

# Millersville University **Strategic Planning and Budget Update**

Presented by Dr. Lisa Shibley & Mr. Roger Bruszewski

*April 2016*



# Did You Know?

- **In 2013, when Dr. Anderson arrived at Millersville University, we faced a structural deficit of more than \$8 million**
- **For the past 3 years we have been dependent on reserves to balance the budget annually**
- **Retirement costs have increased more than 150% since 2009, from \$3.5 million to \$8.7 million annually**



# Did You Know?

- **Over the past 5 years, we have cut more than \$32 million from our overall budget**
- **Demographic shifts have resulted in declining enrollments**
- **Regarding campus space inventory, we are 150,000 square feet over PASSHE regulations**



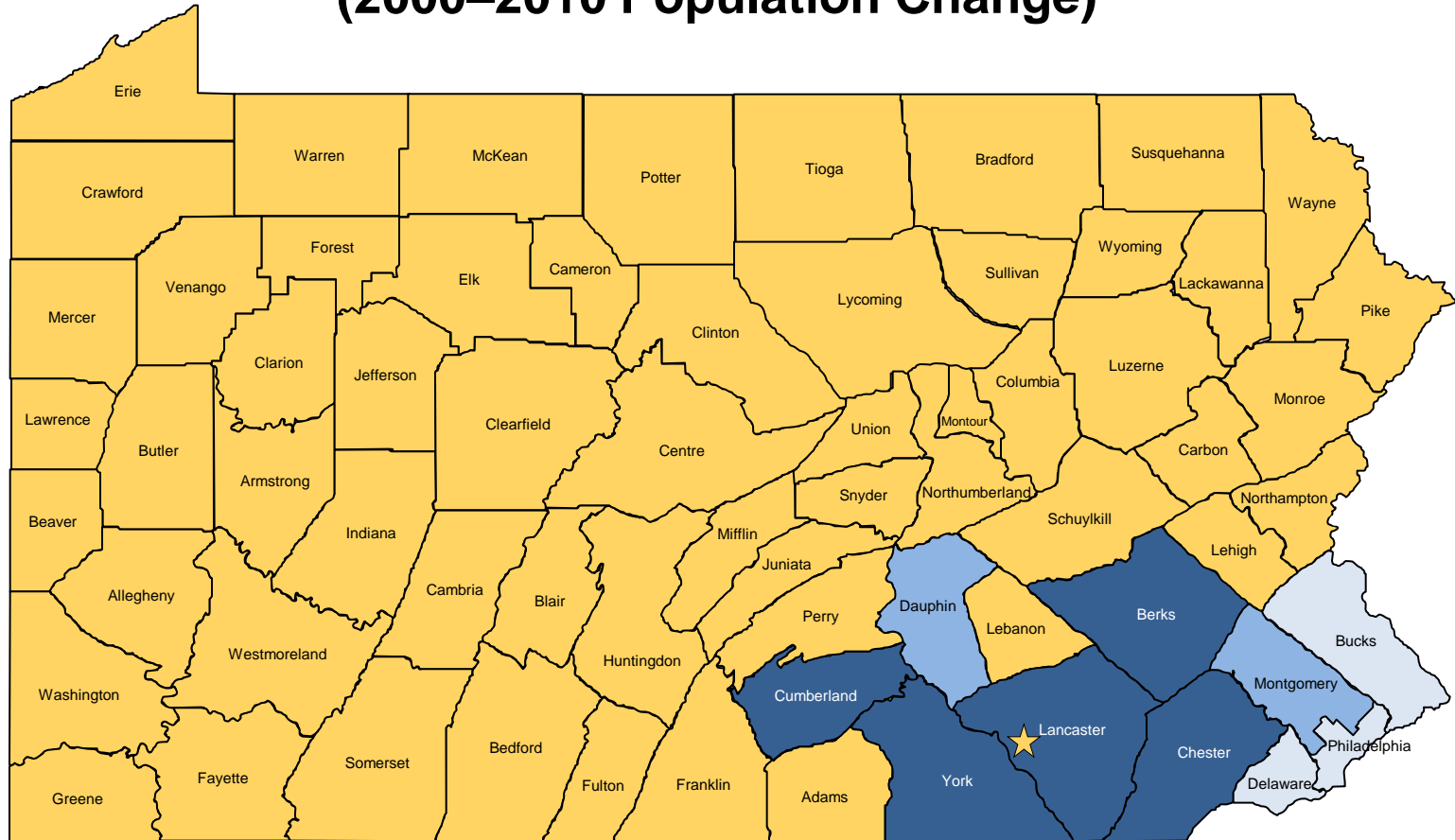
# Summary of Issues...

- **Fewer PA high school graduates**
- **More competitive recruitment field**
- **Declining new student profile**
- **Declining retention rates**
- **Declining operating margins**



