2022-25 Priorities & Goals

(Updated Fall 2023)
PASSHE mission & System Redesign goals

Mission: Provide affordable, relevant, high-quality postsecondary education to all Pennsylvanians — continuing our historic mission as an engine of social mobility and economic development.

System Redesign Goals:

- **Stabilizing** the System financially
- **Transforming** the System to drive credentialing growth; improving progress of “traditional” students while expanding opportunities for the underserved
- **Focusing** intensively on Pennsylvania’s urgent talent needs
That is the rationale of our System Redesign

PHASE 1
• Gather and analyze data
• Identify challenges and priorities
• Organize for collaborative redesign processes

PHASE 2:
• Establish foundational tools
• Strengthen partnership with the state
• Stabilize financially
• Arrest student cost increases

PHASE 3:
• Develop, prioritize, fund, and implement strategies that expand opportunities for students
• Drive growth and economic impact

COVID-19
Working together to advance priorities, each with measurable goals and objectives

System Redesign Pillars
Student Success • University Success • Systemness

Priorities
established at three-year intervals

Goals
set for each priority

Objectives
set for each goal
Focusing on five priorities

- Expanding student opportunities and improve student outcomes
- Expanding student affordability and grow
- Operating sustainably
- Enhancing partnership with the state
- Investing in our people and infrastructure to prepare for the future
Expand student opportunities and improve student outcomes
Measurable System goals (2022-25)

1. Growth in 2nd year persistence for FTFT undergraduate (per CPP)
2. Growth in 4- and 6-year grad rates for FTFT undergraduates (per CPP)
3. URM attainment gaps in above reduced (per CPP)
4. More programs aligned to high-demand occupations (per CPP)

Other trends resulting from work toward these goals may include...

- Improvement over baseline in climate survey data
- Number of credit-bearing and non-credit bearing non-degree programs and credentials increase
- University integrations meet projected implementation goals
Expand student affordability and grow
**Measurable System goals (2022-25)**

Enrollments stabilize/grow per CPP with detail for:
- Fall enrollment, by clock hour, undergraduate and graduate
- New fall FTFT undergraduate FTE
- New fall transfer undergraduate FTE
- Annualized undergraduate and graduate FTE

**Other trends resulting from work toward these goals may include...**
- Growth in student financial support
- Improvement in average net price/unmet need for low- and middle-income families
- Widening affordability gap in favor of State System universities as compared to other relevant higher ed providers
- Growth in PASSHE’s share of traditional markets
Operate Sustainably
Measurable System goals (2022-25):

Positive systemwide movement towards key thresholds as per CPP

- Student-to-faculty ratio
- Sustainable program arrays
- Annual operating margin
- Primary reserve ratio
- Minimum reserves
Enhance partnership with the state
Measurable System goals (2022-25)

1. Increased year-over-year funding for the State System and for direct-to-student aid for those who attend PASSHE universities

2. Improved media sentiment across all channels

3. Increased positive engagements with elected officials and business community

Other trends resulting from work toward these goals may include...

• Support for and alignment with the new PA Master Plan for Higher Education
Invest in our people and infrastructure to prepare for the future
Measurable System goals (2022-25)

1. Increased employee retention especially in high-demand and/or high-turnover positions

2. Improved employee engagement metrics
## Accountable for progress against system goals

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Measurable goals</th>
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</thead>
<tbody>
<tr>
<td><strong>Expand student opportunities and improve student outcomes</strong></td>
<td>• Growth in 2nd year persistence for FTFT undergraduate (per CPP)&lt;br&gt;• Growth in 4- and 6-year grad rates for FTFT undergraduates (per CPP)&lt;br&gt;• URM attainment gaps in above reduced (per CPP)&lt;br&gt;• More programs aligned to high-demand occupations (per CPP)</td>
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<td><strong>Expand student affordability and grow</strong></td>
<td>• Enrollments stabilize/grow per CPP (Fall enrollment, by clock hour, undergraduate and graduate; New fall FTFT undergraduate FTE; New fall transfer undergraduate FTE; Annualized undergraduate and graduate FTE)</td>
</tr>
<tr>
<td><strong>Operate sustainability</strong></td>
<td>• System reaches key financial goals as per CPP (Year-end cash balance; Use of reserves; Total employee FTE; Student-to-faculty ratio; Estimated minimum reserves and primary reserves ratio; Sustainable program arrays)&lt;br&gt;• Positive systemwide movement towards key thresholds as per CPP (Annual operating margin; Primary reserve ratio; Minimum reserves)</td>
</tr>
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<td><strong>Enhance partnership with the state</strong></td>
<td>• Increased year-over-year funding for the State System and for direct-to-student aid for those who attend PASSHE universities&lt;br&gt;• Improved media sentiment across all channels&lt;br&gt;• Increased positive engagements with elected officials and business community</td>
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<td><strong>Invest in people and infrastructure to prepare for the future</strong></td>
<td>• Increased employee retention especially in high-demand and/or high-turnover positions&lt;br&gt;Improved employee engagement metrics</td>
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</table>
And tracking trends indicative of performance improvement

