

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION



CALU

CHEYNEY UNIVERSITY



ITUTP



MANSFIELD UNIVERSITY

Millersville University



Slippery Rock University

WCU WEST CHESTER UNIVERSITY

Board of Governors Meeting

March 2, 2022



Pennsylvania's
STATE SYSTEM
of Higher Education



Board of Governors Meeting

March 2, 2022

Via ZOOM

Wednesday, March 2, 2022

4:30 **Board of Governors Meeting** (public session)

1. Roll call
2. Public comment
3. Remarks by union leaders
4. Board consideration
 - a. Northeast integration proposed name
 - b. Update to policy 1989-01-A: *University Diplomas*
 - c. Return to Standard In-State Tuition Rates at Indiana University of Pennsylvania and East Stroudsburg University of Pennsylvania, Effective 2022-23
5. Other business
6. Adjournment

**Board of Governors Meeting
March 2, 2022**

SUBJECT: Northeast integration proposed name

UNIVERSITIES AFFECTED: Bloomsburg, Lock Haven and Mansfield

BACKGROUND: In July 2021, the Board of Governors approved the integration of two sets of universities as part of the broader System Redesign effort that was launched by the Board in 2016 to ensure the State System's universities continue serving their vital historical roles as engines of social mobility and economic development by offering affordable postsecondary pathways for all Pennsylvanians.

By bringing California, Clarion, and Edinboro together in the west and Bloomsburg, Lock Haven, and Mansfield together in the northeast, university integrations are designed to provide students greater access to a comprehensive range of postsecondary degrees and credentials, including a wide range of majors, minors, and areas of concentration.

The Board will be asked to approve the name for the northeast integrated university, which will be presented during the meeting.

DRAFT MOTION: That the Board of Governors approves the name for the northeast integration as presented.

Supporting Documents Included:

Other Supporting Documents Available: www.passhe.edu/integrations

Reviewed by: N/A

Prepared by: Randy A. Goin Jr.

Email: rgoin@passhe.edu

Board of Governors Meeting

March 2, 2022

SUBJECT: Update to Board of Governors Policy 1989-01-A: *University Diplomas*

UNIVERSITIES AFFECTED: All

BACKGROUND: A diploma is the ceremonial document that reflects the degree designation(s) earned by a student, which differs from the university transcript that is generally considered to be the official and legal academic record of a student. Board of Governors Policy 1989-01-A: *University Diplomas* sets forth consistent standards for all State System universities to follow regarding the design of ceremonial university diplomas, including how the university's name is represented on the document.

The integrating universities have committed to honoring the local identity of the integrating institutions—including on university diplomas—and will require flexibility that the policy currently does not allow. The proposed action would allow the Chancellor to grant exceptions to the policy standards to allow flexibility, while continuing to require the diploma design to be approved by the Chancellor.

MOTION: That the Board of Governors approves Policy 1989-01-A *University Diplomas* as amended in the board materials.

Supporting Documents Included: 1989-01-A: *University Diplomas***Other Supporting Documents Available:** None**Reviewed by:** Office of the Chancellor**Prepared by:** Randy A. Goin Jr.**Email:** rgoin@passhe.edu



PA State System of Higher Education Board of Governors

Effective: December 1, 1989

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Policy1989-01-A: *University Diplomas*

See Also:

Adopted: April 20, 1989
Amended: April 9, 2015; July 13, 2017;
July 12, 2018, [and March 2, 2022](#)

A. Purpose

To specify the respective State System and university information to be included on student diplomas, in order to properly represent the respective degree granting authorities.

B. Definitions

University Diploma

The diploma is the ceremonial document that reflects the appropriate degree designation(s) earned by the student.

Academic Transcript

The transcript generally is considered to be the official and legal academic history of coursework and, if applicable, degree(s) earned.

Legal Name

The legal name is the name that identifies a person for legal, administrative, and other official purposes. A person's legal first name generally is the name that was given to the person for the purpose of registration of his/her birth and which then appears on a birth certificate, but may change subsequently.

Preferred Name

A preferred name is a name a person commonly uses that is different from the person's legal name. Examples: a transgendered student has the legal first name "Susan," but prefers to be called "Steve"; a student has always used his/her middle name and prefers that name to his/her first name.

C. Policy

The president and council of trustees of each university shall present a diploma design for approval. The university may use a single design for all university diplomas, or have various designs for different degree levels, schools, programs, degree designations, or certifications. The chancellor, on behalf of the Board of Governors, shall approve such designs, in accord with the established standards and may grant exceptions to the standards.

D. Standards

1. Each university shall develop its own policy as to whether the diploma bears either the full legal name or preferred name of the graduate. Any preferred name policy and associated procedures must be consistent within the university.
 - a. University academic transcripts are legal documents and, as such, must bear the full legal name of the graduate.
2. The diploma shall identify the appropriate degree designation(s) approved for the major program(s) completed by the student.

These include: Associate in Arts; Associate in Science; Associate in Applied Science; Bachelor of Arts; Bachelor of Science; Bachelor of Applied Science; Master of Arts; Master of Science; Master of Education; Doctor of Philosophy; Doctor of Education; and other such special or professional degree designations as may be approved by the Board.

