



INDIANA UNIVERSITY of PENNSYLVANIA

2014-2015
Action Plan



FOREWORD

For the first time in the State System's history, all universities have developed multi-year action plans that outline the institutions' goals and aspirations, strategic priorities, challenges and opportunities. The plans will be updated annually to provide the Board of Governors and the Councils of Trustees with an opportunity to discuss the strategic direction of each respective university. Annual action plans are a key part of enhancing the accountability framework of the State System. The narrative and data provided in the action plans provide greater transparency regarding each university than previously reported. The information contained in the plans will be used to construct a system-wide annual accountability report for improved performance tracking.

Action Plan

2014-2015

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University Mission, Vision, and Statement of Strategy

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

Mission Statement: Indiana University of Pennsylvania

Indiana University of Pennsylvania is a leading public, doctoral/research university, strongly committed to undergraduate and graduate instruction, scholarship, and public service.

Indiana University of Pennsylvania engages students as learners and leaders in an intellectually challenging, culturally enriched, and contemporarily diverse environment.

Inspired by a dedicated faculty and staff, students become productive national and world citizens who exceed expectations personally and professionally.

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.

In December 2013, a statement of IUP's Vision and its Values was approved by the University Senate and, subsequently, by the IUP Council of Trustees. This statement was the culmination of a 16-month long, inclusive effort led by President Driscoll to build a shared vision for what IUP will be when it celebrates its sesquicentennial in 2025. The Vision and Values statement also is a foundation for IUP's new Strategic Plan.

The Vision for IUP's Future

Indiana University of Pennsylvania is a community where teaching, research, and service empower students to become innovative leaders while enhancing communities throughout the world. Remaining true to its traditions, IUP assesses society's needs and opportunities and meets them.

Students are hardworking, ready to learn, and come from diverse cultures, places, and backgrounds. Energetic, dedicated, and diverse staff and faculty members welcome them to a personal, vibrant college home. Students participate in many intentional and interconnected learning experiences in their studies, in their lives, and in the world.

Professors are active scholars and teachers in their disciplines who work together to expand their impact. They engage students in carefully designed open-ended, hands-on experiences to reinforce and enrich what students learn in the classroom. Professors use technology to enhance student learning and augment the face-to-face and peer-learning experiences that are the foundation of excellent education.

Alumni say their student experience was the best preparation for work and life. They continue to find joy in the bonds they built as students and the new connections they make with faculty and staff members, students, and other alumni. They are proud and they choose to invest in IUP's future.

IUP and the communities it serves work together to build a strong society and robust economy. IUP uses partnerships and activities to connect community members, students, faculty and staff members, and alumni, building a commitment to their shared future.

IUP Values

- Demonstrating an excellent return on educational investment.
- Knowing students as individuals who work closely with faculty and staff members.
- Responding to the needs of students and society with a range of innovative programs and scholarship.
- Employing evidence in decision making and in demonstrating results.
- Drawing on IUP's tradition in Indiana and western Pennsylvania to serve students worldwide.
- Enjoying historic, inspirational, and functional campuses and facilities.
- Using technology to reach place-committed students and enhance learning for all.
- Celebrating engaged, successful alumni.

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

IUP's mission and vision will be fulfilled in accord with the *IUP Strategic Plan 2015-2020*, which was ratified by the IUP Council of Trustees on May 7, 2015. The *IUP Strategic Plan*, shown below in outline form, comprises four goals, twenty-one strategies to attain those goals, and seventy-five tactics that outline specific actions and steps. (Tactics are not shown due to limitations of space.)

1. Goal: Provide innovative academic programs of high quality and value.

- 1.1. Strategy: Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society.
- 1.2. Strategy: Bring forward new degree-granting programs that respond to student interest, reflect disciplinary advances, and serve the needs of society, with emphasis on interdisciplinary programs that leverage existing faculty expertise.
- 1.3. Strategy: Explore relevant and sustainable non-degree, non-credit hour programs.
- 1.4. Strategy: Strengthen IUP's academic value to students.
- 1.5. Strategy: Advance IUP's status as a Doctoral Research University.

2. Goal: Prepare all of IUP's students for success in work and life, in addition to academic success.

- 2.1. Strategy: Commit to student success.
- 2.2. Strategy: Focus on access, support, and opportunity for students from traditionally underrepresented and underserved student populations.
- 2.3. Strategy: Prepare students to work and live in a culturally diverse and global future.

3. Goal: Secure IUP's financial future.

- 3.1. Strategy: Increase private philanthropic support to IUP.
- 3.2. Strategy: Align unit funding with institutional priorities and goals.
- 3.3. Strategy: Develop innovative models of tuition flexibility.
- 3.4. Strategy: Improve the efficiency of conducting university business.
- 3.5. Strategy: Employ best practices with regard to regulatory and legislative mandates.
- 3.6. Strategy: Proactively focus on IT and network security for the protection of our students, faculty, staff, and off-campus partners.
- 3.7. Strategy: Ensure that Campus Facilities Master Plan projects are fully funded.

4. Goal: Strengthen IUP's value to our local, state, and global partners.

- 4.1. Strategy: Increase regional, state, and global recognition of IUP.
- 4.2. Strategy: Advance cultural enrichment, tolerance, understanding, and mutual respect in the University and community.
- 4.3. Strategy: Strengthen local, state, federal, and global partnerships in education, research, workforce development, and economic development.
- 4.4. Strategy: Strengthen relationships with IUP's formally recognized affiliated organizations
- 4.5. Strategy: Engage alumni to advance IUP.
- 4.6. Strategy: Reaffirm our commitment to IUP's most important resource, our people.

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.

