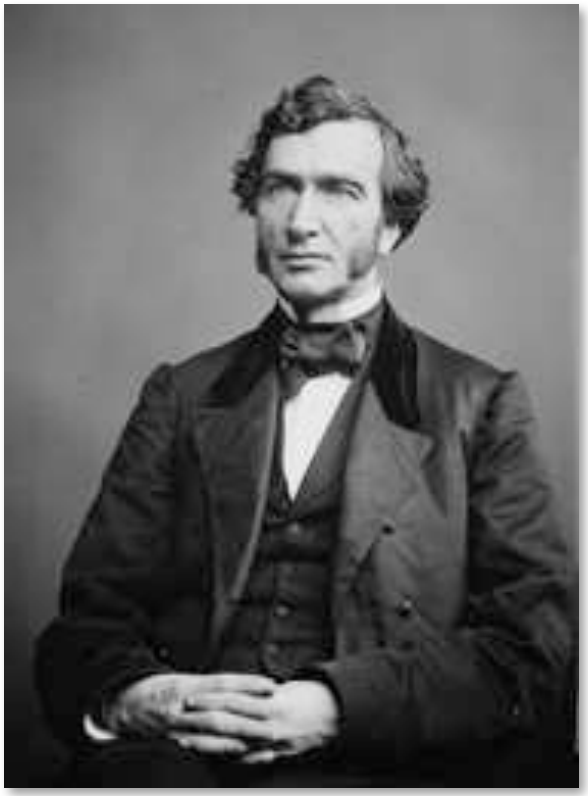
PROJECT MORRILL:
ACTING ON 3 REALITIES

PURDUE
UNIVERSITY

*"The land-grant university system is being built **on behalf of the people,** who have invested in these public universities their hopes, their support, and their confidence."*

*"…to establish at least one college in every State upon a sure and perpetual foundation, accessible to all, but **especially to the sons of toil…"***

Abraham Lincoln



Sen. Justin Morrill

1862 Morrill Act

NO EDUCATION BEYOND HIGH SCHOOL

- **56 million** Americans over age 25 **(1 in 4)**
  - **29%** URM
  - **27%** of Hispanics; **30%** of Blacks
- **1.5 million** Hoosiers age 25+ **(1 in 3)**
- Lifetime earnings: **$964K less** than those with a bachelor's

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Sources: U.S. Census, Carnevale 2011.

SOME COLLEGE, NO DEGREE

- **36** million Americans age 25+ (17%)
- **900,000** Hoosiers age 25+ (1 in 5)
  750,000 between age 25-64
- Lifetime earnings: **$721K less** than those with a bachelor's

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Sources: U.S. Census, Lumina 2016, Carnevale 2011.

“Beyond doing better with the current pipeline, we must also get 300,000 of the 737,000 Hoosiers with some college but no degree to come back and finish their degree.

“Indiana’s colleges, employers and communities must fundamentally shift their thinking about higher education to ensure it meets the needs of returning adults.”

-Indiana Commission for Higher Education

INDIANA COMMISSION for HIGHER EDUCATION

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REALITY #1:

There are millions we do not serve.

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Conclusion:

We cannot honor our land grant mission in this century while ignoring this unmet need.

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REALITY #2:

The growth of online education.

