



Town Hall
September 19, 2024
Karen Riley

SRU Land Acknowledgment Statement

"Slippery Rock University recognizes and acknowledges the Indigenous people of this land where we teach, learn and grow: the Seneca, Erie, Lenape and Susquehannock, among other unknown and forgotten communities. Today, the Seneca Nation of Indians, part of the Hodinöhsöñih -- the Six Nations (Mohawk, Oneida, Onondaga, Cayuga, Seneca and Tuscarora) -- is the only remaining Nation from this area to retain any land in the region. Let this acknowledgment be an opportunity for us all to contemplate our responsibilities as current occupants of this land."

Land Acknowledgement statement is narrated by Alexis Gomez, class of 2024

<https://www.youtube.com/watch?v=462xPPS1B1c>



We have an amazing cast and crew!

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



We had a very good year!

Thank you all!!!

84.1%

Highest retention in 20 years

Pillar #2

#1

Athletic program performance in PSAC
DIXON TROPHY WINNER
Pillar #2

+98%

- Increase in scholarly and creative arts production on the part of the faculty
- Pillar #2

SRU Chart of Scholarship and Creative Arts Trends

Category	2023-2024		2022-2023
Books	7	↑	1
Edited Books	2	↑	1
Book Chapters	22	↑	13
Journal Articles	63	↑	47
Book Reviews	3	↑	0
Published Conference Proceedings	7	↑	2
Artistic Commissions and Performances	13	↓	18
Conference Presentations	49	↑	3
Total	169	↑	85

Pillar #2 Goal Support the expectation of excellence and goal attainment

~\$4,000,000

- Investment in facilities over the summer
- Pillar #2

\$10,969,010

- Total amount raised towards comprehensive campaign
- \$2 million bequest
- \$1.8 million bequest
- \$3.8 million software
- Pillar #4

1 GOAL

- Advance the university

SRU Affiliate Alliance:

Pillar 4: Structure the University for Success



Strategy: Encourage collaboration, communication, and connection across campus to minimize the duplication of programs/services

Vision Statement

“Through an aligned approach, the SRU Affiliate Alliance will assist the University’s efforts to develop and maintain pathways that reach the proper constituents (Corporations/Foundations/Community/Alumni) in support of furthering its goals of sustainability, academic excellence, and financial independence.”

Charge of the Alliance:

- Brings together SGA, Council of Trustees, SRU Foundation, SRU Alumni Association, SRU Administration
- Engage in thoughtful dialog and communication to advance Slippery Rock University
- Maintain individual identity while collaborating efforts to prepare for a comprehensive campaign
- Established bylaws, created a vision statement, and developed meeting norms
- Defined the purpose of the group and setting expectations

