

Ensuring Affordability and Equitable Value to Increase Educational Attainment and Build Better Communities

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We consult and advise university leaders to help their institutions *thrive.*

Introductions



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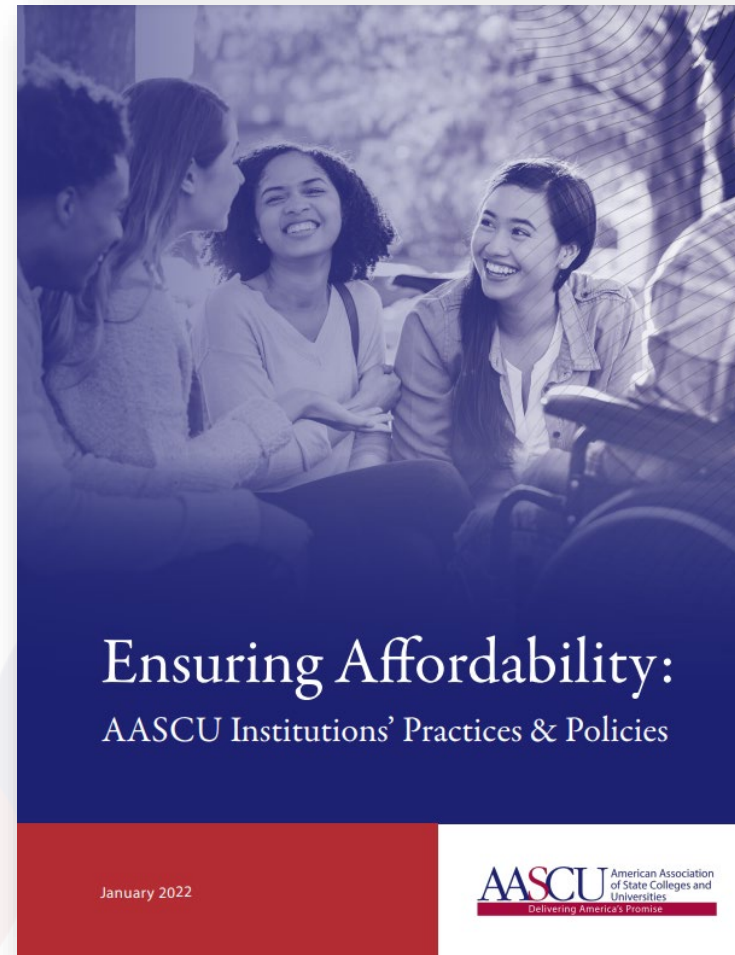
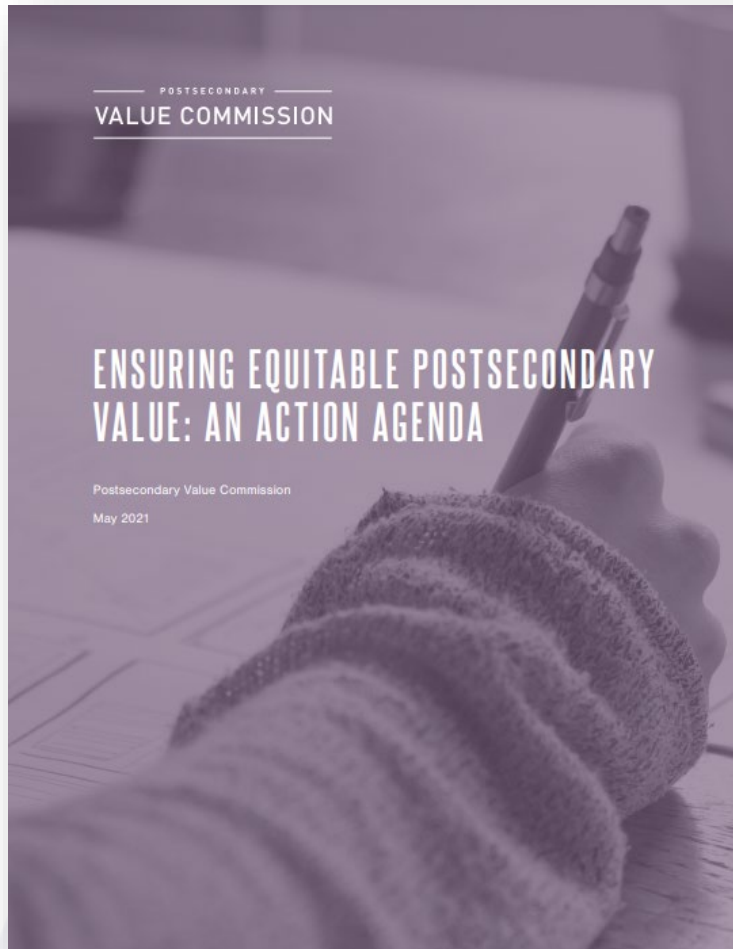


