



2023 Strategic Planning and Budget Forum

April 6, 2023

Kim Phipps, President

Gary Nowicki, VP for Finance and Planning





Thank You

Digital Marketing Director
Supply Chain Manager
Market Research
Product Developer
Content Creator
Marketing Director
Advertising Professional
Digital Marketing Analyst
Integrated Marketing Director
Social Media Specialist
Sales Representative
Digital Marketing Specialist

MESSIAH UNIVERSITY
UNDERGRADUATE ADMISSIONS

MESSIAH UNIVERSITY

Mission Statement

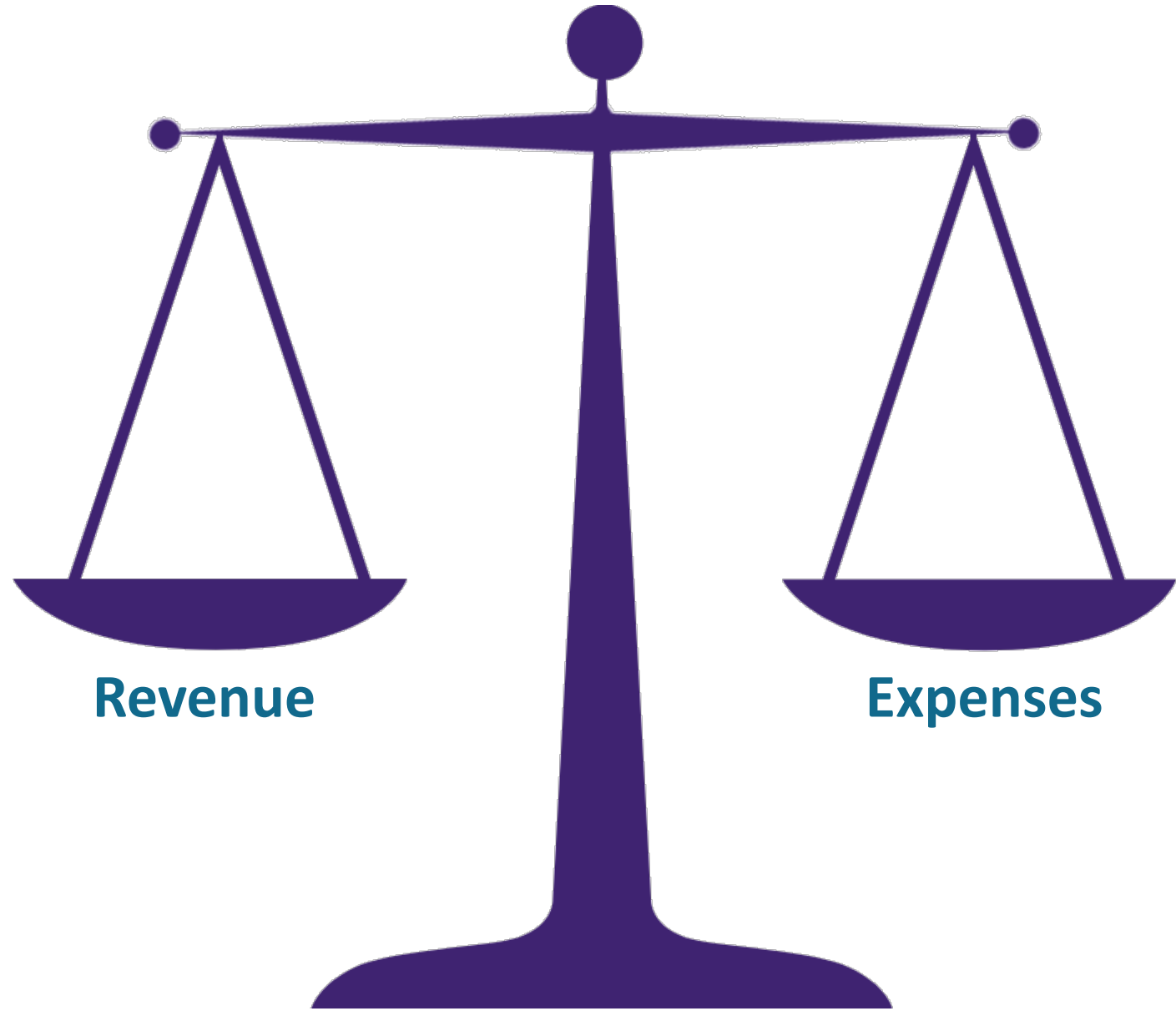
Our mission is to educate men and women toward maturity of intellect, character and Christian faith in preparation for lives of service, leadership and reconciliation in church and society.





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.

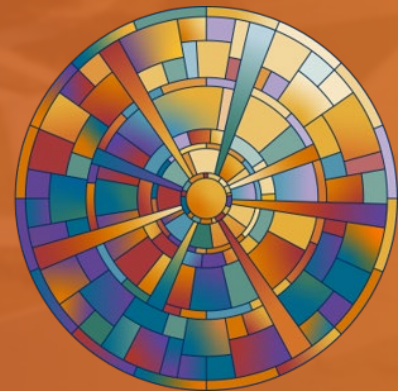


Revenue

Expenses

FY24 Proposed Budget

Gary Nowicki, VP for Finance and Planning



Thank you!



FY24 Budget Approval Process

- **April 6.** Budget Forum.
- **April 12.** COE Senate makes a recommendation to President's Cabinet.
- **April 17.** RFM makes a recommendation to President's Cabinet.
- **April 19.** President's Cabinet makes recommendation to the University Council.
- **April 20.** University Council makes a recommendation to the President.
- **April 28.** President makes a recommendation to the Board, Board conditionally approves FY24 Budget.
- **October 2023.** Final approval of FY24 Budget.

An aerial photograph of a university campus at dusk. The scene is illuminated by the warm glow of streetlights and building lights, contrasting with the cool blue tones of the twilight sky. Several large, multi-story brick buildings with flat roofs are visible, interspersed with green lawns and parking lots. In the background, rolling hills and a distant town can be seen under a hazy sky. The text "FY24 Budget Parameters" is prominently displayed in the center of the image in a bold, dark red font.

