



**2012 WV System Institution Questionnaire**  
**as of 2010-2011 Fiscal Year**  
**Marshall University**  
**Institution 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	<b>MISSION, ETHICS, STRATEGY</b>												
2	Does your institution have a formally documented vision and/or institutional mission statement?	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	99.09%	†
3	Does your institution have a formally documented ethics policy?	Yes	90.91%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	83.10%	81.02%	†
4	Does your institution have a formal strategic plan?	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
5	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%	†	†	†
6													
7	<b>COMPLIANCE</b>												
8	Does your school use one or more of the below confidential mechanisms through which faculty, staff and/or students can raise questions, concerns or complaints?												
9	Faculty Hearing Committee	Yes	40.00%	40.00%	40.00%	20.00%	60.00%	25.00%	25.00%	100.00%	50.70%	76.56%	†
10	Faculty/Staff Grievance Committee	Yes	40.91%	40.00%	40.00%	40.00%	40.00%	50.00%	0.00%	100.00%	66.20%	84.19%	†
11	Student Conduct Committee	Yes	85.00%	70.00%	100.00%	60.00%	80.00%	100.00%	100.00%	100.00%	81.43%	91.51%	†
12	Open Door Policy	Yes	95.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	94.37%	93.49%	†
13	Contacting HR	Yes	95.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	97.22%	99.08%	†
14	Contacting Direct Supervisor	Yes	95.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.61%	98.16%	†
15	Contacting Other Senior Management	Yes	90.91%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	98.57%	95.83%	†
16	Internal Ethics & Compliance Hotline	No	9.09%	10.00%	10.00%	0.00%	20.00%	0.00%	0.00%	50.00%	28.57%	40.19%	†
17	External, Third-party Ethics & Compliance Hotline	Yes	45.45%	40.00%	60.00%	60.00%	20.00%	75.00%	25.00%	100.00%	30.99%	50.00%	†
18	Organizational Ombudsman	Yes	22.73%	20.00%	30.00%	20.00%	20.00%	25.00%	25.00%	50.00%	16.67%	35.55%	†
19	Access to Legal Counsel	No	40.91%	30.00%	50.00%	20.00%	40.00%	50.00%	50.00%	50.00%	47.89%	53.74%	†
20	Employee Surveys	Yes	68.18%	90.00%	60.00%	100.00%	80.00%	25.00%	75.00%	100.00%	91.67%	86.92%	†
21	Suggestion Box	Yes	54.55%	50.00%	60.00%	80.00%	20.00%	50.00%	50.00%	100.00%	54.29%	42.52%	†
22	Other	*	41.18%	50.00%	37.50%	50.00%	50.00%	25.00%	33.33%	100.00%	41.67%	54.61%	†
23	How many EEOC charges have been filed against your institution within the previous twelve months?	0	0.36	0.50	0.30	0.40	0.60	0.25	0.25	0.50	1.54	2.02	†
24	How many employee-initiated lawsuits have been filed against your institution within the previous twelve months?	2	0.32	0.00	0.70	0.00	0.00	0.00	0.25	3.00	0.29	0.78	†
25	How many employee grievances have been filed against your institution within the previous 12 months?	38	6.45	1.30	12.90	1.20	1.40	2.00	3.00	54.50	†	†	†
26													



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	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
<b>27 BACKGROUND AND FINANCIAL INFORMATION</b>												
<b>28 How many full-time staff comprise each of the below job categories?</b>												
29 Faculty:	808	248	59	418	54	62	86	140	1,641	160	491	†
30 Classified:	625	225	46	443	39	53	118	167	1,647	†	†	†
31 Non-classified:	212	73	16	140	14	18	36	50	526	†	†	†
32 Other:	0	1	0	2	0	0	4	1	0	†	†	†
<b>33 How many part-time (50% FTE) staff comprise each of the below job categories?</b>												
35 Classified:	1	18	6	32	3	8	1	34	92	†	†	†
36 Non-classified:	0	2	0	4	0	0	0	1	18	†	†	†
37 Adjunct/Part-time Faculty:	294	159	118	196	116	120	56	117	633	387	277	†
38 Other (Can be less than 50% FTE e.g. student employees, casual employees, graduate assistants and work-study employees):	325	526	53	894	29	85	215	500	2,845	†	†	†
39 Overall institution operating expenses, last fiscal year:	257,146,462.00	75,560,934.09	15,384,185.00	149,188,456.70	14,308,220.40	16,460,149.60	31,131,319.00	49,012,207.25	585,655,231.00	†	†	†
40 Total human resources expenses, last fiscal year:	672,654.00	408,691.49	182,551.25	633,281.76	159,541.75	205,560.75	239,483.46	278,340.00	1,953,291.00	†	†	†
41 Individual tuition and fees as reported in your 2010-2011 IPEDS submission (full-time, first-time degree/certificate seeking undergraduate); or for Special Focus Institutions, the appropriate equivalent for --- in-state student:	5,285.00	4,592.58	2,596.00	6,811.00	2,428.80	2,763.20	9,906.00	5,222.50	5,345.50	†	†	†
42 Individual tuition and fees as reported in your 2010-2011 IPEDS submission (full-time, first-time degree/certificate seeking undergraduate); or for Special Focus Institutions, the appropriate equivalent for --- out-of-state student:	12,896.00	11,432.53	6,285.00	17,152.00	6,232.20	6,337.80	24,900.00	12,442.50	14,949.00	†	†	†
43 Aggregate amount for tuition and fees as reported to 2010-2011 IPEDS submission (full-time, first-time, degree/certificate seeking undergraduate):	61,845,199.00	23,109,152.30	2,751,860.90	43,466,443.70	1,870,026.00	3,633,695.80	13,548,114.75	8,043,102.25	174,149,784.50	†	†	†
44 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	†	†	†
45 Total human resources expenses per full-time employee:	408.91	1,586.76	1,617.70	807.87	1,587.26	1,655.75	1,014.00	755.07	474.81	†	†	†
46 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	†	†	†
47 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	†	†	†
48 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	†	†	†
49 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	†	†	†
<b>50 How long have you been in the position as CHRO at your institution?</b>	2-5 years											
51 < 2 years		36.36% (8)	30.00% (3)	30.00% (3)	20.00% (1)	40.00% (2)	50.00% (2)	25.00% (1)	0.00% (0)	†	†	†
52 2-5 years		31.82% (7)	30.00% (3)	40.00% (4)	40.00% (2)	20.00% (1)	25.00% (1)	50.00% (2)	50.00% (1)	†	†	†
53 6-10 years		22.73% (5)	30.00% (3)	20.00% (2)	20.00% (1)	40.00% (2)	25.00% (1)	0.00% (0)	50.00% (1)	†	†	†
54 10+ years		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
<b>55 What other roles, if any, do you play at your institution?</b>	*											
56 Faculty		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
57 Adjunct/Part-time Faculty		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
58 Other		54.55% (12)	60.00% (6)	60.00% (6)	80.00% (4)	40.00% (2)	75.00% (3)	50.00% (2)	50.00% (1)	†	†	†
<b>59 What other roles, if any, do you play at other system institutions?</b>	*											
60 Faculty		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
61 Adjunct/Part-time Faculty		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
62 CHRO		13.64% (3)	20.00% (2)	0.00% (0)	0.00% (0)	40.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
63 Other		18.18% (4)	10.00% (1)	30.00% (3)	20.00% (1)	0.00% (0)	50.00% (2)	0.00% (0)	50.00% (1)	†	†	†
<b>64 How many campuses are you responsible for as CHRO?</b>	4									†	†	†
65 1		50.00% (11)	40.00% (4)	50.00% (5)	60.00% (3)	20.00% (1)	50.00% (2)	75.00% (3)	0.00% (0)	†	†	†
66 2		27.27% (6)	30.00% (3)	30.00% (3)	20.00% (1)	40.00% (2)	50.00% (2)	25.00% (1)	0.00% (0)	†	†	†
67 3		9.09% (2)	10.00% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
68 4		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
69 5+		9.09% (2)	20.00% (2)	0.00% (0)	20.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†