3. The diploma may identify the major field of study completed by the student.
4. The diploma shall bear Latin Honors, as appropriate (i.e., Cum Laude; Magna Cum Laude; Summa Cum Laude) at the baccalaureate level.
5. The diploma size is generally 8½ inches by 11 inches for undergraduate diplomas and either 8½ inches by 11 inches or 11 inches by 14 inches for graduate diplomas.
6. The diploma shall appropriately reflect the full statutory title of the university and of the State System of Higher Education.
7. The diploma shall bear the name, title, and signature of the following, and of no others:
 - a. Chair, Board of Governors
 - b. Chancellor
 - c. Chair, Council of Trustees

d. University president

E. Implementation Date Effective: Immediately

Board of Governors Meeting

March 2, 2022

SUBJECT: Return to Standard In-State Tuition Rates at Indiana University of Pennsylvania and East Stroudsburg University of Pennsylvania, Effective Fiscal Year 2022-23

UNIVERSITIES AFFECTED: Indiana University of Pennsylvania (IUP) and East Stroudsburg University of Pennsylvania (ESU)

BACKGROUND: In 2016 and 2018, Indiana University of Pennsylvania and East Stroudsburg University of Pennsylvania, respectively, implemented pricing pilot programs that charge in-state undergraduate tuition at a different rate than the standard in-state tuition rate. Both have determined it is in the best interest of their students to eliminate the programs and return to the standard in-state tuition rates.

Indiana University of Pennsylvania (IUP):

IUP's per-credit tuition pilot has been in-place since fall 2016 and charges undergraduate students at a per-credit rate, rather than banded tuition with a flat rate for between 12-18 credits per semester. IUP's per credit rate was calculated based on the undergraduate resident per-credit rate as approved the Board of Governors and then discounted, at varying rates for 2016 and 2017, and has remained at a 1% discount since 2018.

For students taking 15 credits per semester, the per credit pricing results in a higher cost of attendance than the in-state rate, at a rate of approximately \$9,570 for an academic year. The standard in-state pricing structure allows students to take between 12-18 credits per semester at a flat cost of \$7,716 per year in tuition. To address this issue, IUP increased institutional aid during the timeframe of the pilot to support students.

IUP has conducted a thorough evaluation of the results of its tuition pilot and recommends discontinuation of the program and converting to the standard Board-approved tuition rate and banded (flat rate) tuition structure for in-state undergraduate students, including the students attending the regional campus locations of Northpointe and Punxsutawney that are currently being charged the per credit costs with a 20% discount.

IUP's goal in returning to the standard, banded tuition structure is to have a positive impact on student success. During the timeframe of the per credit pricing, IUP has experienced declining enrollment and market share, lower yields from admissions to enrollment, lower credit-taking patterns by students, and declining persistence and retention. While IUP has not seen large fluctuations in Pell-eligible enrolled students, they have continued to grow their scholarship support to address affordability concerns of both new and continuing students.

East Stroudsburg University of Pennsylvania (ESU):

ESU implemented the Warrior Promise Guaranteed Tuition Program in fall 2018. This program established a guaranteed fixed tuition rate for each entering cohort of undergraduate students for four academic years. The tuition rate for this program was based on the Board-approved tuition rate for the System increased by average historical tuition rate increases over five years and resulted in a rate that was approximately 7.4 percent higher (\$8,288 per year) than the Board-approved rate. The Warrior Promise was designed to provide several benefits, including elimination of tuition inflation, predictability in tuition rates and fees, and an incentive to complete degrees in four years, thus reducing students' debt burden.

In the years since the university introduced the Warrior Promise Guaranteed Tuition Program, the Board of Governors took the historic step of freezing tuition. This action changed the primary premises on which the Warrior Promise was based—college affordability and rising tuition cost. The result is that students in the Warrior Promise Guaranteed Tuition Program pay an overall higher tuition rate than students attending sister institutions in the Pennsylvania State System of Higher Education who pay the Board of Governors' approved rate.

ESU requests suspension of its four-year undergraduate guaranteed tuition pilot program and a return to Board-approved undergraduate tuition rates. This suspension will apply to all main campus full- and part-time undergraduate students, regardless of residency. Current students in the Warrior Promise Program will be given the opportunity to remain in the program or revert to the Board-established rate, effective fall 2022. Students electing to switch to the established System rate will be counseled on the impact this change will have on financial aid, scholarships and other tuition offsets.

Over the past decade, several colleges, universities, and systems have introduced various forms of fixed tuition programs. A review of the various programs shows mixed success, as was the case when ESU initiated its program. The university has concluded that the concept of tuition and fee stability and predictability remains a viable factor in college recruitment, but it must be balanced against other conditions.

MOTION: That the Board of Governors approves the termination of the tuition pilot programs and resumption of standard, in-state tuition rates at Indiana University of Pennsylvania and East Stroudsburg University of Pennsylvania, beginning in 2022-23.

Supporting Documents Included: Detailed proposals to repeal tuition pilots at Indiana University of Pennsylvania and East Stroudsburg University of Pennsylvania, prepared by each university.

Other Supporting Documents Available:

Reviewed by: N/A

Prepared by: Molly M. Mercer

Email: mmercerc@passhe.edu

Indiana University of Pennsylvania

Pricing Flexibility Pilot Report

February 3, 2022

I. Narrative Report

A. Background

In December 2014 IUP submitted a pricing flexibility pilot proposal to the Office of the Chancellor which requested a per-credit tuition rate for undergraduate resident students.

At that time, Western Pennsylvania was experiencing double-digit declines in high school graduates which impacted headcount enrollment at the undergraduate level. IUP's enrollment had declined from 15,132 to 14,369. IUP was projecting cumulative operating deficits of \$12.2 million for fiscal year 2015-16 with increasing deficits projected through 2017-18. A three-pronged approach to address the budget challenges was developed at that time with one of the strategies being to implement the per-credit tuition pilot for undergraduate resident students.

Beginning with January 2020, IUP has been diligently working to address financial sustainability and has developed a new Strategic Plan focusing on student success. Additionally, IUP is in the process of implementing our Strategic Enrollment Plan (SEP), part of which addresses student affordability. Reviewing the pilot per-credit tuition model program and understanding the impact to our students and university is a critical component in supporting both of those important initiatives.

B. Description of Pilot, Intended Purpose and Results

The per-credit tuition pilot as implemented charges undergraduate resident students at a per-credit rate. This rate was calculated based on the undergraduate resident per-credit rate as approved the Board of Governors (BOG) and then discounted, for a three-year period. The discount percentages were determined based on the need to generate revenue to balance the annual budgets. The discount percentages were 7%, 4%, and 1% over three years, with the 1% discount continuing thereafter.

