

# NASPA 2010 Annual Conference

## Live the Legacy, Be the Movement

### Responding to Economic Challenges While Planning for Success

March 8, 2010  
Chicago, IL



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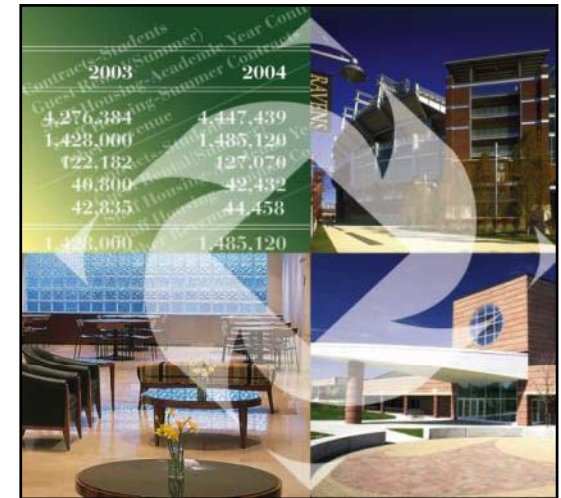
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TEXAS TECH UNIVERSITY

# PRESENTATION OUTLINE

- Welcome & Introductions
- Trends in Higher Education
- Importance of Comprehensive Planning
- TTU Project Background
- Process & Methodology
- Outcomes
- Group Exercise
- Best Practice Case Studies
- Conclusion
- Question & Answer
- Wrap Up



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# INTRODUCTIONS

## Katie Karp, Project Manager, Brailsford & Dunlavey

- Background in higher education and market research
- Extensive experience in student life and residence life studies
- Campus experience includes Texas Tech University, Cornell University, Clemson University, Georgia Tech, American University, and Gallaudet University

## Kevin Keegan, Vice President, Brailsford & Dunlavey

- Over 20 years in Student Affairs as associate VP, acting VP, dean of students, director of auxiliary services and director of residence life
- Master planning and project management experience within higher education and at other non-profits

## Dr. Michael Shonrock, Senior Vice President, Texas Tech University

- Enrollment Management & Student Affairs
- 30 Years Experience in Public Higher Education



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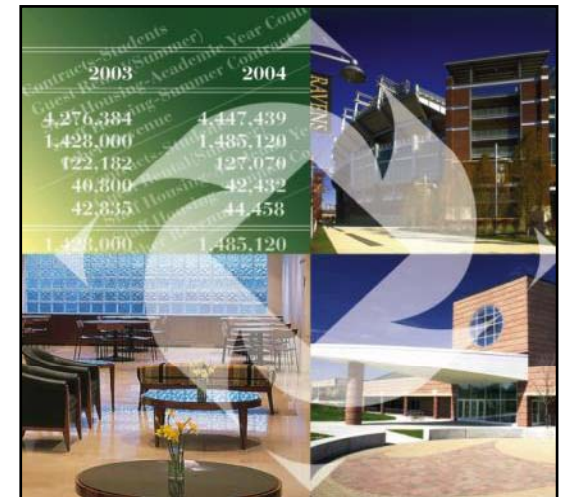
# PRESENTATION GOALS

- Provide overview of current trends in higher education
- Discuss importance of comprehensive planning
- Examine integration of institutional priorities and changing societal realities into divisional planning
- Provide a detailed case study of Texas Tech's comprehensive planning approach
- Present best practice planning methodologies
- Outline evaluation and assessment criteria to measure outcomes and determine planning successes
- Identify resources you may use to assist with planning activities on your own campuses



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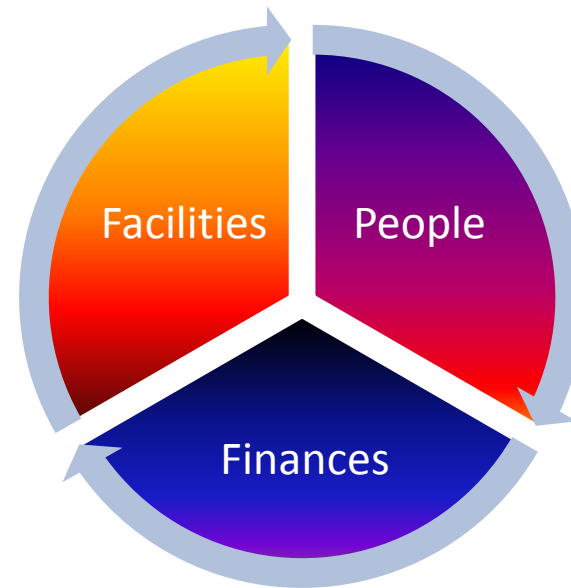


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# TRENDS IN HIGHER EDUCATION

## Macro-level Factors Studied in the TTU Planning Effort

- People
- Space
- Finances





# TRENDS IN HIGHER EDUCATION

## People: Student Demographics

- 1997 to 2006 (the “Echo Boomers”)
  - High school graduates increased 22%
    - Minority student graduation rose approximately 49%
  - Total enrollment increased 22%
    - Undergraduate → 22% increase
    - Graduate → 26% increase
    - First-time professional → 13% increase
    - Minority student enrollment rose approximately 20%

US Department of Education – National Center for Education Statistics  
“Knocking at the College Door.” March 2008. WICHE.  
Marcus & Millichap



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# TRENDS IN HIGHER EDUCATION

## People: Future Demographics

- 2007 to 2017:
  - High school graduates → 22,000 more students (+1%)
  - Total enrollment → 2.1 million more students (+12%)
- Other factors:
  - Undergraduates are enrolling for more than 4 years
  - Rise in non-traditionally aged and international student populations
  - Rise in 2-year college and graduate school enrollments

US Department of Education – National Center for Education Statistics  
“Knocking at the College Door.” March 2008. WICHE.



