

# Board of Governors Meeting

October 2022



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education



# Board of Governors Meeting

October 20, 2022  
PennWest California

- 9:00 a.m.**
1. Roll call
  2. Pledge of allegiance
  3. Remarks by the Chair
  4. Public comment
  5. Remarks by PACT president
  6. Remarks by union leaders
  7. Consent agenda (page 4)  
(These items will be considered in one motion unless a member requests an item be removed for individual consideration)
    - a. Meeting minutes
  8. Remarks by the Chancellor
  9. University Success Committee
    - a. 2023-24 appropriations request (page 9)
    - b. 2022-23 Capital Spending Plan and Capital Budget Authorization request (page 22)
  10. Governance & Leadership Committee
    - a. Student trustee appointments (page 26)
    - b. Presidential appointment extensions (page 40)
  11. Climate survey update
  12. Board consideration
    - a. Approval of committee actions
    - b. Resolution(s) of the Board
  13. Other business
  14. Adjournment

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

# CONSENT AGENDA



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

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

**Meeting Minutes  
Draft for Approval**

293<sup>rd</sup> Meeting

Thursday, July 21, 2022

9:00 a.m.

PHEAA 1200 N. 7th Street, Harrisburg, PA 17102

**ATTENDING**

|                                 |                               |
|---------------------------------|-------------------------------|
| Robert W. Bogle                 | Senator Judith L. Schwank     |
| Representative Tim Briggs       | Cynthia D. Shapira (Chair)    |
| William A. Gindlesperger        | Larry C. Skinner (Vice Chair) |
| Tara Williams (for Gov. Wolf)   | Samuel H. Smith (Vice Chair)  |
| Senator Scott Martin            | Skylar Walder                 |
| Kim McCurdy (Secretary Hagarty) | Neil R. Weaver                |
| Representative Brad Roae        | Janet L. Yeomans              |

Also in attendance was (non-voting) Board Faculty Liaison, Amanda Morris.

Chair Cindy Shapira called the meeting to order at 9:00 a.m.

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

**CHAIR'S REMARKS** (Full Remarks in video archive)

Chair Shapira welcomed new student Board member Abigail Hancox and new faculty liaison Dr. Amanda Morris, who each offered a few remarks of appreciation for their appointments. Chair Shapira extended thanks to the Governor, Legislators, and university and system leaders who worked hard to secure the historic level of funding for higher education, which will aid in the implementation of Phase 3 of System Redesign.

**PUBLIC COMMENT** (Full Remarks in video archive)

Nick Marcil provided public comment.

**REMARKS BY UNION LEADERS** (Full Remarks in video archive)

APSCUF President – Dr. Kenneth Mash

**REMARKS BY PACT** (Full Remarks in video archive)

Dr. Rich Frerichs, PACT 1<sup>st</sup> Vice President, offered remarks on behalf of PACT President, Milissa Bauer.

**RECOGNITION** (Full Remarks in video archive)

Chair Shapira introduced Patricia Kunkle, VP of Membership Experience, Association of Governing Boards of Universities and Colleges (AGB). Ms. Kunkel offered remarks and presented the 2022 John W. Nason Award for Board Leadership to the Board of Governors of the Pennsylvania's State System of Higher Education.

## **CONSENT AGENDA**

Chair Shapira moved that the Consent Agenda be approved as presented:

- Meeting Minutes April 14, 2022
- Meeting Minutes May 6, 2022
- Meeting Minutes June 15, 2022
- Revisions to Board of Governors Policies 1994-01-A and 2000-02-A
- Reappointment of student trustees at integrated universities
- Board of Governors Standing Committee Assignments

Voice Vote. No opposition. The motion passed unanimously.

## **CHANCELLOR'S REMARKS** (Full remarks in video archive)

Chancellor Greenstein extended thanks to the Governor, Legislators, colleagues, and other university and system leaders who worked hard to secure the historic level of funding for higher education, which will aid in the implementation of Phase 3 of System redesign, instill confidence with higher education partners, and meet system priorities and goals. Chancellor Greenstein also provided an overview of the 2025 System Priorities and Goals with 2022-23 objectives.

## **BOARD CONSIDERATION** (Full remarks in video archive)

Chair Shapira reviewed the action items for Board consideration today:

- Fiscal Year 2022-23 Educational & General Appropriation Allocation - reviewed by Sharon Minnich, Executive Vice Chancellor, State System
- Allocation of Coronavirus State Fiscal Recovery Funds - Informational reviewed by Sharon Minnich, Executive Vice Chancellor, State System
- Ratification of various union side letters – APSCUF FACULTY, APSCUF COACHES OPEIU, POA, SPFPA, PDA and AFSCME, reviewed by Brian Mbuu, Assistant Vice Chancellor for Labor Relations, State System
- Election of Board of Governors officers, presented by Governor Jan Yeomans
- Resolution honoring service to the State System – Andrew C. Lehman, former Chief Counsel for the State System

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD OF GOVERNORS' APPROVE THE ALLOCATION OF FUNDS FROM THE SYSTEM'S FISCAL YEAR 2022-23 EDUCATIONAL AND GENERAL APPROPRIATION AS REFLECTED IN ATTACHMENT 1.**

Voice Vote. No opposition. The motion passed.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD OF GOVERNORS' RATIFY THE TENTATIVE AGREEMENT SIDE LETTERS AND AUTHORIZE THE CHANCELLOR TO EXECUTE THE APPROPRIATE DOCUMENTS.**

Voice Vote. No opposition. The motion passed.

**MOTION: GOVERNOR YEOMANS MOVED THAT THE OFFICERS FOR THE BOARD OF GOVERNORS FOR THE 2022—2023 YEAR BE AS FOLLOWS:**

- CHAIR: CYNTHIA SHAPIRA
- 1<sup>ST</sup> VICE CHAIR: DAVID MASER
- 2<sup>ND</sup> VICE CHAIR SAM SMITH

Hearing no other nominations for officers, a voice vote was conducted. The motion passed. No opposition.

**RESOLUTION** (Full remarks in video archive)

Chair Shapira presented a resolution honoring the contributions and accomplishments of Andrew C. Lehman, former Chief Counsel for the State System, who moved into the role of Chief of Staff at the West Chester University of Pennsylvania. The resolution was approved by acclamation of the Board.

For the record, Chair Shapira noted that the Board met in executive session Wednesday, July 20, 2022 from 12:00 Noon – 1:00 p.m. to discuss legal and personnel matters.

**ADJOURNMENT**

The meeting adjourned at 10:45 a.m.

**ATTEST:**

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Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting July 2022 - YouTube](#)



# UNIVERSITY SUCCESS COMMITTEE



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education



## University Success Committee Meeting

October 20, 2022

**SUBJECT:** Fiscal Year 2023-24 Educational and General Appropriation Request (ACTION)

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### UNIVERSITIES AFFECTED: All

**BACKGROUND:** As part of System Redesign, the System has created a comprehensive, strategic planning toolset that aligns multiyear System and university goals, net price strategies, budgets, and academic planning to ensure results and underpin individual and institutional accountability and sustainability. The Comprehensive Planning Process (CPP) streamlined the work performed by the universities, supports Systemwide planning cycles, including the appropriations request process, and aligns to the Board's University Financial Sustainability Policy.

Educational and General (E&G) projections for FY 2022-23, 2023-24 and 2024-25 have been developed through this year's CPP process to support the ongoing operations of State System universities based upon the most accurate information available. As part of University Financial Sustainability Policy requirements, universities have engaged in a variety of cost cutting measures. In combination with these measures, universities are also focused on student affordability as evidenced by the Board's actions to freeze tuition and the universities' actions to increase direct student aid.

As part of last year's appropriation request to the Governor and General Assembly, the System received a historic increase in its FY 2022-23 appropriations to \$552.5M. The System is thankful for the receipt of this increase and continues to focus on sustainable operations and serving students. Given the historic increase, the request for FY 2023-24 is aligned with an inflationary increase.

The System is supportive of the Commonwealth's efforts to improve higher education within the Commonwealth, specifically funding direct support to students focused on programs aligned to high demand workforce. We look forward to additional collaboration on long-term strategies for sustainability for our System and the students we serve.

Consistent with Act 188, as amended, the Board of Governors approves the universities' FY 2022-23 annual operating budgets and the appropriation request. The System's projections for FY 2023-24 and FY 2024-25 are also provided in the attachments.

### **DRAFT MOTION:** That the Board of Governors approves:

1. The fiscal year 2022-23 E&G annual operating budgets for the State System universities and Office of the Chancellor, reflected in Attachment 1.
2. A fiscal year 2023-24 E&G appropriation request of \$573,464,000.
3. Additional line item new funding of \$XXXM to be distributed by the System to the universities according to the number of enrollments necessary to produce graduates entering into high demand workforce needs in the commonwealth. The majority of funding would be used by the universities to provide aid directly students enrolled in these programs.

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**Supporting Documents Included:** Attachment 1, Fiscal Year 2022-23 Educational and General Budgets for State System Entities; Attachment 2, Fiscal Year 2023-24 Educational and General (E&G) Appropriation Request Overview; Fiscal Year 2023-24 and 2024-25 Education and General Projections

**Other Supporting Documents Available:** n/a

**Prepared by:** Molly Mercer

**Email:** [mmercerc@passhe.edu](mailto:mmercerc@passhe.edu)

**Attachment 1**  
**Fiscal Year 2022-23 Educational and General Budgets**  
**for State System Entities**  
*As of October 20, 2022*

As part of System Redesign, the System has created a multiyear planning process that integrates academic program planning, university goals and the strategies to achieve them, and the financial projections to support programs, goals, and sustainability. This integrated approach allows the System and universities to clearly articulate the objectives and strategies aligned to Board-affirmed metrics, to allow visibility into implementation and progress toward those objectives, and to inform accountability to align with the University Sustainability Policy. This information is also utilized, in part, to inform and provide context for academic planning and budgeting, and to support the Commonwealth's annual appropriations request process.

The following information, provided through this year's Comprehensive Planning Process (CPP), supports the Board of Governors' fiduciary responsibilities. In accordance with Act 188 of 1982, the Board of Governors approves the current fiscal year (FY 2022-23) Educational and General (E&G) budgets of the universities and the Office of the Chancellor as the basis for the development of the System's FY 2023-24 E&G appropriation request.

The implementation of the CPP reflects the establishment of several recent System procedures/standards and definitions to ensure the consistent application of terms, guidelines, and expectations by all universities to result in reliable, consistent, and realistic projections. This new budget and planning process provides for more consistent alignment of operating and plant funds, a greater focus on the dependencies between the E&G and Auxiliary Enterprises, clarity in employee complement reporting, and a focus on ongoing financial sustainability.

E&G budgets support ongoing general academic, administrative, and physical operations including use of institutional aid to students. Restricted (sponsored programs and most external financial aid) and auxiliary (dining, housing, recreation centers, and student centers) activities are excluded. University budgets vary from one another due to the unique nature of each university's enrollment, employee complement, instructional offerings, physical plant, and strategic direction.

