

ILLINOIS COUNCIL
ON CONTINUING
HIGHER EDUCATION

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TRANSFORMING THE
FUTURE OF HIGHER
EDUCATION

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A young Black male student is sitting at a desk in a classroom, looking thoughtful with his hand on his chin. He is wearing a striped shirt and dark pants. A black bag is on the floor next to him. In the background, a female student in a pink hoodie is also sitting at a desk, looking down. The text "WHY IS TRANSFORMATION CRITICAL TODAY IN HIGHER EDUCATION?" is overlaid in white, bold, sans-serif font. A thin white vertical line is to the right of the text.

**WHY IS
TRANSFORMATION
CRITICAL TODAY IN
HIGHER EDUCATION?**

FINANCIAL CHALLENGES

- 37.5% of community colleges report facing financial challenges
- up to 57% of public four-year institutions are facing financial challenges
- up to 77% of private not-for-profit four-year institutions could suffer budgetary shortfalls of more than 5 percent.

ENROLLMENT CHALLENGES

Private 4-year, Community
Colleges and Regional Public
Institutions will be hit hardest with
Enrollment Declines.

FORECASTED CHANGE IN NUMBER OF STUDENTS WHO WILL ATTEND POST-SECONDARY INSTITUTION FROM 2012 TO 2029, BY CENSUS DIVISION AND AREAS OF LARGEST INCREASE AND DECREASE

CENSUS DIVISION

| | PACIFIC | MOUNTAIN | WEST NORTH CENTRAL | EAST NORTH CENTRAL | WEST SOUTH CENTRAL | EAST SOUTH CENTRAL | MIDDLE ATLANTIC | NEW ENGLAND | SOUTH ATLANTIC | TOTAL |
|----------------------------|---------|----------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|----------------|-----------|
| INITIAL NUMBER OF STUDENTS | 467,166 | 191,075 | 201,563 | 418,114 | 315,072 | 147,203 | 403,109 | 115,841 | 468,584 | 2,727,728 |
| ABSOLUTE CHANGE | -44,067 | 3,429 | -22,773 | -90,443 | 7,365 | -29,736 | -72,208 | -28,117 | -15,523 | -292,073 |
| PERCENT CHANGE | -9% | 2% | -11% | -22% | 2% | -20% | -18% | -24% | -3% | -11% |

AREAS OF LARGEST DECREASE

| | | |
|---------------|---------|------|
| NEW YORK CITY | -32,619 | -16% |
| LOS ANGELES | -22,843 | -13% |
| CHICAGO | -16,868 | -18% |
| NEW YORK | -16,103 | -28% |
| BOSTON | -15,615 | -23% |

AREAS OF LARGEST INCREASE

| | | |
|------------------|--------|-----|
| HOUSTON | 11,222 | 20% |
| TEXAS | 7,255 | 08% |
| ATLANTA | 5,167 | 12% |
| UTAH | 3,730 | 13% |
| COLORADO/WYOMING | 3,575 | 18% |

<https://www.capturehighered.com/wp-content/uploads/2022/03/HigherEdDemographicCliff.jpg>



TRENDS IN HIGHER EDUCATION

TRENDS IN EDUCATION

Challenges for traditional higher ed are formidable

- Accessibility
- Cost
- Length of time to goal

Members of minority populations are interested in certificates and non-traditional degrees

Perceived value of education is balanced between knowledge and skill acquisition with career and pay considerations

Employers seeking high-level skilled workers

U.S. COLLEGE ENROLLMENTS 2012-2022

U.S. college enrollments have declined by 3 million students over the past decade.

While the decrease has been concentrated in community colleges, it's coming soon to many four-year institutions.

WHAT IS THE DEMOGRAPHIC CLIFF?

Projected to begin in 2025 (and likely continuing for decades), a “demographic cliff” for higher education is coming to the United States in the form of a dramatic drop in the traditional, college-aged population

In reality the pandemic has already launched the Demographic Cliff

WHAT CAUSED THE DEMOGRAPHIC CLIFF?

