

# Board of Governors Meeting

October 19, 2023



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



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of Higher Education

# Board of Governors Meeting

October 19, 2023

Commonwealth University – Bloomsburg  
Kehr Union Building

1. Roll call
2. Pledge of allegiance
3. Welcome by the host President
4. Remarks by the Chair
5. Remarks by union leaders
6. Public comment
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 4)
8. Remarks by the Chancellor and Staff
9. University Success Committee
  - a. Fiscal year 2023-24 final budget approval (page 15)
  - b. Fiscal year 2024-25 educational and general appropriation request (page 37)
  - c. Fiscal year 2023-24 capital spending plan and capital budget authorization request (page 38)
10. Board consideration
  - a. Approval of committee recommendations
  - b. Policy updates (page 43)
    - Policy 1985-07-A: *Management Performance and Reward Program*
    - Policy 1998-04-A: *Procurement of Goods, Services, Supplies, and Construction*
    - Policy 1997-03: *Naming of State System of Higher Education Facilities*
  - c. Service resolutions
11. Other business
12. Adjournment

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

# CONSENT AGENDA



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

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

### Meeting Minutes

### Draft for Approval

299th Meeting  
Thursday, July 20, 2023  
9:00 a.m.  
Alexander Grass Campus

#### ATTENDING

##### Board of Governors:

Senator David Argall  
Robert W. Bogle  
Representative Tim Briggs  
Dr. Kimberly McCurdy, Designee for Secretary of Education, Dr. Khalid N. Mumin  
William A. Gindlesperger  
Abigail Hancox  
Darrek Harshberger  
Allison Jones  
Daniel Klingerman  
David M. Maser  
Representative Brad Roae  
Thomas Gombar, Designee for Senator Judith Schwank  
Cynthia D. Shapira (Chair)  
Larry C. Skinner (Vice Chair)  
Samuel H. Smith (Vice Chair)  
Skylar Walder  
Secretary Neil R. Weaver  
Janet L. Yeomans

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

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

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

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

Chair Shapira recognized several new members of the Board of Governors and the State System: Dr. Tina Chiarelli-Helminiak, Faculty Liaison to the Board; Dr. Karen Riley, President of Slippery Rock University; and Dr. Shelley Scherer, President and CEO of the Pennsylvania's State System of Higher Education Foundation.

Chair Shapira noted that while the Commonwealth budget awaits approval, she extended thanks to the Governor and General Assembly who have chosen to invest in the State System universities. It is the culmination of the efforts and hard work of the Chancellor and many System leaders. We now have a responsibility to ensure that the dollars that have been granted are used wisely.

## **PUBLIC COMMENT**

None

## **REMARKS BY PACT (Pennsylvania Association of Councils of Trustees)**

(Full remarks in video archive)

Dr. Rich Frerichs, PACT President and Vice Chair, Millersville University Council of Trustees, provided remarks.

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

APSCUF President, Dr. Ken Mash provided remarks.

## **CONSENT AGENDA**

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

- Meeting Minutes – April 20, 2023
- Meeting Minutes – June 7, 2023
- Audit Committee name change
- Audit Policy updates

Voice vote. No opposition. The motion passed.

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

Chancellor Greenstein extended appreciation to the Governor and General Assembly for the six percent budget increase in funding for the State System universities. The increase in funding is indicative of the collaboration with system leaders, union partners, and elected leaders to advocate for the Commonwealth to invest in the students and families of Pennsylvania. Chancellor Greenstein recommended that the Board of Governors not increase tuition for the 2023-2024 academic year.

## **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: Maser, Jones, Hancox, Gombar for Schwank, and Shapira (ex-officio). Chair Smith reviewed the student trustee appointments as presented in the meeting materials.

Based on input from Dr. Bashar Hanna, President of Commonwealth University of Pennsylvania and the Office of the Chancellor, the Committee recommends the appointment of Tynesha Holloway to the Commonwealth University Council of Trustees.

## **MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD OF GOVERNORS HEREBY APPOINTS TYNESHA HOLLOWAY TO THE COMMONWEALTH UNIVERSITY COUNCIL OF TRUSTEES.**

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

Tynesha Holloway provided remarks and thanked the Board of Governors for the appointment.

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

Roll call was conducted at the request of Committee Chair Maser and the following members were present: Argall, Briggs, Skinner, Harshberger, McCurdy for Secretary Mumin.

Chair Maser reviewed the proposed revisions to Board of Governors Policy 1986-04-A: *Program Review* and Board of Governors Policy 1993-01-A: *General Education*.

Dr. Donna Wilson, Vice Chancellor of Academic and Student Affairs, Office of the Chancellor, provided an overview of the changes to each respective policy presented for consideration. Chair Maser noted that the committee met in advance of the Board meeting to review the policy changes as presented for consideration.

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD APPROVES REVISIONS TO BOARD POLICY 1986-04-A PROGRAM REVIEW AS PRESENTED.**

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

**MOTION: COMMITTEE CHAIR MOVED THAT THE BOARD APPROVES REVISIONS TO BOARD POLICY 1993-01-A: GENERAL EDUCATION AS PRESENTED.**

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

**UNIVERSITY SUCCESS COMMITTEE**

Roll call was conducted at the request of Chair Shapira on behalf of Committee Chair Skinner who was present but was not able to moderate the session. The following members were present: Skinner, Weaver, Gindlesperger, Roae, Klingerman, Walder, Yeomans. Chair Shapira and Ms. Molly Mercer, Chief Academic Officer, Office of the Chancellor, provided an overview of the allocation of funds and preliminary budget approval for fiscal year 2023-2024.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE ALLOCATION OF FUNDS FROM THE SYSTEM'S FISCAL YEAR 2023-2024 EDUCATIONAL AND GENERAL APPROPRIATION, AS REFLECTED IN ATTACHMENTS 1 AND 2.**

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

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE FISCAL YEAR 2023-2024 PRELIMINARY ANNUAL OPERATING BUDGETS FOR STATE SYSTEM UNIVERSITIES AND OFFICE OF THE CHANCELLOR REFLECTED IN ATTACHMENT 1.**

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

## **BOARD CONSIDERATION:**

Chair Shapira presented the following committee recommendations for Board consideration:

- Approval of the student trustee appointment for Commonwealth Lock Haven
- Approval of the *Program Review* policy changes
- Approval of the *General Education* policy changes
- Approval of the appropriation allocation
- Approval of the preliminary budget

**MOTION: THAT THE BOARD APPROVES TODAY’S COMMITTEE ACTIONS.**

Voice vote. No opposition. The motion passed.

## **2023-24 AND TENTATIVE 2024-2025 BASIC TUITION AND TECHNOLOGY FEE RATES**

(Full remarks in video archive)

Chair Shapira offered brief remarks on the 2023-2024 and tentative 2024-25 Basic Tuition and Technology Tuition Fee Rates. This action was deferred from the April 2023 Board of Governors Meeting for consideration today. Several board members offered comments and discussion on the item as presented.

**MOTION: THAT THE BOARD APPROVES THE 2023-24 AND TENTATIVE 2024-25 TUITION SCHEDULE (ATTACHMENT 1) AND THE 2023-24 AND TENTATIVE 2024-25 TECHNOLOGY TUITION FEE SCHEDULE (ATTACHMENT 2)**

Voice vote. No opposition. The motion passed.

## **RESOLUTION 2023-02: EXERCISING THE FIDUCIARY RESPONSIBILITY OF THE BOARD OF GOVERNORS FOR EFFICIENT, EFFECTIVE, AND FINANCIALLY SUSTAINABLE UNIVERSITIES.**

Chancellor Greenstein provided an overview of the resolution and associated policies. Its purpose is to foster a policy environment that effectuates the Board’s fiduciary responsibilities by promoting efficient, effective and financially sustainable universities that deliver a high quality, affordable education to Pennsylvanians.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES RESOLUTION 2023-02 AND THE ASSOCIATED POLICY MODIFICATIONS AS SHOWN IN THE ATTACHED MATERIALS.**

Voice vote. No opposition. The motion passed.

## **RATIFICATION OF SIDE LETTER WITH APSCUF (Full remarks in video archive)**

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD RATIFIYS THE ATTACHED SIDE LETTER AND AUTHORIZES THE CHANCELLOR TO EXECUTE THE APPROPRIATE DOCUCUMENTS.**

Voice vote. No opposition. The motion passed

## **ELECTION OF OFFICERS**

Governor Jan Yeomans moderated the annual election of officers in accordance with the bylaws, which stipulates that the annual election of officers be held in the third quarter of each calendar year. The term of each officer is effective with board action and continues until the successors are chosen and assume office.

**MOTION: GOVERNOR YEOMANS MOVED THAT THE FOLLOWING OFFICERS BE ELECTED TO THE BOARD OF GOVERNORS FOR THE 2023-2024 YEAR:**

**CHAIR: CYNTHIA SHAPIRA**

**1<sup>ST</sup> VICE CHAIR: DAVID MASER**

**2<sup>ND</sup> VICE CHAIR: SAM SMITH**

Voice vote. No opposition. The motion passed.

## **SERVICE RESOLUTIONS** (Full Remarks in video archive)

Chair Shapira presented resolutions to the following individuals honoring their contributions and service to the State System:

Dr. Amanda Morris, who recently rotated off the Board and concluded her service as Faculty Liaison. Dr. Morris offered remarks and thanked everyone for their support during her time on the board.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE FOLLOWING RESOLUTION:**

*WHEREAS, DR. AMANDA MORRIS—A PROFESSOR OF ENGLISH AT KUTZTOWN UNIVERSITY—WAS ELECTED BY THE MEMBERS OF THE STATE SYSTEM'S FACULTY COUNCIL TO SERVE AS CHAIR FOR THE 2022-23 ACADEMIC YEAR; AND*

*WHEREAS, IN HER ROLE AS CHAIR SHE ALSO SERVED AS FACULTY LIAISON TO THE BOARD OF GOVERNORS, OFFERING INVALUABLE INSIGHTS AND FACULTY PERSPECTIVE ON CRITICALLY IMPORTANT BOARD ACTIONS; AND WHEREAS, DR. MORRIS WELL AND FAITHFULLY COMPLETED HER SERVICE AS FACULTY COUNCIL CHAIR AND FACULTY LIAISON TO THE BOARD OF GOVERNORS;*

*THEREFORE, BE IT RESOLVED THAT THE BOARD OF GOVERNORS PROUDLY RECOGNIZES DR. AMANDA MORRIS FOR HER DEDICATION TO THE STATE SYSTEM, ITS STUDENTS, FACULTY, AND UNIVERSITIES, AND HEREBY HONORS HER CONTRIBUTIONS TO ADVANCING THE CAUSE OF PUBLIC HIGHER EDUCATION IN PENNSYLVANIA.*

Resolution approved by acclamation.

Dr. Dale Elizabeth Pehrsson, who recently retired as President of Penn West University of Pennsylvania.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE FOLLOWING RESOLUTION:**

*WHEREAS, DR. DALE-ELIZABETH PEHRSSON BEGAN HER SERVICE TO PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION IN 2018 AS PRESIDENT OF CLARION UNIVERSITY; AND*

*WHEREAS, SHE DISTINGUISHED HERSELF AS AN AMBASSADOR OF HER UNIVERSITY AND OF THE STATE SYSTEM AND SUBSEQUENTLY ASSUMED ADDITIONAL LEADERSHIP ROLES AS INTERIM PRESIDENT OF EDINBORO UNIVERSITY AND CALIFORNIA UNIVERSITY; AND*

*WHEREAS, DR. PEHRSSON WAS CHOSEN TO SERVE AS LEADER OF THE WESTERN INTEGRATION THAT BROUGHT TOGETHER THREE UNIVERSITIES, THEIR PEOPLE, THEIR LEGACIES, AND THEIR STORIES; AND*

*WHEREAS, SHE LAID IMPORTANT GROUNDWORK THAT WILL SERVE THE PENNWEST AND ITS STUDENTS FAR INTO THE FUTURE;*

*THEREFORE BE IT RESOLVED THE BOARD OF GOVERNORS PROUDLY RECOGNIZES DR. DALE-ELIZABETH PEHRSSON AS FOUNDING PRESIDENT EMERITUS OF PENNSYLVANIA WESTERN UNIVERSITY, AND EXTENDS SINCERE APPRECIATION FOR HER CONTRIBUTIONS TO THE UNIVERSITY AND THE STATE SYSTEM.*

Resolution approved by acclamation.

Dr. William Behre, who recently retired as President of Slippery Rock University of Pennsylvania. Dr. Behre offered remarks and thanked everyone for their support during his time serving as President of Slippery Rock.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE FOLLOWING RESOLUTION:**

*WHEREAS, DR. WILLIAM BEHRE BEGAN HIS SERVICE TO PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION IN 2018 AS THE 17TH PRESIDENT OF SLIPPERY ROCK UNIVERSITY; AND*

*WHEREAS, HE LED THE UNIVERSITY IN THE CREATION OF THE COLLEGE OF HEALTH PROFESSIONS, ENHANCED AFFORDABILITY AND INCLUSIVITY FOR STUDENTS, SHEPHERDED IMPORTANT FACILITY IMPROVEMENTS, AND ADVANCED CRITICAL SUCCESS METRICS FOR THE INSTITUTION; AND*

*WHEREAS, DR. BEHRE ABLY GUIDED THE UNIVERSITY THROUGH A GLOBAL PANDEMIC THAT UPENDED ALL OF HIGHER EDUCATION, AND PROVIDED WISE COUNSEL AND THOUGHT PARTNERSHIP AT THE SYSTEM-LEVEL DURING A TIME OF TRANSFORMATION; AND*

*THEREFORE BE IT RESOLVED THE BOARD OF GOVERNORS PROUDLY RECOGNIZES DR. WILLIAM BEHRE AS PRESIDENT EMERITUS OF SLIPPERY ROCK*

*UNIVERSITY, AND EXTENDS SINCERE APPRECIATION FOR HIS CONTRIBUTIONS TO THE UNIVERSITY AND THE STATE SYSTEM.*

Resolution approved by acclamation.

Charissa Williams, who recently retired from the State System, Office of the Chancellor as the Coordinator of Board and Trustee Operations. Ms. Williams offered remarks and thanked everyone for their support during her time working at the State System.

**MOTION: CHAIR SHAPIRA MOVED THAT THE BOARD APPROVES THE FOLLOWING RESOLUTION:**

*WHEREAS, CHARISSA WILLIAMS BEGAN HER SERVICE TO PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION IN 2010 AS A MEMBER OF THE CHANCELLOR'S OFFICE; AND*

*WHEREAS, SHE SERVED THROUGH THREE CHANCELLORIAL TRANSITIONS – PROVIDING CLEAR, UNWAVERING SUPPORT TO THE SYSTEM LEADERSHIP, THE CHANCELLOR'S TEAM, AND THE BOARD OF GOVERNORS, AND*

*WHEREAS, CHARISSA HAS BEEN A CHAMPION FOR AND SHEPHERD OF TRUSTEE RELATIONS AND PROVIDED INVALUABLE SUPPORT TO PACT AND ITS LEADERSHIP;*

*THEREFORE BE IT RESOLVED THE BOARD OF GOVERNORS SINCERELY THANKS MS. WILLIAMS FOR HER DEDICATION, ENERGY, AND SERVICE, AND IN DOING SO DECLARES THURSDAY, JULY 20, 2023 AS "CHARISSA WILLIAMS DAY" IN THE STATE SYSTEM.*

Resolution approved by acclamation.

**ADJOURNMENT**

For the record, Chair Shapira noted that the Board met in executive session on July 19, 2023, from 2:00 p.m. to 3:25 p.m. to discuss contractual and personnel matters.

The meeting was adjourned at 11:50 a.m.

**ATTEST:**

Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting July 2023 - YouTube](#)

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

### Meeting Minutes

### Draft for Approval

300th Meeting  
Friday, September 8, 2023  
9:30 a.m.  
VIA ZOOM

#### ATTENDING

##### Board of Governors:

Cindy Urban, Designee for Senator David Argall  
Representative Tim Briggs  
William A. Gindlesperger  
Abigail Hancox  
Darrek Harshberger  
Steve D'Ettorre, Designee for Secretary Akbar Hossain  
Allison Jones  
Daniel Klingerman  
Marian Moskowitz  
Dr. Kate Shaw, Designee for Secretary of Education, Dr. Khalid N. Mumin  
Representative Brad Roae  
Senator Judith Schwank  
Cynthia D. Shapira (Chair)  
Larry C. Skinner (Vice Chair)  
Samuel H. Smith (Vice Chair)  
Skylar Walder  
Secretary Neil R. Weaver  
Janet Yeomans

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

Chair Cindy Shapira called the meeting to order at 9:35 a.m. and noted that the Board met in executive session from 8:00 a.m. to 9:32 a.m. to discuss contractual matters.

