FALL ASSEMBLY
TOWN HALL

KAREN RILEY, Ph.D.

Smith Student Center Ballroom

September 14, 2023 12:30 PM

Thank you – It takes a team

Office of the President
Communications and PR Team
Office of the Provost
Enrollment Management Team
Finance Team
DEIB Team
Strategic Planning Teams
Student Affairs
Human Resources
University Advancement and Alumni Relations
Former President Bill Behre

First 90-Day Key Moments

July 3

Three introduction emails sent to:
- Faculty/staff
- Students
- Students' parents

July 12

Met with Sen. Scott Hutchinson, Rep. Tim Bonner and Jordan Grady, president of Butler County Chamber of Commerce.

July 18

Started executive-level searches for:
- Provost
- VP for Advancement
- Chief HR Officer

August 15

Welcomed faculty at the Center for Teaching and Learning's professional development series.

August 16

Celebrated with faculty/staff at Employee Appreciation Luncheon.

August 17

Greeted students and families in the residence halls during Move-In Day and attended Harrisville campus welcome event.

August 18

Opening remarks at New Student Convocation.

August 21

Video greeting emailed to SRU community on the first day of classes.

August 31

Attended first women's soccer game.

September 2

Attended first football game.

Lots of Listening

Dr. Jason Hilton

Honors College Director

SRU-APSCUF Chapter President

Professor of Education

Where are we now and where are we going?

Enrollment
Budget
Strategic Planning
Q & A

Enrollment Update

These numbers can shift slightly

ENROLLMENT UPDATE

SUMMER REGISTRATION

HEADCOUNT

Total - +2.9%
Undergraduate - -1.6%
Graduate - +11.4%

CREDIT HOURS GENERATED

Total - +0.5%
Undergraduate - - 4.6%
Graduate - +7.9%

FALL REGISTRATION

HEADCOUNT

Total - +1.4%
Undergraduate - +0.5%
Graduate - +5.7%

CREDIT HOURS GENERATED

Total - +1.8%
Undergraduate - +1.3%
Graduate - +6.0%

SlipperyRock University

NEW ENROLLMENT – FALL 2023

FIRST YEAR

FR COHORT **1535** (+76)
HS GPA QUALITY – 3.53
TOP 25% - 38%
WESTERN PA – (+86)
OHIO – (+18)
AFRICAN-AMERICAN – (+3)
HISPANIC - (+5)

+44% CAMPUS VISITS
Highest FAFSA Filers & PELL Eligible in 5 YRS

TRANSFER

TR TOTAL **519** (+44)
DOMESTIC (+20)
INTERNATIONAL (+22)

ARTICULATION AGREEMENTS - +13 WITH BC3
TRIPLED STUDENT VISITS W/ COUNSELORS
CENTRALIZED READMISSIONS – 120 STUDENTS FOR FALL

GRADUATE

SUMMER GRADUATE – **210** (+27)

FALL GRADUATE – **581** (+31)

OVER 80 IN-PERSON & VIRTUAL EVENTS

ENROLLMENT UPDATE

SlipperyRock University

STUDENT PERSISTENCE

1^{ST} TO 2^{ND} YEAR PERSISTENCE

2022 - 81.5%
2021 - 82.4%

2^{ND} TO 3^{RD} YEAR PERSISTENCE

2021 – 73.6%
2020 – 74.3%

3^{RD} TO 4^{TH} YEAR PERSISTENCE

2020 – 67.3%
2019 – 67.7%

SLIPPERY ROCK UNIVERSITY

FALL 2023 enrollment

8,362* STUDENTS

+1.4% FROM LAST YEAR

6,815 UNDERGRADUATES

1,547 GRADUATE STUDENTS (MOST EVER AT SRU!)

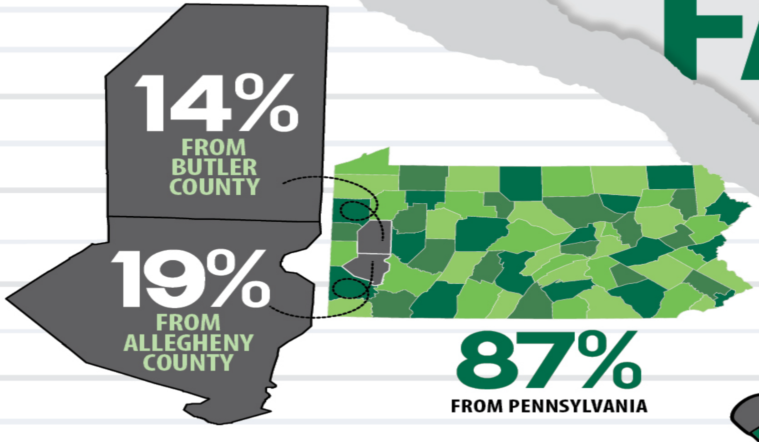
TOP 3 MAJORS

580 EXERCISE SCIENCE

407 SAFETY MANAGEMENT

396 EARLY CHILDHOOD/ SPECIAL EDUCATION

*These numbers are subject to change as Pennsylvania's State System of Higher Education will verify and report enrollments by Oct. 9. Census data for schools are taken on the 15th day of the semester for national and state reporting purposes.



87% FROM PENNSYLVANIA

12% ARE MINORITIES UNDERREPRESENTED

26% ARE FIRST-GENERATION COLLEGE STUDENTS

60% ARE FEMALE

SRU SLIPPERY ROCK UNIVERSITY

81% OF FIRST-YEAR STUDENTS RETAINED FROM LAST FALL

75% NATIONAL AVERAGE

FIRST-YEAR STUDENTS

1,535 TOTAL

+5% INCREASE FROM FALL 2022

3.53 HIGH SCHOOL GPA

73% GRADUATED IN THE TOP HALF OF THEIR HIGH SCHOOL CLASS

38% GRADUATED IN THE TOP QUARTER OF THEIR HIGH SCHOOL CLASS

FINANCIAL SUSTAINABILITY

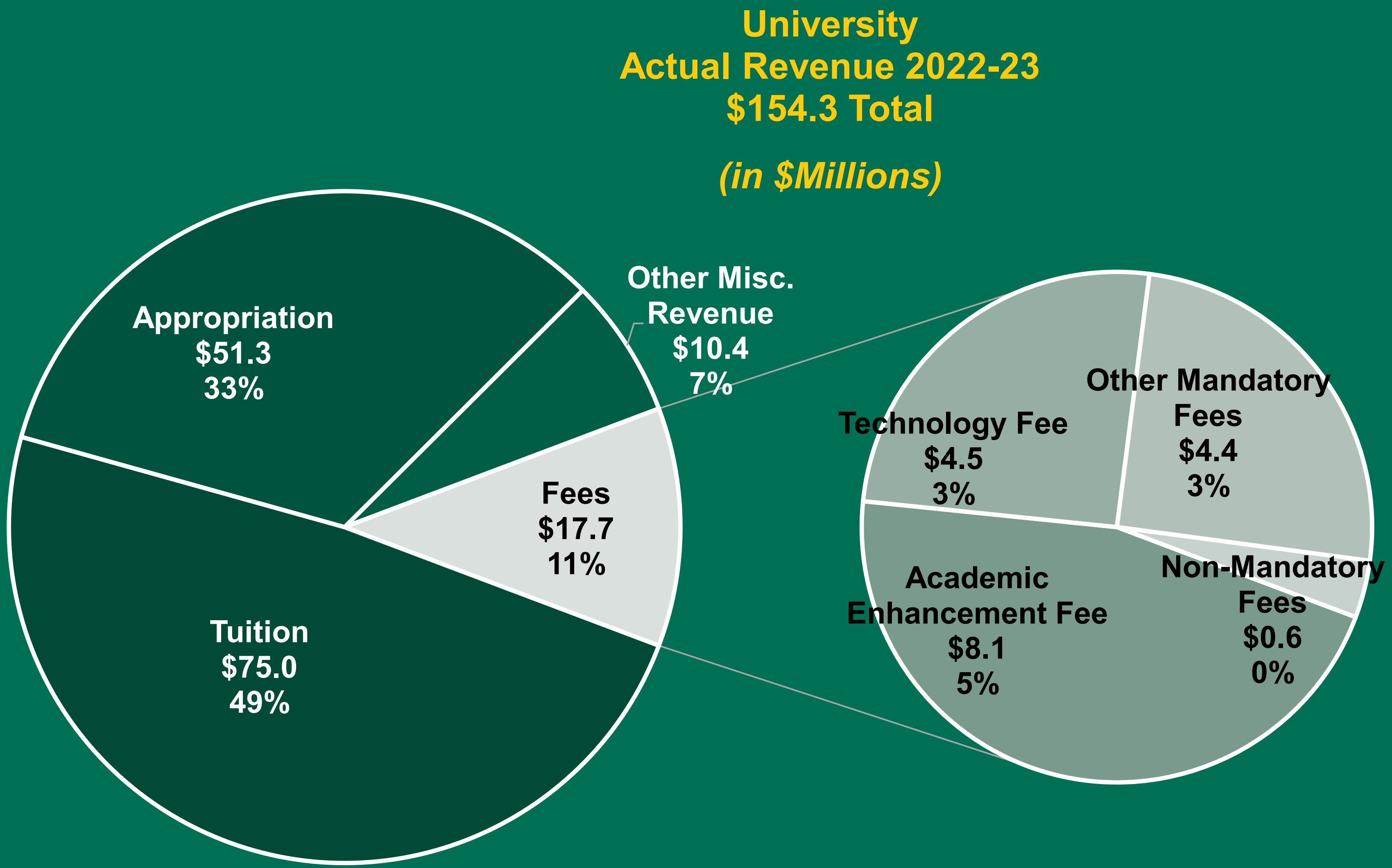
Town Hall September 14, 2023

Fiscal Year 2022-23 (Ending June 30, 2023)

