

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

Meeting Minutes

260th Meeting
Thursday, October 11, 2018

Indiana University of Pennsylvania
Kovalchick Convention and Athletic Complex
711 Pratt Drive
Indiana, PA 15705

9:00 a.m.

ATTENDING

Board of Governors:

Audrey F. Bronson
Joar F. Dahn
Secretary Sarah E. Galbally (Governor Wolf's designee)
Representative Michael K. Hanna (via phone)
Donald E. Houser, Jr.
Rodney Kaplan, Jr.
David M. Maser (Vice Chair)
Marian D. Moskowitz
Thomas S. Muller (via phone)
Noe Ortega (designee for Secretary of Education)
Judith L. Schwank (via phone)
Cynthia D. Shapira (Chair)
Harold C. Shields (Vice Chair)
Samuel H. Smith
Brian H. Swatt
Representative Mike Turzai (via phone)
Neil R. Weaver
Janet L. Yeomans (via phone)

Senator Ryan P. Aument, Barbara McIlvaine Smith, and Secretary of Education Pedro A. Rivera were absent.

Office of the Chancellor:

Daniel I. Greenstein, Chancellor
James S. Dillon
Peter H. Garland
Randy A. Goin, Jr. (via phone)
Andrew C. Lehman

Also in attendance from the Office of the Chancellor: Alicia A. Brumbach, Audrey J. Guistwhite, Lois M. Johnson, Kenneth D. Marshall, Victoria L. Sanders, Lisa A. Sanno, Dean A. Weber, and Eric J. Zeglen.

University Presidents in attendance: Laurie A. Carter, Michael A. Driscoll, Peter C. Fackler, Christopher M. Fiorentino, Interim President Michael J. Hannan, Kenneth S. Hawkinson, Geraldine M. Jones, James Krause represented Bashar W. Hanna, Ken Long represented Marcia G. Welsh, Dale-Elizabeth Pehrsson, Robert M. Pignatello, and Aaron A. Walton.

President Bashar W. Hanna and Marcia G. Welsh were absent.

Chairwoman Shapira called the meeting to order at 9:10 a.m.

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

The Pledge of Allegiance was recited by those in attendance.

THE CHAIRWOMAN'S COMMENTS INCLUDED THE FOLLOWING:

- Welcomed the new Chancellor, Daniel Greenstein
- Focusing on the three key priorities
 - Student Success
 - Leveraging our universities' strengths
 - Transforming our governance structure
- Phase II of the Redesign
- Budget Process
- Appropriations request
- Thanked President Driscoll for hosting the Board of Governors meeting at IUP

Chairwoman Shapira noted that the Board met in Executive Session on Wednesday, October 10, 2018, from 12:00 p.m. to 2:00 p.m.

PUBLIC COMMENTS

To hear all comments, click on the link.

<https://www.youtube.com/watch?v=IGBLUT3mnUE>

IUP – Host Campus Presentation and Student Spotlight

- Host, President Michael Driscoll, offered welcoming remarks and presented a presentation on behalf of the university.

Chairwoman Shapira turned the meeting over to Chancellor Greenstein for his remarks.

THE CHANCELLOR'S COMMENTS INCLUDED THE FOLLOWING:

- Acknowledged Professor Martin's (IUP) comments
- Met with
 - Executive Committee of the Board
 - Board Members

- Legislators
- Faculty
- Staff
- Business Leaders
- Seven Campus Visits
 - Observations from the experience of campus visits
 - Students contributions to communities
 - Passion and creativity from faculty and staff
 - Appearance of our universities
 - Our universities serve their students
- Commitment of Trustees
- Meetings at the Capitol
- Challenges
 - Can succeed – address our challenges

At this point, Chancellor Greenstein turned the meeting over to Chairwoman Shapira.

Chairwoman Shapira noted we are now using a consent agenda format to handle routine items and other items that already been fully vetted in other public meetings. How will this work – items on the consent agenda will be moved as a block, with one motion and one vote. If there is any item an individual Board member has a question about or wants to handle separately, we will pull it from the consent agenda and place it on the regular agenda.

Chairwoman Shapira moved to approve the items on the consent agenda.

7. Consent Agenda – ACTION

A. Minutes – July 12, 2018, and August 1, 2018.

B. Student Success Committee actions from September 28, 2018

1. Policy Reform for System Redesign – Policy Revision

a. 2002-04-A: *Academic Calendar*

C. Approval of Standing Committee Assignments

Consent Agenda - Voice vote - The motion passed unanimously.

Item#7 Consent Agenda (7-B)

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE PROPOSED REVISIONS TO THE BOARD OF GOVERNORS POLICY 2002-04-A: *ACADEMIC CALENDAR***. (Attachment #1)

Voice vote - The motion passed unanimously.

Item#7 Consent Agenda (7-C)

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE STANDING COMMITTEE ASSIGNMENTS AS SHOWN IN THE *STANDING COMMITTEE ASSIGNMENTS* DOCUMENT DISTRIBUTED AT THE QUARTERLY BOARD MEETING, EFFECTIVE OCTOBER 11, 2018**. (Attachment #2)

Voice vote - The motion passed unanimously.

Item #8 – System Redesign – Phase II (INFORMATION)

Item #9 – Strategies for Affordability – Policy Revision and Rescission – This item was pulled from the agenda.

New Business Item #1

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS ENDORSE THE STRATEGIC DIRECTION FOR SYSTEM REDESIGN, PHASE II AND AUTHORIZE THE CHANCELLOR TO PROCEED IN ACCORDANCE WITH THE TIMEFRAME PRESENTED TODAY.**

Voice vote - The motion passed unanimously.

New Business Item #2

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE MANSFIELD UNIVERSITY OF PENNSYLVANIA'S 2019/20 UNDERGRADUATE OUT-OF-STATE TUITION RATES EQUAL TO 130 PERCENT OF THE SYSTEM'S IN-STATE BASE RATE FOR NEW YORK AND NEW JERSEY RESIDENTS, AND 150 PERCENT OF THE SYSTEM'S IN-STATE BASE RATE FOR ALL OTHER NEW OUT-OF-STATE STUDENTS.** (Attachment #3)

Voice vote - The motion passed unanimously.

Item #10 – Fiscal Year 2019/20 Appropriation Request

The System Appropriation Request – the Board was not acting on this motion today but will schedule a meeting later in October.

Chairwoman Shapira said the Board would vote on the second part of Item #10

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE 2018/19 E&G BUDGETS FOR THE STATE SYSTEM UNIVERSITIES AND OFFICE OF THE CHANCELLOR, REFLECTED IN ATTACHMENT 2, AS THE BASIS FOR THE SYSTEM'S APPROPRIATION REQUEST.** (Attachment #4)

Voice vote - The motion passed unanimously.

Item #11 – Fiscal Year 2018/19 Capital Spending Plan and Capital Budget Authorization Request

Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE FISCAL YEAR 2018/19 CAPITAL SPENDING PLAN AND SUBMISSION OF THE LISTS OF PROJECTS FOR LEGISLATIVE AUTHORIZATION.** (Attachment #5)

Voice vote - The motion passed unanimously.

Item #12 - Resolutions

Chairwoman Shapira read into the record a resolution honoring James S. Dillon. Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE RESOLUTION.**

(Attachment #6)

Voice vote. The motion passed unanimously.

Governor Sam Smith read into the record a resolution honoring Harold C. Shields. Governor Smith moved **THAT THE BOARD OF GOVERNORS APPROVE THE RESOLUTION.**

(Attachment #7)

Voice vote. The motion passed unanimously.

Chairwoman Shapira read into the record a resolution honoring Michael K. Hanna. Chairwoman Shapira moved **THAT THE BOARD OF GOVERNORS APPROVE THE RESOLUTION.**

(Attachment #8)

Voice vote. The motion passed unanimously.

ADJOURNMENT

There being no further items of business to come before the Board, Chairwoman Shapira adjourned the meeting at 11:25 a.m.

ATTEST: _____

Randy Goin Jr.
Chief of Staff

The webcast link for October 11, 2018, Board Meeting
<https://www.youtube.com/watch?v=IGBLUT3mnUE>



PA State System of Higher Education Board of Governors

Effective: July 11, 2002

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Policy 2002-04-A: Academic Calendar

See Also: 24 P.S. §§ 20-2001A, et seq.

Adopted: July 11, 2002

Amended: January 26, 2017, October XX, 2018

- A. All Universities in State System to Follow Same Academic Calendar Parameters:**
Starting with fall semester 2018, all universities in ~~the~~ Pennsylvania's State System of Higher Education will adhere to commonly agreed upon academic calendar parameters. These parameters provide flexibility for each campus to serve students.
- B. Academic Calendar Parameters:**
- ~~There will be a common first week of the fall semester.~~ Each State System University may choose ~~their~~ the first day of ~~this week.~~ its academic calendar during a two-week period established by the Office of the Chancellor after consultation with the university presidents.
 - There will be no less than three (3) weeks and no more than five (5) weeks between the fall and spring semesters.
 - State System Universities will adhere to the number of instructional weeks per semester required by the applicable Collective Bargaining Agreements (CBA).
 - Academic calendars will deliver the equivalent of 70 instructional days during the fall and spring semesters. Final Exams are one additional calendar week (up to five [5] days) each semester.
 - Each university calendar must address the contractual bargaining agreements and implications for minor and major holidays.
 - The following major holidays in for which campuses and the Office of the Chancellor are closed include: Martin Luther King Day, Memorial Day, and July 4th, Labor Day, Thanksgiving Day, Christmas Day, and New Year's Day.
 - The following minor holidays include: Presidents Day, Veterans Day, and Columbus Day. Each of the Universities, as well as the Office of the Chancellor, has the discretion to use minor holidays as they see fit.
 - The State System and its universities have a common payroll system and as such, the Office of the Chancellor will establish a common payroll/administrative calendar for the academic year's pay dates that applies to all universities, regardless of the start or end date for each university's academic calendar.
 - State System Universities will provide their academic calendars three (3) years in advance to the Office of the Chancellor to include fall, winter, spring, and summer terms.
- C. Academic Calendar Parameters Established by Chancellor and University Presidents:**
The chancellor, working with the University Presidents, establishes the academic calendar parameters. Exceptions to the start of the fall semester for extenuating circumstances may be granted by the Chancellor for a State System University after consultation with the University Presidents.