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

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

Chair Shapira welcomed all in attendance and reviewed the purpose of the meeting and agenda item that the Board will consider for action.

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

Chair Shapira presented the following items for board consideration:

**RETURN TO STANDARD IN-STATE TUITION RATES AT MILLERSVILLE UNIVERSITY OF PENNSYLVANIA, EFFECTIVE FISCAL YEAR 2024-25** (Full remarks in video archive)

Chair Shapira invited Molly Mercer to offer a brief overview of the action and then moved the following:

**MOTION: THAT THE BOARD APPROVES THE TERMINATION OF THE ALTERNATIVE TUITION PLAN AND RESUMPTION OF THE STANDARD IN-STATE TUITION RATE AT MILLERSVILLE UNIVERSITY BEGINNING 2024-25.**

Voice vote. No opposition. The motion passed.

**ADJOURNMENT**

The meeting was adjourned at 9:45 a.m.

**ATTEST:**

Randy A. Goin, Ph.D.  
Deputy Chancellor

Meeting webcast is available here: [BOG Meeting 9-8-23 - YouTube](#)

# UNIVERSITY SUCCESS COMMITTEE



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

**Board of Governors Meeting  
University Success Committee**  
October 19, 2023

**SUBJECT:** Fiscal year 2023-24 final budget approval

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:**

As part of broader continuous review and updates to Board policies, and a change to provide visibility earlier into universities' multi-year plans, in July 2023 the Board of Governors approved preliminary operating budgetary information.

Universities have finalized their operating budgets for FY 2023-24, which reflect the following updates from the July preliminary budgets: final appropriation allocation and tuition data, fall enrollment freeze data, and subsequent determinations of revenues and expenditures.

Note: The budgetary information submitted by the universities in September 2023 continues to include assumptions related to negotiations of new agreements with the System's collective bargaining units. For units with ratified agreements, actual contractual personnel expenditures are included in the budgetary information.

In accordance with Act 188 of 1982 and Board Policy 1993-03-A: *Budgetary Reporting and Review*, the Board of Governors will provide approval of the final operating budgets for FY 2023-24.

**MOTION:** That the Board approves the fiscal year 2023-24 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, Final Unrestricted Budget and Projection Highlights

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

**Prepared by:** Molly Mercer

**Contact:** mmercerc@passhe.edu

## Attachment 1

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

*As of October 19, 2023*

In June, preliminary budgetary information was submitted by the universities and the Board provided preliminary budget approval in July. This was reflective of a change to provide earlier visibility into universities' multi-year plans, as part of broader continuous improvements to Board policies, and is in alignment with its fiduciary responsibilities.

In September, the universities provided updated budgetary information to reflect the July Board actions for the state appropriation allocation and tuition. Additionally, fall enrollment freeze data and the subsequent determinations of revenues and expenditures, as well as the impact of any new collective bargaining agreements, were updated in the September submission.

The October board item reflects these September final budgetary updates. In accordance with Act 188 of 1982, the Board of Governors provides final approval of the fiscal year (FY) 2023-24 operating budgets.

For FY 2024-25 and FY 2025-26 (for integrated universities that project an additional year), universities were instructed to assume a two percent increase in state appropriation, no increase in tuition rates, and a two percent increase in salary expenses for those units in ongoing collective bargaining negotiations, consistent with our standard long-range planning assumptions.

#### **Educational & General Highlights:**

The 2023-24 Educational and General (E&G) budget for the System has a deficit of (\$20.9M), primarily driven by three universities. This improved from July, which was a projected deficit of (\$36.9M). The 2024-25 E&G projections for the System reflect a deficit of (\$11.3M), which is an improvement from the July projected deficit of (\$29.0M).

#### Revenue:

**Tuition** - Across the System, 2023-24 enrollment is anticipated to be down slightly, at a decrease of (1.2 percent), to 75,521 annualized full-time equivalent (FTE) students. With the Board's action in July to freeze tuition for a fifth consecutive year, overall tuition revenues for the System total \$717.0M, a decrease of (\$6.2M), or (0.9 percent), compared to the actual 2022-23 results. Certain universities' local fees have increased to address growing costs, resulting in a fee revenue increase of \$1.8M, or 1.0 percent. Universities are projecting a slight increase in enrollment for 2024-25 compared to 2023-24, with a 1.0 percent increase of 735 FTE. With the assumption that tuition rates are held flat for planning purposes, tuition revenues are projected to increase \$5.7M or 0.8 percent.

**Appropriation** - The six percent increase in state appropriation resulted in a \$22M increase over the two percent used as a planning assumption, and an overall increase of \$33M in revenue for 2023-24 over 2022-23. University budgets reflect the adjustments to the distribution of the appropriation from the updated state appropriation allocation formula calculations. In accordance with the procedure, the integrated universities maintained minimum appropriation levels consistent with their integration planning assumptions, supplemented with funds from the SERS prefunding program.

In addition to the 6 percent increase in appropriation, the state budget was finalized with \$65M to be directed towards debt relief for PennWest University, which has lowered their budgeted annual debt service by approximately \$9M beginning in 2023-24 and each subsequent projection year.

Other Revenue has fluctuated significantly in recent years due to COVID relief and other one-time funding stemming from the pandemic. For 2023-24, Other Revenue is \$154.4M, which is (\$21.1M), or (12.0 percent) less than 2022-23. This primarily reflects the tapering down of the one-time federal funds received in prior years. Fiscal year 2024-25 reflects even less use of one-time funds, with Other Revenue at \$126.9M, which is more consistent with typical, non-pandemic levels.

Overall, revenue in the 2023-24 budget is \$7.6M more than the 2022-23 actual results, or 0.5 percent.

**Expenses:**

Fiscal year 2023-24 total expenses increased over the prior year, growing 1.7 percent, or \$27.0M, higher than the prior year.

Personnel continued to be the largest expense element, at 72 percent of the 2023-24 budget, compared to 71 percent in 2022-23. Please refer to the section of this document that outlines overall budget assumptions; in summary, due to the expiration of the collective bargaining agreements, universities included known increases from any ratified agreements and assumed a general 2 percent salary/wage growth otherwise and further escalations in benefit rates, derived from third-party projection information. Overall, benefits for 2023-24 increased by \$21.8M, or 5.9 percent, over the prior year, primarily driven by larger increases in the healthcare plans provided by the Commonwealth and increases in the employer contribution rates for the Commonwealth's two pension programs.

E&G workforce FTE of 8,842 for 2023-24 was relatively consistent with the prior year's actual of 8,828 reflective of maintaining the lower levels of workforce achieved through the sustainability work at many universities. Several universities are continuing efforts to adjust workforce levels throughout the projection period.

Given the workforce trends and assumptions, total personnel expenditures in the 2023-24 budget increased \$32.7M or 2.8 percent.

Fiscal 2024-25 workforce is anticipated to decline by (1.9 percent) from FY 2023-24, associated with continued budget realignment efforts; paired with the current rate assumptions, this results in a 0.7 percent increase in personnel costs over FY 2023-24.

E&G non-personnel expenses are declining slightly in fiscal years 2023-24 and 2024-25, primarily as a result of the conclusion of one-time expenditures supported with pandemic-related funds and two successive years of reduced debt due to maturing and defeasance of certain Penn West bonds. These declines are offset by growth in inflation.

From a university perspective, the overall 2023-24 E&G budget deficit position of (\$20.9M) and 2024-25 E&G projected deficit of (\$11.3M) are primarily driven from the shortfalls at Penn West University.

**Auxiliary Highlights:**

The 2023-24 Auxiliary budget for the System has a projected deficit of (\$14.4M). Similar to the E&G budget, the Auxiliary deficit position is primarily driven by two universities. The 2024-25 Auxiliary projections for the System reflect a deficit of (\$16.0M). All other universities are balanced, project a surplus, or have deficits under (\$1.5M) in either year.

**Revenue:**

Overall, Auxiliary revenue for 2023-24 increased by \$0.3M or 0.1 percent compared to the 2022-23 actual results. Other Revenue declined compared to the prior year, which included one-time funds of \$11M for PennWest University. This is offset by an increase in the core sources of auxiliary revenue—fees, housing, and dining—collectively, which increased about \$11.2M to \$319.2M, an approximate 3.6 percent increase from the prior year.

Overall, Auxiliary revenue for fiscal year 2024-25 is projected to increase \$4.8M, or 1.4 percent over fiscal year 2023-24.

Expenses:

Auxiliary expenses increased 8.3 percent to \$347.4M for fiscal year 2023-24, reflecting growth in operating costs, which are the largest element of the auxiliary expenditure base. This increase also includes the impact of one university paying off a portion of their auxiliary debt early, to bring expenses more in line with revenues for the future. In 2024-25, Auxiliary expenses across the System are projected to decrease (\$3.1M) or (0.9 percent).

FY 2023-24 Comprehensive Planning Process (CPP) Projections Update  
 Pennsylvania's State System of Higher Education

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

(\$ in millions)				FY 2023-24 July Prelim Total*		
Revenues	FY 2022-23	For Approval FY 2023-24	Percent Change		FY 2024-25	Percent Change
Tuition	\$723.2	\$717.0	-0.9%	\$709.7	\$722.7	0.8%
Fees	\$226.3	\$229.4	1.4%	\$226.2	\$238.5	4.0%
State Appropriation	\$552.5	\$585.6	6.0%	\$563.5	\$597.3	2.0%
Auxiliary Sales	\$271.1	\$281.0	3.7%	\$270.9	\$284.8	1.3%
All Other Revenue	\$203.2	\$171.2	-15.8%	\$139.4	\$144.4	-15.7%
<b>Total Revenues</b>	<b>\$1,976.3</b>	<b>\$1,984.2</b>	<b>0.4%</b>	<b>\$1,909.8</b>	<b>\$1,987.7</b>	<b>0.2%</b>
<b>Expenditures</b>						
Compensation Summary, Net of Anticipated Turnover:						
Salaries and Wages	\$826.9	\$841.0	1.7%	\$838.7	\$844.7	0.4%
Benefits	\$394.1	\$418.8	6.3%	\$412.5	\$425.5	1.6%
Subtotal, Compensation	\$1,221.0	\$1,259.9	3.2%	\$1,251.2	\$1,270.2	0.8%
Student Financial Aid	\$137.6	\$134.9	-1.9%	\$125.4	\$141.1	4.6%
Interest Expense	\$48.9	\$43.0	-12.1%	\$43.4	\$38.8	-9.7%
Other Services and Supplies	\$436.2	\$469.8	7.7%	\$449.7	\$460.7	-1.9%
Subtotal, Services and Supplies	\$622.6	\$647.6	4.0%	\$618.6	\$640.6	-1.1%
Capital Expenditures	\$26.7	\$14.7	-45.2%	\$14.5	\$14.6	-0.2%
Debt Principal Payments	\$79.2	\$81.1	2.4%	\$72.0	\$66.9	-17.5%
<b>Total Expenditures</b>	<b>\$1,949.6</b>	<b>\$2,003.3</b>	<b>2.8%</b>	<b>\$1,956.2</b>	<b>\$1,992.4</b>	<b>-0.5%</b>
<b>Revenues Less Expenditures</b>	<b>\$26.8</b>	<b>(\$19.0)</b>		<b>(\$46.4)</b>	<b>(\$4.7)</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>\$48.4</b>	<b>\$50.9</b>	<b>5.2%</b>	<b>\$38.1</b>	<b>\$40.6</b>	<b>-20.3%</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$21.6)</b>	<b>(\$69.9)</b>		<b>(\$84.5)</b>	<b>(\$45.3)</b>	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$24.2	\$34.6	43.0%	\$26.3	\$18.0	-48.2%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$2.6</b>	<b>(\$35.3)</b>		<b>(\$58.2)</b>	<b>(\$27.3)</b>	
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$677.8</b>	<b>\$631.4</b>	<b>-6.9%</b>	<b>\$613.2</b>	<b>\$595.3</b>	<b>-5.7%</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$867.0</b>	<b>\$808.9</b>	<b>-6.7%</b>	<b>\$770.5</b>	<b>\$762.6</b>	<b>-5.7%</b>
<b>Annualized FTE Enrollment</b>						
Undergraduate	65,771.76	65,125.85	-1.0%	64,497.09	65,652.02	0.8%
Graduate	10,629.56	10,394.76	-2.2%	10,361.94	10,603.15	2.0%
<b>Total Annualized FTE Enrollment</b>	<b>76,401.32</b>	<b>75,520.61</b>	<b>-1.2%</b>	<b>74,859.02</b>	<b>76,255.17</b>	<b>1.0%</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>						
Faculty	4,144.85	4,067.22	-1.9%	4,114.34	3,983.94	-2.0%
Nonfaculty	5,160.35	5,268.55	2.1%	5,286.08	5,186.24	-1.6%
<b>Total Employee FTE</b>	<b>9,305.20</b>	<b>9,335.77</b>	<b>0.3%</b>	<b>9,400.41</b>	<b>9,170.18</b>	<b>-1.8%</b>

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

FY 2023-24 Comprehensive Planning Process (CPP) Projections Update  
 Pennsylvania's State System of Higher Education

**EDUCATIONAL AND GENERAL BUDGET**

(\$ in millions)		For Approval	Percent	FY 2023-24		Percent
Revenues	FY 2022-23	FY 2023-24	Change	July Prelim Total*	FY 2024-25	Change
<b>Tuition:</b>						
Undergraduate Tuition	581.7	579.5	-0.4%	571.4	582.4	0.5%
Graduate Tuition	141.5	137.6	-2.8%	138.3	140.3	2.0%
Subtotal, Tuition	\$723.2	\$717.0	-0.9%	\$709.7	\$722.7	0.8%
Fees	189.4	191.2	1.0%	189.3	200.1	4.6%
State Appropriation	552.5	585.6	6.0%	563.5	597.3	2.0%
All Other Revenue	175.5	154.4	-12.0%	124.4	126.9	-17.8%
<b>Total Revenues</b>	<b>\$1,640.7</b>	<b>\$1,648.3</b>	<b>0.5%</b>	<b>\$1,586.9</b>	<b>\$1,646.9</b>	<b>-0.1%</b>
<b>Expenditures</b>						
Compensation Summary, Net of Anticipated Turnover:						
Salaries and Wages	\$783.5	\$794.4	1.4%	\$790.9	\$796.6	0.3%
Benefits	\$368.9	\$390.7	5.9%	\$384.4	\$396.3	1.4%
Subtotal, Compensation	\$1,152.4	\$1,185.1	2.8%	\$1,175.3	\$1,192.9	0.7%
Student Financial Aid	132.3	127.2	-3.9%	119.0	133.3	4.8%
Interest Expense	7.7	5.1	-33.3%	6.2	4.6	
Other Services and Supplies	292.5	310.8	6.3%	295.3	294.5	-5.2%
Subtotal, Services and Supplies	\$432.5	\$443.1	2.5%	\$420.5	\$432.4	-2.4%
Capital Expenditures	\$22.9	\$11.6	-49.6%	\$11.8	\$11.5	-0.5%
Debt Principal Payments	\$21.1	\$16.2	-23.4%	\$17.9	\$11.2	-30.5%
<b>Total Expenditures</b>	<b>\$1,628.9</b>	<b>\$1,655.9</b>	<b>1.7%</b>	<b>\$1,625.5</b>	<b>\$1,648.1</b>	<b>-0.5%</b>
<b>Revenues Less Expenditures</b>	<b>\$11.8</b>	<b>(\$7.6)</b>		<b>(\$38.6)</b>	<b>(\$1.1)</b>	
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>31.4</b>	<b>47.5</b>	<b>51.4%</b>	<b>24.6</b>	<b>27.3</b>	<b>-42.5%</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$19.6)</b>	<b>(\$55.1)</b>		<b>(\$63.2)</b>	<b>(\$28.4)</b>	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$18.9	\$34.2	81.1%	\$26.3	\$17.0	-50.1%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$0.7)</b>	<b>(\$20.9)</b>		<b>(\$36.9)</b>	<b>(\$11.3)</b>	
Use of Reserves for Operations (To Balance Budget)	15.7	12.6	-19.6%	34.1	6.1	-51.5%
<b>Revenues and ALL Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$15.0</b>	<b>(\$8.3)</b>	<b>-155.1%</b>	<b>(\$2.8)</b>	<b>(\$5.2)</b>	<b>n/a</b>
<b>Total E&amp;G and E&amp;G Plant Net Assets, Estimated End of Year Balance</b>	<b>\$463.9</b>	<b>\$420.0</b>	<b>-9.5%</b>	<b>\$416.9</b>	<b>\$393.8</b>	<b>-6.2%</b>
<b>Total E&amp;G and E&amp;G Plant Cash, Estimated End of Year Balance</b>	<b>\$619.5</b>	<b>\$573.8</b>	<b>-7.4%</b>	<b>\$568.2</b>	<b>\$545.9</b>	<b>-4.9%</b>
<b>Annualized FTE Enrollment</b>						
Undergraduate	65,771.76	65,125.85	-1.0%	64,497.09	65,652.02	0.8%
Graduate	10,629.56	10,394.76	-2.2%	10,361.94	10,603.15	2.0%
<b>Total Annualized FTE Enrollment</b>	<b>76,401.32</b>	<b>75,520.61</b>	<b>-1.2%</b>	<b>74,859.02</b>	<b>76,255.17</b>	<b>1.0%</b>
<b>FTE of E&amp;G Employees, Net of Turnover</b>						
Faculty	4,144.85	4,067.22	-1.9%	4,114.34	3,983.94	-2.0%
Nonfaculty	4,682.81	4,774.41	2.0%	4,776.38	4,691.60	-1.7%
<b>Total FTE of Employees</b>	<b>8,827.65</b>	<b>8,841.63</b>	<b>0.2%</b>	<b>8,890.72</b>	<b>8,675.54</b>	<b>-1.9%</b>

