Marshall University

Strategic Vision

Strategic Vision

Position Marshall University to reshape the higher education experience in order to attain the highest possible levels of achievement for students, academics, research, outreach, and the institution.

Marshall University Mission Statement

Marshall University is a public comprehensive university with a rich history as one of the oldest institutions of higher learning in West Virginia. Founded in 1837 and named after Chief Justice John Marshall, definer of the Constitution, Marshall University advances the public good through innovative, accredited educational programs. Marshall University's mission, inspired by our *Vision* and *Creed*, includes a commitment to:

- Offer a wide range of high quality, affordable, and accessible undergraduate, graduate, and professional education that prepares students to think, learn, work, and live in an evolving global society.
- Create opportunities and experiences to foster understanding and appreciation of the rich diversity of thought and culture.
- Maintain a dynamic intellectual, artistic, and cultural life by promoting and supporting research and creative activities by undergraduates, graduates, and faculty.
- Contribute to the quality of life of the community, region, and beyond through applied research, economic development, health care, and cultural enrichment.
- Cultivate the development of an inclusive, just, and equitable community.

Marshall University Creed

We the students, faculty, and staff of Marshall University, pledge to pursue the development of our intellects and the expansion of knowledge, and to devote ourselves to defending individual rights and exercising civic responsibility. We strive to exemplify in our own lives the core values of independence, initiative, achievement, ethical integrity, and commitment to community through association and service. As Marshall University, we form a community that promotes educational goals and that allows individuals maximum opportunity to pursue those goals.

We are:
- An Educational Community in which all members work together to promote and strengthen teaching and learning;
- An Open Community uncompromisingly protecting freedom of thought, belief and expression;
- A Civil Community treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- A Responsible Community accepting obligations and following behavioral guidelines designed to support the common good;
- A Safe Community respecting each other's rights, privacy and property;
- A Well Community respecting and promoting physical and emotional health;
- An Ethical Community reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- A Pluralistic Community celebrating and learning from our diversity;
- A Socially Conscious Community acting as citizens of the world and seeking to contribute to the betterment of people and their environments;
- A Judicious Community remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.

Strategic Vision
Assumed Best Practices

Marshall University's *Strategic Vision* document describes the foundation for planning and resource allocation to enable us to fulfill our Mission, adhere to our Creed, and work towards the strategic planning vision we have set for ourselves by adhering to the following Best Practices:

- *Strategic Plan* to *Strategic Vision*: Plans, circumstances, and data shift rapidly. However, a *Vision* guides the direction for the University that is long-term and enduring, ensuring that our endeavors remain relevant.

- Shift from *strategic planning* to *strategic process*: Marshall's *Strategic Vision* model allows us to revisit, reevaluate, and reallocate in a shortened 1-3 year maximum cycle to allow adaptability and innovation.

- Distinguish between Goals and Plans: Strategic Plans often conflate Goals (desired outcomes) with Plans (specific steps to achieve the desired outcomes). Marshall's Planning Template clearly distinguishes Goals, Strategies, Plans, and required Resources.

