



INDIANA UNIVERSITY of PENNSYLVANIA

2016-2017
Action Plan



Action Plan Preface

Looking to the future while understanding where we are today

The System's Strategic Plan 2020: *Rising to the Challenge* calls for the development of detailed annual actions plans for each university for transparency and to document progress toward system and university strategic goals. By their very nature, strategic plans look to change over a period of years; in contrast, action plans are designed to look at annual changes in the university and its context. Action plans chronicle where a university has been (previous year), where it is (current year) and where it is going (in the next two years). The format for annual action plans calls for universities to detail—in the context of university mission, vision and strategic directions—distinctive programs and accomplishments, opportunities and challenges, trends in enrollment, student success, and financial management. Looking at action plans annually is important because *proposed* directions in academic program development, enrollments, and finances are often shaped and re-shaped by critical changes and emerging conditions in student markets, educational interests, and regional economies. As such, they highlight the important balance between thoughtful longer-term planning and the flexibility needed to respond to changing dynamics.

Aligning institutional results and reports

To present a clear picture of the university, where it has been, and where it is going, it is essential that it is aligned with existing data reports, financial information, performance funding, and annual reporting on progress towards strategic goals. Over time, it is anticipated that episodic university reports be minimized and that more of them will be incorporated and summarized within the context of action plans to provide a more thorough understanding of university efforts to meet their mission and that of the State System.

Action Plan

2016-2017

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INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

University Mission, Vision, and Statement of Strategy

University Mission - Please provide a description of your university's purpose and primary objectives for success.

Mission Statement: Indiana University of Pennsylvania

Indiana University of Pennsylvania is a leading public, doctoral/research university, strongly committed to undergraduate and graduate instruction, scholarship, and public service.

Indiana University of Pennsylvania engages students as learners and leaders in an intellectually challenging, culturally enriched, and contemporarily diverse environment.

Inspired by a dedicated faculty and staff, students become productive national and world citizens who exceed expectations personally and professionally.

University Mission, Vision, and Statement of Strategy *(Continued)*

University Vision - Please provide a description of your university's goals and aspirations for the years ahead.

In December 2013, a statement of IUP's Vision and its Values was approved by the University Senate and, subsequently, by the IUP Council of Trustees. This statement was the culmination of a 16-month long, inclusive effort led by President Driscoll to build a shared vision for what IUP will be when it celebrates its sesquicentennial in 2025. The Vision and Values statement also is a foundation for IUP's new Strategic Plan.

The Vision for IUP's Future

Indiana University of Pennsylvania is a community where teaching, research, and service empower students to become innovative leaders while enhancing communities throughout the world. Remaining true to its traditions, IUP assesses society's needs and opportunities and meets them.

Students are hardworking, ready to learn, and come from diverse cultures, places, and backgrounds. Energetic, dedicated, and diverse staff and faculty members welcome them to a personal, vibrant college home. Students participate in many intentional and interconnected learning experiences in their studies, in their lives, and in the world.

Professors are active scholars and teachers in their disciplines who work together to expand their impact. They engage students in carefully designed open-ended, hands-on experiences to reinforce and enrich what students learn in the classroom. Professors use technology to enhance student learning and augment the face-to-face and peer-learning experiences that are the foundation of excellent education.

Alumni say their student experience was the best preparation for work and life. They continue to find joy in the bonds they built as students and the new connections they make with faculty and staff members, students, and other alumni. They are proud and they choose to invest in IUP's future.

IUP and the communities it serves work together to build a strong society and robust economy. IUP uses partnerships and activities to connect community members, students, faculty and staff members, and alumni, building a commitment to their shared future.

IUP Values

- Demonstrating an excellent return on educational investment.
- Knowing students as individuals who work closely with faculty and staff members.
- Responding to the needs of students and society with a range of innovative programs and scholarship.
- Employing evidence in decision making and in demonstrating results.
- Drawing on IUP's tradition in Indiana and western Pennsylvania to serve students worldwide.
- Enjoying historic, inspirational, and functional campuses and facilities.
- Using technology to reach place-committed students and enhance learning for all.
- Celebrating engaged, successful alumni.

University Mission, Vision, and Statement of Strategy (Continued)

Statement of Strategy - Please provide a description of the strategy for fulfilling your university's vision and mission, given your university's current strengths, challenges, and available resources.

IUP's mission and vision will be fulfilled in accord with the *IUP Strategic Plan 2015-2020*, which was ratified by the IUP Council of Trustees on May 7, 2015. The *IUP Strategic Plan*, shown below in outline form, comprises four goals, twenty-two strategies to attain those goals, and seventy-five tactics that outline specific actions and steps. (Tactics are not shown due to limitations of space.)

1. Goal: Provide innovative academic programs of high quality and value.

- 1.1. Strategy: Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society.
- 1.2. Strategy: Bring forward new degree-granting programs that respond to student interest, reflect disciplinary advances, and serve the needs of society, with emphasis on interdisciplinary programs that leverage existing faculty expertise.
- 1.3. Strategy: Explore relevant and sustainable non-degree, non-credit hour programs.
- 1.4. Strategy: Strengthen IUP's academic value to students.
- 1.5. Strategy: Advance IUP's status as a Doctoral Research University.

2. Goal: Prepare all of IUP's students for success in work and life, in addition to academic success.

- 2.1. Strategy: Commit to student success.
- 2.2. Strategy: Focus on access, support, and opportunity for students from traditionally underrepresented and underserved student populations.
- 2.3. Strategy: Prepare students to work and live in a culturally diverse and global future.

3. Goal: Secure IUP's financial future.

- 3.1. Strategy: Increase private philanthropic support to IUP.
- 3.2. Strategy: Align unit funding with institutional priorities and goals.
- 3.3. Strategy: Develop innovative models of tuition flexibility.
- 3.4. Strategy: Improve the efficiency of conducting university business.
- 3.5. Strategy: Employ best practices with regard to regulatory and legislative mandates.
- 3.6. Strategy: Proactively focus on IT and network security for the protection of our students, faculty, staff, and off-campus partners.
- 3.7. Strategy: Ensure that Campus Facilities Master Plan projects are fully funded.

4. Goal: Strengthen IUP's value to our local, state, and global partners.

- 4.1. Strategy: Increase regional, state, and global recognition of IUP.
- 4.2. Strategy: Advance civility and personal responsibility in the University and community.
- 4.3. Strategy: Promote IUP as a destination for community enrichment.
- 4.4. Strategy: Strengthen local, state, federal, and global partnerships in education, research, workforce development, and economic development.
- 4.5. Strategy: Strengthen relationships with IUP's formally recognized affiliated organizations.
- 4.6. Strategy: Engage alumni to advance IUP.
- 4.7. Strategy: Reaffirm our commitment to IUP's most important resource, our people.

Academic Programs of Distinction

Academic Programs of Distinction - Please identify your university's top 3 or 4 Program Areas of Distinction (An Academic Program of Distinction is defined as a two-digit CIP level which includes general groups of related programs such as Business and Education. You may also use related areas that cross CIP codes such as Visual and Performing Arts or Allied Health Professions. STEM as a Program of Distinction is too broad but Technology and Engineering or Engineering and Math would be a suitable Program of Distinction.) Please provide a brief rationale or narrative as to what makes these programs distinctive.

