

Indiana University of Pennsylvania

Pricing Flexibility Pilot Report

February 3, 2022

I. Narrative Report

A. Background

In December 2014 IUP submitted a pricing flexibility pilot proposal to the Office of the Chancellor which requested a per-credit tuition rate for undergraduate resident students.

At that time, Western Pennsylvania was experiencing double-digit declines in high school graduates which impacted headcount enrollment at the undergraduate level. IUP's enrollment had declined from 15,132 to 14,369. IUP was projecting cumulative operating deficits of \$12.2 million for fiscal year 2015-16 with increasing deficits projected through 2017-18. A three-pronged approach to address the budget challenges was developed at that time with one of the strategies being to implement the per-credit tuition pilot for undergraduate resident students.

Beginning with January 2020, IUP has been diligently working to address financial sustainability and has developed a new Strategic Plan focusing on student success. Additionally, IUP is in the process of implementing our Strategic Enrollment Plan (SEP), part of which addresses student affordability. Reviewing the pilot per-credit tuition model program and understanding the impact to our students and university is a critical component in supporting both of those important initiatives.

B. Description of Pilot, Intended Purpose and Results

The per-credit tuition pilot as implemented charges undergraduate resident students at a per-credit rate. This rate was calculated based on the undergraduate resident per-credit rate as approved the Board of Governors (BOG) and then discounted, for a three-year period. The discount percentages were determined based on the need to generate revenue to balance the annual budgets. The discount percentages were 7%, 4%, and 1% over three years, with the 1% discount continuing thereafter.

This pilot was approved by the BOG in January 2015 with a revised effective period of fall 2016 through summer 2019. In May 2019, IUP had provided a pilot report that recommended continuing the pilot.

During the 2021 fall semester, IUP formed a Tuition Model and Pricing Workgroup, a subgroup out of the University Budget Advisory Council, was created with the following charge: *Review and analyze the existing per-credit tuition model and select associated student fees at IUP and to explore, analyze, and make recommendations regarding IUP's tuition model. The IUP Strategic Plan emphasizes student success and must be a primary consideration in the development of workgroup recommendations. Options to consider include but are not limited to whether to continue with the current model, make modifications to the current model (such as structure or pricing levels), and/or move to a different model. Impact on student enrollment and revenues need to be considered. It will also be important to ensure that other affordability work both within the Strategic*

Enrollment Plan and in other committees across campus, is utilized and coordinated with this workgroup's charge.

The workgroup, led by the vice presidents for enrollment management and administration and finance, began their work in late November 2021 and made recommendations regarding the tuition model and pricing to the president's cabinet and the president in January 2022. A Council of Trustees' special workshop was held regarding the recommendations on February 1, 2022. IUP is submitting this report to the Office of the Chancellor, as an outcome of the workgroup's analysis and recommendations, and subsequent discussions and input at IUP.

C. Enrollment

Like many universities nationally and regionally, the enrollment of undergraduate, resident students at IUP has been declining over the past 10 years. From fall 2010 to fall 2015, full-time, undergraduate, resident student enrollment at IUP declined an average of -2.32% each year and the total decline from fall 2010 to fall 2015 was -11.2%. Review of the enrollment trends from fall 2016 to fall 2021 show a much sharper decline. The average enrollment decline of this group during these years was -7.95% and the decline from fall 2016 to fall 2021 is -33.98%.

In addition to the decline in headcount for our full-time, undergraduate, resident students, we have also experienced a decline in the average credit hours in which students are enrolling (see appendix A). While at face value the reduction in average credit hour enrollment does not appear significant, 14.81 average credit hours in fall 2015 versus 14.41 average credit hours in fall 2021, it does result in a loss in full-time equivalency (FTE) at a level that is much more pronounced. Further, the reduction in average credit hours continues to decrease our headcount to FTE ratio. For example, applying the FTE to headcount ratio from fall 2015 to the headcount in fall 2021, the result would be an additional 2,385.45 credit hours generated and a 159.03 FTE increase over the actual fall 2021 FTE.

Upon closer inspection regarding the reduction in average credit hours, it was found that full-time, resident, undergraduate students enrollment patterns showed a reduction in the percentage of students who were enrolling in 15 or more credits during the fall semester once the per-credit tuition structure was implemented in fall 2016. From fall 2010 to fall 2015, an average of 65.19% of the students enrolled in 15 or more credits. Fall 2016 the percentage of students enrolled in 15 or more credits was 64.27% and it subsequently declined each year through fall 2021, at which time 56.48% of full-time students enrolled in 15 or more credits. During that time frame of fall 2016 through fall 2021, the average percentage of students who were enrolled in 15 or more credits was 61.36% (see appendix B)

Both recruitment of new students and retention of current students are critical for sustained enrollment. A review of admissions funnel data before and after per-credit tuition shows that our average number of freshman admission applications per year for fall 2016 through fall 2021, as well as our average market share of applications, actually increased over the fall 2010 through fall 2015 average. This increase is due, in part, to our collaboration with EAB for application marketing in fall 2017. In fall 2017, our application volume increased by over 22% from fall 2016 and was largely sustained in fall 2018 and fall 2019.

