



## DRAKE UNIVERSITY: THE CHALLENGES AHEAD 2008-2009

September 25, 2008



### **RONALD TROYER**

PROVOST

#### **Challenges**

Implementation of Strategic Plan 2008-12

- Curriculum-Align with mission explication outcomes
- Internationalization
- Graduate Program changes

Maintain academic quality and long-term fiscal health in light of temporary high enrollments while preparing for the decrease in students associated with entering classes of 830.

Cultural changes to be fostered

- Breaking out of the “additive culture”
- Moving beyond the “seat time equals learning” model

Changes in academic leadership (Law Dean, A&S Dean, provost)

## VICKY PAYSEUR

### BUSINESS AND FINANCE

#### Challenges

External environment: The Economy—creating challenges in the investment market that will impact:

- Drake's endowment
- Drake's budget
- Philanthropy
- Students & families
- Employees

External environment: *Public Accountability*—more questions by the government and the public; institutions required to provide more justification and more information

External and Internal environment—*Higher Expectations*—students & parents expect more services (and 24/7 availability of those services); employees expect higher salary increases and larger budgets; quicker response times

Internal environment—*Strategic Plan implementation*—how do we accomplish the goals?

Internal environment—*Not lose momentum & stay focused on institutional goals*—

- Impact of academic leadership transition
- Need to balance ST vs LT demands
- Stay energized in light of numerous and sometimes conflicting demands
- Stay focused on Vision 2012
- Shape our own future

## TOM DELAHUNT

### ADMISSION AND STUDENT FINANCIAL PLANNING

#### Challenges

##### Demographics

- Fewer students in the mid-west
- Unwilling to travel
- Ethnic diversity

##### Economy

- Merit aid vs. need
  - Debt level
  - Availability

##### Increasing Competition

“Shoppers” mentality

##### Managing enrollment

- Smaller incoming classes
- Increased applicants
- Changed the application process
  - Increased review of applications
  - Mandatory essay
  - Additional information request
  - Increased deposit
  - May 1st held strict
  - Wait List

Decreased acceptance rate by 10% in '08

Decrease merit awards

Increased yield

Not trying to get larger!

What does selective mean?

## JOHN SMITH

### ALUMNI AND DEVELOPMENT

#### Description of the Campaign Goals and Objectives

\$200 million Comprehensive Campaign – distinctly Drake

##### Primary areas of focus include:

- Endowment for Faculty Professorships, Student Scholarships, Academic Centers
- Targeted Capital projects
- Sustaining annual support

##### Five-Year Campaign – We control the timeline

- Three year leadership phase
- Two year public phase
- Target end date is Fall 2012

##### Other Key Campaign Objectives include:

- Improving the professionalism and accountability of the Alumni and Development area
- Strengthen Marketing and positioning of Drake
- Broaden and deepen the donor and prospect base of leadership level donors

##### Challenges / Managing Expectations

Economy affects timing of giving

Balancing Drake's Vision and Aspiration with the realities of resources

Combining the need for patience while creating a growing sense of urgency

Creating a campus community culture of philanthropy