The following are featured (in alphabetical order) among IUP's many distinguished programs:

Criminology (CIP 45): IUP offers the B.A. in Criminology, B.A. in Criminology/Pre-Law, M.A. in Criminology (in-person and online program versions), and the Ph.D. in Criminology. IUP's Ph.D. in Criminology is one of 47 doctoral programs in criminology/criminal justice in the United States. Graduates of the program hold positions with the FBI, Secret Service, and Drug Enforcement Administration, and are employed across the nation as probation officers, parole officers, jail and prison counselors, local police officers, state police, counselors in juvenile and adult programs, coordinators of private security for corporations, and investigators for insurance companies. IUP Criminology graduates go on to leadership positions in active service and in academia: Five of the top 50 most productive criminologists in the country hold IUP Ph.D. degrees.¹

English (CIP 23): IUP offers the B.S.Ed. in English Education, the B.A. in English (with five tracks), the M.A. in Literature, M.A. in Composition and Literature, M.A. in Teaching English, M.A. in TESOL, the Ph.D. in Composition and TESOL, and the Ph.D. in Literature and Criticism. The IUP graduate programs in English are internationally recognized and they prepare students for careers in, among others, teaching English, writing, journalism, marketing, and publishing. IUP's graduate programs in English are the largest in Pennsylvania, and IUP consistently is among the top ten producers of English Ph.D.s in the nation. Quality accompanies quantity; a survey by the Modern Language Association found the IUP doctoral programs in English to be among the most successful in advancing graduates' careers. The majority of IUP's English Ph.D. students are employed as English teachers at two- or four-year colleges and universities, with others in secondary education.

Music (CIP 50): IUP offers the B.S. in Music Education, the BFA in Performance and Composition, and the B.A. in General Music, as well as the M.A. with concentrations in Performance or Music Education. Program graduates go on to careers in professional music, teaching, performance, recording, and related areas including music journalism, musicology, concert management, arts administration, music retail, music business, and music therapy.

Psychology (CIP 42): IUP offers the B.A. in Psychology and the Doctor of Psychology degree in Clinical Psychology (Psy.D.). The Psy.D. is accredited by the Commission on Accreditation of the American Psychological Association. A recent analysis identified the IUP doctoral program as providing exceptionally better outcomes than expected and in the national top ten "hidden gems" among clinical psychology training programs.²

Safety Science (CIP 15): IUP offers the B.S. in Safety, Health and Environmental (SHE) Applied Sciences, M.S. in Safety Sciences (online), and the Ph.D. in Safety Sciences (online). A degree in safety sciences prepares for a career as a SHE Professional, with employment in construction, petrochemical, utility, transportation, insurance/consulting, healthcare, government and general industry. Placement rates within the SHE Profession within two months of graduation have averaged 75% the past five years and have been as high as 95%. The B.S. in SHE Applied Sciences has been ABET accredited since 1983 and is one of only twenty safety programs in the United States recognized by the Board of Certified Safety Professionals (BCSP) as a "Qualified Academic Program," and graduates of the program receive a GSP Designation by the BCSP at the time of graduation. In 2014, the American Society of Safety Engineers (ASSE) recognized the Student Chapter at IUP as the "Outstanding Student Section" in the United States.

1. Cohn and Farrington, 2014. Publication Productivity of Criminologists. *Journal of Criminal Justice Education* 25:275.

2. Callahan et al., 2013. Hidden gems among clinical psychology training programs. *Training and Education in Professional Psychology* 74:278.

Other Areas of Distinction

Other Areas of Distinction - Please describe your university's admirable characteristics and accomplishments, including services, programs, and community engagement.

The following are featured (in alphabetical order) among IUP's many admirable characteristics:

Community service and engagement: For four years in a row, IUP has been named to President's Higher Education Community Service Honor Roll by the Corporation for National and Community Service. The Honor Roll recognizes higher education institutions that reflect the values of exemplary community service and achieve meaningful outcomes in their communities.

Doctoral/Research University: IUP is designated by the Carnegie Commission on Higher Education as a Doctorate-granting University (DRU: Doctoral/Research University). It is the only member of the State System to hold the Doctorate-granting designation. (The designation includes institutions that awarded at least 20 research doctoral degrees per year and excludes doctoral-level degrees that qualify recipients for entry into professional practice, such as the J.D., M.D., Pharm.D., D.P.T., etc.).

Program Accreditation: Fifty-one of IUP's academic programs are eligible for specialized accreditation by agencies that are recognized by the Council on Higher Education Accreditation (CHEA). Of the eligible programs, 98% are accredited by an agency that is appropriate to the discipline. In addition, four programs have received accreditation from professional agencies that are not recognized by the CHEA.

Honors College: The Robert E. Cook Honors College (RCHC) at IUP provides an exceptional opportunity to students by successfully combining the resources of a mid-size university with the personal attention of a small college. Since its first students matriculated in 1996, awards and recognitions conferred on RCHC graduates include nine Fulbright Awards, two Fulbright alternates, five Goldwater Awards, three NSF awards and an NSF Teaching award, two Marshall Awards and two Truman Award finalists, a Freeman Asia Award, a Pickering Award, and a Rhodes Scholar finalist. The RCHC has been mentioned prominently in the Chronicle of Higher Education (2002) and was the only honors college profiled in Donald Asher's *Cool Colleges for the Hyper-Intelligent, Self-Directed, Late Blooming and Just Plain Different* (2000 and subsequent revisions, including 2011).

International programs: IUP has thriving programs in international education that include faculty exchanges, opportunities for IUP students to study abroad, and programs that bring students from other countries to study at IUP. In Fall 2014, IUP hosted 892 undergraduate and graduate students from other countries, or 46.4% of the total for the State System.

ROTC: The Army Reserve Officers' Training Corps program (ROTC) was established at IUP in 1950. It is housed in one of the largest ROTC facilities on the East Coast, which includes classrooms with multimedia and Internet capability. The program benefits from a strong regional emphasis on patriotism and service, and rates of enrollment are among the highest in the country. The ROTC program is a recipient of the 2014 Douglas A. MacArthur Award, which honors the top ROTC units in the nation. Another succinct statement of success is that eight graduates of the IUP ROTC program have become generals.

Support for Veterans: IUP is nationally recognized for its efforts to assist students who have military service experience. The IUP Military Resource Center works collaboratively with IUP programs and services to help veterans and military-affiliated students achieve their goals. *Military Advanced Education* recognized IUP as an "MAE 2015 Top School" for exhibiting best practices in military and veteran education. IUP has consistently been recognized by *G.I. Jobs* magazine as a "Military Friendly School" and by *Military Times* magazine as one of the nation's "Best for Vets" institutions. IUP was one of only 68 four-year colleges in the nation chosen for the "Best for Vets" listing.