# Fall 2015 Headcount Enrollment

## Top 10 Counties: 82% of Students (2000–2010 Population Change)



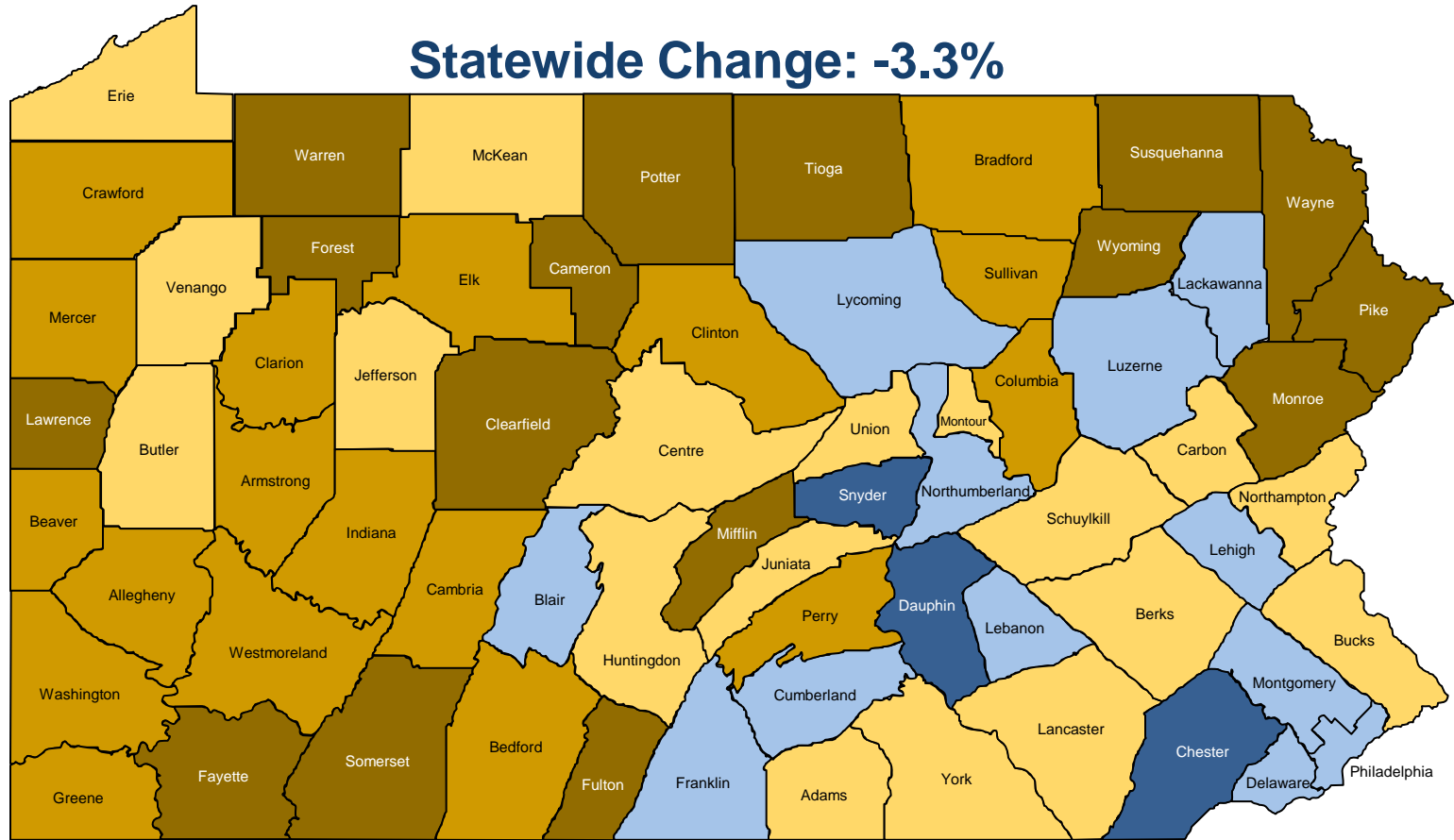
**Percentage Change**

Less than -5.1
  -5.1 to -0.1
  0 to 5.0
  5.0 to 9.9
  10.0 or more

# Pennsylvania County High School Graduates

## *Projected Change: 2014–2024*

**Statewide Change: -3.3%**



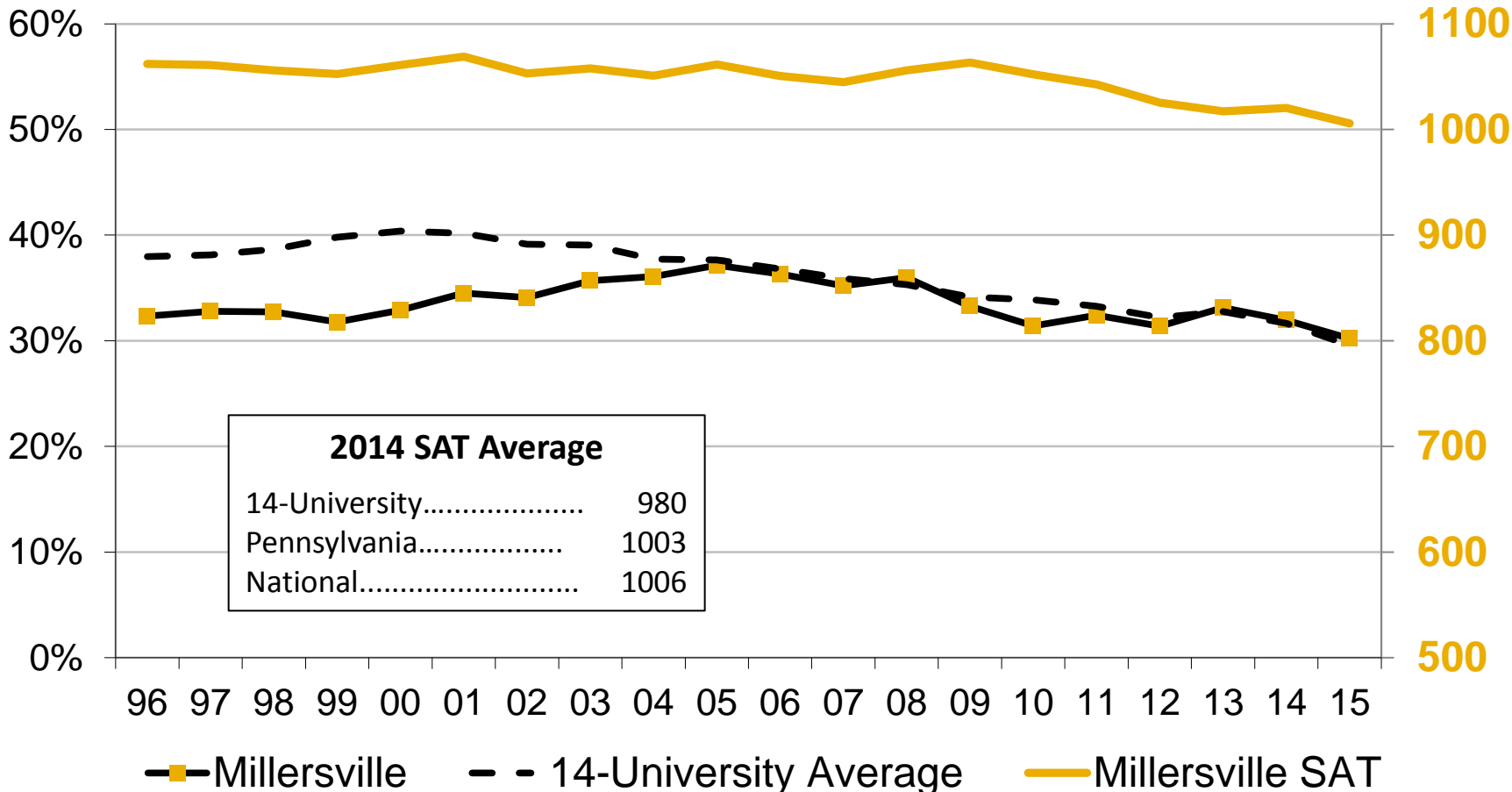
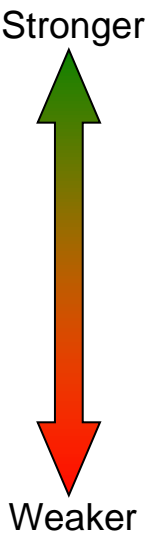
**Percentage Change**