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71	<b>HUMAN RESOURCES - METRICS</b>												
72	Number of human resources staff in your HR department:	9	6	3	10	2	4	2	5	37	7	19	29
73	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	†
74	Percentage of human resources staff functioning in supervisory roles:	33.00%	35.27	39.45	34.85	36.6	42.3	34	38.63	29	27.67	29.93	†
75	Percentage of human resources staff functioning in administrative (non-supervisory) roles:	67.00%	64.55	60.35	65.05	63.2	57.5	65.75	61.38	71	49.46	53.63	†
76	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	†
77	<b>Are any of the following human resources functions outsourced to EXTERNAL entities:</b>												
78	Absenteeism/Tardiness	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
79	Benefits Administration	No	9.09%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	Y=30 N=129
80	Coaching	No	18.18%	10.00%	30.00%	0.00%	20.00%	0.00%	50.00%	50.00%	†	†	†
81	Communicating Employment Law Requirements and Updates	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
82	Compensation and Payroll	No	13.64%	20.00%	0.00%	20.00%	20.00%	0.00%	0.00%	0.00%	†	†	Y=8 N=149
83	Compliance	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
84	Confidential reporting mechanism for potential violations	Yes	9.09%	0.00%	20.00%	0.00%	0.00%	0.00%	25.00%	50.00%	†	†	†
85	Confidential sounding board for internal customers	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
86	Defining Job Roles	Yes	13.64%	10.00%	20.00%	0.00%	20.00%	0.00%	25.00%	50.00%	5.63%	0.47%	†
87	Diversity Management	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	4.23%	0.94%	†
88	Documentation of Workplace Accidents	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
89	Employee Assistance Programs	No	50.00%	50.00%	50.00%	40.00%	60.00%	25.00%	100.00%	0.00%	61.43%	63.68%	†
90	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
91	Employee Recognition	No	13.64%	20.00%	10.00%	20.00%	20.00%	25.00%	0.00%	0.00%	†	†	†
92	Employee Relations	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
93	Employee Retention	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.82%	0.00%	†
94	Employee Surveys	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	25.00%	0.00%	22.86%	21.80%	†
95	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
96	Employee Wellness	No	31.82%	40.00%	30.00%	60.00%	20.00%	0.00%	75.00%	0.00%	†	†	†
97	Internal Consulting	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
98	Leadership and Management Orientation and On-boarding	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
99	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%	†
100	Mentoring	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
101	Monitoring EEO Compliance	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	Y=17 N=141
102	Organizational Development	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
103	Performance Management/Evaluation	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
104	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%	†
105	Policy Development	No	9.09%	0.00%	20.00%	0.00%	0.00%	0.00%	50.00%	0.00%	†	†	†
106	Policy Interpretation	No	9.09%	0.00%	20.00%	0.00%	0.00%	25.00%	25.00%	0.00%	†	†	†
107	Position Classification and Grading	No	22.73%	0.00%	40.00%	0.00%	0.00%	25.00%	75.00%	0.00%	†	†	†
108	Promotions	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
109	Reassignments/ Transfers	No	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
110	Record Retention Policies	No	9.09%	10.00%	10.00%	20.00%	0.00%	25.00%	0.00%	0.00%	†	†	†
111	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
112	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
113	Unemployment Matters, including but not limited to hearing attendance	No	4.55%	0.00%	10.00%	0.00%	0.00%	0.00%	0.00%	50.00%	†	†	†
114	Worker's Compensation	Yes	27.27%	20.00%	30.00%	20.00%	20.00%	25.00%	25.00%	50.00%	†	†	†
115	Workplace Safety Audits	No	13.64%	10.00%	20.00%	20.00%	0.00%	0.00%	50.00%	0.00%	†	†	†
116	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



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117	<b>What are the functions provided INTERNALLY by your HR department:</b>												
118	Absenteeism/Tardiness	Yes	90.91%	90.00%	90.00%	100.00%	80.00%	75.00%	100.00%	100.00%	†	†	†
119	Benefits Administration	Yes	81.82%	90.00%	70.00%	80.00%	100.00%	50.00%	75.00%	100.00%	†	†	Y=221 N=12
120	Coaching	Yes	95.45%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	†	†	†
121	Communicating Employment Law Requirements and Updates	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
122	Compensation and Payroll	No	57.14%	80.00%	30.00%	80.00%	80.00%	25.00%	25.00%	50.00%	†	†	†
123	Compliance	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
124	Confidential reporting mechanism for potential violations	Yes	90.91%	90.00%	90.00%	100.00%	80.00%	100.00%	75.00%	100.00%	†	†	Y=105 N=123
125	Confidential sounding board for internal customers	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	Y=161 N=67
126	Defining Job Roles	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	Y=161 N=66
127	Diversity Management	No	81.82%	80.00%	80.00%	80.00%	80.00%	100.00%	100.00%	0.00%	†	†	†
128	Documentation of Workplace Accidents	Yes	90.91%	100.00%	80.00%	100.00%	100.00%	75.00%	100.00%	50.00%	†	†	†
129	Employee Assistance Programs	No	28.57%	60.00%	0.00%	60.00%	60.00%	0.00%	0.00%	0.00%	†	†	†
130	Employee Orientation and On-boarding	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
131	Employee Recognition	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
132	Employee Relations	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
133	Employee Retention	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	Y=224 N=6
134	Employee Surveys	Yes	80.95%	100.00%	60.00%	100.00%	100.00%	25.00%	75.00%	100.00%	†	†	†
135	Employee Training and Development	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
136	Employee Wellness	Yes	68.18%	80.00%	50.00%	80.00%	80.00%	25.00%	50.00%	100.00%	†	†	†
137	Internal Consulting	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
138	Leadership and Management Orientation and On-boarding	Yes	90.91%	90.00%	90.00%	80.00%	100.00%	75.00%	100.00%	100.00%	†	†	†
139	Leadership and Management Training and Development	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
140	Mentoring	Yes	95.24%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	†	†	†
141	Monitoring EEO Compliance	No	86.36%	100.00%	70.00%	100.00%	100.00%	75.00%	100.00%	0.00%	†	†	†
142	Organizational Development	Yes	90.48%	100.00%	80.00%	100.00%	100.00%	100.00%	75.00%	50.00%	†	†	†
143	Performance Management/Evaluation	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
144	Personnel Policies and Handbooks	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
145	Policy Development	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
146	Policy Interpretation	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
147	Position Classification and Grading	Yes	95.45%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	†	†	†
148	Promotions	Yes	95.24%	100.00%	90.00%	100.00%	100.00%	75.00%	100.00%	100.00%	†	†	†
149	Reassignments/Transfers	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
150	Record Retention Policies	Yes	86.36%	90.00%	80.00%	80.00%	100.00%	50.00%	100.00%	100.00%	†	†	†
151	Recordkeeping of all personnel data	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
152	Recruiting, Hiring and Screening Applicants	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	Y=229 N=1
153	Unemployment Matters including, but not limited to, hearing attendance	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
154	Worker's Compensation	No	86.36%	90.00%	80.00%	100.00%	80.00%	100.00%	75.00%	50.00%	†	†	†
155	Workplace Safety Audits	No	50.00%	70.00%	40.00%	80.00%	60.00%	25.00%	75.00%	0.00%	†	†	†
156	Other	*	62.50%	55.56%	83.33%	40.00%	75.00%	75.00%	100.00%	†	†	†	†