University Strengths and Opportunities (Within the next 3 years)

Core Capabilities

IUP's academic core is solid and strong. Our faculty members have an enviable strength of commitment to our students, to the quality of the programs they support -- baccalaureate, masters, and doctoral -- and to the institution. Our academic programs are well regarded, meaning students receive an education with high quality and good value. Next, IUP has stable, talented leadership and a new shared sense of purpose and forward movement. This now permits the institution to address difficult issues with decisiveness, rather than deferring hard decisions. Moreover, we enjoy a renewed sense of partnership and shared purpose with community and regional leadership. This establishes a fresh capability to explore educational and employment opportunities for our students, and to partner in regional economic development initiatives. We are fortunate to have an attractive campus and a dedicated, committed facilities team. Finally, we have a strong and large (over 125,000) base of living alumni that are ambassadors for IUP.

Opportunities

IUP has a renewed foundation of purpose and forward movement. IUP's new strategic plan (*IUP 2015-2020*) recently was ratified by the IUP Council of Trustees, and at the same time we are preparing for IUP's decennial accreditation review by MSCHE. These events have provided a unique opportunity for fruitful, shared discussion about IUP's future, and from this has come a series of opportunities. There are constructive and lively campus conversations about what it means to be a Doctoral/Research University, the IUP definition of the teacher/scholar model, and how we can improve process and procedures for professional evaluations. We recently completed a shared effort to streamline the institutional processes for review and approval of curriculum changes. A sense of momentum and this simplified procedure has helped generate a host of proposals for curriculum revisions and new programs that meet Pennsylvania's needs and student demand. For example, IUP will be presenting proposals to the BOG for new programs in environmental engineering, public health, and digital sciences and security. Student success is in sharp focus at IUP: We recently launched a comprehensive initiative for student success, ASC@IUP, which will use analytics to target the delivery of academic and co-curricular success services to our students. Finally, we are building upon vastly improved town-gown relationships and moving forward with community partnership initiatives.

Challenges

IUP and other members of the State System share common challenges. Indeed, many of these are common across public institutions of higher education in the US. They include financial pressures and recent declines in state funding, mandates to implement policies and procedures that respond to an increasingly nuanced political and regulatory environment, rapid changes in instructional technology and associated changes in pedagogical practice, and a suite of complex challenges posed by the changing characteristics and expectations of the students we serve. A challenge shared among institutions in Western PA and the Midwest comes from changing regional demographics. Smaller numbers of high-school graduates have created downward pressure on enrollment and this, in turn exacerbates fiscal challenges. IUP has emerged from institutional stagnation: Leadership now is stable and strong, and IUP has a renewed sense of direction and purpose. But, we must work on our identity and expectations, especially as it relates to town-gown relationships and developing standards that are consistent with being the State System's only nationally designated Doctoral Research University.

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.
4. Increasing accountability and transparency, focusing on results and key performance indicators.

University Goals

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #1:

- Provide innovative academic programs of high quality and value. (IUP 1)
 - Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society. (IUP 1.1)
 - Bring forward new degree-granting programs that respond to student interest, reflect disciplinary advances, and serve the needs of society, with emphasis on interdisciplinary programs that leverage existing faculty expertise. (IUP 1.2)
 - Explore relevant and sustainable non-degree, non-credit hour programs. (IUP 1.3)
 - Strengthen IUP's academic value to students. (IUP 1.4)
 - Advance IUP's status as a Doctoral Research University. (IUP 1.5)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #2:

- Provide innovative academic programs of high quality and value. (IUP 1)
 - Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society. (IUP 1.1)
 - Explore relevant and sustainable non-degree, non-credit hour programs. (IUP 1.3)
- Prepare all of IUP's students for success in work and life, in addition to academic success. (IUP 2)
 - Commit to student success. (IUP 2.1)
 - Focus on access, support, and opportunity for students from traditionally underrepresented and underserved student populations. (IUP 2.2)
 - Prepare students to work and live in a culturally diverse and global future. (IUP 2.3)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #3:

- Secure IUP's financial future. (IUP 3)
 - Increase private philanthropic support to IUP. (IUP 3.1)
 - Align unit funding with institutional priorities and goals. (IUP 3.2)
 - Develop innovative models of tuition flexibility. (IUP 3.3)
 - Improve the efficiency of conducting university business. (IUP 3.4)
 - Ensure that Campus Facilities Master Plan projects are fully funded. (IUP 3.7)

Goals and Strategies from the *IUP 2015-2020* strategic plan that advance System Goal #4:

- Secure IUP's financial future. (IUP 3)
 - Increase private philanthropic support to IUP. (IUP 3.1)
 - Align unit funding with institutional priorities and goals. (IUP 3.2)
 - Improve the efficiency of conducting university business. (IUP 3.4)
 - Employ best practices with regard to regulatory and legislative mandates. (IUP 3.5)
 - Proactively focus on IT and network security for the protection of our students, faculty, staff, and off-campus partners. (IUP 3.6)
- Strengthen IUP's value to our local, state, and global partners. (IUP 4)
 - Strengthen local, state, federal, and global partnerships in education, research, workforce development, and economic development. (IUP 4.3)
 - Strengthen relationships with IUP's formally recognized affiliated organizations. (IUP 4.4)

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Strategic Enrollment Management

Planned Enrollment by Student Type

	Fall 2010 Actual	Fall 2011 Actual	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual	Fall 2015 Projected	Fall 2016 Projected
Undergraduate Headcount Enrollment - Associate and Bachelor's Degree Seeking							
New Freshmen	24.1%	23.1%	23.1%	21.9%	23.2%	23.2%	23.2%
New Transfers	5.2%	5.5%	5.4%	5.1%	4.7%	4.7%	4.5%
Veterans	1.1%	1.1%	1.1%	1.2%	1.2%	1.2%	1.5%
Adult Learners	7.0%	6.2%	5.7%	5.2%	5.3%	5.3%	6.3%
Total Undergraduate Enrollment	12,433	12,660	12,690	12,108	11,774	11,628	11,625
Graduate Headcount Enrollment							
Master's	1,396	1,303	1,364	1,260	1,293	1,219	1,190
Research Doctorate	808	810	833	824	822	792	810
Professional Doctorate	N/A	N/A	N/A	N/A	N/A		
Total Graduate Enrollment	2,204	2,113	2,197	2,084	2,115	2,011	2,000
Certificates, Letters of Completion, Nondegree students							
	489	359	709	733	645	625	625
Headcount Enrollment by Method of Instruction							
Distance Education (100% Distance Education)	214	194	250	242	302	302	302
Traditional (On Campus)	12,195	12,291	12,489	11,734	11,004	11,152	11,141
Off Campus	878	784	946	885	840	813	812

