



Webinar

Understanding the Higher Education Enrollment Cliff and How HR Can Help

Sponsored by  **Cornerstone**

February 13, 2020

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Q & A

Don't forget to submit your questions to our presenters.

How? Click on the Chat box at the bottom left of your screen and be sure to click "send."



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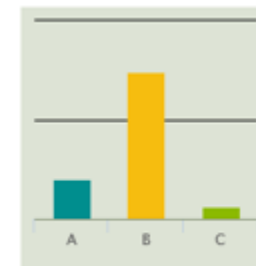
Poll Questions

Click on your screen in the box next to your answer choice.

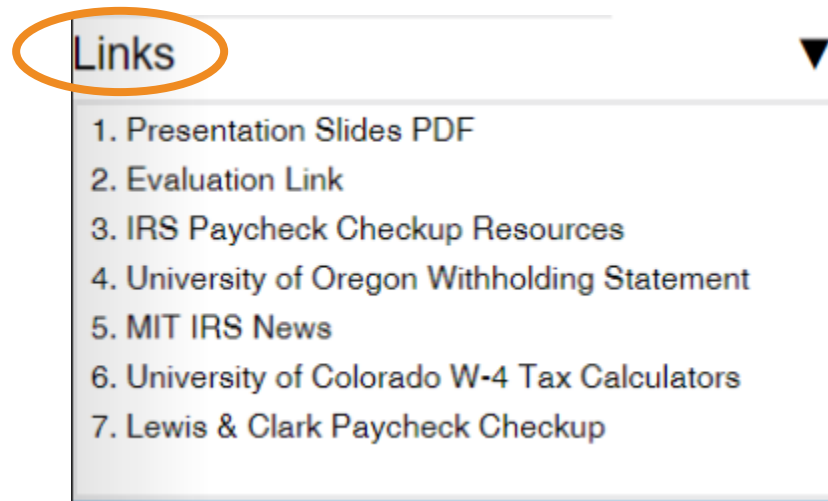
Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

- 20% - 1 A Reliant on gut, intuition, experience
- 74% - 19 B Data-informed
- 6% - 2 C Data-driven



Handouts



Available for download in the “Links” section of your dashboard.

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Questions? E-mail learn@cupahr.org.



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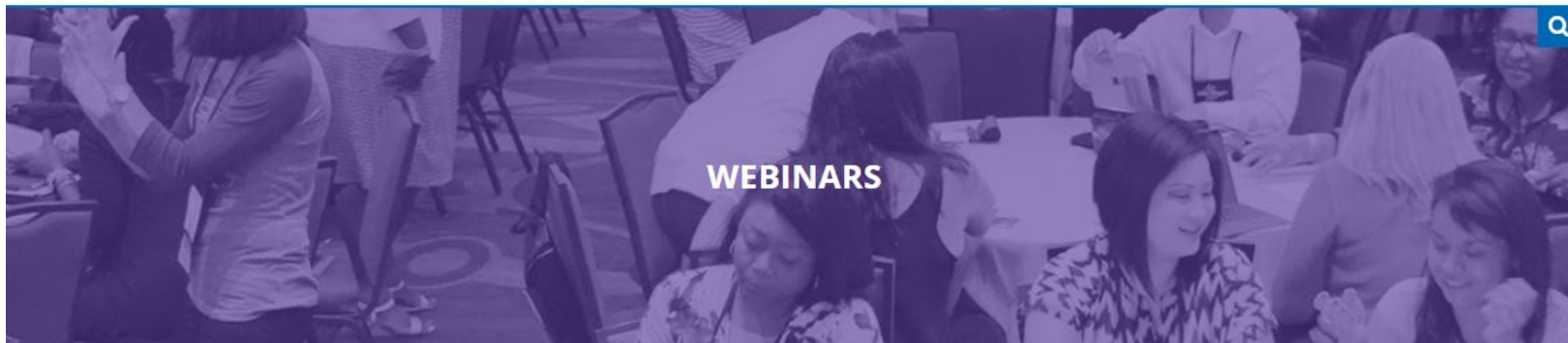
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Presenter



John Whelan

Vice President for Human Resources
Indiana University

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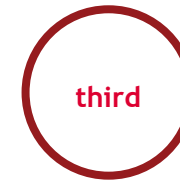
Today's Discussion



What is causing enrollment declines in higher ed?



