



JOHN MARSHALL
CHIEF JUSTICE OF THE UNITED STATES
1801 - 1835

MARSHALL UNIVERSITY
President's Update
Fall General Faculty Meeting

Brad D. Smith

September 27, 2022

Recap: 100 Day Listening Tour

Academic Units

Alumni

Board of Governors

Business Leaders

Cabinet

Classified Staff

Community Leaders

Faculty

Health Professionals

Students

CONDUCTED HIGHER LEARNING
EXTERNAL ASSESSMENT

18 **6 Dozens**
PRESIDENTS CAMPUS VISITS PUBLICATIONS

50+ Pages

PRE-READ MATERIALS
SUMMARIZED AND SHARED

38

LISTENING
SESSIONS



1,000+
PARTICIPANTS

1,200+

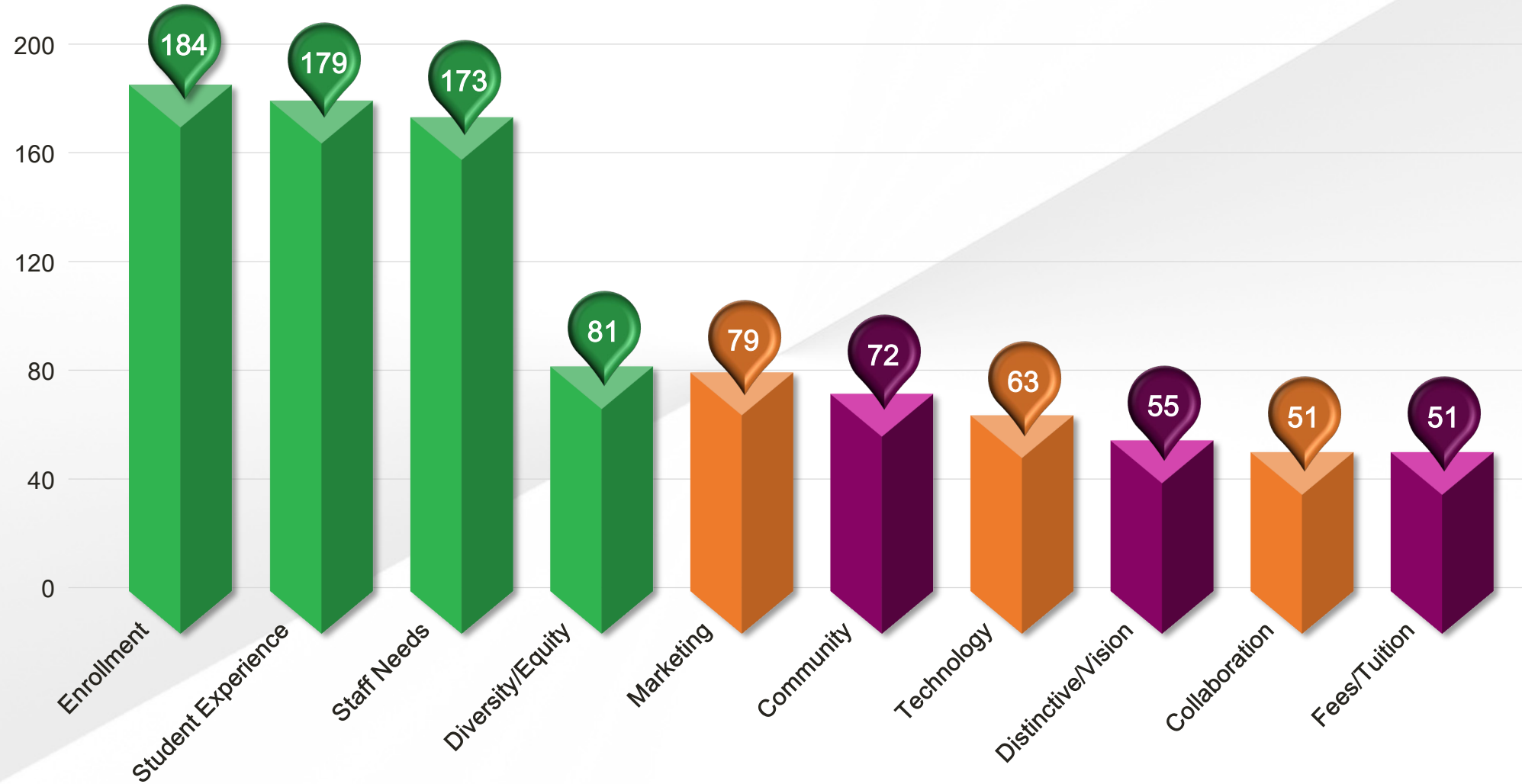
CAPTURED
RESPONSES

2,000

PERSON HOURS TO
COMPILE DATA

RESEARCH AND
DATA ANALYSIS
APPLIED TO ENSURE
ACCURACY

Recap: Top Themes Across All Questions



Recap: “BIG FIVE” strategic priorities

Progress and Next Steps
STRATEGIC ENROLLMENT MANAGEMENT (SEM)

PROGRESS TO-DATE

- SEM plan developed & SEM Council executing
- College-specific SEM plans finalized & underway
- Segment-specific plans in-process
- External resources underway to strengthen execution
- SEM Dashboard operational by end of October



Progress and Next Steps
MARKET-BASED PRICING STUDY

PROGRESS TO-DATE



- Market-based pricing study completed Spring 2022
- 9 strategic levers prioritized & teams assigned
