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2020-2021 APPROPRIATIONS REQUEST

Pennsylvania's
STATE SYSTEM
of Higher Education

Pennsylvania's State System of Higher Education
2020-21 Appropriations Request

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Dear Appropriations Committee Members:

Affordable, career relevant postsecondary education is key to the future health and wellbeing of Pennsylvania.

> It is an engine of social mobility – the most reliable pathway into and beyond the middle class. Yet today, low-income students are far less likely to attain a postsecondary credential than high-income students, and significant gaps exist between non-white and white as well as rural and urban students.

> It is also a driver of economic development. Nearly 60 percent of all jobs in Pennsylvania require some post-secondary credential (certificate, Associate's, Bachelor's or graduate), yet only 47 percent of working-age adults have one.

Pennsylvania's State System of Higher Education is a critical part of Pennsylvania's future. Its universities are the most affordable in the state, and its 96,000 students are predominantly low- and middle-income—the very people the state must educate to ensure Pennsylvania:

- has the educated workforce it needs to attract employer investment and drive the state's economy.
- produces the healthcare workers, business and civic leaders, educators, engineers and professionals that all its communities—rural and urban—need to thrive.
- maintains reliable pathways into and beyond the middle class for all Pennsylvanians, including adults who need to re-skill or up-skill to maintain their viability in a changing labor market.

Yet, as we know, the State System is facing considerable challenges. And so—to shore up its future and the future health and wellbeing of the Commonwealth and to proactively solve the challenges of delivering public higher education in Pennsylvania at an affordable price—the State System has undertaken a monumental effort to redesign itself. The goal of this System Redesign is to transition from a system focused on the operation of universities into one focused strategically on the students who attend those universities.

Our approach entails leveraging the State System's massive scale to:

1. expand educational opportunities, notably by enabling students at one university to access educational programs at others.
2. reach new student markets, particularly adults who need to re-skill and up-skill to remain viable in the workforce.
3. respond with new educational programs to rapidly changing employer needs.
4. uncover cost efficiencies that maintain our affordability to all students. This is critically important for students who come from low- and middle-income backgrounds that the State System universities have historically served and for whom the Commonwealth needs to meet workforce demand and ensure continued opportunities for social mobility.

System Redesign is now well underway. In this past year the State System has:

- established a vision for the future – one in which distinctive universities leverage their combined operating scale and talent to expand students' educational opportunities, improve their success, and accelerate the pace of innovation needed to serve new student and employer groups, contain operating costs, and ensure continued student affordability.
- made foundational progress implementing that vision by addressing urgent financial needs while laying the groundwork for broader transformations that are needed in order that the State System remain vibrant, affordable, and relevant in the 21st century.
- identified and begun capturing cost savings that we estimate will yield between $80 million and $120 million over eight years, during which time we anticipate significant revenue growth.
- responded as promised to specific concerns voiced by the General Assembly about the State System's accountability and transparency, its slow progress aligning costs with revenues, its over-reliance on student tuition increases as a means of filling budget gaps, and the need to address the urgent challenges faced by low-enrolled schools. In each of these areas, it has delivered tangible, measurable, impactful, and lasting results.

But the State System cannot redesign itself without help from the General Assembly in three specific but related legislative actions:
- A 2 percent increase in the annual state appropriation.
- A $20 million investment—part of a five-year $100 million request—that will modernize the System's operating infrastructure to better support students and improve efficiencies.
- Enactment of three bills that will relieve the System of costly regulations and improve its governance so that it may respond more nimbly and effectively to its challenges. It will also empower the State System to meet new demands from employers and students.

As stated in this document last year—we hear you. And over the last year our goal has been to be responsive to the concerns of the General Assembly, the Commonwealth, and most importantly, the needs of our students. What follows is another step forward in the unprecedented push for complete transparency and total accountability the State System has promised, and will continue to deliver. In these pages, we will report about our progress towards measurable goals—goals for improving our students' success both while at university and afterwards in the labor market, as well as goals for ensuring our universities' financial health and sustainability.

Daniel Greenstein
Chancellor

SUMMARY OF APPROPRIATIONS REQUEST

EDUCATIONAL & GENERAL APPROPRIATION REQUEST

During FY 2019/20, Pennsylvania's State System of Higher Education received $477.5 million in state appropriations. During the last five years, the Commonwealth's budget has provided the System with a combined increase in appropriations of $64.7 million (16 percent in nominal dollars), following six years of reduced or stagnant appropriations. The State System is appreciative of the increased support provided by the General Assembly and Governor Wolf, and acknowledges the continued fiscal challenges facing the Commonwealth.

The State System's FY 2020/21 Educational and General (E&G) appropriation request builds upon the Commonwealth's commitment to increase funding for its state-owned universities, while addressing real affordability constraints experienced by Pennsylvania's low- and middle-income students. As such, this request was built upon a budget prepared with the following assumptions.

- Over the past five years, the State System has received appropriation increases annually, ranging from 5.0 percent in FY 2015/16 to 2.0 percent in both FY 2017/18 and 2019/20. Recognizing this trend for moderate increases in state funding, the System's FY 2020/21 budget estimates incorporate a 2.0 percent increase in state appropriations. This recognizes a modest increase in the "cost to carry" current operations into the upcoming year. An appropriation request of $487,019,000, an increase of $9,549,000 or 2 percent if fully funded, will continue the combined efforts of the Governor and the Legislature to support the Commonwealth's proportional share of the cost to carry operations into the upcoming year for its state-owned universities.

- Universities projected an overall 1 percent reduction in enrollment. Anticipated enrollment trends vary significantly due to differences in regional demographics, program mix, student success initiatives, etc. Preliminary tuition and fee revenue assumptions include these enrollment projections and adjustments that mirror the rate of inflation, maintaining the current level of affordability. In addition, most universities continue to address affordability for individual students through increases in institutional financial aid. Tuition rates for FY 2020/21 will not be addressed by the Board of Governors until spring 2020.

- Mandatory cost increases were anticipated, especially in employee pay, healthcare, and pension obligations. At the time of submission, these increases were included only for employees in two collective bargaining units for which new contracts had been agreed, replacing agreements that ended in summer 2019 (American Federation of State, County and Municipal

Employees [AFSCME] and the Service Employees International Union [SEIU]). Those employees represent approximately 27 percent of all staff and 39 percent of all salary costs. The budget excludes estimated future changes in pay for System employees represented by all other unions and non-represented employees for which salary agreements and actions were at that time unknown.

With the modest adjustments to revenue and expenditure requirements, universities will address the structural surpluses or deficits between revenues and expenses through reinvestment in strategic initiatives or through changes to their business models to enable financial sustainability. As universities implement lasting changes to their cost structure, available one-time resources (unrestricted net assets or reserves) may be used as a transitional step, typically reflected as a funding source referred to as "planned use of carryforward funds." The requested appropriation of $487.0 million, combined with other projected changes in the System's revenue and anticipated mandatory expenditures, results in a balanced E&G budget. Notwithstanding the aggregate effect of creating a balanced budget, several universities will continue to face significant financial challenges. Although a modest net price adjustment to maintain current affordability levels has been incorporated into these projections, tuition rates for FY 2020/21 will not be addressed by the Board of Governors until spring 2020.

SYSTEM REDESIGN INVESTMENT REQUEST

The success of the State System's redesign, its future ability to provide all Pennsylvanians with affordable, career-relevant postsecondary education, requires investment in core infrastructure. That investment will do more than expand capability as necessary to achieve the outcomes described in the letter above. It will also produce significant returns measured both in revenue growth and cost efficiencies. Over an eight-year period, we estimate significant revenue growth resulting from expansion into new student markets, improved student retention, and expanded access to alternative revenue sources. And we expect $80 to $120 million in savings over the same period, including annual ongoing cost savings of between $12 and $18 million, cumulative returns on investment of between $51 and $82 million, and up to $25 million from demolition of underutilized facilities (funded with existing resources). Additional savings will be achieved by aligning employee complement with enrollment levels.

Accordingly, the State System is requesting a line item appropriation of $20 million in FY 2020/21 for System Redesign Investment, part of a Board-approved $100 million, 5-year request. The funding would be dedicated to building the capabilities necessary to achieve the four scale-leveraging objectives detailed above and including the core systems infrastructure required to leverage the State System's operating scale, enhance efficiency, reduce risk, and expand capabilities essential to driving student success. This infrastructure will include a single Student Information System, Enterprise Resource Planning upgrades and automation, student data services, and associated technology and training. The three initiatives comprising the $20 million request are detailed below:

1. A shared services consortium. This customer-focused, metric-driven, duplication-eliminating consortium will provide to all 14 universities equitable and improved commonly required services. Consortium services will initially include human resources, procurement, finance, information technology, facilities, and analytics. Initial activities include upgrading and standardization of procure to pay, strategic sourcing, and human resources. **Total request $5,850,000.**

2. A Student Information System. This initiative is to transition to a common student information system for all 14 universities to improve student interactions with registration, course catalogs, grades, transcripts, tests, scheduling, tuition and fees and financial aid. This will improve efficiencies within the universities as well as across universities, allowing more efficient sharing and reducing overall costs. **Total request $12,000,000.**

3. A Student Success Center. Modeled after successful centers in several states including Texas and California, the Center will support universities in upskilling faculty and staff as a means of accelerating adoption of practices that improve student success, expand workforce aligned programming, and strengthen capabilities in key operating areas such as strategic finance and enrollment management. The Center will use an "institute" model that provides structured year-long experiential learning opportunities for cohorts of practitioners drawn from each of the universities. Cohort members participate in at least two annual multi-day institutes and are supported throughout the year by expert mentors and coaches. The approach has been shown to expand capability cost effectively as program participants become teachers and trainers at their home universities. Analysis for a new online educational platform will also be conducted for the State System universities to enable students at one university to access educational programs at others and to tap into underserved higher education markets totaling 17,000 net new students for online certificates, associates, bachelor's, master's, and doctoral degrees. **Total request $2,150,000.**

GOVERNOR'S FY 2020/21 BUDGET RECOMMENDATION

The State System of Higher Education requested a modest general appropriation increase of 2 percent ($9.5 million) to $487.0 million and a System Redesign Request of $20.0 million to support the three one-time initiatives previously described that are needed to transform the infrastructure to support the sharing system. We would like to thank the Governor for support of System Redesign.

The Governor proposed a $12.95 million or 2.71 percent general appropriation increase with support linked to System Redesign, falling short of the System's combined $29.5 million requested increase by $16.6 million. The State System continues to seek full funding of its request, given the operational needs of the universities, efforts to keep tuition affordable, and the importance of System Redesign implementation.

The State System
Progress Report and Accountability Dashboard

As part of its compact with the people of this Commonwealth, and its commitment to ongoing transparency and accountability, the Board of Governors undertakes to report annually on the State System's impact as an engine of social mobility and economic development, and on its efficient and effective operations.

The report is organized in the following sections:
1. Contributions to the State
2. Student access and enrollment
3. Student affordability
4. Student progression and completion
5. University financial efficiency and sustainability

Summary reporting will also be done dynamically via an online "accountability dashboard" to be launched in summer 2020.

Section 1. **Contributions to the state**

The State System contributes significantly to the State in terms of:

- overall economic impact (including jobs created and maintained).
- workforce development.
- graduate earnings and return on investment.

Economic impact

According to a study conducted by Baker Tilly Virchow Krause, LLP in 2015, State System universities contributed $4.4 billion in economic impact to Pennsylvania, representing $10.61 for every one dollar of public funds expended on the State System that year.

Overall, the State System employs more than 10,000 full-time faculty and staff, and we estimate another 62,000 people are employed outside the universities as a direct result of their existence. At that scale, the State System is one of the larger employers in the state. The State System's universities—with few exceptions—are among the largest employers in their communities, and often in their counties. **(Figure 1)**

Impacts are distributed geographically. The nearly 100,000 enrolled students and more than 520,000 System alumni who live and work in every one of Pennsylvania's 67 counties comprise as much as 10 percent of the population in any given legislative district. **(Figures 3-5)**

Labor Force Data by County, Pennsylvania Counties: Annual Averages and Countywide Employment Impacts (2019)

West Chester University, Chester County — County Employer Ranking, 14

Bloomsburg University, Columbia County — County Employer Ranking, 2

Millersville University, Lancaster County — County Employer Ranking, 26

Kutztown University, Berks County — County Employer Ranking, 18

Slippery Rock University, Butler County — County Employer Ranking, 9

California University, Washington County — County Employer Ranking, 7

East Stroudsburg University, Monroe County — County Employer Ranking, 11

Indiana University, Indiana County — County Employer Ranking, 1

Shippensburg University, Cumberland County — County Employer Ranking, 22

Clarion University, Clarion County — County Employer Ranking, 1

Edinboro University, Erie County — County Employer Ranking, 22

Lock Haven University, Clinton County — County Employer Ranking, 3

Mansfield University, Tioga County — County Employer Ranking, 4

Cheyney, Delaware County — County Rank, N/A

OOC, Dauphin County — County Rank, N/A

Figure 1

State System Alumni Density by County

Source: PASSHE Student Data Warehouse; U.S. Census Bureau

Figure 2

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State System Alumni Density by PA Senate District

Legend: 0.8% - 2.2% | 2.2% - 3.5% | 3.5% - 4.8% | 4.8% - 6.1% | 6.1% - 7.5% | 7.5% - 8.8% | ★ 14 PASSHE Campuses

Source: PASSHE Student Data Warehouse; U.S. Census Bureau

Figure 3

State System Alumni Density by PA House District

Legend: 0.4% - 2.2% | 2.2% - 4.0% | 4.0% - 5.7% | 5.7% - 7.5% | 7.5% - 9.3% | 9.3% - 11.1 % | ⭐ 14 PASSHE Campuses

Source: PASSHE Student Data Warehouse; U.S. Census Bureau

Figure 4

Workforce development

System universities work closely with employers in their regions and use data that project workforce demand to continually review programs to ensure their relevance and to identify and respond to new and emerging needs. In 2019, for example, the System approved 35 new programs and discontinued 47 others.

As a result, the State System universities have seen a pronounced shift to high-need areas including STEM (science, technology, engineering, and mathematics) and healthcare-related programs which, when combined (STEM-H), represent the most popular areas of study, accounting for about one-third of the graduates receiving a bachelor's degree from a System university. Business, the second most popular field of study, accounts for about one-fourth of those now graduating.

The shift towards STEM-H and business is evident in the new programs introduced by State System universities over the past decade, and is expected to continue (**Figure 5**).

Number of Awards Conferred in Top Five Areas of Study 2009-10 to 2018-19

Source: State System Student Data Warehouse, STEM list from ICE
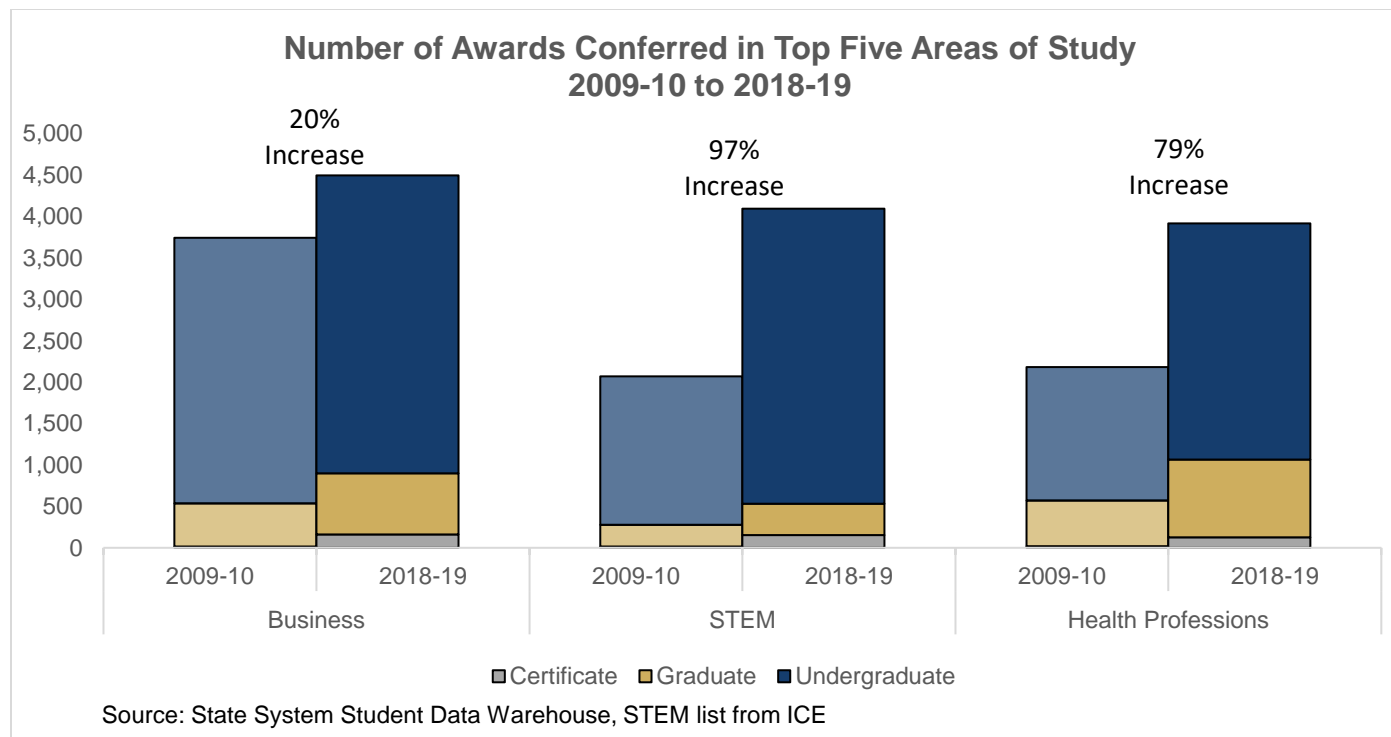
Figure 5

Education also remains an important field of study. State System universities still produce the largest number of new teachers in the state.

Alignment between educational programs and workforce need is also apparent in **Figures 6 and 7,** which focus respectively on occupations with the greatest demand for employees and the highest enrolled programs of study offered at System universities.

The left-hand graph shows the 10 highest-demand general occupations in Pennsylvania ranked in terms of the number of new jobs anticipated annually in Pennsylvania through 2026. The right-hand graph shows the most productive programs of study at the State System in terms of the number of graduates in 2018-19. Gold bars represent areas where workforce demand and graduate productivity are aligned. These data show opportunities for even greater alignment at the statewide level. More in-depth data are used to drive programmatic decisions at the university level.
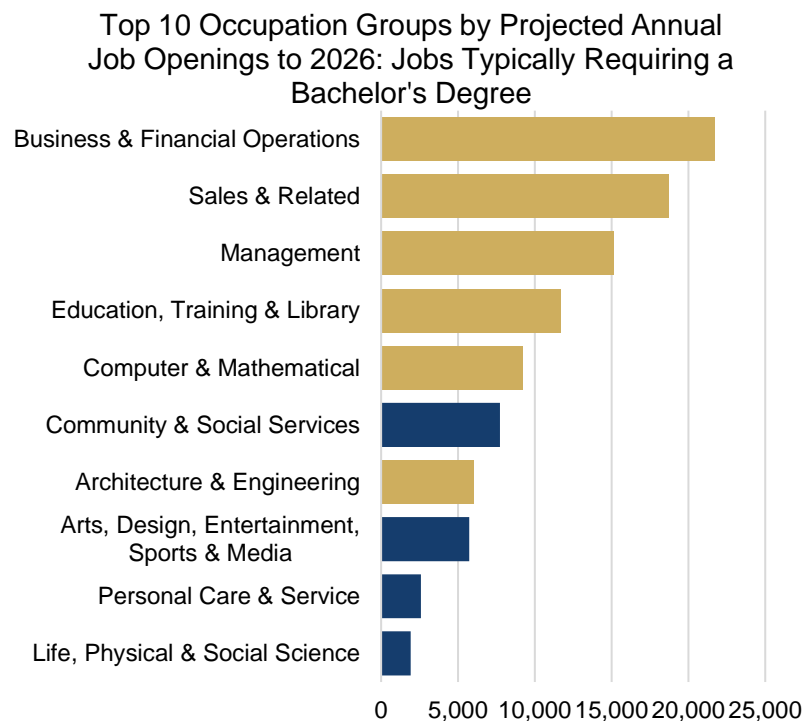
Top 10 Occupation Groups by Projected Annual Job Openings to 2026: Jobs Typically Requiring a Bachelor's Degree

Source: PA Department of Labor & Industry, 2016-2026 Long-Term Projections; based on occupations in O*NET Job Zone 4

Figure 6

Top 10 Programs of Study for State System Bachelor's Degree Recipients, 2018-19
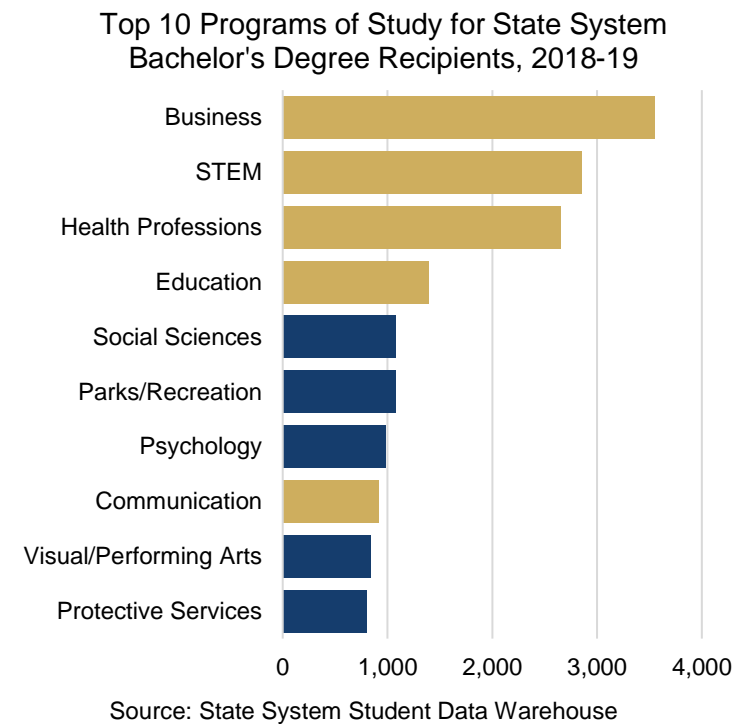
Source: State System Student Data Warehouse

Figure 7

Workforce alignment is even more apparent at the graduate level than at the undergraduate level. (**Figures 8 and 9**)

Top 10 Occupation Groups by Projected Annual Job Openings to 2026: Jobs Typically Requiring a Graduate or Professional Degree

Source: PA Department of Labor & Industry, 2016-2026 Long-Term Projections; based on occupations in O*NET Job Zone 5

Figure 8

Top 10 Programs of Study for State System Graduate Degree and Graduate Certificate Recipients, 2018-19

Source: State System Student Data Warehouse

Figure 9

16

At the sub-baccalaureate level (associates degree and certificate), workforce alignment also appears strong, (**Figures 10 and 11**) but is hard to assess given relatively weak data on non-degree certificate programs. We expect to see significant improvement in these areas as we improve data about certificate programs and their students (a priority for 2020), and expand non-degree certificate programs that target high-demand employer and adult upskilling/reskilling needs.
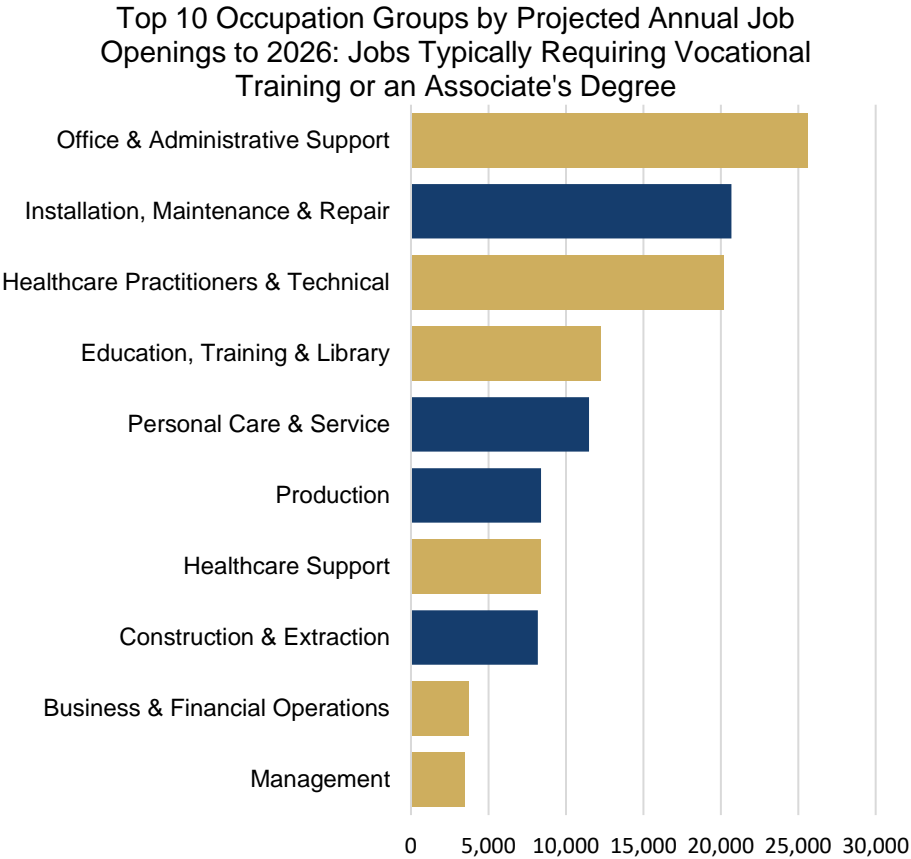
Top 10 Occupation Groups by Projected Annual Job Openings to 2026: Jobs Typically Requiring Vocational Training or an Associate's Degree

Source: PA Department of Labor & Industry, 2016-2026 Long-Term Projections; based on occupations in O*NET Job Zone 3

Figure 10

Top 10 Programs of Study for State System Associate's Degree and Undergraduate Certificate Recipients, 2018-19
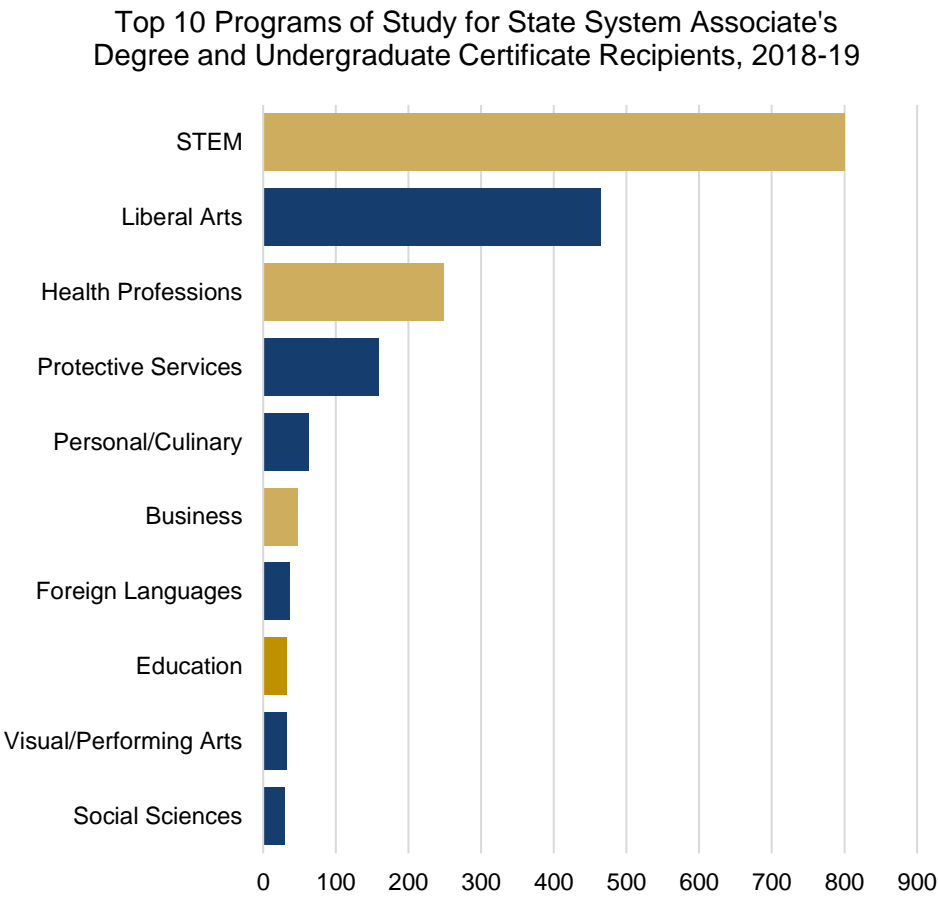
Source: State System Student Data Warehouse

Figure 11

Tight alignment between educational programs and workforce need shows up in graduates' employment outcomes and pays off for the state.

A year after graduation, 94 percent of graduates are employed, continuing their education, or serving in the military.

Ten years after graduating, Bachelor's degree recipients have average annual earnings of $56,000, and fully 63 percent of them are living and working in Pennsylvania 10 (**Figure 12**).

And while students graduating in STEM fields do somewhat better economically than graduates in other fields, a good return on student's investment in their State System university education is available for all.

Longitudinal Employment Outcomes for Graduates

	Arts & Humanities			Business & Communication			Education			Health			Social & Behavioral Sciences & Human Services			STEM			Other		
	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr	3Yr	5Yr	10Yr
%	69%	65%	60%	70%	67%	61%	77%	75%	70%	73%	71%	66%	66%	63%	60%	67%	66%	64%	71%	69%	63%
$	$28,723	$35,012	$48,100	$38,294	$45,268	$62,862	$39,358	$44,427	$54,767	$47,254	$53,457	$62,794	$30,477	$36,724	$49,179	$40,881	$49,884	$69,271	$33,254	$39,980	$51,671

Source: Integrated Student Data Warehouse, PA Unemployment Insurance Records

Figure 12

19

Together, the relative affordability of a State System university education (section 3), the high degree of alignment between credentialing programs and workforce needs, and graduates' success in the labor market ensure students receive an excellent return on their investment in a State System education. This is demonstrated in **Figure 13**. It shows the net present value (NPV) of a student's investment in their State System university education after 10, 20, and 40 years, as well as lifetime earnings compared to those for a Pennsylvanian with no more than a high school diploma.

NPV is how much a sum of money invested today is worth in the future.

For higher education, this metric demonstrates what graduates get in terms of salary for their investment in a State System degree. It takes account of the net price of attending a State System university and graduates' salary outcomes.

State System's Average Net Present Value
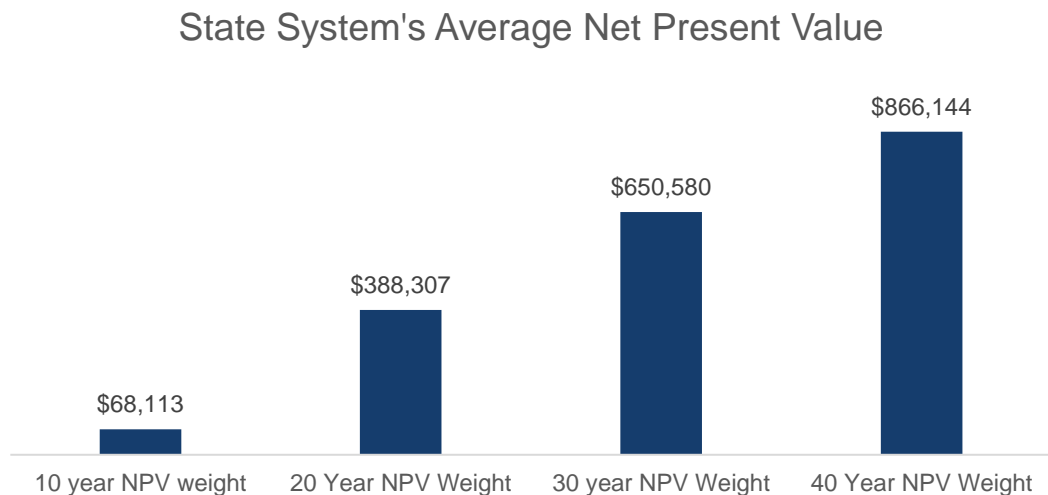
On average, State System University Graduates receive a return of investment of $866,144 forty years after graduating.

Source: Georgetown University Center on Education and the Workforce, A First Try at ROI: Ranking 4,500 Colleges, 2020. Systemwide averages created using relative number of graduates from corresponding data.

Figure 13

Section 2. **Student access and enrollment**

Background and overview

After a decade of growth, student enrollments across the State System have declined by almost 19 percent since fall 2011 **(Figure 14)**. This decline varies by university **(Figure 15)**, compares to an overall decline of 3 percent in Pennsylvania and a decline of 2 percent in the university's national comparator groups.

