



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.

Marshall is facing a financially challenging future. State funding for higher education is being cut more every year and traditional revenue streams like tuition are being constrained. This year, \$5.8 million in one-time money was used to balance the budget and fund raises for faculty and staff. But, just like a family that must dip into its savings to make ends meet, this course is not sustainable. We have to find ways to close this budget gap every year and fund one of our top strategic priorities—investing in people.

## Guiding Principles

We are taking charge of our destiny. We recognize as a university community that we need to make changes now to the way we operate or we risk being in a financial situation that requires sudden, unplanned adjustments.

We are making a strategic shift from spending to *investing* in university priorities.

We will use the talents and knowledge of people from across the university to help evaluate the university's services, make recommendations for improvements and implement solutions.

We will thoroughly examine every opportunity to improve needed services, eliminate outmoded services, cut costs and increase revenues.

We will find \$7-10 million in cost savings/revenue enhancements.

We agree that some reorganization and re-training will be necessary to improve efficiencies and increase revenue.

We will strive to ensure that—as much as feasible within budgetary and administrative constraints—organizational changes will honor a social contract that rejects involuntary transfers and layoffs. Emphasis will be placed on reorganizing staff and consolidating positions opened through attrition.

We pledge that our most valuable resource—our people—will be treated with dignity and respect throughout this process.