 - SEM Plan, underutilized capacity, certificates, distance learning, ROI value prop., merit aid distribution, needs-based scholarships, graduate distance pricing, Metro-eligible counties
- Metro-pricing expanded effective Fall 2023
- 10-year goal of no student-loan debt announced

Progress and Next Steps
END-TO-END (E2E) STUDENT EXPERIENCE

PROGRESS TO-DATE



- Hired & trained team of students & project manager
- Developed 10 student personas - conducted interviews
- Narrowed focus: student orientation to reduce melt
- Conducting rapid prototypes & experiments (D4D)
- Developing project implementation schedule

Progress and Next Steps
WORLD-CLASS DIGITAL MARKETING

PROGRESS TO-DATE



- Conducted external benchmarking of exemplars
- Reviewed current state staffing & budget vs. peers
- Conducted design-thinking exercise with H.S. students
- Incorporated learning to optimize digital assets
- Hired Chief Marketing Officer - digital/storytelling
- Engaging viral thought leaders - Who's Your Wi?

Progress and Next Steps
VISION AND STRATEGY FOR THE FUTURE

PROGRESS TO-DATE



- Conducted 60+ interviews & working sessions
- Drafted value proposition themes & aspirations
- Completed student segmentation & needs mapping
- Diagnosed enrollment, retention, financial health
- Identified and researched “leap-frog” options
- Reviewing and refining via listening sessions

