

**MILLERSVILLE UNIVERSITY  
COUNCIL OF TRUSTEES**

SCHEDULE OF ACTIVITIES  
MARCH 2023

<b>C.O.T. Committee Meetings</b>		<b>March 15, 2023</b>
4:45 p.m.	Resources Committee Meeting <i>(by invitation only)</i>	Gordinier Hall, Old Main Room & via Zoom
4:45 p.m.	Programs Committee Meeting <i>(by invitation only)</i>	Gordinier Hall, University Room & via Zoom
6:30 p.m.	Plenary Meeting <i>(by invitation only)</i>	Gordinier Hall, Lehr Room & via Zoom

<b>C.O.T. Public Meeting</b>		<b>March 22, 2023</b>
5:00 p.m.	Regular Council Meeting <i>(meeting open to the public)</i>	Gordinier Hall, Lehr Room & via Zoom
~6:00 p.m.	Council Dinner <i>(by invitation only)</i>	Lehr Room

# MILLERSVILLE UNIVERSITY OF PENNSYLVANIA

## COUNCIL OF TRUSTEES MEETING

Wednesday, March 22, 2023

### AGENDA-AT-A-GLANCE

- I. **FOR ACTION** – Minutes of the December 14, 2022, Regular Meeting  
Mr. Michael G. Warfel, Chairman
  
- II. Report of the Council Chairman – Mr. Michael G. Warfel
  
- III. Report of the University President - Dr. Daniel A. Wubah
  
- IV. Comments
  - A. Alumni Association President – Ms. Joyce King
  - B. APSCUF-MU President - Dr. Kelly Banna
  - C. Faculty Senate Chairperson – Prof. Jeri Robinson
  - D. Student Senate President – Ms. Lindsay Griffiths
  - E. Millersville University Foundation President – Mr. Joseph Garner
  - F. Student Services, Inc. CEO – Mr. Geoffrey E. Beers
  - G. General Public
  
- V. Programs Committee Report  
Mr. Brandon Danz, Chair
  - A. **FOR ACTION** – Faculty Emeritus Status
  - B. **FOR ACTION** – New Enrollment Target
  - C. **INFORMATION** – Student Presentation

VI. Resources Committee Report  
Ms. Holly Trego, Chair

- A. **FOR ACTION** – Flat Rate Tuition Model
- B. **FOR ACTION** – Annual Payments:  
\$5,000 to Blue Rock Regional Fire Company  
\$3,000 to Lancaster Safety Coalition  
\$3,000 to Lancaster Emergency Medical Services Association (LEMSA)
- C. **FOR ACTION** – Five-Year Internal Capital Plan
- D. **FOR ACTION** - Millersville University Foundation Endowments

VII. New Business  
Mr. Michael Warfel, Chairman

- A. **FOR ACTION** – Resources Committee Chairperson

VIII. Other Reports and Information

- A. **INFORMATION** - Date for Next Committee Meetings - Information
- B. **INFORMATION** - Date for Next Regular Meeting - Information

IX. Adjournment

## **MILLERSVILLE UNIVERSITY COUNCIL OF TRUSTEES**

Millersville, Pennsylvania  
Wednesday, December 14, 2022

A regular meeting of the Council of Trustees of Millersville University was called to order in Gordinier Dining Hall, Bolger Conference Center, Lehr room, at 5:00 p.m. on Wednesday, December 14, 2022, by Chairman Michael G. Warfel. The following trustees were present:

Mr. Thomas J. Baker (*via Zoom*)  
Mr. Brandon W. Danz  
Dr. Saul W. Fink (*via Zoom*)  
Dr. Richard L. Frerichs  
Rep. Jordan A. Harris (*via Zoom*)  
Mr. Rick Rodgers (*via Zoom*)  
Ms. Allison K. Ross  
Dr. Amber M. Sessoms (*via Zoom*)  
Ms. Holly L. Trego (*via Zoom*)

Also present were:

Dr. Kelly M. Banna, *APSCUF-MU President*  
Mr. Geoffrey E. Beers, *CEO, Student Services/Student Lodging, Inc.*  
Dr. Victor S. DeSantis, *Vice President for External Affairs and Chief of Staff (via Zoom)*  
Mr. Joseph Garner, *MU Foundation President*  
Dr. Gail Gasparich, *Provost and Vice President for Academic Affairs*  
Ms. Lindsay Griffiths, *Student Government Association President*  
Mr. Joshua Hartranft, *Interim Chief Technology Officer*  
Ms. Debbie Newsom, *Interim Vice President for Finance and Administration*  
Mr. Victor E. Ramos, *Vice President for Advancement*  
Prof. Jeri L. Robinson, *Faculty Senate President*  
Mr. Carlos Wiley, *Chief Diversity and Inclusion Officer*  
Dr. Mary Beth Williams, *Vice President for Student Affairs*  
Dr. Daniel A. Wubah, *University President (via Zoom)*

Ms. Kathryn Ross and Dr. Daniel Greenstein, *ex officio*, were unable to attend.

