

Marshall University Classified Staff Council Minutes

August 21st, 2025, Virtual Meeting via Microsoft Teams

Members Present: Jesse Baldwin, Nina Barrett, Lacie Bittinger, Mark Brumfield, David Childers, Dean Crawford, Tiffani Daniels, Becky Lusher, Nick Martin, Nathan Miller, Larry Morris, Carleen O'Neill, Michele Sigler, Heather Smith, Sharon Stackpole, Nancy Tresch-Reneau,

Members Absent: Mary Layne,

Members Absent (Excused):

Guests: Attached

Chair Lacie Bittinger called the meeting to order.

President Brad Smith

- **Enrollment**
 - We're currently up 8% over last year, which is a 15% increase over the last three years. This is during a time when the State has been around 0.5% down.
- **Tuition Free WV & Marshall for All**
 - 729 students qualified for free tuition through our Tuition Free WV program.
 - 200 of those students were also picked to receive free room and board through our Marshall for All program.
- **Student Return on Investment**
 - Students who attend Marshall have a high return on their investment compared to other schools.
 - We have the lowest net tuition cost of any school in West Virginia, any school in the Sunbelt Conference, and any school among R2 research institutions across the country.
 - Marshall's earnings-to-price ratio is 1.32, meaning based upon their income, students should be able to pay off their tuition in two years after graduation.
 - The average 4 year school in the country is 0.85
 - Other research institutions are 0.72.
- **Strategic Retreats**
 - The Board of Governors and the heads of the Five Families (Classified Staff, Non-Classified Staff, Faculty Senate, Student Government, and Graduate Council) had a retreat at the College of Business to discuss trends for the next three to five years, our current capabilities, and how to position ourselves for the future.
 - Focused on the *Advanced Manufacturing* pillar of our 6 pillars of excellence (cybersecurity, healthcare, advanced manufacturing, energy, aviation and entrepreneurship.)
 - 46% of people in WV choose to go to college. 54% do not, and go into skilled trades.
 - Visited and learned about the Marshall Advanced Manufacturing Center, and how they can help students.

- With over 1000 internships, connections to over 350 companies to help get skilled trades needs and talent to help them in the workforce.
 - We want to have 10x that many internships and help students who want to get a skilled trade instead of a degree.
- **Five Principles of Leadership**
 - Principles that over 40 years have been codified based upon the most innovative companies and the most high-impact leaders in their day-to-day lives.
 - We've taken our cabinet, deans, and all new first-time freshmen through these principles:
 - Potential – How do you actually coach potential?
 - Purpose – How do you set a clear goal? (Marshall for All)
 - People – How do you choose the right people that know how to be a teammate and then teach them to perform as a team?
 - Playbook – Ours is our Strategic Roadmap.
 - Pay it Forward – How do you get them to come out and get involved in the community?
- **New Athletic Director**
 - We have welcomed our 23rd Athletic Director, Gerald Harrison, from Austin Peay University.
- **Q:** If enrollment is up, is it helping our deficit?
 - **A:** Yes, every 100 students is \$1,000,000. In 2022-2023 we had a \$28 million structural deficit, and were heading towards a \$35 million structural deficit. Last year we finished at \$14.5 million and we were planning to be at 12.5% this year if we could get an enrollment increase of 1%. Since our actual enrollment is up about 8% (4.5% if you don't count dual credit) we could reduce our deficit by another \$3.5-\$4 million if we keep our spending aligned with our budget. Our goal is to be back into a positive situation in 2027.
- **Q:** How is Marshall for All student initiative affecting the deficit? If we're offering free tuition, how are we getting paid? Or is that simply digging the hole deeper?
 - **A:** Marshall is getting paid through state and federal grants in addition to some private funding.

Dr. Bookwalter – Academic Affairs

- **Provost & Dean Searches**
 - We will hopefully have some candidates on campus for the Provost search by the end of September, and negotiate a deal by mid-fall semester.
 - Faculty and Staff will have the opportunity to meet the finalists and give feedback.
 - If everything goes according to plan, the COLA Dean search should result in campus visits in early to mid-October, and a selection made in early November.
- **Enrollment & Retention**
 - Current total enrollment is 11,662, which is about an 8% increase over last year.
 - 4.6% increase in FTE Enrollment (Full-time equivalent).
 - Students who are not full-time (12 undergrad or 9 graduate credit hours) don't equate to a full FTE student. Some of our 11,662 students are part-time

students, and it takes two half-time students to make one full FTE. Our FTE number will always be smaller than our total amount of growth.

