



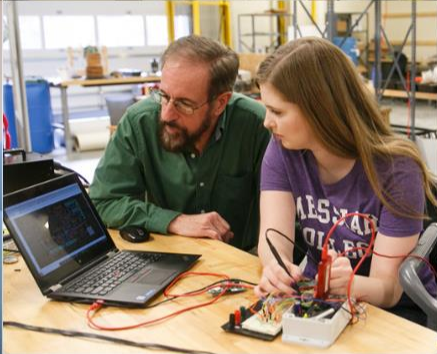
# 2022 Strategic Planning and Budget Forum

April 7, 2022

*Kim Phipps, President*

*David Walker, VP of Finance and Planning*









Thank You





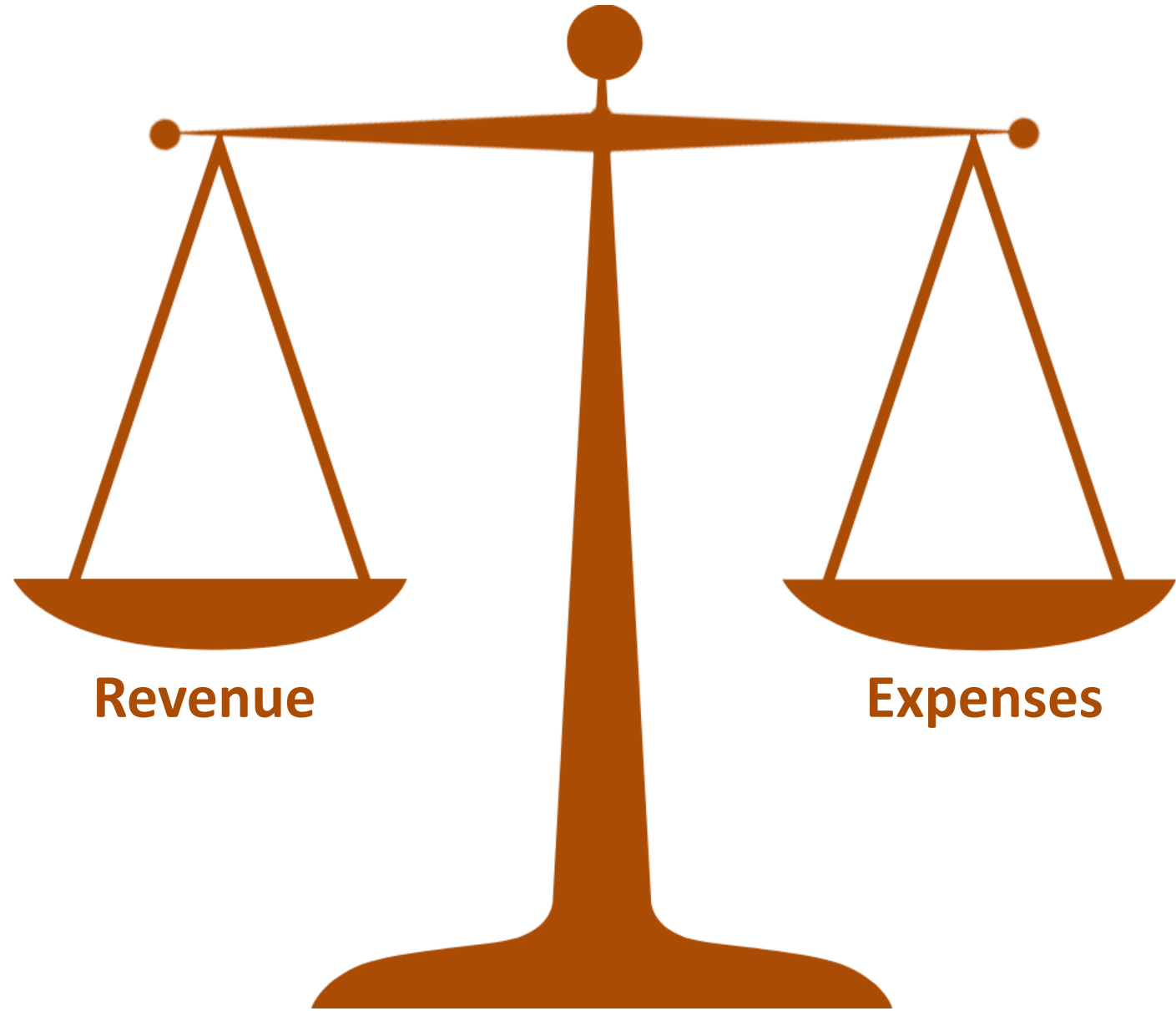
# TOGETHER @Messiah

IT'S ALL ABOUT COMMUNITY



# Vision Statement

As a leading comprehensive university, Messiah will expand its influence as an institution of educational excellence committed to Christ-centered learning for life where students are mentored toward deeper intellect, personal integrity and mature faith expressed in love of God and neighbor.



