#### OFFICE OF THE CHANCELLOR

Dear Appropriations and Education Committee Chairs,

Attached you will find the final quarterly report on our integrations' implementation progress for the launch of Pennsylvania Western (PennWest) University on July 1, 2022. While the transformative journey of the newly integrated university has just begun, the foundational work outlined in the Board-approved implementation plans is now complete.

This historic achievement could not have been accomplished without countless hours of work by dedicated individuals throughout the integrating universities and in the System Office. I would like to thank all of the students, faculty, staff, community leaders, families, and friends whose insights and feedback were invaluable in achieving this goal.

We understand that much work remains to be done, but we are excited about the opportunities that this presents for students in the region and across the commonwealth. The new PennWest motto says it all: "Three legacies. Two centuries. One mission."

Pennsylvania Western University's progress against the significant actions outlined for the final quarter FY 21/22 is noted below:

- Academic Synthesize and obtain approval for the undergraduate and graduate curricula.
   Develop an integrated academic catalog to communicate the academic options available to students. Launch marketing for pilot online programs.
  - a. STATUS: Complete/Ongoing Graduate curricula have been synthesized and approved with undergraduate synthesis and approval work to continue into Fall 2022. The PennWest academic catalog has been developed. A vendor was engaged and has developed a detailed marketing plan for the online pilot programs.
- 2. **Communications** Continue the execution of a communications strategy to engage students, faculty, and staff through integrated university branding and a messaging campaign as well as an integrated website.
  - a. STATUS: Complete/Ongoing An integrated communications strategy has been developed and is being executed. The PennWest branding is complete and is incorporated into the new messaging campaign and website. The website will continue to undergo improvements over the coming guarters. Pennsylvania Western University | PennWest
- 3. **Finance and Administration** Create new account code structures for financial transactions and payroll in the SAP ERP system. Map balances from the old SAP instance to the system and communicate changes to suppliers. Perform testing and cutover activities including the end of the financial year to allow final audited financial statements to be issued in the fall of 2022 and the

new financial statements to be issued for the fiscal year 2022-23. Support the continued normal operation of the university on July 1, 2022.

- a. STATUS: Complete The SAP ERP system was launched on July 1 to serve as the integrated accounting and personnel records for Commonwealth University. The pricing analysis is ongoing as scheduled and will be leveraged for tuition, fees, and scholarship awards moving forward.
- 4. **Student experience** Finalize and approve the integrated student handbook and code of conduct as well as other required procedures. Develop the communications and processes to welcome students to the integrated university through orientation. Standardize transcripts and enrollment processes for all campuses.
  - a. STATUS: Complete The student handbook and code of conduct have been approved, as well as many other policies and procedures. Standardized processes have been developed to communicate with new students, perform new student onboarding and orientation, and manage transcript and enrollment operations.
- 5. **Technology** Integrate the three schools into one shared Student Information System (SIS) with full functionality. Develop the technology infrastructure to support transcript updates and requests.
  - a. STATUS: Complete All three campuses are using the new SIS for day-to-day operations. PennWest will upgrade the new Student Information System to the OneSIS platform in the fall of 2022. The SIS has been integrated with National Student Clearinghouse to provide all transcript functionality.
- 6. **Governance** Communicate the finalized organizational design, personnel, and job descriptions for the integrated university. Launch HR Shared Services with a strategic university HR office and centralized HR transaction processing for the six integrating universities. Establish the shared governance model and update appropriate policies.
  - a. STATUS: Complete All organizational structure decisions have been communicated to the relevant individuals. HR Shared Services is live and being supported at the university level as well. The shared governance model is finalized after the work and development performed by the shared governance task force. Policies and procedures have been updated accordingly across all functions of the university.

Finally, I would like to highlight just a few of the major accomplishments that the staff at the universities achieved over the last twelve months.

- 1. **Academic** Created the academic infrastructure for a consistent academic experience across all campuses in curriculum, instructional technology, and processes.
- 2. **Communications** Communicated the opportunities of integration and helped numerous stakeholders navigate the change while creating and launching the new PennWest brand and supporting infrastructure.
- 3. **Finance and Administration** Leveraged shared service frameworks to deliver integrated financial operations with one set of purchasing processes, vendors, and financial projections, within a new SAP business area.

- Technology Enabled the unification of departments, workstreams, and the student experience
  with one set of collaboration tools, functional systems, and student support technology for
  PennWest.
- 5. **Governance** Created the university governance infrastructure to achieve and maintain MSCHE accreditation while pursuing continuous improvement.
- 6. **Online** Designed an online student experience consistent with the PennWest standard and combined years of online education experience with industry best practices to market and deliver multiple PennWest Global Online programs.
- 7. **Student Experience** Re-engineered the student experience to support students' academic, social, and emotional needs as they progress on their student journey.