Persistence Rates

	Fall 2010 Actual	Fall 2011 Actual	Fall 2012 Actual	Fall 2013 Actual	Fall 2014 Actual/ Projected	Fall 2015 Projected	Fall 2016 Projected
Persistence Rates of First-time Bachelor's Degree Seeking Students							
Second Year Persistence	77.1%	74.4%	75.3%	73.4%	74.5%	74.0%	74.0%
Third Year Persistence	64.8%	66.2%	63.3%	64.0%	64.3%	63.5%	63.5%
Fourth Year Persistence	58.4%	60.4%	62.3%	60.0%	N/A	60.0%	60.0%

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

Graduation Rates

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Projected	2015/16 Projected	2016/17 Projected
Graduation Rates for Bachelor's Degree Seeking Students							
Four Year (or less)	31.4%	34.0%	35.6%	36.3%	35.0%	35.0%	35.0%
Six Year (or less)	52.3%	50.4%	51.2%	52.9%	51.0%	51.0%	51.0%
Expected Graduation Rates (calculation to be mutually determined at a later time)							
Four Year (or less)							
Six Year (or less)							

Completers

	2010/11 Actual	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Projected	2015/16 Projected	2016/17 Projected
Average Time to Degree (Bachelor's) (calculation to be determined)							
Percent of Bachelor's Degrees without Excess Hours (wording and calculation to be determined)							
Graduates Employed in Pennsylvania (will be reported when data becomes available)							
Bachelor's Degree Graduates Continuing Their Education (calculation to be determined)							

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Performance Funding Indicators

Common to All Universities

	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Projected	2015/16 Projected	2016/17 Projected
Degrees Conferred						
Number of Degrees Conferred	2,895	3,292	3,268	3,100	3,100	3,100
Undergraduate Degrees per 100 FTE	17.8	16.8	19.2	17.8	17.8	17.8
Closing the Achievement Gaps - 6 Year Graduation Rates						
Pell Recipient Graduation Rate	48.0%	41.6%	40.2%	40.0%	40.0%	40.0%
Non-Pell Recipient Graduation Rate	57.0%	53.9%	56.5%	55.0%	55.0%	55.0%
Underrepresented Minority Graduation Rate	40.0%	38.0%	32.9%	32.0%	32.0%	32.0%
Non-Underrepresented Minority Graduation Rate	56.0%	52.2%	55.5%	54.0%	54.0%	54.0%
Closing the Freshman Access Gaps						
Pell Recipient Freshmen	37.0%	38.3%	40.2%	38.0%	38.0%	38.0%
Low Income PA High School Graduates (ages 18-24)	38.0%	38.0%	38.0%	38.0%	38.0%	38.0%
Underrepresented Minority Freshmen	13.4%	17.1%	20.6%	18.0%	18.0%	18.0%
Underrepresented Minority PA High School Graduates (ages 18-24)	18.0%	18.0%	18.0%	18.0%	18.0%	18.0%
Faculty Diversity						
Underrepresented Minority Faculty	14.5%	15.4%	15.5%	15.0%	15.0%	15.0%
Female Faculty	45.4%	45.3%	44.8%	44.8%	44.8%	44.8%

University Selected

	Baseline	2012/13 Performance Report	2013/14 Performance Report	2014/15 Projected	2015/16 Projected	2016/17 Projected
Persistence Rates of First-time Bachelor's Degree Seeking Students						
Third Year Persistence	61.6%	66.2%	63.3%	63.0%	63.0%	63.0%
Fourth Year Persistence	58.4%	62.3%	60.0%	60.0%	60.0%	60.0%
STEM and Health Profession (STEM-H) Degree Recipients						
Percentage of Total Degrees Awarded that are STEM-H	16.2%	17.4%	17.4%	17.0%	17.0%	17.0%
Support Expenditures						
	35.4%	35.0%	33.2%	35.0%	35.0%	35.0%
Individual Donors						
Growth Rate of Individual Donors*	1	1	1.07	>1	>1	>1
External Grant Support						
Federal Grants per Faculty**	\$18,585	\$15,725	\$14,225			

*this measure is a ratio of the annual difference in the number of individual donors as compared to a set of peers. A value greater than one means IUP outperformed its peers.

**this measure is a ratio of the university's federal grants per faculty compared to the peer group's federal grants per faculty, but this chart only displays the university's federal grants per faculty

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Academic Programs

Academic Program Activity

Number of Programs in 2013/14 and the Total Number of Completers from 2009/10 through 2013/14		2013/14
Certificate Programs		
Total Number of Certificate Programs		10
Number of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		6
Percentage of Certificate Programs with a Total of 10 or More Completers Over the Previous 5 Years		60%
Associate Degree Programs		
Total Number of Associate Programs		2
Number of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		1
Percentage of Associate Programs with a Total of 25 or More Completers Over the Previous 5 Years		50%
Bachelor's Degree Programs		
Total Number of Bachelor's Programs		73
Number of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		58
Percentage of Bachelor's Programs with a Total of 30 or More Completers Over the Previous 5 Years		79%
Master's Degree Programs		
Total Number of Master's Programs		37
Number of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		30
Percentage of Master's Programs with a Total of 20 or More Completers Over the Previous 5 Years		81%
Professional Doctorate Degree Programs		
Total Number of Professional Doctorate Programs		1
Number of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		1
Percentage of Professional Doctorate Programs with a Total of 10 or More Completers Over the Previous 5 Years		100%
Research Doctorate Degree Programs		
Total Number of Research Doctorate Programs		8
Number of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		8
Percentage of Research Doctorate Programs with a Total of 5 or More Completers Over the Previous 5 Years		100%

New Programs for 2013/14

6-digit CIP	Program Name	Offered Via Distance Learning
Minor		
27.0101	Elementary and Middle Level Mathematics	N/A
43.0301	Homeland Security	N/A
Certificates		
51.3999	Simulation and Technology	N/A

Reorganized Programs for 2013/14

6-digit CIP	Program Name	Change	Offered Via Distance Learning
Letters of Completion			
13.1004	Gifted Education	Reorganized from the previous Gifted Education Certificate of Recognition	N/A

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Academic Programs

Programs Placed in Moratorium for 2013/14

6-digit CIP	Program Name	Offered Via Distance Learning
Master's Degree Programs		
16.0905	Master of Arts in Spanish	n/a

Programs Discontinued for 2013/14

6-digit CIP	Program Name	Offered Via Distance Learning
	N/A	

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Planned New and Emerging Academic Programs

New Programs for Possible Consideration by the Board of Governors in 2015/16

6-digit CIP	Program Name	Projected Enrollment <i>in 5th year</i>
Bachelor's Degree Programs		
131018	Early Childhood/Special Education PLUS Middle Level English Language Arts - dual certification	
131018	Early Childhood/Special Education PLUS Middle Level Science- dual certification	
521304	Actuarial Science Track - Mathematics	
500501	Musical Theater	
131401	TESOL	
050207	Womens Studies	
Master's Degree Programs		
131015 + 131315	Early Childhood PLUS Masters in Literacy (4+1)	
Doctorate Degree Programs		
230101	English Education Ph.D.	

