

University Senate Minutes

September 7, 2021

3:45pm – 5:00pm, ZOOM

- Chairperson Piper called the September 7, 2021 meeting of the University Senate to order at 3:45pm
- Todd Cunningham, Executive Director of IT Services, provided an overview of how to use Zoom to participate in the Senate meeting
- Minutes from the April 27, 2021 meeting were **PREVIOUSLY APPROVED**
 - The following correction (pg. 6, #5) to the April 27, 2021 minutes was **APPROVED**:
Instead of being placed in moratorium, the following programs should have been listed as new specializations:
 - Specialization in Data Science, Master of Science in Applied Mathematics
 - Specialization in Community College Instruction, Master of Science in Applied Mathematics
 - Specialization in Instruction and Learning, Master's in Education
- Agenda items for the September 7, 2021 meeting were **APPROVED**
- Chair Piper opened the floor for nominations for Vice Chairperson. Jessica Poley was nominated and elected.

Reports and Announcements

A. President's Report:

- Welcome to the new academic year. It's so wonderful to have you back together with our students. I am thankful for all of your work - as are our students and their families.
- Just like you, I'm committed to doing everything we can to keep the IUP community together and safe. Thank you for wearing face coverings and washing your hands. For those of you who are vaccinated, thank you for taking that step for your safety and the safety of those around us. If you aren't vaccinated, I encourage you to consider taking that step. We continue to watch all the numbers in case we need to change our posture, but right now we are doing a good job together.
- Change is very hard - for organizations and for individuals - and we've certainly been dealing with more than our share. Thank you for staying involved and taking a role in determining IUP's future course. I am particularly thankful for Dr. Piper and the University Senate's leadership. Special thanks go to Senator Smith-Sherwood and the Rules Committee. The Rules Committee has been working hard to adjust to all the changes and positioning the Senate to provide the best in shared governance for the future. Please give them your thanks.
- I'm happy to tell you that the CPP (Comprehensive Planning Process) draft report that will be submitted to the Office of the Chancellor on Friday shows IUP in a better financial position than we had projected. That is thanks to your hard work and engagement (and a little bit to COVID relief funding). We aren't done with the work yet, but the hardest work is over and, as I

mentioned in my remarks at the opening of the academic year, IUP will not retrench faculty or furlough unionized employees this year. We will rely on attrition and a few other cuts to continue to progress toward sustainability.

- I call your attention to a solemn event this Friday, September 10 in the Oak Grove, where we will hold a memorial ceremony for the 20th anniversary of the 9/11 attacks on our country. As you may know, IUP lost three alumni in the World Trade Center and we have remembered them on that day every year. The speeches will start at 11:45am.
- Finally, I do need to address a matter of Senate business. On pages 3-13 of the agenda for today's meeting you will find the Telecommuting Policy for Non-represented and Staff Employees and the associated procedure. Based on discussion with Senate leadership about how to best proceed with this policy, which needed to be in place before the start of fall semester, the University Development and Finance Committee met and recommended its approval. I thank the committee for their prompt and thorough review. Under the authority granted to me under the University Senate Constitution, I approved the policy immediately thereafter and before the University Senate was able to meet. As required, I informed the appropriate Senate leadership and am reporting that action to you today. I should note that the policy was also reviewed with the appropriate unions before I approved it.

B. Provost's Report:

- Welcome back to everyone. Thank you for those who worked toward implementing the restructuring elements of NextGen. Thank you, also, to those who worked to launch the academic year in person. We know that there are some challenges, particularly some struggles with classroom situations when students or faculty need to quarantine. The UPC Covid Planning Committee has provided guidance. In addition, the Center for Teaching Excellence, under the new directorship of Rachel DeSoto Jackson, has prepared sets of strategies, suggestions, and support for faculty to address some of these challenges in their classrooms.
- Thank you for those who participated in Many Voices, One Future: The Road Ahead for IUP. There were about 250 participants for this event last Thursday, September 2. During the common hour, President Driscoll and vice presidents Patricia McCarthy, Khatmeh Osseiran-Hanna, Scott Moore, Paula Stossel, and myself shared information on the various strategic plans and strategic priorities. This was followed by an interactive afternoon with the Phase II coordinating councils. These councils are focusing on the five areas including student success, the NextGen campus, budget planning, general education, and future initiatives. The data that were collected during this event are being transcribed and will be shared with the coordinating councils for integration into their recommendations. These recommendations will come in the form of white papers that will be shared with Senate as well as President Driscoll and his cabinet. Thank you to Karen Rose Cercione, Hilliary Creely, and Chris Koren who planned the event.
- As a correction from the previous remarks, I accept the following:
 - The following programs should have been listed as new specializations, not as being placed in moratorium:
 - Specialization in Data Science, Master of Science in Applied Mathematics
 - Specialization in Community College Instruction, Master of Science in Applied Mathematics

- Specialization in Instruction and Learning, Master's in Education

C. Chair's Report:

- It's great to be back and see students walking around campus.
- Due to the mask mandate and the recommendation to limit large indoor gathering, we will continue conducting Senate meetings via Zoom.
- Once those mandates are lifted, the Rules Committee and the Senate Chair will discuss the possibility of offering hybrid meetings in the future. We do recognize the importance of discussion and we know that having everyone muted on command does limit that discussion.
- Senate will be reviewing our committee structures to determine if they still meet our needs and if there are any gaps we need to fill. We would like to add at least one additional committee as well as an executive committee with representation from each of the standing committees. Creating an executive committee will help us during the summer when decisions need to be made.
- The Academic Affairs Committee is going to continue to take recommendations regarding the Common Hour.

D. Vice Chairperson's Report:

- Thank you for voting and re-electing me as the Vice Chairperson. I look forward to this semester and keeping everyone updated on what SGA is doing.

Standing Committee Reports

A. Rules Committee (Chair Smith-Sherwood)

FOR INFORMATION:

- Current openings on Senate Committees AY 2021-2022 – Updated 9/8/21

Senate Committee	Admin	Staff	Faculty	Undergrad	Grad	Currently open
<i>Academic</i> *At-large seat may be filled by Admin or Faculty	0-1*	0	1-2*	0	0	2
<i>Awards</i>	1 must be Dean Elected	0	1 CHHS 1 ECOB 1 USVCS	2	1	7
<i>Dev & Fin</i>	0	0	4	2	1	7
<i>LESC</i>	0	1	2	2	1	6

<i>Non-Credit Instruction</i>	1 Dir. Ext. Studies	1	2	0	0	3
<i>Research</i>	0	0	1 CAH 1 KCNSM 1 USVCS	3	1	7
<i>Rules</i>	0	0	4	3	1	8
<i>Student Affairs</i>	0	0	6	12	2	20
<i>UWGC</i>	0	0	1	0	3	4
<i>UWUCC</i>	0	0	0	3	0	3

- Representatives from the Rules Committee had the opportunity to meet with the President's Cabinet and other university leaders over the summer. The Rules Committee represented the Senate at the NextGen kick-off event last Thursday, 9/2/21. Conversations regarding shared governance are ongoing.
- The Rules Committee has been working to fill open seats in the Senate and on Senate Standing Committees. Senator Mulvihill has worked with the SGA and GSA leadership, and we are making great progress at filling student seats.
- The NextGen Senate is comprised of 80 faculty, 40 students, 27 administrators, 4 staff members, and 1 representative from the alumni association. This represents a reduction from 185 to 152 members. The Rules Committee will be considering the possibility of suggesting proportional reductions to Standing Committee positions.
- Many positions remain open on Senate Standing Committees. Any Senator interested in service to a Standing Committee should contact Dawn Smith-Sherwood (smithshe@iup.edu) as soon as possible.
- The special election for five (5) open seats on the UWUCC concluded last Friday, 9/3/21. The five (5) open positions have been filled.
- The Rules Committee will meet next Tuesday, September 14, at 3:45 pm in Davis 418.

B. University-Wide Undergraduate Curriculum Committee (Chair Sechrist)

- Our next meeting is on Tuesday, September 14 at 3:45pm in 103 HSS.

C. University-Wide Graduate Curriculum Committee (Chair Moore)

- Our next meeting is on Tuesday, September 14 at 3:45pm via Zoom.

D. Research Committee (Vacant)

- No report

E. Student Affairs Committee (Chair Erwin)

- Our first meeting is on Tuesday, September 14 at 3:30pm via Zoom.

F. University Development and Finance Committee (Drye)

FOR ACTION:

APPROVED

Telecommuting Policy for Non-represented and Staff Employees (See Appendix A)

- Our next meeting is tentatively scheduled for September 14 at 3:30pm.

G. Academic Affairs Committee (Chair Dugan)

FOR INFORMATION:

Requests for nominations for faculty and deans who retired 2019- 2020 or 2020-2021 (August 2019-August 2021) have been emailed. Procedures and criterion as well as forms will be on the Senate website.

Relevant dates are:

FACULTY EMERITUS NOMINATIONS

Nominations and all supporting materials must be submitted by the departmental or administrative unit to the College Deans or Administrative Vice Presidents for their review and recommendation in one pdf file by 4:30PM on Monday, September 20, 2021. College Deans or Administrative Vice Presidents then forward nominations to the Provost for review and recommendation by **4:30PM on Friday, October 1, 2021.** The Provost will review the nominations and make recommendations to the Senate Academic Committee by **4:30PM on Friday, October 22, 2021.** The Senate Academic Committee will act on the final nominees by **Thursday, November 18, 2021** for inclusion on the December Senate Agenda.

DEAN EMERITUS NOMINATIONS

All nomination forms, documents and supporting materials must be submitted in one pdf file to the Chair of the College Chair's Council for their review and recommendation by noon on Monday, September 20, 2021. The College Chair's Council should forward their nomination to the Convener of the Council of Deans for their review and recommendation by **noon on Friday, October 1, 2021.** The Council of Deans must then forward nominations to the Provost for review and recommendation by **noon on Friday, October 8, 2021.** The Provost will review the nominations and make recommendations to the Senate Academic Committee by **noon on Friday, October 22, 2021.** The Senate Academic Committee will take action on the final nominees by **Thursday, November 18, 2021** for inclusion on the December Senate Agenda.

FOR ACTION:**APPROVED****Pass-Fail Policy (current)**

A student may take courses on a pass-fail basis to a total of 15 credits throughout his/her university career. The student is limited to one pass-fail course in any given semester during the sophomore, junior, and senior years. All courses in the student's Liberal Studies program and courses that meet major and minor requirements are excluded from this prerogative. When scheduled, such a course shall be included in the student's normal course load for the semester.

The student must declare his/her intent to choose pass-fail in a specific course no later than six weeks after the beginning of the semester or the equivalent time span in a summer session. Once declared, this pass-fail option may not be revoked. Instructors will not be notified of the identity of pass-fail students in their courses. The grade given by the instructor will be translated to a "P" or "F" during grade processing.

A student shall be given academic credit without quality points for a course taken pass-fail upon receiving a passing mark in the course. The credits successfully completed under pass-fail ("passed"), within the overall 15-credit limitation, shall be recorded as counting toward the total credits earned for graduation but not toward the credit-attempted data used in the calculation of the cumulative grade point average. However, if a student fails a pass-fail course, he/she will receive an "F" or "N" (non-participation failure) grade and the corresponding grade point average. An "F" or "N" earned under the pass/fail option may be repeated only under the graded option. (Currently, one course is an exception to the Pass-Fail Course Policy. NMDT 434 is offered only on a pass-fail basis.)

The summer sessions, collectively or in any combination, shall be considered a unit similar to a spring or fall semester for pass-fail purposes. Hence, a student is permitted to take only one course during the summer on a pass-fail basis.

Pass-Fail Policy (proposed)

Students may take courses on a pass-fail basis to a total of 15 credits throughout **their** university career. The student is limited to one pass-fail course in any given semester during the sophomore, junior, and senior years. All courses in the student's Liberal Studies program and courses that meet major and minor requirements are excluded from this prerogative. When scheduled, such a course shall be included in the student's normal course load for the semester.

Students must declare **their** intent to choose pass-fail in a specific course no later than **ten** weeks after the beginning of the semester or the equivalent time span in a summer session. Once declared, this pass-fail option may not be revoked. Instructors will not be notified of the identity of pass-fail students in their courses. The grade given by the instructor will be translated to a "P" or "F" during grade processing.

A student shall be given academic credit without quality points for a course taken pass-fail upon receiving a passing mark in the course. The credits successfully completed under pass-fail ("passed"), within the overall 15-credit limitation, shall be recorded as counting toward the total credits earned for graduation but not toward the credit-attempted data used in the calculation of the cumulative grade point average. However, if **students** fail a pass-fail course, **they** will receive an "F" or "N" (non-

participation failure) grade and the corresponding grade point average. An "F" or "N" earned under the pass/fail option may be repeated only under the graded option. (Currently, one course is an exception to the Pass-Fail Course Policy. NMDT 434 is offered only on a pass-fail basis.)

The summer sessions, collectively or in any combination, shall be considered a unit similar to a spring or fall semester for pass-fail purposes. Hence, a student is permitted to take only one course during the summer on a pass-fail basis.

RATIONALE:

The change in the submission date separates the date for viewing midterms. It also supports student success and allows for students to have received midterm grades, made changes if needed, and then request a "P/F" if there is still concern.

FOR ACTION:

APPROVED

Departmental Name Changes due to NextGen department mergers (original, followed by revised) -

- Madia Department of Chemistry and Department of Physics to
 - **Madia Department of Chemistry, Biochemistry, Physics, and Engineering**
- Department of Geography and Regional Planning and Department of Geoscience to
 - **Department of Geography, Geology, Environment, and Planning**
- Department of Philosophy and Department of Religious Studies to
 - **Department of Philosophy and Religious Studies**
- Department of Finance and Department of Economics to
 - **Department of Finance and Economics**
- Department of Accounting to
 - **Department of Accounting and Information Systems**

Other Departmental Name Changes:

- Department of Employment and Labor Relations to
 - **Department of Employment Relations and Health Services Administration**

H. Awards Committee (Chair Paul)

- No report.

I. Non-Credit Committee (Chair O'Neil)

- Athletics has been contacted to conduct an interview.

J. Library and Education Services Committee (Chair Chadwick)

- Our net meeting is Tuesday, September 14 at 3:45pm via Zoom.

Senate Representative Reports

A. University Planning Council (Chair Moore)

- The UPC is moving into the implementation stage for the new Strategic Plan, and as such we are seeking volunteers who would like to work with us to help to ensure that all departments, units, colleges, divisions, and individuals can make use of the plan. Contact Scott Moore or Paula Stossel if you would like to volunteer.

B. President's Athletic Advisory Committee (Chair Castle)

- No report.

C. Academic Computing Policy Advisory Committee (Senator Ford)

- Our next meeting is on Wednesday, September 15 at 3:00pm via Zoom.

D. University Budget Advisory Committee (Senator Soni)

- IUP used \$4-\$6 million dollars from our reserves to balance the budget last year. The final number will be confirmed at the next UBAC meeting.
- We will continue to receive \$56 million from state appropriations for the 2021-2022 AY.
- A new funding formula should be used for the 2022-2023 AY.
- IUP will not retrench faculty or furlough unionized employees this year.
- Handouts from UBAC meeting on August 5, 2021 (see appendix B).

New Business

- Senator Greenawalt asked if the Student Assistance Fund is still available to assist students in financial need. Dr. Driscoll shared that the Student Assistance Fund is still available and will continue to be moving forward. In addition, IUP has been able to direct a little bit of the COVID Response Recovery Funds to that purpose as well.

Adjournment

- The meeting adjourned at 4:30pm.

Respectfully submitted:

Amber N. Racchini

Appendix A

INDIANA UNIVERSITY OF PENNSYLVANIA POLICY STATEMENT

Subject: Telecommuting Policy for Non-represented and Staff Employees

Date:	Distribution Code:	Reference Number:
Revision Date:	A	
Addition _____	Originating Office:	President's Approval
Deletion _____		
New Item <u>X</u>	Office of Human Resources	

Policy Statement:

It is the policy of Indiana University of Pennsylvania to permit telecommuting work arrangements as set forth in the related procedure when it is in the best interests of the University and when it will enhance the productivity of the employee. This policy and procedure applies to University staff, both represented and non-represented positions. It does not apply to Faculty, Coaches, Nurses, Student Workers, Graduate Assistants or Public Safety positions. Telecommuting is not an employee right or guaranteed employee benefit and the implementation and/or continuation of telecommuting is at the sole discretion of the employer.

