



Board of Governors' Quarterly Meeting Agenda

Wednesday, July 13, 2016

11:00 a.m. Executive Session (Conference Room C)

2:00 p.m. Committee Meetings (Boardroom)

- Academic and Student Affairs
- Audit
- Finance, Administration, and Facilities
- Human Resources

Thursday, July 14, 2016

9:00 a.m. Meeting of the Board of Governors (Boardroom)

Adjournment



Board of Governors' Quarterly Meeting Agenda

Boardroom, First Floor
Administration Building
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201

Wednesday, July 13, 2016

Executive Session

11:00 a.m. – 2:00 p.m. (Conference Room C)

Committee Meetings

2:00 p.m. (Boardroom)

Academic and Student Affairs

1. Student Spotlight (THURSDAY)
 - a. Clarion University of Pennsylvania (RESOLUTION)
 - NCAA National Champion Diver: Collin Vest
 - b. East Stroudsburg University of Pennsylvania (RESOLUTION)
 - NCAA National Champion: Women's Field Hockey Team
 - c. West Chester University of Pennsylvania (RESOLUTION)
 - NCAA National Champion Swimmer: Victor Polyakov
 - d. Kutztown University of Pennsylvania (TROPHY)
 - Mascot Madness Winner: Avalanche
 - e. Millersville University of Pennsylvania (PRESENTATION)
 - Career and Life Studies: Daniel Castellanos
2. Distance Education: The Future is Brighter for the 14 State System Universities (PRESENTATION)
3. State System's Gap Analysis Project: Statewide Supply/Demand Findings (PRESENTATION)
4. Advancing Career Opportunities in Pennsylvania through Education Alignment with Business Demand (INFORMATION)
5. Program Alignment: Context and Five-Year Program Actions (INFORMATION)
6. Recommendation for Approval of Two New Academic Programs (ACTION)
 - a. Approval of a Bachelor of Science in Urban and Environmental Planning Program at West Chester University of Pennsylvania
 - b. Approval of a Master of Science in Human Resource Management Program at West Chester University of Pennsylvania



Audit

1. Office of Internal Audit and Risk Assessment (OIARA) Update (INFORMATION)

Finance, Administration, and Facilities

1. Fiscal Year 2016/17 Operating Budget Update (INFORMATION)
2. Fiscal Year 2016/17 Tuition and Technology Tuition Fee Rates (ACTION)
3. Fiscal Year 2016/17 Educational and General Appropriation Allocation (ACTION)
4. Bond Financing of Various Projects, Indiana University of Pennsylvania (ACTION)
5. Guaranteed Energy Savings Act Project, Slippery Rock University of Pennsylvania (ACTION)

Human Resources

1. Human Resources Committee Update (INFORMATION)

**Board of Governors' Meeting
Thursday, July 14, 2016
9:00 a.m.**

Meeting of the Board of Governors

1. Approval of Meeting Dates (ACTION)
2. Resolution – Marie A. Conley (ACTION)
3. Report of Nominating Committee (ACTION)



Academic and Student Affairs Committee

Boardroom, First Floor
 Administration Building
 Dixon University Center
 2986 North Second Street
 Harrisburg, PA 17110-1201

July 13-14, 2016

Agenda

<u>Item</u>	<u>Page</u>
1. Student Spotlight (THURSDAY)	
a. Clarion University of Pennsylvania (RESOLUTION).....	5
• NCAA National Champion Diver: Collin Vest	
b. East Stroudsburg University of Pennsylvania (RESOLUTION).....	6
• NCAA National Champion: Women’s Field Hockey Team	
c. West Chester University of Pennsylvania (RESOLUTION)	7
• NCAA National Champion Swimmer: Victor Polyakov	
d. Kutztown University of Pennsylvania (TROPHY)	8
• Mascot Madness Winner: Avalanche	
e. Millersville University of Pennsylvania (PRESENTATION)	9
• Career and Life Studies: Daniel Castellanos	
2. Distance Education: The Future is Brighter for the 14 State System Universities (PRESENTATION)	11
3. State System’s Gap Analysis Project: Statewide Supply/Demand Findings (PRESENTATION).....	12
4. Advancing Career Opportunities in Pennsylvania through Education Alignment with Business Demand (INFORMATION)	13
5. Program Alignment: Context and Five-Year Program Actions (INFORMATION) ..	14
6. Recommendation for Approval of Two New Academic Programs (ACTION)	16
a. Approval of a Bachelor of Science in Urban and Environmental Planning Program at West Chester University of Pennsylvania	17
b. Approval of a Master of Science in Human Resource Management Program at West Chester University of Pennsylvania	23

Committee Members: David M. Maser (*Chair*), Audrey F. Bronson, Representative Michael K. Hanna, Jonathan B. Mack, Secretary of Education Pedro A. Rivera, Senator Judith L. Schwank, Guido M. Pichini (*ex officio*), and John M. Anderson (*nonvoting presidential liaison*).

For further information contact Kathleen M. Howley at (717) 720-4200

Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Student Spotlight – Clarion University of Pennsylvania – NCAA National Champion Diver: Collin Vest (RESOLUTION) (THURSDAY)

UNIVERSITIES AFFECTED: All

BACKGROUND: Students are our primary focus. The Academic and Student Affairs Committee is committed to ensuring students are celebrated at each Board of Governors' meeting.

Collin Vest from Larksville is a junior at Clarion University, where he is a member of the men's swimming and diving team. He is a six-time All-American and three-time NCAA Division II national champion. This year, competing at the national championships in Indianapolis, Collin finished first in the 3-meter dive and was named the NCAA Division II Male Diver of the Year for the second year in a row.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Student Spotlight – East Stroudsburg University – NCAA National Champion:
Women’s Field Hockey Team (RESOLUTION) (THURSDAY)

UNIVERSITIES AFFECTED: All

BACKGROUND: Students are our primary focus. The Academic and Student Affairs Committee is committed to ensuring students are celebrated at each Board of Governors’ meeting.

The East Stroudsburg University of Pennsylvania field hockey team completed the 2015 season with a school record 19 wins, capturing its first-ever Pennsylvania State Athletic Conference and NCAA Division II national championships. The team led all of Division II in both winning percentage and scoring margin. The Warriors defeated Merrimack College 1-0 in overtime to win the title. The championship marked the 22nd time in 25 years a Pennsylvania State Athletic Conference team has won the NCAA Division II field hockey title.

The members of the team, and their hometowns are:

Danielle Ard – Mifflinburg	Desiraye Mack - Waymart
Lindsay Blum – Langhorne	Makenna Marhefka - Northampton
Sabrina Burke – Gibsonia	Sydney McCarthy - Reading
Hannah Caplan - Harrisburg	Marisa Miro - East Stroudsburg
Ashley Ceschini – Hummelstown	Myesha Molitorisz - Allentown
Ashley Chioda – Dallastown	Tiffany Regman - East Stroudsburg
Amanda Crampton - Washington, N.J.	Ally Roth - Scotrun
Samantha DeVivo – Stroudsburg	Melanie Shambaugh - Shermans Dale
Kristen English - Branchville, N.J.	Kelli Shapiro - Ocean, N.J.
Morgan Firestine – Bernville	Rebecca Snyder - Whitehall
Halle Frisco – Harrisburg	Robin Stevenson - Harare, Zimbabwe
Paige Harrold – York	Allison Trafford - Phoenixville
Samantha Hosford - Jackson, N.J.	Karisa Turner - Lancaster
Emily Howell – Bangor	Amanda Wnorowski - Clark, N.J.
Alyson LeBlanc - Freehold, N.J.	

The team’s coaches are:

Head coach: Sandy Miller (Lock Haven '83), 32nd year
Assistant coach: Katie Ord
Volunteer coach: Robert Wouters
Graduate assistant coach: Brianna Musselman

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Student Spotlight – West Chester University of Pennsylvania – NCAA National Champion Swimmer: Victor Polyakov (RESOLUTION) (THURSDAY)

UNIVERSITIES AFFECTED: All

BACKGROUND: Students are our primary focus. The Academic and Student Affairs Committee is committed to ensuring students are celebrated at each Board of Governors' meeting.

Victor Polyakov from Taganrog, Russia, is a junior at West Chester University, where he is a member of the men's swimming and diving team. He won the 200-yard individual medley at this year's national championships held in Indianapolis, giving him five gold medals in five different events in three years of collegiate competition. Victor also was named the Pennsylvania State Athletic Conference Swimmer of the Year for the third straight season.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Student Spotlight - Kutztown University of Pennsylvania – Mascot Madness Winner: Avalanche (RESOLUTION) (THURSDAY)

UNIVERSITIES AFFECTED: All

BACKGROUND: Students are our primary focus. The Academic and Student Affairs Committee is committed to ensuring students are celebrated at each Board of Governors' meeting.

The State System's 2016 Mascot Madness competition ended dramatically yet again when Kutztown University's mascot, Avalanche, edged out Slippery Rock University's mascot, Rocky, for the title for the second consecutive year. During this year's competition, nearly 37,000 votes were cast, with just under 9,000 votes for the championship.

The State System's Mascot Madness was developed in 2015 as a friendly competition among State System universities in honor of March Madness. Mascot Madness loosely follows the March Madness timeline in an effort to show unity and friendly competition among universities. The idea is to have some fun and drive traffic to the universities' official social media accounts.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Student Spotlight – Millersville University of Pennsylvania – Career and Life Studies: Daniel Castellanos (PRESENTATION) (THURSDAY)

UNIVERSITIES AFFECTED: All

BACKGROUND: Students are our primary focus. The Academic and Student Affairs Committee is committed to ensuring students are celebrated at each Board of Governors' meeting.

Daniel Castellanos, a man with intellectual disability, is the first graduate from the Career and Life Studies Program at Millersville University. As a testimony to his commitment, hard work, and campus contributions, he was asked to present the student moment of reflection at Millersville University's undergraduate commencement exercises. Daniel will share what the Career and Life Studies Program has provided him and what he is doing as a new college graduate.

Dr. Thomas Neuville is an associate professor of special education and disability studies at Millersville University. He serves as founder and director of the Career and Life Studies Program, an inclusive post-secondary program for students with intellectual disabilities at Millersville University. This program provides students with meaningful experiences that will enhance their personal growth socially, academically, and vocationally.

Supporting Documents Included: Handout

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Daniel Castellanos

Daniel Castellanos graduated from Millersville University's Career and Life Studies Program in May. During his time at Millersville University, Daniel worked in catering as a server as well as set-up and also was a paid intern at the Lancaster Press Room restaurant, learning multiple operations (cooking, hosting, and business operations). He is currently employed as a prep-cook at the Lancaster Press Room restaurant with the goal of continuing his work toward restaurant ownership. Since 2014, Daniel has been involved with the Millersville University Community Theatre.

He is a graduate the School District of Lancaster, McCaskey High School (Life Skills Program), and he also earned a Certificate in Culinary Arts/Chef from Lancaster County Career and Technical Center in 2013.

Thomas J. Neuville, Ph.D.

Thomas Neuville is an associate professor of special education and disability studies in the Department of Educational Foundations at Millersville University of Pennsylvania. He has more than forty years' experience in education, community, and organizational development. Dr. Neuville's keynote address, "40 Years of Inclusion in North America," at the International Inclusion Conference at Moscow State University in Moscow, Russia, continues to be used internationally.

Dr. Neuville's current work is centered on designing coherent models of planning and program development within the systems of education. Specifically, he is working with teacher candidates to develop strategies that are founded on social justice and focused on true personalization. He serves as founder and advisor of the Career and Life Studies Program, an inclusive post-secondary program for students with intellectual disability at Millersville. Additionally, Dr. Neuville is the principal investigator for The Model Comprehensive Transition and Postsecondary Programs for Students with Intellectual Disabilities (TPSID) in PA.

Dr. Neuville created and serves as advisor for the first approved Bachelor of Arts in multi-disciplinary studies – applied disability studies at Millersville University.

