



Advancing Shepherd's Mission President's Report

**Spring Assembly
April 8, 2024**

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Presentation Outline

- Progress Towards Goals for 2023-2024: Looking Forward
- Mr. Will Bell, Interim Vice President for Enrollment Management/Director of Admissions
 - FY2024 Enrollment Updates
 - Undergraduate and Graduate Recruiting for FY2025
- Dr. Scott Barton, Vice President for Finance and Administration
 - Financial Update
 - Process Improvements
 - Campus Refresh Project
 - Updates: IT Infrastructure Project / Deferred Maintenance Projects
- Mr. Hans Fogle, Executive Director of University Communications
 - Unifying Our Brand
- Dr. Richard Stevens, Associate Provost for Faculty Affairs
 - Administrative Prioritization
- Noteworthy Highlights
 - Revenue Generation/Cost Savings Committee Update
 - Organizational Structure
 - East Campus Gateway Update
 - SB10 Update

Progress Towards Goals for 2023-2024: Looking Forward

- Enrollment Targets – Increase enrollment by 1-3% (↑2% Degree-seeking students; ↑3% Total enrollment)
- 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 and Graduate Recruiting for FY2025

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FY2024 Enrollment Updates

Current Enrollment

- Fall Semester: 3,379 total enrollment (degree and non-degree seeking as of October 9, 2023)
- Spring Semester: 2,910 total enrollment (degree and non-degree seeking as of February 16, 2024)

Undergraduate Admissions

- FAFSA Challenges
 - Still unable to send award letters
 - Significantly impacting West Virginia students
 - 36% of West Virginia seniors have submitted a FAFSA (down 35% year-over-year [YOY])
 - Caused a 20% decrease in in-state, first-year deposits
- Created Electronic Financial Aid Award Packet
- Accepted Student Days
 - Three events this year
 - 277 attendees (up 21% YOY)
- Transfer Deposits up 24%

Graduate Admissions

- Applications up 29%
- Launched Online EDPD Application

Undergraduate and Graduate Recruiting for FY2025

- 2024-2025 Enrollment Marketing Campaign
- Spring and Fall Travel
- Guidance Counselor Workshop
- Campus Visits for Prospective Students
 - 2024 Open House Events: October 5; October 26; and November 9
 - Honors Open House

Financial

- Financial Update
- Process Improvements
- Campus Refresh Project
- IT Infrastructure Project Update
- Deferred Maintenance Project Update

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Financial Update

Shepherd University Dashboard

Email Dr. Scott Barton or Mr. Collin Alexander for a link to the Dashboard.

Process Improvements

- Finance/Business Office
 - Checklist review and approval
 - Closing monthly
 - Budget variance monthly
 - Leveraging Technology
 - Structure

Process Improvements

- Office of Sponsored Programs (OSP)
 - Grant-funded Compensation
 - Stipends
 - Salary
 - Student Employment
 - Payroll
 - Grant Compliance
 - Centralizing Grant-related Actions
 - Calendar for Events and Deadlines
 - Enhanced controls - - Pay and Timing

Process Improvements

- Information Technology
 - InfoSec Privacy
 - Data Classification
 - Permissions Management
- Human Resources
 - Onboarding/Offboarding Checklist
 - Payroll Consolidated 3 Locations Into 1
 - Salary Targets and Pay Bands

Campus Refresh Project

- Working with various funding sources to enhance, repair, and expand infrastructure;
- Work includes academic buildings, residence halls, athletics facilities, technology, and outdoor spaces; and
- Ongoing project to keep our campus beautiful and meet the needs of students, faculty, and staff.

We Appreciate Your Understanding

This facility is part of our Campus Refresh Project! Thank you for your patience as we continue working to keep our campus beautiful.

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IT Infrastructure Project Update

- Moving to dual 10 Gigabit fiber redundant circuits serving all of campus.
- Connecting all buildings on campus via Single Mode at a minimum of 1 gig speed with redundant fiber connections.
- All computers on campus will be connected to the network via a minimum 1 Gigabit connection.
- Direct high-speed connection to Internet 2.
- Enhanced Wi-Fi security for connected users.
- Ability to support larger amounts of connected users.
- New network design that will allow users to freely move across campus and residence halls without reconnecting or re-registering.
- Improved network access. One-time registration for campus wireless access.
- Enhanced Wi-Fi coverage for all of campus buildings, classrooms, Residence Halls, and outside locations.