FY24 Budget Parameters

Budget Modeled Revenue Parameters

	FY24	FY23
Budget Modeled Revenue Assumptions:		
FFTE--Undergraduate	2,193	2,195
First Time First Year Students - Annualized FFTE	555	540
Transfers - Annualized FFTE	95	100
Institutional Financial Aid %	52.5%	51.9%
Institutional Fin. Aid % for First Year Students	59.0%	58.0%
FFTE--Graduate Studies	854	822
Graduate Studies Credit Hours	15,371	14,790

Budget Modeled Revenue

	FY24	FY23	\$ change	% change
Undergraduate net tuition and fees	\$ 46,082	\$ 46,420	\$ (338)	-0.7%
Graduate tuition and fees	12,464	11,800	664	5.6%
Investment income	7,520	7,882	(362)	-4.6%
Gov't grants and relief funds	921	740	181	24.5%
Gifts	1,300	1,300	(0)	0.0%
Other revenue	3,222	3,312	(89)	-2.7%
Auxiliary enterprises	21,820	21,509	312	1.4%
Total Operating Revenue	\$ 93,329	\$ 92,962	\$ 367	0.4%
Contingency Funded by Surplus	2,767	2,300	467	20.3%
Total Revenue + Contingency	\$ 96,096	\$ 95,262	\$ 834	0.9%

Budget Modeled Expense Parameters

	FY24	FY23
Budget Modeled Expense Assumptions:		
Faculty Salary Pool Increase	2.10%	2.00%
Staff/Admin Salary & Wage Pool Increase	2.00%	1.00%
Benefits increase (institutional cost - %)	0.80%	3.84%

- Faculty Salary Pool Increase Includes:
 - 1.5% base increase
 - Step and promotion increases
- Staff/Admin Pool Increase Includes a 2% across the board increase

Reminder: The board conditionally approves raises in April with final approval in October to be effective November 1.

Budget Modeled Expenditures

	FY24	FY23	\$ change	% change
Salaries and benefits	\$ 62,159	\$ 61,571	\$ 588	1.0%
Services and supplies	18,663	18,756	(93)	-0.5%
Purchases	4,480	4,047	433	10.7%
Utilities	3,413	3,241	172	5.3%
Debt service	4,203	4,238	(35)	-0.8%
Capital	3,546	3,410	136	4.0%
Total Operating Expense	\$ 96,463	\$ 95,262	\$ 1,201	1.3%
Permanent Savings	(367)	-	(367)	
Total Expense + Permanent Savings	\$ 96,096	\$ 95,262	\$ 834	0.9%