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

**FY 2023-24 Comprehensive Planning Process (CPP) Projections Update  
 Pennsylvania's State System of Higher Education**

**AUXILIARY BUDGET**

(\$ in millions)		For Approval	Percent	FY 2023-24		Percent
Revenues	FY 2022-23	FY 2023-24	Change	July Prelim Total*	FY 2024-25	Change
Fees	\$36.8	\$38.1	3.6%	\$36.9	\$38.4	0.7%
Housing Fees (including Privatized Housing)	167.8	171.3	2.1%	166.7	173.7	1.4%
Food Service Sales	103.4	109.8	6.2%	104.3	111.1	1.3%
All Other Revenue	27.7	16.7	-39.5%	15.0	17.5	4.5%
<b>Total Revenues</b>	<b>\$335.7</b>	<b>\$335.9</b>	<b>0.1%</b>	<b>\$322.9</b>	<b>\$340.7</b>	<b>1.4%</b>
<b>Expenditures</b>						
Compensation Summary, Net of Anticipated Turnover:						
Salaries and Wages	\$43.4	\$46.7	7.5%	\$47.8	\$48.0	3.0%
Benefits	25.3	28.2	11.4%	\$28.0	\$29.2	3.9%
Subtotal, Compensation	\$68.6	\$74.8	9.0%	\$75.9	\$77.3	3.3%
Student Financial Aid	5.2	7.7	47.3%	6.5	7.8	0.6%
Interest Expense	41.2	37.9		37.1	34.3	
Other Services and Supplies	143.7	158.9	10.6%	154.4	166.2	4.6%
Subtotal, Services and Supplies	\$190.2	\$204.5	7.5%	\$198.0	\$208.2	1.8%
Capital Expenditures	\$3.8	\$3.1	-18.5%	\$2.7	\$3.1	0.6%
Debt Principal Payments	\$58.1	\$64.9	11.8%	\$54.1	\$55.7	-14.2%
<b>Total Expenditures</b>	<b>\$320.7</b>	<b>\$347.4</b>	<b>8.3%</b>	<b>\$330.7</b>	<b>\$344.3</b>	<b>-0.9%</b>
<b>Revenues Less Expenditures</b>	<b>\$15.0</b>	<b>(\$11.4)</b>		<b>(\$7.8)</b>	<b>(\$3.6)</b>	
Transfers Out To/(In From) Plant and Other Funds	17.0	3.4	-79.8%	13.5	13.3	286.1%
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$2.1)</b>	<b>(\$14.9)</b>		<b>(\$21.3)</b>	<b>(\$16.9)</b>	
<b>Supplemental Resources</b>						
Planned Use of Reserves for One-Time Needs/Strategic Initiatives						
	\$5.4	\$0.5	-91.4%	\$0.0	\$0.9	97.8%
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$3.3</b>	<b>(\$14.4)</b>		<b>(\$21.3)</b>	<b>(\$16.0)</b>	
Use of Reserves for Operations (To Balance Budget)	(8.3)	8.9	n/a	15.4	8.1	-9.0%
<b>Revenues and ALL Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$5.0)</b>	<b>(\$5.5)</b>	<b>n/a</b>	<b>(\$6.0)</b>	<b>(\$7.9)</b>	<b>n/a</b>
<b>Total Auxiliary and Auxiliary Plant Net Assets, Estimated End of Year Balance</b>	<b>\$214.0</b>	<b>\$211.4</b>	<b>-1.2%</b>	<b>\$196.3</b>	<b>\$201.5</b>	<b>-4.7%</b>
<b>Total Auxiliary and Auxiliary Plant Cash, Estimated End of Year Balance</b>	<b>\$247.5</b>	<b>\$235.1</b>	<b>-5.0%</b>	<b>\$202.3</b>	<b>\$216.7</b>	<b>-7.8%</b>
<b>FTE of Auxiliary Employees, Net of Turnover</b>						
Faculty	0.00	0.00	n/a	0.00	0.00	n/a
Nonfaculty	477.54	494.14	3.5%	509.69	494.64	0.1%
<b>Total FTE of Employees</b>	<b>477.54</b>	<b>494.14</b>	<b>3.5%</b>	<b>509.69</b>	<b>494.64</b>	<b>0.1%</b>

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

Fall 2023 Comprehensive Planning Process Update  
 Cheyney University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

FY 2022-23 Actuals	For Approval				FY 2024-25 Projections						
	FY 2023-24 Budget			July Prelim Total*	FY 2024-25 Projections			July Prelim Total*			
(Dollars in Millions)	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$5.7	\$0.0	\$5.7	\$5.6	\$0.0	\$5.6	\$5.4	\$5.8	\$0.0	\$5.8	\$5.6
Fees	1.9	0.1	2.0	1.7	0.2	1.8	1.7	1.7	0.2	1.9	1.7
State Appropriation	19.4	0.0	19.4	20.8	0.0	20.8	20.0	21.2	0.0	21.2	20.4
Auxiliary Sales	0.0	5.7	5.7	0.0	5.8	5.8	5.9	0.0	6.0	6.0	6.0
All Other Revenue	10.0	0.3	10.3	8.6	0.4	9.0	3.4	6.2	0.4	6.6	3.6
<b>Total Revenues</b>	<b>\$37.1</b>	<b>\$6.1</b>	<b>\$43.1</b>	<b>\$36.6</b>	<b>\$6.3</b>	<b>\$43.0</b>	<b>\$36.4</b>	<b>\$34.9</b>	<b>\$6.6</b>	<b>\$41.5</b>	<b>\$37.3</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$9.2	\$0.7	\$9.9	\$11.3	\$0.8	\$12.1	\$10.8	\$11.5	\$0.8	\$12.4	\$11.1
Benefits	3.8	0.3	4.1	5.1	0.4	5.5	4.9	5.2	0.4	5.6	5.0
Subtotal, Compensation	\$13.0	\$1.0	\$13.9	\$16.4	\$1.2	\$17.6	\$15.6	\$16.8	\$1.2	\$18.0	\$16.0
Student Financial Aid	13.2	0.1	13.4	0.5	0.2	0.7	0.7	0.5	0.2	0.7	0.7
Interest Expense	0.2	0.0	0.3	0.1	0.0	0.1	0.1	0.0	0.0	0.0	0.0
Other Services and Supplies	12.4	6.2	18.5	12.8	6.1	18.8	17.0	13.4	6.2	19.6	17.7
Subtotal, Services and Supplies	\$25.8	\$6.3	\$32.2	\$13.4	\$6.2	\$19.6	\$17.8	\$13.9	\$6.3	\$20.3	\$18.4
Capital Expenditures	2.5	0.2	2.7	0.3	0.0	0.3	0.3	0.3	0.0	0.3	0.3
Debt Principal Payments	2.2	0.3	2.5	2.4	0.3	2.7	2.4	0.1	0.2	0.2	0.2
<b>Total Expenditures</b>	<b>\$43.5</b>	<b>\$7.8</b>	<b>\$51.4</b>	<b>\$32.5</b>	<b>\$7.7</b>	<b>\$40.2</b>	<b>\$36.0</b>	<b>\$31.0</b>	<b>\$7.7</b>	<b>\$38.7</b>	<b>\$34.9</b>
<b>Revenues Less Expenditures</b>	<b>(\$6.5)</b>	<b>(\$1.8)</b>	<b>(\$8.2)</b>	<b>\$4.2</b>	<b>(\$1.4)</b>	<b>\$2.8</b>	<b>\$0.4</b>	<b>\$3.9</b>	<b>(\$1.2)</b>	<b>\$2.8</b>	<b>\$2.4</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>(1.1)</b>	<b>0.0</b>	<b>(1.1)</b>	<b>2.6</b>	<b>0.0</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>0.0</b>	<b>2.6</b>	<b>2.6</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$5.3)</b>	<b>(\$1.8)</b>	<b>(\$7.1)</b>	<b>\$1.6</b>	<b>(\$1.4)</b>	<b>\$0.2</b>	<b>(\$2.2)</b>	<b>\$1.4</b>	<b>(\$1.2)</b>	<b>\$0.2</b>	<b>(\$0.1)</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	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$5.3)</b>	<b>(\$1.8)</b>	<b>(\$7.1)</b>	<b>\$1.6</b>	<b>(\$1.4)</b>	<b>\$0.2</b>	<b>(\$2.2)</b>	<b>\$1.4</b>	<b>(\$1.2)</b>	<b>\$0.2</b>	<b>(\$0.1)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>(\$19.5)</b>	<b>\$1.5</b>	<b>(\$18.0)</b>	<b>(\$15.3)</b>	<b>\$0.1</b>	<b>(\$15.3)</b>	<b>(\$10.2)</b>	<b>(\$11.4)</b>	<b>(\$1.1)</b>	<b>(\$12.5)</b>	<b>(\$7.8)</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$1.4</b>	<b>(\$2.2)</b>	<b>(\$0.8)</b>	<b>\$5.6</b>	<b>(\$3.6)</b>	<b>\$2.0</b>	<b>\$1.7</b>	<b>\$9.5</b>	<b>(\$4.8)</b>	<b>\$4.8</b>	<b>\$4.2</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	677.0		677.0	683.0		683.0	700.0	718.0		718.0	718.0
Graduate	0.0		0.0	0.0		0.0	0.0	0.0		0.0	0.0
<b>Total Annualized FTE Enrollment</b>	<b>677.0</b>		<b>677.0</b>	<b>683.0</b>		<b>683.0</b>	<b>700.0</b>	<b>718.0</b>		<b>718.0</b>	<b>718.0</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	47.9	0.0	47.9	48.0	0.0	48.0	48.5	48.5	0.0	48.5	48.5
Nonfaculty	53.4	7.3	60.7	59.1	8.5	67.5	81.3	73.0	8.3	81.3	81.3
<b>Total FTE of Employees</b>	<b>101.3</b>	<b>7.3</b>	<b>108.7</b>	<b>107.1</b>	<b>8.5</b>	<b>115.6</b>	<b>129.8</b>	<b>121.5</b>	<b>8.3</b>	<b>129.8</b>	<b>129.8</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>(\$11,241)</b>			<b>\$7,227</b>	<b>\$6,841</b>			<b>\$7,203</b>	<b>\$6,864</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated	Estimated
Fall FTE Student/Fall FTE Faculty Ratio	14.2	14.2	14.2
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)		13.9	14.2

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

Fall 2023 Comprehensive Planning Process Update  
Commonwealth University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

	FY 2022-23 Actuals			FY 2023-24 Budget			FY 2024-25 Projections			FY 2025-26 Projections			
	E&G		Aux	E&G		Aux	E&G		Aux	E&G		Aux	
	Total	July Prelim Total*	Total	July Prelim Total*	Total	July Prelim Total*	Total	July Prelim Total*	Total	July Prelim Total*			
<b>Revenues</b>													
Tuition	\$102.4	\$0.0	\$102.4	\$103.3	\$105.6	\$0.0	\$105.6	\$106.9	\$104.5	\$108.5	\$0.0	\$108.5	\$106.1
Fees	26.7	5.1	31.8	34.2	34.9	5.7	34.9	36.1	34.8	37.0	5.8	37.0	35.2
State Appropriation	84.6	0.0	84.6	85.1	88.4	0.0	88.4	90.2	86.8	92.0	0.0	92.0	88.5
Auxiliary Sales	0.0	48.9	48.9	49.5	50.8	50.8	50.8	51.3	49.5	52.0	52.0	52.0	49.5
All Other Revenue	27.6	1.6	29.2	20.5	22.9	1.1	22.9	18.6	18.5	17.3	1.1	17.3	21.9
<b>Total Revenues</b>	<b>\$241.4</b>	<b>\$55.6</b>	<b>\$297.0</b>	<b>\$292.5</b>	<b>\$302.6</b>	<b>\$57.6</b>	<b>\$302.6</b>	<b>\$303.1</b>	<b>\$294.1</b>	<b>\$306.8</b>	<b>\$59.0</b>	<b>\$306.8</b>	<b>\$301.2</b>
<b>Expenditures</b>													
Compensation Summary:													
Salaries and Wages	\$117.9	\$8.5	\$126.4	\$125.4	\$125.9	\$9.4	\$125.9	\$124.7	\$123.3	\$127.2	\$9.7	\$127.2	\$126.1
Benefits	58.1	5.8	63.9	66.6	67.5	6.4	67.5	66.8	65.9	69.2	6.6	69.2	67.7
Subtotal, Compensation	\$176.0	\$14.3	\$190.3	\$192.0	\$193.3	\$15.8	\$193.3	\$191.6	\$189.1	\$196.4	\$16.3	\$196.4	\$193.9
Student Financial Aid	18.7	0.8	19.5	20.3	27.9	1.1	27.9	31.4	22.8	34.1	1.1	34.1	25.8
Interest Expense	0.6	7.5	8.1	7.4	7.4	7.1	7.4	6.9	6.9	6.4	6.2	6.4	6.4
Other Services and Supplies	43.2	22.5	65.8	62.6	65.6	23.0	65.6	65.2	64.2	65.2	22.9	65.2	64.6
Subtotal, Services and Supplies	\$62.5	\$30.9	\$93.4	\$90.3	\$100.9	\$31.2	\$100.9	\$103.4	\$93.8	\$105.6	\$30.2	\$105.6	\$96.8
Capital Expenditures	4.6	0.2	4.7	1.5	1.8	0.3	1.8	1.8	1.5	1.8	0.3	1.8	1.5
Debt Principal Payments	3.2	9.9	13.1	13.1	13.1	9.8	13.1	10.2	10.2	10.5	9.9	10.5	10.5
<b>Total Expenditures</b>	<b>\$246.3</b>	<b>\$55.2</b>	<b>\$301.5</b>	<b>\$296.9</b>	<b>\$309.1</b>	<b>\$57.1</b>	<b>\$309.1</b>	<b>\$307.0</b>	<b>\$294.6</b>	<b>\$314.4</b>	<b>\$56.6</b>	<b>\$314.4</b>	<b>\$302.6</b>
<b>Revenues Less Expenditures</b>	<b>(\$4.9)</b>	<b>\$0.3</b>	<b>(\$4.5)</b>	<b>(\$4.3)</b>	<b>(\$6.5)</b>	<b>\$0.5</b>	<b>(\$6.5)</b>	<b>(\$3.8)</b>	<b>(\$0.5)</b>	<b>(\$7.5)</b>	<b>\$2.4</b>	<b>(\$7.5)</b>	<b>(\$1.4)</b>
Transfers Out To/(In From) Plant and Other Funds	2.2	0.6	2.8	1.3	1.1	1.1	1.1	2.8	1.3	3.4	2.4	3.4	1.3
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$7.1)</b>	<b>(\$0.2)</b>	<b>(\$7.3)</b>	<b>(\$5.6)</b>	<b>(\$7.6)</b>	<b>(\$0.6)</b>	<b>(\$7.6)</b>	<b>(\$6.7)</b>	<b>(\$1.8)</b>	<b>(\$11.0)</b>	<b>(\$0.0)</b>	<b>(\$11.0)</b>	<b>(\$2.7)</b>
<b>Supplemental Resources</b>													
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	1.5	0.0	1.5	1.4	1.7	0.0	1.7	0.5	0.5	0.3	0.0	0.3	0.5
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$5.6)</b>	<b>(\$0.2)</b>	<b>(\$5.8)</b>	<b>(\$4.2)</b>	<b>(\$6.0)</b>	<b>(\$0.6)</b>	<b>(\$6.0)</b>	<b>(\$6.1)</b>	<b>(\$1.3)</b>	<b>(\$10.6)</b>	<b>(\$0.0)</b>	<b>(\$10.6)</b>	<b>(\$2.2)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$66.1</b>	<b>\$34.9</b>	<b>\$101.0</b>	<b>\$98.1</b>	<b>\$95.1</b>	<b>\$34.3</b>	<b>\$95.1</b>	<b>\$88.9</b>	<b>\$96.3</b>	<b>\$78.3</b>	<b>\$34.3</b>	<b>\$78.3</b>	<b>\$93.6</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$73.1</b>	<b>\$49.5</b>	<b>\$122.6</b>	<b>\$122.4</b>	<b>\$116.6</b>	<b>\$48.9</b>	<b>\$116.6</b>	<b>\$110.5</b>	<b>\$120.7</b>	<b>\$99.9</b>	<b>\$48.9</b>	<b>\$99.9</b>	<b>\$118.0</b>
<b>Annualized FTE Enrollment</b>	<b>9,798.4</b>	<b>980.3</b>	<b>10,778.7</b>	<b>9,849.1</b>	<b>9,787.1</b>	<b>980.3</b>	<b>9,787.1</b>	<b>9,904.6</b>	<b>9,967.3</b>	<b>10,053.2</b>	<b>1,151.3</b>	<b>10,053.2</b>	<b>10,116.8</b>
Undergraduate	980.3		980.3	1,057.5	1,120.9		1,120.9	1,134.3	1,070.2	1,151.3		1,151.3	1,086.2
Graduate													
<b>Total Annualized FTE Enrollment</b>	<b>10,778.7</b>	<b>980.3</b>	<b>10,778.7</b>	<b>10,906.6</b>	<b>10,908.0</b>	<b>980.3</b>	<b>10,908.0</b>	<b>11,038.9</b>	<b>11,037.5</b>	<b>11,204.5</b>	<b>1,151.3</b>	<b>11,204.5</b>	<b>11,203.0</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>	<b>605.4</b>	<b>0.0</b>	<b>605.4</b>	<b>562.5</b>	<b>580.6</b>	<b>0.0</b>	<b>580.6</b>	<b>573.8</b>	<b>540.0</b>	<b>559.4</b>	<b>0.0</b>	<b>559.4</b>	<b>540.0</b>
Faculty	764.5	69.2	833.7	884.1	883.7	82.1	883.7	843.4	851.8	843.4	82.1	843.4	851.8
Nonfaculty													
<b>Total FTE of Employees</b>	<b>1,369.9</b>	<b>69.2</b>	<b>1,439.1</b>	<b>1,446.6</b>	<b>1,464.3</b>	<b>82.1</b>	<b>1,464.3</b>	<b>1,417.2</b>	<b>1,391.7</b>	<b>1,402.8</b>	<b>82.1</b>	<b>1,402.8</b>	<b>1,391.7</b>
<b>Net Tuition Revenue per FTE Student</b>	<b>\$7,266</b>		<b>\$7,266</b>	<b>\$6,439</b>	<b>\$6,742</b>		<b>\$6,742</b>	<b>\$6,379</b>	<b>\$6,208</b>	<b>\$6,119</b>		<b>\$6,119</b>	<b>\$5,944</b>
Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.													
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	<b>17.3</b>		<b>17.3</b>	<b>17.5</b>	<b>17.3</b>		<b>17.3</b>	<b>18.1</b>	<b>18.0</b>	<b>18.9</b>		<b>18.9</b>	<b>19.0</b>
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.

