

ModernThink
2012 WV System Institution Questionnaire
as of 2010-2011 Fiscal Year
Marshall University
Human Resources Metrics ScoreCard

	Institution	2012 WV System							2012 Benchmarks				
	Marshall University	West Virginia System Overall	CTCS (2-Yr) Overall	WVHEPC (4-Yr) Overall	CTCS (2-Yr) Small	CTCS (2-Yr) Large	WVHEPC (4-Yr) Small	WVHEPC (4-Yr) Medium	WVHEPC (4-Yr) Large	MT Benchmark 2-Yr	MT Benchmark 4-Yr	CUPA Benchmark	
1 STRATEGIC PLANNING AND ALIGNMENT													
2	Does your HR department have a mission statement?	Yes	52.38%	50.00%	66.67%	20.00%	80.00%	50.00%	66.67%	100.00%	†	†	†
3	Degree to which HR engages in the strategic planning process	Medium	†	†	†	†	†	†	†	†	†	†	†
5 HUMAN RESOURCES - METRICS													
6	Number of human resources staff in your HR department:	9	6	3	10	2	4	2	5	37	7	19	29
7	Ratio of human resources staff to total number of full-time equivalent employees:	1:182	1:97	1:68	1:138	1:69	1:67	1:128	1:124	1:188	1:67	1:89	†
8	Percentage of human resources staff functioning in supervisory roles:	33.00	35.27	39.45	34.85	36.60	42.30	34.00	38.63	29.00	27.67	29.93	†
9	Percentage of human resources staff functioning in administrative (non-supervisory) roles:	67.00	64.55	60.35	65.05	63.20	57.50	65.75	61.38	71.00	49.46	53.63	†
10	Number of positions reporting to the person with sole responsibility for the human resources function:	8	3	3	3	1	5	2	3	7	4	6	†
11 Are any of the following human resources functions outsourced to EXTERNAL entities:													
12	Absenteeism/Tardiness	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
13	Benefits Administration	No	9.09%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	Y=30 N=129
14	Coaching	No	18.18%	10.00%	30.00%	0.00%	20.00%	0.00%	50.00%	50.00%	†	†	†
15	Communicating Employment Law Requirements and Updates	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
16	Compensation and Payroll	No	13.64%	20.00%	0.00%	20.00%	20.00%	0.00%	0.00%	0.00%	†	†	Y=8 N=149
17	Compliance	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
18	Confidential reporting mechanism for potential violations	Yes	9.09%	0.00%	20.00%	0.00%	0.00%	0.00%	25.00%	50.00%	†	†	†
19	Confidential sounding board for internal customers	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
20	Defining Job Roles	Yes	13.64%	10.00%	20.00%	0.00%	20.00%	0.00%	25.00%	50.00%	5.63%	0.47%	†
21	Diversity Management	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.23%	0.94%	†
22	Documentation of Workplace Accidents	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
23	Employee Assistance Programs	No	50.00%	50.00%	50.00%	40.00%	60.00%	25.00%	100.00%	0.00%	61.43%	63.68%	†
24	Employee Orientation and On-boarding	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.87%	Y=12 N=141
25	Employee Recognition	No	13.64%	20.00%	10.00%	20.00%	20.00%	25.00%	0.00%	0.00%	†	†	†
26	Employee Relations	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†