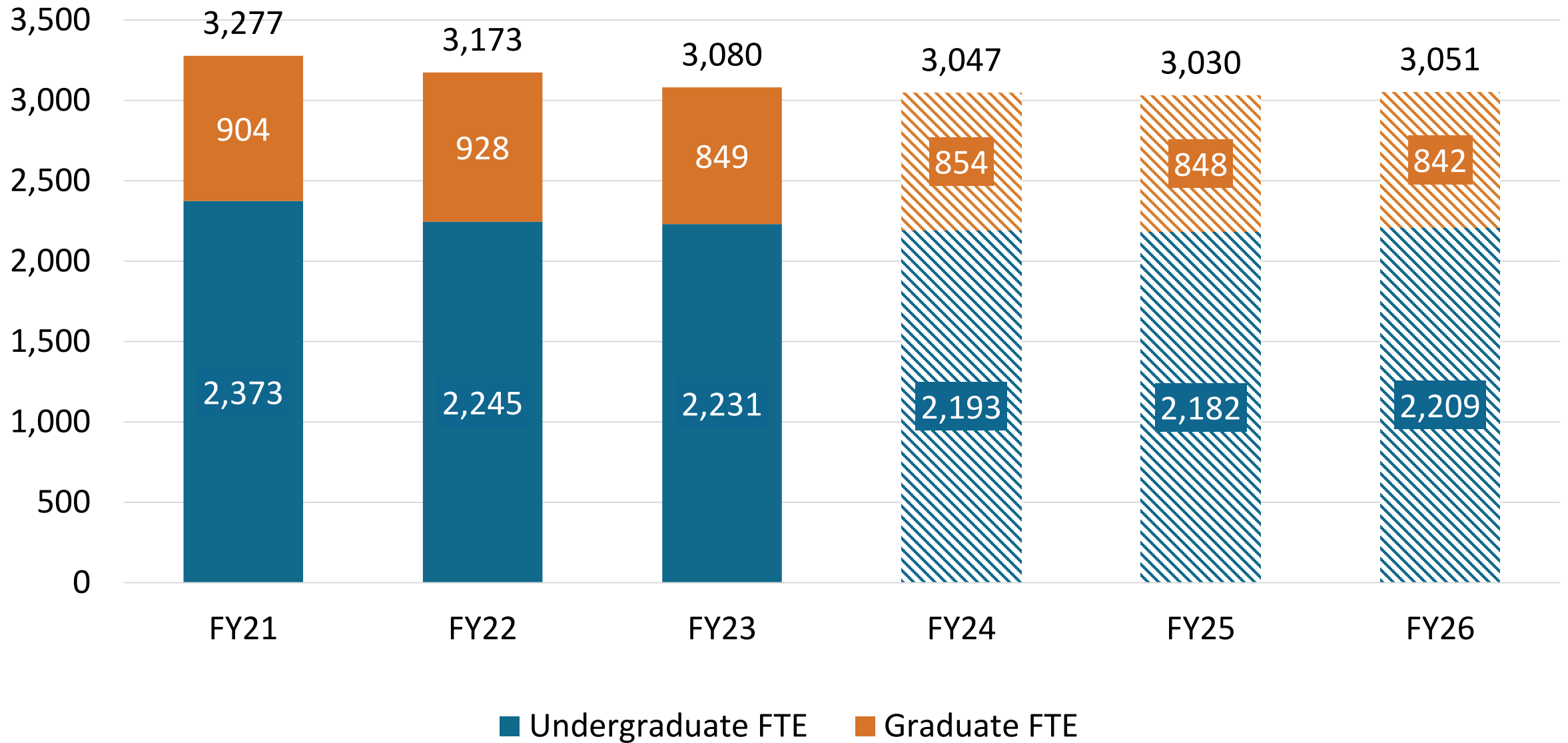
Balanced Budget

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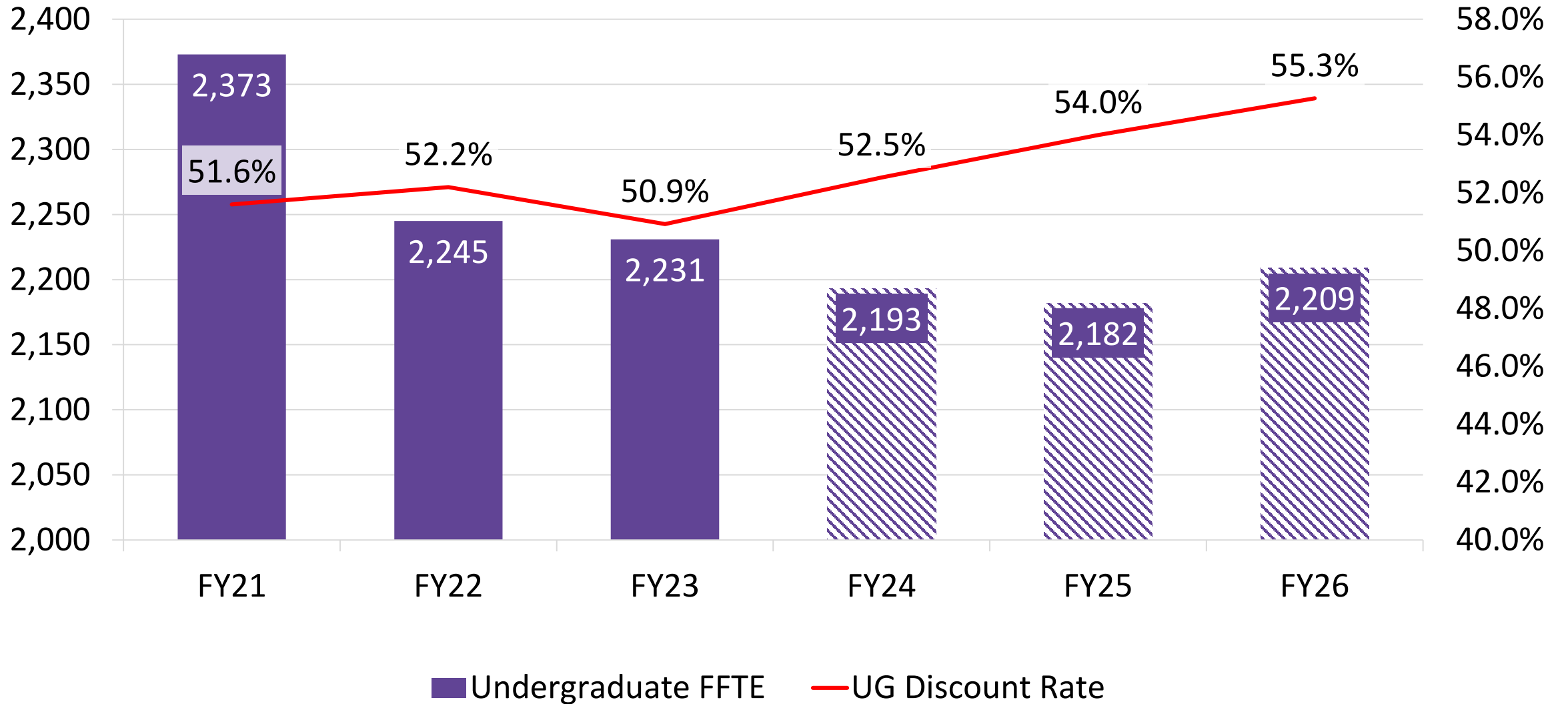
Ongoing Challenges