Student Success

CHAIR – David M. Maser
VICE CHAIR – Marian D. Moskowitz
Senator Ryan P. Aument
Audrey F. Bronson
Joar F. Dahn
Secretary of Education Pedro A. Rivera
Cynthia D. Shapira (ex officio)
President Laurie A. Carter (nonvoting president liaison)

Audit and Compliance

CHAIR – Samuel H. Smith
Senator Judith L. Schwank
Cynthia D. Shapira (ex officio)
President Christopher M. Fiorentino (nonvoting president liaison)

University Success

CHAIR – Thomas S. Muller
VICE CHAIR – Neil R. Weaver
Barbara McIlvaine Smith
Brian H. Swatt
Janet L. Yeomans
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President Marcia G. Welsh (nonvoting president liaison)

Governance and Leadership

CHAIR – Donald E. Houser, Jr.
VICE CHAIR –
Rodney Kaplan, Jr.
Samuel H. Smith
Senator Judith L. Schwank
David M. Maser
Cynthia D. Shapira (ex officio)
President Bashar W. Hanna (nonvoting president liaison)

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

Cynthia D. Shapira – **Board Chair**
David M. Maser – **Board Vice Chair; Chair of the Student Success Committee**
Samuel H. Smith – **Board Vice Chair; Chair of the Audit and Compliance Committee**
Thomas S. Muller – **Chair of the University Success Committee**
Donald E. Houser, Jr. – **Chair of the Governance and Leadership Committee**

Updated: January 16, 2019

Mansfield University of Pennsylvania 2019/20 Alternative Tuition Strategy

Overview of Current Rate Structure

Mansfield University has been operating two alternative pricing strategies that were originally approved as tuition flexibility pilots in 2014 and 2015. The current price structure includes a per-credit tuition rate with a four-year price guarantee for all in-state and out-of-state students. This pilot pricing is combined with six out-of-state pricing tiers; seven new price points were established each year for new cohorts, until the Board froze the tuition structure for the 2018/19 cohort at the 2017/18 rates. Neither pricing strategy met the anticipated goals for enrollment and revenue; both have resulted in confusion and significant administrative challenges. The end result of the pricing pilots has been that Mansfield has made itself the highest priced alternative among State System institutions, a posture that is out of sync with the university's large cohorts of first generation and neediest students. In short, the pricing pilots combined with constrained financial aid flexibility have resulted in limited access to students in the university's prime markets.

The university believes that continuing these pricing models is harmful to the university and not in the best interest of students. The university has been working with an external consultant to determine the most appropriate short- and long-term pricing strategies, based on the university's regional enrollment demographics and pricing sensitivity, and national best practices for net price.

Mansfield's Partnership

EAB Enrollment Services has been working with Mansfield to create a more coherent and supportable pricing and discounting strategy. This partnership involves a detailed examination of Mansfield's yield and retention patterns and those of its competitors, the relationship of its undergraduate price and institutional aid structure to enrollment trends, and developing recommendations for a new price and discount strategy built upon predictive analytics that are in compliance with university and System policies.

EAB concurred with the university's assessment of its tuition strategy:

The problem is that managing over 30 [sic] different price points for undergraduates is internally challenging—for the billing office, the budget office, and financial aid, among others. It is also confusing to the students Mansfield wishes to enroll. While families understand the concept of one tuition price and different scholarship amounts, it is more difficult for an admissions officer to explain many different tuition rates for the same educational product, with fewer scholarships.¹

The analysis was conducted in two phases, with limited short-term recommendations for undergraduate students entering Mansfield in fall 2018, as approved by the Board of Governors in March 2018. Significant changes in pricing were not recommended for the fall 2018 cohort, as this class has been recruited based on the existing price structure and it takes time to operationalize new pricing strategies and to communicate changes appropriately to prospective students, current students, alumni, faculty, and staff.

¹EAB: Preliminary Recommendations 02/26/18 Mansfield University, page 3.

Research

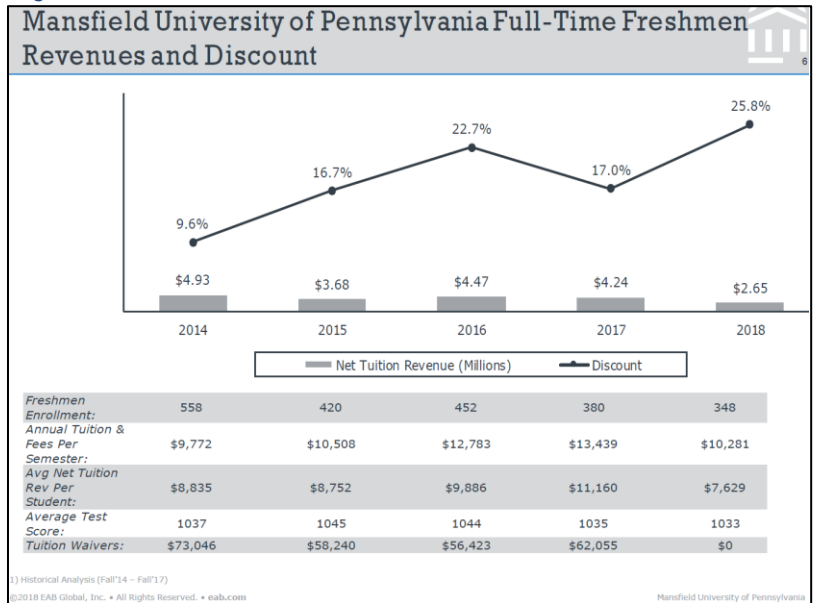
EAB analyzed longitudinal data on prospective first-time full-time freshmen who were admitted to Mansfield University from 2014 to 2018. They analyzed both those who chose to enroll, and those who chose not to enroll with attention to trends by state of residency (Pennsylvania, New York, and all other), pricing strategy employed, and students' ability to pay. They also researched pricing strategies of direct competitors.

Observations

Observations regarding first-time full-time freshmen who enrolled at Mansfield University, as reflected in Figure 1, include:

- Freshman enrollment is at a five-year low.
- Net revenue to Mansfield is at a five-year low.
- Net revenue per student is at a five-year low.
- The discount rate is at a five-year high.

Figure 1



Observations regarding Mansfield's current net price strategies reveal that:

- The difference in net cost between enrolling and non-enrolling students is at a five-year high, indicating net price strategies are not employed to affect enrollment decisions.
- Net cost to students is not sensitive to family's ability to pay for college. One method of determining a family's ability to pay is based on the family's credit score. Figure 2 reflects the correlation between credit score and college preparedness (high school grade point average and SAT score). Credit scores are reflected in groups ranging from A (highest) to E (lowest). Figure 3 reveals no significant difference in Mansfield's net cost per student by credit score group—a proxy for ability to pay.

Figure 2

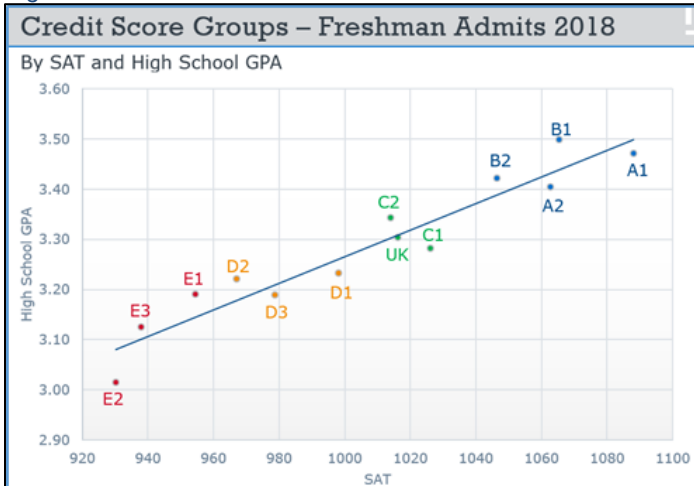
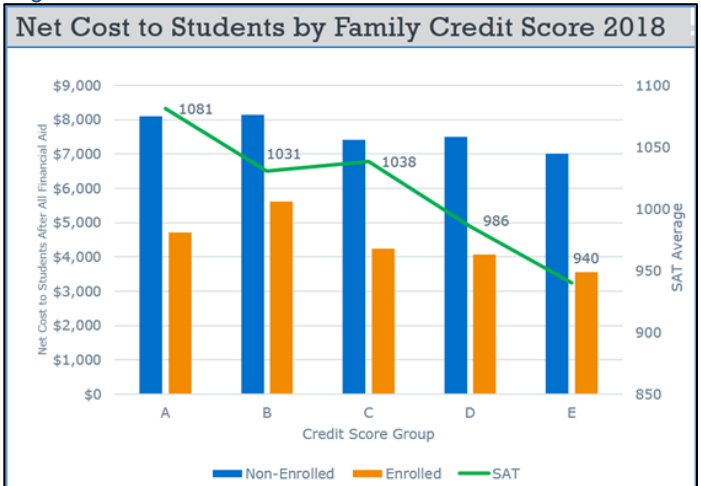


Figure 3

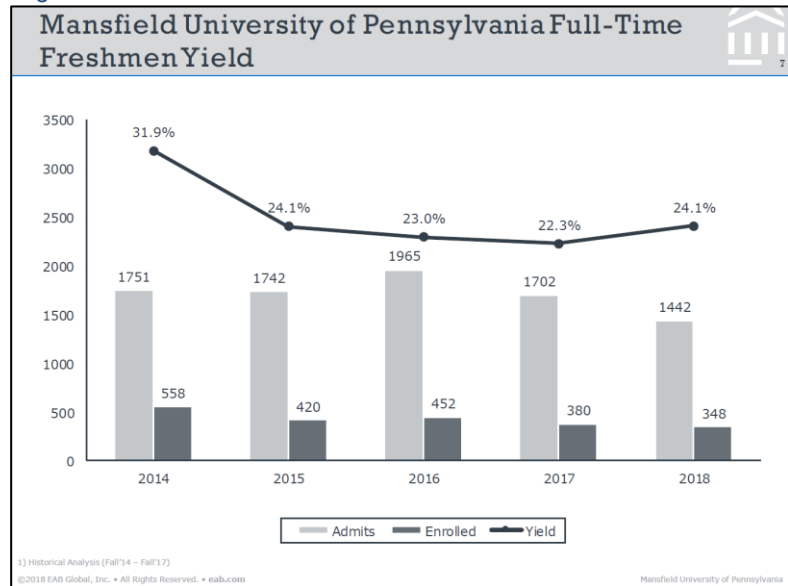


Findings

Price is only part of Mansfield's enrollment challenge, as evidenced by the following findings.

- Mansfield's application pipeline needs immediate attention—more prospective students need to be identified to increase the number of applicants to the university. Figure 4 indicates a decline in the number of applicants over the last three years. Even though yield increased this fall, enrollment declined due to the smaller applicant pool.

Figure 4



- Direct competitors are becoming more aggressive, and are seeking expert assistance to attract more applicants and increase the yield of those who apply, boosting enrollment and revenue.
- Mansfield is constrained by System-wide pricing and aid policies. The amendments currently under consideration by the Board of Governors to Policy 1999-02-A, *Tuition*, and the rescission of Policy 1996-01-A, *Sources of Funding for University Scholarships*, are essential for the university to be able to establish strategic net tuition pricing in a way that addresses affordability and access issues.
- Timely strategic communication to prospective students and families is critical to success in fall 2019. Adoption of a new net price strategy must occur in October 2018 to allow for immediate marketing to the prospective student community in order to positively impact fall 2019 enrollment and net revenue.
- Mansfield's pricing strategy is the opposite of that used by most competitors and with which prospective students are most familiar. Typically, prospective students expect one published tuition price, with the potential for a scholarship. Mansfield's current use of multiple prices, in effect, leaves no room for merit awards.
- Small institutional aid awards are effective in significantly increasing yield among incoming freshmen.

