

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION



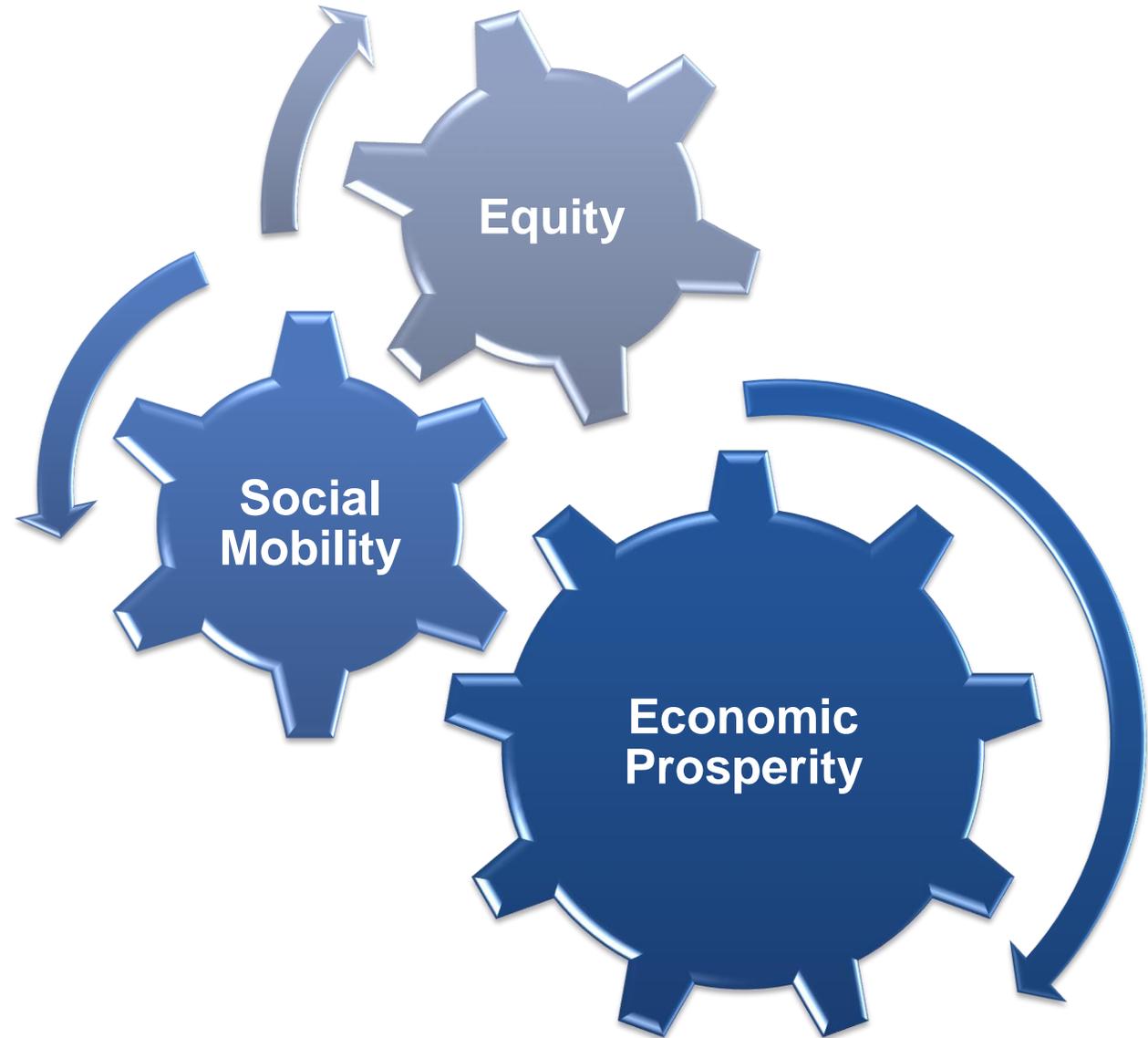
SYSTEM REDESIGN: Institutional Integrations

April 28, 2021



Pennsylvania's
STATE SYSTEM
of Higher Education

Why a public State System?



