

# Board of Governors Meeting

October 2024



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



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

# Board of Governors Meeting

Oct. 10, 2024

Alexander Grass Campus for Jewish Life  
2986 N. Second Street, Harrisburg, PA 17110

9:00 a.m.

## Public Meeting

1. Roll call
2. Pledge of allegiance
3. Remarks by the Chair
4. Public comment
5. Remarks by union leaders
6. Remarks on behalf of PACT
7. Consent agenda  
(These items will be considered in one motion unless a member requests an item be removed for individual consideration)
  - a. Meeting minutes (page 5)
  - b. Reappointment of student board member (page 11)
  - c. Committee assignments (page 12)
  - d. PennWest property disposition (page 13)
  - e. [Audited financial statements](#) (FYI; no action required)
8. 2024-25 System Priorities
9. University Success Committee
  - a. Budget (page 15)
  - b. Capital plan (page 35)
  - c. Appropriations request (page 39)
10. Governance and Leadership Committee
  - a. Student trustee appointment (page 41)
11. Board consideration
  - a. Committee recommendations
  - b. Policy updates (page 50)
  - c. Appointment of Interim Chancellor (page 62)
12. Chancellor Remarks
13. Resolutions
14. Other business
15. 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

307th Meeting  
Thursday, July 11, 2024  
9:00 a.m.

Alexander Grass Campus for Jewish Life  
Harrisburg, PA

#### ATTENDING

##### Board of Governors:

Representative Tim Briggs  
Jim Brugger, Designee for Senator David Argall  
Dr. Quintin Bullock  
Richard Caruso  
Dr. Brandon Danz  
William Gindlesperger  
David Maser (Vice Chair)  
Katie Merritt, Designee for Governor Shapiro  
Representative Brad Roae  
Ali Sina Sharifi (Student Member)  
Dr. Kate Shaw, Designee for Secretary Mumin  
Senator Judith Schwank  
Dr. Cynthia D. Shapira (Chair)  
Samuel H. Smith (Vice Chair)  
Dr. Robert Traynham  
Skylar Walder, student member  
Secretary Neil R. Weaver

Also, in attendance was Faculty Liaison, Dr. Tina Chiarelli-Helminiak.

Chair Cindy Shapira called the meeting to order at 9:01 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 all in attendance, reviewed the meeting agenda and extended appreciation to the staff at the Alexander Grass Campus for hosting our meeting.

Chair Shapira welcomed and introduced new Board members Quintin Bullock, Richard Caruso, Brandon Danz, Robert Traynham, and student Ali Sina Sharifi. Shapira said about half of the Board has been appointed within the last 18 months, allowing the Board to hear and learn new perspectives. Shapira also welcomed Laurie Bernotsky and Jon Anderson in their official roles as Presidents of West Chester and PennWest Universities.

Regarding state budget negotiations, Shapira thanked the Governor and the General Assembly for investing in the State System. She also expressed appreciation to those who are advocating on behalf of PASSHE. She said these times are exciting, and efforts to redesign the system have positioned it well and ahead of the curve. The Board appreciates the dedicated work of faculty and staff.

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

Dr. Robyn Davis, President, APSCUF–Millersville University  
Dr. Jason Hilton, President, APSCUF–Slippery Rock University  
Dr. Kelly Banna, Past President, APSCUF–Millersville University  
Dr. Eric Hawrelak, President, APSCUF–Commonwealth University  
Dr. Shari Horner, Vice President, APSCUF–Shippensburg University

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

Chair Shapira presented resolutions to outgoing PennWest University student Board member Darrek Harshberger and Board members Dan Klingerman, Jan Yeomans, and Larry Skinner.

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

- Dr. Ken Mash, President, APSCUF
- Frances Cortez Funk, President, SCUPA

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

- Dr. Rich Frerichs, President, PA Association of Councils of Trustees

**CONSENT AGENDA:**

**MOTION: CHAIR SHAPIRA MOVED THAT THE CONSENT AGENDA BE APPROVED AS PRESENTED.**

- Meeting Minutes – April 11, 2024, and May 22, 2024
- Committee assignments
- Rescission of Policy 1983-16: Reimbursement of Travel Expenses for Faculty and Administrative Candidates
- Update of policies related to the Council for Higher Education Accreditation (CHEA)
- Update of Policy 2015-01: Veterans In-State Tuition Benefits

Voice vote. No opposition. The motion passed.

**REMARKS BY CHANCELLOR** (Full remarks in video archive)

Chancellor Greenstein thanked colleagues for their public comment. Greenstein also remarked that the system redesign journey has been made possible in partnership with the state. He reflected upon the path the Board started in 2019, looking at implementing an infrastructure enabling students access to programs and services across the system. He thanked and acknowledged colleagues, including Chief Information Officer Rosa Lara who provided an update about the System's One SIS project – a replacement of 14 disparate student information systems, which offers many opportunities and benefits from program and course sharing, a standard user interface for faculty and students, expanded collaboration opportunities, and more.

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

Chair Shapira presented resolutions to recently retired Dr. Donna Wilson, vice chancellor and chief academic officer and recently retired West Chester University President Chris Fiorentino, granting him the status of President Emeritus. Shapira concluded by recognizing outgoing Shippensburg University student Board member Skylar Walder.

**GOVERNANCE AND LEADERSHIP COMMITTEE** (Full remarks in video archive)

Roll call was conducted at the request of Committee Chair Smith, and the following members were present: David Maser, Cynthia Shapira (ex-officio), and President Karen Riley.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD OF GOVERNORS HEREBY APPOINTS JANEYDA ORTIZ TO THE COMMONWEALTH UNIVERSITY COUNCIL OF TRUSTEES – LOCK HAVEN CAMPUS.**

Voice vote of the committee. No opposition. The motion passed.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD APPOINTS MARK-HANDY PHANOR OF KUTZTOWN UNIVERSITY AS A MEMBER OF THE BOARD OF GOVERNORS IN ACCORDANCE WITH THE STATE SYSTEM'S ENABLING LEGISLATION, AS AMENDED.**

Voice vote of the committee. No opposition. The motion passed.

**UNIVERSITY SUCCESS COMMITTEE** (Full remarks in video archive)

Roll call was conducted at the request of Committee Chair Gindlesperger, and the following members were present: Neil Weaver, Katie Merritt, Ali Sina Sharifi, Cynthia Shapira (ex-officio), and President Charles Patterson.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD DELEGATES THE RATE APPROVAL AUTHORITY FOR THE TECHNOLOGY TUITION FEE TO THE UNIVERSITIES' COUNCIL OF TRUSTEES AND APPROVED REVISIONS TO POLICIES 1983-18-A: WAIVER OF TUITION AND FEES, 1989-05-a: STUDENT FEES, AND 1999-02-A: TUITION, AS SHOWN IN BOARD MATERIALS, EFFECTIVE FALL 2025. THE TECHNOLOGY TUITION FEE FOR A UNIVERSITY WILL CHANGE AT A RATE EQUAL TO THE PERCENTAGE CHANGE IN TUITION APPROVED BY THE BOARD FOR THAT RESPECTIVE YEAR IF A TECHNOLOGY TUITION FEE RATE CHANGE IS NOT RECOMMENDED TO A UNIVERSITY COUNCIL OF TRUSTEES IN ANY GIVEN YEAR.**

Voice vote of the committee. No opposition. The motion passed.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD APPROVES THE FISCAL YEAR 2024-25 PRELIMINARY ANNUAL OPERATING BUDGETS FOR STATE SYSTEM UNIVERSITIES AND THE OFFICE OF THE CHANCELLOR. UNIVERSITIES WILL FINALIZE THEIR BUDGETS FOLLOWING THE JULY BOARD ACTIONS ON APPROPRIATION ALLOCATION AND TUITION, FALL ENROLLMENT DATA, AND SUBSEQUENT DETERMINATIONS OF REVENUES AND EXPENDITURES. THIS INFORMATION WILL BE PRESENTED TO THE BOARD FOR FINAL APPROVAL IN OCTOBER 2024.**

Voice vote of the committee. No opposition. The motion passed.

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

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE STUDENT SUCCESS COMMITTEE AND GOVERNANCE AND LEADERSHIP COMMITTEE**

**ACTIONS AS PRESENTED:**

- Appointment of student trustee
- Appointment of student Board member
- Policy updates: delegation of rate approval for technology
- 2024-25 preliminary budget

Voice vote. No opposition. The motion passed.

**NEW POLICY: UNDERGRADUATE RECRUITMENT AND FINANCIAL AID OPTIMIZATION**

Sharon Minnich, Executive Vice Chancellor, and Ginger Coleman, Director of Financial Management, presented new policy 2024:01 – *Undergraduate Recruitment and Financial Aid Optimization*.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES NEW POLICY 2024-01: UNDERGRADUATE RECRUITMENT AND FINANCIAL AID OPTIMIZATION.**

Voice vote. No opposition. The motion passed.

**TUITION AND TECHNOLOGY TUITION FEE**

No action taken on tuition and technology fee due the state budget not being finalized.

**BOARD OFFICERS ELECTIONS**

Governor Gindlesperger moderated the Board Officers Elections based upon the bylaws.

**MOTION: THE BOARD REELECTED CINDY SHAPIRA AS CHAIR AND SAM SMITH AND DAVID MASER AS VICE CHAIRS.**

Voice vote. No opposition. The motion passed.

**ADJOURNMENT**

For the record, Chair Shapira reported that the Board of Governors met in executive session on July 10, 2024 from 2:00 p.m. to 5:00 p.m. to discuss personnel matters and legal matters.

The meeting was adjourned at 11:25 a.m.

**ATTEST:**

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Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 7-11-24](#)



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

### Meeting Minutes

308th Meeting  
Wednesday, July 17, 2024  
8:30 a.m.  
VIA ZOOM

#### ATTENDING:

##### Board of Governors:

Senator David Argall  
Representative Tim Briggs  
Dr. Quintin Bullock  
Richard Caruso  
Dr. Brandon Danz  
William Gindlesperger  
Tess Hoffert, Designee for Senator Schwank  
Katie Merritt, Designee for Governor Shapiro  
David M. Maser (Vice Chair)  
Dr. Cynthia D. Shapira (Chair)  
Ali Sina Sharifi, Student Member  
Dr. Kate Shaw, Designee for Secretary of Education, Dr. Khalid N. Mumin  
Samuel H. Smith (Vice Chair)  
Dr. Robert Traynham  
Secretary Neil Weaver

Chair Cindy Shapira called the meeting to order at 8:33 a.m. Attendance taken at the direction of Chair Shapira established that a quorum of the Board was present.

#### PUBLIC COMMENT

None.

#### REMARKS BY UNION LEADERS

None.

#### CONSENT AGENDA

##### **MOTION: CHAIR SHAPIRA MOVED THAT THE CONSENT AGENDA BE APPROVED AS PRESENTED.**

Fiscal Year 2024-25 Educational & General Appropriation Allocation

Voice vote. No opposition. The motion passed.

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

Chair Shapira expressed appreciation to the governor and legislature for increased funding. Including the increased investment, PASSHE has received an investment increase of nearly one-third over the past four years, reflecting stakeholders' positive attitudes about PASSHE and

its contributions to the commonwealth. She also appreciated the continued conversation about higher education reform, which will lead to increased collaboration across the higher education sector with the help of the new coordinating entity, the State Board of Higher Education.

**REMARKS BY CHANCELLOR** (Full remarks in video archive)

Chancellor Greenstein echoed Chair Shapira's sentiments and gratitude about increased state funding. He said PASSHE has acted with the utmost transparency and accountability, and, in turn, the General Assembly has responded positively. He concluded by remarking on the system's Exceptional Agency Award from the State Higher Education Executive Officers Association (SHEEO). Upon receiving the award, Greenstein said he owes the system's success to its mission-driven faculty, Board leadership, legislature, and successive Administrations that understand the importance of higher education and its connection to workforce development and social mobility.

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

Chair Shapira presented the following items for board consideration:

**2024-25 TUITION AND TECHNOLOGY FEE RATES AND TENTATIVE 2025-26 TUITION RATES**

**MOTION: THAT THE BOARD OF GOVERNORS APPROVES THE APPROPRIATION ALLOCATION FOR THE STATE SYSTEM'S FISCAL YEAR 2024-25 EDUCATIONAL AND GENERAL APPROPRIATION, AS REFLECTED IN ATTACHMENTS 1 AND 2.**

Voice vote. No opposition. The motion passed.

**ADJOURNMENT**

The meeting was adjourned at 8:53 a.m.

**ATTEST:**

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Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 07-17-2024](#)

**Board of Governors Meeting**  
October 10, 2024

**SUBJECT:** Student Governor Re-appointment

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** Act 50 of 2020 empowers the Board of Governors to make the appointment of student members for the Board of Governors. Student member Abigail Hancox was appointed to the Board in July 2022 and completed her undergraduate studies in May 2024. She is now enrolled in graduate school at IUP.

According to statutes, a student member's term technically expires upon graduation. As such, this action would re-appoint Abigail Hancox so that she continues service as a student member of the Board.

**MOTION:** That the Board hereby re-appoints Abigail Hancox for continued service as a student member of the Board.

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

**Other Supporting Documents Available:** None

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

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



## Board of Governors Standing Committees

### **Student Success Committee**

CHAIR – David M. Maser  
VICE CHAIR – Marian D. Moskowitz  
Senator David Argall  
Representative Timothy P. Briggs  
Dr. Kate Shaw (Secretary of Education designee)  
Dr. Cynthia D. Shapira (ex officio)  
Mark-handy Phanor (Student at KU)  
President Bashar W. Hanna (nonvoting president liaison)

### **University Success Committee**

CHAIR – Dr. Quintin Bullock  
VICE CHAIR – Secretary Neil R. Weaver  
Rich Caruso  
Dr. Brandon Danz  
William A. Gindlesperger  
Akbar Hossain/Katie Merritt (Governor's Designee)  
Representative Brad Roae  
Dr. Cynthia D. Shapira (ex officio)  
Ali Sina Sharifi (Shippensburg student)  
President Charles E. Patterson (nonvoting president liaison)

### **Governance and Leadership Committee**

CHAIR – Samuel H. Smith  
David M. Maser  
Abigail Hancox (IUP student)  
Senator Judith L. Schwank  
Dr. Cynthia D. Shapira (ex officio)  
Dr. Robert Traynham  
President Karen Riley (nonvoting president liaison)

### **Audit, Compliance, and Risk Committee**

CHAIR – William Gindlesperger  
Robert W. Bogle  
William A. Gindlesperger  
Senator Judith L. Schwank  
Dr. Brandon Danz  
Dr. Cynthia D. Shapira (ex officio)  
President Kenneth Long (nonvoting president liaison)

## Board of Governors

October 10, 2024

**SUBJECT:** Property disposition

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**UNIVERSITIES AFFECTED:** Pennsylvania Western University (PennWest)

**BACKGROUND:** PennWest seeks approval to transfer or sell the property located next to the Phillipsburg Building. The property is located in the Borough of California, Washington County, with a mailing address of 724 Orchard Street, California, Pennsylvania, 15419.

The property is not currently in use; it is neither contiguous to the university nor considered strategic. In October 2023, the Board approved the sale of the Phillipsburg Building, and this property is adjacent to that building.

As background, California University of Pennsylvania purchased the property in 2018. The property is 0.1832 acres with no buildings or structures on it. The sale or transfer of this property will require notification to and favorable resolution from the General Assembly.

**MOTION:** That the Board approves Pennsylvania Western University's request to proceed with the disposition of the property listed here.

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**Supporting Documents Included:** n/a

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

**Prepared by:** Sharon Minnich

**Contact:** sminnich@passhe.edu

# UNIVERSITY SUCCESS COMMITTEE



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

**Board of Governors Meeting**  
**University Success Committee**  
October 10, 2024

**SUBJECT:** Fiscal year 2024-25 final budget approval

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** As part of broader continuous improvements to Board policies and to provide earlier visibility into university's multi-year plans, in July 2024 the Board of Governors approved preliminary budgetary information.

Universities have finalized their budgets for FY 2024-25, reflecting the following updates from the July preliminary budgets: final appropriation allocation and tuition data; fall enrollment census data; and subsequent determinations of revenues and expenditures.

Note: The budgetary information submitted by the universities in September 2024 continues to include assumptions related to collective bargaining units with contracts that will expire in the projection period. For units with ratified agreements, actual contractual changes are included within the personnel expenditures.

In accordance with Act 188 of 1982 and Board Policy 1993-03-A: *Budgetary Reporting and Review*, the Board will provide approval of the final operating budgets for FY 2024-25.

**MOTION:** That the Board approves the fiscal year 2024-25 final annual operating budgets for State System universities and Office of the Chancellor, reflected in Attachment 1.

