



Pennsylvania's State System for Higher Education

Charge for Institutional Governance and Leadership Working Group

November 12, 2020

Overview

The framework for the Working Groups (WG) includes:

- [Integrations Overall Charter](#) – Provides the purpose and organizational structure for the overall Integrations initiative, including Integration Guidelines with Guiding Principles.
- [Working Group Charter](#) – Defines the roles and responsibilities of the Working Groups and articulates the purpose, goals, principles, scope, roles, and deliverables with which the WGs are charged.
- Working Group Charge (this document) – Includes specific milestones, questions, and goals to be addressed by each WG specifically.

WG Deliverables and Timing

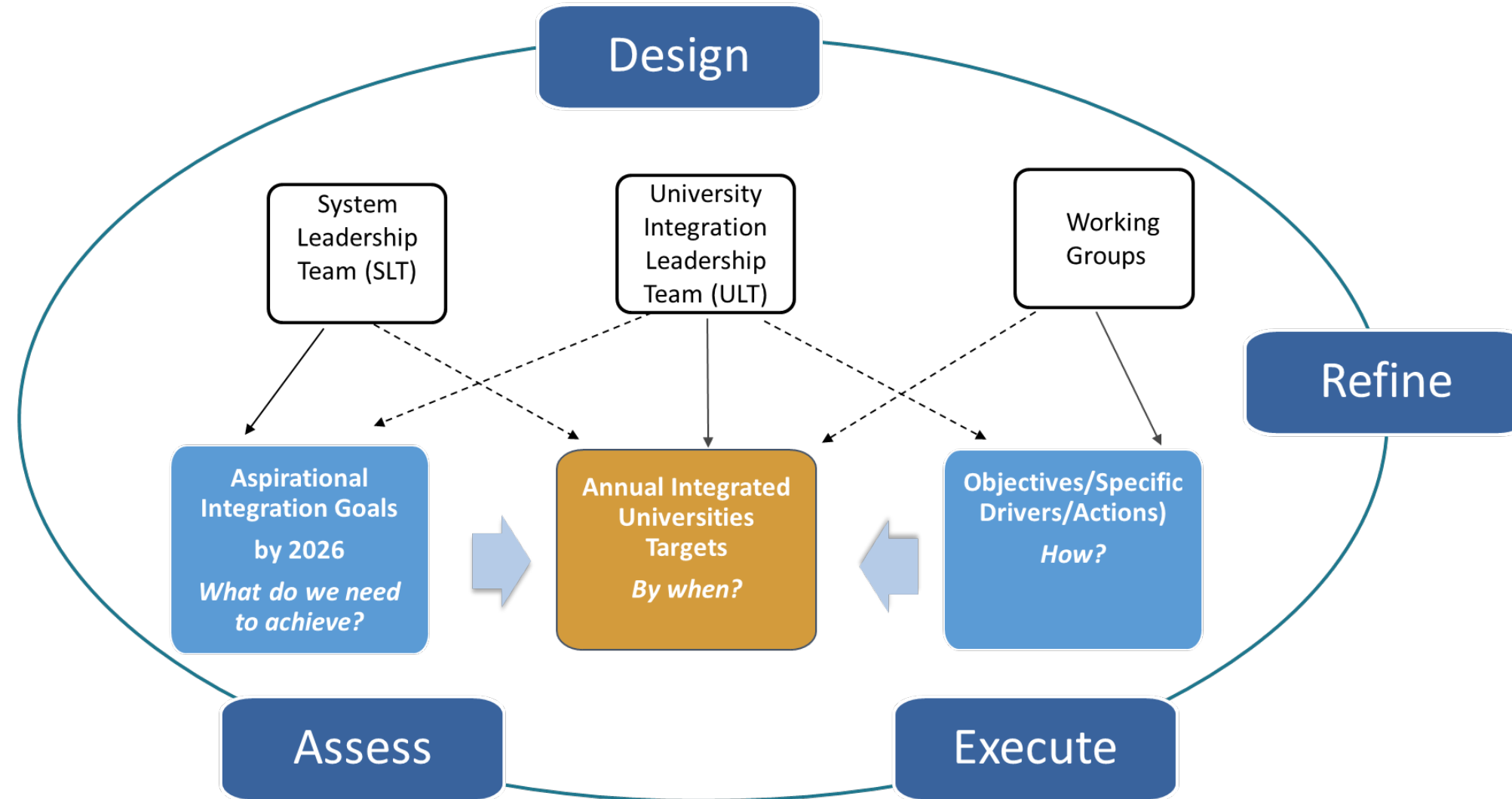
Timing	Deliverable	Details
11/18/20	Consultation Plan – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See <i>Consultation Plan template</i> provided on SharePoint.
12/4/20	Critical Path August 2022 – Confirm the critical path milestones and define the critical path steps and timing to meet critical path milestones for Fall 2022 (what must be done by August 2022 for successful launch and how long will it take)	See <i>Critical Path Milestones</i> and <i>Critical Path Steps template</i> provided on SharePoint.
12/11/20	Aspirational Goals and Annual Targets – Aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	See below and <i>Goals/Targets template</i> provided on SharePoint.
1/8/21	Priority 1 Questions (First Draft) – Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state) and accompanying organizational charts and impact analysis	See below, <i>Priority 1 Recommendations template</i> , and <i>Organizational Chart template</i> provided on SharePoint.
1/15/21	Priority 2 Considerations for 2022-2026 – Outline considerations for what can be done after August 2022 and how it can be sequenced (i.e., known prerequisites)	See below and <i>Priority 2 Considerations template</i> provided on SharePoint.
2/12/21	Priority 1 Questions (Second Draft) -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	Priority 1 Questions (Final Draft) – Update recommendations, incorporating feedback from SLT on Second Draft	See above.



