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

1. Establish permanent leadership for key roles
2. Rationalize academic program offerings based on student interest, workforce demand, faculty capacity and facility availability
3. Develop new student enrollment approach
4. Expand Keystone Honors student support services to all Cheyney students

Status

- Complete—President, Provost, CFO, and Enrollment Management positions and other key roles are now permanent
- Complete—Eliminated all 3 graduate programs; reduced from 18 undergraduate programs from 18 to 10, now centered around 4 clusters
- Complete—New enrollment strategy being executed by new Executive Director Jeff Jones
- 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

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

ASSESS THE POSITION

DESIGN FOR THE FUTURE

STRENGTHEN GOVERNANCE AND ACCOUNTABILITY

BUILD THE PLAN

IMPLEMENT THE PLAN
(with feedback loops)
Integrations Plans available online at:

- Northeast Plan

- West Plan