In closing, our students, faculty, staff, and stakeholders have poured their hearts and souls into the work we are collectively undertaking. They deserve much credit and appreciation for what we have achieved so far. I would be remiss to not thank you for your thoughtful consideration of these plans during their implementation and your historic investment in the System as we continue our redesign efforts. This partnership has made redesign possible, and I look forward to continuing our collective work as we build a better future for Pennsylvania students and our commonwealth.

Thank You,

Dan Greenstein Chancellor

Act 50 Requirement	Appendix	July 2022 Updates	Timing for continued data transmissions
(1) An overview of the financial position of the respective universities at the time of plan approval and the time of the report.	Appendix V: Financial Sustainability Analysis	No Updates	<ul> <li>Updated annually (Quarter 2) Audited financial statements available in November annually</li> </ul>
(2) The operating budget and total budget for each university at the time of plan approval and at the time of the report.	Appendix V: Financial Sustainability Analysis	No Updates	
(3) The estimated amount of expenditures needed to support plan implementation at the time of plan approval and the cumulative amount of expenditures made to support plan implementation at the time of the report.	Appendix X: Implementation Costs	● <mark>Updated</mark>	Updated quarterly
(4) The applicable organizational charts at the time of plan approval and at the time of the report.	Appendix T: Organizational Charts	<ul> <li>No Updates</li> </ul>	<ul> <li>Updated based on organizational implementations</li> </ul>
(5) Full-time enrollments at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	No Updates	Updated in April and October
(6) Graduation outcomes at the time of plan approval and at the item of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	No Updates	Updated annually (April)
(7) The cost of tuition, room and board, and fees at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	No Updates	Updated annually (October)
(8) The average cost of attendance at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul> <li>No Updates</li> </ul>	Updated annually (October)
(9) The number of faculty and non-faculty employees at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul> <li>Updated</li> </ul>	Updated quarterly
(10) The number of faculty and non-faculty employees by location at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul> <li>Updated</li> </ul>	Updated quarterly
(11) Each impact to faculty and non-faculty employee staffing, including, but not limited to, separations, reductions in force, reclassifications of job responsibilities or roles or reassignments to other universities within the System. The notification under this paragraph shall include an estimated financial impact for the current and subsequent two fiscal years.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul> <li>Updated</li> </ul>	Updated annually (July)
(12) The faculty-to-student ratio and the faculty and non- faculty employee-to-student ratio at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty	No Updates	Updated annually (January)
(13) A list of academic programs that have been terminated or consolidated and an explanation of the reasons for termination or consolidation.	Appendix L: Act 50 Reporting on Academic Programs	Updated	<ul> <li>Quarterly updates based on activity</li> </ul>
(14) A list of new academic programs that have been approved and an explanation of the need for the programs.	Appendix L: Act 50 Reporting on Academic Programs	No Updates	<ul> <li>Quarterly updates based on activity</li> </ul>
(15) The number of academic programs by location at the time of plan approval and at the time of the report.	Appendix L: Act 50 Reporting on Academic Programs	Updated	Quarterly updates based on activity
(16) A list of property that is for sale or has been sold and the value of the proceeds from the sale.	Appendix J: Act 50 Reporting on Property for Sale	No updates	<ul> <li>Quarterly updates based on activity</li> </ul>
(17) A list of administrative service consolidations and the value of savings resulting from the consolidations.	Appendix V: Financial Sustainability Analysis	No updates	<ul> <li>Quarterly updates based on activity</li> </ul>
(18) A list outlining concerns related to the implementation of the plan on the community and affiliated organizations.	Appendix R: Act 50 Reporting on Affiliated Entities' and Communities' Concerns	No updates	<ul> <li>Quarterly report on affiliated and community organizations concerns and mitigations</li> </ul>

IntegrationPillars	Quarter 2 - 2022	
integrationFinals	(Apr, May, Jun)	

