



The Changing Landscape of Higher Ed & The Challenges These Changes Pose for SIUE

A Conversation with Interim Provost Boyle

Impetus for today's conversation

- American Association of State Colleges and Universities (AASCU) Leadership Summit in June, 2013
 - Ann Boyle, Interim Provost and Vice-Chancellor for Academic Affairs, Professor of Dental Medicine
 - Zenia Agustin, Director of General Education, Professor of Mathematics and Statistics
 - Denise Cobb, Assistant Provost for Academic Innovation and Effectiveness, Associate Professor of Sociology
 - Steve Huffstutler, Director, ITS Academic & Client Support Services
 - Tom Jordan, Coordinator for Policy, Associate Professor of Historical Studies
 - James Schram, Budget Director, Office of the Provost
- Today's presentation is shaped by our experiences at this meeting. The presentation also includes some slides or modifications of slides originally presented by George Mehaffy, AASCU Vice-President for Academic Leadership and Change, at the AASCU Leadership Summit. They were included with his generous permission.

As we begin this conversation, let's think about SIUE as we are...

First: (working alone)

On the post-it pad, list 3 aspects of an SIUE education that are particularly unique & valuable to our students.

Second: (working with a partner)

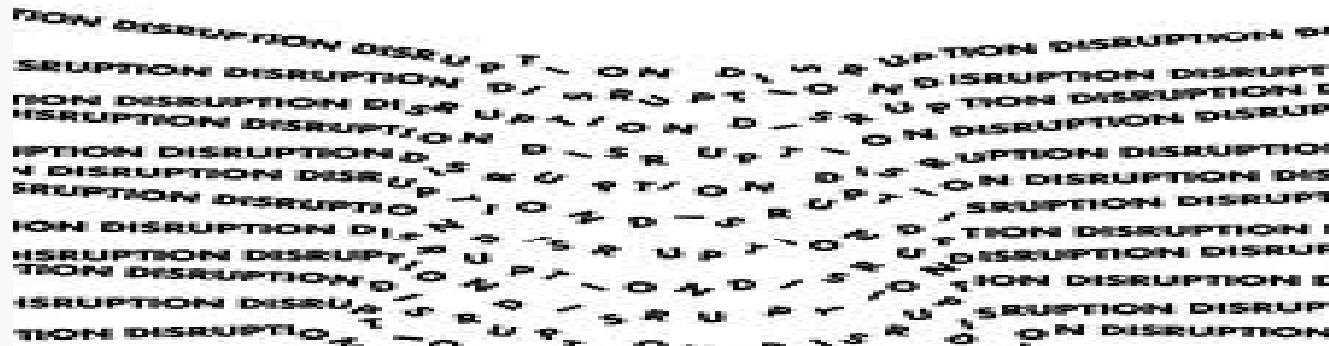
Select one thing from your 2 lists that SIUE does that cannot be done as well or better by other institutions.

Third: (use the back-channel)

The top item from each pair should be entered on the laptop.

Is there a Great “Disruption” in Higher Education?

Are we facing a new reality?



“...Disruption only happens to the unprepared. (Mehaffy, 2012: 24)
http://online.tarleton.edu/fdi/Documents/EDUCAUSE_Mehaffy.pdf”

Image: <http://www.cheeadp.com/blog/typography/typography-exercise-disruption/>

Collective challenges to higher education's traditional models:

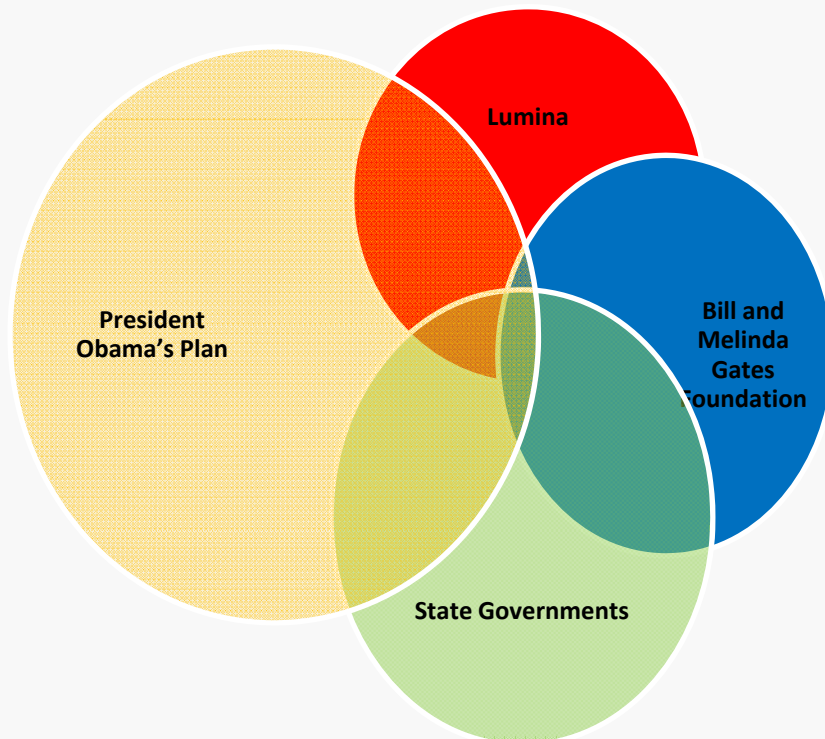
- Declining state financial support
- Declining number of high school graduates
- Alternative types of educational institutions are gaining legitimacy
- Many “traditional” universities are utilizing new learning modalities and technologies more effectively



Image: <http://www.cpsu.org.au/multiattachments/18769/Image/change-management1.jpg>

Other external forces...

Increasing political attention and overlapping agendas for change



From the White House Fact Sheet - "Making College More Affordable" 8/22/13

- Measure college performance using a new ratings system by Fall 2015
Pell grants, retention, graduation, earnings
- Tie federal student aid to performance (using the rating system) & urging states to use performance-based funding
- Encourage Innovation and Competition - Offer more low cost options, detach credits from seat-time, shorten time to degree, MOOCs, PLAs
- Ensure that Student Debt Remains Affordable
Pay as you earn

<http://chronicle.com/article/4-Key-Ideas-in-Obamas-Plan/141239/>

This is a moment to pause and reflect.....and begin a conversation about how best to envision our university's future.

Challenge One: Dependence on Tuition for Financial Stability



Image: <http://www.su.edu/education/files/2012/07/tuition.jpg>

Then and Now, by the Numbers

In the 2008 reauthorization of the Higher Education Act, Congress sought to control college costs and simplify the process of applying for federal student aid. Yet in the five years since it passed, tuition at four-year public colleges has shot up by 27 percent, as state spending on higher education has fallen by 11 percent.

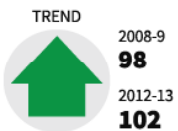
State higher-education spending



Average tuition and fees at four-year publics (in 2012 dollars)



Number of questions on the paper Fafsa



Sources: Center for the Study of Education Policy, College Board, Education Department

Declining State Support For Public Higher Ed: A National Problem

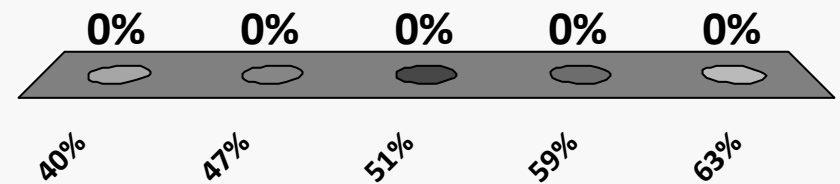
Between 1980 and 2011, 48 states reduced their funding of higher education.

