



Marshall for All, Marshall Forever

A Strategic Roadmap to Future Prosperity


WORKING DRAFT


February 2023

Process Overview

Shared Governance in Action

100 Day Listening Tour


 Academic Units


 Alumni

 Board of Governors

 Business Leaders


 Cabinet

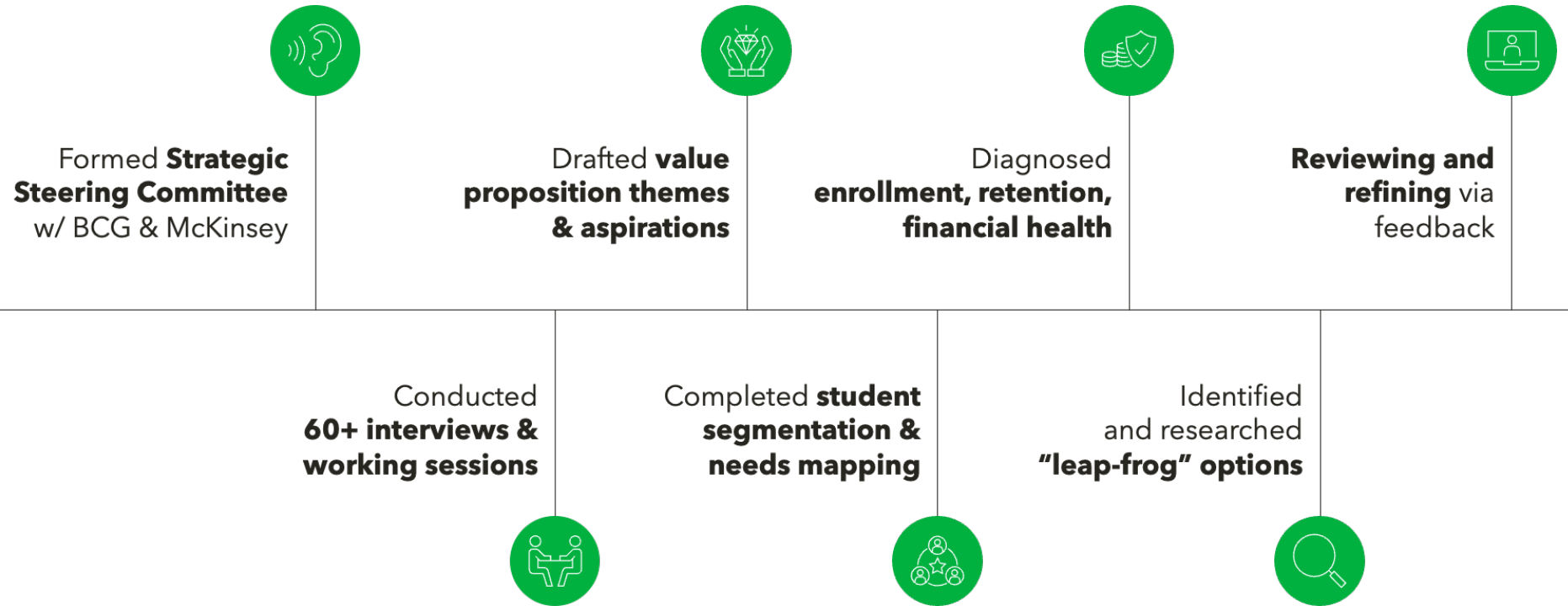
 Classified Staff

 Community Leaders

 Faculty

 Health Professionals

 Students



AGENDA



Our Storied History



Our Challenges and Opportunities



Our Strategic Roadmap to Future Prosperity



Reflections and Input

AGENDA



Our Storied History



Our Challenges and Opportunities



Our Strategic Roadmap to Future Prosperity



Reflections and Input

Our Storied History

186 Years of Growth and Advancement



1837
Marshall Academy created

1858
Becomes a college

1907
Enrollment passes 1,000

1929
During the **Great Depression**, students pay for tuition in "IOUs" and potatoes



1863
Civil War; **Salina Hite Mason** saves Marshall College by purchasing the property at auction and supporting the school financially

1937
Ohio River **flooding** damages campus facilities

1947-48
Men's basketball wins **national championship**; football plays in Tangerine Bowl



1992, 1999
First **football championship** (Division 1-AA); **top 10 ranking** and Motor City Bowl win over BYU

2018
Receives **R2 research institution designation** from the Carnegie Classification of Institutions

2020
Men's soccer wins school's first **NCAA Division 1 National Championship**

1946
More than **500 veterans** enroll in program **allowing graduation in three years**

1961
Receives **university status**



1990
Enrollment exceeds **12,000**

1977
Medical school opens

2022
"Marshall for All" announced, with goal that in 10 years, no student will graduate with debt

1938
Board of Education authorizes Marshall to offer **master's degrees**

1970
Airplane crash kills 75 football players, coaches, administrators and community members



Marshall University

A Vibrant Ecosystem

- Public research university – R2
- 9 colleges | 3 professional schools
- 11,000 total | 3,000 graduate students
- 77% students from West Virginia
- 54% are first-generation students
- Admitted from 56 countries
- 1,770 full-time faculty and staff



Marshall University Academics

- Huntington
- South Charleston
- Point Pleasant
- Teays Valley



Joan C. Edwards School of Medicine



Marshall University Athletics



Marshall University Foundation Inc.



Marshall University Research Corporation



RCBI Advanced Manufacturing Centers



Marshall Health



Mountain Health

Marshall University

Our Role and Impact

WE ARE ... A Prosperity Platform to Accelerate Individual Success, Innovative Ideas and Economic Impact

INDIVIDUAL SUCCESS

2,800 Graduates/Year
77% from West Virginia
54%+ First Generation



120,000 Alumni:
Admirals & Generals, Governors,
Fortune 500 CEOs, Emmy/Tony/Pulitzer
Prize Award-Winners, Doctors, Lawyers,
Scientists, Educators, Professional Athletes
& Coaches, Heisman Trophy Finalists and
Hall of Fame Inductees

INNOVATIVE IDEAS

Research
Scholarship
Creativity



\$65M Research Funding
Carnegie R2 (7% of Institutions)
Cybersecurity | Forensic Science
Addiction Science | Obesity | Gerontology
Rural Health | Neuro-Divergent Learning
Digital Humanities | Design Thinking
Entrepreneurship | Innovation District

ECONOMIC IMPACT

Educate
Innovate
Collaborate



39% Graduates Remain in WV (vs. 22%)
Advanced Materials Testing Lab
16+ Apprenticeships | 900+ Trained/Year
Flight School | Aviation Maintenance
\$1 Invested Yields 14X Return
\$770M Economic Impact/Year
"Choose West Virginia" Tour

Source: CEBR, McKinsey & Company, Lightcast

AGENDA



Our Storied History



Our Challenges and Opportunities



Our Strategic Roadmap to Future Prosperity



Reflections and Input

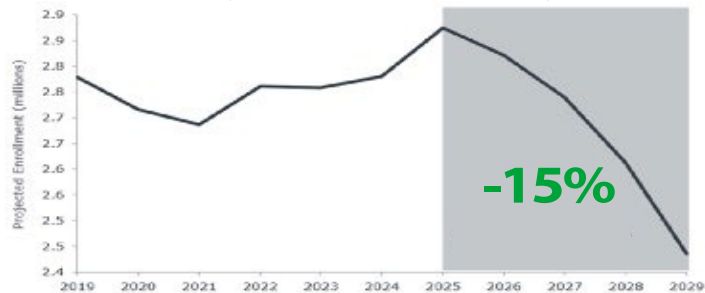
A Shifting Landscape Necessitates Change

STUDENT TRENDS

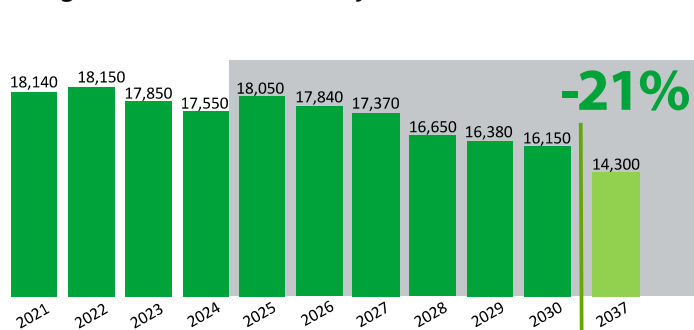
Student Pipeline & Preferences ... Affordability • Flexibility • Career Relevance / Achievement

Enrollment Cliff: Fewer H.S. Students

Enrollment Nationally Projected to Drop Sharply After 2025



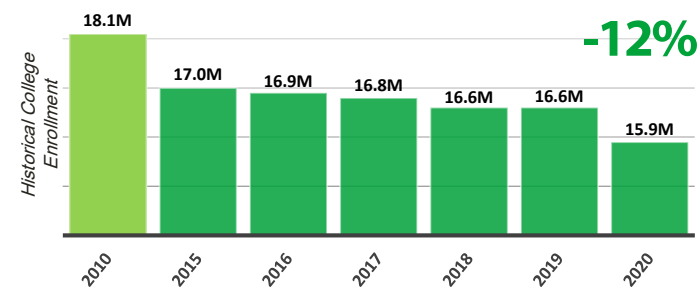
WV High School Graduates Projected to Continue to Decline



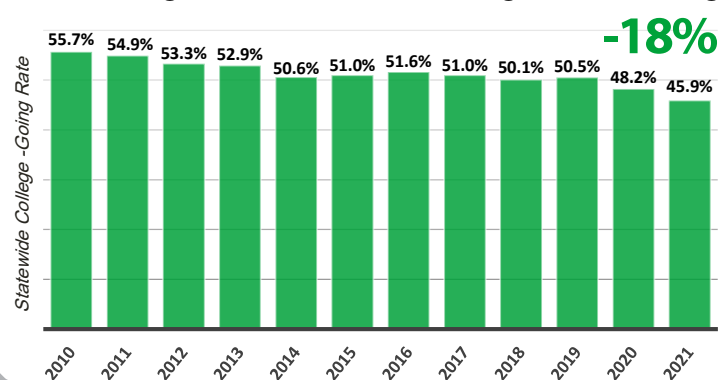
Source: Association of Governing Boards (AGB), 2022; Western Interstate Commission for Higher Education (WICHE)

Declining Interest in College Attendance

National Trends Reflect Lower Interest in Attending College



Fewer WV High School Students Choosing to Attend College



Source: National Center for Education Data Statistics; West Virginia Higher Education Policy Commission

The Top Three Things ...