Academic and Student Affairs Committee Meeting
July 13-14, 2016

SUBJECT: Distance Education: The Future is Brighter for the 14 State System Universities
(PRESENTATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: State System universities offer programs and courses online or at off-campus locations, providing increased flexibility for students to earn a meaningful credential. The State System's Strategic Plan *Rising to the Challenge 2020* (adopted January 2014) specifically lists the following expected outcome by 2020: Increase the number of courses and programs available to students through distance education; specifically increase the number of students in online and blended courses to 53,000.

On June 1, 2016, Governor Wolf signed legislation that provide the Pennsylvania Department of Education the authority to enter into a State Authorization Reciprocity Agreement (SARA). Briefly, SARA will enable System universities to expand their educational offerings to postsecondary students in the state by streamlining the compliance burden and associated costs. SARA has established uniform standards for "physical presence." Virtually every state has a different definition of physical presence to include: online courses, advertising, faculty members residing in other states, internships/field experiences, and admission recruitment. Forty-one states are approved SARA states and five other states are in the process (including Pennsylvania).

Currently, the Pennsylvania Higher Education Assistance Agency (PHEAA) does not award grants to students who take more than 50 percent of their term credits online or who are enrolled in programs that are structured to be more than 50 percent online. In 2013 PHEAA embarked on a limited Distance Education Pilot Program that included 10 State System universities with the goal of extending state grant eligibility to online students while gathering data on this growing segment of the undergraduate student base. On June 14, 2016, state Senator Stewart Greenleaf announced his intent to introduce legislation that would permanently allow for distance education inclusion in the PHEAA State Grant Program.

We will provide an overview of the implications related to SARA and PHEAA to the State System as well as a current snapshot of where the System is in terms of distance education.

Supporting Documents Included: Handout

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: State System's Gap Analysis Project: Statewide Supply/Demand Findings
(PRESENTATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: The State System's Gap Analysis Project was conducted in direct response to the System's strategic plan, *Rising to the Challenge 2020*. The goal was to provide a data-driven perspective of employer demand and higher education supply for Pennsylvania and its regions and to get a better understanding of the true workforce needs for the Commonwealth today and into the future.

The supply/demand findings is one component of a larger resource base that the State System and universities can use for program development, strategic planning, engagement with businesses, and support for current and prospective students. The purpose of this segment of the BOG agenda is to present key findings from this phase of the State System's Gap Analysis Project, share the knowledge dissemination strategy undertaken by the System, and highlight how this project is adding value to the System's 14 universities.

Supporting Documents Included: Handouts

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting
July 13-14, 2016

SUBJECT: Advancing Career Opportunities in Pennsylvania through Education Alignment with Business Demand (INFORMATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: There exists an information gap among young, educated adults about where job opportunities exist specific to the education and training they have received. This misalignment between employer demand and worker supply as well as the information gap among Pennsylvania's young learners is seriously constraining the state's ability to innovate and grow. A recent grant from Walmart will empower Pennsylvania's State System of Higher Education to provide technology, transparent data, and guidance to students and adult learners in order to make a successful connection with regional and statewide labor markets. We will share details of this exciting opportunity funded by one of the largest employers in Pennsylvania.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Prepared by: Kathleen M. Howley

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Academic and Student Affairs Committee Meeting
July 13-14, 2016

SUBJECT: Program Alignment: Context and Five-Year Program Actions (INFORMATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: State System universities continually review their academic programs to ensure they line up with the 21st century educational and career-readiness needs of students and of their future employers. As employers' needs change, universities must adapt their program offerings. The State System has been actively involved in that process for some time, a fact confirmed by the Georgetown Center study.

During the period of July 1, 2010 through June 24, 2016 Pennsylvania's State System of Higher Education universities added 86 new academic degree programs; placed 141 academic degree programs into moratorium; and discontinued 189 academic degree programs. Additionally 106 academic degree programs were reorganized to meet new and emerging needs of the Commonwealth.

During this same period, the System universities added 769 new non-degree academic programs and placed 293 non-degree academic programs either in moratorium or discontinued status. Academic non-degree programs constitute minors, certificates, or concentrations/tracks offered by the System universities.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Reviewed by: Chief Academic Officers

Prepared by: Kathleen M. Howley

Telephone: (717) 720-4200

Glossary of Terms

Program Status

Moratorium: A program placed into moratorium means that students will no longer be admitted during the period of moratorium. Students currently enrolled or admitted will be allowed to complete the program. The university will assess the program's potential and either reinstate, reorganize, or discontinue the program. A program shall not be in moratorium more than five years unless approved by the Office of the Chancellor.

Discontinued: Discontinued academic programs should have no students currently enrolled and have been removed from the program inventory.

Reorganized: Reorganized programs reflect curricula and/or credentials that have been significantly revised to meet new market demands or revised program accreditation requirements.

Non-Academic Programs

Minor: An organized program of study that comprises the fundamental requirements of an academic major (core and cognate courses) equivalent to a minimum of 18 semester credit hours. As a secondary field of study, the academic minor should reflect a minimum of six credits of advanced standing coursework from the academic major. Exceptions to the advanced standing requirements may be granted on a case-by-case basis per request to the chancellor.

Certificate: A formal credit-based credential designated on the academic record and awarded by an educational institution to indicate completion of a program of study that does not culminate in a degree. Certificates are not the same as certifications or licenses, which are typically awarded by third party, standard-setting bodies (not academic institutions), based on an assessment process that recognizes competencies in a particular occupational specialty as measured against a set of standards.

Concentration, Track, Specialization, or Emphasis: A program of study in a focused area within an academic program (i.e., degree program, not a minor), consisting of a minimum of 12 semester credit hours for baccalaureate degrees and a minimum of nine semester credit hours for master's degrees. Requirements for the concentration, track, specialization, or emphasis are included within the program of study for the academic major.

Academic and Student Affairs Committee Meeting
July 13-14, 2016

SUBJECT: Recommendation for Approval of Two New Academic Programs (ACTION)

UNIVERSITIES AFFECTED: West Chester University of Pennsylvania

BACKGROUND: In accordance with Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*, with the approval of the respective Councils of Trustees to bring the proposed programs forward for approval by the Board of Governors of Pennsylvania's State System of Higher Education, and upon recommendation of the Chancellor, the following two new academic programs are put forth for consideration:

- a. Approval of a Bachelor of Science in Urban and Environmental Planning at West Chester University of Pennsylvania
- b. Approval of a Master of Science in Human Resource Management at West Chester University of Pennsylvania

Supporting Documents Included: Executive Summaries of Degree Proposals and Five-Year Budget Projections for each proposed academic program

Other Supporting Documents Available: Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*

Prepared by: Kathleen M. Howley

Telephone: (717) 720-4200

Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Approval of a Bachelor of Science in Urban and Environmental Planning Program at West Chester University of Pennsylvania (ACTION)

UNIVERSITIES AFFECTED: West Chester University of Pennsylvania

BACKGROUND: In accordance with Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*, with the approval of the Council of Trustees at West Chester University to bring this proposed program forward for approval by the Board of Governors of Pennsylvania's State System of Higher Education, and upon recommendation of the Chancellor, the following motion is put forth.

MOTION: That the Board of Governors approve a Bachelor of Science in Urban and Environmental Planning Program at West Chester University of Pennsylvania.

Supporting Documents Included: Executive Summary of Degree Proposal and Five-Year Budget Projection

Other Supporting Documents Available: Degree Proposal; Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*

Approved to move forward by West Chester Council of Trustees: May 17, 2016

Executive Summary of Degree Proposal
Bachelor of Science in Urban and Environmental Planning Program
West Chester University of Pennsylvania
July 13-14, 2016

1) Brief Description of Program and Appropriateness to Mission

Leveraging the successful planning track within the existing Bachelor of Arts in geography, the Department of Geography and Planning in the College of Business and Public Management at West Chester University seeks to offer a standalone Bachelor of Science in urban and environmental planning that is designed to meet the standards for accreditation by the Planning Accreditation Board and is aligned with the curriculum standards developed by the Association of Collegiate Schools of Planning. The proposed program is designed to meet the needs of regional employers and students by preparing individuals to work professionally in planning and planning-related careers and establishing a strong foundation for their future professional growth. Graduates will be prepared to compete for employment as professional planners, GIS (geographic information systems) analysts, environmental specialists, and related fields. The program will ensure that students are trained with cutting-edge geospatial technologies and with a deep knowledge of local and regional sustainability concerns. As such the program will prepare students to make critical decisions in order to prepare communities for the future. The curriculum will focus on the development of core competencies in the areas of sustainable land development planning, appropriate applications of technology, effective community engagement, and ethical decision making. The degree will be offered primarily in a classroom-based format, with some blended components. With the technology rich, hands-on and applied nature of planning, classroom-based delivery is deemed the best approach for an undergraduate population. Upon approval of the standalone major, the current track will be placed into moratorium.

Appropriateness to university mission and strategic plan

The proposed program will contribute to West Chester University's goal of assuring student learning and academic excellence by better utilizing the existing resources of the Geography and Planning Department. It will educate future planners by strengthening an academic program for which there is projected demand, supporting interdisciplinary collaborations and programs, incorporating additional technology into the curriculum, and expanding pedagogy around an evolving technological field of geospatial technologies, central to the planning profession. The program will also support the promotion of sustainability in the classroom, on campus and around the region. The degree will further contribute to diversity goals as planning is historically a profession that is well-represented by women and under-represented minorities.

Appropriateness to college and department strategic plan

With its emphasis on geospatial technologies, sustainability, and community engagement, the program will help advance key areas of the mission of the College of Business and Public Management while providing cutting-edge education to students from the region. While designed to meet requirements for accreditation from the Planning Accreditation Board, the program is also aligned to be compatible with the undergraduate pre-business program and thereby create an alternative path within the college for internal and external transfers interested in planning, land management, sustainability, or advanced application of technology. The program will better support the department's mission to prepare students for planning careers by offering an accredited planning degree.

2) **Need**

West Chester University engaged Hanover Research as an external evaluator to assess the market for a Bachelor of Science in urban and environmental planning program in September 2015. Hanover indicated that student demand for bachelor's degrees in urban and regional planning has increased at the regional and state levels, with bachelor conferrals increasing by 12.7 percent in Pennsylvania. Hanover's analysis of labor and employment trends predicts that occupations related to urban and regional planning will increase by 7.9 percent in Pennsylvania. Employment in similar occupations nationwide is expected to grow by 10 percent until 2022. These figures represent an opportunity at the regional and Commonwealth levels for West Chester to leverage existing resources to meet this growing demand.

Currently, there is not an accredited undergraduate planning program in the Philadelphia region. Indeed, there are only 15 accredited undergraduate programs in the United States. The most comparable programs in the region are the Bachelor of Science in community development at Temple University, the Bachelor of Arts in growth and structure of cities at Bryn Mawr College (in cooperation with Haverford College) and a Bachelor of Science in planning at Rowan University. These programs are not accredited and all have substantially higher costs than the program at West Chester University. Temple's program focuses on socially oriented grass-roots and community-based initiatives related to planning. To distinguish the proposed program from the undergraduate program at Temple University, the Bachelor of Science in urban and environmental planning at West Chester University will emphasize physical planning, economic development, and policy-related initiatives, as well as geospatial competencies and applications.

3) **Academic Integrity**

The broad mission of the Bachelor of Science in urban and environmental planning program is to produce well-trained planners to support the needs of their community. Students will develop critical thinking, technical, and communication skills to make them effective professionals in planning and planning-related fields. Building on core strengths of the department, the program incorporates geospatial technologies and sustainability considerations throughout the curriculum to ensure that students graduate with advanced technical skills and an orientation toward sustainability concerns.

With the assistance of an outside consultant, the curriculum was designed to align with the standards for accreditation by the Planning Accreditation Board and the expected goals of an accredited program. These goals include: 1) general knowledge of the planning discipline including that which relates to the purpose and meaning of planning, planning theory, planning law, the history of human settlements, and the history of the planning profession; 2) influencing future and global dimensions of planning, which includes technical skills for planning analysis and problem solving skills related to research, written, oral, and graphic communication; quantitative and qualitative methods; plan creation and implementation; planning process methods; and leadership, and 3) ethical reasoning to effectively analyze ethical issues in the planning profession.