Why does it matter for Human Resources?



How can Human Resources be part of the solution?



A Perfect Storm is Brewing in Higher Education



**“Birth
Dearth”**

**International
Students**

**Major Employer
Hiring Practices**

**State
Funding**

Unemployment

**Tuition
Pressures**

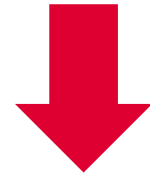
A Perfect Storm is Brewing in Higher Education

Poll Question

Is your institution currently feeling the impact from any of these storm clouds?

- a) Yes
- b) No
- c) Maybe or don't know

Rating Agency Outlook for Higher Ed



S&P Global
Ratings

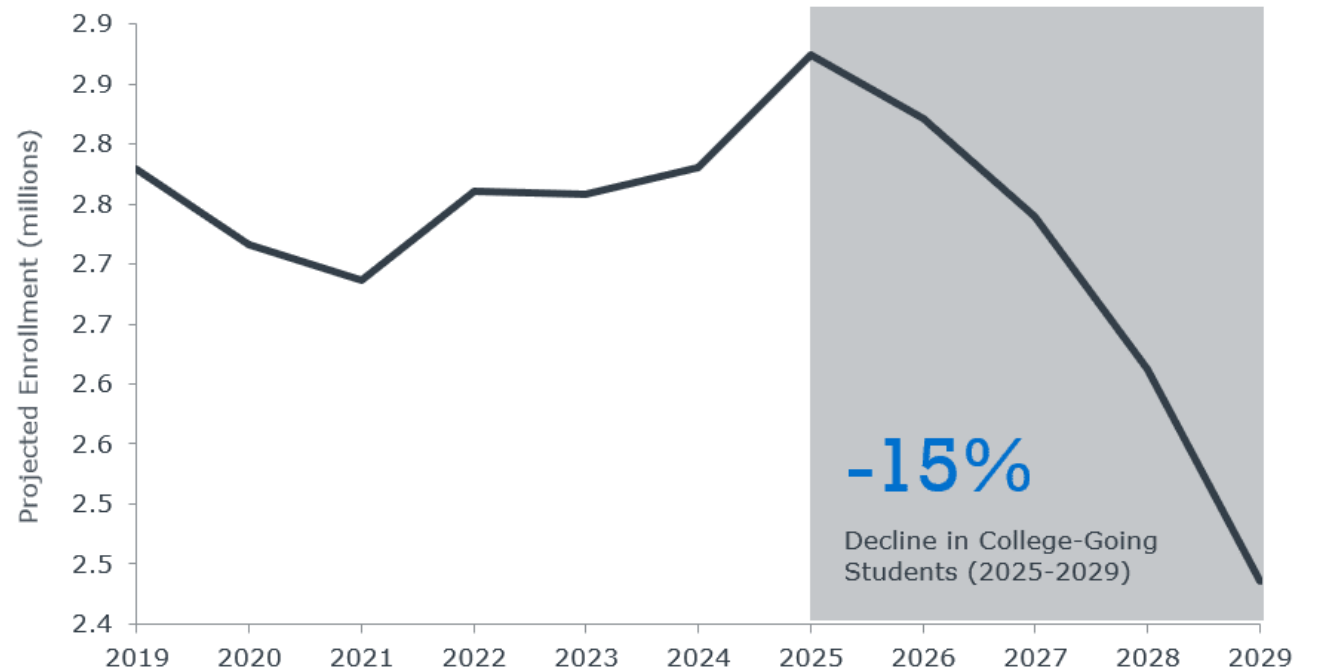
**S&P continues “negative”
rating for 2020**



