Marshall University
Action Plan Update
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Communications Workgroup Update

Workgroup Members
- Matt Turner - Chair
- Tiffany Bajus,
- Susan Tams

Summary of Activity to Date
- Established a listserv for communicating to all October 11 retreat participants
- Established a strategic planning name (Marshall 20/20) and logotype for branding the strategic planning elements.
- Established a website, www.marshall.edu/2020 to share information about the meeting and upcoming meetings.
- Established a document file library on the 20/20 website, which serves as a repository for all documents shared at various workgroups and committee meetings, in addition to the whole 20/20 group information.
- Provide regular updates of 20/20 and Budget Work Group progress via Marshall's internal newsletter, "We Are … Marshall."
- Upcoming article on the 20/20 Strategic Planning process and the new Vision Statement in the April edition of Marshall Magazine. This magazine is circulated to alumni and supporters three times a year.

Current Challenges
- Ability to attend all workgroup meetings and obtain sign-off from team leaders to ensure information is up to date and accurate.
- Limited staff resources to develop more robust communications materials.
- Lack of participation in discussion list and follow-up on postings to the 20/20 website.
- Limitations of free software used to create the 20/20 website. It can be difficult to organize content to our liking and for easy access – but following the October retreat, it was clear that many participants did not want to use a Sharepoint site.

Proposed Next Steps
- More robust website experience that is better organized and updated more often.
- Dedicated Unicomm staff member to handle 20/20 communications needs.
- Standardized Unicomm-developed report distributed to the 20/20 listserv and posted to the 20/20 site within two business days following each meeting. The format would be the same, making it a simple update that's easy to read and familiar to our internal audience.

- Monthly newsletter (electronic) distributed across the university for internal communications purposes. The newsletter would be specific to 20/20 progress and also include features about individual team members (interviews, with photos, that provide a closer look at their philosophies).
- More news of interest posts to the 20/20 site and the listserv. Consider a weekly roundup of news clips specific to university organizational change, budget management issues and reorganization trends.
- Continued bi-weekly updates in the We Are Marshall e-newsletter.
- Herald-Dispatch story about the strategic planning process at Marshall and its progress since October.

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VISION STATEMENT TEAM

<u>Workgroup Members:</u>

        <u>Co-Chairs:</u>   Tracy Christofero
                      Stephen Kopp

VISION TEAM UNITS:

Unit X Members	Unit Y Members	Unit z Members
Umran Al Abd Alrazzak	Ron Area	Glenn Anderson
Mohammed Alkhaldi	Joshua Hagen	Matt Cook
Cam Brammer	Denise Hogsett	Dan Holbrook
Maurice Cooley	Yu Kang	Ramakrishna Kasetty
Jan Fox	John Maher	Karen Kirtley
Wael Zatar	Tom Pinkerton	Mariah Young
	Harlan Smith	

<u>Summary of Activity to Date</u>

The second action plan objective was the development of a "Shared Future Vision Statement." The charge to the Vision Statement Team was to create a Shared Future Vision that would address the question, "What does Marshall University aspire to become in 2018 and beyond?"

    a.   Organizer(s)/Convener(s): - President Kopp/Dr. Tracy Christofero, Co-Chairs

    b.   Draft Statement Deadline: January 10, 2014

The Vision Statement Team comprised of six (6) academic department chairs/faculty members (of whom two serve on Faculty Senate), six (6) students, one (1) academic dean, two (2) senior VP's, two (2) non-classified staff members, one person each from Classified Staff Council, MURC, and the Foundation began its work during its first meeting on November 11, 2014. Three work teams of five members were organized as identified above and the Team members met every Monday morning from 8:30-9:30 am November 11th through December 9th to complete the charter for this action team. A fourth Team Unit consisting of Drs. Kopp, Christofero and Area also worked on a proposed vision statement.

During the December 9th meeting, each Vision Team Unit shared their proposed vision statement for consideration by the greater Marshall University community. The process adopted was an open voting process in which all constituents served by Marshall University (*e.g.,* faculty, staff, students, alumni, friends, community members, *etc.*) were invited to vote for the "vision statement" deemed by the voter to be the best for guiding the future of Marshall University.

The proposed statements, in no particular order, were:

- "We are the most student-focused university in our region, united in realizing our students' potential through learning and service."
- "Marshall University . . . where you want to be."
- "The vision of Marshall University: "To inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future."
- Marshall University's vision: "Every student succeeds."