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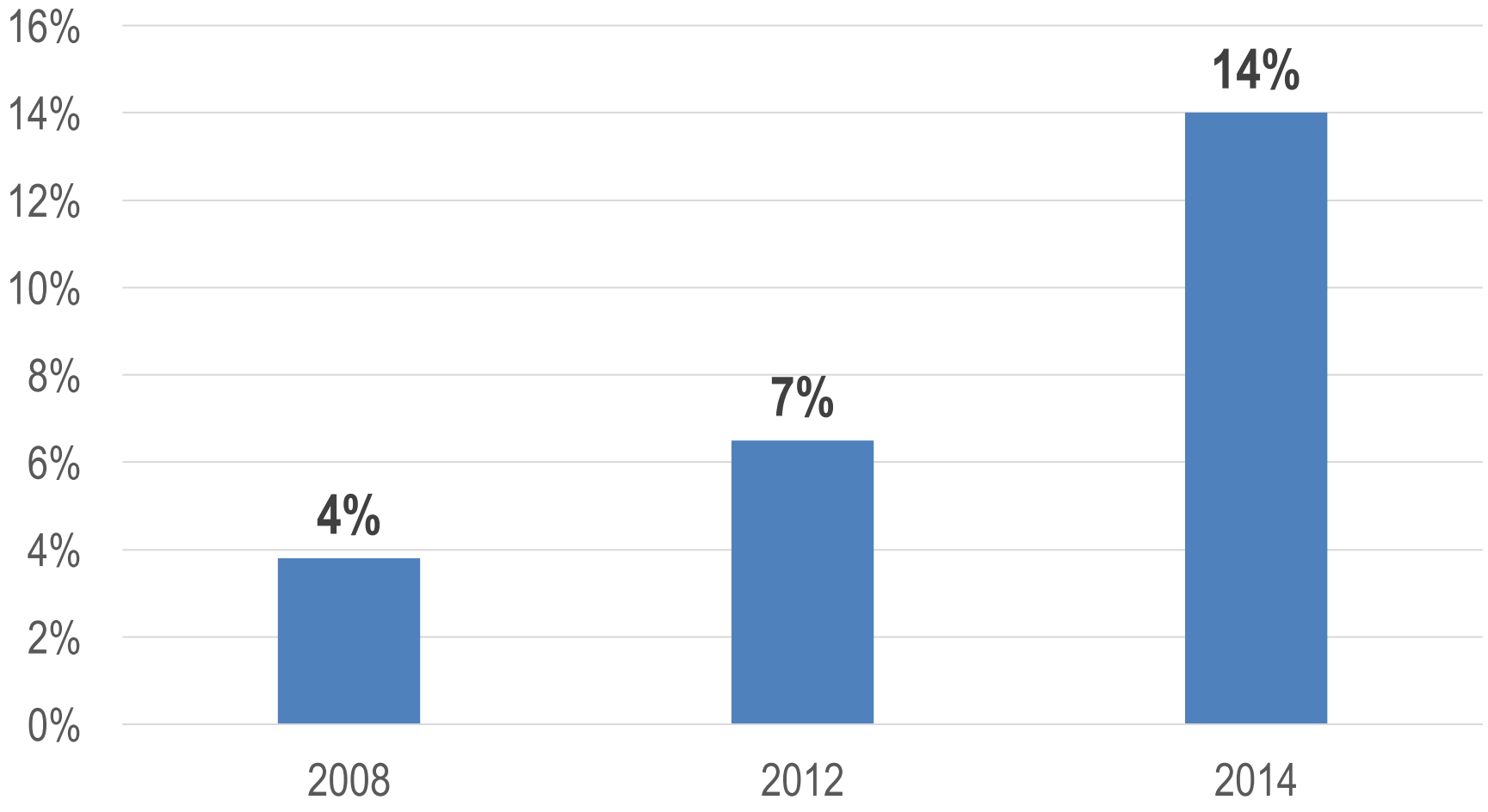