- We're currently lagging by around 650 students compared to last year, but historically we will add dual credit students, which we're expecting 800 or more of.
- We will have an increase in numbers from the 3rd party staff development type courses we also offer.
- 5.1% increase in first time freshmen.
- 3.9% increase in transfers.
- 13% increase in first time graduate students.
- 30% increase in distance students.
- 19% increase in metro students.
- There is a decrease in non-resident students because of the expansion of our metro student area.
- 2% increase in international students.
- Our retention is 76.9%, which is 4.7% higher than last year.
- **Impact on Revenue**
 - Our 4.7% increase in retention equates to around 86 additional students, or between \$800,000-900,000 increase in revenue.
 - This positive trend in our overall enrollment and ability to retain students is creating a large boost to our budgets.

Bruce Felder – Human Resources

- **Engagement Survey**
 - Our 3rd annual engagement survey will take place from September 23rd – October 10th.
 - Three big topics that came out of last year's survey were: salary, accountability, and collaboration. Since then, we have done the following:
 - Committed to getting all employees to 80% of the market compa ratio by FY27.
 - Engaged in performance evaluation processes.
 - Worked on more collaboration, including doing more with our shared governance to ensure everyone has a voice.
 - **Q:** Could you speak to the anonymity of those surveys?
 - **A:** The surveys are conducted anonymously and managers will not receive any comments unless the following two conditions are met:
 - The manager has at least 5 employees.
 - A minimum of 10 comments are made between all 5 employees.
 - If these criteria are not met, then the comments made will roll up to the next manager or director level.
- **Total Rewards Statement**
 - Human Resources is gathering data and working on our 2nd annual total rewards statements, which they hope to have out in November.
- **Compensation Training**
 - A compensation training has been developed to answer many of the questions employees have regarding how our pay scale was created, the data that went into it's creation, merit-based pay information and more.

- There will be a variety of training courses including Compensation 101 and Manager/Supervisor Training 102.
- First training will be on September 4th.
- **Performance Evaluations**
 - The performance evaluation process begins with the “Set the Plan” check-in phase, which is due August 30th.
 - Bruce stressed the importance of completing performance evaluations, especially as we’re on the verge of linking it to merit-based pay.
 - Bruce expressed a desire to be in the 90th percentile for completion and stressed that compensation is a high priority this year. There is a desire to provide some salary increases based upon performance and merit in addition to increasing everyone to their 80% compa ratio.
- **Q:** Do we have any sort of evaluations for our student workers?
 - **A:** No, but that doesn’t mean a department can’t put together something for professional development.
- **Q:** What materials and metrics were used for pay scale development, particularly for research assistant positions?
 - **A:** We conducted multiple salary reviews of all our positions in 2024 using external partners at payscale.com and data from three areas:
 - The Bureau of Labor Statistics – public data
 - CUPA HR – a salary survey tool which over 1000 universities submit their data to
 - Pay Factors – has over 500 different salary surveys. We give them a job description and metrics of a job, and they will give us back a salary range specifically for our region.
 - We use these three sources to triangulate an outline to get a good balance.
 - Positions that are specific to higher education depend primarily on the higher education data.
 - Regarding the research assistant role, that position was recently broken out into three areas: Assistant I, Assistant II, and Assistant III.
 - Bruce encouraged people to attend the compensation training, or contact the HR Office for further information.
- **Q:** What does CUPA stand for?
 - **A:** Colleges and Universities Professional Association
- **Q:** Do you have to wait until your evaluation for a merit-based raise due to obtaining a degree, certification, etc.?
- **A:** Bruce first explained that obtaining degrees, licensures, certifications, etc. doesn’t mean an automatic salary increase. There are some licensures that the market pays more for getting, which are built into the payscale. As soon as you obtain that license (like that of a counselor), we want to get you closer to the midpoint of your payscale. Pay raises should be built into the budget where possible as off cycle raises aren’t always possible. If an employee is anticipated to receive a license during a budget year, that should be built into the budget going into the new year. Each instance of this happening will be handled on a case-by-case basis.

