



President's Report

Town Hall

KAREN RILEY, Ph.D.

September 9, 2025

We have an amazing team!

- Office of the President
- Marketing and Communications
- Office of the Provost
- Enrollment Management Team
- Finance Team
- Strategic Planning Teams
- Student Affairs
- Human Resources
- University Advancement and Alumni Engagement

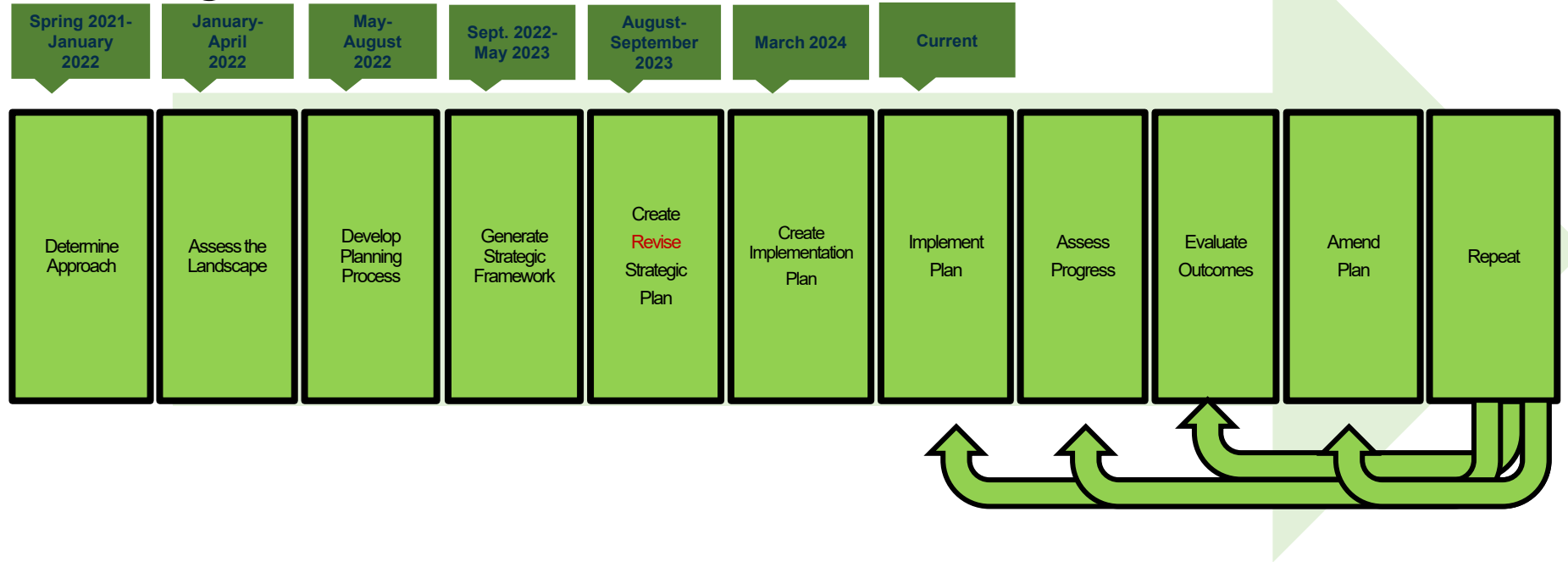


“Our goals are aspirant in nature, with a foundation based on the pragmatism of our previous leaders. We want SRU to be a first-choice organization – first choice for students, first choice for employees, first choice for employers and first choice for partners. We will be the first choice because it will FEEL different here. There must be an expectation of excellence – from within this organization and from those who come here to learn, to grow and to thrive. Mediocrity has never been an option at The Rock, and we cannot ever be content with the status quo. Our pride in ourselves, in each other, and in SRU will not allow it. Translating our pride into action means providing an experience for the people with whom we engage that exceeds their expectations – it means the norm at SRU is extreme engagement, and this plan will bring these goals to fruition.”

