



Pennsylvania
State Board of Higher Education

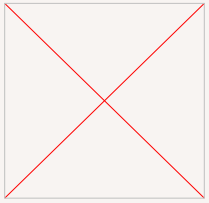
JUNE 2026

Higher Education Strategic Plan, Data Dashboards and Regional Workforce Meetings

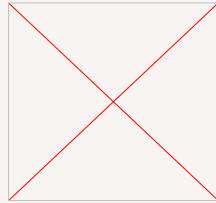
Dr. Kate Shaw, Executive Director



The Historic Adoption of Driving a Prosperous Pennsylvania



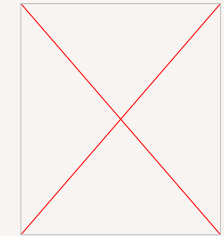
- First higher education strategic plan in **over two decades**
- Adopted **unanimously** by the Board in **February 2026**



- Built on **extensive stakeholder input** derived over months of public hearings, meetings and surveys



- Positions the higher education sector as a **primary engine of economic prosperity**



- Designed to be a **Roadmap** based on clear goals and organizing strategies
- **Flexible** enough to adjust to changing context and emerging opportunities

The Strategic Plan Was Developed with Extensive Stakeholder Input

6 Public Hearings

1,300 Participants

55 Small Group or Individual Meetings

Multiple Stakeholder Voices including:
Postsecondary, K12, CTC, Labor, Workforce & Economic
Development, Industry, Associations, Students, and
Faculty

SBHE Strategic Plan for Higher Education

PER ACT 69, SBHE CHARGED WITH:



Adopting a Strategic Plan

(9/25)



**Assessing higher
education needs of
Commonwealth and
its regions**



**Holding regional
hearings to obtain
public input**



**Reporting annually
on progress towards
goals**



**Reviewing and
revising every 5
years as necessary**



**Establishing
30-day public
input period for
draft plan**

Development of Strategic Plan: Robust Stakeholder

Input: Round 1: Plan Development (February–May 2025)

- ✓ Five Regional Hearings
- ✓ Statewide Survey
- ✓ Small Group Meetings

Round 2: Plan Refinement (Dec 2025–Feb 2026)

- ✓ One month public feedback period
- ✓ One Regional Hearing
- ✓ Statewide Survey
- ✓ Email Submissions
- ✓ Small Group Meetings

IN SUM:

- Over 1300 participants
- Stakeholders from all sectors: K-12, CTE, Higher Education, Business, Workforce and Economic Development, Students, Faculty, Union Leaders, Local and State Elected Officials

Strong Board Leadership, Engagement, Guidance and Input

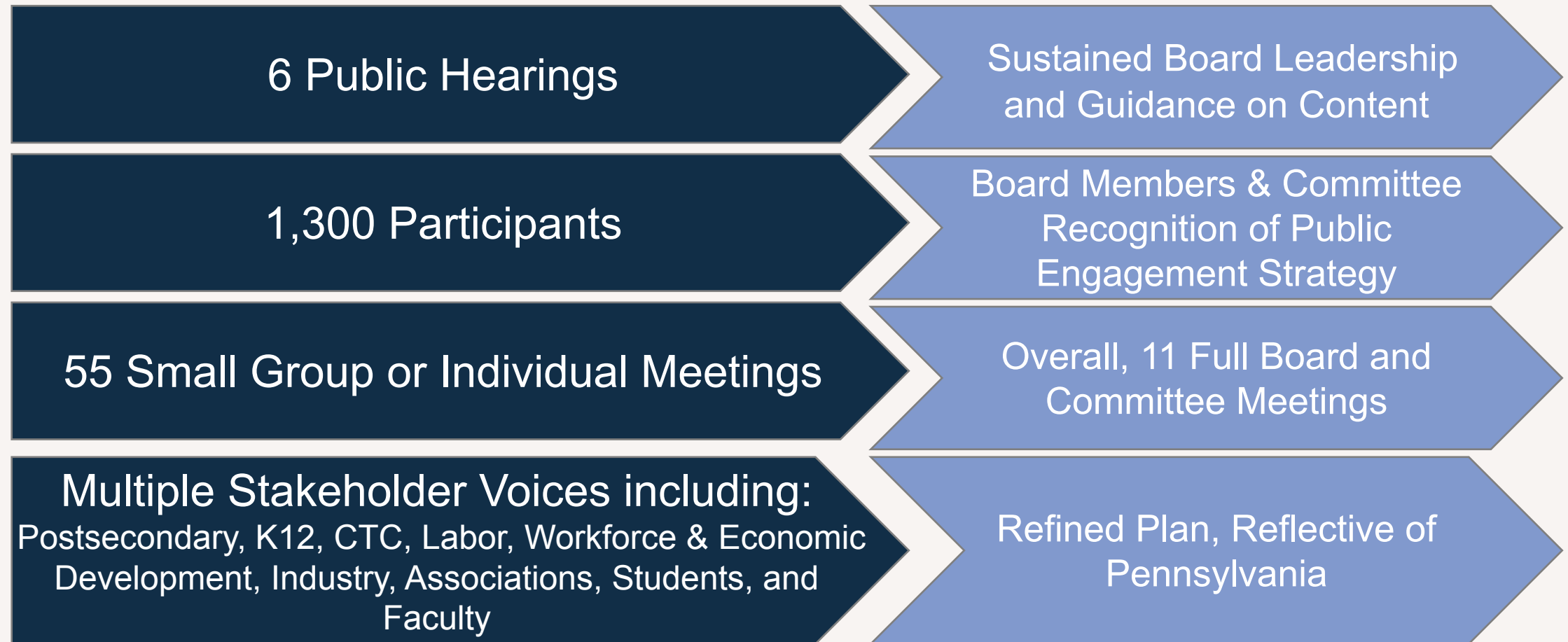
Guiding Plan Goals and Content

- ✓ Board voted to adopt strategic plan goals
- ✓ Strong quorum of Board members at each of 6 public hearings
- ✓ Strategic Planning Committee reviewed feedback, provided guidance and edits on content for draft plan
- ✓ All Board members provided multiple opportunities to meet with staff, discuss stakeholder feedback, and provide input on draft plan
- ✓ Board unanimously agreed to post draft plan for public input

Refining Draft Plan

- ✓ Board Committee meetings included presentations on:
 - Public feedback
 - Line-by-line comparison of proposed edits
- ✓ Board input incorporated into the final document.
- ✓ Another round of meetings with Board members to review feedback, suggested edits
- ✓ Raw public feedback provided to Board at its request

