Arizona Board of Regents

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Changing Directions

Razing Arizona
or
Raising Arizona
The Arizona Challenge

- Simple demographics
- Productivity
- Financial Limits
Demographics and Demand

Figure 1. Projected Percent Change in Number of Public High School Graduates Between 2001-02 and 2017-18
Figure 4. Arizona Public High School Graduates by Race/Ethnicity
1992-93 through 2001-02 (actual), 2002-03 through 2017-18 (projected)
Productivity – Supply

The Supply Side – Today’s Performance
Performance Relative to Total Funding per FTE—State Higher Education Systems
Undergraduate Credentials Awarded (2001-02) per 100 FTE Undergraduates, Fall 2001

Total Funding per FTE (State, Local, Tuition & Fees, State Financial Aid—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE—State Higher Education Systems
Federal and Industry R&D per Capita, 2001

Total Funding per FTE (State, Local, Tuition & Fees, State Financial Aid—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE—State Higher Education Systems
Pipeline Result, 2002

Total Funding per FTE (State, Local, Tuition & Fees, State Financial Aid—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE—State Higher Education Systems
Bachelor’s Degree as a Percent of High School Graduates Six Years Earlier, 2002

Total Funding per FTE (State, Local, Tuition & Fees, State Financial Aid—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE – Overall Index Scores for State Higher Education Systems
Performance Relative to Total Funding per FTE—Public Research Institutions

Bachelor's Degrees per FTE Undergraduates

Total Funding per FTE (State, Local, Tuition & Fees—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE—Public Research Institutions

Research Expenditures per Full-Time Faculty

Total Funding per FTE (State, Local, Tuition & Fees—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE –
Overall Index Scores for Public Research Institutions
Performance Relative to Total Funding per FTE—Public Baccalaureate and Masters Institutions

Six-Year Graduation Rate

Total Funding per FTE (State, Local, Tuition & Fees—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE—Public Two-Year Institutions

Total Undergraduate Awards per 100 FTE Undergraduates

Total Funding per FTE (State, Local, Tuition & Fees—Adjusted for COL and Faculty Salaries)
Performance Relative to Total Funding per FTE – Overall Index Scores for Public Two-Year Institutions
Productivity - Demand

The Demand Side – Desire for more competitive participation and success

Measuring Up 2002:
- Participation – D
- Completion – C+
Financial Constraints
Financial Constraints

State and Local Surplus or Shortfall as a Percent of Baseline Revenues

Source: National Center for Higher Education Management Systems (NCHEMS)
Your cost structure

- Research Universities: $14,000
- ASU – West: $14,000 (01-02)
- CSU average: $11,000
- Overall Average: $9,600
Challenges

- Huge demand
- Limited capacity for productivity gains in current system
- Real financial constraints
Opportunity

- To grow into increased systemic cost effectiveness.
- To get better in undergraduate education through greater diversification of the system.
  - Cheaper can be just as good. Maybe even better.
  - Mission differentiation can accentuate diverse views of quality.
Variations On The Proposed Model

Tried and true examples

- The California Master Plan – 3 types – quality throughout.
- The Washington Model – Excellence throughout
- The Colorado Baccalaureate Colleges Model – Extreme efficiency for extreme circumstances
- The University of Wisconsin System – The anomoly
- Eastern New Mexico University – A star amongst . . .
Recent Innovations

- Nevada State College
- Utah Valley State College
- California State Univ., Monterey Bay
That’s Your Future

- Huge Challenges
  - Increased Demand
  - Need for Productivity Gains
  - Financial Constraints

- Great Opportunity
  - Growing into a new model of cost-productive public higher education
I see you, and *raise* the stakes.

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Raising Arizona even more!