

MINUTES OF MARSHALL UNIVERSITY FACULTY SENATE MEETING

HELD ON MONDAY SEPT. 01, 2022, AT 4:00 P.M.

STUDENT CENTER – BE5 – IN-PERSON

ATTENDANCE: 2022-24 Faculty Senate & Guests:

COLLEGES	MEMBERS PRESENT	MEMBERS ABSENT
CAM:	Jack Colclough, Johan Botes, Christine Ingersoll, Heather Stark, Sarah McDermott	N/A
CECS:	Taher Ghomian, Joon Shim, Sungmin Youn, Ross Salary,	N/A
LCOB:	Uyi Lawani, Jamey Halleck, Amanda Thompson-Abbott, Timothy Bryan, Uday Tate	N/A
COHP:	Sujoy Bose (<i>Recording Secretary</i>), Bethany Dyer, Debra Young, Georgiana Logan, Jodi Cottrell, Scott Davis (<i>Cross-refer w/ex-officio voting</i>);	Annette Ferguson
COLA:	Shawn Schulenberg (Chair). Marybeth Beller, Megan Marshall, Puspa Damai, Robert Ellison, Penny Koontz, Kelli Prejean, Boniface Noyongoyo, Anita Walz, Clinton Brown, Marianna Linz, Jana Tigchelaar, Amine-Oudhgi-Otmani (<i>cross-refer w/ACF – Ex-officio Voting</i>);	Joel Peckham
COS:	Sean McBride, Bill Gardner, Kyle Palmquist, Jiyeon Jung, Elizabeth Niese (Assistant Chair), Yousef Fazea Alnadash, Rick Gage, David Andrea Mauro, Stephen Young	N/A
COEPD:	Melinda Backus, Mindy Allenger-Prewitt, Andrew Burck, Timothy Melvin, Feon Smith-Branch	Isaac Larison
SOM:	Eva Tackett, Usha Murughiyan (sub), Ji Bihl (sub),	Nitin Puri, Jessica Buerck, Dana Lycans (sub)
SOP:	Melinda (Mindy) Varney, Gayle Brazeau, Casey Fitzpatrick	Michael Hambuchen (sub), Jen Sparks (sub)
South Charleston:	Thomas Hisiro	N/A
ULIB:	Paris Webb	Eryn Roles
Aviation:		James Smith
EX-OFFICIO, VOTING	Scott Davis (<i>Graduate Council – cross refer w/COHP</i>), Amine Oudghiri-Otmani (<i>ACF; cross refer w/COLA</i>)	N/A
EX-OFFICIO, NON-VOTING	Isabella Griffiths (SGA)	N/A
BOG REPRESENTATIVE:	Robin Riner	
PARLIAMENTARIAN	Zelideth Rivas	N/A
GUESTS	Brad Smith, Avinandan Mukherjee, Phillipe Georgel, Monserrat Miller, Carl Mummert, Michael Prewitt, Lindsay Harper, Jessica Lowman, Julia Spears, Jason Baldwin, Michael McGuffey, Teresa Eagle, Ginny Painter, Monica Brooks, Kelli Johnson, Bruce Felder, Beatrice Crane, Robert Bookwalter, Marybeth Reynolds, Eric Blough, Brandi Jacob-Jones, Wendell Dobbs, Brian Antonsen, Deborah Thurman, Kimberly Vance, Jeb Dickerson (Staff/Elections).	

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Call to Order: Declaring that there was a quorum, Faculty Senate Chair, Shawn Schulenberg, called the meeting to order at approximately 4:00 p.m.

1. Approval of Proposed Agenda – MSAP¹

- a. Motion to amend the agenda – Move shared governance report after the Board of Governors’ report. MSAP.
- b. Approving the agenda as amended – MSAP.