# Matriculation/SAT

Matriculation

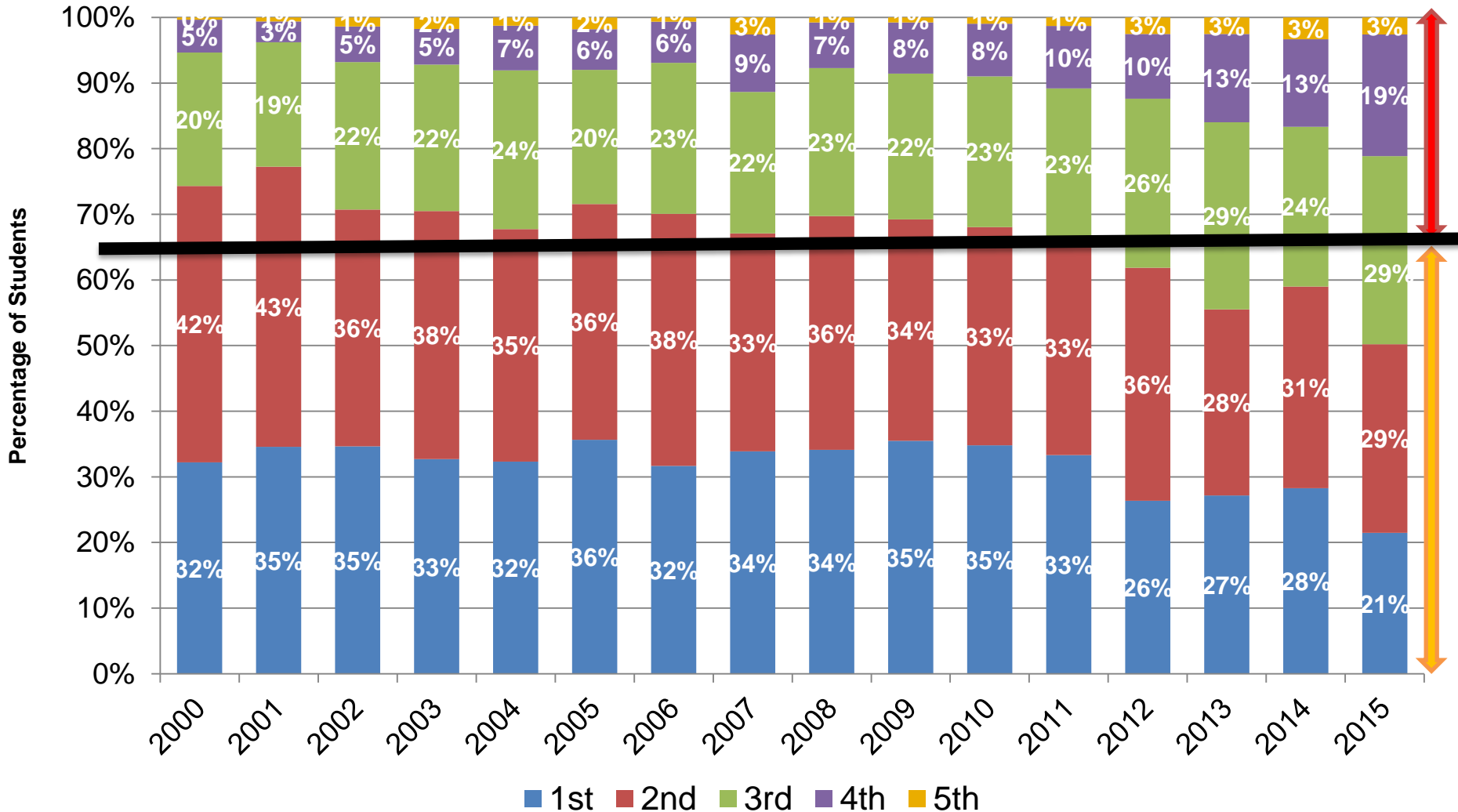
SAT



Median Aa3 (2014) = 33.6%

Matriculation—% of accepted students who enroll

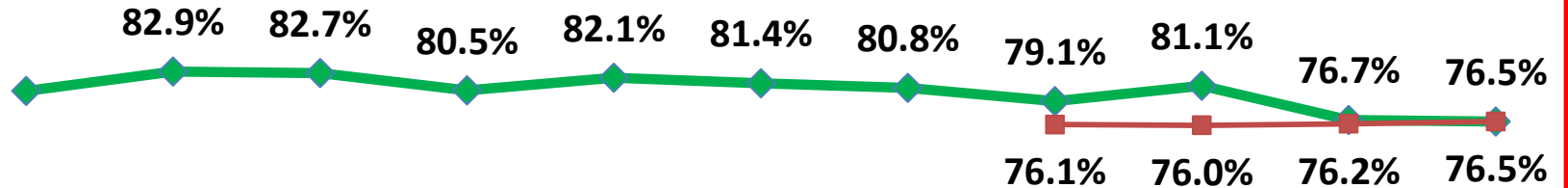
# HS Class Rank Tier Percentage of New Fall First-Time, Full-Time, Baccalaureate Degree-Seeking Freshmen





# First to Second-Year Persistence Rates

(First-Time, Full-Time Students)