The following are featured (in alphabetical order) among IUP's many distinguished programs:

Criminology (CIP 45): IUP offers the B.A. in Criminology, B.A. in Criminology/Pre-Law, M.A. in Criminology (in-person and online program versions), and the Ph.D. in Criminology. IUP's Ph.D. in Criminology is one of 47 doctoral programs in criminology/criminal justice in the United States. Graduates of the program hold positions with the FBI, Secret Service, and Drug Enforcement Administration, and are employed across the nation as probation officers, parole officers, jail and prison counselors, local police officers, state police, counselors in juvenile and adult programs, coordinators of private security for corporations, and investigators for insurance companies. IUP Criminology graduates go on to leadership positions in active service and in academia: Five of the top 50 most productive criminologists in the country hold IUP Ph.D. degrees.¹

English (CIP 23): IUP offers the B.S.Ed. in English Education, the B.A. in English (with five tracks), the M.A. in Literature, M.A. in Composition and Literature, M.A. in Teaching English, M.A. in TESOL, the Ph.D. in Composition and TESOL, and the Ph.D. in Literature and Criticism. The IUP graduate programs in English are internationally recognized and they prepare students for careers in, among others, teaching English, writing, journalism, marketing, and publishing. IUP's graduate programs in English are the largest in Pennsylvania, and IUP consistently is among the top ten producers of English Ph.D.s in the nation. Quality accompanies quantity; a survey by the Modern Language Association found the IUP doctoral programs in English to be among the most successful in advancing graduates' careers. The majority of IUP's English Ph.D. students are employed as English teachers at two- or four-year colleges and universities, with others in secondary education.

Music (CIP 50): IUP offers the B.S. in Music Education, the BFA in Performance and Composition, and the B.A. in General Music, as well as the M.A. with concentrations in Performance or Music Education. Program graduates go on to careers in professional music, teaching, performance, recording, and related areas including music journalism, musicology, concert management, arts administration, music retail, music business, and music therapy.

Psychology (CIP 42): IUP offers the B.A. in Psychology and the Doctor of Psychology degree in Clinical Psychology (Psy.D.). The Psy.D. is accredited by the Commission on Accreditation of the American Psychological Association. It is recognized as being among the nation's top ten "hidden gem" clinical psychology training programs² and was listed as one of the nation's top five Psy.D. programs in clinical psychology for 2016³.

Safety Science (CIP 15): IUP offers the B.S. in Safety, Health and Environmental (SHE) Applied Sciences, M.S. in Safety Sciences (online), and the Ph.D. in Safety Sciences (online). A degree in safety sciences prepares for a career as a SHE Professional, with employment in construction, petrochemical, utility, transportation, insurance/consulting, healthcare, government and general industry. Placement rates within the SHE Profession within two months of graduation have averaged 75% the past five years and have been as high as 95%. The B.S. in SHE Applied Sciences has been ABET accredited since 1983 and is one of only twenty safety programs in the United States recognized by the Board of Certified Safety Professionals (BCSP) as a "Qualified Academic Program," and graduates of the program receive a GSP Designation by the BCSP at the time of graduation. In 2014, the American Society of Safety Engineers (ASSE) recognized the Student Chapter at IUP as the "Outstanding Student Section" in the United States.

¹ Cohn and Farrington, 2014. Publication Productivity of Criminologists. *Journal of Criminal Justice Education* 25:275.

² Callahan et al., 2013. Hidden gems among clinical psychology training programs. *Training and Education in Professional Psychology* 74:278.

³ <http://www.bestcounselingdegrees.net/best/psy-d-programs-clinical-psychology/#here>

Other Areas of Distinction

Other Areas of Distinction - Please describe your university's admirable characteristics and accomplishments, including services, programs, student success, and community engagement.

Alumni Engagement: IUP Alumni totals over 120,000 individuals living across the country. In the last 3 years, there has been a dramatic increase in alumni engagement due to the visionary leadership of Dr. Driscoll, an approved university and alumni relations strategic plan and the quiet phase introduction of a comprehensive fundraising campaign. The Comprehensive Campaign Executive Cabinet currently consists of 9 very successful alumni. Each academic college and the athletic department has also recruited successful alumni to leadership councils. The alumni volunteer councils have met twice with 72 alumni attending.

Community service and engagement: IUP works constructively with and within its community. IUP, with Indiana Borough, White Township, and Indiana County, are partners in the Indiana Community University District (ICUD) initiative to develop a comprehensive master plan for the area around the IUP campus. The ICUD plan will address housing, transportation and mobility, open space, and economic development. Moreover, IUP is a partner in IACT, the Indiana Area Collaborative Team, which is a coalition that also includes Indiana Borough, White Township, Indiana County, law enforcement agencies, and landlords and businesses. IACT was formed in 2014 to coordinate responses to disruptive celebratory behaviors, and has since become a vehicle for town/gown communications. Finally, for four years in a row, IUP has been named to President's Higher Education Community Service Honor Roll, which recognizes exemplary community service, by the Corporation for National and Community Service.

Doctoral/Research University: IUP is designated by the Carnegie Commission on Higher Education as a Doctorate-granting University (DRU: Doctoral/Research University). IUP is one of Pennsylvania's four public DRUs (with Pitt, PSU, and Temple), and it is the only member of the State System to hold this designation. The designation includes institutions that awarded at least 20 research doctoral degrees per year and excludes doctoral-level degrees that qualify recipients for entry into professional practice, such as the J.D., M.D., Pharm.D., D.P.T., etc.

Honors College: The Cook Honors College at IUP successfully combines the resources of a mid-size university with the personal attention of a small college. Since its first students matriculated in 1996, awards and recognitions conferred on CHC graduates include nine Fulbright Awards, two Fulbright alternates, three NSF awards and an NSF Teaching award, two Marshall Awards, two Truman Award finalists, a Freeman Asia Award, a Pickering Award, and a Rhodes Scholar finalist. In 2016, IUP's sixth Goldwater Award recipient was announced. The CHC has been mentioned prominently in the *Chronicle of Higher Education* (2002) and was the only honors college profiled in Donald Asher's *Cool Colleges for the Hyper-Intelligent, Self-Directed, Late Blooming, and Just Plain Different* (2000 and subsequent revisions, including 2011).

International programs: IUP has thriving programs in international education that include faculty exchanges, study abroad opportunities, and programs that bring students from other countries to study at IUP. In fall 2016, IUP hosted 923 undergraduate and graduate students from 60 countries, which is more than half of all international students in the state system as a whole.

Military and veterans: The Army Reserve Officers' Training Corps program (ROTC) was established at IUP in 1950. It is housed in one of the largest ROTC facilities on the East Coast, which includes classrooms with multimedia and Internet capability. The program benefits from a strong regional emphasis on patriotism and service, and rates of enrollment are among the highest in the country. The nation's top ROTC cadet in 2009 was from IUP, and the ROTC program received the Douglas A. MacArthur Award in 2014, which honors the top ROTC units in the nation. Another succinct statement of success of IUP's ROTC program is that twelve graduates (including two women) of the IUP ROTC program have become generals. IUP also is nationally recognized for its efforts to assist students who have military service experience. The IUP Military and Veterans Resource Center (MVRC) opened in 2014 and works collaboratively with IUP programs and services to help veterans and military-affiliated students achieve their goals. Between opening the MVRC and today, IUP's enrollment of military-affiliated students increased by 30 percent. Our military-affiliated students are successful, with a

Other Areas of Distinction (Continued)

96.8% retention rate and an average GPA of 3.09. *Military Advanced Education* recognized IUP as an “MAE 2015 Top School” for exhibiting best practices in military and veteran education. IUP is consistently recognized by *G.I. Jobs* magazine as a “Military Friendly School” and by *Military Times* magazine as one of the nation’s “Best for Vets” institutions. IUP was one of only 68 four-year colleges in the nation chosen for the “Best for Vets” listing.

Program Accreditation: Fifty-one of IUP’s academic programs are eligible for specialized accreditation by agencies that are recognized by the Council on Higher Education Accreditation (CHEA). Of the eligible programs, 98% are accredited by an agency that is appropriate to the discipline. In addition, four programs have received accreditation from professional agencies that are not recognized by the CHEA.

Strategic Goals

University Strategic Goals – Please describe the initiatives/strategies that will drive improvement towards university goals. Please include how your university goals align to the System strategic goals below.

1. Ensuring academic program excellence and relevance.
2. Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship.
3. Developing new funding strategies, diversifying resources and managing costs to preserve affordability. Initiatives and strategies should address mitigation of financial risk.
4. Increasing accountability and transparency, focusing on results and key performance indicators.