Upon motion by Mr. Danz, the minutes of the regular meeting of September 21, 2022, were approved.

### **Chairman's Report**

Mr. Warfel welcomed everyone in attendance including Ms. Allison Ross who was attending her first public trustee meeting in her official capacity as student trustee. He reminded trustees of several upcoming events including the February Board of Governors' meetings, April AGB Conference on Trusteeship and the May commencement ceremonies.

### **President's Report**

President Wubah welcomed everyone virtually from Ghana. He offered an overview of the recent commencement ceremony, as well as other noteworthy activities that took place this past fall semester. He also provided an update on the Imagine the Possible Campaign and Athletics. He concluded his report by thanking everyone for their continued support of the University and the success of our students.

### **Comments from Advisors**

Dr. Kelly Banna, APSCUF-MU President, reported on faculty technology concerns. Prof. Jeri Robinson, Faculty Senate Chair, offered a brief update on Senate matters. Ms. Lindsay Griffiths, Student Government Association President, reported on increased membership as well as several SGA collaborations across campus. On behalf of Mr. Joseph Garner, MU Foundation President, Vice President Ramos provided an update on Foundation assets and membership changes. Mr. Geoffrey Beers, CEO of Student Services and Student Lodging, Inc., reported on the construction of the new medical and retirement buildings.

### **Programs Committee Report**

A regular meeting of the Programs Committee was called to order in Gordinier Dining Hall, Bolger Conference Center, University room, on Wednesday, December 7, 2022, at 3:30 p.m. by Mr. Brandon Danz, Chairperson.

The following members were present:

Mr. Thomas J. Baker ( <i>via Zoom</i> )	Ms. Lindsay Griffiths, ex officio
Dr. Kelly M. Banna, ex officio	Mr. Thomas J. Richardson, ex officio
Mr. Geoffrey E. Beers, ex officio	Prof. Jeri L. Robinson, ex officio
Dr. Victor S. DeSantis	Ms. Madison N. Whitcomb
Dr. Richard L. Frerichs	Mr. Carlos Wiley, ex officio
Dr. Gail Gasparich, ex officio	Dr. Mary Beth Williams, ex officio

Also present was Ms. Allison Ross, student trustee elect. The committee discussed the published information and action item and recommended the action item be brought forward for full Council approval at the December 14, 2022, regular meeting. The Programs Committee adjourned at 4:11 p.m.

Upon motion by Ms. Allison Ross, the Council of Trustees approved emeritus status for Professor Victor Capecce, Dr. Enyang Guo and Dr. Tracey Weis.

### **Resources Committee Report**

A regular meeting of the Resources Committee was called to order in Gordinier Dining Hall, Bolger Conference Center, Old Main room, on Wednesday, December 7, 2022, at 3:30 p.m. by Ms. Holly Trego on behalf of Chairperson Kathryn Ross.

The following members were present:

Dr. Saul W. Fink ( <i>via Zoom</i> )	Ms. Debbie Newsom, ex officio
Mr. Joseph Garner, ex officio	Mr. Victor E. Ramos, ex officio
Rep. Jordan A. Harris	Mr. Rick Rodgers ( <i>via Zoom</i> )
Mr. Joshua Hartranft, ex officio ( <i>via Zoom</i> )	Mr. Michael G. Warfel, ex officio
Ms. Joyce King, ex officio ( <i>via Zoom</i> )	Dr. Daniel A. Wubah, ex officio

Also present was Ms. Jennifer Hart of the Office of the President. The committee discussed the published information and action items and recommended the action items be brought forward for full Council approval at the December 14, 2022, regular meeting. The Resources Committee adjourned at 4:30 p.m.

Upon motion by Mr. Rodgers, the Council of Trustees approved the 2021-22 Audited Financial Statements.

Upon approval by Ms. Allison Ross, the Council of Trustees approved no changes to the general fee for 2023-24 and 2024-25 as presented.

Upon approval by Dr. Fink, the Council of Trustees approved no changes to residence hall rates for 2023-24 and 2024-25 as presented.

Upon approval by Dr. Sessoms, the Council of Trustees approved an increase in board rates by an average of 2.74% for 2023-24, with no increase in 2024-25 as presented.

