



FALL ASSEMBLY
TOWN HALL

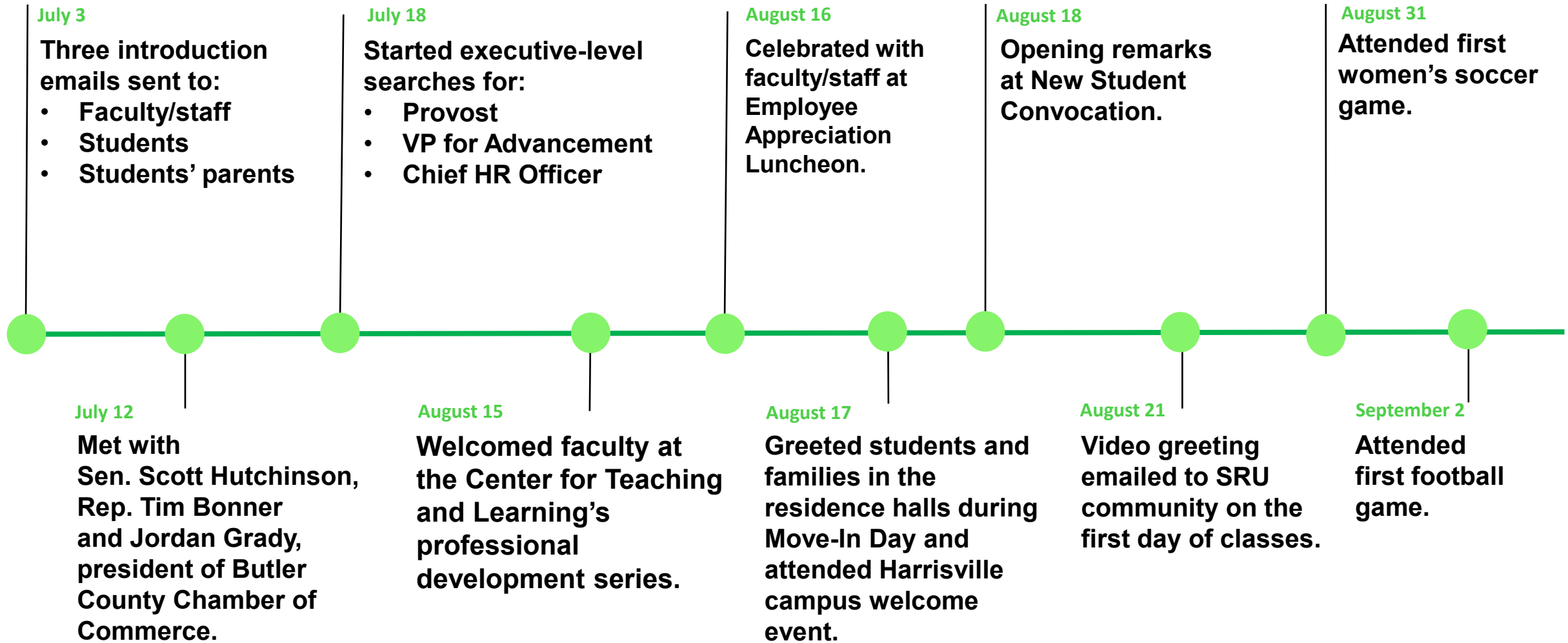
KAREN RILEY, Ph.D.
Smith Student Center Ballroom
September 14, 2023 12:30 PM



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



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

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%

NEW ENROLLMENT – FALL 2023

ENROLLMENT UPDATE

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



STUDENT PERSISTENCE



1ST TO 2ND YEAR PERSISTENCE

2022 - 81.5%
2021 - 82.4%

2ND TO 3RD YEAR PERSISTENCE

2021 - 73.6%
2020 - 74.3%

3RD TO 4TH YEAR PERSISTENCE

2020 - 67.3%
2019 - 67.7%

SLIPPERY ROCK UNIVERSITY

FALL 2023

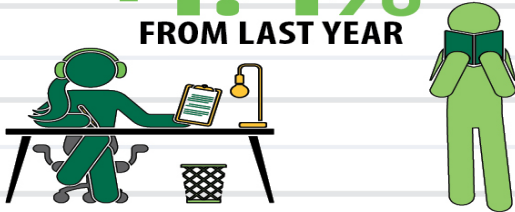
enrollment

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



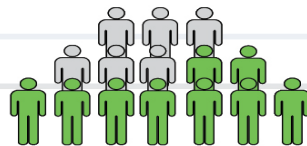
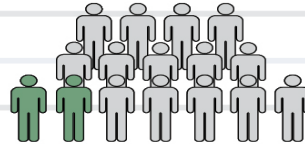
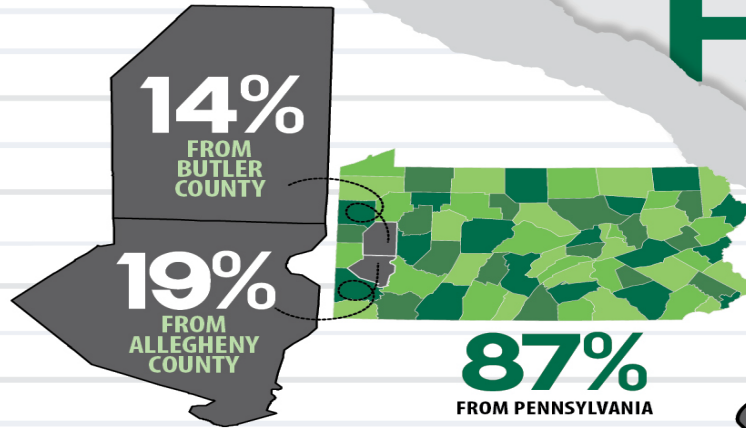
407

SAFETY
MANAGEMENT



396

EARLY CHILDHOOD/
SPECIAL EDUCATION



81%
OF FIRST-YEAR
STUDENTS RETAINED
FROM LAST FALL

75%
NATIONAL AVERAGE



FIRST-YEAR STUDENTS

*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.