A result of a dramatic decline in the U.S. birthrate that began during the Great Recession in 2007-2008.

According to a 2020 study by the Brookings Institute, the birthrate is down nearly 20% from 2007-2020.

Little indication the birthrate will rebound.

Not all parts of the U.S. will be impacted equally.

COVID

DEMAND FOR COLLEGE DEGREES

The U.S. Higher Education Demand Index predicts that demand for UG degrees will decrease by 9%

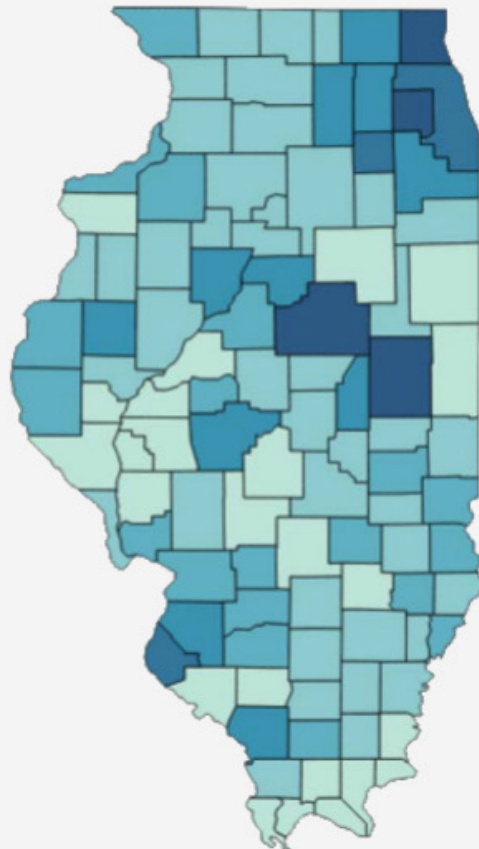
“College Students Predicted to Fall by More Than 15 Percent After the Year 2025”
(CUPAHR, 2019)

ILLINOIS



[Colin Maynard](#) and [Benjamin Rascoe](#) on [Unsplash](#)