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Progress and Next Steps

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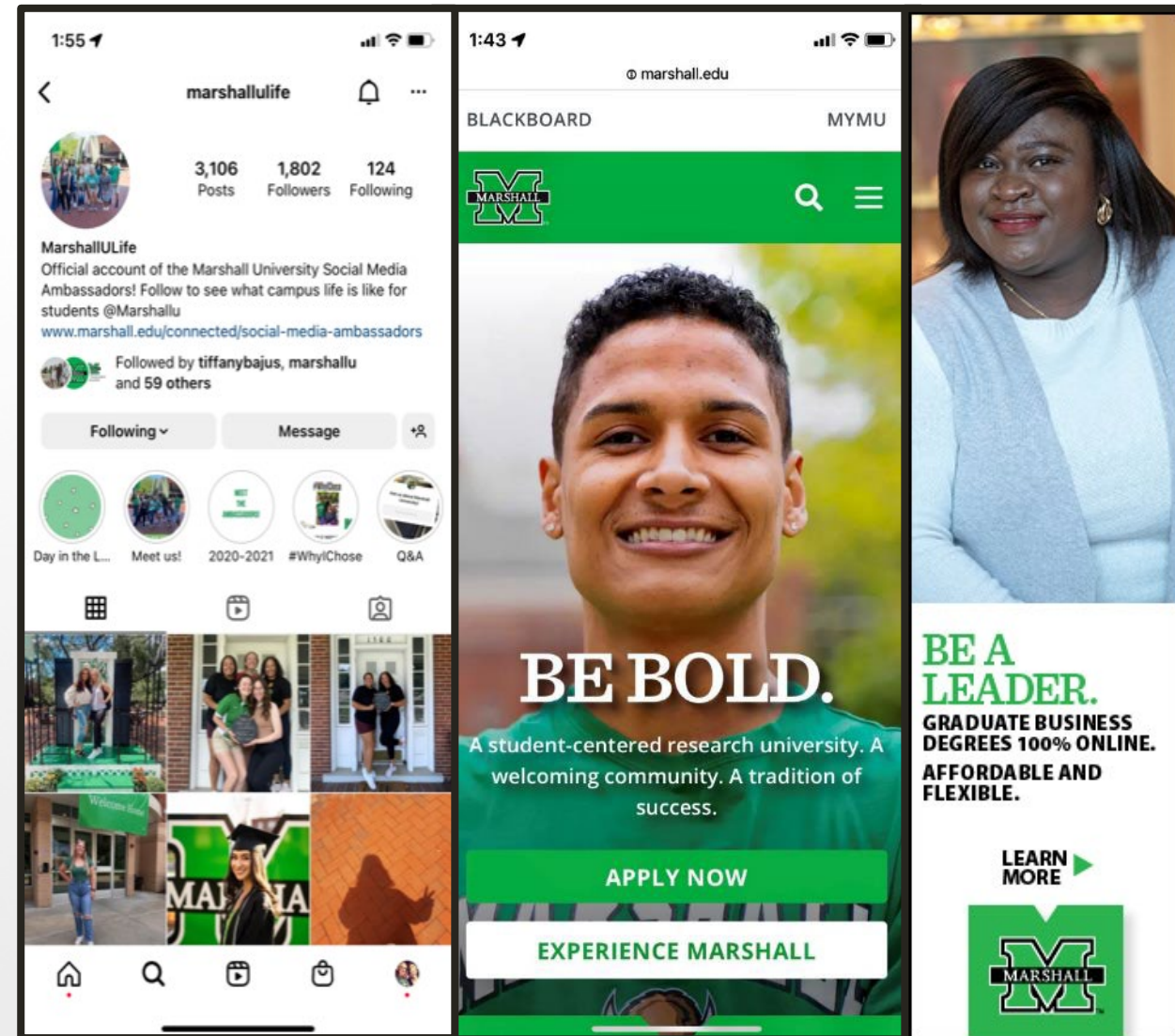


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Recap: No Regret Decisions

Progress and Next Steps PAY EQUITY ANALYSIS


PROGRESS TO-DATE




- Gender & Racial Equity** - assessed 22 Pay Analysis Groups
 - 6 groups **flagged** for further investigation
 - 3 groups **women potentially underpaid**
 - 2 groups **men potentially underpaid**
 - 1 group **under-represented race overpaid**
 - Unjustified **discrepancies reconciled by 9/24**
 - Conducting external **assessment every 24 months**
- Market-Based Pay Equity** - licensed PayScale "Pay Factors"
 - Assessing market-based **pay equity vs. peer group**
 - Establishing **baseline and prioritizing** targeted actions
 - Investigating "Strategic Fund" options to build pool

Progress and Next Steps JOURNEY TO RCM

PROGRESS TO-DATE



- Eliminated Freeze Committee:** optional faculty allocation
 - Drives student headcount, credit hours, 5 yr trends
 - **Benchmarked** revenue/expense allocation methods
 - Working with Deans - **define MU pilot for FY24**
- "Right-for-Me" faculty workload** to align with R2
 - Baseline 4/4 - **submit case** for research/service
 - **Reduced teaching load** if proposal approved
 - Modeling **financial impact** & pilot in **Fall 2023**

Progress and Next Steps DIVERSITY, EQUITY AND INCLUSION (DEI)

PROGRESS TO-DATE



- Established DEI Trial**
 - Chief Talent and DEI Officer at Cabinet
 - Vice President of Intercultural & Student Affairs
 - Hiring Assistant Provost of Inclusive Excellence
- Restructuring/rebranding Office of Equity Programs**
 - Identifying everyone working in DEI
 - Creating a unified structure
 - Resources, events, training and best practices
- Subject Matter Experts (SMEs)**
 - Increasing training for staff
 - Building micro-credentials for businesses and degrees/curriculum for students.