IUP Telecommuting Procedure for Non-represented and Staff Employees

A. **Definition(s):**

1. **Telecommuting** is an authorized work arrangement that involves an employee primarily working at a location that is not the regularly assigned place of employment.
2. A **regularly assigned place of employment** is the location on the Indiana University of Pennsylvania campus, or satellite location, where an employee usually and customarily reports for work or where work is performed.

B. **Procedure Statement:**

Telecommuting includes alternative work arrangements available to employees whose job duties are appropriate for such assignment. The decision to authorize these options is within management's discretion based on the nature of the work being performed and other business considerations. The participation does not alter an employee's work relationship with the University, nor does it relieve an employee from the obligation to observe all applicable University rules, policies, and procedures. All existing terms and conditions of employment, including but not limited to the position description, salary, benefits, leave and work hours remain the same as if the employee worked only at the regularly assigned place of employment. Decisions regarding policy development or changes remain at the discretion of the President and Cabinet. All requests or assignments for telecommuting require the approval of the President and appropriate Vice President (Exhibit A – Telecommuting Agreement).

Alternative work arrangements are appropriate only when both the abilities of the employee and the nature of the work to be performed meet the minimum criteria set below. The purpose of the telecommuting policy is not meant to meet employee personal needs or to circumvent the need for employees to use leave as normally required. Timeframes can be as long as one year in length or intermittent depending on office function and operational needs.

The University reserves the right to terminate any approved telecommuting agreement with 15 days' notice at its sole discretion. The University also reserves the right to terminate any agreement without a notice for any violations of University policy, a violation of the conditions of the agreement, or when there is a relevant change in University policy or law.

When a scheduled workday is declared to be an official paid office closing that impacts the regular place of employment, e.g. inclement weather closure, telecommuting employees will be expected to and will work from the remote site or will be required to submit leave time for that day.

1. Criteria

IUP Telecommuting Procedure for Non-represented and Staff Employees

- a. Supervisor Considerations - Telecommuting is appropriate for employees who:
 - Have the abilities to successfully organize, manage time and work independently.
 - Have at least a satisfactory work performance rating.
 - Have a thorough knowledge and understanding of their job functions.
 - Have no prior discipline within a two-year period, with particular consideration for leave abuse, performance issues or violations of standards of conduct.
- b. Position Requirements - Positions that may be considered for telecommuting arrangements are those that:
 - Have job functions that can be performed at a remote site without diminishing quality or productivity of a unit or employee performance and does not increase cost to the employer.
 - Telecommuting approval is for the employees existing position. Any changes in positions will require a review of the agreement at the sole discretion of the employer, with no guarantee of approval.
 - Do not require an employee's presence at the regularly assigned place of employment on a daily or routine basis.
 - Have an emphasis on the electronic production and/or exchange of information by means of technology.
 - Involve measurable or quantifiable work product.
 - Have minimal or flexible need for specialized materials or equipment available only at the regularly assigned place of employment.
 - Do not result in a shift of job duties from the telecommuting employee to employees working at the regularly assigned place of employment.
- c. Positions that are not suited to telecommuting are those that:
 - Require regular face-to-face contact with a supervisor, other employees, students, and members of the University community, or the public.
 - Require routine access to information or materials that are available only at the regularly assigned place of employment.
 - Involves the direct handling of secure materials that renders telecommuting inappropriate.
 - (There may be circumstances, rotations, times of the year, etc., that avail these positions to telecommuting)

2. Remote Work Site Requirements

- Employees must self-certify that the remote work site is clear of conditions that pose a hazard to the employee's safety or otherwise present a danger to assigned equipment or data and that the site is conducive to the performance of assigned duties and must maintain this through the duration of telecommuting assignment.

IUP Telecommuting Procedure for Non-represented and Staff Employees

- Employees must have internet access appropriate to work requirements.
- Events and activities that are not work-related will not disrupt or interfere with work at the remote work site.
- The employee must make advance arrangements for dependent care to ensure a productive work environment. Telecommuting is not meant to substitute for dependent care or other personal obligations. The employee shall continue to make these arrangements to the same extent as if the employee was working at the regularly assigned place of employment.
- A supervisor may visit the proposed remote work site to evaluate the appropriateness of the site prior to approving the agreement and may require that a photo of the workspace be attached to the agreement. A mutually agreed time will be scheduled with the supervisor for this visit.
- Once the agreement (Ex. A) is approved, the University retains the right to make prearranged on-site inspections of the remote work site during scheduled work hours. A minimum of three (3) workdays advance notice will be required prior to the visit.
- Supervisors and employees must ensure that all sensitive and confidential information and equipment is protected and secured when accessing information from the remote location.

3. Regularly Assigned Place of Employment

- Employees participating in telecommuting shall report to the regularly assigned place of employment as agreed upon with the supervisor and as indicated in the agreement. Additionally, when operational needs require, an employee must report to the regularly assigned place of employment upon the supervisor's request.
- In person meetings are prohibited from being conducted at the remote work site.

4. Technology/Equipment

- Generally, only a University issued computer, outfitted with University issued software and security, should be used to connect to the University network.
- Only University approved software shall be used for connecting with the University's network from the remote work site. Employees who are participating in telecommuting shall follow all University information security policies, copyright laws and manufacturers' licensing agreements.
- It is understood that any equipment issued to the employee, including any related software, is the sole and exclusive property of the University, and is subject to the same business and proper use of technology as if it were located on-site. Employees must utilize such

IUP Telecommuting Procedure for Non-represented and Staff Employees

equipment as directed, including any directives regarding accessing confidential data. Only the employee may use this equipment.

- Telecommuting employees must store all university work related electronic content (documents, image files, etc.) on a University OneDrive or a team drive. No content should be stored on a personal device.
- Any equipment that is used by an employee (personal or University resources) in the completion of their work is subject to discovery and Right-to-Know requests. The use of personal equipment and software is subject to all University policies and security protocols.
- If this agreement is terminated, the employee must return any University owned property, supplies, equipment and work products.
- The employee is required to notify his/her supervisor immediately of any equipment, software, or internet connection malfunction or failure, or of any theft or loss of equipment issued by the University.
- If a telecommuting employee is unable to work remotely due to a technology failure, the employee must be able to report to the regularly assigned place of employment to complete their work for the duration of the failure as directed by their supervisor or submit appropriate leave at the discretion of the supervisor.
- The employee is responsible for the security of all official data, both electronic and physical, in accordance with established guidelines.
- Employees and supervisors must ensure that all protective software and other firewall technology is installed and used on all equipment at the remote location.

5. Work Schedule, Leave and Reporting

- A telecommuting agreement does not necessarily alter the employee's work schedule. The specific work schedule of a participating employee shall be designated by the supervisor based on the business needs of the position. Human Resources and Payroll must be informed of approved work hours. All work hours must total 37.5 hours per week and follow applicable state and federal labor laws.
- Employees are required to utilize ESS to enter all leave requests as would be required at the regularly assigned place of employment.
- All leave policies, including reporting off, must be followed.

6. Liability

- The alternate work site is an extension of the University; therefore, the telecommuting employee is covered by worker's compensation insurance during the course and scope of employment, during the approved work schedule, and in the designated work location. The University assumes no liability for injuries that occur outside of the designated remote work area or outside the employee's normal work schedule. The employee is

IUP Telecommuting Procedure for Non-represented and Staff Employees

responsible for immediately informing his or her supervisor and the Human Resources Office of any work-related injury or illness.

- To ensure safe working conditions exist, the University reserves the right to make on-site inspections of the alternate work site and will provide three (3) workdays notice to the employee of such visit, when possible.
- The University will not be liable for damages to employee-owned equipment being used in telecommuting or that may result from telecommuting. The University will not be responsible for operating costs, remodel expenses, home maintenance, or any other incidental costs (e.g. utilities, telephone, insurance) associated with the use of the employee's residence for telecommuting, unless specifically provided in advance and in writing by the Vice President as outlined in the agreement. The employee is responsible for all insurance, maintenance and utilities associated with the remote work site.
- Personal tax implications related to the alternate work site shall be the employee's responsibility.
- The employee will not be reimbursed for any travel miles to/from or receive any compensation for time spent commuting to/from the regularly assigned place of employment and the remote location.

7. Work Assignments and Supervision

- When telecommuting or working at an alternate work site, the employee's work status, job duties, and responsibilities remain essentially unchanged. As applicable, the University may require additional duties of the employee, including periodic written reports to his/her supervisor regarding work progress and deliverables. Employees shall be available for communication and contact during their scheduled work hours.
- The employee must be accessible and available at all times during their normal work hours while telecommuting, except during periods of approved leave or designated breaks. The employee will be directed on modes of communication to be used during the telecommuting arrangement (i.e., telephone, VPN network access, email, etc.). The employee may be required to grant calendar access to his/her supervisor.
- Employees are responsible for ensuring that non-employees do not have access to University files, records, or data in print or electronic format.
- Restricted-access materials shall not be taken out of the office or accessed remotely via computer unless approved in advance by the supervisor.
- Failure to abide by the telecommuting policy may result in discipline and/or revocation of approval for telecommuting.

C. Implementation:

IUP Telecommuting Procedure for Non-represented and Staff Employees

1. Agreement - A *Telecommuting Agreement* (Exhibit A) must be completed and signed by the employee and the employee's supervisor and must have the approval of the employee's Dean, Director, Vice President, and President prior to initiating a telecommuting arrangement. A copy must be filed with Human Resources.
2. Equipment and Supplies – As part of the Telecommuting Agreement, the employee will describe and present to the supervisor, using the Telecommuting Equipment Checklist, (Exhibit B), a request for office equipment, hardware, software, communication needs and office supplies needed to participate in telecommuting from a remote work site. The supervisor will review the request for approval for issuance, purchase, or reimbursement. The University will not reimburse the employee for any costs not pre-approved by the Vice President. Purchases or reimbursement shall be provided in accordance with applicable University policies. The University will not reimburse employees for out-of-pocket expenses for materials and supplies that are reasonably available at the regularly assigned place of employment.
3. University Technology must review and approve all requests for technology after approval of the agreement. Equipment to be issued will be documented on the agreement (Exhibit B).
4. The employee should designate a workspace and maintain it so that it is conducive to working and free of hazards. The employee agrees that the supervisor or designee reserves the right to visit the alternate work site to ensure compliance and safety. The employee shall complete the Telecommuting Remote Work Conditions Checklist (Exhibit C) and provide it to the supervisor and a copy to Human Resources.
5. The employee will provide telephone, fax, and internet service (as applicable) at his/her own expense.

D. Effective date:

Adopted:

by:

Amended Date:

Indiana University of PA Staff Telecommuting Agreement

Section 1 - To Be Filled Out By Employee:

Employee Name: _____ Department: _____
Job Title: _____ Supervisor Name: _____
Date: _____

- | | | |
|--|-----|----|
| 1. Does the work require regular face-to-face contact with a supervisor, other employees, students and/or members of the University community or the public? | Yes | No |
| 2. Does the work require routine access to information or materials that are available only at the regularly assigned place of employment? | Yes | No |
| 3. Can job functions be performed at a remote site without diminishing quality or productivity of a unit? | Yes | No |
| 4. Is the employee's presence required at the regularly assigned place of employment on a routine basis? | Yes | No |
| 5. Does the position have an emphasis on the electronic production and/or exchange of information by means of technology? | Yes | No |
| 6. Does the work involve measurable or quantifiable work product? | Yes | No |
| 7. Are there specialized materials or equipment available only at the regularly assigned work site? | Yes | No |
| 8. Does the work require direct handling of secure information that requires on site presence? | Yes | No |
| 9. Detail your request for office equipment, hardware, software, communication needs and office supplies needed to participate in telecommuting from a remote work site. | | |

Section 2 - To Be Filled Out By Supervisor

- | | | |
|--|-----|----|
| 1. Do you agree with the answers to the questions above? | Yes | No |
| 2. Does the employee have the ability to successfully organize, manage time and work independently? | Yes | No |
| 3. Does the employee have at least a satisfactory work performance rating? | Yes | No |
| 4. Does the employee have a thorough knowledge and understanding of their job functions? | Yes | No |
| 5. Has the employee had prior discipline within a two year period? | Yes | No |
| 6. Will approval of this agreement shift job duties to another employee or change the duties of this position? | Yes | No |
| 7. Is approval of this agreement in the best interest of the University? | Yes | No |
| 8. Anticipated Start Date: _____ | | |

Section 3 - The following constitutes an agreement on the terms and conditions of the staff telecommuting arrangement, as required in the Staff Telecommuting Policy, between the University and employee.

By signing this form, I acknowledge that:

I have read and understand the provisions of Indiana University of Pennsylvania's Staff Telecommuting Policy and agree to abide by the requirements set forth therein; and

I specifically acknowledge that the University may terminate the telecommuting agreement at any time and that telecommuting is not an employee right or guaranteed employee benefit.

Employee Signature: _____

Date: _____

APPROVALS:

Supervisor: _____

Date: _____

Director/Dean: _____

Date: _____

Vice President: _____

Date: _____

President: _____

Date: _____

If approved, University Technology: _____

Date: _____

Telecommuting Employee / Supervisor Equipment Checklist
(to be completed after telecommuting agreement is approved)

Employee Name: _____
Job Title: _____
Department: _____
Supervisor: _____

This checklist is designed to ensure that the employee and supervisor understand the telecommuting policies and procedures.

1. The employee and supervisor have established a work schedule for hours/days at a telecommuting site.
List schedule: _____
2. The following equipment has been issued to the employee and has been documented by the university:

Type of Equipment	Make	Model	Serial Number	Issue Date
Computer				
Monitor				
Keyboard				
Mouse				
Other				
Other				
Other				
Other				

3. Policies and procedures for care of equipment issued by the University/System Office have been explained and are clearly understood.
4. Policies and procedures covering confidential information and data security have been discussed and are clearly understood.
5. Requirements for an adequate and safe office space and/or area have been discussed, and the employee certifies those requirements are met.
6. Performance expectations have been defined and are clearly understood.
7. The employee understands that the University may terminate the telecommuting agreement at any time. The employee further understands that management may terminate the telecommuting arrangement immediately if the employee's performance declines or the arrangement fails to support organizational needs.
8. The employee also understands that all equipment issued to him/her by the University is the property of the University and must be returned immediately upon request.

Employee Signature: _____ Date: _____
Supervisor Signature: _____ Date: _____

Telecommuting Worksite Condition Checklist

Employee Name: _____
Job Title: _____
Department: _____
Supervisor: _____

This list is designed to assess the overall safety and appropriateness of the telecommuting designated workspace. Your worksite should conform to the conditions below prior to beginning a telecommuting arrangement.

Identify location of telecommuting worksite:
(please provide the address and a description of the designated work area)

Ensure that the designated work area meets the following criteria:

1. The work space is suitable for the performance of official business.
2. The work space has sufficient telephone and internet access to enable timely completion of all assigned job duties and tasks.
3. The space is free of hazardous materials.
4. The space is free of indoor air quality problems.
5. There is adequate ventilation for the desired occupancy.
6. The space is free of noise hazards.
7. All stairs with four or more steps are equipped with handrails.
8. Electrical equipment is free of recognized hazards that would cause physical harm (e.g.: frayed wires, bare conductors, loose wires, flexible wires running through walls, exposed wires fixed to the ceiling).
9. The building's electrical system meets all required code requirements.
10. Aisles, doorways, and corners are free of obstruction to permit visibility and movement.
11. File cabinets and storage areas are arranged so drawers and doors do not open into walkways.
12. Chairs do not have any loose casters (wheels). The rungs and legs of chairs are sturdy.
13. Phone lines, electrical cords, and extension wires are secured.
14. Floor surfaces are clean, dry, level, and free of worn or frayed seams.

I certify that the designated work area meets the criteria set forth above.