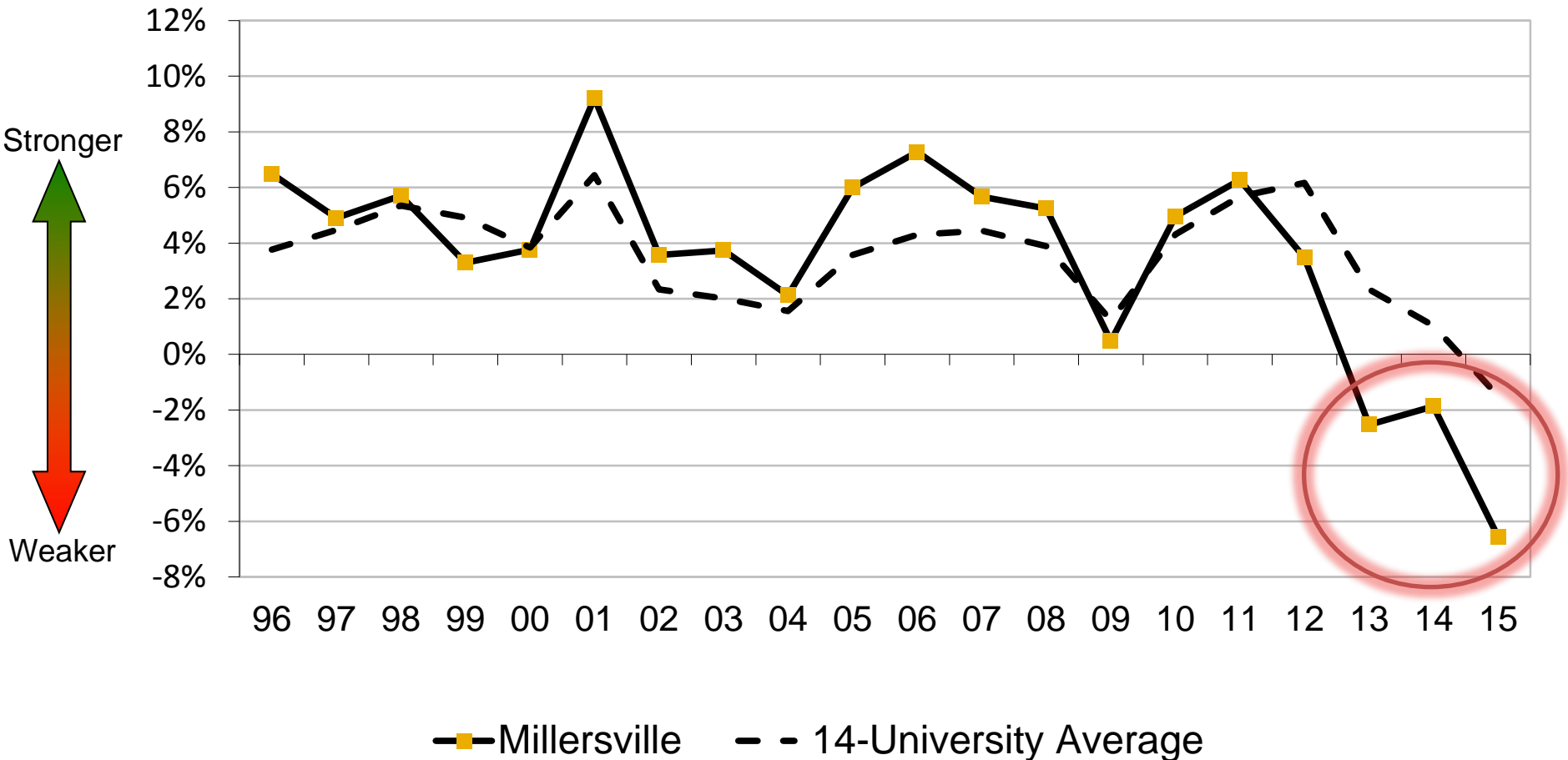
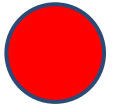


◆ Millersville University (First-Time Freshmen)

■ National Average (First-Time Freshmen)

Fall 2004 Cohort   Fall 2005 Cohort   Fall 2006 Cohort   Fall 2007 Cohort   Fall 2008 Cohort   Fall 2009 Cohort   Fall 2010 Cohort   Fall 2011 Cohort   Fall 2012 Cohort   Fall 2013 Cohort   Fall 2014 Cohort

# Annual Operating Margin



Median Aa3 (2014) = 1.9%

Annual revenues less expenses divided by total revenues

# How are we addressing the challenges? By focusing on:

- Improving student success—  
***Engaging Learners***
- Generating new revenue—  
***Ensuring Success***
- Enhancing culture—  
***Embracing Agility***