Below are explanations of the enrollment, revenue, and expenditure expectations for System universities and the System Office for FY 2022-23, as submitted by the universities in September 2022. University budgets were developed in consultation with key university constituencies. Projections are primarily financial; however, data components which impact financials also include enrollment, workforce, and Board-affirmed metrics. A summary for each entity is provided in Table 1 at the end of this overview.

## Fiscal Year 2022-23 Highlights

The fiscal year 2022-23 budget reflects the impact of a series of actions that have been adopted by universities to address their financial sustainability, as well as continuing to navigate enrollment fluctuations brought about by the pandemic.

Overall Fall 2022 enrollment levels have dropped lower than in the most recent years, with an overall headcount loss of 4.6 percent, with the highest declines concentrated in graduate enrollment. However, new students have grown by 7 percent from the prior year; this is the first year of growth in new students since 2009. The trend in new students is a key element of future stability in the System and reflects positive momentum in enrollment patterns.

The fiscal 22-23 year reflects a full resumption of university operations following the past several years where the pandemic impacted portions of activity on-campus that led to sizeable revenue losses or increased costs. Pandemic relief funds were issued to universities that helped mitigate their lost revenue and added Covid expenses but did not fully address the impacts of the pandemic.

In addition to higher education Covid relief funds that universities received to offset their losses over the past three years, in FY 2021-22, the Commonwealth appropriated \$50 million in one-time funding to the State System from the American Rescue Plan's Coronavirus State and Local Fiscal Recovery Funds (CSFRF). These funds are reflected as FY 2021-22 revenue and are being used to support universities in various initiatives with one-time expenditures (e.g., university integrations; implementation of a new student information system; and projects related to student success, diversity, equity, and inclusion, and workforce development; debt relief; and support for universities as they transition to sustainable operations). In FY 2022-203, the State System universities received another \$125 million from the American Rescue Plan's CSFRF; these one-time funds will be used to fund key priority areas, in accordance with regulations outlined in the CSFRF guidelines. The \$125 million one-time federal allotments are generally not yet incorporated in the FY 2022-23 projections, as determinations on their usage and associated compliance are still ongoing.

### Revenue/Sources

**Tuition**—At its April 2022 meeting, the Board of Governors froze tuition for FY 2022-23 (the fourth year in a row), recognizing the importance of affordability to student success. FY 2022-23 tuition revenue projections reflect the impact of changes in enrollment, two universities moving from a per-credit tuition model for undergraduate students to the System's standard tuition model, and one university moving from a slightly higher four-year guaranteed tuition rate to the System's standard tuition model. Most System universities—like others in Pennsylvania—continue to experience declines in annualized full-time equivalent (FTE) enrollment with a corresponding adverse effect on tuition and fee revenues. The decline experienced in FY 2022-23 is an annualized student FTE drop of 3.2 percent or 2,589 students. The experience with enrollment varies by university and across undergraduate and graduate student populations. As a result, System-wide, tuition revenue is expected to decrease \$37.7 million, or 5.0 percent.

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

Also included in this revenue category is the Technology Tuition Fee, set by the Board of Governors, which is budgeted to generate \$42.8 million in revenue for instructional technology purposes. All fee revenue reflects the combined impact of enrollment changes. University fee practices vary significantly, with the overall E&G fee revenue of \$192.5 million increasing by \$0.8 million or 0.4 percent from the prior year.

**State Appropriation**—The System’s FY 2022-23 E&G appropriation includes an historic increase of almost 16 percent, or \$75 million, at \$552.5 million. The university allocations also include the impact of implementing a new state appropriation allocation formula, which was approved by the Board of Governors in July 2022. The availability of one-time funds provided the opportunity to address the transition to this new formula model, ensuring that each university would receive at least the amount of state appropriations projected to receive prior to implementation of the new formula.

**All Other Revenue**—FY 2021-22 included \$46.2 million in Higher Education Emergency Relief Funds (HEERF) awards, \$50 million in one-time CSFRF, and reimbursements for certain one-time projects. To ensure compliance with all federal rules and regulations, guidelines for use of the \$125 million in one-time CSFRF universities received in July 2022 are still in development; therefore, these funds have been generally excluded from all CPP projections.

Additionally, this category includes unrestricted gifts, contracts, and grants; investment income; educational fees for noncredit activity; parking and library fines; corrections from prior years; and other miscellaneous revenue sources. Activities generating these revenues vary widely by university and most universities do not anticipate increases and/or continuation of certain miscellaneous revenue sources, and limit expenditures supported by these specific revenue streams in their budget estimates accordingly.

### **Expenditures/Transfers**

**Compensation**— Universities estimate budgeted FTE positions based upon anticipated filled positions, taking into consideration retirements, vacancies, enrollment changes, programmatic requirements, efficiency and productivity efforts, and regular annual turnover in employee complement. Universities review all vacated positions to determine if they must be refilled, eliminated, or repurposed to meet a more critical function. System universities are continuing to evaluate positions in FY 2022-23, assisted in part by the System’s Enhanced Sick Leave Program (ESLP) that was offered over the past few years. In total (net of turnover), 9,081 E&G FTE positions are budgeted for FY 2022-23. FY 2022-23 reflects the continued actions by universities to align their expenses to their revenue and follows E&G employee decreases of 494 FTE in FY 2021-22 and a total decline of 13.2 percent or 1,387 E&G positions since FY 2018-19.

**Salaries and Wages**— Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year, and the current pay requirements for each employee group. These rates include compensation adjustments for all employee groups, as required in existing collective bargaining agreements, and in accordance with previous actions by the Board of Governors.

Pay rate increases range among employee groups but average approximately 4 percent for FY 2022-23 and will be partially offset by a decrease in leave payouts. FY 2021-22 reflected higher than normal leave payouts associated with employees taking advantage of the ESLP, as well as reductions in employee FTE.

Collectively, these changes result in an overall increase in E&G salary and wage expenditures of \$3.7 million or 0.5 percent in FY 2022-23, as compared to the prior year.

**Benefits**—The vast majority of System employees are enrolled in either the System’s healthcare program or the Commonwealth’s Pennsylvania Employees Benefit Trust Fund (PEBTF) program for health benefits. Recent plan changes helped to reduce the System’s healthcare costs over the last several years. In FY 2022-23, the System’s plan experienced an overall rate increase of approximately 6.0-8.0 percent; the PEBTF rates increased 3.28 percent. Commonwealth retiree healthcare rates are set by the Commonwealth and have fluctuated significantly during the pandemic and remained steady for FY 2022-23, while the System’s retiree rates increased 9.2 percent.

The most common employer contribution rates for the State Employees' Retirement System (SERS) and Public-School Employees' Retirement System (PSERS), in which approximately half of the System's eligible employees participate, increased approximately 3.6 percent and 0.9 percent, respectively. In total, employee benefits expenses are projected to increase 4.0 percent due to the rate increases.

**Student Financial Aid**—Given the emphasis on affordability, retention, enrollment management, and the net price to the student, E&G expenditures for student financial aid are reflected as a separate category in the budget summary. In FY2022-23, the use of institutional unrestricted resources for student aid will increase \$11.4 million, or 11.6 percent, as compared to the prior year. A portion of aid for the years presented has been funded through one-time federal student success funds.

The growth in institutional aid has been a trend for several years and the FY 2022-23 budget reflects growth of \$46.9 million or 74 percent since FY 2018-19.

**Other Services and Supplies**—Expenditures in this category support all day-to-day university operations, including utilities; professional services; teaching, office, and custodial supplies; travel; subscriptions and memberships; postage; and noncapital equipment. Costs in several commodity areas were contained through Systemwide strategically sourced procurements. In addition, universities routinely purchase products and services under Commonwealth and other governmental contracts to reduce costs. During FY 2022-23, other services and supplies expenditures are expected to increase \$24.6 million, or 8.7 percent, in total. Much of this increase is associated with 1) increased costs to acquire fossil fuels 2) overall inflationary increases and 3) expenditures related to the one-time CSFRF funds received in FY 2021-22. These projects may take several years to implement, and the expenditures may be experienced in FY 2022-23 and beyond.

**Capital Expenditures and Debt Principal Payments**—Included in this category are purchases of items such as equipment, furniture, and library materials, as well as land and building improvements that have a useful life that is depreciated over time. The System budgets these expenditures on a cash basis, rather than budgeting depreciation. University capital expenditures vary widely from year to year. Please note: Commonwealth capital funding provided for projects listed in the System's Five-Year Capital Plan are not reflected in the System's revenue or expenses. Debt Principal Payments includes all university principal debt payments owed for outstanding System bonds associated with university-funded E&G facility projects. Debt interest payments are contained in the Services and Supplies section.

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

**Revenues Less Expenditures and Transfers**—This item represents the annual financial plan's surplus or deficit—the difference between anticipated revenue and planned expenditures and transfers. A positive number reflects a surplus, which typically would result in a positive operating margin and increasing unrestricted net assets—both of which are Board-approved financial metrics. A negative number reflects a deficit, indicating that planned expenditures/transfers exceed anticipated revenue. It is important to note that a deficit may reflect the intended use of resources that had been saved over years for specific one-time strategic investments and are now being used for that intended purpose, such as funding start-up costs for new programs or major capital

equipment purchases. Universities have identified the planned use of their reserved funds to support these one-time strategic investments within the Supplemental Resources section noted below.

**Revenues & Use of Supplemental Resources/Adjustments Less Expenditures & Transfers—**

This item incorporates the results of Revenues Less Expenditures and Transfers and reserve funds that have been directed towards a one-time expenditure.

**Loans To/From Auxiliary Fund—**The enrollment challenges experienced by most universities in recent years, coupled with housing debt, are resulting in some critical financial challenges in Auxiliary Enterprises at certain universities. In limited circumstances, and in accordance with Board of Governors' Policy 2019-01: *University Financial Sustainability*, intra-university loans between the different unrestricted E&G and Auxiliary operations may be necessary.

**Unrestricted Net Assets and Cash, Estimated End of Year Balances—**The CPP financial model incorporates a multiyear approach to financial sustainability. Sound financial practice results in positive operating margins, where revenue exceeds expenditures and transfers, to create a financial position with net assets that may be used for reinvestment into the institution. Providing the available unrestricted net assets affords the reader an understanding of the university's ability to withstand year-to-year financial challenges, maintain its physical plant, and to invest in its future. When universities deplete unrestricted net assets, the availability of cash is critical for a university to maintain operations with its own resources. Based on the information provided, all universities will have enough of their own resources to meet their FY 2022-23 anticipated expenditures.