2. Approval of Minutes: Motion made & seconded to approve presented FS minutes (pending Presidential approval) –

Dates of Minutes	Discussion	Approval
April 21, 2022	Motion to Amend (the minutes) – <ul style="list-style-type: none"> ▪ Replace SR 21-22-48 with SR 21-22-53 (background: this change was made during the approval of the agenda but not reflected in the recommendations sections. ▪ Strike TE24 from the list of items included in SR-21-22-53 (rationale: TE24 is the area of emphasis addition that was deleted when replacing 48 with 53). ▪ Motion to approve minutes, as amended - 	MSAP
May 05, 2022	No discussion	MSAPAA ² MSAP

3. Announcements – Shawn Schulenberg:

Srl.	Items	Reports & Discussion
a)	Announcements – Shawn Schulenberg:	<ul style="list-style-type: none"> 0. All voting Faculty Senate members should take a seat around the table. All guests should be seated in the chairs on the sides of the room. Please silence all cell phones, tablets, and laptops. There is a dual sign-in for this meeting: please sign in using the link provided in Teams AND initial the form at the entrance. Guests are also required to sign in. Senators who miss more than three meetings during an academic year will lose their seats. 1. Today’s meeting is scheduled to run 4-5:00 PM, but most meetings are scheduled 4-5:30 PM. I will make every attempt to make these meetings efficient and not take up the allotted time, but please adjust your schedule so you can be here for the full meeting. 2. If you wish to speak to an issue, you MUST go to one of the microphones located on the sides of the room. Before you speak, please clearly state your NAME and ACADEMIC UNIT (not the

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department, but college/school). Speakers are limited to two speaking turns on any single question.

3. Curriculum Updates
 - a. **Recommendation SR-21-22-34 EC Recommends that the university adopt the following clarifications for the position of Faculty Ombudsperson**, which the Faculty Senate passed at the March 2022 meeting, is still unsigned by the President due to a clerical error (an attachment was missing when it was sent to the President's office in the spring). I will report on its status at our next meeting.
 - b. Signed by the President:
 - i. SR 21-22-28 was signed
 - ii. SR 21-22 (44 through 47) were signed
 - iii. SR 21-22-48 was removed from the agenda at our meeting
 - iv. SR 21-22 (49 through 53) were signed
4. Faculty Senate administrative Assistant: Jeb Dickerson
 - a. Please email senate@marshall.edu
5. Investiture: President Smith's formal investiture is coming up on Friday, September 16, at 10 a.m. on the lawn of the Morrow Library. A reception will follow on Buskirk Field. All faculty are invited and encouraged to participate in the pre-ceremony processional from the Weisberg Engineering Building to Morrow Library. Ginny Painter in the president's office will be sending an e-mail to all faculty with some more information and a link to a brief online form to sign up to participate, just so the planning committee will know how many seats will be needed in the faculty section. Please watch for the e-mail and link to the form or contact Ginny for more information.
6. Fall General Faculty Meeting: Tuesday, September 27 at 2 PM in the Don Morris Room
7. Our next Executive Council Meeting is scheduled for September 19 at Noon in the John Spotts Room, and our next Faculty Senate meeting is scheduled for September 29 at 4 PM in the MEMORIAL STUDENT CENTER BE5.
 - a. All recommendations and resolutions for our September 29 meeting must be received in the Faculty Senate office no later than September 9.
 - b. Standing Committee reports start next meeting
 - i. Please be sure to email to the Recording Secretary and senate@marshall.edu before or immediately after the meeting.
8. The year ahead:
 - a. Large turnover in FS office – loss of institutional memory due to loss of 4 administrative assistants within one

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- year, and several one-year Chairs. Reviewing records to make them current.
- b. Standing Committees issues – Cleaning up on those elected committee members who were not eligible for the position.
- c. Constitution and Bylaw changes required.
 - i. Election timeline (two spots)
 - ii. Standing Committee Meetings (quorum)
 - iii. Faculty Senate Recordings
- d. Clerical/functional changes to smooth operations coming soon.
- e. In the spring, we will likely consider additional constitutional changes suggested by the ad hoc shared governance committee.
- f. The reality: we are not sustainable right now
 - i. Enrollment has been dropping significantly, and some current projections estimate a large budget shortfall in the coming years. **This is the problem.** We know it because it has been part of our conversation for at least a decade, but it is only getting worse. Myself, it has been a little demoralizing, and I know many of us are exhausted. It feels like we have been treading water for a long time.
 - ii. **The solution:** our administration and Board of Governors are tasked with fixing the problem. We must choose what role we want to play. They will come up with some ideas to fix it. Even though we are tired, we need to avoid just being reactive; we must be proactive and devise our solutions to these problems as the faculty of this university. To do so, we must demand transparency from the administration where it has been lacking.