Dr. Jodie Penrod – Information Technology

- **System Upgrades and Outages** – Jodie announced scheduled outages for Banner (August 29–30) and a firewall upgrade (August 31–September 1), advising users of potential intermittent connectivity issues and assuring that core systems like Blackboard and myMU should remain unaffected.
- **Windows 10 Device Replacement** – With Windows 10 support ending on October 14, eligible devices will be upgraded to Windows 11 starting August 29. Devices not eligible for upgrade require replacement, and staff are urged to complete the necessary request forms promptly.
 - <https://www.marshall.edu/it/computer-request/>
- **Password Reset Policy** – A new password complexity policy is being implemented, with staff already compliant and faculty and students scheduled for phased updates through December. Instructions and support are available for those needing assistance.
- **AI Tools and Data Security** – Jodie promoted the use of campus-provided AI tools like Copilot and Acrobat AI, which are approved for handling sensitive data under single sign-on. She cautioned against using public AI platforms for confidential information and highlighted the availability of a paid Copilot version for enhanced integration.
 - <https://www.marshall.edu/ai/>

Carleen O'Neill – Board of Governors Report

- The Board of Governors had a retreat on August 4th at the Marshall Advanced Manufacturing Center, which was an enjoyable and educational experience. It highlighted the fact that Marshall is not just for a traditional college education, but also for skilled trades.
 - <https://www.mfg.marshall.edu/success-stories/>
- President Smith had an interesting three question series with the West Virginia Secretary of State.
 - <https://www.youtube.com/watch?v=9BXjcyMLjEU>
- August 5th Board of Governors Meeting
 - Had a swearing in of new student representative, Connor Waller, and Classified Staff Representative, Carleen O'Neill.
 - Approved July 11th, 2025 minutes.
 - **Athletics Report**
 - We've hired a new Athletic Director, Gerald Harrison.
 - The golf team was fifth in the nation for their GPA.
 - The basketball court has new flooring.
 - Concessions stands are going cashless.
 - **Academic & Student Affairs Report**
 - There is an ongoing search to fill the position of Provost.
 - 6.6% enrollment increase from August 2024 – August 2025.
 - 27% enrollment increase in online students.
 - As of August 5th, there have been 2000 downloads of the Marshall App, which is highly recommended.
 - Marcie Simms has "Snacks with Marcie Simms" every second Tuesday in the Memorial Student Center.
 - E-Sports apparel is available at Glenn's Sporting Goods.

- **Finance Report**

- Enrollment was up, which dramatically helps our financial situation.
- Marshall is fiscally on track to eliminate our deficit.

Parliamentarian Becky Lusher verified that there was a quorum.

Minutes

- The July 17th, 2025 minutes were approved as written.

Heather Smith – ACCE Report

- ACCE had a recent retreat.
 - Elected officers. Heather was elected Vice Chair.
 - Formed committees.
 - ACCE is keeping an eye on the legislature's special session to discuss PEIA, which will possibly be in September.
- Heather encouraged anyone to contact her with issues or questions to take to ACCE.
- ACCE will be on the Marshall campus for their September 26th meeting, which anyone is welcome to attend.

Vice Chair & 2nd Vice Chair Elections

- Vice Chair Position
 - Becky Lusher and Tiffani Daniels were both nominated for the position of Vice Chair.
 - After anonymous voting, Becky Lusher was appointed to the position.
 - Nina Barrett and Nathan Miller were both nominated for the position of 2nd Vice Chair.
 - After anonymous voting, Nathan Miller was appointed to the position.

Classified Staff Council Committees

- **Elections/Communications Committee – Nina Barrett** – No report
- **Legislative Committee – Larry Morris**
 - The legislative committee met and discussed plans for the coming year, including a desire to have more involvement from local legislators.
- **Personnel/Finance Committee – Becky Lusher** – No report.
- **Physical Environment Committee – Becky Lusher**
 - The Physical Environment Committee met, including Facilities and Operations Director Travis Bailey, Facilities and Operations Associate Director Paul Carico, and Tracy Smith and Daniel Persinger from Health and Safety.
 - **Areas of Refuge** – The committee continued a previous discussion on areas of refuge.
 - In order to be considered an area of refuge, the location must have a two-way communication system.