Progress and Next Steps DIGITAL AND IT ASSESSMENT

PROGRESS TO-DATE



- **Engaged peers** navigating digital transformation
- Completed **review of IT expenditures comparison**
- Prepared **satisfaction diagnostic survey**
- **Distributing survey** to stakeholders
- Hired **Chief Information Officer** - technology/process

Progress and Next Steps COMMUNITY CARES WEEK

PROGRESS TO-DATE



June 21-24th, 2022: **451** volunteers, **45** projects, **1,240** service hours

- **Landscaping** - Planted flowers, trees, mulch, trim shrubs, weed
- **Painting** - Residence hall rooms, handrails, doors, stadium
- **Maintenance** - Classrooms, stairways, lobbies
- **Thrift Store** - Organized donations from move-out, cleaned
- **Pressure Washing** - Sidewalks and entry ways

May 22-24th, 2023: **2nd Annual Community Cares Week**

COMMUNITY CARES WEEK
Giving Back to the Herd

Progress and Next Steps SHARED GOVERNANCE

PROGRESS TO-DATE



- **Ad Hoc Committee** - website launched, formed subcommittees
- **External Subcommittee:**
 - Benchmarking exemplars:
 - Shared governance structures
 - Communication structures/practices
 - Incentive models
 - Shared governance "culture"
 - University constitution
- **Internal Subcommittee:**
 - Reviewing existing Marshall structure - policies and practices
 - Reviewing attitudes regarding shared governance
 - Identifying problems & diagnose root cause
 - Exploring incentives - address 9-month contract issue
- Applying **Design Thinking** to identify go-forward model

Progress and Next Steps

PAY EQUITY ANALYSIS

PROGRESS TO-DATE

outsolve
BEYOND COMPLIANCE

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Progress and Next Steps

JOURNEY TO RCM



PROGRESS TO-DATE

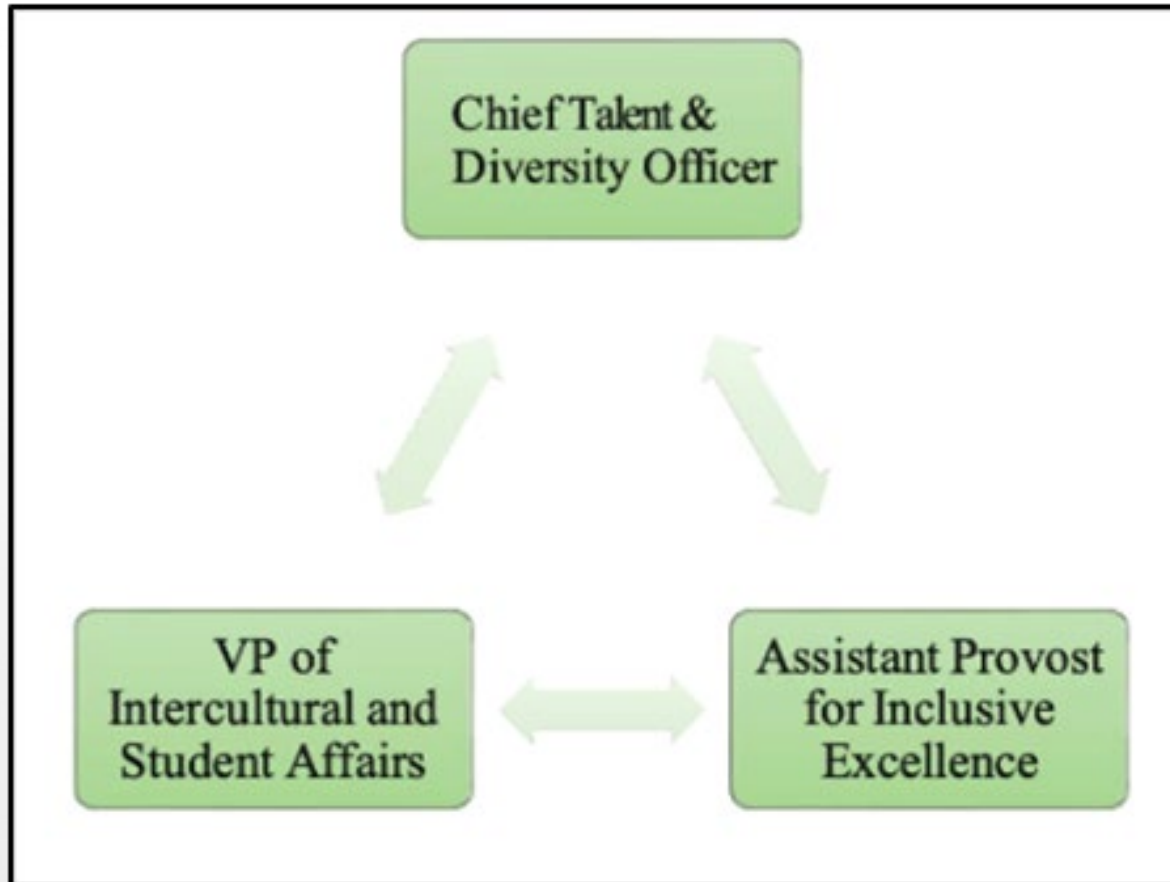
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Progress and Next Steps