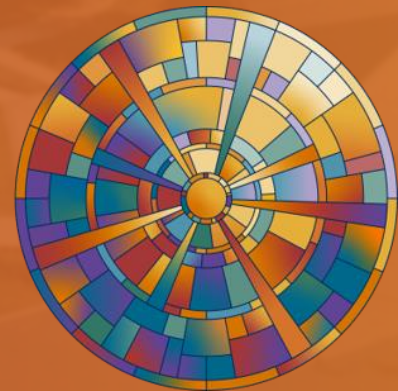
**Revenue**

**Expenses**



# FY23 Proposed Budget

*David Walker, VP of Finance and Planning*



# FY23 Budget Approval Process

- **April 7.** Budget Forum.
- **April 11.** COE Senate makes a recommendation to President's Cabinet.
- **April 13.** RFM makes a recommendation to President's Cabinet.
- **April 20.** President's Cabinet makes recommendation to the University Council.
- **April 21.** University Council makes a recommendation to the President.
- **April 29.** President makes a recommendation to the Board, Board conditionally approves FY23 Budget.
- **October 2022.** Final approval of FY23 Budget.



An aerial photograph of a university campus at dusk. The scene is illuminated by the warm glow of streetlights and building lights, creating a soft, golden light. Several large, multi-story brick buildings with flat roofs are visible, interspersed with green lawns and trees. In the foreground, a large, open grassy area is visible. The background shows a hazy landscape with rolling hills and distant city lights under a twilight sky. The text "FY23 Budget Parameters" is overlaid in a large, bold, dark red font across the center of the image.

# FY23 Budget Parameters

# Modeled Revenue Parameters

	FY23	FY22
<b>Modeled Revenue Assumptions:</b>		
FFTE--Undergraduate	2,195	2,258
First Time First Year Students - Annualized FFTE	540	532
Transfers - Annualized FFTE	100	100
Institutional Financial Aid %	51.89%	53.71%
Institutional Fin. Aid % for First Year Students	58.0%	64.4%
FFTE--Graduate Studies	822	846
Graduate Studies Credit Hours	14,790	15,236



# Modeled Revenue

			<u>FY23</u>	<u>FY22</u>	\$ change	% change
<b>Undergraduate net tuition and fees</b>			\$ 46,301	\$ 44,307	\$ 1,994	4.5%
<b>Graduate net tuition and fees</b>			11,810	12,066	\$ (256)	-2.1%
<b>Investment income</b>			7,883	7,769	\$ 114	1.5%
<b>Gov't appropriations</b>			3,040	4,378	\$ (1,338)	-30.6%
<b>Gifts – Operating</b>			1,300	1,300	\$ -	0.0%
<b>Other revenue</b>			3,419	2,814	\$ 605	21.5%
<b>Auxiliary enterprises</b>			21,509	20,264	\$ 1,245	6.1%
			<u>\$ 95,262</u>	<u>\$ 92,898</u>	<u>\$ 2,364</u>	<u>2.5%</u>

# Modeled Expense Parameters

	FY23	FY22
<b>Modeled Expense Assumptions:</b>		
Faculty Salary Pool Increase	2.00%	3.00%
Staff/Admin Salary & Wage Pool Increase	1.00%	2.00%
Benefits increase (institutional cost - %)	3.84%	0.96%
Operating expenses (supplies/services - %)	0.00%	0.00%
Expense reductions from prioritization	\$219,000	\$1.767 million

- Faculty Salary Pool Increase Includes:
  - 1% base increase
  - Step and promotion increases
- Staff/Admin Pool Increase Includes a 1% across the board increase



# Modeled Expenditures

			<u>FY23</u>	<u>FY22</u>	\$ change	% change
<b>Salaries and benefits</b>			\$ 61,571	\$ 60,264	\$ 1,307	2.2%
<b>Services and supplies</b>			18,773	18,527	246	1.3%
<b>Purchases</b>			4,033	3,582	451	12.6%
<b>Utilities</b>			3,241	3,200	41	1.3%
<b>Debt service</b>			4,238	4,016	222	5.5%
<b>Capital</b>			3,406	3,309	97	2.9%
			<u>\$ 95,262</u>	<u>\$ 92,898</u>	<u>\$ 2,364</u>	<u>2.5%</u>

