

Dear Students, Faculty, Staff, Alumni, and Friends:

Last year, we undertook an important effort to better understand the challenges facing the State System—the same challenges facing many universities around the country.

The Board of Governors launched a strategic review of the System's 14 universities and the Office of the Chancellor—with the intent of ensuring our ability to provide a high-quality, affordable experience

This has been an incredibly inclusive process. Over the last several months, NCHEMS—the consultant hired to assist with this effort—conducted more than 100 meetings across the state. Hundreds of students, faculty, staff, alumni, business and community leaders, and elected officials participated in these meetings as part of the review. In addition, NCHEMS received comments and suggestions from more than 800 individuals through the website established for this project.

NCHEMS has analyzed a wide range of student, program, and financial data, as well as regional and national trends in higher education and workforce demands and today presented a series of recommendations for the future of the State System.

Now, the Board of Governors will carefully review those recommendations and gather additional feedback from all stakeholders before making any decisions regarding which options to pursue in the near-, mid- and long-term. (Click <http://www.nchemsproject.com/system-review> to download those recommendations and share your thoughts.)

Our dedicated faculty, staff, and university leaders do a tremendous job providing outstanding educational opportunities to students, and have done so for many years. Through this review—and the important steps we will take in the months and years ahead—we must boldly transform our universities for the future. The primary goal throughout this process is to ensure the State System universities can continue to provide an excellent, high-value education to students today and long into the future.

Our message to students is simple: As our 14 universities prepare to open their doors in the fall, we're confident that this process will make us stronger and better poised to help you succeed. That's our commitment to you, and our commitment to all of Pennsylvania.

Cynthia D. Shapira
Chair, Board of Governors

Frank T. Brogan
Chancellor