

University Mission, Vision, and Statement of Strategy

University Mission - Please provide a description of your university's purpose and primary objectives for success.

Lock Haven University offers an excellent and affordable education characterized by a strong foundation in the liberal arts and sciences for all students, majors in the arts and sciences, and a special emphasis on professional programs. All programs are enhanced with real-world experiences and co-curricular activities that enable students to realize their full potential. In close personal interactions with faculty who are passionate about teaching, students are challenged to develop their minds and skills in order to be responsible citizens and to succeed in a global and technologically advanced society.

University Mission, Vision, and Statement of Strategy *(Continued)*

University Vision - Please provide a description of your university's goals and aspirations for the years ahead.

Lock Haven University will be nationally recognized for transforming students' lives by providing:

- A welcoming and inclusive community of supportive faculty and staff that prioritizes the well-being and intellectual life of our students and also challenges them to ever-greater success.
- An immersive, high-quality academic learning environment that combines traditional, interdisciplinary, and professional experiences in and out of the classroom.
- A strong academic foundation that promotes the collaboration, innovation, and critical thinking necessary for navigating and succeeding in an ever-changing world.
- An engaging community with a diversity of cultural perspectives that encourages students to be responsible global citizens.
- A commitment to public service as a resource for personal, educational, cultural, and economic development for the region and state

University Mission, Vision, and Statement of Strategy (Continued)

Statement of Strategy - Please provide a description of the strategy for fulfilling your university's vision and mission,

1. Student Success: promote, assess, and improve student engagement and learning.

1. Require each student to engage in real-world learning experiences such as internships, study abroad or service learning, and/or scholarship (presentation of research) exhibition or public performance.
2. Promote and encourage all students to be involved student clubs, activities, athletics and the arts.
3. Develop a comprehensive, coordinated first-year experience that includes a required orientation, a structured experience with a common set of learning outcomes, appropriate class schedule, and an early warning system to identify students who would benefit from additional assistance.
4. Maintain a safe campus environment.
5. Support the use of technology with appropriate equipment, training and technical support.
6. The University will assess student learning in curricular and co-curricular environments, use data to improve student learning, and share that information with constituents as appropriate.

2. Enrollment Management: Develop and implement a strategic enrollment plan.

1. Establish an enrollment management committee to address all aspects of a strategic enrollment plan including recruitment, admissions and retention.
2. Establish overall enrollment growth targets so as to achieve incremental growth, with specific targets for traditional, non-traditional, under-represented, graduate and international students, and program goals where possible. Review results every year and adjust when necessary to meet overall goals.
3. Undertake a review of program offerings and demand so as to recommend development of new emerging programs to meet the needs of the region and Commonwealth, expansion of already existing programs, and elimination of extremely low-enrolled, non-viable programs.
4. Review the general education program to ensure it meets university goals and student needs.
5. Create and implement a comprehensive marketing plan that includes improved web design.

3. Faculty and Staff: Attract, retain, support and develop a diverse faculty and staff committed to students.

1. Attract and retain a diverse and qualified faculty and staff committed to students.
2. Ensure that faculty and staff develop and maintain appropriate professional skills.
3. Enhance support of scholarly activities and development of grants.
4. Support use of technology with appropriate equipment, training and technical support.

4. Organization and Governance: Strengthen shared academic governance and organizational structure to achieve our mission in a changing environment.

1. Undertake a broad review of the university organizational structure for appropriate alignment of responsibilities, and to clarify and streamline administrative policies.
2. Clarify and document roles, responsibilities, and expectations of various constituencies in university governance (including clear charges for all committees).
3. Develop and implement a communication plan that ensures proposed policies and actions are publicized with sufficient notice to permit input and dialogue among campus constituencies.

5. Resources: Increase, allocate and use resources guided by assessment and mission.

1. Refine our mechanisms for ensuring that budget allocations and expenditures correspond to the university's priorities.
2. Continue to improve campus academics and supported auxiliary facilities to better service student needs.
3. Collaboratively develop sequential steps to allow implementation of the Facilities Master Plan.
4. Increase community and alumni outreach to enhance relationships and strengthen university finances.
5. Work collaboratively with the LHU Foundation to meet the resource needs of the university in accordance with the university's mission and strategic plan

given your university's current strengths, challenges, and available resources.

LOCK HAVEN UNIVERSITY OF PENNSYLVANIA
2015/2016 ACTION PLAN

Academic Programs of Distinction

Academic Programs of Distinction - Please identify your university's top 3 or 4 Program Areas of Distinction (An Academic Program of Distinction is defined as a two-digit CIP level which includes general groups of related programs such as Business and Education. You may also use related areas that cross CIP codes such as Visual and Performing Arts or Allied Health Professions. STEM as a Program of Distinction is too broad but Technology and Engineering or Engineering and Math would be a suitable Program of Distinction.) Please provide a brief rationale or narrative as to what makes these programs distinctive.

Programs identified as programs of distinction are among Lock Haven University's academically excellent programs that are in high demand, address high-priority workforce needs in the Commonwealth, and are recognized as areas of particular strength that distinguish Lock Haven University among our peers.

51 Health Professions and Related Programs

Health Professions faculty are engaged nationally in research and leadership. Graduates' pass rates on credentialing exams and employment rates are consistently high. All programs are anchored in experiential learning, including a distinctive opportunity to learn anatomy in a cadaver lab. Health science students can apply the methods of nanoscience to their research, using instrumentation in a nanoscience clean room. Our programs provide for stackable credentials, allowing certificates to be applied toward an associate degree, and seamless transition into baccalaureate and masters study. The Master of Health Science Physician Assistant (MHS) program is accredited and nationally recognized, with teaching sites in four locations; programs in Athletic Training (MS), Community Health, and Nursing (ASN and BSN) are also fully accredited. Online Masters in Health Science (MHS) and in Clinical Mental Health Counseling (MS) allow healthcare professionals to acquire advanced knowledge and skills equipping them for leadership in high priority occupations. Health professions are an area of growth and new curriculum development.

26/40 Natural Sciences

Natural Sciences are in the College of Natural, Behavioral, and Health Sciences, designed to showcase high-quality STEM-HP programs and generate resources for them. The programs support a growing population of highly qualified students aspiring to careers in environmental sciences, medicine and medical technologies; many students in natural sciences (and other disciplines) also complete a popular minor in Environmental Studies. The Chemistry program is ACS-recognized. All programs support extensive undergraduate research and experiential learning. Lock Haven University participates in the Chincoteague Bay Field Station at Wallops Island, VA. This consortium provides opportunities for faculty and student research while providing curricular support for both Biology and Geology degree programs. The natural sciences are housed in a state-of-the-art science center that includes a nanoscience clean room; students in majors across the college can take advantage of the clean room to apply the interdisciplinary methodologies of nanoscience to their research. STEM, like HP, is targeted for curricular and enrollment growth.