# Balanced Budget

			<u>FY23</u>	<u>FY22</u>	\$ change	% change
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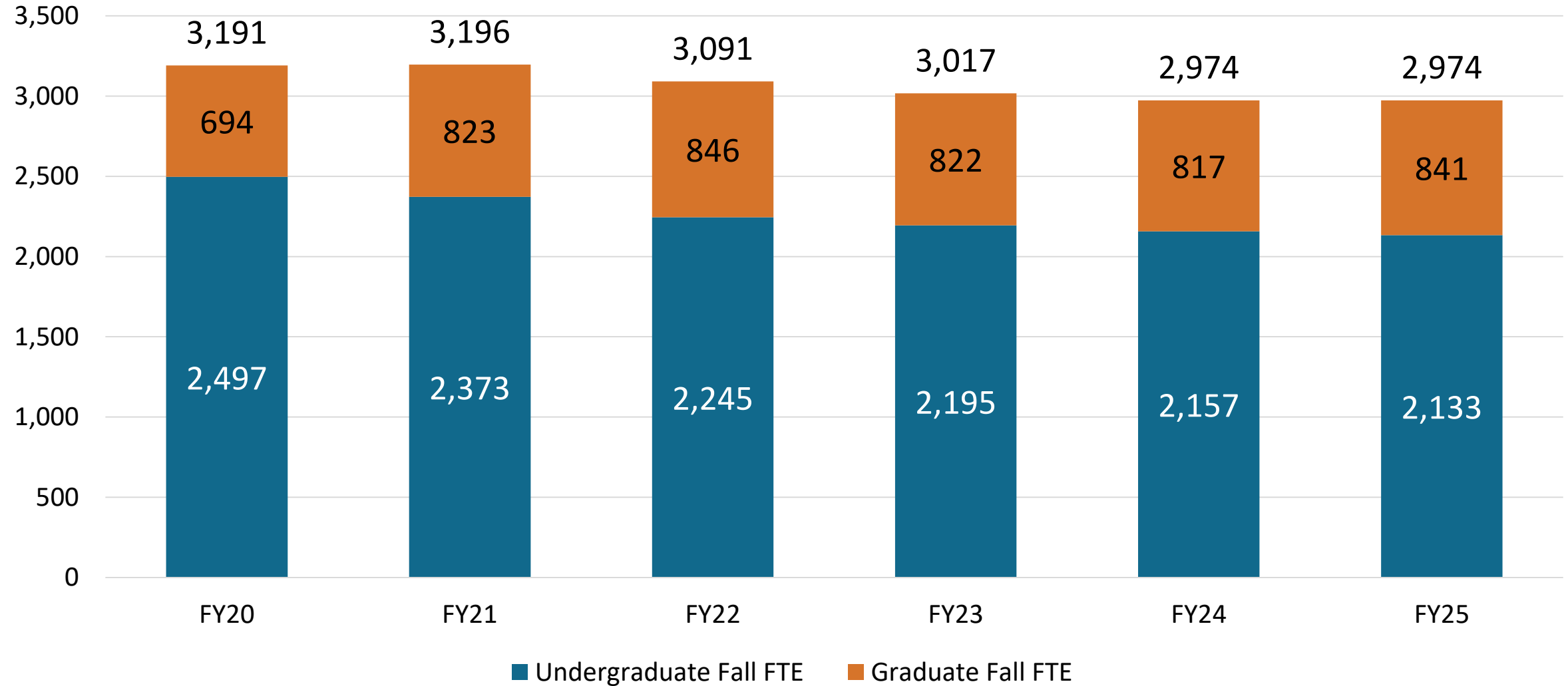
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# Ongoing Challenges