Overall Board Engagement and Public Input on Strategic Plan Content



Six Strategic Goals Serve as Pillars of the Plan

Goal 1. Increase Postsecondary Credential Attainment

Goal 2. Ensure Affordable Pathways to Postsecondary Credentials

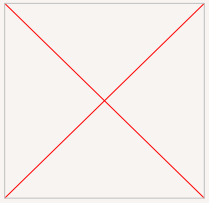
Goal 3. Support the Economic Development Needs of the Commonwealth

Goal 4. Support the Workforce Development Needs of the Commonwealth

Goal 5. Ensure Accountability and Efficient, Effective Use of State Funds

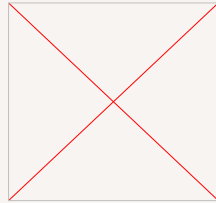
Goal 6. Strengthen the Fiscal Health and Stability of the Higher Education Sector

Defining Features of *Driving A Prosperous Pennsylvania*



Designed to be a **Roadmap** based on clear goals and organizing strategies

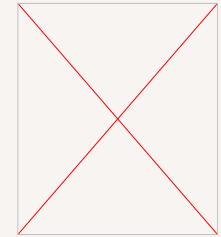
- Adheres closely to Board authority and



- Each goal identifies strategies and outcomes
- Written in clear, non-technical language



- Implementation will be driven by the Board and informed by evidence and engagement with the field



- Flexible enough to allow for adjustment over time

Goal 1. Increase Postsecondary Attainment

- Communicate the Value of Postsecondary Education to Students, Families, Communities, and Employers
- Strengthen Pathways from High School to Postsecondary Education
- Sustain and Expand Access to Full Complement of Postsecondary Education Options
- Address Barriers to Retention and Attainment
- Increase Responsible Investment in Higher Education
- Enact Policies to Increase Postsecondary Attainment of Adult Students

Goal 2. Ensure Affordable Pathways to Postsecondary Credentials

- Clearly Communicate the Costs of Postsecondary Pathways in Pennsylvania
- Strengthen Policies to Increase Affordability via K-16 Stackable Credentials
- Maximize Affordability and Reduce Student Debt

Goal 3. Support the Economic Development Needs of the Commonwealth

- Unlock and Communicate Higher Education's Full Potential to Contribute to State, Regional, and Local Economic Development Ecosystems
- Drive Research and Innovation in the Postsecondary Sector
- Support Research-Intensive Universities in Leading Research, Innovation, and Economic Development
- Recruit, Educate, and Retain World-Class Talent

Goal 4: Support the Workforce Development

Needs of the Commonwealth

- Utilize and Strengthen Regional Cross-Sector Partnerships to Encourage Collaborative Approaches to Meeting Needs in High-Demand, High-Value Career Fields
- Align Workforce Development Resources with Postsecondary Credentials of Value
- Provide Transparent Information Regarding Credential Pathways, Available Jobs, and Academic Programs at Regional and State Levels
- Increase Student Access to Quality Paid Work Experiences and Skill-Building Opportunities
- Unlock Institutional Flexibility Through Incentives that Allow Timely Delivery of Workforce-Critical Education and Training

Goal 5. Ensure Accountability and Efficient, Effective Use of State Funds

- Incentivize Institutions to Align to Critical State Goals
- Collect, Compile and Centralize Existing Data to Increase Transparency in Higher Education
- Provide Web-Based Dashboards and Interactive Tables Allowing Easy Access to and Analysis of Data

Goal 6. Strengthen the Fiscal Health and Stability of the Higher Education Sector

- Identify and Promote Efficient and Effective Cost-Saving Strategies
- Develop Tools, Resources, and Expertise to Assist Institutions Experiencing Fiscal Instability
- Develop Tools, Resources, and Expertise to Assist Institutions Exploring Mergers and Closures

Recurring Themes

Need to
Create
Conditions
for Success

Build on
Existing
Strengths and
Efforts

Communicate
Value and
Contributions
of Sector

Emphasis on
Partnership and
Coordination

- Within
Sector
- Across
Sectors

Sector
Inclusivity

Align
Resources,
Efforts to
Common
Goals

Develop
Recommendation
s to Guide
Policymaking,
Resources

Use of Data &
Information:

- Track Progress
- Inform Decisions
of Board and
Partners
- Provide
Transparency and
Accountability



Strategic Plan Implementation Has Begun

- The Board's mission is to deliver policy and resource recommendations designed to meet each strategic plan goal
- Over the summer, staff will be collecting and synthesizing wide range of information related to all six goals
- Six Regional Workforce Development meetings are scheduled to bring together employers, workforce development professionals and higher education leaders to:
 - ✓ Examine existing supply, demand, and gaps in postsecondary workforce credentials
 - ✓ Develop recommendations for how to overcome
- Board will seek to offer first set of recommendations by end of 2026



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SBHE Data Dashboards

Defining Features of the Data Dashboards

- ✓ First-ever public posting of broad range of higher education data in one location
- ✓ Built with highly respected publicly-reported and already-existing data
- ✓ Non-technical language
- ✓ Interactive
- ✓ Sortable with multiple filters: region, sector, year

Overview of SBHE Data Dashboards

Data Dashboards
1. Enrollment – Shows trends of different aspects of credit enrollment in Pennsylvania higher education institutions from the 2010-11 to 2023-24 academic years. Non-credit enrollment is not observed.
2. Attainment – Displays the total number of credentials awarded by Pennsylvania higher education institutions from the 2017-18 to 2023-24 academic years, as well as outcomes of students after three, four, six, and eight years depending on which institution they first enrolled in.
3. College Costs – Provides multiple calculations of college cost and summaries of the prevalence and amounts of grant and scholarships aid and student loans, respectively, at Pennsylvania postsecondary institutions since the 2015-16 academic year.
4. Higher Education Finance – Compares recurring revenue sources for higher education in Pennsylvania to that of other states from 2014 to 2024.
5. Postsecondary Credential Supply, Workforce Demand, and Gaps – Displays the projected annual demand for employees with a postsecondary credential or training, annual production (or supply) of college graduates, and the differences between these two values (or postsecondary workforce credential gaps).



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Regional Convening: Higher Education – Workforce Development

Northeast/Northern Tier Regions
June 8, 2026 | 1:00pm – 4:00pm

Why are We Here?

