

External Environmental Scan: 2016-17 Strategic Planning Process

Presented Sept. 28, 2016

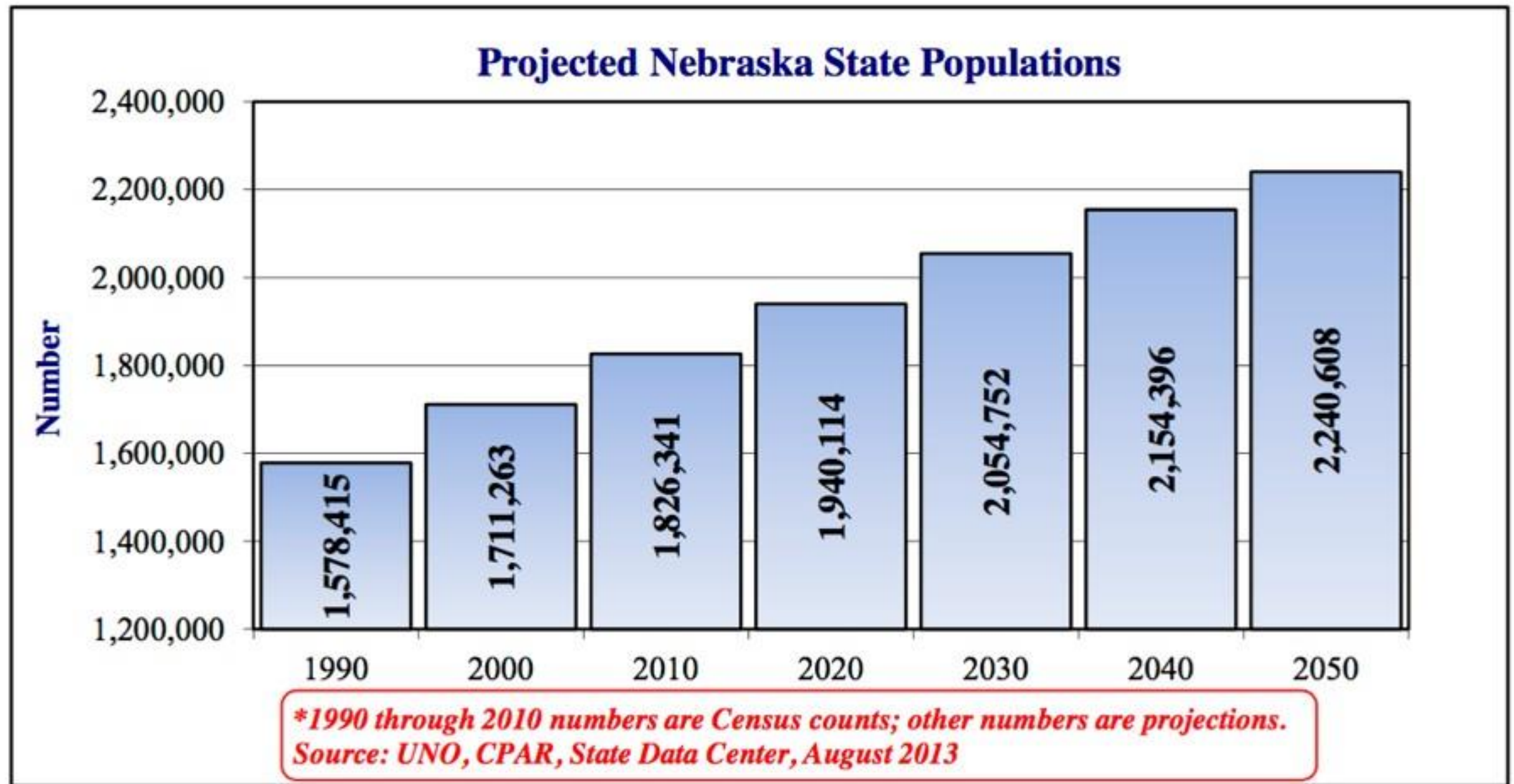
Dr. Tim Borchers

Vice President for Academic Affairs

Feedback Form

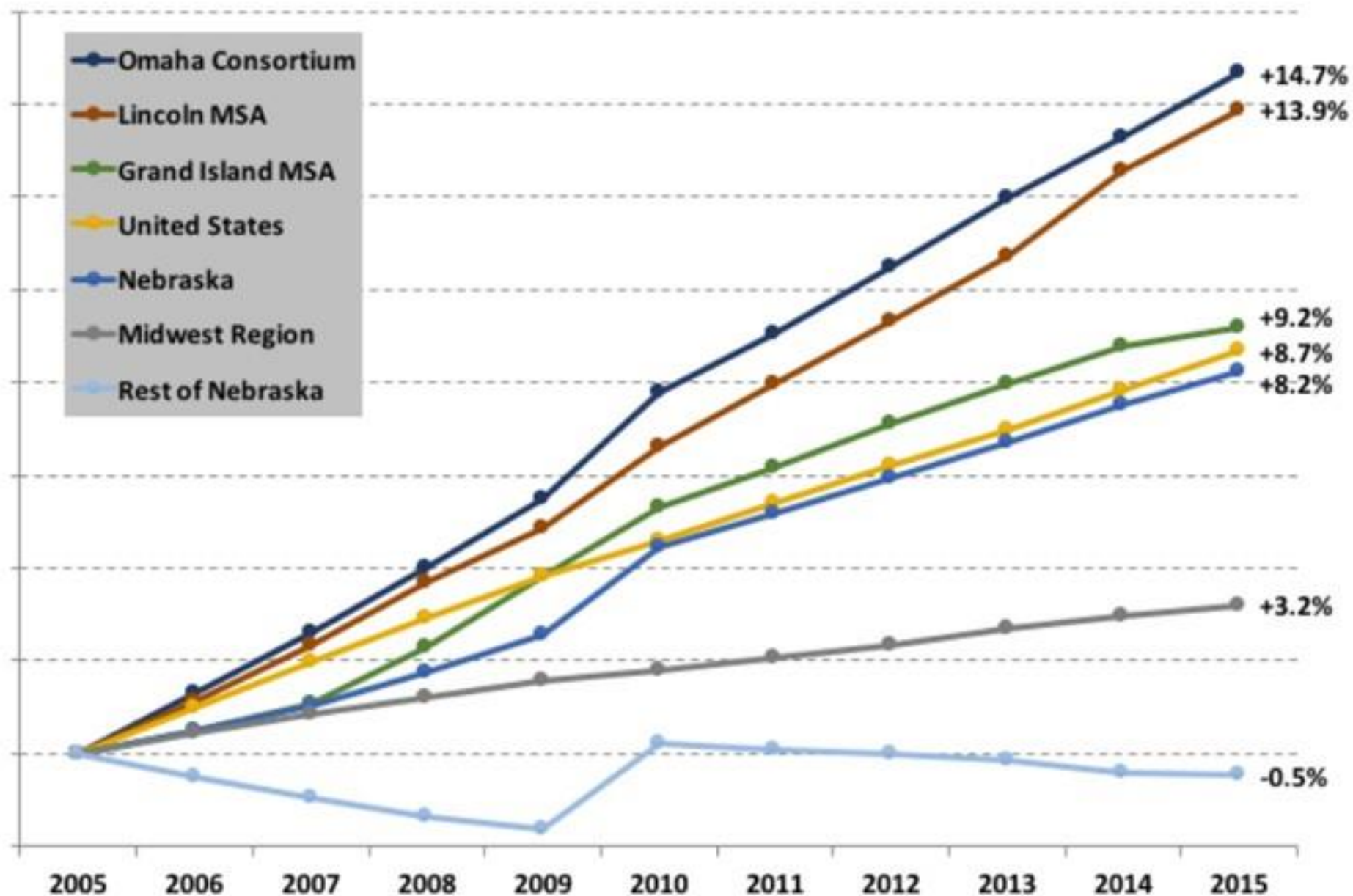
1. Based on the information presented here and two weeks ago at the Internal Scan, identify three assumptions that emerge from the data.
2. I observe that...
3. Some patterns that I notice...
4. I'm surprised that...

Our Potential Students



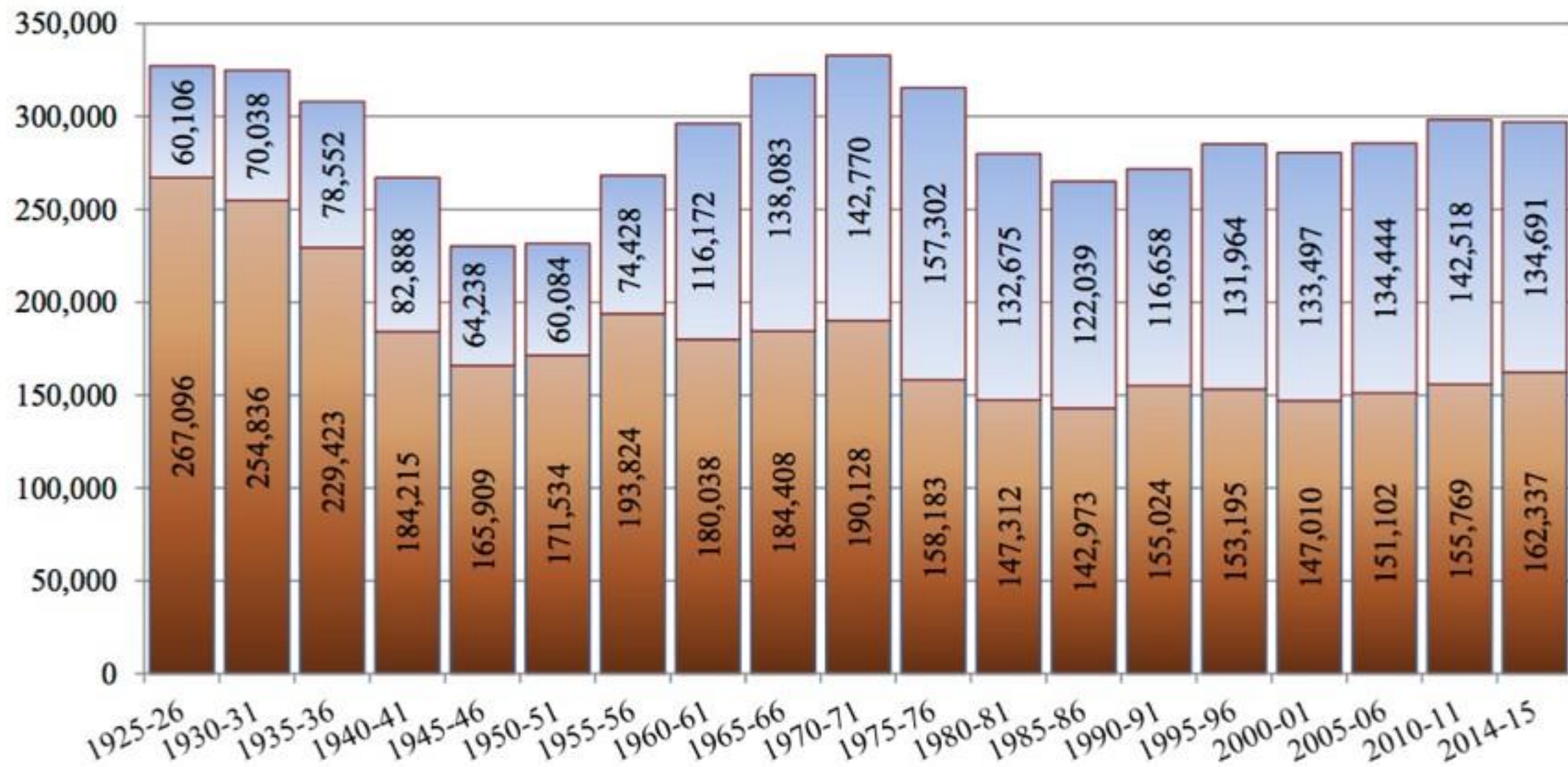
Source: Nebraska Department of Economic Development

Population Growth by Region: 2005 - 2015



Source: Nebraska's Next Economy, SRI International, 2016

Enrollment in Nebraska Public Schools by Grade, Selected Years

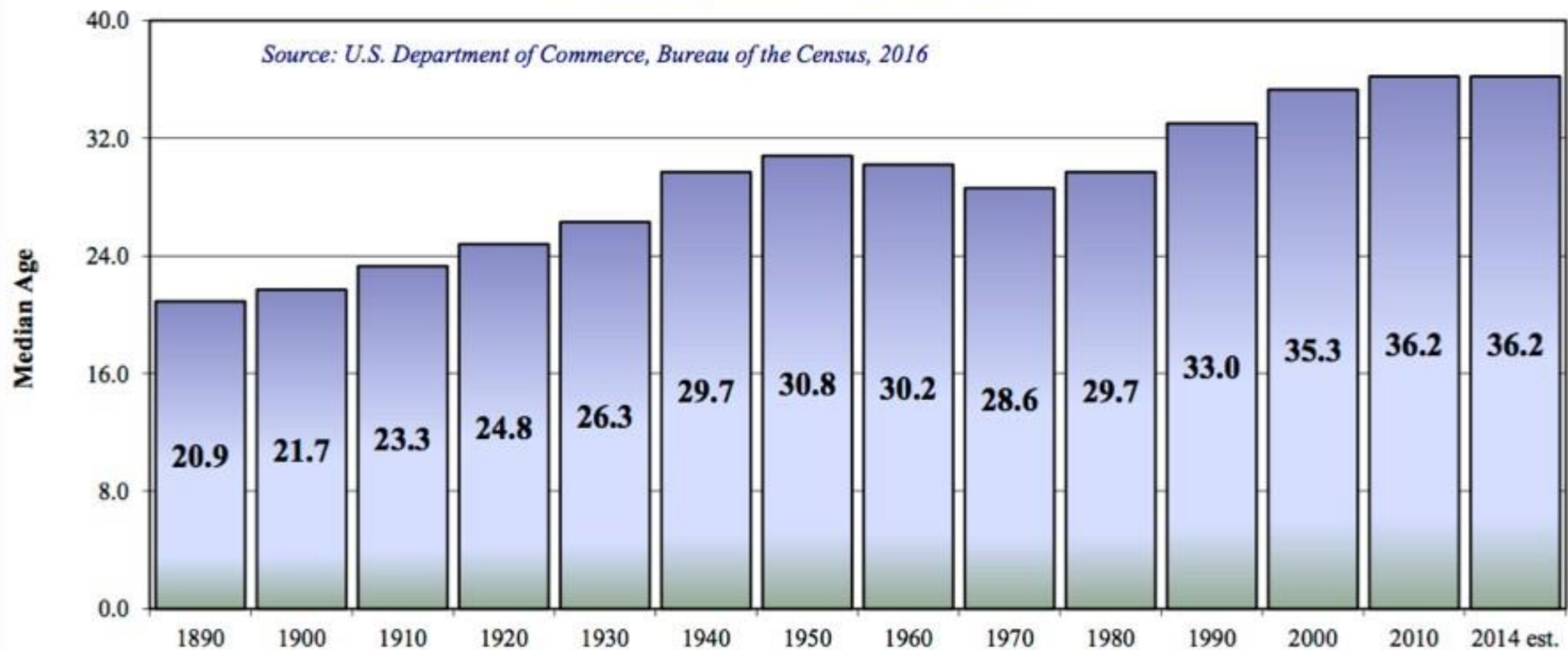


Source: Nebraska Department of Education, 2014-2015 Statistics & Facts about Nebraska Schools, 2015

Grades K-6 Grades 7-12

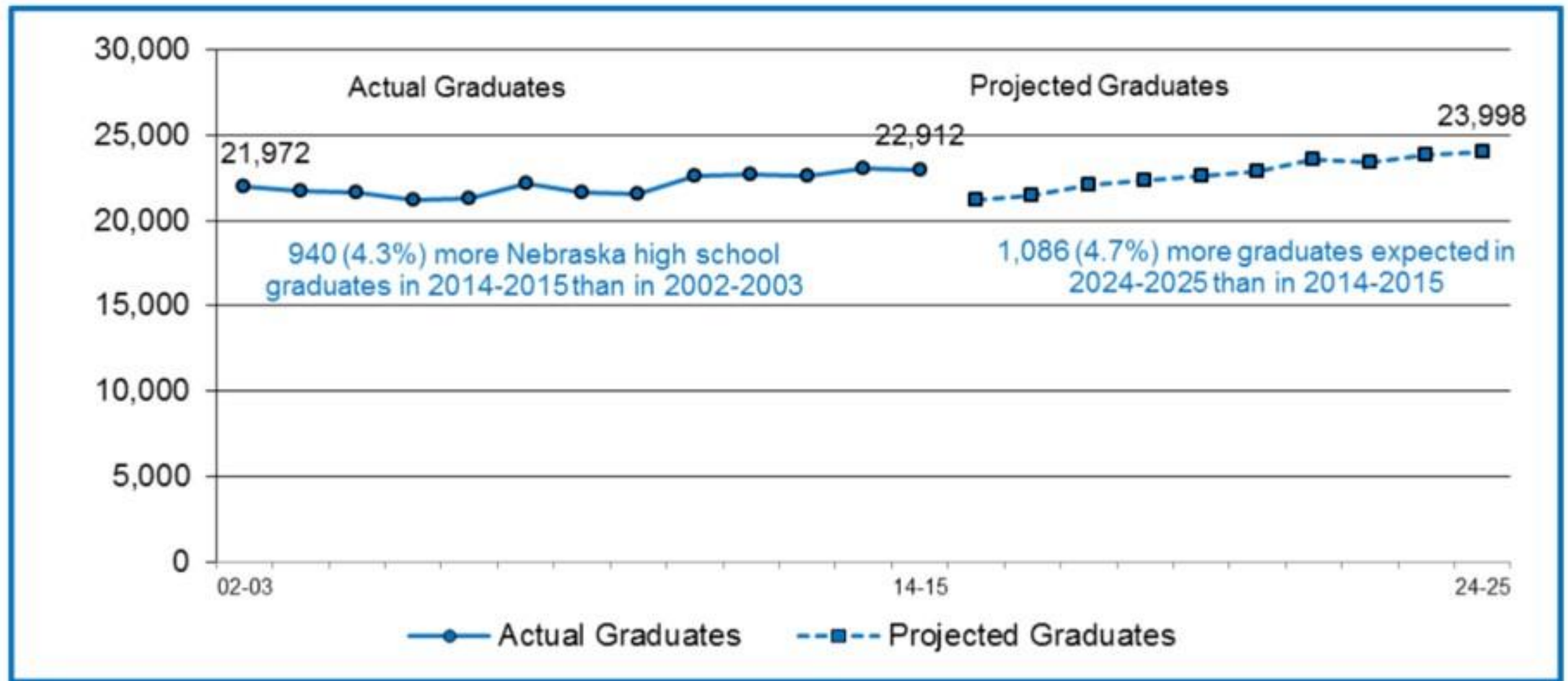
Source: Nebraska Department of Economic Development