Fall 2023 Comprehensive Planning Process Update  
 East Stroudsburg University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

	FY 2022-23 Actuals			For Approval				FY 2024-25 Projections			
	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$43.9	\$0.0	\$43.9	\$47.1	\$0.0	\$47.1	\$47.6	\$48.3	\$0.0	\$48.3	\$48.7
Fees	10.4	3.3	13.7	11.7	3.6	15.3	15.3	14.4	3.7	18.1	15.7
State Appropriation	39.9	0.0	39.9	41.7	0.0	41.7	40.1	42.5	0.0	42.5	40.9
Auxiliary Sales	0.0	17.3	17.3	0.0	20.7	20.7	19.5	0.0	22.5	22.5	22.1
All Other Revenue	14.0	0.8	14.8	12.5	1.2	13.7	12.5	8.2	1.2	9.4	8.8
<b>Total Revenues</b>	<b>\$108.2</b>	<b>\$21.4</b>	<b>\$129.6</b>	<b>\$112.9</b>	<b>\$25.5</b>	<b>\$138.4</b>	<b>\$135.0</b>	<b>\$113.4</b>	<b>\$27.4</b>	<b>\$140.8</b>	<b>\$136.2</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$47.2	\$3.1	\$50.2	\$50.4	\$3.8	\$54.2	\$53.3	\$51.9	\$4.1	\$55.9	\$54.9
Benefits	20.5	1.4	21.9	23.7	1.8	25.5	24.7	24.7	1.9	26.6	25.6
Subtotal, Compensation	\$67.7	\$4.5	\$72.2	\$74.1	\$5.6	\$79.7	\$77.9	\$76.6	\$5.9	\$82.5	\$80.5
Student Financial Aid	10.5	0.3	10.8	13.8	0.4	14.1	14.1	13.2	0.4	13.6	13.6
Interest Expense	0.7	1.8	2.5	0.6	1.7	2.3	2.3	0.5	1.6	2.1	2.1
Other Services and Supplies	19.7	10.3	30.0	23.3	12.0	35.3	34.3	22.4	13.0	35.4	34.7
Subtotal, Services and Supplies	\$30.9	\$12.4	\$43.3	\$37.6	\$14.1	\$51.7	\$50.6	\$36.1	\$15.0	\$51.1	\$50.3
Capital Expenditures	2.1	0.3	2.4	0.1	0.0	0.1	0.1	0.1	0.0	0.1	0.1
Debt Principal Payments	2.6	2.0	4.6	2.5	2.1	4.7	4.7	2.6	2.1	4.7	4.7
<b>Total Expenditures</b>	<b>\$103.2</b>	<b>\$19.2</b>	<b>\$122.4</b>	<b>\$114.4</b>	<b>\$21.8</b>	<b>\$136.2</b>	<b>\$133.3</b>	<b>\$115.3</b>	<b>\$23.0</b>	<b>\$138.3</b>	<b>\$135.6</b>
<b>Revenues Less Expenditures</b>	<b>\$5.0</b>	<b>\$2.2</b>	<b>\$7.2</b>	<b>(\$1.5)</b>	<b>\$3.7</b>	<b>\$2.2</b>	<b>\$1.7</b>	<b>(\$1.9)</b>	<b>\$4.4</b>	<b>\$2.5</b>	<b>\$0.6</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>2.0</b>	<b>3.5</b>	<b>5.5</b>	<b>1.8</b>	<b>3.1</b>	<b>4.9</b>	<b>4.6</b>	<b>1.8</b>	<b>4.1</b>	<b>5.9</b>	<b>5.9</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$3.1</b>	<b>(\$1.3)</b>	<b>\$1.8</b>	<b>(\$3.3)</b>	<b>\$0.6</b>	<b>(\$2.7)</b>	<b>(\$2.9)</b>	<b>(\$3.7)</b>	<b>\$0.3</b>	<b>(\$3.4)</b>	<b>(\$5.3)</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	4.0	4.0	3.3	0.0	3.3	3.2	3.7	0.0	3.7	6.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$3.1</b>	<b>\$2.7</b>	<b>\$5.8</b>	<b>(\$0.0)</b>	<b>\$0.6</b>	<b>\$0.6</b>	<b>\$0.3</b>	<b>(\$0.0)</b>	<b>\$0.3</b>	<b>\$0.3</b>	<b>\$0.6</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$51.8</b>	<b>\$35.7</b>	<b>\$87.4</b>	<b>\$50.3</b>	<b>\$39.4</b>	<b>\$89.7</b>	<b>\$87.4</b>	<b>\$48.4</b>	<b>\$43.7</b>	<b>\$92.2</b>	<b>\$87.1</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$61.7</b>	<b>\$38.6</b>	<b>\$100.4</b>	<b>\$58.4</b>	<b>\$42.3</b>	<b>\$100.8</b>	<b>\$97.1</b>	<b>\$54.7</b>	<b>\$38.2</b>	<b>\$92.9</b>	<b>\$95.8</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	4,169.5		4,169.5	4,497.5		4,497.5	4,538.6	4,659.7		4,659.7	4,674.5
Graduate	554.6		554.6	578.2		578.2	583.0	572.9		572.9	577.7
<b>Total Annualized FTE Enrollment</b>	<b>4,724.1</b>		<b>4,724.1</b>	<b>5,075.7</b>		<b>5,075.7</b>	<b>5,121.6</b>	<b>5,232.6</b>		<b>5,232.6</b>	<b>5,252.2</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	246.0	0.0	246.0	256.8	0.0	256.8	243.3	249.7	0.0	249.7	250.0
Nonfaculty	323.7	7.4	331.2	360.0	13.9	373.9	368.0	355.1	14.7	369.8	369.0
<b>Total FTE of Employees</b>	<b>569.8</b>	<b>7.4</b>	<b>577.2</b>	<b>616.7</b>	<b>13.9</b>	<b>630.7</b>	<b>611.2</b>	<b>604.8</b>	<b>14.7</b>	<b>619.5</b>	<b>619.0</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$5,729</b>			<b>\$5,189</b>	<b>\$5,189</b>			<b>\$5,419</b>	<b>\$5,383</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated	Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	18.3	18.7	20.0	19.3	20.0
<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.

Fall 2023 Comprehensive Planning Process Update  
 Indiana University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

FY 2022-23 Actuals	For Approval				FY 2024-25 Projections						
	FY 2023-24 Budget			July Prelim Total*	FY 2024-25 Projections			July Prelim Total*			
(Dollars in Millions)	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$68.7	\$0.0	\$68.7	\$66.9	\$0.0	\$66.9	\$66.9	\$67.4	\$0.0	\$67.4	\$67.4
Fees	23.2	0.0	23.2	23.3	0.0	23.3	23.3	23.3	0.0	23.3	23.3
State Appropriation	56.9	0.0	56.9	59.4	0.0	59.4	57.1	60.6	0.0	60.6	58.3
Auxiliary Sales	0.0	26.3	26.3	0.0	23.9	23.9	23.9	0.0	23.9	23.9	23.9
All Other Revenue	27.1	(0.5)	26.6	25.2	2.7	27.9	22.0	18.9	2.7	21.6	21.6
<b>Total Revenues</b>	<b>\$175.9</b>	<b>\$25.7</b>	<b>\$201.6</b>	<b>\$174.8</b>	<b>\$26.6</b>	<b>\$201.4</b>	<b>\$193.2</b>	<b>\$170.1</b>	<b>\$26.6</b>	<b>\$196.8</b>	<b>\$194.4</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$83.9	\$2.4	\$86.3	\$80.8	\$2.4	\$83.2	\$82.6	\$78.0	\$2.4	\$80.4	\$79.3
Benefits	41.3	2.1	43.3	41.9	2.0	43.9	43.4	40.7	2.0	42.8	42.0
Subtotal, Compensation	\$125.2	\$4.5	\$129.6	\$122.7	\$4.4	\$127.1	\$126.0	\$118.7	\$4.5	\$123.2	\$121.3
Student Financial Aid	23.6	1.9	25.5	20.1	1.0	21.1	20.1	20.1	1.0	21.1	20.1
Interest Expense	0.6	5.1	5.6	0.2	5.0	5.2	4.2	0.2	3.5	3.7	3.7
Other Services and Supplies	29.9	14.9	44.8	30.8	16.0	46.8	46.8	28.5	16.0	44.5	44.3
Subtotal, Services and Supplies	\$54.1	\$21.9	\$76.0	\$51.2	\$22.0	\$73.2	\$71.2	\$48.8	\$20.5	\$69.3	\$68.1
Capital Expenditures	3.2	0.1	3.3	1.0	0.1	1.1	1.1	1.0	0.1	1.1	1.1
Debt Principal Payments	2.5	7.7	10.1	0.8	16.9	17.7	8.2	0.8	7.5	8.3	8.2
<b>Total Expenditures</b>	<b>\$184.9</b>	<b>\$34.1</b>	<b>\$219.0</b>	<b>\$175.7</b>	<b>\$43.4</b>	<b>\$219.1</b>	<b>\$206.5</b>	<b>\$169.4</b>	<b>\$32.5</b>	<b>\$201.9</b>	<b>\$198.7</b>
<b>Revenues Less Expenditures</b>	<b>(\$9.0)</b>	<b>(\$8.4)</b>	<b>(\$17.4)</b>	<b>(\$0.9)</b>	<b>(\$16.8)</b>	<b>(\$17.7)</b>	<b>(\$13.2)</b>	<b>\$0.8</b>	<b>(\$5.9)</b>	<b>(\$5.1)</b>	<b>(\$4.3)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>(2.3)</b>	<b>(2.2)</b>	<b>(4.5)</b>	<b>11.8</b>	<b>(11.1)</b>	<b>0.6</b>	<b>0.8</b>	<b>0.8</b>	<b>0.0</b>	<b>0.8</b>	<b>0.8</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$6.8)</b>	<b>(\$6.2)</b>	<b>(\$12.9)</b>	<b>(\$12.7)</b>	<b>(\$5.6)</b>	<b>(\$18.3)</b>	<b>(\$14.0)</b>	<b>\$0.0</b>	<b>(\$5.9)</b>	<b>(\$5.9)</b>	<b>(\$5.1)</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.0	0.0	0.0	5.4	0.0	5.4	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>(\$6.8)</b>	<b>(\$6.2)</b>	<b>(\$12.9)</b>	<b>(\$7.2)</b>	<b>(\$5.6)</b>	<b>(\$12.9)</b>	<b>(\$14.0)</b>	<b>\$0.0</b>	<b>(\$5.9)</b>	<b>(\$5.9)</b>	<b>(\$5.1)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$70.9</b>	<b>(\$8.9)</b>	<b>\$61.9</b>	<b>\$58.2</b>	<b>(\$14.6)</b>	<b>\$43.6</b>	<b>\$48.7</b>	<b>\$58.2</b>	<b>(\$20.5)</b>	<b>\$37.7</b>	<b>\$44.5</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$66.6</b>	<b>\$0.7</b>	<b>\$67.2</b>	<b>\$53.9</b>	<b>(\$5.0)</b>	<b>\$48.9</b>	<b>\$54.1</b>	<b>\$53.9</b>	<b>(\$10.9)</b>	<b>\$43.1</b>	<b>\$49.8</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	6,603.1		6,603.1	6,493.3		6,493.3	6,493.3	6,543.8		6,543.8	6,543.8
Graduate	1,126.4		1,126.4	1,121.8		1,121.8	1,121.8	1,121.8		1,121.8	1,121.8
<b>Total Annualized FTE Enrollment</b>	<b>7,729.5</b>		<b>7,729.5</b>	<b>7,615.1</b>		<b>7,615.1</b>	<b>7,615.1</b>	<b>7,665.6</b>		<b>7,665.6</b>	<b>7,665.6</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	415.8	0.0	415.8	395.4	0.0	395.4	396.4	385.1	0.0	385.1	386.0
Nonfaculty	479.4	19.8	499.1	453.9	19.3	473.2	476.2	406.7	19.3	425.9	425.9
<b>Total FTE of Employees</b>	<b>895.2</b>	<b>19.8</b>	<b>914.9</b>	<b>849.3</b>	<b>19.3</b>	<b>868.6</b>	<b>872.6</b>	<b>791.8</b>	<b>19.3</b>	<b>811.0</b>	<b>811.9</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$3,855</b>			<b>\$4,369</b>	<b>\$4,369</b>			<b>\$4,398</b>	<b>\$4,398</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated/Estimated	Estimated/Estimated
Fall FTE Student/Fall FTE Faculty Ratio	17.0	18.6	17.9
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)		18.4	18.5

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

Fall 2023 Comprehensive Planning Process Update  
 Kutztown University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

