MARSHALL UNIVERSITY
President's Update
Fall General Faculty Meeting

Brad D. Smith

September 27, 2022

Recap: 100 Day Listening Tour

Academic Units

Alumni

Board of Governors

Business Leaders

Cabinet

Classified Staff

Community Leaders

Faculty

Health Professionals

Students

CONDUCTED HIGHER LEARNING EXTERNAL ASSESSMENT

18 PRESIDENTS

6 CAMPUS VISITS

Dozens PUBLICATIONS

50+ Pages PRE-READ MATERIALS SUMMARIZED AND SHARED

38 LISTENING SESSIONS
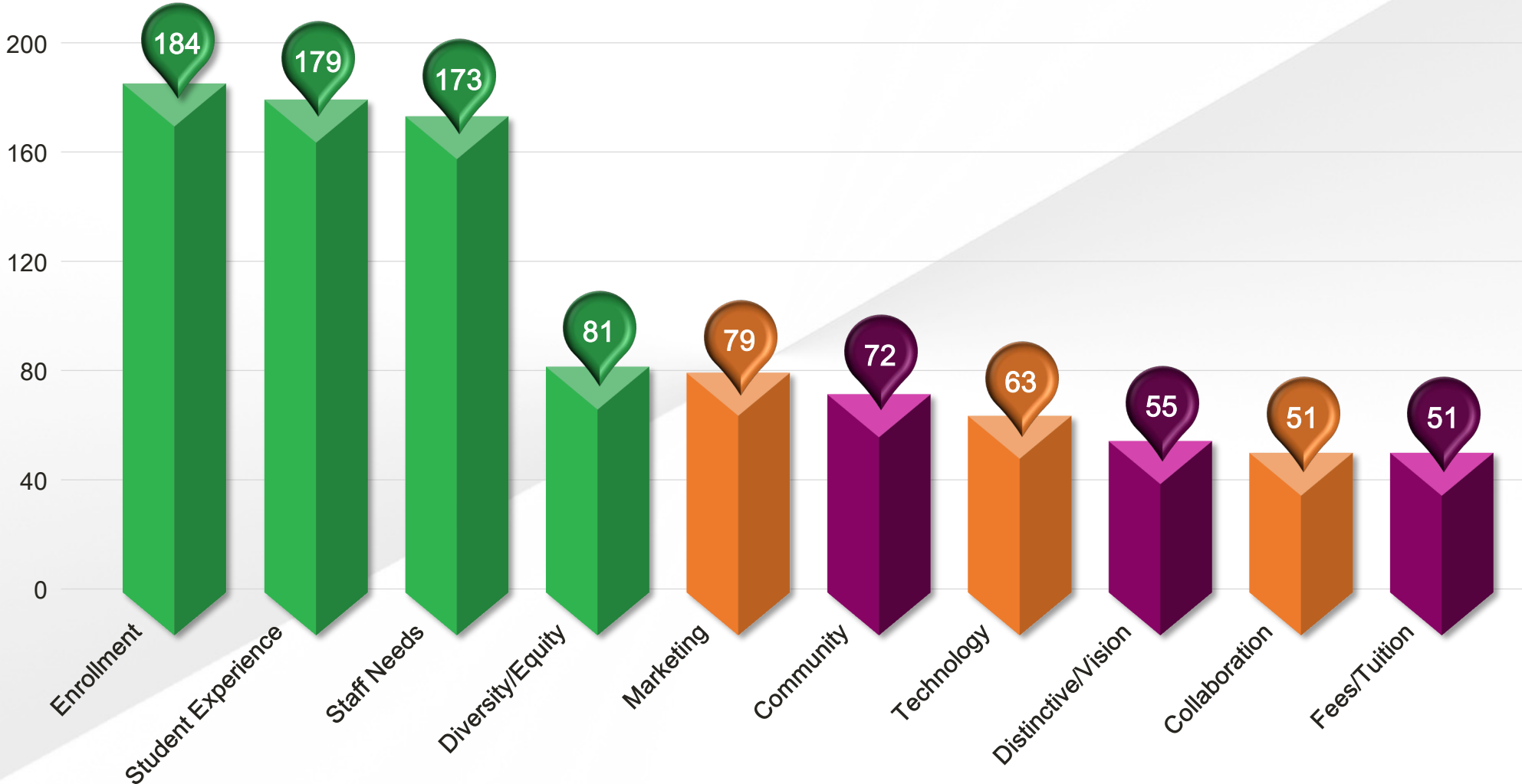

1,000+ PARTICIPANTS

1,200+ CAPTURED RESPONSES

2,000 PERSON HOURS TO COMPILE DATA

RESEARCH AND DATA ANALYSIS APPLIED TO ENSURE ACCURACY

Recap: Top Themes Across All Questions

Recap: "BIG FIVE" strategic priorities

STRATEGIC ENROLLMENT MANAGEMENT (SEM)

