

Our **PLAN-ON-A-PAGE**

VISION	 “To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”										
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious										
2037 GOALS	 Individual Success 100% Career Outcome Rates for Graduates Zero Students Graduate with Student Loan Debt				 Innovative Ideas \$150M Research, Grants, Contracts 3X Start-Ups Incubated			 Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$2.3B)			
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	- Strategic Enrollment Mgt. Plan - New student enrollment - Target segments enrollment - Recruitment contacts - Conversion rates - Stopped-out/returning students			- Student debt load - Debt-free cohorts/retention - Internships and jobs - M4A fundraising campaign - Undergraduate ROI		- HerdConnect mentorship - Center for Student Success 1st yr retention/6 yr graduation - E2E student experience - AI-based customized support		- In-demand programs & microcredentials - HyFlex/Hybrid courses - AI assessment/application - Online degree programs		- Customized training - MAMC - Academic pathways selected - Career Engagement participation - Lifelong learning	