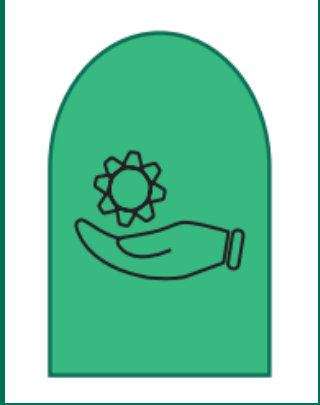
All Green

University	Annualized FTE Enrollment				Annual Operating Margin				Primary Reserve Ratio				Minimum Reserves		
	Two Year Change	Academic Year 2023-24	Academic Year 2022-23	Academic Year 2021-22	3 Year Moving Average	2022-2024 Average	2021-2023 Average	2020-2022 Average	3 Year Moving Average	2022-2024 Average	2021-2023 Average	2020-2022 Average	As of June 30, 2024	As of June 30, 2023	As of June 30, 2022
Cheyney	13.6 %	696	676	613	(6.31) %	(14.6) %	(6.2) %	2.3 %	(6.6) %	(17.6) %	(3.3) %	3.5 %	29	22	110
Commonwealth	(10.5) %	10,380	10,779	11,599	(5.12) %	(6.1) %	(4.4) %	(4.9) %	31.8 %	29.9 %	32.3 %	33.0 %	108	166	186
East Stroudsburg	4.6 %	4,854	4,724	4,643	4.50 %	4.5 %	4.6 %	4.4 %	68.9 %	71.2 %	70.8 %	64.6 %	295	350	346
Indiana	0.5 %	8,067	7,730	8,024	(4.49) %	(5.9) %	(5.2) %	(2.6) %	32.1 %	28.0 %	33.1 %	35.1 %	79	147	173
Kutztown	1.2 %	6,813	6,648	6,735	(0.34) %	1.8 %	(0.5) %	(2.4) %	37.4 %	39.8 %	37.6 %	34.8 %	200	229	224
Millersville	(2.4) %	5,967	5,777	6,112	(2.45) %	(1.8) %	(3.1) %	(2.4) %	38.1 %	35.1 %	38.7 %	40.8 %	115	140	163
Penn West	(20.4) %	9,941	11,345	12,482	(3.20) %	(3.5) %	(2.9) %	(3.2) %	17.9 %	20.3 %	17.5 %	16.0 %	101	101	87
Shippensburg	(7.8) %	4,590	4,594	4,978	(6.17) %	(4.3) %	(5.9) %	(8.4) %	22.2 %	20.2 %	21.8 %	24.8 %	119	134	116
Slippery Rock	1.0 %	8,466	8,350	8,383	2.62 %	2.2 %	2.6 %	3.2 %	55.9 %	57.7 %	57.0 %	52.8 %	293	298	282
West Chester	(1.2) %	15,785	15,670	15,984	0.98 %	1.7 %	1.0 %	0.1 %	43.8 %	42.9 %	42.5 %	46.2 %	193	207	209

Fall 2024 Preliminary Census Day Enrollment & Persistence

HEADCOUNT	Fall 2023	Fall 2024	+/-	%
Undergraduate	6,815	6,853	+38	+0.6%
Graduate	1,547	1,541	-6	-0.4%
Total	8,362	8,394	+32	+0.4%

COHORTS	Total Cohort	+/-	URM	+/-
2023 FR	84.1%*	+2.6%	86.7%	+13.6%
2022	81.5%		73.1%	
2022 SO	75.7%*	+1.9%	69.4%	+4.4%
2021	73.8%		65.0%	
2021 JR	67.3%	-1.1%	59.3%	+4.6%
2020	68.4%		54.7%	



