





Office of Academic Affairs

PLAN-ON-A-PAGE

Vision	 <div>“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”</div>					
Mission	To foster a supportive environment of academic excellence, scholarship, and innovation, providing students with a comprehensive education that prepares them for future success					
Values	Collaboration Innovation		Interdisciplinary Engagement Academic & Creative Excellence		Student Success Access & Inclusion	
Stakeholder Goals	Students Provide world-class educational opportunities and multi-faceted advising to inclusive and globalized student body.	Faculty & Staff Recruit high-quality faculty and staff. Modernize policies and procedures to enable continued growth as an R2 institution.	Research Academy Grow research productivity and external funding. Foster the interdisciplinary centers of excellence.	West Virginia Contribute to the economic, intellectual, and cultural flourishing of the state.	Marshall Forever Promote success into the future by growing Marshall’s educational and scholarly prominence and implementing a sustainable, incentivized budget.	
Strategy	Champion creativity, discovery, learning, and student success through transformational and collaborative educational experiences and environments					
Initiatives	Strategic Enrollment Management	Transformative Student Success	End-to-End Student Experience	Provide In-Demand Knowledge	Provide On-Demand Delivery	Promote Faculty Excellence
Metrics	<ul style="list-style-type: none">Enrollment & Retention by SegmentRecruiting Visits, Events & AttendanceAdmissions Funnel	<ul style="list-style-type: none">Graduation Rates by SegmentInternational Students & Study AbroadAcademic Supports	<ul style="list-style-type: none">Advisor & Mentor Assignments by TypeInternships & Job PlacementsStudent Research	<ul style="list-style-type: none">New Programs & EnrollmentsAccredited ProgramsLicensure RatesGen Ed Review	<ul style="list-style-type: none">Distance ProgramsInnovative ModalitiesMicrocredentialsCertificates	<ul style="list-style-type: none">Leadership ProgramsInternal Grants, Awards, & Research SupportFaculty OutputsInterdisciplinary Centers

Our PLAN-ON-A-PAGE

VISION	 <div>“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”</div>				
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious				
2037 GOALS	 <div>Individual Success 100% Placement Rates for Graduates Zero Students Graduate with Student Loan Debt</div>		 <div>Innovative Ideas \$150M Research, Grants, Contracts 3X Start-Ups Incubated</div>		 <div>Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$2.3B)</div>
STAKEHOLDER GOALS	Students Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity	Team Empower faculty and staff to do the best work of their lives	West Virginia Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions	Financial Stakeholders Build a resilient and sustainable institution to outlast headwinds	
STRATEGY	Marshall for All, Marshall Forever In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition				
PRIORITIES	Increase access	Ensure affordability	Grow support programs	Deliver on demand	Enable lifetime achievement
METRICS	<ul style="list-style-type: none">• New student enrollment• Focused student segment enrollment• Recruitment contacts• Conversion rates• CRM integration	<ul style="list-style-type: none">• Student debt load• Debt-free pilot cohort launch and year/year retention• Internships and jobs• Fundraising campaign	<ul style="list-style-type: none">• First-year retention• MARCO mentorship project launch• E2E student experience monitoring in place	<ul style="list-style-type: none">• Micro-credential course catalog• HyFlex course pilot• Micro-credential pilot• Degree programs online• Online education website	<ul style="list-style-type: none">• Customized training for advanced manufacturing• Academic pathways selected• Career Engagement participation

Academic Affairs Strategic Priorities 2022 - 2027

“BIG FIVE” Strategic Priorities



Strategic
Enrollment
Management



Transformative
Student
Success



End-to-End
Student
Experience

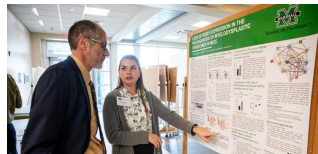


In-Demand
Knowledge



On-Demand
Delivery

Five “NO REGRET” Supporting Strategies



Applied High-
Impact
Research



Experiential
Education &
Innovation



Globalization
& Inclusive
Excellence



Faculty/Staff
Talent
Management



Academic
Analytics
& Technology

“BIG FIVE” Strategic Priorities



Strategic Enrollment Management

- Integrated Strategic Approach
- 10 Student Segments
- Customized Recruitment Strategies
- Alleviate transfer hurdles
- Expanded metro region
- College SEM Plans



Transformative Student Success

- Student Retention & Graduation
- Proactive advising, Herd Ready
- Personalized learning pathways
- Career Planning & Placement
- Internships, Coops, Practicums
- Micro-grant, ‘last dollar’ fin aid



End-to-End Student Experience

- Student journey through life cycle
- Touchpoints & Stages
- Barriers & Bright Spots
- Four Pillar Mentoring
- Design Thinking



In-Demand Knowledge

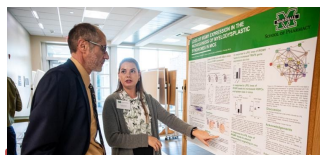
- Grow High-Demand Interdisciplinary Clusters
- Credit & non-credit certifications
- Online third-party Microcredentials



On-Demand Delivery

- High-flex modalities
- Online Program Portfolio
- Classroom Technology

Five “NO REGRET” Supporting Strategies



Applied High Impact Research

- Carnegie R2 Maintenance
- Fed & State Research Grants
- Doctoral programs
- Student Research & Creativity Symposium – UG & Grad



Experiential Education & Innovation

- Carnegie Community Engaged Campus designation
- Collaboration with Stakeholders
- Design Thinking training for all faculty, staff and students



Globalization & Inclusive Excellence

- Underrepresented groups of students, faculty & staff
- HLC QI Project
- At-risk students
- Multicultural Center
- International Partnerships
- Study Abroad opportunities



Faculty/Staff Talent Management

- Leadership Academies
- Pay Equity & Salary Reviews
- Digital P&T Processes
- Strategic Position Management
- Term Faculty Career Plan
- Faculty Recognition



Academic Analytics & Technology

- Decentralized IBM Budget Model
- Data-Driven Schedule Optimization
- Program Viability
- AA Dashboards, KPIs
- Digital Transformation
- Academic Process Reengineering
- Artificial Intelligence