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**Supporting Documents Included:** Attachment 1, 2024-25 Final Unrestricted Budget and Projection Highlights

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

**Prepared by:** Ginger Coleman

**Contact:** gcoleman@passhe.edu

## Attachment 1

### Unrestricted Budget and Projection Highlights For Pennsylvania's State System of Higher Education Entities

*As of October 10, 2024*

#### **Unrestricted Budget Highlights:**

The 2024-25 unrestricted budget for the State System is projected to have a deficit of (\$6.2M), primarily driven by three universities. This is an improvement from July, which was a projected deficit of (\$11.2M). This improvement is primarily driven by the receipt of \$85M in one-time funds for debt relief activities at three universities and reductions in expenditures for student financial aid and capital.

Across the System, based on the CPP's, 2024-25 enrollment is anticipated to be down slightly from 2023-24, at a decrease of (0.4 percent), to 75,432 annualized full-time equivalent (FTE) students. Fiscal year 2024-25 total unrestricted revenues are projected to increase \$27M, or 1.3 percent. With the Board's action in July to freeze tuition for a sixth consecutive year, overall tuition revenues for the System are projected to total \$703.2M, a decrease of (\$6.7M, or 0.9 percent), compared to the actual 2023-24 results. Certain universities' local fees have increased to address growing costs, resulting in a projected fee revenue increase of \$7.5M, or 3.3 percent.

The six percent increase in state appropriation resulted in an overall increase of \$35.1M in revenue for 2024-25 over 2023-24, slightly less than budgetary assumptions. University budgets reflect the adjustments to the distribution of the appropriation from the updated state appropriation allocation formula calculations and the integrated universities maintained minimum appropriation levels consistent with their integration planning assumptions, supplemented with funds from the SERS prefunding program.

In addition, the System received \$85,000,000 for facilities transition costs, the payment of bond debt services, loan repayments and other repayments.

Auxiliary sales, mostly for housing and meal plans, are projected to increase by approximately \$9.2M, or 2.8 percent, primarily associated with increases in fees related to inflationary costs for food services.

Fiscal year 2024-25 total unrestricted expenses are projected to increase \$40.4M, or 2.0 percent, over the prior year, primarily driven by debt relief activities at three universities. Personnel continues to be the largest expense element, projected to be 62 percent of the 2024-25 unrestricted budget. Overall, compensation expenditures are projected to remain fairly stable with reductions in annualized FTE employees (104) offset by increases in salaries attributed to newly negotiated collective bargaining agreements and increases in healthcare costs. Reductions in expenditures are also projected in interest expense and capital.

Transfers vary from year to year, based on a university's strategic needs. In FY 2024-25, a projected decrease of (\$42.0M, or 40.4 percent) from the prior year reflects the impact of one-time funds used for debt relief activities and one-time transfers completed in the prior year that will not be repeated.



# FY 2024-25 Comprehensive Planning Process (CPP) Projections Fall 2024 Update

## Pennsylvania's State System of Higher Education

### UNRESTRICTED BUDGET (EDUCATIONAL AND GENERAL AND AUXILIARY)\*\*

(S in millions)	FY 2023-24	For Approval FY 2024-25	Percent Change	FY 2024-25 July Prelim Total*	FY 2025-26	Percent Change
<b>Revenues</b>						
Tuition	\$709.9	\$703.2	-0.9%	\$706.6	\$708.1	0.7%
Fees	\$229.3	\$236.9	3.3%	\$238.0	\$242.5	2.4%
State Appropriation	\$585.6	\$620.8	6.0%	\$623.7	\$633.2	2.0%
Auxiliary Sales	\$294.7	\$304.0	3.1%	\$304.8	\$311.4	2.4%
All Other Revenue	\$271.4	\$252.5	-6.9%	\$169.0	\$149.4	-40.8%
<b>Total Revenues</b>	<b>\$2,090.9</b>	<b>\$2,117.3</b>	<b>1.3%</b>	<b>\$2,042.2</b>	<b>\$2,044.6</b>	<b>-3.4%</b>
<b>Expenditures</b>						
Compensation Summary:						
Salaries and Wages	\$844.8	\$858.1	1.6%	\$862.1	\$870.6	1.5%
Benefits	\$434.0	\$422.9	-2.6%	\$430.0	\$425.1	0.5%
Subtotal, Compensation	\$1,278.8	\$1,281.0	0.2%	\$1,292.1	\$1,295.7	1.2%
Student Financial Aid	\$146.8	\$142.3	-3.0%	\$141.3	\$142.6	0.2%
Interest Expense	\$43.6	\$38.0	-13.0%	\$39.6	\$34.8	-8.2%
Other Services and Supplies	\$453.4	\$463.3	2.2%	\$477.4	\$461.9	-0.3%
Subtotal, Services and Supplies	\$643.8	\$643.7	0.0%	\$658.3	\$639.4	-0.7%
Capital Expenditures	\$26.4	\$20.9	-20.8%	\$13.9	\$19.6	-6.1%
Debt Principal Payments	\$81.4	\$125.2	53.8%	\$68.3	\$61.0	-51.3%
<b>Total Expenditures</b>	<b>\$2,030.4</b>	<b>\$2,070.8</b>	<b>2.0%</b>	<b>\$2,032.6</b>	<b>\$2,015.9</b>	<b>-2.7%</b>
<b>Revenues Less Expenditures</b>	<b>\$60.6</b>	<b>\$46.5</b>		<b>\$9.5</b>	<b>\$28.7</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>\$104.1</b>	<b>\$62.1</b>	<b>-40.4%</b>	<b>\$45.6</b>	<b>\$50.9</b>	<b>-18.1%</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$43.5)</b>	<b>(\$15.5)</b>		<b>(\$36.1)</b>	<b>(\$22.1)</b>	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$21.9	\$9.3	-57.4%	\$24.9	\$11.4	22.2%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$21.6)</b>	<b>(\$6.2)</b>		<b>(\$11.2)</b>	<b>(\$10.7)</b>	
Use of Reserves for Operations (To Balance Budget)	\$23.4	\$14.2	-39.3%	\$19.5	\$8.9	-37.3%
<b>Revenues and ALL Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$1.8</b>	<b>\$8.0</b>		<b>\$8.3</b>	<b>(\$1.8)</b>	
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$635.5</b>	<b>\$605.1</b>	<b>-4.8%</b>	<b>\$556.4</b>	<b>\$585.7</b>	<b>-3.2%</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$770.7</b>	<b>\$740.4</b>	<b>-3.9%</b>	<b>\$754.2</b>	<b>\$721.0</b>	<b>-2.6%</b>
<b>Annualized FTE Enrollment (includes Clock Hour)</b>						
Undergraduate	65,193.56	64,708.99	-0.7%	64,642.95	65,117.94	0.6%
Graduate	10,550.26	10,722.51	1.6%	10,767.36	10,798.27	0.7%
<b>Total Annualized FTE Enrollment</b>	<b>75,743.82</b>	<b>75,431.50</b>	<b>-0.4%</b>	<b>75,410.31</b>	<b>75,916.21</b>	<b>0.6%</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>						
Faculty	4,021.83	3,940.80	-2.0%	3,910.06	3,859.97	-2.1%
Nonfaculty	5,156.46	5,133.28	-0.4%	5,104.91	5,063.77	-1.4%
<b>Total Employee FTE</b>	<b>9,178.30</b>	<b>9,074.07</b>	<b>-1.1%</b>	<b>9,014.97</b>	<b>8,923.75</b>	<b>-1.7%</b>
<b>Net Tuition Revenue per FTE Student</b>	<b>n/a</b>	<b>n/a</b>		<b>\$6,148</b>	<b>n/a</b>	
<i>Undergraduate academic year tuition revenue less undergraduate E&amp;G institutional aid/annualized undergraduate FTE enrollment, excluding clock hour.</i>						

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

\*\*Budget includes system-wide initiatives primarily funded "off-the-top" of the state appropriation allocation.

FY 2024-25 Comprehensive Planning Process (CPP) Projections Fall 2024 Update  
 Pennsylvania's State System of Higher Education

**EDUCATIONAL AND GENERAL BUDGET\*\***

(S in millions)	FY 2023-24	For Approval FY 2024-25	Percent Change	FY 2024-25 July Prelim Total*	FY 2025-26	Percent Change
<b>Revenues</b>						
Tuition:						
Undergraduate Tuition	\$569.9	\$561.7	-1.4%	\$564.5	\$565.1	0.6%
Graduate Tuition	\$140.0	\$141.5	1.1%	\$142.2	\$143.0	1.1%
Subtotal, Tuition	\$709.9	\$703.2	-0.9%	\$706.6	\$708.1	0.7%
Fees	\$190.1	\$195.8	3.0%	\$196.1	\$200.2	2.3%
State Appropriation	\$585.6	\$620.8	6.0%	\$623.7	\$633.2	2.0%
All Other Revenue	\$238.8	\$220.6	-7.6%	\$136.8	\$117.5	-46.7%
<b>Total Revenues</b>	<b>\$1,724.4</b>	<b>\$1,740.4</b>	<b>0.9%</b>	<b>\$1,663.3</b>	<b>\$1,659.0</b>	<b>-4.7%</b>
<b>Expenditures</b>						
Compensation Summary:						
Salaries and Wages	\$799.2	\$809.9	1.3%	\$812.4	\$820.6	1.3%
Benefits	\$406.2	\$394.1	-3.0%	\$400.8	\$395.8	0.4%
Subtotal, Compensation	\$1,205.4	\$1,204.0	-0.1%	\$1,213.2	\$1,216.4	1.0%
Student Financial Aid	\$137.2	\$129.7	-5.5%	\$129.8	\$130.0	0.2%
Interest Expense	\$6.5	\$4.7		\$4.8	\$3.9	
Other Services and Supplies	\$296.6	\$294.1	-0.9%	\$308.1	\$291.5	-0.9%
Subtotal, Services and Supplies	\$440.3	\$428.5	-2.7%	\$442.6	\$425.3	-0.8%
Capital Expenditures	\$22.9	\$17.2	-24.9%	\$11.8	\$16.1	-6.0%
Debt Principal Payments	\$27.9	\$21.1	-24.3%	\$15.3	\$9.9	-53.0%
<b>Total Expenditures</b>	<b>\$1,696.5</b>	<b>\$1,670.8</b>	<b>-1.5%</b>	<b>\$1,682.9</b>	<b>\$1,667.8</b>	<b>-0.2%</b>
<b>Revenues Less Expenditures</b>	<b>\$27.9</b>	<b>\$69.6</b>		<b>(\$19.7)</b>	<b>(\$8.7)</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>\$88.9</b>	<b>\$98.8</b>	<b>11.2%</b>	<b>\$25.9</b>	<b>\$29.6</b>	<b>-70.0%</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$61.0)</b>	<b>(\$29.2)</b>		<b>(\$45.6)</b>	<b>(\$38.3)</b>	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$19.6	\$9.2	-52.8%	\$24.9	\$9.7	4.9%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$41.4)</b>	<b>(\$19.9)</b>		<b>(\$20.7)</b>	<b>(\$28.6)</b>	
Use of Reserves for Operations (To Balance Budget)	\$20.9	\$14.2	-31.9%	\$16.2	\$8.9	-37.3%
<b>Revenues and ALL Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$20.6)</b>	<b>(\$5.7)</b>	<b>n/a</b>	<b>(\$4.5)</b>	<b>(\$19.7)</b>	<b>n/a</b>
<b>Total E&amp;G and E&amp;G Plant Net Assets, Estimated End of Year Balance</b>	<b>\$397.0</b>	<b>\$378.1</b>	<b>-4.7%</b>	<b>\$348.0</b>	<b>\$343.6</b>	<b>-9.1%</b>
<b>Total E&amp;G and E&amp;G Plant Cash, Estimated End of Year Balance</b>	<b>\$506.8</b>	<b>\$488.1</b>	<b>-3.7%</b>	<b>\$492.6</b>	<b>\$453.6</b>	<b>-7.1%</b>
<b>Annualized FTE Enrollment (includes Clock Hour)</b>						
Undergraduate FTE Enrollment	65,193.56	64,708.99	-0.7%	64,642.95	65,117.94	0.6%
Graduate FTE Enrollment	10,550.26	10,722.51	1.6%	10,767.36	10,798.27	0.7%
<b>Total Annualized FTE Enrollment</b>	<b>75,743.82</b>	<b>75,431.50</b>	<b>-0.4%</b>	<b>75,410.31</b>	<b>75,916.21</b>	<b>0.6%</b>
<b>FTE of E&amp;G Employees, Net of Turnover</b>						
Faculty	4,021.83	3,940.80	-2.0%	3,910.06	3,859.97	-2.1%
Nonfaculty	4,692.71	4,640.41	-1.1%	4,621.05	4,573.56	-1.4%
<b>Total Employee FTE</b>	<b>8,714.54</b>	<b>8,581.21</b>	<b>-1.5%</b>	<b>8,531.11</b>	<b>8,433.54</b>	<b>-1.7%</b>
<b>Fall FTE Enrollment (excludes Clock Hour)</b>						
Undergraduate	63,431.46	62,946.62	-0.8%	62,878.32	63,188.70	0.4%
Graduate	7,857.70	8,091.97	3.0%	8,068.40	8,234.11	1.8%
<b>Total Fall FTE Enrollment</b>	<b>71,289.16</b>	<b>71,038.59</b>	<b>-0.4%</b>	<b>70,946.72</b>	<b>71,422.81</b>	<b>0.5%</b>

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

\*\*Budget includes system-wide initiatives primarily funded "off-the-top" of the state appropriation allocation.

**FY 2024-25 Comprehensive Planning Process (CPP) Projections Fall 2024 Update  
Pennsylvania's State System of Higher Education**

**AUXILIARY BUDGET**

(S in millions)	FY 2023-24	For Approval FY 2024-25	Percent Change	FY 2024-25 July Prelim Total*	FY 2025-26	Percent Change
<b>Revenues</b>						
Fees	\$39.2	\$41.1	\$0.0	\$41.9	\$42.3	\$0.0
Housing Fees (including Privatized Housing)	\$180.3	\$182.7	\$0.0	\$187.4	\$186.5	\$0.0
Food Service Sales	\$114.4	\$121.3	\$0.1	\$117.4	\$124.9	\$0.0
All Other Revenue	\$32.6	\$31.9	(\$0.0)	\$32.2	\$31.9	(\$0.0)
<b>Total Revenues</b>	<b>\$366.6</b>	<b>\$376.9</b>	<b>\$0.0</b>	<b>\$378.9</b>	<b>\$385.6</b>	<b>\$0.0</b>
<b>Expenditures</b>						
Compensation Summary:						
Salaries and Wages	\$45.6	\$48.2	\$0.1	\$49.7	\$50.0	\$0.0
Benefits	\$27.7	\$28.8	\$0.0	\$29.2	\$29.3	\$0.0
Subtotal, Compensation	\$73.3	\$77.0	\$0.1	\$78.9	\$79.3	\$0.0
Student Financial Aid	\$9.5	\$12.7	\$0.3	\$11.6	\$12.7	\$0.0
Interest Expense	\$37.2	\$33.2		\$34.8	\$31.0	
Other Services and Supplies	\$156.8	\$169.2	\$0.1	\$169.3	\$170.5	\$0.0
Subtotal, Services and Supplies	\$203.5	\$215.1	\$0.1	\$215.7	\$214.1	(\$0.0)
Capital Expenditures	\$3.5	\$3.8	\$0.1	\$2.1	\$3.5	(\$0.1)
Debt Principal Payments	\$53.5	\$104.1	\$0.9	\$53.0	\$51.1	(\$0.5)
<b>Total Expenditures</b>	<b>\$333.9</b>	<b>\$400.0</b>	<b>\$0.2</b>	<b>\$349.7</b>	<b>\$348.1</b>	<b>(\$0.1)</b>
<b>Revenues Less Expenditures</b>	<b>\$32.7</b>	<b>(\$23.1)</b>		<b>\$29.2</b>	<b>\$37.5</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	\$15.2	(\$36.7)	(\$3.4)	\$19.7	\$21.3	n/a
<b>Revenues Less Expenditures and Transfers</b>	\$17.5	\$13.7		\$9.5	\$16.2	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$2.4	\$0.1	(\$1.0)	\$0.0	\$1.7	\$17.5
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	\$19.8	\$13.8		\$9.5	\$17.9	
Use of Reserves for Operations (To Balance Budget)	\$2.6	\$0.0	(\$1.0)	\$3.3	\$0.0	n/a
<b>Revenues and ALL Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$22.4</b>	<b>\$13.8</b>	<b>(\$0.4)</b>	<b>\$12.8</b>	<b>\$17.9</b>	<b>\$0.3</b>
<b>Total Auxiliary and Auxiliary Plant Net Assets, Estimated End of Year Balance</b>	\$238.5	\$227.0	(\$0.0)	\$208.5	\$242.1	\$0.1
<b>Total Auxiliary and Auxiliary Plant Cash, Estimated End of Year Balance</b>	\$263.9	\$252.3	(\$0.0)	\$261.6	\$267.4	\$0.1
<b>FTE of Auxiliary Employees, Net of Turnover</b>						
Faculty	0.00	0.00	n/a	0.00	0.00	n/a
Nonfaculty	463.76	492.86	6.3%	483.86	490.21	-0.5%
<b>Total Employee FTE</b>	<b>463.76</b>	<b>492.86</b>	<b>6.3%</b>	<b>483.86</b>	<b>490.21</b>	<b>-0.5%</b>