PROGRESS TO-DATE

- **SEM plan** developed & **SEM Council** executing

- **College-specific SEM plans** finalized & underway

- **Segment-specific plans** in-process

- **External resources** underway to strengthen execution

- **SEM Dashboard** operational by end of October

MARKET-BASED PRICING STUDY

PROGRESS TO-DATE

- **Market-based pricing study completed** Spring 2022

- **9 strategic levers prioritized & teams assigned**
  - SEM Plan, underutilized capacity, certificates, distance learning, ROI value prop., merit aid distribution, needs-based scholarships, graduate distance pricing, Metro-eligible counties

- **Metro-pricing expanded** effective Fall 2023

- **10-year goal** of no student-loan debt announced

END-TO-END (E2E) STUDENT EXPERIENCE

PROGRESS TO-DATE

- Hired & trained **team of students & project manager**

- Developed **10 student personas** – conducted interviews

- Narrowed focus: **student orientation** to reduce melt

- Conducting **rapid prototypes & experiments** (D4D)

- Developing **project implementation schedule**

WORLD-CLASS DIGITAL MARKETING

PROGRESS TO-DATE

- Conducted **external benchmarking** of exemplars

- Reviewed current state **staffing & budget vs. peers**

- Conducted **design-thinking exercise** with H.S. students

- Incorporated learning to **optimize digital assets**

- Hired **Chief Marketing Officer** – digital/storytelling

- Engaging viral thought leaders – **Who's Your We?**
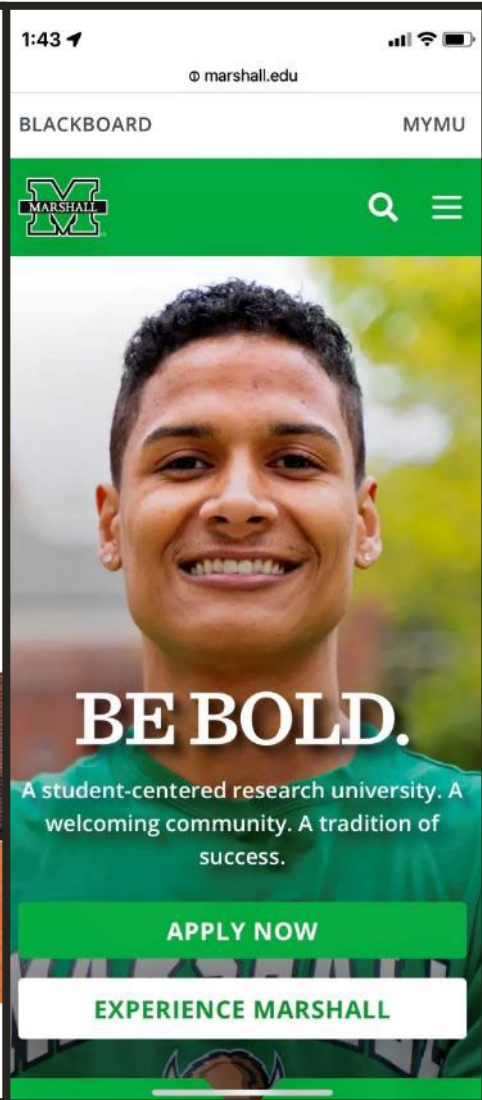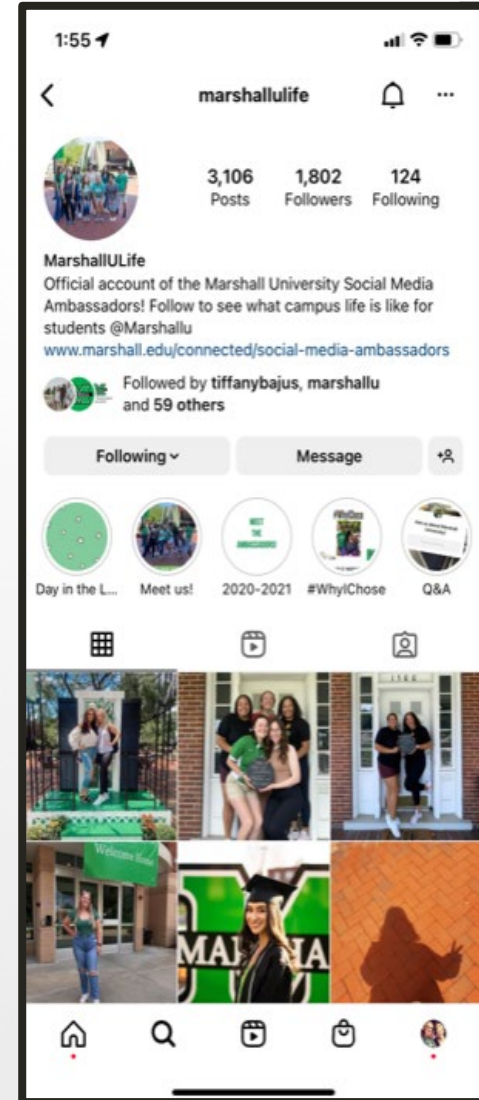
Progress and Next Steps
VISION AND STRATEGY FOR THE FUTURE