University Sources of Funds - Revenue

Primary Sources

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

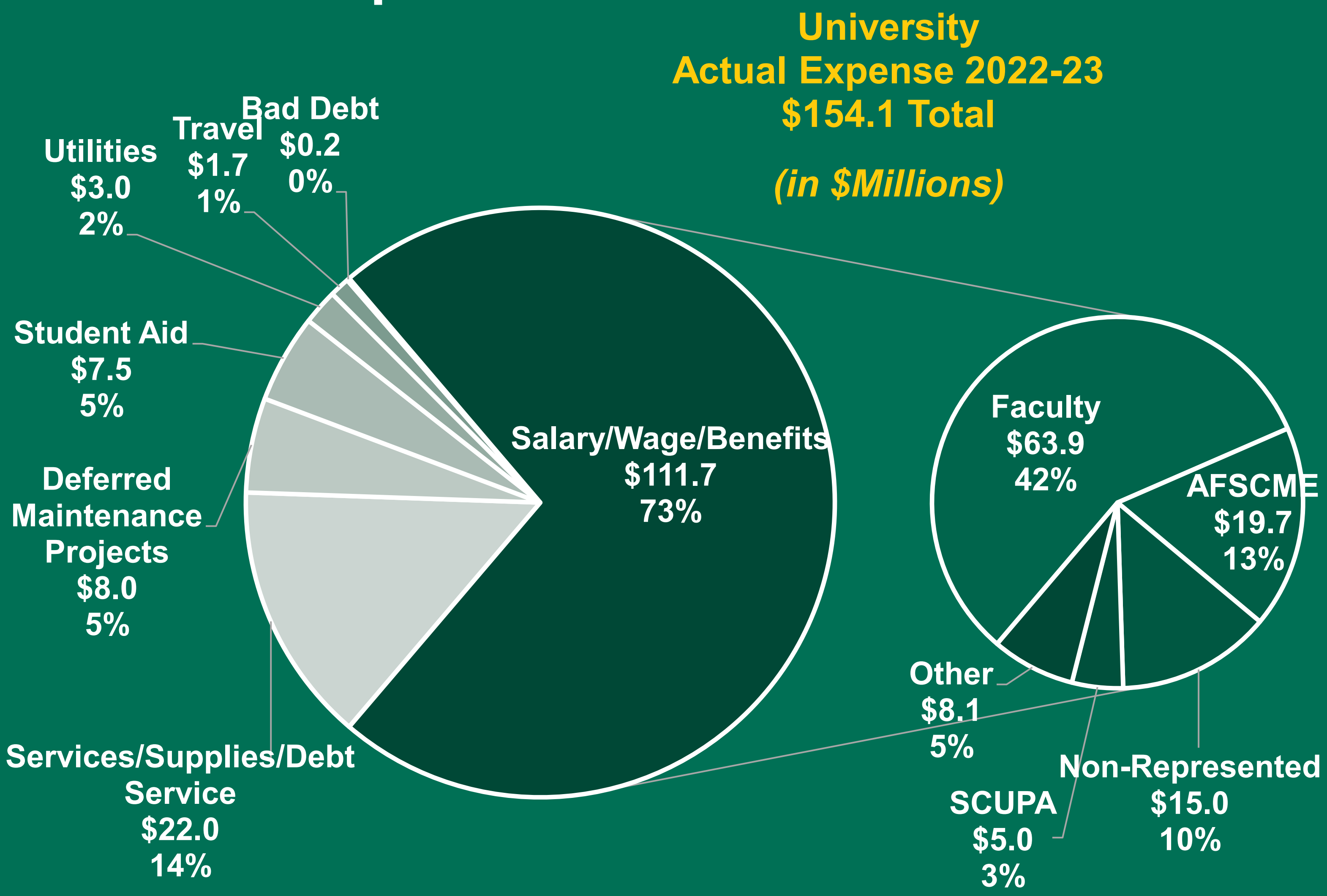


Fiscal Year 2022-23

University Uses of Funds - Expenses

Primary Uses

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



Fiscal Year 2022-23 Financial Highlights

Slippery Rock University	EDUCATIONAL & GENERAL FUND			
	Actual FY2021-22	Actual FY2022-23	More/(Less) FY2022-23 Actual to FY2022-22 Actual	
Tuition	$75,489,589	$74,992,255	($497,334)	-0.7%
Fees	17,776,297	17,707,478	(68,819)	-0.4%
State Appropriation	41,536,545	51,256,983	9,720,438	23.4%
All Other Revenue	15,534,314	10,369,893	(5,164,421)	-33.2%
TOTAL REVENUE	$150,336,745	$154,326,609	$3,989,864	2.7%
Salaries & Wages	$74,393,981	$75,524,209	$1,130,228	1.5%
Incremental Benefits	17,672,483	18,683,406	1,010,923	5.7%
Fixed Rate Benefits	14,424,503	15,379,945	955,442	6.6%
Educational Benefits	2,276,312	2,111,005	(165,307)	-7.3%
TOTAL PERSONNEL EXPENDITURES	$108,767,279	$111,698,565	$2,931,286	2.7%
Utilities	$2,917,251	$2,988,265	$71,014	2.4%
Student Bad Debt Expense	460,807	228,740	(232,067)	-50.4%
Student Aid	5,870,374	7,466,801	1,596,427	27.2%
All Other Serivces, Supplies	21,168,681	18,340,222	(2,828,459)	-13.4%
TOTAL SVC & SUPP EXPENDITURES	$30,417,113	$29,024,029	($1,393,084)	-4.6%
Capital Expenditures	$2,193,703	$2,799,589	$605,886	27.6%
Debt Principal & Interest Payments	2,619,390	2,588,546	(30,844)	-1.2%
TOTAL EXPENDITURES	$143,997,485	$146,110,729	$2,113,244	1.5%
TRANSFERS	3,246,867	7,993,373	4,746,506	146.2%
REVENUES LESS EXPENDITURES AND TRANSFERS	**$3,092,393**	**$222,508**	**($2,869,885)**	**-92.8%**

Revenue Drivers:

- State appropriation increase of $9.7M.
- Increase in interest income of $2.9M due to higher interest rates.
- Other revenue includes $2.8M in Coronavirus State Fiscal Recovery Funds (CSFRFII) to support one-time strategic investments.
- Decrease in tuition and fee revenue is a result of smaller post-pandemic entering classes ($0.5M).

Expenditure Drivers:

- Increases in personnel costs and inflationary cost increases.
- Includes $3.0M for deferred maintenance, $3.0M for renovation of the women’s softball complex, $0.6M to support the implementation of OneSys and $1.4M to upgrade the campus network.

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.

Metrics Indicate Slippery Rock University as Financially Stable

	Annualized FTE Enrollment				Adjusted Annual Operating Margin				Adjusted Primary Reserve Ratio				Minimum Reserves		
	Two Year Change	Academic Year 2022-23	Academic Year 2021-22	Academic Year 2020-21	3 Year Moving Average	2021-2023 Average	2020-2022 Average	2019-2021 Average	3 Year Moving Average	2021-2023 Average	2020-2022 Average	2019-2021 Average	As of June 30, 2023	As of June 30, 2022	As of June 30, 2021
Cheyney	12.9%	665	613	589	-5.0%	-5.5%	2.3%	-13.3%	-12.3%	-3.7%	3.5%	-38.5%	22	110	109
Commonwealth	-15.0%	10,521	11,599	12,377	-5.2%	-4.4%	-4.9%	-6.1%	33.6%	32.3%	33.0%	35.3%	166	186	191
East Stroudsburg	-7.3%	4,724	4,643	5,095	4.3%	4.6%	4.4%	3.8%	65.0%	70.0%	64.6%	60.1%	350	346	325
Indiana	-13.1%	7,730	8,024	8,896	-3.6%	-5.2%	-2.6%	-3.2%	34.4%	33.1%	35.1%	35.1%	147	173	159
Kutztown	-5.6%	6,648	6,735	7,043	-2.3%	-0.5%	-2.4%	-4.1%	34.9%	37.6%	34.8%	32.2%	229	224	222
Millersville	-11.3%	5,777	6,112	6,510	-2.5%	-3.1%	-2.4%	-1.9%	40.4%	38.7%	40.8%	41.7%	140	163	164
PennWest	-22.3%	10,704	12,482	13,779	-3.7%	-1.9%	-3.2%	-6.1%	17.0%	18.4%	16.0%	16.7%	101	87	83
Shippensburg	-15.3%	4,594	4,978	5,426	-7.8%	-5.9%	-8.4%	-9.1%	25.6%	21.8%	24.8%	30.3%	134	116	131
Slippery Rock	-4.9%	8,350	8,383	8,783	3.3%	2.6%	3.2%	4.1%	53.4%	57.0%	52.8%	50.4%	298	282	277
West Chester	-5.8%	15,670	15,984	16,644	0.8%	1.0%	0.1%	1.1%	46.5%	42.5%	46.2%	51.0%	207	209	270

Fiscal Year 2023-24 Budget (DRAFT)