31 Parks, Recreation, Leisure, and Fitness Studies

LHU has leveraged our location near the Pennsylvania Wilds and our tradition of high-quality programs in health, wellness, and sport to achieve a reputation for excellence in these fields of study at both the baccalaureate and masters levels. Partnerships with industry, non-profits, community organizations, parks and recreation departments, and the schools provide for a distinctive array of experiential learning sites and professional networking. Students can pursue majors in Recreation Management (BS), undergraduate and graduate programs in Sport Administration and Sport Science respectively (BS and MS), or Health and Physical Education (BS Ed) and complement their major with a minor in Environmental Studies. The Recreation Management and Health and Physical Education programs are accredited. BS Ed students can be certified to teach Pre-K to 12th grade in both Health and Physical Education; BS students can specialize in Sport and PE in Corrections Settings, Aquatics, or Coaching.

42/44 Behavioral Health Theory and Practice

Lock Haven University's BS in Social Work is accredited by CSWE; its graduates achieve high employment rates and high rates of admission into MSW programs. Our graduates work in a variety of settings including child welfare services, health care facilities and agencies, schools, mental health agencies, and drug and alcohol agencies. A distinction and strength of the Psychology program is the department's identity as scientist-practitioners, an identity and value that is congruent across their curriculum, mission and vision and that supports the admission of their graduates to prestigious graduate programs. Together with the Master of Science in Mental Health Counseling and a graduate Sport Science track in Sport and Exercise Psychology, the University has built a strong presence in behavioral and mental health that is a complement to our strength in health professions and related programs.

LOCK HAVEN UNIVERSITY OF PENNSYLVANIA
2015/2016 ACTION PLAN

LOCK HAVEN UNIVERSITY OF PENNSYLVANIA

2015/2016 ACTION PLAN

Other Areas of Distinction

Other Areas of Distinction - Please describe your university's admirable characteristics and accomplishments, including

- The only fully online Professional Science Masters in Actuarial Science in the United States.
- Experiential learning, including evidence-based high-impact practices: first-year experience, undergraduate and graduate research, internships, community-based learning, and service learning.
- Center for Excellence and Inclusion that supports the success of all students.
- Nationally recognized MountainServe Center for community service.
- Focus on Global Learning, including General Education, Global Honors Program, Institute for International Studies, and International Studies academic program.
- Broad and sustainable engagement with our communities through public and private partnerships for research, experiential learning, cultural enhancement, and service.
- Branch campus located in Clearfield, PA that provides higher education in a high-need / underserved rural region of the Commonwealth.
- Partnership with the Clearfield Area Agency on Aging to deliver the Clearfield Community Lifelong Learning Institute geared to retirees and seniors
- Library media facilities and services.
- Robust, modern information technology and network infrastructure that allows use of the latest instructional technology methods and supports efficient university operations.
- Sustainability: Over an eleven-year period, \$2.7 million dollars in avoided energy costs and reduction in carbon footprint by an estimated 16,156 metric tons of carbon dioxide equivalent; energy consumption per square foot of building space lower than 70% of all PA institutions of higher education.
- Strong Athletic Tradition with 18 NCAA Division I & II sports.
- Workforce and Economic Development Network (WEDnet PA) partner since 1999; awarded more than \$3 million in funding, trained more than 25,000 employees.
- Two grant-funded Federal TRIO Programs: the Upward Bound Program and Student Support Services.
- Certified as a computer-based testing site since 2012 by PearsonVUE and ETS.
- A Small Business Development Center, which assists the local community and has helped hundreds of businesses start, grow and prosper and has provided \$86.5 Million in capital funding to 350 clients.
- A BFA in visual arts with an impressive array of alumni working artists, a thriving relationship with the Clinton County Arts Council and a vibrant arts community in the region.
- The new Popular Music & Jazz major, unique in the northeast and collaborating with the Downtown Lock Haven and the Clinton Country Arts Council to establish an annual Jazz Festival, including master classes taught by our faculty.
- A Steinway School, one of only 200 worldwide.
- Education graduates highly sought after by K-12 schools.
- Business and Accounting programs closely aligned so that that students can earn a B.S. in both areas by taking a small number of additional courses.
- Nationally Accredited/Recognized Programs, including: Athletic Training (CAATE); Business Administration & Accounting Programs (ACBSP); Community Health (SOPHE/AAHE, SABPAC); Nursing (ACEN); Physician Assistant (ARC-PA), Recreation Management (NRPA); Social Work (CSWE); Teacher Education (NCATE/CAEP); Chemistry (ACS certified).
- PA Common Core Working Group (PK-12 partners, education faculty, and liberal arts and sciences faculty)
- An annual Celebration of Scholarship, showcasing the research and creative productions of faculty and students.
- A revised outcomes-based general education that promotes 21st century knowledge and skills that foster graduates' civic engagement, innovation, leadership, and quality of life.
- Revenue generation by the LHU Foundation, including a gift from Mr. Stephen and Mrs. Pam Poorman -- the single largest contribution in PASSHE and LHU history-- in support of entrepreneurship and to name the Stephen Poorman College of Business, Information Systems and Human Services, and athletic scholarship donations from the October Day of Giving exceeding the goal of \$50,000 by \$168,000 (and bringing in more than 500 new donors.
- Over 63% of undergraduates registered as active members of a club; over 75% of freshman participating in campus clubs and organizations.

LOCK HAVEN UNIVERSITY OF PENNSYLVANIA 2015/2016 ACTION PLAN

services, programs, student success, and community engagement.

Strategic Goals

University Strategic Goals – Please describe the initiatives/strategies that will drive improvement towards university goals. Please include how your university goals align to the System strategic goals below.

1. Ensuring academic program excellence and relevance.
2. Enabling more students to obtain credentials that prepare them for life, career, and the responsibilities of citizenship.
3. Developing new funding strategies, diversifying resources and managing costs to preserve affordability. Initiatives and strategies should address mitigation of financial risk.
4. Increasing accountability and transparency, focusing on results and key performance indicators.

University Goals

Student Success: promote, assess, and improve student engagement and learning (Pennsylvania's State System Strategic Plan 2020 Goals 1 and 2)

- Achieve incremental increases in persistence through evidence-based and high-impact practices, including a coordinated First Year-Experience, orientation that cultivates a growth mindset, strategic improvements in student support services, coordination of initiatives by the Center for Excellence and Inclusion, an early alert system, a web-based academic planner aligned with scheduling and advising, faculty development in use of technology to scale up effective pedagogies and global learning, greater coordination and collaboration between Academic Affairs, Enrollment Management, and Student Affairs.
- Target improvements in student learning through increased participation in high-impact experiences and increasingly robust assessments; invest in faculty development to improve student learning in persistently high-DEWI rate courses.
- Target incremental increases in 4- and 6-year graduation rates by, among other means, using the Academic Planner in advisement and scheduling, expanding alternative delivery options, and implementing career development maps coordinated with academic plans.
- Enhance experiential learning and undergraduate and graduate research through expanded public-private research partnerships.