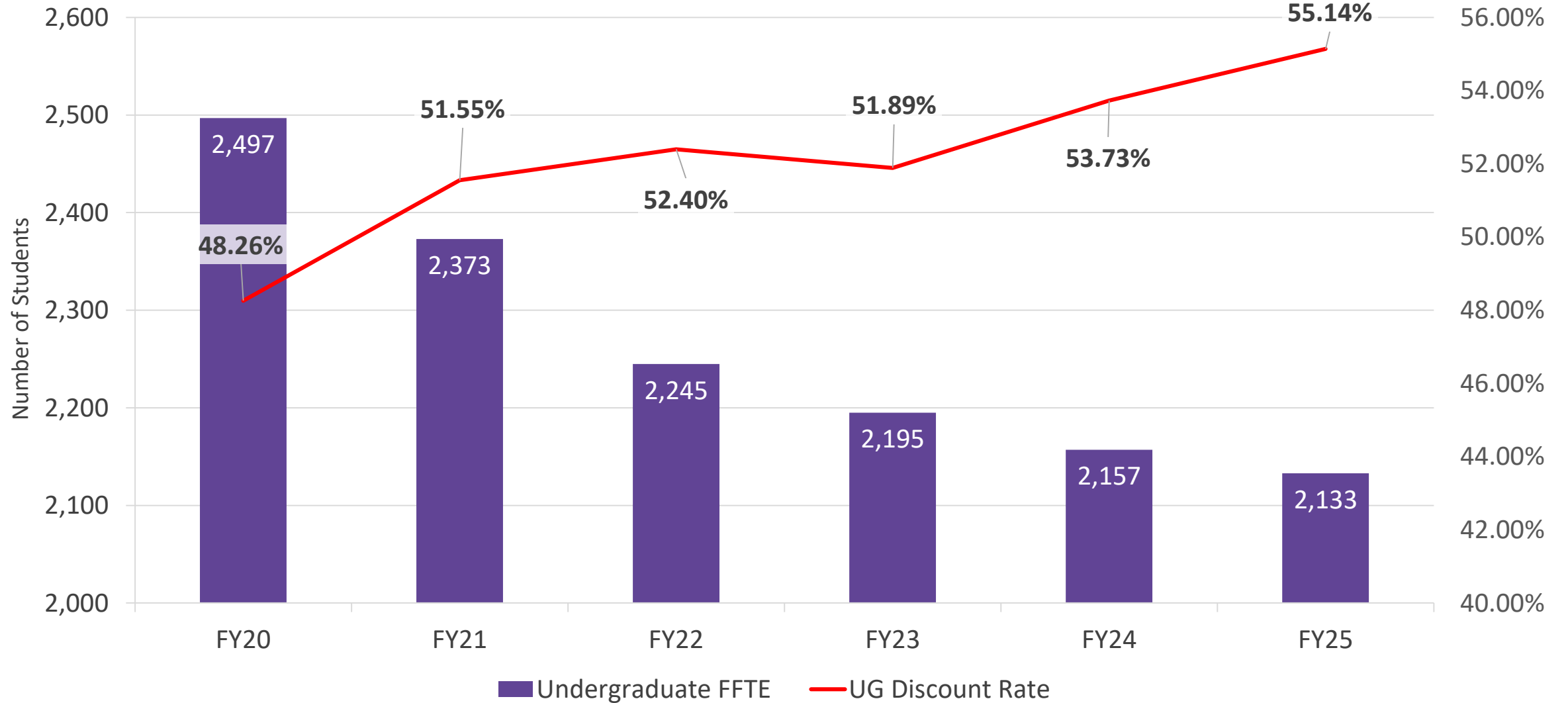
# Total FTE Enrollment History



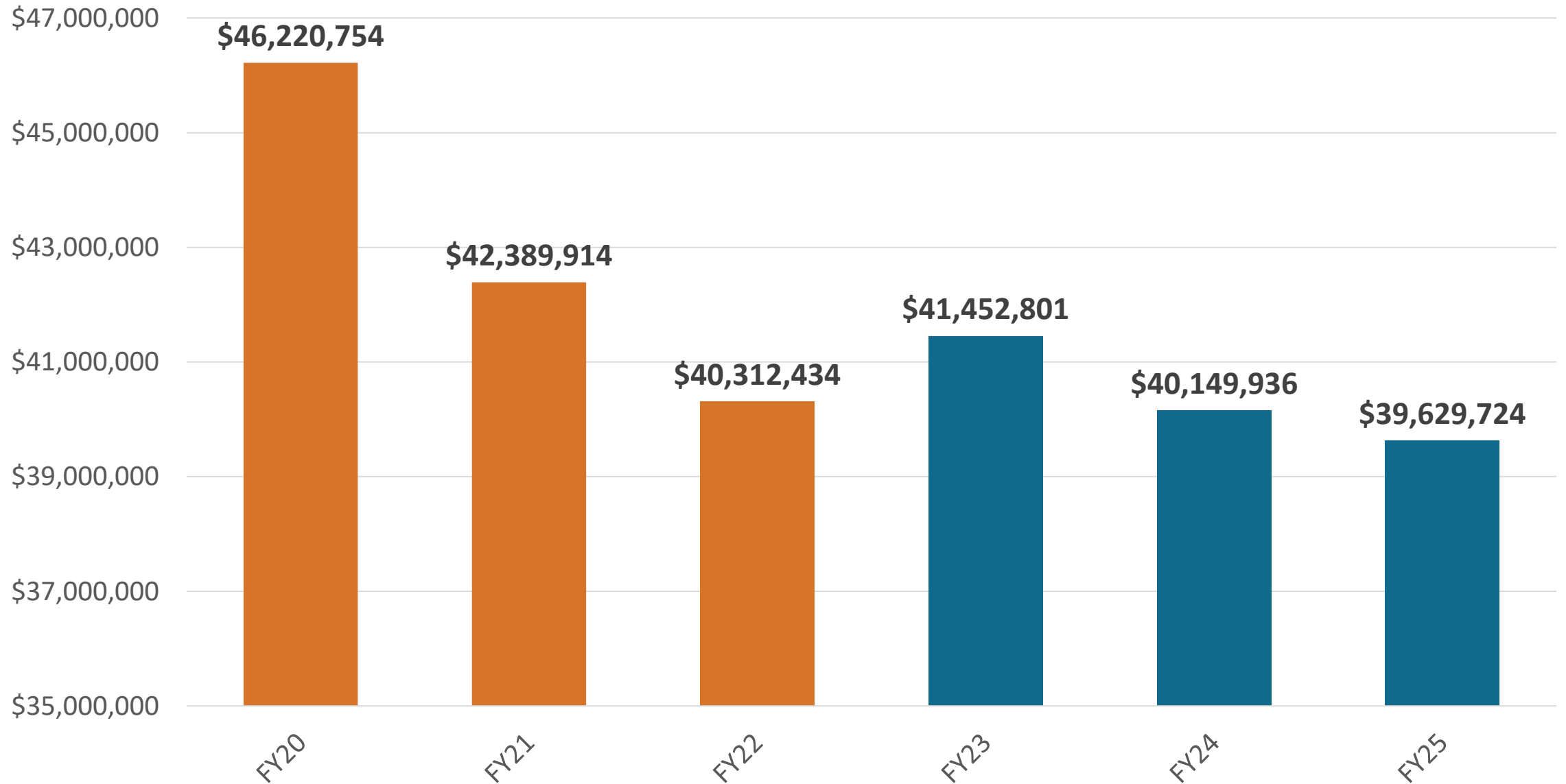
Source: Messiah University, Office of Institutional Research



