

**Marshall University Faculty Senate
Meeting Minutes
Thursday, September 25, 2025, 4:00 PM
MSC Don Morris Room (Microsoft Teams Streaming Only)**

MEMBERS PRESENT: Briana Nannen, Leah Turley, Sandy York, Jamey Halleck, Kevin Levine, Margie Phillips, Amanda Thompson-Abbott, Mike Huesmann, Feon Smith, Ammar Alzarrad, Tanvir Chowdhury, Ross Salary, Simon Shim, Jodi Cottrell, Angela Graham, Susanne Konz, Lisa Muto, Alysha Nichols, Marybeth Beller, Marianna Linz, Clinton Brown, Puspa Damai, Megan Marshall, Boniface Noyongoyo, Daniel O'Malley, Shawn Schulenberg, Jana Tigchelaar, Anthony Viola, Raid Al-Aqtash, Kelly Beatty, Rick Gage, Philippe Georgel, Sean McBride, Kyle Palmquist, Devon Wright, Stephen Young, Jessica Buerk, Eva Patton-Tackett, Nitin Puri, Ti any Davis, Mindy Varney, Kari Mika-Lude, Kelli Johnson, Larry Sheret, Karen McComas.

MEMBERS ABSENT: Nathaniel Ramsey (Casey Miller), Heather Stark, Phil Vallejo, Uyi Lawani, Jerry Dooley, Conrae Lucas-Adkins, Tim Melvin, Zach Garrett, Shikeal Harris, Shoshannah Diehl, Ji Bihl (SOM Substitute), Ruhul Amin, Michael Hambuchen (SOP Substitute), Mary Platz (SOP Substitute), Jen Sparks (SOP Substitute)

EX-OFFICIO, VOTING/NON-VOTING MEMBERS PRESENT: Connor Waller, Amine Oudghiri-Otmani

EX-OFFICIO, VOTING/NON-VOTING MEMBERS ABSENT: Richard Eggleton

PARLIAMENTARIAN: Zelideth Rivas

SENATE STAFF: Hailey Bibbee

GUESTS: In person – Matt Tidd, Carl Mummert, Brian Morgan, Robin Riner, Andrew Morelock, Jodi Penrod, Jerry Ross, E. Del Chrol, Brad D. Smith, Jim Denvir (SOM Substitute), Jinju Wang (SOM Substitute), Maria Gindhart, R.B. Bookwalter, Bruce Felder, Vicki Stroeher, Wesley Stites, Rohan Christie-David, Doohee Lee, Brandi Jacobs-Jones, Marcie Simms, Kelly Bradley, Anna Mummert, Tony Stroud, Erik Legg

Virtual: David Dampier, Shoshannah Diehl, Susan Tusing, Micheal Prewitt, Sonja Cantrell-Johnson, Jim Harris, Eryn Roles, Gretchen Beach, Marianna Linz, Billy Gardner, Jr., Phillip Vallejo, Eric Blough, John Maher, Allison Carey, Timothy Melvin, Julie Snyder-Yulie, Monica Brooks, Rich Jones, Kelli Prejean, Ginny Painter, Jody Perry, Minday Allenger, Cora Pyles, Charlotte Weber, Cara Bailey, Mary Beth Ferda, Fatiha Nassir

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

1. Approval of Proposed Agenda – Clinton Brown moves to amend the agenda to add a 30-minute discussion on free speech. Approved as amended.