Slippery Rock University	EDUCATIONAL & GENERAL FUND			
	Actual FY2022-23	Current Year Budget for Approval FY2023-24	More/(Less) FY2023-24Budget to FY2022-23 Actual	
Tuition	$74,992,255	$75,561,924	$569,669	0.8%
Fees	17,707,478	17,881,118	173,640	1.0%
State Appropriation	51,256,983	54,858,813	3,601,830	7.0%
All Other Revenue	10,369,893	9,355,065	(1,014,828)	-9.8%
TOTAL REVENUE	$154,326,609	$157,656,920	$3,330,311	2.2%
Salaries & Wages	$75,524,209	$78,597,387	$3,073,178	4.1%
Incremental Benefits	18,683,406	18,597,641	(85,765)	-0.5%
Fixed Rate Benefits	15,379,945	17,803,938	2,423,993	15.8%
Educational Benefits	2,111,005	1,759,266	(351,739)	-16.7%
TOTAL PERSONNEL EXPENDITURES	$111,698,565	$116,758,232	$5,059,667	4.5%
Utilities	$2,988,265	$3,615,467	$627,202	21.0%
Student Bad Debt Expense	228,740	700,000	471,260	206.0%
Student Aid	7,466,801	7,975,333	508,532	6.8%
All Other Serivces, Supplies	18,340,222	19,434,151	1,093,929	6.0%
TOTAL SVC & SUPP EXPENDITURES	$29,024,029	$31,724,951	$2,700,922	9.3%
Capital Expenditures	$2,799,589	$2,768,287	($31,302)	-1.1%
Debt Principal & Interest Payments	2,588,546	2,245,583	(342,963)	-13.2%
TOTAL EXPENDITURES	$146,110,729	$153,497,053	$7,386,324	5.1%
TRANSFERS	7,993,373	5,763,170	(2,230,203)	-27.9%
REVENUES LESS EXPENDITURES & TRANSFERS	**$222,508**	**($1,603,303)**	**($1,825,811)**	**-820.6%**
USE OF RESERVES FOR STRATEGIC INITIATIVES		**$3,543,783**		n/a
REVENUES & USE OF RESERVES LESS EXPENDITURES &TRANSFERS		**$1,940,480**		n/a

Key Drivers

- An incoming class of 1,535 for Fall 2023, up from 1,459 for Fall 2022.
- An increase in state appropriation of $3.6M (7.0%).
- A reduction in interest income due to projected decline in interest rates.
- **The fiscal impact of contract bargaining agreements (CBAs) on salary and benefit expenses remains unknown.**
- Other non-personnel expenses reflect inflationary increases and growth in institutional student aid.
- Includes $2.5M for deferred maintenance and the use of reserves for one-time strategic initiatives of $3.5M.
- **The FY2023-24 Budget is required to balance and will require adjustments as CBAs are settled.**

Where are we going?

Strategic
Planning

Strategic Planning Steering Committee

Scott Albert
Frances Amatucci
Michelle Amodei
Kelly Bailey
Franklyn Charles
Chris Cole
Alice Del Vecchio
Karla Fonner
Amber Hamilton

Sam Heikinen
Jason Hilton
Domenic Ionta
Dallas Jackson
Samantha Kelly
Cara Kriebel
Michael May
Kevin McCarthy
Rebecca Morrice

Mark O'Connor
Patricia Pierce
John Rindy
Sam Thangiah
Shannon Young
Justin Zackal
John Ziegler
Lu Ann Znosko

SlipperyRock University℠

Diversity and Inclusion Strategic Planning Committee

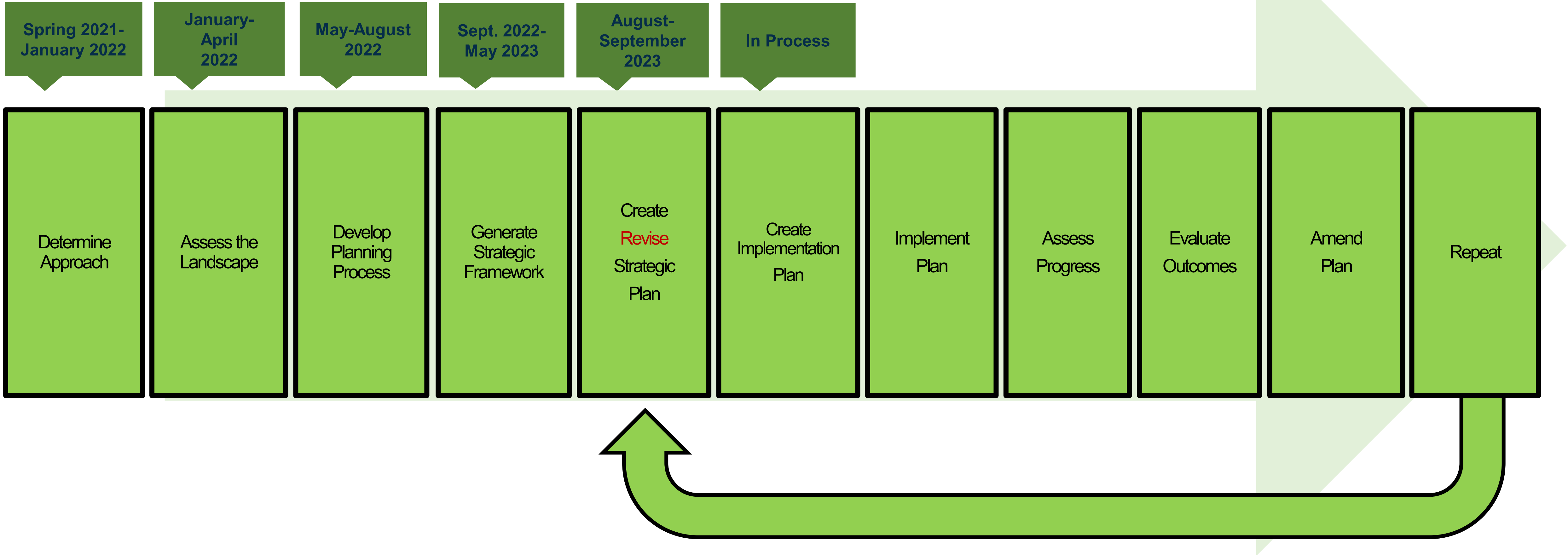
Catherine Massey
Emily McClaine
Monique Alexander
Tiffany Avila
Dan Bauer
William Bergmann
Carrie Birckbichler
Tricia Bishop
Keshia Booker
Kai Bright
Natalie Burick
Richelle Dykstra-Crookshanks
Wayne Forbes

Samuel Heikinen
Emily Keener
Franklyn Charles
Kevin McCarthy
Michael White
Alexis Gish
Rachel Glass
Dallas Jackson
Jenny Kawata
Destiny King
Fadoua Loudiy
Kaeleen Martin

Melissa Ford
George Oakley
Lois Page
Ursula Payne
Christine Pease-Hernandez
Amanda Reichert
Torry Rollins
William Rouse
Julianna Sabol
Christophas Walker
Linda Zane
Katherine Mickle

SlipperyRock University

Strategic Plan



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

Slippery Rock University
Strategic Map: 2022-2025

Position SRU for Long-Term Sustainability In a Challenging Demographic, Social, and Political Environment

02/07/22

A **Advance Diversity, Equity, and Inclusion Based on the SRU DEI Strategic Plan**

	B	C	D	E
	Articulate a Distinct, Unified University Identity	**Provide a Premier Student Experience that Enhances Recruitment, Retention, and Employment**	**Elevate Institutional Effectiveness**	**Enhance SRU's Local, Regional, National, and Global Impact**
1	Draft the Key Elements of a Distinct, Unified Identity	Design and Deliver with Excellence an Identity-Driven Academic Program Mix that is Market Responsive	Ensure Faculty and Staff Have the Support and Resources Necessary to Excel	Translate Alumni Pride into Institutional Support
2	Engage the SRU Community in Understanding the Identity	Increase Student Engagement through Intentional Integration of Curricular and Co-curricular Experiences	Develop and Implement an Efficient Department Structure in Each College	Develop and Strengthen Reciprocal Partnerships that Drive Economic and Social Development
3	Develop and Implement a Comprehensive Communication Plan	Increase Student Awareness and Use of Campus Resources	Simplify Processes and Procedures that Are Most Burdensome for Faculty, Staff, and Students	Expand Educational Opportunities that Add Value to External Constituents
4	Live the Identity across the Campus	Raise 4 to 6-Year Graduation Rates to Be Comparable to Peer and Aspirant Schools	Implement Flexible Work and Learning Options that Improve Efficiencies	Diversify Revenue Sources
5		Increase Enrollment, Retention, and Graduation Rates of Under-represented Populations	Break Down Communication Barriers	Promote Environmental Sustainability
6			Improve Decision-Making to Appropriately Fund Initiatives that Generate Value	

