

Millersville University Strategic Planning and Budget Update

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Millersville University



Year Two Summary

Goal A: Engage Learners



Accomplished

- FIU contract to support faculty professional development
- Up to 175 opportunities for living learning communities



On Target

- Student Success Center
- Institutional Support for Undergrad Research
- External Support for Undergrad Research
- Living Learning Communities
- Study Abroad



Positive Progress

- First Year Retention Rate for first time freshmen
- Summer student research opportunities



Challenges

- For-credit Internship engagement
- Engage in 2 out of 8 high impact practices by graduation

Year Two Summary

Goal B: Ensure Success



Accomplished

- Per Credit Tuition Model
- Online RN to BSN
- Adoption of 3 new doctoral programs



On Target

- Total Private Giving
- Total Endowed Funds
- MDST Graduates
- Doctoral Programs
- New Out of State and International Students



Positive Progress

- Under-Represented Minority Student Success
- International student success center
- English Language Institute



Challenges

- Total Enrollment Headcount

Year Two Summary

Goal C: Embrace Agility



Accomplished

- Common Hour



On Target

- Become Carbon Neutral
- Net Zero Energy Building
- Redesign processes
- Agility Teams



Positive Progress

- Student research initiative (No Gap)
- Smart Scheduling



Challenges

- Foster an environment of creativity and innovation

Strategic Advisory Council

Explore creativity and innovation to address strategic issues

- Writing Center
- CAMP IDEA II
- New Employee Orientation



Strategic Plan

<http://www.millersville.edu/services/iea/planning/>



Strategic Planning Initiatives Funding

	2014-15 Budget	2014-15 Actual	2015-16 Budget	2015-16 Actual	Updated 1/5/17 2016-17 Budget
Source of Funds					
Carryforward from Prior Year			740,830	740,830	1,454,679
BOG Waiver Excess 14 - 15	125,888	135,702			
BOG Waiver Excess 13 - 14		125,888			
Health Care Reserve	409,649	409,649			
Administrative Overhead for Shenks/Reighard	153,718	153,718			
Reimbursement from SSI contributions			150,000		
Year-end Excess 14 - 15	356,659	356,659	335,245	335,245	
Year-end Excess 15 - 16				1,000,000	
Total Source of Funds	1,045,913	1,181,615	1,226,075	2,076,075	1,454,679
Use of Funds					
On-Line Administration	42,000	See below			
RN-BSN Program Start-up	250,793	187,897	49,530	242,568	196,883
BSW Program Start-up					252,453
Online Marketing Cert Program Start-up					98,758
Enrollment Management - Recruiting	250,000	250,000	246,384	246,384	-
Enrollment Management - Whiteboard Contract				-	19,000
DSW Program		2,888		(2,888)	
DNP Program				7,379	
International Student Recruitment			142,896	67,380	15,027
Mentoring and Student Research Initiative (3 years budget)					173,259
Capital Campaign feasibility study			65,000	-	140,000
Funding of new program positions			312,190	-	
MD Higher Ed Commission Online App Deposit				60,573	
Elliance Branding research					19,200
Elliance Branding research - Supplement (12/12/16)					5,000
Website redesign - 18 month project - reserve					305,800
Total Use of Funds	542,793	440,785	816,000	621,396	1,225,380
Available Balance	503,120	740,830	410,075	1,454,679	229,299

Budget Balancing Measures

Budget Reductions/Revenue Generating Options 2012-13 through 2015-16				
	12-13	13-14	14-15	15-16
University Marketing Initiatives/Gift usage		250,000	500,000	
Operating Budget Reductions		184,727	561,559	339,135
Salary and Benefit Savings			281,883	292,307
Reduction in Equipment/Furniture/Repair & Renovation Budget		836,136		
Reduction of TPTF Positions				500,000
Selective Freeze/Elimination of Administrative Positions	1,638,609	5,237,185	2,127,206	1,584,590
Use of Contingency Reserve and fund balance to fund operating and personnel expenses	300,000	2,002,783	1,390,516	-
Additional Revenue Generated by Pilot Programs (Net of additional financial aid offered)			3,969,348	5,153,279
TOTAL REDUCTIONS/REVENUE GENERATING OPTIONS	1,938,609	8,510,831	8,830,512	7,869,311
TOTAL COST REDUCTIONS & REVENUE GENERATING OPTIONS: \$27,149,263				