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2. Approval of Minutes from September 4, 2025 - approved

3. Chair Announcements – Chair

1. Nominations for Spring 2026 Commencement Speaker and Honorary Degrees are still open until 11:59 PM on Wednesday, October 1. Please dream big and nominate at <https://www.marshall.edu/commencement/>. The committees will meet in October and they will present a recommendation to the Senate at our November meeting.
2. Several important searches are completed or underway:
 - a. The Provost Search is moving forward. Candidates have been coming to campus all week, with our last candidate on campus tomorrow. For any faculty who were unable to attend, recordings of the 10:00 am student success and the 11:00 am faculty presentation posted to the website published at <https://www.marshall.edu/provost-search/>. Please submit any feedback by Sunday night.
 - b. The COLA Dean candidates will come to campus September 29 through October 7. All candidate materials are posted at <https://www.marshall.edu/cola-dean-search/>. Please see each individual itinerary for details, but faculty will be especially interested in the campus presentation and the separate faculty and staff conversation. The schedule shifts slightly each day so see the individual itinerary for details.
3. As part of our strong structure of shared governance, Admin 20 allows each of the families to review and comment on all proposed BOG Rules, University Policies, and Administrative Procedure before they go into effect. These are always posted at <https://www.marshall.edu/policies/> and anyone can give feedback. Yesterday, the Executive Committee was asked to review changes to MUBOG Rule AA-5 Employee Dependent Undergraduate Tuition Assistance Program. We have also been asked to consider new administrative procedures passed by the Faculty Technology and Administrative Technology Committees:
 - a. Digital Accessibility (UPGA-TBD)
 - b. Data Privacy Policy (ITP-TBD)
 - c. Network Infrastructure and Cabling Policy (ITP-TBD)
 - d. Baseline Standard for Security of Servers (ITP-TBD)
4. Last year the Senate passed a recommendation to amend UPAA 8 Qualifications for College Teaching. This fell through the cracks of shared governance Admin 20 review

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during the summer, but it was posted for review last month, with comments ending September 19. It is now in effect.

5. Last year the Senate passed a recommendation to amend UPAA 2 Class Attendance. We have discovered a few typos in the document, and so the BAPC will be recommending some of those changes. Jim Denvir, BAPC chair, and I met with members of student affairs to come up with a more transparent and clear definition of a short-term military obligation based on best practices. That will also likely be coming forward soon.
6. The Faculty Personnel Committee has passed a recommendation to combine MU BOG AA 6, 7, 8, 9, 15 in a single item. Because this is a “big” recommendation, the Senate office will send this recommendation in advance to the entire campus community for broader review.
7. Faculty Senate reapportionment: I will report these numbers at the next meeting. There were a few questions about colleges on the margin that I want to make sure are accurate.
8. Upcoming Meetings and Events
 - a. The next Executive Committee meeting is October 13, to prepare items for the October 23 Faculty Senate meeting. All recommendations and resolutions are due to senate@marshall.edu by October 3.
 - b. The Fall General Faculty Meeting will be held October 15 at 4:00 p.m. in the Joan C. Edwards Playhouse.

4. Recommendations/Resolutions - None

5. Regular Reports

- a) President – Brad Smith (15 minutes)

President’s Report – September 2025

- Thank you, Mr. Chairman.
- Good afternoon, it’s nice to be back with you ... it feels like only yesterday that we had our last meeting ... and yet some much has happened since that meeting.
- As a result, I will focus my comments on recent events, as well as three areas that warranted further clarification and discussion following our last meeting.

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- Let me begin with recent events, specifically reflecting on the tragic events involving the fatal shooting of Charlie Kirk.
 - The event and all that has since transpired is deeply disturbing, and regardless of political affiliation, I know many are experiencing sadness, outrage, confusion, or fear.
 - I want to acknowledge the gravity of what has occurred and the strong emotions that have followed in its wake ...
 - Including statements, actions and terminations that continue to reverberate in the media and on college campuses across the country.
 - Let me be clear, at Marshall University, we remain steadfast in:
 - Our support of the first amendment rights afforded to each of us as private citizens,
 - To preserving and protecting academic freedom for our faculty,
 - And to aspiring to role model the values expressed in **Our Creed** ... respect, reasoned discourse, and integrity among them.
 - These values guide us to treat human life and human dignity with seriousness, and especially when we disagree or are deeply wounded by what has happened.
 - As we've published on our website in the context of "Living Our Creed", the University does not take positions on political issues which is why we have not released any public statements.
 - Our Creed, written a quarter century ago, expresses our shared commitment as a campus community to being a responsible, safe, well, and judicious community, "one that remains vigilant against hatred, intolerance, and injustice, and actively works to correct them."
 - As such, we do not condone violence, threats, or the celebration of violence.
 - As employees of this storied institution, we have a unique responsibility ... to serve as role models, leaders, and caretakers for students & our community.

