M A R S H A L L  U N I V E R S I T Y

President Smith
Listening Tour

Town Hall Discussion
April 28, 2022
Shared Governance Definition

Shared governance is a systematized structure of transparent decision-making that reflects shared interests and shared responsibility of all constituency groups. Constituency groups – which include, but are not limited to, faculty, students, staff, the Board of Governors, and Administration – have assured, protected opportunities to influence decisions regarding the operation and direction of Marshall University and established organizational means by which they carry these out. The role of constituency groups is not merely advisory, instead, decision-making is actively shared among all groups. Constituency groups thus contribute more than mere consultation before implementation of a decision.

Shared governance relies on an atmosphere of mutual understanding, respect and trust that can foster honest communication and consideration in decision-making. Shared governance promotes transparency, accountability, inclusivity, collaboration, collegiality, and interdependence among constituency groups.

Source: Marshall University Shared Governance Ad Hoc Committee
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

38 LISTENING SESSIONS

1,200+ CAPTURED RESPONSES
2,000 PERSON HOURS TO COMPILE DATA

50+ Pages PRE-READ MATERIALS SUMMARIZED AND SHARED
1,000+ PARTICIPANTS

RESEARCH AND DATA ANALYSIS APPLIED TO ENSURE ACCURACY
Top Themes Across All Questions

- Enrollment: 184
- Student Experience: 179
- Staff Needs: 173
- Diversity/Equity: 81
- Marketing: 79
- Community: 72
- Technology: 63
- Distinctive/Vision: 55
- Collaboration: 51
- Fees/Tuition: 51

- Critical Topic
- Major Topic
- Moderate Topic
Theme 1: Recruitment/ Enrollment

Responses focused on improving enrollment rates and recruitment strategies.

Key Points

• Urgent need to reverse a multi-year trend of declining enrollment
• Need to expand pool of prospects both geographically and to non-traditional populations
• Investigate new methods of recruiting, marketing and outreach
• Strengthen retention of current students

Raised by 100% of stakeholder groups, recruitment/enrollment was the most frequently mentioned topic overall, the most referenced opportunity and the third most referenced risk area. Comments relating to recruitment/enrollment were also the fourth most referenced “Things Brad should know.”

“All Marshall employees must view their roles as ‘chief recruitment & retention officers.’ We are in the profession of student success.”
Theme 2: Student Experience

Ideas shared relating to improving the academic and collegiate life experiences of current students.

Key Points

- Need for additional resources and support (tutoring, counseling, mental health) and improvements to advisor programs
- Desire for more experiential/career readiness training and programs
- Need for better inclusion and engagement of diverse, non-traditional and commuter students
- Recommended campus improvements to enhance experience

Raised by 79% of stakeholder groups, student experience was the second most referenced topic overall, the second most referenced opportunity and the second most referenced risk area. Comments relating to student experience were also the most referenced “Things Brad should know.”

“Our student experience is broken. We pass students off to the next group instead of ‘owning the outcome.’"
Theme 3: Staff/Faculty Needs

Comments relating to hiring needs, staff/faculty job satisfaction and needed resources and tools.

Key Points

• Fill staffing gaps and create manageable workload
• Compensation and pay equity concerns
• More professional development opportunities
• Balance between research emphasis and teaching

Raised by 82% of stakeholder groups, staff/faculty needs was the third most referenced topic overall, the sixth most referenced opportunity and the top referenced risk area. Comments relating to staff/faculty were also the second most referenced “Things Brad should know.”

“Our pay and rewards have not kept pace with the market, making it difficult to recruit in a hot labor market and driving attrition.”
Theme 4: Diversity/Equity

Comments relating to the need to increase diversity at Marshall and ensure equal experience.

Key Points

• Increase diversity in enrollment and employment
• Strategically address equity and inclusion issues for both students and staff/faculty
• Improvement of Title IX process
• Clearer commitment to diversity

Raised by 75% of stakeholder groups, diversity/equity was the fourth most referenced topic overall, the seventh most referenced opportunity and the fifth most referenced risk area. Comments relating to diversity/equity were also the fifth most referenced “Things Brad should know.”

