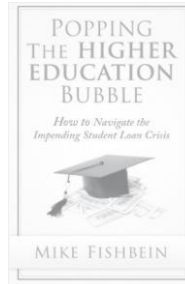
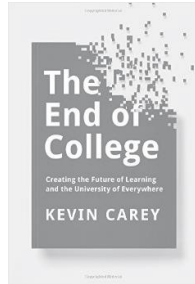




The State of Higher Education

- 1 Undergraduate Student Success
 - 2 Diversity and Inclusivity
 - 3 Research and Scholarship
 - 4 Graduate Education
 - 5 Community Engagement
-

The Value Question



The Other Side of the Story



Popular Accounts Based on Lack of Understanding

Public Perception

Reality

Tuition prices are skyrocketing



Median list price is \$11,000, net price significantly lower at publics and actually declining at privates

Students are crippled by debt



Majority of new graduates owe less than \$20,000

Rising tuition is driving up student debt



Falling family income, lack of savings and non-tuition costs fuelling debt growth

Rising tuition reduces access for low-income students



Access has never been higher and net tuition for low-income students is low, lost wages are biggest barrier

College degree is losing value



College premium has never been higher

Universities are losing students to low-cost providers

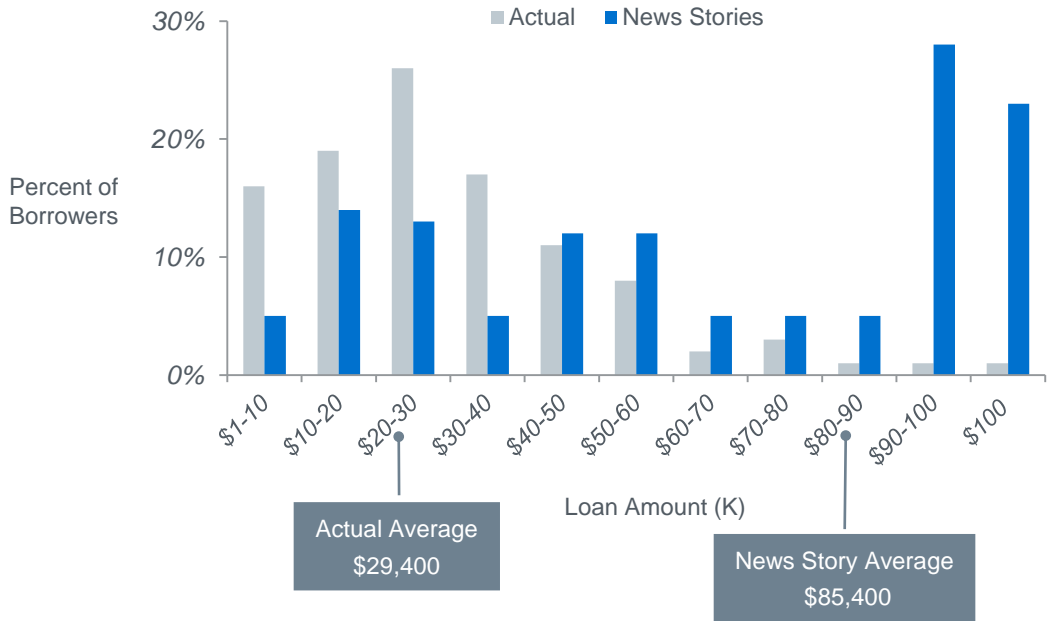


Community colleges and for-profits are losing enrollment, “disruptive” innovators focus more on non-consumers

