



April 2022

Dear Appropriations and Education Committee Chairs,

Attached you will find the quarterly report on our integrating universities' 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 we advance. You will also find high-level milestones, timeline revisions, and plan updates associated with our progress.

As outlined in July, the final implementation plans are living documents that we anticipate will be 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.

This past quarter marked one of the most significant milestones in our integration journey with our accreditor's approval of the plans. With this approval, the integrated universities are now able to begin marketing the new institutions and is a major step forward. This approval is an acknowledgement of the hard work and dedication of countless individuals making this integration a reality for our students, communities, and region. The next quarter's activities set the stage for the final work to stand up Pennsylvania Western University (PennWest) beginning its operations July 1, 2022. We are nearing the end of our implementation plan journey and are ready to embark on the transformative work at the new university. We would like to thank everyone who has supported us in achieving these milestones.

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

- 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.
 - a. STATUS: Complete - Middle States approved the complex substantive change request in March 2022. Interim Curriculum Committee was formed and procedures were approved to review and make recommendations on curriculum synthesis underway. Published 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.
 - a. STATUS: Complete/Ongoing – A comprehensive branding strategy for the integrated university, Pennsylvania Western University (PennWest), has been developed and will be executed over the transition period. Communication department functions and needs have been evaluated and established. This is one area will work will be ongoing, with continual development.
- 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.

- a. STATUS: Complete - Developed a single budget and planning process for PennWest. Finalized cutover plans for HR, payroll, finance, budget, procurement activities.
- 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.
 - a. STATUS: Ongoing - Launched single CRM and the first phase of single SIS system. Began course schedule development for Fall 2022.
- 5) **Governance** - Continue transition of functional leadership to the integrated cabinet / leadership team. Development of new Shared Governance models which includes representation from faculty, staff and students. 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.
 - a. STATUS: Ongoing – Continued communications for organizational and system changes to employees during transition. Continued implementation of integrated HR technology platform for employees.
- 6) **Online** – Finalize business model for partner relationships for online university. Refine the program array for online delivery.
 - a. STATUS: Various – Refined program array and selected programs to pilot in a fully online environment. Partner relationship business model being refined and on schedule for Fall 2022.
- 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.
 - a. STATUS: Various – Finalized student fee structure for Fall 2022. Established best practices for behavioral intervention on all campuses. Student governance structure is on track to be implemented before Fall 2022 semester.

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 final implementation activities planned for the July launch of PennWest University include:

1. **Academic** – The synthesized academic curriculum is being implemented over two to three academic years, with the majority of undergraduate and graduate curricula implemented in fall of 2023. The work of the Interim Curriculum Committee will conclude in late summer or fall 2022, and normal curriculum operations will be taken up by a new university curriculum committee. The team is developing an integrated academic catalog and the plan to implement synthesized graduate programs. They are launching marketing for pilot online programs.
2. **Communications** – Continue executing on communications strategy to engage students, faculty and staff through an integrated university branding and messaging campaign as well as an integrated website.
3. **Finance and Administration** – The creation of the new university requires the creation of a new organization and associated account code structures for financial transactions and payroll in the SAP ERP system. The new university’s organization structure has been created and balances from the three integrating universities have been mapped into the new university’s account code structure to allow for financial transaction processing including payroll. Suppliers will be notified of the changes with communications in April and May. Testing and cutover activities are planned for May and June. These activities allow for the final audited financial statements to be issued in the fall of 2022 and the new financial statements to be issued for fiscal year 2022/23. Additionally, a new billing system conversion is planned to launch. These activities allow for normal operations to begin July 1, 2022.

4. **Student experience** – The new university will be finalizing and launching critical documents for the student experience including the integrated student handbook and code of conduct as well as other required procedures. Work is being completed to welcome students to the integrated campus through orientation and communications. Finally, standardized transcripts and dual enrollment processes are being finalized for students for the fall.
5. **Technology** – The integrated Student Information Systems continues to launch new functionality with course registration planned. PennWest will conclude the major technology upgrades with the new Student Information System (OneSIS) implementation in the fall of 2022.
6. **Governance** – All employees will receive communications related to the final organizational design and personnel / job descriptions for the integrated university. HR Shared Services will be launched with a strategic university HR office and centralized HR transaction processing for the six integrating universities. Establish a standardized process for shared governance across the integrated university including updating appropriate policies.

Finally, as part of the University Financial Sustainability and the Comprehensive Planning Process, a revised spring CPP projection is being submitted. The university has made progress from the September CPP through workforce reductions and will continue to address its issues through a combined focus on enrollment and expenditures.