Recommendations from EAB and Supported by Mansfield University

- Change pricing structure as soon as possible, returning to a full-time rate supplemented with an institutional aid program, making Mansfield more competitive and attractive to price-sensitive families. Doing so will increase enrollment and net revenue and encourage more admitted students to enroll full-time.
- Standardize in- and out-of-state pricing to be more in line with direct competitors, taking into consideration special pricing for New York and New Jersey students.

- Receive increased flexibility regarding the use of institutional financial aid so that Mansfield University can engage in strategic net pricing to enhance student access and student success, taking into account and correcting for current affordability issues that impact some of Mansfield's students.
- Start intensive recruitment communications to high school seniors and their parents immediately to recapture Mansfield's primary markets. Also begin recruitment of high school juniors and sophomores.
- Resource and equip Mansfield's enrollment offices—in particular, admissions and financial aid—to be able to achieve enrollment objectives.
- Retain consistent strategies, tactics, and funding for at least three years.
- For returning students with a price guarantee, implement any necessary adjustments to net price via institutional financial aid grants or adjustments to gross price as needed.

Attachment 2
Educational and General Financial Plan Summaries
for Pennsylvania's State System of Higher Education Entities
As of October 3, 2018

In accordance with Act 188 of 1982, the System's appropriation request is based upon university financial requirements as submitted in adherence to specific guidelines. System universities were provided with instructions to determine their fiscal year 2018/19 and 2019/20 Educational and General (E&G) financial requirements, which include anticipated changes in salaries, benefits, and other cost categories, with the following exception. The collective bargaining agreements for all unions, except Security, Police, and Fire Professionals of America (SPFPA), expire June 30, 2019. As has been the case in prior years, no pay adjustments for these employee groups have been addressed in these university estimates, as they are unknown at this time. (This is not to be viewed as a bargaining position.)

E&G financial plans support ongoing general academic, administrative, and physical operations. Restricted (sponsored programs and most financial aid) and auxiliary (dining, housing, recreation centers, and student centers) activities are excluded. Universities provide actual cost for the prior year (2017/18) and estimates for the current year (2018/19) and request year (2019/20). University financial plans vary from one another due to the unique nature of each university's enrollment, employee complement, instructional offerings, physical plant, and strategic direction. Expenditure estimates and projections for university-based revenue sources are used to determine the System's financial plan request parameters.

Below are explanations of the enrollment, revenue, and expenditure expectations for System universities and the Office of the Chancellor for 2018/19, as submitted by the universities in September 2018 and reviewed by the Office of the Chancellor. Estimates provided for the request year (as described in Attachment 1) were used to develop the State System's 2019/20 appropriation request. A summary for each entity is provided at the end of this overview.

Enrollment Trends

Most System universities—like others in Pennsylvania—continue to experience enrollment declines with a corresponding adverse effect on tuition and fee revenues. The System's overall anticipated 2018/19 reduction of approximately 3,800 annualized full-time equivalent (FTE) students, or 4.1 percent, is consistent with preliminary fall 2018 enrollment statistics. For some System universities, this represents the ninth straight year of enrollment decline.

The declining number of high school graduates, compounded by the declining percentage of high school graduates who pursue a college education, has been a contributing factor. Similar demographic trends have been occurring nationally as other states, especially in the Northeast, have been experiencing modest declines in high school graduates. In Pennsylvania, the number of high school graduates is expected to continue to decline by approximately 1 percent in 2019 and 2 percent in 2020; however, experience varies significantly by county.

The decline in undergraduate enrollment has been partially offset by modest increases in graduate enrollment that have occurred in each of the last four years and are projected to continue. In 2010/11, the System's total enrollment peaked at approximately 112,000 FTE students, but has since declined by almost 22,000 FTE students, or 19 percent, to the anticipated 2018/19 enrollment of approximately 90,400 FTE students.

University-specific FTE enrollment projections vary significantly, with the 2018/19 one-year change ranging from a 35.5 percent decrease at Cheyney University to a 1.0 percent increase at West Chester University.

Financial Realignment

In the midst of declining enrollment, the System's emphasis continues to be on addressing the structural gap between revenues and expenses through strategic changes to its business models to ensure university financial sustainability and student success. Universities began fiscal year 2018/19 with a System-wide budgetary gap of approximately \$19 million, resulting from mandatory cost increases that exceed available revenue.

System universities continue to respond by retooling in order to meet changing student demographics and new program content needs and modalities. For some, the corresponding program realignment and workforce planning efforts may result in eliminating faculty and/or staff positions over and above the complement changes reflected in this document. Such adjustments to workforce and structural program realignment require a multiyear approach.

Universities have incorporated these structural adjustments into their budgets in different ways, as they are at various stages in their planning processes. Some universities have reflected a Planned Use of Carryforward or loans from Auxiliary Funds in 2018/19 as a one-time funding source while plans are being finalized for structural realignment. When this occurs, a similar funding commitment is also reflected in 2019/20 with the expectation that the budget will be realigned accordingly.

Fiscal Year 2018/19 Highlights Revenue/Sources

Tuition—The Board of Governors approved a 2.99 percent tuition rate increase for fiscal year 2018/19. The 2018/19 tuition revenue projections reflect the combined effect of tuition rate increases and changes in enrollment, as previously noted. In addition, tuition flexibility pilots are continuing to be implemented during fall 2018 at Indiana and Shippensburg Universities, while East Stroudsburg University has implemented its alternative pricing structure—a tuition guarantee program. System-wide, tuition revenue is expected to increase \$0.6 million, or 0.1 percent, ranging from a 38 percent reduction at Cheyney University to a 5.2 percent increase at Shippensburg University.

Fees—The universities' councils of trustees set institution-based student fee rates. 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, which is expected to generate \$49.8 million in revenue for instructional technology purposes. Fee revenue reflects the combined impact of rate adjustments and enrollment changes. University mandatory fee revenue increased on average 1.4 percent. University fee practices vary significantly.

State Appropriation—The System's 2018/19 E&G appropriation of \$468.1 million represents a \$15.0 million, or 3.3 percent, increase over the prior year. The state appropriation is allocated to universities through two methods: approximately \$39.1 million will be distributed based upon performance; the remaining is distributed through the System's allocation formula methodology, as approved by the Board of Governors at its July 2018 meeting. (For 2019/20, universities

reflect the same appropriation as received in 2018/19.)

All Other Revenue—Included in this category are unrestricted gifts, contracts, and grants; investment income; educational fees for noncredit activity; parking and library fines; corrections from prior years; and other miscellaneous revenue sources. Activities generating these revenues vary widely by university and tend to be nonrecurring. Most universities do not anticipate increases and/or continuation of certain miscellaneous revenue sources in this category, and limit expenditures supported by these specific revenue streams in their budget estimates accordingly. “All Other Revenue” for 2017/18 included an \$8.2 million one-time healthcare settlement due to better than anticipated healthcare experience in 2016/17. A similar settlement is not anticipated in 2018/19; however, this has resulted in reduced premium rates for 2018/19 and limited increases for 2019/20.

Planned Use of Carryforward—From time to time, some universities may have the opportunity, either through greater than anticipated enrollment/revenue growth or through disciplined multiyear planning, to set aside revenues for future year activities. This is represented by a negative number in Planned Use of Carryforward. When a university is using funds carried forward from previous years, a positive number will appear on this line. This practice is a management tool allowing universities to anticipate and fund large one-time purchases and multiyear projects. Typical initiatives funded in this manner include new academic programs, major equipment purchases and upgrades, facilities improvements, and transitions through demographic changes. Since Carryforward funds are one-time in nature, a corresponding one-time expenditure is associated with the use of these funds. Most universities reflect a Planned Use of Carryforward in 2018/19 either to partially fund ongoing expenses as a transitional tool while implementing multiyear realignments, or for specific capital projects and new academic initiatives. Please note that with the exception of three universities, there is no Planned Use of Carryforward in 2017/18, as the prior year reflects the actual net result of the year’s revenues and expenditures/transfers; typically, a surplus increased E&G net assets while a shortfall reduced E&G net assets. The three universities that included Planned Use of Carryforward funds in 2017/18 used the funds for one-time, specific strategic projects.

Expenditures/Transfers

Compensation—Universities estimate budgeted FTE positions based upon known complement and anticipated vacancies. Given the continuing budget challenges, most positions vacated during 2017/18 were either frozen or eliminated. Most System universities are planning to fill some key positions in 2018/19, with a net increase in funded positions at ten universities. In total, 10,819 E&G FTE positions are budgeted for 2018/19, representing a decrease of 95 FTE positions over the 2017/18 actual budgeted complement. This fall, the System is employing approximately 1,100 fewer permanent employees than nine years ago (fall 2009). The 2018/19 change in E&G employees ranges from a reduction of 53 FTE positions at Indiana University to an increase of 38 FTE positions at West Chester University, primarily for permanent faculty and other administrative personnel in support of enrollment increases and the implementation of new academic programs.

Compensation adjustments have been incorporated in the 2018/19 estimates for all known requirements. Employee benefits allow multiple choices for healthcare and retirement programs. Each university’s mix of employees among the bargaining units that represent them, the benefits choices they make, and their years of service result in varying increases in personnel costs. Universities budget compensation expenses based upon anticipated filled positions, taking into consideration retirements, vacancies, and regular annual turnover in employee complement.

Salaries and Wages—Fiscal year 2018/19 represents the last year of a contract with most bargaining units and incorporates various combinations of increment increases, cash payments, and general pay increases. Changes to university-budgeted complement resulting from retirements, enrollment changes, accreditation requirements, and efficiency and productivity efforts, combined with the compensation adjustments, result in an average salary and wage increase of 3.6 percent.

Benefits—The vast majority of System employees are enrolled in either the System’s healthcare program or the Commonwealth’s Pennsylvania Employees Benefit Trust Fund (PEBTF) program for health benefits. Beginning in January 2016, nonrepresented employees and employees in the Office of Professional Employees International Union Healthcare Pennsylvania (OPEIU) and the Security, Police, and Fire Professionals of America (SPFPA) unions experienced a change in the design of the System’s program that includes deductibles and co-insurance. Similar changes were experienced in January 2017 by members of the Association of Pennsylvania State College and University Faculties (APSCUF) union, which represents the university faculty and coaches. These plan changes helped reduce the System’s healthcare costs over the last three years. In 2018/19, the System’s plan experienced an unprecedented decrease in employer rates of approximately 7.3 percent, while the PEBTF employer rates reflected in the AFSCME agreement increased 2.7 percent. The System’s retiree healthcare rates decreased 2.0 percent, while the Commonwealth’s retiree healthcare rates returned to 2016/17 levels (a 60 percent increase from 2017/18, when there was a one-time reduction in the employer contribution rates).

The most common employer contribution rates for the State Employees’ Retirement System (SERS) and Public School Employees’ Retirement System (PSERS), in which 49 percent of the System’s eligible employees participate, increased approximately 0.6 percent and 2.6 percent, respectively. In total, employee benefits expenses are projected to increase 4.4 percent.