3	(Apr, May, Jun)
Student Experience	Received positive decision from NCAA on athletics program structure Provided services around student of particular concern (i.e., Behavior Intervention Teams, Red Folder resources, clear emergency/crisis policies and procedures, gatekeeper training) Finalized student activity fee for 20228 Evolved infrastructure for Title IX compliance (including staffing, training, and protocols) for students and employees Began integrated website design and development
Academics	Curriculum phasen plan for synthesized graduate programs in fall 2022 developed, approved and communicated Obtained curriculum committee approval and submit new graduate curriculum to accreditation bodies Addressed ongoing faculty contractual committee, issues, and decisions Finalizedbusiness model for partner relationships for Global Online
Institutional Accreditation	Developed accreditation maintenance and support infrastructure using MSCHE Standards/Articles of Affiliation the Office of Institutional Effectiveness
Regional SIS & Enrollment	Developed the integrated Transcript design Integrated three schools to one shared SIS Established standardization of scholarships and criteria
Finance and Infrastructure	Converted to a new billing system for Fall 2022 Verified the retention of separate foundations and alumni associations while identifying collaborations and shared services opportunities
Human Resources	Supported Shared Services HR model Supported leadership, departments, and bargaining units to address issues related to formal integration

Welcome the first class of students to PennWest University and continue to deliver high-quality and affordable educational experiences to all our students on campus and online.

Quarter 3 - 2022 (Jul, Aug, Sept)



## July 1, 2022 updates to Appendix X: Implementation Costs

The table below reflects the Act 50 reporting requirements related to estimated and cumulative expenditures as of June 30, 2022.

• Integration budget and cumulative expenditures

	Integration Budget and Cumulative Expenditures								
			FY 2021	/22 First Quart	er Report				
			\	Vest Integration	n				
			Budget by Fis	scal Year				Less	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Consulting/Personnel	\$202,000	\$732,600	\$87,500	\$87,500	\$0	\$0	\$1,109,600	(\$77,093)	\$1,032,507
IT - SIS	1,066,545	2,273,628	174,375	0	0	0	3,514,548	(2,689,771)	824,777
IT - Software	527,000	420,000	0	0	0	0	947,000	(306,734)	640,266
IT - Technology Upgrades	0	75,000	0	0	0	0	75,000	(75,112)	(112)
Professional Development	0	0	0	0	0	0	0	(7,737)	(7,737)
Middle States	120,000	0	0	0	0	0	120,000	(43,250)	76,750
Academic	0	2,000,000	2,000,000	2,000,000	0	0	6,000,000	(280,000)	5,720,000
Faculty	0	2,309,844	0	0	0	0	2,309,844	0	2,309,844
Total	\$1,915,545	\$7,811,072	\$2,261,875	\$2,087,500	\$0	\$0	\$14,075,992	(\$3,479,697)	\$10,596,295

Integration Budget and Cumulative Expenditures  FY 2021/22 First Quarter Report  Whole Integration									
			Budget by Fisc	cal Year				Less	
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Northeast Integration	\$1,072,117	\$4,908,900	\$733,140	\$731,140	\$603,640	\$603,640	\$8,652,577	(\$1,785,530)	\$6,867,047
West Integration	1,915,545	7,811,072	2,261,875	2,087,500	0	0	14,075,992	(3,479,697)	10,596,295
Both Integrations	1,261,000	5,600,000	0	0	0	0	6,861,000	(5,469,933)	1,391,067
Total	\$4,248,662	\$18,319,972	\$2,995,015	\$2,818,640	\$603,640	\$603,640	\$29,589,569	(\$10,735,160)	\$18,854,409

# July 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty; Appendix Q: Act 50 Reporting on Staff

The tables below reflect Act 50 reporting requirements related to staff as of June 30, 2022.

Number of faculty and non-faculty employees by location – July 2022 Update

	Employee Headcount as of 06/30/2022					
	Total Employee Headcount Faculty Total Nonfaculty					
California	694	359	335			
Clarion	561	237	324			
Edinboro	498 258 240					
Integrations Result	1,753	854	899			

	Employee Headcount as of 06/30/2022								
	AFSCME	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU	PSSU	Physicians
California	158	80	53	15	25		4		
Clarion	171	61	39	6	26		9	12	
Edinboro	113	60	29	9	21		5		3
Integrations Result	442	201	121	30	72	0	18	12	3

<sup>\*</sup>See Footnotes on following page

### July 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty; Appendix Q: Act 50 Reporting on Staff, Continued

• Number of faculty and non-faculty employees by location – July 2021 Update (At plan approval)

Employee Headcount as of 04/01/2021						
	Total Employee Headcount Faculty Total Nonfacul					
California	706	336	370			
Clarion	649	274	375			
Edinboro	569	300	269			
Integrations Result	1,924	910	1,014			

	Employee Headcount as of 04/01/2021								
	AFSCME	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU	PSSU	Physicians
California	171	85	58	16	32		8		
Clarion	187	79	49	8	25		16	11	
Edinboro	Edinboro 128 73 25 11 23 6 3								3
Integrations Result	486	237	132	35	80	0	30	11	3

