May You Live In Interesting Times

*Proverb or Curse?*

The New Normal In Oregon Higher Education
How Oregon Compares

Competitiveness
Demographics
Finances
Productivity
How Oregon Compares

- Competitiveness
- Demographics
- Finances
- Productivity
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)
### Comparing WICHE States with Nations and Other States in the Percentage of Young Adult Degree Attainment (Ages 25-34)

<table>
<thead>
<tr>
<th>U.S. States</th>
<th>OECD Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts</td>
<td>Korea (65.0)</td>
</tr>
<tr>
<td>North Dakota</td>
<td>60</td>
</tr>
<tr>
<td>Minnesota • New York</td>
<td>58</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Japan, Canada</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>56</td>
</tr>
<tr>
<td>Connecticut • Iowa</td>
<td>Ireland</td>
</tr>
<tr>
<td>Virginia • Illinois • Maryland • South Dakota</td>
<td>Norway</td>
</tr>
<tr>
<td>Pennsylvania • Nebraska • Colorado • Vermont</td>
<td>New Zealand, United Kingdom</td>
</tr>
<tr>
<td>Rhode Island • Kansas</td>
<td>Australia, Luxembourg, Israel, Belgium</td>
</tr>
<tr>
<td>Montana • Wisconsin • Washington</td>
<td>France</td>
</tr>
<tr>
<td>Missouri • Hawaii Wyoming • Maine • Delaware • Utah</td>
<td>UNITED STATES, Sweden</td>
</tr>
<tr>
<td>Ohio • California • Oregon</td>
<td>Netherlands, Switzerland</td>
</tr>
<tr>
<td>Michigan • North Carolina</td>
<td>Finland, Spain, Chile</td>
</tr>
<tr>
<td>Indiana • Florida • South Carolina • Georgia</td>
<td>Estonia, Denmark</td>
</tr>
<tr>
<td>Alaska • Kentucky • Tennessee</td>
<td>Poland</td>
</tr>
<tr>
<td>Arizona • Mississippi • Texas</td>
<td>Iceland</td>
</tr>
<tr>
<td>Alabama • Idaho Louisiana</td>
<td>Slovenia, Greece</td>
</tr>
<tr>
<td>Oklahoma • Arkansas • West Virginia</td>
<td></td>
</tr>
<tr>
<td>Nevada New Mexico</td>
<td>30</td>
</tr>
<tr>
<td>New Mexico</td>
<td>28</td>
</tr>
<tr>
<td>Nevada New Mexico</td>
<td>26</td>
</tr>
<tr>
<td>New Mexico</td>
<td>24</td>
</tr>
<tr>
<td>Nevada New Mexico</td>
<td>22</td>
</tr>
<tr>
<td>New Mexico</td>
<td>20</td>
</tr>
<tr>
<td>Nevada New Mexico</td>
<td>Turkey (17.4)</td>
</tr>
</tbody>
</table>

Source: 2012 OECD Education at a Glance; 2010 American Community Survey
The Relationship Between Educational Attainment, Personal Income, and the State New Economy Index (2010)

Source: U.S. Census Bureau, 2010 American Community Survey; Bureau of Economic Analysis; Kauffman Foundation
How Oregon Compares

- Competitiveness
- Demographics
- Finances
- Productivity
Oregon Public High School Graduates by Race/Ethnicity, 1996-97 to 2008-09 (Actual), 2009-10 to 2027-28 (Projected)
Educational Attainment of Whites and Minorities (Black, Hispanics, Native Americans) Aged 25-44, 2008-2010
Oregon

Source: U.S. Census Bureau, 2008-10 American Community Survey (ACS)
Public Use Microdata Sample (PUMS) File.
Composition of Public Higher School Graduates By Race/Ethnicity 2008-09 (Actual) and 2009-10 to 2027-28 (Projected)
Composition of Public Higher School Graduates By Race/Ethnicity 2008-09 (Actual) and 2009-10 to 2027-28 (Projected)
Difference in College Attainment Between Whites and Minorities (Blacks, Hispanics, Native Americans) (2008-10)