PROGRESS TO-DATE

- Conducted **60+ interviews & working sessions**

- Drafted **value proposition themes & aspirations**

- Completed **student segmentation & needs mapping**

- **Diagnosed enrollment, retention, financial health**

- Identified and researched **"leap-frog" options**

- **Reviewing and refining via listening sessions**

Recap: No Regret Decisions

PAY EQUITY ANALYSIS

PROGRESS TO-DATE

- **Gender & Racial Equity -** assessed 22 Pay Analysis Groups
  - **6 groups flagged** for further investigation
    - 3 groups **women potentially underpaid**
    - 2 groups **men potentially underpaid**
    - 1 group **under-represented race overpaid**
  - Unjustified **discrepancies reconciled by 9/24**
  - Conducting external **assessment every 24 months**

- **Market-Based Pay Equity –** licensed PayScale "Pay Factors"
  - Assessing market-based **pay equity vs. peer group**
  - Establishing **baseline and prioritizing** targeted actions
  - Investigating **"Strategic Fund" options** to build pool

JOURNEY TO RCM

PROGRESS TO-DATE

- **Eliminated Freeze Committee:** optimal faculty allocation
  - Drivers: student headcount, credit hours, 5 yr. trends
  - **Benchmarked** revenue/expense allocation methods
  - Working with Deans - **define MU pilot for FY'24**

- **"Right-For-Me" faculty workload** to align with R2
  - Baseline 4/4 – **submit case** for research/service
  - **Reduced teaching load** if proposal approved
  - Modeling **financial impact** & pilot in **Fall 2023**

DIGITAL AND IT ASSESSMENT

PROGRESS TO-DATE

- **Engaged peers** navigating digital transformation

- Completed **review of IT expenditures comparison**

- Prepared **satisfaction diagnostic survey.**

- **Distributing survey** to stakeholders

- Hired **Chief Information Officer** – technology/process

COMMUNITY CARES WEEK

COMMUNITY CARES WEEK
Giving Back to the Herd

PROGRESS TO-DATE

June 21-24th, 2022:   **451** volunteers, **45** projects **1,240** service hours