3. **Recommendations:**

Items	Discussion	VOTE
1. SR 22-23-01 BAPC Recommends changing the name of “Dead Week” to “Pre-Finals Week”	▪ Discussion - None	MSAP

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5. Reports:

a. Report of the University President - Brad Smith – Welcome back to a refreshed campus with work done over the summer by over 450 volunteers & 45 projects. You can check the Community Cares Week at the [link](#) (2 mins & 13 sec. video). Service Week coming up in the fall and hope that faculty will participate there as well.

Report on two topics today: Developing & strengthening our team, and Role that Marshall plays to advance prosperity in our community and our State in the Appalachian region.

1. **Progress in developing and strengthening our team -**

- i. **Cabinet level – Administration**– Prioritized filling of vacant, soon to be vacant, and interim roles with top talent. Since January, 5 cabinet level positions have been filled. Christian Spears is Athletic director, Avinandan Mukherjee is Provost; Marci Simms is Vice-President of Student & Intercultural Affairs; Tony Stroud is General Counsel for both legal, as well as External Affairs; Bill Noe is inaugural Chief Aviation Officer, overseeing the School of Aviation, the aviation maintenance & technology program & working collaboratively on newer aviation efforts, e.g.: battery research, and drones. Three active searches ongoing.
 - A. Ongoing Searches – Chief Marketing Officer; Chief Financial Officer, and Chief Information Officer – Search committees are staffed, and search has been national. Finalists have been selected for all three positions, and on track for announcements in the next couple of weeks.
 - B. Search for Next Dean of the SOM – This is scheduled for likely start in January of new calendar year once current searches are complete, and full attention to the complexities of the Dean of SOM can be vested. Search committee members to be announced.
- ii. **Board of Governors’ level** – Three world-class directors were announced in past 30 days. The search criteria included best-practices called “strategic skills, & experience matrix” which identified qualifications based on the question of university direction in 5-10 years, and what experiences would be most beneficial in the boardroom. Based on that, 3 set of qualifications that were on top included: Leading organizations through transformation; Having someone with education technology experience, and someone who is world-class in digital marketing. Based on these top criteria, the board has nominated & governor has approved –
 - A. Jim Smith, the former CEO of Thompson Reuters (son of Marshall) – led transformational change.
 - B. Jenny Lee – former president of Khan Academy, a world-class executive with Stanford undergraduate and graduate degrees to serve with ed tech experience.

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- C. Kept Bodner (son of Marshall) – top-rated Chief marketing officers in the country, currently CMO at HubSpot, will be joining as a digital marketing expert.

2. **Marshall’s active role in increasing prosperity in our State:** Marshall plays an active role in Southern West Virginia, the State, and in the Appalachia in contributing to its flourishing, thriving & good fortune in a holistic way that includes education, health, affordable housing, infrastructure, and economic prosperity. There has been shifts in work trends e.g., increase in remote work, and change in geographic preference to rural over urban settings. Talent that exists here in West Virginia & strengths in our innovative approach to education at Marshall with business-friendly policies align with these changing trends. The challenge identified the need to tell the “story of West Virginia” as different from negative media news. To tell this story, the “Choose West Virginia Tour” occurred over the summer with members consisting of President Smith from Marshall, Gordon Gee of WVU, the Speaker of the House, the President of the Senate, the Secretary of Economic Development, and a range of WV House of Delegates representatives, & State Senators. Representation was made in California where the team met with 39 CEOs of technology & energy companies; in New York where pitch was made to investment bankers; and in Washington (DC) where they met with 12 trade ambassadors from 12 countries. The focus was to evaluate the audience expectations in education, healthcare system, and a State where their employees could potentially relocate to or consider as a second headquarter.