Proposed Strategic Pillars

Committed to Becoming A First-Choice Institution #1st Choice

Committed to a Robust, Supportive and Inclusive Culture

Committed to Academic Discovery and Human Growth

Committed to Community Impact and Collaboration

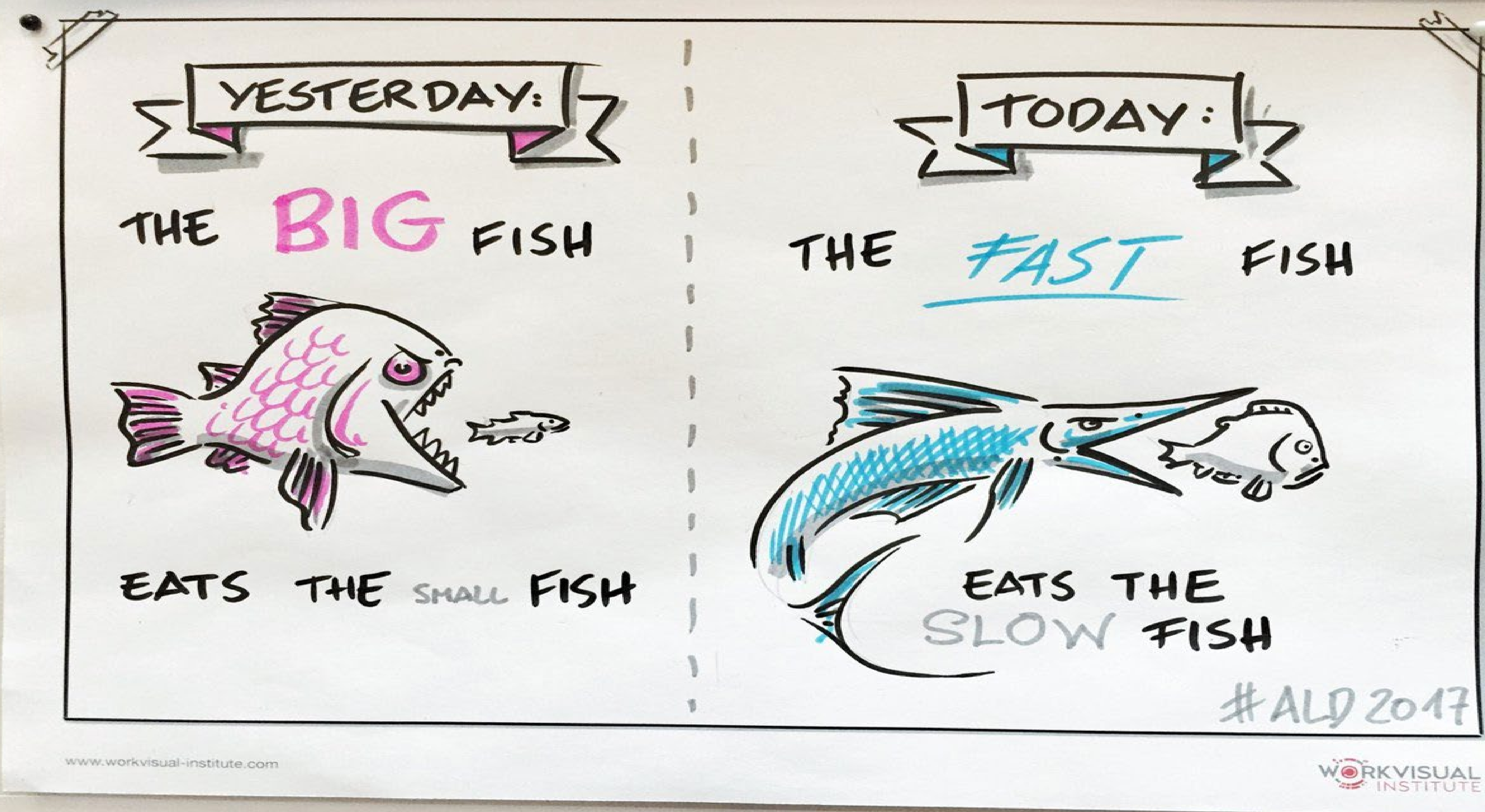
Committed to Financial Sustainability and Resource Stewardship

Committed to our mission - Providing The Highest Quality Education at The Lowest Possible Price

Rankings, enrollment, and retention are outcomes

We must address the foundations of an exemplary institution and reduce barriers in order to realize gains in our outcomes.

SlipperyRock University℠


YESTERDAY:
THE BIG FISH
EATS THE SMALL FISH
TODAY:
THE FAST FISH
EATS THE SLOW FISH
#ALD 2017
www.workvisual-institute.com
WORKVISUAL INSTITUTE

Develop a culture of recognition and engagement
Pillar #1 Committed to a Robust, Supportive and Inclusive Culture
The YOU ROCK INITIATIVE

- Bus Stop Story
- Positive culture, values and tradition work to strengthen a community and foster engagement
- Everyone has the capacity to live our culture
- Kindness can be cultivated through education, ongoing practices, and visual reminders
- Creating a culture of engagement and positivity helps us to live our mission

YOU Rock

SlipperyRock University

How it works:

Do Something that Reflects our Culture

Receive a Rock

Register to Win

Pass it On

SlipperyRock University

Drop Off Locations

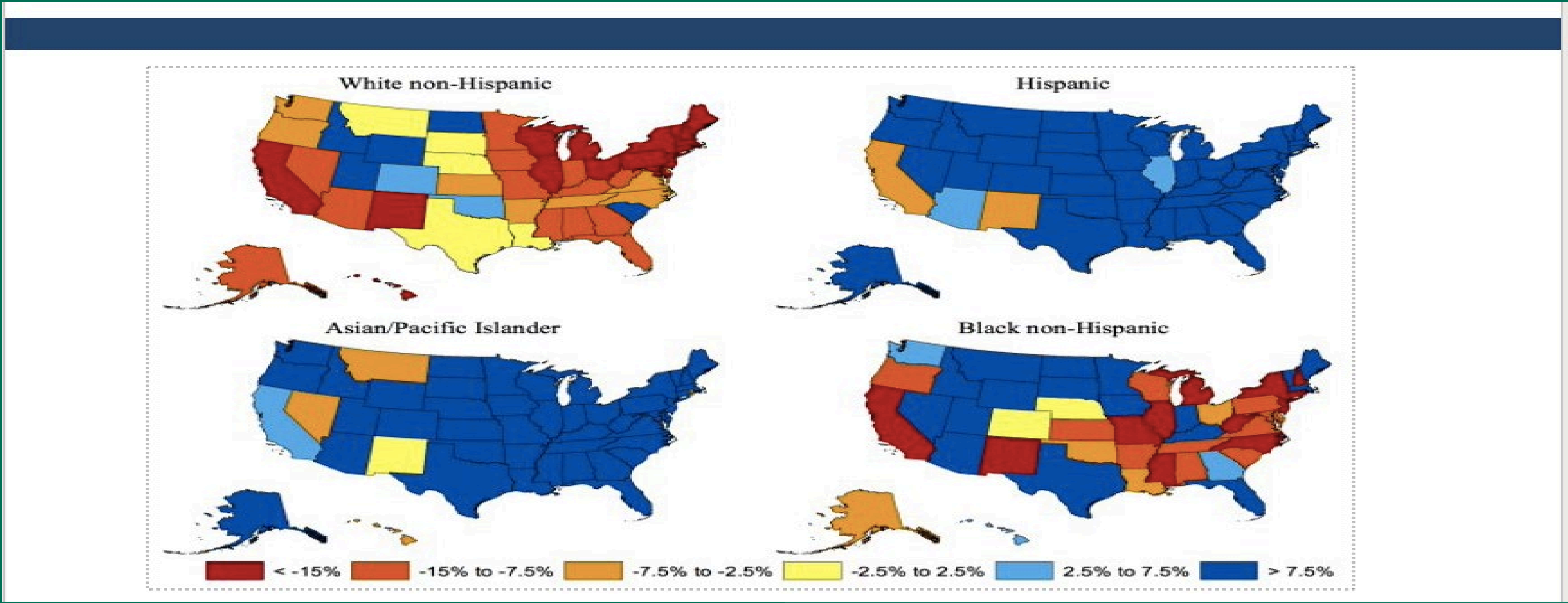
- SMITH STUDENT CENTER
- AEBERSOLD RECREATION CENTER
- BAILEY LIBRARY

Create future-focused academics
Pillar # 2 Committed to Academic Discovery and Human Growth

Where are our blue water opportunities and why is this so very important?