Enrollment Management: Develop and implement a strategic enrollment plan. (Pennsylvania's State System Strategic Plan 2020 Goals 1 and 2)

- Implement the Strategic Enrollment Management Plan to achieve enrollment and budget projections and align with academic program portfolio, workforce needs data, recruitment strategies, and reallocation of resources for investment in identified programs.
- Having completed a consultative and evidence-based Lock Haven University 2020 Program Array review in 2014-15 and a corresponding Academic Planning process in 2015-16, implement a five-year rolling Academic Plan, reallocating resources as indicated, and continue an iterative review of quantitative and qualitative data, adjusting the Academic Plan accordingly.
- Ensure that all programs that should be accredited meet standards and receive/continue accreditation.
- Develop collaborations with technical schools and community colleges to increase opportunities for students to stack credentials on the learn-certify-deploy-learn-certify-deploy model.

Strategic Goals *(Continued)*

University Goals *(Continued)*

Faculty and Staff: Attract, retain, support and develop a diverse faculty and staff committed to students (Pennsylvania's State System Strategic Plan 2020 Goal 1)

- Achieve performance funding targets for female and underrepresented minority faculty and staff.
- Continue offering new regular faculty reassigned time in the first year to provide mentoring and guidance in teaching effectiveness/assessment and in developing a scholarly growth agenda, with appropriate workload assignment; assess effectiveness.
- Target increase in grant submission and funding; review AWL agreement with a view to flexibility and to supporting greater numbers of faculty in scholarly development.
- Provide administrative and financial support to faculty development in innovative instruction models.

Resources: Increase, allocate and use resources guided by assessment and mission. (Pennsylvania's State System Strategic Plan 2020 Goal 3)

- Refine our mechanisms for ensuring that budget allocations and expenditures correspond to the University's priorities.
- Align personnel resources and organization with strategic enrollment plan.
- Continue to improve campus academics and supported auxiliary facilities to better service student needs.
- Collaboratively develop sequential steps to allow implementation of the Facilities Master Plan.
- Improve physical plant utilization by relocating programs and taking excess space offline.
- Increase community and alumni outreach to enhance relationships and strengthen University finances.
- Work collaboratively with the LHU Foundation to meet the resource needs of the University in accordance with the university's mission and strategic plan; complete the silent phase of the campaign.

University Strengths, Opportunities, and Challenges (Anticipated within the next 3 years)

In addition to identifying university strengths, please identify specific opportunities and challenges that the university will be addressing (currently or within the next 3 years), including financial conditions, enrollment trends, community/regional engagement, and student experiences and outcomes.

Core Capabilities

- Highly qualified faculty and staff and a stable and committed leadership team.
- Commitment to data-driven, student centered, and consultative decision-making and resource allocation.
- Community engagement.
- Sustaining academic excellence.
- Facilities for STEM and healthcare professions.
- High levels of post-graduate employment and success.
- Lock Haven University Foundation as a supportive partner of the University.
- Solid financial position.
- Streamlined administrative structure.
- Clearfield Campus: Striking facilities that are a recognized asset in the community and widely utilized by it; community engagement and partnerships.

Opportunities

In keeping with our strategy in the 2016 Middle States Periodic Review Report, we identify our strategic opportunities and our strategic challenges as two sides of the same historical realities:

- **Student demographics and enrollments:** declining to flat student demographic resulted in a decline in enrollment but also occasioned robust program array review, academic plan, resource reallocation and enrollment management plan
- **Growth in demand for healthcare professionals:** high-cost programs in high demand that tax our resources but also achieve regional and national recognition for high quality
- **Trends in aligning undergraduate education with workforce needs:** developing curriculum to meet workforce needs while providing robust liberal education in arts and sciences is a challenge for aligning resources and identifying long-term college-level professional opportunities but also advances our mission to serve the needs of

Challenges

the Commonwealth, partner with industry, and align higher education with employability.

- **Trends toward unbundling of higher education:** ‘unbundled’ or stackable credentials compete directly with the traditional degree market, but also create opportunities for us to participate in the stackable credential market by both providing short-term industry-recognized training and certifications and also packaging them for credit.
- **Location:** distance from population centers is a challenge for enrollments and partnerships but also an opportunity to leverage rural-based curriculum, collaborations, programming that addresses needs across the Commonwealth.

And there are challenges for which it is difficult to identify a redeeming opportunity:

- **Increasing fixed and personnel costs** in a context of flat allocations and declining enrollments.
- **Ever-increasing regulatory environment** that taxes resources.
- **Academic physical plant** requiring a substantial investment over the next ten years

2015/16 Lock Haven University Action Plan

Strategic Enrollment Management

Planned Enrollment by Student Type

	Fall 2011 Actual	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual	Fall 2015 Actual	Fall 2016 Projected	Fall 2017 Projected
Undergraduate Headcount Enrollment - Associate and Bachelor's Degree Seeking							
New Freshmen	25.1%	23.7%	22.7%	21.0%	21.3%	24.9%	24.9%
New Transfers	5.0%	4.7%	4.4%	5.2%	4.3%	5.9%	5.9%
Veterans	2.9%	2.9%	3.0%	3.2%	1.6%	3.2%	3.2%
Adult Learners	8.6%	7.4%	8.7%	8.7%	9.0%	8.7%	8.7%
Total Undergraduate Enrollment	4,917	4,877	4,783	4,448	4,158	4,183	4,207
Graduate Headcount Enrollment							
Master's	318	335	397	392	387	402	417
Research Doctorate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Professional Doctorate	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Graduate Enrollment	318	335	397	392	378	407	432
Certificates and Nondegree students							
	131	116	80	77	71	71	71
Headcount Enrollment by Method of Instruction							
Distance Education (100% Distance Education)	261	294	335	329	356	371	386
Traditional (On Campus)	3,943	3,700	3,511	3,177	3,020	3,026	3,043
Off Campus	223	186	188	153	73	73	73

Persistence Rates

	Fall 2011 Actual	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual	Fall 2015 Actual/ Projected	Fall 2016 Projected	Fall 2017 Projected
Persistence Rates of First-time Bachelor's Degree Seeking Students							
Second Year Persistence	68.9%	71.0%	70.2%	68.3%	70.0%	72.0%	74.0%
Third Year Persistence	59.0%	59.0%	62.3%	61.6%	59.9%	62.0%	64.0%
Fourth Year Persistence	53.4%	55.6%	53.4%	59.6%	56.3%	56.0%	58.0%

Note: Persistence rates are for those students who are returning in or have graduated by the provided year