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	April 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"> No Updates 	<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"> Updated 	
(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"> Updated 	<ul style="list-style-type: none"> Updated in April and October
(6) Graduation outcomes 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"> Updated 	<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	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)

current and subsequent two fiscal years.			
(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"> • No Updates 	<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

Integration Pillars

Quarter 1 - 2022
(Jan, Feb, Mar)

Quarter 2 - 2022
(Apr, May, Jun)

<p>Student Experience</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop a common timeline and editorial calendar (orig. Q2 '21) <input checked="" type="checkbox"/> Develop internal brand awareness campaign and determine communication functions and needs (orig. Q3 '21) <input checked="" type="checkbox"/> Determine student fees <input checked="" type="checkbox"/> Ensure availability of disability/accessibility services (including access, accommodation protocols, resources) (orig. Q1 '22) <input checked="" type="checkbox"/> Established best practices for all three programs and developed a common policies and procedures manual for the PennWest athletic programs <input checked="" type="checkbox"/> Communicate unified academic array (orig. Q2 '22) <input checked="" type="checkbox"/> Execute strategic marketing plan (orig. Q3 '21) <input checked="" type="checkbox"/> Provide international services and opportunities (e.g., study abroad) (orig. Q2 '21) 	<ul style="list-style-type: none"> <input type="checkbox"/> Provide access to tutoring resources (orig. Q2 '21) <input type="checkbox"/> Ensure testing resources and procedures are in place (standardized testing, CLEP/DSST) <input type="checkbox"/> NCAA decision on athletics program structure (orig. Q3 '21) <input type="checkbox"/> Provide services around student of particular concern (i.e., Behavior Intervention Teams, Red Folder resources, clear emergency/crisis policies and procedures, gatekeeper training) (orig. Q1 '22) <input type="checkbox"/> Finalize student activity fee <input type="checkbox"/> Evolve infrastructure for Title IX compliance (including staffing, training, and protocols) for students and employees <input type="checkbox"/> Begin integrated website design and development <input type="checkbox"/> Publish academic catalog for Fall 2022 (orig. Q2 '22)
<p>Academics</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Address ongoing faculty contractual committee, issues, and decisions (continuing) (orig. Q4 '21) <input checked="" type="checkbox"/> Select fully online pilot programs <input checked="" type="checkbox"/> Build instructional design and success coach staff, move into physical space 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop an integrated academic catalog <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 (continuing) (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 (orig. Q1 '22)
<p>Institutional Accreditation</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> MSCHE approval of CSC request form <input checked="" type="checkbox"/> Provide additional information to peer evaluators based on requests, if needed <input checked="" type="checkbox"/> Institutional response to the Peer Evaluator findings report 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop accreditation maintenance and support infrastructure using the MSCHE Standards/Articles of Affiliation the Office of Institutional Effectiveness
<p>Regional SIS & Enrollment</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Launch integrated CRM and SIS, begin course schedule development for Fall 2022 <input checked="" type="checkbox"/> Convert to one common academic, processing, and disbursement calendar (orig. Q2 '21) <input checked="" type="checkbox"/> Determined PHEAA requirements/changes with programs for integrated university implementation (orig. Q1 '22) <input checked="" type="checkbox"/> Develop common admissions deadlines (orig. Q2 '21) <input checked="" type="checkbox"/> IT governance & policy alignment (data retention, email retention, equipment replacement plan, cloud service, information security) <input checked="" type="checkbox"/> Student and course data conversions (orig. Q1 '22) <input checked="" type="checkbox"/> Determine of the impact of integration on all existing MOUs and affiliation agreements for dual enrollment programs (orig. Q3 '21) 	<ul style="list-style-type: none"> <input type="checkbox"/> Transcript development (orig. Q1 '22) <input type="checkbox"/> Integrate three schools to one shared SIS <input type="checkbox"/> Establish standardization of scholarships and criteria (orig. Q3 '21) <input type="checkbox"/> Create integrated recruitment strategy for the integrated university (orig. Q3 '21)
<p>Finance and Infrastructure</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Recommend implementation of shared services models where possible (orig. Q2 '21) <input checked="" 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 checked="" type="checkbox"/> Refine financial and enrollment projections (orig. Q4 '21) <input checked="" type="checkbox"/> Developed and implemented a singular budget methodology and planning process for the integrated university (orig. Q4 '21) 	<ul style="list-style-type: none"> <input type="checkbox"/> Review and execute approved tuition and fee structures for AY 22-23 and AY 23-24 <input type="checkbox"/> Convert to new billing system for Fall 2022 <input type="checkbox"/> Retain separate foundations and alumni associations while identifying collaborations and shared services opportunities <input type="checkbox"/> Determine pricing model for integrated university – by campus and program (orig. Q3 '21)
<p>Human Resources</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Work with System LR and the Academic Affairs with collective bargaining unit items and support LR and negotiation teams <input checked="" type="checkbox"/> Finalize recommended organizational structure, job descriptions, and placements (orig. Q2 '22) <input checked="" type="checkbox"/> Create integrated HR structure consisting of a campus-based staff reporting to single leadership position (orig. Q2 '22) 	<ul style="list-style-type: none"> <input type="checkbox"/> Support Shared Services HR model <input type="checkbox"/> Support leadership, departments, and bargaining units to address issues related to formal integration

