Financial Sustainability
Enrollment Metrics

September 14, 2018
Enrollment Goals Overview

Primary Enrollment Initiatives:

- Retention/Graduation Rates
  - First-year experience
- Online Strategies
- Increased Collaboration with Other Institutions
Enrollment Pressures Nationally

High School Graduates Declining

2013-2030
Nation: -4.0%

120,000 fewer graduates between 2013 and 2030

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Western Interstate Commission for Higher Education
State Profile for Colorado

Overall High School Graduate Trends

- 58,000 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

- The total number of graduates is projected to increase by 18.5% between 2011-12 and 2024-25, the next highest year for Colorado.

- Colorado generates about 6.9% of the West's total, on average.
6,000 more high school graduates in Colorado by 2025 (57,000 to 63,000)

1,000 Per Year – next 6 years

558 = 55.8% enrolled post-secondary (anywhere 2year/4year) following graduation

412 = 74% enrolled 4-year college instate or out-of-state

CU-Boulder Enrolls (historically) 9.2% of the Colorado HS graduating class

92

7 Colleges and Schools

13 per

2016 CDHE Legislative Report on Postsecondary Progress and Success of High School Graduates
ROAR – Regional Admissions Officers of the Rockies ---Based in the State of Colorado---

Examples:
Arizona State University
Baylor University
Cornell College
Texas A&M University
Texas Tech University
University of Alabama
University of Arizona
University of Kansas
University of Missouri
University of Nebraska
University of Oregon

Number of Colorado 4/yr. institutions = 18
ROAR = 33 Out-of-state 4/yr. institutions working/living *full-time* in Colorado to recruit and enroll Colorado high school students out-of-state
What is CU Boulder doing to meet these challenges?

Be Boulder Pact

• Creation of 4 year Guarantee for Tuition & Fees
• Elimination of Course & Program Fees
• Creation of the Esteemed Scholars Program
• Creation of Transfer Scholarship Program

What do we need from the State?

• Continued investment in Deferred Maintenance
• Creation of a robust merit aid program
DISRUPTION
Prologue

Brieft clere mad our ott to his erryson
And to bryng frets he Ha anoy
He seuyd he lyth heape at the bese
Strong was the lythe a tuch drinke to feste
A smyth man our ofte was lyth alle
Fortes is a marchat in a hyste baste
A large man he was lyth asen sey
A semyb brykes is the non in clere
Boldy of hym speke and tuch witho sought
And of munday fayked be right noght
Ere ther was be right a mede man
And after souper to sleepe se began
Andy speke of myrdes amonge other thinges
When that the had made our werpynges
Be fayre thus not be badynge trewe
Be be to me righte becume trewe
For s my trouste pf I sone not frye
If sone not thys yeer to mede a compane
THE PILOT
MS-EE Overview

#1 The **first** MOOC-based MS EE degree in the world

#2 A level of instruction equal to on-campus programs with **low-instructor-touch, high student-engagement**

#3 A new **curricular structure**, with course-length based on the content rather than the semester length

#4 An **enrollment management** structure that innovates the University’s framework

#5 A radically **egalitarian**, performance-based admission policy, with a **significantly-reduced tuition**

#6 Entrance into an entirely **new global market**
INNOVATION
## Advancing the Brand Though Workforce Training

### Education

<table>
<thead>
<tr>
<th>Master's in Educational Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>15k Degree Addressing Northeastern Colorado teacher shortages</strong> in under-resourced and remote school districts</td>
</tr>
<tr>
<td>• <strong>A suite of micro-credential content tracks</strong> leading to endorsements in Social and Emotional Learning, Math Assessment, Culturally and Linguistically Diverse Students/Special Education, Math and Science Pedagogy, and Educational Equity and Cultural Diversity</td>
</tr>
<tr>
<td>• <strong>A cohort-based, high-touch, discussion-based capstone</strong> that flows into a sustained five-year network of communities of practice</td>
</tr>
</tbody>
</table>

### Humanities

<table>
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<tr>
<th>Applied Shakespeare</th>
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<td>• Use Shakespeare to teach <strong>teaching, leadership and management soft skills</strong></td>
</tr>
<tr>
<td>• Partnership with <strong>Colorado Shakespeare Festival</strong></td>
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</tbody>
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### Environmental Studies

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<tr>
<th>Master's of the Environment in Public Lands Leadership &amp; Outdoor Recreation Leadership</th>
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<td>• Helping <strong>Colorado rural communities strengthen their economies</strong> around Extraction, Range, Forestry, and Recreation Services stakeholders representing Colorado's relationship to the environment</td>
</tr>
<tr>
<td>• <strong>Access for high school through doctoral students</strong>, with the explicit goals of inclusivity and internationalism</td>
</tr>
<tr>
<td>• <strong>External partners</strong> such as Vail, Patagonia and the Governor's Office of Development and Economic Trade</td>
</tr>
</tbody>
</table>
ALTERNATIVES
Applied Education in Multiple Credentials

**Outdoor Recreation Industry Certificate**
- Component Part of a Master's Degree
- People Outside the University Non-Credit Badge
- Entrepreneurs in Rec. Industry
  - Recreation Economy
  - Issues in Public Lands
  - Industry Topics

**Leeds Undergraduate Certificate**
- People Looking for Discrete Skills
- People at CU
- People Outside the University Non-Credit Badge
  - Marketing/Management
  - Accounting/Finance
  - Business Plan Dev.
  - People at other Universities A Business Minor
A New Story of Educational Possibility
COMMUNITY
Prologue

Yet they made out oft to his evene.
And to tourtere sette he was anon.
He seyed: "The bysh, here at the best.
Strong was the bysh, a well drunkke the best.
A sorry man out of the bysh alle.
Forsoke a marchait in a hardes battle.
A large man he was bysh even spee.
A fever brekes is ther non in clere.
Boldly of hym speeke and let was a taught.
And of manhoodd castrid by night nought.
Eke ther was he right a merel man.
And after supper to sleepen he began.
Andy stoppe of myrthes among other thinges.
When that the hode made out welshynes.
Be sayd thus noth blyngnes trueth.
Be se to me right, welcom brych.
For by my trouthe of I shal not lye.
I said not thise peere so merly a compaigne."
The Hub: A Physical and Intellectual Center

CULTURAL CHANGE

FACULTY

INSTRUCTIONAL DESIGN

RESEARCH INSTITUTES

PROGRAM DESIGN
ONLINE COURSES
ON CAMPUS COURSES

DEPARTMENTS,
SCHOOLS,
COLLEGES,

INCLUSIVITY TRAINING
Thank you