

Advancing Shepherd's Mission

President's Report
Spring Assembly
April 10, 2023



Presentation Outline

- Dr. Kelly Hart (Vice President for Enrollment Management)
 - FY2023 Enrollment Updates + Fall 2023 Preview
 - Marketing and Recruiting
 - International Affairs
- Dr. Scott Barton (Vice President for Finance and Administration)
 - FY2023 Budget Update
- Spring 2023: Noteworthy Highlights
- Goals for 2022-2023: Assessing our Progress

Enrollment Management

- FY2023 Enrollment Updates + Fall 2023 Preview
- Marketing
- International Affairs



FY2023 Enrollment Updates + Fall 2023 Preview

Current Enrollment

- **2,975** Degree-seeking and Non-degree Seeking Total (As of 2/27/23) **+3.5%**
Spring 2022 Census

Undergraduate Admissions

- Compared to this time last year
 - +14% Admissions Applications **Overall**
+14% First-year Students
 - +8% Net Deposits
+7% First-year Students
- +136% Dual Enrollment Student Applications

Financial Aid

- New Award Letter
- FAFSA Numbers ↑

THANK YOU FOR YOUR SUPPORT!

Marketing and Recruiting

Enrollment Marketing

- Continued partnership with 3E Enrollment Marketing (First-year Students)
- **Fall 2023 Goal: 625 (Freshman)**
 275 (Transfer)
 30 (Readmits)
 930 Total
- 3E Enrollment Marketing Partner Updates
 - **Application Goal Exceeded:** 2,250 First-year Students
 - **Continued Focus** on Accepted and Deposited Students for Fall 2023
 - **Additional Focus** on Prospective Students for Fall 2024 and 2025
- On and Off-campus Visitation Events
 - Admissions Campus Tours
 - High School Visits and Fairs
- 2+2 Agreements with Community Colleges

Marketing



- **New Mission, Vision, Core Values!**
- Rollout of the **new athletic logo!**
- The *Marketing and Branding Committee* - meeting to consider university logo redesign options. A brand guide for the new athletic logo is being developed.
- **Graduate Studies** has launched dedicated landing pages for its digital marketing campaigns in an effort to increase leads.
- Working on materials and messaging for both the 2+2 and the RBA programs.
- Developing a database of photography and videography that represents diversity of our student body and depicts Shepherd's brand pillars and messaging.
- **Optimizing the University website** for search, changing the language and layout of pages to improve availability to convert visitors to leads, addition of lead forms, and increased statistical tracking, etc.
- **Web traffic is up 23% year-to-date!**

International Affairs

Initiatives!

- International Recruitment and Marketing
 - International and Domestic Travel
 - Digital Marketing
 - Agreements with International Colleges and Universities
 - Agents
- Collaboration with Campus and Local Communities
 - New Student Orientation
 - Programming



Financial Overview

- FY2023 Budget Update



FY2023 Budget Update

(in thousands)

	Budget FY2023	Pre-Audited FY2023	Budget to Actual Variance	Budget FY2024
Total Revenue	55,274	55,858	584	58,536
Total Expenses	55,397	53,406	(1,991)	55,501
Increase (Decrease) in Net Position	(123)	2,452	2,575	3,035
Increase (Decrease) in Cash	(3,581)	(923)	2,658	(4,385)
Ending Cash (excluding CMTA project funds)	9,560	12,592	3,032	8,207
* Days of Cash on Hand	71	97		60

* Industry Standard is 90 days

FY2023 Appropriation

Appropriation

- The FY2024 appropriation was increased by \$347,998 for funding toward salary increases.
- The Legislature and Governor compromised, in the final FY2024 State Budget, on State Employee pay raises of \$2,300 per person.
- President Hendrix will propose a \$2,300 per person salary increase to be effective in July 2023.
- At least \$182 million will be distributed by the Governor to higher education for deferred maintenance improvements. Shepherd was designated by House of Delegates at \$20 million. President Hendrix will have additional comments about this.

PEIA

- Budget Bill provides \$70 million to temporarily offset some of the rising cost of PEIA. Employee cost is still expected to increase by at least 15%. Border counties are included in the 80/20 cost share for at least one more year.

Funding Formula

- New Funding Formula (Performance Outcomes) is in place and will begin to slowly impact FY2025 Funding, based upon data from 2020-2023.

Future Raises

- Subject to Fall 2023 enrollment and revenue results, we hope to return to additional pay-equity salary increases in January 2024.