There has been a decline in our total applications for fall 2020 and fall 2021 in the midst of the COVID-19 pandemic. The effects of the pandemic also reduced the number of students to whom standardized tests were administered, thereby decreasing the pool of available student records for purchase for application marketing. More striking, however, is the loss of market share with the students who enrolled at IUP from fall 2016 to fall 2021. Our average enrolled annual market share from fall 2010 to fall 2015 was 2.01%. The average enrolled market share from fall 2016 through fall 2021 fell to 1.51%. Only in fall 2020 did we have a year that the enrolled market share increased; in all other years we had a continual decline from 1.91% in fall 2015, the year prior to the per-credit tuition, to 1.27% in fall 2021 (appendix C).

A closer look at the admissions funnel for both freshmen and transfer resident students reveals that the yield from admission to enrollment has also declined since the implementation of per-credit tuition pricing. To mitigate this, a new scholarship awarding strategy, as well as a significant increase in the allocation of resources to scholarships, was implemented in fall 2020. The resulting yield from admission to enrolled increased over the fall 2019 yield for new freshmen. Not seeing the same impact in fall 2021, the scholarship awarding strategy was adjusted to increase awards for students beginning in the fall 2022. To date, this new strategy is showing positive results for the recruitment of new students (See Appendix D). The scholarships strategy is also intended to impact retention and persistence, since the scholarship award offers are renewable for a total of 4 years of scholarship funding. Though the increase in our scholarship awards, both in scholarship amount and numbers of offers, is impacting our yield from admit to enrollment, students are only offered this scholarship upon admission. Students and families who are only considering the “sticker price” for an IUP education, may not take the step to apply and be considered for these generous scholarships. s (See Appendix D).

Retention of our students has been reviewed as well. The freshman cohort retention from year 1 to year 2 has declined from an average retention rate (fall 2013 to fall 2015) of 75.12% to a retention rate of 71.25% (fall 2016 to fall 2020). Persistence has also been declining. In the fall 2016, retention and persistence to years 3 and 4 all had marked declines (appendix E).

Overall, the major enrollment indices, from headcount, market share, student credit carrying load, and retention, have not shown positive results since the inception of the per-credit tuition model as compared to the prior “flat rate” model of tuition assessment.

D. Access

The overall percentage of students receiving a PELL grant has slightly decreased since 2016 by 2.06%. The impact of the tuition pilot on the overall percentage of students receiving PELL has been minimal. A lower cost of attendance may help recruit more students with financial need.

There was very little impact on the overall percent of total students that are non-majority and majority. The percent of total non-majority students increased by less than 1% from 2016 to 2021) (appendices F & G).

E. Net Revenue

If optimizing the net revenue was the only consideration for deciding to stay with the pilot program or not, then the recommendation below would be different than it is. Net revenue, under the pilot program, provided additional funds to the university when compared

to the standard rate tuition plan. However, the negative impact of the pilot program for our students is an incredibly important factor to take into consideration whether the pilot program should continue. Those student factors were outlined in the enrollment, access, and other observation sections of this report and were critical in the decision-making process and they provided credible data which demonstrated that the student impacts of the pilot were not what we had anticipated and therefore, to address our students' needs, IUP should change its course.

To discontinue the pilot program, it may reduce our revenues up to \$8.9 million. However, this very conservative calculation did not adjust revenue for additional potential student enrollment, credit hour (and FTE) changes, and balancing scholarships and aid funds which would offset a portion of this amount (appendix I).

IUP will utilize one-time funding to cover the revenue losses in the first year FY 2022-2023, which provides the university the time it needs to carefully plan for longer term strategies to incorporate the discontinuance of the per-credit pilot program into the IUP CPP and financial sustainability plan.

IUP is in the process of assessing the scholarships and student awards of \$16 million and determine the balance between the scholarships awarded in relation to the tuition reduction. There could be an offset to address some of the potential tuition loss. Other strategies within the budget are being analyzed and considered for offsetting the potential tuition loss.