Employee Signature: _____ Date: _____

Acknowledge:

Supervisor Signature: _____ Date: _____

Appendix B

University Budget Advisory Committee Meeting

Thursday, August 5, 2021

2:00pm-3:00pm

Join from PC, Mac, iOS or Android:

<https://iupvideo.zoom.us/j/99605689561>

Or join by phone:

+1 646 558 8656 (US Toll) or +1 301 715 8592 (US Toll)

Meeting ID: 996 0568 9561

University Budget Advisory Committee Minutes – 3 minutes

FY2020-2021 Year End Closing, FIN Report, and Budget Balancing Status – Follow-up from Last Meeting – 5 minutes

President's Report – Dr. Driscoll – 15 minutes

- BOG Update
- Appropriations
- Other

Status of Development of Next Version of CPP – Debra Fitzsimons – 5 minutes

- Changes in Assumptions
- Timing and key dates

Enrollment Update Report – Paula Stossel – 7 minutes

Housing Update – Tom Segar – 5 minutes

Faculty and Non-Faculty Workforce Reduction Progress Towards CPP V3 Targets – August Report – 10 minutes

Strategic Enrollment Plan (SEP) – Paula Stossel – 10 minutes

- Presentation of key initiatives and funding the implementation of the SEP

Closing Comments

Next Meeting

- October 7, 2021

Future Meetings

- November 4, 2021
- November 30, 2021

Adjournment



Fall 2021 Housing Report Summary
August 2, 2021

Suites		
Change in Housing Applications between July 26 and August 2, 2021		
Last Report: July 26, 2021	This Week: August 2, 2021	Change
Applications: 2241 New Students: 1492 Continuing Students: 749	Applications: 2253 New Students: 1500 Continuing Students: 753	Total Change: +12 New Students: +8 Continuing Students: +4
Percent of Occupied Designed Capacity: 63.52% Total Designed Capacity: 3528	Percent of Occupied Designed Capacity: 63.86%	Occupied Designed Capacity: Gain/Loss: +0.34%
Percent of Occupied Socially Distanced Capacity: 86.53% Total Utilizable Capacity: 2590	Percent of Occupied Socially Distanced Capacity: 86.99%	Occupied Socially Distanced Capacity Gain/Loss: +0.46%

University-Owned		
Whitmyre Hall		
Last Week: July 26, 2021	This Week: August 2, 2021	Change
Applications: 0 New Students: 0 Continuing Students: 0 Percent Occupied: 0% Total Capacity: 180	Applications: 0 New Students: 0 Continuing Students: 0 Percent Occupied: 0%	Total Change: 0 New Students: 0 Continuing Students: 0 Gain/Loss: 0%
Punxsutawney Living Center		
Last Week: July 26, 2021	This Week: August 2, 2021	Change
Applications: 61 Occupied: 30.81% Total Capacity: 198	Applications: 63 Occupied: 31.82%	Total Change: +2 Gain/Loss: +1.01%

Suites Year-to-Year Application Comparison	
Total Fall 2021 as of August 2, 2021: 2253	Fall 2021 vs Fall 2020: -58
Total Fall 2020 as of August 3, 2020: 2311	Fall 2021 vs Fall 2019: -275
Total Fall 2018 as of August 1, 2019: 2528	

University-Owned Year-to-Year Application Comparison	
Year-to-Year Comparison: Whitmyre	Fall 2021 vs Fall 2020: 0
Total Fall 2021 as of August 2, 2021: 0	Fall 2021 vs Fall 2019: -148
Total Fall 2020 as of August 3, 2020: 0	
Total Fall 2019 as of August 1, 2019: 148	
Year-to-Year Comparison: Punxsutawney	Fall 2021 vs Fall 2020: -47
Total Fall 2021 as of August 2, 2021: 63	Fall 2021 vs Fall 2019: +3
Total Fall 2020 as of August 3, 2020: 110	
Total Fall 2019 as of August 1, 2019: 60	

Grand Total Occupancy	As of 8/2/21: 2316 –Fall 2021	As of 8/3/20: 2421 – Fall 2020
	To Date Fall 2021 v Fall 2020 Grand Total Comparison -105	

Fall 2021 Housing Report Summary
August 2, 2021

1. As of August 2, 753 continuing students have re-contracted to live on campus for the 2021-2022 academic year. **This is 41.8% of the students who lived on campus during the 2020-2021 academic year.** Comparatively, last year during week 43 of sign-ups, 14.6% of students who were living on campus during 2019-2020 had signed up for the 2020-2021 academic year. This is a 27.2% increase in re-contracting among the students who remained contracted to live on campus as of week 43. Note, because 2021-2022 housing sign-up began four weeks earlier than the previous year, 2020-2021, week 42 occurred after the Fall 2020 rebalance was announced and the number of continuing students who contracted to live on campus declined for Fall 2020.
2. As of August 2, 753 continuing students have re-contracted to live on campus for the 2021-2022 academic year. As of August 3, 2020, 660 continuing students had re-contracted to live on campus for the 2020-2021 academic year **for a difference between 2021 and 2020 of +93. The difference between 2021 over 2020 has decreased by 31 students since last week.** The highest headcount of continuing students who had re-contracted to live on campus for the 2020-2021 academic year, immediately prior to move-in, was 658 as of August 10, 2020.
3. As of August 2, 1500 new students have contracted to live on campus for the 2021-2022 academic year. As of August 3, 2020, 1651 new students had contracted to live on campus for the 2020-2021 academic year **for a difference between 2021 and 2020 of -151. The gap between 2020 and 2021 has increased by 18 since last week.** The highest headcount of new students who had contracted to live on campus for the 2020-2021 academic year was 1658 as of August 10, 2020.
4. As of July 26, 2021, **46, or 73%** of the 63 new spring students have contracted to live on campus for the 2021-2022 academic year.
5. Of the 753 continuing students re-contracted for 2021-2022, 620 lived on campus for the Spring 2021 semester, 530 lived on campus for Fall 2020, and 109 lived on campus for the 2019-2020 academic year.
6. A significant contributing factor to the increase in the number of continuing students who have re-contracted for next year continues to be the \$1,000 housing scholarship.
7. Trends among new and continuing students who have contracted for 2021-22:
 - Nursing (195), Criminology (153), Biology (133), and Psychology (127) are the most common majors, followed closely by Computer Science, Health and Human Services, Management, and Natural Science-each with 71-120 students who contracted.
 - 165 are members of the Honors College
 - 1476 identify as female
 - 1510 live more than 50 miles from IUP
 - 806 live fewer than 50 miles from IUP
 - By building size, Northern Suites is the most popular location and is more than 75% of its social distancing capacity. Wallwork Hall closely follows.

Fall 2021 Housing Report Summary
August 2, 2021


- 8.** As of August 2, 2021, of the 2253 students signed up for fall 2021 housing on the Indiana campus:
- a.** 95 students do not have a Fall class schedule
 - i.** 55 continuing students
 - ii.** 28 new students
 - iii.** 2 readmit students
 - iv.** 9 transfer students
 - b.** 1101 students who have not sent in their photo for their I-Card
 - c.** 568 students who have not signed up for a check-in time slot
 - d.** 282 students who are on both the no I-Card photo and no check-in time slot lists
 - e.** Housing will be following up with these students to get them to complete these necessary tasks.



MEMORANDUM

Via Electronic Mail

TO: University Presidents

FROM: Dan Greenstein, Chancellor 

DATE: August 3, 2021

RE: Comprehensive Planning Process Overview Instructions

As part of System Redesign, the State System created the Comprehensive Planning Process (CPP)—a strategic planning toolset that aligns Board-affirmed metrics, university goals, net price strategies, budgets, and academic planning to enable results and underpin individual and institutional accountability and sustainability.

This memorandum provides the guidelines and timeline for completion of the academic program strategies and university objectives related to Board-affirmed metrics along with budget information for the fiscal year (FY) 2022-23 planning cycle.

Attachment 1 provides the Narrative Template Overview, which contains the following three components:

1. **Strategy Narrative** - identifies university strategic goals and major strategy categories including impact on specific sub populations.
2. **Financial Overview Narrative** - includes enrollment, complement and financial information; assumptions and strategies for revenue and expenses to achieve balanced budgets and financial sustainability.
3. **Academic Program Strategies** - describes anticipated changes to the academic program array, including impact on the program array metrics. More detailed instructions have been provided to the chief academic officers (CAOs).

Attachment 2 provides the Projection Template Overview and Assumptions. This template includes enrollment, employee complement, Board-affirmed metrics and financial data for two prior years, the current year, and two planning years. More detailed instructions for the Projections Workbook are provided in the [Comprehensive Planning Process Workspace](#) described below.



Attachment 3 provides supplemental information for the universities integrating in the West and Northeast, as the submissions for the six universities will mirror the planning work that occurred in spring 2021 and will also leverage key components of the integration plan such as the academic program strategies. Lastly, this attachment delineates the time periods in which existing individual university information should be provided and when one submission for the new integrated university should occur.

CPP Templates and Submission

Universities may download the two templates from a workspace on the Advanced Data Analytics SharePoint site: [Comprehensive Planning Process Workspace](#). Completed templates—both the Excel Projections Workbook and the Word Narrative Template—are to be uploaded by the university to this site by **Friday September 10th, 2021**, in preparation for the October Board meeting.

Any questions may be directed as follows:

- Projections Template—Molly Mercer (mmercerc@passhe.edu) or Ginger Coleman (gcoleman@passhe.edu)
- Academic Planning and Goal Process—Donna Wilson (dwilson@passhe.edu)
- Workspace access—Cortney Bence (cbence@passhe.edu).

Attachments

c: Chief Academic Officers
Fiscal and Administrative Vice Presidents
Budget Officers
Institutional Research Officers
Office of the Chancellor Leadership Team
Charlotte Osmolenski
Cortney Bence



Attachment 1 Comprehensive Planning Process Narrative Overview

As part of System Redesign, the System has created a multiyear planning process that integrates academic program planning, university goals and the strategies to achieve them, and the financial and budget projections to support programs, goals, and sustainability. This allows the System and universities to clearly articulate the objectives and strategies aligned to Board-affirmed metrics, to allow visibility into implementation and progress toward those objectives, and to inform accountability and performance goals.

The Office of the Chancellor will utilize this information to provide periodic reports to the Board of Governors on implementation and progress, inform Systemwide innovation and strategies, provide inputs into executive accountability and performance, to inform and provide context for academic planning and budgeting, and to support the Commonwealth's annual appropriations request process.

The Narrative Template should be completed, not to exceed a total of 15 pages, to describe the strategic directions being taken to increase student success, identify the university's financially sustainable size, optimize enrollment levels, and manage revenue and expenditures. The template provides separate sections as outlined below.

Part 1: Strategy Narrative

This section requests information for only the top two to three strategies that universities are implementing to assist the university in achieving its mission and strategic plan within the context of student success and financial sustainability. Goals can be aligned to one or more Board-affirmed metric areas, such as student success, affordability, diversity/inclusion, and sustainability. This narrative section allows for a description of the goal, its alignment to Board-affirmed metrics, its impact on student success, any funding and Systemwide impacts, where applicable. Responses should not exceed one page per strategy.

Parts 2-4: Financial Overview Narrative

This section requests information related to enrollment and assumptions around revenue, workforce and other assumptions around expenses for both E&G and Auxiliary Enterprises. Revenue strategies should include anticipated changes in enrollment and approved multiyear pricing proposals. Expenditure strategies should include complement management and cost reduction strategies that result in a balanced budget and financial sustainability. This section aligns to the Projections Workbook, as described in Attachment 2, allowing data to be easily copied and pasted from one document to the other for readability and consistency. For those universities within a Sustainability Plan level, the narrative detail should align to the requirements per Procedure/Standard 2019-40, [University Financial Sustainability](#), and build upon the CPP submission from September 2020, mid-year submission in February 2021, and action plan submission in June 2021 (if applicable). These required the implementation of actions that will result in the achievement of certain ratios and a balanced budget by June 30, 2022.

Part 5: Academic Program Strategies

Within the Academic Program section, universities are to outline new credentials the university plans to add to the program array in two groupings: over the next two years and over the next three to five years. This allows for both short-term and medium- to long-term planning and alignment to occur. Additionally, programs under consideration for moratorium or for multi-university collaboration are requested to allow for awareness around opportunities for sharing to enhance student opportunity for a breadth of academic programs in every region of the state.

The only academic program array metric projection required is the student/faculty ratio. In this section, you are asked to anticipate at a high level, without being asked for calculations, how the program actions listed are intended to or are likely to impact the three program array metrics. For example, if five new programs are added and one is placed into moratorium, is the resulting net change in the number of programs able to be supported by projected enrollment, based on the program array metrics methodology? This section provides an opportunity to demonstrate planning for the total array at the university level and to support Systemwide academic master planning with a view to the System program array.

Additional instructions have been provided to the CAOs for completion of this section.



Attachment 2 Comprehensive Planning Process Projection Workbook Overview and Assumptions

The multi-tabbed Projection Workbook requires universities to enter information over multiple years, providing their best estimates for how the university expects to end each fiscal year. Projections are primarily financial; however, data components also include enrollment, workforce, and Board-affirmed metrics.

Projection Process

To support the multiyear CPP, the fiscal year (FY) 2022-23 Projection Template will require five years of data: two prior years of audited data (FY 2019-20 and 2020-21), the current year (FY 2021-22), the request year (FY 2022-23), and the future year (FY 2023-24). Universities are to provide realistic projections for how the university expects to end each fiscal year and should align with the budget projections used within the campus community and as previously provided in sustainability plans.

As part of System Redesign, the System established several new procedures/standards, and definitions to ensure the consistent application of terms, guidelines, and expectations by all universities to result in reliable, consistent, and realistic projections, including:

- Procedure/Standard [2020-45](#), *Educational and General, Auxiliary Enterprise, and Associated Unrestricted Plant Fund Definitions and Guiding Principles*;
- Procedure/Standard [2020-44](#), *Complement Management and Reporting Definitions and Guiding Principles*;
- Procedure/Standard [2019-40](#), *University Financial Sustainability*; and
- Procedure/Standard [2011-02](#), *Tuition and Mandatory Fees*.

Additional definitions and guidance for completing the Projection Workbook are provided with the template.

FY 2022-23 and FY 2023-24 Expectations

State Reporting Requirements—In addition to supporting university and Systemwide planning, the System's CPP is necessary to meet the reporting requirements of Pennsylvania's Department of Education and Office of Budget. The budget request strategy will continue to be developed in consultation with the Executive Leadership Group and Board of Governors until its approval at the October Board meeting.

Appropriations—In recent years, the State System has received appropriation increases annually, ranging from 5.0 percent in FY 2015-16 to 2.0 percent in both FY 2017-18 and 2019-20. Due to the fiscal impact of COVID-19 on the Commonwealth, FY 2020-21 and 2021-22 appropriations were held level. Universities should incorporate a 2 percent increase in state appropriations for both the request and future year projections.

In July 2021, the board took steps to address the disparity between the frozen allocation and the formula calculations by addressing 50 percent of the variance between these calculations and

used SERS savings funding to support universities that would otherwise have received a lower appropriation. The Board also conveyed this was a temporary mitigation and reiterated the importance of work in the FY 2021-22 year to develop a new appropriation allocation formula. In terms of the distribution per university that should be assumed for the request and future year, universities should assume SERS transition funding to decrease to 50% of current levels in FY 2022-23 and to 25% of current levels in FY 2023-24. This transition funding is for planning purposes and is subject to continued review and most likely will change as the appropriation formula is finalized.

Tuition and Fee Rates—At its April 2021 meeting, the Board of Governors froze tuition for FY 2021-22, for the third year in a row, recognizing the importance of affordability to student success. In that determination, the Board acknowledged the challenges the universities face with rising costs and a third year without a price increase and recognized that the Board must take that into consideration when the determination for FY 2022-23 tuition rates for occurs in April 2022. Accordingly, a 1 percent increase in the rates for tuition, the technology tuition fee, and all university-based fees is to be projected for both the request year and future years. Universities will budget revenue and associated financial aid from multiyear tuition pricing plans only after those plans have been approved by the Board of Governors. Note: Universities must notify the Executive Vice Chancellor of intent to submit a multiyear tuition proposal by November 19, 2021.

Enrollment—Universities are to provide realistic enrollment projections (not targets or aspirational goals) that are based on historical experience, projected demographic changes, continued impact of COVID-19, net projected impact of new academic programs that have been approved, and efforts to strengthen student retention, transfer, etc. Enrollment projections provided in this template for the current, request and future years will be used for budgetary estimates, goals, and Board-affirmed metrics. Enrollment projections for these years that differ materially from historical trends are to be explained within the Narrative Template and supported with strategies. Projected changes to enrollment based on proposed program array strategies in the Narrative Template are to be excluded from these estimates. Tuition and fee revenue must be adjusted in accordance with the enrollment projections for each year. Similarly, projected expenditures should be adjusted accordingly.