4) **Coordination/Cooperation/Partnerships**

Indiana University of Pennsylvania also offers a degree in planning. The geographic difference between West Chester University and Indiana University of Pennsylvania and the regional needs of both universities will provide opportunities for students from

both the eastern and western areas of the Commonwealth. Given that the program is primarily classroom-based, and the fact that West Chester University's current student body is primarily from a 75-mile radius to the campus, this program will complement the one offered by Indiana.

Coordination with other departments and units on campus

Coordination with other departments on campus will be required in a number of respects to support the proposed program. All of the required core classes will be offered through the Geography and Planning Department, but students will have an opportunity to take courses in a number of other departments, including political science, sociology, history, and computer science to meet cognate requirements. The program is designed to align with the pre-business programs in the College of Business and Public Management and therefore the department will coordinate with the pre-business programs to provide information and facilitate advising about the program.

5) Assessment

The assessment plan and process for the proposed program will be organized according to the detailed set of learning outcomes that have developed around the three learning goals, which include general planning knowledge and technical skills related to planning, as well as values and ethics related to planning. The use of learning assessment data is a critical element in the effective design and implementation of an accredited planning program.

An assessment plan for the program has been developed for the systematic collection of data, analysis of the findings, and feedback loop for program improvements. The plan will track student learning outcomes on a programmatic level. Additionally, each student enrolled in the program will be assessed to determine successful completion of the outcomes. Each student learning outcome is assigned to specific courses in the curriculum, with course assessments designed to measure the outcomes. Outcomes will be met through multiple assessments in multiple courses, which in turn will require students to demonstrate mastery in different contexts and applications.

6) Resource Sufficiency

The program will be initiated using existing faculty, facilities, and equipment. The only additional expenses will be for additional learning resources. With the existing geographic information systems computer labs and the completion of a new building with additional lab space in 2017, the program will have the necessary technology resources to offer an accredited planning program. Additionally, if demand for the program is as expected, university leadership is committed to hiring faculty to teach the specialist classes and accommodate overall programmatic growth.

Prepared by: Dorothy Ives Dewey, Ph.D., AICP, PP

Implementation date: Fall 2016

Date approved by Council of Trustees: May 17, 2016

**West Chester University of Pennsylvania
Bachelor of Science in Urban and Environmental Planning Program
Budget Narrative**

ESTIMATED REVENUES	NARRATIVE/ASSUMPTIONS
ESTIMATED STUDENT IMPACT OF NEW PROGRAM	
Headcount Enrollment	The headcount enrollment projections are based on the following assumptions: 1) First-year enrollments include 20 students converting from existing majors in year three of their studies. 2) Full-time students are projected to persist for four years. 3) Part-time students are projected to persist for seven years. 4) We are using a historic department year-to-year retention of 87 percent, rounded up. 5) Given historic trends, we predict the ratio of out-of-state students to in-state students will be 10:1.
ESTIMATED REVENUE	
Tuition Generated	The budget spreadsheet uses approved tuition rate for each year of the five-year budget projection. Using current in-state tuition rates of \$7,060 per year for full-time students and \$294 per credit for part-time students and out-of-state tuition rates of \$17,650 per year for full-time students and \$735 per credit for part-time students.
Instructional Support Fee	Using WCU's currently approved instructional support fee for each year of the 5-year budget projection, which is \$706 per year for full-time students and \$29.42 per credit for part-time students.
Additional Program Generated Revenue	No additional program revenue is projected.
External Grants & Contracts	No additional program revenue is projected.
Other	No external or grant revenue are expected.
ESTIMATED EXPENSES	
Salaries and Benefits - Faculty	Given the growth in enrollments, it is estimated that a new hire will be required in years three and four. The cost is estimated at assistant professor step seven enrolled in the alternative retirement program (given overwhelming participation of faculty in this benefit).
Salaries and Benefits (Staff, Grad Asst Stipend/ Waiver, Teaching Assistants, etc.)	24 credits (two graduate assistants receiving 6 credits per semester) of graduate assistantships will be funded through the program every year. Graduate assistantships include tuition waivers and a stipend up to \$2,500 per semester based on the number of credits awarded. The university uses a composite rate of \$779.57 per credit to estimate the cost of graduate assistantships. This rate includes both the tuition waiver and stipend.
Learning Resources	The need for additional learning resources in \$4,000 increments beginning in year one of the program's existence. These expenses will cover the costs associated with the planning aspects of the program (i.e. planning materials, etc.)
Instructional Equipment	None are required for this program.
Facilities and/or modifications	Existing facilities meet current demand.
Impact to additional non-major course sections (e.g. General Education)	For all baccalaureate programs, a \$4,000 expense is calculated for each <u>new</u> full-time student. For each <u>new</u> part-time student, a \$2,000 expense is included in the calculations.
Administrative Expense	Administrative expenses are calculated at 20 percent of tuition and academic support fee revenue.
Other	No other resources are necessary.

West Chester University of Pennsylvania
Bachelor of Science in Urban and Environmental Planning Program
Five-Year Budget Projection

Estimated Student Impact of New Program	Year 1		Year 2		Year 3		Year 4		Year 5	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
In-state Full-Time Headcount Enrollment	16		14	24	21	24	39	24	55	24
Out-of-state Full-Time Headcount Enrollment	2		2	3	3	3	6	3	9	3
In-state Part-Time Headcount Enrollment	2		2	3	5	3	8	3	11	3
Out-of-state Part-Time Headcount Enrollment										
Projected Annual Credits Generated	576		1380		1674		2358		2982	
Estimated Revenue										
Tuition Generated	\$158,844		\$382,990		\$465,936		\$661,842		\$843,628	
Instructional Support Fee	\$12,355		\$29,476		\$36,006		\$50,303		\$63,188	
External Grants and Contracts										
Other										
Estimated Total Revenue	\$171,199		\$412,466		\$501,942		\$712,145		\$906,816	
Estimated Expenses										
	Year 1		Year 2		Year 3		Year 4		Year 5	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
Salaries and/or benefits - Faculty						\$101,152	\$101,152	\$101,152	\$202,304	
Salaries and/or benefits (staff, grad assistant stipend/waiver, etc.)		\$18,710	\$1,871		\$18,710		\$18,710		\$18,710	
Learning Resources		\$4,000	\$4,000	\$4,000	\$8,000	\$4,000	\$12,000	\$4,000	\$16,000	\$4,000
Instructional Equipment										
Impact to additional non-major course sections (e.g. General Education)		\$0		\$114,000		\$114,000		\$114,000		\$114,000
New Facilities and/or Modifications to existing facilities										
Administrative Expense	\$34,240		\$82,493		\$100,388		\$142,429		\$181,363	
Other										
Estimated Total Expenses	\$56,950		\$206,364		\$346,250		\$493,443		\$536,377	
Estimated Financial Impact of New Program	\$114,249		\$206,102		\$155,692		\$218,702		\$370,439	

Academic and Student Affairs Committee Meeting

July 13-14, 2016

SUBJECT: Approval of a Master of Science in Human Resource Management Program at West Chester University of Pennsylvania (ACTION)

UNIVERSITIES AFFECTED: West Chester University of Pennsylvania

BACKGROUND: In accordance with Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*, with the approval of the Council of Trustees at West Chester University to bring this proposed program forward for approval by the Board of Governors of Pennsylvania's State System of Higher Education, and upon recommendation of the Chancellor, the following motion is put forth.

MOTION: That the Board of Governors approve a Master of Science in Human Resource Management Program at West Chester University of Pennsylvania.

Supporting Documents Included: Executive Summary of Degree Proposal and Five-Year Budget Projection

Other Supporting Documents Available: Degree Proposal; Board of Governors' Policy 1985-01-A: *Requirements for Initiation or Change of Credit-Based Academic Programs*

Approved to move forward by West Chester Council of Trustees: May 17, 2016

Executive Summary of New Degree Program Proposal
Master of Science in Human Resource Management Program
West Chester University of Pennsylvania

July 13-14, 2016

1) Brief Description of Program and Appropriateness to Mission

The Department of Management in the College of Business and Public Management at West Chester University seeks to offer a 30-credit online Master of Science in human resource management that will be accredited by the Association to Advance Collegiate Schools of Business and aligned with the curriculum standards developed by the Society for Human Resource Management. The proposed degree program will replace a successful Human Resource Management *concentration* within the Master of Public Administration (M.P.A.) program, which routinely enrolls over 35 students each academic year. The M.P.A. program enrolls more than 150 students each year. While the M.P.A. offers a variety of human resources related courses, students who seek jobs in the human resource field require business competencies that cannot be offered through the existing M.P.A. curriculum. Accordingly, the proposed M.S. in human resource management will replace the human resources concentration offered through the current M.P.A. program.

This proposed program is designed to meet the needs of regional employers and students by preparing individuals for advancement within the human resource profession at the highest levels. It will train students in all facets of human resource management across industries and organizational type. The curriculum will focus on the development of core competencies in the areas of: compensation and benefits, employee and labor relations, ethics, global human resources, human resource metrics, leadership and change management, and workforce planning. To provide the most flexibility, it will be offered in an online format, which is appropriate for the target student population, many of whom will be working HR professionals looking to advance their careers.

Appropriateness to university mission and strategic plan

A Master of Science in human resource management will contribute to West Chester University's goal of academic excellence by strengthening and developing an academic program for which there is projected demand. The Society for Human Resource Management-aligned curriculum will prepare students to develop the competencies necessary for human resource practice in the 21st century. Moreover, the proposed program will contribute to the university's goal of expanding distance education offerings

Appropriateness to college and department strategic plan

Through a curriculum that simultaneously focuses on preparing students to advance in their current careers while developing competencies in emerging areas in the field of human resources, the proposed program will help advance the college's strategic mission to "provide high-quality graduate business education to students from Pennsylvania and the broader region," to "prepare them for the demands of the global business environment" and to "be a critical component of the economic fabric of the region."

2) Need

West Chester University engaged Hanover Research as an independent external evaluator to assess the market for the M.S. degree program for human resources.

Hanover identified 22 non-profit institutions within 150 miles of the university that offer a stand-alone degree in human resource management or human resource development. The majority of programs within 150 miles offer the option of completing all or some coursework online.

However, demand for such programs is growing in the Commonwealth, outpacing the supply. HR-related occupations in Pennsylvania are projected to grow by between 4.2 percent and 18.3 percent (depending on the specific occupation) during the period of 2012 and 2022. In all, the state is projected to have 1,090 HR-related annual job openings due to growth and replacement. Human resource managers are projected to be the fastest-growing occupation in the field, growing 18.3 percent between 2012 and 2022. According to Hanover Research there were 380 graduate level completions in 2013 (most recent data available) for human resources from all institutions of higher education in the Commonwealth. Given the projected annual job openings and degree completions from all Commonwealth institutions, there is a deficit in the production of degree-qualified individuals for human resources related occupations. In other words, the Commonwealth is producing far fewer human resource professionals than is necessary to fill the projected annual job openings in the Commonwealth.

3) Academic Integrity

The outcomes of the Master of Science in human resource management are to provide students with the skills and abilities necessary to succeed in the rapidly evolving field of human resource management and to help students develop critical thinking and leadership skills that will make them valuable assets to their organizations as well as ethical practitioners in the profession. These outcomes will be achieved through a rigorous curriculum that encompasses both the theory and practice in traditional areas such as staffing and compensation, as well as emerging areas such as global human resources and human resource information systems.

The program goals align with the strategic learning goals that the Management Department developed as part of the Association to Advance Collegiate Schools of Business accreditation process. These goals include: inculcating the ability to reason analytically and critically, increasing awareness of the international dimension of business, increasing the ability to use quantitative methods and technology to analyze a business problem, and increasing the student's ability to analyze ethical issues in business practice.