PILLAR #4 COMMITMENT TO FINANCIAL SUSTAINABILITY AND RESOURCE STEWARDSHIP

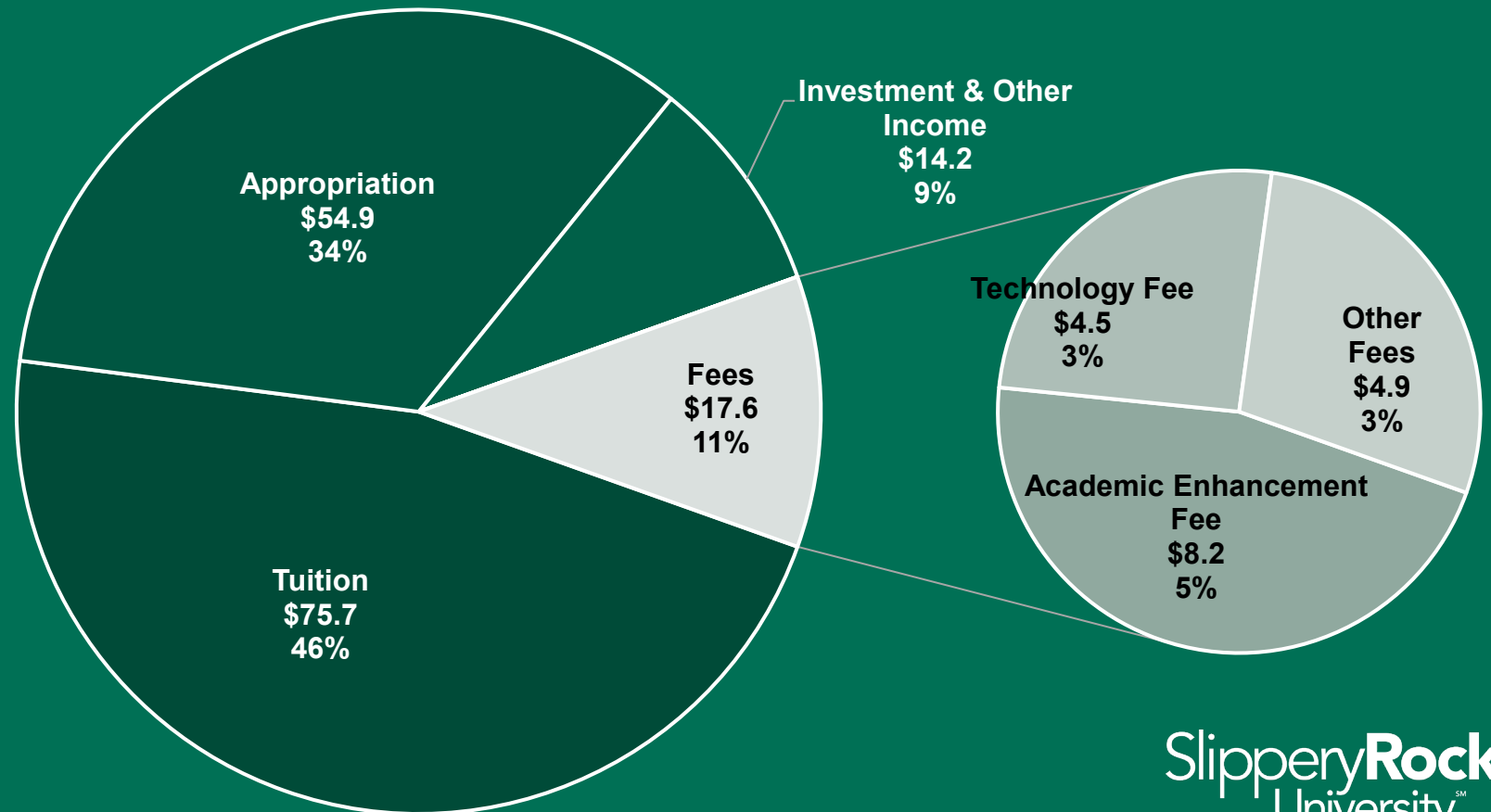
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University Sources of Funds - Revenues