Expenditures—Projected expenditures are to reflect the cost to continue operations into the ensuing years for the anticipated enrollment, often referred to as the “cost-to-carry” budget. Personnel expenditures are projected based on the anticipated FTE employees comprising the workforce for the year, and the current and projected pay and benefit rates as built into the Personnel Budget Management System. These rates include compensation adjustments for all employee groups as required in existing collective bargaining agreements.

Budget Gap and Alignment with Sustainability Planning—Universities must continue to address the structural gap between revenues and expenses through strategic changes to their business model to ensure financial sustainability. These projections build upon CPP submissions in FY 2020-21, which required the implementation of actions that will result in both achievement of certain ratio targets and a balanced budget by June 30, 2022. The workforce and financial projections provided in the template should incorporate progress toward meeting those plans and reflect balanced budgets in FY 2022-23. As universities implement lasting changes to their cost structure, available one-time resources (unrestricted net assets or reserves) may be used in the current year. A description of the steps taken to balance the university's request and future year budgets is to be provided in the Narrative Template; anticipated strategies to

eliminate budget gaps for the request and/or future years should be provided. Changes to revenue and expenditure assumptions throughout the budget request cycle may require further strategic adjustments.

Enhanced Sick Leave Program —this year, a tab has been added to capture the estimated savings generated by the first window of the latest Enhanced Sick Leave Program (ESLP), those employees who had to retire on or before June 30, 2021. The estimated savings should be net of any costs to refill the position, whether in the same department/area, or if the position is moved to another department. **The due date for the ESLP tab is September 30, 2021.** All other tabs of the CPP should be completed and submitted by September 10, 2021; this tab should be completed within the CPP template by September 30, 2021.



Attachment 3 Comprehensive Planning Process Integrating University Supplemental Guidance

The guidance provided throughout this memo applies to all 14 universities, including the six involved with university integration. However, the extensive work conducted during FY 2020-21 as part of the integration planning process will be leveraged as part of the CPP process, and an integration workbook will support reporting both individually and as a single, new university.

The integrating universities in the West and the Northeast will have a single Excel CPP template available on the CPP workspace. This template will mirror templates used in integration planning, with historical, current and request years showing individual university columns. The future year will show the integrated university and associated adjustments. In addition, the integrated universities will conduct planning through FY 2025-26, as occurred in the Spring submission for integration reporting, which is two additional years beyond the standard CPP timeframe.

The CPP workbook will have certain, detailed informational items such as COVID impacts and the Board-affirmed metrics, with individual university tabs and a single, new university tab, as needed.

The narrative for integration will be split into two components as noted below. Each existing university will submit a narrative report that covers the sections and timeframes noted that primarily describes their current and future year trends with enrollment and financial planning. The section on Academic Program Strategies is not required as the integration report more extensively outlines the academic strategy for the new university. The region will submit a single report, noted as “Report 2” below that focuses on the financial trends in future years.

Example for the West:				
	Report 1 – Individual Submissions		Report 2 – One Integrated Entity	
	FY 21/22 (and historical)	FY 22/23*	FY 22/23*	FY 23/24 (and beyond)
Executive Summary	Cl, Cal, Ed	Cl, Cal, Ed	West	West
Strategy Narrative	Cl, Cal, Ed	Cl, Cal, Ed	N/A Leverage Integration Plan Content	
Enrollment Projections	Cl, Cal, Ed	Cl, Cal, Ed	West	West
Financial Overview – E&G	Cl, Cal, Ed	Cl, Cal, Ed	West	West
Financial Overview - Aux	Cl, Cal, Ed	Cl, Cal, Ed	West	West
Unrestricted Net Assets	Cl, Cal, Ed	Cl, Cal, Ed	West	West
Academic Program Strategies	N/A – Summarize/Leverage Integration Plan Content			

*Commentary covers 22/23 in both standalone and integrated reporting.

Faculty Workforce Reductions
Updated as of November 3, 2020 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	51.6	\$ 7,048,783	51.6	\$ 7,048,783	-	\$ -
2021-2022	80.1	\$ 9,947,309	128 ⁴	\$ 18,592,688	47.9	\$ 8,645,379
Cumulative	149.2	\$ 19,199,118	197.1	\$ 27,844,497	47.9	\$ 8,645,379

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 were based on V3 average salary and benefits:
Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of December 1, 2020 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	51.6	\$ 5,933,338	51.6	\$ 7,048,783	-	\$ 1,115,445
2021-2022	79.1 ⁴	\$ 10,034,223	128 ⁵	\$ 18,592,688	48.9	\$ 8,558,464
Cumulative	148.2	\$ 18,170,588	197.1	\$ 27,844,497	48.9	\$ 9,673,909

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 51.6 positions identified as of 12-1-2020. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 79.1 FTE are those who received notices of retrenchment as well as those who have submitted notices of retirement. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47

The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of December 15, 2020 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	51.6	\$ 5,933,338	51.6	\$ 7,048,783	-	\$ 1,115,445
2021-2022	77.1 ⁴	\$ 10,068,946	128 ⁵	\$ 18,592,688	50.9	\$ 8,523,742
Cumulative	146.2	\$ 18,205,311	197.1	\$ 27,844,497	50.9	\$ 9,639,186

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 51.6 positions identified as of 12-1-2020. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 77.1 FTE are those who have received notices of retrenchment as well as those who have submitted official notices of retirement. As of December 15th, notices of retrenchment totaled 69.1 and 8 notices of retirement have been submitted to HR, to total the 77.1 FTE. The 77.1 FTE does not include 8 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of January 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	51.6	\$ 5,933,338	51.6	\$ 7,048,783	-	\$ 1,115,445
2021-2022	77.1 ⁴	\$ 10,068,946	128 ⁵	\$ 18,592,688	50.9	\$ 8,523,742
Cumulative	146.2	\$ 18,205,311	197.1	\$ 27,844,497	50.9	\$ 9,639,186

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 51.6 positions identified as of 12-1-2020. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 77.1 FTE are those who have received notices of retrenchment as well as those who have submitted official notices of retirement. As of December 15th, notices of retrenchment totaled 69.1 and 8 notices of retirement have been submitted to HR, to total the 77.1 FTE. The 77.1 FTE does not include 8 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of February 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	54.6	\$ 6,382,438	51.6	\$ 7,048,783	(3.0)	\$ 666,345
2021-2022	72.1 ⁴	\$ 9,707,714	128 ⁵	\$18,592,688	55.9	\$ 8,884,974
Cumulative	144.2	\$ 18,293,178	197.1	\$27,844,497	52.9	\$ 9,551,318

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 51.6 positions identified as of 12-1-2020. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 72.1 and 54.6 FTE are those who have received notices of retrenchment as well as those who have submitted official notices of retirement. As of February 1st, notices of retrenchment totaled 63.1 and 13 notices of separation have been submitted to HR. The 72.1 FTE does not include 6 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

^{6.} Changes that occurred from the prior report include now reflecting additional FTE reductions that occurred after CPP V4 that span over multiple years in both the 2020-21 and 2021-22 savings. Until more information was collected regarding separation dates, any 2020-21 FTE reduction that took place mid-year was reflected in 2021-22 for purposes of presentation. Positions vacated and eliminated decreased from 146.2 FTE to 144.2 FTE from the prior report. This is due mostly to anticipated retirements which are not included in this count until official notice is given. See note #4 above.

Faculty Workforce Reductions
Updated as of March 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	71.32 ⁴	\$ 9,930,897	128 ⁵	\$ 18,592,688	56.7	\$ 8,661,791
Cumulative	144.7	\$ 18,638,757	197.1	\$ 27,844,497	52.4	\$ 9,205,740

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 71.32 FTE are those who have received notices of retrenchment as well as those who have submitted official notices of retirement. As of March 8th, notices of retrenchment totaled 42.1 and 34 notices of separation have been submitted to HR. As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 71.32 FTE does not include 3 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

^{6.} February update included 63.1 retrenchment notices and 13 confirmed separations (both FY2020-21 and FY2021-22)
The March update includes 42.1 retrenchment notices and 34 confirmed separations (both FY2020-21 and FY2021-22)

Faculty Workforce Reductions
Updated as of April 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	70.32 ⁴	\$ 9,857,528	128 ⁵	\$ 18,592,688	57.7	\$ 8,735,160
Cumulative	143.7	\$ 18,565,388	197.1	\$ 27,844,497	53.4	\$ 9,279,109

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:
Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 70.32 FTE are those who have received notices of retrenchment as well as those who have submitted official notices of retirement. As of April 1st, notices of retrenchment totaled 33.1 and 43 notices of separation have been submitted to HR. As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 70.32 FTE does not include 3 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other retirements are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of April 15, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	70.32 ⁴	\$ 9,857,528	128 ⁵	\$ 18,592,688	57.7	\$ 8,735,160
Cumulative	143.7	\$ 18,565,388	197.1	\$ 27,844,497	53.4	\$ 9,279,109

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 70.32 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of April 15th, notices of retrenchment totaled 33.1 FTE and 43 notices of separation have been submitted to HR. Because of mid-year separations, the 43 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (37.22 FTE). As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 70.32 FTE does not include 3 FTE of anticipated retirements (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of May 4, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	68.32 ⁴	\$ 9,611,752	128 ⁵	\$ 18,592,688	59.7	\$ 8,980,936
Cumulative	141.7	\$ 18,319,612	197.1	\$ 27,844,497	55.4	\$ 9,524,885

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits: Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 68.32 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of May 4th, notices of retrenchment totaled 31.1 FTE and 43 notices of separation have been submitted to HR. Because of mid-year separations, the 43 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (37.22 FTE). As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 68.32 FTE does not include 5 FTE of anticipated separations (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of June 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	66.82 ⁴	\$ 9,499,146	128 ⁵	\$ 18,592,688	61.2	\$ 9,093,542
Cumulative	140.2	\$ 18,207,006	197.1	\$ 27,844,497	56.9	\$ 9,637,491

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 66.82 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of June 1st, notices of retrenchment totaled 25.1 FTE and 47 notices of separation and .5 FTE from an additional approved Phased retirement have been submitted to HR. Because of mid-year separations, the 47.5 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (41.72 FTE). As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 66.82 FTE does not include 3 FTE of anticipated separations (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

Faculty Workforce Reductions
Updated as of July 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	62.32 ⁴	\$ 9,332,862	128 ⁵	\$ 18,592,688	65.7	\$ 9,259,826
Cumulative	135.7	\$ 18,040,722	197.1	\$ 27,844,497	61.4	\$ 9,803,775

Notes:

^{1.} No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

^{2.} Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

^{3.} Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

^{4.} Included in the 62.32 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of July 1st, notices of retrenchment totaled 18.1 FTE and 54 notices of separation and .5 FTE from an additional approved Phased retirement have been submitted to HR. Because of mid-year separations, the 54 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (48.22 FTE). As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 66.82 FTE does not include 3 FTE of anticipated separations (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

^{5.} CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

^{6.} The FY2021-22 FTE for positions vacated and eliminated decreased by 4.5 FTE (from 66.82 to 62.32) as compared to the June summary. This was the result of 4 additional FTE resulting from Article 11G conversions and .5 FTE from an approved phased retirement.

Faculty Workforce Reductions
Updated as of July 1, 2021 as Compared to CPP V3 - Adjusted on 8/4/21

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	62.32 ^{4,7}	\$ 8,985,390	128 ⁵	\$ 18,592,688	65.7	\$ 9,607,298
Cumulative	135.7	\$ 17,693,250	197.1	\$ 27,844,497	61.4	\$ 10,151,247

Notes:

¹. No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

². Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:
Salary - \$95,633.94, Benefits - \$40,889.09

³. Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

⁴. Included in the 62.32 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of July 1st, notices of retrenchment totaled 18.1 FTE and 54 notices of separation and .5 FTE from an additional approved Phased retirement have been submitted to HR. Because of mid-year separations, the 54 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (48.22 FTE). As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 66.82 FTE does not include 3 FTE of anticipated separations (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

⁵. CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

⁶. The FY2021-22 FTE for positions vacated and eliminated decreased by 4.5 FTE (from 66.82 to 62.32) as compared to the June summary. This was the result of 4 additional FTE resulting from Article 11G conversions and .5 FTE from an approved phased retirement.

⁷. The FY2021-22 associated savings was adjusted for a salary and benefit adjustment for the four 11G conversions from what was shown on the July 1st summary. FTE was not adjusted and remains the same as presented in the July 1st summary.

Faculty Workforce Reductions
Updated as of August 1, 2021 as Compared to CPP V3

Fiscal Year	Positions Vacated and Eliminated		Target ³		Remaining to Target	
	FTE	Associated Savings	FTE	Savings	FTE	Savings
2019-2020 ¹	17.5	\$ 2,203,026	17.5	\$ 2,203,026	-	\$ -
2020-2021 ²	55.9	\$ 6,504,834	51.6	\$ 7,048,783	(4.3)	\$ 543,949
2021-2022	64.72 ⁴	\$ 9,315,134	128 ⁵	\$ 18,592,688	63.3	\$ 9,277,554
Cumulative	138.1	\$ 18,022,994	197.1	\$ 27,844,497	59.0	\$ 9,821,503

Notes:

¹ No target was set for 2019-2020; Target set to actual. The 17.5 FTE includes 3 temporaries, resulting from a permanent reduction to the base temporary pool budget in FY2019-2020.

² Associated Savings for FY2020-21 Positions Vacated and Eliminated was updated with actual salary and benefits for 55.9 positions identified as of 2-25-2021. Target Associated Savings was based on V3 average salary and benefits:

Salary - \$95,633.94, Benefits - \$40,889.09

³ Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 182 FTE and \$25.7 million. CPP V3 was submitted to OOC on September 4, 2020. The Original target for FY2020-2021 was 32 FTE and \$4.22 million. Reductions have already occurred, so target set to actual.

⁴ Included in the 64.72 FTE vacating in FY2021-22 are those who have received notices of retrenchment as well as those who have submitted official notices of separation. As of August 1st, notices of retrenchment totaled 18.1 FTE and 57 notices of separation and .5 FTE from an additional approved Phased retirement have been submitted to HR. Because of mid-year separations, the 57 notices of separation have FTE reductions reflected in both FY2020-21 (5.78 FTE) and FY2021-22 (50.62 FTE). Also, due to the mid-year separations, some FTE savings will be recognized in FY2022-23 and not shown above as it does not count towards the progress made for FY2021-22. As we have received more details regarding actual separation dates, this report has been updated to now show the FTE and associated savings that will occur in FY2020-21 and FY2021-22. The 64.72 FTE does not include 3 FTE of anticipated separations (projected as of the date of this report) that have not yet submitted official notice to HR. IUP and APSCUF continue to look for alternatives to retrenchment, which may result in additional letters being withdrawn, resulting in updates to this number. Other separations are considered pending and will be included in this number once official notification to HR has been given.

⁵ CPP V3 remaining FY2021-2022 target was 130.4. The savings with this target FTE was calculated using average salary benefits as follows: Salary - \$98,993.43, Benefits - \$43,588.47
The President has revised this target to 128.

⁶ The FY2021-22 FTE for positions vacated and eliminated increased by 2.4 FTE (from 62.32 to 64.72) as compared to the July summary. This was the result of 2.4 additional FTE savings from official separation notices being submitted.

