



OFFICE OF THE CHANCELLOR

January 28, 2022

Dear Appropriations and Education Committee Chairs,

Attached you will find the quarterly report on our integrations' implementation progress to date. This report shows what we have accomplished in the last quarter, and what we plan to achieve in the next quarter. It is a roadmap that you can expect to receive at each quarterly meeting as required by Act 50. You will also find high-level milestones, timeline revisions, and plan updates associated with our progress.

As outlined in July 2021, the final implementation plans are living documents that we are being adjusted as the universities progress through the implementation process. Specifically, the West and Northeast have taken different approaches to supporting information technology systems based on the phased-in curriculum development, the rollout of the new universities' cabinet and organization structures, and their approach to marketing and branding.

The **Northeast's** progress against the significant actions outlined for the second quarter FY 21/22 is noted below:

- 1) Academic – Establish the Interim Curriculum Committee and begin receiving, reviewing and aligning the academic programs as specified by our phased academic array approach.
 - Status – On track. The Interim Curriculum Committee (ICC) has been established and has developed adoption and review procedures for curriculum, per the program array announced in November. We have achieved agreement at the local level for curriculum-related actions, and are currently in the state meet-and-discuss review and endorsement process. The current status is not anticipated to impact the timeline for the planned phase-in of the integrated curriculum.
 - As part of the Middle States Commission on Higher Education (MSCHE) accreditation process, additional information was submitted in response to the peer review team requests and other updates were provided as appropriate.
- 2) Communications – Solicit feedback from key stakeholders and determine an integrated university name. Begin updating marketing collateral and recruitment materials for the integrated university.
 - Status – On track. The activities associated with establishing the new university name are scheduled to be completed by early February. Marketing and recruitment material development has been completed pending name change.
- 3) Finance and Administration – Develop enhanced budgeting and financial processes and finalize contract synthesis to achieve financial benefit.
 - Status – On track. End-to-end process flows for functions have been created. Contract inventory has been created. Created financial accounting structure for consistent reporting and transition to the integrated university financial system.
- 4) Technology – Begin conversations with core Student Information System (SIS) vendor on migration plans. Establish initial plans and alternative operating models for academic year 2022–2023 within existing applications.
 - Status – On track. Conversations and contracts with the SIS vendor have been finalized and planning for implementation is ongoing. Ancillary system (non-SIS) migration plans have been reviewed for functionality and timing, and key operational changes have been identified for the 2022–2023 academic year to ensure a seamless experience for our students.

- 5) Governance – Fully develop the management organizational chart, including departments and positions to properly support the integrated university.
 - Status – Completed – Organization charts to the department and position have been completed and communicated to the university communities throughout the first months of 2022.

In addition, the integrating university continues to communicate with its key stakeholders, engaging them via multiple channels to provide updates and solicit feedback. This effort will continue as the teams are focused on ways to create a consistent and enhanced student experience as they design the integrated university.

The significant activities planned for the next quarter include:

- 1) Academic – Middle States peer-review team report was received January 7 and institutional response was submitted January 14. Commission accreditation decision scheduled for March 2022. Approve interim curriculum procedures and begin the curriculum synthesis process aligned with the integrated academic program array. Publish the integrated academic calendar for Fall 2022.
- 2) Communications – Establish, and begin executing, a comprehensive marketing and communications strategy for the integrated entity to provide students, faculty, staff and community with the information needed to enhance their experience with the university.
- 3) Finance and Administration – Develop a set of common procedures within the integrated university's accounting and finance function(s) to improve operations and streamline processes. Finalize the cutover plans to transition the HR, payroll, finance, budget and procurement activities from three (3) universities to the new university to close out financial activity for FY 21/22 and create the new university.
- 4) Technology – Standardize key ancillary (e.g., non-Student Information System) technologies to support our students, faculty and staff through a consistent technology experience for student services as well as academics delivery. Continue executing migration plan for the OneSIS (Banner) upgrade to align with System strategy and enable scalability. Launch a new technology platform to support employees and their interactions with the integrated HR office as well as the shared services HR office.
- 5) Governance – Continue transition of university leadership to the integrated cabinet/leadership team. Continue executing on our functional/divisional consolidation strategy through a phased implementation (e.g., Information Technology division is operating as an integrated unit effective December 2021).
- 6) Student experience – Finalize the new student fee structure. Develop and provide recommendations for the new student governance structure and timeline for implementation. Establish common practices for behavioral intervention teams on all campuses.

Finally, as part of University Financial Sustainability and the Comprehensive Planning Process, the integrated university will be submitting updated financials in late February for review.

Since July of 2020, our students, faculty, staff and stakeholders have poured their hearts and souls into the work we are collectively undertaking. I believe that thoughtful effort is evident in the continued progress you continue to see as these plans move forward and evolve. There is still much to do, but they deserve much credit and appreciation for what we have achieved so far. We are also appreciative of your consideration of and attention to these plans. The partnership we have developed has made this redesign possible, and I look forward to continuing our collective work as we build a better future for Pennsylvania students and our commonwealth.

Thank You,



Dan Greenstein
Chancellor

Act 50 Requirement	Appendix	January 2022 Updates	Timing for continued data transmissions
(1) An overview of the financial position of the respective universities at the time of plan approval and the time of the report.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated annually (Quarter 2) Audited financial statements available in November annually
(2) The operating budget and total budget for each university at the time of plan approval and at the time of the report.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(3) The estimated amount of expenditures needed to support plan implementation at the time of plan approval and the cumulative amount of expenditures made to support plan implementation at the time of the report.	Appendix X: Implementation Costs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(4) The applicable organizational charts at the time of plan approval and at the time of the report.	Appendix T: Organizational Charts	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated based on organizational implementations
(5) Full-time enrollments at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated in April and October
(6) Graduation outcomes at the time of plan approval and at the item of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (April)
(7) The cost of tuition, room and board and fees at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(8) The average cost of attendance at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(9) The number of faculty and non-faculty employees at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(10) The number of faculty and non-faculty employees by location at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(11) Each impact to faculty and non-faculty employee staffing, including, but not limited to, separations, reductions in force, reclassifications of job responsibilities or roles or reassignments to other universities within the system. The notification under this paragraph shall include an estimated financial impact for the current and subsequent two fiscal years.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (July)

(12) The faculty-to-student ratio and the faculty and non-faculty employee-to-student ratio at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated annually (January)
(13) A list of academic programs that have been terminated or consolidated and an explanation of the reasons for termination or consolidation.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(14) A list of new academic programs that have been approved and an explanation of the need for the programs.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(15) The number of academic programs by location at the time of plan approval and at the time of the report.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(16) A list of property that is for sale or has been sold and the value of the proceeds from the sale.	Appendix J: Act 50 Reporting on Property for Sale	<ul style="list-style-type: none"> • West only 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(17) A list of administrative service consolidations and the value of savings resulting from the consolidations.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • No updates 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(18) A list of outlining concerns related to the implementation of the plan on the community and affiliated organizations.	Appendix R: Act 50 Reporting on Affiliated Entities' and Communities' Concerns	<ul style="list-style-type: none"> • No updates 	<ul style="list-style-type: none"> • Quarterly report on affiliated and community organizations concerns and mitigations
(19) Any other information as requested by the chairpersons enumerated under this subsection.	N/A	<ul style="list-style-type: none"> • Spring enrollment data to be provided in April updates 	

Integration Pillars	Quarter 4 - 2021 (Oct, Nov, Dec)	Quarter 1 -2022 (Jan, Feb, March)	Northeast Region Integration
Student Experience	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Began review and design of the integrated university's student facing activities (orig. Q1-2021) <input checked="" type="checkbox"/> Determined scholarship options and budget while staying in NCAA compliance (orig. Q2-2022) 	<ul style="list-style-type: none"> <input type="checkbox"/> Enhance and improve the integrated university's student facing activities <input type="checkbox"/> Establish a comprehensive, integrated marketing and communications strategy (orig. Q4-2021) <input type="checkbox"/> Determine communication function and needs (orig. Q4-2021) <input type="checkbox"/> Implement a unified Title IX, Sexual Misconduct process and structure <input type="checkbox"/> Ensure availability and consistency of disability, accessibility and military benefits services 	
Academics	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Communicated academic structure and faculty placements <input checked="" type="checkbox"/> Began process to establish interim curriculum committee for curriculum approval <input checked="" type="checkbox"/> Began academic program development across campuses to enable academic phase-in approach 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish approach for, and begin, academic curriculum synthesis and student cross walks (orig. Q3-2021) <input type="checkbox"/> Establish guidelines for curriculum development within new departments <input type="checkbox"/> Meet & Discuss reviews and approves the interim curriculum committee's curriculum approval process <input type="checkbox"/> Establish an integrated academic catalog for Fall 2022 (orig. Q3-2021) 	
Institutional Accreditation	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reviewed and responded to accrediting body's (MSCHE 's) requests for additional information during accreditation review 	<ul style="list-style-type: none"> <input type="checkbox"/> Continue to respond to accrediting body as requested to facilitate accreditation decision <input type="checkbox"/> Receive accrediting body decision on integrated university accreditation 	
Enrollment	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed common admissions applications, standards, and communications for freshmen and transfer students (orig. Q2-2021) <input checked="" type="checkbox"/> Enabled students' ability to complete Free Application for Federal Student Aid (FAFSA) for Fall 2022 eligibility (orig. Q3-2022) <input checked="" type="checkbox"/> Review aid applications, package and process financial aid for Fall 2022 new students (orig. Q2-2022) <input checked="" type="checkbox"/> Began planning integrated recruitment strategy for the integrated university (orig. Q3-2021) <input checked="" type="checkbox"/> Determined impact of integration to contracts/affiliation agreements related to marketing & communications (orig. Q3-2021) 	<ul style="list-style-type: none"> <input type="checkbox"/> Review aid applications, package and process financial aid for Fall 2022 returning students (orig. Q2-2022) <input type="checkbox"/> Finalize integrated recruitment strategy with role and territory assignments <input type="checkbox"/> Develop and integrated and standardized transcript process <input type="checkbox"/> Begin migration to regional CRM for integrated university (orig. Q3-2021) 	
Finance and Infrastructure	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Aligned and established accounting structure, chart of accounts and other functional needs for financial reporting within the integrated university 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement common procedures for all accounting functions within the integrated university (orig. Q4-2021) 	
Human Resources	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Established integrated university organizational structure <input checked="" type="checkbox"/> Established initial Workforce Development organizational chart 	<ul style="list-style-type: none"> <input type="checkbox"/> Evolve Workforce Development organizational chart to align with regional recruitment and delivery strategy. 	
Technology	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Determined an approach to utilize classrooms synchronously, asynchronously and in-person <input checked="" type="checkbox"/> Identified and established an approach to align network credentialing across the campuses (and with new domain) 	<ul style="list-style-type: none"> <input type="checkbox"/> Standardized and implement various ancillary applications to support students (e.g. disability software, financial aid software, student conduct / services software) <input type="checkbox"/> Standardized and implement ancillary applications to support faculty and education delivery (e.g. faculty management and planning software) 	

January 1, 2022 updates to Appendix V: Financial Sustainability Analysis

The information below reflects the Act 50 reporting requirements related to financial position as of December 20, 2021.