Colorado	69%	Decline
Rhode Island	62%	Decline
Arizona	62%	Decline
Oregon	62%	Decline
Minnesota	56%	Decline
Virginia	54%	Decline
North Dakota	1%	Increase
Wyoming	3%	Increase

Source: Thomas G. Mortenson, "State Funding: A Race to the Bottom." American Council on Education
<http://www.acenet.edu/the-presidency/columns-and-features/Pages/state-funding-a-race-to-the-bottom.aspx>
 Source: Kelly Field. "Five Years On, Renewed Higher Ed Act has Lost its Luster." Chronicle of Higher Education.
<http://chronicle.texterity.com/chronicle/20130816a?pg=3#pg3>

What % of SIUE's 2012-2013 operating budget comes from tuition (excluding fees)?

- A. 40%
- B. 47%
- C. 51%
- D. 59%
- E. 63%



“The Big Flip” at SIUE

	Appropriations from the State	% of Operating Budget from the State	% of Operating Budget from Tuition
2002	72,962,600	72%	28%
2013	59,746,100	41%	59%

Source: SIUE Institutional Research and Studies, “Operating Budget, Fiscal Years 2008-2013,” *Fact Book, 2013 edition*, p. 20; and SIUE Institutional Research and Studies, “Operating Budget, Fiscal Years 1998-2003,” *Fact Book, 2003 edition*, p. 18.

Implications:

Both national and local-level data suggest that state support will continue to shrink in the coming years.

Our financial sustainability has grown dependent on tuition revenue and, therefore, on recruiting and retaining students.

Challenge Two:

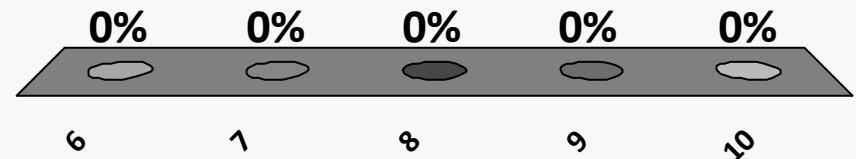
Declining Number of High School Grads (and Increasing Competition for those Potential Students)

“Overall, Illinois is looking forward to a future with a sharply reduced number of high school graduates.”

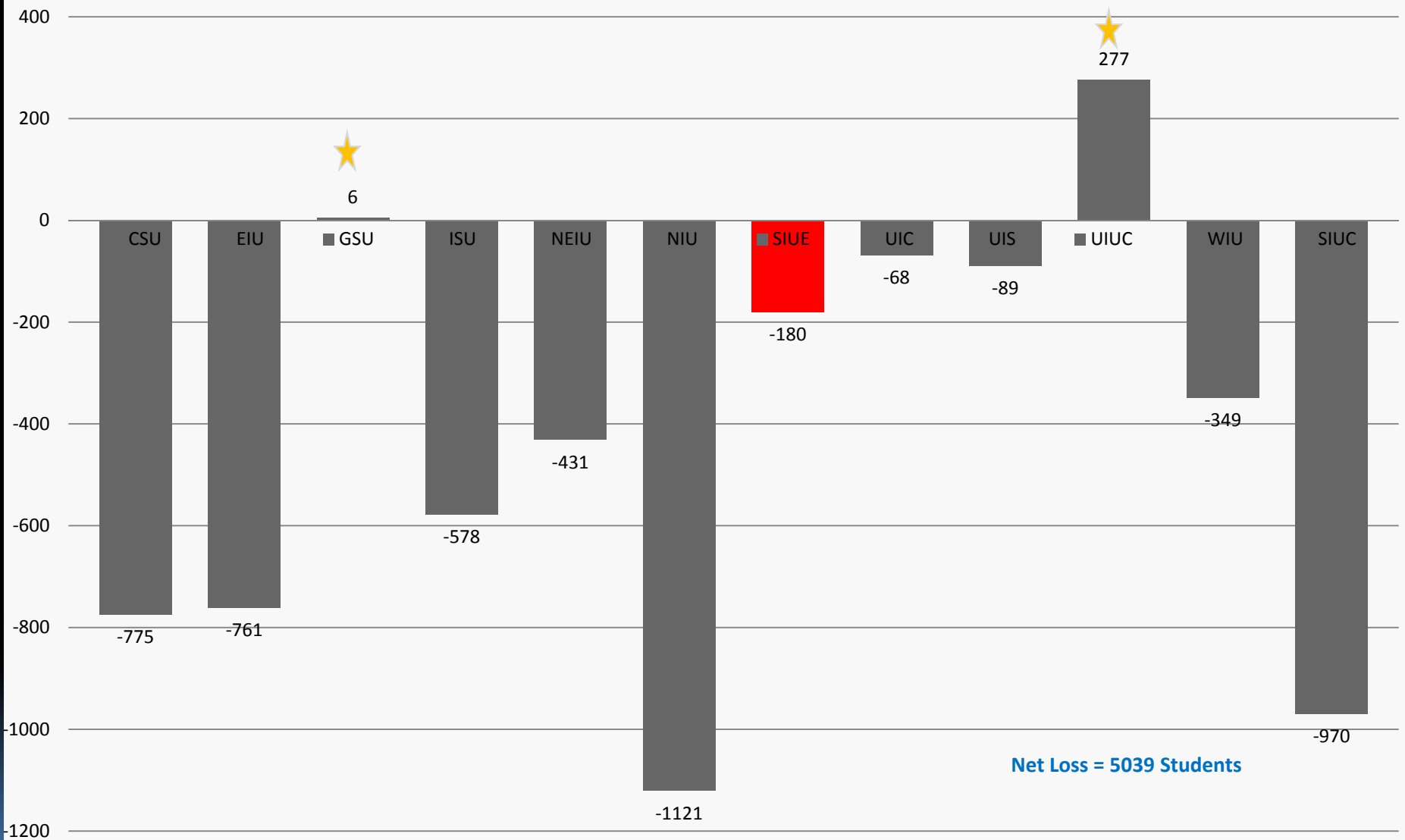
--Source: “Knocking at the College Door: Projections of High School Graduates: Illinois” Western Interstate Commission for Higher Education (WICHE), December 2012
<http://www.wiche.edu/info/knocking-8th/profiles/il.pdf>

How many of the 12 Illinois Public Universities lost enrollment last Fall ?