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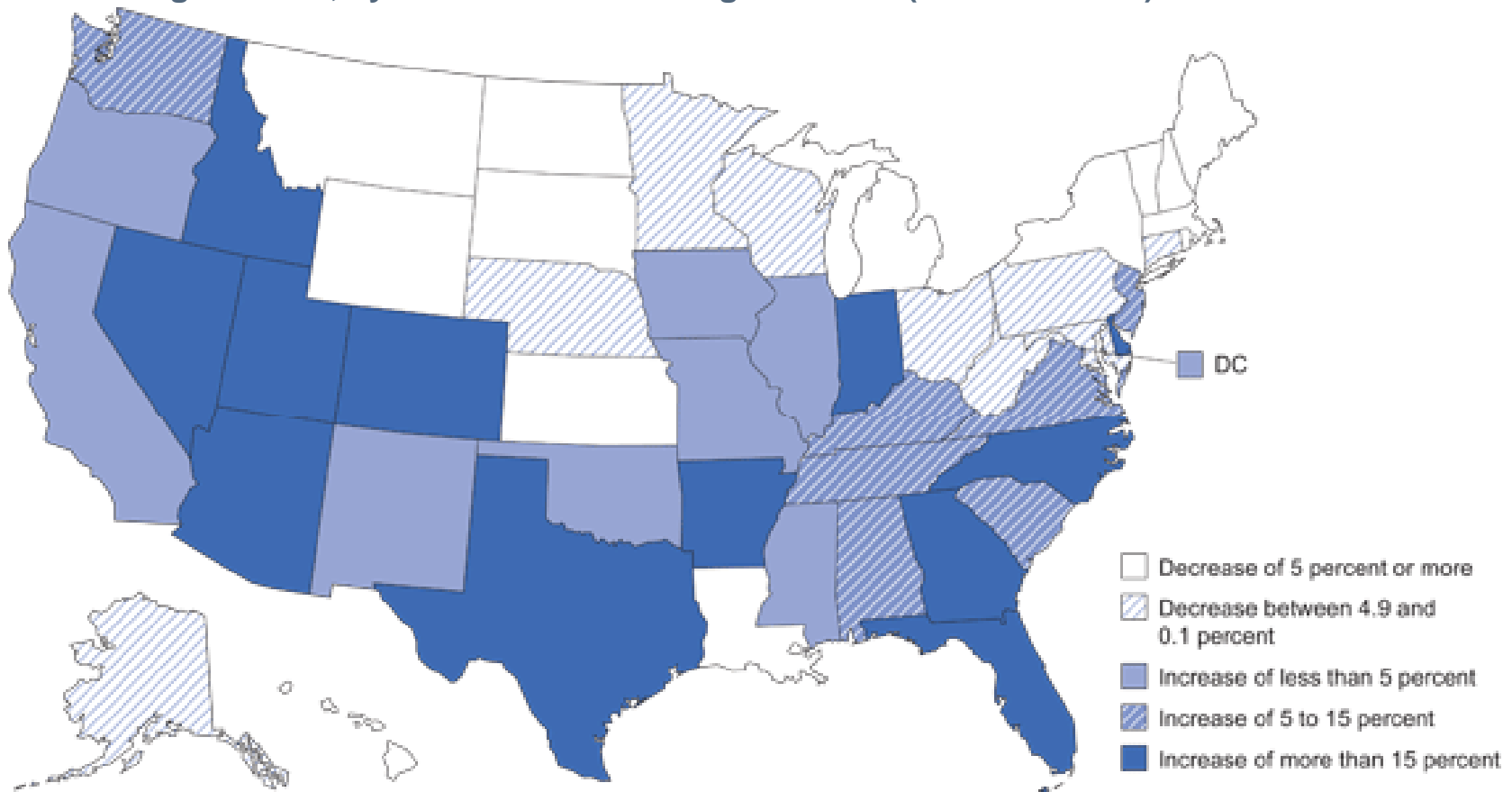
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# High School Demographics

# TRENDS IN HIGHER EDUCATION

Projected percentage change in the number of public high school graduates, by state: 2007–08 through 2017–18 (Source: NCES)



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# TRENDS IN HIGHER EDUCATION

## Student Type and Age: Present and Future

<i>Total fall enrollment in degree-granting institutions by student level: Selected years 1970 through 2007</i>											
	1970	1980	1990	2000	2001	2002	2003	2004	2005	2006	2007
<b>Total</b>	<b>8,581</b>	<b>12,097</b>	<b>13,819</b>	<b>15,312</b>	<b>15,928</b>	<b>16,612</b>	<b>16,911</b>	<b>17,272</b>	<b>17,487</b>	<b>17,759</b>	<b>18,248</b>
Undergraduate	85.9%	86.6%	86.5%	85.9%	86.1%	85.8%	85.6%	85.6%	85.6%	85.5%	85.5%
Graduate	12.1%	11.1%	11.5%	12.1%	12.0%	12.3%	12.4%	12.5%	12.5%	12.6%	12.6%
First-professional	2.0%	2.3%	2.0%	2.0%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%

<i>Total fall enrollment in degree-granting institutions by student level: Selected years, 1970 through 2007</i>											
[In thousands]											
	1970	1980	1990	2000	2001	2002	2003	2004	2005	2006	2007
<b>Total</b>	<b>8,581</b>	<b>12,097</b>	<b>13,819</b>	<b>15,312</b>	<b>15,928</b>	<b>16,612</b>	<b>16,911</b>	<b>17,272</b>	<b>17,487</b>	<b>17,759</b>	<b>18,248</b>
Undergraduate	7,369	10,475	11,959	13,155	13,716	14,257	14,480	14,781	14,964	15,184	15,604
Graduate	1,039	1,344	1,586	1,850	1,904	2,036	2,102	2,157	2,186	2,231	2,294
First-professional	173	278	273	307	309	319	329	335	337	343	351

<i>Total fall enrollment in degree-granting institutions, by age: Selected years, 1990 through 2017</i>					
[By percent]					
Age	1990	1995	2005	2012	2017
<b>Total</b>	<b>13,819</b>	<b>14,262</b>	<b>17,487</b>	<b>19,048</b>	<b>20,080</b>
22 and younger	42.6%	40.3%	43.4%	42.6%	40.5%
23 years and old	57.4%	59.7%	56.6%	57.4%	59.5%

SOURCE: U.S. Department of Education, National Center for Education Statistics. (2009).