Graduation Rates

	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected	2016/17 Projected	2017/18 Projected
Graduation Rates for Bachelor's Degree Seeking Students							
Four Year (or less)	28.1%	29.8%	31.6%	34.8%	35.0%	36.0%	37.0%
Six Year (or less)	46.7%	48.0%	47.5%	50.3%	50.0%	53.0%	53.0%

Completers

	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected	2016/17 Projected	2017/18 Projected
Average Time to Degree (Bachelor's) (methodology under consideration)							
Average Credits at Graduation*							
	129.5	130.2	129.4	128.6			
Graduates Employed in Pennsylvania (methodology under consideration)							
Bachelor's Degree Graduates Continuing Their Education (methodology under consideration)							

2015/16 Lock Haven University Action Plan
Performance Funding Indicators

Common to All Universities

	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Performance Report	2015/16 Targets	2016/17 Targets
Degrees Conferred						
Number of Degrees Conferred	965	1,067	1,148	1,131	1,011	1,031
Undergraduate Degrees per 100 FTE	18.0	19.7	19.9	21.2	18.9	19.0
Closing the Achievement Gaps - 6 Year Graduation Rates						
Pell Recipient Graduation Rate	46.0%	44.2%	44.4%	42.5%	47.6%	50.4%
Non-Pell Recipient Graduation Rate	57.0%	49.1%	49.2%	49.0%	N/A	N/A
Underrepresented Minority Graduation Rate	40.0%	34.0%	29.5%	38.7%	36.6%	38.8%
Non-Underrepresented Minority Graduation Rate	55.0%	49.7%	50.5%	48.1%	N/A	N/A
Closing the Freshman Access Gaps						
Pell Recipient Freshmen	37.6%	39.0%	43.9%	42.8%	43.0%	43.0%
Low Income PA High School Graduates (ages 18-24)	38.0%	38.0%	38.0%	38.0%	38.0%	38.0%
Underrepresented Minority Freshmen	12.2%	9.9%	16.7%	15.2%	13.7%	14.5%
Underrepresented Minority PA High School Graduates	18.0%	18.0%	18.0%	18.0%	18.0%	18.0%
Faculty Diversity						
Underrepresented Minority Faculty	12.5%	14.4%	14.6%	15.5%	13.5%	13.7%
Female Faculty	44.8%	46.8%	48.5%	49.0%	46.0%	46.5%

University Selected

	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Performance Report	2015/16 Targets	2016/17 Targets
STEM and Health Profession (STEM-H) Degree Recipients						
Percentage of Total Degrees Awarded that are STEM-H	26.6%	30.2%	33.1%	37.3%	33.6%	34.3%
Closing the Access Gap for Transfer Students						
Transfer Pell Recipients	36.6%	37.7%	39.9%	44.7%	N/A	N/A
Low Income PA High School Grads (ages 18-34)	36.0%	36.0%	36.0%	36.0%	N/A	N/A
Underrepresented Minority Transfer Students	9.4%	11.5%	16.5%	13.8%	N/A	N/A
Underrepresented Minority PA High School Graduates	19.0%	19.0%	19.0%	19.0%	N/A	N/A
Employee Productivity						
Sightlines Annual Facilities Investment Score	57.60	56.30	53.90	66.90	61.60	62.60
Distance Education Enrollment						
Students Enrolled in at Least One 100% Distance Education Course	26.6%	N/A	29.6%	32.0%	30.5%	32.5%
High Impact Practices						
Freshmen Participating in High Impact Practices	55.3%	N/A	64.8%	69.2%	58.3%	59.3%
Seniors Participating in High Impact Practices	90.5%	N/A	97.3%	95.7%	93.3%	94.2%

2015/16 Lock Haven University Action Plan

Academic Programs

Academic Program Activity		2014/15
Number of Programs in 2014/15 and the Total Number of Completers from 2010/11 through 2014/15		2014/15
Certificate Programs		
Total Number of Certificate Programs		0
Number of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		0
Percentage of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		0%
Associate Degree Programs		
Total Number of Associate Programs		5
Number of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		4
Percentage of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		80%
Bachelor's Degree Programs		
Total Number of Bachelor's Programs		50
Number of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		28
Percentage of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		56%
Master's Degree Programs		
Total Number of Master's Programs		3
Number of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		3
Percentage of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		100%
Professional Doctorate Degree Programs		
Total Number of Professional Doctorate Programs		0
Number of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		0
Percentage of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		0%
Research Doctorate Degree Programs		
Total Number of Research Doctorate Programs		0
Number of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		0
Percentage of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		0%

New Programs for 2014/15

6-digit CIP	Program Name	Offered Via Distance Learning
Associate Degree Programs		
303301	Sustainability Studies	No
Bachelor's Degree Programs		
131203	Middle Level Grades with Special Education	No
Master's Degree Programs		
Doctorate Degree Programs		
Certificate's		
Minor's		

Reorganized Programs for 2014/15

6-digit CIP	Program Name	Offered Via Distance Learning
-------------	--------------	-------------------------------

2015/16 Lock Haven University Action Plan
Academic Programs

Programs Placed in Moratorium for 2014/15

6-digit CIP	Program Name	Offered Via Distance Learning
Associate Degree Programs		
Bachelor's Degree Programs		
Master's Degree Programs		
130401	Educational Leadership	No
Doctorate Degree Programs		
Certificate's		
Minor's		

Programs Discontinued for 2014/15

6-digit CIP	Program Name	Offered Via Distance Learning
Associate Degree Programs		
Bachelor's Degree Programs		
Master's Degree Programs		
Doctorate Degree Programs		
Certificate's		
Minor's		

2015/16 Lock Haven University Action Plan

Planned New and Emerging Academic Programs

New Programs for Possible Consideration by the Board of Governors in 2016/17

6-digit CIP	Program Name
Associate Degree Programs	
30-9999	AS in Professional Studies
51-9999	AS in Healthcare Professions track in Patient Navigator
Bachelor's Degree Programs	
44-0701	BSW Completion Program (fully online)
30-9999	BAS Professional Studies
13-1210	BS PK-4 Non-certification track
23-1303	BA English track in Professional Writing
26-0202	BS Biochemistry
45-0602	BS Finance and Economics (reorganized from BS Economics, currently in moratoriurr)
Master's Degree Programs	
50-0401	MS in Data Science (tracks TBD)
50-0499	MS in Data and Information Visualization
Doctorate Degree Programs	
Certificate's	
13-1401	ESL/TOEFL Endorsement (sub-baccalaureate)
13-1013	Endorsement in Autism Spectrum Disorders (sub-baccalaureate)
31-0101	NRPA Online Certificate in Leadership (graduate)
51-1508	Counseling certificate in Play Therapy (graduate)
15-1601	Nanoscience Tools and Techniques (sub-baccalaureate)
11-0203	Applied Computer Science certificate in Programming (CISCO, ORACLE) (sub-baccalaureate)
51-9999	Patient Navigator (sub-baccalaureate)
52-0101	Basic Business for Startups (sub-baccalaureate)
45-9999	Industrial Relations (sub-baccalaureate)
Minor's	
52-0701	Entrepreneurship