University Goals

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #1:

- Provide innovative academic programs of high quality and value. (IUP 1)
 - Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society. (IUP 1.1)
 - Bring forward new degree-granting programs that respond to student interest, reflect disciplinary advances, and serve the needs of society, with emphasis on interdisciplinary programs that leverage existing faculty expertise. (IUP 1.2)
 - Explore relevant and sustainable non-degree, non-credit hour programs. (IUP 1.3)
 - Strengthen IUP's academic value to students. (IUP 1.4)
 - Advance IUP's status as a Doctoral Research University. (IUP 1.5)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #2:

- Provide innovative academic programs of high quality and value. (IUP 1)
 - Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society. (IUP 1.1)
 - Explore relevant and sustainable non-degree, non-credit hour programs. (IUP 1.3)
- Prepare all of IUP's students for success in work and life, in addition to academic success. (IUP 2)
 - Commit to student success. (IUP 2.1)
 - Focus on access, support, and opportunity for students from traditionally underrepresented and underserved student populations. (IUP 2.2)
 - Prepare students to work and live in a culturally diverse and global future. (IUP 2.3)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #3:

- Secure IUP's financial future. (IUP 3)
 - Increase private philanthropic support to IUP. (IUP 3.1)
 - Align unit funding with institutional priorities and goals. (IUP 3.2)
 - Develop innovative models of tuition flexibility. (IUP 3.3)
 - Improve the efficiency of conducting university business. (IUP 3.4)
 - Ensure that Campus Facilities Master Plan projects are fully funded. (IUP 3.7)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #4:

- Secure IUP's financial future. (IUP 3)
 - Increase private philanthropic support to IUP. (IUP 3.1)
 - Align unit funding with institutional priorities and goals. (IUP 3.2)
 - Improve the efficiency of conducting university business. (IUP 3.4)
 - Employ best practices with regard to regulatory and legislative mandates. (IUP 3.5)
 - Proactively focus on IT and network security for the protection of our students, faculty, staff, and off-campus partners. (IUP 3.6)
- Strengthen IUP's value to our local, state, and global partners. (IUP 4)
 - Strengthen local, state, federal, and global partnerships in education, research, workforce development, and economic development. (IUP 4.3)
 - Strengthen relationships with IUP's formally recognized affiliated organizations. (IUP 4.4)

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University Strengths, Opportunities, and Challenges (Anticipated within the next 3 years)

In addition to identifying university strengths, please identify specific opportunities and challenges that the university will be addressing (currently or within the next 3 years), including financial conditions, enrollment trends, community/regional engagement, and student experiences and outcomes.

Core Capabilities

IUP's academic core – curriculum and faculty – is solid and strong. Our academic programs are well regarded and IUP's students receive an education of high quality and with good value, as shown by 2016's successful decennial re-accreditation review by the MSCHE, and by our many alumni with nationally visible leadership positions in business, science, education, criminal justice, safety sciences, and the arts. Last year's system-wide faculty labor action did not alter the commitment that IUP's faculty have to the institution, to our students, or to the baccalaureate, masters, and doctoral programs they support. IUP also has stable, talented leadership and a shared sense of purpose, innovation, and forward movement that permits us to move with informed decisiveness. We enjoy a renewed sense of partnership and shared purpose with community leaders, which permits us to explore educational and employment opportunities for our students and to partner in regional economic development initiatives. We are fortunate to have an attractive campus and a dedicated, committed facilities team. Finally, we have a strong and large base of living alumni that are ambassadors for IUP.

Opportunities

IUP has a solid foundation of purpose and progress, which is articulated in and guided by our strategic plan, *IUP 2015-2020*. Our accelerating progress is shown by new academic programs, including public health (approved in 2016), environmental engineering (coming forward in 2017), and digital sciences and security (coming forward in 2018); by a new, comprehensive enrollment management plan; by a sharp focus on student success that is driven by analytics; by vastly improved town/gown relationships; and by renovation/construction of our academic buildings. Our strategic approach to student success emphasizes co-curricular experiences, and this year we will complete a comprehensive dining facilities program to support this important part of student life. These improvements will help support our new comprehensive enrollment plan which, in addition to recruiting traditional residential students, will expand IUP's outreach to new regional, out-of-state, and international populations of prospective students. As we recruit more broadly, we also continue to work on effecting social change through campus and community dialogues on race, diversity, and inclusion. We also are capitalizing on opportunities that come through our regional campus locations: In fall, IUP's highly regarded program in respiratory care will move from West Pennsylvania Hospital to our Northpointe location in Armstrong County, which will improve both access and affordability. IUP also is making significant changes at our Punxsutawney location to better serve Jefferson County. Programming at that location will shift from serving underprepared students from across the Commonwealth to local employment and workforce development needs. This initiative is steered, in part, by an analysis provided by the system's OEI and will include development of AA and AAS programs in business, hospitality, culinary arts, and expanded programs in allied health.

Challenges

IUP, other members of the State System, and public institutions across the US share challenges that include financial pressures that come from a decade and more of declines in state funding, mandates to implement policies and procedures that respond to an increasingly nuanced political and regulatory environment, rapid changes in instructional technology and associated changes in pedagogical practice, and a suite of complex challenges posed by the changing characteristics and expectations of the students we serve. The overall financial health of the State System is a serious concern that, hopefully, can be addressed as an outcome of the current system review. Similarly, we are increasingly concerned that IUP's value to the Commonwealth and our unique potential as a Doctoral Research University is compromised by a combination of the System's current labor agreements (which are overly restrictive with regard to fostering research activity) and a broad application of metrics that are most appropriate for universities with a focus on delivery of Master's degrees, but are less suitable for meaningful comparisons outside of this group. In sum, IUP has emerged from institutional stagnation: Leadership is stable and strong, and IUP has a renewed sense of direction and purpose. But, we continue to face roadblocks to innovation.

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Strategic Enrollment Management

Planned Enrollment by Student Type

	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual	Fall 2015 Actual	Fall 2016 Actual	Fall 2017 Projected	Fall 2018 Projected
Undergraduate Headcount Enrollment - Associate and Bachelor's Degree Seeking							
New Freshmen	23.1%	21.9%	23.2%	22.2%	21.3%	25.2%	25.9%
New Transfers	5.4%	5.1%	4.7%	4.8%	4.8%	5.0%	5.2%
Veterans	1.1%	1.2%	1.2%	2.5%	3.3%	3.5%	3.7%
Adult Learners	5.7%	5.2%	5.3%	5.4%	5.4%	5.4%	5.6%
Total Undergraduate Enrollment	12,690	12,108	11,774	11,162	10,314	10,539	10,214
Graduate Headcount Enrollment							
Master's	1,364	1,260	1,293	1,382	1,353	1,459	1,537
Research Doctorate	833	824	822	708	743	786	830
Professional Doctorate	N/A	N/A	N/A	65	64	70	73
Total Graduate Enrollment	2,197	2,084	2,115	2,155	2,160	2,315	2,440
Certificates and Nondegree Students							
	709	733	645	624	640	650	675
Headcount Enrollment by Method of Instruction							
Distance Education (100% Distance Education)	250	242	302	360	388	400	430
Traditional (On Campus)	12,489	11,734	11,004	10,577	9,645	9,300	9,250
Off Campus	946	885	840	802	715	680	674

Persistence Rates

	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual	Fall 2015 Actual	Fall 2016 Projected	Fall 2017 Projected	Fall 2018 Projected
Persistence Rates of First-time Bachelor's Degree Seeking Students							
Second Year Persistence	75.3%	73.4%	74.5%	75.6%	74.5%	75.0%	76.0%
Third Year Persistence	63.3%	64.0%	64.4%	65.8%	65.9%	66.0%	66.0%
Fourth Year Persistence	62.3%	60.0%	61.4%	60.0%	62.0%	62.0%	62.0%

Note: Persistence rates are for those students who are returning in or have graduated by the provided year

Graduation Rates

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Projected	2017/18 Projected	2018/19 Projected
Graduation Rates for Bachelor's Degree Seeking Students							
Four Year (or less)	35.6%	36.3%	38.0%	36.0%	36.5%	36.8%	37.0%
Six Year (or less)	51.2%	52.9%	54.9%	54.0%	54.5%	55.0%	56.0%

Completers

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Projected	2017/18 Projected	2018/19 Projected
Average Time to Degree (Bachelor's) (methodology under consideration)							
Average Credits at Graduation							
	127.4	127.3	126.5	126.5	126.5	124	122
Graduates Employed in Pennsylvania (methodology under consideration)							
Bachelor's Degree Graduates Continuing Their Education (methodology under consideration)							

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Performance Funding Indicators

Of the ten (10) performance funding indicators, five (5) are required of all system universities while five (5) others are chosen by each of the universities to reflect what is most important to their mission and strategic goals. Further refinements in the System's performance funding program are anticipated in 2016.