Legislators gathered crucial information from active conversations with employers, trade ambassadors, congressional leaders in Washington, among others, as to what it will take for West Virginia to be considered a good place for their investments. The story for the State can be seen on video at www.choosewv.com.

Further updates to come in September during meeting with the broader faculty.

Questions: None.

- b. **Report of the Provost** – Dr. Avinandan Mukherjee – Reported on enrollment, leadership development, and about college leadership hires coming in the fall semester.
 - a. **Enrollment** –
 - i. Numbers stabilizing at this point. Most positive is the growth in retention (% of first year students that return to Marshall for the 2nd year) – Grown by 4.2% to 75.4% (was 70% last fall) – Being tracked weekly, and final growth % is projected to stabilize between 4 – 4.5% range, which includes 66 more students who have returned since start in last fall, continuing into this year.
 - ii. Total # of students has decreased – 400 fewer students this fall vs. last fall ~ a 4% drop, but the actual trends are more nuanced. The UG population has decreased by ~ 3% but graduate population has dropped by ~ 7.6 %. This is contrary to national trends where

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universities are losing more UG rather than graduate students in %. Want to review why graduate enrollment is dropping.

- iii. Further analysis of data reveals that the segment that has grown the most are the Metro students which has grown by about 3.5%. The Metro region has recently been expanded to counties in OH, & KY within 100-mile radius from Marshall University, and the trend shows growing in this direction with the Metro increase.
- iv. While the graduate student numbers show an overall decline, there is a 10.3% growth from out of state (graduate) students which is encouraging, and merits closer attention.
- v. Distance/Fully Online program student population has grown by 6.3% and is a trend year-after-year.
- vi. Analysis of graduate student population between online & in-person shows a growth in online programs, with a decline in face-to-face programs.
- vii. Initiatives for Fall 2023 – *Strategic Enrollment Management (SEM)*, a new paradigm being adopted by many Universities, and now at Marshall – Adopted last spring semester, and now in full implementation - Changes the scope from admissions to recruitment and enrollment. In the past, we have focused on admitting vs. not admitting at the Office of Admissions. The new system follows a 360-degree cycle that provides a longitudinal view of the student through the life cycle with Marshall. The 3 major objectives of this SEM is to 1) increase student recruitment, 2) enhancing student retention, & 3) creating an institutional culture around being welcoming to students, and serving the enrollment mindset.

The same initiative also moves the responsibility of recruitment from just the department towards a more inter-functional responsibility. Towards this endeavor we have created a SEM (Strategic Enrollment Management) Council which includes a marketing person, a technology person, officers from around the campus, all our colleges, and their leadership & faculty as well. This is a large and comprehensive group that will be interacting & meeting regularly to discuss and solve enrollment challenges.

- viii. CRM - Acquired a new CRM (Customer Relationship Management) software – SLATE. Used by most universities to track student enrollment. We did not have this at Marshall previously which was a gap, which is now being implemented. This will make us more proactive than reactive, more strategic rather than tactical, and more decentralized rather than centralized.
- ix. Change in focus of recruitment – Previously focused on first-time, full-time freshman enrollment (i.e., high school students). Now identified 10 student segments which are all equally important for us, as we moved forward into the future. Other than first-time, full-time freshmen, transfer students, graduate students, non-traditional students, online students, metro students, non-resident (out-of-state) students, international students, veterans, and non-degree-seeking certification-type students, are gaining focus as equally important to the university. Will lay it out more as we move forward.