- Links to university financial statements

Bloomsburg

[Bloomsburg University FY 2020-21 Financial Statements](#)

Lock Haven

[Lock Haven University FY 2020-21 Financial Statements](#)

Mansfield

[Mansfield University FY 2020-21 Financial Statements](#)

January 1, 2022 updates to Appendix X: Implementation Costs

The table below reflects the Act 50 reporting requirements related to estimated and cumulative expenditures as of December 20, 2021.

- Integration budget and cumulative expenditures

Integration Budget and Cumulative Expenditures FY 2021/22 First Quarter Report Northeast Integration									
	Budget by Fiscal Year						Less		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Consulting/Personnel	\$584,588	\$326,600	\$87,500	\$87,500	\$0	\$0	\$1,086,188	(\$390,957)	\$695,231
IT – SIS	330,000	700,000	0	0	0	0	1,070,000	(323,393)	746,607
IT – Software	44,704	968,816	42,000	40,000	0	0	1,055,520	(175,943)	879,577
IT – Technology Upgrades	0	603,640	603,640	603,640	603,640	603,640	3,018,200	0	3,018,200
Middle States	112,825	0	0	0	0	0	112,825	0	112,825
Faculty	0	2,309,844	0	0	0	0	2,309,844	0	2,309,844
Average	\$1,072,117	\$4,908,900	\$733,140	\$731,140	\$603,640	\$603,640	\$8,652,577	(\$890,293)	\$7,762,284

Integration Budget and Cumulative Expenditures FY 2021/22 First Quarter Report Whole Integration									
	Budget by Fiscal Year						Less		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Northeast Integration	\$1,072,117	\$4,908,900	\$733,140	\$731,140	\$603,640	\$603,640	\$8,652,577	(\$890,293)	\$7,762,284
West Integration	1,915,545	7,811,072	2,261,875	2,087,500	0	0	14,075,992	(2,254,171)	11,821,821
Both Integrations	1,261,000	5,600,000	0	0	0	0	6,861,000	(3,518,430)	3,342,570
Average	\$4,248,662	\$18,319,972	\$2,995,015	\$2,818,640	\$603,640	\$603,640	\$29,589,569	(\$6,662,894)	\$22,926,675

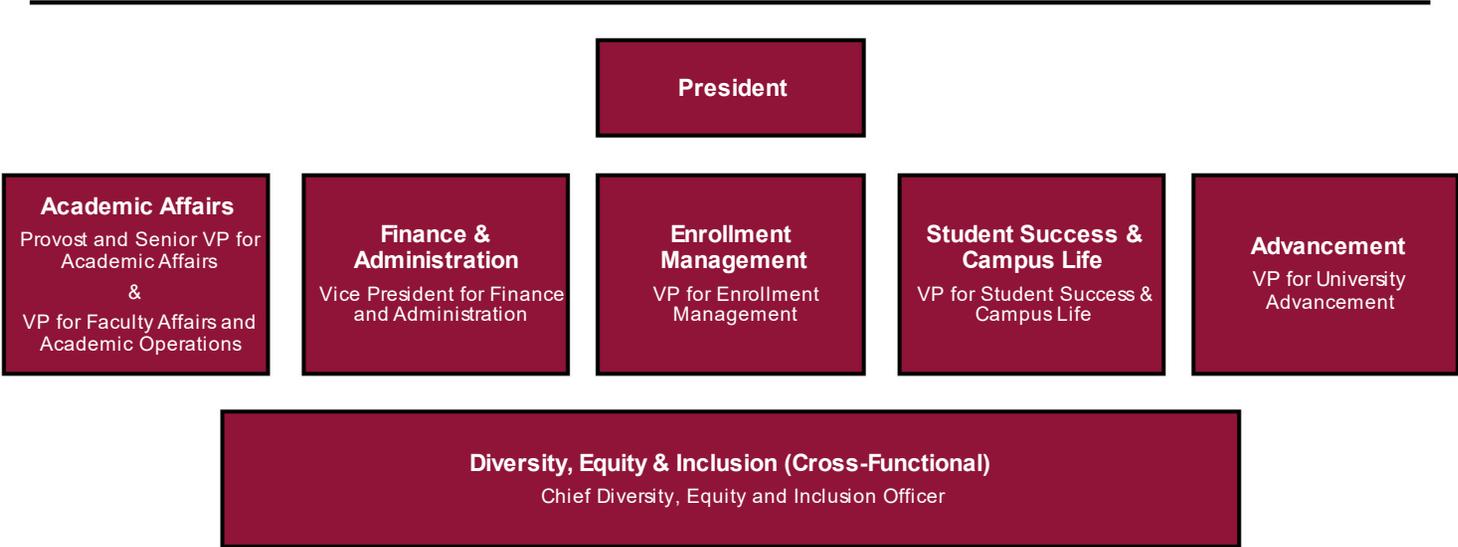
January 1, 2022 updates to Appendix T: Organizational Charts

The information below reflects Act 50 reporting requirements related to organizational structure.

Established December 20, 2021



NE Region Senior Leadership



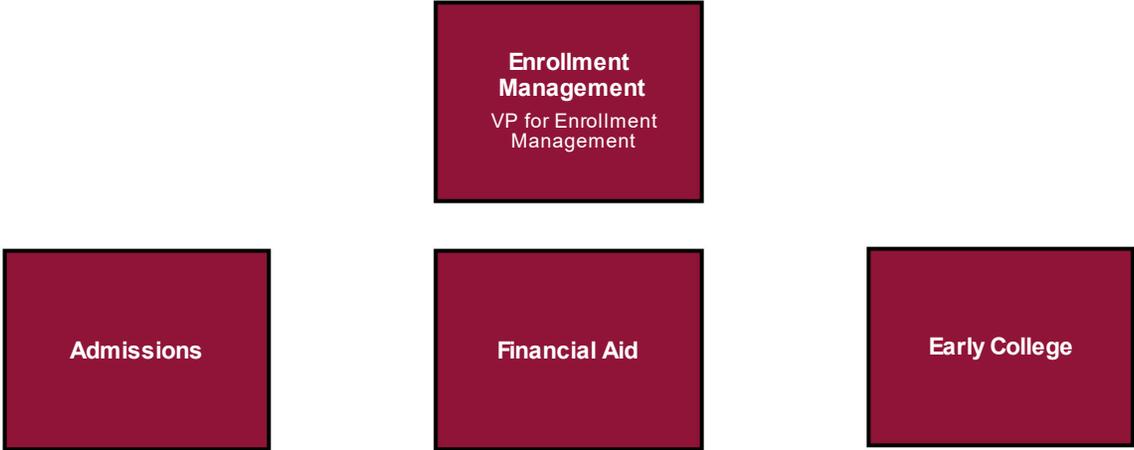
Academic Affairs Functional Area Leadership



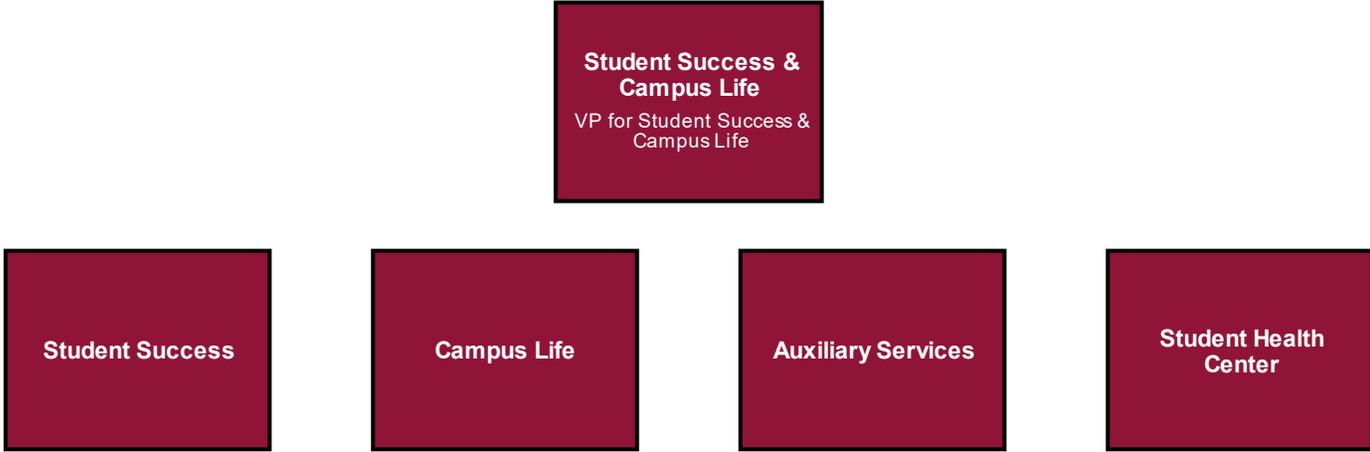
Finance & Administration Functional Area Leadership



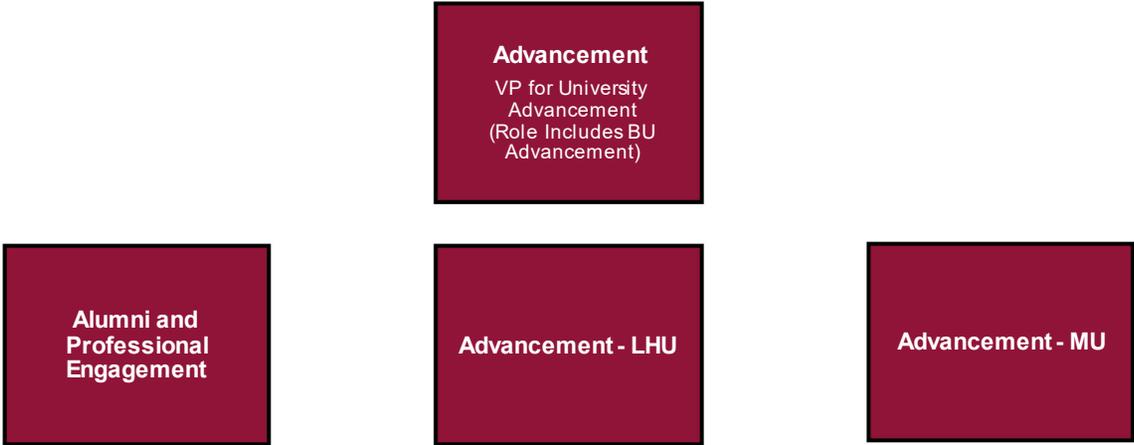
Enrollment Management Functional Area Leadership