MILLERSVILLE UNIVERSITY
Current Unrestricted Fund
Educational and General Budget Projection

	2012-13	2013-14	2014-15	2015-16	2016-17 *
	Actual	Actual	Actual	Actual	Original Budget
SOURCE OF FUNDS					
Prior Year Carryover	6,905,095	2,431,214	3,213,166	3,251,061	915,160
State Appropriation	30,277,192	30,872,019	30,180,311	32,145,404	33,716,781
University Revenue - Tuition, Fees, Miscellaneous	76,632,551	76,988,426	81,954,070	85,561,890	91,468,727
University Savings Needed to Balance Budget	300,000	2,002,783	1,390,516	-	-
TOTAL SOURCE OF FUNDS	114,114,838	112,294,442	116,738,063	120,958,355	126,100,668
USE OF FUNDS					
Personnel Compensation	80,838,433	81,906,289	84,952,004	85,266,412	93,118,386
Service Supplies and Other Expense	23,072,633	21,313,887	21,032,015	20,453,220	23,484,682
Capital Expenditures	1,386,220	531,781	3,417,596	377,987	361,070
Transfers To & From Plant & Endowment	6,559,060	5,776,327	4,062,685	9,246,197	7,332,990
Reserve for Future Commitments	2,258,492	2,052,841	2,858,518	4,846,238	1,391,419
TOTAL USE OF FUNDS	114,114,838	111,581,125	116,322,818	120,190,055	125,688,547
TOTAL EXCESS/(SHORTFALL)	-	713,317	415,245	768,300	412,121

Impact of Contract Settlements - PASSHE

	2016-17 Total Cost	2017-18 Total Cost	2018-19 Total Cost	Change in Annual Cost over 2015-16
AFSCME	3,425,405	7,781,782	8,899,113	20,106,300
Faculty	25,660,892	(37,242)	N/A	25,623,650
SCUPA	873,705	1,895,640	2,123,518	4,892,863
SPFPA	308,274	107,831	N/A	416,105
Coaches	722,249	204,757	1,122,346	2,049,352
OPEIU	204,968	326,668	366,966	898,602
PSSU	15,759	29,058	33,834	78,651
Total All Units	31,211,252	10,308,494	12,545,777	54,065,523
Includes salary, cash payments, payroll benefits, and healthcare changes				

Impact of Contract Settlements - Millersville

	2016-17 Total Cost	2017-18 Total Cost	2018-19 Total Cost	Change in Annual Cost over 2015-16
AFSCME	300,921	696,370	769,628	1,766,919
Faculty	1,827,484	(112,157)	N/A	1,715,327
SCUPA	63,117	149,518	142,727	355,362
SPFPA	18,688	6,302	N/A	24,990
Coaches	53,070	9,056	88,541	150,667
OPEIU	11,889	19,691	22,576	54,156
PSSU	-	-	-	-
Total All Units	2,275,169	768,780	1,023,472	4,067,421
Includes salary, cash payments, payroll benefits, and healthcare changes				