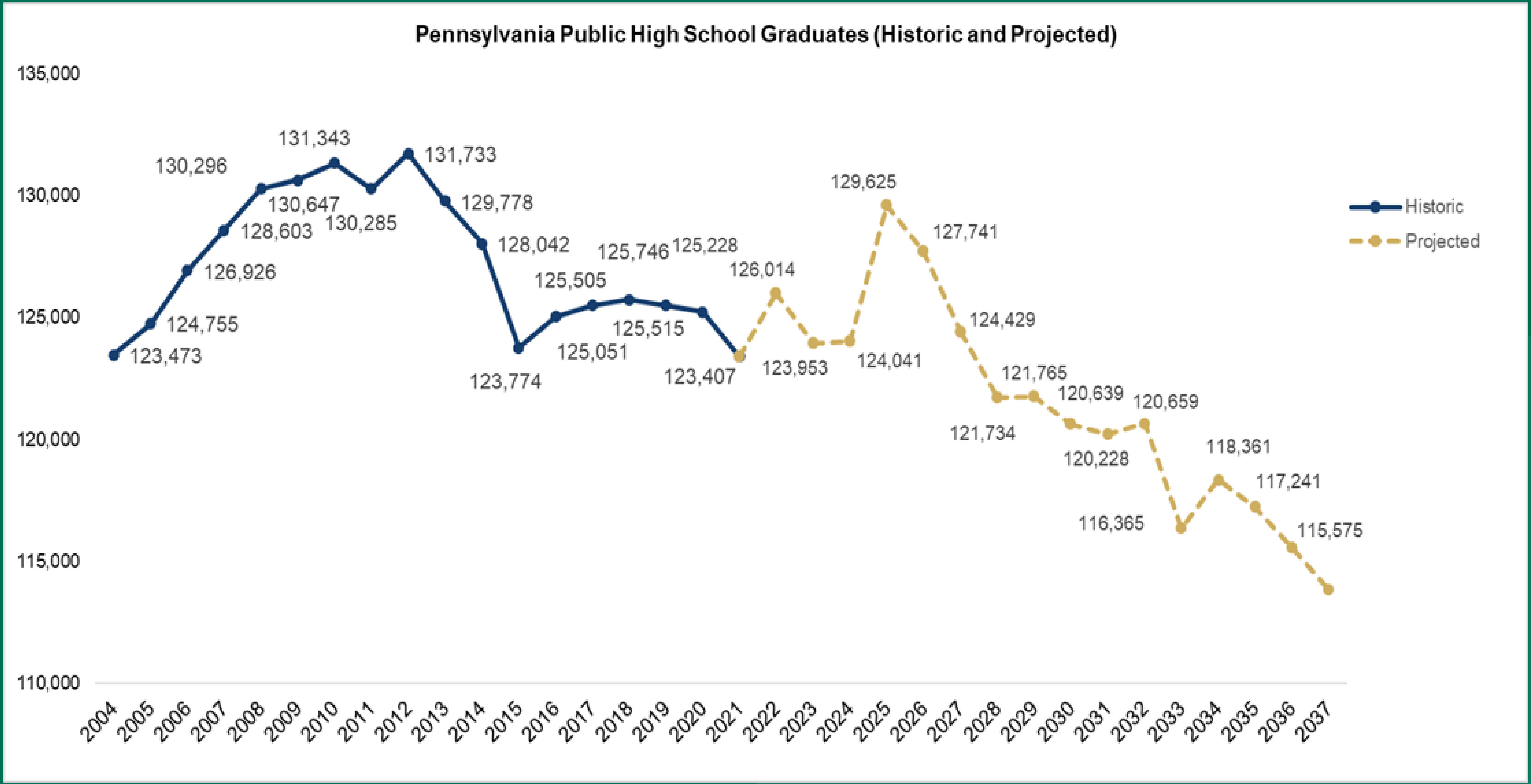
SlipperyRock University

Recruitment - the shifting high school market



Teets, 2022

SlipperyRock University



Minnich, 2023

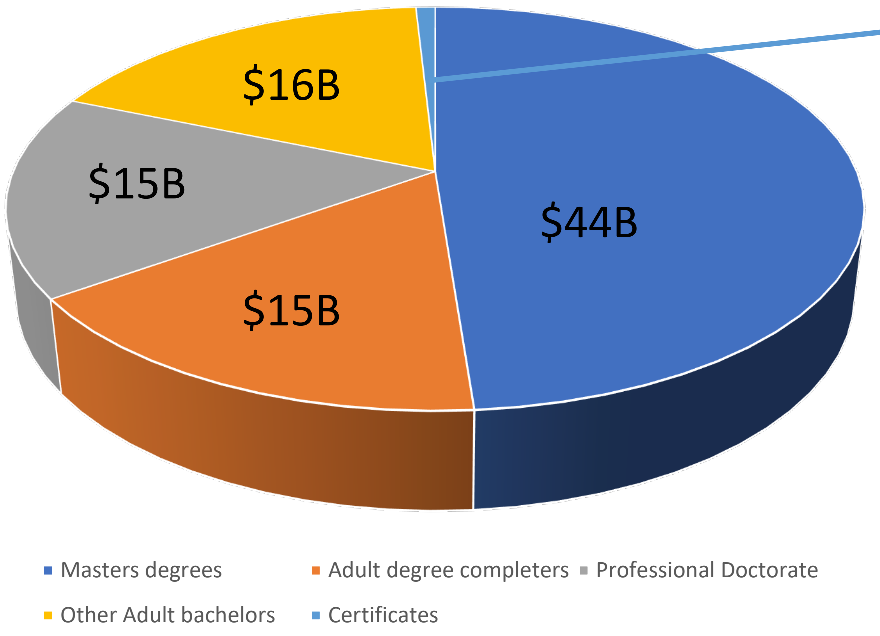
Adult and Graduate Market

Will soon overtake traditional UGs

Adult learners make up 40% of higher ed tuition revenue

Adult learners and graduate school	**$90.7B**
TREND	
Traditional Undergrads	$135.2B
Total tuition revenue	$225.9B

Total gross annual revenue



All grad certificates $1B

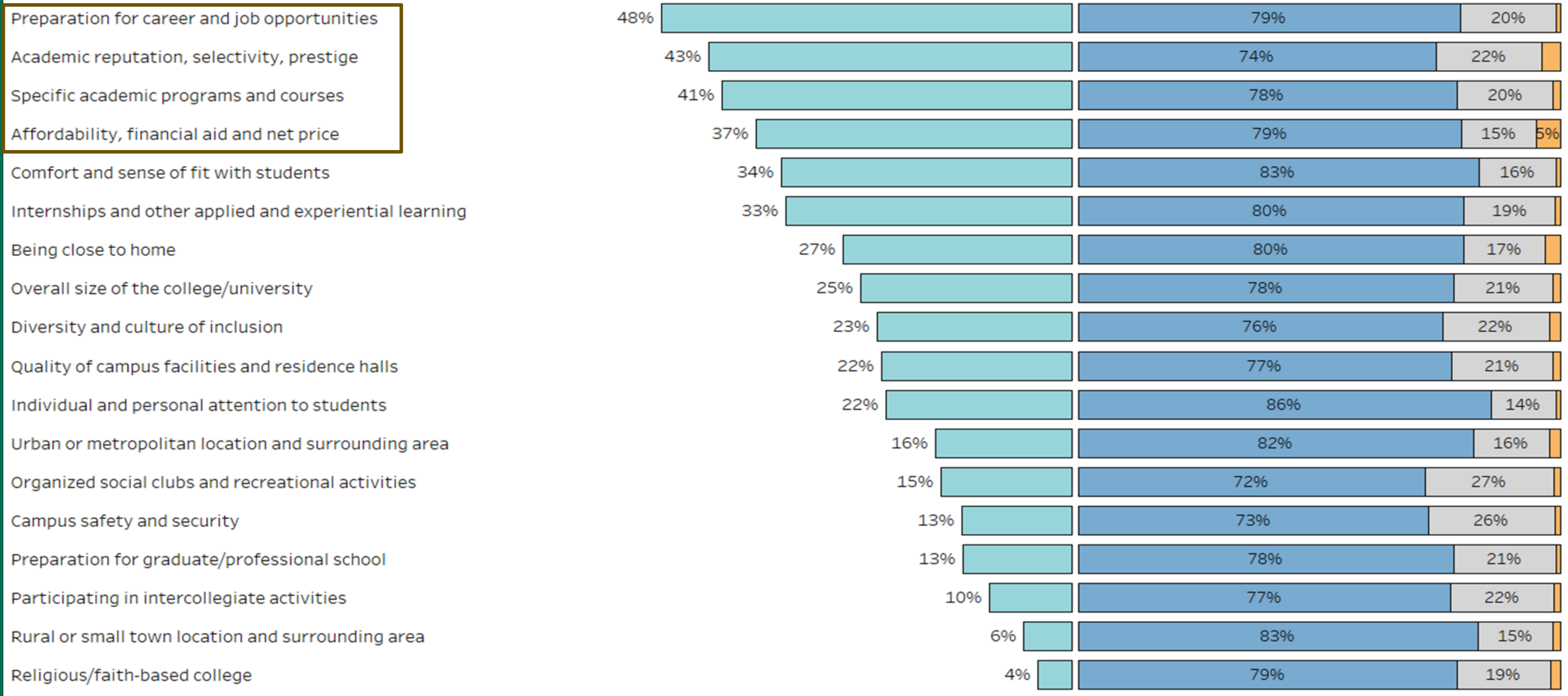
Fastest growing piece of the pie

Source: U.S. Department of Education, National Center for Education Statistics, Postsecondary Institution Revenues, 2020

SlipperyRock University℠

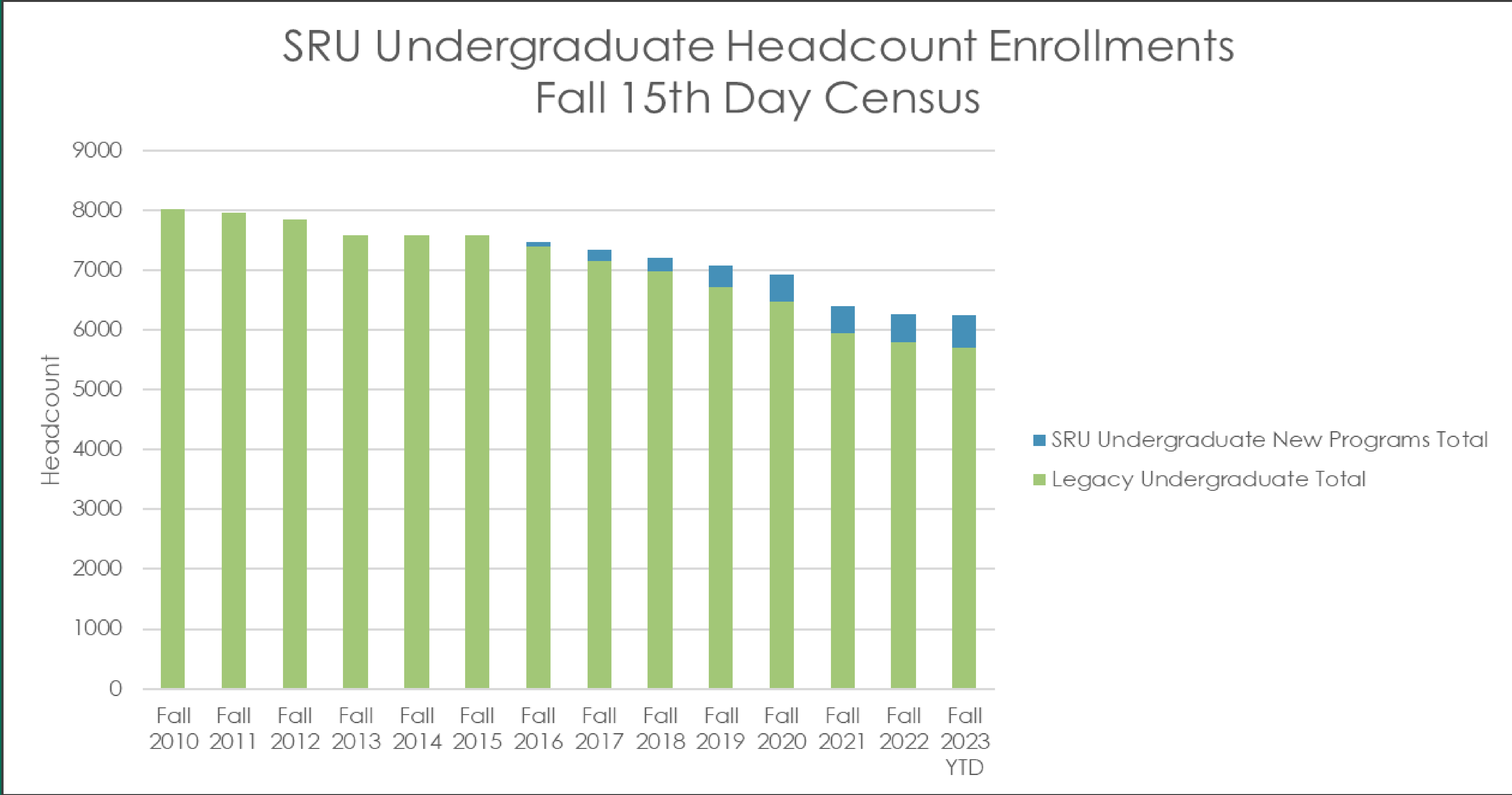
Which of the following factors were most influential in your decision process and how did Specified College compare to your runner-up (Matrics)?