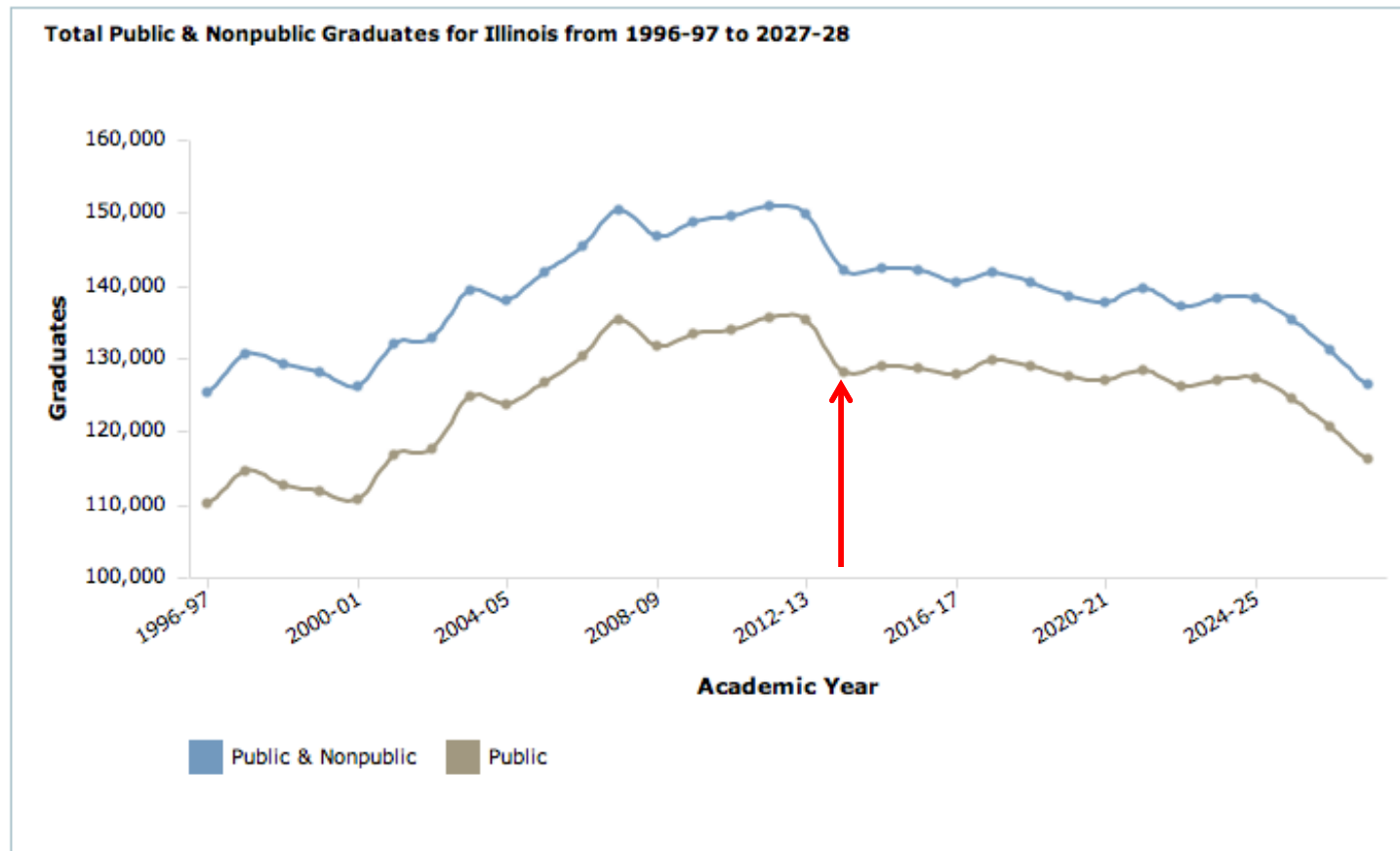
- A. 6
- B. 7
- C. 8
- D. 9
- E. 10



Fall 2011 - Fall 2012 Difference by University

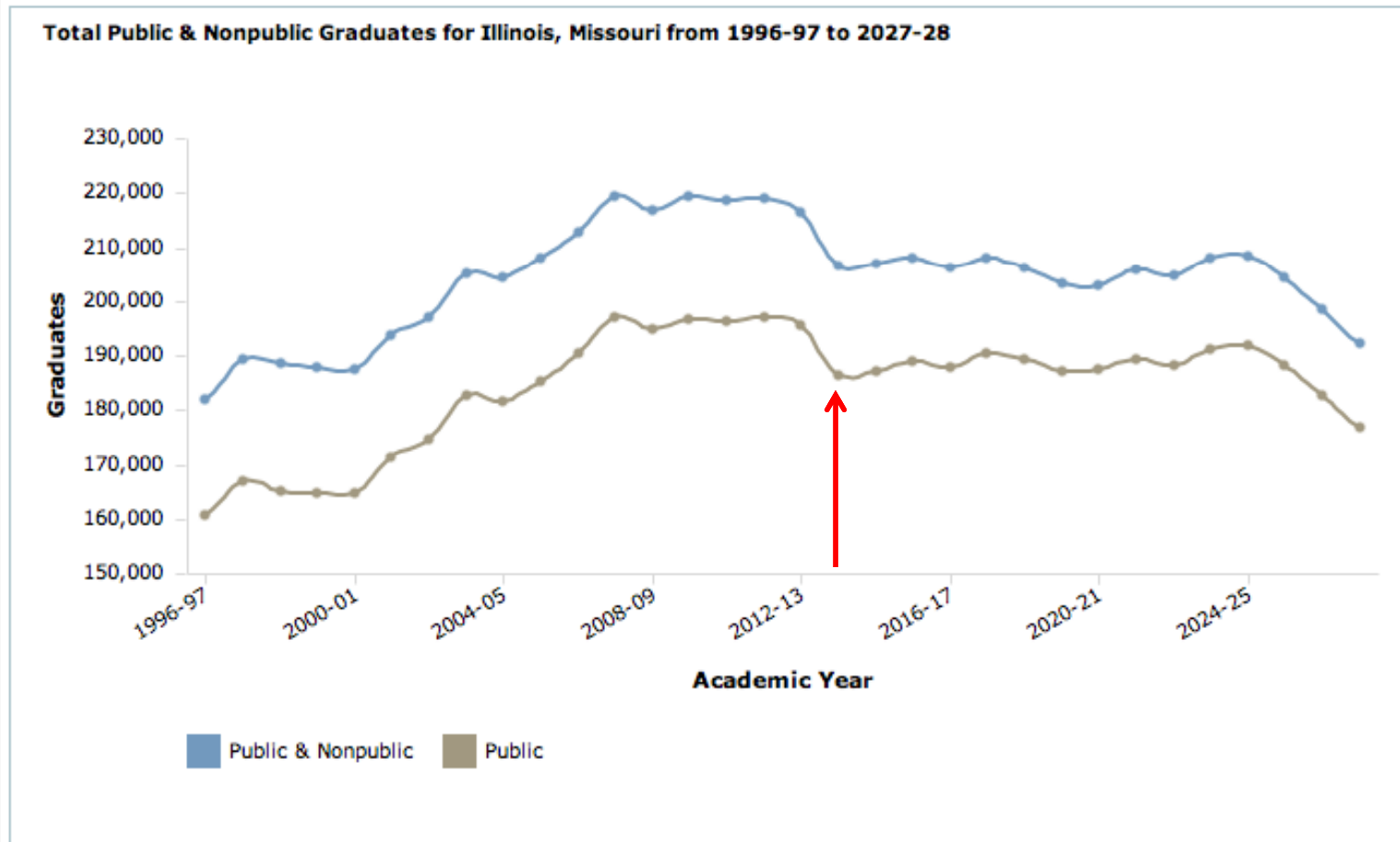


High School Graduates Illinois, 1996-2028

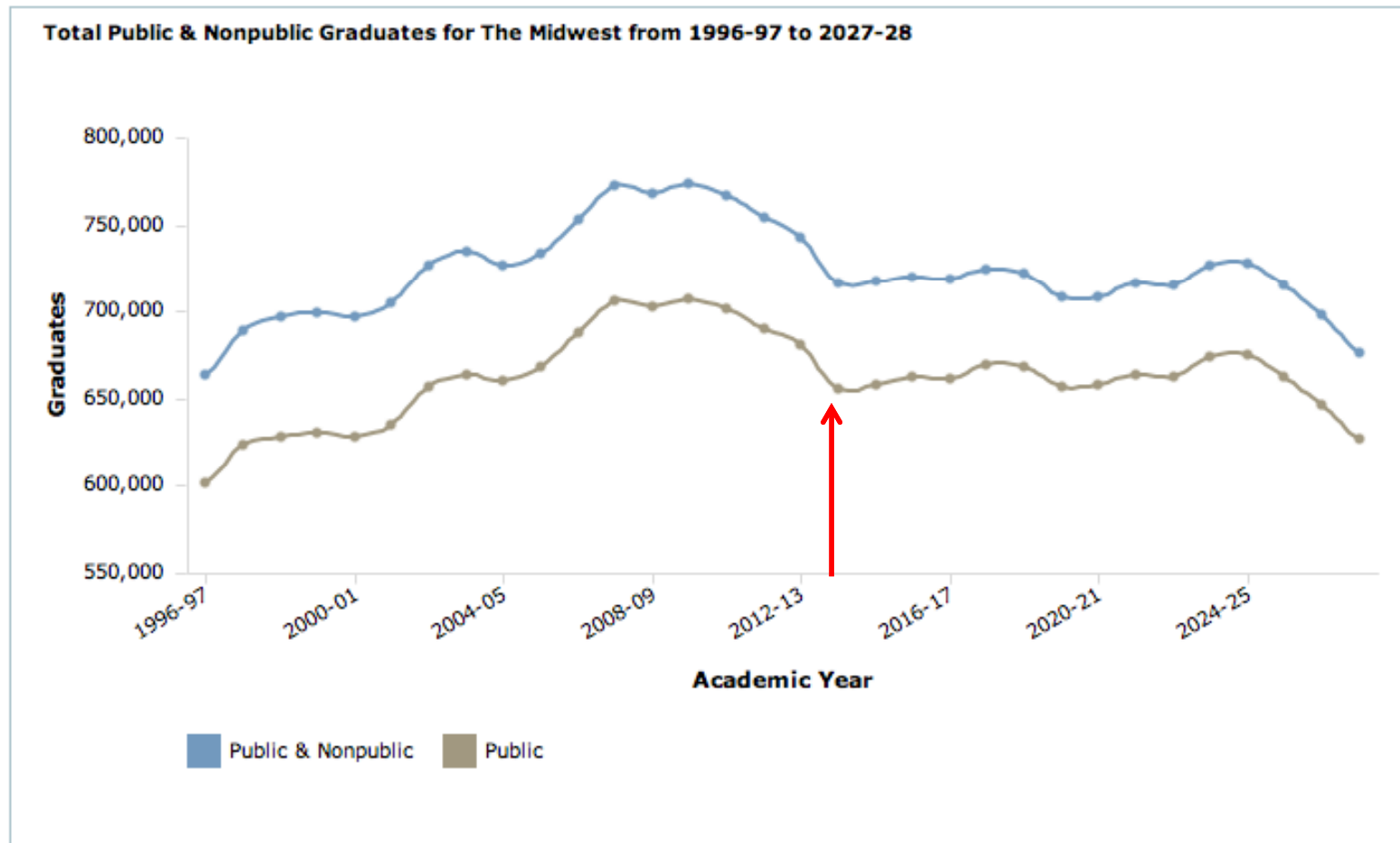


Source: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 2012. Graphs that appear on this slide and the next two were created using the interactive tool found at http://knocking.wiche.edu/explore?state_id=M

High School Graduates Illinois and Missouri, 1996-2028



High School Graduates Midwest, 1996-2028



Implication:

Unfortunately, our growing dependence on tuition revenue coincides with a demographic decline in the potential pool of new “traditional” freshmen students and increasing competition for those students.

Solutions?...

First, working alone

List 3 strategies that will ensure healthy and sustainable enrollments (at all levels) when there is a shrinking pool of traditional freshmen students.

Second, share your ideas with your colleagues at the table

Each person reads his or her 3 ideas, which get recorded on the flip chart. (Label these with letters.)

Third, narrow down your collective priorities

Each person picks top three, recorder and helper mark votes and determine top three. (An additional vote may be needed.)

Fourth, enter your table's top three solutions on the laptop for sharing with the larger group.

Challenge Three: Alternative Institutions and New Learning Modalities at "Traditional" Institutions



FLIPPED
CLASSROOM ?

<http://cdn.nerdwallet.com/infographics/rise-of-the-moocs.jpg>

http://www.highereducation.org/crosstalk/ct0105/images/news_virginia_2.jpg

<http://www.fgmarchitects.com/wp-content/uploads/4-SIUE-Engineering.jpg>

http://4.bp.blogspot.com/-7f1dpO_dk7U/UACSPB573oI/AAAAAAAAADfw/ktfRz8gT_Cg/s320/is-the-flipped-classroom-the-right-tech-approach-for-teachers.jpg
<http://www.distancelearning.com/technical-degrees-online/>



Students Now Have More Choices: Alternative Institutions

Traditional institutions of higher education are no longer the only game in town. Students have viable and accredited alternatives. **There is real competition.**

Alternative institutions are now:

- accredited,
- affordable,
- legitimized by public officials' support,
- attentive to students' varied needs,
- offering competency-based and prior-learning credit,
- and at the forefront of supplying non-degree-based certifications, increasingly demanded by employers and students.

