

## Marshall University Classified Staff Council Minutes January 18<sup>th</sup>, 2024, Virtual Meeting via Microsoft Teams

**Members Present:** Jesse Baldwin, Nina Barrett, Lacie Bittinger, Tim Cline, Samantha Holiskey, Carol Hurula, Heather Lowe, Becky Lusher, Nick Martin, Anita Mathis, Lisa Maynard, Carleen O’Neill, Lisa Ransbottom, Terri Thompson, Justin Tyler, Tony Waugh, Amy Weaver, Rob Williamson

**Members Absent:** Beretta Coleman, Anna Evans, Larry Morris,

**Members Absent (Excused):**

**Guests:** Mike Adkins, Pam Adkins, John Apel, Michaela Arthur, Amond Bailey, Travis Bailey, Jean Ann Bevans, Hailey Bibbee, Jim Booth, Kathy Brannock, Amy Buchanan, Butch Burriss, Perry Chafin, Mary Chapman, Judy Clark, Kassandra Contreras, Meg Cyrus, Tiffani Daniels, Kaleigh Decker, Maggie DeLong, Mark DeLong, Josheph Eichman, Katrina Eskins, Amy Ethel, Bruce Felder, Cody Hall, Darlene Howell, Brandi Jacobs-Jones, Matthew Jones, Dena Laton, Leeann Lemon, Paige Leonard, Christopher Loudon, John Maher, Kelly Marcum, Christina McDavid, Michael McGuffey, Char McKenna, Teresa McSweeney, Mitzi Meade, Nathan Miller, Amad Mirzakhani, Brian Morgan, Avinandan Mukherjee, Katherine Murphy, Rebecca Pack, Ginny Painter, Jodie Penrod, Daniel Persinger, Amanda Preece, Tabby Puckett, Alice Roberts, Angie Rose, Kandice Rowe, Hannah Saxton, Dustin Scarberry, Shawn Schulenberg, Tyler Sharp, Elizabeth Sheets, Marcy Simms, Brad Smith, Sarah Stephens, Crystal Stewart, John Taylor, Kim Thomas, Matt Tidd, Teresa Wellman, Tracie Wheeler, Denise Wiley, Sabrina Williamson, Kathi Wintz, Miriah Young, Jodi Zimmerman

Chair Tony Waugh called the meeting to order. Parliamentarian Becky Lusher verified there was a quorum.

### **John Marshall Service Award**

- Bruce Felder announced the January 2024 recipient of the John Marshall Service Award.
  - The recipient of the award was Michael Earnest from Aviation.
- The John Marshall Service Award recognizes staff that support our vision by providing exceptional service to our students, co-workers, and the community in which we serve.
- JMSA nomination form can be found at <https://www.marshall.edu/human-resources/john-marshall-service-award/>.
- Nominations can be submitted by supervisors, staff, co-workers, faculty, and students.

### **Brad Smith – University President**

- **University Financial Health**
  - We are one year into implementing “Marshall for All, Marshall Forever.”