Don't Believe the Hype

The Press Overstates the Student Debt Crisis

Distribution of Student Debt, Actual vs. Anecdotal Reporting

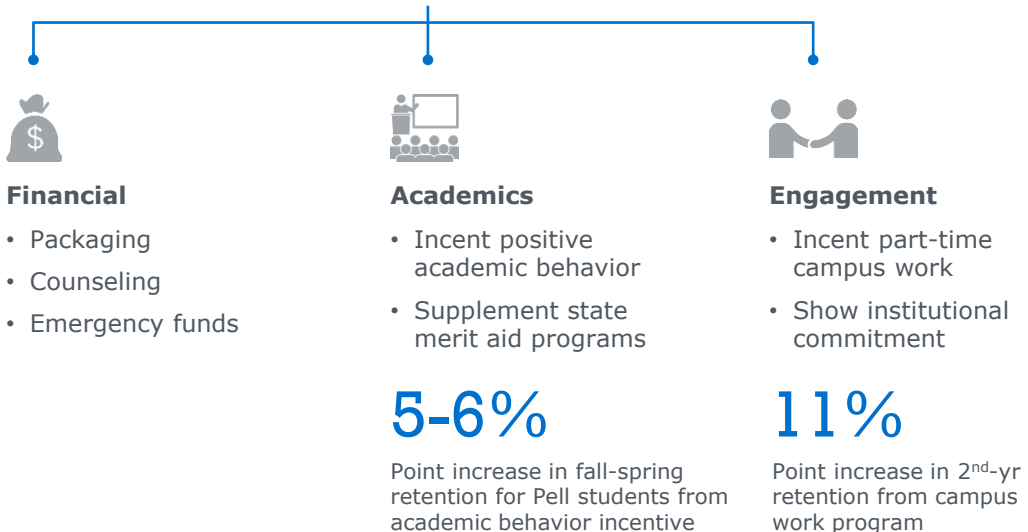


Shifting Aid from Recruitment to Retention

Leveraging Aid for Academic Engagement



Financial Aid Office



A Focus on ROI

Are Graduates Getting Their Money's Worth?



7

2014 Payscale

COLLEGE ROI REPORT

CURRENTLY VIEWING:

Full List

How do you measure the value of a college education? PayScale has the salary data to rank hundreds of U.S. colleges and universities based on total cost and alumni earnings. Find the best returns on investment by school type, location, major and more.

Find Out Exactly What You Should Be Paid

Job Title:

Submit »








Best Schools

Type a school name to scroll... ▾

[Show All / Top 10](#)**Sort By** 20 Year Net ROI (?) Annual ROI (?)**Financial Aid** With Without**Housing Costs** On Campus (?) Off Campus (?) Off Campus w/Family (?)**Location (?)**

Start by typing a state.

Tuition Type (?) Public In-State Private Public Out-of-State**Category (?)** Art, Music & Design Liberal Arts Business Party Sports Sober Religious Ivy League Engineering Research**ROIs for Majors**

Rank	School Name	2013 Cost (?)	20 Year Net ROI (?)	Annual ROI (?)	Grad Rate
1	 Harvey Mudd College	\$229,500	\$980,900	8.8%	88%
2	 California Institute of Technology (Caltech)	\$220,400	\$837,600	8.3%	92%
3	 Massachusetts Institute of Technology (MIT)	\$223,400	\$831,100	8.2%	93%
4	 Stanford University	\$236,300	\$789,500	7.8%	95%
5	 Colorado School of Mines (In-State)	\$114,200	\$783,400	11.0%	67%



Mitch Daniels,
President,
Purdue
University

- Vocal that higher ed critics (cost, value) are correct
- Vows Purdue will be different

What Drives Workplace Engagement, Well-Being, and Collegiate Attachment?

2014 Study of College Graduates

- At least one professor made individual excited about learning
- Believing professors cared about student as a person
- Project took semester or more to complete
- Internship or job that allowed to apply what learned in classroom
- Mentor encouraged to pursue hopes and dreams
- Extremely active in extracurricular activities

PURDUE GALLUP
UNIVERSITY



2x More likely to be engaged at work

4x More likely to be emotionally attached to alma mater

- ✓ 400+ courses redesigned for active learning
- ✓ Goal of 50% living on campus; classes, faculty, and advisor offices in residence halls

Beyond the Lecture

Can Experiential Learning Answer Value Concerns?



9



The Future of Higher Education

“Our reading [of the Lumina/Gallup data] is that employers are still looking for those characteristics that have long been central to a liberal-arts education: skills of communication and critical thinking, innovation and collaboration, integrity and responsibility...

*Marvin Krislov and Steven S. Volk
College Is Still for Creating Citizens
The Chronicle of Higher Education*



The Preparedness Gap

35% Of surveyed business leaders give the recent graduates they hired a “C” or lower for preparation

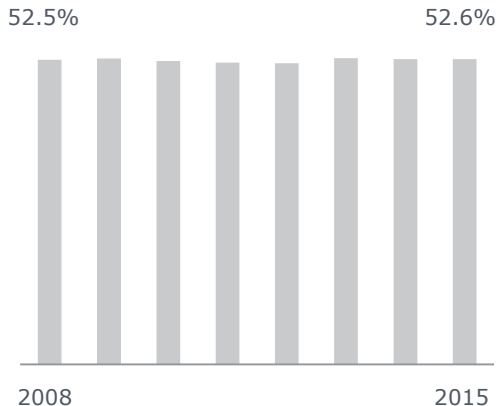
80% Of surveyed business leaders say soft skills are the most important in an employee