**2012 WV System Institution Questionnaire  
as of 2010-2011 Fiscal Year  
Marshall University  
Institution 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
157	What functions are provided internally by non-HR departments?												
158	Absenteeism/Tardiness	No	36.36%	50.00%	10.00%	40.00%	60.00%	0.00%	25.00%	0.00%	†	†	†
159	Applicant Screening and Hiring Process	No	27.27%	30.00%	20.00%	40.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
160	Benefits Administration	No	27.27%	20.00%	40.00%	0.00%	40.00%	75.00%	25.00%	0.00%	†	†	†
161	Coaching	No	31.82%	40.00%	10.00%	20.00%	60.00%	0.00%	25.00%	0.00%	†	†	†
162	Communicating Employment Law Requirements and Updates	No	22.73%	20.00%	10.00%	20.00%	20.00%	0.00%	0.00%	50.00%	†	†	†
163	Compensation and Payroll	Yes	77.27%	60.00%	90.00%	80.00%	40.00%	100.00%	75.00%	100.00%	†	†	†
164	Compliance	No	22.73%	10.00%	20.00%	0.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
165	Confidential reporting mechanism for potential violations	Yes	40.91%	30.00%	50.00%	20.00%	40.00%	0.00%	75.00%	100.00%	†	†	†
166	Confidential sounding board for internal customers	Yes	31.82%	20.00%	40.00%	0.00%	40.00%	25.00%	25.00%	100.00%	†	†	†
167	Defining Job Roles	No	27.27%	40.00%	10.00%	20.00%	60.00%	0.00%	25.00%	0.00%	†	†	†
168	Diversity Management	Yes	36.36%	30.00%	40.00%	40.00%	20.00%	25.00%	25.00%	100.00%	†	†	†
169	Documentation of Workplace Accidents	Yes	54.55%	40.00%	70.00%	40.00%	40.00%	50.00%	75.00%	100.00%	†	†	†
170	Employee Assistance Programs	No	18.18%	10.00%	20.00%	0.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
171	Employee Orientation and On-boarding	No	50.00%	50.00%	50.00%	60.00%	40.00%	50.00%	50.00%	50.00%	†	†	†
172	Employee Recognition	No	40.91%	40.00%	30.00%	40.00%	40.00%	40.00%	25.00%	50.00%	†	†	†
173	Employee Relations	No	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
174	Employee Retention	No	13.64%	20.00%	0.00%	20.00%	20.00%	0.00%	0.00%	0.00%	†	†	†
175	Employee Surveys	No	27.27%	10.00%	40.00%	20.00%	0.00%	25.00%	50.00%	50.00%	†	†	†
176	Employee Training and Development	No	54.55%	60.00%	40.00%	60.00%	60.00%	25.00%	50.00%	50.00%	†	†	†
177	Employee Wellness	No	40.91%	20.00%	60.00%	20.00%	20.00%	100.00%	50.00%	0.00%	†	†	†
178	Internal Consulting	Yes	9.09%	10.00%	10.00%	0.00%	20.00%	0.00%	0.00%	50.00%	†	†	†
179	Leadership and Management Orientation and On-boarding	No	27.27%	30.00%	20.00%	40.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
180	Leadership and Management Training and Development	No	22.73%	30.00%	20.00%	40.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
181	Mentoring	No	40.91%	30.00%	40.00%	40.00%	20.00%	25.00%	50.00%	50.00%	†	†	†
182	Monitoring EEO Compliance	Yes	18.18%	10.00%	30.00%	0.00%	20.00%	25.00%	0.00%	100.00%	†	†	†
183	Organizational Development	Yes	40.91%	30.00%	50.00%	40.00%	20.00%	0.00%	75.00%	100.00%	†	†	†
184	Performance Management/Evaluation	Yes	36.36%	30.00%	40.00%	20.00%	40.00%	0.00%	50.00%	100.00%	†	†	†
185	Personnel Policies and Handbooks	Yes	31.82%	20.00%	50.00%	20.00%	20.00%	25.00%	50.00%	100.00%	†	†	†
186	Policy Development	Yes	54.55%	50.00%	70.00%	20.00%	80.00%	75.00%	50.00%	100.00%	†	†	†
187	Policy Interpretation	No	54.55%	50.00%	60.00%	20.00%	80.00%	75.00%	50.00%	50.00%	†	†	†
188	Position Classification and Grading	No	13.64%	10.00%	20.00%	0.00%	20.00%	25.00%	25.00%	0.00%	†	†	†
189	Promotions	No	40.91%	40.00%	40.00%	40.00%	40.00%	25.00%	50.00%	50.00%	†	†	†
190	Reassignments/Transfers	No	22.73%	10.00%	30.00%	0.00%	20.00%	25.00%	25.00%	50.00%	†	†	†
191	Record Retention Policies	No	27.27%	20.00%	40.00%	20.00%	20.00%	25.00%	50.00%	50.00%	†	†	†
192	Recordkeeping of all personnel data	No	18.18%	10.00%	20.00%	0.00%	20.00%	0.00%	25.00%	50.00%	†	†	†
193	Unemployment Matters, including but not limited to hearing attendance	No	13.64%	0.00%	30.00%	0.00%	0.00%	0.00%	50.00%	50.00%	†	†	†
194	Worker's Compensation	Yes	22.73%	10.00%	40.00%	0.00%	20.00%	25.00%	25.00%	100.00%	†	†	†
195	Workplace Safety Audits	Yes	72.73%	60.00%	90.00%	60.00%	60.00%	75.00%	100.00%	100.00%	†	†	†
196	Other	*	6.25%	11.11%	0.00%	0.00%	25.00%	0.00%	0.00%	†	†	†	†
197													