Faculty/Coaches Healthcare Benefit Changes

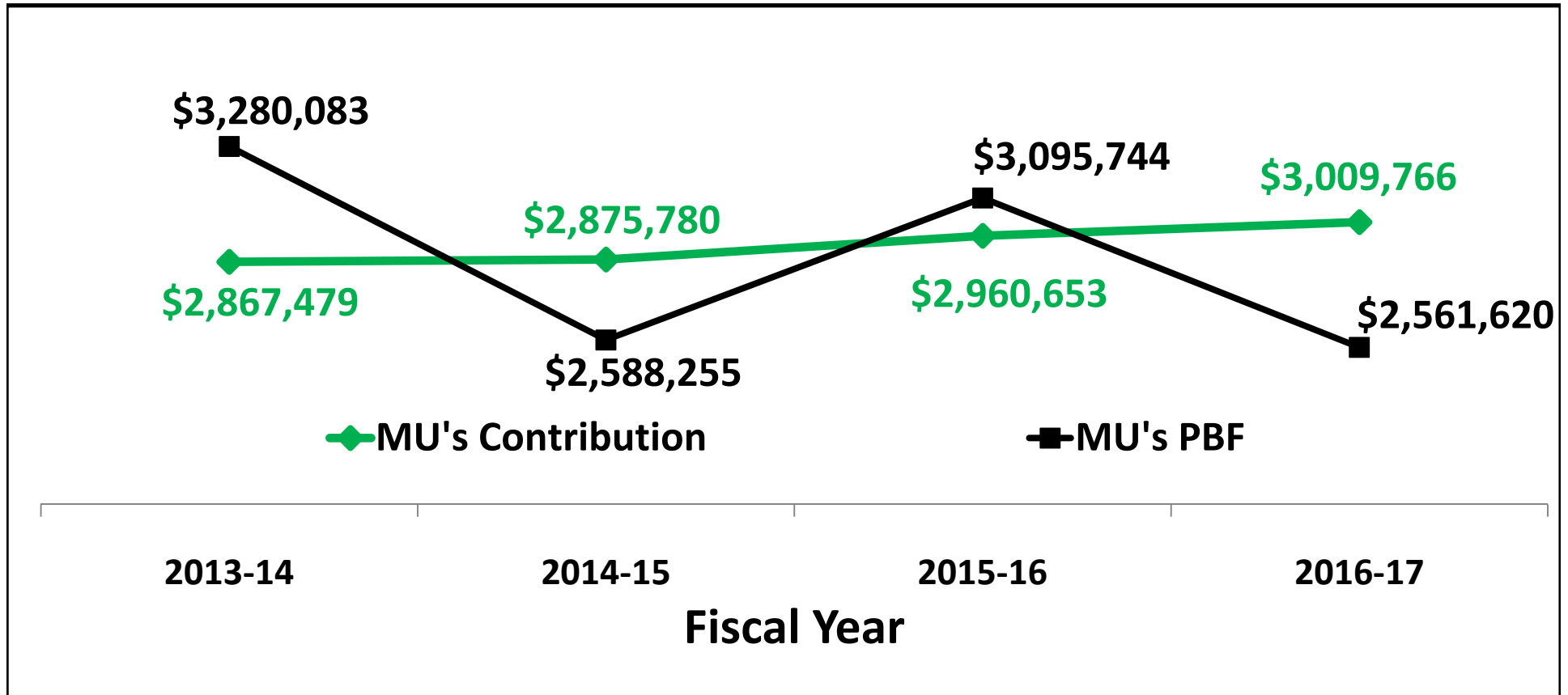
Special retiree healthcare “window” until June 30, 2017

- Faculty/coaches who are not Medicare eligible and who retire **by** June 30, 2017, will be enrolled in an annuitant PPO plan with the same plan design as the PPO plan in place on 12/31/16 for active faculty/coaches. (i.e., no in-network deductible, lower office visit, and drug co-pays).
- Will remain enrolled in this plan until they become Medicare eligible.

