Pennsylvania’s State System of Higher Education
System Redesign – Integrations Leadership Orientation Session
November 4, 2020
Agenda

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

<table>
<thead>
<tr>
<th>What is bold?</th>
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<tbody>
<tr>
<td><strong>Affordability.</strong> Reduce price by 25%</td>
</tr>
<tr>
<td>Student success. Establish aggressive persistence (+10%), grad rates (+10%), and credentialing (+5%) goals</td>
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<tr>
<td>Address opportunity gaps. Eliminate them</td>
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<tr>
<td>Enrollment. Grow it by 8% by 2026</td>
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<tr>
<td><strong>Faculty.</strong> Grow in line with enrollments</td>
</tr>
<tr>
<td>Career readiness. 15% growth in career-aligned pathways, 75% of students use career services providing high NPS</td>
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<tr>
<td>Academic excellence and innovation. Sustainable expansion into new student markets – online and adult</td>
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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
Expectation of Working Group Leads and Members
# Help Define the Critical Path to Integration – What Must be in Place by Fall 2022

## SPRING 2021
- Middle States Accreditation Preliminary Review Form Submittal
- BOG Approval
- Public Comment

## FALL 2021
- Course Schedules
- Financial Aid
- Complex Subst. Change Request
- Recruit Fall 2022 Cohort

## SPRING 2022
- Registration
- Accreditation Decision

## AUGUST 2022
- New University Enrolls First Student Cohort
- Employees Transitioned
Align Working Groups to Operating Expectations

- 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.

Integration Guidelines
Optimize for Guiding Principles that Reflect Our Goals

- Academic Excellence and Innovation
- Student Success
- Enrollment Growth
- Affordability
- Fiscal Sustainability and Efficiency
- Diversity, Equity, and Inclusion (DEI)
- Career Readiness/Development to Meet Regional and Commonwealth Needs

In developing recommendations, use these Guiding Principles to decide between competing options.
Working Group Structure
## Initial Working Group Structure

### Parallel Working Groups

<table>
<thead>
<tr>
<th>No.</th>
<th>Group</th>
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<tbody>
<tr>
<td>1</td>
<td>Academics</td>
</tr>
<tr>
<td>2</td>
<td>Athletics</td>
</tr>
<tr>
<td>3</td>
<td>Communication and Marketing</td>
</tr>
<tr>
<td>4</td>
<td>Donors/Alumni Relations/Foundations</td>
</tr>
<tr>
<td>5</td>
<td>Enrollment Management</td>
</tr>
<tr>
<td>6</td>
<td>Facilities and Infrastructure</td>
</tr>
<tr>
<td>7</td>
<td>Finance and Administration</td>
</tr>
<tr>
<td>8</td>
<td>Human Resources and Labor Relations</td>
</tr>
<tr>
<td>9</td>
<td>Institutional Governance and Leadership</td>
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<tr>
<td>10</td>
<td>Technology</td>
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</tbody>
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### Regional-Specific Working Groups

#### Western

<table>
<thead>
<tr>
<th>No.</th>
<th>Group</th>
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<tbody>
<tr>
<td>11</td>
<td>Online</td>
</tr>
<tr>
<td>12</td>
<td>Student Affairs</td>
</tr>
<tr>
<td>13</td>
<td>Student Success and Retention</td>
</tr>
</tbody>
</table>

#### Northeastern

<table>
<thead>
<tr>
<th>No.</th>
<th>Group</th>
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<tbody>
<tr>
<td>14</td>
<td>Workforce Development and Non-degree Programs</td>
</tr>
<tr>
<td>15</td>
<td>Student Success, Services, and Campus Life</td>
</tr>
</tbody>
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### Combined Working Groups

<table>
<thead>
<tr>
<th>No.</th>
<th>Group</th>
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</thead>
<tbody>
<tr>
<td>16</td>
<td>Accreditation</td>
</tr>
<tr>
<td>17</td>
<td>Financial Aid</td>
</tr>
<tr>
<td>18</td>
<td>State System Technology</td>
</tr>
<tr>
<td>19</td>
<td>Human Resources and Labor Relations</td>
</tr>
</tbody>
</table>
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

Board of Governors

Western Integration Leadership Team

Lead President and Supporting Presidents

Project Manager

QA/QC Lead

Working Groups

Sub-Groups

Northeastern Integration Leadership Team

Lead President and Supporting Presidents

Project Manager

QA/QC Lead

Working Groups

Sub-Groups

System Leadership Team, Chancellor, and Lead Presidents

Office of the Chancellor Staff

Support Services
Baker Tilly
Shelley Nickel, Strategic Advisor for Institutional Integration

Accreditation
Next Steps
OMG! That’s A Lot! Where Do We Start?

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

The Big Picture – How It All Comes Together

<table>
<thead>
<tr>
<th>OCTOBER</th>
<th>NOVEMBER</th>
<th>DECEMBER</th>
<th>JANUARY</th>
<th>FEBRUARY</th>
<th>MARCH</th>
<th>APRIL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop Goal &amp; Mission Alignment (ULT)</td>
<td>Populate Working Group membership matrices</td>
<td>Provide feedback on charters</td>
<td>Finalize charges</td>
<td>Define critical path for 2022-2026</td>
<td>BOG Update</td>
<td>BOG Approval</td>
</tr>
<tr>
<td>Determine a consultative path and how it aligns with initiative level consultation</td>
<td>Define critical path to Fall 2022</td>
<td>Future State Working Groups</td>
<td>Implementation Plan and Timeline (aligned to MSCHE requirements)</td>
<td>Financial Analysis Refresh</td>
<td>BOG Feedback incorporated</td>
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ON GOING

1) Middle States Accreditation, Complex Substantive Change Process, and Other Accreditors Alignment and Planning
2) Change Management and Communications
3) Feedback Loop among Project Management Leads, Working Groups, SLT, ULT, and Support Services

Future State Impact Analysis

- Vet and align feedback for second draft responses to critical path questions, impact consideration, and functional organizational chart
- Develop recommendations for Priority 1 questions (draft two)

Ongoing

- Finalize recommendations for Priority 1 questions, impact, and functional organizational charts
- Finalize implementation plan and timeline

Red highlighted items indicate Working Group responsibilities.
Be Selfless

Have courage

Find joy

Think broadly
Discussion and Q&A