These alternative options for students are facilitated by new technology and new sources of money, and are resulting in new types of courses and institutions.

Venture capitalists have invested over 1.97 billion dollars so far...

<http://chronicle.com/article/A-Boom-Time-for-Education/131229/>





400,000 students



FlexPath – Online, Self-Paced and Accredited



Over 130,000 students



450 students in Missouri; 3300+ in Indiana; 33,000 total students as of 2012



7,351 students



NORTHERN ARIZONA UNIVERSITY



New public "Personalized Learning Program"; online and competency-based

SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE



More than MOOCs...

Udacity, Coursera, and others are no longer just in the business of MOOCs. **They are now diversifying their options and competing with course management systems and delivering common courses for credit at many institutions.** They are morphing and looking for ways to become part of universities' business models.

coursera

- Founded by Stanford Professors in 2012
- Raised **22 million** in 2012 and an additional **43 million** as of July 2013
- 9.5 million enrollments across the globe
- **Now offering partnerships with universities to provide Coursera courses for credit (Signature Track programs)**
- Developing partnerships with employers and universities for certificates

<http://www.forbes.com/sites/georgeanders/2013/07/10/coursera-hits-4-million-students-and-triples-its-funding/>



http://www.sjsu.edu/extend/pics/banner_plus1.jpg

WGU or something similar is coming to a state near you.... (Missouri and Indiana)

The screenshot shows the WGU Missouri website. At the top, there is a navigation bar with the WGU logo, the text "WGU MISSOURI", and buttons for "REQUEST INFO" and "APPLY NOW". A phone number "1.855.948.8493" is also visible. Below the navigation bar, there are links for "DEGREES & PROGRAMS", "ADMISSIONS", "TUITION & FINANCIAL AID", and "ABOUT WGU MISSOURI". The main content area features a "Governor Jay Nixon announces the establishment of WGU Missouri" announcement with a photo of Governor Nixon and buttons for "Explore our degrees", "WGU Missouri News", and "Apply for admission". On the left, there is a "Explore a College" sidebar with links to "TEACHERS COLLEGE", "COLLEGE OF BUSINESS", "COLLEGE OF INFORMATION TECHNOLOGY", and "COLLEGE OF HEALTH PROFESSIONS". At the bottom, there are sections for "About WGU Missouri", "News & Events", and "What is Competency-Based Education?".