Spring 2023: Noteworthy Highlights

- Our Provost and Vice President for Academic Affairs, Dr. Stephen Spencer, who joined us in June 2022, has retired from Shepherd due to health issues. The Spencer Family “Dream Job” Scholarship was established in his honor. A new Search Committee has been formed: Dr. Larry Daily (Chair), Dr. Haley Albright, Dr. Scott Barton, Dr. Marie DeWalt, Dr. Amy DeWitt, Dr. Kelly Hart, Dr. Quita Howard-Bostic, Dr. Stacey Kendig, Dr. Ben Martz, Holly Frye, Karen Green, and Valerie Wright.
- The Classroom and Technology Upgrade Project is in phase I; this project focused on providing computer, video, and aesthetics upgrades in 29 instructional classrooms across campus since Fall -- with an estimated 10 additional upgrades to be completed by July 2023. The next phase will identify additional instructional spaces for technological upgrades during an appropriate break period.
- Shepherd student enrollment has increased – and defies the national trend: Fall 2022↑7.3%; Spring 2023↑3.5%.
- A salary review committee* was formed after the 2022 Commencement to assess the degree of employee salary compression and low wages compared with national salary averages. The data were collected and recommendations made for salary adjustments – that will occur over the next few years in a phased manner and are associated with revenue. (Up to \$1,000/employee distributed in January 2022; \$1,000/employee distributed in July 2022; and \$2,300/employee planned for July 2023). To date, 45 staff and 52 faculty have received equity adjustments.
- In our attempt to create a nicer work environment with the amenities of break rooms, kitchenettes, and vending machines, a working group from the strategic planning implementation team inventoried the current assets and made recommendations for enhancements in many buildings across campus. Upgrades have occurred in: Gardiner, Ikenberry, Knutti, and White Halls.
- With the passing of WV Senate Bill 10 (Campus Self-Defense Act), effective July 2024; I have appointed Vice President Holly Frye to lead Shepherd’s Campus Security Task Force - - to address all aspects of this new law and its implementation. The Task Force is comprised of representatives from faculty, staff, students, and law enforcement. On April 12th, the Stubblefield Institute and Student Affairs are co-hosting A Campus Conversation on this important topic, 6:30 to 8:30 p.m., in Storer Ballroom.

* (Dr. Marie DeWalt, Chair; Dr. Kelly Hart; Dr. Ben Martz; Dr. Stephen Spencer; Pam Stevens; and Bea Stottlemeyer)

Spring 2023: Noteworthy Highlights (cont.)

- FY2022 Congressionally Directed Spending Funds Awarded to Shepherd (~\$6.9 million)
 - Accessibility Technology Services
 - Campus Security Upgrades
 - Dual Enrollment Hub Sites
 - East Loop Projects (overview to follow)
 - Technology and Broadband Equipment
 - FY2023 Congressionally Directed Spending Funds Awarded to Shepherd (~\$2.7 million)
 - Shepherd University Agricultural Innovation Center Small Business Incubator \$1,422,000*
 - Shepherd University Chemistry Department Revitalization, WV, for facilities and equipment \$609,000*
 - Shepherd University, WV, for a teacher professional development program, including stipends \$657,000
 - Shepherd University, WV, for curriculum development, including stipends \$20,000
- * (Visit from Senator Shelley Moore Capito on March 6)
(Senator Joe Manchin visited on March 24)

Spring 2023: Noteworthy Highlights (cont.)

- FY2024 Congressionally Directed Spending Funds Requested by Shepherd (~\$9.3 million)
 - Shepherd University Student Athlete Performance Center at the Boone Field House \$3,000,000 / State of WV \$3,000,000
 - Shepherd University WV Advancing Project (a collaboration between Shepherd University and the Stubblefield Institute for Civil Political Communications) \$250,000
 - Shepherd University Academic Classrooms and Auditorium Improvements \$3,760,000
 - Shepherd University Campus Automatic External Defibrillator (AED) Program Expansion \$100,000
 - Shepherd University Career Resource Center Staff and Subscriptions \$190,946
 - Shepherd University Ram College Exploration \$85,000
 - Shepherd University Lab Accessibility and Safety Upgrades \$250,000
 - Shepherd University Aviation Management Curriculum Development \$194,000
 - Shepherd University Greenhouse Revitalization \$990,000
 - Shepherd University College of Business and WV Small Business Development Center (WVSBDC) \$99,000
 - Shepherd University New Technologies to Address the Opioid Crisis: Research and Treatment using PhotoBioModulation (PBM) \$359,000

Goals for 2022-2023: Assessing our Progress

- Enrollment Targets – Increase enrollment by 3% (Fall 2022 ↑ 7.3%; Spring 2023 ↑ 3.5%)
- Advance employee salaries via cost of living/equity adjustments/merit recognition for staff and faculty – to achieve 90% of a target minimum salary, based on CUPA salary data, by July 1, 2024. (To date 45 staff and 52 faculty received equity adjustments. Following the \$2,300/employee raise (7/1/23), assessment of adjustments will continue and be informed by enrollment revenue.)
- Continue to enhance facilities infrastructure (academic classrooms; break rooms; and campus buildings, including residential halls).
- Enhance career counseling for students – Shepherd University is the gateway to success.
- Continue Academic Program assessment and realignment when appropriate.
- Advance the campus projects funded by the Congressionally Directed Funds awarded to Shepherd, including the transformational East Loop Development and Enhanced Security Initiative.
- Advance a new five-year Strategic Plan to help inform a major fundraising campaign.



Enjoy the beauty of Spring!