New Programs for Possible Consideration by the Board of Governors in 2017/18

6-digit CIP	Program Name
Associate Degree Programs	
Bachelor's Degree Programs	
23-1302	BFA in Creative Writing: non-fiction and script writing
Master's Degree Programs	
30-3301	MS Environmental Policy and Sustainability Management
42-2804	PSM in Industrial Organization
51-1508	MS Clinical Mental Health Counseling Track in Addictions Counseling
51-3817	MSN Nurse Educator
Doctorate Degree Programs	
51-	Doctor of Health Science (areas TBD)
51-1508	Ed D in Clinical Mental Health Counseling (areas TBD)
Certificate's	
11-0202	Applied Computer Science certificate in Web-based Applications (sub-baccalaureate)
51-1508	Graduate Counseling certificate in Addictions
52-0303	Certificate in Internal Auditing (sub-baccalaureate)
Minor's	

	2013/14 Actual	2014/15 Actual	2015/16 Reviewed October 2015	2015/16 Projected March 2016	2016/17 Reviewed October 2015	2016/17 Projected March 2016	2017/18 Projected March 2016
E&G Revenue/Sources							
Undergraduate In-State Tuition	\$29.8	\$28.6	\$27.5	\$27.5	\$27.5	\$27.5	\$27.8
Undergraduate Out-of-State Tuition	4.5	4.3	4.1	3.7	4.1	3.7	3.8
Graduate In-State Tuition	3.7	4.0	4.1	4.2	4.2	4.2	4.2
Graduate Out-State Tuition	1.4	1.2	1.3	1.1	1.3	1.1	1.2
TOTAL TUITION REVENUE	\$39.4	\$38.2	\$37.1	\$36.6	\$37.3	\$36.6	\$36.9
Total Fees	7.6	8.0	8.2	8.1	8.3	8.2	8.3
State Appropriations	20.0	21.2	22.9	22.5	23.7	23.2	23.2
All Other Revenue	1.7	1.5	1.6	1.8	1.5	1.7	1.7
Planned Use of Carry Forward	0.0	0.0	0.0	(0.2)	0.0	0.0	0.0
Total E&G Revenue/Sources	\$68.7	\$68.9	\$69.8	\$68.8	\$70.7	\$69.7	\$70.1

E&G Expenses							
Total Salaries and Wages	\$35.5	\$35.5	\$36.1	\$35.9	\$36.3	\$37.0	\$36.8
Total Benefits	15.5	16.4	18.9	18.5	20.2	19.7	20.4
TOTAL PERSONNEL EXPENSES	\$50.9	\$51.8	\$55.0	\$54.4	\$56.5	\$56.7	\$57.2
Financial Aid	1.3	1.6	1.4	1.4	1.5	1.6	1.6
Utilities	1.5	1.4	1.4	1.4	1.4	1.4	1.5
Services & Supplies	7.8	7.8	8.6	8.6	8.6	8.9	9.0
Capital Expenditures and Transfers	7.2	6.2	3.4	3.0	4.3	4.3	4.3
Total E&G Expenses	\$68.7	\$68.9	\$69.8	\$68.8	\$72.4	\$72.9	\$73.7

Total E&G Fund Surplus/(Shortfall)	\$(0.1)	\$0.0	\$0.0	\$(0.0)	\$(1.6)	\$(3.2)	\$(3.5)
---	----------------	--------------	--------------	----------------	----------------	----------------	----------------

Annualized FTE Enrollment							
Undergraduate In-State	4,370.48	4,038.40	3,750.55	3,765.22	3,750.55	3,720.80	3,742.58
Undergraduate Out-of-State	306.29	276.10	256.42	243.05	256.42	257.57	259.07
Graduate In-State	354.33	366.06	366.06	362.55	374.31	375.66	394.41
Graduate Out-State	85.48	76.15	76.15	72.26	79.15	84.05	89.05
Total Annualized FTE Enrollment	5,116.58	4,756.71	4,449.18	4,443.08	4,460.43	4,438.08	4,485.11

E&G Budgeted Annualized FTE Employees							
Faculty	252.36	241.00	240.37	237.94	240.37	241.00	241.00
AFSCME	157.30	152.29	153.54	150.30	153.54	155.20	155.20
Nonrepresented	46.27	48.03	50.25	50.28	50.25	50.52	50.52
SCUPA	15.50	14.67	18.07	16.82	18.07	17.25	17.25
All Other	39.00	36.59	38.57	36.24	38.57	39.10	39.10
Total E&G Fund Budgeted Annualized FTE Employees	510.43	492.58	500.80	491.58	500.80	503.07	503.07

Strategic University Specific Budget Realignment Information

This page will be used for information regarding the E&G budget realignment plans of each university, including objectives and how they will be achieved. It should reflect how the budget is being realigned with the university's strategic priorities--new investments vs. reduced emphasis.

Description	2013/14 Amount	2014/15 Amount	2015/16 Amount
Strategic Investments:			
Master of Science, Clinical Mental Health Counseling	\$416,391	\$500,588	\$527,083
Master of Science, Sports Science	438,837	505,812	419,751
Master of Health Science		187,995	452,319
First Year Experience courses	278,161	336,662	334,250
Reallocated Tenure Track faculty lines in high demand programs	469,341	332,047	297,424
East Campus Science Center operations	571,795	592,145	609,910
Continuing investment in instructional technology	955,691	1,097,600	565,400
Expanded institutional student aid program - increase per capita	216,835	223,682	300,000
Website redesign to support recruiting			185,000
Enrollment Management software applications		36,000	55,000
Reassign time program for new tenure track faculty development			60,000
Total	\$3,347,051	\$3,812,531	\$3,806,137
Sources of Funds for Reinvestment:			
Master of Science, Clinical Mental Health Counseling revenue	\$607,409	\$680,932	\$715,353
Master of Science, Sports Science revenue	695,665	698,758	578,567
Master of Health Science revenue		90,910	218,118
Attrited faculty lines in low demand programs	406,616	761,983	614,486
Reduction of temporary faculty lines and overload		700,000	700,000
Administrative reorganization	593,384	1,184,530	1,000,000
Excess facility capacity taken off line	219,302	454,050	496,170
Per-credit educational services fee pilot program		320,355	677,379
Nursing fee pilot program			78,537
Server and Desktop virtualization	156,150	234,215	120,171
Avoided energy costs	290,084	367,645	371,028
Increased Performance Funding awarded	204,333	487,807	298,643
Total	\$3,172,943	\$5,981,185	\$5,868,452