Common to All Universities						
	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Performance Report	2015/16 Performance Report	2016/17 Targets
Degrees Conferred						
Number of Degrees Conferred	2,895	3,292	3,268	3,369	3,336	3,163
Undergraduate Degrees per 100 FTE	17.8	16.8	19.2	19.3	21.4	18.6
Closing the Achievement Gaps - 6 Year Graduation Rates						
Pell Recipient Graduation Rate	48.0%	41.6%	40.2%	42.8%	46.1%	48.7%
Non-Pell Recipient Graduation Rate	57.0%	53.9%	56.5%	57.4%	59.9%	N/A
Underrepresented Minority Graduation Rate	40.0%	38.0%	32.9%	32.8%	38.9%	41.6%
Non-Underrepresented Minority Graduation Rate	56.0%	52.2%	55.5%	57.1%	57.7%	N/A
Closing the Freshman Access Gaps						
Pell Recipient Freshmen	37.0%	38.3%	40.2%	40.9%	44.0%	38.0%
Low Income PA High School Graduates (ages 18-24)	38.0%	38.0%	38.0%	38.0%	38.0%	38.0%
Underrepresented Minority Freshmen	13.4%	17.1%	20.6%	20.0%	24.5%	18.0%
Underrepresented Minority PA High School Graduates (ages 18-24)	18.0%	18.0%	18.0%	18.0%	18.0%	18.0%
Faculty Diversity						
Underrepresented Minority Faculty	14.5%	15.4%	15.5%	16.1%	16.8%	16.4%
Female Faculty	45.4%	45.3%	44.8%	45.4%	45.8%	50.0%
University Selected						
	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Performance Report	2015/16 Performance Report	2016/17 Targets
Persistence Rates of First-time Bachelor's Degree Seeking Students						
Third Year Persistence	61.6%	66.2%	63.3%	64.0%	64.4%	65.0%
Fourth Year Persistence	58.4%	62.3%	60.0%	61.4%	61.2%	62.0%
STEM and Health Profession (STEM-H) Degree Recipients						
Percentage of Total Degrees Awarded that are STEM-H	16.2%	17.4%	17.4%	18.4%	19.4%	18.6%
Support Expenditures						
	35.4%	35.0%	33.2%	34.1%	34.4%	32.9%
Individual Donors						
Growth Rate of Individual Donors*	1	1	1.1	1.1	0.90	>1
External Grant Support						
Federal Grants per Faculty**	\$18,585	\$15,725	\$14,225	\$47,318***	\$44,690	N/A

*This measure is a ratio of the annual difference in the number of individual donors as compared to a set of peers. A value greater than one means IUP outperformed its peers.

**This measure is a ratio of the university's federal grants per faculty compared to the peer group's federal grants per faculty, but this chart only displays the university's federal grants per faculty.

***This measure was revised for the 2014/15 Performance Report to include both Federal and State Grants. Previously only Federal Grants were included.

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Academic Programs

Academic Program Activity		2015/16
Number of Programs in 2015/16 and the Total Number of Completers from 2011/12 through 2015/16		2015/16
Certificate Programs		
Total Number of Certificate Programs		10
Number of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		4
Percentage of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		40%
Associate Degree Programs		
Total Number of Associate Programs		2
Number of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		1
Percentage of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		50%
Bachelor's Degree Programs		
Total Number of Bachelor's Programs		73
Number of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		59
Percentage of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		81%
Master's Degree Programs		
Total Number of Master's Programs		34
Number of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		28
Percentage of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		82%
Professional Doctorate Degree Programs		
Total Number of Professional Doctorate Programs		1
Number of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		1
Percentage of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		100%
Research Doctorate Degree Programs		
Total Number of Research Doctorate Programs		8
Number of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		8
Percentage of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		100%

New Programs for 2015/16			Offered Via Distance Learning
6-digit CIP	Program Name		
Associate Degree Programs			
Bachelor's Degree Programs			
Master's Degree Programs			
Doctorate Degree Programs			
Certificates			
51.1504	Post-Baccalaureate in Child and Adult Advocacy		
13.1401	Post-Baccalaureate in English as a Second Language Specialist		
5.0123	Sub-Baccalaureate in Chinese Studies		
5.0127	Sub-Baccalaureate in Japan Studies		
5.0108	Sub-Baccalaureate in Middle Eastern Studies		
54.0199	Sub-Baccalaureate in Digital History		
14.2501	Post-Baccalaureate in Shale Gas and Energy		
13.1013	Post-Masters in Autism Spectrum Disorder		
Minors			
51.1403	Child and Adult Advocacy Studies		
51.1403	Community Health		
43.0106	Forensic Bioscience		

Reorganized Programs for 2015/16			
6-digit CIP	Program Name	Change	Offered Via Distance Learning
Associate Degree Programs			
Bachelor's Degree Programs			
51.0204	B.S. in Speech Language Pathology and Audiology		
9.0401	B.A. in Journalism and Public Relations		
13.1001	B.S.Ed. in Special Education paired with Reading Specialist		
Master's Degree Programs			
54.0105	M.A. in Public History		
Doctorate Degree Programs			
42.2805	Ph.D. In Educational and School Psychology		
Certificates			
Minors			

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Academic Programs

Programs Placed in Moratorium for 2015/16

6-digit CIP	Program Name	Offered Via Distance Learning
Associate Degree Programs		
Bachelor's Degree Programs		
16.9999	B.A in Spanish for International Trade	
Master's Degree Programs		
Doctorate Degree Programs		
Certificate's		
Minors		

Programs Discontinued for 2015/16

6-digit CIP	Program Name	Offered Via Distance Learning
Associate Degree Programs		
40.0807	A.A.S in Electro-Optics	
52.0201	A.A in Business	
Bachelor's Degree Programs		
16.0901	B.A in French	
16.9999	B.A in French for International Trade	
40.0801	B.A in Physics	
45.9999	B.A in Government and Public Service	
27.0301	B.S in Applied Mathematics	
51.2202	B.S in Environmental Health Science	
16.0901	B.S.Ed in French	
Master's Degree Programs		
40.0801	M.A in Physics	
45.0701	M.A in Geography	
Doctorate Degree Programs		
Certificates		
Minors		

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Planned New and Emerging Academic Programs

New Programs for Possible Consideration by the Board of Governors in 2017/18

6-digit CIP Program Name

Associate Degree Programs

520999 A.A in Hospitality
520905 A.A.S in Culinary Arts
520201 A.A in Business Administration

Bachelor's Degree Programs

220302 B.S in Paralegal Studies (LOI to PASSHE 15-16)
290207 B.S in Cyber Security (LOI to PASSHE 15-16)
150507 B.S in Environmental Engineering (LOI to PASSHE 15-16)

Master's Degree Programs

520305 M.S in Accounting and Finance (LOI to PASSHE 15-16)
500507 M.F.A in Ensemble, Devised and Applied Theater (LOI to PASSHE in 15-16)
290207 M.S in Cyber Security (LOI to PASSHE 15-16)

Doctorate Degree Programs

520201 Ph.D. in Business Administration (LOI to PASSHE 15-16)
422805 Ed.S. in School Psychology

Certificates

Minors

New Programs for Possible Consideration by the Board of Governors in 2018/19

6-digit CIP Program Name

Associate Degree Programs

Bachelor's Degree Programs

110801 B.S in Web Design

Master's Degree Programs

110501 M.S in Data Analytics
40301 M.S in Urban and Regional Planning (LOI to PASSHE in 15-16)
90900 M.S in Strategic Communications

