

Marshall University

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The Greenbook

Academic Affairs

Summer 2018

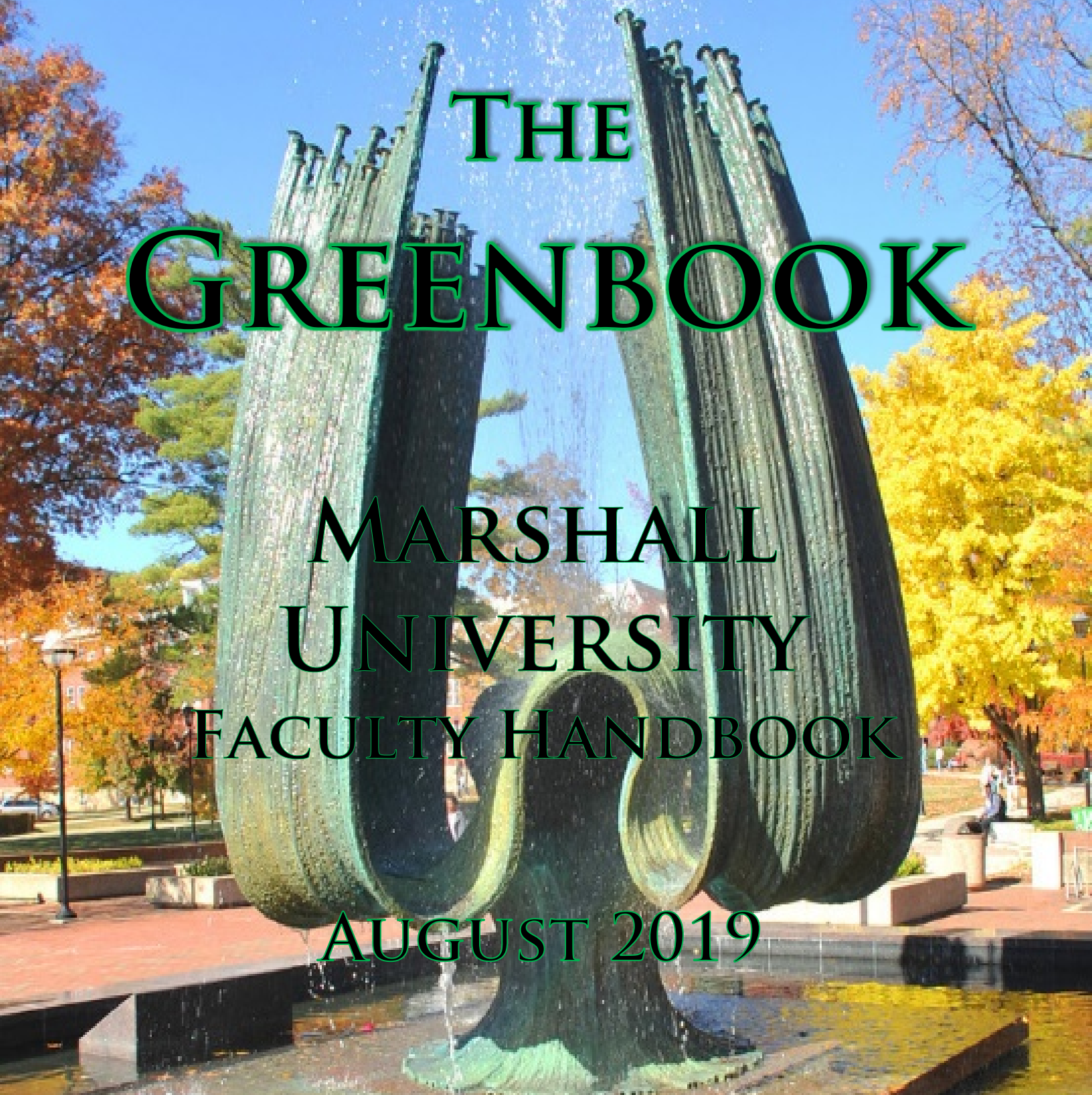
The Greenbook, Faculty Handbook, 2018-2019

Marshall University Academic Affairs

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THE GREENBOOK

MARSHALL UNIVERSITY FACULTY HANDBOOK

AUGUST 2019



ACADEMIC AFFAIRS

MARSHALL UNIVERSITY

PUBLISHED BY THE OFFICE OF ACADEMIC AFFAIRS
200 OLD MAIN

ONE JOHN MARSHALL DRIVE, HUNTINGTON, WV 25755



Dear Marshall University Faculty:

It is a distinct honor for me to be serving as the 37th president of Marshall. I am committed to working to make our university a more renowned and vibrant institution, where faculty, staff, and students are all excited to be part of the learning environment of higher education.

Marshall has a long history that extends back to 1837—just two years after the death of our namesake John Marshall, who was instrumental in shaping the judicial branch of our government as the fourth Chief Justice of the U.S. Supreme Court.

We should be proud of the rich heritage John Marshall left as one of the prominent early leaders of our country. I was impressed when I read the Marshall University Creed, which refers to the core values of John Marshall's character: independence, initiative, achievement, ethical integrity, and commitment to community. The Creed also talks about our devotion to the development of our intellects, expanding knowledge, and defending individual rights. It is clear Marshall is an institution that strives to create a nurturing environment of education, where all people and all ideas are welcome.

Students need to know that Marshall is committed to their success, regardless of who they are, and that we will do everything we can to help them complete their degrees. We need to continue to add to our rich diversity of students and to increase opportunities to enhance their experiences both inside and outside the classroom.

I value the many contributions of our faculty to teaching, research, and service, and will be seeking to engage faculty members in shaping the future of Marshall. The Greenbook serves as a guide for us as faculty to participate in the operation of the university.

My sincere thanks to the faculty for their fine work.

Sincerely,

Jerome A. Gilbert, Ph.D.
President

FOREWORD

On behalf of the Office of Academic Affairs, welcome to Marshall University and to the 2018-2019 edition of the University's primary reference guide and repository of University policies, procedures, and operational guidelines – *The Greenbook*.

The *Greenbook* provides direct online access to the [Calendars of Due Dates](#), [Marshall University Board of Governors Policies](#), and other University procedural guidelines and operational information.

The Greenbook also contains an "[Index of Key Terms](#)." Each underlined term carries an embedded hyperlink. To access information relevant to any of the key terms listed, simply "click" on the term. You will be referred to the appropriate policy or section of *The Greenbook*. Access to the [Marshall University Board of Governors' Policies](#) is provided by way of embedded internet links.

Please feel free to contact me with any questions you may have or any assistance you may need.

I am excited to have the opportunity to work with all of you, and wish you the very best for the 2018-2019 academic year!

Jaime R. Taylor, Ph.D.
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Section A.

OFFICE OF ACADEMIC AFFAIRS CALENDAR OF DUE DATES 2018-2019

ADMINISTRATIVE CALENDAR

DEPARTMENT/ITEM	DUE DATE
Academic Budget Office	
Listing of Courses for Fee Collections with CRN's (Spring 2019) – COHP & International Programs Only	November 23, 2018
Listing of Courses for Fee Collections with CRN's (Summer 2019) – COHP & International Programs Only	March 8, 2019
Listing of Courses for Fee Collections with CRN's (Fall 2019) – COHP & International Programs Only	March 29, 2019
Center for Teaching & Learning	
Reynolds Outstanding Teacher Award Nominations	September 15, 2018
Pickens-Queen Teacher Award Nominations	September 15, 2018
Hedrick Outstanding Faculty Award Nominations	September 15, 2018
MU Distinguished Artists & Scholars Award Nominations (Submit Electronically)	February 14, 2019
Council for Chairs Excellence in Teaching Award Nominations	September 15, 2018
Deans' Offices	
Evaluation of Deans Forms	April 26, 2019
Office of the Provost & Senior Vice President for Academic Affairs	
Distinguished Service Award Nominations	February 8, 2019
Completed Evaluation of Deans by Faculty	May 10, 2019
Chairperson Evaluations Notice of Completion	May 10, 2019

**OFFICE OF ACADEMIC AFFAIRS
CALENDAR OF DUE DATES
2018-2019**

PERSONNEL CALENDAR

DEPARTMENT/ITEM	DUE DATE
Academic Budget Office	
Fall 2018 Part-Time Faculty EPAF's (pending FLAC)	August 29, 2018
Spring 2019 Part-Time Faculty EPAF's (pending FLAC)	January 4, 2019
Summer School 2019 Faculty EPAF's Intersession	May 3, 2019
Summer School 2019 Faculty EPAF's Session 1A	May 6, 2019
Summer School 2019 Faculty EPAF's Session 2A	June 10, 2019
Chairperson's Office	
*New Temp., Probationary & Tenured Faculty Annual Reports 2017 w/Planning Pages (Fall Hire Date)	September 7, 2018
*New Temp., Probationary & Tenured Faculty Annual Reports 2018 w/Planning Pages (Spring Hire Date)	January 25, 2019
Deans' Offices	
Institutional Research Summaries of Course Evaluations for Probationary Faculty (Fall 2018)	January 4, 2019
2017 Annual Reports, Including Planning Pages 2018-2019	March 8, 2019
Faculty	
Retention/Non-Retention Decisions	February 25, 2019
Promotion & Tenure Decisions	April 26, 2019
Office of the Provost & Senior Vice President for Academic Affairs	
Sabbatical Leave Reports (AY 2017-2018)	October 5, 2018
Sabbatical Leave Requests (AY 2019-2020)	October 5, 2018
Intention to Apply for Promotion / Tenure	October 12, 2018
Probationary Faculty Retention / Non-Retention Recommendations (Including 2018 Annual Reports and 2019 Planning Pages)	February 8, 2019
Promotion & Tenure Portfolios	March 25, 2019
2018 Annual Report of Faculty, Including 2019 Planning Pages (New, Continuing & Tenured Faculty Not Applying for Promotion/Tenure)	April 3, 2019
Temporary Faculty Annual Reports – Hired for Fall 2018, AY, or Spring 2019 Only	April 26, 2019
Deans' Summary of All Part-Time Faculty Evaluations (Detail Concerns)	May 24, 2019
President's Office	
Retention/Non-Retention Recommendations	February 11, 2019
Promotion & Tenure Recommendations for 2019-2020	April 16, 2019
*Planning Pages Required for Temporary Faculty at the Discretion of each College	

**OFFICE OF ACADEMIC AFFAIRS
CALENDAR OF DUE DATES
2018-2019**

CURRICULUM CALENDAR

DEPARTMENT/ITEM	DUE DATE
Assessment & Program Review	
Program Reviews (Due date for ALL undergraduate reviews and PREFERRED date for graduate reviews that are in departments/divisions with both levels of review due)	October 15, 2018
Graduate Program Reviews (Due date for graduate reviews that are in departments/divisions with ONLY graduate reviews due)	November 1, 2018
Follow-Up Program Review Reports	November 1, 2018
Annual Assessment Reports	May 18, 2019
Center for Teaching & Learning / WAC	
WAC-Portfolio Rough Drafts (Fall 2018)	October 26, 2018
WAC-Portfolio Final Drafts (Fall 2018)	November 26, 2018
WAC-Portfolio Rough Drafts (Spring 2019)	March 8, 2019
WAC-Portfolio Final Drafts (Spring 2019)	April 12, 2019
Curriculum Committee (Courses Requiring Committee Approval)	
Course Changes/Revisions for Summer 2019	October 1, 2018
Course Changes/Revisions for Fall 2019	November 1, 2018
Course Changes/Revisions for Spring 2020	March 1, 2019
Office of Institutional Research	
Census Data (Dates pending notification from Central Office)	September 14, 2019
Registrar's Office	
2019 Spring Schedules (Complete Entry)	October 1, 2018
Fall 2018 D&F Grades for Freshmen and Sophomores (Mid-term Grades)	October 8, 2018
Fall 2018 Final Grades	December 17, 2018
2019 Summer Schedules (Complete Entry)	February 11, 2019
2019 Fall Schedules (Complete Entry)	February 25, 2019
Spring 2019 D&F Grades for Freshmen and Sophomores (Mid-term Grades)	March 4, 2019
Spring 2019 Final Grades	May 14, 2019
University Communications	
Undergraduate Catalog Revisions (Print & Online Version for 2019-2020)	January 31, 2019
Graduate Catalog Revisions (Print & Online Version for 2019-2020)	February 28, 2019
Revision of Undergraduate Catalog Proofs	As announced; beginning March 1, 2019

Section B.