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

The tables below reflect the Act 50 financial sustainability analysis reporting requirements as of March 25, 2022.

- Operating budget and total budget for each university

UNRESTRICTED BUDGET (EDUCATIONAL AND GENERAL AND AUXILIARY)

	FY 2020-21			FY 2021-22			FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	CA	CL	ED	CA	CL	ED	Integrated University	Integrated University	Integrated University	Integrated University
Revenues										
Tuition	\$60,179,054	\$33,482,062	\$36,636,311	\$56,105,434	\$29,763,712	\$34,840,291	\$120,953,982	\$126,341,161	\$131,019,171	\$136,330,760
Fees	14,468,223	11,496,465	10,303,418	15,132,054	11,577,289	9,912,936	37,108,101	37,677,959	38,053,122	38,432,036
State Appropriation	34,181,375	26,512,315	28,576,510	33,410,386	26,237,620	27,424,855	88,814,318	90,590,604	92,402,415	94,250,463
Auxiliary Sales	2,533,988	6,622,070	3,331,024	12,469,840	11,855,235	11,950,291	36,173,238	36,534,971	36,900,321	37,269,324
All Other Revenue	13,638,092	17,067,582	3,856,031	15,989,876	14,214,647	26,170,053	36,187,469	29,952,095	21,024,760	19,127,760
Total Revenues	\$125,000,732	\$95,180,494	\$82,703,294	\$133,107,590	\$93,648,503	\$110,298,426	\$319,237,108	\$321,096,790	\$319,399,789	\$325,410,343
Expenditures										
Compensation Summary:										
Salaries and Wages	\$56,487,609	\$42,299,142	\$46,656,688	\$55,775,107	\$40,638,987	\$43,737,054	\$136,140,780	\$138,744,107	\$140,535,847	\$142,492,456
Benefits	25,145,264	20,477,501	22,589,382	24,104,036	19,709,530	21,473,384	67,252,119	68,538,337	69,561,291	71,079,678
Subtotal, Compensation	\$81,632,873	\$62,776,643	\$69,246,070	\$79,879,143	\$60,348,517	\$65,210,438	\$203,392,899	\$207,282,444	\$210,097,138	\$213,572,134
Student Financial Aid	7,872,605	6,128,828	3,397,074	7,867,605	6,379,730	4,909,944	19,993,486	19,993,486	19,993,486	19,993,486
Other Services and Supplies	24,730,053	25,738,843	20,629,229	32,060,153	29,666,164	27,436,362	89,834,108	92,746,092	93,187,542	94,566,872
Subtotal, Services and Supplies	\$32,602,658	\$31,867,671	\$24,026,303	\$39,927,758	\$36,045,894	\$32,346,306	\$109,827,594	\$112,739,578	\$113,181,028	\$114,560,358
Capital Expenditures and Debt Principal Payments	6,787,439	4,578,924	6,137,408	8,628,339	4,663,809	5,262,028	18,260,903	17,948,407	17,726,183	17,653,004
Total Expenditures	\$121,022,970	\$99,223,238	\$99,409,781	\$128,435,240	\$101,058,220	\$102,818,772	\$331,481,396	\$337,970,429	\$341,004,349	\$345,785,496
Revenues Less Expenditures	\$3,977,762	(\$4,042,744)	(\$16,706,487)	\$4,672,350	(\$7,409,717)	\$7,479,654	(\$12,244,288)	(\$16,873,639)	(\$21,604,560)	(\$20,375,153)
Transfers to Plant Fund	141,009	(2,004,830)	(7,768,698)	0	0	0	190,000	190,000	190,000	190,000
Revenues Less Expenditures and Transfers	\$3,836,753	(\$2,037,914)	(\$8,937,789)	\$4,672,350	(\$7,409,717)	\$7,479,654	(\$12,434,288)	(\$17,063,639)	(\$21,794,560)	(\$20,565,153)
Supplemental Resources/Adjustments										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Use of One-Time COVID Funds (revenue recognition adjustment)	\$6,306,291	\$4,624,749	\$2,941,148	(\$6,306,291)	(\$4,624,749)	(\$2,941,148)	\$0	\$0	\$0	\$0
Revenues and Use of Supplemental Resources/Adjustments Less Expenditures & Transfers	\$10,143,044	\$2,586,835	(\$5,996,641)	(\$1,633,941)	(\$12,034,466)	\$4,538,506	(\$12,434,288)	(\$17,063,639)	(\$21,794,560)	(\$20,565,153)
Annualized FTE Enrollment										
Undergraduate	4,299.00	3,177.23	2,843.17	4,002.00	2,801.13	2,604.24	9,175.52	9,240.23	9,302.28	9,382.94
Graduate	1,842.00	606.65	1,010.79	1,724.00	524.12	956.60	3,345.16	3,461.54	3,612.99	3,772.15
Total Annualized FTE Enrollment	6,141.00	3,783.88	3,853.96	5,726.00	3,325.25	3,560.84	12,520.69	12,701.77	12,915.27	13,155.09
FTE of Budgeted Unrestricted Employees, Net of Turnover										
Faculty	282.91	228.77	261.65	273.25	203.11	231.04	669.36	669.36	669.36	670.36
Nonfaculty	359.56	298.98	272.97	336.05	279.29	248.26	850.48	850.48	850.48	853.58
Total FTE of Budgeted Employees	642.47	527.75	534.62	609.30	482.40	479.30	1,519.84	1,519.84	1,519.84	1,523.94