Families Seek from College:

1. The right credentials to unlock the door to a successful career
2. Affordability
3. Sense of belonging/students matter

Prospective Marshall Students Seek:

1. Financial assistance/affordability
2. Flexibility of schedule/online options
3. Networking/mentorship/career readiness

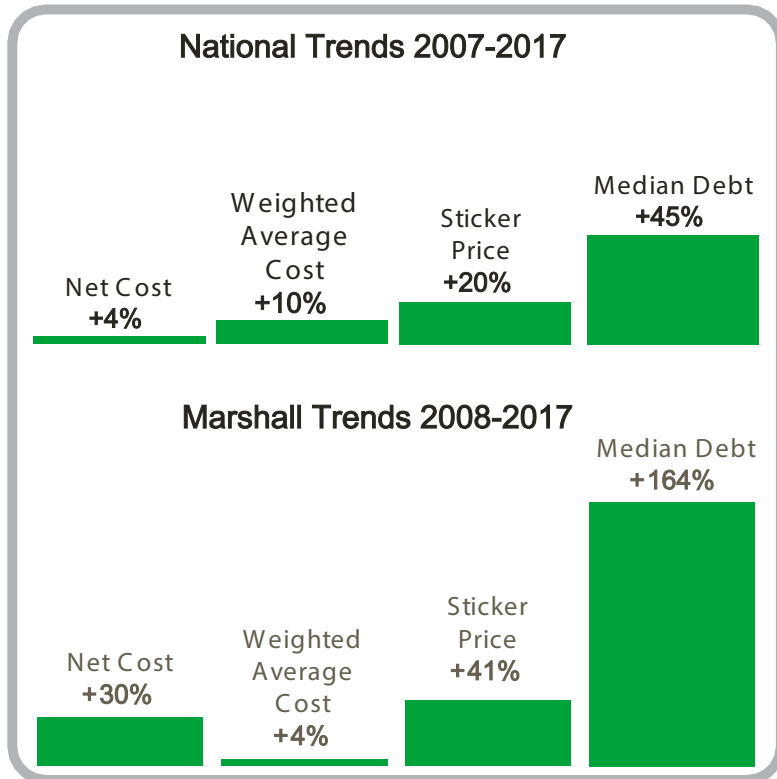
Source: Students First: Equity, Access, and Opportunity, Paul LeBlanc, 2021; McKinsey & Company interviews

A Shifting Landscape Necessitates Change

COST & VALUE PROPOSITION

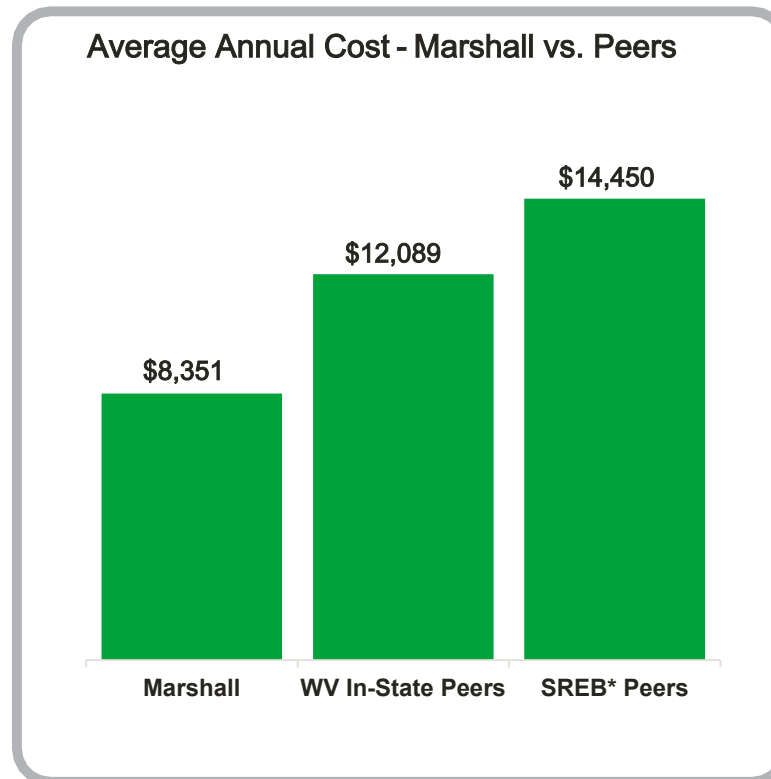
Affordability Driving ROI Concerns ... Growing Student Loan Debt • Return-on-Investment

Cost of Attendance & Debt Are Rising



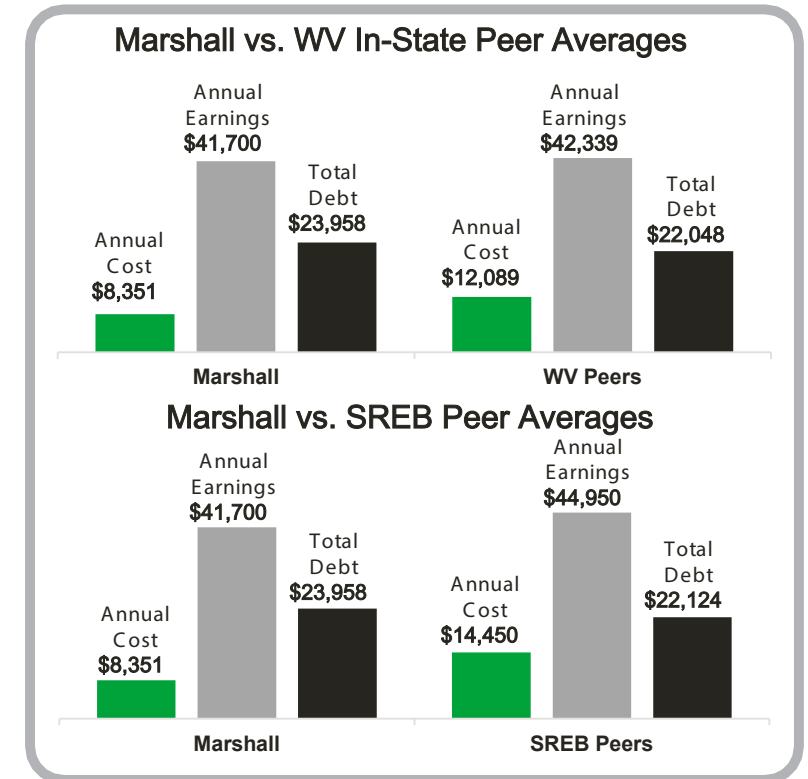
Source: IPEDS, College Scorecard

Marshall's Affordability is a Relative Strength



Source: U.S. Department of Education College Scorecard
*Southern Regional Education Board

Marshall's Relative Return-on-Investment



Source: U.S. Department of Education College Scorecard
*Southern Regional Education Board

A Shifting Landscape Necessitates Change

HIGHER EDUCATION TRENDS

Higher Ed is Changing ... In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition

Great Upheaval in Higher Ed

- **Digital Transformation**
- **Knowledge Economy Demands**
- **Non-Traditional Providers Offer:**
 - Low Cost
 - Anytime/Anywhere Access
 - Relevant Degree/Certificate

Source: The Great Upheaval: Higher Education's Past, Present, and Future, Arthur Levine and Scott VanPelt, 2021

Redefined Higher Ed Landscape

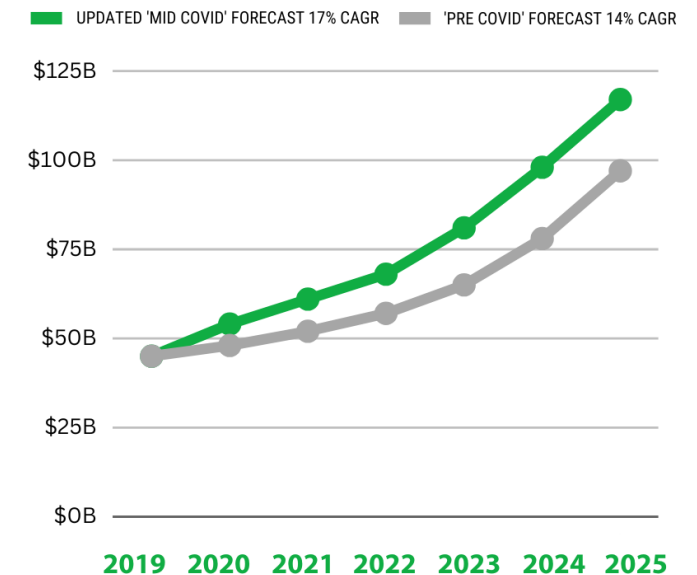
- Academic portfolios **focusing on skills for the new era**
- Enrollment strategies **meeting students where they are**
- Distinctive brand value focused on **practicality vs. prestige**
- **Grant funding** to support responsive programming and stabilize budget
- Strengthening **sense of belonging**

Source: Hanover Research, 2022

Higher Ed is Now Continuous Education

\$117B Online Degree & Micro-Credential Market in 2025

Global Online Degree and Micro-Credential Expenditure Forecast in USD



Source: "Global Online Degree and Micro-Credential Market to Reach \$117B by 2025." Holon IQ. Global Impact Intelligence, <https://www.holoniq.com/notes/global-online-degree-and-micro-credential-market-to-reach-117b-by-2025>.

A Shifting Landscape Necessitates Change

MARSHALL UNIVERSITY

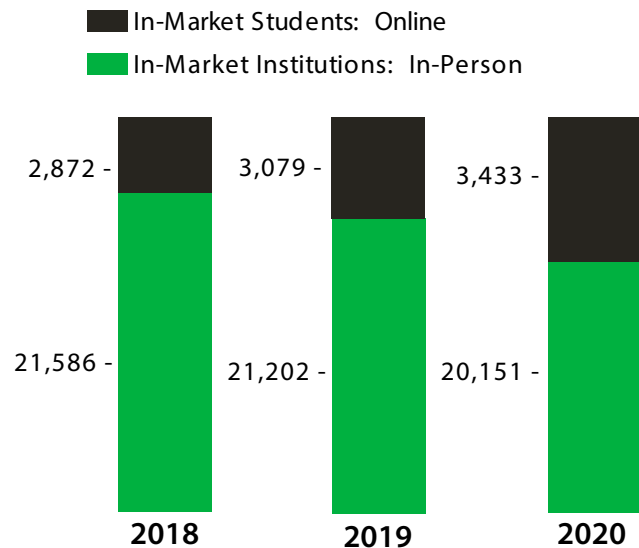
Marshall University's Call-to-Action ... Enrollment • Adaptability • Financial Resiliency

MU's Enrollment Peaked in 2010: -22% Since

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%

Benchmark: SNHU enrollment in 2010 = 12,600 ... SNHU enrollment in 2021 = 178,000