Index of Key Terms

A

[Academic Calendar Process](#)

[Academic Dishonesty \(MUBOG Policy AA-12\)](#)

[Accreditation](#)

[Annual Evaluation of Faculty \(MUBOG Policy AA-22\)](#)

See also: [Annual Evaluation Forms](#)

See also: [Calendar of Due Dates](#)

[Appropriate Use of MU ID Numbers \(MUBOG Policy AA-11\)](#)

[Assessment](#)

See also: [Commitment to Assessment](#)

[Attendance at University Events](#)

B-C

[Chief Marshal and Chief Usher](#)

[Class Attendance \(MUBOG Policy AA-13\)](#)

[Commencement \(MUBOG Policy AA-34\)](#)

[Course Evaluations \(MUBOG Policy AA-24\)](#)

[Course Syllabus \(MUBOG Policy AA-14\)](#)

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[Dead Week](#)

[Departmental Autonomy](#)

[Department/Division Chairs](#)

See also: [Role and Responsibilities of Department/Division Chairs](#)

[Dependent Scholarships \(MUBOG Policy AA-42\)](#)

[Digital Measures](#)

E

[Electronic Courses \(MUBOG Policy IT-5\)](#)

[E-NOD \(Electronic Notification of Deposit\)](#)

[Emergency Procedures](#)

[Emeritus Status of Retired Professionals \(MUBOG Policy AA-31\)](#)

[Equal Opportunity/Affirmative Action](#)

F

[Faculty Absences \(MUBOG Policy AA-35\)](#)

[Faculty Compensation from Grants and Contracts \(MUBOG Policy AA-40\)](#)

[Faculty Promotion \(MUBOG Policy AA-26\)](#)

[Faculty Responsibilities Related to Student Life](#)

[Faculty Salary Web Site](#)

[Faculty Senate](#)

[Faculty/Student-Athlete Relationship Policy Statement](#)

[Faculty Tenure \(MUBOG Policy AA-28\)](#)

[Faculty Workload \(MUBOG Policy AA-21\)](#)

[Freshman Midterm D & F Grades \(MUBOG Policy AA-16\)](#)

G-H

[General Education](#)

[Grade Reporting](#)

[Graduate Council](#)

[Graduate Faculty Membership](#)

[Higher Education Policy Commission](#)

[Series 9: Academic Freedom, Professional Responsibility, Promotion and Tenure](#)

[History of Marshall](#)

See also: [The Marshall University Story](#)

[Human Resources](#)

I

[Individual Conflict of Interest in Research \(MUBOG Policy AA-41\)](#)

[Instructor of Record](#)

[Intellectual Property Policy \(MUBOG Policy GA-4\)](#)

(Formerly Board of Governors Policy No. 19)

J-K-L

[Joint Teaching Appointment within the Institution \(MUBOG Policy AA-19\)](#)

[Libraries, University](#)

M-N-O

[Marshall Plan for Quality Undergraduate Education](#)

[Mission Statement](#)

[myMU/Web Services](#)

[Notice of Merit and Equity Raise](#)

[Off-Campus Course Defined](#)

P-Q

[Peer Institutions](#)

See also: [NCHEMS](#)

See also: [SREB](#)

[Personnel Records \(MUBOG Policy AA-25\)](#)

[Plan for Meeting Financial Exigency \(MUBOG Policy AA-33\)](#)

[Political Activities \(MUBOG Policy AA-36\)](#)

[Posting of Grades](#)

[President's Emergency Authority \(MUBOG SA-4\)](#)

[Pre-tenure Review](#)

[Principal Investigator Salary Payments \(MUBOG Policy AA-29\)](#)

R

[Rule on Adjunct Faculty \(4-Year Colleges\) \(MUBOG Policy AA-5\)](#)

S

[Sabbatical Leave \(MUBOG Policy AA-1\)](#)

[Salary Increases for Tenured and Tenure-track Faculty \(MUBOG Policy AA-7\)](#)

[Selection and Evaluation of Faculty Deans \(MUBOG Policy AA-39\)](#)

[Selection, Role and Evaluation of Department Chairs \(MUBOG Policy AA-38\)](#)

[Discrimination, Harassment, Sexual Harassment, Sexual & Domestic Misconduct, Stalking, and Retaliation \(MUBOG Policy GA-1\)](#)
(Formerly Board of Governors Policy 5)

[Smoking \(MUBOG Policy GA-8\)](#)

[Starting Salaries and Rank of Incoming Faculty](#)

[Statement of Good Practice for Adjunct Faculty](#)

[Statement on Integrity in Scientific Research](#)

[Statement on Professional Ethics for All Employees](#)

[Statutory Grievance Procedures as found in WV State Code 29-6C](#)

[Student Advising](#)

[Student Evaluation of Courses](#)

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[Teaching and Administration \(MUBOG Policy AA-37\)](#)

[Temporary Faculty Annual Reports and Years Applied Toward Tenure \(MUBOG Policy AA-23\)](#)

[Termination of Faculty Due to Program Reduction or Discontinuance \(MUBOG Policy AA-32\)](#)

[Textbooks \(MUBOG Policy AA-17\)](#)

[Tutoring of Students by Faculty \(MUBOG Policy AA-31\)](#)

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[Weather related and/or Emergency Closings and Delays \(MUBOG Policy GA-9\)](#)

Section C. 1.

Board of Governors' Policies

<http://www.marshall.edu/board/board-of-governors-policies/#AA>

Academic Affairs Policies

<i>Number</i>	<i>Name</i>	<i>Effective Date</i>
MUBOG AA- 1	<u>Sabbatical Leave</u>	11/13/02
MUBOG AA- 2	<u>Faculty Development</u>	11/13/02
MUBOG AA- 3	<u>Reduced Tuition for Persons 65 and Over</u>	11/13/02
MUBOG AA- 4	<u>Measles and Rubella Immunization Policy</u>	01/22/03
MUBOG AA- 5	<u>Rule on Adjunct Faculty (4-Year Colleges)</u>	03/23/04
MUBOG AA- 6	<u>Awarding of Undergraduate and Graduate Fee Waivers - Revised</u>	06/28/06
MUBOG AA- 7	<u>Salary Increases for Tenured and Tenure Track Faculty-Amended</u>	07/01/14
MUBOG AA- 8	<u>Distribution of General Faculty Salary Inc Funds (Four-year;FY2005 only)</u>	07/01/04
MUBOG AA- 9	<u>Credit for Service in the Public Schools</u>	03/09/05
MUBOG AA-10	<u>Faculty and Administrative Productivity</u>	05/11/05
MUBOG AA-11	<u>Appropriate Use of ID Numbers</u>	03/08/06
MUBOG AA-12	<u>Academic Dishonesty</u>	03/08/06
MUBOG AA-13	<u>Class Attendance</u>	03/08/06
MUBOG AA-14	<u>Course Syllabus (Amended)</u>	10/07/14
MUBOG AA-15	<u>Course Withdrawal</u>	03/08/06
MUBOG AA-16	<u>Freshman Midterm D & F Grades</u>	03/08/06
MUBOG AA-17	<u>University Textbooks (amended)</u>	12/09/10
MUBOG AA-18	<u>Equivalencies for College Teaching</u>	03/08/06
MUBOG AA-19	<u>Joint Teaching Appointment within the Institution</u>	03/08/06
MUBOG AA-20	<u>Graduate Faculty Membership</u>	03/08/06
MUBOG AA-21	<u>Faculty Workload</u>	03/08/06
MUBOG AA-22	<u>Annual Evaluation of Faculty</u>	07/01/14
MUBOG AA-23	<u>Temporary Faculty Annual Reports and Years Applied Toward Tenure</u>	03/08/06
MUBOG AA-24	<u>Course Evaluations</u>	03/08/06
MUBOG AA-25	<u>Personnel Records</u>	03/08/06
MUBOG AA-26	<u>Faculty Promotion</u>	07/01/14
MUBOG AA-26X	<u>Faculty Promotion</u>	03/08/06
MUBOG AA-28	<u>Faculty Tenure</u>	07/01/14
MUBOG AA-28X	<u>Faculty Tenure</u>	03/08/06
MUBOG AA-29	<u>Principal Investigator Salary Payments</u>	03/08/06
MUBOG AA-30	<u>Tutoring of Students by Faculty</u>	03/08/06
MUBOG AA-31	<u>Emeritus Status of Retired Professionals</u>	03/08/06
MUBOG AA-32	<u>Termination of Faculty due to Program Reduction or Discontinuance</u>	03/08/06
MUBOG AA-33	<u>Plan for Meeting Financial Exigency</u>	03/08/06

*See HEPC Series 9

MUBOG AA-34	Commencement	03/08/06
MUBOG AA-35	Faculty Absences	03/08/06
MUBOG AA-36	Political Activities	03/08/06
MUBOG AA-37	Teaching and Administration	03/08/06
MUBOG AA-38	Selection, Role, and Evaluation of Department Chairs	03/08/06
MUBOG AA-39	Selection and Evaluation of Faculty Deans	03/08/06
MUBOG AA-40	Faculty Compensation from Grants and Contracts	03/08/06
MUBOG AA-41	Individual Conflict of Interest in Research	09/30/13
MUBOG AA-42	Employee Dependent Undergraduate Tuition Assistance Program	10/28/15
MUBOG AA-43	Modified Duties for Nine-Month Faculty	12/15/09
MUBOG AA-44	Institutional Conflict of Interest in Research	09/30/13
MUBOG AA-45	Salary Increases for Tenured and Tenure-track Faculty	07/01/14

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MUBOG FA- 1	Waiver of Regular Fees for Third-Party Sponsored Courses	01/23/02
MUBOG FA - 2	Travel - Amended	06/29/16
MUBOG FA - 3	Credit Card Solicitation	09/18/02
MUBOG FA - 4	Policies on Use of Institutional Facilities	11/13/02
MUBOG FA - 5	Disposition of Surplus Property	04/22/10
MUBOG FA - 6	Classified Employee Salary Policy	10/30/13
MUBOG FA - 7	Salary Supplements for Marshall University Employees From Non-State Sources	03/08/06
MUBOG FA- 8	Investment Policy (amended)	10/18/11
MUBOG FA - 9	Purchasing Policy	06/12/15
MUBOG FA - 10	Tuition & Fees Policy	06/18/12
MUBOG FA - 11	Capital Project Management	06/28/06
MUBOG FA - 12	Identity Theft Prevention Program	04/30/09

General Administrative Policies

MUBOG GA- 1	Discrimination, Harassment, Sexual Harassment, Sexual & Domestic Misconduct, Stalking, and Retaliation	02/22/17
MUBOG GA- 2	Alcoholic Beverages on the Campuses	01/22/18
MUBOG GA- 3	Social Justice	11/13/02
MUBOG GA- 4	Intellectual Property Policy	03/10/04
MUBOG GA- 5	Organization Structure of the Board	12/19/06
MUBOG GA- 6	Speed, Flow, and Parking of Vehicles on Campus	03/09/05
MUBOG GA- 7	Intercollegiate Athletics	11/09/05
MUBOG GA- 8	Tobacco Policy	07/01/13
MUBOG GA- 9	Policy Regarding Weather-Related and/or Emergency Closings and Delays	06/11/13
MUBOG GA-10	Naming of Units and Facilities	02/06/06
MUBOG GA-11	Policy on Rulemaking	04/18/13

MUBOG GA-12	General Conflict of Interest	10/12/06
MUBOG GA-13	Whistleblower Policy	07/31/17
MUBOG GA-14	Interim Business Record Retention	10/30/12
MUBOG GA-15	Animals on Campus	07/29/14
MUBOG GA- 16	Student Sexual Misconduct Policy- Repealed	02/22/17
MUBOG GA-17	Public Art Policy	08/04/16

Human Resources Policies

MUBOG HR- 1	Policy Regarding Staff Development	11/13/02
MUBOG HR- 2	Review of Part-Time Classified Positions	11/12/03
MUBOG HR- 3	Employee Catastrophic Leave Policy	03/09/05
MUBOG HR- 4	Work Schedules and Employment Innovations	07/25/05
MUBOG HR- 5	Four-Part Progressive Counseling (Amended)	01/12/09
MUBOG HR- 6	Telecommuting	03/08/06
MUBOG HR- 7	Payroll Reassignments – Leave Deficits	03/08/06
MUBOG HR- 8	Employee Solicitation and Outside Businesses	03/08/06
MUBOG HR- 9	Classified/Non-Classified Employment Appointments in December	03/08/06
MUBOG HR-10	Employee Infractions	03/08/06
MUBOG HR-12	Performance Assessment, Classified, and Nonclassified Employees	03/08/06
MUBOG HR-13	Classified Recruiting	03/08/06
MUBOG HR-14	Background Checks	11/01/07

Information Technology Policies

MUBOG IT- 1	Information Technology Acceptable Use Policy	12/13/12
MUBOG IT- 2	Information Security Policy (Amended)	10/21/10
MUBOG IT- 3	Email Policy	12/13/11
MUBOG IT- 4	Program for the Disposition of Surplus Computers	06/01/15
MUBOG IT- 5	Distance Education	07/12/13
MUBOG IT- 6	Electronic Records Management	02/24/16

Student Affairs Policies

MUBOG SA- 1	Student Rights and Responsibilities	02/22/17
MUBOG SA- 2	Student Academic Rights	01/22/03
MUBOG SA- 3	Student Code of Rights and Responsibilities- Repealed	02/22/17
MUBOG SA- 4	President's Emergency Authority	06/28/06
MUBOG SA- 5	Directory Information	01/15/14

Section C. 2.