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27	Employee Retention	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.82%	0.00%	†
28	Employee Surveys	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	25.00%	0.00%	22.86%	21.80%	†
29	Employee Training and Development	No	27.27%	20.00%	30.00%	20.00%	20.00%	0.00%	75.00%	0.00%	†	†	Y=12 N=141
30	Employee Wellness	No	31.82%	40.00%	30.00%	60.00%	20.00%	0.00%	75.00%	0.00%	†	†	†
31	Internal Consulting	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
32	Leadership and Management Orientation and On-boarding	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
33	Leadership and Management Training and Development	No	9.09%	10.00%	10.00%	0.00%	20.00%	0.00%	25.00%	0.00%	2.82%	0.00%	†
34	Mentoring	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
35	Monitoring EEO Compliance	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	Y=17 N=141
36	Organizational Development	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
37	Performance Management/Evaluation	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
38	Personnel Policies and Handbooks	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	25.00%	0.00%	4.29%	0.47%	†
39	Policy Development	No	9.09%	0.00%	20.00%	0.00%	0.00%	0.00%	50.00%	0.00%	†	†	†
40	Policy Interpretation	No	9.09%	0.00%	20.00%	0.00%	0.00%	25.00%	25.00%	0.00%	†	†	†
41	Position Classification and Grading	No	22.73%	0.00%	40.00%	0.00%	0.00%	25.00%	75.00%	0.00%	†	†	†
42	Promotions	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
43	Reassignments/ Transfers	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
44	Record Retention Policies	No	9.09%	10.00%	10.00%	20.00%	0.00%	25.00%	0.00%	0.00%	†	†	†
45	Recordkeeping of all Personnel Data	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	25.00%	0.00%	†	†	Y=1 N=155
46	Recruiting, Hiring and Screening Applicants	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	25.00%	0.00%	2.82%	4.19%	Y=6 N=150
47	Unemployment Matters, including but not limited to hearing attendance	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	50.00%	0.00%	†	†	†
48	Worker's Compensation	Yes	27.27%	20.00%	30.00%	20.00%	20.00%	25.00%	25.00%	50.00%	†	†	†
49	Workplace Safety Audits	No	13.64%	10.00%	20.00%	20.00%	0.00%	0.00%	50.00%	0.00%	†	†	†
50	Other	*	11.76%	0.00%	28.57%	0.00%	0.00%	0.00%	50.00%	100.00%	2.00%	9.87%	Y=26 N=66
51	Total institution operating expenses per full-time employee:	156,320.00	142,008.16	144,807.14	136,608.31	151,474.67	138,139.60	126,879.45	137,350.17	154,582.34	†	†	†
52	Aggregate tuition and fee revenue per full-time employee:	37,595.87	26,790.05	27,334.32	26,109.72	25,600.65	29,068.00	19,525.00	21,604.29	42,744.94	†	†	†
53													

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54 HUMAN RESOURCES EXPENSE DATA												
55 Ratio of human resources expenses to overall institution operating expenses:	1:382	1:153	1:86	1:220	1:97	1:72	1:181	1:196	1:333	†	†	†
56 Ratio of human resources expenses to number of full-time employees:	409:1	1,275:1	1,644:1	808:1	1,634:1	1,656:1	1,014:1	755:1	475:1	†	†	†
57 Ratio of human resources expenses to all institution employees (including part-time):	337:1	727:1	767:1	436:1	916:1	581:1	586:1	277:1	298:1	†	†	†
58 HUMAN RESOURCES COMPENSATION DATA												
59 Average Annual Percent Raise HR Aggregate:	3.0	1.6	1.2	2.2	0.4	1.9	1.8	1.9	3.7	†	†	†
60 Total institution HR employees' salaries as a percent of institution operating expenses:	0.16	0.55	0.74	0.32	0.62	0.89	0.33	0.39	0.21	†	†	†
61 Total institution HR employees' benefit costs as a percent of gross pre-tax cash compensation:	26.00	22.25	22.33	24.70	21.08	24.00	24.44	24.28	25.83	†	†	†
62 PEOPLE PRACTICES AND BENEFITS												
63 What is the average annual salary for --- Faculty:	56,774.00	54,426.94	47,192.46	61,661.42	46,940.43	47,444.49	65,184.55	57,093.50	63,751.00	57,083.89	74,249.53	†
64 What is the average annual salary for --- Classified:	31,000.00	33,846.90	32,309.81	32,551.56	34,543.14	30,076.49	32,975.59	31,975.30	32,856.00	†	†	†
65 What is the average annual salary for --- Non-classified:	65,189.00	67,779.35	67,586.78	66,253.19	70,535.29	64,638.27	64,912.50	63,909.73	73,621.50	†	†	†
66 PROFESSIONAL DEVELOPMENT AND TRAINING METRICS												
67 What are the total costs spent on training and/or professional development for the below job categories?												
70 Faculty:	‡	38,754.23	28,719.73	48,788.74	26,005.00	30,529.55	53,283.00	45,792.57	†	111,389.09	227,549.14	†
71 Classified:	‡	10,978.78	9,322.77	12,966.00	16,686.00	5,641.16	1,820.00	20,396.67	†	†	†	†
72 Non-classified:	‡	7,559.80	4,051.33	12,822.50	7,857.00	2,148.50	0.00	17,096.67	†	†	†	†
73 Please provide the number of employees participating by program name and employee category, including:												
74 Faculty:	‡	78	92	86	114	49	52	121	†	122	278	†
75 Classified Staff:	‡	61	42	71	50	27	39	133	†	†	†	†
76 Non-classified Staff:	‡	25	24	25	31	12	18	46	†	†	†	†
77												

* Data was not available for this question on the WV IQ
 ‡ Institution does not track training metrics in this format
 † Applicable benchmark data unavailable