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

**FY 2024-25 Comprehensive Planning Process Fall 2024 Update**  
**Cheyney University of Pennsylvania**

	FY 2023-24 Actual			For Approval				July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Unrestricted	Total		E&G	Auxiliary	Unrestricted
<i>(Dollars in Millions)</i>											
<b>Revenues</b>											
Tuition	\$6.2	\$0.0	\$6.2	\$4.6	\$0.0	\$4.6	\$5.5	\$5.1	\$0.0	\$5.1	
Fees	1.9	0.4	2.3	1.3	0.5	1.8	2.2	1.5	0.5	2.0	
State Appropriation	20.8	0.0	20.8	21.8	0.0	21.8	21.9	22.2	0.0	22.2	
Auxiliary Sales	0.0	6.4	6.4	0.0	5.4	5.4	6.3	0.0	5.9	5.9	
All Other Revenue	2.6	0.0	2.6	9.3	0.1	9.4	4.2	0.8	0.1	0.9	
<b>Total Revenues</b>	<b>\$31.5</b>	<b>\$6.8</b>	<b>\$38.2</b>	<b>\$37.0</b>	<b>\$6.0</b>	<b>\$43.0</b>	<b>\$40.1</b>	<b>\$29.6</b>	<b>\$6.6</b>	<b>\$36.1</b>	
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$10.8	\$0.6	\$11.4	\$9.3	\$0.5	\$9.9	\$11.3	\$10.3	\$0.7	\$11.0	
Benefits	4.4	0.3	4.7	3.9	0.3	4.2	5.0	4.2	0.3	4.5	
Subtotal, Compensation	\$15.2	\$0.9	\$16.1	\$13.3	\$0.8	\$14.1	\$16.3	\$14.5	\$1.0	\$15.5	
Student Financial Aid	5.1	0.1	5.2	1.3	0.1	1.4	0.4	1.5	0.1	1.6	
Interest Expense	0.6	0.1	0.7	0.2	0.0	0.3	0.2	0.1	0.0	0.1	
Other Services and Supplies	14.2	7.7	21.9	12.3	4.7	17.0	20.5	12.8	5.0	17.8	
Subtotal, Services and Supplies	\$19.9	7.9	\$27.8	\$13.9	4.8	\$18.7	21.1	\$14.3	5.2	\$19.5	
Capital Expenditures	1.2	0.3	1.6	0.8	0.2	1.0	1.0	0.9	0.2	1.1	
Debt Principal Payments	2.4	0.3	2.7	6.1	0.2	6.2	4.6	0.0	0.1	0.1	
<b>Total Expenditures</b>	<b>\$38.7</b>	<b>\$9.4</b>	<b>\$48.1</b>	<b>\$34.0</b>	<b>\$6.0</b>	<b>\$40.0</b>	<b>\$43.0</b>	<b>\$29.6</b>	<b>\$6.4</b>	<b>\$36.1</b>	
<b>Revenues Less Expenditures</b>	<b>(\$7.2)</b>	<b>(\$2.6)</b>	<b>(\$9.9)</b>	<b>\$3.0</b>	<b>\$0.0</b>	<b>\$3.0</b>	<b>(\$2.9)</b>	<b>(\$0.1)</b>	<b>\$0.1</b>	<b>\$0.0</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	5.3	(0.3)	5.0	7.7	0.0	7.7	2.3	0.0	0.0	0.0	
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$12.5)</b>	<b>(\$2.4)</b>	<b>(\$14.9)</b>	<b>(\$4.8)</b>	<b>\$0.0</b>	<b>(\$4.8)</b>	<b>(\$5.2)</b>	<b>(\$0.1)</b>	<b>\$0.1</b>	<b>\$0.0</b>	
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$12.5)</b>	<b>(\$2.4)</b>	<b>(\$14.9)</b>	<b>(\$4.8)</b>	<b>\$0.0</b>	<b>(\$4.8)</b>	<b>(\$5.2)</b>	<b>(\$0.1)</b>	<b>\$0.1</b>	<b>\$0.0</b>	
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>(\$20.1)</b>	<b>(\$1.4)</b>	<b>(\$21.5)</b>	<b>(\$17.1)</b>	<b>(\$1.4)</b>	<b>(\$18.5)</b>	<b>(\$24.7)</b>	<b>(\$17.2)</b>	<b>(\$1.3)</b>	<b>(\$18.5)</b>	
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>(\$6.8)</b>	<b>\$4.3</b>	<b>(\$2.5)</b>	<b>(\$3.8)</b>	<b>\$4.3</b>	<b>\$0.5</b>	<b>(\$5.4)</b>	<b>(\$3.9)</b>	<b>\$4.5</b>	<b>\$0.6</b>	
<b>Annualized FTE Enrollment</b>											
Undergraduate	698.4		698.4	555.3		555.3	653.6	611.5		611.5	
Graduate	0.0		0.0	0.0		0.0	0.0	0.0		0.0	
<b>Total Annualized FTE Enrollment</b>	<b>698.4</b>		<b>698.4</b>	<b>555.3</b>		<b>555.3</b>	<b>653.6</b>	<b>611.5</b>		<b>611.5</b>	
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>											
Faculty	48.6	0.0	48.6	38.6	0.0	38.6	42.7	41.4	0.0	41.4	
Nonfaculty	61.6	6.6	68.2	59.6	5.9	65.5	66.6	57.6	6.0	63.6	
<b>Total FTE of Budgeted Employees</b>	<b>110.1</b>	<b>6.6</b>	<b>116.7</b>	<b>98.2</b>	<b>5.9</b>	<b>104.1</b>	<b>109.3</b>	<b>98.9</b>	<b>6.0</b>	<b>104.9</b>	
<b>Net Tuition Revenue per FTE Student</b>			<b>\$1,082</b>			<b>\$5,333</b>	<b>\$7,773</b>			<b>\$5,409</b>	

*Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.*

	Actual/Estimated	Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	14.3	13.5	15.7	14.8
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>				

Note: In FY 2024-25, E&G All Other Revenue includes \$8.6M of debt relief funds appropriated to be used for payment obligations due to the Federal Department of Education (ED) and partial repayment of loans from the State System of Higher Education. Payments for the obligation to ED are reflected in the Transfers line; partial re-payment of the loans are reflected in Debt Principal Payments and Interest Expense. The balance of the loan will be repaid with federal financial aid dollars anticipated to be received from the ED.

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

**FY 2024-25 Comprehensive Planning Process Fall 2024 Update**  
**Commonwealth University of Pennsylvania**

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$96.0	\$0.0	\$96.0	\$94.6	\$0.0	\$94.6	\$95.1	\$94.8	\$0.0	\$94.8
Fees	26.4	4.6	31.0	26.9	5.0	32.0	31.7	29.9	5.4	35.3
State Appropriation	88.4	0.0	88.4	90.9	0.0	90.9	91.4	92.8	0.0	92.8
Auxiliary Sales	0.0	51.3	51.3	0.0	53.0	53.0	52.4	0.0	54.6	54.6
All Other Revenue	22.2	2.1	24.2	54.3	1.7	55.9	18.1	11.3	1.6	12.9
<b>Total Revenues</b>	<b>\$232.9</b>	<b>\$58.0</b>	<b>\$291.0</b>	<b>\$266.7</b>	<b>\$59.7</b>	<b>\$326.4</b>	<b>\$288.6</b>	<b>\$228.7</b>	<b>\$61.6</b>	<b>\$290.4</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$120.9	\$9.2	\$130.1	\$112.2	\$9.7	\$121.9	\$120.4	\$109.6	\$10.0	\$119.6
Benefits	61.5	6.2	67.7	57.8	6.7	64.5	65.0	55.7	6.9	62.7
Subtotal, Compensation	\$182.4	\$15.4	\$197.8	\$170.1	\$16.4	\$186.5	\$185.4	\$165.4	\$16.9	\$182.3
Student Financial Aid	25.2	3.1	28.3	24.8	3.7	28.5	31.9	24.0	3.7	27.7
Interest Expense	0.5	7.1	7.6	0.2	5.2	5.4	6.7	0.1	4.7	4.9
Other Services and Supplies	48.3	22.9	71.2	42.8	25.1	67.9	71.6	42.8	26.3	69.1
Subtotal, Services and Supplies	\$74.0	33.1	\$107.1	\$67.8	34.0	\$101.8	110.2	\$67.0	34.7	\$101.7
Capital Expenditures	5.6	0.2	5.8	4.7	0.4	5.1	1.9	4.7	0.3	5.0
Debt Principal Payments	3.3	9.8	13.1	0.6	46.2	46.7	10.2	0.6	8.5	9.2
<b>Total Expenditures</b>	<b>\$265.3</b>	<b>\$58.5</b>	<b>\$323.8</b>	<b>\$243.2</b>	<b>\$96.9</b>	<b>\$340.0</b>	<b>\$307.6</b>	<b>\$237.6</b>	<b>\$60.5</b>	<b>\$298.1</b>
<b>Revenues Less Expenditures</b>	<b>(\$32.4)</b>	<b>(\$0.5)</b>	<b>(\$32.9)</b>	<b>\$23.6</b>	<b>(\$37.2)</b>	<b>(\$13.6)</b>	<b>(\$19.0)</b>	<b>(\$8.9)</b>	<b>\$1.2</b>	<b>(\$7.7)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	0.3	4.4	4.7	37.9	(37.5)	0.4	0.4	0.0	0.4	0.4
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$32.7)</b>	<b>(\$4.9)</b>	<b>(\$37.6)</b>	<b>(\$14.3)</b>	<b>\$0.4</b>	<b>(\$14.0)</b>	<b>(\$19.4)</b>	<b>(\$8.9)</b>	<b>\$0.8</b>	<b>(\$8.1)</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	16.1	2.4	18.4	0.1	0.0	0.1	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$16.6)</b>	<b>(\$2.6)</b>	<b>(\$19.1)</b>	<b>(\$14.2)</b>	<b>\$0.4</b>	<b>(\$13.8)</b>	<b>(\$19.4)</b>	<b>(\$8.9)</b>	<b>\$0.8</b>	<b>(\$8.1)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$34.9</b>	<b>\$30.3</b>	<b>\$65.2</b>	<b>\$18.6</b>	<b>\$26.0</b>	<b>\$44.6</b>	<b>\$44.9</b>	<b>\$7.8</b>	<b>\$22.8</b>	<b>\$30.5</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$41.2</b>	<b>\$41.8</b>	<b>\$82.9</b>	<b>\$24.9</b>	<b>\$37.5</b>	<b>\$62.4</b>	<b>\$66.4</b>	<b>\$14.1</b>	<b>\$34.3</b>	<b>\$48.4</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	9,295.7		9,295.7	9,210.8		9,210.8	9,151.4	9,210.8		9,210.8
Graduate	1,084.7		1,084.7	1,099.6		1,099.6	1,148.2	1,116.1		1,116.1
<b>Total Annualized FTE Enrollment</b>	<b>10,380.4</b>		<b>10,380.4</b>	<b>10,310.5</b>		<b>10,310.5</b>	<b>10,299.6</b>	<b>10,327.0</b>		<b>10,327.0</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	576.4	0.0	576.4	554.3	0.0	554.3	528.9	538.2	0.0	538.2
Nonfaculty	762.9	71.3	834.2	693.2	94.9	788.0	788.0	654.6	94.9	749.5
<b>Total FTE of Budgeted Employees</b>	<b>1,339.3</b>	<b>71.3</b>	<b>1,410.6</b>	<b>1,247.5</b>	<b>94.9</b>	<b>1,342.4</b>	<b>1,316.9</b>	<b>1,192.9</b>	<b>94.9</b>	<b>1,287.7</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$5,651</b>			<b>\$5,569</b>	<b>\$4,956</b>			<b>\$5,659</b>

*Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.*

	Actual/Estimated	Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	17.4	17.6	17.4	18.1
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>				

Note: In FY 2024-25, E&G All Other Revenue includes \$37.9M of debt relief funds that were appropriated to use for the elimination of some of Commonwealth's outstanding bonds, all of which was transferred for Auxiliary-related projects. Expenses reflecting the payoff of this debt appear in Auxiliary Debt Principal Payments and Interest Expense.

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

**FY 2024-25 Comprehensive Planning Process Fall 2024 Update**  
**East Stroudsburg University of Pennsylvania**

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$45.2	\$0.0	\$45.2	\$45.9	\$0.0	\$45.9	\$46.4	\$46.9	\$0.0	\$46.9
Fees	11.1	3.5	14.6	13.7	3.6	17.3	17.2	13.9	3.7	17.6
State Appropriation	41.7	0.0	41.7	45.8	0.0	45.8	46.0	46.7	0.0	46.7
Auxiliary Sales	0.0	20.0	20.0	0.0	24.3	24.3	23.3	0.0	25.0	25.0
All Other Revenue	17.0	1.0	17.9	12.3	1.2	13.5	10.3	8.5	1.2	9.7
<b>Total Revenues</b>	<b>\$115.0</b>	<b>\$24.4</b>	<b>\$139.4</b>	<b>\$117.7</b>	<b>\$29.1</b>	<b>\$146.8</b>	<b>\$143.2</b>	<b>\$116.1</b>	<b>\$29.9</b>	<b>\$145.9</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$50.7	\$3.4	\$54.2	\$52.8	\$4.3	\$57.1	\$57.2	\$54.6	\$4.4	\$58.9
Benefits	22.9	1.6	24.4	24.8	1.9	26.7	26.9	25.4	1.9	27.3
Subtotal, Compensation	\$73.6	\$5.0	\$78.6	\$77.6	\$6.2	\$83.8	\$84.1	\$80.0	\$6.3	\$86.3
Student Financial Aid	14.7	0.4	15.1	15.0	0.4	15.4	15.4	15.0	0.4	15.4
Interest Expense	0.6	1.7	2.3	0.5	1.6	2.1	2.1	0.3	1.5	1.8
Other Services and Supplies	20.6	10.9	31.4	23.5	13.2	36.7	35.8	22.4	13.6	35.9
Subtotal, Services and Supplies	\$35.9	13.0	\$48.9	\$38.9	15.2	\$54.1	53.2	\$37.7	15.5	\$53.2
Capital Expenditures	1.1	0.1	1.2	0.9	0.0	0.9	0.1	0.2	0.0	0.2
Debt Principal Payments	2.6	2.1	4.7	2.6	2.1	4.7	4.7	2.7	2.1	4.8
<b>Total Expenditures</b>	<b>\$113.2</b>	<b>\$20.1</b>	<b>\$133.3</b>	<b>\$120.0</b>	<b>\$23.5</b>	<b>\$143.5</b>	<b>\$142.1</b>	<b>\$120.6</b>	<b>\$23.8</b>	<b>\$144.4</b>
<b>Revenues Less Expenditures</b>	<b>\$1.8</b>	<b>\$4.3</b>	<b>\$6.1</b>	<b>(\$2.3)</b>	<b>\$5.6</b>	<b>\$3.3</b>	<b>\$1.2</b>	<b>(\$4.5)</b>	<b>\$6.0</b>	<b>\$1.5</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	3.6	1.5	5.0	5.2	5.1	10.4	6.8	1.8	5.7	7.5
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$1.8)</b>	<b>\$2.9</b>	<b>\$1.1</b>	<b>(\$7.5)</b>	<b>\$0.5</b>	<b>(\$7.1)</b>	<b>(\$5.6)</b>	<b>(\$6.3)</b>	<b>\$0.4</b>	<b>(\$5.9)</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	7.5	0.0	7.5	5.7	6.3	0.0	6.3
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$1.8)</b>	<b>\$2.9</b>	<b>\$1.1</b>	<b>(\$0.0)</b>	<b>\$0.5</b>	<b>\$0.5</b>	<b>\$0.1</b>	<b>\$0.0</b>	<b>\$0.4</b>	<b>\$0.4</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$52.1</b>	<b>\$37.6</b>	<b>\$89.7</b>	<b>\$44.6</b>	<b>\$21.2</b>	<b>\$65.8</b>	<b>\$62.9</b>	<b>\$38.3</b>	<b>\$27.3</b>	<b>\$65.5</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$53.3</b>	<b>\$39.4</b>	<b>\$92.8</b>	<b>\$45.8</b>	<b>\$23.0</b>	<b>\$68.9</b>	<b>\$73.1</b>	<b>\$39.5</b>	<b>\$29.1</b>	<b>\$68.6</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	4,484.5		4,484.5	4,630.5		4,630.5	4,601.1	4,679.8		4,679.8
Graduate	590.7		590.7	537.9		537.9	577.2	586.2		586.2
<b>Total Annualized FTE Enrollment</b>	<b>5,075.2</b>		<b>5,075.2</b>	<b>5,168.4</b>		<b>5,168.4</b>	<b>5,178.3</b>	<b>5,266.0</b>		<b>5,266.0</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	255.6	0.0	255.6	252.8	0.0	252.8	252.5	258.7	0.0	258.7
Nonfaculty	337.6	7.3	344.9	361.5	12.9	374.4	368.5	361.8	13.6	375.5
<b>Total FTE of Budgeted Employees</b>	<b>593.2</b>	<b>7.3</b>	<b>600.5</b>	<b>614.3</b>	<b>12.9</b>	<b>627.2</b>	<b>621.0</b>	<b>620.6</b>	<b>13.6</b>	<b>634.2</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$4,832</b>			<b>\$4,847</b>	<b>\$4,843</b>			<b>\$4,873</b>

*Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.*

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	18.7	19.4	19.1	19.1

*Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)*

*\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.*

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
Indiana University of Pennsylvania

FY 2023-24 Actual (Dollars in Millions)	FY 2023-24 Actual			For Approval FY 2024-25 Budget			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<b>Revenues</b>										
Tuition	\$71.0	\$0.0	\$71.0	\$69.3	\$0.0	\$69.3	\$67.9	\$68.9	\$0.0	\$68.9
Fees	24.1	0.0	24.1	23.3	0.0	23.3	23.6	23.3	0.0	23.3
State Appropriation	59.4	0.0	59.4	63.5	0.0	63.5	63.8	64.8	0.0	64.8
Auxiliary Sales	0.0	33.0	33.0	0.0	30.8	30.8	28.4	0.0	33.3	33.3
All Other Revenue	26.5	0.9	27.3	58.1	0.4	58.5	20.6	19.3	0.4	19.7
<b>Total Revenues</b>	<b>\$181.0</b>	<b>\$33.8</b>	<b>\$214.8</b>	<b>\$214.1</b>	<b>\$31.2</b>	<b>\$245.3</b>	<b>\$204.3</b>	<b>\$176.3</b>	<b>\$33.7</b>	<b>\$210.0</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$71.7	\$2.1	\$73.8	\$82.5	\$2.4	\$84.9	\$84.6	\$85.0	\$2.5	\$87.5
Benefits	56.8	2.6	59.4	42.4	2.1	44.4	44.5	43.2	2.1	45.3
Subtotal, Compensation	\$128.5	\$4.7	\$133.3	\$124.9	\$4.5	\$129.4	\$129.1	\$128.2	\$4.6	\$132.8
Student Financial Aid	26.8	0.3	27.1	19.1	2.9	22.0	21.2	18.1	2.9	21.0
Interest Expense	0.5	4.4	4.8	0.0	3.8	3.8	4.4	(0.0)	3.7	3.6
Other Services and Supplies	31.2	16.8	48.0	29.5	18.2	47.8	46.3	29.4	18.2	47.6
Subtotal, Services and Supplies	\$58.5	21.4	\$79.9	\$48.7	24.9	\$73.6	71.8	\$47.5	24.8	\$72.2
Capital Expenditures	3.3	0.0	3.3	1.0	0.1	1.1	1.1	0.5	0.1	0.6
Debt Principal Payments	12.8	6.3	19.2	5.0	20.2	25.3	6.5	0.1	4.3	4.4
<b>Total Expenditures</b>	<b>\$203.1</b>	<b>\$32.5</b>	<b>\$235.6</b>	<b>\$179.6</b>	<b>\$49.8</b>	<b>\$229.3</b>	<b>\$208.5</b>	<b>\$176.3</b>	<b>\$33.7</b>	<b>\$210.0</b>
<b>Revenues Less Expenditures</b>	<b>(\$22.1)</b>	<b>\$1.4</b>	<b>(\$20.8)</b>	<b>\$34.6</b>	<b>(\$18.6)</b>	<b>\$16.0</b>	<b>(\$4.2)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>(0.8)</b>	<b>0.1</b>	<b>(0.7)</b>	<b>17.1</b>	<b>(16.1)</b>	<b>1.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$21.3)</b>	<b>\$1.3</b>	<b>(\$20.1)</b>	<b>\$17.5</b>	<b>(\$2.5)</b>	<b>\$15.0</b>	<b>(\$5.2)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$21.3)</b>	<b>\$1.3</b>	<b>(\$20.1)</b>	<b>\$17.5</b>	<b>(\$2.5)</b>	<b>\$15.0</b>	<b>(\$5.2)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$45.8</b>	<b>\$3.3</b>	<b>\$49.1</b>	<b>\$63.2</b>	<b>\$0.8</b>	<b>\$64.1</b>	<b>\$37.9</b>	<b>\$63.2</b>	<b>\$0.8</b>	<b>\$64.1</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$33.2</b>	<b>\$3.2</b>	<b>\$36.4</b>	<b>\$50.6</b>	<b>\$0.7</b>	<b>\$51.4</b>	<b>\$56.9</b>	<b>\$50.6</b>	<b>\$0.7</b>	<b>\$51.4</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	6,870.4		6,870.4	6,803.0		6,803.0	6,334.7	6,803.0		6,803.0
Graduate	1,135.8		1,135.8	1,080.0		1,080.0	1,110.9	1,080.0		1,080.0
<b>Total Annualized FTE Enrollment</b>	<b>8,006.2</b>		<b>8,006.2</b>	<b>7,883.0</b>		<b>7,883.0</b>	<b>7,445.7</b>	<b>7,883.0</b>		<b>7,883.0</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	401.4	0.0	401.4	365.2	0.0	365.2	377.7	365.2	0.0	365.2
Nonfaculty	456.5	17.9	474.4	438.6	19.3	457.8	456.3	441.2	19.3	460.4
<b>Total FTE of Budgeted Employees</b>	<b>857.9</b>	<b>17.9</b>	<b>875.8</b>	<b>803.8</b>	<b>19.3</b>	<b>823.0</b>	<b>834.0</b>	<b>806.4</b>	<b>19.3</b>	<b>825.6</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$3,778</b>			<b>\$5,338</b>	<b>\$5,100</b>			<b>\$5,490</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	18.1	19.7	18.1	20.0
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)				

Note: In FY 2024-25, E&G All Other Revenue includes \$21M of debt relief funds that were appropriated to use for the elimination of some of Indiana's outstanding bonds. \$16.1M of which was transferred to cover Auxiliary-related projects. Expenses reflecting the payoff of this debt appear in Debt Principal Payments and Interest Expense in both funds. In addition, E&G All Other Revenue includes \$17.5M of funds used to satisfy intra-university loans and improve the unrestricted net asset balance.

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
Kutztown University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$61.9	\$0.0	\$61.9	\$61.8	\$0.0	\$61.8	\$61.9	\$62.3	\$0.0	\$62.3
Fees	16.7	4.4	21.2	16.9	4.6	21.5	21.6	17.3	4.8	22.1
State Appropriation	50.3	0.0	50.3	53.9	0.0	53.9	54.2	55.0	0.0	55.0
Auxiliary Sales	0.0	39.9	39.9	0.0	40.9	40.9	42.6	0.0	43.5	43.5
All Other Revenue	13.5	2.4	15.8	7.4	2.3	9.8	10.2	7.4	2.3	9.8
<b>Total Revenues</b>	<b>\$142.4</b>	<b>\$46.7</b>	<b>\$189.1</b>	<b>\$140.1</b>	<b>\$47.8</b>	<b>\$187.8</b>	<b>\$190.5</b>	<b>\$142.0</b>	<b>\$50.7</b>	<b>\$192.7</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$65.0	\$6.7	\$71.7	\$67.1	\$7.5	\$74.7	\$75.3	\$68.9	\$7.8	\$76.7
Benefits	32.1	3.3	35.4	33.8	3.8	37.6	38.4	34.5	3.9	38.5
Subtotal, Compensation	\$97.1	\$10.0	\$107.1	\$101.0	\$11.4	\$112.3	\$113.8	\$103.5	\$11.7	\$115.1
Student Financial Aid	11.2	4.9	16.1	11.1	4.8	15.9	16.2	11.3	4.8	16.1
Interest Expense	0.3	3.2	3.5	0.2	2.8	3.0	3.0	0.2	2.4	2.6
Other Services and Supplies	26.1	17.0	43.1	22.4	17.1	39.5	39.7	22.5	17.5	39.9
Subtotal, Services and Supplies	\$37.6	25.0	\$62.7	\$33.8	24.7	\$58.5	58.9	\$33.9	24.7	\$58.6
Capital Expenditures	3.8	1.0	4.8	1.5	0.9	2.4	2.4	1.5	0.8	2.3
Debt Principal Payments	1.2	7.1	8.3	1.3	7.1	8.4	8.4	0.8	7.7	8.6
<b>Total Expenditures</b>	<b>\$139.7</b>	<b>\$43.2</b>	<b>\$182.9</b>	<b>\$137.5</b>	<b>\$44.1</b>	<b>\$181.5</b>	<b>\$183.4</b>	<b>\$139.7</b>	<b>\$44.9</b>	<b>\$184.6</b>
<b>Revenues Less Expenditures</b>	<b>\$2.6</b>	<b>\$3.6</b>	<b>\$6.2</b>	<b>\$2.6</b>	<b>\$3.7</b>	<b>\$6.3</b>	<b>\$7.1</b>	<b>\$2.3</b>	<b>\$5.8</b>	<b>\$8.1</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	4.2	3.1	7.3	2.6	3.7	6.3	7.1	2.3	5.8	8.1
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$1.5)</b>	<b>\$0.5</b>	<b>(\$1.1)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.7	0.0	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$0.8)</b>	<b>\$0.5</b>	<b>(\$0.4)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$39.3</b>	<b>\$36.1</b>	<b>\$75.4</b>	<b>\$38.0</b>	<b>\$38.0</b>	<b>\$76.0</b>	<b>\$87.8</b>	<b>\$38.4</b>	<b>\$33.1</b>	<b>\$71.5</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$56.1</b>	<b>\$36.9</b>	<b>\$92.9</b>	<b>\$54.8</b>	<b>\$38.7</b>	<b>\$93.5</b>	<b>\$105.3</b>	<b>\$55.2</b>	<b>\$33.9</b>	<b>\$89.1</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	6,209.4		6,209.4	6,075.8		6,075.8	6,204.0	6,191.0		6,191.0
Graduate	665.8		665.8	738.0		738.0	671.2	684.2		684.2
<b>Total Annualized FTE Enrollment</b>	<b>6,875.2</b>		<b>6,875.2</b>	<b>6,813.8</b>		<b>6,813.8</b>	<b>6,875.2</b>	<b>6,875.2</b>		<b>6,875.2</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	354.5	0.0	354.5	354.5	0.0	354.5	353.7	350.8	0.0	350.8
Nonfaculty	333.7	81.0	414.6	342.9	81.8	424.7	421.3	342.2	82.4	424.6
<b>Total FTE of Budgeted Employees</b>	<b>688.2</b>	<b>81.0</b>	<b>769.1</b>	<b>697.3</b>	<b>81.8</b>	<b>779.1</b>	<b>775.1</b>	<b>693.0</b>	<b>82.4</b>	<b>775.3</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$6,253</b>			<b>\$6,276</b>	<b>\$6,255</b>			<b>\$6,218</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	18.7	18.5	18.7	19.0

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.



FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
 Millersville University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$61.9	\$0.0	\$61.9	\$59.4	\$0.0	\$59.4	\$0.0	\$59.4	\$0.0	\$59.4
Fees	12.6	4.4	17.0	16.8	4.6	21.4	0.0	16.8	4.6	21.4
State Appropriation	44.7	0.0	44.7	47.0	0.0	47.0	0.0	47.9	0.0	47.9
Auxiliary Sales	0.0	28.2	28.2	0.0	29.2	29.2	0.0	0.0	29.7	29.7
All Other Revenue	13.1	0.1	13.2	9.0	0.1	9.2	0.0	8.0	0.1	8.1
<b>Total Revenues</b>	<b>\$132.4</b>	<b>\$32.7</b>	<b>\$165.1</b>	<b>\$132.2</b>	<b>\$33.9</b>	<b>\$166.1</b>	<b>\$0.0</b>	<b>\$132.1</b>	<b>\$34.5</b>	<b>\$166.6</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$64.9	\$7.3	\$72.2	\$66.0	\$7.4	\$73.3	\$0.0	\$64.8	\$7.6	\$72.4
Benefits	32.0	4.2	36.2	32.0	4.4	36.4	0.0	31.7	4.6	36.3
Subtotal, Compensation	\$96.8	\$11.6	\$108.4	\$98.0	\$11.8	\$109.8	\$0.0	\$96.6	\$12.2	\$108.7
Student Financial Aid	6.4	0.0	6.4	5.2	0.0	5.2	0.0	5.2	0.0	5.2
Interest Expense	0.3	4.5	4.9	0.2	4.3	4.5	0.0	0.1	4.1	4.2
Other Services and Supplies	19.6	8.5	28.1	20.3	8.4	28.7	0.0	19.8	8.6	28.4
Subtotal, Services and Supplies	\$26.4	13.0	\$39.4	\$25.7	12.7	\$38.4	0.0	\$25.1	12.6	\$37.7
Capital Expenditures	1.5	1.1	2.6	1.5	1.0	2.6	0.0	1.5	1.0	2.6
Debt Principal Payments	1.7	7.4	9.1	1.6	7.2	8.8	0.0	1.7	6.9	8.6
<b>Total Expenditures</b>	<b>\$126.4</b>	<b>\$33.1</b>	<b>\$159.5</b>	<b>\$126.8</b>	<b>\$32.7</b>	<b>\$159.5</b>	<b>\$0.0</b>	<b>\$124.8</b>	<b>\$32.7</b>	<b>\$157.5</b>
<b>Revenues Less Expenditures</b>	<b>\$6.0</b>	<b>(\$0.3)</b>	<b>\$5.6</b>	<b>\$5.3</b>	<b>\$1.2</b>	<b>\$6.6</b>	<b>\$0.0</b>	<b>\$7.3</b>	<b>\$1.8</b>	<b>\$9.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	6.0	(0.6)	5.4	5.3	0.6	5.9	0.0	7.2	1.1	8.3
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.3</b>	<b>\$0.1</b>	<b>\$0.6</b>	<b>\$0.7</b>	<b>\$0.0</b>	<b>\$0.1</b>	<b>\$0.7</b>	<b>\$0.7</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.3</b>	<b>\$0.1</b>	<b>\$0.6</b>	<b>\$0.7</b>	<b>\$0.0</b>	<b>\$0.1</b>	<b>\$0.7</b>	<b>\$0.7</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$31.3</b>	<b>\$6.1</b>	<b>\$37.4</b>	<b>\$33.6</b>	<b>\$6.1</b>	<b>\$39.7</b>	<b>\$0.0</b>	<b>\$37.3</b>	<b>\$7.2</b>	<b>\$44.5</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$38.5</b>	<b>\$7.1</b>	<b>\$45.7</b>	<b>\$40.8</b>	<b>\$7.2</b>	<b>\$48.0</b>	<b>\$0.0</b>	<b>\$44.6</b>	<b>\$8.2</b>	<b>\$52.7</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	5,268.6		5,268.6	5,373.9		5,373.9	0.0	5,373.9		5,373.9
Graduate	698.5		698.5	712.5		712.5	0.0	712.5		712.5
<b>Total Annualized FTE Enrollment</b>	<b>5,967.1</b>		<b>5,967.1</b>	<b>6,086.4</b>		<b>6,086.4</b>	<b>0.0</b>	<b>6,086.4</b>		<b>6,086.4</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	313.3	0.0	313.3	341.1	0.0	341.1	0.0	320.2	0.0	320.2
Nonfaculty	408.6	63.9	472.5	408.0	65.4	473.4	0.0	391.8	65.4	457.1
<b>Total FTE of Budgeted Employees</b>	<b>721.9</b>	<b>63.9</b>	<b>785.8</b>	<b>749.1</b>	<b>65.4</b>	<b>814.4</b>	<b>0.0</b>	<b>712.0</b>	<b>65.4</b>	<b>777.3</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$7,750</b>			<b>\$7,133</b>	<b>\$0</b>			<b>\$7,133</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	17.2	16.2	0.0	17.3