Doctorate Degree Programs

Certificates

Minors

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Budget Assumptions

	2016/17		2017/18		2018/19 % Change
	October 2016 % Change	March 2017 % Change	October 2016 % Change	March 2017 % Change	
Revenues					
Tuition Rate	\$8,430	Same as October Assumption	0.00%	0.00%	0.00%
Technology Tuition Fee	448	Same as October Assumption	0.00%	0.00%	0.00%
University Mandatory Fees (University to provide anticipated percent change in rates for future years)	2,489	Same as October Assumption	0.00%		
System's State Appropriation (university's share may vary)	\$444,224,000	Same as October Assumption	0.00%	\$453,108,000	0.00%
Expenditures					
Salaries, required changes to base pay					
	Event	Events	Events	Events	Events
AFSCME	2.75% GPI, Eff. 10/1/16	Same as October Assumption	2.0% GPI, Eff. 7/1/17 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2018	Same as October Assumption	2.5% GPI, Eff. 7/1/18 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2019
Faculty	N/A	2.75% GPI, Eff. Fall 2016 1 step (or cash payment for those at top ofayscale), Eff. Spring 2016 (Paid after full ratification of contract)	N/A	2.0% GPI, Eff. Fall 2017	N/A
Nonrepresented	N/A	2.75% Merit Pool, Eff. 1/7/17	N/A	4.25% Merit Pool, Eff. 1/6/18	TO BE DETERMINED
SCUPA	N/A	2.75% GPI, Eff. 10/1/16	N/A	1.75% GPI, Eff. 7/1/17 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2018	2.25% GPI, Eff. 7/1/18 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2019
SPFPA	N/A	3.50% GPI, Eff. 10/1/16	N/A	N/A	N/A
OPEIU	N/A	3.50% GPI, Eff. 10/1/16	N/A	2.00% GPI, Eff. 7/1/17 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2018	2.50% GPI, Eff. 7/1/18 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2019
Coaches		3.00% GPI, Eff. 10/1/16 Lump Sum Cash Payout: \$1,500 for permanent full-time coach and \$750 for permanent part-time coach (Paid after full ratification of contract)	N/A	2.75% Annual Salary Adjustment, Eff. 1/1/18 2.50% Merit Pool, Eff. 7/1/17	2.50% Annual Salary Adjustment, Eff. 1/1/19 2.50% Merit Pool, Eff. 7/1/18
PSSU	N/A	2.75% GPI, Eff. 10/1/16	N/A	2.0% GPI, Eff. 7/1/17 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2018	2.5% GPI, Eff. 7/1/18 1 step (or cash payment for those at top ofayscale), Eff. 1st pay in Jan. 2019
PDA	N/A	TO BE DETERMINED	N/A	TO BE DETERMINED	TO BE DETERMINED
Retirement					
	% of Pay	% of Pay	% Change	% Change	% Change
SERS	29.95%	Same as October Assumption	9.15%	9.15%	7.46%
PSERS	14.60%	Same as October Assumption	6.70%	8.70%	3.30%
ARP	9.29%	Same as October Assumption	0.00%	0.00%	0.00%
PSERS Healthcare Contribution	0.415%	Same as October Assumption	0.00%	0.00%	-1.20%
Healthcare					
Commonwealth Plan					
Active Employees (PEBTF - AFSCME, SCUPA, PSSU, and PDA)	\$11,830	Same as October Assumption	3.96%	3.96%	2.75%
Retired Employees (REHP - AFSCME only)	\$9,412	Same as October Assumption	4.97%	4.97%	6.00%
State System Plan					
Active Employees, Faculty, PPO Plan	\$13,663	\$13,005	\$14,483	\$12,595	6.00%
Active Employees, Faculty HMO Plan	\$17,242	\$16,720	\$18,277	\$16,523	
Active Employees, Coaches, PPO Plan	\$16,402	\$15,861	\$17,386	\$15,626	6.00%
Active Employees, Coaches, HMO Plan		\$16,720	\$18,277	\$16,523	
Active Employees, Other, PPO Plan	\$12,310	Same as October Assumption	6.00%	2.00%	6.00%
Faculty Health & Welfare	\$1,464	Same as October Assumption	0.00%	0.00%	0.00%
Supplemental Healthcare for nonfaculty	\$865	Same as October Assumption	6.00%	2.00%	0.00%
Retiree Healthcare (non AFSCME)	\$5,200	Same as October Assumption	6.00%	2.00%	6.00%
Consumer Price Index (Urban)	1.80%	Same as October Assumption	1.90%	2.40%	2.40%

Comments:

(Include changes in rates and/or assumptions since November 2016)

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Education & General (E&G) Fund

Dollars in Millions

	2014/15 Actual	2015/16 Actual	2016/17 Approved	Revised 2016/17 Projected	2017/18 Request	Revised 2017/18 Projected	2018/19 Projected
E&G Revenue/Sources							
Undergraduate In-State Tuition	\$75.2	\$73.7	\$77.3	\$77.5	\$78.7	\$78.4	\$79.8
Undergraduate Out-of-State Tuition	13.9	14.4	14.7	12.8	14.5	12.7	12.7
Graduate In-State Tuition	11.5	11.3	11.6	11.6	11.6	11.4	11.4
Graduate Out-of-State Tuition	8.6	9.5	9.7	9.1	9.7	10.1	10.1
TOTAL TUITION REVENUE	\$109.1	\$108.8	\$113.3	\$110.9	\$114.5	\$112.5	\$113.9
Total Fees	35.1	34.9	33.7	33.0	33.4	33.2	32.9
State Appropriations	51.5	54.4	54.6	53.3	54.6	53.9	53.9
All Other Revenue	18.2	17.4	16.4	16.0	16.4	16.0	16.0
Planned Use of Carryforward	0.0	0.0	2.9	12.2	2.9	0.0	0.0
Total E&G Revenue/Sources	\$213.9	\$215.5	\$220.9	\$225.5	\$221.9	\$215.6	\$216.8
E&G Expenditures/Transfers							
Total Salaries and Wages	\$108.1	\$105.6	\$105.0	\$106.6	\$105.5	\$108.7	\$109.8
Total Benefits	50.0	52.8	53.6	54.7	56.2	56.9	59.4
TOTAL PERSONNEL EXPENDITURES	\$158.2	\$158.5	\$158.6	\$161.3	\$161.7	\$165.6	\$169.3
Financial Aid	9.3	10.1	12.3	13.0	12.9	13.3	13.8
Utilities	4.6	3.8	5.2	6.1	4.9	6.0	6.2
Services & Supplies	30.1	33.7	36.5	35.7	36.8	34.9	36.0
Capital Expenditures and Transfers	10.4	11.2	8.4	9.4	8.5	8.8	8.3
Total E&G Expenditures/Transfers	\$212.5	\$217.3	\$220.9	\$225.5	\$224.8	\$228.6	\$233.5
Total E&G Fund Surplus/(Shortfall)	\$1.4	(\$1.8)	\$0.0	\$0.0	(\$2.9)	(\$12.9)	(\$16.7)
Annualized FTE Enrollment							
Undergraduate In-State	10,693.20	10,138.75	9,358.07	9,316.28	9,245.77	9,192.37	9,071.30
Undergraduate Out-of-State	1,126.45	1,102.50	1,062.40	935.24	1,049.45	916.89	916.89
Graduate In-State	1,030.21	976.38	984.49	985.04	984.19	993.31	993.31
Graduate Out-of-State	482.67	555.96	548.57	541.63	548.57	533.66	533.66
Total Annualized FTE Enrollment	13,332.53	12,773.59	11,953.53	11,778.19	11,827.98	11,636.23	11,515.16
E&G Budgeted Annualized FTE Employees							
Faculty	693.83	685.79	667.89	650.55	667.89	650.55	650.55
AFSCME	379.98	375.05	372.05	369.10	372.05	369.10	369.10
Nonrepresented	181.11	186.72	184.72	183.64	184.72	183.64	183.64
SCUPA	50.51	49.45	47.45	51.20	47.45	51.20	51.20
All Other	116.85	54.36	54.36	58.38	54.36	58.38	58.38
Total E&G Fund Budgeted Annualized FTE Employees	1,422.28	1,351.37	1,326.47	1,312.87	1,326.47	1,312.87	1,312.87

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Strategic E&G Budget Realignment

Strategic University Specific Budget Realignment Information

This page provides information regarding the E&G budget realignment plans of each university, including objectives and how they will be achieved. It should reflect how the budget is being realigned with the university's strategic priorities--new investments vs. reduced emphasis.