- Build Marshall's *Strategic Vision* on five foundational "Pillars": Marshall's *Strategic Vision's* five Pillars adapt the six Key Points submitted by the Strategic Planning Committee. These are the foundational Pillars we will use to work toward our long-term *Strategic Vision* for Marshall:
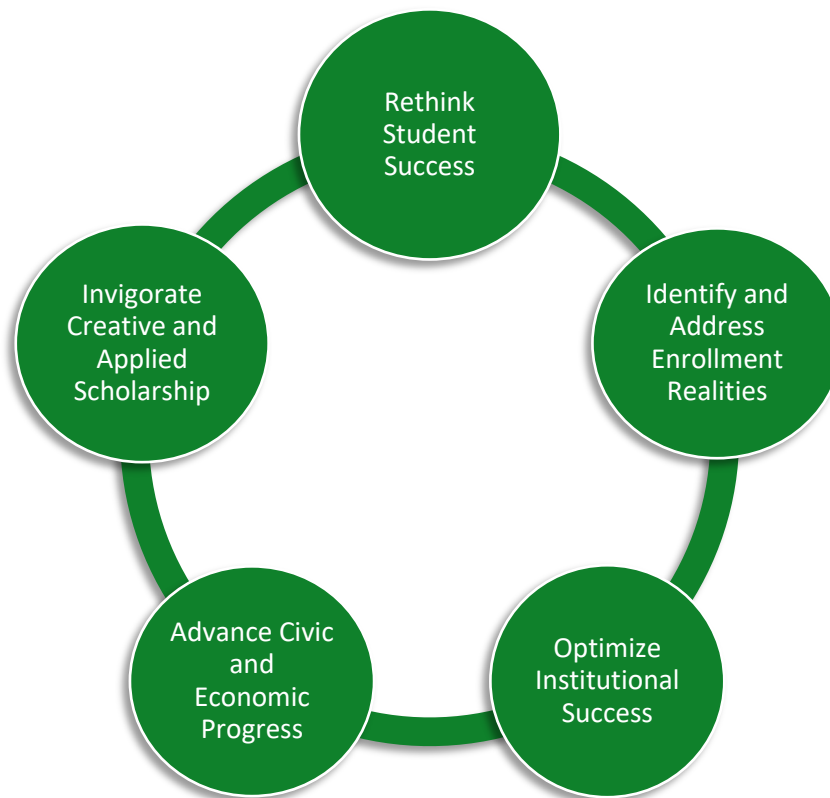
I.   Rethink Student Success

Guiding Principles – Provide for students the structures and experiences to achieve their highest levels of success by identifying our students' needs, preparedness, and demographics. Expand the concept of student success as described by accrediting bodies and current research to include student intent, the role of certificates and credentialing, transfer policies and credits, course completion, employment, and quality of life outcomes. Identify and apply metrics determined as direct measures of student success.

II.   Identify and Address Enrollment Realities

Guiding Principles - Base decisions on the most recent, reliable data-driven trends and forecasts. Identify and adapt structures and processes to quickly respond to evolving challenges and opportunities in enrollment demographics. Regularly assess and modify existing structures and processes that act as potential institutional barriers to enrollment success. Develop structures and processes that cut across the University to form partnerships in university-wide recruitment efforts.

III.   Optimize Institutional Success

Guiding Principles - Evaluate internal organizational units on the extent to which they work outside of their silos and hierarchies to promote the success of organizational units across the university. Ensure that each organizational unit promotes the success of students in attaining their intended goals. Fulfill expectations established by our Mission and Creed; by governing bodies and the University; and by federal, state, and accrediting agencies. Exercise responsible, creative, data-driven resource management.

IV.   Advance Civic and Economic Progress

Guiding Principles - Progressively leverage the full breadth of University structures to provide transformational change in the health, economy, and well-being of the community, state, region, and beyond. Strive to inspire the community through enhanced collaboration that promotes and offers a disciplinary and multidisciplinary pool of expertise. Promote the community and University relationship through a sense of collaboration, pride, and partnership.

V.   Invigorate Creative and Applied Scholarship

Guiding Principles - Invest in targeted creative and applied scholarship that promotes and focuses on student success. Identify and develop both traditional and non-traditional opportunities for scholarship by promoting scholarly partnerships across the full breadth of University structures. Encourage grant and/or externally funded research that specifically impacts our community and population and that also leads to greater movement nationally.