Fiscal Year 2022-23 Educational and General (E&G) Budget

Table 1

|   | Cheyney              | Commonwealth         | East Stroudsburg     | Indiana               | Kutztown             | Millersville         |
|---|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| Revenues  | FY 2022-23           | FY 2022-23           | FY 2022-23           | FY 2022-23            | FY 2022-23           | FY 2022-23           |
| Tuition   | \$5,640,339          | \$104,303,937        | \$44,354,018         | \$68,837,910          | \$60,595,427         | \$62,743,859         |
| Fees  | 1,902,373            | 28,692,690           | 10,790,253           | 23,111,333            | 16,371,432           | 13,266,683           |
| State Appropriation   | 19,378,060           | 84,635,284           | 39,903,481           | 56,895,233            | 46,728,601           | 42,325,025           |
| All Other Revenue   | 7,528,725            | 12,573,281           | 6,781,364            | 18,592,018            | 4,474,843            | 4,368,260            |
| <b>Total Revenues</b>   | <b>\$34,449,497</b>  | <b>\$230,205,192</b> | <b>\$101,829,116</b> | <b>\$167,436,494</b>  | <b>\$128,170,303</b> | <b>\$122,703,827</b> |
| <b>Expenditures</b>   |                      |                      |                      |                       |                      |                      |
| Compensation Summary:   |                      |                      |                      |                       |                      |                      |
| Salaries and Wages  | \$10,660,834         | \$117,624,461        | \$49,330,644         | \$82,595,508          | \$61,415,642         | \$64,623,155         |
| Benefits  | 4,487,021            | 59,286,371           | 21,822,866           | 41,158,050            | 30,290,650           | 30,581,933           |
| Subtotal, Compensation  | \$15,147,855         | \$176,910,832        | \$71,153,510         | \$123,753,558         | \$91,706,292         | \$95,205,088         |
| Student Financial Aid   | 683,245              | 17,191,906           | 9,337,660            | 21,303,066            | 12,123,330           | 3,688,880            |
| Other Services and Supplies   | 14,730,135           | 39,171,194           | 23,122,904           | 31,270,661            | 20,652,000           | 22,419,780           |
| Subtotal, Services and Supplies   | \$15,413,380         | \$56,363,100         | \$32,460,564         | \$52,573,727          | \$32,775,330         | \$26,108,660         |
| Capital Expenditures and Debt Principal Payments  | 2,197,582            | 4,252,704            | 2,771,137            | 3,385,392             | 2,238,401            | 2,174,528            |
| <b>Total Expenditures</b>   | <b>\$32,758,817</b>  | <b>\$237,526,636</b> | <b>\$106,385,211</b> | <b>\$179,712,677</b>  | <b>\$126,720,023</b> | <b>\$123,488,276</b> |
| <b>Revenues Less Expenditures</b>   | <b>\$1,690,680</b>   | <b>(\$7,321,444)</b> | <b>(\$4,556,095)</b> | <b>(\$12,276,183)</b> | <b>\$1,450,280</b>   | <b>(\$784,449)</b>   |
| Transfers to Plant Fund   | 2,300,000            | 0                    | 1,818,208            | 750,000               | 1,450,280            | 4,514,931            |
| <b>Expenditures and Transfers to Plant</b>  | <b>35,058,817</b>    | <b>237,526,636</b>   | <b>108,203,419</b>   | <b>180,462,677</b>    | <b>128,170,303</b>   | <b>128,003,207</b>   |
| <b>Revenues Less Expenditures and Transfers</b>   | <b>(\$609,320)</b>   | <b>(\$7,321,444)</b> | <b>(\$6,374,303)</b> | <b>(\$13,026,183)</b> | <b>\$0</b>           | <b>(\$5,299,380)</b> |
| <b>Supplemental Resources/Adjustments</b>   |                      |                      |                      |                       |                      |                      |
| Planned Use of Reserves for One-Time Needs/Strategic Initiatives                                | \$609,320            | \$1,882,616          | \$6,374,303          | \$0                   | \$1,274,413          | \$5,405,960          |
| <b>Revenues and Use of Supplemental Resources/Adjustments Less Expenditures &amp; Transfers</b> | <b>(\$0)</b>         | <b>(\$5,438,828)</b> | <b>\$0</b>           | <b>(\$13,026,183)</b> | <b>\$1,274,413</b>   | <b>\$106,580</b>     |
| Loans To/From Auxiliary Fund  | \$0                  | \$0                  | \$0                  | \$0                   | \$0                  | \$0                  |
| <b>Total E&amp;G/Plant Net Assets, Estimated End of Year Balance</b>                            | <b>(\$2,355,484)</b> | <b>\$66,334,682</b>  | <b>\$43,687,484</b>  | <b>\$67,103,071</b>   | <b>\$36,205,895</b>  | <b>\$35,177,773</b>  |
| <b>E&amp;G and Plant Cash, Estimated End of Year Balance</b>                                    | <b>\$5,990,908</b>   | <b>\$91,606,201</b>  | <b>\$50,938,782</b>  | <b>\$63,554,000</b>   | <b>\$51,611,142</b>  | <b>\$44,677,106</b>  |
| <b>Annualized FTE Enrollment</b>  |                      |                      |                      |                       |                      |                      |
| Undergraduate   | 664.00               | 10,469.55            | 4,267.57             | 6,526.39              | 5,981.53             | 5,326.25             |
| Graduate  | 0.00                 | 1,111.98             | 557.10               | 1,122.81              | 625.90               | 673.75               |
| <b>Total Annualized FTE Enrollment</b>  | <b>664.00</b>        | <b>11,581.53</b>     | <b>4,824.67</b>      | <b>7,649.20</b>       | <b>6,607.43</b>      | <b>6,000.00</b>      |
| <b>Annualized FTE E&amp;G Employees, Net of Turnover</b>  |                      |                      |                      |                       |                      |                      |
| Faculty   | 51.36                | 601.13               | 240.13               | 396.73                | 357.84               | 311.55               |
| Nonfaculty  | 67.96                | 807.15               | 351.82               | 493.30                | 316.37               | 431.33               |
| <b>Total Annualized FTE Budgeted Employees</b>  | <b>119.32</b>        | <b>1,408.28</b>      | <b>591.95</b>        | <b>890.03</b>         | <b>674.21</b>        | <b>742.88</b>        |

Fiscal Year 2022-23 Educational and General (E&G) Budget

Table 1, Continued

|   | Pennsylvania          |                      |                      |                      |                            |                           |
|---|-----------------------|----------------------|----------------------|----------------------|----------------------------|---------------------------|
|   | Western               | Shippensburg         | Slippery Rock        | West Chester         | System Office <sup>1</sup> | System Total <sup>2</sup> |
| Revenues  | FY 2022-23            | FY 2022-23           | FY 2022-23           | FY 2022-23           | FY 2022-23                 | FY 2022-23                |
| Tuition   | \$103,203,306         | \$46,107,006         | \$74,946,589         | \$153,108,628        | \$0                        | \$723,841,019             |
| Fees  | 28,756,238            | 11,864,785           | 17,810,679           | 39,940,258           | 0                          | 192,506,724               |
| State Appropriation   | 87,300,931            | 37,523,022           | 51,256,983           | 81,426,349           | 2,762,000                  | 552,470,000               |
| All Other Revenue   | 36,997,045            | 5,248,995            | 3,705,419            | 8,192,554            | 4,829,409                  | 113,523,216               |
| <b>Total Revenues</b>   | <b>\$256,257,520</b>  | <b>\$100,743,808</b> | <b>\$147,719,670</b> | <b>\$282,667,789</b> | <b>\$7,591,409</b>         | <b>\$1,582,340,959</b>    |
| <b>Expenditures</b>   |                       |                      |                      |                      |                            |                           |
| Compensation Summary:   |                       |                      |                      |                      |                            |                           |
| Salaries and Wages  | \$126,722,341         | \$54,047,772         | \$77,538,994         | \$147,854,949        | \$3,745,718                | \$796,346,782             |
| Benefits  | 61,511,931            | 25,109,086           | 35,343,830           | 64,800,341           | 1,384,568                  | 375,840,938               |
| Subtotal, Compensation  | \$188,234,272         | \$79,156,858         | \$112,882,824        | \$212,655,290        | \$5,130,286                | \$1,172,187,719           |
| Student Financial Aid   | 19,218,669            | 6,480,746            | 7,482,175            | 12,374,660           | 0                          | 109,884,337               |
| Other Services and Supplies   | 58,366,875            | 15,006,204           | 24,098,391           | 53,008,442           | 2,745,512                  | 307,686,136               |
| Subtotal, Services and Supplies   | \$77,585,544          | \$21,486,950         | \$31,580,566         | \$65,383,102         | \$2,745,512                | \$417,570,473             |
| Capital Expenditures and Debt Principal Payments  | 4,391,940             | 100,000              | 3,696,152            | 4,526,750            | 128,913                    | 29,863,500                |
| <b>Total Expenditures</b>   | <b>\$270,211,756</b>  | <b>\$100,743,808</b> | <b>\$148,159,542</b> | <b>\$282,565,142</b> | <b>\$8,004,711</b>         | <b>\$1,619,621,693</b>    |
| <b>Revenues Less Expenditures</b>   | <b>(\$13,954,236)</b> | <b>\$0</b>           | <b>(\$439,872)</b>   | <b>\$102,647</b>     | <b>(\$413,302)</b>         | <b>(\$37,280,733)</b>     |
| <b>Transfers to Plant Fund</b>  | 0                     | 0                    | 2,500,000            | 4,759,691            | (135,759)                  | 17,957,351                |
| <b>Expenditures and Transfers to Plant</b>  | 270,211,756           | 100,743,808          | 150,659,542          | 287,324,833          | 7,868,952                  | 1,637,579,044             |
| <b>Revenues Less Expenditures and Transfers</b>   | <b>(\$13,954,236)</b> | <b>\$0</b>           | <b>(\$2,939,872)</b> | <b>(\$4,657,044)</b> | <b>(\$277,543)</b>         | <b>(\$55,238,084)</b>     |
| <b>Supplemental Resources/Adjustments</b>   |                       |                      |                      |                      |                            |                           |
| Planned Use of Reserves for One-Time Needs/Strategic Initiatives                                | \$3,653,333           | \$0                  | \$3,013,823          | \$16,965,174         | \$50,000                   | \$39,447,368              |
| <b>Revenues and Use of Supplemental Resources/Adjustments Less Expenditures &amp; Transfers</b> | <b>(\$10,300,903)</b> | <b>\$0</b>           | <b>\$73,951</b>      | <b>\$12,308,130</b>  | <b>(\$227,543)</b>         | <b>(\$15,790,716)</b>     |
| <b>Loans To/From Auxiliary Fund</b>   | \$0                   | \$0                  | \$0                  | \$0                  | \$0                        | \$0                       |
| <b>Total E&amp;G/Plant Net Assets, Estimated End of Year Balance</b>                            | \$13,007,843          | \$12,870,344         | \$75,319,207         | \$77,652,688         | \$11,295,598               | \$439,582,082             |
| <b>E&amp;G and Plant Cash, Estimated End of Year Balance</b>                                    | \$31,073,835          | \$18,855,394         | \$95,337,399         | \$108,052,295        | \$10,799,933               | \$576,163,912             |
| <b>Annualized FTE Enrollment</b>  |                       |                      |                      |                      |                            |                           |
| Undergraduate   | 8,268.71              | 4,149.16             | 6,987.00             | 13,860.84            | 0.00                       | 66,501.00                 |
| Graduate  | 2,744.58              | 401.22               | 1,395.17             | 1,942.98             | 0.00                       | 10,575.49                 |
| <b>Total Annualized FTE Enrollment</b>  | <b>11,013.29</b>      | <b>4,550.38</b>      | <b>8,382.17</b>      | <b>15,803.82</b>     | <b>0.00</b>                | <b>77,076.48</b>          |
| <b>Annualized FTE E&amp;G Employees, Net of Turnover</b>  |                       |                      |                      |                      |                            |                           |
| Faculty   | 666.41                | 274.07               | 411.53               | 924.38               | 0.00                       | 4,235.12                  |
| Nonfaculty  | 760.33                | 272.35               | 437.61               | 750.91               | 23.16                      | 4,846.34                  |
| <b>Total Annualized FTE Budgeted Employees</b>  | <b>1,426.74</b>       | <b>546.42</b>        | <b>849.14</b>        | <b>1,675.29</b>      | <b>23.16</b>               | <b>9,081.46</b>           |

<sup>1</sup> One-half of One Percent Budget. <sup>2</sup> Includes Systemwide initiatives and shared service employees.