April 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 March 25, 2022.

- Integration budget and cumulative expenditures

Integration Budget and Cumulative Expenditures FY 2021/22 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	(\$73,133)	\$1,036,467
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	(209,327)	737,673
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	(\$2,314,033)	\$11,761,959

Integration Budget and Cumulative Expenditures FY 2021/22 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	(\$1,153,450)	\$7,499,127
West Integration	1,915,545	7,811,072	2,261,875	2,087,500	0	0	14,075,992	(2,314,033)	11,761,959
Both Integrations	1,261,000	5,600,000	0	0	0	0	6,861,000	(4,414,848)	2,446,152
Average	\$4,248,662	\$18,319,972	\$2,995,015	\$2,818,640	\$603,640	\$603,640	\$29,589,569	(\$7,882,331)	\$21,707,238

April 1, 2022 updates to Appendix O: Act 50 Reporting on Student Metrics and Analysis

The information below reflect Act 50 reporting requirements related to enrollment projections and graduation outcomes as of March 25, 2022.

- Total Full-Time and Part-Time Enrollment

University	Spring 2021		
	Full Time	Part Time	Total
California	3,913	2,096	6,009
Clarion	2,370	1,248	3,618
Edinboro	2,691	1,060	3,751
Total	8,974	4,404	13,378

- Graduation Outcomes

University	Fall 2017 Cohort	
	4 Year	6 Year
California	32.00%	n/a
Clarion	44.90%	n/a
Edinboro	45.00%	n/a
Average	40.63%	n/a

April 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 March 25, 2022.

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

Employee Headcount as of 03/25/2022				
	Total Employee Headcount	Faculty	Total Nonfaculty	AFSCME
California	701	356	345	161
Clarion	582	244	338	175
Edinboro	522	267	255	121
Integrations Result	1,805	867	938	457

Employee Headcount as of 03/25/2022								
	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU	PSSU	Physicians
California	79	56	14	31		4		
Clarion	67	43	7	25		9	12	
Edinboro	63	31	10	21	1	5		3
Integrations Result	209	130	31	77	1	18	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 March 25, 2022 (will be subject to retro-activity)

April 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 March 25, 2022.

- 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 (January 1, 2022 – March 25, 2022) <i>*Does not include minors and certificates</i>			
	Award	Program Name	Concentration
Program names highlighted in gray indicate the program was not put into moratorium, only the concentration(s) listed.			
Clarion	BSED	Library Science	? Library Science
	BAS	Technology Leadership	essional Pilot
	BS	Integrative Studies	rt Management
	BS	Communication	<ul style="list-style-type: none"> Advertising Public Relations Film Corporate Communication Broadcasting Communication Studies
	MEd	Education	<ul style="list-style-type: none"> Principalship Preparation English
	MEd	Early Childhood Education	
	BS	Applied Computing	Web and Mobile Application Development
	BS	Health and Physical Education	<ul style="list-style-type: none"> Recreation Administration Sport Administration
	BSED	General Science-Secondary	
	MED	Special Education	Special Education – High Incidence

April 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 March 25, 2022.

