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Reckoning with Relevance

2024 Higher Ed State of the Sector
Joining You Today…

Meet Your Panelists

Host
Carla Hickman
Vice President, Research, EAB

Presenter
John Workman
Managing Director, Research, EAB

Dr. Mildred García
Chancellor, The California State University

Dr. Ted Mitchell
President, American Council on Education (ACE)

Jeff Selingo
Journalist and Higher Education Author
We partner with 2,500+ institutions to accelerate progress and enable lasting change.

95%+ of our partners return to us year after year because of results we achieve, together.
EAB’s Strategic Advisory Services

Expert guidance and hands-on support to accelerate meaningful change

Exclusive Focus on Education
Our team is entirely focused on higher ed, appreciating the nuanced issues and the unique attributes of the sector

- 15+ Years exclusively focused on higher ed’s greatest challenges
- 2.5K+ Education partners globally

Deep, Collective Expertise
Deliberately diverse, our experts and researchers include both former higher ed practitioners and those with valuable out-of-sector experience

- 80+ Researchers and experts on staff
- 170+ Years of higher ed experience among research staff

Rigorous Research and Data Backbone
EAB’s sector-wide vantage, data-rich research and root cause analyses uncover deep insights, proven best practices and innovative, emerging strategies to tackle higher ed’s toughest challenges

- 8K+ Peer-tested best practices
- 500+ Annual research interviews

Continuous, In-The-Market Sensing
Our experts are immersed in the jetstream of discourse with presidents, executive teams, boards and thought leaders

- 980+ Annual partner presentations
- 15K+ Expert consultations and executive conversations annually
Six Priorities Shaping Higher Ed Strategy

1. Public Perception of Higher Ed Value
2. Enrollment and Demographics
3. Sustainable Business Models
4. Student Readiness and Well-Being
5. Hybrid Campus
6. Artificial Intelligence
Planning for Multiple Time Horizons, Stakeholders

Key Questions for College and University Leaders by Timeframe

**Immediate Challenges**  
*Next 12 Months*

- What are the most pressing challenges facing our institution right now?
- What is the current impact on students, faculty, and staff?
- What difficult trade-offs do we need to make to enter next year in a stronger position?

**Long-Term Threats**  
*Next 5-10 Years*

- What will be the most impactful changes to higher ed this decade?
- What decisions do we have to make right now to best position ourselves for this new normal?
- What will competitive differentiation look like in an altered landscape?

---

**Relevant... for Whom?**

- Students
- Parents
- Faculty
- Staff
- Government
- Community
- Society

Source: EAB interviews and analysis.
Before We Begin

Which of the following areas is your top concern for your institution?

A. Public Perception of Higher Ed Value
B. Enrollment and Demographics
C. Sustainable Business Models
D. Student Readiness and Well-Being
E. Hybrid Campus
F. Artificial Intelligence
Six Priorities Shaping Higher Ed Strategy

1. Public Perception of Higher Ed Value
   - Immediate Challenge: Universities hammered by culture wars and diminishing ROI narratives