FINANCIAL SUSTAINABILITY

Town Hall September 14, 2023

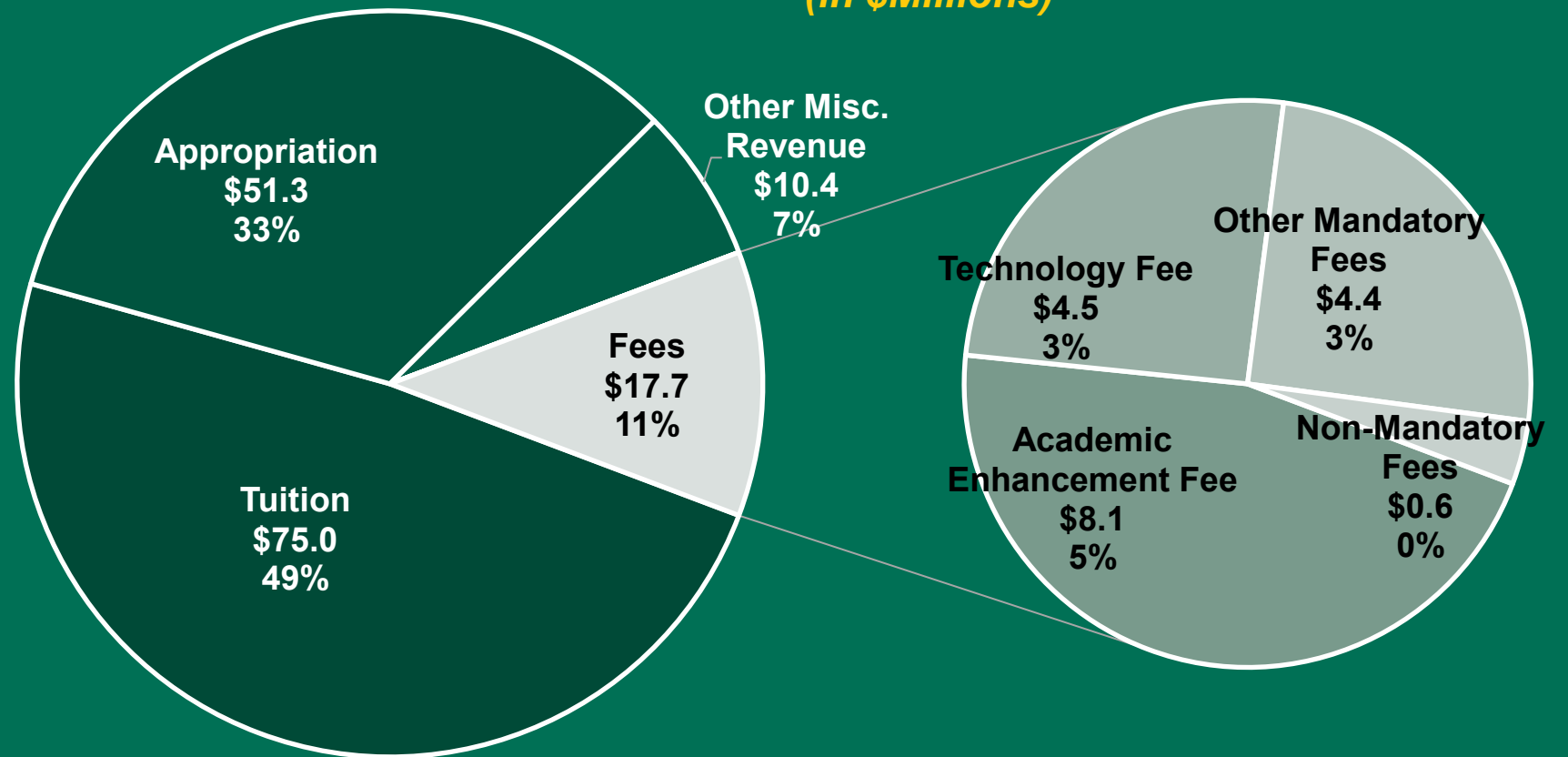
Fiscal Year 2022-23 (Ending June 30, 2023)

University Sources of Funds - Revenue

Primary Sources

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

**University
Actual Revenue 2022-23
\$154.3 Total
(in \$Millions)**



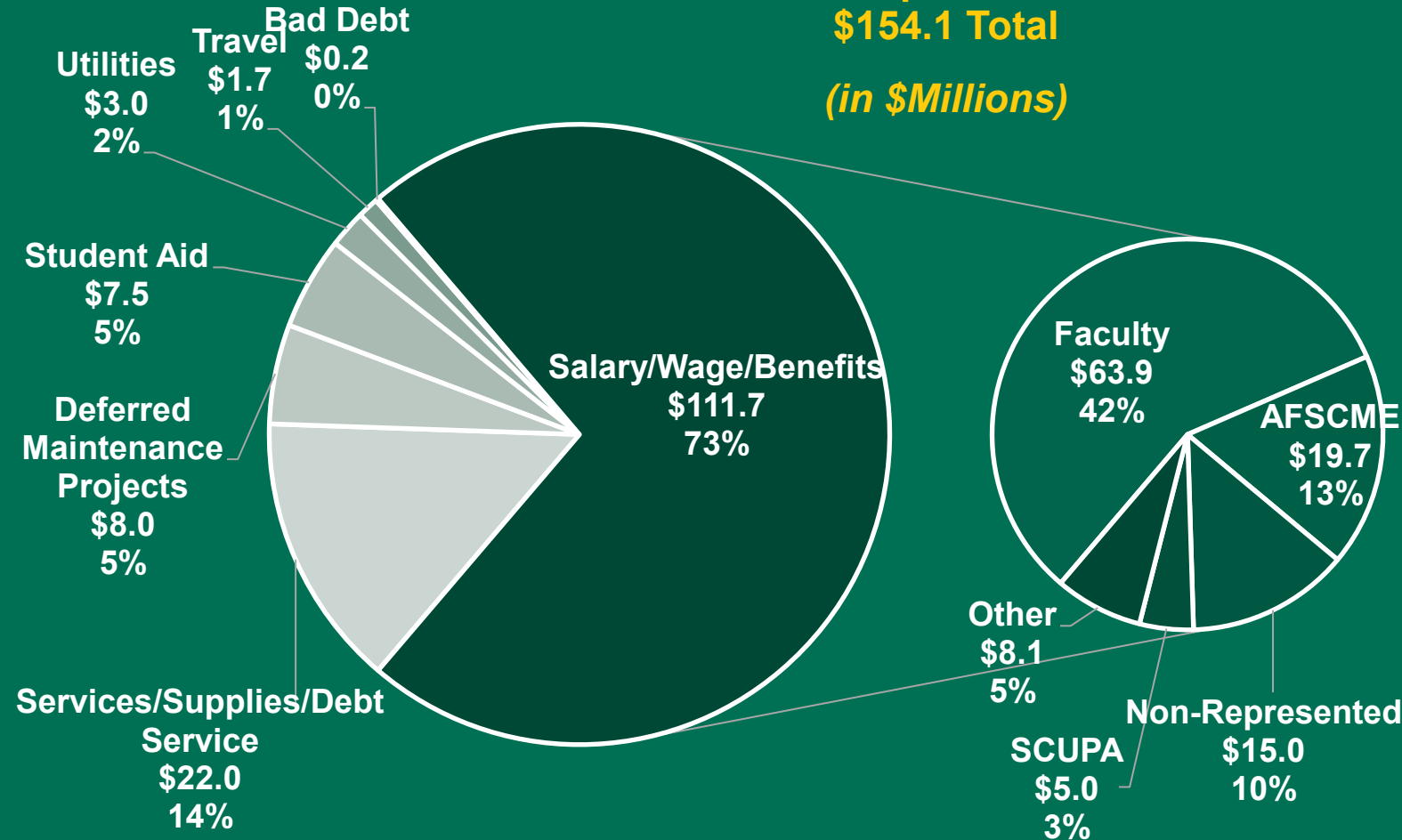
Fiscal Year 2022-23

University Uses of Funds - Expenses

Primary Uses

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

**University
Actual Expense 2022-23
\$154.1 Total
(in \$Millions)**



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 Services, 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)

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.**

| Slippery Rock University | EDUCATIONAL & GENERAL FUND | | | |
|---|----------------------------|--|--|----------------|
| | Actual FY2022-23 | Current Year Budget for Approval FY2023-24 | More/(Less) FY2023-24 Budget 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 Services, 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 |