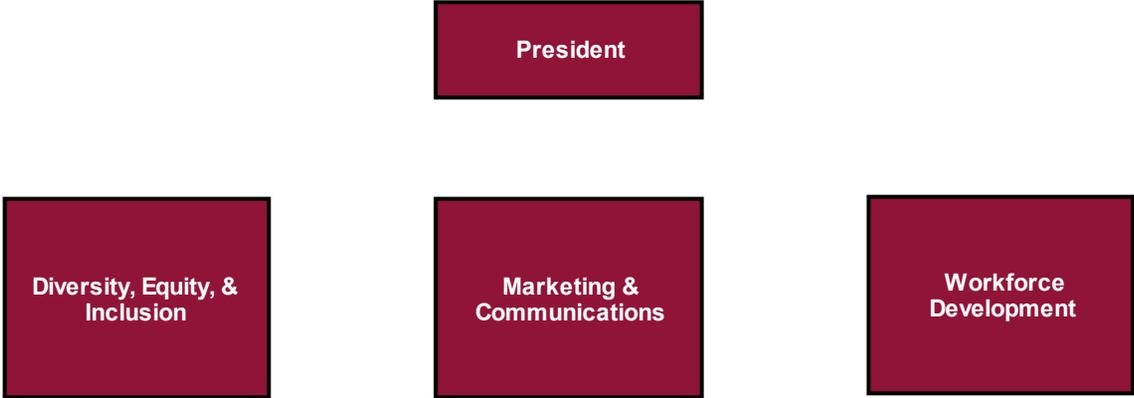
Student Success & Campus Life Functional Area Leadership



Advancement Functional Area Leadership

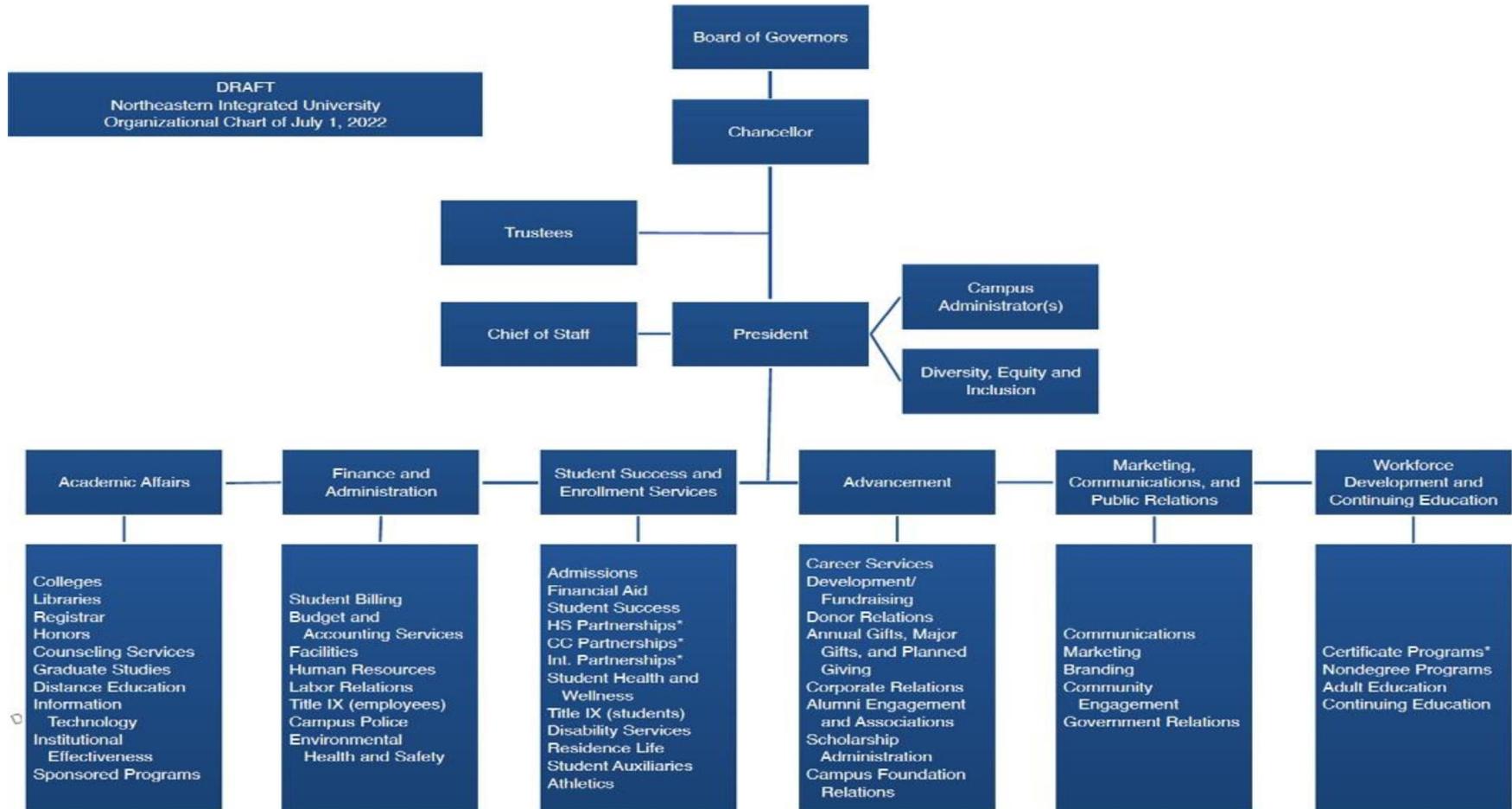


President's Office Functional Area Leadership



As of July 2021

DRAFT



* Shared responsibility with Academic Affairs to ensure enrollment and academic outcomes are realized.

Note: Not all functional areas may be represented due to limitations of space and should not infer elimination of departments, services or functions.

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

The tables below reflect Act 50 reporting requirements related to staff as of December 20, 2021.

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

Employee Headcount as of 12/20/2021			
	Total Employee Headcount	Faculty	Total Nonfaculty
Bloomsburg	950	443	507
Lock Haven	456	198	258
Mansfield	290	126	164
Integrations Result	1,696	767	929

Employee Headcount as of 12/20/2021							
	AFSCME	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU
Bloomsburg	283	89	70	20	30	1	14
Lock Haven	141	49	29	7	32		
Mansfield	91	30	13	10	20		
Integrations Result	515	168	112	37	82	1	14

**See Footnotes on following page*

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

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

Employee Headcount as of 04/01/2021			
	Total Employee Headcount	Faculty	Total Nonfaculty
Bloomsburg	1,019	467	552
Lock Haven	484	213	271
Mansfield	307	137	170
Integrations Result	1,810	817	993

Employee Headcount as of 04/01/2021							
	AFSCME	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU
Bloomsburg	312	97	76	22	28	1	16
Lock Haven	152	56	27	9	27		
Mansfield	92	36	14	10	18		
Integrations Result	556	189	117	41	73	1	16

FOOTNOTES:

- Includes total employee headcount for all active employees (will include those on various types of leave without pay, etc.)
- Excludes employees classified as Volunteers, Contractors or Other, as well as student employees
- Includes all groups (Permanent/Temporary, Full Time/Part Time/Hourly)
- Total Nonfaculty figures are the sum of all non-APSCUF units: AFSCME, Nonrepresented, SCUPA, SPFPA & POA, Coaches, Cheer Advisors, OPEIU
- Current Employee Complement for April 2021 and December 20, 2021 (will be subject to retro-activity)

January 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty

The tables below reflect Act 50 reporting requirements related to staff as of December 20, 2021.

- The faculty-to-student ratio and the faculty and non-faculty employee-to-student ratio.

January 2022 Update

	Annualized 2020-21 Student to Nonfaculty FTE Ratio			Fall 2021 Student-to-Faculty Ratio		
	Annualized FTE Student	Nonfaculty Annualized FTE	Annualized FTE Student/Nonfaculty Ratio	Fall FTE Enrollment	Fall Faculty FTE**	Fall FTE Student to Faculty Ratio
Bloomsburg	7,835	522.32	15	6,949	390.2	17.8
Lock Haven	2,953	263.8	11.2	2,654	184.6	14.4
Mansfield	1,590	168.22	9.5	1,508	101.5	14.9
Integrations Result	12,377	954.35	13	11,112	676.3	16.4

July 2021 Update (At plan approval)

	Annualized 2019-20 Student to Nonfaculty FTE Ratio			Fall 2020 Student-to-Faculty Ratio		
	Annualized FTE Student	Nonfaculty Annualized FTE	Annualized FTE Student/Nonfaculty Ratio	Fall FTE Enrollment	Fall Faculty FTE**	Fall FTE Student to Faculty Ratio
Bloomsburg	8,131	554.22	14.7	7,504	406	18.5
Lock Haven	3,038	282.84	10.7	2,858	200.6	14.2
Mansfield	1,589	176.16	9	1,604	112.7	14.2
Integrations Result	12,758	1,013.22	12.6	11,966	719.2	6.6

*See Footnotes on following page

January 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty, Continued

FOOTNOTES for Annualized Student to Nonfaculty and Faculty Ratios:

Annualized Student to Nonfaculty FTE Ratio

- Based on Fall and Spring Freeze and Winter and Summer End of Term Student Enrollment Submissions (Active Data)
- All Nonfaculty FTEs reflect those in non-APSCUF FTEs from UNRESTRICTED Funds, based on SAP Capacity Utilization (will not exceed 1.0), for employees in an active pay status
- Undergraduate FTE: UG Attempted Credits/30
- Graduate FTE: Grad Attempted Credits/24
- Annualized FTE Student to Nonfaculty Ratio: Annualized FTE Students/Nonfaculty Annualized FTE

Fall Student to Faculty Ratio

- Based on Fall Freeze Student Enrollment Submission (Active Data)
- All faculty FTEs reflect those in APSCUF only FTEs from UNRESTRICTED Funds, based on SAP Capacity Utilization (will not exceed 1.0), for employees in an active pay status
- Undergraduate FTE: UG Attempted Credits/15
- Graduate FTE: Grad Attempted Credits/12
- Fall FTE Student to Faculty Ratio: Fall FTE Students/Fall FTE Faculty

	Fall 2020 Faculty Sharing **	Fall 2021 Faculty Sharing
Bloomsburg	0.25	0.13
Lock Haven	0	-0.13
Mansfield	-0.5	-0.25

As of 12/20/2021

**Faculty Sharing applied to Fall 2021: Negative FTE associated to service providing university, positive FTE associated to service purchasing university

*Source of Faculty Sharing FTE: Comprehensive Planning Process, Workforce tab (submitted by universities on 9/4/2020 and 9/10/2021)

January 1, 2022 updates to Appendix L: Act 50 Reporting on Academic Programs

The tables below reflect Act 50 reporting requirements related to academic programs as of December 20, 2021.