Median Age of Nebraska Population



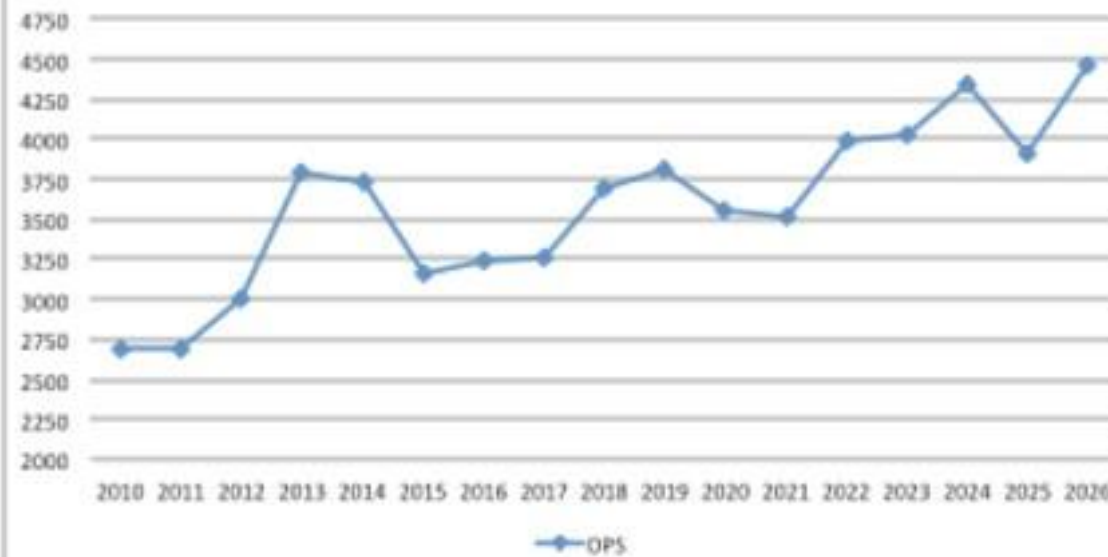
Source: Nebraska Department of Economic Development

Actual and Projected Number of Nebraska High School Graduates 2002–2003 through 2024–2025

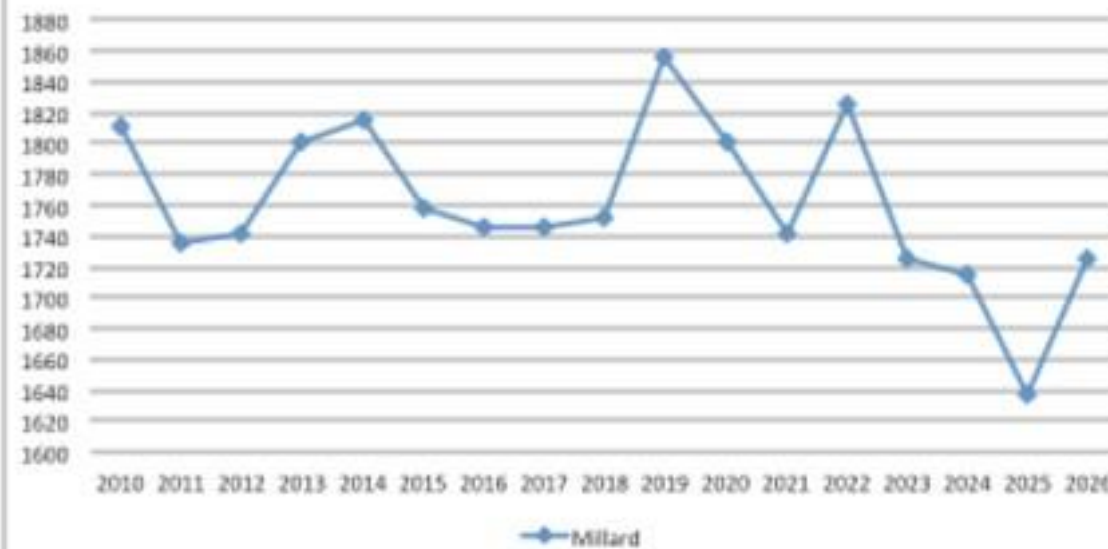


Source: 2016 Nebraska Higher Education Progress Report

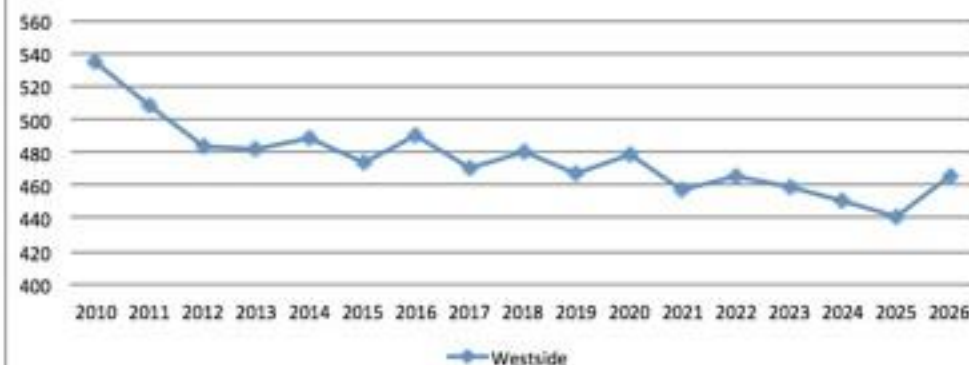
Omaha Public Schools 2010-2026 Senior Class Enrollments



**Millard
2010-2026 Senior Class Enrollments**



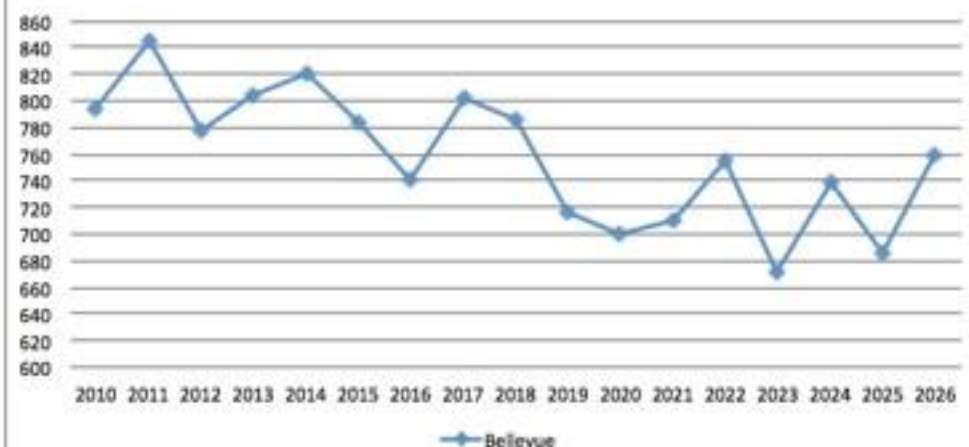
Westside
2010-2026 Senior Class Enrollments



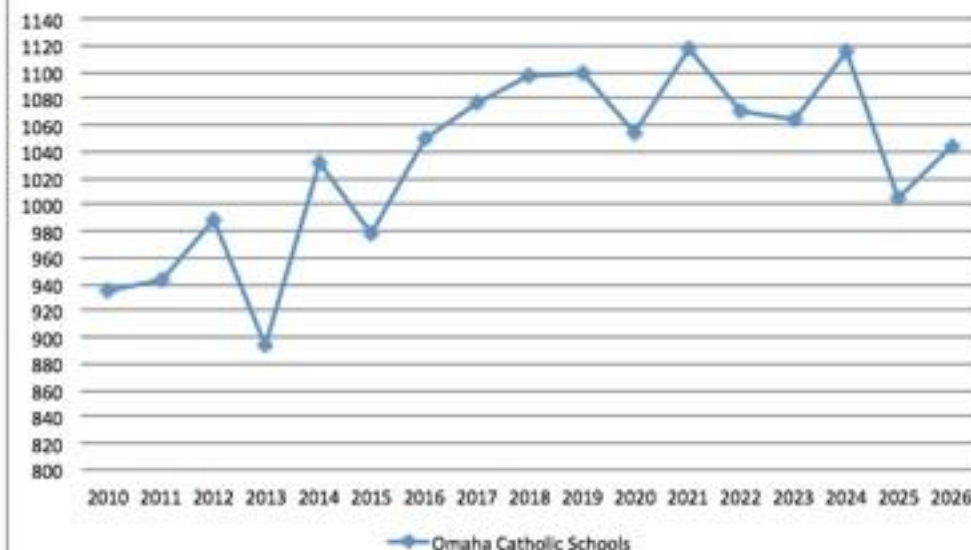
Papillion LaVista
2010-2026 Senior Class Enrollments



Bellevue
2010-2026 Senior Class Enrollments

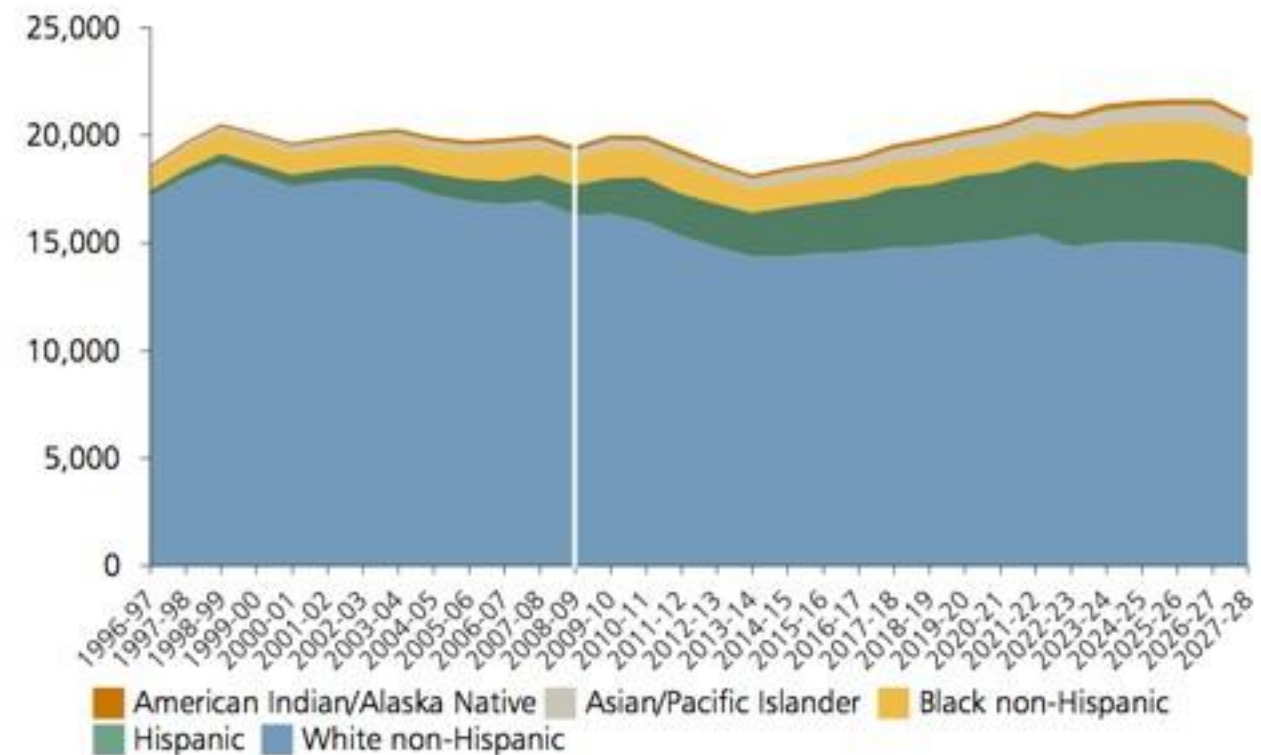


Omaha Catholic Schools



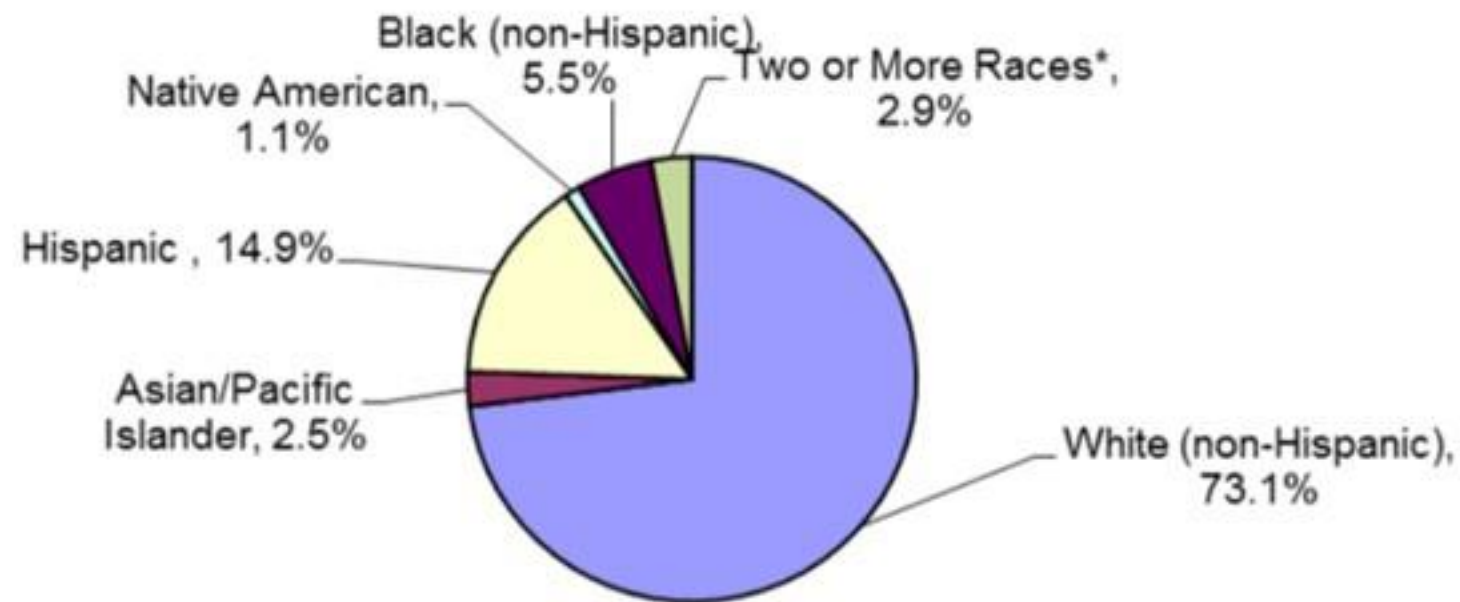
Public High School Graduates by Race/Ethnicity

- The number of White non-Hispanic graduates from Nebraska declined from about 18,700 in 1998-99 to about 16,300 in 2008-09. Our projections indicate that they will decline another 9% through 2018-19, to about 14,800 graduates, after which there will be about 15,000 White non-Hispanics graduates in most years through the end of the projections.
- Hispanics will see the largest numerical increases, doubling from about 1,600 in 2008-09 to 3,300 by 2019-20, and then increasing to about 4,000 per year in the last several projected years.
- Asian/Pacific Islanders will about double during the course of the projections, from 330 in 2008-09 to 620 by 2019-20.