**Attachment 2**  
**Pennsylvania's State System of Higher Education**  
**Fiscal Year 2023-24 Educational and General (E&G)**  
**Appropriation Request Overview**  
*As of October 20, 2022*

**E&G Appropriation Request Highlights**

The System's fiscal year (FY) 2023-24 Educational and General (E&G) appropriation request reflects an appreciation of the historic increase the System received for FY 2022-23 and is aligned with the inflationary needs associated with operations. This request also builds upon the Commonwealth's commitment to funding higher education, while addressing real affordability constraints experienced by Pennsylvania's low- and middle-income students.

The request is built upon reliable and realistic budget information, reflective of our universities' significant efforts to improve their financial stability.

The request should:

- ✓ Assist universities addressing inflationary increases while focusing on sustainability and affordability
- ✓ Continue the focus on direct to student funding in high demand programs aligned to workforce needs
- ✓ Continue advocacy for universities in achieving sustainability and in supporting the students we serve

**Attachment 3**  
**Pennsylvania's State System of Higher Education**  
**Educational and General Budget (E&G) Projection Highlights**  
*As of October 20, 2022*

**Educational and General Highlights**

While the System is requesting an amount necessary to fund operations, the System's budget process for FY 2023-24 and 2024-25 is built upon conservative assumptions.

Projections for fiscal years 2023-24 and 2024-25 at Pennsylvania Western University are still under development and will be provided to the Board of Governors at a later date. Therefore, the narrative and Table 1 below do not contain any projection information for those years from Pennsylvania Western University (including the amount it received in state appropriations); all projections for these years only include information for nine universities and the System Office.

**FY 2023-24 Revenue Assumptions**

**Enrollment**—Estimates for a FY 2023-24 annualized FTE enrollment at nine universities are approximately 66,577.

**Tuition and Fees**—The System's FY 2023-24 tuition and fee revenues are estimated at rates that maintain the current level of affordability, which follows four consecutive years of a price freeze. The Board will set tuition for FY 2023-24 in April 2023.

**State Appropriation**—The state appropriation in Table 1 reflects an inflationary increase assumption of 2.0 percent over the current level of state appropriation.

**All Other Revenue**—Fiscal years 2021-22 and 2022-23 include HEERF awards universities used in support of E&G-related Covid-19 mitigation efforts and other one-time funding sources that will not continue in FY 2023-24.

**Expenditure Assumptions**

Projected expenditures reflect the cost to continue operations into the ensuing years for the anticipated enrollment, referred to as the "cost to carry" budget, coupled with continued university efforts to address the structural gap between revenues and expenses through strategic changes to their business model to ensure financial sustainability.

**Employee Complement**—The System has worked diligently in recent years to manage its human resources, filling only essential positions as they become vacant. Continuing to align human and fiscal resources remains a priority, as evidenced by the use of retirement incentive programs, efforts to eliminate redundancy through shared academic and administrative services, and a focus on increasing efficiency. In addition, the annual impact of normal employee turnover is applied to both employee complement and compensation cost estimates.

**Salaries and Wages**—Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year, and the projected pay and benefit rates provided. These rates include an assumption of a 2 percent increase for all collective bargaining units, based on historical averages, for all years beyond existing bargaining agreements; a similar adjustment is projected for non-represented employees. Salaries and wages, as well as associated benefits, are adjusted annually to reflect the historical savings due to employee turnover throughout the fiscal year.

**Employee Benefits**—Social security and retirement expenses are projected to change with salary/wage changes and assumed contribution rates. Approximately half of the System's employees have chosen one of the two primary Commonwealth pension programs—State Employees' Retirement System (SERS) and Public-School Employees' Retirement System (PSERS)—as their retirement vehicle. In accordance with Commonwealth budget guidelines, employer contribution rates for all participants in the SERS plans are projected to decrease approximately 1.1 percent; employer contribution rates for participants in the PSERS plans are projected to increase approximately 1.2 percent. Contribution rates for employees in the alternative retirement remain unchanged.

Of those employees who receive health benefits, approximately 65 percent are enrolled in the System's healthcare program. The employer share of healthcare rates for active and annuitant employees within the System-managed programs is projected to increase an average of 7.0 percent next year for employees and retirees, based upon a combination of national trends, the System's healthcare experience, participation in the wellness program, and the anticipated change in complement. The remaining 35 percent of System employees receive healthcare through the Pennsylvania Employees Benefit Trust Fund (PEBTF). The Commonwealth budget guidelines include a 3.5 percent increase in the FY 2023-24 employer contribution rates, and contribution rates for the Commonwealth's retiree healthcare program are projected to increase more than double for FY 2023-24, returning to the rates charged in FY 2018-19.

**Student Financial Aid**—In April 2019, the Board of Governors approved a new framework for pricing that focuses on the net price to the student to ensure affordability. These actions, building upon existing university practices, support the use of institutional financial aid to reduce financial barriers to higher education. Given the growing emphasis on affordability, access, retention, enrollment management, and the net price to the student, growth has occurred (and will continue) in the use of institutional unrestricted resources and additional state appropriations for student aid.

**All Other Basic Operating Expenditures**—Universities continue to limit nonmandatory spending and seek further efficiencies through strategic sourcing. In addition, estimates are lower than the FY 2022-23 year where certain expenses still reflected costs associated with the response to the pandemic. Anticipated expenditures for utilities and all other services, supplies, and materials are expected to decrease for FY 2023-24 as they return to pre-pandemic levels and include an assumption of lower levels of inflation.

**Capital Expenditures and Debt Principal Payments**—Included in this category are purchases of items such as equipment, furniture, and library materials, as well as land and building improvements that have a useful life that is depreciated over time. The System budgets these expenditures on a cash basis, rather than budgeting depreciation. Please note: Commonwealth capital funding provided for projects listed in the System's Five-Year Capital Plan are not reflected in the System's revenue or expenses. Debt Principal Payments includes all university principal debt payments owed for outstanding System bonds associated with university-funded E&G facility projects. Combined capital and debt expenditures are projected to remain fairly level.

**Transfers to Plant Fund**—Although not a direct expenditure, transfers represent the university's continued annual planned investment in its physical resources from its E&G operating budget to its plant fund, from which major multiyear capital projects (physical plant and major capitalized equipment) are managed, addressing deferred maintenance and life-cycle renewal. University transfers vary widely from year to year.

**Table 1**  
**Pennsylvania's State System of Higher Education**  
**Educational and General Budget Projections**

As of October 20, 2022

PROJECTIONS FOR NINE  
UNIVERSITIES AND SYSTEM  
OFFICE ONLY

|   | Actual<br>Prior Year<br>FY 2021-22 | Budget<br>Current Year<br>FY 2022-23 | Percent<br>Change | Projected<br>Request Year<br>FY 2023-24* | Projected<br>Future Year<br>FY 2024-25* |
|---|------------------------------------|--------------------------------------|-------------------|--|---|
| <b>Revenues</b>   |                                    |                                      |                   |  |   |
| Tuition   | \$761,587,817                      | \$723,841,019                        | -5.0%             | \$626,401,623                            | \$633,251,032                           |
| Fees  | 191,709,160                        | 192,506,724                          | 0.4%              | 165,168,520                              | 166,977,783                             |
| State Appropriation   | 477,470,000                        | 552,470,000                          | 15.7%             | 474,472,451                              | 483,961,899                             |
| All Other Revenue   | 196,335,170                        | 113,523,216                          | -42.2%            | 69,278,215                               | 70,214,957                              |
| <b>Total Revenues</b>   | <b>\$1,627,102,147</b>             | <b>\$1,582,340,959</b>               | <b>-2.8%</b>      | <b>\$1,335,320,809</b>                   | <b>\$1,354,405,672</b>                  |
| <b>Expenditures</b>   |                                    |                                      |                   |  |   |
| Compensation Summary:   |                                    |                                      |                   |  |   |
| Salaries and Wages  | \$792,676,972                      | \$796,346,782                        | 0.5%              | \$673,770,365                            | \$680,643,955                           |
| Benefits  | 361,293,292                        | 375,840,938                          | 4.0%              | 327,619,749                              | 331,710,468                             |
| Subtotal, Compensation  | \$1,153,970,263                    | \$1,172,187,719                      | 1.6%              | \$1,001,390,114                          | \$1,012,354,422                         |
| Student Financial Aid   | 98,444,586                         | 109,884,337                          | 11.6%             | 92,009,021                               | 93,993,026                              |
| Other Services and Supplies   | 283,061,305                        | 307,686,136                          | 8.7%              | 241,797,122                              | 242,860,178                             |
| Subtotal, Services and Supplies   | \$381,505,891                      | \$417,570,473                        | 9.5%              | \$333,806,143                            | \$336,853,204                           |
| Capital Expenditures and<br>Debt Principal Payments   | 35,291,311                         | 29,863,500                           | -15.4%            | 21,662,191                               | 16,905,684                              |
| <b>Total Expenditures</b>   | <b>\$1,570,767,466</b>             | <b>\$1,619,621,693</b>               | <b>3.1%</b>       | <b>\$1,356,858,448</b>                   | <b>\$1,366,113,310</b>                  |
| <b>Revenues Less Expenditures</b>   | <b>\$56,334,680</b>                | <b>(\$37,280,733)</b>                |                   | <b>(\$21,537,639)</b>                    | <b>(\$11,707,639)</b>                   |
| <b>Transfers to Plant Fund</b>  | <b>33,033,547</b>                  | <b>17,957,351</b>                    | <b>-45.6%</b>     | <b>17,674,487</b>                        | <b>17,444,329</b>                       |
| <b>Expenditures and Transfers to Plant</b>  | <b>1,603,801,013</b>               | <b>1,637,579,044</b>                 |                   | <b>1,374,532,935</b>                     | <b>1,383,557,639</b>                    |
| <b>Revenues Less Expenditures and Transfers</b>   | <b>\$23,301,134</b>                | <b>(\$55,238,084)</b>                |                   | <b>(\$39,212,126)</b>                    | <b>(\$29,151,968)</b>                   |
| <b>Supplemental Resources/Adjustments</b>   |                                    |                                      |                   |  |   |
| Planned Use of Reserves for One-Time<br>Needs/Strategic Initiatives                                     | \$13,904,170                       | \$39,447,368                         |                   | \$29,254,056                             | \$26,788,496                            |
| Use of One-Time COVID Funds<br>(revenue recognition adjustment)   | (7,936,247)                        | n/a                                  | n/a               | n/a                                      | n/a                                     |
| <b>Revenues and Use of Supplemental<br/>Resources/Adjustments Less Expenditures<br/>&amp; Transfers</b> | <b>\$29,269,056</b>                | <b>(\$15,790,716)</b>                |                   | <b>(\$9,958,070)</b>                     | <b>(\$2,363,472)</b>                    |
| <b>Total E&amp;G/Plant Net Assets,<br/>Estimated End of Year Balance</b>                                | <b>\$503,695,755</b>               | <b>\$439,582,082</b>                 | <b>-12.7%</b>     | <b>\$382,102,204</b>                     | <b>\$355,490,621</b>                    |
| <b>E&amp;G and Plant Cash,<br/>Estimated End of Year Balance</b>  | <b>\$640,504,650</b>               | <b>\$576,163,912</b>                 | <b>-10.0%</b>     | <b>\$500,618,043</b>                     | <b>\$474,006,459</b>                    |
| <b>Annualized FTE Enrollment</b>  |                                    |                                      |                   |  |   |
| Undergraduate   | 68,211.29                          | 66,501.00                            | -2.5%             | 58,658.77                                | 59,284.52                               |
| Graduate  | 11,454.28                          | 10,575.49                            | -7.7%             | 7,918.31                                 | 7,994.33                                |
| <b>Total Annualized FTE Enrollment</b>  | <b>79,665.57</b>                   | <b>77,076.48</b>                     | <b>-3.2%</b>      | <b>66,577.08</b>                         | <b>67,278.84</b>                        |
| <b>FTE of Budgeted E&amp;G Employees, Net of Turnover</b>   |                                    |                                      |                   |  |   |
| Faculty   | 4,346.06                           | 4,235.12                             |                   | 3,481.00                                 | 3,422.98                                |
| Nonfaculty  | 4,734.65                           | 4,846.34                             |                   | 4,072.38                                 | 4,021.32                                |
| <b>Total FTE of Budgeted Employees</b>  | <b>9,080.71</b>                    | <b>9,081.46</b>                      |                   | <b>7,553.38</b>                          | <b>7,444.31</b>                         |