- **Landscaping -** Planted flowers, trees; mulch, trim shrubs, weed

- **Painting -** Residence hall rooms, handrails, doors, stadium

- **Housekeeping** - Classrooms, stairways, lobbies

- **Thrift Store** - Organized donations from move-out; cleaned

- **Pressure Washing** - Sidewalks and entry ways

- **May 23-26th, 2023**: **2nd Annual Community Cares Week**

SHARED GOVERNANCE

PROGRESS TO-DATE
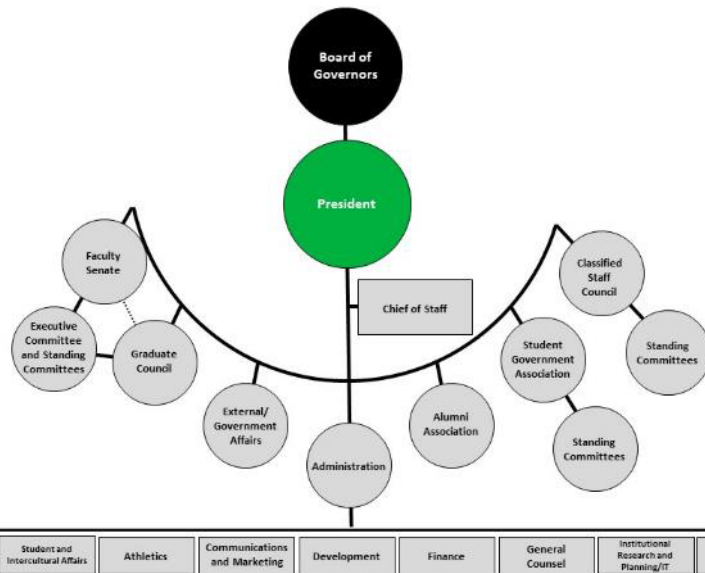
- **Ad Hoc Committee** – website launched, formed subcommittees

- **External Subcommittee:**
    - Benchmarking exemplars:
        - Shared governance structures
        - Communication structures/practices
        - Incentive models
        - Shared governance "culture"
        - University constitution

- **Internal Subcommittee:**
    - Reviewing existing Marshall structure - policies and practices
        - Reviewing attitudes regarding shared governance
        - Identifying problems & diagnose root cause
        - Exploring incentives - address 9-month contract issue

- Applying **Design Thinking** to identify go-forward model

VISION AND STRATEGY FOR THE FUTURE

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- Completed **student segmentation & needs mapping**

- **Diagnosed enrollment, retention, financial health**

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Vision and strategy for the future

Three primary deliverables:

The aspirational themes that emerged from university stakeholder engagement

(1) **Deeply engage with university stakeholders**

(2) **Develop a renewed, distinctive, and durable value proposition and vision for Marshall University**

(3) **Diagnose the current state: enable Marshall to chart the course forward to the renewed value proposition and vision**

Accelerate student success, allowing individuals to benefit from opportunities in West Virginia

Via highly flexible, affordable, inclusive & equitable degree & skill-building programs & world-class research

A prosperity platform for West Virginia and its people

A

B

C

Driver of economic development to create opportunities for West Virginians

In partnership with all in-state universities and community colleges
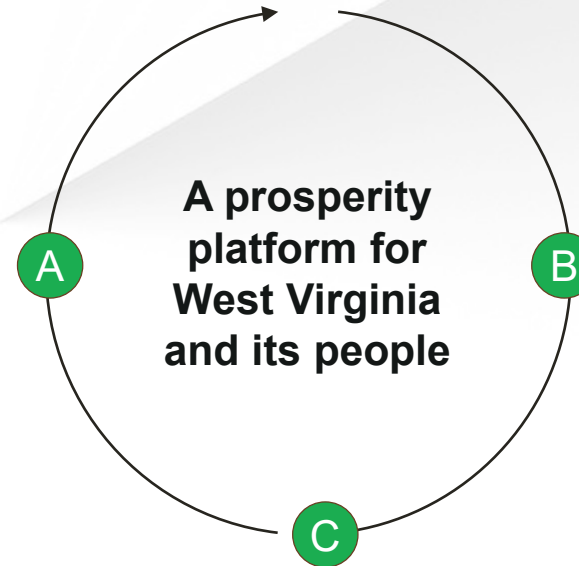
The foundation: a sustainable financial structure and academic offerings

Three horizons of work to reach our aspiration

1: Optimize to promote long-term sustainability

Realize potential of current model
Sustainable financials & academic offerings

- *Improve traditional/transfer enrollment*
- *Strengthen student success*
- *Grow high potential programs*

2: Transform to lead with the best

Match exemplars for access, affordability, student mentorship, flexible modalities and career pathways

Potential initiatives include

- *Pilot Marshall for All – debt-free*
- *Accelerate online program offerings*
- *Launch faculty engagement fund*

3: Leapfrog to become the reference case

Pioneer "leapfrog" efforts
Change trajectory of education/economic dev.
Set the bar for higher ed. innovation

- *Scale Marshall for All for all students*
- *Build an economic development engine*

First, we must return to sustainable financial status

Marshall's annual deficit could grow to ~$34M by 2026 with current trajectory

Legend:
- — Cost
- — Revenue
- ■ Net Income (Actual)
- ⌐⌐ Net Income (Forecast)

Cost: 262.6 (FY17), 262.1 (FY18), 267.3 (FY19), 283.5 (FY20), 266.6 (FY21), 268.3 (FY22), 271.7 (FY23), 275.1 (FY24), 278.5 (FY25), 280.0 (FY26)