- **Save to Serve** – As we make our way out of a structural deficit, while also combating an enrollment cliff, we are implementing a program called Save to Serve, which will look for \$14.5 million in non-personnel costs we can save.
  - We were on a path to spend \$92 million this year on supplies and other services, which is 48% higher than in 2018.
  - We are now on a path to a strong and sustainable university.
    - Reduced structural deficit from \$28 million to \$22 million in the last year, primarily from growth in enrollment and housing as well as saving 5% in supplies and other services.
  - Identified \$3 million to potentially save.
  - \$11.5 million to find over the next two years.
    - This spring we will look for \$5.5 million to save in the next fiscal year, and another \$5.5 million the year after that.
  - Budget workgroups are being set up at the college levels and we will ask those teams for ideas on how to find the \$5.5 million savings for the next two years.
- **Incentivized budget model** – we agreed to decentralize budgets, and we will run in a parallel process starting fall of 2024, and then make it live the following fall in FY26.
- **Cash on hand** – this is how much we have in the bank to pay our biweekly payroll and monthly bills. Two conditions affect this number:
  - Timing: our biggest cash inflow is at the beginning of fall and spring semesters when students pay their tuition, so that is when our cash on hand is greatest.
  - Strategic Reserves: required amount of money set aside that would allow the university to operate for two months if a recession hit. This money is in the stock market, but can be sold for cash when needed.
- **Position Requests** – At this time, no positions which were not already budgeted for will be approved for hiring. Positions that were budgeted for, but are not currently filled, can be filled.
- **Funding Requests** – At this time, no new funding requests that were not already budgeted for will be approved.
- **Legislative Priorities**
  - **What we're asking for:**
    - Help with PEIA.
      - Relief and a long-term remedy on PEIA.
      - We have volunteered to be part of a task force to help figure it out.
      - In addition to employees experiencing PEIA increases, Marshall as an employer also received increases of \$5 million last year.
    - Aviation Support. To help us fund an expansion of our aviation program to build a second hangar in Yeager Airport as well as other ancillary places we're helping other schools in the state stand up their aviation program.
    - Match a federal grant to help us build a new manufacturing center in the aviation district.
    - Support in areas of:
      - Obesity and diabetes, gerontology, and healthy aging.

- **Partnership with WVU to support 1000 graduates.**
  - The Ascend West Virginia program pays remote workers to move here to West Virginia.
  - We're launching a program called First Ascent, in which there will be incentives created for our graduates from Marshall and WVU to not leave the State.
    - We want the State's help supporting 1000 graduates from Marshall and WVU to stay in the State and get remove jobs or traditional jobs here in West Virginia.
- **Partnering With Leaders** – We are working constructively with our federal and state elected leaders.
- **Information Sessions** – We have been invited to facilitate sessions with legislators on artificial intelligence, energy, aviation, and remote work in West Virginia.
- **WV Remote Work** – we have hosted ambassadors from other countries on behalf of our State.
- **LG Electronics** – we were a core part of a team that got LG Electronics from South Korea to choose West Virginia to bring \$700 million of investment and over 250 jobs to focus on digital health and clean technology.
- **Performance Based Funding** – our base funding is based on our performance, but it is one year in arrears. Since our enrollment was down last year, our base funding will probably go down around 2%. However, our enrollment is up this year, which will be reflected in our budget next year.
- **Deferred Maintenance** – the State has given 25% of the \$21 million we were approved for, and we believe they will continue to fulfill the rest.
- **Mid-Year Assessment**
  - **Employee Survey** – We came out with our first inaugural annual employee survey.
    - We had 65% participation compared to the 50% most universities have for their first survey.
    - Employees were 71% engaged.
    - We outscored other higher education institutions on 13 items.
      - These items related to: Pride, Confidence in the Future of our University, Feelings of Accomplishment, Relationships with our Supervisors, and having a culture of inclusion and belonging.
    - We scored the same as other higher education institutions on 27 items.
    - We scored lower than other higher education institutions on 8 items.
      - These items related to: Whether the University do anything with this feedback, performance, accountability, and pay.
  - **Enrollment Trends** – Marshall has continued to outperform other four year in-State institutions.
    - **Enrollment**
      - Marshall: grew 4.6%
      - Others: declined 0.6%