Deferred Maintenance Projects Update (FY2023 Governor's Funds - \$14 Million)

- Integration of HVAC System Controls;
- Lighting Upgrades/Retrofits in Byrd Science and Wellness Center;
- Replacement of Steam Boilers with High Efficiency Hot Water Boilers;
- Replacement of Air Conditioning Units;
- Replacement of Chillers and Water Heaters; and
- Roof Replacements/Upgrades.

Deferred Maintenance Projects Update

(FY2023 Governor's Funds - \$14 Million)

Summary of Buildings and Investment:

○ Integration of Building Automation System (BAS) Controls	\$ 155,497
○ White Hall	\$ 192,570
○ Lighting Upgrades	\$ 293,949
○ Dining Hall	\$ 406,619
○ Wellness Center	\$ 1,484,935
○ Student Center	\$ 2,868,144
○ Byrd Science	\$ 4,460,936
○ McMurrin-Reynolds	\$ 4,000,000
○ Boone Field House	<u>\$ 135,240</u>
○ Total	\$13,997,890



The Future of YOU

- Unifying Our Brand

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Unifying Our Brand

Defining Brand Standards

- Rules that explain how Shepherd's brand should be used to create a consistent **brand image**;
- Brand image makes people think of Shepherd University and connects it to positive feelings and attributes; and
- A consistent brand shows people that we are reliable, trustworthy, and a good investment.

Visual Elements

- Fonts and colors will be used consistently throughout our programs.

typography

Using Google Fonts for broader access

Montserrat – **Top header**

Rasa Regular – paragraph content

primary colors

Solidify brand colors to support consistent design



Creating a Color Hierarchy

- Expands design options based on colors around campus.

Shepherd Gold #FABD00	Shepherd Blue #2a436d	Shepherd Navy 20 #CED2D8
		Shepherd Navy 40 #9AA4B2
		Shepherd Navy 60 #67788F
Shepherd Navy #011E41	Shepherd Red #a33940	Shepherd Gold 20 #FCF0D3
		Shepherd Gold 40 #FFE6A7
		Shepherd Gold 60 #FED878
White #ffffff	Shepherd Green #60671E	Shepherd Gold 80 #FDC946
		Chrome Gold 20 #F4F0DB
		Chrome Gold 40 #E8E2BE
	Shepherd Aqua #578c9F	Chrome Gold 60 #DBD39D
		Chrome Gold 80 #CFC682
		Chrome Gold #C0B460

Magic Write | [Icons]

New Logos



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**COLLEGE OF ARTS, HUMANITIES,
AND SOCIAL SCIENCES**

SH



SHEPHERD
UNIVERSITY

March 27, 2024

Name Last Name
Address line
City, state, zip

To whom it may concern,

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Closing,

First Last



College of [Insert College Name Here]
Department of [Insert Department Name Here]

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The background image shows a large, classical-style building with a portico supported by several tall, white columns. The building is made of light-colored brick or stone. In the distance, a clock tower with a dome and a weather vane is visible. The scene is set outdoors with green trees in the foreground and a clear sky.

Academic Affairs

- **Administrative Prioritization**

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Administrative Prioritization: What is it?

- The process of a strategic, simultaneous examination of *all* administrative services offered at Shepherd University.
- All administrative units are examined simultaneously using specific criteria for each program, weighing them against the University's limited resources.

Administrative Prioritization: Background

- 2022-2023 West Virginia Higher Education Policy Commission (HEPC) gathered reps from each institution of higher education to develop a revised Program Review process.
- New review process = analyze programs more frequently and create more opportunities for timely adaptation according to resource allocation and trends.
- Additionally, the group discussed how to implement this process to analyze administrative units.

Administrative Prioritization: 3 “Musts”

BUY IN

Everyone *must* understand the importance of this.