2. Enrollment and Demographics
   - Long-Term Threat: Anti-Higher Ed echo chamber impacts campus morale

3. Sustainable Business Models

4. Student Readiness and Well-Being

5. Hybrid Campus

6. Artificial Intelligence
**“Reports of My Demise are Greatly Exaggerated”**

Sensationalist Headlines Don’t Reflect Actual Value or Perception of Higher Ed

<table>
<thead>
<tr>
<th>Headline</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>The cost of college has exploded</td>
<td><strong>Inflation-adjusted net cost has declined 2.6-4% annually since AY19,</strong> and only increased 1.5% annually from AY10 to AY19 [1]</td>
</tr>
<tr>
<td>Students are increasingly basing decisions on cost</td>
<td><strong>Low-cost options saw the greatest decline in enrollment</strong> from 2019-21, with 2-years down 16% and 4-year regional institutions down 4% [3]</td>
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</tr>
<tr>
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</tr>
<tr>
<td>Liberal arts degrees are a waste of money</td>
<td>While slower to start, liberal arts graduates typically experience <strong>rapid wage growth</strong> in their late 30s-40s – the fastest among any college major [7]</td>
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<tr>
<td>Only prestigious, selective colleges provide value</td>
<td>5 of the 10 top-ranked institutions based on earnings potential/economic mobility have <strong>admit rates over 50%</strong> [8]</td>
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<tr>
<td>Degree holders aren’t any better off</td>
<td>College graduates report higher rates of <strong>job satisfaction, financial well-being, and health</strong> [9]</td>
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Immediate Challenges: Universities Hammered by Culture Wars and Diminishing ROI Narratives

**Sensationalist Headlines Don’t Reflect Actual Value or Perception of Higher Ed**

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Source: Individual sources linked above; EAB interviews and analysis.
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**Sensationalist Headlines Don’t Reflect Actual Value or Perception of Higher Ed**

<table>
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</tr>
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<tbody>
<tr>
<td>Students and families only care about career outcomes</td>
<td>Students aren’t making decisions based on scorecard data [10], and the number of students who made career appointments dropped 12% from 2021-2023 [11]</td>
</tr>
<tr>
<td>Gen Z is more skeptical about the value of higher education</td>
<td>Only 54% of Gen Z believe there are well-paying jobs for HS grads, compared to 63% of Millennials and 75% of Baby Boomers [12]</td>
</tr>
<tr>
<td>Perceptions of higher ed value are increasingly partisan</td>
<td>Republicans are more likely than Democrats (60% vs 50%) to agree that Americans can get an affordable, high-quality college education [13]</td>
</tr>
<tr>
<td>America doesn’t trust universities anymore</td>
<td>Confidence in US institutions (incl. religion, banks, Congress) hit a record low (26%) in 2023, with higher ed consistently ranked the 4th most trusted [14]</td>
</tr>
<tr>
<td>Employers don’t care about degrees anymore</td>
<td>Job posts in the Information sector not requiring a degree have increased 240% faster than those requiring one, yet actual hiring for these roles is only 3% faster [15]</td>
</tr>
<tr>
<td>The big move online has decreased the quality of education</td>
<td>Only 29% of students feel fully online programs are worse than fully in-person programs [16], and employers have an increasingly favorable view of online credentials [17]</td>
</tr>
</tbody>
</table>

Source: Individual sources linked above; EAB interviews and analysis.
Despite Inaccuracies, Some Students Dissuaded by Negative Narratives

**Recent HS Grads Less Likely to Enroll**

*College-Going Rate of Recent High School Grads, Bureau of Labor Statistics*

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>69.7</td>
</tr>
<tr>
<td>2019</td>
<td>66.2</td>
</tr>
<tr>
<td>2022</td>
<td>62.0</td>
</tr>
</tbody>
</table>

“I’ve always seen and heard things about how there’s no point in going to college [...] because you usually end up with more debt than you can make, and it rarely works out for a lot of people that want to go.”

21-year-old who did not attend college
EAB Non-Consumer Survey, 2023

**Snapshot of Current Non-Consumers**

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>59%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>27%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>16%</td>
</tr>
<tr>
<td>White</td>
<td>48%</td>
</tr>
<tr>
<td>Unemployed or looking for work</td>
<td>33%</td>
</tr>
<tr>
<td>Living with parents or grandparents</td>
<td>60%</td>
</tr>
<tr>
<td>Difference in median household income between non-consumers and college-going peers</td>
<td>$9K</td>
</tr>
</tbody>
</table>

Long-Term Threat: Higher Ed Echo Chambers Impact Campus Morale

Negative Press Piles On Engagement Woes

‘Crisis of Meaning’ Among Faculty and Staff

Negative media attention
Increased hostility from students
Eroding trust between administration, faculty, and staff
Increasing workloads
Non-competitive compensation
Rising student needs
Inflexible work arrangements
Caregiving responsibilities