Student Financial Aid—In April 2014, the Board of Governors amended Policy 1996-01-A: *Sources of Funding for University Scholarships*, to allow councils of trustees to establish institutional scholarship programs with limited E&G revenue. Given the growing emphasis on affordability, retention, enrollment management, and the net price to the student, E&G expenditures for student financial aid are reflected as a separate category in the budget summary. Significant growth in the use of institutional unrestricted resources for student aid is reflected in 2018/19, corresponding with the flexibility provided by Board policy and expectations regarding affordability of alternative pricing strategies. E&G student aid expenditures in 2018/19 are projected to grow \$2.8 million, or 5.0 percent, and vary significantly by university.

Utilities—Each university’s utilities costs vary widely, depending on the mix of utilities (gas, coal, oil, and electricity), local providers, contractual obligations, usage, energy savings projects, and changes in space. Fiscal year 2017/18 included savings in natural gas and electricity rates that are not anticipated to be realized again in 2018/19. In addition, the cogeneration plant at IUP will undergo some major maintenance projects. Fiscal year 2018/19 utilities costs, reflecting anticipated rates, are estimated to increase an average of 3.0 percent.

Other Services and Supplies—Expenditures in this category support all the day-to-day university operations, including professional services; teaching, office, and custodial supplies; travel; subscriptions and memberships; postage; and noncapital equipment. Costs in several commodity areas were contained through System-wide strategically sourced procurements. In

addition, universities routinely purchase products and services under Commonwealth and other governmental contracts to reduce costs. During 2018/19, other services and supplies expenditures are expected to increase 5.9 percent on average. Most of these increases are one-time activities associated with designated one-time fund sources, including Planned Use of Carryforward funds; university expenditures vary.

Capital Expenditures and Transfers—Capital expenditures and transfers represent the System’s investment in its physical resources from the E&G budget. 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 transfers generally fund physical plant expenditures and debt. Some transfers may reflect a commitment for future projects. University capital expenditures and transfers can vary widely from year to year.

Board of Governors Budget Request Summary
 Bloomsburg University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$78,890,666	\$78,471,935	-0.5%	\$78,532,027	0.1%
Fees	21,907,425	21,907,650	0.0%	21,851,620	-0.3%
State Appropriation	36,152,927	37,575,747	3.9%	37,575,747	0.0%
All Other Revenue	7,079,739	6,196,786	-12.5%	6,185,711	-0.2%
Planned Use of Carryforward	2,996,155	9,124,566	204.5%	5,365,959	-41.2%
Total Revenue/Sources	\$147,026,912	\$153,276,684	4.3%	\$149,511,064	-2.5%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$72,664,199	\$74,260,997	2.2%	\$76,792,497	3.4%
Benefits	35,947,781	37,540,223	4.4%	39,577,908	5.4%
Subtotal, Compensation	\$108,611,980	\$111,801,220	2.9%	\$116,370,405	4.1%
Student Financial Aid	2,865,596	3,748,658	30.8%	4,128,658	10.1%
Utilities	2,481,748	2,838,864	14.4%	2,952,419	4.0%
Other Services and Supplies	22,944,629	27,524,883	20.0%	25,901,956	-5.9%
Subtotal, All Services and Supplies	\$28,291,973	\$34,112,405		\$32,983,033	
Capital Expenditures and Transfers	6,627,039	7,363,059	11.1%	5,232,135	-28.9%
Total Expenditures and Transfers	\$143,530,992	\$153,276,684	6.8%	\$154,585,573	0.9%
Revenue/Sources Less Expenditures/Transfers	\$3,495,920	\$0		(\$5,074,509)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	7,419.97	7,131.71	-3.9%	7,060.45	-1.0%
Out-of-State Undergraduate	773.46	735.27	-4.9%	722.75	-1.7%
In-State Graduate	510.79	503.83	-1.4%	536.50	6.5%
Out-of-State Graduate	69.30	66.55	-4.0%	66.55	0.0%
Total FTE Enrollment	8,773.52	8,437.36	-3.8%	8,386.25	-0.6%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	490.75	489.04	(1.71)	490.54	1.50
AFSCME	321.95	329.18	7.23	330.77	1.59
Nonrepresented	111.12	111.43	0.31	115.26	3.83
SCUPA	63.13	58.43	(4.70)	58.43	0.00
All Other	59.77	60.31	0.54	60.81	0.50
Total FTE of Budgeted Positions	1,046.72 *	1,048.39	1.67	1,055.81	7.42

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 977.77.

Board of Governors Budget Request Summary
California University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$66,754,381	\$64,706,519	-3.1%	\$64,019,043	-1.1%
Fees	14,150,440	13,990,361	-1.1%	13,836,467	-1.1%
State Appropriation	32,486,231	33,442,584	2.9%	33,442,584	0.0%
All Other Revenue	6,232,454	7,160,499	14.9%	7,160,499	0.0%
Planned Use of Carryforward	0	680,000	n/a	0	-100.0%
Total Revenue/Sources	\$119,623,506	\$119,979,963	0.3%	\$118,458,593	-1.3%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$57,053,799	\$60,101,390	5.3%	\$61,127,640	1.7%
Benefits	27,066,140	28,757,728	6.2%	29,954,967	4.2%
Subtotal, Compensation	\$84,119,939	\$88,859,118	5.6%	\$91,082,607	2.5%
Student Financial Aid	6,236,473	5,871,000	-5.9%	6,000,000	2.2%
Utilities	2,072,681	2,134,861	3.0%	2,220,255	4.0%
Other Services and Supplies	21,576,037	19,346,360	-10.3%	19,930,000	3.0%
Subtotal, All Services and Supplies	\$29,885,191	\$27,352,221		\$28,150,255	
Capital Expenditures and Transfers	5,140,777	3,768,624	-26.7%	3,768,624	0.0%
Total Expenditures and Transfers	\$119,145,907	\$119,979,963	0.7%	\$123,001,486	2.5%
Revenue/Sources Less Expenditures/Transfers	\$477,599	\$0		(\$4,542,893)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	4,551.00	4,222.00	-7.2%	4,158.00	-1.5%
Out-of-State Undergraduate	557.00	508.00	-8.8%	505.00	-0.6%
In-State Graduate	1,270.00	1,231.00	-3.1%	1,230.00	-0.1%
Out-of-State Graduate	634.00	625.00	-1.4%	619.00	-1.0%
Total FTE Enrollment	7,012.00	6,586.00	-6.1%	6,512.00	-1.1%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	321.25	322.21	0.96	322.21	0.00
AFSCME	188.30	178.27	(10.03)	178.00	(0.27)
Nonrepresented	86.87	92.82	5.95	92.80	(0.02)
SCUPA	52.00	51.00	(1.00)	51.00	0.00
All Other	55.83	54.26	(1.57)	53.81	(0.45)
Total FTE of Budgeted Positions	704.25 *	698.56	(5.69)	697.82	(0.74)

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 688.05.

Board of Governors Budget Request Summary
 Cheyney University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$6,373,100	\$3,925,305	-38.4%	\$5,416,632	38.0%
Fees	1,670,857	1,051,715	-37.1%	1,467,436	39.5%
State Appropriation	12,633,506	13,205,930	4.5%	13,205,930	0.0%
All Other Revenue	713,667	4,731,462	563.0%	1,394,456	-70.5%
Planned Use of Carryforward	0	0	n/a	0	n/a
Total Revenue/Sources	\$21,391,130	\$22,914,412	7.1%	\$21,484,454	-6.2%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$8,906,334	\$6,914,285	-22.4%	\$7,150,929	3.4%
Benefits	3,966,210	3,246,913	-18.1%	3,337,837	2.8%
Subtotal, Compensation	\$12,872,544	\$10,161,198	-21.1%	\$10,488,766	3.2%
Student Financial Aid	569,115	350,000	-38.5%	490,000	40.0%
Utilities	769,377	730,000	-5.1%	759,200	4.0%
Other Services and Supplies	9,151,175	8,178,422	-10.6%	8,445,507	3.3%
Subtotal, All Services and Supplies	\$10,489,667	\$9,258,422		\$9,694,707	
Capital Expenditures and Transfers	1,317,725	1,521,692	15.5%	1,342,151	-11.8%
Transfers Out/(In) to Balance Fund*	0	1,973,100	n/a	933,462	-52.7%
Total Expenditures and Transfers	\$24,679,936	\$22,914,412	-7.2%	\$22,459,086	-2.0%
Revenue/Sources Less Expenditures/Transfers					
	(\$3,288,806)	\$0		(\$974,632)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	455.93	342.20	-24.9%	498.00	45.5%
Out-of-State Undergraduate	213.54	110.00	-48.5%	136.00	23.6%
In-State Graduate	25.63	0.79	-96.9%	0.00	-100.0%
Out-of-State Graduate	7.00	0.13	-98.1%	0.00	-100.0%
Total FTE Enrollment	702.10	453.12	-35.5%	634.00	39.9%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	64.72	41.96	(22.76)	44.95	2.99
AFSCME	16.52	12.58	(3.94)	12.58	0.01
Nonrepresented	11.93	13.94	2.00	13.94	0.01
SCUPA	6.82	3.33	(3.49)	3.33	(0.00)
All Other	15.85	11.53	(4.32)	11.53	0.00
Total FTE of Budgeted Positions	115.85 **	83.33	(32.52)	86.33	3.00

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Funds will be used to balance the Auxiliary budget.

**Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 112.21.

Board of Governors Budget Request Summary
Clarion University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$38,152,502	\$36,939,256	-3.2%	\$36,939,256	0.0%
Fees	12,761,943	12,550,147	-1.7%	12,550,147	0.0%
State Appropriation	24,950,026	25,939,282	4.0%	25,939,282	0.0%
All Other Revenue	6,814,409	7,334,892	7.6%	5,813,100	-20.7%
Planned Use of Carryforward	0	1,336,783	n/a	1,336,783	0.0%
Total Revenue/Sources	\$82,678,880	\$84,100,360	1.7%	\$82,578,568	-1.8%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$40,517,946	\$42,071,775	3.8%	\$43,279,467	2.9%
Benefits	20,005,136	20,480,118	2.4%	21,383,738	4.4%
Subtotal, Compensation	\$60,523,082	\$62,551,893	3.4%	\$64,663,205	3.4%
Student Financial Aid	2,738,130	3,523,775	28.7%	3,526,821	0.1%
Utilities	1,823,071	1,999,405	9.7%	2,075,000	3.8%
Other Services and Supplies	16,399,302	16,682,405	1.7%	17,551,000	5.2%
Subtotal, All Services and Supplies	\$20,960,503	\$22,205,585		\$23,152,821	
Capital Expenditures and Transfers	1,556,767	2,680,786	72.2%	1,137,900	-57.6%
Transfers Out/(In) to Balance Fund*	0	(3,337,904)	n/a	(3,337,904)	n/a
Total Expenditures and Transfers	\$83,040,352	\$84,100,360	1.3%	\$85,616,022	1.8%
Revenue/Sources Less Expenditures/Transfers					
	(\$361,472)	\$0		(\$3,037,454)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	3,571.42	3,328.10	-6.8%	3,328.10	0.0%
Out-of-State Undergraduate	292.35	265.87	-9.1%	265.87	0.0%
In-State Graduate	461.15	443.13	-3.9%	443.13	0.0%
Out-of-State Graduate	152.90	163.33	6.8%	163.33	0.0%
Total FTE Enrollment	4,477.82	4,200.43	-6.2%	4,200.43	0.0%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	250.85	255.43	4.58	256.43	1.00
AFSCME	164.06	162.52	(1.54)	162.51	(0.01)
Nonrepresented	76.67	75.90	(0.77)	77.90	2.00
SCUPA	31.89	33.52	1.63	33.51	(0.01)
All Other	37.58	37.66	0.08	37.64	(0.02)
Total FTE of Budgeted Positions	561.05 **	565.03	3.98	567.99	2.96

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Funds will be transferred in from the Auxiliary fund to balance the E&G budget.

**Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 542.14.

Board of Governors Budget Request Summary
 East Stroudsburg University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$57,377,752	\$59,616,922	3.9%	\$60,513,319	1.5%
Fees	13,355,448	12,452,961	-6.8%	12,493,478	0.3%
State Appropriation	27,030,316	28,659,138	6.0%	28,659,138	0.0%
All Other Revenue	5,778,349	4,832,114	-16.4%	4,842,475	0.2%
Planned Use of Carryforward	0	(763,105)	n/a	(1,127,169)	n/a
Total Revenue/Sources	\$103,541,865	\$104,798,030	1.2%	\$105,381,241	0.6%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$49,440,392	\$51,227,931	3.6%	\$52,323,567	2.1%
Benefits	21,773,001	23,484,916	7.9%	24,508,627	4.4%
Subtotal, Compensation	\$71,213,393	\$74,712,847	4.9%	\$76,832,194	2.8%
Student Financial Aid	3,501,863	4,028,108	15.0%	4,118,108	2.2%
Utilities	1,495,043	1,461,721	-2.2%	1,476,120	1.0%
Other Services and Supplies	15,611,152	16,073,986	3.0%	15,961,014	-0.7%
Subtotal, All Services and Supplies	\$20,608,058	\$21,563,815		\$21,555,242	
Capital Expenditures and Transfers	10,927,343	8,521,368	-22.0%	8,723,491	2.4%
Total Expenditures and Transfers	\$102,748,794	\$104,798,030	2.0%	\$107,110,927	2.2%
Revenue/Sources Less Expenditures/Transfers	\$793,071	\$0		(\$1,729,686)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	4,482.00	4,291.00	-4.3%	4,292.00	0.0%
Out-of-State Undergraduate	1,216.00	1,124.00	-7.6%	1,126.00	0.2%
In-State Graduate	399.00	423.00	6.0%	429.00	1.4%
Out-of-State Graduate	126.00	142.00	12.7%	142.00	0.0%
Total FTE Enrollment	6,223.00	5,980.00	-3.9%	5,989.00	0.2%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	301.04	295.06	(5.98)	294.29	(0.77)
AFSCME	202.54	196.86	(5.68)	196.98	0.12
Nonrepresented	102.76	104.88	2.12	105.00	0.12
SCUPA	40.01	43.66	3.65	43.67	0.01
All Other	48.41	49.24	0.83	49.26	0.02
Total FTE of Budgeted Positions	694.76 *	689.70	(5.06)	689.20	(0.50)

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 689.47.

Board of Governors Budget Request Summary
Edinboro University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$46,332,116	\$42,116,166	-9.1%	\$42,116,166	0.0%
Fees	12,704,531	11,169,629	-12.1%	11,169,629	0.0%
State Appropriation	26,713,731	27,958,861	4.7%	27,958,861	0.0%
All Other Revenue	3,967,084	3,532,638	-11.0%	3,532,638	0.0%
Planned Use of Carryforward	0	4,915,750	n/a	4,915,750	0.0%
Total Revenue/Sources	\$89,717,462	\$89,693,044	0.0%	\$89,693,044	0.0%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$45,503,449	\$46,203,293	1.5%	\$47,044,954	1.8%
Benefits	25,095,132	25,289,234	0.8%	26,272,341	3.9%
Subtotal, Compensation	\$70,598,581	\$71,492,527	1.3%	\$73,317,295	2.6%
Student Financial Aid	3,656,624	3,579,849	-2.1%	3,579,849	0.0%
Utilities	2,241,675	2,218,220	-1.0%	2,315,822	4.4%
Other Services and Supplies	10,840,780	11,074,020	2.2%	11,074,020	0.0%
Subtotal, All Services and Supplies	\$16,739,079	\$16,872,089		\$16,969,691	
Capital Expenditures and Transfers	934,411	1,328,428	42.2%	1,326,232	-0.2%
Total Expenditures and Transfers	\$88,272,071	\$89,693,044	1.6%	\$91,613,218	2.1%
Revenue/Sources Less Expenditures/Transfers	\$1,445,391	\$0		(\$1,920,174)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	3,344.50	2,877.00	-14.0%	2,877.00	0.0%
Out-of-State Undergraduate	643.00	499.00	-22.4%	499.00	0.0%
In-State Graduate	837.00	738.00	-11.8%	738.00	0.0%
Out-of-State Graduate	285.50	280.00	-1.9%	280.00	0.0%
Total FTE Enrollment	5,110.00	4,394.00	-14.0%	4,394.00	0.0%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	304.42	299.71	(4.71)	302.26	2.55
AFSCME	161.90	156.50	(5.40)	157.40	0.90
Nonrepresented	80.84	79.79	(1.05)	81.75	1.96
SCUPA	30.00	31.44	1.44	30.54	(0.90)
All Other	38.78	37.78	(1.00)	37.60	(0.18)
Total FTE of Budgeted Positions	615.94 *	605.22	(10.72)	609.55	4.33

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 589.33.

Board of Governors Budget Request Summary
Indiana University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$110,764,180	\$110,412,180	-0.3%	\$107,455,729	-2.7%
Fees	32,908,662	33,792,070	2.7%	32,796,644	-2.9%
State Appropriation	53,901,743	54,846,695	1.8%	54,846,695	0.0%
All Other Revenue	21,541,118	18,464,207	-14.3%	18,455,795	0.0%
Planned Use of Carryforward	0	6,620,343	n/a	6,010,174	-9.2%
Total Revenue/Sources	\$219,115,703	\$224,135,495	2.3%	\$219,565,037	-2.0%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$104,232,882	\$105,731,187	1.4%	\$106,939,510	1.1%
Benefits	51,989,430	51,902,405	-0.2%	53,262,508	2.6%
Subtotal, Compensation	\$156,222,312	\$157,633,592	0.9%	\$160,202,018	1.6%
Student Financial Aid	11,870,819	12,389,212	4.4%	12,313,801	-0.6%
Utilities	4,788,473	5,512,296	15.1%	5,652,499	2.5%
Other Services and Supplies	33,948,709	35,716,549	5.2%	36,240,402	1.5%
Subtotal, All Services and Supplies	\$50,608,001	\$53,618,057		\$54,206,702	
Capital Expenditures and Transfers	15,579,945	12,883,846	-17.3%	12,900,171	0.1%
Total Expenditures and Transfers	\$222,410,258	\$224,135,495	0.8%	\$227,308,891	1.4%
Revenue/Sources Less Expenditures/Transfers	(\$3,294,555)	\$0		(\$7,743,854)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	8,853.83	7,879.91	-11.0%	7,604.11	-3.5%
Out-of-State Undergraduate	849.80	859.21	1.1%	828.12	-3.6%
In-State Graduate	972.13	928.38	-4.5%	896.00	-3.5%
Out-of-State Graduate	478.33	455.66	-4.7%	440.41	-3.3%
Total FTE Enrollment	11,154.09	10,123.16	-9.2%	9,768.64	-3.5%

E&G FTE of Budgeted Positions	Actual FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	686.02	645.82	(40.20)	645.82	0.00
AFSCME	373.70	368.75	(4.95)	368.75	0.00
Nonrepresented	185.94	181.50	(4.44)	181.50	0.00
SCUPA	52.48	48.02	(4.46)	48.02	0.00
All Other	58.23	58.99	0.76	58.99	0.00
Total FTE of Budgeted Positions	1,356.37 *	1,303.08	(53.29)	1,303.08	0.00

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 1,290.43.

Board of Governors Budget Request Summary
Kutztown University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$69,352,726	\$69,969,875	0.9%	\$69,820,072	-0.2%
Fees	13,031,254	16,380,877	25.7%	16,553,494	1.1%
State Appropriation	35,559,018	37,139,108	4.4%	37,139,108	0.0%
All Other Revenue	4,980,603	4,298,413	-13.7%	4,298,413	0.0%
Planned Use of Carryforward	0	0	n/a	0	n/a
Total Revenue/Sources	\$122,923,601	\$127,788,273	4.0%	\$127,811,087	0.0%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$63,420,838	\$64,661,296	2.0%	\$65,283,093	1.0%
Benefits	31,215,150	32,011,259	2.6%	33,043,175	3.2%
Subtotal, Compensation	\$94,635,988	\$96,672,555	2.2%	\$98,326,268	1.7%
Student Financial Aid	4,147,530	4,515,750	8.9%	4,600,750	1.9%
Utilities	2,216,259	2,256,825	1.8%	2,326,750	3.1%
Other Services and Supplies	20,956,580	21,115,962	0.8%	21,200,000	0.4%
Subtotal, All Services and Supplies	\$27,320,369	\$27,888,537		\$28,127,500	
Capital Expenditures and Transfers	6,902,280	3,227,181	-53.2%	3,196,270	-1.0%
Total Expenditures and Transfers	\$128,858,637	\$127,788,273	-0.8%	\$129,650,038	1.5%
Revenue/Sources Less Expenditures/Transfers	(\$5,935,036)	\$0		(\$1,838,951)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	6,225.67	6,183.92	-0.7%	6,121.61	-1.0%
Out-of-State Undergraduate	926.53	927.57	0.1%	916.82	-1.2%
In-State Graduate	422.33	462.17	9.4%	536.63	16.1%
Out-of-State Graduate	28.92	38.61	33.5%	36.73	-4.9%
Total FTE Enrollment	7,603.45	7,612.27	0.1%	7,611.79	0.0%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	452.00	448.00	(4.00)	448.00	0.00
AFSCME	215.92	212.65	(3.27)	212.65	0.00
Nonrepresented	115.45	115.71	0.26	115.73	0.02
SCUPA	38.65	35.66	(2.99)	35.66	0.00
All Other	43.42	43.88	0.46	43.88	0.00
Total FTE of Budgeted Positions	865.44 *	855.90	(9.54)	855.92	0.02

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 864.85.