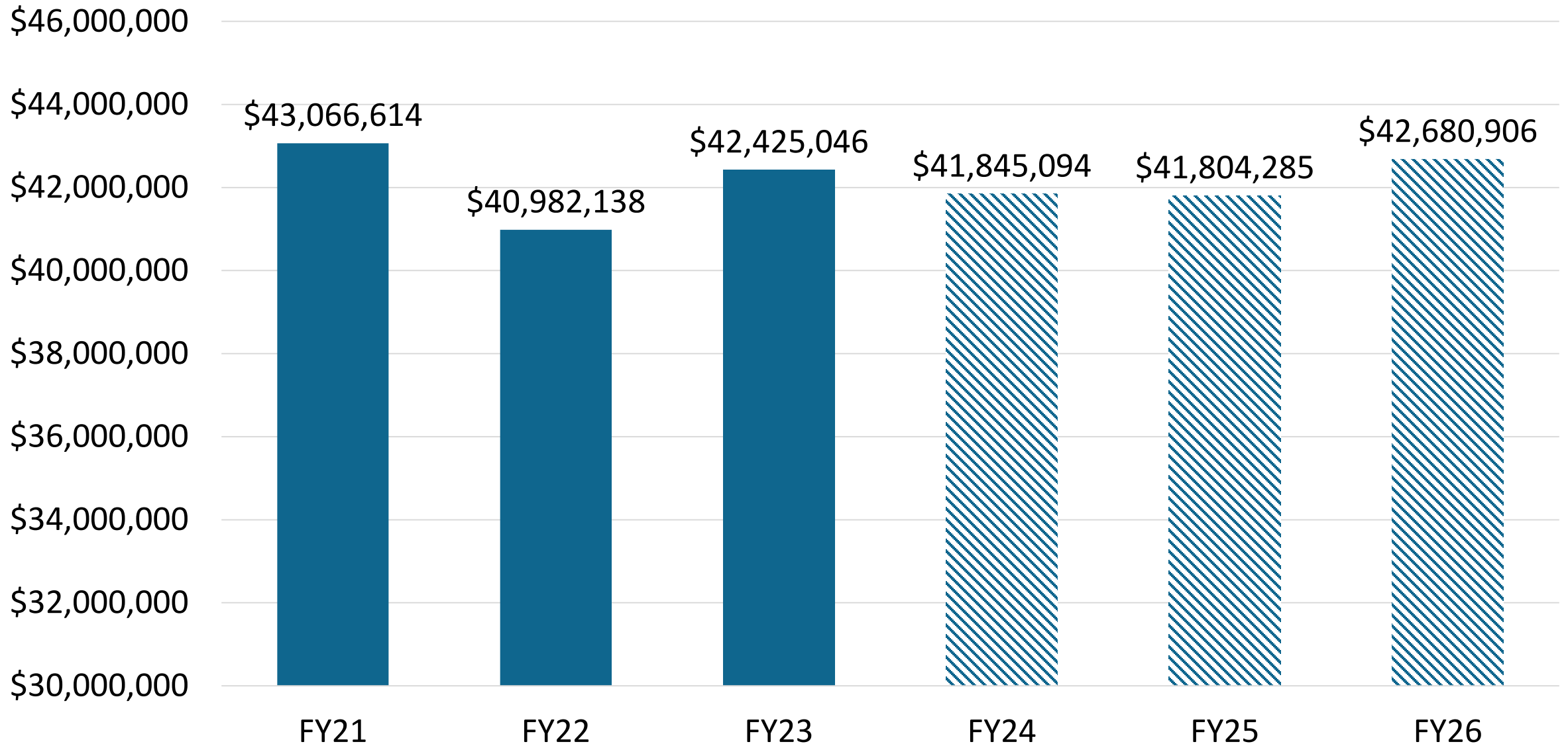
Total FTE Enrollment History



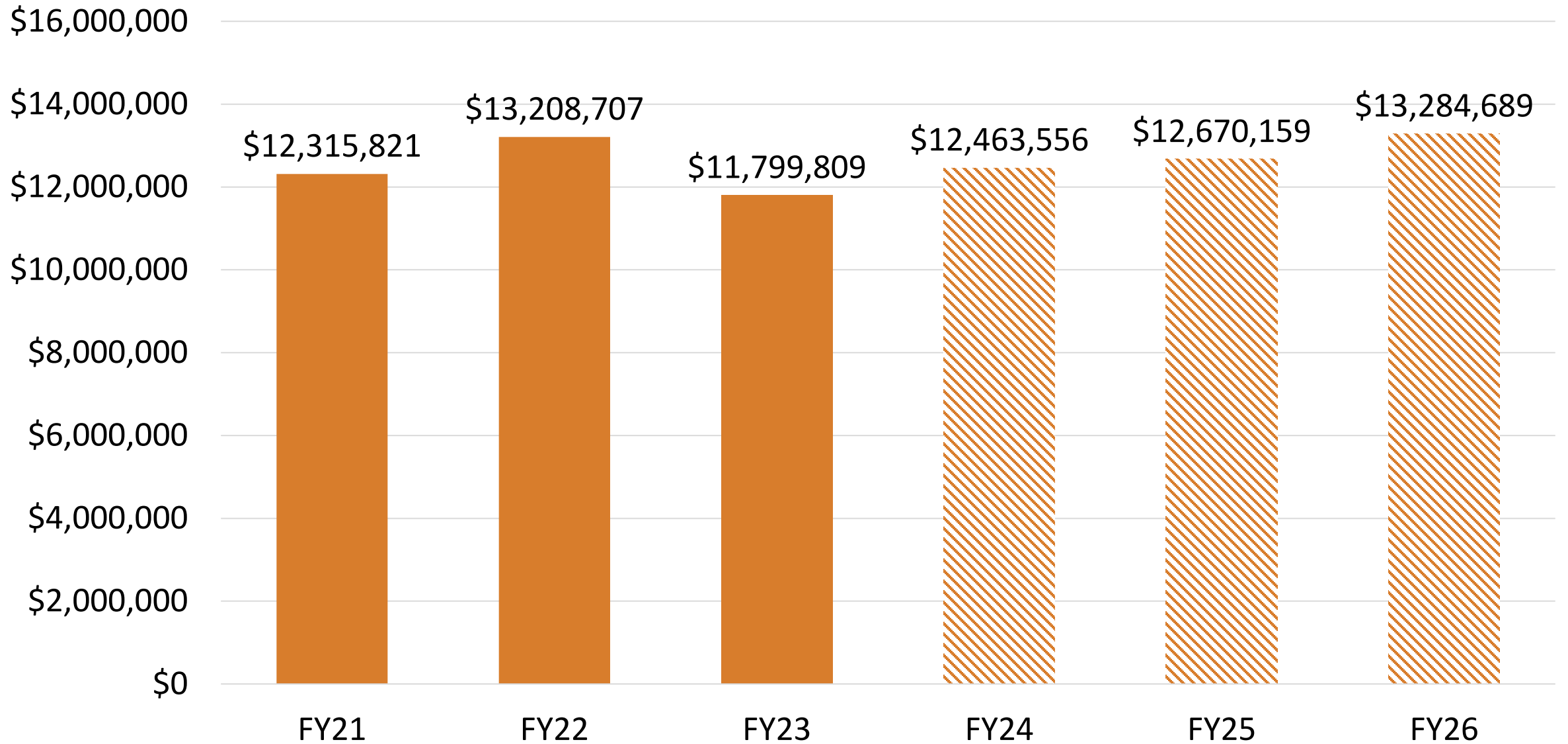
Undergraduate FFTE/Discount Rate



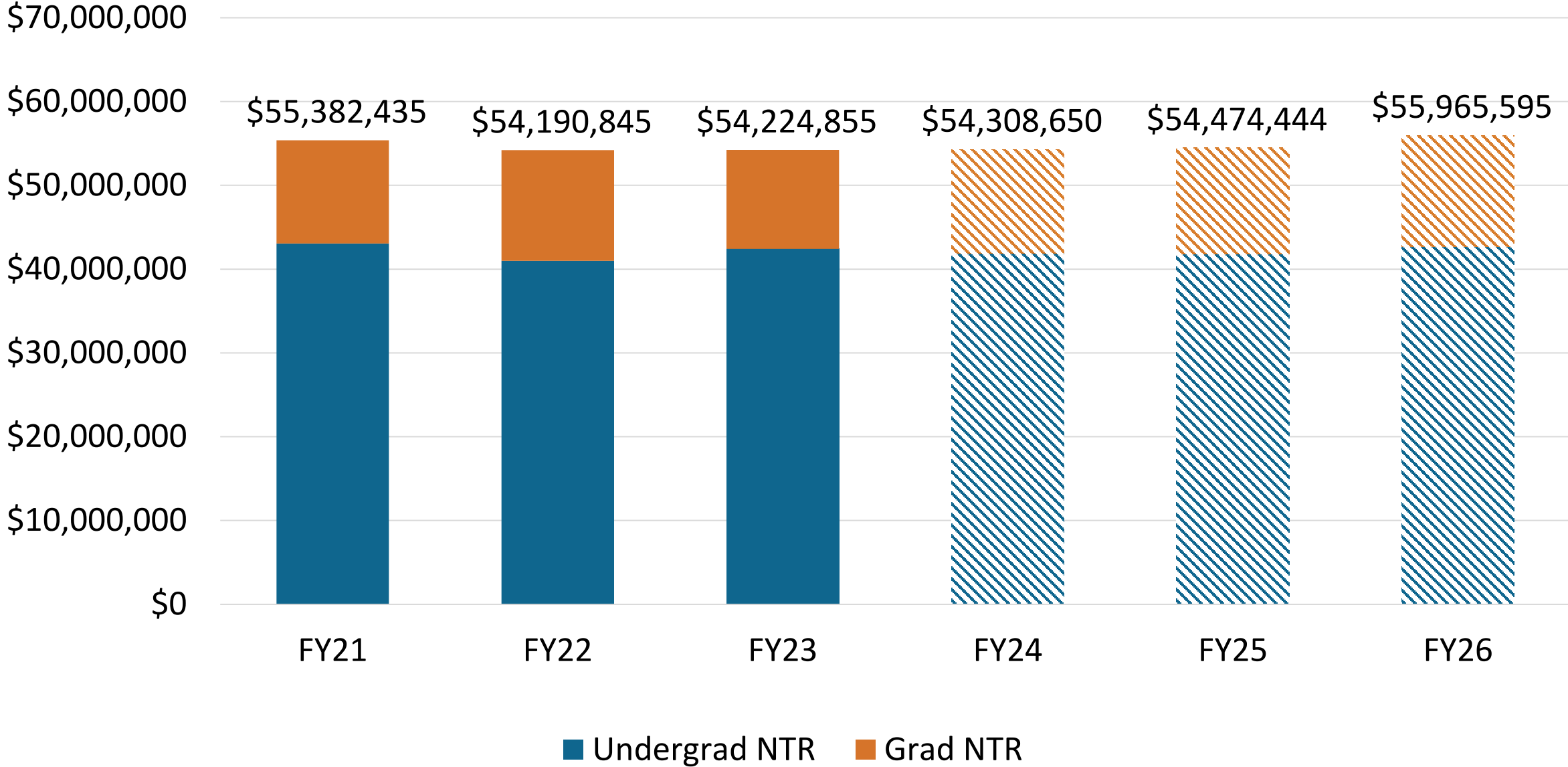
Undergraduate Net Tuition Revenue



Grad Net Tuition Revenue



