SU 2.0

Landscape for Higher Education

- The looming demographic cliff
  - Regional four-year institutions will lose more than 11% of their students between 2012 and 2029
  - But elite institutions—the top 50 colleges and universities, as ranked by *U.S. News & World Report*—will see demand grow by 14% during the same period.
  - The Northeast—where a disproportionate share of U.S. higher ed. institutions are located—will see the greatest fall in demand (Grawe)

Economic Landscape

- Changes in the ability of the middle class to pay for higher education
  - The barbell effect
- Changes in the perception of the value of a college degree
  - Half (50%) of Americans say a college education is a smart investment, while 49% say it is a risky gamble. This split in opinion is similar across black (53% vs. 45%), Hispanic (48% vs. 52%), and other/mixed race (56% vs. 44%) Americans
- Changes in the labor market demand due to the IV Industrial Revolution

Gen Z

- 52% of Gen Z identify as white, compared with 61% of millennials;
- 1 in 4 Gen Zers identify as Hispanic, compared with 18% of millennials
- 6% of Gen Z identify as Asian, compared with 4% of millennials
- More than half of Hispanic Gen Zers (55%) and African-American Gen Zers (54%) were enrolled in college, compared with 34% and 47% of their respective millennial peers
- Two-thirds of Gen Z women were enrolled in college, compared with 57% of millennial women

Social Views – Gender Identity

- 59% of Gen Z say forms should include options other than “man” or “woman,” compared with 50% of millennials;
- 35% of Gen Z know someone who uses gender-neutral pronouns, compared with 25% of millennials and 16% of Gen X; and
- Half of Gen Z and millennials say society isn’t accepting enough of people who don’t identify as a man or a woman, whereas only 39% of Gen X and 36% of Baby Boomers agree.

Views on Race/Ethnicity

- More than 60% of Gen Z and millennials say increasing racial and ethnic diversity is good for society, while just 52% of Gen X and 48% of Boomers agree.
- 46% of Gen Z say people need to be more careful with potentially offensive language, while only 39% of millennials agree; while
- The majority of both Gen Z and millennials say people are too easily offended.

What constitutes a “very important” reason to attend college, most students identified interest in career success and building knowledge?

- Four out of five students consider job prospects and learning about things that interest them as very important reasons to attend college;
- 78% consider training for a specific career as a very important reason;
- Three quarters of students cite gaining an appreciation for ideas as a very important reason; and
- About 73% of students cite making more money as a very important reason to attend college.

- (Chronicle of Higher Education 2017)

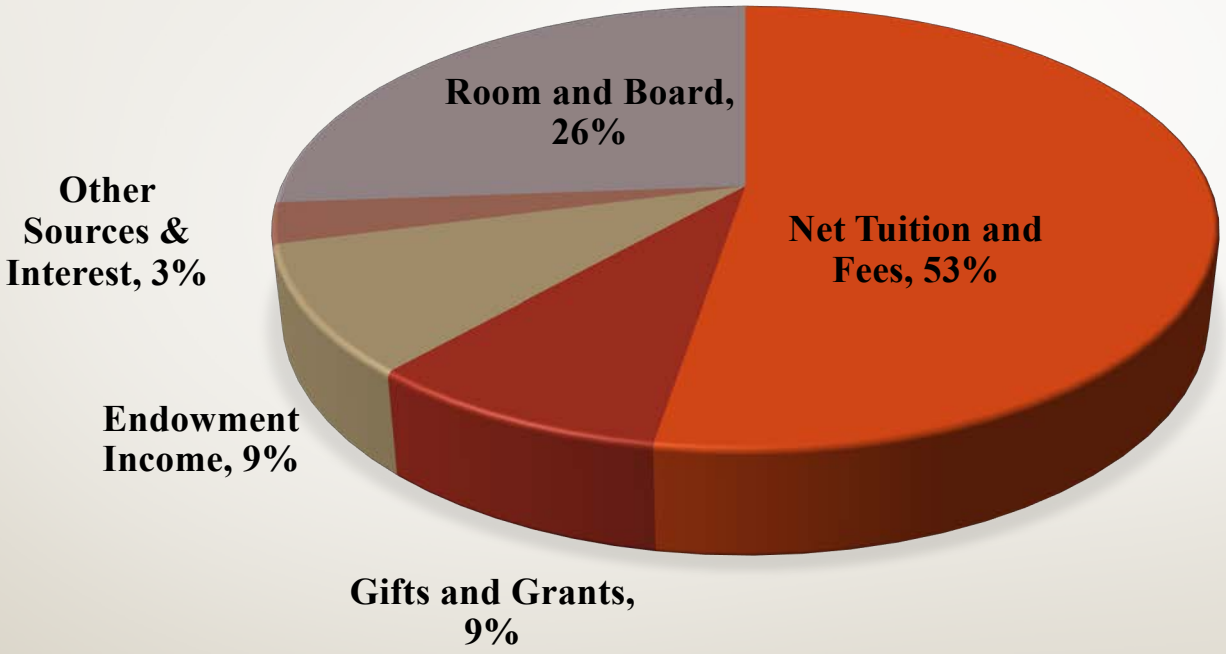
SU Strengths

- The liberal arts tradition/interdisciplinarity
- Practical application of the liberal arts model in a model of integrative learning
- The teacher/scholar model-undergraduate student research and creative work
- High mobility rates of students who graduate- graduation rates exceed national averages, and employment rates and median earnings of our alumni are well above the averages for four-year graduates nationwide
- Engaged and dedicated alumni base
- Size give us dexterity