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

Programs are put into moratorium primarily due to low-enrollments, lack of career relevancy, high cost, or a combination of all. Programs in moratorium for 5 years are terminated unless the university has specific plans to reorganize.

Degree Programs and Concentrations Put into Moratorium or Terminated (July 1, 2021 – December 20, 2021) <i>*Does not include minors and certificates</i>			
	Award	Program Name	Concentration
Bloomsburg	MSN	Nursing	Adult Nurse Practitioner
Mansfield	BSN	Nursing	RN to BSN
	BSED	Earth and Space Science Education	
	BA	German	
	BA	French	
	BA	Spanish	
	BA	Sociology/Anthropology	
<i>Programs terminated as part of Office of the Chancellor Processes; In moratorium five years.</i>			
Lock Haven	BA	Communication	<ul style="list-style-type: none"> • Communication and Culture • Public Discourse and Performance • Professional Communication
	BA	Theatre	Degree is terminated with termination of listed concentrations: <ul style="list-style-type: none"> • Musical Theatre • Performance
	BS	Athletic Training	
	MS	Clinical Mental Health Counseling	Rural Mental Health
Mansfield	BA	History	Public History
	BSED	Social Studies: History	
	BSED	English Education	
	BSED	Mathematics Education	

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

The tables below reflect Act 50 reporting requirements related to academic programs as of December 20, 2021.

- The number of academic programs by location.

January 2022 Update

Number of Degree Programs by Location December 20, 2021			
	Undergraduate	Graduate	Total
Bloomsburg	57	20	77
Lock Haven	43	7	50
Mansfield	29	2	31

July 2021 Update (At plan approval)

Number of Degree Programs by Location April 1, 2021			
	Undergraduate	Graduate	Total
Bloomsburg	57	21	78
Lock Haven	59	7	66
Mansfield	38	2	40



OFFICE OF THE CHANCELLOR

January 28, 2022

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As outlined in July 2021, the final implementation plans are living documents that are being adjusted as the universities progress through the implementation process. Specifically, the West and Northeast have taken different approaches to supporting information technology systems based on the phased-in curriculum development, the rollout of the new universities' cabinet and organization structures, and their approach to marketing and branding.

The **West's** progress against the significant actions outlined for the second quarter of FY 21/22 is noted below:

- 1) Academic – Establish the Interim Curriculum Committee and begin receiving, reviewing, and aligning the academic programs as specified by our phased-in academic array approach.
 - Status – On track. The Interim Curriculum Committee (ICC) has been established and has developed adoption and review procedures for curriculum, per the program array announced in November. The committee achieved agreement at the local level for curriculum related actions and is currently in the state meet-and-discuss review and endorsement process. The current status is not anticipated to impact the timeline for the planned phase-in of the integrated curriculum.
 - As part of the Middle States Commission on Higher Education (MSCHE) accreditation process, additional information was submitted in response to the peer review team requests and other updates were provided as appropriate.
- 2) Communications – Formally launch the integrated brand in October and provide the opportunity for stakeholder engagement/feedback on the new colors and logos. This action will be followed by the broader incorporation of the new brand within marketing and recruitment activities.
 - Status – Completed the launch of the integrated brand – PennWest. Determined new logo, wordmark and associated branding through student feedback and voting.
- 3) Finance and Administration – Develop new budgeting and financial processes and plans to merge purchasing processes and procedures to achieve financial benefit.
 - Status – On track. End-to-end process flows for functions have been created. Created contract inventory and began review for consolidation/savings. Created financial accounting structure for consistent reporting and transition to the integrated university financial system.
- 4) Technology – Development, testing, and final preparations for launching the first phase of the Student Information System (SIS) and transitioning to a single Customer Relationship Management (CRM) in January of 2022.
 - Status – On track, completed build and testing of the CRM and SIS for a phased launch in Q1 and Q2 of 2022.
- 5) Governance – Begin transition planning for the new council of trustees.
 - Status – On track. Initiated conversations with regional councils of trustees related to transition and integrated university council membership.

- 6) Online – Finalize detailed plans and begin to onboard the PennWest team for the standup of the GlobalOnline division.
 - Status – In Process. Revising financial projections and updating with options to pilot marketing to determine enrollment projections.

In addition, the integrating university continues to communicate with its key stakeholders, engaging them via multiple channels to provide updates and solicit feedback. This effort will continue as the teams are focused on ways to create a consistent and enhanced student experience as they design the integrated university.

The significant activities planned for the next quarter include:

- 1) Academic – Middle States peer-review team report was received January 7 and institutional response was submitted January 14. Commission accreditation decision scheduled for March 2022. Approve interim curriculum procedures and begin the curriculum synthesis process aligned with the integrated academic program array and phased curriculum implementation plan. Publish the integrated academic calendar for Fall 2022.
- 2) Communications – Develop internal brand awareness campaign and determine communication functions and needs. Execute a series of marketing initiatives to highlight the integrated university value.
- 3) Finance and Administration – Develop and implement a singular budget methodology and planning process for the integrated university. Finalize the cutover plans to transition the HR, payroll, finance, budget and procurement activities from three (3) universities to the new university to close out financial activity for FY 21/22 and create the new university.
- 4) Technology – Launch integrated CRM and SIS, begin course schedule development for Fall 2022. Initiate the OneSIS upgrade to align with System strategy and enable scalability.
- 5) Governance – Continue transition of functional leadership to the integrated cabinet / leadership team. Communicate the new HR and IT organization(s) to support employees and system changes during the transition. Launch new technology platform for employees to work with the new HR organization.
- 6) Online – Finalize business model for partner relationships for online university. Refine the program array for online delivery.
- 7) Student experience – Finalize the new student fee structure. Develop and provide recommendations for the new student governance structure and timeline for implementation. Establish common practices for behavioral intervention teams on all campuses.

Finally, as part of University Financial Sustainability and the Comprehensive Planning Process, the integrated university will be submitting updated financials in late February for review.

Since July of 2020, our students, faculty, staff and stakeholders have poured their hearts and souls into the work we are collectively undertaking. I believe that thoughtful effort is evident in the continued progress you continue to see as these plans move forward and evolve. There is still much to do, but they deserve much credit and appreciation for what we have achieved so far. We are also appreciative of your consideration of and attention to these plans. The partnership we have developed has made this redesign possible, and I look forward to continuing our collective work as we build a better future for Pennsylvania students and our commonwealth.

Thank You,



Dan
Greenstein
Chancellor

Act 50 Requirement	Appendix	January 2022 Updates	Timing for continued data transmissions
(1) An overview of the financial position of the respective universities at the time of plan approval and the time of the report.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated annually (Quarter 2) Audited financial statements available in November annually
(2) The operating budget and total budget for each university at the time of plan approval and at the time of the report.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(3) The estimated amount of expenditures needed to support plan implementation at the time of plan approval and the cumulative amount of expenditures made to support plan implementation at the time of the report.	Appendix X: Implementation Costs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(4) The applicable organizational charts at the time of plan approval and at the time of the report.	Appendix T: Organizational Charts	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated based on organizational implementations
(5) Full-time enrollments at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated in April and October
(6) Graduation outcomes at the time of plan approval and at the item of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (April)
(7) The cost of tuition, room and board and fees at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(8) The average cost of attendance at the time of plan approval and at the time of the report.	Appendix O: Act 50 Reporting on Student Metrics and Analysis	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (October)
(9) The number of faculty and non-faculty employees at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(10) The number of faculty and non-faculty employees by location at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated quarterly
(11) Each impact to faculty and non-faculty employee staffing, including, but not limited to, separations, reductions in force, reclassifications of job responsibilities or roles or reassignments to other universities within the system. The notification under this paragraph shall include an estimated financial impact for the current and subsequent two fiscal years.	Appendix P: Act 50 Reporting on Faculty Appendix Q: Act 50 Reporting on Staff	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Updated annually (July)

(12) The faculty-to-student ratio and the faculty and non-faculty employee-to-student ratio at the time of plan approval and at the time of the report.	Appendix P: Act 50 Reporting on Faculty	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Updated annually (January)
(13) A list of academic programs that have been terminated or consolidated and an explanation of the reasons for termination or consolidation.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(14) A list of new academic programs that have been approved and an explanation of the need for the programs.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • No Updates 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(15) The number of academic programs by location at the time of plan approval and at the time of the report.	Appendix L: Act 50 Reporting on Academic Programs	<ul style="list-style-type: none"> • Updated 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(16) A list of property that is for sale or has been sold and the value of the proceeds from the sale.	Appendix J: Act 50 Reporting on Property for Sale	<ul style="list-style-type: none"> • West only 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(17) A list of administrative service consolidations and the value of savings resulting from the consolidations.	Appendix V: Financial Sustainability Analysis	<ul style="list-style-type: none"> • No updates 	<ul style="list-style-type: none"> • Quarterly updates based on activity
(18) A list of outlining concerns related to the implementation of the plan on the community and affiliated organizations.	Appendix R: Act 50 Reporting on Affiliated Entities' and Communities' Concerns	<ul style="list-style-type: none"> • No updates 	<ul style="list-style-type: none"> • Quarterly report on affiliated and community organizations concerns and mitigations
(19) Any other information as requested by the chairpersons enumerated under this subsection.	N/A	<ul style="list-style-type: none"> • Spring enrollment data to be provided in April updates 	