Better | About the Same | Worse



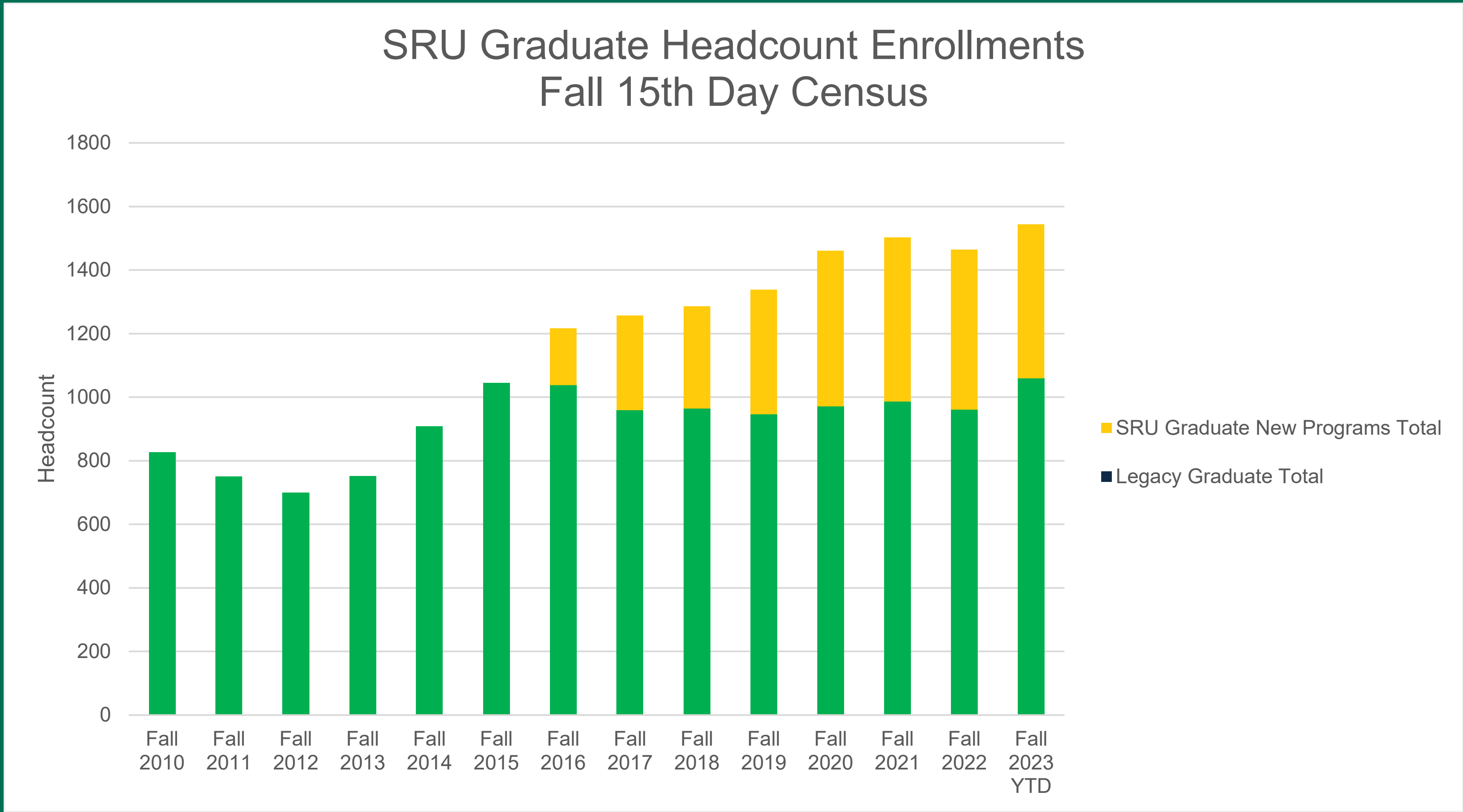
Human Capital,2022

Slippery Rock University

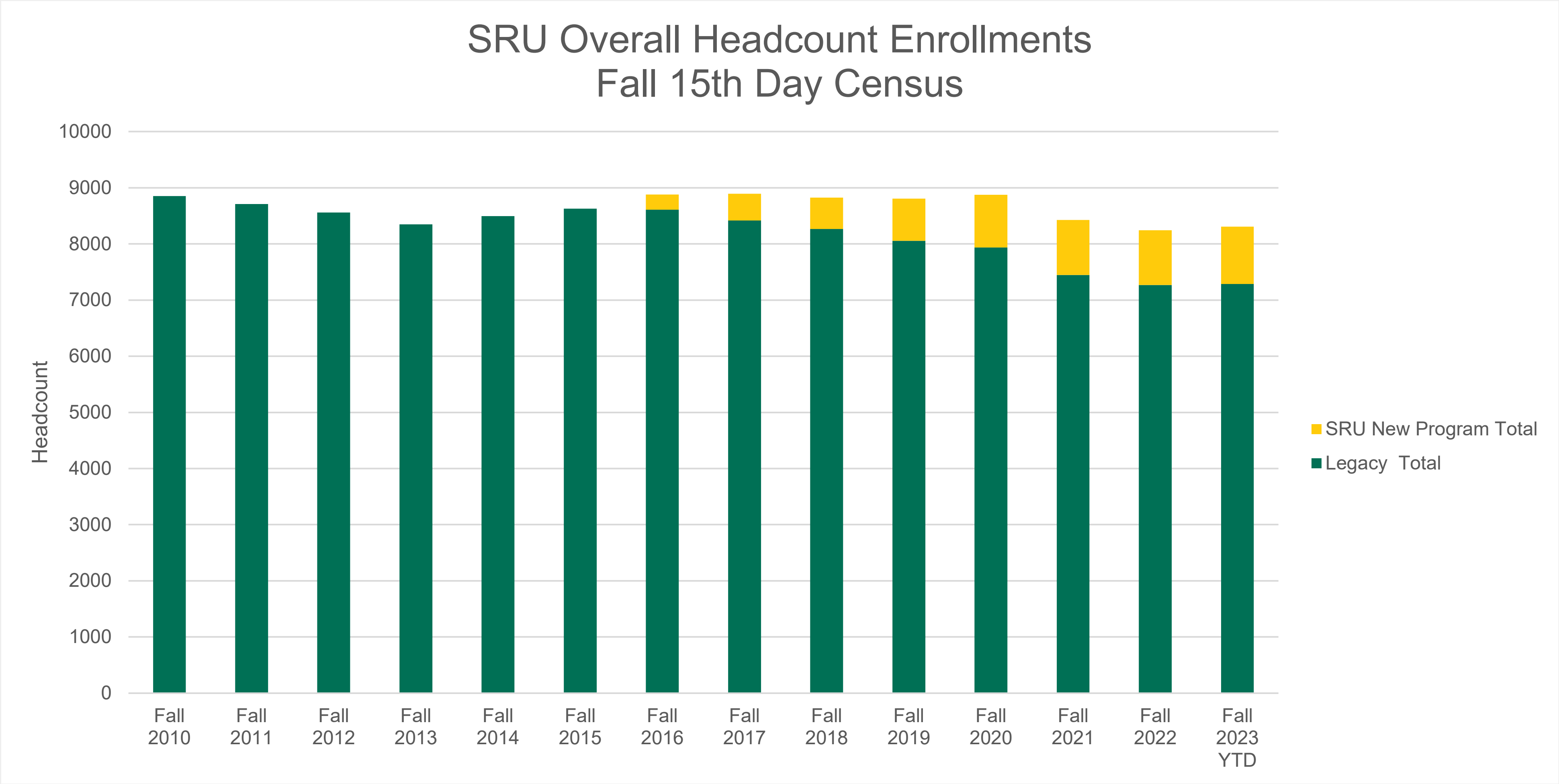


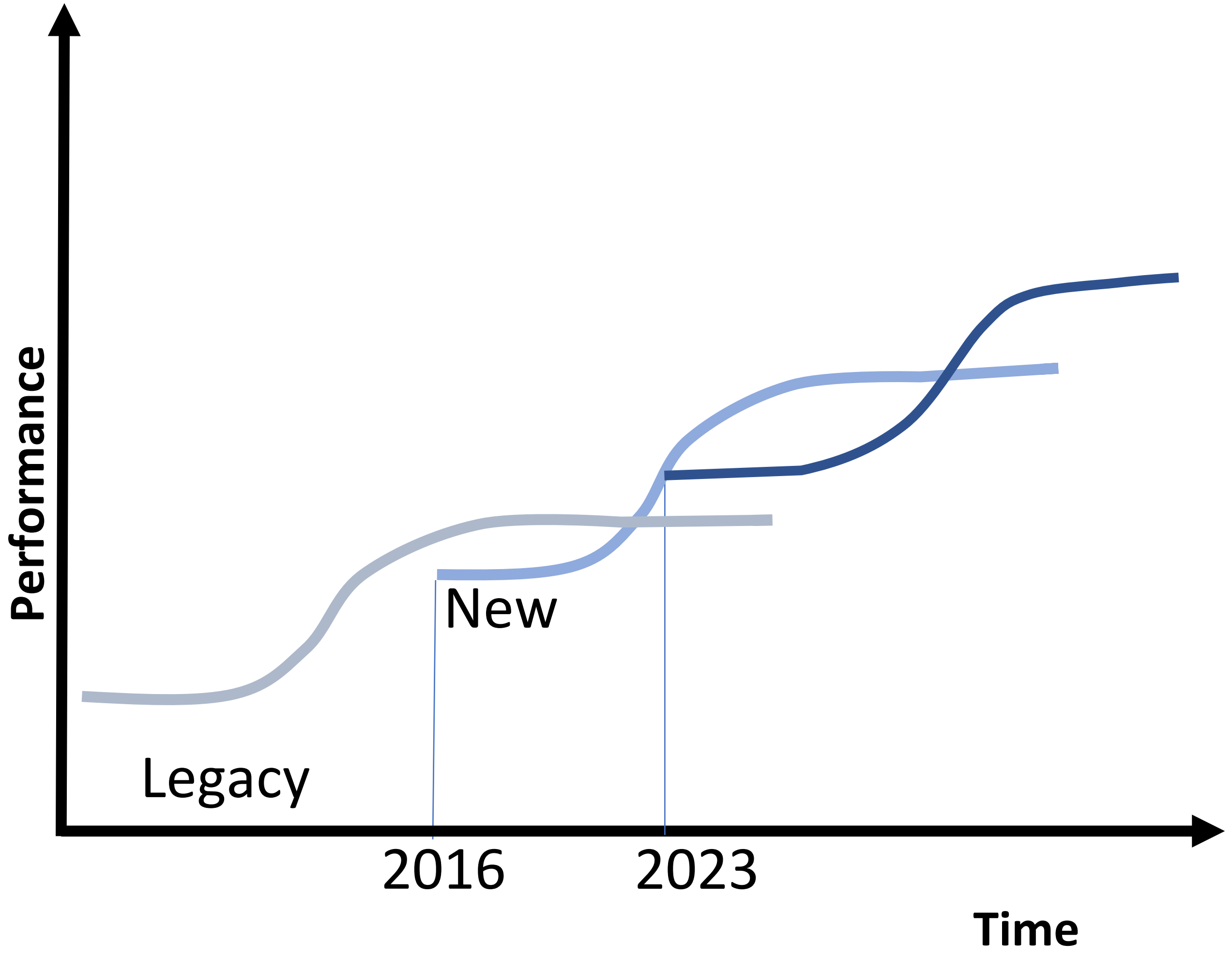
SlipperyRock University

