

# Board of Governors Meeting

July 2025



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education





# Board of Governors Meeting

**July 17, 2025**

Alexander Grass Campus for Jewish Life  
2986 N. Second Street, Harrisburg, PA 17110

**Thursday, July 17, 2025**

**9:00 a.m.**

## **Public Meeting**

1. Roll call
2. Pledge of allegiance
3. Remarks by the Chair
4. Oath of Office — Chancellor Christopher M. Fiorentino
5. Remarks by the Chancellor
6. Remarks by union leaders
7. Public comment
8. Resolutions
9. Consent agenda  
(These items will be considered in one motion unless a member requests an item be removed for individual consideration)
  - a. Meeting minutes (pg. 5)
  - b. Committee assignments (pg. 10)
  - c. Update to Policy 1988-04-A *Cooperating Faculty Stipend* (pg. 11)
  - d. FYI: Academic program changes since last quarter (pg.13)
10. Governance and Leadership Committee
  - a. Student trustee appointments (pg. 21)
11. University Success Committee
  - a. 2025-26 preliminary university operating budgets (pg. 29)
  - b. University housing renovation and approval for bond issuance (pg. 49)
  - c. 2025-26 appropriations allocation (pg. 58)
12. Board consideration
  - a. Approval of committee actions
  - b. Appointment of Commonwealth University interim president (pg. 60)
  - c. Tuition (pg. 69)
  - d. Officer elections
13. Other business
14. Adjournment

Executive Session may be called as needed;  
Sequence of agenda items may change

# CONSENT AGENDA



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

**Board of Governors  
Pennsylvania's State System of Higher Education**

**Meeting Minutes**

311th Meeting  
Thursday, April 10, 2025  
9:00 a.m.  
Alexander Grass Campus

**ATTENDING:**

**Board of Governors:**

Robert W. Bogle  
Representative Tim Briggs  
Dr. Quintin Bullock  
Richard Caruso  
Dr. Brandon Danz  
Steve D'Ettorre, Designee for Governor Shapiro  
William Gindlesperger  
Abigail Hancox, student member  
Senator Art Haywood  
Lynette Kuhn, Designee for Acting Secretary of Education  
David Maser (Vice Chair)  
Marian Moskowitz  
Mark-handy Phanor, student member  
Representative Brad Roae  
Dr. Cynthia D. Shapira (Chair)  
Samuel H. Smith (Vice Chair)  
Cindy Urban, Designee for Senator Lynda Culver  
Secretary Neil R. Weaver

Also, in attendance was Faculty Liaison, Dr. Tina Chiarelli-Helminiak.

Chair Cindy Shapira called the meeting to order at 9:01 a.m.

Attendance was taken at the direction of Chair Shapira established that a quorum of the Board was present.

**CHAIR'S REMARKS** (Full remarks in video archive)

Chair Shapira reflected that the academic year is wrapping up. To graduating students, she encouraged them to stay focused and thanked the faculty and staff for their daily efforts in supporting students. She expressed appreciation for the work done at the Capitol to secure funding that keeps PASSHE universities affordable. She also updated the Board on the State Board of Higher Education (SBHE), which is working to enhance coordination across sectors.

**PUBLIC COMMENT** (Full remarks in video archive)

- Dr. Stephen Oross, Kutztown University
- Dr. Jill Craven, Millersville University
- Linda Zuniga, student, Kutztown University

**REMARKS BY UNION LEADERS** (Full remarks in video archive)

- Dr. Ken Mash, President, APSCUF

**CONSENT AGENDA**

- Meeting minutes – February 6, 2025
- Committee assignments
- Authorization to issue refunding bonds in FY 2025/26
- Loan repayment schedule adjustment (Cheyney)
- Quarterly report of academic program changes (provided as information only) **MOTION:**

**CHAIR SHAPIRA MOVED THAT THE CONSENT AGENDA BE APPROVED AS PRESENTED.**

Voice vote. No opposition. The motion passed.

**ALI ZAIDI AWARD** (Full remarks in video archive)

Student Success Committee Chair Maser moderated the 2025 Ali Zaidi Award for Academic Excellence presentation. The Board of Governors honored Kutztown University student and Pennsylvania Air National Guard Staff Sergeant [Aidan La Penta as the 2025 Syed R. Ali-Zaidi Award for Academic Excellence recipient](#). He was also presented with a \$2,500 award. Funding for this academic excellence award was made possible through gifts from Dr. Ali-Zaidi, Highmark Inc., and the State System Foundation, Inc.

**GOVERNANCE AND LEADERSHIP COMMITTEE** (Full remarks in video archive)

Roll call was conducted at the request of Committee Chair Smith, and the following members were present: David Maser, Abigail Hancox, Cynthia Shapira (ex-officio), and President Karen Riley (non-voting president liaison).

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD OF GOVERNORS HEREBY APPOINT AINSLEE GREEN TO THE ESU COUNCIL OF TRUSTEES.**

Voice vote of the committee. No opposition. The motion passed.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD OF GOVERNORS HEREBY APPOINT AIDEN DOUGAN TO THE PENNWEST COUNCIL OF TRUSTEES.**

Voice vote of the committee. No opposition. The motion passed.

**BOARD CONSIDERATION** (Full remarks in video archive)

**MOTION: CHAIR SHAPIRA MOVED THAT BOARD APPROVES THE GOVERNANCE AND LEADERSHIP COMMITTEE ACTIONS AS PRESENTED.**

Voice vote. No opposition. The motion passed.

**REPORT FROM THE CHANCELLOR & STAFF** (Full remarks in video archive)

Interim Chancellor Chris Fiorentino introduced Natalie Cartwright, Advanced Data Analytics Director and Chief Data Officer, to share insights about enrollment patterns and market share. Interim Chancellor Chris Fiorentino then commented on the power and promise of the State System.

**FACULTY COUNCIL REPORT** (Full remarks in video archive)

Dr. Tina Chiarelli-Helminiak reflected on her role as a faculty liaison, noting she considers her time as faculty liaison a career highlight.

**CHANCELLOR SEARCH** (Full remarks in video archive)

Chair Shapira announced that the Board completed its nine-month search for a new chancellor. She expressed gratitude to the hundreds of students, faculty, staff, trustees, alumni, union leaders, elected officials, and others who participated in the process. The search attracted a talented and diverse pool of candidates, more than half of whom were recent or current presidents and chancellors from around the nation. After interviewing the final candidates recommended by the search committee, the Board identified interim chancellor Dr. Chris Fiorentino as “the right person at the right time,” to quote Shapira. This appointment will help continue PASSHE’s forward momentum as it works to be a premier higher education system, she remarked. She said Fiorentino is a proven leader with an undeniable passion for the role.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVE THE APPOINTMENT OF DR. CHRISTOPHER FIORENTINO AS THE CHANCELLOR OF PASSHE EFFECTIVE APRIL 11, 2025.**

Roll call vote. 17 voted yes and 1 voted no. The motion passed.

**OTHER BUSINESS** (None)**ADJOURNMENT**

For the record, Chair Shapira reported that the Board of Governors met in executive session on April 9 from 11:00 a.m. to 5:15 p.m. to discuss personnel, legal and contractual matters.

The meeting adjourned at 11:03 a.m.

**ATTEST:**

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Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 4-10-2025](#)

**Board of Governors  
Pennsylvania's State System of Higher Education**

**Meeting Minutes**

312th Meeting  
Wednesday, April 30, 2025  
8:30 a.m.  
VIA ZOOM

**ATTENDING**

**Board of Governors:**

Senator Lynda Culver  
Dr. Brandon Danz  
Steve D'Ettore, Designee for Governor Shapiro  
Abigail Hancox  
Senator Art Haywood  
Lynette Kuhn, Designee for Acting Secretary of Education, Dr. Carrie Rowe  
David M. Maser (Vice Chair)  
Marian Moskowitz  
Mark-handy Phanor  
Representative Brad Roae  
Dr. Cynthia D. Shapira (Chair)  
Ali Sina Sharifi  
Samuel H. Smith (Vice Chair)  
Secretary Neil Weaver

Also, in attendance was Faculty Liaison, Dr. Tina Chiarelli-Helminiak.

Vice Chair David Maser called the meeting to order at 8:33 a.m.

Attendance taken at the direction of Vice Chair Maser established that a quorum of the Board was present.

**PUBLIC COMMENT**

None.

**REMARKS BY UNION LEADERS**

None.

**CHAIR'S REMARKS** (Full remarks in video archive)

Vice Chair Maser welcomed all in attendance. Vice Chair Maser reviewed the purpose of the meeting and agenda item that the Board will consider for action.



**BOARD CONSIDERATION** (Full remarks in video archive)

Vice Chair Maser presented the following items for board consideration:

**APPOINTMENT OF DR. PHILIP CAVALIER AS PRESIDENT OF KUTZTOWN UNIVERSITY**

**MOTION: THAT THE BOARD APPROVES THE APPOINTMENT OF DR. PHILIP CAVALIER AS PRESIDENT OF KUTZTOWN UNIVERSITY EFFECTIVE JULY 6, 2025 AND AUTHORIZES THE CHAIR AND CHANCELLOR TO EXECUTE THE NECESSARY DOCUMENTS.**

Voice vote. No opposition. The motion passed.

Vice Chair Maser invited Dr. Cavalier to offer brief remarks.

For the record, Vice Chair Maser noted that the Board met in executive session on April 25, 2025 from 1:00 p.m. to 5:00 p.m. to discuss personnel matters.

**ADJOURNMENT**

The meeting was adjourned at 8:40 a.m.

**ATTEST:**

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Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 4-30-2025](#)



## **Board of Governors Committee Assignments**

*July 2025 changes shown in red*

### **Student Success Committee**

CHAIR – David M. Maser  
VICE CHAIR – Marian D. Moskowitz  
Representative Timothy P. Briggs  
Sen. Lynda Schlegel Culver  
Senator Art Haywood  
Lynette Kuhn (Designee for Secretary of Education)  
Dr. Cynthia D. Shapira  
Mark-handy Phanor (Student at KU)

### **University Success Committee**

CHAIR – Dr. Quintin Bullock  
VICE CHAIR – Secretary Neil R. Weaver  
Rich Caruso  
Dr. Brandon Danz  
William A. Gindlesperger  
Secretary Akbar Hossain / Steve D'Ettorre (Governor's Designees)  
Representative Brad Roae  
Dr. Cynthia D. Shapira  
Ali Sina Sharifi (Shippensburg student)

### **Governance and Leadership Committee**

CHAIR – Samuel H. Smith  
David M. Maser  
Abigail Hancox (IUP student)  
Dr. Cynthia D. Shapira  
Dr. Robert Traynham

### **Audit, Compliance, and Risk Committee**

CHAIR – William Gindlesperger  
Robert W. Bogle  
Dr. Brandon Danz  
Dr. Cynthia D. Shapira

**Board of Governors Meeting**  
July 17, 2025

**SUBJECT:** Update to Policy 1988-04-A *Stipend for Cooperating Teacher*

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** This long-standing policy allows PASSHE universities to pay a school district or a cooperating teacher for services provided by an individual teacher who serves as the mentor/supervisor of a PASSHE student teacher.

The proposed change to this policy would remove the specific dollar amount, thus providing greater operational flexibility. This revision is in-keeping with the Board's intention for its policies to define strategic expectations rather than dictate operational details.

**MOTION:** That the Board approves changes to Policy 1988-04-A *Stipend for Cooperating Teacher* as shown in the attached materials.

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**Supporting Documents Included:** Policy revisions

**Other Supporting Documents Available:** N/A

**Prepared by:** Diana Rogers-Adkinson

**Contact:** drogers-adkinson@passhe.edu



# PA State System of Higher Education Board of Governors

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**Effective:** Fall Semester 1988

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## **Policy 1988-04-A: *Stipend for Cooperating Teachers***

**See Also:**

**Adopted:** October 18, 1988

**Amended:** October 10, 2002

July XX, 2025

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### **A. Purposes**

1. To establish a uniform and appropriate stipend payable to a school district or a cooperating teacher for services provided by an individual teacher who serves as the mentor and supervisor of a student teacher.
2. To specify the semester stipend per full-time student and the basis for prorating that stipend for service for a partial semester, for a part-time student, or for joint service by more than one teacher.

### **B. Definitions**

**Cooperating teacher** - an employee of the school district with whom the State System university contracts for student teacher placement and whose responsibility is the supervision and mentoring of student teachers.

**Full-time student teacher** - a student registered for 12 credits or more of student teaching in the semester.

**Stipend** - an amount to be remitted by the university to the school district, or cooperating teacher jointly designated by the district and university, upon satisfactory completion of the service.

### **C. Stipend**

A university shall agree to pay a per semester rate—or a daily, or percent of day, pro rata amount for less than full semester/full day service—for each student assigned to a cooperating teacher. The Pennsylvania State System of Higher Education will set the rates annually.

### **D. Professional Development**

The university shall provide ~~expend up to \$150 per teacher in~~ professional support and development opportunities of first year cooperating teachers.

### **E. Implementation Date** - Fall Semester 1988

# PASSHE Academic Program Changes April/May/June 2025

Program Action	Modality requested/Notes	University	Program Type	Program Name	Concentration Name	Award
Change CIP Code	from 15.0703 to 51.2206	Commonwealth	Minor	Safety Management		Minor
Change CIP Code	from 23.1304 to 09.0100	Shippensburg	Major	Communication Studies		BA
Change CIP Code	From 45.0401 to 43.0100	PennWest	Major	Criminal Justice		AS
Change CIP Code	From 15.0699 to 15.1501	PennWest	Major	Industrial Technology Management		BS
Change in Delivery Method	Blended/Hybrid to F2F	Commonwealth	Certificate	Geographic Information Systems		Sub-Bacc Certificate
Change in Delivery Method	F2F to Online 100%	Commonwealth	Major	Business Administration		AS
Change in Delivery Method	F2F and Online 100% to Online 100%	PennWest	Major	Industrial Technology Management		BS
Change in Delivery Method	Blended/Hybrid to Online 100% and Blended/Hybrid	PennWest	Major	English		BA
Change in Delivery Method	F2F and Blended/Hybrid to Online 100%, F2F, and Blended/Hybrid	PennWest	Major	Criminal Justice		BS
Change in Number of Credits	From 14 to 12	Commonwealth	Certificate	Geographic Information Systems		Sub-Bacc Certificate
Change in Number of Credits	From 51 to 54	Millersville	Major	School Counseling		MED

Change in Number of Credits	From 60 to 54	Millersville	Major	Educational Leadership		EDD
Change in Number of Credits	From 63 to 60	Commonwealth	Major	Business Administration		AS
Change in Number of Credits	From 39 to 57	PennWest	Major	Education Administration and Leadership		EDD
Change in Number of Credits	From 61 to 63	Indiana	Major	Baking and Pastry Arts		AAS
Change in Number of Credits	From 48 to 45	Indiana	Major	Business		PHD
Change in Number of Credits	From 60 to 63	Indiana	Major	Culinary Arts		AAS
Change Number of Credits	From 135 to 120	Shippensburg	Major	Early Childhood Education Pre-K to 4th Grade		BSED
Change Number of Credits	From 57 to 60	Shippensburg	Major	Counselor Education and Supervision		EDD
Moratorium		Slippery Rock	Concentration	Political Science, BA	Professional Politics	Concentration
Moratorium		Millersville	Major	Philosophy		BA
Moratorium		Millersville	Major	International Studies		BA
Moratorium		Millersville	Major	Language and Culture Studies		BA
Moratorium		Millersville	Certificate	Innovation and Entrepreneurship		Post-Bacc GR Certificate
Moratorium		Kutztown	Major	Social Media Theory and Strategy		BS
Moratorium		PennWest	Concentration	Reading Specialist, MED	Literacy Specialist	Concentration
Moratorium		PennWest	Concentration	Reading Specialist, MED	Dyslexia Interventionist	Concentration
Moratorium		PennWest	Major	Conflict Resolution		MA
Moratorium		Millersville	Minor	Graphic Communication Technology		Minor
Moratorium		Millersville	Concentration	Applied Engineering and Technology, AT	Graphic Communication Technology	Concentration
Moratorium		Millersville	Concentration	Applied Engineering and Technology Management, BS	Graphic & Packaging Technologies	Concentration

Moratorium		Commonwealth	Concentration	Applied Computer Science, BS	Mobile and Game Application Development	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Accounting	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Economics	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Finance	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Information Technology & Analytics	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Marketing	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Policy and Globalization	Concentration
Moratorium		Commonwealth	Concentration	International Business, BSBA	Supply Chain Management	Concentration
Moratorium		Commonwealth	Minor	Soil Science		Minor
Moratorium		Commonwealth	Major	Anthropology		BA
Moratorium		Commonwealth	Certificate	Interoperative Neurophysiologic Monitoring		Post-Bacc GR Certificate
Moratorium		Commonwealth	Concentration	Languages and Cultures, BA	French Studies	Concentration
Moratorium		Commonwealth	Concentration	Languages and Cultures, BA	Russian and Eastern European Studies	Concentration
Moratorium		Commonwealth	Concentration	Languages and Cultures, BA	Arabic Studies	Concentration
Moratorium		Commonwealth	Major	Accountancy		MACC
Moratorium		Commonwealth	Major	Radiation and Health Physics		BS
Moratorium		Commonwealth	Minor	Radiation Science		Minor
Moratorium		PennWest	Concentration	Medical Imaging Sciences, BS	Medical Dosimetry	Concentration
Moratorium		PennWest	Concentration	Medical Imaging Sciences, BS	Nuclear Medicine	Concentration
Moratorium		PennWest	Concentration	Medical Imaging Sciences, BS	Radiation Therapy	Concentration
Moratorium		PennWest	Concentration	Medical Imaging Sciences, BS	Radiologic Technology	Concentration
Moratorium		PennWest	Concentration	Medical Imaging Sciences, BS	Ultrasound	Concentration
Moratorium		Slippery Rock	Major	Physics		BA
Moratorium		Slippery Rock	Certificate	Digital Health Leadership		Post-Bacc GR Certificate
Moratorium		Indiana	Certificate	Audio Production		Sub-Bacc Certificate
Moratorium		Indiana	Minor	Religious Studies		Minor