MOODY'S
INVESTORS SERVICE

**Moody's rating is “stable” in
2020 after two “negative” years**

Enrollment Projected to Drop Sharply After 2025



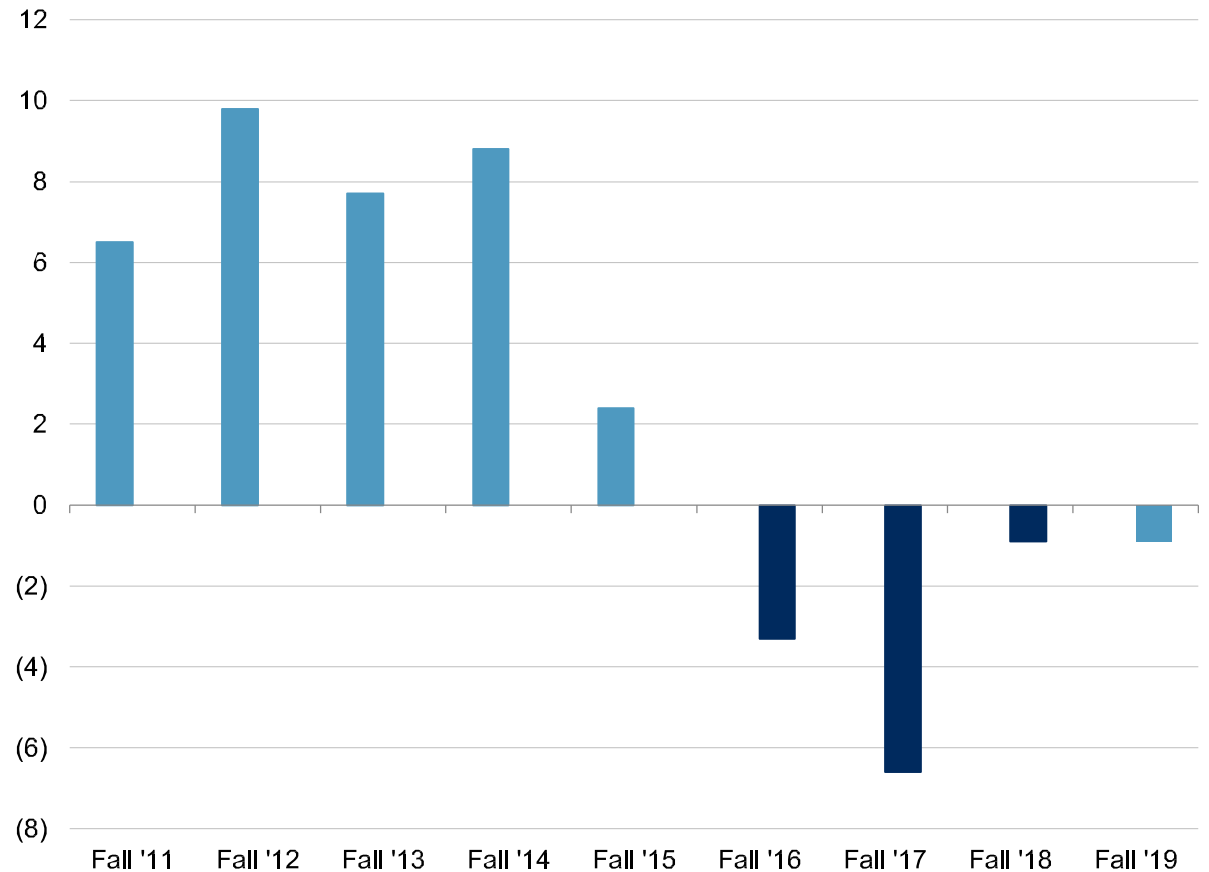
Source: Education Advisory Board (EAB)