4) Coordination/Cooperation/Partnerships

The proposed program will be the first stand-alone Master of Science in human resource management in the State System and will complement Indiana University of Pennsylvania's Master of Business Administration degree that offers a track in human resources. The modalities will also provide choice for potential students with West Chester's proposed program being online and Indiana's program being offered face-to-face. There are three undergraduate human resource degree programs and several undergraduate degree programs with concentrations in human resources related areas in the State System that can serve as a pipeline of students who want to continue their education. The proposed M.S. in human resource management program at West Chester University will provide qualified State System graduates in related fields with preferential admissions in those instances where program capacity limits enrollments.

Coordination with other departments and units on campus

In the School of Business, within the College of Business and Public Management, multiple departments have worked collaboratively in the preparation of this proposal, which will continue in support of the program's operations. For example, students will be required to take a core course that will be cross-listed with the introductory human resource course in the Master of Business Administration (M.B.A.) program. In addition, students in the program will take up to two business electives in the M.B.A. program. The human resource management courses may also serve as electives for students enrolled in the M.B.A. as well as the Master's in Public Administration and the Master's in industrial/organizational psychology programs.

Coordination with outside agencies, corporations, etc.

The university has successfully partnered with the human resource community and employers in the region to provide ongoing learning opportunities for students. With the help of local Society for Human Resource Management chapters, students have had the ability to network with human resource professionals, attend workshops and seminars, and volunteer at professional events. This ongoing relationship with community leaders has created real-world opportunities for students, including internship and job placements in both the profit and non-profit sectors.

5) Assessment

The assessment plan and process for the proposed program will be organized according to the seven program goals and objectives set forth below. Consistent with procedures established for the Association to Advance Collegiate Schools of Business accreditation, each course will address at least one primary goal and objective. Some courses might address multiple goals and objectives. The seven program goals and objectives are:

1) Employee and labor relations; 2) Ethics; 3) Workforce planning; 4) Compensation and benefits; 5) Leadership and change management; 6) Analytics and metrics; and 7) Global human resources.

The assessment feedback loop for the Master of Science in human resource management will be consistent with procedures established by the Association to Advance Collegiate Schools of Business accreditation. This includes establishing student learning outcomes, creating or identifying appropriate assessment measures, and analyzing and discussing results. Finally, program faculty will create and implement an action plan to improve student learning for a particular outcome.

6) Resource Sufficiency

West Chester University is leveraging existing resources from the existing concentration in human resources. The university hired several new full-time tenure track faculty members for the 2016-2017 academic year who will be able to teach in the proposed program. These existing faculty, facilities, and equipment already in place are adequate for the proposed program's startup. Additionally, to meet the anticipated demand the university leadership has committed to hiring new faculty for the specialist classes and to accommodate programmatic growth for other classes within the department.

Prepared by: Lisa Calvano, Ph.D. and Susan Fiorentino, J.D.

Implementation date: Fall 2016

Date approved by Council of Trustees: May 17, 2016

**West Chester University of Pennsylvania
Master of Science in Human Resource Management Program
Budget Narrative**

ESTIMATED REVENUES	NARRATIVE/ASSUMPTIONS
ESTIMATED STUDENT IMPACT OF NEW PROGRAM	
Headcount Enrollment	It is anticipated that in year one, 25 students transitioning between years one and two of their graduate studies will switch from the existing M.P.A. with a concentration in Human Resource Management to the new degree. Estimates include 15 new students in year one, 25 students in year two, 30 students in year three, 35 students in year four and 35 students in year five. Average retention rates for the M.B.A. program are used to estimate attrition, which is modeled at 92 percent between years one and two only, which is where graduate student loss typically occurs. The proposed M.S. in HRM will primarily serve working HR professionals in the region and beyond who are looking to advance their careers. Thus, all M.S. in HRM students are expected to be enrolled part-time and take 2.5 years to complete the degree.
ESTIMATED REVENUE	
Tuition Generated	Tuition is calculated at the recently approved rate for 2015-2016. Please note that tuition for out-of-state students is 102 percent of resident tuition because this is an existing fully online program.
Instructional Support Fee	This reflects the currently approved instructional support fee for both in-state and out-of-state graduate credits and excludes technology tuition fee revenue.
Additional Program Generated Revenue	Additional revenue is not anticipated.
External Grants & Contracts	Additional revenue from these sources is not anticipated.
Other	Academic Affairs will invest approximately \$23,000 to support the program's growth in faculty between years three and four, which will be repaid during year four.
ESTIMATED EXPENSES	
Salaries and Benefits - Faculty	In addition to existing faculty, three additional faculty are needed to support this program, with two hires in year two and one in year three. The salaries and benefits are modeled using assistant professor step 7 enrolled in the alternative retirement program. The model assumes the alternative retirement program given the overwhelming participation of faculty in this benefit.
Salaries and Benefits (Staff, Grad Asst Stipend/ Waiver, Teaching Assistances, etc.)	24 credits (two graduate assistants receiving six credits per semester) of graduate assistantships will be funded through the program every year. Graduate assistantships include tuition waivers and a stipend up to \$2,500 per semester based on the number of credits awarded. The university uses a composite rate of \$779.57 per credit to estimate the cost of graduate assistantships. This rate includes both the tuition waiver and stipend.
Learning Resources	No additional learning resources are necessary.
Instructional Equipment	No additional instructional equipment is necessary.
Facilities and/or modifications	None.
Administrative Expense	This is calculated at 20 percent.
Other	In year 4, the program will fully repay the investment from the Academic Affairs division.

**West Chester University of Pennsylvania
Master of Science in Human Resource Management Program
Five-Year Budget Project**

Estimated Student Impact of New Program	Year 1		Year 2		Year 3		Year 4		Year 5	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
In-state Full-Time Headcount Enrollment										
Out-of-state Full-Time Headcount Enrollment										
In-state Part-Time Headcount Enrollment	25	15	39	25	37	30	50	35	59	35
Out-of-state Part-Time Headcount Enrollment										
Projected Annual Credits Generated	480		618		720		882		966	
Estimated Revenue										
Tuition Generated	\$225,600		\$290,460		\$338,400		\$414,540		\$454,020	
Instructional Support Fee	\$24,302		\$31,289		\$36,454		\$44,656		\$48,909	
External Grants and Contracts										
Other						\$23,000				
Estimated Total Revenue	\$249,902		\$321,749		\$397,854		\$459,196		\$502,929	
Estimated Expenses										
Estimated Expenses	Year 1		Year 2		Year 3		Year 4		Year 5	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
Salaries and benefits - Faculty				\$202,304	\$202,304	\$101,152	\$303,456		\$303,456	
Salaries and/or benefits Other (staff, grad assistant stipend/waiver, teaching assistants, etc.)		\$18,710	\$18,710		\$18,710		\$18,710		\$18,710	
Learning Resources										
Instructional Equipment										
New Facilities and/or Modifications to existing facilities										
Administrative Expense	\$49,980		\$64,350		\$74,971		\$91,839		\$100,586	
Other							\$23,000			
Estimated Total Expenses	\$68,690		\$285,364		\$397,137		\$437,005		\$422,752	
Estimated Financial Impact of New Program	\$181,212		\$36,385		\$717		\$22,191		\$80,177	



Audit Committee

Boardroom, First Floor
Administration Building
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201

July 13-14, 2016

Agenda

<u>Item</u>	<u>Page</u>
1. Office of Internal Audit and Risk Assessment (OIARA) Update (INFORMATION).....	30

Committee Members: Jonathan B. Mack (*Chair*), Daniel P. Meuser, Senator Judith L. Schwank, Guido M. Pichini (*ex officio*), Francis L. Hendricks (*nonvoting presidential liaison*)

For further information, contact James S. Dillon at (717) 720-4100.

Audit Committee Meeting

July 13-14, 2016

SUBJECT: Office of Internal Audit and Risk Assessment (OIARA) Update (INFORMATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: Board of Governors' Policy 1991-06-A: *State System Audit Policy*, requires the Audit Committee to annually report to the full Board of Governors on the Audit Committee's activities. The *Fiscal Year 2015/16 Annual Report of Activities of the Office of Internal Audit and Risk Assessment* brochure provides information and highlights regarding period activities supportive of the State System's internal audit function.

Separately, *State System Audit Policy* requires the Audit Committee to review and approve the scope of the Office of Internal Audit and Risk Assessment's annual work plan. The included *Office of Internal Audit and Risk Assessment Fiscal Year 2016/17 Work Plan* has been approved by the Audit Committee and defines value-added projects developed through consultation with State System leadership, an evaluation of institutional risks, an awareness of the System's current operating environment, as well as risks facing the higher education industry.

Supporting Documents Included: (1) *Fiscal Year 2015/16 Annual Report of Activities of the Office of Internal Audit and Risk Assessment* and (2) *Office of Internal Audit and Risk Assessment Fiscal Year 2016/17 Work Plan*

Other Supporting Documents Available: Board of Governors' Policy 1991-06-A: *State System Audit Policy*

Reviewed by: Jonathan B. Mack, Audit Committee Chairman, and committee members

Prepared by: Dean A. Weber

Telephone: (717) 720-4243



CALU



CLARION
UNIVERSITY



EU
EDINBORO
UNIVERSITY



KUTZTOWN
UNIVERSITY



MANSFIELD
UNIVERSITY

Millersville
University



SlipperyRock
University

WCU
WEST CHESTER
UNIVERSITY

Fiscal Year 2015/16

Annual Report of Activities of the Office of Internal Audit and Risk Assessment



Pennsylvania's
STATE SYSTEM
of Higher Education

CONTENTS

MESSAGE FROM THE DIRECTOR 3

SERVICE TO THE SYSTEM 4

MISSION STATEMENT 4

OVERVIEW OF FISCAL YEAR 2015/16 PROJECTS 5

FISCAL YEAR 2015/16 WORK PLAN - PROJECT DETAIL 6

FISCAL YEAR 2014/15 CARRY-OVER PROJECTS 7

FISCAL YEAR 2015/16 SPECIAL PROJECTS 7

DEPARTMENT INITIATIVES 8

MANAGEMENT CORRECTIVE ACTIONS 9

STATE SYSTEM'S INCIDENT REPORTING SYSTEM 10

BOARD OF GOVERNORS' AUDIT COMMITTEE..... 11

OIARA STAFFING 11



Published June 30, 2016



MESSAGE FROM THE DIRECTOR

On behalf of the Office of Internal Audit and Risk Assessment (OIARA), I am pleased to present the *Fiscal Year 2015/16 Annual Report of Activities of the Office of Internal Audit and Risk Assessment*. The purpose of this report is to demonstrate accountability to the Board of Governors that the internal audit function is operating as intended.

The report highlights accomplishments of the System's internal audit and risk assessment function and use of resources consistent with our approved fiscal year 2015/16 operating budget and work plan. The OIARA is governed by Board of Governors' Policy 1991-06-A: *State System Audit Policy*.

With support of the Board of Governors' Audit Committee, the System's chancellor, and presidential and executive leadership, the OIARA concluded a productive year. I would also like to acknowledge the dedication of departmental staff and their commitment to sustaining the mission of the OIARA.

The OIARA carried out project assignments at all 14 State System universities and the Office of the Chancellor during the 2015/16 fiscal year. In addition to engagement clients, Audit Committee members are provided with final project reports as they occur. Additionally, local Council of Trustee chairpersons are notified of OIARA completed projects relative to their respective institution.

In summary, this year's work plan defined 32 projects. Eight engagements ongoing as of June 30, 2015, carried forward providing a total of 40 proposed projects for completion in the current fiscal year. Efforts resulted in the issuance of 33 reports reflective of assigned engagements, providing 112 recommendations requiring management response for the consideration of leadership to strengthen operations and enhance internal controls. Seven projects contained in the work plan were not fulfilled due to inadequate available staff hours or other extenuating circumstances. As of June 30, 2016, work remains underway on six work plan engagements anticipated to conclude early in the first quarter of fiscal year 2016/17.

