PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION

Bloomsburg University · CAL U · Cheyney University · Clarion University · ESU · Edinboro University · IUP · Kutztown University · Lock Haven University · Mansfield University · Millersville University · Shippensburg University · Slippery Rock University · WCU West Chester University

Pennsylvania's State System of Higher Education

System Redesign – Integrations Leadership Orientation Session

November 4, 2020

Pennsylvania's STATE SYSTEM of Higher Education

Agenda

- Welcome, Overview, and Ask
- Expectation of Working Group Leads and Members
- Working Group Structure
- Next Steps

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION

Welcome, Overview, and Ask

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What Is Integration?

- A single leadership team
- A single faculty and staff
- A single program array
- A unified enrollment management strategy
- A single, combined budget
- A single reporting relationship through the Chancellor to the Board of Governors
- A single accredited entity

What this means for Working Groups: Assume a singular structure for performing every function; make the case for joint and concurrent delivery models as the exception

Be Bold. Build New. Think Future, Our Students, Their Communities, The Commonwealth.

What is bold?

- ❑ Affordability. **Reduce price by 25%**
- ❑ Student success. Establish **aggressive** persistence (+10%), grad rates (+10%), and credentialing (+5%) goals
- ❑ Address opportunity gaps. **Eliminate them**
- ❑ Enrollment. **Grow it by 8% by 2026**
- ❑ Faculty. **Grow in line with enrollments**
- ❑ Career readiness. **15% growth in career-aligned pathways, 75% of students use career services providing high NPS**
- ❑ Academic excellence and innovation. **Sustainable expansion** into new student markets – online and adult

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Seed a New Culture Through Your Work and Behaviors

What characterizes a new culture?

- ❑ Student centered
- ❑ Equity-oriented
- ❑ Transparent accountability
- ❑ Moving with agility while respecting shared governance
- ❑ Inclusive
- ❑ Trusting
- ❑ Inquisitive and curious
- ❑ Evidence-based
- ❑ Biased for actions and outcomes

Be Selfless

Have courage

Find joy

Think broadly

The Integration Process is Defined in Law. It is Deliberate, Analytical, Consultant, Transparent.

JULY 2020 TO OCTOBER 2020

- Conduct **review** of financial impacts of potential integrations

OCTOBER 2020 TO APRIL 2021

- Develop implementation **plan(s)**

APRIL 2021 TO JULY 2021

- Submit plan(s) for **public comment** (April 2021) and Board approval (July 2021)

JULY 2021 TO AUGUST 2022

- Begin **implementation** activities per the plan

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Expectation of Working Group Leads and Members

Help Define the Critical Path to Integration – What Must be in Place by Fall 2022

SPRING 2021	FALL 2021	SPRING 2022	AUGUST 2022
• Middle States Accreditation Preliminary Review Form Submittal • BOG Approval • Public Comment	• Course Schedules • Financial Aid • Complex Subst. Change Request • Recruit Fall 2022 Cohort	• Registration • Accreditation Decision	• New University Enrolls First Student Cohort • Employees Transitioned

Accreditation

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Align Working Groups to Operating Expectations

Integration Guidelines

- ❑ Bring forth multiple views/alternatives and pros/cons; consider all ideas.
- ❑ Represent your subject matter expertise, not your current university.
- ❑ Listen with respect to everyone's opinion and keep a sense of humor.
- ❑ Meet deliverables by established deadlines.
- ❑ Engage and consult with key stakeholders and promote transparency.
- ❑ Maintain confidentiality of Working Group discussions and understand decisions/ recommendations aren't final until process is followed.
- ❑ Focus on data-informed decision making.
- ❑ Don't recreate the wheel.
- ❑ Consider impact of recommendations on non-integrating universities.

Optimize for Guiding Principles that Reflect Our Goals

In developing recommendations, use these Guiding Principles to decide between competing options

Working Group Structure

Initial Working Group Structure

Parallel Working Groups	
1	Academics
2	Athletics
3	Communication and Marketing
4	Donors/Alumni Relations/Foundations
5	Enrollment Management
6	Facilities and Infrastructure
7	Finance and Administration
8	Human Resources and Labor Relations
9	Institutional Governance and Leadership
10	Technology

Regional-Specific Working Groups			
Western		Northeastern	
11	Online	14	Workforce Development and Non-degree Programs
12	Student Affairs	15	Student Success, Services, and Campus Life
13	Student Success and Retention		

Combined Working Groups	
16	Accreditation
17	Financial Aid
18	State System Technology
19	Human Resources and Labor Relations

