

# Advancing Shepherd's Mission

**President's Report**  
Fall Assembly  
September 11, 2023



# Presentation Outline

- Goals for 2023-2024: Looking Forward
- Dr. Kelly Hart (Vice President for Enrollment Management)
  - FY2024 Enrollment Updates
  - Undergraduate Recruiting
  - International Affairs
  - Marketing
  - Alumni Affairs
- Dr. Scott Barton (Vice President for Finance and Administration)
  - Summary of Financial Status
  - FY2024 Budget Update
- Dr. Robert Tudor (Interim Provost and Vice President for Academic Affairs)
  - Academic Restructuring
  - Academic Prioritization
- Fall 2023: Noteworthy Highlights

# Goals for 2023-2024: Looking Forward

- Enrollment Targets – Increase enrollment by 1-3%
- Address Shepherd's \$6 million structural deficit for FY2024 and FY2025 through cost-savings and revenue generation - - with a special focus on increasing unrestricted days of cash.
- Continue to enhance facilities infrastructure (academic classrooms and campus buildings, including residential halls).
- Strengthen career counseling for students – Shepherd University is the gateway to success.
- Continue Academic Prioritization assessment and strategically streamline our College model.
- Advance the campus projects funded by the Congressionally Directed Funds awarded to Shepherd.
- Implement a new five-year Strategic Plan, “Transforming Our Future,” to help inform a major fundraising campaign.



# Enrollment Management

- FY2024 Enrollment Updates
- Undergraduate Recruiting
- International Affairs
- Marketing
- Alumni Affairs



# FY2024 Enrollment Updates

## Undergraduate Admissions

- *Fall 2023 (August 21, 2023, First Day of Classes, Pre-Census)*
  - Record number of admission applications in years 3,200 (+12% from Fall 2022)

**Goal:**

625 FR

275 TR

+30 Readmits

930 Total Deposits

**Actual (Pre-Census):**

622 FR

271 TR

+35 Readmits

928 Total (1% increase from Fall 2022)

- **Enrolled the largest Freshmen class since 2018:** 583 Freshmen vs. 573 last Fall
- Enrolled the largest incoming number of **dual enrollment** students – 260
- MELT
- **Overall Enrollment** (September 1 – Prior to Drop for Non-Payment)
  - +1% Degree-Seeking Students and Overall Year-over-Year (YOY)
- Drop for Non-Payment (September 6)  
178 Students

**THANK YOU FOR YOUR SUPPORT!**

# Undergraduate Recruiting

- 2024 Enrollment Marketing Campaign
- Fall and Spring Travel
- Guidance Counselor Workshop
- Campus Visits for Prospective Students
  - Campus Tours and Information Sessions
  - Open House Dates:
    - September 30
    - October 28
    - November 11
- File Review (September 5, 2023)
  - +11% Spring Applications (ahead 14 deposits YoY)
  - +85% Fall Applications (ahead 6 deposits YoY)





# Marketing

## Heidi Schlag

Director of Marketing and Digital Strategy, Acting Director of University Communications

***Work continues, reflecting the academic changes on the website.***

1. Hope to be finished by the end of September.
2. If you haven't responded to the email about new usernames for website access, please do.

### ***Friendly Reminders:***

- Marketing/Communications is available to assist with your design and writing needs - please provide them with at least two week's notice.
- Thank you for sharing content for Friday Highlights – due by Wednesday, 3 p.m.



# Alumni Affairs

## Updates

- New Alumni Association Slate of Officers
  - President - Randy Friend '02 and '20*
  - Vice President - Hannah Brumbaugh '18 and '20*
  - Treasurer - Danielle Sweeney '17*
  - Secretary - Kahlen Browning '18 and '22*
- New Alumni Association Strategic Plan - will align with the new University Strategic Plan.
- Collaborations with Career Services and Admissions
- Upcoming Activities Include:
  - September 23 - Family Day
  - September 30 - Athletic Hall of Fame Breakfast
  - October 19-21 - Homecoming



# Financial Overview

- Summary of Financial Status
- FY2024 Budget Update



# Summary of Financial Status

- In May 2023, a \$6 million structural deficit was identified over the next two years (FY2024 and FY2025).
- The Board of Governors Finance Committee directed us to identify \$3m in cost savings - - in personnel - - for FY2024 and an additional \$3m in cost savings and revenue generation for FY2025.
- For FY2024, we have had to cancel or delay:
  - 44 staff positions
  - 4 administrative positions
  - 16 faculty positions