Other Observations

In addition to improved enrollment, an intended outcome of the tuition pilot was to encourage student to complete 30 credits in an academic year. Since fiscal year 2016-17, the percentage of undergraduate instate students completing 30 or more credits has decreased every year from 50.6% completing 30 or more credits in 2016-17 to only 46.2% completing 30 or more credits in 2021 (appendix J). It was anticipated that students would utilize winter and summer terms to achieve the 30 credits or more per year; however, the number of credits taken between summer 2017 and summer 2021 decreased 34.5% and winter decreased 34.0% (appendix K).

While exploring the number of credits students were completing in an academic year, it was identified that a higher percent of our students have been transferring in credits from another institution. In the three years prior to 2016-17, an average of 7.26% of IUP students transferred credits back to IUP from another school. That average increased to 9.44% of our students transferring credits back into IUP from academic year 2016-17 to 2020-21, with 10.45% of our students doing so in 2019-20 and 2020-21 (appendix L).

Time to degree was investigated and it was found to have not changed significantly from before the per-credit pricing structure. In fall 2010, the average time to degree was 4.08 years (8.16 semesters). In fall 2021, the time to degree is 4.16 years (8.33 semesters). The overall cost for a bachelor's degree, however, does increase based on paying for each credit versus the same rate for 12 to 18 credit hours.

Under the Pilot, the per-credit model placed IUP's In-State Undergraduate tuition rate higher than most of the other state system schools. The current pilot pricing also places IUP's average undergraduate student cost only slightly lower than some non-PASSHE competitor schools, specifically Penn State and University of Pittsburgh (appendix H).

IUP has been analyzing the trend for student receivables and bad debt. We are concerned about the pandemic and the per credit pilot financial impact on our students. This concern is supported by anecdotal and net student accounts receivable information and could negatively impact student success.

F. Pilot Recommendation

IUP recommends discontinuation of the pilot per-credit program and convert to the standard board approved tuition rate with the banded (flat rate) tuition structure for in-state undergraduate students, including the students attending the regional campus locations.

II. Supporting Data

A. Appendices A – L

Appendices

Appendix A: The average credit hours in which undergraduate, in-state students have enrolled has declined each year since the implementation of per-credit pricing. This reduced course load ultimately results in a decline in the calculated full-time enrollment (FTE).

| Fall IUP Undergraduate In State Full-Time Students | | | | | | | |
|--|------------|-------------------------|--------------|-------------------------|----------------------|--------------|-------------------------|
| Term | Head Count | Decline from Prior Year | Credit Hours | Decline from Prior Year | Average Credit Hours | Semester FTE | FTE to Head Count Ratio |
| Fall 2010 | 10,951 | | 161,060.00 | | 14.71 | 10737.33 | 98.05% |
| Fall 2011 | 11,026 | 0.68% | 162,260.00 | 0.75% | 14.72 | 10817.33 | 98.11% |
| Fall 2012 | 10,993 | -0.30% | 161,476.50 | -0.48% | 14.69 | 10765.10 | 97.93% |
| Fall 2013 | 10,503 | -4.46% | 155,268.50 | -3.84% | 14.78 | 10351.23 | 98.56% |
| Fall 2014 | 10,234 | -2.56% | 150,996.00 | -2.75% | 14.75 | 10066.40 | 98.36% |
| Fall 2015 | 9,724 | -4.98% | 144,059.00 | -4.59% | 14.81 | 9603.93 | 98.77% |
| Fall 2016 | 8,949 | -7.97% | 131,296.50 | -8.86% | 14.67 | 8753.10 | 97.81% |
| Fall 2017 | 8,560 | -4.35% | 125,577.00 | -4.36% | 14.67 | 8371.80 | 97.80% |
| Fall 2018 | 7,697 | -10.08% | 113,079.50 | -9.95% | 14.69 | 7538.63 | 97.94% |
| Fall 2019 | 6,946 | -9.76% | 101,986.00 | -9.81% | 14.68 | 6799.07 | 97.88% |
| Fall 2020 | 6,517 | -6.18% | 94,967.00 | -6.88% | 14.57 | 6331.13 | 97.15% |
| Fall 2021 | 5,908 | -9.34% | 85,144.50 | -10.34% | 14.41 | 5676.30 | 96.08% |
| Implementation of per-credit tuition. | | | | | | | |

Appendix B: The percent of in state, undergraduate students who enrolled for 15 or more credits in the fall semester has decreased steadily since the implementation of the per-credit tuition model.