In addition to defined work plan responsibilities, the OIARA assumed eight special project assignments. Special projects supplement OIARA workload and arise from requests to address current needs, evaluate and assess specific matters, and perform investigations of credible accusations. As of June 30, 2016, work concluded on six of the eight special projects with the remaining two projects anticipated to conclude early in the first quarter of fiscal year 2016/17.

During the year, the OIARA completed a self-assessment as defined by the Institute of Internal Auditors' (IIA) *International Professional Practices Framework* of the entire function of audit and consulting work performed by the OIARA. As director, it is my goal for the OIARA to achieve full compliance with the IIA standards governing the professional practice of internal auditing.

Looking ahead, work of the OIARA will continue to contribute to the efficient and effective operation of Pennsylvania's State System of Higher Education. I look forward to further enhancing internal audit services as we move forward in accomplishing initiatives defined within our fiscal year 2016/17 work plan. My intent is to promote internal audit projects based on recognized levels of risk and advance implementation of appropriate internal controls necessary to support the System's mission.


Respectfully,

Dean A. Weber, CIA, CRMA
Director, Office of Internal Audit and Risk Assessment

SERVICE TO THE SYSTEM


The Office of Internal Audit and Risk Assessment is charged with enhancing State System operations by providing risk-based, objective and reliable assurance, advice, and insight. The OIARA accomplishes this by:

- Internal audit services in which planned compliance, operational, financial, and information technology engagements are completed.
- Follow-up assessments where prior audit findings are reviewed to determine if effective corrective measures have been implemented supportive of management responses to identified improvement opportunities.
- Special project engagements where System leadership requests consultative services to aid in evaluating risk and the adequacy of internal controls.
- Investigations addressing allegations of fraud, waste, conflict of interest, ethics violations, abuse of System resources, and other matters potentially in violation of governing policy, regulations, and requirements.



THE OFFICE OF INTERNAL AUDIT AND RISK ASSESSMENT WAS FORMALLY RESTRUCTURED IN JULY 2009 AS A CENTRALIZED FUNCTION REPORTING TO THE AUDIT COMMITTEE OF THE STATE SYSTEM'S BOARD OF GOVERNORS.

SINCE THAT TIME, THE OIARA HAS COMPLETED A TOTAL OF 147 WORK PLAN ENGAGEMENTS AND 82 SPECIAL PROJECT REQUESTS, THROUGH FISCAL YEAR 2015/16.



MISSION STATEMENT

The mission of the Office of Internal Audit and Risk Assessment is to provide an independent, objective assurance function and consulting services designed to add value and improve operations of the 14 State System universities and the Office of the Chancellor. The OIARA helps the universities and the Office of the Chancellor accomplish their objectives in bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal control structures, and governance processes.

The Office of Internal Audit and Risk Assessment is responsible for the establishment of an ongoing, collaborative risk assessment process including each of the System universities and the Office of the Chancellor.

The Office of Internal Audit and Risk Assessment reports functionally to the Audit Committee of the Pennsylvania's State System of Higher Education Board of Governors and administratively to the System's chancellor.

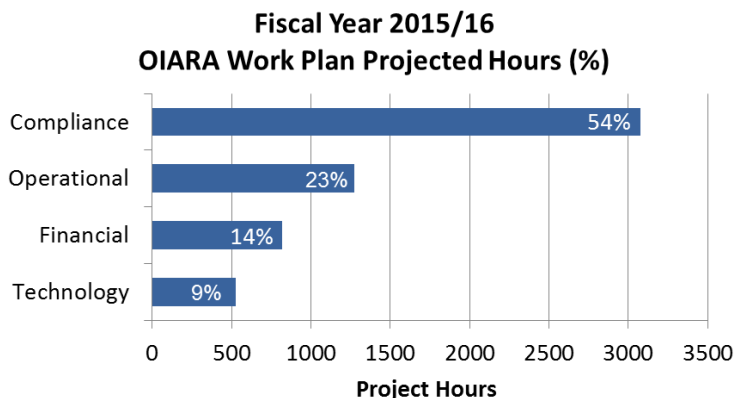
OVERVIEW OF FISCAL YEAR 2015/16 PROJECTS

The Office of Internal Audit and Risk Assessment works to reduce the State System's exposure to adverse risk, ensure the adequacy of internal controls, assess compliance, and evaluate economies and efficiencies of operations. To that end, an annual work plan is developed each fiscal year through collaborative consultation with State System leadership, evaluation of risk assessment outcomes, and an awareness of the System's current operating environment.

The work plan includes both broad departmental reviews as well as assessments of specific processes or controls. The Board of Governors' Audit Committee evaluates proposed engagements and approves the final version of the plan.

The chart below illustrates the number of projects concluded, underway, and not initiated, along with resulting achievement percentages.

The State System's internal audit work plan encompasses projects defined within the following four strategic risk-based categories: Compliance, Operational, Financial, and Information Technology. OIARA work plan projected hour distribution by engagement category is shown in the chart below:



Results

The department achieved initiation of 78% of proposed fiscal year 2015/16 engagements as well as 100% completion of prior year carry-over projects, for an overall work plan attainment of 83%.

Additionally, 100% of special project requests have concluded or are underway increasing the total percentage of fiscal year 2015/16 project engagements initiated to 85%.

Project Source	Proposed Engagements	Number Concluded YTD	Number Underway	Number Not Initiated	Percent Concluded/Underway
FY2015/16 New Projects	32	19	6	7	78%
Prior Year Carry-over	8	8	-	-	100%
Total Work Plan:	40	27	6	7	83%
FY2015/16 Special Projects	8	6	2	-	100%
Cumulative Total:	48	33	8	7	85%

FISCAL YEAR 2015/16 WORK PLAN - PROJECT DETAIL

Supporting individualized project initiatives unique to the needs of each institution, prioritized risk-based planning identified 32 engagements comprising the OIARA fiscal year 2015/16 work plan.

The chart below identifies project initiatives by university, the status of field work, issuance of final reports, and those projects not completed due to insufficient OIARA staff hours available to complete the engagement or other extenuating circumstances.

State System University	Project	Project Not Completed	Field Work in Process or Concluded	Final Report Issued	Carryover to 2016/17 Work Plan
Bloomsburg	NCAA Agreed-upon Procedures			12/04/2015	N/A
	Minors on Campus			04/04/2016	N/A
California	Minors on Campus			01/27/2016	N/A
	Recruitment/Admissions	✓			N/A
Cheyney	NCAA Agreed-upon Procedures			12/17/2015	N/A
	University Scholarships			04/07/2016	N/A
Clarion	University Police Department	✓			N/A
	Institutional Grants			04/05/2016	N/A
East Stroudsburg	Registrar Functions			03/14/2016	N/A
	IT User Access			06/21/2016	N/A
Edinboro	Tuition Differential			06/17/2016	N/A
	Campus Safety and Security			12/15/2015	N/A
Indiana	Minors on Campus			12/14/2015	N/A
	Jeanne Clery Act Review		✓		✓
Kutztown	NCAA Compliance			05/31/2016	N/A
	Recruitment/Admissions	✓			N/A
Lock Haven	Jeanne Clery Act Review		✓		✓
	Campus Safety and Security			04/11/2016	N/A
Mansfield	NCAA Agreed-upon Procedures			01/08/2016	N/A
	External Financial Support	✓			N/A
Millersville	Tuition Differential		✓		✓
	Campus Safety and Security			04/21/2016	N/A
	IT Disaster Recovery	✓			N/A
Shippensburg	Minors on Campus			02/08/2016	N/A
	Jeanne Clery Act Review		✓		✓
Slippery Rock	Minors on Campus	✓			N/A
	Institutional Grants			03/02/2016	N/A
West Chester	Jeanne Clery Act Review		✓		✓
	Minors on Campus	✓			N/A
	IT Disaster Recovery			06/17/2016	N/A
Office of the Chancellor	Purchasing Card (System-wide)			Reported Quarterly	N/A
	SAP Access Controls		✓		✓

FISCAL YEAR 2014/15 CARRY-OVER PROJECTS

As of June 30, 2015, eight projects were ongoing that carried forward into fiscal year 2015/16 for completion. The projects comprised six prior-year work plan initiatives and two special project engagements. The following chart identifies the eight carry-over projects concluded during the period.

State System University	Project	Final Report Issued
Clarion	EthicsPoint Case Special Project	08/10/2015
Edinboro	Camps, Clinics, and Conferences Operational Review	08/18/2015
Lock Haven	Camps and Clinics Operational Review	07/20/2015
Mansfield	Expenditures of Public Funds Financial Audit	07/30/2015
	Student Work-Study Special Project	10/30/2015
Millersville	International Education Operational Review	10/01/2015
Shippensburg	Limited Scope Financial Aid Audit	07/28/2015
Slippery Rock	IT User Access Review	10/14/2015

FISCAL YEAR 2015/16 SPECIAL PROJECTS

In addition to specifically identified annual work plan engagements, the Office of Internal Audit and Risk Assessment completes special project engagements presented by the chancellor, university presidents, chief legal counsel, and Board of Governors' members. Furthermore, special projects may result from information received through the State System's Incident Reporting System deemed to be most appropriately addressed by the OIARA. Special project requests supplement project efforts of those identified within the formally approved departmental work plan.

During fiscal year 2015/16, the OIARA assumed responsibility for the completion of eight special project engagements. Of this total, seven were university related and one at the Office of the Chancellor. Work on six of the eight special projects concluded, and two will carry forward for completion in fiscal year 2016/17.

Fiscal Year 2015/16 Special Project Engagements Comprised Projects Occurring at:

Bloomsburg University of Pennsylvania

Edinboro University of Pennsylvania (2)

Indiana University of Pennsylvania

Mansfield University of Pennsylvania

West Chester University of Pennsylvania (2)

Office of the Chancellor

DEPARTMENT INITIATIVES

In support of continuous quality improvement of the System's internal audit process, the OIARA completed an internal Quality Assurance and Improvement Self-Assessment as defined by the Institute of Internal Auditors' (IIA) *International Professional Practices Framework*. Client satisfaction surveys were also offered to audit clients for completion to rank various aspects of the internal audit experience. Both practices are intended to enhance the delivery of internal audit services to the System.

Quality Assurance and Improvement Self-Assessment

What it is...

The Institute of Internal Auditors (IIA) provides standards and authoritative guidance for the practice of internal auditing known as the *International Professional Practices Framework*. During fiscal year 2015/16, the OIARA completed a self-assessment for compliance with the IIA's *Standards*.

Goal of the OIARA...

The Board of Governors' Audit Committee and director of the Office of Internal Audit and Risk Assessment support conformity of the State System's internal audit activities with the IIA *Standards*. To that extent, the following activities are anticipated:

- Development of a charter defining OIARA activity
- Completion of a five-year external assessment of OIARA conformity to the *Standards*
- Adoption of an OIARA procedures manual

The Institute of Internal Auditors (established 1941) is an international professional association, recognized authority, chief advocate, and principle educator of internal auditors.

CLIENT SATISFACTION SURVEYS

What are they...

For engagements completed as part of the fiscal year 2015/16 work plan, satisfaction surveys were sent to engagement clients. Completed surveys provide a method of continuous quality monitoring of the internal audit process. Surveys evaluate and rate:

- Scope of the Internal Audit Work
- Internal Audit Process
- Engagement Satisfaction
- Option for Comment

Satisfaction Survey Outcomes

94% Strongly Agree or Agree the engagement provided useful outcomes.

94% Strongly Agree or Agree the engagement provided overall value to the function/operation reviewed.

MANAGEMENT CORRECTIVE ACTIONS

The Office of Internal Audit and Risk Assessment maintains a formalized process to follow-up on prior internal audit report recommendations and actions addressing the implementation of management responses. Each State System entity is provided a quarterly statement defining open internal audit items as well as those closed during the period. This provides a management tool for each entity to use in managing the status of internal audit issues.

Under this process, OIARA staff work collaboratively with university personnel through discussion and review concerning actions taken to improve internal controls, enhance operations, and provide for effective utilization of resources.

Since the OIARA's restructuring in fiscal year 2009/10, 680 recommendations, of which 567 require follow-up assessment, have been provided through OIARA engagements to enhance internal controls, provide compliance with governing policies/procedures, and strengthen operations.

