



President's Report  
Spring Assembly  
April 12, 2017



# STRIVING FOR FINANCIAL STABILITY TO PROVIDE A WORLD-CLASS LIBERAL ARTS AND PROFESSIONAL STUDIES EDUCATION

- Tightening our belts while maintaining momentum and launching new initiatives.
- Achieving job satisfaction and career enhancement
- Balancing cost-saving initiatives with revenue-generating leads: We need a multi-year plan to attain stability!



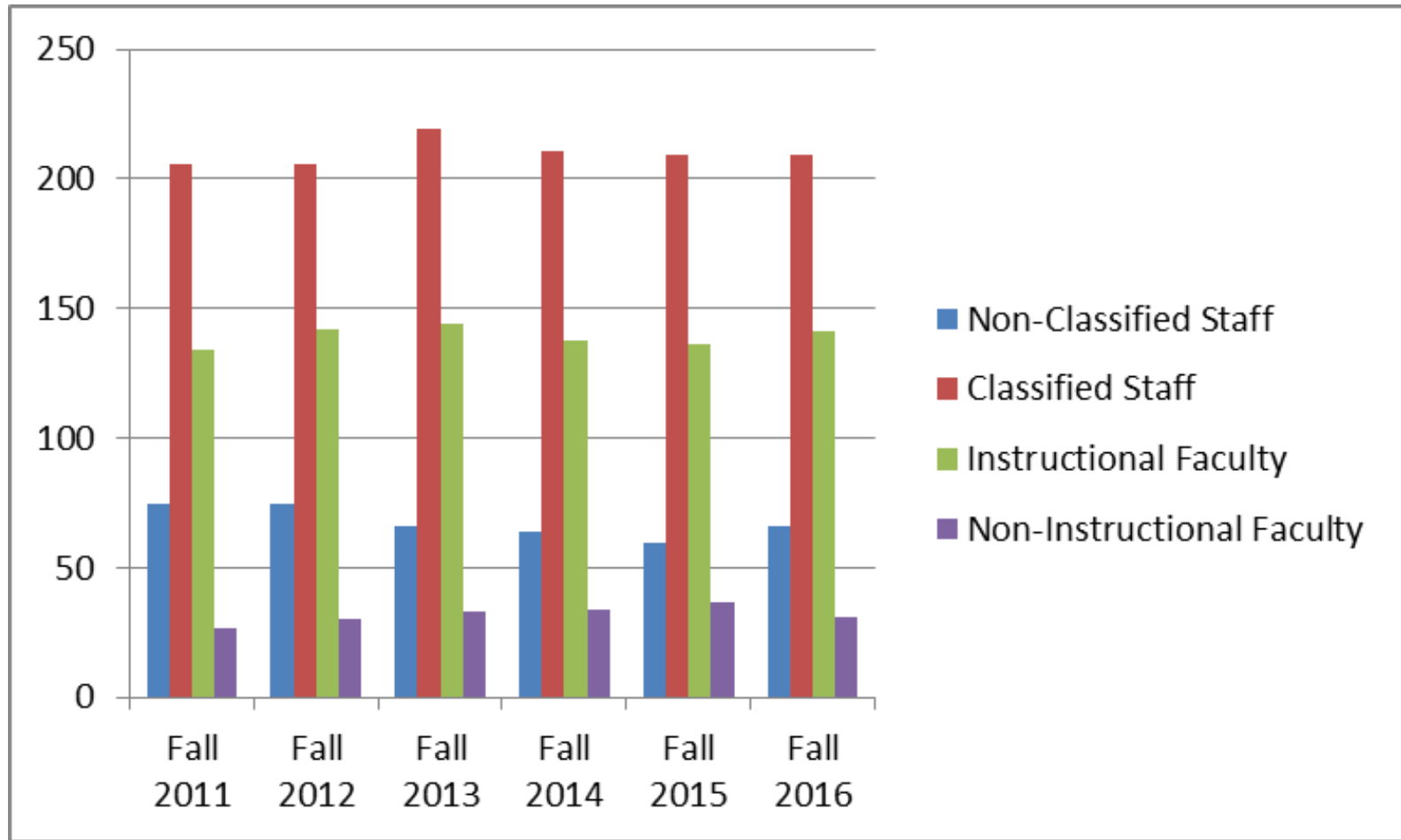
# EXECUTIVE SUMMARY OF SHEPHERD'S FINANCIAL CHALLENGES

- Over the last five years Shepherd has experienced a decline of 680 full-time equivalency (FTE) students and a reduction in its State appropriation of nearly \$2 million dollars.
- With the decline in enrollment, the University has also seen a decline of 19% in residence hall occupancy from Fall of 2012 to Fall of 2016. As the lowest funded public baccalaureate institution per FTE in West Virginia, Shepherd has become increasingly reliant on tuition, fee, and room and board revenue to fund basic operations.
- The University has also become dependent on tuition and fee increases to fund escalating operating costs.