Integration Pillars	Quarter 4 - 2021 (Oct, Nov, Dec)	Quarter 1 - 2022 (Jan, Feb, Mar)
Student Experience	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ongoing development of marketing / recruiting strategy, plans, and calendar including social media (ongoing from Q3 '21) <input checked="" type="checkbox"/> Ongoing alignment of marketing team and strategies for integrated university (ongoing from Q3 '21) <input checked="" type="checkbox"/> Formal launch of integrated university branding <input checked="" type="checkbox"/> Developed retention marketing campaign <input checked="" type="checkbox"/> Provide equal access to Career Services across campuses (orig. Q2 '21) <input checked="" type="checkbox"/> Developed a campus admissions process for student-athletes (orig. Q3 '21) 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a common timeline and editorial calendar (orig. Q2 '21) <input type="checkbox"/> Develop internal brand awareness campaign and determine communication functions and needs (orig. Q3 '21) <input type="checkbox"/> Determine student fees (including Student Activity Fee) <input type="checkbox"/> Ensure testing resources and procedures are in place (standardized testing, CLEP/DSST) (orig. Q2 '22) <input type="checkbox"/> Communicate unified academic array and publish academic catalog for Fall 2022 (orig. Q2 '22) <input type="checkbox"/> Execute strategic marketing plan (orig. Q3 '21)
Academics	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed plans to satisfy / support service needs for online (orig. Q3 '21) <input checked="" type="checkbox"/> Draft business model for partner relationships for online (orig. Q3 '21) <input checked="" type="checkbox"/> Determined marketing and communications plan – online <input checked="" type="checkbox"/> Developed job descriptions and hiring process for academic success coaches – online (orig. Q1 '22) <input checked="" type="checkbox"/> Selected Academic leadership 	<ul style="list-style-type: none"> <input type="checkbox"/> Curriculum phase-in plan for synthesized graduate programs in fall 2022 developed, approved, and communicated (orig. Q4 '21) <input type="checkbox"/> Curriculum committee approval and submit new graduate curriculum to accreditation bodies (orig. Q4 '21) <input type="checkbox"/> Address ongoing faculty contractual committee, issues, and decisions (orig. Q4 '21) <input type="checkbox"/> Launch marketing and communications plan - online (orig. Q4 '21) <input type="checkbox"/> Finalize business model for partner relationships for online
Institutional Accreditation	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reviewed and responded to MSCHE 's legal requests for additional information, as needed <input checked="" type="checkbox"/> Provided additional information to peer evaluators based on requests, as needed 	<ul style="list-style-type: none"> <input type="checkbox"/> MSCHE approval of CSC request form <input type="checkbox"/> Provide additional information to peer evaluators based on requests, if needed <input type="checkbox"/> Institutional response to the Peer Evaluator findings report
Regional SIS & Enrollment	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed integrated SIS and began system testing <input checked="" type="checkbox"/> Implement technology to support the processing of student FAFSA data (orig. Q4 '21) <input checked="" type="checkbox"/> Review FAFSA/financial aid applications and prepare package details (orig. Q1 '22) 	<ul style="list-style-type: none"> <input type="checkbox"/> Launch integrated CRM and SIS, begin course schedule development for Fall 2022 <input type="checkbox"/> Convert to one common academic, processing, and disbursement calendar (orig. Q2 '21) <input type="checkbox"/> Determined PHEAA requirements/changes with programs for integrated university implementation (orig. Q1 '22) <input type="checkbox"/> IT governance & policy alignment (data retention, email retention, equipment replacement plan, cloud service, information security) <input type="checkbox"/> Create integrated recruitment strategy for the integrated university (orig. Q3 '21)
Finance and Infrastructure	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Created singular financial projections (CPP) and began predictive enrollment modeling for the integrated university <input checked="" type="checkbox"/> Created vendor contract inventory and initiated assessment for potential savings opportunities for the integrated university (orig. Q2 '21) <input checked="" type="checkbox"/> Initiated consolidation of merged purchasing processes and procedures (orig. Q2 '21) <input checked="" type="checkbox"/> Finalized the merging of purchasing processes and procedures (orig. Q2 '21) 	<ul style="list-style-type: none"> <input type="checkbox"/> Recommend implementation of shared services models where possible (orig. Q2 '21) <input type="checkbox"/> Determine the viability of adopting a structure whereby service(s) to the combined entity are provided by "service centers" (orig. Q4 '21) <input type="checkbox"/> Refine financial and enrollment projections (orig. Q4 '21) <input type="checkbox"/> Developed and implemented a singular budget methodology and planning process for the integrated university (orig. Q4 '21)
Human Resources	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Determined recommended organizational structure (orig. Q2 '22) <input checked="" type="checkbox"/> Communicated staff departmental assignments <input checked="" type="checkbox"/> Initiated development of detailed job descriptions and roles and responsibilities and finalization of staff assignments <input checked="" type="checkbox"/> Provided initial organization structure for SAP development 	<ul style="list-style-type: none"> <input type="checkbox"/> Work with System LR and the Academic Affairs with collective bargaining unit items and support LR and negotiation teams <input type="checkbox"/> Finalize recommended organizational structure, job descriptions, and placements (orig. Q2 '22)

January 1, 2022 updates to Appendix V: Financial Sustainability Analysis

The information below reflects the Act 50 reporting requirements related to financial position as of December 20, 2021.

- Links to university financial statements

California

[California University FY 2020-21 Financial Statements](#)

Clarion

[Clarion University FY 2020-21 Financial Statements](#)

Edinboro

[Edinboro University FY 2020-21 Financial Statements](#)

January 1, 2022 updates to Appendix X: Implementation Costs

The table below reflects the Act 50 reporting requirements related to estimated and cumulative expenditures as of December 20, 2021.

- Integration budget and cumulative expenditures

Integration Budget and Cumulative Expenditures FY 2021/22 First Quarter Report West Integration									
	Budget by Fiscal Year						Less		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Consulting/Personnel	\$202,000	\$732,600	\$87,500	\$87,500	\$0	\$0	\$1,109,600	(\$64,661)	\$1,044,939
IT – SIS	1,066,545	2,273,628	174,375	0	0	0	3,514,548	(1,737,586)	1,776,962
IT – Software	527,000	420,000	0	0	0	0	947,000	(157,937)	789,063
IT – Technology Upgrades	0	75,000	0	0	0	0	75,000	0	75,000
IT – ERP Upgrades	0	0	0	0	0	0	0	0	0
Professional Development	0	0	0	0	0	0	0	(7,737)	(7,737)
Middle States	120,000	0	0	0	0	0	120,000	(6,250)	113,750
Academic	0	2,000,000	2,000,000	2,000,000	0	0	6,000,000	(280,000)	5,720,000
Faculty	0	2,309,844	0	0	0	0	2,309,844	0	2,309,844
Average	\$1,915,545	\$7,811,072	\$2,261,875	\$2,087,500	\$0	\$0	\$14,075,992	(\$2,254,171)	\$11,821,821

Integration Budget and Cumulative Expenditures FY 2021/22 First Quarter Report Whole Integration									
	Budget by Fiscal Year						Less		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total Budget	Cumulative Expenditures	Remaining Budget
Northeast Integration	\$1,072,117	\$4,908,900	\$733,140	\$731,140	\$603,640	\$603,640	\$8,652,577	(\$890,293)	\$7,762,284
West Integration	1,915,545	7,811,072	2,261,875	2,087,500	0	0	14,075,992	(2,254,171)	11,821,821
Both Integrations	1,261,000	5,600,000	0	0	0	0	6,861,000	(3,518,430)	3,342,570
Average	\$4,248,662	\$18,319,972	\$2,995,015	\$2,818,640	\$603,640	\$603,640	\$29,589,569	(\$6,662,894)	\$22,926,675

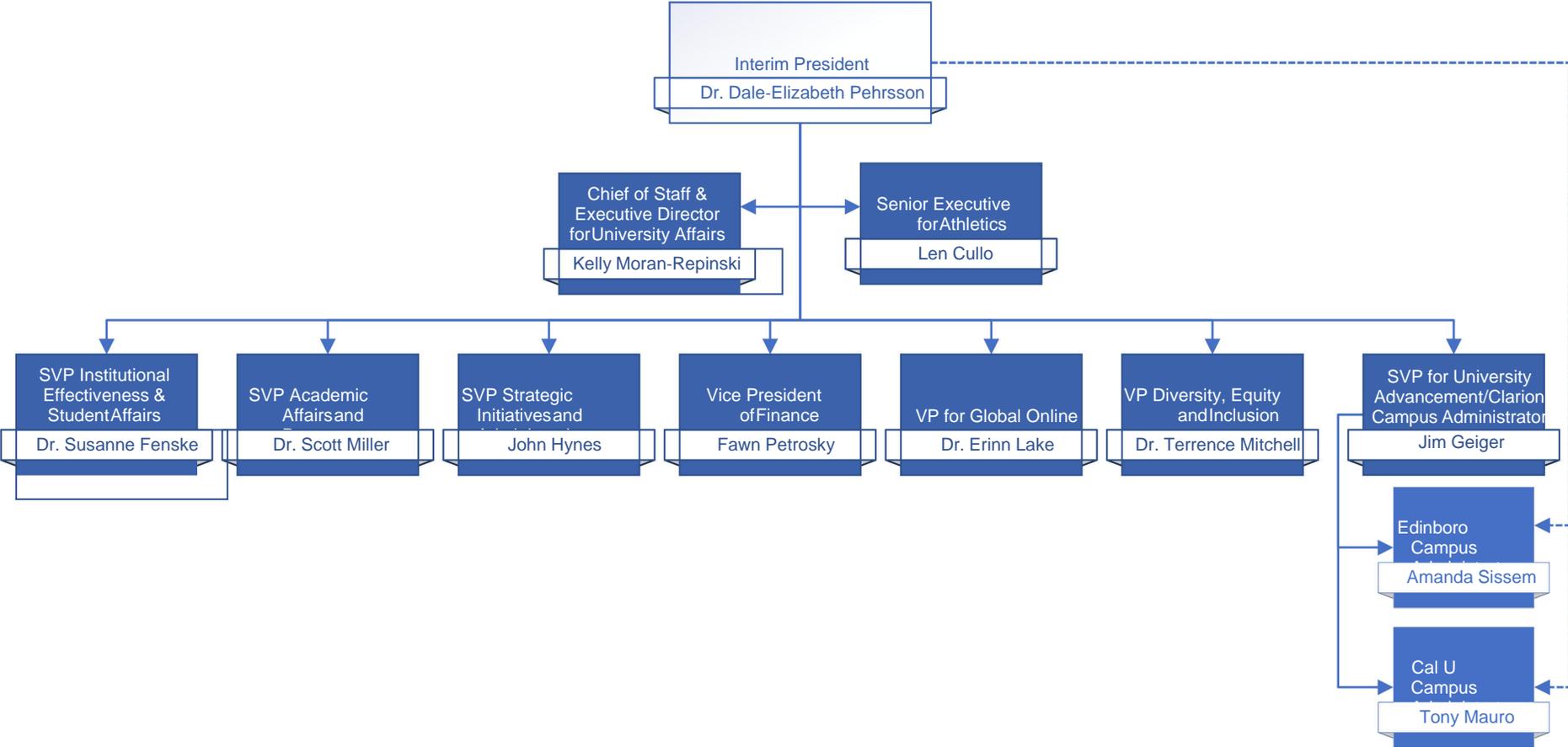
January 1, 2022 updates to Appendix T: Organizational Charts

The information below reflects Act 50 reporting requirements related to organizational structure.