Disaffection for Higher Ed Showing up in Turnover, Burnout

HE employees at least “somewhat” likely to seek work elsewhere in the next year

<table>
<thead>
<tr>
<th>Year</th>
<th>Likelihood</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>43%</td>
</tr>
<tr>
<td>2022</td>
<td>57%</td>
</tr>
</tbody>
</table>

4-year faculty feeling at least “somewhat...burned out because of work,” Sep 2022 – May 2023

68%

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Immediate Challenge
Post-Vaccine Enrollments Stabilize But Still Show Signs of Weakness

Long-Term Threat
The Demographic Cliff “Levels Up” to Peak Population
Flight to Size and Selectivity Continues

Undergraduate Enrollment Trends by Segment
Grawe and IPEDS Data, 2010-2021

Average Annual Percent Change, 2019-2021
-10% -8% -6% -4% -2% 0% 2% 4%

Bubble size represents total undergraduate enrollments in 2021

Average Annual Percent Change, 2010-2019
-10% -8% -6% -4% -2% 0% 2% 3%

Immediate Challenge: Post-Vaccine Enrollments Stabilize but Still Show Signs of Weakness

1) Large => 2500 first-time, first-year enrollments in 2010.
2) Elite (Top 50 from US News Rankings in 2019); National (Top 51-100); Regional (outside top 100).


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Long-Term Threat: The Demographic Cliff “Levels Up” to Peak Population

Population Decline Signals Global Transformation

World Population Could Peak by 2055

*Global Population and Projections through 2100*

![Graph showing world population projections.]

Some Countries Peaking Far Earlier

- **USA**
  - 2060: 8% decline by 2100
- **Canada**
  - 2080: 3% decline by 2100
- **China**
  - 2022: 49% decline by 2100
- **India**
  - 2046: 32% decline by 2100
- **Germany**
  - 2035: 22% decline by 2100
- **Japan**
  - 2010: 54% decline by 2100

Most of the world is transitioning into natural population decline. I think it’s incredibly hard to think this through and recognize how big a thing it is; it’s extraordinary, we’ll have to reorganize societies.

*Christopher Murray, Director*

*Institute for Health Metrics and Evaluation*

Fewer People Means Fewer Enrollments

Demographic Cliff Followed by Even Steeper Decline Through 2100

United States 15-19-Year-Old Population, IHME Projection

The Demographic Cliff

-6.3% or -1.4M

Decline in the 15-19-year-old youth population, 2021-2032

Peak Population

-21% or -4.3M

Decline in the 15-19-year-old youth population, 2041-2100

3x
Declines from 2041-2100 represent a reduction in the college-going population ~3x the size of pandemic-era enrollment losses

Six Priorities Shaping Higher Ed Strategy

1. Public Perception of Higher Ed Value
   - Immediate Challenge: Rising Budget Pressures Lead Universities to Pursue Host of Savings Strategies

2. Enrollment and Demographics

3. Sustainable Business Models
   - Long-Term Threat: A "Less with Less" Mentality May Be Needed to Survive Demographic and Enrollment Changes

4. Student Readiness and Well-Being

5. Hybrid Campus

6. Artificial Intelligence
Canaries in the Coal Mine?

Facing Pressure, Institutions Turn to Familiar Cost-Cutting Measures

West Virginia University
- $45M deficit
- Approved plan to cut 28 programs, 143 faculty

Southern Oregon University
- 13% reduction in workforce
- Early retirement, no backfilling roles

Chatham University
- 20 staff laid off
- Hiring freeze
- Reduced overtime and benefits

Henderson State University
- Financial exigency
- 90-day hiring freeze
- Restructured academic departments

DePaul University
- $56M budget gap
- 77 voluntary separations

Queen’s University
- $62.8M operating budget deficit
- Hiring freeze

Getting Ahead of the Storm

With Pressures Only Growing Worse...
- Eroding state allocations
- Rising real estate and maintenance costs
- Shifts in international enrollment trends
- Research funding funneled to the top
- Domestic undergraduate decline
- Weakening adult and transfer markets

...Universities in the Black Also Cutting Costs

Bates
Senior staff asked to reduce programmatic spending by 5%, despite $3M surplus in FY 2022.