SLIPPERY ROCK UNIVERSITY
THE FIRST CHOICE



Strategic Plan



The Development of the Strategic Planning Framework is a collaborative effort led by the Academic and Non-Academic community.

Assess progress
Evaluate outcomes
Amend plan
AND.....

Celebrate success
&
Express gratitude

University Strategic Plan Pillars:



- **Pillar 1: Commitment to a Robust, Supportive, and Inclusive Culture**
 - Dr. Dallas Jackson, associate professor, Physical and Health Education
 - Ms. Amanda Nichols, payroll and employment manager, Payroll
- **Pillar 2: Commitment to Academic Discovery and Human Growth**
 - Dr. Keith Dils, dean, College of Education
 - Dr. Steve Verba, associate professor, Exercise Science
- **Pillar 3: Commitment to Community Impact and Collaboration**
 - Dr. Christopher Cole, assistant vice president/Auxiliary Operations & Student Support
 - Dr. Melissa Swauger, professor, Non-Profit Mgmt., Empowerment, and Diverse Studies
- **Pillar 4: Commitment to Financial Sustainability and Resource Stewardship**
 - Dr. Nicole Dafoe, dean, College of Engineering and Science
 - Dr. David Jordan, professor, Healthcare Administration and Management

By the Numbers - Strategic Plan Structure

Pillars	4
Goals	15
Strategies	60
Faculty & Staff Volunteers	84
Action Items Completed	155



Fall 2025 Preliminary Operational Enrollment & Persistence

September 5, 2025

HEADCOUNT	Fall 2024	Fall 2025	+/-	%
Undergraduate	6,877	7,103	+226	+3.3%
Graduate	1,548	1,543	-5	-0.3%
Total	8,425	8,646	+221	+2.6%

COHORTS	Total Cohort	+/-
2024 FR	86.4%*	+2.2%
2023	84.2%	
2023 SO	78.0%*	+2.2%
2022	75.8%	
2022 JR	69.8%*	+2.5%
2021	67.3%	

FALL 2025 ENROLLMENT

TOTAL STUDENTS

8,600+

+2.6%

From Last Year

7,000+ UNDERGRADUATES

1,500+ GRADUATE STUDENTS



NEW STUDENTS

2,600+

Graduate Students, Transfer Students
& First-Year Undergrads

+2.0%

Increase from Fall 2024

+1.7%

Increase of
Underrepresented Minorities



86%

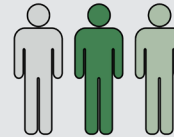
of First-Year Students
Retained from Last Fall

Data from Fall 2024

74%
National
Average

78%
State System
Average

FIRST-YEAR STUDENTS



1,550+

First-Year Students



+0.3%

Increase from Fall 2024

Numbers presented may change after census day.

SRU Chart of Publication Trends

Category	2024-2025	2023-2024	2022-2023
Books	6	7	1
Edited Books	2	2	1
Book Chapters	30	22	13
Journal Articles	40	63	47
Book Reviews	3	3	0
Published Conference Proceedings	15	7	2
Artistic Commissions and Performances	20	13	18
Conference Presentations	60	49	3
Faculty Sponsored Student Research Presentations	55	NA	NA
Total	231	169	85



ACADEMIC ALL-AMERICAN OF THE YEAR

Brayden Long, '24
earns the highest
academic honor in the
nation for Division II
college athletes.

**SRU is a National Leader
in Academic All-Americans®
for 2024-25**



14 total Academic All-Americans®

#3 among all Division II institutions

#8 among all Divisions (tied with Duke, Grand Valley State, and Middlebury)