- The number of academic programs by location.

April 2022 Update

Number of Degree Programs by Location March 25, 2022 <i>* Does not include concentrations, minors, and certificates</i>			
	Undergraduate	Graduate	Total
California	67	28	95
Clarion	56	11	67
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

April 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 March 25, 2022.

- 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	Y	\$3,207,106	Closing occurred on July 28, 2021



April 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 we advance. You will also find high-level milestones, timeline revisions, and plan updates associated with our progress.

As outlined in July, the final implementation plans are living documents that we anticipate will be 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.

This past quarter marked one of the most significant milestones in our integration journey with our accreditor's approval of the plans. With this approval, the integrated universities are now able to begin marketing the new institutions, and is a major step forward. This approval is an acknowledgement of the hard work and dedication of countless individuals making this integration a reality for our students, communities, and region. The next quarter's activities set the stage for the final work to stand up Commonwealth University beginning its operations July 1, 2022. We are nearing the end of our implementation plan journey and are ready to embark on the transformative work at the new university. We would like to thank everyone who has supported us in achieving these milestones.

Commonwealth University's progress against the significant actions outlined for the third quarter FY 21/22 is noted below:

1. **Academic** – 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.
 - a. STATUS: Complete – Accrediting body (MSCHE) approved the complex substantive change request in March 2022. Interim Curriculum Committee was formed and procedures were approved to review and make recommendations on curriculum synthesis underway. Fall 2022 academic calendar was finalized and published.
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.
 - a. STATUS: Complete – A comprehensive branding strategy for the integrated university, Commonwealth University of Pennsylvania, has been developed and will be executed over the transition period.
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 process. 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.
- a. **STATUS:** Complete – Common procedures have been established and will be implemented for the first accounting cycle of the integrated university following July 1, 2022 effective date. Plans for accounting and HR transitions have been finalized and are being executed currently.
4. **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.
 - a. **STATUS:** Various – New student fee structure will be tied to a pricing study performed over the next three (3) months. Recommendations related to student governance have been established and are in process. Common practices for behavioral intervention has been developed and ready for implementation.
 5. **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 on 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 service HR office.
 - a. **STATUS:** Ongoing – Continue to align and standardize ancillary technologies as deemed appropriate. Aligned conversion of certain ancillary technologies to the OneSIS (Banner) migration plan. Continued progress on OneSIS configuration and implementation as planned and is on schedule. Continued implementation of integrated HR technology platform for employees.
 6. **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).
 - a. **STATUS:** Ongoing – Integrated University Cabinet has been finalized and is organized to provide leadership across the integrated university’s multiple campuses. Organizational alignment continues to evolve and integrate based on operational and student centric needs.

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 final implementation activities planned for the July launch of Commonwealth University include:

1. **Academic** – The synthesized academic curriculum is being implemented over two to three academic-years, with the majority of undergraduate and graduate curricula implemented in fall of 2023. The work of the Interim Curriculum Committee will conclude in late summer or fall 2022, and normal curriculum operations will be taken up by a new university curriculum committee. Establish guidelines and procedures for curriculum development within the integrated colleges and departments.
2. **Communications** – Continue executing on communications strategy to engage students, faculty and staff through an integrated university branding and messaging campaign. A unified website recruitment landing page is targeted for July 1st.
3. **Finance and Administration** – The creation of the new university requires the creation of a new organization and associated account code structures for financial transactions and

payroll in the SAP ERP system. The new university's organization structure has been created and balances from the three integrating universities have been mapped into the new university's account code structure to allow for financial transaction processing including payroll. Suppliers will be notified of the changes with communications in April and May. Testing and cutover activities are planned for May and June. These activities allow for the final audited financial statements to be issued in the fall of 2022 and the new financial statements to be issued for fiscal year 2022/23. Additionally, a holistic pricing analysis is being conducted for student tuition and fees to inform future tuition and fee structure(s) at the integrated university. These activities allow for normal operations to begin July 1, 2022.