University Emergency Procedures

<http://www.marshall.edu/emergency/>

INCIDENT PLANS (Appendix)

Emergency Management Plan

Revised June 25, 2014

WEATHER EMERGENCIES

(MUBOG GA-9, Revised 06/11/2013)

Generally it is Marshall University's policy to maintain its normal schedule, even when conditions are inclement. However, that is not always possible.

In those instances when it is necessary to alter the schedule in response to weather conditions, every effort will be made to notify all those affected—students, faculty, staff and the general public—as expeditiously and as comprehensively as possible in the following ways:

1. The university subscribes to a third-party service to provide notifications by e-mail, text message, and telephone, referred to as “MU Alert” at Marshall. All students, faculty and staff will be enrolled in the MU Alert database with their university e-mail addresses, and, in the case of faculty and staff, their office telephone numbers. Students, faculty and staff may provide additional contact methods, including those for text messaging and cell phone numbers, through the use of the myMU portal.

In cases of weather-related or other emergency closings and delays, University Communications staff will use all contact points in MU Alert to send notification.

2. The Television stations in Huntington and Charleston will be notified.
3. Radio stations in Huntington and Charleston will be asked to announce the delay or closing.
4. Time permitting; newspapers in Huntington and Charleston will be notified. Often, however, decisions must be made after deadlines of newspapers.

The authoritatively correct statement of the University's condition (Huntington) is stipulated to be the message on the main page of the website at www.marshall.edu.

NOTE: This section applies only to the Huntington campus and all releases should make it clear that it relates only to the Huntington campus. The weather-related closings policy for the South Charleston campus and other education centers will be managed by the chief administrative officer (as designated by the university president) for the respective location, and all releases should make clear that the release applies only to the affected location. South Charleston procedures are in a separate section, which follows.

Types of delays and closings:

University Closed: All classes suspended and offices closed.

Classes Cancelled: All classes suspended; offices open.

Delay Code A: Means a delay in the opening of classes BUT no delay in the opening of offices. Delays will usually be in the range of one to two hours. Employees are expected to report to work at their normal starting times unless they feel that travel is unsafe. If an employee feels that he/she cannot travel safely to work, he/she may charge accrued annual leave for the portion of the workday from 8:00 a.m. (or the normal start time) until arrival at work.

Delay Code B: Means a delay in the opening of classes AND a delay in the opening of offices. Delays will usually be in the range of one to two hours. Employees do not have to report to their offices until the stated delay time. If they believe they cannot travel to work safely by the stated delay time, they may charge accrued annual leave for the work hours from the stated delay time until they can next report to work.

Class operation under delays: Under both categories of delay, students should go to the class that would begin at the stated delay time or the class that would have convened within 30 minutes of the stated delay time. A two-hour delay means that classes that begin at 10:00 a.m. begin on time. Classes that begin at 9:30 a.m. meet at 10:00 a.m. and continue for the remaining period of that class.

Exceptions with regard to employees: Certain critical and emergency employees may be required to

report to work on time or earlier than normally scheduled despite the particular delay code published.

Clarification: Information about closing, cancellations, or delays will ordinarily be disseminated to area radio and television stations. The authoritatively correct statement of the University's condition (Huntington) is stipulated to be the message on the main page of the website at www.marshall.edu.

Staff and administrative personnel: The university will be completely closed only rarely and in extreme situations since it is essential that public safety be maintained, that buildings and equipment be protected and that services be provided for those students housed in campus facilities. Therefore, under Classes Cancelled, above, all university staff and administrative employees will be expected to report to work, unless notified otherwise.

In the event of critical need, certain employees may be required to report to work or temporarily reside on campus to ensure human safety and preservation of university property and/or facilities.

In the event a building, or section of a building is closed (because of heat loss, power outage, etc.) employees working in that affected area will be permitted to take their work to another area or building on campus. Or, in consultation with the supervisor, the employee may elect to take annual leave that day, or take compensatory time off.

In the event of an extreme situation (tornado, flood, ice storm, campus disturbance, etc.) and the employees' presence is not desired on campus, this information will be disseminated to the news media. A decision as to whether the missed time will be chargeable to annual leave, compensatory time, or a non-pay situation will be determined by the president and communicated through supervisors. 18 Supervisors must take steps to ensure offices and work stations are open to employees at all time when those employees are expected to be at work, including inclement weather situations and other disruptive situations.

Faculty: Once operations are resumed, deans and departmental chairs must take steps to ensure that faculty meet their scheduled classes or substitutes secured so that class schedules are met.

Decision Making: Decisions on closings and/or delays will be made jointly by the Chief of Staff, Senior Vice President for Academic Affairs and the Senior Vice President for Operations following the

consultation with other appropriate officials, including the President. Should only one or two of those three persons be available, the ones available will make the decision. Every effort will be made to reach decisions to allow time for adequate notification to the news media, and in turn, those affected.

Marshall University South Charleston campus and other education centers:

General Policy: Because weather conditions can vary substantially, it is possible that classes will be delayed or cancelled at some locations and not at others. The Vice President for Regional Operations, in consultation with staff at other learning centers, will decide on class cancellations.

South Charleston Campus: Procedures for delayed openings and class cancellations are similar to those for the Huntington campus. Notification of delays or cancellations at the South Charleston campus will be announced by (a) local media, (b) MU Alert, and (c) University website. Students may check the status of their classes by checking the website.

Point Pleasant, Beckley, Teays Valley and Other Educational Centers: Procedures for delayed openings and class cancellations are similar to those for the South Charleston campus. At Point Pleasant, Beckley, and Teays Valley, local media will provide information regarding cancellations. In addition, each site has a weather hot line: (a) Point Pleasant, 304-674-7239; (b) Beckley, 304-252-0719; (c) Teays Valley, 304-757- 7223.

Remote Locations and Other Education Centers: Because there may be classes meeting on an irregular schedule in a geographically dispersed area throughout the semester, decisions about whether to meet during inclement weather will be made by the instructor. Those decisions will be transmitted to students by e-mail or other methods as agreed by students and the instructor.

South Charleston Closed: All classes cancelled and offices closed.

South Charleston Classes Cancelled: All classes cancelled. Details provided by site.

South Charleston Delay: A delay in the beginning of non-class activities, e.g. a two-hour delay would mean the normal work day would begin at 10:00 a.m. rather than 8:00 a.m.

Marshall University School of Medicine

Due to the unique nature of its obligations to its constituents, the Marshall University School of Medicine may maintain a separate set of procedures for weather-related and emergency closings.

TOXIC CHEMICAL SPILL OR RELEASE

Whenever a toxic solid, liquid or vapor is unintentionally released on University property every effort will be made to protect students, employees, visitors, and members of units and agencies responding to the incident.

Level 1 Chemical Release

- Each department that works with chemicals will employ its own containment/spill procedures in the event of unintentional release of less than 1 liter of a chemical that is not considered to be extremely toxic.
- At the onset of a release, the affected department must notify the Marshall University Police Department and the Health and Safety Department of the type and approximate amount of chemical released.
- The Health and Safety Department will provide additional support if necessary.

Level 2 Chemical Release

- If a release cannot be abated with on-site procedures, the Marshall University Police Department or the Health and Safety Department will assist in determination of the need to begin evacuation and request off-campus emergency response based on toxicity and quantity.

Level 3 Chemical Release

- If a chemical release is extremely toxic and/or too large to be handled locally, the affected department will notify the Marshall University Police Department (696-4357) and/or the Huntington Fire Department (911) and supply the following information:

1. Nature of emergency and exact location.
2. Name and position with the University.

- Activate the fire alarm to evacuate the building. Occupants should remain at a safe distance, up wind, until the authority having jurisdiction declared the building safe to re-enter. The Health and Safety Department shall notify off-campus response units if needed.
- A level 3 emergency will be declared by the President or his/her designee.

FIRE AND/OR SMOKE

All fire and/or smoke conditions must be reported to the Marshall University Police Department (696-4357) or to the Huntington Fire Department (911) immediately. The person making the report must provide the following information.

1. Nature of fire or smoke and exact location.
2. Name and position with the University.
3. Activate the building fire alarm. (M.U. personnel will insure complete evacuation.)

The following procedures should be followed once the alarm has been activated:

1. Everyone must evacuate the building in a neat and orderly fashion.
2. Elevators are not to be used to evacuate the building. Persons should use the nearest clear exit or stairwell.
3. Handicapped persons are to be assisted along the exit route to the nearest exit that is not blocked by fire or smoke.
4. Persons confined to wheelchairs above or below the ground floor shall be assisted to the nearest stairwell and wait for evacuation by the City Fire Department. If an immediate threat to life exists, then these individuals will be evacuated by whatever means necessary.
5. Persons are to move a safe distance away from the building.
6. Reentry to the building is strictly prohibited until advised it is safe to do so by the Fire Department or the Marshall University Police Department.

7. PERSONS ARE ADVISED NOT TO ASSUME THAT AN ALARM IS FALSE. The fire alarm system will be used to evacuate a building for any type of emergency.

The Office of Public Safety will:

- Respond to alarm site.
- Assist the fire department in any means required.
- Notify the Department of Health and Safety of the nature and extent of the incident.

The Department of Environmental Health and Safety will:

- Immediately respond to the site, and assist both Marshall University Police Department and the fire department in securing the site.
- Gather information regarding the number and extent of any injuries, extent of property damage, and the probable cause of the incident.

LOSS OF BUILDING UTILITIES

- The loss or disruption of electricity, telephone, potable water, natural gas, sanitary disposal, or other building utilities may severely limit or curtail classroom, research or staff activities.
- Staff activities will be determined by the appropriate supervisor or departmental chair.

- **PHYSICAL PLANT**

- a. Upon notification, Physical Plant personnel shall respond to any loss of utilities during normal hours of operations.
- b. Physical Plant personnel will determine if Public Safety needs to respond for crowd or traffic control.
- c. Physical Plant personnel will restore utilities as soon as possible which may require a response from utility companies.

- **DEPARTMENT OF PUBLIC SAFETY**

- a. Will receive notification of utility outage at any time other than normal working hours.
- b. Will notify Physical Plant maintenance personnel who are “on-call.”
- c. Will respond to the scene if requested by Physical Plant.

In the event of a power loss or utility failure, notify **Physical Plant** during normal work hours at **696-6680** and **MUPD** for after hours at **696-HELP (4357)** or **64357** from campus phones.

BOMB THREAT OR EXPLOSIVE DEVICE

Because of the seriousness of the situation and the possibility of physical injury to the parties concerned, initial precautions must be taken in the case of a bomb threat or the presence of explosive devices. If anyone suspects an object to be a bomb or explosive device: **DO NOT TOUCH THE OBJECT...**Immediately report the location and the situation to Public Safety at 304-696-4357.

All bomb threats and suspected explosive devices must be reported to the Department of Public Safety (extension 64357).

Caller must provide:

- a. Description of the object and exact location.
- b. Title and department of the person supplying the information and other pertinent facts as requested.

Radio communications or cell phones **WILL NOT** be used in the vicinity of suspected bombs or explosive devices. It is essential that the object **NOT BE MOVED OR TOUCHED**. It is critical that deans and directors make all their staff members aware of bomb and explosive device threat procedures.

DEPARTMENT OF PUBLIC SAFETY

INITIAL INVESTIGATION

Upon notification of suspected bomb or explosive device, Public Safety will dispatch a sufficient number of officers and supervisors to the scene in accordance with the Department of Public Safety procedures.

Upon arrival at the scene, a command post may be established depending on the seriousness of the circumstances at hand.

Staff and students will not handle any object suspected of being a bomb or explosive device. Off-campus emergency response groups may be contacted depending on the nature of the event.

BUILDING EVACUATION

The Department of Public Safety, upon receipt of information concerning a possible major interruption of Marshall University operations, will immediately notify the appropriate University offices.

The Department of Public Safety, after analyzing the situation, may establish an on-site command post.

Formal order to evacuate will be given by one of the following:

1. Department of Public Safety
2. University Health and Safety Department
3. Physical Plant
4. Huntington Fire Department.

Faculty and/or staff will direct immediate evacuation IF DANGER IS IMMINENT.

SUSPICIOUS MAIL

1. If you receive a suspicious letter or package:
 - a. Handle with care; do not shake or bump the item.
 - b. Do not open, smell, touch, or taste.
 - c. Isolate the item immediately.
 - d. Treat the item as suspect. Call the Department of Public Safety (304-696-4357).
2. If a letter or package is open and/or a threat is identified:
 - a. For a Bomb
 - Evacuate the building immediately.
 - Call the Department of Public Safety or the Fire Department.
 - b. For Radiological Agents

- Limit your exposure.
- Evacuate the area.
- Call the Department of Public Safety.

3. For Biological or Chemical Agents

- Isolate the item.
- Evacuate the area.
- Wash your hands with soap and water.
- Call the Department of Public Safety.