## Access and Affordability

### Obama Administration's Education Plan

- Increase access to higher education
  - Pell grants → increased from \$500 to \$5,350
  - Tax credits → new \$2,500 credit for 4-year college tuition
  - Modernize and expand the Perkins Loan program
    - Access to 2.7 million additional students
- Make U.S. higher education #1 in world graduation rate by 2020
  - Currently tied for 9<sup>th</sup> in the world at 18 out of every 100 students compared to 26 per 100 for #1 Australia, S. Korea and Japan

US Department of Education.  
National Report Card on Higher Education 2008



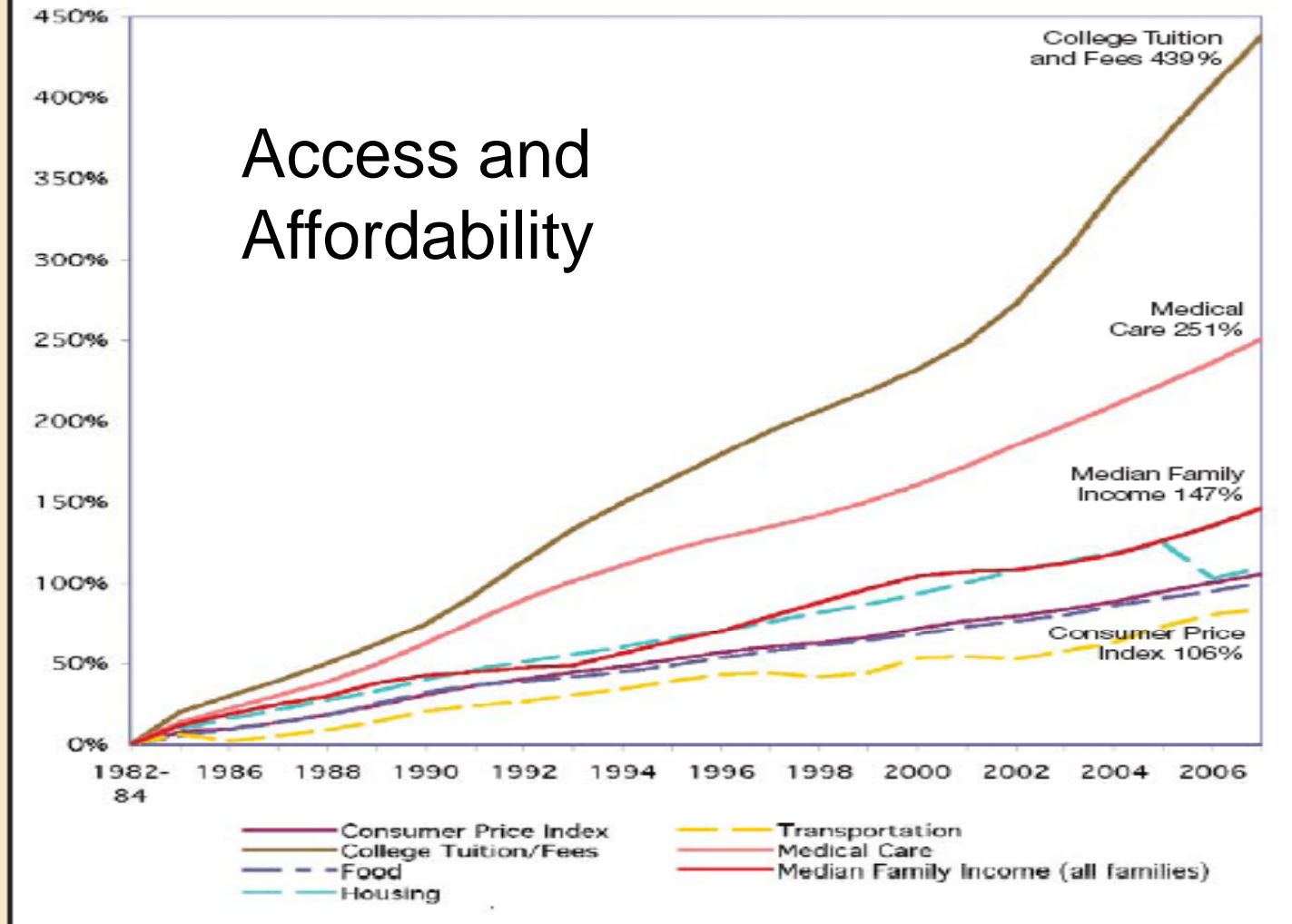
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## Percent Growth Rate in Current Dollar Price Since 1982-84



US Department of Education.  
National Report Card on Higher Education 2008



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# Access and Affordability

# TRENDS IN HIGHER EDUCATION

## Student Debt by State – Highs and Lows

The statewide average debt levels for the class of 2007 vary greatly, but many of the same states appear at the high & low ends of the spectrum as have in previous years. The following tables show the states with the highest and lowest average debt levels:

High Debt States	
Iowa	\$26,208
New Hampshire	\$25,211
Alaska	\$24,970
Vermont	\$24,329
Minnesota	\$24,169
Pennsylvania	\$23,613
Rhode Island	\$23,172
Maine	\$22,948
District of Columbia	\$22,654
South Dakota	\$22,254

Low Debt States	
Utah	\$13,266
Hawaii	\$14,911
New Mexico	\$15,784
Wyoming	\$16,005
Nevada	\$16,448
Georgia	\$16,628
North Carolina	\$16,888
Kentucky	\$16,972
California	\$17,215
Maryland	\$17,243