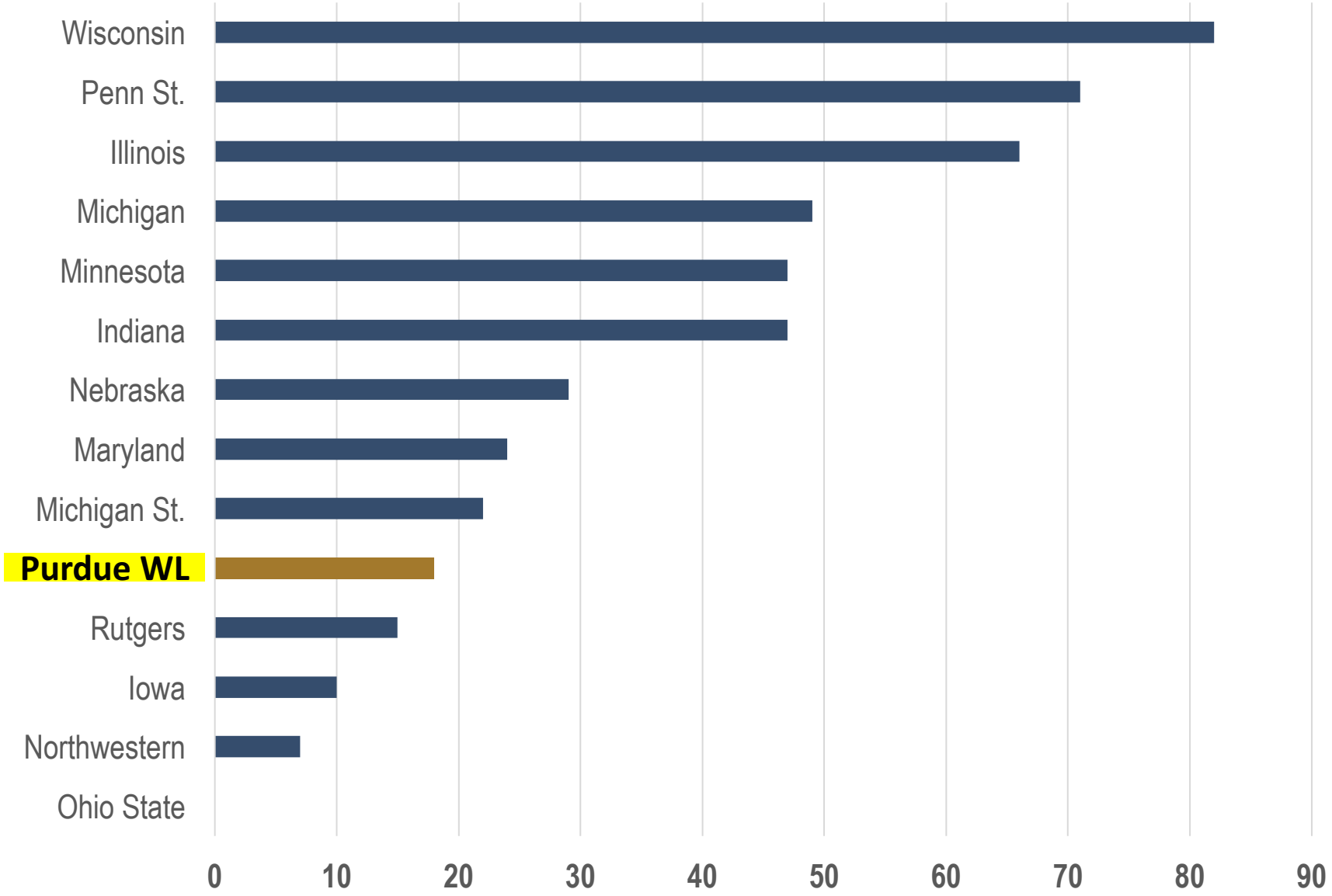
% OF UNDERGRADS ENROLLED IN ONLINE ONLY PROGRAM