APPENDIX A: IMPLEMENTATION PLANNING TEMPLATE
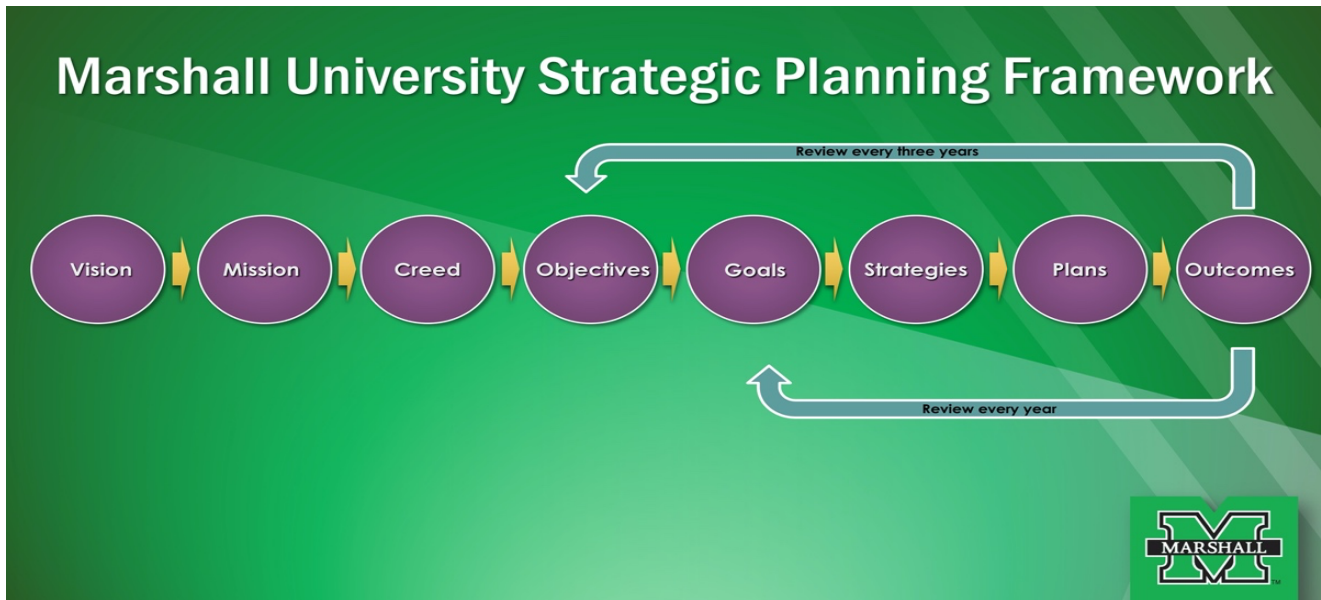
Source: Edward Aractingi, 2020

Implementation Template

OBJECTIVE: What do you want to accomplish?
GOAL: What is an achievable, short-term, measurable *metric* and what is the maximum 3-year *target date*?
STRATEGY: What is one way to achieve the Goal?
PLAN: How will you execute the Strategy?
RESOURCES: What will you need to implement the Plan?

[Example] Pillar: Redefine Institutional Success

Objective 1:   Increase student 6-year graduation rate

Goal: Increase student 6-year graduation rate to 60%

    Strategy 1:   Improve advising across campus

    Plan: Implement centralized, individualized advising

    Resources: People, time, infrastructure, $$

    Strategy 2:   Identify high-risk courses

    Plan: Switch from pass/fail/W rates to data analysis of student profiles

    Resources: People, time, infrastructure, $$

    Strategy 3:   Rethink definition of non-traditional student (age)

    Plan: Redefine non-traditional profile (work, children, family obligations, financial obstacles) and tag these students for proactive intervention

    Resources: People, time, infrastructure, $$

Objective 2:   Repeat

STRATEGIC VISION

PRESIDENT'S OBJECTIVES AND GOALS, 2021-2022

*The President has established the following **University-level objectives and goals;** each unit will work to advance these University-level goals in addition to its own unit-level Objectives and Goals.*

I.   Rethink Student Success

Guiding Principles – Provide for students the structures and experiences to achieve their highest levels of success by identifying our students' needs, preparedness, and demographics. Expand the concept of student success as described by accrediting bodies and current research to include student intent, the role of certificates and credentialing, transfer policies and credits, course completion, employment, and quality of life outcomes. Identify and apply metrics determined as direct measures of student success.