COMMUNITY CARES WEEK

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COMMUNITY CARES WEEK

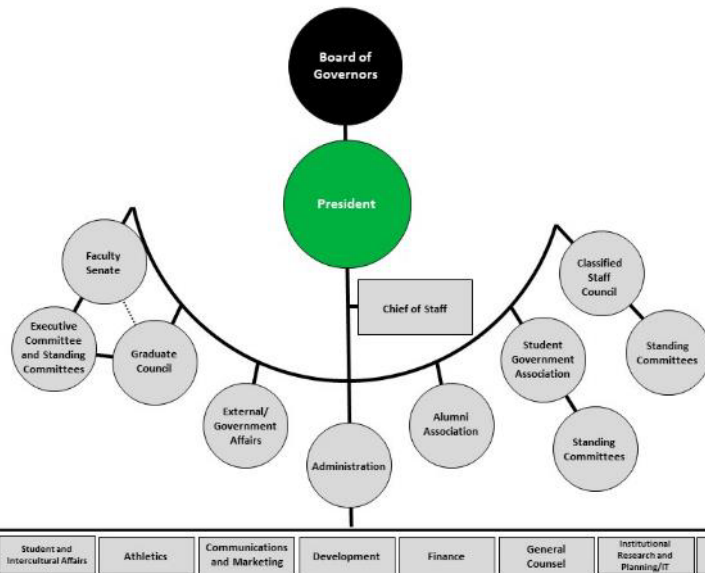
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Progress and Next Steps