Description	2014/15 Amount	2015/16 Amount	2016/17 Amount
Strategic Investments:			
Marketing Initiative	\$866,200	\$860,000	\$749,416
Admissions	0	0	500,000
Engaging and Educating the Shale Gas Partners	20,700	0	0
3 in 1 Proposals (12, 14 & 15) Latino, Bridge and Probation	9,500	0	0
Sutton Scholars Program	44,166	45,712	46,855
Veteran's Resource Group	66,000	0	0
Creation of Energy Research Cluster	175,916	175,916	175,916
Creation of Veterans Reintegration Cluster	175,916	175,916	175,916
Center for Academic Excellence Task Force	12,150	0	0
Scholarship Initiative - IUP Grant	1,030,000	1,690,000	1,574,254
Planned Periodic Maintenance/Investment in Plant	140,000	1,275,200	1,267,894
Promote Community Interaction, Communication and Security	76,180	19,400	19,400
Background Checks	0	300,000	150,000
Scholarships - Tuition Pilot	0	0	1,235,776
Academic Success Incentive - Tuition Pilot	0	0	1,250,000
Military Resource Director	0	0	82,620
Academic Success Center	0	0	160,000
Technology For CHSS Building	0	0	100,000
Stright Data Center Renovations	0	0	250,000
EAB Membership	0	0	200,000
University-Wide Emergency Management Preparedness	0	0	200,000
Data Firewall	0	0	192,000
University - Wide Emergency Communications - Blue Light Upgrade	0	0	300,000
University - Wide Professional Development	0	0	75,000
Maintenance Equipment Replacement	0	0	75,000
Police Equipment/Ammunition/Vehicles	0	0	75,000
Grant Street Park	0	500,000	0
Admissions IT Systems for Ellucian Recruiter	0	96,564	32,470
Royall Marketing Company	0	0	224,000
Total	\$2,616,728	\$5,138,708	\$9,111,517
Sources of Funds for Reinvestment:			
Additional Revenue - Tuition Pilot	\$0	\$0	\$2,485,776
Educational and General Fund Realignment	1,425,998	2,087,544	2,594,910
Carryover Unrestricted Net Assets	1,190,730	3,051,164	4,030,831
Total	\$2,616,728	\$5,138,708	\$9,111,517

INDIANA UNIVERSITY OF PENNSYLVANIA
2016/2017 ACTION PLAN

Auxiliary Enterprises, Restricted, and Total Funds

Dollars in Millions

	2014/15 Actual	2015/16 Actual	2016/17 Approved	Revised 2016/17 Projected	2017/18 Request	Revised 2017/18 Projected	2018/19 Projected
Auxiliary Enterprises — Associated with auxiliary units that are self-supporting through fees, payments, and charges. Examples include housing, food services, student unions, and recreation centers.							
Auxiliary Revenue/Sources							
Food Service Sales	\$16.9	\$16.9	\$16.5	\$16.5	\$17.3	\$17.6	\$17.9
Housing Fees	3.9	3.4	3.3	3.3	1.6	3.0	4.1
Privatized Housing	0.0	6.9	7.4	7.4	7.6	6.7	7.0
Other Auxiliary Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0
All Other Revenue	7.2	0.6	3.2	3.2	4.8	3.9	4.0
Total Auxiliary Revenue/Sources	\$28.0	\$27.8	\$30.3	\$30.3	\$31.3	\$31.3	\$33.0
Auxiliary Expenditures/Transfers							
Total Salaries and Wages	\$4.5	\$4.5	\$4.5	\$4.5	\$4.6	\$4.6	\$4.8
Total Benefits	3.5	3.7	3.7	3.7	3.9	3.9	4.1
TOTAL PERSONNEL EXPENDITURES	\$8.1	\$8.2	\$8.2	\$8.2	\$8.5	\$8.5	\$8.9
Financial Aid	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Utilities	1.2	1.0	1.2	1.2	1.2	1.2	1.3
Services & Supplies	14.2	15.6	16.4	16.4	17.1	17.2	17.9
Capital Expenditures and Transfers	3.3	7.1	4.5	4.5	4.5	4.3	4.9
Total Auxiliary Expenditures/Transfers	\$26.8	\$31.8	\$30.3	\$30.3	\$31.3	\$31.2	\$33.0
Total Auxiliary Fund Surplus/(Shortfall)	\$1.2	(\$4.0)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Auxiliary Fund Budgeted	68.40	64.92	64.43	62.90	63.43	63.27	63.27
Annualized FTE Employees							
Restricted Funds — Resources are received from federal, state, or private sources for specified purposes, typically for conducting research, public service activities, and/or providing external financial aid.							
Restricted Revenue							
Federal Grants & Contracts	\$26.2	\$25.6	\$26.4	\$26.4	\$26.4	\$26.4	\$26.4
State Grants & Contracts	13.7	13.6	11.9	12.1	11.9	12.1	12.1
Private Grants & Contracts	0.4	0.5	0.4	0.4	0.4	0.4	0.4
Gifts	0.1	0.1	0.1	0.1	0.1	0.1	0.1
All Other Restricted Revenue	0.2	0.0	1.1	1.1	1.2	1.1	1.2
Total Restricted Revenue	\$40.6	\$39.8	\$39.9	\$40.1	\$40.0	\$40.1	\$40.2
Restricted Expenditures/Transfers							
Total Salaries and Wages	\$4.8	\$4.9	\$4.9	\$5.1	\$5.0	\$5.1	\$5.2
Total Benefits	1.3	1.4	1.4	1.5	1.5	1.5	1.6
TOTAL PERSONNEL EXPENDITURES	\$6.1	\$6.3	\$6.4	\$6.5	\$6.4	\$6.6	\$6.8
Financial Aid	33.1	32.6	32.6	32.6	32.6	32.6	32.6
Utilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies	1.2	1.1	1.1	1.1	1.2	1.1	1.0
Capital Expenditures and Transfers	0.2	(0.2)	(0.2)	(0.1)	(0.2)	(0.2)	(0.2)
Total Restricted Expenditures/Transfers	\$40.6	\$39.9	\$39.9	\$40.1	\$40.0	\$40.1	\$40.2
Total Restricted Fund Surplus/(Shortfall)	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Restricted Fund Budgeted	38.30	38.70	38.70	38.70	38.70	38.70	38.70
Annualized FTE Employees							
Total University Revenue	\$282.5	\$283.2	\$291.2	\$296.0	\$293.1	\$287.0	\$290.0
Total University Expenses	\$279.9	\$289.0	\$291.2	\$295.9	\$296.1	\$299.9	\$306.7
Total University Surplus/(Shortfall)	\$2.6	(\$5.8)	\$0.0	\$0.0	\$(2.9)	\$(12.9)	\$(16.7)
Total University Budgeted	1,528.98	1,454.99	1,429.60	1,414.47	1,428.60	1,414.84	1,414.84
Annualized FTE Employees							