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

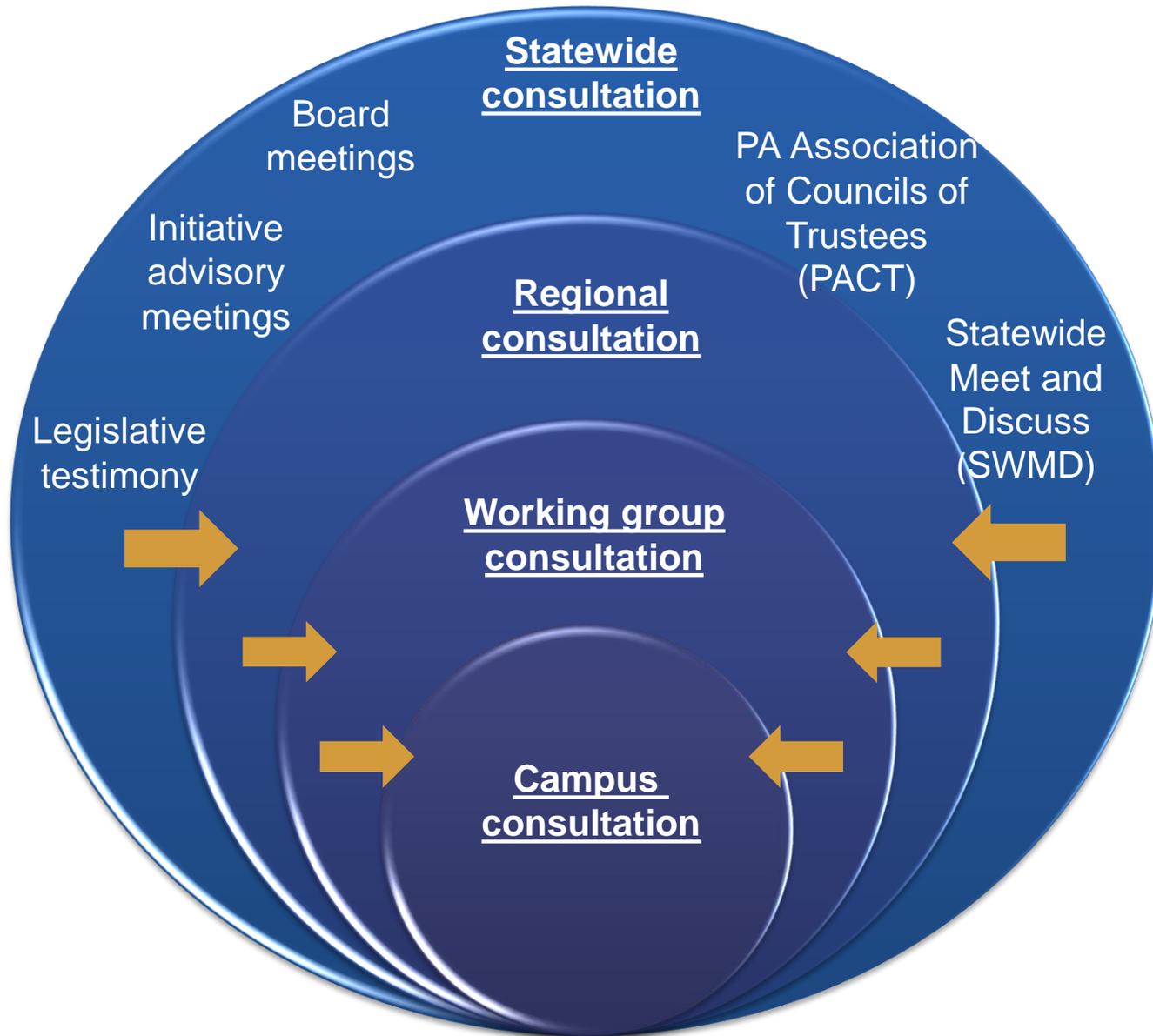
- More than 1,000 students, faculty and staff working in 200+ teams developed draft implementation plan(s)