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
 Pennsylvania Western University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$93.7	\$0.0	\$93.7	\$91.8	\$0.0	\$91.8	\$93.7	\$90.6	\$0.0	\$90.6
Fees	25.4	5.4	30.8	24.3	5.0	29.2	30.2	24.1	5.2	29.3
State Appropriation	89.4	0.0	89.4	93.8	0.0	93.8	94.2	95.7	0.0	95.7
Auxiliary Sales	0.0	34.6	34.6	0.0	33.3	33.3	34.8	0.0	33.7	33.7
All Other Revenue	92.5	22.0	114.5	23.7	21.8	45.5	50.0	18.2	21.8	40.0
<b>Total Revenues</b>	<b>\$301.1</b>	<b>\$62.0</b>	<b>\$363.1</b>	<b>\$233.5</b>	<b>\$60.1</b>	<b>\$293.6</b>	<b>\$302.9</b>	<b>\$228.6</b>	<b>\$60.7</b>	<b>\$289.3</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$120.7	\$4.1	\$124.9	\$120.1	\$4.1	\$124.2	\$126.0	\$119.2	\$4.2	\$123.5
Benefits	61.0	3.2	64.3	60.8	3.2	64.1	67.5	60.0	3.3	63.3
Subtotal, Compensation	\$181.8	\$7.4	\$189.1	\$180.9	\$7.4	\$188.3	\$193.5	\$179.3	\$7.5	\$186.7
Student Financial Aid	18.1	0.0	18.1	20.3	0.0	20.3	20.4	20.4	0.0	20.4
Interest Expense	0.0	9.2	9.2	0.1	8.8	8.9	8.8	0.1	8.3	8.4
Other Services and Supplies	46.7	21.3	68.0	48.8	22.4	71.2	73.9	48.0	22.0	69.9
Subtotal, Services and Supplies	\$64.7	30.6	\$95.3	\$69.3	31.1	\$100.4	103.1	\$68.4	30.3	\$98.7
Capital Expenditures	2.3	0.6	2.9	2.5	0.8	3.3	2.7	2.5	0.6	3.1
Debt Principal Payments	0.2	9.7	9.8	0.1	10.1	10.2	10.2	0.1	10.6	10.7
<b>Total Expenditures</b>	<b>\$248.9</b>	<b>\$48.2</b>	<b>\$297.1</b>	<b>\$252.8</b>	<b>\$49.4</b>	<b>\$302.2</b>	<b>\$309.5</b>	<b>\$250.3</b>	<b>\$49.0</b>	<b>\$299.2</b>
<b>Revenues Less Expenditures</b>	<b>\$52.2</b>	<b>\$13.8</b>	<b>\$66.0</b>	<b>(\$19.3)</b>	<b>\$10.7</b>	<b>(\$8.6)</b>	<b>(\$6.7)</b>	<b>(\$21.6)</b>	<b>\$11.7</b>	<b>(\$9.9)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	40.3	0.0	40.3	0.3	0.0	0.3	0.0	0.0	0.0	0.0
<b>Revenues Less Expenditures and Transfers</b>	<b>\$11.9</b>	<b>\$13.8</b>	<b>\$25.7</b>	<b>(\$19.6)</b>	<b>\$10.7</b>	<b>(\$8.9)</b>	<b>(\$6.7)</b>	<b>(\$21.6)</b>	<b>\$11.7</b>	<b>(\$9.9)</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	2.8	0.0	2.8	1.0	0.0	1.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$14.7</b>	<b>\$13.8</b>	<b>\$28.5</b>	<b>(\$18.6)</b>	<b>\$10.7</b>	<b>(\$7.9)</b>	<b>(\$6.7)</b>	<b>(\$21.6)</b>	<b>\$11.7</b>	<b>(\$9.9)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$11.8</b>	<b>\$41.6</b>	<b>\$53.5</b>	<b>(\$7.7)</b>	<b>\$52.3</b>	<b>\$44.5</b>	<b>\$26.9</b>	<b>(\$29.3)</b>	<b>\$64.0</b>	<b>\$34.7</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$30.9</b>	<b>\$36.6</b>	<b>\$67.4</b>	<b>\$11.3</b>	<b>\$47.2</b>	<b>\$58.5</b>	<b>\$51.6</b>	<b>(\$10.3)</b>	<b>\$59.0</b>	<b>\$48.6</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	7,468.0		7,468.0	6,959.5		6,959.5	7,198.9	6,721.0		6,721.0
Graduate	2,486.5		2,486.5	2,654.9		2,654.9	2,624.1	2,714.6		2,714.6
<b>Total Annualized FTE Enrollment</b>	<b>9,954.5</b>		<b>9,954.5</b>	<b>9,614.4</b>		<b>9,614.4</b>	<b>9,823.0</b>	<b>9,435.6</b>		<b>9,435.6</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	587.8	0.0	587.8	556.2	0.0	556.2	560.2	520.7	0.0	520.7
Nonfaculty	695.0	60.9	755.8	701.4	63.1	764.4	773.9	697.8	63.1	760.9
<b>Total FTE of Budgeted Employees</b>	<b>1,282.8</b>	<b>60.9</b>	<b>1,343.6</b>	<b>1,257.5</b>	<b>63.1</b>	<b>1,320.6</b>	<b>1,334.1</b>	<b>1,218.5</b>	<b>63.1</b>	<b>1,281.6</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$4,002</b>			<b>\$4,824</b>	<b>\$4,995</b>			<b>\$4,720</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	15.7	15.8	15.8	16.4
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>				

Note: In FY 2023-24, All Other Revenue includes \$62.3M of debt relief funds that were appropriated to use for the elimination of some of PennWest's outstanding bonds for E&G- and Auxiliary-related projects. Expenses reflecting the payoff of this debt appear in Debt Principal Payments and Interest Expense. In addition, All Other Revenue includes \$21M of debt relief funds used to pay annual debt service (principal and interest) for the remaining auxiliary-related bond debt. In FY 2024-25 and FY 2025-26, All Other Revenue includes \$21M of debt relief funds that will be used to pay annual debt service (principal and interest) on auxiliary-related bond debt.

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
Shippensburg University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$46.5	\$0.0	\$46.5	\$45.4	\$0.0	\$45.4	\$46.2	\$45.9	\$0.0	\$45.9
Fees	11.8	4.0	15.8	11.7	4.0	15.7	15.4	11.8	4.0	15.8
State Appropriation	41.1	0.0	41.1	42.3	0.0	42.3	42.6	43.2	0.0	43.2
Auxiliary Sales	0.0	27.0	27.0	0.0	27.4	27.4	27.6	0.0	27.7	27.7
All Other Revenue	10.9	0.2	11.1	11.0	0.2	11.3	8.0	11.1	0.2	11.4
<b>Total Revenues</b>	<b>\$110.4</b>	<b>\$31.2</b>	<b>\$141.6</b>	<b>\$110.5</b>	<b>\$31.6</b>	<b>\$142.1</b>	<b>\$139.7</b>	<b>\$112.1</b>	<b>\$32.0</b>	<b>\$144.1</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$57.2	\$3.3	\$60.6	\$54.8	\$3.4	\$58.1	\$59.0	\$54.4	\$3.5	\$57.9
Benefits	28.2	2.1	30.3	27.1	2.1	29.2	29.0	26.9	2.2	29.1
Subtotal, Compensation	\$85.4	\$5.4	\$90.8	\$81.9	\$5.5	\$87.3	\$88.0	\$81.3	\$5.7	\$87.0
Student Financial Aid	10.4	0.2	10.7	10.2	0.2	10.5	7.6	10.5	0.2	10.8
Interest Expense	0.1	5.6	5.7	0.0	5.4	5.4	5.4	(0.0)	5.1	5.1
Other Services and Supplies	16.2	11.3	27.5	16.7	11.5	28.2	29.7	17.3	11.7	29.0
Subtotal, Services and Supplies	\$26.7	17.2	\$43.9	\$26.9	17.1	\$44.0	42.7	\$27.8	17.0	\$44.8
Capital Expenditures	0.3	0.2	0.5	0.5	0.3	0.8	0.7	0.6	0.4	0.9
Debt Principal Payments	0.1	7.0	7.1	0.0	7.3	7.3	7.3	0.0	7.2	7.3
<b>Total Expenditures</b>	<b>\$112.5</b>	<b>\$29.7</b>	<b>\$142.2</b>	<b>\$109.4</b>	<b>\$30.1</b>	<b>\$139.5</b>	<b>\$138.7</b>	<b>\$109.7</b>	<b>\$30.3</b>	<b>\$140.0</b>
<b>Revenues Less Expenditures</b>	<b>(\$2.1)</b>	<b>\$1.5</b>	<b>(\$0.7)</b>	<b>\$1.1</b>	<b>\$1.5</b>	<b>\$2.6</b>	<b>\$1.0</b>	<b>\$2.4</b>	<b>\$1.7</b>	<b>\$4.1</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	2.1	0.0	2.2	1.0	0.1	1.1	0.0	1.5	0.1	1.6
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$4.3)</b>	<b>\$1.5</b>	<b>(\$2.8)</b>	<b>\$0.1</b>	<b>\$1.4</b>	<b>\$1.5</b>	<b>\$1.0</b>	<b>\$0.9</b>	<b>\$1.6</b>	<b>\$2.5</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.0	0.0	0.8	1.0	0.0	1.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$4.3)</b>	<b>\$1.5</b>	<b>(\$2.8)</b>	<b>\$0.1</b>	<b>\$1.4</b>	<b>\$1.5</b>	<b>\$1.8</b>	<b>\$1.9</b>	<b>\$1.6</b>	<b>\$3.5</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$5.6</b>	<b>\$23.3</b>	<b>\$28.9</b>	<b>\$5.7</b>	<b>\$24.8</b>	<b>\$30.5</b>	<b>\$29.5</b>	<b>\$5.5</b>	<b>\$26.5</b>	<b>\$32.1</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$17.8</b>	<b>\$22.9</b>	<b>\$40.6</b>	<b>\$17.9</b>	<b>\$24.4</b>	<b>\$42.2</b>	<b>\$41.5</b>	<b>\$17.7</b>	<b>\$26.1</b>	<b>\$43.8</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	4,015.6		4,015.6	3,923.3		3,923.3	4,011.7	3,970.3		3,970.3
Graduate	513.7		513.7	549.8		549.8	546.3	566.2		566.2
<b>Total Annualized FTE Enrollment</b>	<b>4,529.3</b>		<b>4,529.3</b>	<b>4,473.2</b>		<b>4,473.2</b>	<b>4,558.1</b>	<b>4,536.4</b>		<b>4,536.4</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	267.1	0.0	267.1	257.0	0.0	257.0	257.6	246.5	0.0	246.5
Nonfaculty	291.1	53.5	344.6	272.9	55.0	327.9	325.5	262.3	56.5	318.8
<b>Total FTE of Budgeted Employees</b>	<b>558.2</b>	<b>53.5</b>	<b>611.7</b>	<b>529.9</b>	<b>55.0</b>	<b>584.9</b>	<b>583.1</b>	<b>508.8</b>	<b>56.5</b>	<b>565.3</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$6,564</b>			<b>\$6,583</b>	<b>\$7,445</b>			<b>\$6,462</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	16.3	16.6	17.0	17.4

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
Slippery Rock University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$75.7	\$0.0	\$75.7	\$75.6	\$0.0	\$75.6	\$75.2	\$76.7	\$0.0	\$76.7
Fees	17.7	4.3	22.0	17.8	4.8	22.6	22.6	18.1	4.8	22.9
State Appropriation	54.9	0.0	54.9	58.9	0.0	58.9	59.2	60.1	0.0	60.1
Auxiliary Sales	0.0	19.0	19.0	0.0	21.7	21.7	22.1	0.0	19.8	19.8
All Other Revenue	14.2	0.5	14.7	11.6	0.7	12.3	12.7	10.5	0.7	11.1
<b>Total Revenues</b>	<b>\$162.4</b>	<b>\$23.8</b>	<b>\$186.3</b>	<b>\$163.9</b>	<b>\$27.1</b>	<b>\$191.0</b>	<b>\$191.7</b>	<b>\$165.3</b>	<b>\$25.3</b>	<b>\$190.6</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$77.5	\$2.7	\$80.2	\$81.8	\$3.1	\$84.8	\$84.7	\$83.8	\$3.1	\$86.9
Benefits	38.1	1.0	39.1	39.0	1.1	40.1	40.6	39.7	1.1	40.8
Subtotal, Compensation	\$115.7	\$3.7	\$119.4	\$120.8	\$4.1	\$124.9	\$125.2	\$123.5	\$4.2	\$127.7
Student Financial Aid	6.8	0.4	7.2	7.4	0.4	7.8	7.8	7.7	0.4	8.1
Interest Expense	0.8	0.6	1.3	0.7	0.5	1.2	1.2	0.6	0.4	1.0
Other Services and Supplies	21.9	15.3	37.2	24.5	17.7	42.2	43.5	24.0	16.6	40.6
Subtotal, Services and Supplies	\$29.5	16.2	\$45.7	\$32.6	18.6	\$51.2	52.6	\$32.3	17.4	\$49.7
Capital Expenditures	2.8	0.1	2.9	2.8	0.1	2.9	2.7	2.9	0.1	3.0
Debt Principal Payments	1.5	1.8	3.3	1.5	1.9	3.4	3.4	1.4	2.0	3.4
<b>Total Expenditures</b>	<b>\$149.4</b>	<b>\$21.9</b>	<b>\$171.3</b>	<b>\$157.6</b>	<b>\$24.8</b>	<b>\$182.4</b>	<b>\$183.9</b>	<b>\$160.1</b>	<b>\$23.7</b>	<b>\$183.8</b>
<b>Revenues Less Expenditures</b>	<b>\$13.0</b>	<b>\$2.0</b>	<b>\$15.0</b>	<b>\$6.3</b>	<b>\$2.3</b>	<b>\$8.6</b>	<b>\$7.8</b>	<b>\$5.2</b>	<b>\$1.6</b>	<b>\$6.8</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	12.2	2.2	14.5	6.3	2.4	8.7	7.3	5.4	3.3	8.7
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.8</b>	<b>(\$0.3)</b>	<b>\$0.5</b>	<b>(\$0.0)</b>	<b>(\$0.1)</b>	<b>(\$0.1)</b>	<b>\$0.5</b>	<b>(\$0.2)</b>	<b>(\$1.7)</b>	<b>(\$1.9)</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0	0.1	0.1	1.4	0.2	1.7	1.9
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.8</b>	<b>(\$0.3)</b>	<b>\$0.5</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>	<b>\$1.9</b>	<b>\$0.0</b>	<b>(\$0.0)</b>	<b>(\$0.0)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$90.9</b>	<b>\$18.2</b>	<b>\$109.1</b>	<b>\$88.7</b>	<b>\$14.5</b>	<b>\$103.1</b>	<b>\$98.0</b>	<b>\$88.5</b>	<b>\$10.5</b>	<b>\$99.0</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$114.7</b>	<b>\$17.3</b>	<b>\$132.0</b>	<b>\$112.5</b>	<b>\$13.6</b>	<b>\$126.0</b>	<b>\$121.5</b>	<b>\$112.3</b>	<b>\$9.6</b>	<b>\$121.9</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	7,002.5		7,002.5	7,109.3		7,109.3	6,938.7	7,291.3		7,291.3
Graduate	1,463.5		1,463.5	1,438.4		1,438.4	1,461.8	1,414.2		1,414.2
<b>Total Annualized FTE Enrollment</b>	<b>8,466.0</b>		<b>8,466.0</b>	<b>8,547.7</b>		<b>8,547.7</b>	<b>8,400.6</b>	<b>8,705.4</b>		<b>8,705.4</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	414.7	0.0	414.7	418.0	0.0	418.0	416.2	410.7	0.0	410.7
Nonfaculty	433.0	25.3	458.3	428.1	27.1	455.3	449.1	428.5	27.3	455.9
<b>Total FTE of Budgeted Employees</b>	<b>847.6</b>	<b>25.3</b>	<b>873.0</b>	<b>846.1</b>	<b>27.1</b>	<b>873.2</b>	<b>865.3</b>	<b>839.3</b>	<b>27.3</b>	<b>866.6</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$6,350</b>			<b>\$6,225</b>	<b>\$6,270</b>			<b>\$6,225</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	18.7	18.7	18.4	19.5

Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

FY 2024-25 Comprehensive Planning Process Fall 2024 Update  
West Chester University of Pennsylvania