62% Of business decision makers agree that a degree is a sign of preparedness to enter the workforce

Slow National Progress on Student Success

Despite Investments, Key Success Indicators Still Lag

5-Year Graduation Rates



Investments in Student Success

- Early alert systems
- Attendance tracking
- Financial aid labs
- Emergency fund awards
- Student success centers
- *And many more faculty- and staff-driven efforts*

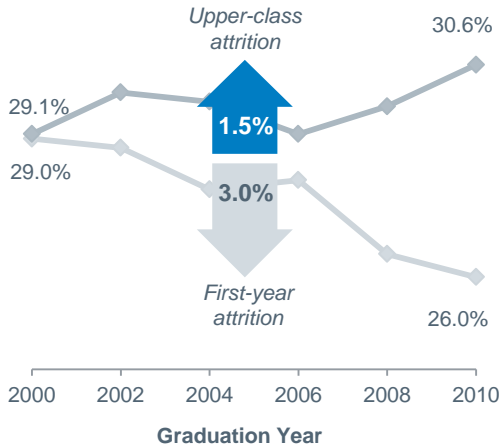


Solving One Problem, Creating Another

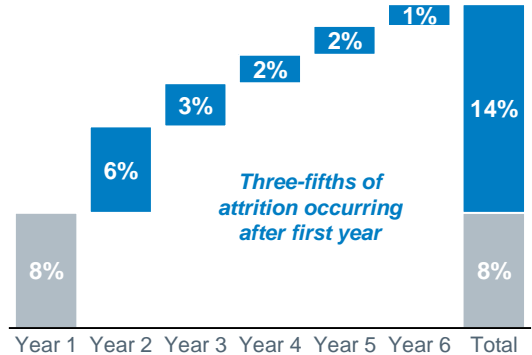
Gains in First Year Retention, But Upper Division Attrition Increasing

Attrition Across the Student Lifecycle

Public University Graduating Classes, 2000 to 2010



Twenty-One State Flagship Universities



Three-fifths of attrition occurring after first year

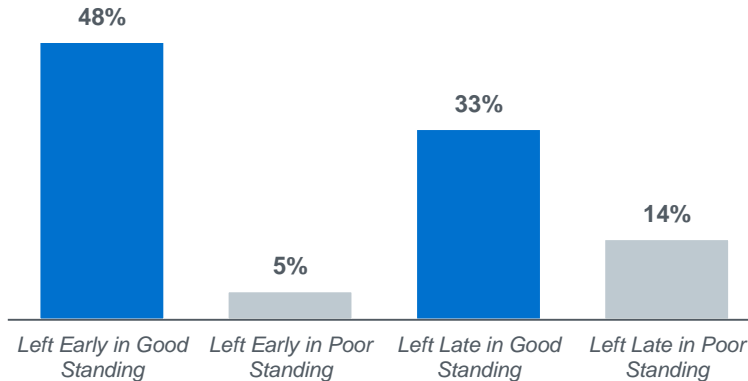
Most Students Leave in Good Standing



Academic Risk Eclipsed by Financial, Social, and Mental Health Challenges

12

Academic Standing and Timing of Attrition of Non-Transfers



1) Analysis excludes students who transfer.

Source: Delta Cost Project, "Measuring (and Managing) the Invisible Costs of Postsecondary Attrition" (2012).

