revenue** – Increased by \$21.3 million from FY23 to FY24.
 - \$14.4 million of the increase is from Grants and Contracts.
 - \$4.9 million of the increase is from auxiliary revenue from housing and athletics.
 - \$1.6 million of the increase is from tuition and fees due to enrollment and retention gains in Fall 2023.

- \$0.4 million of the increase is from other one-time support revenue such as for PEIA.
- Non-Operating Revenue – Increased by \$48.3 million from FY23 to FY24.
 - \$46.4 million of the increase is from State Appropriations that were increased in FY24 for the Cybersecurity Building and Raises.
 - \$3.2 million of the increase is from an increase in Pell student enrollment in FY24.
 - \$0.6 million of the increase is from investment income.
 - CARES Funding was expended and decreased the Non-Operating revenue by \$1.9 million.
- Operating Expenses – Went up 28.1 million from FY23 to FY24.
 - \$10.4 million of the increase was due to Salaries and Wages. We invested in our people, made some strategic hires, and implemented a raise program.
 - \$9.5 million of the increase was due to benefits including PEIA and insurance premium increases. The State supplemented some of this increase due to unfunded mandates.
 - \$3.4 million of the increase was due to scholarships from increases in enrollment.
 - \$3.7 million of the increase was due to supplies and other services.
 - \$1.1 million of the increase was due to other sources like utilities and operating expenses.
- State Appropriations equaled \$116 million, but \$45 million is strictly for the cybersecurity building.
- We ended FY24 with a \$16 million deficit, but that was an improvement from the \$28 million deficit that had been budgeted for.







- The above slide shows our cash and investments from FY18 through a projected FY27.

Bruce Felder – Human Resources

Talking Points

1. Market Salary Letters – New paygrades & Classifications
2. Additional Market Increases – 8/24/24
3. Total Reward Statements
4. Performance Evaluations
5. Engagement Survey
6. FLSA –
 1. Adjunct Teaching
 2. Leave Coordinators
 3. Training on TCP

Our PLAN-ON-A-PAGE					
VISION	 “To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”				
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious				
2037 GOALS	 Individual Success 100% Placement Rates for Graduates Zero Students Graduate with Student Loan Debt	 Innovative Ideas \$XM Research Funded 2X Start-Ups Incubated	 Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$1.2B)		
STAKEHOLDER GOALS	Students Offer an affordable education to all students with a distinctively supportive and flexible experience to ensure lifelong prosperity	Team Empower educators and staff to do the best work of their lives	West Virginia Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions	Financial Stakeholders Build a resilient and sustainable institution to outlast headwinds	
STRATEGY	Marshall for All, Marshall Forever In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition.				
PRIORITIES	Increase access	Ensure affordability	Grow support programs	Deliver on demand	Enable lifetime achievement
METRICS	<ul style="list-style-type: none"> New student enrollment Focused segment enrollment Recruitment contacts Conversion rates CRM integration 	<ul style="list-style-type: none"> Student debt load Pilot cohort launch Pilot cohort retention 	<ul style="list-style-type: none"> First-year retention MARCO mentorship project launch E2E portal launch 	<ul style="list-style-type: none"> Micro-credential course catalog HyFlex course pilot Micro-credential pilot Degree programs online Online education website 	<ul style="list-style-type: none"> Customized training for advanced manufacturing Academic pathways selected Career Engagement participation




Enduring Financial PRINCIPLES

- 1. Grow STUDENTS, Not Fees.**
 - ✓ Minimize tuition and fee increases.
 - ✓ Institutional success is measured by our accessibility, affordability and lifetime value for the students we serve.
- 2. Invest in our TEAM.**
 - ✓ Align employee compensation with market.
 - ✓ Incentivize team members who embody the Marshall University Creed.
- 3. Take Care of the HOUSE.**
 - ✓ Investments in facilities are essential to the university mission.
 - ✓ Invest in innovative technologies to meet modern challenges.
- 4. Manage our Strategic RESOURCES.**
 - ✓ Build key reserves for fiscal and operational resiliency.
 - ✓ Invest available resources to new market-driven opportunities.

