

CAMPUS UPDATE 10/26/16



Evolution of 20/20

John Maher

Background and Project Goals

- October 2013 campus leadership retreat charted action in response to budget challenges.
- Initiated a communications plan and budget process to enhance transparency.
- Chartered two main projects to seek net revenue enhancement:
 - Service Portfolio Review
 - Academic Portfolio Review
- Project Target – \$7-10 million in net revenue for FY16
 - Justification: \$5.8 million of “one-time” items used to balance 2015 budget and one year of faculty and staff raises

Rapid Response Teams

- Duplication of Effort - Denise Hogsett
- Leveraging Technology - Brian Morgan
- Facilities - Joyce Harrah
- Auxiliaries - Karla Murphy
- Vendors/Contracts - Allen Taylor
- P-Card/Travel - Cammy Holley
- Drawn from a broad cross-section of university stakeholders:
 - Faculty
 - Classified and Non-Classified Staff
 - Administration

Rapid Response Team Approach

Five-Step Process



Recommendations – Key Focus Areas

- Implement shared services models throughout the university to reduce cost and enhance services.
- Consolidate operations where duplication of effort does not yield cost-effective, additional service levels
- Explore outsourcing of services where appropriate
- Invest to drive more energy savings
- Sell unused/under-used physical assets

Recommendations – Key Focus Areas, cont.

- Consolidate building utilization during evening and summer hours
- Leverage power of networked IT services – e.g. printing
- Address pain points in service delivery – e.g. travel and procurement card
- Consolidate leased spaces back to university-owned property

Steering Committee Members

Layton Cottrill

Buffy Hammers

Brandi Jacob-Jones – Implementation Chair

John Maher – RRT Chair

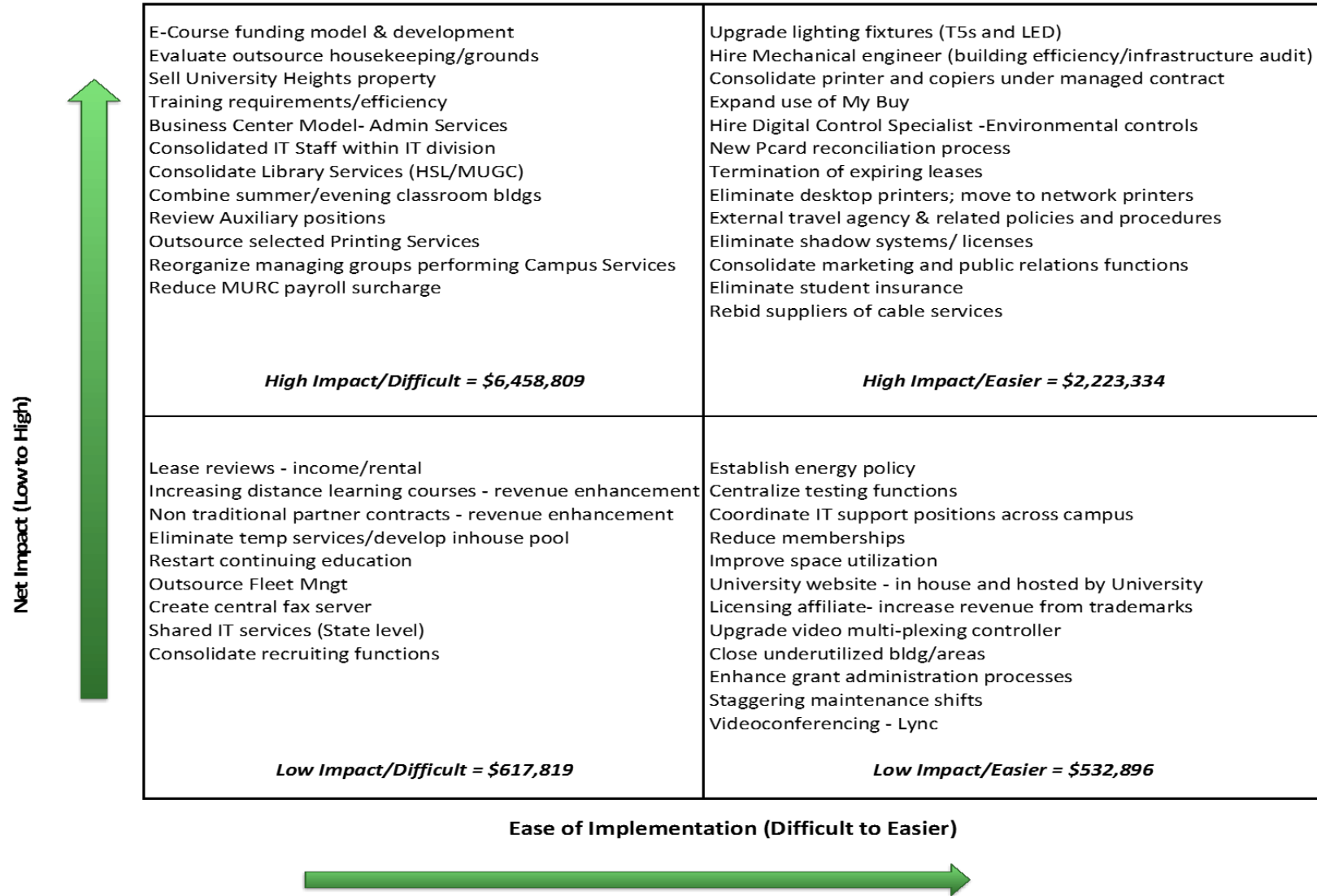
Michael McGuffey

Gayle Ormiston

Ginny Painter

Mark Robinson

Quadrant Analysis



Implementation of Recommendations

- Prioritize efforts on the top left and top right decision quadrant (i.e. those initiatives with the greatest savings/net revenue opportunity)
- Rapid response team approach
- Categorize opportunities into “buckets” to optimize implementation
- Steering Team accepted recommendations for implementation

Buckets for Implementation

- Printing, Faxing and Information Technology
- Facilities and Auxiliaries
- Pcard, Procurement and Travel
- Marketing, PR and Web
- Libraries
- Academic, Administrative and Finance