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

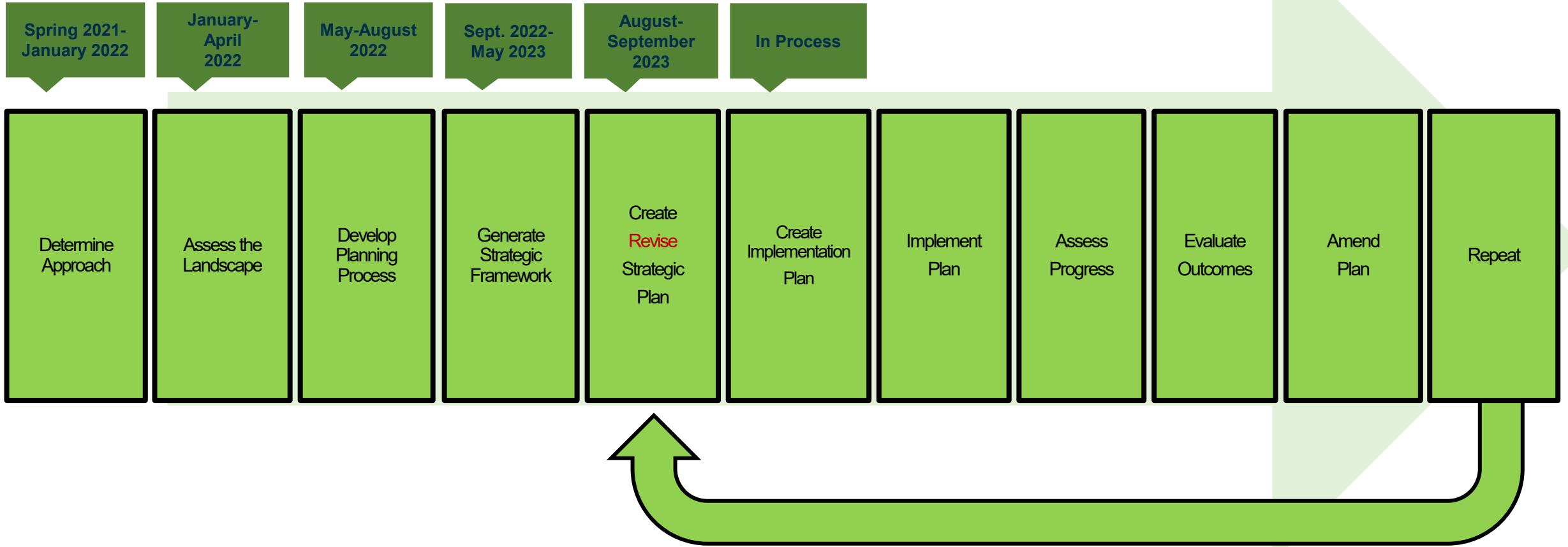
Diversity and Inclusion Strategic Planning Committee

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

Strategic Plan

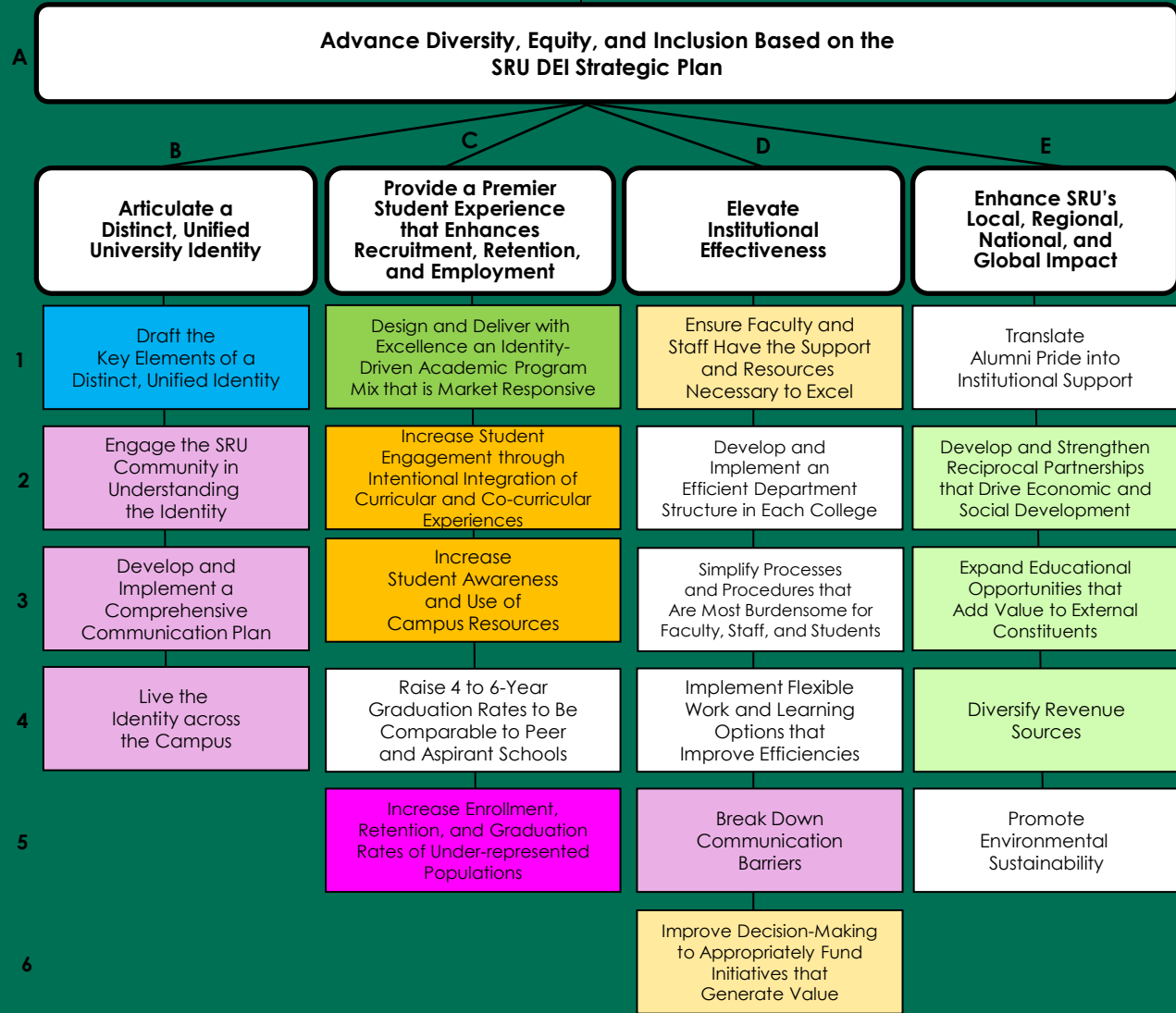


The Development of the Strategic Planning Framework is a collaborative effort led by the Academic and Non-Academic community.

Slippery Rock University
Strategic Map: 2022-2025

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

02/07/22



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

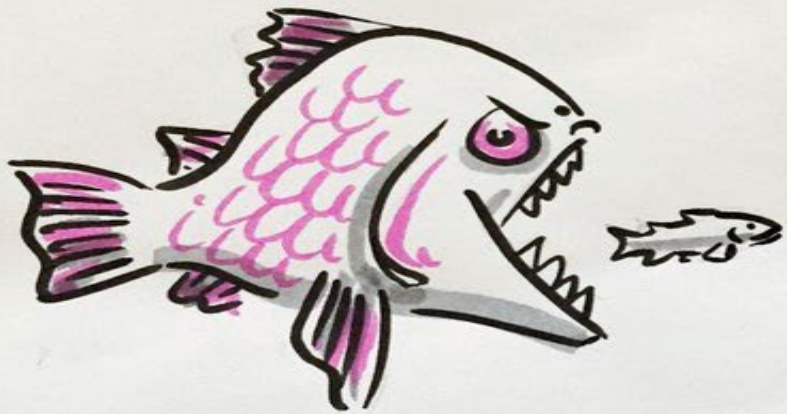
Rankings, enrollment, and retention are outcomes

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



YESTERDAY:

THE **BIG** FISH



EATS THE SMALL FISH

TODAY:

THE FAST FISH



EATS THE SLOW FISH

#ALD 2017

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





How it works:
Do Something that Reflects our Culture
Receive a Rock
Register to Win
Pass it On