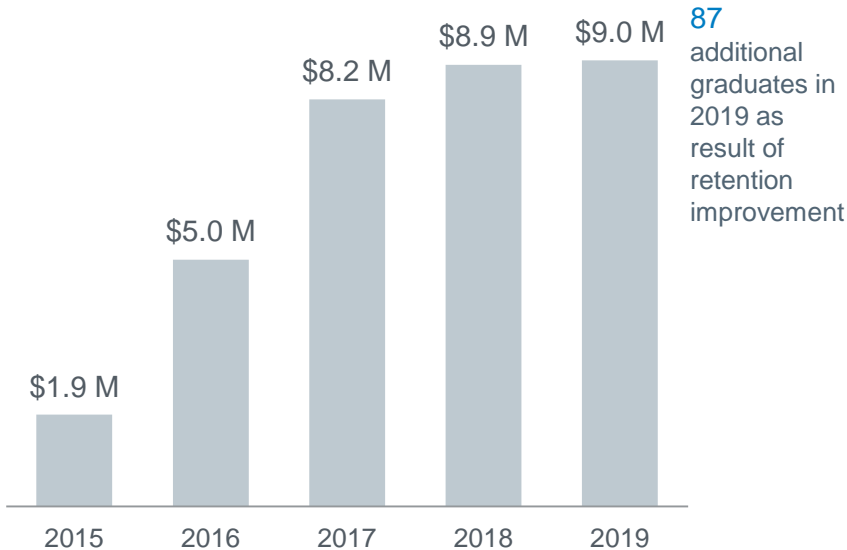


A Student Saved Is a Dollar Earned

Improved Retention the Greatest Revenue Opportunity for Most Universities

Projected Revenue Gains Due to Improved Retention

Public Doctoral University, Enrollment 15,000



Model Inputs

Total Enrollment: 15,005

Net Rev Per Student: \$18,760
(net tuition and fees plus state appropriations)

Revenue gains compound over time as incrementally retained students continue through the system

Assumed Retention Improvement

0-29 credits	2% total over 3 years
30-59 credits	2% total over 3 years
60-89 credits	0% total over 3 years
90-119 credits	0% total over 3 years
120+ credits	0% total over 3 years

1 Undergraduate Student Success

2 **Diversity and Inclusivity**

3 Research and Scholarship

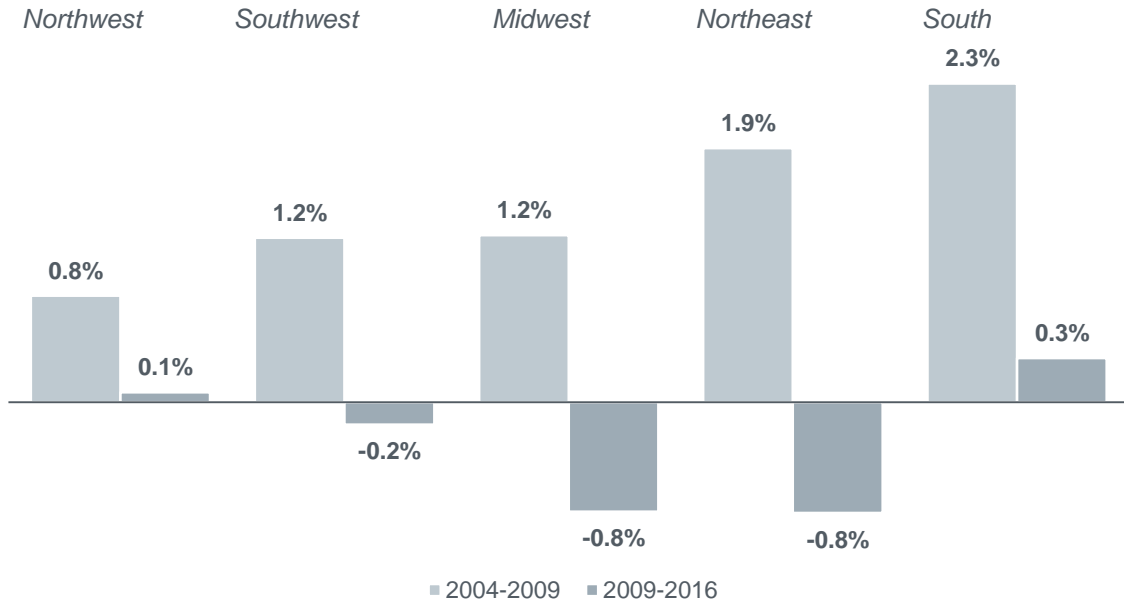
4 Graduate Education

5 Community Engagement

The End of the Enrollment Boom

Demographic Pressures Vary By Region

Annual Growth Rate of High School Graduates

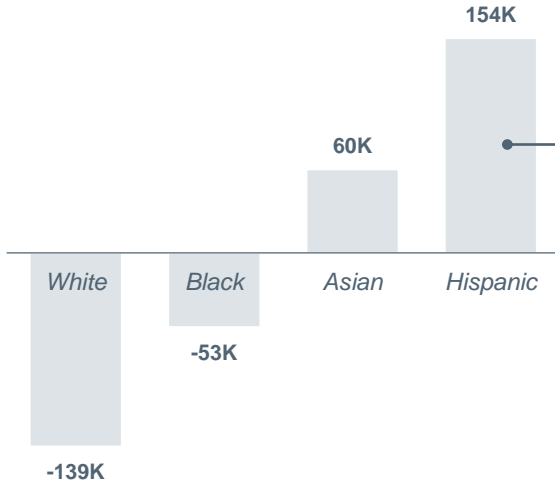


Source: "Knocking at the College Door: Projections of High School Graduates," Western Interstate Commission for Higher Education, <http://www.wiche.edu/knocking-8th>.