Moratorium		Indiana	Concentration	English, MA	Literature	Concentration
Moratorium		Indiana	Certificate	Teaching English to Speakers of Other Languages (TESOL)		Post-Bacc GR Certificate
Name Change		PennWest	Minor	Artificial Intelligence and Machine Learning		Minor
Name Change		Millersville	Minor	Creative Industries and Entrepreneurship		Minor
Name Change		Commonwealth	Concentration	Health Science, BS	General	Concentration
Name Change		Commonwealth	Concentration	Health Science, BS	Pre-Physician Associate/Assistant	Concentration
Name Change		Commonwealth	Concentration	Health Science, BS	Pre-Physician Associate/Assistant 3+2	Concentration
Name Change		Millersville	Concentration	Applied Engineering and Technology, AT	Computer-Aided Design	Concentration
Name Change		Millersville	Concentration	Applied Engineering and Technology Management, BS	Computer-Aided Design	Concentration
Name Change		Kutztown	Concentration	Counseling, MA	Clinical Mental Health Counseling	Concentration
Name Change		Shippensburg	Concentration	Professional Studies, BS	Professional Leadership Studies	Concentration
Name Change		Shippensburg	Concentration	Professional Studies, BS	Integrative Studies	Concentration
Name Change		PennWest	Major	Applied Technology Leadership		BS
Name Change		PennWest	Major	Applied Technology Management		BS
Name Change		Commonwealth	Concentration	Biology, BS	Fisheries and Aquatic Biology	Concentration
New Certificate	Online 100%	Commonwealth	Certificate	Safety Management		Sub-Bacc Certificate
New Certificate	F2F	West Chester	Certificate	Cloud Engineering		Sub-Bacc Certificate
New Certificate	Online 100%	West Chester	Certificate	Programming Fundamentals		Post-Bacc GR Certificate
New Certificate	F2F	Shippensburg	Certificate	Sport Studies		Sub-Bacc Certificate



New Certificate	Online 100%	West Chester	Certificate	Sport and Exercise Psychology		Post-Bacc GR Certificate
New Certificate	F2F	Shippensburg	Certificate	Cybersecurity		Sub-Bacc Certificate
New Certificate	Online 100%	PennWest	Certificate	Conflict Resolution		Post-Bacc GR Certificate
New Certificate	F2F	PennWest	Certificate	Programming Essentials		Sub-Bacc Certificate
New Certificate	F2F, Online 100%	PennWest	Certificate	Entrepreneurship Essentials		Sub-Bacc Certificate
New Certificate	F2F	PennWest	Certificate	Estill Voice Training		Sub-Bacc Certificate
New Certificate	F2F, Online 100%	PennWest	Certificate	Entrepreneurship Leadership		Sub-Bacc Certificate
New Certificate	Online 100%	PennWest	Certificate	Special Education Career Changer		Post-Bacc UG Certificate
New Certificate	F2F	PennWest	Certificate	Deaf Education Prepration		Sub-Bacc Certificate
New Certificate	F2F, Online 100%, Blended/Hybrid, Interactive TV, Multi-modal/HyFlex	Indiana	Certificate	Global Business		Sub-Bacc Certificate
New Certificate	F2F	Kutztown	Certificate	Biotechnology		Sub-Bacc Certificate
New Certificate	F2F	Slippery Rock	Certificate	Asian Studies		Sub-Bacc Certificate
New Concentration	F2F	Slippery Rock	Concentration	Environmental Geoscience, BS	Environmental Policy	Concentration
New Concentration	F2F	Slippery Rock	Concentration	Environmental Geoscience, BS	Applied Geographic Technology	Concentration
New Concentration	F2F	Slippery Rock	Concentration	Environmental Geoscience, BS	Geography	Concentration

New Concentration	F2F, Online 100%	PennWest	Concentration	Applied Technology, AAS	Plastics Injection Molding	Concentration
New Concentration	F2F, Online 100%	Commonwealth	Concentration	Sport Management, MS	Sport Business and Administration	Concentration
New Minor	F2F, Online 100%, Blended/Hybrid	PennWest	Minor	Entrepreneurship		Minor
New Minor	F2F, Online 100%, Blended/Hybrid	PennWest	Minor	Sales		Minor
New Minor	F2F	PennWest	Minor	Artificial Intelligence		Minor
New Minor	F2F	Shippensburg	Minor	Sport Studies		Minor
New Minor	F2F	Slippery Rock	Minor	Internal Audit		Minor
New Minor	F2F	Slippery Rock	Minor	Forensic Accounting		Minor
New Minor	Blended/Hybrid	Slippery Rock	Minor	Entrepreneurship		Minor
Reactivate a Program from Moratorium	Online 100%	Commonwealth	Certificate	Military Resilience and Trauma Counseling		Post-Bacc GR Certificate
Reactivate a Program from Moratorium	Online 100%	Commonwealth	Certificate	Trauma-Informed Counseling		Post-Bacc GR Certificate
Reactivate a Program from Moratorium	Online 100%	Commonwealth	Certificate	Foundations of Trauma-Informed Care		Post-Bacc GR Certificate
Reactivate a Program from Moratorium	Online 100%	Commonwealth	Certificate	TeleMental Health		Post-Bacc GR Certificate
Reactivate a Program from Moratorium	F2F	Commonwealth	Minor	Computer Science		Minor
Reactivate a Program from Moratorium	F2F	Kutztown	Concentration	Counseling, MA	Agency Counseling	Concentration

Reactivate a Program from Moratorium	Blended/Hybrid	Commonwealth	Certificate	Geographic Information Systems		Sub-Bacc Certificate
Reactivate a Program from Moratorium	F2F	PennWest	Minor	Adaptive Leadership and Military Studies		Minor
Reactivate a Program from Moratorium	F2F	PennWest	Minor	Graphic Design		Minor
Reactivate a Program from Moratorium	F2F	Commonwealth	Major	Business Administration		AS
Reactivate a Program in Moratorium	F2F, Online 100%	PennWest	Major	Industrial Technology Management		BS

# GOVERNANCE & LEADERSHIP COMMITTEE



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

**Board of Governors Meeting  
Governance and Leadership Committee  
July 17, 2025**

**SUBJECT:** Student trustee appointment

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**UNIVERSITY AFFECTED:** Cheyney

**BACKGROUND:** Act 50 of 2020 empowers the Board of Governors to make the appointment of students to serve on the Councils of Trustees for universities with the State System. The universities utilize a thorough and inclusive recruiting process to identify and vet potential candidates to make a recommendation for student trustee appointments.

Based on input from the University President and the Office of the Chancellor, the Committee recommends the following action.

**MOTION:** That the committee recommends the Board appoints Morgan Eason to the Cheyney University Council of Trustees.

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**Supporting Documents Included:** Resume of candidate

**Other Supporting Documents Available:** [Statutes](#) providing Board authority

**Prepared by:** Randy A. Goin Jr.

**Contact:** rgoin@passhe.edu

**APPLICATION FOR STUDENT MEMBER OF  
THE CHEYNEY UNIVERSITY OF PENNSYLVANIA  
COUNCIL OF TRUSTEES**



Name Morgan C. Eason

Campus Address: [REDACTED]

Home Address: [REDACTED]

Home Telephone Number [REDACTED]

Date of Birth: [REDACTED] Year of High School Graduation [REDACTED]

Name of High School [REDACTED]

City, State [REDACTED]

Class Status Junior Expected Graduation Date May 10, 2026

College Major Psychology College Minor Social Relations

Degree Expected Bachelor of Arts in Psychology

List of University Activities, Awards or Scholarships Received, Any Office Held:

Keystone Honor Student

Chapter President of the Delta Tau Chapter of Delta Sigma Theta Sorority Inc.

Vice President of AO Cheyney's Bible Talk

**Please answer the following questions in narrative rather than single sentence form.**

What is your reason for seeking position of student trustee: \_\_\_\_\_

I aspire to be a student trustee because it offers the chance to actively contribute to the institution's success while amplifying the voices of students, faculty, and alumni. I am dedicated to strengthening relationships between the institution and the public and supporting the president in promoting its programs and mission. This position aligns perfectly with my passion for advocacy, collaboration, and creating meaningful change within the institution.

How do you view the role of a trustee? \_\_\_\_\_

The role of a student trustee serves as a crucial connection between the student body and the institution's leadership, ensuring that students' perspectives are represented and prioritized in decisions shaping their educational experience. It is a profound responsibility and an opportunity to drive meaningful change.

What are your strengths? \_\_\_\_\_

My strengths consist of strategic thinking, leadership and team management, creativity, communication, writing formal correspondence, event planning, coordination, budget management, and multitasking.

What are your weaknesses? \_\_\_\_\_  
Reluctance to ask for help, as I prefer to solve problems  
independently; however, I'm learning that collaboration often  
leads to better outcomes.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What do you perceive as your greatest accomplishment during your collegiate  
years? Why? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The greatest gift God gave me was the ability to connect with others and a deep  
desire to give back to my community. Serving as President of my sorority chapter  
has been my most meaningful accomplishment due to what it has allowed me to  
put back into the world, teaching me leadership, responsibility, and the value of  
sisterhood. This semester, we launched programs focused on black women's  
mental health for suicide prevention month, back to school book bag drives,  
highschool students acquiring their voting registration and getting voting  
education. I am passionate about pouring into my peers and inspiring the next  
generation and actually being able to see the results of being who I needed as a  
little brown girl by pushing social action, higher education, and unity.



**Morgan Eason**

## **EXPERIENCE**

### **Pharmacy Technician**

*CVS Pharmacy* | 2023 – Present

- Manage assigned pharmacy workstations, ensuring safe and accurate prescription filling, packaging, labeling, and dispensing.
- Process insurance claims, track inventory, and maintain proper documentation.
- Conduct inventory checks, restock medications, and dispose of expired items according to regulations.

### **Intern (Peer Mentor)**

*University City Science Center* | 2021 – 2022

- Taught middle school students marketing techniques for their small businesses.
- Assisted with graphic design projects and helped students develop practical skills for entrepreneurship.

### **President**

*Delta Tau Chapter of Delta Sigma Theta Sorority, Inc.* | 2024 – 2025

- Lead chapter activities, initiatives, and community service projects.
- Foster teamwork, promote leadership, and organize events for the sorority

### **Founder & Operator**

*Braidsbydimp* – [Philadelphia, Pennsylvania ]  
(2019 – Present.)

- Established and managed a small business specializing in hair braiding services, focusing on client satisfaction and personalized care.

## **EDUCATION**

### **Bachelor of Arts in Psychology**

*Cheyney University of Pennsylvania* | Expected May 2026

- [REDACTED], Keystone Honors Student

### **High School Diploma**

- [REDACTED] President of National Honor Society, Mentor, Student Ambassador

## SKILLS

- Problem Solving
- Critical Thinking
- Leadership
- Graphic Design
- Motivation & Tutoring
- Leading and motivating a diverse group of individuals.
- Writing formal correspondence, reports, and emails.
- Active listening and providing constructive feedback.
- Organizing events, meetings, and community service activities.
- Budget management, securing resources, and coordinating logistics.
- Managing multiple projects and deadlines simultaneously.

## ACTIVITIES

- **Rebel Champs:** Advocate for providing teens with healthier breakfast alternatives.
- **Student Mentorship:** Lead high school student programs and mentor students at First Hand Philly.
- **AO Cheyney Bible Talk:** As Vice President I help students to deepen their understanding of Scripture through study and discussion, Strengthen their faith and build a stronger personal relationship with God. Practice prayer, worship, and spiritual disciplines in a supportive environment.

Morgan Cassidy Eason

Cheyney University of Pennsylvania  
1837 University Circle  
Cheyney PA 19139

Dear President Aaron Walton,

I am writing this letter to express my interest in serving as your next Student Trustee on The Council of Trustees for Cheyney University. I am a Keystone Honors student majoring in psychology in my Junior year. My aspiration in life is to create an environment that makes people truly feel seen and heard, especially brown men and women like me. I am the current President of the Delta Tau chapter of Delta Sigma Theta Sorority Incorporated. My duties as president are to oversee every aspect of the chapter. I am expected to Provide leadership and give administrative guidance and direction to the structure and programming of the chapter. I serve as the vice president of AOChyney's Bible Talk where students gather to hear a sermon and can ask questions about faith, Jesus, and the Bible. My duties are to assist setting up a weekly event to bring people together from different backgrounds and cultures in efforts to bring unification. In Philadelphia I am a mentor to students at the University City Science Center First Hand Philly. My duties are to guide students on their journeys to starting their business while balancing they're regular academic and social lives. Being a mentor and a voice for my peers is a true love and passion of mine. The role of a Student trustee will allow me to act as a voice for student concerns and needs in meetings with school officials, ensuring that their perspectives and issues are considered in decision-making. This opportunity will allow me to gain new perspectives of ways to encourage and uplift our student body to be better students, friends, mentees, and mentors. This opportunity would allot advocacy experience, insight on how educational institutes operate and to develop my confidence in self. Becoming a trustee for any student is an honor being from my neighborhood, opportunities like this prepares a student for the real world helping to alleviate the intimidation and the built in notion that we are not deserving of being seated in important rooms. I know that my deep love for my community and advocacy will drive me to show up ready to serve, communicate, and carry out the mission of our historic institute.

# UNIVERSITY SUCCESS COMMITTEE



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

**Board of Governors Meeting  
University Success Committee  
July 17, 2025**

**SUBJECT:** Fiscal year 2025-26 preliminary budget approval

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** This item reflects changes enacted in 2023 to provide earlier visibility into universities' multi-year plans as part of broader continuous improvements to Board policies. The budgetary information supports the Board's fiduciary responsibilities.

The budgetary information was submitted by the universities in May 2025 and, thus, includes several assumptions (appropriation and tuition) to be finalized as part of the July Board meeting. As such, these materials reflect the preliminary fiscal year (FY) 2025-26 university budgets. In accordance with Act 188 of 1982 and Board Policy 1993-03-A: *Budgetary Reporting and Review*, the Board will provide approval of the preliminary current year operating budgets (FY 2025-26).

Universities will finalize their budgets based on actions taken by the Board during the July meeting (state appropriation allocation and tuition), updated fall enrollment data, and subsequent determinations of revenues and expenditures. The updated information will be presented to the Board for final approval in October 2025.

**MOTION:** That the Board approves the fiscal year 2025-26 preliminary annual operating budgets for State System universities and Office of the Chancellor, reflected in Attachment 1.

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**Supporting Documents Included:** Attachment 1, Preliminary Unrestricted Budget and Projection Highlights

**Other Supporting Documents Available:** n/a

**Prepared by:** Ginger Coleman

**Email:** gcoleman@passhe.edu

## Attachment 1

### Preliminary Unrestricted Budget and Projection Highlights For Pennsylvania's State System of Higher Education Entities

*As of July 17, 2025*

In accordance with Act 188 of 1982, the Board of Governors provides preliminary approval of the current fiscal year (FY) operating budget (FY 2025-26) of each university and a portion of the State System Office. This timing provides earlier visibility into universities' multi-year plans and supports the Board of Governors' fiduciary responsibilities.

The budgetary information was submitted by the universities and State System Office in May 2025 and includes several assumptions (appropriation and tuition) to be finalized as part of the July Board of Governors meeting. For budgetary purposes, universities were instructed to assume a 6.5 percent increase in state appropriation for 2025-26 and a 2 percent increase thereafter; no increase in tuition; and salary increases associated with negotiated collective bargaining agreements (CBAs), or a 2 percent increase for any years outside of a CBA.

Universities will be finalizing their budgets based on actions taken by the Board of Governors during the July meeting (state appropriation allocation and tuition), updated fall enrollment data, and subsequent determinations of revenues and expenditures. The updated information will be presented to the Board of Governors for final approval at the October meeting. Note: Comparisons to 2024-25 projections are based on Comprehensive Planning Process (CPP) data as of May 2025 and may vary slightly following year end close.

Overall, based on preliminary budgets and assumptions, the State System is projecting a \$9M budget deficit within a \$2B unrestricted budget. Annualized enrollment is expected to remain flat, and small workforce reductions of 0.3 percent are assumed for 2025-26.

#### **Educational & General Highlights:**

The preliminary **2025-26 Educational and General (E&G)** budget for the System is projected to have a deficit of \$23.4M. This is primarily driven by four universities. The 2026-27 E&G budget projections for the State System reflect a deficit of \$16.7M, also primarily driven by four universities.

#### Revenue:

**Tuition** - Across the State System, 2025-26 enrollment is anticipated to be stable from 2024-25, at 75,726 annualized student full-time equivalent (FTE). The revenue projections assume tuition rates will be held flat, resulting in overall tuition revenue for the State System of \$707.9M, a 0.5 percent increase when compared to 2024-25. Certain universities' local fees, including the Technology Tuition Fee, whose rate-setting authority has been delegated to university Councils of Trustees beginning in fall 2025, have increased to address growing costs and needs. Fee revenue is increasing by \$9M or 4.6 percent. For 2026-27, universities are projecting a slight increase in enrollment of 0.3 percent over 2025-26, with a planning assumption that tuition rates will be held flat again.

**Appropriation** - The 6.5 percent increase in appropriation, used as a planning assumption, results in an overall increase of \$40.3M in revenue for 2025-26. University budgets reflect the adjustments to the appropriation distribution based on the appropriation allocation formula. In accordance with the procedure/standard, the integrated universities maintained appropriation levels consistent with their integration planning assumptions, supplemented with funds from the SERS pre-funding savings.

**Other Revenue** has fluctuated significantly in recent years primarily driven by COVID-19 relief funds and other one-time funding stemming from the pandemic. For 2025-26, Other Revenue is projected at \$116.5M, which is \$114M or 49.6 percent less than 2024-25. This primarily reflects the tapering down of the one-time federal funds received in prior years and one-time state funds received in prior years for the elimination of bond debt. Fiscal year 2026-27 is slightly more consistent with non-pandemic levels. As a result, fiscal year 2025-26 preliminary revenue is projected to be \$62M or 3.5 percent less than 2024-25 projections.