Drop Off Locations

- SMITH STUDENT CENTER
- AEBERSOLD RECREATION CENTER
- BAILEY LIBRARY

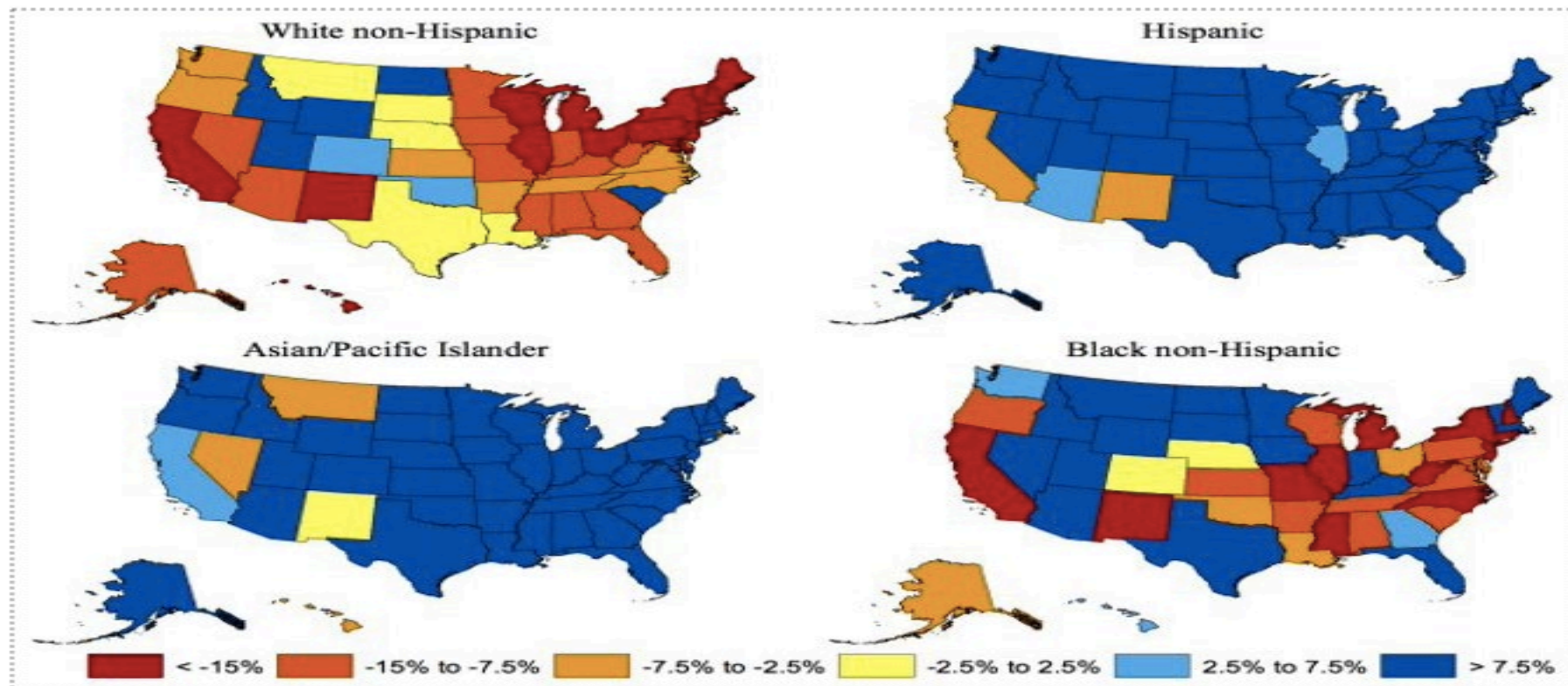


Create future-focused academics

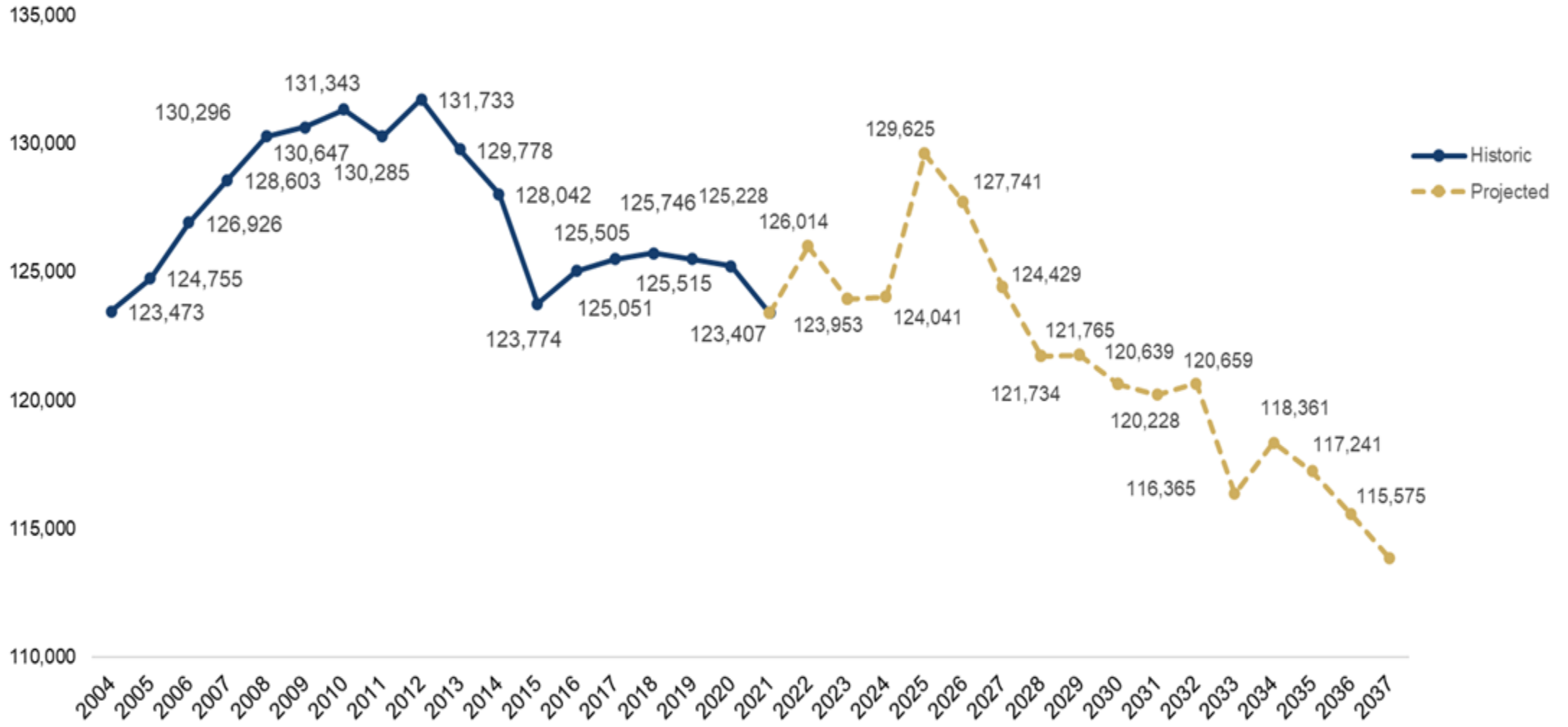
Pillar # 2 Committed to Academic Discovery and Human Growth