# Undergraduate FFTE/Discount Rate



# Undergraduate Net Tuition Revenue

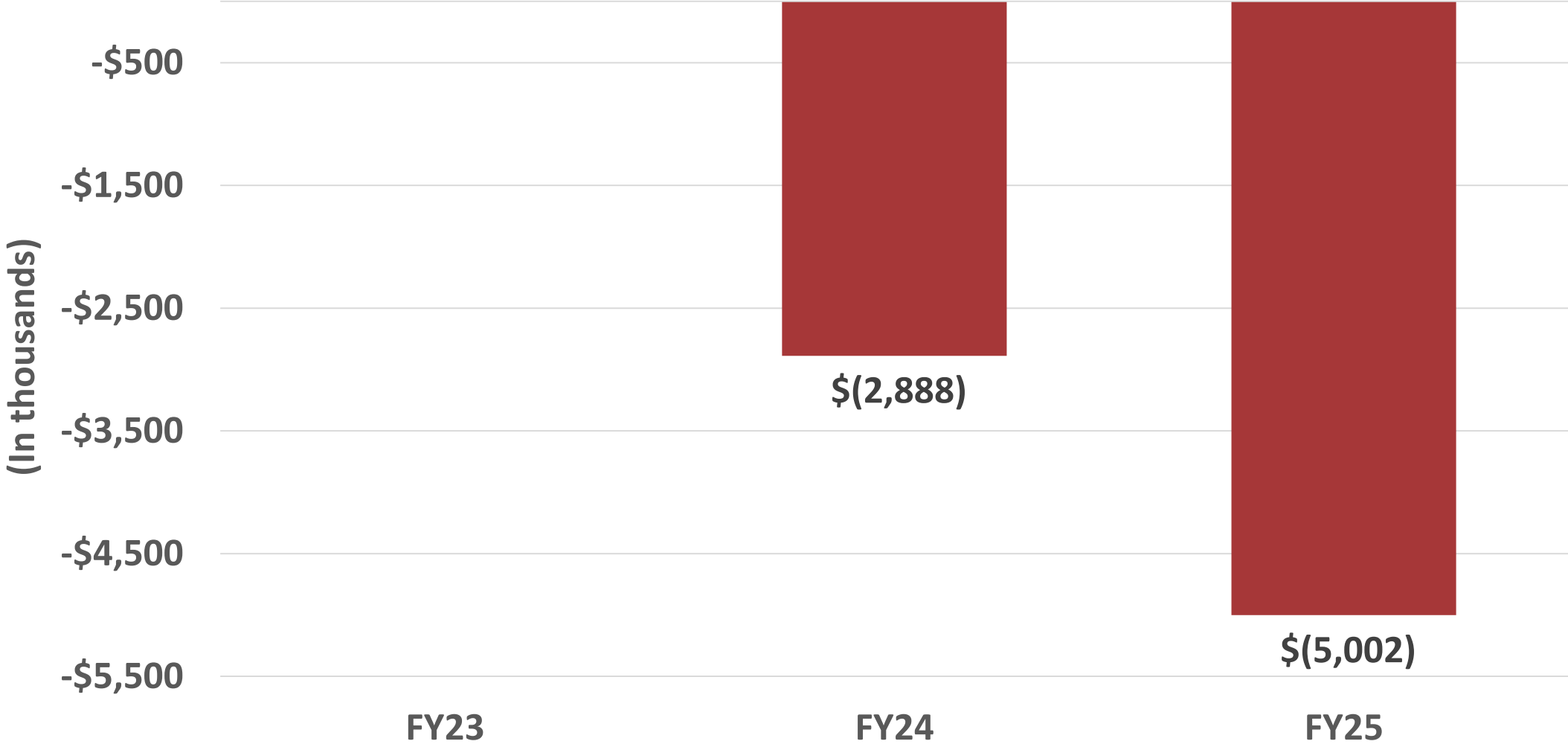


An aerial photograph of a university campus during the "blue hour" of dusk. The scene is filled with various university buildings, some with lights glowing from their windows. There are several parking lots with cars parked, and green lawns interspersed among the structures. In the background, rolling hills and a distant town are visible under a soft, twilight sky. The overall atmosphere is calm and scenic.