Upon motion by Ms. Trego, the Council of Trustees approved the Murley Meal Plan Support Endowed Scholarship and the Walt Edwards Ashenfelter Memorial Music Scholarship.

Upon motion by Dr. Fink, the Council of Trustees approved the university external financial support resolution in relation to the Millersville University Foundation, the Millersville University Alumni Association, Student Services, Inc., and Student Lodging, Inc.

Upon motion by Ms. Allison Ross, the Council of Trustees approved allowing the Vice Presidents for Advancement and Finance and Administration to sign and receive estate gifts on behalf of Millersville University.

### **New Business**

Upon motion by Dr. Frerichs, the Council of Trustees approved the proposed changes to the Faculty Emeritus Status Policy.

Upon motion by Dr. Sessoms, the Council of Trustees approved the proposed changes to the Non-Faculty Emeritus Status Policy.

**Other Reports and Information**

Chairman Warfel announced the next trustee committee meetings will be held on Wednesday, March 15, 2023, and the next regular meeting will be held on Wednesday, March 22, 2023, in accordance with Council approval on June 15, 2022.

Chairman Warfel declared the meeting adjourned at 5:45 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jordan A. Harris', written in a cursive style.

The Honorable Jordan A. Harris  
Secretary

V. Programs Committee Report  
Mr. Brandon Danz, Chair

A. **FOR ACTION** – Faculty Emeritus Status

The University President, in concert with the Faculty Senate, recommends emeritus status for the following member of the faculty:

Dr. Ying WuShanley Professor	Department of Wellness & Sport Science Dates Served: 1996-2022
Dr. Rebecca Mowrey Professor	Department of Wellness & Sport Science Dates Served: 1996-2022
Dr. Judith Halden-Sullivan Professor	Department of English & World Languages Dates Served: 1999-2022
Dr. Barbara Zimmerman Professor	Department of Nursing Dates Served: 1987-2020
Dr. Richard Clark Professor	Department of Earth Sciences Dates Served: 1992-2022
Dr. Zhoude Shao Professor	Department of Mathematics Dates Served: 1994-2022
Dr. Suzanne Nimmrichter Professor	Department of English & World Languages Dates Served: 1999-2022

**DR. YING WUSHANLEY**

Dr. WuShanley retired after 26 years of dedicated and distinguished teaching, scholarship, and service to Millersville University; and

Dr. WuShanley has been a tremendous asset to the Department of Wellness and Sport Sciences. His enthusiasm and dedication to his profession has had a very positive impact on improving the academic atmosphere for his students and his colleagues; and

Dr. WuShanley has established himself as a dedicated and effective teacher. He has taught numerous courses to both undergraduate and graduate students, contributing to the general education core and to a variety of the department's missions. His commitment to quality education for students has motivated his involvement in numerous departmental and university curricular services; and

Dr. WuShanley is a nationally and internationally recognized and respected scholar on the history of women's sports and on sport and international relations.



V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

His book, *Playing Nice and Losing: The Struggle for Control of Women's Intercollegiate Athletics, 1960-2000* (2004) has become the standard work on the resurgence of women's competitive sport in higher education during the Title IX era; and

Dr. WuShanley has been a generous and skillful servant to the University community, serving on scores of committees and taskforces including the APSCUF and the Faculty Senate. He has also played a key role to his profession, serving as an elected member of the Executive Council and the Publications Board of the North American Society for Sport History (NASSH) and is an elected Fellow of the European Committee for Sports History (CESH); and

Dr. WuShanley has been an excellent representative of Millersville University as a person and as a scholar. As indicated by his numerous international invitations, his recognition and that of the institution, has reached global proportions.

Therefore, the Department of Wellness & Sport Science recommends that Dr. Ying WuShanley be granted the honorary title of Professor of Wellness and Sport Science Emeritus.

**DR. REBECCA MOWERY**

Dr. Rebecca Mowrey, retired on June 30, 2022, after 26 years of dedicated and distinguished service to Millersville University, and 39 years of total service to the Commonwealth of Pennsylvania as a fulltime faculty member; and

Dr. Mowrey enthusiastically prepared students for work within the sport management industries through her highly effective teaching, mentorship, and leadership for nearly 20 years as the Graduate Coordinator of the M. Ed. In Sport Management; and

Dr. Mowrey's valued leadership and generous service across the University, School, and Department included 18 years as Chairperson of the Graduate Course and Program Review Committee (GCRPC); and multiple-terms for the following: VP / Chair Pro Tem of Faculty Senate; Sabbatical Leave; Faculty Grants; Student Research Grants; Noonan; Academic Policies; Strategic Planning Steering Committee; President's Advisory Leadership Council; University Conduct Board /Judicial Board/ Title IX panel; Faculty Advisor to Student Senate; Faculty Advisor to MU's Chapter of Habitat for Humanity; and on several search committees including Presidential and four Student Trustee Selections; and