Working Groups Membership Process

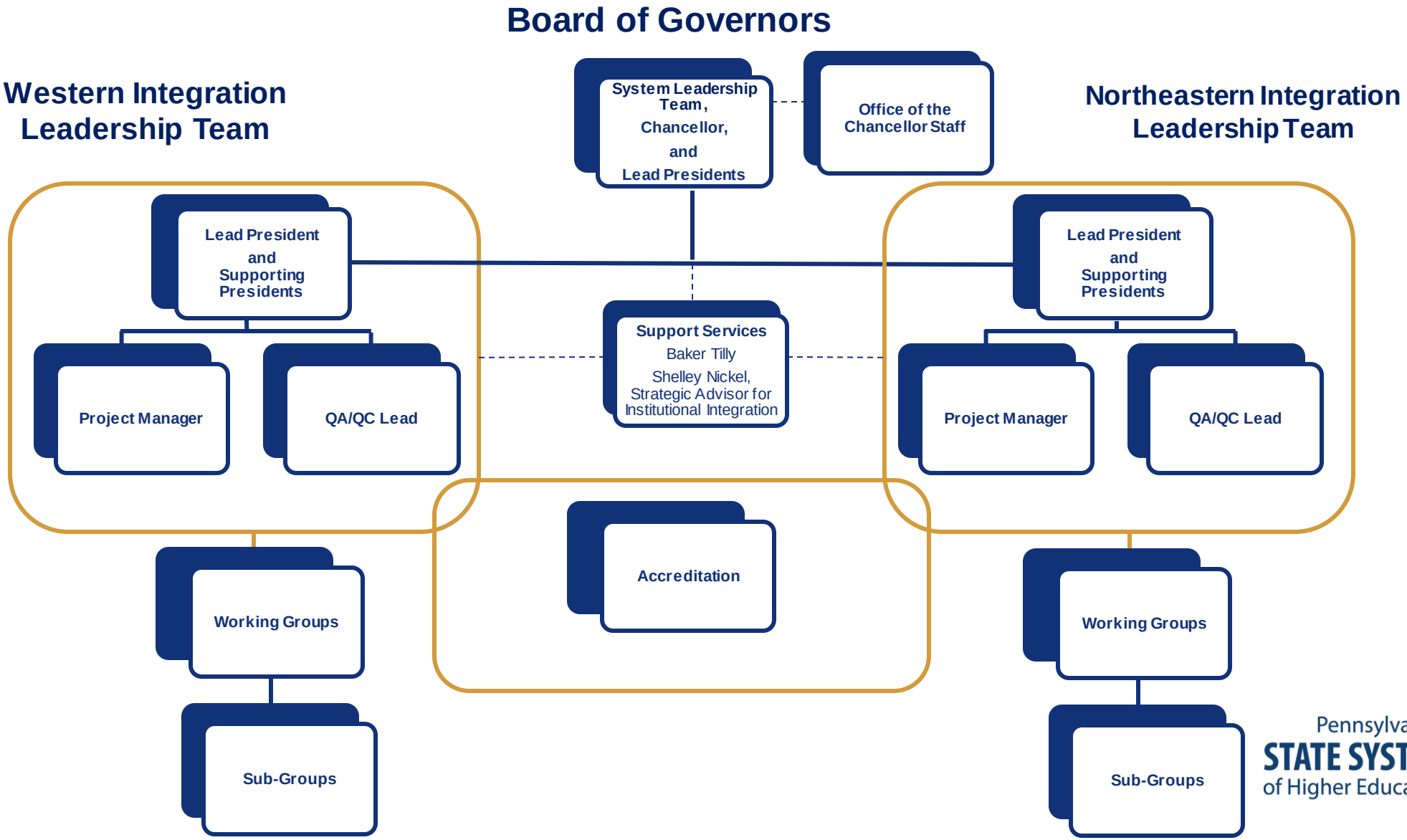
The University Leadership Team (ULT):

- Builds Working Group membership matrix specifying needed skillsets, subject matter expertise, constituencies represented, and number of representatives
- Subject to shared governance considerations, appoints or invites nominations for Working Group and Sub Group members (including leads and co-leads)
- Shares information to support Working Groups leads' ability to:
  - Provide updates to their Working Groups on the broader initiative plans and progress and
  - Support Working Group members' in fulfilling their responsibilities to update their constituencies

The Co-leads of the Working Groups:

- Build subgroup membership matrix specifying needed skillsets, subject matter expertise, constituencies represented, and number of representatives
- Collaborate with the ULT to appoint or nominate subgroup members (including leads and co-leads) based on shared governance considerations
- Lead Working Groups in setting subgroup charges
- Share information with Working Group members and subgroup leads to enable updates to their constituencies
- Support adherence to the integration guiding principles, maintain confidentiality, and provide representative, collaborative, constructive input

Western/Northeastern Integration Teams



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Next Steps

OMG! That's A Lot! Where Do We Start?