Board of Governors Budget Request Summary
 Lock Haven University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$32,347,878	\$30,215,242	-6.6%	\$29,059,573	-3.8%
Fees	8,406,834	7,801,660	-7.2%	7,471,156	-4.2%
State Appropriation	24,955,737	25,189,876	0.9%	25,189,876	0.0%
All Other Revenue	3,767,025	3,573,461	-5.1%	3,587,758	0.4%
Planned Use of Carryforward	0	1,705,215	n/a	1,705,215	0.0%
Total Revenue/Sources	\$69,477,474	\$68,485,454	-1.4%	\$67,013,578	-2.1%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$35,750,936	\$37,065,186	3.7%	\$37,532,524	1.3%
Benefits	17,860,398	18,795,892	5.2%	19,490,813	3.7%
Subtotal, Compensation	\$53,611,334	\$55,861,078	4.2%	\$57,023,337	2.1%
Student Financial Aid	2,237,730	2,362,126	5.6%	2,362,126	0.0%
Utilities	1,346,880	1,374,206	2.0%	1,401,825	2.0%
Other Services and Supplies	7,805,327	8,409,048	7.7%	8,238,596	-2.0%
Subtotal, All Services and Supplies	\$11,389,937	\$12,145,380		\$12,002,547	
Capital Expenditures and Transfers	3,921,977	478,996	-87.8%	494,055	3.1%
Total Expenditures and Transfers	\$68,923,248	\$68,485,454	-0.6%	\$69,519,939	1.5%
Revenue/Sources Less Expenditures/Transfers	\$554,226	\$0		(\$2,506,361)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	3,090.00	2,714.00	-12.2%	2,529.00	-6.8%
Out-of-State Undergraduate	181.00	176.00	-2.8%	164.00	-6.8%
In-State Graduate	345.00	355.00	2.9%	387.00	9.0%
Out-of-State Graduate	79.00	71.00	-10.1%	77.00	8.5%
Total FTE Enrollment	3,695.00	3,316.00	-10.3%	3,157.00	-4.8%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	235.50	235.50	0.00	235.50	0.00
AFSCME	148.00	145.25	(2.75)	147.50	2.25
Nonrepresented	47.01	48.00	0.99	48.00	0.00
SCUPA	19.25	19.72	0.47	19.50	(0.22)
All Other	38.83	39.25	0.42	39.25	0.00
Total FTE of Budgeted Positions	488.59 *	487.72	(0.88)	489.75	2.03

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 485.07.

Board of Governors Budget Request Summary
Mansfield University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$16,982,921	\$14,904,092	-12.2%	\$15,139,482	1.6%
Fees	2,926,574	2,602,125	-11.1%	2,642,320	1.5%
State Appropriation	16,751,910	17,683,846	5.6%	17,683,846	0.0%
All Other Revenue	1,834,133	1,424,964	-22.3%	1,162,464	-18.4%
Planned Use of Carryforward	0	0	n/a	0	n/a
Total Revenue/Sources	\$38,495,538	\$36,615,027	-4.9%	\$36,628,112	0.0%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$20,599,338	\$21,219,205	3.0%	\$22,117,517	4.2%
Benefits	9,450,401	10,939,906	15.8%	11,745,992	7.4%
Subtotal, Compensation	\$30,049,739	\$32,159,111	7.0%	\$33,863,509	5.3%
Student Financial Aid	1,525,992	1,573,840	3.1%	1,575,000	0.1%
Utilities	1,010,682	1,040,727	3.0%	1,082,000	4.0%
Other Services and Supplies	4,656,648	5,162,765	10.9%	5,358,000	3.8%
Subtotal, All Services and Supplies	\$7,193,322	\$7,777,332		\$8,015,000	
Capital Expenditures and Transfers	1,054,282	2,061,857	95.6%	774,465	-62.4%
Transfers Out/(In) to Balance Fund*	0	(5,383,273)	n/a	(1,000,000)	n/a
Total Expenditures and Transfers	\$38,297,343	\$36,615,027	-4.4%	\$41,652,974	13.8%
Revenue/Sources Less Expenditures/Transfers					
	\$198,195	\$0		(\$5,024,862)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	1,397.00	1,227.00	-12.2%	1,247.00	1.6%
Out-of-State Undergraduate	289.00	253.00	-12.5%	257.00	1.6%
In-State Graduate	28.00	25.00	-10.7%	25.00	0.0%
Out-of-State Graduate	5.00	4.00	-20.0%	4.00	0.0%
Total FTE Enrollment	1,719.00	1,509.00	-12.2%	1,533.00	1.6%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	143.50	134.75	(8.75)	139.25	4.50
AFSCME	100.92	104.95	4.03	104.91	(0.04)
Nonrepresented	42.84	40.30	(2.54)	40.80	0.50
SCUPA	10.85	11.02	0.17	11.02	0.00
All Other	29.01	28.77	(0.24)	28.74	(0.03)
Total FTE of Budgeted Positions	327.12 **	319.79	(7.33)	324.72	4.93

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Funds will be transferred in from the Auxiliary and/or Plant fund to balance the E&G budget.

**Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 294.49.

Board of Governors Budget Request Summary
 Millersville University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$69,721,669	\$71,964,251	3.2%	\$72,007,977	0.1%
Fees	14,411,979	14,829,350	2.9%	14,830,370	0.0%
State Appropriation	33,793,847	34,446,907	1.9%	34,446,907	0.0%
All Other Revenue	6,135,888	5,291,902	-13.8%	5,291,902	0.0%
Planned Use of Carryforward	0	741,779	n/a	468,309	-36.9%
Total Revenue/Sources	\$124,063,383	\$127,274,189	2.6%	\$127,045,465	-0.2%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$60,568,340	\$63,850,105	5.4%	\$63,896,800	0.1%
Benefits	29,001,749	30,992,122	6.9%	31,661,177	2.2%
Subtotal, Compensation	\$89,570,089	\$94,842,227	5.9%	\$95,557,977	0.8%
Student Financial Aid	3,799,744	3,262,671	-14.1%	3,262,671	0.0%
Utilities	2,361,457	2,369,542	0.3%	2,418,044	2.0%
Other Services and Supplies	18,128,764	19,186,663	5.8%	19,325,911	0.7%
Subtotal, All Services and Supplies	\$24,289,965	\$24,818,876		\$25,006,626	
Capital Expenditures and Transfers	8,120,581	7,613,086	-6.2%	7,509,659	-1.4%
Total Expenditures and Transfers	\$121,980,635	\$127,274,189	4.3%	\$128,074,262	0.6%
Revenue/Sources Less Expenditures/Transfers	\$2,082,748	\$0		(\$1,028,797)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	5,748.63	5,748.63	0.0%	5,748.63	0.0%
Out-of-State Undergraduate	483.05	483.05	0.0%	483.05	0.0%
In-State Graduate	662.54	662.54	0.0%	662.54	0.0%
Out-of-State Graduate	40.42	40.42	0.0%	40.42	0.0%
Total FTE Enrollment	6,934.64	6,934.64	0.0%	6,934.64	0.0%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	355.03	342.22	(12.81)	342.79	0.57
AFSCME	238.23	237.75	(0.48)	238.07	0.32
Nonrepresented	109.73	114.70	4.97	115.50	0.80
SCUPA	39.26	48.33	9.07	48.29	(0.04)
All Other	46.37	48.10	1.73	48.00	(0.10)
Total FTE of Budgeted Positions	788.62 *	791.10	2.48	792.65	1.55

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 790.09.

Board of Governors Budget Request Summary
Shippensburg University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$57,257,921	\$60,220,271	5.2%	\$60,307,644	0.1%
Fees	11,003,177	11,294,832	2.7%	11,296,832	0.0%
State Appropriation	29,918,863	30,675,302	2.5%	30,675,302	0.0%
All Other Revenue	6,305,978	5,817,293	-7.7%	5,817,293	0.0%
Planned Use of Carryforward	0	636,953	n/a	0	-100.0%
Total Revenue/Sources	\$104,485,939	\$108,644,651	4.0%	\$108,097,071	-0.5%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$58,330,437	\$58,969,827	1.1%	\$58,839,730	-0.2%
Benefits	27,629,267	28,338,940	2.6%	28,832,280	1.7%
Subtotal, Compensation	\$85,959,704	\$87,308,767	1.6%	\$87,672,010	0.4%
Student Financial Aid	3,541,244	4,230,545	19.5%	4,630,545	9.5%
Utilities	1,328,861	1,355,438	2.0%	1,387,969	2.4%
Other Services and Supplies	13,928,712	14,173,087	1.8%	14,173,087	0.0%
Subtotal, All Services and Supplies	\$18,798,817	\$19,759,070		\$20,191,601	
Capital Expenditures and Transfers	1,158,679	1,576,814	36.1%	1,552,954	-1.5%
Total Expenditures and Transfers	\$105,917,200	\$108,644,651	2.6%	\$109,416,565	0.7%
Revenue/Sources Less Expenditures/Transfers	(\$1,431,261)	\$0		(\$1,319,494)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	4,867.13	4,800.30	-1.4%	4,800.30	0.0%
Out-of-State Undergraduate	388.30	390.19	0.5%	390.19	0.0%
In-State Graduate	533.25	526.44	-1.3%	526.44	0.0%
Out-of-State Graduate	90.25	100.92	11.8%	100.92	0.0%
Total FTE Enrollment	5,878.93	5,817.85	-1.0%	5,817.85	0.0%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	342.56	340.72	(1.84)	340.72	0.00
AFSCME	193.95	193.95	0.00	193.95	0.00
Nonrepresented	96.00	92.00	(4.00)	92.00	0.00
SCUPA	34.22	38.22	4.00	38.22	0.00
All Other	37.00	37.00	0.00	37.00	0.00
Total FTE of Budgeted Positions	703.73 *	701.89	(1.84)	701.89	0.00

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 703.73.

Board of Governors Budget Request Summary
Slippery Rock University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$78,511,449	\$80,270,794	2.2%	\$80,789,877	0.6%
Fees	18,116,860	18,573,854	2.5%	18,775,289	1.1%
State Appropriation	37,823,109	38,926,348	2.9%	38,926,348	0.0%
All Other Revenue	5,339,230	4,662,244	-12.7%	4,672,701	0.2%
Planned Use of Carryforward	2,548,000	0	-100.0%	0	n/a
Total Revenue/Sources	\$142,338,648	\$142,433,240	0.1%	\$143,164,215	0.5%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$68,251,952	\$73,733,829	8.0%	\$74,846,040	1.5%
Benefits	32,867,242	35,316,507	7.5%	36,666,023	3.8%
Subtotal, Compensation	\$101,119,194	\$109,050,336	7.8%	\$111,512,063	2.3%
Student Financial Aid	4,732,358	4,641,122	-1.9%	4,641,122	0.0%
Utilities	2,570,823	2,060,876	-19.8%	2,122,698	3.0%
Other Services and Supplies	20,916,884	20,218,979	-3.3%	20,606,972	1.9%
Subtotal, All Services and Supplies	\$28,220,065	\$26,920,977		\$27,370,792	
Capital Expenditures and Transfers	9,759,664	6,461,927	-33.8%	6,613,580	2.3%
Total Expenditures and Transfers	\$139,098,923	\$142,433,240	2.4%	\$145,496,435	2.2%
Revenue/Sources Less Expenditures/Transfers	\$3,239,725	\$0		(\$2,332,220)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	7,005.87	6,935.81	-1.0%	6,933.93	0.0%
Out-of-State Undergraduate	841.57	803.13	-4.6%	810.00	0.9%
In-State Graduate	1,042.99	1,089.09	4.4%	1,135.09	4.2%
Out-of-State Graduate	185.57	184.98	-0.3%	187.98	1.6%
Total FTE Enrollment	9,076.00	9,013.00	-0.7%	9,067.00	0.6%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	448.06	453.57	5.51	457.90	4.33
AFSCME	283.47	283.83	0.36	284.28	0.45
Nonrepresented	96.67	98.63	1.96	99.30	0.67
SCUPA	34.96	48.86	13.90	50.30	1.44
All Other	57.64	59.15	1.51	59.25	0.10
Total FTE of Budgeted Positions	920.80 *	944.04	23.24	951.03	6.99

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to vacancies and turnover occurring throughout the year, actual annualized employee FTE was 856.46.