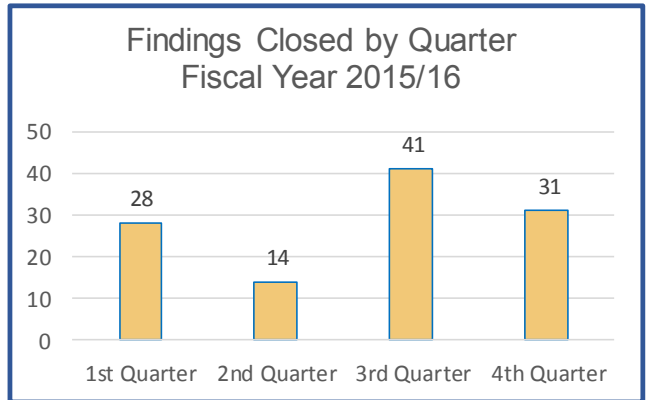
Results

Cumulatively, through the end of fiscal year 2015/16, 434 (77%) of the 567 total audit recommendations requiring follow-up have been documented as resolved. With a formalized process in place, future efforts will continue focusing on the evaluation of preceding report recommendations to determine if corrective actions have been successfully implemented to achieve issue resolution.



STATE SYSTEM SUCCESS.....

THE FOLLOW-UP ASSESSMENT PROCESS HAS IDENTIFIED UNIVERSITIES ACTIVELY EMPLOYING CORRECTIVE MEASURES TO ADDRESS INTERNAL AUDIT REPORT RECOMMENDATIONS.



Summary of Corrective Action Activity Fiscal Year 2015/16	
Total Recommendations Unverified as of July 1, 2015	135
New Recommendations Added Fiscal Year 2015/16	112
Prior Recommendations Verified as Resolved during Fiscal Year 2015/16	114
Total Recommendations Unverified as of June 30, 2016	133

STATE SYSTEM'S INCIDENT REPORTING SYSTEM

State System's Commitment...

Pennsylvania's State System of Higher Education is committed to high ethical standards and the enforcement of policies, procedures, and legal requirements. The concerns of employees, students, and others within the university communities regarding matters of wrongdoing are important; therefore, an Incident Reporting System exists as a means for individuals to confidentially identify situations believed to be inappropriate. Individuals can make an anonymous report electronically through the website of each State System entity or may speak with an independent representative by calling the toll-free number, 855-298-5316.

Pennsylvania's State System of Higher Education Board of Governors' Audit Committee supports the existence of an automated Incident Reporting System to receive, record, and track alleged instances of fraud, waste, and abuse of resources perceived as occurring within State System operations. A contract for services was executed with *NAVEX Global/EthicsPoint* providing an automated solution for this process.

The Office of Internal Audit and Risk Assessment, with joint support of the State System Office of Chief Legal Counsel, is responsible for administration of the Incident Reporting System. Each university and the Office of the Chancellor has appointed a liaison to manage case reports at the respective locations. The Incident Reporting System and information on how to report allegations can be accessed from the website home page of each System university, as well as from the State System's website.

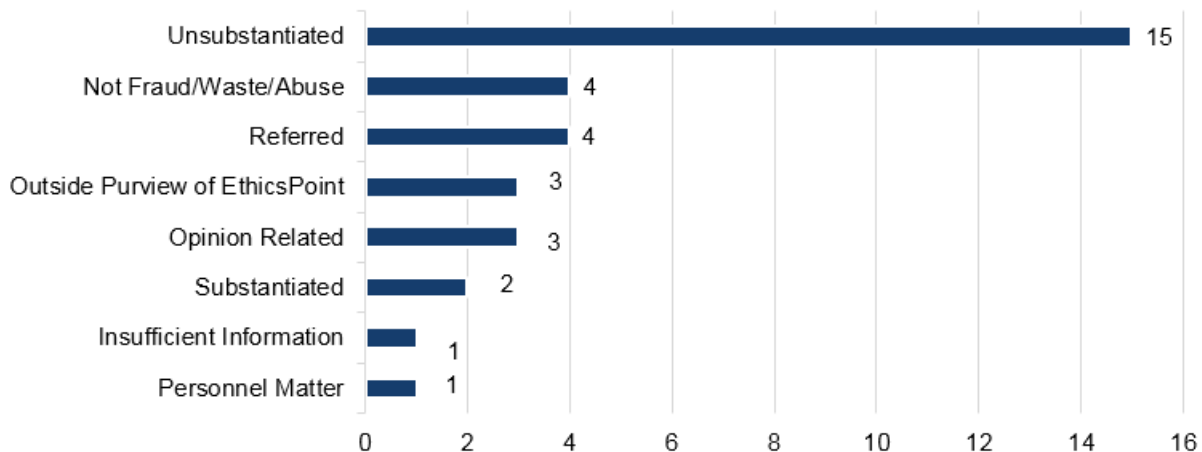
State System Procedure/Standard Number 2013-17: *Conducting Investigations Received through PASSHE's Incident Reporting System*, supports a uniform protocol to address investigation of reports received through the Incident Reporting System.

Cumulatively for fiscal year 2015/16, 40 user reports were filed through the Incident Reporting System concerning various matters of System operations or activity. As of June 30, 2016, 33 of the user reports filed this fiscal year have been investigated and closed while 7 remain in process of review.

Case Management Fiscal Year 2015/16:

- University 82%
- OIARA & Legal Counsel 13%
- Legal Counsel 5%

Fiscal Year 2015/16 Closed Case Outcomes



BOARD OF GOVERNORS' AUDIT COMMITTEE

The primary mission of the Audit Committee is to assist the Board of Governors in exercising its due care and diligence in discharging System-wide oversight and monitoring responsibilities. An important objective of the Audit Committee is to support and oversee the activities of the Office of Internal Audit and Risk Assessment, maximizing the functions' operations and value across the State System.

Current Board of Governors' Audit Committee Composition as of June 30, 2016

Jonathan B. Mack, *Chair*
 Daniel P. Meuser
 Senator Judith L. Schwank
 Guido M. Pichini (*ex officio*)
 Francis L. Hendricks (*nonvoting president liaison*)

Former Board of Governors' Audit Committee Member Serving During Fiscal Year 2015/16

Marie Conley

OIARA STAFFING

Dean Weber, CIA, CRMA Director

Dean has been with the State System for 23 years. He is a Certified Internal Auditor and Certified in Risk Management Assurance. Dean is a graduate of Saint Francis University.

Kimberly Greco, CPA Audit Senior

Kim has been with the State System for 11 years. She is a Certified Public Accountant. Kim earned her undergraduate and graduate degrees at Slippery Rock University of Pennsylvania.

Shannon Keith, CPA, CFE Audit Senior

Shannon has been with the State System for 10 years. She is a Certified Public Accountant and Certified Fraud Examiner. Shannon is a graduate of Wilmington University and a veteran of the U.S. Air Force.

Laurie Malatesta, CPA, CIA, CRMA Audit Senior

Laurie has been with the State System for 12 years. She is a Certified Public Accountant, Certified Internal Auditor, and Certified in Risk Management Assurance. Laurie is a graduate of Pennsylvania State University.

Staff/Professional Certifications Held

- 4 - Certified Public Accountant (CPA)
- 3 - Certified Internal Auditor (CIA)
- 3 - Certified in Risk Management Assurance (CRMA)
- 1 - Certified Fraud Examiner (CFE)
- 1 - Certified Information Systems Auditor (CISA)
- 1 - Certified Information System Security Professional (CISSP)

Marianne Pollack Administrative Assistant

Marianne has been with the State System for 2 years. She is a skilled professional assisting departmental staff. Marianne is a graduate of Central Pennsylvania Business College.

David Shissler, CPA, CISA, CISSP Audit Senior

David has been with the State System for 7 years. He is a Certified Public Accountant, Certified Information Systems Auditor, and Certified Information System Security Professional. David earned his undergraduate degree at Oral Roberts University and his graduate degree at Shippensburg University of Pennsylvania.

Sylvia Thompson, CIA, CRMA Audit Senior

Sylvia has been with the State System for 7 years. She is a Certified Internal Auditor and Certified in Risk Management Assurance. Sylvia earned her undergraduate degree at Shippensburg University of Pennsylvania and her graduate degree at Temple University.

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION



Pennsylvania's State System of Higher Education
Office of Internal Audit and Risk Assessment
Board of Governors
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201
(717) 720-4000

www.passhe.edu



Office of Internal Audit and Risk Assessment Fiscal Year 2016/17 Work Plan

Project Category				
Site Location	Compliance	Operational	Financial	Information Technology
Bloomsburg	Jeanne Clery Act	Campus Safety/Security		
California		(1) Enrollment Management (2) Registrar Functions		
Cheyney	Jeanne Clery Act	Registrar Functions		
Clarion	Protection of Minors			IT User Access
East Stroudsburg		Physical Access Management	Accounts Receivable	
Edinboro	(1) NCAA Agreed-upon Procedures (2) Financial Aid Operations			
Indiana	Contracting Authority/Procurement	Campus Safety/Security		
Kutztown	NCAA Agreed-upon Procedures	KU Operations/Controls at Chincoteague Bay Field Station		
Lock Haven	Protection of Minors	Physical Access Management		
Mansfield	Protection of Minors		FinReport Accounting	
Millersville	Jeanne Clery Act			IT User Access
Shippensburg	NCAA Agreed-upon Procedures	Enrollment Management		
Slippery Rock		(1) Textbook Management (2) Student Mental Health		
West Chester		Campus Safety/Security		IT User Access
Office of the Chancellor			(1) Employee Separation (2) Purchasing Card	

Carry-over Fiscal Year 2015/16 Work Plan Engagements

Indiana University – Jeanne Clery Act	Shippensburg University – Jeanne Clery Act
Lock Haven University – Jeanne Clery Act	West Chester University – Jeanne Clery Act
Millersville University – Pricing Flexibility Pilots	Office of the Chancellor – IT User Access

Carry-over Fiscal Year 2015/16 Special Projects

Edinboro University – Interim Presidential Transition
West Chester University – Golden Rams Aquatics



Finance, Administration, and Facilities Committee

Boardroom, First Floor
Administration Building
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201

July 13-14, 2016

Agenda

<u>Item</u>	<u>Page</u>
1. Fiscal Year 2016/17 Operating Budget Update (INFORMATION).....	45
2. Fiscal Year 2016/17 Tuition and Technology Tuition Fee Rates (ACTION)	48
3. Fiscal Year 2016/17 Educational and General Appropriation Allocation (ACTION)	51
4. Bond Financing of Various Projects, Indiana University of Pennsylvania (ACTION)	54
5. Guaranteed Energy Savings Act Project Bond Financing, Slippery Rock University of Pennsylvania (ACTION)	55

Committee Members: Ronald G. Henry (*Chair*), Representative Matthew E. Baker, Secretary Sarah E. Galbally (designee for Governor Tom Wolf), David M. Maser, Daniel P. Meuser, Harold C. Shields, Aaron A. Walton, Guido M. Pichini (*ex officio*), and Dr. David L. Soltz (*nonvoting presidential liaison*)

For further information, contact James S. Dillon at (717) 720-4100.

Finance, Administration, and Facilities Committee Meeting

July 13–14, 2016

SUBJECT: Fiscal Year 2016/17 Operating Budget Update (INFORMATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: On June 30, 2016, the General Assembly passed a general appropriations bill for the Commonwealth fiscal year 2016/17 general fund budget that provides for a 2.5 percent, or approximately \$10.8 million, increase in the State System's Educational and General (E&G) appropriation, for a total of \$444.2 million.

The attached overview summarizes the State System's estimated fiscal year 2016/17 E&G budget requirements, without anticipating changes in the System's base tuition rates. A presentation on the System's budget will be provided during the Finance, Administration, and Facilities Committee meeting on July 13, 2016.

