

PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION



Senate Democratic Policy Committee

State System Panel Materials

May 17, 2021

Flow of Opening Remarks

- Dan Greenstein, Chancellor — Introduction
- Aaron Walton, President, Cheyney University — Cheyney's transformation and its influence on System Redesign and integration planning
- Dale Pehrsson, President, Clarion University and Interim President, Edinboro University — Influence of lessons learned on integration planning
- Mia Swales, Student Trustee, Lock Haven University — A student's experience of integration planning
- Questions/Discussion

At Cheyney, Assessment Produced a Task Force Report (May 2017) Provided a Turnaround Roadmap (1 of 2)

Key Task Force Recommendations

Status

- | | | |
|----|--|--|
| #1 | Establish permanent leadership for key roles | ✓ Complete —President, Provost, CFO, and Enrollment Management positions and other key roles are now permanent |
| #2 | Rationalize academic program offerings based on student interest, workforce demand, faculty capacity and facility availability | ✓ Complete —Eliminated all 3 graduate programs; reduced from undergraduate programs from 18 to 10, now centered around 4 clusters |
| #3 | Develop new student enrollment approach | ✓ Complete —New enrollment strategy being executed by new Executive Director Jeff Jones |
| #4 | Expand Keystone Honors student support services to all Cheyney students | ✓ Complete —New Student Support Framework to be rolled out in Fall 2018 |

At Cheyney, Assessment Produced a Task Force Report (May 2017) Provided a Turnaround Roadmap (2 of 2)

Key Task Force Recommendations

Status

- | | |
|---|---|
| #5 Reduce cost structure to balance expenditures with revenues | ✓ Complete —Furloughed admin staff; retrenched faculty; consolidating campus; renegotiated contracts, etc. |
| #6 Eliminate costly NCAA Division II sports | ✓ Complete —Withdrew from NCAA in 2018; eliminated all but 3 sports; currently independent |
| #7 Monetize campus assets | ➤ Ongoing —Five businesses leasing space on campus; 2 contracts and 1 LOI for future tenants |
| #8 Create the Institute for the Contemporary African American Experience to reposition Cheyney University | ➤ Ongoing —Launched with initial partners in July 2018; additional partners being added |

Lessons Learned from Cheyney

A university's financial decline:

- is not linear, risks accreditation impacts, and requires extraordinary efforts once university reserves are exhausted
- is the greatest threat to the system overall

Reversing financial decline requires:

- a detailed action plan focusing on measurable student outcomes and financial outcomes
- clear accountabilities to the Board and to other universities
- attention to the academic program array and administrative cost structures

Transformation:

- is a phased, data-driven process with feedback loops
- is hard but not impossible
- requires institutional restructuring **and** state investment

Influence on System Redesign

Assess position (NCHEMS review 2017)

Identify future direction (System Redesign – Sharing System 2019)

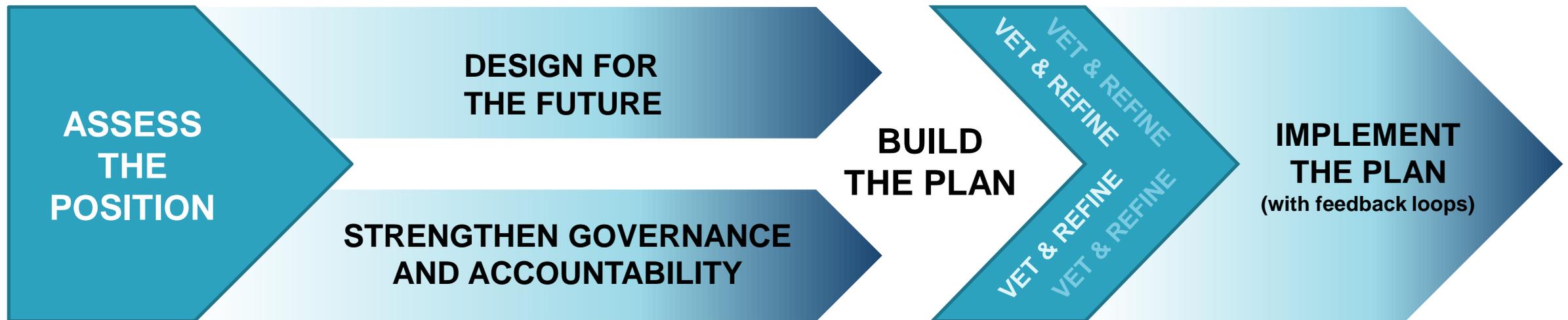
Strengthen governance and accountabilities

- Align around and “publish” progress with key student and financial outcomes
- Strengthen strategy and budget planning and reporting processes
- Introduce horizontal as well as vertical accountabilities

Prioritize halt of universities’ financial decline (sustainability policy, ESLP, etc.)

Find a path for low-enrolled access-oriented schools whose students and regions require comprehensive programming (integration)

Diagram of the phased approach to transformation used by Cheyney and the State System



Integrations Plans available online at:

- Northeast Plan

<https://www.passhe.edu/SystemRedesign/Documents/Northeast%20Integration%20Plan%204.23.21.pdf>

- West Plan

<https://www.passhe.edu/SystemRedesign/Documents/West%20Integration%20Plan%204.23.2021.pdf>