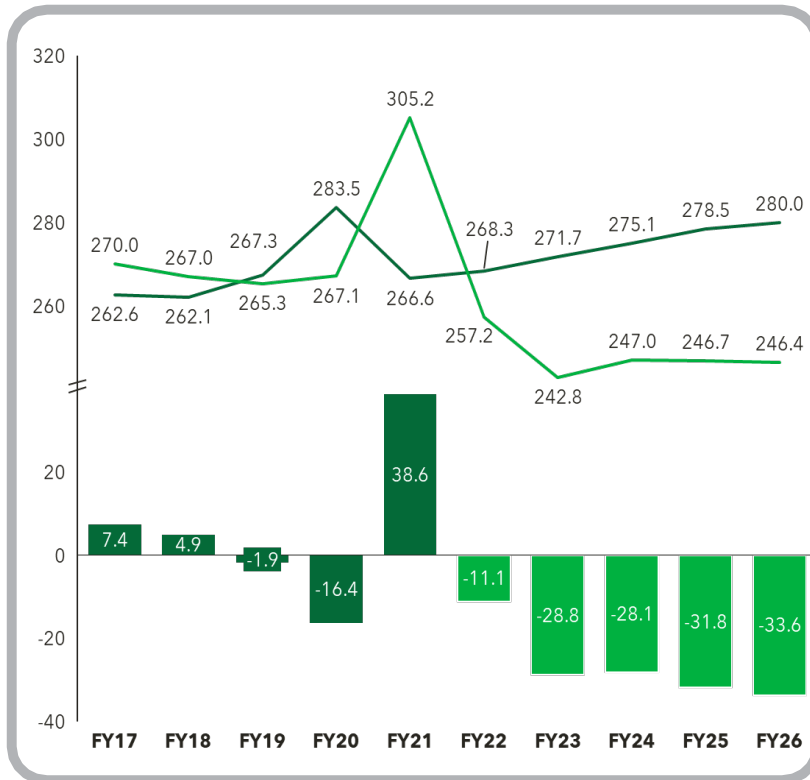
Digital Transformation in WV



- 15% of WV degrees are completed online
- Online growing 10%, in-person -3%
- WVU = 10% share, Marshall = 6% share
- Outside online providers are serving WV

Source: IPEDS, Gray Associates

Unabated, MU's Deficit Could Grow to ~\$34M



AGENDA



Our Storied History



Our Challenges and Opportunities



Our Strategic Roadmap to Future Prosperity



Reflections and Input

This is Not a Turnaround. **IT IS A TRANSFORMATION.**

Multi-Horizon Planning Approach ... Optimize → Transform → Leapfrog



1: Optimize to promote long-term sustainability

Realize the full potential of Marshall's current operating model with a sustainable financial structure and academic offerings



2: Transform to lead with the best

Launch targeted initiatives to match leading higher education institutions for access, affordability, student mentorship, flexible modalities and career pathways



3: Leapfrog to become the reference case

Pioneer "leapfrog" efforts to change the trajectory of post-secondary education and economic development in West Virginia and to set the bar for higher education innovation

Optimize

PROMOTE LONG-TERM FINANCIAL RESILIENCY

Financial Principles ... Strategic Enrollment Management • Incentive-Based Budgeting • Pricing

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 and living the Marshall University Creed.

3. Take Care of the HOUSE.

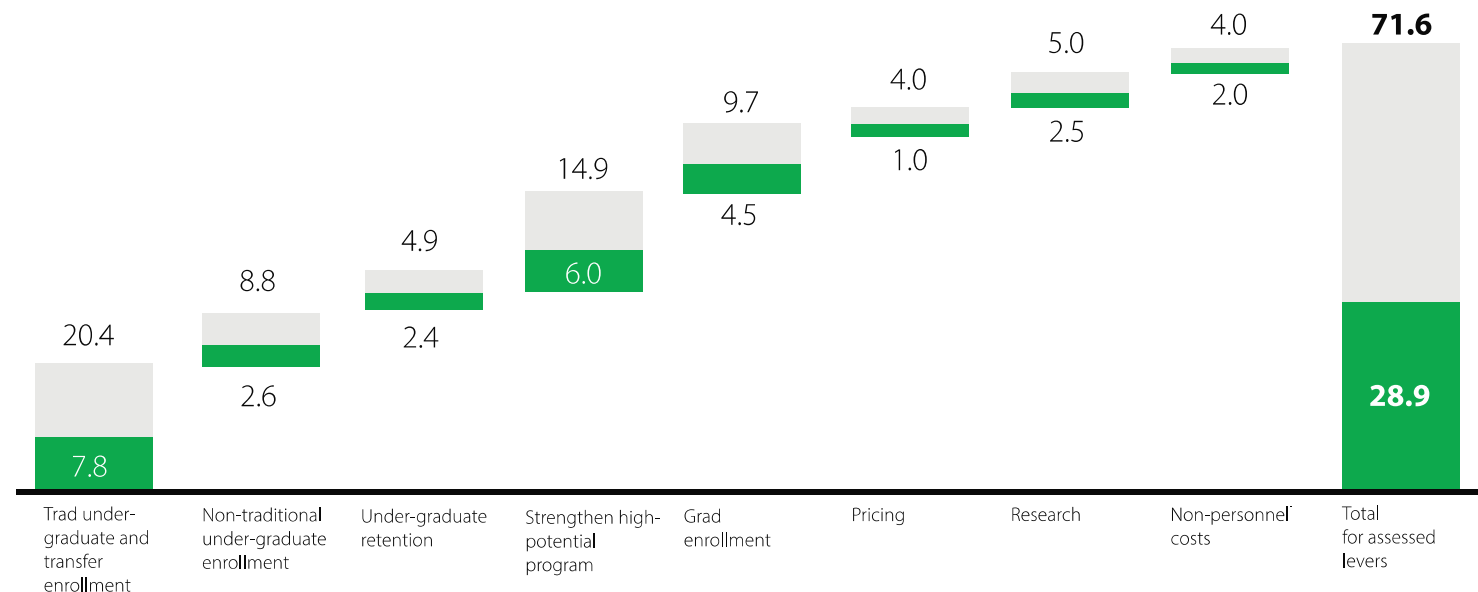
- ✓ Investments in facilities are essential to the university mission.
- ✓ Invest in innovative technologies to meet modern challenges.

4. Manage our Strategic RESOURCES.

- ✓ Build key reserves for fiscal and operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.

Strategic Actions Underway to Promote Long-Term Financial Resiliency

Improvement opportunities, \$M



Source: Marshall data, Gray Associates, IPEDS, NCES, 2022 Marshall Pricing Strategy Compendium

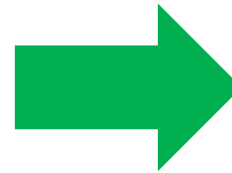
Optimize

PROMOTE LONG-TERM FINANCIAL RESILIENCY

Transforming Higher Education Finance ... Transparent • Collaborative • Incentivized • Accountable

Bond Rating Downgrade – January 2023

- Declining Enrollment
- Expense Control
- Pricing
- Leadership Turnover
- Aging Infrastructure

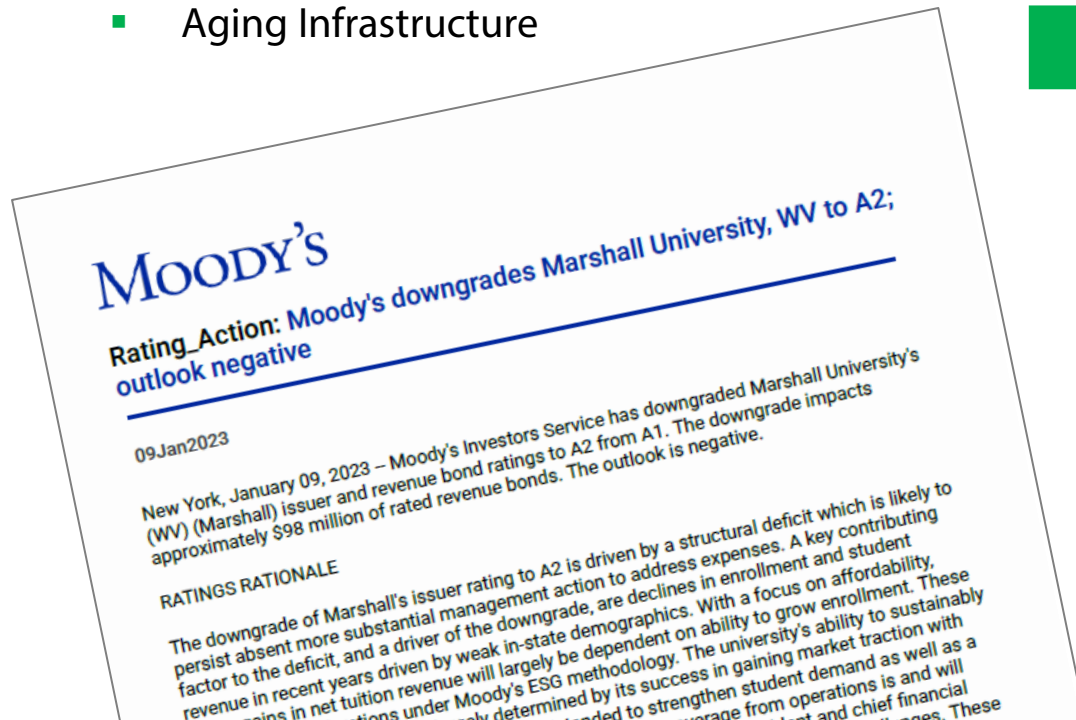


Incentivized Budget Model

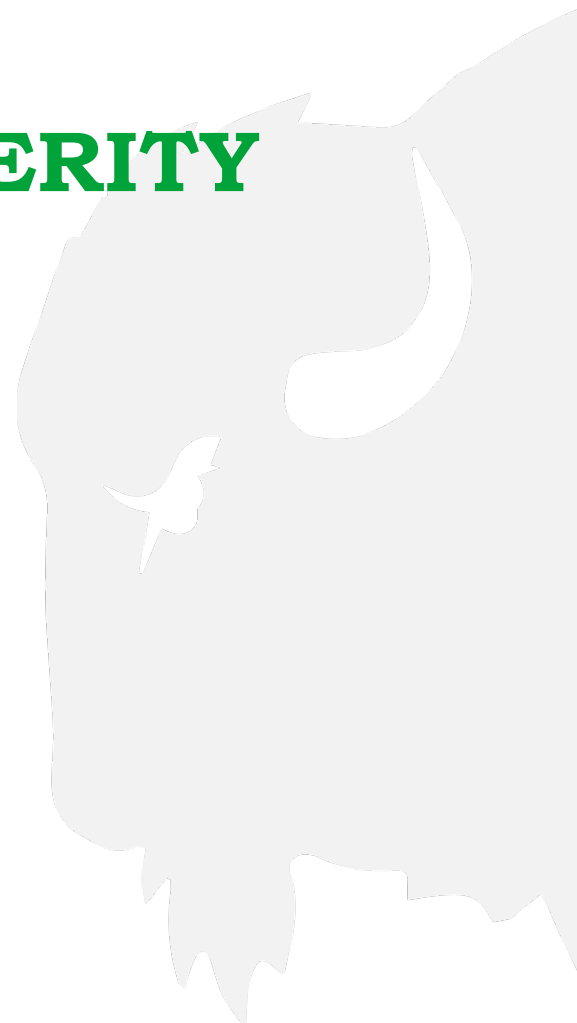
- ✓ Shared financial vision
- ✓ Culture of trust, responsibility and accountability
- ✓ Data informed
- ✓ Resource allocation aligned with achieving strategic goals