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- What we say and what we do matters.
- We recognize that a public employee speaking in the context of a private citizen enjoys first amendment protection for speech.
 - When it comes to personal social media accounts, media interviews or other public venues, an employee's association with Marshall University can become intertwined.
 - So, when making statements on political or social issues in these settings, employees must be explicit in their statement that they are speaking as a private citizen and not on behalf of the University.
 - Specifically for faculty members, BOG Policy AA-16 states: "When faculty members and instructors act as private individuals, they should make clear that their actions and utterances are entirely their own and not those of the university."
 - Shawn's e-mail last week did a nice job of clarifying these points, and in our shared governance process, we will be reviewing select policies and web pages to ensure any necessary language refinements are made.
- As a university, we remain committed to maintaining a campus climate where all feel valued and are able to express their views responsibly.
- Thank you for caring about one another, and for doing your part to uphold the humane, respectful community we aspire to see in the world.
- With that matter addressed, I want to focus my remaining time on 3 topics as a follow-up to questions posed in the last Faculty Senate:
 - Employee pay relative to market,
 - Resources levels for support services to ensure student success as we grow enrollment,
 - And our overall financial health as we look ahead.
- Let me begin with employee pay relative to market.
 - It is important to place this update into context:

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- Fair market pay has historically ranked among the top concerns across higher education, and at Marshall.
- My predecessor, Jerry Gilbert had been working to close the pay gap during his six years, and the state has assisted to the extent possible as the Governor passed pay increases.
- When I joined in 2022 and conducted the 100 Day Listening Tour, Staff/Faculty Needs ranked as a Top 3 priority across the campus, trailing (1) the need to strengthen enrollment trends and (2) the need to enhance the overall student success and experience.
- We defined a multi-phased plan to address this chronic problem, with a goal of ensuring pay equity by FY'27 ... while simultaneously strengthening our enrollment trends and eliminating our \$28M structural deficit.
 - We began by defining 4 enduring financial principles:
 - Grow student, not fees ... invest in our team ... take care of the house ... and manage our strategic resources.
 - We then acted quickly to return COVID voluntary pay reductions to prior levels, with interest.
 - From there, we partnered with a 3rd party consultant – Outsolve – to conduct pay equity analysis internally across gender, race, ethnicity ...
 - In doing so, we made adjustments to 78 employees where discrepancies could not be justified ... and have since made this an annual review process using PayScale software.
 - Shifting externally, we partnered with PayScale and our department supervisors to complete an updated assessment of pay grades relative to comparable institutions in market, using CUPA and BLS data to compare to like positions across the SREB.
 - The net effect was an increase of the average pay range for faculty positions by 6-16% ...
 - And for staff positions by 14-31%, depending on the role, where staff positions had fallen further behind.

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- The net result of this work was earnings potential by position was increased for most employees...
- Making the task to close the gap even larger as the goal post was moved.
- Undaunted, we declared a campus-wide milestone to achieve average of 80% of the mid-point for each pay range by 2027 ...
- Since 2022, we have:
 - Passed through roughly \$7.8M in pay increases over the past four years ...
 - This is in addition to the \$7.2M passed through during Jerry Gilbert's six years of working the issue ...
 - Bringing it to a total of \$15M, all while working our way out of a structural deficit.
 - As of today, tenure-track faculty pay is at 92% of mid-point on average ... and non-tenure track faculty is at 87% of the mid-point.
 - Over the past year, we've refined faculty coding by position to benchmark against the highest degree attained.
 - We've also included the newly introduced CUPA teaching category for non-tenure track faculty.
 - In addition, we've worked to include previously missing disciplines of Dietetics and Pharmacy,
 - We are now ~\$194,000 for 59 faculty that is needed to close the gap completely in 2027.
 - For our staff, we've worked equally diligently, benchmarking against equivalent roles, relevant experience and skill qualifications ...
 - We now need ~\$351,795 to close the gap for roughly 250 staff employees in 2027.