2019 ASSOCIATE DEGREES OR HIGHER



State Average: 43%

State Count: 3,710,558

Total State Population 25+:
8,686,299

Percent of adults 25 years of older

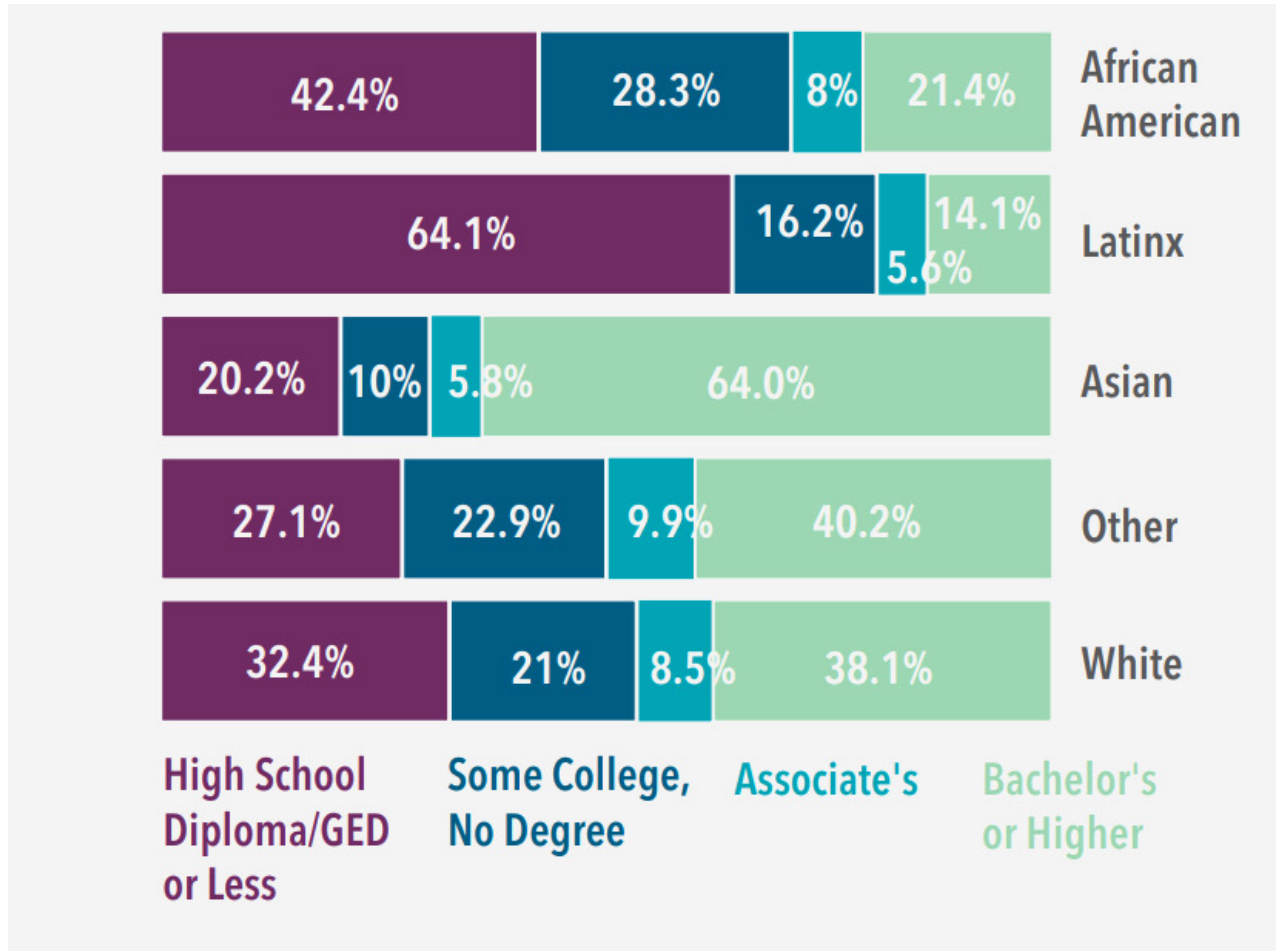


20%

56%

Source: 2019 American Community
Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT IN ILLINOIS BY RACE



ILLINOIS

Projected birthrate to be -15% to -7.5%
(pre-COVID)

COVID has had additional negative
effects on the birthrates

SOLUTIONS

A night scene of a circular colonnade with several white columns. In the center, a fountain has several water jets, some of which are illuminated with green light. The ground is wet and reflects the lights. In the background, a large firework is exploding in the sky, with red, white, and blue streaks. The word "SOLUTIONS" is overlaid in white capital letters in the center of the image.

HOW TO WEATHER THE DEMOGRAPHIC CLIFF?