**2012 WV System Institution Questionnaire**  
**as of 2010-2011 Fiscal Year**  
**Marshall University**  
**Institution 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
198	<b>EDUCATION LEVEL OF HR STAFF</b>												
199	<b>Number of HR staff with the following highest academic degree:</b>												
200	GED:	0	0	0	0	0	0	0	1	0	†	†	†
201	High School Diploma:	3	2	1	2	1	2	0	2	7	†	†	†
202	Associates:	1	1	1	1	1	2	0	1	2	†	†	†
203	Bachelor:	3	3	1	4	1	2	1	2	12	†	†	†
204	Masters:	2	3	1	5	1	1	1	1	18	†	†	†
205	PhD:	*	0	1	0	0	1	0	1	0	†	†	†
206	JD:	*	1	0	1	0	0	0	1	2	†	†	†
207	Other	*	25.00%	16.67%	33.33%	0.00%	50.00%	0.00%	50.00%	100.00%	†	†	†
208	<b>Number of HR staff who have the following professional HR certifications:</b>												
209	PHR:	1	2	1	2	1	1	0	1	7	†	†	†
210	SPHR:	0	1	1	1	0	1	0	1	3	†	†	†
211	GPHR:	0	0	0	0	0	0	0	0	0	†	†	†
212	IPMA-CP:	0	1	1	0	1	1	1	0	0	†	†	†
213	IPMA-CS:	0	0	0	0	0	0	0	0	0	†	†	†
214	Other	*	42.86%	42.86%	42.86%	25.00%	66.67%	33.33%	33.33%	100.00%	†	†	†
215													
216	<b>COMPENSATION (AS DEFINED BY IPEDS)</b>												
217	Do you have a formally documented compensation philosophy?	No	59.09%	70.00%	50.00%	80.00%	60.00%	50.00%	50.00%	50.00%	57.14%	69.86%	†
218	<b>What is the average annual salary for:</b>												
219	HR Aggregate:	41,092.00	44,279.06	42,111.14	47,715.90	39,681.46	44,054.89	46,434.00	49,181.25	47,349.00	†	†	†
220	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	†
221	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	†	†	†
222	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	†	†	†
223	Adjunct/Part-time Faculty:	2,435.00	5,915.09	3,579.84	8,250.35	2,836.50	4,323.17	9,288.95	5,043.50	9,380.00	†	†	†
224	<b>What was the average annual percent raise awarded in the last fiscal year for:</b>												
225	HR Aggregate:	3.0	1.6	1.2	2.2	0.4	1.9	1.8	1.9	3.7	†	†	†
226	Faculty:	2.0	2.0	1.8	2.2	1.5	2.0	2.1	1.8	3.1	1.6	2.4	†
227	Classified:	2.2	2.6	2.6	2.3	2.7	2.6	2.2	1.9	3.5	†	†	†
228	Non-classified:	2.0	2.3	2.0	2.2	1.0	3.0	2.1	1.8	3.2	†	†	†
229	Adjunct/Part-time Faculty:	0.0	0.2	0.0	0.4	0.0	0.0	0.0	0.0	2.0	1.8	1.6	†
230	What was the average HR aggregate dollar amount of annual salary increase per full-time institution HR employee:	1,068.00	852.73	755.79	1,015.55	503.33	1,008.25	726.50	1,012.38	1,600.00	†	†	†
231													
232	<b>HUMAN RESOURCES COMPENSATION DATA</b>												
233	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	†	†	†
234	Total institution HR employees' salaries as a percent of HR operating expenses:	59.31	59.41	54.65	63.72	46.16	63.14	66.28	59.02	66.92	†	†	†
235	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	†	†	†
236													
237	<b>PEOPLE PRACTICES AND BENEFITS</b>												
238	Do you offer compressed work weeks (please choose all that apply)?	Other											
239	Yes, 40 Hours in 4 Days		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	30.56% (22)	25.91% (57)	†
240	Yes, 80 Hours in 9 Days		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	9.72% (7)	10.00% (22)	†
241	No		54.55% (12)	60.00% (6)	50.00% (5)	60.00% (3)	60.00% (3)	75.00% (3)	50.00% (2)	0.00% (0)	50.00% (36)	50.91% (112)	†
242	Other		50.00% (11)	40.00% (4)	60.00% (6)	40.00% (2)	40.00% (2)	25.00% (1)	75.00% (3)	100.00% (2)	23.61% (17)	25.00% (55)	†
243	Do you offer flexible work hours (please choose all that apply)?	Other											
244	Yes, Core Days/Hours		27.27% (6)	40.00% (4)	20.00% (2)	40.00% (2)	40.00% (2)	0.00% (0)	50.00% (2)	0.00% (0)	20.83% (15)	17.73% (39)	†
245	Yes, Employees Select From Stated Schedule Options		18.18% (4)	20.00% (2)	10.00% (1)	20.00% (1)	20.00% (1)	0.00% (0)	25.00% (1)	0.00% (0)	15.28% (11)	11.36% (25)	†
246	Yes, Hours are Fully Flexible (Determined by Manager and Employee)		27.27% (6)	30.00% (3)	20.00% (2)	40.00% (2)	20.00% (1)	25.00% (1)	0.00% (0)	50.00% (1)	31.94% (23)	38.64% (85)	†
247	Yes, Summer Hours		40.91% (9)	40.00% (4)	50.00% (5)	40.00% (2)	40.00% (2)	25.00% (1)	100.00% (4)	0.00% (0)	38.89% (28)	44.55% (98)	†
248	No		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	23.61% (17)	18.64% (41)	†
249	Other		36.36% (8)	20.00% (2)	50.00% (5)	20.00% (1)	20.00% (1)	25.00% (1)	50.00% (2)	100.00% (2)	6.94% (5)	17.73% (39)	†
250	Does your HR Department have a years-of-service recognition program?	Yes	95.45%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
251	Does your HR Department have any other recognition programs?	Yes	63.64%	50.00%	90.00%	20.00%	80.00%	100.00%	75.00%	100.00%	†	†	†
252													