- There is a **mismatch** between Pennsylvania's higher education credential production and industry workforce needs across the Commonwealth.
- Statewide, Pennsylvania's postsecondary credential supply falls short of industry demand, resulting in a **workforce credential gap of at least 61,000 (in 2023); projected to rise to 218,000 by 2032.**
- The **State Board of Higher Education (SBHE)** is taking action to close the credential gap and strengthen the alignment of higher education to meet the Commonwealth's workforce and economic development needs.



Higher Education Landscape: Economic & Workforce Development Alignment

A Look at the Northeast and Northern Tiers of Pennsylvania

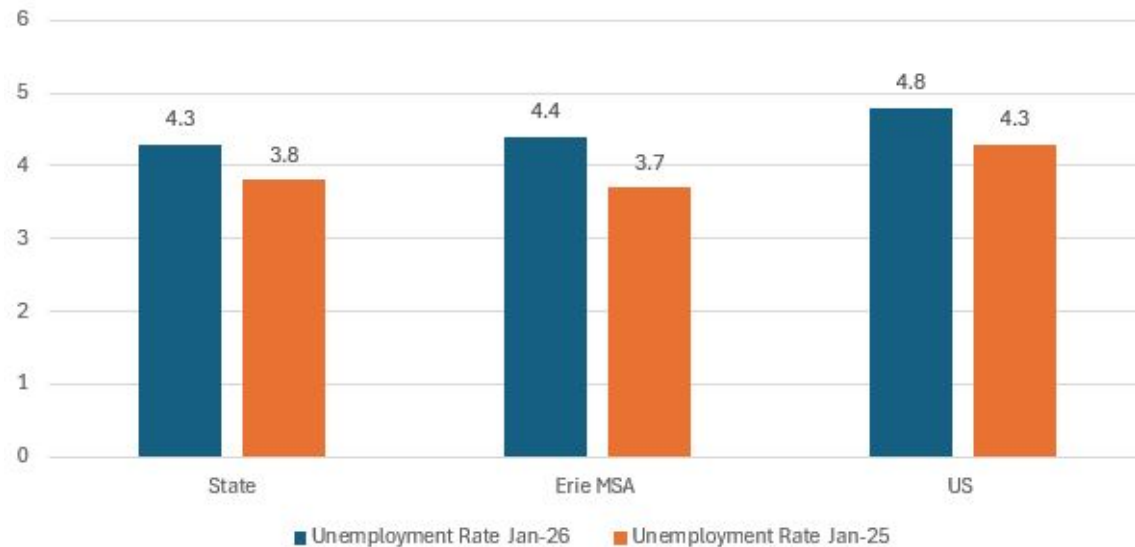
STATE OF THE WORKFORCE

6.5m Pennsylvanians in the Labor Force

~230k unemployed Pennsylvanians statewide

For every **1** job opening, there are **1.1** unemployed Pennsylvanians looking for work

Unemployment Rate
(in percentage)



Sources: PA Center for Workforce Information & Analysis/PA Dept. of Community & Economic Development

Competitive Industries in Northwest and North Central Tier Regions

Northwest

- Health Care & Social Assistance
- Manufacturing
- Retail & Hospitality
- Education Services
- Finance & Insurance

North Central

- Manufacturing
- Health Care & Social Assistance
- Government
- Retail Trade
- Other Services (except Public Administration)

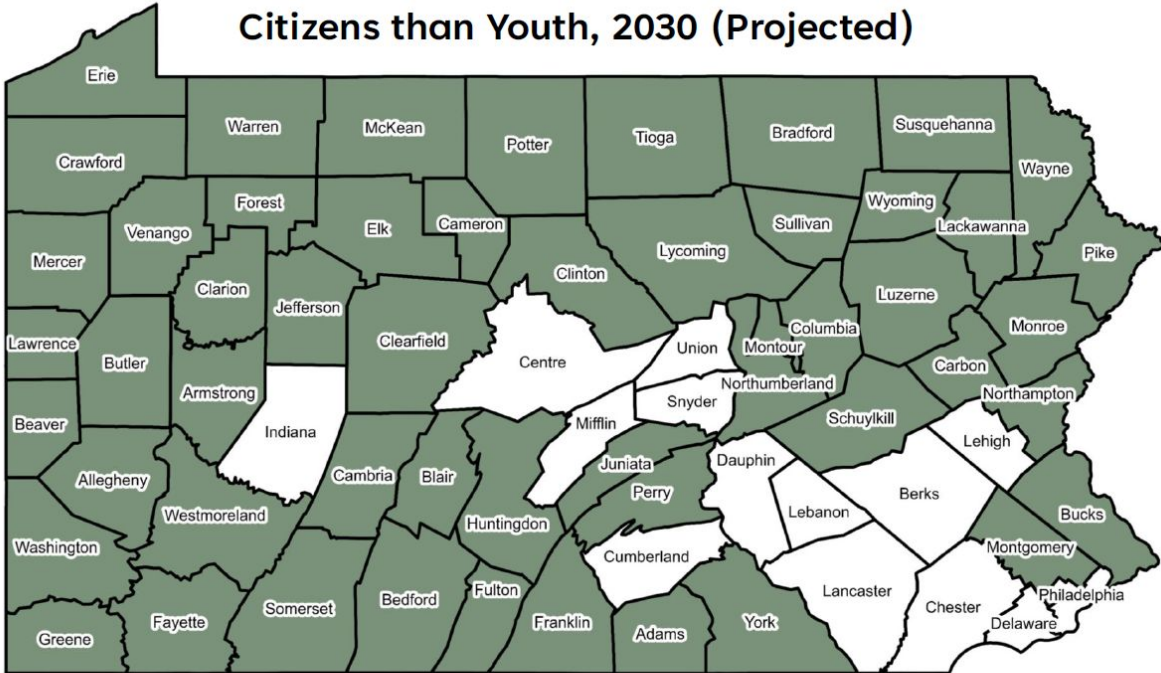


STATE OF THE WORKFORCE

Population is Getting Older

Region has varying trends in terms of Population Growth and Decline

Pennsylvania Counties with More Senior Citizens than Youth, 2030 (Projected)