Long-Term Threat: "Less with Less" Mentality May Be Needed to Survive Demographic and Enrollment Changes

Many Campuses Poised to Shrink in Coming Years

EAB Analysis of Future Institutional Enrollments

Three Primary Drivers in Enrollment Projections

1. **Demographics**: Demographic-driven declines will affect all segments, but will be worse for some.

2. **Participation Rate**: While the high school graduation rate generally increased in the last decade, college-going is falling.

3. **Market Share**: The flight to large and selective institutions across student types will continue fueling market concentration.

**Estimated Cumulative Number of Four-Year Institutions with 25% and 50% Declines in First-Time First-Year Enrollment from 2022**

<table>
<thead>
<tr>
<th>Year</th>
<th>2030</th>
<th>2035</th>
<th>2040</th>
</tr>
</thead>
<tbody>
<tr>
<td>25% Decline</td>
<td>449</td>
<td>534</td>
<td>566</td>
</tr>
<tr>
<td>50% Decline</td>
<td>182</td>
<td>227</td>
<td>247</td>
</tr>
</tbody>
</table>

Source: Integrated Post Secondary Education Data System, National Center for Education Statistics; EAB interviews and analysis.
Is It Time to Embrace a “Less with Less” Mentality?

Pivoting to a Strategic Model that Reflects Changing Market Realities

### 2000s

**More with More**
- “If we build it, they will come” mentality fuels growth-minded boom of programs, facilities, and research expenditures
- Amenity and experience arms race requires more tech and staff to deliver
- Share-the-wealth budget decisions promote stability in times of growth

### 2010s

**More with Less**
- Emphasis on efficiency and belt-tightening to keep output constant
- Difficult prioritization and trade-offs deferred when metrics show incremental improvement
- Growing workloads lead to staff burnout, as there’s always “more” to do

### 2020s

**Less with Less**
- Intentionally decreasing “productivity” in favor of sustainable operations
- Budget decisions must reflect market realities of enrollment, funding
- Saying “no” is rewarded
- Potentially better staff experience; work is scaled to reasonable level

---

### “Smaller but Better”

Percentage of CBOs that said their institutions “tightened focus” and are positioned to be “smaller but better.”

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>4%</td>
</tr>
<tr>
<td>2023</td>
<td>18%</td>
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Immediate Challenge:
Academic and Mental Health Struggles Spiral Post-COVID

Long-Term Threat:
Readiness Will Continue to Decline as Youngest of COVID Generation Arrive on Campus
Immediate Challenge: Academic and Mental Health Struggles Spiral Post-COVID

**A Vicious Cycle**

Academic and Mental Health Struggles are Mutually Reinforcing

- **...students struggle academically...**
- **...as their mental health worsens...**
- **Feelings of hopelessness and anxiety cause decrease in focus and studying, which in turn leads to poorer grades**

Poor grades, falling behind on assignments **lead to feelings of stress and inadequacy**, which exacerbate mental health struggles.

