

President Gilbert's Goals

Long-Term Goals (5-10 years)

1. **Increase Enrollment.** In order to grow the financial base of the university, we are going to have to increase our student numbers. Our goal is to have 15,000 students by 2021 and 18,000 students by 2027.
2. **Improve Student Success.** We need to raise our freshmen retention and the six-year graduation rates to closer to the national average for four-year, public institutions. Our goals are 80% for retention and 60% for the six-year graduation rate.
3. **Enhance Our National Image.** To become more recognized as a leading university, we must continue to expand our strategic "Sons and Daughters" marketing campaign. This regional and national effort will raise our stature and rankings. The goal is to increase our "U.S. News and World Report" rankings in all categories.
4. **Expand Research.** More research dollars and more scholarly publications are necessary. We must explore ways to encourage and expand research. Our target is extramural research funding of \$50M/year.
5. **Encourage Fund Raising.** We must bring in more private dollars. We will launch a capital campaign this fall to raise money for need-based scholarships, instructional enhancements, endowed professorships, facility expansion and other needs. The campaign goal is \$300M.
6. **Improve Salaries.** Our faculty and staff deserve competitive salaries. Our goal is to identify resources through increased enrollment and other means to move salaries closer to mean peer averages for faculty and to local market levels for staff.
7. **Expand Outreach.** We will increase our community engagement and economic development efforts. The goal is for Marshall to be recognized as one of the lead universities in the state for engaging with local and regional groups, and in helping to create jobs and attracting new businesses to the state.
8. **Add PhD Programs.** Marshall's ability to attract quality students and faculty will be enhanced by the addition of PhD programs in both the STEM fields and the humanities. The goal is to identify several new programs that can be added without excessive additional resources.

Short-Term Goals (2017-18 Academic Year)

1. Increase enrollment and improve retention, with special attention to minority enrollment. Deliberate recruiting efforts are being implemented to take into account our desire to increase diversity.
2. Develop a major program to fight addiction. Helping to solve the opioid crisis is critical to the economic and social welfare of West Virginia. Our newly created Substance Abuse Coalition will continue to identify opportunities and funding sources to make a positive impact.
3. Create an enhanced undergraduate research program. As overall research activity is encouraged, we are making more opportunities available for undergraduates to do research. We have made an ongoing budget allocation of an additional \$166,000/year for undergraduate research.
4. Increase student activities, including more service learning. Student engagement will increase by making available more extracurricular and co-curricular activities. The offices of Student Affairs and Academic Affairs are undertaking a variety of new programming options for students.
5. Expand economic development and community outreach statewide, with local emphasis in the Fairfield community. Marshall will explore ways to show our relevance to state leaders and legislators by enhancing our involvement in economic development. We will show our commitment to our local neighbors in the Fairfield community by pursuing ways to interact and assist.

