

# Strategic Options For the Fiscal Year 2013-2014

June, 2013

## Expenses

### Where do the Expenses Go?

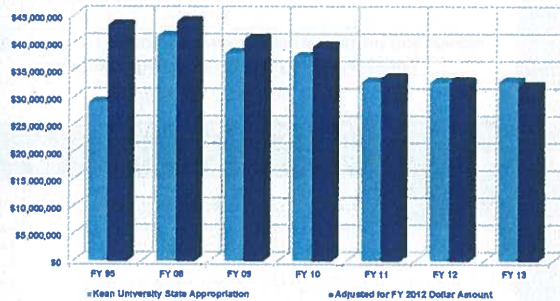
	FY 10-11	FY 11-12	FY 12-13	Diff. FY 11/12-12/13
Salary & Wages	\$98,876,803	\$100,902,289	\$101,176,688	(\$274,399)
Mandatory Transfers	\$32,535	\$67,000	\$100,000	(\$33,000)
Fixed Costs	\$15,339,616	\$15,682,633	\$18,456,487	(\$2,773,854)
Least Flexible	\$15,760,184	\$14,611,787	\$17,458,595	(\$2,846,806)
Moderate Flexible	\$8,971,476	\$9,709,332	\$10,147,720	(\$438,388)
Most Flexible	\$9,790,228	\$12,256,561	\$12,457,250	(\$200,689)
Fee-based Expenses	\$23,739,646	\$27,514,192	\$27,484,289	\$29,903
Benefits	\$28,077,177	\$28,943,000	\$29,521,860	(\$578,860)
Total	\$200,587,665	\$209,686,794	\$216,802,889	(\$7,116,095)

2

Source: Financial Services, Budget Department

## Funding Evaluation

### State Appropriation Evaluation FY 08 – FY 13



3

Source: Keen University Financial Services, Budget Department & NJASCU Scorebook

## Peer Comparison (Cont'd)

### In-State Institution Evaluation Operating Budget FY2013

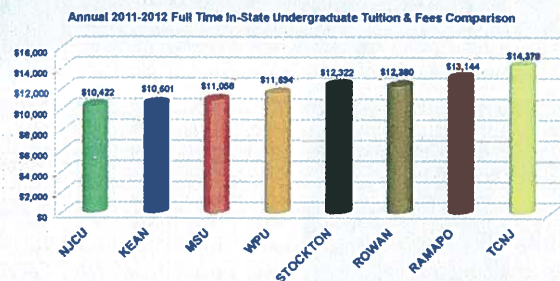
	Operating Budget	Operating + Benefits	Student Count	Cost per Student
TCNJ	\$197,587,000	\$226,403,000	7,270	\$31,142
Rowan	\$273,304,000	\$308,514,000	12,183	\$25,323
R Stockton	\$175,731,000	\$199,160,000	8,400	\$23,710
Ramapo	\$118,456,000	\$137,581,000	5,817	\$23,652
WPU	\$185,389,000	\$218,655,000	11,423	\$19,142
MSU	\$315,886,000	\$360,968,000	18,382	\$19,637
NJCU	\$121,616,000	\$142,880,000	8,492	\$16,825
Keen	\$219,829,000	\$249,579,000	15,391	\$16,216

4

Source: NJASCU Scorebook 2013

## Peer Comparison (Cont'd)

### In-State Institution Evaluation Tuition Comparison

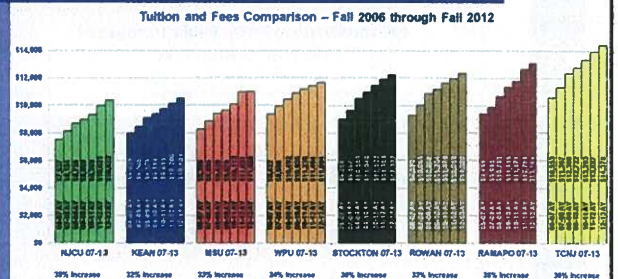


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Source: NJASCU Scorebook 2013