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- Any new employees hired are assessed against the same data set, and based on their experience levels, are extended an offer accordingly.
 - If inversions are created as a result, those inversions are addressed simultaneously.
 - The final action in our quest of market-based pay is the shift to performance-based compensation moving forward ...
 - Annual reviews will inform merit increases, with the merit pool being funded based on the financial standing of the institution.
 - The commitment to close the gap by the end of FY'27 remains intact, and we've incorporated these assumptions (\$545,795) into our financial outlook.
 - Hopefully, this offers greater context and understanding in response to the questions posed in our last meeting.
-
- Which takes me to the second question that was posed ... resourcing support services to ensure student success as we grow our enrollment.
 - As we embrace Marshall For All, Marshall Forever, the question was asked whether we are ensuring adequate resource levels to support our growing population of students ...
 - And particularly those who may need additional support.
 - To monitor and refine our staffing levels, Brian Morgan in Institutional Research, in partnership with HR and our department leaders, has implemented a real-time PowerBI dashboard that benchmarks our staffing levels relative to our student population ... and these numbers are compared against our SREB peers.
 - We call this Operation Core Strength, and it enables us to make a data-informed assessment of when and where we need to add or reduce headcount based on students served.

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- Since Fall 2022, our enrollment has grown by 8.1% if you remove dual enrollment.
- Our student support staffing has kept pace with this growth.
 - Student Affairs staff have been increased from 33 to 36 (which includes counseling).
 - The College Program for Students with Autism Spectrum Disorder staff increased from 6 to 7.
 - The Center for Student Success has increased from 1 to 4.
 - And college advisors have been increased from 22 to 25.
 - Counseling staff (within the Student Affairs totals) have also been increased from 9 to 11.
 - Other services including student support services (in Bonnie Bailey's), advising within University College/Academic Affairs, and career education have also been increased from 8 to 13.
 - Overall, we have added staff as student headcount has increased ... and as we sit here today, we are staffed slightly above peers in these areas.
 - Net, net – we have remained committed to our student first priorities and overall student success by investing in our support programs along the way.
- Which takes me to my third and final topic ... our overall financial health.
 - The financial situation in higher education is well known to all of us ... with the headwinds of demographics, digital, doubt ... and more recently, the impacts of DOGE.
 - Our plan to grow our way out by increasing enrollment and student success, eliminating waste and inefficiency through Save to Serve, and judiciously adjusting headcount where data supports it through Operation Core Strength ...
 - Has enabled us to simultaneously reduce our structural deficit while investing in our team to bring pay to targeted market levels.

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- As we closed our last fiscal year in July, we reduced our structural deficit to \$15.8M
- As we entered this Fall, this year's budgeted deficit is \$12.4M
- But with our strength in Fall Enrollment and the improvement in student retention ... we are on pace, barring unforeseen surprises, to potentially finish closer to \$10.2M
- As we look ahead to FY27 which will begin next July, our current forecast suggests that we are on track within a few million dollars to achieve a net positive position in 2027,
- While closing the gap in pay adjustments that I previously discussed, bringing EE's to 80% of midpoint.
- This hasn't been a lay-up and we still have heavy lifting ahead of us, but it's important to note that we are doing this together, unified by our shared purpose of Marshall For All, Marshall Forever.
- So, to wrap up ...
 - In a world riddled with division and disagreement, we remain committed to maintaining a campus climate where all feel valued and able to express their views responsibly...
 - We remain committed to our enduring financial principles ... growing students, not fees ... investing in our team ... taking care of the house ... and managing our strategic resources to eliminate our structural deficit.
 - We are showing what's possible when you assemble a mission-driven team ... hold each other accountable to a higher standard ... work together ... and strive to deliver on our shared purpose.
 - **Marshall For All, Marshall Forever!**
 - And with that, Mr. Chairman, I'll conclude my comments, and will be happy to take any questions.