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- x. Green & White days – Sept. 17, Oct. 15, and Nov. 11-12. Added G&W days for next year recruitment in the fall (done two last fall). This year 4 planned, along with planned college session to each G&W Day. Previously had moved from doing separate college sessions, to centralized G&W days at the Rec center, but now bringing back a combination of both, based on feedback from students & families, with planned first part at the Rec center and latter part in the colleges itself.
- b. **Leadership Development** –
 - i. John Marshall Leadership Fellows program looking to recruit the 4th cohort. The deadline for application per the e-mail sent today is Sept. 21st. Capacity is about 10 faculty & 10 staff in this cohort.
 - ii. Just started the second cohort of the Department Chair Leadership Academy – 14 departmental chairs going through the 2nd cohort. Completed the first cohort with 16 Chairs between Spring & Fall. 30 Department Chairs have gone through this program which is more than half of all departmental Charis at the University. EAB is a sponsor of this program.
- c. **College Level Hires at the Leadership level** – There are several Deans who are or were interim for a long period of time. We are looking to hire 4 college Deans during this semester – Deans for College of Science, College of Arts & Media, & School of Pharmacy. Will also recruit a director for School of Nursing & a Director for School of Journalism and Mass Communications. Three 6 searches will be run by AGD Search – a National Executive Search firm for higher education. In addition, search for Dean of Honors College, and a Dean of Graduate studies which will likely be internal searches from within our own Faculty.

Questions for Provost:

- 1. Steven Young (COS) – Has anything been done to fix the issue with certain faculty, and certain departments being shut out from being able to participate in the leadership program due to the course reduction requirement that comes with it because sometimes due to teaching load, and size of faculty, we cannot take course reductions, and so a lot of times were being shut out from these types of programs.
 - a. Ans: Appreciate this question. Been hearing this lately. Have brought this to the attention of our program directors. Dean Bookwalter is aware, and along with Brandy Jacob Jones Vice-President will be looking into it. As they put together the cohort, we will encourage Deans and Chairs to work collaboratively to identify the right people while we look to ensure no one is deprived of the opportunity to attend the program as long as they are approved by the leadership.
- c. **MU Board of Governor's report** – Robin Riner –
 - a. amendment to AA-6 awarding fee and tuition waivers to students who have completed state and federal community service programs; will start Fall 2022; this puts us in compliance with new state law: APPROVED

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- b. change of degree of MS in Sport Administration from College of Health Professions to College of Business: APPROVED
 - c. changes to AA-12 academic dishonesty differentiating expectations and sanctions applied to undergraduate and graduate students; graduate students face higher penalties and are given fewer chances for forgiveness – APPROVED
 - d. change in AA-42 to reduce length of employment necessary for employees to receive dependent undergraduate tuition – APPROVED
 - e. update FA-9 purchasing policy to change the reporting chain – APPROVED
 - f. expand number of metro counties throughout tri-state area that receive metro tuition rate – APPROVED (we will need 9 students to break even)
 - g. CFO update: attached (investments down due to market volatility; tuition down from enrollment decline; reported that we will hit \$25M deficit by 2025)
- d. **Ad hoc committee for Shared Governance** – Robin Riner
- a. We will be splitting into two groups to tackle external benchmarking and internal assessment tasks. Our ultimate goal is to provide a clear, efficient, productive shared governance structure at Marshall and maybe to codify this structure in a Marshall constitution. You can reach out to me with any questions or ideas.
 - b. Questions reg. Board of Governors or Share Governance – Please contact Robin Riner at ConleyR@marshall.edu.
- e. **Advisory Council of Faculty** – Amine Oudghiri-Otmani - The Advisory Council of Faculty (ACF) met twice since the end of spring 2022, once on May 12, and the meeting was held both face to face and via Zoom. The second meeting was less formal as a quorum was not obtained and was held on July 15 via Zoom. Matt Turner, Executive Vice-Chancellor, attended the May 12 meeting.

The following are important highlights from the meeting:

- I. We started out by reflecting on what has and has not worked both pre- and post-pandemic. Pre-pandemic, ACF had effective interactions with legislators via Higher Ed day and meeting face to face with various legislators. But post-pandemic, there will be no more Higher Ed days, and legislators seem to be less receptive. ACF is currently working on finding a way to reconnect with the delegates and senators and establish common ground.
- II. We also briefly discussed the closure of OVU or the Ohio Valley University, a private Christian college in West Virginia located between Parkersburg and Vienna. The discussion was focused on consumer protection for students. ACF decided the HEPC was the only consumer protection for students but has little influence over private schools.
- III. In terms of the 2022 legislative session, ACF set as its primary goal reconnecting with the senators and delegates and finding a way to be more effective, a “new path forward.” We concluded we needed to establish common ground with legislators and help address any anxieties the general public might have about higher education.