INDIANA UNIVERSITY OF PENNSYLVANIA
2016/2017 ACTION PLAN

Tuition and Fees

	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Request
Full Time Undergraduates (academic year only; 30 credits)				
In-State Undergraduate				
Tuition	\$6,820	\$7,060	N/A	N/A
Tuition Pilot (per-credit tuition)	N/A	N/A	8,430	8,700
Technology Tuition Fee	422	436	448	448
University Mandatory Fees	2,228	2,440	2,489	2,654
Total Cost In-State Undergraduate Off Campus or At Home	\$9,470	\$9,936	\$11,367	\$11,802
Most Common Room and Board Rates	11,346	11,730	12,246	12,328
Total Cost In-State Undergraduate On Campus	\$20,816	\$21,666	\$23,613	\$24,130
Out-of-State Undergraduate				
Tuition (Most Common)	\$11,594	\$12,002	\$12,306	\$12,306
Technology Tuition Fee	642	664	682	682
University Mandatory Fees	3,273	3,521	3,598	3,763
Total Out-of-State Undergraduate Off Campus or At Home	\$15,509	\$16,187	\$16,586	\$16,751
Most Common Room and Board Rates	11,346	11,730	12,246	12,328
Total Cost Out-of-State Undergraduate On Campus	\$26,855	\$27,917	\$28,832	\$29,079
Part Time Undergraduates (per credit)				
Price to Most Common Student Living Off Campus or At Home				
In-State Undergraduate Off Campus or At Home				
Tuition per Credit	\$284	\$294	\$281	\$290
Technology Tuition Fee Per Credit	18	19	19	19
University Mandatory Fees Per Credit (on average) *	97	92	101	106
Total Cost Per Credit In-State Undergraduate Off Campus or At Home	\$399	\$405	\$401	\$415
Out-of-State Undergraduate Off Campus or At Home				
Tuition per Credit (Most Common)	\$483	\$500	\$513	\$513
Technology Tuition Fee Per Credit	27	28	29	29
University Mandatory Fees Per Credit (on average) **	125	116	125	130
Total Cost Per Credit Out-of-State Undergraduate Off Campus or At Home	\$635	\$644	\$667	\$672
Graduate Students (per credit)				
Price to Most Common Graduate Student Living Off Campus or At Home				
In-State Graduate Student Living Off Campus or At Home				
Tuition per Credit				
Minimum	\$454	\$470	\$483	\$483
Maximum	\$499	\$517	\$531	\$531
Most Common	\$454	\$470	\$483	\$483
Technology Tuition Fee Per Credit	\$24	\$25	\$26	\$26
University Mandatory Fees Per Credit (on average) - Masters***	\$119	\$129	\$139	\$144
University Mandatory Fees Per Credit (on average) - Doctoral***	\$143	\$154	\$165	\$170
Out-of-State Graduate Student Living Off Campus or At Home				
Tuition per Credit				
Minimum	\$681	\$705	\$725	\$725
Maximum	\$749	\$776	\$798	\$798
Most Common	\$681	\$705	\$725	\$725
Technology Tuition Fee Per Credit	\$36	\$37	\$38	\$38
University Mandatory Fees Per Credit (on average) - Masters***	\$155	\$166	\$177	\$182
University Mandatory Fees Per Credit (on average) - Doctoral***	\$191	\$203	\$215	\$220

* Based on FY2015/16 actual - 4.2 credits taken by in-state undergraduate students

** Based on FY2015/16 actual - 3.8 credits taken by out-of-state undergraduate students

*** Based on FY2015/16 actual - both in-state and out-of-state graduate students take an average of 5.9 credits

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

University Undergraduate Fees

2016/17

University Undergraduate Mandatory Fees	Part Time per Credit	Full Time Academic Year (30 Credits)
In-State		
Academic Support/Instructional Support Fee	\$32	\$769
Activity Fee (Includes Student Union/Rec Center)	\$28	\$840
Wellness Fee	\$14.50	\$420
Student Services Fee*	\$15	\$360
Registration Fee (flat fee)	\$8	\$64
Transportation Fee (flat fee)	\$4	\$36
Other: I-Card Fee (one-time)_____	\$15	\$15
Out-of-State		
Academic Support/Instructional Support Fee	\$78	\$1,878
Activity Fee (Includes Student Union/Rec Center)	\$28	\$840
Wellness Fee	\$14.50	\$420
Student Services Fee*	\$15	\$360
Registration Fee (flat fee)	\$8	\$64
Transportation Fee (flat fee)	\$5	\$36
Other: I-Card Fee (one-time)_____	\$15	\$15

**Supports the following student services: Improve out-of-classroom experiences; support for library and branch campus students; improve services that support graduate education, student recreation, career services, diversity services and programming, advisement, library availability, late night programming, safety, student organization advisement, academic support services, and student leadership development.*

Housing Costs	Full Time Academic Year
Traditional Housing	
Minimum	N/A
Maximum	N/A
Most Common	N/A
All Other Housing - FIUP Residential Revival	
Minimum	\$8,300
Maximum	\$10,530
Most Common	\$8,950

Dining Costs - students living on campus	# Meals/Week	Full Time Academic Year
Minimum	14	\$2,696
Maximum	19	\$3,452
Most Common (14 meals/weeks a semester plus \$300 flex)	14	\$3,296

Other Optional Fees	Full Time Academic Year
Orientation - 1 day	\$130
Orientation - 2 day	\$215
Orientation - International	\$125
Parking - annual	\$200
Application	\$25
Immigration Fee (per semester)	\$75
Installment Payment Fee (per semester)	\$40
Portfolio Application/Assessment fee	\$15
Teacher Certificate Fee	\$60
National Student Exchange Program Fee	\$300
Advance Deposit Fees: Tuition (Freshman Only)	\$150
Advance Deposit Fees: Housing (Fall Semester Only)	\$80
Examination for Credit Fee	\$40
International Student Placement Testing Fee	\$45
Bad Check Charge	\$34
Late Registration Fee - last day of current semester	\$100
Late Registration Fee - after the first day of classes in the following semester	\$200
Evacuation and Repatriation Fee - Fall Semester	\$42.50
Evacuation and Repatriation Fee - Spring and Summer Semester	\$56
Evacuation and Repatriation Fee - Summer Semester only	\$30
Judicial Fees for Service	Various

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Financial Aid: Gift Aid by Award Year

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Projected
Undergraduate Gift Aid					
<i>Institutional Aid*</i>					
# of Students	1,373	1,334	1,591	1,806	4,572
Average Award	\$4,048	\$3,721	\$3,608	\$3,616	\$2,054
Total Dollars Awarded	\$5,557,910	\$4,964,064	\$5,740,755	\$6,530,990	\$9,393,069
% of Undergraduate Students Receiving Aid	10%	10%	13%	15%	36%
<i>Pennsylvania State Grants</i>					
# of Students	4,587	4,329	4,245	4,076	3,715
Average Award	\$2,555	\$2,923	\$2,745	\$2,882	\$2,924
Total Dollars Awarded	\$11,719,430	\$12,652,362	\$11,651,270	\$11,748,917	\$10,863,563
% of Undergraduate Students Receiving Aid	34%	33%	33%	34%	30%
<i>Pell Grants</i>					
# of Students	5,009	4,840	4,711	4,528	4,152
Average Award	\$3,818	\$3,953	\$4,136	\$4,152	\$4,170
Total Dollars Awarded	\$19,126,453	\$19,132,277	\$19,483,344	\$18,802,477	\$17,313,497
% of Undergraduate Students Receiving Aid	37%	37%	37%	38%	33%
<i>All Other Gift Aid**</i>					
# of Students	3,247	3,083	3,289	3,506	3,529
Average Award	\$1,805	\$2,009	\$2,123	\$2,187	\$2,297
Total Dollars Awarded	\$5,860,076	\$6,193,509	\$6,981,997	\$7,666,459	\$8,105,349
% of Undergraduate Students Receiving Aid	24%	24%	26%	29%	28%
<i>Unduplicated Students Receiving Gift Aid</i>					
# of Students	7,797	7,369	7,407	7,313	7,613
Average Award	\$5,421	\$5,827	\$5,921	\$6,119	\$5,965
Total Dollars Awarded	\$42,263,869	\$42,942,212	\$43,857,366	\$44,748,843	\$45,415,271
% of Undergraduate Students Receiving Gift Aid	57%	56%	58%	61%	61%
Graduate Student Aid					
<i>Graduate Assistantship Stipends</i>					
# of Students	389	502	510	466	506
Total Dollars Awarded	\$938,597	\$2,387,977	\$2,490,501	\$2,353,099	\$1,872,260
% of Graduate Students Receiving Assistantships	15%	20%	20%	19%	16%
<i>Graduate Tuition Waivers</i>					
# of Students	467	478	479	437	506
Total Dollars Awarded	\$2,924,510	\$2,983,922	\$3,105,407	\$3,124,584	\$3,267,126
% of Graduate Students Receiving Waivers	19%	19%	19%	18%	16%

*Institutional Aid includes Board of Governors' waivers; tuition, room and board waivers; etc.