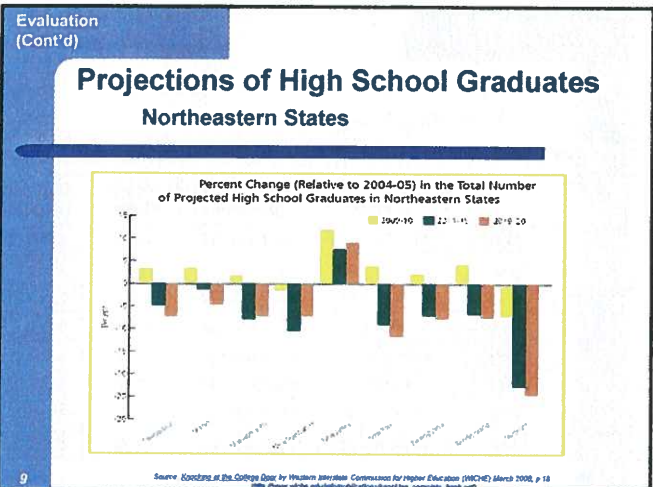
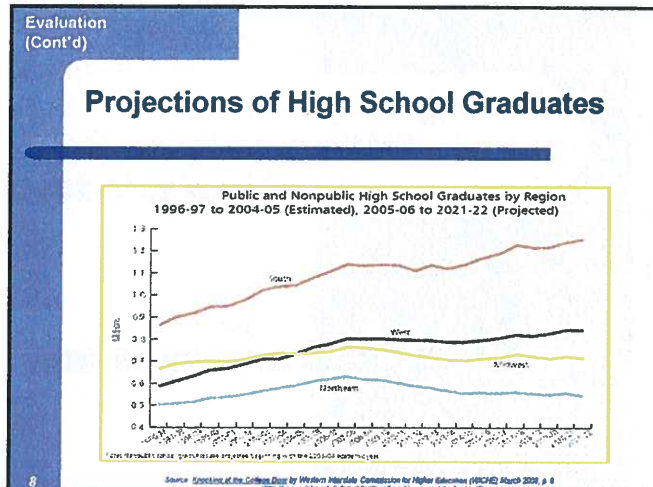
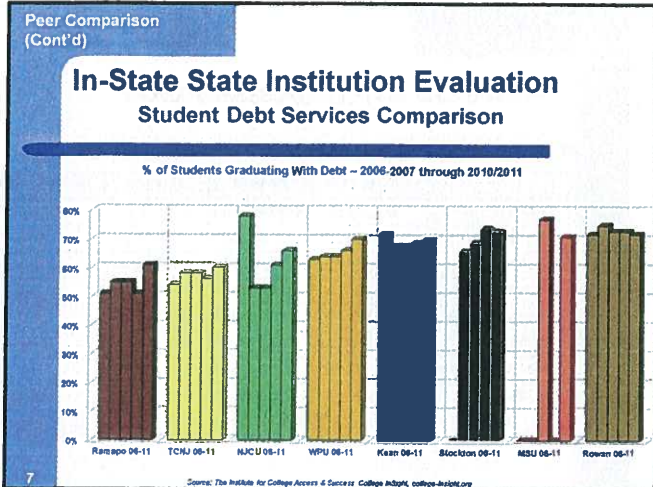
## Peer Comparison (Cont'd)

### Peer Comparison Expanded Tuition Comparison



6

Source: NJASCU Scorebook 2007-2013



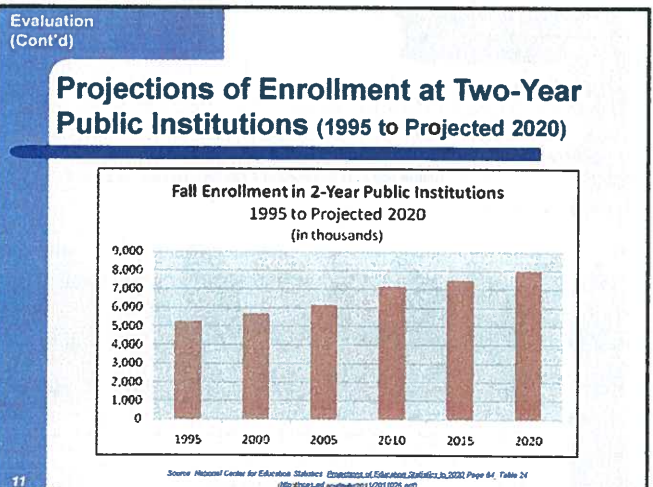
Evaluation (Cont'd)

### Projections of Enrollment at Two-Year Public Institutions (1995 to Projected 2020)

Actual and projected numbers for enrollment in public 2-year postsecondary degree-granting institutions  
Fall 1995 to fall 2020

Year	Actual			Projected		
	1995	2000	2005	2010	2015	2020
Enrollment (in thousands)	5,278	5,697	6,184	7,155	7,515	8,025