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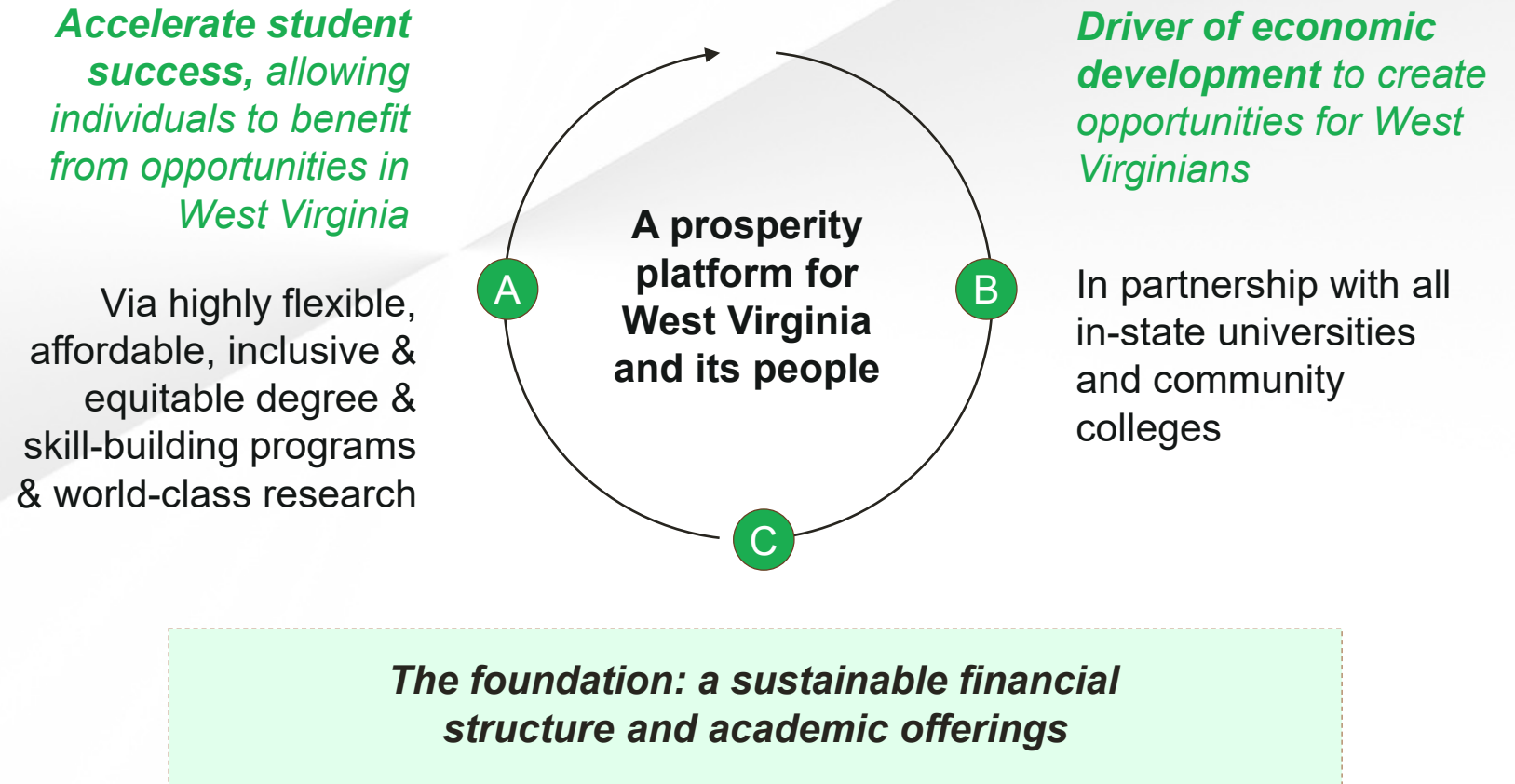


Vision and strategy for the future

Three primary deliverables:

- 1 Deeply engage with university stakeholders
- 2 Develop a renewed, distinctive, and durable value proposition and vision for Marshall University
- 3 Diagnose the current state: enable Marshall to chart the course forward to the renewed value proposition and vision

The aspirational themes that emerged from university stakeholder engagement



Three horizons of work to reach our aspiration



1: Optimize to promote long-term sustainability

Realize potential of current model
Sustainable financials & academic offerings

- *Improve traditional/transfer enrollment*
- *Strengthen student success*
- *Grow high potential programs*



2: Transform to lead with the best

Match exemplars for access,
affordability, student mentorship,
flexible modalities and career pathways

Potential initiatives include

- *Pilot Marshall for All – debt-free*
- *Accelerate online program offerings*
- *Launch faculty engagement fund*