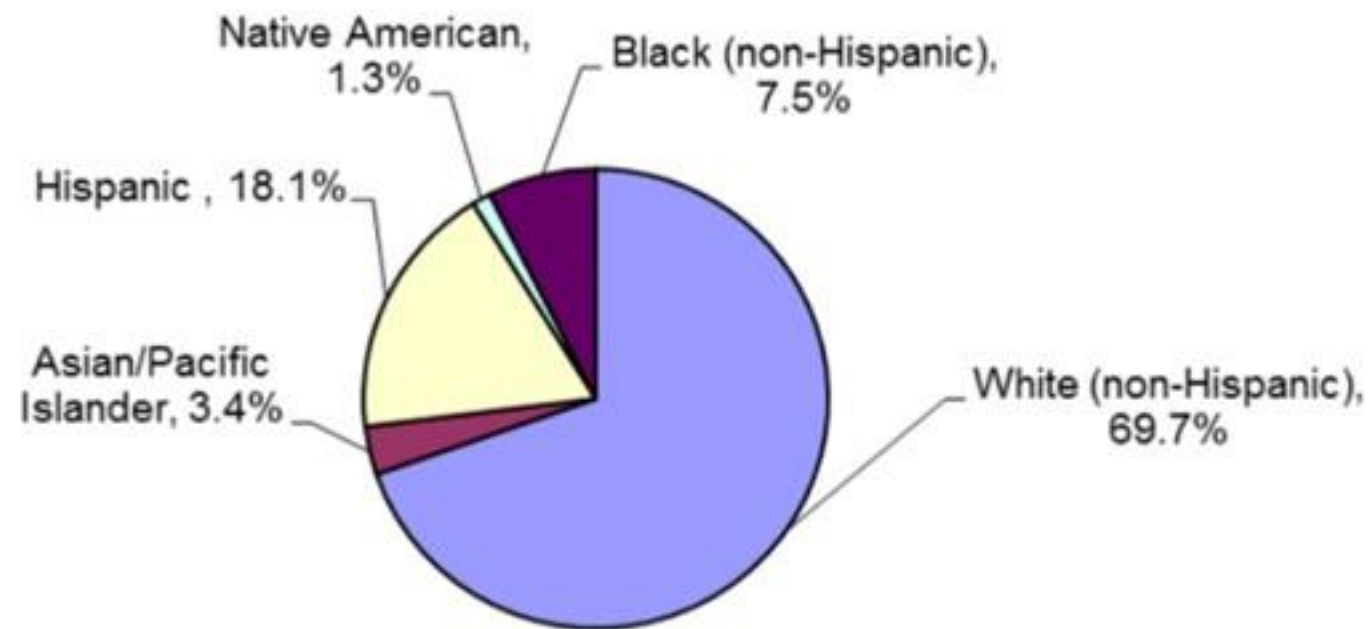


Source: Knocking at the College Door, 2013

Actual Percentages of Graduates: 2014–2015

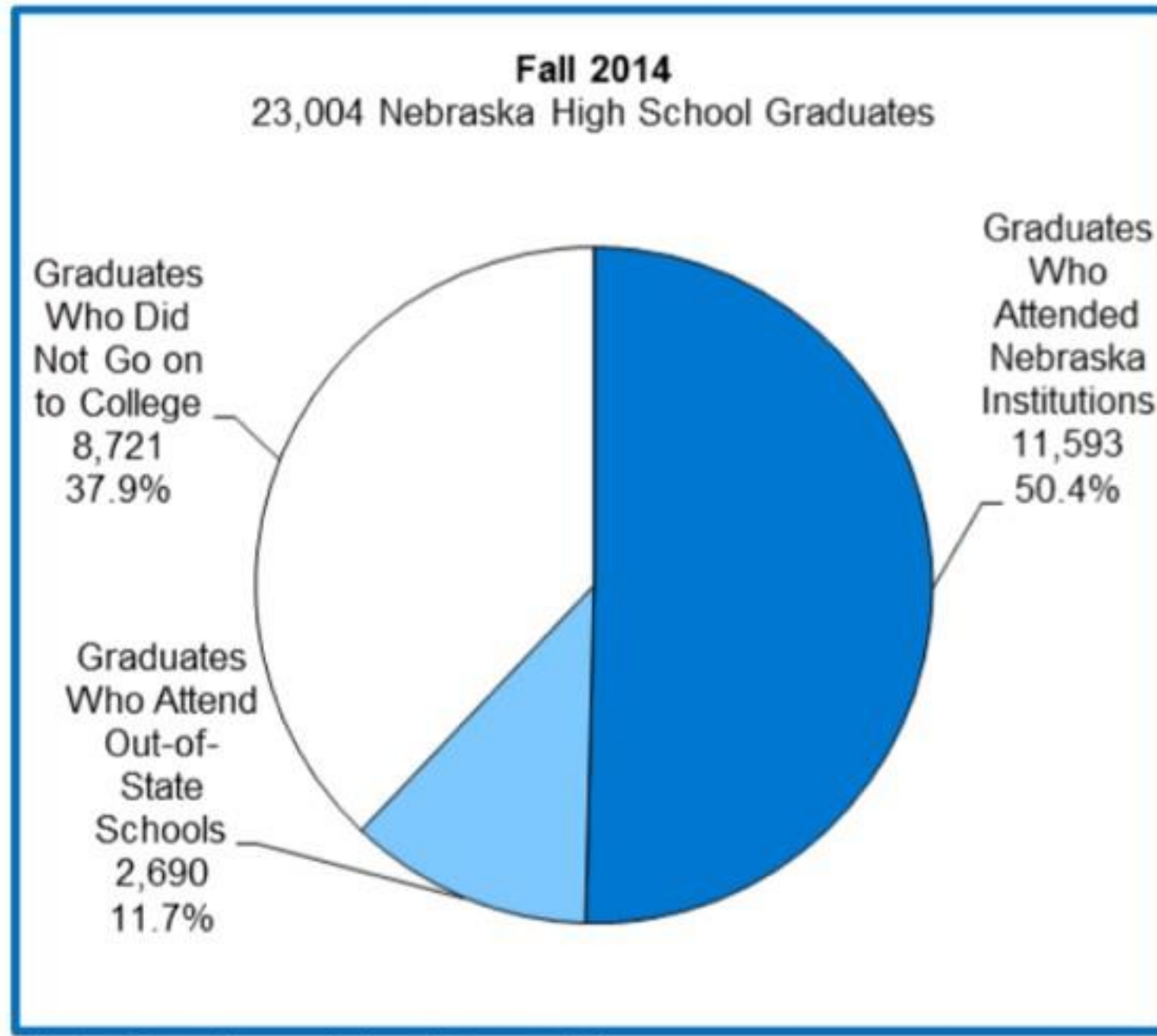


Projected Percentages of Graduates: 2024–2025

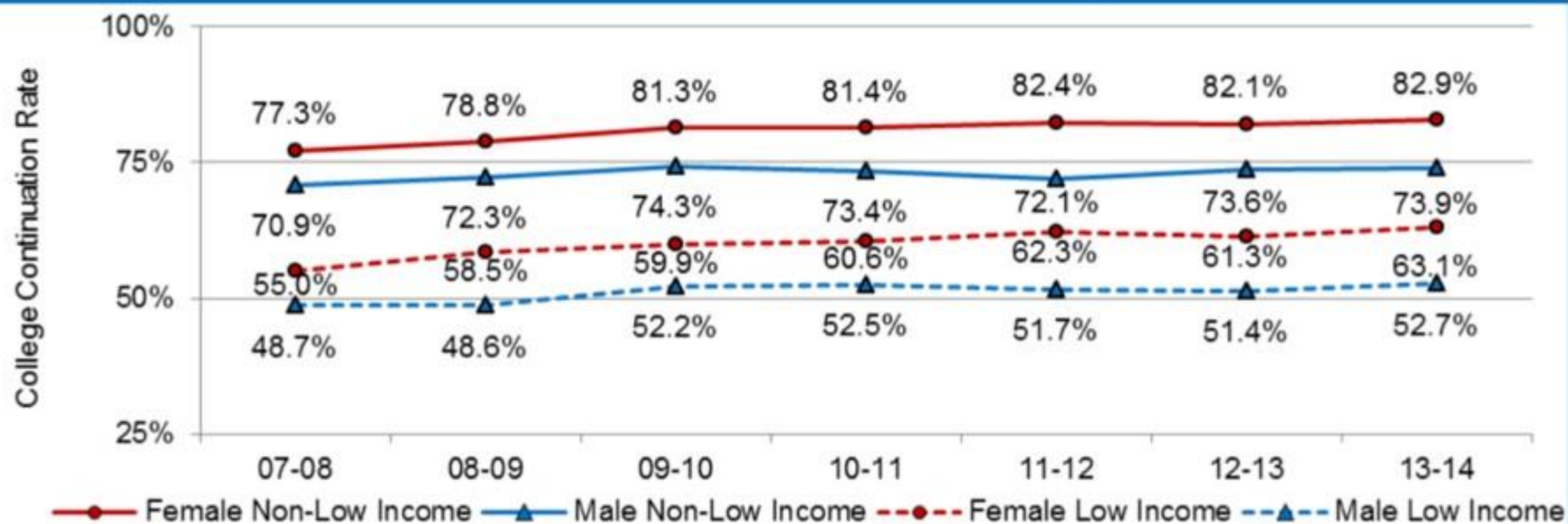
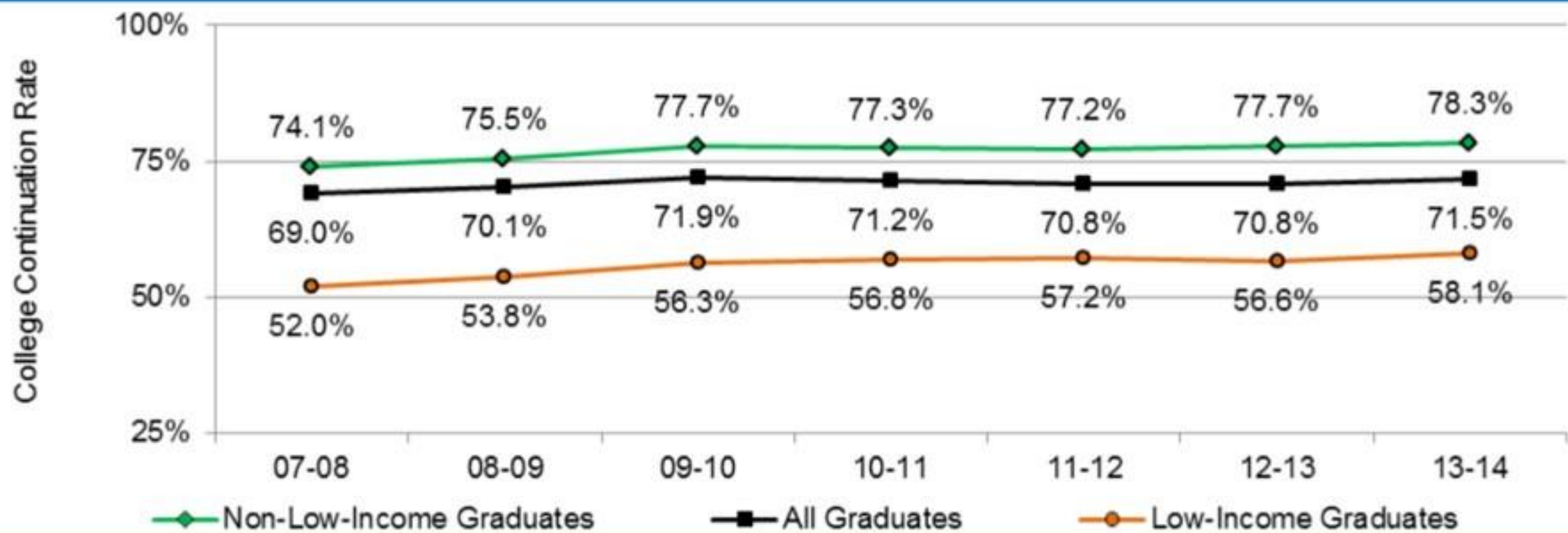


Source: 2016 Nebraska Higher Education Progress Report

Percentages of 2013–2014 Nebraska High School Graduates by Whether and Where They Went to College in Fall 2014



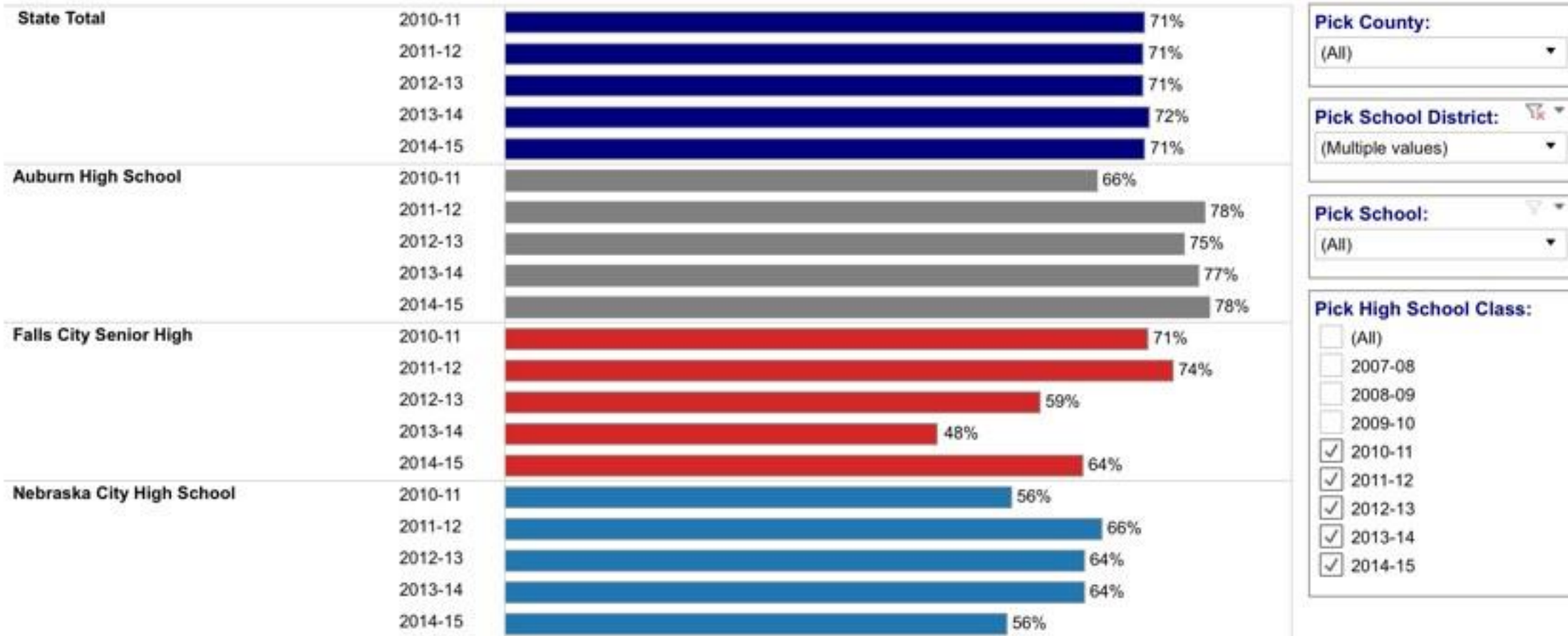
Source: 2016 Nebraska Higher Education Progress Report



Source: 2016 Nebraska Higher Education Progress Report

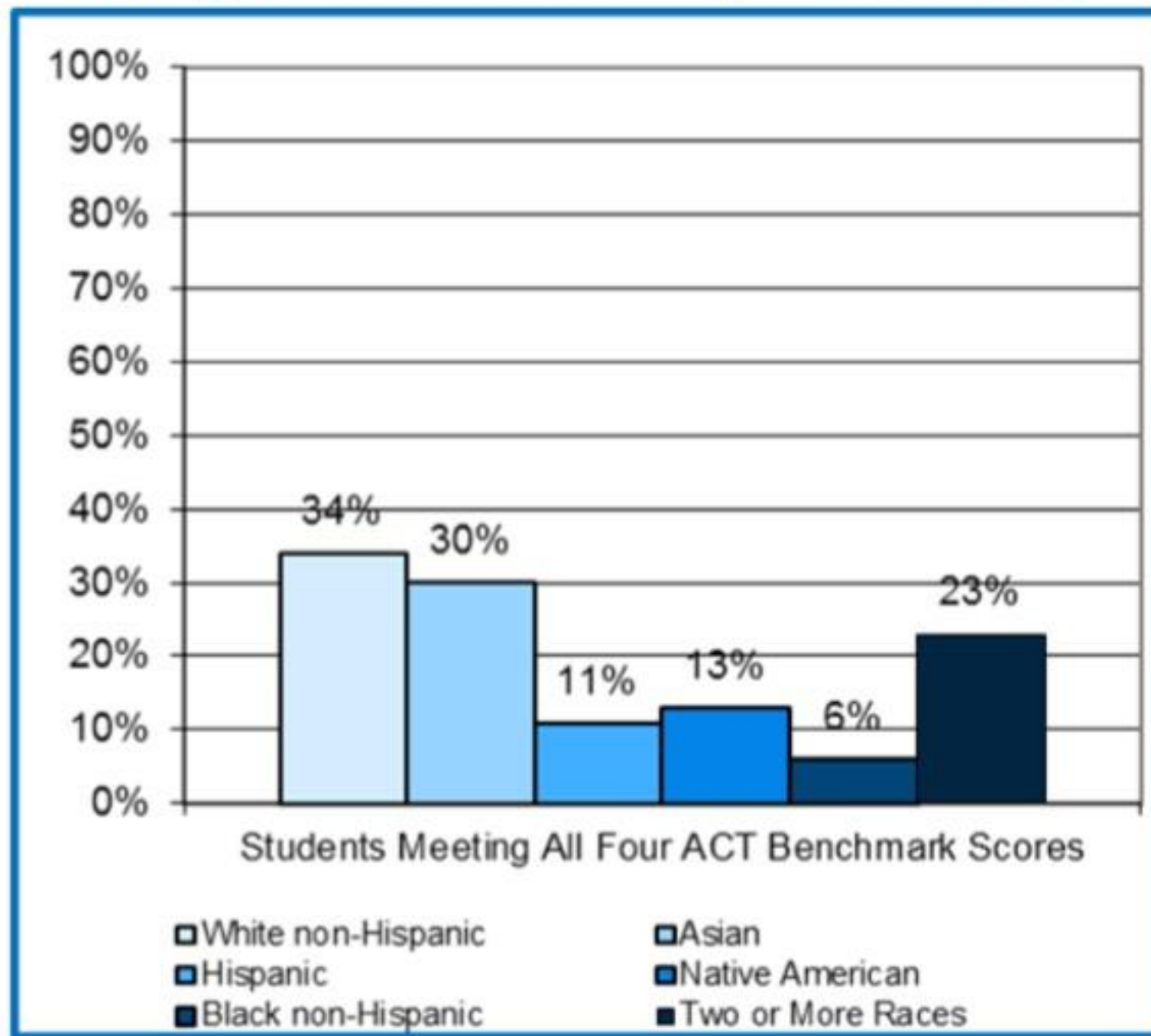
This dashboard shows the calculated college-going rates for each of Nebraska's public high schools that awarded regular high school diplomas between 2007-08 and 2014-15. Hover your mouse over a data point to display additional information.

