

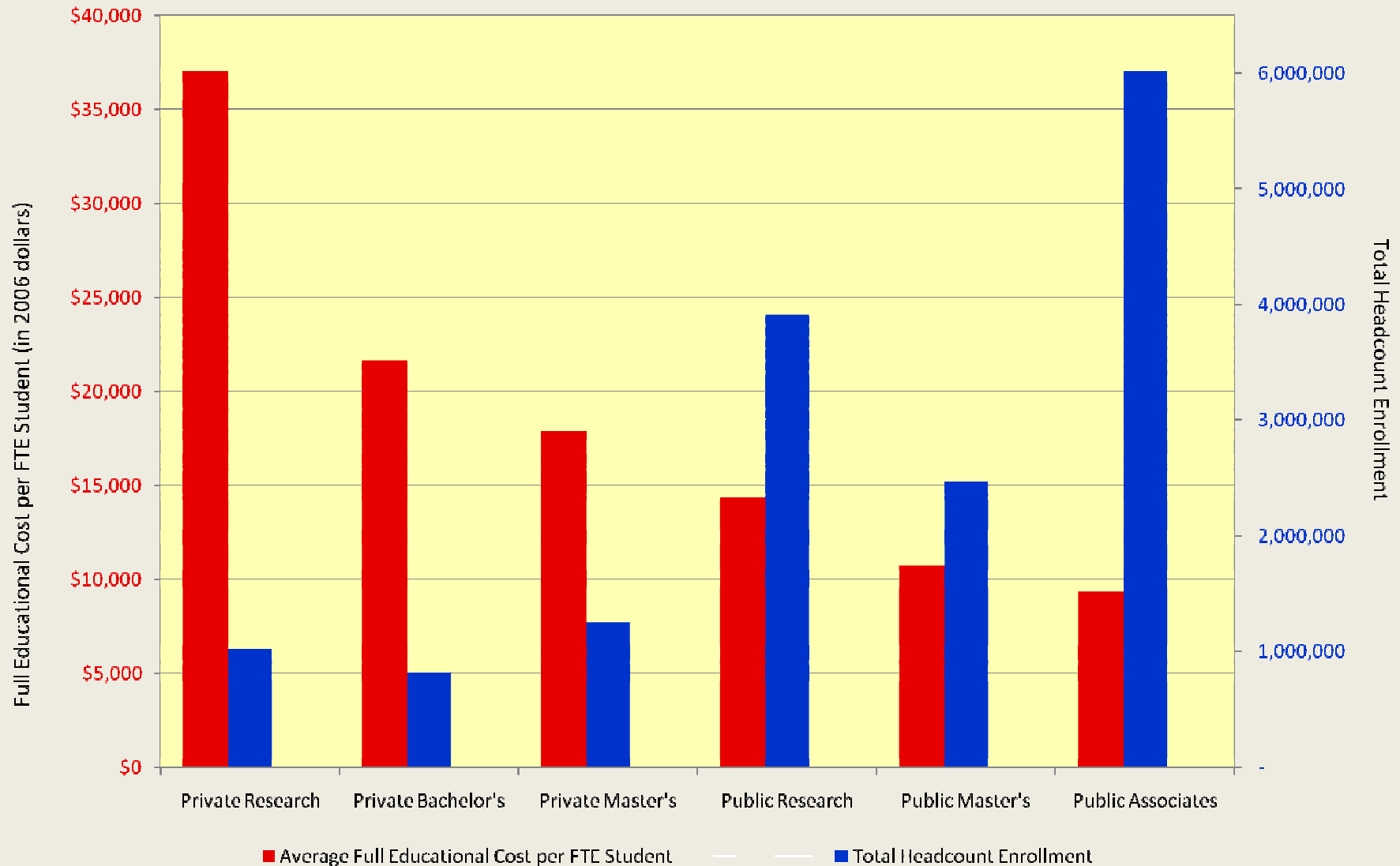
Roles and Responsibilities for Improving Postsecondary Productivity

