

Board of Governors Meeting

July 2024



Pennsylvania's
STATE SYSTEM
of Higher Education



Pennsylvania's
STATE SYSTEM
of Higher Education

Board of Governors Meeting

July 11, 2024 at 9 a.m.

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

Public Meeting

1. Roll call
2. Pledge of allegiance
3. Remarks by the Chair
4. Public comment
5. Remarks by union leaders
6. Remarks on behalf of PACT
7. Consent agenda (page 4)
(These items will be considered in one motion unless a member requests an item be removed for individual consideration)
 - a. Meeting minutes
 - b. Committee assignments
 - c. Rescission of Policy 1983-16: *Reimbursement of Travel Expenses for Faculty and Administrative Candidates*
 - d. Update of policies related to CHEA
 - e. Update of Policy 2015-01: *Veterans In-State Tuition Benefits*
8. Remarks by the Chancellor and staff
9. Governance and Leadership Committee
 - a. Appointment of student trustee (page 18)
 - b. Appointment of student board member (page 31)
10. University Success Committee
 - a. Policy updates - delegation of rate approval for technology tuition fee (page 36)
 - b. 2024-25 preliminary budget (page 45)
 - c. 2024-25 appropriation allocation (page 66)
11. Board consideration
 - a. Committee recommendations
 - b. New policy: *Undergraduate Recruitment and Financial Aid Optimization* (page 71)
 - c. Tuition and technology tuition fee (page 74)
 - d. Board officer elections
12. Resolutions
13. Other business
14. Adjournment

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

CONSENT AGENDA



Pennsylvania's
STATE SYSTEM
of Higher Education

Board of Governors Pennsylvania's State System of Higher Education

Meeting Minutes

305th Meeting
Thursday, April 11, 2024
9:00 a.m.
Alexander Grass Campus for Jewish Life
Harrisburg, PA

ATTENDING

Board of Governors:

Robert Bogle
Representative Tim Briggs
William Gindlesperger
Abigail Hancox, student member
Darrek Harshberger, student member
Katie Merritt, Designee for Governor Shapiro
Daniel Klingerman
David M. Maser (Vice Chair)
Marian Moskowitz
Dr. Kate Shaw, Designee for Secretary of Education, Dr. Khalid N. Mumin
Representative Brad Roae
Senator Judith Schwank
Dr. Cynthia D. Shapira (Chair)
Larry C. Skinner
Samuel H. Smith (Vice Chair)
Cindy Urban, Designee for Senator David Argall
Skylar Walder, student member
Secretary Neil R. Weaver
Janet L. Yeomans

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

Chair Cindy Shapira called the meeting to order at 9:02 a.m.

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

CHAIR'S REMARKS (Full remarks in video archive)

Chair Shapira welcomed all in attendance, reviewed the meeting agenda and extended appreciation to the staff at the Alexander Grass Campus for hosting our meeting. Chair Shapira recognized Governor Skylar Walder who will be graduating from Shippensburg University in May and moving forward to graduate school. The board will officially recognize Governor Walder at the July meeting.

PUBLIC COMMENT

None.

REMARKS BY UNION LEADERS (Full remarks in video archive)

- Dr. Ken Mash, President, APSCUF, provided brief remarks.

CONSENT AGENDA

MOTION: CHAIR SHAPIRA MOVED THAT THE CONSENT AGENDA BE APPROVED AS PRESENTED:

- **MEETING MINUTES – FEBRUARY 8, 2024**
- **AUTHORIZATION TO ISSUE REFUNDING BONDS IN FY 2024/25**

Voice vote. No opposition. The motion passed.

STUDENT SUCCESS COMMITTEE (Full remarks in video archive)

Committee Chair Maser presented the Annual Syed R. Ali-Zaidi Award for Academic Excellence. Rukayat Sulaiman, a student at Cheyney University of Pennsylvania, was selected as the recipient of the 2024 Syed R. Ali-Zaidi Award for Academic Excellence.

REMARKS ON BEHALF OF PACT (Full remarks in video archive)

- Dr. Rich Frerichs, President, PACT, provided brief remarks.

REMARKS BY CHANCELLOR (Full remarks in video archive)

Chancellor Greenstein provided remarks that were focused on the investment in the state system.

STUDENT SUCCESS COMMITTEE (Full remarks in video archive)

Committee Chair Maser reviewed the committee items as presented in the meeting materials.

Dr. Donna Wilson, Vice Chancellor and Chief Academic Officer and Chancellor Greenstein presented a brief overview of the revised policies for consideration.

Roll call was conducted at the request of Committee Chair Maser, and the following members were present: Marian Moskowitz, Cindy Urban (designee for Senator Argall), Tim Briggs, Dr. Kate Shaw (designee for Secretary Mumin), Larry Skinner, Cynthia Shapira (ex-officio), and President Bashar Hanna (non-voting liaison).

MOTION: COMMITTEE CHAIR MASER MOVED THAT THE BOARD APPROVES REVISIONS TO POLICY 1990-06-A: ACADEMIC DEGREES AND POLICY 1986-04-A: PROGRAM REVIEW AS SHOWN IN THE BOARD MATERIALS.

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

Chancellor Greenstein provided remarks related to student success. He presented a slide deck about investing in PASSHE and understanding our revenue sources.

GOVERNANCE AND LEADERSHIP COMMITTEE (Full remarks in video archive)

Roll call was conducted at the request of Committee Chair Smith, and the following members were present: David Maser, Abigail Hancox, Teresa Hoffert (designee for Senator Schwank), Cynthia Shapira (ex-officio), and President Kenneth Long (non-voting liaison).

Committee Chair Smith reviewed the committee items as presented in the meeting materials. Chair Smith presented a brief overview of the student trustee selection process.

President Wubah presented a brief introduction of candidate Bridget Lau for consideration of the position of student trustee.

President Bernotsky presented a brief introduction of candidate Tyrique Whitson for consideration of the position of student trustee.

President Patterson presented a brief introduction of candidate Colin Arnold for consideration of the position of student trustee.

President Riley presented a brief introduction of candidate Charli Severo for consideration of the position of student trustee.

President Fiorentino presented a brief introduction of candidate Chris Needham for consideration of the position of student trustee.

MOTION: COMMITTEE CHAIR SMITH MOVED THAT THE BOARD HEREBY APPOINTS BRIDGET LAU TO THE MILLERSVILLE UNIVERSITY COUNCIL OF TRUSTEES, TYRIQUE WHITSON TO THE PENNWEST UNIVERSITY COUNCIL OF TRUSTEES, COLIN ARNOLD TO THE SHIPPENSBURG UNIVERSITY COUNCIL OF TRUSTEES, CHARLI SEVERO TO THE SLIPPERY ROCK UNIVERSITY COUNCIL OF TRUSTEES, AND CHRIS NEEDHAM TO THE WEST CHESTER UNIVERSITY COUNCIL OF TRUSTEES.

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

Committee Chair Smith presented a brief overview of the Board of Governors student member selection process.

President Patterson presented a brief introduction of candidate Ali Sina Sharifi for consideration of the position of Board of Governors student member.

MOTION: COMMITTEE CHAIR SMITH MOVED THAT THE BOARD APPOINTS ALI SINA SHARIFI OF SHIPPENSBURG UNIVERSITY AS A MEMBER OF THE BOARD OF GOVERNORS IN ACCORDANCE WITH THE STATE SYSTEM'S ENABLING LEGISLATION, AS AMENDED.

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

BOARD CONSIDERATION (Full remarks in video archive)

CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE STUDENT SUCCESS COMMITTEE AND GOVERNANCE AND LEADERSHIP COMMITTEE ACTIONS AS PRESENTED:

- o Update to Policy 1990-06-A: Academic Degrees
- o Update to Policy 1986-04-A: Program Review
- o Student trustee appointments
- o Student Board member appointment

Voice vote. No opposition. The motion passed.

POLICY UPDATES FROM DEI REVIEW (Full remarks in video archive)

Dr. Denise Pearson, Vice Chancellor, Chief Diversity, Equity & Inclusion Officer, presented policy updates as part of the effort to review all board level policies through an equity lens and revise them as needed.

MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE AMENDMENTS TO POLICIES 1989-01: UNIVERSITY DIPLOMAS, 2013-02-A: EVALUATING THE CHANCELLOR, AND 1988-03: DATA COLLECTION AND REPORTING AS PRESENTED.

Voice vote. No opposition. The motion passed.

FINANCIAL SUSTAINABILITY (Full remarks in video archive)

Molly Mercer, Chief Financial Officer, provided an overview regarding financial sustainability.

MOTION: VICE CHAIR SMITH MOVED THAT THE BOARD APPROVE A LOAN FOR CHEYNEY UNIVERSITY OF PENNSYLVANIA OF UP TO \$6.0 MILLION IF NEEDED, WITH THE FOLLOWING PAYMENT TERMS AND LOAN COVENANTS.

- The Borrower agrees that the principal and any and all accrued interest will be paid by a transfer out of its operating account in accordance with schedule(s) described in the draft promissory note, attached. The Borrower also agrees to record a “note payable” on its financial statements on the effective date of each draw.
- In accordance with System Procedure/Standard 2019-40: University Financial Sustainability, the Borrower must:
 - Provide updates and allow for Office of the Chancellor staff to monitor the implementation activities associated with the financial aid outsourcing vendor to assess status against objectives.
 - Provide weekly cashflow updates, as prescribed by the Office of the Chancellor, reflecting anticipated revenues, expenditures, and aging payables.
 - Provide actual headcount and full-time equivalent enrollment each semester; and updated enrollment projections for each upcoming term.
 - Provide quarterly progress against the sustainability plan, which must include at a minimum attainment of workforce and operating goals, as described in the approved sustainability plan,
 - Comply with other such actions as the Board of Governors directs to achieve financial sustainability.

Voice vote. No opposition. The motion passed.

RATIFICATION OF COLLECTIVE BARGAINING AGREEMENTS (Full Remarks in video archive)

MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD RATIFIES:

- (1) the collective bargaining agreement with the Association of Pennsylvania State College and University Faculties (APSCUF Faculty);**
- (2) the collective bargaining agreement and the Memorandum of Understanding with the Office and Professional Employees International Union Healthcare Pennsylvania;**
- (3) the collective bargaining agreement with the Association of Pennsylvania State College and University Faculties (APSCUF Non-Faculty Coaches); and**
- (4) authorize the chancellor and the chair of the Board to execute the appropriate documents.**

Voice vote. No opposition. The motion passed.

NON-REPRESENTED EMPLOYEES' MERIT POOL (Full remarks in video archive)

MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD AUTHORIZES THE CREATION OF MERIT POOLS FOR FISCAL YEARS 2023-24, 2024-25, 2025-26, AND 2026-27 FOR NON-REPRESENTED EMPLOYEES WITH ANNUAL PERCENTAGE INCREASES NOT TO EXCEED THOSE PROVIDED TO THE LARGEST BARGAINING UNIT WITHIN PASSHE.

ANY SALARY ADJUSTMENTS SHOULD BE BASED ON THE EMPLOYEE'S PERFORMANCE AS DOCUMENTED THROUGH EVALUATIONS FOR THE GIVEN PERFORMANCE PERIODS, PURSUANT TO ALL APPLICABLE BOARD OF GOVERNORS' POLICIES, AND IN ACCORDANCE WITH GUIDELINES PROMULGATED BY THE CHANCELLOR.

Voice vote. No opposition. The motion passed.

ADJOURNMENT

For the record, Chair Shapira reported that the Board met in executive session on April 10, 2024 from 1:00 p.m. to 2:00 p.m. to discuss personnel matters and from 3:26 p.m. to 5:00 p.m. to discuss contractual matters.

Faculty Liaison, Dr. Tina Chiarelli-Helminiak presented a final matter before the board regarding the Chancellor's remarks on investment in the state system.

The meeting was adjourned at 10:31 a.m.

ATTEST:

Randy A. Goin, Ph.D.
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 4-11-24 \(youtube.com\)](https://www.youtube.com/watch?v=BOG-Meeting-4-11-24)

Board of Governors Pennsylvania's State System of Higher Education

Meeting Minutes

306th Meeting
Wednesday, May 22, 2024
8:30 a.m.
VIA ZOOM

ATTENDING

Board of Governors:

Senator David Argall
Representative Tim Briggs
William Gindlesperger
Darrek Harshberger
Daniel Klingerman
Katie Merritt, Designee for Governor Shapiro
David M. Maser (Vice Chair)
Dr. Kate Shaw, Designee for Secretary of Education, Dr. Khalid N. Mumin
Representative Brad Roae
Senator Judith Schwank
Dr. Cynthia D. Shapira (Chair)
Larry C. Skinner
Samuel H. Smith (Vice Chair)

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

Chair Cindy Shapira called the meeting to order at 8:32 a.m.

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

PUBLIC COMMENT

None.

REMARKS BY UNION LEADERS (Full remarks in video archive)

Ken Mash provided remarks on behalf of APSCUF.

CHAIR'S REMARKS (Full remarks in video archive)

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

BOARD CONSIDERATION (Full remarks in video archive)

Chair Shapira presented the following items for board consideration:

**APPOINTMENT OF DR. JON ANDERSON AS PRESIDENT OF PENNWEST UNIVERSITY,
EFFECTIVE JULY 1, 2024.**

**MOTION: THAT THE BOARD OF GOVERNORS APPROVE THE APPOINTMENT OF
DR. JON ANDERSON AS PRESIDENT OF PENNWEST UNIVERSITY EFFECTIVE
JULY 1, 2024 AND AUTHORIZES THE CHAIR AND CHANCELLOR TO EXECUTE
THE NECESSARY DOCUMENTS.**

Voice vote. No opposition. The motion passed.

Chair Shapira invited Dr. Anderson to offer brief remarks.

ADJOURNMENT

The meeting was adjourned at 8:47 a.m.

For the record, Chair Shapira noted that the Board met in executive session on May 14, 2024 at 8:30 a.m. to discuss contractual and legal matters.

ATTEST:

Randy A. Goin, Ph.D.
Deputy Chancellor

Meeting webcast is available here: <https://www.youtube.com/watch?v=ZfVgzxVXdVo>

Board of Governors Standing Committee Assignments

June 2024 changes in red

Student Success

CHAIR – David M. Maser

VICE CHAIR – Marian D. Moskowitz

Senator David Argall

Representative Timothy P. Briggs

Kate Shaw (Secretary of Education designee)

Cynthia D. Shapira (ex officio)

President Bashar W. Hanna (nonvoting president liaison)

Audit and Compliance

CHAIR – William Gindlesperger

Robert W. Bogle

Senator Judith L. Schwank

Cynthia D. Shapira (ex officio)

President Kenneth Long (nonvoting president liaison)

University Success

CHAIR – Cynthia Shapira

VICE CHAIR – Neil R. Weaver

William A. Gindlesperger

Akbar Hossain/Katie Merritt (Governor's Designee)

Representative Brad Roae

Ali Sina Sharifi

President Charles E. Patterson (nonvoting president liaison)

Governance and Leadership

CHAIR – Samuel H. Smith

David M. Maser

Abigail Hancox (IUP student)

Senator Judith L. Schwank

Cynthia D. Shapira (ex officio)

President Karen Riley (nonvoting president liaison)

Executive Committee - Defined by the Board's bylaws as the officers and chairs of each standing committee

Cynthia D. Shapira

David M. Maser

William Gindlesperger

Samuel H. Smith

Board of Governors Meeting
July 11, 2024

SUBJECT: Rescission of Policy 1983-16: *Reimbursement of Travel Expenses for Faculty and Administrative Candidates*

UNIVERSITIES AFFECTED: All

BACKGROUND: Policy 1983-16: *Reimbursement of Travel Expenses for Faculty and Administrative Candidates* is redundant of language in Policy 1986-07: *Travel Expense Regulations* and/or is redundant of language in existing collective bargaining agreements.