- First time freshmen
  - Marshall: grew 13.3%
  - Others: -0.4%
- **Six Pillars of Excellence** – we continue to advance these six areas.
  - Cybersecurity: Marshall was named the second center of Academic Excellence in cyber security and received a \$45 million grant from the State to build a state-of-the-art Cybersecurity Center in Healthcare.
  - Health Sciences: Agreements between Cabell Huntington and Marshall have been finalized and we are the: Marshall Health Network and Advanced Energy
  - Advanced Energy: We were one of the primary investigators (PI) that secured a billion-dollar grant for the state of West Virginia to build a hydrogen hub called the ARCH2.
  - Advanced Manufacturing: We are asking the legislature to help us build a new building so that we can continue to teach the skilled tools and trades that we know are important.
  - Aviation: Enrollment continues to grow.
  - Entrepreneurship and Economic Development: We opened the new College of Business in January.
- **Areas of Improvement**
  - Survey Priorities
    - Prioritizing the three things from the survey we were lacking in.
    - Supervisors have been asked to prioritize one to three things they can do in their area to make it a better environment for our employees.
  - Performance Accountability
    - We have been testing a performance management system we will be rolling out for everyone in late spring to early summer.
    - Everyone will start to have regular coaching sessions with your supervisor and twice a year we will do a mid-year and end of year assessment.
  - Pay
    - We licensed new software called Pay Scale and have now loaded CUPA data and the Bureau of Labor and Statistics.
    - The HR team has worked with different groups to figure out, by job title, how everyone's pay stacks up against the market.
    - We will look at when we can start taking action on pay based upon the save to serve money savings.
  - Artificial Intelligence
    - After talking about and studying artificial intelligence, we are going to have a presidential task force put together to identify a set of priorities and where we will focus on AI.

- **Marshall and WVU Football Bid**
  - Marshall and WVU have collaborated to put in a bid with the West Virginia Student Athlete Association to host the State Football Tournament. If won, the tournament would alternate annually between WVU and Marshall.