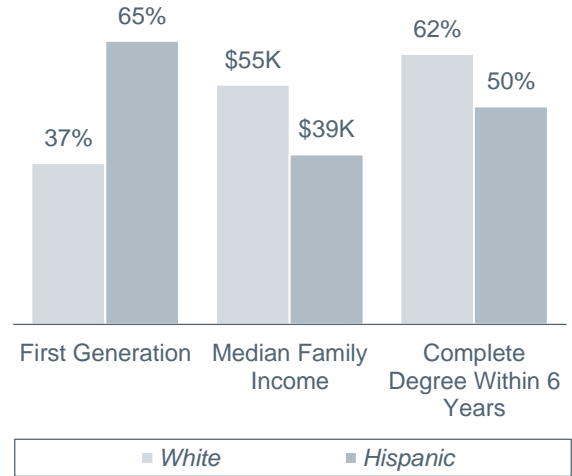
Shifting Student Mix

Demographics Will Require Greater Investment in Student Success

Projected Net Growth in High School Graduates by Race, 2011-12 to 2021-22



Distinct Challenges Facing Hispanic Students Remain, Despite Recent Gains



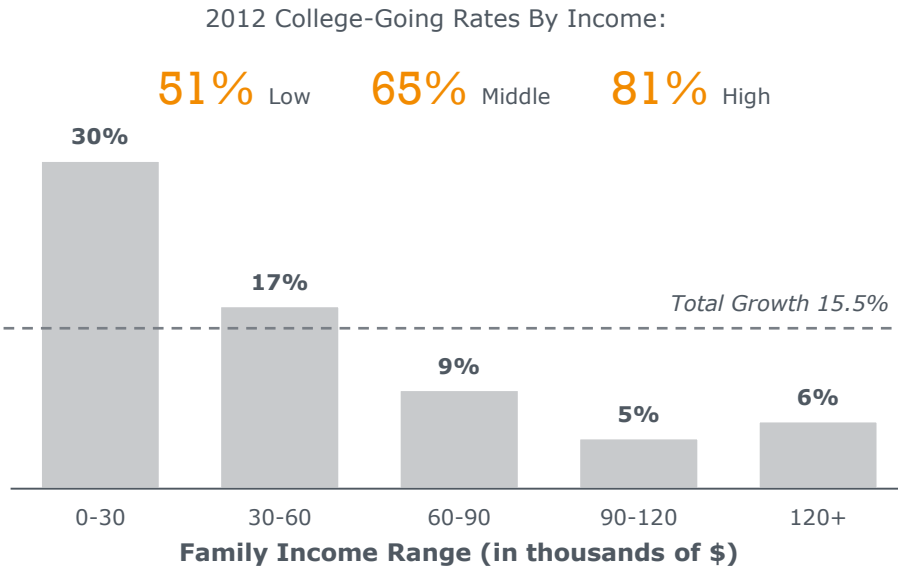
Source: Western Interstate Commission for Higher Education, "Knocking at the College Door," Dec 2012; Education Advisory Board interviews and analysis.

Concentration of Growth in Low-Income Segment

An Opportunity and a Challenge to Improve Access

Lower Income Families Grew At Faster Pace than Middle & Higher Income Families

Percent Growth, 2000-2013



“Student Affluence Test”

-262 pts

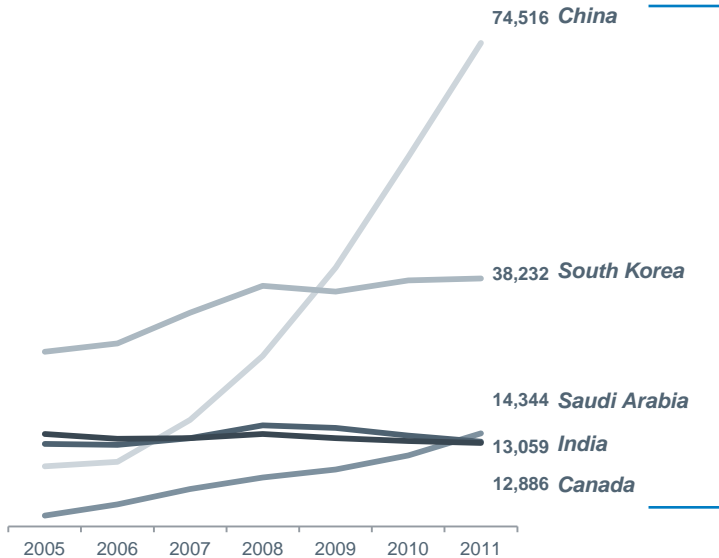
difference in average SAT 1600 score between students from lowest and highest income families, 2014