The Project on Student Debt, Oct. 2008



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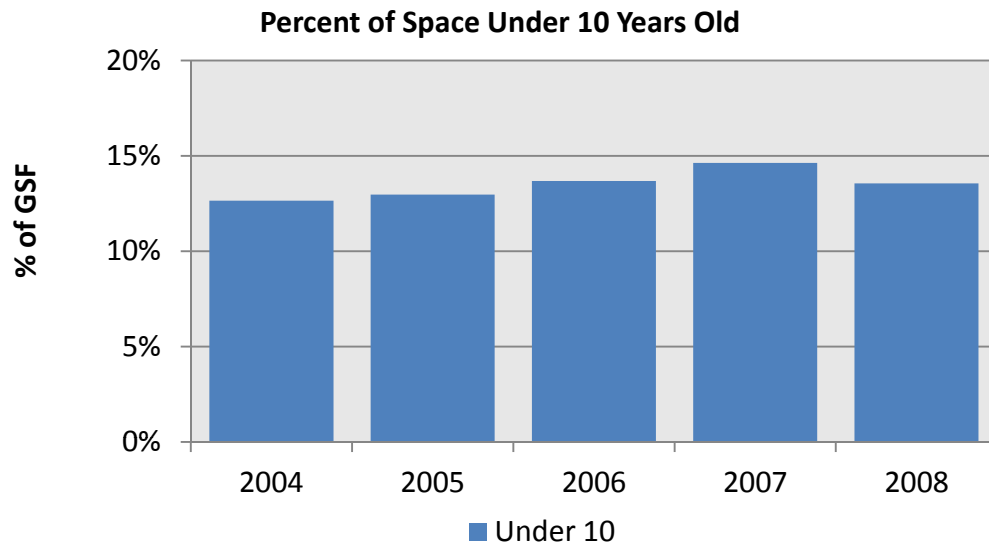
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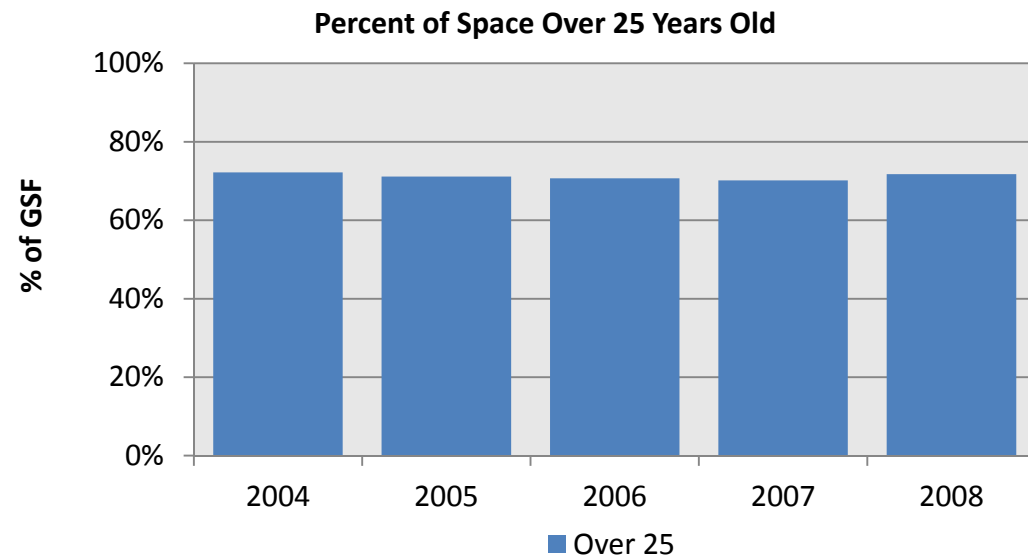
# Space

## TRENDS IN HIGHER EDUCATION



Aged or Obsolete Facilities

Despite new building, 72% of space remains over 25 years old



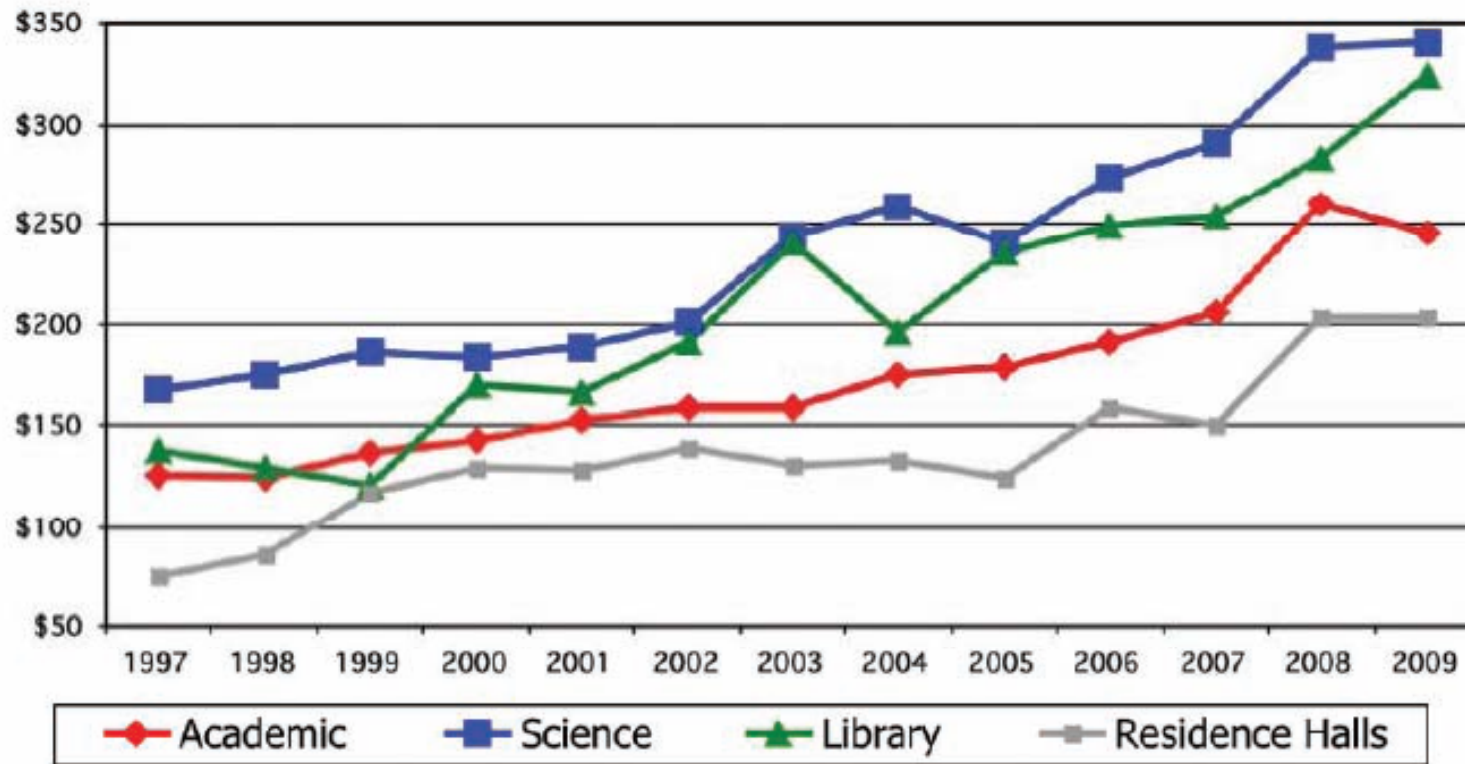
Source: Sightlines 2009



# Space

## TRENDS IN HIGHER EDUCATION EDUCATION

### Cost of New Construction per Square Foot



College Planning & Management 2009 College Construction Report



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# Space

## TRENDS IN HIGHER EDUCATION

### Current Facility Realities

- Age profile of campuses drive capital investment strategy:
  - Newer, more complex facilities are being added and require a strategy for “keeping-up” so they will last.
  - At the same time, aging buildings with large backlogs of needs require a strategy for “catching-up.”
- Capital spending:
  - While private institutions have historically outspent public ones, public schools have increased capital spending at a rate faster than private ones.
  - Declining endowments, tight state budgets and increasing cost of capital may limit capital investment in the future.
  - Project selection will be key to investing limited capital dollars.
- Less capital is going into space and more into systems and infrastructure
- Rising utility costs are a larger proportion of budgets