College-continuation rate: The percentage of on-time public high school graduates who continued on to college by the following April, according to enrollment records obtained from the National Student Clearinghouse.



Source: Coordinating Commission for Postsecondary Education

Percentages of 2015 ACT-Tested Nebraska High School Students Who Met or Exceeded ACT College Readiness Scores by Race/Ethnicity



Source: 2016 Nebraska Higher Education Progress Report

In Missouri...

Figure 4
Missouri Population by County
 Top-Ten Largest Projected Percentage Increases
 2000 through 2030

Rank		County	Population		30-Year Change	
Percent Increase	Numeric Increase		2000	2030	Percent	Numeric
1	4	Christian	54,285	131,066	141.4%	76,781
2	9	Lincoln	38,944	91,294	134.4%	52,350
3	15	Warren	24,525	46,241	88.5%	21,716
4	1	St. Charles	283,893	499,126	75.8%	215,233
5	14	Webster	31,045	53,282	71.6%	22,237
6	12	Taney	39,703	68,041	71.4%	28,338
7	8	Cass	82,092	136,933	66.8%	54,841
8	2	Clay	184,006	300,021	63.0%	116,015
9	11	Platte	73,781	114,904	55.7%	41,123
10	5	Boone	135,454	204,264	50.8%	68,810

Source: Missouri Office of Administration

In Missouri...

High School Age

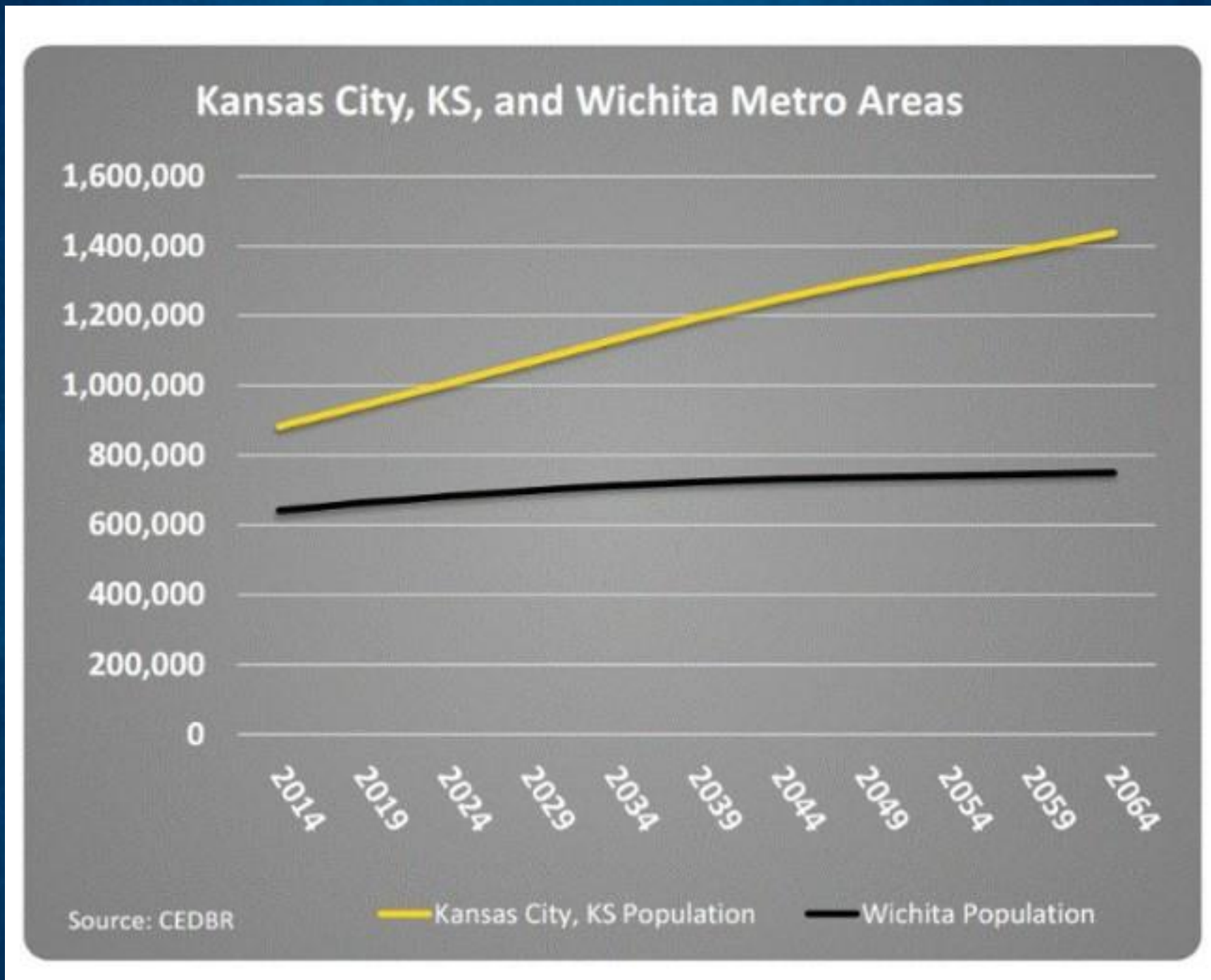
The 14-17 age group increased by 111 thousand people between 1950 and 2000 to a total of 330 thousand; a 51 percent increase. However, this age group's percent of the total population remained unchanged at six percent in both 1950 and 2000. It is projected this group's population will increase another 12 thousand persons, or four percent, to a total of 342 thousand in 2030. The group will then represent five percent of the total population.

College Age

Between 1950 and 2000, due largely to the baby-boom, the ranks of the 18-24 age group grew by 37 percent to 535 million people, while remaining at roughly ten percent of the total population. This group is expected to increase an additional 13 percent to a total of just over 600 thousand persons. However, this group's percentage of the total population is expected to drop to nine percent by 2030.

Source: Missouri Office of Administration

In Kansas...

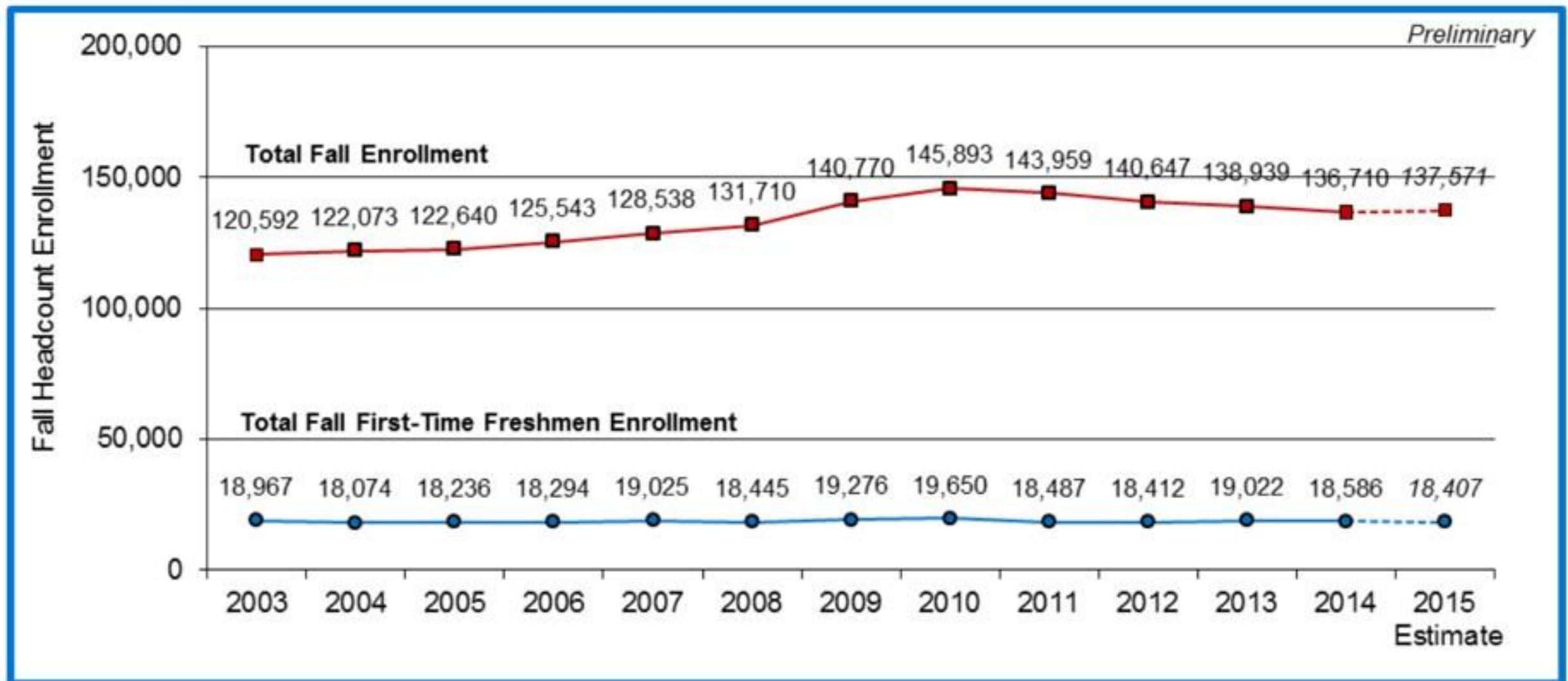


Source: Center for Economic Development and Business Research

Our Competition

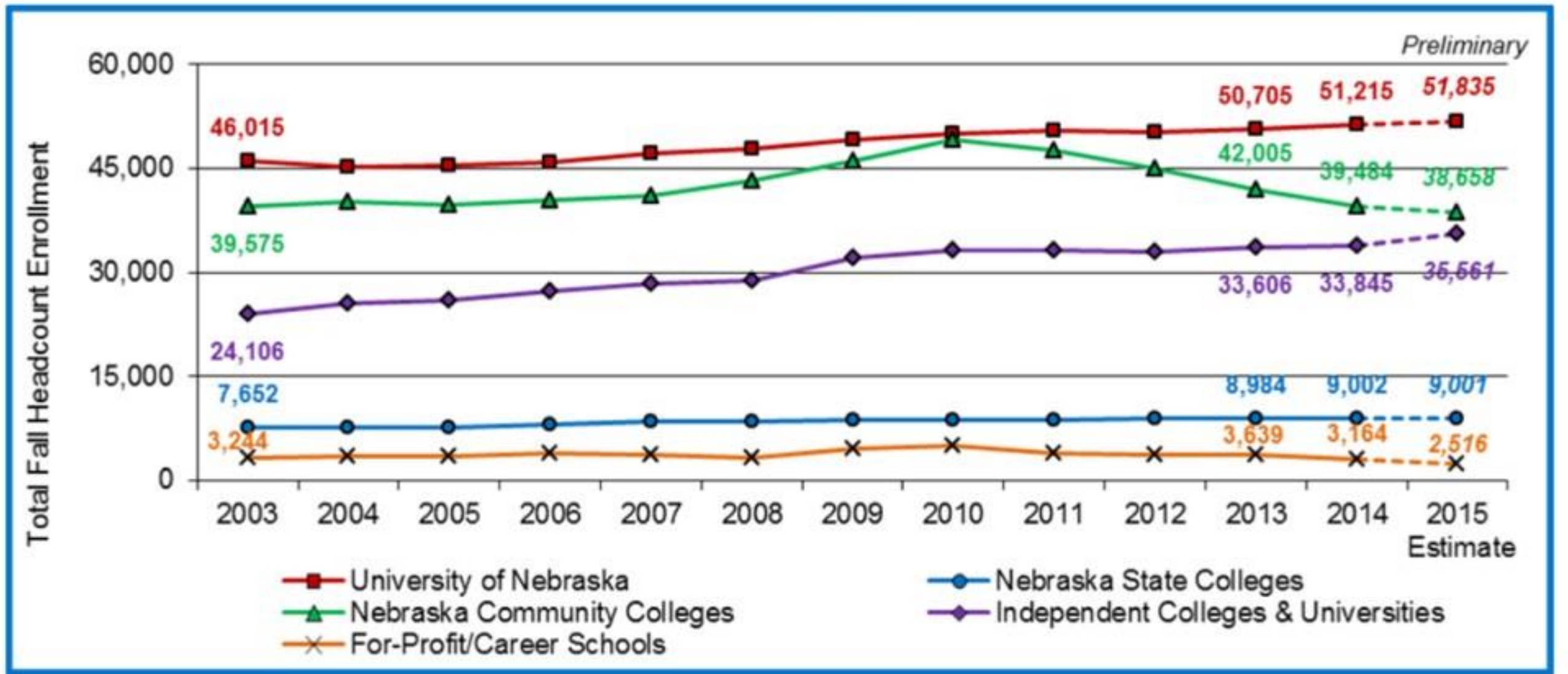
Total fall enrollments have increased from 120,592 in 2003 to 136,710 in 2014, an increase of 13.4%. It is estimated that fall enrollment increased 0.6% between 2014 and 2015.

Full-time freshmen enrollment—the continuing “life blood” of institutions—decreased from 18,967 in fall 2003 to 18,586 in fall 2014, a decrease of 2.0%. Estimates indicate that FTF enrollment decreased 1.0% between fall 2014 and fall 2015.



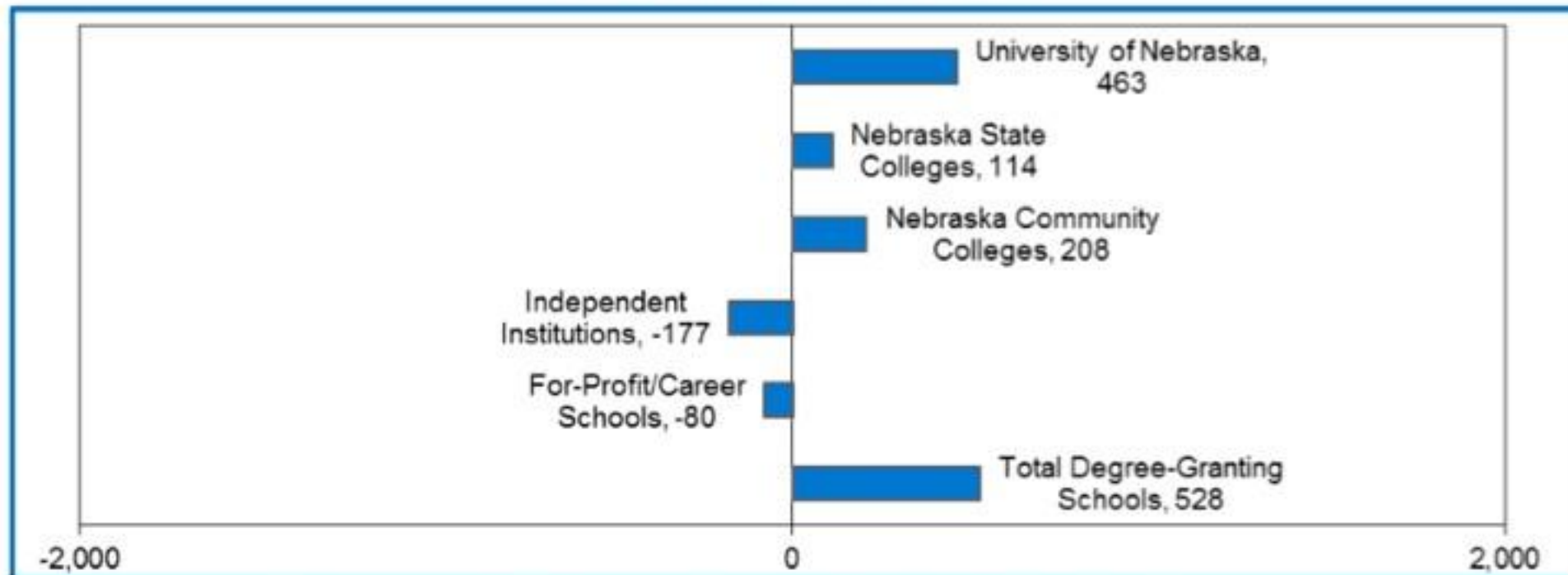
Source: 2016 Nebraska Higher Education Progress Report

