



JOHN MARSHALL
CHIEF JUSTICE OF THE UNITED STATES
1801 - 1835

MARSHALL UNIVERSITY

President Smith Listening Tour

Town Hall Discussion

April 28, 2022

We Are ... MARSHALL

Shared Governance Definition

Shared governance is a systematized structure of transparent decision-making that reflects **shared interests and shared responsibility of all constituency groups**. Constituency groups – which include, but are not limited to, faculty, students, staff, the Board of Governors, and Administration – **have assured, protected opportunities to influence decisions regarding the operation and direction of Marshall University** and established organizational means by which they carry these out. The role of constituency groups is not merely advisory, instead, decision-making is actively shared among all groups. Constituency groups thus **contribute more than mere consultation before implementation of a decision**.

Shared governance relies on **an atmosphere of mutual understanding, respect and trust that can foster honest communication and consideration in decision-making**. Shared governance promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence among constituency groups.

Source: Marshall University Shared Governance Ad Hoc Committee

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+

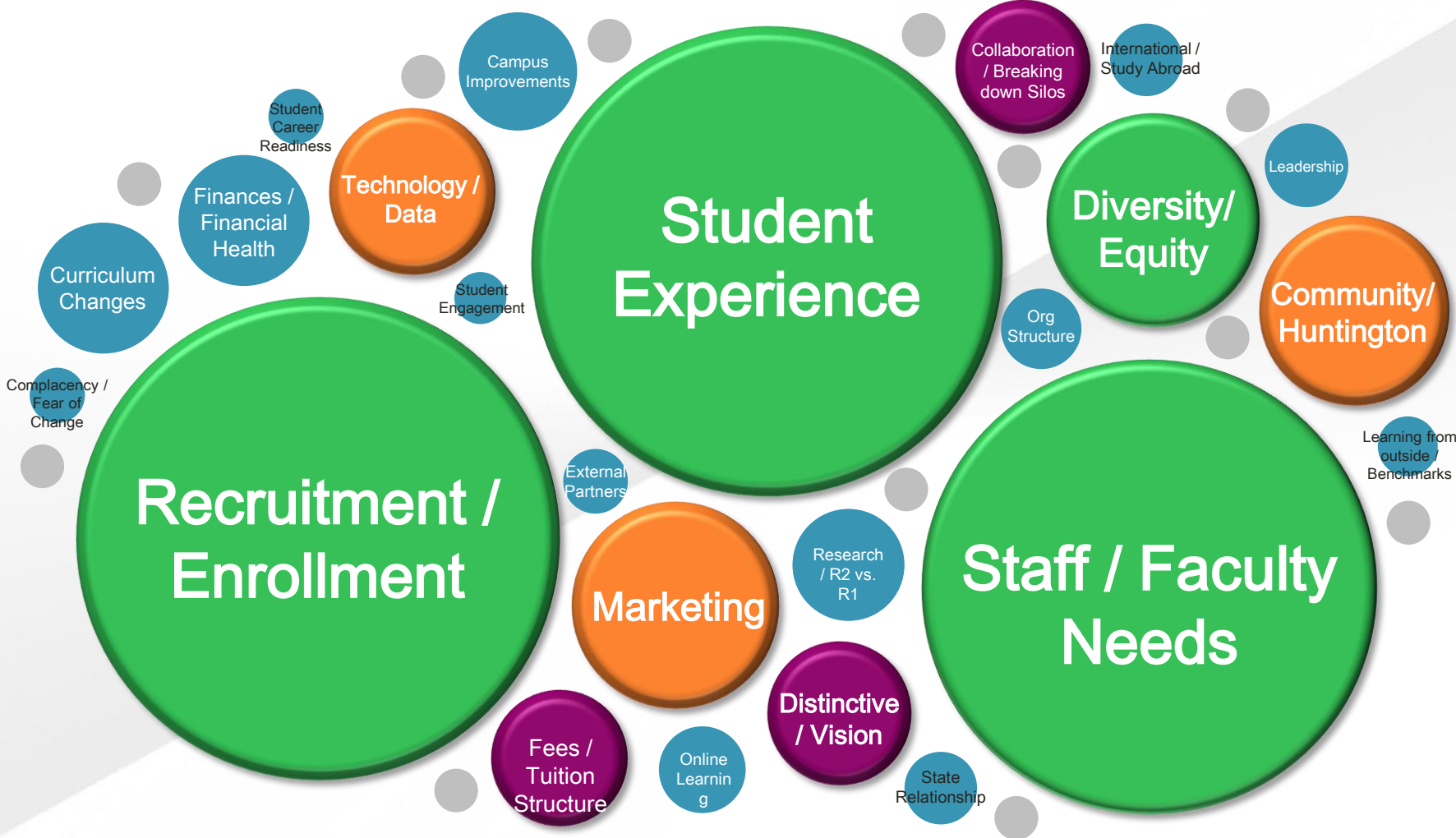
CAPTURED
RESPONSES

2,000

PERSON HOURS TO
COMPILE DATA