**SRU is a leader in Lifetime Academic
All-Americans® in Division II**

151 total Academic All-Americans®

#1 in the Atlantic Region

#1 in the Pennsylvania State Athletic Conference

#6 in the Nation

SRU is a recognized leader in academics

Best Regional University

– U.S. News and World Report

Best for Families

– Pittsburgh Parent Magazine

#4 Top Public University

in Pennsylvania

– Niche.com

Best Mid-Atlantic College

– Princeton Review

#2 Most Selective

in Pittsburgh area

– Pittsburgh Business Times

#4 Best Value

in Pennsylvania

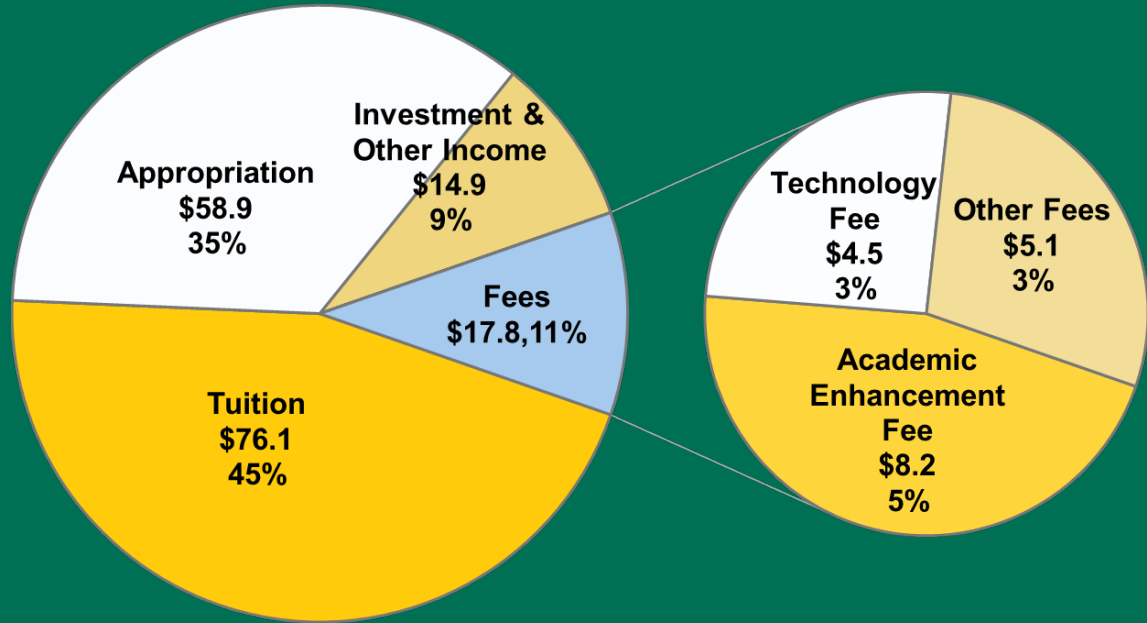
– Research.com

University Sources of Funds - Revenues

Primary Sources

- Tuition & Fees - Student Recruitment & Retention
- Appropriation
- Interest Income/ Sales & Services

Educational & General Actual Revenue 2024-25
\$167.7 Total (in Millions)

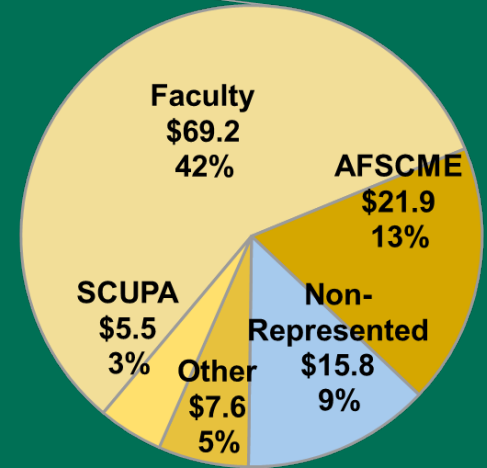
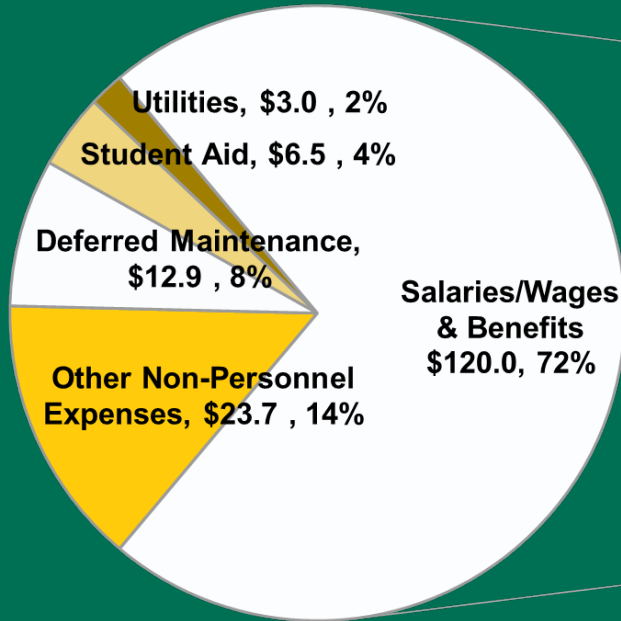


