

Article: Dealing With the Future NOW, Principles for creating a vital campus in a climate of restricted resources.

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This article is based on three organizational principles:

1. Create a clear and coherent vision of the future (focus on student learning, quality of work life and reducing cost per student)
2. Transform the educational delivery system (consistent with the vision of the future).
3. Transform the organizational systems (consistent with the vision of the future).

As early as 1997 the council on Aid to Education illustrated that the cost of higher education is growing substantially more than the rate of inflation for the last THREE decades. Colleges are focusing on ways to increase revenue, which most likely will not be sufficient to ensure quality student learning and a decent faculty work life. In 1995 the higher education sector will face a shortfall of approx. \$38 billion. The instinctive reaction by many institutional leaders and faculty is to assume that these difficulties constitute a short-term problem that the institution will bounce back.

Redesign: “Given what we know and the likely fiscal, technological, and societal realities of the future, if we were creating this college or university today to focus on student learning, what would it look like?” Read article for ideas on how to think about restructuring the educational delivery system.

Transforming the Institution

- ❑ Recognize how education is delivered-is necessary to assure quality of student learning and quality work life
- ❑ Curriculum reorganization is needed to assure academic program survival with quality
- ❑ Technology can improve campus effectiveness and reduce costs per student of teaching-learning process and administrative organization
- ❑ Increased enrollment will lead to increased costs unless the educational delivery system is changed
- ❑ Large tuition increases are difficult to sustain without undermining campus values regarding access and diversity
- ❑ Significant increases in fund-raising are needed but will not offset losses in revenue