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

6-digit CIP	Program Name	Projected Enrollment <i>in 5th year</i>
Associate Degree Programs		
520301	Accounting	
Bachelor's Degree Programs		
512399	Disability Services - Pre Audiology Track	
300000	Interdisciplinary Studies	
261501	Interdisciplinary Neuroscience	
140200	Environmental Engineering	
111003	Data Science/Cyber Intrusion	
512201	Public Health	
Master's Degree Programs		
520301	MS in Accounting	
520201	School/University Business Management	
500501	MFA - Devised, Applied and Ensemble Theater	
521002	Employment and Labor Relations - Hospitality Industry Track	
513101	MS Sports Nutrition	
111003	Data Science/Cyber Intrusion	
Doctorate Degree Programs		
520201	Business (Ph.D)	
422803	Counseling (Ph.D)	
422806	Educational & School Psychology (D.Ed to Ph.D)	
131202	Biology Track in Curriculum and Instruction	

Academic Programs

Accredited Programs (methodology to be determined at a later time)

Number of Academic Programs

Number of Programs Eligible for Specialized Accreditation

Percentage of Eligible Programs Accredited

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Education & General (E&G) Fund

Dollars in Millions

	2012/13 Actual	2013/14 Actual	2014/15 Approved	Revised 2014/15 Projected	2015/16 Projected	2016/17 Projected
E&G Revenue/Sources						
Undergraduate In-State Tuition	\$75.5	\$74.8	\$74.7	\$75.0	\$73.3	\$73.5
Undergraduate Out-of-State Tuition	13.4	14.2	14.3	14.2	13.0	13.1
Graduate In-State Tuition	12.0	10.9	11.1	11.3	11.4	11.2
Graduate Out-of-State Tuition	6.9	8.1	8.2	7.3	7.2	7.1
TOTAL TUITION REVENUE	\$107.7	\$108.0	\$108.3	\$107.8	\$105.0	\$105.0
Total Fees	32.9	33.4	35.3	\$35.6	\$34.2	\$34.1
State Appropriations	53.0	52.4	51.4	51.5	50.5	49.6
All Other Revenue	15.2	20.3	15.7	15.7	14.4	14.4
Planned Use of Carryforward	(4.4)	0.0	13.3	12.8	3.8	(6.7)
Total E&G Revenue/Sources	\$204.4	\$214.1	\$224.0	\$223.5	\$207.9	\$196.3
E&G Expenditures/Transfers						
Total Salaries and Wages	\$102.3	\$104.7	\$109.0	\$108.3	\$109.2	\$109.4
Total Benefits	43.1	46.3	49.5	49.2	53.1	56.3
TOTAL PERSONNEL EXPENDITURES	\$145.3	\$151.1	\$158.6	\$157.5	\$162.3	\$165.7
Financial Aid	5.9	6.9	7.5	\$7.5	\$8.6	\$8.0
Utilities	5.0	6.0	6.6	6.6	6.7	7.1
Services & Supplies	28.7	31.1	36.2	36.6	35.1	32.2
Capital Expenditures	1.8	1.5	5.2	5.2	4.0	2.0
Mandatory Transfers	16.7	19.0	7.2	\$7.0	\$2.5	\$2.5
Nonmandatory Transfers	0.9	2.5	2.6	3.2	3.2	3.2
Total E&G Expenditures/Transfers	\$204.4	\$218.0	\$224.0	\$223.6	\$222.4	\$220.7
Total E&G Revenue/Sources less Expenditures/Transfers	\$0.0	\$(3.9)	\$0.0	\$(0.0)	\$(14.5)	\$(24.5)
Annualized FTE Enrollment						
Undergraduate In-State	11,360.99	10,962.28	10,743.03	10,505.45	10,416.17	10,445.17
Undergraduate Out-of-State	1,282.10	1,292.08	1,214.55	1,093.02	1,133.40	1,132.40
Graduate In-State	1,141.90	1,016.06	995.74	1,010.79	1,039.61	1,001.61
Graduate Out-of-State	451.95	526.69	510.89	475.00	488.11	470.11
Total Annualized FTE Enrollment	14,236.94	13,797.11	13,464.21	13,084.26	13,077.29	13,049.29
E&G Annualized FTE Employees						
Faculty	679.10	685.31	682.31	688.61	690.61	692.61
AFSCME	390.57	384.54	384.67	378.29	378.29	378.29
Nonrepresented	163.70	177.82	178.86	178.71	178.71	178.71
SCUPA	45.74	51.25	50.07	50.74	50.74	50.74
All Other	66.57	65.85	66.03	64.55	64.55	64.55
E&G Annualized FTE Employees	1,345.68	1,364.77	1,361.94	1,360.90	1,362.90	1,364.90
Total Annualized FTE Employees	1,455.17	1,482.05	1,479.23	1,461.00	1,461.00	1,465.00

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Strategic E&G Budget Realignment