Implementation Targets

Marshall University
20-20 Implementation Team Summary
As of June 8, 2015

Team	RRT Teams			Implementation Teams			Difference
	Savings/Revenue	Investment	Net	Savings/Revenue	Investment	Net	
Academic	\$ 1,690,169	\$ 35,000	\$ 1,655,169	\$ 501,160	\$ 276,350	\$ 224,810	\$ (1,430,359)
Auxiliaries and Facilities	\$ 4,282,640	\$ 622,850	\$ 3,659,790	\$ 1,155,477	\$ 367,500	\$ 787,977	\$ (2,871,813)
Administration and Finance	\$ 1,330,528		\$ 1,330,528	\$ 494,000	\$ 178,012	\$ 315,988	\$ (1,014,540)
Printers, Fax, & IT	\$ 709,187		\$ 709,187	\$ 301,687	\$ -	\$ 301,687	\$ (407,500)
Library	\$ 312,938		\$ 312,938	\$ 360,049	\$ -	\$ 360,049	\$ 47,111
Marketing, PR and Web	\$ 773,167	\$ 405,750	\$ 367,417	\$ 537,839	\$ 30,000	\$ 507,839	\$ 140,422
Procurement	\$ 1,298,780	\$ 145,000	\$ 1,153,780	\$ 1,233,487	\$ 65,354	\$ 1,168,133	\$ 14,353
Totals	\$ 10,397,409	\$ 1,208,600	\$ 9,188,809	\$ 4,583,699	\$ 917,216	\$ 3,666,483	\$ (5,522,326)

Note: This excludes any savings generated from spans and layers analysis

RRT Recommendations & Implementation

Steering Team

Academic Affairs

Gayle Ormiston

Academic Portfolio Review Elements: Degree Program Niche Statements

A. Niche Statement Intent and Purpose:

to offer unit and college-level perspectives on the “portfolio” of degree programs offered at both the undergraduate and graduate levels.

B. Niche Statement Elements:

1. Degree Program Mission
2. Start review of currency and impact of program curricula
3. Emerging Disciplinary Conditions/Considerations
 - a. New degree program development
 - b. Programs to be overhauled or eliminated (viability review)
 - c. Sources of financial savings and revenue generation

Academic Portfolio Review: Projected FY 17 Savings Summary

College	Projected Savings
Arts and Media	\$20,000
Business	\$59,905
Education and Professional Development	\$321,956
Health Professions	\$5,000*
Information Technology and Engineering	\$8,500
Honors	\$0
Liberal Arts	\$380,918
Pharmacy	\$500,000
Science	\$239,097
Graduate College, Outreach Continuing Studies	\$11,515
Undergraduate Studies, Academic Affairs	\$0
Assessment and Quality Initiatives	\$0
Intercultural Affairs	\$0
Student Affairs	\$0
Student Services (Admissions, Recruitment, Registrar, Student Financial Aid, Career Services/Education (SRC), University College	\$0
TOTAL	\$1,546,891

Academic Portfolio Review: Projected FY 17 Savings Summary

College	Source Action for Projected Savings
Arts and Media	Cancel under-enrolled course sections; fewer adjunct costs; stipend reduction.
Business	Salary savings from retirements (1) and lower salaries for new term faculty hires.
Education and Professional Development	Salary savings from faculty retirements (4); LOA w/o Pay; reduction of adjunct costs; travel reductions; and adjustments to faculty reassigned time.
Health Professions	Reduction in adjunct costs in Athletic Training; and elimination of B.S. in Athletic Training by 2020.
Information Technology and Engineering	Reduction in adjunct costs in computer science, engineering, and applied science.
Honors	N/A
Liberal Arts	Salary savings from faculty/staff retirements (5); eliminating temporary faculty positions; salary savings from new faculty hires; reduction in adjunct costs; proposed reduction on chair stipends by collapsing Humanities administrative units/costs; and recommended elimination of German major (with potential of additional faculty retirement savings).
Pharmacy	Revenue Share for Start up of SOP.
Science	Salary savings from faculty retirements (3) and resignations (1); elimination of 2 administrative assistant positions; proposed change in status of 12-mo. Faculty to 9-mo. appointment; new faculty hire salary savings; and restructuring of College administrative structure—from six departments to four schools, involving elimination of BA in Geology, BS in Biotechnology, BS in Integrated Science, and the attendant reassignment of faculty and teach-out plans for affected students. Several Areas of Emphasis within select majors are proposed for elimination as well.
Graduate College, Outreach Continuing Studies	Eliminate part-time help, cell-phone stipends; move advertising costs to University Communications
Undergraduate Studies, Academic Affairs	N/A
Assessment and Quality Initiative	N/A
Intercultural Affairs	N/A
Student Affairs	N/A
Student Services (Admissions, Recruitment, Registrar, Student Financial Aid, Career Services/Education (SRC), University College	N/A

Academic Portfolio Review: Program Viability Review Results—Spring 2016

Marshall University

**Spring 2016
03.30.16**

**Academic Portfolio Review
Program Viability Results**

A. Degree Program, Major, or Area of Emphasis (AOE) Discontinuation

1. College of Health Professions
 - a. M.S. Athletic Training (2-year degree)—Content available through M.S. in Exercise Science
2. College of Liberal Arts
 - a. B.A. major in German
 - i. Anticipated retirement of senior faculty member (no replacement)
 - ii. Teach out plans for current students majoring in German
 - iii. Continuation of German as lower-division foreign language sequence
3. College of Science
 - a. AOE within BSC degree:
 - i. Ecology and Evolutionary Biology
 - ii. Microbiology
 - iii. Natural History and Conservation Biology
 - b. AOE within Chemistry
 - i. Environmental Chemistry (BS)
 - c. Within Geology
 - i. B.A. in Geology
 - d. Majors within Integrated Science and Technology
 - i. Biotechnology
 - ii. Integrated Science and Technology