**2012 WV System Institution Questionnaire  
as of 2010-2011 Fiscal Year  
Marshall University  
Institution 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
253	<b>PROFESSIONAL DEVELOPMENT AND TRAINING METRICS</b>												
254	What are the total costs spent on training and/or professional development for the below job categories?												
255	HR Aggregate:	1,500.00	8,066.34	6,192.74	9,237.35	2,250.00	8,821.23	1,600.34	7,414.28	20,520.50	†	†	†
256	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	†
257	Classified:	‡	10,978.78	9,322.77	12,966.00	16,686.00	5,641.16	1,820.00	20,396.67	†	†	†	†
258	Non-classified:	‡	7,559.80	4,051.33	12,822.50	7,857.00	2,148.50	0.00	17,096.67	†	†	†	†
259	Adjunct/Part-time Faculty:	‡	550.00	250.00	790.00	500.00	0.00	0.00	987.50	†	35,134.88	39,859.77	†
260	Please provide the number of employees participating by program name and employee category, including:												
261	The HR Aggregate number that take part:	‡	9	3	11	3	3	2	4	65	†	†	†
262	The number of Faculty that take part:	‡	78	92	86	114	49	52	121	†	122	278	†
263	The number of Classified Staff that take part:	‡	61	42	71	50	27	39	133	†	†	†	†
264	The number of Non-classified Staff that take part:	‡	25	24	25	31	12	18	46	†	†	†	†
265	The number of Adjunct/Part-time Faculty that take part:	‡	30	51	19	67	2	21	18	†	202	132	†
266	Regarding question #1 above (What are the total costs spent on training and/or professional development for the below job categories), do the costs you provided include travel expenses?	‡	62.50%	71.43%	50.00%	100.00%	50.00%	66.67%	25.00%	100.00%	†	†	†
267	Annually, what is the average number of hours per employee spent on training and development for each of the below job categories?												
268	HR Aggregate:	4.50	20.4	31.0	13.7	33.0	23.0	8.3	14.3	20.8	†	†	†
269	Faculty:	‡	36.8	23.2	47.6	24.7	18.8	10.0	104.0	†	36.6	31.1	†
270	Classified:	‡	13.2	14.4	11.6	16.7	7.5	5.7	20.5	†	†	†	†
271	Non-Classified:	‡	13.4	11.7	13.8	9.3	18.8	9.0	21.0	†	†	†	†
272	Adjunct/Part-time Faculty:	‡	2.9	2.0	3.0	2.0	0.0	5.7	0.3	†	10.5	9.8	†
273	What is the average number of hours per employee spent in orientation for each of the below job categories?												
274	HR Aggregate:	5.0	4.0	4.3	4.1	4.3	4.4	2.8	0.3	12.5	†	†	†
275	Faculty:	23.0	5.6	5.6	5.7	8.6	1.9	5.9	1.1	23.0	13.3	15.4	†
276	Classified:	5.0	4.0	4.7	2.5	7.0	1.9	3.4	1.0	5.0	†	†	†
277	Non-classified:	5.0	3.7	4.8	2.5	7.0	2.0	3.4	1.0	5.0	†	†	†
278	Adjunct/Part-time Faculty:	8.0	2.4	2.5	2.3	3.2	1.3	2.8	0.5	8.0	4.9	6.5	†
279	Are there any formal processes, systems and practices that support succession planning for the following:												
280	HR Staff:	No	13.64%	20.00%	10.00%	40.00%	0.00%	0.00%	0.00%	50.00%	†	†	†
281	Faculty:	Yes	25.00%	20.00%	30.00%	40.00%	0.00%	0.00%	25.00%	100.00%	†	†	†
282	Classified:	No	18.18%	20.00%	10.00%	40.00%	0.00%	0.00%	0.00%	50.00%	†	†	†
283	Non-classified:	No	13.64%	20.00%	10.00%	40.00%	0.00%	0.00%	0.00%	50.00%	†	†	†
284	Adjunct/Part-time Faculty:	No	5.00%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
285													
286	<b>DIVERSITY</b>												
287	Does your HR Department have an articulated policy/statement on diversity?	Yes	59.09%	50.00%	70.00%	60.00%	40.00%	50.00%	75.00%	100.00%	†	†	†
288	Does your HR Department have a dedicated plan to recruit a diverse workforce?	Yes	63.64%	60.00%	60.00%	40.00%	80.00%	50.00%	50.00%	100.00%	†	†	†
289	Does your HR Department have a mentoring program to encourage advancement of diverse employees?	No	4.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
290													





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**Marshall University**  
**Institution 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	
291	<b>RETENTION</b>												
292	Please note the VOLUNTARY turnover rate (percentage) in the last full fiscal year for the following:												
293	HR Aggregate:	11.0	3.4	4.7	2.6	0.0	9.4	0.0	1.1	10.9	†	†	†
294	Faculty:	8.0	5.9	4.0	7.6	2.0	6.5	10.6	3.7	9.2	3.7	6.2	†
295	Classified:	9.0	6.0	5.6	6.7	4.2	7.5	7.6	4.6	9.0	†	†	†
296	Non-classified:	10.0	4.8	1.5	6.5	0.2	3.1	6.8	5.4	8.4	†	†	†
297	Adjunct/Part-time Faculty:	0.0	2.6	1.0	3.8	1.0	0.0	8.8	0.0	0.0	12.0	9.7	†
298	Please note the INVOLUNTARY turnover rate (percentage) in the last full fiscal year for the following:												
299	HR Aggregate:	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	†	†	†
300	Faculty:	0.1	0.3	0.4	0.3	0.7	0.0	0.5	0.3	0.1	†	†	†
301	Classified:	0.3	1.0	0.9	1.1	0.0	2.0	0.0	2.8	0.2	†	†	†
302	Non-classified:	0.4	0.8	0.4	1.1	0.2	0.5	1.8	0.8	0.2	†	†	†
303	Adjunct/Part-time Faculty:	0.0	0	0	0.0	0	0	0.0	0.0	0.0	†	†	†
304	Please note the amount of implemented layoffs (percentage) in the last full fiscal year for the following:												
305	HR Aggregate:	0.0	0	0	0	0	0	0	0	0	†	†	†
306	Faculty:	0.0	0	0	0	0	0	0	0	0	†	†	†
307	Classified:	0.0	0	0	0	0	0	0	0	0	†	†	†
308	Non-classified:	0.0	0	0	0	0	0	0	0	0	†	†	†
309	Adjunct/Part-time Faculty:	0.0	0	0	0	0	0	0	0	0	†	†	†
310	Please note the amount of implemented furloughs (percentage) in the last full fiscal year for the following:												
311	HR Aggregate:	0.0	0	0	0	0	0	0	0	0	†	†	†
312	Faculty:	0.0	0	0	0	0	0	0	0	0	†	†	†
313	Classified:	0.0	0	0	0	0	0	0	0	0	†	†	†
314	Non-classified:	0.0	0	0	0	0	0	0	0	0	†	†	†
315	Adjunct/Part-time Faculty:	0.0	0	0	0	0	0	0	0	0	†	†	†
316	Does your institution have any retention programs in place?	Yes	40.91%	30.00%	60.00%	0.00%	60.00%	50.00%	50.00%	100.00%	15.94%	30.92%	†
317													