4. **Student experience** – The new university will be finalizing and launching critical documents for the student experience including the integrated student handbook and code of conduct as well as other required procedures. Work is being completed to welcome students to the integrated campus through orientation and communications. Finally, standardized transcripts and dual enrollment processes are being finalized for students for the fall.
5. **Technology** – Students will continue to use the current student information systems for next academic year while the new Student Information System (OneSIS) is being implemented for the following year. Because of this phased in approach, the critical pieces for fall readiness include finalizing configuration, testing and launch a single, integrated CRM application across integrated university. Finally campus technical (active) directories are being configured and merged enabling easier access to systems and information from all campuses.
6. **Governance** – All employees will receive communications related to the final organizational design and personnel / job descriptions for the integrated university. HR Shared Services will be launched with a strategic university HR office and centralized HR transaction processing for the six integrating universities. Establish a standardized process for shared governance across the integrated university.

Finally, as part of the University Financial Sustainability and the Comprehensive Planning Process, a revised spring CPP projection is submitted. The university has made progress from the September CPP through workforce reductions and will continue to address its issues through a combined focus on enrollment and expenditures.

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	April 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"> No Updates 	<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"> Updated 	
(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"> Updated 	<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"> Updated 	<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	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)

current and subsequent two fiscal years.			
(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"> • No Updates 	<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

Integration Pillars	Quarter 1 - 2022 (Jan, Feb, Mar)	Quarter 2 -2022 (Apr, May, June)	Commonwealth University Integration
Student Experience	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Established a comprehensive, integrated marketing and communications strategy (orig. Q4-2021) <input checked="" type="checkbox"/> Determined and announced the integrated university name and branding <input checked="" type="checkbox"/> Determined communication function and needs (orig. Q4-2021) 	<ul style="list-style-type: none"> <input type="checkbox"/> Implement a unified Title IX, Sexual Misconduct process and structure (orig. Q1-2022) <input type="checkbox"/> Ensure availability and consistency of disability, accessibility and military benefits services (orig. Q1-2022) <input type="checkbox"/> Establish and communicate integrated student handbook and code of conduct <input type="checkbox"/> Conduct initial new student orientation session(s) for integrated university 	
Academics	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Established approach for academic curriculum synthesis and student cross walks (orig. Q3-2021) <input checked="" type="checkbox"/> Meet & Discuss reviewed and approved the interim curriculum committee's curriculum approval process 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish guidelines and procedures for curriculum development within new colleges and departments (orig. Q1-2022) <input type="checkbox"/> Begin integrated curriculum synthesis and review processes as defined by approved procedures 	
Institutional Accreditation	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Responded to accrediting body as requested to facilitate accreditation decision <input checked="" type="checkbox"/> Received favorable decision from accrediting body on integrated university accreditation 	<ul style="list-style-type: none"> <input type="checkbox"/> Evolve accreditation maintenance and support infrastructure at the integrated university to respond to Middle States Commission on Higher Education (MSCHE) standards and requests. 	
Enrollment	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Reviewed aid applications, package and process financial aid for Fall 2022 returning students (orig. Q2-2022) <input checked="" type="checkbox"/> Finalized integrated recruitment strategy with role and territory assignments <input checked="" type="checkbox"/> Began migration to regional Customer Relationship Management (CRM) software for integrated university (orig. Q3-2021) 	<ul style="list-style-type: none"> <input type="checkbox"/> Evaluate and formulate transition plan for existing contractual agreements for dual enrollment programs <input type="checkbox"/> Verify and comply with requirements of US Department of Education (ED) and Pennsylvania Higher Education Assistance Agency (PHEAA) <input type="checkbox"/> Develop and integrate a standardized transcript process (orig. Q1-2022) 	
Finance and Infrastructure	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Developed and implemented common procedures for all accounting functions within the integrated university (orig. Q4-2021) 	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct a holistic pricing analysis for student tuition and fees to inform integrated university future tuition and fee structure <input type="checkbox"/> Finalize and prepare for financial reporting cut-over to integrated university 	
Human Resources	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Completed Workforce Development organizational chart to align with regional recruitment and delivery strategy. 	<ul style="list-style-type: none"> <input type="checkbox"/> Communicate final organizational design and personnel / job descriptions for the integrated university 	
Technology	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Initiated Student Information System (SIS) migration activities <input checked="" type="checkbox"/> Established migration timeline / strategy for all existing ancillary applications <input checked="" type="checkbox"/> Obtained website domain name for integrated university <input checked="" type="checkbox"/> Began domain migration planning to integrated university 	<ul style="list-style-type: none"> <input type="checkbox"/> Finalize configuration, testing and launch integrated CRM application across integrated university <input type="checkbox"/> Design and launch integrated website <input type="checkbox"/> Configure and merge campus technical (active) directories 	

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

The tables below reflect the Act 50 financial sustainability analysis reporting requirements as of March 25, 2022.