COMMUNICABLE DISEASES

Student Health Services, as an agent for Marshall University, monitors communicable disease cases that may affect the well-being of students' faculty and staff. In the event of a communicable disease event, SHS consults with and receives guidance from Cabell Huntington Health Department, Wayne County Health Department, WV Bureau for Public Health state health as well as the CDC (Center for Disease Control). The consulting agency is determined by the disease presented, the number of cases, and the guidelines and recommendations established by state and federal laws. Disease events are co-managed by the SHS and the consulting agency to ensure the safety of individual and the campus community. As an agent of Marshall University, SHS informs the university administration, faculty, staff and students, as needed to provide education to limit the impact of a communicable disease event. SHS works with the offices of public relations, the president and student affairs to create methods of communications such as the use of 24 e-mail, faculty announcements, awareness statements for coaches and other administrative staff, articles for student newspapers and residence hall awareness campaign as recommended by Cabell Huntington Health Department, Wayne County Health Department, WV Bureau for Public Health or CDC.

Communicable diseases are defined as those diseases that can be transmitted from one person to another such as pandemic flu, tuberculosis, meningitis, chicken pox, SARS, hepatitis and others. Individuals contracting communicable disease should report the case to student health services immediately by calling 691-1176

SHS Services will work with Cabell Huntington Health Department and Wayne County Health Department to provide preventive measures to those who were exposed: such as immunization, distribution of antibiotics or antiviral medications as necessary to prevent further spread of the disease. If quarantine of exposed individuals is needed a building on campus will be dedicated for this purpose, food and other needed items will be provided by the campus food service or the Red Cross.

Communicable Disease Response – Incident Action Plan (Example – Pandemic Flu)

Pre-Level 1 Actions – This plan is intended to address a variety of communicable disease outbreaks. In the majority of situations, there will not be advance time to prepare for the first case of human to human transmission. It is therefore imperative that campus departments initiate various “pre-level 1” actions to assure that they are prepared in the event that an infectious disease is confirmed that may have the potential to spread to campus in a very short time frame. The following actions are recommended as “pre-level 1.”

1. Quarantine – the campus should determine the areas/buildings on campus which are suitable for use during quarantine and isolation. This list should be reviewed immediately upon a level 2 or 3 outbreak to confirm that the areas are available if needed.
2. Essential personnel – the campus should determine “who” the essential personnel are in the event of an infectious disease outbreak. This would include civil service staff to maintain or depopulate facilities staff, housing personnel, administrators, etc. The list of “non-essential” personnel should be prepared in addition to “calloff” notices that can be activated on short notice.
3. All campus units should review business continuity plans and/or review their individual unit responses to situations involving short staffing, class cancellations, 24 hour operations, event schedules and cancellation, emergency needs, etc.
4. The Campus should clearly communicate the status of essential vs. non-essential personnel.
5. Assess the quantity of N95 respirators and assure that an adequate supply is on hand. 25

6. Campus units with essential personnel should schedule them to receive fit test and training on respiratory protection from the Safety and Health Department.

7. The Campus Emergency Operations Committee will direct the campus response during an infectious disease outbreak. Individuals with copies of this document are encouraged to review it to assure they understand the protocols. Additional campus resources (experts in specific fields, unit resources, etc.) will work with the Emergency Management Team as part of the Incident Command System.

Communicable Disease Response Plan Example Pandemic Flu

<http://www.marshall.edu/emergency/MarshallUniversityEMP.pdf>

VIOLENT INCIDENTS

Violent incidents, including but not limited to: acts of terrorism, an active shooter, assaults, or other incidents of workplace violence can occur on the University Grounds or in close proximity with little or no warning. An “active shooter” is considered to be a suspect or assailant whose activity is immediately causing serious injury or death and has not been contained.

The Marshall University Police Department has adopted nationally accepted law enforcement response procedures to contain and terminate such treats, as quickly as possible. The following instructions are intended for incidents that are of as emergent nature (i.e., imminent or in progress).

Immediate Action

1. Secure the immediate area. Whether a classroom, residence hall room, office, or restroom:
 - Lock or barricade the door, if able. Block the door using whatever is available-desks, tables, file cabinets, other furniture, books, etc.
 - After securing the door, stay behind solid objects away from the door as much as possible.
 - If the assailant enters your room and leaves, lock or barricade the door behind them.
 - If safe to do so, allow others to seek refuge with you.
2. Protective Actions. Take appropriate steps to reduce your vulnerability:
 - Close Blinds.

- Block windows.
- Turn off radios and computer monitors.
- Silence cell phones.
- Place signs in interior doors and windows, but remember assailant can see these as well.
- Place signs in exterior windows to identify your location and the location of injured persons.
- Keep people calm and quiet.
- After securing the room, people should be positioned out of sight and behind items that might offer additional protection-walls, desks, file cabinets, bookshelves, etc.

3. Unsecured areas: If you find yourself in an open area, immediately seek protection:

- Put something between you and the assailant.
- Consider trying to escape, if you know where the assailant is and there appears to be an escape route immediately available to you.
- If in doubt, find the safest area available and secure it the best way that you can.

4. Call 911. Emergency situations should be reported to law enforcement by dialing 911. You may hear multiple rings. Stay on the line until it is answered-do not hang up. Be prepared to provide the 911 operator with as much information as possible, such as the following:

- What is happening?
- Where you are located, including building name and room number.
- Number of people at your specific location.
- Injuries, if any, including the number of injured and types of injuries, your name, and other information as requested.

5. Try to provide information in a calm, clear manner so that the 911 operator can quickly relay your information to responding law enforcement and emergency personnel.

6. What to report. Try to note as much as possible about the assailant, including:

- Specific location and direction of the assailant.
- Number of assailant(s).
- Gender, race, and age of the assailant.
- Language or commands used by the assailant.
- Clothing color and style.
- Physical features-i.e., heights, weight, facial hair, glasses.
- Types of weapons-i.e., handguns, rifle, shotgun, explosives.

- Description of any backpack or bag.
- Do you recognize the assailant? Do you know their name?
- What exactly did you hear-i.e., explosions, gunshots, etc.?

7. Treat the Injured. The 911 operator will notify law enforcement and other emergency service (EMS) agencies-fire and rescue. EMS will respond to the site, but will not be able enter the area until it is secured by law enforcement. You may have to treat the injured as best as you can until the area is secure. Remember basic first aid:

- For bleeding apply pressure and elevate. Many items can be used for this purpose-i.e., clothing, paper towels, feminine hygiene products, newspaper, etc.
- Reassure those in the area that help will arrive-try to stay quiet and calm.

8. Un-securing the Area.

- The assailant may not stop until his objectives have been met or until engaged and neutralized by law enforcement.
- Always consider the risk exposure by opening the door for any reason.
- Attempts to rescue people only should be made if it can be done without further endangering the persons inside of a secured area.
- Be aware that the assailant may bang on the door, yell for help, or attempt to entice you to open the door of a secured area.
- If there is any doubt about the safety of the individuals inside the room, the area needs to remain secured.

LAW ENFORCEMENT RESPONSE

Marshall University Police will immediately respond to the area, assisted by other local law enforcement agencies, if necessary. Remember:

1. Help is on the way. It is important for you to:

- Remain inside the secured area.
- Law enforcement will locate, contain, and stop the assailant.
- The safest place for you to be is inside a secure room.
- The assailant may not flee when law enforcement enters the building, but instead may target arriving officers.

2. Injured Persons. Initial responding officers will not treat the injured or begin evacuation until the threat is neutralized and the area is secure.

- You may need to explain this to others in order to calm them.
- Once the threat is neutralized, officers will begin treatment and evacuation.

3. Evacuation. Responding officers will establish safe corridors for persons to evacuate.

- This may be time consuming.
- Remain in secure area until instructed otherwise.
- You may be instructed to keep your hands on your heads.
- You may be searched.
- You may be escorted out of the building by law enforcement personnel-follow their directions.
- After evacuation you may be taken to a staging or holding area for medical care, interviewing, counseling, etc.
- Once you have been evacuated you will not be permitted to retrieve items or access the area until law enforcement releases the crime scene.

DECISION MAKER(S)

Assistance from local and state law enforcement agencies will be provided under existing mutual aid agreements. The decision to call in outside supporting agencies to close all or a portion of the Grounds will be made by the Chief of Police or designee in consultation with the Executive Vice President and Chief Operating Officer or designee and other appropriate individuals in University administration. Information will be released to the Marshall University community as quickly as circumstances permit.

SUBSEQUENT PROCEDURES/INFORMATION

We cannot predict the origin of the next threat; assailants in incidents across the nation have been students, employees, and non-student alike. In many cases there were no obvious specific targets and the victims were unaware that they were a target until attacked. Being aware of your surroundings, taking common sense precautions, and heeding any warning information can help protect you and other members of the community

EARTHQUAKES

When you feel an earthquake, duck under a desk or sturdy table. Stay away from windows, hanging or heavy objects that could fall. Stay under cover until the shaking stops. If you find yourself in the following situations here are some tips to keep you safe.

1. If in a high rise.
 - If you are not near a table, move against an interior wall.
2. If you are outdoors.
 - Move to a clear area, away from trees, signs, buildings, electrical poles, and overhead lines.
3. If you are on a sidewalk near buildings.
 - Tuck into a doorway for protection from falling bricks, plaster, and other debris.
4. If you are driving.
 - Pull over to the side of the road and stop.
 - Avoid overpasses, power lines, and other hazards.
 - Stay inside the vehicle until the shaking is over.
5. If you're in a crowded store or other public place.
 - Do not rush for the exits.
 - Move away from display shelves containing objects that could fall.
6. If you're in a wheelchair.
 - Stay in it.
 - Move to cover, if possible, lock your wheels, and protect your arms.
7. If you are in a kitchen.
 - Move away from the refrigerator, stove, and overhead cabinets.
8. If you are in a stadium or theatre.
 - Stay in your seat and protect your head with your arms.
 - Do not try to leave until the shaking is over.
 - Then leave in a calm, orderly manner.
 - Avoid rushing towards the exits

After the Earthquake- Be prepared for aftershocks, and plan where you will take cover when they occur.

- Assess personal injuries and/or any building damages and call **304-696-HELP (4357)** or **64357** from campus phones.
- Or call **911**

TORNADO

When a Tornado warning has been issued, you may have very little time to prepare. Students, faculty and staff should follow these procedures. If a tornado is sighted near the university, call MU Police Department (**304-696-4357**) or 64357 from campus phones.

1. Seek shelter immediately
2. If you are inside a building: Go to the lowest level possible of the building. Use interior hallways away from building's exterior windows as a tornado shelter.
 - Close all doors to rooms with exterior windows.
 - Stay away from windows.
 - Use arms to protect head and neck in "drop and tuck" position.
3. If there is no time to get inside:
 - Lie in a ditch or low-lying area or crouch near a strong building.
 - Be aware of potential for flooding.
 - Use arms to protect head and neck in "drop and tuck" position.
 - Use jacket, cap, backpack or any similar items to protect face and eyes.

CRIME IN PROGRESS

Do Not get involved with trying to prevent the crime unless it is self-defense. Gather as much information as possible about the criminal/crime. If you can do so safely, take time to note height, weight, sex, race, age, clothing, vehicles and if the individual is armed or not.

- Call **304-696-HELP (4357)** or **64357** from campus phones
- Or call **911**

Calmly State:

- Your Name (optional)
- Type of Crime
- Location of Crime
- Your location
- Be prepared to answer any questions the dispatcher may ask you.
- If you are in a safe location, stay where you are until authorities arrive.
- If not, keep yourself safe by staying out of the way of the crime.

PERSONAL INJURY

In case of an injured person immediately call **304-696-HELP (4357)** or **64357** from campus phones or call **911**.

Calmly state:

- Name of Caller
- Name of Injured
- Nature of Injury
- Location of Injured
- Phone number at the scene
- Listen for Instructions from the 911 dispatcher.
- Do not move an injured person unless their life will be in danger.
- Administer First Aid if possible to the injured person. If possible, ask someone to find an individual who is trained in first aid.
- Stay with the injured person until Emergency Medical Service arrives.

BUILDING EVACUATION

- Evacuate the Building Immediately. Everyone **must** evacuate the building in a neat and orderly fashion. If others do not respond to the alarm or do not know of the evacuation, inform them of the need to evacuate.
- Use the stairs to evacuate the building. **DO NOT USE THE ELEVATOR.**
- Persons are to move a safe distance away from the building and out of the way of emergency personnel.
- Stay upwind from smoke or chemical clouds.
- Stay with classmates, fellow university employees, etc. so that a head count may be taken.
- Follow any further direction authorities on site might give. Do not re-enter the building unless advised it is safe to do so by the Fire Department or MU Police Department.
- Call Marshall University Police at **304- 696-HELP (4357)** or **64357** from campus phones or call **911**.

Approved: 9/2008
Revised: 9/2009, 7/2010, 6/2014

Section C. 3.

University Guidelines and Procedures

Academic Calendar Process

SR-98-99-(5) 64 (BAPC)
Revised June 29, 2011

The calendar committee will work in a biannual cycle. A calendar will be proposed for two academic years. The academic calendar will be considered in the Fall semester for the academic year prior to the two year cycle in the calendar (Example, the 99/00-00/01 calendar will be drafted in the Fall semester of 1998).