### Expenses:

Fiscal year 2025-26 expenses are projected to remain stable from 2024-25 projections.

Personnel continue to be the largest expense, at 73 percent of the expenditure budget. Projections for 2025-26 and 2026-27 include the impacts of negotiated collective bargaining agreements and previous actions taken by the Board of Governors. Agreements for the two unions representing police and security personnel will expire August 31, 2025; universities assumed a general 2 percent salary/wage increase for projections beyond that date.

E&G workforce is projected to decrease from 8,617 FTE in 2024-25 to 8,570 FTE in 2025-26. These counts reflect the impact of the most recent Enhanced Sick Leave Payout (ESLP) program, with faculty reductions projected at 0.8% in 2025-26 and 1.4% in 2026-27. Universities will continue to assess workforce requirements in conjunction with the program array review.

Given these trends and assumptions, personnel expenditures in the preliminary 2025-26 budget are held relatively stable, increasing only \$4.4M or 0.4 percent. For 2026-27, personnel expenditures are projected to increase by \$29.1M or 2.4%, some of which is attributed to increases in healthcare costs. Employer contribution rates for the System's healthcare plan are projected to increase by almost 17% for 2025-26 and another 12% in both 2026-27 and 2027-28, driven primarily by the high cost of new glucagon-like peptide-1 (GLP-1) drugs used for the management of diabetes and weight loss, as well as higher medical claim experience for members.

E&G non-personnel expenses are projected to decline in fiscal year 2025-26 and are projected to continue declining in 2026-27, primarily due to the winding down of one-time expenditures supported with pandemic-related one-time funds and a reduction in debt service principal and interest payments due to the elimination of some bonds at Pennsylvania Western (Penn West), Indiana, and Commonwealth universities.

### **Auxiliary Highlights:**

The preliminary **2025-26 Auxiliary** budget for the State System is projected to have a surplus of \$14.4M; however, one university is projecting a deficit of \$2.9M. All other universities are balanced or project a surplus. The 2026-27 Auxiliary projections for the State System reflect a surplus of \$15.1M; however, one university is projecting a deficit of \$1.3M. All other universities are balanced or project a surplus.

### Revenue:

Overall, Auxiliary revenue for 2025-26 is projected to be \$6.3M or 1.7 percent higher than 2024-25 projections. The core sources of Auxiliary revenue—fees, housing, and dining—collectively are projected to increase \$5.7M, or approximately 1.6 percent from 2024-25 projections.

Overall, Auxiliary revenues for 2026-27 are projected to increase \$3.2M or 0.8 percent from 2025-26 projections.

### Expenses:

Auxiliary expenses are projected to decrease 10.9 percent to \$355.5M for fiscal year 2025-26. This reduction is primarily associated with a reduction in principal and interest payments of debt due to the elimination of some auxiliary-related bonds. Operating costs, which are the largest element of the auxiliary budget, are projected to increase by \$4.8M or 2.2 percent, primarily driven by inflationary increases in auxiliary-related activities.

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Pennsylvania State System of Higher Education**

**UNRESTRICTED BUDGET (EDUCATIONAL AND GENERAL AND AUXILIARY)\***

	FY 2024-25	Preliminary for Approval FY 2025-26	Percent Change	FY 2026-27	Percent Change
<b>Revenues</b>					
Tuition	\$704,176,919	\$707,918,825	0.5%	\$711,868,993	0.6%
Fees	\$236,916,206	\$247,167,970	4.3%	\$252,037,788	2.0%
State Appropriation	\$620,755,000	\$661,104,000	6.5%	\$674,326,081	2.0%
Auxiliary Sales	\$307,324,127	\$311,765,319	1.4%	\$314,825,788	1.0%
All Other Revenue	\$262,925,340	\$148,769,995	-43.4%	\$136,856,462	-8.0%
<b>Total Revenues</b>	<b>\$2,132,097,593</b>	<b>\$2,076,726,110</b>	<b>-2.6%</b>	<b>\$2,089,915,111</b>	<b>0.6%</b>
<b>Expenditures</b>					
Compensation Summary, Net of Anticipated Turnover:					
Salaries and Wages	\$876,291,603	\$878,930,132	0.3%	\$893,979,619	1.7%
Benefits	433,347,334	439,967,808	1.5%	456,092,545	3.7%
Subtotal, Compensation	\$1,309,638,937	\$1,318,897,940	0.7%	\$1,350,072,164	2.4%
Student Financial Aid	145,002,352	144,005,934	-0.7%	140,608,294	-2.4%
Interest Expense	38,073,864	37,351,145	-1.9%	35,824,546	-4.1%
Other Services and Supplies	453,657,839	464,171,312	2.3%	469,618,069	1.2%
Subtotal, Services and Supplies	\$636,734,055	\$645,528,391	1.4%	\$646,050,909	0.1%
Capital Expenditures	120,465,084	63,406,300	-47.4%	60,491,878	-4.6%
Debt Principal Payments	25,599,633	22,112,373	-13.6%	20,800,823	-5.9%
<b>Total Expenditures</b>	<b>\$2,092,437,709</b>	<b>\$2,049,945,004</b>	<b>-2.0%</b>	<b>\$2,077,415,774</b>	<b>1.3%</b>
<b>Revenues Less Expenditures</b>	<b>\$39,659,884</b>	<b>\$26,781,106</b>		<b>\$12,499,338</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>60,913,199</b>	<b>42,863,601</b>	<b>-29.6%</b>	<b>34,637,004</b>	<b>-19.2%</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$21,253,315)</b>	<b>(\$16,082,495)</b>		<b>(\$22,137,666)</b>	
<b>Supplemental Resources</b>					
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	2,037,210	7,061,233	246.6%	20,552,764	191.1%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$19,216,105)</b>	<b>(\$9,021,262)</b>		<b>(\$1,584,902)</b>	
<b>Total Unrestricted Net Assets, Estimated End of Year Balance**</b>	<b>\$612,082,974</b>	<b>\$569,077,252</b>	<b>-7.0%</b>	<b>\$549,870,929</b>	<b>-3.4%</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance**</b>	<b>\$744,915,261</b>	<b>\$701,909,539</b>	<b>-5.8%</b>	<b>\$682,703,216</b>	<b>-2.7%</b>
<b>Annualized FTE Enrollment</b>					
Undergraduate	64,910.14	64,611.85	-0.5%	64,817.69	0.3%
Graduate	10,875.02	11,114.32	2.2%	11,127.74	0.1%
<b>Total Annualized FTE Enrollment</b>	<b>75,785.17</b>	<b>75,726.17</b>	<b>-0.1%</b>	<b>75,945.43</b>	<b>0.3%</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>					
Faculty	3,962.08	3,932.36	-0.8%	3,876.58	-1.4%
Nonfaculty	5,137.90	5,143.67	0.1%	5,130.13	-0.3%
<b>Total FTE of Budgeted Unrestricted Employees, Net of Turnover</b>	<b>9,099.98</b>	<b>9,076.03</b>	<b>-0.3%</b>	<b>9,006.71</b>	<b>-0.8%</b>

\*Budget includes system-wide initiatives primarily funded "off-the-top" of the state appropriation allocation.

\*\*Includes balances in plant funds



### State Appropriation Allocation

The following chart reflects information about the state appropriation assumptions used in the budget projections. These amounts will be adjusted based on the final 2025-26 state appropriation amount and integrated into the universities' final budgets provided in October.

University	Additional Appropriations, by University, with a 6.5% Increase in 2025-26				
	2024-25 Actual	2025-26		2026-27	
		Planning Assumption (6.5% increase)	Difference	Planning Assumption (2.0% increase)	Difference
Cheyney	\$21,764,561	\$22,373,092	\$608,531	\$22,820,554	\$447,462
Commonwealth	90,935,307	99,769,872	8,834,565	101,765,269	1,995,397
East Stroudsburg	45,829,127	50,669,661	4,840,534	51,675,167	1,005,506
Indiana	63,536,272	68,087,435	4,551,163	69,449,184	1,361,749
Kutztown	53,898,497	57,389,688	3,491,191	58,529,595	1,139,907
Millersville	46,950,049	50,296,268	3,346,219	51,294,306	998,038
Penn West	93,791,705	93,971,145	179,440	95,850,568	1,879,423
Shippensburg	42,349,276	44,354,113	2,004,837	45,241,195	887,082
Slippery Rock	58,908,895	63,447,652	4,538,757	64,716,605	1,268,953
West Chester	97,694,529	105,648,793	7,954,264	107,761,769	2,112,976
Office of Chancellor <sup>1</sup>	5,096,781	5,096,281	(500)	5,221,868	125,587
Total Appropriations	\$620,755,000	\$661,104,000	\$40,349,000	\$674,326,080	\$13,222,080

<sup>1</sup> Includes systemwide initiatives funded by state appropriations (e.g., faculty professional development funds, debt service for Chincoteague Bay Field Station).

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Cheyney University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
<b>Revenues</b>									
Tuition	\$5.2	\$0.0	\$5.2	\$5.1	\$0.0	\$5.1	\$5.6	\$0.0	\$5.6
Fees	1.2	0.3	1.5	1.5	0.4	1.8	1.6	0.4	2.0
State Appropriation	21.8	0.0	21.8	22.4	0.0	22.4	22.8	0.0	22.8
Auxiliary Sales	0.0	5.4	5.4	0.0	6.0	6.0	0.0	6.4	6.4
All Other Revenue	9.7	0.3	10.0	0.9	0.4	1.3	0.9	0.4	1.3
<b>Total Revenues</b>	<b>\$37.9</b>	<b>\$6.0</b>	<b>\$43.9</b>	<b>\$29.8</b>	<b>\$6.7</b>	<b>\$36.5</b>	<b>\$30.9</b>	<b>\$7.3</b>	<b>\$38.2</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$9.7	\$0.5	\$10.1	\$10.8	\$0.6	\$11.3	\$11.1	\$0.6	\$11.7
Benefits	4.1	0.2	4.3	4.8	0.3	5.1	5.1	0.3	5.4
Subtotal, Compensation	\$13.8	\$0.7	\$14.4	\$15.6	\$0.8	\$16.4	\$16.2	\$0.9	\$17.1
Student Financial Aid	1.7	0.1	1.8	1.6	0.1	1.7	1.1	0.1	1.2
Interest Expense	0.1	0.0	0.2	0.2	0.0	0.2	0.2	0.0	0.2
Other Services and Supplies	12.5	5.9	18.5	10.9	5.6	16.5	11.9	6.2	18.0
Subtotal, Services and Supplies	\$14.4	6.0	\$20.5	\$12.7	5.7	\$18.4	\$13.1	6.3	\$19.4
Capital Expenditures	1.6	0.1	1.7	1.6	0.1	1.7	1.6	0.1	1.7
Debt Principal Payments	3.1	0.2	3.3	4.0	0.1	4.0	1.5	0.0	1.5
<b>Total Expenditures</b>	<b>\$32.9</b>	<b>\$7.0</b>	<b>\$39.8</b>	<b>\$33.9</b>	<b>\$6.7</b>	<b>\$40.6</b>	<b>\$32.5</b>	<b>\$7.3</b>	<b>\$39.8</b>
<b>Revenues Less Expenditures</b>	<b>\$5.0</b>	<b>(\$1.0)</b>	<b>\$4.0</b>	<b>(\$4.1)</b>	<b>(\$0.0)</b>	<b>(\$4.1)</b>	<b>(\$1.6)</b>	<b>\$0.0</b>	<b>(\$1.6)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>7.2</b>	<b>(0.0)</b>	<b>7.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$2.2)</b>	<b>(\$0.9)</b>	<b>(\$3.1)</b>	<b>(\$4.1)</b>	<b>(\$0.0)</b>	<b>(\$4.1)</b>	<b>(\$1.6)</b>	<b>(\$0.0)</b>	<b>(\$1.6)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$2.2)</b>	<b>(\$0.9)</b>	<b>(\$3.1)</b>	<b>(\$4.1)</b>	<b>(\$0.0)</b>	<b>(\$4.1)</b>	<b>(\$1.6)</b>	<b>(\$0.0)</b>	<b>(\$1.6)</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>(\$14.1)</b>	<b>(\$2.4)</b>	<b>(\$16.5)</b>	<b>(\$18.2)</b>	<b>(\$2.4)</b>	<b>(\$20.6)</b>	<b>(\$19.8)</b>	<b>(\$2.4)</b>	<b>(\$22.2)</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>(\$1.1)</b>	<b>\$1.0</b>	<b>(\$0.1)</b>	<b>(\$5.2)</b>	<b>\$1.0</b>	<b>(\$4.1)</b>	<b>(\$6.8)</b>	<b>\$1.0</b>	<b>(\$5.8)</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	555.0		555.0	612.0		612.0	667.0		667.0
Graduate	0.0		0.0	0.0		0.0	0.0		0.0
<b>Total Annualized FTE Enrollment</b>	<b>555.0</b>		<b>555.0</b>	<b>612.0</b>		<b>612.0</b>	<b>667.0</b>		<b>667.0</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	39.1	0.0	39.1	41.1	0.0	41.1	41.1	0.0	41.1
Nonfaculty	61.9	5.0	66.9	60.5	5.1	65.6	60.5	5.1	65.6
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>101.0</b>	<b>5.0</b>	<b>106.0</b>	<b>101.6</b>	<b>5.1</b>	<b>106.7</b>	<b>101.6</b>	<b>5.1</b>	<b>106.7</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$5,754 \$5,171 \$6,252

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	14.7	15.2	16.9

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

Note: In FY 2024-25, E&G All Other Revenue includes \$8.6M of one-time funds to be used for payment obligations due to the U.S. Department of Education (DOE) and partial repayment of a loan from the State System. Payments for the obligation to DOE are reflected in the Transfers line; partial repayment of the loan is reflected in Debt Principal Payments and Interest Expense lines. The balance of the loan will be repaid in accordance with the payment schedule approved by the Board of Governors on April 10, 2025.

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Commonwealth University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
<b>Revenues</b>									
Tuition	\$95.6	\$0.0	\$95.6	\$94.1	\$0.0	\$94.1	\$92.9	\$0.0	\$92.9
Fees	27.3	4.6	31.8	29.3	4.5	33.8	32.9	4.4	37.4
State Appropriation	90.9	0.0	90.9	99.8	0.0	99.8	101.8	0.0	101.8
Auxiliary Sales	0.0	54.2	54.2	0.0	55.9	55.9	0.0	54.7	54.7
All Other Revenue	55.0	1.2	56.2	10.4	1.2	11.5	8.4	1.2	9.5
<b>Total Revenues</b>	<b>\$268.8</b>	<b>\$60.0</b>	<b>\$328.8</b>	<b>\$233.5</b>	<b>\$61.6</b>	<b>\$295.1</b>	<b>\$236.0</b>	<b>\$60.3</b>	<b>\$296.3</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$119.2	\$9.8	\$128.9	\$109.5	\$10.7	\$120.2	\$108.4	\$10.9	\$119.3
Benefits	61.5	7.0	68.4	57.4	7.4	64.8	57.8	7.6	65.4
Subtotal, Compensation	\$180.6	\$16.7	\$197.4	\$166.9	\$18.1	\$185.0	\$166.3	\$18.4	\$184.7
Student Financial Aid	24.0	3.7	27.7	24.3	3.7	28.0	24.2	3.8	28.0
Interest Expense	0.2	5.3	5.5	0.1	4.7	4.9	0.1	4.4	4.5
Other Services and Supplies	39.9	24.9	64.7	44.6	27.5	72.1	45.1	26.3	71.4
Subtotal, Services and Supplies	\$64.1	33.8	\$97.9	\$69.0	35.9	\$104.9	\$69.4	34.5	\$103.9
Capital Expenditures	4.0	0.3	4.3	4.0	0.4	4.4	4.0	0.0	4.0
Debt Principal Payments	0.6	45.7	46.2	0.6	8.5	9.2	0.4	8.5	8.8
<b>Total Expenditures</b>	<b>\$249.3</b>	<b>\$96.5</b>	<b>\$345.8</b>	<b>\$240.6</b>	<b>\$62.9</b>	<b>\$303.5</b>	<b>\$240.1</b>	<b>\$61.4</b>	<b>\$301.5</b>
<b>Revenues Less Expenditures</b>	<b>\$19.5</b>	<b>(\$36.5)</b>	<b>(\$17.0)</b>	<b>(\$7.0)</b>	<b>(\$1.3)</b>	<b>(\$8.4)</b>	<b>(\$4.1)</b>	<b>(\$1.1)</b>	<b>(\$5.2)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>37.5</b>	<b>(36.7)</b>	<b>0.8</b>	<b>1.0</b>	<b>1.6</b>	<b>2.6</b>	<b>1.0</b>	<b>0.3</b>	<b>1.3</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$18.0)</b>	<b>\$0.2</b>	<b>(\$17.8)</b>	<b>(\$8.0)</b>	<b>(\$2.9)</b>	<b>(\$10.9)</b>	<b>(\$5.1)</b>	<b>(\$1.3)</b>	<b>(\$6.5)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$18.0)</b>	<b>\$0.2</b>	<b>(\$17.8)</b>	<b>(\$8.0)</b>	<b>(\$2.9)</b>	<b>(\$10.9)</b>	<b>(\$5.1)</b>	<b>(\$1.3)</b>	<b>(\$6.5)</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$14.5</b>	<b>\$27.8</b>	<b>\$42.3</b>	<b>\$5.6</b>	<b>\$20.3</b>	<b>\$25.9</b>	<b>\$1.5</b>	<b>\$16.0</b>	<b>\$17.5</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$20.6</b>	<b>\$39.3</b>	<b>\$59.9</b>	<b>\$11.8</b>	<b>\$31.8</b>	<b>\$43.6</b>	<b>\$7.7</b>	<b>\$27.5</b>	<b>\$35.1</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	9,270.1		9,270.1	8,736.5		8,736.5	8,464.1		8,464.1
Graduate	1,131.1		1,131.1	1,289.0		1,289.0	1,351.9		1,351.9
<b>Total Annualized FTE Enrollment</b>	<b>10,401.2</b>		<b>10,401.2</b>	<b>10,025.5</b>		<b>10,025.5</b>	<b>9,816.0</b>		<b>9,816.0</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	562.0	0.0	562.0	531.9	0.0	531.9	494.4	0.0	494.4
Nonfaculty	715.4	82.6	798.0	656.0	93.4	749.4	646.8	93.4	740.1
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>1,277.3</b>	<b>82.6</b>	<b>1,360.0</b>	<b>1,187.9</b>	<b>93.4</b>	<b>1,281.3</b>	<b>1,141.1</b>	<b>93.4</b>	<b>1,234.5</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$5,484 \$5,398 \$5,355

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	17.6	18.1	18.9

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

Note: In FY 2024-25, E&G All Other Revenue includes \$37.9M of one-time funds appropriated to use for the elimination of some of Commonwealth's outstanding bonds, all of which was transferred to the Auxiliary fund for Auxiliary-related debt. Expenses reflecting the payoff of this debt appear in Auxiliary Debt Principal Payments and Interest Expense lines.