Fall Total Headcount Enrollment by Sector: Fall 2003 – Fall 2015

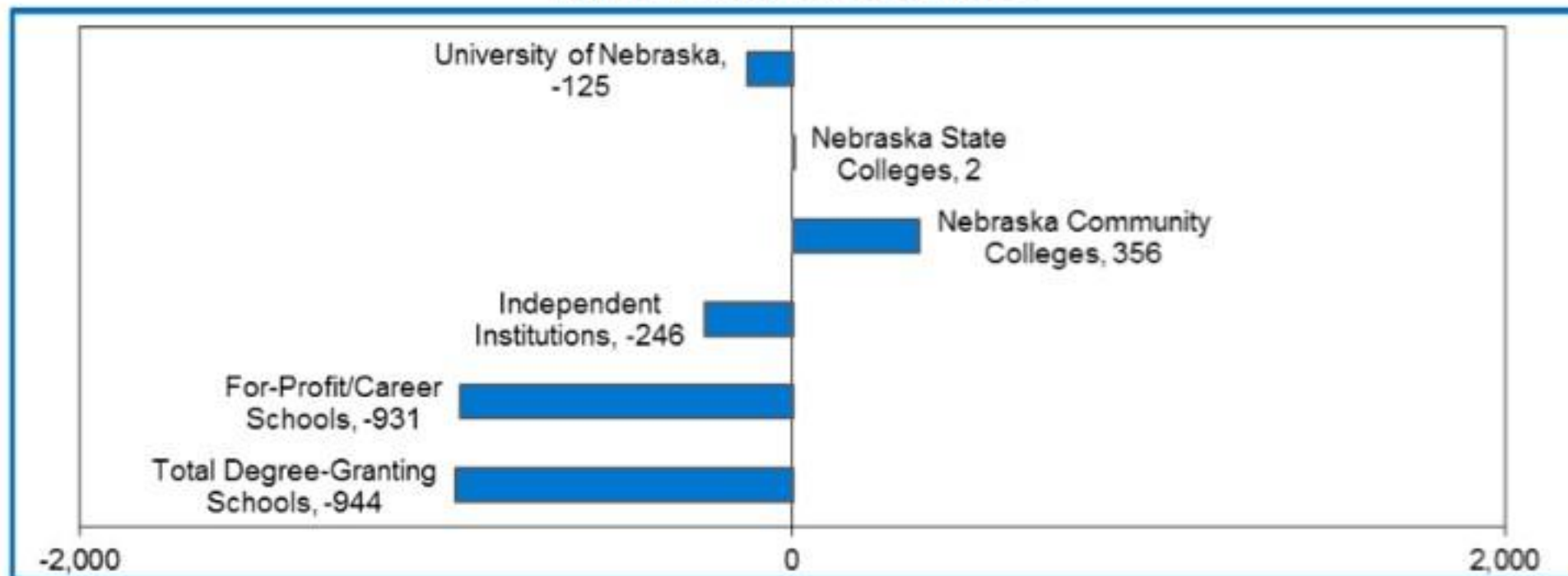


Source: 2016 Nebraska Higher Education Progress Report

**Changes in the Numbers of Nebraska-Resident, First-Time Freshmen
Enrolled at Nebraska Degree-Granting Institutions within 12 Months of High School Graduation
Fall 2014 Compared to Fall 2002**

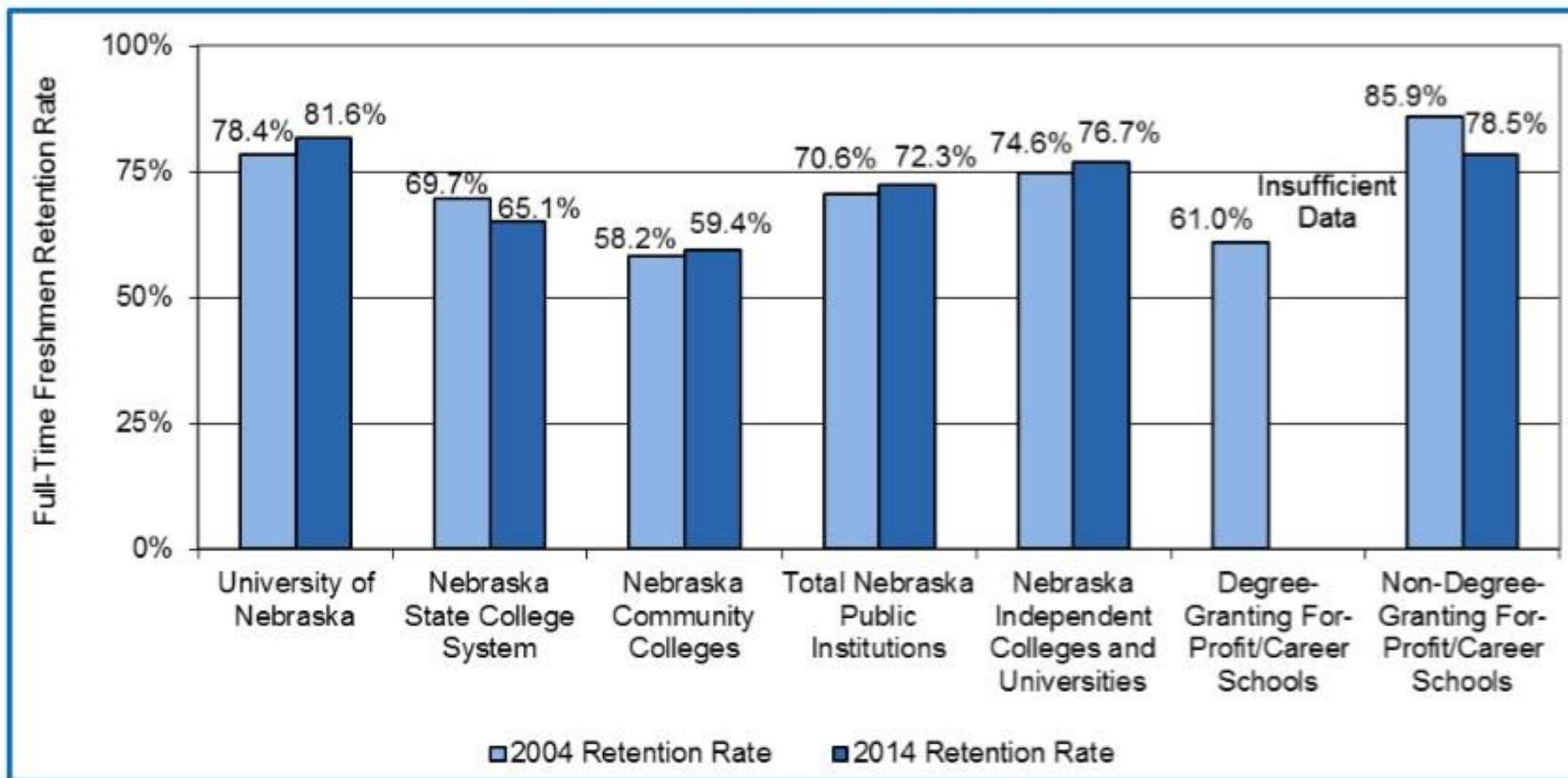


**Changes in the Numbers of Nebraska-Resident, First-Time Freshmen
Enrolled at Nebraska Degree-Granting Institutions More than 12 Months After High School Graduation
Fall 2014 Compared to Fall 2002**



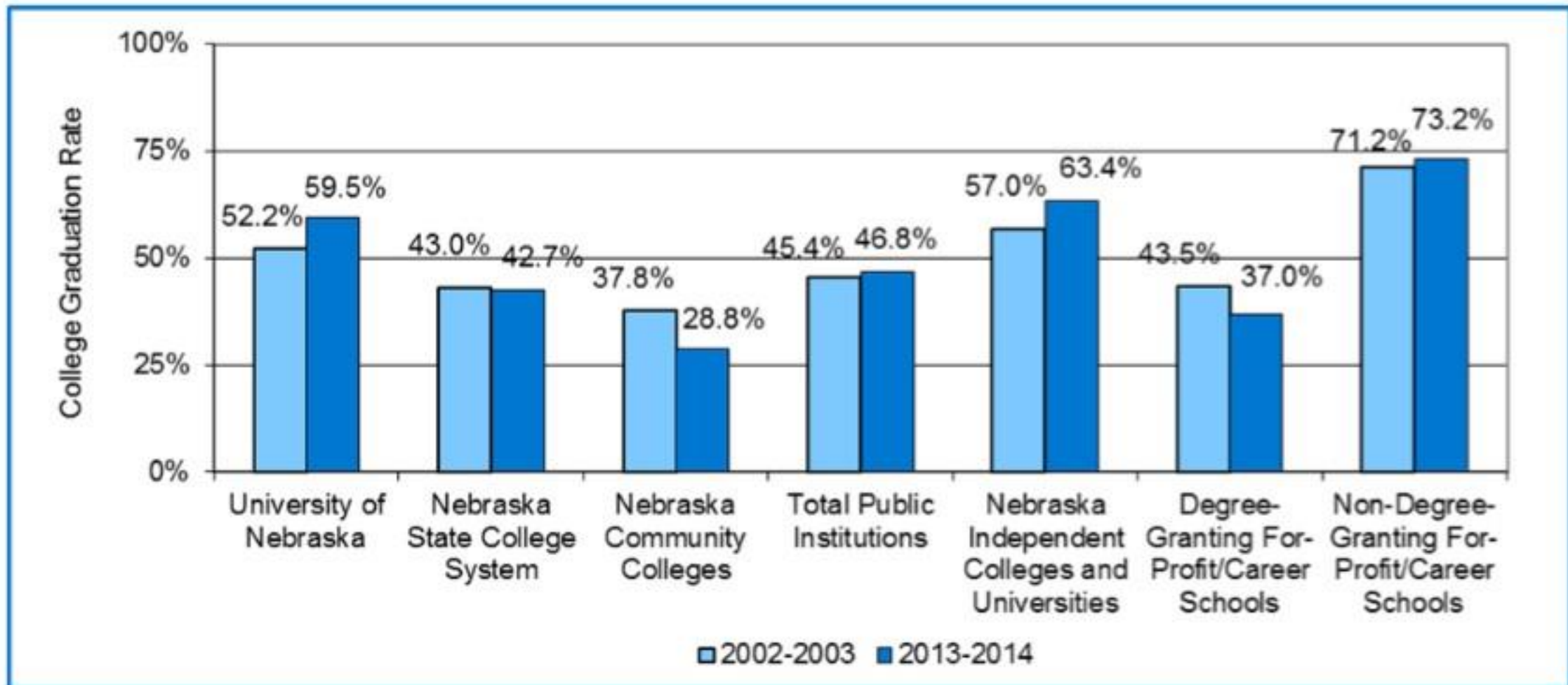
Source: 2016 Nebraska Higher Education Progress Report

Full-Time Freshmen Retention Rates of Nebraska Postsecondary Institutions by Sector Fall 2014 Compared to Fall 2004 Baseline



Source: 2016 Nebraska Higher Education Progress Report

Graduation Rates for Nebraska Postsecondary Institutions by Sector 2013–2014 Compared to 2002–2003



Source: 2016 Nebraska Higher Education Progress Report

University of Nebraska Medical Center

Omaha, NE
828 undergraduates



[VIEW MORE DETAILS >](#)

University of Nebraska-Lincoln

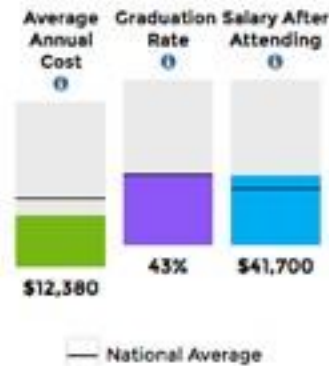
Lincoln, NE
19,979 undergraduates



[VIEW MORE DETAILS >](#)

University of Nebraska at Omaha

Omaha, NE
11,989 undergraduates



[VIEW MORE DETAILS >](#)

University of Nebraska at Kearney

Kearney, NE
5,081 undergraduates



[VIEW MORE DETAILS >](#)

Wayne State College

Wayne, NE
2,869 undergraduates



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Chadron State College

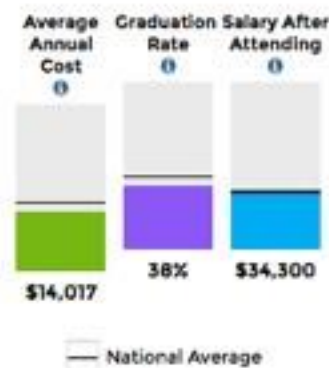
Chadron, NE
2,199 undergraduates



[VIEW MORE DETAILS >](#)

Peru State College

Peru, NE
1,537 undergraduates



[VIEW MORE DETAILS >](#)

Source: College Scorecard

GRAPH II

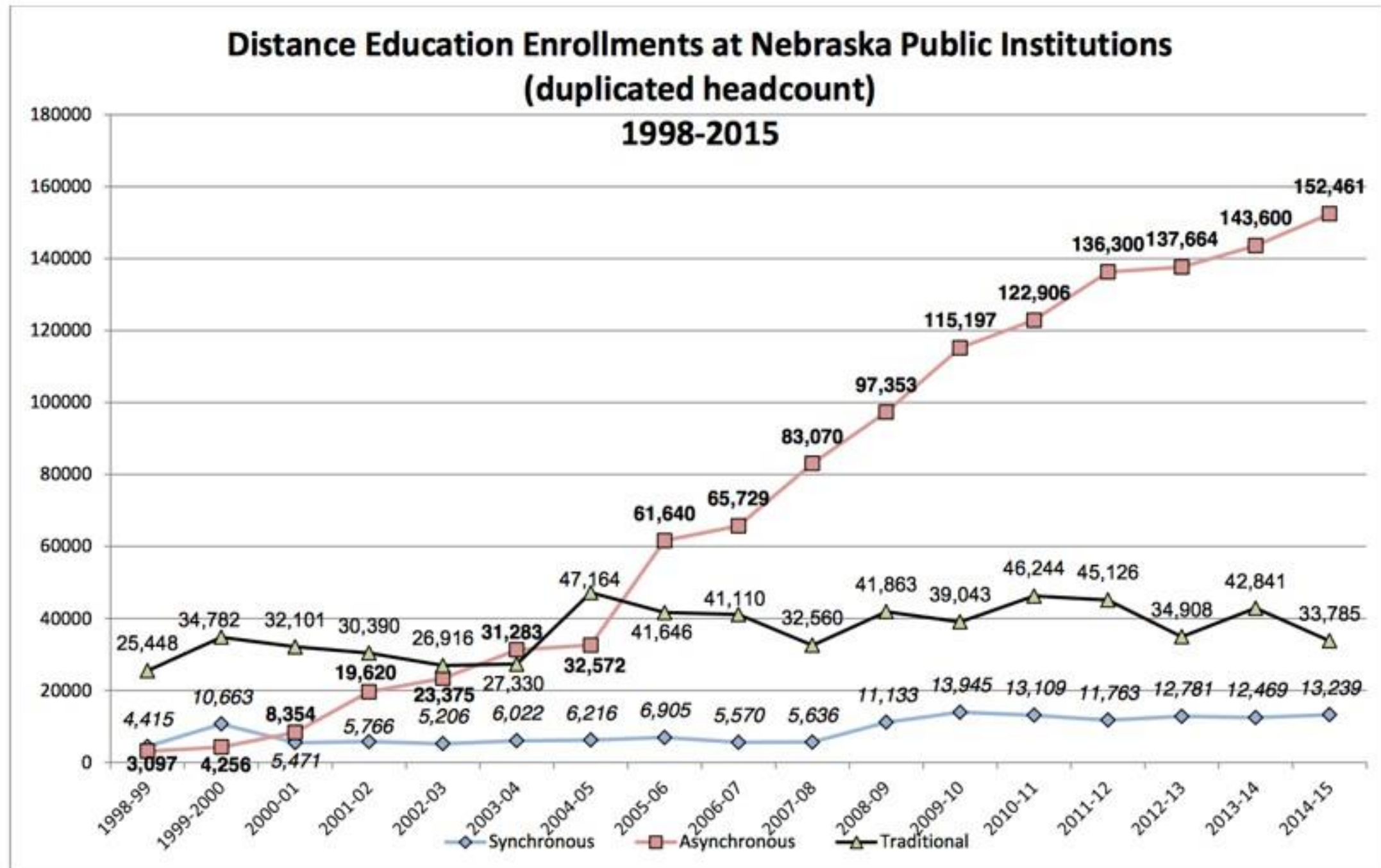
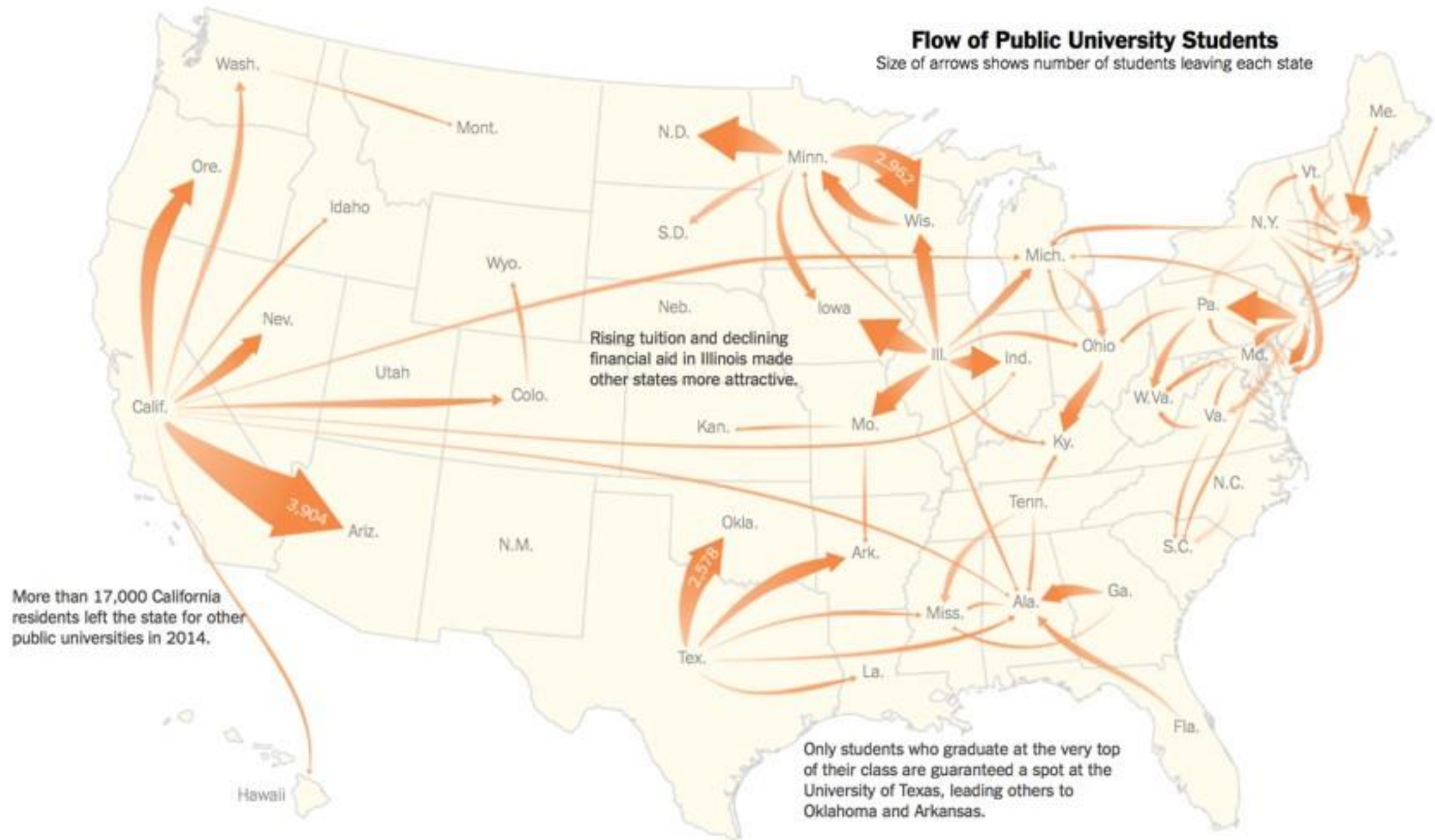


TABLE IV
Summary of College Courses Offered to High School Students in Nebraska by Public Institution
(duplicated headcount)
2012-2015

Institution	2012-13		2013-14		2014-15	
	# Courses	# Students	# Courses	# Students	# Courses	# Students
UNK	7	95	7	73	1	0
UNL	47	235	43	174	46	197
UNMC	0	0	0	0	0	0
UNO	547	3,945	599	4,403	589	4,898
NCTA	19	139	24	139	26	225
University Total	620	4,414	673	4,789	662	5,320
CSC	26	241	27	325	20	168
PSC	149	1,889	145	1,959	158	2,065
WSC	2	27	30	294	28	305
State College Total	177	2,157	202	2,578	206	2,538
CCC	195	2,541	186	2,409	198	2,193
MCC	160	2,188	233	3,422	242	3,266
MPCC	274	1,724	180	970	227	1,283
NECC	204	1,479	215	1,586	243	1,742
SCC	71	781	210	1,920	256	2,486
WNCC	99	728	91	551	78	668
Community College Total	1,003	9,441	1,115	10,858	1,244	11,638
Grand Total	1,800	16,012	1,990	18,225	2,112	19,496



Source: U.S. Department of Education. Only flows larger than 250 students are shown. Data for 2014.