Objective (1):   Enhance undergraduates' sense of belonging
Goals:
    A.   Continue to hold the number of total withdrawals due to homesickness below 5% of all total withdrawals *(668 student total withdrawals F2019-S2020, 5% = 33 students)*
    B.   Extend the *Friend at Marshall* Program to include sophomores by Academic Year 2021

Objective (2):   Develop new programs that present opportunities for students to be educated in fields that would support jobs in West Virginia
Goals:
    A.   Prepare for the opening of the MU Flight School in Fall 2021 and MU A&P program in Academic Year 2022
    B.   Take steps to open a new Physician Assistant program in Academic Year 2021
    C.   Present a proposal to the curriculum committee for a niche agriculture program in the College of Science during Academic Year 2021
    D.   Appoint a special Task Force in the College of Education and Professional Development to address innovation and quality in K-12 education and better leverage existing resources so that Marshall teacher education graduates are regarded as the preferred choice for teacher placement in West Virginia.

Objective (3):   Develop new non-credit programs for job training
Goals:
    A.   Establish a micro-credential for certification in the Design-for-Delight approach by Fall 2021
    B.   Partner with at least one currently established provider to offer a certification at Marshall during Academic Year 2022

Objective (4):   Promote cooperative education programs for students at Marshall
      Goals:
          A.   Increase the number of students in cooperative education and internships by 10% by end of Academic Year 2021 *(currently 642 students in co-ops and internships, 10% increase = 64 students)*
          B.   Optimize 4-year curriculum plans and advising in Engineering departments to ensure student on-track progress in cooperative education programs by end of Academic Year 2021

II.   Identify and Address Enrollment Realities

Guiding Principles - Base decisions on the most recent, reliable data-driven trends and forecasts. Identify and adapt structures and processes to quickly respond to evolving challenges and opportunities in enrollment demographics. Regularly assess and modify existing structures and processes that act as potential institutional barriers to enrollment success. Develop structures and processes that cut across the University to form partnerships in university-wide recruitment efforts.

Objective (1):   Increase FTFT Freshmen Enrollment
      Goals:
          A.   Increase FTFT freshmen enrollment by 5% for Fall 2021 *(1,781 FTFT Freshmen Fall 2019, 5% increase = 90 additional students)*
          B.   Revamp Green and White Days to facilitate virtual recruitment by end of Fall 2020

Objective (2):   Make the campus environment more appealing to non-majority students
      Goal:
          A.   Include a campus aesthetic in at least 5 campus locations that appeals to and welcomes a diverse, non-majority student population during Academic Year 2022
          B.   Establish an Intercultural Center to improve and expand opportunities for academic and non-academic activities for non-majority students with an emphasis on increased interactions with majority students.

Objective (3):   Increase enrollment in Marshall's online programs by raising national awareness
      Goals:
          A.   Implement the marketing plan developed during Fall 2020 to promote Marshall's online academic programs by Academic Year 2021
          B.   Increase enrollment in online academic programs compared to Fall 2019 enrollment by 15% by Fall 2021 *(821 students F2019, 15% increase = 123 additional students)*

III.   Optimize Institutional Success

Guiding Principles - Evaluate internal organizational units on the extent to which they work outside of their silos and hierarchies to promote the success of organizational units across the university. Ensure that each organizational unit promotes the success of students in attaining their intended goals. Fulfill expectations established by our Mission and Creed; by governing bodies and the University; and by federal, state, and accrediting agencies. Exercise responsible, creative, data-driven resource management.

Objective (1):   Improve institutional metrics related to overall student productivity
Goals:
 A.   Increase the six-year graduation rate from 46% in Fall 2018 to 51% by Fall 2020 and to 53% by Fall 2022
 B.   Increase the Fall to Fall Freshmen retention rate from 72.8% in Fall 2019 to 78% by 2022

Objective (2):   Develop world-class hospitality in all of Marshall's student-facing service offices
Goal:
 A.   Establish a committee to develop and make available for presentation Design for Delight programs during Academic Year 2022

Objective (3):   Continue to seek ways to keep Marshall affordable
Goals:
 A.   Keep tuition increases under 2%
 B.   Expand the services to address student hunger during Academic Year 2021

Objective (4):   Designate one major improvement effort for the Higher Learning Commission's (HLC) *Quality Initiative* for Reaffirmation of Accreditation
Goal:
 A.   Complete and submit proposal for HLC's *Quality Initiative* by September 1, 2021.