- Organizational charts

As of December 20, 2021 –

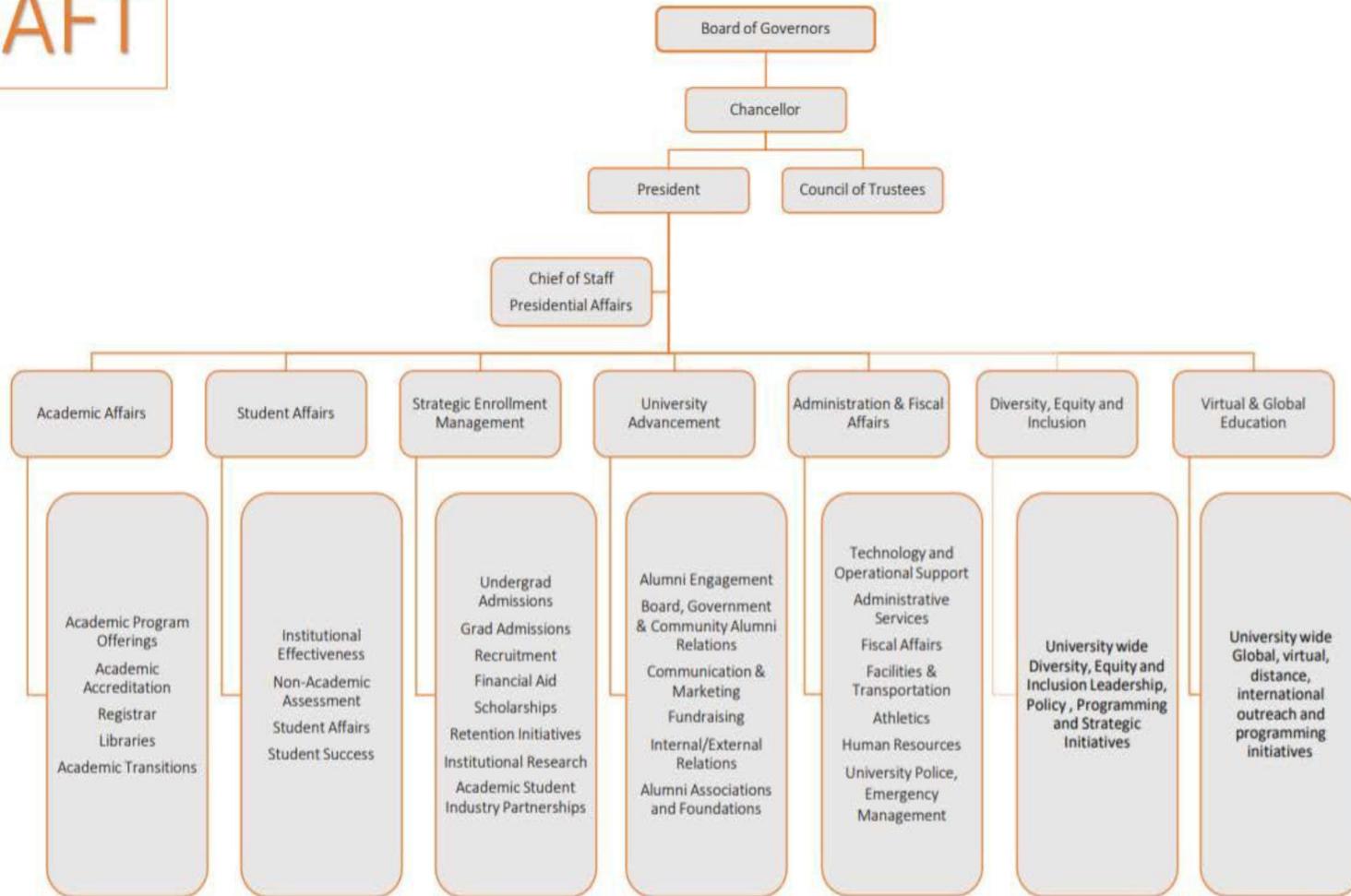
Executive Cabinet
July 1, 2022



As of July 2021 –

Integrated University Organizational Chart

DRAFT



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

The tables below reflect Act 50 reporting requirements related to staff as of December 20, 2021.

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

Employee Headcount as of 12/20/2021				
	Total Employee Headcount	Faculty	Total Nonfaculty	AFSCME
California	692	333	359	165
Clarion	588	241	347	176
Edinboro	518	263	255	124
Integrations Result	1,798	837	961	465

Employee Headcount as of 12/20/2021								
	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU	PSSU	Physicians
California	82	58	15	33		6		
Clarion	69	46	9	26		9	12	
Edinboro	66	29	7	21	1	4		3
Integrations Result	217	133	31	80	1	19	12	3

**See Footnotes on following page*

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

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

Employee Headcount as of 04/01/2021				
	Total Employee Headcount	Faculty	Total Nonfaculty	AFSCME
California	706	336	370	171
Clarion	649	274	375	187
Edinboro	569	300	269	128
Integrations Result	1,924	910	1,014	486

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

FOOTNOTES:

- Includes total employee headcount for all active employees (will include those on various types of leave without pay, etc.)
- Excludes employees classified as Volunteers, Contractors or Other, as well as student employees
- Includes all groups (Permanent/Temporary, Full Time/Part Time/Hourly)
- Total Nonfaculty figures are the sum of all non-APSCUF units: AFSCME, Nonrepresented, SCUPA, SPFPA & POA, Coaches, Cheer Advisors, OPEIU, PSSU and Physicians
- Current Employee Complement for April 2021 and December 20, 2021 (will be subject to retro-activity)

January 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty

The tables below reflect Act 50 reporting requirements related to staff as of December 20, 2021.

- The faculty-to-student ratio and the faculty and non-faculty employee-to-student ratio.

January 2022 Update

	Annualized 2020-21 Student to Nonfaculty FTE Ratio			Fall 2021 Student-to-Faculty Ratio		
	Annualized FTE Student	Nonfaculty Annualized FTE	Annualized FTE Student/Nonfaculty Ratio	Fall FTE Enrollment	Fall Faculty FTE**	Fall FTE Student to Faculty Ratio
California	6,141	359.56	17.1	5,000	265.6	18.8
Clarion	3,784	298.98	12.7	3,070	202.3	15.2
Edinboro	3,854	272.97	14.1	3,308	229.2	14.4
Integrations Result	13,779	931.52	14.8	11,378	697.1	16.3

July 2021 Update (At plan approval)

	Annualized 2019-20 Student to Nonfaculty FTE Ratio			Fall 2020 Student-to-Faculty Ratio		
	Annualized FTE Student	Nonfaculty Annualized FTE	Annualized FTE Student/Nonfaculty Ratio	Fall FTE Enrollment	Fall Faculty FTE**	Fall FTE Student to Faculty Ratio
California	6,215	388.22	16	5,336	285.9	18.7
Clarion	3,988	318.2	12.5	3,573	229.5	15.6
Edinboro	4,390	326.41	13.4	3,568	260.6	13.7
Integrations Result	14,593	1,032.84	14.1	12,477	776	16.1

**See Footnotes on following page*

January 1, 2022 updates to Appendix P: Act 50 Reporting on Faculty, Continued

FOOTNOTES for Annualized Student to Nonfaculty and Faculty Ratios:

Annualized Student to Nonfaculty FTE Ratio

- Based on Fall and Spring Freeze and Winter and Summer End of Term Student Enrollment Submissions (Active Data)
- All Nonfaculty FTEs reflect those in non-APSCUF FTEs from UNRESTRICTED Funds, based on SAP Capacity Utilization (will not exceed 1.0), for employees in an active pay status
- Undergraduate FTE: UG Attempted Credits/30
- Graduate FTE: Grad Attempted Credits/24
- Annualized FTE Student to Nonfaculty Ratio: Annualized FTE Students/Nonfaculty Annualized FTE

Fall Student to Faculty Ratio

- Based on Fall Freeze Student Enrollment Submission (Active Data)
- All faculty FTEs reflect those in APSCUF only FTEs from UNRESTRICTED Funds, based on SAP Capacity Utilization (will not exceed 1.0), for employees in an active pay status
- Undergraduate FTE: UG Attempted Credits/15
- Graduate FTE: Grad Attempted Credits/12
- Fall FTE Student to Faculty Ratio: Fall FTE Students/Fall FTE Faculty

	Fall 2020 Faculty Sharing **	Fall 2021 Faculty Sharing
California	-0.25	-1.00
Clarion	0.25	1.00
Edinboro	-0.75	-0.75

As of 12/20/2021

**Faculty Sharing applied to Fall 2020: Negative FTE associated to service providing university, positive FTE associated to service purchasing university

*Source of Faculty Sharing FTE: Comprehensive Planning Process, Workforce tab (submitted by universities on 9/4/2020)

*Annualized FTE Student to Nonfaculty Ratio: Annualized FTE Students/Nonfaculty Annualized FTE

January 1, 2022 updates to Appendix L: Act 50 Reporting on Academic Programs

The tables below reflect Act 50 reporting requirements related to academic programs as of December 20, 2021.

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

Programs are put into moratorium primarily due to low-enrollments, lack of career relevancy, high cost, or a combination of all. Programs in moratorium for 5 years are terminated unless the university has specific plans to reorganize.