This pilot was approved by the BOG in January 2015 with a revised effective period of fall 2016 through summer 2019. In May 2019, IUP had provided a pilot report that recommended continuing the pilot.

During the 2021 fall semester, IUP formed a Tuition Model and Pricing Workgroup, a subgroup out of the University Budget Advisory Council, was created with the following charge: *Review and analyze the existing per-credit tuition model and select associated student fees at IUP and to explore, analyze, and make recommendations regarding IUP's tuition model. The IUP Strategic Plan emphasizes student success and must be a primary consideration in the development of workgroup recommendations. Options to consider include but are not limited to whether to continue with the current model, make modifications to the current model (such as structure or pricing levels), and/or move to a different model. Impact on student enrollment and revenues need to be considered. It will also be important to ensure that other affordability work both within the Strategic*

Enrollment Plan and in other committees across campus, is utilized and coordinated with this workgroup's charge.

The workgroup, led by the vice presidents for enrollment management and administration and finance, began their work in late November 2021 and made recommendations regarding the tuition model and pricing to the president's cabinet and the president in January 2022. A Council of Trustees' special workshop was held regarding the recommendations on February 1, 2022. IUP is submitting this report to the Office of the Chancellor, as an outcome of the workgroup's analysis and recommendations, and subsequent discussions and input at IUP.

C. Enrollment

Like many universities nationally and regionally, the enrollment of undergraduate, resident students at IUP has been declining over the past 10 years. From fall 2010 to fall 2015, full-time, undergraduate, resident student enrollment at IUP declined an average of -2.32% each year and the total decline from fall 2010 to fall 2015 was -11.2%. Review of the enrollment trends from fall 2016 to fall 2021 show a much sharper decline. The average enrollment decline of this group during these years was -7.95% and the decline from fall 2016 to fall 2021 is -33.98%.

In addition to the decline in headcount for our full-time, undergraduate, resident students, we have also experienced a decline in the average credit hours in which students are enrolling (see appendix A). While at face value the reduction in average credit hour enrollment does not appear significant, 14.81 average credit hours in fall 2015 versus 14.41 average credit hours in fall 2021, it does result in a loss in full-time equivalency (FTE) at a level that is much more pronounced. Further, the reduction in average credit hours continues to decrease our headcount to FTE ratio. For example, applying the FTE to headcount ratio from fall 2015 to the headcount in fall 2021, the result would be an additional 2,385.45 credit hours generated and a 159.03 FTE increase over the actual fall 2021 FTE.

Upon closer inspection regarding the reduction in average credit hours, it was found that full-time, resident, undergraduate students enrollment patterns showed a reduction in the percentage of students who were enrolling in 15 or more credits during the fall semester once the per-credit tuition structure was implemented in fall 2016. From fall 2010 to fall 2015, an average of 65.19% of the students enrolled in 15 or more credits. Fall 2016 the percentage of students enrolled in 15 or more credits was 64.27% and it subsequently declined each year through fall 2021, at which time 56.48% of full-time students enrolled in 15 or more credits. During that time frame of fall 2016 through fall 2021, the average percentage of students who were enrolled in 15 or more credits was 61.36% (see appendix B)

Both recruitment of new students and retention of current students are critical for sustained enrollment. A review of admissions funnel data before and after per-credit tuition shows that our average number of freshman admission applications per year for fall 2016 through fall 2021, as well as our average market share of applications, actually increased over the fall 2010 through fall 2015 average. This increase is due, in part, to our collaboration with EAB for application marketing in fall 2017. In fall 2017, our application volume increased by over 22% from fall 2016 and was largely sustained in fall 2018 and fall 2019.

There has been a decline in our total applications for fall 2020 and fall 2021 in the midst of the COVID-19 pandemic. The effects of the pandemic also reduced the number of students to whom standardized tests were administered, thereby decreasing the pool of available student records for purchase for application marketing. More striking, however, is the loss of market share with the students who enrolled at IUP from fall 2016 to fall 2021. Our average enrolled annual market share from fall 2010 to fall 2015 was 2.01%. The average enrolled market share from fall 2016 through fall 2021 fell to 1.51%. Only in fall 2020 did we have a year that the enrolled market share increased; in all other years we had a continual decline from 1.91% in fall 2015, the year prior to the per-credit tuition, to 1.27% in fall 2021 (appendix C).

A closer look at the admissions funnel for both freshmen and transfer resident students reveals that the yield from admission to enrollment has also declined since the implementation of per-credit tuition pricing. To mitigate this, a new scholarship awarding strategy, as well as a significant increase in the allocation of resources to scholarships, was implemented in fall 2020. The resulting yield from admission to enrolled increased over the fall 2019 yield for new freshmen. Not seeing the same impact in fall 2021, the scholarship awarding strategy was adjusted to increase awards for students beginning in the fall 2022. To date, this new strategy is showing positive results for the recruitment of new students (See Appendix D). The scholarships strategy is also intended to impact retention and persistence, since the scholarship award offers are renewable for a total of 4 years of scholarship funding. Though the increase in our scholarship awards, both in scholarship amount and numbers of offers, is impacting our yield from admit to enrollment, students are only offered this scholarship upon admission. Students and families who are only considering the “sticker price” for an IUP education, may not take the step to apply and be considered for these generous scholarships. s (See Appendix D).

Retention of our students has been reviewed as well. The freshman cohort retention from year 1 to year 2 has declined from an average retention rate (fall 2013 to fall 2015) of 75.12% to a retention rate of 71.25% (fall 2016 to fall 2020). Persistence has also been declining. In the fall 2016, retention and persistence to years 3 and 4 all had marked declines (appendix E).