Source: New York Times, 2016

Our Graduates

GRADUATE EMPLOYMENT BY COUNTY

[illegible]

0 1-3 4-7 8-21 22-33 34-63

Peru State College, Class of 2012

EMPLOYING INDUSTRY	GRADUATES WORKING IN NEBRASKA	ESTIMATED AVG. ANNUAL EARNINGS
Accommodation and Food Services	2	***
Administrative and Support and Waste Management and Remediation Services	7	\$39,739
Agriculture, Forestry, Fishing & Hunting	1	***
Arts, Entertainment, and Recreation	3	***
Construction	2	***
Educational Services	164	\$35,404
Finance and Insurance	9	\$52,963
Health Care	12	\$28,881
Information	1	***
Leisure and Hospitality	1	***
Management of Companies and Enterprises	2	***
Manufacturing	9	\$43,685
Other Services, Except Public Administration	2	***
Professional, Scientific, and Technical Services	7	\$40,270
Public Administration	14	\$32,921
Real Estate and Rental and Leasing	3	***
Retail Trade	12	\$24,415
Social Assistance	12	\$17,733
Transportation and Warehousing	1	***
Utilities	8	\$68,783
Wholesale Trade	3	***

Graduate Outcomes in Nebraska

Examines where 2011-2012 graduates are working in the first quarter of 2013

For All Nebraskans...

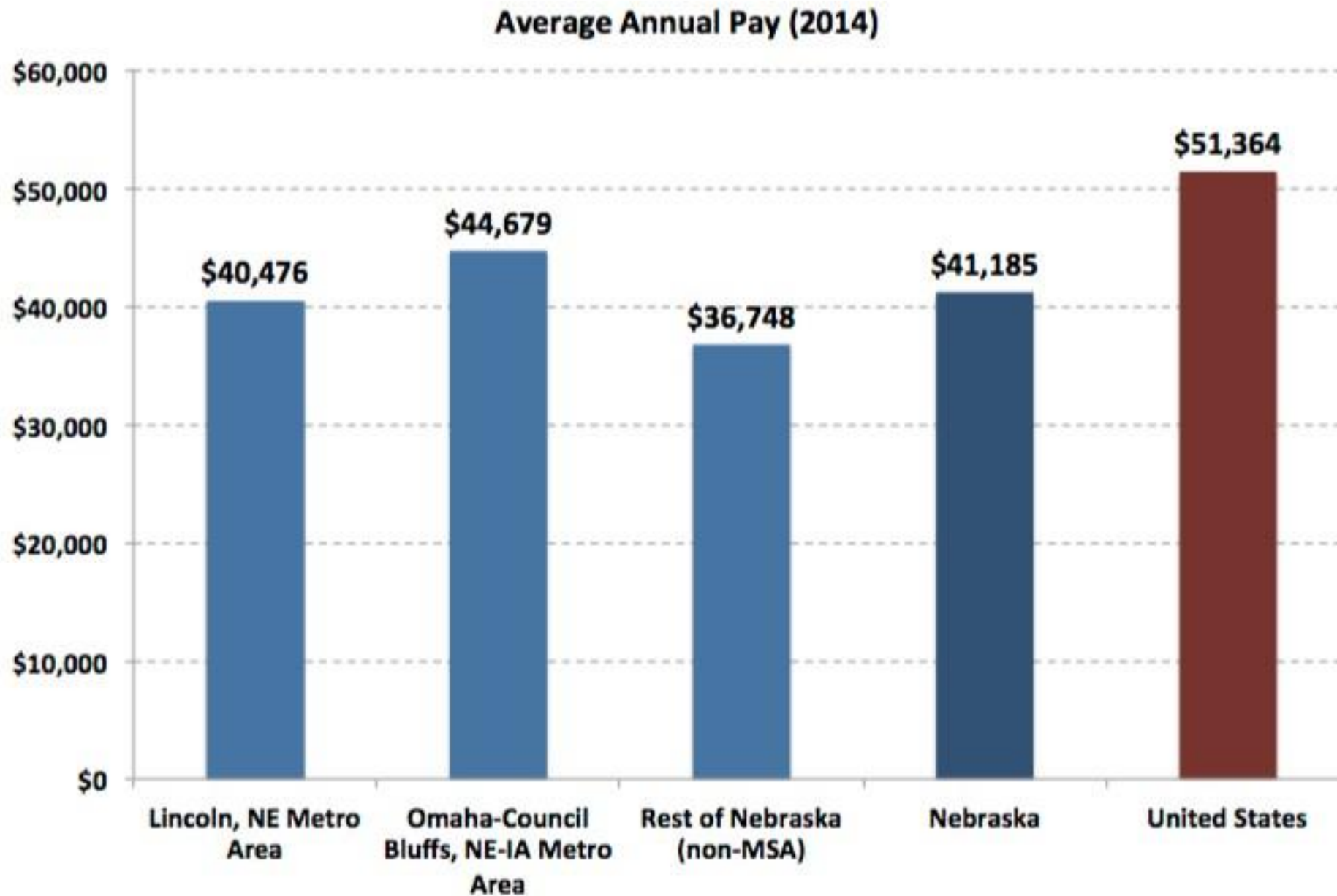


Figure 4

Source: Nebraska's Next Economy, SRI International, 2016

Economic Development Alignment

GOVERNOR'S SUMMIT ON ECONOMIC DEVELOPMENT

July 12, 2016



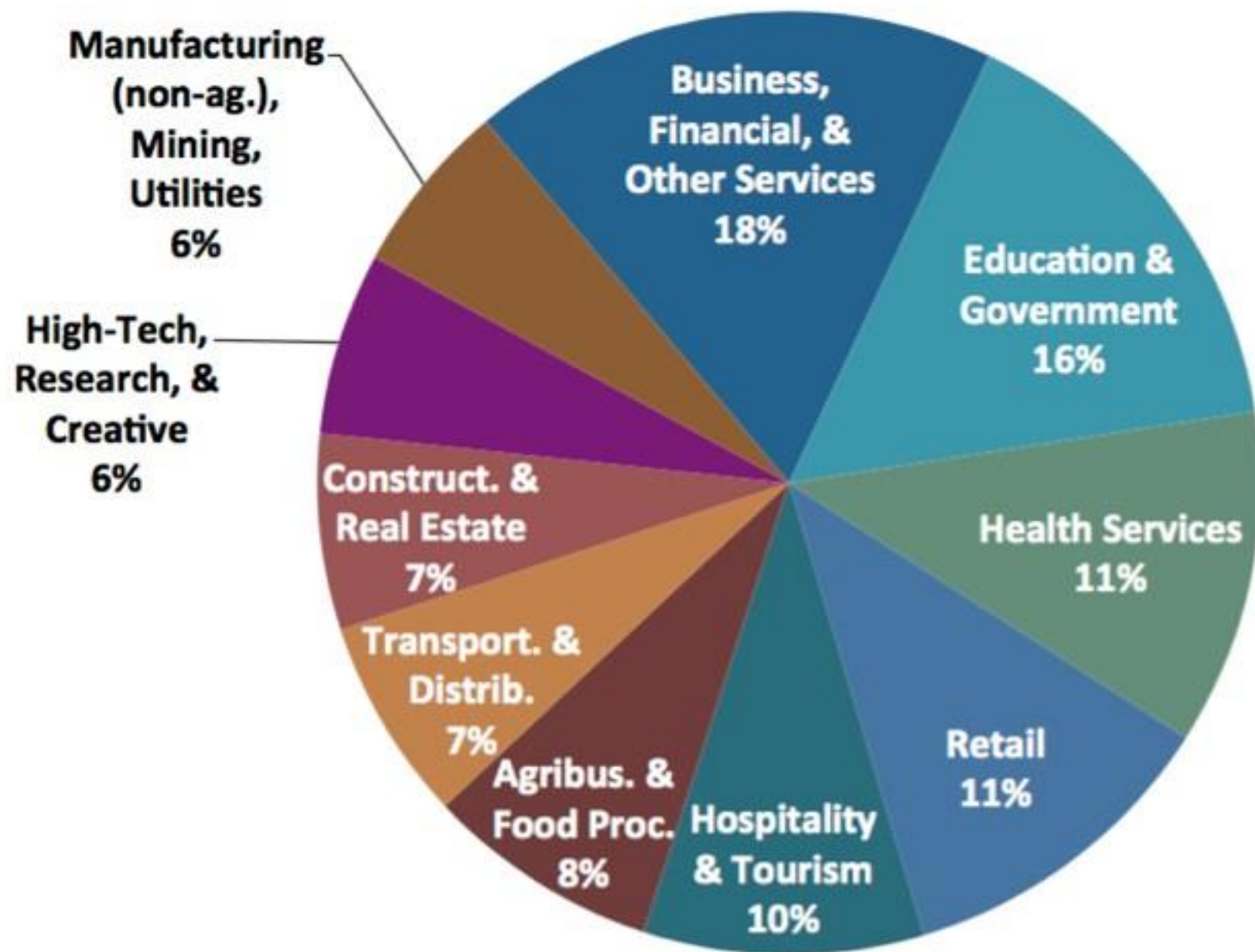
NEBRASKA'S NEXT ECONOMY



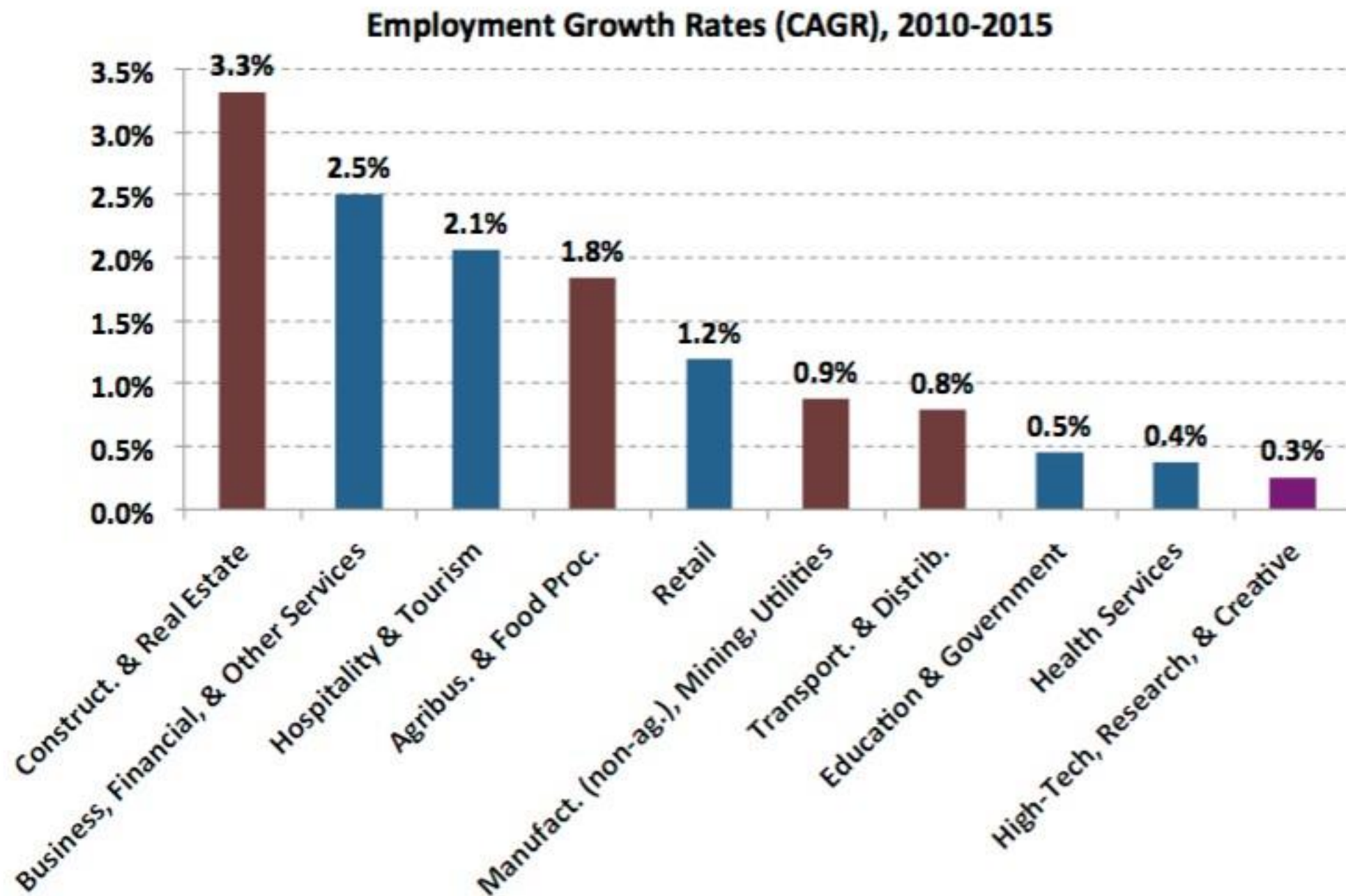
ANALYSIS AND
RECOMMENDATIONS



Nebraska's Workforce



Source: Nebraska's Next Economy, SRI International, 2016



Source: Nebraska's Next Economy, SRI International, 2016

Nebraska's Future Workforce

High wage, high skill jobs

The straightforward implication is that Nebraska's economic development future cannot be based on growth that generates jobs of any kind, but rather growth that emphasizes high-quality jobs. A high quality job tends to be technology intensive, skill intensive, and pay above average wages. As it happens, the jobs Nebraska should target have already been defined by the Nebraska Department of Labor: High wage, high demand, high skill, or H³. Simply stated, Nebraska's next economy should represent a shift towards quality over quantity.

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska's Future Workforce

Innovation

A turn towards quality also requires a turn towards innovation based economic development, in which Nebraska's economy fosters start-ups and rapidly growing small- and medium-sized businesses. Farmers were always innovators and entrepreneurs, ingenious when improving their equipment, and improvising solutions to challenges they encountered on a regular basis. As a result, Nebraska has several successful home grown farm equipment businesses, in addition to serving as a destination for investment by multi-national producers.

Nebraska's other assets, including outstanding universities and colleges and a medical center in Omaha with a growing reputation, are also building blocks for the innovation economy. Here, quality means not only high wages and high technology, but variety in investment opportunities and employment. Nebraska's talent and innovation initiative, launched in 2011, is aimed squarely at this piece of the economic development puzzle, and the report below includes a section reviewing its initial success.