Board of Governors Budget Request Summary
West Chester University of Pennsylvania

Educational and General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$149,295,677	\$154,945,949	3.8%	\$156,462,852	1.0%
Fees	31,514,236	33,384,050	5.9%	33,826,693	1.3%
State Appropriation	55,282,617	56,936,541	3.0%	56,936,541	0.0%
All Other Revenue	12,224,720	11,899,064	-2.7%	12,126,794	1.9%
Planned Use of Carryforward	5,704,923	6,599,212	15.7%	786,750	-88.1%
Total Revenue/Sources	\$254,022,173	\$263,764,816	3.8%	\$260,139,630	-1.4%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$127,456,178	\$135,922,858	6.6%	\$139,414,868	2.6%
Benefits	57,715,283	61,662,763	6.8%	64,357,689	4.4%
Subtotal, Compensation	\$185,171,461	\$197,585,621	6.7%	\$203,772,557	3.1%
Student Financial Aid	5,292,217	5,468,178	3.3%	5,968,178	9.1%
Utilities	2,883,262	2,905,300	0.8%	2,947,474	1.5%
Other Services and Supplies	38,631,588	46,814,056	21.2%	41,051,466	-12.3%
Subtotal, All Services and Supplies	\$46,807,067	\$55,187,534		\$49,967,118	
Capital Expenditures and Transfers	15,439,559	10,991,661	-28.8%	11,172,337	1.6%
Total Expenditures and Transfers	\$247,418,087	\$263,764,816	6.6%	\$264,912,012	0.4%
Revenue/Sources Less Expenditures/Transfers	\$6,604,086	\$0		(\$4,772,382)	

Annualized FTE Enrollment	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
In-State Undergraduate	12,413.17	12,614.54	1.6%	12,805.60	1.5%
Out-of-State Undergraduate	1,598.77	1,537.75	-3.8%	1,523.73	-0.9%
In-State Graduate	1,611.00	1,614.52	0.2%	1,622.49	0.5%
Out-of-State Graduate	258.46	279.07	8.0%	293.54	5.2%
Total FTE Enrollment	15,881.39	16,045.88	1.0%	16,245.35	1.2%

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	871.58	886.54	14.96	904.54	18.00
AFSCME	384.13	386.67	2.54	390.67	4.00
Nonrepresented	247.64	261.04	13.40	274.04	13.00
SCUPA	87.01	94.85	7.84	99.85	5.00
All Other	66.67	66.41	(0.26)	66.41	0.00
Total FTE of Budgeted Positions	1,657.03 *	1,695.51	38.48	1,735.51	40.00

Note: FY 2018/19 and/or FY 2019/20 data may vary from budgets previously approved by the university's Council of Trustees.

*Due to increased enrollment demand, actual annualized employee FTE was 1,697.44.

Board of Governors Budget Request Summary
Office of the Chancellor (1/2 of 1%)

Educational & General Budget					
Revenue/Sources	Actual FY 2017/18	Projected FY 2018/19	Percent Change	Projected FY 2019/20	Percent Change
Tuition	\$0	\$0	n/a	\$0	n/a
Fees	0	0	n/a	0	n/a
State Appropriation	2,260,945	2,336,082	3.3%	2,336,082	0.0%
All Other Revenue	6,177,855	6,008,498	-2.7%	5,996,562	-0.2%
Planned Use of Carryforward	94,546	999,989	957.7%	1,023,989	2.4%
Total Revenue/Sources	\$8,533,346	\$9,344,569	9.5%	\$9,356,633	0.1%
Expenditures and Transfers					
Compensation Summary:					
Salaries and Wages	\$4,183,375	\$4,149,191	-0.8%	\$4,215,948	1.6%
Benefits	1,687,788	1,784,924	5.8%	1,862,993	4.4%
Subtotal, Compensation	\$5,871,163	\$5,934,115	1.1%	\$6,078,941	2.4%
Utilities	3,438	4,000	16.3%	4,160	4.0%
Services and Supplies	2,259,359	2,900,342	28.4%	2,963,942	2.2%
Subtotal, All Services and Supplies	\$2,262,797	\$2,904,342	28.4%	\$2,968,102	2.2%
Capital Expenditures and Transfers	264,018	506,112	91.7%	511,081	1.0%
Total Expenditures and Transfers	\$8,397,978	\$9,344,569	11.3%	\$9,558,124	2.3%
Revenue/Sources Less Expenditures/Transfers	\$135,368	\$0		(\$201,491)	

E&G FTE of Budgeted Positions	Approved FY 2017/18	Projected FY 2018/19	Change	Projected FY 2019/20	Change
Faculty	0.00	0.00	0.00	0.00	0.00
AFSCME	4.74	4.74	0.00	4.74	0.00
Nonrepresented	31.62	29.91	(1.71)	29.74	(0.17)
SCUPA	0.00	0.00	0.00	0.00	0.00
All Other	0.00	0.00	0.00	0.00	0.00
Total FTE of Budgeted Positions	36.36 *	34.65	(1.71)	34.48	(0.17)

*Due to turnover occurring throughout the year, actual annualized employee FTE was 35.39.

Board of Governors Budget Request Summary

Other Programs Administered by the Office of the Chancellor in FY 2017/18 and 2018/19

Programs Funded from the Educational and General Appropriation	FY 2017/18 Appropriation	FY 2018/19 Appropriation
System Reserve	\$714,474	\$553,600
Dixon University Center Academic Programs (4.83 FTE Employees)	\$1,260,000	\$1,301,000
Compliance and Office of Internal Audit and Risk Assessment (6.75 FTE Employees)	\$919,000	\$891,154
Faculty Professional Development*	\$0	\$300,000
Tenure-Track Professional Development*	\$0	\$50,000
Faculty Professional Development for Innovative Teaching*	\$0	\$50,000

Restricted Funds 4.48 FTE Employees

The largest grant administered by the Office of the Chancellor is GEAR UP. The mission of GEAR UP is to significantly increase the number of low-income students who are prepared to enter and succeed in postsecondary education. The GEAR UP-3 program is providing services for the class of 2020 cohort of students in the Harrisburg, Allentown, and Norristown School Districts; the grant will also support this cohort of students to increase their persistence rate from their freshman year to their sophomore year in college. GEAR UP-3 is a \$20.6 million, seven-year grant. The program will receive between \$3.4 million and \$3.6 million annually for five years, \$1.4 million for the fourth year, and \$2.2 million for the seventh year.

Shared Services 82.06 FTE Employees

Also administered by the Office of the Chancellor are the following operations located in Harrisburg and funded by the universities and the Office of the Chancellor: Office of Human Capital Management, Payroll Accounting, Office of System Human Resources, Labor Relations, Construction Support Office, University Legal Counsel Office, Keystone Library Network, Distance Education, The Harrisburg Internship Semester, Treasury Accounting, SSHEnet, Shared Administrative System, Executive Information System, and Strategic Information Management System. The costs of these services and associated System contracts, \$25.9 million, are reflected within the budgets of each university and the Office of the Chancellor. State System @ Center City Philadelphia (3.68 FTE) is also included.

Overhead/Indirect Costs 14.71 FTE Employees

The Office of the Chancellor manages 14.71 FTE employees for site management and administrative services that support all programs administered by the Office of the Chancellor. These costs are included as appropriate in all the above programs and the Office of the Chancellor. In addition, .10 FTE for grant accounting services is funded from unrestricted (indirect) revenues received from restricted grants.

Other—Treasury, Procurement, Pepsi Sponsorships, Etc. 3.69 FTE Employees

In addition, the Office of the Chancellor manages 3.69 FTE employees for Treasury, Collaborative Procurement, and Unrestricted Indirects, and manages funds received from Pepsi sponsorships.

**Professional development funds are required via collective bargaining agreement.*

DRAFT—Subject to Board of Governors Approval
Pennsylvania’s State System of Higher Education
Capital Spending Plan
Fiscal Years 2018/19 Through 2022/23
Financial Summary

Financial Summary in Current Year Dollars (\$000)						
University	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	Five-Year Total
Bloomsburg	\$20,600		\$2,000			\$22,600
California		\$38,600		\$3,500		42,100
Cheyney	39,800	6,500				46,300
Clarion		840				840
East Stroudsburg			1,000			1,000
Edinboro		1,100	3,000			4,100
Indiana			8,520		\$35,000	43,520
Kutztown			6,100	18,000	19,900	44,000
Lock Haven		19,500		1,600		21,100
Mansfield	4,000					4,000
Millersville		1,000				1,000
Shippensburg	6,500		44,000		4,800	55,300
Slippery Rock				18,100		18,100
West Chester				20,000		20,000
Five-Year Total	\$70,900	\$67,540	\$64,620	\$61,200	\$59,700	\$323,960

Historical Funding Analysis (\$000) ¹				
Total Capital Funding FY 1996/97–FY 2017/18	Including Cheyney		Not Including Cheyney	
	Over- or Underfunded Before Spending Plan ²	Over- or Underfunded After Spending Plan ³	Over- or Underfunded Before Spending Plan ²	Over- or Underfunded After Spending Plan ³
\$95,724	(\$15,387)	(\$17,523)	(\$8,014)	(\$7,342)
77,157	(17,345)	3,958	(11,373)	12,292
153,940	94,967	130,532	–	–
121,321	28,734	11,242	34,879	19,469
115,434	25,463	4,548	31,395	12,968
96,657	(3,263)	(18,816)	3,170	(10,152)
181,939	(16,098)	(14,913)	(2,978)	3,014
82,492	(32,528)	(14,247)	(24,748)	(3,547)
65,777	(12,401)	(7,747)	(7,168)	(647)
59,116	(5,427)	(14,629)	(1,064)	(8,766)
105,895	(255)	(23,494)	6,547	(13,940)
87,544	(20,803)	11,630	(13,511)	21,518
99,841	(12,559)	(19,723)	(4,883)	(9,179)
149,709	(13,098)	(30,818)	(2,251)	(15,688)
\$1,492,544	(\$0)	\$0	(0)	(0)

Financial Summary (\$000) Allowing for Inflation at 4% Annually						
University	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	Five-Year Total
Bloomsburg	\$20,600		\$2,200			\$22,800
California		\$40,100		\$3,900		44,000
Cheyney	39,800	6,800				46,600
Clarion		900				900
East Stroudsburg			1,100			1,100
Edinboro		1,100	3,200			4,300
Indiana			9,200		\$40,900	50,100
Kutztown			6,600	20,200	23,300	50,100
Lock Haven		20,300		1,800		22,100
Mansfield	4,000					4,000
Millersville		1,000				1,000
Shippensburg	6,500		47,600		5,600	59,700
Slippery Rock				20,400		20,400
West Chester				22,500		22,500
Five-Year Total	\$70,900	\$70,200	\$69,900	\$68,800	\$69,800	\$349,600

Notes

¹ Parentheses () indicate underfunded.