RESEARCH AND
DATA ANALYSIS
APPLIED TO ENSURE
ACCURACY

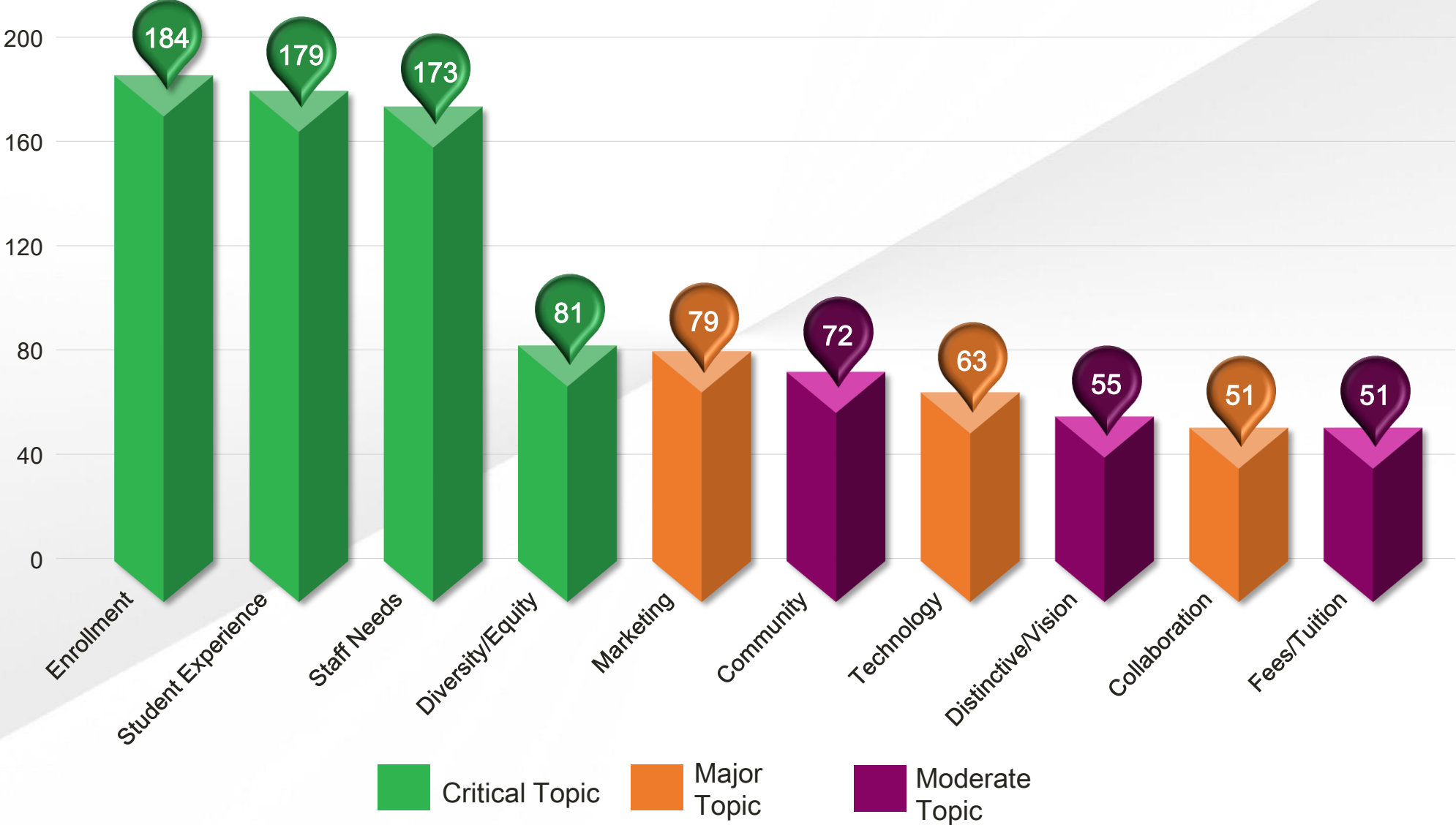
Top 25 Themes: Frequency & Importance



Critical Topic
 Major Topic
 Moderate Topic
 Minor Topic
 Minute Topic



Top Themes Across All Questions

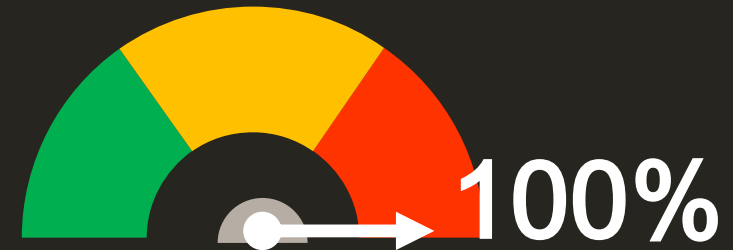


Theme 1: Recruitment/ Enrollment

Responses focused on improving enrollment rates and recruitment strategies.

Key Points

- Urgent need to reverse a multi-year trend of declining enrollment
- Need to expand pool of prospects both geographically and to non-traditional populations
- Investigate new methods of recruiting, marketing and outreach
- Strengthen retention of current students



Raised by 100% of stakeholder groups, **recruitment/ enrollment was the most frequently mentioned topic** overall, the most referenced opportunity and the third most referenced risk area. Comments relating to recruitment/ enrollment were also the fourth most referenced “Things Brad should know.”

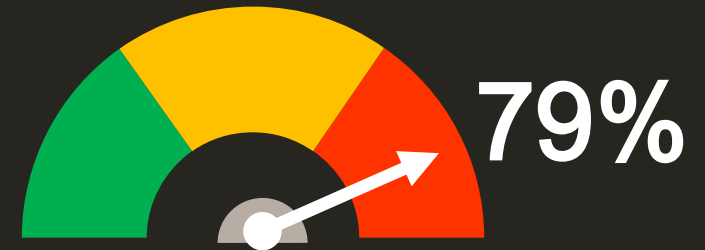
“All Marshall employees must view their roles as 'chief recruitment & retention officers.' We are in the profession of student success.”

Theme 2: Student Experience

Ideas shared relating to improving the academic and collegiate life experiences of current students.

Key Points

- Need for additional resources and support (tutoring, counseling, mental health) and improvements to advisor programs
