President’s Report
Fall Assembly
September 9, 2013
“I inspire my students to dream.”

“Shepherd is family.”
Nothing can stop him from reaching his goals.

“Shepherd is family.”
She breaks through conventions with her innovative thought.

“I will make a difference in the environment.”

“I will communicate, taking the world by storm!”

GoRams.shepherd.edu
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Where Are We?

Implementation of Budget Council Recommendations

Spring 2013
$2,204,000 Total Gap
• $1,002,000 tuition increase
• Remaining funded by:
  – Across-the-board reductions
  – Telephone budget reduction
  – Delay hiring of open positions

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Budget Council Recommendations

Funded to Date

Fall 2013

$480,800: new initiatives

• FUNDED: $100,800
  – Non-tenured adjunct positions

• FUNDED: $80,000
  – Clinical nurse instructors

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Where Are We?

FY2014 Budget

• Fall 2013 Enrollment (headcount)
  – 2,596 continuing (+3)
  – 683 freshmen (-71)
  – 58 re-admits (+10)
  – 354 transfers (-95)
  – 174 graduate (+18)
  TOTAL: -135 or 3.38% down

• $1.85M enrollment impact on the budget for the year
Where Are We?

**FY2014 Budget**

**Fall 2013**

$1.85M Total Gap

- $1.55M in Reductions
  - Hold on raises and new positions
  - Vacancies
  - Auxiliaries
  - Maintenance
  - Efforts for generating additional summer revenue
How Did We Get Here?

The Challenges

- Traditional College Population
- State Support
- Economic Trends
- Non-Traditional Delivery Models
- Regional States’ Educational Investments

Competition

Federal Oversight

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How Did We Get Here?

The Challenges

Production of High School Graduates Nationally
Source: WICHE, Knocking at the College Door

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How Did We Get Here?

The Challenges

Production of High School Graduates in West Virginia
Source: WICHE, Knocking at the College Door
How Did We Get Here?

Enrollment Data

Historical Enrollment, 2008-2013

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How Did We Get Here?

Enrollment Data

Degree Production, 2008-2013

Degrees Awarded

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How Did We Get Here?

The Challenges

- Student financial aid controls tightening
- Satisfactory Academic Progress (SAP) requirements creating greater difficulty for degree completion

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Recent Successes

Satisfactory Academic Progress

2012 & 2013
SAP Enrollment Comparison

- Enrolled and SAP at end of spring:
  - 2012: 558
  - 2013: 383

- Enrolled in following fall:
  - 2012: 250
  - 2013: 157

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Recent Successes

Selectivity

Admissions

- Be Bold
Recent Successes

First-to-Second Year Retention, 2008-2013

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Recent Successes

Incoming New Students

- Average ACT: 22
- Average SAT: 997
- Average GPA: 3.34
- Non-Traditional: 8.63%
Recent Successes

Summer Courses

- Increased course offerings
- Cancelled fewer classes
- Marketed internally and externally, including use of social media and web site
- New, fully online courses: 35
- Hybrid courses: 41
Recent Successes

Martinsburg Center

• Ribbon-cutting held
• HLC permission received to offer programs at the Center
• 1,008 credits with 37 sections and 336 students
Recent Successes

Grants Secured

- From 11 in FY2007 to 22 in FY2013
- Secured more than $1M annually since FY2007, meeting one of the goals of the Crossroads Strategic Plan
Recent Successes

Donations Made

- $3.63M in FY2013 direct gifts
- Generated more than $7.55M in new and deferred gifts, including a single pledge of $4.25M
- FY2014 total receipts projected to be equal or slightly higher

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Recent Successes

Cost-Saving and Revenue-Enhancement Efforts

Fiscal Year 2011
Total: $7,333,686
- Residence Life: $3,496,553
- Dining Services Operations: $(2,022,275)
- Student Center Operations: $2,249,667
- Bookstore & Rambler: $(85,257)
- Wellness Center Operations: $350,080
- Wellness Center Capital: $382,149

Fiscal Year 2012
Total: $8,496,992
- Residence Life: $4,266,156
- Dining Services Operations: $(1,087,650)
- Student Center Operations: $2,355,894
- Bookstore & Rambler: $466,902
- Wellness Center Operations: $531,990
- Wellness Center Capital: $870,850

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Where Do We Go From Here?

The Challenges

Annual Appropriations from the State

<table>
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<th>Year</th>
<th>Appropriations</th>
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<td>FY'15 (proj)</td>
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State Support

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Where Do We Go From Here?
The Challenges

Historical Salary Data

- FY2008-FY2013: $2+ million
- $1,387,000 Shepherd Total Salary Investments
- $661,000 Total State Appropriations for Salaries

FY2008-FY2013:

<table>
<thead>
<tr>
<th>Year</th>
<th>State Appropriations Increase for Raises</th>
<th>Salary Increase Portions from SU Operations Revenues</th>
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<tr>
<td>FY2008</td>
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<tr>
<td>FY2013</td>
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</tbody>
</table>

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Where Do We Go From Here?

Enrollment Campaign

- Hiring of Royall & Company
- Vice President for Enrollment Management Search
- Campus involvement in recruiting
- R.B.A. in Martinsburg
- Satisfactory Academic Progress Strategy

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Where Do We Go From Here?

Information Campaign

• September: meetings with campus groups
• October: meetings with all university boards
• November: budget retreat
• December: re-enlist Budget Advisory Council
• Legislative session activities
• Collaborate with statewide higher education groups

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Where Do We Go From Here?

Information Campaign

All-Campus Budget Retreat

• Check in on enrollment
• Review Budget Council recommendations
• Confirm current budget realities
• Review Strategic Plan priorities
• Discuss process for FY2015 budget deliberations
• Review Salary Compression Committee recommendations

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How Will We Be Bold?

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WHEN A RAM CHARGES

Shepherd University