Revenue: 270.0 (FY17), 267.0 (FY18), 265.3 (FY19), 267.1 (FY20), 305.2 (FY21), 257.2 (FY22), 242.8 (FY23), 247.0 (FY24), 246.7 (FY25), 246.4 (FY26)

Net Income: 7.4 (FY17), 4.9 (FY18), -1.9 (FY19), -16.4 (FY20), 38.6 (FY21), -11.1 (FY22), -28.8 (FY23), -28.1 (FY24), -31.8 (FY25), -33.6 (FY26)

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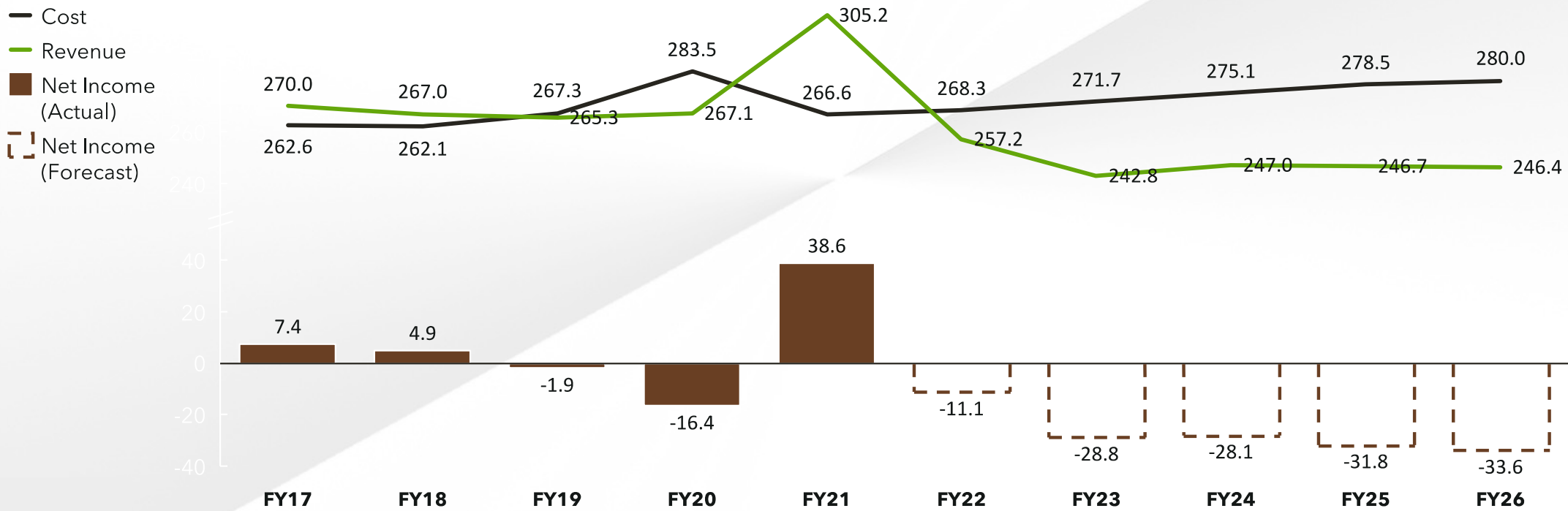
Enrollment peaked in 2010 … decline is not inevitable

Enrollment Information
Fall Semesters 1997-98 through 2021-2022

Fall Semester	Headcount	% Change	FTE	% Change
1998	13,607		10,361	
1999	13,371	-1.7%	10,343	-0.2%
2000	13,643	2.0%	10,573	2.2%
2001	13,829	1.4%	10,642	0.7%
2002	14,222	2.8%	11,065	4.0%
2003	13,967	-1.8%	11,064	0.0%
2004	13,925	-0.3%	10,902	-1.5%
2005	13,996	0.5%	10,969	0.6%
2006	13,940	-0.4%	10,819	-1.4%
2007	13,814	-0.9%	10,754	-0.6%
2008	13,584	-1.7%	10,681	-0.7%
2009	13,779	1.4%	10,966	2.7%
2010	14,196	3.0%	11,549	5.3%
2011	13,971	-1.6%	11,410	-1.2%
2012	13,715	-1.8%	11,365	-0.4%
2013	13,413	-2.2%	11,167	-1.7%
2014	13,390	-0.2%	11,236	0.6%
2015	13,631	1.8%	11,485	2.2%
2016	13,654	0.2%	11,610	1.1%
2017	13,259	-2.9%	11,330	-2.4%
2018	13,215	-0.3%	11,042	-2.5%
2019	12,862	-2.7%	10,655	-3.5%
2020	11,962	-7.0%	10,197	-4.3%
2021	11,143	-6.8%	9.508	-6.8%