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	2012/13 Amount	2013/14 Amount	2014/15 Amount
Strategic Investments:			
Marketing Initiative	\$61,900	\$719,546	\$866,200
Engaging and Educating the Shale Gas Partners	\$30,912	\$23,302	\$20,700
State-of-the Art Image Analysis Facility	\$95,584	\$5,000	\$0
3 in 1 Proposals (12, 14 & 15) Latino, Bridge and Probation	\$45,200	\$78,000	\$9,500
Sutton Scholars Program	\$50,000	\$42,880	\$44,166
Veteran's Resource Group	\$0	\$33,900	\$66,000
Creation of Energy Research Cluster	\$175,916	\$175,916	\$175,916
Creation of Veterans Reintegration Cluster	\$175,916	\$175,916	\$175,916
Center for Academic Excellence Task Force	\$13,025	\$11,921	\$12,150
Instructional Technology (Geo Info System, OB Lab, X-Ray Equip)	\$158,630	\$19,513	\$0
Scholarship Initiative - IUP Grant	\$30,000	\$530,000	\$1,030,000
Strategic Visioning Task Force-President's Associate	\$21,403	\$39,074	\$0
Instructional Facility Renovation/Redesign	\$61,412	\$196,727	\$0
Exterior Campus Signage	\$0	\$200,000	\$0
Mapping Survey - Campus ADA Study	\$0	\$79,800	\$0
Planned Periodic Maintenance/Investment in Plant	\$415,000	\$136,250	\$140,000
Promote Community Interaction and Communication	\$0	\$0	\$76,180
Total	\$1,334,898	\$2,467,745	\$2,616,728
*Sources of Funds for Reinvestment:			
Carryover-Unrestricted Net Assets	\$1,304,898	\$2,043,033	\$1,190,730
Educational and General Central Fund Realignment	\$30,000	\$424,712	\$1,425,998
Total	\$1,334,898	\$2,467,745	\$2,616,728
*IUP Note:			
Sources of funds for reinvestment include central realignments only and not those made at the divisional/departmental levels.			
3 in 1 Proposals (12, 14 & 15) Latino, Bridge and Probation	\$45,200	\$78,000	\$9,500
Sutton Scholars Program	\$50,000	\$0	\$0
Veteran's Resource Group	\$0	\$33,900	\$66,000
Creation of Energy Research Cluster	\$175,916	\$0	\$0
Creation of Veterans Reintegration Cluster	\$175,916	\$0	\$0
Partial Funding of "Time To Lead"	\$11,261	\$0	\$0
Security Radios	\$0	\$0	\$76,180
Total	\$5,797,885	\$9,982,880	\$10,618,592
Sources of Funds for Reinvestment:			
Carryover-Unrestricted Net Assets	\$1,586,898	\$1,754,557	\$844,550
Total	\$1,586,898	\$1,754,557	\$844,550

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Auxiliary Enterprises and Restricted Funds

Dollars in Millions

	2012/13 Actual	2013/14 Actual	2014/15 Approved	Revised 2014/15 Projected	2015/16 Projected	2016/17 Projected
Auxiliary Enterprises						
<i>Associated with auxiliary units that are self-supporting through fees, payments, and charges. Examples include housing, food services, student unions, and recreation centers.</i>						
Auxiliary Revenue/Sources						
Food Service Sales	\$16.7	\$16.7	\$16.9	\$16.9	\$17.1	\$17.1
Housing Fees	5.5	4.3	4.0	4.0	4.2	4.2
Privatized Housing	6.2	5.7	6.3	6.3	6.3	6.3
Other Auxiliary Sales	0.0	0.0	0.0	0.0	0.0	0.0
All Other Revenue	(2.0)	2.0	2.0	2.0	1.9	2.5
Total Auxiliary Revenue/Sources	\$26.3	\$28.8	\$29.2	\$29.2	\$29.6	\$30.2
Auxiliary Expenditures/Transfers						
Total Salaries and Wages	\$4.5	\$4.6	\$4.8	\$4.8	\$4.8	\$4.8
Total Benefits	3.2	3.4	3.7	3.7	3.9	4.1
TOTAL PERSONNEL EXPENDITURES	\$7.7	\$8.0	\$8.5	\$8.5	\$8.7	\$8.9
Financial Aid	0.0	0.0	0.0	0.0	0.0	0.0
Utilities	1.0	1.0	1.1	1.1	1.1	1.1
Services & Supplies	14.8	15.6	15.9	15.9	16.2	16.5
Capital Expenditures	1.8	7.4	8.0	8.0	3.2	3.2
Mandatory Transfers	1.0	1.2	1.4	1.4	1.5	1.5
Nonmandatory Transfers	0.0	(7.4)	(5.7)	(5.7)	(1.2)	(1.2)
Total Auxiliary Expenditures/Transfers	\$26.3	\$25.8	\$29.2	\$29.2	\$29.6	\$30.2
Total Auxiliary Revenue/Sources less Expenditures/Transfers	\$0.0	\$2.9	\$0.0	\$0.0	\$0.0	\$0.0
Restricted Funds						
<i>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.</i>						
Restricted Revenue						
Federal Grants & Contracts	\$26.0	\$25.8	\$25.1	\$25.1	\$25.1	\$25.1
State Grants & Contracts	14.0	14.4	14.6	14.6	14.6	14.6
Private Grants & Contracts	0.4	0.3	0.3	0.3	0.3	0.3
Gifts	0.1	0.1	0.1	0.1	0.1	0.1
All Other Restricted Revenue	0.5	2.1	1.5	1.5	1.8	1.9
Total Restricted Revenue	\$40.8	\$42.8	\$41.6	\$41.6	\$41.8	\$41.9
Restricted Expenditures/Transfers						
Total Salaries and Wages	\$5.1	\$4.7	\$4.8	\$4.8	\$4.8	\$4.8
Total Benefits	1.2	1.2	1.3	1.3	1.4	1.4
TOTAL PERSONNEL EXPENDITURES	\$6.3	\$5.9	\$6.0	\$6.0	\$6.1	\$6.2
Financial Aid	32.7	33.4	33.5	33.5	33.7	33.7
Utilities	0.0	0.0	0.0	0.0	0.0	0.0
Services & Supplies	1.4	1.3	1.4	1.4	1.4	1.4
Capital Expenditures	0.0	0.0	0.0	0.0	0.0	0.0
Mandatory Transfers	0.0	0.0	0.0	0.0	0.0	0.0
Nonmandatory Transfers	0.4	0.6	0.6	0.6	0.6	0.6
Total Restricted Expenditures/Transfers	\$40.8	\$41.3	\$41.6	\$41.6	\$41.8	\$41.9
Total Restricted Revenue/Sources less Expenditures/Transfers	\$0.0	\$1.5	\$0.0	\$0.0	\$0.0	\$0.0
Total University Revenue	\$271.6	\$285.6	\$294.7	\$294.3	\$279.3	\$268.4
Total University Expenses	\$271.6	\$285.1	\$294.7	\$294.3	\$293.8	\$292.8
REVENUE/SOURCES less EXPENDITURES/TRANSFERS	\$0.0	\$0.5	\$0.0	\$0.0	\$(14.5)	\$(24.4)