**State Higher Education Policy Conference
San Diego, CA
August 13, 2008**

Jane V. Wellman

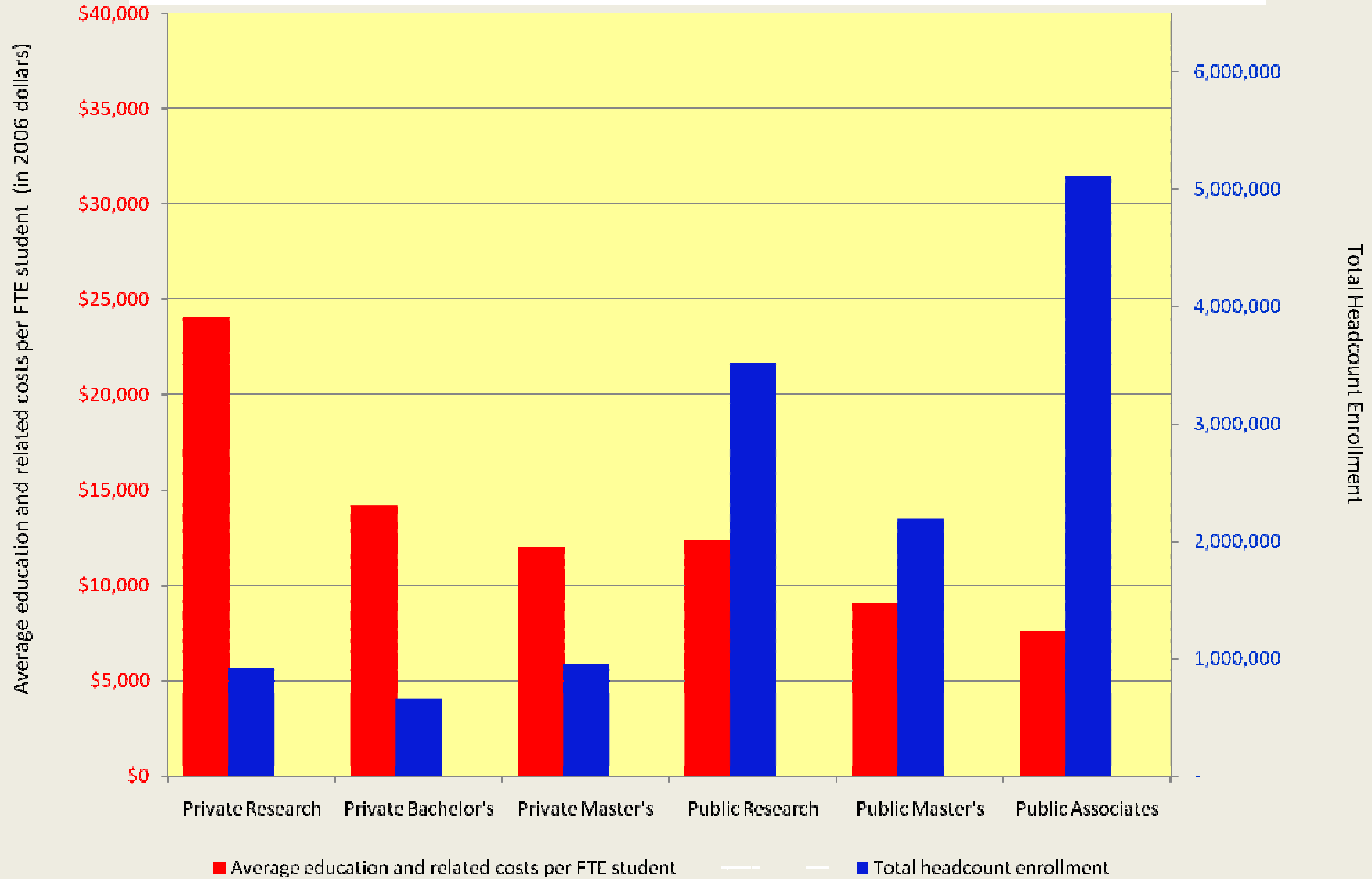


United States: **Money** versus **students**: educational spending per student by sector, v. enrollments by sector (2006)