MOTION: That the Board rescinds Policy 1983-16: *Reimbursement of Travel Expenses for Faculty and Administrative Candidates*.

Supporting Documents Included: [Policy 1986-07-A: Travel Expense Regulations](#); [Policy 1983-16: Reimbursement of Travel Expenses for Faculty and Administrative Candidates](#)

Other Supporting Documents Available: n/a

Prepared by: Randy Goin Jr.

Email: rgoin@passhe.edu

Board of Governors Meeting
July 11, 2024

SUBJECT: Policy updates related to CHEA

UNIVERSITIES AFFECTED: All

BACKGROUND: The Middle State Association of Higher Education (MSCHE) is the regional accrediting agency for all PASSHE universities. In 2023, MSCHE decided it would no longer pursue recognition with the Council for Higher Education Accreditation (CHEA), which was an additional voluntary process that is not required for institutional accrediting agencies in the United States. MSCHE continues to be recognized by the United States Secretary of Education, which is required by law, and the change has no substantive impact on our students or institutions. As such, references to CHEA in our policies will be replaced with the U.S. Department of Education.

MOTION: That the Board delegates to the Chancellor the authority to remove references to the Council for Higher Education Accreditation (CHEA) in Board policies and replace it with U.S. Department of Education

Supporting Documents Included: Affected policies

Other Supporting Documents Available: n/a

Prepared by: Randy Goin Jr.

Email: rgoin@passhe.edu

Board of Governors Meeting
July 11, 2024

SUBJECT: In-State Tuition Benefits

UNIVERSITIES AFFECTED: All

BACKGROUND: This policy has been in effect since 2015, providing in-state tuition benefits to veterans, their spouses, and dependents. This change aligns the policy with the passage of Act 14 of 2023 and includes administrative changes to more clearly specify who is eligible for the benefits.

MOTION: That the Board approves revisions to Policy 2015-01: *Veterans' In-State Tuition Benefits* as shown in Board materials.

Supporting Documents Included: BOG Policy 2015-01: *Veterans' In-State Tuition Benefits*

Other Supporting Documents Available: N/A

Prepared by: Ginger Coleman

Email: gcoleman@passhe.edu



PA State System of Higher Education Board of Governors

Effective: July 1, 2015

Page 1 of 1

Policy 2015-01: ~~Veterans'~~ In-State Tuition Benefits

See Also:

Board of Governors' Policy 1985-03
State System Procedure/Standard Number 2015-20

Adopted: June 30, 2015
Amended: July 11, 2024

A. Purpose and Scope

The purpose of this policy is to ensure compliance with Section 702 of the federal *Veterans Access, Choice, and Accountability Act of 2014* (Choice Act) and other laws as adopted by the Commonwealth of Pennsylvania regarding the charging of in-state tuition to qualified veterans, active-duty military, and civilian personnel employed at a Department of Defense facility in Pennsylvania, as well as ~~and~~ other covered individuals, such as spouses and dependents of the aforementioned.

B. Policy

In-state tuition shall be charged for programs of education for individuals who have been or will be eligible for benefits under the Post-9/11 GI Bill (Chapter 33 of Title 38 of the United States Code, which includes the Fry Scholarship), ~~and~~ the Montgomery GI Bill (Chapter 30 of Title 38 of the United States Code), the Veterans' Readiness and Employment program (Chapter 31 of Title 38 of the United States Code), Dependents' Education Assistance (Chapter 35 of Title 38 of the United States Code), and the Reserve Montgomery GI Bill (Chapter 1606 of Title 38 of the United States Code), as well as civilian personnel -employed at Department of Defense facilities in Pennsylvania. In-state tuition shall also be charged to veterans, active duty military, Department of Defense employees, spouses, and dependents not using the aforementioned benefits.

The chancellor shall establish procedures, standards, and guidelines—to include definitions—that will ensure compliance with the Choice Act and other applicable laws regarding ~~veterans'~~ educational benefits for veterans, military personnel, and civilians employed by the Department of Defense, their spouses, and dependents, including state laws as adopted by the Commonwealth of Pennsylvania.

C. Effective Date

Immediately

GOVERNANCE & LEADERSHIP COMMITTEE



Pennsylvania's
STATE SYSTEM
of Higher Education

Board of Governors Meeting
Governance and Leadership Committee
July 11, 2024

SUBJECT: Student trustee appointment

UNIVERSITIES AFFECTED: Commonwealth University

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

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

MOTION: That the Board appoints Janeyda Ortiz to the Commonwealth University Council of Trustees.

Supporting Documents Included: Resume of candidate

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

Prepared by: Randy Goin Jr.

Contact: rgoin@passhe.edu

June 25, 2024

Daniel Greenstein, D.Phil.
Office of the Chancellor
Pennsylvania's State System of Higher Education
2300 Vartan Way, Suite 207
Harrisburg, PA 17110

Re: Student Trustee, Commonwealth University Council of Trustees – Lock Haven Campus

Dear Chancellor Greenstein,

Commonwealth University's Lock Haven student trustee search and screen selection process to find a successor for Ms. Tynesha Holloway, who graduated this past May, began in early April, 2024. Pursuant to the PACT guidelines, we advertised the position, and the search and screen committee met shortly after the May 6th application deadline. In compliance with Act 188 as amended, I am pleased to forward the credentials of our nominee for Commonwealth University's Lock Haven Student Trustee vacancy. Ms. Janeyda Ortiz is the finalist, and her application materials are enclosed. Janeyda has a passion for Commonwealth University and will be a wonderful addition to our Council of Trustees.

The Search Committee reviewing applications included the following:

Jessica Dodge, CU - Bloomsburg Outgoing Student Trustee
Dan Knorr, University Administrator, Director of External & Governmental Relations
Sara Bolles, President, Student Government Association, Lock Haven
Justin White, SCUPA
Dr. Jackie Borst, APSCUF
Mary Vezendy, Coordinator of Operations, University Affairs

If you need further information regarding the process or have any questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bashar W. Hanna", with a stylized flourish at the end.

Bashar W. Hanna, Ph.D.
President Commonwealth University

Application for Student Trustee

Commonwealth University of Pennsylvania

Lock Haven Campus

Eligibility Requirements per Section 20-2008-A of Act 188

1. Full-time undergraduate or graduate student.
2. In good academic standing.
3. Appointees must be willing to submit to standard criminal background checks in fulfillment of Board Policy 2014-01-A: Protection of Minors.

BIOGRAPHICAL INFORMATION

Please type all information and attach essay responses.

Student ID # [REDACTED]

Name

Last Ortiz First Janeyda Middle Initial I

University Address

[REDACTED]
[REDACTED]

Home Address

[REDACTED] (street)

City

[REDACTED]

County

[REDACTED]

State

[REDACTED]

Zip

[REDACTED]

Phone

[REDACTED]

Email

[REDACTED]

Date of Birth

[REDACTED]

Date of High School Graduation

[REDACTED]

Name of High School

[REDACTED]

Address of High School

[REDACTED]
[REDACTED]

Number of Credits as of May 2023

27

Academic Standing

Freshman

(Freshman, Sophomore, Junior)

University Major

Business Administration

Degree

Undergraduate

Expected Graduation Date

2027

List any experiences, activities, or positions held including a short description of involvement and/or responsibilities for each. You may include appropriate high school activities. Use additional paper if necessary.

See attached paper.

ESSAY QUESTIONS

Please prepare your response to each essay question using a separate page for each and attach to application; i.e., answer to question one shall be on a separate page from those for question two, etc.

1. Why do you want to be a trustee at Commonwealth University and what qualities and skills do you possess that will make positive contributions to the university's Council of Trustees?

See attached paper

2. Discuss briefly your perceptions of the strengths and weaknesses of the university.

See attached paper

3. Briefly describe your most important extracurricular activity in high school or college and why.

See attached paper

Please list two campus references and attach two letters of recommendation.

1. Albert Jones

2. Krisy Meeker

1. Why do you want to be a trustee at Commonwealth University and what qualities and skills do you possess that will make positive contributions to the University's Council of Trustees?

As a young, empowered woman of color, an athlete in a male-dominated sport, and an active student within the University community, I have the qualities needed to meet and exceed the expectations of a Student Trustee. I am a social and outgoing individual who is community and family oriented. I was an active voice for my high school and my entire school district. Some of the examples of that are, being the class speaker, starting a girl's wrestling program and running said program, and many more experiences that have given me the skills to be a good Student Trustee. Since coming to CU-Lock Haven, I knew I wanted to make an impact and a positive change like I did in high school. I want to be able to make differences within Commonwealth University and make voices heard. As an active student within the University, I will provide first-hand experience and feedback on campus culture, along with providing beneficial changes within the University.

2. Discuss briefly your perceptions of the strengths and weaknesses of the University.

I want to discuss the strengths of the University and its weaknesses in my interpretation.

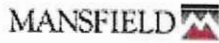
I will first address some areas I believe the University could improve. Through my participation in multiple clubs on campus, I have noticed a lack of student involvement in campus activities, and a lack of school spirit overall. I feel like something we can work on improving is the school spirit within the University to raise student involvement. Clubs and activities could be advertised more through flyers and emails. I have also noticed many students being concerned about the future of their majors or the modality of their classes due to the integration. Many students do not want to take their important major classes online. I feel like faculty can increase their communication with the students and be more transparent about the majors and minors that will be online and the other possible opportunities the students have that the University can ensure success in their academics. Now, I am also speaking about student athletes as well. Along with student athletes, I believe that there have been some difficulties and struggles with planning certain events or just overall the athletic department not being as prepared for certain things or giving the athletes what they truly need to become successful. This could include more funding for coaches, better equipment, and even things like a nutritionist and strength coach for all athletes.

One strength that stands out to me about the University is the great environment. Every faculty and staff member here provides a welcoming and loving community for all the students at CU-CU-Lock Haven. The University has many club opportunities for different people from diverse backgrounds along with a lot of resources for said students. The University is very loving and welcoming to all people of different backgrounds. I also believe as a young woman of color that the Diversity Equity and Inclusion program, as well as the TRIO program, have a noticeably big positive impact on those involved.

3. Briefly describe your most important extracurricular activity in high school or college and why.

To me, the most important extracurricular activity in high school was wrestling. I only began wrestling my junior year, but within that time, I was able to accomplish so much, along with building up my confidence and character. Joining wrestling has taught me many things about myself, the wrestling culture, and skills to handle the world. I was able to apply what I learned on the mat into the real world, such as being prepared to handle things while being under pressure. To know that you must keep pushing, even when you feel like you do not have enough energy. To also know that if you want something in life, you must fight for it. You must use your voice to speak up. You must put in extra work to show others how determined you are to become successful. Being the only girl in the wrestling room, I had to fight for my voice. I had to fight to be seen, to show them that I was more than enough. To be worthy of being a young woman in a male-dominated sport. I apply this in the real world to be able to share my voice and show others the change that I want within my school and within my life. I started the first girls wrestling program at Liberty High School, which played a crucial role not only in my life, but in the life of the faculty, staff, and students within Liberty High School. Not only did I set a path for the young girls my senior year who joined the team, but for the young girls now at Liberty High School. Within the school, there are 23 girls on the team. Since I have left the girls wrestling program, it has grown tremendously, and I was able to make a small minor change with the courage I had to stand up and share my voice. This is important to me because I can show others to be unapologetically themselves, strong and stand up for what they believe, and when doing so, remarkable things can happen when you do. Growing up, I did not have this role model. I did not have anyone to tell me that I could be true to myself and that I did not have to mask my identity just to serve other people. Now I am becoming the person I wish I had for many young

individuals. This is who I am. A young woman who wants to make change in the world. Not only just a change in my community, in my high school, the University, I want to make a change bigger than me, bigger than you, bigger than all of us. I want to make a difference in the world, and I will make that difference in the world with the help and support of Commonwealth University. I can achieve these goals, continue networking, and continue to use my voice.



COMMONWEALTH UNIVERSITY

May 1, 2024

Commonwealth University of PA – Lock Haven Campus
401 North Fairview Street
Lock Haven, PA 17745

RE: Student Trustee Search

Dear Search Committee:

This letter is to express my whole-hearted support for Janeyda Ortiz's application for the Student Trustee position. I have had the pleasure to work with Janeyda in the President's office this academic year as our student office assistant, and without any reservation, I am honored to write this letter of recommendation on her behalf.

Janeyda shows up every day with a positive outlook and approachable demeanor. She has a nature way of jumping in and representing herself, *and our office*, with mature professionalism. She is our frontline greeter on most days and demonstrates excellent communication skills on a regular basis.

Janeyda makes our office team stronger. When I think of the changes and challenges going on at Commonwealth University of PA-Lock Haven, her optimistic demeanor would make her an excellent role model for all other students to emulate as they navigate their educational journeys at Commonwealth University.

I'd love to tell you more, and I could share stories to demonstrate my support for Janeyda. My office number is 570-484-2576, if you would like to discuss her qualifications further.

Sincerely,

Kristine M Meeker
Executive Associate
VP of Enrollment and LH Campus Administrator

Albert W. Jones
Chief Diversity, Equity and Inclusion Officer
Commonwealth University of PA
Ulmer Hall
CU Lock Haven
Lock Haven, Pa 17745

May 1, 2024

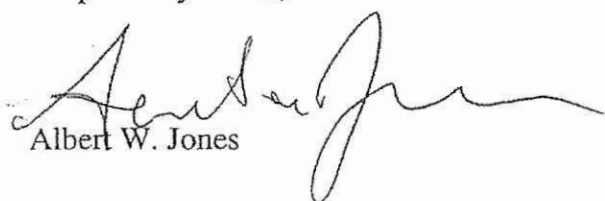
To Whom It May Concern,

I am writing this letter of recommendation on behalf of Ms. Janeyda Ortiz for her application to be a student trustee to the Commonwealth University Council of Trustees. I have had the pleasure of an ongoing mentoring relationship with Ms. Ortiz for the past year. During this time, I have known Ms. Ortiz to be a mature and respectful individual looking for opportunities to grow personally and make positive contributions to the Commonwealth University Lock Haven campus.