| Fall Instate UG Students by Credit Category | | | | | | | |
|---|----------------|--|--|----------------------|----------------------------------|--|----------------------|
| Fall Term | Total Students | Students Enrolled in 12 to 14.99 Credits | Students Enrolled in 12 to 14.99 Credits | Percent Point Change | Students Enrolled in 15+ Credits | Percentage of Students Enrolled in 15+ Credits | Percent Point Change |
| Fall 2010 | 10951 | 4098 | 37.42% | | 6853 | 62.58% | |
| Fall 2011 | 11026 | 3993 | 36.21% | -1.21 | 7033 | 63.79% | 1.21 |
| Fall 2012 | 10993 | 3941 | 35.85% | -0.36 | 7052 | 64.15% | 0.36 |
| Fall 2013 | 10503 | 3507 | 33.39% | -2.46 | 6996 | 66.61% | 2.46 |
| Fall 2014 | 10229 | 3510 | 34.31% | 0.92 | 6719 | 65.69% | -0.92 |
| Fall 2015 | 9724 | 3077 | 31.64% | -2.67 | 6647 | 68.36% | 2.67 |
| Fall 2016 | 8946 | 3196 | 35.73% | 4.08 | 5750 | 64.27% | -4.08 |
| Fall 2017 | 8560 | 3085 | 36.04% | 0.31 | 5475 | 63.96% | -0.31 |
| Fall 2018 | 7693 | 2874 | 37.36% | 1.32 | 4819 | 62.64% | -1.32 |
| Fall 2019 | 6946 | 2672 | 38.47% | 1.11 | 4274 | 61.53% | -1.11 |
| Fall 2020 | 6517 | 2654 | 40.72% | 2.26 | 3863 | 59.28% | -2.26 |
| Fall 2021 | 5905 | 2570 | 43.52% | 2.80 | 3335 | 56.48% | -2.80 |
| Implementation of per-credit tuition. | | | | | | | |

Appendix C: While application market share remained fairly stable after the per-credit tuition pilot, our market share of enrolled students declined in most fall semesters since the implementation of per-credit tuition.

| Pennsylvania Market Share Analysis | | | | | | | | | | |
|------------------------------------|----------|--------------------|--------------|--------------------|--------------------------|----------|-----------------|-------------------------------|-------------------------------|-----------------------|
| Fall Term | HS Grads | Demographic Change | Applications | Application Change | Application Market Share | Enrolled | Enrolled Change | Yield Application to Enrolled | Yield Percentage Point Change | Enrolled Market Share |
| Fall 2010 | 131,343 | | 9,637 | | 7.34% | 2,757 | | 28.61% | | 2.10% |
| Fall 2011 | 130,285 | -0.81% | 10,064 | 4.43% | 7.72% | 2,683 | -2.68% | 26.66% | -1.95 | 2.06% |
| Fall 2012 | 131,733 | 1.11% | 9,730 | -3.32% | 7.39% | 2,682 | -0.04% | 27.56% | 0.90 | 2.04% |
| Fall 2013 | 129,778 | -1.48% | 9,038 | -7.11% | 6.96% | 2,496 | -6.94% | 27.62% | 0.05 | 1.92% |
| Fall 2014 | 128,042 | -1.34% | 9,470 | 4.78% | 7.40% | 2,603 | 4.29% | 27.49% | -0.13 | 2.03% |
| Fall 2015 | 123,775 | -3.33% | 9,345 | -1.32% | 7.55% | 2,365 | -9.14% | 25.31% | -2.18 | 1.91% |
| Fall 2016 | 125,051 | 1.03% | 8,915 | -4.60% | 7.13% | 2,137 | -9.64% | 23.97% | -1.34 | 1.71% |
| Fall 2017 | 125,505 | 0.36% | 10,894 | 22.20% | 8.68% | 2,242 | 4.91% | 20.58% | -3.39 | 1.79% |
| Fall 2018 | 125,746 | 0.19% | 10,383 | -4.69% | 8.26% | 1,918 | -14.45% | 18.47% | -2.11 | 1.53% |
| Fall 2019 | 125,611 | -0.11% | 11,035 | 6.28% | 8.79% | 1,738 | -9.38% | 15.75% | -2.72 | 1.38% |
| Fall 2020 | 123,008 | -2.07% | 9,271 | -15.99% | 7.54% | 1,723 | -0.86% | 18.58% | 2.83 | 1.40% |
| Fall 2021 | 124,365 | 1.10% | 8,753 | -5.59% | 7.04% | 1,580 | -8.30% | 18.05% | -0.53 | 1.27% |
| Implemented per-credit pricing. | | | | | | | | | | |

Appendix D: The yield from admit to enroll for our new resident freshmen students declined for all but one year since the implementation of the per-credit tuition in fall 2016.