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**East Stroudsburg University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
<b>Revenues</b>									
Tuition	\$46.3	\$0.0	\$46.3	\$47.9	\$0.0	\$47.9	\$49.1	\$0.0	\$49.1
Fees	13.7	3.7	17.4	14.7	3.7	18.5	15.1	3.8	18.9
State Appropriation	45.8	0.0	45.8	50.7	0.0	50.7	51.7	0.0	51.7
Auxiliary Sales	0.0	22.9	22.9	0.0	24.7	24.7	0.0	25.5	25.5
All Other Revenue	11.5	0.9	12.4	9.1	1.2	10.3	8.2	1.2	9.4
<b>Total Revenues</b>	<b>\$117.4</b>	<b>\$27.5</b>	<b>\$144.9</b>	<b>\$122.3</b>	<b>\$29.7</b>	<b>\$152.0</b>	<b>\$124.1</b>	<b>\$30.5</b>	<b>\$154.6</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$52.8	\$3.9	\$56.8	\$54.5	\$4.5	\$58.9	\$57.1	\$4.6	\$61.7
Benefits	23.7	1.6	25.3	25.9	2.0	27.9	27.7	2.0	29.7
Subtotal, Compensation	\$76.5	\$5.5	\$82.1	\$80.4	\$6.4	\$86.8	\$84.8	\$6.6	\$91.4
Student Financial Aid	17.3	0.4	17.7	17.5	0.5	18.0	17.5	0.5	18.0
Interest Expense	0.5	1.6	2.1	0.3	1.5	1.8	0.2	1.4	1.6
Other Services and Supplies	21.8	12.5	34.3	22.2	14.0	36.2	22.3	14.5	36.7
Subtotal, Services and Supplies	\$39.6	14.5	\$54.1	\$40.0	16.0	\$56.0	\$40.0	16.3	\$56.3
Capital Expenditures	2.6	0.7	3.3	0.2	0.0	0.2	0.2	0.0	0.2
Debt Principal Payments	2.7	2.1	4.8	2.7	2.1	4.8	2.2	2.2	4.4
<b>Total Expenditures</b>	<b>\$121.4</b>	<b>\$22.9</b>	<b>\$144.3</b>	<b>\$123.2</b>	<b>\$24.5</b>	<b>\$147.7</b>	<b>\$127.2</b>	<b>\$25.1</b>	<b>\$152.3</b>
<b>Revenues Less Expenditures</b>	<b>(\$4.0)</b>	<b>\$4.6</b>	<b>\$0.6</b>	<b>(\$0.9)</b>	<b>\$5.1</b>	<b>\$4.2</b>	<b>(\$3.0)</b>	<b>\$5.3</b>	<b>\$2.3</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	2.4	1.9	4.3	1.8	5.1	7.0	1.8	5.3	7.2
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$6.5)</b>	<b>\$2.7</b>	<b>(\$3.8)</b>	<b>(\$2.7)</b>	<b>\$0.0</b>	<b>(\$2.7)</b>	<b>(\$4.9)</b>	<b>\$0.0</b>	<b>(\$4.9)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	2.7	0.0	2.7	4.9	0.0	4.9
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$6.5)</b>	<b>\$2.7</b>	<b>(\$3.8)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$41.2</b>	<b>\$41.1</b>	<b>\$82.3</b>	<b>\$38.5</b>	<b>\$24.2</b>	<b>\$62.7</b>	<b>\$33.6</b>	<b>\$29.6</b>	<b>\$63.2</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$42.4</b>	<b>\$42.9</b>	<b>\$85.3</b>	<b>\$39.7</b>	<b>\$26.0</b>	<b>\$65.7</b>	<b>\$34.9</b>	<b>\$31.4</b>	<b>\$66.2</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	4,819.9		4,819.9	5,000.8		5,000.8	5,173.9		5,173.9
Graduate	537.7		537.7	538.1		538.1	522.6		522.6
<b>Total Annualized FTE Enrollment</b>	<b>5,357.6</b>		<b>5,357.6</b>	<b>5,538.9</b>		<b>5,538.9</b>	<b>5,696.5</b>		<b>5,696.5</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	254.9	0.0	254.9	260.0	0.0	260.0	266.8	0.0	266.8
Nonfaculty	346.7	10.4	357.1	366.6	15.6	382.2	366.6	15.6	382.2
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>601.6</b>	<b>10.4</b>	<b>612.0</b>	<b>626.6</b>	<b>15.6</b>	<b>642.2</b>	<b>633.5</b>	<b>15.6</b>	<b>649.1</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$4,137 \$4,229 \$4,346

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	19.5	19.6	19.5
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Indiana University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
<b>Revenues</b>									
Tuition	\$68.5	\$0.0	\$68.5	\$68.9	\$0.0	\$68.9	\$68.4	\$0.0	\$68.4
Fees	23.9	0.0	23.9	22.1	0.0	22.1	21.9	0.0	21.9
State Appropriation	63.5	0.0	63.5	68.1	0.0	68.1	69.4	0.0	69.4
Auxiliary Sales	0.0	33.5	33.5	0.0	34.6	34.6	0.0	34.6	34.6
All Other Revenue	59.9	0.6	60.5	22.4	0.6	23.1	21.9	0.6	22.6
<b>Total Revenues</b>	<b>\$215.9</b>	<b>\$34.2</b>	<b>\$250.0</b>	<b>\$181.4</b>	<b>\$35.3</b>	<b>\$216.7</b>	<b>\$181.6</b>	<b>\$35.3</b>	<b>\$216.9</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$83.5	\$2.2	\$85.7	\$86.3	\$2.3	\$88.6	\$88.7	\$2.3	\$91.0
Benefits	42.4	2.1	44.5	43.4	2.2	45.6	45.9	2.2	48.1
Subtotal, Compensation	\$125.9	\$4.3	\$130.2	\$129.7	\$4.5	\$134.2	\$134.6	\$4.6	\$139.2
Student Financial Aid	21.7	2.6	24.3	19.9	2.9	22.8	16.6	2.9	19.5
Interest Expense	0.0	3.8	3.8	(0.0)	3.7	3.6	(0.0)	3.5	3.5
Other Services and Supplies	28.8	18.9	47.7	29.7	19.8	49.5	29.3	19.7	49.1
Subtotal, Services and Supplies	\$50.6	25.3	\$75.9	\$49.6	26.4	\$75.9	\$45.9	26.2	\$72.1
Capital Expenditures	1.0	0.1	1.1	2.0	0.1	2.1	1.0	0.1	1.1
Debt Principal Payments	5.0	20.5	25.5	0.1	4.3	4.4	0.1	4.4	4.5
<b>Total Expenditures</b>	<b>\$182.5</b>	<b>\$50.3</b>	<b>\$232.7</b>	<b>\$181.4</b>	<b>\$35.3</b>	<b>\$216.7</b>	<b>\$181.6</b>	<b>\$35.3</b>	<b>\$216.9</b>
<b>Revenues Less Expenditures</b>	<b>\$33.4</b>	<b>(\$16.1)</b>	<b>\$17.3</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>16.1</b>	<b>(16.1)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$17.3</b>	<b>\$0.0</b>	<b>\$17.3</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$17.3</b>	<b>\$0.0</b>	<b>\$17.3</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$61.7</b>	<b>(\$4.3)</b>	<b>\$57.4</b>	<b>\$61.7</b>	<b>(\$4.3)</b>	<b>\$57.4</b>	<b>\$61.7</b>	<b>(\$4.3)</b>	<b>\$57.4</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$49.1</b>	<b>\$3.2</b>	<b>\$52.3</b>	<b>\$49.1</b>	<b>\$3.2</b>	<b>\$52.3</b>	<b>\$49.1</b>	<b>\$3.2</b>	<b>\$52.3</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	6,773.8		6,773.8	6,719.0		6,719.0	6,782.0		6,782.0
Graduate	1,057.7		1,057.7	1,001.5		1,001.5	908.2		908.2
<b>Total Annualized FTE Enrollment</b>	<b>7,831.5</b>		<b>7,831.5</b>	<b>7,720.4</b>		<b>7,720.4</b>	<b>7,690.2</b>		<b>7,690.2</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	377.8	0.0	377.8	378.0	0.0	378.0	377.5	0.0	377.5
Nonfaculty	439.3	17.9	457.2	456.2	18.1	474.3	457.0	18.1	475.1
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>817.0</b>	<b>17.9</b>	<b>835.0</b>	<b>834.1</b>	<b>18.1</b>	<b>852.3</b>	<b>834.5</b>	<b>18.1</b>	<b>852.6</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$4,787 \$5,200 \$5,714  
*Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.*

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	19.2	19.0	19.0
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

Note: In FY 2024-25, E&G All Other Revenue includes \$21M of one-time funds appropriated to use for the elimination of some of Indiana's outstanding bonds, \$16.1M of which was transferred to the Auxiliary fund to cover Auxiliary-related debt. Expenses reflecting the payoff of this debt appear in Debt Principal Payments and Interest Expense lines in both funds. In addition, E&G All Other Revenue includes \$17.5M of funds to be used to satisfy intra-university loans and improve the unrestricted net asset balance of the university.

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Kutztown University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
<b>Revenues</b>									
Tuition	\$61.8	\$0.0	\$61.8	\$62.2	\$0.0	\$62.2	\$62.9	\$0.0	\$62.9
Fees	16.6	4.6	21.2	18.2	4.7	22.8	18.4	4.7	23.1
State Appropriation	53.9	0.0	53.9	57.4	0.0	57.4	58.5	0.0	58.5
Auxiliary Sales	0.0	40.9	40.9	0.0	41.4	41.4	0.0	41.4	41.4
All Other Revenue	7.4	2.4	9.7	7.3	2.5	9.8	7.4	2.5	10.0
<b>Total Revenues</b>	<b>\$139.6</b>	<b>\$47.8</b>	<b>\$187.4</b>	<b>\$145.1</b>	<b>\$48.6</b>	<b>\$193.7</b>	<b>\$147.3</b>	<b>\$48.6</b>	<b>\$195.9</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$67.4	\$7.1	\$74.4	\$69.8	\$8.2	\$78.0	\$71.1	\$8.5	\$79.6
Benefits	33.4	3.6	37.0	35.7	4.3	39.9	37.7	4.5	42.1
Subtotal, Compensation	\$100.8	\$10.7	\$111.5	\$105.5	\$12.5	\$118.0	\$108.8	\$13.0	\$121.8
Student Financial Aid	10.9	4.7	15.5	10.9	4.7	15.5	10.9	4.7	15.5
Interest Expense	0.2	2.8	3.0	0.2	2.4	2.6	0.1	2.0	2.2
Other Services and Supplies	22.4	17.3	39.7	22.5	17.8	40.3	22.5	17.9	40.4
Subtotal, Services and Supplies	\$33.5	24.7	\$58.2	\$33.5	24.9	\$58.4	\$33.5	24.6	\$58.1
Capital Expenditures	3.0	0.9	3.9	3.0	0.9	3.9	3.0	0.9	3.9
Debt Principal Payments	1.3	7.1	8.4	0.8	7.7	8.6	0.5	7.3	7.8
<b>Total Expenditures</b>	<b>\$138.5</b>	<b>\$43.4</b>	<b>\$181.9</b>	<b>\$142.8</b>	<b>\$46.0</b>	<b>\$188.8</b>	<b>\$145.8</b>	<b>\$45.7</b>	<b>\$191.5</b>
<b>Revenues Less Expenditures</b>	<b>\$1.1</b>	<b>\$4.4</b>	<b>\$5.5</b>	<b>\$2.3</b>	<b>\$2.6</b>	<b>\$4.9</b>	<b>\$1.5</b>	<b>\$2.9</b>	<b>\$4.4</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	1.1	4.4	5.5	2.3	2.6	4.9	1.5	2.9	4.4
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$36.6</b>	<b>\$39.0</b>	<b>\$75.7</b>	<b>\$38.1</b>	<b>\$40.7</b>	<b>\$78.9</b>	<b>\$38.9</b>	<b>\$42.7</b>	<b>\$81.6</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$48.0</b>	<b>\$39.1</b>	<b>\$87.1</b>	<b>\$49.5</b>	<b>\$40.8</b>	<b>\$90.3</b>	<b>\$50.2</b>	<b>\$42.8</b>	<b>\$93.0</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	6,009.3		6,009.3	5,979.0		5,979.0	5,958.0		5,958.0
Graduate	754.1		754.1	784.4		784.4	805.4		805.4
<b>Total Annualized FTE Enrollment</b>	<b>6,763.4</b>		<b>6,763.4</b>	<b>6,763.4</b>		<b>6,763.4</b>	<b>6,763.4</b>		<b>6,763.4</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	357.3	0.0	357.3	353.5	0.0	353.5	348.8	0.0	348.8
Nonfaculty	346.0	86.3	432.3	341.8	88.7	430.4	341.9	88.7	430.6
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>703.3</b>	<b>86.3</b>	<b>789.6</b>	<b>695.3</b>	<b>88.7</b>	<b>784.0</b>	<b>690.7</b>	<b>88.7</b>	<b>779.4</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$6,389 \$6,388 \$6,424

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	18.5	18.7	19.0
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Millersville University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
<b>Revenues</b>									
Tuition	\$58.7	\$0.0	\$58.7	\$59.2	\$0.0	\$59.2	\$59.9	\$0.0	\$59.9
Fees	16.6	4.4	21.0	17.6	4.4	22.0	17.6	4.4	22.0
State Appropriation	47.0	0.0	47.0	50.3	0.0	50.3	51.3	0.0	51.3
Auxiliary Sales	0.0	29.5	29.5	0.0	30.2	30.2	0.0	30.4	30.4
All Other Revenue	9.8	0.1	10.0	7.4	0.1	7.6	7.1	0.1	7.2
<b>Total Revenues</b>	<b>\$132.1</b>	<b>\$34.0</b>	<b>\$166.1</b>	<b>\$134.6</b>	<b>\$34.7</b>	<b>\$169.2</b>	<b>\$135.9</b>	<b>\$34.9</b>	<b>\$170.8</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$65.7	\$8.1	\$73.8	\$65.6	\$7.6	\$73.2	\$66.4	\$7.8	\$74.2
Benefits	32.4	4.7	37.1	32.6	4.5	37.1	33.7	4.6	38.3
Subtotal, Compensation	\$98.1	\$12.7	\$110.9	\$98.2	\$12.1	\$110.3	\$100.1	\$12.4	\$112.5
Student Financial Aid	7.4	0.0	7.4	8.0	0.0	8.0	8.1	0.0	8.1
Interest Expense	0.2	4.3	4.5	0.1	4.1	4.2	0.1	3.9	4.0
Other Services and Supplies	19.4	8.5	27.9	20.9	8.8	29.7	21.1	9.0	30.1
Subtotal, Services and Supplies	\$27.0	12.9	\$39.9	\$29.1	12.9	\$42.0	\$29.3	12.9	\$42.2
Capital Expenditures	1.6	1.0	2.6	1.5	1.0	2.5	1.5	1.0	2.5
Debt Principal Payments	1.6	7.2	8.8	1.7	6.9	8.6	0.7	6.9	7.7
<b>Total Expenditures</b>	<b>\$128.4</b>	<b>\$33.8</b>	<b>\$162.2</b>	<b>\$130.4</b>	<b>\$33.0</b>	<b>\$163.4</b>	<b>\$131.6</b>	<b>\$33.2</b>	<b>\$164.9</b>
<b>Revenues Less Expenditures</b>	<b>\$3.7</b>	<b>\$0.2</b>	<b>\$3.9</b>	<b>\$4.2</b>	<b>\$1.7</b>	<b>\$5.8</b>	<b>\$4.3</b>	<b>\$1.7</b>	<b>\$6.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	3.6	(0.4)	3.2	4.1	1.1	5.2	4.3	1.2	5.5
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.0</b>	<b>\$0.7</b>	<b>\$0.7</b>	<b>\$0.0</b>	<b>\$0.6</b>	<b>\$0.6</b>	<b>\$0.0</b>	<b>\$0.5</b>	<b>\$0.5</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.0</b>	<b>\$0.7</b>	<b>\$0.7</b>	<b>\$0.0</b>	<b>\$0.6</b>	<b>\$0.6</b>	<b>\$0.0</b>	<b>\$0.5</b>	<b>\$0.5</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$31.3</b>	<b>\$5.0</b>	<b>\$36.3</b>	<b>\$31.4</b>	<b>\$6.3</b>	<b>\$37.7</b>	<b>\$31.9</b>	<b>\$7.7</b>	<b>\$39.6</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$37.6</b>	<b>\$6.0</b>	<b>\$43.6</b>	<b>\$37.6</b>	<b>\$7.3</b>	<b>\$45.0</b>	<b>\$38.1</b>	<b>\$8.7</b>	<b>\$46.9</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	5,305.6		5,305.6	5,305.6		5,305.6	5,305.6		5,305.6
Graduate	809.3		809.3	809.3		809.3	809.3		809.3
<b>Total Annualized FTE Enrollment</b>	<b>6,114.9</b>		<b>6,114.9</b>	<b>6,114.9</b>		<b>6,114.9</b>	<b>6,114.9</b>		<b>6,114.9</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	330.3	0.0	330.3	318.2	0.0	318.2	305.2	0.0	305.2
Nonfaculty	398.6	63.4	462.0	399.4	67.8	467.2	400.0	68.2	468.2
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>728.9</b>	<b>63.4</b>	<b>792.3</b>	<b>717.6</b>	<b>67.8</b>	<b>785.4</b>	<b>705.2</b>	<b>68.2</b>	<b>773.4</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$6,636 \$6,619 \$6,718