Nationwide

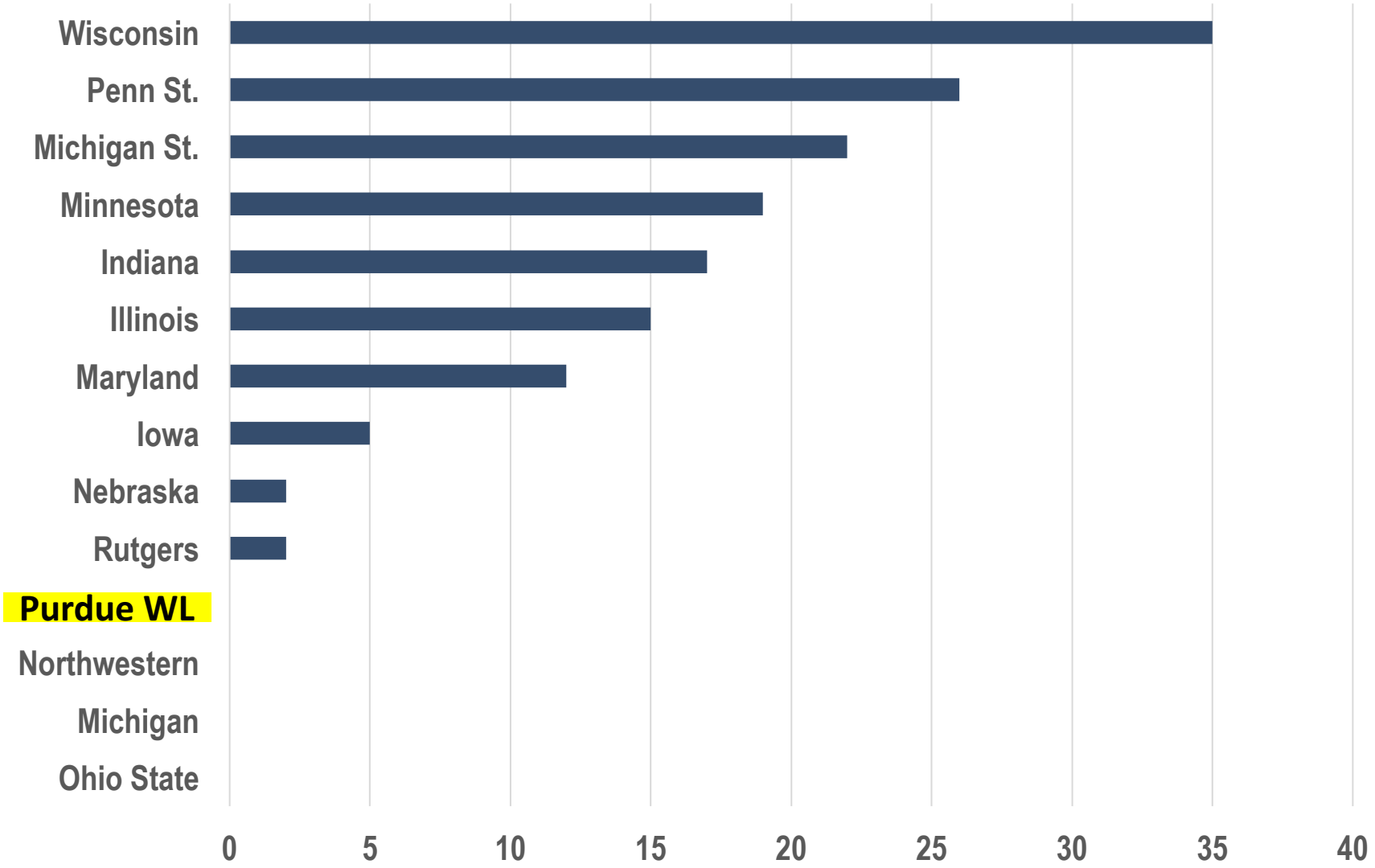


Source: NCES, 2015

BIG TEN: # OF ONLINE GRADUATE & UNDERGRADUATE PROGRAMS



BIG TEN: # OF ONLINE UNDERGRADUATE PROGRAMS



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Conclusion:

We don’t know the full dimension, but online will be a larger phenomenon in the future, and we are not equipped for that future.

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REALITY #3:

We can’t build it ourselves.

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DIGITAL EDUCATION GROWTH FEASIBILITY STUDIES

Fall 2015: Analysis by Digital Education office concludes development of undergraduate programs would be cost & time prohibitive.

Spring & Summer 2016: 2nd group convenes with broad campus representation. Reaches same conclusion.

Late Summer 2016: Board decides to not pursue bachelor's degrees while emphasizing graduate online degrees & non-credit online programs

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PURDUE'S ONLINE PROGRAM DEVELOPMENT PROCESS – ABRIDGED

36 Months

1. Market research / Need determination
2. Department deliberation
3. Identify faculty interest
4. Identify financial resources
5. Develop & submit concept paper
6. Submit & circulate full proposal internally
7. Submit proposal to Indiana Commission for Higher Ed
8. Administrative offices determine market-based course tuition rate
9. Approval from Treasurer's Office
10. Course development (80-120 hours per course x at least 10 courses)
11. Integration with Graduate School, Bursar, Registrar, Financial Aid
12. Marketing program / Recruitment of students (6 months minimum)
13. Courses begin

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Conclusion:

To be a 21st century land grant, Purdue must acquire the capabilities for online excellence.

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PROJECT MORRILL:

Purdue acquires a leading online university.

PURDUE
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BENEFITS

- Purdue becomes a 21st century land grant
- Positioned for future, no matter how much online education grows
- New online infrastructure available for faculty at West Lafayette & regional campuses
- Financially positive

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INTRO TO "MORRILL U."

- Accredited by HLC (same as Purdue) through 2025-26
- ~32,000 students
- ~12,000 degrees awarded per year
- 2,462 faculty: 1,034 with a Ph.D.
- Average cost to degree: $34,000
- No obligation tuition refund up to 3 weeks

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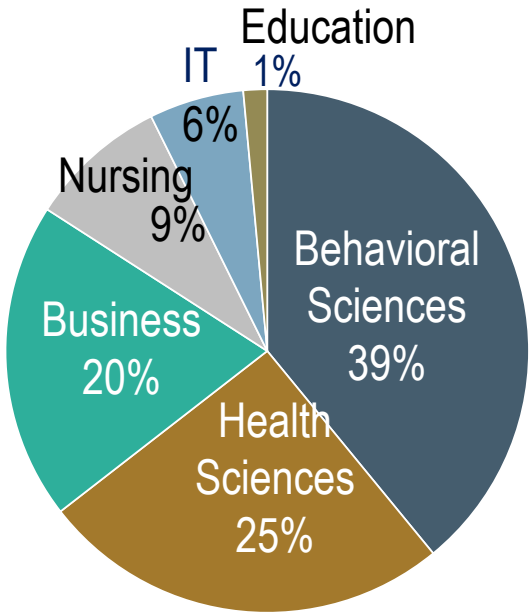
"MORRILL U." DEGREE AREAS

Enrollment by Degree & Program

By Program Areas



Schools

- School of Business & IT
- School of Education
- School of Health Sciences
- School of Nursing
- School of Social & Behavioral Sciences
- Law School

