



# Pennsylvania’s State System for Higher Education

## Charge for Workforce Development and Non-degree Programs Working Group (Northeastern only)

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

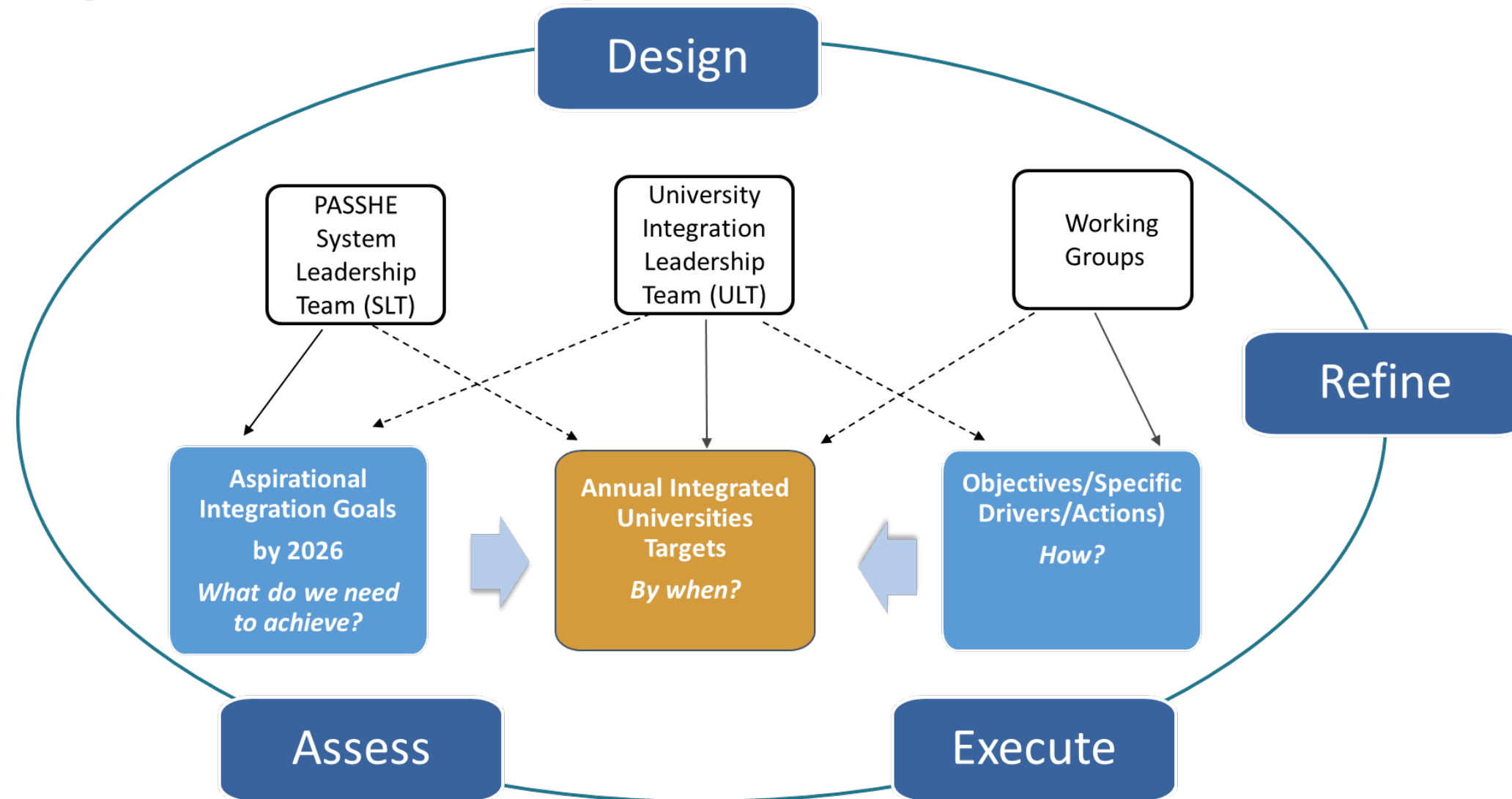
Timing	Deliverable	Details
11/18/20	<b>Consultation Plan</b> – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See <i>Consultation Plan template</i> provided on SharePoint.
12/4/20	<b>Critical Path August 2022</b> – Confirm the critical path milestones 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	<b>Aspirational Goals and Annual Targets</b> – 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	<b>Priority 1 Questions (First Draft)</b> – 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	<b>Priority 2 Considerations for 2022-2026</b> – 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	<b>Priority 1 Questions (Second Draft)</b> -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	<b>Priority 1 Questions (Final Draft)</b> – 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.