B. Administrative Restructuring

1. College of Liberal Arts
 - a. Collapsing multiple academic units in the Humanities, i.e., Philosophy, Classical Language, Classical Studies, and Religious Studies, into one administrative/budgetary unit with one chair.
 - b.
2. College of Science
 - a. Restructuring six departments (undergraduate and graduate) in four Schools:
 - i. Mathematics and Applied Informatics
 - ii. Biological and Natural Resource Sciences
 - iii. Physical Sciences
 - iv. Forensics and Criminal Justice Sciences



Online Degree Programs, Areas of Emphasis, and Certificates Added in 2016

Graduate Programs & Areas of Emphasis

- AOE Instructional Technology & Learning (MA Education)
- AOE Individualized Plan of Study (MA Education)
- MA Mathematics (hybrid degree program)
- AOE Statistics (MA Mathematics)
- AOE Adult Education and Evaluation (MS Adult & Continuing Education)
- AOE Career and Technical Center Teaching (MS Adult & Continuing Education)

Online Degree Programs, Areas of Emphasis, and Certificates Added in 2016

Graduate Certificates

- Instructional Technology & Learning
- Literacy education

Undergraduate Certificates

- Public Health

Online Degree Programs, Areas of Emphasis, and Certificates Added in 2016

Planning for 2017

- Master of Business Administration (MBA — LCoB)
- Doctorate, Leadership Studies (COEPD)
- MS Criminal Justice (hybrid — COS)
- Certificate in DNA Paternity Testing (Forensic Science — COS)

Summer Session Enrollments and Revenue 2013-2015 (online courses excluded)

Cost/Revenue	2013 Summer	2014 Summer*	2015 Summer
Total SCHs	11,548	11,237	10,465
Net revenue \$100 and \$115*	1,189,220	1,292,255	1,203,476
Salary Cost	1,160,230	1,208,249	1,096,146
Instructional Plus	28,990	84,006	107,330
Distributions to Colleges (75%)	137,595	149,792	152,577
Owed by Colleges to Summer session	108,595	65,772	96,102
AA 25%	34,399	37,448	50,859
AA 75 % of AA, HC, and UC	13,789	18,463	11,816
TOTAL AA Distribution	45,188	55,911	62,675

Online Course Compensation— ad hoc Committee Recommendations

In Load Courses:

- No additional compensation should be paid to instructors who teach distance education courses in load (includes online and hybrid courses bearing the OC, TE or VC designation in Banner).
- Summer pay for distance education courses will be handled the same way face-to-face courses are handled.
 - Summer distance education courses will follow the 8.5% of instructor's 9-month base salary.
 - Break-even enrollment minimums may be required; min/max enrollments are at the discretion of the academic department; best practices suggest a max of 25-30 students per section

Online Course Compensation— ad hoc Committee Recommendations

- Adjuncts teaching distance education courses will be paid on a sliding scale based on enrollment.
- **Mandatory Quality Matters Certification:** Faculty teaching those distance education courses that are defined as online (OC) or hybrid (VC/TE) delivery mode must obtain an endorsement prior to teaching these courses.
 - Certification becomes mandatory July 1, 2017.
 - Mandatory certification will be phased-in over a 36-month period.
 - All faculty (veterans and new) will be required to obtain certification.
 - Special consideration will be given to those individuals who may be on sabbatical and/or have extenuating circumstances that delay their certification during the phase-in period.
 - Special consideration will also be made to those academic units that may experience a business continuity issue and/or must assign new faculty online courses without advanced notice.
 - In both situations, certification can be obtained during the semester in which the faculty member is teaching.

Online Course Compensation— ad hoc Committee Recommendations

- **Certification Incentive Pay:** Faculty may earn up to \$3,000 upon completion of the entire series of classes; however, the first one (QM) is required prior to teaching online.
- This endorsement consists of the following:
 - Required: completion of the Quality Matters workshop, Applying the Quality Matters Rubric (APPQMR), delivered by the QM program.
 - Faculty stipend award upon successful completion = \$1,000
 - Faculty who obtained the QM under the old rubric (prior to 2014) will be required to repeat the Applying the Quality Mattes Rubric (APPQMR) course.
 - For those faculty who have already obtained the first QM certification under the new rubric (since 2014), they may register for the QM Peer Review Course (PRC) 2-week online course or the QM Improve your Online Course (IYOC) face-to-face seminar to be eligible for the \$1,000 stipend.

Online Course Compensation— ad hoc Committee Recommendations

Program/Course Development Incentives

- Academic divisions are encouraged to generate full hybrid or online degree programs to help meet demands and attract NEW students.
 - Development projects will be coordinated with the academic division's leadership, AVP for Online Learning and the CFO.
- A lump-sum payment of \$3,000 will be provided for the development of a course that meets QM standards and is part of an online or hybrid degree/program.
 - A development contract with a successful program completion timetable established by the faculty member and division leadership (i.e. 9-18 months) is required.
- A lump-sum payment of \$1,000 will be provided for revision of an existing course that meets the QM standards during the 3-year review cycle.
 - A revision contract with a successful program completion timetable established by the faculty member and division leadership (i.e. 6-9 months) is required.
- All distance education courses created and delivered on Marshall University equipment, networks, and learning management software and peripherals are considered works-for-hire and property of the university; however, the content creator shares ownership and may take the course with him/her upon leaving the university's employment. ...
- **While we were asked not to provide a payment structure for overloads, we do suggest that distance education overloads be handled the same way face-to-face overloads be handled in each academic division (i.e. lump sum payment after break-even levels are reached).**

Continuing Education

- The Continuing Education initiative began during the spring semester of 2016 under the direction of Erica Riley. The majority of the programming effort focused on various short courses for children, adolescents, and adults that were offered during the summer. Several courses were also scheduled for the fall term.
- Pat Campbell has since been appointed as the director of the program. She has begun to work with the academic departments to identify professionally oriented noncredit programming that can be offered by the faculty and other professional activities. This semester, Continuing Education is assisting the Department of Communication Disorders with a professional conference. The department will be offering 3 hours of intermediate level CEUs per session. All sessions will be recorded for future online CEU opportunities.
- She is working with the Dietetics Program to offer a broad range of cooking courses at Huntington's Kitchen that will be attractive to adults and children.