4


Market Salary Letters



1. Market Salary Analysis of all positions
2. Updated Salary Scale and Paygrades
3. Aligned all employees with correct Mid-Points
4. Conducted Compa-Ratio Analysis
5. Used Compa-Ratio Analysis to distribute “market increases”

- **Market Salaries**
 - The HR Team worked with a company called payscale.com for 18 months.
 - They took each position and the job description and worked with this external third party to align the position with the market and see what the salary should be.
 - Human Resources decided to eliminate Marshall’s existing paygrades #1 and #2 since no one was in them, and the resulting restructuring has caused some confusion when employees received their market salary letters.
 - Bruce apologized on behalf of Human Resources for this confusion, and said they are willing to work on how they can align the paygrades back to an appropriate level where we think they should be.
 - The midpoint of the previous paygrades #1 and #2 both fall below the midpoint of the new paygrade #1.
 - The priority is that positions are aligned with the pay and the market.
 - All employees were aligned with their correct mid-points.
 - Compa-Ratio Analysis – used to give salary increases using save to serve funds available.

(Market Adjustments) 8/24/24 – Payday 9/20/24




- **Sourced Funds** – 1.25 million – (from save to serve)
- **Available raise pool after fringe benefit allocation** - \$1,000,000
- **Distribution** – All employees based on distance from Midpoints

STAFF		
Compa-Ratio	Increase	Cost
At and above midpoint	.5%	\$99,801
.90-.99 of midpoint	.75%	\$67,696
.80-.89 of midpoint	1.25%	\$131,896
.70-.79 of midpoint	2.25%	\$178,125
Less than .70 of midpoint	3.25%	\$84,122
TOTAL:		\$561,640

- \$1.25 million was sourced from the Save-to-Serve initiative and used for the compa-ratio increases listed on the slide above.

Average Increase




Average % of Salary Increase for in FY25 (7/1/2024 – 8/24/2024)

Faculty: **4.33%**
 Classified Staff: **5.75%**
 Non-Classified: **4.14%**

1. Does not include med school
2. Takes faculty who are on sabbatical with lower salaries and uses 1.25%
3. Does include contractual staff still on the payroll who received 0 raise
4. Faculty % will also include their P&T raises

- Salary increases listed above totaled approximately \$3.75 million, some of which (\$0.43 cents per dollar) came from the legislature.

Estimations & Aspirations



Estimations (September 2024)	COST:
Estimated cost to bring remaining employees to \$14 (27,300) annually (75 ee's)	\$223,959
Estimate cost to bring all staff up to the minimum of new pay system	\$359,583
Estimated cost to bring all staff up to 80% of Compa-Ratio (245 ee's)	\$670,438
Estimated cost to bring all Faculty up to 80% of Compa-Ratio (32 ee's)	\$78,000
<i>Note: These numbers do not include fringe rates</i>	

- Ideally, we would love to have all employees eventually start at around \$27,300 annually.
- Not all staff were able to be brought up to the new pay grade minimum.
- The goal is to have all staff up to 80% of the Compa-Ratio by 2027, which we are on track to do.
- It will take nearly \$1 million to bring all faculty and staff up to 80% of the Compa-Ratio.
- **Total Rewards Statements**
 - Total rewards statements were intended to be sent out at the first part of September, but they will not be. Beginning October 7th, we will release them in phases, starting with the Cabinet first, then to non-classified employees, then faculty, and then to classified staff employees.
- **Performance Management**
 - The system has been up and running, and trainings have been completed as well as available online for anyone who may have missed them.
 - Our third party has training aids available.

- Supervisors will receive templates of what each stage should look like every month.
- We will use “Marco” as an employee with a real job to show what monthly meetings should look like as well as goals, stretch goals, and project plans, etc.