- Desire for more experiential/career readiness training and programs
- Need for better inclusion and engagement of diverse, non-traditional and commuter students
- Recommended campus improvements to enhance experience



Raised by 79% of stakeholder groups, **student experience was the second most referenced topic** overall, the second most referenced opportunity and the second most referenced risk area. Comments relating to student experience were also the most referenced “Things Brad should know.”

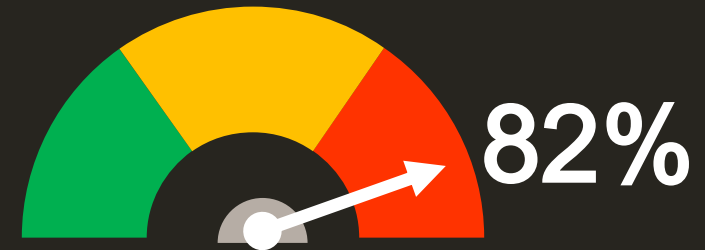
“Our student experience is broken. We pass students off to the next group instead of 'owning the outcome.’”

Theme 3: Staff/Faculty Needs

Comments relating to hiring needs, staff/faculty job satisfaction and needed resources and tools.

Key Points

- Fill staffing gaps and create manageable workload
- Compensation and pay equity concerns
- More professional development opportunities
- Balance between research emphasis and teaching



Raised by 82% of stakeholder groups, **staff/faculty needs** was the **third most referenced topic** overall, the sixth most referenced opportunity and the top referenced risk area. Comments relating to staff/faculty were also the second most referenced “Things Brad should know.”

“Our pay and rewards have not kept pace with the market, making it difficult to recruit in a hot labor market and driving attrition.”