Annual revenue last fiscal year

Revenue	Amount	Percentage
Tuition and fees, net of scholarships and grants	$ 40,499,372	53%
Auxiliary enterprises	19,504,535	26%
Endowment income	7,074,087	9%
Government grants	4,377,688	6%
Private gifts and grants	2,476,659	3%
Interest income	552,651	1%
Other sources	1,736,013	2%
Total operating revenues	**$76,221,005**	**100%**

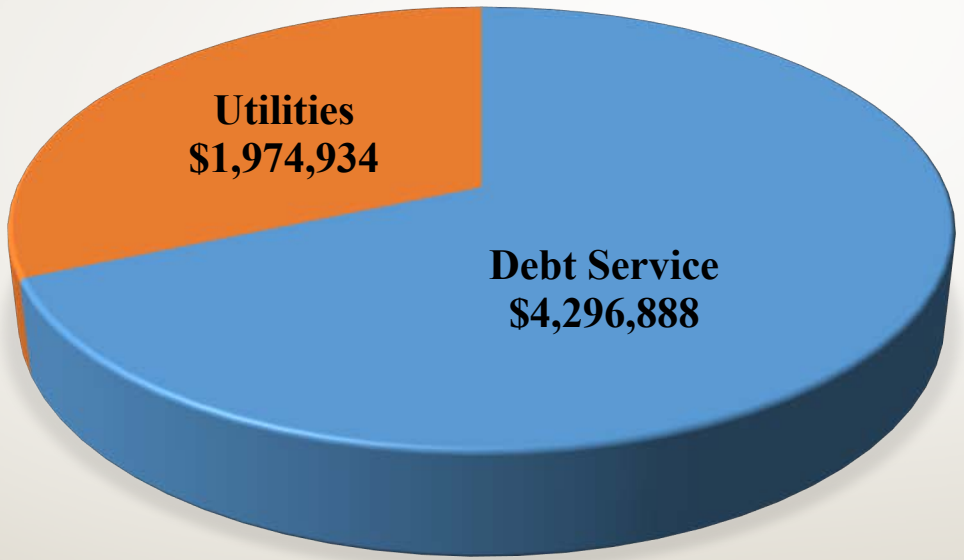
Sources of revenue



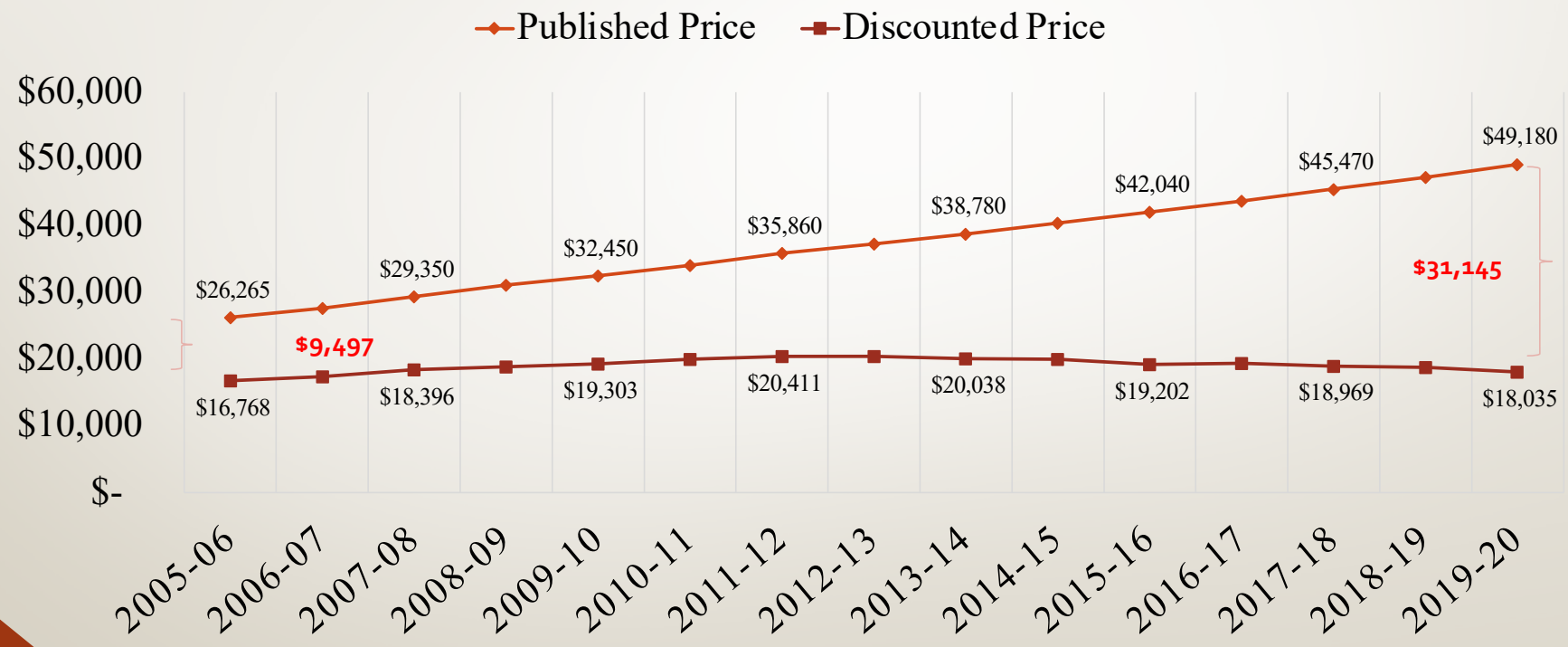
Annual expenses last fiscal year

Expense		Amount	Percentage
Salaries and wages	$	31,263,504	39%
Employee benefits		11,457,877	14%
Services, supplies and other		19,388,355	24%
Off campus studies		3,078,521	4%
Depreciation and amortization		10,877,796	13%
Interest		1,879,388	2%
Facilities operation and maintenance		3,072,306	4%
Total expenses	**$**	**81,017,747**	**100%**

How much was spent on debt service and utilities?



Published figure for undergraduate tuition
Average price students actually paid



Concerns

- Reduced net revenue
- Building an inclusive environment
- Shrinking traditional student base- and increasing in the “non traditional student base”

Fallout from high school prep and the pandemic

- 1.2m students dropped out- there are signs that it is increasing
- Higher rates of absenteeism –only about half of K12 was logging into zoom
