Arizona Transfer

Annual Transfer Conference

April 25, 2014

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Big Ideas Affecting “Change” in American Higher Education
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Big Ideas Affecting “Change” in American Higher Education

The Logical Connection with Transfer
First, A word about AZTransfer

- **WOW**
- Why
  - You have an evaluation
  - You have evidence of improvement & high level of success from that evaluation
  - You have database ASSIST to assist in a continuous improvement approach
So, What Is Big & Bold In Ideas Driving Higher Education These Days

- The Completion Agenda
- The “New Normal” in Higher Education Finance
- The Productivity Agenda
- Competency As The New Coin of the Realm
- Our Infatuation with Innovation
The Completion Agenda – Access to Success

- The President’s Challenge
  - First in the World Again – to Meet Workforce Needs
  - 65% of Young Adults – some postsecondary credential of value – 2020
- Lumina – 60% of adult workforce by 2025
- Complete College America – 34 States
- Angst
  - Do we really need to get there?
  - Georgetown Center
  - Can we get there from here?
  - Will quality suffer?
The Completion Agenda – Access to Success

- Implications for Arizona
  - Whopping Big Change Required
## National Student Clearinghouse Information on Student Completion in Six Years

<table>
<thead>
<tr>
<th></th>
<th>Completion</th>
<th>Not Enrolled or Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AZ</td>
<td>US</td>
</tr>
<tr>
<td>Public Universities</td>
<td>68%</td>
<td>61%</td>
</tr>
<tr>
<td>Community/2 yr Colleges</td>
<td>NA</td>
<td>36%</td>
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Percent of Adults with an Associate Degree or Higher by Age Group – U.S. & Leading OECD Countries, 2010

Source: OECD, Education at a Glance 2012, U.S. Census Bureau, 2010 American Community Survey One-Year Public Use Microdata Sample File
Differences in College Attainment (Associate & Higher) Between Younger & Older Adults - U.S., 2009

Source: U.S. Census Bureau, 2009 American Community Survey (ACS)
The Completion Agenda – Access to Success

- Implications for Arizona
  - Whopping Big Change Required

- Implications for AZTransfer
  - Great Success With Respect to Traditional Transfer (+)
  - What About:
    - Those Who Intended to But Didn’t (?)
    - Could Be Masking Diversity Issues
    - Those Who Transferred in STEM, Did They Graduate In Stem (?)
The New Normal for Funding

- Why a new normal
  - Can’t afford the old normal
Figure 3

Public FTE Enrollment and Educational Appropriations per FTE, U.S., Fiscal 1987-2012

Note: Net tuition revenue used for capital debt service are included in the above figures. Constant 2012 dollars adjusted by SHEEO Higher Education Cost Adjustment (HECA).

Source: State Higher Education Executive Officers
The New Normal for Funding

Why a new normal

Can’t afford the old normal

Hyper-inflationary model is unsustainable (unaffordable)

Shouldn’t afford the old normal

Won’t afford the old normal
Arizona Finances – In Comparison

- Below Average Wealth; Below Average Taxes (2010)
  - Per capita income (2011 – Source: NCHEMS):
    - Arizona: $35,875 (86% of U.S.; rank – 39th)
    - U.S. Average: $41,663
  - Effective tax rate—state and local (2010 – Source: SHEEO):
    - Arizona: 7.2% (90% of U.S.; rank – 35th)
    - U.S. Average: 8%
Arizona Support of Higher Education – In Comparison (2012 -- SHEEO-SHEF)

- Higher Education Appropriation per Capita
  - Arizona: $168 (60% of U.S.; rank – 42th)
  - U.S. Average: $281

- Higher Education Appropriation/FTE
  - Arizona: $5,863 (99% of U.S.; rank 28th)
  - U.S. Average:$5,909

- Total Educational Revenues (Appropriations & Net Tuition Revenue)/FTE
  - Arizona: $10,651 (96% of U.S.; rank–30th)
  - U.S. Average:$11,043
The New Normal for Funding

- What the new normal will look like
  - In public sector -- Performance funding is the wave to be on
  - Blends finance and productivity agendas
  - Seeping into institutional finance – RCM
The New Normal for Funding