The process for soliciting feedback (via voting) from across Marshall's global constituent base commenced on December 12, 2013 and continued through January 10, 2014. Voting for the Vision Statement took place on Marshall's strategic planning website, http://www.marshall.edu/2020/2020-vision-statement-selection/.

The final tally of votes (863 votes cast) for the proposed Vision Statements appears to be as follows:

- *"We are the most student-focused university in our region, united in realizing our students' potential through learning and service."* **84 votes (9.7%)**
- *"Marshall University . . . where you want to be."* **113 votes (13.1%)**
- *"The vision of Marshall University: "To inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future."* **576 votes (66.7%)**
- Marshall University's vision: "Every student succeeds." **90 votes (10.4%)**

Overwhelmingly, the choice of the voters was, *"The vision of Marshall University: "To inspire learning and creativity that ignites the mind, nurtures the spirit and fulfills the promise of a better future."*

The final step in the process adopted by the Vision Statement Team is to bring this vision statement to the MUBOG for adoption.

Current Challenges

None, unless the MUBOG declines to adopt the recommended Vision Statement

Proposed Next Steps

At the behest of the Vision Statement Team, work commenced in January to review and propose a revised/updated Mission Statement for adoption by Marshall University. The rationale for taking on this challenge is that in an era of declining public funding, Marshall University must rethink its mission and align it with the growing private funding realities that it will confront.

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Academic Portfolio Review

<u>Workgroup Members</u>

- Provost and Associate Vice Presidents
- Academic Deans—Colleges and Student Affairs
- Department Chairs/School Directors

<u>Summary of Activity to Date</u>

- Within the broader context of the University's long-term strategic planning, the academic portfolio review, and the respective missions of the University and its constitutive academic units, academic department chairs and faculty have been asked to write a *niche statement* for each degree program (undergraduate and graduate) offered by the department/school. The intent and purpose of the niche statement is to offer unit and college-level perspectives on the "portfolio" of degree programs. Five basic performance indicators have been identified for this initial phase of the academic portfolio review:
    - o 5-Year Degree Program Student Headcount
    - o 5-Year Degree Program FTE Student Major Count
    - o 5-Year Degree Program Annual Graduation Count
    - o 5-Year Enrollment Trends: SCH Production for Degree and Service Courses
    - o 5-Year SCH Productivity per FTE Faculty Member
- Niche Statements will respond to three questions, using the data sets as reference points:
    - o What is the role and function of the department, and its degree programs, within the respective mission of the college and the university?
    - o What is the set of current curricular conditions that promote sustaining the program? How are degree learning outcomes aligned with and supportive of the University's degree profile learning outcomes?
    - o What are some of the emerging factors or considerations in the evolution of the discipline, e.g., external factors, that may influence program development (the curriculum and the practice of the curriculum), and that may require attention to ensure growth and sustainability of a degree program?

<u>Current Challenges</u>

- TBD based upon analysis of niche statements and follow-up response.

<u>Proposed Next Steps</u>

- <u>Initial Submission</u> of niche statements by department chairs to college deans is **March 31, 2014**.
- Decanal response will vary from college to college and will be dependent upon the character of the various departmental submissions
- Deadline for Deans' initial response to Academic Affairs is **April 21, 2014.**
- Deadline for Provost's initial response to the University President is **May 5, 2014**.

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Budget Process

<u>Workgroup Members</u>
Mary Ellen Heuton - Chair

Staff	Faculty	Students
Carol Hurula	Shane Tomblin	Elisha Hassan
Miriah Young	Tracy Christofero	Samantha DiDomenico
David Steel	Charles Somerville	
Gayle Ormiston	Donald Van Horn	
Maurice Cooley	Daniel Holbrook	
Stephen Kopp	Brian Morgan	
Michael McGuffey	Eldon Larsen	
Mark Robinson	Michael Prewitt	
Matthew Turner	Thelma Isaacs	
Tiffany Bajus		
Majed Khader		

<u>Summary of Activity to Date</u>

- The group has learned about the major components of Marshall's budget and also engaged our employee constituent groups (faculty, classified staff, non-classified staff) to find out more about their salary needs. A big hurdle we've overcome is gaining an understanding of the sources of revenue and how they've historically been distributed. But perhaps our biggest accomplishment is working together to identify areas within the overall university budget that can be explored to find additional revenue, cut costs or share or reallocate resources

- We prepared an initial Fiscal Year 15 Operating Budget that reversed the FY 14 temporary reductions of approximately $1.9 million from FY 14, while also including the reductions in State appropriations of $1.3 million from the governor's proposed budget bill. We added expected increases in our budget for the coming year, including higher utility bills and estimates for salary increase pools. Potential one-time sources of funds were not included in the initial budget.