Pennsylvania's State System of Higher Education
Fall Headcount Enrollment History
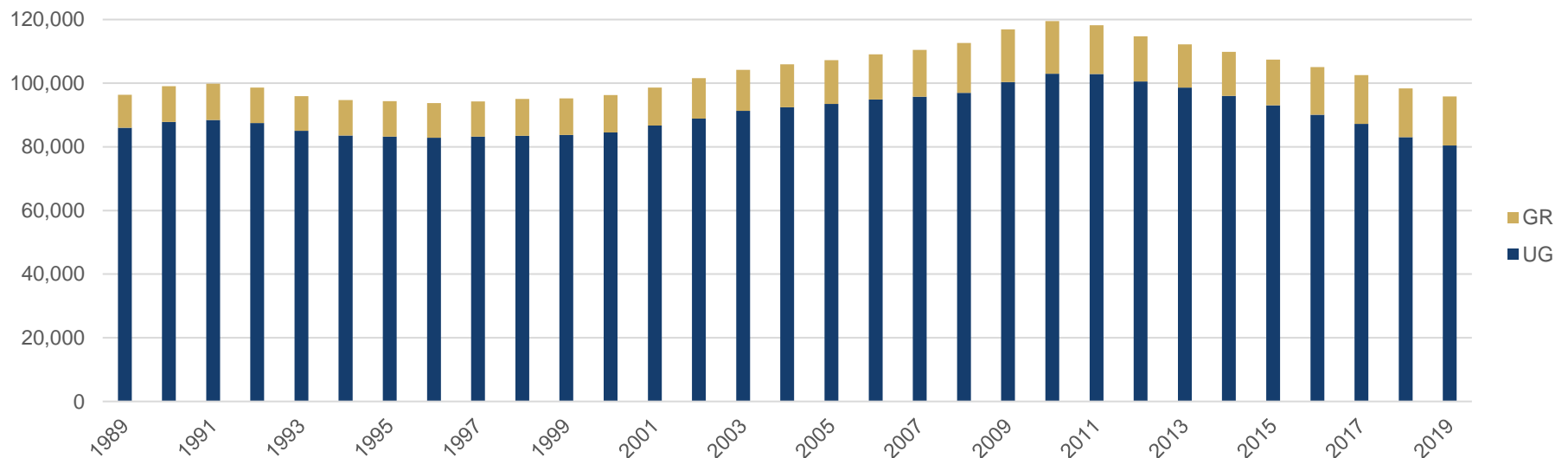
Note: Enrollments for 2012 forward include credit hour and clock hour students.
Source: State System Student Data Warehouse
Figure 14

Enrollment decline is driven by a variety of factors including **the rising price of education**, **decline in the size of the high school leaving population**, and a **strong economy** which sees proportionally more people entering the workforce.

The rising price of education at the State System is directly related to the level of state funding. Pennsylvania has increased funding for the State System in each of the last five years by a combined total of approximately $65.7 million **(Figure 16)**. This amounts to a 2 percent increase since 2011-12 in inflation-adjusted dollars.

Yet, recent funding increases have not offset the combined effect of inflation and the seven consecutive years prior to 2011-12 when state funding either was reduced or held flat. The net result is that state funding in 2019-20 is at or near the same level as it was between 2005-06 and 2006-07, representing a $140 million cut in inflation-adjusted dollars over that time period, a $220 million (32 percent) cut from 2000-01 **(Figure 16)**.

Fall Headcount Enrollment
2011 and 2019
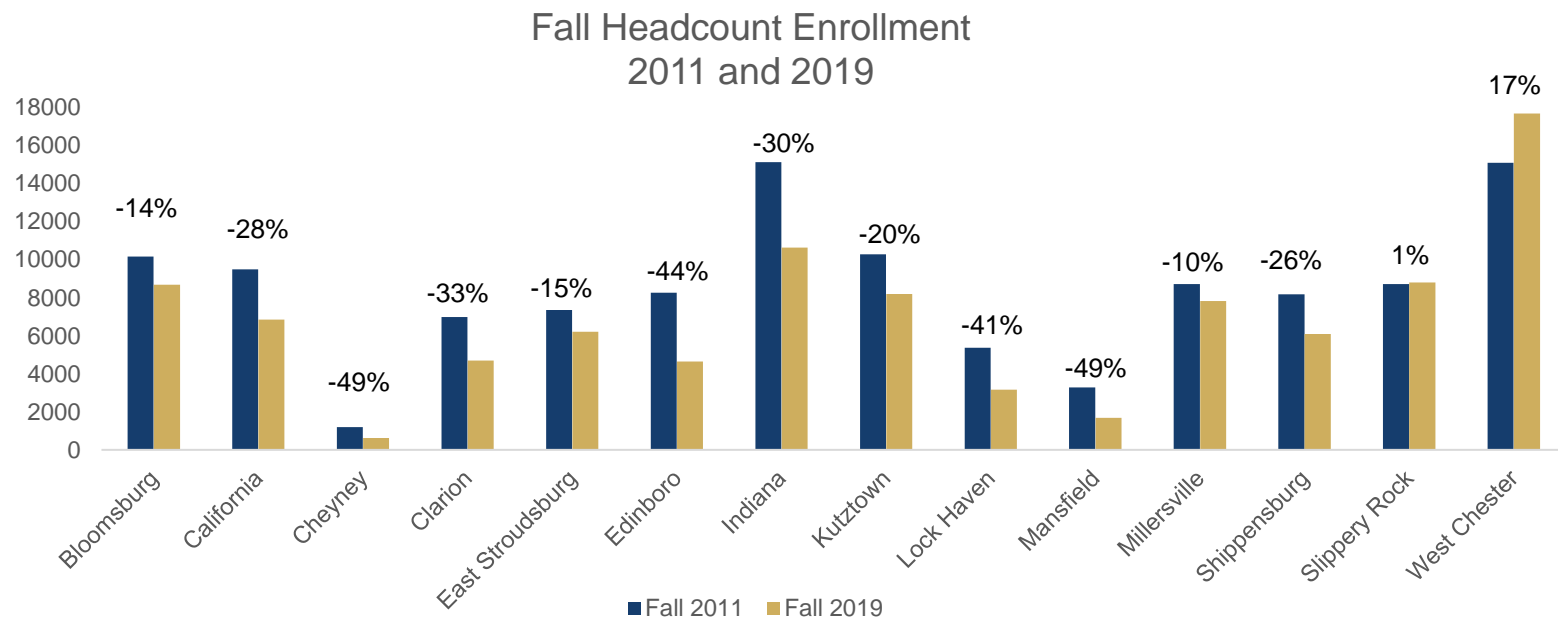
Source: State System Student Data Warehouse
Figure 15

State Appropriations Adjusted for Inflation
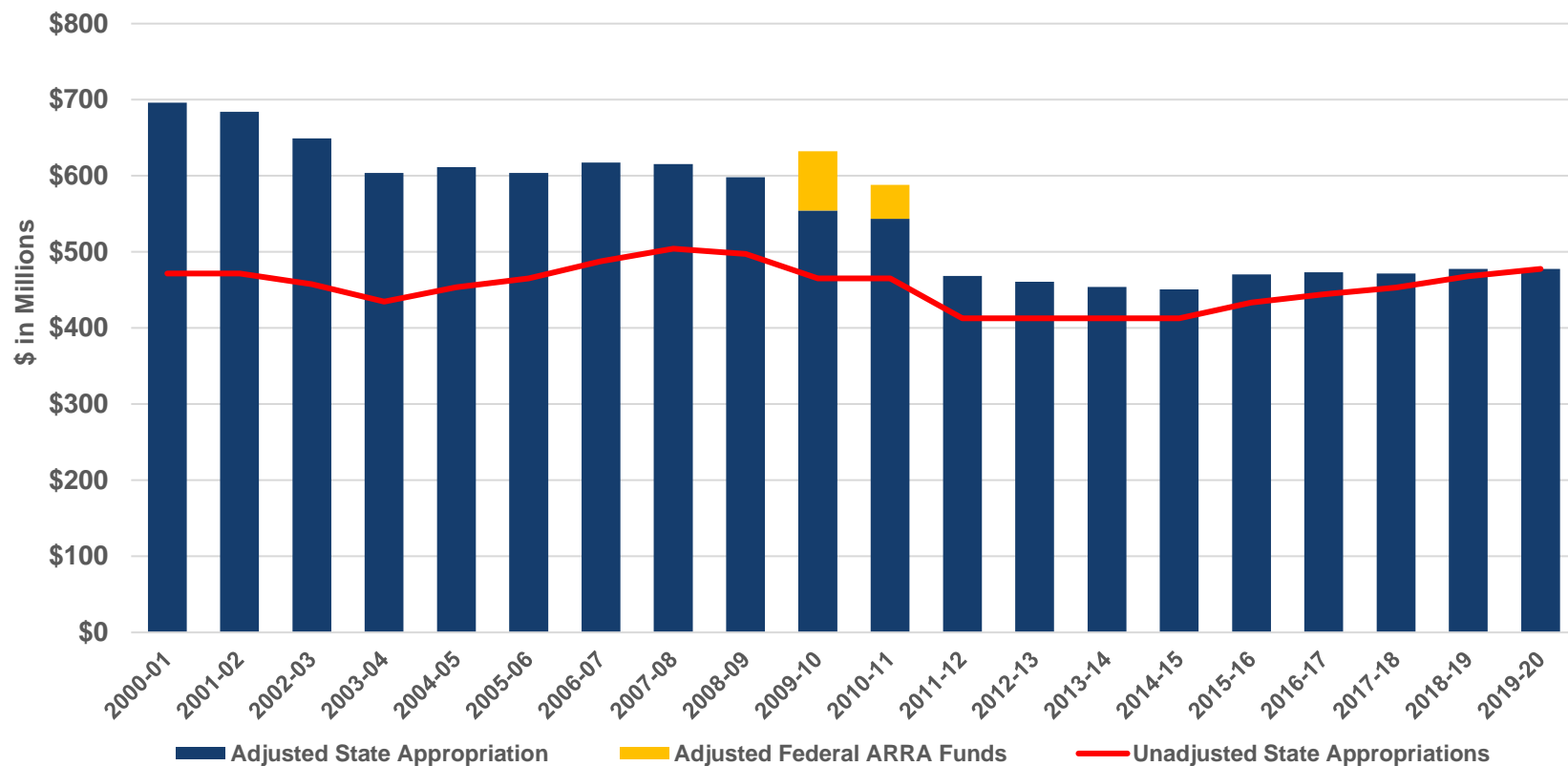
Inflation adjustment based on CPI-U through 2018-19, and 2019-20 inflation of 2.0% per Congressional Budget Office projection.

Source: State System Budget Office
Figure 16

At this funding level, Pennsylvania ranks 47th of 50 states in terms of educational appropriation per student FTE, spending $3,558 per student less than the 50-state average **(Figure 17)**. This ranking represents an improvement over 2016-17 when Pennsylvania was 48th in the nation and reflects continuing and welcomed incremental support for the State System over the last several years.

Net Tution per FTE as Percent of Total Educational Revenue
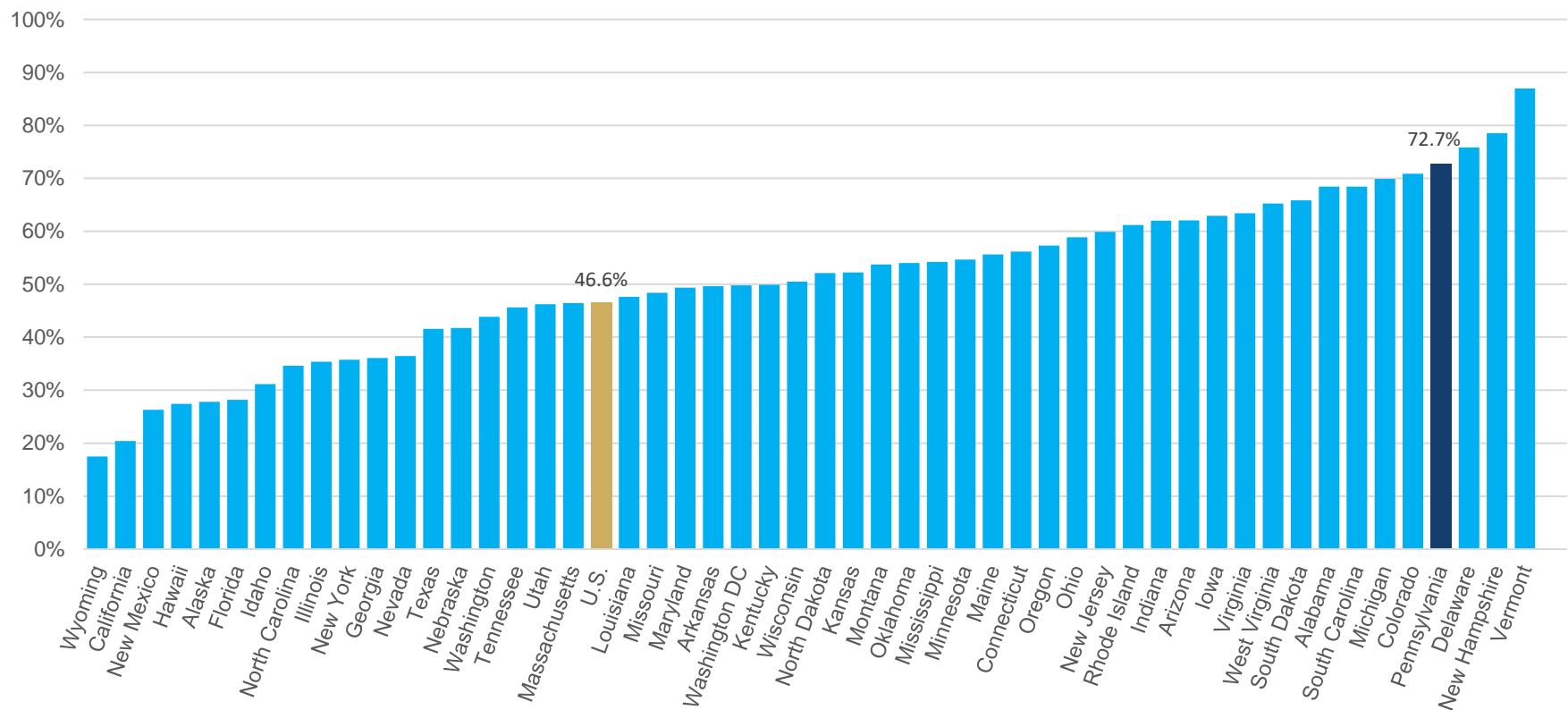
Source: State Higher Education Executive Offices FY18 Report
Figure 17

Student tuition has increased consistently in response to the long-term pattern of state investment. The result is that the proportionate burden borne by students for the cost of their higher education was 73 percent in 2018 **(Figure 18)**.

Public FTE Enrollment and Funding per FTE
Pennsylvania*, *FY 1992/93 - 2017/18*
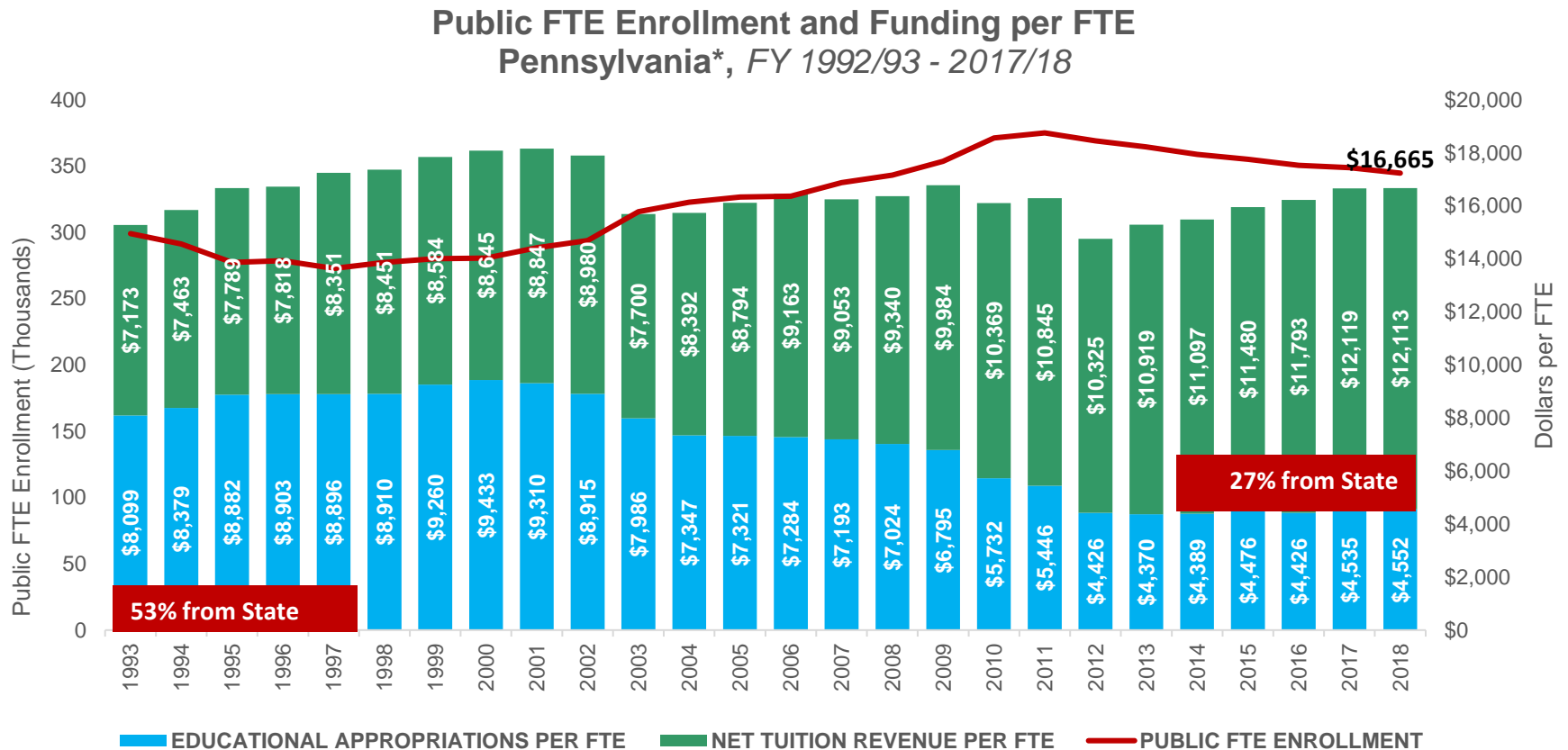
Notes: Data adjusted for inflation using the Higher Education Cost Adjustment [HECA]. Full-time equivalent [FTE] enrollment equates student credit hours to full-time, academic year students, but excludes medical students. Educational appropriations are a measure of state and local support available for public higher education operating expenses including ARRA funds, and excludes appropriations to independent institutions, financial aid for students attending independent institutions, research hospitals, and medical education. Net tuition revnue is calculated by taking the gross amount of tuition and fees, less state and institutional financial aid, tuition waivers or discounts, and medical student tuition and fees. Net tuition revenue used for capital debt service is included in the net tuition revenue figures above.

Source: State Higher Education Executive Offices FY18 Report   *State-owned, State-related, Community Colleges, PHEAA

Figure 18

25

Change in In-State Undergraduate Headcount by Income Level
For those who completed the FAFSA
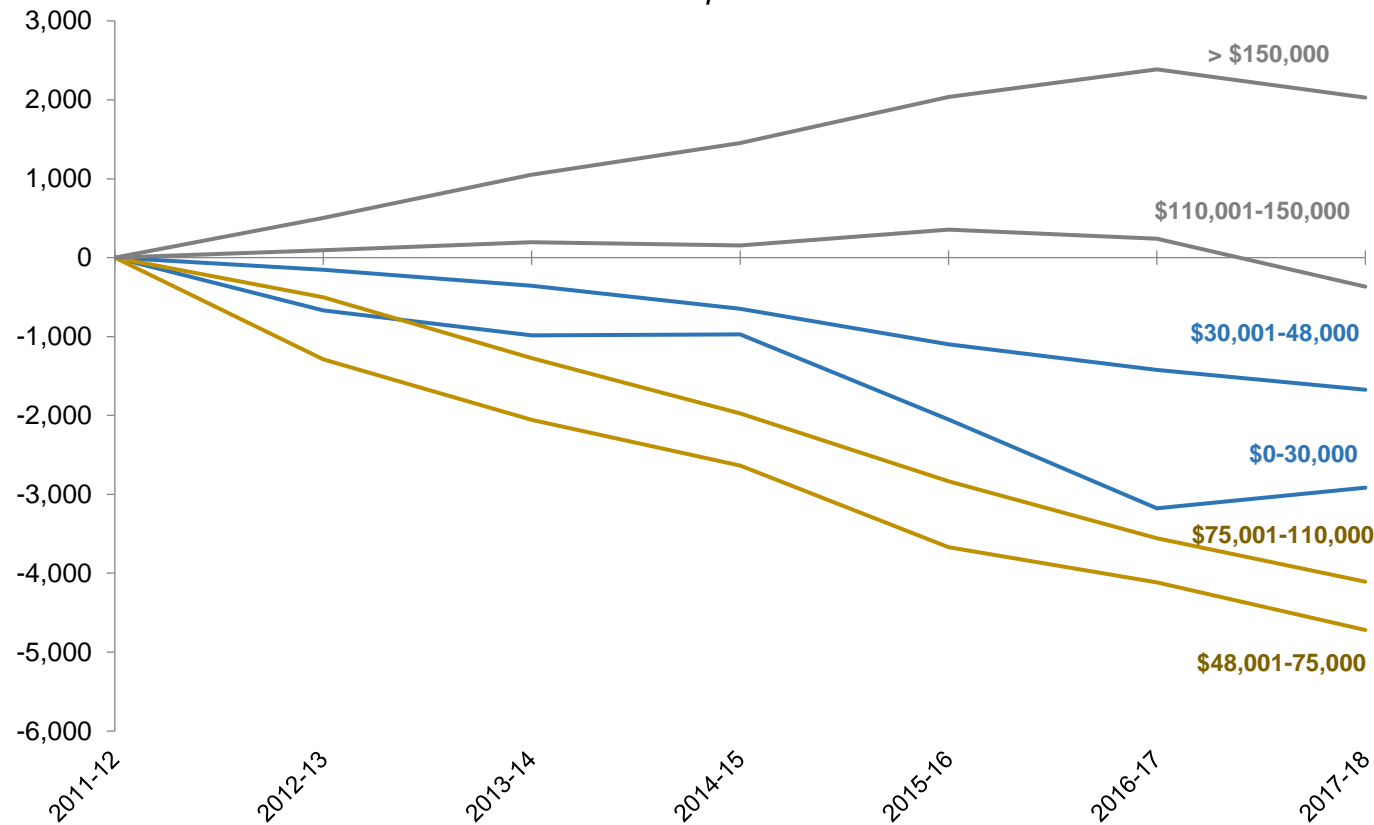
Tuition increases have had a larger impact on the low- and middle-income students that the State System universities have historically served and that the State needs most to succeed in order to meet workforce development goals. This is evident in **Figure 19**, which shows steeper enrollment declines for those students than for higher income students.

Source: State System Student Data Warehouse
Figure 19

Demographic trends are also responsible for declining enrollments. Pennsylvania is at the tail end of a period of contraction in the size of the high-school-leaving population (2012 to 2020). After a period of modest growth (2020-2025), the number of high school graduates in Pennsylvania is expected to decline precipitously by as much as 9 percent by 2035 from the number of graduates in 2012 **(Figure 20)**. This will further depress enrollment of "traditional" students (those entering university directly after high school), who today represent almost 90 percent of all undergraduates enrolled at the System's universities.

Pennsylvania Public High School Graduates (Historic and Projected)
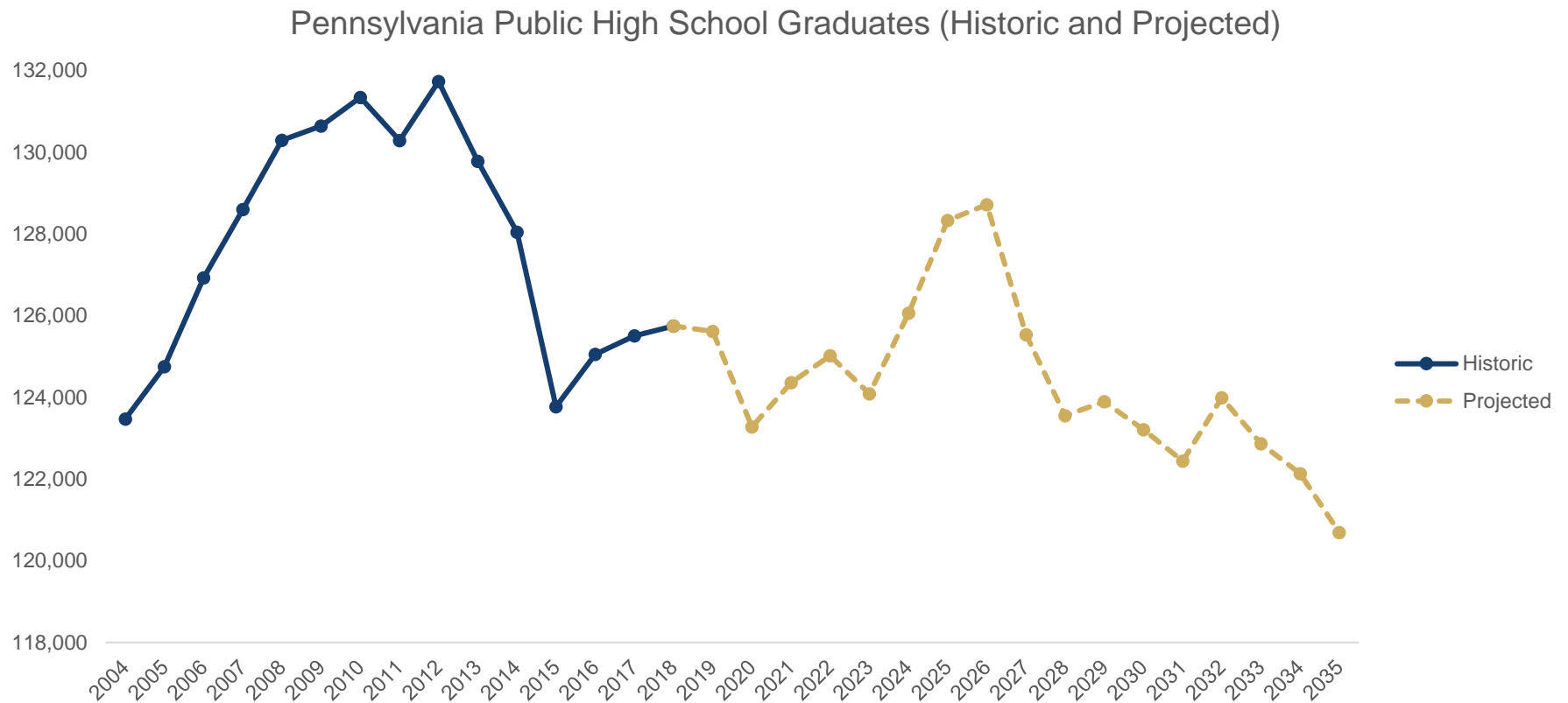
Source: Pennsylvania Department of Health "Pennsylvania Vital Statistics 1997-2016." Pennsylvania Department of Education Public High School Graduates 2003-2018. Pennsylvania Department of Education Public High School Enrollment 2003-2019. Methods based on Western Interstate Commission for Higher Education (WICHE) "Knocking at the College Door: Projections of High School Graduates." Issued December 2012. Updated by the office of Advanced Data Analytics June 25, 2019.
Figure 20

Figure 21 demonstrates how university enrollments relate to population trends in the counties from which they draw most of their students ("feeder counties") for the period 2013-2018. Gray bars show the percentage change in the universities' enrollments during the period. Golds bar show the percentage change in the size of the high school leaving population in the universities' five feeder counties. Blue bars show the percentage change in the universities' enrollment from their feeder counties.

Every State System university except for Bloomsburg and Kutztown has captured a larger share of high-school-leavers from its feeder counties (blue bar has a higher value than the gold bar). Slippery Rock and West Chester universities are expanding beyond their regions (gray has a higher value than the blue and gold bars) and have been successful in growing enrollments. California, Cheyney, Clarion, Edinboro, Indiana, Lock Haven, and Mansfield are doubly challenged trying to expand beyond their region while drawing from regions where the size of the high school leaving population is shrinking.

System Five-Year Change in Percent Enrollment Compared to Five-Year Percent Change in HS Graduates of Top 5 Counties by Enrollment

Legend:
■ Five-Year Percent Change in Total Enrollment ■ Five Year Percent Change in HS Graduates ■ Five Year Change in Percent Enrollment from Top 5 Counties
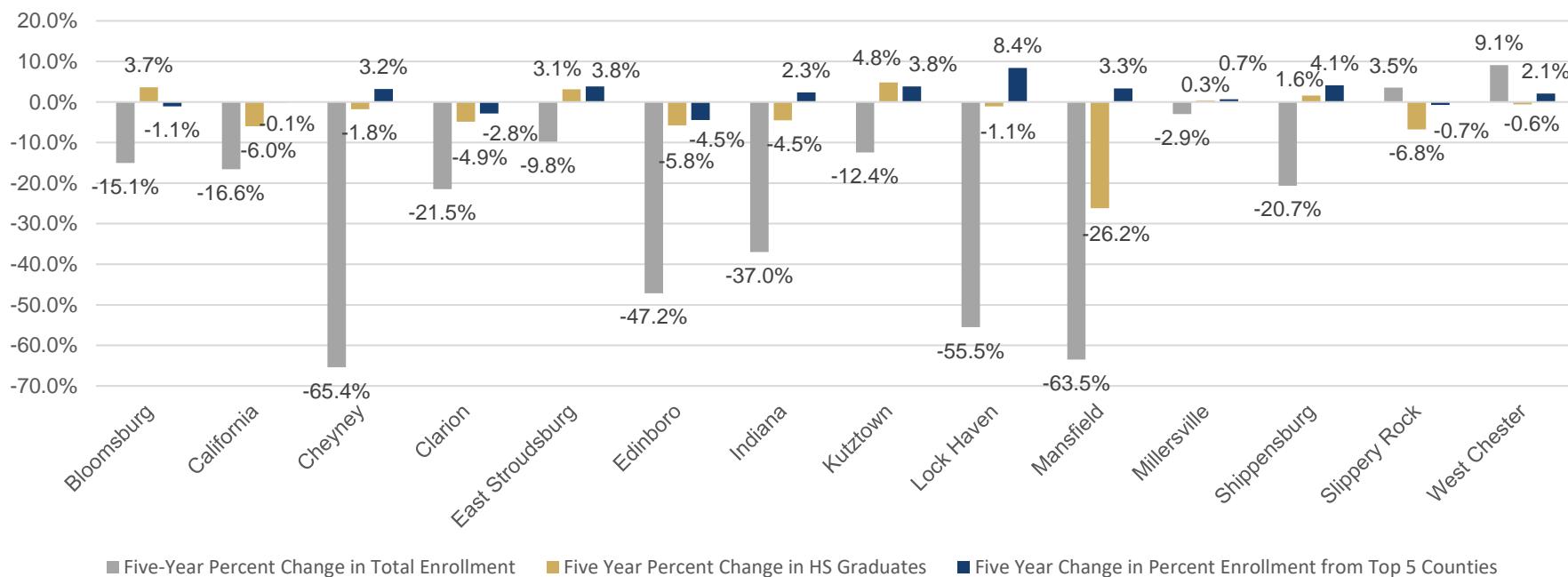
Sources: State System Student Data Warehouse, Fall Preliminary Census, Official Reporting Date: End of the 15th day of classes. Pennsylvania Department of Health "Pennsylvania Vital Statistics 1997-2016." Pennsylvania Department of Education Public High School Graduates 2003-2018. Pennsylvania Department of Education Public High School Enrollment 2003-2019. Methods based on Western Interstate Commission for Higher Education (WICHE) "Knocking at the College Door: Projections of High School Graduates." Issued December 2012. Updated by the office of Advanced Data Analytics June 25, 2019.

Figure 21

Responding to access and enrollment challenges

To continue their historic contribution to Pennsylvania's workforce development and social mobility needs, State System universities are striving to enroll and graduate proportionately more students from traditionally under-served populations, stabilize declining enrollments of low- and middle-income students and enroll more adults seeking to upskill or reskill.

Pennsylvania State System universities have made significant progress closing the enrollment gap between white students and students of color **(Figure 22)**. In 2018, 21 percent of the student body was non-white; only slightly below the proportion of non-whites in the state's overall population of almost 23 percent **(Figure 23)**. It is estimated that the non-white population will remain relatively flat through 2028, at which point we expect non-white students to enroll in proportion to their representation in the state's population.

Population Growth of Non-white Groups in Pennsylvania and the State System of Higher Education
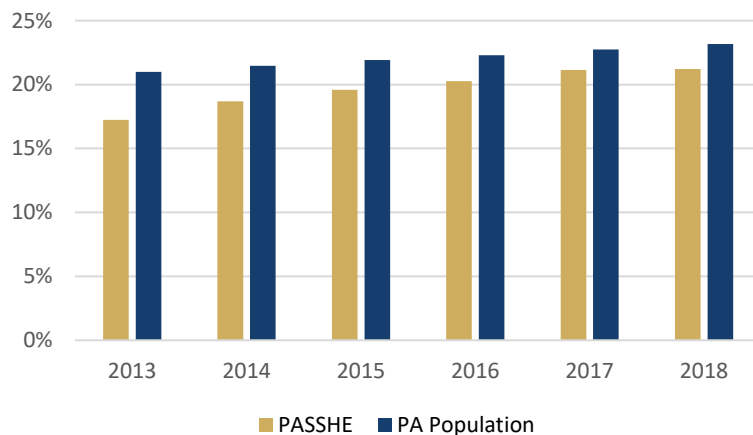
Figure 22

Pennsylvania and State System Minority Population
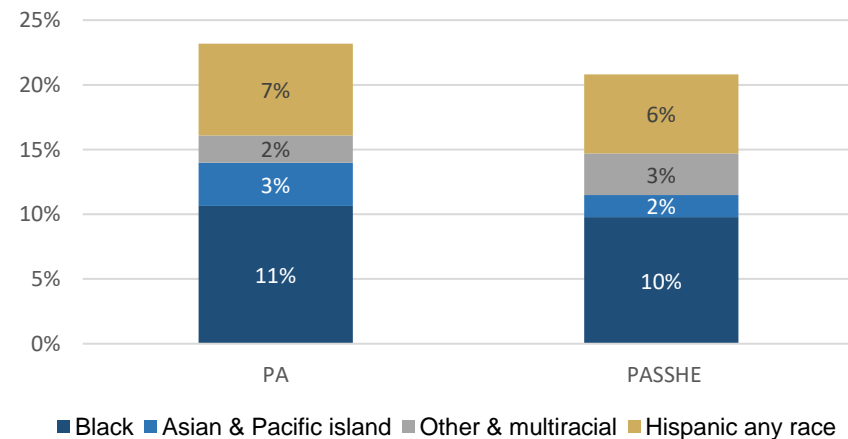
Source: State System Student Data Warehouse, ACS 5-year estimates

Figure 23

The gap in enrollment between lower- and higher-income students is growing. Maintaining affordability for these students will be critical here and is the subject of Section 3.