\*Projections for fiscal years 2023-24 and 2024-25 at Pennsylvania Western University are still under development and will be provided to the Board of Governors at a later date; therefore, all projections for these years only include information for nine universities and the System Office.

## University Success Committee Meeting

October 20, 2022

**SUBJECT:** Fiscal Year 2022-23 Capital Spending Plan and Capital Budget Authorization Request

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** For a Commonwealth-funded capital project to start design and construction, funding must be allocated in the Capital Spending Plan, and the project must have specific authorization from the General Assembly in a capital bill. The spending plan is a rolling five-year plan wherein the Board of Governors approves the execution of projects in the first year of the plan and tentatively approves the remaining four years, subject to annual reviews and updates. This fiscal year's Capital Spending Plan will total \$85 million. Projects not currently authorized by the General Assembly must be submitted for approval in the next capital bill. The General Assembly's authorization in a capital bill does not guarantee project funding.

Capital Spending Plan: Earlier this year, the universities provided input for the Capital Spending Plan in accordance with Board of Governors' Policy 2000-02-A: *Capital Facilities Planning, Programming, and Funding*, and the procedures in Volume IV of the State System's *Facilities Manual*. Projects submitted were evaluated, prioritized, and compiled into the spending plan considering the following elements:

- University priority
- Prior year position in the spending plan
- Academic benefit
- Space, ADA, safety, and code compliance deficiencies
- New revenue or matching funds potential
- Cost savings potential
- Impact on the deferred maintenance backlog

The funding distribution was also compared to historical distributions to attempt to maintain an equitable distribution.

Capital Authorization Bill: All projects in the 2022-23 spending plan were previously authorized by the General Assembly in capital itemization acts.

**DRAFT MOTION:** That the Board of Governors approves the fiscal year 2022-23 Capital Spending Plan.

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**Supporting Documents Included:** Capital Spending Plan

**Other Supporting Documents Available:** University-submitted project justifications

**Reviewed by:** Executive Leadership Group and Fiscal and Administrative Vice Presidents

**Prepared by:** Molly Mercer

**Contact:** mmercerc@passhe.edu



**DRAFT—Subject to Board of Governors Approval  
 Pennsylvania’s State System of Higher Education Capital  
 Spending Plan—Financial Summary**

| Financial Summary in Current Year Dollars (\$000) |                 |                 |                 |                 |                 |                  | Historical Funding Analysis (\$000) <sup>1</sup><br>Not Including Cheyney |  |   |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---|--|---|
| University Campus                                 | FY 2022-23      | FY 2023-24      | FY 2024-25      | FY 2025-26      | FY 2026-27      | Five-Year Total  | Total Capital Funding FY1996-97 - FY2021-22                               | Over- or Underfunded Before Spending Plan <sup>2</sup> | Over- or Underfunded After Spending Plan <sup>3</sup> |
| Cheyney   |                 | \$15,500        |                 | \$10,900        |                 | \$26,400         | \$200,240   | --   | --  |
| Commonwealth University                           |                 |                 |                 |                 |                 |                  |   |  |   |
| Bloomsburg  | \$3,800         |                 |                 |                 |                 | 3,800            | 118,324   | (\$4,846)  | (\$27,138)  |
| Lock Haven  |                 | 24,100          |                 | 2,000           |                 | 26,100           | 87,977  | 2,630  | 12,682  |
| Mansfield   | 24,800          |                 |                 |                 |                 | 24,800           | 63,116  | (6,885)  | 5,213   |
| East Stroudsburg                                  | 6,500           |                 |                 | 15,300          |                 | 21,800           | 116,034   | 15,514   | 17,417  |
| Indiana   | 4,500           | 16,000          |                 | 2,000           | \$12,500        | 35,000           | 201,189   | (15,510)   | (20,115)  |
| Kutztown  | 25,400          |                 | \$24,800        |                 |                 | 50,200           | 89,692  | (37,157)   | (12,491)  |
| Millersville                                      |                 | 11,000          |                 |                 | 40,000          | 51,000           | 106,395   | (11,351)   | 16,488  |
| Penn West   |                 |                 |                 |                 |                 |                  |   |  |   |
| California  |                 |                 | 3,500           |                 |                 | 3,500            | 130,557   | 26,222   | 8,873   |
| Clarion   | 9,700           |                 |                 |                 |                 | 9,700            | 124,421   | 24,032   | 15,266  |
| Edinboro  | 10,300          |                 | 1,000           | 2,500           |                 | 13,800           | 112,357   | 4,098  | (1,218)   |
| Shippensburg                                      |                 |                 |                 | 4,800           |                 | 4,800            | 138,044   | 19,620   | 3,430   |
| Slippery Rock                                     |                 |                 |                 | 20,000          |                 | 20,000           | 118,941   | (5,587)  | (9,819)   |
| West Chester                                      |                 |                 | 35,600          |                 | 3,500           | 39,100           | 170,709   | (10,779)   | (8,589)   |
| <b>Five-Year Total</b>                            | <b>\$85,000</b> | <b>\$66,600</b> | <b>\$64,900</b> | <b>\$57,500</b> | <b>\$56,000</b> | <b>\$330,000</b> | <b>\$1,777,994</b>  | <b>(\$0)</b>   | <b>(\$0)</b>  |

**Notes**

<sup>1</sup> Parentheses ( ) indicate underfunded.

<sup>2</sup> Compares funding received from FY1996-97 to FY 2021-22 to funding if distributed by the plant portion of the allocation formula.

<sup>3</sup> Compares funding received from FY1996-97 to FY 2026-27 to funding if distributed by the plant portion of the allocation formula.

Annual totals add to less than annual allocation to allow for future adjustments and inflation. Numbers may not add due to rounding.