Primary Sources

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

**Educational & General Actual Revenue
2023-24 \$162.4 Total
(in \$Millions)**

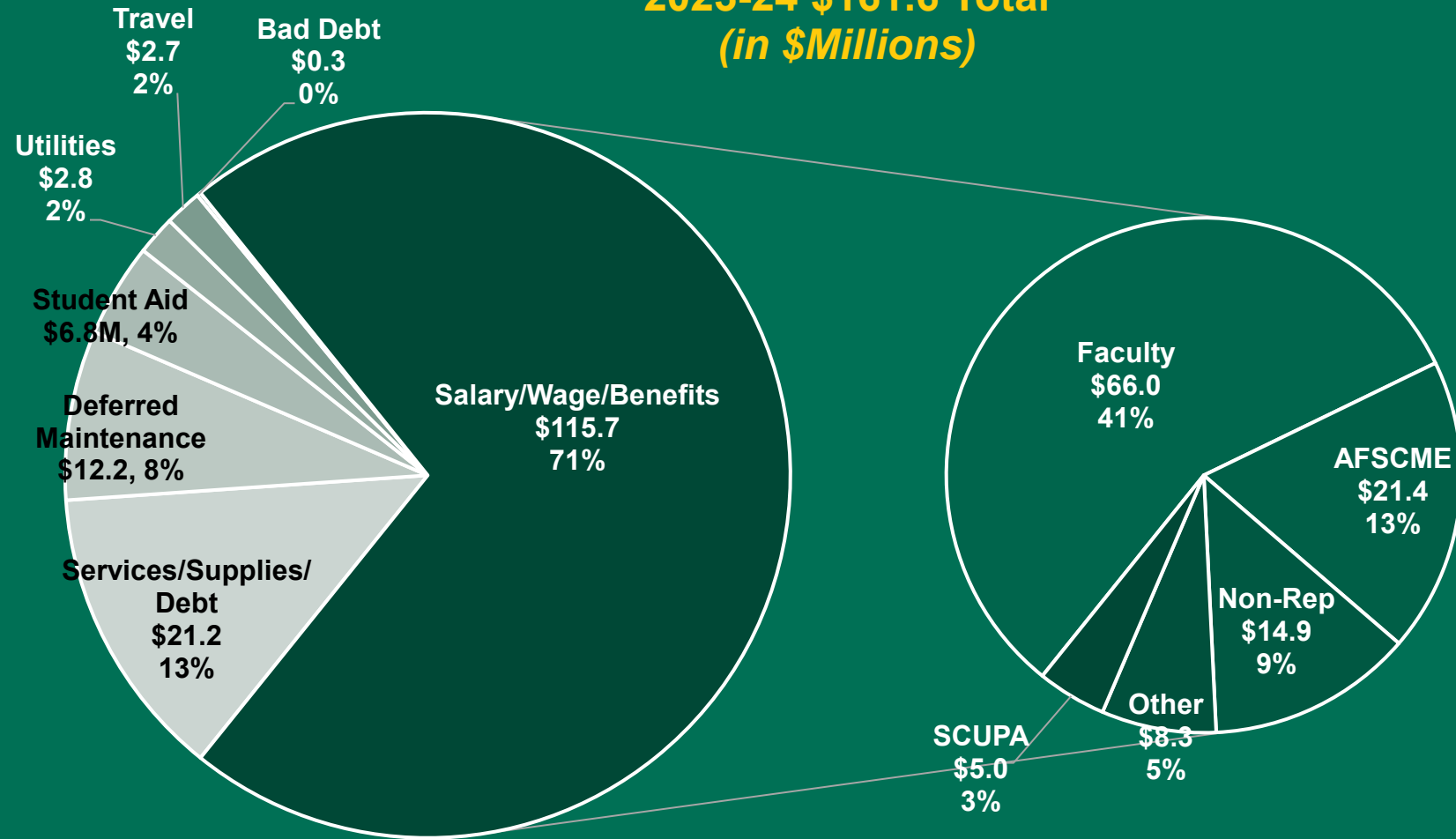


University Uses of Funds - Expenses

Primary Uses

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

Educational & General Actual Expense 2023-24 \$161.6 Total (in \$Millions)



Fiscal Year 2023-24 Financial Highlights

Revenue:

- State appropriation increase of \$3.6M, 7.0%.
- Increase in interest income of \$1.9M due to higher interest rates.
- Increase in tuition and fee revenue is a result of improved first-time student class \$0.7M.
- Other revenue from federal and state funding helped to fund projects.

Expense:

- Increases in personnel costs per CBA's and benefit rate changes, inflationary cost & utility usage increases.
- Includes \$3.5M for deferred maintenance, and \$8.7M funding for projects such as the Student Success building, Police station, Athletic master plan & facilities, equipment for classroom updates & OneSIS software platform.

Educational & General				
	2022/23 Prior Year Actual	2023/24 Prior Year Actual	Actual to Prior Year	
Revenue Summary:				
Tuition & Fees	\$92,699,734	\$93,392,142	\$692,408	0.7%
Appropriation	51,256,983	54,858,813	3,601,830	7.0%
Other Revenue	10,369,892	14,187,038	3,817,146	36.8%
Total Revenue	\$154,326,609	\$162,437,993	\$8,111,384	5.3%
Expense Summary:				
Personnel	\$111,698,565	\$115,668,350	\$3,969,785	3.6%
Non-Personnel	24,356,816	24,746,711	389,895	1.6%
Student Aid	7,466,801	6,751,073	(715,728)	-9.6%
Debt Service	2,588,546	2,242,718	(345,828)	-13.4%
Deferred Maintenance	7,993,373	12,222,170	4,228,797	52.9%
Total Expenses	\$154,104,101	\$161,631,022	\$7,526,921	4.9%
Revenue Less Expense	\$222,508	\$806,971		