Dr. Mowrey's commitment and significant contributions to shared governance included serving for ten years on State-wide Meet and Discuss and other

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

President State APSCUF-assigned working groups and task force; and as President and Vice President Elect of APSCUF – MU; and as an APSCUF – MU representative to Legislative Assembly, and chair of the following Local committees: Meet and Discuss; Legislative; Membership; and

Dr. Mowrey sustained a focused and productive scholarly agenda throughout her tenure including multiple term appointments to professional Editorial Boards (*Journal of Legal Aspects of Sport* and the *Sport Management Education Journal*); and published numerous chapters and articles; and was elected President of the Sport and Recreation Law Association and also established and continued to chair this organization's Annual Teaching and Learning Symposium; and

Dr. Mowrey was a faithful and valued colleague, having served the Department of Wellness and Sport Sciences and our students in many roles throughout her 26 years.

Therefore, the Department of Wellness and Sport Science recommends that Dr. Rebecca Mowrey be granted the honorary title of Professor of Wellness and Sport Sciences Emerita.

**DR. JUDITH HALDEN-SULLIVAN**

Dr. Judith Halden-Sullivan taught at Millersville University beginning in 1999 after a distinguished academic career elsewhere, and earned the rank of Professor;

Dr. Halden-Sullivan had a consistently excellent record of student evaluations of her teaching, and mentored numerous undergraduate and graduate students as writers and scholars;

Dr. Halden-Sullivan developed numerous graduate and undergraduate courses (and successfully thematized existing courses) at Millersville, reflecting her expertise as a practitioner and scholar of “innovate discourses” and “innovative poetics,” allowing students to write—and think—across the boundaries of “academic” and “creative” genres of writing;

Dr. Halden-Sullivan published extensively as a creative writer, featuring poems in journals both prior to and during her time at Millersville University;

Dr. Halden-Sullivan also published extensively in scholarly venues across various sub-fields of English studies (including literary theory, writing studies, and rhetoric), and her work included a book-length study of poetics, articles in peer-reviewed academic journals, and chapters in edited collections;

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

Dr. Halden-Sullivan presented twenty-four papers at major academic conferences between 1986 and 2018, and numerous other papers at local conferences;

Over the course of her academic career, Dr. Halden-Sullivan served on 38 committees at university and department levels, chairing nine of them;

Dr. Halden-Sullivan's contributions to the profession at large were extensive, including (but not limited to) roles as an assessment consultant, a writing program coordinator, a book review editor for an academic journal, a manuscript reviewer for academic journals and an academic book publisher;

Therefore, the Department of English and World Languages recommends that Dr. Judith Halden-Sullivan be granted the honorary title of Professor of English Emeritus.

**DR. BARBARA ZIMMERMAN**

Dr. Barbara Zimmerman served as a faculty member of the Wehrheim School of Nursing (WSON), having retired after 33 years of dedicated and distinguished service to Millersville University, and

Dr. Zimmerman was an invaluable mentor and inspiring teacher, a lifelong advocate for the profession of nursing, especially school nursing, having enthusiastically taught a wide range of nursing courses in the RN-BSN, School Nurse, and Nursing Education programs, and made significant contributions to curriculum development and revision, and

Dr. Zimmerman was honored as a Fellow in the National Academy of School Nursing for having made enduring, unique, and extraordinary contributions to the advancement of the profession of school nursing practice.

Dr. Barbara Zimmerman contributed to the breadth of nursing knowledge by conducting research focused on School Nursing, having disseminated her findings through publications and presentations on a national level, and

Dr. Zimmerman served on numerous editorial boards for nursing publications as well as a manuscript reviewer.

Dr. Zimmerman served on numerous editorial boards for nursing publications as well as a manuscript reviewer.

Dr. Zimmerman was a faithful and valued colleague, having served the WSON as Chair for six years and on WSON committees including Chair of the Faculty Evaluation, Vice-President of the Xi Chi Chapter of Sigma Theta Tau, the Honor Society for Nursing.

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

Dr. Zimmerman served on numerous College and University committees in various leadership roles including Department Chair, Secretary of APSCUF, Faculty Senate – University Curriculum Senator, College of Science and Technology Undergraduate Travel Fellowship Committee, College Curriculum Committee, and member of the Women and Math, Science and Technology Conference Committee, and

Dr. Zimmerman has demonstrated a sustained record of excellence in teaching, scholarship, and service through her leadership and dedication to students, Millersville University, and the nursing profession.