Non-Faculty Workforce Reductions
Updated as of November 3, 2020 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 10-23-2020 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.9 ²	\$ 6,020,220	37.60	\$ 3,813,608	80.1 ⁴	\$ 7,523,674	42.50	\$ 3,710,066
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.9	\$ 6,020,220	47.30	\$ 4,967,335	169.90	\$ 16,201,075	122.60	\$ 11,233,740

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.9 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-2021 and FY2021-2022 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to

Recap of Non-Faculty Target Workforce Reduction Progress as of 10-23-2020

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% Reduction to Total FTE by Bargaining Unit	Salary
AFSCME	391.66	68.05	17%	3,294,176
MGMT	186.14	32.33	17%	2,786,695
SCUPA	64.09	5.17	8%	314,134
Other	57.13	5.63	10%	249,093
Totals	699.02	111.18	111.2	6,644,099

37.6 FTE of the 111.18 total FTE vacancies are currently being reviewed by President's Cabinet and once they will count towards the total Non-Faculty FTE vacancies as of 10-23-2020

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	30.72	2,218,859	1,234,753	3,453,612
Administration and Finance	60.11	3,180,168	2,400,898	5,581,066
Enrollment Management	2.90	145,717	71,010	216,727
Marketing and Communications	1.00	101,876	63,329	165,205
President's Area	2.00	115,281	65,044	180,325
University Advancement	5.00	331,549	179,899	511,448
Student Affairs	9.45	550,649	328,523	879,172
Totals	111.2	6,644,099	4,343,456	10,987,555

Benefits	Total Salary & Benefits
2,573,327	5,867,503
1,402,718	4,189,413
184,972	499,107
182,439	431,532
4,343,456	10,987,555

confirmed

Non-Faculty Workforce Reductions - Internal Working Document
Updated as of December 1, 2020 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 12-1-2020 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.9 ²	\$ 6,020,220	34.89 ⁵	\$ 3,294,899	80.1 ⁴	\$ 7,523,674	45.21	\$ 4,228,775
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.9	\$ 6,020,220	44.59	\$ 4,448,626	169.90	\$ 16,201,075	125.31	\$ 11,752,449

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.9 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was reduced by 2.7 FTE (from 37.6 to 34.89 FTE) as compared to the November summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.

Non-Faculty Workforce Reductions
Updated as of January 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 1-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.9 ²	\$ 6,020,220	43.42 ⁵	\$ 3,982,466	80.1 ⁴	\$ 7,523,674	36.68	\$ 3,541,208
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.90	\$ 6,020,220	53.12	\$ 5,136,193	169.90	\$ 16,201,075	116.78	\$ 11,064,882

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.9 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 8.53 FTE (from 34.89 to 43.42 FTE) as compared to the December summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members. After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 43.42 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.

Recap of Non-Faculty Target Workforce Reduction Progress as of 1-1-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	74.89	19%	3,534,255	2,757,425	6,291,680
MGMT	186.14	31.33	17%	2,636,018	1,307,216	3,943,234
SCUPA	64.09	6.17	10%	365,822	211,438	577,260
Other	57.13	4.63	8%	197,804	146,435	344,239
Totals	699.02	117.02		6,733,899	4,422,514	11,156,413

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	29.75	1,990,430	1,135,605	3,126,035
Administration and Finance	63.38	3,336,569	2,487,706	5,824,275
Enrollment Management	4.67	241,285	139,389	380,674
Marketing and Communications	1.00	101,876	63,329	165,204
President's Area	2.00	115,281	65,044	180,325
University Advancement	5.00	331,549	179,915	511,464
Student Affairs	11.22	616,910	351,526	968,436
Totals	117.02	6,733,899	4,422,514	11,156,413

Non-Faculty Workforce Reductions
Updated as of February 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 2-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	42.29 ⁵	\$ 3,966,906	80.1 ⁴	\$ 7,523,674	37.81	\$ 3,556,768
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	51.99	\$ 5,120,633	169.90	\$ 16,201,075	117.91	\$ 11,080,442

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was decreased by 1.13 FTE (from 43.42 to 42.29 FTE) as compared to the January summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members. After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 42.29 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.

Recap of Non-Faculty Target Workforce Reduction Progress as of 2-1-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	73.86	19%	3,503,691	2,732,415	6,236,106
MGMT	186.14	30.33	16%	2,619,030	1,258,861	3,877,891
SCUPA	64.09	6.17	10%	365,822	211,438	577,260
Other	57.13	4.63	8%	197,804	146,435	344,239
Totals	699.02	114.99		6,686,348	4,349,149	11,035,497

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	29.74	2,126,842	1,155,578	3,282,420
Administration and Finance	63.36	3,335,910	2,487,540	5,823,450
Enrollment Management	4.67	241,285	139,389	380,674
Marketing and Communications	1.00	101,876	63,329	165,204
President's Area	2.00	115,281	65,044	180,325
University Advancement	3.00	148,244	86,744	234,989
Student Affairs	11.22	616,910	351,526	968,436
Totals	114.99	6,686,348	4,349,149	11,035,497

Non-Faculty Workforce Reductions
Updated as of March 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 3-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	42.29 ⁵	\$ 3,980,868	80.1 ⁴	\$ 7,523,674	37.81	\$ 3,542,806
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	51.99	\$ 5,134,595	169.90	\$ 16,201,075	117.91	\$ 11,066,480

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated remained the same as compared to the February summary. This will be updated after the vacant positions are reviewed by the respective President Cabinet members. After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 42.29 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.

Recap of Non-Faculty Target Workforce Reduction Progress as of 3-1-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	73.86	19%	3,511,927	2,738,140	6,250,068
MGMT	186.14	30.33	16%	2,619,030	1,258,861	3,877,891
SCUPA	64.09	6.17	10%	365,822	211,438	577,260
Other	57.13	4.63	8%	197,804	146,435	344,239
Totals	699.02	114.99		6,694,584	4,354,875	11,049,458

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	29.74	2,126,842	1,155,578	3,282,420
Administration and Finance	63.36	3,335,910	2,487,540	5,823,450
Enrollment Management	4.67	241,285	139,389	380,674
Marketing and Communications	1.00	101,876	63,329	165,204
President's Area	2.00	115,281	65,044	180,325
University Advancement	3.00	148,244	86,744	234,989
Student Affairs	11.22	625,146	357,251	982,397
Totals	114.99	6,694,584	4,354,875	11,049,458

Non-Faculty Workforce Reductions
Updated as of April 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 4-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	42.29 ⁵	\$ 3,980,868	80.1 ⁴	\$ 7,523,674	37.81	\$ 3,542,806
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	51.99	\$ 5,134,595	169.90	\$ 16,201,075	117.91	\$ 11,066,480

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated remained the same as compared to the March summary. This will be updated after the vacant positions are reviewed by the respective President Cabinet members.
 After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 42.29 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.

Recap of Non-Faculty Target Workforce Reduction Progress as of 4-1-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	73.86	19%	3,511,927	2,738,140	6,250,068
MGMT	186.14	30.33	16%	2,619,030	1,258,861	3,877,891
SCUPA	64.09	6.17	10%	365,822	211,438	577,260
Other	57.13	4.63	8%	197,804	146,435	344,239
Totals	699.02	114.99		6,694,584	4,354,875	11,049,458

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	29.74	2,126,842	1,155,578	3,282,420
Administration and Finance	63.36	3,335,910	2,487,540	5,823,450
Enrollment Management	4.67	241,285	139,389	380,674
Marketing and Communications	1.00	101,876	63,329	165,204
President's Area	2.00	115,281	65,044	180,325
University Advancement	3.00	148,244	86,744	234,989
Student Affairs	11.22	625,146	357,251	982,397
Totals	114.99	6,694,584	4,354,875	11,049,458

Non-Faculty Workforce Reductions
Updated as of April 15, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 4-15-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	100.44 ^{5,6}	\$ 8,081,010	80.1 ⁴	\$ 7,523,674	(20.34)	\$ (557,336)
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	110.14	\$ 9,234,737	169.90	\$ 16,201,075	59.76	\$ 6,966,338

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 58.15 FTE (from 42.29 to 100.44 FTE) as compared to the April 1 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members. After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 100.44 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 39 FTE eliminations and 6.67 FTE savings for positions going to 9-months.

Recap of Non-Faculty Target Workforce Reduction Progress as of 4-15-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	122.53	31%	5,402,205	4,024,592	9,426,797
Non-Represented	186.14	31.36	17%	2,748,709	1,339,687	4,088,396
SCUPA	64.09	14.32	22%	810,789	458,433	1,269,222
Other	57.13	4.93	9%	217,118	148,067	365,185
Totals	699.02	173.14	25%	9,178,821	5,970,779	15,149,600

The percentage reduction to APSCUF FTE is 23.7%

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	69.43	3,618,679	2,242,559	5,861,238
Administration and Finance	68.43	3,581,411	2,651,382	6,232,793
Enrollment Management	8.89	472,411	223,423	695,834
Marketing and Communications	3.00	173,782	118,211	291,993
President's Area	2.80	228,366	134,362	362,728
University Advancement	3.69	179,207	93,817	273,024
Student Affairs	16.90	924,965	507,025	1,431,990
Totals	173.14	9,178,821	5,970,779	15,149,600

Non-Faculty Workforce Reductions
Updated as of May 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 5-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	102.44 ^{5,6}	\$ 8,223,387	80.1 ⁴	\$ 7,523,674	(22.34)	\$ (699,713)
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	112.14	\$ 9,377,114	169.90	\$ 16,201,075	57.76	\$ 6,823,961

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 60.15 FTE (from 42.29 to 102.44 FTE) as compared to the April 15 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.
 After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 102.44 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 39 FTE eliminations and 6.67 FTE savings for positions going to 9-months.

Recap of Non-Faculty Target Workforce Reduction Progress as of 5-1-2021

Total Non-Faculty Vacancies since 7/1/2019 by Bargaining Unit	18-19 Total Bargaining Unit FTE	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary	Benefits	Total Salary & Benefits
AFSCME	391.66	124.53	32%	5,486,016	4,096,359	9,582,375
Non-Represented	186.14	31.36	17%	2,748,709	1,339,687	4,088,396
SCUPA	64.09	14.32	22%	796,838	459,183	1,256,021
Other	57.13	4.93	9%	217,118	148,067	365,185
Totals	699.02	175.14	25%	9,248,682	6,043,296	15,291,978

The percentage reduction to APSCUF FTE is 23.7%

Total Non-Faculty Vacancies since 7/1/2019 by Division	FTE	Salary	Benefits	Total Salary & Benefits
Academic Affairs	69.43	3,618,679	2,242,559	5,861,238
Administration and Finance	70.43	3,665,223	2,723,148	6,388,371
Enrollment Management	8.89	472,411	223,423	695,834
Marketing and Communications	3.00	173,782	118,211	291,993
President's Area	2.80	228,366	134,362	362,728
University Advancement	3.69	179,207	93,817	273,024
Student Affairs	16.90	911,015	507,775	1,418,790
Totals	175.14	9,248,683	6,043,295	15,291,978

Non-Faculty Workforce Reductions
Updated as of May 15, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 5-15-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	103.44 ^{5,6}	\$ 8,301,834	80.1 ⁴	\$ 7,523,674	(23.34)	\$ (778,160)
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	113.14	\$ 9,455,561	169.90	\$ 16,201,075	56.76	\$ 6,745,514

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 1.0 FTE (from 102.44 to 103.44 FTE) as compared to the May 1 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.
 After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 103.44 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 39 FTE eliminations and 6.67 FTE savings for positions going to 9-months.

Non-Faculty Workforce Reductions
Updated as of June 11, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 6-11-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	104.86 ^{5,6}	\$ 8,482,674	80.1 ⁴	\$ 7,523,674	(24.76)	\$ (959,000)
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	114.56	\$ 9,636,401	169.90	\$ 16,201,075	55.34	\$ 6,564,674

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 1.42 FTE (from 103.44 to 104.86 FTE) as compared to the May 15 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.
 After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 104.86 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 39 FTE eliminations and 6.67 FTE savings for positions going to 9-months.

Recap of Non-Faculty Target Workforce Reduction Progress as of 6-11-2021

Total Non-Faculty Reductions since July 1, 2019 by Bargaining Unit						
Bargaining Unit	18-19 Total Bargaining Unit FTE (baseline) ⁽¹⁾	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
AFSCME	391.66	125.53	32%	5,568,414	4,178,850	9,747,265
Non-Represented	186.14	31.36	17%	2,748,709	1,339,687	4,088,396
SCUPA	64.09	14.32	22%	796,838	459,183	1,256,021
Other	57.13	6.35	11%	304,161	155,422	459,583
Totals	699.02	177.56	25%	9,418,122	6,133,142	15,551,265

The percentage reduction to APSCUF annualized FTE is 23.2% ⁽²⁾

1. 18-19 Total Bargaining Unit FTE (baseline) was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE

2. The APSCUF annualized FTE was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE.

APSCUF Annualized FTE was used to maintain consistency with the Non-Faculty FTE above even though the target Student/Faculty ratio of 19.2 is calculated using Fall FTE Faculty.

Total Non-Faculty Reductions since July 1, 2019 by Division				
Division	FTE	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
Academic Affairs	69.43	3,664,020	2,288,728	5,952,748
Administration and Finance	71.43	3,706,510	2,756,647	6,463,157
Enrollment Management	8.89	468,181	226,247	694,427
Marketing and Communications	3.00	173,782	118,211	291,993
President's Area	2.80	228,366	134,362	362,728
University Advancement	3.69	179,207	93,817	273,024
Student Affairs	18.32	998,057	515,130	1,513,187
Totals	177.56	9,418,122	6,133,142	15,551,265

Non-Faculty Workforce Reductions
Updated as of July 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 7-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	106.63 ^{5,6}	\$ 8,659,402	80.1 ⁴	\$ 7,523,674	(26.53)	\$ (1,135,728)
2021-2022	0	\$ -	0	\$ -	80.1 ⁴	\$ 7,523,674	80.10	\$ 7,523,674
Cumulative	63.00	\$ 5,914,864	116.33	\$ 9,813,129	169.90	\$ 16,201,075	53.57	\$ 6,387,946

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated was increased by 1.77 FTE (from 104.86 to 106.63 FTE) as compared to the June 15 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.
After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 106.63 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 40 FTE eliminations and 6.44 FTE savings for positions going to 9-months.

Recap of Non-Faculty Target Workforce Reduction Progress as of 7-1-2021

Total Non-Faculty Reductions since July 1, 2019 by Bargaining Unit						
Bargaining Unit	18-19 Total Bargaining Unit FTE (baseline) ⁽¹⁾	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
AFSCME	391.66	127.30	33%	5,676,244	4,247,748	9,923,993
Non-Represented	186.14	31.36	17%	2,748,709	1,339,687	4,088,396
SCUPA	64.09	14.32	22%	796,838	459,183	1,256,021
Other	57.13	6.35	11%	304,161	155,422	459,583
Totals	699.02	179.33	26%	9,525,953	6,202,040	15,727,993

The percentage reduction to APSCUF annualized FTE is 22.3% ⁽²⁾

1. 18-19 Total Bargaining Unit FTE (baseline) was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE
 2. The APSCUF annualized FTE was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE.
- APSCUF Annualized FTE was used to maintain consistency with the Non-Faculty FTE above even though the target Student/Faculty ratio of 19.2 is calculated using Fall FTE Faculty.

Total Non-Faculty Reductions since July 1, 2019 by Division				
Division	FTE	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
Academic Affairs	69.43	3,691,924	2,290,814	5,982,738
Administration and Finance	73.20	3,789,047	2,824,830	6,613,877
Enrollment Management	8.89	468,181	226,247	694,427
Marketing and Communications	3.00	173,782	118,211	291,993
President's Area	2.80	228,366	134,362	362,728
University Advancement	3.69	176,597	92,446	269,043
Student Affairs	18.32	998,057	515,130	1,513,187
Totals	179.33	9,525,953	6,202,040	15,727,993

Non-Faculty Workforce Reductions
Updated as of August 1, 2021 as Compared to CPP V3

Non-Faculty Workforce Reductions - Progress as of 8-1-2021 - DRAFT

Fiscal Year	Vacancies Removed from CPP V3 Base Workforce Prior to Target		Positions Vacated and Eliminated		Target		Remaining to Target	
	FTE	Associated Savings	FTE	Associated Savings ³	FTE	Savings ³	FTE	Savings ³
2019-2020 ¹	0	\$ -	9.70	\$ 1,153,727	9.70	\$ 1,153,727	0.00	\$ -
2020-2021	63.0 ²	\$ 5,914,864	106.63 ^{5,6}	\$ 8,688,518	80.1 ⁴	\$ 7,523,674	(26.53)	\$ (1,164,844)
2021-2022	0	\$ -	1.32 ^{5,6}	\$ 180,540	80.1 ⁴	\$ 7,523,674	78.78	\$ 7,343,134
Cumulative	63.00	\$ 5,914,864	117.65	\$ 10,022,785	169.90	\$ 16,201,075	52.25	\$ 6,178,290

Notes:

1. No target was set for 2019-2020; target set to actual.
2. There were 63.0 vacant positions removed from the base workforce in CPP V3 prior to the determination of the targets. These FTE do not count towards the target for FY2020-21 as submitted in CPP V3. If the vacant positions had not been removed from the base workforce, the FTE target to reach would have been higher.
3. The FY2020-21 and FY2021-22 Savings for Target and Remaining to Target were calculated based on average salary and benefits for each bargaining unit. The FY2020-21 and FY2021-22 Positions Vacated and Eliminated To-Date savings was calculated based on actual salary and benefit savings.
4. Target for FY2020-21 and FY2021-22 combined from CPP V3 was 160.2 FTE and \$15,047,347, which was submitted to OOC on September 4, 2020. The target FTE for each fiscal year, 80.1 was applied to each bargaining unit based on a weighted average of FTE for that bargaining unit as compared to total FTE for all non-faculty bargaining units.
5. The FY2020-21 FTE for positions vacated and eliminated remained the same as compared to the July 1 summary. The FY2021-22 FTE for positions vacated and eliminated was increased by 1.32 FTE (from 0 FTE to 1.32 FTE) as compared to the July 1 summary. This was updated after the vacant positions were reviewed by the respective President Cabinet members.
 After review by President's Cabinet, any position that was not confirmed for elimination was not included in the 107.95 FTE of Positions Vacated and Eliminated. This position count will continue to be reviewed and updated as official retirement and separation notices are provided to HR.
6. As of 4-15-21, clerical savings were included in the CPP - FTE Reduction tab with 40 FTE eliminations and 6.44 FTE savings for positions going to 9-months.