Market Insights and Execution Opportunities

- **Access** (Huntington/Ashland MSA only)
  - HS grads/no college: **16,000** (25% were admitted)
  - 25-54 yr. old HS grads/some college: **81,000**
  - 5 CTC's within 55 miles: **1,400** associates/year

- **Affordability**
  - Affordability is a **MU strength** for families making <$50K
  - 27% below poverty line; **63% grads student debt of $26K**

- **Flexibility**
  - **3,433 WV completions online** … MU has 6% share
  - **2010 SNHU Enrollment 12.6K** => 2021 enrollment **178K**
  - 2010 **ASU Enrollment** 70.4K => 2021 enrollment **134.5K**

- **Student Success**
  - Demonstrated success **improving retention & completion**
  - **39% of MU graduates remain** in-state vs 22% for WV

Source: Marshall enrollment data

MARSHALL FOR ALL … MARSHALL FOREVER

Increase access

Target currently underserved populations (e.g., adults, out-of-state students, certificate seekers)

Ensure affordability

Lower debt burdens for students (e.g., income share agreements, hardship programs)

Grow mentorship and support programs

Program selection, personalized learning pathways, increased retention and completion

Deliver across flexible modalities

Hyflex modalities across all programs to serve diverse populations Marshall seeks

Enable career success and employer engagement

Prepare students for strong jobs aligned with employer demand, grow programs that meet student interests and industry needs

5 key levers

All supported by a strong, campus-wide strategic enrollment management approach
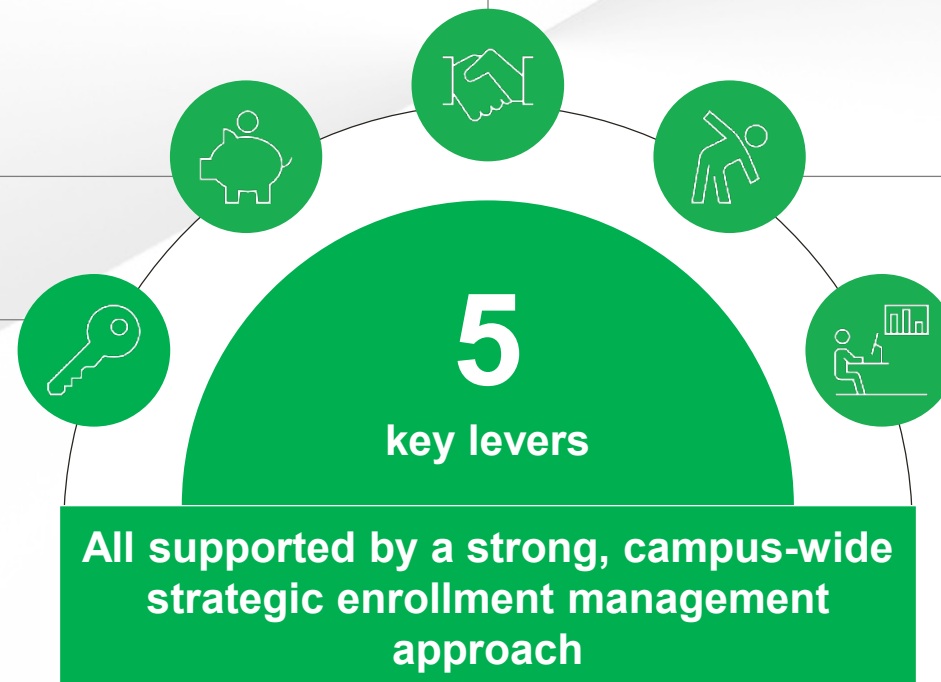
Moving Forward

Next steps include

- Continue to **execute on the Big Five** strategic priorities and six "no regret" decisions

- Continue to syndicate and **refine the Marshall For All, Marshall Forever** value proposition & strategy

- Accelerate our strategic enrollment management efforts to **grow enrollment**

What Marshall needs from you

- #1 Priority: student growth & success
  "Recruitment & Retention Officers"

- Curiosity: change & experimentation

- UBUNTU: "I Am, Because We Are"
  "Shared Governance To Grow"