In-State Undergraduate Headcount by Family Income Level
For those who completed the FAFSA

Legend:
- ■ >$110,000
- ■ <$110,001

Year	<$110,001	>$110,000
2011-12	61,664	14,898
2012-13	59,047	15,494
2013-14	56,989	16,141
2014-15	55,432	16,508
2015-16	52,011	17,289
2016-17	49,396	17,522
2017-18	48,250	16,557

Enrollments **increased** 11% for students of families with income **greater than $110,000**.

Enrollments **decreased** 22.7% for students of families with income **less than $110,000.**

Source: State System Student Data Warehouse

Figure 24

31

The proportion of adult students (defined as students over the age of 24 and referred to as adult learners in the figure below) has remained steady at around 10 percent for nearly a decade (adults represent 10, 28 and 72 percent, respectively, of undergraduate, graduate and non-degree certificate enrollments). This is better than the national picture where adult enrollments have declined by 13 percent over the same time period. During the next five years, we expect the number of adult students to grow, reflecting programmatic shifts that target adult reskilling and upskilling needs.

Fall Enrollment Trends for Traditional Students and Adult Learners

Year	Traditional Students	Adult Learners
2010	96,550	22,963
2011	96,884	21,340
2012	95,098	19,590
2013	93,490	18,735
2014	91,150	18,658
2015	88,439	18,960
2016	85,539	19,510
2017	82,757	19,815
2018	79,242	19,121
2019	77,033	18,769

■ Adult Learners   ■ Traditional Students
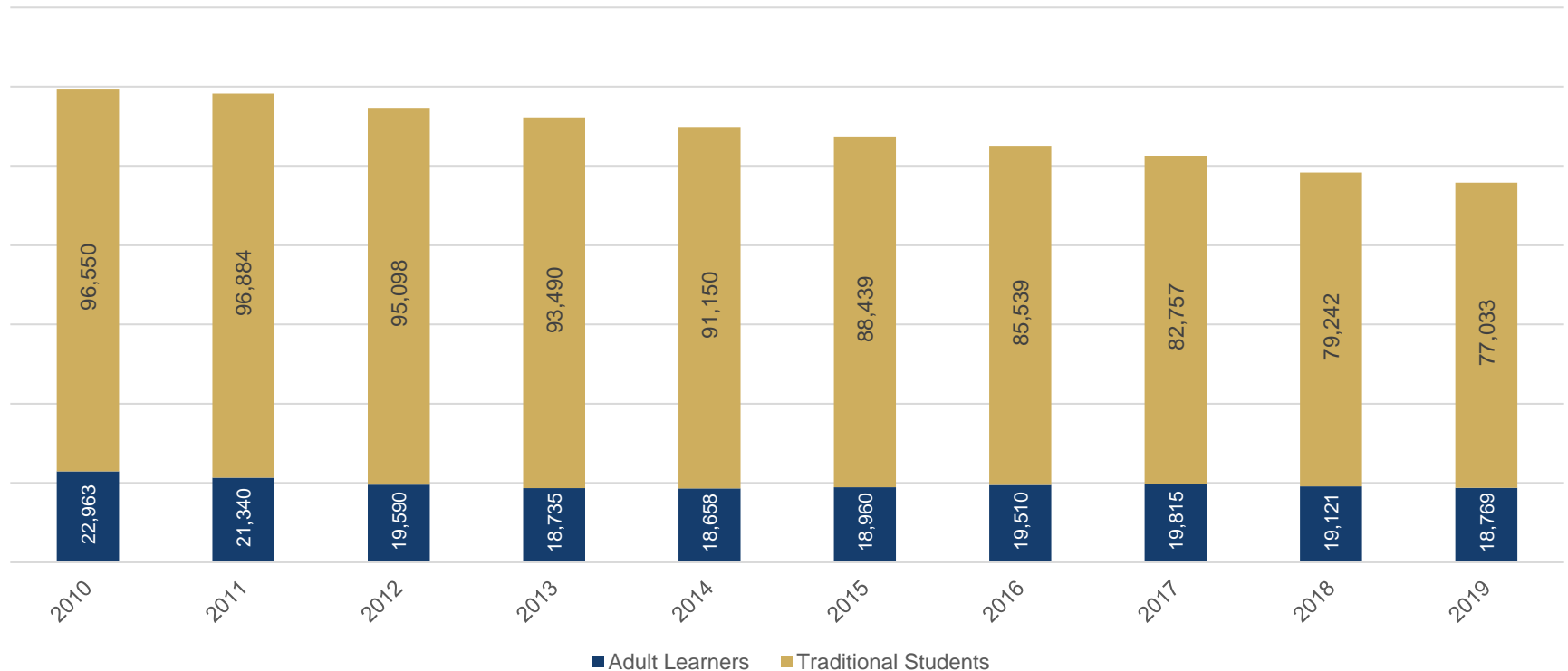
Source: State System Student Data Warehouse

Figure 25

Fall 2019 New Undergraduate Transfer Enrollments: 5,374
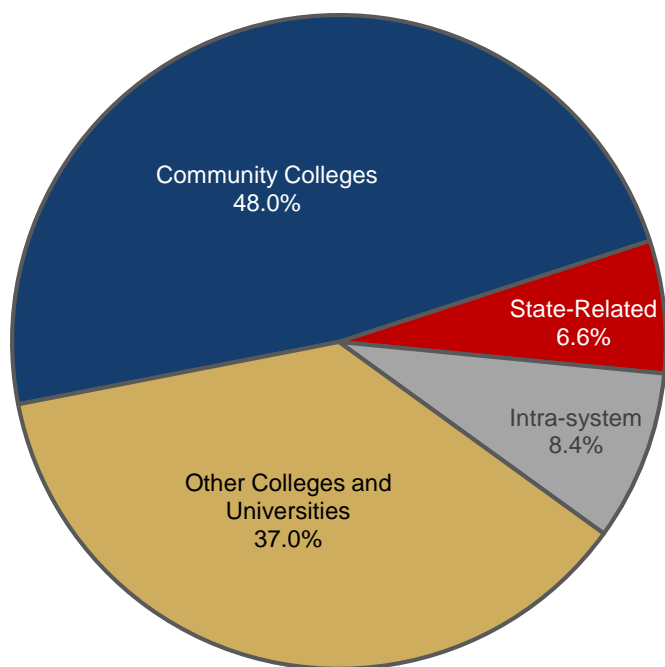
Growing transfer enrollments is a critical means of providing affordable pathways to and through postsecondary education and is a priority for State System universities.

Given the lower student tuition that applies at community colleges, the so-called transfer pathway is a particularly affordable option for students pursuing a four-year degree. Transfer students are, as a result, an important source for diversifying the universities' student bodies.

Transfer student enrollments have declined 16.6 percent since 2013, reflecting declining community college enrollments which are approximately of the same magnitude, as well as increasing competition from low-cost out-of-state online providers. In fall 2019, approximately 2,600 students transferred to a State System university from a Pennsylvania two-year public community college in pursuit of a four-year baccalaureate degree.

Source: State System Student Data Warehouse
Figure 26

Students who take credit-bearing college courses while still in high school do demonstrably better than those who do not, enrolling in and graduating from college at higher rates. Such programs also improve student affordability (students who participate in them accumulate credits toward their college degree at a lower per-credit cost) and help diversify the student body. While early college high school programs are still relatively small, they are growing significantly and will continue to do so as part of student affordability and student success efforts. **(Figure 27)**

Dual Enrollment/Early Admit High School Enrollment

Year	Dual enrolled high school	Early admit high school
2014	430	23
2015	493	38
2016	449	75
2017	561	82
2018	734	116
2019	709	156

■ Dual enrolled high school ■ Early admit high school
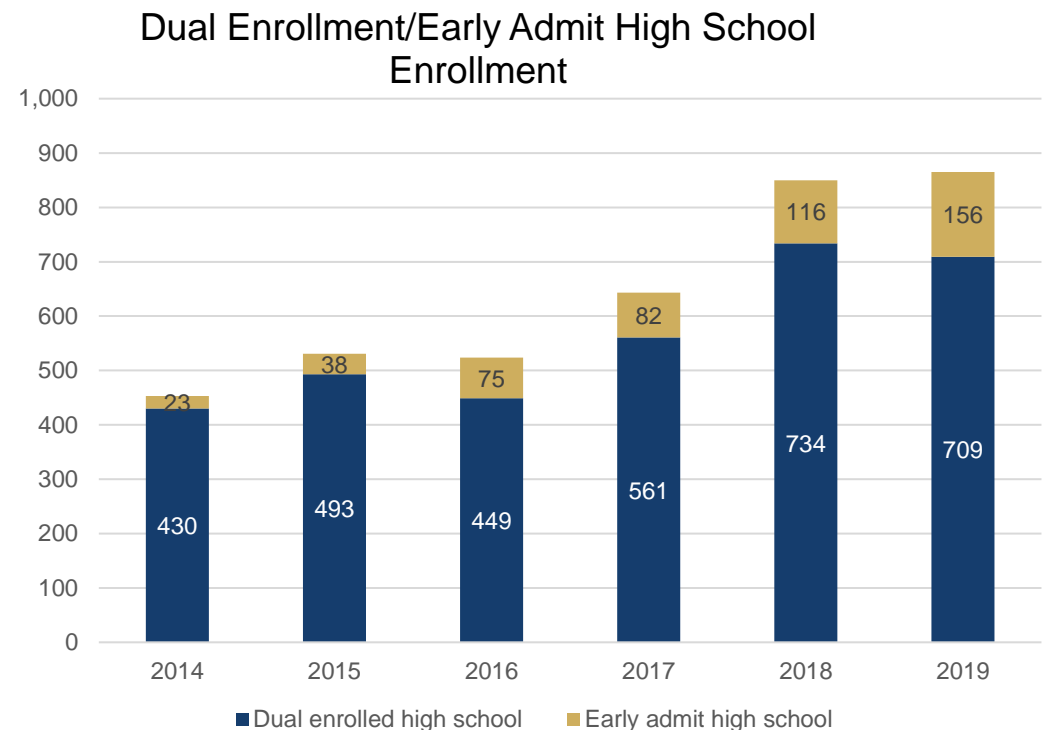
Source: State System Student Data Warehouse

Figure 27

Section 3. **Student affordability**

State System universities are the most affordable postsecondary option in Pennsylvania. Ensuring they remain affordable is critical to continuing service to low- and middle-income students and to meeting state social mobility and economic development needs.

State System universities are adopting a portfolio approach and showing progress in key areas. Work managing operating costs (section 5) creates opportunities to curtail price increases. Work improving student progress towards their degrees (section 4) and supporting community college transfer and high school dual enrollment options (section 2) supports student affordability directly. So do strategic approaches to setting rates for tuition, fees, room, and board, and efforts to increase the amount of aid that universities make available to students (reported in this section).

The universities' success, however (the success of public higher education nationally), depends heavily on public support in the form of annual appropriations made directly to the State System universities and/or grants, scholarships, or other financial awards made directly to students.

As noted above, Pennsylvania ranks 47th among 50 states in the level of funding per student FTE, and $3,550 per student behind the national average (**Figure 18** above). As a result, State System universities' proportionate reliance on tuition revenues has grown to become second highest nationally at 72.7 percent compared to the US average of 46.6 percent (**Figure 17** above). The combined trends make Pennsylvania the second least affordable state with respect of higher education—49th out of 50 in terms of student affordability (**Figure 28**).

Percent of household income to attend, full time, public four-year colleges

Net Price as a % of Income
- 0-20%
- 20%-22%
- 22%-24%
- 24%-26%
- 26%-28%
- 28%-30%
- 30%-32%
- 32%-34%
- 34%-36%
- 36%-38%
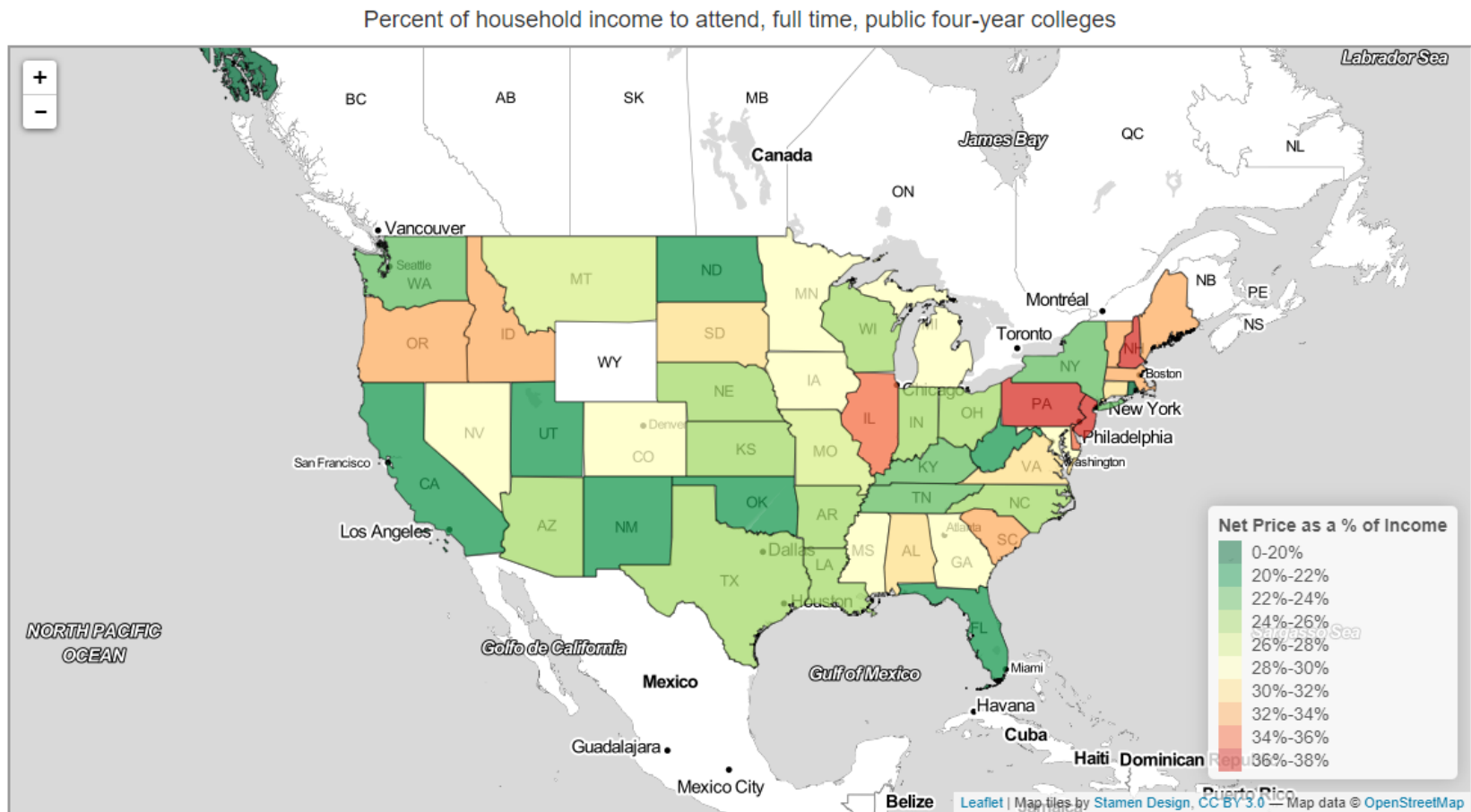
Source: Institute for Research on Higher Education (2016). *College Affordability Diagnosis.*
https://peabody.vanderbilt.edu/research/studies/affordability/maps_pub4.php
Figure 28

The **average total price of attendance** including tuition, fees, and room and board for a typical student living on campus at a State System university has increased by 33 percent since 2011-12.

Despite this, total price of attendance is lower in 2019-20 than most other four-year residential options in Pennsylvania. It is also lower than the average price for four-year universities accredited by the Middle States Commission on Higher Education (in Delaware, the District of Columbia, Maryland, New Jersey, New York, Pennsylvania, Puerto Rico, and the U.S. Virgin Islands) and only $8 more than the average price of four-year universities nationally.

2019-20 Price of Attendance Comparisons
For Typical New In-State Undergraduate Living on Campus

State System: Total $21,958 — Board $3,592, Room $7,499, Other Mandatory Fees $2,673, Technology Fee $478, Tuition $7,716, subtotal $10,867

Penn State, Main: Total $30,334 — Board $5,330, Room $6,554, Other Mandatory Fees $530, Technology Fee $504, Tuition $17,416, subtotal $18,450

Pitt, Main: Total $31,168 — Board $4,900, Room $6,550, Other Mandatory Fees $740, Technology Fee $350, Tuition $18,628, subtotal $19,718

Temple: Total $29,158 — Board $4,022, Room $8,166, Other Mandatory Fees $890, Tuition $16,080, subtotal $16,970

Lincoln: Total $21,332 — Board $4,586, Room $5,242, Other Mandatory Fees $2,628, Technology Fee $850, Tuition $8,026, subtotal $11,504

National Average*: Total $21,950 — Room/Board $11,510, Tuition $10,440

Middle States Average*: Total $22,770 — Room/Board $11,510, Tuition $11,260

Legend: ■ Tuition ■ Technology Fee ■ Other Mandatory Fees ■ Room ■ Board

Source:
Integrated Postsecondary Education Data System (IPEDS)
Figure 29

Total price varies across the State System universities owing to different structures for tuition, student fees and room and board (which vary within a university, depending on the housing and dining options students choose). **Figure 30** shows price variation by university. The gray area reflects the price range for on-campus, in-state undergraduate students, based on the housing and dining options they choose.

2019-20 Price of Attendance by University
For Typical New In-State Undergraduate Living on Campus
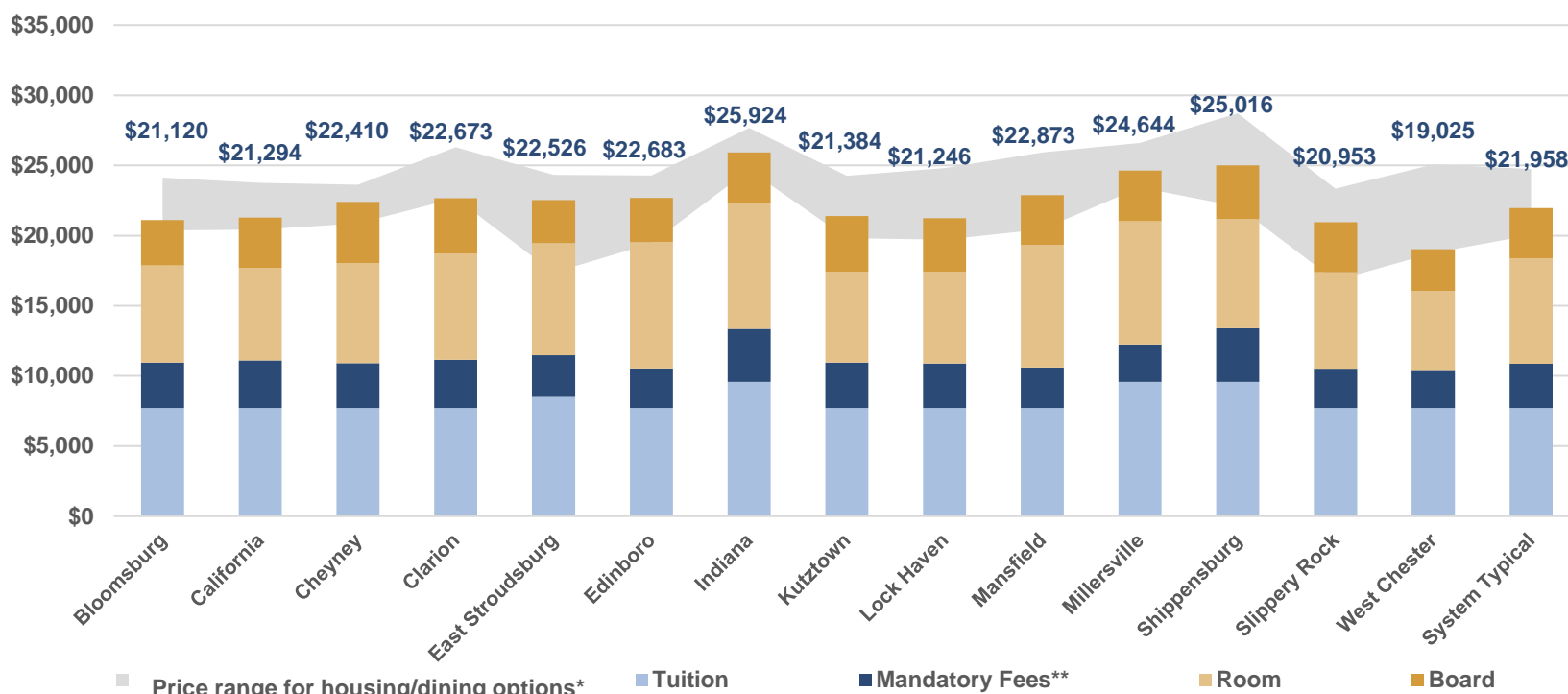
*Gray area denotes range of price based on minimum and maximum housing/dining options   **Includes Technology Tuition Fee

Source: Integrated Postsecondary Education Data System (IPEDS)
Figure 30

Federal, state, and institutional grant aid helps students offset the price of attendance, but the availability of aid has not kept pace with the rising price of attendance. **Figure 31** represents the gap between the price of attendance and any grant aid a student receives. Grant aid includes grants, scholarships and other monetary awards a student receives that do not need to be repaid.

History of Price of Attendance with Average Federal, State, and Institutional Grants
For Typical New In-State Undergraduate Living on Campus

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Total	$16,503	$17,052	$18,028	$18,784	$19,739	$20,327	$20,999	$21,682	$21,958
Board*	$2,878	$2,911	$3,063	$3,130	$3,295	$3,400	$3,482	$3,518	$3,592
Room*	$5,157	$5,404	$5,961	$6,321	$6,778	$6,921	$7,123	$7,417	$7,499
Mandatory Fees	$2,228	$2,309	$2,382	$2,513	$2,606	$2,768	$2,902	$3,031	$3,151
Tuition	$6,240	$6,428	$6,622	$6,820	$7,060	$7,238	$7,492	$7,716	$7,716

Legend: Tuition, Mandatory Fees, Room*, Board*, Average Grants
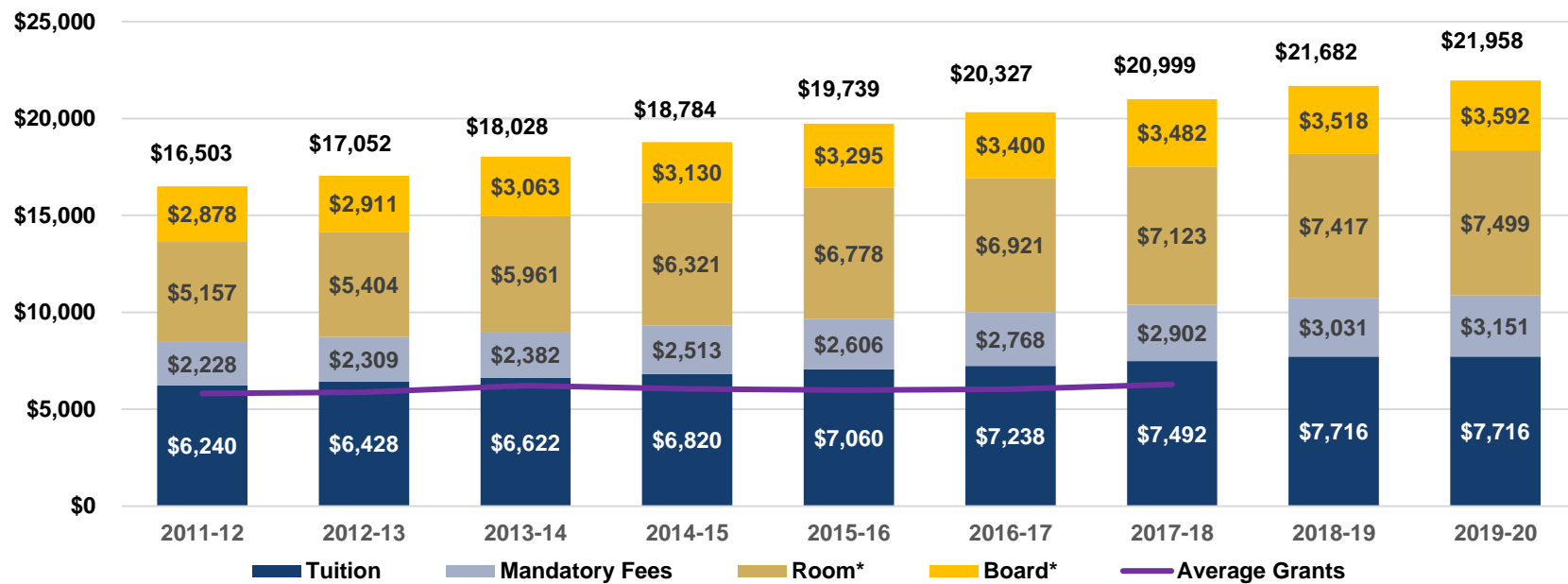
*Most common room and board rates

Source: Integrated Postsecondary Education Data System (IPEDS)

Figure 31

Lower-income students receive more grant aid and have a lower net average price of attendance than higher-income students (**Figure 32**).

State System
2017-18 Average Net Price vs Average Grant Aid, by Income Level
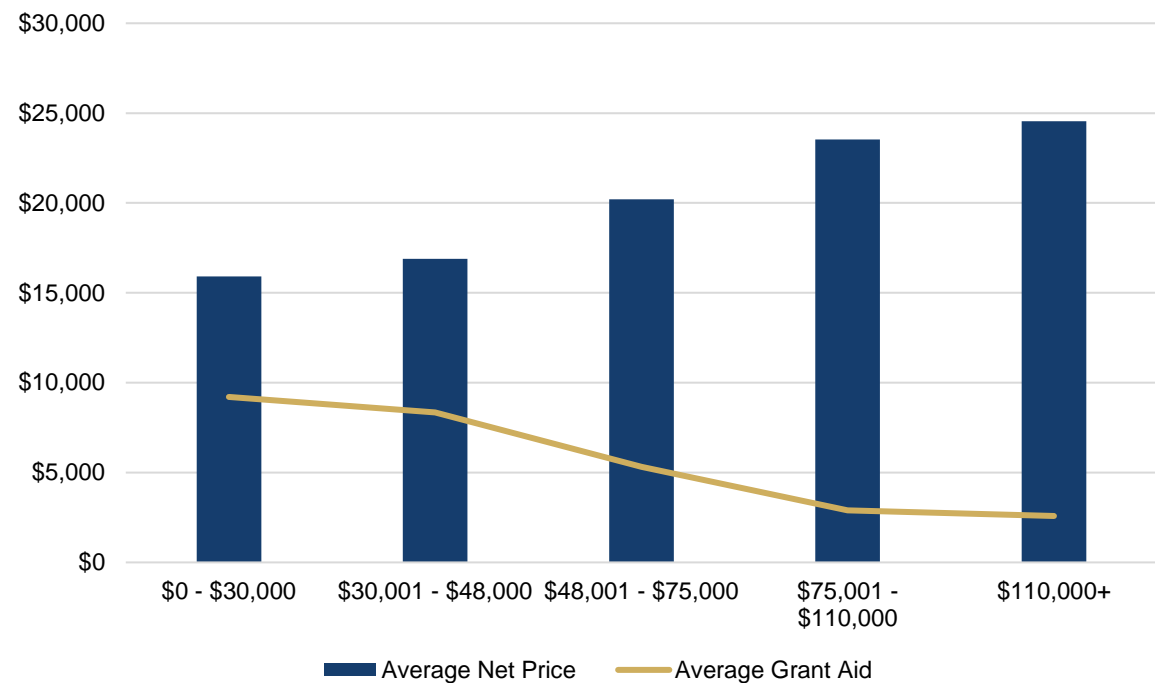
Source: State System Student Data Warehouse

Figure 32

Despite this, overall increases in the net price of attendance have hit low- and middle-income students hardest **(Figure 33)**. These students make up a majority (72 percent) of total enrollments at State System universities.

Net Price as Percent of Family Income

Legend: ■ 2015-16 ■ 2016-17 ■ 2017-18
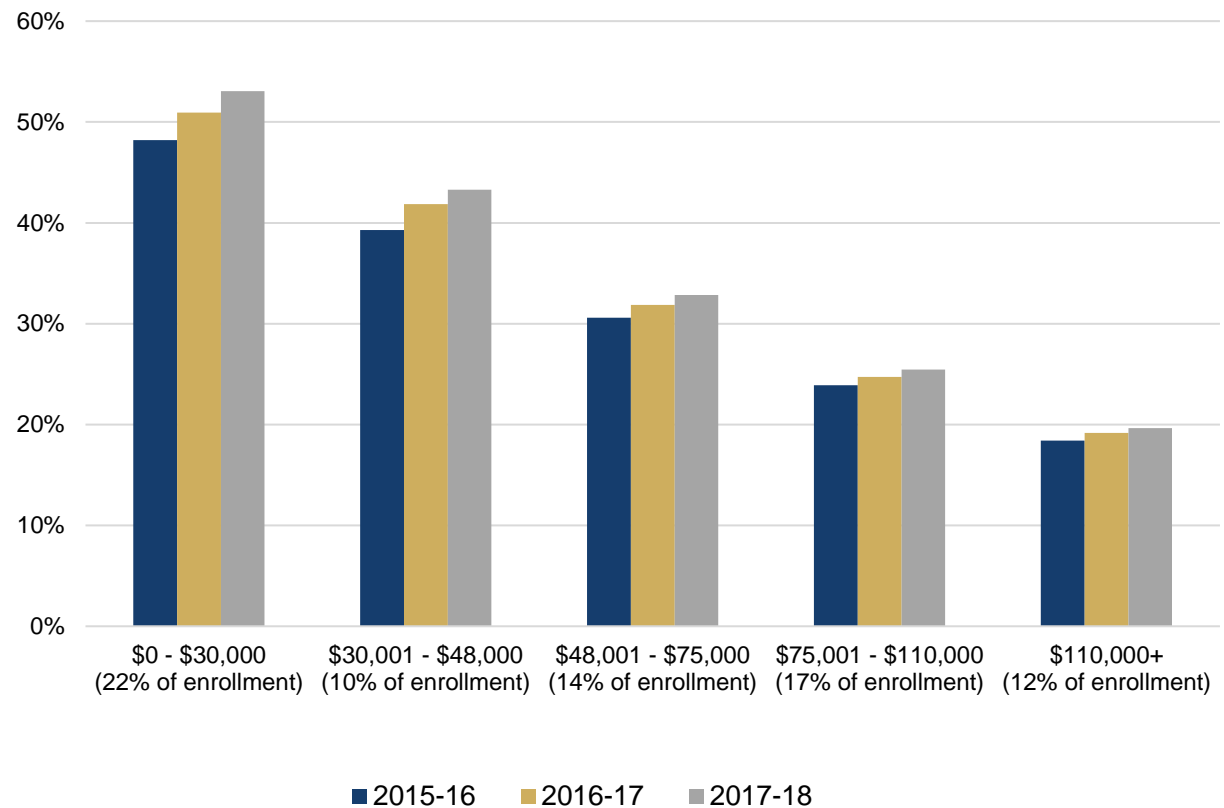
Source: Integrated Postsecondary Education Data System (IPEDS). *Data is for first-time, full-time, degree/certificate-seeking students paying the in-state tuition rate, who received any Title IV federal financial aid. Enrollment by income level is provided for Fall 2017 students, with approximately 12% of students not filling the FAFSA.

Figure 33

Institutional aid is money that universities take from operating budgets, donor gifts, and other sources, and distribute to students as grant aid in order to reduce their total price of attendance.

State System universities fall behind public four-year universities nationally in terms of the proportion of their students who receive institutional aid and the average amount of aid distributed to each student (**Figures 34** and **35**). While State System universities have distributed aid dollars to a growing proportion of students in recent years, the average aid per student has declined (**Figure 35**).

As elsewhere, there is considerable variation between universities (**Figure 36**).