- **Q:** When will construction begin on the new cyber security school?
  - **A:** Toney Stroud answered that we are currently in the programming phase, and looking at what facilities and areas we will need within the facility itself. The Department of Defense is going to co-brand it with us. Programming will take about two months, and then we will put the construction out to bid hopefully in early March with plans for construction to begin in late summer of this year.
- **Q:** Will there be a food marketplace put in the College of Arts and Media?
  - **A:** There have not been concrete discussions about this yet, although it has been brought up.

## **Karen McComas – Academic Affairs**

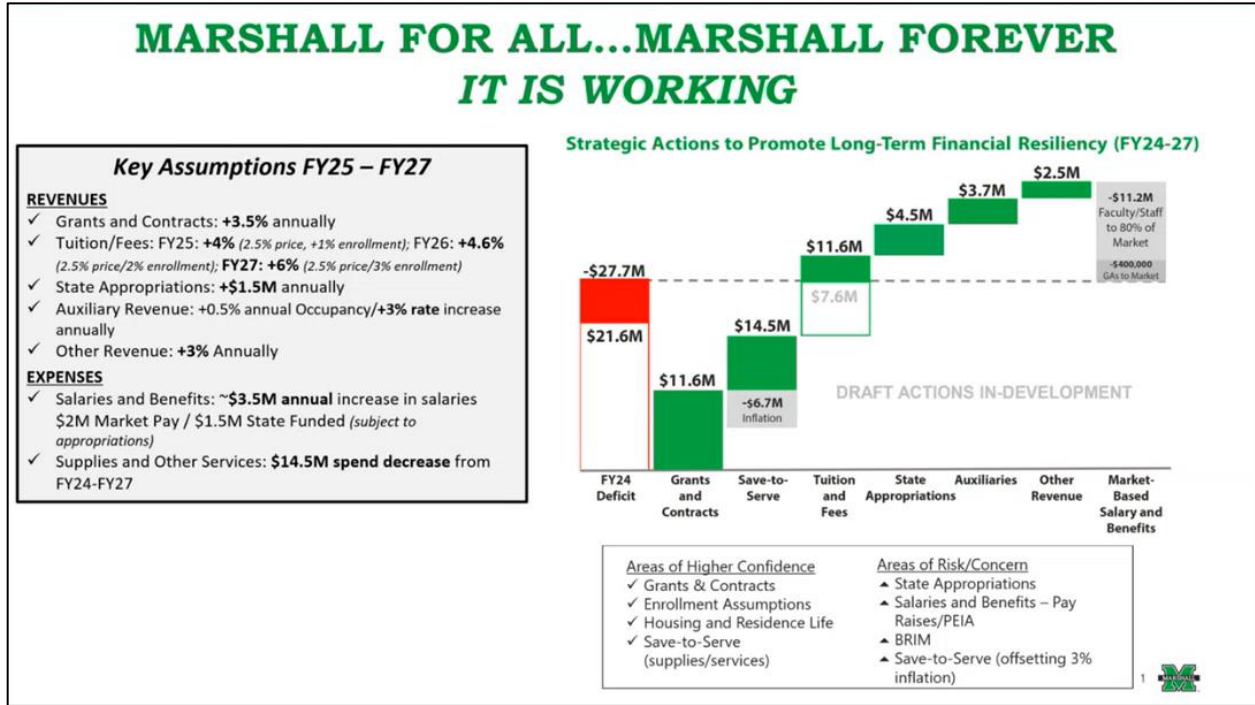
- **Spring Enrollment Highlights**
  - Current Enrollment: 10,218 – increase of 8.4% from last year.
    - 2844 graduate students – 5.4% more than last year.
    - 219 first time graduates – 27% more than last year.
    - 212 new transfers – 7.1% more than last year, and 24% more than two years ago.
    - 1290 online students – 16% more than last year.
    - 874 high school students in our Herd Start Early Academy – 106% more than last year.
    - Arts and Media growth: increase of 28 students, or 7.8% more than last year.
    - Aviation growth: increase of 51 students, or 68% more than last year.
    - Education and Professional Development growth: increase of 81 students, or 5.1% more than last year.
    - Reenrollment rate from fall to spring: 84.7%, compared to 84.2% last spring.
- **Herd Connect**
  - Advising and mentoring program to provide students with the right kind of support at the right time in their educational journey. Each student will have at least one mentor and one advisor assigned to them every year they are here.
  - Advisors are primarily professional advisors that are housed in colleges and will remain with the student through graduation if the student stays in that college.
  - Freshmen and sophomores will be assigned a peer mentor.
  - Juniors will be assigned a faculty mentor from their program of study.
  - Seniors will be assigned an alumni mentor who can help students transition from college student to working professional.
- **Career Education Program** – it is never too early to expose a student to career education.