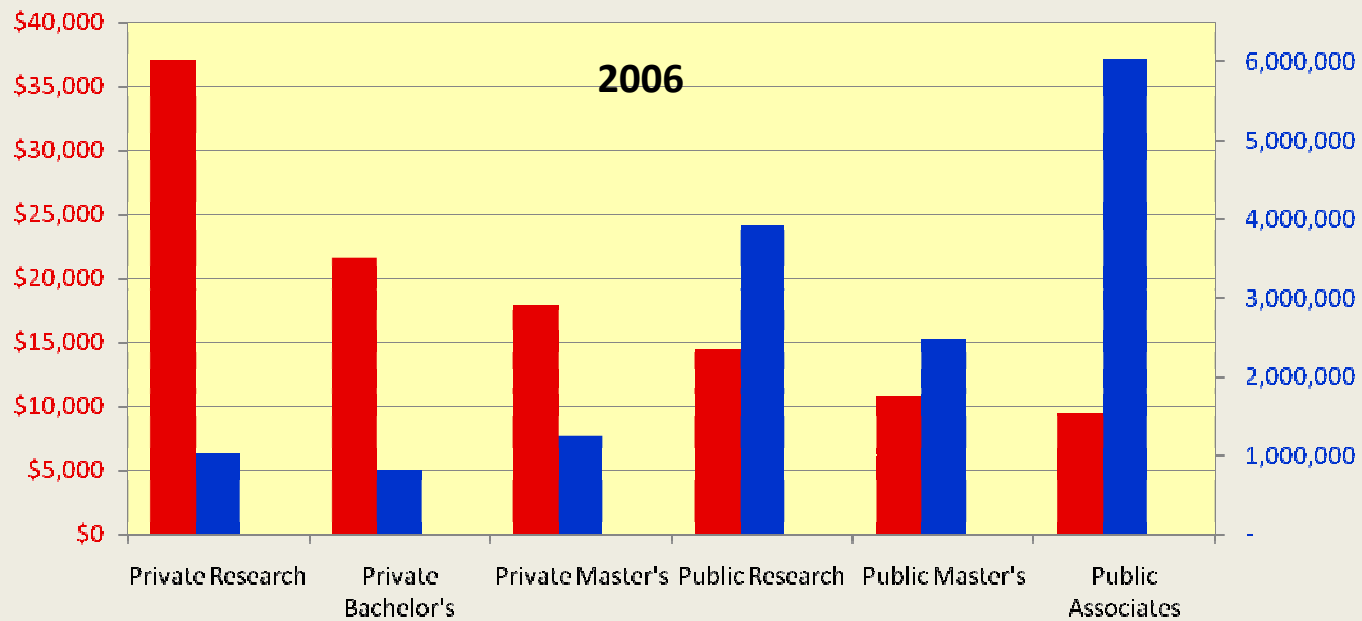
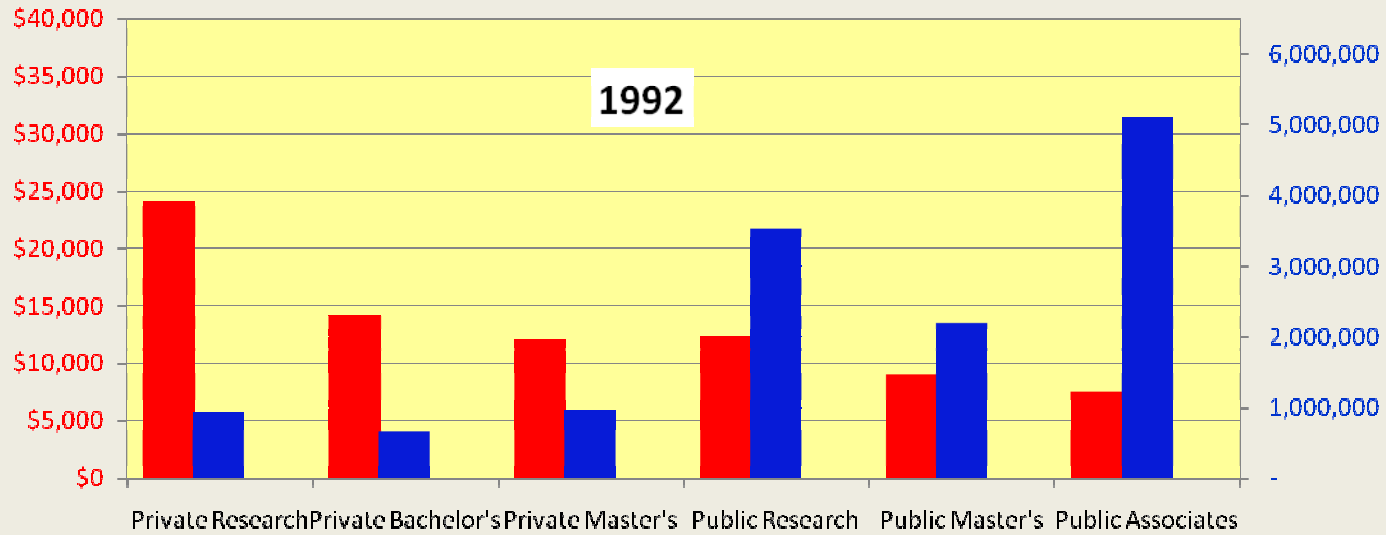


