Higher Education Today and Tomorrow: Challenges, Opportunities, Innovations

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• Present Context
• Challenge: Competition
• Challenge: Revenues and Expenses
• Challenge: Accreditation
• Challenge: Curriculum
• Opportunity: Know and Own the Niche
• Opportunity: Value
• Opportunity: Demographics
• Innovation: What, Where, How, Who
• Greatest need ever for postsecondary education
• Mixed public perceptions
• Big focus on sticker price, cost, affordability
• Increased focus on “getting a job”
• Increased pressure for transparency
• Increased calls for performance/accountability
• *QUALITY IS JOB 1*
• Postsecondary education market MUCH more crowded
• Student have CHOICE:
  • More non-profits offering more, and more flexible programs
  • Surge of for-profits slowed, but likely to rebound
  • Employers forming partnerships (e.g., Walmart and American Public University)
• Quality and convenience MATTER
• Students and families seek VALUE
• Public funding of colleges/universities significantly lower and unlikely to return
• Less funding increases pressure on tuition/fees
• Increased net costs creates problems with financial aid
• Extreme pressure to lower costs through efficiencies, scale, program evaluation/review, and new delivery models
• Labor costs are main driver
• Transparency and accountability are critical

Challenge: Revenue and Expenses
• Accreditation required for Title IV financial aid
• Standards are rising
  • Governance
  • Financial assets
  • Faculty
  • Student learning assessment
• Community college issue needs to be settled
• Upcoming self-study opportunity for reflection and assessment
• Core question: How to make the curriculum relevant and connected when most students take at least 6 years to complete?
• Will require a rethinking of curricular options and connectedness
  • Perhaps fewer, but more focused programs
  • General education must be coherent
Opportunity: Know and Own Niche

• Key question: Where does UDC fit in postsecondary market?
  • Program levels and mix
  • Professional schools
  • Research
• Avoid mission creep
• Access and affordability issues
• Focus all energies on understanding niche and becoming the best there is in it—this drives VALUE
• Students and families seeking best VALUE
• UDC’s program quality – net cost ratio
  • Student performance on licensure exams
  • Placement rates in graduate and professional schools
  • Faculty quality
• UDC’s program mix (availability of high demand fields)
• Need to increase number of first generation students
• Need to increase numbers of African American, Latino, and Native American students especially
• UDC has long record at this so has potential advantage in those communities (but VALUE comes into play)
• UDC should focus decisive strategic decisions quickly
  • WHAT programs and services provide best VALUE?
  • WHAT realignments (fiscal and personnel) need to be made (both reductions and investments)?
  • WHAT external partnerships are needed?
  • WHERE are the programs located and offered to maximize access and flexibility?
  • HOW are programs and services delivered to maximize access and affordability?
  • WHO delivers the programs and services?
Thank You!

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