Setting the Stage for “The New University’s” Future

Colorado’s Perfect Situation – Perfect Storm or Perfect Opportunity?

A not so parsimonious presentation
The Big Four

- Your Economic Competitiveness
- How Good You You
- Who You Are – Can You Be Competitive
- What You Have in Resources
The Big Four

- Your Economic Competitiveness
- How Good Are You
- Who You Are – Can You Be Competitive
- What You Have in Resources
Relationship Between Educational Attainment, Personal Income, and Economic Strength

Table:

<table>
<thead>
<tr>
<th>High Income, Low Educational Attainment</th>
<th>High Income, High Educational Attainment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State New Economy Index (2002)</strong></td>
<td></td>
</tr>
<tr>
<td>Top Tier</td>
<td>Middle Tier</td>
</tr>
<tr>
<td>Low Tier</td>
<td>Low Tier</td>
</tr>
</tbody>
</table>

Graph:

- Personal Income Per Capita, 2000
- Percent of Adults Age 25-64 with a Bachelor’s Degree or Higher

Legend:

- **MT**: Low Income, Low Educational Attainment
- **US**: High Income, Low Educational Attainment
- **CO**: High Income, High Educational Attainment

States are color-coded by tier:

- **Top Tier**: Green
- **Middle Tier**: Blue
- **Low Tier**: Red
New Economy Index, 2008

Colorado Rank = 10
In 2002, Colorado ranked 3

Source: ITIF, 2008 State New Economy Index Via NCHEMS
Educational Attainment & Personal Income by Colorado Counties

Adults aged 25 - 64 with a Bachelor's Degree or Higher (%) vs. Personal Income per Capita

Source: NCHEMS
Percent of Population Ages 25-64 with an Associate Degree Or Higher (ACS, 2011)

Source: U.S. Census Bureau, American Community Survey
Differences in College Attainment (Associate & Higher) Between Younger & Older Adults—U.S. & OECD Countries, 2009

Source: Organisation for Economic Co-operation and Development (OECD), Education at a Glance 2011
Differences in College Attainment (Associate & Higher) Between Younger & Older Adults - U.S., 2009

Source: U.S. Census Bureau, 2009 American Community Survey (ACS)
Cost effectiveness:

- Less cost effective than other state colleges per FTE enrollment
- Comparatively cost effective per graduate

<table>
<thead>
<tr>
<th>Institution</th>
<th>Grad Rate</th>
<th>Transfer Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSCU</td>
<td>39%</td>
<td>23%</td>
</tr>
<tr>
<td>Adams</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Mesa</td>
<td>27</td>
<td>33</td>
</tr>
<tr>
<td>CSU Pueblo</td>
<td>32</td>
<td>20</td>
</tr>
<tr>
<td>Ft. Lewis</td>
<td>37</td>
<td>29</td>
</tr>
<tr>
<td>Metro</td>
<td>21</td>
<td>34</td>
</tr>
</tbody>
</table>
Economic Competitiveness: WSCU

- From State’s Perspective
  - 36% of Gunnison County Students
  - Less than 2% of Front Range Students
  - 28% percent from Out of State

- From WSCU Perspective
  - 12% from Gunnison County
  - 36% from the Denver Metro area
  - 28% percent from Out of State

- Quite Different Pictures
  - Front range is critical to you
  - You are not particularly critical to the front range
The Big Four

- Your Economic Competitiveness
  - Not Bad
- How Good Are You
- Who You Are – Can You Be Competitive
- What You Have in Resources
**How Good Are You**

- **Best in the World**
  - Can’t Prove Me Wrong
  - But Australia, New Zealand, Finland, Scotland, Switzerland and Ireland claim the same
  - Canada doesn’t, but may be

- **Two reasonable metrics**
  - Productivity – cost per unit of output
  - Student Learning – value added of education provided
Colorado is exceptionally productive

Credentials and Degrees Awarded per $100,000 of State, Local, & Tuition & Fee Revenues: Public Bachelor’s and Master’s Universities – 2010 (IPEDS via NCHEMS)
Did they get it – the credential
- Decent but not great on graduation rate

Did they get it – the learning
- Don’t know
- But could
  - CLA, ACT CAAP, ETS MAPP, NAAL
- And should
  - Signs that all is not well
    - Academically Adrift
    - Replication
    - NAAL results
  - Could be your unique handle
    - Regarding WSCU – I don’t know
    - But what if I did; and only know about you?
The Big Four