Strategic Financial Planning

- ✓ Corporate finance concepts in higher education
- ✓ Financial modeling
- ✓ Rolling 5-year forecasts
- ✓ Data-driven analytics



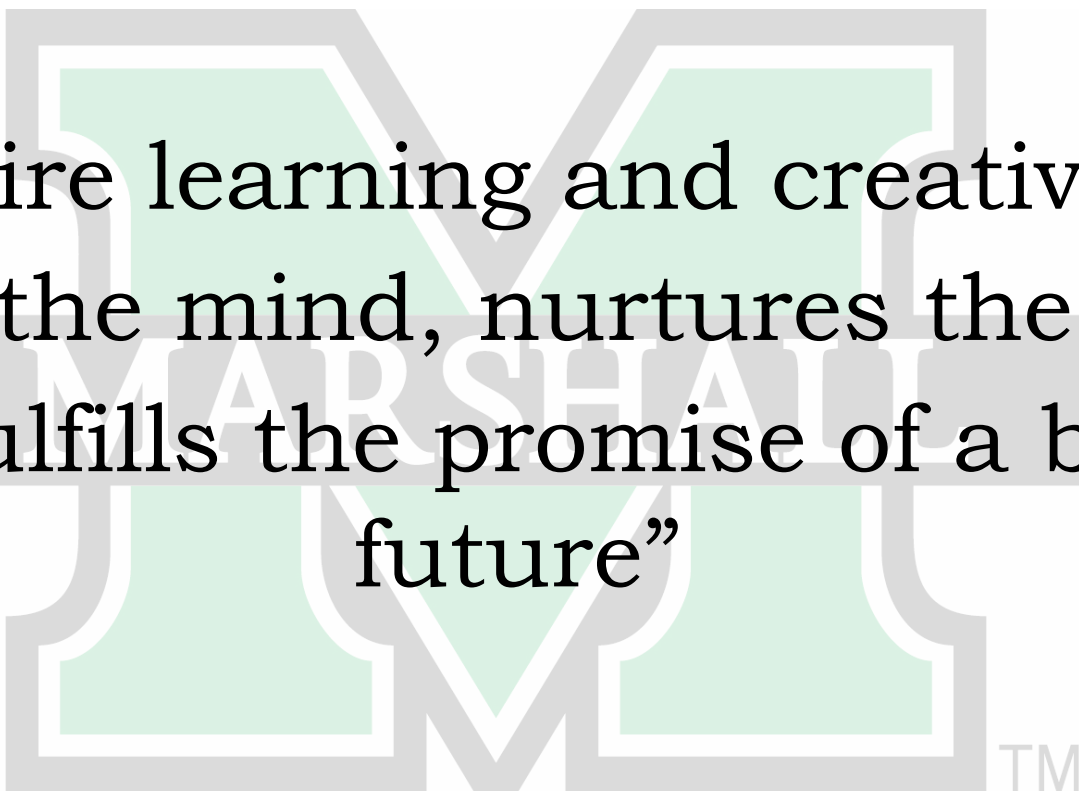
Transform & Leapfrog
A STRATEGIC ROADMAP TO PROSPERITY



Our **VISION** is Enduring



“To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”



Our **CREED** Defines Our Culture



We are...

- A An Educational Community** in which all members work together to promote and strengthen teaching and learning;
- B An Open Community** uncompromisingly protecting freedom of thought, belief and expression;
- C A Civil Community** treating all individuals and groups with consideration, decency, and respect, and expressing disagreements in rational ways;
- D A Responsible Community** accepting obligations and following behavioral guidelines designed to support the common good;
- E A Safe Community** respecting each other's rights, privacy and property;
- F A Well Community** respecting and promoting physical and emotional health;
- G An Ethical Community** reflecting honesty, integrity and fairness in both academic and extracurricular activities;
- H A Pluralistic Community** celebrating and learning from our diversity;
- I A Socially Conscious Community** acting as citizens of the world and seeking to contribute to the betterment of people and their environments; and
- J A Judicious Community** remaining alert to the threats posed by hatred, intolerance and other injustices and ever-prepared to correct them.

Our 2037 GOALS to Dream Bigger

200th Anniversary in 2037

Vision

Creed

2037 Goals

Stakeholder Goals

Strategy

Priorities

Metrics

WE ARE ... A Prosperity Platform to Accelerate



Individual Success

- ❑ 100% Placement Rates for Graduates
- ❑ Zero Students Graduate with Student Loan Debt



Innovative Ideas

- ❑ \$150M in Funded Research, Grants, Contracts
- ❑ 3X Start-Ups Incubated



Economic Impact

- ❑ 30X Return for Every \$1 Invested
- ❑ 3X GDP Impact in West Virginia (\$2.3 Billion)

Our **STAKEHOLDER GOALS** Commit to “We”

Deliver our commitments in the current period, while building the foundation for a stronger future



	FY23	FY24	FY25		FY23	FY24	FY25
STUDENTS: Offer an affordable education to all students with a distinctively supportive and flexible experience to ensure lifelong prosperity				TEAM: Empower educators and staff to do the best work of their lives			
Affordability				Employee Engagement			
Reduce Debt-Load				Faculty			
Debt-Income Ratio				Staff			
Progression				Employee Retention			
Students Accumulating 30 Hours				Faculty			
Students Accumulating 60 Hours				Staff			
Students Accumulating 90 Hours				Increased Diversity			
Completion				Underrepresented Minorities			
Associate Degrees Awarded				Gender			
Bachelor's Degrees Awarded				Facilities & Operations			
Doctoral/Professional Degrees Awarded				Capital Projects Completed			
On-Time				Deferred Maintenance			
Focus Populations							
Academically Underprepared							
Adult (>25 yrs)							
Low Income							
WEST VIRGINIA: Improve the well-being of all West Virginians by creating break-through opportunities and solutions				FINANCIAL STAKEHOLDERS: Build a resilient and sustainable institution to outlast headwinds			
Workforce				Total Enrollment			
Graduates Earning Wages in West Virginia				Revenue			
Graduated Enrolled in Post-Secondary Ed				Expense			
Research & Development				Efficiency (awards per 100 FTEs)			
Expenditures				Fiscal Resilience			
Workforce Readiness				Days Cash-on-Hand			
State-Priority Degrees				Strategic Reserves			
Economic Impact							
Return on \$1 Invested							
Impact on West Virginia Economy							

Our **STRATEGY** to Future Prosperity

“Marshall for All, Marshall Forever”

Vision

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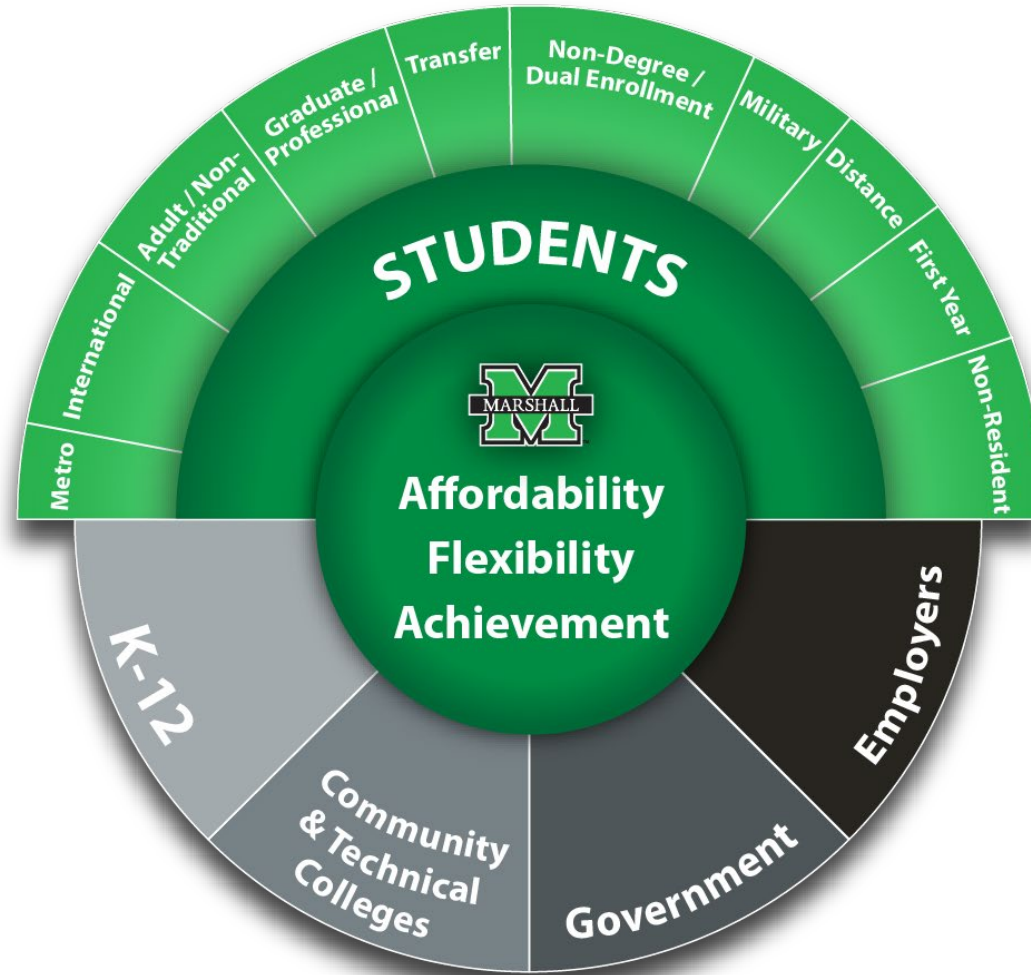
2037 Goals

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In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition

Our **PRIORITIES** are Student First

- Vision
- Creed
- 2037 Goals
- Stakeholder Goals
- Strategy
- Priorities**
- Metrics

Increase access

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

Ensure affordability

Lower debt burdens for students (e.g., minimize tuition increases and prevent student loan debt)