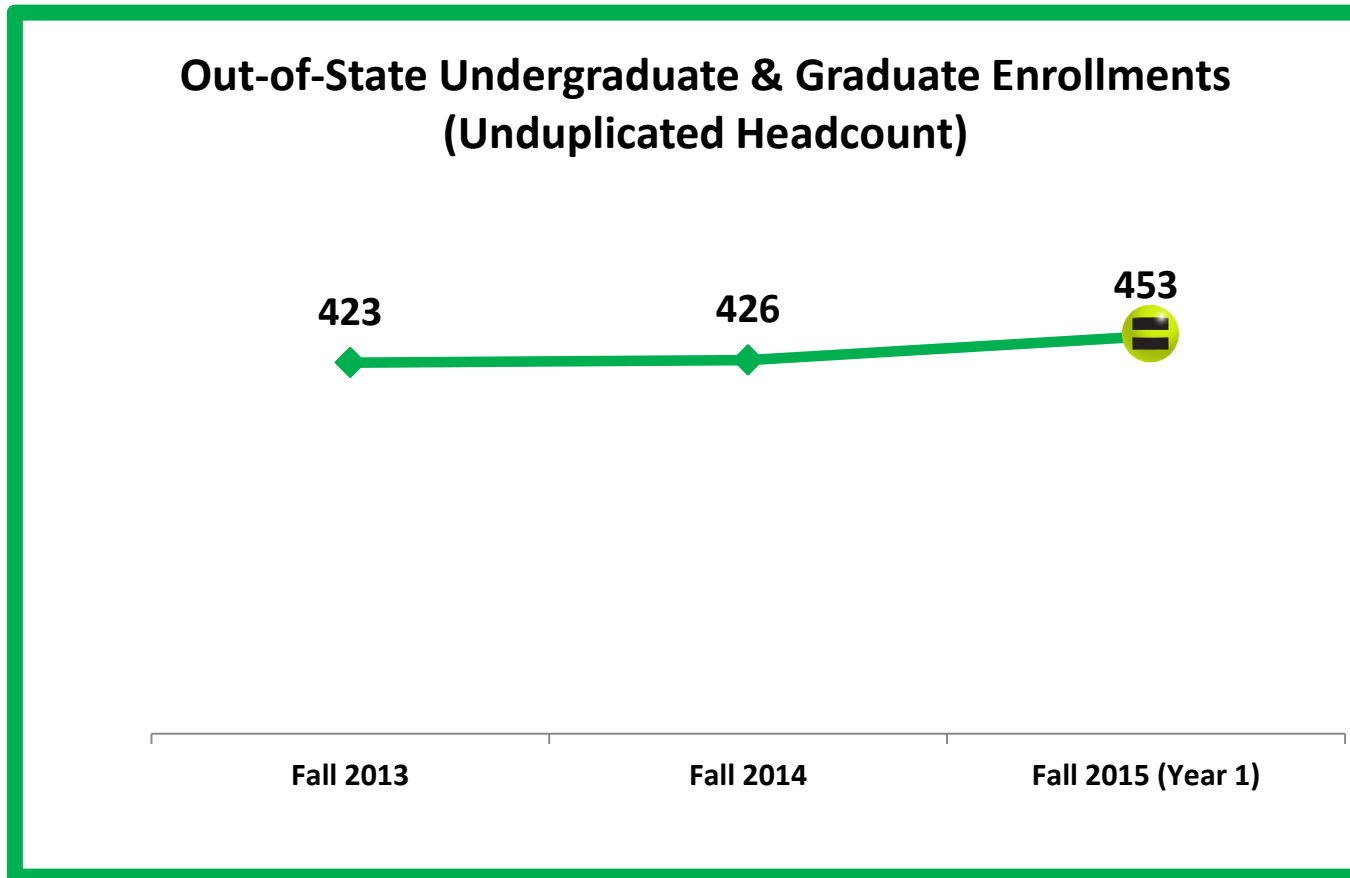


# What is our new Strategic Enrollment Plan?

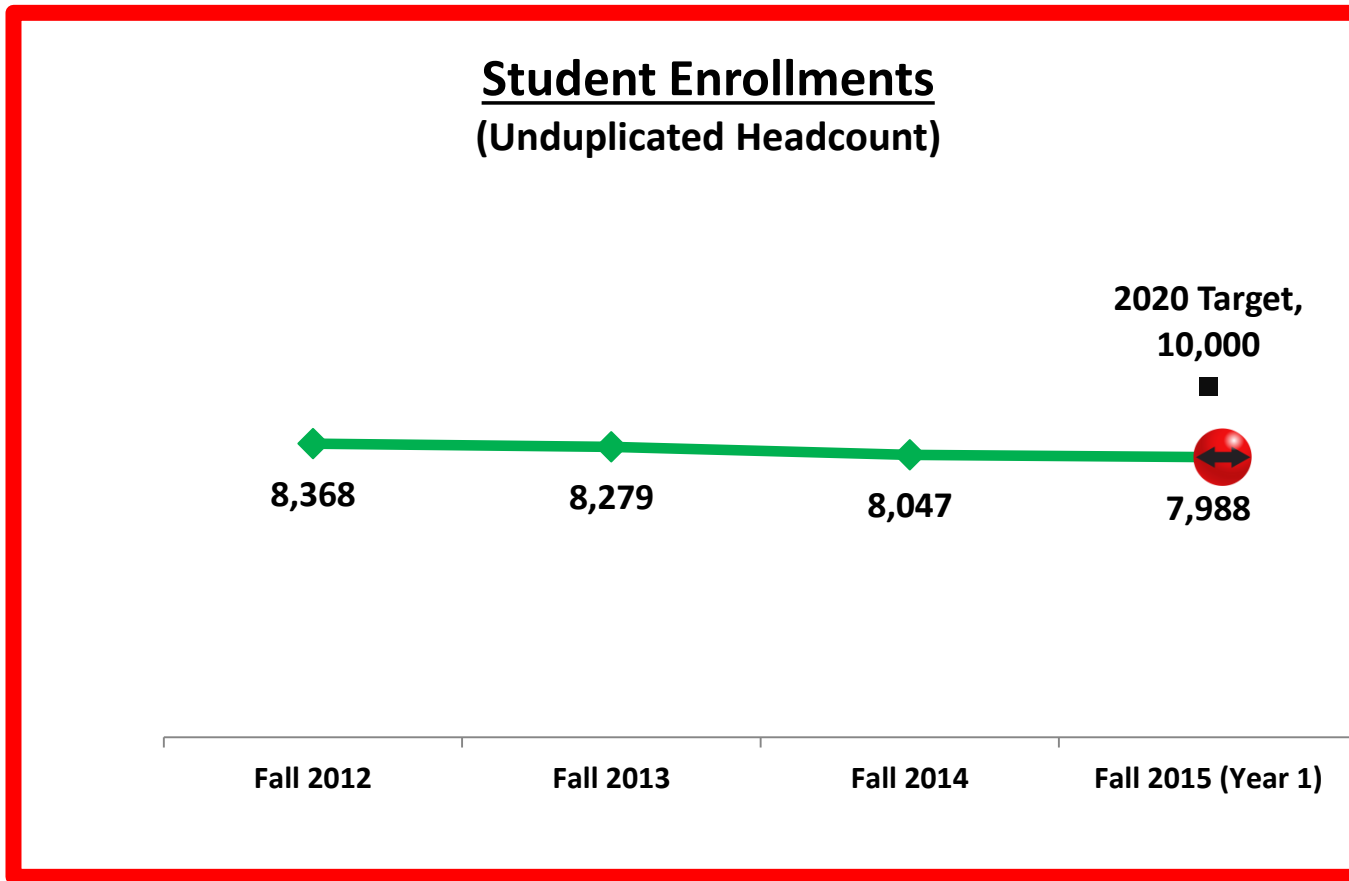
- **Out-of-state markets**
- **International markets**
- **Online degree completion (RN to BSN)**
- **Optimizing recruitment of traditional students → Focused on admissions yields**
- **Customer Relation Management**
- **Multi-Disciplinary Studies program options**
- **Three new doctoral programs**
- **Graduate programs and certificates**



# How are we doing?



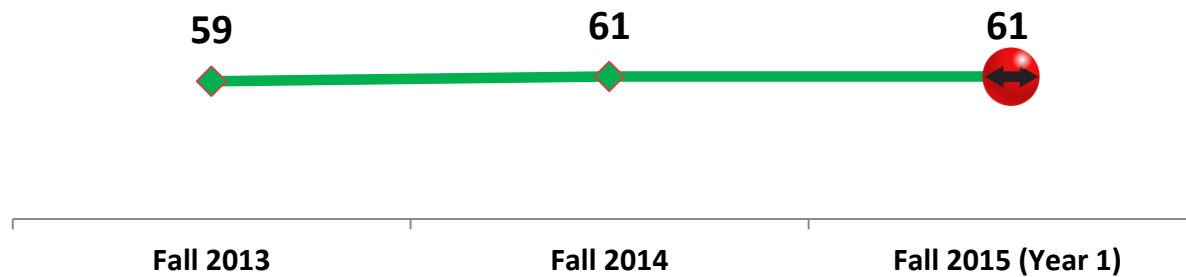
# How are we doing?