Recap of Non-Faculty Target Workforce Reduction Progress as of 8-1-2021

Total Non-Faculty Reductions since July 1, 2019 by Bargaining Unit						
Bargaining Unit	18-19 Total Bargaining Unit FTE (baseline) ⁽¹⁾	FTE Reductions	% FTE Reduction to Total FTE by Bargaining Unit	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
AFSCME	391.66	127.30	33%	5,685,490	4,267,618	9,953,109
Non-Represented	186.14	32.36	17%	2,868,136	1,391,633	4,259,769
SCUPA	64.09	14.32	22%	796,838	459,183	1,256,021
Other	57.13	6.67	12%	312,614	156,136	468,751
Totals	699.02	180.65	26%	9,663,079	6,274,570	15,937,649

The percentage reduction to APSCUF annualized FTE is 22.7% ⁽²⁾

1. 18-19 Total Bargaining Unit FTE (baseline) was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE
 2. The APSCUF annualized FTE was obtained from CPP V3 and reflects the actual FY2018-19 Annualized FTE.
- APSCUF Annualized FTE was used to maintain consistency with the Non-Faculty FTE above even though the target Student/Faculty ratio of 19.2 is calculated using Fall FTE Faculty.

Total Non-Faculty Reductions since July 1, 2019 by Division				
Division	FTE	Salary Savings	Benefits Savings	Total Salary & Benefits Savings
Academic Affairs	70.43	3,824,614	2,366,185	6,190,799
Administration and Finance	73.20	3,785,028	2,821,276	6,606,304
Enrollment Management	8.89	468,181	226,247	694,427
Marketing and Communications	3.00	173,782	118,211	291,993
President's Area	2.80	228,366	134,362	362,728
University Advancement	3.69	176,597	92,446	269,043
Student Affairs	18.64	1,006,511	515,844	1,522,355
Totals	180.65	9,663,079	6,274,570	15,937,649

Budget Planning Calendar Updated 7/29/2021

Activity	Dates
	January 2021
VPFA/CFO Meeting	Wednesday, January 6, 2021
<i>Classes End – Winter Session</i>	<i>Friday, January 8, 2021</i>
APSCUF / Management “Pre”-Meet & Discuss	Monday, January 11, 2021
President’s Cabinet – Deans	Monday, January 11, 2021
F&A VPs Check-in Call	Wednesday, January 13, 2021
APSCUF / Management Meet & Discuss	Wednesday, January 13, 2021
<i>First Day of Classes</i>	<i>Tuesday, January 19, 2021</i>
SCUPA Labor/Management Meeting	Wednesday, January 20, 2021
VPFA/CFO Meeting	Wednesday, January 20, 2021
AFSCME Labor/Management Meeting	Thursday, January 21, 2021
Budget Discussion	Thursday, January 21, 2021
New Trustee Orientation	Friday, January 22, 2021
President’s Cabinet with Union Leadership/Shared Governance	Monday, January 25, 2021
APSCUF / Management “Pre”-Meet & Discuss	Monday, January 25, 2021
F&A VPs Check-in Call	Wednesday, January 27, 2021
APSCUF / Management Meet & Discuss	Wednesday, January 27, 2021
UBAC	Thursday, January 28, 2021
	February 2021
Senate	Tuesday, February 2, 2021
Board of Governors Quarterly Meeting	Wednesday, February 3 and Thursday, February 4, 2021
VPFA/CFO Meeting	Wednesday, February 3, 2021
Budget Discussion	Thursday, February 4, 2021
<i>Spring Semester Enrollment Freeze Date</i>	<i>Monday, February 8, 2021</i>
President’s Cabinet – Deans	Monday, February 8, 2021
APSCUF / Management “Pre”-Meet & Discuss	Monday, February 8, 2021
APSCUF / Management Meet & Discuss	Wednesday, February 10, 2021
AFSCME Labor/Management Meeting	Thursday, February 11, 2021
SCUPA Labor/Management Meeting	Wednesday, February 17, 2021
VPFA/CFO Meeting	Wednesday, February 17, 2021
Budget Discussion	Thursday, February 18, 2021
FIUP Board of Directors Meeting	Friday, February 19, 2021
State System CPP Progress Report Due	Monday, February 22, 2021
President’s Cabinet with Union Leadership/Shared Governance	Monday, February 22, 2021
APSCUF / Management “Pre”-Meet & Discuss	Monday, February 22, 2021

Budget Planning Calendar
Updated 7/29/2021

Activity	Dates
	February, 2021 (continued)
UBAC	Tuesday, February 23, 2021
F&A VPs Check-in Call	Wednesday, February 24, 2021
APSCUF / Management Meet & Discuss	Wednesday, February 24, 2021
Town Hall	Thursday, February 25, 2021
	March 2021
Senate	Tuesday, March 2, 2021
VPFA/CFO Meeting	Wednesday, March 3, 2021
State System Joint CFO/CAO CPP Review Meeting	Friday, March 5, 2021
President's Cabinet – Deans	Monday, March 8, 2021
APSCUF / Management "Pre"-Meet & Discuss	Monday, March 8, 2021
F&A VPs Check-in Call	Wednesday, March 10, 2021
APSCUF / Management Meet & Discuss	Wednesday, March 10, 2021
AFSCME Labor/Management Meeting	Thursday, March 11, 2021
Budget Discussion	Thursday, March 11, 2021
SCUPA Labor/Management Meeting	Wednesday, March 17, 2021
VPFA/CFO Meeting	Wednesday, March 17, 2021
March Council of Trustees Meeting	Thursday, March 18, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, March 22, 2021
APSCUF / Management "Pre"-Meet & Discuss	Monday, March 22, 2021
Budget Discussion	Tuesday, March 23, 2021
F&A VPs Check-in Call	Wednesday, March 24, 2021
APSCUF / Management Meet & Discuss	Wednesday, March 24, 2021
Fourth Annual Leadership Retreat	Thursday, March 25, 2021
Chancellor Greenstein Virtual Campus Visit	Tuesday, March 30, 2021
VPFA/CFO Meeting	Wednesday, March 31, 2021
	April 2021
UBAC	Thursday, April 1, 2021
APSCUF / Management "Pre"-Meet & Discuss	Monday, April 5, 2021
Senate	Tuesday, April 6, 2021
APSCUF / Management Meet & Discuss	Wednesday, April 7, 2021
AFSCME Labor/Management Meeting	Thursday, April 8, 2021
Budget Discussion	Thursday, April 8, 2021
President's Cabinet – Deans	Monday, April 12, 2021
Board of Governors Quarterly Meeting	Wednesday, April 14, and Thursday, April 15, 2021
VPFA/CFO Meeting	Wednesday, April 14, 2021

Budget Planning Calendar
Updated 7/29/2021

Activity	Dates
	April, 2021 (<i>continued</i>)
APSCUF / Management "Pre"-Meet & Discuss	Monday, April 19, 2021
SCUPA Labor/Management Meeting	Wednesday, April 21, 2021
APSCUF / Management Meet & Discuss	Wednesday, April 21, 2021
Budget Discussion	Thursday, April 22, 2021
Student Virtual Town Hall	Thursday, April 22, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, April 26, 2021
Senate	Tuesday, April 27, 2021
VPFA/CFO Meeting	Wednesday, April 28, 2021
UBAC	Thursday, April 29, 2021
	May 2021
<i>Classes End (End of Day)</i>	<i>Monday, May 3, 2021</i>
APSCUF / Management "Pre"-Meet & Discuss	Monday, May 3, 2021
APSCUF / Management Meet & Discuss	Wednesday, May 5, 2021
May Council of Trustees Meeting	Thursday, May 6, 2021
<i>Graduate Commencement</i>	<i>Friday, May 7, 2021</i>
<i>Undergraduate Commencement</i>	<i>Saturday, May 8, 2021</i>
<i>Early Summer Classes Begin</i>	<i>Monday, May 10, 2021</i>
President's Cabinet – Deans	Monday, May 10, 2021
AFSCME Labor/Management Meeting	Monday, May 10, 2021
F&A VPs Check-in Call	Wednesday, May 12, 2021
APSCUF / Management "Pre"-Meet & Discuss	Monday, May 17, 2021
SCUPA Labor/Management Meeting	Tuesday, May 18, 2021
VPFA/CFO Meeting	Wednesday, May 19, 2021
APSCUF / Management Meet & Discuss	Wednesday, May 19, 2021
Budget Discussion	Thursday, May 20, 2021
FIUP Board of Directors Meeting	Friday, May 21, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, May 24, 2021
F&A VPs Check-in Call	Wednesday, May 26, 2021
<i>Early Summer Classes End</i>	<i>Friday, May 28, 2021</i>
	June 2021
<i>Summer Session I Classes Begin</i>	<i>Tuesday, June 1, 2021</i>
Labor/Management Meeting	Tuesday, June 1, 2021
APSCUF / Management "Pre"-Meet & Discuss	Tuesday, June 1, 2021
APSCUF / Management Meet & Discuss	Wednesday, June 2, 2021
President's Cabinet – Deans	Wednesday, June 9, 2021

Budget Planning Calendar
Updated 7/29/2021

Activity	Dates
	June 2021 (continued)
AFSCME Labor/Management Meeting	Thursday, June 10, 2021
SCUPA Labor/Management Meeting	Tuesday, June 15, 2021
Joint CFO/CAO Summer Retreat West Chester	Tuesday, June 15 and Wednesday, June 16, 2021
President's Cabinet with Union Leadership/Shared Governance	Wednesday, June 23, 2021
Budget Discussion	Wednesday, June 23, 2021
UBAC	Thursday, June 24, 2021
SCUPA Labor/Management Meeting	Tuesday, June 29, 2021
F&A VPs Check-in Call	Wednesday, June 30, 2021
APSCUF/Management Meet & Discuss	Wednesday, June 30, 2021
	July 2021
<i>Summer Session 1 Classes End</i>	<i>Friday, July 2, 2021</i>
<i>Summer Session 2 Classes Begin</i>	<i>Tuesday, July 6, 2021</i>
President's Cabinet with Senate, UPC, and NextGen Leadership	Wednesday, July 7, 2021
VPFA/CFO Meeting	Wednesday, July 7, 2021
AFSCME Labor/Management Meeting	Thursday, July 8, 2021
Labor/Management Meeting	Tuesday, July 13, 2021
Board of Governors Quarterly Meeting	Wednesday, July 14, and Thursday, July 15, 2021
President's Cabinet – Deans	Wednesday, July 14, 2021
Budget Discussion	Thursday, July 15, 2021
SCUPA Labor/Management Meeting	Tuesday, July 20, 2021
VPFA/CFO Meeting	Wednesday, July 21, 2021
APSCUF / Management "Pre"-Meet & Discuss	Monday, July 26, 2021
President's Cabinet with Union Leadership/Shared Governance	Wednesday, July 28, 2021
APSCUF/Management Meet & Discuss	Wednesday, July 28, 2021
Budget Discussion	Thursday, July 29, 2021
	August 2021
SCUPA Meet and Discuss	Monday, August 2, 2021
Budget Discussion	Monday, August 2, 2021
VPFA/CFO Meeting	Wednesday, August 4, 2021
UBAC	Thursday, August 5, 2021
<i>Summer Session 2 Classes End</i>	<i>Friday, August 6, 2021</i>
APSCUF / Management "Pre"-Meet & Discuss	Monday, August 9, 2021
Labor/Management Meeting	Tuesday, August 10, 2021
President's Cabinet – Deans	Wednesday, August 11, 2021
APSCUF/Management Meet & Discuss	Wednesday, August 11, 2021

Budget Planning Calendar
Updated 7/29/2021

AFSCME Labor/Management Meeting	Thursday, August 12, 2021
Activity	Dates
	August 2021 (continued)
Budget Discussion	Thursday, August 12, 2021
SCUPA Labor/Management Meeting	Tuesday, August 17, 2021
VPFA/CFO Meeting	Wednesday, August 18, 2021
<i>Classes Begin</i>	<i>Monday August 23, 2021</i>
President's Cabinet with Union Leadership/Shared Governance	Monday, August 23, 2021
POA Labor/Management Meeting	Wednesday, August 25, 2021
F&A VPs Check-in Call	Wednesday, August 25, 2021
	September 2021
VPFA/CFO Meeting	Wednesday, September 1, 2021
F&A VPs Check-in Call	Wednesday, September 8, 2021
September Council of Trustees	Thursday, September 9, 2021
<i>15th Day (Fall Freeze)</i>	<i>Monday, September 13, 2021</i>
President's Cabinet – Deans	Monday, September 13, 2021
AFSCME Labor/Management Meeting	Monday, September 13, 2021
Labor/Management Meeting	Tuesday, September 14, 2021
SCUPA Labor/Management Meeting	Wednesday, September 15, 2021
VPFA/CFO Meeting	Wednesday, September 15, 2021
Budget Discussion	Thursday, September 16, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, September 27, 2021
F&A VPs Check-in Call	Wednesday, September 29, 2021
	October 2021
UBAC	Thursday, October 7, 2021
President's Cabinet – Deans	Monday, October 11, 2021
Board of Governors Quarterly Meeting	Wednesday, October 13 and Thursday, October 14, 2021
VPFA/CFO Meeting	Wednesday, October 13, 2021
AFSCME Labor/Management Meeting	Thursday, October 14, 2021
Budget Discussion	Thursday, October 14, 2021
SCUPA Labor/Management Meeting	Wednesday, October 20, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, October 25, 2021
F&A VPs Check-in Call	Wednesday, October 27, 2021
Budget Discussion	Thursday, October 28, 2021
	November 2021
VPFA/CFO Meeting	Wednesday, November 3, 2021
UBAC	Thursday, November 4, 2021

Budget Planning Calendar
Updated 7/29/2021

President's Cabinet – Deans	Monday, November 8, 2021
AFSCME Labor/Management Meeting	Tuesday, November 9, 2021
Activity	Dates
	November 2021 (continued)
F&A VPs Check-in Call	Wednesday, November 10, 2021
Budget Discussion	Thursday, November 11, 2021
SCUPA Labor/Management Meeting	Wednesday, November 17, 2021
President's Cabinet with Union Leadership/Shared Governance	Monday, November 22, 2021
<i>Thanksgiving Recess No Classes</i>	<i>Monday, November 22 through Friday, November 26, 2021</i>
POA Labor/Management Meeting	Tuesday, November 23, 2021
VPFA/CFO Meeting	Wednesday, November 24, 2021
<i>Classes Resume</i>	<i>Monday, November 29, 2021</i>
UBAC	Tuesday, November 30, 2021
	December 2021
F&A VPs Check-in Call	Wednesday, December 1, 2021
<i>Classes End (End of Day)</i>	<i>Monday, December 6, 2021</i>
VPFA/CFO Meeting	Wednesday, December 8, 2021
December Council of Trustees Meeting	Thursday, December 9, 2021
<i>Commencement</i>	<i>Saturday, December 11, 2021</i>
President's Cabinet – Deans	Monday, December 13, 2021
AFSCME Labor/Management Meeting	Tuesday, December 14, 2021
Budget Discussion	Tuesday, December 14, 2021
SCUPA Labor/Management Meeting	Wednesday, December 15, 2021
<i>Winter Session Classes Begin</i>	<i>Thursday, December 16, 2021</i>
F&A VPs Check-in Call	Wednesday, December 22, 2021

Implemented One-Time FY2020-21 Budget Reductions UBAC August 5, 2021

Spring Rebudget General Fund Deficit	12,800,000
Budget Reductions:	
Summer Grounds AFSCME Temps Pool	49,000
Base Temporary APSCUF Pool	1,271,609
KCAC	250,000
Preventive and Recovery Maintenance	572,000
Deferred Maintenance	505,000
Fleet Automotive Fuel	65,000
Transfer back Grounds Improvement Funding	800,000
International/Study Abroad	55,000
KCAC Athletic Costs - \$143,632	130,000
Reduce Student Waivers (Grant Fellowships, Sr Citizen, Int'l, PEGP, and BOG) one time	2,000,000
Reduction to Pool funding - one time	404,000
Unused Faculty Promotion Budget	141,000
Cogen Utility Cost	400,000
SWUFE	59,000
Cogen Insurance Reserve	500,000
Debt Service Reserve	1,580,000
Total Budget Reductions	8,781,609
Drawdown of Reserves	4,018,391

The Cogen Insurance Reserve and Debt Service Reserve will potentially draw on reserves as well as the \$4.0 million remaining deficit to be identified - for a total draw on reserves of approximately \$6 million.