Source: Sightlines 2009



# Financial

## TRENDS IN HIGHER EDUCATION

### Impacts on Colleges and Universities:

- Traditional Funding Sources Have Changed:
  - State allocations - 80% of the governing boards at public universities dealt with state budget cuts in 2009.
  - Tuition-
    - Public universities proposing dramatic increases (10-30%) to offset tax revenue losses and state funding cuts.
    - Private college tuition went up 4.3% in 2009-10, the smallest increase since 1972-73, hurting tuition-driven schools.
  - Debt financing – Weakened position of banks, demise of bond insurance market, and consolidation of financial market participants have reduced borrowers' access to capital.
  - Endowments - Suffered their worst year in 2009 since the Great Depression, sustaining an average loss of 18.7%.



## Financial

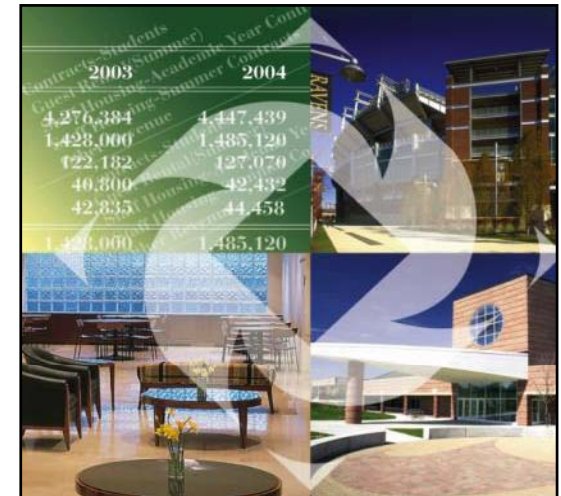
### Impacts on Colleges and Universities:

- **Lingering Affects of the Economy**
  - Moody's June 2009 report states that private colleges are only now starting to feel the pinch and warns that a "sharp deterioration" is expected in the 2009 data.
  - Widening credit spreads / higher cost of capital
  - Reduction in charitable contributions
- **Cost of Attendance and Pricing Strategies**
  - Legislative intervention to keep costs down
  - Rethinking tuition pricing and discounting
  - Bottom line pressures on auxiliary enterprises



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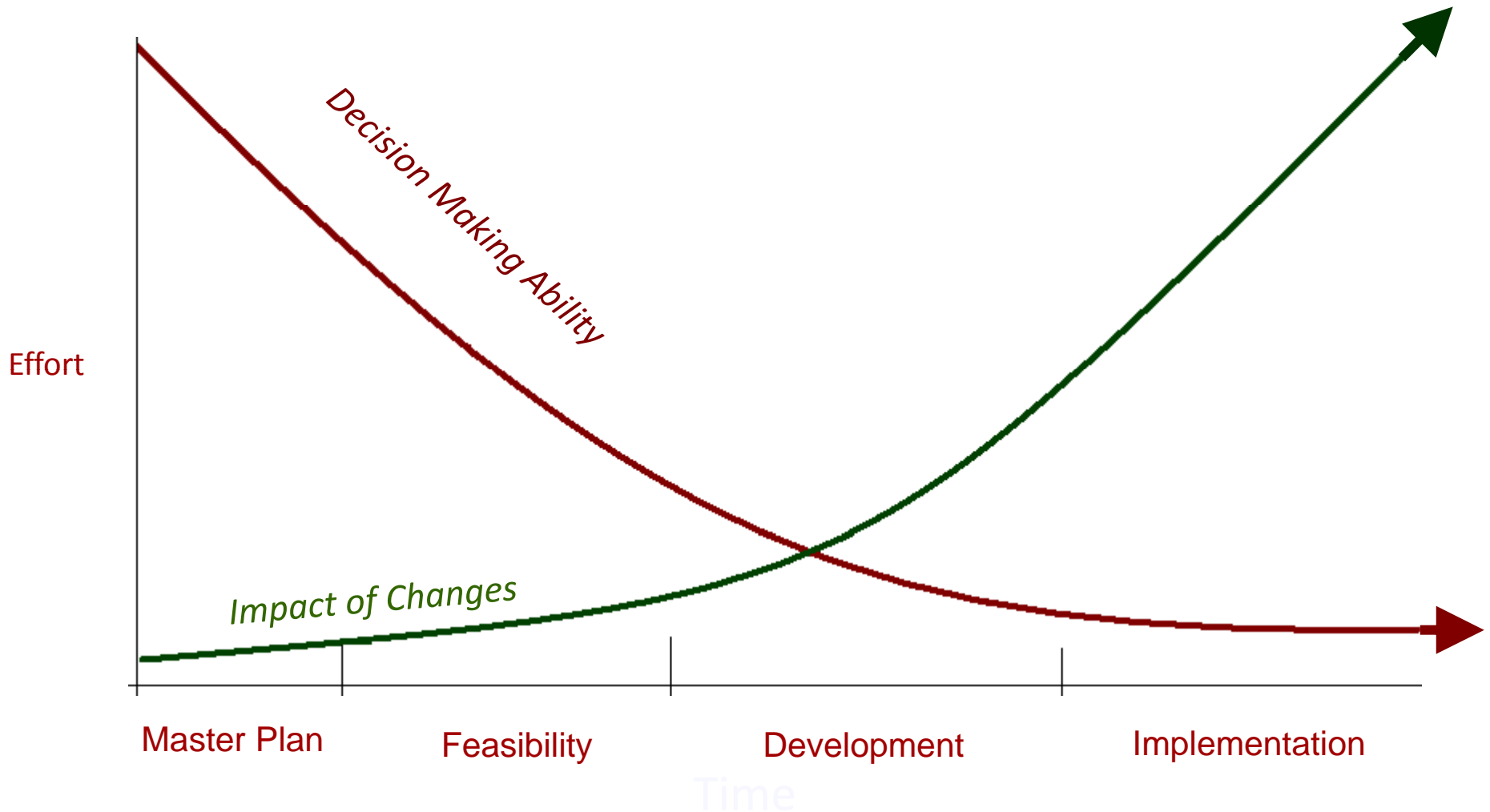
# COMPREHENSIVE PLANNING