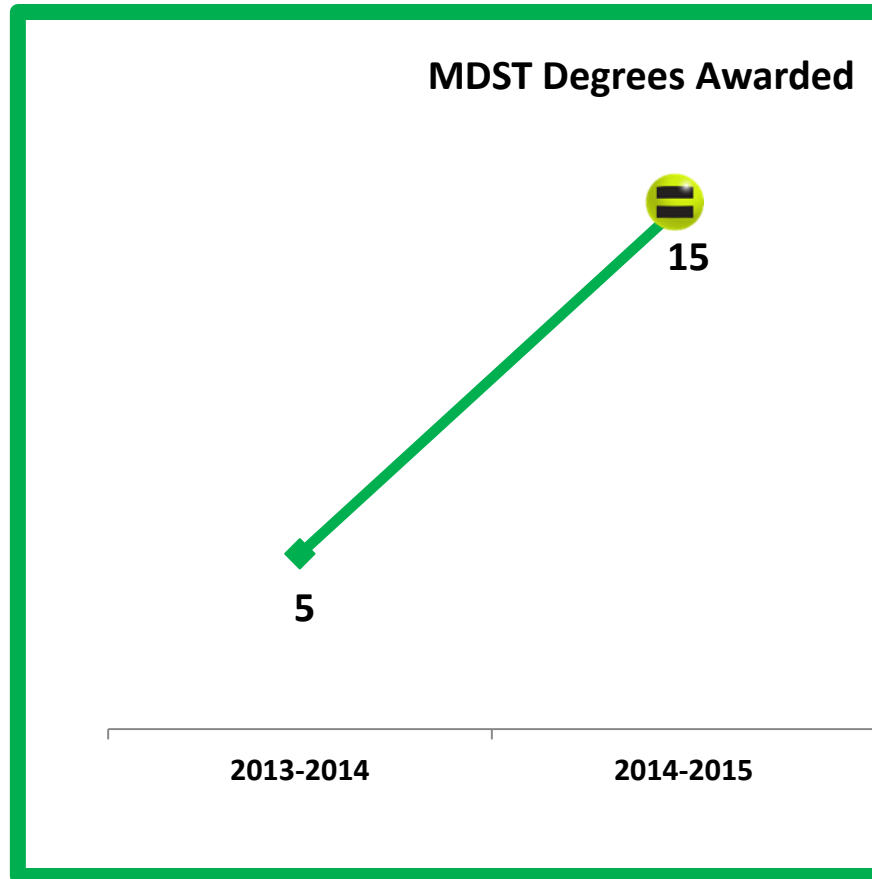


# How are we doing?

Undergraduate and Graduate International Students  
(Unduplicated Headcount)



# How are we doing?



# How are we doing?

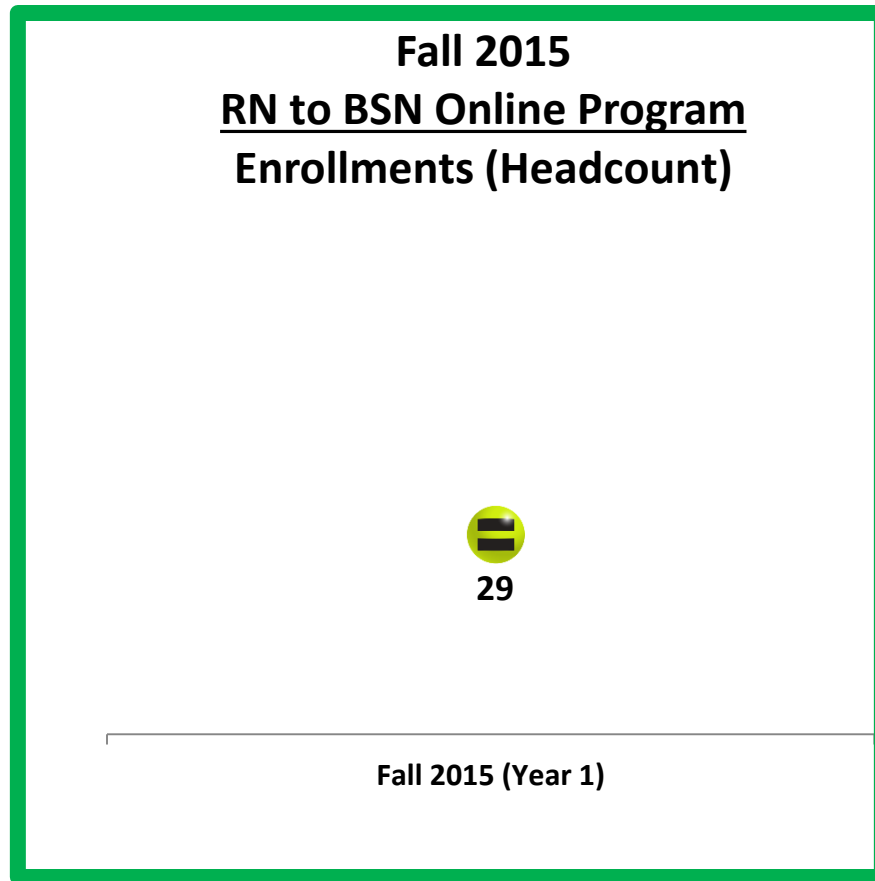
## Fall 2015 Doctoral Student Enrollments (Headcount)

13



Fall 2015 (Year 1)

# How are we doing?



# How did we fund strategic initiatives?

<b>Total Source of Funds</b>	<b>1,531,158</b>
<b><u>Use of Funds</u></b>	
RN-BSN Program Start-up	237,427
Enrollment Management - Recruiting	496,384
DSW Program	2,888
International Student Recruitment	142,896
Funding of new positions associated with new program development	312,190
Capital Campaign Feasibility Study	65,000
<b>Total Use of Funds</b>	<b>1,256,785</b>
<b>Available Balance</b>	<b>274,373</b>

# Additional **BOLD** Path strategies:

- **Student Success Center**
- **International Student Success Center**
- **No Gap Agility Team**
- **Smart Scheduling Agility Team**
- **Redesigning MSP and LPP programs**
- **Engaging students in study abroad / undergraduate research / internships / learning communities**
- **Student Welcome Center / Net Zero Energy Building**
- **Climate Action Plan**
- **Electrical Infrastructure Upgrade Initiative**
- **Leveraging scholarships and financial aid**
- **Scholarship & Financial Aid Agility Team**
- **Per credit tuition model**