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	Actual/Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	16.8	17.4	18.2
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Pennsylvania Western University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
<b>Revenues</b>									
Tuition	\$90.8	\$0.0	\$90.8	\$90.3	\$0.0	\$90.3	\$90.6	\$0.0	\$90.6
Fees	24.4	4.8	29.3	27.9	5.7	33.6	28.1	5.7	33.8
State Appropriation	93.8	0.0	93.8	94.0	0.0	94.0	95.9	0.0	95.9
Auxiliary Sales	0.0	33.1	33.1	0.0	29.6	29.6	0.0	29.1	29.1
All Other Revenue	25.0	21.8	46.8	19.7	22.0	41.7	15.7	21.9	37.6
<b>Total Revenues</b>	<b>\$234.0</b>	<b>\$59.7</b>	<b>\$293.7</b>	<b>\$231.9</b>	<b>\$57.3</b>	<b>\$289.2</b>	<b>\$230.3</b>	<b>\$56.7</b>	<b>\$287.0</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$121.9	\$4.4	\$126.3	\$117.2	\$4.6	\$121.9	\$115.0	\$4.8	\$119.8
Benefits	62.2	3.5	65.7	60.3	3.7	63.9	60.2	3.8	63.9
Subtotal, Compensation	\$184.1	\$7.9	\$192.0	\$177.5	\$8.3	\$185.8	\$175.2	\$8.6	\$183.8
Student Financial Aid	18.6	0.4	19.0	18.1	0.3	18.4	18.1	0.3	18.4
Interest Expense	0.1	8.4	8.5	0.1	8.2	8.3	0.1	7.8	7.9
Other Services and Supplies	46.9	22.8	69.7	44.2	22.6	66.7	44.2	23.5	67.7
Subtotal, Services and Supplies	\$65.6	31.6	\$97.2	\$62.3	31.1	\$93.4	\$62.3	31.6	\$94.0
Capital Expenditures	3.7	0.8	4.5	2.3	0.8	3.1	2.3	0.8	3.1
Debt Principal Payments	0.1	8.4	8.5	0.1	9.0	9.1	0.1	10.7	10.9
<b>Total Expenditures</b>	<b>\$253.5</b>	<b>\$48.7</b>	<b>\$302.2</b>	<b>\$242.2</b>	<b>\$49.2</b>	<b>\$291.4</b>	<b>\$239.9</b>	<b>\$51.7</b>	<b>\$291.7</b>
<b>Revenues Less Expenditures</b>	<b>(\$19.5)</b>	<b>\$11.0</b>	<b>(\$8.5)</b>	<b>(\$10.3)</b>	<b>\$8.1</b>	<b>(\$2.2)</b>	<b>(\$9.6)</b>	<b>\$4.9</b>	<b>(\$4.7)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>3.4</b>	<b>0.2</b>	<b>3.6</b>	<b>(0.1)</b>	<b>0.1</b>	<b>0.0</b>	<b>(0.1)</b>	<b>0.1</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$22.9)</b>	<b>\$10.8</b>	<b>(\$12.1)</b>	<b>(\$10.2)</b>	<b>\$8.0</b>	<b>(\$2.2)</b>	<b>(\$9.5)</b>	<b>\$4.8</b>	<b>(\$4.7)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$22.9)</b>	<b>\$10.8</b>	<b>(\$12.1)</b>	<b>(\$10.2)</b>	<b>\$8.0</b>	<b>(\$2.2)</b>	<b>(\$9.5)</b>	<b>\$4.8</b>	<b>(\$4.7)</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>(\$3.7)</b>	<b>\$52.7</b>	<b>\$49.1</b>	<b>(\$19.0)</b>	<b>\$56.9</b>	<b>\$37.9</b>	<b>(\$22.8)</b>	<b>\$56.0</b>	<b>\$33.2</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$15.4</b>	<b>\$47.7</b>	<b>\$63.0</b>	<b>\$0.0</b>	<b>\$51.9</b>	<b>\$51.9</b>	<b>\$0.0</b>	<b>\$47.2</b>	<b>\$47.2</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	6,941.7		6,941.7	6,710.5		6,710.5	6,688.9		6,688.9
Graduate	2,668.5		2,668.5	2,748.3		2,748.3	2,775.2		2,775.2
<b>Total Annualized FTE Enrollment</b>	<b>9,610.2</b>		<b>9,610.2</b>	<b>9,458.8</b>		<b>9,458.8</b>	<b>9,464.1</b>		<b>9,464.1</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	552.7	0.0	552.7	536.0	0.0	536.0	534.4	0.0	534.4
Nonfaculty	689.5	67.0	756.6	698.4	69.8	768.3	701.4	69.8	771.3
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>1,242.2</b>	<b>67.0</b>	<b>1,309.3</b>	<b>1,234.4</b>	<b>69.8</b>	<b>1,304.2</b>	<b>1,235.8</b>	<b>69.8</b>	<b>1,305.6</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$5,027 \$5,086 \$5,088

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	Actual/Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	15.8	16.0	16.1
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

Note: In FY 2023-24, All Other Revenue includes \$62.3M of one-time funds appropriated to use for the elimination of some of PennWest's outstanding bonds, \$31M of which was transferred to the Auxiliary fund to cover Auxiliary-related debt. Expenses reflecting the payoff of this debt appear in Debt Principal Payments and Interest Expense lines in both funds. In addition, All Other Revenue includes \$21M to support auxiliary-related activities. Fiscal years 2024-25 through 2027-28 each include revenue for the lease/sublease of designated properties to the Commonwealth's Department of General Services.



**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Shippensburg University of Pennsylvania**

## Preliminary for Approval

	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	Total			Total			Total		
(Dollars in Millions)	E&G	Auxiliary	Unrestricted	E&G	Auxiliary	Unrestricted	E&G	Auxiliary	Unrestricted
Revenues									
Tuition	\$46.2	\$0.0	\$46.2	\$47.7	\$0.0	\$47.7	\$48.6	\$0.0	\$48.6
Fees	11.7	3.9	15.6	12.1	4.0	16.1	12.2	4.0	16.2
State Appropriation	42.3	0.0	42.3	44.4	0.0	44.4	45.2	0.0	45.2
Auxiliary Sales	0.0	27.7	27.7	0.0	28.2	28.2	0.0	28.5	28.5
All Other Revenue	9.0	0.2	9.3	8.5	0.2	8.8	8.3	0.2	8.6
Total Revenues	\$109.2	\$31.8	\$141.1	\$112.7	\$32.4	\$145.1	\$114.4	\$32.7	\$147.1
Expenditures									
Compensation Summary:									
Salaries and Wages	\$59.0	\$3.4	\$62.3	\$56.6	\$3.4	\$60.0	\$57.0	\$3.5	\$60.5
Benefits	30.1	2.1	32.2	29.5	2.2	31.6	29.5	2.2	31.7
Subtotal, Compensation	\$89.0	\$5.5	\$94.5	\$86.1	\$5.6	\$91.7	\$86.5	\$5.7	\$92.2
Student Financial Aid	10.6	0.3	10.8	10.3	0.3	10.6	10.4	0.3	10.7
Interest Expense	0.1	5.6	5.7	0.1	5.6	5.7	0.1	5.6	5.7
Other Services and Supplies	16.5	11.5	28.0	17.0	11.8	28.7	17.3	12.0	29.3
Subtotal, Services and Supplies	\$27.1	17.4	\$44.5	\$27.4	17.7	\$45.0	\$27.7	18.0	\$45.7
Capital Expenditures	0.2	0.1	0.3	0.2	0.2	0.4	0.2	0.2	0.4
Debt Principal Payments	0.0	7.3	7.3	0.0	7.2	7.3	0.0	7.1	7.1
Total Expenditures	\$116.4	\$30.3	\$146.7	\$113.7	\$30.7	\$144.3	\$114.5	\$30.9	\$145.4
Revenues Less Expenditures	(\$7.2)	\$1.5	(\$5.6)	(\$1.0)	\$1.7	\$0.7	(\$0.1)	\$1.8	\$1.7
Transfers Out To/(In From) Plant and Other Funds	0.8	0.0	0.8	0.5	0.1	0.6	0.5	0.1	0.6
Revenues Less Expenditures and Transfers	(\$7.9)	\$1.5	(\$6.4)	(\$1.5)	\$1.6	\$0.1	(\$0.6)	\$1.7	\$1.1
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$7.9)	\$1.5	(\$6.4)	(\$1.5)	\$1.6	\$0.1	(\$0.6)	\$1.7	\$1.1
Total Net Assets, Estimated End of Year Balance*	(\$2.2)	\$26.5	\$24.3	(\$3.6)	\$28.1	\$24.5	(\$4.2)	\$29.8	\$25.6
Total Cash, Estimated End of Year Balance*	\$10.0	\$26.1	\$36.1	\$8.5	\$27.7	\$36.2	\$8.0	\$29.4	\$37.4
Annualized FTE Enrollment									
Undergraduate	4,011.7		4,011.7	4,170.7		4,170.7	4,260.2		4,260.2
Graduate	546.3		546.3	540.8		540.8	541.3		541.3
Total Annualized FTE Enrollment	4,558.1		4,558.1	4,711.5		4,711.5	4,801.6		4,801.6
FTE of Budgeted Employees, Net of Turnover									
Faculty	257.9	0.0	257.9	247.9	0.0	247.9	237.9	0.0	237.9
Nonfaculty	291.6	55.4	347.0	281.6	54.8	336.4	273.6	54.0	327.6
Total FTE of Budgeted Employees, Net of Turnover	549.5	55.4	604.9	529.5	54.8	584.3	511.5	54.0	565.5

*\*Includes balances in plant funds*

<b>Net Tuition Revenue per FTE Student</b>	<b>\$6,455</b>	<b>\$6,523</b>	<b>\$6,588</b>
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*Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.*

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	16.5	17.5	18.4
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**Slippery Rock University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
			Unrestricted			Unrestricted			Unrestricted
<b>Revenues</b>									
Tuition	\$76.2	\$0.0	\$76.2	\$76.2	\$0.0	\$76.2	\$77.0	\$0.0	\$77.0
Fees	17.9	4.8	22.7	17.9	4.8	22.7	18.1	4.8	22.9
State Appropriation	58.9	0.0	58.9	63.4	0.0	63.4	64.7	0.0	64.7
Auxiliary Sales	0.0	21.7	21.7	0.0	20.5	20.5	0.0	21.1	21.1
All Other Revenue	12.6	0.7	13.3	12.2	0.7	12.9	7.9	0.7	8.6
<b>Total Revenues</b>	<b>\$165.7</b>	<b>\$27.1</b>	<b>\$192.8</b>	<b>\$169.7</b>	<b>\$26.0</b>	<b>\$195.7</b>	<b>\$167.7</b>	<b>\$26.7</b>	<b>\$194.4</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$82.2	\$3.1	\$85.3	\$83.9	\$3.1	\$87.0	\$87.3	\$3.2	\$90.5
Benefits	40.0	1.1	41.1	41.3	1.1	42.4	43.8	1.2	45.0
Subtotal, Compensation	\$122.2	\$4.1	\$126.4	\$125.2	\$4.2	\$129.4	\$131.2	\$4.3	\$135.5
Student Financial Aid	7.4	0.4	7.8	7.3	0.5	7.8	7.3	0.5	7.8
Interest Expense	0.7	0.5	1.2	0.7	0.4	1.1	0.6	0.3	0.9
Other Services and Supplies	23.4	17.7	41.1	24.4	16.9	41.3	24.4	17.6	42.0
Subtotal, Services and Supplies	\$31.5	18.6	\$50.2	\$32.4	17.8	\$50.2	\$32.3	18.4	\$50.7
Capital Expenditures	2.8	0.1	2.9	2.9	0.1	3.0	2.9	0.1	3.0
Debt Principal Payments	1.5	1.9	3.4	1.4	2.0	3.4	1.5	2.1	3.6
<b>Total Expenditures</b>	<b>\$158.1</b>	<b>\$24.8</b>	<b>\$182.8</b>	<b>\$161.8</b>	<b>\$24.1</b>	<b>\$185.9</b>	<b>\$167.9</b>	<b>\$24.9</b>	<b>\$192.7</b>
<b>Revenues Less Expenditures</b>	<b>\$7.6</b>	<b>\$2.3</b>	<b>\$9.9</b>	<b>\$7.9</b>	<b>\$1.9</b>	<b>\$9.8</b>	<b>(\$0.2)</b>	<b>\$1.9</b>	<b>\$1.7</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	7.3	4.4	11.7	7.7	2.1	9.7	2.1	2.1	4.1
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.3</b>	<b>(\$2.1)</b>	<b>(\$1.7)</b>	<b>\$0.2</b>	<b>(\$0.2)</b>	<b>\$0.0</b>	<b>(\$2.2)</b>	<b>(\$0.2)</b>	<b>(\$2.4)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	2.0	2.0	0.0	0.2	0.2	2.2	0.2	2.4
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.3</b>	<b>(\$0.1)</b>	<b>\$0.2</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$91.3</b>	<b>\$17.4</b>	<b>\$108.7</b>	<b>\$93.6</b>	<b>\$15.2</b>	<b>\$108.8</b>	<b>\$89.0</b>	<b>\$15.6</b>	<b>\$104.6</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$115.2</b>	<b>\$16.5</b>	<b>\$131.6</b>	<b>\$117.4</b>	<b>\$14.3</b>	<b>\$131.7</b>	<b>\$112.8</b>	<b>\$14.7</b>	<b>\$127.6</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	7,124.3		7,124.3	7,101.4		7,101.4	7,192.7		7,192.7
Graduate	1,450.8		1,450.8	1,477.1		1,477.1	1,477.8		1,477.8
<b>Total Annualized FTE Enrollment</b>	<b>8,575.1</b>		<b>8,575.1</b>	<b>8,578.5</b>		<b>8,578.5</b>	<b>8,670.5</b>		<b>8,670.5</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	410.7	0.0	410.7	416.0	0.0	416.0	417.6	0.0	417.6
Nonfaculty	425.7	23.6	449.2	430.0	24.5	454.5	430.0	24.5	454.5
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>836.4</b>	<b>23.6</b>	<b>859.9</b>	<b>846.0</b>	<b>24.5</b>	<b>870.5</b>	<b>847.6</b>	<b>24.5</b>	<b>872.1</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$6,286 \$6,291 \$6,333

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	19.1	18.9	19.1
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

**FY 2025-26 Comprehensive Planning Process (CPP)**  
**West Chester University of Pennsylvania**

**Preliminary for Approval**

(Dollars in Millions)	FY 2024-25 Projected Actuals			FY 2025-26 Budget			FY 2026-27 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
<b>Revenues</b>									
Tuition	\$154.8	\$0.0	\$154.8	\$156.3	\$0.0	\$156.3	\$156.9	\$0.0	\$156.9
Fees	43.5	9.0	52.5	44.7	9.2	53.9	44.5	9.3	53.8
State Appropriation	97.7	0.0	97.7	105.6	0.0	105.6	107.8	0.0	107.8
Auxiliary Sales	0.0	38.5	38.5	0.0	40.7	40.7	0.0	43.0	43.0
All Other Revenue	25.4	3.4	28.8	13.0	3.3	16.3	13.1	3.4	16.5
<b>Total Revenues</b>	<b>\$321.4</b>	<b>\$50.9</b>	<b>\$372.3</b>	<b>\$319.6</b>	<b>\$53.3</b>	<b>\$372.9</b>	<b>\$322.3</b>	<b>\$55.6</b>	<b>\$378.0</b>
<b>Expenditures</b>									
Compensation Summary:									
Salaries and Wages	\$162.9	\$6.1	\$168.9	\$169.4	\$6.3	\$175.7	\$175.1	\$6.4	\$181.6
Benefits	73.3	3.1	76.3	76.8	3.2	80.0	81.2	3.4	84.6
Subtotal, Compensation	\$236.2	\$9.1	\$245.3	\$246.2	\$9.5	\$255.7	\$256.3	\$9.9	\$266.2
Student Financial Aid	12.7	0.2	12.9	13.0	0.2	13.2	13.3	0.2	13.4
Interest Expense	2.6	0.9	3.5	2.4	2.5	4.9	2.2	3.1	5.4
Other Services and Supplies	47.6	29.4	77.0	48.9	29.3	78.1	49.8	30.1	79.9
Subtotal, Services and Supplies	\$62.9	30.5	\$93.4	\$64.3	32.0	\$96.3	\$65.3	33.4	\$98.7
Capital Expenditures	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0
Debt Principal Payments	2.3	1.9	4.2	2.4	1.7	4.1	2.5	1.7	4.3
<b>Total Expenditures</b>	<b>\$302.4</b>	<b>\$41.5</b>	<b>\$343.9</b>	<b>\$313.9</b>	<b>\$43.2</b>	<b>\$357.0</b>	<b>\$325.2</b>	<b>\$45.0</b>	<b>\$370.2</b>
<b>Revenues Less Expenditures</b>	<b>\$19.0</b>	<b>\$9.4</b>	<b>\$28.4</b>	<b>\$5.8</b>	<b>\$10.1</b>	<b>\$15.8</b>	<b>(\$2.9)</b>	<b>\$10.6</b>	<b>\$7.8</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	16.9	7.0	23.9	10.0	2.9	12.9	10.4	1.2	11.6
<b>Revenues Less Expenditures and Transfers</b>	<b>\$2.1</b>	<b>\$2.4</b>	<b>\$4.5</b>	<b>(\$4.2)</b>	<b>\$7.1</b>	<b>\$2.9</b>	<b>(\$13.3)</b>	<b>\$9.4</b>	<b>(\$3.9)</b>
<b>Supplemental Resources</b>									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	4.2	0.0	4.2	13.3	0.0	13.3
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$2.1</b>	<b>\$2.4</b>	<b>\$4.5</b>	<b>\$0.0</b>	<b>\$7.1</b>	<b>\$7.1</b>	<b>\$0.0</b>	<b>\$9.4</b>	<b>\$9.4</b>
<b>Total Net Assets, Estimated End of Year Balance*</b>	<b>\$93.5</b>	<b>\$44.1</b>	<b>\$137.6</b>	<b>\$89.2</b>	<b>\$51.3</b>	<b>\$140.4</b>	<b>\$72.6</b>	<b>\$60.7</b>	<b>\$133.3</b>
<b>Total Cash, Estimated End of Year Balance*</b>	<b>\$115.2</b>	<b>\$55.2</b>	<b>\$170.4</b>	<b>\$110.8</b>	<b>\$62.3</b>	<b>\$173.2</b>	<b>\$94.2</b>	<b>\$71.8</b>	<b>\$166.0</b>
<b>Annualized FTE Enrollment</b>									
Undergraduate	14,098.7		14,098.7	14,276.4		14,276.4	14,325.3		14,325.3
Graduate	1,919.6		1,919.6	1,925.9		1,925.9	1,936.1		1,936.1
<b>Total Annualized FTE Enrollment</b>	<b>16,018.2</b>		<b>16,018.2</b>	<b>16,202.2</b>		<b>16,202.2</b>	<b>16,261.4</b>		<b>16,261.4</b>
<b>FTE of Budgeted Employees, Net of Turnover</b>									
Faculty	819.5	0.0	819.5	849.9	0.0	849.9	852.9	0.0	852.9
Nonfaculty	786.7	71.1	857.8	791.8	68.1	859.8	791.8	68.0	859.8
<b>Total FTE of Budgeted Employees, Net of Turnover</b>	<b>1,606.2</b>	<b>71.1</b>	<b>1,677.3</b>	<b>1,641.7</b>	<b>68.1</b>	<b>1,709.8</b>	<b>1,644.7</b>	<b>68.0</b>	<b>1,712.7</b>