Ms. Ortiz is very inquisitive and seeks to learn from every experience and opportunity. She is even-tempered and levelheaded regardless of surrounding situations. Ms. Ortiz is a focused and driven leader that thinks before she speaks and is always thinking of ways to best utilize her resources.

Ms. Ortiz is consistently offering suggestions and improvements on how to make things better for students at CU lock Haven campus. Ms. Ortiz looks for ways to be inclusive and welcoming of diversity in her personal interactions and relationships with all people on campus. I have watched Ms. Ortiz work well with individuals from a variety of backgrounds. I am positive that Ms. Ortiz's high level of enthusiasm and engagement will make her a valuable asset as a student trustee to the Commonwealth University Council of Trustees.

Respectfully Yours,


Albert W. Jones

Positions

- As of Fall 2024, I will be a Peer Mentor for the TRIO SSS (Student Support Services) program at CU-CU-Lock Haven
- Presidential Suite Student Office Assistant.

As the student office assistant in the Executive Suite of the President, I am the frontline employee who has the essential task to provide customer service to students, faculty/staff and potential students and their families. I assist regularly with planning University events along with preparing for meetings, off-campus events, and other administrative work.

Activities/ Clubs

- Latino Student Association member

I am a recent member of the Latino Student Association. As a member, I provide the club with ideas and plans, as well as assisting with club meetings and helping plan events and recruiting for our club.

- Eagle Eye Club member and social media manager.

As a recent member of the Eagle Eye newspaper and the Social Media Manager, I assist them with ideas for articles to write and share ideas for articles and interviews for faculty and staff members. As the Social Media Manager, I make sure all the social media accounts are active and up to date.

- SAC (Student Athlete Committee) member

As a recent student athlete committee member, I provide the committee with ideas for the community events and helped with ideas for the 2024 Talon ceremony.

- Outreach for Humanity club member

Participated in book drives and assisted with planning community service opportunities.

- TRIO student
- BOG (Board of Governor) Scholarship recipient
- Student representative of the Strategic Planning committee
- City of Bethlehem Assistant Head Lifeguard

High School Activities

- Class speaker of 2023
- Participated in The Bethlehem School District meeting to get girl's wrestling approved for many schools.
- Started the girls wrestling program in Liberty High School

- Captain of the Girls Wrestling Club
- Vice President in NAACP (National Association for the Advancement of Colored People)
- Community service at the Boys and Girls Club
- Community service at the Bethlehem Raiders Field
- Over 200 community service hours
- School Advisory Council member of Liberty Highschool (SAC)
- 2022-2024- Customer service worker for Wawa
- 2023- City of Bethlehem Lifeguard
- 2023- City of Bethlehem Park Supervisor

**Board of Governors Meeting
Governance and Leadership Committee**
July 11, 2024

SUBJECT: Student governor appointment

UNIVERSITIES AFFECTED: All

BACKGROUND: Student Board member Darrek Harshberger has stepped down from the Board to take a full time position that aligns with his academic and professional goals. As such, a new student member will be appointed. The State System's enabling legislation—Act 188 of 1982, as modified by Act 50 of 2020—empowers the Board of Governors to make appointments of students to serve on the Board of Governors. Prior to this law being enacted, the appointment was made by the Governor. The law now states that:

Three (3) of the members shall be students appointed by the board under section 2006-A(a)(17). The student members shall be selected with the advice and consent of institution presidents. A student's term shall expire upon graduation, separation or failure to maintain good academic standing at the institution in which the student is enrolled. (8) added July 1, 2020, P.L.558, No.50)

In accordance with Board Policy [1983-25A: Student Governor Selection](#) and procedures set forth by the System office, the university presidents were invited to nominate students for a pool of candidates for Board consideration. Members of the Governance and Leadership Committee reviewed the nominations, conducted interviews, and hereby submit for Board consideration the following appointment(s).

MOTION: That the Board appoints Mark-handy Phanor of Kutztown University as a member of the Board of Governors in accordance with the State System's enabling legislation, as amended.

Supporting Documents Included: Candidate resume

Other Supporting Documents Available: Board Policy [1983-25A: Student Governor Selection](#)

Prepared by: Randy A. Goin Jr.

Contact: rgoin@passhe.edu



March 11, 2024

Pennsylvania's State System of Higher Education
Board of Governors
2300 Vartan Way
Harrisburg, PA 17110

To Whom It May Concern:

I am delighted to write a letter of support for Mark-handy Phanor's nomination to join the Board of Governors as a student member. I do so enthusiastically. Mark-handy is an extraordinary young man who has distinguished himself in all he has done at Kutztown University. He has accomplished much, both in terms of his academic progress, and his many service activities. His performance in these roles has been exemplary, earning the respect of all those he encounters.

With his high GPA, Mark-handy is among the top students at KU. In addition, he is a member of our honors college and has been a recipient of a number of scholarships as a result of his high achievement in his studies.

Of particular note, Mark-handy has served as an Engagement Officer for the Kutztown University Foundation, Junior Council Member for the Borough of West Reading, a student scholar with the Frederick Douglass Institute, President and member of the Food Advisory Board, and has engaged in a number of other service activities.

He has also served as a Presidential Ambassador as a host for numerous events at the President's residence and at other venues. In this capacity, he is interacting with faculty, staff, trustees, and many other dignitaries where his professionalism, maturity, and calm confidence has shown him to be one of the finest representatives of KU's student body. He would easily be able to show the same attributes should he be selected as the student member of the Board of Governors.

With his exceptional academic performance, service to the university and community, dedication to social justice, and experience in interacting with many constituents in the broader university community, Mark-handy would be an exceptional choice to serve as a student member of the Board of Governors. I am delighted to support his candidacy to this important position. If I can be of further assistance, please do not hesitate to contact me.

Sincerely,

Kenneth S. Hawkinson, Ph.D.
President

Dear Selection Committee,

Leadership and growth are traits that I seek to develop daily. I search for opportunities that involve success towards my purpose and spread positivity to the people around me. Holding the position as a student member on the Board of Governors is not only an opportunity for growth but also a chance to connect with leaders dedicated to fostering the prosperity of the Pennsylvania State System of Higher Education (PASSHE) and the Commonwealth of Pennsylvania. I am passionate about community engagement, which promotes the success of all students, faculty, and staff; expect that PASSHE universities are places where human dignity is never compromised and every student that enrolls and employee or contractor we engage is welcomed and has access to the support they need to succeed; and affirms the transformative power of higher education including its ability to expand knowledge, challenge assumptions, improve lives, strengthen communities, and disrupt generational poverty. I am dedicated to creating constructive change in my community and serving as a student governor will not begin my journey but further continue my goal.

Mark-handy Phanor

Profile: Intellectually curious sophomore majoring in Political Science, seeking involvement in the field of law with management strategies and an internship with research opportunities in relation to government and social sciences.

Qualifications

- Critical thinking and problem-solving
- Teamwork and collaboration
- Oral and written communication skills
- Willingness to learn

Education

B.A. Kutztown University of Pennsylvania
Major: Political Science

Kutztown, PA
May 2026

Honors

- **Heights Scholar**, Heights Philadelphia 2021-Present
- **Honors student**, Kutztown University of Pennsylvania Honors College Fall 2023-Present
- **Recipient**, The Washington Center's Seminar "National Security" scholarship Spring 2023
- **Recipient**, Abraham Andrews Memorial Direct Scholarship Spring 2023
- **Dean's List** Fall 2022-23

Internship Experience

Junior Council Member, Borough of West Reading, West Reading, PA Oct. 2023-Present

- Preserve community representation as a council member in the borough of West Reading with a commitment to being a voice for the residents

Policy Intern, Benefits Data Trust, Philadelphia, PA July 2023-October 2023

- Documented policy best practices, case studies, and findings in a clear and concise manner
- Analyzed trends in benefits enrollment in BDT's priority states
- Maintained internal policy tools by updating data using public reports
- Researched key policy topics for relevant projects and current events such as the end of the Public Health Emergency (PHE) and end of the Medicaid continuous coverage requirement

Work Experience

Engagement Officer, Kutztown University Foundation, Kutztown, PA Sept 2023-Present

- Serve as an ambassador by establishing an open line of communication and building/maintaining relationships between Kutztown University and its supporters
- Call constituents to update demographic information and obtain gifts to the Kutztown Annual Fund and/or other designation areas of the constituent's choice

Volunteer Experience

Research Volunteer, Ballotpedia, Middleton, WI Sept 2023-November 2023

- Provided the amount and quality of information available to voters about their local elections

Campus Involvement & Leadership

- **Member**, Kutztown Men's Club Lacrosse 2022-Present
- **Presidential Ambassador**, Kutztown University of Pennsylvania 2023-Present
- **Induction Chair**, The National Society of Leadership and Success 2023-Present
- **Student Scholar**, Frederick Douglass Institute Executive Committee 2023-Present
- **Member**, Pre-law Society 2023-Present
- **President & Food Advisory Board Representative**, Residence Hall Association 2022-2023

UNIVERSITY SUCCESS COMMITTEE



Pennsylvania's
STATE SYSTEM
of Higher Education

**Board of Governors Meeting
University Success Committee**
July 11, 2024

SUBJECT: Delegation of Rate Approval for Technology Tuition Fee Rates

UNIVERSITIES AFFECTED: All

BACKGROUND: As part of its System Redesign effort, the Board established “leveraging university strengths” as one of its three key strategic priorities. Leveraging university strengths requires flexibility to recognize differences in cost and price of delivery of academic programs and student supports.

Universities provide technology supports to students in a variety of ways and the ability to establish technology tuition fees at a local level will give each university the flexibility to determine the best path forward to serve students based on the overall pricing strategy, student affordability, and their unique technology infrastructure.

To address these needs and provide more flexibility to the universities, the State System is proposing to delegate the rate-approving authority of the Technology Tuition Fee to the university councils of trustees. If a Technology Tuition Fee rate change were not recommended to a university council of trustees in any given year, the Technology Tuition Fee for that university would change at a rate equal to the percentage change in Tuition approved by the Board for that respective year.

MOTION: That the Board delegates the rate approval authority for the Technology Tuition Fee to the universities’ councils of trustees and approves revisions to Policies 1983-18-A: *Waiver of Tuition and Fees*, 1989-05-A: *Student Fees*, and 1999-02-A: *Tuition*, as shown in Board materials, effective Fall 2025.

Supporting Documents Included: BOG Policies 1983-18-A: *Waiver of Tuition and Fees*, 1989-05-A: *Student Fees*, and 1999-02-A: *Tuition*

Other Supporting Documents Available: N/A

Prepared by: Ginger Coleman

Email: gcoleman@passhe.edu



PA State System of Higher Education Board of Governors

Effective: as Amended: Fall Semester 2017

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POLICY 1983-18-A: WAIVER OF TUITION AND/OR FEES

See Also:

Adopted: June 20, 1983

Amended: March 20, 1984, ~~and~~ January 26, 2017, and July 11, 2024

NOTE: Employee dependent tuition waivers are also regulated by Board of Governors' Policy 1984-03-A, *Tuition Waiver*.

A. Definitions

- **Fee**—A fixed charge established by a council of trustees, university president, or Board of Governors, according to authorities under Act 188 of 1982, to recover costs of certain services, materials, or activities provided.
- **Tuition**—The basic fee established by the Board of Governors for rendering educational services, as enumerated in Act 188 of 1982. Also, the technology tuition fee, a separate tuition fee established by the Board of Governors, with rate-approving authority delegated to the councils of trustees, for rendering technology resources and services to enhance student learning experiences.

B. Policy

Upon recommendation of the president of each university, in accordance with Board policy, each university may waive any or all tuition and/or fees, or a portion thereof, for students in the following categories:

1. State System employees on out-service leave and full-time employees of student centers and bookstores.
2. Employees or dependents of employees of the university.
3. International students (a needs assessment shall be performed to determine the amount of waiver).
4. Graduate assistants.
5. Medical technology students during their clinical year (except for that fee, if any, which is levied and collected by the participating hospital).
6. Retired persons (on a space available basis).

7. Students who are enrolled in a program funded under the Higher Education Opportunity Act (24 P. S. § 2510-301 *et seq.*).
8. Students whose direct instructional costs are funded by a grant or contract.
9. Active duty military, and eligible dependents and spouses of active duty members, for amounts above the Military Tuition Assistance reimbursement rate.
10. Participants in the Pennsylvania National Guard Education Assistance Program (EAP), for tuition amounts above the System's full-time tuition rate.



PA State System of Higher Education Board of Governors

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POLICY 1989-05-A: STUDENT FEES

See Also: **Adopted:** October 19, 1989
Amended: July 18, 1996, April 8, 1999, January 20, 2011, ~~and~~ January 26, 2017, and July 11, 2024

A. Purpose

To establish a delineation between the purposes of tuition and other fees, provide clarity regarding the purposes of the fees for which students are assessed, and limit the use of various miscellaneous fees for instructional purposes.

B. Definitions

- **Fee**—A fixed charge established by a council of trustees or university president, or Board of Governors, according to authorities under Act 188 of 1982, to recover costs of certain services, materials, or activities provided.
- **Fees for optional, individual services**—Fees for one-time services, such as application, transcripts, or graduation participation; or optional services that a student may choose to receive, such as student parking, placement services, individual music lessons, competency exams, advanced placement exams, licensure exams, certifications, interest on deferred payment, ROTC uniform, equipment rental, international experiences, distance education, off-campus site participation, noncredit education, optional field trips, and similar services.
- **Instructional fees**—Instructional fees may be used to support general instructional operations and academic facilities needs. These fees may be used to cover unusual costs of certain special programs, such as musical instruments, practica, instructional equipment, required course/university tests and examinations, laboratory supplies, course-required field trips, student teaching, clinical experiences, or related activities. General instructional fees are mandatory. Program or course-specific instructional fees are not considered mandatory for the purposes of this policy.
- **Mandatory fees**—Fees charged to all students participating through a particular campus or delivery mode, such as general instructional fees, student activity fees, student union fees, recreation center fees, health center fees, registration fees, and transportation fees.

- **Fines/penalty fees**—To offset costs of special services, such as late fees (late registration, payment, application, library return, etc.), bad check, drop/add, lost key, parking fines, I.D. replacement, room change, breakage, damage, or related expenses.
- **Student activity fees**—Fees established for activities associated with student associations and governments, and to support other extracurricular activities such as lectures, concerts, athletics, student newspaper, forensics, dramatics, and related activities.
- **Tuition**—The basic fee established by the Board of Governors for rendering educational services, as enumerated in Act 188 of 1982. Also, the technology tuition fee, a separate tuition fee established by the Board of Governors, with rate-approving authority delegated to the councils of trustees, for rendering technology resources and services to enhance student learning experiences.