# FY24 & FY25 Projections



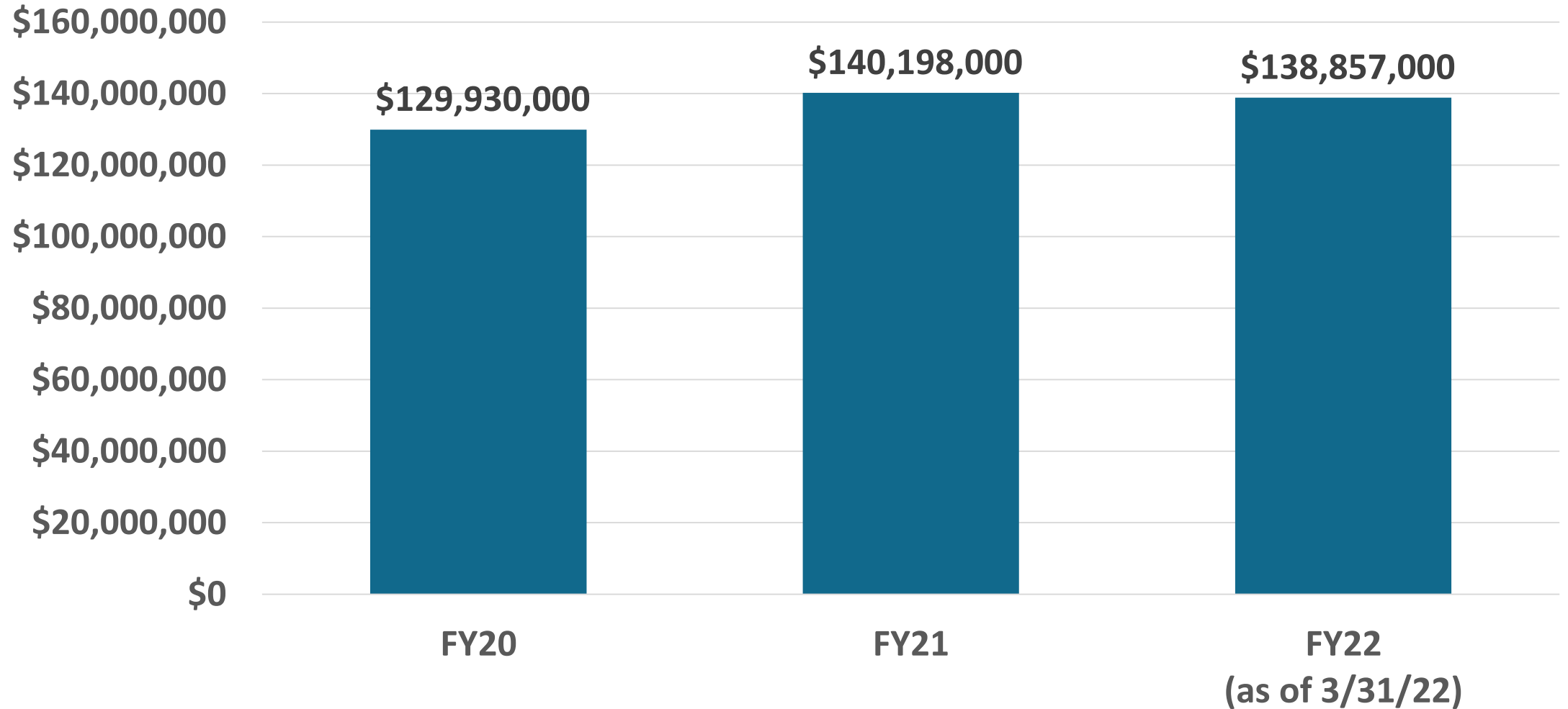
# Projected Budget Deficits FY23-25



An aerial photograph of a university campus during the "blue hour" of dusk. The scene is filled with various university buildings, some with their interior lights glowing. A prominent feature is a large, curved building in the center. The campus is surrounded by green lawns and trees, with a parking lot visible on the right. In the background, rolling hills and a distant town are visible under a soft, twilight sky. The text "Institutional Financial Strength" is overlaid in a large, bold, dark red font across the middle of the image.