Therefore, the Department of Nursing recommends that Dr. Barbara Zimmerman be granted the honorary title of Professor of Nursing Emeritus.

**DR. RICHARD CLARK**

Dr. Richard Clark, retired on June 30, 2022, after 35 years of service to Millersville University; and

Dr. Clark served as a valued faculty colleague since 1987 and as Chair of the Department of Earth Sciences for 20 years; and

Dr. Clark developed the framework and curriculum for the M.S. in Integrated Scientific Applications to prepare business-ready scientists for emerging workforce transformation; and the Graduate Certificate in Space Weather and Environment: Science, Policy, and Communication; and

Dr. Clark has served as Faculty Senator, and member and chair of Academic Policy, Academic Standards, and Strategic Planning Committees, and on several search committees and other university ad-hoc committees; and

Dr. Clark was elected a Fellow of the American Meteorological Society (AMS); and is currently serving as the President of the AMS; and

Dr. Clark has co-organized several AMS conferences, workshops, and symposia including the 103<sup>rd</sup> Annual Meeting of the AMS to be held in Denver, Colorado in January 2023; and

Dr. Clark served two terms as a member of the Board of Trustees of the University Corporation for Atmospheric Research (UCAR), and was the first trustee ever from a non-Ph.D. granting institution; and

Dr. Clark served on every UCAR governance committee, including the UCAR Nominating Committee and Unidata governance committees; and

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

Dr. Clark was the recipient of the Unidata 2006 Russell L. DeSouza Award for Outstanding Contributions to the Unidata Community; and

Dr. Clark received the 2008 AMS Teaching Excellence Award; and

Dr. Clark has been awarded over \$4 M in extramural funding over his career; and

Dr. Clark and has involved over 250 undergraduate students in field research employing instrumentation that he acquired and managed; and

Dr. Clark is serving on the Board of Directors of the North Museum of Nature and Science in the capacity of vice-president and has and a member of the Lancaster Partnership for Public Health since its inception; and

Dr. Clark has been, and continues to be, a champion and tireless advocate for the Department of Earth Sciences and the Meteorology Program and Millersville University;

Therefore, the Department of Earth Sciences recommends that Dr. Richard Clark be granted the honorary title of Professor of Meteorology Emeritus.

**DR. ZHOUE SHAO**

Dr. Shao has served the University and Department of Mathematics for twenty-eight years, instructing a wide variety of mathematics courses, and

Dr. Shao has supervised five different student research projects and Departmental Honors Theses involving seven different students, and

Dr. Shao has published eighteen peer-reviewed journal and proceedings articles, co-authored a mathematics textbook, presented his research at ten international/national conferences and fifteen regional conferences, and attended numerous international, national, and regional conferences, and

Dr. Shao has served on sixteen University committees, eighteen Departmental committees and an additional thirteen Departmental faculty search committees,

Therefore, the Department of Mathematics recommends that Dr. Zhoude Shao be granted the honorary title of Professor of Mathematics Emeritus.

**DR. SUZANNE NIMMRICHTER**

Dr. Susanne Nimmrichter served at Millersville University for 23 years within the Department of Language and Culture Studies as an exceptional faculty member (1999-2021, and English and World Languages 2021-2022), LACS Department chairperson (2014-2020), Director of the Foreign Language Media Center (2000-2001, 2003-2005, 2006-2007, fall 2008), Graduate Coordinator (2014 to present), Director of the German Graduate Summer School (2003 to present); and

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

Dr. Susanne Nimmrichter served as Graduate Course and Program Review Committee as well as on a multitude of university committees, such as Humanities Curriculum Council, General Education Review Committee, Coordinating Council for the NCATE visit, MU, Teacher Education Council, APSCUF representative, just to name a few; and chaired and served on many departmental committees over the years; and

Dr. Susanne Nimmrichter provided support, mentoring, and guidance to high school students, undergraduate and graduate students as well as faculty members, which went beyond expectations; served as German Club advisor, Certification advisor and German Study Abroad advisor; and

Dr. Susanne Nimmrichter was an accomplished scholar in the fields of language teaching and second language acquisition, having presented numerous papers in regional, state, national, and international conferences; served on Conference Committees such as PSML conference (co-chaired in the conference in 2014 and 2019); Chapter meetings of Central PA AATG; and

Dr. Susanne Nimmrichter served on the American Association of Teachers of German (AATG) through her entire career holding different positions from Chapter Secretary/President to Chapter President of the Central PA; and also the Pennsylvania State Modern Language Association (PSMLA) serving as President 2015-2016; and

Dr. Susanne Nimmrichter received a honor of distinction, The Nelson H. Brooks Award for Outstanding Leadership in the Profession in Northeast Conference on the Teaching of Foreign Languages (NECTFL), 2022; and the Post-Secondary Educator of the Year, Pennsylvania State Modern Languages Association in 2007.