Employees retiring on/after July 1, 2017

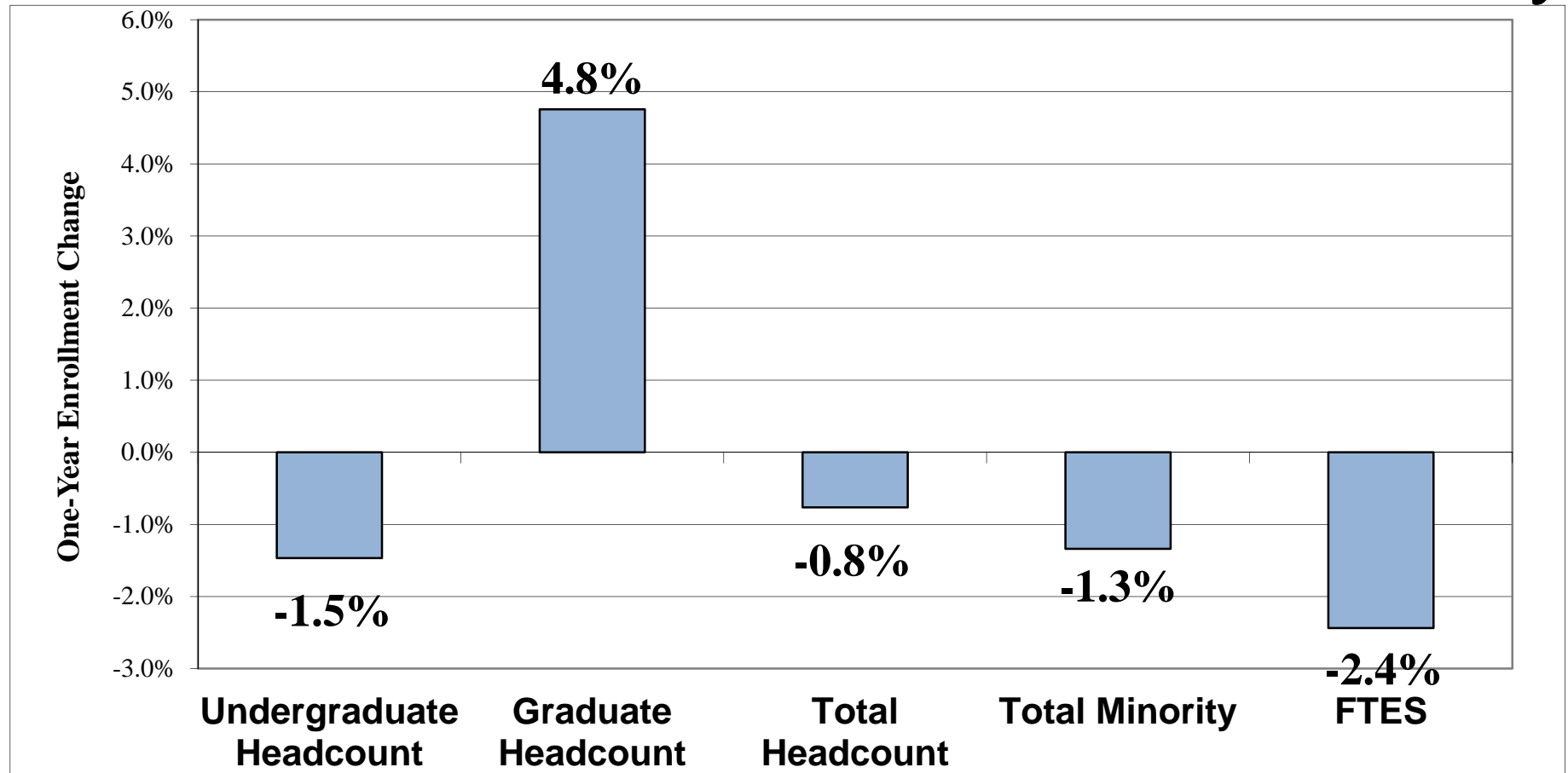
- Faculty/coaches who are not Medicare eligible and who retire **after** June 30, 2017, will be enrolled in an annuitant PPO plan with the same plan design in place for active employees, and that plan will change as active employee benefits change.

Millersville Performance Funding Contributions & Earnings



This year, Millersville lost \$448,146

Fall 2016 Official¹ Enrollment Summary



¹This report compares the official Fall 2015 census enrollments to those of Fall 2016.

Total Reduction of Tuition Revenue: \$2,835,645

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TOTAL EXCESS/(SHORTFALL)	-	713,317	415,245	768,300	412,121	(4,099,774)

Proposed Budget Balancing Strategies

Fall Rebudget Excess/(Shortfall)			(4,099,774)
Freeze "B" Priorities	516,060		
Freeze new vacant positions	607,144		
Total freezing of positions		1,123,204	
Workers compensation		100,000	
TPTF savings and revenue sharing		300,000	
Additional personnel turnover		400,000	
Scholarship savings		250,000	
PASSHE central contracts		75,000	
Recruitment advertising		30,000	
Student wage savings		75,000	
Repair and renovations budget		500,000	
Reorganizations		29,197	
Total cost savings			2,882,401
Adjusted Fall Rebudget Excess/(Shortfall)			(1,217,373)