C. Policy

1. As enumerated in Act 188 of 1982, the councils of trustees may establish university fees. The councils of trustees may establish a mandatory instructional fee to support the educational mission of the university. The instructional fee may be assessed based on a per-credit or full-time basis. The maximum amount assessable to a student shall be limited to the per-credit tuition for the number of credits attempted as follows:
 - a. Baccalaureate Degree—10%
 - b. Master's Degree—15%
 - c. Graduate Professional Programs—20%
 - d. Doctoral Degree—20%
2. All other mandatory fees established by the councils of trustees must support auxiliary and/or other activities that are ancillary to the educational mission of the university.
3. Councils of trustees may establish instructional fees that are specific to students enrolled in certain high-cost academic programs or courses.
4. As enumerated in Act 188 of 1982, the presidents may, in cooperation with their respective student association, establish student activity fees.
5. A technology tuition fee will be approved by the councils of trustees for all students; the fee must be structured in a manner that is differentiated by domicile status (in-state/out-of-state). If a university's council of trustees does not act to approve a recommended rate, the technology tuition fee for that university will change at a rate equal to the percentage change in tuition approved by the Board of Governors for that respective year.

POLICY 1999-02-A: TUITION

See Also:

Resolution 2023-02

Adopted: April 8, 1999

Amended: October 10, 2002, July 14, 2005,
October 11, 2007, July 17, 2008,

January 20, 2011, January 26, 2017,
April 4, 2019, ~~and~~ July 20, 2023, and July 11, 2024

A. Purpose

The Board of Governors (Board) has statutory authority to set tuition for Pennsylvania's State System of Higher Education (State System). This policy articulates the basic philosophy, objectives, and guidelines of the State System's tuition structure, providing a common understanding of the basis for establishing tuition for the State System.

This policy, which is also pursuant to Resolution 2023-02 exercising the fiduciary responsibilities of the Board of Governors (Board) for efficient, effective, and financially sustainable universities, is intended to:

- Provide students access to high-value, relevant educational experiences that prepare them for pathways to successful lives and careers.
- Allow State System universities to plan, budget, and allocate resources over multiple years, ensuring their long-term stability and success.
- Keep tuition predictable, enabling students to plan for their educational expenses.
- Provide access to State System universities for a range of qualified students from all socioeconomic backgrounds.
- Recognize and support individual university missions, scope, and program array.

B. Philosophy and Objectives

The State System is responsible for and committed to ensuring that qualified Pennsylvania residents have access to State System universities and quality education at affordable prices. Because the students benefit from the education they receive, they have a responsibility to pay a reasonable share of the costs through tuition. Because Pennsylvania benefits from having an educated citizenry, the state also has a responsibility to bear a substantial portion of the costs through taxpayer support. The State System also has a responsibility to maximize the efficiency of its operations to minimize the cost to taxpayers and students.

Affordability has a different meaning for each individual based on their available financial resources and ability to pay. Student-centered tuition policies must include affordability strategies that focus on the student's ability to pay and net price to the student, with a result of aligning enrollment, aid to students, and net revenue.

University-based pricing strategies recognize regional economic differences in costs, household income, cost of living, and average buying power within the region. Such approaches allow each university the flexibility to become unique in its marketplace, ensuring an appropriate array of high-value academic programs, while reducing competition among State System universities.

Affordability strategies allow universities to maximize their specific strengths and regional opportunities to better serve the citizenry of the Commonwealth.

C. Definitions

- **Basic Tuition Rate**—A tuition rate approved by the Board that is charged to students at universities that do not have a separately approved pricing strategy.
- **Graduate Student**—A student who holds at least a bachelor's or first professional degree and is enrolled at the graduate level, including nondegree students in graduate courses who may or may not be admitted to a graduate degree or certificate program.
- **In-State Student**—A student who is legally domiciled in Pennsylvania, as defined in Board of Governors Policy 1985-03, *Student Domicile Regulations*.
- **Institutional Aid**—University-funded financial assistance to a student for the purpose of undertaking for-credit course work, not to exceed the full cost of attendance less other grant awards. Sources include university restricted and unrestricted gifts, revenue from university endowments, and the university's general (or foregone) revenues; but exclude federal or state grant aid, private scholarships, affiliate scholarships, institutional matches for externally funded student aid grants, loans, tuition waivers as articulated in Board of Governors Policy 1983-18-A: *Waiver of Tuition and/or Fees*, tuition benefits for university employees or their spouses/dependents, or tuition exchange programs.
- **Net Price**—From the perspective of the student, the price the student must pay to the university. Net price is calculated as the student's tuition, fees, room and board, less institutional aid and all other grants, scholarships, and waivers received by the student.
- **Net Revenue**—Gross tuition and fee revenue less total institutional aid.
- **Out-of-State Student**—A student who is not legally domiciled in Pennsylvania, as defined in Board of Governors Policy 1985-03, *Student Domicile Regulations*.
- **Technology Tuition Fee**—A separate tuition fee established by the Board [of Governors, with annual rate-approving authority delegated to the councils of trustees](#), for rendering technology resources and services to enhance student learning experiences.
- **Tuition**—The basic fee established by the Board for rendering educational services, as enumerated in Act 188 of 1982. The technology tuition fee is a form of tuition.
- **Undergraduate Student**—A student in a bachelor's degree program, an associate's degree program, a vocational, technical, or certificate program below the baccalaureate level; or a nondegree-seeking student matriculated in a lower or upper division course.

D. Guidelines

To aid in recruiting and providing students and families with meaningful information on the cost of attending a State System university before the student needs to commit, both the Board, for tuition, and councils of trustees, for fees, shall approve rates as early as possible. Tuition rates will be set annually for the upcoming two academic years. The second year, based on the most current three-year average increase in the State System's basic tuition rate, will be set as tentative. This does not preclude the Board from adjusting rates at a later date due to unforeseen circumstances.

1. In-State Tuition

a. Undergraduate

- 1) The president, in consultation with the council of trustees, and upon concurrence of the chancellor, may recommend multiyear university tuition strategies for approval by the Board.
 - i. A president's recommendations must include tuition rate(s), rate structure(s), and net price strategies proposed for their university. University tuition strategies may incorporate the wide variety of practices used across the nation in public higher education, but all must include net price strategies to minimize financial barriers to student access and success and net revenue strategies to serve the needs and best interests of the university and the System. The president must develop university procedures for establishing, maintaining, administering, and assessing the university's strategic pricing programs.
 - ii. The chancellor, in consultation with the presidents, will establish the expectations and framework for sharing information in support of university strategic pricing proposals. The framework must include a description of the proposed multiyear pricing strategy, supported by proven strategies founded in research; an analysis of the cost, benefit, and risk to the university based on a range of possible outcomes; and demonstration of adequate administrative capacity, as well as administrative and financial capability.
 - iii. The president will provide to the chancellor periodically an assessment of any in-state tuition strategies that have been approved by the Board. The assessment must address, at a minimum, enrollment, total and net revenue, student access, student affordability, and student success.
- 2) The Board shall approve a basic tuition rate for those universities that do not have an approved pricing strategy. Undergraduate students enrolled in 12–18 credits in a fall or spring semester will be charged a full-time tuition rate, unless otherwise approved by the Board [see section D.1.a.1)]. The full-time rate is equal to the per-credit rate for 12 credits per semester.

Undergraduate students enrolled in a fall or spring semester for more than 18 credits will be charged a full-time tuition rate for the first 18 credits and the appropriate per-credit rate for all remaining credits.

- 3) The president may adjust tuition rate(s) to allow the university to establish partnerships with other institutions in collaborative/consortial arrangements. The chancellor, in consultation with the presidents, may adjust tuition rate(s) to allow the State System to establish partnerships with other institutions or entities in collaborative/consortial arrangements.
- b. Graduate
- 1) The Board will establish annually basic graduate in-state tuition rate(s) on a per-credit basis that recognizes the higher cost of providing graduate education.
 - 2) The president may set alternate graduate tuition rate(s), based upon such factors as the cost of instruction, the level of service provided to the student, market demand, and the level of tuition necessary for the university to offer programs.

2. Out-of-State Tuition

Students from other states and countries who enroll at State System universities add a richness of experience and diversity that benefits all students and their universities. However, those students must pay an additional amount of tuition, which offsets the Commonwealth's contribution intended to subsidize the education of Pennsylvanians. The president will establish annually out-of-state tuition rate(s) in accordance with the statutory requirement for a price differential between in-state and out-of-state tuition.

3. Technology Tuition Fee

- a. The ~~Board will establish annually the~~ technology tuition fee must be structured in a manner that is differentiated by ~~proportional to enrollment and~~ domicile status (in-state/out-of-state).
- b. Technology tuition fee revenues shall be expended on instructional technology. These revenues shall be used for the direct benefit of students to help them achieve the learning objectives of their academic programs.

4. Implementation

The chancellor shall promulgate procedures and standards as necessary to ensure proper implementation of this policy.

**Board of Governors Meeting
University Success Committee**
July 11, 2024

SUBJECT: Fiscal Year 2024-25 Preliminary Budget Approval

UNIVERSITIES AFFECTED: All

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

The budgetary information was submitted by the universities in May 2024 and, thus, includes several assumptions (appropriation allocation and tuition) to be finalized as part of the July Board meeting. As such, these materials reflect the preliminary FY 2024-25 university budgets. In accordance with Act 188 of 1982 and Board Policy 1993-03-A: *Budgetary Reporting and Review*, the Board will provide approval of the preliminary current year operating budgets (FY 2024-25).

Universities will finalize their budgets following the July Board actions on appropriation allocation and tuition, fall enrollment data, and subsequent determinations of revenues and expenditures. This information will be presented to the Board for final approval in October 2024.

MOTION: That the Board approves the fiscal year 2024-25 preliminary annual operating budgets for State System universities and Office of the Chancellor, reflected in Attachment 1.

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

Other Supporting Documents Available: n/a

Prepared by: Ginger Coleman

Email: gcoleman@passhe.edu

Attachment 1

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

As of July 11, 2024

In accordance with Act 188 of 1982, the Board of Governors provides preliminary approval of the current year's operating budgets (FY 2024-25). This timing provides earlier visibility into universities' multi-year plans and supports the Board of Governors' fiduciary responsibilities.

The budgetary information was submitted by the universities in May 2024 as part of the Comprehensive Planning Process (CPP) and includes several assumptions (appropriation and tuition) to be finalized as part of the July Board of Governors meeting. For budgetary purposes, universities were instructed to assume a 6.5 percent increase in state appropriation for 2024-25 and a 2 percent increase thereafter, no increase in tuition, and salary increases associated with negotiated collective bargaining agreements (CBAs).

Universities will be finalizing their budgets following the July Board actions on appropriation allocation and tuition, fall enrollment data, and subsequent determinations of revenues and expenditures. The updated information will be presented to the Board of Governors for final approval at the October meeting. Note: Comparisons to 2023-24 projections are based on CPP data as of May 2024 and may vary slightly following year end close.

Overall, based on preliminary budgets and assumptions, the System is projecting an \$11.2M unrestricted budget deficit within a \$2.1B budget. Enrollment declines of 0.5 percent and workforce reductions of 1.7 percent are assumed for 2024-25.

Educational & General Highlights:

The preliminary **2024-25 Educational and General (E&G)** budget for the System is projected to have a deficit of \$20.7M. This is primarily driven by three universities. The 2025-26 E&G projections for the System reflect a deficit of \$16.2M.

Revenue:

Tuition - Across the System, 2024-25 enrollment is anticipated to be down slightly (0.5 percent) from 2023-24, to 75,410 annualized student full-time equivalent (FTE). The revenue projections assume tuition rates will be held flat, resulting in overall tuition revenue for the System of \$706.6M, a \$5.5M or 0.8 percent decrease, when compared to 2023-24. Certain universities' local fees have increased to address growing costs; and as such, the change in fee revenue is increasing by \$5.5M or 2.9 percent. For 2025-26, universities are projecting a slight increase in enrollment of 1.1 percent over 2024-25, with a planning assumption that tuition rates will be held flat again.

Appropriation - The 6.5 percent increase in appropriation, used as a planning assumption, results in an overall increase of \$38.1M in revenue for 2024-25. University budgets reflect the adjustments to the distribution of the appropriation based on the state appropriation allocation formula. In accordance with the procedure, the integrated universities maintained minimum appropriation levels consistent with their integration planning assumptions, supplemented with funds from the SERS savings.

Other Revenue has fluctuated significantly in recent years primarily driven by COVID relief funds and other one-time funding stemming from the pandemic. For 2024-25, Other Revenue is projected at \$136.8M, which is \$55.4M or 28.8 percent less than 2023-24. This primarily reflects the tapering down of the one-time federal funds received in prior years. Fiscal year 2025-26 reflects additional reductions of one-time funds with other revenue at \$119.8M which is slightly more consistent with non-pandemic levels.

As a result, fiscal year 2024-25 preliminary revenue is projected to be \$17.3M or 1.0 percent less than 2023-24.

Expenses:

Fiscal year 2024-25 expenses are projected to decrease \$30.7M or 1.8 percent from 2023-24.

Personnel continues to be the largest expense, at 72 percent of the expenditure budget. Projections for 2024-25 and 2025-26 include the impacts of negotiated collective bargaining agreements. Agreements for the two unions representing police and security personnel will expire August 31, 2025; universities assumed a general 2 percent salary/wage increase for projections beyond that date.

E&G workforce is projected to decrease from 8,705 FTE in 2023-24 to 8,531 FTE in 2024-25. This reflects maintaining the lower levels of workforce achieved through the sustainability work at many universities. Several universities are planning both faculty and non-faculty workforce reductions throughout the projection period. Excluding West Chester, the workforce is projected to decline by 200 FTE or 2.9 percent.

Given these trends and assumptions, personnel expenditures in the preliminary 2024-25 budget are held relatively stable increasing only \$8.4M or 0.7 percent.

Fiscal 2025-26 workforce is projected to decline by 144 FTE or 1.7 percent from 2024-25 with reductions primarily associated with continued budget realignment efforts. Additional CBA costs offset by these reductions are projected to hold personnel costs to a 1.0 percent increase.

E&G non-personnel expenses are projected to decline in fiscal year 2024-25 and are projected to continue declining in 2025-26 primarily as a result of the wind down of one-time expenditures supported with pandemic-related one-time funds and a reduction in debt service principal and interest payments due to the elimination of some bonds at one university and the early pay-off of a dining bond at another in 2023-24.

Auxiliary Highlights:

The preliminary **2024-25 Auxiliary** budget for the System is projected to have a surplus of \$9.5M. However, two universities are projecting Auxiliary deficits of at least \$3.1M in 2024-25. All other universities are balanced, project a surplus, or have deficits under \$0.3M. The 2025-26 Auxiliary projections for the System reflect a surplus of \$0.1M. However, three universities are projecting Auxiliary deficits of at least \$1.7M in 2025-26. All other universities are balanced or project a surplus.

Revenue:

Overall Auxiliary revenue for 2024-25 is projected to be \$14.2M or 3.6 percent lower than 2023-24 projections. Fiscal 2023-24 contained one-time funds used to eliminate auxiliary-related bonds. The core sources of auxiliary revenue — housing and dining — collectively are projected to increase \$15.0M, or approximately 4.5 percent from 2023-24.