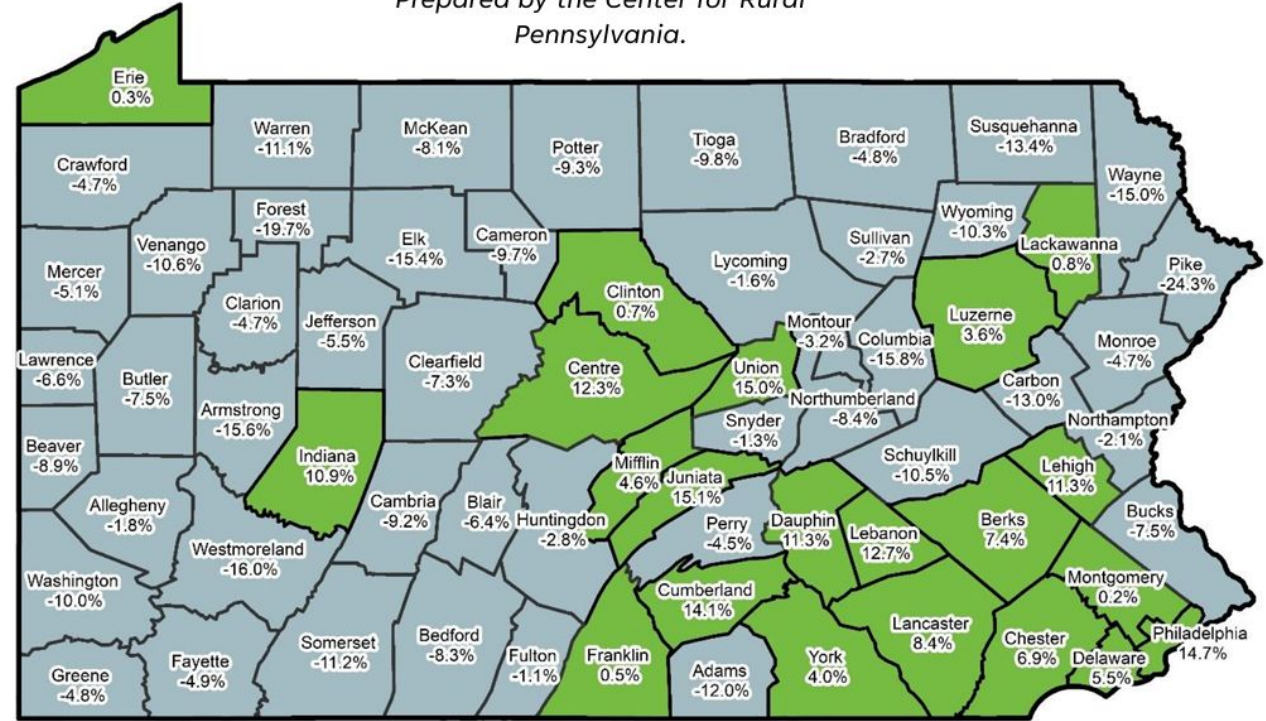
Statewide = 53 Counties Have More Senior Citizens Than Youth

 County With More Senior Citizens Than Youth

 County With More Youth Than Senior Citizens

Sources: Center for Rural Pennsylvania

*Prepared by the Center for Rural
Pennsylvania.*



Statewide Population Change, 2020 to 2050 (Proj.) = 1.6%

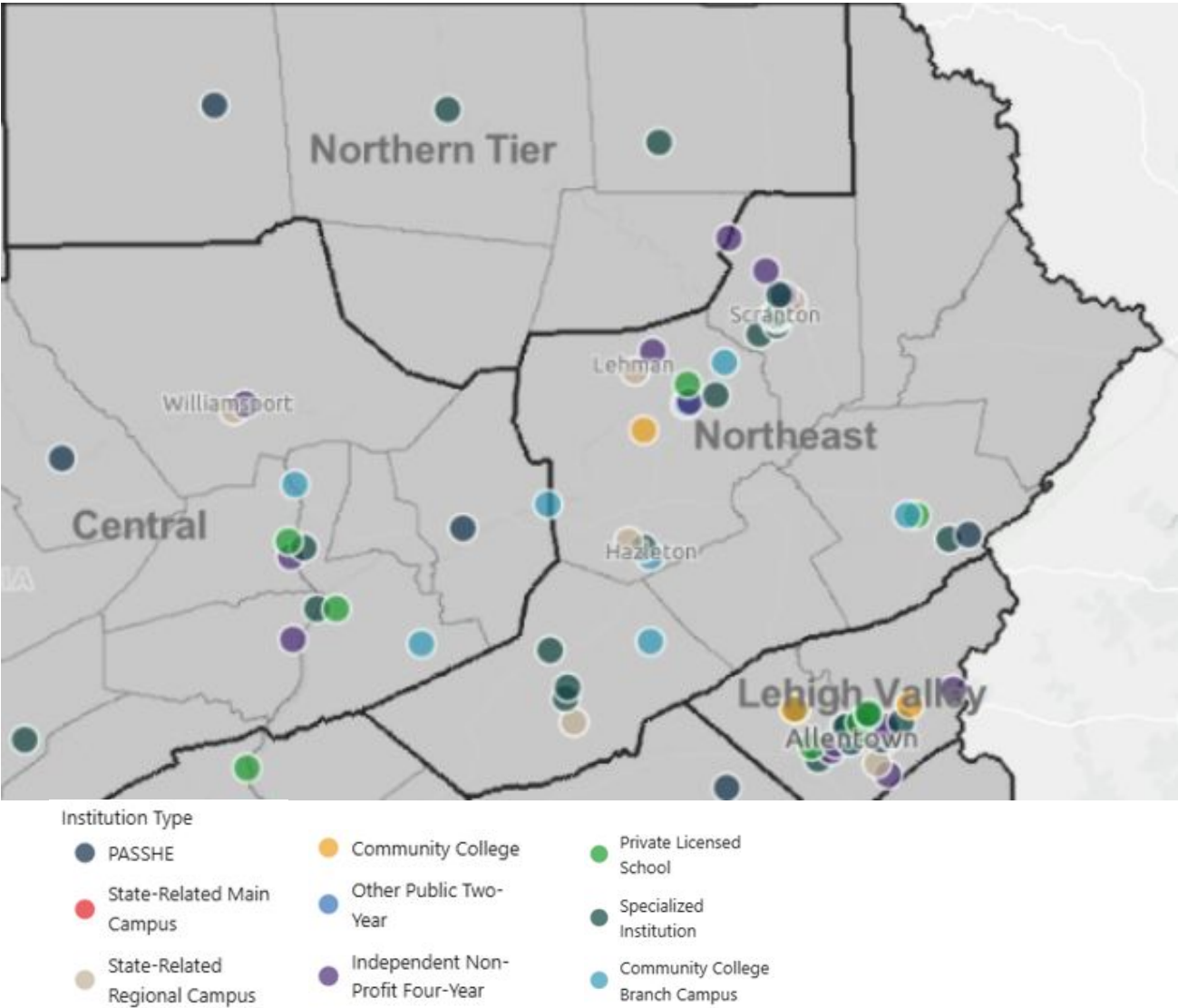
 Population Decrease or No Change

 Population Increase



**Pennsylvania
State Board of Higher Education**

STATE OF HIGHER EDUCATION



Multiple Entry Points into Postsecondary Education & Training – varies based on location, program, and institutional capacity