	FY 2023-24 Actual			For Approval			July Prelim Total*	FY 2025-26 Projections		
	E&G	Auxiliary	Total	E&G	Auxiliary	Total		E&G	Auxiliary	Total
<i>(Dollars in Millions)</i>										
<b>Revenues</b>										
Tuition	\$151.9	\$0.0	\$151.9	\$155.0	\$0.0	\$155.0	\$156.6	\$157.6	\$0.0	\$157.6
Fees	42.2	8.3	50.5	43.0	9.0	52.1	52.2	43.6	9.2	52.7
State Appropriation	89.8	0.0	89.8	97.7	0.0	97.7	98.2	99.7	0.0	99.7
Auxiliary Sales	0.0	35.3	35.3	0.0	38.1	38.1	38.2	0.0	38.1	38.1
All Other Revenue	20.5	3.5	24.0	18.4	3.4	21.8	20.4	16.8	3.4	20.2
<b>Total Revenues</b>	<b>\$304.3</b>	<b>\$47.0</b>	<b>\$351.4</b>	<b>\$314.1</b>	<b>\$50.5</b>	<b>\$364.6</b>	<b>\$365.6</b>	<b>\$317.6</b>	<b>\$50.6</b>	<b>\$368.2</b>
<b>Expenditures</b>										
Compensation Summary:										
Salaries and Wages	\$155.4	\$6.1	\$161.5	\$159.5	\$5.7	\$165.2	\$166.6	\$166.0	\$6.3	\$172.3
Benefits	67.7	3.2	70.9	70.8	3.3	74.0	74.9	72.8	3.1	75.9
Subtotal, Compensation	\$223.2	\$9.2	\$232.4	\$230.2	\$9.0	\$239.2	\$241.5	\$238.8	\$9.4	\$248.2
Student Financial Aid	12.5	0.1	12.6	15.1	0.2	15.3	15.3	16.4	0.2	16.5
Interest Expense	2.8	0.9	3.7	2.6	0.8	3.4	3.3	2.4	0.7	3.1
Other Services and Supplies	46.8	25.1	71.9	48.2	31.0	79.2	81.6	47.5	31.1	78.6
Subtotal, Services and Supplies	\$62.1	26.1	\$88.2	\$65.9	32.0	\$97.9	100.2	\$66.3	32.0	\$98.3
Capital Expenditures	1.0	0.0	1.0	0.9	0.0	0.9	0.9	0.9	0.0	0.9
Debt Principal Payments	2.2	2.0	4.1	2.3	1.9	4.2	4.2	2.4	1.7	4.1
<b>Total Expenditures</b>	<b>\$288.5</b>	<b>\$37.3</b>	<b>\$325.8</b>	<b>\$299.3</b>	<b>\$42.9</b>	<b>\$342.2</b>	<b>\$346.8</b>	<b>\$308.4</b>	<b>\$43.1</b>	<b>\$351.5</b>
<b>Revenues Less Expenditures</b>	<b>\$15.9</b>	<b>\$9.7</b>	<b>\$25.6</b>	<b>\$14.8</b>	<b>\$7.6</b>	<b>\$22.4</b>	<b>\$18.8</b>	<b>\$9.2</b>	<b>\$7.5</b>	<b>\$16.7</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	15.8	4.8	20.6	15.4	4.9	20.3	15.0	11.3	4.9	16.2
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.1</b>	<b>\$4.9</b>	<b>\$5.0</b>	<b>(\$0.6)</b>	<b>\$2.7</b>	<b>\$2.1</b>	<b>\$3.8</b>	<b>(\$2.2)</b>	<b>\$2.6</b>	<b>\$0.5</b>
<b>Supplemental Resources</b>										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.6	0.0	0.6	16.9	2.2	0.0	2.2
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.1</b>	<b>\$4.9</b>	<b>\$5.0</b>	<b>\$0.0</b>	<b>\$2.7</b>	<b>\$2.7</b>	<b>\$20.8</b>	<b>\$0.0</b>	<b>\$2.6</b>	<b>\$2.6</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$92.3</b>	<b>\$43.4</b>	<b>\$135.7</b>	<b>\$97.4</b>	<b>\$44.6</b>	<b>\$142.0</b>	<b>\$138.1</b>	<b>\$97.5</b>	<b>\$51.2</b>	<b>\$148.7</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$114.0</b>	<b>\$54.4</b>	<b>\$168.4</b>	<b>\$119.0</b>	<b>\$55.7</b>	<b>\$174.7</b>	<b>\$174.8</b>	<b>\$119.2</b>	<b>\$62.2</b>	<b>\$181.4</b>
<b>Annualized FTE Enrollment</b>										
Undergraduate	13,880.6		13,880.6	14,067.4		14,067.4	14,207.7	14,265.3		14,265.3
Graduate	1,911.1		1,911.1	1,911.4		1,911.4	1,931.6	1,924.3		1,924.3
<b>Total Annualized FTE Enrollment</b>	<b>15,791.7</b>		<b>15,791.7</b>	<b>15,978.8</b>		<b>15,978.8</b>	<b>16,139.3</b>	<b>16,189.6</b>		<b>16,189.6</b>
<b>FTE of Budgeted Unrestricted Employees, Net of Turnover</b>										
Faculty	802.6	0.0	802.6	803.2	0.0	803.2	815.6	807.6	0.0	807.6
Nonfaculty	759.9	76.1	835.9	776.5	67.6	844.1	833.6	778.2	61.9	840.1
<b>Total FTE of Budgeted Employees</b>	<b>1,562.4</b>	<b>76.1</b>	<b>1,638.5</b>	<b>1,579.8</b>	<b>67.6</b>	<b>1,647.3</b>	<b>1,649.2</b>	<b>1,585.9</b>	<b>61.9</b>	<b>1,647.7</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$7,497</b>			<b>\$7,434</b>	<b>\$7,450</b>			<b>\$7,415</b>

Undergraduate academic year tuition revenue less institutional aid/annualized undergraduate FTE enrollment excluding clock hour. Note: Beginning in FY23-24, calculations modified to exclude aid for graduate and clock hour students.

	Actual/Estimated	Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	19.0	18.6	18.0	18.4
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>				

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

**FY 2024-25 Comprehensive Planning Process Fall 2024 Update**

**System Office:** Portion of office funded by ½ of 1% of State Appropriation, Tuition, Room and Board only

Educational & General only		For Approval		
(Dollars in Millions)	FY 2023-24 Actual	FY 2024-25 Budget	FY 2024-25 July Prelim Total*	FY 2025-26 Projections
<b>Revenues</b>				
Tuition	\$0.0	\$0.0	\$0.0	\$0.0
Fees	0.0	0.0	0.0	0.0
State Appropriation	2.9	3.1	3.1	3.2
Auxiliary Sales	0.0	0.0	0.0	0.0
All Other Revenue	5.5	5.2	5.2	5.3
<b>Total Revenues</b>	<b>\$8.4</b>	<b>\$8.3</b>	<b>\$8.3</b>	<b>\$8.4</b>
<b>Expenditures</b>				
Compensation Summary:				
Salaries and Wages	\$4.0	\$3.7	\$3.7	\$3.8
Benefits	1.4	1.5	1.5	1.5
Subtotal, Compensation	\$5.4	\$5.2	\$5.2	\$5.3
Student Financial Aid	0.0	0.0	0.0	0.0
Interest Expense	0.0	0.0	0.0	0.0
Other Services and Supplies	2.8	3.0	3.0	3.1
Subtotal, Services and Supplies	\$2.8	\$3.0	3.0	\$3.1
Capital Expenditures	0.0	0.0	0.0	0.0
Debt Principal Payments	0.0	0.0	0.0	0.0
<b>Total Expenditures</b>	<b>\$8.2</b>	<b>\$8.2</b>	<b>\$8.2</b>	<b>\$8.4</b>
<b>Revenues Less Expenditures</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	0.0	0.0	0.0	0.0
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Supplemental Resources</b>				
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	\$12.7	\$13.0	\$12.7	\$13.3
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	\$13.6	\$14.0	\$13.6	\$14.2
<b>Annualized FTE Enrollment</b>				
Undergraduate	0.0	0.0	0.0	0.0
Graduate	0.0	0.0	0.0	0.0
<b>Total Annualized FTE Enrollment</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>FTE of Budgeted Unrestricted Employees (including Shared Services), Net of Turnover</b>				
Faculty	0.0	0.0	0.0	0.0
Nonfaculty	153.0	157.8	157.8	157.5
<b>Total FTE of Budgeted Employees (including Shared Services)</b>	<b>153.0</b>	<b>157.8</b>	<b>157.8</b>	<b>157.5</b>

Note: Employee counts are broken out as follows: FY24: 21.17 FTE for ½ of 1%, 1.08 FTE for Off the Top and Other, and 130.70 FTE for Shared Services. FY25: 21.68 FTE for ½ of 1%, 1.00 FTE for Off the Top and Other, and 135.13 FTE for Shared Services. FY26: 21.36 FTE for ½ of 1%, 1.00 FTE for Off the Top and Other, and 135.13 FTE for Shared Services.

\*July Preliminary Total refers to the preliminary budget submission provided to the Board for the July quarterly meeting.

## Key Systemwide Budget Planning Assumptions

System-wide planning assumptions include the following:

- *Appropriations*— Assumed a 2 percent increase in state appropriations for future year projections. The appropriation formula has been updated for 2024-25 and these distributions reflect the latest information, which is carried forward to 2025-26, until such time the formula can be updated with new enrollment data.
- *Tuition and Fee Rates*— For planning purposes, universities assumed no increase in the rates for tuition, the technology tuition fee, or all university-based fees for future years. Universities will budget revenue and associated financial aid from multiyear tuition pricing plans only after those plans have been approved by the Board of Governors; there are currently no approved plans.
- *Enrollment*—Universities were to provide realistic enrollment projections (not targets or aspirational goals) that are based on historical experience, projected demographic changes, net projected impact of new academic programs that have been approved, and efforts to strengthen student retention, etc.
- *Expenditures*—Projected expenditures reflect the cost to continue operations into the ensuing years for the anticipated enrollment. Personnel expenditures are projected based on the anticipated annualized FTE employees comprising the workforce for the year and the current and projected pay and benefit rates provided. A general two percent increase in salaries is assumed for any years beyond the current collective bargaining agreement, for planning purposes.

## Glossary of key budget line items

### Revenue/Sources:

**Tuition**— 2024-25 and 2025-26 tuition revenue projections reflect the impact of changes in enrollment, including any projected changes in mix of residency (in-state vs out-of-state) and level of student (undergraduate vs. graduate). The experience varies widely by university.

**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. All fee revenue reflects the combined impact of enrollment and any applicable rate changes, which can vary significantly.

**State Appropriation**—Estimates for 2025-26 are based on an updated state appropriation allocation formula that is being used to distribute the amount appropriated to the State System in 2024-25 and assumes a 2 percent increase in funding.

**Auxiliary Sales**—Revenue projections reflect the impact of housing and/or meal plan options selected by students. Fee rates vary within, and between universities, based on options offered. Revenues also include any revenues realized from privatized housing agreements with university-affiliated entities.

**All Other Revenue**—In addition to any one-time Coronavirus State Fiscal Recovery Funds (CSFRF) universities received and/or are recognizing across all years presented, this category includes unrestricted gifts, contracts, and grants; investment income; revenues from corporate partnerships (e.g., Pepsi); parking and library fines; corrections from prior years; and other miscellaneous revenue sources. Activities generating these revenues vary widely by university.

### 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. All years reflect the continued actions by universities to align their expenses to their revenue.

**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. Assumptions of a 2 percent annual increase are used as a placeholder in years where collective bargaining agreements are not in place. This is not to be viewed as a bargaining position. In addition



to annual salaries or hourly wages of employees, this category also includes any supplemental pay employees are able to earn (e.g., overtime, overload, summer/winter pay) and any leave payouts due to employees upon separation/retirement.

**Benefits**—Expenditures primarily reflect costs associated with active employees and annuitants enrolled in the State System’s healthcare plan and the Commonwealth’s healthcare plans, as well as the Commonwealth’s two pension plans and the alternative retirement plan offered by the State System. Other expenditures included in this category are unemployment and workers’ compensation, life insurance, and educational benefits for employees and their families.

**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 have seen significant growth over the past several years and are reflected as a separate category in the budget summary. A portion of aid for the years presented has been funded through one-time federal student success funds.

**Interest Expense**—Includes all interest expense payments related to outstanding System bonds associated with university-funded E&G and/or Auxiliary facility projects, debt payments associated with master lease agreements between a university and its affiliated entities, and certain capital lease obligation elements.

**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. Expenditures related to the one-time use of Coronavirus State Fiscal Recovery Funds (CSFRF) received in 2021-22 and 2022-23 are reflected in all years presented.

**Capital Expenditures**—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 and/or Auxiliary facility projects, debt payments associated with master lease agreements between a university and its affiliated entities, and certain capital lease obligation elements.

**Transfers to/from Plant Fund**—Although not a direct expenditure, transfers represent the institution’s continued annual planned investment in its physical resources from its E&G or Auxiliary 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.

**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.

**Unrestricted Net Assets and Cash, Estimated End of Year Balances**—The financial model incorporates a multiyear approach to financial sustainability. Sound financial practice results in positive operating margins, where revenues exceed 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.

**Annualized FTE Enrollment**— FTE enrollment should be based on freeze/census data for fall and spring semesters and end-of-term data for winter and summer sessions and calculated as follows: 30 undergraduate credit hours = 1 FTE and 24 graduate credit hours = 1 FTE. All credit hours attempted throughout all semesters/sessions throughout the year should be used in the annualized FTE calculations.

**Annualized FTE Employees, Net of Turnover**— includes all active positions that are filled or vacant but authorized to be filled. FTE associated with vacant, but authorized, positions represent the proportion of the year for which the position is anticipated to be filled, based on the anticipated start date. With the exception of faculty, 1.0 FTE should reflect 37.5 or 40 hours of work (or normal workweek) for 52 weeks. Faculty FTE are based on the number of contract hours worked, where 24 contract hours in a fiscal year equals 1.0 FTE. Although faculty workload may exceed 1.0 (e.g., overload, summer assignments), faculty FTE for budgeting purposes should not exceed 1.0 FTE for any particular employee.

**Net Tuition Revenue per FTE Student**—Calculated as tuition and fee revenue for the academic year (fall and spring semesters) from undergraduate students, less university-funded undergraduate E&G financial aid (i.e., institutional aid), divided by the undergraduate annualized FTE enrollment, excluding clock hour. The difference between this net amount and the gross amount charged to undergraduate students represents the average discount undergraduate student receive.

**Board of Governors Meeting**  
**University Success Committee**  
October 10, 2024

**SUBJECT:** 2024-25 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 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. 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 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, and
- Impact on the deferred maintenance backlog.

**Capital Authorization Bill:** Most projects in this spending plan were previously authorized by the General Assembly in capital itemization acts. Projects that may need authorization, upon Board approval, will be submitted in the next itemization act.