State System universities are addressing this challenge by increasing the amount of institutional aid that they make available to students (e.g., building scholarship funds through donor support and implementing tuition return to aid policies).
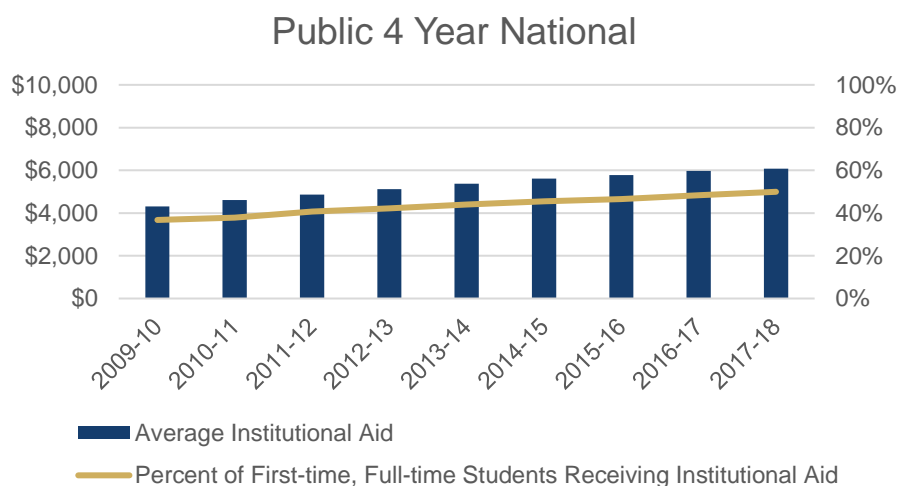
Public 4 Year National

Average Institutional Aid

Percent of First-time, Full-time Students Receiving Institutional Aid

Source: Integrated Postsecondary Education Data System (IPEDS)

Figure 35

State System

Average Institutional Aid

Percent of First-time, Full-time Students Receiving Institutional Aid

Source: Integrated Postsecondary Education Data System (IPEDS)

Figure 34

2017-18 Average Institutional Aid for First-time, Full-time Students

Legend: ■ Average Institutional Aid ■ Percent of First-time, Full-time Students Receiving Institutional Aid
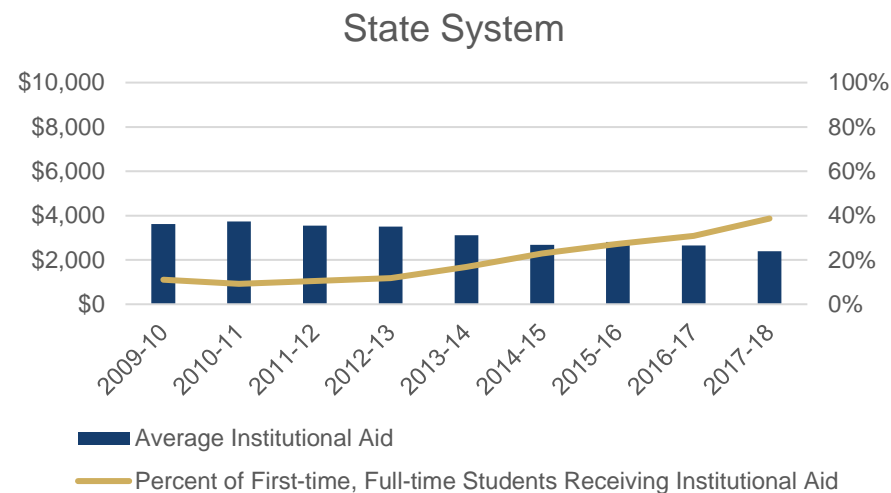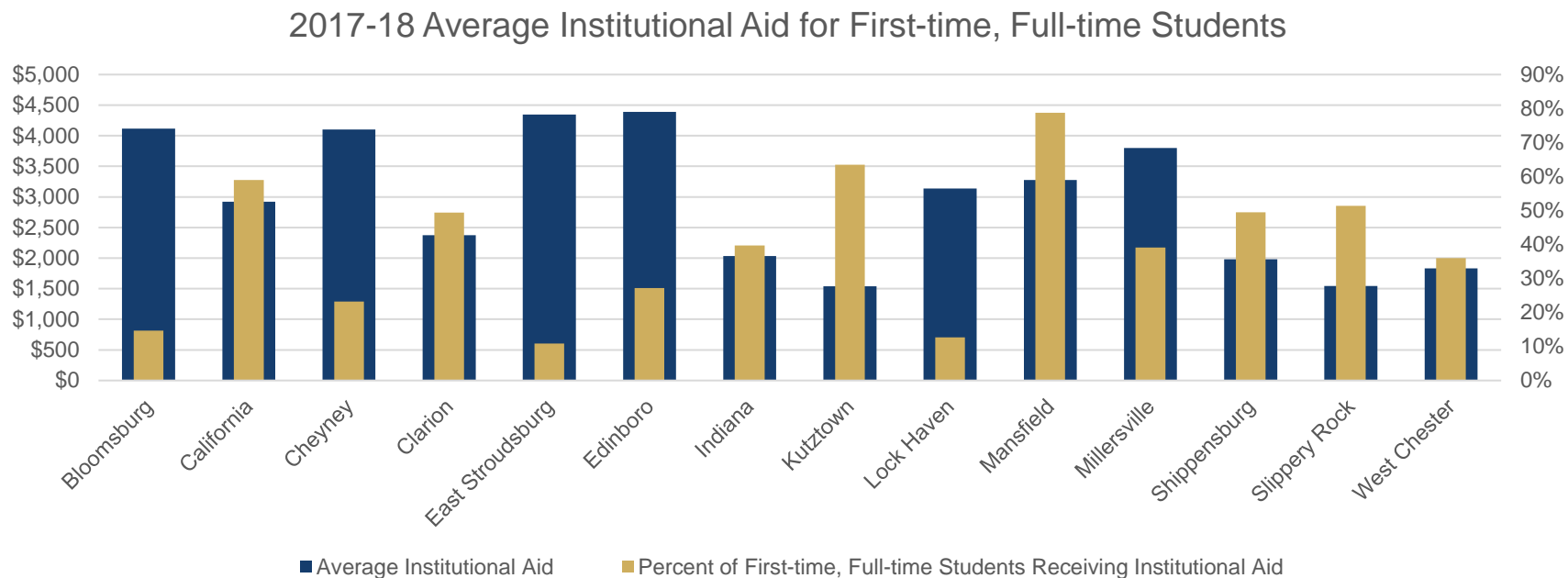
Source: Integrated Postsecondary Education Data System (IPEDS)
Figure 36

Need is **net price of attendance** minus **expected family contribution** (the amount a student is expected to pay for their education as calculated based on a student's completed Free Application for Federal Student Aid [FAFSA] form). Need is met by students in a variety of ways, including through loans, on-campus work study, off-campus employment, tax credits, and private support.

Because price of attendance has grown more rapidly than available aid and average family income, need has grown, driving greater reliance on student loans (**Figure 37**).

Loan debt for State System university graduates is high compared to other public universities outside of Pennsylvania, reflecting low overall state support and resulting high net price of attendance. Despite this, the overall student default rate of 7 percent is lower than the national average and indicates that graduates are employable, getting good jobs that enable them to pay back their debt.

Pennsylvania's State System of Higher Education
Average Debt of Graduates, by University, 2011 - 2018

University	2011 Graduates	2012 Graduates	2013 Graduates	2014 Graduates	2015 Graduates	2016 Graduates	2017 Graduates	2018 Graduates	Most Recent (2016) Loan Default Rates
Bloomsburg	$25,321	$27,223	$28,791	$29,661	$33,122	$36,915	$35,407	$36,908	7%
California	$24,251	$29,147	$28,812	$29,105	$27,998	$25,683	$26,242	$27,381	7%
Cheyney	DNR	DNR	DNR	DNR	DNR	DNR	DNR	DNR	26%
Clarion	DNR	$29,410	$25,398	$21,507	$26,276	$33,346	$35,277	$36,800	9%
East Stroudsburg	$22,333	$24,053	$27,356	$27,730	$30,123	$28,500	$24,182	$33,213	8%
Edinboro	DNR	$30,692	$27,774	$32,587	$35,140	$36,041	$35,720	$36,041	9%
Indiana	$32,416	$35,229	$37,457	$33,807	$36,514	$36,514	$39,929	$39,284	7%
Kutztown	$25,250	$30,831	$32,901	$33,376	$37,011	$39,230	$40,084	$40,864	7%
Lock Haven	$23,707	$23,840	$24,387	$29,353	$31,806	$34,192	$34,863	$36,662	8%
Mansfield	$23,216	$34,174	$34,155	$33,799	$35,928	$41,816	$36,624	$35,116	9%
Millersville	$28,444	$30,210	$31,035	$29,791	$33,874	$29,481	$31,476	$31,098	7%
Shippensburg	$24,818	$27,661	$29,437	$29,988	$31,436	$33,673	$33,839	$34,162	7%
Slippery Rock	$28,810	$28,959	$29,722	$30,458	$32,039	$33,303	$34,300	$35,322	5%
West Chester	$27,689	$30,345	$30,366	$30,881	$32,031	$33,814	$34,160	$35,464	5%
State System	**$26,023**	**$29,367**	**$29,815**	**$30,157**	**$32,561**	**$34,039**	**$34,008**	**$35,255**	**7%**
State Related	**$27,977**	**$34,066**	**$35,632**	**$32,430**	**$36,609**	**$37,784**	**$37,888**	**$38,738**	
State 4 Year Private	**$29,388**	**$30,816**	**$32,336**	**$32,850**	**$33,707**	**$34,987**	**$36,869**	**$34,711**	

Source: Student Debt Data - The Institute for College Access and Success, http://ticas.org/posd/home (previously projectonstudentdebt.org) and CollegeInSight; Federal loan three year cohort default rate data - US Department of Education (https://www2.ed.gov/offices/OSFAP/defaultmanagement/cdr.html)

Figure 37

Section 4. **Student progression and completion**

Students' educational outcomes are measured in terms of their progression to and completion of a credential. Data are "disaggregated" to show outcomes for different student groups defined in terms of their race/ethnicity, income, etc. By disaggregating data, it is possible to identify and advance initiatives that eliminate attainment gaps between different groups.

Presently, data are available for undergraduate degree-seeking students that make up 81 percent of State System university enrollments. Data on students seeking graduate degrees and non-degree credentials are being developed and will be presented in the future.

Using these data, State System universities are able to target academic, student, financial and other supports to bolster student success and address attainment gaps. As shown in these pages, several universities are showing early signs of improvement in student retention between the first and second years and in graduation rates. Through System Redesign, these efforts are being accelerated and we expect to see their significant impacts.

Student retention measures the proportion of students that persist from their first to their second year—an important indicator of their likelihood of completing a degree. Systemwide, around 80 percent of first-time, full-time Bachelor's degree-seeking students are retained, compared to 75 percent for comparator institutions nationally.

Over the last several years, retention rates dipped at many State System universities in ways that reflect responses to the Great Recession and its aftermath. They have recovered in the last two or three years—a direct result of deliberate actions on the part of State System universities to ensure students' success. We expect improved retention rates to show up in improved graduation rates in three years.

While the overall picture is promising, there is work to do addressing attainment gaps. These have grown between white and non-white students in the period 2013-17 (from 8 percent to 14 percent) and between students receiving Federal Pell grants (typically from families earning less than $75,000) and those not receiving Pell grants (from 7 percent to 11 percent) (**Figures 38 and 40)**.

Here too, there is considerable variation across universities (**Figure 39)**.

Pennsylvania's State System of Higher Education
2nd Year Persistence Rates of First-Time, Full-Time, Bachelor's Degree Seeking Students

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018 Preliminary
Bloomsburg	80.6%	78.5%	76.6%	75.5%	73.5%	72.2%	74.0%
California	79.5%	76.6%	76.7%	72.3%	73.4%	71.4%	72.5%
Cheyney	54.3%	55.1%	44.1%	65.0%	55.8%	36.9%	70.3%
Clarion	75.7%	74.5%	73.7%	73.9%	74.1%	73.6%	74.7%
East Stroudsburg	71.3%	73.8%	72.0%	72.1%	69.8%	69.5%	67.0%
Edinboro	72.3%	70.0%	69.9%	70.0%	66.0%	73.3%	71.4%
Indiana	73.4%	74.5%	75.6%	74.6%	71.6%	70.5%	72.3%
Kutztown	72.9%	73.5%	72.7%	72.9%	73.7%	74.4%	74.2%
Lock Haven	70.3%	68.3%	70.0%	73.1%	70.2%	64.6%	67.5%
Mansfield	71.9%	74.8%	76.3%	72.1%	70.9%	71.5%	73.0%
Millersville	81.1%	76.7%	76.5%	77.3%	77.4%	75.0%	77.4%
Shippensburg	71.4%	73.9%	69.4%	74.4%	70.7%	72.3%	75.0%
Slippery Rock	82.4%	81.6%	83.3%	82.6%	81.1%	80.9%	83.4%
West Chester	87.4%	87.9%	87.9%	85.8%	85.1%	84.6%	85.5%
System	78.4%	78.4%	78.1%	78.0%	76.6%	74.2%	76.1%

Source: State System Student Data Warehouse, Official
Reporting Date: End of 15th day of classes

Figure 39

White and Minority Retention Gap
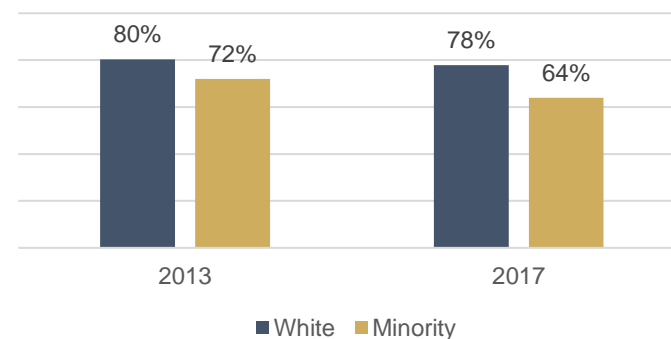
Figure 38

Pell and non-Pell Eligible Retention Gap
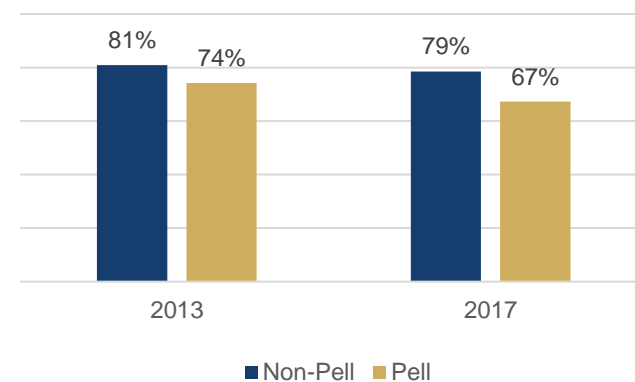
Figure 40

The average **graduation rate** for first-time, full-time State System university students is 60 percent—on par with the average for comparable universities nationally. It has changed little since 2004 (**Figure 43**) and attainment gaps by race and income persist (**Figures 42 and 41**)

Pennsylvania's State System of Higher Education
6 Year Graduation Rates of First-Time, Full-Time, Bachelor's Degree Seeking Students

	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Bloomsburg	62.7%	61.1%	64.3%	61.9%	64.8%	62.2%	61.8%	58.0%	59.6%
California	55.3%	53.4%	56.5%	53.5%	57.4%	52.3%	53.8%	54.7%	54.1%
Cheyney	25.1%	25.7%	22.7%	24.8%	26.1%	17.5%	15.9%	25.6%	15.2%
Clarion	48.5%	49.4%	48.4%	53.6%	49.6%	49.5%	50.0%	51.6%	55.9%
East Stroudsburg	58.3%	58.8%	57.1%	56.0%	55.9%	54.5%	57.3%	48.1%	49.8%
Edinboro	45.2%	53.1%	44.5%	46.0%	49.4%	49.3%	48.8%	47.9%	51.9%
Indiana	54.3%	52.3%	50.4%	51.4%	53.4%	55.0%	54.0%	55.9%	55.8%
Kutztown	54.1%	54.2%	54.7%	54.9%	55.5%	54.1%	54.8%	53.1%	54.6%
Lock Haven	52.7%	45.9%	46.7%	48.0%	47.5%	50.3%	48.0%	54.8%	54.1%
Mansfield	46.1%	53.2%	47.9%	50.9%	54.3%	49.6%	54.0%	55.1%	50.7%
Millersville	61.1%	64.8%	64.5%	61.1%	64.1%	62.0%	61.1%	61.7%	60.1%
Shippensburg	60.4%	59.5%	57.1%	54.8%	55.0%	56.7%	56.1%	51.5%	52.6%
Slippery Rock	60.5%	59.2%	62.1%	62.8%	67.5%	68.0%	68.3%	66.1%	66.6%
West Chester	65.4%	68.5%	68.9%	68.8%	67.3%	70.8%	70.1%	72.6%	74.7%
System	59.0%	59.3%	58.4%	58.9%	59.8%	59.9%	59.4%	59.9%	60.5%

Source: State System Student Data Warehouse, Official
Reporting Date: End of 15th day of classes

Figure 43

White and Minority Graduation Rate Gap
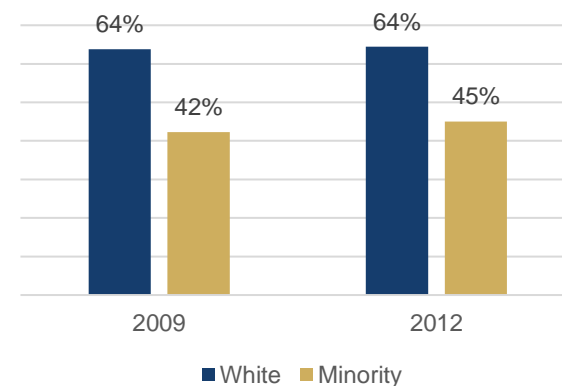
Figure 42

Pell and non-Pell Eligible Graduation Rate Gap
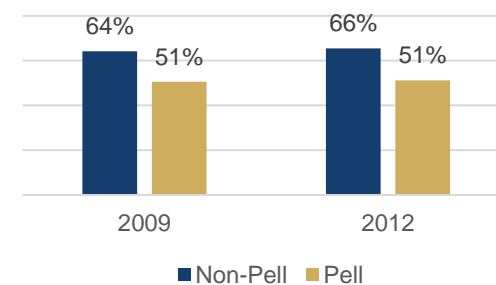
Figure 41

As is typical nationally, transfer students are more successful in completing their degrees than those who begin as freshmen at a Pennsylvania State System university (**Figure 44**).

6 Year Graduation Rates
First-Time compared to New Transfer Students
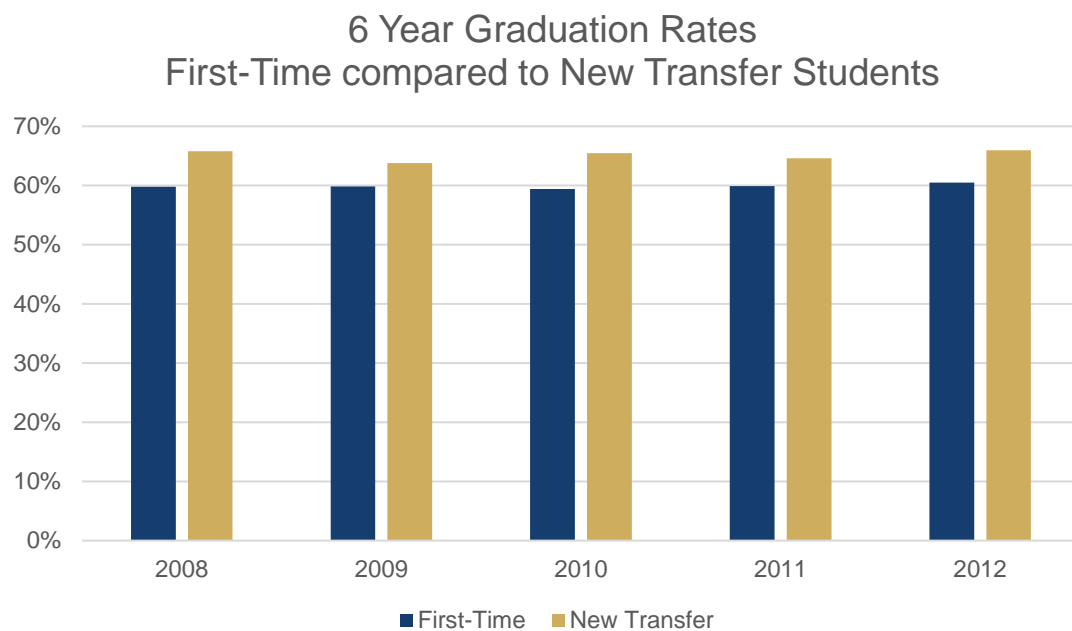
Source: State System Student Data Warehouse
Figure 44

Section 5. **University financial efficiency and sustainability**

Figure 45 shows the State System's 2019-20 budget, totaling $2.3 billion distributed as follows: $1.7 billion in educational and general (E&G) enterprises (all activity associated with instruction, student support services, and associated administrative and facilities operations), $0.3 billion in auxiliary enterprises (self-supporting activities such as housing, dining and student unions) and $0.3 billion in restricted (funds for which uses are restricted by the provider).

FY 2019-20 System Budget

Restricted
$.3 Billion

Auxiliary
$.3 Billion

Educational
and General
$1.7 Billion
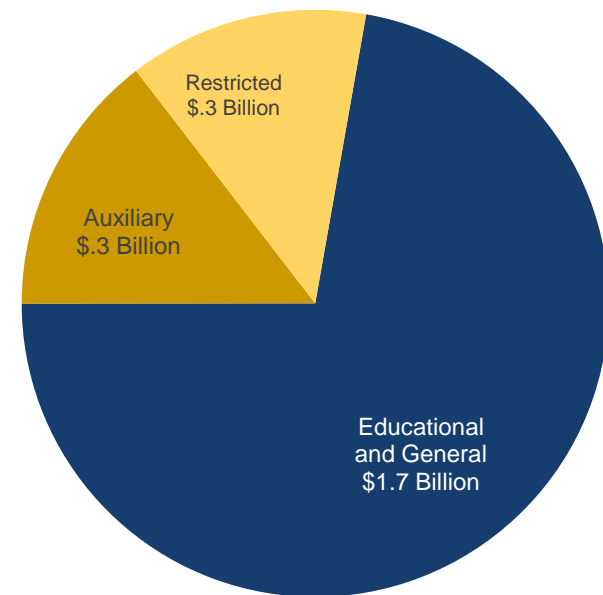
Source: State System Budget Office

Figure 45

Educational and General (E&G)

The E&G budget is funded by student tuition and fees (68 percent), state appropriations (27 percent), and other miscellaneous sources (5 percent).

Seventy-four percent of the E&G budget is spent on personnel-related expenditures, followed by other operating cost categories such as services and supplies (22 percent) and capital and transfers (4 percent). Transfers reflect the university's investment in the renewal and replacement of its physical plant from the E&G budget (**Figure 46**). The overall expenditure allocation is little changed since 2010 (**Figure 47**).

Also little changed since 2010 is the proportional expenditure by functional categories, e.g., instructional and academic supports, student services, etc.

FY 2019-20 E&G Expenditure Budget
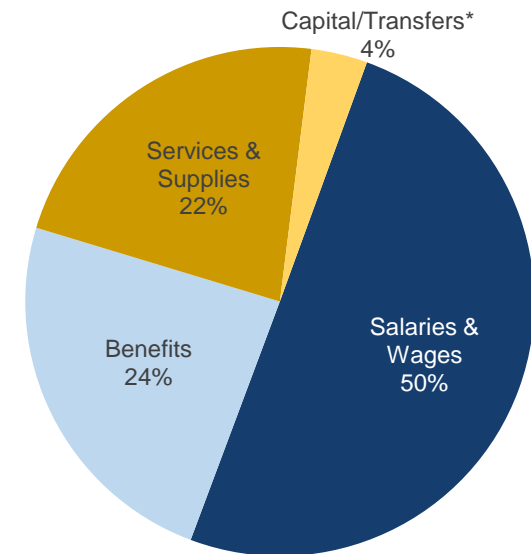
Capital/Transfers represents annual commitments to renewal and replacement of the physical plant from the E&G budget. Excludes Commonwealth capital funding and Key '93 funds for deferred maintenance.

Source: State System Budget Office

Figure 46

Pennsylvania's State System of Higher Education
10-year History of Education & General Expenditures

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Total	$1.4B	$1.5B	$1.4B	$1.5B	$1.5B	$1.5B	$1.5B	$1.5B	$1.6B	$1.6B
Capital & Transfers	$113.7	$121.9	$142.3	$154.9	$108.4	$95.0	$95.9	$61.2	$89.8	$80.4
Operating	$222.8	$252.5	$237.8	$257.3	$256.4	$239.3	$248.4	$253.7	$271.8	$277.0
Benefits	$294.4	$299.7	$302.2	$323.7	$352.7	$366.5	$389.9	$396.5	$397.6	$401.5
Salaries and Wages	$774.9	$793.2	$765.6	$785.6	$794.9	$813.6	$801.3	$824.1	$825.9	$847.8

Expenditures ($ in Millions)

■ Salaries and Wages ■ Benefits ■ Operating ■ Capital & Transfers

Source: State System Budget Office
Figure 47

In response to enrollment declines and the long-range pattern of state support, the State System universities have introduced efficiencies in order to minimize the upward pressure on students' net price of attendance. Together, they have eliminated nearly $400 million in expenditures from their combined operating budgets over the last 14 years and reduced the number of permanent employees by about 1,100 since 2009.

Still, revenues have declined faster than costs. This has impacted the State System's overall financial health.

In response, in 2019 the State System required that universities review four key financial health measures—annualized student FTE enrollment, annual operating margin ratio, primary reserve ratio, and university minimum reserves. Universities will also begin tracking key efficiency measures, including expenditure per student and student-faculty ratio.

These measures are presented below and in future years will allow us to record progress stabilizing the State System financially.

Annualized Student FTE Enrollment represents impact on revenues from tuition, fees, and room and board as collected from students, and is the key revenue driver for State System universities.

Universities will set and agree upon enrollment goals with the Chancellor and present them to the Board of Governors for approval as part of their budget estimates. Universities are not required to increase enrollment (there are good educational and business reasons to maintain or even reduce enrollment levels). They are required to ensure operating budgets (expenditures) align to revenues earned at the target enrollment level.

The **Annual Operating Margin Ratio** shows for every dollar of revenue a university receives, how much is left after operating expenses are removed. For example, a positive operating margin enables the university to make investments in improving students' experience and student success, or to pay down debt and relieve budget pressure of interest payments. An annual operating margin ratio of 0 means that a university expended all its revenues for operations in a given year and has nothing left for reinvestment.

The State System has established a goal for each of its universities to achieve an annual operating margin of at least 2-4 percent. As shown in **Figure 48**, the annual operating margin ratio has declined since 2016.

State System 3 Year Rolling Average
Operating Margin
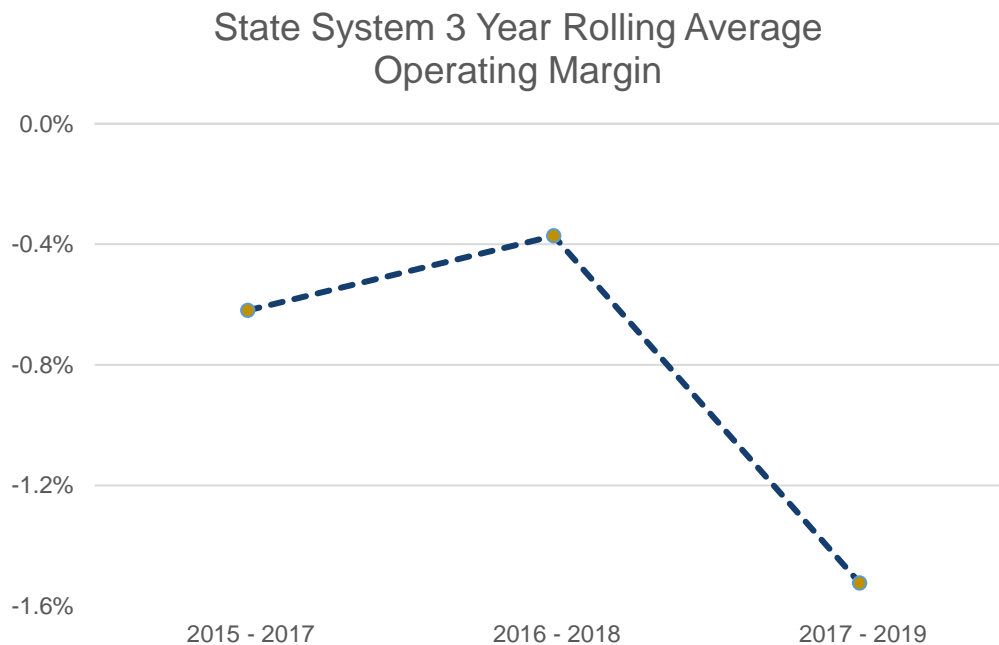
Source: State System SAP
Figure 48

The **Primary Reserve Ratio** shows how long a university could function and pay its obligations, including debt, without additional revenues, and is one indicator of a university's financial health.

The State System's goal is for each of its universities to have a primary reserve ratio of 40 percent. The ratio for the System overall has declined in recent years, with particular impact on several of its universities (**Figure 50**).

State System 3-Year Rolling Average Primary Reserve Ratio
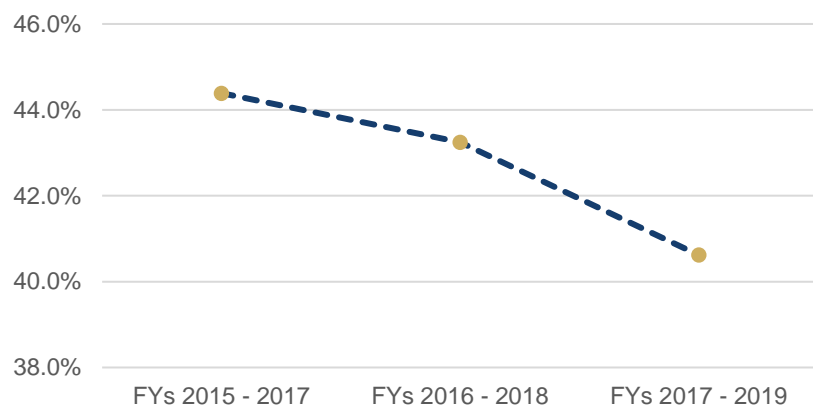
Source: State System SAP

Figure 50

Unrestricted Net Assets without Long-Term Liabilities*
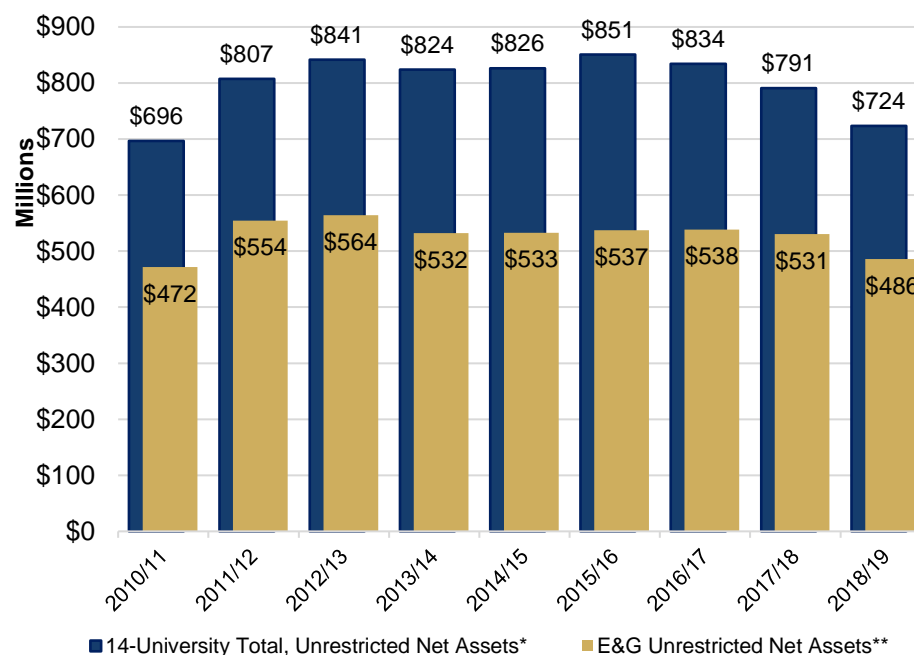
■ 14-University Total, Unrestricted Net Assets*   ■ E&G Unrestricted Net Assets**

*Total unrestricted net assets excludes postretirement, compensated absence and pension liabilities
**E&G unrestricted net assets excludes auxiliary and long-term liabilities
14-University Total, Source University FINRPTs

Figure 49

University Minimum Reserves shows the number of days a university could operate without additional revenues, and is another measure of financial health.

The State System's goal is for each of its universities to have minimum reserves on hand for at least 90 days of operation. Minimum reserves have declined in recent years, with particular impact on several of its universities (**Figure 51**).

University Minimum Reserves (in days)
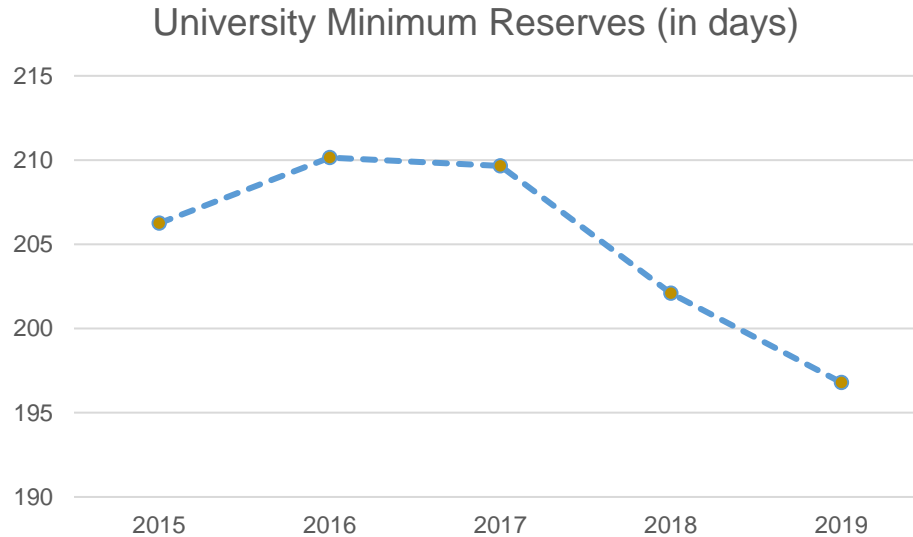
Source: State System SAP
Figure 51

Expenditure per student FTE is a measure of a university's operating efficiency. Since 2011-12, expenditure per student FTE has increased 37 percent.

Figure 52 shows that in 2017-18, ten State System universities were less efficient than the average that applied to their comparator institutions nationally.