INDIANA UNIVERSITY OF PENNSYLVANIA
2014/2015 ACTION PLAN

Tuition and Fees

	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Request
Full Time Undergraduates (academic year only; 30 credits)				
In-State Undergraduate				
Tuition (Most Common)	\$6,428	\$6,622	\$6,820	\$6,820
Tuition Pilot (7% discount In-state undergraduate - per credit hour)	N/A	N/A	N/A	\$0
Technology Tuition Fee	358	368	422	422
University Mandatory Fees	1,886	2,090	2,228	2,384
Total Cost In-State Undergraduate Off Campus or At Home	\$8,672	\$9,080	\$9,470	\$9,626
Most Common Room and Board Rates	10,466	11,100	11,346	11,880
Total Cost In-State Undergraduate On Campus	\$19,138	\$20,180	\$20,816	\$21,506
Out-of-State Undergraduate				
Tuition (Most Common) 170%	\$10,928	\$11,258	\$11,594	\$11,594
Technology Tuition Fee	542	558	642	642
University Mandatory Fees	2,869	3,102	3,273	3,429
Total Out-of-State Undergraduate Off Campus or At Home	\$14,339	\$14,918	\$15,509	\$15,665
Most Common Room and Board Rates	10,466	11,100	11,346	11,880
Total Cost Out-of-State Undergraduate On Campus	\$24,805	\$26,018	\$26,855	\$27,545
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)	\$268	\$276	\$284	\$284
Technology Tuition Fee Per Credit	15	15	18	18
University Mandatory Fees Per Credit (on average) *	83	92	97	97
Total Cost Per Credit In-State Undergraduate Off Campus or At Home	\$366	\$383	\$399	\$399
Out-of-State Undergraduate Off Campus or At Home				
Tuition per Credit (Most Common) 170%	\$455	\$469	\$483	\$483
Technology Tuition Fee Per Credit	23	23	27	27
University Mandatory Fees Per Credit (on average) **	109	119	125	119
Total Cost Per Credit Out-of-State Undergraduate Off Campus or At Home	\$587	\$611	\$635	\$629
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				
Minimum	N/A	N/A	N/A	N/A
Maximum	472	486	499	499
Most Common	429	442	454	454
Technology Tuition Fee Per Credit	21	21	24	24
University Mandatory Fees Per Credit (on average) - Masters***	105	113	119	126
University Mandatory Fees Per Credit (on average) - Doctoral***	127	136	143	150
Out-of-State Graduate Student Living Off Campus or At Home				
Tuition per Credit				
Minimum	N/A	N/A	N/A	N/A
Maximum	708	729	749	749
Most Common	644	663	681	681
Technology Tuition Fee Per Credit	31	31	36	36
University Mandatory Fees Per Credit (on average) - Masters***	138	147	155	162
University Mandatory Fees Per Credit (on average) - Doctoral***	172	182	191	198

* Based on FY2013/14 actual - 4.4 credits taken by in-state undergraduate students

** Based on FY2013/14 actual - 3.9 credits taken by out-of-state undergraduate students

*** Based on FY2013/14 actual - both in-state and out-of-state Graduate students take an average of 6 credits

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

University Undergraduate Fees

2014/15

University Undergraduate Mandatory Fees	Part Time per Credit	Full Time Academic Year (30 Credits)
<i>In-State (4.4 credit hours per part-time student)</i>		
Academic Support/Instructional Support Fee	\$30	\$724
Activity Fee (Includes Student Union/Rec Center)	\$30	\$680
Health Services	\$10	\$364
Student Services Fee*	\$15	\$360
Registration and Transportation Fee	\$11	\$100
Other: _I-Card Fee (one-time)_____	\$15	\$15
<i>Out-of-State (3.9 credit hours per part-time student)</i>		
Academic Support/Instructional Support Fee	\$51	\$1,769
Activity Fee (Includes Student Union/Rec Center)	\$34	\$680
Health Services	\$12	\$364
Student Services Fee*	\$15	\$360
Registration and Transportation Fee	\$13	\$100
Other: _I-Card Fee (one-time)_____	\$15	\$15

**Supports the following student services: Improve out-of-classroom experiences, support from library, improvements to students of color and branch campus students, improve services that support graduate education, student recreation, career services, diversity services and programming, advisement, library availability, late night programming, safety, student organization advisement, academic support services and student leadership development.*

Housing Costs	Full Time Academic Year
<i>Traditional Housing</i>	
Minimum	\$5,312
Maximum	\$7,908
Most Common (Double occupancy)	\$5,312
<i>All Other Housing - FIUP Residential Revival</i>	
Minimum	\$7,640
Maximum	\$9,970
Most Common (2 person private semi-suite)	\$8,290

Dining Costs	# Meals/Week	Full Time Academic Year
Minimum	320	\$2,456
Maximum	608	\$3,200
Most Common (14 weeks a semester plus \$300 flex)	448	\$3,056

Other Optional Fees	Full Time Academic Year
Orientation - 1 day	\$105
Orientation - 2 day	\$190
Orientation - International	\$125
Parking - annual	\$200
Graduation	N/A
Application	\$50
Printer Paper	N/A
Immigration Fee per Semester	\$75
Installment Payment Fee per Semester	\$40
Portfolio Application/Assessment fee	\$15
Teacher Certificate Fee	\$60
National Student Exchange Program Fee	\$250
Advance Deposit Fees: Tuition (Freshman Only)	\$150
Advance Deposit Fees: Housing (Fall Semester Only)	\$80
Examination for Credit Fee	\$40
International Student Placement Testing Fee	\$45
Judicial Fees for Service	Various
Transcript Fees	None