"WGU Indiana gives working Hoosiers a great opportunity to obtain an affordable, accessible, high-quality online degree that meets the highest academic and professional standards."

— Mitch Daniels
WGU Indiana Founding Governor

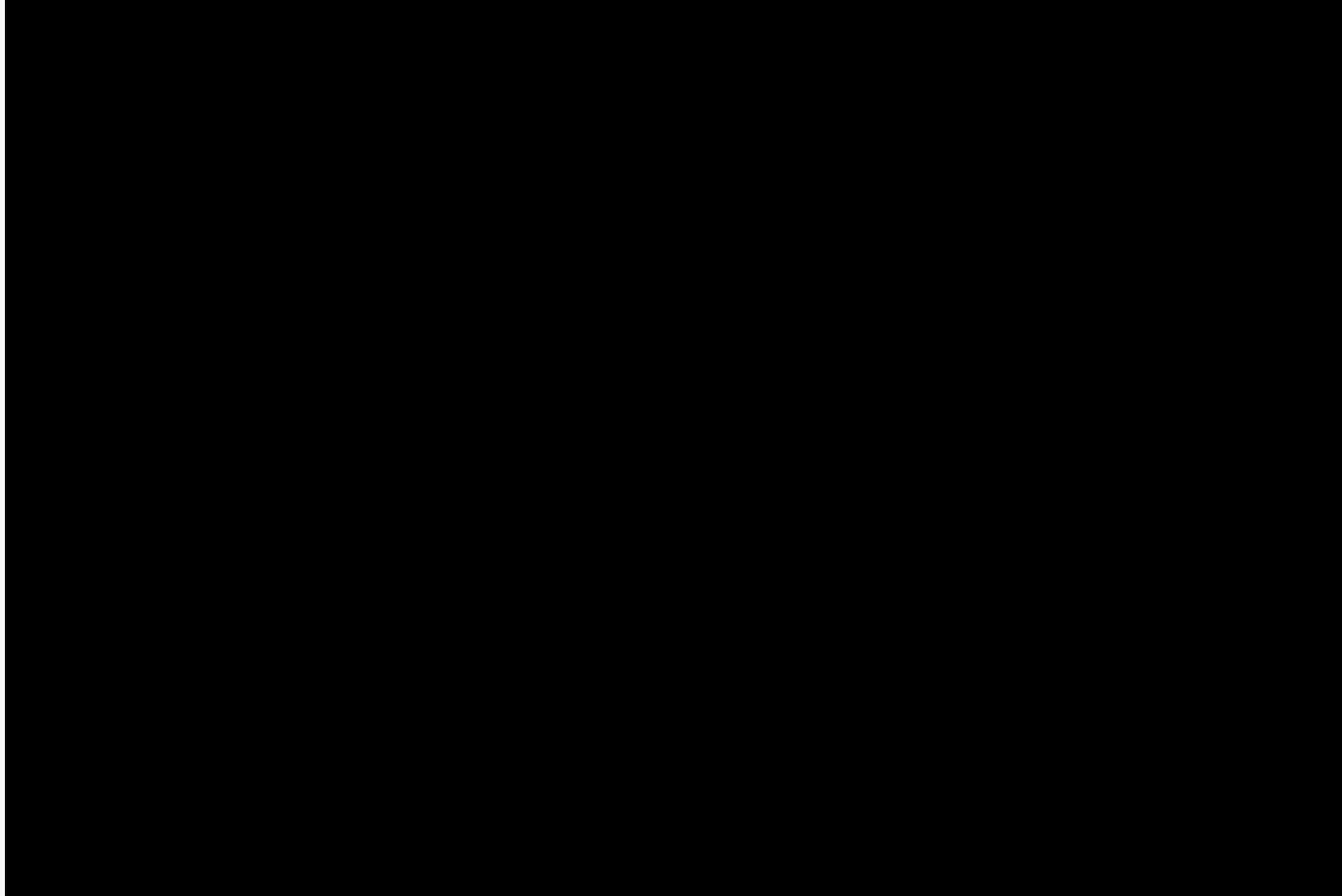
"WGU Indiana fills a need for students who need flexibility in their schedules and an affordable program. It's a great way to earn a degree, and employers nationwide have been receptive to people who have received their degree from WGU."

— Earline Rogers
Indiana State Senator

"WGU Indiana is a great example of the innovative thinking that is very much needed in higher education today. Its online, competency-based approach to learning shows great promise as a cost-effective model for delivering quality higher education."

— Jamie Merisotis
President and CEO, Lumina Foundation

“Missouri’s Online University”



How does SIUE compete in the minds of parents and students?

Western Governors claims...	SIUE is...
“Online”	More traditional
“Accelerated” (avg=~30 months)	51.8 % graduate in 6 years
“Affordable” (\$6,000/yr)	More expensive
Accredited (HLC)	Accredited (HLC)
	Today, we begin the important conversation about what we do that others do not <u>and</u> what we can do in the future.

In spite of this environment, are peer institutions experiencing growth?

Southeast Missouri State University



“For the 19th straight year, enrollment is up at Southeast Missouri State University... **International enrollment** on the Cape Girardeau campus is 942, up from 811 in the Fall of 2012. **A huge growth area has been in online classes.** Southeast Missouri State says 971 students are enrolled solely online. **The university now offers 16 degree programs available completely online.** (St. Louis Post Dispatch, AP, 8.29.13)”

Revisiting President Poshard's Call for Competency-Based and Online Education (2/13)

- Improve time to degree,
- Develop pathways for credit for prior learning,
- Grow online offerings, and
- Consider the possibilities of competency-based credit.

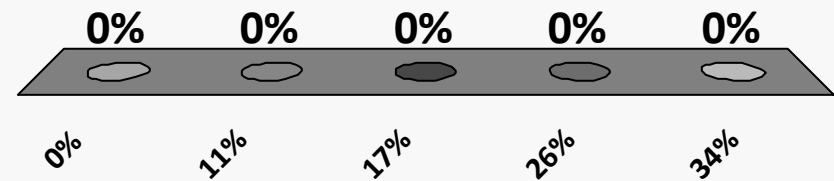
Challenge Four: Affordability of College



AP Photo: Copyright Jacquelyn Martin
<http://news.msn.com/us/how-obama-plans-to-lower-the-cost-of-college?stay=1>

What percentage of adults in the U.S. believe a college education is affordable for everyone who needs it?

- A. 0%
- B. 11%
- C. 17%
- D. 26%
- E. 34%



Affordability of College

Choices about college are increasingly driven by the question of affordability. "...About one in four U.S. adults think it is affordable for all."

Do you think higher education is affordable for everyone who needs it?