**All Other Gift Aid includes foundation scholarships, miscellaneous PHEAA grants, grants from other states, third party scholarships, etc.

Notes: Number of students and aid awarded are for fall and spring semesters only.

Data is only provided for students with an enrollment record during the fall or spring semester.

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Financial Aid: Loans, Cost of Attendance, Family Income

Loans	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Projected
Undergraduate Loans (all known)					
# of Students	10,166	9,677	9,448	8,916	8,156
Average Loan	\$8,575	\$8,727	\$8,916	\$8,969	\$9,360
Total Dollars Loaned	\$87,174,616	\$84,449,687	\$84,235,826	\$79,964,902	\$76,339,356
% of Undergraduate Students Receiving Loans	74%	74%	74%	74%	65%
Graduate Loans (all known)					
# of Students	1,160	1,099	1,061	976	943
Average Loan	\$15,818	\$15,377	\$15,741	\$15,658	\$15,893
Total Dollars Loaned	\$18,348,652	\$16,899,074	\$16,700,972	\$15,282,255	\$14,987,178
% of Graduate Students Receiving Loans	46%	44%	43%	40%	35%

Student Debt Summary	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected
Bachelor's Degree Recipients					
Percent of Recipients with Debt	83%	85%	82%	82%	83%
Average Amount of Debt (of those graduating with debt)	\$35,229	\$37,457	\$33,807	\$36,514	\$37,418
All Students (undergraduate and graduate)					
Student Loan Default Rate, 3 year	8.4%	8.8%	8.8%	7.7%	7.3%

Note: Default rates are for students that defaulted on their Federal Stafford and Direct student loans in 2010-2012, 2011-2013, 2012-2014, and 2013-2015

FY 2015/16 Cost of Attendance (Academic Year)	Tuition and Mandatory Fees	Room and Board	Books and Supplies	Transportation, Personal, Other Expenses	Total
In-State Undergraduate On Campus	\$9,936	\$11,560	\$1,100	\$2,150	\$24,746
In-State Undergraduate Off Campus, Living at Home	\$9,936	\$2,565	\$1,100	\$3,045	\$16,646
Out-of-State Undergraduate On Campus	\$21,835	\$11,560	\$1,100	\$2,451	\$36,946
Out-of-State Undergraduate Off Campus, Living at Home	\$21,835	\$2,565	\$1,100	\$0	\$25,500

Note: Costs are based on financial aid packaging costs, not most common

FY 2015/16 Estimated Net Cost by Family Income PA Resident Undergraduates Enrolled Full Time in the Fall and Spring who Filed a FAFSA					
Family Income Groups	Headcount	Average Net Cost of Attendance	Average Net Cost Tuition and Fees	Average Gift Aid Amount	Average Loan Amount
Below \$30,000	1,734	\$15,316	\$(98)	\$9,777	\$8,469
\$30,001 - \$48,000	931	\$15,949	\$657	\$9,064	\$7,945
\$48,001 - \$75,000	1,211	\$19,486	\$4,163	\$5,531	\$9,475
\$75,001 - \$110,000	1,505	\$21,209	\$6,042	\$3,690	\$10,721
\$110,001 and Above	1,966	\$21,275	\$5,752	\$3,955	\$10,030

Notes: Only includes students who completed a FAFSA. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Average Gift Aid** includes all grants and scholarships from Federal, State, University, and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- and off- campus) minus the average Gift Aid amount. **Net Tuition & Mandatory Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) minus the average Gift Aid amount (see page University Undergraduate Fees for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct) and all private student loans known to the university. The bottom-line **Average** represents the average of all full-time undergraduate Pennsylvania residents. Tuition and Mandatory Fees include all reported mandatory fees and tech fee. Full-time students are considered those with 12 or more attempted credits in both Fall and Spring semesters. Estimated Net Cost by Family Income data excludes clock hour students.

Comments:

Commitment to Access:

INDIANA UNIVERSITY OF PENNSYLVANIA 2016/2017 ACTION PLAN

Pricing Flexibility Pilot for Per-Credit Tuition

Pilot/Title:

IN01 – Per-Credit Tuition

Brief Synopsis of Pilot, as Approved by Board of Governors:

Charge tuition on a per-credit basis to all in-state undergraduate students. The University will phase in this program over three years, charging 93% of the System's per-credit tuition rate in year 1, 96% of the System's per-credit tuition rate in year 2, 99% of the System's per-credit tuition rate in year 3 and the System's per-credit tuition rate in year 4. The University will assess the program annually and may make appropriate adjustments to this plan. A scholarship pool associated with the university's Academic Success Initiative (ASI) will offer financial incentive to academically successful in-state undergraduate students for the equivalent of up to a two-credit-hour merit award in an academic year. The pool will be funded at \$1.25 million and will increase annually as tuition increases. Effective fall 2015 through summer 2018.

Changes Made to Pilot since its Approval and/or Future Expectations for Pilot:

Implementation of the pilot was deferred to fall 2016 through summer 2019.

Assessment Criteria:	Base Year: Fall 2015	Current Year: Fall 2016	Difference Fall 2016 – Base Year
Cohort Access			
Headcount Pell Recipients	4,117.00	3,704.00	(413.00)
Percent Pell Recipients	39.5%	38.4%	
Average Number of Credit Hours Enrolled	14.49	14.30	(0.19)
Headcount Nonmajority Students	2,085.00	1,961.00	(124.00)
Percent Nonmajority	20.0%	20.5%	
Average Number of Credit Hours Enrolled	14.42	14.13	(0.29)
Headcount Majority Students/NonPell	5,666.00	5,317.00	(349.00)
Percent of Total	54.4%	55.1%	
Average Number of Credit Hours Enrolled	13.96	13.81	(0.15)
Average Student Credit Hours Taken (12+ credits)	14.81	14.67	(0.14)
Average Student Credit Hours Taken (all undergraduates)	14.12	13.97	(0.15)
Comparison of Breakdown of Number of Credits Taken by Students (additional data may be attached):			
Number of Students Taking More Than 13 Credits Who Filed a FAFSA and Had Unmet Need	4,257.00	3,936.00	(321.00)
Number of Students Taking More Than 15 Credits Who Filed a FAFSA and Had Unmet Need	1,761.00	1,475.00	(286.00)
Number of Students Registered For More Credits Than They Had at End of Drop/Add Period	N/A	424.00	N/A
Number of Students Offered Institutional Aid	2,062.00	4,521.00	2,459.00
Average Institutional Aid Award	\$3,009	\$1,181	(\$1,828)
Other:			
Headcount FAFSA Filers	8,635.00	8,377.00	(258.00)
Total Institutional Aid Awarded	\$6,132,854	\$5,932,758	(\$200,096)
Cohort Enrollment (In-state Undergraduates)			
Fall FTE Students	9,841.52	8,903.65	(937.87)
Fall Headcount Students	10,414.00	9,653.00	(761.00)
Annualized FTE Students	10,139.00	9,316.28	(822.72)
Annual Revenue Associated with Cohort			
	2015/16 Annual	2016/17 Annual	
Tuition Revenue	\$73,687,884	\$77,672,282	\$3,984,398
E&G Fee Revenue	27,698,020	27,838,565	140,545
Auxiliary Fee Revenue	42,947,109	41,458,584	(1,488,525)
Institutional Financial Aid (negative number)	(6,133,104)	(6,952,033)	(818,929)
Net Revenue	\$138,199,909	\$140,017,398	\$1,817,489
Revenue Increase due to Normal Rate Changes		\$2,162,624	

Observations:

The first year of IUP's per-credit tuition pilot for resident undergraduate students yielded credit hours as expected. There was no drastic change in the student registration behavior.