IPEDS Expenditures per FTE Student (With Peer Comparison)
Fiscal Year 2017-18

Category	Value
System Average	$22,268
Bloomsburg	$22,992
California	$20,581
Clarion	$23,332
East Stroudsburg	$18,934
Edinboro	$24,239
Kutztown	$25,366
Lock Haven	$24,011
Millersville	$24,639
Shippensburg	$23,819
Slippery Rock	$19,755
West Chester	$20,921
Master's Peers	$21,505
Mansfield	$28,059
Bachelor's Peers	$19,686
Indiana	$21,822
Doctoral Professional Peers	$21,213
Cheyney	$39,678
HBCU Peers	$31,091

Source: Integrated Postsecondary Education Data System (IPEDS), Fiscal Year 2017-18
Figure 52

State System
Expenditures per FTE Student (IPEDS)
Fiscal Year 2011-12 through 2018-19
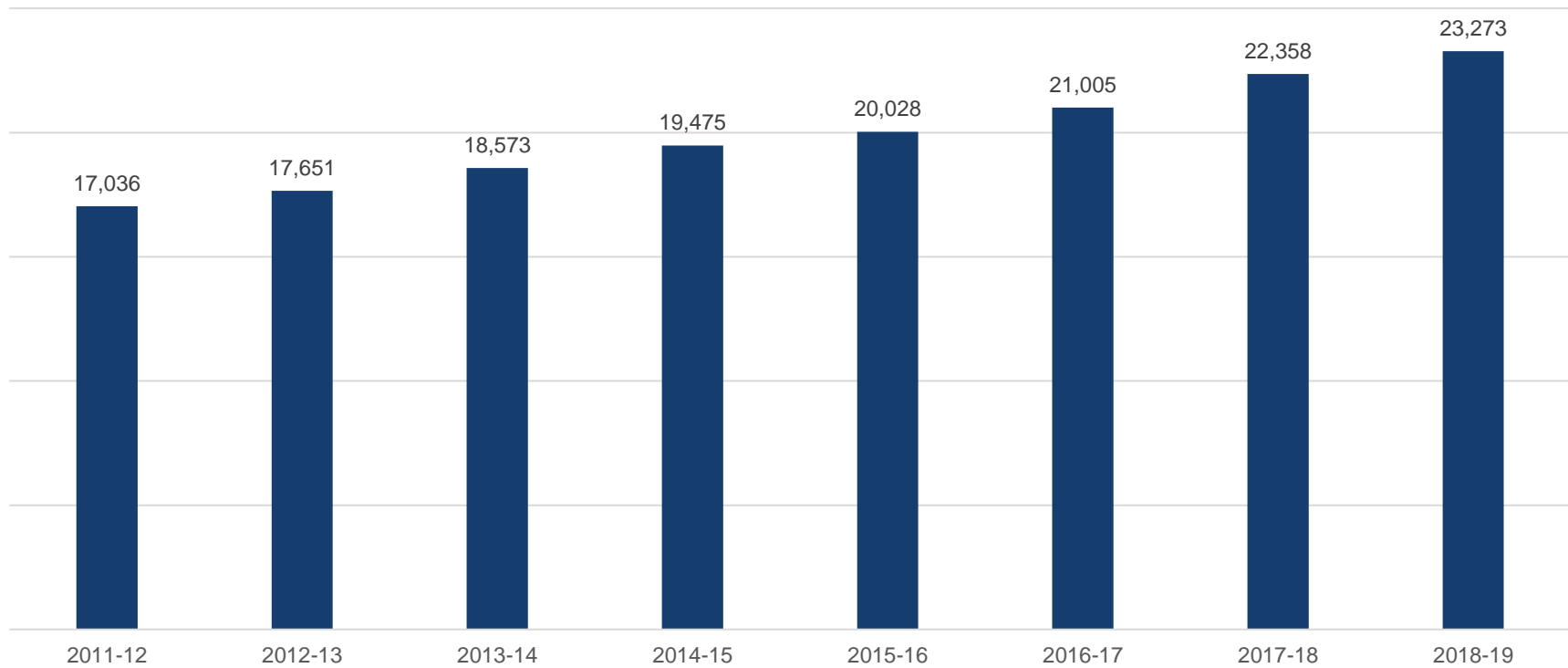
Source: Integrated Postsecondary Education Data System (IPEDS)

Figure 53

Ratios comparing the number of students to the number of instructional faculty and to staff (non-instructional faculty and staff), respectively, are also used to assess operating efficiency.

With regard to student-to-faculty ratio, **Figure 54** shows that in Fall 2018, seven State System universities were more efficient than their comparator groups nationally (had higher ratios). **Figure 55** shows growing inefficiency according to this measure over the 2014-2018 period.
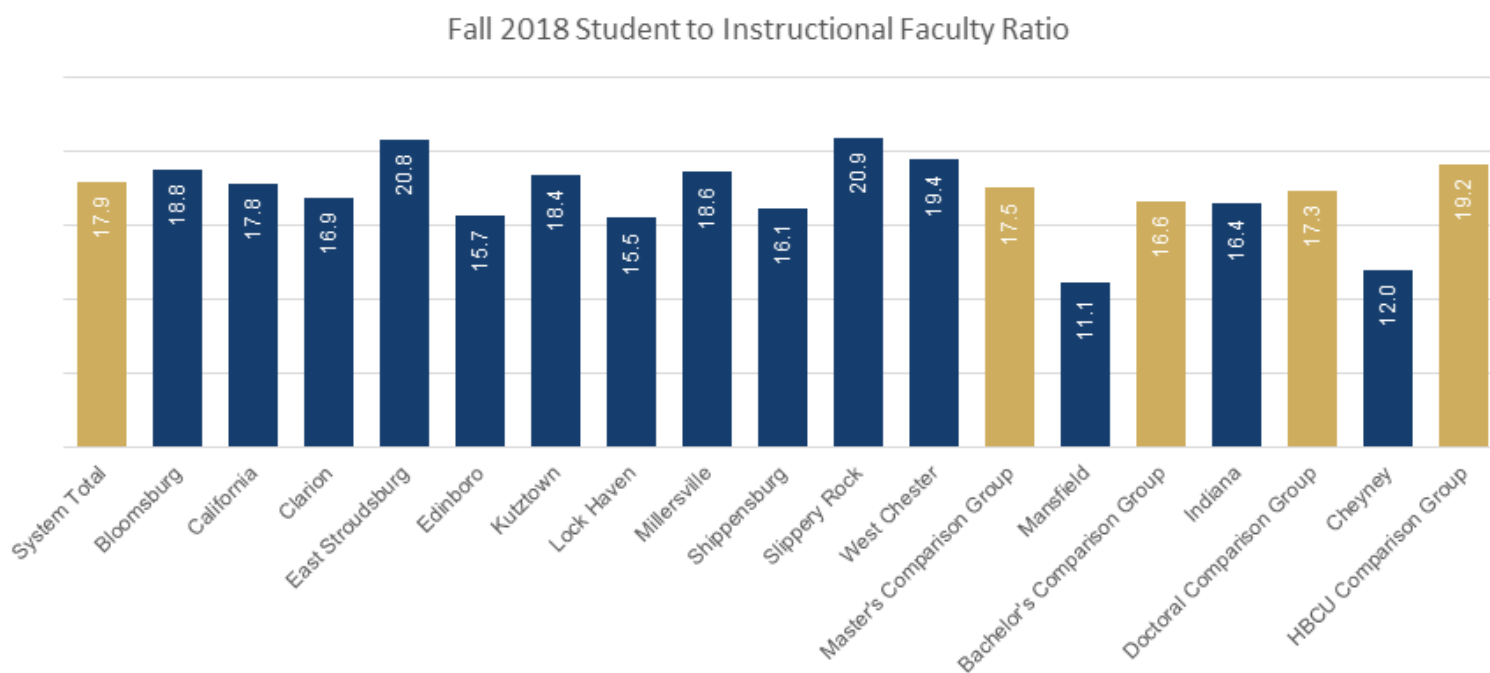
Fall 2018 Student to Instructional Faculty Ratio

Source: Integrated Postsecondary Education Data System (IPEDS)
Figure 54

58

Fall 2014-18 Student to Instructional Faculty Ratio

Legend: System Total, Master's Comparison Group, Bachelor's Comparison Group, Doctoral Comparison Group, HBCU Comparison Group
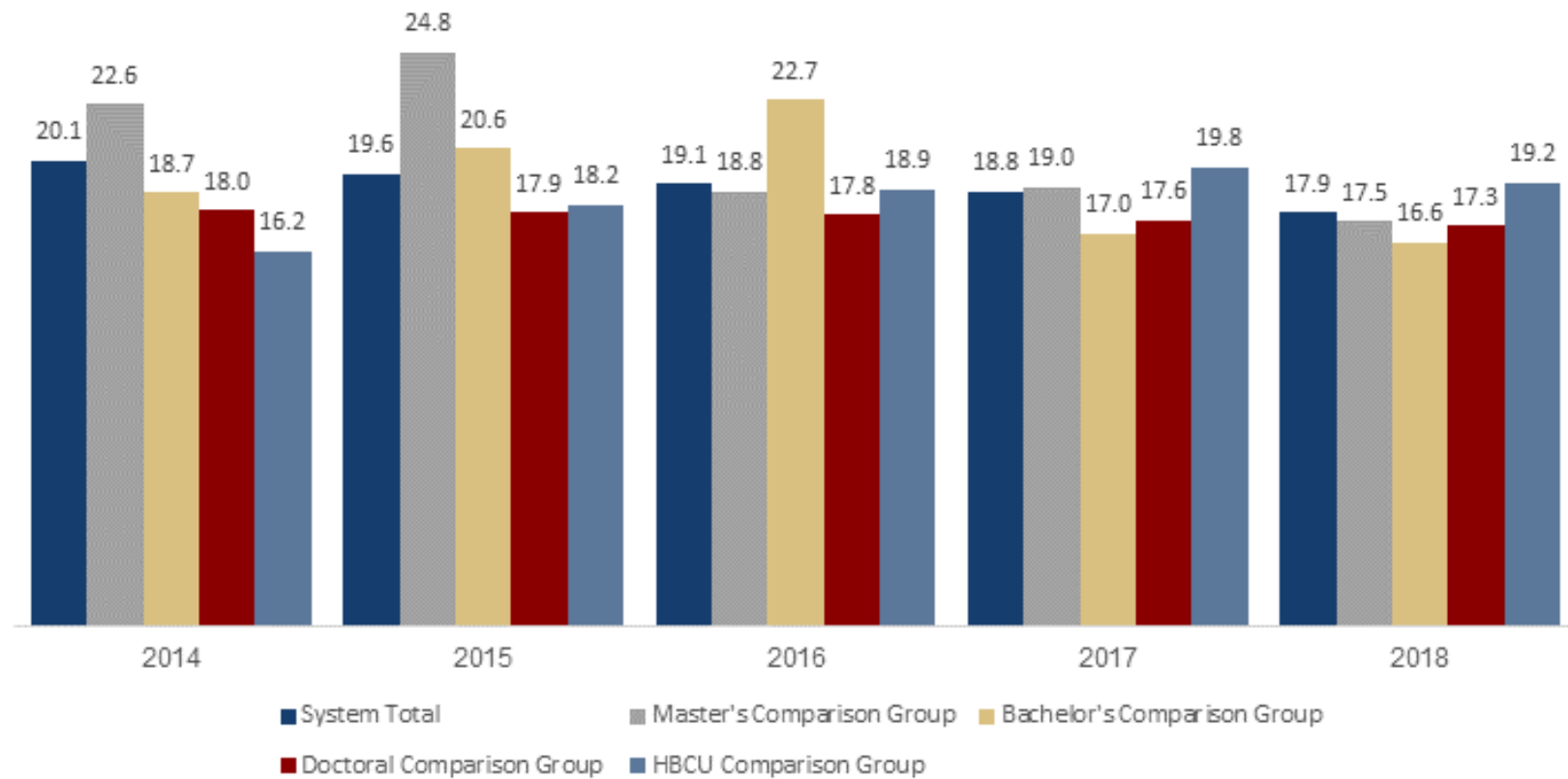
Source: Integrated Postsecondary Education Data System (IPEDS)
Figure 55

Figure 56 shows data for student:staff ratios. Seven State System universities are more efficient than their comparator groups, nationally (higher ratios). **Figure 57** shows growing inefficiency according to this measure over the 2014-2018 period.
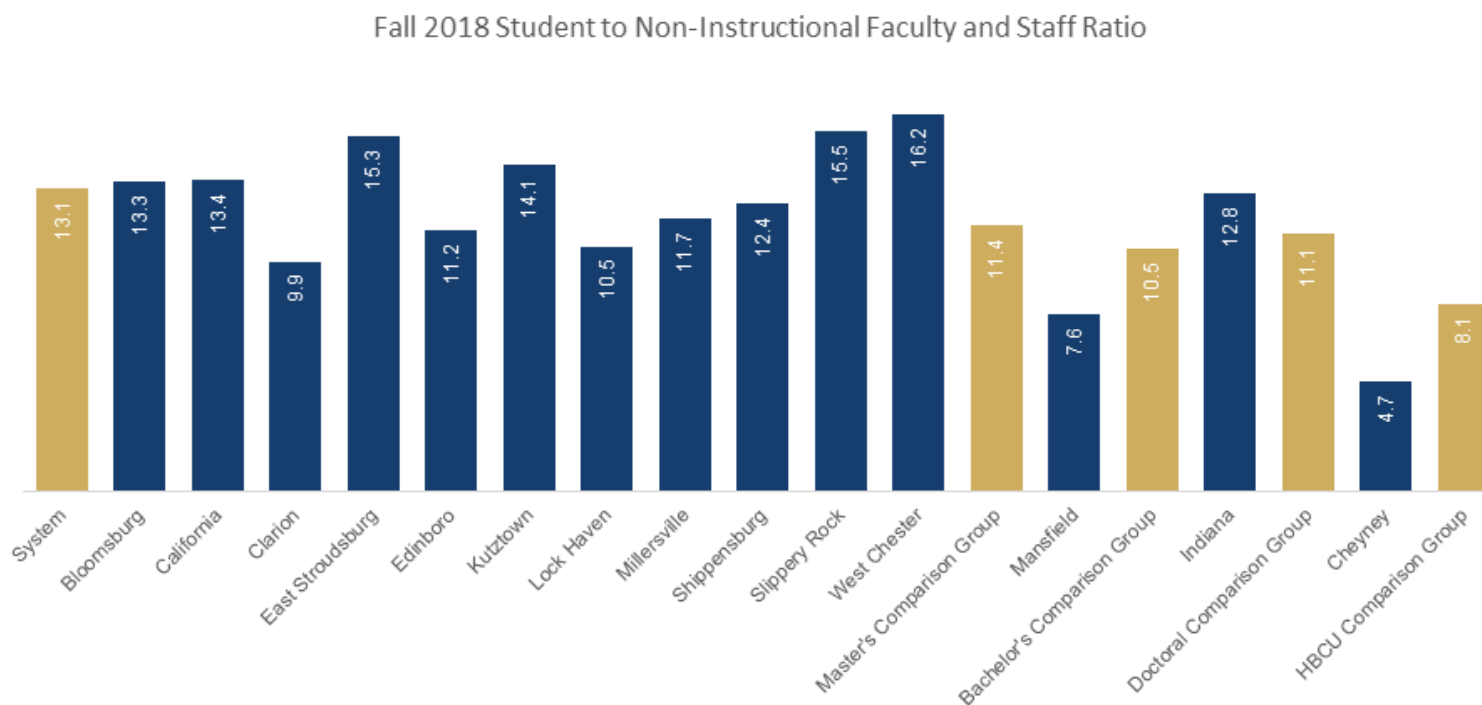
Fall 2018 Student to Non-Instructional Faculty and Staff Ratio

Source: Integrated Postsecondary Education Data System (IPEDS)
Figure 56

Fall 2014-18 Student to Non-Instructional Faculty and Staff Ratio
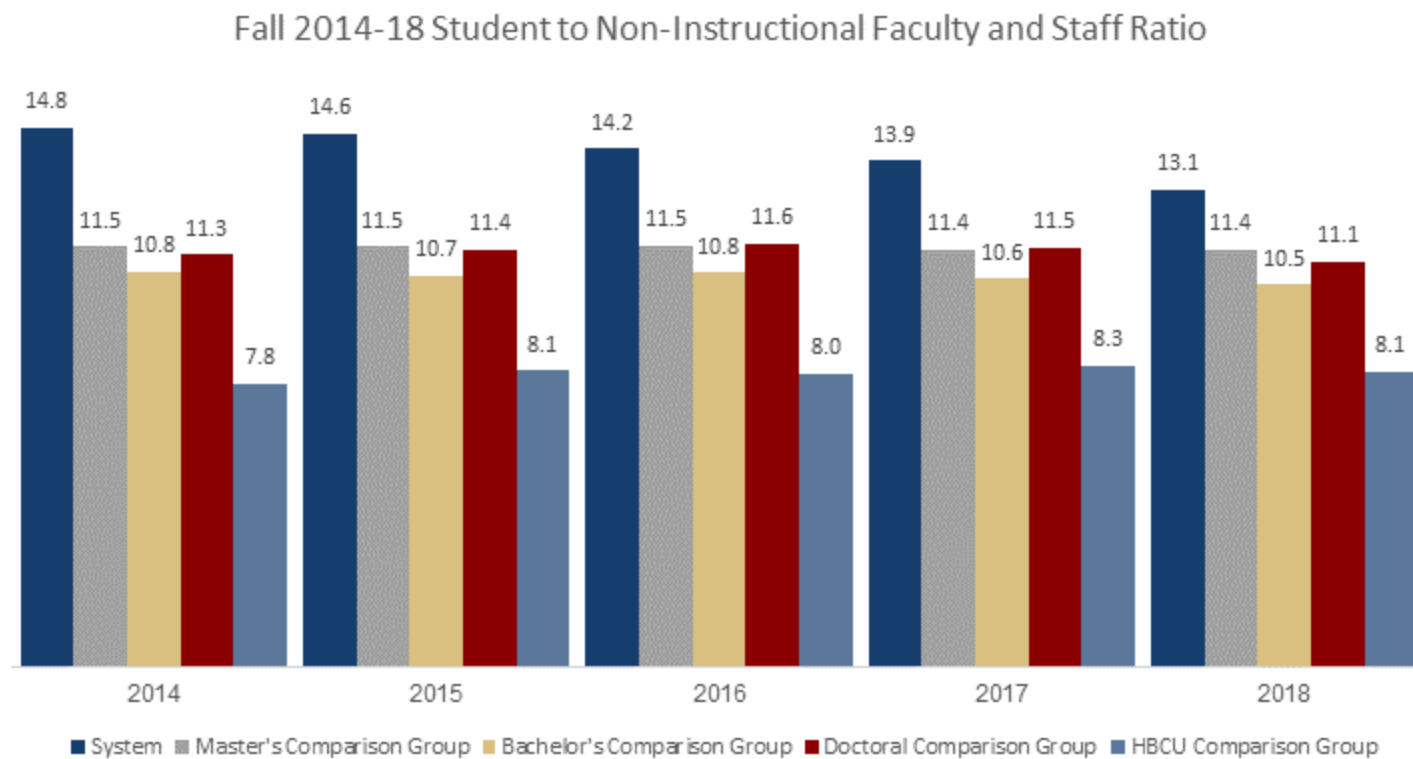
Source: Integrated Postsecondary Education Data System (IPEDS)

Figure 57

Through System Redesign, the State System universities are addressing efficiency issues through a number of means, including capturing cost efficiencies through the use of shared services (see below), and requiring that universities set and then meet agreed-upon revenue and expenditure goals that ensure their financial sustainability.

Efficiencies gains will be tracked annually in these pages under the following headings:

- Personnel
- Shared services
- Facilities
- Shared educational programs and courses

Cost efficiency data for shared services and shared educational programing are in development and will be presented in 2021. We are also evaluating how best to track revenue growth resulting from System Redesign.

Personnel

Personnel costs represent 74 percent of total E&G expenditures and have grown by 17 percent since 2011-12.

Key cost drivers include **number of employees**, **salary levels**, **salary growth**, and **benefit costs** (pension and healthcare). Each is examined below.

The **number of employees** at State System Universities has declined since 2009, but not as fast as enrollment levels, as shown in **Figure 58** which represents employees by collective bargaining unit (eighty-five percent of the State System's employees belong to one of eight bargaining units with which the university has nine labor contracts), and in **Figure 59** which represents employees by functional category.

State System Annualized FTE by Bargaining Unit

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
All Other	696	694	690	688	682	668	672	669	674
SCUPA	586	582	600	625	622	635	669	694	714
Non-Represented	1,502	1,496	1,503	1,532	1,536	1,530	1,530	1,516	1,558
AFSCME	3,823	3,729	3,736	3,662	3,555	3,467	3,415	3,359	3,328
APSCUF	5,509	5,359	5,410	5,327	5,225	5,216	5,188	5,159	5,127

■ APSCUF ■ AFSCME ■ Non-Represented ■ SCUPA ■ All Other
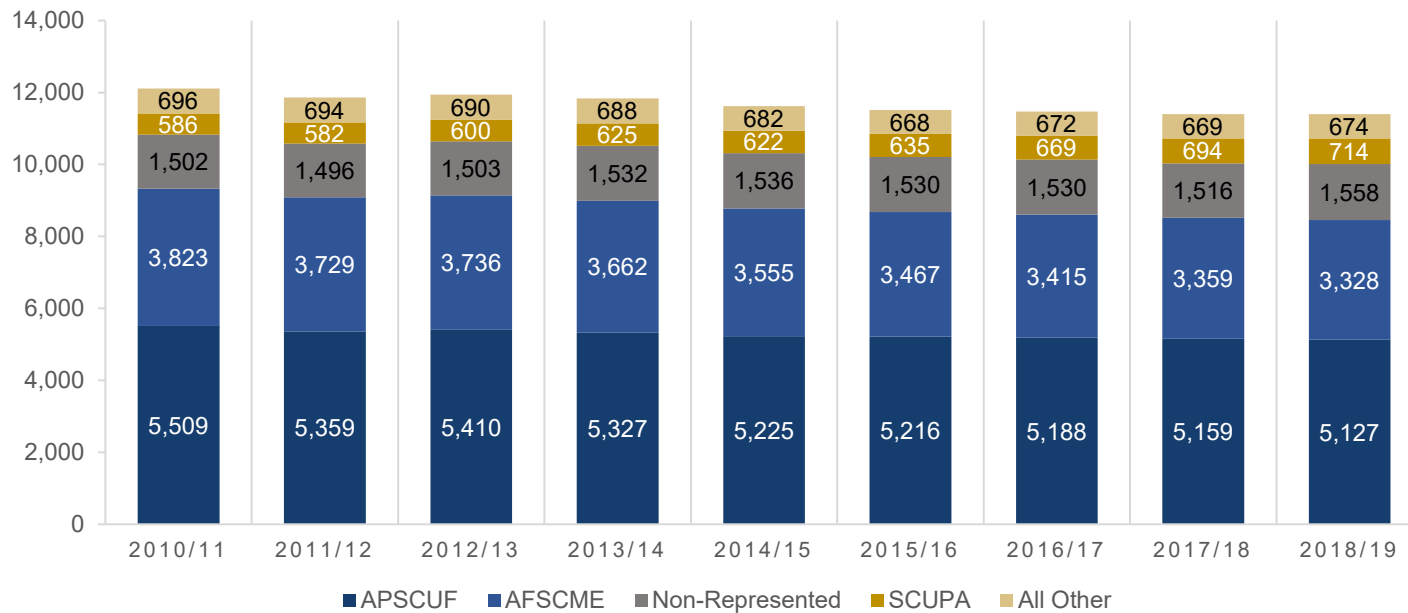
Aligning the employee complement with enrollment levels is critical to the universities' and the State System's overall financial sustainability. Accordingly, in 2019 the Board of Governors required universities to set efficiency goals, including goals pertaining to student:employee ratios.

Source: State System SAP

Figure 58

63

State Employees by Functional Category (Annualized FTE)

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Instruction	5,530	5,401	5,442	5,388	5,291	5,277	5,258	5,209	5,181
Research	15	16	10	9	12	12	12	15	20
Public Service	180	159	163	167	162	161	164	160	167
Academic Support	1,072	1,066	1,082	1,056	1,056	1,056	1,054	1,022	1,030
Student Services	1,400	1,393	1,420	1,423	1,394	1,391	1,402	1,423	1,451
Institutional Support	1,815	1,756	1,745	1,750	1,724	1,686	1,657	1,686	1,704
Operations and Maintenance of Plant	1,355	1,325	1,328	1,305	1,273	1,240	1,219	1,206	1,202
Auxiliary Enterprises	744	741	747	733	707	691	709	673	647
Overall Result	12,112	11,857	11,937	11,832	11,619	11,515	11,474	11,396	11,402

Source: State System SAP
Figure 59

Salaries for eighty-five percent of State System employees are negotiated within the State System's nine collective bargaining units.

Salary levels for faculty and senior administration are tracked against national benchmarks (using data from the American Association of University Professors for faculty and from the Integrated Postsecondary Education Data System for senior administrators. According to these data, salaries paid to both employee groups are comparable to those that apply at comparator universities nationally **(Figures 60 and 61)**.

2018-19 Average University Executive Level Salaries

$387,617

$223,510

$180,801

$232,367

| State System | Public Baccalaureate | Public Masters Universities | Public Doctoral |
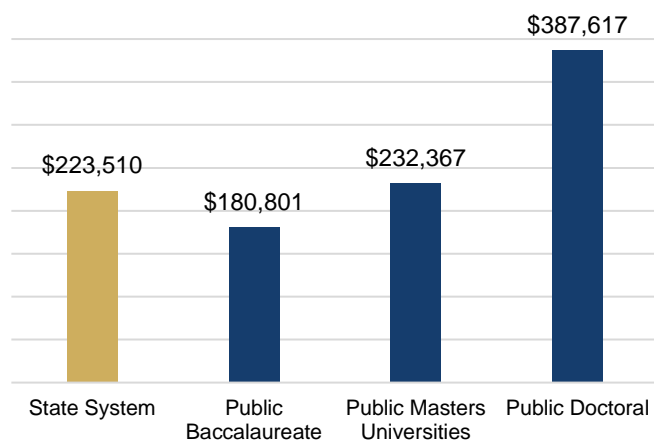
Source: AAUP. Executive Level includes President, Chief Academic Officer, and Chief Financial Officer

Figure 61

National 2018-19 Full-time Faculty Salaries at Public 4 Year Colleges and Universities

$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
$20,000
$0

Professor   Associate professor   Assistant professor   Instructor

■ State System   ■ Masters   ■ Doctoral/ Professional   ■ Baccalaureate
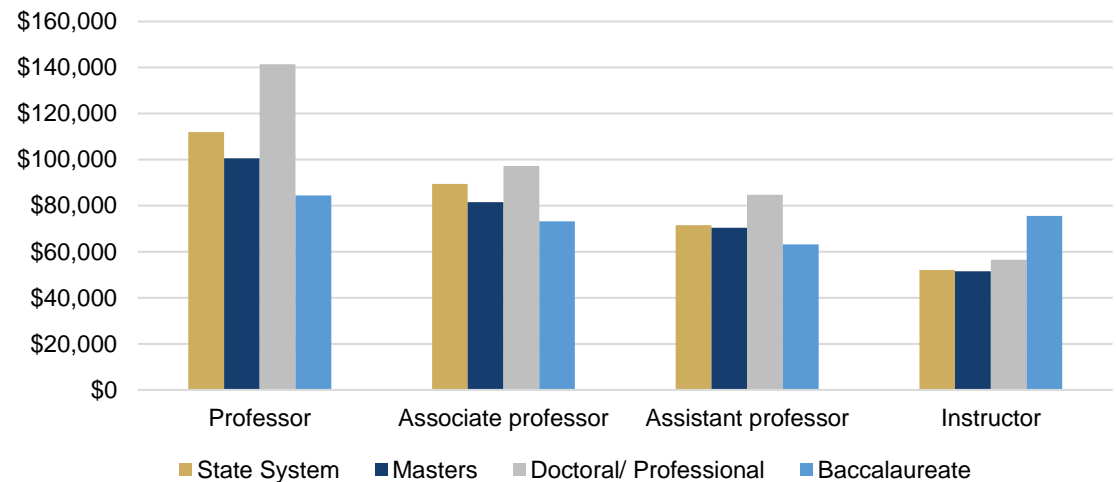
Figure 60

Pension costs are by far the largest cost driver for the System's universities, dwarfing all other personnel related costs **(Figure 62)**.

NOTE: By removing the line for the cumulative percent change in pension costs from **Figure 62**, the scale of the chart is adjusted and the cumulative percent change in all other lines is shown in more detail **(Figure 63)**.

65

Cumulative Percent Change in Personnel Expenditures and Employees*
2009-10 to 2018-19

*All Funds
**Total Personnel includes all salaries, wages, and benefits (healthcare, pensions, other retirement, social security, etc.)
Source: university FINRPTs

Salaries　　Healthcare　　Pensions　　Total Personnel**　　FTE Employees
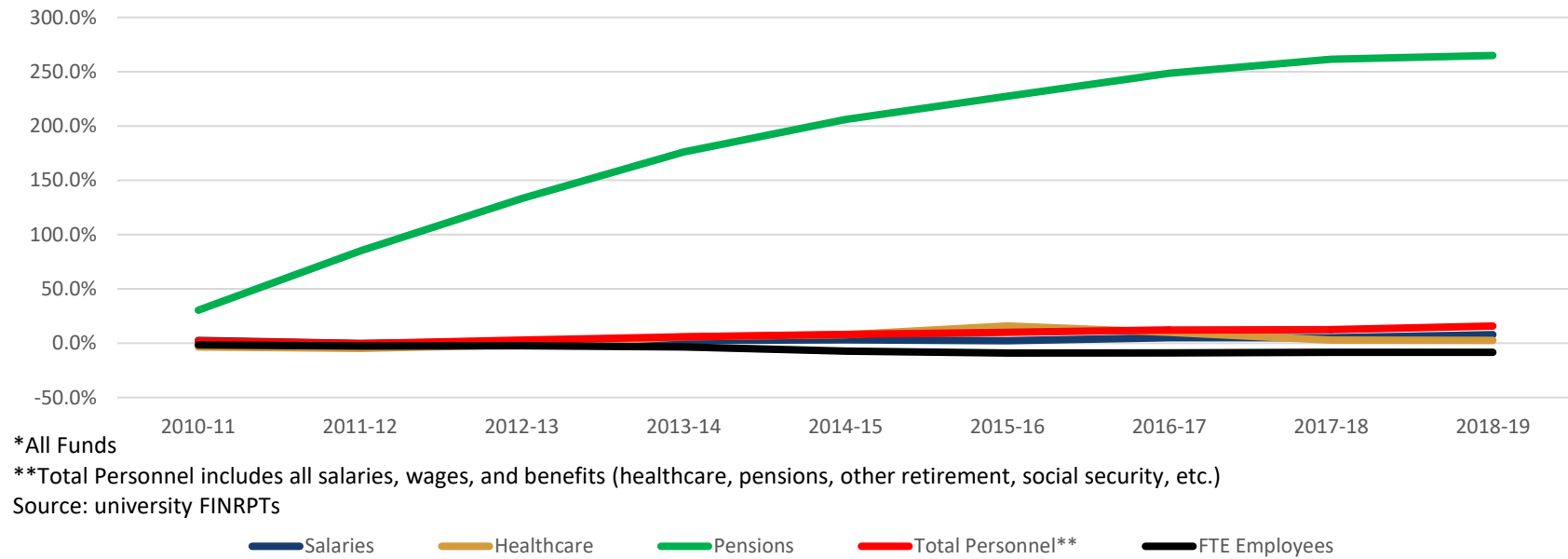
Source: State System Budget Office
Figure 62

Cumulative Percent Change in Personnel Expenditures and Employees*
2009-10 to 2018-19
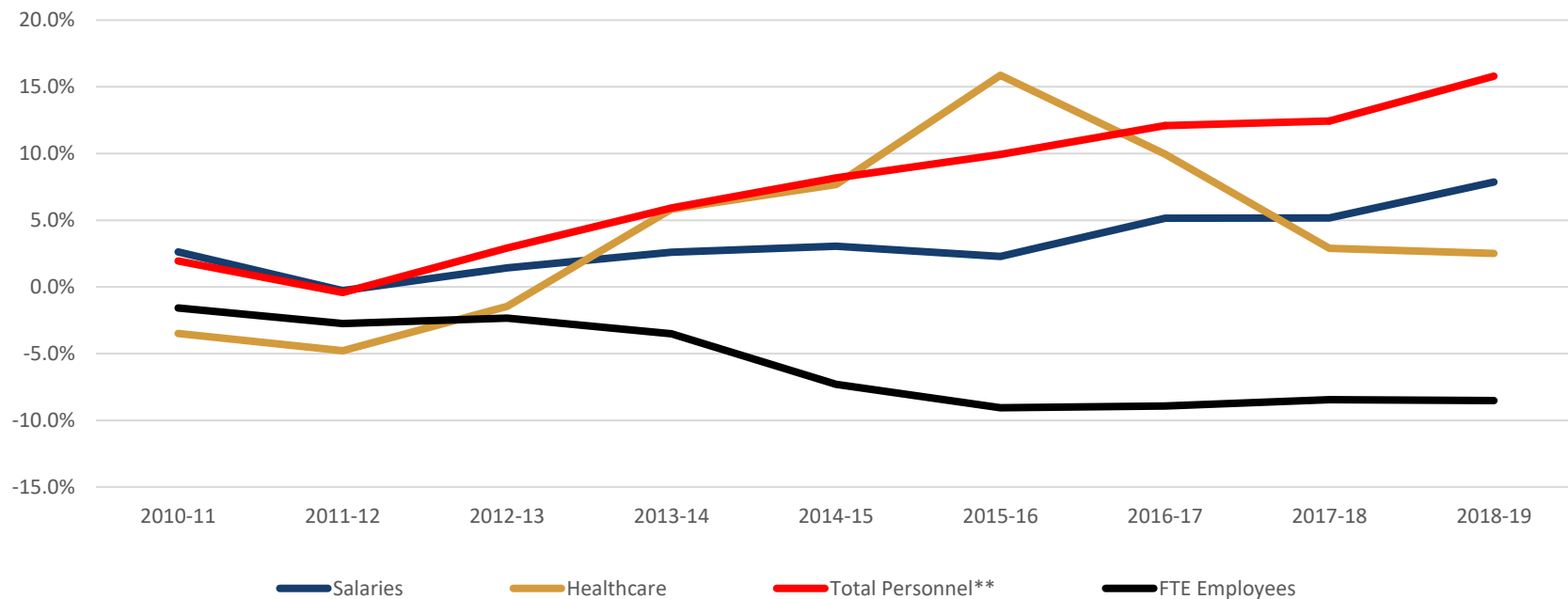
Legend: Salaries, Healthcare, Total Personnel**, FTE Employees

*All Funds
**Total Personnel includes all salaries, wages, and benefits (healthcare, pensions, other retirement, social security, etc.)
Source: University FINRPTs

Source: State System Budget Office
Figure 63

Healthcare is another key driver of personnel costs. The State System operates two healthcare programs covering about two-thirds of its employees. One plan covers non-represented employees and members of two of the smaller collective bargaining units, including health center nurses and campus police and security officers. The other plan covers faculty and athletic coaches. The Pennsylvania Employee Benefit Trust Fund (PEBTF) covers the remainder of those eligible to receive healthcare coverage.