	2013/14 Actual	2014/15 Actual	2015/16 Reviewed October 2015	2015/16 Projected March 2016	2015/16 Reviewed October 2015	2016/17 Projected March 2016	2017/18 Projected March 2016
Auxiliary Enterprises — Associated with auxiliary units that are self-supporting through fees, payments, and charges. Examples include housing, food services, student unions, and recreation centers.							
Auxiliary Revenue/Sources							
Food Service Sales	\$7.2	\$6.7	\$6.5	\$6.2	\$6.9	\$6.7	\$7.0
Housing Fees	5.6	4.7	4.3	4.2	5.0	9.9	10.1
Privatized Housing	2.4	2.5	2.5	2.5	2.6	0.0	0.0
Other Auxiliary Sales	0.0	0.0	0.0	0.0	0.0	0.0	0.0
All Other Revenue	1.5	1.3	1.2	1.4	1.3	1.3	1.2
Total Auxiliary Revenue/Sources	\$16.6	\$15.3	\$14.5	\$14.3	\$15.7	\$17.9	\$18.3
Auxiliary Expenditures/Transfers							
Total Salaries and Wages	\$4.1	\$4.1	\$4.0	\$4.1	\$4.0	\$4.0	\$4.1
Total Benefits	1.9	2.1	2.4	2.0	2.5	2.1	2.1
TOTAL PERSONNEL EXPENDITURES	\$6.0	\$6.3	\$6.4	\$6.1	\$6.5	\$6.1	\$6.2
Financial Aid	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Utilities	1.0	1.1	1.1	1.1	1.1	1.1	1.4
Services & Supplies	7.6	6.8	6.3	6.3	6.6	6.6	6.8
Capital Expenditures and Transfers	2.0	0.9	0.6	0.7	1.4	4.0	3.8
Total Auxiliary Expenditures/Transfers	\$16.7	\$15.3	\$14.5	\$14.3	\$15.7	\$17.9	\$18.3
Total Auxiliary Fund Surplus/(Shortfall)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Total Auxiliary Fund Budgeted Annualized FTE Employees							
	48.08	39.37	38.24	30.88	38.24	28.10	28.10
Restricted Funds — Resources are received from federal, state, or private sources for specified purposes, typically for conducting research, public service activities, and/or providing external financial aid.							
Restricted Revenue							
Federal Grants & Contracts	\$9.9	\$9.1	\$9.8	\$8.3	\$9.7	\$8.1	\$8.1
State Grants & Contracts	6.1	5.6	6.2	5.0	6.3	5.1	5.1
Private Grants & Contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Gifts	0.0	0.0	0.0	0.0	0.0	0.0	0.0
All Other Restricted Revenue	0.2	(0.0)	0.0	0.0	(0.0)	0.0	0.0
Total Restricted Revenue	\$16.2	\$14.7	\$16.0	\$13.3	\$16.0	\$13.2	\$13.2
Restricted Expenditures/Transfers							
Total Salaries and Wages	\$0.8	\$0.7	\$0.7	\$0.7	\$0.7	\$0.6	\$0.6
Total Benefits	0.2	0.2	0.2	0.2	0.2	0.2	0.2
TOTAL PERSONNEL EXPENDITURES	\$1.0	\$0.9	\$0.9	\$0.9	\$0.9	\$0.8	\$0.8
Financial Aid	14.5	13.4	14.7	12.0	14.7	11.9	11.9
Utilities	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies	0.5	0.5	0.4	0.5	0.4	0.4	0.4
Capital Expenditures and Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Restricted Expenditures/Transfers	\$16.0	\$14.7	\$16.0	\$13.3	\$16.0	\$13.2	\$13.2
Total Restricted Fund Surplus/(Shortfall)	\$0.1	\$(0.0)	\$0.0	\$(0.0)	\$0.0	\$(0.0)	\$0.0
Total Restricted Fund Budgeted Annualized FTE Employees							
	8.00	6.29	7.00	7.00	7.00	7.00	7.00
Total University Revenue	\$101.4	\$98.9	\$100.2	\$96.4	\$102.4	\$100.7	\$101.6
Total University Expenses	\$101.5	\$98.9	\$100.2	\$96.4	\$104.1	\$104.0	\$105.1
Total University Surplus/(Shortfall)	\$(0.1)	\$(0.0)	\$0.0	\$(0.0)	\$(1.6)	\$(3.2)	\$(3.5)
Total University Budgeted Annualized FTE Employees	566.51	538.24	546.04	529.46	546.04	538.17	538.17

	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Request
Full Time Undergraduates (academic year only; 30 credits)				
In-State Undergraduate				
Tuition	\$6,622	\$6,820	\$7,060	\$7,060
Technology Tuition Fee	368	422	436	436
University Mandatory Fees	1,909	2,035	2,169	2,183
Total Cost In-State Undergraduate Off Campus or At Home	\$8,899	\$9,277	\$9,665	\$9,679
Most Common Room and Board Rates	8,352	8,752	9,344	9,588
Total Cost In-State Undergraduate On Campus	\$17,251	\$18,029	\$19,009	\$19,267
Out-of-State Undergraduate				
Tuition (Most Common)	\$14,568	\$15,050	\$15,650	\$15,650
Technology Tuition Fee	558	642	664	664
University Mandatory Fees	1,909	2,035	2,169	2,183
Total Out-of-State Undergraduate Off Campus or At Home	\$17,035	\$17,727	\$18,483	\$18,497
Most Common Room and Board Rates	8,352	8,752	9,344	9,588
Total Cost Out-of-State Undergraduate On Campus	\$25,387	\$26,479	\$27,827	\$28,085
Part Time Undergraduates (per credit)				
Price to Most Common Student Living Off Campus or At Home				
In-State Undergraduate Off Campus or At Home				
Tuition per Credit (Most Common)	\$276	\$284	\$294	\$294
Technology Tuition Fee Per Credit	15	18	19	19
University Mandatory Fees Per Credit (on average)	127	136	161	163
Total Cost Per Credit In-State Undergraduate Off Campus or At Home	\$418	\$438	\$474	\$476
Out-of-State Undergraduate Off Campus or At Home				
Tuition per Credit (Most Common)	\$607	\$627	\$652	\$652
Technology Tuition Fee Per Credit	23	27	28	28
University Mandatory Fees Per Credit (on average)	127	136	161	163
Total Cost Per Credit Out-of-State Undergraduate Off Campus or At Home	\$757	\$790	\$841	\$843
Graduate Students (per credit)				
Price to Most Common Graduate Student Living Off Campus or At Home				
In-State Graduate Student Living Off Campus or At Home				
Tuition per Credit	\$442	\$454	\$470	\$470
Technology Tuition Fee Per Credit	\$21	\$24	\$25	\$25
University Mandatory Fees Per Credit (on average)	\$187	\$190	\$193	\$196
Total Cost Per Credit In-State Graduate Student Living Off Campus or At Home	\$650	\$668	\$688	\$691
Out-of-State Graduate Student Living Off Campus or At Home				
Tuition per Credit	\$663	\$681	\$705	\$705
Technology Tuition Fee Per Credit	\$31	\$36	\$37	\$37
University Mandatory Fees Per Credit (on average)	\$222	\$226	\$230	\$233