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		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
318	<b>COMMUNICATION PRACTICES</b>												
319	Which of the following forms of internal communications are utilized internally within the HR Department?												
320	Department Newsletter	No	9.09%	10.00%	10.00%	0.00%	20.00%	0.00%	0.00%	50.00%	†	†	†
321	If yes, how often?												
322	Monthly		4.55% (1)	10.00% (1)	0.00% (0)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
323	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
324	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
325	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
326	Other		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
327													
328	Meetings	Yes	90.91%	90.00%	100.00%	80.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
329	If yes, how often?	Other											
330	Monthly		27.27% (6)	30.00% (3)	30.00% (3)	20.00% (1)	40.00% (2)	25.00% (1)	50.00% (2)	0.00% (0)	†	†	†
331	Quarterly or By Semester		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
332	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
333	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
334	Other		72.73% (16)	70.00% (7)	80.00% (8)	80.00% (4)	60.00% (3)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
335													
336	Intranet	Yes	54.55%	60.00%	60.00%	40.00%	80.00%	50.00%	75.00%	50.00%	†	†	†
337	If yes, how often?	Other											
338	Monthly		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
339	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
340	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
341	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
342	Other		54.55% (12)	60.00% (6)	60.00% (6)	40.00% (2)	80.00% (4)	50.00% (2)	75.00% (3)	50.00% (1)	†	†	†
343													
344	Surveys	No	22.73%	30.00%	20.00%	0.00%	60.00%	0.00%	25.00%	50.00%	†	†	†
345	If yes, how often?												
346	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
347	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
348	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
349	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
350	Other		18.18% (4)	30.00% (3)	10.00% (1)	0.00% (0)	60.00% (3)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
351													
352	Policy Updates	Yes	77.27%	80.00%	90.00%	80.00%	80.00%	100.00%	75.00%	100.00%	†	†	†
353	If yes, how often?	Other											
354	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
355	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
356	Semi-Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
357	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
358	Other		72.73% (16)	80.00% (8)	80.00% (8)	80.00% (4)	80.00% (4)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
359													

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		Marshall University	West Virginia System Overall	CTCS (2-Yr) Overall	WWHEPC (4-Yr) Overall	CTCS (2-Yr) Small	CTCS (2-Yr) Large	WWHEPC (4-Yr) Small	WWHEPC (4-Yr) Medium	WWHEPC (4-Yr) Large	MT Benchmark 2-Yr	MT Benchmark 4-Yr	CUPA Benchmark
360	<b>Group Meetings with personnel from other HR Departments</b>	Yes	57.14%	55.56%	70.00%	60.00%	50.00%	50.00%	75.00%	100.00%	†	†	†
361	<b>If yes, how often?</b>	Other											
362	Monthly		18.18% (4)	10.00% (1)	30.00% (3)	20.00% (1)	0.00% (0)	50.00% (2)	25.00% (1)	0.00% (0)	†	†	†
363	Quarterly or By Semester		9.09% (2)	10.00% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
364	Semi-Annually		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
365	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
366	Other		31.82% (7)	30.00% (3)	40.00% (4)	40.00% (2)	20.00% (1)	0.00% (0)	50.00% (2)	100.00% (2)	†	†	†
367													
368	<b>Internal HR Department Group Meetings</b>	Yes	86.36%	80.00%	100.00%	60.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
369	<b>If yes, how often?</b>	Weekly											
370	Weekly		40.91% (9)	30.00% (3)	50.00% (5)	20.00% (1)	40.00% (2)	25.00% (1)	50.00% (2)	100.00% (2)	†	†	†
371	Monthly		18.18% (4)	20.00% (2)	20.00% (2)	0.00% (0)	40.00% (2)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
372	Quarterly or By Semester		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
373	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
374	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
375	Other		40.91% (9)	30.00% (3)	60.00% (6)	40.00% (2)	20.00% (1)	75.00% (3)	50.00% (2)	50.00% (1)	†	†	†
376													
377	<b>HR Department Employee Surveys</b>	No	4.55%	10.00%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	†	†	†
378	<b>If yes, how often?</b>												
379	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
380	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
381	Every Other Year		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
382	Every Three Years		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
383	Every Five Years		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
384	Other		4.55% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
385	<b>Surveys Conducted:</b>												
386	Surveys Conducted Internally		4.55% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
387	Surveys Conducted Externally by Thrid Party		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
388													
389	<b>HR Department Management Office Hours</b>	Yes	63.64%	60.00%	80.00%	40.00%	80.00%	75.00%	75.00%	100.00%	†	†	†
390	<b>If yes, how often?</b>	Open											
391	By Appointment Only		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
392	Scheduled Days and Times		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (2)	0.00% (0)	†	†	†
393	Open		63.64% (14)	60.00% (6)	80.00% (8)	40.00% (2)	80.00% (4)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
394	Other		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
395	Not Applicable		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
396													
397	<b>Employee Suggestion/Innovation Programs</b>	No	36.36%	20.00%	60.00%	0.00%	40.00%	50.00%	75.00%	50.00%	†	†	†
398	<b>If yes, how often?</b>												
399	Monthly		4.55% (1)	10.00% (1)	0.00% (0)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
400	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
401	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
402	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
403	Other		22.73% (5)	10.00% (1)	40.00% (4)	0.00% (0)	20.00% (1)	25.00% (1)	50.00% (2)	50.00% (1)	†	†	†
404	<b>Other</b>	No	35.29%	62.50%	14.29%	80.00%	33.33%	0.00%	50.00%	0.00%	†	†	†

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		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
405	Which of the following forms of communication are utilized by your HR Department to interact with other departments across the institution?												
406	Newsletters	No	31.82%	40.00%	30.00%	40.00%	40.00%	25.00%	25.00%	50.00%	71.43%	84.98%	†
407	If yes, how often?												
408	Monthly		13.64% (3)	20.00% (2)	10.00% (1)	20.00% (1)	20.00% (1)	25.00% (1)	0.00% (0)	0.00% (0)	50.00% (36)	50.45% (111)	†
409	Quarterly or By Semester		9.09% (2)	20.00% (2)	0.00% (0)	20.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	18.06% (13)	24.09% (53)	†
410	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	2.78% (2)	3.64% (8)	†
411	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	1.39% (1)	0.91% (2)	†
412	Other		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	50.00% (1)	†	†	†
413													
414	Meetings	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
415	If yes, how often?	Other											
416	Monthly		31.82% (7)	40.00% (4)	30.00% (3)	40.00% (2)	40.00% (2)	50.00% (2)	25.00% (1)	0.00% (0)	†	†	†
417	Quarterly or By Semester		4.55% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
418	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
419	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
420	Other		81.82% (18)	80.00% (8)	80.00% (8)	80.00% (4)	80.00% (4)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
421													
422	Intranet	Yes	54.55%	60.00%	60.00%	60.00%	60.00%	25.00%	75.00%	100.00%	†	†	†
423	If yes, how often?	Other											
424	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
425	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
426	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
427	Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
428	Other		50.00% (11)	60.00% (6)	50.00% (5)	60.00% (3)	60.00% (3)	25.00% (1)	75.00% (3)	50.00% (1)	†	†	†
429													
430	Surveys	No	38.10%	40.00%	44.44%	60.00%	20.00%	25.00%	66.67%	50.00%	82.61%	82.55%	†
431	If yes, how often?												
432	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
433	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
434	Semi-Annually		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	12.50% (9)	10.45% (23)	†
435	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	45.83% (33)	49.09% (108)	†
436	Other		31.82% (7)	30.00% (3)	40.00% (4)	40.00% (2)	20.00% (1)	25.00% (1)	50.00% (2)	50.00% (1)	†	†	†
437													
438	Policy Updates	Yes	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	†	†	†
439	If yes, how often?	Other											
440	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
441	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
442	Semi-Annually		4.55% (1)	10.00% (1)	0.00% (0)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
443	Annually		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
444	Other		86.36% (19)	80.00% (8)	90.00% (9)	100.00% (5)	60.00% (3)	75.00% (3)	100.00% (4)	100.00% (2)	†	†	†
445	Other	No	64.71%	85.71%	62.50%	75.00%	100.00%	75.00%	50.00%	50.00%	†	†	†
446													
447	<b>HR TECHNOLOGY</b>												
448	What audit/quality control processes, if any, are in place to ensure the integrity of the data? How often are those audit/quality control processes done?	Other											
449	Quarterly		9.09% (2)	20.00% (2)	0.00% (0)	20.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
450	Semi-Annually		18.18% (4)	10.00% (1)	30.00% (3)	20.00% (1)	0.00% (0)	25.00% (1)	25.00% (1)	50.00% (1)	†	†	†
451	Annually		13.64% (3)	20.00% (2)	10.00% (1)	40.00% (2)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	†	†	†
452	Every 2 years		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
453	Other		59.09% (13)	50.00% (5)	70.00% (7)	40.00% (2)	60.00% (3)	75.00% (3)	75.00% (3)	50.00% (1)	†	†	†
454													