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, 2024															
	Annualized FTE Enrollment				Adjusted Annual Operating Margin				Adjusted Primary Reserve Ratio				Minimum Reserves		
	Two Year Change	Academic Year 2023-24	Academic Year 2022-23	Academic Year 2021-22	3 Year Moving Average	2022-2024 Average	2021-2023 Average	2020-2022 Average	3 Year Moving Average	2022-2024 Average	2021-2023 Average	2020-2022 Average	As of June 30, 2024	As of June 30, 2023	As of June 30, 2022
Cheyney	13.6%	696	676	613	-6.7%	-15.9%	-6.2%	2.3%	-6.9%	-18.6%	-3.3%	3.5%	29	22	110
Commonwealth	-10.5%	10,380	10,779	11,599	-5.6%	-7.6%	-4.4%	-4.9%	31.3%	28.6%	32.3%	33.0%	108	166	186
East Stroudsburg	4.6%	4,854	4,724	4,643	4.5%	4.5%	4.6%	4.4%	68.9%	71.2%	70.8%	64.6%	295	350	346
Indiana	0.5%	8,067	7,730	8,024	-4.5%	-5.9%	-5.2%	-2.6%	32.1%	28.0%	33.1%	35.1%	79	147	173
Kutztown	1.2%	6,813	6,648	6,735	-0.9%	0.1%	-0.5%	-2.4%	36.8%	38.1%	37.6%	34.8%	200	229	224
Millersville	-2.4%	5,967	5,777	6,112	-2.5%	-1.8%	-3.1%	-2.4%	38.1%	35.1%	38.7%	40.8%	115	140	163
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Shippensburg	-7.8%	4,590	4,594	4,978	-6.2%	-4.3%	-5.9%	-8.4%	22.2%	20.2%	21.8%	24.8%	119	134	116
Slippery Rock	1.0%	8,466	8,350	8,383	2.6%	2.2%	2.6%	3.2%	55.9%	57.7%	57.0%	52.8%	293	298	282
West Chester	-1.2%	15,785	15,670	15,984	1.0%	1.7%	1.0%	0.1%	43.8%	42.9%	42.5%	46.2%	193	207	209

Financial Sustainability Metrics September 2024 Multi-Year View

		Annualized FTE Enrollment	Adjusted Annual Operating	Adjusted Primary Reserve Ratio	Minimum Reserves
		Two Year Change	3 Year Moving Average	3 Year Moving Average	As of June 30, 2024
Slippery Rock	2024	1.0%	2.6%	55.9%	293
	2023	-4.9%	3.3%	53.4%	298
	2022	-7.2%	3.3%	50.8%	282
	2021	-2.3%	3.8%	49.4%	277
	2020	-0.4%	3.5%	47.1%	251
	2019	-0.7%	3.1%	46.9%	244
Cheyney	2024	13.6%	-6.7%	-6.9%	29
	2023	12.9%	-5.0%	-12.3%	22
	2022	8.0%	-10.0%	-34.7%	110
	2021	30.8%	6.4%	-45.8%	109
	2020	-17.6%	3.1%	-51.7%	90
	2019	-39.7%	-21.9%	-52.5%	87
Commonwealth	2024	-10.5%	-5.6%	31.3%	108
	2023	-15.0%	-5.2%	33.6%	166
	2022	-9.0%	-3.8%	37.7%	186
East Stroudsburg	2024	4.6%	4.5%	68.9%	295
	2023	-7.3%	4.3%	65.0%	350
	2022	18.7%	5.2%	61.6%	346
	2021	-16.0%	5.1%	59.7%	324
	2020	-9.7%	6.2%	57.0%	290
	2019	-5.5%	6.7%	54.7%	267
Indiana	2024	0.5%	-4.5%	32.1%	79
	2023	-13.1%	-3.6%	34.4%	147
	2022	-14.7%	-1.5%	36.3%	173
	2021	-14.8%	-0.7%	36.9%	159
	2020	-18.1%	0.5%	37.9%	143
	2019	-14.3%	1.4%	38.5%	155