University Uses of Funds - Expenses

Primary Uses

- Salaries, Wages & Benefits
- Services/Supplies/Debt
- Deferred Maintenance & Infrastructure
- Student Aid - Recruitment Strategies
- Utilities

Educational & General Actual Expense 2024-25
\$166.1 Total (in Millions)



Fiscal Year 2024-25 Financial Highlights

Revenue:

- Increase in tuition and fee revenue is a result of improved first-time student class \$0.5M.
- State appropriation increase of \$4.1M, 7.4%.
- Other revenue increase with higher interest income and one-time System reimbursements.

Expense:

- Increases in personnel costs per CBA's, higher healthcare costs, and one-time retirement payouts.
- Transfers for deferred maintenance \$2.5M, in addition to master plan for academic & technology related projects.

Educational & General				
	2023/24 Prior Year Actual	2024/25 Actual	Actual to Prior Year	
Revenue Summary:				
Tuition & Fees	93,392,142	93,921,322	529,180	0.6%
Appropriation	54,858,813	58,908,895	4,050,082	7.4%
Other Revenue	14,187,038	14,892,638	705,600	5.0%
Total Revenue	\$162,437,993	\$167,722,855	\$5,284,862	3.3%
Expense Summary:				
Personnel	115,668,350	120,016,512	4,348,162	3.8%
Non-Personnel	25,528,618	25,258,538	(270,080)	-1.1%
Student Aid	6,751,073	6,514,189	(236,884)	-3.5%
Debt Service	1,460,811	1,470,071	9,260	0.6%
Deferred Maintenance	12,222,170	12,896,940	674,770	5.5%
Total Expenses	\$161,631,022	\$166,156,250	\$4,525,228	2.8%
Revenue Less Expense	\$806,971	\$1,566,605	\$759,634	

Financial Sustainability Metrics & Assessment

Annualized FTE	Operating Margin	Primary Reserve Ratio	University Reserves
Increasing or relatively stable (Less than 2% decrease in past two years)	2% or higher or trending upward (3-year moving average)	40% or higher (3 year moving average)	≥ 180 days cash on hand
Decreased by 2-5% in past two years	Between 0 - 2% (3 year moving average)	Between 20% and 40% (3 year moving average) and trending downward	≥ 90 and < 180 days cash on hand
Decreased by 5-10% in past two years	Negative (3 year moving average)	Between 0% and 20% (3 year moving average) and trending significantly downward	≥ 30 and < 90 days cash on hand
Decreased by more than 10% in past two years	Consistently negative year over year	Negative year over year	< 30 days cash on hand

Annualized Student FTE-combines full-and part-time student credit loads and equates those totals to an annual full-time equivalency (July 1 through June 30).

Annual Operating Margin-shows the impacts of both pricing and operational decisions on financial health. Annual revenues minus annual expenses divided by the annual revenues.

Primary Reserve Ratio-showing how long an institution could function using its expendable net assets. Expendable financial resources (unrestricted plus temporary restricted) divided by annual operating requirements (total expenses).

Minimum Reserve-Cash within all funds, with the exception of restricted and agency, to cover at a minimum 90 days of operating expenses based on prior year financial statement.