## Defining Planning Approaches

- Strategic Planning
  - Determines then sets direction
  - Typically organizationally oriented
  - “What We Want / Need To Be...”
- Master Planning
  - Establishes boundaries & parameters
  - Typically physically oriented
  - “How We Present / Implement Protect Who We Are...”
- Hybrids
- Approaches are complementary



# COMPREHENSIVE PLANNING



Importance of the Comprehensive Plan – “The Road Map”



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# COMPREHENSIVE PLANNING

## Why Do Plans Succeed?

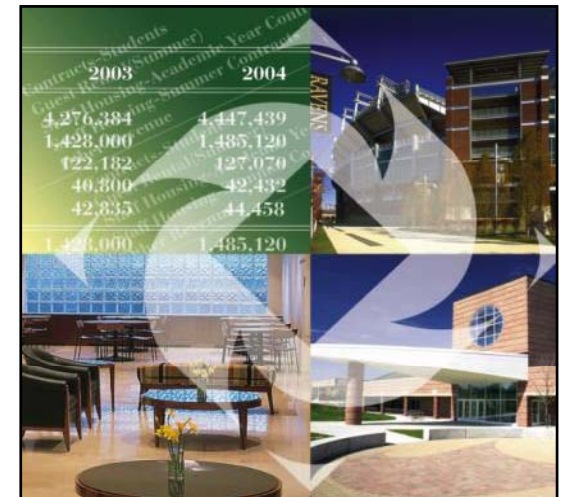
- Effective leadership
  - Proactive
  - Institutional will
- Institutional vision & plans drive priorities and decisions
- Resources are linked and matched to priorities
- Inclusive processes that don't demand consensus
- Deliberately impatient implementers
- Flexibility to change in a dynamic environment





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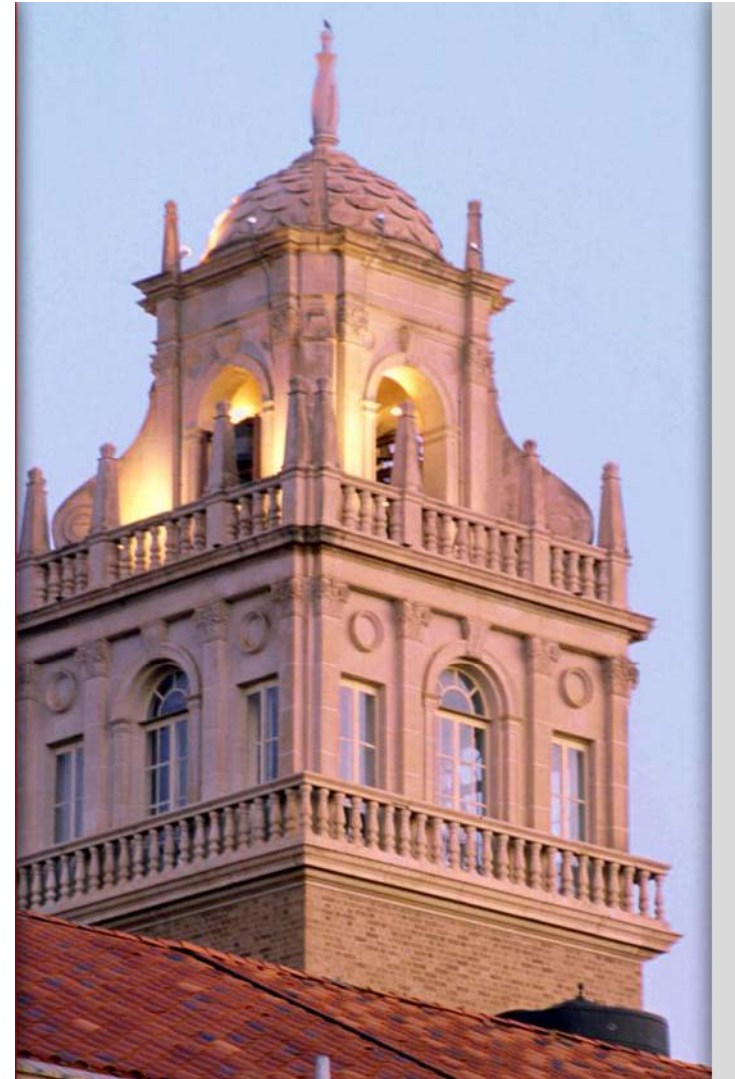
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# TTU PROJECT BACKGROUND

- University strategic plan to become the next national research university
- University strategic enrollment plan to increase to 40,000 students
- Responsibility to center management to build research and enrollment
- Engaged B&D to conduct divisional master plan



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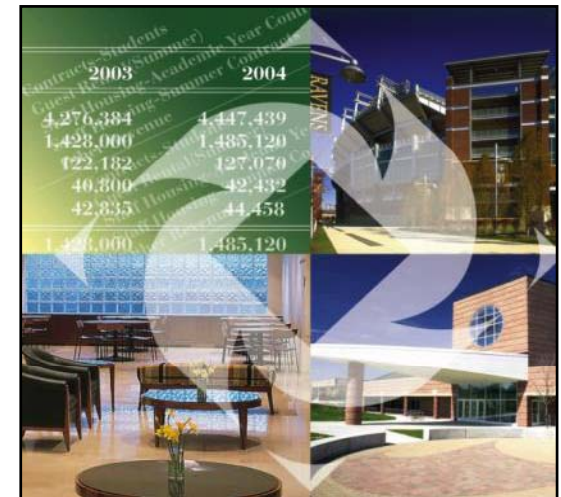
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# PROCESS & METHODOLOGY

## Division of Student Affairs Master Plan Project Scope

- Establishing priorities
- Projecting future needs
- Space utilization efficiency
- Efficacy of current facilities for future programs
- Optimal locations for client service
- Possible synergy from co-locating departments
- Possible resource efficiencies from co-locating departments
- Issues arising from student fee & auxiliary revenue reliance
- Creating flexible & living master plan