Grow support programs

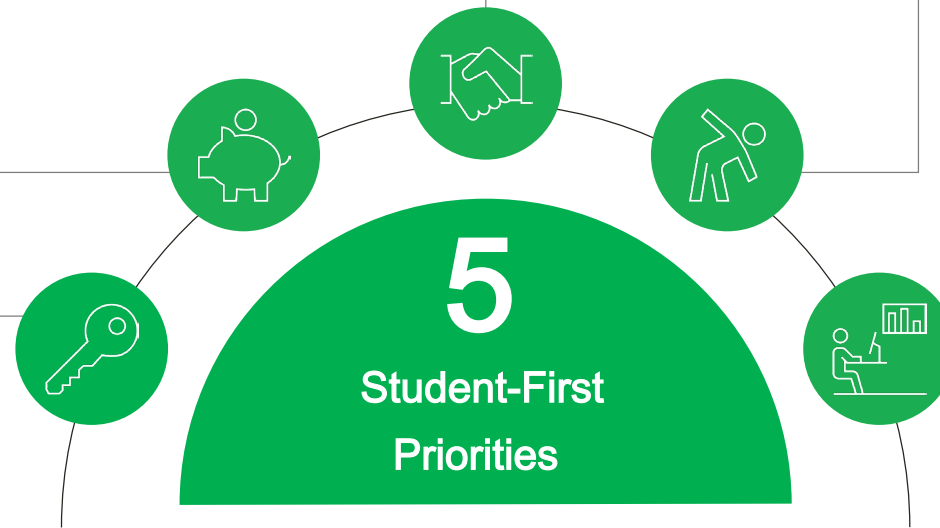
Program selection, personalized learning pathways, increased retention and completion

Deliver on demand

HyFlex modalities across all programs to serve diverse populations Marshall seeks

Enable lifetime achievement

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



Affordability • Flexibility • Achievement

Defined **METRICS** by Priority

Increase Access *Strategic Enrollment Management*

Vision

Creed

2037 Goals

Stakeholder Goals

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Priority Overview

- ❑ Shift mindset from “admission” to “recruiting” with end-to-end recruiting & tailored experiences
- ❑ A comprehensive Strategic Enrollment Management Plan that expands beyond high schools
- ❑ Prioritize 10 strategic student segments, end-to-end experience mapping & accountable teams

Deliverables

- ❑ Hire new Chief Enrollment Officer / VP for Enrollment Management with help from Academic Search (April 2023)
- ❑ Develop implementation plan for Strategic Enrollment Management (SEM) Plan for 10 academic colleges and 10 student segments (Fall 2023)
- ❑ Reimagine on-campus and online recruitments events such as G&W Days and Admitted Student Receptions (July 2023)
- ❑ Implement SLATE, the leading comprehensive CRM platform for student admissions, enrollment management and student success (May 2023)
- ❑ Onboard Anthology Recruitment Support System for funnel management and real-time applicant tracking (Spring 2023)

Metrics

- **Fall 2023** : new student enrollment headcount starts to grow
- **Fall 2023** : the growth rate of the newly focused student segments (metro, transfer, international, online, dual enrollment) exceeds the traditional high school student segment in percentage terms
- **Fall 2023** : students contacted by recruitment efforts (on-campus events, high-school visits, etc.) will grow each year for three years
- **Fall 2023** : conversation rates in the enrollment funnel increases every year for three years
- **Spring 2023:** Slate integration with legacy systems completed for real-time dashboards and decision support

Defined **METRICS** by Priority

Ensure Affordability "Marshall for All"

Priority Overview

- ❑ "Marshall For All" grand challenge: no students graduate with student loan debt in 10 yrs. (2032)
- ❑ Skin-in-game: FASFA, EFC Contribution, Financial Literacy, Work-Study, Fed/State/Private dollars
- ❑ Estimated \$300M fund needed in 10 years, phase-in with first 100 students in the Fall of 2023

Deliverables

- ❑ Hire Marshall For All Project Director (February 2023)
- ❑ Define funding mix for viability for next 10 years (March 2023)
- ❑ Finalize marketing materials and launch webpage (February 2023)
- ❑ Confirm student eligibility/selection criteria, financial aid structure, financial literacy curriculum, career education/work-study requirements, student experience/support structure (April 2023)
- ❑ Successfully enroll pilot cohort of students for Fall 2023 semester (August 2023)
- ❑ Engage state and private industry employers to create internships, co-ops, jobs (August 2023)
- ❑ Finalize feasibility study to launch fundraising campaign (August 2023)

Metrics

- **Fall 2023** : 100 students are successfully enrolled in the pilot cohort
- **Fall 2023:** partner with WV Dept. of Homeland Security for jobs
- **Summer 2023:** initiate fundraising feasibility study & launch silent campaign
- **Fall 2024:** Debt-load of Marshall students is reduced by 10% per year from 2023 forward
- **Fall 2024** : The retention rate of "Marshall for All" student cohort members exceeds that of the university student body overall

Vision

Creed

2037 Goals

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Defined **METRICS** by Priority

Support Programs *End-to-End Experience*

Vision

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2037 Goals

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Priority Overview

- ❑ Deliver delightfully tailored end-to-end student experiences for 10 strategic student segments
- ❑ Build deep student empathy through design thinking, prioritizing moments-of-truth & touchpoints
- ❑ Develop rapid prototypes and experiments to delight students, measuring impact and improving

Deliverables

- ❑ Map the generic Marshall Student Experience Canvas (Journey Map), including identification of touchpoints (February 2023)
- ❑ Customize the Student Experience Canvas for each of the 10 SEM segments (April 2023)
- ❑ Uncover current state, desired state and ideal state to close gaps for each touch point for each segment through Design Thinking (December 2023)
- ❑ Pilot MARCO multi-stakeholder mentoring project (peer, professional advisor, faculty, alumni) for student success (August 2023)
- ❑ Establish data warehouse, dashboard and data governance for E2E monitoring (July 2023)

Metrics

- **Spring 2023:** First-year retention increases by 1% each year for subsequent 3 years
- **Spring 2023 :** Design Thinking and loop closing are successfully completed for 20% of total touch points each year for subsequent 5 years
- **Fall 2023 :** 150 students are successfully enrolled in the pilot cohort of MARCO mentorship project
- **Spring 2023:** E2E Portal is created to track progress

Defined **METRICS** by Priority

On-Demand Delivery *HyFlex and Micro -Credentials*

Vision

Creed

2037 Goals

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Priority Overview

- ❑ Embrace modern modalities to meet shifting student preferences & provide flexibility for learning
- ❑ Invest in the necessary technologies & program certifications to ensure quality and effectiveness
- ❑ Enlist and empower faculty-driven efforts and designs to meet/exceed best practices in the market

Deliverables

- ❑ Upgrade technology, integrations and infrastructure to streamline the user experience (Spring and Summer 2023)
- ❑ Develop a campus-wide policy for HyFlex and Micro-credentials (January 2023)
- ❑ Conduct a Market analysis to guide our focus for online offerings (January 2023)
- ❑ Create an integrated marketing strategy to increase applicants and students (Fall 2023)
- ❑ Develop a revenue model for scaling and growth in both online program and Micro-credentials (April 2023)

Metrics

- **Spring 2023** : Implement Genius SIS (Anthology) for hosting the micro-credential catalog for noncredit offerings. Certify micro-credential completions with digital badges (Credly).
- **Spring 2023** : 11 HyFlex courses in the pilot (Spring 2023). Grow to 25 HyFlex courses by the end of the year.
- **Spring 2024:** Challenge every college to offer 2 Micro-credentials starting .
- **Fall 2023:** Transition at least 2 degree programs into online delivery each term.
- **Fall 2023** : Launch 10 Micro-credentials in new platform spring 2023. Increase by 200%.
- **Spring 2023** : Launch new online education website with SEO metrics.

Defined **METRICS** by Priority

Lifetime Achievement

Career Readiness and Economic Development

Vision

Creed

2037 Goals

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Priority Overview

- ❑ Aspire to achieve 100% placement of Marshall graduates into jobs or continuing education pursuits
- ❑ Develop programs and experiential learning to ensure the attainment of life skills and career skills
- ❑ Be a strategic catalyst for workforce readiness and economic development throughout Appalachia

Deliverables

- ❑ Hire workforce and economic development director (June 2023), and directors for Robert C. Byrd Institute and Center for Economic Research (September 2023)
- ❑ Assemble workforce/economic development cabinet and develop strategic plan (June 2023)
- ❑ Establish Career Exploration and academic pathway activities, including skills & interest inventory, NACE competencies, and alignment of part-time/work-study opportunities for the first cohort of Marshall for All participants. Build partnership with Workforce WV for employer connections and case management. (September 2023)
- ❑ Establish Career Engagement activities—remote, hybrid, or in-person—Upwork Academy, Micro-credentials, and other experiential experiences such as internships, co-ops, research, etc. (September 2023)
- ❑ Establish Career Launch activities through continued employer networking & Career Engagement

Metrics

- **Fall 2024** : 10% increase in specialized training for advanced manufacturing companies and individuals, resulting in 10% increase in micro-credentials and credentials (CAD, 3DP, Quality, Safety, CWI (Welding))
- **Fall 2024** : 25% of pilot “Marshall for All” cohort will have selected their academic pathway and participated in a part-time paid work opportunity
- **Fall 2027**: 25% of the pilot cohort will complete Career Engagement activities by the end of their third year

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% Placement 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 to all students with a distinctively supportive and flexible experience to ensure lifelong prosperity

Team

Empower educators and staff to do the best work of their lives

West Virginia

Improve the wellbeing 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

- New student enrollment
- Focused segment enrollment
- Recruitment contacts
- Conversion rates
- CRM integration

- Student debt load
- Pilot cohort launch
- Pilot cohort retention
- Secure internships & jobs
- Launch fundraising campaign

- First-year retention
- MARCO mentorship project launch
- E2E portal launch

- Micro-credential course catalog
- HyFlex course pilot
- Micro-credential pilot
- Degree programs online
- Online education website

- Customized training for advanced manufacturing
- Academic pathways selected
- Career Engagement participation



AGENDA



Our Storied History



Our Challenges and Opportunities



Our Strategic Roadmap to Future Prosperity



Reflections and Input

Reflection and **INPUT**

Vision

Creed

2037 Goals

Stakeholder Goals

Strategy

Priorities

Metrics

Overview

- This journey has been a collaborative effort that has included internal and external input
- A Vision and Strategy Steering Committee consisting of every campus constituency guided the process
- By March 1st, 2023, we seek any final reflections or input on the following questions:

Reflections and Input

- What excited or resonates for you when reviewing the draft strategic roadmap?
- What do you feel is missing or should be considered for amplification?
- In a sentence, how would you describe Marshall's distinctive value proposition (brand promise) in the next chapter of our journey (beyond being like family)?

APPENDIX

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 and 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.