Set up Working Groups:	
• Populate Working Group (WG) membership matrices and work with ULT to appoint/invite participants	November 9, 2020
• Provide feedback on WG charters	November 9, 2020
• Finalize WG charges	November 11, 2020
• Determine who to consult with, how, and how WG consultation aligns with initiative level consultation	November 16, 2020
Define critical path to Fall 2022: What must be done by August 2022 for successful launch	December 4, 2020
Set aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	December 11, 2020
Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state)	January 8, 2021
Define critical path 2022-26: What can be done after August 2022 and how can it be sequenced	January 15, 2021

In the meantime…

- Get to know one another and the culture, practices, and processes of all three institutions
- Continue/begin inventorying existing “assets” and approaches
- Look for invites from Support Services (Baker Tilly) to schedule kick-off Working Group sessions and information to follow regarding Working Group tools and templates
- Begin scheduling regular Working Group sessions to work on charges

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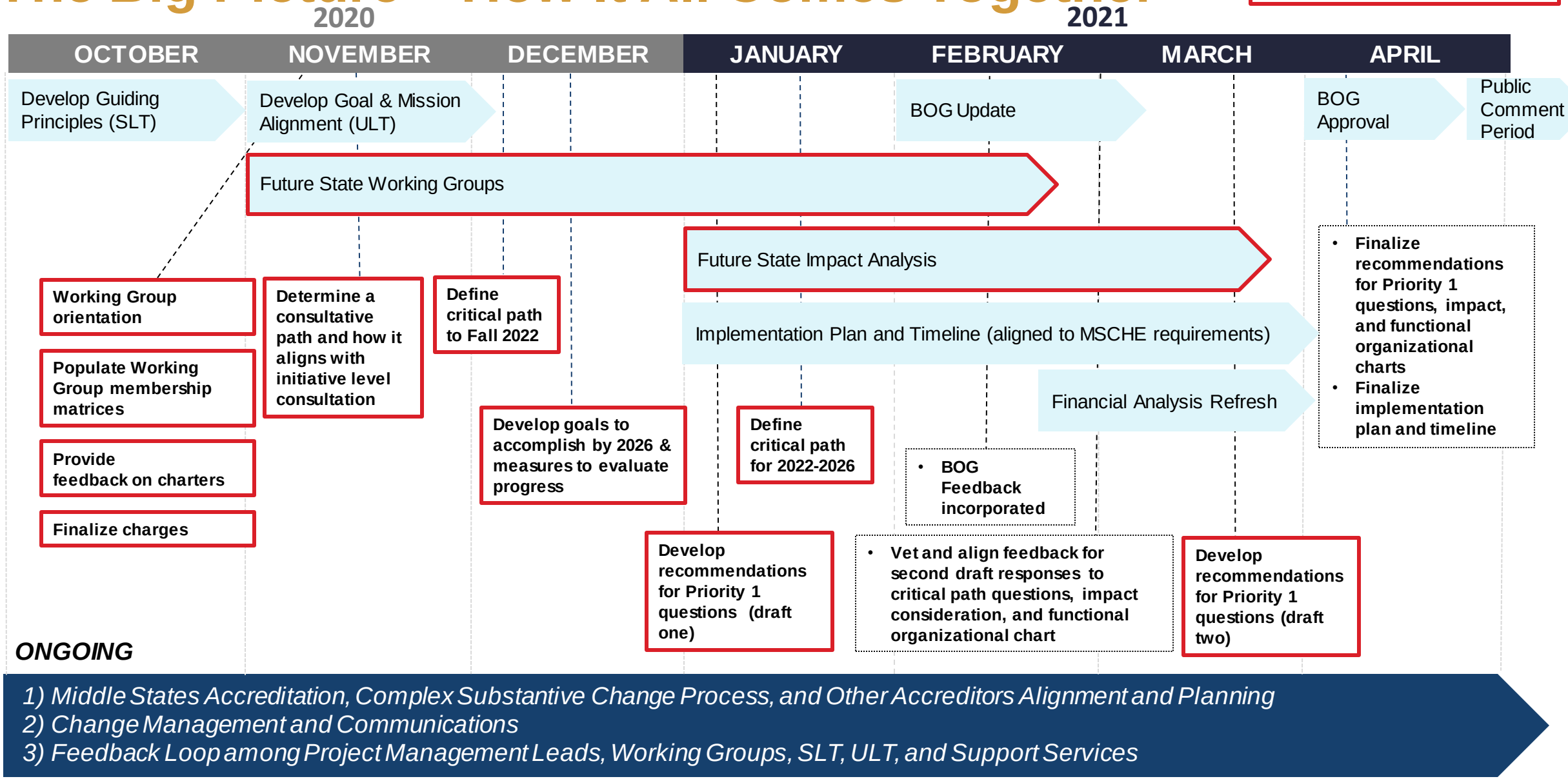
The Big Picture – How It All Comes Together

Red highlighted items indicate Working Group responsibilities.



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Discussion and Q&A