FY 2022-23 Actuals	For Approval				FY 2024-25 Projections						
	FY 2023-24 Budget			July Prelim Total*	FY 2024-25 Projections			July Prelim Total*			
(Dollars in Millions)	E&G	Aux	Total	E&G	Aux	Total		E&G	Aux	Total	
<b>Revenues</b>											
Tuition	\$60.9	\$0.0	\$60.9	\$61.4	\$0.0	\$61.4	\$60.9	\$61.9	\$0.0	\$61.9	\$61.3
Fees	16.4	4.3	20.8	16.6	4.4	21.0	21.2	16.7	4.5	21.3	21.5
State Appropriation	46.7	0.0	46.7	50.3	0.0	50.3	48.4	51.3	0.0	51.3	49.4
Auxiliary Sales	0.0	36.8	36.8	0.0	39.0	39.0	38.2	0.0	40.2	40.2	39.0
All Other Revenue	12.9	1.5	14.5	10.6	1.5	12.1	10.0	5.8	1.6	7.4	5.3
<b>Total Revenues</b>	<b>\$136.9</b>	<b>\$42.7</b>	<b>\$179.6</b>	<b>\$138.9</b>	<b>\$45.0</b>	<b>\$183.9</b>	<b>\$178.7</b>	<b>\$135.7</b>	<b>\$46.2</b>	<b>\$182.0</b>	<b>\$176.4</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$61.3	\$5.9	\$67.2	\$63.6	\$6.6	\$70.2	\$70.1	\$65.3	\$6.9	\$72.2	\$71.6
Benefits	29.5	2.9	32.3	32.3	3.7	36.0	33.5	33.8	3.9	37.8	34.6
Subtotal, Compensation	\$90.8	\$8.8	\$99.6	\$95.9	\$10.3	\$106.2	\$103.7	\$99.1	\$10.9	\$110.0	\$106.2
Student Financial Aid	13.1	0.9	14.1	13.0	4.0	17.0	17.0	13.0	4.0	17.0	17.0
Interest Expense	0.3	3.6	3.9	0.3	3.2	3.5	2.7	0.2	2.8	3.0	2.4
Other Services and Supplies	25.1	15.3	40.4	24.9	15.5	40.3	45.1	19.0	15.7	34.8	40.8
Subtotal, Services and Supplies	\$38.6	\$19.8	\$58.4	\$38.1	\$22.7	\$60.8	\$64.8	\$32.3	\$22.6	\$54.8	\$60.2
Capital Expenditures	2.2	0.9	3.1	1.5	0.9	2.4	1.8	1.5	0.9	2.4	1.8
Debt Principal Payments	1.7	6.8	8.4	1.5	7.9	9.4	5.2	1.6	8.0	9.6	5.1
<b>Total Expenditures</b>	<b>\$133.2</b>	<b>\$36.3</b>	<b>\$169.5</b>	<b>\$136.9</b>	<b>\$41.8</b>	<b>\$178.7</b>	<b>\$175.5</b>	<b>\$134.4</b>	<b>\$42.4</b>	<b>\$176.8</b>	<b>\$173.3</b>
<b>Revenues Less Expenditures</b>	<b>\$3.7</b>	<b>\$6.4</b>	<b>\$10.1</b>	<b>\$2.0</b>	<b>\$3.2</b>	<b>\$5.1</b>	<b>\$3.2</b>	<b>\$1.3</b>	<b>\$3.9</b>	<b>\$5.2</b>	<b>\$3.0</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	2.8	6.3	9.1	2.7	3.2	5.8	3.2	1.3	3.9	5.2	3.0
<b>Revenues Less Expenditures and Transfers</b>	\$1.0	\$0.1	\$1.1	(\$0.7)	\$0.0	(\$0.7)	(\$0.0)	\$0.0	(\$0.0)	\$0.0	\$0.0
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.6	0.0	0.6	0.7	0.0	0.7	0.0	0.0	0.0	0.0	0.0
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$1.5</b>	<b>\$0.1</b>	<b>\$1.6</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>\$0.0</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$38.2</b>	<b>\$37.3</b>	<b>\$75.5</b>	<b>\$39.1</b>	<b>\$37.5</b>	<b>\$76.6</b>	<b>\$74.1</b>	<b>\$39.6</b>	<b>\$39.7</b>	<b>\$79.3</b>	<b>\$74.6</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$55.0</b>	<b>\$38.0</b>	<b>\$93.0</b>	<b>\$55.9</b>	<b>\$38.2</b>	<b>\$94.1</b>	<b>\$90.1</b>	<b>\$56.3</b>	<b>\$40.5</b>	<b>\$96.8</b>	<b>\$90.6</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	5,981.5		5,981.5	6,073.7		6,073.7	5,974.6	6,073.7		6,073.7	5,964.2
Graduate	625.9		625.9	638.0		638.0	632.9	638.0		638.0	643.2
<b>Total Annualized FTE Enrollment</b>	<b>6,607.4</b>		<b>6,607.4</b>	<b>6,711.6</b>		<b>6,711.6</b>	<b>6,607.4</b>	<b>6,711.6</b>		<b>6,711.6</b>	<b>6,607.4</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	364.8	0.0	364.8	360.8	0.0	360.8	360.8	360.8	0.0	360.8	360.8
Nonfaculty	318.6	79.6	398.1	329.3	81.8	411.1	402.3	331.1	81.8	412.9	402.4
<b>Total FTE of Employees</b>	<b>683.3</b>	<b>79.6</b>	<b>762.9</b>	<b>690.0</b>	<b>81.8</b>	<b>771.9</b>	<b>763.1</b>	<b>691.9</b>	<b>81.8</b>	<b>773.7</b>	<b>763.2</b>
<b>Net Tuition Revenue per FTE Student</b>			\$6,104			\$6,043	\$6,103			\$6,095	\$6,168

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated/Estimated	Estimated/Estimated
Fall FTE Student/Fall FTE Faculty Ratio	17.8	18.5	18.0
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)		18.5	18.0

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

Fall 2023 Comprehensive Planning Process Update  
 Millersville University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

FY 2022-23 Actuals	For Approval				FY 2024-25 Projections						
	FY 2023-24 Budget			July Prelim Total*	FY 2024-25 Projections			July Prelim Total*			
(Dollars in Millions)	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$60.7	\$0.0	\$60.7	\$60.8	\$0.0	\$60.8	\$61.4	\$56.6	\$0.0	\$56.6	\$62.1
Fees	12.6	4.4	17.0	12.8	4.6	17.4	17.4	16.4	4.7	21.1	17.6
State Appropriation	42.3	0.0	42.3	44.7	0.0	44.7	43.0	45.6	0.0	45.6	43.9
Auxiliary Sales	0.0	27.0	27.0	0.0	28.2	28.2	27.5	0.0	28.4	28.4	27.6
All Other Revenue	9.4	0.5	9.9	8.5	0.6	9.1	8.6	8.5	0.6	9.0	8.5
<b>Total Revenues</b>	<b>\$125.0</b>	<b>\$32.0</b>	<b>\$157.0</b>	<b>\$126.8</b>	<b>\$33.3</b>	<b>\$160.1</b>	<b>\$158.0</b>	<b>\$127.1</b>	<b>\$33.6</b>	<b>\$160.7</b>	<b>\$159.8</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$63.6	\$6.1	\$69.8	\$63.8	\$6.5	\$70.3	\$70.0	\$63.5	\$6.6	\$70.1	\$69.6
Benefits	30.4	3.4	33.8	31.9	4.0	35.9	35.8	32.3	4.1	36.4	35.9
Subtotal, Compensation	\$94.1	\$9.5	\$103.6	\$95.7	\$10.5	\$106.2	\$105.9	\$95.7	\$10.7	\$106.5	\$105.6
Student Financial Aid	6.0	0.0	6.0	3.8	0.0	3.8	3.8	3.9	0.0	3.9	3.9
Interest Expense	0.4	4.8	5.2	0.2	4.6	4.8	4.7	0.2	4.3	4.5	4.4
Other Services and Supplies	21.7	8.9	30.7	20.7	8.0	28.8	28.9	20.5	8.2	28.7	29.2
Subtotal, Services and Supplies	\$28.1	\$13.7	\$41.8	\$24.7	\$12.6	\$37.3	\$37.4	\$24.6	\$12.5	\$37.1	\$37.5
Capital Expenditures	1.8	1.0	2.8	0.6	1.3	1.9	1.8	0.6	1.3	1.9	1.8
Debt Principal Payments	1.7	7.2	8.9	1.8	7.4	9.2	7.9	1.6	7.2	8.8	8.1
<b>Total Expenditures</b>	<b>\$125.6</b>	<b>\$31.4</b>	<b>\$157.1</b>	<b>\$122.8</b>	<b>\$31.8</b>	<b>\$154.6</b>	<b>\$152.9</b>	<b>\$122.6</b>	<b>\$31.7</b>	<b>\$154.3</b>	<b>\$152.9</b>
<b>Revenues Less Expenditures</b>	<b>(\$0.6)</b>	<b>\$0.5</b>	<b>(\$0.1)</b>	<b>\$4.0</b>	<b>\$1.5</b>	<b>\$5.6</b>	<b>\$5.1</b>	<b>\$4.6</b>	<b>\$1.9</b>	<b>\$6.4</b>	<b>\$6.8</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>4.2</b>	<b>0.5</b>	<b>4.7</b>	<b>4.0</b>	<b>0.6</b>	<b>4.6</b>	<b>5.7</b>	<b>4.0</b>	<b>1.1</b>	<b>5.0</b>	<b>5.5</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$4.8)</b>	<b>\$0.0</b>	<b>(\$4.8)</b>	<b>\$0.0</b>	<b>\$0.9</b>	<b>\$1.0</b>	<b>(\$0.6)</b>	<b>\$0.6</b>	<b>\$0.8</b>	<b>\$1.4</b>	<b>\$1.3</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	1.3	0.0	1.3	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>(\$3.6)</b>	<b>\$0.0</b>	<b>(\$3.5)</b>	<b>\$0.0</b>	<b>\$0.9</b>	<b>\$1.0</b>	<b>(\$0.6)</b>	<b>\$0.6</b>	<b>\$0.8</b>	<b>\$1.4</b>	<b>\$1.3</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$34.3</b>	<b>\$7.3</b>	<b>\$41.6</b>	<b>\$33.3</b>	<b>\$7.7</b>	<b>\$41.0</b>	<b>\$41.0</b>	<b>\$32.9</b>	<b>\$8.9</b>	<b>\$41.8</b>	<b>\$38.9</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$43.8</b>	<b>\$8.6</b>	<b>\$52.4</b>	<b>\$42.8</b>	<b>\$9.0</b>	<b>\$51.8</b>	<b>\$51.8</b>	<b>\$42.4</b>	<b>\$10.2</b>	<b>\$52.6</b>	<b>\$49.7</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	5,267.2		5,267.2	5,267.2		5,267.2	5,258.0	5,372.5		5,372.5	5,311.0
Graduate	650.4		650.4	650.4		650.4	651.0	663.4		663.4	658.0
<b>Total Annualized FTE Enrollment</b>	<b>5,917.6</b>		<b>5,917.6</b>	<b>5,917.6</b>		<b>5,917.6</b>	<b>5,909.0</b>	<b>6,036.0</b>		<b>6,036.0</b>	<b>5,969.0</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	314.8	0.0	314.8	303.5	0.0	303.5	303.5	285.5	0.0	285.5	285.5
Nonfaculty	409.8	58.3	468.1	411.3	64.3	475.6	480.3	412.9	64.3	477.3	481.6
<b>Total FTE of Employees</b>	<b>724.6</b>	<b>58.3</b>	<b>782.9</b>	<b>714.9</b>	<b>64.3</b>	<b>779.2</b>	<b>783.9</b>	<b>698.5</b>	<b>64.3</b>	<b>762.8</b>	<b>767.1</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$7,808</b>			<b>\$8,231</b>	<b>\$8,258</b>			<b>\$7,208</b>	<b>\$8,246</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated/Estimated	Estimated/Estimated
Fall FTE Student/Fall FTE Faculty Ratio	17.1	17.8	17.7
Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)			19.2
			19.0

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

Fall 2023 Comprehensive Planning Process Update  
 Pennsylvania Western University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

	FY 2022-23 Actuals				For Approval				FY 2023-24 Budget				FY 2024-25 Projections				FY 2025-26 Projections				
	E&G		Auxiliary		E&G		Auxiliary		E&G		Auxiliary		E&G		Auxiliary		E&G		Auxiliary		
	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	Total	Unrestricted	
<b>Revenues</b>																					
Tuition	\$108.8	\$0.0	\$108.8	\$0.0	\$95.3	\$0.0	\$95.3	\$0.0	\$95.4	\$95.4	\$0.0	\$95.4	\$95.6	\$101.7	\$0.0	\$101.7	\$100.9	\$100.9			
Fees	28.6	3.5	32.1	32.1	25.1	3.1	28.2	28.2	27.6	27.6	3.0	27.2	27.2	25.9	3.0	29.0	28.4	28.4			
State Appropriation	87.3	0.0	87.3	87.3	89.4	0.0	89.4	89.4	86.0	86.0	0.0	87.8	87.8	93.1	0.0	93.1	89.5	89.5			
Auxiliary Sales	0.0	36.0	36.0	36.0	0.0	34.0	34.0	34.0	30.3	30.3	32.9	32.9	32.9	0.0	33.1	33.1	29.2	29.2			
All Other Revenue	29.2	19.5	48.7	48.7	26.8	4.4	31.2	31.2	20.7	20.7	4.4	19.9	19.9	19.3	4.5	23.8	20.1	20.1			
<b>Total Revenues</b>	<b>\$253.9</b>	<b>\$59.0</b>	<b>\$312.9</b>	<b>\$312.9</b>	<b>\$236.7</b>	<b>\$41.5</b>	<b>\$278.1</b>	<b>\$278.1</b>	<b>\$260.1</b>	<b>\$260.1</b>	<b>\$40.3</b>	<b>\$278.1</b>	<b>\$259.3</b>	<b>\$240.1</b>	<b>\$40.6</b>	<b>\$280.6</b>	<b>\$268.1</b>				
<b>Expenditures</b>																					
Compensation Summary:																					
Salaries and Wages	\$121.7	\$4.0	\$125.6	\$125.6	\$120.2	\$4.1	\$124.3	\$124.3	\$123.4	\$123.4	\$4.2	\$122.9	\$121.7	\$117.2	\$4.3	\$121.5	\$120.1	\$120.1			
Benefits	59.1	2.9	62.1	62.1	60.6	3.2	63.8	63.8	62.6	62.6	3.3	64.0	62.5	60.9	3.4	64.3	62.5	62.5			
Subtotal, Compensation	\$180.8	\$6.9	\$187.7	\$187.7	\$180.8	\$7.3	\$188.1	\$188.1	\$186.0	\$186.0	\$7.5	\$187.0	\$184.2	\$179.4	\$7.7	\$185.8	\$182.6	\$182.6			
Student Financial Aid	19.4	0.0	19.4	19.4	19.1	0.0	19.1	19.1	18.6	18.6	0.0	20.8	18.6	20.8	0.0	21.9	18.9	18.9			
Interest Expense	1.2	11.0	12.3	12.3	(0.0)	9.2	9.2	9.2	11.6	11.6	8.8	10.9	10.9	0.0	8.3	8.3	10.1	10.1			
Other Services and Supplies	53.0	20.0	73.1	73.1	57.1	23.3	80.3	80.3	73.6	73.6	23.7	77.8	72.2	54.1	24.1	78.0	70.5	70.5			
Subtotal, Services and Supplies	\$73.6	\$31.1	\$104.7	\$104.7	\$76.2	\$32.5	\$108.7	\$108.7	\$103.8	\$103.8	\$107.4	\$101.7	\$101.7	\$74.9	\$32.4	\$108.1	\$99.4	\$99.4			
Capital Expenditures	2.4	0.8	3.2	3.2	2.5	0.3	2.8	2.8	1.4	1.4	2.5	2.8	1.4	2.5	0.3	2.8	1.4	1.4			
Debt Principal Payments	3.4	13.2	16.6	16.6	0.2	9.7	9.8	9.8	16.4	16.4	10.1	10.2	17.7	0.1	10.6	10.7	17.7	17.7			
<b>Total Expenditures</b>	<b>\$260.2</b>	<b>\$52.1</b>	<b>\$312.3</b>	<b>\$312.3</b>	<b>\$259.6</b>	<b>\$49.8</b>	<b>\$309.5</b>	<b>\$309.5</b>	<b>\$307.7</b>	<b>\$307.7</b>	<b>\$50.4</b>	<b>\$307.4</b>	<b>\$305.1</b>	<b>\$256.5</b>	<b>\$51.1</b>	<b>\$307.5</b>	<b>\$301.2</b>				
<b>Revenues Less Expenditures</b>	<b>(\$6.3)</b>	<b>\$6.9</b>	<b>\$0.6</b>	<b>\$0.6</b>	<b>(\$22.9)</b>	<b>(\$8.4)</b>	<b>(\$31.3)</b>	<b>(\$31.3)</b>	<b>(\$47.6)</b>	<b>(\$47.6)</b>	<b>(\$10.1)</b>	<b>(\$29.3)</b>	<b>(\$45.8)</b>	<b>(\$16.4)</b>	<b>(\$10.5)</b>	<b>(\$26.9)</b>	<b>(\$33.2)</b>				
Transfers Out To/(In From) Plant and Other Funds	1.1	(1.6)	(0.5)	(0.5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$7.4)</b>	<b>\$8.5</b>	<b>\$1.1</b>	<b>\$1.1</b>	<b>(\$22.9)</b>	<b>(\$8.4)</b>	<b>(\$31.3)</b>	<b>(\$31.3)</b>	<b>(\$47.6)</b>	<b>(\$47.6)</b>	<b>(\$10.1)</b>	<b>(\$29.3)</b>	<b>(\$45.8)</b>	<b>(\$16.4)</b>	<b>(\$10.5)</b>	<b>(\$26.9)</b>	<b>(\$33.2)</b>				
<b>Supplemental Resources</b>																					
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	0.9	0.0	0.9	0.9	2.8	0.0	2.8	2.8	2.8	2.8	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>(\$6.6)</b>	<b>\$8.5</b>	<b>\$2.0</b>	<b>\$2.0</b>	<b>(\$20.2)</b>	<b>(\$8.4)</b>	<b>(\$28.5)</b>	<b>(\$28.5)</b>	<b>(\$44.8)</b>	<b>(\$44.8)</b>	<b>(\$10.1)</b>	<b>(\$29.3)</b>	<b>(\$45.8)</b>	<b>(\$16.4)</b>	<b>(\$10.5)</b>	<b>(\$26.9)</b>	<b>(\$33.2)</b>				
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$18.7</b>	<b>\$26.6</b>	<b>\$45.2</b>	<b>\$45.2</b>	<b>(\$4.3)</b>	<b>\$18.2</b>	<b>\$13.9</b>	<b>\$13.9</b>	<b>(\$1.9)</b>	<b>(\$1.9)</b>	<b>\$8.1</b>	<b>(\$15.3)</b>	<b>(\$47.7)</b>	<b>(\$39.9)</b>	<b>(\$2.4)</b>	<b>(\$42.2)</b>	<b>(\$80.8)</b>				
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$53.6</b>	<b>\$22.5</b>	<b>\$76.0</b>	<b>\$76.0</b>	<b>\$30.6</b>	<b>\$14.1</b>	<b>\$44.7</b>	<b>\$44.7</b>	<b>\$20.6</b>	<b>\$20.6</b>	<b>\$4.0</b>	<b>\$15.5</b>	<b>(\$25.2)</b>	<b>(\$4.9)</b>	<b>(\$6.5)</b>	<b>(\$11.4)</b>	<b>(\$56.3)</b>				
<b>Annualized FTE Enrollment</b>																					
Undergraduate	8,494.1		8,494.1	8,494.1	7,418.5		7,418.5	7,418.5	7,143.3	7,143.3		7,186.4	6,786.1	7,220.7		7,220.7	6,878.1	6,878.1			
Graduate	2,851.3		2,851.3	2,851.3	2,443.5		2,443.5	2,443.5	2,721.6	2,721.6		2,609.0	2,970.7	2,857.6		2,857.6	3,325.1	3,325.1			
<b>Total Annualized FTE Enrollment</b>	<b>11,345.4</b>		<b>11,345.4</b>	<b>11,345.4</b>	<b>9,862.0</b>		<b>9,862.0</b>	<b>9,862.0</b>	<b>9,864.9</b>	<b>9,864.9</b>		<b>9,795.4</b>	<b>9,756.8</b>	<b>10,078.3</b>		<b>10,078.3</b>	<b>10,203.2</b>	<b>10,203.2</b>			
<b>FTE of Unrestricted Employees, Net of Turnover</b>																					
Faculty	645.5	0.0	645.5	645.5	585.7	0.0	585.7	585.7	598.6	598.6	0.0	559.6	568.6	519.6	0.0	519.6	518.6	518.6			
Nonfaculty	727.3	60.7	788.0	788.0	724.8	62.9	787.6	787.6	789.3	789.3	62.8	784.1	783.3	717.3	62.8	780.1	779.3	779.3			
<b>Total FTE of Employees</b>	<b>1,372.8</b>	<b>60.7</b>	<b>1,433.5</b>	<b>1,433.5</b>	<b>1,310.4</b>	<b>62.9</b>	<b>1,373.3</b>	<b>1,373.3</b>	<b>1,387.9</b>	<b>1,387.9</b>	<b>62.8</b>	<b>1,343.7</b>	<b>1,341.9</b>	<b>1,237.0</b>	<b>62.8</b>	<b>1,299.7</b>	<b>1,297.9</b>	<b>1,297.9</b>			
<b>Net Tuition Revenue per FTE Student</b>			<b>\$6,226</b>	<b>\$6,226</b>			<b>\$6,065</b>	<b>\$6,065</b>	<b>\$5,889</b>	<b>\$5,889</b>		<b>\$6,186</b>	<b>\$5,754</b>	<b>\$6,016</b>		<b>\$6,016</b>	<b>\$5,755</b>	<b>\$5,755</b>			
Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.																					
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>			<b>15.8</b>	<b>15.8</b>			<b>15.6</b>	<b>15.6</b>	<b>14.8</b>	<b>14.8</b>		<b>15.9</b>	<b>15.5</b>		<b>17.8</b>	<b>17.8</b>					
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.