| Pennsylvania Freshman Admissions Funnel | | | | |
|---|--------------|--------|----------|-------------------------|
| | Applications | Admits | Enrolled | Yield admit to Enrolled |
| Fall 2010 | 9637 | 7391 | 2,757 | 37.30% |
| Fall 2011 | 10064 | 7651 | 2,683 | 35.07% |
| Fall 2012 | 9730 | 7602 | 2,682 | 35.28% |
| Fall 2013 | 9038 | 7075 | 2,496 | 35.28% |
| Fall 2014 | 9470 | 7709 | 2,603 | 33.77% |
| Fall 2015 | 9345 | 7380 | 2,365 | 32.05% |
| Fall 2016 | 8915 | 7385 | 2,137 | 28.94% |
| Fall 2017 | 10894 | 7929 | 2,242 | 28.28% |
| Fall 2018 | 10383 | 8002 | 1,918 | 23.97% |
| Fall 2019 | 11035 | 8618 | 1,738 | 20.17% |
| Fall 2020 | 9271 | 7388 | 1,723 | 23.32% |
| Fall 2021 | 8753 | 7355 | 1,580 | 21.48% |

Appendix E: Cohort retention to year 2 and persistence to years 3 and 4 have declined from the average of the three years (75.12% prior to the implementation of the per-credit tuition.

| Pennsylvania Undergraduate Cohort Retention and Persistence | | | |
|---|--------------------|--------------------|--------------------|
| Cohort | Year 2 | Year 3 | Year 4 |
| | Year 2 (Fall 2014) | Year 3 (Fall 2015) | Year 4 (Fall 2016) |
| Fall 2013 | 74.77% | 65.93% | 61.62% |
| | Year 2 (Fall 2015) | Year 3 (Fall 2016) | Year 4 (Fall 2017) |
| Fall 2014 | 75.52% | 63.24% | 59.39% |
| <i>Difference (ppt)</i> | 0.75 | (2.69) | (2.23) |
| | Year 2 (Fall 2016) | Year 3 (Fall 2017) | Year 4 (Fall 2018) |
| Fall 2015 | 75.08% | 65.41% | 61.34% |
| <i>Difference (ppt)</i> | (0.44) | 2.17 | 1.95 |
| | Year 2 (Fall 2017) | Year 3 (Fall 2018) | Year 4 (Fall 2019) |
| Fall 2016 | 71.02% | 61.18% | 57.44% |
| <i>Difference (ppt)</i> | (4.06) | (4.23) | (3.90) |
| | Year 2 (Fall 2018) | Year 3 (Fall 2019) | Year 4 (Fall 2020) |
| Fall 2017 | 70.20% | 60.53% | 56.36% |
| <i>Difference (ppt)</i> | (0.82) | (0.65) | (1.08) |
| | Year 2 (Fall 2019) | Year 3 (Fall 2020) | Year 4 (Fall 2020) |
| Fall 2018* | 71.85% | 62.99% | 56.62% |
| <i>Difference (ppt)</i> | 1.65 | 2.46 | 0.26 |
| | Year 2 (Fall 2020) | Year 3 (Fall 2021) | Year 4 (Fall 2022) |
| Fall 2019* | 71.91% | 59.83% | N/A |
| <i>Difference (ppt)</i> | 0.06 | (3.16) | N/A |
| | Year 2 (Fall 2021) | Year 3 (Fall 2022) | Year 4 (Fall 2023) |
| Fall 2020 | 71.29% | N/A | N/A |
| <i>Difference (ppt)</i> | (0.62) | N/A | N/A |
| *Preliminary year 3 for fall 2019 cohort and year 4 for fall 2018 cohort. | | | |
| Implemented per-credit pricing. | | | |

Appendix F: The number and percentage of Fall Undergraduate In-State student who had a paid PELL Grant. The PELL Status was monitored to determine if the pilot was having an impact on students who had financial need.

| Number and Percentage of Fall UG In-State Enrollment by Pell Status | | | | | |
|---|------------|--------|---------------|----------|-------|
| Fall Term | Pell Grant | Pell % | No Pell Grant | No Pell% | Total |
| 2013 | 4357 | 38.93% | 6836 | 61.07% | 11193 |
| 2014 | 4334 | 39.66% | 6594 | 60.34% | 10928 |
| 2015 | 4149 | 39.82% | 6271 | 60.18% | 10420 |
| 2016 | 3788 | 39.21% | 5873 | 60.79% | 9661 |
| 2017 | 3653 | 39.38% | 5623 | 60.62% | 9276 |
| 2018 | 3201 | 37.97% | 5230 | 62.03% | 8431 |
| 2019 | 2937 | 38.21% | 4749 | 61.79% | 7686 |
| 2020 | 2673 | 36.70% | 4611 | 63.30% | 7284 |
| 2021 | 2474 | 37.15% | 4186 | 62.85% | 6660 |