Source: Delta Cost Project IPEDS Database (Full Ed Cost from 10-year matched set; Enrollment from unmatched set)

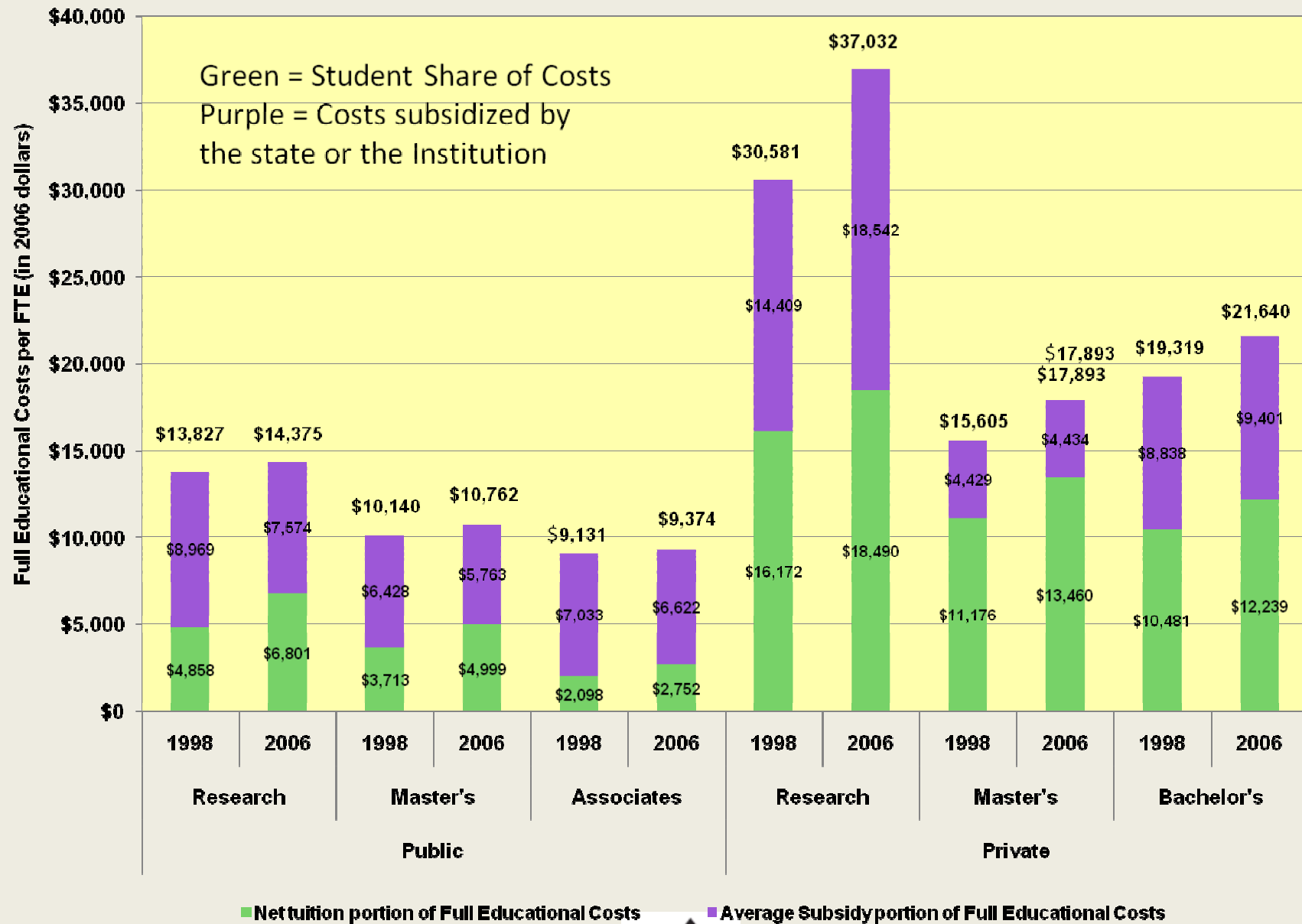
United States: **Money** vs **students**: educational spending per student by sector vs. enrollments by sector (1992)