# EXECUTIVE SUMMARY OF SHEPHERD'S FINANCIAL CHALLENGES (CONT.)

- With the declines in enrollment and residence hall occupancy, revenue from these sources is failing to provide sufficient operating resources to support the University's budget needs.
- The University's accreditation body, the Higher Learning Commission, recognized that Shepherd is in challenging financial times and has required the University to submit periodic monitoring reports on our financial condition for the last three years.
- In order for Shepherd to achieve its mission, add new initiatives, and address our deferred maintenance backlog, we must develop a financial model that: meets current operational needs, allows for investments in the future, and builds a contingency reserve.

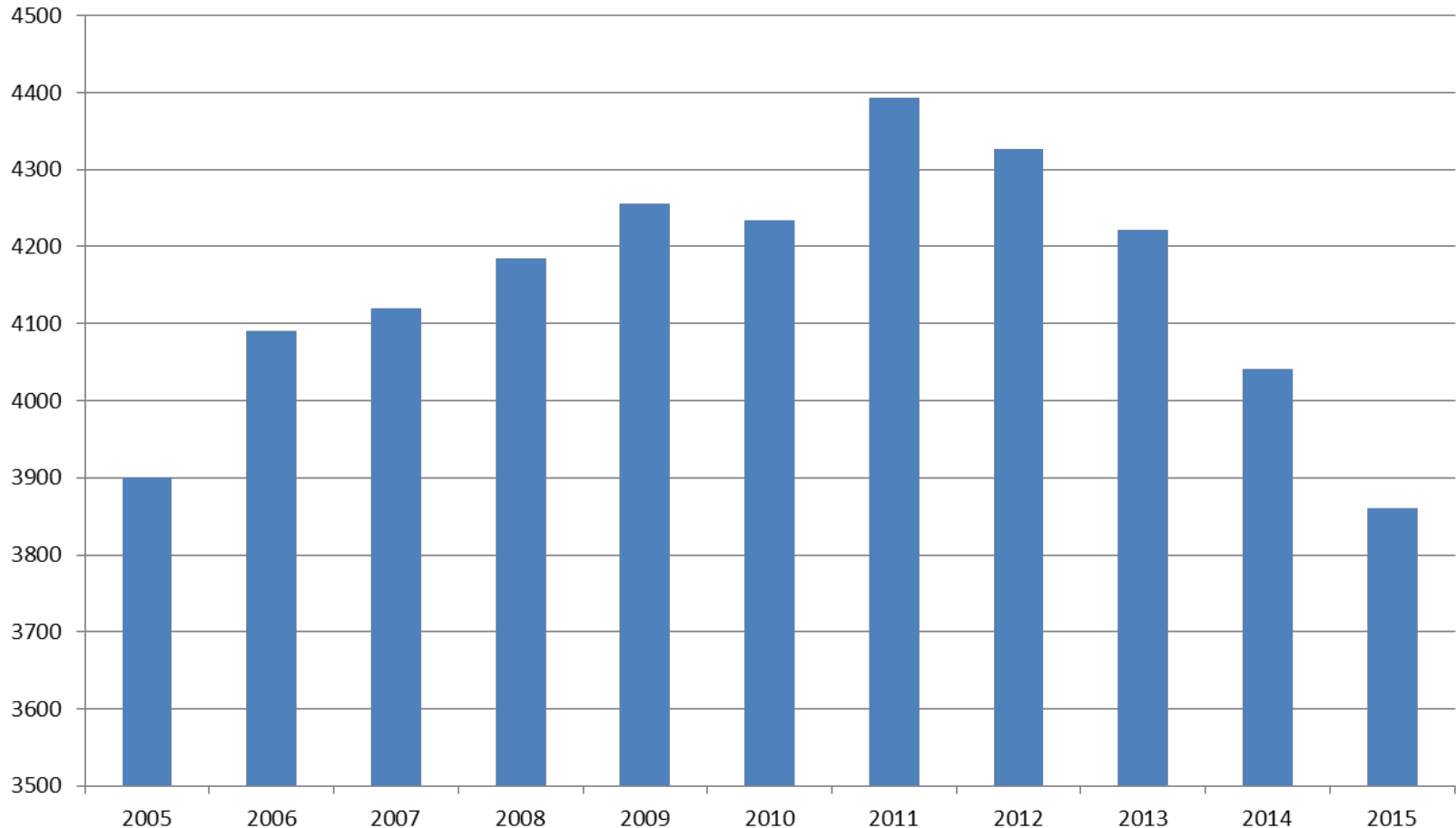
# PERSONNEL



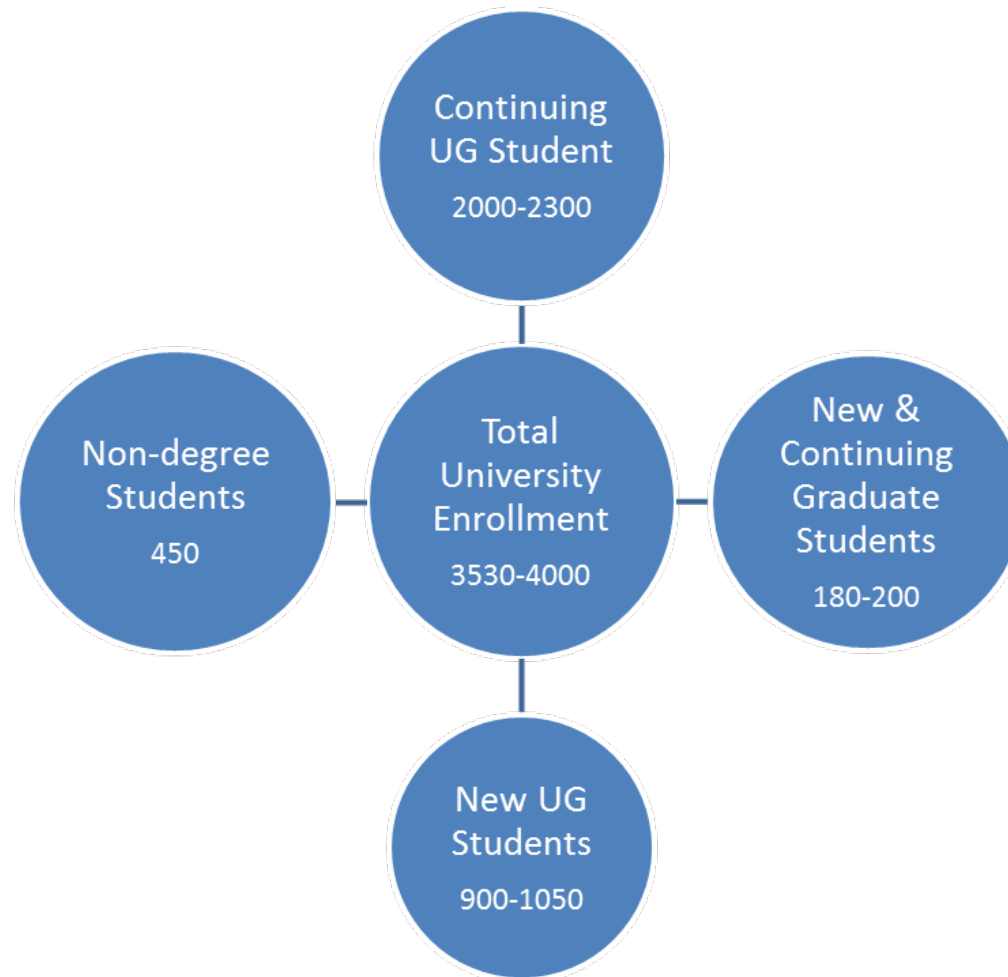
# SHEPHERD UNIVERSITY ENROLLMENT

## 2005-2015

(Total Headcount)



# ENROLLMENT DISTRIBUTION MOVING FORWARD



# RETENTION, *PERSISTENCE TO GRADUATION*, IS EVERYONE'S JOB AT SHEPHERD

- 96% of Shepherd's incoming first-year students said obtaining a college degree is very important;
- 91% said they are willing to do whatever it takes to stay in college; and
- 93% said they are planning to complete their degree at Shepherd.

Student Success Inventory, Shepherd University, Fall 2015

Nationally, fewer than 60% of students graduate within six years from the same institution.

U.S. Department of Education, National Center for Education Statistics



# THE BOTTOM LINE

## Satisfaction and Success

- ✓ 82% of Shepherd students say their college experiences met or exceeded their expectations.
- ✓ 83% of Shepherd students rate their overall satisfaction positively.
- ✓ 73% of Shepherd students say that if they had to do it all over again they would enroll at Shepherd.

