



## Services Portfolio Review FAQs

### Q. What is the Services Portfolio Review?

**A.** Marshall University’s “services portfolio” includes all activity in support of the university’s mission *outside of instruction*, including student services, auxiliaries, human resources, purchasing, communications and marketing, travel, instructional technology, printing, mail services, etc.

**The Services Portfolio Review is a university-wide review of how these services align with the university’s mission, how much they cost and how they could be provided more efficiently.**

The review will help us find ways to improve needed services, eliminate outmoded services, reduce costs and increase revenue.

### Q. Why is this review necessary?

**A.** Marshall University is facing a financially challenging future. State funding for higher education is being cut more every year. The region’s high school student population is shrinking and there is increased competition from for-profit and online colleges, all of which threaten enrollment. On top of that, traditional revenue streams are being constrained, and students and their families are unable to continue to absorb tuition hikes.

With input from the Budget Work Group over the last year or so, we have been able to cover deficits in our operating budget through attrition, or by eliminating positions as employees leave the university and not filling many positions that were already open. We also have delayed some projects, and used cash savings and other “one-time” money from various revenue accounts. This year, \$5.8 million in one-time money was used to balance the budget and fund a year of raises for faculty and staff.

But this course is clearly not sustainable. We need to make changes now to the way we operate or we risk being in a financial situation that requires sudden, unplanned changes.

We must examine every opportunity to cut costs and increase revenues. And, we must make a strategic shift from spending to investing in university priorities.

The Services Portfolio Review is an important step in this process.

### Q. Who is leading the review?

**A.** The Services Portfolio Review is being led by a Steering Team that includes:

- Layton Cottrill, General Counsel
- Jan Fox, Senior Vice President for Information Technology/Chief Information Officer
- Mike Hamrick, Director of Athletics
- Mary Ellen Heuton, Chief Financial Officer

- Brandi Jacobs-Jones, Senior Vice President for Operations
- John Maher, Vice President for Research
- Gayle Ormiston, Provost and Senior Vice President for Academic Affairs
- Joseph Shapiro, Dean of the Joan C. Edwards School of Medicine

## Q. What are the Rapid Response Teams?

**A.** Rapid Response Teams are a key component in the process. Their purpose is to quickly engage the entire university community in evaluating the university's services and making recommendations for improvements.

## Q. How are the Rapid Response Teams organized?

**A.** The seven Rapid Response Teams and leaders are as follows:

- **Duplication of Effort** (Denise Hogsett, Career Services)
- **Leveraging Technology** (Brian Morgan, College of Science)
- **Facilities** (Joyce Harrah, South Charleston Campus)
- **Auxiliary Services** (Karla Murphy, Marshall University Research Corporation)
- **Vendors/Contracts** (Allen Taylor, Information Technology)
- **Procurement Card/Travel** (Cammy Holley, College of Information Technology and Engineering)
- **Spans and Layers [i.e., Organizational Structure]** (Steering Team)

## Q. What will the Rapid Response Teams do?

**A.** The teams' goal is to find \$7-10 million in cost savings/revenue enhancements, with a focus on addressing some of the structural issues that keep us from delivering top-notch services to students, faculty and staff.

Rapid Response Teams will meet biweekly over the next couple of months to:

- Identify opportunities for improving services, saving money and/or increasing the university's revenue streams
- Quickly analyze those opportunities
- Develop and prioritize recommendations

## Q. Who is on these Rapid Response Teams and how are they being selected?

**A.** The teams are being put together right now and will begin meeting in mid-May. Lists of team members will be posted at [www.marshall.edu/2020](http://www.marshall.edu/2020) as the teams are finalized.

Team members are being recruited from across the university based on the skill set and experience needed to quickly and thoroughly identify solutions.

## Q. Will the review lead to reorganization or job losses?

**A.** Depending on what the Rapid Response Teams find, some reorganization may be recommended to improve efficiencies and increase revenue; however, the goal is to make the most efficient use of the positions we have now and to find cost savings through attrition first, before positions are eliminated.

In addition to showing us where there may be room to save money and resources, the information gathered during the Services Portfolio Review also will reveal areas where *more* investment needs to be made.

**This process is all about reallocating scarce funds to improve services, expand successful programs and create new ones to more effectively meet the needs of our students, faculty and staff.**

## **Q. How long will the Services Platform Review take?**

**A.** The Rapid Response Teams will submit their draft recommendations to the Steering Team late this summer.

The initial phase of the Services Portfolio Review will wrap up on September 1, 2014, when the Steering Team presents its recommendations to the university's administration.

Once recommendations are accepted and the determination is made to proceed, the Steering Team and Rapid Response Teams will be responsible for helping to implement them. This implementation phase could take months.

## **Q. Where can I learn more?**

**A.** Visit [www.marshall.edu/2020](http://www.marshall.edu/2020) for more information, including, as they are finalized, a list of members and the specific charge for each Rapid Response Team.

If you have questions that are not addressed here, please contact Ginny Painter at 304-746-1964 or [ginny.painter@marshall.edu](mailto:ginny.painter@marshall.edu).