		Annualized FTE Enrollment	Adjusted Annual Operating	Adjusted Primary Reserve Ratio	Minimum Reserves
		Two Year Change	3 Year Moving Average	3 Year Moving Average	As of June 30, 2024
Kutztown	2024	1.2%	-0.9%	36.8%	200
	2023	-5.6%	-2.3%	34.9%	229
	2022	-7.2%	-3.1%	33.5%	224
	2021	-7.3%	-3.4%	34.9%	221
	2020	-5.8%	-4.1%	36.9%	189
	2019	-3.8%	-3.7%	40.2%	169
Millersville	2024	-2.4%	-2.5%	38.1%	115
	2023	-11.3%	-2.5%	40.4%	140
	2022	-12.2%	-1.0%	41.1%	163
	2021	-5.9%	-0.3%	41.9%	163
	2020	0.4%	1.5%	42.8%	114
	2019	-2.1%	1.1%	41.9%	150
PennWest	2024	-20.4%	-3.7%	17.4%	101
	2023	-22.3%	-3.7%	17.0%	101
	2022	-18.2%	-3.4%	18.4%	87
Shippensburg	2024	-7.8%	-6.2%	22.2%	119
	2023	-15.3%	-7.8%	25.6%	134
	2022	-9.7%	-7.4%	31.7%	116
	2021	-5.3%	-6.2%	37.3%	130
	2020	-6.2%	-5.1%	42.6%	156
	2019	-9.8%	-3.5%	46.8%	185
West Chester	2024	-1.2%	1.0%	43.8%	193
	2023	-5.8%	0.8%	46.5%	207
	2022	-1.1%	1.9%	51.9%	209
	2021	4.1%	2.9%	56.4%	270
	2020	2.0%	3.5%	63.6%	318
	2019	2.7%	4.4%	67.7%	347

Fiscal Year 2024-25 Budget for Approval

Educational & General				
	2023/24 Prior Year Actual	2024-25 Budget for Approval	Budget to Prior Year	
Revenue Summary:				
Tuition & Fees	\$93,392,142	\$93,384,837	(\$7,305)	0.0%
Appropriation	54,858,813	58,908,895	4,050,082	7.4%
Other Revenue	14,187,038	11,614,606	(2,572,432)	-18.1%
Total Revenue	\$162,437,993	\$163,908,337	\$1,470,344	0.9%
Expense Summary:				
Personnel	\$115,668,350	\$120,771,344	\$5,102,994	4.4%
Non-Personnel	24,746,711	27,350,045	2,603,334	10.5%
Student Aid	6,751,073	7,374,565	623,492	9.2%
Debt Service	2,242,718	2,144,853	(97,865)	-4.4%
Deferred Maintenance	12,222,170	6,267,530	(5,954,640)	-48.7%
Total Expenses	\$161,631,022	\$163,908,337	\$2,277,315	1.4%
Revenue Less Expense	\$806,971	\$0		

Revenue:

- State appropriation increase of \$4.1M, 7.4%.
- Decrease in interest income of \$2.5M due to projected lower interest rates.
- Flat tuition & fee revenue due higher first-time incoming class and improved retention rates, somewhat offset by lower transfer & graduate enrollment.

Expense:

- Increases in personnel costs per CBA's and other known benefit rate changes.
- Includes inflationary & utility increases.
- Student aid will increase \$0.6M.
- Includes \$2.5M for deferred maintenance, and \$2.8M for strategic initiatives from federal funding savings.

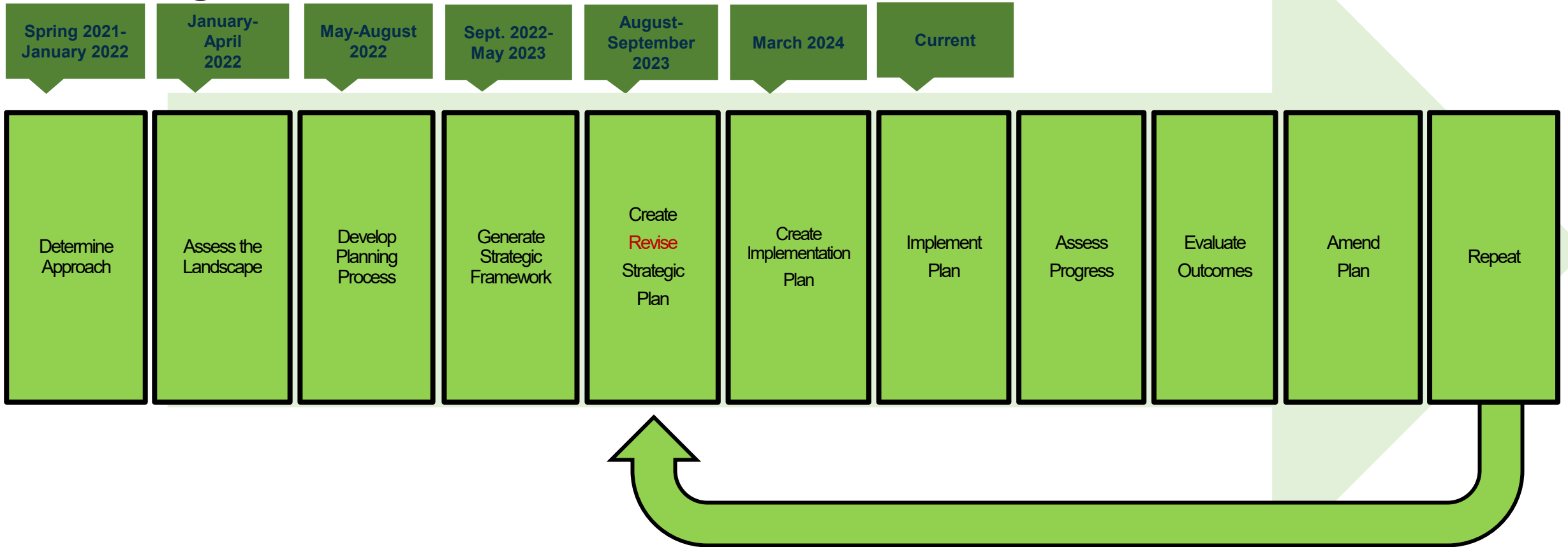
What is next?