SRI International

10

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015						
	Employment	Employment CAGR (2010-2015)		LQ	Establishments	Average Annual Pay
		NE	US			
Agricultural Biosciences*	2,194	+4.3% (+416 jobs)	+0.7%	0.55	114	\$64,136
Medical Biosciences*	9,636	-0.3% (-130 jobs)	+0.9%	0.93	560	\$69,805
TOTAL: Biosciences Cluster*	11,830	+0.5% (+286 jobs)	+0.5%	0.82	674	\$68,754

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015						
	Employment	Employment CAGR (2010-2015)		LQ	Establishments	Average Annual Pay
		NE	US			
Renewable Energy Production	1,951	+1.3% (+121 jobs)	-0.7%	7.54	29	\$64,937
Environmental Consulting & Organizations	2,940	-2.8% (-457 jobs)	+0.2%	0.98	330	\$47,634
TOTAL: Renewable Energy Cluster	4,891	-1.3% (-336 jobs)	+0.1%	1.50	359	\$54,572

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015

	Employment	Employment CAGR (2010-2015)		LQ	Establishments	Average Annual Pay
		NE	US			
Financial Institutions	24,340	+0.9% (+1,070 jobs)	+0.1%	1.37	1,572	\$60,735
Securities	4,629	+0.4% (+92 jobs)	+0.2%	0.75	630	\$112,579
Insurance	25,418	-0.2% (-263 jobs)	+1.7%	1.65	2,083	\$76,294
TOTAL: Financial Services Cluster	54,387	+0.3% (+899 jobs)	+0.7%	1.39	4,285	\$72,377

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015						
	Employment	Employment CAGR (2010-2015)		LQ	Establishments	Average Annual Pay
		NE	US			
Data Services, Programming, & Systems Design	16,362	+2.4% (+1,834 jobs)	+5.3%	1.10	1,799	\$85,221
Internet Services	628	+29.0% (+452 jobs)	+15.4%	0.51	67	\$70,252
Software Development	799	+20.2% (+481 jobs)	+4.8%	0.36	44	\$91,884
TOTAL: IT & Data Services Cluster	17,789	+3.4% (+2,767 jobs)	+5.8%	0.97	1,910	\$84,992

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015						
	Employment	Employment CAGR (2010-2015)		LO	Establishments	Average Annual Pay
		NE	US			
Ambulatory Health Services	37,002	+2.0% (+3,529 jobs)	+2.7%	0.81	3,473	\$57,777
Hospitals	37,056	-0.9% (-1,557 jobs)	+0.6%	0.89	159	\$49,965
Nursing & Residential Care	33,943	0.0% (+67 jobs)	+0.8%	1.43	667	\$28,173
TOTAL: Health & Medical Services Cluster	108,001	+0.4% (+2,039 jobs)	+1.5%	0.97	4,299	\$45,792

Source: Nebraska's Next Economy, SRI International, 2016

Nebraska Cluster & Sub-Cluster Data Q1 2015						
	Employment	Employment CAGR (2010-2015)		LQ	Establishments	Average Annual Pay
		NE	US			
Legal & Accounting Services	9,131	+0.6% (+280 jobs)	+0.4%	0.76	1,436	\$50,073
Management of Companies & Enterprises*	21,600	+4.5% (+4,281 jobs)	+3.4%	1.44	780	\$102,960
Business Process Outsourcing & Employment/Temp. Services**	21,944	+9.3% (+7,864 jobs)	+4.9%	0.69	1,553	\$38,980
Printing Services	3,255	-4.1% (-751 jobs)	-1.6%	1.05	226	\$38,116
Other Business Support & Security Services	7,509	+0.4% (+142 jobs)	+1.8%	0.74	484	\$41,563
Business Associations & Organizations	1,334	-2.1% (-146 jobs)	0.0%	0.62	274	\$41,775
TOTAL: Business Services Cluster	64,773	+4.1% (+11,670 jobs)	+2.9%	0.87	4,753	\$62,193

Source: Nebraska's Next Economy, SRI International, 2016

Clusters for Economic Development

- Agricultural Biosciences
- Medical Biosciences
- Financial Institutions
- Securities
- Insurance
- Data Services, Programming, Systems and Design
- Health Services
- Legal and Accounting Services
- Management of Companies and Enterprises

Source: Nebraska's Next Economy, SRI International, 2016

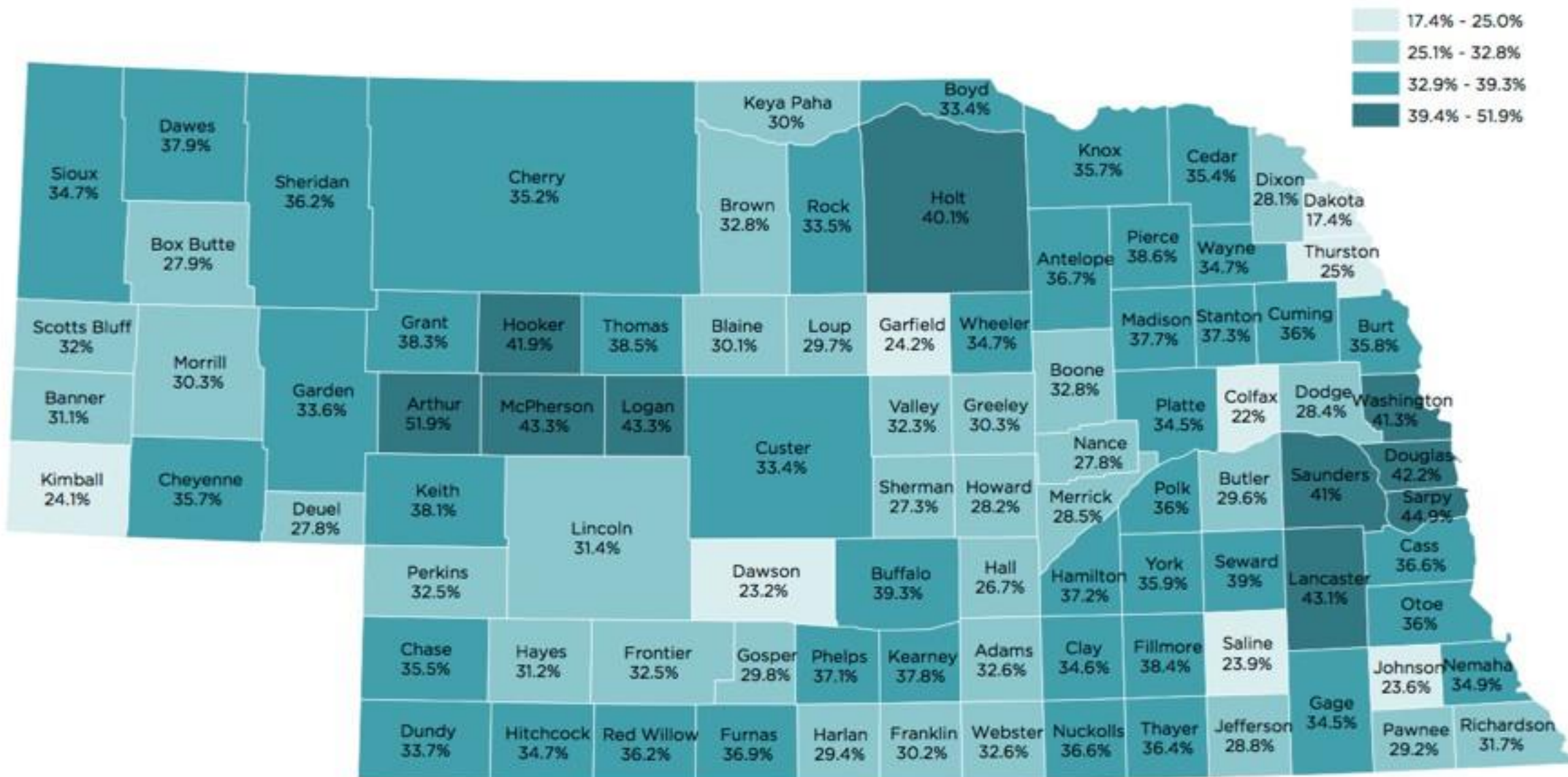
Figure 1: Attributes employers seek on a candidate's resume

Attribute	% of respondents
Leadership	80.1%
Ability to work in a team	78.9%
Communication skills (written)	70.2%
Problem-solving skills	70.2%
Communication skills (verbal)	68.9%
Strong work ethic	68.9%
Initiative	65.8%
Analytical/quantitative skills	62.7%
Flexibility/adaptability	60.9%
Technical skills	59.6%
Interpersonal skills (relates well to others)	58.4%
Computer skills	55.3%
Detail-oriented	52.8%
Organizational ability	48.4%
Friendly/outgoing personality	35.4%
Strategic planning skills	26.7%
Creativity	23.6%
Tactfulness	20.5%
Entrepreneurial skills/risk-taker	18.6%

Source: *Job Outlook 2016*, National Association of Colleges and Employers

COLLEGE GRADUATES BY COUNTY ASSOCIATE DEGREE & HIGHER

College Graduates
Ages 18 to 64

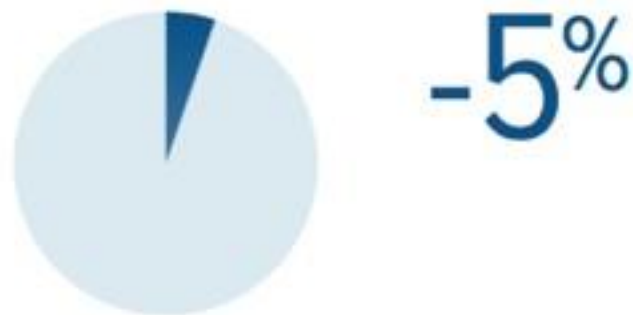


Source: US Census Bureau, American Community Survey

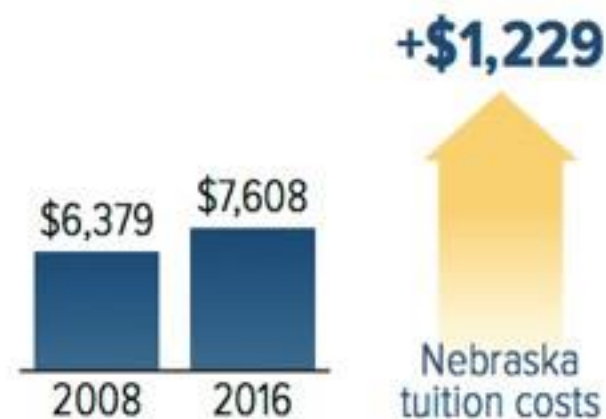
Nebraska Workforce Trends, NE Department of Labor, March 2016

Our Funding

- 1 Per-student funding for Nebraska's public colleges and universities is 5% below 2008 levels.



- 2 Since 2008, average tuition in state is up by \$1,229 for four-year public colleges and universities.



- 3 The \$528 cut in per-student funding and tuition increases have made college less affordable, shifting costs from state to students and jeopardizing quality at public universities.



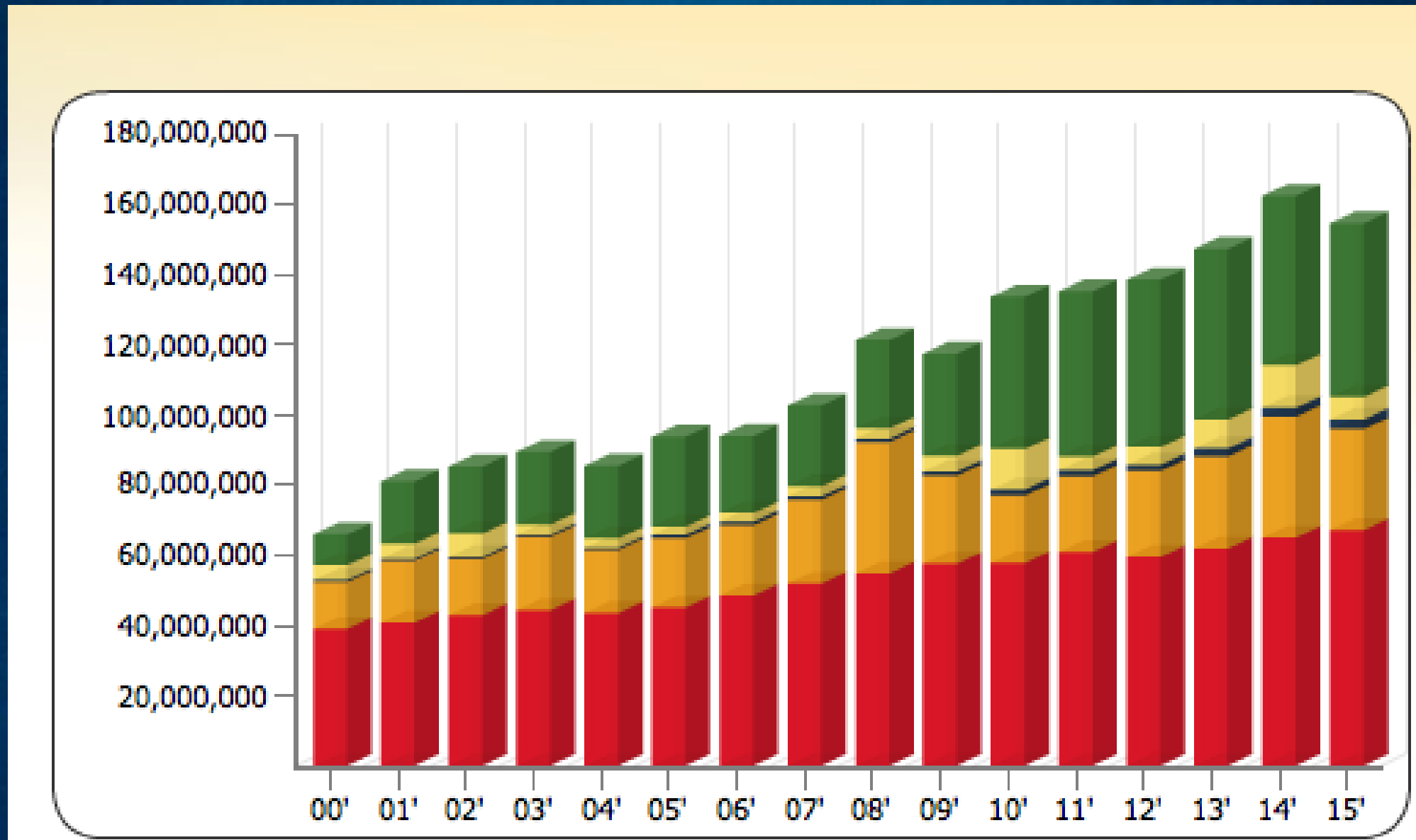
Notes: All figures are adjusted for inflation and represent constant 2015 dollars. Because data is available only through the 2014-2015 school year, enrollment for 2015-16 is estimated based on past years.

Sources: State Higher Education Executive Officers Association, SHEF 2015; Illinois State University, Grapevine fiscal year 2016; College Board, Trends in College Pricing 2016.

CENTER ON BUDGET AND POLICY PRIORITIES | CBPP.ORG

Source: Center on Budget and Policy Priorities, 2016

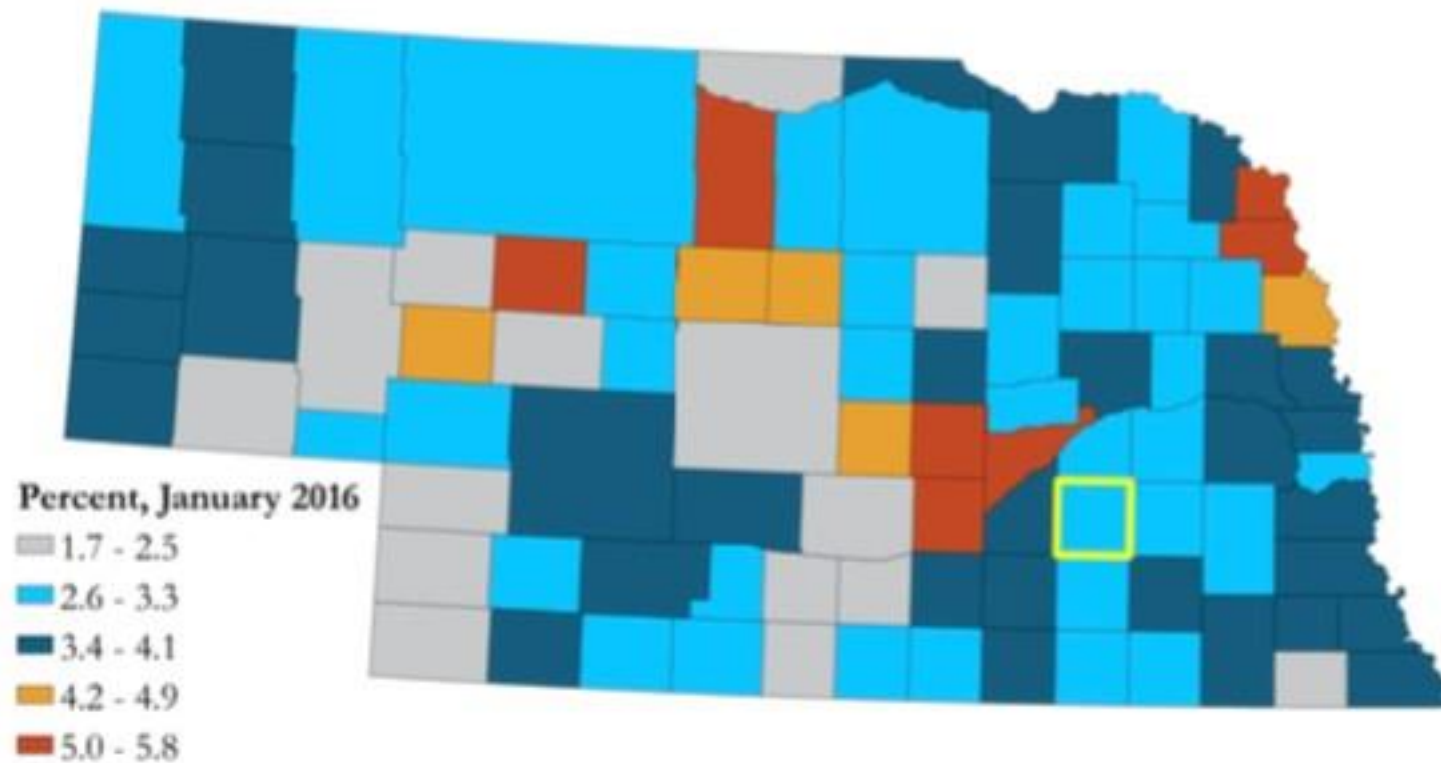
State Colleges Appropriations, 2000-2015



Source: StateSpendingNebraska.gov

Most counties have an unemployment rate lower than the nation.