- The Career Education Office offers an array of resources and services that are a gateway to opportunities and experience that help students build a resume that works.
- Opportunities include:
  - Job placement services
  - Assistance with on-campus employment
  - Co-op and internship placements
  - Remote work
  - Community engagement
- This semester, the Career Education Office is building a system for success and landing a professional position.
  - 1<sup>st</sup>, a fashion show exposes students to various types of business attire.
  - 2<sup>nd</sup>, is a JCPenny “Suit up” event, where students can get help choosing business attire and get 30% off.
  - 3<sup>rd</sup>, Students can wear their new attire to the career fair. Students can talk with employers, many of whom interview students on the spot.
  - 4<sup>th</sup>, an etiquette dinner where students learn tips on how to do dining and business at the same time.
- **New Degree Program: Bachelor of Applied Science**
  - Opportunity for individuals who have AAS degrees, offered by community and technical colleges, to find new career pathways.
  - The program was approved at the Academic Planning Committee of the Faculty Senate in December, and the whole Faculty Senate will vote on it next.

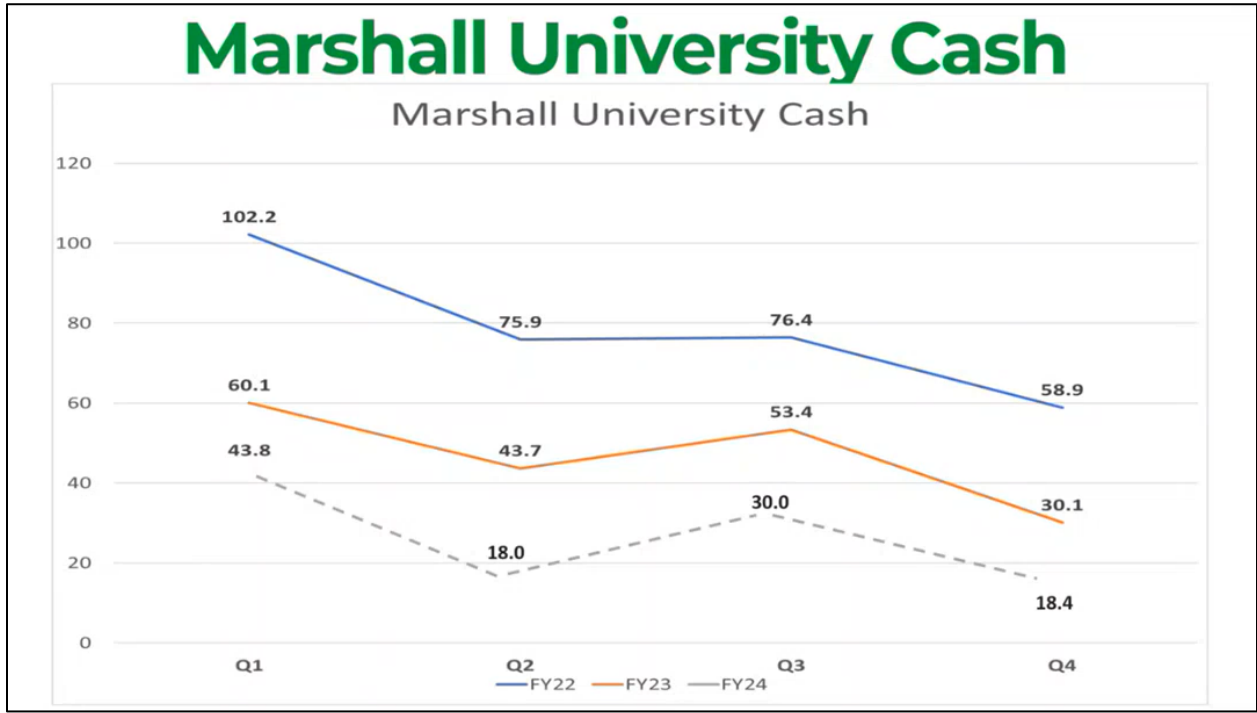
### **Matt Tidd – CFO**

- **Marshall for all... Marshall Forever:** strategy the University has been using is working and our fall enrollment was 4% higher than last year, making us one of the only universities in the State to make that happen.
- We are halfway through FY24 and have already worked a \$28 million deficit down to \$22 million.
- Below, the green charts show where we expect the growth or savings to happen.
  - **Grants & Contracts:** we are already seeing positive growth through the first quarter of this fiscal year, which is \$3 million higher than last year.
  - **Save to Serve:** The budget workgroup meets monthly and is focusing on our savings initiatives. Employees are encouraged to bring anything to the attention to the workgroup that may improve efficiencies at the University.
  - **Tuition and Fees:** We started the plan with \$7.6 million of tuition growth over the next three fiscal years. Because of our actions this fall, and forecasting those actions over the next three years, we have been able to bring that number up to nearly \$12 million.
  - **State Appropriations:** We originally assumed we would get an increase of around \$1.5 million each year for three years, totaling a \$4.5 million increase. We hopefully may also get funding for pay raises as well as PEIA increases.

- Auxiliaries: Housing and occupancy units continue to outperform budgets and expectations. We currently have a conservative estimate of \$4 million over the next three fiscal years.
- Market Based Pay: We have identified the benchmarks to get employees to 80% of their market salary, and it will cost about \$11 million to the University.



- **Cash Flow** – Physical cash-on-hand, not including our stock market portfolio.
  - As we are coming out of COVID as well as a decade-long enrollment decline, we are finally starting to reverse the downward trend.
  - Until we achieve further progress, we will have a short-term cash liquidity issue.
  - In FY22, our first quarter cash flow started at \$102 million, and by the end of the year it was just under \$60 million.
  - In FY23, started at \$60 million and ended at \$30 million.
  - In FY24 we started even lower, at \$43.8 million.
  - Payroll Impact: Cash on hand largely impacts payroll.
    - Each pay period, our account must be funded with \$5.5 to \$6 million to fund payroll.
    - We have 13 payrolls remaining this fiscal year, so we need to ensure we have that available to fund each payroll in addition to supplies and other services.
  - Each month, we are spending between \$1.5-2 million, largely on Pcard, that we must have cash available for.
    - Non-compliant purchases will not be approved on Pcards.
  - We also have our normal procurement procedures, POs we are putting out, invoices and checks, etc. that we need to have cash for.