Source: National Center for Education Statistics, *Projections of Education Statistics to 2020*, Page 64, Table 24 (<http://nces.ed.gov/ipeds/data/ipeds2020/pdf>)



Evaluation (Cont'd)

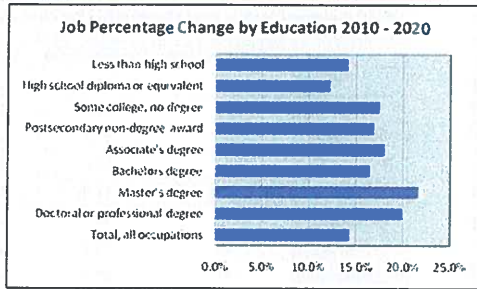
### U.S. Employment by Education 2010 & Projected 2020

	Employment				Change 2010-2012	
	Number		% distribution		#	%
Typical education need for entry:	2010	2020	2010	2020		
Total, all occupations	143,068.2	163,537.1	100%	100%	20,468.9	14.3%
Doctoral or prof. degree	4,409.7	5,286.3	3.1%	3.2%	876.6	19.9%
Master's degree	1,986.0	2,417.2	1.4%	1.5%	431.2	21.7%
Bachelor's degree	22,171.1	25,827.2	15.5%	15.8%	3,656.1	16.5%
Associate's degree	7,994.6	9,434.6	5.6%	5.8%	1,440.0	18.0%
Postsec. non-degree award	6,524.0	7,624.9	4.6%	4.7%	1,100.9	16.9%
Some college, no degree	811.6	953.8	0.6%	0.6%	142.2	17.5%
High school diploma or equiv.	62,089.6	69,665.7	43.4%	42.6%	7,576.1	12.2%
Less than high school	37,081.7	42,327.4	25.9%	25.9%	5,245.7	14.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, *News Release 2/1/2012* (<http://www.bls.gov/news.release/educat02.htm>)



### Projected Job % Change by Education (2010 - 2020)



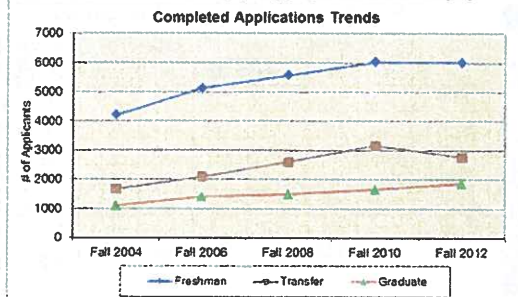
Source: U.S. Department of Labor Bureau of Labor Statistics, News Release 3/1/2012  
<http://www.bls.gov/news.release/educ/totchg.pdf>

### Top Trading Partners 2011 (Goods only) (In billions of dollars)

Rank	Country	Exports	Imports	Total Trade	% of Total Trade
---	<b>Total, All Countries</b>	<b>1,480.70</b>	<b>2,207.00</b>	<b>3,687.60</b>	<b>100.00%</b>
---	<b>Total, Top 15 Countries</b>	<b>1,015.80</b>	<b>1,596.10</b>	<b>2,611.90</b>	<b>70.80%</b>
1	Canada	280.9	316.5	597.4	16.20%
2	China	103.9	399.3	503.2	13.60%
3	Mexico	197.5	263.1	460.6	12.50%
4	Japan	66.2	128.8	195	5.30%
5	Germany	49.1	98.4	147.5	4.00%
6	United Kingdom	56	51.2	107.1	2.90%
7	Korea, South	43.5	56.6	100.1	2.70%
8	Brazil	42.9	31.4	74.3	2.00%
9	France	27.8	40	67.8	1.80%
10	Taiwan	25.9	41.3	67.2	1.80%

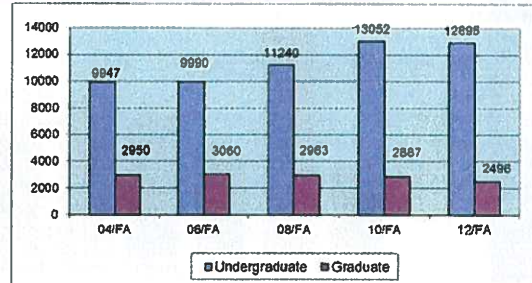
\* Data are 2008 only, on a Current Basis, in billions of \$U.S. unless noted.  
 Source: U.S. Census Bureau <http://www.census.gov/foreign-trade/press/2012/0112top15.html>