STRUCTURE

The structure *must* be clear, as found in the Shepherd University Administrative Prioritization Unit Information Form (SUAPUIF).

GOALS

We *must* have clear goals in mind for an outcome.

Administrative Prioritization: First Steps

- First meeting: March 12, 2024; second meeting: March 19, 2024.
- The administrative units have the *same* amount of time the academic units had to enter their narrative after they receive the information forms.
- This exercise is more complex than the Academic Prioritization.
- Not such a straightforward analysis of revenue and expenses like the new Academic Prioritization.
- We will have to dive more deeply into tasks associated with office operations, explore sharing of tasks across units, changes in procedures, and software to optimize operations.

Administrative Prioritization: First Steps

- Building in one month for Finance and Administration to work with Academic Affairs to create the Administrative Prioritization Information Forms.
- More time *before* the reports are released to the administrative units to define the information provided to them, answer questions that arise, and discuss who will write the responses.
- More time *after* the reporting has been completed to analyze, discuss, and return to units (as needed) to conduct desk audits, plan for sharing responsibilities, consider modifying job descriptions, or investing in software solutions.

Administrative Prioritization: Timeline

March 11 – 22 (2 weeks)

- The Administrative Prioritization Committee will meet to introduce the project overview, process, timeline, and reporting assignments.

April 1 – 30 (4 weeks)

- Finance and Administration and Academic Affairs will prepare financial, metrics, structure, and other relevant information for each SUAPUIF.

May 6 – 17 (2 weeks)

- The Administrative Prioritization Committee will meet to discuss the financial, metrics, and structure, and other relevant information for each SUAPUIF.
- Personnel reporting for each administrative unit will be finalized.

Administrative Prioritization: Timeline

May 20 – June 14 (4 weeks)

- All administrative units will receive their SUAPUIF **on or before Monday, May 20**.
- Administrative units will enter data and complete the forms.
- Communications about information needs will flow through the reporting structure.
- Administrative Prioritization Committee will continue to meet to solve any problems that arise from the reporting process.
- SUAPUIF will be **due on or before Friday, June 14**.

June 17 – July 12 (4 weeks)

- All SUAPUIF submissions will be reviewed by Administrative Prioritization division heads, Interim Provost, and Vice President for Finance and Administration.
- Supplemental information may be requested.
- Preliminary decisions will be made regarding prioritization and discussed with Administrative Prioritization Division Heads.

July 15 – 26 (2 weeks)

- The Interim Provost and Vice President for Finance and Administration will discuss the Administrative Prioritization decisions with the President and final recommendations will be forwarded to the Board of Governors from the President.

Administrative Prioritization: Information Sharing

- See weekly updates from the Office of the Provost.
- Questions?

Noteworthy Highlights

- Revenue Generation/Cost Savings Committee Update
- Organizational Structure
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- SB10 Update