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.

University Strategic Planning Updates:



- Continued work over the summer to establish co-chairs, assign leads to strategies, define workflow (structure, roles, timeline)
- Established co-chairs for Pillars 1 – 4
 - **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 and Athletic Training
 - **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

University Strategic Plan Updates:



Met with Pillar co-chairs:

1. Co-chairs will have a deep understanding of their pillar and how it fits into the larger strategic plan.
2. Co-chairs will articulate the strategic planning implementation process.
3. Co-chairs will have a plan to onboard Leads, offer support, and track progress.

Next Steps: Implementation Plans:

- Broad Ownership: The goals of the strategic plan are broad and deep. They will require work and commitment across the university. The plan is successful when every member of our community can articulate their role in the process.

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

Pillar 1

- **Advance Access and Belonging practices and awareness across campus**
- VP Culture and Climate Search
- **Utilize Marketing and Communication to Advance the University**
- Develop a comprehensive Communication Plan
- Raise the reputation of SRU
- **Create/Enhance programs to strengthen the holistic wellbeing for the entire university**

Pillar 3

- **Expand educational learning and growth opportunities that add value to external constituents**
- Actively and formally engage alumni to enhance career readiness for current students
- **Develop educational-specific partnerships with industry and philanthropic leaders to enhance student learning experience while cultivating outside funding sources for program growth**

Pillar 2

- **Offer market responsive mix of academic programs**
- Nursing 1+2+1
- Construction Management
- Associate Provost for Academic Innovation/Dean of graduate students
- **Enhance the quality, functionality, and aesthetic appeal of the campus environment.**

Pillar 4

- **Structure the University for success**
- Explore and implement Phase 2
- **Encourage collaboration, communication and connection across campus to minimize duplication of programs/services**
- **Diversify revenue streams**
- Comprehensive Campaign
- Grants and contracts