**2012 WV System Institution Questionnaire**  
**as of 2010-2011 Fiscal Year**  
**Marshall University**  
**Institution 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
455	<b>WORKFORCE PLANNING</b>												
456	Approximately how many different job titles/roles exist throughout your entire institution?	100+											
457	Up to 25		4.55% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
458	26-50		18.18% (4)	30.00% (3)	0.00% (0)	40.00% (2)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
459	51-75		13.64% (3)	30.00% (3)	0.00% (0)	40.00% (2)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
460	76-100		18.18% (4)	20.00% (2)	20.00% (2)	20.00% (1)	20.00% (1)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
461	100+		45.45% (10)	20.00% (2)	80.00% (8)	0.00% (0)	40.00% (2)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
462	Approximately what percent of those job titles/roles have written job descriptions?	81-100%											
463	0-20%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
464	21-40%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
465	41-60%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
466	61-80%		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
467	81-100%		90.91% (20)	100.00% (10)	80.00% (8)	100.00% (5)	100.00% (5)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
468	Of those job titles/roles with written job descriptions, approximately what percent do you consider accurate and up-to-date?	61-80%											
469	0-20%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
470	21-40%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
471	41-60%		13.64% (3)	10.00% (1)	20.00% (2)	0.00% (0)	20.00% (1)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
472	61-80%		22.73% (5)	0.00% (0)	50.00% (5)	0.00% (0)	0.00% (0)	50.00% (2)	25.00% (1)	100.00% (2)	†	†	†
473	81-100%		63.64% (14)	90.00% (9)	30.00% (3)	100.00% (5)	80.00% (4)	25.00% (1)	50.00% (2)	0.00% (0)	†	†	†
474	How often are written job descriptions actually updated?	5+ years											
475	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
476	Annually		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
477	1-3 years		68.18% (15)	90.00% (9)	40.00% (4)	80.00% (4)	100.00% (5)	25.00% (1)	50.00% (2)	50.00% (1)	†	†	†
478	3-5 years		18.18% (4)	0.00% (0)	40.00% (4)	0.00% (0)	0.00% (0)	50.00% (2)	50.00% (2)	0.00% (0)	†	†	†
479	5+ years		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
480	Are there broad umbrella categories under which your Job Categories can be combined?	Yes	77.27%	80.00%	90.00%	80.00%	80.00%	75.00%	100.00%	100.00%	†	†	†
481	Approximately how many?	6	13	8	19	6	10	12	8	48	†	†	†
482	Approximately how many different job titles/roles exist throughout your HR Department?	Up to 25											
483	Up to 25		95.45% (21)	100.00% (10)	90.00% (9)	100.00% (5)	100.00% (5)	100.00% (4)	100.00% (4)	50.00% (1)	†	†	†
484	26-50		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
485	51-75		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
486	76-100		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
487	100+		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
488	Approximately what percent of those HR job titles/roles have written job descriptions?	61-80%											
489	0-20%		4.55% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
490	21-40%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
491	41-60%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
492	61-80%		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
493	81-100%		90.91% (20)	100.00% (10)	90.00% (9)	100.00% (5)	100.00% (5)	100.00% (4)	100.00% (4)	50.00% (1)	†	†	†
494	Of those HR job titles/roles with written job descriptions, approximately what percent do you consider accurate and up to date?	81-100%											
495	0-20%		4.55% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
496	21-40%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
497	41-60%		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
498	61-80%		4.55% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
499	81-100%		90.91% (20)	100.00% (10)	90.00% (9)	100.00% (5)	100.00% (5)	75.00% (3)	100.00% (4)	100.00% (2)	†	†	†
500	How often are written job descriptions actually updated?	3-5 years											
501	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
502	Annually		18.18% (4)	20.00% (2)	20.00% (2)	40.00% (2)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
503	1-3 years		68.18% (15)	80.00% (8)	50.00% (5)	80.00% (4)	80.00% (4)	25.00% (1)	75.00% (3)	50.00% (1)	†	†	†
504	3-5 years		22.73% (5)	20.00% (2)	30.00% (3)	20.00% (1)	20.00% (1)	50.00% (2)	0.00% (0)	50.00% (1)	†	†	†
505	5+ years		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
506													