- Operating budget and total budget for each university

UNRESTRICTED BUDGET (EDUCATIONAL AND GENERAL AND AUXILIARY)

	FY 2020-21			FY 2021-22			FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	BL	LO	MA	BL	LO	MA	Integrated University	Integrated University	Integrated University	Integrated University
Revenues										
Tuition	\$71,931,324	\$27,398,010	\$12,813,137	\$66,920,943	\$25,890,329	\$12,279,637	\$108,773,992	\$111,017,741	\$113,249,197	\$115,525,506
Fees	15,917,162	6,680,569	2,782,374	22,771,908	7,601,804	2,811,250	34,359,882	34,877,130	35,404,833	35,941,530
State Appropriation	38,405,845	25,746,354	18,074,506	39,050,145	24,266,719	17,199,122	82,126,305	83,768,831	85,444,207	87,153,092
Auxiliary Sales	19,675,435	3,071,636	5,210,996	27,181,126	9,546,917	9,678,340	51,130,662	51,656,652	52,173,218	52,694,950
All Other Revenue	16,182,320	7,746,730	4,268,767	14,851,571	9,814,445	5,922,542	12,931,292	11,615,895	10,334,690	10,296,691
Total Revenues	\$162,112,086	\$70,643,299	\$43,149,780	\$170,775,693	\$77,120,214	\$47,890,891	\$289,322,133	\$292,936,248	\$296,606,146	\$301,611,769
Expenditures										
Compensation Summary:										
Salaries and Wages	\$76,984,828	\$38,323,126	\$21,488,767	\$72,071,164	\$36,642,391	\$20,941,288	\$127,480,955	\$131,111,103	\$133,678,348	\$136,305,464
Benefits	37,954,656	19,214,141	10,047,206	36,439,068	17,570,258	10,165,853	66,923,897	68,726,427	70,080,815	71,899,476
Subtotal, Compensation	\$114,939,484	\$57,537,267	\$31,535,973	\$108,510,232	\$54,212,649	\$31,107,141	\$194,404,852	\$199,837,530	\$203,759,163	\$208,204,940
Student Financial Aid	5,928,041	3,758,268	4,257,932	7,141,104	4,783,307	4,653,800	18,787,028	18,649,854	18,475,961	18,615,449
Other Services and Supplies	34,013,780	12,100,603	12,652,778	40,108,869	14,032,831	14,347,921	68,511,159	67,466,017	66,516,449	66,064,703
Subtotal, Services and Supplies	\$39,941,821	\$15,858,871	\$16,910,710	\$47,249,973	\$18,816,138	\$19,001,721	\$87,298,187	\$86,115,871	\$84,992,410	\$84,680,151
Capital Expenditures and Debt Principal Payments	6,825,721	3,360,623	3,600,330	8,267,236	3,656,080	3,692,178	15,301,181	15,240,960	12,363,587	12,655,866
Total Expenditures	\$161,707,026	\$76,756,761	\$52,047,013	\$164,027,441	\$76,684,867	\$53,801,040	\$297,004,220	\$301,194,361	\$301,115,159	\$305,540,958
Revenues Less Expenditures	\$405,060	(\$6,113,462)	(\$8,897,233)	\$6,748,252	\$435,347	(\$5,910,149)	(\$7,682,087)	(\$8,258,113)	(\$4,509,014)	(\$3,929,189)
Transfers to Plant Fund	4,782,978	165,622	320,291	1,022,002	42,857	159,626	4,436,161	3,456,610	3,456,610	3,456,610
Revenues Less Expenditures and Transfers	(\$4,377,918)	(\$6,279,084)	(\$9,217,524)	\$5,726,250	\$392,490	(\$6,069,775)	(\$12,118,248)	(\$11,714,723)	(\$7,965,624)	(\$7,385,799)
Supplemental Resources/Adjustments										
Planned Use of Reserves for One-Time Needs/Strategic Initiatives	\$2,120,845	\$0	\$0	\$1,022,002	\$400,000	\$0	\$0	\$0	\$0	\$0
Use of One-Time COVID Funds (revenue recognition adjustment)	\$8,877,060	\$4,000,000	\$0	(\$8,877,060)	(\$4,000,000)	\$0	\$0	\$0	\$0	\$0
Revenues and Use of Supplemental Resources/Adjustments Less Expenditures & Transfers	\$6,619,987	(\$2,279,084)	(\$9,217,524)	(\$2,128,808)	(\$3,207,510)	(\$6,069,775)	(\$12,118,248)	(\$11,714,723)	(\$7,965,624)	(\$7,385,799)
Annualized FTE Enrollment										
Undergraduate	7,225.74	2,440.38	1,584.63	6,810.14	2,227.57	1,505.22	10,805.56	10,917.04	11,026.21	11,136.47
Graduate	608.96	512.81	4.76	576.50	506.00	4.96	1,116.94	1,128.11	1,139.39	1,150.78
Total Annualized FTE Enrollment	7,834.70	2,953.19	1,589.39	7,386.64	2,733.57	1,510.18	11,922.50	12,045.15	12,165.60	12,287.26
FTE of Budgeted Unrestricted Employees, Net of Turnover										
Faculty	404.84	200.29	110.67	380.06	183.41	100.91	604.71	604.71	604.71	604.71
Nonfaculty	522.33	263.80	168.20	466.52	243.90	155.51	882.57	882.57	882.57	882.57
Total FTE of Budgeted Employees	927.17	464.09	278.87	846.58	427.31	256.42	1,487.28	1,487.28	1,487.28	1,487.28