No End in Sight

2018 saw **fewest births** in the U.S. since 1986

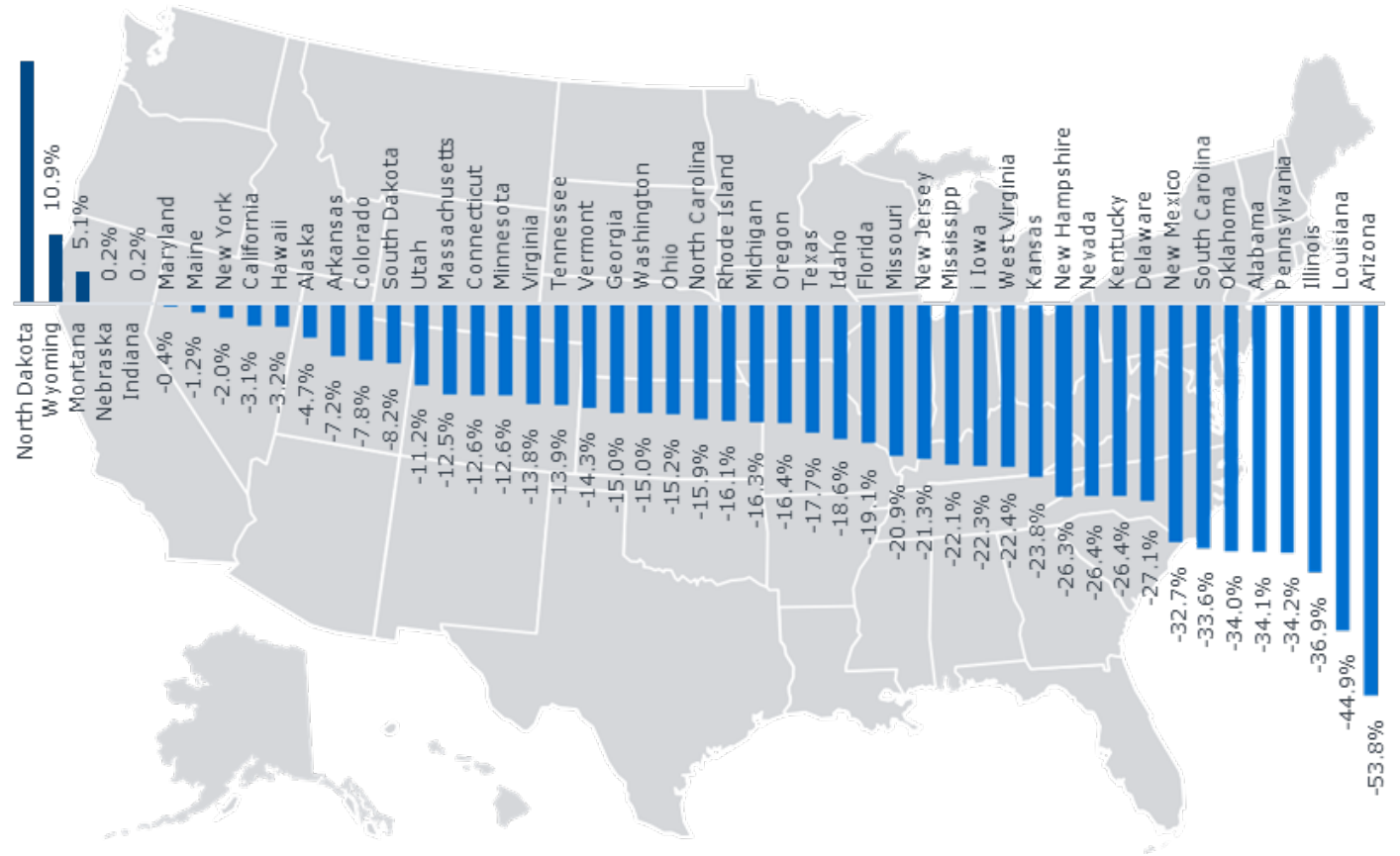


Percent Change in International Students



Source: Open Doors International Student Census. Fall 2019 International Student Enrollment Snapshot Survey. Copyright © 2020 by Standard & Poor's Financial Services LLC. All rights reserved.