Employee Engagement Survey
Your Voice Matters!

Summarized as an Annual Listening Tour

An engagement survey is a structured assessment tool used to measure and evaluate the level of engagement and satisfaction among employees. The primary purpose is to gather feedback from employees regarding their experiences and opinions related to their work, their relationship with the organization, and their overall job satisfaction. Key components include:

1. Workplace Satisfaction
2. Managerial Effectiveness
3. Culture and Belonging
4. Strategic Focus
5. Confidence
6. Agility and Innovation
7. Performance Enablement
8. Employee Experience
9. Job Fulfillment & Overall Engagement

- **Employee Engagement Survey**
 - Will be released around October 22nd and remain open for 15 days.
 - The primary purpose of this survey is to gather feedback from employees.
- **FLSA – Fair Labor Standards Act**
 - January 1st, 2025, the minimum rate for an employee to remain exempt will be \$58,656.
- **Questions**
 - **Q:** How many employees were not brought up to their minimum pay grade?
 - **A:** 148 employees are under the new minimum.
 - **Q:** Will there be a block for comments on the employee engagement survey?
 - **A:** Yes, there are a couple of comment boxes, and those responses are shared with leadership.
 - **Q:** When the HEPC distributed their salary schedule on April 19th, their paygrades were higher than ours. Do you anticipate they will also downgrade master job specs as we did and stay on the same paygrade as us?
 - **A:** We have taken steps to move away from HEPC, while still keeping an eye on what they are doing. Marshall took all of our jobs to the market to see where they should be paid at, whereas the HEPC used an inflationary adjustment scale on 2017 data. However, they did not factor in whether all employees have been progressing along the pay scale system at the same rate. Once they go back to the market, like we did, to find where each position is being paid at, Bruce is of the opinion that they will go back and align their pay grades based on what the market is paying like we are.

- **Q:** Since our compensation guidelines calls a downgrade a demotion, will we revise our compensation guidelines to include something saying that the paygrade may change as it relates to the market?
 - **A:** It isn't viewed as a downgrade, especially as all of the midpoints and minimums went up. Positions have been aligned with what it is being paid in the market, not with what a specific pay grade is.
 - **If an employee does not feel that their midpoint is right, we can go back to our third parties and do some internal and regional analysis.**
- **Q:** Do you know how many jobs were affected, in which their paygrades were changed?
 - **A:** Yes, 350-360 people had an adjustment in their paygrade number.
- **Q:** Did the salary changes collapse any similar jobs in the same paygrade, and will those be changed relating to the paygrades?
 - **A:** There are some things that are specific to Marshall that are different in the market. Where the market might have a financial advisor or accountant, Marshall might have a junior and senior financial counselor. Human Resources is happy to work with departments to make some of those distinctions and determine at which level a senior employee would be paid versus a junior employee.
- **Q:** When a vacant position is posted, will we advertise it for the minimum salary if we have employees who still haven't met that minimum at that position?
 - **A:** We won't post any job in any category that starts at the minimum if there are still employees below the minimum in the same job title. Once positions are at the 25th percentile, jobs can also be posted at the 25th percentile. We eventually want to see new employees with no experience come in at the 25th percentile, and those with experience may start closer to the midpoint to preserve internal equity.
- **Q:** How many jobs were upgraded as a result of the market study?
 - **A:** All positions received a salary increase with the exception of 11 positions in which the midpoint did not change.
 - No positions were moved to a higher paygrade.
- **Q:** What sort of positions did not make it to their salary minimum?
 - **A:** It isn't so much a particular position, but *likely* more to do with an employee's longevity and their newness to the university where they started at a lower salary.
 - Employees below the minimum received a 3.25% increase.
 - Employees within 70-80% comparatio received a 2.25% increase.
 - Employees above that point received a 1.75% increase.
- **Q:** If the HEPC and Marshall both used payscale.com, why are the resulting figures so different?
 - **A:** HEPC only aged old data to may an assumption, while Marshall gave them each position and duties. HEPC still needs to do a market analysis.
- **Q:** What is the percentage between paygrades?
 - **A:** Around 16%, which is also in line with the old scale.