## Cost Factor

### ***Tuition, Room and Board for In-state Student for One Year***

- ✓ 1 student loss = \$16,998
- ✓ x 10 students = \$169,980
- ✓ 3,094 students, current attrition 25% = 774 students or \$13.2M

### ***Tuition, Room and Board for Out-of-state Student for One Year***

- ✓ 1 student loss = \$27,310
- ✓ x 10 students = \$273,100
- ✓ 3,094 students, current attrition 25% = 774 students or \$21.1M



# \$2.5M BUDGETED ANNUALLY FOR ELECTRICAL ENERGY CONSUMPTION

Utility Type	Load %	Cost
Major MEP Systems and Equipment	50%	\$1,250,000
Lighting	30%	\$750,000
Plugs	20%	\$500,000

# IMPLEMENT BASIC ENERGY MANAGEMENT STRATEGIES AND SAVE UNIVERSITY RESOURCES



Space Heater



2.5 Classrooms

- Reduce Major Utility Loads: 68 and 72 degrees, shutdown systems
- Reduce Lighting Loads: LED retrofits; delamping; turn lights off when not needed; add lighting controls where possible
- Reduce Plug Load: Manage cord and plug connected appliances
- Turn off personal computers when leaving work

# WHAT YOU CAN DO TO HELP



- Lights
- Appliances
- Computers/Printers/Monitors
- Space Heaters
- Chargers

We want to hear your ideas: [eshuler@shepherd.edu](mailto:eshuler@shepherd.edu)

# POTENTIAL SAVINGS REALIZED FROM ENERGY MANAGEMENT PROGRAM

Energy Savings Strategy	Potential Savings Annually
De-lighting Spaces	\$3,000 Per 300 Tubes (@ \$75,000)
Reducing Plug Load	\$8,600 Per 150 Appliances
LED Lighting Retrofit	\$225,000 For Entire Campus
Temperature Setback Management	\$175,000

# IMMEDIATE NEEDS: IMPROVED IT INFRASTRUCTURE AND EXPANDED SERVICES; GUEST WI-FI AND IMPROVED EXPERIENCE FOR STUDENTS

## Buildings to Have Guest Wi-Fi Access Available by September 1<sup>st</sup>

✓ Robert C. Byrd Science	✓ Scarborough Library
✓ Erma Ora Byrd	✓ Snyder Hall
✓ Frank Center	✓ Student Center
✓ Knutti Hall	✓ White Hall
✓ Robert C. Byrd Center for Congressional History and Education	



## New Access Point Deployment for Remaining Buildings

✓ Kenamond Hall	✓ Wellness Center
✓ Shaw and Thacher Halls	✓ Butcher Center
✓ Scarborough Library	✓ Stutzman-Slonaker Hall
✓ Turner Hall	✓ CCA II
✓ Football Stadium	✓ Miller Hall
✓ McMurrin Hall	✓ Ikenberry Hall

Note: Wi-Fi Updates Can be Found at <http://www.shepherd.edu/itservices/guestwifi>

# SECURING EXTRAMURAL FUNDING FOR NEW INITIATIVES IS THE WAY FORWARD

- Total Awarded Proposals to Date for FY'17-'18: **\$563,423**
- Total Pending Proposals to Date for FY'17-'18: **\$3,192,501**
- Proposals Currently in Development for 2017 Submission: More Than **\$6,200,000**

**Jessica Kump**

*Director, Office of Sponsored Programs  
Co-Director, Shepherd Entrepreneurship  
and Research Corporation (SERC)*

[jkump@shepherd.edu](mailto:jkump@shepherd.edu)



# COMMUNICATING FACULTY AND STAFF BENEFITS

- The Human Resources website contains links to the employee tuition waiver and spouse/dependent tuition waiver policies and forms.
- The Faculty Scholarship Fund and the Classified Employee's Children's Scholarship Fund are managed separately through the Foundation.
- All of these benefits are now listed on the Human Resources website to facilitate communication, application and approval.
- Expanding free tuition to employee dependents is under assessment. ?Volunteers?



# CAMPUS PROJECTS UPDATE



Potomac  
Place

- On Time
- On Budget
- At Capacity



Sara Cree  
Hall

- Mitigation Completed
- Demo Begins in May



Knutti Hall  
Boiler  
House

- Chimney Uncapped



Underpass  
Art Project

- Art Department
- Gifted Monies

Buildings Coming Offline 5/17: Turner Hall and Kenamond Hall

# MEDICAL CLINIC TIMELINE

Event	Time Period
Presentation to Board of Governor's for free standing, on-campus medical facility to serve both the campus and the community	April 2016
Potential partners conducted project feasibility studies	April 2016 – January 2017
University notified by potential partner all new construction projects cancelled	January 2017
University and potential partner study lower cost approach to project	February 2017 – March 2017
Architectural study of existing space for medical clinic underway	March 2017

# TABLER FARM: FUTURE DEVELOPMENT SITE FOR SHEPHERD'S INITIATIVES

(Student and Veteran Training Program in Sustainable Food Production and Marketing)



# Shepherd University

Innovative Education for  
West Virginia's Future Economy

