

Navigating the Unknown, Guiding the Mission of Higher Education in the American Midwest



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Navigating the Unknown, Reaffirming the Mission of Higher Education

- **Balancing near-term actions with mid- and longer-range scenario/continuity planning**
- **Priority #1: public health and safety**
- **Maintaining fundamental missions: system, board, institutional**
 - **Possible reorientation of missions to adapt to new landscape (workforce, workplace, economic, public health, financial need, social expectations around higher ed delivery)**

Challenges

Financial Outlook

- Tuition revenues
- Auxiliary enterprises
- Federal support
- State support
- Research grants
- Endowment returns
- Philanthropic support



Enrollment Outlook

- Students' health/safety concerns
- International students
- Families' ability to afford
- Midwest demographic/migration challenges

Resource Alignment

- Aligning human resources with financial resources, and in light of diminished/different operational status

Challenges

So Many Variables, So Many Unknowns

- **Level, pace, geographic spread of COVID-19**
- **Threat of second or multiple waves of resurgence**
- **Economic & social-trauma toll**
- **Federal & state public policy responses**
- **Long-term threats to the traditional higher ed delivery model**



Actions & Opportunities

- **Institutional/system redesign**
- **Program delivery redesign:**
 - **Instructional delivery**
 - **Academic calendar**
 - **Other models that promote physical distancing**
- **Student services redesign**
- **Public-private partnerships**
- **Institutional/system efficiencies**



State/(Eco)System Leadership

Advocacy & Coordination: Federal & State Resource Support

- **Federal advocacy & policy (\$ distribution)**
- **State advocacy and policy**

Institutional Navigation

- **Fostering peer inquiry, institutional actions taken**
- **Program delivery, student services, staffing, operations**

Continuity Planning

- **Public health, educational delivery, research, finance, facilities, computing, athletics**
- **Fall semester (operational status, model, timeline)**

State/(Eco)System Leadership

- **Facilitate collaboration among all stakeholders**
 - Private sector, K-12, higher ed, state government
- **Qualifying & quantifying pandemic's impact on IHEs**
- **Coordinating/Promoting stewardship role in pandemic response, communicating/affirming IHE's public-purpose missions**
- **Positioning IHEs as post-pandemic recovery accelerators**
 - Up-skilling un- and under-employed adults
 - Demonstrate importance of ed attainment through new economic data
- **Maintaining/Strengthening quality, access and equity**

How Can MHEC Help?

- Amplification of current programs, services?
- New, temporary efforts?
- Fostering informal peer-to-peer inquiry?
- Next steps?