b) Provost – Robert Bookwalter (15 minutes)

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- Reminder to complete the Mercer engagement survey
- Provost candidates on campus this week
- COLA Dean candidates come to campus soon
- Question from 9/4 FS meeting about new admin hire salaries; have been at 90-95% of salaries for our HEPC and R2 peers
- Enrollment continues to grow; census day is 10/15; current enrollment is 12,758
- Student support staffing and budgets are growing to meet the needs of our students and reach peer levels

c) Board of Governors – Robin Riner (5 minutes)

- No report
- Next meeting 10/8 at 1pm
- Shared Governance conference on 10/7; contact Robin if you want to attend virtually

d) Advisory Council of Faculty – Amine Oudghiri-Otmani (5 minutes)

- No meeting since last FS
- Next meeting 11/7-8 at Stonewall; send any agenda items to Amine

e) Graduate Council – Richard Eggleton (5 minutes)

- No report

f) Student Government Association – Connor Waller (5 minutes)

- Held first meeting of the Student Advisory Council; planning to start crafting legislative agenda

6. Discussion regarding free speech

7. Standing Committee Liaison Reports

a. Government Affairs Committee – Marybeth Beller (4 minutes)

The Government Affairs Committee has not yet met.

Faculty should be aware that Governor Morrissey has indicated over the summer that he will call a special session of the WV Legislature to focus on PEIA, but that session has yet to be called. The PEIA Finance Board's fiscal report for September 4, 2025 demonstrated greater fiscal stability, which may be an indicator that the

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legislature could wait until its regular session begins on January 12, 2026. The next Interim meeting of the WV Legislature is scheduled for October 5-7.

b. University Curriculum Committee – Tim Melvin (4 minutes)

The UCC Liaison Report provides the actions of the UCC at the September 19, 2025, meeting.

Course Addition HON 301: Honors Engagement and Outreach

c. Faculty Personnel Committee – Chair/Liaison (4 minutes)

Met 9/23

Made a few revisions to AA-6; goes in to effect Academic Year 28-29; it is a living document

Proposed Faculty Misconduct and Post-tenure Review policies coming soon

d. Research Committee – Philippe Georgel (4 minutes)

Have not met yet

Elected new Chair, Richard Egleton

e. Student Conduct & Welfare Committee – Tony Viola (4 minutes)

met 9/16

1. APPROVAL OF MINUTES:

The minutes of the April 1, 2025, meeting were approved.

2. OLD BUSINESS:

A. Michael Borsuk shared SGA updates on: 1) Advocate – the current student accountability advocate department is down one faculty member at this time and will be looking to fill that position 2) the safety near the pharmacy school was in question; we were reminded this is not a university issue but a state issue. There have currently been no other threats to safety.

3. NEW BUSINESS:

A. The committee agreed to keep Bethany (last year's chair) as the current chair for this upcoming year.

B. The committee agreed and voted on Michael Borsuk as committee secretary.

f. Faculty Technology Committee – Nitin Puri (4 minutes)

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No report

7. Other Requests to Speak

8. Adjournment

The meeting was adjourned at 5:35 p.m.

Respectfully Submitted:

Kelli Johnson

Kelli Johnson, Recording Secretary, Faculty Senate

MINUTES APPROVED BY FACULTY SENATE:



Dr. Shawn Schulenberg, Chair
Faculty Senate

October 23, 2025

Date Signed

MINUTES READ:



Brad Smith, President
Marshall University

10/30/25

Date Signed