- Beyond Performance Funding
  - Expenditure strategies
    - Do it cheap -- $10,000 degree
  - Outsourcing
    - WGU expansion
    - Coursework outsourced
  - Enrolment Management
- Revenue enhancement strategies
  - Chase rich students
  - Chase any students
  - Rethink tuition discounting & financial aid
The New Normal for Funding

- Implications for Arizona
  - You’re headed to Performance Funding
  - You’re a draw from and to elsewhere
  - Lots of New State or Local Money Isn’t Likely
  - You’re home to major for-profit providers

- Implications for AZTransfer
  - Performance funding can incentivize transfer & adult reentry
  - Could be greater pressure to cream
  - Potential disconnect between institutions & state
The Productivity Agenda
Student Learning – the new name of the game

- Completion Is Part of this Agenda
- Cost-effectiveness Is a Central Component -- cost per unit of outcome & time to degree
- But Quality Student Learning Is the Counterpoint
  - Internally referenced student learning
    - Degree Qualifications Profiles
    - Accreditation Requirements
  - External validation of student learning
    - CLA, CAAP, ETS Proficiencies
- Productivity requires a robust student unit data system
The Productivity Agenda
Student Learning – the new name of the game

- Implications for Arizona
  - Key to Competitiveness
  - Data base efforts limited to Arizona

- Implications for AZTransfer
  - You have reasonable metrics
    - Time to degree
    - Completion
    - Grades
  - Be thinking of an expanded set
    - Learn more about what you don’t know today
Competence – the new coin of the realm

- Student Centered Proficiencies
  - Demonstrated learning outside the Academy
    - Standard measures – CLEP, testing out, etc.
    - Prior Learning Assessment – PLA
      - Key for returning adults
  - Demonstrated learning inside the Academy
    - Standard measure – Grades & Awards
    - New thrust – Portfolios, Externally validated assessments
Competence – the new coin of the realm

- Institution Center Competency Assessment (for Educational Improvement & Credibility)
  - For traditional Institutions
    - Predictive Analytics
    - Degree Qualifications Profiles, Tuning
  - The advent of competency based institutions
    - Competency as the only way – WGU, Southern New Hampshire (direct assessment)
    - Competency as a new way, blended with the old – NAU, et all
Competence – the new coin of the realm

- Implications for Arizona
  - Where are ABOR and institutions on accepting PLA and other assessments?
  - Where are ABOR and institutions on accepting credits from non-traditional providers for their traditional students (i.e., MOOCS)

- Implications for AZTransfer
  - No metrics on success of students in receiving proficiency assessments.
  - Consideration of joining WICHE Transfer Passport activity.
Our Infatuation with Innovation

- The list (partially)
  - New providers of degrees
    - The expansion of the for-profit sector
    - The expansion of online
  - New providers of courses & services
    - MOOCs
    - Courses only – Straighter Line, DreamDegree, etc.
    - Support services only – Insidetrack, Kahn Academy, Smartthinking, etc.
**Our Infatuation with Innovation**

The dilemma

- **We know we have to change**
  - *Dictated by the New Normal of Funding, the Completion Agenda, the Productivity Agenda, and the emergency of Competency based educational delivery*

- **We know the disruptive innovation drives positive change**
  - *NCAT, WGU, etc.*
Our Infatuation with Innovation

The dilemma

- But little external validation of Quality Assurance
  - Current QA (Accreditation, State Oversight, Federal Oversight) all at institutional level
  - But much of activity as at program, course, support services levels
- Lack of consumer reports means no external validation of product quality.
Our Infatuation with Innovation

- Implications for Arizona and AZTransfer
  - Are you supportive of others' innovation
  - Are you active in the innovation agenda
  - Demand evidence of effectiveness & expect the same from others
  - Strive for External Validation of Efficacy
May You Live In Interesting Times

Indeed we do:

Completion,
May You Live In Interesting Times

Indeed we do:

Completion, the New Normal for funding
May You Live In Interesting Times

Indeed we do:

Completion, the New Normal for funding, a focus on Productivity,
May You Live In Interesting Times

Indeed we do:

Completion, the New Normal for funding, a focus on Productivity, Competency as the new coin of the realm,
May You Live In Interesting Times

Indeed we do:
Completion, the New Normal for funding, a focus on Productivity, Competency as the new coin of the realm, and an infatuation with innovation often without much basis creates interesting times.

Successful Transfer critical to all five.

It’s Awfully noisy
But It’s A Beautiful noise