# PER-CREDIT TUITION

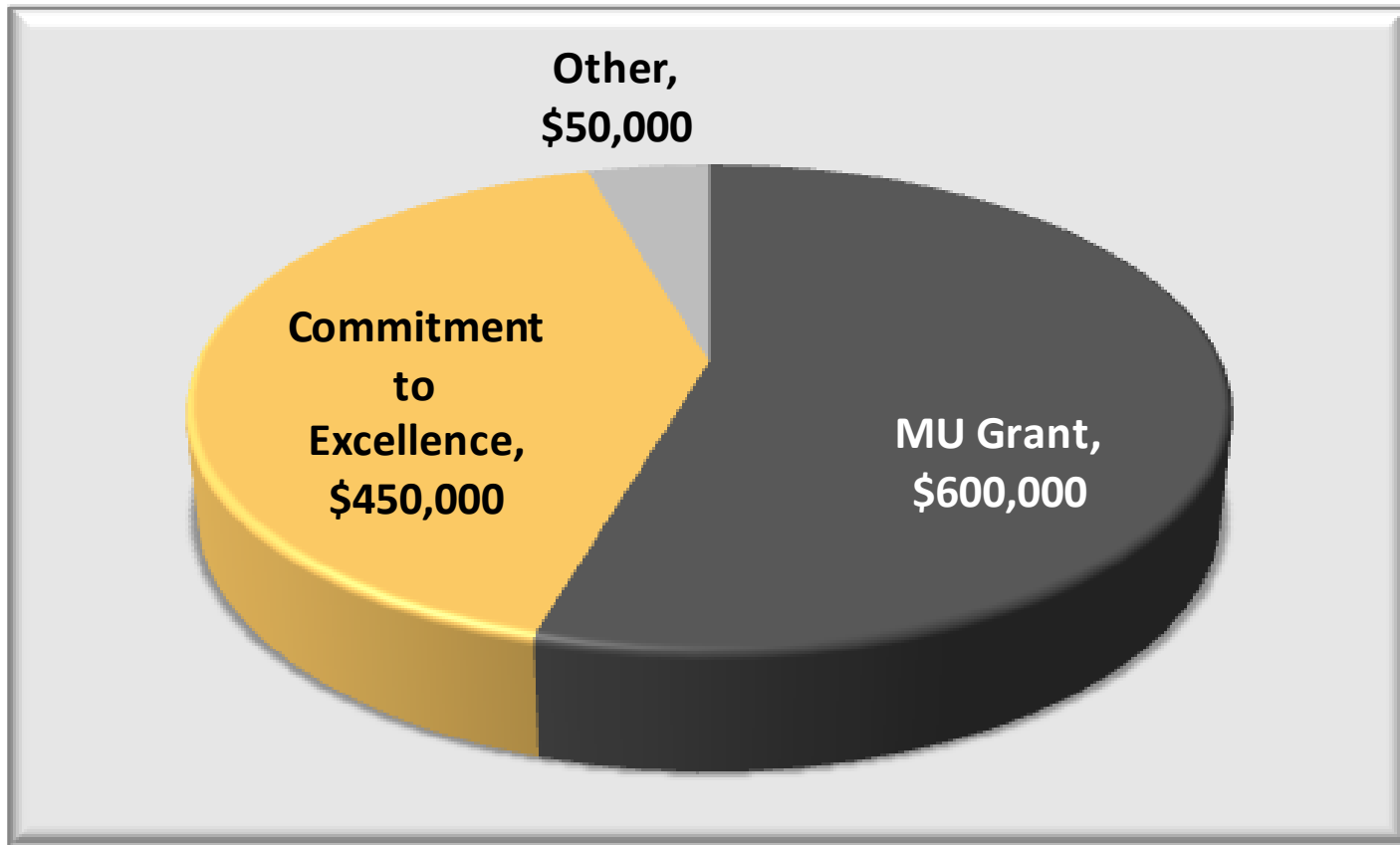
- Applies to undergraduate resident students only.
- Tuition is assessed on every credit.
- Replaced the hybrid model whereby students enrolled in 12-18 credits were charged a flat rate.
- The pilot program is based on three year implementation plan.
  - 2014-15 – 7% roll back
  - 2015-16 - 4% roll back
  - 2016-17 - 1% roll back
  - 2017-18 - students will be paying the established PASSHE per credit rate

# Structural Deficit Eliminated

	Tuition Revenue at Per-Credit Rate	Tuition Revenue at Full-Time Rate	Additional Revenue Generated
Fall 2014	\$ 24,289,901	\$ 22,118,690	\$ 2,171,211
Spring 2015	21,934,062	20,135,925	1,798,137
<b>Total 2014-15</b>	<b>\$ 46,223,963</b>	<b>\$ 42,254,615</b>	<b>\$ 3,969,348</b>
Fall 2015	\$ 25,002,599	\$ 22,223,284	\$ 2,779,315
Spring 2016	22,609,228	20,235,264	2,373,964
<b>Total 2015-16</b>	<b>\$ 47,611,827</b>	<b>\$ 42,458,548</b>	<b>\$ 5,153,279</b>
<b>TOTAL REVENUE \$ 9,122,627</b>			

One year ahead of schedule!

# 2015-16 Financial Aid Available



Total Aid Set Aside \$1,100,000

**MILLERSVILLE UNIVERSITY**  
**Current Unrestricted Fund**  
**Educational and General Budget Projection**

	2014-15 ACTUAL	2015-16 ORIGINAL BUDGET	2015-16 FALL REBUDGET	2015-16 SPRING REBUDGET
<b>I. SOURCE OF FUNDS</b>				
Prior Year Carryover	4,603,682	1,572,718	3,599,584	2,608,725
State Appropriation	30,180,311	31,805,319	30,582,114	32,145,404
University Revenue - Tuition, Fees, Miscellaneous	81,954,070	86,510,727	85,815,159	85,602,796
<b>TOTAL SOURCE OF FUNDS</b>	<b>116,738,063</b>	<b>119,888,764</b>	<b>119,996,857</b>	<b>120,356,925</b>
<b>II. USE OF FUNDS</b>				
Personnel Compensation	84,952,004	92,767,252	88,984,645	88,271,443
Services, Supplies, & Other Exp	21,032,015	22,024,950	23,628,567	23,393,275
Capital Expenditures	3,417,596	329,033	329,525	331,595
Transfers To & From Plant & Endowment	4,062,685	7,161,347	6,789,594	6,800,740
Reserve for Future Commitments	2,858,518	1,245,715	1,246,467	1,634,121
<b>TOTAL USE OF FUNDS</b>	<b>116,322,818</b>	<b>123,528,297</b>	<b>120,978,798</b>	<b>120,431,174</b>
<b>TOTAL EXCESS/(SHORTFALL)</b>	<b>415,245</b>	<b>(3,639,533)</b>	<b>(981,941)</b>	<b>(74,249)</b>