This information is necessary to support recommendations of the Committee concerning:

- Fiscal Year 2016/17 Tuition and Technology Tuition Fee Rates.
- Fiscal Year 2016/17 Educational and General Appropriation Allocation, including establishment of the performance funding pool.

Supporting Documents Included: Fiscal Year 2016/17 Educational and General Budget Overview

Other Supporting Documents Available: Fiscal Year 2016/17 Appropriations Request; Governor's Recommended Budget; presentations and materials from Board of Governors' meeting of October 7–8, 2015; Commonwealth's Fiscal Year 2016/17 Budget, when enacted

Reviewed by: N/A

Prepared by: James S. Dillon

Telephone: (717) 720-4100

Pennsylvania's State System of Higher Education Fiscal Year 2016/17 Educational and General Budget Overview

At its meeting on October 8, 2015, the Board of Governors approved a fiscal year (FY) 2016/17 Educational and General (E&G) appropriations request of \$521.2 million, reflecting a \$87.8 million, or 20.3 percent, increase to fully fund a \$1.7 billion E&G budget.

The State System's FY 2016/17 E&G budget estimate of \$1.7 billion, as presented last October, was built upon an anticipated full-time equivalent (FTE) enrollment of 100,850 students and provided for limited mandatory increases in basic operating costs, totaling \$37.2 million. In addition, it sought an investment in the System of \$50.6 million to address other operational and structural changes to further align university academic offerings with Commonwealth workforce needs, enhance students' learning experience, improve student services and enrollment management, and support greater flexibility in modalities and locations of instruction. The FY 2016/17 mandatory budget requirements presented last fall included:

- \$3.9 million in salaries and wages due to the residual impact of January 2016 pay adjustments, net of changes in complement.
- \$8.2 million in healthcare rate increases.
- \$15.6 million in retirement cost increases, \$14.7 million of which is associated with statutory pension rate changes.
- \$7.7 million increase in need-based financial aid.

Each spring, the State System's budget estimates for the upcoming year are revised to reflect the most current information. The following adjustments have been made to the System's FY 2016/17 requirements.

- It is anticipated that the State System will serve 97,293 FTE students in FY 2016/17, which is approximately 3,600 fewer than originally projected, resulting in an estimated decrease of 3.5 percent from the 2016/17 enrollment estimates of last October. Enrollment projections vary significantly by university. This change in anticipated enrollment is the primary driver for a \$31.8 million reduction of estimated tuition revenue before consideration of an increase in the System's base tuition rates.
- Final healthcare rates result in a \$14.5 million reduction in healthcare expenses, as follows.
 - Plan design changes to the State System's healthcare plan for active employees in the Security, Police, and Fire Professionals of America (SPFPA) and Office of Professional Employees International Union Healthcare Pennsylvania (OPEIU) bargaining units, as well as nonrepresented employees, resulted in a decrease in the program's cost of approximately 4 percent, or \$3.5 million.
 - Final contribution rates for the System's healthcare plans (in which 62 percent of System employees are enrolled) reflect a decrease in this program's cost of approximately 3 percent, or \$6.8 million.
 - Final rates for the Commonwealth's Retired Employee's Health Plan reflect a decrease in the program's cost of 13 percent, or \$4.2 million.
- The residual impact of January 2016 pay adjustments has been adjusted to include the same as approved for nonrepresented employees.
- As reflected in the Action Plans provided in June 2016, universities continue cost savings efforts that result in other adjustments to the System's budget requirements.

On June 30, 2016, the General Assembly passed a general appropriations bill for the Commonwealth fiscal year 2016/17 general fund budget that provides for a 2.5 percent, or approximately \$10.8 million, increase in the State System's Educational and General (E&G) appropriation, for a total of \$444.2 million. When these materials were completed, the Commonwealth's FY 2016/17 budget had not yet been enacted; however, the estimates below reflect the FY 2016/17 appropriations approved by the Legislature.

The revised FY 2016/17 budget estimates below reflect only mandatory costs and exclude any additional investment in the State System. A funding gap of \$30.3 million remains, assuming no change in tuition rates.

Estimated FY 2016/17 Educational and General Budget
Including a 2.5% Increase in State Appropriation, But No Change in Tuition Rates
As of July 6, 2016
(Dollars in Millions)

	<i>As of</i> October 2015	<i>As of</i> July 2016	
Revenue/Sources	FY 2016/17	FY 2016/17	Change
Tuition	\$893.0	\$861.2	(\$31.8)
Fees	197.2	202.7	5.5
State Appropriation	433.4	444.2	10.8
All Other Revenue	71.9	70.7	(1.2)
Planned Use of Carryforward	23.8	24.1	0.3
Total Revenue/Sources	\$1,619.3	\$1,602.8	(\$16.5)
Expenditures and Transfers			
Compensation Summary			
Salaries and Wages	\$816.6	\$819.3	\$2.6
Benefits	433.2	415.7	(17.5)
Subtotal, Compensation	\$1,249.8	\$1,235.0	(\$14.8)
Student Financial Aid	50.8	48.7	(2.1)
Utilities	33.7	33.1	(0.6)
Other Services and Supplies	244.0	241.5	(2.5)
Subtotal, Services and Supplies	\$328.5	\$323.4	(\$5.2)
Capital Expenditures and Transfers	78.1	74.8	(3.4)
Total Expenditures and Transfers	\$1,656.5	\$1,633.1	(\$23.4)
Surplus/(Shortfall)	(\$37.2)	(\$30.3)	
Annualized FTE Enrollment			
	FY 2016/17	FY 2016/17	Change
In-State Undergraduate	79,384.48	75,794.91	(3,589.57)
Out-of-State Undergraduate	10,189.50	10,076.42	(113.08)
In-State Graduate	8,914.88	8,923.68	8.80
Out-of-State Graduate	2,361.08	2,498.34	137.26
Total FTE Enrollment	100,849.93	97,293.35	(3,556.58)

Note: Numbers may not add due to rounding.

Finance, Administration, and Facilities Committee Meeting
July 13–14, 2016

SUBJECT: Fiscal Year 2016/17 Tuition and Technology Tuition Fee Rates (ACTION)

UNIVERSITIES AFFECTED: All

BACKGROUND: In compliance with Board of Governors' Policy 1999-02-A: *Tuition*, it is recommended that the Board approve the proposed Fiscal Year 2016/17 Tuition Schedule (Attachment 1) and the Fiscal Year 2016/17 Technology Tuition Fee Schedule (Attachment 2).

MOTION: That the Board of Governors approve the fiscal year 2016/17 tuition and technology tuition fee rates, as attached.

Supporting Documents Included: Fiscal Year 2016/17 Tuition Schedule (Attachment 1); Fiscal Year 2016/17 Technology Tuition Fee Schedule (Attachment 2)

Other Supporting Documents Available: Fiscal Year 2016/17 Appropriations Request; Board of Governors' Policy 1999-02-A: *Tuition*; University Out-of-State Tuition Plans, as approved by the Board of Governors on January 21, 2016; Pricing Flexibility Pilot Programs, as approved by the Board of Governors on January 23, April 10, July 8, and October 9, 2014; January 22 and October 8, 2015; and April 7, 2016

Reviewed by: N/A

Prepared by: James S. Dillon

Telephone: (717) 720-4100

Pennsylvania's State System of Higher Education
Fiscal Year 2016/17 Tuition Schedule
Excludes Rates for Board-Approved Tuition Flexibility Pilots

Student Classification	2015/16	2016/17	Change	
			Amount	Percent
Full-Time Academic Year				
In-State Undergraduate	\$7,060			
Out-of-State Undergraduate:				
150% (Minimum) (CA*, CL, EA*, ED*, KU*, SH*, SL*, CBFS*)	\$10,590			
165% (CH, MA*)	\$11,650			
170% (ED*, IN*)	\$12,002			
175% (EA*, MI*, SH*)	\$12,356			
195% (CA*)	\$13,768			
200% (KU*, LO*, MI*, SL*)	\$14,120			
\$2,000 less than 250% rate (LO*)	\$15,650			
225% (SH*)	\$15,886			
250% (BL, EA*, IN*, KU*, LO*, MA*, MI*, WE, CBFS*)	\$17,650			
Full-Time Semester				
In-State Undergraduate	\$3,530			
Out-of-State Undergraduate:				
150% (Minimum) (CA*, CL, EA*, ED*, KU*, SH*, SL*, CBFS*)	\$5,295			
165% (CH, MA*)	\$5,825			
170% (ED*, IN*)	\$6,001			
175% (EA*, MI*, SH*)	\$6,178			
195% (CA*)	\$6,884			
200% (KU*, LO*, MI*, SL*)	\$7,060			
\$2,000 less than 250% rate (LO*)	\$7,825			
225% (SH*)	\$7,943			
250% (BL, EA*, IN*, KU*, LO*, MA*, MI*, WE, CBFS*)	\$8,825			
Per Student Credit Hour**				
In-State Undergraduate	\$294			
In-State Graduate	\$470			
Out-of-State Undergraduate:				
150% (Minimum) (CA*, CL, EA*, ED*, KU*, SH*, SL*, CBFS*)	\$441			
165% (CH, MA*)	\$485			
170% (ED*, IN*)	\$500			
175% (EA*, MI*, SH*)	\$515			
195% (CA*)	\$574			
200% (KU*, LO*, MI*, SL*)	\$588			
\$2,000 less than 250% rate (LO*)	\$652			
225% (SH*)	\$662			
250% (BL, EA*, IN*, KU*, LO*, MA*, MI*, WE, CBFS*)	\$735			
Out-of-State Graduate	\$705			
Out-of-State Undergraduate Distance Education, Minimum	\$300			
Out-of-State Graduate Distance Education, Minimum	\$479			

Note: Final 2016/17 tuition recommendations will be developed at the Board of Governors' Finance, Administration, and Facilities Committee meeting on July 13, 2016.

CBFS = Chincoteague Bay Field Station

*Applies to certain out-of-state students based upon geographic location, academic program or term, or academic standing.

**For graduate student charges; and for undergraduate part-time, summer, and interim session student charges.

**Pennsylvania's State System of Higher Education
Fiscal Year 2016/17 Technology Tuition Fee Schedule**

Student Classification	2015/16	2016/17	Change	
			Amount	Percent
Full-Time Academic Year				
In-State Undergraduate	\$436			
Out-of-State Undergraduate	\$664			
Full-Time Semester				
In-State Undergraduate	\$218			
Out-of-State Undergraduate	\$332			
Per Student Credit Hour (For part-time and graduate students)*				
In-State Undergraduate (less than 12 credits)	\$19			
Out-of-State Undergraduate (less than 12 credits)	\$28			
In-State Graduate	\$25			
Out-of-State Graduate	\$37			

*Note: Final 2016/17
technology tuition fee
recommendations will be
developed at the Board of
Governors' Finance,
Administration, and Facilities
Committee meeting on
July 13, 2016.*

**For graduate student charges; and for undergraduate part-time, summer, and interim session student charges.*

Finance, Administration, and Facilities Committee Meeting
July 13–14, 2016

SUBJECT: Fiscal Year 2016/17 Educational and General Appropriation Allocation (ACTION)

UNIVERSITIES AFFECTED: All

BACKGROUND: Board of Governors' Policy 1984-06-A: *Allocation Formula*, specifies the method by which the Educational and General (E&G) appropriation is allocated annually to the universities for their basic funding requirements. To determine the amount of the fiscal year 2016/17 E&G appropriation that is to be distributed to the universities through the allocation formula, certain items of System-wide significance must first be funded. These items and their recommended fiscal year 2016/17 funding levels are described in Attachment 1.

MOTION: That the Board of Governors approve the following allocation of funds from the State System's fiscal year 2016/17 E&G appropriation subject to revision by the Executive Committee on the basis of development of the Commonwealth's fiscal year 2016/17 general fund budget.