Theme 4: Diversity/Equity

Comments relating to the need to increase diversity at Marshall and ensure equal experience.

Key Points

- Increase diversity in enrollment and employment
- Strategically address equity and inclusion issues for both students and staff/faculty
- Improvement of Title IX process
- Clearer commitment to diversity



Raised by 75% of stakeholder groups, **diversity/equity was the fourth most referenced topic** overall, the seventh most referenced opportunity and the fifth most referenced risk area. Comments relating to diversity/equity were also the fifth most referenced “Things Brad should know.”

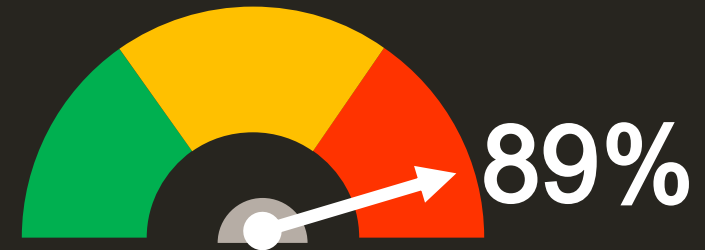
“Our recruiters don’t tell diverse populations all we offer for non-majority students. We need to sell that to prospective students.”

Theme 5: Marketing

Comments and ideas relating to improving awareness of Marshall through marketing and advertising activities and building a strong narrative/value proposition.

Key Points

- Better define how Marshall is distinct from other groups
- Articulate strategic mission and vision
- Strengthen and increase marketing efforts to enhance perception and bolster recruiting



Raised by 89% of stakeholder groups, **marketing was the fifth most referenced topic** overall, the third most referenced opportunity and the sixth most referenced risk area.

“Our alumni and students are a powerful part of our story. How do we amplify our brand and positioning using best practices?”

Strategic Priorities – The “BIG FIVE”

Strategic Efforts Underway STRATEGIC ENROLLMENT MANAGEMENT

With the assistance of enrollment consultant Dr. Lisa Harris, we have embarked on developing the university's first-ever Strategic Enrollment Management (SEM) plan. The goals of this effort include:

1. Increasing total institutional headcount enrollment, utilizing expanded recruitment initiatives, increased retention efforts, and additional programmatic offerings.
2. Significantly improving upon all current measures of student success and satisfaction, while providing a world-class learning experience for Marshall University students; and
3. Creating a university-wide culture of shared responsibility and accountability for enrollment and student success.

Progress To Date: SEM plan goals, strategies and objectives drafted; formed a SEM Council and strategy work groups have begun meeting

Next Milestone: Update to Board of Governors on April 21, 2022

12

Strategic Efforts Underway MARKET-BASED PRICING STUDY

With Boston Consulting Group, we have embarked on a study of the university's pricing structure, including a review of **historical pricing trends, a competitive analysis, and interviews and surveys with current and prospective students** to understand relative importance of price and willingness to pay for key programs and segments.



The results will help us:

1. Synthesize **key pricing moves** to achieve mission and financial sustainability;
2. Synthesize **implications for pricing differences for geography** (e.g., 50-mile radius, etc.);
3. Synthesize and project view on **operating model surplus or deficit for Marshall** over next 2-3 years; and
4. Get guidance on options/opportunities to **shape the financial structure over time**.

Progress To Date: Contract finalized; Steering committee formed; Kick-off meeting held

Next Milestones: April 28 interim findings; May 12 readout

13

Strategic Efforts Underway END-TO-END STUDENT EXPERIENCE

The “college experience” historically referred to what happened between the first day of class and commencement. Institutions are now defining as the point at which a school first becomes known to a student to the point of becoming a “loyal alumni.”

Radically change the end-to-end student experience into a relationship that begins when a prospective student starts thinking about college and lasts a lifetime.