- Only two locations on campus can be considered areas of refuge: a stairwell in Applied Engineering and another in the School of Business.
- The committee will research how to designate areas in every building as a protective waiting area, which doesn't need a two-way communication.
 - This will allow individuals who cannot go up and down stairs to have an area in each building where emergency personnel will know where to find them.
- Tables and chairs have continued to be added around campus, as well as cornhole games.
 - Bags for cornhole can be checked out at the Student Center.
- Discussed ways to help students on campus the first week of school.
- Discussed the broken parking meter at the Corbly parking lot.
- Discussed car charging stations in Corbly lot, and the fact that one is frequently having issues.
- Discussed bike rentals on campus. Unsure if that is still an opportunity.
- **Staff Development/Service Committee – Tiffani Daniels**
 - Discussed upcoming Thanksgiving Dinner for students, as well as who to contact for donations.
 - Discussed the holiday project and options to take donations up for.
 - Discussed committee responsibilities.

Announcements

- Lacie encouraged employees to attend and engage in the Provost candidate visits on campus, which should be around the end of September.

Minutes taken and prepared by: _____
Katie M. Counts, Program Assistant, Classified Staff Council

Minutes approved by: _____
Lacie Bittinger, Chair, Classified Staff Council

Minutes read by: _____
Brad D. Smith, University President

Adams, Diana	Chapman, Courtney	Kompanek, Simone	Murray, Heather	Stackpole, Sharon
Adkins, Jason	Chapman, Mary	LaFon, Erin	Murray, Oreatha	Stephens, Sarah
Adkins, Kelli	Chaudhry, Aslam	Lambert, Scott	Nilles, Carrie	Stepp, Sherri
Adkins, Mike	Childers, David	Langer, Jonathan	O'Neill, Carleen	Stewart, Crystal
Allen Williams	Contreras, Kassandra	Lapole, Christopher	Osborne, Jordan	Taylor, John
Allen, Mike	Counts, Katie	Lauhon, Liv	Pack, Rebecca	Taylor, Robin
Anders, Brandi	Crawford, Dean	Legg, Erik	Painter, Ginny	Thomas, Erica
Aretz, Sam	Cutler, Jon	Lemon, Leeann	Partridge, Karen	Thomas, Kim
Atkins, Christopher	Cyrus, Meg	Lockard, Sybil	Patel, Jyotsna	Thomas, Seth
Bailey, Bonnie	Daniels, Tiffani	Lopez, Sebastian	Payne, Leah	Thornton, Mindy
Bailey, Cara	Davis, Sarah	Louden, Chris	Penrod, Jodie	Tidd, Matt
Bailey, Travis	Dean, Benjamin	Lupashunski, Spencer	Perdue, Dee Dee	Tolliver, Leah
Baldwin, Jesse	Decker, Kaleigh	Lusher, Becky	Perry, Jody	Tresch-Reneau, Nancy
Ball, Tricia	Dingess, Kimberly	Maher, John	Persinger, Daniel	Ulrich, Sarah
Barrett, Nina	Dorado, Bob	Mannan, Bindu	Powell, Tina	Vaughn, Randy
Bell, Jodi	Dragovich, Isabella	Marcum, Kelly	Price, Kelli	Vineyard, Jimil
Bibbee, Mistie	Edmonds, Travis	Martin, Madison	Puckett, Tabby	Walker, Bob
Biggs, Michelle	Ellison, Marc	Martin, Nick	Ransbottom, Lisa	Walker, Lacey
Bird, Hannah	Eskins, Katrina	Mathis, Anita	Rhodes, Jessica	Waller, Mary
Bittinger, Lacie	Fain, Cicero	Maynard, Kevin	Riley, Erika	Waugh, Tony
Blaisdell, Heidi	Felder, Bruce	McDade, Michael	Risch, Christine	Weaver, Amy
Blevins, Yvette	Ferda, Mary Beth	McDavid, Cristina	Roberts, Alice	Wellman, Teresa
Bond, Cassi	Fleming, Justin	McDavid, Sherry	Ross, Jerry	Wheeler, Tracie
Bookwalter, Robert	Gallaher, Melanie	McDonald, Carissa	Roth, Conner	Williams, Allen
Booth, Jim	Gates, Lisa	McGhee, Otesha	Roush, Emily	Williamson, Lisa
Booth, Sharon	Gooding, Andrew	McKenna, Char	Rowe, Kandice	Wintz, Kathi
Bradley, Johnny	Greenwood, Kenneth	McKinley, Garnet	Russell, Megan	Woods, Cameron
Branham, Maddy	Hall, Cody	McSweeney, Teresa	Saunders, Amy	Woody, Olivia
Brannock, Kathy	Hanrahan, Elizabeth	Meade, Mitzi	Saunders, Patricia	Workman, Missy
Brooks, Heather	Harber, Heath	Means, Amanda	Sharp, Tyler	Young, Howard
Brooks, Monica	Hardiman, Jean	Meddings, Teresa	Sheets, Elizabeth	Young, Miriah
Brown, Jennifer	Harrold, Lisa	Metcalf, Larry	Sigler, Michele	
Brown, Katie	Hartman, Tiffany	Midkiff, Glen	Simms, Marcie	
Brumfield, Mark	Hendrick, Ashley	Midkiff, Susan	Simpson, Sara	
Buchanan, Amy	Henshaw, Kit	Milam, Darrell	Sims, Kristin	
Burgess, Brent	Hessler, Courtney	Miller, Nathan	Skaggs, Will	
Burgess, Mary	Himes, Eric	Mills, Cassandra	Slate, Nick	
Byrd, Kevin	Holmes, Linda	Mirzakhani, Amad	Smith, Brad	
Campbell, Pat	Hurula, Carol	Moore, Patrick	Smith, Heather	
Cantrell-Johnson, Sonja	Jarrell, Jimmy	Moran, Terri	Smith, Lindsay	
Carico, Paul	Kennedy, Paige	Morgan, Brian	Smith-Holmes, Demeley	
Carothers, Kelly	Kennedy-Rickman, Amy	Morris, Larry	Snell, Steven	
Casto, Eric	King, Beverly	Mummert, Carl	Sowards, Kelly	
Chaffin, Perry	King, Erin	Murphy, Katherine	Spradlin, Wes	

