

Iowa Association of Independent Colleges and Universities (IAICU)

**Mark L. Putnam,
Chair, IAICU Board of Directors
Commissioner, Iowa College Student Aid Commission
President, Central College**

Understanding the Challenges and Opportunities Facing Iowa's Independent Colleges

The External Realities: "The Six-Pack of Change:"

- Demographic Decline
- Economic Uncertainty
- Workforce Expectations
- Technological Innovation
- Societal Change
- Public Policy

Now add in the unforeseen impacts of a global pandemic.

The Internal Institutional Responses: "The 3 M's:"

- Money
- Management
- "Mattering"

Critical Policy Considerations:

- Consistent, stable and reliable partnerships – The Iowa Tuition Grant
- Student aid should follow the student
- Attracting and retaining a talented workforce is a complex, multi-faceted team effort
- No one has repealed human development
- Education and training is fundamentally a human enterprise