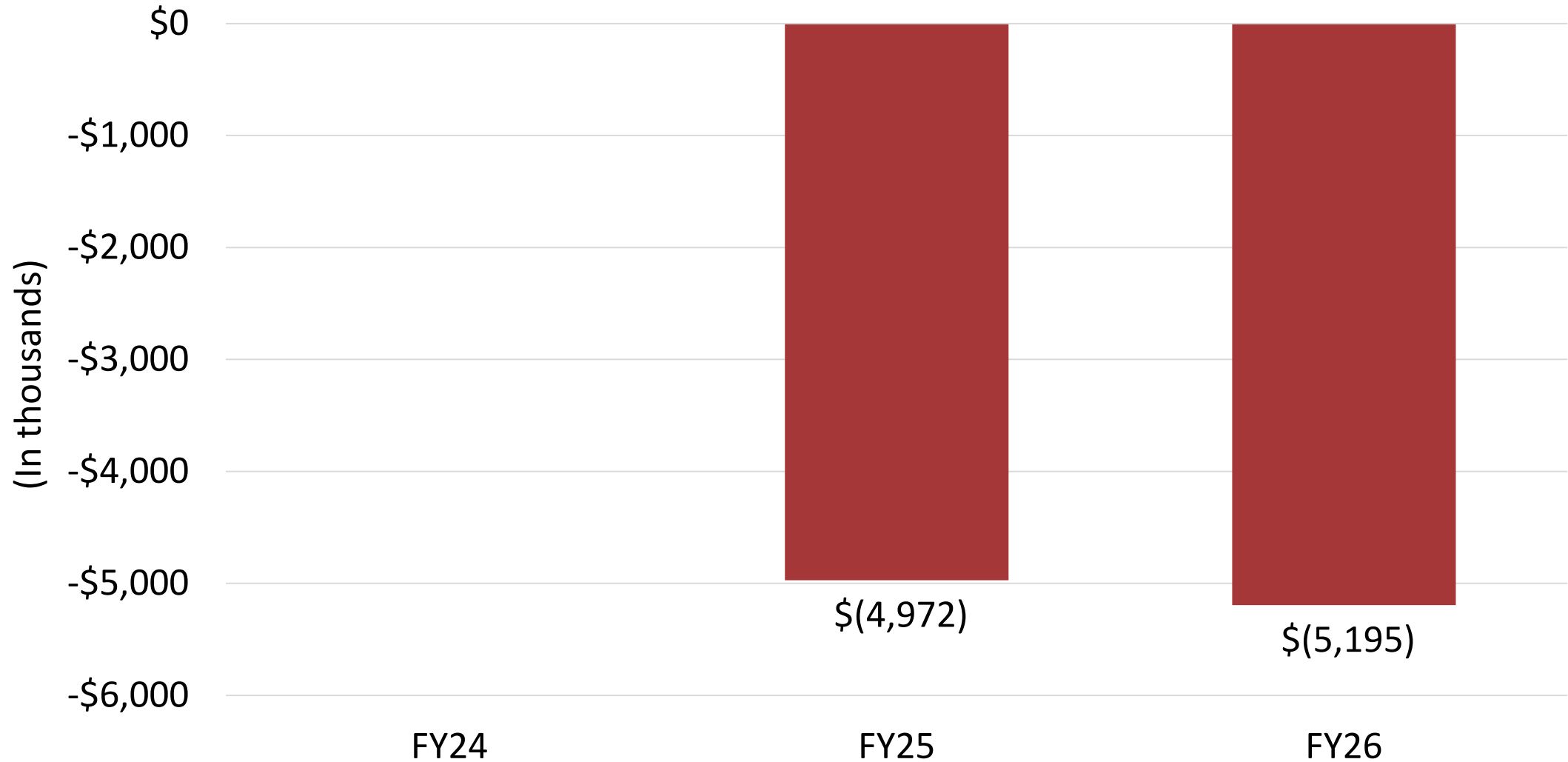
Total Undergrad and Grad Net Tuition Revenue



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 parking lots. In the background, rolling hills and a distant city skyline are visible under a clear sky. The overall atmosphere is serene and academic.

