OHIO DEPARTMENT OF HIGHER EDUCATION

ANNUAL TRUSTEES CONFERENCE

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Top Strategic Issues for Boards: 2016-2017

1. The Business Model
2. The Partnership Imperative
3. The Value Proposition
4. Student Success and Completion
5. The Academic Workplace
6. Diversity and Inclusivity
7. Campus Safety
8. The Changing Environment for Higher Education

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The Business Model

Colleges and universities are caught in a perfect storm:

- Diminished public funding for higher education
- The rising cost of college
- Enrollment challenges
- Demands for better success rates
The Business Model: *Diminished Public Funding*

- State Higher Ed Appropriations per FTE FY 2010-15
  - Nation – 2.5% decrease
  - Ohio – 6% increase
  - But...Ohio ranks 40th in per FTE state support

- Nationally, higher ed funding expected to be flat at best for foreseeable future
The Business Model: *Rising Cost of College*

- From 2003 to 2013 higher ed tuition and fees grew by 80%, twice as fast as healthcare costs.
- Public backlash against tuition increases, resulting in greatly diminished tuition elasticity.
- Average debt levels for college graduates have risen to $35,000.
- Default rates on student debt have risen dramatically and are now the highest of all consumer debt.
- 25% of students with debt are delinquent or in default.
The Business Model: Enrollment Challenges

- In 2015-2016, 58 percent of admissions directors nationwide said they did not meet their enrollment goals.
- High school enrollment in Ohio is expected to decline by 5.7% between 2012 and 2022.
- Headcount enrollment in Ohio declined 9% from 2010 to 2015.
- FTE enrollment in Ohio declined 15% over the same period, the largest percentage decline nationally.
The Business Model: *Strategies to Consider*

- **Create economies of scale**
  - USM example
  - MEEC

- **Use data analytics**
  - UMUC
  - UM

- **Digital learning**
  - Georgia Tech
  - MIT, Michigan
  - ASU
Student Completion and Success

• Higher ed under enormous pressure to increase success rates
• 45% of students entering 4-year publics have not graduated 6 years later
• 60% of under represented minorities don’t graduate in 6 years
• 90% of students in lowest quartile of family earnings never get a college degree
Student Completion and Success

• 2-year college completion rates too low

• Nationally, only 40% of entering 2-year students complete a 2 or 4-year degree in 6 years!

• Non-degree completers are 4 times more likely to default on student loans
Student Completion and Success:
Things to Consider

• Power of data analytics
  • Georgia State example

• Remedial Math (The graveyard for college aspirations)
  • The co-requisite model

• Multiple pathways for quantitative literacy
The Changing Environment for Higher Education: *Questions for Board Members*

- Does your institution have the capacity to collect and analyze data about its business practices?
- Does your board make data driven decisions to reduce costs and improve efficiency?
- Does your board include members with the skills, knowledge, and background that your institution needs to plan for its financial future?
The Changing Environment for Higher Education: *Questions for Board Members*

- What specific steps can your institution take to alleviate the amount of debt that students accrue?

- What information does the board receive and monitor to oversee the quality of academic programs?

- How rigorous is this oversight? Does the board regularly receive trend data on student-learning outcomes? Are changes made based on these data?
Does your campus support and nurture a diverse and inclusive environment that welcomes many different types of people and many different points of view?

Are your institutions’ diversity and inclusivity initiatives and investments tied to clearly articulated institutional goals?

How diverse is the board itself? Do you have a plan for recruiting members from different racial and ethnic backgrounds, and for identifying capable and valuable new members with diverse experiences skills, and backgrounds?
The Changing Environment for Higher Education: *Questions for Board Members*

- Does your campus have current and educationally effective policies that encourage civil discourse?

- How well does your board model civility in its discussions and decisions?

- Does your institution support those who are willing to confront those who engage in acts of intolerance, disrespect, and hostility?
The Changing Environment for Higher Education: *Questions for Board Members*

• Has your institution recently reviewed and updated its practices and policies to protect student safety? Are they tested regularly?

• Similarly, has it reviewed, updated, and tested its practices and policies concerning sexual assault?

• Who is your institution’s Title IX coordinator, and to whom does that person report?
Thank You

For additional resources, please visit www.agb.org