## CHALLENGES AND ACTIONS

### SHORT TERM CHALLENGES

- **Cash on Hand vs Investments**
  - OASIS/Payroll and Payables Accounts
  - Meketa Investment Portfolios
- **Timing of Cash Inflow vs Cash Outflows**
  - Fall and Spring Inflows
  - Biweekly Payroll and Monthly Pcard and Payable Outflows

### AREAS IMPACTING CASH

- **Payroll**
  - \$5.5m-\$6m Bi-weekly Need
  - 13 Payrolls Remaining in FY24
- **Supplies and Other Services**
  - Monthly Pcard Spend ~\$1.5m - \$2m
  - Procurement Purchases
  - Travel
  - Contractual Services
  - Professional Services

### ACTION ITEMS

- **Strategic Hiring Committee**
  - Backfill or Budgeted Positions Only
- **Additional Central Funding Requests**
  - Will not be approved
  - Grant or Other External Funding necessary
  - Student Experience and Emergency Situations on a case by base basis
- **Discretionary Spending Guidance**
  - Essential Purchases Only
  - Non-compliant purchases will not be approved



## **Bruce Felder – Human Resources**

- **Additional Holidays**
  - The Governor granted two additional holidays in December. One of those was recognized on January 3<sup>rd</sup>, and the other will be recognized on the Friday of Spring Break.
- **Revised Handbook**
  - A draft of a new staff handbook is being reviewed by the executive committee of Staff Council. It serves as an easy reference guide that provides high level overview of things to help employees find. It will have several links to take the user to the more detailed policies and procedures.
- **Gender Equity Study**
  - Gender equity was identified as an important issue to address during the President's listening tour two years prior.
  - A gender equity study was done in 2022, and we intended to do one every two years.
  - We have found a company that can help us do a gender equity study every year.
    - The software will also have the ability to slot new employees to ensure we don't have an inequity from the time they are hired.
- **Salaries**
  - We have hired a company called payscale.com to do a market analysis of all our positions.
  - We have completed an equity survey, a market survey, compared our salary numbers to the Bureau of Labor Statistics and CUPA HR College and Universities data and we are comfortable with our new salary numbers.
  - What that means for employees:
    - Over the next few months, employees will be receiving letters letting them know about their position, how far away they are from 80% of the market, how far away they are from the midpoint of their salary range, and what it will take to get you to that market salary.
  - All classifications of staff have been analyzed and next they will work on faculty.
- **Performance Evaluation System**
  - A new electronic performance evaluation system will be available for use on July 1<sup>st</sup>.
    - One of the biggest concerns that resulted from the engagement survey was that there is no accountability at Marshall.

## **Approval of Minutes**

- The December 14<sup>th</sup>, 2023 minutes were approved as written.

## **Teresa Meddings – ACCE**

The last ACCE meeting was held on December 15<sup>th</sup> at the Marshall Graduate College.

- Prior to the meeting, Chair Jenna Derrico presented at the HEPC Commission and Council Meeting.
  - She shared information on the following:
    - Updates on raises not being funded by some institutions despite having the funds provided by the legislature.
    - Discussed PEIA increases and lack of funding given to institutions to offset those increases.
    - Campus Carry
    - The DEI, Diversity, Equity and Inclusion, Bill.
      - There is a rumor that the legislature may do away with portions, if not all, of it. This could be detrimental as portions of it are geared specifically toward Appalachian students.
    - Student, faculty and staff mental health importance.
    - How heavily involved staff are with the coming changes to the FAFSA process.
  - The faculty presentation included information on:
    - Recruitment and retention of faculty, which leads to hiring faculty with limited experience.
    - Inadequate compensation.
    - Campus carry.
    - Lack of support for university and college libraries.
    - Declining student populations.
    - Dual enrollment.
    - They view AI, artificial intelligence, as an enhancement within certain parameters.
    - Faculty legislative concerns are: PEIA increases, DEI concerns, implementation of campus carry initiatives, and the future of tenure at four-year institutions.
  - The student presentation included information on:
    - A survey that students are working with the HEPC to survey undergraduate students. Once they complete the survey, they want to present the results to the legislature.
- Trish Humphries, from HEPC, advised that there are some PEIA changes coming, and potentially the cap on autism and diabetes care is going to be removed.
- The HEPC is also working with payscale.com and are meeting every two weeks. HEPC has uploaded CUPA information and Department of Labor statistics. Pay scale experts are matching our jobs as HEPC has them in their system. The CHROs from each institution has been asked to provide all information for business positions they want included in the market study by the end of January.
  - When asked about when this will be completed and we can get information on the market study, Trish said hopefully by the beginning of May 2024.