Financial Sustainability Metrics September, 2025															
	Annualized FTE Enrollment				Adjusted Annual Operating Margin				Adjusted Primary Reserve Ratio				Minimum Reserves		
	Two Year Change	Academic Year 2024-25	Academic Year 2023-24	Academic Year 2022-23	3 Year Moving Average	2023-2025 Average	2022-2024 Average	2021-2023 Average	3 Year Moving Average	2023-2025 Average	2022-2024 Average	2021-2023 Average	As of June 30, 2025	As of June 30, 2024	As of June 30, 2023
Slippery Rock	2.7%	8,575	8,466	8,350	2.7%	3.4%	2.2%	2.6%	58.5%	60.6%	57.7%	57.0%	298	293	298
Cheyney	-13.2%	587	696	676	-13.2%	-17.1%	-15.9%	-6.2%	-16.1%	-24.5%	-18.6%	-3.3%	-29	29	22
Commonwealth	-3.5%	10,403	10,380	10,779	-7.3%	-10.0%	-7.6%	-4.4%	28.1%	23.4%	28.6%	32.3%	72	108	166
East Stroudsburg	12.9%	5,336	5,069	4,724	3.3%	0.9%	4.5%	4.6%	70.0%	68.2%	71.2%	70.8%	241	295	350
Indiana	2.0%	7,881	8,067	7,730	-6.9%	-9.8%	-5.9%	-5.2%	28.0%	22.7%	28.0%	33.1%	95	79	147
Kutztown	1.6%	6,755	6,813	6,648	-0.1%	0.3%	0.1%	-0.5%	38.3%	39.2%	38.1%	37.6%	181	200	229
Millersville	6.5%	6,154	5,967	5,777	-2.1%	-1.5%	-1.8%	-3.1%	35.5%	32.8%	35.1%	38.7%	106	115	140
PennWest	-15.2%	9,625	9,941	11,345	-4.9%	-7.0%	-5.0%	-2.9%	19.7%	22.8%	18.9%	17.5%	99	101	101
Shippensburg	-0.6%	4,565	4,590	4,594	-4.7%	-3.8%	-4.3%	-5.9%	20.1%	18.5%	20.2%	21.8%	109	119	134
West Chester	2.7%	16,096	15,785	15,670	1.7%	2.3%	1.7%	1.0%	42.5%	42.0%	42.9%	42.5%	185	193	207

Fiscal Year 2025-26 Budget DRAFT

Revenue:

- Tuition & applicable fees increase 3.6% (provisionally). Flat first-time incoming class, and slightly higher transfers, with improved retention rates resulting in projected 0.6% increase in annualized student FTE.
- State appropriation increase of \$0.6M, 1.1%.
- Decrease in other revenue due to projected lower interest rates.

Expense:

- Increases in personnel costs per CBA's and other known benefit rate changes.
- Includes inflationary & utility increases.
- Student aid will increase \$0.1M.
- Includes \$2.5M for deferred maintenance, and \$7.0M savings and reserves transferred for Academic Master Plan and technology needs.

Educational & General				
	2024/25 Prior Year Actual	2025/26 Budget DRAFT	Budget to Prior Year	
Revenue Summary:				
Tuition & Fees	93,921,322	98,574,266	4,652,944	5.0%
Appropriation	58,908,895	59,539,923	631,028	1.1%
Other Revenue	14,892,638	13,561,643	(1,330,995)	-8.9%
Total Revenue	\$167,722,855	\$171,675,832	\$3,952,977	2.4%
Expense Summary:				
Personnel	120,016,512	125,343,559	5,327,047	4.4%
Non-Personnel	25,258,538	27,490,263	2,231,725	8.8%
Student Aid	6,514,189	6,619,518	105,329	1.6%
Debt Service	1,470,071	1,409,529	(60,542)	-4.1%
Deferred Maintenance	12,896,940	10,812,962	(2,083,978)	-16.2%
Total Expenses	\$166,156,250	\$171,675,832	\$5,519,582	3.3%
Revenue Less Expense	\$1,566,605	\$0		

Recommendations:

Enhancing Efficiency, Security, and Governance

Based on the assessment findings, we propose five targeted initiatives designed to address operational inefficiencies, strengthen system reliability, enhance inter-team collaboration, bolster cybersecurity, and improve strategic governance. These recommendations provide a clear roadmap that balances immediate actions with long-term strategic objectives.