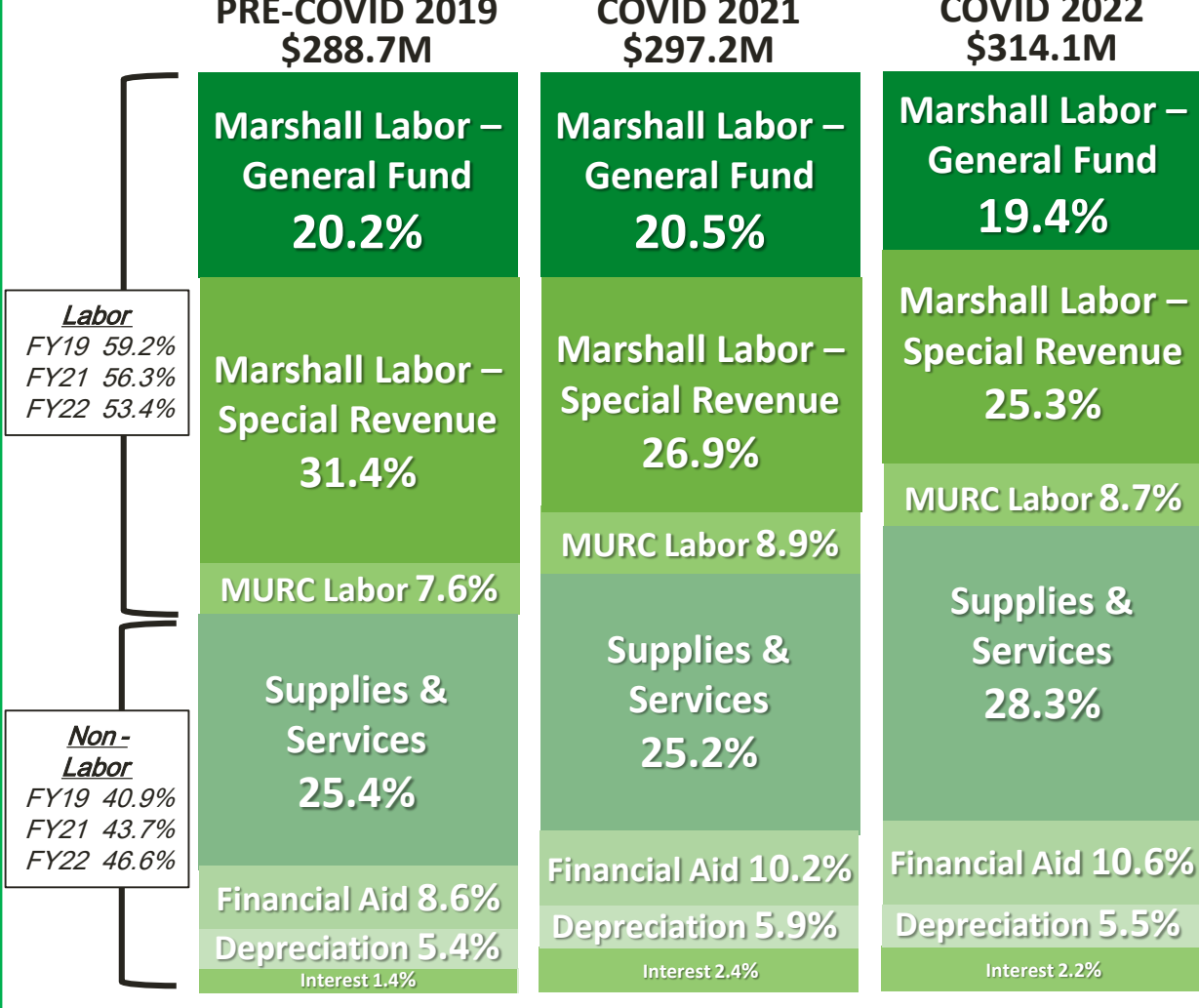
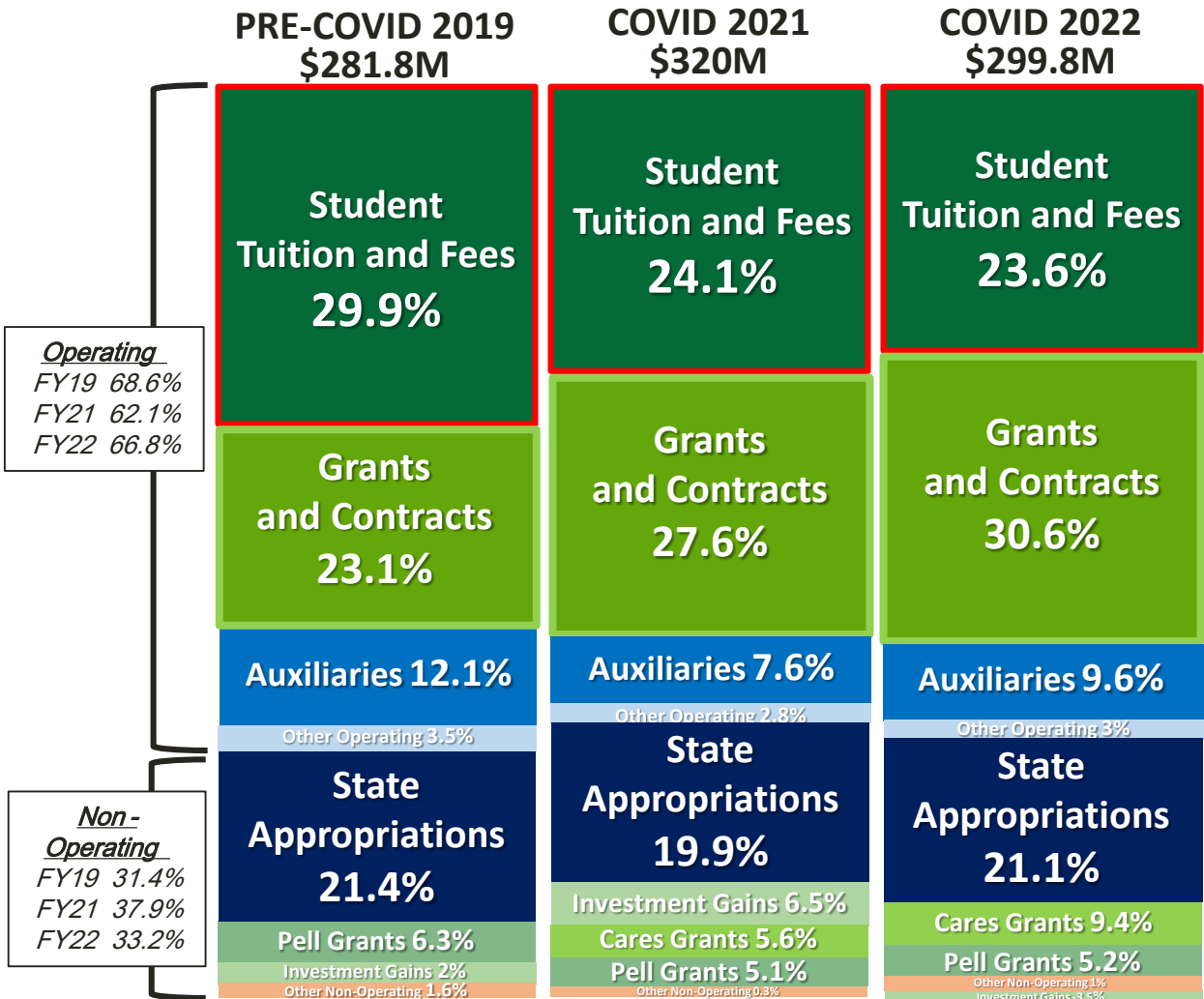
4. Manage our Strategic RESOURCES.

- ✓ Build key reserves for fiscal and operational resiliency.
- ✓ Invest available resources to new market-driven opportunities.

Decoding **MARSHALL'S FINANCIAL PICTURE**

REVENUES

EXPENSES



Deeper Dive into Areas of Interest

TUITION AND FEES

COVID 2022
\$299.8M

Student
Tuition and Fees
23.6%

Grants
and Contracts
30.6%

Auxiliaries 9.6%

Other Non-Operating 3%

State
Appropriations
21.1%

Cares Grants 9.4%

Pell Grants 5.2%

Other Non-Operating 1%

Investment Gains -3.5%

PRICE

	UNDERGRADUATE						GRADUATE					
	Resident		Non Resident		Metro		Resident		Non Resident		Metro	
2019	\$ 4,064	4.2%	\$ 9,307	4.3%	\$ 7,003	4.2%	\$ 4,216	4.3%	\$ 10,225	4.2%	\$ 7,524	4.3%
2020	\$ 4,206	3.5%	\$ 9,633	3.5%	\$ 7,248	3.5%	\$ 4,364	3.5%	\$ 10,531	3.0%	\$ 7,736	2.8%
2021	\$ 4,256	1.2%	\$ 9,683	0.5%	\$ 7,298	0.7%	\$ 4,414	1.1%	\$ 10,581	0.5%	\$ 7,786	0.6%
2022	\$ 4,276	0.5%	\$ 9,803	1.2%	\$ 7,318	0.3%	\$ 4,441	0.6%	\$ 9,803	1.3%	\$ 7,873	1.1%

For every 1% increase in rate at current Residency levels, Marshall University generates ~\$1.2m in Gross Tuition and Fees

VOLUME

Fall Semester	# Students	% Change	Credit Hr. Equiv.	% Change
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%

For every 100 additional students at current Residency levels, Marshall University generates ~\$1.0m in Gross Tuition and Fees