### Kean University Application Trends Completed Applications - 04/FA - 12/FA



Source: Kean University Office of Institutional Research

### Kean University Student Enrollment Trends Student Headcount 04/FA - 12/FA



Source: Kean University Office of Institutional Research

### Migration of High School Graduates (Selected States)

Fall 2010	High sch'l grads enrolled in colleges/univ				
	Total Enrld		Migrated out		
	#	#	%	#	%
New Jersey	75,893	44,738	59%	31,155	41%
Connecticut	32,068	17,724	55%	14,344	45%
Massachusetts	54,966	36,917	67%	18,049	33%
New Hampshire	11,256	6,388	57%	4,868	43%
New York	148,101	119,445	81%	28,656	19%
Pennsylvania	91,298	75,702	83%	15,596	17%

Source: IR - From Digest of Education Statistics 2011  
 by National Center for Education Statistics p. 277 Table 277

### Kean University Number of Students by Credit Enrolled Fall 2012

	Undergraduate		Graduate	
	#	%	#	%
1-3 Credits	691	5%	872	35%
4-6 Credits	1022	8%	780	31%
7-8 Credits	303	2%	28	1%
9-11 Credits	980	8%	400	16%
12-14 Credits	4012	31%	248	10%
15+ Credits	5887	46%	168	7%
<b>Total</b>	<b>12895</b>	<b>100%</b>	<b>2496</b>	<b>100%</b>

Source: Kean University Office of Institutional Research

### Kean University Average Class Size Fall 2012

	UG	GR	Total
BPM	25	14	23
EDU	19	13	18
HSS	23	12	23
NAHS	19	9	19
NWGC	13	13	13
VPA	15	3	14
NJCSTM	14	11	13
<b>Total</b>	<b>21</b>	<b>12</b>	<b>20</b>

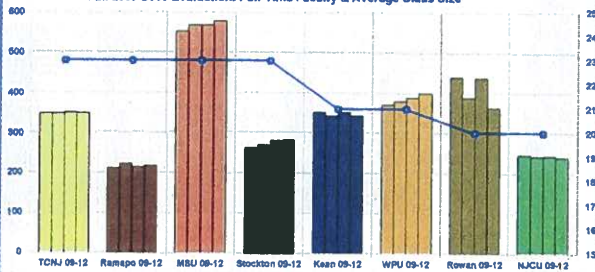
### In-State Institution Evaluation Average Class Size Comparison

Fall 2012 Evaluation: Class Size, Student-Faculty Ratio & Full-Time Faculty

	Avg. Class Size	Stu-Fac Ratio	FT Fac
TCNJ	21	13:1	349
Ramapo	23	18:1	218
Montclair	22	17:1	579
R Stockton	23	18:1	284
Kean	20	17:1	344
W Paterson	19	16:1	400
Rowan	20	16:1	364
NJCU	19	15:1	240

### In-State Institution Evaluation Average Class Size Comparison

Fall 2009-2013 Evaluation: Full-Time Faculty & Average Class Size



### Kean University Students Class Days (12/FA)

Number of Students and Average Credits by Class Days (12/FA)

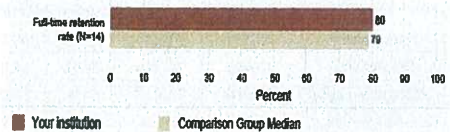
	FT UG			PT UG			GR		
	#	%	Creds	#	%	Creds	#	%	Creds
1 Day	189	2%	12.3	735	25%	4.5	1037	45%	4.2
2 Days	525	5%	13.4	1038	36%	6.6	745	32%	7.4
3 Days	2060	21%	14.1	649	22%	8.1	332	14%	10.2
4 Days	3303	33%	14.7	279	10%	8.9	153	7%	12.9
5 Days	3513	36%	15.1	194	7%	5.3	31	1%	16.7
6 Days	282	3%	15.6	2	0%	10.0	0	0%	
3+ Days	9158	93%		1124	39%		516	22%	

### In-State Institution Evaluation: Retention Rate First-Time Full-Time Degree-Seeking Students

	% of Cohort Retained to the 2 <sup>nd</sup> Year Fall Semester				
Cohort Year:	2006	2007	2008	2009	2010
Retained to:	07/FA	08/FA	09/FA	10/FA	11/FA
TCNJ	95	95	95	93	94
Rowan	86	83	82	83	87
Ramapo	88	86	86	88	85
Stockton	82	83	81	87	83
Montclair	81	82	83	81	82
Kean	77	78	81	81	80
WPU	75	77	77	79	76
NJCU	73	68	72	73	70