Continuing Education

Additional programming includes:

- *National White Collar Crime Center* – A two-week digital forensics boot camp for law enforcement officers. Advertising will go out nationwide. The NW3C is a major provider of digital forensic and investigation training for state and local law enforcement.
- *Career Services Collaboration with Cabell County Schools* - We are exploring a collaboration with the local high schools to engage students in career planning.
- *John Marshall Associates* – A program for adults living in the greater Huntington region mirroring life-long learning programs offered at other colleges and universities. Pat is working on a business model that will ensure the program is self-sustaining and offer a range of activities for local residents.
- *West Virginia Society of Professional Surveyors* – Pat is reviewing opportunities to offer Continuing Education Credit courses for licensure renewal.
- *American Academy of Professional Coders* – Pat is reviewing opportunities to offer Continuing Education Credit courses for licensure renewal.

Continuing Education

Summer 2016		
Youth Courses	Materials Cost	Income After Material Costs and Payment of Instructor
Kids Culinary Camp Session 1	89.00	1,424.00
Kids Culinary Camp Session 2	89.00	1,424.00
Kids Culinary Workshop Session 1	99.00	1,683.00
Kids Culinary Workshop Session 2	99.00	1,584.00
Video Game Maker: Don't Just Play, Create!	125.00	849.04
Anime Drawing Studio	75.00	597.03
		7,561.07

Continuing Education

Teen/Adult Courses		
Teen Culinary Camp Session 1	99.00	1,069.00
Teen Culinary Camp Session 2	99.00	683.00
Discover Japan: Sushi Rolls	20.00	194.98
Discover Japan: Dumplings	20.00	173.84
Discover & Experience Japanese Culture	50.00	143.36
Digital Forensic Cyber Camp Session 1	150.00	1,099.00
Digital Forensic Cyber Camp Session 2	150.00	1,644.00
Get Excited About Crochet!	99.00	693.10
Introduction to Social Media	25.00	25.00
Get Connected: Today's Tech for Beginners	65.00	30.00
An Introduction to Creative Writing	75.00	200.00
Self Defense For Teens	99.00	56.00
The Art of Calligraphy Session 1	99.00	138.74
The Art of Calligraphy Session 2	99.00	426.66
American Sign Language for Beginners	75.00	1,078.38
		7,655.06

Continuing Education

Fall 2016		
Courses	Cost	Income
Discover Japan: Sushi Rolls	30.00	On going
Discover Japan: Dumplings	30.00	On going
Discover Japan: Sushi Rolls & Japanese Dumplings (Combined Discount)	40.00	On going
Discover Japan: Chicken Katsu Donburi	30.00	On going
DIY Upholstery	159.00	483.00
Get Connected: Today's Tech for Beginners		On going
Video Game Maker: Don't Just Play, Create!	125.00	200.00
Events		
Speech & Hearing Center: Pediatric Feeding and Swallowing Disorders	75.00	On going
Speech & Hearing Center: Designing a Comprehensive Treatment Plan	75.00	On going
		683.00

Communications and Marketing

Ginny Painter



Recommendation: Develop New Business Model for Printing Services

Action Taken: Moved from Operations to University Communications; new digital press leased and deployed; changed from non-core to core; centralized university printing budget for core units and eliminated charge-backs for printing/design; established central clearinghouse for all requests

Next Steps: Refine project management processes to improve service to clients and increase savings; increase revenue from non-core units due to capabilities of digital press

Estimated Savings: \$173,530

Actual Savings: \$110,659 gross/\$80,659 net over past 12 months

Recommendation: Consolidate Marketing/Communications Functions

Action Taken: Eliminated two positions in University Communications/Printing Services and restructured job duties of two staff from colleges to fulfill those responsibilities; implemented “beat” system to increase workflow and productivity; centralized core unit budgets and instituted processes to order promotional items/advertising

Next Steps: Refine project management processes to improve service to clients and increase savings

Estimated Savings: \$290,109

Actual Savings: \$110,998 to date from personnel changes



Recommendation: Eliminate Outside Website Contracts

Action Taken: The two college websites formerly done through outside agency contracts are being brought in-house on the university's common WordPress template; outside contracts have been discontinued

Estimated Savings: \$4,200

Actual Savings: \$7,203



Recommendation: Increase Income from Licensed Trademarks

Action Taken: Developed and executed a strategic plan to increase retailer engagement; expand the number of licensed vendors; and coordinate special promotions and events with the Marshall Bookstore, Department of Athletics and community partners

