President’s Update
Fall General Faculty Meeting

Brad D. Smith
September 27, 2022
Recap: 100 Day Listening Tour

- **1,200+ CAPTURED RESPONSES**
- **1,000+ PARTICIPANTS**
- **38 LISTENING SESSIONS**
- **18 PRESIDENTS**
- **6 CAMPUS VISITS**
- **Dozens PUBLICATIONS**
- **50+ Pages PRE-READ MATERIALS SUMMARIZED AND SHARED**
- **18 CONDUCTED HIGHER LEARNING EXTERNAL ASSESSMENT**
- **2,000 PERSON HOURS TO COMPILE DATA**
- **RESEARCH AND DATA ANALYSIS APPLIED TO ENSURE ACCURACY**

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**Academic Units**

**Alumni**

**Board of Governors**

**Business Leaders**

**Cabinet**

**Classified Staff**

**Community Leaders**

**Faculty**

**Health Professionals**

**Students**

**Board of Governors**

**Alumni**

**Community Leaders**

**Health Professionals**

**Students**
Recap: Top Themes Across All Questions
Recap: “BIG FIVE” strategic priorities
Progress and Next Steps

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
Progress and Next Steps

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
Progress and Next Steps

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
Progress and Next Steps

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
Progress and Next Steps

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
Progress and Next Steps

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**
PROGRESS TO-DATE

- Established DEI Triad
  - Chief Talent and DEI Officer at Cabinet
  - Vice President of Intercultural & Student Affairs
  - Hiring Assistant Provost of Inclusive Excellence

- Restructuring/rebranding Office of Equity Programs
  - Identifying everyone working in DEI
  - Creating a unified structure
  - Resources, events, training and best practices

- Subject Matter Experts (SMEs)
  - Increasing training for staff
  - Building micro-credentials for businesses and degrees/curriculum for students.
Progress and Next Steps
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
Progress and Next Steps

COMMUNITY CARES WEEK

PROGRESS TO-DATE

June 21-24\textsuperscript{th}, 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 23-26\textsuperscript{th}, 2023: 2nd Annual Community Cares Week
**Progress and Next Steps**

**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

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
Vision and strategy for the future

Three primary deliverables:

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

The aspirational themes that emerged from university stakeholder engagement:

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

A prosperity platform for West Virginia and its people

Driver of economic development to create opportunities for West Virginians

The foundation: a sustainable financial structure and academic offerings

In partnership with all in-state universities and community colleges
Three horizons of work to reach our aspiration

1: Optimize to promote long-term sustainability
Realize potential of current model
Sustainable financials & academic offerings

2: Transform to lead with the best
Match exemplars for access, affordability, student mentorship, flexible modalities and career pathways

Potential initiatives include:
- Improve traditional/transfer enrollment
- Strengthen student success
- Grow high potential programs
- 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

Potential initiatives include:
- 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

Source: Marshall Budget v. Actuals, McKinsey analysis
Enrollment peaked in 2010 … decline is not inevitable

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

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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
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”