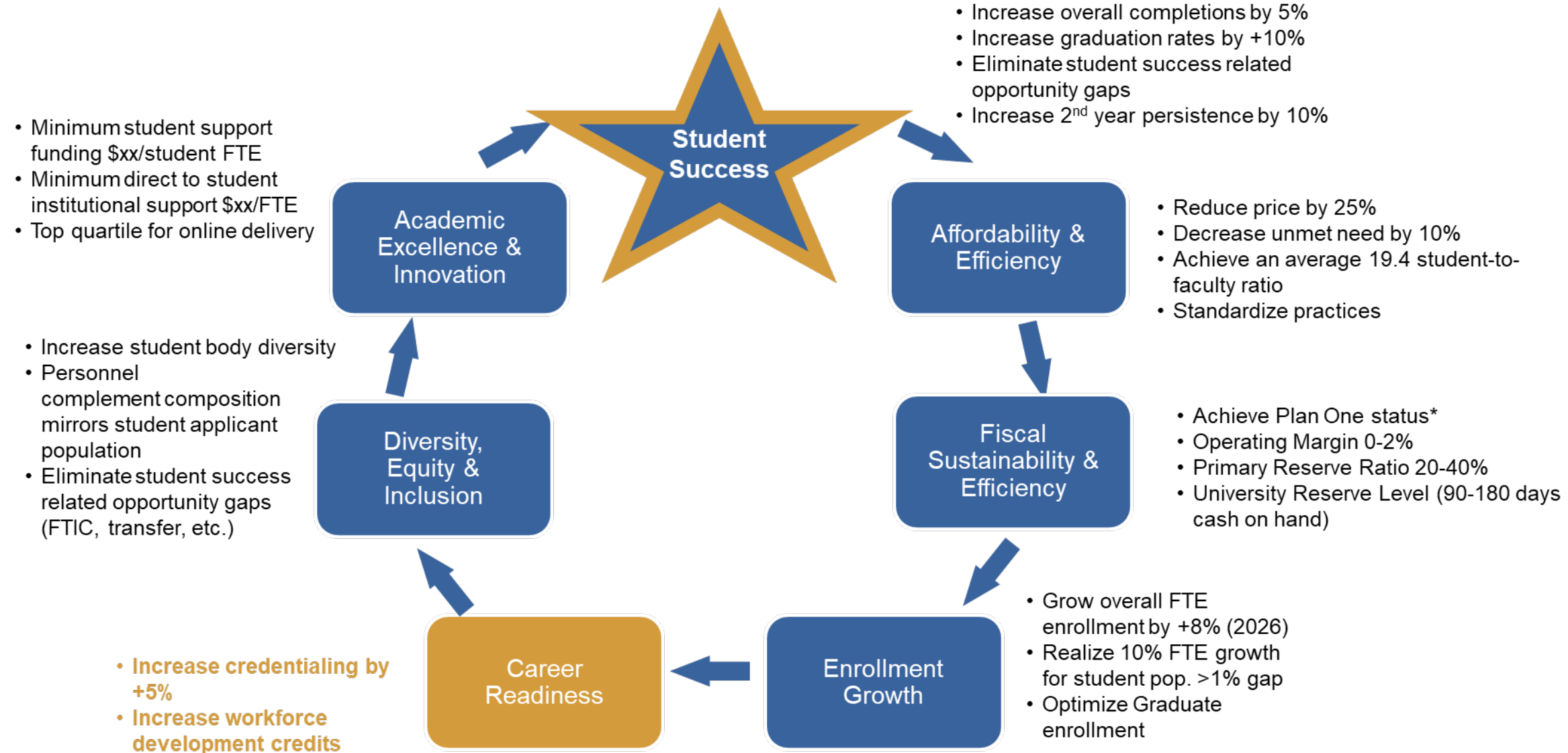
# Integration Goal Setting Process





The overall integrations-level aspirational goals are included below and within the Integrations Initiative Charter. Address the highlighted goal(s) applicable to your WG.

# Goals Relevant to Workforce Development Working Group





## 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
Workforce Development and Non-degree Programs Working Group (Northeastern only)	<p>The focus is to advance the ability to support workforce-aligned, non-degree, certificate and stackable credentialing programs to meet regional and statewide economic and workforce demands through</p> <ul style="list-style-type: none"> <li>• Customized workforce solutions (business based)</li> <li>• Sector solutions</li> <li>• Continuing education offerings</li> <li>• Open enrollment in existing programs</li> <li>• Career pathways</li> </ul>	<p><b><u>Priority 1 Questions – Critical Path (What design assumptions must be determined for the combined function/one University?)</u></b></p> <ol style="list-style-type: none"> <li>1. How do we come together throughout the state to offer educational opportunities in alignment with economic development needs? (e.g., sector strategy, local nuanced execution?)</li> <li>2. As a combined institution, what opportunities do we have to serve businesses/industries relative to critical or emerging workforce needs?</li> <li>3. How do we integrate previously disparate educational programming seamlessly toward a degree or certificate?</li> <li>4. What other deadlines and time dependent issues need to be addressed by August 2022?</li> </ol> <p><b><u>Priority 2 Considerations – Implementation Considerations and Any Known Prerequisites</u></b></p> <ul style="list-style-type: none"> <li>• What changes are required to ensure seamless student progression towards a degree? <ul style="list-style-type: none"> <li>○ What differences need to be resolved between degree and non-degree programs (e.g., credit equivalency, non-credit hours, faculty/instructional workload requirements)</li> </ul> </li> <li>• How do we ensure market relevancy and competitive position long term? <ul style="list-style-type: none"> <li>○ How do we ensure an ongoing dialogue between faculty across degree and non-degree programs to ensure academic program relevance in the market?</li> <li>○ What customer relationship or sales process needs to be put in place to ensure programming responsive to industry and business needs?</li> </ul> </li> <li>• How do we ensure equivalent access across all PASSHE institutions?</li> </ul>



	High-Level Areas of Consideration	Questions to Inform Recommendations
		Note: Each Working Group will include a single representative from the alternate Integration Group.