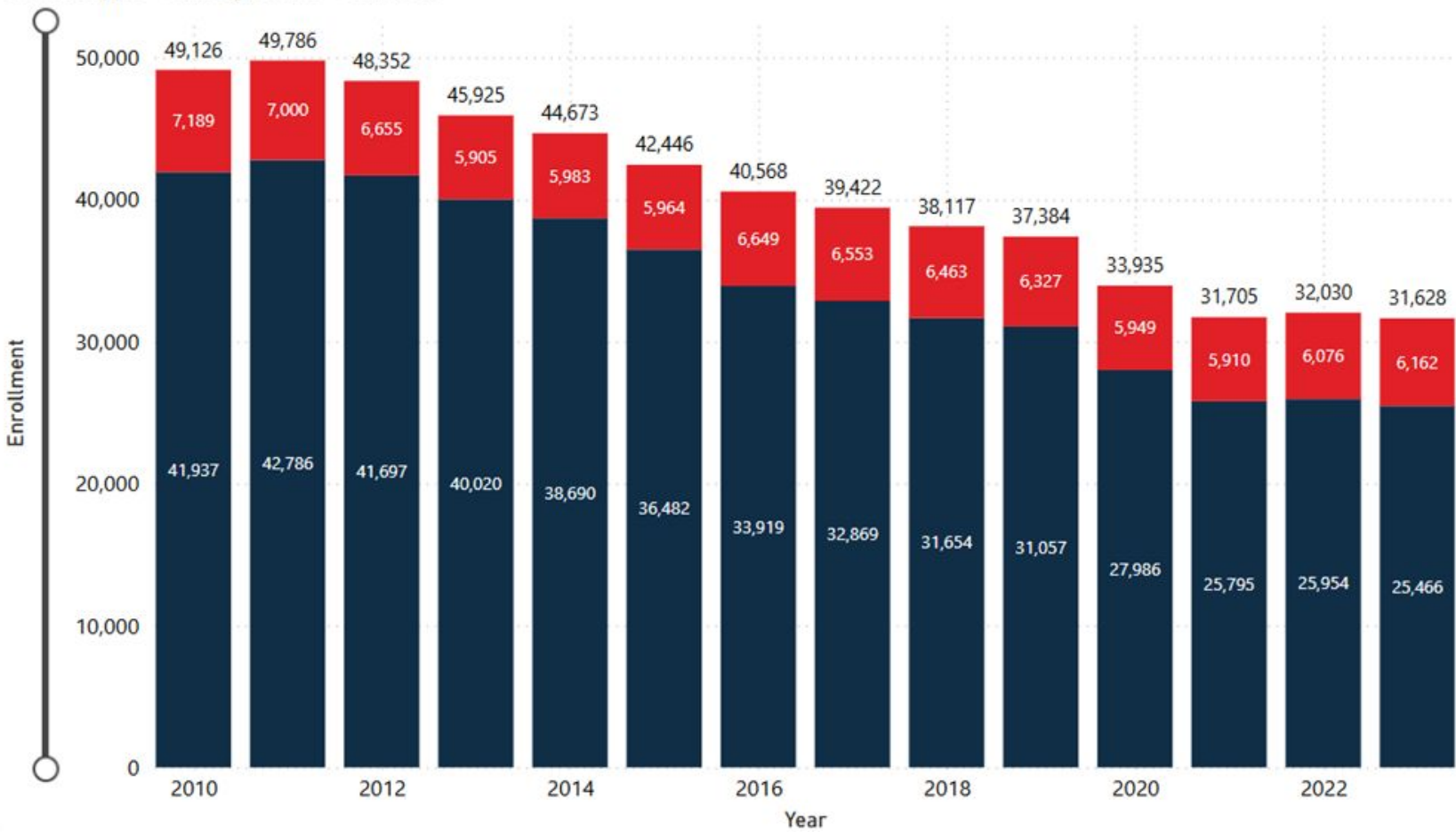
Institution Type	# of Institutions	FTE Enrollment (2023)
PASSHE	2	4,723
State-Related Regional Campus	4	2,371
Community College	1	2,616
Community College Branch Campus	6	**
Independent Non-Profit Four-Year	10	20,321
Private Licensed School	3	897
Specialized Institution	12	700
Total	38	31,628



ENROLLMENT TRENDS: NORTHEAST AND NORTHERN TIER

Full-Time Equivalent (Full Year) Enrollment at Multiple Institution Types for Multiple Institutions in Northeast and Northern Tier in All Years