Appendix G: The number and percentage of Fall Undergraduate In-State student by Race/Ethnicity. The diversity of student body was monitored to make sure the pilot did not have a negative impact on the student body.

| Number and Percentage of Fall UG In-State Enrollment by Ethnicity Status | | | | | |
|--|--------------|----------------|----------|-----------|-------|
| Fall Term | Non Majority | Non Majority % | Majority | Majority% | Total |
| 2013 | 1849 | 16.52% | 9344 | 83.48% | 11193 |
| 2014 | 2015 | 18.44% | 8913 | 81.56% | 10928 |
| 2015 | 2085 | 20.01% | 8335 | 79.99% | 10420 |
| 2016 | 2003 | 20.73% | 7658 | 79.27% | 9661 |
| 2017 | 1975 | 21.29% | 7301 | 78.71% | 9276 |
| 2018 | 1913 | 22.69% | 6518 | 77.31% | 8431 |
| 2019 | 1759 | 22.89% | 5927 | 77.11% | 7686 |
| 2020 | 1596 | 21.91% | 5688 | 78.09% | 7284 |
| 2021 | 1420 | 21.32% | 5240 | 78.68% | 6660 |

Appendix H: The following two charts show 1) IUP’s tuition, fees, room, and board compared to other PASSHE schools and 2) comparison of costs to non-PASSHE competitors.

| CURRENT TUITION PRICE: Per-credit pricing at \$319/cr. (\$9,570/AY if 15 credits/term) | | | | | | Difference: IUP Compared to Other PASSHE Schools | | | | |
|--|---------------------------|---------------------------------|------------------|-------------------|--------------------------------|--|--------------|--------------------------------------|-----------|------------|
| University | Average Undergrad Tuition | Total Average UG Mandatory Fees | Most Common Room | Most Common Board | Total Average UG Student Costs | Avg UG Student Total Costs | Tuition Only | Total Avg UG Mandatory and Tech Fees | Room Only | Board Only |
| Bloomsburg | \$7,716 | \$3,267 | \$7,108 | \$3,298 | \$21,389 | \$4,325 | \$1,854 | \$307 | \$1,842 | \$322 |
| California | \$7,716 | \$3,392 | \$6,822 | \$3,594 | \$21,524 | \$4,190 | \$1,854 | \$182 | \$2,128 | \$26 |
| Cheyney | \$7,716 | \$3,188 | \$7,148 | \$3,954 | \$22,006 | \$3,708 | \$1,854 | \$386 | \$1,802 | -\$334 |
| Clarion | \$7,716 | \$3,457 | \$7,570 | \$4,340 | \$23,083 | \$2,630 | \$1,854 | \$116 | \$1,380 | -\$720 |
| East Stroudsburg | \$8,288 | \$2,971 | \$8,000 | \$3,080 | \$22,339 | \$3,375 | \$1,282 | \$603 | \$950 | \$540 |
| Edinboro | \$7,716 | \$2,827 | \$6,660 | \$3,260 | \$20,463 | \$5,250 | \$1,854 | \$746 | \$2,290 | \$360 |
| Indiana (CURRENT PRICING) | \$9,570 | \$3,574 | \$8,950 | \$3,620 | \$25,714 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Kutztown | \$7,716 | \$3,346 | \$6,740 | \$4,090 | \$21,892 | \$3,822 | \$1,854 | \$228 | \$2,210 | -\$470 |
| Lock Haven | \$7,716 | \$3,162 | \$6,540 | \$3,828 | \$21,246 | \$4,468 | \$1,854 | \$412 | \$2,410 | -\$208 |
| Mansfield | \$7,716 | \$2,966 | \$8,750 | \$3,668 | \$23,100 | \$2,614 | \$1,854 | \$608 | \$200 | -\$48 |
| Millersville | \$9,570 | \$2,686 | \$8,080 | \$4,200 | \$24,536 | \$1,178 | \$0 | \$888 | \$870 | -\$580 |
| Shippensburg | \$9,570 | \$3,824 | \$7,670 | \$3,532 | \$24,596 | \$1,118 | \$0 | -\$250 | \$1,280 | \$88 |
| Slippery Rock | \$7,716 | \$2,791 | \$6,876 | \$3,392 | \$20,775 | \$4,939 | \$1,854 | \$783 | \$2,074 | \$228 |
| West Chester | \$7,716 | \$2,707 | \$5,794 | \$2,978 | \$19,195 | \$6,519 | \$1,854 | \$867 | \$3,156 | \$642 |
| (with IUP) | \$8,154 | \$3,154 | \$7,336 | \$3,631 | \$22,276 | | | | | |
| System Average (without IUP) : | \$8,045 | \$3,122 | \$7,212 | \$3,632 | \$22,011 | | | | | |