The two State System plans were redesigned in 2018 to include higher member cost-sharing for certain medical services, along with an increased employee premium contribution. Plan changes have held down healthcare costs for the System, at a time when employer spending on a national level for health plans continues to rise. **Figure 64** shows:

- The total family premium is now lower than the national average.

- The total healthcare claims paid in all active employee State System plans for 2017-18 was the lowest since the 2011-12 fiscal year.

Healthcare Premiums
Single Coverage, Average Annual (Faculty)

U.S. Average
- 2018: $1,186 | $5,710 | $6,896
- 2017
- 2016
- 2015
- 2014: $1,081 | $4,944 | $6,025

State System
- 2018: $1,250 | $5,692 | $6,942
- 2017
- 2016
- 2015
- 2014: $1,066 | $6,041 | $7,107

■ Employee Share   ■ Employer Share

Source of U.S. data: Kaiser Family Foundation, Employer Health Benefits 2018 Annual Survey.
State System data is based on Faculty PPO plan premiums and assumes wellness plan participation.

Healthcare Premiums
Family Coverage, Average Annual (Faculty)

U.S. Average
- 2018: $5,547 | $14,069 | $19,616
- 2017
- 2016
- 2015
- 2014: $4,823 | $12,011 | $16,834

State System
- 2018: $3,395 | $15,467 | $18,862
- 2017
- 2016
- 2015
- 2014: $2,896 | $16,413 | $19,309

■ Employee Share   ■ Employer Share

Source of U.S. data: Kaiser Family Foundation, Employer Health Benefits 2018 Annual Survey.
State System data is based on Faculty PPO plan premiums and assumes wellness plan participation.

Source: State Systems Human Resources Office

Figure 64

68

Costs, cost efficiencies, cost avoidance, and capability building.

Shared services

By sharing in the development of key business and administrative functions, and leveraging their collective buying power, State System universities annually save on and avoid significant costs. The work also enhances service capability and quality beyond that which many universities could afford operating independently.

Presently, the portfolio of shared services work in this area includes human resources, procurement, data analytics, information technology, finance, and facilities management (discussed below). Cost savings also result from having a single administrative office (the Chancellor's Office) that interacts with state and federal governments around education and related policies, budgets, and compliance reporting.

Under System Redesign, and through the additional investments, core infrastructure upgrades will be made to improve automation and efficiency of service delivery, allowing for increased sharing and efficiencies at the universities.

To date, only rudimentary estimates of cost avoidance and cost efficiencies have been gathered. Going forward, these will be formalized and reported against specific annually agreed-upon goals.

Facilities

Facilities maintenance is an important component of State System operations and one that presents significant challenges. Fifty-four percent of the System's academic facilities have not had a major renovation in 25 years and require a significant capital investment **(Figure 65)**. The universities have historic facilities, which tend to be less efficient to operate and costlier to maintain and repair than newer construction. Commonwealth procurement requirements such as the Separations Act and Prevailing Wage Act increase construction durations and costs. Other Pennsylvania higher education sectors do not have these requirements. Although the universities invest annually in their facilities, the State System does not have sufficient resources to do so in the most cost-effective manner.

The universities have three primary sources for funding building maintenance.

- **University operating funds** are used for maintenance and operations of the physical plant including grounds, janitorial, preventative maintenance, repairs, and deferred maintenance. Last year State System universities spent about $45.6 million on repairs and modernization of their facilities; national models suggest at least $85 million should be invested annually in this area to keep up with deferred maintenance **(Figure 66)**.

- **Key '93 funds** also are used to help address the deferred maintenance backlog. The program was created by the Legislature in 1993 and is funded with revenue from the Real Estate Transfer Tax. The System received about $19.1 million in FY 2018-19 through this resource.

- **Commonwealth Capital funds** are spent largely on renovation or replacement of existing buildings and infrastructure. The System received $70 million in capital funds this year, an increase of $5 million from the prior year. The increased funding is being targeted for demolition of underutilized facilities.

State System E&G Facilities

➤ Number of Buildings:
643

➤ Gross Square Feet:
16.5 Million

➤ Replacement Value:
$6.5 Billion

➤ Deferred Maintenance and Capital Renewal Backlog:
$1.85 Billion

Building Age

<10 Years 16%
10-25 Years 32%
25-50 Years 23%
>50 Years 29%
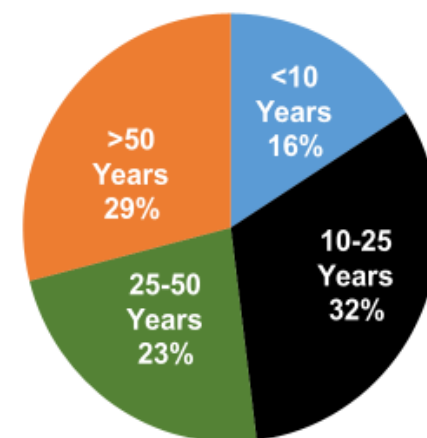
52% of E&G Facilities have not had a significant renovation in the last 25 years. At 25 years, facilities maintenance and repair costs increase dramatically.

Source: State System Facilities Office

Figure 65

70

According to Sightlines, a national firm that specializes in the benchmarking of higher education facilities, the State System is not investing adequately in its facilities **(Figure 66)**.

National standards suggest the State System invest at least $165 million annually in its E&G buildings to prevent further degradation of the facilities. This amount includes a blend of "annual stewardship" (university operating budgets and Key'93 funds or equivalent for recurring maintenance and repair) and "asset reinvestment" (capital funds to address building life cycle renewal and replacement requirements).

The temporary increases in capital funding in recent years helped minimize the impact of underfunding the annual stewardship. However, in each of the last four years the combined investment in both annual stewardship and asset reinvestment fell short of the annual life cycle need by more than $80 million each year. Continued facility investment at this level will result in significant increases to the State System's E&G deferred maintenance backlog, which is currently estimated at $1.7 billion.

Capital Investment vs Target – E&G
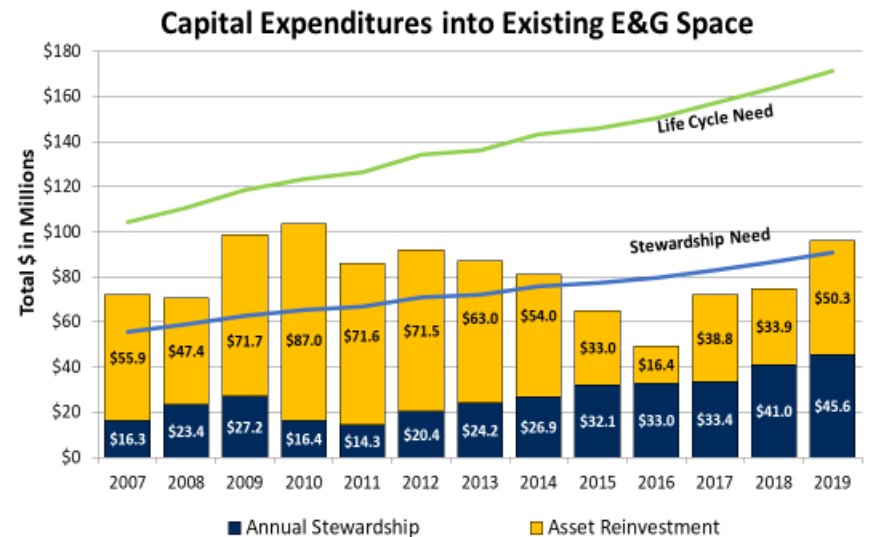
Source: State System Facilities Office

Figure 66

Estimated Cost Avoided Through State System's Energy Procurement Efforts			
Fiscal Year	Electricity	Natural Gas	Total
2005-06	$0	$3,248,000	$3,248,000
2006-07	0	1,424,000	1,424,000
2007-08	0	1,990,000	1,990,000
2008-09	0	1,144,000	1,144,000
2009-10	1,771,000	1,127,000	2,898,000
2010-11	6,273,000	162,000	6,435,000
2011-12	1,199,000	257,000	1,456,000
2012-13	1,850,000	601,000	2,451,000
2013-14	5,868,000	1,246,000	7,114,000
2014-15	1,869,000	318,000	2,187,000
2015-16	12,116,000	631,000	12,747,000
2016-17	4,323,790	910,593	5,234,383
2017-18	3,381,594	1,737,243	5,118,837
2018-19	1,496,015	2,891,250	4,387,265
Total	$38,651,384	$14,795,836	$57,834,485

Avoided cost estimate based on difference from procured energy cost and published rate from the local distribution company for the estimated energy needs over the life of the contract period. Savings listed are for the term of the contract period; many contracts are for multiple years.

Source: State System Facilities Office
Figure 67

Estimated Cost Avoided Through State System's Energy Conservation Effort Since 2005-06								
Fiscal Year	Million Square Feet	mmBTU	Total Energy Cost for Fiscal Year	$/mmBTU	Energy Utilization Index (EUI)	Annual EUI Reduction	Cumulative EUI Reduction	Cost Avoided
2005-06	26.45	3,796,335	$43,720,415	11.52	145,749	4.9%	10.9%	$5,460,000
2006-07	26.56	3,810,074	$45,411,400	11.92	143,446	1.6%	12.4%	6,400,000
2007-08	26.72	3,648,264	$46,053,980	12.62	136,517	4.8%	16.6%	9,160,000
2008-09	26.55	3,510,905	$47,424,753	13.51	132,234	3.1%	19.2%	11,270,000
2009-10	27.40	3,213,945	$41,807,009	13.01	117,288	14.1%	28.3%	16,530,000
2010-11	29.68	3,503,409	$43,636,255	12.46	118,026	10.7%	27.9%	16,870,000
2011-12	32.93	3,499,504	$40,873,698	11.68	106,261	9.4%	35.1%	22,080,000
2012-13	31.30	3,499,504	$41,950,885	11.99	110,621	-4.1%	32.4%	19,900,000
2013-14	32.36	3,741,928	$42,341,762	11.32	115,623	-4.5%	29.4%	17,590,000
2014-15	32.75	3,520,894	$39,630,215	11.26	107,516	7.0%	34.3%	20,700,000
2015-16	31.96	3,286,024	$35,988,733	10.95	101,728	5.4%	37.8%	21,680,000
2016-17	32.56	3,368,058	$35,445,065	10.52	103,418	-1.7%	36.8%	20,640,000
2017-18	32.95	3,527,727	$35,940,242	10.19	107,057	-3.5%	34.6%	19,000,000
2018-19	30.60	3,255,255	$40,873,698	12.56	106,261	0.7%	35.1%	22,050,000
Total								$229,330,000

EUI (Energy Utilization Index) = Btu/square foot
Avoided cost = (EUIcurrent-EUIbase year)(MSFcurrent)($/mmBTUcurrent)
The base-line year for calculations is 2002/03

Source: State System Facilities Office and Penn State Facilities Engineering Institute
Figure 68

Shared Educational Programs and Courses

Several opportunities for shared educational programs and courses are available by jointly developing credentialing programs and enabling students at one university to take advantage of courses and programs at others. Acting in a more coordinated fashion in the design and delivery of educational programs, State System universities can ensure students have access to:

- a full breadth of specialized degree programs in high-demand areas including business, health care, education, and STEM.
- courses and programs in important low-demand subjects such as physics, philosophy, and modern languages, where enrollments at one university can be too low to sustain a reasonable breadth of course offerings.
- courses and programs in subjects requiring faculty expertise that are scarce or in short supply
- courses they need to advance toward a degree, but which for a variety of reasons may not be available in the semester or at the time they can take it.

State System universities have had some success with shared academic programming, and faculty are generally supportive of scaling student-centered collaborations. Expansion will take time and investment in the technology and business systems infrastructure required to enable it. Still, on these pages we expect to track our progress in terms of:

- number of credentials produced from jointly managed programs.
- number of collaboratively designed and delivered academic programs.
- efficiency measured by student-faculty ratios.
- number of students taking courses from other universities in the State System.

Appendix A

Appendix A-1

Pennsylvania's State System of Higher Education
Mission Statement

"The State System of Higher Education shall be part of the Commonwealth's system of higher education. Its purpose shall be to provide high quality education at the lowest possible cost to students. The primary mission of the System is the provision of instruction for undergraduate and graduate students to and beyond the master's degree in the liberal arts and sciences and in applied fields, including the teaching profession."

Act 188 of 1982

Bloomsburg UNIVERSITY · CAL U · CHEYNEY UNIVERSITY · CLARION UNIVERSITY · ESU · EU EDINBORO UNIVERSITY · IUP · KUTZTOWN UNIVERSITY · LOCK HAVEN UNIVERSITY · MANSFIELD UNIVERSITY · Millersville University · SHIPPENSBURG UNIVERSITY · Slippery Rock University · WCU WEST CHESTER UNIVERSITY

Appendix A-2
Summary of Sources and Uses
FY 2019-20 Educational and General Budget

Sources

Enacted State Appropriation **28%**

Tuition/Fees/ Misc. **72%**
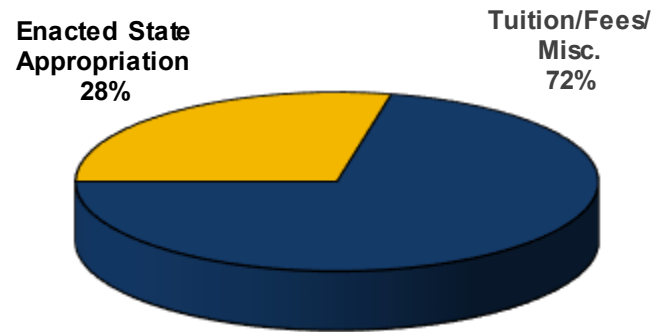
Sources	($000)
Enacted State Appropriation	$477,470
Tuition/Fees/Misc.	1,207,333
Total	**$1,684,803**

Uses

Institutional Support **16%**

Physical Plant **9%**

Debt Service **3%**

Financial Aid **4%**

Public Service/ Research **1%**

Academic Support **11%**

Instruction **45%**

Student Services **11%**

Uses by Category	($000)
Salaries/Wages	$844,824
Benefits	404,069
Total Personnel	**$1,248,893**
Operating	375,790
Capital/Transfers	60,120
Total Expenditures/Transfers	**$1,684,803**

Uses

Operating **22%**

Capital/Transfers **2%**

Benefits **24%**

Salaries & Wages **50%**
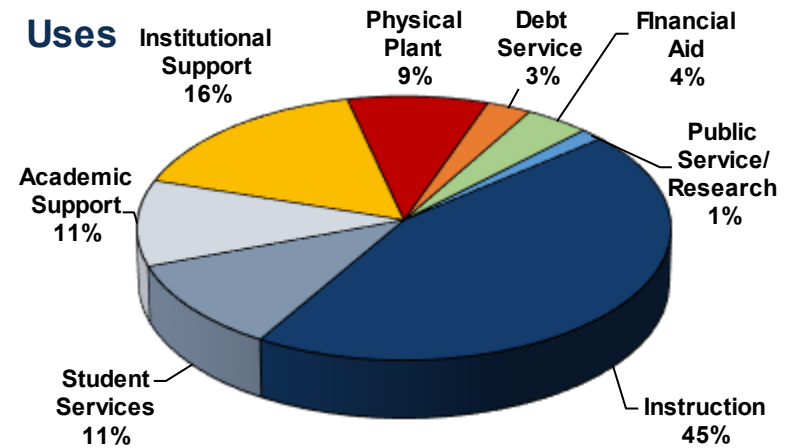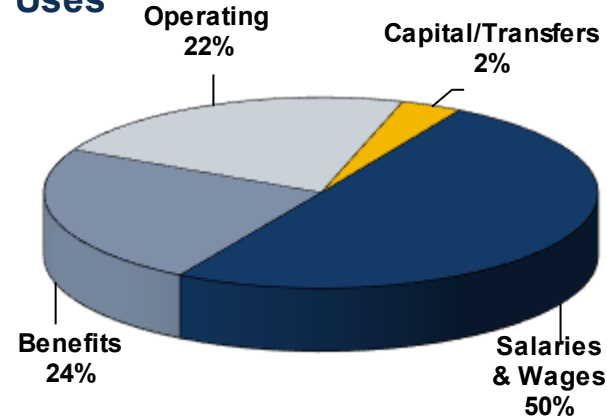
Uses by Function	($000)
Instruction	$752,058
Institutional Support	276,856
Academic Support	177,950
Student Services	182,897
Physical Plant	151,903
Debt Service	48,364
Financial Aid	69,742
Public Service/Research	25,033
Total	**$1,684,803**

Appendix A-3
Pennsylvania's State System of Higher Education
Summary of Educational and General (E&G) Budget
(Dollar Amounts in Thousands)

		Actual 2018-19	Current 2019-20	Budget Request 2020-21	Governor's Budget 2020-21
Source of Funds					
State E&G Appropriation[1]		$468,108	$477,470	$487,019	$490,420
Augmentation:					
Educational and General[2]		1,203,827	1,207,333	1,210,570	1,210,570
	Total	$1,671,935	$1,684,803	$1,697,589	$1,700,990
Use of Funds					
Personnel Expenditures		$1,237,854	$1,248,893	$1,263,463	$1,263,463
Operating Expenditures		356,843	375,790	374,335	377,736
Capital Assets/Transfers		77,237	60,120	59,791	59,791
	Total	$1,671,935	$1,684,803	$1,697,589	$1,700,990
Students (FTE)[3]					
Undergraduate		78,468.81	75,888.00	74,989.57	74,989.57
Graduate		11,417.06	11,427.91	11,442.14	11,442.14
First Professional		NA	NA	NA	NA
	Total	89,885.87	87,315.91	86,431.71	86,431.71
Employees (Unrestricted FTE)		10,451.79	10,559.76	10,555.51	10,555.51

[1]Reflects the Educational and General Appropriation enacted for FY 2018-19 and FY 2019-20. Reflects the System's appropriation request for FY 2020-21. The Governor's recommendation of $XXX million for FY 2020-21 provides a $X.X million or X.X percent increase in the Educational and General Appropriation. This recommendation results in a budgetary shortfall of $XX.X million for FY 2020-21.

[2]The augmentation includes an assumption of a 1.5 percent tuition rate increase in FY 2020-21 and an associated increase in institutional fina the Board of Governors will set tuition at its April 2020 meeting, based upon the System's financial requirements and state appropriations at that

[3]FTE Student is defined as follows: annual undergraduate credit hours produced divided by 30 credit hours; annual graduate credit hours produced divided by 24 credit hours.

Note: Numbers may not add due to rounding.

Appendix A-4
Pennsylvania's State System of Higher Education
Summary of Special Line Item Appropriation Request
System Redesign Investment
(Dollar Amounts in Thousands)

	Actual 2018-19	Current 2019-20	Budget Request 2020-21	Governor's Budget 2020-21
Source of Funds				
State Appropriation[1]	$0	$0	$20,000	See note #2
Augmentation:				
Educational and General	0	0	0	0
Total	$0	$0	$20,000	See note #2
Use of Funds				
Personnel Expenditures	$0	$0	$0	$0
Operating Expenditures	0	0	20,000	12,950
Capital Assets/Transfers	0	0	0	0
Total	$0	$0	$20,000	$12,950
Students (FTE)				
Undergraduate	NA	NA	NA	NA
Graduate	NA	NA	NA	NA
First Professional	NA	NA	NA	NA
Total	0.00	0.00	0.00	0.00
Employees (Unrestricted FTE)	NA	NA	NA	NA

[1]Reflects the first year of a five-year request totaling $100 million for the State System of Higher Education's System Redesign project that will advance cost-saving and revenue-generating activities for all universities in the following areas: a new online educational platform to allow universities to tap into an underserved higher education market, an expanded IT environment providing high-level cybersecurity and student data services, and creation of a shared services consortium that will eliminate duplicative processes in several areas across the System (e.g., accounts payable, human resourcing, IT), as well as a Student Success Center that will help reform/innovation in areas such as student retention and workforce aligned programming.

[2]The Governor's recommendation of a $12.95 million increase in the System's E&G appropriation has been earmarked to support System Redesign initiatives for core enterprise resource planning upgrades and transition to a common student information system (see Appendix A-3.)

Pennsylvania's State System of Higher Education
Summary of Special Line Item Appropriation Request
System Redesign Investment

Shared Services Consortium ($5.85 million):

The financial challenges facing the universities and the high costs to operate result in the inability for all 14 universities to continue to maintain individual, redundant core administrative functions. Therefore, the System seeks funding to create an administrative back office shared service organization to serve all 14 universities, reducing duplication of work and driving savings. Increased efficiency will be realized through automation of current paper processes and consolidation of activities. Savings will result from reductions in the System's combined data center footprint, software license savings, and staffing reallocation.

Student Information System ($12.00 million):

The transition to a common student information system (SIS) is an essential component to System Redesign. Today, each institution maintains its own student information system (SIS) and interfaces are built between universities to pass data. In order for the System to create a more efficient, forward-looking, sharing System, it will be necessary to first implement and stand up a core SIS infrastructure across the universities. Therefore, the System seeks funding to establish one common platform that all 14 institutions would leverage for student interactions on campus from registration, to course catalogs, grades, transcripts, student tests and assessments, building schedules, tracking attendance, tuition and fees and financial aid. Savings will be realized as the total cost of ownership for SIS solutions is lowered and improved efficiencies are achieved through both employees who interact with the system and students who are served while taking courses from multiple PASSHE universities.

Redesign for Student Success ($2.15 million):

The cornerstone of a sharing system is the redesign of core academic and student functions from 14 universities offering duplicative programs to one where program sharing is enabled, both through master planning and technology. Universities will need assistance to transition business models and will require peer consulting and technology enablement to improve student experiences and reduce student costs. The introduction of comprehensive online capabilities will increase overall System revenue and allow the System to enter into new markets (adult, credential, etc.), thus increasing access to higher education across the Commonwealth. Increased efficiency will be realized through academic master planning for the System, introduction of technology to enable shared online offerings, and introduction of technology to improve student engagement, resulting in improvements in retention, completion and recruitment in new markets.

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Appendix A-5

Pennsylvania Higher Education Assistance Agency (PHEAA)
Appropriation for Cheyney Keystone Academy
of Pennsylvania's State System of Higher Education
(Dollar Amounts in Thousands)

Source of Funds	Actual 2018-19	Current 2019-20	Budget Request 2020-21	Governor's Budget 2020-21
Special Purpose Appropriation[1]	$1,813	$3,500	$5,000	$5,000
Other (PHEAA Augmentation)[1]	500	500	0	0
Revenue Shortfall	0	0	0	0
Total	$2,313	$4,000	$5,000	$5,000
Use of Funds				
Personnel Expenditures	$801	$643	$658	$658
Operating Expenditures[2]	1,512	3,357	4,342	4,342
Capital Assets/Transfers	0	0	0	0
Total	$2,313	$4,000	$5,000	$5,000
Students (Fall Headcount)				
Undergraduate[3]	102	157	216	216
Graduate	NA	NA	NA	NA
First Professional	NA	NA	NA	NA
Total	102	157	216	216
Employees (FTE)	9.10	6.10	6.20	6.20

[1]The Governor's recommendation of a $5.0 million appropriation in FY 2020-21 provides a 25 percent increase in funding for the Keystone Academy Appropriation over the total amount received in FY 2019-20.

[2]Primarily scholarships. In addition, the appropriation also supports other direct program costs; and, beginning in FY 2017-18, related indirect costs.

[3]If FY 2020-21 is funded at the Governor's recommended level, approximately 216 students may be served through this program. Over the last five years, on average, 84 Keystone Academy students receive the Keystone Academy Scholarships. In fall 2019, 157 students are scholarship recipients.

Note: The line item appropriation has been funded as a special program within PHEAA's budget since FY 1999-00. It is critical to the recruitment and retention of students at Cheyney University and is vital to the success of the institution and its students.

Appendix A-6
Pennsylvania's State System of Higher Education
Academic Program Data

	2018-19 Actual Degree Completers	2019-20 Projected Degree Completers
Associate's Degree Completers	1,485	1,461
Bachelor's Degree Completers	18,303	18,058
Graduate Degree Completers	5,489	5,082
Total Degree Completers	25,277	24,601

Pennsylvania's State System of Higher Education
Total Degree Completers
2014-15 through 2018-19
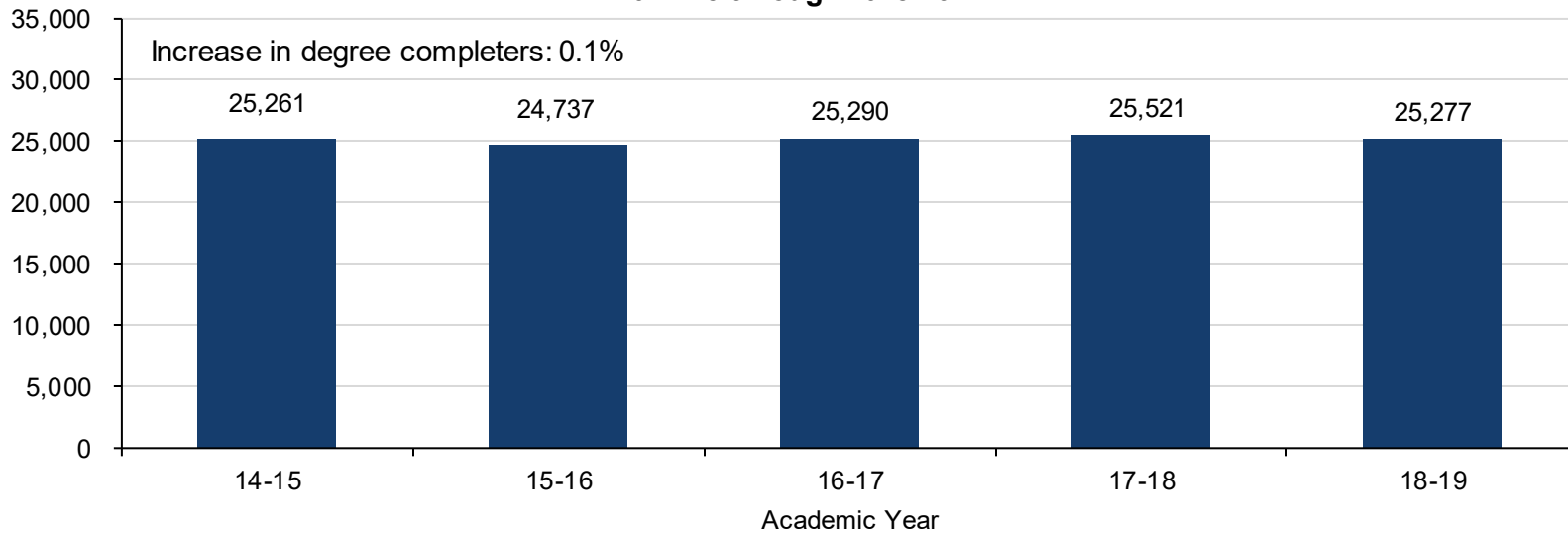
Increase in degree completers: 0.1%

Academic Year	Total Degree Completers
14-15	25,261
15-16	24,737
16-17	25,290
17-18	25,521
18-19	25,277

Source: State System Student Data Warehouse

1

Appendix A7
Pennsylvania's State System of Higher Education
Fall Applications, Admissions, & Enrollments for First-time Freshmen Domiciled in Pennsylvania, by Race/Ethnicity

STATE SYSTEM	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total										
Applications	84,210	82,839	77,048	63,230	65,324	65,782	66,645	67,768	64,822	66,162
Admissions	51,614	53,025	50,240	49,092	51,153	52,318	52,766	54,500	53,289	55,850
Admitted Enrollments	18,843	18,883	17,449	17,297	17,428	16,514	15,878	15,927	15,296	15,039
% Admitted	61.3%	64.0%	65.2%	77.6%	78.3%	79.5%	79.2%	80.4%	82.2%	84.4%
% Admitted Enrolled	36.5%	35.6%	34.7%	35.2%	34.1%	31.6%	30.1%	29.2%	28.7%	26.9%
Black or African American										
Applications	17,334	16,158	14,801	10,779	12,543	13,624	13,809	14,391	13,166	13,559
Admissions	6,656	6,682	6,501	6,871	7,854	8,830	8,980	9,515	9,189	9,732
Admitted Enrollments	1,802	1,852	1,913	2,013	2,095	1,994	1,981	2,020	1,865	1,808
% Admitted	38.4%	41.4%	43.9%	63.7%	62.6%	64.8%	65.0%	66.1%	69.8%	71.8%
% Admitted Enrolled	27.1%	27.7%	29.4%	29.3%	26.7%	22.6%	22.1%	21.2%	20.3%	18.6%
American Indian or Alaska Native										
Applications	197	176	91	79	135	150	186	210	167	130
Admissions	128	86	38	52	81	107	111	128	114	106
Admitted Enrollments	44	22	13	16	25	36	27	41	38	30
% Admitted	65.0%	48.9%	41.8%	65.8%	60.0%	71.3%	59.7%	61.0%	68.3%	81.5%
% Admitted Enrolled	34.4%	25.6%	34.2%	30.8%	30.9%	33.6%	24.3%	32.0%	33.3%	28.3%
Asian										
Applications	1,223	1,177	1,190	1,134	1,199	1,169	1,417	1,521	1,481	1,514
Admissions	740	724	729	783	888	896	1,097	1,209	1,254	1,284
Admitted Enrollments	175	164	179	209	208	201	223	213	245	243
% Admitted	60.5%	61.5%	61.3%	69.0%	74.1%	76.6%	77.4%	79.5%	84.7%	84.8%
% Admitted Enrolled	23.6%	22.7%	24.6%	26.7%	23.4%	22.4%	20.3%	17.6%	19.5%	18.9%

Source: University data submissions, preliminary data

Appendix A7 (continued)
Pennsylvania's State System of Higher Education
Fall Applications, Admissions, & Enrollments for First-time Freshmen Domiciled in Pennsylvania, by Race/Ethnicity

STATE SYSTEM	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Hispanic										
Applications	3,323	5,079	4,069	3,553	4,542	4,687	4,962	5,765	5,231	6,014
Admissions	1,776	3,075	2,387	2,563	3,234	3,504	3,665	4,376	4,020	4,798
Admitted Enrollments	647	984	788	866	983	1,002	956	1,130	989	1,083
% Admitted	53.4%	60.5%	58.7%	72.1%	71.2%	74.8%	73.9%	75.9%	76.8%	79.8%
% Admitted Enrolled	36.4%	32.0%	33.0%	33.8%	30.4%	28.6%	26.1%	25.8%	24.6%	22.6%
White										
Applications	57,208	55,592	52,126	44,978	43,447	42,737	42,120	41,835	39,653	40,339
Admissions	39,801	39,964	38,025	36,784	36,438	36,342	35,698	36,082	34,585	36,166
Admitted Enrollments	15,349	14,995	13,768	13,460	13,292	12,426	11,822	11,639	11,122	10,917
% Admitted	69.6%	71.9%	72.9%	81.8%	83.9%	85.0%	84.8%	86.2%	87.2%	89.7%
% Admitted Enrolled	38.6%	37.5%	36.2%	36.6%	36.5%	34.2%	33.1%	32.3%	32.2%	30.2%
Native Hawaiian or Other Pacific Islander										
Applications	61	42	65	29	55	60	62	59	40	47
Admissions	30	32	40	22	38	38	36	46	30	38
Admitted Enrollments	11	14	14	12	17	6	8	15	6	8
% Admitted	49.2%	76.2%	61.5%	75.9%	69.1%	63.3%	58.1%	78.0%	75.0%	80.9%
% Admitted Enrolled	36.7%	43.8%	35.0%	54.5%	44.7%	15.8%	22.2%	32.6%	20.0%	21.1%
Two or More Races										
Applications	1,656	2,001	2,292	1,885	2,315	2,509	2,662	2,761	2,253	2,337
Admissions	932	1,192	1,389	1,450	1,763	1,937	2,098	2,195	1,897	1,907
Admitted Enrollments	358	435	500	545	596	664	645	652	587	507
% Admitted	56.3%	59.6%	60.6%	76.9%	76.2%	77.2%	78.8%	79.5%	84.2%	81.6%
% Admitted Enrolled	38.4%	36.5%	36.0%	37.6%	33.8%	34.3%	30.7%	29.7%	30.9%	26.6%

Source: University data submissions, preliminary data

Appendix A7 (continued)
Pennsylvania's State System of Higher Education
Fall Applications, Admissions, & Enrollments for First-time Freshmen Domiciled in Pennsylvania, by Race/Ethnicity

STATE SYSTEM	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Race/Ethnicity Unknown										
Applications	3,208	2,614	2,414	793	1,080	844	1,418	1,215	2,830	2,217
Admissions	1,551	1,270	1,131	567	849	662	1,072	941	2,199	1,814
Admitted Enrollments	457	417	274	176	211	184	211	212	444	438
% Admitted	48.3%	48.6%	46.9%	71.5%	78.6%	78.4%	75.6%	77.4%	77.7%	81.8%
% Admitted Enrolled	29.5%	32.8%	24.2%	31.0%	24.9%	27.8%	19.7%	22.5%	20.2%	24.1%
Nonresident Alien										
Applications					8	2	9	11	1	5
Admissions					8	2	9	8	1	5
Admitted Enrollments					1	1	5	5	0	5
% Admitted	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	72.7%	100.0%	100.0%
% Admitted Enrolled	0.0%	0.0%	0.0%	0.0%	12.5%	50.0%	55.6%	62.5%	0.0%	100.0%

Source: University data submissions, preliminary data
Notes:
Methodology changed in 2013 to only count completed applications.
Native Hawaiian/Pacific Islander and Two or More Races first reported in 2010. Prior to 2010, Pacific Islander was reported with Asian.
Beginning in 2014, Nonresident Alien applicants who meet domicile requirements are included in Pennsylvania counts. Previously, they were considered out-of-state students.