The calendar committee will become a permanent sub-committee of the Budget & Academic Policy Committee (BAPC) of the Faculty Senate.

Representation on the committee will consist of two faculty members from BAPC, one faculty member from the Graduate School of Education and Professional Development, three representatives from Student Government and the Associate Vice President for Academic Affairs. Ex-officio representation will come from Staff Council, the Registrar's Office and Resident Services. The sub-committee members shall elect a chair from the voting members of the sub-committee.

The Provost and Senior Vice President, in consultation with the Dean's Council, will provide, for consideration to the calendar sub-committee, a working draft of a two-year academic calendar. A draft of the proposed two-year calendar will be sent to the sub-committee by September 15th, or the closest working day to September 15th.

Once the sub-committee has discussed and approved a calendar, its recommendation will move forward through Faculty Senate and the Student Government Association (SGA). Those committee recommendations will be sent to the president by no later than December 18th, or the working day closest to December 18th.

Once each recommendation has arrived in the president's office, the president will make the final decision on the calendar.

Accreditation

SR-92-93-(117) 263 (APC)

Marshall University is accredited by the Higher Learning Commission, 30 N. LaSalle Street, Suite 2400, Chicago, IL 60602-2504 (800) 621-7440; (312) 263-0456; Fax: (312) 263-7462 (<https://www.hlcommission.org/>) Marshall successfully completed its last comprehensive evaluation in 2015-16. The next comprehensive evaluation is scheduled for October 2025. Marshall is also a member of the Council of Graduate Schools in the United States. Academic credits earned at Marshall University are fully standardized for acceptance by all other colleges and universities.

Many programs in the university have specialized or professional accreditation. For further information on accreditation, consult Marshall University catalogs or the appropriate academic dean's office. Individual program accreditations can be found on Marshall's web site at <http://www.marshall.edu/www/accreditation.asp>.

Attendance at University Events

The Greenbook, 1977, page 12

Students having classes or laboratories, which conflict with university events, may be excused by the instructor to attend such events.

No instructor may require a student to attend an event if the student has a regularly scheduled class or laboratory, which conflicts with the time of the event.

Chief Marshal and Chief Usher

(SR-06-07-17 UFC and SR-06-07-18 UFC)

The honor of serving as Chief Marshal and Assistant Chief Marshal would be rotated and staggered among the colleges. Both a Chief Marshal and an Assistant Chief Marshal will be elected in the first year and a new Assistant Chief Marshal would be chosen every two years thereafter. The Assistant Chief Marshal would rotate into the position of Chief Marshal every two years. The professors who are given the honor of serving as Chief Marshal and Assistant Chief Marshal would be elected by the faculty of the respective college.

The honor of serving as Chief Usher and Assistant Chief Usher would be rotated and staggered among the colleges by alphabetical order and a new Chief Usher and Assistant Chief Usher would be chosen every four years. The Assistant Chief Usher would rotate into the position of Chief Usher every two years. The professors who are given the honor of serving as Chief Usher and Assistant Chief Usher would be elected by the faculty of the respective college.

Commitment to Assessment

Office of Assessment & Program Review (Revised July, 2009)

The assessment initiative, begun in 1989, is rooted in the University's mission. The assessment initiative grew from both faculty and administration concern for academic quality and instructional excellence. The assessment process provides the institution, colleges, and departments with information regarding academic quality, which relates to the central commitment of the institution to education. All segments of the university community—faculty, staff, administration and students—are actively involved in this process. At the undergraduate level this assessment includes measuring the quality of the general education core curriculum and all academic programs. Graduate assessment is centered on measuring the quality of each academic program. The University Assessment Committee is charged with the responsibility of overseeing the assessment efforts for both the core undergraduate curriculum and each of the university's degree granting programs. Assessment is part of the fabric of Marshall University. As such all faculty are expected and encouraged to participate in the assessment efforts. Assessment is vital to the evaluation of student academic achievement at the classroom level, the program level and the university level.

Dead Week

(SR-90-91-(95) 247 ASCR)

The last five class days of the fall and spring semesters shall be designated as DEAD WEEK for undergraduate students. Examinations that are designated as 15% or more of the final course grade may not be given during this period. Major papers and/or projects defined as 15% or more of the final course grade may be assigned during this period only if stipulated in the official course syllabus which is to be distributed at the beginning of the semester. Night classes, laboratories, freshmen English composition courses, and any classes meeting once a week shall be exempt from the requirements. New material and make-up examinations may be introduced or

conducted during the DEAD WEEK. DEAD WEEK is not intended to be incorporated in the summer sessions of the University.

Departmental Autonomy

University Council, APSC, March 9, 1981

Responsibility for course content, program integrity, and academic quality rests with the faculty of the department where the program is housed, and any changes in courses or programs would normally be initiated by those faculty.

If a department proposes a change in its program requirements or course offerings that materially and seriously affects the financial operation, program integrity, staffing or course offerings of another department, however, it must notify that department prior to presenting the proposed change to the Curriculum Committee of the Faculty Senate. Written confirmation of such notification will accompany the proposed change. Faculty members from an affected department may protest such a proposal by petitioning the Curriculum Committee. The Curriculum Committee may send it to a subcommittee for review. After a careful review, the subcommittee may present the arguments for both sides, together with its recommendations, to the Curriculum Committee for a decision. The procedure should be followed if a proposed course or program substantially overlaps or duplicates the offerings of another department.

Determining Starting Salaries and Rank of Incoming Members of the Faculty

University Council, Adopted April 5, 1954; Revised February, 1956 and January, 1957; Amended May 20, 1968

1. New members of the faculty shall be assigned academic rank and salary by the university administration on the basis of qualifications for the various ranks.

2. Experience has shown, however, that on certain occasions special problems arise in connection with the determination of academic ranks and salaries of new entrants to the faculty. Such problems usually involve the evaluation of related work experience, private instruction without college credit, and the procurement of faculty in fields of extreme scarcity. If at any time the administration feels that it is advisable to assign rank or salary above that to which a newcomer would be normally entitled under this plan, the recommendation shall come from the department chairperson after he/she has conferred with the members of the department, especially those who hold ranks comparable to or above that of the new member

of the department. The Faculty Personnel Committee shall be provided with a written explanation by the Provost or the Dean of the Joan C. Edwards School of Medicine.

3. Should new faculty members be employed at salaries higher than those being paid to current members of the staff who hold positions with comparable responsibilities and who have equivalent training, experience and competence, the latter will be considered for comparable compensation. The competence is to be determined by the chairperson of the department in consultation with other members of the department with equal or higher rank.

Digital Measures

(<http://www.marshall.edu/myMU>)

Digital Measures (DM) is the web-based data repository into which annual activity data for the University's faculty is entered and maintained. The existing data that is maintained in the University human resource information system is uploaded to Digital Measures. The faculty or department completes the other faculty data fields for teaching, research and service activities. The data is subsequently used for dual purposes, the generation of faculty annual reports as well as other college reports. Reports can be saved in several formats, including Word, Excel, and PDF. Additionally, the DM reporting function provides an option to generate faculty resumes.

E-NOD (Electronic Notification of Deposit)

Via MyMU/<https://myapps.wvsa.gov/apps/portal/default.aspx>)

West Virginia state employees have two options in which to receive their paycheck. Direct deposit or the West Virginia Pay Card program. Employees completing a Payroll Direct Deposit Form, allows for the convenience and elimination of lost or stolen checks. The West Virginia Pay Card is a prepaid Visa card that can be used wherever Visa debit cards are accepted, including ATMs. Each pay period, the state worker's wages will be deposited onto the card and all transactions will automatically deduct from the card balance. The card provides flexible and immediate access to the employee's pay at any ATM or financial institution that displays the Visa logo. The system offers employees many free ways to access their full wages. No credit check is required to activate the card.

Before you can access your employee information, you must have a valid Marshall account. If you do not have an account, please visit the Computing Services department in the Drinko Library on the fourth floor,

or call the Help Desk for the nearest location. Also, you need to read the Marshall University "Acceptable Use Policy". When you apply for your Marshall account, you will be issued a user name and password. E-nod is accessed through myApps on the State Auditor's website

(<https://www.wvsao.gov/login.aspx>).

Equal Opportunity/Affirmative Action Policy

(Human Resources, June 2011)

It is the policy of Marshall University to provide equal educational and employment opportunities for prospective and current members of its student body, faculty and staff on the basis of individual qualifications and merit. In order to insure genuine equal opportunities for all:

(1) Marshall University Prohibits discrimination based on race, color, sex, sexual orientation, religion, age, national origin, veteran status, or disabilities.

(2) Marshall University will, whenever appropriate, take affirmative action to employ, advance in employment and otherwise treat without discrimination against qualified women, minorities, individuals with disabilities, disabled veterans and veterans of the Vietnam era.

(3) Marshall University will not affiliate with nor grant recognition to any individual, group or organization having policies or practices that discriminate on the basis of race, color, sex, sexual orientation, religion, age national origin, veteran status or disabilities.

All employees and contractors of the University are required to comply with this policy in the exercise of their functions. Anyone who believes that s/he has been denied the benefits of this policy should contact the Office of Equity Programs for appropriate action.

Faculty Responsibilities Related to Student Life

VP of Student Affairs
Revised June, 2011

Student Organization Advisors

It is a requirement that recognized campus organizations have one or more advisors who are members of the university faculty or staff. The role of the advisor in an organization is critical, not only to aid students in obtaining full benefits from extracurricular activities, but also to guide the personal development of individual members and leaders. The advisor is instrumental in assisting students in developing programs and receiving maximum benefit

from university and community resources and working within university regulations. Faculty/staff members who are interested in aiding student organizations should contact the Office of Student Activities. Regulations specific to student organizations are printed in *The Student Handbook* available online at

<http://www.marshall.edu/student-affairs/files/15-16-Code-of-Conduct.pdf>

Confidentiality of Records

Academic and disciplinary records are confidential matters between the student and the institution. These records can be viewed only by the student and authorized campus personnel on a need to know basis, and then for specific purposes, and these records may be discussed with others only upon authorization of the student. Faculty should review and become familiar with the official policy on student privacy, available online at <http://www.marshall.edu/wpmu/disclosures/ferpa/>.

Faculty/Student-Athlete Relationship Policy Statement

April 7, 2005, Faculty Athletic Representative
Revised June 2011

Faculty should be aware that student-athletes face special restrictions due to NCAA regulations. Two concepts are central to the status of student-athletes on campus: extra benefits and equal treatment. These concepts are delineated in NCAA Bylaw 16.02.3:

An extra benefit is any special arrangement by an institutional employee or a representative of the institution's athletics interests to provide a student-athlete or the student-athlete's relative or friend a benefit not expressly authorized by NCAA legislation. Receipt of a benefit by student-athletes or their relatives or friends is not a violation of NCAA legislation if it is demonstrated that the same benefit is generally available to the institution's students or their relatives or friends or to a particular segment of the student body (e.g., international students, minority students) determined on a basis unrelated to athletics ability.

In short, student-athletes are to receive *no special favors based on their status as athletes* and *no special penalties based on their participation in athletics*. This principle applies in the following areas of the faculty/student-athlete relationship.

Excused Absences. Marshall University Board of Governors policy AA-13 allows for students to receive University excuses for five types of absences.

1. University sponsored activities: Academic activities are excused by the dean within whose unit the activity is sponsored. The dean must pre-approve any notice that is given or sent to faculty regarding absences of this type. Athletic activities are excused by the Provost/Senior Vice President for Academic Affairs who must pre-approve any notice given/sent to faculty. Other university activities are pre-approved by the Dean of Student Affairs and excused by the Office of Academic Affairs prior to any notice to faculty. The activity and the excused absence must be endorsed in writing by the organization advisor.

2. Student illness or critical illness/death in the immediate family: Student Illness or Injury: The student must submit official documentation of treatment by a medical practitioner to the Dean of Student Affairs as soon as he/she returns to class. Documentation must specify the inclusive dates to be excused. The dean will notify faculty that the absence(s) meets the criteria to be excused.

Critical Illness of Immediate Family Member: The student must submit official documentation from the family member's health care provider that substantiates the critical nature of the illness and the student's need to provide the care/support. This documentation is to be submitted to the Dean of Student Affairs upon the student's return to class. The dean will notify faculty that the absence(s) meets the criteria to be excused. Death of an Immediate Family Member: To obtain an excused absence, the student must submit one of the following to the Dean of Student Affairs upon return to classes: an obituary or funeral program with the student named as a relative; verification on letterhead stationery of the death and the relationship by clergy or funeral home personnel. The dean will notify faculty that the absence meets the criteria to be excused.

3. Short-term military obligations. The student who seeks an excused absence for military obligation must present official documentation of his/her orders to duty to the dean of his/her college prior to the absence. The dean will notify faculty that the absences are to be excused.

4. Jury duty or subpoena for court appearance. The student who seeks an excused absence for jury duty or court appearance must submit his/her subpoena or official notification of jury duty to the dean of his/her college prior to the date of the obligation. The dean will notify faculty that the absence is to be excused.