Goal Setting

Related to the aspirational goals provided in the Integrations Initiative Charter, define annual integrated institution targets against which to evaluate progress.

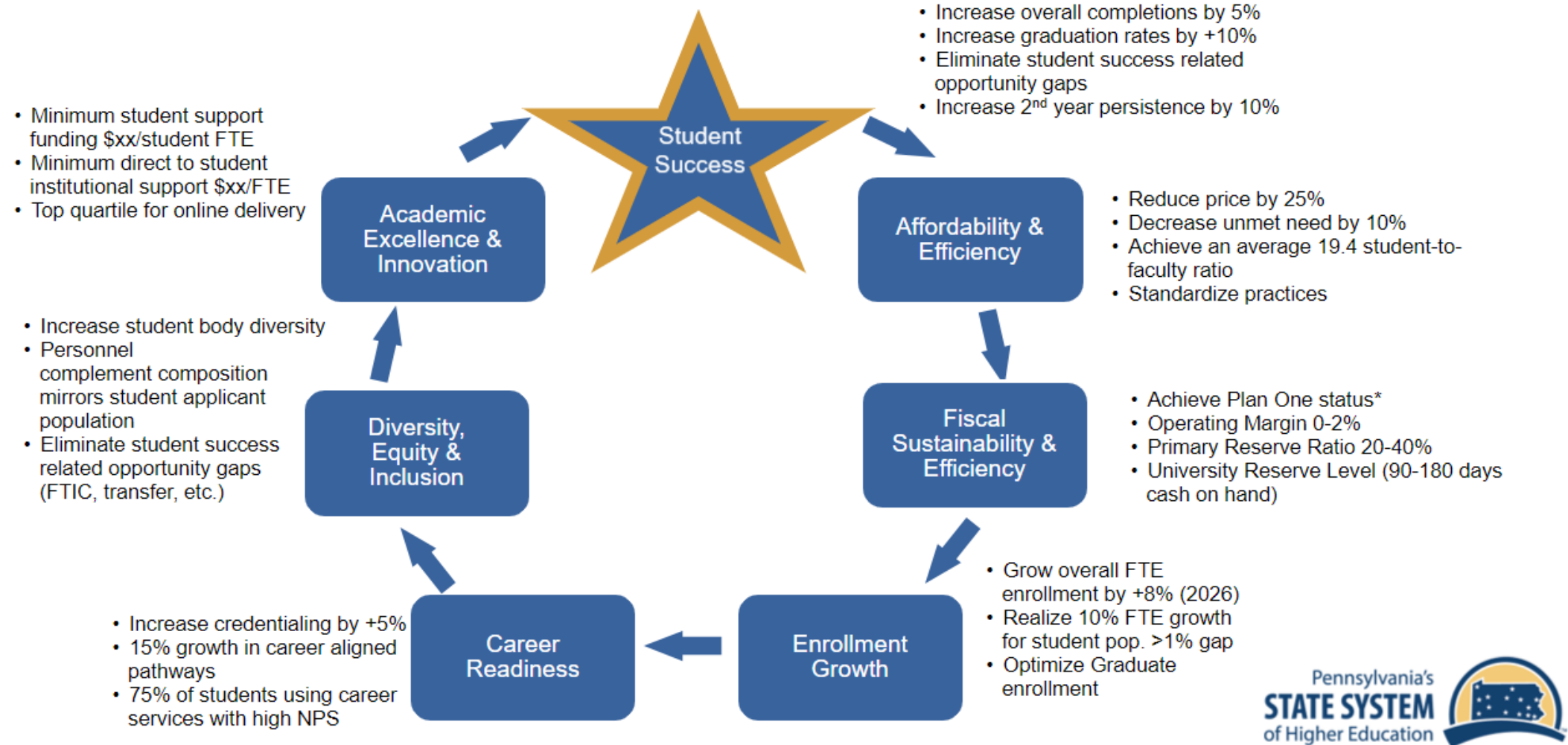
Integration Goal Setting Process





The overall integration-level aspirational goals are included below and within the Integrations Initiative Charter.

Aspirational Goals are Linked to Guiding Principles...





Integration Overarching Considerations

- What is the current resource inventory for the area (people, facilities, technology, policies)?
- What elements can be integrated into a singular structure for performing the necessary functions (and, as an exception, which require joint and concurrent delivery models)?
- What data do we have regarding existing functions in this area? What data will inform decisions?
- What are the qualitative considerations related to integrating this function?
- Have we kept the guiding principles, goals, and objectives in mind in our efforts?
- What input from other working groups is critical to forming alternatives and recommendations?

For Each Recommendation, Assess the Impacts

- People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
- Process – Policy, procedures, contracts, partnerships, etc., that support the current state which would have to be changed to support the recommendation
- Technology – Systems, support, applications that support the recommended changes and if any updates would be required
- Finance – Required funding to implement or lead to a cost savings
- Physical Assets – Physical assets (buildings) that would be impacted by recommendations
- Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
- Community – Known community stakeholders impacted by the recommendation
- Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
- Risk – Known risks associated with implementation of the recommendation

Use the considerations and questions below to discuss, prioritize, and develop draft recommendations for Priority 1 questions to define the future state and impact analysis.

