



System Redesign: Purpose and Progress to Date



Pennsylvania's
STATE SYSTEM
of Higher Education

The Why and How of System Redesign?

Why: strengthen the System as an engine of workforce development and social mobility for all Pennsylvanians

How: stabilize the system financially and grow its credentialing productivity

Phases of System Redesign



PHASE 1

- Gather and analyze data
- Identify challenges and priorities
- Organize for collaborative redesign processes

PHASE 2:

- Strengthen governance and accountability
- Stabilize financially
- Arrest student cost increases
- Develop / prioritize growth strategies
- Redefine partnership with state

PHASE 3:

- Renew partnership with state
- Implement strategies driving growth\

Progress to Date with System (1 of 2)

Strengthening governance & accountability

- Involved university and faculty leaders directly in system governance
- Tied accountability to progress against measurable goals
- Achieved transparency in dashboard reporting, legislative testimony, and other means

Stabilizing the system financially

- Required universities to align costs with revenues and program arrays with enrollments
- Achieved efficiencies through shared services
- Addressing unnecessarily redundant programs

Addressing student affordability

- Froze tuition for three consecutive years
- Increased student aid

Forging a closer partnership with the Commonwealth

- Secured essential new investments
- Won necessary legislative reform in governing statute

Expanding student opportunity and impact

- Enabling cross-campus instruction
- Improving student outcomes
- Growing in underserved student markets and high-demand credentials
- Ensuring universities are diverse and support success of all members



Progress with System Redesign (2 of 2)

- MSCHE approved the complex substantive change requests from the northeast and the west integrations.
- Even more important, **we have implemented a redesign strategy that frames our annual budget request not as a referendum on our competence and viability, but rather as a set of clearly delineated, and analytically designed policy choices about the state's future.**

Priorities for System Redesign Phase 3 (2021-2024)

Operate sustainably

**Grow credentialing
productivity by
expanding student
opportunities and
improving student
outcomes**

How Much Growth are we Talking About?

For PASSHE to fill its share of PA's talent gap it must produce

- 2,000 more BAs per year than at present (a 10% increase)
- 1,200 more MAs per year than at present (a 50% increase)
- 2,500 – 4,000 more non-degree credentials per year (>100% increase)

Entails growing enrollments by c15,000 students (to about 100k enrollments annual)

Calculations assume :

- all new credentials align with workforce needs (they won't be)
- All other PA universities and colleges grow by proportionate amount (they won't)

Where are the Growth Opportunities

Short- medium-term

- Improve graduation rates of existing students (a quarter or more of required growth)
- Strengthen traditional pipelines (to HS grads; CC transfers; MA candidates; veterans)
- Grow enrollment of underrepresented / underserved students
- Emphasize programs aligned to high-demand occupations (e.g. STEM-H, Business, Education)

Medium- and long-term

- Grow in adjacent markets (students seeking fully online and/or non-degree credentials)
- Grow with students who are “college ready” but not college-bound
- Develop new pipeline partners (e.g. with selected employers)

What Will Drive Success?

Success Driver	Notes
State investment in PASSHE and its students	<ul style="list-style-type: none"> • 550M general fund appropriation, increasing annually to reflect CPI • 200M direct to student funding increasing annually to reflect CPI • 150M remaining one-time ARP funding
University program arrays that reflect student / employer demand & demographic & enrollment needs	Requires greater facility with course and program sharing
Wholesale professional development of faculty and staff	To engage effectively with and serve student groups representing the greatest growth opportunities
Hustle at every level across our organization	To compete effectively in a competitive and rapidly changing industry
Continued balanced budget operations and elimination of selected legacy constraints	To move from System financial stability to System financial sustainability

What does this mean for PACT?