Enhance IT Service Management

Streamline ticketing, enhance automation, and centralize knowledge sharing.



Strengthen Infrastructure Resilience

Modernize network and classroom technology with proactive monitoring.



Improve IT Team Collaboration

Establish clear escalation paths and improve real-time coordination.



Bolster Cybersecurity Measures

Strengthen endpoint security, enforce access controls, and expand user training.



Advance Governance and Engagement

Formalize IT planning and prioritize stakeholder engagement.

Technology Highlights

Conversion from Banner to OneSIS

- Over 350 specific applications and integrations configured
- Project is 98% complete

Technology Services

- Technology Support Service relocated to Bailey Library
- Windows 11 migration is 90% complete
- Replaced 330 computers in classrooms and academic labs
- Classroom AV technology upgrades in 12 Spotts classrooms
- Replaced 120 faculty and staff computers

Networking

- New firewall deployment over Fall break
- Smith Center, Boozel and Weisenfluh have had 76 new wireless Access Points deployed; 257 more to be deployed across campus

Technology Highlights

Consultant Report – Additional Progress

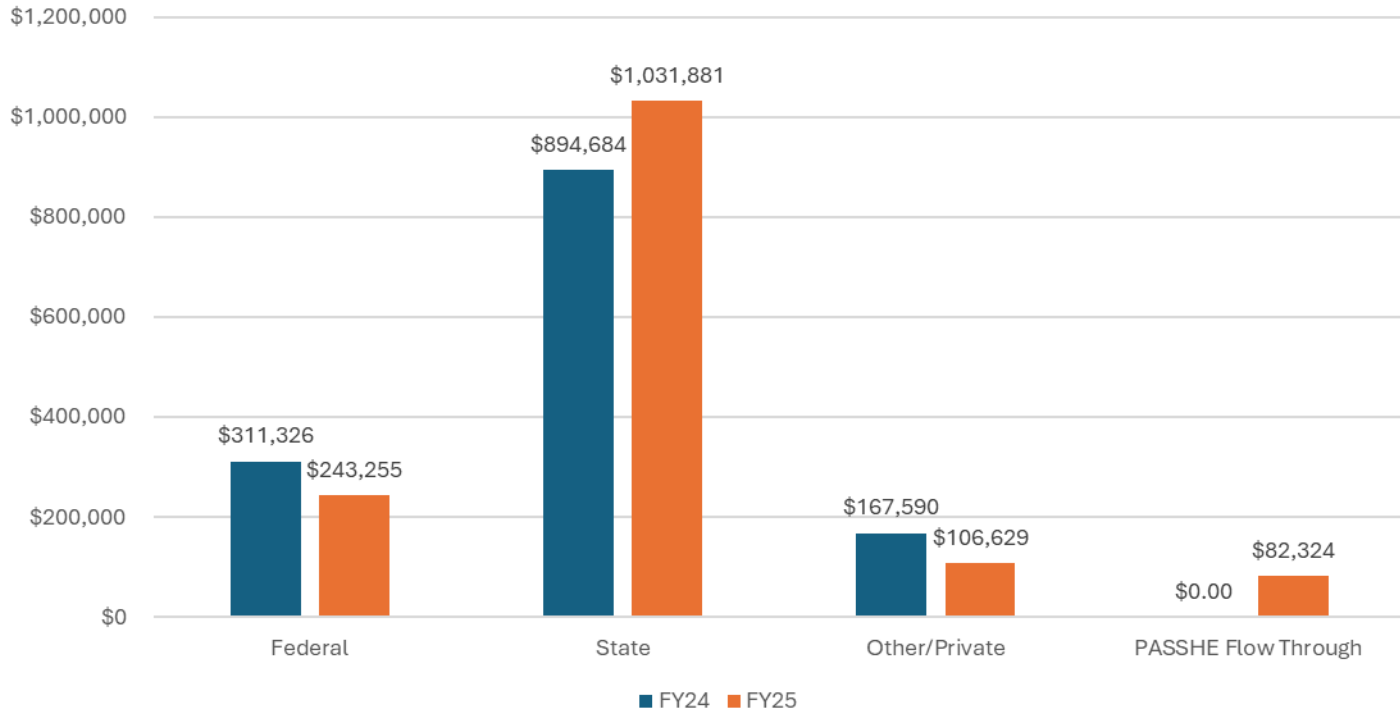
- Development of a plan for classroom technology upgrades is ongoing
- Establishment of procedures to enable proactive monitoring of classroom AV equipment
- Wireless access points scheduled for replacement in most all academic building in 2025-26
- Help Desk ticket workflow is in redesign to improve processes, notifications and alerts, including MFA resets,
- Escalation procedures are near completion
- Expand IT self-service options
- Implementation of lifecycle management of technology assets, along with financial planning
- Compliance with Graham Leach Bliley Act data privacy and safeguards
- Planned Bitlocker Windows encryption rollout on high-risk devices
- Hire for key positions