SLIPPERY ROCK GRADUATE ENROLLMENT



SLIPPERY ROCK OVERALL ENROLLMENT TREND



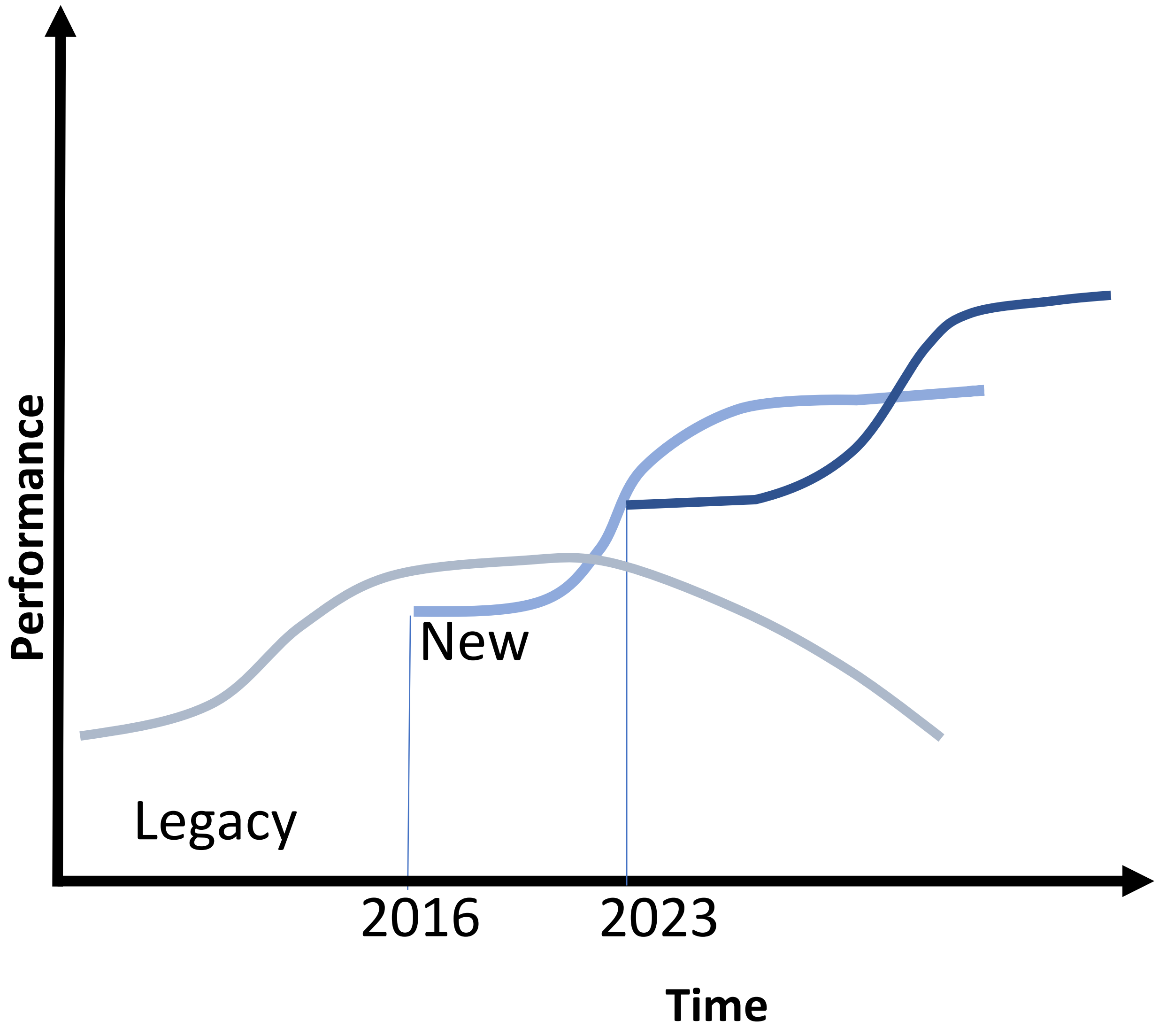


Legacy Programs

Graduate Programs

What do we invest in now, that allows the university to remain sustainable?
Blue water opportunities