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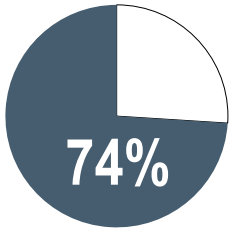
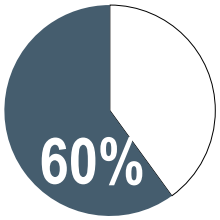
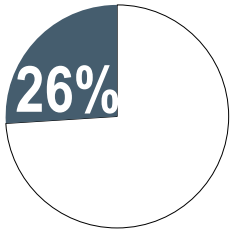
"MORRILL U." DEMOGRAPHICS



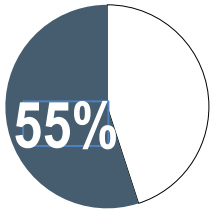
Female



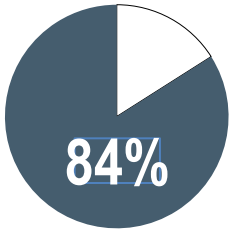
Over age 30



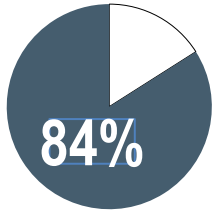
Military-affiliated



Neither parent attended college



Have had some prior post-secondary education



Students with 3 or more "risk factors"

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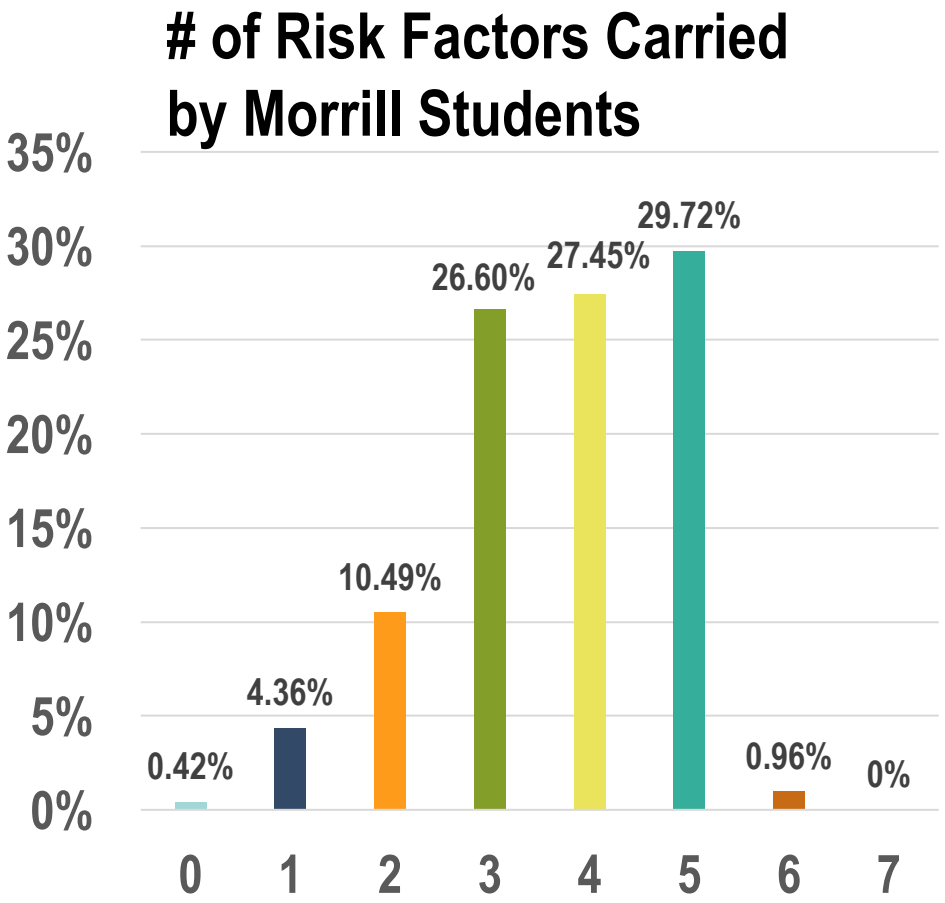
"MORRILL U." SERVES NON-TRADITIONAL POPULATION