Estimated Revenue: \$40,000 *additional* licensing royalties/year for 5 years

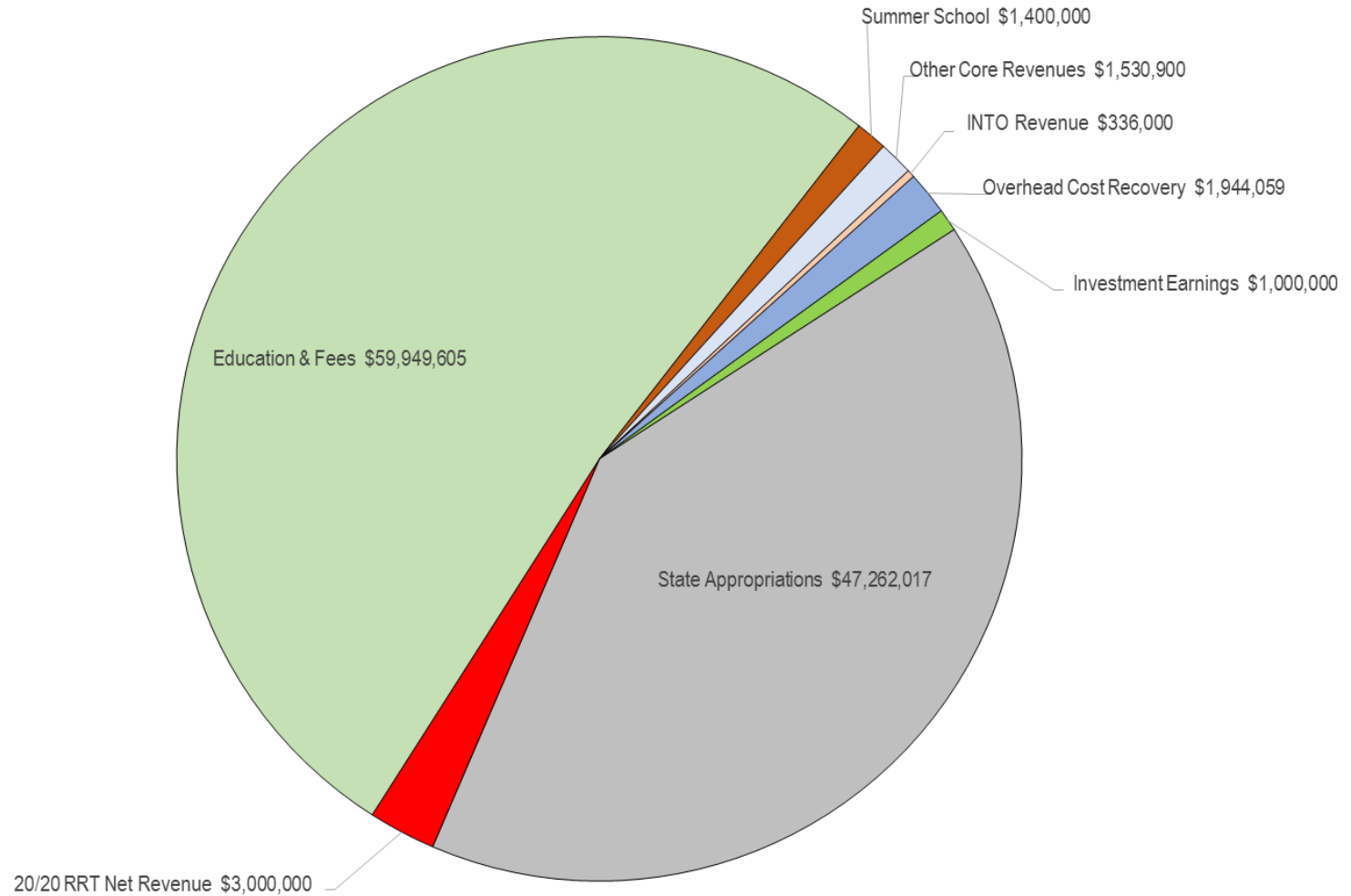
Actual Revenue: \$39,518 additional licensing royalties in FY2015 and \$34,347 additional licensing royalties in FY2016*

*Marshall's record year for licensing royalties

Finance

Mark Robinson

FY2016 Budget Sources: 20/20 RRT \$3M Net Revenues



FY2016 Realized Net Revenues Savings = \$1.7M

Item	Pos#/Description	Amount	Type	Area	T
Position - Nov review	#962	44,826	Labor	Accounting/Finance	
Position - Nov review	#937	43,793	Labor	AP/Finance	
New cable supplier	Reduced cable costs	10,594	Direct Cost	Athletics	
Position - Nov review	#1341	14,796	Labor	Athletics	
Position - Nov review	#940	73,439	Labor	Bursar/Finance	
Position - Nov review	#1298	42,284	Labor	Bursar/Finance	
Business Centers	BBSS	50,000	Labor	Campus	
Business Centers	#242	32,831	Labor	Chemistry	
Position - Nov review	#403	36,718	Labor	COB/Provost	
Position - Nov review	#292	57,587	Labor	COE/Provost	
Position - Nov review	#1570	52,580	Labor	COE/Provost	
Position - Nov review	#1793	68,855	Labor	COHP/Provost	
Marketing, PR & Web	#638	65,824	Labor	Communications	
Commencement Printing	Program printing	22,500	Direct Cost	Communications	
Continuing Education	Start-up costs	(60,932)	Labor	Cont. Ed	
Position - Nov review	#1097	65,995	Labor	Fac Mgmt/Exec Affrs	
Energy Savings	Utilities-Electric savings	271,000	Direct Cost	Facilities	
Business Centers	#1290	32,831	Labor	Facilities Scheduling	
Business Centers	#332	35,510	Labor	Geography/Humanities	
Position - Nov review	#976	45,174	Labor	Graphics/Comm	
Position - Nov review	#914	38,072	Labor	Honors/Provost	
Housing staffing reduction	#1153	43,565	Labor	Housing	
Housing staffing reduction	#1232	31,468	Labor	Housing	
New cable supplier	Reduced cable costs	47,064	Direct Cost	Housing	
Position - Nov review	#1235	51,388	Labor	Housing	
MURC lease	WAEB rental income	98,000	Sources	Institutional	
Library consolidation	#729	56,966	Labor	Library/IT	
New cable supplier	Reduced cable costs	584	Direct Cost	Library/IT	
Position - Nov review	#770	28,088	Labor	Library/IT	
Position - Nov review	#1062	40,728	Labor	Library/IT	
Position - Nov review	#1619	16,828	Labor	Library/IT	
Business Centers	#809	72,688	Labor	MURC	
MURC	MURC overhead rate	54,000	Sources	MURC	
Position - Nov review	#862	36,957	Labor	Physical Plant	
Position - Nov review	#177	40,465	Labor	Payroll/Budget	
WAEB operational	AETNA savings	20,000	Direct Cost	Physical Plant	
Business Centers	#550	37,820	Labor	SOM	
New cable supplier	Reduced cable costs	2,943	Direct Cost	Student Center	
Total		1,723,828			

FY2017 Operating Budget

- **FY2017 approved budget includes no RRT planned net revenues.**
- **Budget balanced with \$2.5M from reserves.**
- **Realized RRT net revenues will reduce the amount of reserves required.**

Shared Services

- Organizational Structures and Position Review
- Focus Groups
 - Travel
 - Faculty & Staff
 - Student
 - Candidate
 - Purchase Cards
 - Honorariums
 - College Reviews
 - College of Science
 - College of Business
 - College of Education
 - College of Arts and Media
- Outcomes of Shared Services Review and Discussions
 - Academic Process Review
 - Reorganizations/Efficiencies
 - Process Improvement
 - Business Officer Meetings
- Travel Office
 - Soft opening announced in last week's "We Are Marshall" newsletter
 - Presentation by two finalist companies 11/15-16
 - Award contract following week
 - Revision of travel procedures
 - On-site ASAP!!!