2015/16

University Undergraduate Mandatory Fees	Part Time per Credit	Full Time Academic Year (30 Credits)
<i>In-State</i>		
Academic Support/Instructional Support Fee	\$31	\$939
Activity Fee (1-6 credits)	\$63	\$500
Health Services	\$8	\$180
Student Union/Recreation Center Fee	\$20	\$470
Transportation Fee (flat fee per semester)	\$40	\$80
Other: _____		
<i>Out-of-State</i>		
Academic Support/Instructional Support Fee	\$31	\$939
Activity Fee (1-6 credits)	\$63	\$500
Health Services	\$8	\$180
Student Union/Recreation Center Fee	\$20	\$470
Transportation Fee (flat fee per semester)	\$40	\$80
Other: _____		

Notes:

Housing Costs	Full Time Academic Year
<i>Traditional Housing</i>	
Minimum	\$5,964
Maximum	\$7,806
Most Common (Double Room)	\$5,964
<i>All Other Housing</i>	
Minimum	\$6,536
Maximum	\$8,682
Most Common (Suite Style Double)	\$7,764

Dining Costs - students living on campus	# Meals/Week	Full Time Academic Year
Minimum	10	\$3,028
Maximum	19	\$3,964
Most Common (14 meals)	14	\$3,380

Other Optional Fees	Full Time Academic Year
Orientation	\$149
Parking	\$40
Application	\$25

2015/16 Lock Haven University Action Plan
Financial Aid: Gift Aid by Award Year

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected
Undergraduate Gift Aid				
<i>Institutional Aid*</i>				
# of Students	383	333	356	273
Average Award	\$3,598	\$4,645	\$4,647	\$4,947.02
Total Dollars Awarded	\$1,377,864	\$1,546,881	\$1,654,267	\$1,350,536
% of Undergraduate Students Receiving Aid	7%	7%	7%	6%
<i>Pennsylvania State Grants</i>				
# of Students	2,154	1,923	1,852	1,831
Average Award	\$2,593	\$2,884	\$2,658	\$2,735.82
Total Dollars Awarded	\$5,584,665	\$5,546,441	\$4,922,908	\$5,009,279
% of Undergraduate Students Receiving Aid	41%	38%	39%	41%
<i>Pell Grants</i>				
# of Students	2,055	2,058	1,959	1,677
Average Award	\$3,832	\$3,936	\$3,960	\$4,324.64
Total Dollars Awarded	\$7,874,227	\$8,101,039	\$7,757,682	\$7,252,418
% of Undergraduate Students Receiving Aid	39%	40%	41%	38%
<i>All Other Gift Aid**</i>				
# of Students	1,207	1,148	1,072	879
Average Award	\$1,692	\$1,920	\$2,048	\$2,253.00
Total Dollars Awarded	\$2,042,805	\$2,204,714	\$2,195,237	\$1,980,390
% of Undergraduate Students Receiving Aid	23%	22%	22%	20%
<i>Unduplicated Students Receiving Gift Aid</i>				
# of Students	3,051	3,017	2,885	2,706
Average Award	\$5,532	\$5,767	\$5,730	\$5,747.61
Total Dollars Awarded	\$16,879,560	\$17,399,075	\$16,530,094	\$15,553,045
% of Undergraduate Students Receiving Gift Aid	58%	59%	60%	61%
Graduate Student Aid				
<i>Graduate Assistantship Stipends</i>				
# of Students	31	32	29	26
Total Dollars Awarded	\$160,470	\$159,737	\$130,325	\$146,850
% of Graduate Students Receiving Assistantships	7%	7%	7%	6%
<i>Graduate Tuition Waivers</i>				
# of Students	25	31	25	26
Total Dollars Awarded	\$196,314	\$234,039	\$187,275	\$241,250
% of Graduate Students Receiving Waivers	6%	7%	6%	6%

*Institutional Aid includes Board of Governors' waivers; tuition, room and board waivers; etc.

**All Other Gift Aid includes foundation scholarships, miscellaneous PHEAA grants, grants from other states, third party scholarships, etc.

Notes: Number of students and aid awarded are for fall and spring semesters only

2015/16 Lock Haven University Action Plan
Financial Aid: Loans, Cost of Attendance, Family Income

Loans	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Projected
Undergraduate Loans (all known)				
# of Students	4,114	4,014	3,747	3,514
Average Loan	\$7,918	\$8,196	\$8,470	\$8,919.27
Total Dollars Loaned	\$32,575,866	\$32,899,581	\$31,736,104	\$31,342,320
% of Undergraduate Students Receiving Loans	78%	78%	78%	79%
Graduate Loans (all known)				
# of Students	253	271	283	214
Average Loan	\$20,497	\$20,317	\$21,102	\$19,001
Total Dollars Loaned	\$5,185,757	\$5,505,991	\$5,971,944	\$4,066,196
% of Graduate Students Receiving Loans	56%	59%	66%	50%

Student Debt Summary	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Projected
Bachelor's Degree Recipients				
Percent of Recipients with Debt	85%	87%	82%	87%
Average Amount of Debt (of those graduating with debt)	\$23,840	\$24,387	\$29,353	\$31,806
All Students (undergraduate and graduate)				
Student Loan Default Rate, 3 year	8.0%	8.0%	6.9%	6.9%

Default rates are for students that defaulted on their Federal Stafford and Direct student loans in 2010-2012, 2011-2013 and 2012-2014

FY 2014/15 Cost of Attendance (Academic Year)	Tuition and Mandatory Fees	Room and Board	Books and Supplies	Transportation, Personal, Other Expenses	Total
In-State Undergraduate On Campus	\$9,187	\$8,445	\$1,313	\$3,605	\$22,550
In-State Undergraduate Off Campus, Living at Home	\$9,187	\$2,060	\$1,313	\$3,605	\$16,165
Out-of-State Undergraduate On Campus	\$18,482	\$8,445	\$1,313	\$4,120	\$32,360
Out-of-State Undergraduate Off Campus, Living at Home	\$18,482	\$2,060	\$1,313	\$4,120	\$25,975

Note: Costs are based on financial aid packaging costs, not most common

FY 2014/15 Estimated Net Cost by Family Income PA Resident Undergraduates Enrolled Full Time in the Fall and Spring who Filed a FAFSA					
Family Income Groups	Headcount	Average Net Cost of Attendance	Average Net Cost Tuition and Fees	Average Gift Aid Amount	Average Loan Amount
Below \$30,000	741	\$13,511	\$203	\$8,952	\$8,550
\$30,001 - \$48,000	402	\$14,052	\$1,195	\$7,985	\$7,865
\$48,001 - \$75,000	591	\$17,328	\$4,469	\$4,767	\$8,993
\$75,001 - \$110,000	669	\$19,195	\$6,321	\$2,882	\$9,496
\$110,001 and Above	579	\$19,656	\$6,072	\$3,050	\$9,540