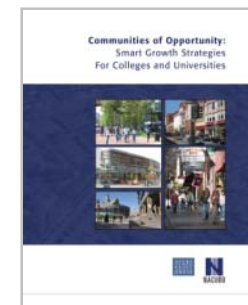
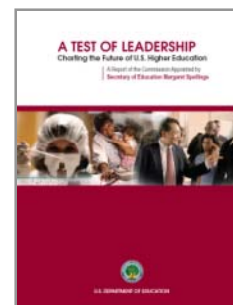
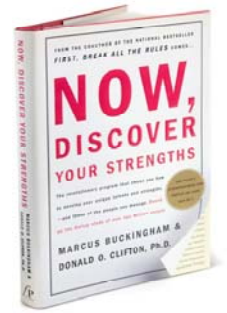
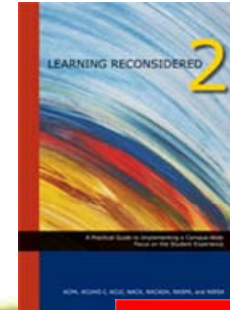




# PROCESS & METHODOLOGY

Comprehensive planning:  
Integrating institutional priorities  
and changing societal realities

- State of Higher Education (National)
- State of Higher Education (Texas)
- Higher Education at TTU
  - People
  - Space
  - Financials



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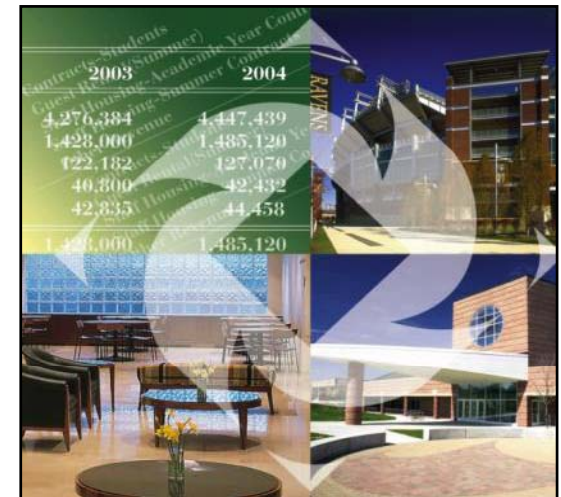
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# OUTCOMES

- State of Higher Education (National)
  - Spelling Commission Report: Accessibility, Affordability, Accountability
- State of Higher Education (Texas)
  - Diversification of student body
    - Number of Hispanic & African-American students will double by 2040
  - 630,000 from Texas to higher education by 2040
- Higher Education at TTU
  - Success of TTU's Division of Student Affairs
  - Master Plan: 30,000 students by 2012; 40,000 students by 2020
  - Impact on TTU programs and services
    - People
    - Space
    - Financials





# OUTCOMES

## People

- *Good to Great* in Context of Evolving Campus Culture
  - First Who, Then What
    - Right people on the bus
    - Wrong people off the bus
    - Right people in the right seats
- In order to maintain current staff:student ratio at 40,000 students, 250 additional staff required
- Division employs over 40% of all student staff on campus



# OUTCOMES

## Space

- To accommodate 40,000 students by 2020, the university master plan calls for additional residential space.
- Additional need for non-residential support space of approximately 320,000 GSF by division.
- Highest demands are for additional recreation center, student union, arena, student health service and student counseling center spaces.
- Identification of synergies and efficiencies in co-locating departments
  - Student Services Center
  - Students Success Center
- Identification of ideal siting options to ensure that division services remain accessible to students as campus grows.
- Organizational structure that would support efficiency of space planning.



# OUTCOMES

## Financials

- Know where your money is going.
- In order to maintain current funding levels and self-sustainability with enrollment growth to 40,000 students, approximately \$143M needed.
  - Managing contributions to overhead
- Impact of budgetary needs on university master plan
  - Cost of additional residential space
  - Competing with other institutional priorities
- Optimizing revenues & streamlining expenses
  - Synergies & efficiencies of streamlining
  - Program & service review



# OUTCOMES

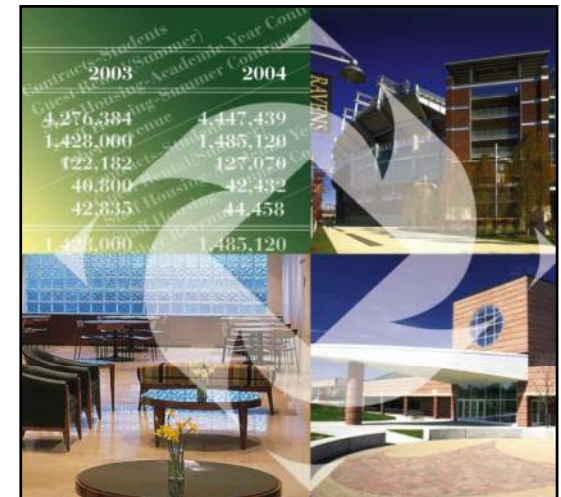
## Using the Plan to Reposition the Division for Future

- Re-evaluation of resources and programs
- Identification of opportunities to streamline and reposition operations
- Identification of future divisional goals
- Improvement of measurable outcomes
- Internal reactions of university community
- How planning has positioned Student Affairs in challenging economic times
- Lessons learned



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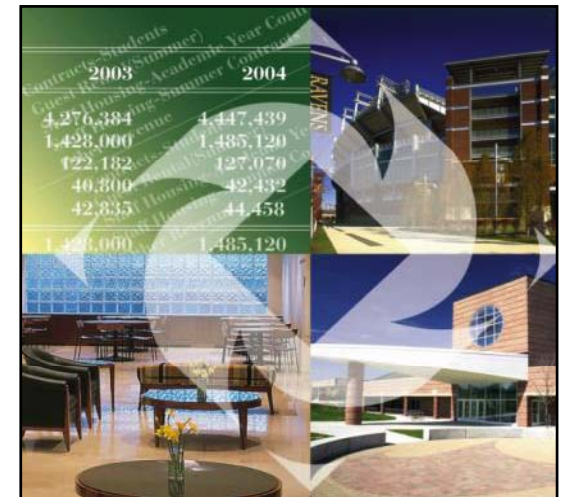
## GROUP EXERCISE

- Write down one component of your division that you could give up tomorrow with little to no impact on your day-to-day operations.
  - Not mission critical
  - What resources are you not making highest and best use of?
  - Where is your money going?