Nebraska Unemployment Rates by County



Source: Bureau of Labor Statistics

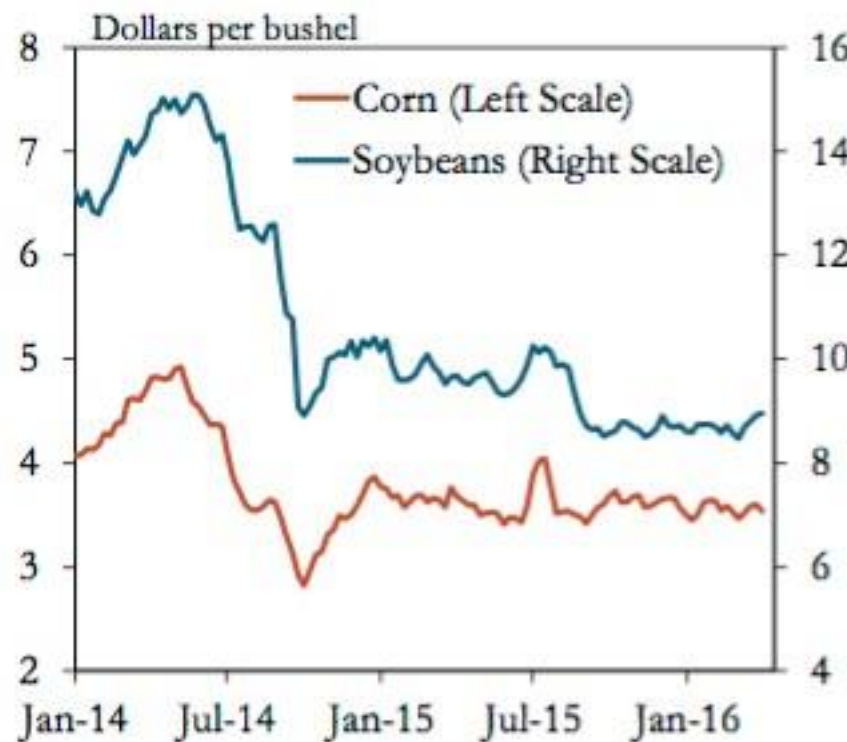
FEDERAL RESERVE BANK OF KANSAS CITY



Source: Nebraska Economic Outlook, 2016

Low agricultural commodity prices could continue to pressure Nebraska's economy.

Crop Prices



Sources: *Wall Street Journal* and Haver Analytics.

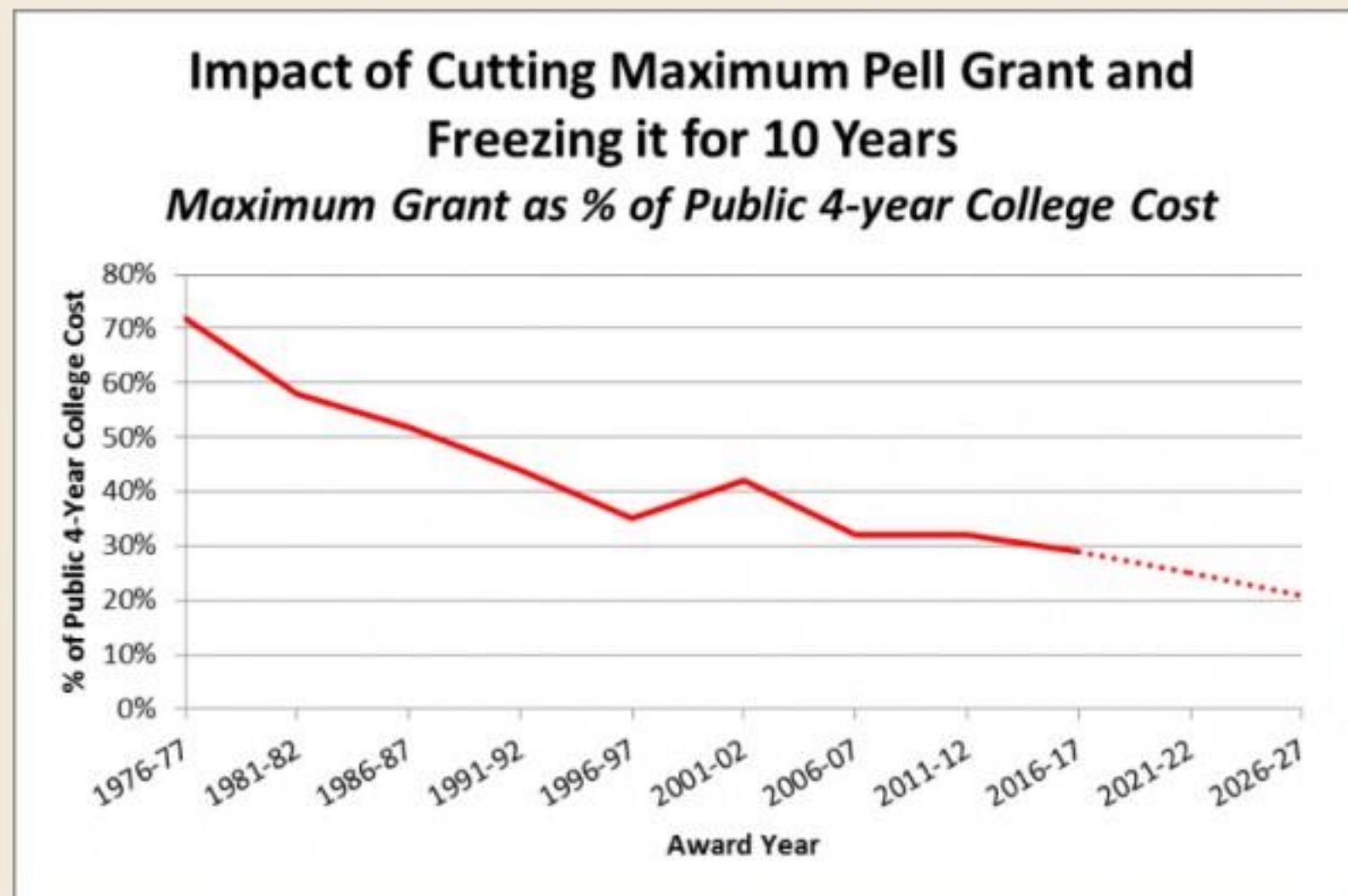
Livestock Prices



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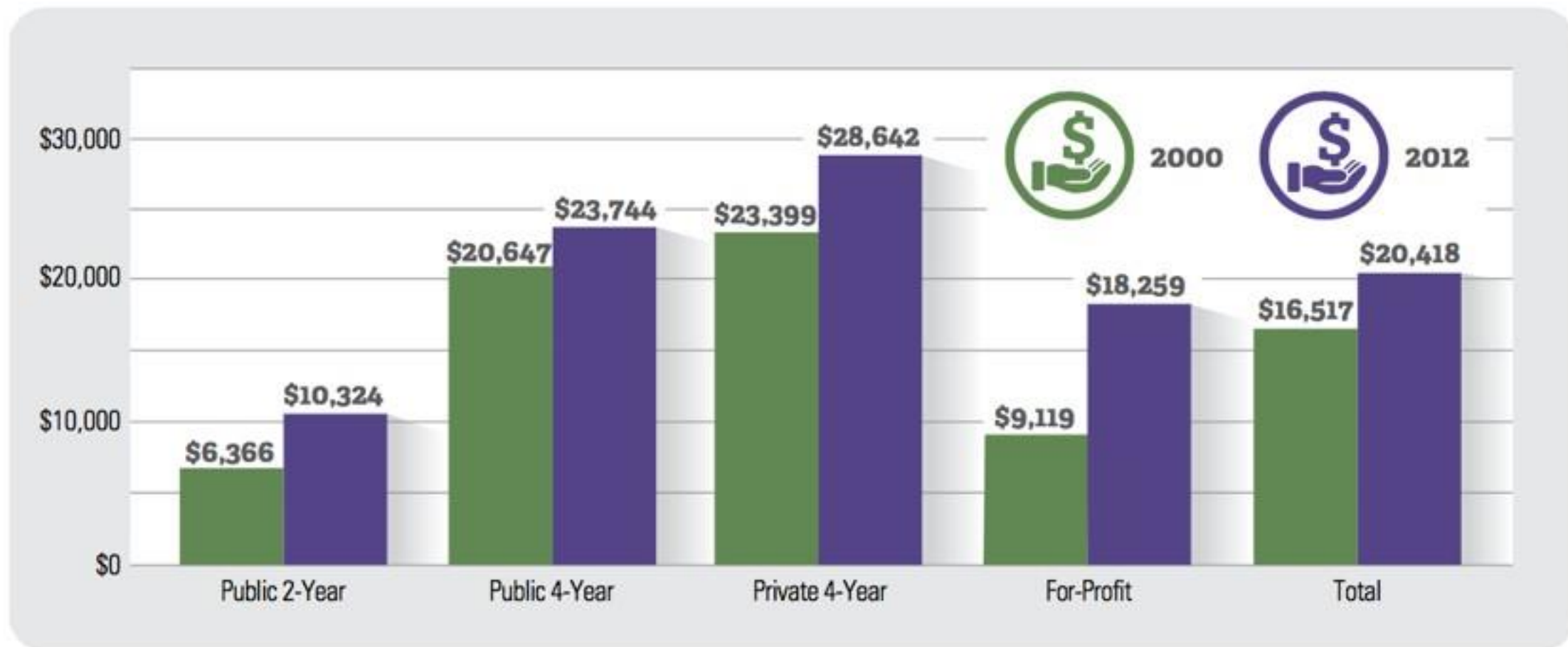
Source: Nebraska Economic Outlook, 2016



Sources: Calculations by TICAS on data from the College Board, 2015, Trends in College Pricing 2015, Table 2, <http://bit.ly/1Pyv2sJ>, and U.S. Department of Education data on the maximum Pell Grant. Calculations for 2017-18 through 2026-27 assume that the maximum Pell Grant is frozen at the 2016-17 level. College costs are defined here as average total in-state tuition, fees, and room and board costs at public four-year colleges. Projected college costs for future years were estimated by using the average annual increase in costs over the most recent five years.

Source: The Institute for College Access and Success, March 16, 2016

Figure Q: Median Cumulative Loan Amount Borrowed in 2015 Dollars
for Graduates: 2000 and 2012



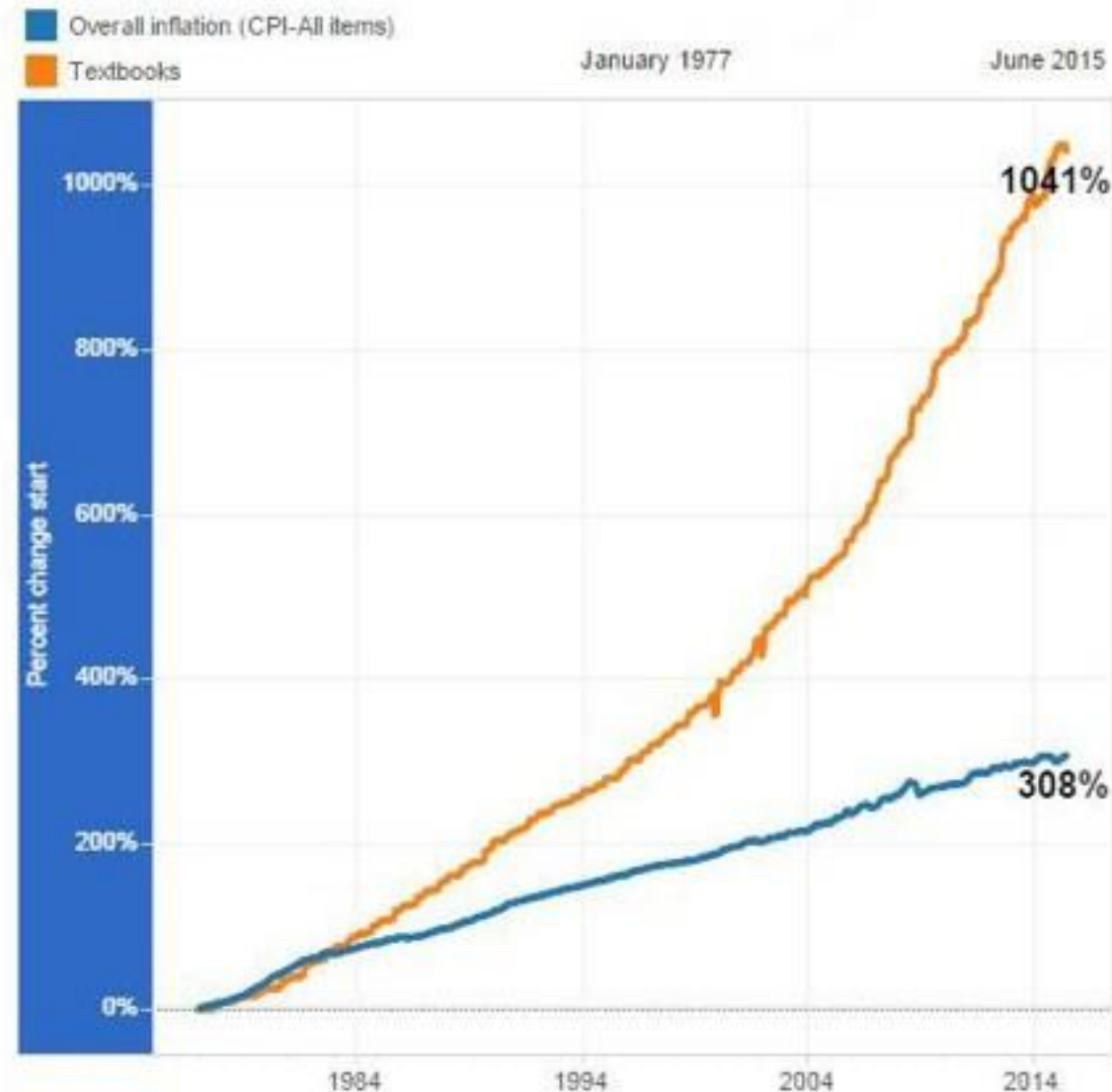
SOURCE: John A. Riccobono, Melissa B. Cominole, Peter H. Siegel et al., *National Postsecondary Student Aid Study 1999–2000 (NPSAS:2000): Methodology Report* (Washington, D.C.: National Center for Education Statistics, June 2002), <http://nces.ed.gov/pubs2002/2002152.pdf>; and David Radwin, Jennifer Wine, Peter Siegel, and Michael Bryan, *2011–12 National Postsecondary Student Aid Study (NPSAS:12): Student Financial Estimates for 2011–12* (Washington, D.C.: National Center for Education Statistics, August 2013), <http://nces.ed.gov/pubs2013/2013165.pdf>.

Source: Primary on the College Student Journey, 2016

Pricey textbooks



Since 1977, textbook prices have risen at more than triple the overall rate of U.S. inflation. Use the filter to choose a date range to track textbook price inflation. (SOURCE: BLS)



Textbook prices have risen higher than overall inflation for the past three decades. NBC News

Source: NBC News, 2015

The National Political Landscape

Complete College America

- Performance Funding
- Corequisite Remediation
- “Full-time is 15”
- Structured Schedules
- Pathways to Success



CompleteCollege.org

Federal Government Role

- Higher Education Authorization Act, If it Happens...
 - Affordability/Over-Borrowing
 - Sexual Assault/Title IX
 - Quality/Accreditation
 - Regulation
 - Simplifying student aid



Terry Hartle
Senior Vice President
American Council for Education



2016 Presidential Election

Hillary Clinton

- Debt-relief
 - Refinance student loans
 - Income-based repayment
 - Reward public service
- Debt-free college
 - Free tuition for working families
 - Protect Pell grants
- New College Compact
 - Institutions reign in costs
 - Students work 10 hours per week

Source: HillaryClinton.com

Donald Trump

- Institutions with large endowments should spend money on students
- Student loan relief
- Federal government should withhold tax breaks for colleges that do not control costs
- Loan eligibility based on major and earnings potential
- Republican platform
 - Federal government should refrain from involvement in student loans
 - Government regulation of student loan should be scrutinized

Higher Education's Response

Higher Ed Trends

- “Traditional” four-year, full-time college students are no longer the majority (38% are older than 25).
- Advancements in student data and predictive analytics
- Non-academic, intrusive advising
 - Population targeting
 - Providing resources
 - Constant monitoring
- Marketing to Millennials and Generation Z: Authenticity and narrowcasting

Source: Hanover Trend Report, 2016

SCUP Trend Report

- Diversity, LGBTQ, Older Americans
- Technology, Social Media, Cloud, STEM?
- Economy, New forms of work, poverty, globalization
- Environmental issues
- Government: State priorities, federal gridlock



Source: Society for College and University Planning, 2016

“Top Strategic Issues”

- The Business Model
- The Partnership Imperative
- The Value Proposition
- Student Success and Completion
- The Academic Workplace
- Diversity and Inclusivity
- Campus Safety
- The Changing Environment for Higher Education



Source: Association of Governing Boards, 2016

High Impact Practices

- First-Year Seminars
 - Common Intellectual Experiences
 - Learning Communities
 - Writing-Intensive Courses
 - Collaborative Assignments and Projects
 - Undergraduate Research
 - Diversity/Global Learning
 - Community-Based Learning
 - Internships
 - Capstone Courses and Projects
-
- HIPS increase success rates for underrepresented groups even more than for white students
 - Must choose appropriate HIP, identify outcomes, and assess

A New Leadership Approach

Rogers describes adaptive leadership as occurring when groups collaborate to tackle issues together, accepting shared responsibility for outcomes. Adaptive leadership, Rogers writes, “presents an opportunity to mobilize major stakeholders into a common vision for the institution.” For higher education, adopting the adaptive methodology might require new mind-sets about how an institution approaches problem solving.

Source: Society for College and University Planning, 2016

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