A review of budget allocations is currently in process. This will be a topic for further discussion with the President and his Cabinet.

As part of CPP V7, Auxiliary projections were updated to reflect lost revenue reimbursement from HEER II in the amount of \$6.9 million for IUP owned housing and dining. This approach has reduced the FY2020-21 projected Auxiliary deficit from \$6.2 million in CPP V3 to \$0.4 million in CPP V7.

UBAC

Enrollment Management Update

Paula Stossel, Associate Vice President for Enrollment Management

August 5, 2021



Summer 2021: UG and GR Registration as of 8/3/2021

Summer 21 Registrations by Level and Student Type (UG and GR)				Summer 21 Registrations by Program (Clock Hour)			
8/3/2021	Registered (new and continuing)			8/3/2021	Registered (Clock Hour)		
	Summer 2021	Summer 2020	Difference		Summer 2021	Summer 2020	Difference
Dual Enr	29	44	(15)	ALI--Provisional	1	4	(3)
Continuing	1903	2044	(141)	ALI	6	1	5
New Fresh	9	10	(1)	Baking & Pastry	0	0	0
Readmit	33	34	(1)	Criminal Justice	26	34	(8)
Transient	66	108	(42)	Culinary Arts	1	1	0
Transfer	5	18	(13)	EMT	43	0	43
Grad new	251	214	37	Paramedic	47	43	4
Grad cont	994	973	21	School Res Officer	16	6	10
TOTAL	3,290	3,445	(155)	TOTAL	140	89	51

Summer 2021: Headcount Registration as a Percent of Spring 2021 Headcount as of 8/3/2021

Level	Spring 2021 Freeze	% Registered for Summer 2021 to date	Spring 2020 Freeze	% Registered for Summer 2020 to date	Diff
UG	7,019	29.14%	7,472	30.22%	-1.08
GR	1,879	66.26%	1,887	62.90%	3.35
TOTAL	8,898	36.97%	9,359	36.81%	0.17

Summer 2021: Average Credit Hours Registered

Average Summer Credit Hours* by Level and Full-Time/Part-Time Enrollment as of						8/3/2021
	UG				Grad	
	Summer 2021	Summer 2020	Diff	Summer 2021	Summer 2020	Diff
Full Time	13.16	13.14	0.02	10.29	10.51	(0.22)
Part Time	4.85	4.95	(0.10)	4.63	4.65	(0.02)

Summer 2021: Percent Full Time and Part Time

8/3/2021		FT/PT Registration by Headcount		
Level	Full Time/Part Time	% FT/PT Summer 2021	% FT/PT Summer 2020	PPT Diff
Graduate	Full-Time	31.81%	29.82%	1.98
	Part-Time	68.19%	70.18%	(1.98)
Undergraduate	Full-Time	9.00%	8.50%	0.49
	Part-Time	91.00%	91.50%	(0.49)
TOTAL				(0.00)

Summer 2021: Overall Progress towards CPP

8/3/2021	Today's Actuals		Difference CPP to Today's Actuals	
	Credit Hours	FTE	Credit Hours	FTE
UG In state	10,371.50	699.71	29.21	10.22
UG Out of state/int'l	928.00	63.73	(238.00)	(14.00)
GR in state	5,696.00	464.33	819.00	57.92
GR Out of state/int'l	2,459.00	202.58	522.00	41.17
Total	19,454.50	1,430.36	1132.21	95.30

Fall 2021: Registration as of 8/3/2021

Fall 21 Registration by Student Type				Fall 21 Registrations by Program (Clock Hour)			
8/3/2021	Registered (new and continuing)			8/3/2021	Registered (Clock Hour)		
	Fall 2021	Fall 2020	Difference		Summer 2021	Summer 2020	Difference
Dual Enr	57	51	6	ALI--Provisional	18	0	18
Continuing	4764	5337	(573)	ALI	0	0	0
New Fresh	1458	1641	(183)	Baking & Pastry	33	48	(15)
Readmit	108	79	29	Criminal Justice	25	23	2
Transient	21	12	9	Culinary Arts	56	100	(44)
Transfer	244	222	22	EMT	8	0	8
Grad new	603	607	(4)	Paramedic	51	0	51
Grad cont	1098	1130	(32)	School Res Officer	0	0	0
TOTAL	8,353	9,079	(726)	TOTAL	191	171	20

Fall 2020 Freshman Cohort Retention

8/3/2021	Over/under last			
	Total Fall Cohort #	Retention as of report Date	year by % registered	# Students At current %
Retention for Fall 20 cohort to Fall 21	1737	72.77%	(14)	1264
Retention for Fall 19 cohort to Fall 20	1754	73.55%		1290

Fall 2020 Freshman Cohort Retention Detail

Fall 2020 Cohort Retention by College						
College	Retention as of this report	Cohort #	Registered	Not Registered	Not Registered without Reg Holds	Percent not Registered without Reg Holds
Academic Affairs	53.85%	13	7	6	5	83.33%
Ed and Comm	75.34%	146	110	36	28	77.78%
Fine Arts	77.78%	72	56	16	13	81.25%
HHS	77.21%	487	376	111	75	67.57%
HSS	71.31%	122	87	35	29	82.86%
KNSM	74.40%	375	279	96	69	71.88%
ECOB	77.49%	191	148	43	34	79.07%
UC Overall	58.09%	303	176	127	84	66.14%
UC Assigned	43.41%	129	56	73	43	58.90%
UC selected	68.97%	174	120	54	41	75.93%
Extended Studies	89.29%	28	25	3	2	66.67%
TOTAL	72.77%	1737	1264	473	423	71.67%

Fall 2021: Continuing Undergraduate Projection by Pace

Note: This does not include students in the fall 2020 freshman cohort

UG Continuing			
	Percent	Headcount	
CPP Persistence	64.00%		3,718
Projected Persistence	62.18%		3,612
Difference	-1.82		(106)

Fall 2021: Graduate Registration Progress by Pace

GR	% To CPP or Freeze		
	Headcount	Registered to date	
Fall 2021 CPP	1,980	1701	85.91%
Fall 2020 Freeze	2,035	1737	85.36%
Difference			0.55

Fall 2021 Registration: Percent Full Time and Part Time

8/3/2021		FT/PT Registration by Headcount		
Level	Full Time/Part Time	% FT/PT Fall 2021	% FT/PT Fall 2020	PPT Diff
Graduate (31.69% FT at spring 20 freeze)	Full-Time	36.63%	34.95%	1.68
	Part-Time	63.37%	65.05%	(1.68)
Undergraduate (89.38% FT at spring 20 freeze)	Full-Time	86.55%	86.77%	(0.23)
	Part-Time	13.45%	13.23%	0.23
TOTAL				(0.00)

Fall 2021: Average Credit Hours Registered

Average Fall Credit Hours by Level and Full-Time/Part-Time Enrollment as of						8/3/2021
	UG			Grad		
	Fall 2021	Fall 2020	Diff	Fall 2021	Fall 2020	Diff
Full Time	14.48	14.6	(0.12)	10	10	0.00
Part Time	6.49	6.65	(0.16)	3.82	3.87	(0.05)
Average	13.43	13.53	(0.10)	6.08	6.01	0.07

Fall 2021: Overall Progress Towards CPP

8/3/2021	CPP (2/18/21)			Today's Actuals			Difference CPP to Today's Actuals		
	Headcount	Credit Hours	FTE	Headcount*	Credit Hours	FTE	Headcount*	Credit Hours	FTE
UG In state	6,748	92,962.21	6,197.48	6,292	84,241.50	5,622.52	(456)	(8720.71)	(574.96)
UG Out of state	320	4,366.70	291.11	290	3,968.50	265.97	(30)	(398.20)	(25.15)
UG Int'l	120	1,637.51	109.17	70	846.00	55.80	(50)	(791.51)	(53.37)
GR in state	1,494	9,264.14	772.01	1,250	7,925.00	652.41	(244)	(1339.14)	(119.60)
GR Out of state/int'l	566	2,675.25	222.94	451	2,341.00	192.33	(115)	(334.25)	(30.61)
Total	9,248	110,905.81	7,592.71	8,353	99,322.00	6,789.03	(895)	(11583.81)	(803.68)

Fall 2021: Overall Progress Towards CPP

8/3/2021	Percent to Freeze with Last Year's Actuals			Percent to CPP with Today's Actuals			Percent Pt Diff Percent to CPP vs. Last year's Actuals to Freeze		
	Headcount	Credit Hours	FTE	Headcount	Credit Hours	FTE	Headcount	Credit Hours	FTE
UG In state	94.84%	94.28%	94.33%	93.24%	90.62%	90.72%	-1.60	-3.66	-3.61
UG Out of state	95.94%	95.55%	95.14%	90.63%	90.88%	91.36%	-5.32	-4.67	-3.77
UG Int'l	79.23%	72.72%	72.34%	58.33%	51.66%	51.11%	-20.90	-21.05	-21.23
GR in state	89.63%	90.52%	89.87%	83.67%	85.54%	84.51%	-5.97	-4.97	-5.36
GR Out of state/int'l	74.06%	82.97%	83.91%	79.68%	87.51%	86.27%	5.62	4.54	2.36
Total	92.70%	93.49%	93.36%	90.32%	89.56%	89.42%	-2.38	-3.93	-3.94

Fall 2021 New Student Enrollment as of 8/3/2021

Student Type	Completed Applications	Admitted	Net Deposited/Confirmed (for graduate)	Registered
Freshmen	8,647 (-241, -2.71%)	8,033 (-91, -1.12%)	1,744 (-140, -7.43%)	1,458 (-183, -11.2%)
Transfers	570 (-79, -12.17%)	219 (-70, -24.22%)	91 (-6, -6.19%)	244 (+22, +10%)
Graduate	797 (-32, -3.86%)	456 (-83, -15.4%)	291 (-11, -3.64%)	411 (-51, -11.04%)
Culinary Admissions	329 (237 culinary/92 baking/pastry) (-52, -13.65%)	253 (183 culinary/70 baking/pastry) (-10, -3.88%)	91 (58 culinary/33 baking/pastry) (-8, -8.08%)	86 (53 culinary/33 baking/pastry) (-11, -11.34%)

Strategic Enrollment Plan (SEP)



Overarching SEP Themes

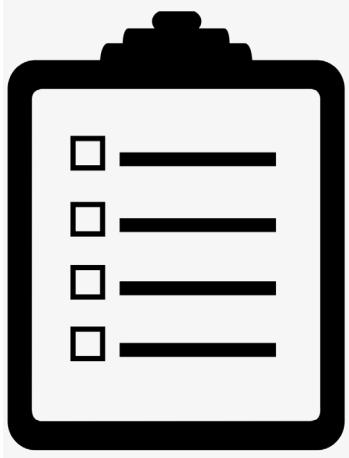
- Always put the student experience and *student success* at the center of our work. We need to continue to address both the changing and unique needs of our students to grow both recruitment and retention at all levels.
- *Graduate student enrollment growth* is consistent with our Comprehensive Planning Process (CPP) goals as well as national trends.
- Intentional integrated *marketing* that is reflective and consistent with recruitment goals at all levels will be necessary for expansion into new markets, optimizing current markets, and addressing changing demographics. Highlighting student outcomes will enhance IUP's brand.

Overarching SEP Themes

- We need to nurture current and expand the IUP network of **strategic partners**, who can be influencers for prospective students, advocates/mentors for our current students, sources of experiential learning, and provide opportunities for revenue to the university.
- Promote **affordability** by providing financial resources to assist with the cost of education; this includes the strategic awarding of scholarships, grants, and assistantships for students to encourage matriculation and retention/persistence to graduation. Already implemented.
- *This plan needs to be fluid and nimble; as a five-year plan, it cannot be static as it needs to address the changing needs of our students.*

Funding

- Action plans included strategies, cost, enrollment impact, revenues/expenses.



- The SEP has been approved by the President's cabinet.
- Within the SEP, the following action plans were approved to be funded:
 - Institutionalizing student success
 - Grow and institutionalize graduate enrollment
 - Prioritize Diversity, Equity, and Inclusion
 - DEI Peer Mentoring
 - DEI Co-Curricular Support
 - Latinx Recruitment
 - Affordability (previously approved)



Implement and Track Progress Towards Goals

- The written SEP is being finalized, along with the methodology to track effectiveness of the action plans.
- A formal communication plan to the university community will be deployed on an ongoing basis.

Assumptions & Changes: September 2020 CPP(V3) & September 2021 CPP(V8)

UBAC – August 5, 2021

- **Appropriations:** CPP V3 assumed level appropriations for FY2021-22 and FY2022-23. V8 assumes level appropriations for FY2021-22 but a two percent increase to the base allocation for FY2022-23 and FY2023-24.
 - FY2021-22 appropriations will be held level by the implementation of a revised appropriations methodology that incorporates the temporary use of SERS savings (\$2.18 million for IUP in FY2021-22). This SERS savings will be transitioned out over the next two years, decreasing to 50% in FY2022-23 (\$1.1million) and then to 25% in FY2023-24 (\$500k).

	FY2021-22	FY2022-23	FY2023-24
Base Appropriations	53,876,647	54,954,180	56,053,264
Appropriations - SERS	2,181,685	1,090,843	545,421
Total Appropriations	56,058,332	56,045,022	56,598,685

- **Tuition and Fees:** CPP V3 assumed a one percent increase for FY2021-22 through FY2023-24. CPP V8 assumes flat tuition and fees for FY2021-22 but still assumes a one percent increase for FY2022-23 and FY2023-24.
- **Enrollment:** New enrollment projections have been developing since September 2020 as new data has become available. The below chart summarizes total fall headcount:

Total Fall Headcount	FY2020-21	FY2021-22	FY2022-23
CPP V3	9,768	9,648	9,737
CPP V8	10,067	9,358	9,412

- **Salary and Benefits:** CPP V8 assumes for FY2023-24 any bargaining unit whose contract has expired is to assume a two percent salary increase. This change in assumptions only affects non-represented as well as a very slight change to AFSCME and SEIU. The other bargaining units (APSCUF, SCUPA, Other) assumed a two percent salary increase in CPP V3 assumptions. Various benefit assumptions and updated rates will be incorporated throughout CPP V8.