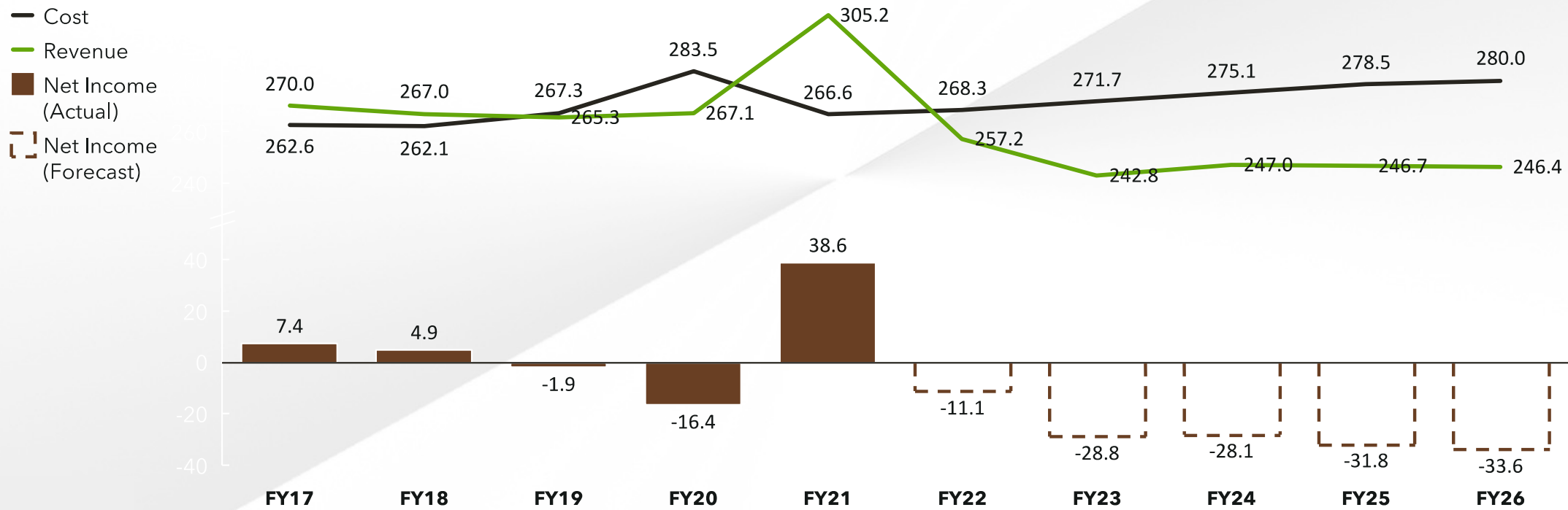
3: Leapfrog to become the reference case

Pioneer “leapfrog” efforts
Change trajectory of education/economic dev.
Set the bar for higher ed. innovation

- *Scale Marshall for All for all students*
- *Build an economic development engine*

First, we must return to sustainable financial status

Marshall's annual deficit could grow to ~\$34M by 2026 with current trajectory



Enrollment peaked in 2010 ... decline is not inevitable

Enrollment Information Fall Semesters 1997-98 through 2021-2022

Fall Semester	Headcount	% Change	FTE	% Change
1998	13,607		10,361	
1999	13,371	-1.7%	10,343	-0.2%
2000	13,643	2.0%	10,573	2.2%
2001	13,829	1.4%	10,642	0.7%
2002	14,222	2.8%	11,065	4.0%
2003	13,967	-1.8%	11,064	0.0%
2004	13,925	-0.3%	10,902	-1.5%
2005	13,996	0.5%	10,969	0.6%
2006	13,940	-0.4%	10,819	-1.4%
2007	13,814	-0.9%	10,754	-0.6%
2008	13,584	-1.7%	10,681	-0.7%
2009	13,779	1.4%	10,966	2.7%
2010	14,196	3.0%	11,549	5.3%
2011	13,971	-1.6%	11,410	-1.2%
2012	13,715	-1.8%	11,365	-0.4%
2013	13,413	-2.2%	11,167	-1.7%
2014	13,390	-0.2%	11,236	0.6%
2015	13,631	1.8%	11,485	2.2%
2016	13,654	0.2%	11,610	1.1%
2017	13,259	-2.9%	11,330	-2.4%
2018	13,215	-0.3%	11,042	-2.5%
2019	12,862	-2.7%	10,655	-3.5%
2020	11,962	-7.0%	10,197	-4.3%
2021	11,143	-6.8%	9,508	-6.8%