# Institutional Financial Strength

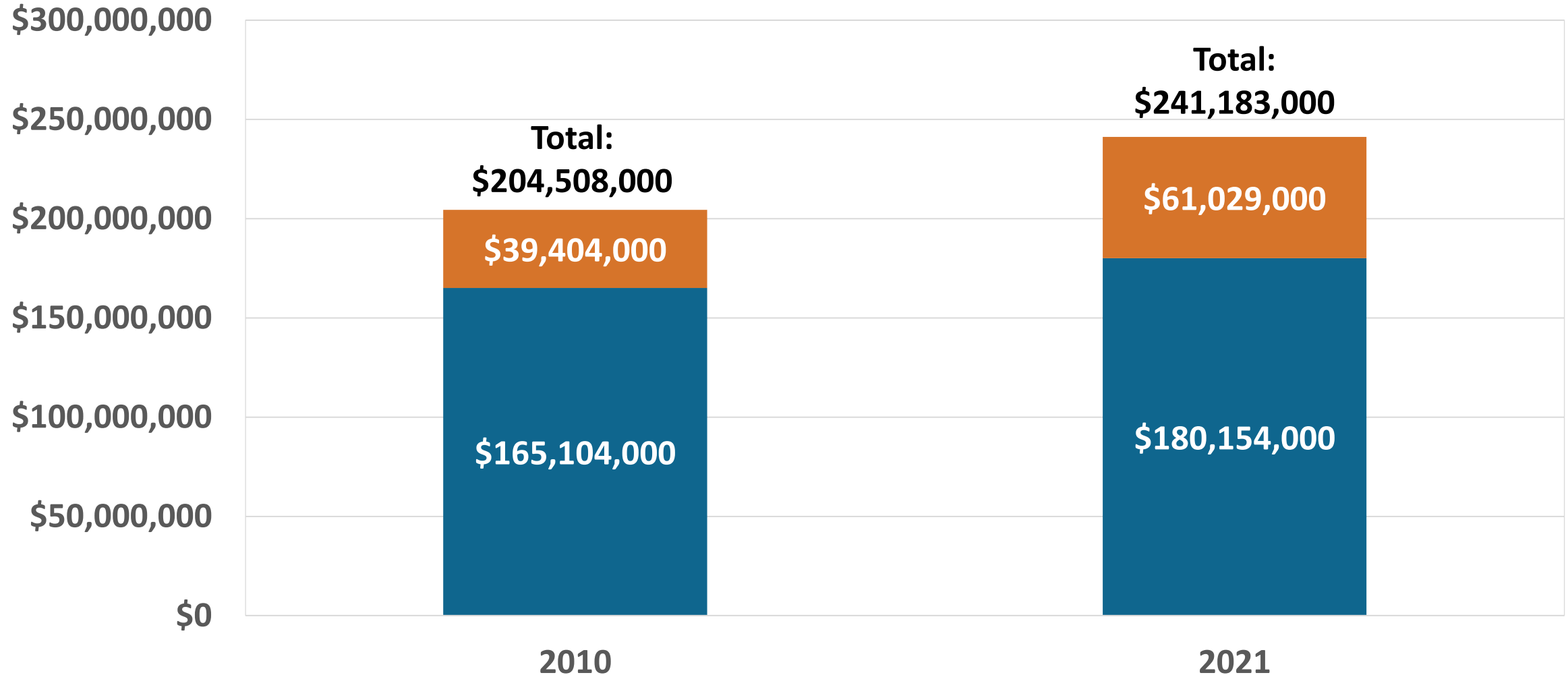
# Endowment Market Value



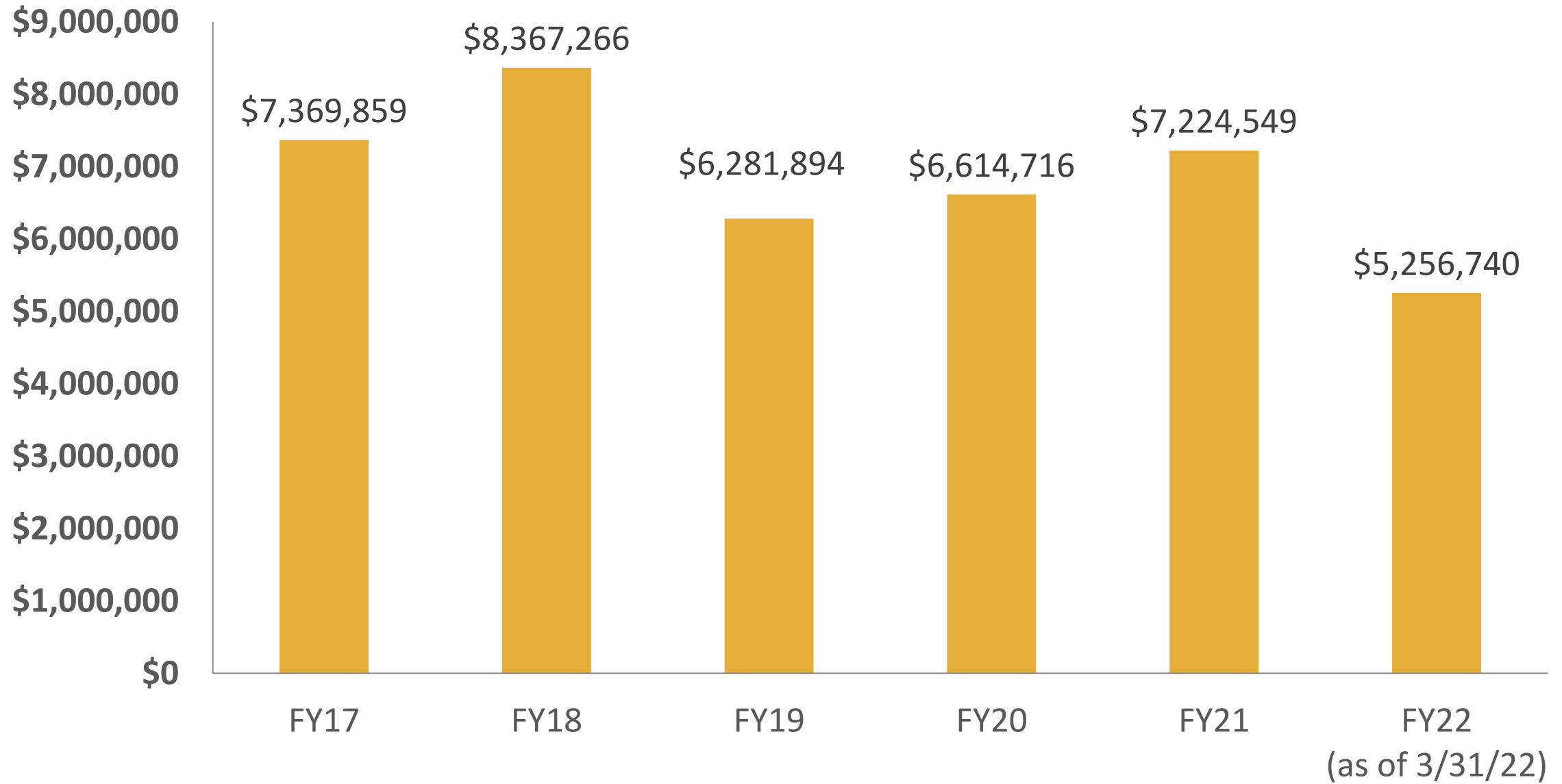


# Balance Sheet Net Assets

■ Unrestricted ■ Restricted

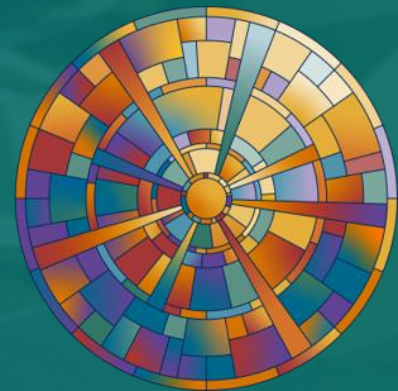


# History of Successful Fundraising



# Strategic Plan Update

*Kim Phipps, President*







# University Rising

STRATEGIC PLAN 2021-2024  
Community Day | August 17, 2021



## Our shared vision

Messiah University will expand its influence as an institution of educational excellence committed to Christ-centered learning for life where students are mentored toward **deeper intellect, professional competence, personal integrity and mature faith** expressed in love of neighbor.

### CONSTITUTIONAL DISTINCTIVES

- Commitment to a gracious Christian approach to faith and education expressed in love of God and neighbor
- Commitment to educational excellence for all programs across all levels
- Commitment to inclusive excellence rooted in the execution of our missional outcomes of service, leadership and reconciliation



## THEME 1

### Distinctive teaching and learning

With teaching and learning at the heart of our educational mission, we seek to leverage the distinctives of a Messiah education to reinvent or revitalize compelling teaching and learning practices for learners from high school age to elder years. In particular, we seek to attract, enroll and retain new students from outside of our current student demographic.

#### GOAL 1

**Messiah University will strategically use technology and campus spaces to increase educational access and student success across the learning experience.**

- Assess curriculum to identify and clearly articulate the role of digital citizenship competencies (skills and ethics) in different learning environments (grad, undergrad and co-curriculum).
- Assess students' current access to technology resources and services to identify and work toward addressing gaps in equitable access and inclusion.
- Assess campus space to strategically align technology, room capacities, room utilization and course/section capacities with teaching & learning priorities.

#### GOAL 2

**Messiah University will reflect Messiah distinctives across educational programs, support structures and staffing.**

- Revise the undergraduate general education program to be flexible, compelling, relevant and reflective of Messiah's core mission, values and distinctives.