Overall, the major enrollment indices, from headcount, market share, student credit carrying load, and retention, have not shown positive results since the inception of the per-credit tuition model as compared to the prior “flat rate” model of tuition assessment.

D. Access

The overall percentage of students receiving a PELL grant has slightly decreased since 2016 by 2.06%. The impact of the tuition pilot on the overall percentage of students receiving PELL has been minimal. A lower cost of attendance may help recruit more students with financial need.

There was very little impact on the overall percent of total students that are non-majority and majority. The percent of total non-majority students increased by less than 1% from 2016 to 2021) (appendices F & G).

E. Net Revenue

If optimizing the net revenue was the only consideration for deciding to stay with the pilot program or not, then the recommendation below would be different than it is. Net revenue, under the pilot program, provided additional funds to the university when compared

to the standard rate tuition plan. However, the negative impact of the pilot program for our students is an incredibly important factor to take into consideration whether the pilot program should continue. Those student factors were outlined in the enrollment, access, and other observation sections of this report and were critical in the decision-making process and they provided credible data which demonstrated that the student impacts of the pilot were not what we had anticipated and therefore, to address our students' needs, IUP should change its course.

To discontinue the pilot program, it may reduce our revenues up to \$8.9 million. However, this very conservative calculation did not adjust revenue for additional potential student enrollment, credit hour (and FTE) changes, and balancing scholarships and aid funds which would offset a portion of this amount (appendix I).

IUP will utilize one-time funding to cover the revenue losses in the first year FY 2022-2023, which provides the university the time it needs to carefully plan for longer term strategies to incorporate the discontinuance of the per-credit pilot program into the IUP CPP and financial sustainability plan.

IUP is in the process of assessing the scholarships and student awards of \$16 million and determine the balance between the scholarships awarded in relation to the tuition reduction. There could be an offset to address some of the potential tuition loss. Other strategies within the budget are being analyzed and considered for offsetting the potential tuition loss.

Other Observations

In addition to improved enrollment, an intended outcome of the tuition pilot was to encourage student to complete 30 credits in an academic year. Since fiscal year 2016-17, the percentage of undergraduate instate students completing 30 or more credits has decreased every year from 50.6% completing 30 or more credits in 2016-17 to only 46.2% completing 30 or more credits in 2021 (appendix J). It was anticipated that students would utilize winter and summer terms to achieve the 30 credits or more per year; however, the number of credits taken between summer 2017 and summer 2021 decreased 34.5% and winter decreased 34.0% (appendix K).

While exploring the number of credits students were completing in an academic year, it was identified that a higher percent of our students have been transferring in credits from another institution. In the three years prior to 2016-17, an average of 7.26% of IUP students transferred credits back to IUP from another school. That average increased to 9.44% of our students transferring credits back into IUP from academic year 2016-17 to 2020-21, with 10.45% of our students doing so in 2019-20 and 2020-21 (appendix L).

Time to degree was investigated and it was found to have not changed significantly from before the per-credit pricing structure. In fall 2010, the average time to degree was 4.08 years (8.16 semesters). In fall 2021, the time to degree is 4.16 years (8.33 semesters). The overall cost for a bachelor's degree, however, does increase based on paying for each credit versus the same rate for 12 to 18 credit hours.

Under the Pilot, the per-credit model placed IUP's In-State Undergraduate tuition rate higher than most of the other state system schools. The current pilot pricing also places IUP's average undergraduate student cost only slightly lower than some non-PASSHE competitor schools, specifically Penn State and University of Pittsburgh (appendix H).

IUP has been analyzing the trend for student receivables and bad debt. We are concerned about the pandemic and the per credit pilot financial impact on our students. This concern is supported by anecdotal and net student accounts receivable information and could negatively impact student success.

F. Pilot Recommendation

IUP recommends discontinuation of the pilot per-credit program and convert to the standard board approved tuition rate with the banded (flat rate) tuition structure for in-state undergraduate students, including the students attending the regional campus locations.

II. Supporting Data

A. Appendices A – L

Appendices

Appendix A: The average credit hours in which undergraduate, in-state students have enrolled has declined each year since the implementation of per-credit pricing. This reduced course load ultimately results in a decline in the calculated full-time enrollment (FTE).

Fall IUP Undergraduate In State Full-Time Students							
Term	Head Count	Decline from Prior Year	Credit Hours	Decline from Prior Year	Average Credit Hours	Semester FTE	FTE to Head Count Ratio
Fall 2010	10,951		161,060.00		14.71	10737.33	98.05%
Fall 2011	11,026	0.68%	162,260.00	0.75%	14.72	10817.33	98.11%
Fall 2012	10,993	-0.30%	161,476.50	-0.48%	14.69	10765.10	97.93%
Fall 2013	10,503	-4.46%	155,268.50	-3.84%	14.78	10351.23	98.56%
Fall 2014	10,234	-2.56%	150,996.00	-2.75%	14.75	10066.40	98.36%
Fall 2015	9,724	-4.98%	144,059.00	-4.59%	14.81	9603.93	98.77%
Fall 2016	8,949	-7.97%	131,296.50	-8.86%	14.67	8753.10	97.81%
Fall 2017	8,560	-4.35%	125,577.00	-4.36%	14.67	8371.80	97.80%
Fall 2018	7,697	-10.08%	113,079.50	-9.95%	14.69	7538.63	97.94%
Fall 2019	6,946	-9.76%	101,986.00	-9.81%	14.68	6799.07	97.88%
Fall 2020	6,517	-6.18%	94,967.00	-6.88%	14.57	6331.13	97.15%
Fall 2021	5,908	-9.34%	85,144.50	-10.34%	14.41	5676.30	96.08%
Implementation of per-credit tuition.							

Appendix B: The percent of in state, undergraduate students who enrolled for 15 or more credits in the fall semester has decreased steadily since the implementation of the per-credit tuition model.