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Minnesota State Mankato

- 14,482 students
- 1,300 international students
- 23% Pell
- 1,600 faculty and staff
- 150+ Degree Programs
- \$827M economic impact





Context for Value and Affordability

Post-pandemic and
pivot back to future
focus

Declining enrollment

Public opinion of the
value of college

Public policy

Demographic Shifts

Adult learners –
upskilling, reskilling,
degree completion

39 million with some
college but no degree

Higher Education as a Public
Good – social mobility;
economic, cultural and social
development

Post Secondary Value Commission Key Focus Areas

1. Equalize Access
2. Remove Affordability as an Impediment
3. Eliminate Completion Gaps and Strengthen Post-College Outcomes
4. Improve Data to Expose and Address Inequitable Value
5. Promote Social Justice by Providing Equitable Value

Trends at Mankato and in Higher Education

- Demographic shifts
 - First generation, low-income, students of color
- Outlier – enrollment steady
- Reputation as a place for first-generation, low-income, culturally diverse populations to succeed, and providing resources to support them
- Adult Learners / Some College No Degree
- New industries / workforce needs to support local industry and advance economic progress
- Talent turnover, recruitment

Advancing Value and Social Mobility and Building Better Communities

- An enrollment strategy that serves more adult learners, reskilling and upskilling the workforce, and serving an increasingly diverse regional population.
- Realigned the organizational structure to reflect a modern public comprehensive university
- Defining and facilitating the Mankato Experience to include high impact practices such as undergraduate research, engagement with faculty, global education, work experience and internships, and entrepreneurship.
- Community engagement and partnership to improve the health and wellness of the region.
- A sustainable financial and resource model that invests in maintenance and modernization of the physical campus, attracting and retaining quality faculty and staff with the right talents for meeting the needs of the region, and supporting innovation and technology.
- Internationalizing the campus to provide real world global and multicultural learning experiences
- Bringing promising practices to bear that align with Mankato strategic plan and promote accessible, affordable, and high quality public higher education

7 Potential Levers Facilitating Affordability

1. Leadership Prioritizing Affordability
2. Need-Based Grants
3. Supplemental Grants
4. Completion Grants
5. Innovative Tuition Policies
6. Student Needs and Supplies
7. Student Advocacy

- **Promising Practices & Policies**
- **Prompts for Leading Campus Discussions**

Affordability at Mankato

- MavCares
- Emergency and Basic Needs Resources
- Minnesota State Grant
- Alliss University Grant
- Open Educational Resources
- Free services: tutoring, computer repair, counseling, health

**Make things
happen**



Accelerating Change

- Make the time to focus on this
- Initiate campus conversations
- Ask the tough questions
- Prioritize
- Model cross divisional work and leverage existing resources
- Make (and own) the hard decisions
- Know your students, their situations and needs, and what makes them successful
- Build the data infrastructure to have informed decisions and understand where the best use of resources can address gaps
- Look for promising practices elsewhere that can be adopted here. Use the questions in the PVC Action Agenda and Affordability Brief to facilitate campus discussions and identify the data needed

Finance's Role

- Creativity and leveraging assets
- Entrepreneurialism
- Financial modeling and incentive design
- Multi-year planning
- Transparency

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Resources on Promising Practices:

- Ensuring Equitable Postsecondary Value: An Action Agenda
- Ensuring Affordability. AASCU Institutions' Practices and Policies.
- Effective practices that support adult learners. American Council on Education
- ACE "Programs and Services for Adult Learners" Search Tool
- Online Learning at Public Universities 2022: How COVID-19 Has Impacted Online Education. AASCU.
- Becoming a Steward of Place: Four Areas of Institutional Focus
- NASH Imperatives for Higher Education Systems Success

Final Thoughts



Final Thoughts

- Challenges can be daunting but also an opportunity to lean in
- Can choose to hunker down and try to weather it or respond
- Mankato is responding
 - An economic engine of growth for our students and our region
 - Moving students up the socioeconomic scale
 - Preparing engaged global citizens

Continue the Conversation

www.aascuconsulting.org

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