Student Type ● Undergraduate ● Graduate



-35% Reduction

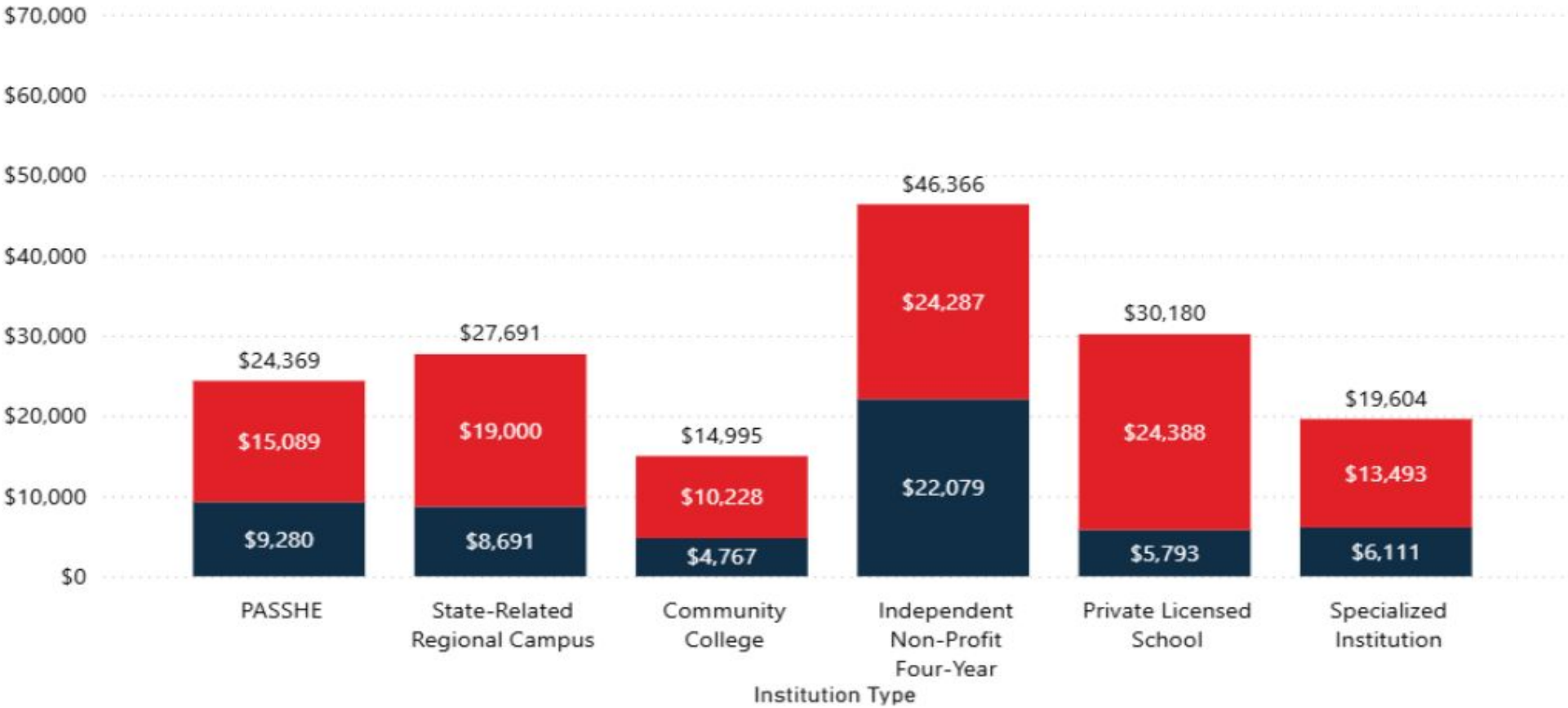
For-Credit
Enrollment
From 2011 to 2023



AFFORDABILITY: NORTHEAST AND NORTHERN TIER

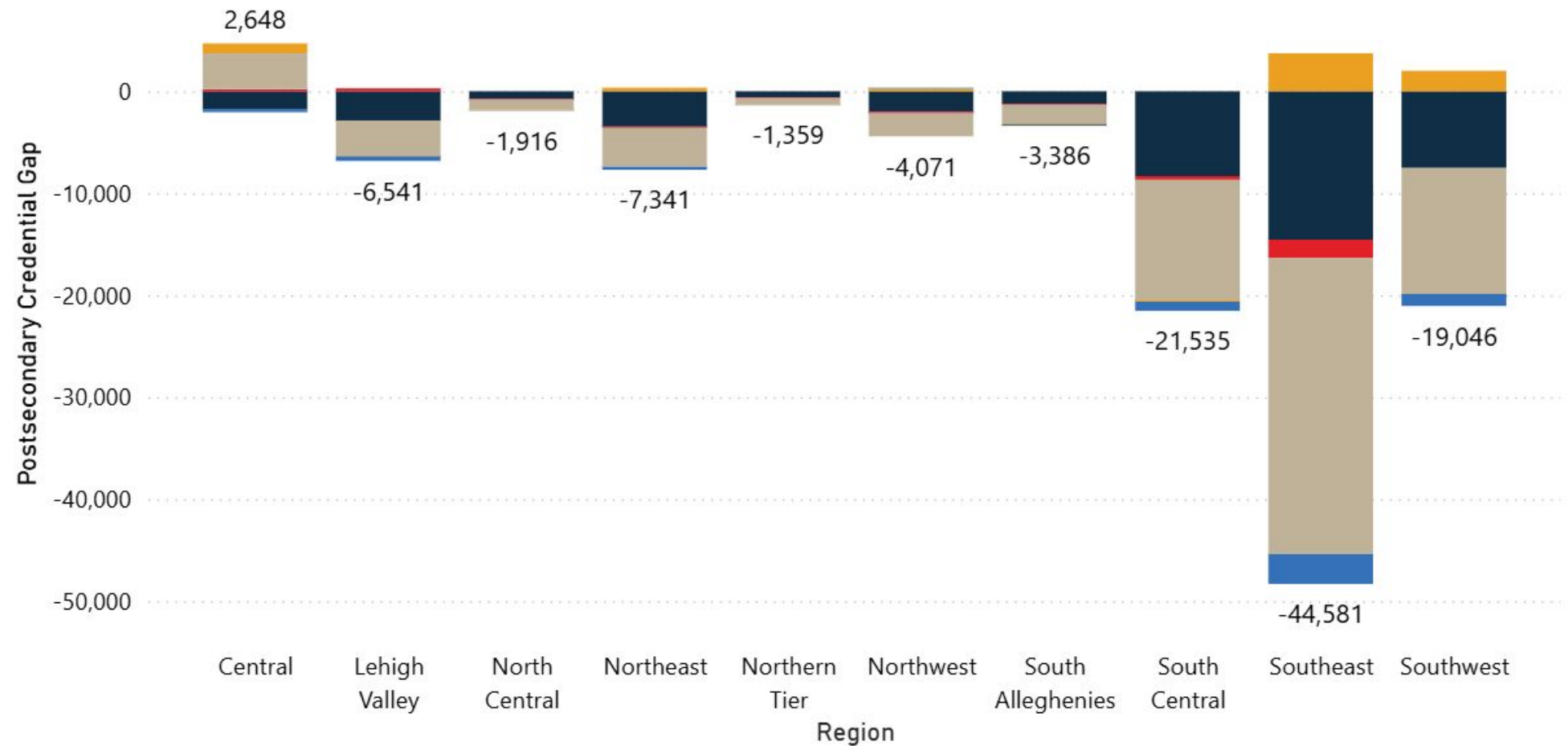
Average Annual Cost of Attendance, Net Price, and Grants/Scholarships at Multiple Institution Types in Northeast and Northern Tier in 2023