FY25 & FY26 Projections

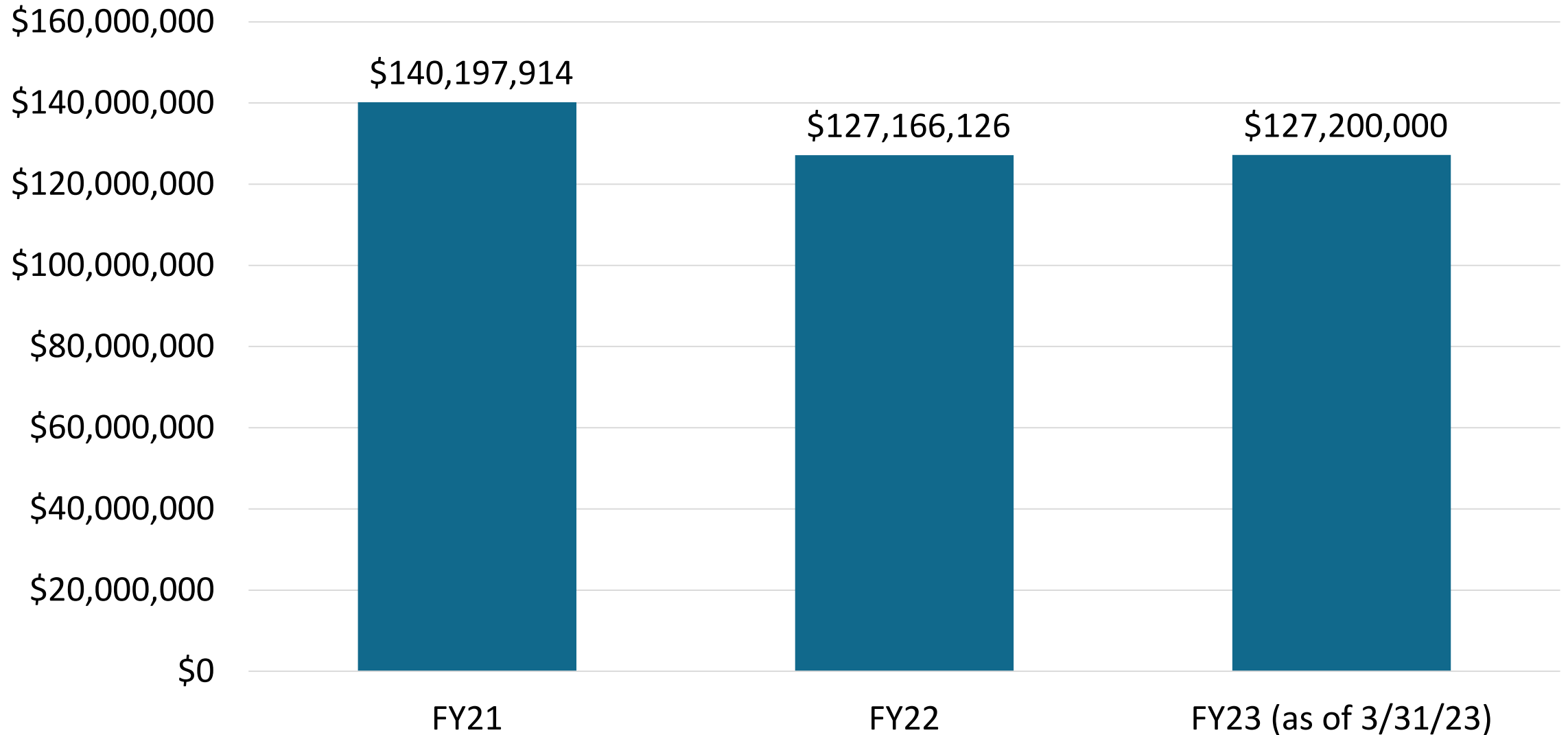
Projected Budget Results FY24-FY26



An aerial photograph of a university campus at dusk. The scene is illuminated by the warm glow of streetlights and building lights, contrasting with the cool blue tones of the twilight sky. In the foreground, a large, modern brick building with a curved facade is prominent. To its right, a large parking lot is filled with cars. In the background, rolling hills and other campus buildings are visible, along with a church steeple on the right side. The overall atmosphere is serene and academic.