Appendix B

NOTE: The following are data frequently requested by legislative staff.

Bloomsburg UNIVERSITY CAL U CHEYNEY UNIVERSITY CLARION UNIVERSITY ESU EU EDINBORO UNIVERSITY IUP KUTZTOWN UNIVERSITY LOCK HAVEN UNIVERSITY MANSFIELD UNIVERSITY Millersville University SHIPPENSBURG UNIVERSITY SlipperyRock University WCU WEST CHESTER UNIVERSITY

Appendix B-1

Pennsylvania's State System of Higher Education
Enrollment and Degrees Awarded

0.25% Decrease in Enrollment since 2001-02

42% Increase in Degrees Awarded since 2002/03

Degrees Awarded ———— Fall Enrollment ————

Note: Includes Associate's, Bachelor's, Master's, Doctoral, and First Professional Degrees

Appendix B-2

Pennsylvania's State System of Higher Education
Fall 2019 Enrollment Demographics
Headcount: 95,802*
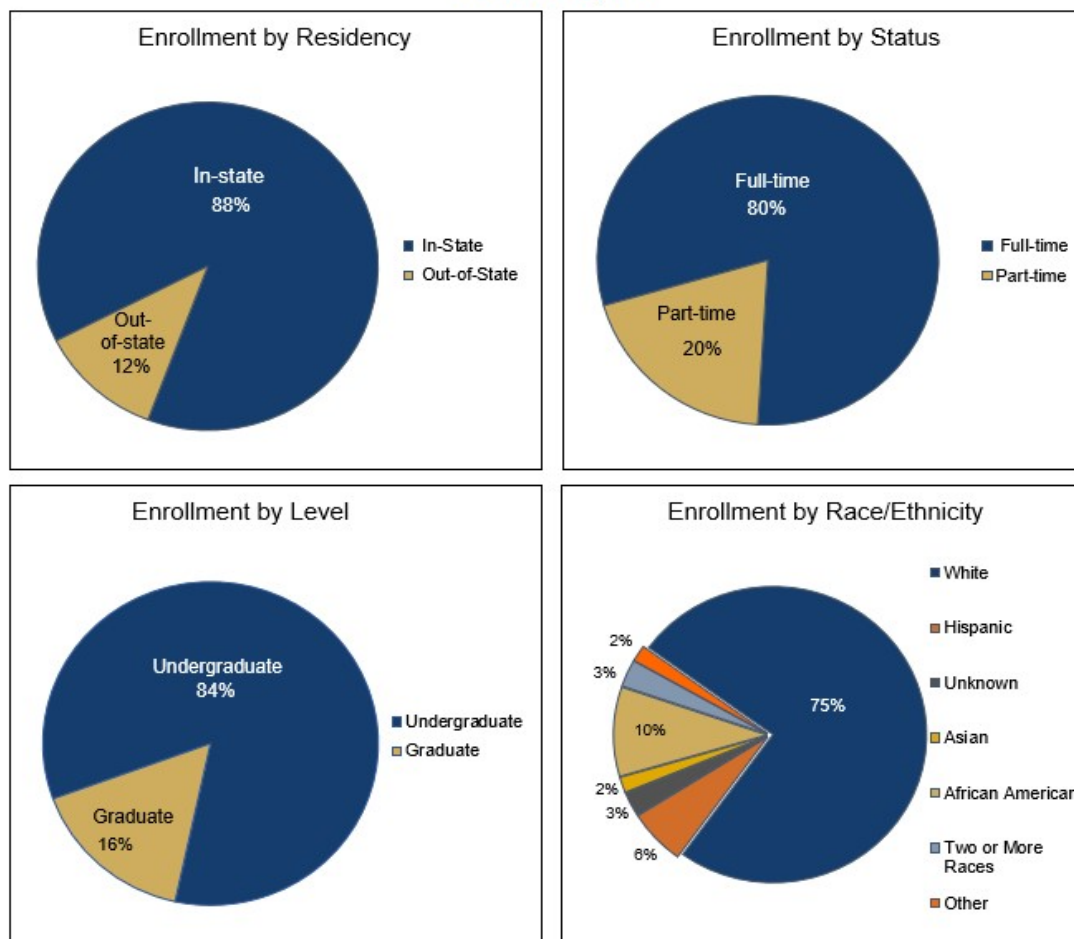
Enrollment by Residency

- In-State
- Out-of-State

In-state 88%
Out-of-state 12%

Enrollment by Status

- Full-time
- Part-time

Full-time 80%
Part-time 20%

Enrollment by Level

- Undergraduate
- Graduate

Undergraduate 84%
Graduate 16%

Enrollment by Race/Ethnicity

- White
- Hispanic
- Unknown
- Asian
- African American
- Two or More Races
- Other

75%
10%
6%
3%
2%
3%
2%
2%

Source: State System Student Data Warehouse (SIMS), Fall Preliminary Census, Official Reporting Date: End of the 15th day of classes
*Note: Fall Census Headcount enrollment (undergraduate, graduate, full-time, and part-time).

Appendix B-3

Pennsylvania's State System of Higher Education
STEM and Health Professions Enrollment
Fall 2009 to 2019

20% increase in STEM-H enrollments since 2009

- 22,313
- 26,698
- 12,458
- 14,400
- 9,855
- 12,298

2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019

— Total of STEM and Health   — STEM   — Health Sciences

Appendix B-4

Pennsylvania's State System of Higher Education
New Fall Undergraduate (UG) Transfer Students

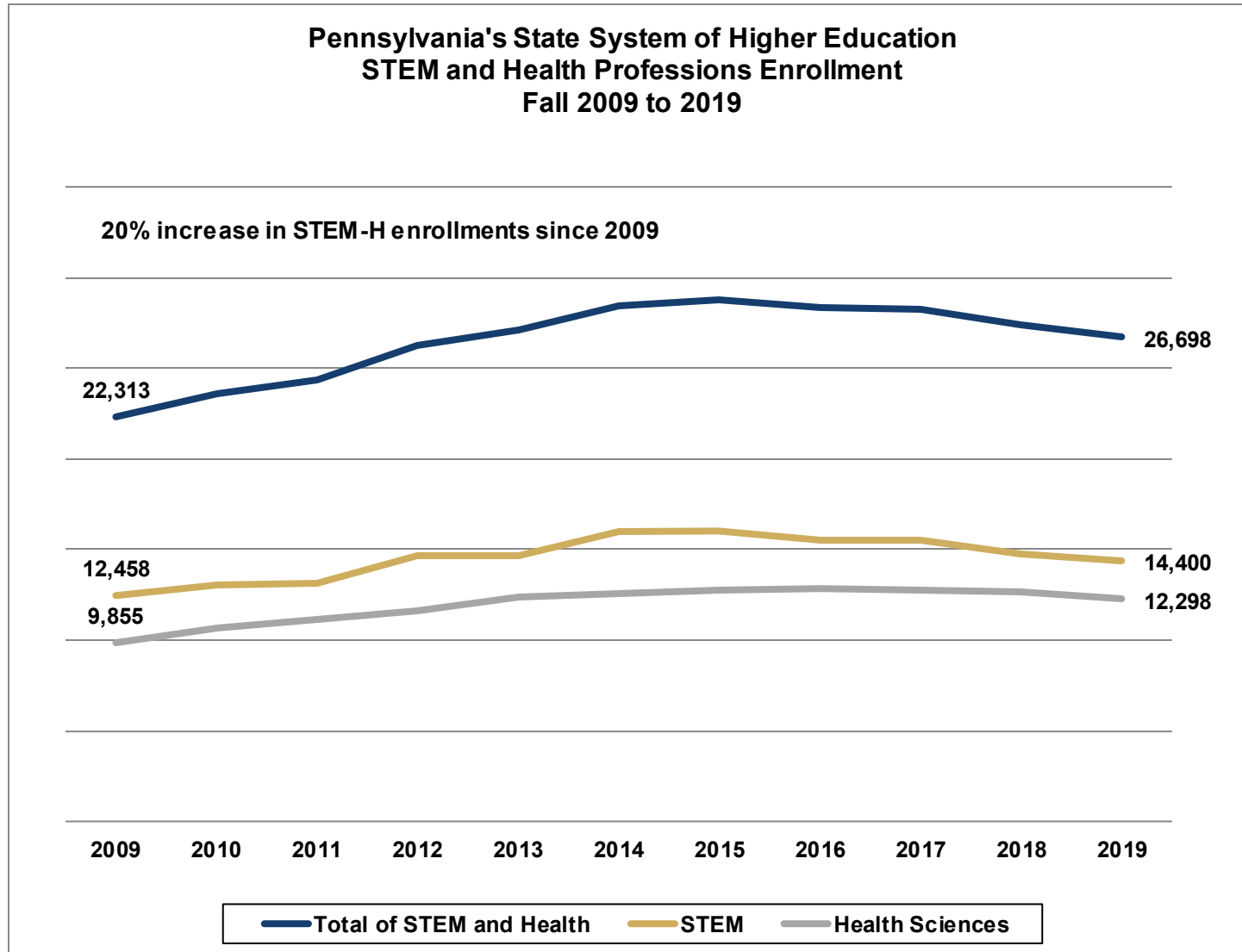|	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Ten Year Change	% of 2019 Total Transfers
A. Community Colleges													
Community College of Allegheny County	424	445	435	391	398	422	400	359	398	330	289	-31.8%	5.4%
Community College of Beaver County	83	79	72	69	61	55	68	75	60	51	51	-38.6%	0.9%
Bucks County	167	169	205	190	161	203	156	139	166	163	128	-23.4%	2.4%
Butler County	226	186	219	229	230	205	191	210	188	196	184	-18.6%	3.4%
Pennsylvania Highlands	30	45	48	44	54	56	49	42	48	46	44	46.7%	0.8%
Delaware County	357	354	417	441	431	419	439	443	414	355	380	6.4%	7.1%
Harrisburg Area	506	604	571	529	596	501	494	495	400	466	407	-19.6%	7.6%
Lehigh Carbon	217	243	188	214	224	163	178	165	200	189	174	-19.8%	3.2%
Luzerne County	128	163	130	124	137	121	109	112	70	124	84	-34.4%	1.6%
Montgomery County	260	278	295	304	273	268	270	258	257	233	198	-23.8%	3.7%
Northampton County	352	452	364	352	397	351	355	384	373	317	310	-11.9%	5.8%
Community College of Philadelphia	82	77	87	78	117	97	136	156	128	105	110	34.1%	2.0%
Reading Area	121	124	93	126	106	91	87	89	68	108	87	-28.1%	1.6%
Westmoreland County	159	184	182	142	167	185	156	151	153	112	136	-14.5%	2.5%
Total Community Colleges	3,112	3,403	3,306	3,233	3,352	3,137	3,088	3,078	2,923	2,795	2,582	-17.0%	48.0%
Percent of Minority Community College Students	12.7%	15.0%	15.9%	18.9%	20.1%	21.2%	22.8%	24.2%	24.3%	22.5%	24.7%		
Community Colleges as % of Transfer Total	42.1%	44.4%	44.6%	44.2%	45.5%	45.0%	46.0%	46.3%	47.0%	47.5%	48.0%		
Community Colleges as % of Total New UG Students	10.7%	11.6%	11.5%	11.8%	12.4%	11.8%	12.1%	12.4%	12.1%	12.2%	11.5%		
B. State-Related													
Lincoln	7	9	4	9	4	2	4	3	4	4	12	71.4%	0.2%
Penn State	432	384	387	355	344	265	281	326	239	223	199	-53.9%	3.7%
Pitt	132	123	118	104	166	114	90	106	107	107	93	-29.5%	1.7%
Temple	63	49	72	70	48	43	56	40	60	45	48	-23.8%	0.9%
Total State-Related	634	565	581	538	562	424	431	475	410	379	352	-44.5%	6.6%
State-Related as % of Total	8.6%	7.4%	7.8%	7.4%	7.6%	6.1%	6.4%	7.1%	6.6%	6.4%	6.6%		
C. Intra-system Transfers	656	765	729	718	714	722	654	582	592	533	453	-30.9%	8.4%
D. Other Colleges and Universities	2,990	2,935	2,789	2,823	2,747	2,694	2,541	2,514	2,288	2,178	1,987	-33.5%	37.0%
Total New Undergraduate Transfer Students	7,392	7,668	7,405	7,312	7,375	6,977	6,714	6,649	6,213	5,885	5,374	-27.3%	100.0%
Percent of Minority Transfer Students	13.2%	16.2%	16.7%	20.5%	21.2%	22.5%	24.6%	23.9%	24.2%	23.4%	24.3%		
New Transfer Students as Percent of Total New UG	25.4%	26.2%	25.8%	26.6%	27.3%	26.2%	26.2%	26.8%	25.7%	25.6%	24.0%		

Note: Minority students include Two or More Races

Source: State System Student Data Warehouse (SIMS), Fall Preliminary Census, Official Reporting Date: End of the 15th day of classes

2008, 2009, and 2010 historical data has been revised to include updated information. Prior years are as reported previously.

Appendix B-5

Pennsylvania's State System of Higher Eduacation
History of State Appropriations, Tuition Rates, Typical Price of Attendance, and Enrollment

Fiscal Year	E&G Appropriation	% Change From Prior Year	% Of Total E&G Budget	Total Appropriations	% Change From Prior Year	In-State Under-graduate Tuition Rate*	$ Change From Prior Year	% Change From Prior Year	Typical Price of Attendance for In-State Undergraduate	Total Annualized FTE Enrollment
2005-06	$445,354,000	2.7%	38%	$465,197,000	2.6%	$4,906	$96	2.0%	$11,933	100,390
2006-07	$467,622,000	5.0%	37%	$487,873,000	4.9%	$5,038	$132	2.7%	$12,372	102,443
2007-08	$483,989,000	3.5%	37%	$504,240,000	3.4%	$5,177	$139	2.8%	$13,184	103,359
2008-09	$477,322,000	-1.4%	35%	$497,168,470	-1.4%	$5,358	$181	3.5%	$13,782	105,566
2009-10	$444,470,000	-6.9%	31%	$530,423,000	6.7%	$5,554	$196	3.7%	$14,670	109,637
2010-11	$444,470,000	0.0%	30%	$503,355,000	-5.1%	$5,804	$250	4.5%	$15,495	112,030
2011-12	$412,751,000	-7.1%	28%	$412,751,000	-18.0%	$6,240	$436	7.5%	$16,502	109,741
2012-13	$412,751,000	0.0%	27%	$412,751,000	0.0%	$6,428	$188	3.0%	$17,051	106,977
2013-14	$412,751,000	0.0%	27%	$412,751,000	0.0%	$6,622	$194	3.0%	$18,028	104,459
2014-15	$412,751,000	0.0%	27%	$412,751,000	0.0%	$6,820	$198	3.0%	$18,783	102,323
2015-16	$433,389,000	5.0%	27%	$433,389,000	5.0%	$7,060	$240	3.5%	$19,738	99,868
2016-17	$444,224,000	2.5%	28%	$444,224,000	2.5%	$7,238	$178	2.5%	$20,327	97,479
2017-18	$453,108,000	2.0%	28%	$453,108,000	2.0%	$7,492	$254	3.5%	$20,999	94,241
2018-19	$468,108,000	3.3%	28%	$468,108,000	3.3%	$7,716	$224	3.0%	$21,682	89,886
2019-20	$477,470,000	2.0%	28%	$477,470,000	2.0%	$7,716	$0	0.0%	$21,959	87,316

Note: Current year's total appropriation is at or near the total appropriations in the blue highlighted rows.
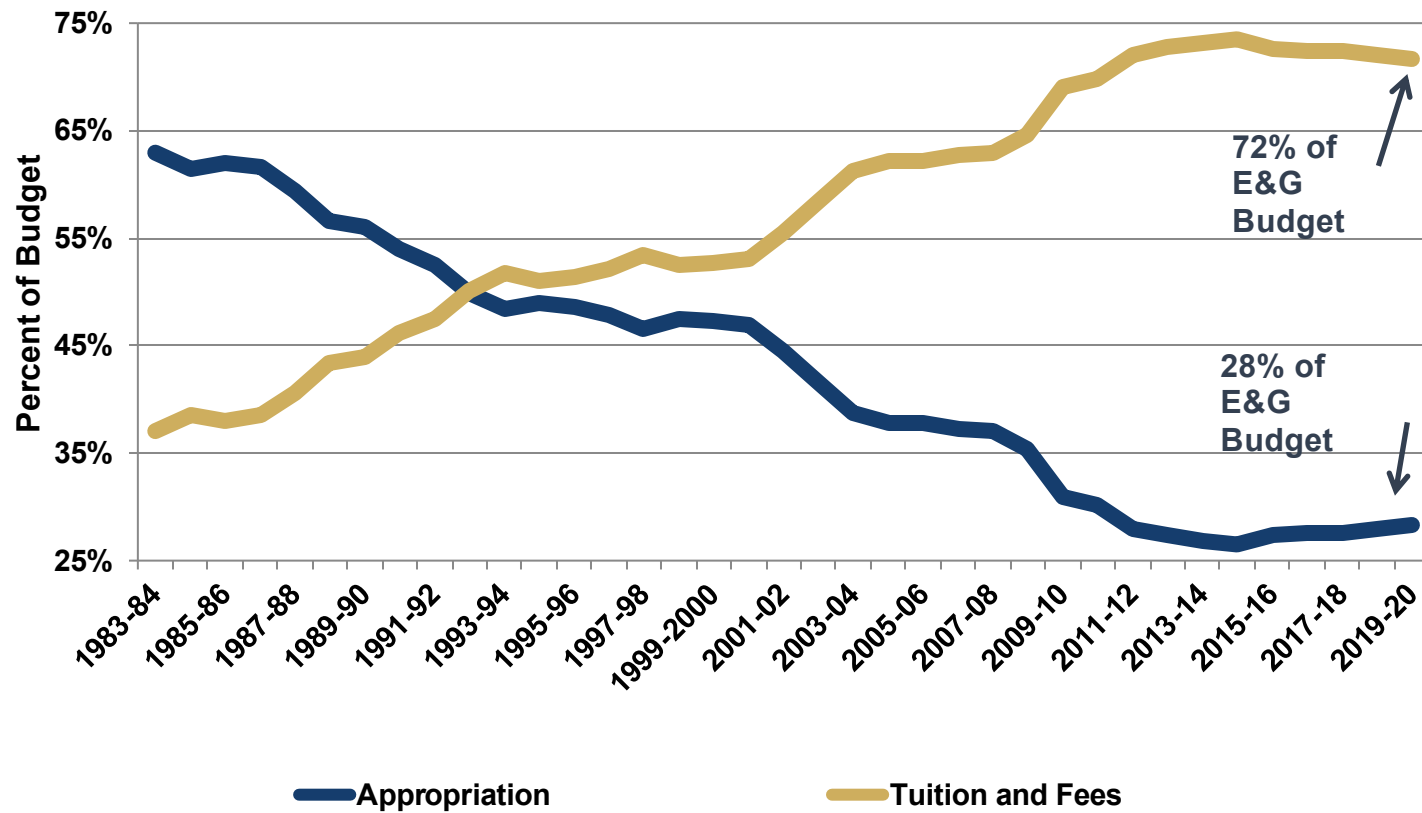
Source: System University BUDRPTs

*Most Common

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Appendix B-6

Educational and General Appropriation vs. Tuition and Fees*
1983-84 to 2019-20

72% of
E&G
Budget

28% of
E&G
Budget

Percent of Budget

━━━ **Appropriation**　　　━━━ **Tuition and Fees**

Includes all other miscellaneous revenue sources

Appendix B-7

Pennsylvania Higher Education Assistance Agency (PHEAA) State Grant Awards
All Undergraduate Programs (Excluding Summer School)

Number of Awards

Year	Independent 4-Year	2-Year	State System	State-Related	Community Colleges	Nursing	Business & Technical	Total PA	Out-of-State	Total
2011-12	48,323	3,570	36,503	38,658	35,764	1,098	11,283	175,199	13,630	188,829
2012-13	48,551	3,540	33,400	36,191	31,315	1,137	10,247	164,381	12,375	176,756
2013-14	46,395	3,394	31,743	33,928	28,224	1,156	9,929	154,769	9,484	164,253
2014-15	45,211	3,546	31,773	33,718	27,240	1,123	9,125	151,736	9,675	161,411
2015-16	41,972	3,335	30,400	31,464	23,202	968	6,721	138,062	5,198	143,260
2016-17	40,455	2,582	28,934	29,598	22,410	813	5,309	130,101	4,776	134,877
2017-18	41,892	2,019	28,424	29,484	21,629	777	4,429	128,654	4,737	133,391
2018-19	42,701	2,115	27,400	28,504	27,718	815	3,371	132,624	4,741	137,365

Value of Awards

Year	Independent 4-Year	2-Year	State System	State-Related	Community Colleges	Nursing	Business & Technical	Total PA	Out-of-State	Total
2011-12	$149,001,696	$10,136,377	$99,796,407	$116,389,863	$27,621,794	$2,807,642	$28,043,851	$433,797,630	$5,692,492	$439,490,122
2012-13	$154,943,909	$9,694,541	$86,563,092	$111,365,064	$29,547,335	$3,044,721	$26,627,407	$421,786,069	$5,236,611	$427,022,680
2013-14	$151,678,344	$9,728,287	$91,584,343	$110,527,312	$29,872,717	$3,058,023	$26,412,919	$422,861,945	$4,902,903	$427,764,848
2014-15	$135,968,598	$9,358,661	$85,391,838	$101,608,390	$26,767,110	$2,885,565	$22,879,034	$384,859,196	$4,771,184	$389,630,380
2015-16	$139,076,524	$9,874,881	$85,537,267	$103,252,807	$25,746,922	$2,729,820	$18,386,469	$384,604,690	$2,761,213	$387,365,903
2016-17	$136,193,414	$7,476,051	$83,164,859	$98,336,295	$26,611,912	$2,223,516	$14,543,872	$368,549,919	$2,517,717	$371,067,636
2017-18	$134,389,258	$5,420,346	$77,456,413	$92,855,145	$24,516,874	$2,000,097	$11,504,503	$348,142,636	$2,380,185	$350,522,821
2018-19	$132,968,610	$5,881,996	$73,794,345	$88,360,117	$28,394,050	$2,057,547	$8,806,856	$340,263,521	$2,356,065	$342,619,586

Full-year Average Award

Year	Independent 4-Year	2-Year	State System	State-Related	Community Colleges	Nursing	Business & Technical	Total PA	Out-of-State	Total
2011-12	$3,540	$3,522	$3,007	$3,397	$1,250	$3,140	$3,456	$3,022	$443	$2,810
2012-13	$3,671	$3,452	$2,878	$3,491	$1,569	$3,326	$3,576	$3,143	$448	$2,927
2013-14	$3,741	$3,644	$3,197	$3,654	$1,793	$3,381	$3,675	$3,333	$551	$3,151
2014-15	$3,430	$3,330	$2,996	$3,385	$1,708	$3,168	$3,398	$3,097	$525	$2,922
2015-16	$3,751	$3,658	$3,145	$3,682	$1,950	$3,585	$3,697	$3,375	$572	$3,261
2016-17	$3,780	$3,666	$3,197	$3,729	$2,018	$3,564	$3,719	$3,407	$569	$3,295
2017-18	$3,604	$3,462	$3,048	$3,539	$1,947	$3,361	$3,592	$3,257	$544	$3,150
2018-19	$3,518	$3,493	$3,013	$3,483	$1,751	$3,306	$3,531	$3,131	$543	$3,032

Source: PHEAA State Grant Program Year-by-Year Summary Statistics Report

Appendix B-8

2019-20 Employee Headcount by EEO Categories

	Full-time	Part-time	Total
Executive/Administrative/Managerial	562	10	572
Faculty (Q4 Only)	4,538	1,760	6,298
Professional Non-Faculty	2,400	237	2,637
Secretarial/Clerical	1,322	63	1,385
Service/Maintenance	1,133	94	1,227
Skilled Crafts	494	4	498
Technical/ParaProfessional	276	204	480
Total	**10,725**	**2,372**	**13,097**

FALL EMPLOYEE HEADCOUNT TREND

13% decline in Total Employee Headcount from 2010 to 2019
Ranging from a 9% increase in Professional Non-Faculty to a 55% decrease in Technical/ParaProfessional

Legend: Executive/Administrative/Managerial, Faculty, Professional Non-Faculty, Service/Maintenance, Secretarial/Clerical, Skilled Crafts, Technical/ParaProfessional/Analytical
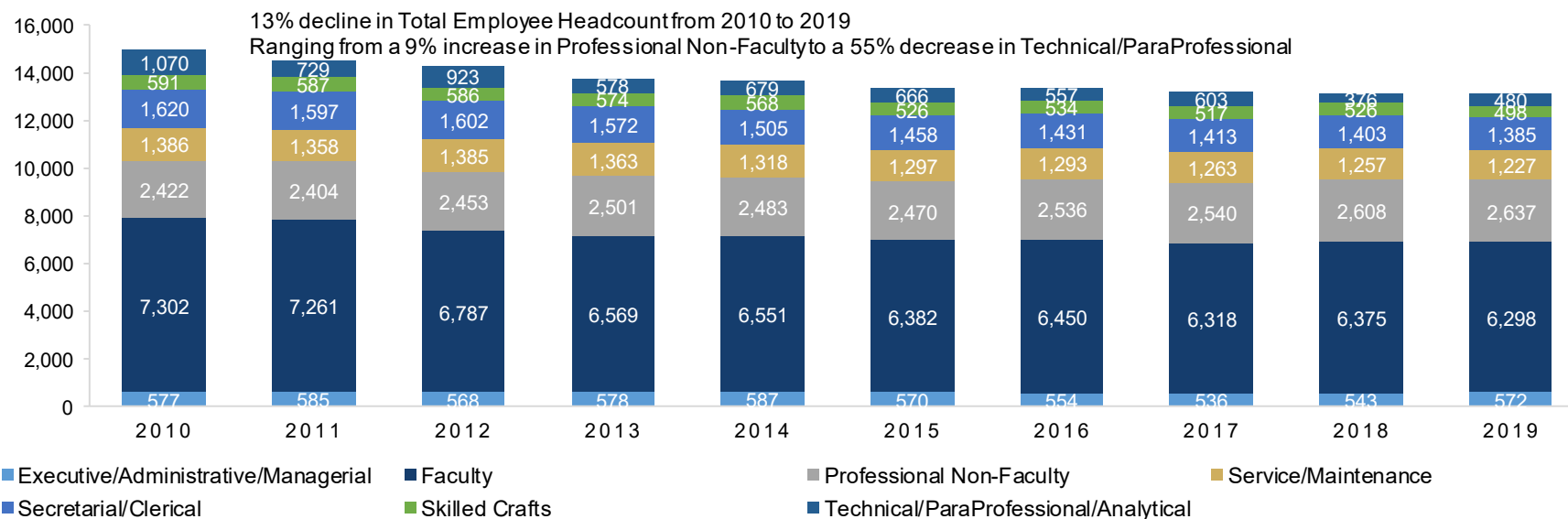
**Fall Headcounts as of October 31st. Excludes student employees

Appendix B-9

Pennsylvania's State System of Higher Education
Retirements by Fiscal Year

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20 YTD
APSCUF (Faculty)	250	112	204	112	190	132	182	118	190	65
AFSCME	154	104	115	101	213	176	114	160	181	70
All Others*	92	65	75	69	85	86	93	99	105	41
Total	496	281	394	282	488	394	389	377	476	176

*Includes nonrepresented employees and represented employees in the APSCUF-Coaches, SCUPA, OPEIU, SPFPA, POA, PSSU/EIU and PDA unions.

**Year to Date (YTD) data as of 12/31/19

Enrollment in Retirement Plans	Percent of Total
SERS*	41%
PSERS*	8%
Alternative Retirement Plan (ARP)**	51%

*Defined Benefit and Hybrid Defined Benefit/Contribution Plans

** Defined Contribution Plan

Appendix B-10

Programs and Services for Military Members and Veterans

State System universities offer a wide range of programs and services for military members, veterans, and their families. Their efforts continue to receive national recognition. Victory Media, publisher of *G.I. Jobs* magazine, this year again named 13 of the universities "Military Friendly® Schools," a designation awarded annually to colleges, universities, and trade schools in recognition of their efforts to ensure the academic success of military service members, veterans, and their spouses. Several of the universities have qualified for this select honor roll for multiple years in a row.

Additionally, *Military Advanced Education* magazine's *2018 Guide to Top Colleges and Universities*, which compares schools based on their military culture, financial assistance, flexibility, and on-campus and online support provided to students serving in the military, includes six State System universities.

Slippery Rock University participates in the Troops to Teachers program, which provides accelerated training toward teaching certification for veterans with bachelor's degrees. Veterans can earn a Pennsylvania instructional certificate to teach mathematics and the sciences in grades 7-12 and foreign languages across the K-12 spectrum. Veterans must hold at least a bachelor's degree and register on the National Troops to Teachers registry to participate. Certification costs are discounted and application processing is expedited.

All 14 universities provide military veterans with preference in course scheduling. The universities also offer in-state tuition rates to qualified veterans and their dependents regardless of state residency status under the Veterans Access, Choice, and Accountability Act.

Below are more examples of the individual programs and services State System universities provide to military members, veterans, their spouses, and dependents:

- **Bloomsburg University's** Office of Military and Veterans Resources provides current and former military members, their spouses, and their dependents assistance when seeking and utilizing different forms of financial aid through their respective branch of service, including through the GI Bill, Federal Tuition Assistance, and the Educational Assistance Program. The university also provides a military-specific academic adviser for all military students for anything the students need. Bloomsburg was awarded Silver Level status as a Military Friendly® school this year. The university ranked in the top 20 percent of colleges, universities, and trade schools in the country working to embrace military service members, veterans, and spouses as students and helping to ensure their success on campus. To help meet the needs of military students, the university also established a military resource center. The BU Student Veterans Association offers opportunities for social and educational activities and is involved in fundraisers and community service to benefit organizations such as the National Alliance to End Veterans Suicide and the American Red Cross. Lastly, Bloomsburg University has implemented an innovative program designed to translate military training and experience into

experiential college level credit on an individualized basis. This program is known as the MAC-RB (Military Academic Credit Review Board).

- **California University of Pennsylvania's** dedicated Military and Veterans Center of Excellence provides resources for veterans, assists with benefits, and provides support for current and former service members, reservist, and their eligible family members. In addition, service members around the world are enrolled in 100 percent online degree programs through Cal U Global Online, which offers a discounted tuition rate for active-duty military, veterans, and their eligible dependents. Cal U has been recognized as a Military Friendly School for the past nine years; it also is recognized as a Vietnam War Commemorative Partner. Cal U is active in the National Association of Veterans' Program Administrators and the Western Pennsylvania Veterans Academic Alliance, and it recognizes student veterans for their academic and service achievements through the SALUTE honor society. Dating back to the early 1970s, Cal U's Veterans Club and Student Veterans chapter is one of the most active clubs on campus.

- **Cheyney University** welcomes all veterans, eligible dependents, members of the National Guard and Reserves, and active duty personnel and is committed to meeting their educational and campus community goals. The Office of the Registrar provides information about GI Bill and other available educational benefits and is the office where veterans, eligible dependents, members of the National Guard, and selected reserves may apply for their benefits.

- **Clarion University** strives to support the transition of students from the military to higher education. The university has a director of veteran services and a Veteran Service Office staffed by student veteran workers, along with an adjacent veterans' lounge. The VSO is the advocate for student veterans on campus, assisting in coordination with registration, financial services, GI Bill, disability services, admissions, and tutoring services. The VSO performs GI Bill certifications and reviews and makes recommendations for transfer credits based on military experience and training. It is also involved with new student and new faculty orientation, ensuring the awareness of veteran programs and sensitivity to veteran issues. A Campus Veterans Committee includes representatives from administrative offices across campus. The university maintains a Student Veterans of America Club on its Clarion Campus and a Veterans Club on the Venango Campus. The university has teamed with Butler VA to provide mental health care for student veterans via a Tele-Health Program. Clarion's Department of Library Science is collaborating with the Library of Congress to conduct interviews for the Veterans History Project.

- **East Stroudsburg University's** Student Veterans Center is a one-stop shop that assists students with everything from applying for financial aid and veterans' benefits to registering for classes and helping to ensure they are prepared for graduation. It processes all veteran education benefits, including Federal Tuition Assistance, the Educational Assistance Program, GI Bill, and ROTC scholarships for Army and Air Force. The center, which is a designated Green Zone, also hosts a series of weekly meetings for veterans on a variety of topics ranging from employment opportunities to healthcare. The Veterans Task Force meets regularly to identify issues that student veterans are experiencing, and implements strategies to help alleviate some of these issues and concerns. ESU extends credit for military training and service, DANTE's, and CLEP tests. The university holds a veteran meet and greet every academic semester, a 9/11 moving flag tribute, and a Veterans Day celebration. The Veterans of ESU Club is part of the Student Veterans of America and two members

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attended the SVA Conference in Orlando in January 2019. ESU is part of the National Association for Veterans and Program Administrators, A's for Vets, Monroe County Veterans Association, and the NEPA Veterans Education Representatives group.

- **Edinboro University** has been recognized among the top 15 percent of higher education institutions nationwide in service to veterans, earning *G.I. Jobs'* Military Friendly® designation in each of the last 10 years, earning Gold status in 2018. At the center of the university's support for veterans and military families is the EU Veterans Success Center, which was founded on campus in 2012. The center serves as a one-stop shop for assistance to veterans, active military, and military dependents, providing expert guidance for all GI Bill programs and other services. Also, Edinboro University and the Erie Veterans Affairs Medical Center have partnered to make VA Telehealth Services available to veterans through the university's Ghering Health Center and through the organization's mobile applications.