Source: U.S. Census Bureau, 2008-10 American Community Survey
How Oregon Compares

Competitiveness
Demographics
Finances
Productivity
Oregon Finances – In Comparison

Below Average Wealth; Below Average Taxes (2010)

Per capita income (2011 – Source: NCHEMS):
- Oregon: $37,909 (91% of U.S.; rank – 33rd)
- U.S. Average: $41,663

Effective tax rate—state and local (2010 – Source: SHEEO):
- Oregon: 6.6% (83% of U.S.; rank – 46th)
- U.S. Average: 8%
Oregon Support of Higher Education – In Comparison (2012 -- SHEEO-SHEF)

Higher Education Appropriation per Capita
- Oregon: $218 (78% of U.S.; rank – 36th)
- U.S. Average: $281

Higher Education Appropriation/FTE
- Oregon: $3,851 (65% of U.S.; rank 37th)
- U.S. Average: $5,909

Total Educational Revenues
(Appropriations & Net Tuition Revenue)/FTE
- Oregon: $9,985 (90% of U.S.; rank–37th)
- U.S. Average: $11,043
Oregon Tuition Support of Higher Education – In Comparison (2011)

Public Higher Education Tuition Revenue Per FTE (2012)
- Oregon: $6,133 (118% of U.S.; rank -- 19th)
- U.S. Average: $5,189

Oregon Tuition & Fees – 2012-2013
- Oregon Community Colleges: $4,282
- Or. St. Colleges/Universities: $7,239--$8,307
- Research I Universities
  - UofO: Resident: $9,309; Nonresident: $28,659
  - OSU: Resident: $8,139; Nonresident: $22,323
Educational Appropriations per FTE
Percent Change by State, Fiscal 2007-2012

Note: Dollars adjusted by 2012 HECA, Cost of Living Adjustment, and Enrollment Mix Index.
Source: State Higher Education Executive Officers
How Oregon Compares

Competitiveness

Demographics

Finances

Productivity
### 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>OR</td>
<td>US</td>
</tr>
<tr>
<td>Public Universities</td>
<td>62%</td>
<td>61%</td>
</tr>
<tr>
<td>Private Universities</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>Community/2 yr Colleges</td>
<td>26%</td>
<td>36%</td>
</tr>
</tbody>
</table>
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Two-Year Institutions

Source: NCES, NCES Completion and Finance Surveys, U.S. Census Bureau. American Community Survey (Public Use Microdata Samples)
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Bachelor’s & Master’s Colleges & Universities

Source: NCES, PEDS Completion and Finances Surveys, U.S. Census Bureau, American Community Survey (Public Use Microdata Samples)
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Research Universities

Source: NCES, PEDS Completions and Finance Surveys, U.S. Census Bureau, American Community Survey (Public Use Microdata Samples)
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Total: Public Colleges & Universities

Source: NCES, PEDS Coordinators and Finance Surveys, U.S. Census Bureau, American Community Survey (Public Use Microdata Samples)
Moving from Context to Action
The Policy Agenda for Today & Tomorrow

- The Completion Agenda
  - Access to Success
  - Expanding the Concept of Student

- The Productivity Agenda
  - Measuring Student Learning
  - Competence as the new coin of the realm

- The Innovation Agenda

- The New Normal for Funding
The Completion Agenda – Access to Success

- The President’s Challenge
  - First in the World Again
The Completion Agenda – Access to Success

- The President’s Challenge
  - First in the World Again -- to Meet Workforce Needs
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% by 2025
- Complete College America – 32 States
- Angst
  - Do we really need to get there?
    - Georgetown Center
  - Can we get there from here?
  - Will quality suffer?
- Implications for Oregon Community Colleges
  - Most Ambitious in the Nation – 40/40/20
  - Whopping Big Change Required
  - Demand may not match Desire
The Completion Agenda -- Expanding the Concept of student

