MISTAKES
It could be that the purpose of your life is only to serve as a warning to others.
"Yes, but what are your goals?"
The Problem: Public Defunding

Financing Colorado’s Future: 2023-24
Race to the Bottom: 2022
University of Colorado: 2017

Affordable Access to Excellence for Colorado
The Race to the Bottom

State Higher Education Investment Reaches Zero by Year
Based on Projection of Trend from 1980 through 2013
Higher Education Pressures

OUTCOME ASSESSMENT
INSTITUTIONAL DEBT AND INFRASTRUCTURE
JOB LINKAGES AND PUBLIC SKEPTICISM

PUBLIC DEFUNDING
TUITION PRESSURES AND STUDENT DEBT
ALTERNATIVE APPROACHES AND DISRUPTIVE TECHNOLOGIES
Market Contraction and/or Realignment

Value Proposition

CURRENT HIGHER EDUCATION MARKETPLACE

Residential Campuses
- Elite reputation/
  Exceptional value
- Unique programs

Regional Universities
Carefully aligned with regional needs and opportunities.

On-Line Education
"The picture’s pretty bleak, gentlemen. ... The world’s climates are changing, the mammals are taking over, and we all have a brain about the size of a walnut."
Approaches to Resource Management

Expense Containment
  Routine
  Shared Centralized Services (campus, system, research universities, state)
Resident Enrollment
Non-Resident Enrollment
Tuition
Non-Traditional Revenue
  Philanthropy
  On-Line Plus
Strategic Partnerships
Technology Transfer/Intellectual Property
Real Estate Asset Management

Balance
Budget Stress -> Budget Transparency

• “1-pager”
• Incremental E&G
• Revenue
  – Enrollment, Tuition, State, Other
• Expense
  – Financial Aid, Salaries & Benefits, New Positions & Programs (Quality & Commitments), Mandatory Costs, other
  – Internal reallocation
• Annual Process
• On-Line Tool
Strategic Planning

• Can’t Abandon
• Prioritization
• ROI
• Address Structural Weakness
• Board Direction
• Political Responses
• Bigger, Cross-Cutting Initiatives
  – Pair with Philanthropy
  – Students as Philanthropists
Questions

• How does this or doesn’t this capture the challenges at K-State? What have we missed? What doesn’t apply?
• What are our vulnerabilities, and how do we address them?
• What are our assets, and how do we harness them?
• What blend of solutions seems most aligned with the vulnerabilities and assets at K-State?
What we say to dogs:
Okay, Ginger! I've had it! You stay out of the garbage! Understand, Ginger? Stay out of the garbage, or else!

What they hear:
Faculty Messaging

- Growth & opportunity
- Quality & reputation
- Stability

- Creation of UDPs and UDTSs
- Frequent, informal email and in-person contact
- Open budget & planning process
- Inclusion of Faculty Council leadership on Cabinet
- Fall Leadership Forum for academic dept chairs, deans, VPs
- Fall Address & Picnic
- Internal community events
- Today@ColoradoState
- Commitment to Campus
- Presidential Commissions
- Open forums
Staff Messaging

- Stability
- Pride

- Frequent, informal email contact
- Open budget & planning process
- Close ties with councils
- Fall Address & Picnic
- Internal community events
- Today@ColoradoState
- Open forums
- Commitment to Campus
- “We’re in this together”
Student Messaging

• Value
  – Quality & reputation
  – Affordability
  – Quality of Life

• Commitment to Colorado
• Full disclosure of information about budget, costs, tuition increases via emails, postcards, videos, social media
• Close contact with ASCSU
• Presidential emails
• Presidential Ambassadors
• Ram Welcome
• Events for Graduating Seniors
• Open forums
Parent Messaging

• Safety
• Value
  – Quality & Reputation
  – Affordability

• Preview & Ram Welcome
• Parent & Family Programs
• Homecoming/Family Weekend
• Newsletter & emails (Tuition video)
• Admissions outreach
Alumni Messaging

- Quality & reputation
- Pride

- Outreach tours
- Targeted emails
- Denver focus
- CSU Advocates
General Public Messaging

• Stewardship
  – Accountability
  – Pride

• Accountability website and reports
• PR: Op-eds, Social media
• Community socials & events
• Visible community involvement (New West Fest, NWSS, etc.)
• RamTrax tours
• Neighborhood liaison
• Speaking engagements/outreach tours
• General visibility at all levels
Legislative Messaging

- Accountability
  - Affordability
  - Quality & Reputation
  - Programming
  - Stewardship
  - Pride

- Financial Accountability report
- Accountability website
- Founders Day at the Capitol
- Strategic partnerships
- Campus tours
- Host constituent events
Accountability at Colorado State University

The mission of Colorado State University is to set the standard for public research institutions in teaching, research, service and extension for the benefit of the people of Colorado, the United States and the world. This website was created to give CSU students, university employees and Colorado citizens easy access to comprehensive data and reports from the university and to serve as a one-stop source for information that can be used to evaluate the progress of CSU toward achieving its goals. By creating a clearinghouse of vital data, Colorado State demonstrates its firmly held commitment as a public institution to transparency and accountability.

http://accountability.colostate.edu/
Annual Public Report on Financial Accountability

http://busfin.colostate.edu/finstmt/finacct12.pdf
CSU 2020 Model

- A tool that can be used to assess the approach to various situations
- Annual step implementation with traditional annual Board approvals
- Maintains control for this and future Boards
- Maintains flexibility for this and future presidents
- Allows us to assess our alignment of theoretical approach to the various potential futures for Colorado public higher education
The Stakes are High...And These Aren’t the Challenges We Might Have Chosen

But the picture brightens when we focus on the long view
Questions

• Is this the way K-State’s constituents see the K-State situation?
• How do we currently deliver our message? Is it penetrating these audiences as we’d like?
• How do we translate message penetration into action? What action(s) do we want?