Fall Instate UG Students by Credit Category							
Fall Term	Total Students	Students Enrolled in 12 to 14.99 Credits	Students Enrolled in 12 to 14.99 Credits	Percent Point Change	Students Enrolled in 15+ Credits	Percentage of Students Enrolled in 15+ Credits	Percent Point Change
Fall 2010	10951	4098	37.42%		6853	62.58%	
Fall 2011	11026	3993	36.21%	-1.21	7033	63.79%	1.21
Fall 2012	10993	3941	35.85%	-0.36	7052	64.15%	0.36
Fall 2013	10503	3507	33.39%	-2.46	6996	66.61%	2.46
Fall 2014	10229	3510	34.31%	0.92	6719	65.69%	-0.92
Fall 2015	9724	3077	31.64%	-2.67	6647	68.36%	2.67
Fall 2016	8946	3196	35.73%	4.08	5750	64.27%	-4.08
Fall 2017	8560	3085	36.04%	0.31	5475	63.96%	-0.31
Fall 2018	7693	2874	37.36%	1.32	4819	62.64%	-1.32
Fall 2019	6946	2672	38.47%	1.11	4274	61.53%	-1.11
Fall 2020	6517	2654	40.72%	2.26	3863	59.28%	-2.26
Fall 2021	5905	2570	43.52%	2.80	3335	56.48%	-2.80
Implementation of per-credit tuition.							

Appendix C: While application market share remained fairly stable after the per-credit tuition pilot, our market share of enrolled students declined in most fall semesters since the implementation of per-credit tuition.

Pennsylvania Market Share Analysis										
Fall Term	HS Grads	Demographic Change	Applications	Application Change	Application Market Share	Enrolled	Enrolled Change	Yield Application to Enrolled	Yield Percentage Point Change	Enrolled Market Share
Fall 2010	131,343		9,637		7.34%	2,757		28.61%		2.10%
Fall 2011	130,285	-0.81%	10,064	4.43%	7.72%	2,683	-2.68%	26.66%	-1.95	2.06%
Fall 2012	131,733	1.11%	9,730	-3.32%	7.39%	2,682	-0.04%	27.56%	0.90	2.04%
Fall 2013	129,778	-1.48%	9,038	-7.11%	6.96%	2,496	-6.94%	27.62%	0.05	1.92%
Fall 2014	128,042	-1.34%	9,470	4.78%	7.40%	2,603	4.29%	27.49%	-0.13	2.03%
Fall 2015	123,775	-3.33%	9,345	-1.32%	7.55%	2,365	-9.14%	25.31%	-2.18	1.91%
Fall 2016	125,051	1.03%	8,915	-4.60%	7.13%	2,137	-9.64%	23.97%	-1.34	1.71%
Fall 2017	125,505	0.36%	10,894	22.20%	8.68%	2,242	4.91%	20.58%	-3.39	1.79%
Fall 2018	125,746	0.19%	10,383	-4.69%	8.26%	1,918	-14.45%	18.47%	-2.11	1.53%
Fall 2019	125,611	-0.11%	11,035	6.28%	8.79%	1,738	-9.38%	15.75%	-2.72	1.38%
Fall 2020	123,008	-2.07%	9,271	-15.99%	7.54%	1,723	-0.86%	18.58%	2.83	1.40%
Fall 2021	124,365	1.10%	8,753	-5.59%	7.04%	1,580	-8.30%	18.05%	-0.53	1.27%
Implemented per-credit pricing.										

Appendix D: The yield from admit to enroll for our new resident freshmen students declined for all but one year since the implementation of the per-credit tuition in fall 2016.

Pennsylvania Freshman Admissions Funnel				
	Applications	Admits	Enrolled	Yield admit to Enrolled
Fall 2010	9637	7391	2,757	37.30%
Fall 2011	10064	7651	2,683	35.07%
Fall 2012	9730	7602	2,682	35.28%
Fall 2013	9038	7075	2,496	35.28%
Fall 2014	9470	7709	2,603	33.77%
Fall 2015	9345	7380	2,365	32.05%
Fall 2016	8915	7385	2,137	28.94%
Fall 2017	10894	7929	2,242	28.28%
Fall 2018	10383	8002	1,918	23.97%
Fall 2019	11035	8618	1,738	20.17%
Fall 2020	9271	7388	1,723	23.32%
Fall 2021	8753	7355	1,580	21.48%

Appendix E: Cohort retention to year 2 and persistence to years 3 and 4 have declined from the average of the three years (75.12% prior to the implementation of the per-credit tuition.

Pennsylvania Undergraduate Cohort Retention and Persistence			
Cohort	Year 2	Year 3	Year 4
	Year 2 (Fall 2014)	Year 3 (Fall 2015)	Year 4 (Fall 2016)
Fall 2013	74.77%	65.93%	61.62%
	Year 2 (Fall 2015)	Year 3 (Fall 2016)	Year 4 (Fall 2017)
Fall 2014	75.52%	63.24%	59.39%
<i>Difference (ppt)</i>	0.75	(2.69)	(2.23)
	Year 2 (Fall 2016)	Year 3 (Fall 2017)	Year 4 (Fall 2018)
Fall 2015	75.08%	65.41%	61.34%
<i>Difference (ppt)</i>	(0.44)	2.17	1.95
	Year 2 (Fall 2017)	Year 3 (Fall 2018)	Year 4 (Fall 2019)
Fall 2016	71.02%	61.18%	57.44%
<i>Difference (ppt)</i>	(4.06)	(4.23)	(3.90)
	Year 2 (Fall 2018)	Year 3 (Fall 2019)	Year 4 (Fall 2020)
Fall 2017	70.20%	60.53%	56.36%
<i>Difference (ppt)</i>	(0.82)	(0.65)	(1.08)
	Year 2 (Fall 2019)	Year 3 (Fall 2020)	Year 4 (Fall 2020)
Fall 2018*	71.85%	62.99%	56.62%
<i>Difference (ppt)</i>	1.65	2.46	0.26
	Year 2 (Fall 2020)	Year 3 (Fall 2021)	Year 4 (Fall 2022)
Fall 2019*	71.91%	59.83%	N/A
<i>Difference (ppt)</i>	0.06	(3.16)	N/A
	Year 2 (Fall 2021)	Year 3 (Fall 2022)	Year 4 (Fall 2023)
Fall 2020	71.29%	N/A	N/A
<i>Difference (ppt)</i>	(0.62)	N/A	N/A
*Preliminary year 3 for fall 2019 cohort and year 4 for fall 2018 cohort.			
Implemented per-credit pricing.			