- Looking down
  - Early learning high schools (the Gates redesign)
  - College/Postsecondary in all high schools (AP, dual & concurrent enrolment, IB, CTE)
  - Improving Preparation
    - Common Core
    - Reinventing Remedial – The High School as partner
- Looking up
  - Adult College Completion – low hanging fruit
  - New Adult Focus – A mighty heavy lift
    - The new GED (s)
- Redefining college
  - The “course level” movement
  - Demonstrated competence (more to come)
- Implications for Oregon Community
  - More Looking Down – Dual & Concurrent Enrollment; HS remediation
  - More Looking Up – Adopting Adult Friendly policies & practices
  - More Looking At Current Productivity – trailing the nation
A good idea whose time has come

Acceptance with Academe has “evolved”

“Evidence based practice” has caught on in public policy

Analytics can support evidence based practice (CLA, CAAP, ETS Proficiency Profile, AHELO, Work-keys, etc.)

Whopping big change – moving to external validity

Still sorting out right respective roles -- Teacher’s role, Institution’s role, Governing board’s role, Government’s role

Implications for Oregon

Embrace the Change

Guide the curve rather than follow it

Recognize -- “evidence-based practice” is becoming the standard
The Productivity Agenda
Competence – the new coin of the realm

- Competency Assessment for the Student
  - Demonstrated college level learning outside the Academy
    - Standard measures – CLEP, testing out, etc.
    - Prior Leaning Assessment – PLA

- Competency Assessment for the Institutions
  (Educational Improvement & Credibility)
  - Predictive Analytics
  - Degree Qualifications Profiles, Tuning

- Implications for Oregon Community Colleges
  - Where are institutions on accepting PLA and other assessments?
  - Where are institutions on accepting credits from non-traditional providers for their traditional students (i.e., MOOCs)?
Innovation & Disruption are good (everything else is boring)

The list (partially)

- New providers of degrees
  - The expansion of the for-profit sector & WGU
  - The expansion of on-line

- New providers of courses & services
  - MOOCs
  - Courses only – Straighter Line, DreamDegree, etc.
  - Support services only – Insidetrack, Kahn Academy, Smartthinking, etc.

Implications for Oregon Community Colleges

- Are you supportive of others innovation
- Are you active in the innovation agenda
- Demand evidence of effectiveness & expect the same from others
The New Normal for Funding

- Why a new normal & not return to the old normal (public and non-public finance)
  - Can’t afford the old normal
    - Hyper-inflationary model is unsustainable (unaffordable)
  - Shouldn’t afford the old normal

- What the new normal will look like
  - In public sector -- Performance funding is the wave to be on
    - Blends finance and productivity agendas
    - HCM Strategists: 16 implementing, 3 in transition, 19 in discussions, & 12 not engaged
  - Seeping into institutional finance – RCM
What the new normal is beginning to look line
- Performance funding isn’t the only new dog in the hunt
- Expenditure strategies
  - The cheap way out -- $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 Oregon Community Colleges
  - Your metrics will draw attention to performance funding
  - Your neighbor gets great accolades for leading the way
  - Will see increased competition from the proprietary sector
  - Absence from “productivity change agenda” may place institution/sector in less competitive place (Clayton Christensen’s thesis- The Innovative University)
Managing Change – Choosing Chaos or Intentionality

- **The Change Agenda**
  - Massive
  - Rapid
  - Often fact free

- **Impact**
  - The way we provide education
  - Who we educate
  - The way we assess quality & effectiveness
  - The way we finance the enterprise

- **Oregon Community Colleges**
  - Following, not leading, in how you provide education
  - Following, not leading, in who you educate to success
  - Traditional in the way you assess quality
    - Which is to say you don’t
  - Traditional in financing the enterprise – when the world is moving to outcomes based performance funding
Managing Change – Choosing Chaos or Intentionality

- Implications for Oregon Community Colleges
  - Be Aware
  - Be nimble
  - Come on board with the new normal agenda
  - Intentionality requires evidence

- May you live in both interesting and opportunistic times

- To do that; embrace the new normal

Thanks