Complement Changes

Employment Category	As of	As of	# Change	% Change
	October 31, 2013	October 31, 2016		
Faculty (permanent & temporary, full- & part-time)	470	516	46	9.79%
Executive (full- & part-time)	40	36	(4)	-10.00%
Professional (full- & part-time)	185	198	13	7.03%
Secretarial/Clerical (full- & part-time)	115	103	(12)	-10.43%
Tech/Paraprofessional (full- & part-time)	28	30	2	7.14%
Skilled Crafts (full- & part-time)	55	47	(8)	-14.55%
Service/Maintenance (full- & part-time)	167	156	(11)	-6.59%
Total	1,060	1,086	26	2.45%
Total Faculty	470	516	46	9.79%
Total Staff	590	570	(20)	-3.39%
Total Employees	1,060	1,086	26	2.45%

Definitions: Classification	Positions
Executive	Managers 200 and above
Professional	Managers, Coaches, SUA's, Nurses, Network Specialists, App Developers
Secretarial/Clerical	Clerk Typists, Admin Assistants, Stock Clerks, Storekeepers, IT Technicians, IT Generalists
Tech/Paraprofessional	Fiscal Assistants/Technicians, Library Assistants/Technicians, Artist Illustrators
Skilled Crafts	Electricians, Plumbers, Building Maintenance Foreman, Carpenters, Equipment Operators
Service/Maintenance	Police, Custodial Workers, Food Service Workers, Cooks, Security Officers

Potential Impact on Enrollments

Per Credit Tuition	Privatized Housing Project
Developing Strategies to ensure appropriate students are targeted	
\$1.1 Million additional scholarship and grant funds	\$800,000 additional housing grant funds