Strategic Sourcing

- Procure and pay for items more efficiently
- Negotiate best prices
- Reduce searching for savings
- Reduce transactional cost of procurement
- Reduce number of p-card users and reconciliations

Information Technology

Michael McGuffey

Consolidation of Hybrid IT Org Structure

Coordination of Support Services

Savings Realized	Savings Expected			
FY16	FY17	FY18	FY19	FY20
\$ 49,489	\$ 54,539	\$ 55,095	\$ 55,657	\$ 56,225

- ID office transferred to Information Technology on Oct 1.
- Activities of functional Banner support specialists being reviewed. Backup in Central IT has been identified for payroll processing. Others without backup are to be identified.
- Departmental/College Instructional Technologists to be coordinated. Positions reviewed as attrition creates vacancies.
- Additional savings may accrue through attrition.

Switch to Campus TV vs. Comcast TV

Savings Realized	Savings Expected			
FY16	FY17	FY18	FY19	FY20
\$ 69,599	\$ 43,366	\$ 50,390	\$ 57,868	\$ 65,826

Increased services to students in residence halls:

- Digital TV service to desktop (Philo)
- DVR services
- HBO Go and other online services available

Skype for Business vs. Avaya VOIP System

Savings Realized	Savings Expected			
FY16	FY17	FY18	FY19	FY20
\$ tbd	\$160,000	\$180,000	\$180,000	\$180,000

- Real net savings each year in license/maintenance costs.
- Standards-based telephone set removes long-term commitment to single technology.
- Better-priced phone charges to units with reduced rates.
- Inclusion of long distance in trunking costs allows for removal of codes/billing for dialing long distance.
- SfB allows for video/text/audio conferencing.*
- Upgrades to Exchange for voice mail allows for higher mailbox size limits for both email and voice mail.
- Better redundancy for various system failures.

*Expected additional savings from full implementation of SfB due to reduced travel and increased productivity.

Zoom and Skype for Business vs. Replacing Multipoint Control Unit

Savings Realized	Savings Expected			
FY16	FY17	FY18	FY19	FY20
\$ tbd	\$12,227	\$12,374	\$12,495	\$12,620

- Multiple technologies available for 2-way and n-way video in the classrooms.
- Did not purchase new Multipoint Control Unit and dropped maintenance on existing MCU (MCU is still in use, but can be replaced by existing services if necessary).
- Zoom, Skype for Business and Blackboard Collaborate provide alternatives with their own advantages.

*Expected additional savings from full implementation of SfB due to reduced travel and increased productivity.

Elimination of Need for Shadow Systems

Savings Realized	Savings Expected			
FY16	FY17	FY18	FY19	FY20
\$ 0	\$tbd	\$91,758	\$93,509	\$95,329

- Possible elimination of unused Banner products.
- Elimination of \$30,000 / year internet connection and \$18,000 / year network circuit in 2016-17 in favor of existing university connections.
- Additional shadow systems reviewed include leave reporting, survey tools (Qualtrics vs others), notification systems, evaluation systems, etc.
- Additional savings are expected as we eliminate redundant systems. (e.g. Reduction in UPS devices in favor of generators for network backup in buildings).

Consolidation of Printers/Copiers Under Managed Contract

- Discovery phase survey underway to review current print/fax practices and needs of users/departments.
- Standardize on Multi-Function Device (MFD) contract and right-size devices to units/groups of units.
- Review needs for desktop printers, but most would be eliminated in favor of larger/more-efficient group MFDs.
- Review fax needs and configurations on MFDs.
- Savings “to be determined” until we are more knowledgeable of current practices and what opportunities exist.

Operations and Auxiliaries

Brandi Jacobs-Jones

Recommendation: Hire Mechanical Engineer and Hire Digital Control Specialist (DCS)

Action Taken: Advertised, interviewed and hired DCS Fall 2016

Next Steps: DCS starts 11/1/16

Estimated Savings: \$240,895

Actual Savings: Unknown - Tracking will resume November 2016

Recommendation: Sell University Heights Property

Action Taken: Repeated appraisals due to inconsistencies

Next Steps: Auction - average of Parcel C was \$812,488; average of Parcel D was \$160,585

Estimated Savings: \$950,000

Actual Savings: TBD

Recommendation: Establish an Energy Policy for the University

Action Taken: Administrative Policy drafted and reviewed

Next Steps: Advise campus community

Estimated Savings: \$79,695

Actual Savings: Unknown (personnel changes). Tracking will resume November 2016

Recommendation: Upgrade Lighting Fixtures on Campus

Action Taken: Received Series-50 Loan from HEPC; Drinko Library is 80% complete, includes exterior lights and walls

Next Steps: Purchase needed items; repay HEPC \$200,000 annually for four years; conversion to begin in Corbly Hall December 2016

Estimated Savings: \$221,387 annually

Actual Savings: Net annual \$415,000 once all buildings are converted

Recommendation: Closure of Laidley Hall

Action Taken: Offices moved out of Laidley, with space renovated elsewhere to accommodate MU Design Center, University College, Veterans Affairs and Continuing Education

Next Steps: Secure building for shut-down 12/1/16

Estimated Savings: \$45,000

Actual Savings: (\$421,689)

Recommendation: Combine Summer/Evening Classes into Two Buildings

Action Taken: Restricted use of buildings and facilities during the weekends, and closed Memorial Student Center on Sundays

Estimated Savings: \$16,300

Actual Savings: \$34,958 (January-June 2016)

Recommendation: Outsource Housekeeping

Action Taken: Converted Corbly Hall and Morrow Library to Aetna facilities; HRL used temporary laborers versus hiring FTEs for the summer conference season

Next Steps: Steering Committee reevaluating recommendation

Estimated Savings: \$349,777 savings in personnel and benefits

Actual Savings: \$31,276 to date

Other Items

- Stagger shifts and days for maintenance teams
- Close hoods at MOVC
- Close upper decks of parking garage during summer months
- Space assessments