Dr. Susanne Nimmrichter will be greatly missed by her colleagues at Millersville and elsewhere as she pursues new activities in her well-earned retirement;

Therefore, the Department of English and World Languages recommends that Dr. Susanne Nimmrichter be granted the honorary title of Associate Professor of Language and Culture Studies Emerita.

**Proposed Motion:**

Move approval of granting faculty emeritus status to Drs. Ying WuShanley, Rebecca Mowrey, Judith Halden-Sullivan, Barbara Zimmerman, Richard Clark, Zhoude Shao, and Suzanne Nimmrichter.

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

B. **FOR ACTION** – New Enrollment Target

Review of Traditions and Transformations Strategic Direction 1: Ensure Access, Affordability and Completion

Goal 1: Increase overall headcount to 8,300 Students

Objective A: Maintain the number and quality of incoming first-year students

Objective B: Increase graduate, non-traditional (age 25 and up) and international student enrollment

Objective C: Increase enrollment of online programs and intersessions

Discussants: Gail E. Gasparich, James Delle, Rachel Finley-Bowman, Kelly Banna, Alison Hutchinson, Marc Tomljanovich, and Tom Richardson

Enrollment Data: The current total headcount is 6,298 (5390 UG and 908 G) and the five-year average is 7,406.

Projection: If we stabilize our FTFT undergraduate enrollment and work to increase the selectivity (decrease percent FTFT undergraduate admission back into the 80s from the current low 90s), increase retention of undergraduate students (particularly increasing first to second year retention from 75% to 80+%), increase graduate enrollment (potential for Academic Partnership assistance), and increase the number of transfer students and online degree completers, we can envision a stable increased enrollment over time.

To get to 7,000 we are planning for the following targets:

1400 Full-time, First-Time UG

400 Transfer Students (online degree completers and traditional transfer students)

4000 UG continuing students

1200 Graduate Students

A starting goal of 7,000 total headcount to stabilize (as we increase non-FTFT populations and retention rates) would be reasonable. It is anticipated that by 2025 Millersville University can grow to a mid-projection of 7,200. Progress on meeting this goal can then be used to inform the planning and KPIs for the next strategic plan. We also propose 7,400 as a high-end aspirational goal that may form the basis for our next strategic plan.

**Proposed Motion:**

Move approval of the new enrollment target as outlined.

V. Programs Committee Report (*continued*)  
Mr. Brandon Danz, Chair

C. **INFORMATION** – Student Presentation



VI. Resources Committee Report  
Ms. Holly Trego, Chair

A. **FOR ACTION** – Flat Rate Tuition Model

Background

In the fall of 2014 Millersville implemented a per credit hour tuition assessment for its undergraduate in-state students. About the same time, other PASSHE (State System) universities implemented a similar tuition approach. While this per credit assessment was in place for PASSHE institutions for several years, all have since moved back to the flat rate tuition approach with the exception of Millersville and Shippensburg. The current understanding is that a change back to a flat rate model is currently under discussion at Shippensburg.

Current Comparison with PASSHE Institutions

The Board of Governors sets the tuition rates for the universities within the State System. At the State System level there is strong interest in all PASSHE institutions having the same undergraduate in-state tuition rates. While Millersville's per credit hour tuition rate for undergraduate in-state student is slightly lower than the institutions using a flat rate, the cost at Millersville is appreciably higher for students taking more than 12 hours per semester. Refer to Attachment A on page 19 for current comparisons.

Moving to a Flat Rate Model

*Advantages*

The reversion back to a flat rate model has been under discussion over the past few years at Millersville but has been complicated by the unanticipated focus on COVID and the systemic changes which have occurred in campus operations since the 2019-20 academic year and decreasing enrollments over the past several years. Recent discussions have focused on how moving to a flat rate approach for undergraduate in-state students better aligns with the University's mission as relates to affordability as well as comparing to other PASSHE universities. That to say, if Millersville's undergraduate in-state tuition is the same as the other PASSHE institutions, assuming Shippensburg will also be making this change, the State System tuition comparison that is used by students to make their college decision is no longer an issue. Thus, this change would have a positive impact on recruitment and retention. And for those Millersville students who tend to take twelve hours during the semester because of this cost differential, this change would be a strong encouragement to take a more standard class load of fifteen hours per semester, allowing the completion of the 120 hours needed for most major areas of student in four years.