	%
Yes	26
No	74

Nov. 9-Dec. 4, 2012

Gallup/Lumina

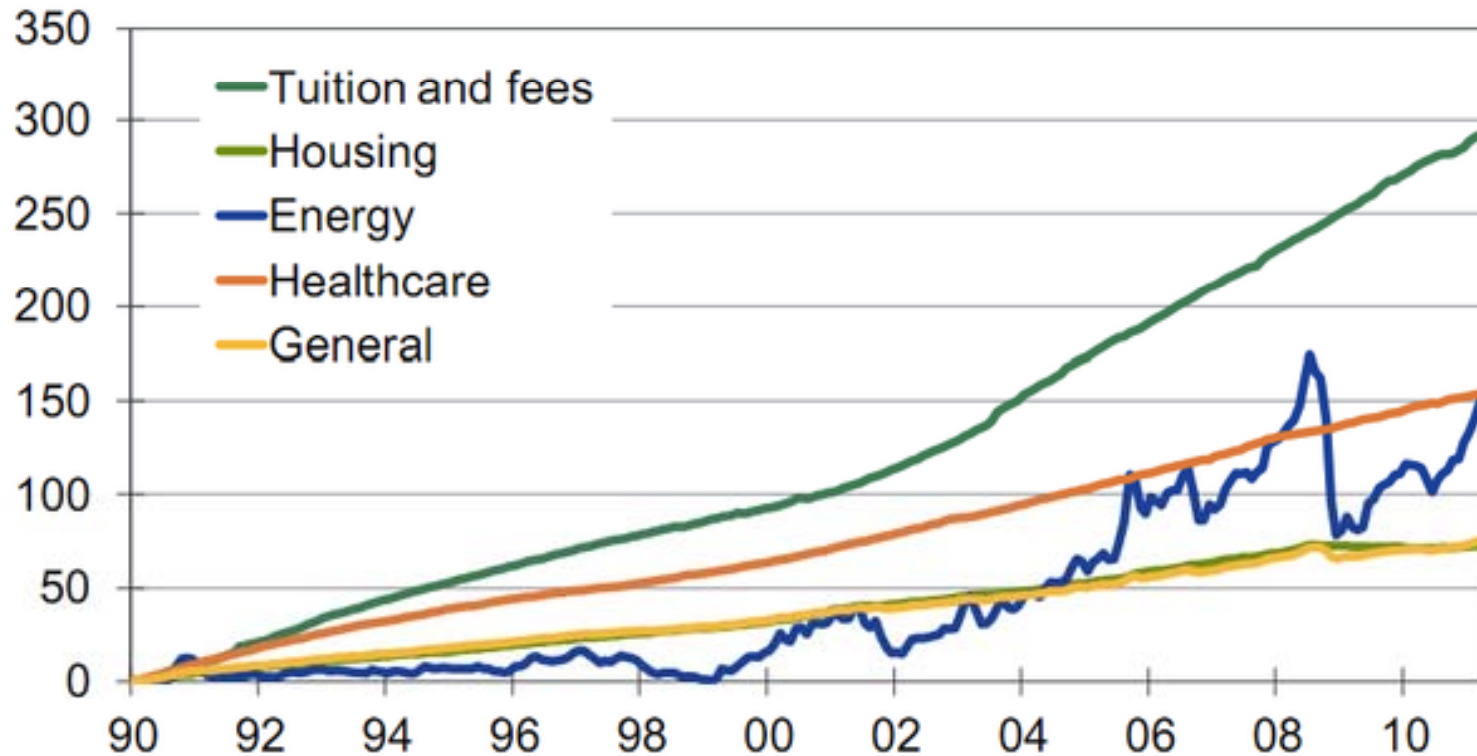
GALLUP

Results have been two-fold:

- Additional legislative intrusion or mandates[e.g., Illinois' "Truth in Tuition" and performance based funding].
- Students and families see the new, less-expensive educational alternatives as viable choices.

The Rising Cost of College

CPI, cumulative % change since 1990



<http://image.exct.net/lib/fefb127575640d/m/2/Student+Lendings+Failing+Grade.pdf>

National Portrait: Simple Numbers

Median inflation-adjusted household income, 2006 – 2011

7%



Tuition at public four year Institutions, 2006 – 2011

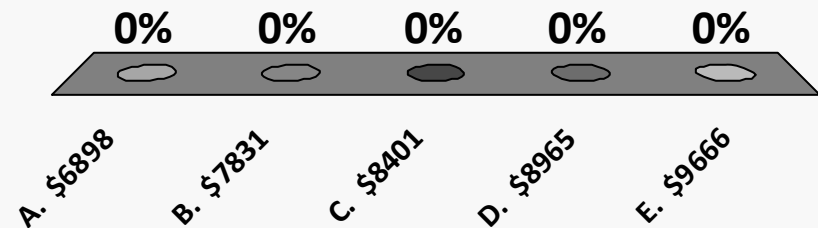
18%



http://www.nytimes.com/2013/02/01/opinion/my-valuable-cheap-college-degree.html?_r=0

What is the annual cost at SIUE for tuition and fees (based on 30 credit hours) for 2013-2014?

- A. \$6898
- B. \$7831
- C. \$8401
- D. \$8965
- E. \$9666



Tuition at Illinois Public Universities

ILLINOIS PUBLIC UNIVERSITIES								
ANNUAL FULL-TIME RESIDENT UNDERGRADUATE TUITION AND FEES ENTRY LEVEL								
FY 2007-20012								
<u>Annual based on 30 credit hours</u>							\$ Change	% Change
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY11-12	FY11-12
U of I Urbana-Champaign	\$9,966	\$11,244	\$12,240	\$12,660	\$13,658	\$14,414	\$756	5.54%
U of I Chicago	\$9,748	\$10,546	\$11,716	\$12,034	\$12,864	\$13,464	\$600	4.66%
Illinois State University	\$8,040	\$9,019	\$9,814	\$10,531	\$11,417	\$12,230	\$813	7.12%
Northern Illinois University	\$7,871	\$8,589	\$9,403	\$10,180	\$11,144	\$11,795	\$651	5.84%
Northeastern Illinois University	\$7,166	\$7,998	\$8,964	\$9,908	\$10,698	\$11,394	\$696	6.51%
SIU Carbondale	\$7,795	\$8,899	\$9,813	\$10,411	\$10,467	\$11,038	\$571	5.46%
U of I Springfield	\$7,252	\$8,108	\$9,077	\$9,541	\$10,375	\$10,984	\$609	5.87%
Chicago State University	\$7,138	\$7,730	\$8,878	\$9,500	\$10,366	\$10,724	\$358	3.45%
Western Illinois University	\$7,411	\$8,079	\$8,862	\$9,617	\$10,149	\$10,719	\$570	5.62%
Eastern Illinois University	\$7,035	\$7,990	\$8,783	\$9,429	\$9,987	\$10,534	\$547	5.48%
Governor's State University	\$5,478	\$5,966	\$7,542	\$8,352	\$8,746	\$8,936	\$190	2.17%
SIU Edwardsville	\$5,938	\$7,033	\$7,831	\$8,336	\$8,401	\$8,865	\$464	5.52%

Source: SIUC Institutional Research

Affordability of SIUE (?)

“Lower cost” may not be the same as “inexpensive” or “affordable” to prospective students and their families.

Undergraduate, two semesters, 15 semester hours each. Prices reflect academic year 2013-2014.

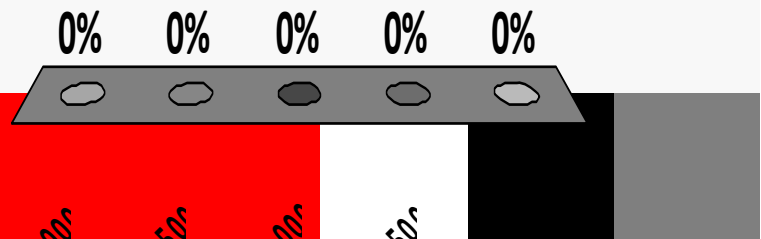
Tuition:	\$ 7296.00
Fees:	\$ 2370.40
Room & Board:	\$ 8531.00

- Total: **\$ 18,197.40**
- Illinois' Median Household Income (2007-2011) **\$ 56,576.00**
- *SIUE's one-year cost is 32% of the Median Household Income in IL*

Based on a shared room in freshman residence hall, meal plan A, and includes campus housing activity fee. Undergraduate fees include the cost of renting basic textbooks. This program allows you to rent books instead of buying them.