Change in State Spending Per Student 2008–2017



Tuition Pressures



Calls for **free education** by politicians



Student debt crisis



1% tuition increase **less than** 1% salary increase

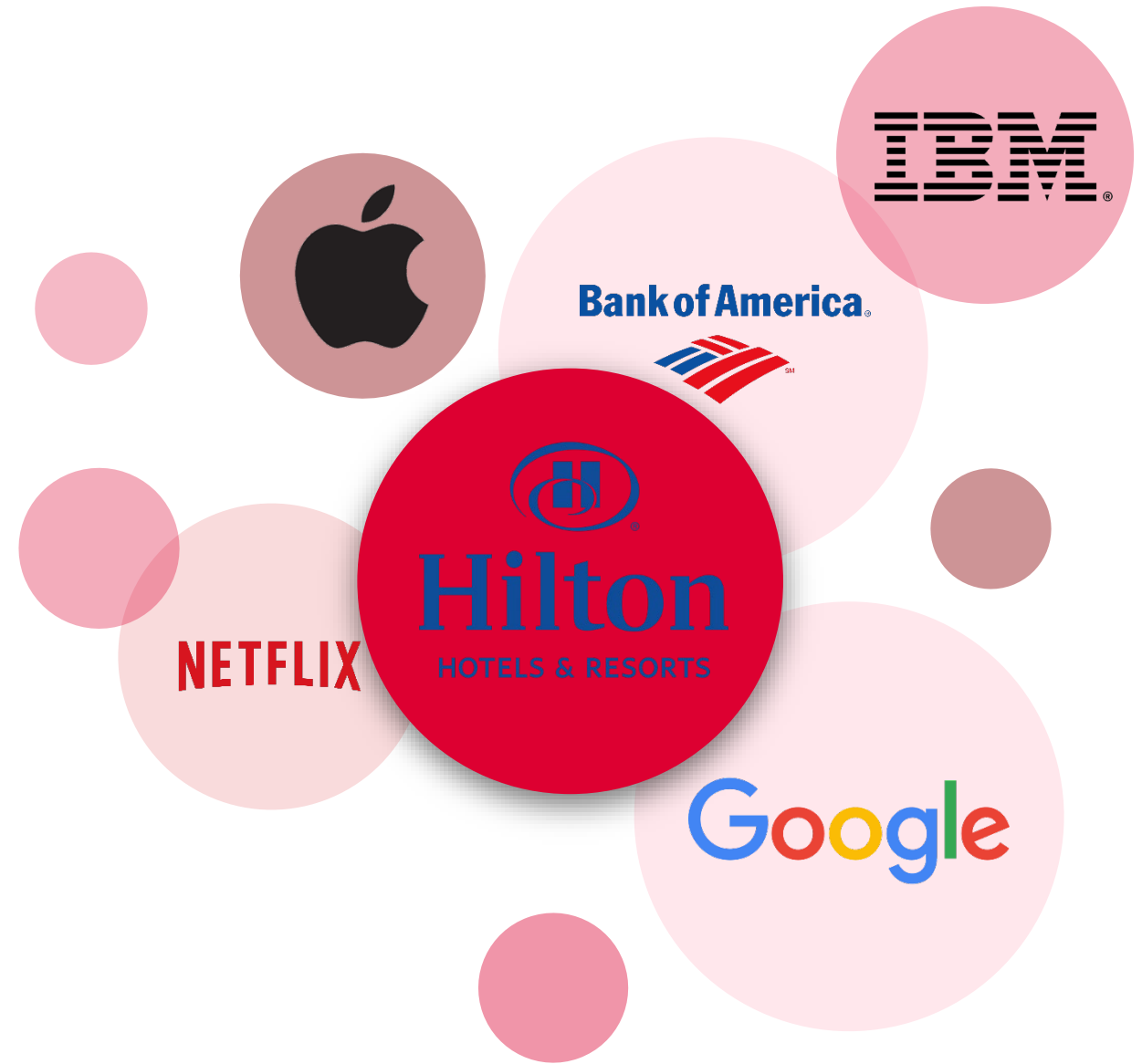


Reduced state funding compounds the issue

Unemployment Lowest in 50 Years



Major Employers **Not** **Requiring** College Degrees



What Does this **Have** to Do with **HR?**

1