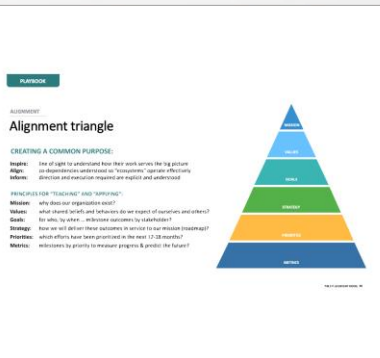
1. We want individuals who encounter Marshall University, briefly or for an extended period, to **feel respected, valued, and welcomed**.
2. We want students who enroll at Marshall University to experience opportunities that **promote independence, initiative, high levels of achievement, ethical integrity, and commitment to community**.
3. We want students who enroll at Marshall University to experience a world-class education that prepares them to be **adaptable, innovative, collegial, and healthy**.
4. We want students who build and participate in **relationships** within the institution that last for a lifetime.
5. We want students who, after graduation, are proud to say, **“I am a child of Marshall University!”**

Progress To Date: Steering committee formed

Next Milestones: Kick-off meeting targeted in May

15

Strategic Efforts Underway DISTINCTIVE, DURABLE STRATEGY TO WIN



Align on the **10-year aspiration**, in the context of where the university currently sits, the **trends** in the sector and the **vision** they bring to where they would like to see the institution. Leverage **best practices** or examples from other organization's aspirations and **reflect the view of the varied stakeholders** in the systems: students, faculty, staff, administration, alumni, and the broad community that surrounds the university. Typical question to be addressed in the process of setting aspirations include:

- What could the university **aspire to be in 10 years?**
- What should it focus on to get there?
- How can it **improve in the meantime?**
- What **challenges** need to be overcome?

Holistic. The assessments and benchmarks of the opportunity need to adopt a holistic perspective, focusing on both the value levers (i.e., costs and revenues) as well as the organizational health.

Fact-based and independent perspective. recommendations would be based on in-depth analysis and benchmarks to get the true picture. Independent and objective.

Collaborative. University leadership, administrators, faculty, and staff, engage in the process, from the preparation to the communication of the findings and conclusions. All stakeholders will be involved throughout the journey.

Progress To Date: RFP being published; External partner being selected.

Next Milestones: Launch external analysis over summer; working teams in Fall semester

16

Strategic Efforts Underway WORLD CLASS (DIGITAL) MARKETING



Implement best practices in **paid and organic digital marketing** to be responsive to **changing demographics and student needs**, and to **capitalize on enrollment and revenue growth potential**.

- Exploit **new and emerging technologies** while using market research and intelligence to develop insight and lead a more **market-informed approach** to academic program development, targeting, segmentation and positioning
- Enhance web pages **used most by prospective students** to provide clear funnels (**one-click execution**, “click-to-response” time, etc.)
- Involve key audiences in focus groups and usability testing (**D4D, A-B testing**)
- Know what is working through **measurement and analysis** to stay agile, effective and accountable (ROI)
- Final document is a 6-page Narrative and framed in an Alignment Triangle

Progress To Date: outside-in review of marketing staffing/budget (July 1, 2022)

Next Milestones: RFP for higher education marketing firm to develop comprehensive plan (Aug. 1, 2022)

17



No Regret Decisions

Strategic Efforts Underway PAY EQUITY ANALYSIS



With the help of OutSolve consultants, we are conducting a comprehensive compensation analysis to **identify potential inequities due to gender, race and other factors** in the university's compensation system. The process is underway.

1. Identify appropriate workforce segments, **Pay Analysis Groups (PAGs)** and relevant variables for analysis;
2. Conduct a **systemic review** using statistical techniques appropriate to the size and representation within PAGs;
3. Review the initial analyses to evaluate and **identify necessary refinements, and conduct iterations** of the analysis, as necessary; and
4. Produce final report to **review the output of the analyses and make recommendations** for areas of focus and additional investigation.

Progress To Date: Kick-off call has been held and work has begun
Next Milestone: Completion of project in 6-8 weeks

16

Strategic Efforts Underway JOURNEY TO RCM



We are beginning a transition to a **Responsibility Center Management philosophy**. This decentralized approach gives academic administrators more control over resource decisions and is designed to lead to more informed decision-making and better outcomes for the university at large. The objectives of RCM are to:

1. Encourage transparency using **formulas to determine revenue and cost allocation** in a way that is predictable;
2. Enhance accountability by decentralizing the budget model to **empower academic decisions**;
3. Eliminate the need for academic administrators to negotiate their share of the pie. **Relies on defined metrics** to determine allocations rather than persuasive skills or political considerations; and
4. **Manage declines in state appropriations** by empowering academic administrators to align planning with focus on the fiscal consequences of those strategic decisions.