**DRAFT—Subject to Board of Governors Approval  
Project Execution Schedule**

| Execution Year       | University              | Project Description   | Facility Use           | Original Furniture and Equipment | Authorization Act    | Total Authorization (\$000) | University Funds (\$000) | Commonwealth Capital Funding (Current Year \$000) |
|----------------------|-------------------------|---|------------------------|----------------------------------|----------------------|-----------------------------|--------------------------|---|
| 2022-23              | Commonwealth University | Demolition of Underutilized and Obsolete Buildings (Bloomsburg)   | General Education      | —                                | 52/17                | 7,000                       | —                        | 3,800   |
|                      |                         | Campus Utility Infrastructure (Mansfield) (Steam Decentralization, natural gas upgrades, domestic water, elec dist., Data/Comm) | Infrastructure         | —                                | 85/13, 52/17         | 25,000                      | —                        | 24,800  |
|                      | East Stroudsburg        | Renovate Kemp Library   | Libraries              | —                                | 85/13                | 45,000                      | —                        | 6,500   |
|                      | Indiana                 | Deferred Maintenance (Chiller Plant Upgrade)  | Infrastructure         | —                                | 82/20                | 8,000                       | —                        | 1,600   |
|                      |                         | Academic Building Replacement (Culinary Bldg) (DESIGN)  | General Education      | —                                | 36/20                | 50,000                      | —                        | 2,900   |
|                      | Kutztown                | Keystone Hall/Fieldhouse Upgrade  | Athletics              | —                                | 40/04, 41/08, 52/17  | 29,034                      | —                        | 23,300  |
|                      |                         | Poplar House Renovation   | Administration         | OF&E                             | 85/13, 52/17         | 1,600                       | —                        | 600   |
|                      |                         | Poplar House Renovation - Additional Funds  | Administration         | —                                | 41/08, 82/10, 82/17  | 4,000                       | —                        | 1,500   |
|                      | Penn West               | Deferred Maintenance Repairs (Clarion) (Water line replacements, steam line repairs, mechanical/electrical upgrades)            | Infrastructure         | —                                | 82/10                | 10,000                      | —                        | 9,700   |
|                      |                         | Renovate Wiley Hall (Edinboro)  | Business Education     | —                                | 52/17                | 12,000                      | —                        | 10,300  |
| <b>2022-23 Total</b> |                         |   |                        |                                  |                      |                             |                          | <b>\$85,000</b>                                   |
| 2023-24              | Cheyney                 | Ada Georges Dining Hall Renovation (Deferred Maintenance and Capital  | Mixed Usage            | —                                | 36/20                | 19,000                      | —                        | 15,500  |
|                      | Commonwealth University | Robinson Learning Center (Lock Haven)   | General Education      | OF&E                             | 52/17                | 2,000                       | —                        | 2,000   |
|                      |                         | Stevenson Library Renovation (Lock Haven)   | Libraries              | —                                | 52/17                | 30,000                      | —                        | 22,100  |
|                      | Indiana                 | Academic Building Replacement (Culinary Bldg) (CONSTRUCTION)  | General Education      | —                                | 36/21                | 50,000                      | —                        | 16,000  |
|                      | Millersville            | Replace Science Center (Design)   | Science and Technology | —                                | 36/20                | 60,000                      | 3,000                    | 10,000  |
|                      |                         | Brooks Hall Renovation  | Business Education     | OF&E                             | 82/10                | 1,000                       | —                        | 1,000   |
| <b>2023-24 Total</b> |                         |   |                        |                                  |                      |                             |                          | <b>\$66,600</b>                                   |
| 2024-25              | Kutztown                | Keystone Hall/Fieldhouse Upgrade  | Athletics              | OF&E                             | 36/20                | 1,500                       | —                        | 1,900   |
|                      |                         | Educational Building (Lytle Hall) Replacement   | Mixed Usage            | —                                | 41/08                | 30,000                      | 6,500                    | 22,900  |
|                      | Penn West               | Replace Science Building (California)   | Science and Technology | OF&E                             | 52/17                | 5,000                       | —                        | 3,500   |
|                      |                         | Renovate Wiley Hall (Edinboro)  | Science and Technology | OF&E                             | —                    | 0                           | —                        | 1,000   |
|                      | West Chester            | FH Green Library Renovation   | Libraries              | —                                | 40/04, 52/17         | 50,400                      | —                        | 35,600  |
| <b>2024-25 Total</b> |                         |   |                        |                                  |                      |                             |                          | <b>\$64,900</b>                                   |
| 2025-26              | Cheyney                 | Tubman Hall Renovation  | Auxiliary              | —                                | 36/20                | 21,000                      | —                        | 9,400   |
|                      |                         | Ada Georges Dining Hall Renovation  | Auxiliary              | OF&E                             | —                    | 0                           | —                        | 1,500   |
|                      | Commonwealth University | Stevenson Library Renovation (Lock Haven)   | Libraries              | OF&E                             | 52/17                | 3,000                       | —                        | 2,000   |
|                      | East Stroudsburg        | Renovate Kemp Library   | Libraries              | OF&E                             | 52/17                | 2,000                       | —                        | 700   |
|                      |                         | Renovate Gessner Science  | General Education      | —                                | 52/17                | 16,000                      | —                        | 14,600  |
|                      | Indiana                 | Academic Building Replacement (Culinary Bldg)   | General Education      | OF&E                             | 36/20                | 5,000                       | —                        | 2,000   |
|                      | Penn West               | Road and Sidewalk Infrastructure Repair or Replacement (Deferred Maintenance) (Edinboro)  | Infrastructure         | —                                | 131/02, 82/10        | 11,950                      | —                        | 2,500   |
|                      | Shippensburg            | Franklin Science Center Renovation  | Science and Technology | OF&E                             | 52/17                | 9,000                       | —                        | 4,800   |
|                      | Slippery Rock           | Morrow Field House Renovation (Partial Funded)  | Athletics              | —                                | 131/02, 41/08, 52/17 | 41,800                      | —                        | 20,000  |
| <b>2025-26 Total</b> |                         |   |                        |                                  |                      |                             |                          | <b>\$57,500</b>                                   |
| 2026-27              | Indiana                 | Academic Building Deferred Maintenance and Capital Renewal  | Science and Technology | —                                | 36/20                | 19,000                      | —                        | 12,500  |
|                      | Millersville            | Replace Science Center (Construction)   | Science and Technology | —                                | 36/20                | 60,000                      | —                        | 40,000  |
|                      | West Chester            | FH Green Library Renovation   | Libraries              | OF&E                             | 131/02               | 1,855                       | —                        | 3,500   |
| <b>2026-27 Total</b> |                         |   |                        |                                  |                      |                             |                          | <b>\$56,000</b>                                   |
| <b>Grand Total</b>   |                         |   |                        |                                  |                      |                             |                          | <b>\$330,000</b>                                  |

# GOVERNANCE & LEADERSHIP COMMITTEE



Pennsylvania's  
**STATE SYSTEM**  
of Higher Education

**Governance and Leadership Committee Meeting**  
October 20, 2022

**SUBJECT:** Student Trustee Appointment

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**UNIVERSITIES AFFECTED:** Commonwealth University, PennWest University, and Millersville University

**BACKGROUND:** Act 50 of 2020 empowers the Board of Governors to appoint students to serve on the Councils of Trustees for the universities within the State System. The universities utilize a locally driven and inclusive recruiting process to identify and vet potential candidates to make a recommendation for appointment.

For the Councils of Trustees at the recently integrated universities (Commonwealth and PennWest), each council has three students—one representing each of the three legacy campuses within the newly formed institution.

Based on input from the respective university presidents and from the Office of the Chancellor, the following students are hereby recommended for consideration:

- Justin White, Commonwealth University (Lock Haven representative)
- Sonia Yost, PennWest University (Edinboro representative)
- Sarah Seader, PennWest University (California representative)
- Allison Ross, Millersville University

**DRAFT MOTION:** That the Board of Governors appoints Justin White to the Commonwealth University Council of Trustees, Sonia Yost and Sarah Seader to the PennWest University Council of Trustees, and Allison Ross to the Millersville University Council of Trustees.

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**Supporting Documents Included:** Resumes of candidates

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

**Reviewed by:** University Presidents; Office of the Chancellor

**Prepared by:** Randy A. Goin Jr.

**Contact:** [rgoin@passhe.edu](mailto:rgoin@passhe.edu)



COMMONWEALTH UNIVERSITY

October 11, 2022

Daniel Greenstein, Chancellor  
Pennsylvania State System of Higher Education

Dear Chancellor Greenstein,

In compliance with Act 188 as amended, I am pleased to forward the credentials of our nominee for Commonwealth University's Lock Haven Student Trustee vacancy. Mr. Justin White is the finalist, and his application materials are enclosed. Justin has a passion for Commonwealth University and will be a wonderful addition to our Council of Trustees.

Ms. Mia Swales, our previous Commonwealth University Student Trustee for the Lock Haven campus, resigned her position due to accepting a role as an employee at Commonwealth University. Upon Ms. Swales resignation, the entire Lock Haven student body was made aware of the opportunity to serve, including our integrated President's Student Advisory Council members. The Search Committee reviewing applications included the following:

Mr. Dan Knorr, Director of External & Governmental Relations  
Ms. Amy Osborne, Director of Operations and Resources  
Ms. Bianca Hoffman, Senior Executive Associate to the President  
Ms. Mia Swales, previous Lock Haven Student Trustee

Please let me know if you have questions or need additional information.

Sincerely,

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

BWH/dk

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President's Office | Ulmer Hall  
401 N. Fairview Street, Ulmer 399, Lock Haven, PA 17745  
(570) 484-2000 | [bhanna@bloomu.edu](mailto:bhanna@bloomu.edu)

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# JUSTIN WHITE

## Education

### LOCK HAVEN UNIVERSITY OF PENNSYLVANIA

May 2023

Major: Sports Management

Dean's List – spring 2022

## Extracurricular Activities & Volunteer Experience

### Lock Haven football

2019-2022

- Four year student athlete
- Two year team captain
- Led the team during practices and events; spoke on behalf of the team as Captain

### Social Justice Task Force

2022

*Committee Member*

- Review policies and procedures to align with diversity, equity, and inclusion initiatives

### President's Task Force on Inclusion, Diversity, Civility, and Freedom of Expression

2019

*Committee Member*

- Assisted in decision-making processes for University diversity, equity, and inclusion initiatives
- Developed best practices for DEI initiatives and recruitment
- Helped with development of Diversity Statement for campus

### Football Head Coach Search – Committee Member

2022

- Provided guidance and recommendations for the new football coach
- Interview attendees and ask questions
- Evaluation of submitted applications

### Act 101 Program Mentor

2019-2020

- Peer mentor and coaching for incoming students in Act 101 program
- Assigned five students to mentor throughout a five week program

## Work Experience

### Central Mountain High School

2022

*Athletic Administration Internship*

- Athletic Administration – assistant athletic director for athletic programs
- Game management, site management, administrative assistant in athletic office

### Lock Haven University

2019-Present

*Admissions Office - Student Ambassador*

- Leads prospective and incoming students and their parents on campus tours
- Responsible to attend and assist with other events as needed
- Encouraged recruitment efforts for the University

*Summer Orientation Leader*

- Assisted with programs and activities for incoming students
- Provided mentoring, coaching, and advice to new students



## Work Experience (continued)

### **AT&T**

**2021**

#### *Sales Representative*

- First in district in AT&T TV sales; led store in July 2021 new phone line sales
- Assisted customers with technology concerns and exchanged data for new phones
- Responsible for all technical support for my store

### **T-Mobile**

**2020-2021**

#### *Sales Representative*

- Sales leader and head of Marketing for current store
- Managed all end-of-day deposits and closed the store
- Facilitated the placement of all promotional content inside and outside of the location

## References

### **Dr. Ron Darbeau**

Vice President of Faculty Affairs and Academic Operations

Academic Affairs

Commonwealth University

(570) 484-2121

[rdarbeau@lockhaven.edu](mailto:rdarbeau@lockhaven.edu)

### **Mr. Albert Jones**

Chief Diversity, Equity, and Inclusion Officer

Commonwealth University

(570) 484-2015

[ajones@lockhaven.edu](mailto:ajones@lockhaven.edu)

### **Mr. Kenneth Hall**

Director of Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion

Commonwealth University

(570) 484-2598

[khall3@lockhaven.edu](mailto:khall3@lockhaven.edu)



OFFICE OF THE PRESIDENT

October 10, 2022

Chancellor Daniel Greenstein  
Pennsylvania State System of Higher Education  
2300 Vartan Way, Suite 207  
Harrisburg, PA 17110

Dear Chancellor Greenstein:

It is a pleasure to inform you that the PennWest University's Student Trustee Selection Committee, co-chaired by Student Trustees Jahneek Fant and John Wheeler, recommend that Ms. Sarah Seader and Ms. Sonia Yost fill the vacancies on the PennWest University Council of Trustees created by their pending graduations this December. Sarah will fill the vacancy created by Jahneek's departure from the Council and represent the California campus, while Sonia will fill the vacancy created by John's departure from the Council and represent the Edinboro campus.

Ms. Seader is a junior with a dual major in Business Administration Management and Management Information Systems. A review of Ms. Seader's credentials reveals a strong record of academic success, significant campus involvement and a passion for serving her community.

Ms. Yost is a sophomore majoring in English Literature. She is a member of the Edinboro Honors College, the Highland Ambassadors and is the recipient of several campus awards and scholarships.