Appendix F: The number and percentage of Fall Undergraduate In-State student who had a paid PELL Grant. The PELL Status was monitored to determine if the pilot was having an impact on students who had financial need.

Number and Percentage of Fall UG In-State Enrollment by Pell Status					
Fall Term	Pell Grant	Pell %	No Pell Grant	No Pell%	Total
2013	4357	38.93%	6836	61.07%	11193
2014	4334	39.66%	6594	60.34%	10928
2015	4149	39.82%	6271	60.18%	10420
2016	3788	39.21%	5873	60.79%	9661
2017	3653	39.38%	5623	60.62%	9276
2018	3201	37.97%	5230	62.03%	8431
2019	2937	38.21%	4749	61.79%	7686
2020	2673	36.70%	4611	63.30%	7284
2021	2474	37.15%	4186	62.85%	6660

Appendix G: The number and percentage of Fall Undergraduate In-State student by Race/Ethnicity. The diversity of student body was monitored to make sure the pilot did not have a negative impact on the student body.

Number and Percentage of Fall UG In-State Enrollment by Ethnicity Status					
Fall Term	Non Majority	Non Majority %	Majority	Majority%	Total
2013	1849	16.52%	9344	83.48%	11193
2014	2015	18.44%	8913	81.56%	10928
2015	2085	20.01%	8335	79.99%	10420
2016	2003	20.73%	7658	79.27%	9661
2017	1975	21.29%	7301	78.71%	9276
2018	1913	22.69%	6518	77.31%	8431
2019	1759	22.89%	5927	77.11%	7686
2020	1596	21.91%	5688	78.09%	7284
2021	1420	21.32%	5240	78.68%	6660

Appendix H: The following two charts show 1) IUP’s tuition, fees, room, and board compared to other PASSHE schools and 2) comparison of costs to non-PASSHE competitors.

CURRENT TUITION PRICE: Per-credit pricing at \$319/cr. (\$9,570/AY if 15 credits/term)						Difference: IUP Compared to Other PASSHE Schools				
University	Average Undergrad Tuition	Total Average UG Mandatory Fees	Most Common Room	Most Common Board	Total Average UG Student Costs	Avg UG Student Total Costs	Tuition Only	Total Avg UG Mandatory and Tech Fees	Room Only	Board Only
Bloomsburg	\$7,716	\$3,267	\$7,108	\$3,298	\$21,389	\$4,325	\$1,854	\$307	\$1,842	\$322
California	\$7,716	\$3,392	\$6,822	\$3,594	\$21,524	\$4,190	\$1,854	\$182	\$2,128	\$26
Cheyney	\$7,716	\$3,188	\$7,148	\$3,954	\$22,006	\$3,708	\$1,854	\$386	\$1,802	-\$334
Clarion	\$7,716	\$3,457	\$7,570	\$4,340	\$23,083	\$2,630	\$1,854	\$116	\$1,380	-\$720
East Stroudsburg	\$8,288	\$2,971	\$8,000	\$3,080	\$22,339	\$3,375	\$1,282	\$603	\$950	\$540
Edinboro	\$7,716	\$2,827	\$6,660	\$3,260	\$20,463	\$5,250	\$1,854	\$746	\$2,290	\$360
Indiana (CURRENT PRICING)	\$9,570	\$3,574	\$8,950	\$3,620	\$25,714	\$0	\$0	\$0	\$0	\$0
Kutztown	\$7,716	\$3,346	\$6,740	\$4,090	\$21,892	\$3,822	\$1,854	\$228	\$2,210	-\$470
Lock Haven	\$7,716	\$3,162	\$6,540	\$3,828	\$21,246	\$4,468	\$1,854	\$412	\$2,410	-\$208
Mansfield	\$7,716	\$2,966	\$8,750	\$3,668	\$23,100	\$2,614	\$1,854	\$608	\$200	-\$48
Millersville	\$9,570	\$2,686	\$8,080	\$4,200	\$24,536	\$1,178	\$0	\$888	\$870	-\$580
Shippensburg	\$9,570	\$3,824	\$7,670	\$3,532	\$24,596	\$1,118	\$0	-\$250	\$1,280	\$88
Slippery Rock	\$7,716	\$2,791	\$6,876	\$3,392	\$20,775	\$4,939	\$1,854	\$783	\$2,074	\$228
West Chester	\$7,716	\$2,707	\$5,794	\$2,978	\$19,195	\$6,519	\$1,854	\$867	\$3,156	\$642
(with IUP)	\$8,154	\$3,154	\$7,336	\$3,631	\$22,276					
System Average (without IUP) :	\$8,045	\$3,122	\$7,212	\$3,632	\$22,011					

Note: Rates are calculated at 30 credits per year.