Be relevant – ***strategic*** program planning

Focus on ***students***

Help students feel a sense of ***belonging***

Focus on ***enrollment***

Focus on ***retention***

Share information with others

THREE MAIN AREAS OF RELEVANCE

Degree Completion

Professional Certificates

Stackable Credentials

Workforce Education

Credit/Non-Credit

Contribute fully to society

Accelerated options

- BS, BA, BBA + Graduate degree
- 3-year BA completion

Bachelor of Applied Science (BAS) pipeline

- Associate in Applied Science (AAS)/community college
 - BAS/university

Workforce development

- General education
- Three years completion guarantee

DEGREE COMPLETION

PROFESSIONAL CERTIFICATES

Social innovation

Entrepreneurial studies at

- Illinois Innovation Network

For Profit/Non-profit
organizations

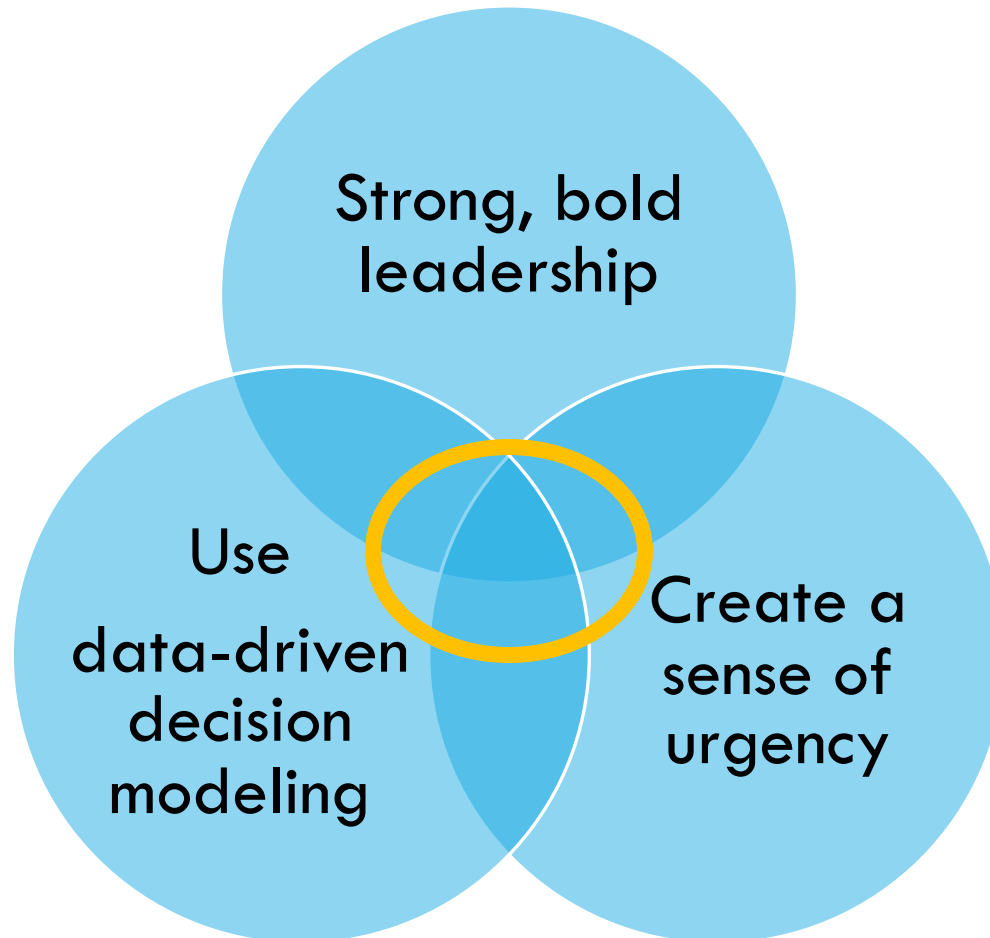
High Quality – Short Term
Training

WORKFORCE EDUCATION

Credit and non-credit curricular offerings

- Liberal & Integrative Studies Framework
- Experiential learning
- Credit for prior learning
- Course articulation
- 15-18 hour stackable certifications

LEADERSHIP + DATA + URGENCY



HOW TO MAINTAIN ENROLLMENTS?

Laser focus on **enrollment management**

Focus on **recruitment**

Focus on **retention**

Be very deliberate - when and how to use
financial aid

Mindful of **communication and marketing**

Understand **website impact**

Manage **processes**

LEADERSHIP IMPERATIVE

- *Leverage institutional leadership and advisory board's role and fiduciary duties.* Push university leadership for actionable plans to adjust the status quo. And collaborate on solutions.
- *Build in accountability.* Task a subcommittee with supporting leadership and management staff with problem solving and tracking the change through regular progress updates that focus on measurable outcomes.
- *Ensure the all constituents are grounded in current higher-education trends.* Educating all constituents on the trends in higher education improves transparency on the institution's challenges and finances.