- **Q:** What is the actual “market” being studied?
 - **A:** Payscale is trying to do an industry and geographical study based on the industry, Higher Education, and the tri-state area. We also use two other points of data: CUPA (Colleges & Universities Professional Association) data, and the Bureau of Labor Statistics. Combined, we use these three data sources to come up with what we think is the appropriate salary for a position at Marshall.
- **Q:** What is our plan for recruiting effectively when we’re filling a position that has a lot of vacancies, both at Marshall and elsewhere?
 - **A:** We now track how long a job is posted online for. When a job continues to go unfilled, we can look at the salary data and market analysis to see if we need to update the salary.
- **Q:** When will we have master specs again?
 - **A:** In 2017 we had to submit all of our job descriptions to HEPC and Mercer to develop the master job specs to come put with the paygrades. A master spec is a generalization, template, or broad representation of what a position does. This time, we didn’t give them broad representations, we gave them actual job duties and responsibilities. We can come up with a Marshall Master Job Specs, but it will still be a generalization and not totally inclusive.
- **Q:** Regarding performance evaluations, will salary increases be attached to how you do on your evaluations?
 - **A:** Yes, that is the direction we are going in. We will update the compensation guidelines to make it more clear, but at the end of the evaluation cycle, a percentage of salary based on budgetary guidelines will be available to reward employees for going above and beyond.
- Carol Hurula pointed out that we should work on our compensation plans to realign those for the market and for evaluations. Currently, our performance evaluations show four compensation levels, but our guidelines show five.

Jodi Penrod – Information Technology

- Anyone having problems with Microsoft licensing should give a ticket to the IT Service Desk to get it fixed.
- Employees are encouraged to send feedback on the new myMU.
- IT Service Desk has moved their platform for managing service tickets to the new myMU.
 - Tickets can be submitted at My Support on the myMU page.
 - Also under My Support, employees can find a knowledge base to self-serve.
 - Soon there will be live chat and hopefully AI assistance.
- Technology Governance and Procurement Policy
 - New policy that was just passed.
 - We will form three new councils:
 - Administrative Technology Council
 - Faculty Technology Council

- Executive Technology Council (where decisions from the first two councils flow).
- Adobe Creative Campus
 - Marshall University is West Virginia's first Adobe Creative Campus, which means that every faculty, staff, and student has access to Adobe Express with their Marshall login.
 - Adobe Express is similar to Canva and you already have an account and don't have to request access.
 - Faculty and Staff also get a license to Adobe Acrobat DC. You can sign, combine, and edit PDFs without having to request an additional license.
 - All of our shared computer labs have the full suite of Adobe Creative Cloud.
 - Adobe Express has many things, including Firefly AI.
 - If anyone needs a license to do something with more functionality, we can request those.

Approval of Minutes

- The July 18th, 2024 minutes were approved as written.

Committee Reports

Election Committee – Nina Barrett – The special election concluded, and the following employees have been elected:

EEO 30 Representative - Other

Kyrsten Hodge – Library

Samantha Holiskey – COHP

EEO 40 Representative – Technical and Paraprofessional

Spencer Lupashunski – Human Resources

Karena Burriss – Business Services Support

Suzanne Sutherland – Accounts Payable

EEO 50 Representative – Clerical

Vacant

EEO 60/70 Representative – Service and Maintenance

Cody Mills – Facilities and Operations

Legislative Committee – Carol Hurula – No report.

Personnel/Finance Committee – No report.

Physical Environment Committee – Becky Lusher – No report.

Service/Staff Development Committee – No report.

Announcements

We are beginning to make plans for the annual Thanksgiving Dinner for students who remain on campus over break. The dinner will take place on Tuesday, November 26th. We will need volunteers for various things. Please reach out to Tony or Katie if you would like to help in any way.

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