Overall, projected Auxiliary revenue for 2025-26 is projected to decrease \$12.5M or 3.3 percent from 2024-25.

Expenses:

Auxiliary expenses are projected to decrease 6.9 percent to \$349.7M for fiscal year 2024-25. This reduction is primarily associated with a reduction in principal and interest payments of debt due to the elimination of some auxiliary-related bonds in 2023-24. Operating costs, which are the largest element of the auxiliary budget, are projected to increase by \$11.0M or 8.5 percent, primarily driven by inflationary increases in auxiliary-related activities. Overall, projected Auxiliary expense for 2025-26 are projected to increase \$2.5M or 0.7 percent from 2024-25.

FY 2024-25 Comprehensive Planning Process (CPP)
Pennsylvania State System of Higher Education

UNRESTRICTED BUDGET (EDUCATIONAL AND GENERAL AND AUXILIARY)*

	Preliminary for				
	FY 2023-24	Approval FY 2024-25	Percent Change	FY 2025-26	Percent Change
Revenues					
Tuition	\$712,124,984	\$706,648,128	-0.8%	\$715,776,649	1.3%
Fees	\$229,982,883	\$238,023,370	3.5%	\$241,000,592	1.3%
State Appropriation	\$585,618,000	\$623,683,000	6.5%	\$636,156,660	2.0%
Auxiliary Sales	\$292,360,694	\$304,829,415	4.3%	\$312,631,644	2.6%
All Other Revenue	\$253,596,211	\$168,989,960	-33.4%	\$131,046,065	-22.5%
Total Revenues	\$2,073,682,771	\$2,042,173,872	-1.5%	\$2,036,611,609	-0.3%
Expenditures					
Compensation Summary, Net of Anticipated Turnover:					
Salaries and Wages	\$860,069,542	\$862,126,236	0.2%	\$872,429,421	1.2%
Benefits	418,295,396	429,987,415	2.8%	433,255,164	0.8%
Subtotal, Compensation	<u>\$1,278,364,938</u>	<u>\$1,292,113,651</u>	1.1%	<u>\$1,305,684,585</u>	1.1%
Student Financial Aid	139,162,864	141,317,229	1.5%	138,304,816	-2.1%
Interest Expense	43,396,564	39,610,019	-8.7%	37,126,001	-6.3%
Other Services and Supplies	467,195,911	477,380,775	2.2%	479,210,499	0.4%
Subtotal, Services and Supplies	<u>\$649,755,340</u>	<u>\$658,308,023</u>	1.3%	<u>\$654,641,317</u>	-0.6%
Capital Expenditures	17,732,001	13,931,938	-21.4%	14,137,020	1.5%
Debt Principal Payments	143,501,558	68,289,676	-52.4%	64,432,134	-5.6%
Total Expenditures	\$2,089,353,837	\$2,032,643,287	-2.7%	\$2,038,895,055	0.3%
Revenues Less Expenditures	(\$15,671,066)	\$9,530,584		(\$2,283,446)	
Transfers Out To/(In From) Plant and Other Funds	54,512,300	45,614,200	-16.3%	41,151,294	-9.8%
Revenues Less Expenditures and Transfers	(\$70,183,366)	(\$36,083,616)		(\$43,434,740)	
Supplemental Resources					
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	35,488,243	24,852,880	-30.0%	27,308,099	9.9%
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$34,695,123)	(\$11,230,736)		(\$16,126,641)	
Total Unrestricted Net Assets, Estimated End of Year Balance	\$614,437,237	\$556,407,568	-9.4%	\$521,689,184	-6.2%
Total Unrestricted Cash, Estimated End of Year Balance	\$812,195,080	\$754,165,411	-7.1%	\$719,447,027	-4.6%
Annualized FTE Enrollment					
Undergraduate	65,253.26	64,642.95	-0.9%	65,341.31	1.1%
Graduate	10,538.87	10,767.36	2.2%	10,926.30	1.5%
Total Annualized FTE Enrollment	75,792.13	75,410.31	-0.5%	76,267.60	1.1%
FTE of Budgeted Unrestricted Employees, Net of Turnover					
Faculty	4,019.61	3,910.06	-2.7%	3,822.49	-2.2%
Nonfaculty	5,149.96	5,104.91	-0.9%	5,050.04	-1.1%
Total FTE of Budgeted Employees	9,169.57	9,014.97	-1.7%	8,872.52	-1.6%

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

State Appropriation Allocation

The following chart reflects information about the state appropriation assumptions used in the budget projections. These amounts will be adjusted (if necessary) based on the final 2024-25 state appropriation amount and integrated into the universities' final budgets provided in October.

University	Additional Appropriations, by University, with a 6.5% Increase in 2024-25				
	2023-24 Actual	2024-25		2025-26	
		Planning Assumption (6.5% Increase)	Difference	Planning Assumption (2.0% Increase)	Difference
Cheyney	\$20,772,066	\$21,868,221	\$1,096,155	\$22,305,585	\$437,364
Commonwealth	88,426,567	91,368,406	2,941,839	93,195,774	1,827,368
East Stroudsburg	41,655,600	46,045,998	4,390,399	46,961,201	915,203
Indiana	59,388,623	63,838,876	4,450,253	65,115,654	1,276,778
Kutztown	50,295,930	54,153,799	3,857,870	55,231,158	1,077,359
Millersville	44,730,780	47,172,256	2,441,477	48,109,984	937,728
Penn West	89,443,889	94,238,409	4,794,520	96,123,177	1,884,768
Shippensburg	41,146,102	42,550,975	1,404,873	43,401,995	851,020
Slippery Rock	54,858,813	59,189,459	4,330,646	60,373,248	1,183,789
West Chester	89,800,850	98,159,819	8,358,969	100,123,015	1,963,196
Office of Chancellor ¹	5,098,781	5,096,781	(2,000)	5,215,868	119,087
Total Appropriations	\$585,618,000	\$623,683,000	\$38,065,000	\$636,156,660	\$12,473,660

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

FY 2024-25 Comprehensive Planning Process
Cheyney University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$6.0	\$0.0	\$6.0	\$5.5	\$0.0	\$5.5	\$6.1	\$0.0	\$6.1
Fees	1.5	0.5	2.0	1.6	0.6	2.2	1.8	0.6	2.4
State Appropriation	20.8	0.0	20.8	21.9	0.0	21.9	22.3	0.0	22.3
Auxiliary Sales	0.0	6.4	6.4	0.0	6.3	6.3	0.0	6.8	6.8
All Other Revenue	3.1	0.3	3.5	3.9	0.3	4.2	3.9	0.4	4.3
Total Revenues	\$31.4	\$7.2	\$38.6	\$32.9	\$7.2	\$40.1	\$34.1	\$7.8	\$41.9
Expenditures									
Compensation Summary:									
Salaries and Wages	\$8.9	\$0.5	\$9.4	\$10.6	\$0.7	\$11.3	\$10.9	\$0.7	\$11.7
Benefits	3.6	0.2	3.8	4.7	0.3	5.0	4.8	0.3	5.1
Subtotal, Compensation	\$12.5	\$0.7	\$13.2	\$15.3	\$1.0	\$16.3	\$15.7	\$1.1	\$16.8
Student Financial Aid	0.4	0.0	0.4	0.3	0.0	0.4	0.4	0.0	0.4
Interest Expense	0.2	0.0	0.2	0.2	0.0	0.2	0.1	0.0	0.1
Other Services and Supplies	24.4	7.3	31.7	14.5	6.0	20.5	15.8	6.3	22.2
Subtotal, Services and Supplies	\$25.0	7.3	\$32.3	\$15.1	6.0	\$21.1	\$16.3	6.4	\$22.7
Capital Expenditures	1.2	0.4	1.6	0.8	0.2	1.0	0.9	0.2	1.1
Debt Principal Payments	2.4	0.3	2.7	4.4	0.2	4.6	0.0	0.1	0.1
Total Expenditures	\$41.1	\$8.7	\$49.8	\$35.5	\$7.5	\$43.0	\$32.9	\$7.7	\$40.6
Revenues Less Expenditures	(\$9.7)	(\$1.5)	(\$11.2)	(\$2.7)	(\$0.3)	(\$2.9)	\$1.2	\$0.1	\$1.3
Transfers Out To/(In From) Plant and Other Funds	2.3	0.0	2.3	2.3	0.0	2.3	2.3	0.0	2.3
Revenues Less Expenditures and Transfers	(\$12.0)	(\$1.5)	(\$13.5)	(\$5.0)	(\$0.3)	(\$5.2)	(\$1.1)	\$0.1	(\$1.0)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$12.0)	(\$1.5)	(\$13.5)	(\$5.0)	(\$0.3)	(\$5.2)	(\$1.1)	\$0.1	(\$1.0)
Total Unrestricted Net Assets, Estimated End of Year Balance	(\$21.1)	(\$0.6)	(\$21.7)	(\$23.8)	(\$0.8)	(\$24.7)	(\$22.6)	(\$0.7)	(\$23.3)
Total Unrestricted Cash, Estimated End of Year Balance	(\$6.8)	\$4.3	(\$2.5)	(\$9.4)	\$4.0	(\$5.4)	(\$8.2)	\$4.2	(\$4.1)
Annualized FTE Enrollment									
Undergraduate	698.4		698.4	653.6		653.6	714.4		714.4
Graduate	0.0		0.0	0.0		0.0	0.0		0.0
Total Annualized FTE Enrollment	698.4		698.4	653.6		653.6	714.4		714.4
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	48.6	0.0	48.6	42.7	0.0	42.7	42.7	0.0	42.7
Nonfaculty	62.0	6.6	68.6	60.0	6.6	66.6	60.0	6.6	66.6
Total FTE of Budgeted Employees	110.6	6.6	117.2	102.7	6.6	109.3	102.7	6.6	109.3

Net Tuition Revenue per FTE Student \$7,821 \$7,773 \$7,814
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	14.3	15.7	17.2
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

Note: In FY 2024-25, \$4.3M of the amount reflected in Debt Principal Payments and approximately \$70,000 in Interest Expense are associated with the repayment of a \$3M advance of FY 2024-25 state appropriations and approximately \$1.3M of a \$6M loan, both taken in FY 2023-24 to help meet university obligations. The balance of the loan (\$4.7M) will be repaid with federal financial aid dollars anticipated to be received from the U.S. Department of Education.

FY 2024-25 Comprehensive Planning Process
Commonwealth University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted	E&G	Auxiliary	Total Unrestricted
Revenues									
Tuition	\$96.0	\$0.0	\$96.0	\$95.1	\$0.0	\$95.1	\$95.3	\$0.0	\$95.3
Fees	26.5	4.6	31.1	26.5	5.2	31.7	26.6	5.4	32.0
State Appropriation	88.4	0.0	88.4	91.4	0.0	91.4	93.2	0.0	93.2
Auxiliary Sales	0.0	51.3	51.3	0.0	52.4	52.4	0.0	55.4	55.4
All Other Revenue	21.3	1.5	22.8	16.6	1.5	18.1	11.7	1.5	13.2
Total Revenues	\$232.3	\$57.4	\$289.7	\$229.6	\$59.1	\$288.6	\$226.8	\$62.3	\$289.1
Expenditures									
Compensation Summary:									
Salaries and Wages	\$122.6	\$9.7	\$132.3	\$110.6	\$9.8	\$120.4	\$109.5	\$10.0	\$119.5
Benefits	62.1	6.4	68.5	58.0	6.9	65.0	57.0	7.0	64.0
Subtotal, Compensation	\$184.7	\$16.1	\$200.8	\$168.7	\$16.7	\$185.4	\$166.6	\$17.0	\$183.6
Student Financial Aid	25.5	3.1	28.6	28.9	3.0	31.9	24.3	2.9	27.2
Interest Expense	0.3	7.1	7.4	0.2	6.5	6.7	0.1	6.5	6.6
Other Services and Supplies	44.6	23.6	68.2	46.0	25.6	71.6	46.0	26.3	72.3
Subtotal, Services and Supplies	\$70.4	33.8	\$104.2	\$75.0	35.1	\$110.2	\$70.4	35.7	\$106.1
Capital Expenditures	2.0	0.3	2.3	1.5	0.4	1.9	1.5	1.0	2.5
Debt Principal Payments	3.3	9.8	13.1	0.6	9.6	10.2	0.6	9.9	10.5
Total Expenditures	\$260.3	\$60.0	\$320.3	\$245.8	\$61.8	\$307.6	\$239.1	\$63.5	\$302.7
Revenues Less Expenditures	(\$28.1)	(\$2.6)	(\$30.6)	(\$16.2)	(\$2.7)	(\$19.0)	(\$12.3)	(\$1.3)	(\$13.6)
Transfers Out To/(In From) Plant and Other Funds	2.8	1.4	4.2	0.0	0.4	0.4	0.0	0.4	0.4
Revenues Less Expenditures and Transfers	(\$30.8)	(\$4.0)	(\$34.9)	(\$16.2)	(\$3.1)	(\$19.4)	(\$12.3)	(\$1.7)	(\$14.0)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	14.2	0.0	14.2	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$16.6)	(\$4.0)	(\$20.6)	(\$16.2)	(\$3.1)	(\$19.4)	(\$12.3)	(\$1.7)	(\$14.0)
Total Unrestricted Net Assets, Estimated End of Year Balance	\$37.1	\$31.0	\$68.1	\$18.8	\$26.1	\$44.9	\$4.6	\$22.4	\$27.0
Total Unrestricted Cash, Estimated End of Year Balance	\$43.9	\$45.6	\$89.5	\$25.7	\$40.7	\$66.4	\$11.5	\$37.0	\$48.5
Annualized FTE Enrollment									
Undergraduate	9,306.0		9,306.0	9,151.4		9,151.4	9,090.5		9,090.5
Graduate	1,088.9		1,088.9	1,148.2		1,148.2	1,191.0		1,191.0
Total Annualized FTE Enrollment	10,394.8		10,394.8	10,299.6		10,299.6	10,281.4		10,281.4
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	575.8	0.0	575.8	528.9	0.0	528.9	513.5	0.0	513.5
Nonfaculty	765.8	71.7	837.6	693.2	94.9	788.0	654.6	94.9	749.5
Total FTE of Budgeted Employees	1,341.6	71.7	1,413.3	1,222.0	94.9	1,316.9	1,168.1	94.9	1,263.0

Net Tuition Revenue per FTE Student \$5,452 \$4,956 \$5,460

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	17.4	17.4	17.9
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

FY 2024-25 Comprehensive Planning Process
East Stroudsburg University of Pennsylvania