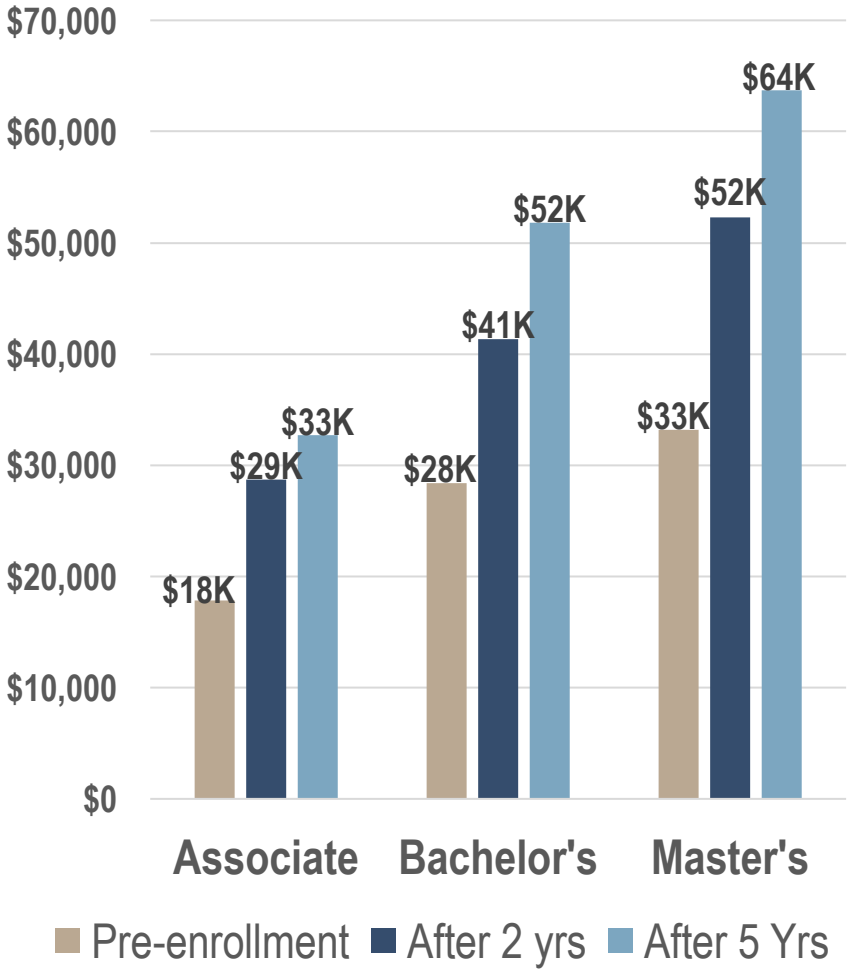


U.S. Ed defined risk factors

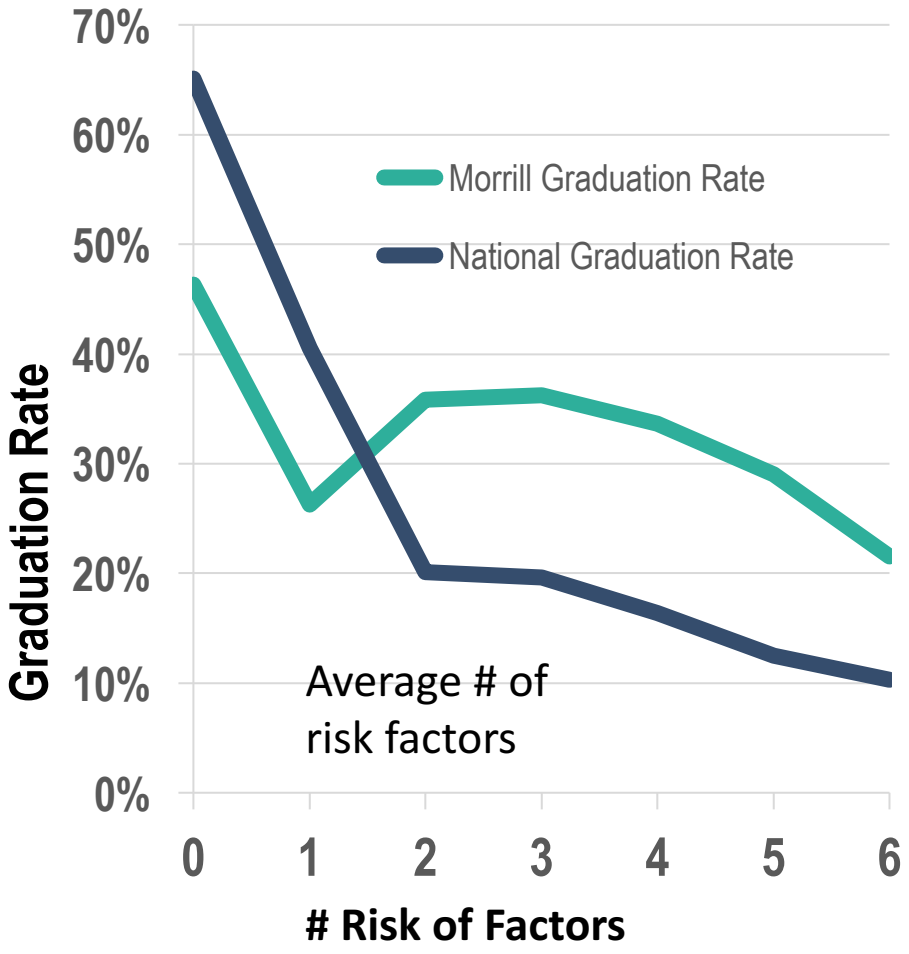
- Student is older than 22
- Attends school part time
- Files taxes as independent
- Has earned a GED
- Works full time while enrolled
- Legal dependents (non-spousal)
- Is a single parent

