

Sobering Assessment of Trends That Impact the Future Viability of Christian Colleges

Mainly Negative Variables That Residential Private Colleges in the USA Must Consider When Planning Their Future	
1	Economy has resulted in lower endowments, donor giving, family assets
2	History of colleges increasing tuition price considerably faster than the CPI
3	The uncertain long-term implications of deep tuition discounting
4	The campus amenities “arms race” to build/provide more to compete for students
5	Few, if any, campuses have convincing outcomes data that their “product” is better
6	Governments are broke; student aid funding unlikely to keep up with inflation
7	State and local governments looking for more tax revenues from nonprofits
8	Outlook down for increasing numbers of major donors willing to give significantly
9	Underpaid and over-loaded faculty and aging leaders challenge staffing issues
10	Fast growth and appeal of online learning offered by non-CCCU campuses
11	The protectionist influence of tenure on timely curricular/employment adjustments
12	Declining denominational loyalty/support (money and students) for their campuses
13	Increasing costs of health care, energy, food, construction, technology, etc.
14	Threatened denial of government benefits to “pervasively sectarian” campuses
15	Backlog of deferred campus maintenance and needed capital investments
16	National total decline in high school graduates after 2012 (varies by state)
17	Increasing share of 18 year-olds who are poor, immigrants and racial minorities
18	Government/court/accreditation pressures regarding sexual preference “discrimination”
19	Competition from overseas campuses recruiting US students; 3-yr BS degrees, etc.
20	Trend of most students wanting larger, urban and lower-cost campuses
21	Trend of students taking courses from multiple campuses for cost/convenience
22	Lack of trustee comprehension/boldness in making timely strategic decisions
23	Little encouragement for parents to save/sacrifice for college; need retirement funds
24	Public support now linked to need for high job placement numbers
25	Faculty incentives often poorly aligned with campus needs/priorities
26	Ineffective and inefficient course listings (too many) and old delivery systems
27	Student resistance to debt (Ave. \$29,000 for total \$1.3 trillion)
28	States (now 21+) allowing community colleges to offer 4-year degrees
29	Increasing media questions about justifying the cost of higher education
30	Emergence of Massive Open Online Courses (MOOCs) & other innovations
31	Declining understanding and value the public puts on a liberal arts education
32	Emergence of organizations to assess prior learning as way to gain college credit
33	Increasing institutional debt putting pressure on campus operating budgets
34	Leadership challenges often exceed capacity of administrators in small colleges
35	Increased effectiveness of public university campus ministries add to their appeal

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**Boards and Presidents’ roles = “define reality” and set wise policies for future viability.

(October, 2015 Draft by Bob Andringa, President Emeritus, CCCU)