\*Includes balances in plant funds

**Net Tuition Revenue per FTE Student** \$7,503 \$7,496 \$7,484

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	18.7	18.3	18.3

## FY 2025-26 Comprehensive Planning Process (CPP)

**System Office:** Portion of office funded by ½ of 1% of State Appropriation, Tuition, Housing and Dining only

Educational & General only		Preliminary for Approval	
(Dollars in Millions)	FY 2024-25 Projected Actuals	FY 2025-26 Budget	FY 2026-27 Projections
<b>Revenues</b>			
Tuition	\$0.0	\$0.0	\$0.0
Fees	0.0	0.0	0.0
State Appropriation	3.1	3.3	3.4
Auxiliary Sales	0.0	0.0	0.0
All Other Revenue	5.8	5.3	5.3
<b>Total Revenues</b>	<b>\$8.9</b>	<b>\$8.6</b>	<b>\$8.7</b>
<b>Expenditures</b>			
Compensation Summary:			
Salaries and Wages	\$3.5	\$3.9	\$3.9
Benefits	1.3	1.5	1.6
Subtotal, Compensation	\$4.8	\$5.4	\$5.5
Student Financial Aid	0.0	0.0	0.0
Interest Expense	0.0	0.0	0.0
Other Services and Supplies	2.9	3.1	3.1
Subtotal, Services and Supplies	\$2.9	\$3.1	\$3.1
Capital Expenditures	0.0	0.0	0.0
Debt Principal Payments	0.0	0.0	0.0
<b>Total Expenditures</b>	<b>\$7.7</b>	<b>\$8.5</b>	<b>\$8.6</b>
<b>Revenues Less Expenditures</b>	<b>\$1.2</b>	<b>\$0.1</b>	<b>\$0.1</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$1.2</b>	<b>\$0.1</b>	<b>\$0.1</b>
<b>Supplemental Resources</b>			
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$1.2</b>	<b>\$0.1</b>	<b>\$0.1</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance*</b>	<b>\$14.3</b>	<b>\$14.9</b>	<b>\$15.6</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance*</b>	<b>\$15.3</b>	<b>\$15.9</b>	<b>\$16.5</b>
<b>Annualized FTE Enrollment</b>			
Undergraduate	0.0	0.0	0.0
Graduate	0.0	0.0	0.0
<b>Total Annualized FTE Enrollment</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE of Budgeted Employees (including Shared Services), Net of Turnover</b>			
Faculty	0.0	0.0	0.0
Nonfaculty	153.8	155.5	155.1
<b>Total FTE of Budgeted Employees (including Shared Services)</b>	<b>153.8</b>	<b>155.5</b>	<b>155.1</b>

\*Includes balances in plant funds

## Key Systemwide Budget Planning Assumptions

Systemwide planning assumptions include the following:

- *Appropriations*— Assumed a 6.5 percent increase in state appropriations for 2025-26 and a 2 percent increase thereafter. The appropriation formula has been updated for 2025-26 based on the latest information, which is carried forward to 2026-27 until the formula can be updated with new enrollment data. Note –projected state appropriation allocation for 2025-26 is contained in the State Appropriation Allocation table.
- *Tuition and Fee Rates*— For planning purposes, universities assumed no increase in tuition rates for current or future years. Beginning in 2025-26, rate-setting authority for the Technology Tuition Fee (Tech Fee) is delegated to universities' council of trustees. Only university-based fee rate increases, including the Tech Fee, that have been approved by the council of trustees are to be included in current and future year projections. Universities will budget revenue and associated financial aid from multiyear tuition pricing plans only after those plans have been approved by the Board of Governors; there are currently no approved plans.
- *Enrollment*—Universities were to provide realistic enrollment projections (not targets or aspirational goals) that are based on historical experience, projected demographic changes, net projected impact of new academic programs that have been approved, and efforts to strengthen student retention, etc.
- *Expenditures*—Projected expenditures reflect the cost to continue operations into the ensuing years for the anticipated enrollment. Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year and the current and projected pay and benefit rates provided. For those unions with CBAs that will expire during this projection period, a general two percent increase in salaries per year is assumed for planning purposes.

## Glossary of Key Budget Line Items

### Revenue/Sources:

**Tuition**— 2025-26 and 2026-27 tuition revenue projections reflect the impact of changes in enrollment, including any projected changes in the mix of residency (in-state vs. out-of-state) and level of student (undergraduate vs. graduate). The experience varies widely by university.

**Fees**— Fee rates vary at each university, with certain rates increasing to align with growing costs and needs and other rates maintained at current levels. Student fees include mandatory fees charged to all students, such as instructional support fees and health center fees, as well as optional fees charged to students for specific services or privileges, such as parking fees.

Also included in this revenue category is the Technology Tuition Fee, now set by each university. All fee revenue reflects the combined impact of enrollment and any applicable rate changes, which can vary significantly.

**State Appropriation**—Estimates for 2025-26 and 2026-27 are based on an updated state appropriation allocation formula that will be used to distribute the amount appropriated to the State System in 2025-26 and assume a 6.5 percent increase and a 2 percent increase in funding, respectively.

**Auxiliary Sales**—Revenue projections reflect the impact of housing and/or meal plan options selected by students. Fee rates vary within and between universities, based on options offered. Revenues also include any revenues realized from privatized housing agreements with university-affiliated entities.

**All Other Revenue**—In addition to any one-time Coronavirus State Fiscal Recovery Funds (CSFRF), universities received and/or are recognized through fiscal year 2026-27, this category includes unrestricted gifts, contracts, and grants; investment income; revenues from corporate partnerships (e.g., Pepsi); parking and library fines; corrections from prior years; and other miscellaneous revenue sources. Activities generating these revenues vary widely by university. In 2024-25, this category also includes one-time funding provided to Cheyney, Commonwealth, and Indiana universities for debt elimination activities.

### Expenditures/Transfers:

**Compensation**— Universities estimate budgeted FTE positions based upon anticipated filled positions, taking into consideration retirements, vacancies, enrollment changes, programmatic requirements, efficiency and productivity efforts, and regular annual turnover in employee complement. Universities review all vacated positions to determine if they must be refilled, eliminated, or repurposed to meet a more critical function. All years reflect the continued actions by universities to align their expenses to their revenue.

**Salaries and Wages**— Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year, and the current pay requirements for each employee group. These rates include compensation adjustments for all employee groups, as required in existing collective bargaining agreements, and in accordance with previous actions by the Board of Governors. Assumptions of a 2 percent annual increase are used as a placeholder in years where collective bargaining agreements are not in place. This is not to be viewed as a bargaining position. This

category also includes supplemental pay employees can earn (e.g., overtime, overload, summer/winter pay) and leave payouts due to employees upon separation/retirement.

**Benefits**—Expenditures primarily reflect costs associated with active employees and annuitants enrolled in the State System's and Commonwealth's healthcare plans, as well as the Commonwealth's two pension plans and the alternative retirement plan offered by the State System. Other expenditures included in this category are unemployment and workers' compensation, life insurance, and educational benefits for employees and their families.

**Student Financial Aid**—Given the emphasis on affordability, retention, enrollment management, and the net price to the student, E&G and Auxiliary expenditures for student financial aid have seen significant growth over the past several years and are reflected as a separate category in the budget summary. A portion of financial aid for the years presented has been funded through one-time federal student success funds.

**Interest Expense**—Includes all interest expense payments related to outstanding System bonds associated with university-funded E&G and/or Auxiliary facility projects, leases, subscription-based information technology arrangements, and debt payments associated with master lease agreements between a university and its affiliated entities.

**Other Services and Supplies**—Expenditures in this category support all day-to-day university operations, including utilities; professional services; teaching, office, and custodial supplies; travel; subscriptions and memberships; on-campus dining operations; postage; and non-capital equipment. Costs in several commodity areas were contracted through Systemwide strategically sourced procurements. In addition, universities routinely purchase products and services under Commonwealth and other governmental contracts to reduce costs.

**Capital Expenditures**—Included in this category are purchases of items such as equipment, furniture, and library materials, as well as land and building improvements that have a useful life that is depreciated over time. The State System budgets these expenditures on a cash basis, rather than budgeting depreciation. University capital expenditures vary widely from year to year. Please note: Commonwealth capital funding provided for projects listed in the System's Five-Year Capital Plan are not reflected in the State System's revenue or expenses.

**Debt Principal Payments**— Includes all university principal debt payments owed for outstanding System bonds associated with university-funded E&G and/or Auxiliary facility projects, as well as debt payments associated with master lease agreements between a university and its affiliated entities.

**Transfers to/from Plant Fund**—Although not a direct expenditure, transfers primarily represent the institution's continued annual planned investment in its physical resources from its E&G and/or Auxiliary operating budget to its Plant Fund, from which major capital projects are managed. This transfer reflects the university's ongoing annual financial commitment to maintain its capital infrastructure (physical plant and major capitalized equipment), so that the university can execute necessary multiyear capital projects, addressing deferred maintenance and life-cycle renewal. University transfers to the Plant Fund vary widely from year to year.

**Revenues Less Expenditures and Transfers**—This item represents the annual financial plan's surplus or deficit—the difference between anticipated revenue and planned expenditures and transfers. A positive number reflects a surplus, which typically would result in a positive operating margin and increasing unrestricted net assets—both of which are

Board-approved financial metrics. A negative number reflects a deficit, indicating that planned expenditures/transfers exceed anticipated revenue. It is important to note that a deficit may reflect the intended use of resources that had been saved over the years for specific one-time strategic investments and are now being used for that intended purpose, such as funding start-up costs for new programs or major capital equipment purchases. Universities have identified the planned use of their reserved funds to support these one-time strategic investments within the Supplemental Resources section.

**Revenues & Use of Supplemental Resources/Adjustments Less Expenditures & Transfers**—This item incorporates the results of Revenues and the use of reserve funds directed towards one-time expenditures less Expenditures and Transfers.

**Unrestricted Net Assets and Cash, Estimated End of Year Balances**—The financial model incorporates a multi-year approach to financial sustainability. Sound financial practice results in positive operating margins, where revenues exceed expenditures and transfers, to create a financial position with net assets that may be used for reinvestment into the institution. Providing the available unrestricted net assets affords the reader an understanding of the university's ability to withstand year-to-year financial challenges, maintain its physical plant, and invest in its future. When universities deplete unrestricted net assets, the availability of cash is critical for a university to maintain operations with its own resources.

**Annualized FTE Enrollment**— Full-time equivalent (FTE) enrollment should be based on freeze/census data for fall and spring semesters and end-of-term data for winter and summer sessions and calculated as follows: 30 undergraduate credit hours = 1 FTE and 24 graduate credit hours = 1 FTE. All credit hours attempted throughout all semesters/sessions throughout the year should be used in the annualized FTE calculations.

**Annualized FTE Employees, Net of Turnover**— Includes all active positions that are filled or vacant but authorized to be filled. FTE associated with vacant, but authorized, positions represent the proportion of the year for which the position is anticipated to be filled, based on the anticipated start date. With the exception of faculty, 1.0 FTE should reflect 37.5 or 40 hours of work (or normal workweek) for 52 weeks. Faculty FTE are based on the number of contract hours worked, where 24 contract hours in a fiscal year equals 1.0 FTE. Although faculty workload may exceed 1.0 (e.g., overload, summer assignments), faculty FTE for budgeting purposes should not exceed 1.0 FTE for any particular employee.

**Net Tuition Revenue per FTE Student**— Calculated as tuition revenue for the academic year (fall and spring semesters) from undergraduate students, less university-funded financial aid (i.e., institutional aid) provided to those students, divided by the undergraduate annualized FTE. The difference between this net amount and the gross amount charged to undergraduate students represents the average discount undergraduate students receive.



**Board of Governors Meeting  
University Success Committee**  
July 17, 2025

**SUBJECT:** University housing project approval and bond issuances

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:**

The following projects and subsequent System bond issuances are presented for Board approval.

**West Chester University (WCU)** requests approval to expand and renovate South Campus Apartments, which are located along South Campus Drive. Built in 1993, South Campus Apartments comprises eleven buildings, 106,000 square feet, and consists of a total of 102 apartments accommodating 499 students.

Based on housing demand studies completed in 2020 and 2024, coupled with rising local rental costs and limited availability of off-campus housing in the surrounding municipalities, WCU identified a significant need for additional on-campus housing. Currently, the housing occupancy rate is 99%, with South Campus Apartments having an occupancy rate of 100%. WCU currently has a waiting list and recently completed a feasibility study that indicated a future demand between 1,000 and 2,000 beds.

The feasibility study assessed options to determine alternatives to both renovate and expand the existing South Campus Apartments. The option selected is a blended project for vertical expansion and renovation. The vertical expansion of the existing structures will add one floor to each of the eleven buildings, totaling an additional 57,000 square feet and providing 220 new beds to the on-campus housing stock.

The feasibility study also assessed the condition of the existing structures and apartment units. The units require renovations, specifically core infrastructure upgrades. The proposed renovations include replacing the roof and windows and upgrading the mechanical, electrical, plumbing, and fire suppression systems in each building to address current code and accessibility requirements.

The project is designed to be completed in two phases, with temporary modular housing units used to ensure that the overall bed count remains stable throughout construction. The combined solution of expansion and upgrades addresses the ongoing demand for housing and allows construction to be completed at a lower total net cost.

The project is part of the Campus Master Plan adopted by the West Chester University Council of Trustees on January 22, 2025, and was approved by the Council of Trustees on April 2, 2025.

The total project cost is estimated at \$92.1 million. WCU explored its current auxiliary affiliate arrangement and, given market conditions, will achieve a more advantageous interest rate through System financing. WCU intends to use System bonds to finance the entire cost of the project through two separate bond issuances (FY 2025-26 and FY 2028-29) over a projected six-year period aligned to the construction schedule. Debt service will be met with student housing fees, which will be increased as needed, but will still be well below market housing rates.

**Kutztown University** (Kutztown) requests approval to renovate Johnson Hall located on Bonner Lane. Built in 1966, Johnson Hall is a traditional residence hall comprising 68,613 square feet and can house up to 298 students, following the renovations.

Kutztown has eight traditional residence halls primarily serving first-year students, two suite-style residence halls, and three affiliate-owned housing units. Over the past two decades, Kutztown has funded the renovation of six of the eight traditional residence hall buildings utilizing auxiliary unrestricted net assets (reserves). Johnson Hall has been offline since the pandemic began in 2020.

Kutztown's overall housing occupancy rate is 90%, consisting of traditional residence halls at 86% and suite-style housing at 85%. The remaining housing is affiliate-owned with an occupancy rate of 95%. Kutztown plans to renovate Johnson Hall, then take one of the older units offline for demolition. Total available housing on campus will remain relatively unchanged after completion of the project.

This is a full-lifecycle renovation that will upgrade all building systems, including plumbing and electrical. It will also add air conditioning and a new, larger elevator.

The last Campus Master Plan was adopted by the Kutztown University Council of Trustees in 2013, and it detailed many projects that have been completed over the past 10-plus years. With a new incoming president, Kutztown plans to engage in an updated Campus Master Plan over the next year. The Council of Trustees approved this renovation project on June 5, 2025.

Kutztown engaged an architect for design and conducted a procurement for the life cycle renovations contract. The University analyzed the options of utilizing auxiliary unrestricted net assets or bond financing for the renovations. Based on the financial analysis, Kutztown determined it was more advantageous to utilize System bond financing

The estimated cost of the renovation project is \$23.8 million. To preserve Kutztown's total unrestricted net assets projected at \$75.7 million for fiscal year end 2024-25, Kutztown desires to bond finance the project for \$20.0 million over a 15-year term. The remaining project costs will be covered using auxiliary unrestricted net assets (48% of the total unrestricted net assets). This approach ensures that the University maintains adequate reserves to support future maintenance and capital improvement initiatives, including the demolition of an older housing unit.