Northern Arizona University offers 3 Bachelor degree programs online. They charge an all-inclusive flat rate for a 6 month term with no cap on the number of course taken. What is the fee for 6 months?

- A. \$2,000
- B. \$2,500
- C. \$3,000
- D. \$3,500
- E. \$4,000



Cost of Alternatives?

Northern Arizona University offers “personalized learning” for \$2,500 tuition for six month term (no fees, textbooks or extra costs) with no cap on courses

<http://pl.nau.edu/AffordableTuition.aspx>

Western Governors University Missouri - offers **Affordable flat-rate tuition**. “[...] Tuition for Most Programs is \$2890 Per Six-Month Term” http://missouri.wgu.edu/tuition_financial_aid/overview

Challenge Five:

Questions About Value and Outcomes

As students and their parents make choices about college, they are faced with both a strong public perception and research data that traditional universities are not achieving results, despite the rapidly growing costs. **One result is that new, less expensive alternatives look more interesting to students.**



Michael Morgenstern for The Chronicle
<http://chronicle.com/article/Academically-Adrift-The/130743/>

Public Perception

- **60% (six out of ten) of Americans in 2010 said that colleges today ... focused more on the bottom line than on the educational experience of students.** (http://www.highereducation.org/reports/squeeze_play_10/squeeze_play_10.pdf)
- **In a recent survey, 80% said that at many colleges, education received is not worth the cost.** (Time Magazine, October 29, 2012, p. 37)
- **“83% said that higher education is desperately in need of a shake-up.”**(Northeastern University study based on 1000 interviews, as cited in Alan Phillips, IBHE, “Future of Higher Education”)
- **“60% of Americans age 18 to 30 say online programs offer the same quality of education as a traditional college.”** (Northeastern University study based on 1000 interviews, as cited in Alan Phillips, IBHE, “Future of Higher Education”)

Graduation Rates (National Data)

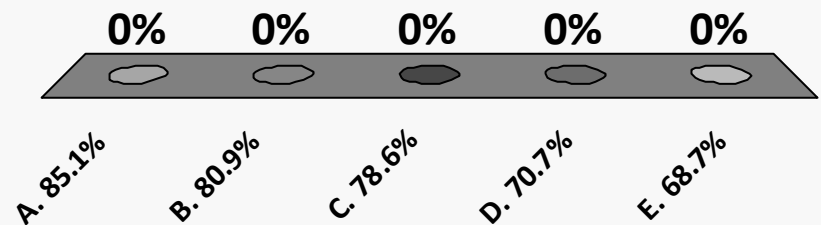
2011

All 4-Year Institutions:	58.3%
Public Institutions:	56.0%
Public (75 – 89.9% admitted) :	54.9%

Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall 2001 and Spring 2002 through Spring 2011, Graduation rates component. (November 2011)

What percentage of SIUE's first-time full-time students come back for the sophomore year?

- A. 85.1%
- B. 80.9%
- C. 78.6%
- D. 70.7%
- E. 68.7%



SIUE Six Year Graduation Rate and Retention Rate

Six Year Graduation Rate for New Freshmen 51.8%

First to Second Year Persistence 70.7%

Implication:

We must capitalize on our current strengths, innovate programs to assure learning, and demonstrate our value.



<http://www2.binghamton.edu/career-development-center/parents/help-your-student/skills-employers-want.html>

Challenge Six: Evolving Expectations of Students



<http://naspregion5.com/2013/07/30/educational-technology-what-do-you-need-to-know/>

“The challenge of how education can cater appropriately for learners remains, but it is made more complicated by the fact that learners comprise a diverse rather than homogenous group (Bennett, 2012: 7).”

What do potential students want?

- “87% were in favor of credit given for demonstrating knowledge and skills learned outside of the classroom
- 75% said that if this were possible, they would be more likely to go back to school
- 70% said that if a student can prove mastery of course material, he or she should be given credit before the end of a 16-week course
- 67% said “to get a good job” and 65% said “to earn more money” is a very important reason to get higher education

Source: Gallup/Lumina Foundation Poll reported by IBHE Deputy, Alan Phillips, “Future of Higher Education” presentation

New Students Vary:

Millenials, Gen X, Boomers, etc. may bring different experiences and expectations

Millenials:

- “gravitate toward group activity;
- identify with their parents’ values and feel close to their parents;
- spend more time doing homework and housework and less time watching TV;
- believe it’s cool to be smart;
- are fascinated by new technologies;
- are racially and ethnically diverse; and
- often (one in five) have at least one immigrant parent.”

(Oblinger, 2004, <http://www.starlinktraining.org/packets2004/packet129.pdf>)

Their learning preferences tend toward **teamwork**, **experiential activities**, **structure**, and **the use of technology**. Their strengths include **multitasking**, **goal orientation**, **positive attitudes**, and a **collaborative style**.

(Claire Raines, 2002. Managing Millennials. 2002, [http://www. Generationsatwork.com/articles/millenials.htm](http://www.Generationsatwork.com/articles/millenials.htm)) ”

What reasons do freshmen give for going to college?

(The American Freshman Survey, 2011)

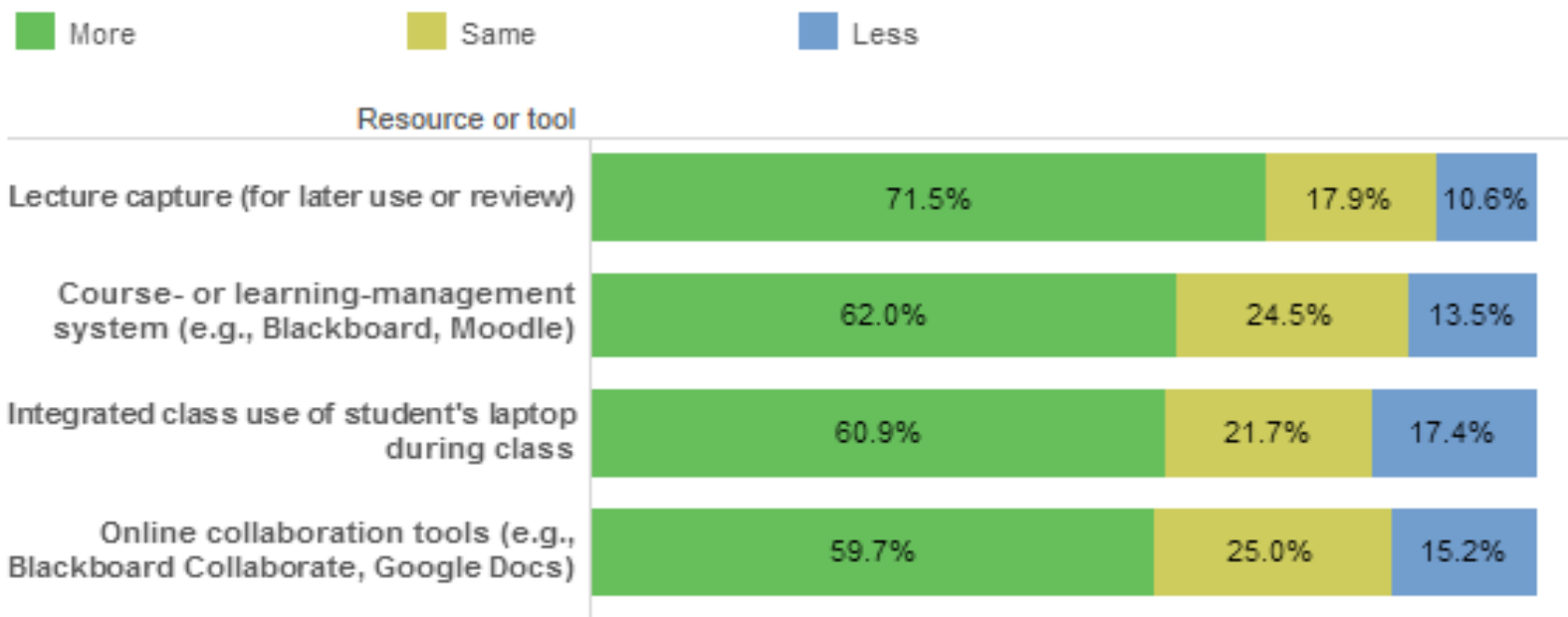
Table 2. Reasons for Going to College, by Probable Major (% Indicating "Very Important")