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

Recruitment - the shifting high school market



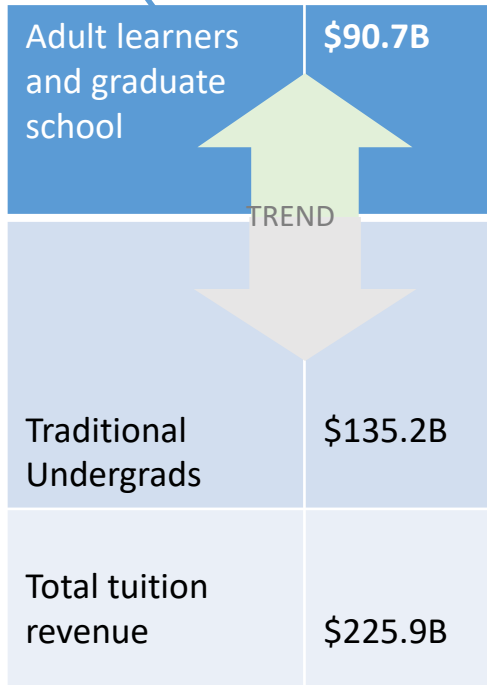
Pennsylvania Public High School Graduates (Historic and Projected)



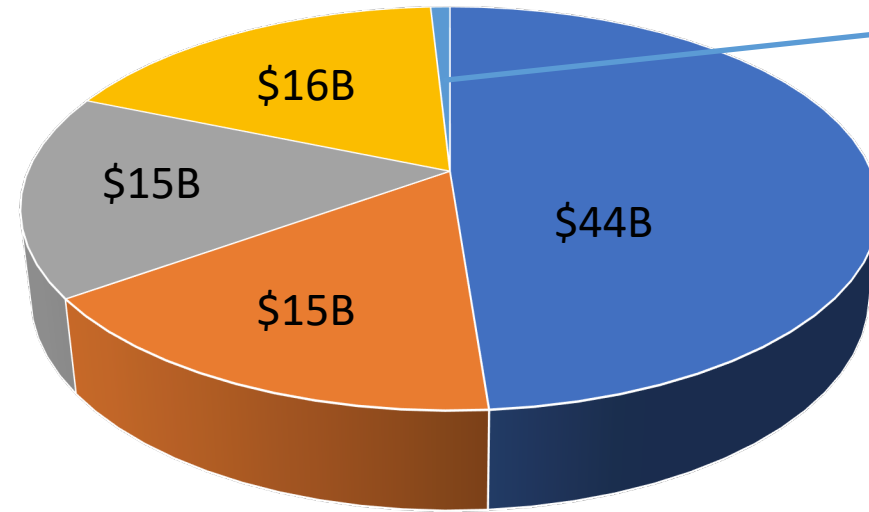
Adult and Graduate Market

Will soon overtake traditional UGs

Adult learners make up 40% of higher ed tuition revenue



Total gross annual revenue



- Masters degrees
- Adult degree completers
- Professional Doctorate
- Other Adult bachelors
- Certificates