Their application materials have been provided for your review.

You may reach the nominees to arrange for personal interviews at:

Ms. Sarah Seader



Ms. Sonia Yost



As President, I endorse the Selection Committee's conclusion, and I am confident that you will find both of these young women to be exemplary representatives of the University's student body. If I can provide additional information, please do not hesitate to contact me.

Respectfully,

Dr. Dale-Elizabeth Pehrsson  
Founding President  
Pennsylvania Western University



Sonia Yost




October 4, 2022

Office of the President  
Reeder Hall  
219 Meadville St.  
Edinboro, PA 16444

Dear members of the selection committee,

I am writing to apply for the position of Student Trustee as advertised to students by the Council of Trustees. My experience working on campus, character, and involvement on campus all make me a qualified candidate for the position.

At the Edinboro Office for Students with Disabilities (OSD), I work as an Academic Aide where I monitor, read, and scribe exams for students with disabilities who need academic support. My experience at the OSD has given me insight into the lives of students who have had experiences different than mine. I'm also a member of several clubs including the Honors College and the Highland Ambassadors. Being a member of these clubs has also given me insight into what a wide variety of students might want from their university. I consider myself to be a good leader with excellent time management skills and the ability to conduct myself in a professional manner.

Attached is my resume, application, and letters of recommendation further detailing my qualifications for the position of Student Trustee. I can be contacted via email  regarding the position or any questions about my application. Thank you for taking the time to read my cover letter, application, and resume and for considering me for the position of Student Trustee.

Sincerely,

Sonia Yost

**EDUCATION**

**PennWest Edinboro**, Edinboro, PA, [REDACTED]

Spring 2025

*Bachelor of Arts in English*

- Edinboro Honors College

**Altoona Area High School**, Altoona, PA

6/2021

- National Honor Society

**WORK EXPERIENCE**

**Academic Aide**, *PennWest Edinboro OSD*, Edinboro, PA

*September 2021 - Present*

- Schedule, monitor, read, and scribe for exams for students with disabilities
- Return tests to their respective offices to be graded

**Summer Assistant**, *PennWest Edinboro*, Edinboro, PA

*May 2022 - August 2022*

- Assisted with Camps and Conference Services to help guests during their time on campus
- Led new students through games, tours, and information sessions as a New Student Orientation Leader

**Tour Guide**, *PennWest Edinboro*, Edinboro, PA

*May 2022 - August 2022*

- Toured potential new students through the campus while answering questions and sharing insight

**COMMUNITY INVOLVEMENT AND LEADERSHIP**

**Honors College Mentor**, *PennWest Edinboro*, Edinboro, PA

*(June 2022-Present)*

- Acclimate new Honors College students to the program by answering questions, providing information, and offering insight

**Highland Ambassador**, *PennWest Edinboro*, Edinboro, PA

*(March 2022-Present)*

- Serve as a guide for potential and incoming students and families at open house events
- Volunteer at many campus events including welcome weekend, commencement, and different convocations
- Serve as a representative of the student body while conducting myself in a professional manner

**Crawford/Erie Gives Day Volunteer**, *PennWest Edinboro*, Edinboro, PA

*(July 2022, August 2022)*

- Supported University Advancement giving day while helping grow a culture of philanthropy in the local region
- Assisted with raising 30k to benefit the Student Hardship Fund

**Honors College Member**, *PennWest Edinboro*, Edinboro, PA

*(August 2021-Present)*

- Volunteer at campus events including the Highland Games, Homecoming, and food drives
- Push myself beyond expectations to meet academic and career goals

**IDFive Focus Group Volunteer**, *PennWest Edinboro*, Edinboro, PA

*(August 2022)*

- Provided insight into what students are looking for when searching for a college
- Answered questions about college culture, how students interact, and what makes a good college

## Student Trustee – California Campus Candidate

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### **Sarah Seader**

250 University Avenue  
Smith Honors Hall  
California, PA 15419

**Dear PennWest University  
Council of Trustees  
Selection Committee,**

**September 21, 2022**

Hello current PennWest University Council of Trustees members. My name is Sarah Seader and I truly value the contributions the Council makes to help keep the three campuses of PennWest University running smoothly. Through my classes, leadership roles, and community service activities, I have become very acclimated to the students, staff, faculty, and surrounding community to serve as a strong informed voice to make the best decisions possible for PennWest University.

As a student obtaining a dual degree in business, I am very familiar with administration operations, fiscal management, and also the physical components of the university. I have a strong understanding of business acumen, professionalism, integrity, as well as strong communication skills. Throughout high school, I was heavily involved in Student Government and as a writer for my school's newspaper while also completing Cal's High School Early Admit Program to earn six college credits before starting my Freshman year. I was accepted into the University's Honors Program and was able to achieve Junior status through accelerated coursework, allowing me to graduate a year early in May 2024.

I have always placed a clear focus on academics, while utilizing effective time management skills and gaining leadership experience through being involved in many clubs while maintaining a [REDACTED] GPA. I serve as the Corresponding Secretary for the Student Government Association (SGA) and as the President of the Student Association Incorporated Board of Directors. I also serve as a writer and Editor-In-Chief for CalTimes and enjoy communicating information to students to help them become more connected and engaged within our campuses and throughout our communities.

Many students are leaders, but it takes character and the virtues of integrity, civility, and responsibility to enact change and truly make a difference. I am a strong advocate for supporting that which is in the best interest of the students as a whole. I encourage you to look over my resume, including my list of university activities and leadership roles, to gain a better understanding of my qualifications and experiences. I am honored to be considered for the position of Student Trustee, and I am willing to answer any questions that you may have. Thank you for your time and consideration.

Sincerely,  
*Sarah Seader*

[REDACTED]

# Sarah Anne Seader

**Objective:** Maintain active involvement in the University Honors Program and extra-curricular activities to complete a dual degree in Business Administration Management and Management Information Systems to pursue a career in Business Management.

## Education:

**Bachelor of Science Business Administration (BSBA)-Management, ACBSP Accredited**

**Bachelor of Science (BS)-Management Information Systems, ACBSP Accredited**

**Certificate in Innovation and Entrepreneurship, ACBSP Accredited**

Pennsylvania Western University (formerly California University of Pennsylvania)-University Honors Program, California, PA  
Cumulative [REDACTED] Dean's List, Term Admittance: Fall 2021, Credits Completed: 64 Total (Includes 22 Honors Credits)

**High School Early Admittance 2020 Program (HSEA) California University of Pennsylvania, California, PA**

Cumulative [REDACTED], Courses: Financial Accounting 200 & World Geography 100

**PA Cyber Charter High School, Midland, PA June 2021-Valedictorian, [REDACTED] All classes offered were non-weighted)**

## Work Experience:

**New Student Orientation Leader, California, PA**

Summer 2022

- Campus representative and advocate, conducted presentations and campus tours

**University Honors Program Work Study, California, PA**

Fall 2021-Spring 2022

- Served as program liaison and open house representative, assisted current and incoming students with various needs

## Collegiate Involvement:

### *Leadership Roles (2021-Present):*

Accounting Club-Treasurer

DECA at CalU-Chartered President

Newspaper-Writer for Cal Times

--Editor-In-Chief (2022-Present); Secretary/Treasurer (2021-2022)

Student Government-Executive Board Corresponding Secretary

--Elected Cabinet Member (Club & Organization Committee)

--House of Representatives and Senator

Alpha Lambda Delta (ALD)-Vice-President

Finance Club-Vice-President

Student Association Inc. (SAI) Board of Director-President

Strike A Spark Planning Committee-Student Representative

Student Honors Advisory Board (SHAB)-HAB/Alumni Rep

University Honors Program Newsletter-Co-Editor

University Peer Mentor & Honors Coach

### *Student Member (2021-Present):*

Accounting Club

Cal Times

New Life Christian Fellowship

Students Taking A New Direction (STAND)

Alpha Lambda Delta (ALD)

DECA at CalU

Student Activities Board (SAB)

Vulcan Gaming Club

American Sign Language (ASL) Club

Finance Club

Student Government

Women United

## Conferences:

International Career and Development Conference (ICDC) Collegiate DECA-Baltimore, Maryland

2022

- Marketing Management Competitor & England Logistics Sales Challenge Competitor

- DECA at CalU-Only chapter in Pennsylvania to achieve the 2022 Chapter Leadership Passport Award-Diplomat

National Conference on Undergrad Research (NCUR)-Environmental Science

2022

Strike A Spark Conference-"Dracula (1931), Fangs and All"-College of Liberal Arts-1st Place

2022

DEI Student Leadership Conference-Hosted at PennWest University Edinboro Campus

2022

Board of Student Government Presidents (BSGP) Virtual Conference

2022

Alpha Lambda Delta Virtual Leadership Summit

2022

CalU Creative Works and Research Event-"Regulating Temperature to Expedite Plant Growth"-2nd Place

2021

Women in Leadership Conference-Hosted at California University of Pennsylvania

2021

## Honors and Awards:

National Society of Leadership and Success (NSLS)

2022

President's Leadership Academy

2022

CalU Student Government-Senator of the Year

2022

Collegiate DECA-Individual Leadership Passport Presidential Award

2022

Dr. Martin Luther King Junior Essay Contest "Impact of COVID-19 Pandemic on Education"-1st Place

2022

CFA Society of Pittsburgh Collegiate Personal Financial Planning Competition-3rd Place

2022

Serene Leadership Essay Contest "Forging the Future through Leadership and Creativity"-2nd Place

2022

CalU Advocacy Representative-One of five students promoting CalU

2022

CalU Student Government-Certificate of Achievement for Most Senator Hours-Fall 2021 Semester

2021

CalU PASSHE Advocacy Representative-One of three students promoting the benefits of attending CalU

2021

CalU End Violence Center October Poster Campaign Representative

2021

## Scholarships:

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|   |  |
|---|--|
| APSCUF Dr. Burrell Brown Business Scholarship | Bill and Candace Booker Student Leadership Scholarship |
| Gazalie Honors Business Scholarship           | Harvard Square DECA Business Scholarship               |
| SAI Student Leadership Scholarship            | Vulcan Merit Scholarship                               |

## Community Involvement:

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|   |   |
|---|---|
| Alex's Lemonade Stand-Ambassador                | First Christian Church-Deaconess                          |
| Multiple Sclerosis Society MS Walk-Team Captain | Scenery Hill Lions Club-2nd VP & Social Media Coordinator |

## Community Service Volunteer Activities:

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Pennsylvania Junior Academy of Science (PJAS) Volunteer Judge 2022---Total 3 Hours

-Served as a judge to middle school and high school students grading their presentations on various STEM topics

Washington City Mission Clothing Drive 2022---Total 22 Hours

-Event Lead-Requested, collected, sorted, and delivered new and slightly used clothing items to donate

Alex's Million Mile Team--The Yellow Lemonaders, Pittsburgh, PA 2022-2017---Total 312 Hours

