

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION



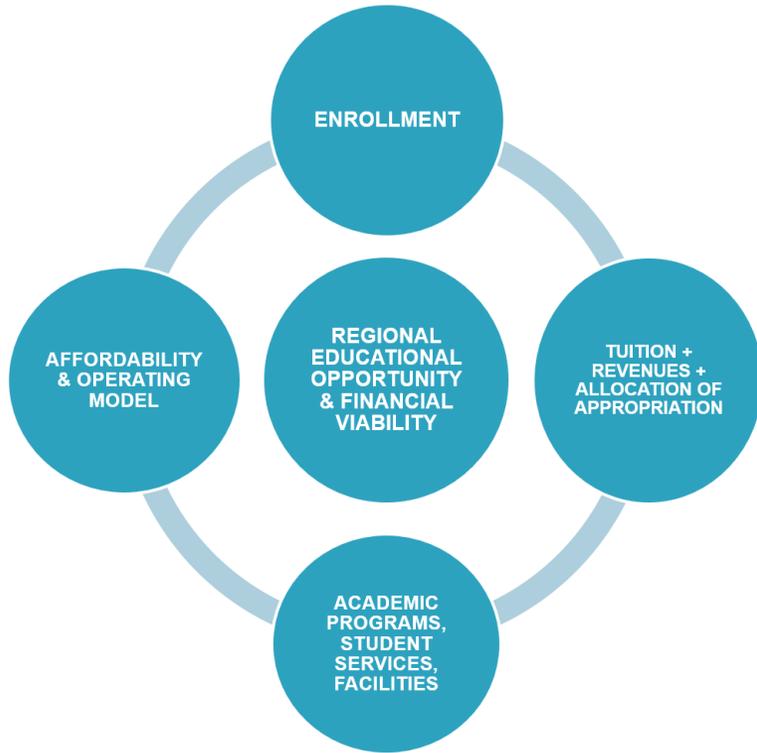
Board of Governors Integrations Update Workshop

May 26, 2021

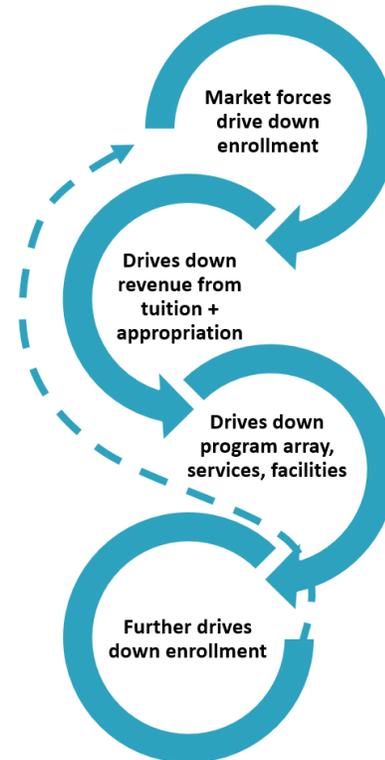
Integrations Update Workshop - Agenda

- The Why, What, and How of Integrations (Reminder)
- Activities Since April
- Public Comment Process
- Themes Emerging from Public Comment
- Overview of June Public Hearings

WHY Integration? (1 of 2)



An “every tub on its own bottom” model works for public universities when enrollment-driven, state, and other revenues are sufficient to meet operating costs



Confronted with the forces described above, the model unravels, threatening a university’s financial viability—most seriously at institutions with relatively low enrollments and/or high debt loads

WHY Integration? (2 of 2)

Because integrating institutions can do more together than on their own

REINVENT

higher education from a student-facing perspective

DEEPEN

vibrant campus 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

SUSTAINABLY operate **COMPREHENSIVE** universities that provide **ACCESS** in all regions across PA

WHAT is Integration? (1 of 2)

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



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

HOW is Integration Being Pursued?