Fall 2023 Comprehensive Planning Process Update  
 Shippensburg University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

	FY 2022-23 Actuals			For Approval				FY 2024-25 Projections			
	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$46.0	\$0.0	\$46.0	\$46.5	\$0.0	\$46.5	\$45.7	\$46.7	\$0.0	\$46.7	\$46.4
Fees	11.7	4.1	15.7	11.7	4.0	15.7	15.6	11.8	4.0	15.8	15.8
State Appropriation	37.5	0.0	37.5	41.1	0.0	41.1	39.6	42.0	0.0	42.0	40.4
Auxiliary Sales	0.0	25.0	25.0	0.0	26.6	26.6	25.5	0.0	27.3	27.3	26.2
All Other Revenue	10.6	0.7	11.3	8.7	0.2	9.0	8.1	8.9	0.2	9.1	8.2
<b>Total Revenues</b>	<b>\$105.8</b>	<b>\$29.7</b>	<b>\$135.5</b>	<b>\$108.0</b>	<b>\$30.8</b>	<b>\$138.9</b>	<b>\$134.4</b>	<b>\$109.4</b>	<b>\$31.6</b>	<b>\$141.0</b>	<b>\$137.1</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$54.1	\$3.6	\$57.6	\$53.5	\$3.8	\$57.4	\$57.6	\$53.8	\$3.9	\$57.7	\$58.2
Benefits	26.0	2.0	28.0	27.1	2.3	29.4	28.5	27.8	2.3	30.1	28.9
Subtotal, Compensation	\$80.0	\$5.6	\$85.6	\$80.6	\$6.1	\$86.8	\$86.1	\$81.6	\$6.2	\$87.8	\$87.1
Student Financial Aid	7.1	0.6	7.8	7.3	0.6	7.9	7.9	8.4	0.6	9.0	9.4
Interest Expense	0.0	5.8	5.9	0.0	5.6	5.7	5.6	0.0	5.4	5.4	5.4
Other Services and Supplies	17.5	11.0	28.6	17.4	11.1	28.5	25.1	17.4	11.4	28.7	25.8
Subtotal, Services and Supplies	\$24.7	\$17.5	\$42.2	\$24.7	\$17.3	\$42.0	\$38.6	\$25.8	\$17.3	\$43.1	\$40.6
Capital Expenditures	0.6	0.2	0.7	0.6	0.1	0.7	0.6	0.6	0.1	0.7	0.6
Debt Principal Payments	0.1	6.7	6.7	0.1	7.0	7.1	7.0	0.0	7.3	7.3	7.3
<b>Total Expenditures</b>	<b>\$105.3</b>	<b>\$29.9</b>	<b>\$135.3</b>	<b>\$105.9</b>	<b>\$30.6</b>	<b>\$136.5</b>	<b>\$132.3</b>	<b>\$108.0</b>	<b>\$30.9</b>	<b>\$138.9</b>	<b>\$135.5</b>
<b>Revenues Less Expenditures</b>	<b>\$0.4</b>	<b>(\$0.2)</b>	<b>\$0.2</b>	<b>\$2.1</b>	<b>\$0.3</b>	<b>\$2.4</b>	<b>\$2.1</b>	<b>\$1.4</b>	<b>\$0.7</b>	<b>\$2.0</b>	<b>\$1.6</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>2.3</b>	<b>(0.3)</b>	<b>2.0</b>	<b>2.1</b>	<b>0.3</b>	<b>2.4</b>	<b>2.1</b>	<b>1.4</b>	<b>0.7</b>	<b>2.0</b>	<b>1.6</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>(\$1.9)</b>	<b>\$0.1</b>	<b>(\$1.8)</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>(\$0.0)</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	1.4	0.0	1.4	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>(\$0.5)</b>	<b>\$0.1</b>	<b>(\$0.5)</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>(\$0.0)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$10.4</b>	<b>\$21.3</b>	<b>\$31.7</b>	<b>\$11.5</b>	<b>\$21.6</b>	<b>\$33.0</b>	<b>\$34.6</b>	<b>\$12.9</b>	<b>\$22.2</b>	<b>\$35.1</b>	<b>\$35.6</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$21.2</b>	<b>\$22.5</b>	<b>\$43.7</b>	<b>\$22.3</b>	<b>\$22.8</b>	<b>\$45.1</b>	<b>\$39.3</b>	<b>\$23.7</b>	<b>\$23.4</b>	<b>\$47.1</b>	<b>\$40.3</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	4,109.4		4,109.4	4,054.9		4,054.9	4,075.4	4,097.9		4,097.9	4,147.6
Graduate	484.7		484.7	491.5		491.5	439.1	490.8		490.8	458.1
<b>Total Annualized FTE Enrollment</b>	<b>4,594.2</b>		<b>4,594.2</b>	<b>4,546.4</b>		<b>4,546.4</b>	<b>4,514.5</b>	<b>4,588.7</b>		<b>4,588.7</b>	<b>4,605.7</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	273.2	0.0	273.2	266.3	0.0	266.3	257.8	257.6	0.0	257.6	253.8
Nonfaculty	279.0	58.1	337.0	273.9	61.1	335.0	338.0	274.1	61.1	335.1	338.0
<b>Total FTE of Employees</b>	<b>552.1</b>	<b>58.1</b>	<b>610.2</b>	<b>540.2</b>	<b>61.1</b>	<b>601.2</b>	<b>595.8</b>	<b>531.7</b>	<b>61.1</b>	<b>592.7</b>	<b>591.8</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$7,177</b>			<b>\$7,270</b>	<b>\$7,312</b>			<b>\$6,902</b>	<b>\$7,245</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated	Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	15.9	16.3	16.7	17.2	17.3
<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.

Fall 2023 Comprehensive Planning Process Update  
 Slippery Rock University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

	FY 2022-23 Actuals			For Approval				FY 2024-25 Projections			
	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$75.0	\$0.0	\$75.0	\$75.6	\$0.0	\$75.6	\$74.3	\$75.8	\$0.0	\$75.8	\$74.4
Fees	17.7	4.3	22.0	17.9	4.6	22.5	22.0	17.9	4.6	22.5	22.1
State Appropriation	51.3	0.0	51.3	54.9	0.0	54.9	52.8	56.0	0.0	56.0	53.8
Auxiliary Sales	0.0	16.4	16.4	0.0	17.9	17.9	16.4	0.0	18.0	18.0	16.4
All Other Revenue	10.4	0.8	11.2	9.4	2.3	11.7	9.3	8.7	3.0	11.7	9.2
<b>Total Revenues</b>	<b>\$154.3</b>	<b>\$21.5</b>	<b>\$175.8</b>	<b>\$157.7</b>	<b>\$24.8</b>	<b>\$182.4</b>	<b>\$174.8</b>	<b>\$158.4</b>	<b>\$25.6</b>	<b>\$184.0</b>	<b>\$176.0</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$75.5	\$2.7	\$78.2	\$78.9	\$2.9	\$81.9	\$81.8	\$79.8	\$3.0	\$82.8	\$82.5
Benefits	36.2	1.0	37.2	37.8	1.2	39.0	38.9	39.0	1.3	40.2	39.7
Subtotal, Compensation	\$111.7	\$3.7	\$115.4	\$116.8	\$4.1	\$120.9	\$120.7	\$118.7	\$4.3	\$123.0	\$122.2
Student Financial Aid	7.5	0.4	7.8	8.0	0.4	8.4	8.4	7.2	0.4	7.6	7.6
Interest Expense	0.9	0.6	1.5	0.8	0.6	1.3	1.3	0.7	0.5	1.2	1.2
Other Services and Supplies	21.6	13.4	34.9	23.7	16.5	40.2	38.5	24.3	17.8	42.1	39.5
Subtotal, Services and Supplies	\$29.9	\$14.4	\$44.3	\$32.5	\$17.4	\$49.9	\$48.2	\$32.2	\$18.7	\$50.9	\$48.3
Capital Expenditures	2.8	0.2	3.0	2.8	0.0	2.8	4.9	2.8	0.0	2.8	4.7
Debt Principal Payments	1.7	1.8	3.5	1.5	1.8	3.3	3.2	1.5	1.9	3.4	3.3
<b>Total Expenditures</b>	<b>\$146.1</b>	<b>\$20.0</b>	<b>\$166.1</b>	<b>\$153.5</b>	<b>\$23.4</b>	<b>\$176.9</b>	<b>\$177.1</b>	<b>\$155.2</b>	<b>\$24.9</b>	<b>\$180.1</b>	<b>\$178.5</b>
<b>Revenues Less Expenditures</b>	<b>\$8.2</b>	<b>\$1.5</b>	<b>\$9.7</b>	<b>\$4.2</b>	<b>\$1.3</b>	<b>\$5.5</b>	<b>(\$2.4)</b>	<b>\$3.2</b>	<b>\$0.7</b>	<b>\$3.9</b>	<b>(\$2.5)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>8.0</b>	<b>1.5</b>	<b>9.4</b>	<b>5.8</b>	<b>1.8</b>	<b>7.6</b>	<b>4.3</b>	<b>5.8</b>	<b>1.6</b>	<b>7.4</b>	<b>4.3</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.2</b>	<b>\$0.1</b>	<b>\$0.3</b>	<b>(\$1.6)</b>	<b>(\$0.5)</b>	<b>(\$2.1)</b>	<b>(\$6.7)</b>	<b>(\$2.6)</b>	<b>(\$0.9)</b>	<b>(\$3.5)</b>	<b>(\$6.8)</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	2.3	0.0	2.3	3.5	0.5	4.0	4.6	2.9	0.9	3.8	3.8
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$2.5</b>	<b>\$0.1</b>	<b>\$2.6</b>	<b>\$1.9</b>	<b>(\$0.0)</b>	<b>\$1.9</b>	<b>(\$2.1)</b>	<b>\$0.4</b>	<b>\$0.0</b>	<b>\$0.4</b>	<b>(\$3.0)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$84.0</b>	<b>\$19.0</b>	<b>\$103.0</b>	<b>\$80.5</b>	<b>\$17.4</b>	<b>\$97.8</b>	<b>\$89.9</b>	<b>\$77.2</b>	<b>\$15.5</b>	<b>\$92.8</b>	<b>\$83.6</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$108.7</b>	<b>\$17.8</b>	<b>\$126.5</b>	<b>\$105.1</b>	<b>\$16.2</b>	<b>\$121.3</b>	<b>\$109.2</b>	<b>\$101.9</b>	<b>\$14.4</b>	<b>\$116.3</b>	<b>\$102.9</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	6,923.1		6,923.1	6,988.0		6,988.0	6,852.8	7,044.0		7,044.0	6,909.9
Graduate	1,427.0		1,427.0	1,454.4		1,454.4	1,405.5	1,434.8		1,434.8	1,378.1
<b>Total Annualized FTE Enrollment</b>	<b>8,350.1</b>		<b>8,350.1</b>	<b>8,442.5</b>		<b>8,442.5</b>	<b>8,258.3</b>	<b>8,478.7</b>		<b>8,478.7</b>	<b>8,288.1</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	418.9	0.0	418.9	417.9	0.0	417.9	418.7	411.0	0.0	411.0	411.0
Nonfaculty	436.7	24.7	461.3	430.0	28.7	458.7	460.4	426.4	28.7	455.2	456.6
<b>Total FTE of Employees</b>	<b>855.6</b>	<b>24.7</b>	<b>880.2</b>	<b>847.9</b>	<b>28.7</b>	<b>876.6</b>	<b>879.0</b>	<b>837.4</b>	<b>28.7</b>	<b>866.1</b>	<b>867.6</b>
<b>Net Tuition Revenue per FTE Student</b>			<b>\$6,250</b>			<b>\$6,202</b>	<b>\$6,660</b>			<b>\$6,330</b>	<b>\$6,729</b>

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated	Estimated	Estimated	Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	18.3	18.6	18.2	19.0	18.6
<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.