² Compares funding received from FY 1996/97 to FY 2017/18 to funding if distributed by the plant portion of the allocation formula.

³ Compares funding received from FY 1996/97 to FY 2022/23 to funding if distributed by the plant portion of the allocation formula.

Numbers may not add due to rounding.

**DRAFT—Subject to Board of Governors Approval
Fiscal Years 2018/19 Through 2022/23
Project Execution Schedule**

Proposed Execution Year	University	Project Description	Original Furniture and Equipment OF&E?	Authorization Act	Total Authorization (\$000)	Facility Use	University Funds (\$000)	Commonwealth Funding Adjusted for Inflation (\$000)
2018/19	Bloomsburg	McCormick Center Renovation	—	82/10, 82/17	25,000	General Education		\$20,600
	Cheyney	Cope Hall Renovation/Addition	—	82/10, 82/17	48,000	Athletics		39,000
		Browne Hall Renovation, Additional Funds	—	83/06, 41/08	5,500	General Education		800
	Mansfield	Maple Hall Demolition and Site Restoration	—	85/13, 82/17	7,500	Utilities Infrastructure		4,000
	Shippensburg	Franklin Science Center Renovation (Design)	—	82/10, 85/13, 82/17	75,000	Science and Technology		6,500
2018/19 Total								\$70,900
2019/20	California	Science Building Construction	—	40/04, 82/17	65,093	Science and Technology		\$40,100
	Cheyney	Cope Hall Renovation/Addition	OF&E	85/13	5,000	Athletics		4,200
		Demolition of Various Buildings, Phase 3	—	82/10, 52/17	8,600	General Education		2,600
	Clarion	Facility Space Renovation, Consolidation, and Demolition	OF&E	82/17	1,000	Administrative		900
	Edinboro	B.F. Library Addition and Renovation	OF&E	82/17	2,000	Mixed Usage		1,100
	Lock Haven	Robinson Learning Center Renovation	—	82/17	20,000	General Education		17,200
		Demolition of Various Buildings	—	82/17	5,000	Infrastructure		3,100
Millersville	Stayer (Jefferson Hall) Building Renovation	OF&E	82/10	1,000	Athletics		1,000	
2019/20 Total								\$70,200
2020/21	Bloomsburg	McCormick Center Renovation	OF&E	85/13	2,500	General Education		\$2,200
	East Stroudsburg	Demolition of Various Buildings	—	82/17	8,000	Infrastructure		1,100
	Edinboro	Centennial and Miller Demolition	—	82/17	7,000	Infrastructure		3,200
	Indiana	Chilled Water Plant Expansion	—	82/10	8,000	Infrastructure		3,800
		Eberly HVAC Upgrade	—	82/10	4,460	(blank)		5,400
	Kutztown	Poplar House Renovation/Addition	—	82/10, 82/17	7,000	Administration		6,600
	Shippensburg	Franklin Science Center Renovation (Construction)	—	82/100, 85/13, 82/17	75,000	Science and Technology		47,600
2020/21 Total								\$69,900
2021/22	California	Science Building Construction	OF&E	82/17	5,000	Science and Technology		\$3,900
	Kutztown	Poplar House Renovation/Addition	OF&E	82/17	600	Business Education		400
		Educational Building (Lytle Hall) Renovation or Replacement	—	41/08	30,000	Mixed Usage	\$5,600	19,800
	Lock Haven	Robinson Learning Center Renovation	OF&E	82/17	2,000	General Education		1,800
	Slippery Rock	Electrical Infrastructure Upgrade	—	82/17	20,000	Infrastructure		20,400
	West Chester	F.H. Green Library Renovation	—	40/04, 82/17	50,400	Libraries		22,500
2021/22 Total								\$68,800
2022/23	Indiana	Academic Building Replacement	—	(blank)		General Education		\$40,900
	Kutztown	Keystone Hall/Fieldhouse Upgrade	—	40/04, 41/08, 82/17	29,034	Athletics		23,300
	Shippensburg	Franklin Science Center Renovation	OF&E	82/17	9,000	Science and Technology		5,600
2022/23 Total								\$69,800
Grand Total								\$349,600

Agency	Pennsylvania's State System of Higher Education	Source of Funds	Agency Request	OB Recommended	Difference
	Capital Budget Authorization Request	Bond.....	\$655,000	\$0	\$0
	Departmental Summary of Requests	Current.....	0	0	0
	(Dollars in Thousands)	Federal.....	0	0	0
		Local.....	0	0	0
		Other.....	0	0	0
	Public Improvement Projects	Total.....	\$655,000	\$0	\$0
Priority No.	Project Title/Comments	Location	Source of Funds	Agency Request	OB Recommended
(1)	(2)		(3)	(4)	(5)
1	Demolition and Site Restoration of Underutilized and Obsolete Buildings	Statewide	B	\$50,000	
2	Academic Building Replacement	Indiana	B	50,000	
3	Electrical Infrastructure Upgrade, Additional Funds	Slippery Rock	B	5,000	
4	Renovation, Alteration, New Construction, Infrastructure Upgrades and Land Acquisition Necessary to Address Deferred Maintenance, Capital Renewal and Modernization Requirements	Statewide	B	500,000	
5	North Hall Renovation/Elliott Hall Demolition	Mansfield	B	50,000	
			TOTAL	\$655,000	\$0

Agency:	Pennsylvania's State System of Higher Education	Source of Funds	Agency Request	OB Recommended	Difference
	Capital Budget Authorization Request Departmental Summary of Requests (Dollars in Thousands)	Bond.....	\$70,000	\$0	\$0
		Current.....	0	0	0
		Federal.....	0	0	0
		Local.....	0	0	0
		Other.....	0	0	0
	Original Furniture and Equipment	Total.....	\$70,000	\$0	\$0
Priority No.	Project Title/Comments	Location	Source of Funds	Agency Request	OB Recommended
(1)	(2)		(3)	(4)	(5)
1	Original Furniture and Equipment for PASSHE Deferred Maintenance, Capital Renewal, and Modernization Projects	Statewide	B	\$60,000	
2	Academic Building Replacement	Indiana	B	5,000	
3	North Hall Renovation/Elliott Hall Demolition	Mansfield	B	5,000	
			TOTAL	\$70,000	\$0



Resolution Recognizing the Contributions of James S. Dillon

WHEREAS, James S. Dillon has provided outstanding service to Pennsylvania's State System of Higher Education as Vice Chancellor for Administration and Finance since 2005, acting as a key member of the Office of the Chancellor's executive leadership team; and

WHEREAS, in total, James S. Dillon's service to the State System has spanned nearly 30 years, during which time he was responsible for establishing the System's treasury function, including the development, implementation, and oversight of the cash and capital management systems; and

WHEREAS, James S. Dillon also managed the System's centralized services, including the shared administrative system, providing the universities with expertise, data, and tools by which to support more efficient operations and informed decision-making; and championed collaborative procurement, resulting in the System currently holding more than 70 strategically sourced contracts, driving down costs and further increasing efficiencies; and

WHEREAS, James S. Dillon co-developed the Academic Facilities Renovation Program, through which more than 40 academic and administrative buildings were improved across all System universities; and co-designed and implemented the System's privatized student housing program, utilizing third-party financing and developers to better serve the needs of students; and

WHEREAS, James S. Dillon, while vice chancellor, also served as Acting Vice President of Finance and Administration for Cheyney University of Pennsylvania for two years, providing financial leadership and management to the System's only historically black university (HBCU) at a crucial time; and

WHEREAS, James S. Dillon has announced his decision to retire from the State System, effective January 2, 2019;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Governors of Pennsylvania's State System of Higher Education expresses its sincere appreciation for these and the many other outstanding contributions James S. Dillon has made to public higher education and to the education of students in the State System during his distinguished tenure; and

BE IT FURTHER RESOLVED that the Board of Governors extends best wishes to James S. Dillon and his wife, Lori, in all of their future endeavors.

Unanimously adopted by the Board
October 11, 2018


Cynthia D. Shapira, Chairwoman



Resolution Honoring the Contributions Of Harold C. Shields to the Board of Governors

WHEREAS, Harold C. Shields was twice appointed to the Board of Governors of Pennsylvania's State System of Higher Education, and has provided distinguished service to the Board throughout his tenure on the Board; and

WHEREAS, Harold C. Shields has served as an adviser to chancellors and to the staff of the State System as academic, financial, administrative, and human resources policies were developed to guide the System within the mission and strategic direction identified by the Board of Governors; and

WHEREAS, Harold C. Shields, as chair of the Human Resources Committee, helped lead the search and selection process for two chancellors; and

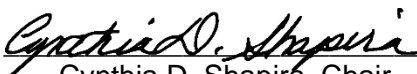
WHEREAS, Harold C. Shields also has served for more than 20 years as a member of the Council of Trustees at Edinboro University of Pennsylvania, his alma mater, including two terms as chair, and also was a member of both the Edinboro University Foundation and the Edinboro University Alumni Association; and

WHEREAS, in his role as trustee at Edinboro University, Harold C. Shields further served the State System as president of the Pennsylvania Association of Councils of Trustees;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Pennsylvania's State System of Higher Education does acknowledge the many outstanding contributions of Harold C. Shields to the Board and all of the 14 member universities that comprise the State System; and—most important—to students across the System; and

BE IT FURTHER RESOLVED that the Board of Governors extends best wishes to him and his wife, Stephanie, in all of their future endeavors.

Unanimously adopted by the Board
October 11, 2018


Cynthia D. Shapira, Chair



Resolution Honoring the Contributions of Michael K. Hanna to the Board of Governors

WHEREAS, Michael K. Hanna provided distinguished service to the Board of Governors of Pennsylvania's State System of Higher Education since first being appointed to the Board in January 2005 and throughout his tenure; and

WHEREAS, Michael K. Hanna served as an adviser to chancellors and to the staff of Pennsylvania's State System of Higher Education as academic, financial, administrative, and human resources policies were developed to guide the System within the mission and strategic direction identified by the Board of Governors; and

WHEREAS, Michael K. Hanna contributed significantly to Board discussions and deliberations as a member of various committees, most recently, the Student Success Committee; and

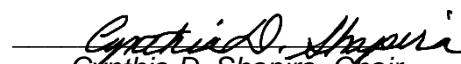
WHEREAS, Michael K. Hanna, as a member of the Pennsylvania House of Representatives, served the district that is home to Lock Haven University of Pennsylvania – his alma mater – during his nearly three decades in office; and

WHEREAS, Michael K. Hanna has been a strong advocate for both the university and the entire State System throughout his time in the Legislature, as well as during his previous tenure on the Lock Haven University Council of Trustees and on both the LHU Alumni Board and LHU Foundation;

NOW, THEREFORE, BE IT RESOLVED that the Board of Governors of Pennsylvania's State System of Higher Education does acknowledge the dedicated service and contributions of Representative Michael K. Hanna to the Board; to the State System and its 14 member universities; and—most important—to students across the System; and

BE IT FURTHER RESOLVED that the Board of Governors extends best wishes to him in all of his future endeavors.

Unanimously adopted by the Board
October 11, 2018


Cynthia D. Shapira, Chair