**MOTION:** That the Board approves the fiscal year 2024-25 capital spending plan.

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**Supporting Documents Included:** Capital spending plan

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

**Prepared by:** Sharon Minnich

**Contact:** [sminnich@passhe.edu](mailto:sminnich@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)							
University	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	Five-Year Total	Total Capital Funding FY1996-97 - FY2023-24
Cheyney	2,900	10,900				13,800	\$219,240
Commonwealth University			2,000		1,300	3,300	320,517
East Stroudsburg		7,500		20,000		27,500	123,234
Indiana	2,500	2,000	20,000	2,000		26,500	223,289
Kutztown	500	27,400	1,700			29,600	115,092
Millersville	19,000	10,000	23,000			52,000	116,610
Penn West	4,500	1,500		9,300	26,000	41,300	387,334
Shippensburg	4,800			6,500	22,000	33,300	138,044
Slippery Rock		10,000	19,000	18,200		47,200	118,941
West Chester	35,800					35,800	170,709
**Multiple				10,000	10,000	20,000	
<b>Five-Year Total</b>	<b>70,000</b>	<b>69,300</b>	<b>65,700</b>	<b>66,000</b>	<b>59,300</b>	<b>330,300</b>	<b>\$3,021,080</b>

**Notes**

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

Integrated Universities shown as combined / Commonwealth (Bloomsburg, Lock Haven, Mansfield) and Penn West (Clarion, California, Edinboro)

\*\* Multiple Universities – Renovation, Replacement or Upgrade of Campus Infrastructure (Place Holder)

**DRAFT—Subject to Board of Governors Approval  
5 Year Plan**

Execution Year	University	Project Description	Facilities Use	Original Furniture and Equipment	Authorization Act	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
2024-25	Cheyney	ADA / Infrastructure Project	Infrastructure	—	36/20		2,900
	Indiana	Academic Building Replacement (Culinary Bldg) (CONSTRUCTION Remainder)	General Education	—	36/20		500
		Academic Building Renovation - College of Medicine (Design)	Science and Technology	—	36/20		2,000
	Kutztown	Educational Building (Lytle Hall) Replacement - Feasibility Study	Mixed Usage	—	41/08		500
	Millersville	Replace Science Center (Construction Partially funded)	Science and Technology	—	36/20		18,000
		Brooks Hall Renovation	Business Education	OF&E	82/10		1,000
	Penn West	Replace Science Building (California)	Science and Technology	OF&E	52/17		4,000
		McComb Fieldhouse - Feasibility Study	Auxiliary	—	36/20		500
	Shippensburg	Franklin Center Renovation	Science and Technology	OF&E	52/17		4,800
	West Chester	Struzebecker Health and Science (Additional Funds)	Science and Technology	—	131/02, 85/13		30,000
		FH Green Library Renovation	Libraries	—	40/04, 52/17		5,800
						<b>Total</b>	<b>\$70,000</b>
Execution Year	University	Project Description	Facilities Use	Original Furniture and Equipment	Authorization Act	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
2025-26	Cheyney	King Hall Renovation - Residence Hall	Auxiliary	—	36/20	—	9,400
		Ada Georges Dining Hall Renovation	Auxiliary	OF&E	36/20	—	1,500
	East Stroudsburg	Renovate Linden Hall (Design)	General Education	—	36/20,30/20	—	7,500
	Indiana	Academic Building Replacement (Culinary Bldg)	General Education	OF&E	36/20	—	2,000
	Kutztown	Educational Building (Lytle Hall) Replacement	General Education	—	41/08		25,500
		Keystone Hall/Fieldhouse Upgrade	Athletics	OF&E	36/20	—	1,900
	Millersville	Replace Science Center (Construction)(Partially Funded)	Science and Technology	—	36/20	—	10,000
	Penn West	Renovate Doucette Hall (Edinboro)	Science and Technology	OF&E	27/22	—	1,500
	Slippery Rock	Morrow Field House Renovation (Design)	Athletics	—	131/02, 41/08, 52/17	—	10,000
						<b>Total</b>	<b>\$69,300</b>
Execution Year	University	Project Description	Facilities Use	Original Furniture and Equipment	Authorization Act	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
2026-27	Commonwealth University	Stevenson Library Renovation (Lock Haven)	Libraries	OF&E	52/17	—	2,000
	Indiana	Academic Building Deferred Maintenance and Capital Renewal - College of Medicine (Construction)	Science and Technology	—	36/20	—	20,000
	Kutztown	Educational Building (Lytle Hall) Replacement	General Education	OF&E	85/13	—	1,700
	Millersville	Replace Science Center	Science and Technology	OF&E	36/20	—	6,000
		Replace Science Center (Construction)(Balance of funding)	Science and Technology	—	36/20	—	17,000
	Slippery Rock	Morrow Field House Renovation (Partially Funded)	Athletics	—	131/02, 41/08, 52/17	—	10,000
						<b>Total</b>	<b>\$65,700</b>

**DRAFT—Subject to Board of Governors Approval  
5 Year Plan**

Execution Year	University	Project Description	Facilities Use	Original Furniture and Equipment	Authorization Act	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
2027-28	East Stroudsburg	Renovate Linden Hall (Construction)	General Education	—	36/20, 36/20	—	20,000
	Indiana	Academic Building Deferred Maintenance and Capital Renewal - College of Medicine	Science and Technology	OF&E	36/20		2,000
	Penn West	Road and Sidewalk Infrastructure Repair or Replacement (Deferred Maintenance) (Edinboro)	Infrastructure	—	131/02, 82/10	—	2,500
		McComb Fieldhouse Renovation (Edinboro)(Design)	Athletics	—	36/20	—	6,800
	Shippensburg	Henderson Hall Replacement (Design)	Athletics	—	83/06, 85/13, 52/17	—	6,500
	Slippery Rock	Morrow Field House Renovation	Athletics	OF&E	40/04	—	1,400
		Morrow Field House Renovation (Construction Balance)	Athletics	—	131/02, 41/08, 52/17	—	16,800
	Multiple	Renovation, Replacement or Upgrade of Campus Infrastructure	Infrastructure	—	36/20		10,000
						<b>Total</b>	<b>\$66,000</b>
Execution Year	University	Project Description	Facilities Use	Original Furniture and Equipment	Authorization Act	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
2028-29	Commonwealth - Lock Haven	Demolition of North Hall	Auxiliary	—	52/17		1,300
	Penn West Edinboro	McComb Fieldhouse Renovation (Edinboro)(Construction Partial)	Athletics	—	36/20		26,000
	Shippensburg	Henderson Hall (Construction Partial)	Athletics	—	36/20, 27/22, 85/13		22,000
	Multiple	Renovation, Replacement or Upgrade of Campus Infrastructure	Infrastructure	—	36/20		10,000
						<b>Total</b>	<b>\$59,300</b>

**Board of Governors**  
**University Success Committee Meeting**  
October 10, 2024

**SUBJECT:** Fiscal year 2025-26 educational and general appropriation request

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:**

As part of the preparation of the Governor's budget, each year the State System prepares an appropriation request submitted to the Pennsylvania Department of Education for incorporation into the Governor's proposed budget. Additionally, in accordance with Act 188, the Board may also submit its budget recommendations and findings to the General Assembly subsequent to the submission of the Governor's budget to the General Assembly. These are transmitted as part of the System's overall accountability and transparency framework and publicly available upon transmission.

The appropriation request supports the universities' Educational and General fund activities, which include the personnel and operating expenses for the academic functions within the universities. For FY 2024-25, the \$620,755,000 appropriation comprises approximately 36% of the revenue supporting these functions. The remaining revenue funding Educational and General fund activities comes primarily from student tuition and fees.

In development of the appropriation request, the System considers the overall financial sustainability of its universities, the need to continue to operate in alignment with Board of Governors sustainability objectives, and the need to maintain student affordability given the revenue sources for these functions. The Board has been able to freeze tuition since 2018 to help the students and families we serve. The appropriation request presented represents the objective of continuing the focus on student affordability while acknowledging the increasing costs due to current and projected inflation.

**MOTION:** That the Board approves a fiscal year 2025-26 E&G appropriation request of XXX (to be determined by the Board).

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**Supporting Documents Included:** N/A

**Other Supporting Documents Available:** University Budgets for FY 2025-26

**Prepared by:** Ginger Coleman

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

# GOVERNANCE & LEADERSHIP COMMITTEE



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



**Board of Governors Meeting  
Governance and Leadership Committee**  
October 10, 2024

**SUBJECT:** Student trustee appointment

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**UNIVERSITIES AFFECTED:** Kutztown University

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

Based on input from the University President and the Office of the Chancellor, the Committee recommends the following action.

**MOTION:** That the Board appoints Payton Mentzer to the Kutztown University Council of Trustees.

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**Supporting Documents Included:** Resume of candidate

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

**Prepared by:** Randy Goin Jr.

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



May 5, 2023

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

Dear Dr. Greenstein,

It is our pleasure to present the following candidate for the position of student Trustee on the Kutztown University of Pennsylvania Council of Trustees:

**Payton Mentzer**

This student, is a second-semester junior studying Public Relations. Payton is an excellent candidate for the Student Trustee position. She has confirmed her availability to serve as the Student Trustee.

Payton has been informed of her selection, and she is aware that the final confirmation of her position is determined by the Board of Governors. We are enclosing her application and letters of recommendation for your review.

Please contact my office if you have any questions or requests.

Sincerely,

A handwritten signature in black ink that reads "Kenneth S. Hawkinson". The signature is written in a cursive style with a small flourish at the end.

Dr. Kenneth S. Hawkinson  
President

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Enclosures

Kutztown University of Pennsylvania  
**Application for the Position of Student Trustee**

Name: Mentzer Payton Rebecca  
Last First Middle

Campus/Local Address: [Redacted]

Home Address: [Redacted]  
Street  
[Redacted]  
City State Zip

Campus/Local Phone: [Redacted] Home Phone: [Redacted]

Email Address: [Redacted]

Date of Birth: [Redacted]

Class Status (check one):  
 Sophomore  Junior  
Semester (check one):  First  Second

Major: Public Relations Degree: \_\_\_\_\_

Expected date of graduation: May 2024

GPA: [Redacted]

List extra-curricular activities (use the back of this page or attach additional sheets, if necessary):

Residence Life, Bearfest, Public Relations  
Student Society of America (PRSSA)

Deadline to apply: **April 14, 2023**  
To: Student Trustee Search Committee  
c/o Toyia Heyward  
Senior Executive Associate to the President  
Office of the President  
Kutztown University  
P.O. Box 730  
Kutztown, PA 19530

610-683-4102 email: heyward@kutztown.edu

Note: Please be aware that a social media review may be conducted as part of the screening process.



Student Trustee Search Committee (Toyia Heyward)  
Senior Executive Associate to the President  
Office of the President  
Kutztown University  
P.O. Box 730  
Kutztown, Pa 19530

# PAYTON MENTZER

## CONTACT INFORMATION

PHONE:  
[REDACTED]

SCHOOL ADDRESS:  
[REDACTED]

EMAIL:  
[REDACTED]

Dear Student Trustee Search Committee,

It is my sincerest pleasure to write to you as you are searching for a student to fill the student trustee position. My name is Payton Mentzer, and I am a current third-year student at Kutztown University, looking for new experiences to seal my undergraduate academic career on a high note.

Being named the student trustee of Kutztown University would be a great honor to me. I am a seasoned veteran of campus involvement and feel that I can make a greater impact on the campus and surrounding community as the student trustee.

As the student trustee, I will aim to represent the interests of the students and make it, so their voice is heard on all issues. The student body is what makes up the majority of our campus, and focusing on issues that matter to them is of high importance. This cannot be done without the help of our faculty and staff, and bringing those two groups together outside of the classroom will be very impactful.

I am very hopeful and confident that I can make a difference within the lives of students as the student trustee. Thank you for your consideration in all facets of the position.

Payton Mentzer

Third-Year Undergraduate Student



**HOUSING AND RESIDENTIAL SERVICES**  
106 OLD MAIN, P.O. BOX 730, KUTZTOWN, PA 19530

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4/5/23

Dear Committee:

I am happy to write this letter for Payton Mentzer. In the time that I have known Payton, I have found her to be a dedicated, determined, and reliable young professional. Currently, I serve as Payton's supervisor in the Department of Residence Life, Housing, and Dining where she holds the position of Assistant Resident Director (ARD). As an ARD, Payton has had the opportunity to work with her Resident Director to oversee the day-to-day operations of a residence hall, supervise a staff, plan programs, and serve in an on-call duty rotation. While juggling all these tasks, Payton has carried herself with a sense of maturity and professionalism that has helped her to be successful in the position.

In addition to supervising Payton in her role as an ARD, I am also overseeing Payton while she is interning in our office for class credit. As part of her internship, Payton has been assigned several projects and given the autonomy to work on them on her own as well as the creative freedom to develop the programs and initiatives she has been assigned. Payton has far exceeded any expectation in this role. The quality of her work has been outstanding.

Throughout her time at KU, Payton has shown herself to be someone who possesses the passion to have an impact and influence positive change. She is dedicated, reliable, and creative. Payton has the skills needed to have difficult conversations and have them in a way where everyone around the table feels empowered to speak as well as a valued member of the conversation. She can function well as part of a team but also has motivation and confidence to take initiative and carry out tasks on her own.

As a young professional, Payton, has done an outstanding job in the role of a Residence Life, Housing, and Dining staff member. She has been a support system as well as an advocate for students living within her area. Payton has also been a role model and positive example for her peers. She can think on her feet and keep a level head during crisis situations. Her students and colleagues look up to Payton and are comfortable going to her for advice.

Payton Mentzer has been an excellent addition to Residence Life, Housing, and Dining. In the time she has been with us, she has made significant contributions to the office as well as the students she works with. I believe she can take the skills that she has acquired through her work in Residence Life and her time here at KU and use them to benefit the rest of the campus community as the student trustee on the council of trustees.

We are lucky to have Payton on our staff. She has been an outstanding member of team and is comprised of a maturity and moral fiber that you do not always find in college students today. I firmly believe she has the ability to represent the student body and influence positive change as a member of the Council of Trustees.

Thank you for your consideration. If you have any questions or need any more information, please feel free to contact me at [REDACTED]

Sincerely,

Desiree Reasoner

Executive Director Residence Life, Housing, and Dining Services

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*Working for a better residence hall community.*



April 4, 2023

Mr. Evan Santos  
Chair, Student Trustee Selection Committee  
Kutztown University of Pennsylvania  
P.O. Box 730  
Kutztown, PA 19530

Dear Evan:

I am writing this letter in support of Payton Mentzer's application to serve as a Student Trustee for Kutztown University of Pennsylvania.

As a public relations major at KU, Payton has been my advisee since she arrived to campus in fall 2020. She has been a student in two of my classes, and I am currently advising her public relations internship. She is poised to join the Agency staff next fall, and I am very much excited to have her energy among the other student staff members.

In the classroom, Payton has been consistently engaged and hardworking, comfortable contributing as a member of a team as well as independently. Among the many strengths she has to offer the Council of Trustees is the perspective she has gained as a part of the university's residence life staff. Payton understands the connection between the quality of a student's life on campus and their academic performance and overall wellbeing. In her current work as an intern with the Office of Residence Life, she has been engaged in planning events to connect the residence staff with the greater campus community on a more personal level. She is committed to making KU a welcoming home to new and current students and fully understands the importance of presenting the university in a positive light to residents' parents, family members, and other community stakeholders.

I know Payton's next goal, after completing her undergraduate degree, is to pursue a career in student affairs, likely continuing her studies as a graduate student at KU. She is genuinely committed to our university and its vision to provide a caring community for its members. As a public relations student, Payton understands the variety of ways our university's mission gets communicated to its publics. As a member of the residence life staff, she already serves as a representative of our university. I see the Council of Trustees as yet another opportunity for her to practice strategic communication and support the university.

If you are looking for a thoughtful, creative and engaging Student Trustee, one who will be serious and careful about the work, professional and engaged in discussions and deliberations and who will serve with integrity, then Payton Mentzer should certainly be among your candidates. She would be a bright addition to the Council of Trustees.

Please don't hesitate to email me ( [REDACTED] ) if I can elaborate on any of these points or answer any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy C. O'Brien". The signature is fluid and cursive, with a large initial "A" and "O".

Amy C. O'Brien, Ph.D.  
Director, Public Relations Program

April 4, 2023

To: Evan Santos & Toyia Heyward

15200 Kutztown Rd., 303 Stratton Administration Center

Kutztown, PA 19530

To Whom It May Concern:

It is my pleasure to enthusiastically recommend Payton Mentzer for the Student Trustee position within the Council of Trustees at Kutztown University. My name is Jaelyn Rodick, Resident Support Graduate Student Employee at Kutztown University for the Office of Residence Life, Housing, & Dining Services. I have had the pleasure of working alongside and advising Payton for almost a year now. Payton has proven herself to be curious, driven, enthusiastic, and wise, all while demonstrating an extremely high level of professionalism in all that she continues to accomplish.

During my time as a graduate advisor, Payton has continued to inspire me with her positivity despite any challenges that come her way. She is diligent and intentional in completing her work as both an employee and a student, dedicating herself toward creating positive outcomes for those around her and in her campus community. Her attention to detail in organizing events with faculty and staff has been incredible to watch and her care for others always shines through.

I am confident without reservation that Payton would be an excellent fit for the Council of Trustees and the Student Trustee position. As a driven and willing individual, Payton would be a productive addition & excellent contributor to your team. I am available to speak further about this matter at your convenience. You can reach me via phone at [REDACTED] or via email at [REDACTED]

Best Regards,

*Jaelyn Rodick*

Jaelyn Rodick (she/her)

Resident Support Graduate Student Employee

Kutztown University Office of Residence Life, Housing, & Dining Services



# BOARD CONSIDERATION



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

**Board of Governors Meeting**  
October 10, 2024

**SUBJECT:** Policy updates

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** The Office of Diversity, Equity, and Inclusion has facilitated a formal process of reviewing all Board policies to support the development and maintenance of an equitable State System through its policies, standards, and procedures. A representative group of faculty and staff comprises a Policy Review Committee (PRC) that has been charged to review all System-level policies and provide recommendations where the PRC deemed appropriate. Their review has been completed and recommendations have been shared with system staff who are reviewing them.