4. Meeting Engagement

Name

Counts, Katie

Counts, Katie

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Counts, Katie

Bittinger, Lacie

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Bittinger, Lacie

Bittinger, Lacie

Bittinger, Lacie

Bittinger, Lacie

Vaughn, Randy

Martin, Nick

Martin, Nick

Martin, Nick

Martin, Nick

Martin, Nick

Martin, Nick

Childers, David

Childers, David

Childers, David

Childers, David

Childers, David

Childers, David
Sigler, Michele
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Sigler, Michele
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Sigler, Michele
Sigler, Michele
Brumfield, Mark
Brumfield, Mark
Brumfield, Mark
Brumfield, Mark
Stackpole, Sharon
Stackpole, Sharon
Stackpole, Sharon
Stackpole, Sharon
Stackpole, Sharon
Morris, Larry
Morris, Larry
Morris, Larry
Morris, Larry
Bailey, Bonnie
Payne, Leah
Payne, Leah
Payne, Leah
Lockard, Sybil
Meade, Mitzi
Meade, Mitzi
Henshaw, Kit
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Barrett, Nina
Himes, Eric
Margaret McFarland (Guest) (Unverified)
Morgan, Brian

Morgan, Brian
Morgan, Brian
Ross, Jerry
Miller, Nathan
Miller, Nathan
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Miller, Nathan
Miller, Nathan
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Miller, Nathan
Miller, Nathan
Miller, Nathan
Miller, Nathan
McDavid, Sherry
McDavid, Sherry
McDavid, Sherry
Branham, Maddy
Spradlin, Wes
Smith, Heather
Smith, Heather
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Lusher, Becky
Lusher, Becky
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Lusher, Becky
Baldwin, Jesse
Baldwin, Jesse
Felder, Bruce
Felder, Bruce
Felder, Bruce
Nilles, Carrie
Nilles, Carrie

[illegible]

Saunders, Amy
Saunders, Amy
Weaver, Amy
Taylor, John
Lambert, Scott
Partridge, Karen
Partridge, Karen
Partridge, Karen
Partridge, Karen
Dorado, Bob
Ransbottom, Lisa
Blaisdell, Heidi
Roth, Conner
Mummert, Carl
Stewart, Crystal
Stewart, Crystal
Stewart, Crystal
Hall, Cody
Daniels, Tiffani
Daniels, Tiffani
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Daniels, Tiffani
McSweeney, Teresa
McSweeney, Teresa
Fain, Cicero
Wellman, Teresa
Burgess, Mary
Perdue, Dee Dee
Perdue, Dee Dee
Milam, Darrell