University Budget Advisory Committee Minutes

June 24, 2021

Attendees: Mr. Bill Balint, Mr. Craig Bickley, Mr. Bill Buttz, Mrs. Jodie Cadile, Dr. Joshua Castle, Mr. Greg Cessna, Ms. Koga Chilume, Mr. Melvin Cornell, Dr. Hilliary Creely, Mr. Chip Dotts, Dr. Michael Driscoll, Dr. Debra Fitzsimons, Dr. Ben Ford, Dr. Erika Frenzel, Mrs. Erin Fritz Wood, Dr. Sylvia Gaiko, Mr. Patrick Greene, Mr. Chris Kitas, Dr. Anne Kondo, Mr. David Maudie, Dr. Patti McCarthy, Dr. Tim Moerland, Dr. R. Scott Moore, Mr. Chris Noah, Ms. Khatmeh Osseiran-Hanna, Mr. Sam Phillips, Mr. Michael Porada, Mr. Hamzah Sammour, Dr. Curtis Scheib, Dr. Tom Segar, Dr. Ramesh Soni, Ms. Paula Stossel, Ms. Tressa Wright, Dr. Dave Yerger

Guests: Mrs. Marcey Barna, Dr. Dorothy Gracey

Excused: Dr. Yaw Asamoah, Dr. John Kilmarx, Dr. David Laughead, Mr. Steven Lomax, Dr. Lara Luetkehans, Dr. Geoffrey Mills, Mr. Richard Muth, Ann Sesti

Absent: Ms. Lisa Baker, Ms. Valerie Baroni, Dr. Matt Baumer, Dr. David Chambers, Mr. Alex Daum, Mr. Mark Dellett, Ms. Elise Glenn, Ms. Elizabeth Houser, Mr. Jeremy Pettis

- I. Mr. Balint welcomed all UBAC members to today's meeting. Mr. Balint called the UBAC meeting to order. Mr. Balint welcomed incoming committee members: Dr. Joshua Castle (Council of Chairs), Dr. Ben Ford (Council of Chairs), and Dr. Anne Kondo (Dean's Council) to UBAC membership and congratulated them on their new appointments.

Mr. Balint welcomed the incoming student representatives: Ms. Koga Chilume (IUP GSA President), Mr. David Laughead (IUP GSA Vice President), and Mr. Hamzah Sammour (IUP SGA Vice President).

Mr. Balint asked Dr. Driscoll for opening remarks.

Dr. Driscoll thanked everyone for attending today's UBAC meeting. He expressed his appreciation to the new UBAC members.

Dr. Driscoll noted that the BOG approved IUP's request to sell or transfer the Northpointe Campus. The Commonwealth property has gone to legislature for final approval. IUP will continue to have a presence at the Northpointe campus and Armstrong County.

University Budget Advisory Committee Minutes

June 24, 2021

Dr. Driscoll noted that out of the 82 original retrenchment letters sent to faculty, IUP is down to 19 active retrenchment letters. The changes are due to resignations, employees taking jobs elsewhere, and some transfers to other universities in the System. The effective date for the retrenchments is June 4, 2021.

Dr. Driscoll noted that it is budget season in Harrisburg. Governor Wolf's FY2021-22 budget proposal will include the same allocation budgeted for PASSHE as was the case in FY2020-21 – approximately \$480 million. The Board of Governors will still need to approve the allocation at their July 14-15 meeting. Discussion ensued.

The UBAC minutes from the April 29, 2021 meeting were approved as presented.

II. Enrollment Update Report – Dr. Patti McCarthy

Enrollment Update

Dr. Fitzsimons asked Dr. McCarthy to provide an enrollment update.

Dr. McCarthy provided an enrollment presentation. Dr. McCarthy reviewed the summer 2021 undergraduate and graduate registration for various student types as of June 22, 2021. Overall, total registrations are down by 144 students in comparison to this same time last year. Dr. McCarthy noted that the summer 2021 clock hour registration as of June 22, 2021 is up by 45.

Dr. McCarthy shared the summer 2021 headcount registration as a percent of spring 2021 headcount as of June 22, 2021:

- Undergraduate:
 - Spring 2021 Freeze = 7,019, 29.08% registered for summer 2021
 - Spring 2020 Freeze = 7,472, 29.94% registered for summer 2020
 - Difference = down 453 or -0.86% of total spring to summer comparison
- Graduate:
 - Spring 2021 Freeze = 1,879, 65.57% registered for summer 2021
 - Spring 2020 Freeze = 1,887, 62.53% registered for summer 2020
 - Difference = up 8 or +3.03% of total spring to summer comparison

University Budget Advisory Committee Minutes

June 24, 2021

Dr. McCarthy shared the summer credit hours by level and full-time/part-time enrollments as of June 22, 2021.

- Undergraduate – Comparing summer 2021 to summer 2020
 - Full-time = up +0.05
 - Part-time = down -0.12
- Graduate – Comparing summer 2021 to summer 2020
 - Full-time = down -0.24
 - Part-time = same +0.00

Dr. McCarthy reviewed summer 2021 percent full-time and part-time as of June 22, 2021:

- Summer 2021 – headcount
 - Graduate full-time: 395; 32.06%
 - Graduate part-time: 837; 67.94%
 - Undergraduate full-time: 178; 8.72%
 - Undergraduate part-time: 1,863; 91.28%
- Summer 2020 – headcount
 - Graduate full-time: 354; 30.00%
 - Graduate part-time: 826; 70.00%
 - Undergraduate full-time: 190; 8.49%
 - Undergraduate part-time: 2,047; 91.51%

Dr. McCarthy noted that comparing full-time to part-time for summer 2021, the headcount registration at the graduate level is up from last year by +2.06% and the undergraduate level is slightly down by -0.23%.

Dr. McCarthy reviewed the summer 2021 overall progress toward the CPP. Dr. McCarthy noted that the today's actuals are slightly above the CPP (summer I and II combined) with a difference of 1067.21 credit hours and 90.50 FTE.

Dr. McCarthy shared the fall 2021 new student enrollment as of June 23, 2021.

- Freshman
 - Completed applications = 8,571; down -220, -2.5%
 - Admitted = 7,986; down -68, -0.84%
 - Deposited = 1,741; down -126, -6.75%
 - Registered = 583; up +342, +70.5%

University Budget Advisory Committee Minutes

June 24, 2021

- Transfers
 - Completed applications = 495; down -70, -12.39%
 - Admitted = 380; down -94, -19.83%
 - Deposited = 228; down -29, -11.28%
 - Registered = 118; up +35, +42.2%
- Graduate
 - Completed applications = 991; down -50, -4.8%
 - Admitted = 666; down -79, -10.6%
 - Confirmed = 373; down -45, -10.77%
 - Registered = 315; down -35, -10.0%
- Culinary
 - Completed applications = 319 (229 culinary/90 baking/pastry); down -56, -14.93%
 - Admitted = 246 (177 culinary/69 baking/pastry); down -12, -4.65%
 - Deposited = 92 (57 culinary/35 baking/pastry); down -2, -2.13%
 - Registered = 0

Dr. McCarthy reviewed fall 2021 undergraduate and graduate registration for various student types as of June 23, 2021. Overall registration for fall 2021 is down by -162.

Dr. McCarthy shared the fall 2020 freshman cohort retention. Dr. McCarthy noted that IUP is retaining at a slightly lower rate than last year, fall 2020 cohort to fall 2021 is at 72.83% and fall 2019 cohort to fall 2020 was at 73.26%: a difference of -7 students. In looking ahead, Dr. McCarthy noted that IUP is on pace to be at 71.73% retention rate for this upcoming year.

Dr. McCarthy shared fall 2021 continuing undergraduate student projection. The projection does not include new freshman. The persistence rate projected on the CPP is 64.00%. Based on the registration pace, the projected persistence rate is 62.50% which is slightly behind the CPP projection by -1.50%. Dr. McCarthy noted that it is still early in the cycle so there is room for improvement.

Dr. McCarthy discussed fall 2021 graduate registration projection by pace. Dr. McCarthy noted the headcount that was included in the CPP was 2,060 for fall 2021 compared to the fall 2021 freeze of 2,035 headcount. Registered to date: fall 2020 – 1,509; fall 2021 – 1,459.

University Budget Advisory Committee Minutes

June 24, 2021

Dr. McCarthy reviewed the fall 2021 registration percent of full-time and part-time. This is an important component. As of June 23, 2021, comparing full-time to part-time for fall 2021 headcount registration, the graduate level is down from last year by -0.13% and the undergraduate level is down by -1.25%.

Dr McCarthy shared the fall 2021 average credit hours registered as of June 23, 2021. Dr. McCarthy noted that comparing full-time to part-time for fall 2021 credit hour registration at the undergraduate level is slightly down from last year by -0.14 and the graduate level is slightly ahead at +0.03. These totals include total credit generation.

Dr. McCarthy reviewed the fall 2021 overall progress toward the CPP as of June 23, 2021. Dr. McCarthy projects IUP is on pace to be slightly ahead in headcount. However, looking at credit hour generation and full-time equivalency, IUP is trending behind in these two areas which is an important piece from a budget perspective.

III. Housing Update – Dr. Segar

Dr. Fitzsimons asked Dr. Segar to provide an update on housing.

Dr. Segar shared a fall 2021 housing report summary. As of June 21, 2021: Occupancy: 2086; New Students: 1365; Continuing Students: 721. Percent of Occupied Designed Capacity: 59.13%; Percent of Occupied Socially Distanced Capacity: 80.54%.

Dr. Segar noted that IUP is not currently housing students in Whitmyre Hall.

Housing occupancy on the Punxsutawney campus: Occupancy: 56; Occupied: 28.28%.

Dr. Segar shared that there are currently 56 students scheduled to live in the Punxsutawney Living Center for the fall 2021 semester.

Dr. Segar noted that in comparing occupancy year to year:

- Suites – occupancy is down -108
- Whitmyre – occupancy 0
- Punxsutawney – occupancy is up +2

University Budget Advisory Committee Minutes

June 24, 2021

Dr. Segar noted that overall occupancy for fall 2021 as of June 21, 2021 is 2,142 compared to fall 2020 as of June 18, 2020 of 2,248.

Dr. Segar shared that one consistent trend is more continuing students have re-contracted to live on campus for the 2021-2022 academic year. This is 40.1% of the students who have lived on campus this academic year. This compares to about 27% last year or a 12.8% increase in re-contracting students. This equates to 107 more students. Dr. Segar noted that the \$1,000 scholarship is having an influence for students re-contracting.

Dr. Segar shared that as of June 21, 2021, 1,365 new students have contracted to live on campus for the 2021-2022 academic year compared to 1,540 this time last year, a difference of -175 students. Dr. Segar provided statistics of students who have contracted to live on Indiana campus for 2021-2022 including majors, colleges, location, etc.

IV. ESLP Update

Dr. Fitzsimons asked Mrs. Cadile to share a summary of the second Enhanced Sick Leave Payout (ESLP). The summary provided shows participation by bargaining unit as of June 23, 2021. The information is broken out into FTE savings, associated savings and estimated sick leave payout expenses for this fiscal year, 2020-21, and next fiscal year, 2021-22. The totals are broken down by bargaining unit for each fiscal year. Mrs. Cadile noted that the majority of the FTE and associated savings will be realized next fiscal year, 2021-22. The associated savings total includes both salary and benefits. Mrs. Cadile shared the following for FY2020-21:

- APSCUF
 - FTE Savings – .25
 - Associated Savings - \$41,628
 - Estimated Payout Expenses - \$1.3M
- AFSCME
 - FTE Savings – .59
 - Associated Savings - \$55,529
 - Estimated Payout Expenses - \$127K
- Non-Represented
 - FTE Savings – .47
 - Associated Savings - \$80K
 - Estimated Payout Expenses - \$566K

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- SCUPA
 - FTE Savings – .01
 - Associated Savings - \$1,099
 - Estimated Payout Expenses - 0
- Total
 - FTE Savings – 1.32
 - Associated Savings - \$178K
 - Estimated Payout Expenses - \$2.0M

Mrs. Cadile shared the following for FY2021-22

- APSCUF
 - FTE Savings – 24.0
 - Associated Savings - \$3.7M
 - Estimated Payout Expenses - \$482K
- AFSCME
 - FTE Savings – 11.41
 - Associated Savings - \$1.1M
 - Estimated Payout Expenses - \$137K
- Non-Represented
 - FTE Savings – 3.76
 - Associated Savings - \$695K
 - Estimated Payout Expenses - \$143K
- SCUPA
 - FTE Savings – 2.91
 - Associated Savings - \$309K
 - Estimated Payout Expenses - \$39K
- Total
 - FTE Savings – 42.08
 - Associated Savings - \$5.7M
 - Estimated Payout Expenses - \$800K

Mrs. Cadile noted that the two-year total is:

- Two-year Total
 - FTE Savings – 43.40
 - Associated Savings - \$5.9M
 - Estimated Payout Expenses - \$2.8M

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Mrs. Cadile reviewed the following:

- Assuming, similar to the previous ESLP offering, the payouts for employees that retire after the PPE date of 6/18/21 will be charged to FY2021-22.
- The Associated Savings reflects only the salary and benefits of the ESLP participant. It does not consider any offset to savings for potential replacements of these positions.
- The Estimated Payout Expenses include both regular and sick leave payouts and the enhanced portion. Annual leave and personal leave payouts are not included.
- There is one ESLP faculty participant with an effective retirement date of 6/30/22. This savings is not reflected in these totals as it will not count towards the progress in FY2021-22.
- There is one ESLP non-faculty (SCUPA) participant with an effective retirement date of 7/30/21. FTE savings of 0.92 and the associated salary and benefits is reflected in FY2021-22, the residual FTE savings of .08 FTE is not reflected in these totals as it will not count towards the progress until FY2022-23.

Mrs. Cadile noted that as of June 23, 2021 the remaining to CPP total workforce reduction progress is:

- Faculty:
 - FTE - 56.4
 - Savings - \$9.6M
- Non-faculty:
 - FTE - 55.34
 - Savings - 7.0M

- V. Dr. Fitzsimons provided an update on faculty and non-faculty workforce reductions over the three-year period FY2019-20, FY2020-21, and FY2021-22. This information is updated as of June 11, 2021 as compared to CPP V3.

Faculty:

- Positions vacated and eliminated
 - 2019-2020: 17.5 FTE, Associated savings: \$2.2M
 - 2020-2021: 55.9 FTE, Associated savings: \$6.5M
 - 2021-2022: 67.32 FTE, Associated savings: \$9.5M
- Target
 - 2019-2020: 17.5 FTE, Savings: \$2.2M
 - 2020-2021: 51.6 FTE, Savings: \$7.0M
 - 2021-2022: 128 FTE, Savings: \$18.6M

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- Remaining to target
 - 2019-2020: -0-
 - 2020-2021: -4.3 FTE, Savings: -\$544K
 - 2021-2022: 60.7 FTE, Savings: \$9.1M

Dr. Fitzsimons noted that the cumulative total remaining to target is 56.4 FTE, savings of \$9.6M.

Non-Faculty:

- Vacancies removed from CPP V3 base workforce prior to target
 - 2019-2020: -0-
 - 2020-2021: 63.0 FTE, Associated savings: \$5.9M
 - 2021-2022: -0-
- Positions vacated and eliminated
 - 2019-2020: 9.70 FTE, Associated savings: \$1.2M
 - 2020-2021: 104.86 FTE, Associated savings: \$8.5M
 - 2021-2022: -0-
- Target
 - 2019-2020: 9.70 FTE, Savings: \$1.2M
 - 2020-2021: 80.1 FTE, Savings: \$7.5M
 - 2021-2022: 80.1 FTE, Savings: \$7.5M
- Remaining to target
 - 2019-2020: -0-
 - 2020-2021: -24.76 FTE, Savings: -\$959K
 - 2021-2022: 80.1 FTE, Savings: \$7.5M

Dr. Fitzsimons noted that the cumulative total remaining to target is 55.34 FTE, savings of \$6.6M.

Dr. Driscoll noted that there has been significant progress made in the workforce reduction. There is more work that will be done on the non-represented group once the ESLP deadlines are past.

VI. Balancing the FY2020-2021 Budget

Dr. Fitzsimons provided a budget update as of June 24, 2021

- Projected Shortfall:
 - General Fund Budget: \$12,800,000
 - Auxiliaries Budget: -\$7,200,000
 - Total Projected Shortfall: *\$20,000,000*

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- One-Time Sources for Budget Balancing:
 - One-Time Budget Reductions: \$6,796,665
 - Drawdown of Reserves: \$6,003,335
 - HEERF II Replace Lost Auxiliary Revenues: \$6,800,000
 - Total Sources: *\$19,600,000*

- Auxiliary Deficit Carried Over into FY2021-2022: *\$400,000*

VII. Closing Comments

Dr. Fitzsimons alerted the UBAC members that the August 5, 2021 meeting will take place as scheduled.

Dr. Fitzsimons thanked everyone for their service to the University Budget Advisory Committee. She stated that one-on-one meetings are welcomed.

Dr. Driscoll thanked everyone for attending.

The meeting adjourned at 2:30 p.m.

Respectfully submitted,
Diana Fatula, Administrative Assistant