Cost of Attendance ● Grants/Scholarships ● Net Price



Postsecondary Credential Gap by Region

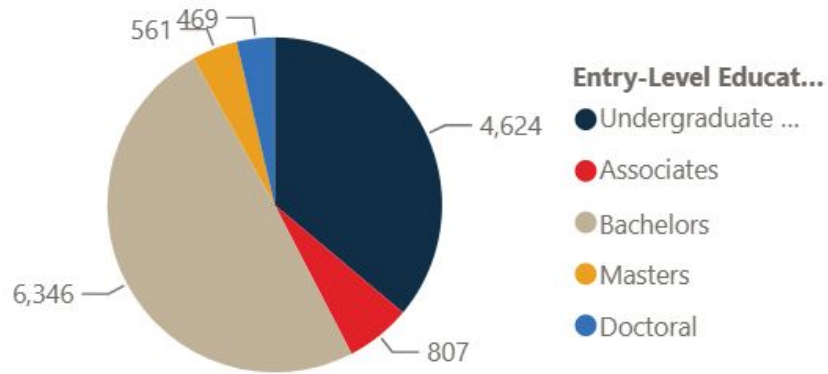
Type of Credential ● Undergraduate Certificate ● Associates ● Bachelors ● Masters ● Doctoral



Note: Postsecondary workforce credential gaps are shown as negative values. Positive values indicate that the number of credentials awarded exceeds the estimated demand for jobs that require the specified level of education.