Source: EAB interviews and analysis.
# Vicious Cycle’s Impact on Enrollment, Persistence

**Academic and Mental Underpreparedness Influencing Student Decisions**

### Before Enrollment...

**Mental, Academic Readiness Key Concerns for Optouts**

- **22%** of students who opted out of college in 2023 cited “not mentally ready” as their reason, up from 14% in 2019

- **33%** of high school counselors cited academic readiness as the top factor deterring their students from attending college

### After Enrollment...

**Stress, Well-Being Increasingly Behind College Stopout Trends**

- **75%** of college students who have considered dropping out in 2022 cited emotional stress as the primary driver

- **2x** Students with mental health concerns were twice as likely to stop out before graduating from college

**Source:** McCarthy, “Emotional Stress Remains a Burden on Students as COVID Fades,” Gallup-Lumina, March 23, 2023; Eisenberg et al., “Promoting Behavioral Health and Reducing Risk among College Students,” Healthy Minds Network; EAB interviews and analysis.
Long-Term Threat: Readiness Will Continue to Decline as Youngest of COVID Generation Arrive on Campus

It Will Get Worse Before It Gets Better

Gaps from Unfinished K-12 Learning Will Be Felt for Years to Come

Pre- and Post-COVID Math Readiness by Age Cohort

<table>
<thead>
<tr>
<th>ACT Subject Areas</th>
<th>Current College First Years</th>
<th>Current Ninth Graders</th>
<th>Current Fifth Graders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engl</td>
<td>59%</td>
<td>43%</td>
<td>69%</td>
</tr>
<tr>
<td>Read</td>
<td>51%</td>
<td>45%</td>
<td>56%</td>
</tr>
<tr>
<td>Science</td>
<td>45%</td>
<td>36%</td>
<td>40%</td>
</tr>
<tr>
<td>Math</td>
<td>39%</td>
<td>30%</td>
<td>31%</td>
</tr>
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ACT College Readiness Among 2023 HS Grads

On Pace for College Math in 8th Grade (i-Ready)

On Pace for College Math in 4th Grade (i-Ready)

All Majority White Latinx Black

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2023</th>
</tr>
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<tbody>
<tr>
<td>All</td>
<td>38%</td>
<td>30%</td>
</tr>
<tr>
<td>Majority</td>
<td>43%</td>
<td>50%</td>
</tr>
<tr>
<td>White Enrollment at School</td>
<td>27%</td>
<td>25%</td>
</tr>
<tr>
<td>Latinx</td>
<td>44%</td>
<td>32%</td>
</tr>
<tr>
<td>Black</td>
<td>27%</td>
<td>30%</td>
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Immediate Challenge
Flexible Work Decisions
Impact Operations, Productivity, and Hiring

Long-Term Threat
Future Campuses Will
Require Different Mix and
Use of Space and Potentially
Reduced Footprint
Hybrid Work the Clear Norm Going Forward

Majority of Employers Reach Steady State of Two to Three Days at Home

Broad Uptake of Flexible Work

74% of employers offer hybrid work arrangements

81% of employees work in hybrid (52%) or exclusively remote (29%) positions

-19% In Q2 2023, average US office lease size decreased to 3,275 sq feet, 19% less than average in 2019

Average Weekly Office Occupancy in Top 10 US Cities

50.4% The highest weekly rate since March 2020

Higher Ed a Notable Hybrid Outlier
Adoption, Policy, and Execution Still Highly Variable Across Institutions

Uneven Uptake of Flexible Work

54% of higher ed staff were hybrid or fully remote, as of 2023

52% of institutions have made only “modest” changes to their flexible work policies since the pandemic started

Still Mostly a Local Decision
Who on campus decides whether an employee may work hybrid/remote?

n=82

49% Committee

31% Department Head

14% Manager

5% HR

Adoption Spans the Spectrum, from Very Low to Very High Flexibility

No work from home during fall/spring, up to 2 days a week during summer

Up to 2 days per week at home

Up to 4 days per week at home

1) Based on EAB survey data.

Many Campuses Have Wrong Mix of Space

**Likely Too Little**

**Residence Halls**
Residential halls shrank as a share of campus space between 2007-2021, despite students’ increasing desire to be on campus.

**Collaboration Spaces**
Students increasingly join classes remotely but study in-person.

**STEM Labs**
The number of STEM degrees/certificates awarded grew by 42% from 2011 to 2021, increasing the need for labs.