Kutztown intends to seek modest annual increases in housing fees to cover the cost of the additional debt service and maintain a reserve balance to support future deferred maintenance needs.

In addition to approving the above-described facilities projects of WCU and Kutztown and their financing and based on requirements of the Commonwealth of Pennsylvania and the Internal Revenue Service, the Board of Governors (Board) must approve a Resolution to Authorize the Issuance of Bonds and a Resolution Declaring Official Intent to Reimburse Certain Expenditures from Proceeds of Tax-Exempt Bonds. The proposed bond issuances will provide fixed-rate, tax-exempt financing for the following items listed below. The total bond issuances are not expected to exceed project cash borrowing of \$114.0 million.

Tax-Exempt Bond Issuances*				
Project	Type	Term (Years)	BOG Approved	Amount
West Chester University South Campus Apartments Student Housing Renovation/Expansion	Auxiliary	30	July 2025	\$ 92,096,000
Kutztown University Johnson Hall Student Housing Renovation	Auxiliary	15	July 2025	20,000,000
Contingency and Issuance Costs				1,545,000
Total Tax-Exempt Bond Debt Issuances				\$ 113,641,000

*\*As described above, the multi-phased housing renovation project for West Chester University will require two bond issuances, one in FY 2025-26 and one in FY 2028-29.*

In keeping with the System's practice of minimizing expense and risk, the bond issuances will be competitively bid. Since the System does not possess statutory bond authority, the bonds will be issued through the Pennsylvania Higher Educational Facilities Authority. The bonds will be a general obligation of the System. The attached *Pennsylvania's State System of Higher Education Bond Issuances History* outlines the System's bond issuance financing history.

#### **MOTION:**

- That the Board approves West Chester University's request to renovate and expand South Campus Apartment buildings using \$92.1 million in System bond financing; and
- That the Board approves Kutztown University's request to renovate Johnson Hall using \$20.0 million in System bond financing; and
- That the Board adopts the attached "Resolution Authorizing the Issuance of Bonds" up to \$114.0 million in Bonds in one or more series; and
- That the Board adopts the attached "Resolution Declaring Official Intent to Reimburse Certain Expenditures From Proceeds of Tax-Exempt Bonds."

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**Supporting Documents Included:** Draft resolutions

**Reviewed by:** N/A

**Prepared by:** Ginger Coleman

**Email:** [gcoleman@passhe.edu](mailto:gcoleman@passhe.edu)

**Resolution Authorizing Issuance of Bonds  
by the Pennsylvania Higher Educational Facilities Authority**

WHEREAS, the State System of Higher Education of the Commonwealth of Pennsylvania (the “System”) desires that the Pennsylvania Higher Educational Facilities Authority (the “Authority”) issue its State System Revenue Bonds in one or more series of taxable or tax-exempt bonds (the “Bonds”) to finance up to \$114.0 million of project cash to pay the costs of: (1) renovation and expansion of South Campus Apartments Student Housing at West Chester University; (2) renovation of Johnson Hall Student Housing at Kutztown University; (3) the payment of capitalized interest on the Bonds; and (4) contingency and issuance costs (the “Projects”); and

WHEREAS, the Authority will lend the proceeds of the Bonds to the System to finance the costs of the Projects and pay the expenses incident to issuance of the Bonds; and

WHEREAS, the System may make expenditures relating to clauses (1) and (2) of the definition of the Projects contained above prior to issuance of the Bonds, and the System desires to preserve the ability to reimburse itself with proceeds of the Bonds for any amounts expended for the Projects; and

WHEREAS, the obligation of the System to repay the Bonds will be described in and evidenced by a Loan Agreement, as supplemented (the “Loan Agreement”), between the Authority, as lender, and the System, as borrower, pursuant to which the System will pledge the full faith and credit of the System as security for repayment of the obligation; and

WHEREAS, the Loan Agreement will be assigned by the Authority as security for the Bonds pursuant to a Trust Indenture, as supplemented (the “Indenture”), between the Authority and a trustee; and

WHEREAS, the Authority will, by public invitation, solicit and receive competitive bids from underwriters for the purchase of the Bonds, which bids will contain, among other terms, proposed interest rates on the Bonds.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Governors of the System (the “Board”) hereby approve the issuance of the Bonds by the Authority, in an amount in project cash not to exceed \$114.0 million for the Bonds, the proceeds of which will be used to undertake the Projects and pay the costs of issuance of the Bonds; and be it

RESOLVED, that the Board hereby delegates to the Chancellor or Executive Vice Chancellor the power to accept bids for purchase of the Bonds from underwriters and to determine the principal amount of the Bonds to be issued by the Authority, but not in excess of the amount described above, the rates of interest, dates of maturity, provisions for optional or mandatory redemption, and other details, such approval to be evidenced by acceptance of the bid for purchase of the Bonds by the Authority and the System; and be it

RESOLVED, that the Board hereby authorizes the pledging of the System’s full faith and credit to repayment of the Bonds, as provided in the Loan Agreement, and hereby authorizes and directs the Chancellor or Executive Vice Chancellor to execute, acknowledge, and deliver, and any Responsible Officer to attest such signature to a supplement to the Loan Agreement in such form as the officers executing it may approve, such approval to be conclusively evidenced by execution thereof; and be it

RESOLVED, that any Responsible Officer is hereby authorized and empowered to approve the content of the Preliminary Official Statement and the Official Statement of the Authority relating to issuance of the Bonds as to information concerning the System and its affairs; and be it

RESOLVED, that any Responsible Officer is hereby authorized and directed to take such further action and to execute and deliver such other instruments and documents as may, in his or her judgment or upon advice of counsel, be necessary or advisable to effect issuance of the Bonds by the Authority, the intent of this Resolution, and the transactions contemplated.

\_\_\_\_\_  
Secretary to the Board

\_\_\_\_\_  
Chair of the Board

\_\_\_\_\_  
Date

**Resolution Declaring Official Intent to Reimburse Certain Expenditures from  
Proceeds of Tax-Exempt Bonds  
by the Pennsylvania State System of Higher Education**

WHEREAS, the Internal Revenue Services, a bureau of the U.S. Treasury Department, issued Treasury Regulation Section 1.150-2 (the “Regulations”) governing the use of the proceeds of tax-exempt bonds or other tax-exempt obligations for the purpose of reimbursing expenditures paid prior to the issuance of such bonds or obligations and requiring, among other things, the declaration of an official intent to reimburse; and

WHEREAS, the State System of Higher Education of the Commonwealth of Pennsylvania (the “System”) desires and expects to request that the Pennsylvania Higher Educational Facilities Authority (the “Authority”) issue up to \$71.0 million of its tax-exempt State System Revenue Bonds, Series BA (the “Bonds”) to fund, in whole or in a part, a System project consisting of (i) the construction and renovation of certain student housing known as the South Campus Apartments, comprised of eleven (11) facilities (the “West Chester Project”) on the campus of West Chester University of Pennsylvania; (ii) the construction and renovation of certain student housing known as Johnson Hall, comprised of one (1) facility (the “Kutztown Project,” and together with the West Chester Project, the “Series BA Project,” and the cost of such Series BA Project are collectively referred to as the “Project Costs”) on the campus of Kutztown University of Pennsylvania; (iii) the payment of capitalized interest on the Bonds; and (iv) contingencies and payment of costs and expenses incident to the issuance of the Bonds; and

WHEREAS, the System will request that the Authority lend the proceeds of the Bonds to the System to finance the Project Costs and pay the expenses incident to the issuance of the Bonds; and

WHEREAS, the System reasonably expects to commence construction and acquisition with respect to various components of the Series BA Project and to expend its general funds on the Project Costs prior to the issuance of the Bonds, with the expectation that the System’s expenditures will be reimbursed from the proceeds of the Bonds; and

NOW, THEREFORE, the System hereby resolves and declares its official intent under the Regulations to use the proceeds of the Bonds to reimburse itself for certain Project Costs paid for prior to the issuance of the Bonds, subject to the following conditions:

1. The maximum principal amount of tax-exempt bonds expected to be issued is \$71.0 million.
2. Pending issuance of the Bonds, the System may finance the Series BA Project with other funds which will be reimbursed with the proceeds of the Bonds, provided that (a) the Bonds shall not be used to reimburse any expenditure paid more than sixty (60) days prior to the final adoption date of this Resolution; (b) the Bonds shall not be issued more than eighteen (18) months after the later of (i) the date of the first expenditure to be reimbursed with the proceeds of the Bonds, or (ii) the date the Series BA Project is placed in service; and (c) in no event may the Bonds be issued more than three years after the date of the first expenditure to be reimbursed with the proceeds of the tax-exempt bonds; and provided further that the limitations of this paragraph 2 shall not apply to qualified “preliminary expenditures” as permitted by Treasury Regulation § 1.150-2(f).

FURTHER RESOLVED, that the System may apply its general funds to pay the Series BA Project costs pending the issuance of the Bonds with the expectation that amounts so advanced be

FURTHER RESOLVED, that the System may apply its general funds to pay the Series BA Project costs pending the issuance of the Bonds with the expectation that amounts so advanced be reimbursed from the proceeds thereof and that, upon receipt of such proceeds, the System shall make a reimbursement allocation on its books and records, as described in the Regulations.

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Secretary to the Board

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Chair of the Board

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Date

## Pennsylvania's State System of Higher Education Bond Issuances History

### Current Outstanding Bonds

Issue	True Interest Cost	Originally Issued	Original BP Issue	Principal Paid/Defeased Through 6/30/25	Balance Remaining on State System Books 6/30/25
Series AQ	2.88%	May 7, 2015	94,975,000	72,710,000	22,265,000
Series AR	3.71%	September 10, 2015	102,365,000	36,670,000	65,695,000
Series AS	2.63%	June 7, 2016	47,280,000	25,190,000	22,090,000
Series AT-1 (Tax-Exempt)	3.00%	September 7, 2016	279,050,000	100,445,000	178,605,000
Series AU-1 (New Money)	2.89%	September 14, 2017	36,625,000	13,695,000	22,930,000
Series AU-2 (Tax-Exempt Refund)	2.58%	September 14, 2017	76,490,000	36,955,000	39,535,000
Series AU-3 (Taxable Refund)	2.62%	September 14, 2017	15,145,000	11,605,000	3,540,000
Series AV-1 (Tax-Exempt New Money/Refund)	3.50%	September 6, 2018	102,345,000	47,845,000	54,500,000
Series AV-2 (Taxable)	4.23%	September 6, 2018	134,600,000	22,610,000	111,990,000
Series AW (Tax-Exempt New Money/Refund)	1.61%	September 10, 2019	84,980,000	54,980,000	30,000,000
Series AX (Tax-Exempt New Money/Refund)	1.25%	July 23, 2020	94,985,000	27,845,000	67,140,000
Series AY (Taxable Refund)	1.96%	October 1, 2020	78,925,000	45,500,000	33,425,000
Series 2021 (Taxable New Money) *	2.62%	April 28, 2021	827,580,000	144,940,000	682,640,000
Series AZ (Taxable New Money)	2.69%	June 24, 2021	142,710,000	17,125,000	125,585,000
			<b>\$2,118,055,000</b>	<b>\$658,115,000</b>	<b>\$1,459,940,000</b>
* Series 2021 is the SERS Pre-funding Bond Issuance.					



## Pennsylvania's State System of Higher Education Bond Issuances History

### Paid/Defeased Bonds

Issue	True Interest Cost	Originally Issued	Original BP Issue	Principal Paid/Defeased Through 6/30/25	Balance Remaining on State System Books 6/30/25
Series A	7.99%	July 23, 1985	\$31,000,000	\$31,000,000	\$0
Series B	6.67%	June 25, 1986	25,990,000	25,990,000	0
Series C	6.78%	July 29, 1987	38,240,000	38,240,000	0
Series D	7.19%	July 28, 1990	58,800,000	58,800,000	0
Series E	6.93%	June 27, 1991	54,845,000	54,845,000	0
Series F	5.97%	December 15, 1992	35,210,000	35,210,000	0
Series G	5.97%	December 15, 1992	14,170,000	14,170,000	0
Series H	5.54%	May 18, 1993	15,940,000	15,940,000	0
Series I	5.54%	May 18, 1993	61,425,000	61,425,000	0
Series J	5.49%	March 16, 1994	28,285,000	28,285,000	0
Series K	5.49%	March 16, 1994	55,430,000	55,430,000	0
Series L	6.20%	July 14, 1994	45,855,000	45,855,000	0
Series M	5.93%	March 14, 1995	35,395,000	35,395,000	0
Series N	5.86%	April 2, 1996	44,455,000	44,455,000	0
Series O	5.37%	June 25, 1997	46,745,000	46,745,000	0
Series P	4.97%	February 25, 1998	72,880,000	72,880,000	0
Series Q	4.76%	June 30, 1998	22,675,000	22,675,000	0
Series R	5.01%	June 17, 1999	31,050,000	31,050,000	0
Series S	5.49%	June 21, 2000	51,720,000	51,720,000	0
Series T	4.66%	July 12, 2001	69,555,000	69,555,000	0
Series U	4.30%	August 8, 2002	14,400,000	14,400,000	0
Series V	Variable	August 8, 2002	25,200,000	25,200,000	0
Series W	4.31%	October 15, 2002	69,105,000	69,105,000	0
Series X	3.32%	May 29, 2003	80,910,000	80,910,000	0
Series Y	Variable	June 19, 2003	25,350,000	25,350,000	0
Series Z	3.88%	March 17, 2004	71,760,000	71,760,000	0
Series AA	4.45%	July 8, 2004	28,750,000	28,750,000	0
Series AB	Variable	July 8, 2004	20,970,000	20,970,000	0
Series AC	4.14%	July 7, 2005	52,650,000	52,650,000	0
Series AD	Variable	July 7, 2005	7,310,000	7,310,000	0
Series AE	4.57%	July 6, 2006	103,290,000	103,290,000	0
Series AF	4.66%	July 10, 2007	68,230,000	68,230,000	0
Series AG	3.97%	March 27, 2008	101,335,000	101,335,000	0
Series AH	4.43%	July 17, 2008	140,760,000	140,760,000	0
Series AI	4.13%	August 7, 2008	32,115,000	32,115,000	0
Series AJ	4.37%	July 9, 2009	123,985,000	123,985,000	0
Series AK	3.15%	September 3, 2009	47,310,000	47,310,000	0
Series AL	3.72%	July 8, 2010	135,410,000	135,410,000	0
Series AM	4.00%	July 12, 2011	119,085,000	119,085,000	0
Series AN	1.54%	March 20, 2012	76,810,000	76,810,000	0
Series AO-1 (Tax-Exempt)	4.20%	July 8, 2013	12,340,000	12,340,000	0
Series AO-2 (Taxable)	4.73%	July 8, 2013	18,575,000	18,575,000	0
Series AP	2.34%	May 7, 2014	46,110,000	46,110,000	0
Series AT-2 (Taxable)	3.03%	September 7, 2016	19,060,000	19,060,000	0
			<b>\$2,280,485,000</b>	<b>\$2,280,485,000</b>	<b>\$0</b>

**Board of Governors Meeting  
University Success Committee**  
July 17, 2025

**SUBJECT:** Fiscal year 2025-26 educational & general appropriation allocation

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** Board of Governors' Policy 1984-06-A: *Allocation Formula* provides for the Educational and General (E&G) appropriation allocated annually to the universities for their basic funding requirements, provides for the Board of Governors to allocate appropriations for Systemwide initiatives, and funds the Office of the Chancellor at 0.5 percent of the appropriation.

In June 2022, the Board of Governors approved revisions to the policy that distributes Pennsylvania's State System of Higher Education's (State System's) state appropriations to the universities based on two components: core operations and enrollment. The core operations portion provides funding to cover expenses associated with running a university—regardless of the number of students and is scaled to reflect a higher core funding component for universities with fewer students and a lower component for universities with higher enrollments, recognizing some economy of scale as well as balancing the enrollment-driven components of the formula. The remainder of the formula is enrollment driven, recognizing the State System's mission to support all students.

Because the state budget is not yet settled, the Board is not able to approve the annual appropriation allocation to fund the universities and systemwide initiatives. When this delay occurred in past budget years, the Board delegated its authority to the Executive Committee.

**MOTION:** That the Board delegates to the Executive Committee the approval of the appropriation allocation for the universities and systemwide initiatives to be funded by fiscal year 2025-26 Educational and General appropriation, in accordance with the system's formula.

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**Supporting Documents Included:** N/A

**Other Supporting Documents Available:** N/A

**Prepared by:** Ginger Coleman

**Contact:** gcoleman@passhe.edu

# BOARD CONSIDERATION



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

**Board of Governors Meeting**  
July 17, 2025

**SUBJECT:** Appointment of interim president for Commonwealth University

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**UNIVERSITIES AFFECTED:** Commonwealth University

**BACKGROUND:** The president of Commonwealth University is leaving that position to assume a role in the system office. In the event of a presidential vacancy, Board Policy 1983-14-A provides guidance for appointing an interim president to lead the institution while a search is conducted for the permanent appointee.

**MOTION:** That the Board appoints Jeffery L. Osgood as interim president of Commonwealth University effective August 1, 2025 and authorizes the chair and chancellor to execute all necessary documents.

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**Supporting Documents Included:** Resume

**Other Supporting Documents Available:** [Policy](#)

**Prepared by:** Randy A. Goin Jr.

**Contact:** [rgoin@passhe.edu](mailto:rgoin@passhe.edu)

**Jeffery L. Osgood, Jr., PhD, MPA**  
West Chester University

Philips Memorial Building  
West Chester, PA 19383  
610-436-0044  
josgood@wcupa.edu



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Accomplished senior-level academic professional with a solid history of successfully providing divisional-level leadership at a large public regional comprehensive university with an enrollment of more than 17,200 (25% first generation and 28% underrepresented minority students) and a faculty complement of regular and temporary faculty in excess of 1,000. Experienced in sustaining a success-centered environment at an institution where 84.4% of students are retained after their first year and 51.9% and 70.5% graduate within four and six years, respectively. Brings extensive experience in academic program management, strategic planning, and institutional advancement. Demonstrated ability to cultivate, expand, and enhance academic programs and administrative processes that support students, faculty, and staff alike. Adept at aligning resource planning with institutional goals to uphold academic excellence while achieving operational objectives. Recognized for developing innovative, results-driven strategies in complex, multi-stakeholder environments.