- The Budget Work Group had numerous discussions about the line items that make up the operating budget, which began with a deficit of about $14 million. They have also

been working with the new format that the budget team has reworked in our accounting system so it is easier to understand our funding sources, and where that money is spent and the segments for review, which are called "Budget Units." To improve efficiency and transparency, our team produced a new document for the operating budget which followed the new budget structure that discloses sources and uses for each budget unit. The handouts for the Budget Workgroup on 2-14-14 showed the components of the initial deficit and the new structure (see http://www.marshall.edu/2020/budget-work-group/.

- With this new view of the operating budget, we are exploring ways to close the gap in the budget and discussing items to be considered for the budget model. At the most recent Budget Work Group meeting, the budget team shared that through additional scrubbing of the salary pool amounts, we have identified one time sources of funds that, combined with a modest tuition increase, would result in an almost $7 million reduction in the operating budget deficit.

Current Challenges

- Determining how much one-time sources or temporary reductions will be used to close the FY 15 budget gap versus beginning to make permanent reductions that will move to a more strategic resource allocation model.

- Marshall's existing dysfunctional budget structure has been pieced together over many, many years. It will take time to thoroughly understand so we are able to shift to a new, transparent and strategic budget model.   Initial discussions indicate we will likely end up with a hybrid model that looks at some of the best components of models in use by other institutions and designs one that will work best for Marshall.

- Continued state budget challenges along with efforts to stymy the growth of historical student debt levels require us to rethink all that we do to provide the best services and programs in the most cost effective manner while charging appropriate and affordable tuition and fees.

- A clear and concise budget model will greatly assist in developing a culture of trust and accountability at Marshall. We all are working toward a common goal and our budget systems must reflect that cooperation.

Proposed Next Steps

- The Budget Work Group will continue weekly meetings through mid-April to meet the deadlines for the Fiscal Year 2014-2015 Budget. These meetings will

focus on closing the gap in the FY 15 operating budget. The budget team is pulling together the budget submissions of the budget units to see how they will be able to contribute to the closing of the gap and will share that at the next Budget Work Group meeting.

- Although the focus will be on the budget for the coming year, the work group will also continue to explore issues that could be considered as a new budget model is developed.

- Once the FY 15 budget is complete, the group will meet less frequently and shift its focus to exploring budget models that can work for Marshall. The group will also consider information coming from the other workgroups to ensure the new budget model supports the strategic direction of the University.

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Service Portfolio Review

<u>Workgroup Members (Steering Team)</u>
- Gayle Ormiston
- Layton Cottrill
- Matt Turner
- Jan Fox
- Karen Kirtley
- John Maher
- Mary Ellen Heuton
- Mike Hamrick
- Joe Shapiro

<u>Summary of Activity to Date</u>
- Developed Summary of Services and Associated Costs
- Developed Themes for Teams
- Nominated Team Leadership and Participants

<u>Current Challenges</u>
- Staying on Schedule

<u>Proposed Next Steps</u>
- Configure and Charge Review Teams
- Kick-Off and Monitor Team Activity
- Quick Response- 90-day timeline

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Pro Forma

<u>Workgroup Members</u>
- Michael McGuffey - Chair
- Mary Ellen Heuton
- Mark Robinson
- TBD (academic chair)
- TBD (deans office representative)
- TBD (academic affairs representative)

<u>Summary of Activity to Date</u>
- After discussions with key principals, it was determined that the completion of the pro formas should wait until after the Academic Portfolio Review is further along its timeline. Not only are chairs and deans busy with the APR, but also the product of the APR is necessary to accurately populate the pro forma worksheets. As a result, actual completion of pro forma worksheets has not started. Current workgroup members have discussed both the timing of the pro forma activities and the expected outputs with the consultant.

<u>Current Challenges</u>
- None at this time.

<u>Proposed Next Steps</u>
- Next steps are to develop a pro forma model based on the few that have been created for specific programs over the last several years, then trial it on small number of programs. The initial plan would be to begin with pro forma models for graduate programs. Since graduate programs tend to not utilize service classes nor provide them, this allows for a self-contained model with little outside influences and makes the iterative process for development easier at first.