- Online education disproportionally affects first generation and students of color
- In general more students are behind due to online K12 classes (studies of virtual charter schools have found that their students have consistently lower outcomes than in-person schools, even when controlling for the reasons students enrolled online).
- More seniors are not planning to attend college- see it as a luxury

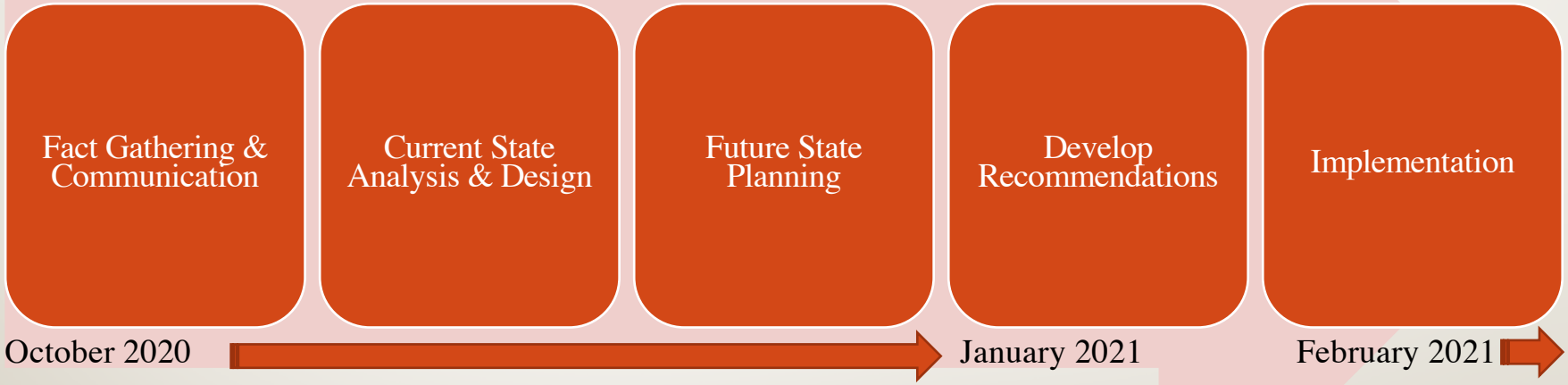
Academic Charge

- What should our academic structure look like in this changing landscape?
- How do we adjust our present programs, design new programs that play to our strengths/adjacencies highlight an intensifying interdisciplinary approaches for our new programs?
- How can we leverage technology/our lessons from hybrid teaching to meet this new challenge?

Administrative Charge

- Advise how our administrative structure should look in this changing landscape.
- Advise on the mechanism we should adopt to design and adjust our programs to our strengths, and develop adjacencies that highlight the cross-functional approach to our programs and services.
- Advise how to leverage technology based on our lessons throughout the pandemic.

Administrative Timeline



*The academic timeline will develop recommendations through April 2021 to allow time to navigate faculty governance requirements.