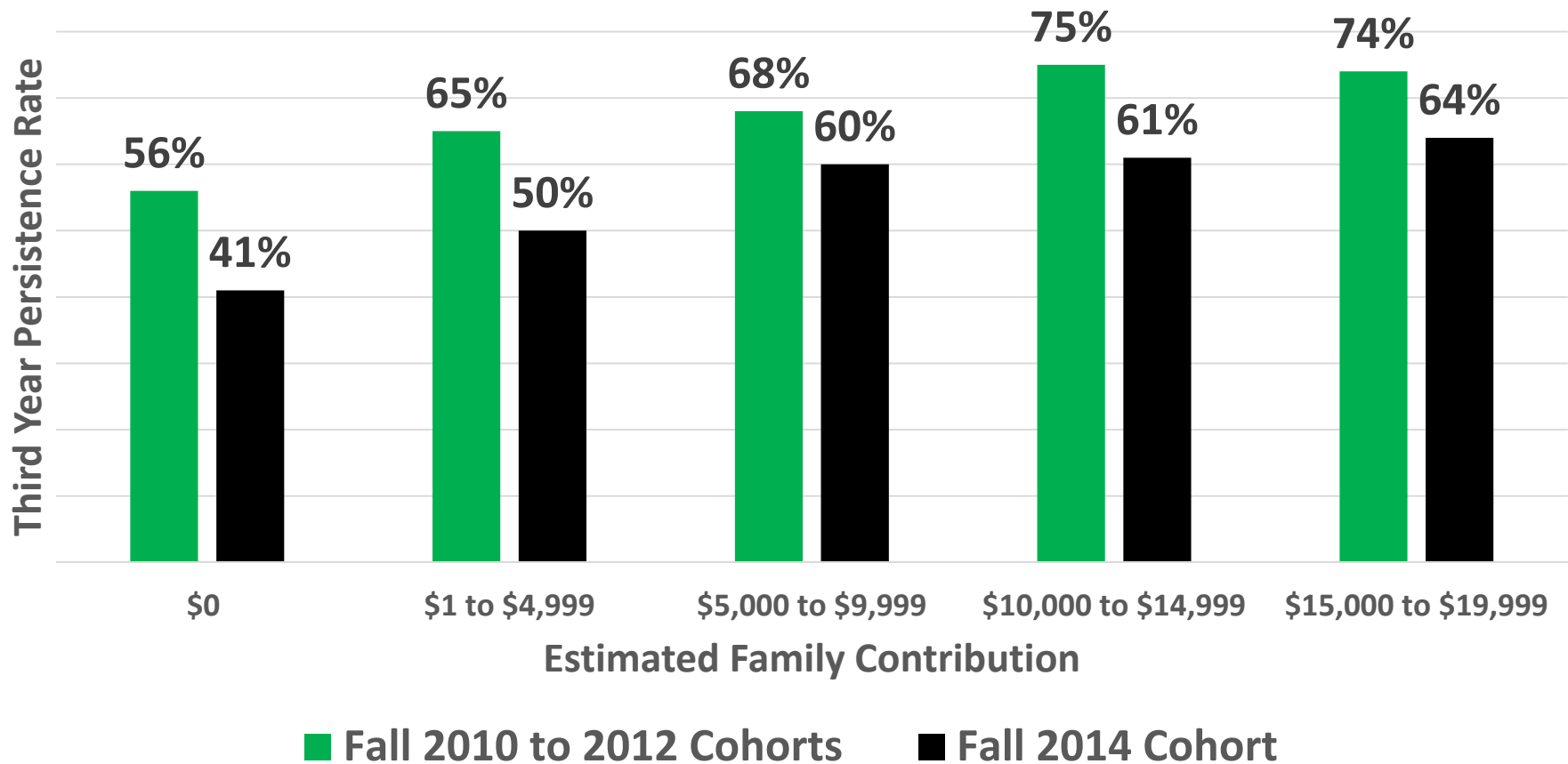
Enrollment Targets

Unduplicated Fall Headcount Enrollment

	<u>Actual</u>		<u>Projected/Targets</u>			
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Graduate Enrollment Targets						
<i>Doctorates</i>						
EDD	5	14	21	27	29	29
DSW	8	20	32	32	32	32
DNP	-	7	15	19	21	21
Total Doctorate	13	41	68	78	82	82
<i>Online</i>						
ACTE (MEd)	-	13	21	24	28	32
MSEM	63	64	66	67	69	71
SPED (MEd)	20	20	21	21	22	22
Total Online	83	97	108	112	119	125
<i>Master's/Certif</i>	808	825	842	859	876	893
Total Graduate	904	963	1,018	1,049	1,077	1,100
Undergraduate						
<i>Fall Recruitment Targets</i>						
New Full-Time Fall ¹ Freshmen	1,330	1,300	1,275	1,250	1,225	1,200
New Full-Time Fall ¹ Transfers	447	500	500	475	475	450
Additional New Out-of-State	-	25	50	75	100	125
Additional New International	-	10	20	30	40	50
Total New Full-Time Fall UG	1,777	1,835	1,845	1,830	1,840	1,825
<i>Returning & Other UG</i>						
Returning UG Students	5,278	5,242	5,270	5,306	5,334	5,370
Subtotal-Traditional Undergraduate	7,055	7,077	7,115	7,136	7,174	7,195
<i>Total Online</i>	29	140	195	350	535	717
Total Undergraduate	7,084	7,217	7,310	7,486	7,709	7,912
Total Undergraduate & Graduate	7,988	8,180	8,328	8,535	8,786	9,012

Factors Impacting Persistence

Estimated Family Contribution and 3rd Year Persistence Rates
(Comparison: Fall 2010 to Fall 2012 cohort average; Fall 2014 cohort)



Initiatives in Progress

- Resolution of structural deficit
- International recruiting
- Online programs
- Campus climate survey
- Completion of housing project



New Initiatives

- Space study
- Identity branding
- Capital campaign
- Creativity and innovation





QUESTIONS?

Presentation available at:

<http://www.millersville.edu/budget/files/budgetstrategicupdatejanuary2017-final.pdf>

Performance Funding update available at:

<http://www.millersville.edu/iea/ir/files/cot-sap-update-fa2016.pdf>

President's Report available at:

https://issuu.com/revieweditor/docs/6584_ucm_1116_vr_presidentsreport_1?e=3249207/42212190