Source: Delta Cost Project IPEDS Database (Average education and related costs from 20-year matched set; Enrollment from unmatched set)



Changes in educational spending per student: 1998 – 2006



■ Net tuition portion of Full Educational Costs ■ Average Subsidy portion of Full Educational Costs



Source: Delta Cost Project IPEDS database, 10-year matched set.

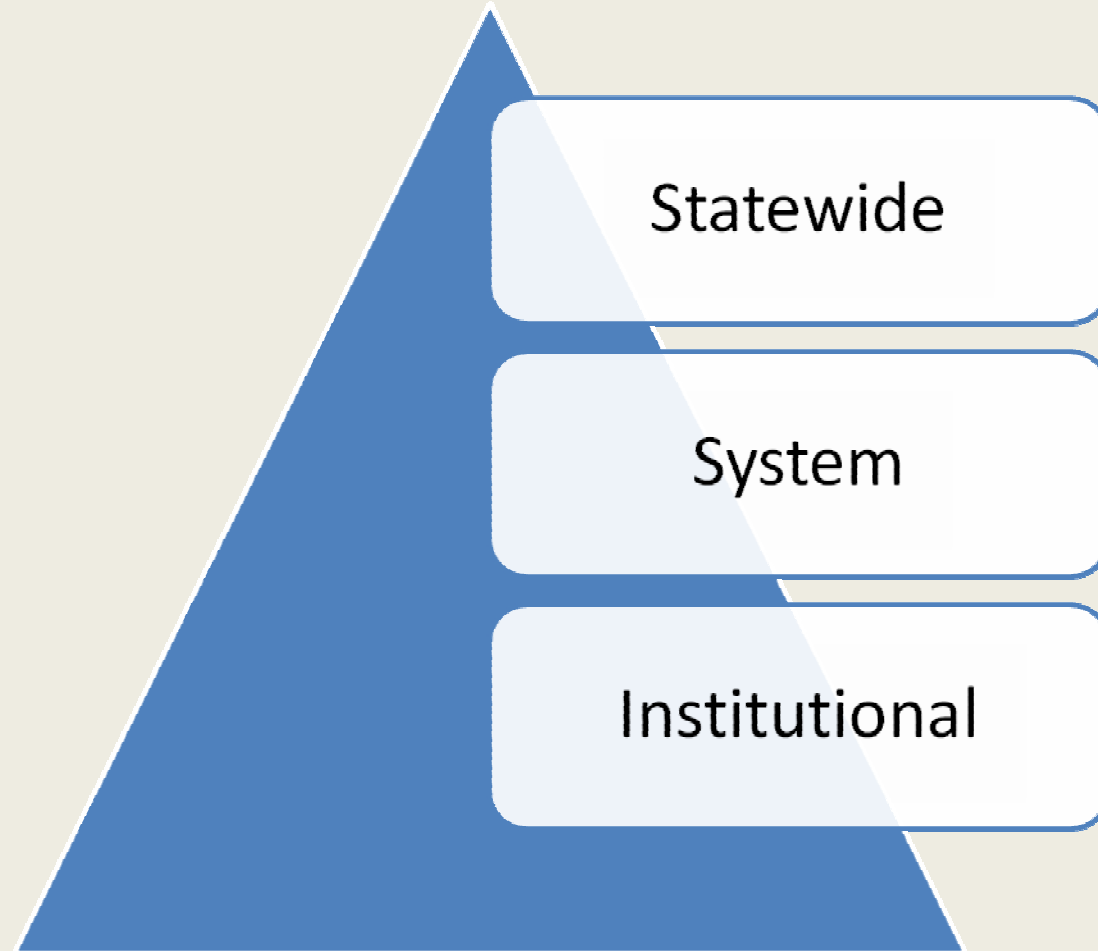
Only a portion of revenues go to pay to educate students... and that share is declining