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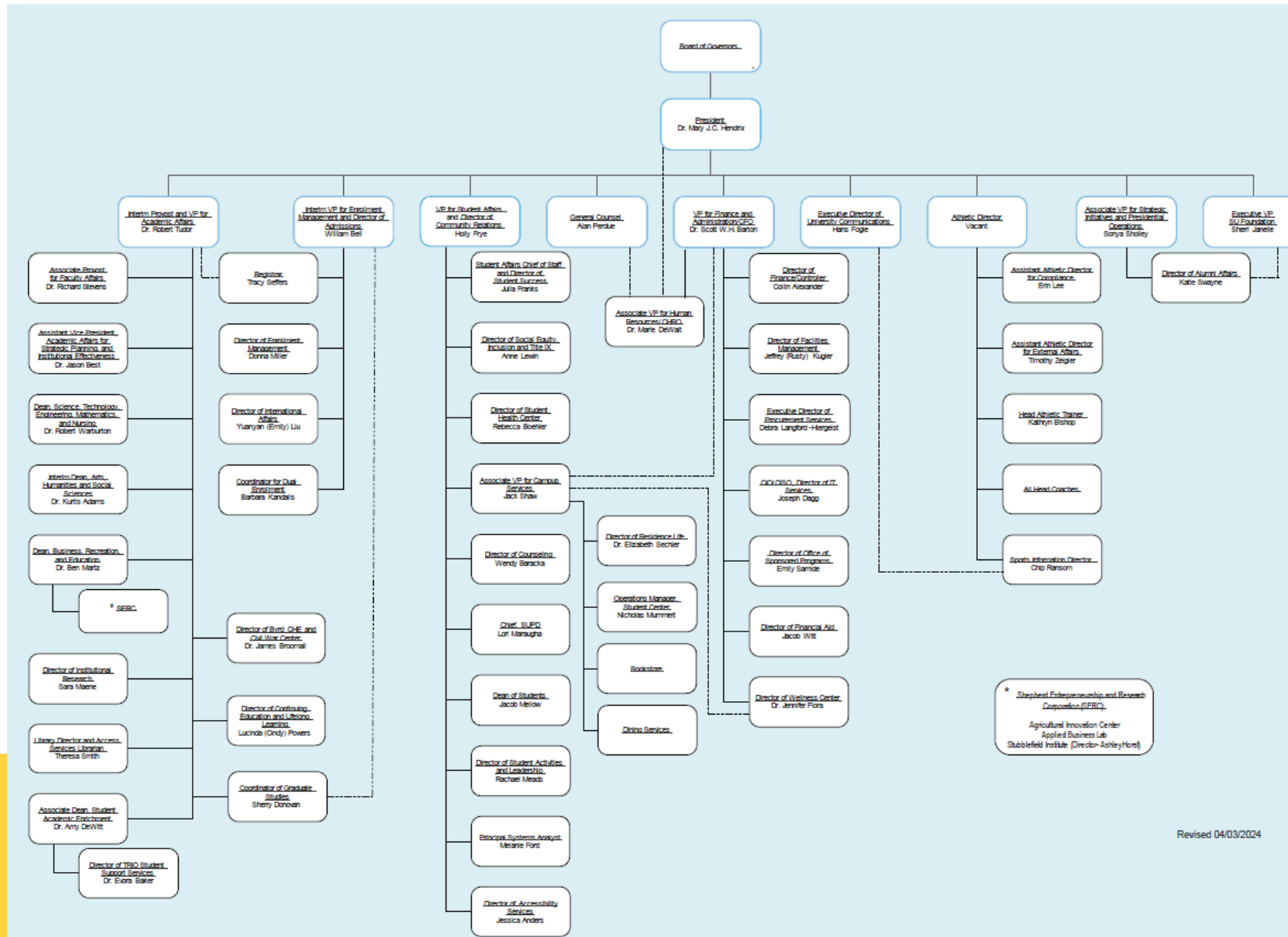
Revenue Generation/Cost Savings Committee Update

- Last summer, a Committee (Jenny Flora*, Scott Barton, Jim Dovel, Nick Mummert, Alan Perdue, and Jack Shaw) was formed to develop recommendations that could be implemented (174 ideas were submitted, duplicates/unviable ideas were removed, and 145 suggestions moved to the next phase).
 - New Revenue Identified: Successfully identified opportunities generating an additional \$130,000 in new revenue (including new dining retail, aquatics programming at the Wellness Center, and external service revamping with price increases in the Wellness and Student Centers).
 - Cost Savings Achieved: Through meticulous review and implementation of strategic initiatives, achieved \$95,000 in cost savings (renegotiated Unifirst contract and staff expense restructuring across auxiliaries).
- Status of Human Resources Building Sale
- YMCA Daycare Project Spotlight: This initiative not only promises to share the cost of utilities for the dining hall but also fund renovations within the building.
- Congressionally Directed Spending Awards to begin July 1, 2024: \$250,000 for the Byrd Congressional Center; \$250,000 for the Stubblefield Institute; and \$2,235,000 for Academic Classrooms and Auditorium Improvements.
- Shepherd University Foundation Day of Giving, March 6th, resulted in \$177,365 to support academic and athletic programs.

Organizational Structure

Shepherd.edu/hr/hr-related-links

- [Organizational Chart](#)



Revised 04/03/2024



**Enjoy the
beauty
of spring!**