- Chair Jenna Derrico intends to request a meeting with Chancellor Tucker upon realizing it had been two years since the last time.
- Campus Carry is at the forefront of everyone's concerns right now, and task forces on different campuses are trying to figure out how they will implement it. There has still been no funding provided to help campuses implement the Campus Carry.
- WVU is slowly going to an all non-classified platform through attrition. There has been no pushback from the legislature on this and will continue to become more prevalent.
- **ACCE Committees**
  - The Legislative Committee of ACCE is going to try and get a meeting with Lucia, hopefully before meeting with Chancellor Tucker.
  - The Bylaw Review Committee has one more update to make, and then it will hopefully be fully published on the website.

## **Committee Reports**

**Election Committee – Nina Barrett** – we will be having an election to fill several vacancies on Staff Council. Nominations will be accepted through Wednesday, February 7<sup>th</sup>, and the election will take place February 15<sup>th</sup> – February 19<sup>th</sup>. The following vacancies will hopefully be filled:

- Position of ACCE Representative
- EEO 10 – One vacancy
- EEO 30 – One vacancy
- EEO 40 – One vacancy
- EEO 50 – Two vacancies

## **Legislative Committee – Carol Hurula**

- As of the previous Friday, 1125 bills had been introduced, 18 of which mentioned higher education.
- The senate had already passed 31 bills, which are now pending in the House.
- Many of the bills introduced that week were known as carryover bills, which are bills that did not pass in the previous legislative session.
- The legislative session will adjourn at midnight on March 9<sup>th</sup>.
- A few bills worth mentioning are:
  - House Bill 4014 – asking for a license plate that recognizes autism.
  - House Bill 4172 – asking to reduce the tuition age from 65 to 60, and to also include metro students.
  - House Bill 4025 and Senate Bill 200, which are two complimentary bills.
  - Senate Bill 354 – relating to the WV Advanced Energy and Economic Corridor Authority.
  - Senate Bill 292 & House Bill 4629 – Hunger free campus act.
  - Senate Bill 334 – enabling West Virginia State University and Bluefield to offer associate degrees.
  - Senate Bill 343 – providing medical exam transportation services for all students.

- Senate Bill 363 – creating mobile training for school safety.
- House Bill 4271 – creating economic development.
- House Bill 4357 – to prohibit public university names from gender affirming care.
- House Bill 4387 – relating to the nondiscrimination and institutions of higher education
- House Bill 4439 – prohibiting requiring COVID-19 vaccine or booster shot to attend in person.

**Personnel/Finance Committee – Rob Williamson** – No report.

**Physical Environment Committee – Becky Lusher** – No report.

**Service/Staff Development Committee – Carleen O’Neill**

- The link to nominate someone for the John Marshall Service Award can be found on the HR website. Employees are encouraged to nominate someone who is doing work that sets them apart from just doing a good job.
- December 21<sup>st</sup> the committee went to Ebenezer Community Outreach Center in Huntington to help children ages 1-4 make felt ornaments for their parents for Christmas.

## **Announcements**

Chair Tony Waugh recognized his church for donating personal hygiene and personal use items that were taken to the Veteran’s Home.

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

Minutes approved by: \_\_\_\_\_  
Tony Waugh, Chair, Classified Staff Council

Minutes read by: \_\_\_\_\_  
Brad D. Smith, University President