University Advancement

Progress Report (as of 28 August 2025) – Pillar Four

Campaign as of 08/28/2025	Academic Excellence and Innovation	Athletics	Scholarships	Student Support and Engagement	Unrestricted	Total
Cash Received FY 2024	\$651,344.86	\$558,872.37	\$1,651,734.71	\$179,705.28	\$86,853.18	\$3,128,510.40
Cash Received FY 2025	\$1,035,952.76	\$435,890.95	\$2,214,630.23	\$257,121.82	\$51,031.18	\$3,994,626.94
Cash Received FY 2026	\$97,269.75	\$89,512.98	\$177,168.16	\$2,071.65	\$8,093.17	\$374,115.71
Cash Received FY 2027						
Cash Received FY 2028						
Cash Received FY 2029						
Cash Total	\$1,784,567.37	\$1,084,276.30	\$4,043,533.10	\$438,898.75	\$145,977.53	\$7,497,253.05
All Pledges (not yet paid)	\$22,817.92	\$4,005.40	\$187,142.37	\$14,408.00	\$45,001.00	\$273,374.69
Estate Gifts/Planned Giving	\$1,894,399.64	\$360,000.00	\$3,447,368.91		\$127,000.00	\$5,828,768.55
Other	\$3,800,000.00					\$3,800,000.00
Campaign Total	\$7,501,784.93	\$1,448,281.70	\$7,678,044.38	\$453,306.75	\$317,978.53	\$17,399,396.29
Goal	\$10,000,000	\$5,000,000	\$7,000,000	\$5,000,000	\$3,000,000	\$30,000,000.00
% of Goal	75%	29%	110%	9%	11%	58%

FY24 & 25 Funding



University Strategic Plan Next Steps:



Met with Pillar co-chairs:

- Co Chairs will meet with cabinet to discuss successes and challenges of the previous year.

Next Steps: Implementation Plans:

- Pillar groups will set priorities.

Co-chairs will meet with their respective working groups:

- Collaborate with other pillar co-chairs, leads, and working groups to identify areas of collaboration or redundancy
- Break down strategies into activities, develop timeline/structure for each activity, track progress (by semester)

Training/Support:

Dr. Jessica Lerner, strategic planning consultant, training/support

Ms. Tina Moser, chief of staff, strategic plan coordinator/on-campus support

Climate and Culture Pillar #1

- Working Group – Climate and Culture position
- Working under the PASSHE model
- Meet two times to explore options
- Make a decision and move forward
 - Wayne Forbes
 - Kari-Anne Innes
 - Jenny Kawata
 - Amanda Nichols
 - Becky Thomas
 - Michael White

You Rock!

The SRU community **ROCKS!**

Acknowledge the positive contributions of a peer by submitting a quick summary below.

[+ New Submission](#)



YOU
Rock



sru.edu/you-rock



Questions

YOU
Rock



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