Emerging National Concerns for Higher Education
(and Welcome Back)

2014 Annual Faculty Conference
Terry Parker, Provost
Mines by the numbers: Faculty

- Last three years: 30+ searches per year
- This year: 30+ searches
Mines by the numbers: the message is we are doing well

- Faculty: ~283 today
- Total full time employees ~850
- Students
  - ~4200 undergrads
  - ~1300 grads
- Undergrad applicants: 13000+
- Overall Yield: 24+% 
- Improved demand for our graduate degrees
- Research $58M 
- Retention of freshman: 93.8% (predicted)
- Fall 2013 cohort
  - ~52% predicted 4-year graduation rate
  - Highest prior graduation rate 46% (2010 cohort)
Capital Infrastructure has been a focus area to properly support the total campus

- Funding for Academic buildings has been a mix of fee based and private donation
- We continue to actively manage our space portfolio to meet current needs

<table>
<thead>
<tr>
<th>Major Projects 2009 - 2014</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marquez Hall &amp; Classroom Wing</td>
<td>$37.6M</td>
</tr>
<tr>
<td>Brown Hall</td>
<td>$32M</td>
</tr>
<tr>
<td>Maple Hall</td>
<td>$28M</td>
</tr>
<tr>
<td>Weaver Hall</td>
<td>$10M</td>
</tr>
<tr>
<td>W. Lloyd Wellness Center</td>
<td>$3.2M</td>
</tr>
<tr>
<td>CSE Wind tunnel</td>
<td>$1.2M</td>
</tr>
<tr>
<td>Pedestrian Plaza</td>
<td>$1M</td>
</tr>
<tr>
<td>F Lot parking improvements</td>
<td>$1M</td>
</tr>
<tr>
<td>REMRSEC laboratory</td>
<td>$800K</td>
</tr>
<tr>
<td>Hill Hall Cleanroom</td>
<td>$750K</td>
</tr>
<tr>
<td>2012-14 Academic infrastructure</td>
<td>~$6M</td>
</tr>
<tr>
<td>Stadium</td>
<td>$22M</td>
</tr>
<tr>
<td>Elm Hall</td>
<td>$30M</td>
</tr>
<tr>
<td>Major Academic Building</td>
<td>$45M</td>
</tr>
</tbody>
</table>
The last ten years have been challenging for higher education

- What was “special” about the last ten years
  - Nationwide decline in state funding
  - Nationwide significant rise in tuition
- But we have done well: WHY?

Funding decline, 1980 to 2011 by state*
- Colorado 69.4%
- South Carolina 66.8%
- Rhode Island 62.1%
- Arizona 61.9%
- Except for North Dakota and Wyoming, all states cut funding by 14% or more

* “State Funding: A Race to the Bottom,” Winter 2012, American Council on Higher Education
We have also responded to these external forces

- **Focus on Tuition**
  - Tuition went up
  - Resident/non-resident mix
  - Student body size
  - Program to increase graduate student population

- **Emphasis on Graduate programs and research**

- **Focus on Quality of student experience**
  - Faculty hiring
  - Residential campus
  - And more

- *This is all old news*

- The STEM tide has been kind to us
- The Energy boom plays to our strengths
What are the forces that will shape us in the future?

- **Cost**
- **Calls for accountability**
- **Competition for students**
- **Concern over business practices**
- **Compliance**

- **Public “concern” over the cost of higher education**
  - Tuition increases that are much closer to CPI
  - National emphasis on the publics in terms of cost of attendance
  - Concern over access and affordability

- **The cost dilemma:**
  - 1.1 trillion in student loan debt today compared to 0.25 trillion in 2003
  - Rising concern over debt capacity for campuses
    - July 2014, Moody’s “negative outlook for US Higher Education
What are the forces that will shape us in the future?

- **Cost**
- **Calls for accountability**
- **Competition for students**
- **Concern over business practices**
- **Compliance**

- **States moving to performance based funding**
  - 24 states with this model, 4 states prior to 2010
  - This will primarily be a redistribution
  - Public (and legislative) concern over graduation rates and time to graduate
  - Focus on assessment
What are the forces that will shape us in the future?

- **Cost**
- **Calls for accountability**
- **Competition for students**
- **Concern over business practices**
- **Compliance**

The number of high school graduates peaked in 2011

- **Softening enrollment trends nationwide**
  - Down 0.8% nationally, 2.1% in Colorado, change in Colorado demographic

- **CU Boulder announces plans to double the size of the College of Engineering**

- **DU: “double down” with investment in new Engineering building**

- **Where will the STEM tide take us?**
What are the forces that will shape us in the future?

- **Cost**
- **Calls for accountability**
- **Competition for students**
- **Concern over business practices**
- **Compliance**

- **National conversation regarding adjunct faculty**
  - We are moving away from the adjunct model

- **Health Care Reform**
  - Navigating complex change
What are the forces that will shape us in the future?

- **Cost**
- **Calls for accountability**
- **Competition for students**
- **Concern over business practices**
- **Compliance**

- Alphabet soup of Agencies and concerns
  - The “good old days” of anything goes or “act and then ask for forgiveness” are gone
How should Mines respond to these forces

- We are well positioned (the future is ours to lose)
  - Record fund raising
  - Record research
  - High student academic profile
  - High demand for our degrees
  - Increasing national and international reputation
  - We now offer high quality residential, social, and support services
  - Very high ROI
  - Highly qualified, dedicated faculty
  - Dedicated staff
How should Mines respond to these forces

- Quality in Degrees and Programs
  - Key to Tuition security
- Continued focus on non-resident admissions
- Continued careful allocation of resources
- Revenue growth where it enhances our brand
  - And where there is capacity to serve the activity
- AND.......ongoing efforts to execute our strategic plan