**Likely Too Much**

**Office Space**
Office space has increased more than any other type, with NASF\(^1\) per student increasing 182% from 1974-2021.

**Parking**
Fewer daily commuters—employees and students—reduce need for spots.

**Lecture Hall Space**
With about half of students enrolled in at least one online course, less demand for large lecture spaces.

---

1) Net Assignable Square Feet

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Immediate Challenge
Select Policies, Training Necessary to Navigate AI Transition

Long-Term Threat
AI-Infused Curriculum Required to Prepare Students for Future of Work
Incorporating AI into the Curriculum to Match Societal, Workplace Changes

- Provide 24/7, Personalized Student Support with One-Stop Conversational AI
- Supercharge Faculty and Staff Productivity to Pursue More Strategic Tasks
- Maximize Enrollment and Advancement Yield with Hyper-Personalized Content Generation
- Transcend Historical Bounds of Innovation in Research by Using AI to Expand Human Capabilities
## Long-Term Threat: AI-Infused Curriculum Required to Prepare Students for Future of Work

### AI Reconstructs Nature of Work Across Industries

<table>
<thead>
<tr>
<th>Before Generative AI</th>
<th>After Generative AI</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TV &amp; Movie Writing</strong></td>
<td>Writers &amp; Actors on Strike</td>
</tr>
<tr>
<td>Studios rely on writers for source material and actors for performances</td>
<td>Generative AI writes scripts and creates backdrops, replacing writers and background actors</td>
</tr>
<tr>
<td><strong>Legal Services</strong></td>
<td>Rise of Robot Lawyers</td>
</tr>
<tr>
<td>Only basic document review can be automated or outsourced</td>
<td>Research finds nearly half of legal work could be automated</td>
</tr>
<tr>
<td><strong>Graphic Design</strong></td>
<td>Designs on Steroids</td>
</tr>
<tr>
<td>Designers create projects based on preset visuals, fonts, and layouts</td>
<td>Microsoft Designer tool generates complex designs in an instant based on text descriptions</td>
</tr>
<tr>
<td><strong>Software Engineering</strong></td>
<td>2X Faster with AI</td>
</tr>
<tr>
<td>Engineers write code to implement software functionality using various programming languages</td>
<td>McKinsey study shows software developers complete coding tasks up to twice as fast with generative AI</td>
</tr>
</tbody>
</table>

Florida Infuses AI Education Into All Disciplines

Key Elements of the University of Florida’s AI Initiative

<table>
<thead>
<tr>
<th>Top-Down Approach to AI</th>
</tr>
</thead>
<tbody>
<tr>
<td>UF President and Provost strongly encouraged and incentivized incorporation of AI across all 16 colleges</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AI-Specific Faculty Hired</th>
</tr>
</thead>
<tbody>
<tr>
<td>UF hired 100 new faculty with AI backgrounds or experience across disciplines, with each college receiving at least one new hire</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AI Courses Across All Disciplines</th>
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</thead>
<tbody>
<tr>
<td>230 AI courses offered at undergraduate, graduate, and professional levels, and range from introductory to major-specific</td>
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</tbody>
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<tr>
<th>AI Pathways Career Coach</th>
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<tr>
<td>Career center staff educate students on the use of AI in the job recruitment process</td>
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<th>Course Offerings</th>
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<tbody>
<tr>
<td>✔ AI in Agriculture and Life Sciences</td>
</tr>
<tr>
<td>✔ Business Applications of Artificial Intelligence</td>
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<tr>
<td>✔ AI in Healthcare and Public Health</td>
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<th>Research Applications</th>
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<tbody>
<tr>
<td>AI System Detects Bruised Strawberries Before Market</td>
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<tr>
<td>Building Equitable Workplaces with AI Technologies</td>
</tr>
<tr>
<td>AI Platform Predicts Surgical Complications</td>
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Source: University of Florida, Gainesville, FL; EAB interviews and analysis.
### Six Priorities Shaping Higher Education Strategy