Notes: Only includes students who completed a FAFSA. **Family Income Groups** are based on the Total Family Income (including untaxed income) as reported on student FAFSA records. **Average Gift Aid** includes all grants and scholarships from Federal, State, University, and other private sources administered by the Financial Aid Office. Student waivers are also included in the Gift Aid amount. **Net Cost of Attendance** is the actual average of the total Costs of Attendance (which will vary by income group due to the diversity of students living on- and off- campus) minus the average Gift Aid amount. **Net Tuition & Mandatory Fees** is the actual average of the total costs of tuition and fees (which will vary by income group due to the amount of credit hours students are enrolled) minus the average Gift Aid amount (see page University Undergraduate Fees for list of fees that are included). **Average Loan Amount** includes Federal (Perkins, Stafford, Ford Direct) and all private student loans known to the university. The bottom-line **Average** represents the average of all full-time undergraduate Pennsylvania residents. Tuition and Mandatory Fees include all reported mandatory fees and tech fee. Full-time students are considered those with 12 or more attempted credits in both Fall and Spring semesters.

Comments:

Commitment to Access:

Pilot/Title:

LO01 — Per-Credit Educational Services Fee

Brief Synopsis of Pilot, as Approved by Board of Governors:

Charge the educational services fee on a per-credit basis for all undergraduate students. The fee will be phased in over two years, with a charge of \$15 per credit for all credits in excess of 12, beginning in fall 2014, and increasing to the full per-credit rate in fall 2015. Effective fall 2014 through summer 2016.

Changes Made to Pilot since its Approval:

N/A

Assessment Criteria	Prior Year: Fall 2013	Prior Year: Fall 2014	Current Year: Fall 2015	Difference	
				Fall 2014 – Fall 2013	Fall 2015 – Fall 2014
Cohort Access					
Headcount Pell Recipients	1,852.00	1,752.00	1,539.00	(100.00)	(213.00)
Percent Pell Recipients	41.0%	42.1%	39.5%		
Headcount Nonmajority Students	535.00	504.00	503.00	(31.00)	(1.00)
Percent Nonmajority	11.8%	12.1%	12.8%		
Other:					
Cohort Enrollment					
Fall FTE Students	4,449.00	4,080.00	3,867.00	(369.00)	(213.00)
Fall Headcount Students	4,519.00	4,165.00	3,894.00	(354.00)	(271.00)
Annualized FTE Students				0.00	0.00
Annual Revenue Associated with Cohort					
	2013/14	2014/15	2015/16		
	Annual	Annual	Annual		
Tuition Revenue	\$27,182,752	\$26,102,388	\$25,090,316	\$(1,080,364)	\$(1,012,071)
New Pilot Student Fee Revenue	0	320,355	677,379	320,355	357,024
All Other E&G Fee Revenue	4,945,465	4,794,735	4,541,698	(150,730)	(253,037)
Auxiliary Fee Revenue	1,360,531	1,266,217	1,210,810	(94,314)	(55,407)
Institutional Financial Aid <i>(negative number)</i>	(171,734)	(177,156)	(237,600)	(5,423)	(60,444)
Net Revenue	\$33,317,014	\$32,306,538	\$31,282,603	\$(1,010,476)	\$(1,023,935)
Revenue Increase Due to Normal Rate Changes		899,916	1,002,048	899,916	102,132
Revenue Associated with Pilot		\$320,355	\$677,379	\$320,355	\$357,024

Observations:

The revenue generated by the pilot program is generally in line with what was expected. There are no indications that the modest increase in this fee contributed to the enrollment decline, which was related to two large graduating classes and demographic factors affecting the size of the incoming class. There was a slight decline in the percentage of Pell recipients but the level still exceeds the statewide benchmark used in the performance measures.

Pilot/Title:

LO02 — Nursing Fee

Brief Synopsis of Pilot, as Approved by Board of Governors:

Charge a course-specific fee for all students enrolled in nursing courses. The fee will be phased in over 2 years, with a charge of \$45 per credit hour in year 1, and increasing to 30% of the undergraduate tuition rate in year 2. The instructional fee and course costs will be reviewed annually, and the fee could be adjusted, if warranted by the review. Effective fall 2015 through spring 2017.

Changes Made to Pilot since its Approval:

N/A

Assessment Criteria	Difference				
	Prior Year: Fall 2013	Prior Year: Fall 2014	Current Year: Fall 2015	Fall 2014 – Fall 2013	Fall 2015 – Fall 2014
Cohort Access					
Headcount Pell Recipients	43.00	37.00	42.00	(6.00)	5.00
Percent Pell Recipients	40.2%	38.1%	40.8%		
Headcount Nonmajority Students	1.00	3.00	6.00	2.00	3.00
Percent Nonmajority	0.9%	3.1%	5.8%		
Other:					
Cohort Enrollment					
Fall FTE Students	57.07	51.73	54.93	(5.34)	3.20
Fall Headcount Students	107.00	97.00	103.00	(10.00)	6.00
Annualized FTE Students	60.17	53.60	57.42	(6.57)	3.82
Annual Revenue Associated with Cohort					
	2013/14 Annual	2014/15 Annual	2015/16 Annual		
Tuition Revenue	\$448,940	\$428,001	\$480,447	(\$20,938)	\$52,446
New Pilot Student Fee Revenue	\$0	\$0	\$78,537	\$0	\$78,537
All Other E&G Fee Revenue	\$42,472	\$42,805	\$54,587	\$333	\$11,782
Auxiliary Fee Revenue	\$0	\$0	\$0	\$0	\$0
Institutional Financial Aid (<i>negative number</i>)	(\$9,279)	(\$15,064)	(\$4,000)	(\$5,785)	\$11,064
Net Revenue	\$482,132	\$455,742	\$609,572	\$(26,390)	\$153,829
Revenue Increase due to Normal Rate Changes	\$14,313	\$13,713	\$18,093	(\$600)	\$4,380
Revenue Associated with Pilot	\$0	\$0	\$78,537	\$(25,790)	\$149,449

Observations:

The revenue generated by the pilot program is in line with what was expected, and has reduced the amount of direct instructional expense that is not covered by tuition and fee revenue. The percentage of Pell recipients has remained relatively consistent and the percentage of nonmajority students has increased in the first year of the pilot program. This program continues to experience strong demand with many more qualified applicants than available spaces. The fluctuations in institutional financial aid relate to different amounts of employee dependent tuition waivers from year to year.