



System Redesign: Integrations Integrations Initiative Charter November 12, 2020

Document Purpose

This charter defines the purpose and organizational structure of the State System Redesign integrations initiative and outlines the roles of groups involved.

Act 50 requires the Board of Governors receive a report and recommendation from the Chancellor inclusive of an implementation plan. The components of this document align to the requirements of the Act and provide the structure to be used to complete the work and present to the Board of Governors.

Initiative Purpose, Rationale, Goals and Objectives, and Guiding Principles

Integrations Initiative Overall Purpose and Rationale

- Maintain or expand high-quality educational opportunities for students across Pennsylvania
- Improve and expand access, affordability, and success for all students
- Honor and engage local identity and key stakeholders (trustees, alumni, affiliates, donors, etc.)
- Meet regional economic and workforce needs
- Position institutions for growth, including in new markets
- Realize cost savings
- Leverage talented faculty and staff

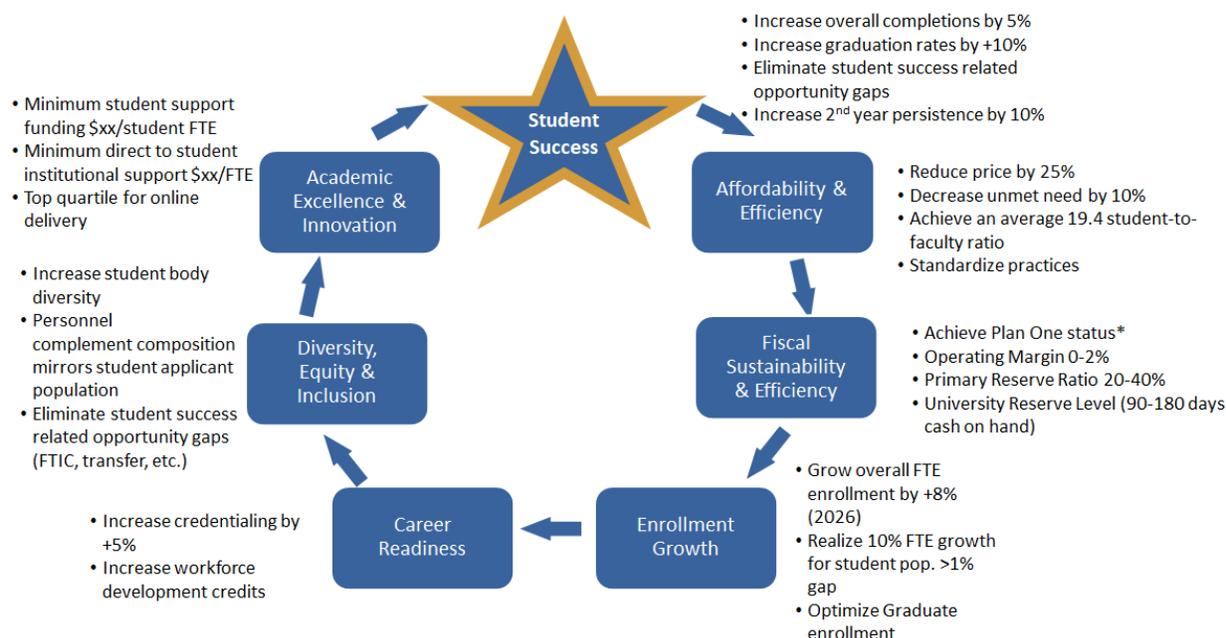
Selected Integrations Purpose and Rationale

- **Potential to Serve More Students, Grow into New Markets:** The integrations will allow growth into adjacent markets by combining the capacities of integrating institutions, which enables them to compete in the marketplace more effectively than if they stand alone.
- **Strong Regional Proximity:** Integrated universities must be able to sustain face-to-face instruction with a “single” or integrated faculty and administration. While a great deal can be done remotely, students involved in residential education have an expectation for an on-campus experience. Regional proximity also leverages the universities’ deep roots in their surrounding communities and, by working together, they can provide essential pathways into sustaining careers for people in those communities.
- **Opportunity for Cost Savings and Program Alignment:** Integration design will begin with a rigorous analysis of the academic program arrays, staffing structures, and potential cost savings that result from the integration process, thus enhancing financial sustainability.

Goals and Objectives

Goals: Specific, desired future outcomes of the integration with measurable metrics for August 2022 and August 2026

Objectives: Annual targets, action steps, and desired outcomes to achieve the goals



Integration Guidelines – Fundamental considerations to incorporate in all aspects of integration implementation planning to guide the recommendation and decision-making processes.