5. Religious holidays. Absences resulting from religious holidays will be excused when the student presents the request in advance of the absence to the

Dean of Student Affairs. The dean will indicate his/her approval on the request and forward it to the Office of Academic Affairs for the official excused absence notification to faculty.

Make-up Work. While instructors at Marshall University have latitude in developing absence policies in their courses, the University excused absence policy requires that:

“The instructor must honor a university excused absence covered by this policy and allow the student an opportunity to catch up/make up work missed.”

The equal treatment principle requires that student-athletes be given the same opportunities for make-up work as are applied to any student in the course.

The University excused absence policy requires that student-athletes who have missed class for participation in official athletic events sponsored by the Athletic department should have the opportunity to make up work or replace credit for work missed in accordance with the following guidelines:

- The student is responsible for requesting a make-up of missed work.
- The request for a make-up opportunity should be made at the first available class session.
- The make-up work must be completed prior to the end of the semester.
- The instructor will reschedule the assignment, or, if rescheduling is not possible, will develop a fair and equitable alternative to replace the missed grade opportunity.
- No punitive measures are to be taken against the student who presents a University approved absence excuse.
- If the number of absences, excused or not, prevents the student from fulfilling the learning experience/mastery that the course requires, the instructor may recommend that the student withdraw from the course.

Progress Reports. The student-athlete is subject to NCAA requirements for academic progress that are more stringent than those applied to the student body in general. Consequently, they have access to advising and guidance by individuals trained in NCAA bylaws related to athletic eligibility. The Buck Harless Student Athlete Program (BHSAP) provides this service for all Marshall University student-athletes.

Counselors from BHSAP will ask faculty members to provide at least two progress reports per semester for each student-athlete in their courses. All student-athletes are notified of this practice and sign the Buckley Amendment Consent form at the beginning of each academic year to allow information about their grades to be reviewed by their advisors and their coaches.

These progress reports are reviewed by the BHSAP advisor, the coach, and the student-athlete. In courses where deficiencies are reported, remedial steps are taken. This system achieves the goal of promoting student-athlete success only when the faculty cooperates with the BHSAP by returning progress reports promptly.

Contact with Coaches. Marshall University policy prohibits coaches and athletic staff from contacting instructors directly on behalf of student-athletes. However, instructors are permitted to contact coaches regarding behavior or academic performance issues related to student-athletes.

Ethical Conduct. NCAA bylaws related to ethical conduct specifically prohibit knowingly arranging for fraudulent academic credit (bylaw 10.1b) or knowingly offering or providing an improper inducement or extra benefit (bylaw 10.1c).

The Academic Dishonesty Policy MUBOG AA-12 states,
“Sanctions for academic dishonesty may be imposed by the instructor for the course, the department chairperson, or the Academic Dean. Sanctions may include a reduced or failing grade on the assignment, a reduced final grade, failure in the course, and exclusion from further participation in the course.”

The policy further states that, *“Any time an accusation of academic dishonesty is made, and a sanction imposed (or a sanction will be imposed with the submission of final grades), a notice should be sent to the Office of Academic Affairs within ten (10) days of the accusation.”*

Compliance with Marshall University policy and NCAA bylaws requires that faculty submit these reports and apply sanctions to student-athletes in the same way that they are applied to all other students.

Faculty Salary Web Site

(SR-07-08-(27) 58 FECRAHC)

<http://www.marshall.edu/irp/facultysalarycalculation/>

The Office of Institutional Research & Planning will provide updated information during each raise year in the form of tables for Peers AAUP Salary which should have only three (3) numbers which will be the average salary for assistant, associate, and full professor; CUPA Factor for every discipline on campus; and information provided in the form of the new percentage (floor) for the University's Equity Level; as well as a sample Notice of Raise letter. Documents are to be included on a webpage created and maintained by the Office of Institutional Research & Planning to explain the merit and equity process and the terms and process used in salary calculations.

General Education (See Core Curriculum above.)

Grade Reporting

Office of the Registrar July, 2009

Instructors enter grades online using the Web self-service portal, myMU. Online grade entry is available the day following the last day for complete withdrawal each semester or summer session. The last day for complete withdrawal is indicated on the University's Academic Calendar. Instructions for online final grade entry are posted on the Faculty and Advisors menu of myMU. The instructor responsible for determining grades shall submit the grades online by the published deadline. The deadline for final grade submission is published on the University's Academic Calendar.

If an error in reporting a grade or new evidence concerning a student's work makes a grade change necessary, the instructor should obtain the grade change form from the academic department, complete the form documenting the reason for the requested change, sign, date and provide the form to the department chair for review. If approved, the department chair will sign, date and forward the grade change to the academic dean. If approved, the academic dean will sign, date and forward the grade change to the Registrar's Office for processing. After the change has been recorded, the Registrar's Office will provide a copy to the student, instructor and dean.

Questions concerning grade reporting and grading procedures should be addressed to the Registrar. Grades awarded by Marshall University are noted in the undergraduate and graduate catalogs.

Instructor of Record

(SR-05-06-(17) 62-119 FPC Revises SR-97-98-4 FPC)

For any course primarily consisting of theses, dissertations, independent study, student teaching, comprehensive projects, capstone projects, research, special topics, practicum, problem reports, residencies, internships, field experiences, or similar courses, the "Instructor of Record" shall be the faculty member supervising the work the student does in the course.

Marshall Plan for Quality Undergraduate Education

Marshall's general education plan for students admitted to the University from summer 1995 through summer II, 2010. For details, see <http://www.marshall.edu/wpmu/gened/marshall-plan/>.

Mission Statement

SR-03-04-24R (MS)

Approved by the Board of Governors 5/12/04

(<http://www.marshall.edu/www/mission.asp>)

Marshall University is a multi-campus public university providing innovative undergraduate and graduate education that contributes to the development of society and the individual. The university actively facilitates learning through the preservation, discovery, synthesis, and dissemination of knowledge.

Goals in Support of the University Mission

Marshall University will

- provide affordable, high quality undergraduate and graduate education appropriate for the state and the region;
- provide services and resources to promote student learning, retention, and academic success;
- foster faculty, staff, and student outreach through service activities;
- provide a safe and secure employee work environment;
- make instruction available throughout Marshall's service area using all appropriate modes of delivery;
- enhance the quality of health care in the region;
- promote economic development through research, collaboration, and technological innovations;
- educate a citizenry capable of living and working effectively in a global environment;

- support and strengthen the faculty, staff, student, and administrative governance structures in order to promote shared governance of the institution;
- further the intellectual, artistic, and cultural life of the community and region; and
- adhere to the Marshall University Creed and to the Statement of Ethics.

Marshall University faculty will

- remain current in their fields of expertise and incorporate that expertise in the educational process as appropriate;
- improve instruction through the use of innovative teaching methods that require students to become actively involved in the learning process and develop the critical thinking skills necessary for life-long learning;
- contribute to the body of knowledge through completion of scholarly and creative activities;
- actively engage and mentor students in scholarly, artistic, and creative endeavors;
- help students develop the ability to navigate through a rapidly changing society; and
- regularly review the curriculum, degree, and programs offered, and recommend necessary additions and deletions to meet changing needs of the state and region.

Marshall University staff will

- support the mission of the university in their transactions with students, staff, faculty, administrators, and the public;
- develop a positive, just, and equitable workplace; and
- be a quality workforce equipped with appropriate skills and knowledge.

Marshall University students will have the opportunity to

- use their knowledge, creativity, and critical thinking skills to make their communities better places in which to live;
- examine critically the many issues facing society and, through the process of civil discourse, prepare themselves to become socially responsible individuals who contribute to the betterment of society;
- appreciate and to cultivate diversity, and to value differences;
- participate in activities such as artistic and cultural programs, social and residential life activities, and intercollegiate/intramural athletic teams; and
- undertake intensive graduate-level education in their chosen fields upon admission to graduate school, giving them solid foundations for becoming competent professionals.

Marshall University administration will

- actively seek resources to support the mission and goals of the institution as stated in this document;
- secure funding to support scholarship, artistic, and creative endeavors, faculty and staff development, and state-of-the-art classrooms;
- provide leadership to facilitate the institution's achievement of its mission and vision;
- administer the policies of the university in a fair, ethical, and equitable manner;
- communicate the vision, mission, goals, achievements, and difficulties of the institution in a clear, effective, and forthright manner to both internal and external constituencies; and
- actively support shared governance of the institution.

myMU/Web Services for Faculty

(<http://mymu.marshall.edu>)

This secure site provides Marshall University students, faculty and administrative staff with Intranet

and Internet services. Access is available to e-mail, the Internet, class schedules, students, grades and much more.

Using the web-based system, myMU, faculty may view and print up-to-date class lists, obtain information on students and advisees, submit midterm and final grades, and access personal information. Instructions for using myMU faculty options and grading instructions may be found online.

Notice of Merit and Equity Raise

(SR-07-08-(28) 59 RECRAHC)

To enable faculty to better understand how raises are calculated, a Notice of Raise will be sent by the University President explaining the calculations involved in the process. This letter will not be sent to faculty in academic units using a different salary distribution model

Off-Campus Course Definition

Approved by MU-BOG July 10, 2002; Revised July 28, 2011

An off-campus course is defined as a course that is delivered at a location other than the Huntington Campus. Classes delivered by South Charleston are exempt. Online courses are not considered in this definition and are defined in MUBOG Policy IT-5. Off-campus fees are used to support the delivery of off-campus courses. Courses delivered to off-campus locations shall be considered off-campus, i.e., interactive video. Previous to fee assessment for the fall, spring and summer sessions, a record will be provided of all courses eligible for off-campus fee assessment to the Office of the Bursar. The records will include the course name, course number, course reference number and the number of credit hours.

Online courses are defined as courses in which the content is delivered 100 percent asynchronously by technological means; there is no requirement that students attend mandatory on site or synchronous class sessions. A "Hybrid Course" is a course in which the content is delivered at least 75 percent by technological means; instructors may require students to attend on site or synchronous class sessions. (This allows for laboratories, discussions, oral presentations, etc.) Technologies used to deliver coursework may include: the internet; one way and two way transmissions through open broadcast, closed circuit, cable, microwave, broadband lines, fiber optics, satellite, or wireless communication devices; audio

conferencing; or video cassettes. (See MUBOG Policy IT-5.)

Posting of Grades

To comply with the regulations of the "Privacy Act of 1974" (Public Law 93-579 of the U.S. Congress), faculty members are required not to post grades of students. The Act prohibits disclosure of any records "from which information is retrieved by the name of the individual or by some identifying number, symbol, or other identifying particular assigned to the individual."

Pre-Tenure Review

SR-08-09-23 FPC

Formal mid-probationary review provides clear, productive, and informative guidance to the candidate during the probationary period toward tenure. Annual reviews are not usually adequate for giving candidates an overall assessment of their progress toward tenure nor do they provide the same form of documentation required for a tenure portfolio. It is possible to receive a merit raise each year based on the annual review and still not meet the expected productivity required for tenure because the annual review is not necessarily linked to tenure guidelines. The pre-tenure review, midway during the probationary period, provides a valuable opportunity for feedback on progress toward tenure and promotion. This can result in increased retention by preparing junior faculty for successful tenure and promotion.

PRE-TENURE REVIEW POLICY. All tenure-track faculty members* shall be provided a pre-tenure review (half-way towards the tenure date) by their department/division and colleges utilizing the department and college tenure guidelines and process. The date of this review shall be stated in the offer letter. Colleges shall develop specific procedures for this review at the department/division and college level. Feedback shall be provided in writing by each reviewing party separately regarding progress toward tenure in all areas of responsibility, although nothing in this review guarantees eventual tenure or promotion. Each fall the college dean shall notify the faculty who will be reviewed that year and their chairs about the deadline for, and conditions of, the review within the college. Colleges may elect to provide more than one pre-tenure review during the probationary years. In accord with MUBOG Policy, AA-7, Salary Increases for Tenured and Tenure-Track Faculty (revised and effective July 1, 2014), if the review results in "an exceptional evaluation, i.e., the results of which exceed normal expectations as

defined by the faculty member's college/school-level and department-level tenure guidelines, when verified by the relevant Dean and the Chief Academic Officer, will result in a five percent (5%) salary increase." If the review results in a concern with the progress, a written improvement plan shall be agreed to in writing by the faculty member, the Chair, and the Dean. Implementation of this policy will begin as soon as the policy is approved by the Faculty Senate. All college policies must be submitted to, and accepted by, the Senior Vice-President for Academic Affairs and Provost within one year of the Board of Governor's adoption.

Role and Responsibilities of Department/Division Chairs (SR-93-94-76)

Department chairpersons have a wide variety of duties and responsibilities, in addition to teaching classes. They serve as the chief administrative officer of the department and are responsible for representing the department to the University administration, to the Dean of the College and to the department's faculty and students. The position of department chairperson is integral to the University's central mission: the education of its students.