Tuition is **largest revenue stream** for most colleges and universities

2

Salary and benefits are **disproportionately** the greatest expenses

3

Without solutions, **employees will be impacted**

4

HR professionals are **perfectly positioned** to help find a solution

What Does it Mean for HR to be Strategic?

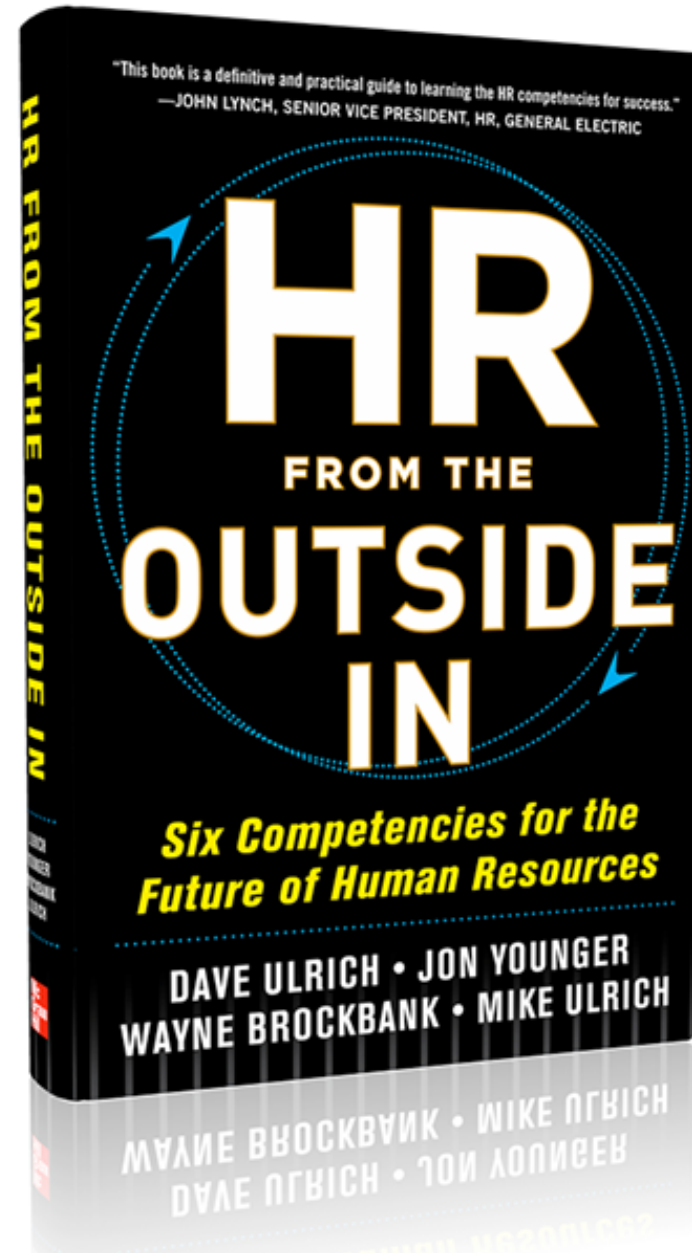
- Proverbial seat at the table
- HR's work directly supports the objectives of the University, Campus, Division, etc.