All grad certificates \$1B

Fastest growing piece of the pie

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

Better | About the Same | Worse

Preparation for career and job opportunities

Academic reputation, selectivity, prestige

Specific academic programs and courses

Affordability, financial aid and net price

Comfort and sense of fit with students

Internships and other applied and experiential learning

Being close to home

Overall size of the college/university

Diversity and culture of inclusion

Quality of campus facilities and residence halls

Individual and personal attention to students

Urban or metropolitan location and surrounding area

Organized social clubs and recreational activities

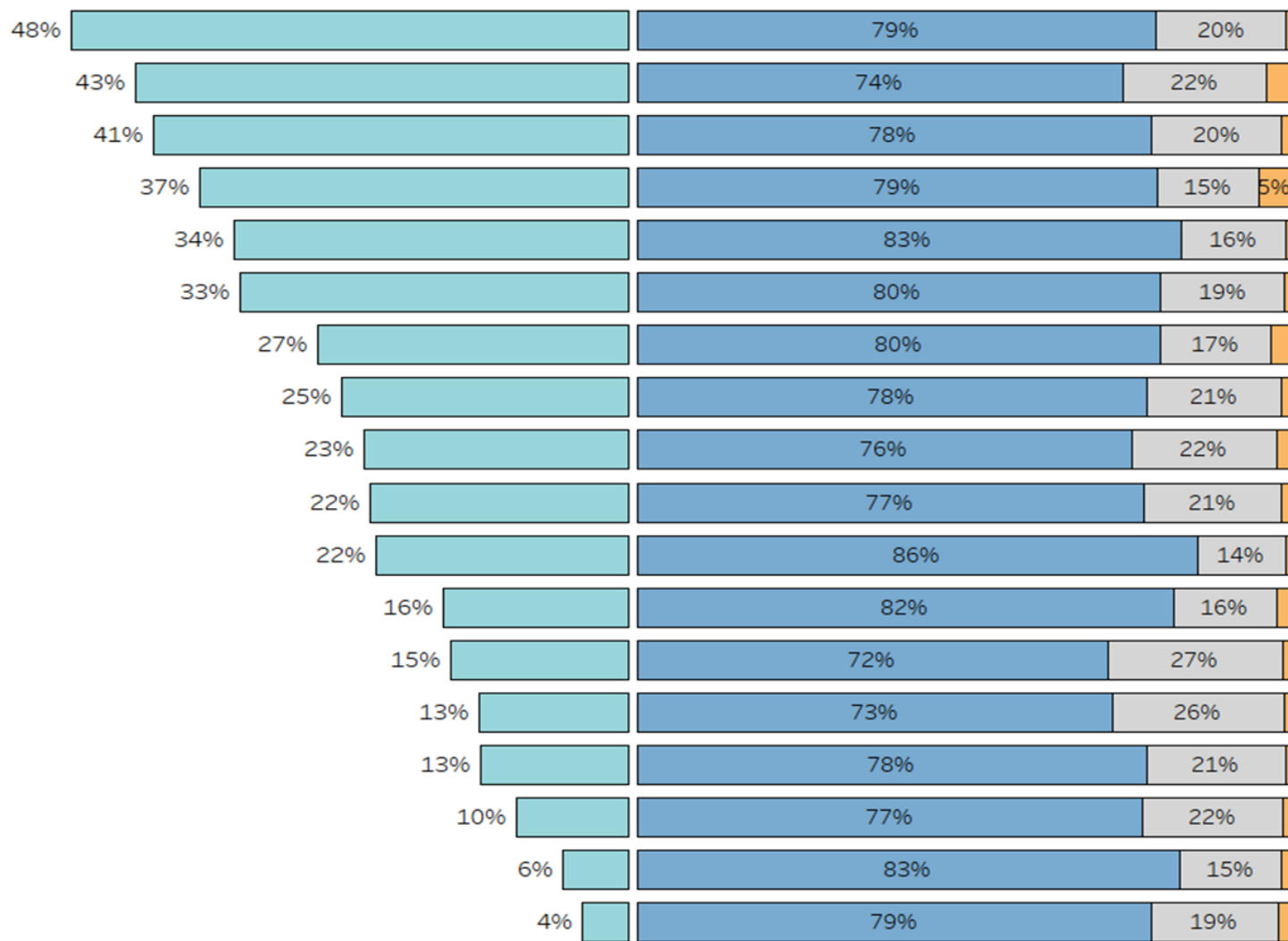
Campus safety and security

Preparation for graduate/professional school

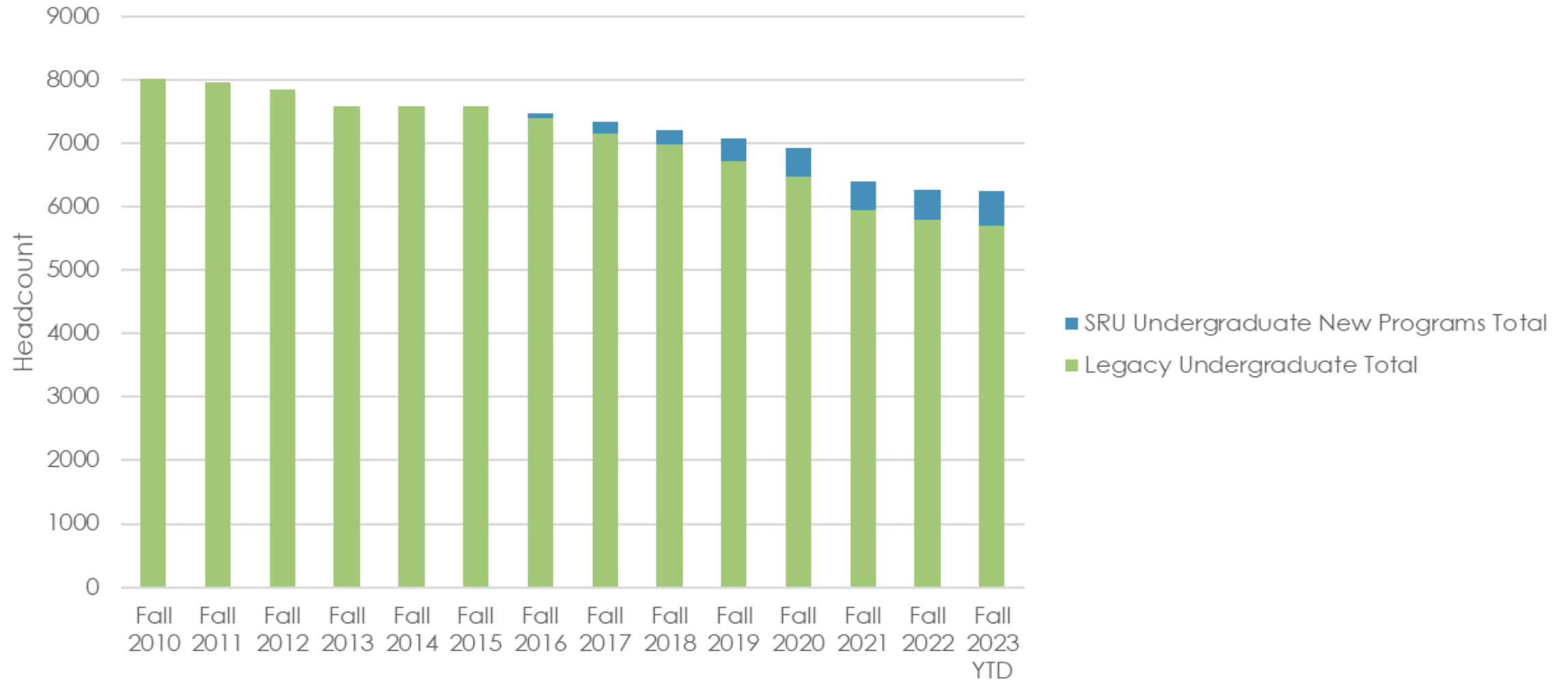
Participating in intercollegiate activities