Item	Amount
Performance Funding	to be determined
Dixon University Center Academic Consortium	\$1,205,000
Office of Internal Audit and Risk Assessment	\$900,533
System Reserve	\$613,700
McKeever Environmental Learning Center	\$317,134

Supporting Documents Included: Funding of System-Wide Initiatives from the Fiscal Year 2016/17 E&G Appropriation (Attachment 1); Report of Expenditures from the System Reserve (Attachment 2)

Other Supporting Documents Available: Fiscal Year 2016/17 Appropriations Request; Commonwealth's Fiscal Year 2016/17 Budget (when enacted); Board of Governors' Policy 1984-06-A: *Allocation Formula*

Reviewed by: N/A

Prepared by: James S. Dillon

Telephone: (717) 720-4100

**Pennsylvania's State System of Higher Education
Funding of System-Wide Initiatives from the Fiscal Year 2016/17 E&G Appropriation**

Performance Funding **to be determined**

Consistent with the performance funding program revisions adopted by the Board of Governors at its January 2011 meeting, the performance funding pool is established at 2.4 percent of the System's 2016/17 E&G budget. The actual dollar amount will be established once the Commonwealth's fiscal year 2016/17 budget is known and 2016/17 tuition rates have been approved by the Board of Governors.

Dixon University Center Academic Consortium **\$1,205,000**

The academic programming performed at Dixon University Center has been partially funded through the E&G appropriation for many years. The appropriation provided for continuation of these academic services, and associated maintenance of the Dixon University Center site for 2015/16 was \$1,148,000. The recommended level represents a 5 percent increase over the prior year, consistent with the System's 2015/16 appropriation increase.

Office of Internal Audit and Risk Assessment **\$900,533**

The Office of Internal Audit and Risk Assessment is responsible for facilitating risk assessment activities and, in turn, structuring and executing an internal audit plan based on high-risk areas. The office's fiscal year 2016/17 budget of \$934,693 was approved by the Audit Committee at its meeting on March 29, 2016. It is recommended that the Office of Internal Audit and Risk Assessment's budget be funded at \$900,533, as \$34,160 remains from the previous year's allocation.

Replenishment of the System Reserve **\$613,700**

The total recommended allocation to the System Reserve for fiscal year 2016/17 is \$613,700, which will replenish the System Reserve to the \$1,500,000 level required by Board of Governors' Policy 1984-07-A: *System Reserve Allocation and Expenditure Criteria*. Attachment 2 is a detailed list of expenditures for fiscal year 2015/16 and a list of projected expenditures for fiscal year 2016/17. The amount to be replenished differs from total expenditures due to interest earnings.

McKeever Environmental Learning Center **\$317,134**

The Commonwealth created the McKeever Environmental Learning Center in 1974 to assist citizens of all ages in becoming better stewards of the earth's resources. The environmental education programs offered by the McKeever Center meet the needs of students from preschool through, and beyond, college and provide student interns with valuable teaching experience while working in an outdoor setting. The McKeever Center is administered by Slippery Rock University of Pennsylvania and is funded through a portion of the State System's E&G appropriation and user fees. The appropriation provided for the Center in 2015/16 was \$302,032. The recommended level represents a 5 percent increase over the prior year, consistent with the System's 2015/16 appropriation increase.

**Pennsylvania's State System of Higher Education
Report of Expenditures from the System Reserve**

Actual 2015/16 Expenditures

Official Residence (Shippensburg)	\$383,726
Presidential Searches (California, Edinboro)	166,667
System Financial Audit (Fiscal Year 2014/15)	<u>65,500</u>
Total Actual Fiscal Year 2015/16 Expenditures	\$615,893

Anticipated 2016/17 Expenditures

Presidential Search (West Chester)	\$85,000
System Financial Audit (Fiscal Year 2015/16)	<u>66,563</u>
Total Anticipated Fiscal Year 2016/17 Expenditures	\$151,563

Finance, Administration, and Facilities Committee Meeting
July 13–14, 2016

SUBJECT: Bond Financing of Various Projects, Indiana University of Pennsylvania (ACTION)

UNIVERSITIES AFFECTED: Indiana University of Pennsylvania (IUP)

BACKGROUND: IUP requests approval to bond finance two projects that include limited renovations to Miller Stadium and Elkin Hall.

Miller Stadium Improvements—This project will provide a variety of Americans with Disabilities Act (ADA) compliance upgrades to rest rooms, handrails, and bleachers (including accessible viewing platforms) throughout the stadium. It will also replace the track and upgrade the concession area facilities. The total cost of these upgrades is estimated at \$2.5 million. The debt service will be paid from Educational and General (E&G) operating funds and annual donations for concession operations.

Elkin Hall—The Center for Multicultural Student Leadership and Engagement is in need of consolidation and expansion as the spaces currently used by the Center are cramped and split between Pratt and Delaney Halls. Elkin Hall is a traditional residence hall that is currently vacant and being retained for potential future occupancy. The university intends to renovate the first floor to provide ample space to consolidate the Center into one location. The remaining floors will continue to be available for student housing. The university will be able to address space shortfalls for other departments with the space vacated by the Center. This project will result in approximately 8,800 assignable square feet of auxiliary space being reclassified as E&G space. The renovations are estimated at \$2.8 million; debt service will be funded with E&G operating funds.

The total estimated cost of these projects is \$5.3 million, which will be bond financed for a term of 15 years.

MOTION: That the Board of Governors approve bond financing of two projects at Indiana University of Pennsylvania that include renovations to Miller Stadium and Elkin Hall and reclassify 8,800 square feet of auxiliary space to Educational and General space.

Supporting Documents Included: None

Other Supporting Documents Available: Project planning and programming data and project feasibility studies

Reviewed by: Indiana University of Pennsylvania's Council of Trustees, May 5, 2016

Prepared by: James S. Dillon

Telephone: (717) 720-4100

Finance, Administration, and Facilities Committee

July 13–14, 2016

SUBJECT: Guaranteed Energy Savings Act Project Bond Financing, Slippery Rock University of Pennsylvania (ACTION)

UNIVERSITIES AFFECTED: Slippery Rock University of Pennsylvania

BACKGROUND: Slippery Rock University requests approval to bond finance a Guaranteed Energy Savings Act (GESA) project. The project is estimated at \$15.4 million with a simple payback of 19 years. The payback estimate includes all costs related to the investment such as design, construction, management, financing costs, and conservative assumptions for future utility cost increases.

The work planned includes lighting upgrades and controls, water conservation upgrades, HVAC equipment replacement, building operating system upgrades and modifications, window replacement, steam trap repairs, and new roofing. In addition to producing energy savings, most of the systems being replaced or upgraded are well beyond their useful life and in need of replacement.

The work scope and energy savings payback are based on an investment grade audit dated June 8, 2016, which is still under review and negotiations. Final scope, savings, and payback are dependent upon final negotiations.

MOTION: That the Board of Governors approves Slippery Rock University of Pennsylvania's request to bond finance a GESA project estimated at \$15.4 million.

Supporting Documents Included: None

Other Supporting Documents Available: Investment Grade Audit Report

Reviewed by: Slippery Rock University of Pennsylvania's Council of Trustees, June 10, 2016

Prepared by: James S. Dillon

Telephone: (717) 720-4100



Human Resources Committee

Boardroom, First Floor
Administration Building
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201

July 13-14, 2016

Agenda

<u>Item</u>	<u>Page</u>
1. Human Resources Committee Update (INFORMATION)	57

Committee Members: Aaron A Walton (*Chair*), Senator Richard L. Alloway II, Ronald G. Henry, David M. Maser, Cynthia D. Shapira, Harold C. Shields, Guido M. Pichini (*ex officio*), and Karen M. Whitney (*nonvoting presidential liaison*).

For further information, contact Peter H. Garland at (717) 720-4010.

Human Resources Committee Meeting

July 13-14, 2016

SUBJECT: Human Resources Committee Update (INFORMATION)

UNIVERSITIES AFFECTED: All

BACKGROUND: A report of Committee work will be provided at the Board meeting.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Reviewed by: N/A

Prepared by: Peter H. Garland

Telephone: (717) 720-4010



Board of Governors’ Quarterly Meeting Agenda

Boardroom, First Floor
Administration Building
Dixon University Center
2986 North Second Street
Harrisburg, PA 17110-1201

**Thursday, July 14, 2016
9:00 a.m.**

Agenda

Call to Order and Roll Call of Board Members

Pledge of Allegiance

Approval of the Minutes of the April 7, 2016, May 11, 2016, and May 23, 2016, meetings.

Public Comments

Remarks of the Chair Guido M. Pichini

Report of the Chancellor Frank T. Brogan

Committee Reports with Related Actions

A. Finance, Administration, and Facilities Ronald G. Henry

1. Fiscal Year 2016/17 Operating Budget Update
2. Fiscal Year 2016/17 Tuition and Technology Tuition Fee Rates
3. Fiscal Year 2016/17 Educational and General Appropriation Allocation
4. Bond Financing of Various Projects, Indiana University of Pennsylvania
5. Guaranteed Energy Savings Act Project, Slippery Rock University of Pennsylvania

B. Academic and Student Affairs David M. Maser

1. Student Spotlight (THURSDAY)
 - a. Clarion University of Pennsylvania
 - National Champion Diver – Collin Vest
 - b. East Stroudsburg University of Pennsylvania
 - National Champion: Women’s Field Hockey Team



- c. West Chester University of Pennsylvania
 - National Champion Swimmer – Victor Polyakov
- d. Kutztown University of Pennsylvania
 - Mascot Madness Winner: Avalanche
- e. Millersville University of Pennsylvania
 - Career and Life Studies: Daniel Castellanos
- 2. Distance Education: The Future is Brighter for the 14 State System Universities
- 3. State System’s Gap Analysis Project: State-wide Supply/Demand Findings
- 4. Advancing Career Opportunities in Pennsylvania through Education Alignment with Business Demand
- 5. Program Alignment: Context and Five-Year Program Actions
- 6. Recommendation for Approval of Two New Academic Programs
 - a. Approval of a Bachelor of Science in Urban and Environmental Planning Program at West Chester University of Pennsylvania
 - b. Approval of a Master of Science in Human Resource Management Program at West Chester University of Pennsylvania

C. Audit Jonathan B. Mack
1. Office of Internal Audit and Risk Assessment (OIARA) Update

D. Human Resources Aaron A. Walton
1. Human Resources Committee Update

Board ActionChairman Guido M. Pichini
1. Approval of Meeting Dates
2. Resolution – Marie Conley
3. Report of Nominating Committee

Other BusinessChairman Guido M. Pichini

Announcements

Adjournment

Board Members: Guido M. Pichini (*Chair*), Senator Richard L. Alloway II, Representative Matthew E. Baker, Audrey F. Bronson, Secretary Sarah E. Galbally (Governor Wolf’s designee), Representative Michael K. Hanna, Ronald G. Henry, Jonathan B. Mack, David M. Maser (*Vice Chair*), Daniel P. Meuser, Secretary of Education Pedro A. Rivera, Senator Judith L. Schwank, Cynthia D. Shapira, Harold C. Shields, Aaron A. Walton, and Governor Thomas W. Wolf.

For further information, contact Randy A. Goin, Jr. at (717) 720-4010.

Board of Governors' Meeting

July 14, 2016

SUBJECT: Approval of Meeting Dates (ACTION)

UNIVERSITIES AFFECTED: All

BACKGROUND: Board of Governors' meeting calendar through 2019. Please note this calendar includes a number of Board workshops, committee meetings, and conference calls.

MOTION: That the Board of Governors approve the meeting dates in the Board of Governors' Meeting Calendar 2016-2019 handed out at the Board meeting.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Reviewed by: N/A

Prepared by: Randy A. Goin, Jr.

Telephone: (717) 720-4010

Board of Governors' Meeting

July 14, 2016

SUBJECT: Report of Nominating Committee (ACTION)

UNIVERSITIES AFFECTED: All

BACKGROUND: The Nominating Committee will offer a slate for Board Officers.

MOTION: That the Board of Governors approve the Nominating Committee's recommendation of Board Officers.

Supporting Documents Included: N/A

Other Supporting Documents Available: N/A

Reviewed by: N/A

Prepared by: Randy A. Goin, Jr.

Telephone: (717) 720-4010