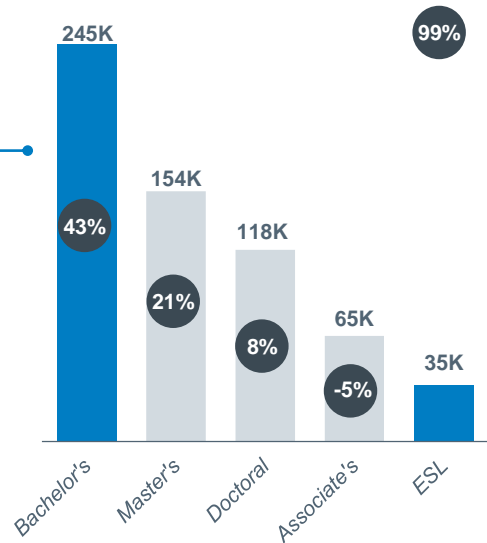
International Students

Doctoral Share Declines as More Students Pay for Bachelor's and ESL

>90% of Net Growth in Int'l Enrollments Due to China
International Undergraduate Enrollment by Nationality, 2005-2011



Growth Driven by Fee-Paying Undergraduates
Increase in International Enrollment and Growth Rate by Level, 2006-2011



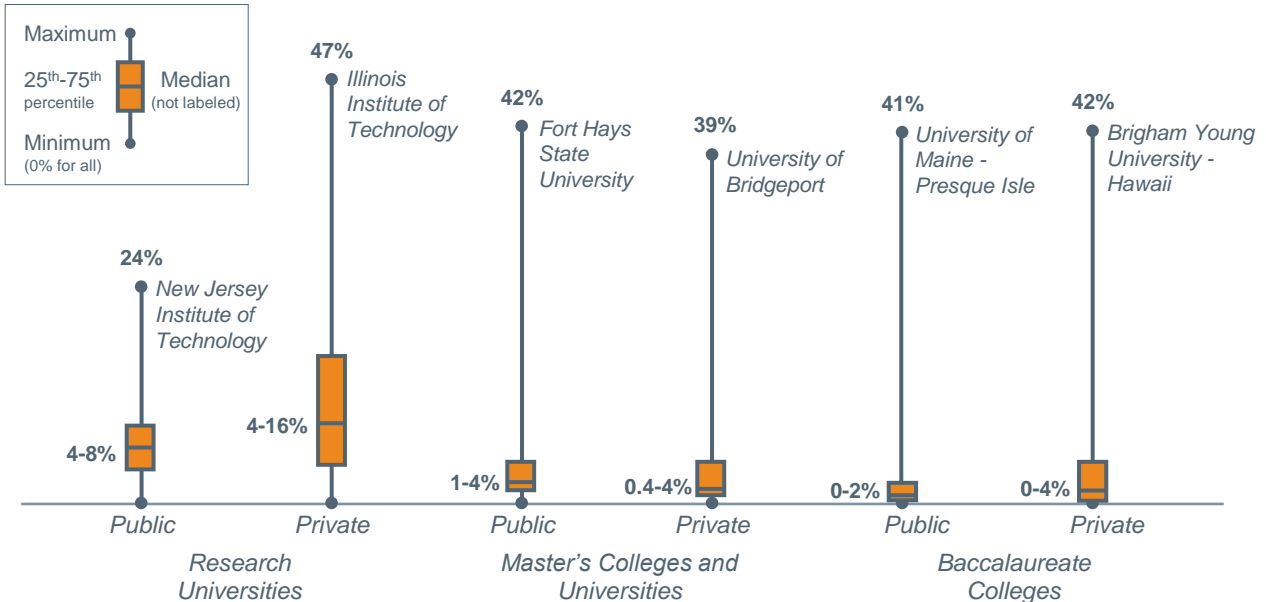
Source: National Center for Education Statistics, *IPEDS Data Center*; Institute of International Education, *Open Doors 2012*; Education Advisory Board interviews and analysis.