Department chairpersons report directly to their academic deans and are responsible for:

Faculty

1. Establishing and implementing procedures within University guidelines for the recruitment of new faculty.
2. Counseling and guiding faculty; encouraging outstanding teaching, research and other professional activities; organizing faculty meetings and department committees to further the business of the department.
3. Enforcing faculty responsibilities.
4. Promoting faculty development, including encouraging faculty members to attend professional conferences, joining professional organizations, faculty traveling, etc.
5. Protecting faculty rights, including recommendations on personal matters, such as leaves of absence, sabbatical leaves, research grants, etc.

6. Yearly appraisal for recommending reappointment, tenure, promotion and salary adjustments.
7. Monitoring the need for changing program specialization as it is affected by faculty positions to ensure that specialization assignments within the department do not become static but allow for dynamic planning.
8. Fostering productive, interpersonal and professional relationships among faculty of the department.

Students

9. Ensuring that proper curricular and career advisement are available to all students majoring and/or taking courses in the department.
10. Monitoring student/department scholarships, prizes and within University procedures, responding to student grievances and grade appeals.
11. Coordinating the active recruitment of undergraduate and graduate students.

Curriculum and Programs

12. Establishing departmental statements of mission and objectives within those of the University and periodically reviewing the department's progress in achieving them.
13. Establishing department policies in cooperation with faculty related to curriculum content and changes, instructional standards, methods, textbooks and course syllabi.
14. Planning and presenting course schedules, and administering the department's responsibilities for their implementing.
15. Appointing faculty members to co-curricular responsibilities and recommending reassigned time to the Dean.

Budget and Instructional Resources

16. Accounting to the Dean for fiscal management of departmental accounts.
17. Managing departmental facilities and instructional resources.

18. Recommending faculty and staff salaries to the Dean within the limits imposed by the respective salary policies.
19. Receiving and administrating the departmental budgets, which can include:
 - a. Annual operating budget
 - b. Library allocation
 - c. Allocating the resources of the department so that institutional, research, administration, and travel needs can be met equitably.
20. Departmental liaison with university offices dealing with fiscal activities, such as: 1) Dean's office: for budgets, travel, and extramural funding; and 2) Business offices (purchasing, personnel, accounting); for activities relevant to these offices.
21. Planning for long range financing for special programs and activities.
22. Writing and reviewing funding and grant proposals in cooperation with the department faculty and the appropriate academic support areas by evaluation of the proposal and/or projects as the department's chief administrator.

Communications

23. Conveying University and College policies, procedures, and actions to the department.
24. Representing the department in the College and University, and with off-campus organizations.
25. Presenting departmental policies, procedures, and actions to the students.

Office Facilities

26. Administering departmental facilities, hiring, supervising, and evaluating departmental staff and establishing the department's office procedures.

Professional Performance

27. Providing professional leadership and an example in the department.
28. Maintaining and demonstrating competence in teaching, research, and professional activities,

including participation in professional associations and community service.

Miscellaneous

29. Carrying out other duties as assigned by the Dean.

Statement of Good Practice for Adjunct Faculty

(Office of Academic Affairs, November 8, 1999)

Adjunct faculty are an integral part of the university community, providing on-campus instruction and advising, making possible reassigned time for full-time faculty who want to develop the curriculum or engage in research and creative activities, allowing the university to offer courses at distant sites around the state, and filling emergency and/or temporary instructional needs.

Adjunct faculty possess the academic credentials established by their departments, teach and advise according to the standards established by their departments, and otherwise maintain the professional standards established by Marshall University. They are, in all of these essential ways, colleagues within the academic units on campus.

In recognition of their valuable service to the university, and their roles as professionals within the academic community, we recommend the following:

Adjunct faculty should expect:

- Access to space with some measure of privacy for meetings with students;
- Secure storage space for student records;
- Access to supplies and equipment necessary for preparation of classroom materials and for classroom instruction (Paper, Copier, TV, VCR, Projector, Screen, Films/Tapes, etc.);
- Assistance in acquiring desk copies of textbooks and other instructional materials;
- Support services for the preparation of classroom materials (secretarial services

that are available to other faculty in the department);

- Access to telephone and computer services that enable communication with students by voice and e-mail;
- Training by the chair or another representative of the department in the expectations and standards of the department (syllabus policy, attendance, exams, grading, course evaluations, etc.);
- Reasonable advance notice of appointment or of cancellation of class(es);
- Timely payment of salary;

In addition, the university administration must support departments and divisions in their provision of these essentials to adjunct faculty. The Office of Academic Affairs, Deans, Department Chairs and Division Heads should provide workshops for adjunct faculty on topics related to instruction, should assist adjunct faculty in obtaining appropriate parking permits, library access, computer access, and should seek funding for faculty development opportunities for adjunct faculty.

Misconduct in Research: Statement on Integrity in Scientific Research

http://www.marshall.edu/murc/files/MURC_Misconduct-in-Research-Policy2_Revised-2017.pdf

1. Purpose. Research and scholarship are an essential part of Marshall University. The virtues of scholarship are forged from a combination of patience with eagerness, inspiration with meticulous care, and a reverence for integrity with a willingness to challenge cherished assumptions. It is within the research process that these virtues must be held in the highest esteem and measured against a strict set of standards. In this light, it is incumbent upon the institution to insure accurate, objective, valid and reliable research in the finest tradition of scholarship.

It shall be the policy of Marshall University that no faculty member shall knowingly plagiarize, fabricate, or present incorrect data in research or creative activities conducted under the auspices of the institution. Further, in the case of alleged scientific misconduct all pertinent rules and regulations of the Public Health Service (PHS),

such as 42 CFR Part 50 and allied documents will prevail in providing definitions, procedures, and deadlines.

2. Allegations of Misconduct. Written charges or complaints, with supporting documentation of alleged misconduct in research, shall be forwarded to the Dean of the College of the faculty member so charged with misconduct. The anonymity of the person bringing the charges or complaint shall be protected, upon request, as much as feasible, in accordance with PGS regulations.
3. Inquiry. The Dean shall initiate an inquiry of any such charges. The purpose of the inquiry shall be to determine whether an investigation is warranted. The Dean shall maintain full confidentiality of the allegations and the inquiry. The individual(s) against whom the allegation was made shall be informed of the charges and will be permitted to comment on the charges.

The inquiry must be completed within 60 days of its initiation, unless circumstances clearly warrant a longer period. The Dean shall prepare a written report that states what evidence was reviewed, summarizes relevant interview, and includes the conclusions of the inquiry. The complainant and the affected individual(s) shall be given a copy of the report. If they comment on the report, their comments will/may be made a part of the record.

If no justification is found to warrant an investigation, all information relating to the review process shall be secured and maintained in a secure manner for three years, and then be destroyed.

4. Investigation. If the inquiry indicates a sufficient basis for conducting an investigation, the Dean shall forward the findings to the President. At such time as the President receives the information he or she shall inform the awarding agency and the accused individual(s) that an investigation is warranted and the date the investigation is scheduled to begin.

The President will then ask the Provost and Senior Vice President for Academic Affairs to initiate an investigation. The Provost and Senior Vice President for Academic Affairs in consultation with the President of the Faculty Senate shall appoint a three-member panel to investigate the allegations. The panel shall be

composed of one member from the researcher's college and two members outside of the college in a related academic area. The members shall be of a faculty rank equal to or higher than the individual charged. The panel should be constituted in such a way as to be professionally qualified to review the specific research area involved. If such expertise is not available outside of the researcher's college, the panel may be enlarged to five members by appointing additional members from the researcher's college. No member of the panel shall participate in any proceedings if he or she would not be capable of impartially considering the evidence and issues. All discussions by the panel members shall be held in the strictest of confidence. The investigation will begin upon the first meeting of the panel, which must occur within 30 days of the completion of the inquiry.

The members of the panel will formulate a draft statement of the charges as soon as reasonably possible. The draft statement of charges will specifically set forth the applicable standards of professional conduct and a statement of the allegations, which if substantiated, would constitute a violation of such standards of professional conduct.

A copy of the draft statement of charges shall be delivered to the complainant within 2 days of its preparation and the complainant shall thereafter have 14 days to deliver to the panel written recommendations or amendments or revisions to the draft statement of charges. These comments may be incorporated into an official statement of charges.

The official statement of charges shall be delivered by certified letter to the researcher(s) alleged to have engaged in misconduct. Copies of the official statement of charges will also be delivered to the University President, the Provost and Senior Vice President for Academic Affairs, and the President of the Faculty Senate, to ensure that they are informed of the case before the panel.

The investigation will examine all documentation including but not necessarily limited to relevant research data and proposals, publications, correspondence, and memoranda of telephone calls. When possible, interviews should be conducted of all individuals involved in either making the allegations or against whom the allegations are made as well as other individuals who might have information relevant to the complaint. Audio recording of the interviews is

recommended. Complete summaries of these interviews should be prepared, provided to the interviewed party for comment or revision, and included in the record of the investigation.

The researcher(s) shall be provided ample opportunity to respond to the allegations. The researcher(s) may present evidence and expert testimony on his or her behalf. In no instance shall the investigation take longer than 60 working days.

The written decision of the panel shall be sent to the Provost and Senior Vice President for Academic Affairs who will forward it to the University President and the President of the Faculty Senate. The written decision shall also be sent to the researcher(s) by certified mail.

If the panel finds that the charge of misconduct in research is unfounded, the President shall notify the awarding agency of such finding and there shall be no mention of the charge or the investigation placed in the researcher's personnel file, unless such statement is requested by the accused. At this time, all pertinent records shall be immediately secured and maintained in a secure manner for three years and then destroyed. All individuals related to the review process shall be notified of the finding that the charge of misconduct in research was unfounded.

1. If the charge of misconduct in research is substantiated, the President shall determine and enforce the appropriate sanction to be applied to the researcher and shall notify the appropriate Dean, the researcher, and the awarding agency. The degree of sanction to be applied shall be in relation to the degree of the offense. The researcher shall have the right to appeal the charge utilizing the grievance procedure for faculty.
2. While the final report of the Committee shall be delivered to the President of the university, the Provost and Senior Vice President for Academic Affairs, the President of the Faculty Senate, the complainant, and the researcher, the final report will not be made public, except in response to a subpoena or other judicial processes.

A copy of the Policy Statement on Integrity in Scientific Research will be made available to all faculty, staff and students.

Statement of Professional Ethics for All Employees

http://www.marshall.edu/senate/EOY_BOOKS/Ethics%2001-02.htm)

The faculty, staff, and administrators of Marshall University share a commitment to professional ethics as an obligation to our students, to the citizens of the state of West Virginia, and to each other as colleagues. To this end, we endorse the “Statement on Professional Ethics” of the American Association of University Professors, the “Ethical Practices for College Presidents” statement of the American Association of State Colleges and Universities, the “Statement on Government of Colleges and Universities,” a joint statement of the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges, and the “Ethics Act” of the West Virginia Ethics Commission. All of these documents may be found online at <http://www.marshall.edu>.

- All employees of the university should strive to adhere to the following guiding principles derived from the above documents. This is not intended as a complete listing of standards included in those documents.
- Honesty and Trustworthiness in all professional dealings with others.
- Fairness and Equity require that one does not discriminate or harass others.
- Respect for the opinions, needs, goals, and responsibilities of others.
- Full and open communications between and among colleagues, students, staff, and administrators.
- Impartiality in all professional decision making.
- Keeping primary the interests of both students and the institution.
- Acceptance and fulfillment of responsibility in the shared governance of the university.
- Integrity in all interactions with others.
- Confidentiality of information where appropriate.
- Adherence to the ethical standards of one’s discipline or field.

All employees are duty bound to maintain these ethical standards as well as to call attention to

situations where these standards may have been violated. In such cases, existing grievance procedures should be pursued. These include: W. Va. Code § 6C-2 (<http://pegboard.state.wv.us/>) and Faculty Personnel Committee (FPC).

Statutory Grievance Procedures as found in WV State Code §29-6C.

<http://www.marshall.edu/human-resources/emprel/stat-griev-1.asp>)

If a faculty member desires to file a grievance, the procedure set forth in West Virginia State Code Section 6C-2 (the statute) is the only authorized grievance process. Statutory grievances are administered by the West Virginia Public Employees Grievance Board. The Grievance Board can be accessed on the web at <http://pegboard.state.wv.us/>. This website contains links to the relevant State Code chapter as well as the procedural rule governing operations of the Grievance Board. Click “Statutes, Procedural Rules, and Executive Orders.” Material in quotes and in italic type in this article are from West Virginia State Code Section 6C-2.

Grievance “*means a claim by an employee alleging a violation, a misapplication, or misinterpretation of the statutes, policies, rules, or written agreements applicable to the employee....*” Additional language on what is an appropriate subject for a grievance appears in the statute. A grievance may not be brought for a pension, retirement, or public employees’ insurance matter.

A grievance must be filed timely. A grievance may be brought “[w]ithin fifteen days following the occurrence of the event upon which the grievance is based, or within fifteen days of the date upon which the event became known to the employee, or within fifteen days of the most recent occurrence of a continuing practice giving rise to a grievance.” References to days in the statute refer to working days.

Every step in the statutory grievance process is controlled by a timeline. It is important for the parties to stay on the timeline in the administration of the grievance. The timelines for the steps in the grievance process are set forth in Section 6C-2-4 of the statute.