Other Initiatives

Spans and Layers/ Freeze Committee

Bruce Felder

Topics of Discussion

- Spans and Layers/Freeze Committee
- Changes in Employee Numbers (Vacant Positions)
- Severance Plan

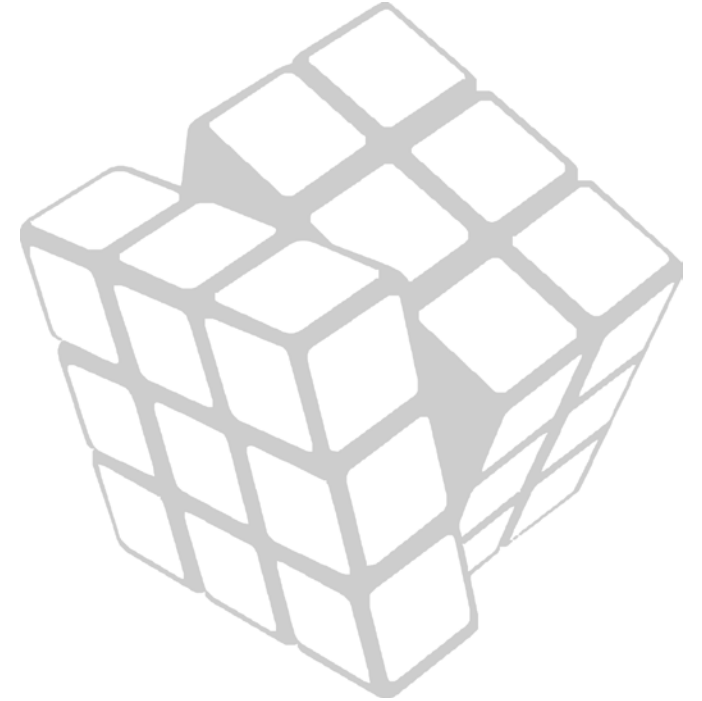
Spans and Layers/Freeze Committee

Spans & Layers

- Span of Control
- Finding the right balance (workload, personnel, efficiency, effectiveness, processes, technology, economics)

Freeze Committee

- Do we need the position?
- Can work be shifted elsewhere?
- Can responsibilities be automated?
- Can the position be restructured so that the job can be accomplished by existing staff?
- Validate/find funding sources that support the position.



Changes in Employee Numbers

Vacant Positions History

Salary Overview	Date				
Status	9/15/2012	9/15/2013	9/15/2014	9/15/2015	9/15/2016
Filled	\$ 90,561,070.80	\$ 92,279,958.45	\$ 95,844,071.85	\$ 98,145,291.10	\$ 100,097,691.25
Vacant	\$ 5,374,608.00	\$ 7,387,785.00	\$ 7,154,123.00	\$ 8,868,292.25	\$ 10,052,239.26
Grand Total	\$ 95,935,678.80	\$ 99,667,743.45	\$ 102,998,194.85	\$ 107,013,583.35	\$ 110,149,930.51

1. Overview “filled vs vacant”
2. Impact of pay increases over the years
3. Impact of higher salaries

Severance Plan

Part of the Marshall 20/20 effort – Implementation

To be eligible to participate in the plan, faculty and classified employees must meet the following criteria:

- Be at least sixty-five (65) years of age;
- Have completed ten (10) years of service at Marshall University; and
- Be a participant in an eligible retirement plan (TIAA or Empower Retirement Services).

The plan provides for a lump sum payment of fifty percent (50%) of an employee's base salary upon retirement or resignation. Faculty of the School of Medicine are not eligible.

Eligible employees must indicate their intention to take advantage of the severance plan between Nov. 1, 2016, and Jan. 30, 2017, and must retire or resign between May 17, 2017, and Aug. 16, 2017.

Severance Plan

- Not a retirement program
- Intended to save money by slowing down “salary expenses”
- Reduction of higher payroll salaries
- Break-even point in approximately 2 years (cost recovery)
- Help offset other personnel related expenses

Phase III

John Maher

- Admissions – Denise Hogsett and Erica Cheetham
- Parking – Karla Murphy
- Other Initiative – Matt Hayes

From 20/20 to President's Long-Term Strategic Plan

Gayle Ormiston

Committee Charge:

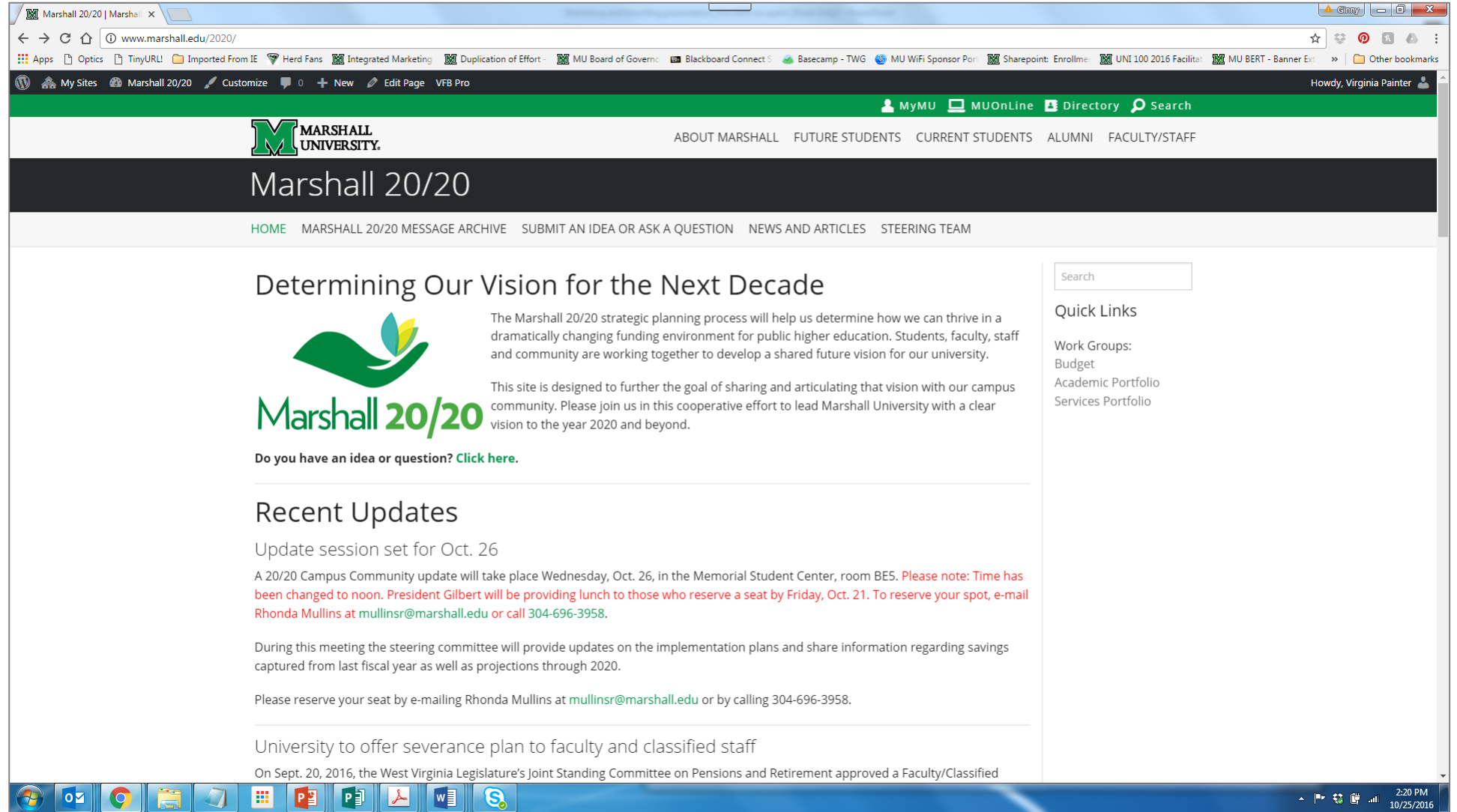
Develop a 5-10 year strategic planning document built around four general themes

- **Enrollment and Student Success**
 - recruitment, retention, persistence, graduation; graduate/professional school/career matriculation; university rankings, ...
- **Academic Programming**
 - enhancing undergraduate and graduate programming, selected areas for doctoral program development, competitive GA structure, program viability, and links to research funding, ...
- **Community Engagement**
 - economic development; leadership role of the university in the community, student and faculty leadership, service learning and social/cultural leadership, internships, co-ops, direct assessment of experiential learning, ...
- **Financial Stewardship**
 - development and fund-raising, academic programming driving budget development, competitive faculty/staff salary structure, economic development, increasing research funding through grants and contracts, ...

Committee

NAME	TITLE	UNIT
Faculty		
1. Brammer, Camilla — Co-Chair	Chair and Professor, Communications Studies	COLA
2. Mummert, Carl — Co-Chair	Associate Professor, Mathematics	COS
3. Agesa, Jacqueline	Associate Dean; Professor, Finance	LCOB
4. Walden, Brian	Associate Professor, Music	CAM
5. Anderson, Glenn	Associate Dean; Professor, Pharmacy	SOP
6. Damron, Eugenia	Assistant Professor, Leadership	COEPD
7. Muellerleile, Paige	Associate Professor, Psychology	COLA
8. Wahjudi, Paulus	Assistant Professor, Computer Science	CITE
9. Gould, Mary Catherine	Professor, Dietetics	COHP
10. Kolling, Derrick	Associate Professor, Chemistry	COS
11. Johnson, Kellie	Reference Librarian	Libraries
12. Miller, Bobby	Vice Dean, Medical Student Education	SOM
Classified Staff		
13. Hurula, Carol	Budget Manager	Academic Affairs
14. Melvin, Tim	Assessment Coordinator	Academic Affairs
15. Young, Miriah	Business Manager	Residence Life
Resource Advocates		
16. Johnson, Tammy — Access	Executive Director, Admissions and International Student Services	Admissions and International Student Engagement
17. Cooley, Maurice — Diversity	Associate Vice President, Intercultural Affairs	Intercultural Affairs
18. Smith, Michael — Data Analytics	Assistant Director, Institutional Research and Planning	Institutional Research and Planning
19. Caruthers, Beth — Communications	University Communications Specialist	University Communications
20. Allwood, Joseph — Development	Associate Vice President for Development	University Development
21. Christofero, Tracy — Project Management	Professor, Technology Management	CITE

Submit Feedback and New Ideas!



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Marshall 20/20

HOME MARSHALL 20/20 MESSAGE ARCHIVE SUBMIT AN IDEA OR ASK A QUESTION NEWS AND ARTICLES STEERING TEAM

Determining Our Vision for the Next Decade



The Marshall 20/20 strategic planning process will help us determine how we can thrive in a dramatically changing funding environment for public higher education. Students, faculty, staff and community are working together to develop a shared future vision for our university.

This site is designed to further the goal of sharing and articulating that vision with our campus community. Please join us in this cooperative effort to lead Marshall University with a clear vision to the year 2020 and beyond.

Do you have an idea or question? [Click here.](#)

Recent Updates

Update session set for Oct. 26

A 20/20 Campus Community update will take place Wednesday, Oct. 26, in the Memorial Student Center, room BE5. **Please note: Time has been changed to noon. President Gilbert will be providing lunch to those who reserve a seat by Friday, Oct. 21. To reserve your spot, e-mail Rhonda Mullins at mullinsr@marshall.edu or call 304-696-3958.**

During this meeting the steering committee will provide updates on the implementation plans and share information regarding savings captured from last fiscal year as well as projections through 2020.

Please reserve your seat by e-mailing Rhonda Mullins at mullinsr@marshall.edu or by calling 304-696-3958.

University to offer severance plan to faculty and classified staff

On Sept. 20, 2016, the West Virginia Legislature's Joint Standing Committee on Pensions and Retirement approved a Faculty/Classified

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Quick Links

Work Groups:
Budget
Academic Portfolio
Services Portfolio

2:20 PM
10/25/2016



CAMPUS UPDATE

October 26, 2016