Progress To Date: Benchmarking; Development of principles for the Marshall model for resource allocation

Next Milestone: Negotiations with academic administrators to eliminate the Freeze Committee by July 2022

25

Strategic Efforts Underway DIVERSITY, EQUITY & INCLUSION



Marshall University has an enduring commitment to diversity, equity and inclusion as codified in our creed more than two decades ago, and as reflected in the five-year Higher Learning Commission Quality Initiative proposal titled "Building a Stronger and More Inclusive Marshall Community."

We have committed to prioritizing DEI as our strategic priorities because we know that there is more work to be done to meet our transformative goals and truly reflect our institutional values.

Successful implementation of a DEI plan requires the **activation of leadership** to coordinate DEI efforts across campus and assure that every unit contributes to its work.

This proposal outlines an **organizational structure** to best facilitate its diversity and equity work, including three main pillars of leadership focused on **different stakeholder groups** and yet connected with a common sense of vision and strategy.

These leaders must exhibit a deep understanding of how their efforts contribute to the university's DEI platform and complement each other, and they must demonstrate a willingness to be **vocal and visible** in communicating and promoting the values of diversity, equity, and inclusion throughout the university.

Progress To Date: Draft white paper based on external best practices/internal needs
Next Milestones: Organization structure and talent decisions in June 2022

18

Strategic Efforts Underway DIGITAL AND IT ASSESSMENT



Working with InfoTech, we will take the university through a "digital transformation"—a series of deep and coordinated culture, workforce and technology shifts that **enable new educational and operating models and transform an institution's operations, strategic directions and value proposition**. The steps will include:

1. **Analyzing readiness** for IT and the campus to move forward with a digital transformation and develop **plans to close gaps in that readiness**;
2. **Interviewing stakeholders**;
3. **Modernizing our analytics and reporting platforms** to provide on-demand, cross-cutting data to inform decision-making at all levels; and
4. **Developing a roadmap** to bring about mature practices, strategies and alignment to add value to institutional processes.

Progress To Date: Meetings with the consultants; Roundtable discussion with other institutions going through a digital transformation

Next Milestones: **Contract finalized:** On-campus and online workshops to begin plan development

22

Strategic Efforts Underway COMMUNITY CARES WEEK



The goal of this project is to **provide alumni, campus and community members an opportunity to give back to Marshall** through sweat equity. All materials, supplies and on-site training will be provided by the university.

1. More than **45 service opportunities**—both inside and outside—for individuals or groups to assist Athletics, Housing and Residence Life, Physical Plant/Grounds and Memorial Student Center facilities.
2. Tasks will include **pressure washing, painting, landscaping, and cleaning and organizing**.

Packet/T-shirt Pick-Up: June 20, 2022

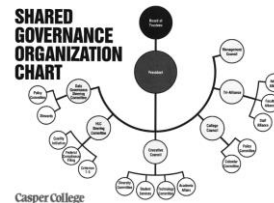
Days of Service: June 21-24, 2022

Progress To Date: Committee meeting weekly; Communication plan developed; Working with Alumni Affairs for recruitment of individuals and clubs

Next Milestone: **April 18, 2022,** launch of website for individuals and teams to sign up to volunteer for specific days/tasks.

20

Strategic Efforts Underway SHARED GOVERNANCE



Shared governance is a systematized structure of transparent decision-making that reflects shared interests and shared responsibility of all constituency groups. Constituency groups—which include, but are not limited to, faculty, students, staff, the Board of Governors, and administration—have assured, protected opportunities to influence decisions regarding the operation and direction of Marshall University and established organizational means by which they can carry these out. The role of constituency groups is not merely advisory; instead, decision-making is actively shared among all groups. Constituency groups thus contribute more than mere consultation before the implementation of a decision.

Shared governance relies on an atmosphere of mutual understanding, respect, and trust that can foster honest communication and consideration in decision-making. Shared governance promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence among constituency groups.

Progress To Date: Ad Hoc Committee formed; engaging external firm for stewardship
Next Milestones: launch website, select firm, begin process of defining MU model

19





Enduring **FINANCIAL PRINCIPLES**

1. Grow STUDENTS, Not Fees.

- ✓ Minimize tuition and fee increases.
- ✓ Institutional success is measured by our accessibility, affordability, and lifetime value for the students we serve.