Slippery Rock University



Legacy Programs – No changes

Graduate programs

Blue water programs

SlipperyRock University

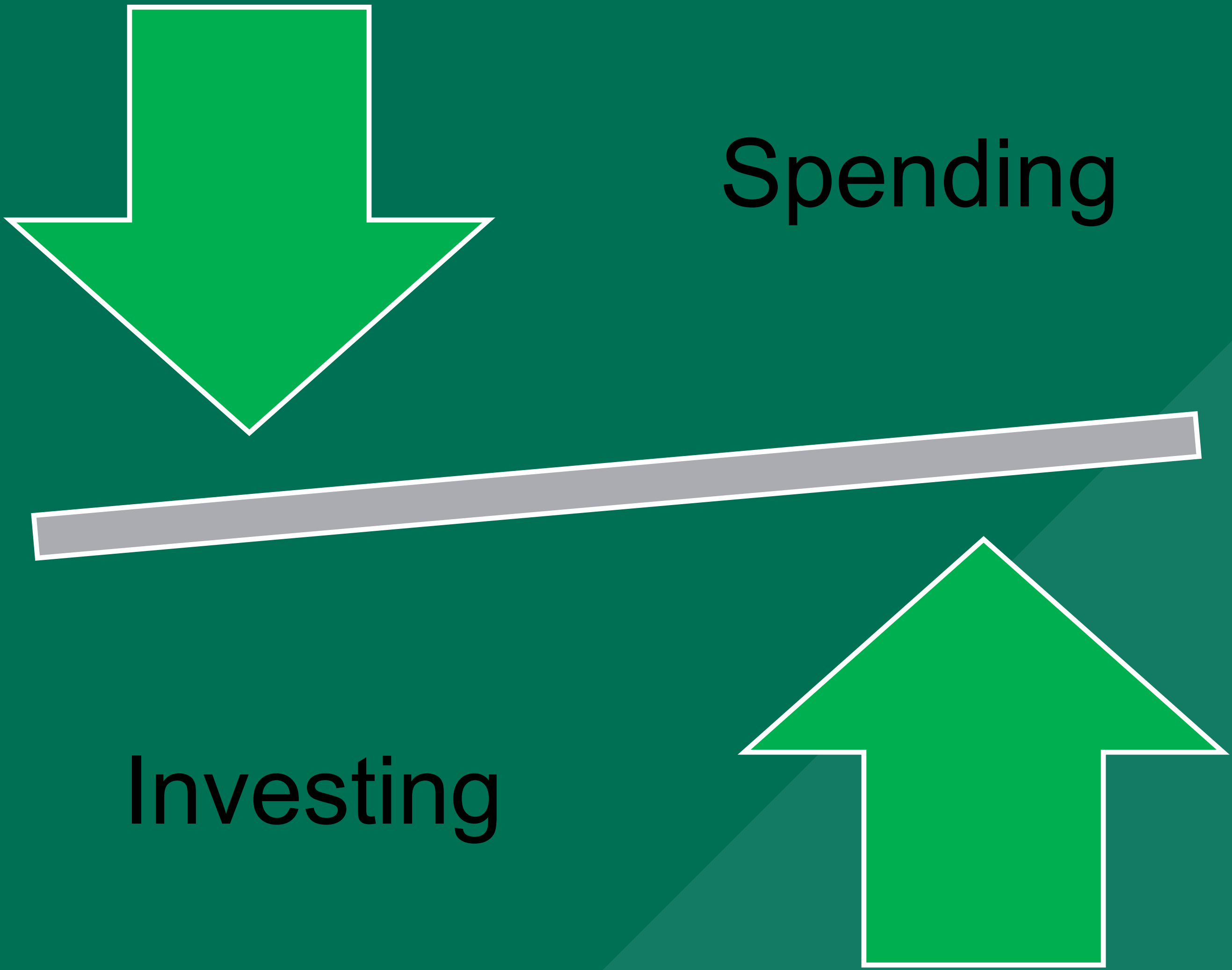
New Programs

New Approaches

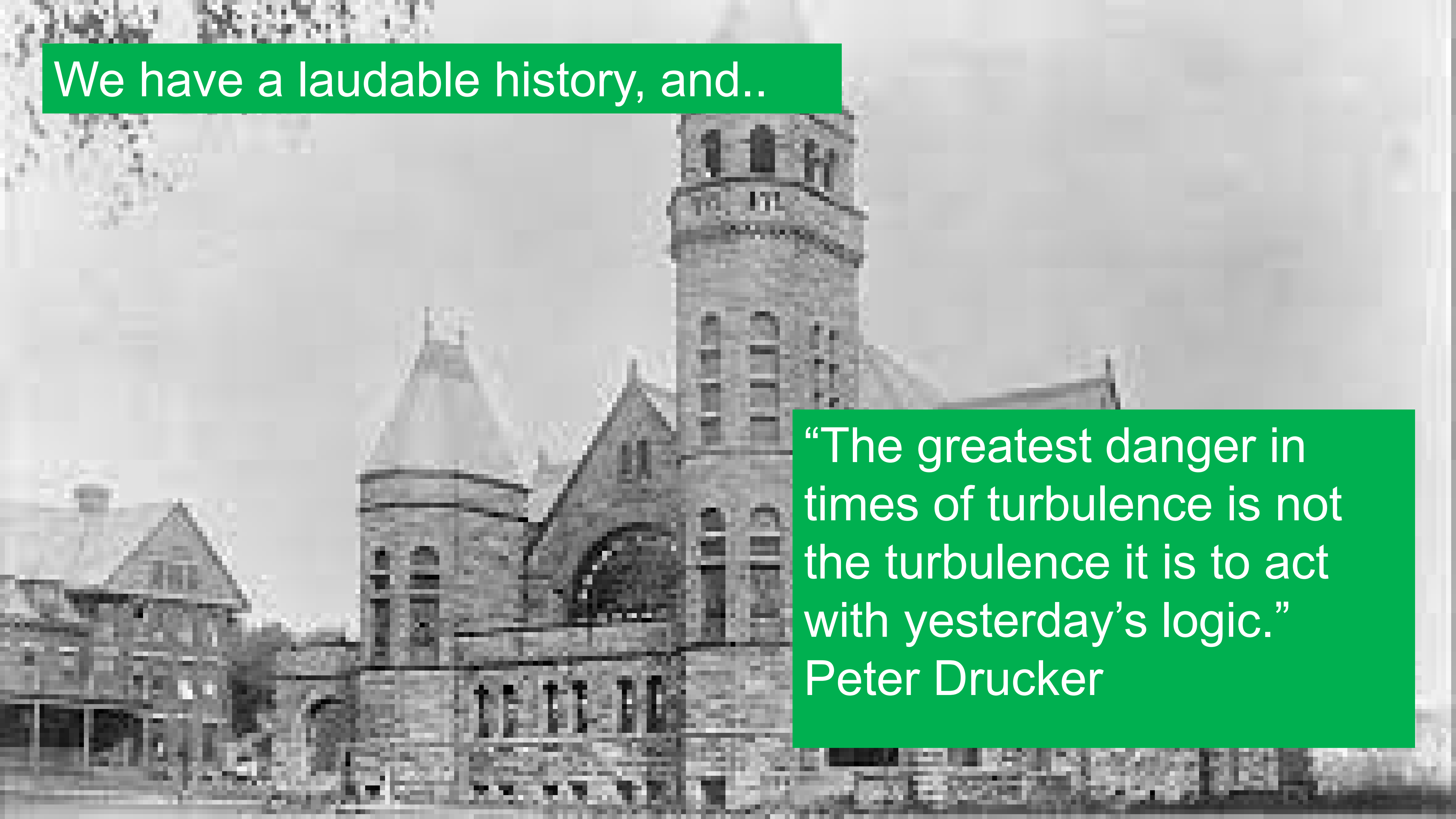
New Partnerships

Improve decision-making to appropriately fund initiatives that generate value

Pillar #4 Committed to Financial Sustainability and Resource Stewardship



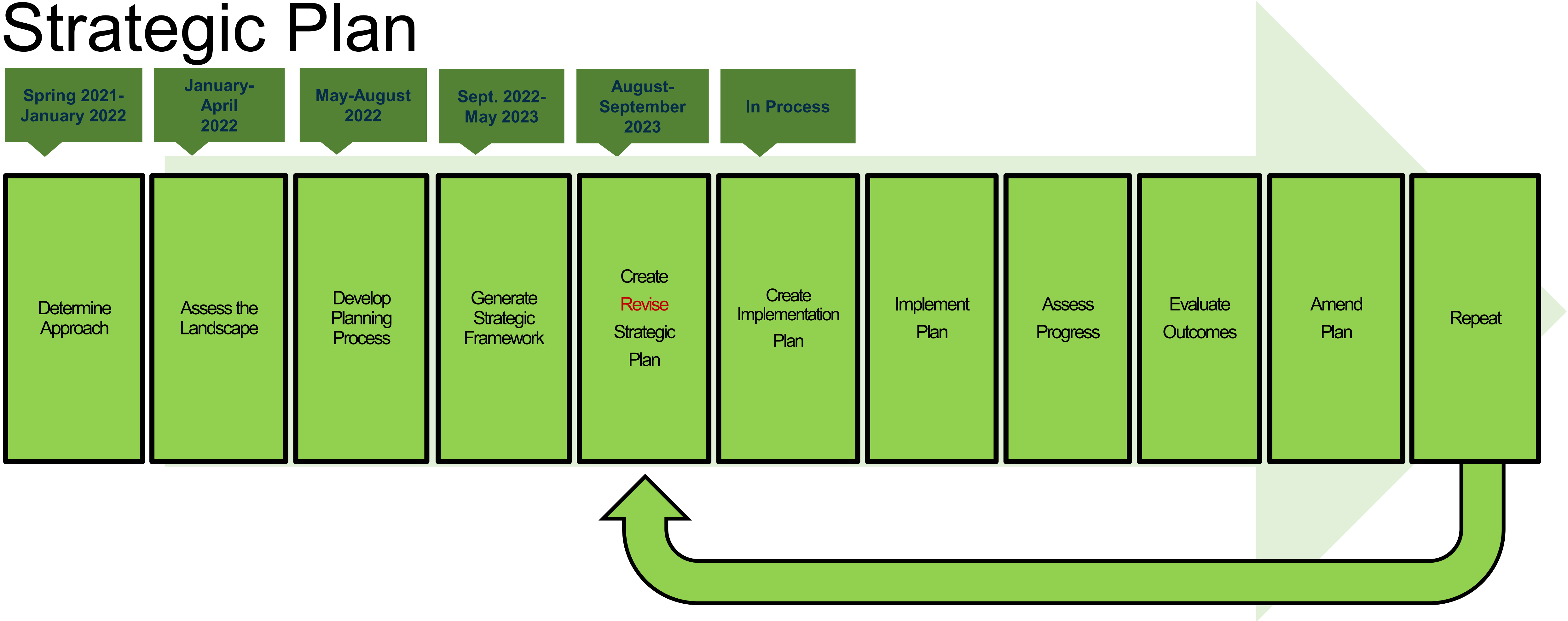
SlipperyRock University



We have a laudable history, and..

"The greatest danger in times of turbulence is not the turbulence it is to act with yesterday's logic."
Peter Drucker

Strategic Plan



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


THANK YOU

Questions
Discussion

SlipperyRock University