

# Higher Education Landscape

Board of Trustees Retreat

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# Current Challenges Confronting Higher Education

## Association of Governing Boards (AGB)

- The revenue model
- Productivity and efficiency
- Student aid
- Educational delivery
- Student learning
- Student success
- Market and mission
- The academic workforce
- Globalization
- Institutional risk



# Current Challenges Confronting Higher Education

## Making the Case

- Value perception with the public
- Policy makers
  - » Public funding
  - » Regulation and compliance
  - » Concerns about:
    - Completion
    - Access
    - Workforce preparedness
    - Attainment (international rankings)



# Current Challenges Confronting Higher Education Change

- Disruptive?
- Higher education business model
  - » Iron triangle: cost (price/expensive); access; quality
- Productivity and efficiency
  - » Formerly:
    - Productivity ↑ / Cost ↑
  - » Today:
    - Quality ↑ / Cost ↓
- Academic quality



# Current Challenges Confronting Higher Education

## Economic Realities

- Post recession economic structural change
  - » Employment and opportunity
  - » Economic confidence
  - » Student aid/student debt
  - » Permanence of reduced public funding
  - » Demographic change
- Competition
  - » Other institutions
  - » New providers
  - » New delivery models
  - » Enrollment
  - » Fundraising



# Current Challenges Confronting Higher Education

## Board Governance

- Threat to board independence (external influences)
- Regulatory
- Accreditation
- How to balance diminished support with respect for collaborative governance?
- Mission



# Top Strategic Issues Facing HBCU's Now and into the Future

- Enrollment and the value proposition
- Educational quality and degree offerings
- Student success and completion
- Finances and affordability
- Infrastructure
- Federal and state policy
- Governance and leadership