Fall 2023 Comprehensive Planning Process Update  
 West Chester University of Pennsylvania Unrestricted Budget (Educational and General and Auxiliary)

				For Approval							
FY 2022-23 Actuals				FY 2023-24 Budget				FY 2024-25 Projections			
(Dollars in Millions)											
	E&G	Aux	Total	E&G	Aux	Total	July Prelim Total*	E&G	Aux	Total	July Prelim Total*
<b>Revenues</b>											
Tuition	\$151.1	\$0.0	\$151.1	\$152.3	\$0.0	\$152.3	\$148.8	\$154.8	\$0.0	\$154.8	\$148.6
Fees	40.1	7.8	47.9	41.3	8.0	49.3	47.9	41.9	8.0	49.9	47.9
State Appropriation	81.4	0.0	81.4	89.8	0.0	89.8	86.4	91.6	0.0	91.6	88.1
Auxiliary Sales	0.0	31.8	31.8	0.0	34.2	34.2	34.2	0.0	34.2	34.2	34.2
All Other Revenue	19.1	2.5	21.6	17.0	2.3	19.3	19.0	16.3	2.3	18.6	18.4
<b>Total Revenues</b>	<b>\$291.8</b>	<b>\$42.0</b>	<b>\$333.8</b>	<b>\$300.4</b>	<b>\$44.5</b>	<b>\$344.9</b>	<b>\$336.4</b>	<b>\$304.7</b>	<b>\$44.5</b>	<b>\$349.2</b>	<b>\$337.2</b>
<b>Expenditures</b>											
Compensation Summary:											
Salaries and Wages	\$145.3	\$6.4	\$151.7	\$151.5	\$6.2	\$157.7	\$159.8	\$155.1	\$6.5	\$161.6	\$165.4
Benefits	62.6	3.5	66.1	67.5	3.2	70.7	72.0	70.2	3.5	73.7	74.8
Subtotal, Compensation	\$207.9	\$9.9	\$217.8	\$219.0	\$9.4	\$228.4	\$231.7	\$225.3	\$10.0	\$235.3	\$240.2
Student Financial Aid	13.2	0.1	13.3	14.8	0.1	14.9	14.6	15.9	0.1	16.0	15.4
Interest Expense	2.7	0.9	3.7	2.6	0.9	3.5	3.5	2.5	0.8	3.3	3.3
Other Services and Supplies	44.6	21.2	65.7	52.1	27.6	79.7	73.1	47.8	31.4	79.3	74.1
Subtotal, Services and Supplies	\$60.5	\$22.2	\$82.7	\$69.6	\$28.6	\$98.1	\$91.2	\$66.2	\$32.4	\$98.6	\$92.8
Capital Expenditures	0.8	0.0	0.9	0.8	0.0	0.9	0.8	0.8	0.0	0.9	0.8
Debt Principal Payments	2.1	2.4	4.5	2.2	2.0	4.1	4.1	2.3	1.9	4.2	4.2
<b>Total Expenditures</b>	<b>\$271.3</b>	<b>\$34.6</b>	<b>\$305.9</b>	<b>\$291.6</b>	<b>\$40.0</b>	<b>\$331.5</b>	<b>\$327.8</b>	<b>\$294.6</b>	<b>\$44.3</b>	<b>\$338.9</b>	<b>\$337.9</b>
<b>Revenues Less Expenditures</b>	<b>\$20.5</b>	<b>\$7.4</b>	<b>\$27.9</b>	<b>\$8.8</b>	<b>\$4.6</b>	<b>\$13.4</b>	<b>\$8.6</b>	<b>\$10.1</b>	<b>\$0.3</b>	<b>\$10.3</b>	<b>(\$0.7)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>12.4</b>	<b>8.8</b>	<b>21.1</b>	<b>16.8</b>	<b>4.6</b>	<b>21.4</b>	<b>13.6</b>	<b>8.6</b>	<b>0.3</b>	<b>8.9</b>	<b>12.9</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$8.2</b>	<b>(\$1.4)</b>	<b>\$6.8</b>	<b>(\$8.0)</b>	<b>\$0.0</b>	<b>(\$8.0)</b>	<b>(\$5.1)</b>	<b>\$1.5</b>	<b>\$0.0</b>	<b>\$1.5</b>	<b>(\$13.7)</b>
<b>Supplemental Resources</b>											
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	11.0	1.4	12.4	16.3	0.0	16.3	14.4	9.8	0.0	9.8	15.7
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$19.2</b>	<b>\$0.0</b>	<b>\$19.2</b>	<b>\$8.3</b>	<b>\$0.0</b>	<b>\$8.3</b>	<b>\$9.3</b>	<b>\$11.3</b>	<b>\$0.0</b>	<b>\$11.3</b>	<b>\$2.1</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$91.7</b>	<b>\$39.4</b>	<b>\$131.2</b>	<b>\$89.2</b>	<b>\$49.9</b>	<b>\$139.1</b>	<b>\$135.3</b>	<b>\$87.8</b>	<b>\$50.4</b>	<b>\$138.3</b>	<b>\$126.7</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$116.3</b>	<b>\$51.5</b>	<b>\$167.8</b>	<b>\$113.8</b>	<b>\$52.1</b>	<b>\$165.9</b>	<b>\$166.4</b>	<b>\$112.4</b>	<b>\$52.7</b>	<b>\$165.1</b>	<b>\$157.8</b>
<b>Annualized FTE Enrollment</b>											
Undergraduate	13,748.4		13,748.4	13,862.6		13,862.6	13,611.9	14,051.5		14,051.5	13,612.1
Graduate	1,929.0		1,929.0	1,896.1		1,896.1	1,749.7	1,938.2		1,938.2	1,702.8
<b>Total Annualized FTE Enrollment</b>	<b>15,677.4</b>		<b>15,677.4</b>	<b>15,758.8</b>		<b>15,758.8</b>	<b>15,361.6</b>	<b>15,989.7</b>		<b>15,989.7</b>	<b>15,315.0</b>
<b>FTE of Unrestricted Employees, Net of Turnover</b>											
Faculty	812.5	0.0	812.5	852.3	0.0	852.3	924.4	852.3	0.0	852.3	924.4
Nonfaculty	735.4	92.6	828.0	772.3	71.6	843.9	850.4	771.6	71.6	843.2	850.3
<b>Total FTE of Employees</b>	<b>1,547.9</b>	<b>92.6</b>	<b>1,640.5</b>	<b>1,624.6</b>	<b>71.6</b>	<b>1,696.2</b>	<b>1,774.7</b>	<b>1,623.9</b>	<b>71.6</b>	<b>1,695.5</b>	<b>1,774.7</b>
<b>Net Tuition Revenue per FTE Student</b>			\$7,381			\$7,386	\$7,339			\$7,346	\$7,307

Undergraduate academic year tuition revenue less E&G institutional aid/annualized undergraduate FTE enrollment. Note: this estimate may include aid awarded to graduate students.

	Actual/Estimated	Estimated Estimated	Estimated Estimated
<b>Fall FTE Student/Fall FTE Faculty Ratio</b>	18.2	18.8	18.0
<i>Fall FTE student/Fall FTE faculty (excludes clock hour students and faculty)</i>			
		18.5	18.0

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

Fall 2023 Comprehensive Planning Process Update  
System Office: ½ of 1% Budget

		For Approval			
(Dollars in Millions)	FY 2022-23 Actuals	FY 2023-24 Budget	FY 2023-24 July Prelim Total*	FY 2024-25 Projections	FY 2024-25 July Prelim Total*
<b>Revenues</b>					
Tuition	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Fees	0.0	0.0	0.0	0.0	0.0
State Appropriation	2.8	2.9	2.8	3.0	2.9
Auxiliary Sales	0.0	0.0	0.0	0.0	0.0
All Other Revenue	5.0	5.1	4.9	5.1	4.9
<b>Total Revenues</b>	<b>\$7.7</b>	<b>\$8.0</b>	<b>\$7.7</b>	<b>\$8.0</b>	<b>\$7.7</b>
<b>Expenditures</b>					
Compensation Summary:					
Salaries and Wages	\$3.8	\$3.9	\$3.7	\$3.7	\$3.8
Benefits	1.4	1.5	1.4	1.5	1.5
Subtotal, Compensation	\$5.1	\$5.3	\$5.1	\$5.2	\$5.3
Student Financial Aid	0.0	0.0	0.0	0.0	0.0
Interest Expense	0.0	0.0	0.0	0.0	0.0
Other Services and Supplies	2.5	2.6	2.7	2.7	2.7
Subtotal, Services and Supplies	\$2.5	\$2.6	\$2.7	\$2.7	\$2.7
Capital Expenditures	0.0	0.0	0.0	0.0	0.0
Debt Principal Payments	0.1	0.0	0.0	0.0	0.0
<b>Total Expenditures</b>	<b>\$7.7</b>	<b>\$8.0</b>	<b>\$7.8</b>	<b>\$7.9</b>	<b>\$8.0</b>
<b>Revenues Less Expenditures</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$0.1)</b>	<b>\$0.2</b>	<b>(\$0.2)</b>
<b>Transfers Out To/(In From) Plant and Other Funds</b>	<b>(0.1)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
<b>Revenues Less Expenditures and Transfers</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>(\$0.1)</b>	<b>\$0.2</b>	<b>(\$0.2)</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
<b>Revenues and Supplemental Resources Less Expenditures &amp; Transfers</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>(\$0.1)</b>	<b>\$0.2</b>	<b>(\$0.2)</b>
<b>Total Unrestricted Net Assets, Estimated End of Year Balance</b>	<b>\$12.1</b>	<b>\$12.1</b>	<b>\$11.7</b>	<b>\$12.2</b>	<b>\$11.7</b>
<b>Total Unrestricted Cash, Estimated End of Year Balance</b>	<b>\$13.1</b>	<b>\$13.1</b>	<b>\$13.1</b>	<b>\$13.3</b>	<b>\$13.1</b>
<b>Annualized FTE Enrollment</b>					
Undergraduate	0.0	0.0	0.0	0.0	0.0
Graduate	0.0	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>0.0</b>
<b>FTE of Unrestricted Employees (including Shared Services), Net of Turnover</b>					
Faculty	0.0	0.0	0.0	0.0	0.0
Nonfaculty	155.1	158.4	159.7	158.2	159.7
<b>Total FTE of Employees (including Shared Services)</b>	<b>155.1</b>	<b>158.4</b>	<b>159.7</b>	<b>158.2</b>	<b>159.7</b>

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

Note: For FY23 employee counts are broken out as follows: 22.8 FTE for ½ of 1%, 1.2 FTE for Off the Top and Other, and 131.1 FTE for Shared Services. For FY24: 22.1 FTE for ½ of 1%, 1.1 FTE for Off the Top and Other, and 135.1 FTE for Shared Services. For FY25: 21.9 FTE for ½ of 1%, 1.1 FTE for Off the Top and Other, and 135.1 FTE for Shared Services.

## 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 2023-24 and these distributions reflect the latest information, which is carried forward to 2024-25, 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. While negotiations continue, a general two percent increase in salaries is assumed for those employee groups without a current collective bargaining agreement, for planning purposes.

## Glossary of key budget line items

### Revenue/Sources:

**Tuition**— 2023-24 and 2024-25 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, set by the Board of Governors. All fee revenue reflects the combined impact of enrollment and any applicable rate changes, which can vary significantly.

**State Appropriation**—Estimates for 2024-25 are based on an updated state appropriation allocation formula that is being used to distribute the amount appropriated to the State System in 2023-24 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 financial aid (i.e., institutional aid), divided by the undergraduate annualized FTE. The difference between this net amount and the gross amount charged to undergraduate students represents the average discount undergraduate student receive. Note – the institutional aid may encompass aid to graduate students.

**University Success Committee Meeting**

October 19, 2023

**SUBJECT:** Fiscal year 2024-25 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 to submit 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 at [www.passhe.edu](http://www.passhe.edu).

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 2023-24, the appropriation comprises approximately 35% of the revenue supporting these functions. The remaining revenue funding Educational and General fund activities comes primarily from student tuition.

In development of the FY 2024-25 appropriation request, the System considered 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 for the past six years to help students and families we serve. Additionally, the System has been engaged in ongoing sustainability efforts, reducing its total compensation expenditures by more than 22% over the past 10 years, reducing overall non-personnel expenditures by seven percent, while focusing on student affordability through flat tuition and increased student aid.

The appropriation request presented represents the objective of continuing the focus on tuition affordability while acknowledging the System's increasing costs due to current and projected inflation.

**MOTION:** That the Board approves fiscal year 2024-25 E&G appropriation request of \$XXX.

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**Supporting Documents Included:** N/A**Other Supporting Documents Available:** University budgets 24/25**Prepared by:** Molly Mercer**Contact:** mmercercer@passhe.edu

**Board of Governors Meeting**

October 19, 2023

**SUBJECT:** Fiscal year 2023-24 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 Board of Governors' Policy 2000-02-A: *Capital Facilities Planning, Programming, and Funding*, and the procedures in Volume IV of the State System's *Facilities Manual*. Projects submitted were evaluated, prioritized, and compiled into the spending plan considering the following elements:

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

The System is currently waiting for final passage of the Capital Budget Project Itemization Act of 2023-2024 and the Capital Budget Act of 2023-2024 and is therefore utilizing historical capital allocation levels for this Board action. The Board will be notified if the final capital allocation differs from this assumption and if subsequent Board action is warranted.

The System is beginning a collaborative project with the Department of General Services on a redesign of our capital request review processes. The changes in universities' enrollment and the impact on space and utilization will be a primary consideration and the current capital distribution methodology will be reviewed. Any changes resulting from this work will be incorporated into the plans presented for Fiscal Year 2024-2025.

Finally, the attached plan also reflects internal project redistributions for West Chester University (WCU) and Indiana University of Pennsylvania (IUP). The impact of these changes are neutral as it related to the WCU action and for the fiscal year 2022-2023 plan as presented, but reduce overall available future capital by \$9.5M to accommodate IUP's project needs. The redesign process referenced above will—at a minimum—ensure that other universities are not impacted by this reduction of available future capital.

**MOTION:** That the Board approves the fiscal year 2023-24 Capital Spending Plan.

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**Supporting Documents Included:** Capital Spending Plan

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

**Reviewed by:** Executive Leadership Group, September 29, 2023, and Fiscal and Administrative Vice Presidents, September 6, 2023

**Prepared by:** Molly Mercer

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

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

Financial Summary in Current Year Dollars (\$000)								
University	Campus	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Five-Year Total	Total Capital Funding FY1996-97 - FY2022-23
<input type="checkbox"/> Cheyney		\$19,000		\$10,900			\$29,900	\$200,240
<input type="checkbox"/> Commonwealth University	Bloomsburg							122,124
	Lock Haven	22,485			2,000		24,485	87,977
	Mansfield	\$0					0	87,916
<b>Total</b>		22,485			2,000		24,485	
<input type="checkbox"/> East Stroudsburg		\$700		7,500		20,000	28,200	122,534
<input type="checkbox"/> Indiana		17,600	2,000	2,000	\$20,000		41,600	205,689
<input type="checkbox"/> Kutztown			\$25,500	1,900	1,700		29,100	115,092
<input type="checkbox"/> Millersville		10,215	1,000	23,000	28,000		62,215	106,395
<input type="checkbox"/> Penn West	California		4,000				4,000	130,557
	Clarion	0					0	134,121
	Edinboro			1,500		9,300	10,800	122,657
<b>Total</b>		0	4,000	1,500		9,300	14,800	
<input type="checkbox"/> Shippensburg				4,800		6,520	11,320	138,044
<input type="checkbox"/> Slippery Rock				10,000	15,000	18,200	43,200	118,941
<input type="checkbox"/> West Chester			35,600		1,855	4,000	41,455	170,709
<b>Five-Year Total</b>		<b>\$70,000</b>	<b>\$68,100</b>	<b>\$61,600</b>	<b>\$68,555</b>	<b>\$58,020</b>	<b>\$326,275</b>	<b>\$1,862,994</b>