Rural or small town location and surrounding area

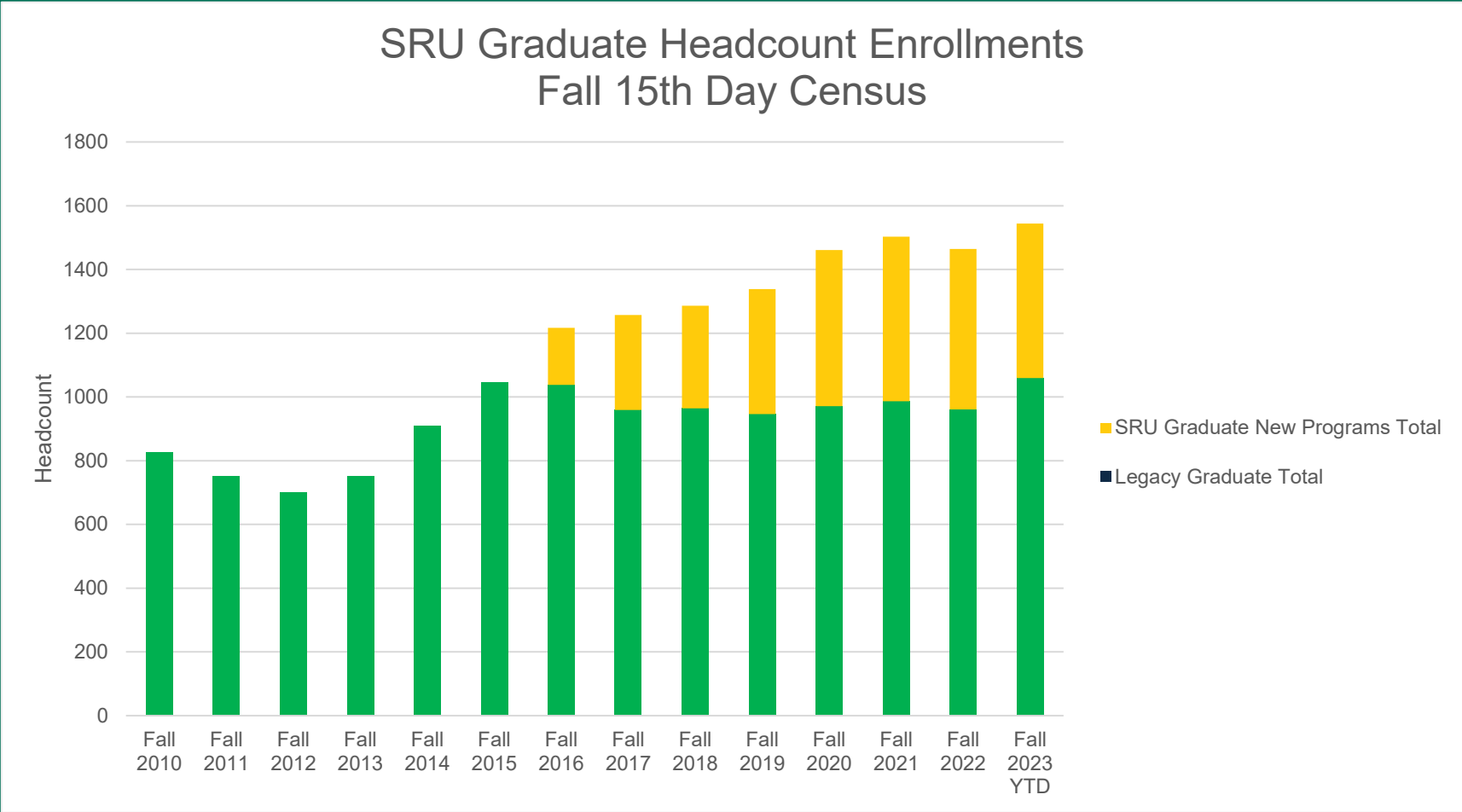
Religious/faith-based college



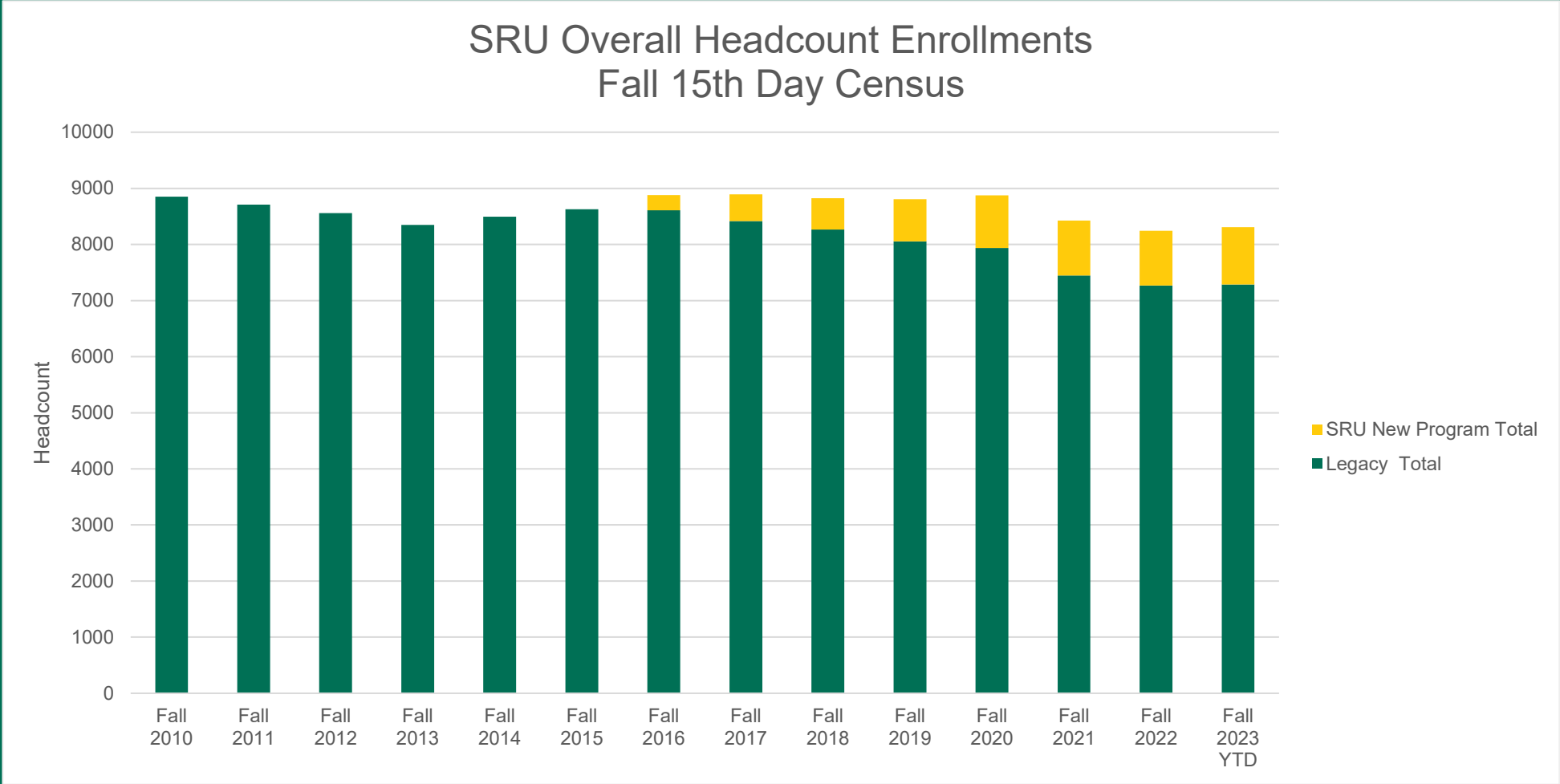
SRU Undergraduate Headcount Enrollments Fall 15th Day Census