Room for Growth



Significant Variation in International Enrollment in Every Carnegie Class

Percentage of Program Completions by International Students, Distribution by Sector, 2011



1) Figures exclude three special focus institutions that primarily enroll international students: Lincoln University (CA), University of the West, and Maharishi University of Management.

Source: National Center for Education Statistics, IPEDS Data Center, Education Advisory Board interviews and analysis.

Faculty Still Majority White Male

Slow Progress Especially at Highest Ranks

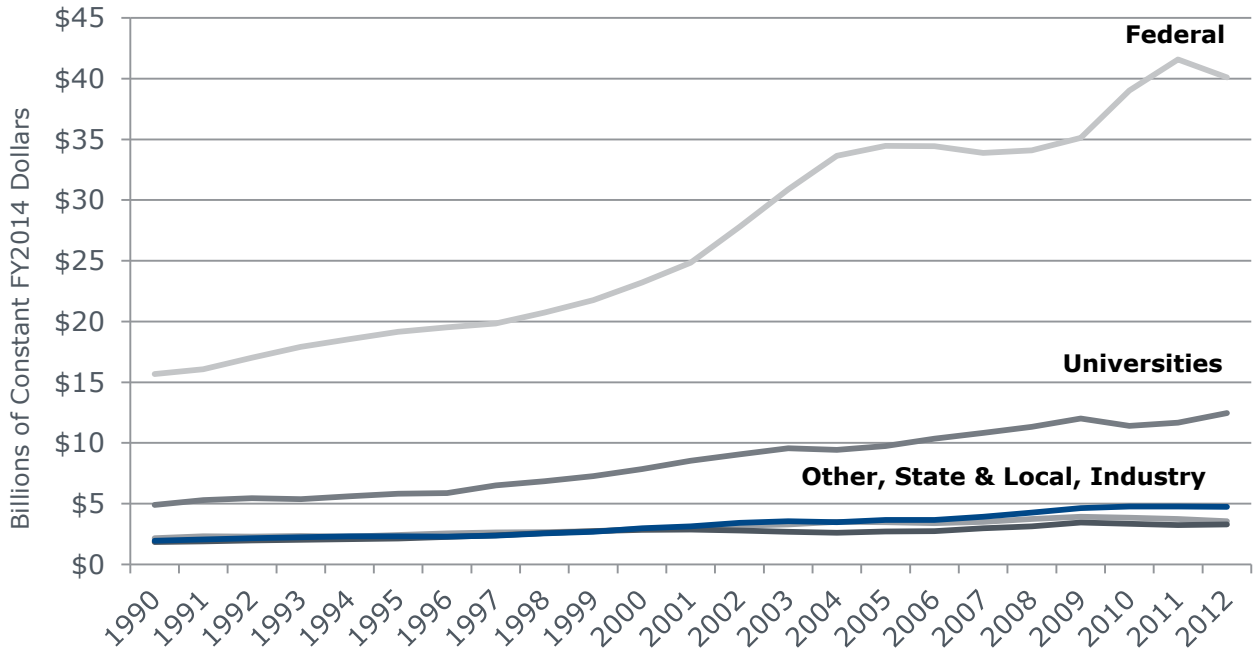
Full-time Faculty in Degree-Granting Postsecondary Institutions (2013)

	Female	Black	Hispanic
% of U.S. Workforce	47%	12%	5%
Full Professors	30.7%	3.7%	3.1%
Associate Professors	43.6%	5.7%	4.1%
Assistant Professors	50.4%	6.3%	4.3%
Instructors	56.8%	7.5%	6.4%

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The Federal Growth Engine Stalls

University Science & Engineering R&D Funding By Source, 1990-2012





Addressing Grand Challenges

Science Funding Increasingly Focused on Solving Social and Technical Issues

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Brain
Science

Climate
Science

Global
Health

Renewable
Energy

Genomics/
Proteomics

Artificial
Intelligence

Grand Challenges Can:

- Help create the industries and jobs of the future
- Expand the frontiers of human knowledge about ourselves and the world around us
- Help tackle important problems related to energy, health, education, the environment, national security, and global development
- Serve as a “North Star” for collaboration between the public and private sectors

The Benefits of Research and Scholarship



Why Pursue Scholarly Excellence

Improving the world

- Solve global challenges
- Collaborate on a global scale
- Send and receive students and faculty from around the world

Improving the region

- Develop the workforce
- Partner with companies
- Provide cultural experiences

Improving the institution

- Attract the best faculty
- Attract the best students
- Attract philanthropic support