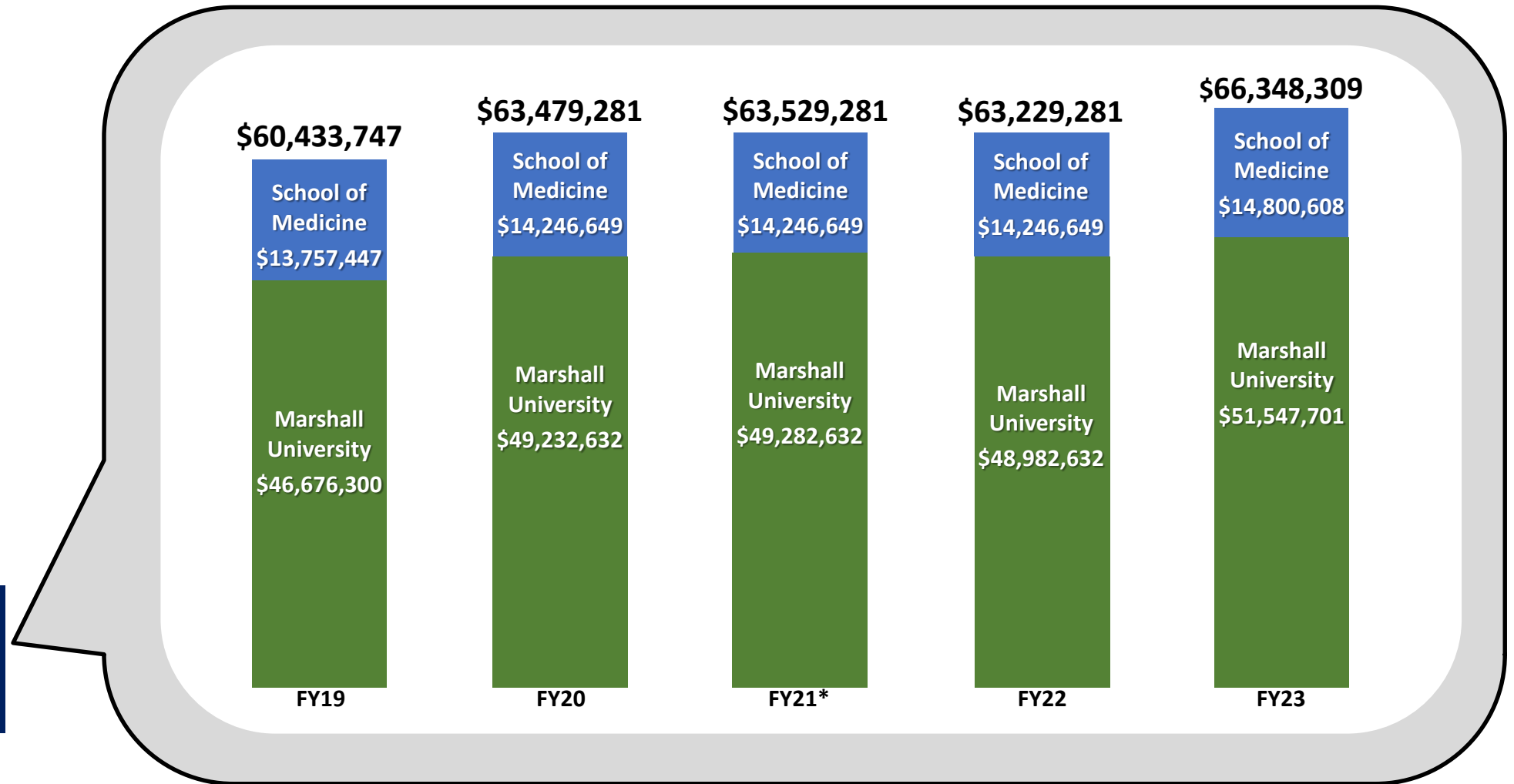
Key Metrics for **PEER UNIVERSITIES**

	In-State										Out-of-State				
	Marshall University	Fairmont State	Univ. of Charleston	WV State	WVU	Concord University	Southern WV CTC	Bridge-valley CTC	Mount-west CTC	Shawnee	Ohio Univ.	Univ. of Kentucky	Morehead State	Ashland CTC	Big Sandy CTC
Enrollment	11,957	3,848	2,967	4,120	26,839	1,807	1,458	1,689	1,873	3,485	25,343	29,986	9,307	2,542	4,375
% undergrad	73%	93%	71%	97%	79%	81%	100%	100%	100%	95%	75%	74%	93%	100%	100%
% Full-time	82%	87%	62%	89%	96%	96%	77%	62%	67%	88%	79%	94%	90%	62%	67%
Avg. annual cost	\$8.4K	\$10.2K	\$22.3K	\$14.4K	\$13.0K	\$8.5K	\$5.4K	\$7.9	\$8.1K	\$10.3K	\$22.9K	\$17.1K	\$12.2K	\$4.1K	\$3.8K
First-year retention	71%	64%	66%	58%	77%	61%	50%	49%	43%	76%	82%	85%	74%	64%	57%
% Pell recipients	38%	47%	54%	56%	27%	51%	78%	60%	61%	49%	27%	25%	53%	68%	77%

Source: U.S. Dept. of Education College Scorecard, Enrollment and % undergrad from U.S. News Education. Copyright © 2022 by Boston Consulting Group. All rights reserved.

Deeper Dive into Areas of Interest

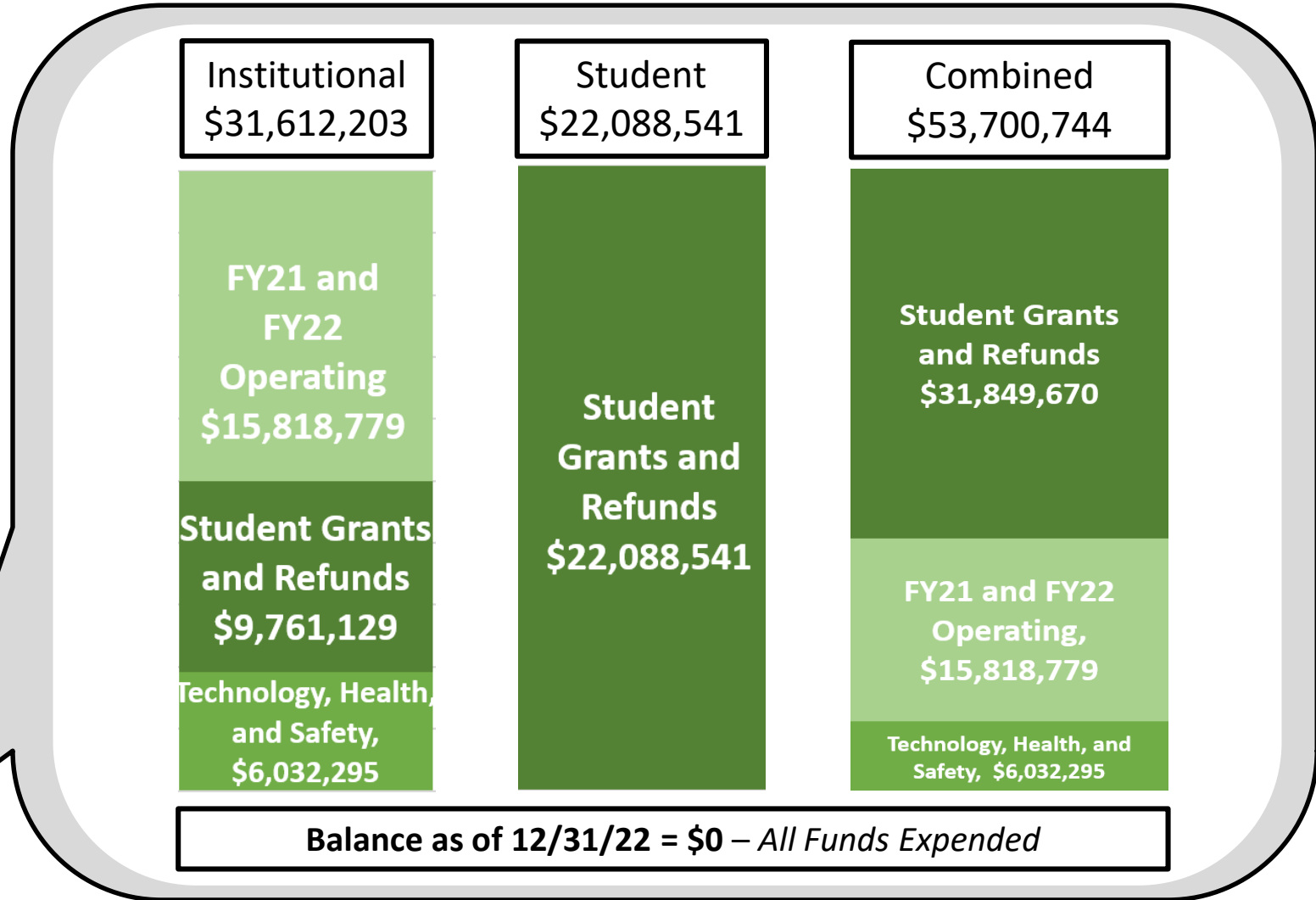
5-YEAR STATE APPROPRIATIONS



*Includes FY21 Supplemental Appropriation

Deeper Dive into Areas of Interest

FEDERAL FUNDS (CARES/ARP)



Deeper Dive into Areas of Interest

MARSHALL STAFFING (FILLED AND VACANT)