*Challenges*

The major challenge in making this change is the significant financial impact to the base budget for tuition revenue, estimated to be approximately \$6 million. Obviously, because this would be a base budget change, the impact would be on the budget year in which the change occurs and future budget years.

VI. Resources Committee Report (*continued*)  
Ms. Holly Trego, Chair

*Financial Plan*

Because of the importance of making this change, as well as addressing other budgetary issues that have resulted from declining enrollments, a financial plan outline has been developed. Given the size of the dollar challenge in moving to a flat rate tuition approach for undergraduate in-state students, plus the budgetary pressures already in place, it will take several years to recover and bring the budget to a true balance.

The financial plan systematically addresses the strategies that are currently in place and those that will be implemented over the next few years to get to the desired outcome, which is anticipated to occur at the end of five years. This approach will allow the University to align its tuition cost with the other PASSHE institutions, while having a plan in place to ensure continued financial viability. Refer to Attachment B on page 20 for more detail.

Recommendation

With the understanding that a change in tuition assessment from a per credit hour rate to a flat rate for undergraduate in-state students better aligns with the University's mission and values in providing a more affordable education; addresses the desire at the State System level that all its institutions offer the same full-time tuition rate for in-state students; and for Millersville, this change should positively impact recruitment, retention, and time to graduate for our students, the administration recommends changing from a per credit tuition model for in-state students to a flat rate model, mirroring the other PASSHE institutions, except for Shippensburg at this time.

This change would take effect with the Fall 2024 semester. Undergraduate out-of-state full-time students will not be impacted given this tuition is already assessed on a flat rate basis. This change will very slightly impact (\$9 more per three-hour course) part-time in-state students taking less than 12 hours per semester.

**Proposed Motion:**

Move approval of recommending to the Board of Governors that Millersville University change to a flat rate tuition model for undergraduate in-state students beginning in Fall 2024, which will align with the rate charged by other PASSHE institutions which utilize a flat rate for undergraduate in-state students.

VI. Resources Committee Report (continued)  
 Ms. Holly Trego, Chair

**Attachment A**

**Current 2022-23 Tuition Costs (Undergraduate In-State)**

University	12 Hrs. Per Semester	15 Hrs. Per Semester	30 Hrs. Per Academic Year	Cost for 120 Hrs.*	Per Credit Hour Rate
Bloomsburg	\$3,858	\$3,858	\$7,716	\$30,864	\$322
California	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Cheyney	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Clarion	\$3,858	\$3,858	\$7,716	\$30,864	\$322
East Stroudsburg	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Edinboro	\$3,858	\$3,858	\$7,716	\$30,894	\$322
Indiana	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Kutztown	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Lockhaven	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Mansfield	\$3,858	\$3,858	\$7,716	\$30,864	\$322
<b>Millersville</b>	<b>\$3,828</b>	<b>\$4,785</b>	<b>\$9,570</b>	<b>\$38,280</b>	<b>\$319</b>
Shippensburg	\$3,828	\$4,785	\$9,570	\$38,280	\$319
Slippery Rock	\$3,858	\$3,858	\$7,716	\$30,864	\$322
West Chester	\$3,858	\$3,858	\$7,716	\$30,864	\$322

**Tuition Comparison with Millersville Moving to a Flat Rate (using 2022-23 rates)**

University	12 Hrs. Per Semester	15 Hrs. Per Semester	30 Hrs. Per Academic Year	Cost for 120 Hrs.*	Per Credit Hour Rate
Bloomsburg	\$3,858	\$3,858	\$7,716	\$30,864	\$322
California	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Cheyney	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Clarion	\$3,858	\$3,858	\$7,716	\$30,864	\$322
East Stroudsburg	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Edinboro	\$3,858	\$3,858	\$7,716	\$30,894	\$322
Indiana	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Kutztown	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Lockhaven	\$3,858	\$3,858	\$7,716	\$30,864	\$322
Mansfield	\$3,858	\$3,858	\$7,716	\$30,864	\$322
<b>Millersville</b>	<b>\$3,828</b>	<b>\$3,858</b>	<b>\$7,716</b>	<b>\$30,864</b>	<b>\$322</b>
Shippensburg	\$3,828	\$4,785	\$9,570	\$38,280	\$319
Slippery Rock	\$3,858	\$3,858	\$7,716	\$30,864	\$322
West Chester	\$3,858	\$3,858	\$7,716	\$30,864	\$322