INDIANA UNIVERSITY OF PENNSYLVANIA
2014/2015 ACTION PLAN

Financial Aid: Gift Aid by Award Year

	2012/13 Actual	2013/14 Actual	2014/15 Projected
Undergraduate Gift Aid			
<i>Institutional Aid*</i>			
# of Students	1,373	1,334	1,253
Average Award	\$4,048	\$3,721	\$3,498
Total Dollars Awarded	\$5,557,910	\$4,964,064	\$4,382,994
% of Undergraduate Students Receiving Aid	10%	10%	10%
<i>Pennsylvania State Grants</i>			
# of Students	4,592	4,330	4,332
Average Award	\$2,556	\$2,923	\$2,681
Total Dollars Awarded	\$11,737,516	\$12,656,352	\$11,615,597
% of Undergraduate Students Receiving Aid	34%	33%	35%
<i>Pell Grants</i>			
# of Students	5,042	4,867	4,737
Average Award	\$3,809	\$3,942	\$4,124
Total Dollars Awarded	\$19,206,448	\$19,184,908	\$19,536,999
% of Undergraduate Students Receiving Aid	37%	37%	38%
<i>All Other Gift Aid**</i>			
# of Students	3,259	3,088	2,993
Average Award	\$1,809	\$2,009	\$1,950
Total Dollars Awarded	\$5,895,821	\$6,203,158	\$5,836,350
% of Undergraduate Students Receiving Aid	24%	24%	24%
<i>Unduplicated Students Receiving Gift Aid</i>			
# of Students	7,837	7,398	7,171
Average Award	\$5,410	\$5,813	\$5,642
Total Dollars Awarded	\$42,397,695	\$43,003,607	\$40,458,782
% of Undergraduate Students Receiving Gift Aid	57%	56%	58%
Graduate Student Aid			
<i>Graduate Assistantship Stipends</i>			
# of Students	389	505	500
Total Dollars Awarded	\$938,597	\$2,390,082	\$2,600,000
% of Graduate Students Receiving Assistantships	15%	20%	25%
<i>Graduate Tuition Waivers</i>			
# of Students	467	479	496
Total Dollars Awarded	\$2,924,510	\$2,985,922	\$3,085,873
% of Graduate Students Receiving Waivers	19%	19%	22%

*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

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Financial Aid: Loans, Cost of Attendance, Family Income

Loans	2012/13 Actual	2013/14 Actual	2014/15 Projected
Undergraduate Loans (all known)			
# of Students	10,237	9,748	9,286
Average Loan	\$8,545	\$8,691	\$8,846
Total Dollars Loaned	\$87,479,964	\$84,715,822	\$82,147,264
% of Undergraduate Students Receiving Loans	75%	74%	77%
Graduate Loans (all known)			
# of Students	1,160	1,108	1,075
Average Loan	\$15,818	\$15,409	\$16,160
Total Dollars Loaned	\$18,348,652	\$17,073,130	\$17,371,878
% of Graduate Students Receiving Loans	46%	45%	48%

Student Debt Summary	2011/12 Actual	2012/13 Actual	2013/14 Projected
Bachelor's Degree Recipients			
Percent of Recipients with Debt	83%	85%	82%
Average Amount of Debt (of those graduating with debt)	\$35,229	\$37,457	\$33,806
All Students (undergraduate and graduate)			
Student Loan Default Rate, 3 year--those who defaulted in 2011-2013	8.8%		N/A

FY 2013/14 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	\$9,080	\$10,680	\$1,100	\$2,640	\$23,500
In-State Undergraduate Off Campus, Living at Home	\$9,080	\$2,300	\$1,100	\$2,620	\$15,100
Out-of-State Undergraduate On Campus	\$20,216	\$10,680	\$1,100	\$2,604	\$34,600
Out-of-State Undergraduate Off Campus, Living at Home	N/A	N/A	N/A	N/A	N/A

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

FY 2013/14 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	1,763	\$14,873	\$(364)	\$9,324	\$8,813
\$30,001 - \$48,000	1,009	\$15,720	\$608	\$8,396	\$8,267
\$48,001 - \$75,000	1,490	\$18,826	\$3,889	\$5,090	\$9,254
\$75,001 - \$110,000	1,753	\$20,504	\$5,484	\$3,493	\$10,082
\$110,001 and Above	1,841	\$20,881	\$5,481	\$3,451	\$9,245

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:

INDIANA UNIVERSITY OF PENNSYLVANIA 2014/2015 ACTION PLAN

Pricing Flexibility Pilot for Per-Credit Tuition

Pilot/Title:	Per-credit Tuition Pricing for Undergraduate Resident Students
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Brief Synopsis of Pilot, as Approved by Board of Governors:

Beginning with the fall 2015 semester, tuition will be charged on a per-credit basis to all undergraduate resident students. The per-credit undergraduate tuition rate will be discounted as follows:

2015-16	7%	2017-18	1%
2016-17	4%	2017-19	0%

IUP plans to establish a scholarship pool associated with its Academic Success Initiative (ASI)—a strong academic support system built upon data analytics, advising, tutoring activities, and scholarships—enabling students to persist. ASI scholarships will offer financial incentive to in-state undergraduate students who are academically successful, for the equivalent of up to a two-credit-hour merit award in an academic year. The ASI scholarship pool will be funded at \$1.25 million and will increase annually as tuition increases.

Changes Made to Pilot since its Approval:

Implementation of the pilot has been deferred.

Assessment Criteria:	Prior Year: Fall 2013	Current Year: Fall 2014	Difference
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Cohort Access

- Headcount Pell Recipients
- Percent Pell Recipients
- Average # of Credit Hours Enrolled
- Headcount Nonmajority Students
- Percent Nonmajority
- Average # of Credit Hours Enrolled
- Headcount Majority Students/NonPell
- Percent of Total
- Average # of Credit Hours Enrolled
- Average Student Credit Hours Taken
- Comparison of Breakdown of Number of Credits Taken by Students (additional data may be attached):
- Number of Students Taking More Than 13 Credits Who Filed a FAFSA and Had Unmet Need
- Number of Students Taking More Than 15 Credits Who Filed a FAFSA and Had Unmet Need
- Number of Students Registered For More Credits Than They Had at End of Drop/Add Period
- Number of Students Offered Institutional Aid
- Average Institutional Aid Award
- Other:

Cohort Enrollment (In-state Undergraduates)

- Fall FTE Students
- Fall Headcount Students
- Other:

E&G Revenue Associated with Cohort

Tuition Revenue			
E&G Fee Revenue			
Institutional Financial Aid (<i>negative number</i>)			
Net Revenue	\$0	\$0	\$0
Revenue Increase due to Normal Rate Changes		\$0	\$0
Revenue Change Associated with Pilot		\$0	\$0

Observations:

This section will be used for a narrative assessment of the outcomes of the pilot program that are not able to be quantified by assessment criteria above. This section will include positives and negatives of the program so far, as well as future planned action(s).