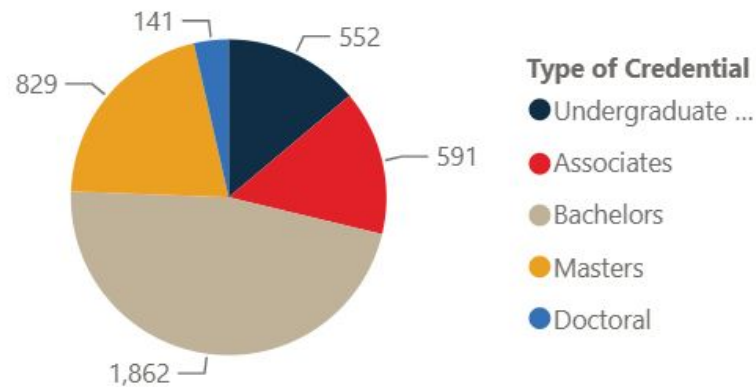


Postsecondary Labor Market Demand

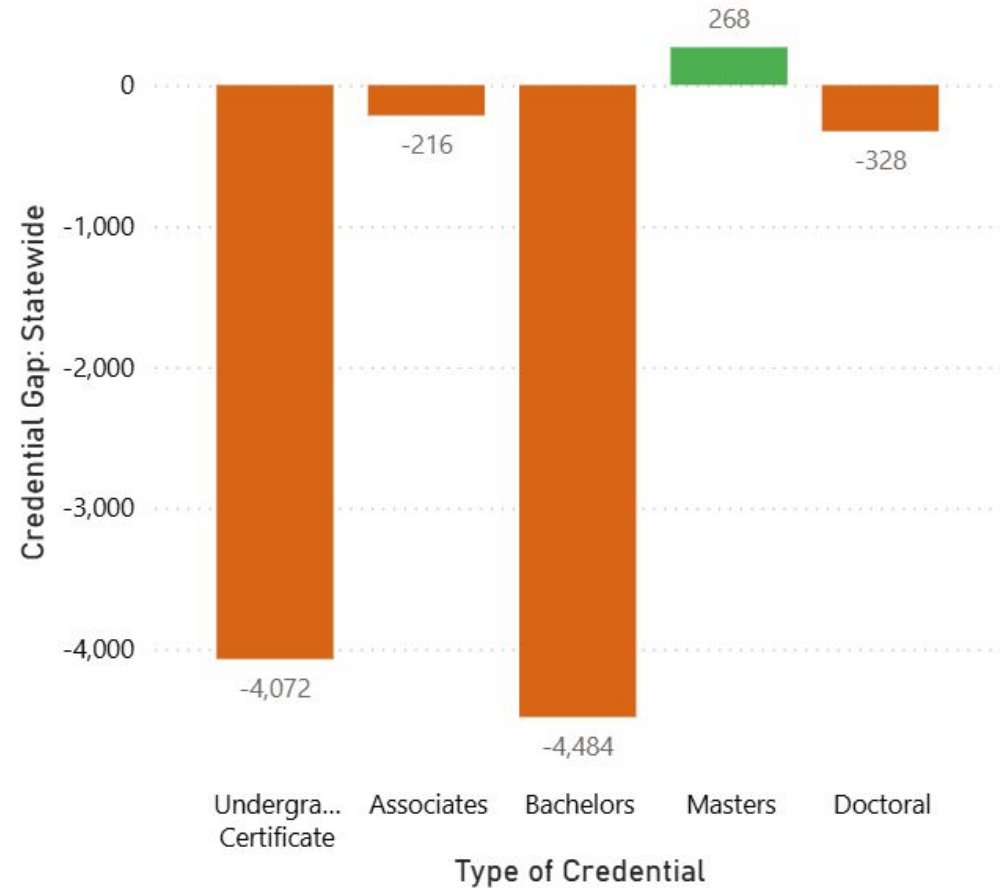


Postsecondary Credential Production

Adjusted for out-migration and re-enrollment



Postsecondary Workforce Credential Gap

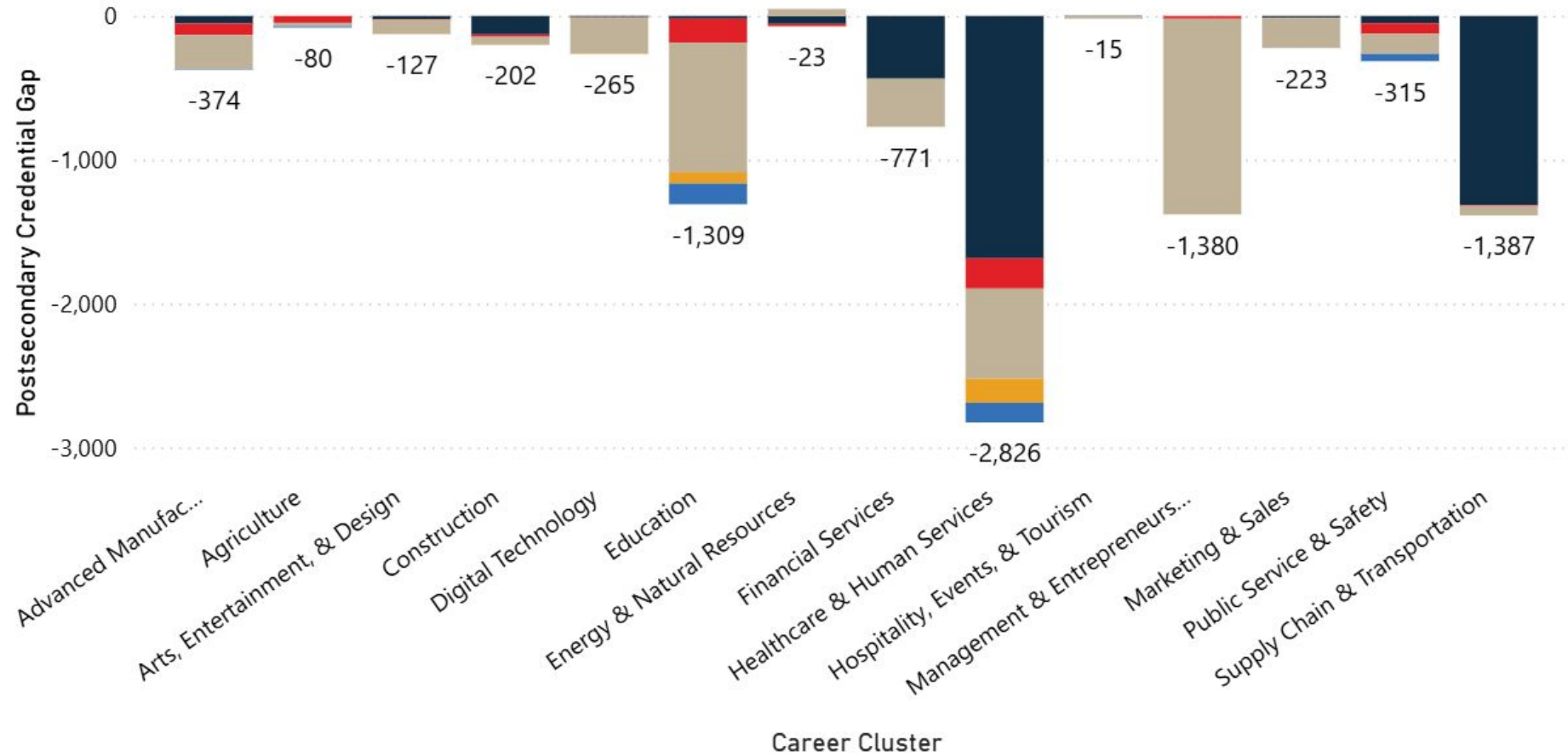


Note: Postsecondary workforce credential gaps are shown as negative values. Positive values indicate a surplus of postsecondary credentials relative to estimated number of jobs that require postsecondary education.



Postsecondary Credential Gap by Career Cluster

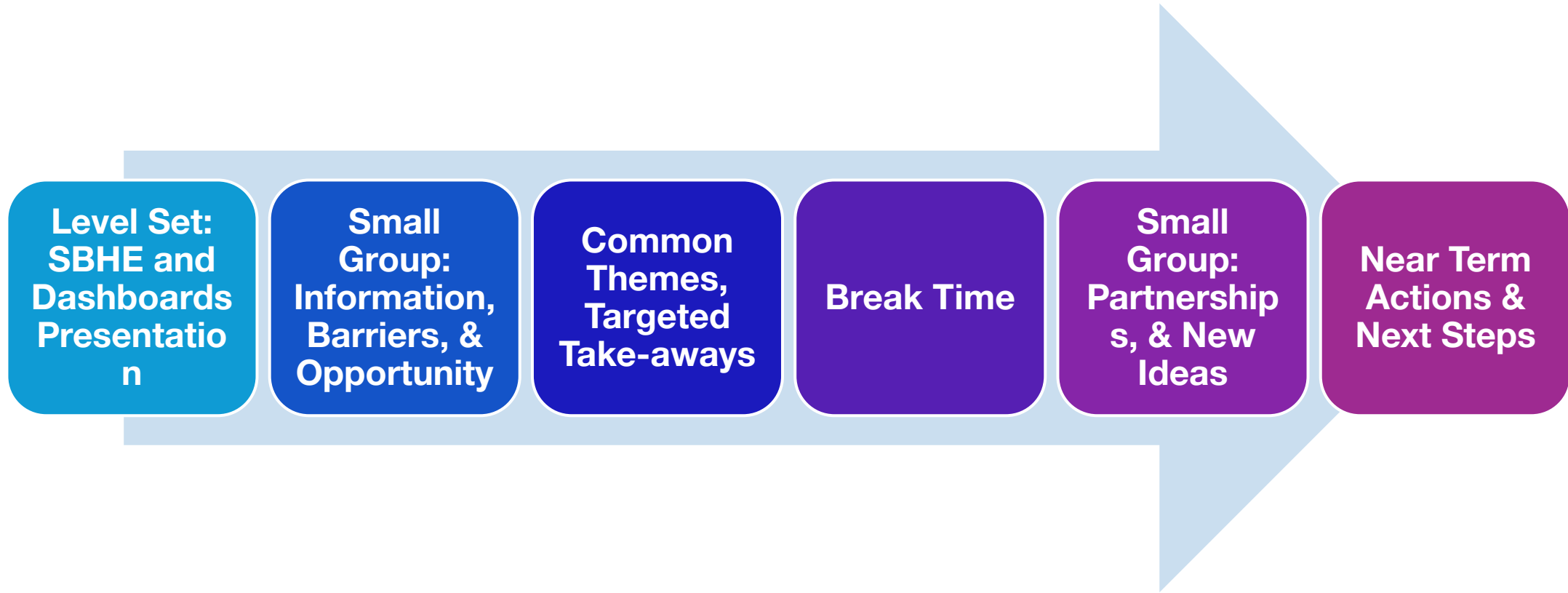
Type of Credential ● Undergraduate Certificate ● Associates ● Bachelors ● Masters ● Doctoral



Note: Postsecondary workforce credential gaps are shown as negative values. Positive values indicate that the number of credentials awarded exceeds the estimated demand for jobs that require the specified level of education.



Regional Stakeholder Discussion



**For more information on SBHE and its work, please visit our
website at:**

www.pa.gov/agencies/sbhe