A man in a dark suit, white shirt, and red tie is shown in profile, leaning forward and pulling a thick, light-colored rope. The rope is attached to a large white banner that is tilted upwards. The banner contains the text "It Needs to be a Pull Not a Push". The background is a plain, light-colored wall and floor. The overall scene is a metaphorical representation of effort and direction in a business context.

**It Needs to be a
Pull Not a Push**

HR from the Outside In



What Does Higher Ed Need to Do?

It's all about revenue and expenses



Revenue

Maintain/ Grow Enrollment

- Admissions
- Retain current students
- Only 60% of students entering 4-year institutions graduated from that school in 6 years



Expenses

Compensation

- Headcount:
 - Retirement incentives
 - Hiring freeze
 - Reduced work schedules
- Salary increases and market competitiveness
- Work efficiencies such as LEAN



Poll Question

What was the last annual salary increase at your institution?

- a) 0 – 1%
- b) 1.1 – 2%
- c) 2.1 – 3%
- d) More than 3%

Expenses

Benefits

- Entitlement issues
- Wellness & Prevention
- Dependent coverage
- Retirement vesting periods



Workforce Planning

- Analytics and Data
- Organization Priorities and Required Skills
- Organization Design
- Span of Control



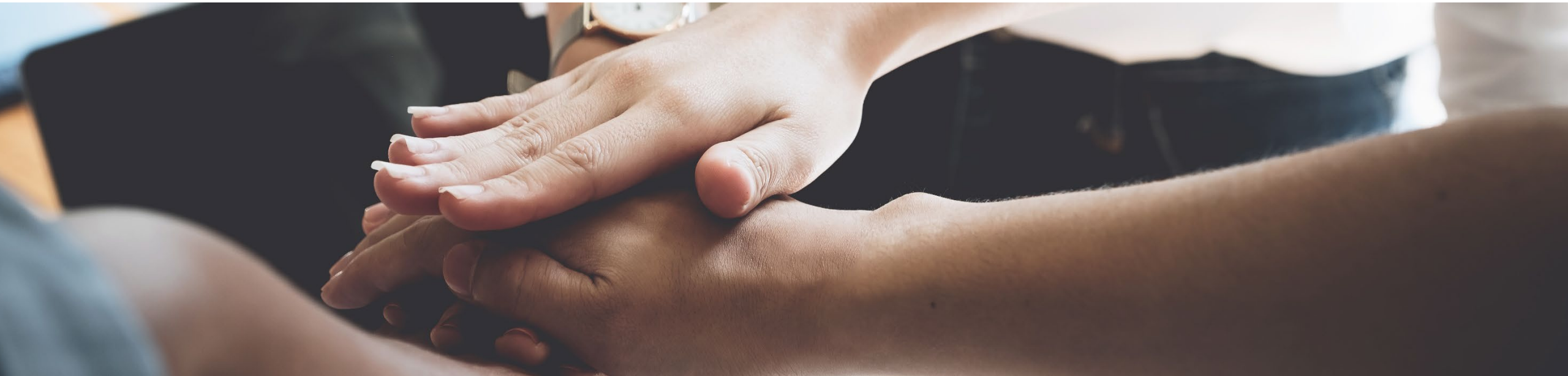
Recruit & Retain

- Employment Value Proposition (EVP)
– why is it **better** to work at your organization?
- Develop talent **from within**



Morale & Engagement

- Let your people know they are **valued**
- Find **creative ways to reward** and recognize in lieu of money
- Be **transparent**



Action Steps

1

Understand these issues at your institution

- Read articles & reports
 - Meet with your enrollment & finance colleagues
-

2

Contact others in Higher Ed HR

3

Discuss options with your institutions leaders

4

Be positive and focus on solutions



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Questions?



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Thank You!

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The logo for Cornerstone, featuring a blue square with a white circle inside, followed by the word "Cornerstone" in a bold, blue, sans-serif font.

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