-Event Captain--Walked daily and fundraised to reach 100 Miles each month (Raised over \$2,500)

Multiple Sclerosis Society Volunteer Activities 2022-2017---Total 185.5 Hours

-Charity Walks--Silver Fundraising Medal for Raising over \$500 in 2021 & 2022

-Designed, ordered, and delivered t-shirts, recruited volunteers, and implemented multiple fundraisers

Student Honors Advisory Board (SHAB) 2022, 2021---Total 6 Hours

-Packed treat bags for the Rutledge Institute, School supply drive for CalU Cupboard, Created dog toys for the Humane Society

Lions Club Volunteer Activities 2022, 2021---Total 85 Hours

-School Supply Drives Event Lead-Shopped and donated school supplies to local schools---Total 63 Hours

-Light-Up Night Volunteer-Decorated Mini-Christmas Trees Fundraiser to Benefit American Diabetes Association---Total 22 Hours

Mutt Strut-Guardian Angels Medical Service Dogs, Pittsburgh, PA 2022, 2021, 2020, 2018---Total 24 Hours

-Volunteer-Assisted with event activities and promoted fundraisers

Cal Women United Volunteer Activities 2022, 2021---Total 14 Hours

-Melting Pot Ministries (South Park, PA)-Shopped and donated school supplies for Melting Pot Ministries (2022)

-Haiti Clothing Drive-Solicited donations for new and used clothes to send to Haiti (2021)

Cuba Mission Care Packages for Soldiers-Scenery Hill Lions Club 2021---Total 32 Hours

-Event Lead-Shopped for items and made cards to pack 10 care packages for soldiers in time for Christmas

AFSCME CalU Angel Ridge Animal Rescue Donation Drive 2021---Total 15 Hours

-Collected donations for Angel Ridge, shopped for supplies, and delivered items

Hunger and Homelessness Awareness Week 2021---Total 10 Hours

-Rise Against Hunger Volunteer, AVI Food Drive, Wrote positivity notes for food recipients, Shopped/donated two full birthday bags

Jennie Carter Day of Service 2021---Total 2 Hours

-Packed birthday bags for Beverly's Birthday Charity

Toys for Tots 2021---Total 5 Hours

-Shopped and donated toys to CalU Men's Hockey and American Sign Language (ASL) Club's donation drives

AVI Thanksgiving Food Drive 2021---Total 3 Hours

-Shopped and collected non-perishable food items to donate at CalU

Domestic Violence Awareness Month and Wear Purple Campaign 2021---Total 15 Hours

-Donated bookbags, blankets, and books for children of domestic violence survivors

MiniTHON-Four Diamonds Cancer Research-Virtual 2021---Total 46 Hours

-Event Lead-Hosted month-long fundraiser with various school clubs/organizations for Four Diamonds raising \$5,314

Muscular Dystrophy Association (MDA) 2021---Total 23 Hours

-Event Lead-5K participant/fundraiser, Raised \$700 for MDA

PA DECA-Benefitting the Kisses for Kyle Foundation 2021,2020---Total 61 Hours

-Event Lead-Collected toy donations/Raised money to shop for toys: Collected 104 Toys; 5K participant/fundraiser, Raised over \$100

Santa Paws Guardian Angels Medical Service Dogs 2021-2020---Total 9 Hours

-Volunteer Lead-Collected monetary donations/raised awareness for Guardian Angels (Fundraising Champion-2<sup>nd</sup> Place Raised \$565)

Pet Toy Drive Collection for Animal Friends 2021---Total 15 Hours

-Volunteer Lead-Collected toy donations and toiletry items for Animal Friends

**References:** Available upon request



October 4, 2022

Chancellor Daniel Greenstein  
PA State System of Higher Education  
Dixon University Center  
2986 North Second Street  
Harrisburg, PA 17110

Dear Chancellor Greenstein:

It is my pleasure to present the application of Ms. Allison Ross, Millersville University's student trustee nominee, for submission to the Board of Governors. Attached please find her application, references, and resume.

As evidenced in the message below, the student trustee search committee members are unanimous in their support of Allison's candidacy.

Please feel free to contact me should you have any questions concerning the application file or the selection process.

Sincerely,

Daniel A. Wubah, Ph.D.  
University President

Enclosures

/jlh 0045.22

c: Dr. Mary Beth Williams, Vice President for Student Affairs  
Mr. Michael Warfel, Chairman, Council of Trustees

AR

# ALLISON ROSS

## Summary

A devoted caregiver with 3 years of experience assisting with instruction and supervision of students. Seasoned at preparing classroom materials, classroom management and organization. Experienced at transitioning students between activities by caringly reassuring and tactfully reinforcing rules. Engaging sales associate committed to providing outstanding customer service while maximizing sales. Positive role model focused on team leadership, personnel support and customer relationship building. Offering 2 years of experience in answering routine product questions and meeting assigned sales goals.

## Skills

- Outgoing personality
- Excellent communication skills
- Energetic self-starter
- Lesson planning
- Love for children
- Able to implement curriculum
- Effective listening
- Calm and patient
- Excellent classroom management
- Effectively work with parents
- Time management

## Experience

Millersville University | Millersville, PA

**Residential Assistant** 08/2022 - *Current*

- Mediated conflicts among residents and immediately notified supervisors on escalated conflicts.
- Facilitated therapeutic interaction with residents using positive role-modeling, one-on-one support and active listening.
- Assisted students as in developing interpersonal skills and individual responsibility.
- Motivated clients to participate in new activities to broaden skills.
- Established professional rapport with hall residents, building lasting relationships with people of various ages and from different cultures.

U-GRO Learning Centres Inc. | Rohrsersford, PA

**Assistant Teacher** 10/2021 - *Current*

- Maintained safe, educational environment for students during learning and free play time.
- Communicated regularly with parents, teachers and administrators about students' progress and needs.
- Promoted calm, disciplined classroom setting for successful learning.
- Supervised children and participated with children in activities.
- Established positive relationships with students, parents, fellow teachers and school administrators.
- Kept students safe inside and outside classrooms by proactively monitoring behaviors and tracking student movements, safety hazards and visitors.
- Observed children and recorded activities, maintained daily records and created safe environments during activities, meals and naps.



C and M Sporting Goods | Havertown, PA

**Sales Associate /Screen Printer** 08/2019 - Current

- Arranged new merchandise with signage and appealing displays to encourage customer sales and move overstock items.
- Answered incoming telephone calls to provide store, products and services information.
- Offered product and service consultations and employed upselling techniques.
- Built trusting relationships with customers by making personal connections.
- Trained all new sales employees on effective sales, service and operational strategies to maximize team performance.
- Acted as initial contact in addressing customer concerns.
- Sold various products by explaining unique features and educating customers on proper application.
- Prepared machines for printing and operated one-and two-color printing presses, platemakers, hydraulic paper cutters and digital printers and copiers.

Perkiomen Valley School District | PA

**Paraprofessional Educator** 06/2022 - 08/2022

- Applied positive reinforcement to redirect negative behaviors.
- Offered students personalized educational, behavioral and emotional support.
- Communicated and collaborated well with educators from various grade levels.
- Assisted with implementation of student's individualized IEP at discretion and direction of teachers and administrators.
- Prepared instructional materials for specific classroom activities tailored to support student needs.
- Maintained focused, inclusive and supportive learning environments.
- Haverford Highschool Preschool | Havertown, PA

**Early Childhood Educator Assistant** 09/2018 - 05/2021

- Taught children foundational skills in colors, shapes, and letters.
- Organized and led activities to promote physical, mental, and social development.
- Implemented hands-on, play-based strategies for experiential learning.
- Observed each child to help improve social, mental, and behavioral competencies.

Experience in a Child Development Classroom: I spent two semesters in a child development preschool classroom. During this class, I learned how to form and revise lesson plans according to Pennsylvania State standards, and how to adapt the lessons to fit the needs of our students. We had about 11, 3-5-year-olds that attended our class for an hour and a half for three days a week. Each week, I would spend one day working on observing the social aspect of the child, their interactions with the other kids, and track the development of their gross and fine motor skills. Another day, reviewing my peers to give them ideas on how to further enhance their lessons (this also helped me learn what I could do if I choose to save their lessons for the future). Finally, on the third day, I would be in a group teaching the students for 15-minute stations. This past year in Child Development III, I sat in virtually in a second-grade classroom at Manoa Elementary, working with Mrs. Cirillo's class, making observations, and interacting with students in a virtual space, learning how teachers adapt to the challenges of online learning.

## Education and Training

Haverford Senior High School Havertown, PA

High School Diploma 06/2021

- Jordan Keenan Memorial Scholarship Recipient
- Honor Roll, Grades 9,10,11,12
- Dual Enrollment student at Delaware County Community College

Millersville University of Pennsylvania | Millersville, PA // Early Childhood Education

- Honors College

Delaware County Community College | Media, PA // Early Childhood Education

- Dual Enrollment Student
- Courses in Elementary Psychology and Psychology

## Activities and Honors

- President, Millersville University Television Station (August 2022-)
- Vice President, Millersville University Television Station (May 2022-August 2022)
- Inductee, ODK Omicron Delta Kappa, National Leadership Honor Society
- Director of Special Events, University Activities Board (2021-2022)
- Member, Changing Health Attitudes and Actions to Recreate Girls (CHAARG)
- Member, Millersville University Honors College
- Peer Mentor, Millersville First Year Mentor Collective
- Staff Writer, The Snapper

**Governance and Leadership Committee Meeting**  
October 20, 2022

**SUBJECT:** Presidential appointment renewal

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** Act 188 of 1982 empowers the Board of Governors with authority in the appointment, retention, or dismissal of university presidents. This academic year, a number of presidential appointments will require renewal. As part of that process, an evaluation of each affected president is conducted during which input is gathered from students, faculty, staff, alumni, and other stakeholders to help inform the Board's decision regarding potential extension of the appointment.

Per board policy, the evaluation reports are reviewed by the Governance and Leadership Committee in closed session (due to personnel-related discussions). To promote efficient board operation, the following motion would allow the members of the Governance and Leadership Committee to do their work as evaluations are completed and provide input to the Executive Committee for finalization of presidential appointment renewals in real-time rather than holding all renewals until the Spring.

It is in the best interest of the universities and the State System to minimize uncertainty regarding executive leadership, and this action would allow presidential appointment extensions to be completed in a more timely manner. Any action other than renewal would require engagement by the full Board.

**MOTION:** That the Board of Governors authorizes the extension of presidential appointments contingent upon a satisfactory evaluation as affirmed by the members of the Governance and Leadership Committee and Executive Committee of the Board; further, the Board authorizes the chair and chancellor to finalize terms and execute all necessary documents related to any appointment extension.

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**Supporting Documents Included:** [Statutes](#) providing Board authority

**Other Supporting Documents Available:** N/A

**Reviewed by:** Office of the Chancellor

**Prepared by:** Randy A. Goin Jr.

**Email:** [rgoin@passhe.edu](mailto:rgoin@passhe.edu)