#### FOOTNOTES:

- Includes total employee headcount for all active employees (will include those on various types of leave without pay, etc.)
- Excludes employees classified as Volunteers, Contractors or Other, as well as student employees
- Includes all groups (Permanent/Temporary, Full Time/Part Time/Hourly)
- Total Nonfaculty figures are the sum of all non-APSCUF units: AFSCME, Nonrepresented, SCUPA, SPFPA & POA, Coaches, Cheer Advisors, OPEIU
- Current Employee Complement for April 2021 and June 2022 (will be subject to retroactivity)

# July 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty; Appendix Q: Act 50 Reporting on Staff, Continued

The tables below reflect Act 50 reporting requirements related to staff as of June 30, 2022.

• Each impact to faculty and non-faculty employee staffing, including, but not limited to, separations, reductions in force, reclassifications of job responsibilities or roles or reassignments to other universities within the System. The notification under this paragraph shall include an estimated financial impact for the current and subsequent two fiscal years.

Faculty and non-Faculty Complement Impacts									
		July 1, 2021		Net	July 2021 - June 2022 Employment Actions				
			July 1, 2022 Complement	Employment Actions	New Hires & Rehires	Separations & Retirements	Transfers (Receiving)	Transfers (Sending)	Total Promotions
	Total Faculty	876	818	-68	144	-208	2	-6	32
Integrations Result	Total Nonfaculty	943	867	-75	86	-150	3	-14	118
11000110	Total Personnel	1,819	1,685	-143	230	-358	5	-20	150
	Faculty	322	347	16	86	-69	1	-2	17
	Faculty (Permanent)	220	202	-21	1	-22			14
California	Faculty (Temporary)	102	145	37	85	-47	1	-2	3
	Nonfaculty	348	323	-28	30	-53		-5	46
	California Personnel	670	670	-12	116	-122	1	-7	63
	Faculty	270	226	-44	31	-74		-1	8
	Faculty (Permanent)	166	149	-23		-23			8
Clarion	Faculty (Temporary)	104	77	-21	31	-51		-1	
	Nonfaculty	344	314	-27	25	-50	1	-3	45
	Clarion Personnel	614	540	-71	56	-124	1	-4	53
	Faculty	284	245	-40	27	-65	1	-3	7
	Faculty (Permanent)	218	191	-30	1	-29	1	-3	7
Edinboro	Faculty (Temporary)	66	54	-10	26	-36			
	Nonfaculty	251	230	-20	31	-47	2	-6	27
	Edinboro Personnel	535	475	-60	58	-112	3	-9	34

## July 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty; Appendix Q: Act 50 Reporting on Staff, Continued

The tables below reflect Act 50 reporting requirements related to staff as of June 30, 2022.

• Each impact to faculty and non-faculty employee staffing, including, but not limited to, separations, reductions in force, reclassifications of job responsibilities or roles or reassignments to other universities within the System. The notification under this paragraph shall include an estimated financial impact for the current and subsequent two fiscal years.

		Faculty and non-	Faculty Financial Impacts		
		Total Personnel Expenses (Increased Employees)	Total Personnel Expense (Employee Reduction)	Total Personnel Expense (Employee Promotions)	Net Personnel Expense (Change from Prior Year)
	Total Faculty	\$3,930,270	\$(14,966,058)	\$319,160	\$(10,716,628)
Integrations Result	Total Nonfaculty	\$5,461,617	\$(14,403,323)	\$1,087,935	\$(7,853,770)
	Total Personnel	\$9,391,887	\$(29,369,381)	\$1,407,096	\$(18,570,398)
	Faculty	\$2,277,500	\$(4,606,678)	\$170,621	\$(2,158,557)
	Faculty (Permanent)	\$121,815	\$(3,364,590)	\$160,709	\$(3,082,066)
California	Faculty (Temporary)	\$2,155,685	\$(1,242,088)	\$9,911	\$923,508
	Nonfaculty	\$1,764,321	\$(5,685,191)	\$450,251	\$(3,470,618)
	California Personnel	\$4,041,821	\$(10,291,869)	\$620,872	\$(5,629,175)
	Faculty	\$851,831	\$(4,677,628)	\$84,677	\$(3,741,120)
	Faculty (Permanent)		\$(3,381,671)	\$84,677	\$(3,296,994)
Clarion	Faculty (Temporary)	\$851,831	\$(1,295,958)		\$(444,126)
	Nonfaculty	\$1,511,441	\$(4,402,860)	\$355,270	\$(2,536,149)
	Clarion Personnel	\$2,363,272	\$(9,080,488)	\$439,947	\$(6,277,269)
	Faculty	\$800,938	\$(5,681,752)	\$63,863	\$(4,816,951)
	Faculty (Permanent)	\$135,347	\$(4,541,328)	\$63,863	\$(4,342,119)
Edinboro	Faculty (Temporary)	\$665,592	\$(1,140,424)		\$(474,832)
	Nonfaculty	\$2,185,856	\$(4,315,272)	\$282,414	\$(1,847,003)
	Edinboro Personnel	\$2,986,794	\$(9,997,024)	\$346,277	\$(6,663,953)