Preliminary for Approval

<i>(Dollars in Millions)</i>	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$45.3	\$0.0	\$45.3	\$46.4	\$0.0	\$46.4	\$47.2	\$0.0	\$47.2
Fees	11.1	3.5	14.5	13.6	3.6	17.2	13.8	3.7	17.5
State Appropriation	41.7	0.0	41.7	46.0	0.0	46.0	47.0	0.0	47.0
Auxiliary Sales	0.0	19.9	19.9	0.0	23.3	23.3	0.0	24.0	24.0
All Other Revenue	13.2	0.9	14.1	9.1	1.2	10.3	8.8	1.2	10.0
Total Revenues	\$111.2	\$24.3	\$135.5	\$115.1	\$28.2	\$143.2	\$116.7	\$28.9	\$145.6
Expenditures									
Compensation Summary:									
Salaries and Wages	\$51.4	\$3.4	\$54.8	\$52.8	\$4.3	\$57.2	\$54.3	\$4.4	\$58.6
Benefits	22.6	1.5	24.1	25.0	1.9	26.9	26.0	1.9	27.9
Subtotal, Compensation	\$74.0	\$4.9	\$78.9	\$77.8	\$6.2	\$84.1	\$80.3	\$6.2	\$86.6
Student Financial Aid	14.7	0.5	15.2	15.0	0.4	15.4	15.0	0.4	15.4
Interest Expense	0.6	1.7	2.3	0.5	1.6	2.1	0.4	1.5	1.9
Other Services and Supplies	21.3	11.1	32.4	23.0	12.8	35.8	22.8	13.1	35.9
Subtotal, Services and Supplies	\$36.6	13.3	\$49.9	\$38.4	14.8	\$53.2	\$38.2	15.0	\$53.2
Capital Expenditures	2.3	0.4	2.6	0.1	0.0	0.1	0.1	0.0	0.1
Debt Principal Payments	2.5	2.1	4.7	2.6	2.1	4.7	2.7	2.1	4.8
Total Expenditures	\$115.4	\$20.6	\$136.1	\$118.9	\$23.1	\$142.1	\$121.2	\$23.4	\$144.6
Revenues Less Expenditures	(\$4.2)	\$3.7	(\$0.6)	(\$3.9)	\$5.0	\$1.2	(\$4.6)	\$5.5	\$1.0
Transfers Out To/(In From) Plant and Other Funds	2.7	0.6	3.3	1.8	5.0	6.8	1.8	5.4	7.2
Revenues Less Expenditures and Transfers	(\$6.9)	\$3.1	(\$3.8)	(\$5.7)	\$0.1	(\$5.6)	(\$6.4)	\$0.1	(\$6.3)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	5.7	0.0	5.7	6.4	0.0	6.4
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$6.9)	\$3.1	(\$3.8)	(\$0.0)	\$0.1	\$0.1	(\$0.0)	\$0.1	\$0.1
Total Unrestricted Net Assets, Estimated End of Year Balance	\$47.7	\$37.8	\$85.5	\$42.0	\$20.9	\$62.9	\$39.3	\$26.4	\$65.6
Total Unrestricted Cash, Estimated End of Year Balance	\$56.4	\$39.3	\$95.7	\$50.7	\$22.4	\$73.1	\$48.0	\$27.9	\$75.9
Annualized FTE Enrollment									
Undergraduate	4,480.0		4,480.0	4,601.1		4,601.1	4,679.8		4,679.8
Graduate	572.1		572.1	577.2		577.2	586.2		586.2
Total Annualized FTE Enrollment	5,052.1		5,052.1	5,178.3		5,178.3	5,266.0		5,266.0
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	253.9	0.0	253.9	252.5	0.0	252.5	256.5	0.0	256.5
Nonfaculty	338.0	7.8	345.8	355.6	12.9	368.5	355.6	12.9	368.5
Total FTE of Budgeted Employees	592.0	7.8	599.7	608.0	12.9	621.0	612.0	12.9	625.0

Net Tuition Revenue per FTE Student \$4,864 \$4,843 \$4,896
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	18.7	19.1	19.1
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
Indiana University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$72.1	\$0.0	\$72.1	\$67.9	\$0.0	\$67.9	\$67.9	\$0.0	\$67.9
Fees	25.1	0.0	25.1	23.6	0.0	23.6	23.6	0.0	23.6
State Appropriation	59.4	0.0	59.4	63.8	0.0	63.8	65.1	0.0	65.1
Auxiliary Sales	0.0	30.5	30.5	0.0	28.4	28.4	0.0	28.8	28.8
All Other Revenue	21.0	0.6	21.6	20.2	0.4	20.6	19.3	0.4	19.7
Total Revenues	\$177.7	\$31.1	\$208.7	\$175.5	\$28.8	\$204.3	\$175.9	\$29.2	\$205.2
Expenditures									
Compensation Summary:									
Salaries and Wages	\$84.5	\$2.1	\$86.6	\$82.2	\$2.4	\$84.6	\$84.2	\$2.4	\$86.7
Benefits	42.8	2.0	44.8	42.4	2.1	44.5	43.2	2.1	45.2
Subtotal, Compensation	\$127.3	\$4.1	\$131.4	\$124.6	\$4.4	\$129.1	\$127.4	\$4.5	\$131.9
Student Financial Aid	24.3	0.0	24.3	19.1	2.0	21.2	18.1	2.0	20.2
Interest Expense	0.2	4.4	4.6	0.2	4.2	4.4	0.2	4.0	4.2
Other Services and Supplies	30.1	18.3	48.4	28.7	17.5	46.3	29.0	17.5	46.6
Subtotal, Services and Supplies	\$54.7	22.6	\$77.3	\$48.1	23.8	\$71.8	\$47.3	23.6	\$70.9
Capital Expenditures	1.4	0.1	1.5	1.0	0.1	1.1	0.5	0.1	0.6
Debt Principal Payments	0.8	16.9	17.7	0.8	5.7	6.5	0.7	5.7	6.5
Total Expenditures	\$184.2	\$43.8	\$228.0	\$174.5	\$34.0	\$208.5	\$175.9	\$34.0	\$209.9
Revenues Less Expenditures	(\$6.5)	(\$12.7)	(\$19.2)	\$1.0	(\$5.2)	(\$4.2)	(\$0.0)	(\$4.7)	(\$4.7)
Transfers Out To/(In From) Plant and Other Funds	1.4	(11.1)	(9.7)	1.0	0.0	1.0	0.0	0.0	0.0
Revenues Less Expenditures and Transfers	(\$7.9)	(\$1.6)	(\$9.5)	(\$0.0)	(\$5.2)	(\$5.2)	(\$0.0)	(\$4.7)	(\$4.7)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$7.9)	(\$1.6)	(\$9.5)	(\$0.0)	(\$5.2)	(\$5.2)	(\$0.0)	(\$4.7)	(\$4.7)
Total Unrestricted Net Assets, Estimated End of Year Balance	\$58.7	(\$16.6)	\$42.1	\$56.1	(\$18.2)	\$37.9	\$56.6	(\$23.4)	\$33.1
Total Unrestricted Cash, Estimated End of Year Balance	\$57.1	\$4.1	\$61.2	\$52.8	\$4.1	\$56.9	\$48.1	\$4.1	\$52.2
Annualized FTE Enrollment									
Undergraduate	6,851.9		6,851.9	6,334.7		6,334.7	6,334.7		6,334.7
Graduate	1,110.8		1,110.8	1,110.9		1,110.9	1,110.9		1,110.9
Total Annualized FTE Enrollment	7,962.6		7,962.6	7,445.7		7,445.7	7,445.7		7,445.7
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	401.2	0.0	401.2	377.7	0.0	377.7	377.7	0.0	377.7
Nonfaculty	456.2	17.8	474.0	437.1	19.3	456.3	437.1	19.3	456.3
Total FTE of Budgeted Employees	857.5	17.8	875.3	814.7	19.3	834.0	814.7	19.3	834.0

Net Tuition Revenue per FTE Student \$4,649 \$5,100 \$5,264
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	18.5	18.1	18.5
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
Kutztown University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$61.9	\$0.0	\$61.9	\$61.9	\$0.0	\$61.9	\$62.2	\$0.0	\$62.2
Fees	16.7	4.4	21.1	16.9	4.7	21.6	17.3	4.8	22.1
State Appropriation	50.3	0.0	50.3	54.2	0.0	54.2	55.2	0.0	55.2
Auxiliary Sales	0.0	40.0	40.0	0.0	42.6	42.6	0.0	43.5	43.5
All Other Revenue	12.9	2.4	15.2	7.5	2.7	10.2	7.4	2.7	10.0
Total Revenues	\$141.7	\$46.8	\$188.5	\$140.5	\$50.0	\$190.5	\$142.1	\$51.0	\$193.1
Expenditures									
Compensation Summary:									
Salaries and Wages	\$63.8	\$6.6	\$70.4	\$67.8	\$7.5	\$75.3	\$69.4	\$7.7	\$77.1
Benefits	31.2	3.2	34.5	34.5	3.9	38.4	35.2	4.0	39.2
Subtotal, Compensation	\$95.0	\$9.8	\$104.8	\$102.4	\$11.4	\$113.8	\$104.5	\$11.7	\$116.2
Student Financial Aid	11.2	4.8	16.0	11.4	4.8	16.2	11.4	4.8	16.2
Interest Expense	0.3	3.2	3.5	0.2	2.8	3.0	0.2	2.4	2.6
Other Services and Supplies	22.1	15.5	37.6	22.6	17.1	39.7	22.6	17.5	40.1
Subtotal, Services and Supplies	\$33.6	23.5	\$57.1	\$34.2	24.7	\$58.9	\$34.2	24.7	\$58.8
Capital Expenditures	1.6	0.9	2.5	1.5	0.9	2.4	1.5	0.8	2.3
Debt Principal Payments	1.2	7.1	8.3	1.3	7.1	8.4	0.8	7.7	8.6
Total Expenditures	\$131.4	\$41.3	\$172.8	\$139.3	\$44.1	\$183.4	\$141.0	\$44.9	\$186.0
Revenues Less Expenditures	\$10.3	\$5.4	\$15.8	\$1.2	\$5.9	\$7.1	\$1.0	\$6.1	\$7.1
Transfers Out To/(In From) Plant and Other Funds	11.0	5.4	16.5	1.2	5.9	7.1	1.0	6.1	7.1
Revenues Less Expenditures and Transfers	(\$0.7)	\$0.0	(\$0.7)	(\$0.0)	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.7	0.0	0.7	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	\$0.0	\$0.0	(\$0.0)	(\$0.0)	\$0.0	(\$0.0)	\$0.0	\$0.0	\$0.0
Total Unrestricted Net Assets, Estimated End of Year Balance	\$46.9	\$38.0	\$85.0	\$45.7	\$42.1	\$87.8	\$45.9	\$37.5	\$83.5
Total Unrestricted Cash, Estimated End of Year Balance	\$63.7	\$38.7	\$102.5	\$62.5	\$42.8	\$105.3	\$62.7	\$38.3	\$101.0
Annualized FTE Enrollment									
Undergraduate	6,209.4		6,209.4	6,204.0		6,204.0	6,191.0		6,191.0
Graduate	665.8		665.8	671.2		671.2	684.2		684.2
Total Annualized FTE Enrollment	6,875.2		6,875.2	6,875.2		6,875.2	6,875.2		6,875.2
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	355.6	0.0	355.6	353.7	0.0	353.7	349.1	0.0	349.1
Nonfaculty	334.0	80.9	414.9	340.7	80.6	421.3	339.8	80.6	420.4
Total FTE of Budgeted Employees	689.6	80.9	770.5	694.4	80.6	775.1	688.8	80.6	769.5

Net Tuition Revenue per FTE Student \$6,276 \$6,255 \$6,318
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	18.6	18.7	19.0
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
Millersville University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$61.9	\$0.0	\$61.9	\$58.2	\$0.0	\$58.2	\$58.2	\$0.0	\$58.2
Fees	12.7	4.4	17.1	16.7	4.7	21.4	16.7	4.7	21.4
State Appropriation	44.7	0.0	44.7	47.2	0.0	47.2	48.1	0.0	48.1
Auxiliary Sales	0.0	28.2	28.2	0.0	29.2	29.2	0.0	29.8	29.8
All Other Revenue	10.5	0.1	10.6	9.0	0.1	9.1	7.9	0.1	8.0
Total Revenues	\$129.9	\$32.6	\$162.5	\$131.1	\$34.0	\$165.0	\$130.9	\$34.5	\$165.5
Expenditures									
Compensation Summary:									
Salaries and Wages	\$65.3	\$7.2	\$72.6	\$65.7	\$7.4	\$73.1	\$64.8	\$7.6	\$72.5
Benefits	31.8	4.3	36.0	32.2	4.4	36.6	31.7	4.5	36.3
Subtotal, Compensation	\$97.1	\$11.5	\$108.6	\$97.9	\$11.8	\$109.8	\$96.6	\$12.2	\$108.7
Student Financial Aid	6.4	0.0	6.4	5.2	0.0	5.2	5.2	0.0	5.2
Interest Expense	0.2	4.5	4.8	0.2	4.3	4.5	0.1	4.1	4.2
Other Services and Supplies	19.8	9.2	29.0	20.6	9.3	29.8	20.1	9.4	29.5
Subtotal, Services and Supplies	\$26.4	13.7	\$40.1	\$26.0	13.6	\$39.5	\$25.4	13.5	\$38.9
Capital Expenditures	0.3	0.1	0.4	0.4	0.1	0.5	0.4	0.1	0.5
Debt Principal Payments	1.8	7.4	9.2	1.6	7.2	8.8	1.7	6.9	8.6
Total Expenditures	\$125.6	\$32.7	\$158.4	\$125.9	\$32.7	\$158.6	\$124.0	\$32.7	\$156.7
Revenues Less Expenditures	\$4.2	(\$0.1)	\$4.1	\$5.1	\$1.3	\$6.4	\$6.9	\$1.8	\$8.8
Transfers Out To/(In From) Plant and Other Funds	4.1	(0.1)	4.0	5.1	0.6	5.7	6.9	1.1	8.0
Revenues Less Expenditures and Transfers	\$0.1	\$0.0	\$0.1	\$0.1	\$0.7	\$0.7	\$0.1	\$0.8	\$0.8
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	\$0.1	\$0.0	\$0.1	\$0.1	\$0.7	\$0.7	\$0.1	\$0.8	\$0.8
Total Unrestricted Net Assets, Estimated End of Year Balance	\$34.0	\$6.7	\$40.8	\$34.9	\$7.2	\$42.1	\$37.8	\$8.5	\$46.3
Total Unrestricted Cash, Estimated End of Year Balance	\$45.4	\$7.8	\$53.3	\$46.3	\$8.3	\$54.5	\$49.2	\$9.6	\$58.8
Annualized FTE Enrollment									
Undergraduate	5,236.4		5,236.4	5,341.1		5,341.1	5,341.1		5,341.1
Graduate	682.3		682.3	696.0		696.0	696.0		696.0
Total Annualized FTE Enrollment	5,918.7		5,918.7	6,037.1		6,037.1	6,037.1		6,037.1
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	313.3	0.0	313.3	305.0	0.0	305.0	286.0	0.0	286.0
Nonfaculty	409.5	63.8	473.3	398.9	65.4	464.3	390.1	65.4	455.5
Total FTE of Budgeted Employees	722.8	63.8	786.6	703.9	65.4	769.3	676.1	65.4	741.4