The following policy revisions are being presented to the Board for consideration:

- 2021-01: *Faculty Council*
- 2000-03-A: *Emeritus status*
- 1984:12-A: *Honorary degrees*
- 1986-13-A: *Presidential appointments*
- 1983-14-A: *Interim CEOs*

**MOTION:** The the Board approves amendments to policies as shown in item 12b of the Board materials.

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**Supporting Documents Included:** Revised policies

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

**Prepared by:** Denise Pearson

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



# PA State System of Higher Education Board of Governors

Effective: February 4, 2021

Page 1 of 3

## Policy 2021-01: *Faculty Council*

Adopted: February 4, 2021

### A. Purpose and Scope

Emerging from recommendations made in October 2020 by the Board's Commission on Faculty Shared Governance (the Commission), this policy codifies the creation of a system-level Faculty Council that operates as an advisory body to the chancellor, the System Leadership Group (SLG), Executive Leadership Group (ELG), and Board of Governors (through the faculty liaison). In so doing, the Faculty Council engages in strategic conversations not only for discussion of system-level issues pertaining to academics, budget and planning, and students, but also to inform system-level decisions affecting the general welfare of the System. The Faculty Council maintains a systemwide communications network to provide for efficient transmission of relevant information to and from faculty.

The guiding principles—developed by the Commission to guide its work in developing a shared governance model to inform system-level issues—are that shared governance:

1. Requires an investment of the time necessary to build relationships that foster mutual accountability, respect, and trust;
2. Provides a forum for engagement;
3. Requires mutual commitment to a collaborative policy development process;
4. Respects university-level shared governance/processes;
5. Reflects processes/structures/practices that are understandable, accepted, transparent, and sustainable;
6. Augments, but does not supplant, the existing shared governance role of the collective bargaining unit;
7. Establishes common ground that builds morale and collaboration—acknowledging the successes and failures of the past to inform decision making about the future;
8. Creates a supportive environment that allows for healthy tension in which sharing of different perspectives and ideas enables problem solving;
9. Depends upon timely and effective communication with active sharing of reliable information; and,
10. Requires periodic assessment to gauge effectiveness.

### B. Definitions

- **Executive Leadership Group (ELG)** – The ELG is a systemwide group created, defined, and chaired by the chancellor to assist in the management of the System.

- **System Leadership Group (SLG)** – The SLG is a systemwide group created, defined, and chaired by the chancellor that assists the ELG in its efforts to guide system-level strategy.

## C. Policy

### 1. Roles and Responsibilities

- a. **Charter** - The Faculty Council shall maintain a charter that reflects the guiding principles set forth by the Commission and the shared values articulated in the charter for the ELG, including a commitment to diversity, equity, and inclusion. The charter would address the general operations of the Council including but not limited to member elections and terms, term limits, and meeting frequency. The charter is subject to approval by the chancellor and chair of the Board of Governors.
- b. **Faculty Liaison** – The Faculty Council shall elect a faculty liaison to the Board of Governors and determine the term of office with term limits as set forth in its charter. The non-voting Faculty Liaison shall be included in all meetings of the Board of Governors except when a clear conflict of interest is identified by the Chair of the Board.
- c. **Advisory Authority** – The Faculty Council may provide guidance and input on system-level policy and issues for consideration by the SLG, ELG, the chancellor, and the Board of Governors while respecting university-level shared governance/ processes and existing shared governance roles, and where such advisory authority does not conflict with the role of the collective bargaining unit.
- d. **Communication** – Members of the Faculty Council serve as conduits to their respective university faculty to disseminate and discuss system-level issues of concern and provide an important two-way communication role for faculty—supporting timely and proactive input regarding system-level issues.

### 2. Composition and Structure

- a. Every State System university shall be equally represented on the Faculty Council, each with one member and one alternate.
- b. Faculty Council members and alternates shall be elected from each university by a process determined locally and guided by the Faculty Council’s charter.
- c. The Faculty Council shall operate in accordance with the State System’s and its universities’ mission, vision, and values.
- d. The Faculty Council may organize its members into advisory sub-groups/ committees—as deemed necessary by the Faculty Council—to help focus discussions aligned to the matrix of issues developed by the Commission.
- e. The chancellor may designate no more than three senior leaders from the Office of the chancellor to serve as non-voting, ex-officio members of the Faculty Council to foster ongoing engagement on issues and provide contextual information in real-time. The Faculty Council may also request to meet with other system staff and/or meet without any system staff on occasion.

3. **Structural Alignment** – To promote timely, open, and continual dialogue across the sectors of leadership at the system level, the Faculty Council is included in the SLG as an advisory group that provides input to the chancellor and university presidents. This relationship allows for the diversity of faculty voices to be included at the system level through dialog with other advisory groups (e.g., Chief Academic Officers) that are part of the SLG. The Faculty Council's engagement within the SLG shall be structured to prevent conflicts of interest. Additionally, the Faculty Council's perspective on system-level issues may be conveyed to the Board of Governors through the Faculty Liaison to the Board, who is selected by the Council.
4. **Policy Review** – This policy and the system-level shared governance model shall be periodically reviewed by the Board of Governors to evaluate the efficacy of its structure and operation and to make modifications as needed to foster faculty shared governance at the system level.

**D. Effective Date**

Immediately



# PA State System of Higher Education Board of Governors

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**Effective:** July 13, 2000

Page 1 of 2

## **Policy 2000-03-A: *Conferral of Emeriti Status***

**See Also:**

**Adopted:** July 13, 2000

**Amended:** January 10, 2008; January 24, 2013

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### **A. Background**

Excellence in the State System of Higher Education requires the understanding and support of leaders who participate in defining the mission and goals of Pennsylvania public higher education, and devote time, talent and resources toward their fulfillment. Certain of these leaders have distinguished themselves in service to the State System by their accomplishments.

Accordingly, the Board of Governors recognizes such individuals at the conclusion of their service to the State System of Higher Education through the conferral of emeritus status. Such recognition is deemed to be an honor of the highest order and shall not be conferred as a matter of due course, but rather is reserved for those whose service is most exemplary.

### **B. Criteria**

Criteria for emeritus status designation shall include:

1. An exemplary record of service through demonstrated commitments of time, talent and resources; and,
2. Documented leadership in advancing the mission of the State System of Higher Education in its service to the Commonwealth of Pennsylvania.
3. [Demonstrated support for the State System's and its universities' mission, vision, and values.](#)

### **C. Authority to Confer Emeritus Status**

1. The Board of Governors may confer emeritus status to recognize the following levels of leadership:
  - a. Chairman Emeritus
  - b. Governor Emeritus
  - c. Chancellor Emeritus
  - d. President Emeritus

2. Designation will require the approval of the Board of Governors, and in each case, a two-thirds majority will be required.
3. Designation may be awarded only at the end or any time after active service has been concluded.

**D. Rights and Privileges**

Conferring authorities may grant non-monetary rights and privileges to emeriti designees so long as such benefits are consistent with other State System of Higher Education policies.

Emeriti may receive regular notification and materials related to the meetings of the authority that designated emeritus status at which the designee will be a welcome member of the audience.

Individuals to whom emeritus status has been conferred are eligible for volunteer service that is consistent with Board of Governors Policy 1991-04-A: *Volunteerism*.

**E. Effective Date**

This amended Policy is effective immediately.



# PA State System of Higher Education Board of Governors

**Effective:** October 16, 1984

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## Policy 1984-12-A: *Honorary Degrees*

**See Also**

**Adopted:** October 16, 1984

**Amended:** July 9, 1998, and July 12, 2018

### A. Purpose and Scope

Subject to the regulations of the State Board of Education (22 Pa. Code §§ 31.61, 31.62, and 31.63), to provide the Board of Governors, and the respective councils of trustees, administrations, and faculties of the universities of the State System of Higher Education the general criteria, procedures, and definitions for the awarding of an honorary degree.

### B. Definitions

Honorary degree designations are limited to degrees not given in course as earned degrees by any institution of postsecondary education authorized by the Commonwealth to grant such degrees, and may include but are not limited to the following:

Litt.D.	Doctor of Letters ( <i>litterarum doctor, honoris causa</i> )
L.H.D.	Doctor of Humane Letters ( <i>litterarum humaniorum doctor, honoris causa</i> )
LL.D.	Doctor of Laws ( <i>legum doctor, honoris causa</i> )
Sc.D.	Doctor of Science ( <i>scientia doctor, honoris causa</i> )
D.P.S.	Doctor of Public Service ( <i>doctor beneficiorum publicorum, honoris causa</i> )
Ped.D.	Doctor of Pedagogy ( <i>doctor institutionis, honoris causa</i> )

### C. General Criteria/Policy

The honorary degree may be awarded to recognize distinguished service, creativity, scholarship, or other individual accomplishment in the service of humanity, whether in scientific, social, academic, creative, business, public, or other appropriate sphere.

In keeping with the regulations of the State Board of Education, honorary degrees may not be awarded to currently serving board of trustee members, administrators or faculty members except in extraordinary cases meriting special consideration. Honorary degrees should not be awarded to former trustees, administrators, or faculty members until they have been separated from the university for at least six months.



**D. Policy and Procedures**

Each university, in consultation with the Council of Trustees, shall develop a policy that shall address the awarding and revocation of honorary degrees in accordance with the State System's and its universities' mission, vision, and values.

**E. Limit**

Normally, no more than two degrees may be awarded at any university in any calendar year.

**F. Notice**

The chancellor shall be notified at least 30 days before an honorary degree is to be awarded of the identity, qualifications, and citation to be attached to such degree.



# PA State System of Higher Education Board of Governors

**Effective:** June 20, 1983

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## **Policy 1983-13-A: *Process for Recommending Presidential Appointment***

**Adopted:** June 20, 1983

**Amended:** July 19, 1983;  
May 15, 1984; April 18, 1991; October 15, 1992;  
October 9, 1997; January 8, 1998; April 8, 2004;  
January 15, 2009; April 7, 2011; April 10, 2014;  
January 26, 2017; and January 17, 2019; April 15, 2021;  
XXXXX

### **A. Purpose**

This Policy establishes the requirements pursuant to Act 188 of 1982, § 2005-A (4), 2006-A (2), and § 20-2009-A, as amended, to appoint University Presidents at the State System constituent institutions.

### **B. Policy**

1. The Board has the duty and authority to appoint, from a list submitted by the chancellor, presidents of the constituent institutions to serve at the Board's pleasure pursuant to a contract based upon a fixed term or duration.
2. Upon notice of a vacancy in a university presidency, the chancellor, after consultation with the chairperson of the university council of trustees, will initiate the search in accord with applicable laws, policies, and procedures and in support of the mission, vision, and values of the university and the system.
3. The university council of trustees shall make recommendations to the chancellor for the appointment of the president following input by students, faculty, staff, and alumni who reflect the diversity of the institution.
4. The chancellor shall submit to the Board the recommended salary and other proposed terms of each such appointment.
5. The Board shall have the right to refuse the recommendation of the local council and to request that additional recommendations be submitted by the council.

6. Nothing in this policy nor procedures and standards implemented pursuant to Section C. shall create any rights not established by law.

**C. Procedures**

1. Appointment Recommendations Procedures: The chancellor is directed to create procedures and standards to comply with this policy. Such procedures and standards shall support the generation of diverse candidate pools. The procedures and standards and any subsequent permanent changes to the same may be implemented upon approval by the Executive Committee of the Board following consultation with appropriate stakeholders.
2. Selection Procedures: Board of Governors
  - a. The chancellor shall submit the report of the council to the chair of the Board of Governors and shall advise the Board. The Board, in consultation with the chairperson of the council and chair of the search committee, will have the option to continue, extend, or restart the search if a candidate withdraws from the search after the report is made to the Board.
  - b. The Board of Governors will interview the recommended candidates and select the university president. In the absence of a quorum of the Board, the Executive Committee of the Board shall be authorized by the Board to interview the recommended candidates and select the university president.
  - c. The Board shall invite the chair of the search committee and chairperson of the council to attend and observe the interviews of the recommended candidates and to participate in deliberations with the Board.
  - d. The chancellor shall notify the chair of the search committee and the final candidate of the Board's selection in writing. A public announcement will be made by the chancellor after consultation with the council chairperson.

**D. Effective Date**

This amended Policy is effective immediately and supersedes all prior versions.

Effective: June 20, 1983

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## **Policy 1983-14-A: *Appointing Interim and Acting Chief Executive Officers***

See Also:

**Adopted:** June 20, 1983

**Amended:** May 15, 1984; January 8, 1998;  
January 14, 1999; January 24, 2013; and January 26, 2017; XXXXX

### **A. Purpose**

The purpose of this policy is to ensure continuity of leadership in a manner that is consistent with the mission, vision, and values of the university and system.

### **B. Definitions**

1. **Acting University President or Chancellor.** Temporary service as university president or chancellor pursuant to the university's succession plan when the incumbent president is temporarily unable to discharge official duties or has permanently vacated the position.
2. **Interim University President or Chancellor.** Temporary appointment as university president or chancellor by the Board of Governors until an incumbent president or chancellor returns to official duties, a permanent president or chancellor is appointed by the Board, or until the interim president or chancellor has been relieved of duties and responsibilities.
3. **Vacancy in the Office of the President or Chancellor.** Position of president or chancellor is unoccupied either temporarily due to leave, because the chancellor or Board of Governors determines that the incumbent president or chancellor is unable to discharge his/her official duties either temporarily or permanently, or because the incumbent president or chancellor has vacated the position.

### **C. Presidential Vacancy**

1. **Acting President.** When the office of the president at a university becomes vacant, the duties of president shall be performed by the individual identified in the university Order of Succession Plan until the incumbent president is able to resume duties, until an interim president is appointed by the Board, or until a successor permanent president is appointed by the Board.
2. **Interim President.** Upon a vacancy in the office of the president at a university, the chancellor shall make a determination whether there is a need for appointment of an interim president to maintain operations and continuity on campus. Within a reasonable amount of time from the date of vacancy, the chancellor shall recommend the name of a candidate for the interim presidency to the Board of Governors after consultation with the chair of the university's council of trustees. At no time shall such recommendation process exceed six weeks from the time the

chancellor makes a determination that appointment of an interim president is necessary. Interim presidential appointees shall be subject to the requirements of relevant employment background investigation policies.

#### **D. Chancellor Vacancy**

1. Acting Chancellor. When the office of the chancellor becomes vacant, the duties of chancellor shall be performed by the individual identified in the Order of Succession Plan until the incumbent chancellor is able to resume duties. If the incumbent chancellor will be permanently vacating the office, the Board shall act to affirm the designation of the acting chancellor or appoint an interim chancellor.
2. Interim Chancellor. Upon a vacancy in the office of the chancellor, the Chair of the Board of Governors shall make a determination whether there is a need for appointment of an interim chancellor to maintain operations and continuity. Interim chancellor appointees shall be subject to the requirements of relevant employment background investigation policies.

#### **E. Order of Succession Planning**

1. Each university president, after consultation with the chair of the council of trustees and the chancellor, will develop and publish an Order of Succession. The Order of Succession will identify in rank order, members of the executive management team at the university who will act on behalf of the president in his/her absence, in the event he/she is temporarily unable to fulfill his/her responsibility, or in the event there is a vacancy.
2. The chancellor, after consultation with the Chair of the Board of Governors, will develop and publish an Order of Succession. The Order of Succession will identify in rank order, members of the executive management team in the Office of the Chancellor who will act on behalf of the chancellor in his/her absence, in the event he/she is temporarily unable to fulfill his/her responsibilities, or in the event there is a vacancy.
3. Orders of Succession will be reviewed at the beginning of each academic year before September 30. Each university president shall deliver the campus Orders of Succession Plan to the chancellor after a resolution and vote by the university's council of trustees. The chancellor shall deliver the Orders of Succession Plan for the Office of the Chancellor to the Chair of the Board.

#### **F. Evaluation**

Acting or Interim presidents or chancellors serving one year or longer will be evaluated pursuant to Policy 2002-03-A, *Evaluating Presidents*.

#### **G. Effective Date**

This amended Policy is effective immediately.

**Board of Governors Meeting**  
October 10, 2024

**SUBJECT:** Interim chancellor appointment

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** In the summer of 2024, Dr. Daniel Greenstein announced he would end his tenure as chancellor on October 11, 2024, after serving more than six years in the role. Board of Governor's Policy 1983-14-A: *Appointing Interim and Acting Chief Executives* provides for the temporary appointment of an interim chancellor by the Board of Governors until such time that a permanent chancellor is appointed by the Board following a national search.

**MOTION:** That the Board approves the appointment of Dr. Christopher Fiorentino as interim chancellor effective October 11, 2024, and authorizes the Chair to execute the necessary documents.

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**Supporting Documents Included:** N/A

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

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