A grievance must be filed on a standard form available on the Public Employees Grievance Board website. Click “Forms for Grievance Process.” From the page that opens, click the top form, “Grievance Form.” The original copy of the grievance properly

completed and signed is submitted to the President, Marshall University. A copy of the grievance must be submitted at the same time to the Public Employees Grievance Board. The address for the Board appears on the form. An individual may designate an individual to represent him/her in the grievance process, or he/she may file a grievance without designating a representative.

The grievance process covers three levels as necessary - Level One, Level Two, and Level Three. Level One is provided at Marshall University. Level Two and/or Level Three, if necessary, are provided at the Public Employees Grievance Board at 808 Greenbrier Street, Charleston, West Virginia 25311.

At Level One, the grievant may select either a conference or a hearing. See the "Level One" block in the lower left-hand corner of the grievance form. The conference or hearing is provided by a designee of the President. The conference is an informal proceeding in which the grievant confers with the designated facilitator and a representative from the college or department from which the grievant seeks relief. Marshall University is officially the respondent at Level One, but the college or departmental representative may also be referred to as the respondent. The facilitator seeks to find a solution to the grievance which will be acceptable to the grievant and to the respondent. He/she writes a recommendation in the matter to the President within the timeline provided in the statute. The President may adopt the recommendation. A letter announcing the decision at Level One is sent by the President's Office to the grievant and the college or department representative.

A hearing at Level One is a more formal proceeding. The President's designee serves as a hearing examiner. The parties are sworn. Materials introduced as exhibits are numbered. The hearing is recorded. If the grievance is appealed to Level Two, a transcript of the hearing is produced and copies sent to the Public Employees Grievance Board, the grievant, and the college or department representative.

If a grievant is not satisfied with the decision at Level One, he/she may appeal to Level Two within ten working days of receiving the decision at Level One. Level Two is provided at the Public Employees Grievance Board in Charleston and consists of one of three facilitative processes – Mediation, Private Mediation, or Private Arbitration. The parties must agree to which type of process at Level Two. Costs are shared by the parties for Private Mediation or

Private Arbitration. Mediation and Private Mediation potentially end in an agreement that is acceptable to both the grievant and the respondent University. Private Arbitration ends in an arbitration decision. Agreements and arbitration decisions are binding on the parties.

If the grievant is not satisfied with the results from Level Two, he/she may appeal the grievance to Level Three within ten working days of receiving the decision at Level Two. Level Three is a hearing conducted by an administrative law judge employed by the Public Employees Grievance Board. Level Three hearings are held at the Board's offices in Charleston. Again, as with the Level One hearing, witnesses are sworn, materials introduced as exhibits are marked, and the hearing is recorded.

There are time limits for each step of the statutory grievance process including appeals to Level Two or Level Three. There are also time limits for the facilitator/arbitrator and/or administrative law judge to reports their recommendations/decisions, etc. Those time limits are discussed in Section 6C-2-5 of the statute.

Marshall University Human Resource Services and the Office of Equity Programs jointly support the statutory grievance process. Representatives of those offices in 207 Old Main can provide copies of the statute and the grievance form. While they can answer questions about the grievance process, they cannot provide advice about whether or not to file a statutory grievance or what are believed to be the prospects for success for the grievant. It is the philosophy of Human Resource Services and Equity Programs to seek to resolve any issue – including those that might result in a grievance – in a fair and rapid manner at the most informal level possible. If a potential grievant seeks assistance from Human Resource Services or Equity Programs to resolve his/her issue prior to the submission of a statutory grievance, those two offices will seek to facilitate an acceptable resolution of the issue. However, once a statutory grievance is actually filed, informal efforts by Human Resource Services and/or Equity Programs must cease, and the grievance process must be provided in a manner exactly consistent with the provisions of the statute. Human Resource Services can be reached at 304.696.6455 or human-resources@marshall.edu. Equity Programs may be reached at 304.696.2597.

This article is meant to provide basic information about the statutory grievance process available to faculty members. It is not a statement of law and does not substitute for any statute, procedural rule, form, or other information provided by the Public Employees

Grievance Board. In any case of differences between descriptions of the process provided herein and the statute and/or procedural rule, the statute and/or procedural rule will prevail.

Student Advising

The Greenbook, 1995

The Faculty Notice of Appointment requires that all faculty advise students. Responsibilities are determined at the collegiate and departmental levels.

Student Evaluation of Courses

(SR-04-05-(22) 79 FECAHC)

1) That all faculty will provide their students with the opportunity to rate teaching effectiveness prior to the end of each course.

2) That colleges and other academic units employ the university-wide faculty rating instrument for students to rate each faculty member's teaching effectiveness prior to the conclusion of each course.

3) That faculty ratings are confidential communications from students to individual faculty members, the academic deans, department chairs and committees for promotion and tenure considerations if that information is deemed appropriate to support individual faculty teaching effectiveness.

4) That faculty ratings may be included as a consideration for calculation of merit salary increases when colleges/schools/libraries find it appropriate.

5) When an item is indicated "Does Not Apply" the item will not be counted toward the rating.

6) Academic units may develop, distribute, and analyze a separate rating instrument to use for unit merit and evaluation purposes. The university rating instrument must be administered and may not be altered.

RATIONALE

Whereas: Marshall University states in the mission and philosophy of the institution that our first and most basic commitment is to quality undergraduate education;

Whereas: The improvement of instruction and learning in the college classroom has always been an important goal in higher education;

Whereas: Faculty fully support classroom teaching and course review by students as one method of improving the quality of instruction;

Whereas: Feedback from students regarding courses and quality of teaching can result in improvement of instruction and better facilitation of student learning;

Whereas: Publication of rating results can be turned into a method of showing popularity of individual faculty rather than demonstrating the faculty person's effectiveness in teaching very difficult material that is not always viewed by students as being interesting and entertaining;

Whereas: Publication of ratings and grade distributions may have a negative impact on teaching effectiveness and grading methods for faculty members attempting to gain more favorable student ratings;

Whereas: Published rating scores could be used unfairly and without the benefit of being able to defend the faculty member's overall effectiveness in the classroom, especially as it relates to recommendations for promotion and tenure;

Whereas: Pre-testing of the rating form will be augmented with additional analysis of data collected from the faculty population and from student and faculty focus groups to guide revisions of this fluid process.

Section C. 4.

Marshall University

Institutional Peer Groups

NCHEMS Peer Institutions

Updated February 18, 2008

(http://www.marshall.edu/irp/NCHEMS_Peers.aspx)

Institution	State
University of South Alabama	AL
University of Arkansas at Little Rock	AR
University of Arkansas Main Campus	AR
University of Idaho	ID
Southern Illinois University Edwardsville	IL
Morehead State University	KY
Oakland University	MI
Southeast Missouri State University	MO
University of Missouri-Kansas City	MO
University of Mississippi Main Campus	MS
East Carolina University	NC
University of North Carolina at Greensboro	NC
Western Carolina University	NC
University of North Dakota	ND
Wright State University-Main Campus	OH
West Chester University of Pennsylvania	PA
University of South Dakota	SD
East Tennessee State University	TN
Eastern Washington University	WA
University of Wyoming	WY

SREB Peer Institutions (Four-Year 3)

(http://www.sreb.org/page/1583/view_by_state.html)

Alabama

Alabama Agricultural and Mechanical University
 Jacksonville State University
 Troy University
 University of South Alabama

Arkansas

Arkansas State University
 University of Arkansas at Little Rock
 University of Central Arkansas

Florida

Florida Agricultural & Mechanical University
 University of North Florida
 University of West Florida

Georgia

Georgia Southern University
 University of West Georgia
 Valdosta State University

Kentucky

Eastern Kentucky University
 Morehead State University
 Murray State University
 Western Kentucky University

Louisiana

Southeastern Louisiana University
 Southern University & A&M College
 at Baton Rouge
 University of Louisiana at Monroe

Maryland

Towson University

North Carolina

Appalachian State University
 East Carolina University
 North Carolina A&T State University
 North Carolina Central University
 University of North Carolina at Wilmington
 Western Carolina University

Oklahoma

Northeastern State University
 University of Central Oklahoma

South Carolina

College of Charleston
 Winthrop University

Tennessee

Austin Peay State University
East Tennessee State University
Middle Tennessee State University
Tennessee Technological University
University of Tennessee at Chattanooga

Texas

Angelo State University
Lamar University
Midwestern State University
Prairie View A&M University
Sam Houston State University
Stephen F. Austin State University
Sul Ross State University
Tarleton State University
Texas A&M International University
Texas A&M University – Commerce
Texas A&M University – Corpus Christi
Texas A&M University – Kingsville
Texas Southern University
Texas State University – San Marcos
University of Houston – Clear Lake
University of Texas at Brownsville
University of Texas – Pan America
University of Texas at Tyler
University of Texas of the Permian Basin
West Texas A&M University

Virginia

James Madison University
Norfolk State University

West Virginia

Marshall University

Section C. 5.

The Marshall University Story

History

(<http://www.marshall.edu/www/aboutmu.asp>)

The campus of Marshall University is located in Huntington, West Virginia, just across the Ohio River from Ohio, and thirteen miles from the Kentucky border. It is served by rail, air and highway transportation.

Marshall University traces its origin to 1837, when residents of the community of Guyandotte and the farming country nearby decided their youngsters needed a school that would be in session more than three months a year. Tradition has it that they met at the home of lawyer John Laidley, planned their school, and named it Marshall Academy in honor of Laidley's friend, the late Chief Justice John Marshall. At the spot called Maple Grove they chose one and one-quarter acres of land on which stood a small log building known as Mount Hebron Church. It had been the site of a three-month subscription school and remained that for another term. Eventually \$40 was paid for the site.

On March 30, 1838, the Virginia General Assembly formally incorporated Marshall Academy. Its first full term was conducted in 1838-39. For decades the fledgling school faced serious problems, most of them financial. The Civil War forced it to close for several years, but in 1867 the West Virginia Legislature renewed its vitality by creating the State Normal School at Marshall College to train teachers. This eased Marshall's problems somewhat, but it was not until the tenure of President Lawrence J. Corbly during 1896-1915 that the college began its real growth. In 1907, enrollment exceeded 1,000.

Since then Marshall's expansion has been consistent and sometimes spectacular. The College of Education, first called Teachers College, was organized in 1920 and the first college degree was awarded in 1921. The College of Education was expanded in 1997 to include Professional Development; its name then changed to the College of Education and Human Services. Effective July 1, 2011, the College of Education and Human Services was re-named the College of Education with the move of professional development departments to the Graduate School of Education and Professional

Development. The College of Arts and Sciences was formed in 1924, and the Graduate School was organized in 1948. Marshall was granted University status in 1961. The College of Applied Science came into being in 1960; the School of Business was formed in 1969. These were merged into the College of Business and Applied Science in 1972. The School of Medicine and Associated Health Professions was established in 1974, which became the Joan C. Edwards School of Medicine in 2000. The Community College was organized in 1975 and became the Community and Technical College in 1991. In 2003, the Marshall Community and Technical College became an administratively linked, separately accredited institution. Effective July 1, 2008, the Community and Technical College became a separate institution.

The College of Science was authorized by the Board of Regents in 1976. In 1977, the Board approved a change of name for the College of Arts and Sciences to the College of Liberal Arts, and for the College of Business and Applied Science to the College of Business which became the Elizabeth McDowell Lewis College of Business in 1996. In 1978, the School of Nursing was established as a separate entity and in 1998 was renamed the College of Nursing and Health Professions and again in 2004 became the College of Health Professions.

The W. Page Pitt School of Journalism and Mass Communications was recognized as an independent school in 1998. The College of Fine Arts was established in 1984. In July 2013, the College of Fine Arts and W. Page Pitt School of Journalism and Mass Communications merged to become the College of Arts and Media. Renovations to the new Visual Arts Center, located in downtown Huntington, were completed in 2014.

In 1999, the College of Information Technology and Engineering was established. After beginning the project in October 2012, the Arthur Weisberg Family Applied Engineering Complex was officially opened in 2015.

In 1997, the West Virginia State Legislature authorized a merger of Marshall University and the West Virginia College of Graduate Studies, providing

a new campus for the Marshall University in South Charleston.

A significant number of non-credit courses are offered through the Robert C. Byrd Institute and Professional Development components of the Graduate School of Education and Professional Development. Marshall has taken the lead in delivering courses to off-campus sites throughout the state, nation, and world via distance learning with on-line courses.

Since the formation of the West Virginia Board of Regents in 1969, then under the University of West Virginia Board of Trustees in 1988, and now the Higher Education Policy Commission, Marshall has progressed as an urban-oriented university with regional centers and statewide mission. As a result of state system support, and because of its own active leadership and its location in the thriving Tri-State area, Marshall is a university with excellent prospects for future development.

In 2009, the John R. Hall Center for Academic Excellence houses both the Honors College and the

Society of Yeager Scholars in honor of Charles E. (Chuck) Yeager, (Ret.); John Marshall Scholars; Erma Byrd Scholars; and Hedrick Scholars.