"MORRILL U." STUDENT SUCCESS

Income Gains of Graduates



Graduation Rates by # of Risk Factors



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"MORRILL U." ALUMNI SURVEYS

% Who Agree or Strongly Agree

Satisfied with overall experience	**90%**
Education was relevant to goals	**90%**
I would recommend the university to others	**82%**
The university always put my needs as a student first	**78%**

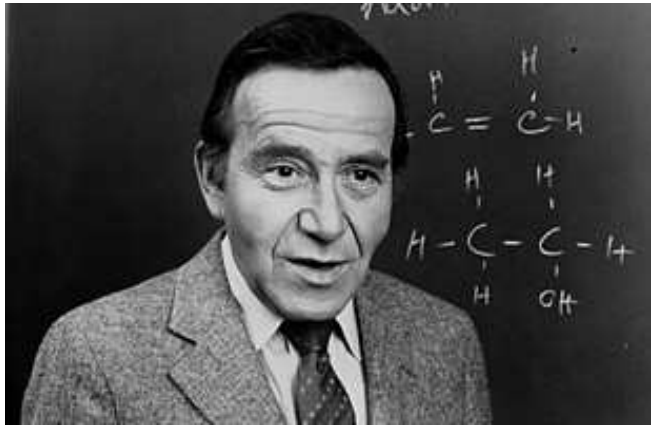
CHRONOLOGY OF EVENTS

- Initial conversation between institutional leaders – **November 17, 2016**
- Non-Disclosure Agreements Signed – **December 16, 2016**
- Due diligence begins – **December 21, 2016**
- Academic Program Review – **January 2017**
- Concept introduced to deans **– January 31, 2017**
- Multiple Interactions with Higher Learning Commission **– Feb. to April**
- Comprehensive Due Diligence concludes – **April 21, 2017**
- Trustees meet to approve **– April 27, 2017**

DUE DILIGENCE

- **Academic Quality**
- **Financial & Operational Strength**
  - Virtually no financial risk. Strong upside potential.
- **Reputation**
  - Viewed positively for ethics, academics, regulatory & legal compliance
  - Parent company is highly revered entity with important place in American history.

KAPLAN UNIVERSITY: BRIEF HISTORY



1938

- Stanley Kaplan, a son of Brooklyn immigrants starts a test preparation service
- Believes success on standardized tests would help discriminated prospective students to objectively prove qualifications.

1984

- Washington Post Company acquires Kaplan

1993

- Don Graham becomes chairman of Board

STRUCTURE

Purdue University
West Lafayette

Purdue University
Northwest

Purdue University
Fort Wayne

Purdue Colleges
at IUPUI

Graham Holdings
Don Graham, Chairman

Kaplan, Inc.