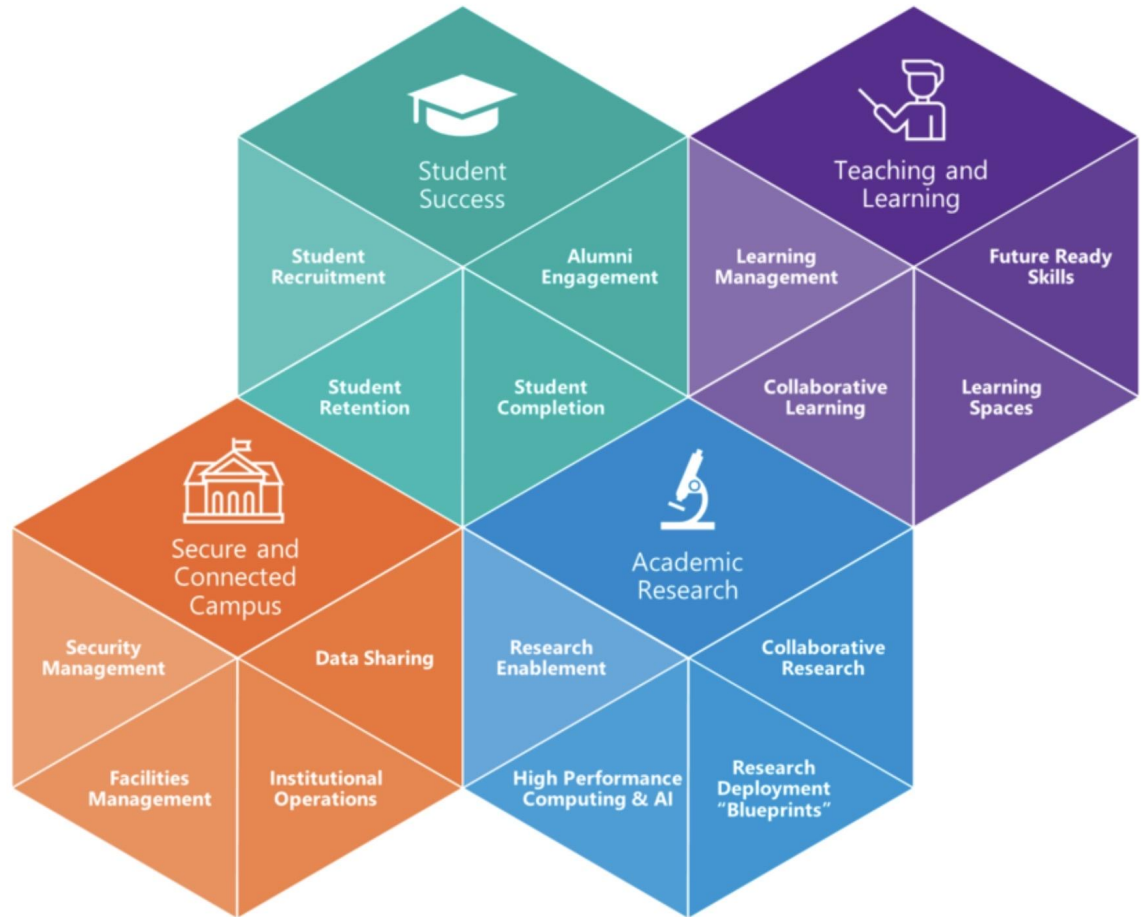
MISSION + LEADERSHIP + TRENDS



MISSIONAL IMPACT

- *Emphasize mission impact over financial impact in messaging to the campus.* Share impact and successes—for example, when additional financial aid has been allocated to Pell-eligible students to support their success, focus on the impact of improved persistence rates rather than the increased revenues from student retention.
- *Communicate small but impactful vignettes.* For instance, spotlight additional research funding secured due to strategic investment in grant writers. Such stories personalize the change for the community.
- Recognize growth over efficiencies.

AI AND THE FUTURE OF HIGHER EDUCATION



AI will become a norm in every aspect of higher education / Source: Microsoft Research

NEXT STEPS

Develop your team

Create processes for transparency and decision-making

- Innovation start up costs
- Revenue generation/share for units who are willing to participate
- Appropriate focused advising

Marketing to new segments

Stay attuned to AI

Improve overall organizational capabilities

- Create environment for continued transformational change

THANK YOU!