### Kean University Retention Rate

Retention Rate (2010 Cohort Retained in Fall 2011)





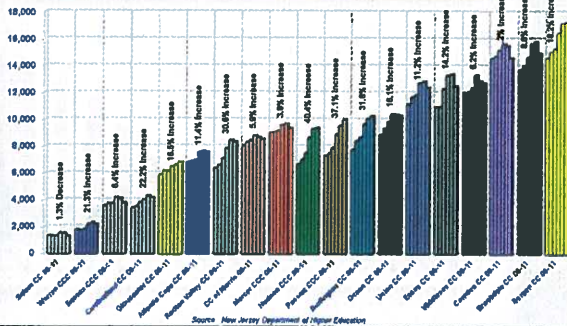
### Where do the Expenses Go? FY 2014 Estimates

	FY 10-11	FY 11-12	FY 12-13	FY 13-14 (Estimate)
Salary & Wages	\$98,876,803	\$100,902,289	\$101,176,688	\$106,736,641
Mandatory Transfers	\$32,535	\$67,000	\$100,000	\$100,000
Fixed Costs	\$15,339,616	\$15,682,633	\$18,456,487	\$19,007,847
Least Flexible	\$15,760,184	\$14,611,787	\$17,458,595	\$17,268,589
Moderate Flexible	\$8,971,476	\$9,709,332	\$10,147,720	\$10,597,268
Most Flexible	\$9,790,228	\$12,256,561	\$12,457,250	\$13,181,568
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Benefits	\$28,077,177	\$28,943,000	\$29,521,860	\$30,112,279
<b>Total</b>	<b>\$200,587,865</b>	<b>\$180,743,794</b>	<b>\$216,802,889</b>	<b>\$224,035,489</b>

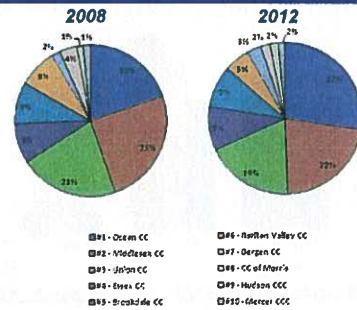
### Distribution of Expenses Fee Based Expenses FY 2014 Estimates

Category	Item	FY 10-11	FY 11-12	FY 12-13	FY 13-14 (Estimate)
Fee Based / Dedicated Expenses	Capital Improvement	\$16,170,440	\$18,939,228	\$19,908,427	\$19,385,695
	Athletics	\$3,412,380	\$3,762,628	\$3,536,809	\$3,127,739
	Technology	\$1,587,050	\$1,957,986	\$1,399,251	\$2,085,159
	Campus Improvement	\$1,629,563	\$1,980,624	\$1,610,243	\$1,390,106
	Library Improvement	\$579,069	\$617,046	\$716,696	\$695,053
	Transportation	\$361,144	\$256,680	\$312,863	\$347,527
<b>Total Fee Based/Dedicated Expenses</b>		<b>\$23,739,646</b>	<b>\$27,514,192</b>	<b>\$27,484,289</b>	<b>\$27,031,279</b>

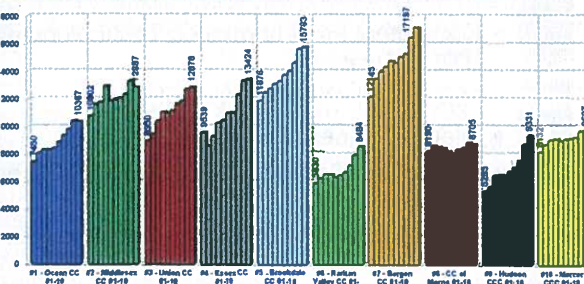
### Growth in Enrollment for NJ Community/County Colleges: 2006-2011



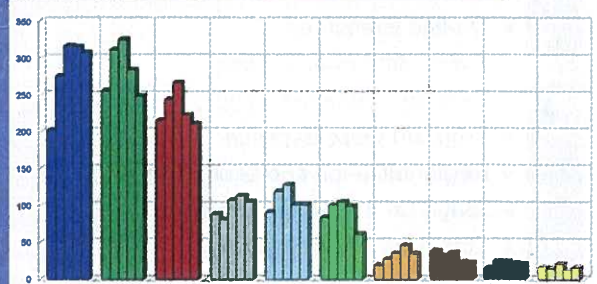
### Top Ten Community/County Colleges from which students transfer to Kean University