**ModernThink**  
**2012 WV System Institution Questionnaire**  
**as of 2010-2011 Fiscal Year**  
**Marshall University**  
**Institution 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
507	<b>MISCELLANEOUS</b>												
508	Do you have a disaster recovery system?	Yes	72.73%	60.00%	80.00%	60.00%	60.00%	75.00%	75.00%	100.00%	†	†	†
509	<b>How often are performance evaluations supposed to be completed?</b>												
510	<b>Classified:</b>	Annually											
511	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
512	Quarterly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
513	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
514	Annually		95.45% (21)	100.00% (10)	90.00% (9)	100.00% (5)	100.00% (5)	75.00% (3)	100.00% (4)	100.00% (2)	†	†	†
515	Other		22.73% (5)	10.00% (1)	40.00% (4)	20.00% (1)	0.00% (0)	75.00% (3)	25.00% (1)	0.00% (0)	†	†	†
516	<b>Non-classified:</b>	Annually											
517	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
518	Quarterly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
519	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
520	Annually		95.45% (21)	90.00% (9)	100.00% (10)	80.00% (4)	100.00% (5)	100.00% (4)	100.00% (4)	100.00% (2)	†	†	†
521	Other		22.73% (5)	30.00% (3)	20.00% (2)	20.00% (1)	40.00% (2)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
522	<b>Faculty:</b>	*											
523	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
524	Quarterly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
525	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
526	Annually		81.82% (18)	100.00% (10)	80.00% (8)	100.00% (5)	100.00% (5)	100.00% (4)	75.00% (3)	50.00% (1)	†	†	†
527	Other		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
528	<b>Six-month probationary employees hired as full-time Classified Staff:</b>	Semi-Annually											
529	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
530	Quarterly		9.09% (2)	20.00% (2)	0.00% (0)	40.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
531	Semi-Annually		9.09% (2)	10.00% (1)	10.00% (1)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	50.00% (1)	†	†	†
532	Annually		18.18% (4)	10.00% (1)	20.00% (2)	20.00% (1)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
533	Other		68.18% (15)	60.00% (6)	80.00% (8)	40.00% (2)	80.00% (4)	75.00% (3)	100.00% (4)	50.00% (1)	†	†	†
534	<b>How often are most (75%+) performance evaluations actually completed?</b>												
535	<b>Classified:</b>	Annually											
536	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
537	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
538	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
539	Annually		86.36% (19)	80.00% (8)	90.00% (9)	80.00% (4)	80.00% (4)	100.00% (4)	75.00% (3)	100.00% (2)	†	†	†
540	Other		13.64% (3)	10.00% (1)	20.00% (2)	20.00% (1)	0.00% (0)	0.00% (0)	50.00% (2)	0.00% (0)	†	†	†
541	<b>Non-classified:</b>	Annually											
542	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
543	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
544	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
545	Annually		86.36% (19)	80.00% (8)	90.00% (9)	80.00% (4)	80.00% (4)	100.00% (4)	75.00% (3)	100.00% (2)	†	†	†
546	Other		13.64% (3)	10.00% (1)	20.00% (2)	20.00% (1)	0.00% (0)	0.00% (0)	50.00% (2)	0.00% (0)	†	†	†
547	<b>Faculty:</b>	Other											
548	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
549	Quarterly or By Semester		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
550	Semi-Annually		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
551	Annually		77.27% (17)	90.00% (9)	80.00% (8)	100.00% (5)	80.00% (4)	100.00% (4)	75.00% (3)	50.00% (1)	†	†	†
552	Other		9.09% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	50.00% (1)	†	†	†
553	<b>Six-month probationary employees hired as full-time Classified Staff:</b>	Semi-Annually											
554	Monthly		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
555	Quarterly or By Semester		4.55% (1)	10.00% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
556	Semi-Annually		13.64% (3)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	50.00% (1)	†	†	†
557	Annually		22.73% (5)	20.00% (2)	20.00% (2)	40.00% (2)	0.00% (0)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
558	Other		59.09% (13)	60.00% (6)	70.00% (7)	40.00% (2)	80.00% (4)	50.00% (2)	100.00% (4)	50.00% (1)	†	†	†

**ModernThink**  
**2012 WV System Institution Questionnaire**  
**as of 2010-2011 Fiscal Year**  
**Marshall University**  
**Institution 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
559	<b>How consistently is performance evaluation criteria applied to Non-Classified Staff?</b>	Inconsistently											
560	Very Consistently		33.33% (7)	44.44% (4)	30.00% (3)	40.00% (2)	50.00% (2)	25.00% (1)	25.00% (1)	50.00% (1)	†	†	†
561	Consistently		47.62% (10)	44.44% (4)	40.00% (4)	40.00% (2)	50.00% (2)	50.00% (2)	50.00% (2)	0.00% (0)	†	†	†
562	Sometimes Consistently and Sometimes Inconsistently		4.76% (1)	0.00% (0)	10.00% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	†	†	†
563	Inconsistently		9.52% (2)	0.00% (0)	20.00% (2)	0.00% (0)	0.00% (0)	0.00% (0)	25.00% (1)	50.00% (1)	†	†	†
564	Very Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
565	Not Applicable		4.76% (1)	11.11% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
566	<b>How consistently is performance evaluation criteria applied to Classified Staff?</b>	Consistently											
567	Very Consistently		33.33% (7)	44.44% (4)	30.00% (3)	20.00% (1)	75.00% (3)	25.00% (1)	25.00% (1)	50.00% (1)	†	†	†
568	Consistently		61.90% (13)	44.44% (4)	70.00% (7)	60.00% (3)	25.00% (1)	75.00% (3)	75.00% (3)	50.00% (1)	†	†	†
569	Sometimes Consistently and Sometimes Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
570	Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
571	Very Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
572	Not Applicable		4.76% (1)	11.11% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
573	<b>How consistently is performance evaluation criteria applied to Faculty?</b>	Not Applicable									†	†	†
574	Very Consistently		28.57% (6)	33.33% (3)	30.00% (3)	60.00% (3)	0.00% (0)	50.00% (2)	0.00% (0)	50.00% (1)	†	†	†
575	Consistently		33.33% (7)	33.33% (3)	40.00% (4)	40.00% (2)	25.00% (1)	50.00% (2)	50.00% (2)	0.00% (0)	†	†	†
576	Sometimes Consistently and Sometimes Inconsistently		4.76% (1)	11.11% (1)	0.00% (0)	0.00% (0)	25.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
577	Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
578	Very Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
579	Not Applicable		33.33% (7)	22.22% (2)	30.00% (3)	0.00% (0)	50.00% (2)	0.00% (0)	50.00% (2)	50.00% (1)	†	†	†
580	<b>How consistently is performance evaluation criteria applied to six-month probationary employees hired as full-time Classified Staff?</b>	Consistently											
581	Very Consistently		33.33% (7)	33.33% (3)	40.00% (4)	40.00% (2)	25.00% (1)	50.00% (2)	25.00% (1)	50.00% (1)	†	†	†
582	Consistently		61.90% (13)	55.56% (5)	60.00% (6)	40.00% (2)	75.00% (3)	50.00% (2)	75.00% (3)	50.00% (1)	†	†	†
583	Sometimes Consistently and Sometimes Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
584	Inconsistently		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
585	Very Inconsistently		4.76% (1)	11.11% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
586	Not Applicable		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
587	<b>Please estimate how quickly most (75%+) of your six-month post-probationary reviews are completed.</b>	Within 6 months											
588	Within 6 months		71.43% (15)	55.56% (5)	80.00% (8)	40.00% (2)	75.00% (3)	75.00% (3)	75.00% (3)	100.00% (2)	†	†	†
589	Within 7 months		23.81% (5)	33.33% (3)	20.00% (2)	40.00% (2)	25.00% (1)	25.00% (1)	25.00% (1)	0.00% (0)	†	†	†
590	Within 8 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
591	Within 9 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
592	Within 10 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
593	Within 11 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
594	Within 12 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
595	Within 15 months		0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†
596	Never		4.76% (1)	11.11% (1)	0.00% (0)	20.00% (1)	0.00% (0)	0.00% (0)	0.00% (0)	0.00% (0)	†	†	†

\* Data was not available for this question on the WV IQ  
† Applicable benchmark data unavailable  
‡ Institution does not track training metrics in this format  
§ Question does not pertain to the institution.