<table>
<thead>
<tr>
<th>Public Perception of Higher Ed Value</th>
<th>Enrollment and Demographics</th>
<th>Sustainable Business Models</th>
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<tbody>
<tr>
<td><strong>Immediate Challenge</strong></td>
<td><strong>Long-Term Threat</strong></td>
<td></td>
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<tr>
<td>Universities Hammered by Culture Wars and Diminishing ROI Narratives</td>
<td>Post-Vaccine Enrollments Stabilize But Still Show Signs Of Weakness</td>
<td>Rising Budget Pressures Lead Universities to Pursue Host of Savings Strategies</td>
</tr>
<tr>
<td><strong>Long-Term Threat</strong></td>
<td></td>
<td></td>
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<tr>
<td>Anti-Higher Ed Echo Chamber Impacts Campus Morale</td>
<td>The Demographic Cliff “Levels Up” to Peak Population</td>
<td>&quot;Less with Less&quot; Mentality May Be Needed to Survive Demographic and Enrollment Changes</td>
</tr>
</tbody>
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<tr>
<th>Student Readiness and Well-Being</th>
<th>Hybrid Campus</th>
<th>Artificial Intelligence</th>
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<td><strong>Immediate Challenge</strong></td>
<td><strong>Long-Term Threat</strong></td>
<td></td>
</tr>
<tr>
<td>Academic and Mental Health Struggles Spiral Post-COVID</td>
<td>Flexible Work Decisions Impact Operations, Productivity, Hiring</td>
<td>Select Policies, Training Necessary to Navigate AI Transition</td>
</tr>
<tr>
<td><strong>Long-Term Threat</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Readiness Will Continue to Decline as Youngest of COVID Generation Arrive on Campus</td>
<td>Future Campuses Will Require Different Mix and Use of Space and Potentially Reduced Footprint</td>
<td>AI-Infused Curriculum Required to Prepare Students for Future of Work</td>
</tr>
</tbody>
</table>

Source: EAB interviews and analysis.
Your Panelists

Host

Carla Hickman
Vice President, Research, EAB

Presenter

John Workman
Managing Director, Research, EAB

Dr. Mildred García
Chancellor, The California State University

Dr. Ted Mitchell
President, American Council on Education (ACE)

Jeff Selingo
Journalist and Higher Education Author
POLL

Based on insights shared today, which of the following areas is now your top concern for your institution?

A. Public Perception of Higher Ed Value
B. Enrollment and Demographics
C. Sustainable Business Models
D. Student Readiness and Well-Being
E. Hybrid Campus
F. Artificial Intelligence
What’s Next?

How EAB Can Help Your Institution Address Your Biggest Challenges

1. **Attend an Upcoming Event**
   - Mar 4-5, Apr 11-12 | Washington, DC
   - **Roundtable for Chief Business Officers**
   - Mar 19-20 | Washington, DC
   - **EAB IGNITED: Summit for Cabinet Leaders**
   - Mar 26-27 | Washington, DC
   - **Roundtable for Provosts**
   - Apr 24-25 | Washington, DC
   - **Special Joint Session on the Research Enterprise for Provosts and VP Research**
   - June 4-5 | Silicon Valley, CA
   - **Presidential Experience Lab**

2. **Bring This Material to Campus**
   Equip your cabinet, board, or other stakeholders with a deeper understanding of the trends shaping higher education.

3. **Diagnose Your Strategic Priorities**
   Connect with an EAB expert to chart your strategic priorities and identify best-fit resources.

4. **Learn More About Partnership?**
   Choose this option to connect with our team.

EAB Partners can RSVP at [eab.com/events](http://eab.com/events)
A Quick Ask

We value your feedback.

Please take a few minutes to complete the short survey that pops up at the close of this webinar.

Thank you!