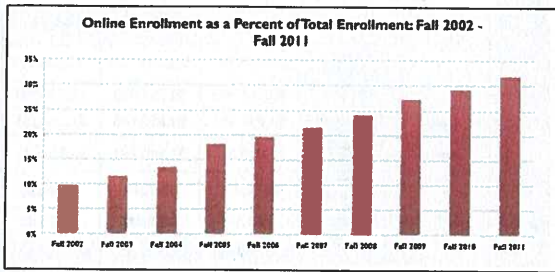
### Growth in Enrollment for the Top Ten NJ Community/County Colleges from which students transfer to Kean University: 2001-2010



### Change in Kean University Student Enrollment from the Top Ten Community/County Colleges: 2008-2012

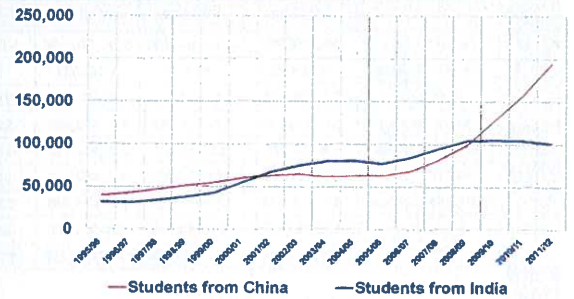


### Online Enrollment Nationwide: Fall 2002 – Fall 2011



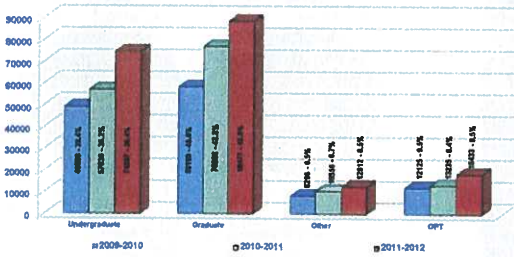
Source: Cheating Course, Ten Years of Tracking Online Education in the United States (Miles & Eckman, pp. 13)

### Number of Students from China & India who attended a United States College/University: 1995-2012



Source: Department of State, Bureau of Educational and Cultural Affairs, U.S. Department of State, Bureau of Educational and Cultural Affairs

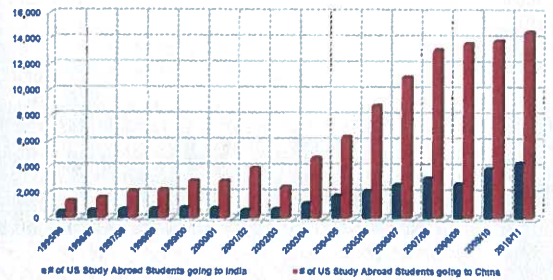
### Chinese Educational Exchange Data: Academic Level of Chinese Exchange Students: 2010-2012



\*OPT refers to students who qualify as Optional Practical Training, temporary employment directly related to an F-1 student's major area of study. These students fall under the visa sponsorship of their college or university and are considered international students even though they have completed their program of study.

Source: Department of State, Bureau of Educational and Cultural Affairs, U.S. Department of State, Bureau of Educational and Cultural Affairs

### United States Student Study Abroad Review – China and India: 1995/1996 – 2010-2011



Source: Department of State, Bureau of Educational and Cultural Affairs, U.S. Department of State, Bureau of Educational and Cultural Affairs

### Major Challenges Ahead

- On-line Pressures
- Tuition and Fees Ceiling
- Resource Allocation and Skills Imbalance
- Program Obsolescence
- Regionalization and Globalization
- "Sage on the Stage" Problem
- Total Education Experience

### Careers For The Next Two Decades

- Computers and Information Technology and STEM Related
- Health and Allied Health Related
- Global Business Programming
- Innovation, Creativity and Entrepreneurship Related
- ALL REQUIRE QUALITATIVE SUPERIORITY



## What Do We Need To Do?

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- Annual Assessment of all Aspects of Instruction and Operations
- Phase out/suspension of obsolete programs
- Comprehensive program Review: Globalize
- Creation of Market-Driven Quality programs
  - Global Business, Allied Health, Master Teacher, MFA and Architecture, Physical therapy, Physician Assistant, Computer softwareengineers