**MILLERSVILLE UNIVERSITY**  
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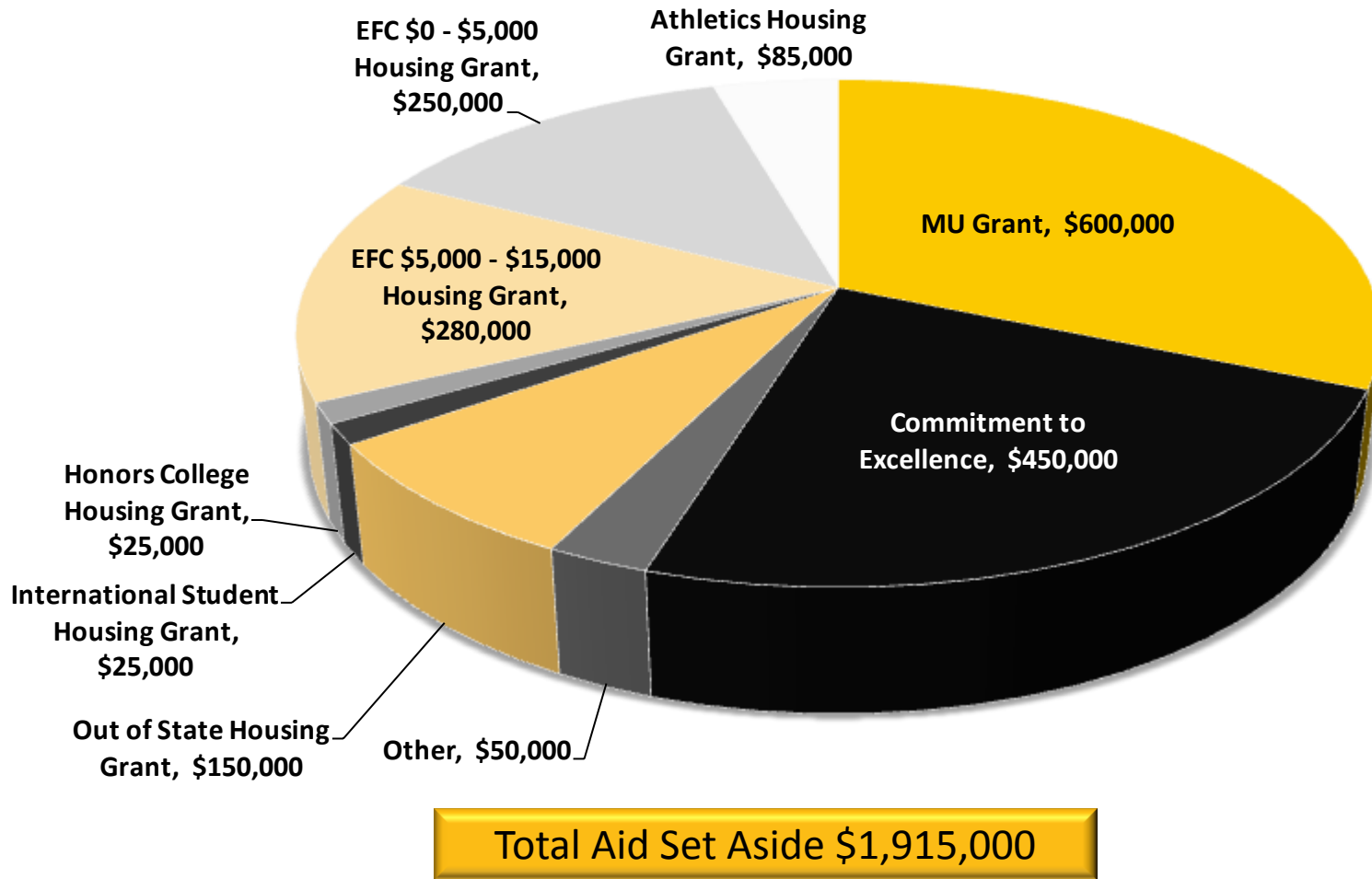
	Assumes 3% tuition rate Increase 2016-17 ORIGINAL BUDGET	Assumes 3% tuition rate Increase 2017-18 ORIGINAL BUDGET
<b>I. SOURCE OF FUNDS</b>		
Prior Year Carryover	915,160	461,406
State Appropriation	33,716,781	33,716,781
University Revenue - Tuition, Fees, Miscellaneous	91,468,728	95,739,323
<b>TOTAL SOURCE OF FUNDS</b>	<b>126,100,669</b>	<b>129,917,509</b>
<b>II. USE OF FUNDS</b>		
Personnel Compensation	93,118,386	93,924,815
Services, Supplies, & Other Exp	23,484,682	24,069,082
Capital Expenditures	361,070	411,164
Transfers To & From Plant & Endowment	7,332,990	7,350,933
Reserve for Future Commitments	1,391,419	1,757,638
<b>TOTAL USE OF FUNDS</b>	<b>125,688,547</b>	<b>127,513,632</b>
<b>TOTAL EXCESS/(SHORTFALL)</b>	<b>412,122</b>	<b>2,403,878</b>



**Unknowns**

- Governor's budget
- Tuition increase
- Benefit cost increases
- No contracts settled

# 2016-17 Financial Aid Available





# Change of Course; by 2020

- Work with Faculty Senate to require 2 high impact practice experiences as a graduation requirement
- Emphasize design of online programs vs online college
- Revise how we monitor undergraduate student research



# Change of Course; by 2020

- Grow to 9,000 students (headcount) by 2020, while continuing to pursue longer term growth to 10,000 students. The 2020 target includes:
  - Increasing graduate enrollments to 1,100
  - Growing online program enrollments to 1,000
  - Adding 125 new out-of-state students
  - Adding 50 new international students



## Our BOLD Path Strategic Plan

Dashboard Update  
December 2015



Millersville University



PRESIDENT'S REPORT 2014-15



Millersville University

### Budget Issues

Budget Home > Budget Issues

<b>Budget Home</b> About Us Staff	<b>Events/Announcements</b> 2015-16 Preliminary Original Budget	<b>Budget Suggestions Feedback</b> The Budget Office has received many suggestions and comments. Thank you for your feedback and enthusiasm. Many suggestions are repeats of others, some are very specific to people, programs and activities.  In an effort to keep you informed of the Budget Transformation cost savings that have occurred over the past several years, the Budget Office will feature some of the implemented cost-savings initiatives. Our goal is to let you know we have been fiscally prudent in these difficult budget times and your feedback and ideas have been valued.
<b>Budget Issues</b> • Residence Life Video Project Resource Requests Budget Transfer Request Forms Procedure Manuals	<b>Cost Savings Initiatives</b> <b>Mission:</b> To create savings in supplies and energy costs while reducing our carbon footprint. <b>Targeted savings:</b> <ul style="list-style-type: none"><li>• supplies</li><li>• energy costs</li></ul> <b>Initiatives:</b> To implement multi-function devices University-wide and reduce the need and dependence on desktop printers, copiers and faxes. <b>Benefits of Multi-Function Device Implementation</b> <ul style="list-style-type: none"><li>• Standard configurations include upgrades (in most</li></ul>	
<b>Millersville University and PASSHE Presentations</b>  Download one of the past presentations: <ul style="list-style-type: none"><li>• 2014 - Fall Open Forum Budget Presentation</li></ul>		

# Resources Available

## Our BOLD Path Dashboard

<http://www.millersville.edu/iea/strategic-planning/files/sac20160219workshop/december2015dashboardupdate.pdf>

## President's Annual Report

<http://www.millersville.edu/iea/strategic-planning/files/6255-pres-0915-jl-annual-report-final.pdf>

## Budget Updates

<http://www.millersville.edu/budget/budget-issues/index.php>



Millersville University





A close-up photograph of a stained glass window. The central focus is the Millersville University crest, which is circular and features a central lamp of knowledge. The crest is surrounded by a laurel wreath. The word "MILLERSVILLE" is arched across the top, and "SNS" is prominently displayed in a shield at the bottom. The Latin motto "FIAT LUX" is visible on either side of the shield. The background of the window consists of various geometric and floral patterns in shades of blue, yellow, and white.

**QUESTIONS?**