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<tr>
<th>Priorities</th>
<th>Other trends resulting from work toward the goals may include</th>
</tr>
</thead>
</table>
| **Expand student opportunities and improve student outcomes** | • Improvement over baseline in climate survey data  
• Number of industry-recognized credit-bearing and non-credit bearing non-degree programs and credentials increased  
• University integrations meet projected implementation goals  
• Growth in number (enrollments in) shared courses/programs increased |
| **Expand student affordability and grow**       | • Growth in student financial aid  
• Widening affordability gap in favor of SS universities  
• Growth in PASSHE’s share of traditional markets |
| **Operate sustainability**                     | • Growth in student financial aid  
• Widening affordability gap in favor of SS universities  
• Growth in PASSHE’s share of traditional markets |
| **Enhance partnership with the state**          | • Support for and alignment with the new PA Master Plan for Higher Education |
Fall 2023 Report Card
Progress toward 2022-25 system priorities
PRIORITY: Expanding student affordability and grow

Headcount Enrollment of First-time Degree- and Certificate-seeking Undergrad. Students

Source: State System Student Data Warehouse, University Student Data Submission. In chart: Fall 2022 is final data, Fall 2023 is preliminary data, from BI. New Undergraduate First-time, New Undergraduate Transfer include Associate’s-, Bachelor’s-, and Certificate-seeking students. PennWest data is Draft, awaiting data on UG/GR designation from Academic Program.

In table: State System rates are the sum of the universities, as reported in CPP. Current Progress is as of Fall 2022 and Targets for 2024-25 from 2023-24 CPP.
In table: State System rates are the sum of the universities, as reported in CPP. Current Progress is as of Fall 2022 and Targets for 2024-25 from 2023-24 CPP.
Four- and Six-year Graduation Rates by Comparator Universities
Fall First-time, Full-time, Bachelor’s Degree-seeking Students

In graph: State System Graduation Rates are for the System and include intra-System transfers.
In table: State System rates are the sum of the universities (and do not include intra-System transfers), as reported in CPP. Current Progress is as of Fall 2022 and Targets for 2024-25 from 2023-24 CPP.
PRIORITY: Operate sustainably

State System Annual Operating Margin

Source: University Financial Statements, State System Business Warehouse

University Minimum Reserves
Number of Days Cash on Hand as of June 30

Source: University Financial Statements, State System Business Warehouse. Includes System loans, where applicable.

State System Annual Primary Reserve Ratio

Source: University Financial Statements, State System Business Warehouse

<table>
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<tr>
<th>Metric</th>
<th>Current</th>
<th>24-25 Target</th>
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<tbody>
<tr>
<td>Annual Operating Margin</td>
<td>(2.45)</td>
<td>2-4%</td>
</tr>
<tr>
<td>Minimum Reserves</td>
<td>182</td>
<td>180 days</td>
</tr>
<tr>
<td>Annual Primary Reserve Ratio</td>
<td>36%</td>
<td>40%</td>
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</table>
Inflation adjusted appropriation per student FTE is $7,754 in 2023, in 2022 it was $7,479 compared to the national average for 4-year public universities at $9,569.
Voluntary Separations - Percent of Voluntary Separations Compared to Prior Year Employment

Voluntary Separations defined as voluntary resign w/ and w/out notice, Transfer to other PA agencies, and Position Abandonment.

Percentages within bars refer to % of job category voluntary separated in FY.
2023-24 Objectives

In support of 2022-25 system priorities
# 2023/24 Objectives (1 of 3):

Scale innovations that drive credentialing growth

<table>
<thead>
<tr>
<th>Objective</th>
<th>Status</th>
</tr>
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<tbody>
<tr>
<td><strong>Improve student outcomes by investing in our people: “playbooks” and training</strong></td>
<td></td>
</tr>
<tr>
<td>• Develop shared academic programs and courses as a means of expanding student opportunity</td>
<td>TBC 2024</td>
</tr>
<tr>
<td>• Consistently introduce holistic advising</td>
<td>New and ongoing</td>
</tr>
<tr>
<td>• Strengthen and broaden student health and wellness supports</td>
<td>New and ongoing</td>
</tr>
<tr>
<td>• Expand non-degree credentials</td>
<td>Ongoing</td>
</tr>
<tr>
<td>• Expand work-based learning opportunities</td>
<td>New and ongoing</td>
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### 2023/24 Objectives (2 of 3): Continue focus on financial stabilization

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<tr>
<td>Appropriately size and focus academic program array and related support</td>
<td>Ongoing</td>
</tr>
<tr>
<td>structures</td>
<td></td>
</tr>
<tr>
<td>Scope, organize, and sustainably staff non-instructional functions</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Improve operational performance by investing in our people:</td>
<td></td>
</tr>
<tr>
<td>“playbooks” and training</td>
<td></td>
</tr>
<tr>
<td>• Financially sustainable budgeting</td>
<td>Complete</td>
</tr>
<tr>
<td>• Academic program planning and course scheduling</td>
<td>TBC 2024</td>
</tr>
<tr>
<td>• Enrollment management</td>
<td>TBC 2024</td>
</tr>
<tr>
<td>• CBA implementation training</td>
<td>TBC 2025</td>
</tr>
<tr>
<td>Continue monitoring and providing support to high-risk universities</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
### 2023/24 Objectives (3 of 3):
Continue investment in enabling people and infrastructure

<table>
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<tr>
<th>Objective</th>
<th>Status</th>
</tr>
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<tbody>
<tr>
<td>OneSIS</td>
<td>TBC 2025</td>
</tr>
<tr>
<td>Credential Registry</td>
<td>TBC 2024</td>
</tr>
<tr>
<td>Infrastructure extending capability with and visibility into non-degree credentials</td>
<td>TBC 2024</td>
</tr>
<tr>
<td>Innovation acceleration platform</td>
<td>New</td>
</tr>
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