COVID 2022
\$314.1M

Marshall Labor –
General Fund
19.4%

Marshall Labor –
Special Revenue
25.3%

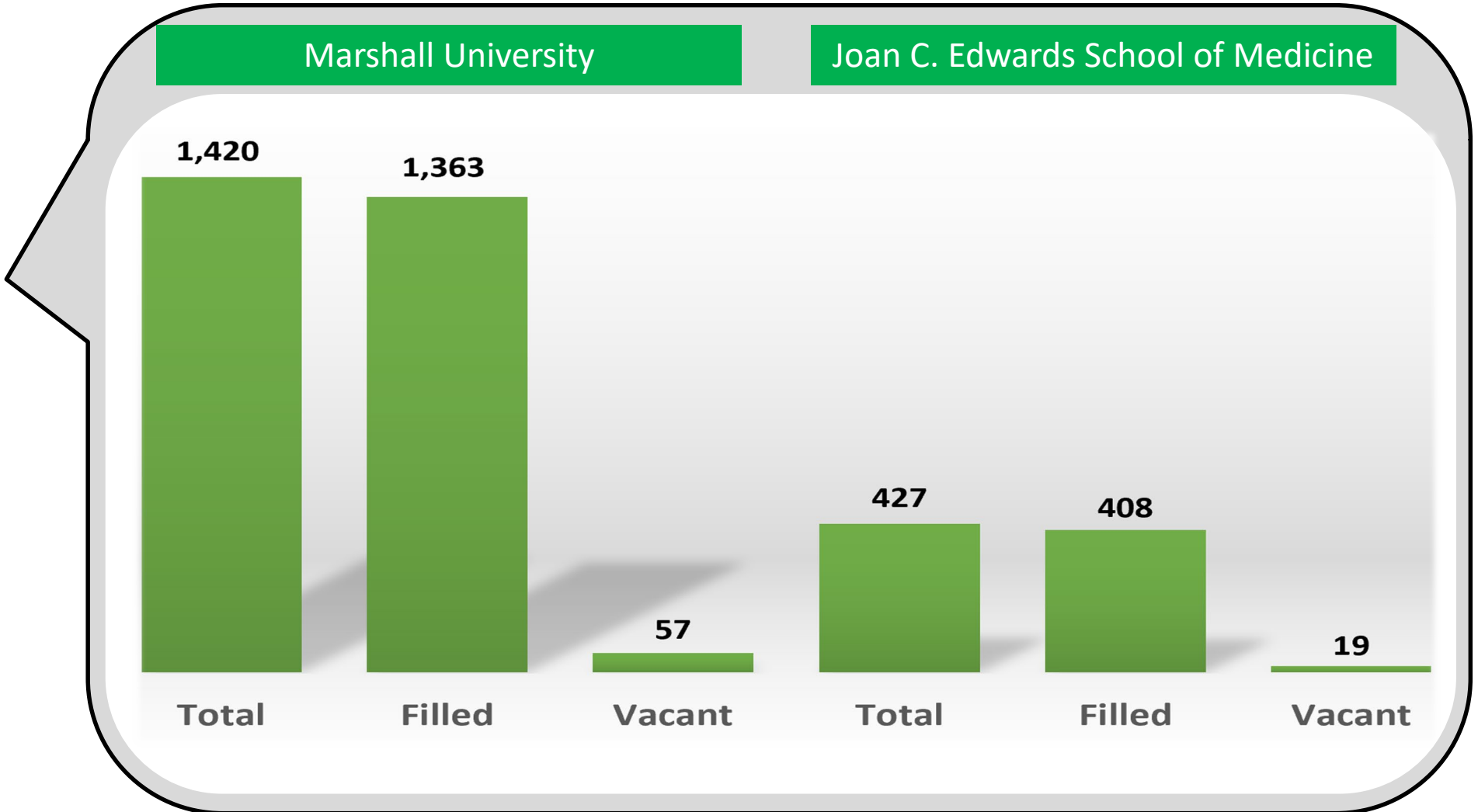
MURC Labor 8.7%

Supplies &
Services
28.3%

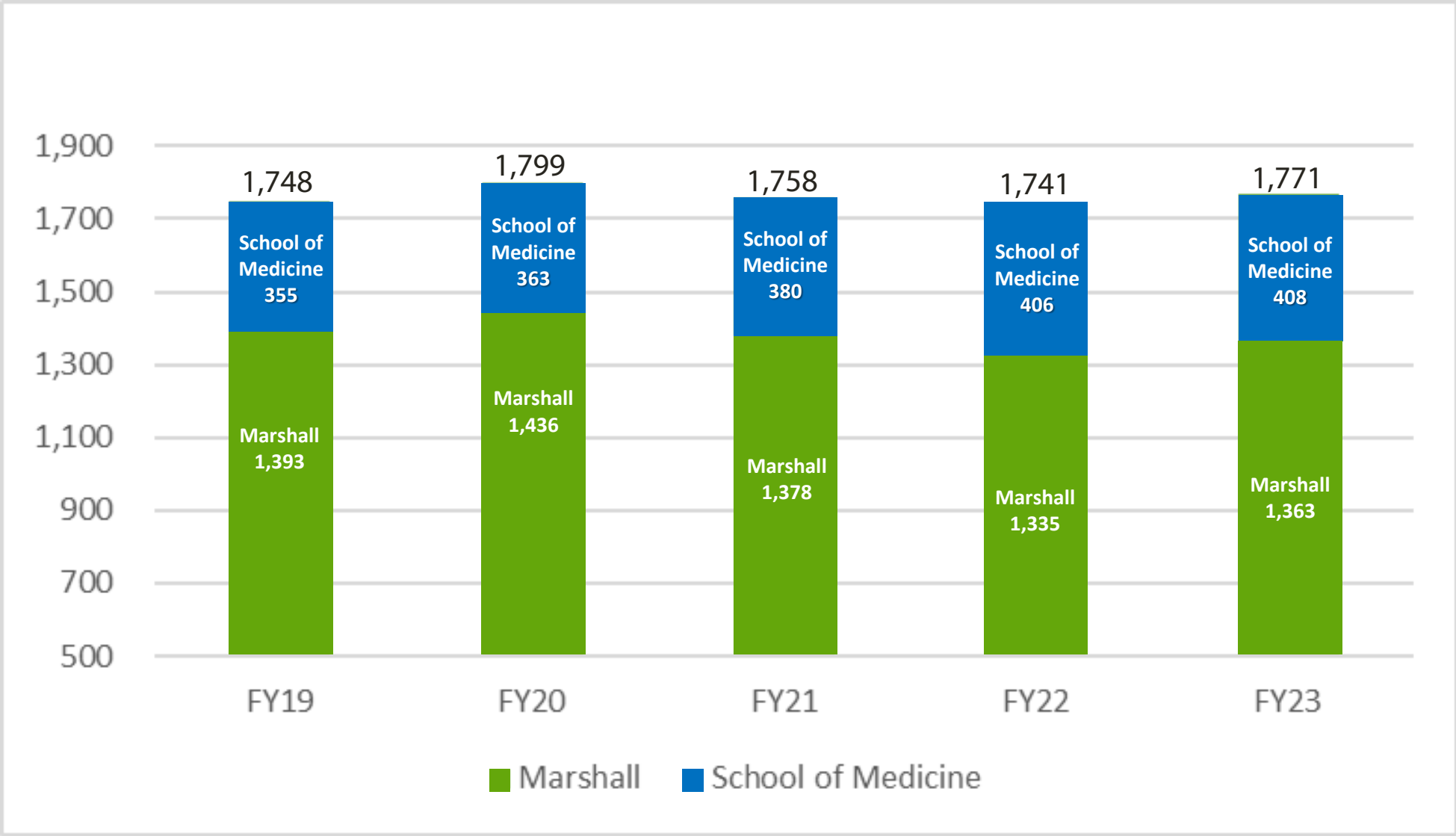
Financial Aid 10.6%

Depreciation 5.5%

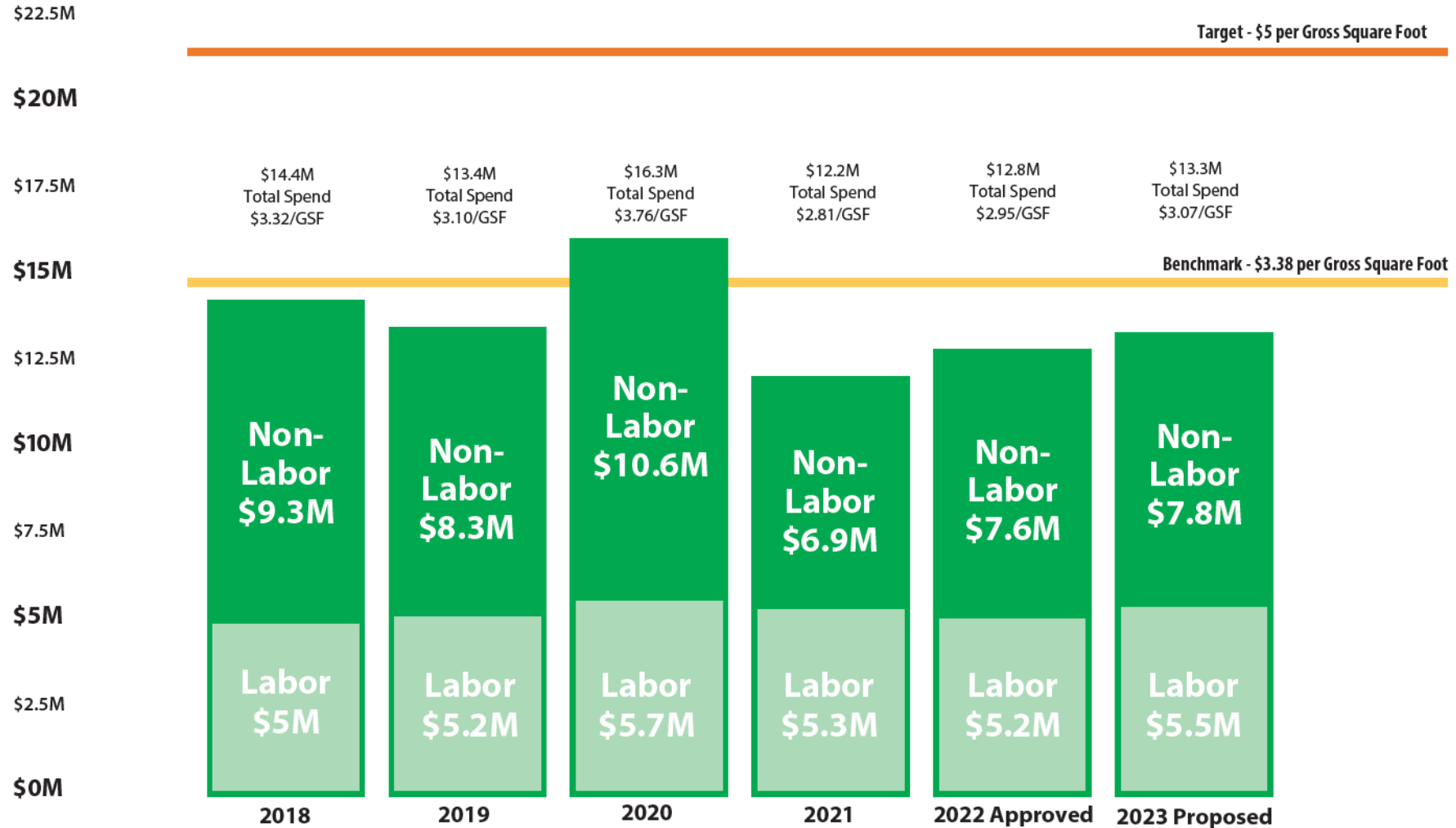
Interest 2.2%



Marshall's 5-Year Fulltime **EMPLOYEE HEADCOUNT**



Deferred **MAINTENANCE**



- **Deferred maintenance is a top priority**, impacting recruitment, student and employee experience, community development and bond ratings.
- This schedule **represents annual spend** associated with maintaining, improving and operating our existing facilities.
- Marshall investments are in line with our peers, but it is **not enough** to address the facility maintenance gap.

Benchmark: The APPA (former Association of Physical Plant Administrators) reports institutions *on average* invest \$3.38 per gross square foot each year for facility maintenance and operating. Other sources suggest \$5 per gross square foot is a better target to address growing facility maintenance pressures. (Gordian – Sightlines)

Legislative Priorities

West Virginia Forward – Choose West Virginia

Pay Raises ... will deploy amounts for compensation adjustments, but insufficient resources to fully fund

5% State Employee Wage Increase

Celebrate compensating hard-working state employees!

- Reality for Higher Ed: 5% does not equal 5%
- Employee Mix: State vs. Non-State
- Compensation vs. Average
- 5% Increase = 45% State vs. 55% University
- **Marshall Impact = \$3M**

Legislative Priorities

West Virginia Forward – Choose West Virginia

Universities United ... Education • Healthcare • Economic Development

“Universities United” Policy Priorities

1. Accessible, Affordable Education



- Deferred Maintenance
- Learn & Earn/WV Invests for 4-year schools
- Create to Compete for “partial credit”
- Second Chance Program
- FASFA incentives
- 2 Year/4 Year transfer

2. Healthcare

- WVU: Neuro, Cancer, Heart, Children
- MU: Addiction, Obesity, Gerontology, Rural Health

3. Economic Development

- Community Capacity grant-writing match fund
- First Ascent
- Innovation District
- Economic Development Authority
- Aviation – Drone Commission
- Brownfield Centers
- Tax Credits for hiring in-state graduates
- Outdoor & Recreation Areas – Ascend WV

Marshall University Highest Priorities

Education

✓ DEFERRED MAINTENANCE



✓ Autism Program

✓ WV Code Adaptions (Marshall/Graduate College)

Healthcare

✓ PARKINSON’S DISEASE REGISTRY

✓ WV FIRST

✓ Digestive Center

Economic Development

✓ GRANT RESOURCE CENTERS

✓ Innovation District

✓ First Ascent