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
- **Transparently.** 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 Rol 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

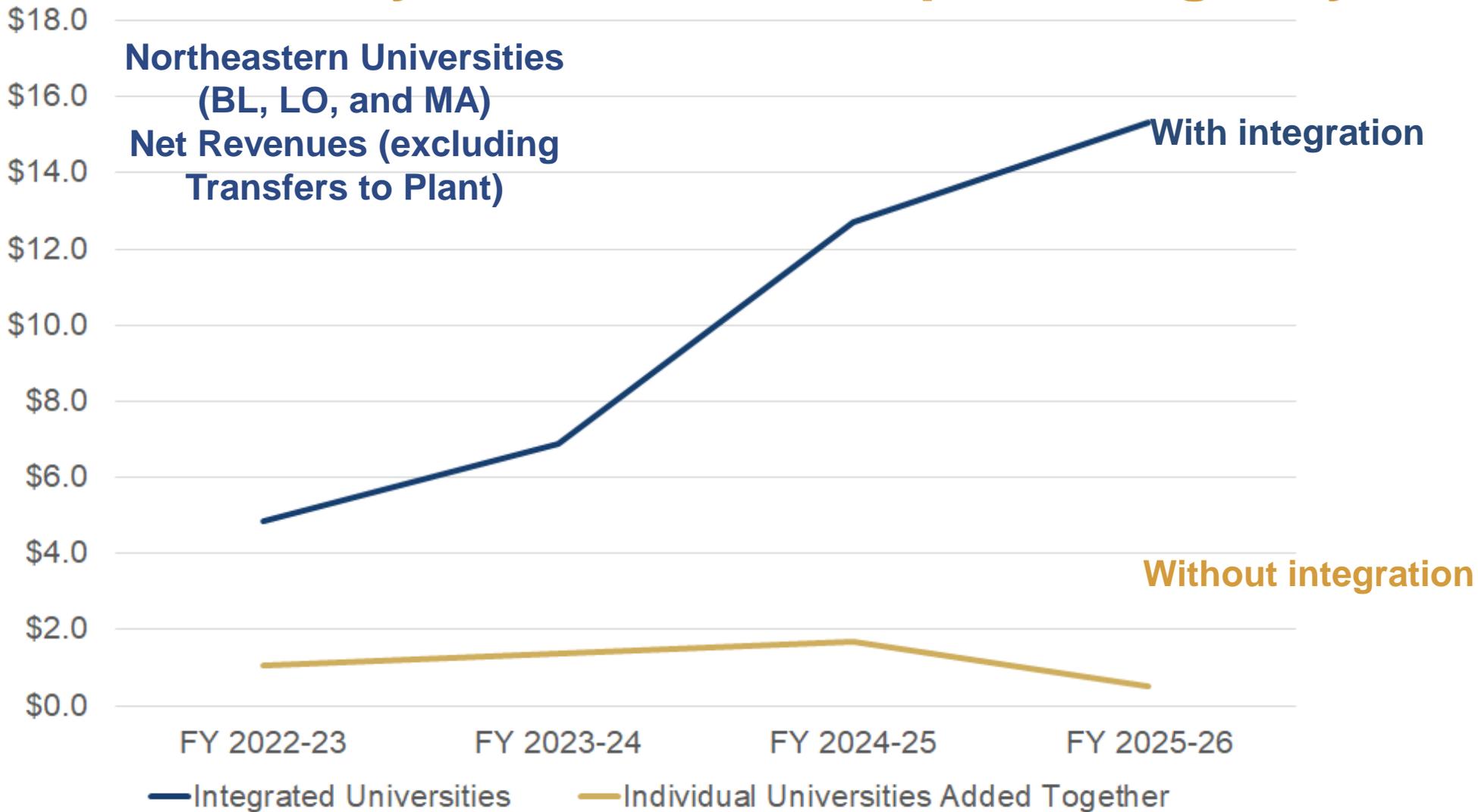


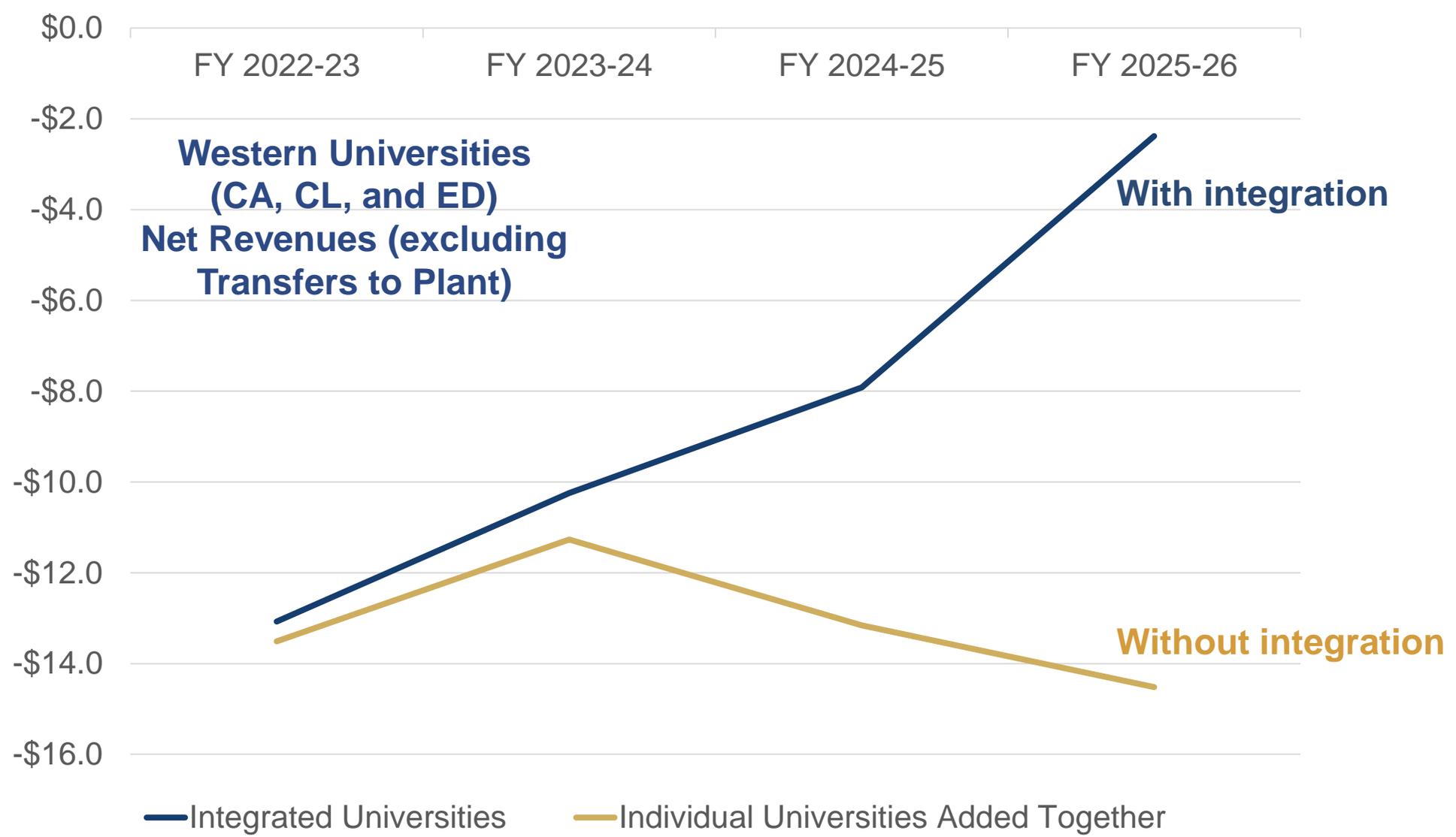
It requires partnership

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





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**

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CALU



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