Net Tuition Revenue per FTE Student \$7,800 \$7,180 \$7,180
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	17.2	18.1	19.3
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
Pennsylvania Western University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Unrestricted	E&G	Auxiliary	Unrestricted	E&G	Auxiliary	Unrestricted
Revenues									
Tuition	\$93.8	\$0.0	\$93.8	\$93.7	\$0.0	\$93.7	\$96.1	\$0.0	\$96.1
Fees	25.4	5.5	30.9	25.0	5.2	30.2	25.6	5.2	30.8
State Appropriation	89.4	0.0	89.4	94.2	0.0	94.2	96.1	0.0	96.1
Auxiliary Sales	0.0	34.0	34.0	0.0	34.8	34.8	0.0	36.5	36.5
All Other Revenue	62.9	51.4	114.3	28.0	22.0	50.0	20.0	1.0	21.1
Total Revenues	\$271.5	\$90.9	\$362.4	\$240.9	\$62.0	\$302.9	\$237.9	\$42.8	\$280.7
Expenditures									
Compensation Summary:									
Salaries and Wages	\$120.7	\$4.2	\$124.9	\$121.8	\$4.3	\$126.0	\$120.8	\$4.4	\$125.2
Benefits	61.7	3.2	64.9	64.1	3.4	67.5	63.6	3.4	67.1
Subtotal, Compensation	\$182.4	\$7.4	\$189.8	\$185.9	\$7.6	\$193.5	\$184.5	\$7.8	\$192.3
Student Financial Aid	17.9	0.0	17.9	20.4	0.0	20.4	21.5	0.0	21.5
Interest Expense	0.4	9.7	10.1	0.0	8.8	8.8	(0.0)	8.3	8.3
Other Services and Supplies	53.0	19.6	72.7	53.6	20.2	73.9	52.7	18.4	71.1
Subtotal, Services and Supplies	\$71.3	29.3	\$100.6	\$74.1	29.0	\$103.1	\$74.2	26.7	\$100.9
Capital Expenditures	2.5	0.2	2.7	2.5	0.2	2.7	2.5	0.2	2.7
Debt Principal Payments	32.7	40.6	73.3	0.1	10.1	10.2	0.1	10.6	10.7
Total Expenditures	\$288.8	\$77.6	\$366.4	\$262.6	\$46.9	\$309.5	\$261.3	\$45.3	\$306.6
Revenues Less Expenditures	(\$17.3)	\$13.3	(\$4.0)	(\$21.7)	\$15.0	(\$6.7)	(\$23.4)	(\$2.5)	(\$25.9)
Transfers Out To/(In From) Plant and Other Funds	(0.6)	0.0	(0.6)	0.0	0.0	0.0	0.0	0.0	0.0
Revenues Less Expenditures and Transfers	(\$16.7)	\$13.3	(\$3.4)	(\$21.7)	\$15.0	(\$6.7)	(\$23.4)	(\$2.5)	(\$25.9)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	2.8	0.0	2.8	0.0	0.0	0.0	0.0	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$13.9)	\$13.3	(\$0.6)	(\$21.7)	\$15.0	(\$6.7)	(\$23.4)	(\$2.5)	(\$25.9)
Total Unrestricted Net Assets, Estimated End of Year Balance	\$1.0	\$32.6	\$33.6	(\$20.7)	\$47.6	\$26.9	(\$28.7)	\$29.8	\$1.0
Total Unrestricted Cash, Estimated End of Year Balance	\$29.8	\$28.5	\$58.2	\$8.1	\$43.5	\$51.6	(\$0.0)	\$25.6	\$25.6
Annualized FTE Enrollment									
Undergraduate	7,489.4		7,489.4	7,198.9		7,198.9	7,309.0		7,309.0
Graduate	2,496.9		2,496.9	2,624.1		2,624.1	2,747.6		2,747.6
Total Annualized FTE Enrollment	9,986.3		9,986.3	9,823.0		9,823.0	10,056.6		10,056.6
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	587.8	0.0	587.8	560.2	0.0	560.2	519.9	0.0	519.9
Nonfaculty	692.4	61.1	753.5	710.8	63.1	773.9	706.9	63.1	769.9
Total FTE of Budgeted Employees	1,280.2	61.1	1,341.3	1,271.1	63.1	1,334.1	1,226.8	63.1	1,289.8

Net Tuition Revenue per FTE Student \$5,398 \$4,995 \$4,890

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	15.6	15.8	17.4
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			

Note: In FY 2023-24, All Other Revenue includes \$62.3M of debt relief funds that were appropriated to use for the defeasance of some of PennWest's outstanding bonds for E&G- and Auxiliary-related projects. Expenses reflecting the payoff of this debt appear in Debt Principal Payments and Interest Expense. In addition, All Other Revenue includes \$21M of debt relief funds used to pay annual debt service (principal and interest) for the remaining auxiliary-related bond debt. In FY 2024-25, All Other Revenue includes \$21M of debt relief funds that will be used to pay annual debt service (principal and interest) on auxiliary-related bond debt.

FY 2024-25 Comprehensive Planning Process
Shippensburg University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$46.5	\$0.0	\$46.5	\$46.2	\$0.0	\$46.2	\$47.3	\$0.0	\$47.3
Fees	11.6	4.0	15.6	11.4	4.0	15.4	11.6	4.0	15.6
State Appropriation	41.1	0.0	41.1	42.6	0.0	42.6	43.4	0.0	43.4
Auxiliary Sales	0.0	26.9	26.9	0.0	27.6	27.6	0.0	27.9	27.9
All Other Revenue	10.5	0.2	10.7	7.8	0.2	8.0	7.4	0.2	7.6
Total Revenues	\$109.8	\$31.1	\$140.9	\$107.9	\$31.8	\$139.7	\$109.7	\$32.2	\$141.9
Expenditures									
Compensation Summary:									
Salaries and Wages	\$57.4	\$3.9	\$61.3	\$55.0	\$4.0	\$59.0	\$54.7	\$4.2	\$58.9
Benefits	28.1	2.0	30.1	26.8	2.1	29.0	26.7	2.2	28.9
Subtotal, Compensation	\$85.5	\$5.9	\$91.4	\$81.8	\$6.2	\$88.0	\$81.4	\$6.3	\$87.7
Student Financial Aid	7.3	0.7	8.0	6.9	0.7	7.6	6.9	0.7	7.6
Interest Expense	0.0	5.6	5.6	0.0	5.4	5.4	0.0	5.1	5.1
Other Services and Supplies	18.1	11.2	29.2	18.3	11.3	29.7	18.6	11.5	30.1
Subtotal, Services and Supplies	\$25.4	17.4	\$42.8	\$25.3	17.4	\$42.7	\$25.5	17.3	\$42.9
Capital Expenditures	0.2	0.2	0.4	0.6	0.2	0.7	0.6	0.2	0.7
Debt Principal Payments	0.1	7.0	7.1	0.0	7.3	7.3	0.0	7.2	7.3
Total Expenditures	\$111.2	\$30.6	\$141.7	\$107.7	\$31.0	\$138.7	\$107.5	\$31.1	\$138.6
Revenues Less Expenditures	(\$1.4)	\$0.6	(\$0.9)	\$0.2	\$0.8	\$1.0	\$2.2	\$1.1	\$3.3
Transfers Out To/(In From) Plant and Other Funds	0.7	(0.0)	0.7	0.0	0.0	0.0	0.0	0.0	0.0
Revenues Less Expenditures and Transfers	(\$2.2)	\$0.6	(\$1.6)	\$0.2	\$0.8	\$1.0	\$2.2	\$1.1	\$3.3
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.8	0.0	0.8	1.2	0.0	1.2
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$2.2)	\$0.6	(\$1.6)	\$1.0	\$0.8	\$1.8	\$3.4	\$1.1	\$4.5
Total Unrestricted Net Assets, Estimated End of Year Balance	\$7.7	\$22.7	\$30.4	\$5.9	\$23.5	\$29.5	\$6.6	\$24.6	\$31.2
Total Unrestricted Cash, Estimated End of Year Balance	\$18.6	\$23.9	\$42.5	\$16.8	\$24.7	\$41.5	\$17.5	\$25.8	\$43.3
Annualized FTE Enrollment									
Undergraduate	4,081.5		4,081.5	4,011.7		4,011.7	4,143.9		4,143.9
Graduate	532.0		532.0	546.3		546.3	533.4		533.4
Total Annualized FTE Enrollment	4,613.5		4,613.5	4,558.1		4,558.1	4,677.3		4,677.3
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	266.1	0.0	266.1	257.6	0.0	257.6	246.5	0.0	246.5
Nonfaculty	283.3	53.8	337.1	274.3	51.2	325.5	270.6	53.8	324.4
Total FTE of Budgeted Employees	549.3	53.8	603.1	531.9	51.2	583.1	517.1	53.8	570.9

Net Tuition Revenue per FTE Student \$7,239 \$7,445 \$7,485
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	16.3	17.0	18.1
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
Slippery Rock University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$75.8	\$0.0	\$75.8	\$75.2	\$0.0	\$75.2	\$76.1	\$0.0	\$76.1
Fees	17.8	4.3	22.1	17.7	4.9	22.6	17.9	5.0	22.9
State Appropriation	54.9	0.0	54.9	59.2	0.0	59.2	60.4	0.0	60.4
Auxiliary Sales	0.0	19.8	19.8	0.0	22.1	22.1	0.0	21.6	21.6
All Other Revenue	13.5	0.6	14.2	12.3	0.4	12.7	12.3	0.4	12.8
Total Revenues	\$162.0	\$24.8	\$186.7	\$164.3	\$27.4	\$191.7	\$166.8	\$27.0	\$193.7
Expenditures									
Compensation Summary:									
Salaries and Wages	\$79.4	\$2.9	\$82.3	\$81.6	\$3.1	\$84.7	\$83.6	\$3.1	\$86.7
Benefits	37.9	1.0	38.9	39.5	1.1	40.6	40.2	1.1	41.3
Subtotal, Compensation	\$117.3	\$3.9	\$121.2	\$121.1	\$4.1	\$125.2	\$123.8	\$4.2	\$128.0
Student Financial Aid	7.1	0.4	7.5	7.4	0.4	7.8	7.7	0.4	8.1
Interest Expense	0.8	0.6	1.4	0.8	0.5	1.2	0.7	0.4	1.1
Other Services and Supplies	25.5	16.6	42.1	25.0	18.5	43.5	25.1	18.6	43.7
Subtotal, Services and Supplies	\$33.4	17.6	\$51.0	\$33.1	19.4	\$52.6	\$33.5	19.4	\$52.9
Capital Expenditures	2.8	0.0	2.8	2.7	0.0	2.7	2.8	0.0	2.8
Debt Principal Payments	1.5	1.8	3.3	1.5	1.9	3.4	1.4	2.0	3.4
Total Expenditures	\$154.9	\$23.3	\$178.2	\$158.4	\$25.5	\$183.9	\$161.5	\$25.6	\$187.1
Revenues Less Expenditures	\$7.1	\$1.4	\$8.5	\$5.9	\$2.0	\$7.8	\$5.3	\$1.4	\$6.6
Transfers Out To/(In From) Plant and Other Funds	7.4	1.7	9.1	5.8	1.6	7.3	5.8	1.6	7.4
Revenues Less Expenditures and Transfers	(\$0.3)	(\$0.3)	(\$0.6)	\$0.1	\$0.4	\$0.5	(\$0.5)	(\$0.2)	(\$0.7)
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	2.5	0.8	3.4	1.4	0.0	1.4	1.7	0.5	2.1
Revenues and Supplemental Resources Less Expenditures & Transfers	\$2.3	\$0.5	\$2.8	\$1.6	\$0.4	\$1.9	\$1.2	\$0.2	\$1.4
Total Unrestricted Net Assets, Estimated End of Year Balance	\$84.8	\$18.6	\$103.4	\$82.1	\$15.8	\$98.0	\$83.1	\$13.9	\$96.9
Total Unrestricted Cash, Estimated End of Year Balance	\$109.4	\$17.5	\$126.9	\$106.8	\$14.7	\$121.5	\$107.7	\$12.7	\$120.4
Annualized FTE Enrollment									
Undergraduate	6,999.8		6,999.8	6,938.7		6,938.7	7,097.7		7,097.7
Graduate	1,470.6		1,470.6	1,461.8		1,461.8	1,438.8		1,438.8
Total Annualized FTE Enrollment	8,470.3		8,470.3	8,400.6		8,400.6	8,536.6		8,536.6
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	414.8	0.0	414.8	416.2	0.0	416.2	410.4	0.0	410.4
Nonfaculty	433.5	25.2	458.7	422.1	27.0	449.1	421.9	26.0	447.8
Total FTE of Budgeted Employees	848.3	25.2	873.5	838.4	27.0	865.3	832.3	26.0	858.3

Net Tuition Revenue per FTE Student \$6,307 \$6,270 \$6,266
Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	18.7	18.4	19.1
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

FY 2024-25 Comprehensive Planning Process
West Chester University of Pennsylvania