Your Economic Competitiveness

How Good Are YOU

Who You Are – Can You Be Competitive

What You Have in Resources
Public & Nonpublic High School Graduates 1991-92 through 2021-22, Colorado

Total = public and non public, all races.
Source: WICHE, Knocking at the College Door
Projected Change in Colorado Population by Age and Race/Ethnicity, 2006-25 (in Thousands)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>White</th>
<th>African American</th>
<th>Hispanic</th>
<th>Native American</th>
<th>Asian</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-17</td>
<td>100,536</td>
<td>12,849</td>
<td>43,135</td>
<td>-33,096</td>
<td>2,739</td>
</tr>
<tr>
<td>18-24</td>
<td>100,863</td>
<td>12,848</td>
<td>32,861</td>
<td>-33,964</td>
<td>2,740</td>
</tr>
<tr>
<td>25-44</td>
<td>100,863</td>
<td>12,848</td>
<td>32,861</td>
<td>-33,964</td>
<td>2,740</td>
</tr>
<tr>
<td>45-64</td>
<td>83,053</td>
<td>13,997</td>
<td>20,414</td>
<td>-99,293</td>
<td>2,740</td>
</tr>
<tr>
<td>65 and Older</td>
<td>66,315</td>
<td>20,414</td>
<td>14,460</td>
<td>-150,000</td>
<td>2,740</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau Via NCHEMS
College Going Rates of Recent High School Graduates (2008)

Source: Tom Morrison, Postsecondary Opportunity
Difference in Education Attainment Between Whites and Hispanics (2006, Percent)

Source: U.S. Census Bureau, 2006 American Community Survey (ACS) Public Use Microdata Sample (PUMS) File. Via NCHEMS
Difference in College Attainment Between Whites and Minorities (Blacks, Hispanics, Native Americans) (2009)

Source: U.S. Census Bureau, 2009 American Community Survey
The Big Four

Your Economic Competitiveness

How Good Are You

Who You Are – Can You Be Competitive

What You Have in Resources
Revenues Per Student from Net Tuition, State, & Local Appropriations Public Masters and Baccalaureate

Sources: NCES, IPEDS 2006-07 Finance Files; f0607_f1a and f0607_f2 Final Release Data Files.
NCES, IPEDS 2006-07 Enrollment Files; ef2006a, effy2007, and efia2007 Final Release Data Files. Via NCHEMS
State Tax Capacity & Effort
Indexed to U.S. Average

State Tax Capacity (Total Taxable Resources Per Capita)

State Tax Effort (Effective Tax Rate)

Source: State Higher Education Executive Officers (SHEEO)
Projected State and Local Budget Surplus (Gap) as a Percent of Revenues, 2016

Source: NCHEMS; Don Boyd (Rockefeller Institute of Government), 2009 Via NCHEMS
Colorado has been economically competitive, but:
- It’s slipping, as is the U.S. in general
- And the good life has not been equitably distributed
- Frankly, we don’t know how good we are
- Demographics present a challenge, all else being equal
- The finances are perilous
  - A lean system has little fat
  - Change is hard
- The issue is one of Will, not Capacity.
The Opportunities for WSCU

Student FTE

- Focus less on entering FTE
  - Good people have already tried that
  - Not particularly cost effective – if successful, marginal costs equal average costs

- Focus more on keeping current students
  - Marginal costs are low (contrary to common myth)
  - Will pay off in new performance funding schemes
  - Will drive other new entering enrollment

- Focus more on transfer students
  - Marginal costs are low
  - Will pay off in new performance funding schemes
The Opportunities for WSCU

- **Build on Quality Experience**
  - Size is an asset, not a liability

<table>
<thead>
<tr>
<th>US News Top Five</th>
<th>Enrollments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Williams</td>
<td>2,083</td>
</tr>
<tr>
<td>Amherst</td>
<td>1,795</td>
</tr>
<tr>
<td>Swarthmore</td>
<td>1,524</td>
</tr>
<tr>
<td>Pomona</td>
<td>1,560</td>
</tr>
<tr>
<td>Middlebury</td>
<td>2,532</td>
</tr>
</tbody>
</table>

- Be the great place for regular folks -- A place to enjoy College and Colorado; the place where students succeed.
- Embrace technology – on and off campus
- Respect evidence of competence – it pays off
This is a great place

And, it is great because it is unique; not same old, same old

Embrace who you are
  Get better, because we all must
  But build on your assets; not those of others

*Enough Already*