Note: Rates are calculated at 30 credits per year.

| University Tuition, fees, room, and board | | | | Difference: IUP Compared to Other Schools | | |
|---|----------------------------------|------------|--------------------------------|---|---------------------|-------------------------------|
| University | Average Undergrad Tuition & Fees | Room/Board | Total Average UG Student Costs | Avg UG Student Total Costs | Tuition & Fees Only | IUP Diff: Room and Board Only |
| IUP (CURRENT PRICING) | \$13,144 | \$12,570 | \$25,714 | | | |
| Penn State-Main | \$18,898 | \$12,318 | \$31,216 | -\$5,502 | -\$5,754 | \$252 |
| Penn State-Regional | \$15,586 | \$12,318 | \$27,904 | -\$2,190 | -\$2,442 | \$252 |
| University of Pgh-Main* | \$20,362 | \$12,044 | \$32,406 | -\$6,692 | -\$7,218 | \$526 |
| University of Pgh-Johnstown* | \$14,352 | \$11,140 | \$25,492 | \$222 | -\$1,208 | \$1,430 |
| Duquesne University | \$43,526 | \$14,144 | \$57,670 | -\$31,956 | -\$30,382 | -\$1,574 |
| Robert Morris University | \$32,770 | \$12,320 | \$45,090 | -\$19,376 | -\$19,626 | \$250 |
| West Virginia University (in state) | \$9,144 | \$11,254 | \$20,398 | \$5,316 | \$4,000 | \$1,316 |
| West Virginia University(out of state) | \$26,824 | \$11,254 | \$38,078 | -\$12,364 | -\$13,680 | \$1,316 |
| *College of Arts and Sciences | | | | | | |

Appendix I: Projected revenue based on the per-credit tuition pilot vs. potential revenue based on the board approved standard full-time tuition rate is outlined in this table. Please note that this estimate is conservative and does not take into account anticipated enrollment, FTE, and credit hour increases that could increase tuition revenue. IUP is assessing the scholarship awards and determining the balance of scholarship awards in relation to this tuition reduction, which could off set the potential tuition loss. Lastly, other strategies within the budget are being analyzed and considered for offsetting the potential tuition loss.

| | Revenue based on the Per-Credit Tuition Pilot | | | | | | |
|---|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | FY2015-16 | FY2016-17 | FY2017-18 | FY2018-19 | FY2019-20 | FY2020-21 | FY2021-22 |
| | No Pilot | Year 1 7% Discount | Year 2 4% Discount | Year 3 1% Discount | Year 4 1% Discount | Year 5 1% Discount | Year 6 1% Discount |
| Total In-State Undergraduate Revenue | \$ 73,687,884 | \$ 77,701,480 | \$ 78,607,260 | \$ 75,182,823 | \$ 68,112,738 | \$ 64,024,947 | \$ 58,373,398 |

| | Revenue based on Full-Time Rate | | | | | | |
|---|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | FY2015-16 | FY2016-17 | FY2017-18 | FY2018-19 | FY2019-20 | FY2020-21 | FY2021-22 |
| Total In-State Undergraduate Revenue | \$ 73,687,884 | \$ 69,531,332 | \$ 68,298,001 | \$ 63,523,523 | \$ 57,407,697 | \$ 54,220,327 | \$ 49,420,244 |

| | Variance | | | | | | |
|--|----------|--------------|---------------|---------------|---------------|--------------|--------------|
| | | | | | | | |
| Additional Gross Tuition Revenue resulting from the Per Credit Tuition Pilot | \$ - | \$ 8,170,148 | \$ 10,309,259 | \$ 11,659,300 | \$ 10,705,041 | \$ 9,804,620 | \$ 8,953,154 |
| In-State Undergraduate Full-Time Tuition Rate - Academic Year | \$ 7,060 | \$ 7,238 | \$ 7,492 | \$ 7,716 | \$ 7,716 | \$ 7,716 | \$ 7,716 |
| Equivalent Full-Time Enrollment Needed to Produce Additional Tuition Revenue resulting from the Pilot | - | 1,129 | 1,376 | 1,511 | 1,387 | 1,271 | 1,160 |

Appendix J: The average number of credits completed and percentage of students completing 30 credits in a year. The information indicates a lower percentage of students were completing 30 credits within a year. The information point to a loner time to degree completion.