JULY 2020 TO OCTOBER 2020

- Conducted review of financial impacts of potential integration

OCTOBER 2020 TO APRIL 2021

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

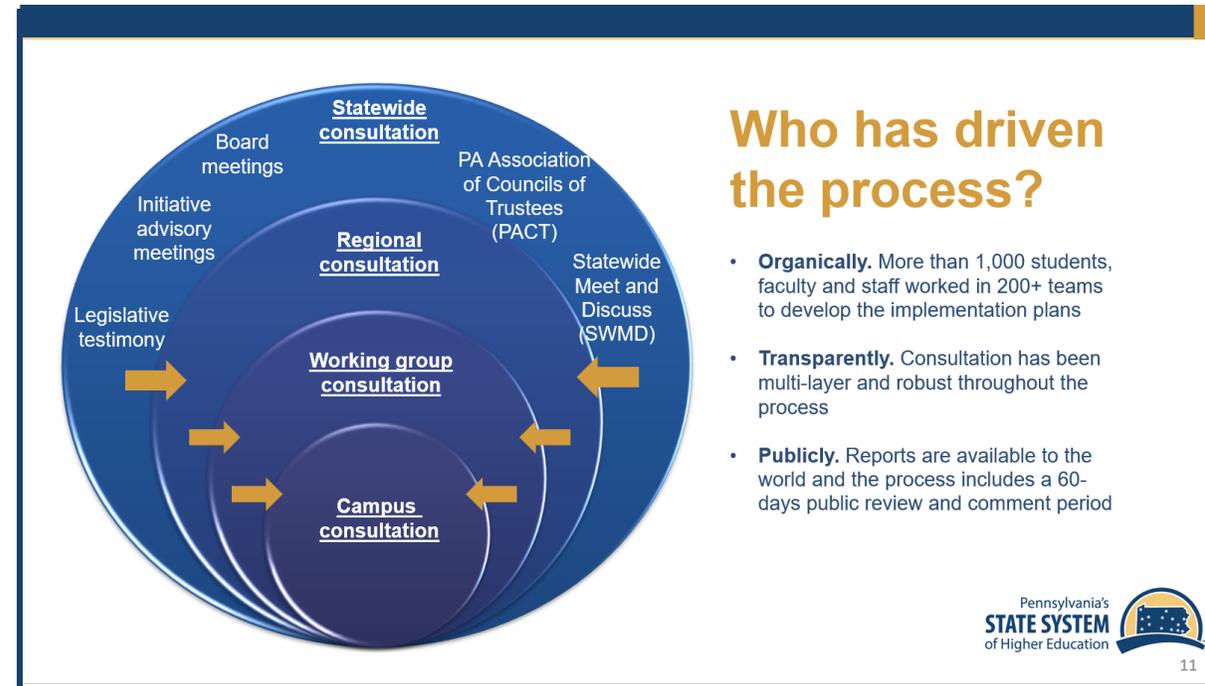
APRIL 2021 TO JULY 2021

- 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 (*upon Board approval)

As prescribed by Act 50



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

Leadership Integration Activities Since April

Meetings with students

Meeting with Board of Student Government presidents

Meetings with faculty and staff

Meetings with union leaders

Meetings with community leaders

Meetings with Alumni

Meetings with donors

Meetings with Trustees

Meetings with Governor and/or staff

Senate & House hearings

Caucus hearings and meetings

Ongoing review of public comments

Media and social media engagement

Public Comment Process



How Updated Plans Will Be Presented in July

- A revised version with all changes made visible using track changes
- A clean, revised version
- A guide identifying topics raised during public comment that impact the final plans

Overview of Public Comments

Received via email, website form, and collected in meetings/hearings

Combined Total (W + NE)	299
Plan actionable Unique actionable comments that impact the plan; note that several comments had duplicative actions	22
Non-plan actionable Comments that are specific enough to lead to an update in other documents such as FAQ, website information, or to be saved for consideration during implementation	48
Viewpoint comments Comments about the overall plans, approach, or other	229

This list includes themes/topics identified thus far for inclusion in the plans. This list does not include all items that will be updated on the website, in the FAQ, and in other documents. Includes analysis as of 5/20/21.

Public Comment Themes

Plan Section 6: Student Impacts

Topics	Action	Plan Update
Include data from the already completed NE and W student surveys in the final report	Plan Update: Completed surveys shared with legislators and others as requested and will be included in the final report	Yes
Build on student survey data collected in the NE to assess market demand for higher ed experiences that engage online and hybrid learning to expand academic program breadth and improve affordability	In Process: Engaged a supplier to conduct a survey that includes a sample of students and prospective students (and parents) from both the NE and W; results to be available in July	Yes

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Public Comment Themes

Plan Section 7: Community

Topics	Action	Plan Update
Conduct an economic impact study related to potential impacts on the community	In Process: Engaged the same firm that conducted the System's 2015 economic impact study to update the analysis and look at two areas: a) impacts of declining enrollments and resulting reduction in expenditure and workforce (FY15/16-FY 21/22), and b) impacts of integration (FY 22/23 – FY 25/26); report to be completed by end of June	Yes