	High-Level Areas of Consideration	Questions to Inform Recommendations
Institutional Governance and Leadership Working Group	<p>The focus is to develop a new, integrated, high-level organizational structure for the new integrated entity that considers the following areas of focus:</p> <ul style="list-style-type: none"> • Compliance structures and approaches • Ethics and integrity policies and procedures • Legal governance structures (bylaws, etc.) • Shared governance • Decision-making processes • Council of Trustees • Executive leadership 	<p><u>Priority 1 Questions – Critical Path (What design assumptions must be determined for the combined function/one University?)</u></p> <ol style="list-style-type: none"> 1. What ultimate governance structure complies with the new entity legal and accreditation requirements and allows for integration ease? 2. What official governing board approvals are required and in what sequence? 3. How are decisions regarding infrastructure, resource levels and required investments determined and approved? 4. What executive leadership structure is optimal during and after the integration? 5. Will the optimal structure require changes to the requirements in Act 50? 6. How should the executive leadership structure be designed to ensure effective strategic, operational, and risk management decisions? 7. How does the governance of the affiliates need to be reflected for Accreditation? 8. How should governance be managed prior to and post accreditation to assure continuity during and after. 9. Should Trustees terms be changed to allow for a smooth transition post integration? 10. What other deadlines and time dependent issues need to be addressed by August 2022? <p><u>Priority 2 Considerations – Implementation Considerations and Any Known Prerequisites</u></p> <ul style="list-style-type: none"> • What is the optimal structure for the affiliates? • How best to engage community, business, and alumni leadership into post integration leadership activities? (should work closely with the Donors/Alumni Relations/Foundations Working Group)