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# UNIVERSITY OF ALABAMA AT BIRMINGHAM

## Project Drivers

- Occupancy Issues
  - Housing Recruitment / Retention
- Negative Impact on Housing Auxiliaries

## Recommendations

- Marketing Assessment to improve housing capture and retention rates.
- People
  - Three housing managers including University
- Space
  - Implement student housing continuum while improving physical condition of facilities.
- Financials
  - Operational Assessment
  - Value Equation for Price Sensitive Student Body



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# RUTGERS UNIVERSITY

## Project Drivers

- Assess Current Pricing Structure
- Identify Opportunities to Optimize Revenues
- Recommend Housing Rate for New Housing Product



## Recommendations

- Financials
  - Opportunities to increase rates by occupancy and unit type
  - Provide more diversity among apartment rates



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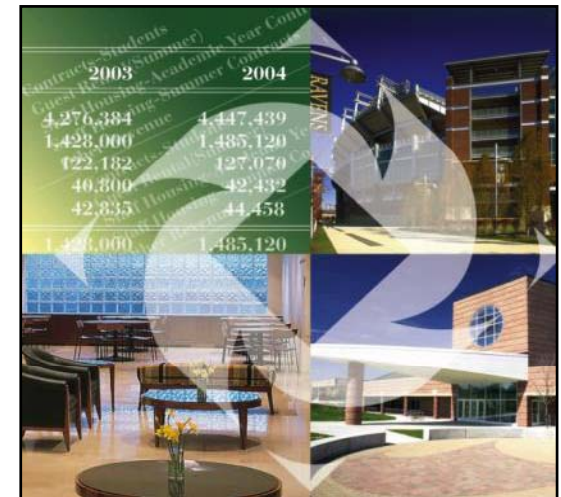
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# CONCLUSION

## *Good to Great* Lessons for Tough Times

- Get the right people on the bus and the wrong ones off it
- Get the right people in the right seats
- Put your best people on your biggest opportunities
- Create a culture of discipline, not bureaucracy
- Confront the brutal facts and let the truth be heard
- Don't succumb to short-term pressures
- Great organizations focus on what to do, what not to do, and what to stop doing
- Disciplined people → Disciplined thought → Disciplined action



# CONCLUSION

## Planning in Tough Times

- Don't wait - plan before it's done for you...or to you.
- Economic pressures and successful planning processes are not mutually exclusive.
- Assign appropriate priority and resources to the effort.
- Conduct an exemplary process or people won't take you or the initiative seriously.
- Get planning "muscle" if you need it to improve acceptance.
- Don't underestimate the impact of a series of modest changes over time.



# CONCLUSION

## Resources

- US Department of Education
- State Board of Education
- National associations
  - NASPA – National Association of Student Personnel Administrators
  - ACPA – Association of College Personnel Administrators
  - NACUBO – National Association of College and University Business Officers
  - ACUI – Association of College Unions International
  - ACUHO-I – Association of College and University Housing Officers International
  - NACAS – National Association of College Auxiliary Services
- Brailsford & Dunlavey: [www.facilityplanners.com](http://www.facilityplanners.com) – Comprehensive facility planning, master planning, and program management services.



# CONCLUSION

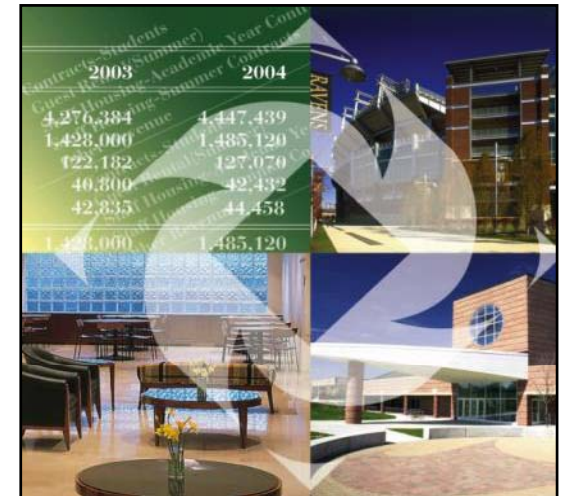
## Resources

- Sightlines: [www.sightlines.com](http://www.sightlines.com) - Facility benchmarking and analysis company.
- Bain and Company: [www.bain.com](http://www.bain.com) - Detailed operational reviews at institutional level.
- *Good to Great*, Jim Collins, 2001 – Excellent management resource.
- *Good to Great and the Social Sectors*, Jim Collins, 2005
- Strength-based development: [www.gallup.com/consulting/61/Strengths-Development.aspx](http://www.gallup.com/consulting/61/Strengths-Development.aspx) - Leadership development approach.
- The Council for the Advancement of Standards in Higher Education: [www.cas.edu](http://www.cas.edu) – Standards by departmental areas within Student Affairs.



# PRESENTATION OUTLINE

- Welcome & Introductions
- Trends in Higher Education
- Importance of Comprehensive Planning
- TTU Project Background
- Process & Methodology
- Outcomes
- Group Exercise
- Best Practice Case Studies
- Conclusion
- Question & Answer
- Wrap Up



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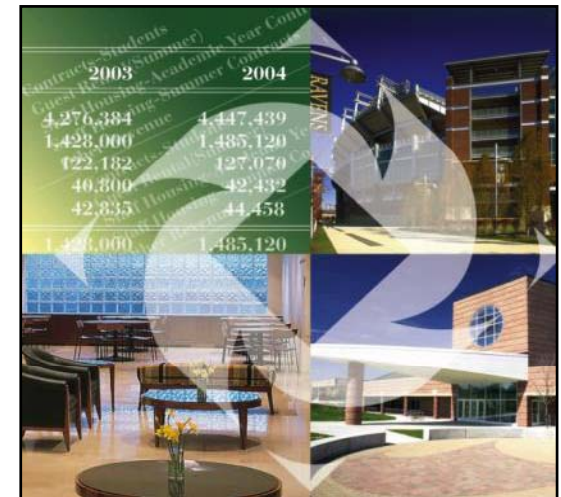


# Questions?



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