Preliminary for Approval

(Dollars in Millions)	FY 2023-24 Projected Actuals			FY 2024-25 Budget			FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total	E&G	Auxiliary	Total
Revenues									
Tuition	\$152.7	\$0.0	\$152.7	\$156.6	\$0.0	\$156.6	\$159.3	\$0.0	\$159.3
Fees	42.2	8.3	50.4	43.2	9.0	52.2	43.6	9.0	52.6
State Appropriation	89.8	0.0	89.8	98.2	0.0	98.2	100.1	0.0	100.1
Auxiliary Sales	0.0	35.5	35.5	0.0	38.2	38.2	0.0	38.3	38.3
All Other Revenue	17.6	3.3	20.9	17.0	3.3	20.4	15.4	3.4	18.8
Total Revenues	\$302.3	\$47.0	\$349.3	\$315.0	\$50.6	\$365.6	\$318.4	\$50.7	\$369.1
Expenditures									
Compensation Summary:									
Salaries and Wages	\$155.3	\$6.0	\$161.3	\$160.4	\$6.2	\$166.6	\$165.3	\$6.3	\$171.6
Benefits	68.0	3.2	71.2	71.8	3.1	74.9	73.5	3.2	76.7
Subtotal, Compensation	\$223.3	\$9.1	\$232.5	\$232.2	\$9.3	\$241.5	\$238.9	\$9.5	\$248.3
Student Financial Aid	14.8	0.1	14.9	15.1	0.2	15.3	16.4	0.2	16.5
Interest Expense	2.6	0.9	3.5	2.5	0.8	3.3	2.4	0.7	3.1
Other Services and Supplies	45.8	25.1	70.9	50.6	30.9	81.6	50.5	32.0	82.5
Subtotal, Services and Supplies	\$63.3	26.1	\$89.3	\$68.3	31.9	\$100.2	\$69.2	32.9	\$102.1
Capital Expenditures	0.9	0.0	0.9	0.9	0.0	0.9	0.9	0.0	0.9
Debt Principal Payments	2.2	2.0	4.1	2.3	1.9	4.2	2.4	1.7	4.1
Total Expenditures	\$289.6	\$37.2	\$326.8	\$303.6	\$43.1	\$346.8	\$311.3	\$44.1	\$355.4
Revenues Less Expenditures	\$12.6	\$9.8	\$22.5	\$11.4	\$7.4	\$18.8	\$7.1	\$6.6	\$13.7
Transfers Out To/(In From) Plant and Other Funds	16.8	7.9	24.7	8.8	6.2	15.0	8.8	0.0	8.8
Revenues Less Expenditures and Transfers	(\$4.1)	\$1.9	(\$2.2)	\$2.6	\$1.2	\$3.8	(\$1.7)	\$6.6	\$4.9
Supplemental Resources									
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	14.3	0.0	14.3	16.9	0.0	16.9	17.6	0.0	17.6
Revenues and Supplemental Resources Less Expenditures & Transfers	\$10.1	\$1.9	\$12.0	\$19.6	\$1.2	\$20.8	\$16.0	\$6.6	\$22.6
Total Unrestricted Net Assets, Estimated End of Year Balance	\$91.4	\$43.1	\$134.5	\$93.8	\$44.3	\$138.1	\$96.0	\$50.9	\$146.9
Total Unrestricted Cash, Estimated End of Year Balance	\$116.0	\$55.2	\$171.2	\$118.4	\$56.4	\$174.8	\$120.6	\$63.0	\$183.5
Annualized FTE Enrollment									
Undergraduate	13,900.6		13,900.6	14,207.7		14,207.7	14,439.2		14,439.2
Graduate	1,919.6		1,919.6	1,931.6		1,931.6	1,938.1		1,938.1
Total Annualized FTE Enrollment	15,820.2		15,820.2	16,139.3		16,139.3	16,377.3		16,377.3
FTE of Budgeted Unrestricted Employees, Net of Turnover									
Faculty	802.5	0.0	802.5	815.6	0.0	815.6	820.3	0.0	820.3
Nonfaculty	758.1	75.7	833.8	770.6	63.0	833.6	770.6	63.0	833.6
Total FTE of Budgeted Employees	1,560.6	75.7	1,636.3	1,586.2	63.0	1,649.2	1,590.9	63.0	1,653.9

Net Tuition Revenue per FTE Student \$7,356 \$7,450 \$7,424

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: FY22-23 amount may include aid awarded to graduate and clock hour students. Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	<u>Actual/Estimated</u>	<u>Estimated</u>	<u>Estimated</u>
Fall FTE Student/Fall FTE Faculty Ratio	19.0	18.0	18.2
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			

Note: West Chester's projected results include revenue associated with reserves for one-time strategic initiatives which are under review by the incoming president. These are funded out of targeted savings from annual operating revenue and expenditures and may be inflating the results. This will be updated prior to the October submission.

FY 2024-25 Comprehensive Planning Process

System Office: Portion of office funded by ½ of 1% of State Appropriation, Tuition, Room and Board only

Educational & General only		Preliminary for Approval	
(Dollars in Millions)	FY 2023-24 Projected Actuals	FY 2024-25 Budget	FY 2025-26 Projections
Revenues			
Tuition	\$0.0	\$0.0	\$0.0
Fees	0.0	0.0	0.0
State Appropriation	2.9	3.1	3.2
Auxiliary Sales	0.0	0.0	0.0
All Other Revenue	5.3	5.2	5.3
Total Revenues	\$8.2	\$8.3	\$8.5
Expenditures			
Compensation Summary:			
Salaries and Wages	\$4.1	\$3.7	\$3.8
Benefits	1.4	1.5	1.5
Subtotal, Compensation	\$5.5	\$5.2	\$5.3
Student Financial Aid	0.0	0.0	0.0
Interest Expense	0.0	0.0	0.0
Other Services and Supplies	2.9	3.0	3.1
Subtotal, Services and Supplies	\$2.9	\$3.0	\$3.1
Capital Expenditures	0.0	0.0	0.0
Debt Principal Payments	0.0	0.0	0.0
Total Expenditures	\$8.4	\$8.2	\$8.4
Revenues Less Expenditures	(\$0.2)	\$0.0	\$0.1
Transfers Out To/(In From) Plant and Other Funds	0.0	0.0	0.0
Revenues Less Expenditures and Transfers	(\$0.2)	\$0.0	\$0.1
Supplemental Resources			
Planned Use of Reserves for One- Time Needs/Strategic Initiatives	0.1	0.0	0.0
Revenues and Supplemental Resources Less Expenditures & Transfers	(\$0.1)	\$0.0	\$0.1
Total Unrestricted Net Assets, Estimated End of Year Balance	\$12.4	\$12.7	\$13.0
Total Unrestricted Cash, Estimated End of Year Balance	\$13.3	\$13.6	\$13.9
Annualized FTE Enrollment			
Undergraduate	0.0	0.0	0.0
Graduate	0.0	0.0	0.0
Total Annualized FTE Enrollment	0.0	0.0	0.0
FTE of Budgeted Unrestricted Employees (including Shared Services), Net of Turnover			
Faculty	0.0	0.0	0.0
Nonfaculty	152.7	157.8	157.5
Total FTE of Budgeted Employees (including Shared Services)	152.7	157.8	157.5

Key Systemwide Budget Planning Assumptions

System-wide planning assumptions include the following:

- *Appropriations*— Assumed a 6.5 percent increase in state appropriations for 2024-25 and a 2 percent increase thereafter. The appropriation formula has been updated for 2024-25 based on the latest information, which is carried forward to 2025-26 until the formula can be updated with new enrollment data. Note –projected state appropriation allocation for 2024-25 is contained in the State Appropriation Allocation table.
- *Tuition and Fee Rates*— For planning purposes, universities assumed no increase in the rates for tuition, the technology tuition fee, or all university-based fees for current and future years. Universities will budget revenue and associated financial aid from multiyear tuition pricing plans only after those plans have been approved by the Board of Governors; there are currently no approved plans.
- *Enrollment*—Universities were to provide realistic enrollment projections (not targets or aspirational goals) that are based on historical experience, projected demographic changes, net projected impact of new academic programs that have been approved, and efforts to strengthen student retention, etc.
- *Expenditures*—Projected expenditures reflect the cost to continue operations into the ensuing years for the anticipated enrollment. Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year and the current and projected pay and benefit rates provided. For those unions with CBAs that will expire during this projection period, a general two percent increase in salaries is assumed for planning purposes.

Glossary of key budget line items

Revenue/Sources:

Tuition — 2024-25 and 2025-26 tuition revenue projections reflect the impact of changes in enrollment, including any projected changes in mix of residency (in-state vs. out-of-state) and level of student (undergraduate vs. graduate). The experience varies widely by university.

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

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

State Appropriation — Estimates for 2024-25 and 2025-26 are based on an updated state appropriation allocation formula that will be used to distribute the amount appropriated to the State System in 2024-25 and assume a 6.5 percent increase in funding for 2024-25 and a 2 percent increase in funding for 2025-26.

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

All Other Revenue — In addition to any one-time Coronavirus State Fiscal Recovery Funds (CSFRF) universities received and/or are recognizing across all years presented, this category includes unrestricted gifts, contracts, and grants; investment income; revenues from corporate partnerships (e.g., Pepsi); parking and library fines; corrections from prior years; and other miscellaneous revenue sources. Activities generating these revenues vary widely by university. In 2024-25, this category also includes one-time funding provided to PennWest University for debt relief.

Expenditures/Transfers:

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

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

overload, summer/winter pay) and leave payouts due to employees upon separation/retirement.

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

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

Interest Expense — Includes all interest expense payments related to outstanding System bonds associated with university-funded E&G and/or Auxiliary facility projects as well as debt payments associated with master lease agreements between a university and its affiliated entities.

Other Services and Supplies — Expenditures in this category support all day-to-day university operations, including utilities; professional services; teaching, office, and custodial supplies; travel; subscriptions and memberships; on-campus dining operations; postage; and noncapital equipment. Costs in several commodity areas were contracted through Systemwide strategically sourced procurements. In addition, universities routinely purchase products and services under Commonwealth and other governmental contracts to reduce costs. Expenditures related to the one-time use of CSFRF received in 2021-22 and 2022-23 are reflected in all years presented.

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

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

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

Revenues Less Expenditures and Transfers — This item represents the annual financial plan's surplus or deficit—the difference between anticipated revenue and planned

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

Revenues & Use of Supplemental Resources/Adjustments Less Expenditures & Transfers — This item incorporates the results of Revenues Less Expenditures and Transfers and reserve funds that have been directed towards a one-time expenditure.

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

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

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

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

**Board of Governors Meeting
University Success Committee**
July 11, 2024

SUBJECT: Fiscal Year 2024-25 Educational & General Appropriation Allocation

**INFORMATION TO BE
PROVIDED AFTER THE
COMMONWEALTH
BUDGET IS COMPLETED.**

Supporting Documents Included: Proposed FY 24-25 E&G Appropriation Allocation (Attachment 1); Funding of Systemwide Initiatives from FY 2024-25 E&G Appropriation (Attachment 2)

Other Supporting Documents Available: FY 24-25 Appropriation Request; Commonwealth FY 2024-25 Spending Plan; Board of Governors' Policy 1984-06-A: *Allocation Formula*; Procedure/Standard Number 2022-55 Allocation Formula Methodology

Prepared by: Ginger Coleman

Contact: gcoleman @passhe.edu

Attachment 1

**INFORMATION TO BE
PROVIDED AFTER THE
COMMONWEALTH
BUDGET IS COMPLETED.**

INFORMATION TO BE
PROVIDED AFTER THE
COMMONWEALTH
BUDGET IS COMPLETED.

INFORMATION TO BE
PROVIDED AFTER THE
COMMONWEALTH
BUDGET IS COMPLETED.

BOARD CONSIDERATION



Pennsylvania's
STATE SYSTEM
of Higher Education

Board of Governors Meeting

July 11, 2024

SUBJECT: Policy 2024-01: *Undergraduate Recruitment and Financial Aid Optimization*

UNIVERSITIES AFFECTED: All

BACKGROUND: To memorialize expectations relative to the work that has been done in assessing enrollment management efforts across the system, this policy is intended to ensure universities maintain highly functional new undergraduate student enrollment operations through effective recruitment and admissions practices, enrollment marketing efforts, research, and fiscally responsible financial aid optimization models, which are key drivers for university sustainability. These operations should be aligned with university-wide planning and industry standards and best practices and reviewed by the university on a regular basis for continuous improvement

MOTION: That the Board approves Policy 2024-01: *Undergraduate Recruitment and Financial Aid Optimization*.

Supporting Documents Included: Policy 2024-01 language**Other Supporting Documents Available:** N/A**Prepared by:** Sharon Minnich**Email:** sminnich@passhe.edu



PA State System of Higher Education Board of Governors

Effective: xx

Page 1 of 2

Policy 2024-01: Undergraduate Recruitment and Financial Aid Optimization Annual Assessment

See Also:

Adopted: July XX, 2024

RESOLUTION 2023-02 Exercising the Fiduciary
Responsibility of the Board of Governors for
Efficient, Effective, and Financially Sustainable
Universities

A. Purpose

In accordance with the Board of Governors fiduciary responsibilities, including but not limited to the short- and long-term financial health of the State System and the vitality of its mission for future generations of Pennsylvanians, the purpose of this policy is to ensure universities maintain highly functional new undergraduate student enrollment operations through effective recruitment and admissions practices, enrollment marketing efforts, research, and fiscally responsible financial aid optimization models, which are key drivers for university sustainability.

These operations should be aligned with university-wide planning and industry standards and best practices and reviewed by the university on a regular basis for continuous improvement.

B. Policy

1. Each university within the system shall administer enrollment management functions in adherence to best practices, benchmarked against a set of standards collaboratively developed and outlined in a System Procedure and Standard.
2. Universities shall conduct periodic assessments of their enrollment management functions against the established standards. The frequency of assessment submissions, timing, format, and reporting mode shall be defined in a System Procedure and Standard.
3. Assessments must encompass, at a minimum, evaluations of marketing, admissions, and financial aid capabilities, with a focus on supporting enrollment projections and university aid and/or pricing strategies that flow into university planning.

4. Based on the assessments, universities should prioritize actions for continuous improvement.
5. If, as part of the assessments, or if financial or operational circumstances dictate the need for immediate action, the chancellor/designee, in consultation with the Presidents, may require additional assessment, external assistance and actions.
6. In the event that a university submits a tuition proposal in accordance with Policy 1999-02-A Tuition, the assessment findings may be provided to the Board to aid in its decision-making process.

C. Implementation

The chancellor, in consultation with the Presidents and Board of Governors as appropriate, shall promulgate procedures, standards, related policies and guidelines as necessary to ensure proper implementation of this policy.

This policy is effective immediately.

Board of Governors Meeting

July 11, 2024

SUBJECT: 2024-25 Tuition and Technology Tuition Fee Rates and Tentative 2025-26 Basic Tuition Rates

UNIVERSITIES AFFECTED: All

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

As outlined in the policy, the tentative rates for 2025-26 will be calculated based on the most current three-year average increase in the State System's basic tuition and technology tuition fee rates. The State System will continue to monitor its funding sufficiency and propose a tuition rate for 2025-26 for Board consideration in 2025.

MOTION: That the Board approves the 2024-25 Tuition and Technology Tuition Fee and Tentative 2025-26 Tuition Schedule, as attached.

Supporting Documents Included: 2024-25 Tuition and Technology Tuition Fee and Tentative 2025-26 Tuition Schedule

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

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Attachment 1

Pennsylvania's State System of Higher Education
Proposed 2024-25 and Tentative 2025-26 Tuition Rates
Summary for Typical System Student
Excludes Rates for Board-Approved Alternative Tuition Pricing

Student Classification	2023-24		Proposed 2024-25 Rates			Tentative 2025-26 Rates		
	Per Credit ¹	Full-Time	Per Credit ¹	Full-Time	Change	Per Credit ¹	Full-Time	Change
		Academic Year		Academic Year	\$ %		Academic Year	\$ %
Typical Undergraduate In-State Rate			Rates will be set by the Board of Governors at the July 11, 2024 meeting.			Rates will be set by the Board of Governors at the July 11, 2024 meeting.		
In-State	\$322	\$7,716						
Typical Graduate In-State Rate	\$516	n/a						
Technology Tuition Rate								
Undergraduate In-State	\$20	\$478						
Undergraduate Out-of-State	\$30	\$728						
Graduate In-State	\$28	n/a						
Graduate Out-of-State	\$40	n/a						

¹ For graduate student charges and undergraduate part-time, summer, interim session student charges. In addition, Shippensburg University charges in-state undergraduate students on a per-credit basis.

Note: At the discretion of each university president, out-of-state tuition rates may vary for online programs.