Reason	STEM	Business	Social Science	Humanities	Other
To be able to get a better job	88.3	91.7	83.0	73.3	85.5
To learn more about things that interest me	83.0	76.3	84.9	89.6	82.9
To get training for a specific career	82.4	76.4	75.2	73.7	72.4
To be able to make more money	72.3	84.0	65.4	55.6	73.4
To gain a general education and appreciation of ideas	71.4	69.9	76.2	74.7	71.1
To prepare myself for graduate or professional school	69.7	57.2	63.9	46.0	50.9
To make me a more cultured person	46.1	47.2	55.9	62.0	49.1

<http://heri.ucla.edu/PDFs/pubs/TFS/Norms/Monographs/TheAmericanFreshman2011.pdf>

Tools That College Students Wish Their Instructors Used Either More or Less, 2013

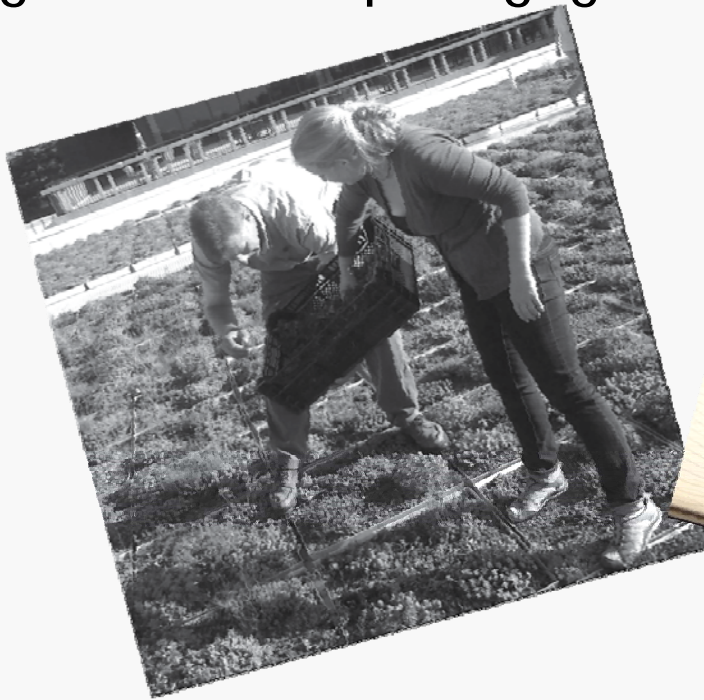
Students favored using their laptops over their smartphones to assist in classroom learning. And nearly three-quarters wished that their instructors would record lectures more often, so they could be watched later.



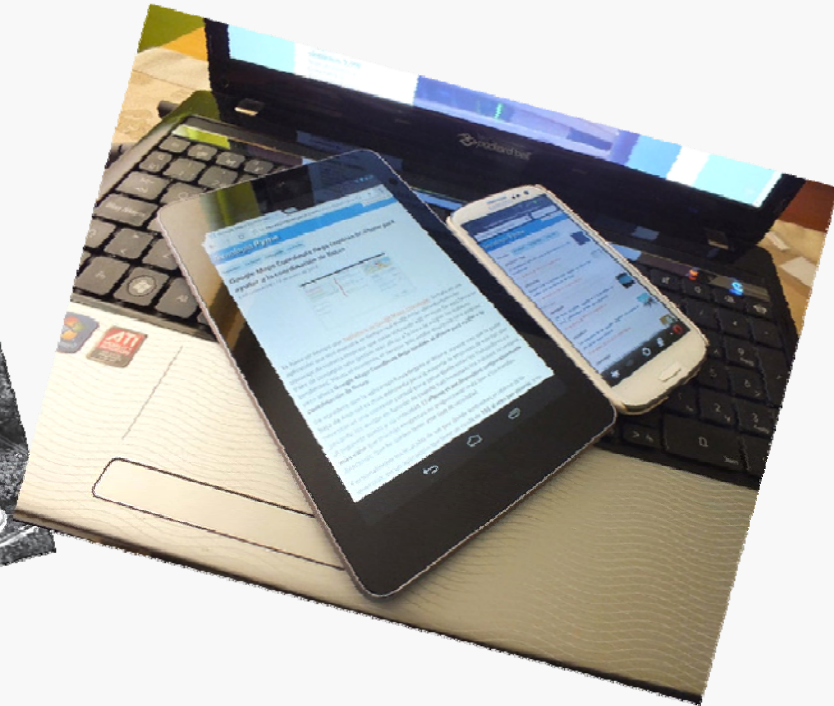
<http://chronicle.com/article/Tools-That-College-Students/140771/>

Implication:

Current and future students may have different expectations and needs that we must consider as we design effective pedagogies.



Former URCA Associate, Roxane Krutsinger, on the cover of Council on Undergraduate Research Quarterly



<http://www.themediabriefing.com/article/reuters-research-smartphones-emerge-as-key-device-for-news-consumption>

Recap

- State support will continue to decline; this decline will increase SIUE's dependence on tuition. (There are limits to how much tuition can or should increase.)
- The demographic decline in graduating high school students increases our competition with other universities in order to try to maintain our traditional student base.
- Students and parents are increasingly concerned about the costs for college, time to degree, and the value of that investment. In particular, they are interested in whether the student will have increased chances for employment after graduation.
- Today's traditional and non-traditional students have very different expectations and needs.

Solutions:

First, working alone

List three ways we can innovate our programs, curriculum and educational experiences to ensure that our traditional students attain high-quality educational outcomes

List three ways we can innovate our programs, curriculum and educational experiences to attract and serve the needs of new student populations (e.g., working adults, degree completion, international, military)

Second, share your ideas with your colleagues at the table

Each person reads his or her 3 ideas, which get recorded on the flip chart (label these with letters)

Third, narrow down your collective priorities

Each person picks top three, recorder and helper mark votes and determine top three (an additional vote may be needed)

Fourth, enter your table's top three solutions on the laptop and share with the larger group

What do we do next?

- Continue this important conversation
- Provide opportunities for additional feedback at other meetings
- Create a website for this project to share information and collect feedback
- Organize inclusive teams to lead a change effort
- Bring in a speaker and organize workshops
- Develop plans and support innovation

Join ...

SIUE's New "Reality" Project

Reimagining Excellence in Academics and Learning through
Innovation, Technology and You

Sign-up for a work-team on:

- Expanding enrollment and reaching new student populations
- Retaining our students and improving our graduation rates
- Designing competency-based and prior learning assessments while ensuring quality
- Retooling our processes for speed and adaptability
- Innovating our pedagogies to support student learning and academic quality