- **Indiana University of Pennsylvania's** Military and Veterans Resource Center (MVRC) serves as a one-stop shop, providing a wide range of services for military, veterans, and military-affiliated students and family members. Student workers who are veterans or military-affiliated staff the center. More than 4,000 individuals have visited the MVRC since its opening, and staff members have helped more than 750 IUP students to use their GI Bill benefits. The center also coordinates special Veterans' Day events and campus-wide programming. IUP has an active Veterans Outreach Committee that meets regularly to improve university services to students who are veterans, a Veterans Support Group, and a Student Veterans Organization. The MVRC director sits on a number of advisory boards of organizations that provide assistance to veterans and their families. IUP has one of the largest Reserve Officers Training Corps (ROTC) in Pennsylvania, commissioning its 2,000th cadet in May 2015 and counting 12 generals among its ROTC graduates. The IUP ROTC program has earned the MacArthur Award, a national award given to the top programs in the country. IUP ROTC is also a three-time recipient of the Governor's Trophy, presented to the most outstanding military science program at a Pennsylvania college or university. IUP is a Yellow Ribbon university and is recognized routinely by military publications for excellence.

- **Kutztown University** provides a military-supportive atmosphere in a thriving campus environment. This supportive atmosphere starts with a committed and knowledgeable staff and a centrally located Veterans Services Center, a USO-style resource center that provides a place where students can study, relax, and meet other military-affiliated students. A single point-of-contact provides assistance and coordinates needed services for students and staff. To make the pursuit of academic goals more manageable, veteran's liaisons offer services such as veteran benefits guidance (i.e. GI Bill, TA, EAP), financial assistance, academic advising, career planning, counseling, and disability services. Military-related leadership and student-organization opportunities exist such as Army ROTC, an active Military Club @ KU, the Women Veterans Committee, and SALUTE Veterans National Honor Society. Graduating student-veterans receive Patriotic honor cords for their achievement. Faculty and staff participate in Veterans Green Zone sensitivity training and an advisory board consisting of administrators, faculty, staff, student-veterans, and local VA and veteran-related organizations meet regularly to improve university services. Additionally, KU awards credit for military training, CLEP and DANTES, and participates in the MyCAA spouse program.

- **Lock Haven University's** veterans' advisory group meets monthly to coordinate university efforts in identifying and meeting the needs of student veterans, as well as veterans in the community. The group coordinates Veterans' Appreciation Month activities celebrated in November, including an on-campus Community Veterans' Expo, a Veteran Pinning Ceremony, and LHU Army ROTC's Commemorative Run. In addition, LHU's Student Veterans Alliance serves as a liaison for student veterans, providing a variety of resources and special services, including personal and financial counseling. A Veteran's Center is available for all military and veteran students.

- **Mansfield University** waives the application fee for all veterans. The Office of Military and Veterans Affairs offers counseling to enrolled veterans on benefits, career resources, and more. MU is a Yellow Ribbon Program participant. Mansfield University's Veteran's Support Group is comprised of campus and surrounding community professionals who meet regularly to discuss and implement ways to support military and veteran students, faculty, and staff. The MU chapter of Student Veterans of America (MUSVO) is open to all students, faculty, and staff who have served or are serving in the military. MUSVO offers a program that pairs each incoming student veteran with a current student veteran as a mentor. The group also offers several programs throughout the year for veterans and the entire campus community. The university's Military Resource Center has computers, study space, a television, refrigerator, and microwave for student veterans to use. Several scholarships have been established at MU to provide recognition and financial assistance to veterans and active-duty personnel.

- **Millersville University** provides an organization and resources for veterans to receive academic support and assistance in attending, transitioning through, and successfully graduating from college. Housed on campus at the Mercer House, the Veterans Resource Center and the Student Veterans Association welcome veterans to share their experiences and explore opportunities for resources and leadership on campus and in the community. It also serves as a source of fellowship and support for families of soldiers who are currently deployed or preparing for deployment. A veterans' coordinator on staff handles paperwork for individuals applying for educational benefits from the Department of Veterans Affairs and ensures that veterans receive all of the benefits they are entitled to, including qualifying for the in-state tuition rate. Millersville coordinates with the VA's work-study program to ensure that the students staffing the VRC are also GI-Bill recipients, and a Veterans' Task Force meets regularly to assess changes in options or needs. Millersville was recognized for being among the 2017 Military Friendly® Employers and Schools and was honored with the Seven Seals Award by the Employer Support of the Guard and Reserve. Millersville participates in the Concurrent Admissions Program with the Army, Army Reserves, and Army National Guard. In addition, Millersville offers a two-part, four-year program in military science, ROTC.

- **Shippensburg University** offers a variety of programs and assistance-based services for military service members, veterans, and their dependents. These services are centralized through the Veterans Service Office, whose mission is to help simplify the transition to continuing education. The Veterans Resource Center in the student union building is a relaxing place to study, eat, and converse with like-minded students. Additional learning and outreach opportunities for student veterans include an active Student Veterans of America chapter and the Army ROTC Raider Battalion. The campus is an easy commute from Letterkenny Army Depot, U.S. Army War College in Carlisle, Navy Support Activity in Mechanicsburg, National Guard Training Center at Fort Indiantown Gap, and Army Medical Command installation at Fort Detrick.

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- **Slippery Rock University** sponsors a Student Veterans Center, providing veterans, their dependents, active duty personnel, reserve and National Guard members, and ROTC cadets a place to gather, share information, and relax. The center's location in the Smith Student Center supports a synergy and integration among student veterans, the Student Government Association, and other student organizations. SRU's Student Veterans Association offers opportunities for social and educational activities and is involved in fundraisers to benefit organizations such as the Wounded Warrior Foundation and the American Red Cross. SRU is utilizing grant money from the U.S. Department of Veterans Affairs for an equine-assisted recreation program, which provides recreational therapy to veterans at the university's Storm Harbor Equestrian Center. SRU was the first university in the country to participate in the Veterans Administration's Telehealth system. Students are eligible to participate in the Army Reserve Officers' Training Corps program. The university annually promotes several "Salute to the Military" activities at which former, current, and future military personnel are recognized and receive free admission. SRU has received a grant from the Pennsylvania Department of Education to prepare military veterans for teaching jobs in school districts and subjects that are in need of certified teachers.

- **West Chester University** offers scholarships for returning veterans and provides a variety of services through its Veterans Center and the Student Veterans Group, including a weekly support group. The Veterans Center regularly connects with West Chester VFW Post 106 for breakfast, support, and networking. Students are eligible to participate in the Army Reserve Officers' Training Corps (ROTC) program through a formal cross-enrollment agreement with the Widener University Department of Military Science and in the Air Force Reserve Officer Training Corps (AFROTC) through an agreement with Saint Joseph's University. The Greg and Sandra Weisenstein Veterans Center at West Chester strives to create an intentional culture of understanding, acceptance, and success for veterans, active military, and those who support them. The Veteran Center facilitates communication among campus offices to provide a coordinated system of service for a meaningful transition from the military to college. West Chester ranked 38th in the 2019 version of *U.S. & World Report's* Best Colleges for Veterans.

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Military Friendly® Schools (as designated by Victory Media, publisher of *G.I. Jobs* magazine): Bloomsburg, California, Clarion, East Stroudsburg, Edinboro, Indiana, Kutztown, Lock Haven, Mansfield, Millersville, Shippensburg, Slippery Rock, and West Chester Universities

Top Schools (as designated by KMI Media Group, publisher of *Military Advanced Education* magazine's *2018 Guide to Top Colleges and Universities*): California, Clarion, Edinboro, Kutztown, Mansfield, and West Chester Universities

2018-19 Yellow Ribbon Program participants (with U.S. Department of Veterans Affairs): East Stroudsburg, Indiana, Kutztown, Lock Haven, Mansfield, and West Chester Universities

Appendix B-11

Enrolled Students, Living Alumni and Employees by PA House Representative District 2018

and

Enrolled Students, Living Alumni and Employees by PA Senate District Fall 2018

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION

Bloomsburg UNIVERSITY · CAL U · CHEYNEY UNIVERSITY · CLARION UNIVERSITY · ESU · EU EDINBORO · IUP · KUTZTOWN UNIVERSITY · LOCK HAVEN UNIVERSITY · MANSFIELD UNIVERSITY · Millersville University · SHIPPENSBURG UNIVERSITY · SlipperyRock University · WCU WEST CHESTER UNIVERSITY

Fall 2019 Enrolled Students, Living Alumni, Employees, and Degree Recipients by PA House District

State System								

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
1	Erie	Democrat	Harkins, Patrick J.	255	1,912	22	435	60,428
2	Erie	Democrat	Merski, Robert E.	363	3,369	78	630	61,102
3	Erie	Democrat	Bizzarro, Ryan A.	836	6,725	307	1,267	63,364
4	Erie	Republican	Sonney, Curtis G.	438	3,615	54	682	60,603
5	Berks	Republican	Jozwiak, Barry J.	543	4,024	121	775	61,840
6	Crawford, Erie	Republican	Roae, Brad	707	5,860	163	942	64,430
7	Mercer	Democrat	Longietti, Mark	393	3,379	33	609	63,943
8	Mercer, Butler		Vacant	663	5,164	293	985	60,977
9	Lawrence	Democrat	Sainato, Chris	444	3,502	57	586	60,516
10	Lawrence, Beaver, Butler	Republican	Bernstine, Aaron	505	3,554	218	806	62,321
11	Butler	Republican	Mustello, Marci	480	4,695	90	793	60,755
12	Butler	Republican	Metcalfe, Daryl D.	619	5,772	88	899	61,137
13	Chester, Lancaster	Republican	Lawrence, John A.	772	3,542	85	922	63,446
14	Beaver, Butler	Republican	Marshall, Jim	359	3,607	29	599	60,219
15	Beaver, Washington	Republican	Kail, Joshua D.	313	3,214	10	640	60,371
16	Beaver, Allegheny	Democrat	Matzie, Robert F.	305	2,820	13	529	62,416
17	Mercer, Crawford, Erie, Lawrence	Republican	Wentling, Parke	497	3,821	54	709	62,402
18	Bucks		Vacant	190	1,157	0	258	60,427
19	Allegheny	Democrat	Wheatley Jr., Jake	162	1,222	15	206	60,416
20	Allegheny	Democrat	Ravenstahl, Adam	222	2,459	23	382	60,424
21	Allegheny	Democrat	Innamorato, Sara	225	2,583	24	360	60,110
22	Lehigh	Democrat	Schweyer, Peter	228	1,225	11	226	61,697
23	Allegheny	Democrat	Frankel, Dan	80	944	32	138	61,268

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
24	Allegheny	Democrat	Gainey, Ed	178	1,164	16	220	60,119
25	Allegheny	Democrat	Markosek, Brandon J.	385	3,156	28	604	61,621
26	Chester, Montgomery	Republican	Hennessey, Tim	628	4,135	65	689	64,647
27	Allegheny	Democrat	Deasy, Daniel J.	264	2,250	9	412	60,431
28	Allegheny	Republican	Turzai, Mike	377	3,885	39	507	61,510
29	Bucks	Republican	Schroeder, Meghan	385	2,402	2	477	63,429
30	Allegheny	Republican	Mizgorski, Lori A.	395	4,201	20	577	63,379
31	Bucks	Democrat	Warren, Perry S.	341	2,406	1	427	63,073
32	Allegheny	Democrat	DeLuca, Anthony M.	399	3,122	21	570	64,219
33	Allegheny, Westmoreland	Democrat	Dermody, Frank	315	2,877	21	462	61,277
34	Allegheny	Democrat	Lee, Summer	241	2,015	29	349	60,609
35	Allegheny	Democrat	Davis, Austin A.	271	1,831	11	435	61,200
36	Allegheny	Democrat	Readshaw, Harry	238	2,025	9	421	60,852
37	Lancaster	Republican	Fee, Mindy	481	3,963	39	608	61,166
38	Allegheny	Democrat	Kortz, William C.	416	3,430	23	736	64,003
39	Allegheny, Washington	Republican	Puskaric, Michael J.	586	4,536	51	992	60,302
40	Allegheny, Washington	Republican	Mihalek, Natalie	444	4,315	44	732	61,632
41	Lancaster	Republican	Miller, Brett R.	823	6,626	344	1,091	62,692
42	Allegheny	Democrat	Miller, Dan L.	231	2,946	38	384	60,780
43	Lancaster	Republican	Greiner, Keith J.	589	4,297	115	713	61,192
44	Allegheny	Republican	Gaydos, Valerie S.	381	3,625	25	578	61,658
45	Allegheny	Democrat	Kulik, Anita Astorino	280	2,981	23	468	61,008
46	Allegheny, Washington	Republican	Ortitay, Jason	388	3,585	35	633	63,365
47	York	Republican	Gillespie, Keith	520	3,122	22	565	64,187
48	Washington	Republican	O'Neal, Timothy J.	450	4,175	46	668	61,340
49	Washington, Fayette	Republican	Cook, Bud	667	5,100	190	1,131	60,247
50	Washington, Fayette, Greene	Democrat	Snyder, Pam	483	3,166	101	669	62,298
51	Fayette, Somerset	Republican	Dowling, Matthew D.	407	3,031	44	565	63,028
52	Fayette, Westmoreland	Republican	Warner, Ryan	337	3,186	41	644	64,475
53	Montgomery	Democrat	Malagari, Steven R.	367	2,826	7	496	61,659
54	Westmoreland, Allegheny	Republican	Brooks, Bob	428	4,342	50	668	60,338
55	Westmoreland, Armstrong, Indiana	Democrat	Petrarca, Joseph A.	399	3,157	25	595	62,461

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
56	Westmoreland	Republican	Dunbar, George	447	4,367	25	666	60,672
57	Westmoreland	Republican	Nelson, Eric R.	355	3,788	54	566	62,920
58	Westmoreland		Vacant	407	3,987	69	690	64,228
59	Westmoreland, Somerset	Republican	Reese, Mike	280	3,380	30	496	64,605
60	Armstrong, Butler, Indiana	Republican	Pyle, Jeffrey P.	627	4,841	82	910	61,450
61	Montgomery	Democrat	Hanbidge, Liz	327	2,778	12	400	61,503
62	Indiana	Republican	Struzzi, James B.	1,103	7,030	968	1,723	63,460
63	Clarion, Armstrong, Forest	Republican	Oberlander, Donna	912	5,530	490	1,277	61,070
64	Butler, Venango	Republican	James, R. Lee	771	5,398	105	1,025	60,836
65	Warren, Crawford, Forest	Republican	Rapp, Kathy L.	449	3,541	17	572	62,755
66	Jefferson, Indiana	Republican	Dush, Cris	729	4,948	194	933	64,441
67	McKean, Cameron, Potter	Republican	Causer, Martin T.	394	2,874	5	519	64,519
68	Tioga, Bradford, Potter	Republican	Owlett, Clint	625	4,494	289	891	60,512
69	Somerset, Bedford	Republican	Metzgar, Carl Walker	273	2,042	10	337	64,461
70	Montgomery	Democrat	Bradford, Matthew D.	326	2,090	16	396	63,899
71	Cambria, Somerset	Republican	Rigby, Jim	363	2,734	15	528	65,036
72	Cambria	Democrat	Burns, Frank	387	3,042	24	597	64,033
73	Cambria, Clearfield	Republican	Sankey, Tommy	610	3,526	47	820	64,892
74	Chester	Democrat	Williams, Dan K.	782	4,570	148	887	62,890
75	Clearfield, Elk	Republican	Gabler, Matt	649	4,394	22	932	64,329
76	Clinton, Centre	Republican	Borowicz, Stephanie	712	4,185	334	852	63,349
77	Centre	Democrat	Conklin, Scott	136	1,283	20	179	64,033
78	Bedford, Franklin, Fulton	Republican	Topper, Jesse	289	2,234	9	383	64,181
79	Blair	Republican	Schmitt, Louis C.	270	1,696	4	280	63,113
80	Blair	Republican	Gregory, Jim	262	2,417	9	431	63,976
81	Huntingdon, Centre, Mifflin	Republican	Irvin, Rich	271	2,150	18	333	64,547
82	Juniata, Franklin, Mifflin	Republican	Hershey, Johnathan D.	318	2,121	17	393	64,079
83	Lycoming	Republican	Wheeland, Jeff C.	404	3,264	48	538	62,097
84	Lycoming, Union	Republican	Everett, Garth D.	532	4,025	74	658	63,435
85	Union, Snyder	Republican	Rowe, David H.	437	2,900	53	471	64,344
86	Cumberland, Perry	Republican	Keller, Mark K.	529	3,830	212	725	64,838
87	Cumberland	Republican	Rothman, Greg	603	5,832	69	874	63,287

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
88	Cumberland	Republican	Delozier, Sheryl M.	450	4,420	38	610	61,489
89	Franklin	Republican	Kauffman, Rob W.	657	4,670	293	861	62,975
90	Franklin	Republican	Schemel, Paul	519	3,102	66	607	63,818
91	Adams	Republican	Moul, Dan	429	2,645	29	555	63,921
92	Cumberland, York	Republican	Keefer, Dawn W.	457	4,268	26	671	62,836
93	York	Republican	Jones, Mike	412	2,526	15	534	62,859
94	York	Republican	Saylor, Stan	398	2,510	33	527	62,119
95	York	Democrat	Hill-Evans, Carol	239	1,355	6	266	63,880
96	Lancaster	Democrat	Sturla, P. Michael	434	2,363	118	476	63,712
97	Lancaster	Republican	Mentzer, Steven C.	670	6,027	91	838	63,829
98	Lancaster, Dauphin	Republican	Hickernell, David S.	456	3,507	63	547	62,313
99	Lancaster	Republican	Zimmerman, David H.	329	2,597	21	483	62,684
100	Lancaster	Republican	Cutler, Bryan	446	2,822	157	563	63,248
101	Lebanon	Republican	Ryan, Francis X.	354	3,062	17	417	64,543
102	Lebanon	Republican	Diamond, Russ	337	2,528	8	447	63,843
103	Dauphin	Democrat	Kim, Patty	234	1,503	30	295	64,170
104	Dauphin, Lebanon	Republican	Helm, Susan C.	473	3,720	35	585	63,598
105	Dauphin	Republican	Lewis, Andrew	545	4,808	45	751	62,951
106	Dauphin	Republican	Mehaffie, Thomas L.	437	3,106	30	523	64,229
107	Northumberland, Columbia, Montour	Republican	Masser, Kurt A.	658	4,263	139	855	64,693
108	Northumberland, Snyder	Republican	Culver, Lynda Schlegel	551	3,776	47	663	62,863
109	Columbia	Republican	Millard, David R.	921	5,721	684	1,103	63,418
110	Bradford, Sullivan, Susquehanna	Republican	Pickett, Tina	409	3,070	17	576	60,780
111	Susquehanna, Wayne	Republican	Fritz, Jonathan	249	1,958	3	332	63,085
112	Lackawanna	Democrat	Mullins, Kyle J.	216	1,740	3	287	63,713
113	Lackawanna	Democrat	Flynn, Marty	193	1,519	6	252	64,445
114	Lackawanna	Democrat	Kosierowski, Bridget M.	223	2,075	9	335	63,360
115	Monroe	Democrat	Madden, Maureen E.	927	6,390	252	1,083	61,244
116	Luzerne	Republican	Toohil, Tarah	373	2,688	70	496	61,883
117	Luzerne, Lackawanna, Wyoming	Republican	Boback, Karen	233	1,914	19	312	60,829
118	Luzerne, Lackawanna	Democrat	Carroll, Mike	253	1,853	7	323	61,984
119	Luzerne	Democrat	Mullery, Gerald J.	291	1,925	15	365	63,187

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
120	Luzerne	Republican	Kaufer, Aaron D.	210	1,879	5	272	62,171
121	Luzerne	Democrat	Pashinski, Eddie Day	159	1,308	5	204	62,059
122	Carbon	Republican	Heffley, Doyle	394	2,917	9	517	62,215
123	Schuylkill	Democrat	Goodman, Neal P.	411	2,165	15	420	61,300
124	Schuylkill, Berks, Carbon	Republican	Knowles, Jerry	457	3,554	75	582	60,451
125	Schuylkill, Dauphin	Republican	Tobash, Mike	433	2,780	16	544	62,245
126	Berks	Democrat	Rozzi, Mark	456	2,610	33	493	63,879
127	Berks	Democrat	Caltagirone, Thomas R.	215	780	15	194	64,221
128	Berks, Lancaster	Republican	Gillen, Mark M.	546	4,333	54	641	63,882
129	Berks, Lancaster	Republican	Cox, Jim	619	4,760	43	709	63,503
130	Berks	Republican	Maloney Sr., David M.	638	4,372	56	834	62,508
131	Northampton, Lehigh, Montgomery	Republican	Simmons, Justin J.	503	4,091	48	670	63,896
132	Lehigh	Democrat	Schlossberg, Michael H.	307	2,003	26	351	62,145
133	Lehigh	Democrat	McNeill, Jeanne	392	3,209	27	585	61,468
134	Lehigh, Berks	Republican	Mackenzie, Ryan E.	649	4,677	128	810	64,155
135	Northampton	Democrat	Samuelson, Steve	311	2,608	28	420	64,957
136	Northampton	Democrat	Freeman, Robert	361	2,652	24	482	63,762
137	Northampton	Republican	Emrick, Joe	612	4,304	57	759	63,113
138	Northampton	Republican	Hahn, Marcia M.	552	4,612	48	887	64,326
139	Pike, Wayne	Republican	Peifer, Michael	488	2,594	17	607	63,130
140	Bucks	Democrat	Galloway, John T.	298	1,739	2	339	61,160
141	Bucks	Democrat	Davis, Tina M.	190	1,204	2	289	62,570
142	Bucks	Republican	Farry, Frank A.	351	2,550	6	538	64,837
143	Bucks	Democrat	Ullman, Wendy	347	2,945	4	548	62,717
144	Bucks	Republican	Polinchock, F. Todd	520	3,118	6	579	61,914
145	Bucks	Republican	Staats, Craig T.	449	3,108	12	635	62,991
146	Montgomery	Democrat	Ciresi, Joe	594	4,061	26	769	61,171
147	Montgomery	Republican	Toepel, Marcy	672	4,035	16	774	62,015
148	Montgomery	Democrat	Daley, Mary Jo	242	2,132	20	288	63,904
149	Montgomery	Democrat	Briggs, Tim	269	2,086	23	343	62,968
150	Montgomery	Democrat	Webster, Joe	502	3,764	18	744	63,950
151	Montgomery	Republican	Stephens, Todd	383	2,796	14	545	60,458

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
152	Montgomery, Philadelphia	Republican	Murt, Thomas P.	370	2,110	10	436	61,207
153	Montgomery	Democrat	Sanchez, Benjamin V.	343	2,061	11	405	63,537
154	Montgomery	Democrat	McCarter, Stephen	247	1,828	7	324	60,633
155	Chester	Democrat	Otten, Danielle Friel	853	5,481	117	1,000	63,660
156	Chester	Democrat	Comitta, Carolyn T.	1,089	5,805	348	1,322	63,470
157	Chester, Montgomery	Democrat	Shusterman, Melissa L.	419	2,997	58	509	60,853
158	Chester	Democrat	Sappey, Christina D.	956	5,469	295	1,169	60,613
159	Delaware	Democrat	Kirkland, Brian	267	1,143	15	237	60,270
160	Delaware, Chester	Republican	Barrar, Stephen	645	3,520	81	784	63,331
161	Delaware	Democrat	Krueger, Leanne	475	3,139	40	615	63,539
162	Delaware	Democrat	Delloso, David M.	447	2,041	14	534	63,600
163	Delaware	Democrat	Zabel, Mike	446	2,651	30	624	62,505
164	Delaware	Democrat	Davidson, Margo L.	386	1,389	29	432	61,023
165	Delaware	Democrat	O'Mara, Jennifer	495	3,291	33	723	63,769
166	Delaware, Montgomery	Democrat	Vitali, Greg	329	2,421	31	439	61,878
167	Chester	Democrat	Howard, Kristine C.	774	4,722	160	892	62,591
168	Delaware	Republican	Quinn, Christopher B.	593	3,932	66	767	61,509
169	York	Republican	Klunk, Kate A.	308	2,118	9	466	62,846
170	Philadelphia	Republican	White, Martina A.	149	731	1	206	64,723
171	Centre, Mifflin	Republican	Benninghoff, Kerry A.	382	3,010	65	444	64,800
172	Philadelphia, Montgomery	Democrat	Boyle, Kevin J.	202	777	3	204	63,528
173	Philadelphia	Democrat	Driscoll, Michael J.	185	547	1	182	64,506
174	Philadelphia	Democrat	Neilson, Ed	145	622	2	171	62,030
175	Philadelphia	Democrat	Isaacson, MaryLouise	99	648	16	73	60,162
176	Monroe	Republican	Rader Jr., Jack	731	4,416	107	876	64,551
177	Philadelphia	Democrat	Hohenstein, Joseph C.	175	573	5	195	64,682
178	Bucks	Republican	Thomas, Wendi	358	2,457	7	506	62,131
179	Philadelphia	Democrat	Dawkins, Jason	189	457	1	173	64,687
180	Philadelphia	Democrat	Cruz, Angel	96	255	1	100	61,423
181	Philadelphia	Democrat	Kenyatta, Malcolm	145	799	8	153	60,446
182	Philadelphia	Democrat	Sims, Brian	59	713	15	69	60,646
183	Northampton, Lehigh	Republican	Mako, Zachary	471	4,252	37	663	60,767

State System

District Number	District Counties	Party	Representative	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
184	Philadelphia	Democrat	Fiedler, Elizabeth	103	527	4	90	61,487
185	Philadelphia, Delaware	Democrat	Donatucci, Maria P.	282	873	9	250	62,552
186	Philadelphia	Democrat	Harris, Jordan A.	185	775	14	180	61,186
187	Lehigh, Berks	Republican	Day, Gary	812	5,148	251	1,001	63,903
188	Philadelphia	Democrat	Roebuck Jr., James R.	157	579	15	108	60,761
189	Monroe, Pike	Republican	Brown, Rosemary M.	832	3,877	133	884	62,591
190	Philadelphia		Vacant	208	1,233	20	198	62,703
191	Philadelphia, Delaware	Democrat	McClinton, Joanna E.	278	940	12	277	61,700
192	Philadelphia	Democrat	Cephas, Morgan	303	1,302	9	293	61,656
193	Adams, Cumberland	Republican	Ecker, Torren C.	457	3,308	53	620	61,095
194	Philadelphia, Montgomery	Democrat	DeLissio, Pamela A.	202	1,557	18	199	61,300
195	Philadelphia	Democrat	Bullock, Donna	181	792	10	177	62,870
196	York	Republican	Grove, Seth M.	340	2,519	9	488	62,068
197	Philadelphia	Democrat	Burgos, Danilo	129	412	3	120	64,621
198	Philadelphia	Democrat	Youngblood, Rosita C.	195	810	6	198	62,075
199	Cumberland	Republican	Gleim, Barbara	549	4,038	137	705	62,329
200	Philadelphia	Democrat	Rabb, Christopher M.	228	1,393	22	275	62,294
201	Philadelphia	Democrat	Kinsey, Stephen	255	839	5	213	60,407
202	Philadelphia	Democrat	Solomon, Jared G.	216	609	0	185	64,737
203	Philadelphia	Democrat	Fitzgerald, Isabella V.	334	1,003	4	290	64,987
			Totals	84,649	606,420	12,470	112,100	12,702,379

Fall 2019 Enrolled Students, Living Alumni, Employees, and Degree Recipients by PA Senate District

State System								
District Number	District Counties	Party	Senator	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
1	Philadelphia	Democrat	Farnese Jr., Lawrence M.	499	3,246	52	490	256,509
2	Philadelphia	Democrat	Tartaglione, Christine M.	694	2,137	9	672	256,332
3	Philadelphia	Democrat	Street, Sharif	699	2,807	12	736	244,331
4	Montgomery, Philadelphia	Democrat	Haywood, Art	1,131	6,237	44	1,226	257,251
5	Philadelphia	Democrat	Sabatina Jr., John P.	688	2,477	7	747	263,142
6	Bucks	Republican	Tomlinson, Robert M.	1,164	7,559	11	1,633	253,674
7	Montgomery, Philadelphia	Democrat	Hughes, Vincent J.	958	5,786	59	970	244,493
8	Delaware, Philadelphia	Democrat	Williams, Anthony H.	1,076	3,940	66	1,053	244,724
9	Chester, Delaware	Republican	Killion, Thomas H.	2,755	15,853	529	3,426	257,631
10	Bucks	Democrat	Santarsiero, Steven J.	1,500	10,620	17	1,931	250,329
11	Berks	Democrat	Schwank, Judith L.	1,923	12,692	372	2,313	256,183
12	Bucks, Montgomery	Democrat	Collett, Maria	1,507	10,020	29	1,958	247,410
13	Lancaster	Republican	Martin, Scott	2,234	15,617	670	2,713	260,090
14	Carbon, Luzerne	Independent	Yudichak, John T.	1,066	8,000	33	1,359	264,066
15	Dauphin, Perry	Republican	DiSanto, John	1,686	13,175	148	2,116	254,449
16	Lehigh	Republican	Browne, Patrick M.	1,972	13,762	220	2,373	262,904
17	Delaware, Montgomery	Democrat	Leach, Daylin	1,224	8,554	104	1,517	259,712
18	Lehigh, Northampton	Democrat	Boscola, Lisa M.	1,671	13,386	132	2,388	263,141
19	Chester	Democrat	Dinniman, Andrew E.	3,141	17,095	637	3,573	264,133
20	Luzerne, Pike, Susquehanna, Wayne, Wyoming	Republican	Baker, Lisa	1,392	8,841	67	1,776	247,288
21	Butler, Clarion, Forest, Venango, Warren	Republican	Hutchinson, Scott E.	2,961	22,922	988	4,277	260,675
22	Lackawanna, Luzerne, Monroe	Democrat	Blake, John P.	1,112	7,716	51	1,352	256,456

District Number	District Counties	Party	Senator	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
23	Bradford, Lycoming, Sullivan, Susquehanna, Union	Republican	Yaw, Gene	1,768	13,582	197	2,277	244,986
24	Bucks, Montgomery, Berks	Republican	Mensch, Bob	2,001	13,683	110	2,492	246,425
25	Cameron, Clearfield, Elk, Jefferson, McKean, Clinton	Republican	Scarnati III, Joseph B.	2,494	16,910	713	3,290	246,500
26	Chester, Delaware	Democrat	Kearney, Timothy P.	1,937	10,969	136	2,501	258,839
27	Columbia, Luzerne, Montour, Northumberland, Snyder	Republican	Gordner, John R.	2,537	16,594	939	3,128	247,893
28	York	Republican	Phillips-Hill, Kristin	1,520	9,340	64	1,939	262,428
29	Berks, Schuylkill	Republican	Argall, David G.	2,012	13,896	211	2,425	250,472
30	Blair, Cumberland, Franklin, Fulton, Huntingdon	Republican	Ward, Judy	1,387	9,527	142	1,727	245,179
31	Cumberland, York	Republican	Regan, Mike	2,041	18,605	249	2,905	255,939
32	Fayette, Somerset, Westmoreland	Republican	Stefano, Patrick J.	1,549	13,130	242	2,501	252,203
33	Adams, Cumberland, Franklin, York	Republican	Mastriano, Doug	2,058	13,965	556	2,697	264,160
34	Centre, Huntingdon, Juniata, Mifflin	Republican	Corman, Jake	1,100	8,214	119	1,357	243,946
35	Bedford, Cambria, Clearfield	Republican	Langerholc, Wayne	1,649	11,371	94	2,338	252,940
36	Lancaster	Republican	Aument, Ryan P.	2,133	17,447	285	2,745	259,355
37	Allegheny, Washington	Democrat	Iovino, Pam	1,745	16,836	164	2,768	263,549
38	Allegheny	Democrat	Williams, Lindsey M.	1,441	14,369	108	2,061	254,885
39	Westmoreland	Republican	Ward, Kim L.	1,384	14,224	128	2,194	244,149
40	Monroe, Northampton	Republican	Scavello, Mario M.	3,029	21,249	538	3,820	262,667
41	Armstrong, Butler, Indiana, Westmoreland	Republican	Pittman, Joe	2,793	19,907	1,281	4,161	243,946
42	Allegheny	Democrat	Fontana, Wayne D.	965	9,315	79	1,557	261,773
43	Allegheny	Democrat	Costa, Jay	807	6,979	99	1,249	252,278
44	Bedford, Chester, Montgomery	Democrat	Muth, Katie J.	2,783	18,932	299	3,518	257,135
45	Allegheny, Westmoreland	Democrat	Brewster, James R.	1,481	12,046	75	2,457	257,947
46	Beaver, Greene, Washington	Republican	Bartolotta, Camera	1,933	15,373	296	3,079	254,122
47	Beaver, Lawrence, Butler	Republican	Vogel Jr., Elder A.	1,530	13,773	153	2,428	247,614
48	Dauphin, Lebanon, York	Republican	Arnold Jr., David J.	1,500	11,335	62	1,924	256,094
49	Erie	Republican	Laughlin, Daniel	1,750	14,853	288	2,772	244,074

State System

District Number	District Counties	Party	Senator	Enrolled Students	Living Alumni	Employees	Degree Recipients in Past 5 Years	District Population
50	Crawford, Erie, Mercer, Warren	Republican	Brooks, Michele	2,269	17,554	586	3,191	245,958
			Totals	84,649	606,420	12,470	112,100	12,702,379

Bloomsburg University of Pennsylvania
Bashar W. Hanna, President

California University of Pennsylvania
Geraldine M. Jones, President

Cheyney University of Pennsylvania
Aaron A. Walton, President

Clarion University of Pennsylvania
Dale-Elizabeth Pehrsson, President

East Stroudsburg University of Pennsylvania
Marcia G. Welsh, President

Edinboro University of Pennsylvania
Guiyou Huang, President

Indiana University of Pennsylvania
Michael A. Driscoll, President

Kutztown University of Pennsylvania
Kenneth S. Hawkinson, President

Lock Haven University of Pennsylvania
Robert M. Pignatello, President

Mansfield University of Pennsylvania
Charles E. Patterson, President

Millersville University of Pennsylvania
Daniel A. Wubah, President

Shippensburg University of Pennsylvania
Laurie A. Carter, President

Slippery Rock University of Pennsylvania
William J. Behre, President

West Chester University of Pennsylvania
Christopher M. Fiorentino, President