SYSTEM REDESIGN: Institutional Integrations
April 28, 2021
Why a public State System?

- Economic Prosperity
- Social Mobility
- Equity
Why System Redesign?

Quality + affordability is our statutory mission

...but we are losing our affordability advantage

We provide opportunities for all, from every background

...but must evolve to meet students where they are

We are Pennsylvania’s public higher education option

...but we face challenges to financial sustainability
Why Integrations?
Because integrating institutions can do more together than on their own

**REINVENT**
higher education from a student-facing perspective

**DEEPEN**
campus vibrant relationships with the community and region

**GROW**
enrollments, serve new populations, and meet employer needs

**EXPAND**
experiential learning opportunities, strengthening career readiness

**HARNESS**
the collective strengths of the institutions and leverage them to best meet student needs

**SUPPORT**
financially sustainable operations to ensure our mission continues

**OPERATE**
sustainably in all regions across Pennsylvania
What is Integration?

Three great institutions combined to form a single powerhouse university

One accreditation, president, leadership team, budget, and reporting relationship through Chancellor to BOG

One staff, faculty, and academic program array

A unified enrollment management strategy

Three vibrant campuses, each with its own identity and athletics teams
How Are We Pursuing Integration?

**JULY 2020 TO OCTOBER 2020**
- Conducted review of financial impacts of potential integrations

* Act 50 report and recommendations presented to the BOG October 2020

**OCTOBER 2020 TO APRIL 2021**
- More than 1,000 students, faculty and staff working in 200+ teams developed draft implementation plan(s)

**APRIL 2021 TO JULY 2021**
- Board considers initial approval to launch public comment/review (April 2021)
  - Public comment period (April-June 2021)
  - Board considers final approval (July 2021)

**JULY 2021 TO JULY 2022**
- Begin phased implementation plan with a Fall 2022 opening and continue development thereafter
Who has driven the process?

- **Organically.** More than 1,000 students, faculty and staff worked in 200+ teams to develop the implementation plans.
- **Transparency.** Consultation has been multi-layer and robust throughout the process.
- **Publicly.** Reports are available to the world and the process includes a 60-days public review and comment period.
What about students at integrated universities?

**Best of both worlds**
- The full advantages of a residential experience (campus life, athletics, co-curricular)
- With access to a broader range of academic programs than any one university can sustain

**More for students**
- Re-tooled student supports and services
- Lower cost degree pathways
- Support for underserved students/employers

**Focus on success**
- Greater financial stability for the universities and the System
- Stronger RoI for students AND the State
What else do the plans tell us about integrations?

**It’s just the beginning**
- Integration will not “fix” all of our challenges, but it puts the universities and the system on a better footing for success

**It involves ALL universities**
- Continued hard work, innovation, and collaboration among students, faculty, staff and others will be key to its success—key to the success of the whole System

**It requires partnership**
System Redesign’s success relies upon institutional transformation and additional public investment; neither is sufficient by itself to secure our future
Why Now?
Because they address our circumstances effectively and with the required urgency.

Northeastern Universities (BL, LO, and MA)
Net Revenues (excluding Transfers to Plant)

- With integration
- Without integration

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<tr>
<th>Year</th>
<th>With Integration</th>
<th>Without Integration</th>
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<td>FY 2022-23</td>
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Western Universities (CA, CL, and ED)

Net Revenues (excluding Transfers to Plant)

With integration

Without integration

Integrated Universities

Individual Universities Added Together
Change is hard, but look what we’ve already accomplished…

- **Student affordability** (successive tuition freezes, growth in aid, R&B discounting)
- **DEI strategy with commitment and support** (systemwide training, incidence reporting, climate survey, disaggregated data reporting, impactful university initiatives)
- **Re-tooled student supports and student pathways** (holistic advising, dual enrollment, strengthened community college transfer pathways, #Prepared4PA)
- **Addressing challenges faced by low-enrolled universities** (re-accredited and financially stable Cheyney, financial sustainability policy and plans)
- **Strengthened governance and accountability** (ELG/SLG; Faculty Council; faculty Board liaison)
- **“Sharing System” cost savings** (50m+ in strategic sourcing; shared services staff)
- **Radical transparency** (widely available data dashboards & planning tools)
- **Path to course and program sharing** (through agreement on features of a single student information system)
- **Strengthened partnership with the State**
- **Organically grown integration plans**