University Tuition, fees, room, and board				Difference: IUP Compared to Other Schools		
University	Average Undergrad Tuition & Fees	Room/Board	Total Average UG Student Costs	Avg UG Student Total Costs	Tuition & Fees Only	IUP Diff: Room and Board Only
IUP (CURRENT PRICING)	\$13,144	\$12,570	\$25,714			
Penn State-Main	\$18,898	\$12,318	\$31,216	-\$5,502	-\$5,754	\$252
Penn State-Regional	\$15,586	\$12,318	\$27,904	-\$2,190	-\$2,442	\$252
University of Pgh-Main*	\$20,362	\$12,044	\$32,406	-\$6,692	-\$7,218	\$526
University of Pgh-Johnstown*	\$14,352	\$11,140	\$25,492	\$222	-\$1,208	\$1,430
Duquesne University	\$43,526	\$14,144	\$57,670	-\$31,956	-\$30,382	-\$1,574
Robert Morris University	\$32,770	\$12,320	\$45,090	-\$19,376	-\$19,626	\$250
West Virginia University (in state)	\$9,144	\$11,254	\$20,398	\$5,316	\$4,000	\$1,316
West Virginia University(out of state)	\$26,824	\$11,254	\$38,078	-\$12,364	-\$13,680	\$1,316
*College of Arts and Sciences						

Appendix I: Projected revenue based on the per-credit tuition pilot vs. potential revenue based on the board approved standard full-time tuition rate is outlined in this table. Please note that this estimate is conservative and does not take into account anticipated enrollment, FTE, and credit hour increases that could increase tuition revenue. IUP is assessing the scholarship awards and determining the balance of scholarship awards in relation to this tuition reduction, which could off set the potential tuition loss. Lastly, other strategies within the budget are being analyzed and considered for offsetting the potential tuition loss.

	Revenue based on the Per-Credit Tuition Pilot						
	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22
	No Pilot	Year 1 7% Discount	Year 2 4% Discount	Year 3 1% Discount	Year 4 1% Discount	Year 5 1% Discount	Year 6 1% Discount
Total In-State Undergraduate Revenue	\$ 73,687,884	\$ 77,701,480	\$ 78,607,260	\$ 75,182,823	\$ 68,112,738	\$ 64,024,947	\$ 58,373,398

	Revenue based on Full-Time Rate						
	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY2019-20	FY2020-21	FY2021-22
Total In-State Undergraduate Revenue	\$ 73,687,884	\$ 69,531,332	\$ 68,298,001	\$ 63,523,523	\$ 57,407,697	\$ 54,220,327	\$ 49,420,244

	Variance						
	Additional Gross Tuition Revenue resulting from the Per Credit Tuition Pilot	\$ -	\$ 8,170,148	\$ 10,309,259	\$ 11,659,300	\$ 10,705,041	\$ 9,804,620
In-State Undergraduate Full-Time Tuition Rate - Academic Year	\$ 7,060	\$ 7,238	\$ 7,492	\$ 7,716	\$ 7,716	\$ 7,716	\$ 7,716
Equivalent Full-Time Enrollment Needed to Produce Additional Tuition Revenue resulting from the Pilot	-	1,129	1,376	1,511	1,387	1,271	1,160

Appendix J: The average number of credits completed and percentage of students completing 30 credits in a year. The information indicates a lower percentage of students were completing 30 credits within a year. The information point to a loner time to degree completion.

UG INSTATE ONLY Average Number of Credits and Percentage of Students			
Fiscal Year	Average Completed Credits	Percentage Completing 30 or more Credits	Number of Unduplicated Students
1617	26.1	50.6%	10687
1718	25.0	50.5%	10183
1819	25.7	48.7%	9268
1920	25.5	48.0%	8448
2021	25.4	46.2%	7963

Appendix K: The Total number of winter and summer credits compared to the fall credits. An intend outcome of the pilot was to increase credit production in both winter and summer. In nearly every year winter and summer credits have been less than the previous years.

Freeze Term	Fall Head Count	Fall Credits	Winter Term	Total Winter Credits	Percentage of Winter Credits Compared to Fall Credits	Summer Term	Total Summer Credits	Percentage of Summer Credits Compared to Fall Credits
Fall 2010	10951	161060	2010-11	4998	3.10%	2011	23063.5	14.32%
Fall 2011	11026	162260	2011-12	5484	3.38%	2012	20883.5	12.87%
Fall 2012	10993	161477	2012-13	6082	3.77%	2013	19052.5	11.80%
Fall 2013	10503	155269	2013-14	5861	3.77%	2014	18768.5	12.09%
Fall 2014	10234	150996	2014-15	5773	3.82%	2015	18041	11.95%
Fall 2015	9724	144059	2015-16	5915.5	4.11%	2016	16894	11.73%
Fall 2016	8949	131297	2016-17	5683.5	4.33%	2017	16067	12.24%
Fall 2017	8560	125577	2017-18	6200.5	4.94%	2018	13961	11.12%
Fall 2018	7697	113080	2018-19	5115.5	4.52%	2019	12874	11.38%
Fall 2019	6946	101986	2019-20	4114	4.03%	2020	11476.5	11.25%
Fall 2020	6517	94967	2020-21	3752.5	3.95%	2021	10507.5	11.06%
Implemented per-credit pricing.								

Appendix L: The number and percentage of Undergraduate In-State non transfer students who transferred credits into IUP from other institutions. An unintended consequence it seems is students transferred in a higher number and larger percentage of credits from other institutions.

IUP Undergraduate Students Transferring Credits From Other Institutions									
Academic Year	PA Resident Headcount	PA Resident Transfer Credits	Average Credits per Students	Non-PA Resident Headcount	Non-PA Resident Transfer Credits	Total Transfer Headcount	Total Transfer Credits	Total PA UG Enrollment	% of PA UG Students Transferring Credits back to IUP
2013-2014	711	5,483.77	7.71	72	671.25	783	6,155.02	10,503	6.77%
2014-2015	724	6,124.70	8.46	72	714.00	796	6,838.70	10,229	7.08%
2015-2016	772	6,331.73	8.2	73	464.67	845	6,796.40	9,724	7.94%
2016-2017	774	6,483.54	8.38	83	737.00	857	7,220.54	8,946	8.65%
2017-2018	734	7,265.48	9.9	60	557.68	794	7,823.16	8,560	8.57%
2018-2019	696	6,165.37	8.86	56	553.00	752	6,718.37	7,693	9.05%
2019-2020	726	7,385.87	10.17	52	670.50	778	8,056.37	6,946	10.45%
2020-2021	682	7,321.17	10.73	43	637.00	725	7,958.17	6,517	10.46%
Implemented per-credit pricing.									