	<u>Average Total Operating Revenues per FTE Student</u>			<u>Average Educational Spending per FTE Student</u>		
	2002	2006	% Change	2002	2006	% Change
Public Research	\$37,498	\$42,725	14%	\$14,135	\$14,375	2%
Public Master's	\$17,298	\$17,735	3%	\$10,753	\$10,762	0%
Public Associates	\$13,144	\$13,350	2%	\$9,589	\$9,374	-2%
PNP Research	\$68,267	\$105,934	55%	\$33,342	\$37,032	11%
PNP Master's	\$22,877	\$28,609	25%	\$16,260	\$17,893	10%
PNP Bachelor's	\$26,606	\$37,704	42%	\$20,115	\$21,640	8%

Source: Delta Cost Project IPEDS Database, 10-year matched set.



Differentiation of roles



Differentiation of roles

Statewide

- Goals for student access and attainment – including attainment gaps
- Financing strategies to achieve goals
- Performance metrics
- Mission delineation
- Analysis and accountability
- Public communication

System

- Distribution of responsibility for meeting goals across institutions
- Efficiency and effectiveness - including distance education, year-round operation, program consolidation
- Faculty renewal planning
- Quality review
- Internal and external accountability for progress in meeting goals
- Admissions and transfer articulation
- System-level analysis of productivity

Campus

- Academic program management, planning, review
- Quality review
- Student access and affordability
- Eliminate attainment gaps
- Transfer effectiveness



Statewide

- Goals for performance –access, degree attainment
- Financing strategies – shared responsibility for funding (productivity, state appropriations, student tuitions)
- Budget policies – appropriations policies, subsidy policy, student tuition/share of costs
- Performance metrics
 - Cost per degree
 - Credits per degree
 - Cost per student
 - Student attrition by level – including graduate
 - Cost/price/subsidy
- Mission differentiation
- Public communication to build and maintain support for the urgency of the public agenda



System

- Campus level detail on goals and performance measures
- System policy for efficiency and effectiveness, including goals for distance learning, YRO, and credits to the degree
- Faculty renewal planning, including turnover savings policies
- Assurance of quality of outcomes through regular reviews of results using common metrics
- Internal and external accountability for results, including evaluation criteria for senior leadership
- Cross sector policies and goals for student flow – articulation, admissions, transfer
- Analysis of productivity, communication of results



For more information...

- Data on revenue and spending trends, go to <http://www.deltacostproject.org>
- Making Opportunity Affordable, national initiative to tackle costs and increase degree productivity – <http://www.makingopportunityaffordable.org/>