- Provide professional development for all employees toward increasing awareness, understanding, and integration of those distinctives into all aspects of the Messiah experience and equipping employees to effectively tell the Messiah story.

# University Rising Themes

Theme 1

Distinctive Teaching and Learning

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Theme 2

See Messiah Anew

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Theme 3

Sustainable Future

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Theme 4

Transformative Connections

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# Theme I Update – Distinctive Teaching and Learning

- Student survey on technology use will be distributed in April 2022 and analyzed in Summer 2022 (*Goal 1*)
- The definition for digital competency, which encompasses digital citizenship and digital proficiency, has been finalized (*Goal 1*)
  - This will help inform one of the guiding parameters for a new general education program.
- A task force is being formed to reimagine and revitalize our general education program (*Goal 2*)



## Theme 2 Update – See Messiah Anew

- Recent immersion trip to Charlotte, NC
  - Connected with four premier Christian High Schools – we are planning to sponsor a high school Impact Venture Challenge
- We are developing a comprehensive, integrated pre-college strategy (*Goal 1*)
  - Summer Camps
  - Dual Enrollment
  - Gap Year Programs

# Theme 3 Update – Sustainable Future

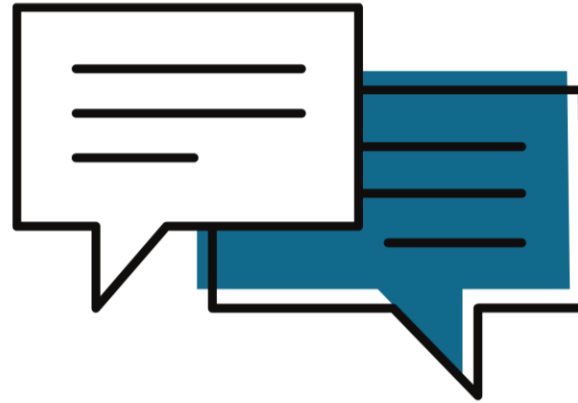
- New Undergraduate Programs (*Goal 1*)
  - Certified Financial Planning concentration and certificate
  - Hospitality and Tourism minor
- Cybersecurity Program Growth (*Goal 1*)
  - Progress is being made on national certification
  - Cybersecurity lab will open in September 2022
- Endowment Matching Initiatives for student scholarships (*Goal 2*)

# Theme 4 Update – Transformative Connections

- Partnership Exploration (*Goal 1*)
  - Shared venture with NAIOMT
    - DPT continuing education
    - Development of a Doctor of Science degree
  - Milton Hershey School has expressed interest in Messiah developing curriculum for houseparent training
  - Discussion with Messiah Lifeways re: providing training
- Transfer Agreements (*Goal 1*)



# Q&A



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