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

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

Execution Year	University	Project Description	Facility Use	Original Furniture and Equipment	Authorization Act	Total Authorization (\$000)	University Funds (\$000)	Commonwealth Capital Funding (Current Year \$000)
Proposed Execution Year	University	Project Description	Facility Use	Original Furniture and Equipment OF&E?	Authorization Act	Total Authorization (\$000)	University Funds (\$000)	Total
2023-24	Cheyney	Ada Georges Dining Hall Renovation (Deferred Maintenance and Capital Renewal)	Mixed Usage	—	36/20	19,000	—	10,000
		Cope Hall Additional Funds	Athletics	—	82/10,82/17	48,000	—	9,000
	Commonwealth University	Stevenson Library Renovation (Lock Haven)	Libraries	—	52/17	30,000	—	20,485
		Raub Hall (Lock Haven)	General Education	OF&E	36/20	2,000	—	2,000
	East Stroudsburg	Renovate Kemp Library	Libraries	OF&E	52/17	2,000	—	700
	Indiana	Academic Building Replacement (Culinary Bldg) (CONSTRUCTION Partial)	General Education	—	36/20	50,000	—	15,600
		Academic Building Renovation - College of Medicine (Design)	Science and Technology	—	36/20	50,000	—	2,000
	Millersville	Replace Science Center (Design)	Science and Technology	—	36/20	60,000	3000	10,215
<b>2023-24 Total</b>								<b>\$70,000</b>
2024-25	Indiana	Academic Building Replacement (Culinary Bldg) (CONSTRUCTION Remainder)	General Education	—	36/20	50,000	—	2,000
	Kutztown	Educational Building (Lytle Hall) Replacement	Mixed Usage	—	41/08	30,000	6500	25,500
	Millersville	Brooks Hall Renovation	Business Education	OF&E	82/10	1,000	—	1,000
	Penn West	Replace Science Building (California)	Science and Technology	OF&E	52/17	5,000	—	4,000
	West Chester	FH Green Library Renovation	Libraries	—	40/04, 52/17	50,400	—	15,600
		Struzebecker Health and Science (Additional Funds)	Science and Technology	—	131/02, 85/13	62,768	—	20,000
<b>2024-25 Total</b>								<b>\$68,100</b>
2025-26	Cheyney	Tubman Hall Renovation	Auxiliary	—	36/20	21,000	—	9,400
		Ada Georges Dining Hall Renovation	Auxiliary	OF&E	36/20	2,000	—	1,500
	East Stroudsburg	Renovate Linden Hall (Design)	General Education	—	36/20,36/20	35,000	—	7,500
	Indiana	Academic Building Replacement (Culinary Bldg)	General Education	OF&E	36/20	5,000	—	2,000
	Kutztown	Keystone Hall/Fieldhouse Upgrade	Athletics	OF&E	36/20	1,500	—	1,900
	Millersville	Replace Science Center (Construction)(Partially Funded)	Science and Technology	—	36/20	60,000	—	23,000
	Penn West	Renovate Wiley Hall (Edinboro)	Science and Technology	OF&E	27/22	2,500	—	1,500
	Shippensburg	Franklin Science Center Renovation	Science and Technology	OF&E	52/17	9,000	—	4,800
	Slippery Rock	Morrow Field House Renovation (Design)	Athletics	—	131/02, 41/08, 52/17	41,800	—	10,000
<b>2025-26 Total</b>								<b>\$61,600</b>
2026-27	Commonwealth University	Stevenson Library Renovation (Lock Haven)	Libraries	OF&E	52/17	3,000	—	2,000
	Indiana	Academic Building Deferred Maintenance and Capital Renewal - College of Medicine (Construction)	Science and Technology	—	36/20	50,000	—	20,000
	Kutztown	Educational Building (Lytle Hall) Replacement	General Education	OF&E	85/13	3,000	—	1,700
	Millersville	Replace Science Center	Science and Technology	OF&E	36/20	6,000	—	6,000
		Replace Science Center (Construction)(Balance of funding)	Science and Technology	—	36/20	60,000	—	22,000
	Slippery Rock	Morrow Field House Renovation (Partially Funded)	Athletics	—	131/02, 41/08, 52/17	41,800	—	15,000
	West Chester	FH Green Library Renovation	Libraries	OF&E	131/02	1,855	—	1,855
<b>2026-27 Total</b>								<b>\$68,555</b>
2027-28	East Stroudsburg	Renovate Linden Hall (Construction)	General Education	—	36/20,36/20	35,000	—	20,000
	Penn West	Road and Sidewalk Infrastructure Repair or Replacement (Deferred Maintenance)	Infrastructure	—	131/02, 82/10	11,950	—	2,500
		McComb Fieldhouse Renovation (Edinboro)(Design)	Athletics	—	36/20	45,000	—	6,800
	Shippensburg	Henderson Hall Replacement (Design)	Athletics	—	83/06, 85/13, 52/17	40,500	—	6,520
	Slippery Rock	Morrow Field House Renovation	Athletics	OF&E	40/04	1,400	—	1,400
		Morrow Field House Renovation (Construction Balance)	Athletics	—	131/02, 41/08, 52/17	41,800	—	16,800
	West Chester	Lawrence Hall Renovation (Design)	Administration	—	131/02, 52/17	31,387	—	4,000
<b>2027-28 Total</b>								<b>58,020</b>
<b>Grand Total</b>								<b>\$326,275</b>

# FULL BOARD CONSIDERATION



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

**Board of Governors Meeting**  
October 19, 2023

**SUBJECT:** Policy Updates — DEI Policy Review

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**UNIVERSITIES AFFECTED:** All

**BACKGROUND:** The Office of Diversity, Equity, and Inclusion (DEI) has undertaken 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 assembled to review all system-level policies and provide recommendations where the PRC deemed appropriate. The first 22 policies were reviewed in the pilot phase of the policy review process, the results of which were summarized for the Board during the February 2023 meeting. One-third of the pilot phase policies have now completed the review process. The remaining policies in the pilot phase process will come to the Board after appropriate consultation with university stakeholders has been completed.

The following policy revisions are being presented to the Board for consideration, following completion of the review process that included review by the PRC and policy custodians and consultation with university stakeholders as appropriate for each policy.

- Policy 1985-07-A: *Management Performance and Reward Program*
- Policy 1998-04-A: *Procurement of Goods, Services, Supplies, and Construction*
- Policy 1997-03: *Naming of State System of Higher Education Facilities*

**MOTION:** That the Board approves amendments to Policies 1985-07-A; 1998-04-A; and 1997-03 as indicated in attachments.

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**Supporting Documents Included:** Policy revisions

**Other Supporting Documents Available:** [Board Statement of Affirmation](#)

**Reviewed by:** Executive Leadership Group

**Prepared by:** Denise Pearson

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



# PA State System of Higher Education Board of Governors

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**Effective:** November 1, 1985

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## **Policy 1985-07-A: Management Performance and Reward Program**

**See Also:**

**Adopted:** November 1, 1985

**Amended:** December 8, 1986; April 12, 2001; January 24, 2013

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### **A. Purpose and Scope**

The Management Performance and Reward Program shall promote effective leadership and provide consistent and equitable policy and administrative practices for the employment, classification, compensation, benefits, and performance assessment of State System non-represented (management) employees. Except as otherwise elaborated or prescribed in Board Policy 1984-14-A: *Terms and Conditions of Employment of Senior Policy Executives*, this policy pertains to all State System non-represented (management) employees. The Chancellor is responsible for the development and maintenance of business process and procedures for the effective administration and management of this policy. The Chancellor shall report biannually to the Board of Governors Governance & Leadership Committee (or its successor) regarding the status of the development and maintenance of the business process and procedures.

### **B. Definitions**

**Compensation.** Pay for services rendered.

**Benefits.** Programs used to supplement the cash compensation that employees receive, including but not limited to social insurance, medical insurance, and leave.

**Total Rewards.** All of the tools available to PASSHE that may be used to attract, motivate and retain employees and that employees perceive to be of value resulting from the employment relationship, including, but not limited to, compensation, benefits, work-life, performance and recognition, and development and career opportunities.

### **C. The Program**

#### **1. Total Rewards**

PASSHE is committed to providing compensation, benefits, and other employee programs that enable the organization to attract, motivate,

develop, and retain the best talent necessary to achieve the mission and strategic initiatives of the Office of the Chancellor and PASSHE universities, which includes the cultivation of diverse, equitable, and inclusive environments that allow all members of the PASSHE community to thrive. In order to accomplish this PASSHE will do the following:

- a. Determine the market valuation of jobs by using a market competitiveness based compensation program in which the Office of the Chancellor and universities:
  - (1) Compare our positions with comparable jobs by using appropriate benchmarking processes, which compare total compensation (direct and indirect pay and benefits) for similar jobs to peer organizations within the regions where PASSHE competes for talent, or national comparison when appropriate;
  - (2) Balance the need to attract, motivate, develop, and retain talented employees with our mission; and,
  - (3) Monitor and manage internal and external equity concerns.
- b. Reward employee performance that supports the mission of the institution within a pay-for-performance philosophy.

## 2. Performance Management and Work-Life Experience

Employees who are recognized, rewarded, and appreciated for their performance are more productive and provide greater organizational value. Higher levels of performance are encouraged through:

- a. Using a performance management and employee development process that communicates performance expectations, standards of performance, is developmental at its core, and is an ongoing process of employee and supervisor communications.
- b. Using employee recognition, via formal and informal recognition programs.
- c. Providing formal flexible work arrangement programs, or by providing other types of work-life flexibility.
- d. Developing and broadening career opportunities within PASSHE by creating learning opportunities that assist employees in growing within their career paths.
- e. Encouraging employees to partner in community-citizen developmental experiences that benefit the employee, the community, and PASSHE.
- f. Providing an environment where employees are inspired to take, and recognized for, their actions in cultivating diverse, equitable, and inclusive environments.

### D. **Effective Date.**

This amended Policy is effective immediately.



# PA State System of Higher Education Board of Governors

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**Effective:** October 8, 1998

Page 1 of 4

## **Policy 1998-04-A: Procurement of Goods, Services, Supplies, and Construction**

**See Also:**

[Procurement PASSHE Handbook](#)

**Adopted:** October 8, 1998

**Amended:** April 8, 2004; January 19, 2012;  
October 18, 2023

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### **A. Purpose**

All procurement of goods, services, supplies, and construction for the Pennsylvania State System of Higher Education shall conform to the statutory requirements of the Commonwealth Procurement Code (Code), Title 62, Pennsylvania Consolidated Statutes; and Act 188 of 1982, Article XX-A, Title 24, Pennsylvania Unconsolidated Statutes. The State System will use the provisions contained in this policy to implement the Commonwealth Procurement Code. The provisions of the Code apply to the State System as a state-affiliated entity.

As part of its procurement activities, the State System is committed to creating a diverse and inclusive culture not only within its student population, staff, and faculty, but also within its supplier base through the provision of increased access and opportunities to the procurement opportunities of the State System.

### **B. Definitions**

The following definitions apply to the State System.

**Agency Head** - The chancellor is the agency head for the State System, as referenced in the Code.

**Contracting Officer** - The chancellor, the president of each university, and their written designees are designated as contracting officers and, as such, are the only individuals authorized to procure goods, services, supplies, and construction; enter into and administer contracts; and make written determinations with respect to contracts for the State System.

**Department** - For those cases in which the State System, by virtue of its status as a state-affiliated entity, is granted similar authority to that assigned to the Department of General Services in the Code, "department" shall mean the agency head.

**Fiscal Officer** - The chancellor and the president of each university, or their designees, will appoint a fiscal officer, who shall be responsible for reviewing all procurements (except small purchases) for fiscal responsibility, budgetary appropriateness, and availability of funds.

**Purchasing Agency** - The State System is a purchasing agency as defined in the Code. The chancellor will act as, and assume the duties and responsibilities assigned to, the purchasing agency head.

All other definitions applicable to the procurement of goods, services, supplies, and construction shall be as defined in the Code.

### **C. Authority and Responsibilities of the Chancellor**

The chancellor, as agency head, shall carry out the duties and responsibilities of that office as defined in the Code and this policy. These include:

1. Formulate implementing policies and procedures consistent with the Code and Title 24.
2. Delegate contract authority to System contracting officers consistent with System policies and procedures.
3. Audit and monitor implementation of the System's procurement program.
4. Make or authorize others to make emergency procurements as provided in the Code and Title 24.
5. Issue written decisions for all protests in a timely manner as directed in the Code.
6. When deemed appropriate in specific circumstances, issue letters of intent for construction contracts as allowed by the Code.
7. Establish due process procedures for hearing debarment actions and appoint a debarment board to conduct such hearings in accordance with those procedures.
8. Make the final determination for the agency in any suspension or debarment actions and issue written decision.
9. Promulgate procedures for the sale and/or disposal of surplus supplies in accordance with the provisions of Chapter 15 of the Code.

10. Promulgate procedures and minimum staffing and qualifications for administering contracts for construction, repair, renovation, and maintenance projects as allowed by law.
11. Delegate to each State System university the appropriate level of authority, as allowed by law, to undertake design, construction, repair, renovation, and maintenance projects. Authority will be commensurate with the demonstrated capability of the university's construction management and contract administration staff as compared to the minimum qualifications specified in procedures prepared by the Office of the Chancellor.
12. Establish standards and procedures for acceptable public notice.

**D. Authorities and Responsibilities of State System Contracting Officers**

State System contracting officers shall carry out the duties and responsibilities of that position as defined in the Code and this policy. These include:

1. The chancellor and the president of each university shall designate, in writing, signature authority for contracting officers and fiscal officers. Letters will specify fiscal limitations and types of contracting authority. Copies of signature authority letters will be submitted and maintained in the Office of the Vice Chancellor for Administration and Finance and the Office of Chief Counsel.
2. Comply with the provisions of the Code, Board of Governors' policies, and all applicable collateral statutes, including, but not limited to, the Prevailing Wage Act, Separations Act, Steel Act, State Adverse Interests Law, Reciprocal Limitations Act, and Ethics Act, when contracting for goods, services, supplies, and construction.
3. Determine the method of source selection and public notice to be given for each contract.
4. Achieve and maintain the qualifications and staffing required for delegation of authority to administer facilities projects as per standards and procedures developed in accordance with paragraphs C.10. and C.11.
5. Determine in writing the conditions justifying any procurement to be awarded by a process other than competitive sealed bidding, per Section 511 of the Code and State System procedures.
6. Determine the security, payments, and performance bonding required in each contract to ensure appropriate risk coverage for the System consistent with the Code and System policy. Provide copies to any person who makes an application for the copy.
7. Appoint members and constitute selection and negotiating boards for the procurement of design professional services in accordance with State System procedures.

8. Hear and issue findings on claims and/or disputes concerning administration of a contract. This authority does not include decisions for bid protests.
9. Cooperate fully in a timely manner with the Office of the Chancellor in any bid protest, claim, and/or dispute concerning solicitation, award, or administration of a contract.
10. Award contracts to the responsive, responsible bidder, responder, or proposer (plural in the case of solicitations seeking multiple awards) who best meets the State System's needs in terms of cost and other factors as defined in the solicitation.

#### **E. Other Authorities and Duties**

- ~~1. The State System will participate in the Contractor Responsibility Program in coordination with the Office of the Budget and the Department of General Services.~~
2. The appointed fiscal officer of each State System institution, and the Office of the Chancellor for Office of the Chancellor procurements, will review and approve all procurements for fiscal responsibility, budgetary appropriateness, and availability of funds. Also, at his or her option, this officer may serve as a nonvoting member of an evaluation committee for requests for proposals or similar contract bidding, or a selection committee for acquisition of services.
3. In contracts requiring signature by two authorized State System officials, the individual signing as the contracting officer shall be a different individual than the one signing as the fiscal officer.
4. The provisions of Section 514 of the Code, entitled Small Procurements, shall be set at the maximum authorized by law for services, supplies, and construction.



# PA State System of Higher Education Board of Governors

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**Effective:** July 10, 1997

Page 1 of 2

## **Policy 1997-03: *Naming of State System of Higher Education Facilities***

**See Also:**

**Adopted:** July 10, 1997

**Amended:** XXXXX

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### **A. Policy**

State System of Higher Education universities and the Office of the Chancellor shall develop naming policies for the facilities under their administration consistent with the provisions outlined in this document.

### **B. Background**

Collectively, facilities form the framework around which each institution has grown and routinely operates. Naming facilities for those who significantly have influenced the lives of students memorializes their distinguished service and/or contributions. So, honoring the individuals who have helped shape an institution's heritage often symbolizes the standards the institution prescribes for future generations. Similarly, the State System of Higher Education benefits from the volunteerism and philanthropy of individuals who are deserving of recognition.

### **C. Purpose**

This policy provides uniform guidelines for naming facilities at the institutions that constitute the State System of Higher Education.

### **D. Procedures**

Institutions shall develop naming policies with consideration given to the following criteria for determining the appropriateness of commemorating an individual or recognizing a corporate entity or foundation:

1. Demonstration of outstanding service and/or generosity.
2. In the case of philanthropic recognition, the appropriate gift-to-project cost ratio will be determined by each university.

3. Substantial contribution to the development and destiny of the institution.
4. The extent to which life and actions epitomize the ideals revered by the university community and align with the State System's mission, vision, and values.

Naming of facilities for subjects other than individuals, corporations, and foundations are exempt from this policy. Each university's council of trustees shall approve the naming of each facility. A copy of the institution's policy shall be submitted to the Office of the Chancellor. Changes shall be submitted as they occur.