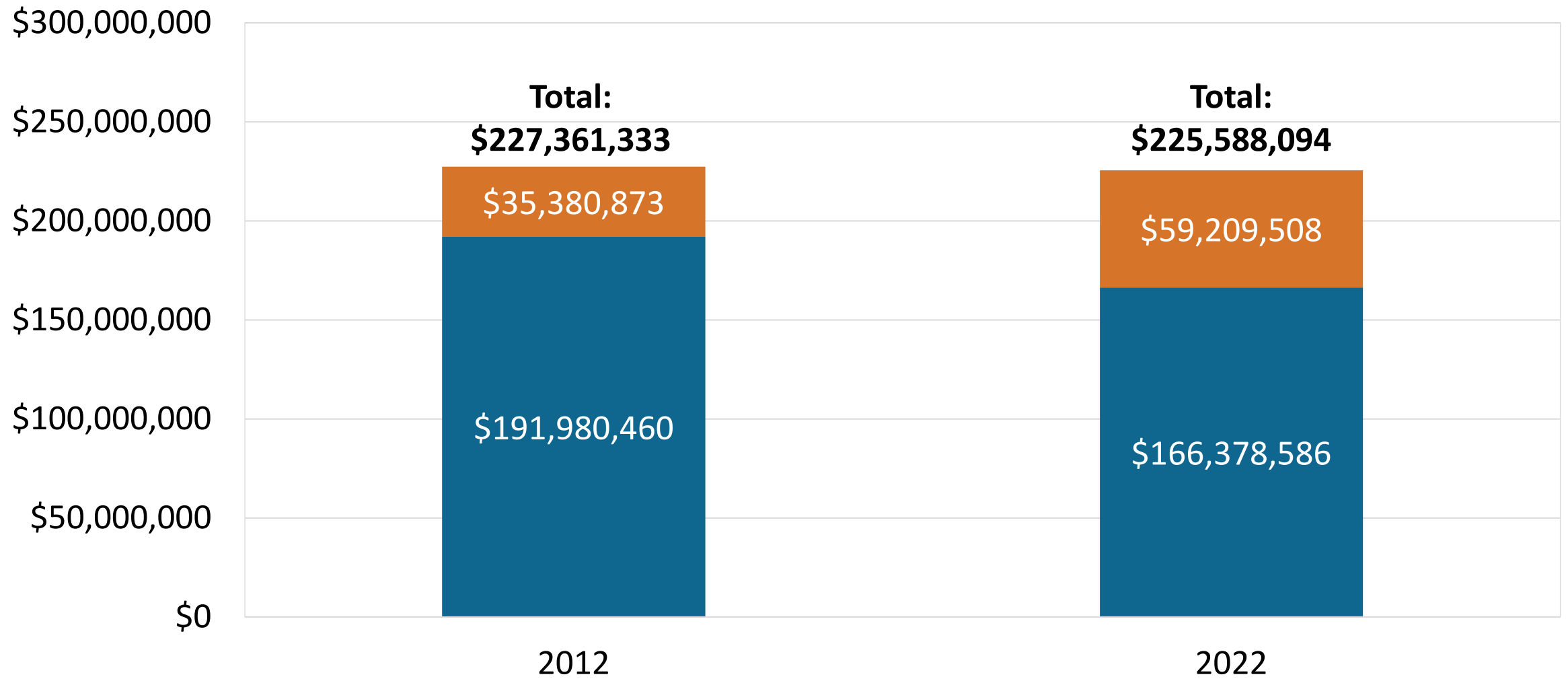
Institutional Financial Profile

Endowment Market Value

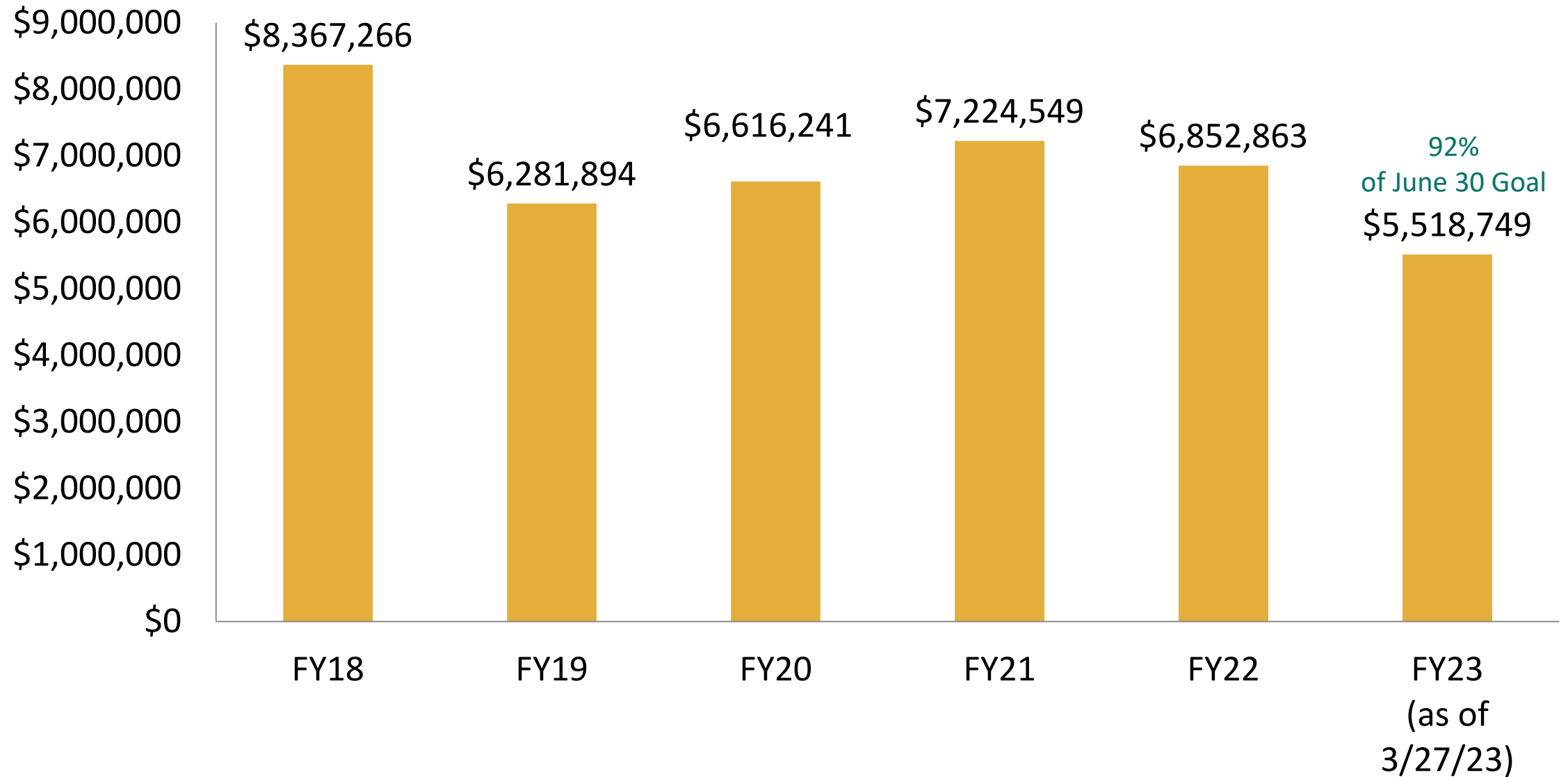


Balance Sheet Net Assets

■ Unrestricted ■ Restricted

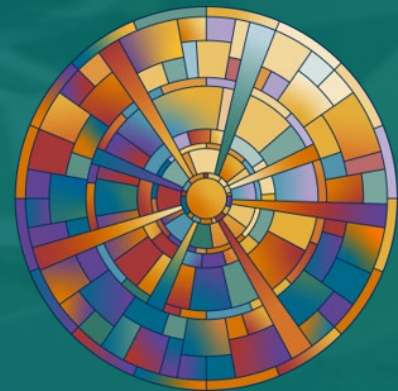


History of Successful Fundraising



Strategic Plan Update

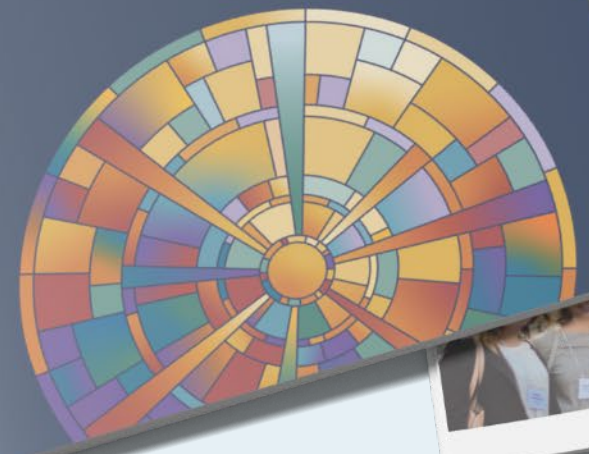
Kim Phipps, President





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 God and neighbor.

STITUTIONAL 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 recognition 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

Theme 2

See Messiah Anew

Theme 3

Sustainable Future

Theme 4

Transformative Connections

Theme I Update – Distinctive Teaching and Learning

Goal 1

A revised general education curriculum was approved and will be implemented over FY24 & FY25.