Suspension of Warrior Promise Guaranteed Tuition Rate Program

University Name:	East Stroudsburg University
Brief Title of Proposal:	Suspension of Warrior Promise Guaranteed Tuition Program Pilot
Effective Date:	Fall 2022 Semester
Date Submitted:	February 23, 2022
Date Reviewed by Council of Trustees:	February 17, 2022
Contact: Name Email Phone number	Donna Bulzoni dbulzoni@esu.edu 570-422-3117

I. Background of the Warrior Promise Guaranteed Tuition Rate Program Pilot

The Warrior Promise Guaranteed Tuition Rate program was designed to:

- address the public’s desire for pricing predictability and transparency
- provide a degree of affordability with the certainty that tuition will not rise
- reduce financial obstacles to student progression and graduation, helping students succeed
- provide students and their families greater ability for financial planning

The guaranteed tuition program was implemented during a time of rising tuition rates with undergraduate in-state tuition rates having increased each of the five years prior to its implementation at an average of 3.1 percent. The program was intended to help students and their families better plan for the cost of earning a degree at East Stroudsburg University by eliminating the major factor of financial uncertainty; parents and students knowing the tuition rate will not increase.

The tuition rate for the first cohort of the program was set based on the System’s standard tuition rate, projections for the following three years based on the most current five-year average change in the System’s standard tuition rate at that time, plus an additional annual adjustment of 1 percent for institutional financial aid. These calculated rates were averaged together for one annual tuition rate to be paid for the next four years. Based on this calculation, the fall 2018 cohort rate was set at 7.4 percent above the System’s 2018/19 standard rate. The tuition rate for each new cohort was to be changed by the same percentage change approved for the System’s standard undergraduate in-state tuition rate for the upcoming year. When tuition rates are increasing, this would result in the cohort’s tuition rate being slightly more than the System’s standard rate in the first three years and slightly lower than the System’s standard rate in the last year of the guarantee period. However, in the years since the

university introduced the Warrior Promise Guaranteed Tuition Program, the Board of Governors took the historic step of freezing tuition, changing the primary premises on which the program was based; college affordability and rising tuition costs. With tuition being frozen by the Board, students in the program are paying an overall higher tuition rate than students attending sister institutions in the System who pay the Board of Governors' approved rate.

II. Overview of Requested Change.

East Stroudsburg University seeks to suspend its four-year undergraduate guaranteed tuition rate pilot program, the Warrior Promise, and return to Board approved undergraduate tuition rates. This suspension will apply to all main campus full- and part-time undergraduate students, regardless of residency. Additionally, the fees charged to new undergraduate students which are linked to tuition would be based on Board-approved undergraduate tuition rates. Current students in a Warrior Promise cohort will be given the opportunity to remain in the program or revert to the Board-established rate, effective fall 2022. For those students that choose to remain in the program, any additional credits taken beyond their four guaranteed tuition rate academic years will be at the Board approved rates at that time. The additional 1 percent increase added to the tuition rate under the pilot program dedicated to institutional-based financial aid will continue in an effort to maintain access for returning students in the program.

III. Evidence of capability and capacity to administer program.

The Warrior Promise Guaranteed Tuition Program required each incoming student be maintained in a cohort to ensure his or her tuition rate remained unchanged for four academic years. Returning to the approved Board of Governors' undergraduate tuition rate would eliminate the need to maintain cohorts and, thus, simplify the student billing process and relieve this administrative burden.

IV. Cost/benefit analysis.

At the time the university implemented the pilot program, it believed the positive factors, such as improved long-term financial planning for students and increased student success through graduation, would distinguish East Stroudsburg University and have a positive impact on enrollment demand.

However, the Board of Governors' historic action of freezing tuition after the program was implemented resulted in students in the Warrior Promise Guaranteed Tuition Program paying an overall higher tuition rate than students attending sister institutions in the System who pay the Board of Governors' approved rate.

To follow is a comparison of the rates under the Warrior Promise vs. the Board approved rates.

Undergraduate In-State Tuition Rate							
Fiscal Year	Warrior Promise		Board Approved		Warrior Promise vs Board Approved per Year	% Increase in Board Approved Rate	% Difference Between Warrior Promise & Board Approved Rate
	Per Credit	Per Year	Per Credit	Per Year			
2013-14			\$276	\$6,622			
2014-15			\$284	\$6,820		2.99%	
2015-16			\$294	\$7,060		3.52%	
2016-17			\$302	\$7,238		2.52%	
2017-18			\$312	\$7,492		3.51%	
2018-19	\$345	\$8,288	\$322	\$7,716	\$572	2.99%	7.4%
2019-20	\$345	\$8,288	\$322	\$7,716	\$572	0.00%	7.4%
2020-21	\$345	\$8,288	\$322	\$7,716	\$572	0.00%	7.4%
2021-22	\$345	\$8,288	\$322	\$7,716	\$572	0.00%	7.4%

V. Experience of other universities, as applicable.

Over the past decade, several colleges, universities and systems have introduced various forms of fixed tuition programs. A review of the various programs shows mixed success, as was the case when ESU initiated its program. Examples of institutions who ended their fixed tuition programs include George Washington University which ended its fixed tuition for undergraduate on-campus students starting fall 2020, Huntingdon College which ended theirs after the spring 2019 semester, and Northwestern College in Iowa which ended theirs after four years. The university has concluded the concept of stability and predictability remains a viable factor in college recruitment, but it must be balanced against other conditions.