Market Insights and Execution Opportunities

- **Access** (Huntington/Ashland MSA only)
 - HS grads/no college: **16,000** (25% were admitted)
 - 25-54 yr. old HS grads/some college: **81,000**
 - 5 CTC's within 55 miles: **1,400** associates/year
- **Affordability**
 - Affordability is a **MU strength** for families making <\$50K
 - 27% below poverty line; **63% grads student debt of \$26K**
- **Flexibility**
 - **3,433 WV completions online** ... MU has 6% share
 - **2010 SNHU Enrollment 12.6K => 2021 enrollment 178K**
 - **2010 ASU Enrollment 70.4K => 2021 enrollment 134.5K**
- **Student Success**
 - Demonstrated success **improving retention & completion**
 - **39% of MU graduates remain in-state vs 22% for WV**



MARSHALL FOR ALL ... MARSHALL FOREVER

Increase access

Target currently underserved populations (e.g., adults, out-of-state students, certificate seekers)

Ensure affordability

Lower debt burdens for students (e.g., income share agreements, hardship programs)

Grow mentorship and support programs

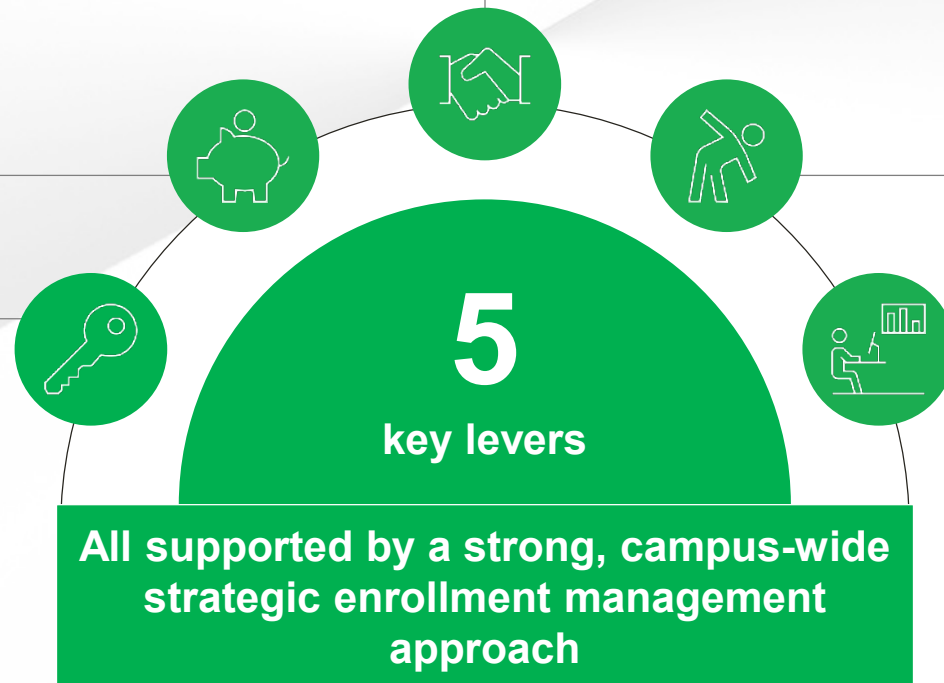
Program selection, personalized learning pathways, increased retention and completion

Deliver across flexible modalities

Hyflex modalities across all programs to serve diverse populations Marshall seeks

Enable career success and employer engagement

Prepare students for strong jobs aligned with employer demand, grow programs that meet student interests and industry needs



Moving Forward

Next steps include

- Continue to **execute on the Big Five** strategic priorities and six “no regret” decisions
- Continue to syndicate and **refine the Marshall For All, Marshall Forever** value proposition & strategy
- Accelerate our strategic enrollment management efforts to **grow enrollment**

What Marshall needs from you

- #1 Priority: student growth & success
“Recruitment & Retention Officers”
- Curiosity: change & experimentation
- UBUNTU: “I Am, Because We Are”
“Shared Governance To Grow”