“Our recruiters don’t tell diverse populations all we offer for non-majority students. We need to sell that to prospective students.”
Theme 5: Marketing
Comments and ideas relating to improving awareness of Marshall through marketing and advertising activities and building a strong narrative/value proposition.

Key Points
• Better define how Marshall is distinct from other groups
• Articulate strategic mission and vision
• Strengthen and increase marketing efforts to enhance perception and bolster recruiting

“Our alumni and students are a powerful part of our story. How do we amplify our brand and positioning using best practices?”
Strategic Priorities – The “BIG FIVE”

Strategic Efforts Underway

STRATEGIC ENROLLMENT MANAGEMENT

With the assistance of enrollment consultant Dr. Lisa Harris, we have embarked on developing the university’s first ever Strategic Enrollment Management (SEM) plan. The goals of this effort include:

1. Increasing total institutional headcount enrollment, utilizing targeted recruitment initiatives, increase retention efforts, and additional programming offerings.
2. Significantly improving key current measures of student success and satisfaction, while providing a stronger college-learning experience for Marshall University students.
3. Creating a university-wide culture of shared responsibility and accountability for enrollment and student success.

Progress To Date: SEM plan goals, strategies and objectives shifted, formed a SEM Council and strategy work groups have begun meeting.
Next Milestone: Update to Board of Governors on April 21, 2022

Strategic Efforts Underway

MARKET-BASED PRICING STUDY

With Boston Consulting Group, we have embarked on a study of the university’s pricing structure, including a review of historical pricing trends, a competitive analysis, and interviews and surveys with current and prospective students to understand their perception of price and willingness to pay for key programs and segments.

The results will help us:

1. Synthesize key pricing leverage to enhance mission and financial sustainability.
2. Synthesize implications for pricing differentials by geography. (e.g., 30 mile radius, etc.)
3. Synthesize and present key operating model surplus or deficit for Marshall over next 2-3 years and
c4. Get guidance on options/opportunities to shape the financial structure over time.

Progress To Date: Contract finalized, Steering committee formed, 8k off housing need.
Next Milestone: April 26 internal findings, May 12 washout

Strategic Efforts Underway

END-TO-END STUDENT EXPERIENCE

The “college experience” is internally defined as what happens between the day of arrival and commencement. Transformations are now being led by the creation of an interdisciplinary team of experts from across campus who will be responsible for day-to-day support and management of the student experience. Additionally, we will establish clear student experience governance and measurement that will ensure and monitor the success of the plan.

We will develop a culture of learning and growth for the entire Marshall campus.

Progress To Date: Steering committee formed
Next Milestone: Kick-off meeting in early May

Strategic Efforts Underway

DISTINCTIVE, DURABLE STRATEGY TO WIN

In line with the major initiative, we are working to enhance the University’s position in terms of student satisfaction, alignment with the student experience, and to create a sense of community and belonging.

Next Milestone: Select external experts, core working teams in full service

Strategic Efforts Underway

WORLD CLASS (DIGITAL) MARKETING

Implementation best practices in paid and organic digital marketing to be incorporated into changing demographics and student needs, and to expand on consistent and revenue growth potential.

• Explore new and emerging technologies using market research and analytics to develop insight to inform tactical and strategic decisions.
• Support the development and creation of strategic digital content.
• Enhance website and mobile user experience through improved design, functionality, and effectiveness.
• Evaluate the use of advertising channels, including SEM & SEO.

Next Milestone: Executive summary and framed in an Alignment Triangle
Progress To Date: Outside-in review of marketing staff (July 1, 2022)
Next Milestone: RFP for education marketing firm to develop comprehensive plan (Aug. 2022)
No Regret Decisions

Strategic Efforts Underway
PAY EQUITY ANALYSIS

Outsolvle Beyond Compliance

No matter how well we are doing, we are continuously looking to improve. The Pay Equity Analysis is a key component of this initiative because it provides valuable insights into gender, race and other factors that may be impacting our employees. Additionally, the Pay Equity Analysis is required by New York City and the Equal Employment Opportunity Commission.