Degree Programs and Concentrations Put into Moratorium or Terminated (July 1, 2021 – December 20, 2021) <i>*Does not include minors and certificates</i>			
	Award	Program Name	Concentration
Clarion	BFA	Art	<ul style="list-style-type: none"> • Art History • Drawing
Edinboro	BSED	Library Science	K-12 Library Science
	BAS	Technology Leadership	Professional Pilot
	BS	Integrative Studies	Sport Management
	MED	Early Childhood Education	
	BS	Applied Computing	Web and Mobile Application Development
<i>Programs terminated as part of Office of the Chancellor Processes; In moratorium five years.</i>			
California	BA	Spanish	
	BSED	Spanish	Degree is terminated with termination of listed concentration: <ul style="list-style-type: none"> • Secondary Education: Spanish
	BSED	French	Degree is terminated with termination of listed concentration: <ul style="list-style-type: none"> • Secondary Education: French
	BA	Philosophy	
	BA	English	<ul style="list-style-type: none"> • Language and Literacy
	BA	Sociology	<ul style="list-style-type: none"> • Applied Sociology

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

Degree Programs and Concentrations Put into Moratorium or Terminated (July 1, 2021 – December 20, 2021) <i>*Does not include minors and certificates</i>			
	Award	Program Name	Concentration
California <i>(Continued)</i>	BSED	Middle Level Grades 4-8	Degree is terminated with termination of listed concentration: <ul style="list-style-type: none"> • Math, Language Arts & Reading • Math and Science • Math and Social Studies • Science, Language Arts & Reading • Science and Social Studies
	MAT	Secondary Education	<ul style="list-style-type: none"> • French
	MED	School Counseling	Elementary and/or Secondary Guidance
	MS	Sport Management Studies	Sports Counseling
Clarion	BS	Chemistry	<ul style="list-style-type: none"> • Business
Edinboro	BS	Health and Physical Education	<ul style="list-style-type: none"> • Recreation Administration • Sport Administration
	BSED	General Science-Secondary	
	MED	Special Education	Special Education – Math/Science
	MED	Education	Middle/Secondary Instruction – Math/Science Teacher Certification
	MSN	Nursing	Nurse Educator

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

The tables below reflect Act 50 reporting requirements related to academic programs as of December 20, 2021.

- The number of academic programs by location.

January 2022 Update

Number of Degree Programs by Location December 20, 2021			
	Undergraduate	Graduate	Total
California	67	28	95
Clarion	53	10	63
Edinboro	40	15	55

July 2021 Update (At plan approval)

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

January 1, 2022 updates to Appendix J: Act 50 Reporting on Property for Sale

The tables below reflect Act 50 reporting requirements related to property for sale as of December 20, 2021.

- List of property that is for sale or has been sold and the value of the proceeds from the sale.

Property for Sale	Estimated Value	Property Sold	Value of Sale Proceeds	Notes
Edinboro University - Porreco Campus	\$2 - \$3 million	N	\$3,207,106	Closing occurred on July 28, 2021
Clarion University, 915 Corbett St and 177 Greenville Ave, Clarion, PA		Y	\$77,500	Sale closed on July 20, 2021
Clarion University, 957 Corbett St, Clarion, PA	\$56,350	Y	\$56,350	Sale closed on October 15, 2021
Clarion University, 963 Corbett St, Clarion, PA	\$70,000	Y	\$70,000	Sale closed on October 29, 2021
Clarion University, 961 Corbett St, Clarion, PA	\$66,000	Y	\$66,000	Sale closed on November 17, 2021
Clarion University, 959 Corbett St, Clarion, PA	\$56,650	Y	\$56,650	Sale closed on November 17, 2021



Summary of 2021-22 Proposed One-Time Funding Investments as of Fall 2021: (Student Success • DEI • Workforce Development)

NOTES: The following table includes estimated amounts of one-time funds each university intends to invest in the initiatives listed below, as initially submitted in Fall 2021. The list of initiatives and amount invested in each are subject to change based on evolving needs and circumstances at the university. The initiatives listed here may not represent the full amount of one-time funds allotted to the university. The projected outcomes assume successful completion of the initiatives and are based on the circumstances at the time of the estimated investments.

NE Integration: Bloomsburg (BL); Lock Haven (LO); Mansfield (MA)			
Category	Description	Investment	Impact
Student Success	BL – Scholarships for in-state first-time students	\$460,000	Enhance four-year scholarship packages for in-state UG degree first time students entering in the fall of 2022
Student Success	BL – Scholarships for out-of-state first-time students	\$400,000	Enhance four-year scholarship packages for out-of-state UG degree first-time students entering in the fall of 2022
Student Success	BL – Scholarships for transfer students	\$400,000	Enhance two-year scholarship packages for transfer students entering in the fall of 2022
Student Success	BL – Retention Grants	\$200,000	Improve student retention
Student Success	LO – Retention - Student Success Center	\$25,000	Software to provide data and analytics to identify students who are most in need of retention services.
Student Success	LO – DEI Multicultural Recruitment and Retention Initiatives	\$30,000	Programming and initiatives to increase recruitment and retention of diverse student populations.
Student Success	LO - Recruitment, marketing and web strategies	\$200,000	Upgrade to website, digital and media channels, advertising, recruitment assets, etc.
Student Success	LO – Counseling - APSCUF Temporary Counselor	\$40,000	Hire a mental health counselor to assist students in the counseling center.
Student Success	LO – Campus Visit Promotional Campaign	\$43,000	Provide free overnight accommodations to students and families who would like to visit campus.
Student Success	LO – Grants (Bald Eagle Awards) –	\$655,000	Provide need-based grants through the financial aid awarding process to encourage first-time students to enroll.
Student Success	LO – Impact Awards	\$225,000	Provide grants to new students who are likely to enroll but need additional financial aid and to currently enrolled

			students who are at risk of dropping out because of financial stress.
Student Success	MA - Summer Gateway program	\$200,000	Enhance conversion and success of conditionally admitted students
Student Success	MA - Need-Based completion grants	\$358,000	Improve retention in the short term and graduation rates in the long term
Student Success	MA - Academic program tech enhancements	\$250,000	Upgrade tech for high-demand programs and others that have room to grow, with focus on graphic design. Costs for additional marketing for technology enhancement will be included in this initiative.
Student Success	MA – Transfer /readmit student campaign	\$50,000	Provide financial aid grants to attract transfer students and to bring back those who left without completing a degree.
Student Success	MA - Early College	\$40,000	Provide supports for dual enrollment, magnet programs, HS partnerships, etc. Subsidize cost of tuition for dual enrolled students.
DEI	BL/LO/MA - Transformation Accelerator Model	\$400,000	Support a three-university approach to integrating all practices with DEI as a founding framework
Workforce Dev.	Infrastructure	\$90,000	Support entry-level training programs that align with employers' requirements for in-demand occupations
Workforce Dev.	Scholarships	\$240,000	ACT 120 training scholarships and credit by exam; CDL need-based scholarships; BAS TL major scholarships for community college transfers
Workforce Dev.	Marketing	\$50,000	Promote workforce development initiatives
Workforce Dev.	Pilot/incubator programs	\$150,000	Cover costs of development, implementation, marketing, and testing/certification

Estimated Investments:

- Student Success: \$3.5M
- DEI: \$400K
- Workforce Development: \$530K

Estimated Outcomes:

Bloomsburg:

- Projected new enrollment: Will achieve the FTF goal of 1800 (+400 students) and FTT goal of 350 (+57); overall increase of 457 new students compared to fall 2021
- Projected student retention increase: 1% per year over the next 4 years

Lock Haven:

- Projected new enrollment: Will achieve the FTF goal of 600 (+74 students) and FTT goal of 135 (+8); overall increase of 82 new students compared to fall 2021.
- Projected student retention increase: 1% per year over the next 4 years

Mansfield:

- Projected new enrollment: Will achieve the FTF goal of 400 (+20) and FTT goal of 90 (+5); overall increase of 25 new students compared to fall 2021.
- Projected student retention increase: 1% per year over the next 4 years

Western Integration: California (CA); Clarion (CL); Edinboro (ED)

Category	Description	Investment	Impact
Student Success	CA - Marketing initiatives - Undergrad	\$400,000	Enhance marketing platform to better engage recruits, including in high schools in which the university is lesser known
Student Success	CA - Marketing initiatives - Grad	\$900,000	Enhance demographically targeted digital marketing campaigns with higher levels of prospect tracking and follow through
Student Success	CL - Undergraduate retention initiative	\$200,000	Add capacity to the student success coach effort with the goal of increasing year-to-year retention by 1%
Student Success	CL - Undergraduate marketing and advertising initiative	\$500,000	Increase marketing/recruitment in a targeted program with high contribution margins per FTE
Student Success	CL - Graduate marketing and advertising initiative	\$475,000	Increase marketing/recruitment in a targeted program with high contribution margins per FTE
Student Success	ED - Undergraduate retention initiative	\$200,000	Add capacity to the student success coach effort with the goal of increasing year-to-year retention by 1%
Student Success	ED - Undergraduate marketing and advertising initiative	\$500,000	Increase marketing/recruitment in a targeted program with high contribution margins per FTE
Student Success	ED - Graduate marketing and advertising initiative	\$475,000	Increase marketing/recruitment in a targeted program with high contribution margins per FTE
DEI	DEI Undergraduate Student Engagement Research Project	\$72,000	Enhance educational experiences and degree attainment; provide a collaborative research opportunity across the three campuses
DEI	Diversifying the Curriculum	\$25,000	Increase URM enrollment and retention
DEI	Enrollment Management presence in the Philadelphia market	\$200,000	Increase URM enrollment
DEI	FDI support	\$74,000	Increase URM enrollment and retention
DEI	Intentional Programming to Close the Graduation Equity Gap for Underrepresented	\$45,000	Decrease 6-year graduate gap for URM
DEI	Search Advocacy Program	\$7,500	Train faculty and staff to assist with employee searches to promote equity, validity, and diversity
DEI	Summer College Prep Program	\$40,000	Increase URM student enrollment

Workforce Dev.	CA - Outreach to alumni base to promote existing certificate programs	\$221,000	Provide student scholarships and increase marketing/promotion to increase enrollment
Workforce Dev.	CL - Leverage WEDnetPA and other initiatives to grow workforce enrollments	\$176,000	Provide scholarships for students
Workforce Dev.	ED - Workforce development Scholarships to address teach shortage	\$178,000	Address teacher shortage and increase enrollment in graduate programs

Estimated Investments:

- Student Success: \$3.7M
- DEI: \$460K
- Workforce Development: \$575K

Estimated Outcomes:

- Projected new enrollment: 50 students (change between Fall '21 and Fall '22)
- Projected student retention increase: 1% per year over the next 4 year(s)
- Projected increase in non-credit credentials: The goal of this program is to focus on specific programmatic initiatives that will allow us to drive enrollment and retention without the need to increase expenses to the university and add personnel. Non-credit credentials are part of our workforce development plan.