Guiding Principles

- **Academic Excellence and Innovation** – Maintain or expand high-quality educational opportunities for students. Leverage talented faculty and staff. Establish robust program pathways among universities, schools, and community colleges.
- **Student Success** – Provide access to high-value, relevant educational experiences that prepare students in a timely manner for pathways to successful lives and careers.
- **Enrollment Growth** – Position institutions for growth, including in new markets.
- **Affordability** – Consider affordability from the students' perspective and embrace pricing flexibility strategies.
- **Efficiency and Fiscal Sustainability** – Provide students the full breadth of academic programming, while realizing greater regional efficiency and cost savings.
- **Diversity, Equity, and Inclusion (DEI)** – Create environments that recognize differences, and provide appropriate and equitable systems that foster positive outcomes for all students, and eliminate gaps that persist in relative performance of different student groups. Honor and engage local identity and key stakeholders.
- **Career Readiness/Development to Meet Regional and Commonwealth Needs** – Meet regional and economic work force needs. Strengthen connections to workforce with pathways, experiential learning, career services, adult learning, and post-traditional.

Organizational methodology

- Start with the end in mind.
- Innovate to unique, sustainable, and efficient solutions in all areas.
- Guide recommendations development using established goals and objectives around student success, affordability, and high-quality education.
- Recommend actions to create single, integrated universities with common or standard processes and approaches, tightly integrated functions with respect to people, organizations, systems, policies, and approaches, and, where appropriate, joint supporting joint functions between the two newly integrated universities.
- Focus on the critical path to August 2022; identify other opportunities for a phased-in implementation approach.
- Design for long-term sustainability with cost savings/return on investment (over a ten-year time horizon and beyond).
- Consider all topics/areas; nothing is off-limits.
- Coordinate among integrating institutions to align processes and methods (where possible) to create synergies and identify opportunities.

Expectations and deliverables

- Develop recommendations and suggestions to inform final leadership decision making.
- Where multiple views exist, bring forth alternatives and pros/cons.
- Represent your subject matter expertise, not your current university.
- Listen with respect to everyone's opinion and keep a sense of humor.
- Consider all ideas.
- All deliverables will be met by established deadlines.
- Engage and consult with key stakeholders and promote transparency.
- Confidentiality will be maintained in all working group discussions and understanding that decisions are not final until appropriate protocols are followed.
- Focus on data-informed decision making.
- Confirm existing information; assess if additional information is needed before creating something new. (Don't recreate the wheel.)
- Seek opportunities to identify and consider impact of recommendations on non-integrating universities.

Scope, Roles, and Responsibilities

Scope and Assumptions

- **Western Integration:** California University of Pennsylvania, Clarion University, and Edinboro University
- **Northeastern Integration:** Bloomsburg University, Lock Haven University, and Mansfield University
- **Assumptions** include that each integration entails:
 - One leadership team
 - A single faculty and staff
 - A single program array
 - A unified enrollment management strategy
 - A single, combined budget
 - One reporting relationship through the Chancellor to the Board
 - A single accredited entity

Key Roles and Responsibilities

- **System Leadership Team (SLT):** Chancellor, Vice Chancellor and Chief Academic Officer, Executive Vice Chancellor, Deputy Chancellor, Strategic Advisor for Institutional Integration and Western and Northeastern Integration Lead Presidents

- The Chancellor serves as the initiative sponsor; sets the strategic direction, objectives, and funding for integrations; approves integration plans for consideration by the Board of Governors, and serves as the “face” for the System for the integration effort
- The Integration Lead Presidents collaborate with the Office of the Chancellor (OOC) staff to create and oversee development of integration planning deliverables from planning frameworks adopted by ULTs; and serve as the escalation point for ULT-identified risks, issues, and decisions
- **University Leadership Teams (ULT)**
 - **Western Integration:** Western Integration Lead President, Presidents, Project Manager and Quality Manager, Chief Academic Officers (CAO), Vice Presidents (VP) of Finance and Administration (FA), and designated functional Working Group Co-Leads
 - **Northeastern Integration:** Northeastern Integration Lead President, Presidents, Project Manager and Quality Manager, CAOs, VPFAs, and designated functional Working Group Leads/co-leads
 - ULTs provide input to the System Leadership Team in developing a planning framework and implementation approach; creating and overseeing implementation planning in each integration group, including populating, overseeing, and integrating deliverables produced by, and acting as the review/evaluation point for risks, issues, and recommendations generated by, underlying Working Groups; packaging and transmitting deliverables to the SLT; engaging with the SLT in resolving questions and issues arising therefrom
- **Integration Support Services Group (Support Services):** Strategic Advisor for Institutional Integration; Baker Tilly team members serving in advisory and support roles, including liaisons to Working Groups, Program Management Lead, Lead Engagement Partner, Western and Northeastern Project Managers, Project Management Senior Consultant, and subject matter experts