# FY2024 Budget Update

<u>Cash (in days)</u>	<u>Actual</u> <u>6/30/2022</u>	<u>Unaudited</u> <u>6/30/2023</u>	<u>Projected</u> <u>6/30/2024</u>
Unrestricted Cash	24	22	25
Restricted Cash	68	41	40
Total Days of Cash	92	63	65

# Academic Affairs

- Academic Restructuring
- Academic Prioritization



# Fall 2023: Striving for Sustainability

- “Transforming our Future” Strategic Plan has been completed and is waiting for official approval by the Board of Governors. Special recognition and appreciation go to the co-chairs Dr. Jason Best and Dr. Scott Barton, together with members of the Committee.
- In order to achieve a better cash position for Shepherd, we have enlisted the services of a real estate firm to test the marketability of the Human Resources building.
- I have invited several of Shepherd’s highest wage earners to join me in taking Furlough Days to contribute to personnel savings.
- An email survey was sent to campus seeking suggestions for revenue generation and cost savings (59 individuals responded).
- I invited a Committee (Jenny Flora\*, Scott Barton, Jim Dovel, Nick Mummert, Alan Perdue, and Jack Shaw) to develop recommendations that could be implemented (174 ideas were submitted, duplicates/unviable ideas were removed, and 145 suggestions moved to the next phase).
  - A “champion” was assigned to each sub idea/tactic, and the Committee followed up to see if the idea/tactic was viable.
  - Submissions were narrowed down to 77 viable ideas:
    - 28 of the submitted ideas were already in progress or were immediately completed;
    - 22 are proceeding under short- and long-term projects by various departments; and
    - 27 are moving on to the next stage of investigation.
- To date, the Committee has identified \$152,298 in cost savings and revenue generation that have been implemented.



# Fall 2023: Noteworthy Highlights

## (Congressionally Directed Spending)

- FY2023 Congressionally Directed Spending Funds Awarded to Shepherd (~\$6.6 million)
  - Critical Campus Security and Safety Infrastructure
  - East Campus Improvements: Kenamond/Turner Demo/Remediation and Gateway Project
  - Enhanced Cyberinfrastructure and Regional Connectivity
  - Equitable Educational Resources
  - Pathways to Postsecondary Education for Rural Students II: Dual Enrollment Distance Learning
- FY2024 Congressionally Directed Spending Funds Awarded to Shepherd (~\$2.7 million)
  - Agricultural Small Business Incubator at the Shepherd University Agricultural Innovation Center
  - Chemistry Department Revitalization of Labs and Classrooms
  - Professional Development Series: "The Write Way Forward: WV Students Succeed"
  - Special Education Curriculum Development
- FY2024 Congressionally Directed Spending Funds Requested by Shepherd (~\$250,000)
  - Robert C. Byrd Center for Congressional History and Education Archives Management Initiatives
- FY2025 Congressionally Directed Spending Funds Requested by Shepherd (~\$2.4 million)
  - Academic Classrooms and Auditorium Improvements
  - WV Emerging Project (collaboration between Shepherd University and the Stubblefield Institute for Civil Political Communications)

# Fall 2023: Other Noteworthy Extramural Awards

- HEPC - WV Higher Education Policy Commission, The FUTURE of YOU: Be a NURSE ii
- HRSA - Health Resources and Services Administration, WV REACH: Redesigning Advanced Practice Registered Nurse (APRN) Education with innovative Academic-clinical partnerships in rural/underserved Communities for primary care, substance use disorder care, and mental Health services
- NSF - National Science Foundation, Campus Cyberinfrastructure: Networking Infrastructure
- NSF - Research Infrastructure Improvement (RII) Track-1: WV Network for Functional Neuroscience and Transcriptomics

## FY2023 Governors Funds for Higher Ed Deferred Maintenance Projects (~\$20 million)

- HVAC Systems / Buildings Controls Systems / Electrical Upgrades Project Prospectus (Byrd Science and Technology Center, Snyder Hall, Center for Contemporary Arts (CCA), Shipley Wellness Center, Dining Hall, and Student Center)
- Information Technology Information Technology Infrastructure
- Theater / Classrooms Lighting and Electrical Upgrades (Frank Center, White Hall, Knutti Hall, and Stutzman-Slonaker Hall)
- Mechanical, Electrical and Plumbing Upgrades / Replenishments (Shaw Hall, Thacher Hall, Burkhart Hall, Moler Hall, Yost Hall, Boteler Hall, Martin Hall, and Lurry Hall)
- Roof and Gutters Replacements and Masonry Replenishments (White Hall, McMurrin Hall, Reynolds Hall, Human Resources Building, Facilities Building, CCA, and Popodicon)
- Sidewalks and Street Repairs (King Street and Adjacent Sidewalk)



**Enjoy the beauty of Fall!**