April 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 March 25, 2022.

- 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	(\$512,408)	\$573,780
IT - SIS	330,000	700,000	0	40,000	0	0	1,070,000	(323,393)	746,607
IT - Software	44,704	968,816	42,000	0	0	0	1,055,520	(317,649)	737,871
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
Total	\$1,072,117	\$4,908,900	\$733,140	\$731,140	\$603,640	\$603,640	\$8,652,577	(\$1,153,450)	\$7,499,127

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	(\$1,153,450)	\$7,499,127
West Integration	1,915,545	7,811,072	2,261,875	2,087,500	0	0	14,075,992	(2,314,033)	11,761,959
Both Integrations	1,261,000	5,600,000	0	0	0	0	6,861,000	(4,414,848)	2,446,152
Total	\$4,248,662	\$18,319,972	\$2,995,015	\$2,818,640	\$603,640	\$603,640	\$29,589,569	(\$7,882,331)	\$21,707,238

April 1, 2022 updates to Appendix O: Act 50 Reporting on Student Metrics and Analysis

The information below reflect Act 50 reporting requirements related to enrollment projections and graduation outcomes as of March 25, 2022.

- Total Full-Time and Part-Time Enrollment

University	Spring 2021		
	Full Time	Part Time	Total
Bloomsburg	6,025	1,140	7,165
Lock Haven	2,134	557	2,691
Mansfield	1,239	396	1,635
Total	9,398	2,093	11,491

- Graduation Outcomes

University	Fall 2017 Cohort	
	4 Year	6 Year
Bloomsburg	43.60%	n/a
Lock Haven	34.20%	n/a
Mansfield	43.80%	n/a
Average	40.53%	n/a

April 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 March 25, 2022.

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

Employee Headcount as of 03/25/2022			
	Total Employee Headcount	Faculty	Total Nonfaculty
Bloomsburg	918	416	502
Lock Haven	453	197	256
Mansfield	291	127	164
Integrations Result	1,662	740	922

Employee Headcount as of 03/25/2022							
	AFSCME	Nonrepresented	SCUPA	SPFPA & POA	Coaches	Cheer Adviser	OPEIU
Bloomsburg	279	91	66	20	30	1	15
Lock Haven	138	51	30	7	30		
Mansfield	91	29	13	10	21		
Integrations Result	508	171	109	37	81	1	15

*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 March 25, 2022 (will be subject to retro-activity)

April 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 March 25, 2022.

- 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 (January 1, 2022 – March 25, 2022) <i>*Does not include minors and certificates</i>			
	Award	Program Name	Concentration
Program names highlighted in gray indicate the program was not put into moratorium, only the concentration(s) listed.			
Lock Haven	BA	Theatre	Degree is terminated with termination of listed concentration: <ul style="list-style-type: none"> • Technical Theatre
	MEd	Teaching and Learning	Degree is terminated with termination of listed concentrations: <ul style="list-style-type: none"> • Early Childhood Education • Instructional Technology
	MEd	Alternative Education	
	BS	Sociology	<ul style="list-style-type: none"> • Delinquent Youth Analysis • Global Diversity • Industry and Economics
	BS	Disability and Community Service	
	BSEd	Middle Level Education	<ul style="list-style-type: none"> • Language Arts • Math • Science • Social Studies • Biology • Geology • Language Arts with Biology • Language Arts with Biology

April 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 March 25, 2022.

- The number of academic programs by location.

April 2022 Update

Number of Degree Programs by Location March 25, 2022 <i>*Does not include concentrations, minors, and certificates</i>			
	Undergraduate	Graduate	Total
Bloomsburg	57	20	77
Lock Haven	41	5	46
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