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#### **Education**

Doctor of Philosophy in Urban & Public Affairs  
University of Louisville

Master of Public Administration  
Western Kentucky University

Bachelor of Science in Political Science  
Austin Peay State University

#### **Academic Appointments**

Professor of Public Policy and Administration with tenure  
West Chester University of Pennsylvania

Fulbright Specialist Awardee. 2014. "Russian Academy of National Economy & Public Administration." Moscow, Russia. Fulbright Specialist Program. J. William Fulbright Scholarship Board, U.S. Department of State Bureau of Education and Cultural Affairs and the Council for International Exchange of Scholars

## Leadership and Administrative Experience

### Interim Executive Vice President and Provost (March 2023 to Present), West Chester University of Pennsylvania

#### Interim Senior Vice President and Provost (October 2022 to February 2023)

Serves as the university's Chief Operating Officer, supporting the President in advancing the institution's mission of student success. Chairs the university's Senior Leadership Team, composed of all vice presidents, and provides institution-wide strategic leadership. Has oversight of the university's budget, labor relations, and information services and technology functions.

Simultaneously serves as the institution's Provost, providing executive leadership for the Division of Academic Affairs, which encompasses the College of Arts & Humanities, College of Business & Public Management, College of Education and Social Work, College of Health Sciences, College of the Sciences and Mathematics, the Wells School of Music, University College, and University Libraries. Leads strategic academic planning, resource allocation, and academic policy development to drive institutional effectiveness and academic excellence.

### Deputy Provost & Vice President for Academic Operations (July 2020 to Present), West Chester University of Pennsylvania

#### Deputy Provost (August 2018 to June 2020)

#### Senior Vice Provost (July 2017 to August 2018)

#### Vice Provost (July 2016 to June 2017)

#### Associate Provost (July 2015 to June 2016 - includes time spent as interim)

Served as deputy to the Provost and principal leader responsible for executing the President and Provost's vision for the academic enterprise. Functioned as the Chief Operating Officer for the division, providing comprehensive strategic and operational leadership while coordinating closely with fellow Vice Presidents to advance university-wide objectives. Co-managed the Academic Affairs budget of \$186.3 million (FY21) and represented the division on the University Budget Review Committee. Provided direct oversight of the university's Pennsylvania instructional locations in Exton, Philadelphia (Center City), and West Goshen (Graduate Center).

Led and supervised multiple academic and administrative units, including the deans of the six colleges, schools, and University Libraries. Held direct supervisory responsibility for senior leaders across critical areas such as enrollment management, research and creative activity, faculty development, global engagement, accreditation and assessment, institutional effectiveness, and the graduate school. In addition, held university-wide leadership roles with supervisory oversight of the Senior Associate Vice President for Information Services and Technology/Chief Information Officer and the Assistant Vice President for Employee and Labor Relations. Served on the President's Cabinet. Following the reorganization of the Division of Academic Affairs, assumed Dean-level responsibility for the Honors College.

Provided institutional leadership in faculty affairs, including having served as the chief faculty affairs officer for more than 700 tenured or tenure-track faculty and 300 temporary faculty.

Dean of the Graduate School (July 2017 to June 2020), West Chester University of Pennsylvania  
Dean of Graduate Studies (July 2015 to July 2016)

Served as Dean of the Graduate School and the university's lead academic officer for graduate education at West Chester University. Provided strategic and operational leadership for all aspects of graduate education, including oversight of graduate admissions and enrollment, academic policy and program development, curriculum quality, and graduate student success. Led the administration of the university's graduate assistantship program and collaborated with deans, department chairs, and faculty to ensure the continued growth, innovation, and integrity of more than 80 graduate programs across disciplines. Represented graduate education in institutional planning and policy discussions, and worked to strengthen pipelines, partnerships, and student outcomes at the graduate level.

Commission on Peer Review and Accreditation, Network of Schools of Public Affairs, Policy, and Administration (September 2016 to 2019; Chair 2017 to 2019)

Served as Chair of the Commission on Peer Review and Accreditation (COPRA), the accrediting body recognized by the Council for Higher Education Accreditation (CHEA) for graduate programs in public policy, administration, and affairs. Provided national and international leadership in ensuring academic quality and accountability across the field. Under COPRA's purview, oversaw the accreditation of 191 programs located in the United States and globally, including institutions in China, Egypt, New Zealand, South Korea, and Venezuela. Led the commission's strategic efforts to uphold rigorous accreditation standards while responding to the evolving needs of public service education worldwide.

Interim Dean of the College of Business & Public Management (July 2016 to August 2017 & May 2018 to August 2018), West Chester University of Pennsylvania

Served as the chief executive and academic officer of the College of Business & Public Management, which includes the university's Association to Advance Collegiate Schools of Business (AACSB)-accredited School of Business and the departments of Criminal Justice, Geography & Planning, and Public Policy & Administration. Provided strategic leadership for the largest college by enrollment at the university, with a substantial share of students majoring in business-related disciplines. Oversaw academic programming, faculty affairs, external partnerships, and budgetary planning across the college. Supported and advanced the work of key centers housed within the college, including the Cottrell Entrepreneurial Leadership Center, the Center for Social and Economic Policy Research, and the Geographic Information Systems and Spatial Analysis Center. Guided the college through institutional and accreditation processes, while fostering a culture of innovation, interdisciplinary collaboration, and applied learning.

Faculty Associate to the Provost (August 2013 to June 2015), West Chester University of Pennsylvania

Served as Faculty Associate to the Provost and Vice President for Academic Affairs, supporting strategic planning initiatives within the Division of Academic Affairs and across the broader university. Co-chaired the Academics Theme Team as part of the university's comprehensive strategic planning process, contributing to the development, refinement, and ongoing

implementation of the institutional plan. Designed and administered survey instruments to gather and analyze feedback from internal and external stakeholders, ensuring data-informed decision-making and broad-based input into academic strategy.

Founding Chair, Department of Public Policy & Administration (July 2013 to July 2015) & Political Science Assistant Chair for Graduate Affairs (July 2012 to June 2013), West Chester University of Pennsylvania

Founded and served as Chair of the Department of Public Policy & Administration (PPA), providing comprehensive academic and administrative leadership during its formative years. Managed a standalone departmental budget, oversaw graduate course scheduling, conducted faculty evaluations, led student recruitment and admissions, advised master's and doctoral students, and completed degree audits and graduation clearances. Regularly taught while advancing strategic initiatives including national accreditation, program assessment, and the development of a diverse, high-performing faculty composed of both tenure-track scholars and practitioner-educators. Prior to the department's establishment, served as Assistant Chair for Graduate Affairs in the Department of Political Science, with responsibility for all facets of graduate program administration.

Director, Center for Social and Economic Policy Research (June 2012 to Present), West Chester University of Pennsylvania

Serve as Director of the Center for Social and Economic Policy Research (CSEPR), providing strategic and operational leadership for a self-supporting research center. Responsible for budget management, oversight of temporary and contract-based staff, and coordination of applied research initiatives. Lead efforts to secure and manage internal and external contracts, direct multi-faceted research projects, and produce technical reports and presentations tailored to diverse stakeholder audiences. Actively integrate graduate students into the Center's work to support experiential learning and applied scholarship.

Chair, Curriculum and Academic Policies Council (May 2012 to May 2015), West Chester University of Pennsylvania

Represented the Curriculum and Academic Policies Council (CAPC) to the Provost, academic Deans, and the West Chester University chapter of the Association of Pennsylvania State College and University Faculties (APSCUF). Chaired CAPC Assembly meetings and convened regular Executive Committee sessions, collaborating with the Executive Secretary to advance curricular proposals to the Provost. Served as a liaison between CAPC and the Office of the Provost, communicating emerging curricular issues and relaying institutional priorities in the context of university and State System policies. Partnered with the Associate Provost and University Registrar to implement a curriculum and workflow management system, significantly improving efficiency, transparency, and consistency between the academic catalog and institutional data systems.



Vice-President of the WCU Chapter of the Association of Pennsylvania State College and University Faculties (August 2013 to June 2015), West Chester University of Pennsylvania

Served as Vice President of the West Chester University chapter of the Association of Pennsylvania State College and University Faculties (APSCUF). Chaired monthly Meet and Discuss (M&D) sessions with university administration. Actively engaged in faculty advocacy by meeting with management to address institutional concerns, attending executive and Local Delegate Assembly meetings, and representing faculty in grievance proceedings and conflict mediation within academic departments.

### **Scholarly Contributions**

#### **Books**

"Performance Measurement in Local Sustainability Policy." 2018. Taylor and Francis: Routledge. Public Administration and Policy Series. Susan M. Opp, Samantha Mosier, and Jeffery L. Osgood, Jr., with Mark W. Davis.

"Participatory Budgeting in the United States: A Guide for Local Government." 2016. Taylor and Francis: Routledge. American Society for Public Administration's Public Policy and Administration Series. Victoria A. Gordon, Jeffery L. Osgood, Jr., and Daniel Boden.

"Local Economic Development and the Environment." 2013. Taylor and Francis: CRC Press. American Society for Public Administration's Public Policy and Administration Series. Susan M. Opp and Jeffery L. Osgood, Jr.

#### **Journal Articles & Scholarly Manuscripts**

"The Role of Citizen Participation and the Use of Social Media Platforms in the Participatory Budgeting Process." 2017. International Journal of Public Administration 40 (1). Victoria A. Gordon, Jeffery L. Osgood, Jr., and Daniel Boden.

"Exploring the Intersection of Local Economic Development and Environmental Policy." 2016. Journal of Urban Affairs. Susan M. Opp, Jeffery L. Osgood, Jr., and Megan Demasters.

"Evaluating College Readiness: Are Federal and State Policies Helping or Hindering the Effort?" 2016. Educational Policy 30 (3). Steven L. Kramer, Jeffery L. Osgood, Jr., R. Lorraine Bernotsky, Edward Wolff, F. Joseph Merlino, Tanya I. Garcia, and Helen M. Kramer.

"City Limits in a Post-Recessionary World: Explaining the Pursuit of Developmental Policies." 2014. State and Local Government Review 46 (4). Susan M. Opp, Jeffery L. Osgood, Jr., and Cynthia R. Rugeley.

"Explaining the Adoption and Implementation of Local Environmental Policies in the United States." 2014. Journal of Urban Affairs 36 (5). Susan M. Opp, Jeffery L. Osgood, Jr., and Cynthia R. Rugeley.

"Determining Demand and Capacity for Master's Level Supervised Program: One University's Feasibility Study." 2014. Nutrition and Dietetic Educators Preceptors: Line (1). Mary Beth Gilboy, Lynn Monahan Couch, Jeffery L. Osgood, Jr., and R. Lorraine Bernotsky.

"Exploring Graduate Students' Perceptual Differences of Face-to-Face and Online Learning." 2013. Quarterly Review of Distance Education 13 (3). Vicki McGinley, Jeffery L. Osgood, Jr., and Jane Kenney.

"Yesterday's Gains vs. Today's Realities: Lessons from Ten Years of Economic Development Practice." 2012. Economic Development Quarterly 26 (4). Jeffery L. Osgood, Jr., Susan M. Opp, and R. Lorraine Bernotsky.

"The American Recovery and Reinvestment Act: Examining The Spatial Distribution of Federal Stimulus Funds." 2012. Middle States Geographer 44. Matin Katirai and Jeffery L. Osgood, Jr.

"Urban Political Theory and the Case of the Local Government Simulation." 2012. Journal of Political Science Education 8 (4). Jeffery L. Osgood, Jr., Chris Stangl, and R. Lorraine Bernotsky.

"One Package at a Time: The Distributive World City." 2011. International Journal of Urban and Regional Research 35 (4). Cynthia L. Negrey, Jeffery L. Osgood, Jr., and Frank Goetzke.

"Exurban Dynamics: An Analysis of Migration and Urban Containment Policies." 2011. Urbana: Urban Affairs and Public Policy XI (I). Jeffery L. Osgood, Jr.

"Sustainable Economic Development: Navigating Pitfalls and Reaping Rewards." 2011. International City County Management Association: InFocus Strategies and Solutions for Local Government Managers 42 (6). Susan M. Opp and Jeffery L. Osgood, Jr.

"A Region Redefined: The Case of the Greater Louisville Branding Project." 2010-11. Journal of Town & City Management 1 (3). Jeffery L. Osgood, Jr.

"Municipal Clerks: Examining a Model of Job Satisfaction." 2010. Public Personnel Management 39 (3). Victoria A. Gordon, Jeffery L. Osgood, Jr., and Jeremy N. Phillips.

"Bulpitt in America: Presidential Approaches, Territorial Politics and the Field of Urban Policy." 2010. Government & Opposition 45 (3). Hank V. Savitch and Jeffery L. Osgood, Jr.

**Funded Grants and Research (selected)—Lifetime Total: over \$9 million**

"Healthy Start Initiative-Eliminating Racial/Ethnic Disparities." U.S. Department of Health and Humans Services Health Resources and Services Administration. Hamilton Health Center, Inc., Jeannine Peterson, Jude McCrea, Nicole Lehr, Alexandra Ganneet, and Jeffery L. Osgood, Jr. April 2019 – March 2024. \$4,572,500.00.

"Chester County Pennsylvania: Strategic Plan Alignment with Citizen Priorities." The County of Chester, Pennsylvania. 2018. Jeffery L. Osgood, Jr. \$13,000.00.

"AstraZeneca Healthcare Foundation: An Evaluation of the Connections for Cardiovascular Health Grantmaking Process." AstraZeneca HealthCare Foundation. 2012 – Present. R. Lorraine Bernotsky and Jeffery L. Osgood, Jr. \$800,000.00.

“Healthy Start Initiative-Eliminating Racial/Ethnic Disparities.” U.S. Department of Health and Humans Services Health Resources and Services Administration. Hamilton Health Center, Inc., Jeannine Peterson, Jude McCrea, Lissette Gonzalez, Kathy Yorkievtz, and Jeffery L. Osgood, Jr. June 2014 – May 2019. \$3,750,000.00.

“Pennsylvania State System of Higher Education Survey of Leadership on Allocation Formula Principles and Values.” Pennsylvania State System of Higher Education. 2013–2014. Jeffery L. Osgood, Jr. \$5,000.00.

“Chester County Pennsylvania: Strategic Plan Alignment with Citizen Priorities.” The County of Chester, Pennsylvania. 2013. Jeffery L. Osgood, Jr. \$12,800.00.

“Understanding Citizen Perceptions of Parking in the Borough of West Chester.” 2011. Borough of West Chester, Chester County, Pennsylvania. Jeffery L. Osgood, Jr. and R. Lorraine Bernotsky. \$12,000.00.

“Citizen Preferences: Understanding the Demand for Police Services in Thornbury Township.” 2011. Thornbury Township, Chester County, Pennsylvania. Jeffery L. Osgood, Jr. and R. Lorraine Bernotsky. \$3,250.00.

“Reform Math Students’ Transition from High School to College.” 2009–2011. Arcadia University (National Science Foundation Subawardee). R. Lorraine Bernotsky and Jeffery L. Osgood, Jr. \$56,000.00.

“A Summative Evaluation of Chester County Futures’ College Access Program.” 2009–2011. Chester County Futures. R. Lorraine Bernotsky and Jeffery L. Osgood, Jr. \$22,500.00.

“Greater Harrisburg Healthy Start Needs Assessment.” 2010–2011. Hamilton Health Center, Inc. R. Lorraine Bernotsky and Jeffery L. Osgood, Jr. \$22,600.00.

“The Status of Women and Girls in Chester County: Building for the Future.” 2009–2010. Chester County Fund for Women and Girls. R. Lorraine Bernotsky and Jeffery L. Osgood, Jr. \$30,000.00.

## **Professional Experiences, Contributions, & Associations**

### **Service Contributions (selected)**

<i>Middle States Commission on Higher Education</i>	
Peer-Reviewer	2017 – Present
<i>Network of Schools of Public Policy, Affairs and Administration</i>	
Accreditation Site Visitor	2015 – Present
<i>Pennsylvania State System of Higher Education</i>	
Collaborative Pricing & Regional Affordability and	2017 – 2018
Collaborative Allocation of Resources Task Group	
Pricing Elasticity Taskforce	2012 – 2013

### **Courses Taught**

- Advanced Practice and Applied Theories of Public Policy and Administration (WCU)
- Capstone Seminar in Public Administration (WCU)
- Foundations of Public Service (WCU)
- Public Finance & Budgeting (WCU)
- Public Human Resource Management (WCU)
- Research Methods for Public Administrators (WCU)
- Urban Politics (WCU)
- US Public Policy (WCU)
- Seminar in Public Policy (UofL)
- American National Government (WKU)
- Government & Ethics (WKU)
- Judicial Process (WKU)

**Board of Governors Meeting**  
July 17, 2025

**SUBJECT:** 2025-26 Tuition rate and tentative 2026-27 tuition rate

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** The Pennsylvania's State System of Higher Education (PASSHE) universities provide high quality educational experiences while continuing to be among the most affordable four-year institutions in Pennsylvania—striving to provide every student the opportunity to achieve success and upward mobility. It is critical to both student success and university success that the State System universities control costs and use tuition and institutional aid strategically to keep tuition as low as possible for those with the greatest financial challenges.

Given the fluid nature of state budget negotiations, a recommendation regarding tuition will be made during the Board meeting.

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**Supporting Documents Included:** N/A

**Other Supporting Documents Available:** Board of Governors' Policy 1999-02-A: *Tuition*

**Reviewed by:** N/A

**Prepared by:** Ginger Coleman

**Email:** gcoleman@passhe.edu