- Test Preparation
- Professional Ed
- International

Kaplan University

Academic Operations	*Back-office Support*

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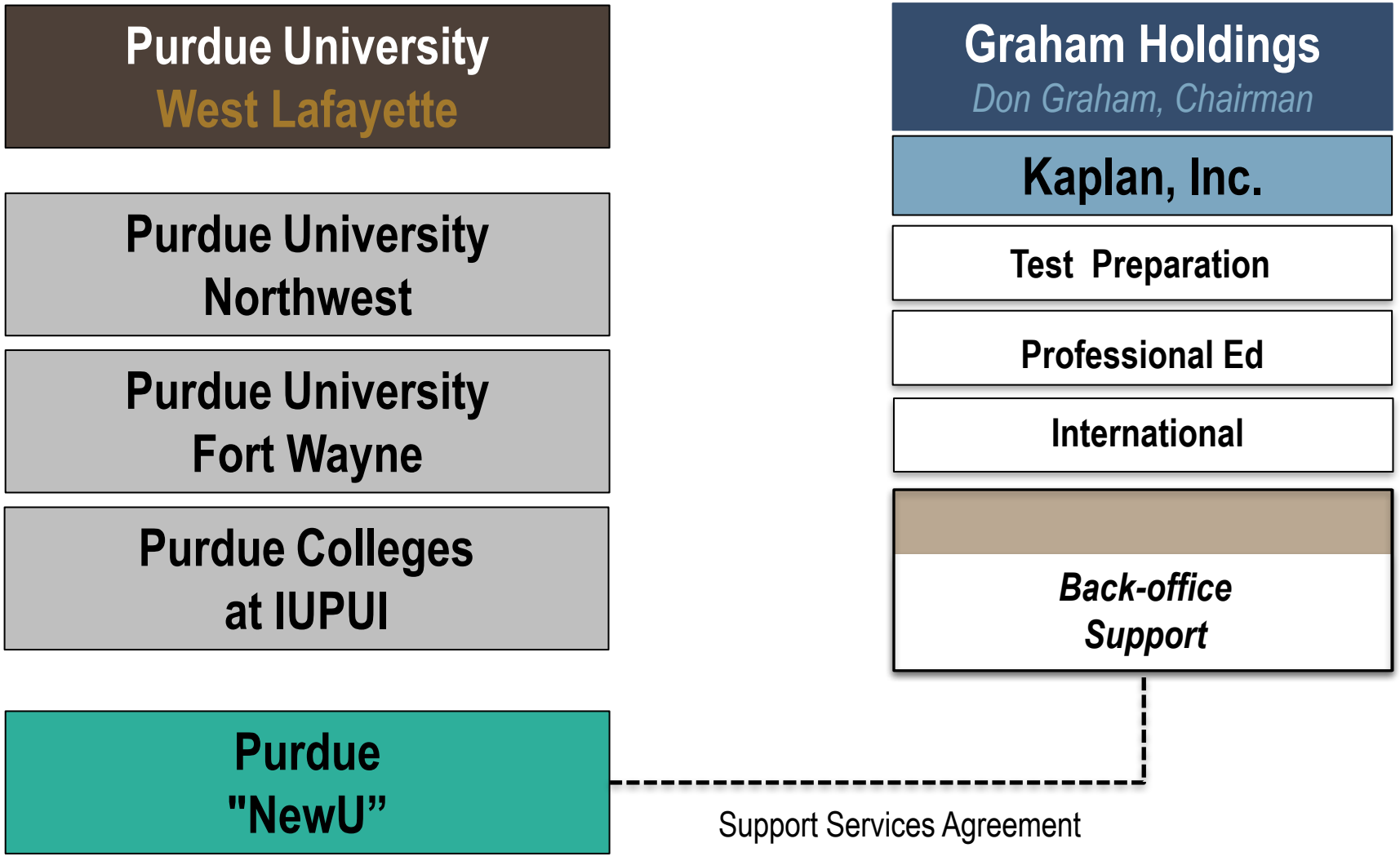
STRUCTURE



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PURDUE UNDERGRADUATE SYSTEM

Purdue University West Lafayette	Average Age: 20 Campus Type: Residential
Purdue University Northwest	Average Age: 23 Campus Type: Non-Residential
Purdue University Fort Wayne	Average Age: 22 Campus Type: Non-Residential
Purdue Colleges at IUPUI	Average Age: 24 Campus Type: Non-Residential
Purdue "NewU"	Average Age: 34 Campus Type: Online

*Ages undergraduate only

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Board of Trustees

President Daniels
Purdue West Lafayette

Chancellor Keon
Purdue Northwest

Chancellor Carwein
Purdue Fort Wayne

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Board of Trustees

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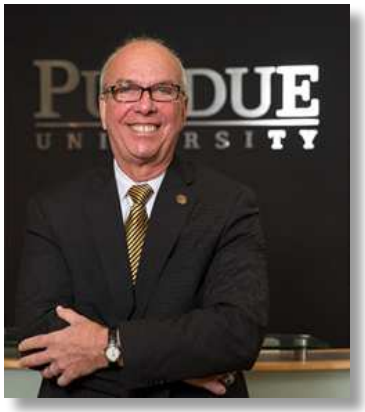

Chancellor Carwein
Purdue Fort Wayne

Chancellor Betty Vandenbosch
Purdue "NewU"*

*University name is yet to be determined

REMAINING STEPS

- **Today:** Trustees Approval
- **Summer:** Indiana Commission for Higher Education
- **TBD:** U.S. Department of Education
- **November:** Higher Learning Commission

PURDUE UNIVERSITY

FACULTY INPUT REQUESTED

- How can we avoid duplication while taking full advantage of the new online infrastructure?
- What ideas would enhance academic programming at the NewU?
- Could access to a national network of underserved students generate new research and engagement opportunities?
- What should “NewU” be called?

Please submit questions & ideas to:
NewUniversity@purdue.edu

Jon Harbor, Purdue Director of Digital Education

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