2. Invest in our TEAM.

- ✓ Align employee compensation with market.
- ✓ Incentivize for performance & living the Marshall University Creed.

3. Take Care of the HOUSE.

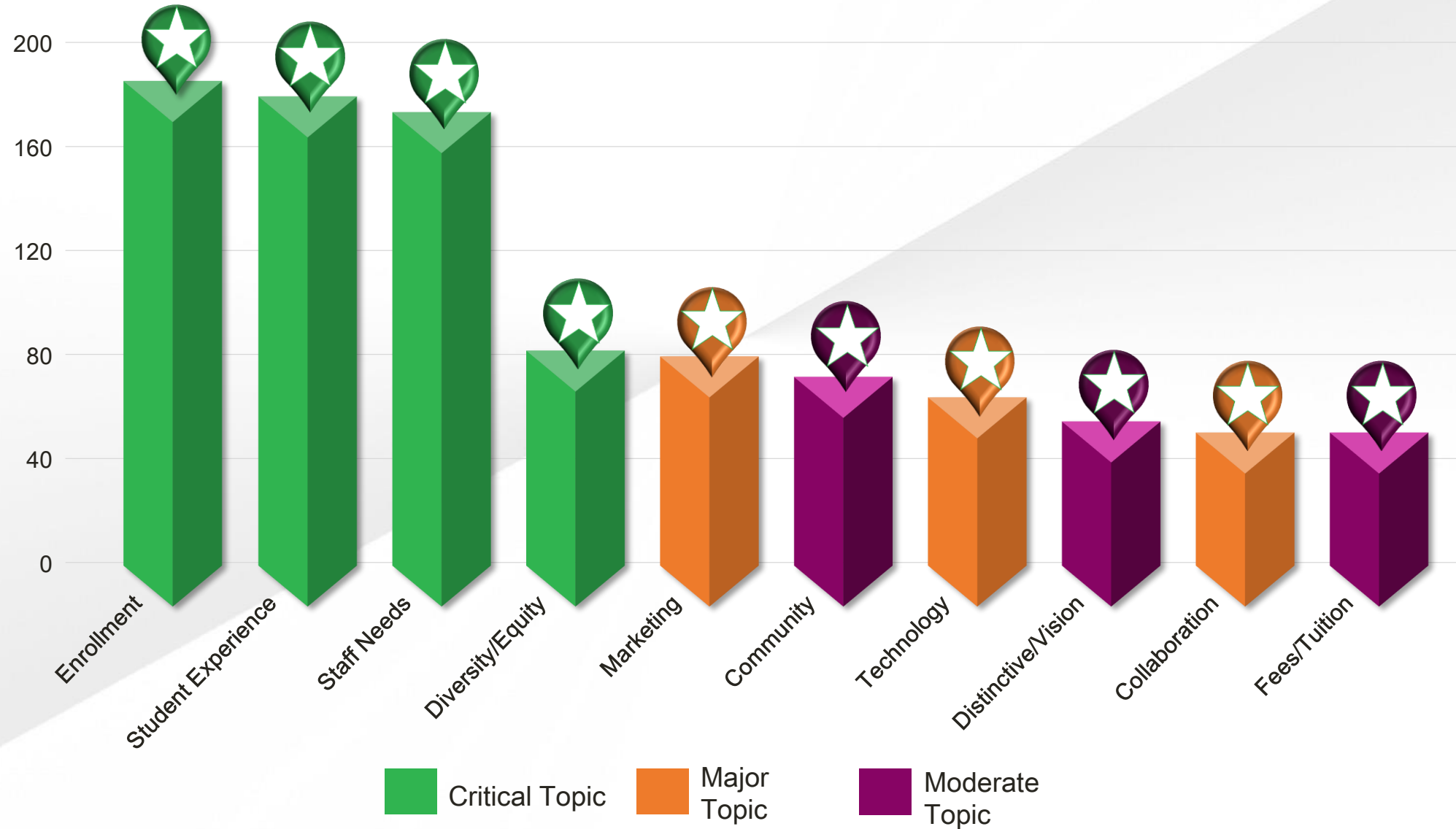
- ✓ Investments in facilities are essential to the university mission.
- ✓ Invest in innovative technologies to meet modern challenges.

4. Manage our Strategic RESOURCES.

- ✓ Build key reserves for fiscal and operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.



Addressing 100% of the Top Themes





QUESTIONS