1. Identify the positions and roles that are impacted by the Pay Equity Analysis.
2. Conduct a review of the positions to ensure that they are accurately classified.
3. Review the results of the analysis to identify any disparities.
4. Implement strategies to address any disparities identified.

Program Timeline:
- Phase I: Analysis has been completed and work has begun.
- Phase II: Implementation is ongoing.

No Regret Decisions

Strategic Efforts Underway
JOURNEY TO RCM

Rajiv Bhatia, Chief Financial Officer

RCM is a journey that we are committed to undertaking. It is a process that involves aligning our operations with the goals of the organization. The RCM framework provides a structured approach to decision-making and is designed to ensure that our decisions are aligned with our strategic objectives.

1. Establish clear goals and objectives.
2. Develop a timeline for achieving these goals.
3. Monitor progress and make adjustments as needed.
4. Celebrate successes and learn from failures.

Program Timeline:
- Phase I: Initiation completed. Phase II: Implementation in progress.
- Phase III: Evaluation and reporting.

No Regret Decisions

Strategic Efforts Underway
DIVERSITY, EQUITY & INCLUSION

Cheryl Harrell, Diversity Officer

Diversity, Equity, and Inclusion are critical components of our organization's success. We are committed to creating a workplace that is inclusive and welcoming to all individuals.

1. Develop diversity and inclusion initiatives.
2. Implement policies and procedures to support diversity and inclusion.
3. Monitor progress and make adjustments as needed.
4. Celebrate successes and learn from failures.

Program Timeline:
- Phase I: Plan development.
- Phase II: Implementation.
- Phase III: Evaluation and reporting.

No Regret Decisions

Strategic Efforts Underway
DIGITAL AND IT ASSESSMENT

Infotech

As we enter a new era of digital transformation, it is important that we have the necessary tools and technology to support our goals. This assessment will help us identify areas for improvement and ensure that our technology is aligned with our strategic objectives.

1. Assess current technology and infrastructure.
2. Develop a roadmap for future technology improvements.
3. Implement changes to align with strategic objectives.
4. Monitor progress and make adjustments as needed.

Program Timeline:
- Phase I: Assessment.
- Phase II: Implementation.
- Phase III: Evaluation and reporting.

No Regret Decisions

Strategic Efforts Underway
COMMUNITY CARES WEEK

Community Cares Week

The goal of this initiative is to support local communities and local organizations. We are committed to making a positive impact on the communities we serve.

1. Identify local organizations that align with our values.
2. Plan events and activities to support these organizations.
3. Participate in community events.
4. Follow up with organizations to assess the impact of our support.

Program Timeline:
- Phase I: Planning.
- Phase II: Implementation.
- Phase III: Evaluation and reporting.

No Regret Decisions

Strategic Efforts Underway
SHARED GOVERNANCE

Shared Governance Organization Chart

Our Shared Governance model is designed to ensure that all stakeholders have a voice in our decision-making process. This model helps us to ensure that the needs of all individuals are met.

1. Establish clear guidelines for governance.
2. Implement policies and procedures to support governance.
3. Monitor progress and make adjustments as needed.
4. Celebrate successes and learn from failures.

Program Timeline:
- Phase I: Plan development.
- Phase II: Implementation.
- Phase III: Evaluation and reporting.
Enduring FINANCIAL PRINCIPLES

1. **Grow STUDENTS, Not Fees.**
   - Minimize tuition and fee increases.
   - Institutional success is measured by our accessibility, affordability, and lifetime value for the students we serve.

2. **Invest in our TEAM.**
   - Align employee compensation with market.
   - Incentivize for performance & living the Marshall University Creed.

3. **Take Care of the HOUSE.**
   - Investments in facilities are essential to the university mission.
   - Invest in innovative technologies to meet modern challenges.

4. **Manage our Strategic RESOURCES.**
   - Build key reserves for fiscal and operational resiliency.
   - Invest available resources to new market-driven opportunities.
Addressing 100% of the Top Themes

- Enrollment
- Student Experience
- Staff Needs
- Diversity/Equity
- Marketing
- Community
- Technology
- Distinctive/Vision
- Collaboration
- Fees/Tuition

Critical Topic
Major Topic
Moderate Topic
QUESTIONS