\*Assumes 15 hrs per semester x 8 semesters

VI. Resources Committee Report (*continued*)  
 Ms. Holly Trego, Chair

**Attachment B**

**5-year Plan Impact (indicates the fiscal year(s) the change occurs**

Plan Component	FY24	FY25	FY26	FY27	FY28
Move to flat rate tuition for in-state undergraduate students	x				
Stable undergraduate enrollment	x				
Ratable increase of 350 undergraduate students over 4 years		x	x	x	x
Fin aid adjustments to appropriate levels for recruitment	x	x	x	x	x
Modest tuition increase allowed by PASSHE (assumed)		x		x	
General fee increase to align with other PASSHE institutions	x				
Graduate enrollment increase with Academic Partners	x	x	x		
Increase in base state appropriations (assumed)	x	x	x	x	x
Increase in revenues certificate programs	x	x	x		
Increase in personnel costs due to Collective Bargaining	x	x	x	x	x
Personnel cost reduction due to attrition	x	x			
Commitment to reductions in overall operating costs	x	x	x	x	x

\*These changes are base budget in nature so an impact occurring in one fiscal year impacts the following fiscal years.

VI. Resources Committee Report (*continued*)  
Ms. Holly Trego, Chair

B. **FOR ACTION** – Annual Payments:

\$5,000 to Blue Rock Regional Fire District  
\$3,000 to Lancaster Safety Coalition  
\$3,000 to Lancaster Emergency Medical Services Association (LEMSA)

**Proposed Motion:**

Move approval of the payment of \$5,000 to the Blue Rock Regional Fire District, \$3,000 to the Lancaster Community Safety Coalition, and \$3,000 to Lancaster Emergency Medical Services Association in support of services provided to Millersville University.

VI. Resources Committee Report (*continued*)  
 Ms. Holly Trego, Chair

C. **FOR ACTION** – Five-Year Internal Capital Plan

The Board of Governors approved the 5-year capital spending plan in October 2022. The design phase of the new science center is the only project approved for Millersville University through fiscal year 2025/26. This spending plan results in Millersville having an underfunded total of \$25.2M for the period from 1996/97-2020/21. This balance is the current lowest of all PASSHE universities.

FY2022/23 SUBMISSION

Projects totaling \$136.8M were submitted to PASSHE for FY2022/23.

Priority	Project Title	Amount
1	New Science Center (Life Cycle)	\$60,000,000
2	Renovation of Pucillo Hall (Life Cycle)	\$15,800,000
3	Renovate Caputo Hall (Life Cycle)	\$36,200,000
4	Biemesderfer Stadium Renovation (Life Cycle)	\$6,700,000
5	Boyer Building Renovation	\$6,700,000
6	Vehicle and Pedestrian Improvements for Academic Core	\$4,900,000
7	Campus Wide ADA Improvements	\$6,500,000

**NOTE:** Millersville University currently has two active capital projects in the design phase. Lombardo Hall Renovations (\$10.5M) and Demolish East Frederick Street Houses (\$500K).

ALLOCATION PROCESS

The estimated construction cost for the science center totals \$60M – 85% of PASSHE’s annual capital funding. Capital funds prior to and immediately following a significant project will be lower to help normalize the university allocations over time throughout the entire System. Both California and Shippensburg experienced similar funding profiles before and after major projects.

FUNDING EXPECTATIONS

Although \$60M was requested, capital funding allocation of \$55M is more realist.

**Proposed Motion:**

Move approval of the Five-Year Capital Plan of Millersville University.

VI. Resources Committee Report (*continued*)  
Ms. Holly Trego, Chair

D. **FOR ACTION** – Millersville University Foundation Endowments

- Dr. Bernie and Mary Ann Schroeder Scholarship
- Barbara Rogers '63 Scholarship for Excellence in Chemistry\*

*Note: For informational purposes, all endowments indicated with an asterisk (\*) above, have also reached threshold since the last COT meeting.*

**Proposed Motion:**

Move approval of the name recognition of the above-mentioned scholarships, endowments or programs.

VII. New Business  
Mr. Michael Warfel, Chairman

A. **FOR ACTION** – Resources Committee Chairperson

**Proposed Motion:**

Move approval of the proposed chairperson for the resources committee.

VIII. Other Reports and Information

A. **INFORMATION** - Date for Next Committee Meetings

The date for the next Committee Meetings of the Council of Trustees is **Wednesday, June 14, 2023**, in accordance with Council approval on June 15, 2022.

B. **INFORMATION** - Date for Next Regular Meeting

The date for the next Regular Meeting of the Council of Trustees is **Wednesday, June 21, 2023**, in accordance with Council approval on June 15, 2022.

IX. Adjournment