## July 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty; Appendix Q: Act 50 Reporting on Staff, Continued

Footnotes for Faculty and Non-faculty Complement and Financial Impact Tables

- Comparison of employee complement of July 1, 2022 to July 1, 2021
- Excludes employees classified as Others, Contractors, Volunteers, Student Employees and Hourly Employees
- Includes active employees across all funds, performs a basic calculation to provide the headcount difference between the comparison periods
- Isolates New Hires/Rehires and Separations/Retirements, as well as Campus Transfers (Sending and Receiving) as the main actions impacting the change in complement
- Identifies the reclassification of job responsibilities or role reassignments through faculty and staff promotion actions
- Final calculation for Net Personnel Expense (Change from Prior Year): Total Salaries and Benefits for Increase to Employee
   Complement Total Salaries and Benefits for Reduction to Employee Complement + Total Salaries and Benefits for Employee
   Promotions

#### Calculation of the financial impact is based on the following salary and benefits rates:

Complement Change	Personnel Compensation	Benefit Rate
Increase to Employee Complement	I Actual applial calaries of paw	50% of salary amount for permanent faculty and all non-faculty
(New employees and receiving transfers)		18% of salary amount for temporary faculty
Reduction in Employee Complement	I ACTUAL ANNUAL GALARIAG AL	50% of salary amount for permanent faculty and all non-faculty
(Separations, retirements and sending transfers)	personnel	18% of salary amount for temporary faculty
Reclassification of job responsibilities and role reassignments	Rate of 10% of current salaries is assumed to be a result of the personnel promotion increase	26% of new salary amount to account for increase to retirement and FICA expenditures
(Faculty and staff promotions)		

#### July 1, 2022 updates to Appendix L: Act 50 Reporting on Academic Programs, Continued

The tables below reflect Act 50 reporting requirements related to academic programs as of June 30, 2022.

• List of academic programs that have been terminated or consolidated and an explanation of the reasons for termination or consolidation.

Academic programs were put into moratorium primarily due to lack of student demand as seen in low enrollments. Programs may also have been running at a fiscal deficit, frequently but not always the result of small class sizes resulting from lack of student demand.

Degree Programs and Concentrations Put into Moratorium or Terminated (July 1, 2021 – June 24, 2022) *Does not include minors and certificates							
	Award	Program Name	Concentration				
Program names highlighted in gray indicate the program was not put into moratorium, only the concentration(s) listed.							
Clarion	BSED	Library Science	K-12 Library Science				
	BAS	Technology Leadership	Professional Pilot				
	BS	Integrative Studies	Sport Management				
	BS	Communication	<ul> <li>Advertising</li> <li>Public Relations</li> <li>Film</li> <li>Corporate Communication</li> <li>Broadcasting</li> <li>Communication Studies</li> </ul>				
	MEd	Education	<ul><li>Principalship Preparation</li><li>English</li></ul>				
	MEd	Early Childhood Education					
	BS	Applied Computing	Web and Mobile Application Development				
	BS	Health and Physical Education	<ul><li>Recreation Administration</li><li>Sport Administration</li></ul>				
	BSED	General Science-Secondary					
	MED	Special Education	Special Education – High Incidence				
Edinboro	MA	Counseling	Criminal Justice/Rehabilitation Counseling (3+2)				
	AAS	Applied Technology	Applied Technology – Electric Utilities Technology				

## July 1, 2022 updates to Appendix L: Act 50 Reporting on Academic Programs, Continued

The tables below reflect Act 50 reporting requirements related to academic programs as of June 30, 2022.

• The number of academic programs by location.

#### July 2022 Update

Number of Degree Programs by Location June 24, 2022 *Does not include concentrations, minors, and certificates						
	Undergraduate	Graduate	Total			
California	67	28	95			
Clarion	56	11	67			
Edinboro	40	15	55			

#### July 2021 Update (At plan approval)

Number of Degree Programs by Location April 1, 2021						
	Undergraduate	Graduate	Total			
California	82	28	110			
Clarion	64	12	76			
Edinboro	55	16	71			