| UG INSTATE ONLY Average Number of Credits and Percentage of Students | | | |
|--|---------------------------|--|---------------------------------|
| Fiscal Year | Average Completed Credits | Percentage Completing 30 or more Credits | Number of Unduplicated Students |
| 2017 | 26.1 | 50.6% | 10687 |
| 2018 | 25.0 | 50.5% | 10183 |
| 2019 | 25.7 | 48.7% | 9268 |
| 2020 | 25.5 | 48.0% | 8448 |
| 2021 | 25.4 | 46.2% | 7963 |

Appendix K: The Total number of winter and summer credits compared to the fall credits. An intend outcome of the pilot was to increase credit production in both winter and summer. In nearly every year winter and summer credits have been less than the previous years.

| Freeze Term | Fall Head Count | Fall Credits | Winter Term | Total Winter Credits | Percentage of Winter Credits Compared to Fall Credits | Summer Term | Total Summer Credits | Percentage of Summer Credits Compared to Fall Credits |
|---------------------------------|-----------------|--------------|-------------|----------------------|---|-------------|----------------------|---|
| Fall 2010 | 10951 | 161060 | 2010-11 | 4998 | 3.10% | 2011 | 23063.5 | 14.32% |
| Fall 2011 | 11026 | 162260 | 2011-12 | 5484 | 3.38% | 2012 | 20883.5 | 12.87% |
| Fall 2012 | 10993 | 161477 | 2012-13 | 6082 | 3.77% | 2013 | 19052.5 | 11.80% |
| Fall 2013 | 10503 | 155269 | 2013-14 | 5861 | 3.77% | 2014 | 18768.5 | 12.09% |
| Fall 2014 | 10234 | 150996 | 2014-15 | 5773 | 3.82% | 2015 | 18041 | 11.95% |
| Fall 2015 | 9724 | 144059 | 2015-16 | 5915.5 | 4.11% | 2016 | 16894 | 11.73% |
| Fall 2016 | 8949 | 131297 | 2016-17 | 5683.5 | 4.33% | 2017 | 16067 | 12.24% |
| Fall 2017 | 8560 | 125577 | 2017-18 | 6200.5 | 4.94% | 2018 | 13961 | 11.12% |
| Fall 2018 | 7697 | 113080 | 2018-19 | 5115.5 | 4.52% | 2019 | 12874 | 11.38% |
| Fall 2019 | 6946 | 101986 | 2019-20 | 4114 | 4.03% | 2020 | 11476.5 | 11.25% |
| Fall 2020 | 6517 | 94967 | 2020-21 | 3752.5 | 3.95% | 2021 | 10507.5 | 11.06% |
| Implemented per-credit pricing. | | | | | | | | |

Appendix L: The number and percentage of Undergraduate In-State non transfer students who transferred credits into IUP from other institutions. An unintended consequence it seems is students transferred in a higher number and larger percentage of credits from other institutions.

| IUP Undergraduate Students Transferring Credits From Other Institutions | | | | | | | | | |
|--|------------------------------|-------------------------------------|-------------------------------------|----------------------------------|---|---------------------------------|-------------------------------|-------------------------------|---|
| Academic Year | PA Resident Headcount | PA Resident Transfer Credits | Average Credits per Students | Non-PA Resident Headcount | Non-PA Resident Transfer Credits | Total Transfer Headcount | Total Transfer Credits | Total PA UG Enrollment | % of PA UG Students Transferring Credits back to IUP |
| 2013-2014 | 711 | 5,483.77 | 7.71 | 72 | 671.25 | 783 | 6,155.02 | 10,503 | 6.77% |
| 2014-2015 | 724 | 6,124.70 | 8.46 | 72 | 714.00 | 796 | 6,838.70 | 10,229 | 7.08% |
| 2015-2016 | 772 | 6,331.73 | 8.2 | 73 | 464.67 | 845 | 6,796.40 | 9,724 | 7.94% |
| 2016-2017 | 774 | 6,483.54 | 8.38 | 83 | 737.00 | 857 | 7,220.54 | 8,946 | 8.65% |
| 2017-2018 | 734 | 7,265.48 | 9.9 | 60 | 557.68 | 794 | 7,823.16 | 8,560 | 8.57% |
| 2018-2019 | 696 | 6,165.37 | 8.86 | 56 | 553.00 | 752 | 6,718.37 | 7,693 | 9.05% |
| 2019-2020 | 726 | 7,385.87 | 10.17 | 52 | 670.50 | 778 | 8,056.37 | 6,946 | 10.45% |
| 2020-2021 | 682 | 7,321.17 | 10.73 | 43 | 637.00 | 725 | 7,958.17 | 6,517 | 10.46% |
| Implemented per-credit pricing. | | | | | | | | | |