Distinctives of the New General Education Curriculum

**Emphasized
Commitment to
Christian Faith
and Messiah's
Distinctives,
Mission, and Values**



**Strengthened
Communication
Learning
Outcomes**



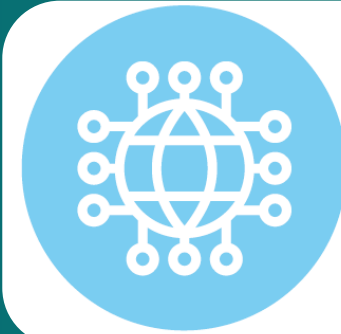
**Enhanced
Coursework in
Ethics, Cultural
Intelligence, &
Civic Engagement**



**Improved
Transfer-
Friendliness &
Coursework
Supportive of
Student Success**



**Added Digital
Competence
Outcomes**



Theme I Update – Distinctive Teaching and Learning



Goal 2

An all-employee in-service event “Celebrating Messiah’s Distinctives” (sponsored by the Office of the President) was held in the fall and many departments are utilizing the information to promote specific programs and initiatives.

Theme 2 Update – See Messiah Anew

Goal 1

We continue to work on recruiting and retaining a more diverse graduate and undergraduate student body. The institutional goal for FY26 is 25%, and we are currently at 21.1%.



Theme 2 Update – See Messiah Anew



Goal 1

We have 205 dual enrollment students for FY23 in both online and in-person courses. We are working with 6 Pathway Partner schools, and we have been very successful at signing new dual enrollment agreements with individual schools and school districts.

Theme 2 Update – See Messiah Anew

Goal 1

Work continues on developing a comprehensive pre-college program as we learn from current gap year partnerships and summer academic programs.



Theme 2 Update – See Messiah Anew



Goal 1

The Office of Diversity Affairs hosted a workshop for 60 student leaders on racial trauma and healing led by a team of Messiah alumni who reconnected with their alma mater during last year's Alumni of Color gathering.

Theme 2 Update – See Messiah Anew

Goal 2

Following the Charlotte, NC immersion visit, we determined it would be more effective to redirect proposed marketing dollars to the Mid-Atlantic region but still maintain many good connections in the south.



Theme 3 Update – Sustainable Future



Goal 1

- Over 50 students enrolled in Cybersecurity major
- Donor-funded cybersecurity center opened in Fall 2022
- Allen Snook, director of IT security at Messiah, is advising an internship program for our juniors and seniors in the Security Operations Center

Theme 3 Update – Sustainable Future

Goal 1

The proposed Doctor of Science degree in Physical Therapy has been approved by MSCHE. This program will complement our existing DPT program. We anticipate our first cohort enrolling for FY24 and we are currently searching for a program director.



Theme 3 Update – Sustainable Future



Goal 2

Successful completion of the \$75M *Learning for Life, Transforming the World* campaign – \$83.4M was raised.

Theme 3 Update – Sustainable Future

Goal 2

Currently raising funds for:

- The Messiah Fund (Annual Fund)
- Scholarship Endowment
- Warmer Welcome Campaign for Athletics
- Engle Health & Counseling Center Expansion
- Resurface of Indoor Track



Theme 3 Update – Sustainable Future



Goal 2

Institutional endowment is currently \$127.2M – our goal is \$145M. This goal has been negatively impacted by the chaotic economic markets.

Theme 4 Update – Transformative Connections

Community Wellness Initiative

- Led by Kris Hansen-Kieffer and Kevin Ogden
- Official launch in July 2023; First community education classes begin in the fall
- 60 individual paid memberships
- Partnerships with 3 community organizations



Theme 4 Update – Transformative Connections



Physical Therapy Partnerships

- Phoenix Physical Therapy clinic opened this spring at Winding Hill
- NAIOMT
 - Continuing Education
 - Residencies
 - Fellowships
 - Doctor of Science degree recruitment

Theme 4 Update – Transformative Connections

Milton Hershey School

Through the Bridge Center for Continuing Education we provided training to the MHS Home Life Division at 4 of their continuing education sessions. Messiah personnel led 21 sessions, and we have been invited to return.



Theme 4 Update – Transformative Connections



Messiah Lifeways Agreement

This partnership will facilitate the training of CNAs, provide continuing education for Messiah Lifeways employees, and allow Messiah University students to gain experience in a long-term care setting. We are currently searching for a part-time director.

Theme 4 Update – Transformative Connections

Pathway Partners Program

- Christian School of York
- CSAGH
- Logos Academy
- Delaware County Christian School
- Eden Christian Academy
- Shalom Christian Academy



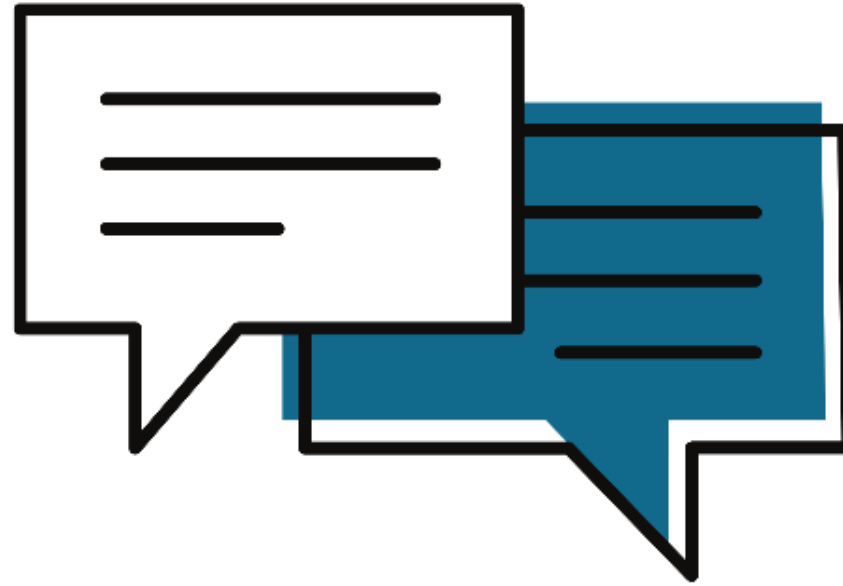
Theme 4 Update – Transformative Connections



Other New Enrollment Partnerships

- 2 international schools
- 2 regional PA Catholic high schools (Trinity and York)
- MSAT Agreements:
6 signed, 2 pending
- Ph.D. in Leadership agreement with Alvernia
- A Preferred College Partner of the Pittsburgh Promise

Q&A



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