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- IV. An open discussion with Matt Turner, HEPC's Executive Vice-Chancellor, followed. We asked if ACF could get prior information on bills and policy progress. Mr. Turner confirmed that while at times there is some foreknowledge of developing policies, information is usually withheld until the legislative session, hence lots of "surprises." When a policy is developed over months, information is available, but when the policy is introduced by an individual legislator, we won't know until it's introduced.
- V. Mr. Turner added that the HEPC should be able to provide information on major issues as they develop. He also recommended that prior to November, we should focus on ACF positions and attempt to identify and meet with moderates, approach them as "problem solvers," and build relationships. Key common ground issues have been identified as cost of education, textbook affordability, access to behavioral health support, first-gen and veteran support, and non-traditional adult student outreach.
- VI. We closed our meeting with a discussion of the ACF fall retreat. Over the last few years, at least, ACF has held its yearly retreat over the summer. Initially, we contemplated the period between Oct. 14 and Oct. 16 as a potential date but decided on the first weekend of November as the final date. The location will most likely be Pipestem. Stonewall was option B.

ACF decided a fall retreat could help us better coordinate with the legislature and allow us ample time to address and work on policy issues. We are hoping to meet with legislators face to face sometime in December. A date is to be established later via Doodle or SurveyMonkey vote on ACF listserv.

Finally, ACF decided that with the new school year, meetings should be held in person, if at all possible, as it was agreed in-person meetings are effective and far more productive. ACF's next meeting will be held at the retreat.

f. **Graduate Council** – Scott Davis -

- i. Holding an election (week of September 4) to elect the 2022-2023 Graduate Council Student Representative.
- ii. The Graduate Council has a workgroup examining BOG AA-20 Graduate Faculty Membership. We hope the recommendations are ready for the December BOG agenda.
- iii. There is a workgroup looking at Conflict of Interest (COI) among graduate faculty and students as it relates to thesis and dissertation committees.
- iv. There is a small workgroup reviewing the policy for Accelerated Graduate Degrees (commonly referred to AMD programs).
- v. The Program Review Committee continues to revise the Graduate Council Program Review process to align with HLC and Academic Affairs changes.
- vi. Working with Carl Mummert, Elizabeth Hanrahan, and the Faculty Senate leadership on rolling out Course Leaf CIM this fall for curriculum and planning requests.

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- vii. Participating in broader Academic Affairs discussions regarding the Intent-to-Plan process.

- 6. **Guest Speaker** – Kimberly Vance – Doctoral Student, Psychology Dept. (5 minutes) – Wide disparities in equities & fairness between colleges & programs, as to what they are paying Graduate Assistants & Teaching Assistants. *Handout circulated* – Some departments are paying as low as \$8.75/hour. Others are paying as high as \$30 per hour.

While we want the best & brightest graduate students at Marshall, locally competitive universities are compared that include WVU, UK, & the Ohio State University. Our competition universities are offering tuition waivers to every GA & TA, along with student health insurance. All three universities are paying significantly more than what Marshall GAs & TAs are getting paid.

We are also capping how much they can work per week at 29 hours/wk. For example, a TA for one course counts as 10 hours of work a week. As an adjunct instructor, it counts as 6.75 hours of work a week. When attempting to be competitive and trying to get non-traditional students here at Marshall, that impacts our recruitment ability.

Additionally, based on what a doctoral student makes at Marshall makes them anecdotally eligible for food stamps and Medicaid.

Questions: None.

Adjournment:

Motion to adjourn – MSAP. Meeting was adjourned at approximately 1655 hours (4:55 pm).

Respectfully Submitted,



Dr. Sujoy Bose, Recording Secretary
Faculty Senate

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MINUTES APPROVED BY SENATE:



Dr. Shawn Schulenberg, Chair
Faculty Senate

September 29, 2022

Date Signed

MINUTES READ:



Brad Smith, President
Marshall University

10-5-22

Date Signed

¹ MSAP: Motion Seconded & Passed
² MSAPAA – Motion Seconded & Passed As Amended