Improving students

- Learn from the world's experts
- Participate in research

- 1 Undergraduate Student Success
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-

The Value of Graduate Education

Supporting Teaching, Research, and Service

Research

- Support faculty research
- Attract/ retain top faculty
- Build national research workforce

Teaching

- Teach/ assist with courses
- Supervise laboratories
- Mentor undergraduates

Service

- Support outreach activities
- Transfer research into companies
- Perform clinical activities

Challenges Facing Graduate Education



Pressure on Cost and Outcomes



Rising Costs

- Tight Federal Funding
- State Funding Focused on Undergraduates
- Competing on Support Packages



Poor Outcomes

- Completion Still Problematic
- Employment Prospects Worsening
- Endless Apprenticeships
- Lack of Career Preparation and Advising

Raising the Stakes

The Increasing Costs of a Competitive PhD Student Package



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Guaranteed Multi-Year Funding

- *Emory (2008)*
- *U Chicago (2008)*
- *Northwestern (2008)*
- *Brown (2006)*
- *Syracuse*
- *Wash U*
- *Yale*



Enhanced Stipend Levels

- *Brandeis (2009)*
- *U Chicago (2008)*
- *Emory (2003)*
- *Brown (2001)*



Guaranteed Summer Support

- *Columbia*
- *Northwestern*
- *Brown*
- *Yale*

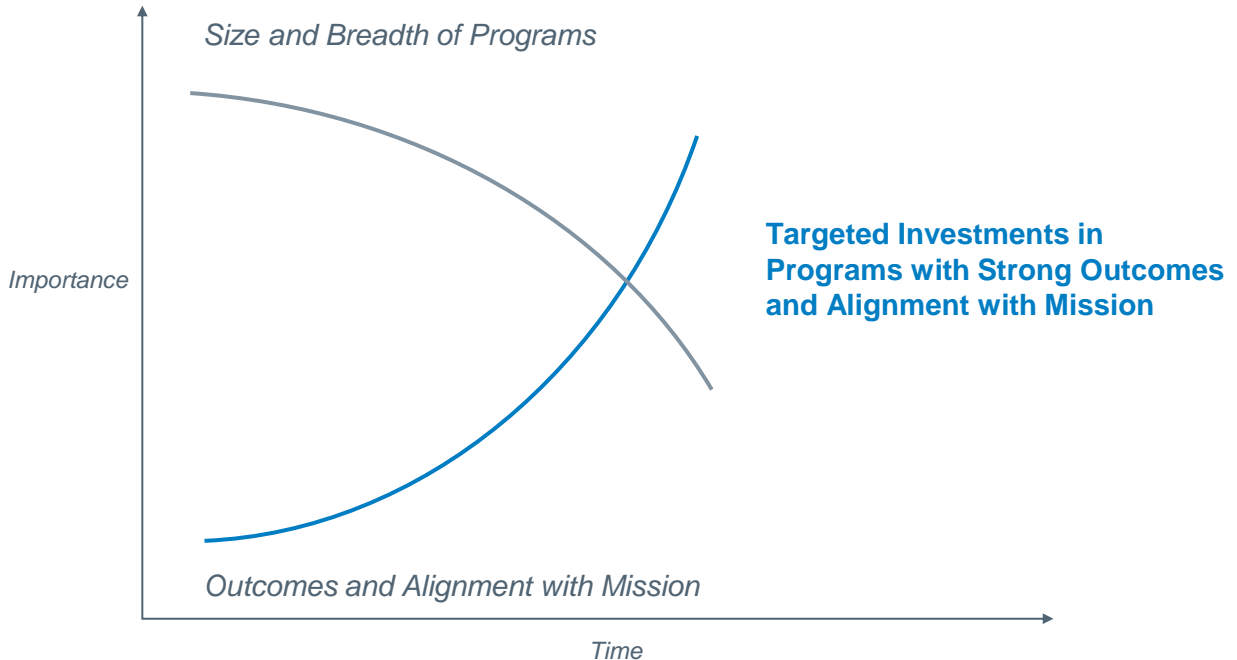


Subsidized Health Benefits

- *Northwestern (2008)*
- *Case Western (2006)*
- *Emory (2003)*
- *Brown*
- *Wash U*

Quality over Quantity

Trends Point Toward Targeted Investments in High-Quality Programs



- 1 Undergraduate Student Success
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-

Answering the Value Question

Universities and the Public Good

Impact of Community Engagement