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Public Comment Themes

Plan Section 8: Governance

Topics	Action	Plan Update
Include options for future COT composition developed by leadership and governance working groups	Plan Update - Will include along with a discussion about what is required to implement an option (legislative action) and what will happen regarding COTs if state legislature does not act to implement	Yes
Clarify that governance of university affiliates is NOT impacted by integrations	Plan Update - Contained within the Community section of the April plans, but will amplify in final report and add to the Governance section	Yes
Address the concern stated by some that an integrated entity can cease operations at a partner campus (effectively closing it)	Plan Update – Reiterate in the plan that the Board has no authority to close a university; furthermore, there is no plan to close a partner campus; doing so would create a higher education desert in the region and be cost prohibitive and counterproductive to System Redesign; the Board retains authority to preclude such actions	Yes

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Public Comment Themes

Plan Section 9: Organization

Topics	Action	Plan Update
Provide greater detail in the proposed organizational charts	Plan Update - Following BOG approval, more detailed organizational chart inclusive of all HR/LR and change management activities work effort will begin; plans will be updated to make clear that going deeper into the organizational chart at this point in time would be purely speculative and may create more confusion/concern among employees	Yes
Provide greater detail about the roles and responsibilities of executive leadership including President of the integrated entity and the Campus Executive role	Plan Update - To be provided in the section on organization	Yes

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Public Comment Themes

Plan Section 10: Financial (1 of 2)

Topics	Action	Plan Update
Conduct objective third-party review of financial projections and their assumptions	In Process: Engaged Commonwealth/System auditor to conduct review to be concluded by end of June	Yes
Explain financial review data to clarify at what point the West will reach positive financial standing	Plan Update - Contained within the appendix of April plans, will amplify in final report	Yes
Explicitly identify sources of projected cost savings in both plans	In Process - Will be included in the report	Yes
Include explicit information about increased state funding levels required to achieve certain specific financial goals to support broader advocacy effort	Plan Update - Contained in Conclusion and appendix, but will update to clarify and include funding levels that <ul style="list-style-type: none">- get West to net positive revenues in 2 years- eliminate need for System cross subsidization- achieve specific student affordability, student outcome, and DEI-related goals	Yes

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Public Comment Themes

Plan Section 10: Financial (2 of 2)

Topics	Action	Plan Update
Update financial data to reflect new information	In Process: New information (federal COVID 19 funds, BOG tuition decision) will be updated and included in revised projections	Yes
Include information about potential impact of deferred maintenance costs	Plan Update - Contained within the conclusion of April plans, will amplify in final report	Yes
Provide information about potential options associated with buildings and debt service at selected universities	In Process: Working with elected officials for potential additional funding	TBD

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Public Comment Themes

Process Updates

Topics	Action	Plan Update
Create a process for analyzing public comment and include summary in the plans	A process of daily review by the integrations team has been created; analysis will be shared with the Board and public at intervals prior to the July meeting; include summary in the plans	Yes
Articulate the timeline associated with consideration of the plans	Plan will include discussion of rationale associated with the timeline of the plans	Yes

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Public Comment Common Themes

For future consideration

Note: These items are more operational in nature and are being shared with the integration teams for consideration during implementation phase.

Category	Suggestion
Academic	Consider new academic and adult education programs
Partnerships	Consider new children and young adult programs
Financials	Explore leveraging scale of campus bookstore operations to achieve economies and improve availability of print textbook options

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Public Hearings | Format



- 90-minutes for each hearing.
- Short opening remarks by Chancellor Greenstein.
- Each member of the public will be allowed 2 minutes to speak; people will not be allowed to speak more than once until/unless everyone else has had a chance to speak.
- Chancellor Greenstein, President Pehrsson and/or President Hanna will have 10 min at the end to provide closing comments.
- Hearings will be webcast and recorded.

Public Hearings | Roles

Board Members:

- Attend all sessions to the extent possible
- Listen to and consider all comments
- Do not make comments, react to comments, or engage in discussion with each other or others

Chancellor/Presidents:

- Attend all sessions to the extent possible
- Listen to and consider all comments
- Provide follow-up, context, or other information during the hearing as necessary

Integrations Plans available online at:

- To offer public comment, visit www.pashe.edu
- View the FAQ page [HERE](#)
- View the Northeast Plan [HERE](#)
- View the West Plan [HERE](#)