Objective (5):   Address sustainability in the operating budget
Goal:
 B.   Generate net of $1.5 million per year by increased tuition revenue and/or position reductions and/or other means

Objective (6):   Raise additional private monies to support Marshall programs
Goal:
 A.   Raise $20 million for the Marshall Rises comprehensive campaign

Objective (7):   Increase support of Marshall athletics
Goals
 A.   Increase attendance at athletic events by Academic Year 2023 over Academic Year 2019 by 5% *(AY 2019 attendance 304,412; 5% increase = 15,220 additional attendees)*
 B.   Promote national profile of Marshall athletics compared to profile during Academic Year 2019

IV.   Advance Civic and Economic Progress

Guiding Principles - Progressively leverage the full breadth of University structures to provide transformational change in the health, economy, and well-being of the community, state, region, and beyond. Strive to inspire the community through enhanced collaboration that promotes and offers a disciplinary and multidisciplinary pool of expertise. Promote the community and University relationship through a sense of collaboration, pride, and partnership.

Objective (1):   Develop a stronger appreciation by surrounding communities for Marshall's presence in Huntington by increased interaction with the community
Goals:
A.   Develop a community-supported project in Fairfield during Academic Year 2022
B.   Continue to employ Marshall students to work in the after school program at the A.D. Lewis Center at current levels *(currently 2 students, 20 hours per week)*
C.   Develop a relationship with the Highlawn Community group by Spring 2022

Objective (2):   Develop a greater appreciation on the part of Marshall students for community service
Goal:
A.   Increase the number of students in community engagement activities and/or courses compared to Fall 2019 by 5% by Fall 2022 *(1,274 students, 5% increase = 63 additional students)*

Objective (3):   Seek to develop areas around Marshall for university and community purposes
Goal:
A.   Establish a plan by Spring 2021 to add additional resources to the Brad Smith gift towards a College of Business building on Fourth Avenue

Objective (4):   Create jobs through new business openings in our area
Goals:
A.   Add tenants to fill the first floor of the Brad D. Smith Business Incubator by Fall 2021
B.   Develop plans to renovate the basement of the Visual Arts building to expand the Brad D. Smith Business Incubator by Spring 2022
C.   Continue to expand the activities of the Alliance for the Economic Development of Southern West Virginia each year

V. Invigorate Creative and Applied Scholarship

Guiding Principles - Invest in targeted creative and applied scholarship that promotes and focuses on student success. Identify and develop both traditional and non-traditional opportunities for scholarship by promoting scholarly partnerships across the full breadth of University structures. Encourage grant and/or externally funded research that specifically impacts our community and population and that also leads to greater movement nationally.

Objectives (1): Increase research expenditures
Goal:
  A. Increase research expenditures in Academic Year 2020 by 5% during Academic Year 2022 *(current expenditures of $35.14MM, 5% increase = additional $1.76MM)*

Objective (2): Promote more of a culture of scholarship
Goals:
  A. Each academic unit will establish an aspiration target for scholarship productivity per faculty member by Fall 2021
  B. Increase the number of faculty applying for the John Marshall University Scholars Award Program by at least 5% by Fall 2021 *(average of 15 applicants per award period, 5% increase = 16-17 applicants per award period)*

Objective (3): Promote interdisciplinary cooperation in research
Goals:
  A. Establish a Biomedical Engineering Research Institute involving the College of Engineering and Computer Sciences and the School of Medicine by Fall 2022
  B. Expand basic and applied research in substance use disorder and recovery

Objective (4):   Sustain and advance recognition in the Carnegie Research Classification system
Goals:
  A. Evaluate doctoral production and set targets for increased production with R1 future status in mind by Fall 2021
  B. Identify current and future research strengths and articulate them in research thrust areas within MURC by Fall 2021