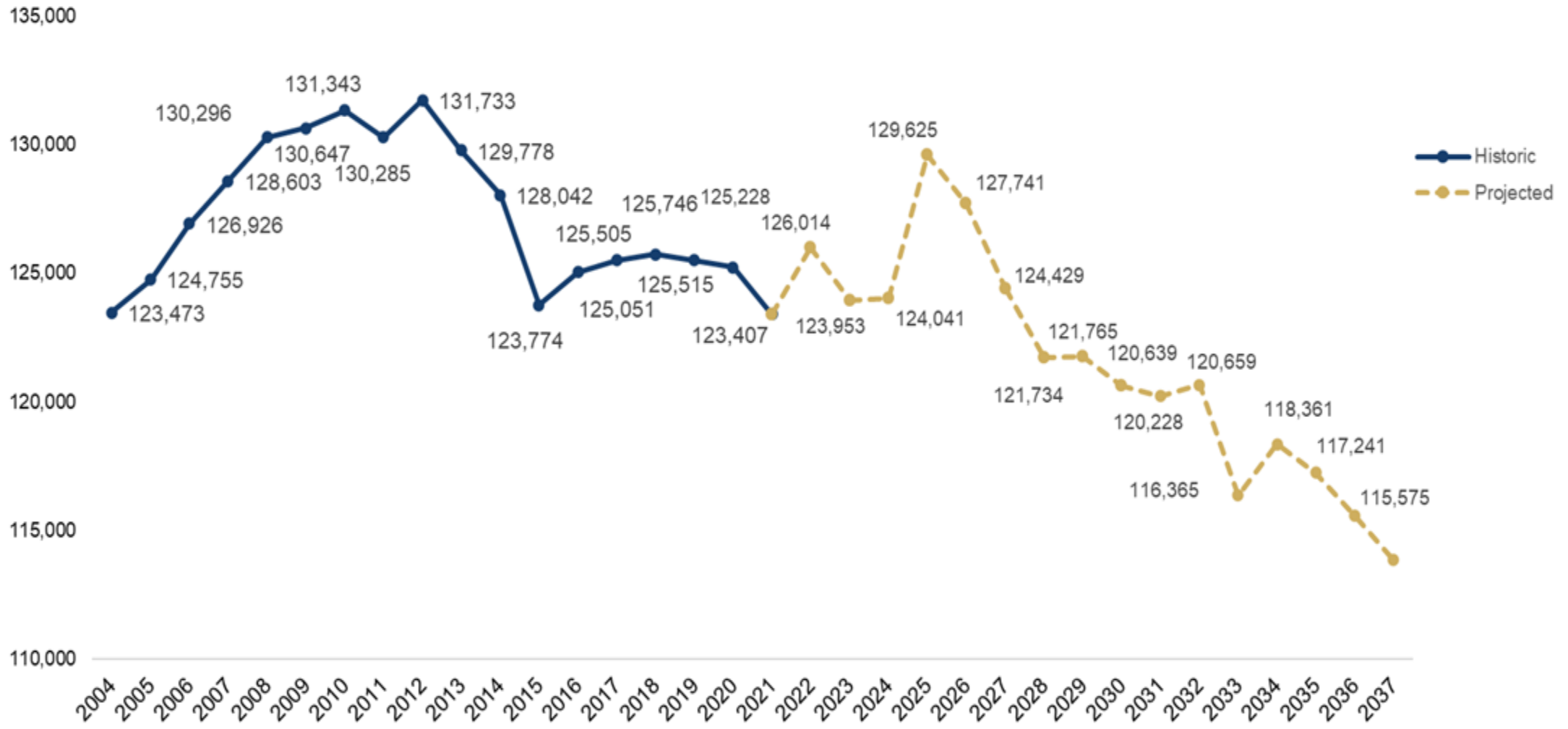
Diversity

- Information and listening sessions
 - DEIB Advisory Board - 7/12
 - APSCUF Social Justice Committee - 7/18
 - DEIB Task Force - 6/22
 - DEI Designation Committee - 7/23
 - DEI Assessment Committee - 7/18
 - Office of Global Engagement staff -8/26
 - Interim Chief Diversity Officer
 - PASSHE CDO – 8/12
 - Survey
 - Cabinet
- Next steps
 - Job description
 - Title – VP Culture & Climate
 - Search
 - Search Firm

Pillar #1 Advance access and belonging practices and awareness across campus



Pennsylvania Public High School Graduates (Historic and Projected)



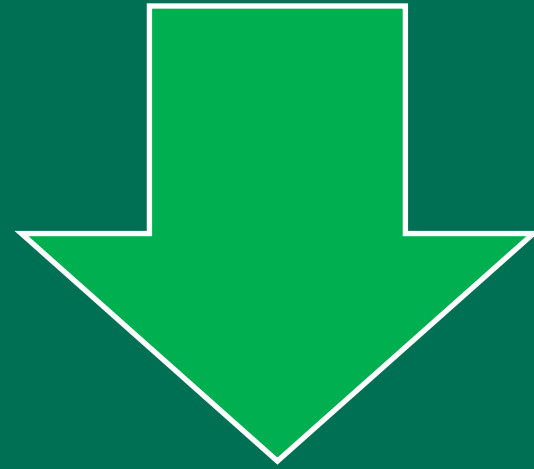
New Programs

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