Cheyney

Category	Description	Investment	Impact
Student Success	Agribusiness farming, extracting/processing and retail curriculum	\$493,000	Provide students access to academic coursework and internship opportunities
DEI	Focus on engagement, retention, pedagogy, and inclusivity	\$69,000	Increase student retention, engagement, curriculum diversity, and decrease in incidents of bias, hate, harassment and discrimination
Workforce Dev.	Employee training and support tools	\$89,000	Support university employees with additional online training opportunities and professional development tools to better serve adult student and provide workforce credentials

Estimated Investments:

- Student Success: \$493K
- DEI: \$69K
- Workforce Development: \$89K

Estimated Outcomes:

- Projected new enrollment: 26 students (change between Fall '21 and Fall '22)
- Projected student retention increase: 3.5% over the next 2 years
- Projected improvement in employee turnover: 1.5% over the next 1 year
- Projected increase in employee productivity: 1% over the next 1 year

East Stroudsburg

Category	Description	Investment	Impact
Student Success	Enrollment management consultant	\$350,000	Enhance enrollment
Student Success	Marketing	\$150,000	Increase enrollments
Student Success	Seasonal recruiters and processors	\$189,000	Enhance recruitment bandwidth
Student Success	Institutional aid (HS scholarships)	\$750,000	Increase local student enrollments
DEI	Enhance peer tutoring and programming for living/learning communities and men/women of color initiatives	\$125,000	Increase retention and persistence rates of participating students
Workforce Dev.	CAEL Initiatives – Phlebotomist Tech; Substitute Teacher Cert; Behavioral Health CEUs	\$146,000	Provide program supports, marketing, and scholarships
Workforce Dev.	Building Info Modeling (BIM) Cert	\$10,000	Provide tuition discounts for BIM beginner program
Workforce Dev.	Common student platforms (Handshake, PeopleGrove, Big Interview, FOCUS 2)	\$43,000	Invest in software platforms that will aid students in mentoring, job interviewing, placement, and career planning

Estimated Investments:

- Student Success: \$1.4M
- DEI: \$125K
- Workforce Development: \$200K

Estimated Outcomes:

- Projected new enrollment: ESU's goal will increase the First-Time Student enrollment by approximately 21% and First-Time Transfer enrollment by 7%, over prior year
- Projected student retention increase: 2.7% over the next 2 years(s)
- Projected increase in non-credit credentials: 4 programs over the next 2 year(s)

Indiana

Category	Description	Investment	Impact
Student Success	Institutional aid	\$1,800,000	Enhance affordability for incoming undergraduate students; provide emergency aid to clear roadblocks to registration
DEI	First-Year Student Support (peer mentoring)	\$48,000	Increase enrollment and retention

DEI	Welcome Week DEI & Student Success Course	\$41,000	Increase retention and persistence rates of participating students
DEI	Faculty Professional Development	\$100,000	Enhance faculty preparedness
DEI	Climate Survey Formal University Response & DEI Strategic Plan	\$85,000	Grow an inclusive and supportive environment for students, faculty, staff, alumni, and other members of the IUP community
Workforce Dev.	Expansion of healthcare career pathways	\$315,000	Invest in five programs that directly respond to healthcare competency needs identified by the Prepared4PA work
Workforce Dev.	Leadership development continuing education	\$35,000	Meet continuing education needs of nurses, healthcare workers, and school superintendents

Estimated Investments:

- Student Success: \$1.8M
- DEI: \$274K
- Workforce Development: \$350K

Estimated Outcomes:

- Projected new enrollment: 206 credit programming students (Fall 2022 headcount); 175 clock-hour students (new headcount across 2022-23)
- Projected student retention increase: These initiatives are targeting new student enrollment; however, funds that are not expended to increase incoming new student enrollment would be used to support the retention and persistence of our students by offering financial support for those students who have exhausted all other resources.
- Projected increase in non-credit credentials: 3 programs over the next 2 year(s)

Kutztown

Category	Description	Investment	Impact
Student Success	Recruitment and retention	\$450,000	Adopt an early alert system to increase student retention/progression
Student Success	Faculty development	\$229,000	Enhance teaching skills of faculty to increase student success
Student Success	Institutional aid	\$750,000	Focusing on Pell-eligible freshmen and CC transfers
DEI	Summer Funding for Tuition & Fees	\$11,000	Increase enrollment, retention and persistence
DEI	College Readiness Olympics	\$18,000	Increase enrollment and diversity
DEI	Dual Enrollment of Diverse Populations	\$6,000	Increase enrollment and diversity
DEI	Increasing Access to Diverse Populations in Athletics	\$4,000	Diversify athletic teams

DEI	MORE (Multicultural Overnight Recruitment Experience)	\$10,000	Increase enrollment and diversity
DEI	Student Resilience Group	\$5,000	Increase retention
DEI	KU Emerging Scholars Mentoring Program Pilot	\$47,000	Increase retention
DEI	FDI Director Funding	\$21,000	Increase support for diverse faculty and students
DEI	Faculty Success Program for Underrepresented Faculty	\$25,000	Increase support for diverse faculty, and thereby diverse students
DEI	GAP Mentor Program	\$8,000	Increase recruitment of underrepresented students
DEI	Diversity in hiring	\$30,000	Increase diversity of faculty and staff
DEI	Stonewall Community Mentor Program	\$6,000	Increase retention/persistence
Workforce Dev.	Professional development to prepare faculty and staff to better serve adult learners	\$30,000	Increase faculty and staff ability to deliver workforce credentials through a train-the-trainer approach
Workforce Dev.	Media production technology investment	\$80,000	Upgrade hardware and software for use in training programs related to media production
Workforce Dev.	Develop certificate and non-credit courses in high-demand fields	\$90,000	Enhance KU's ability to serve workforce reskilling and upskilling needs in areas such as education and social work
Workforce Dev.	Non-credit Spanish Language Courses for Teachers	\$16,000	Equip K12 teachers with basic Spanish language speaking and comprehension to better serve students and parents in language-diverse schools
Workforce Dev.	Immersive Farmer Training Program Student Support	\$35,000	Provide scholarships and stipends to students to enable them to focus on their studies and work in this program

Estimated Investments:

- Student Success: \$1.4M
- DEI: \$191K
- Workforce Development: \$251K

Estimated Outcomes:

- Projected new enrollment: 50 students (change between Fall '21 and Fall '22)
- Projected student retention increase: As KU has increased retention by 4% over the last 5 years; our goal is to maintain that increase while increasing retention for Black, Hispanic, and Asian students by 2% over the next 3 year(s)
- Projected increase in non-credit credentials: 4 programs over the next 2 year(s)

Millersville			
Category	Description	Investment	Impact
Student Success	Recruitment	\$640,000	Enhance open houses, off-campus recruitment, marketing for adult completers and graduate programs, etc.
Student Success	Retention	\$660,000	Introduce/expand a suite of tools to enhance student engagement in advising, early alerts, tutoring, etc.
DEI	Expand student experiential learning; training for student/faculty/staff; train-the-trainers effort	\$95,000	Foster an innovative and inclusive campus climate
DEI	Enhance communication methods and materials to promote and celebrate DEI	\$95,000	Ensure inclusive and equitable policies and practices
Workforce Dev.	Experiential learning	\$245,000	Provide financial support for undergraduate students to complete academic internships with non-profits or gov't agencies
	Mentorship		Expand alumni career mentors engaging with the university
	Recent grad CE scholarships		Cover costs of online CE programs that offer just-in-time learning in areas of need
	Teacher prep certification		Provide scholarships for students moving from emergency teacher certification to initial certification
Estimated Investments: <ul style="list-style-type: none"> • Student Success: \$1.3M • DEI: \$190K • Workforce Development: \$245K 			
Estimated Outcomes: <ul style="list-style-type: none"> • Projected new enrollment: 150 students (change between Fall '21 and Fall '22) • Projected student retention increase: Target of 1% annual increase; 5% total over the next 5 year(s) • Projected increase in non-credit credentials: 75 new participants in 2022-23; 75 additional in the 2023-24 			

Shippensburg			
Category	Description	Investment	Impact
Student Success	Recruitment and admissions	\$600,000	Enhance recruitment through HS acceptance program; summer bridge; etc.
Student Success	Retention and graduation	\$800,000	Enhance programs such as first-gen mentoring, underrepresented student retention programs, textbook and tech assistance, early alert enhancements, etc.

DEI	Curriculum Diversity	\$64,140	Establish Curriculum Diversity learning community(ies) to develop comprehensive models to achieve curriculum diversity
DEI	Graduate School student diversity	\$50,000	Increase enrollment of diverse students in graduate school programs
DEI	High Impact Practices and Co-curricular High Impact Practices to address high DFW rates of underserved students	\$50,000	Increase student retention
Workforce Dev.	Enhance Professional, Continuing, and Distance Education infrastructure	\$210,000	Increase revenue generated by noncredit courses

Estimated Investments:

- Student Success: \$1.4M
- DEI: \$164K
- Workforce Development: \$210K

Estimated Outcomes:

- Projected new enrollment: 198 students (change between Fall '21 and Fall '22)
- Projected student retention increase: 2% each year for the next 5 years
 - This cycle, SU will create a sustainable infrastructure to address with textbook costs (an established pain point for Ship students), enhance programs serving underserved populations, and create data infrastructure to continually infuse the student voice in the program design.
- Projected increase in non-credit credentials: 50% over the next 3 years
 - Investment indirectly supports growth of existing and planning career readiness and workforce development initiatives by expanding the necessary infrastructure to support learner. This includes a robust ecommerce experience; providing a digital badging platform highlighting learned skills recognized by employers; marketing and engagement programs to build program awareness and drive enrollment; engagement with employers in a campus-wide, concise, consistent, and branded manner that increases connectivity with and awareness of SU as it relates to continuing education, career readiness and workforce development; and integrates recruitment, graduate programming, and conference services.

Slippery Rock

Category	Description	Investment	Impact
Student Success	Recruitment	\$750,000	Enhance recruitment strategies for freshmen, transfer and graduate student populations; increase institutional aid for same
Student Success	Retention	\$676,000	Enhance student retention efforts through programs such as student persistence scholarships, early college resilience programs, and underrepresented student supports
DEI	Student retention programs (e.g. life design and engagement efforts)	\$230,000	Increase student retention

Estimated Investments:

- Student Success: \$1.4M
- DEI: \$230K
- Workforce Development: No funding requested

Estimated Outcomes:

- Projected new enrollment: 150 total new transfer and first-year students (change between Fall '21 and Fall '22)
- Projected student retention increase: 1% over the next 3 year(s)

West Chester

Category	Description	Investment	Impact
Student Success	Moonshot for Equity	\$1,685,000	Institutionalize measures to close achievement gaps and support socioeconomic mobility for graduates
DEI	Moonshot for Equity	\$351,000	Institutionalize measures to close achievement gaps and support socioeconomic mobility for graduates

Estimated Investments:

- Student Success: \$1.7M
- DEI: \$351K
- Workforce Development: No funding requested

Estimated Outcomes:

- Four-year graduation rate of minority achievement gap will be within 3-points of 53.23% by fall of 2023, which is the university's current 4-year graduation rate.
- Reduce the equity gap between underrepresented (URM) and Non-URM first-time full-time first year student 4-year graduation rates by 20% from 24.8 points (fall 2018) to 19.8 in fall 2023.