Detailed Responsibilities

The ULTs (Western and Northeastern) share identical roles and responsibilities. Each group is charged with undertaking a collaborative, consultative process for planning an effective integration design and implementation strategy for each of the three integrating university groups, forwarding these to the SLT for review and consideration by the Chancellor and ultimately consideration by the Board of Governors. This includes the following activities:

- Designating specific Working Groups to draft considerations to inform the integration design and implementation plan for key functional areas and overseeing the process of populating membership among the Working Groups, specifically:
 - Building a membership matrix that defines the organization of the Working Groups, including needed skillsets and subject matter expertise, constituencies represented, and number of representatives
 - Inviting nominations for Working Group leads/co-leads/members/subgroup members based on shared governance considerations, specifically requesting that stakeholder groups provide multiple nominees from which final appointments will be selected
 - Appointing co-leads for Working Groups to serve as the primary liaisons and representatives between the ULTs and Working Groups; the co-leads of the Working Groups are responsible for:
 - Building a subgroup membership matrix that specifies needed skillsets and subject matter expertise, constituencies represented, and number of representatives, to inform the ULT’s invitation for subgroup nominations
 - Collaborating with the ULT to select subgroup members for Working Groups
 - Leading the Working Groups to set the subgroup charges (aligned with the Working Group charges)
 - Sharing information with both Working Group members and subgroup leads to enable updates to their constituencies
 - Supporting adherence to the integration guiding principles, maintaining confidentiality, and providing representative, collaborative, constructive input

- Supporting Working Group leads by inviting nominations for subgroup members
- Sharing information to support Working Groups leads' ability to:
 - Provide updates to their Working Groups on the broader initiative plans and progress and
 - Support their Working Group members' in fulfilling their responsibilities to update their constituencies
- Establishing a tone at the top of positive support for the integration work and implementation plan
- Supporting Working Groups to adhere to the integration planning timeline and achieve assigned objectives
- Collaborating regularly with the other ULT to identify initiative efficiencies, align integration approaches, and leverage synergies among Working Groups
- Using Working Group recommendations to design a recommended detailed future state of the three integrating entities, including vision, mission, goals, objectives, organizational charts, academic program array, and communication and implementation plans
- Consulting with the SLT and collaborating with Support Services on initiative progress and communication plans
- Collaborating with the SLT's Communication Office to proactively prepare communications to stakeholders regarding the integration initiative and implementation planning
- Socializing the integration implementation plan with stakeholders and refining the plan as necessary

The SLT serves as the executive champion of the integration project, regularly coordinating with the Western and Northeastern ULTs to act as the final decision-making body. The SLT provides strategic direction and milestones, monitors progress, and considers benefits, opportunities, and synergies that can expand beyond the six institutions involved in the integration to the entire System. Specifically, the SLT supports the Western and Northeastern ULTs in adhering to the integration timeline and planning their respective groups' activities to achieve the purpose, goals, and objectives of the integrations, including assessing the design of the future state entities against the mission and strategic plan of the State System as a whole.

The Integration Support Services Group provides advisory support for the SLT and both ULTs. Specifically, Support Services will assist with:

- Maintaining overall initiative project plans and timelines
- Providing frameworks, tools, templates, and timelines to support the integration planning
- Drafting and/or advising on key initiative deliverables
- Providing higher education subject matter expertise upon request
- Facilitating planning and status meetings with the SLT and both ULTs
- Supporting regular meetings to review activities and progress
- As needed, facilitating working sessions with the SLT, ULTs, and other key stakeholders to design detailed future states of the integrating universities
- Supporting the analysis and assessment of various optimization scenarios, including required changes and impacts, and helping with subsequent updates to any necessary financial projections
- Supporting the creation of before and after organizational charts for the two ULTs
- Assembling implementation plans based on the future state, facilitating processes to obtain and incorporate feedback, and finalizing the implementation plan and timeline
- Supporting preparation for the Spring 2021 Board of Governors' meeting and public hearings

Key Deliverables and Timelines

The following deliverables will be drafted per Act 50:

1. Integration Report and Recommendation including goals and objectives. The report will outline the recommendations from each of the Working Groups.
2. Impact Analysis based on the recommendations, the impacts on students, faculty, staff, community and governance will be provided.
3. Organization Analysis including before and after organization charts.
4. Financial Projections based on recommendations and timelines to implement.
5. Implementation plan which outlines the major tasks and associated timeframes to implement the new university by August 2022.

Due dates for the working group deliverables will be phased in based on both Act 50 and Middle States requirements.

Upon approval by the SLT, the project timeline to complete the work per Act 50 will be located at the Integrations SharePoint site.

DRAFT