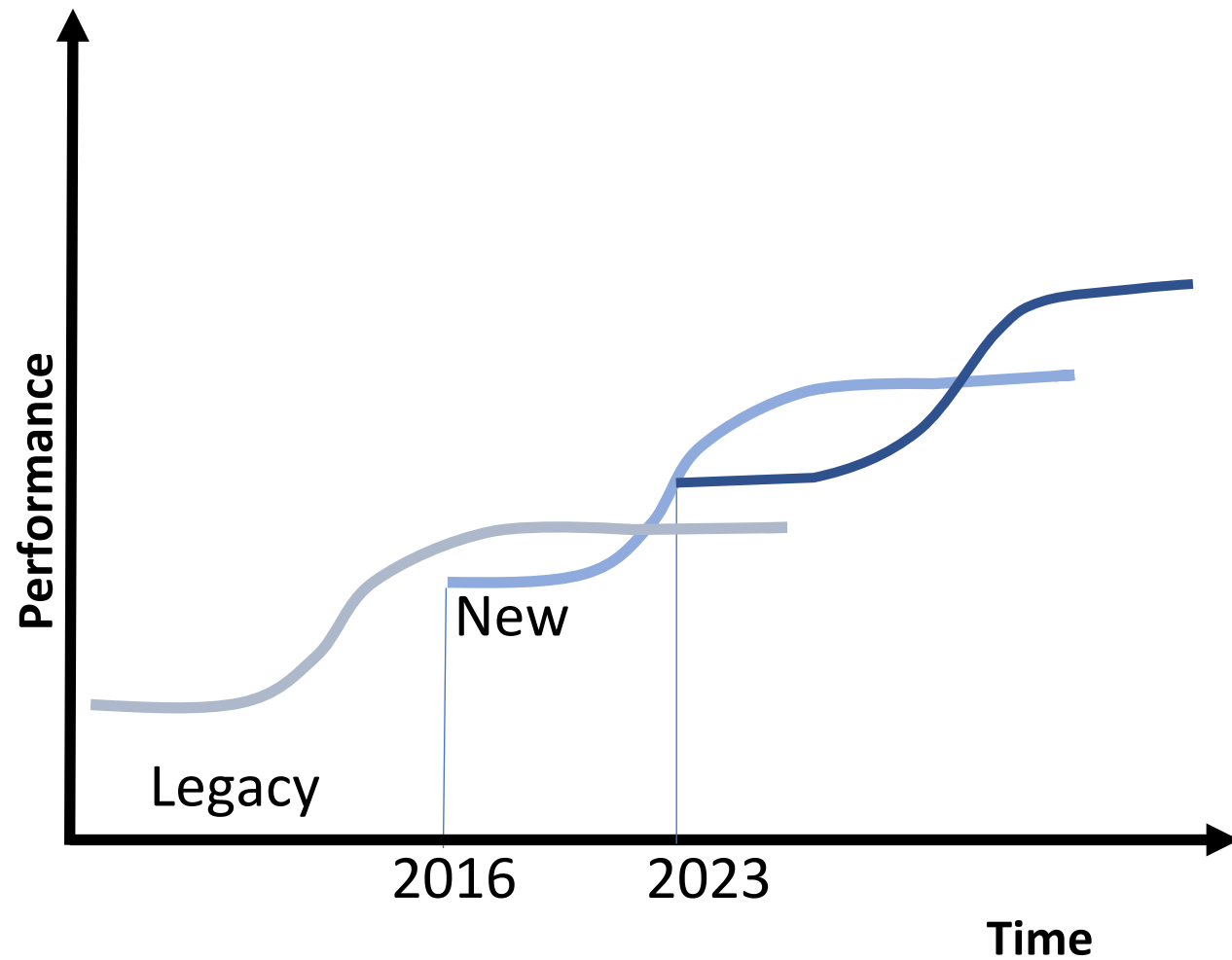


SLIPPERY ROCK GRADUATE ENROLLMENT



SLIPPERY ROCK OVERALL ENROLLMENT TREND





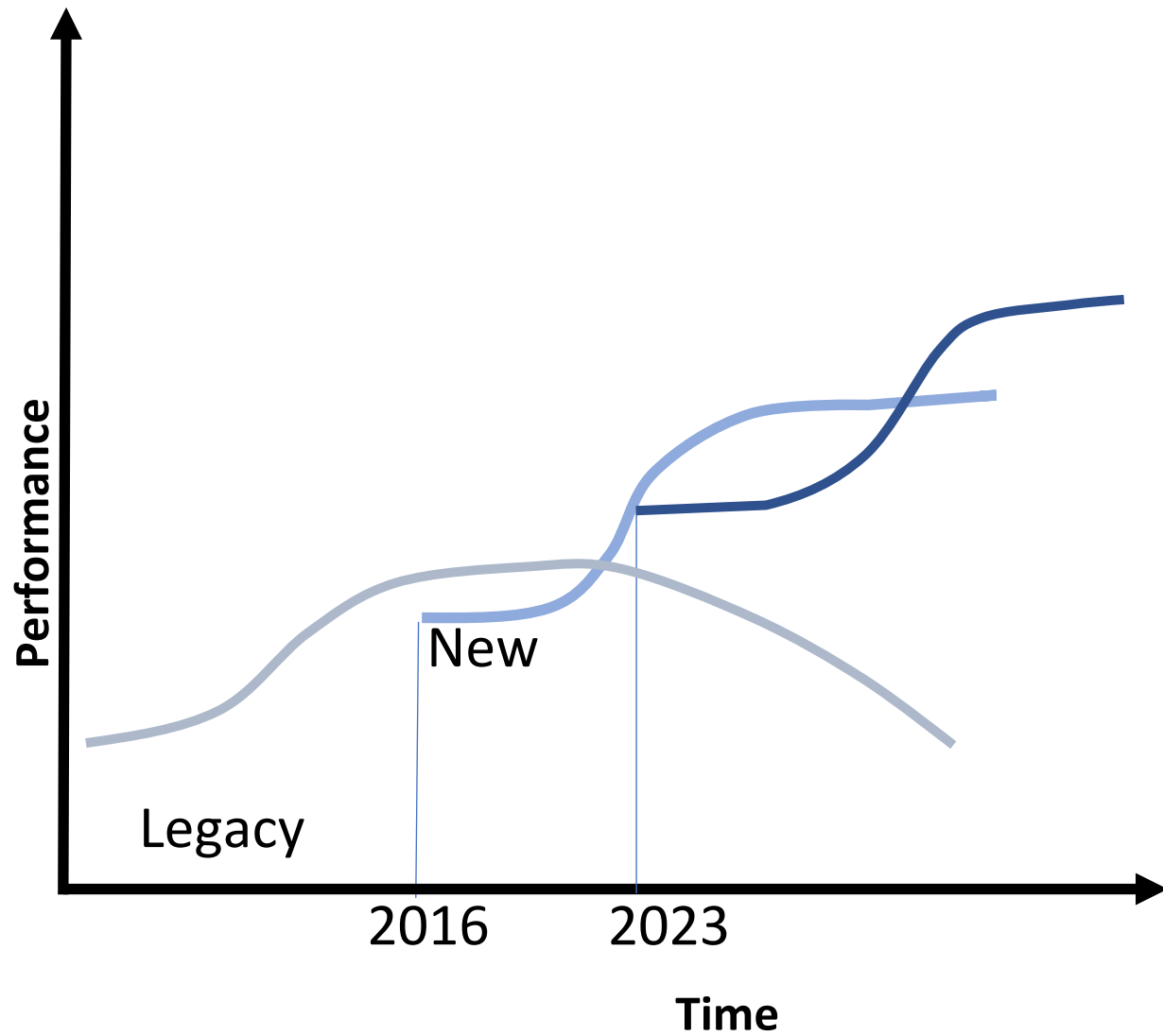
Legacy Programs



Graduate Programs



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



Legacy Programs – No changes



Graduate programs



Blue water programs

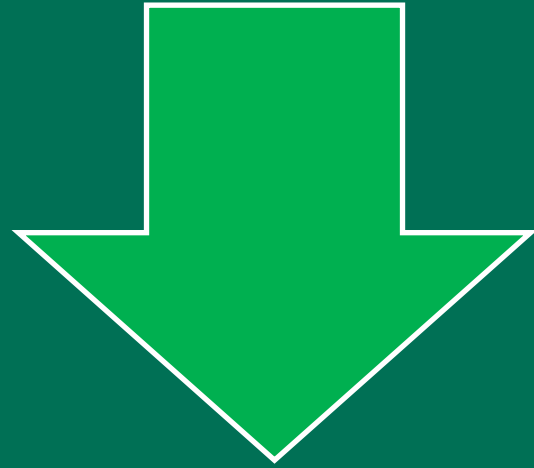
New Programs

New Approaches

New Partnerships

Improve decision-making to appropriately fund initiatives that generate value

Pillar #4 Committed to Financial Sustainability and Resource Stewardship



Spending



Investing

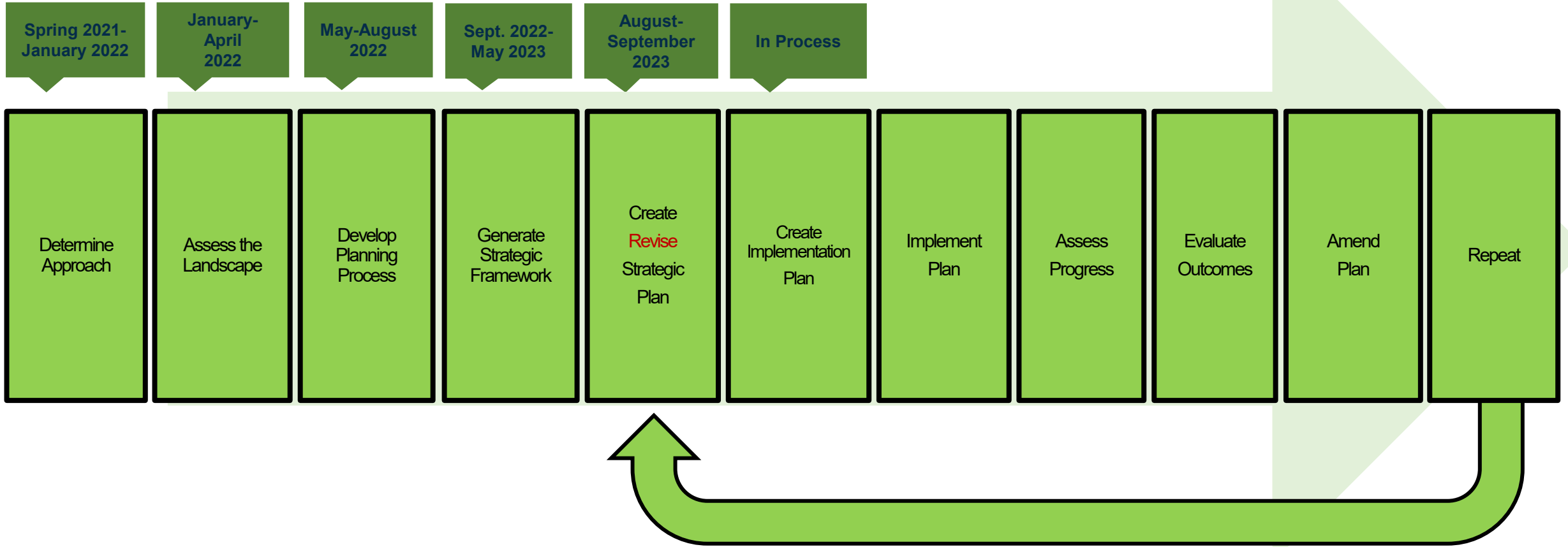




We have a laudable history, and..

“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.



Questions Discussion