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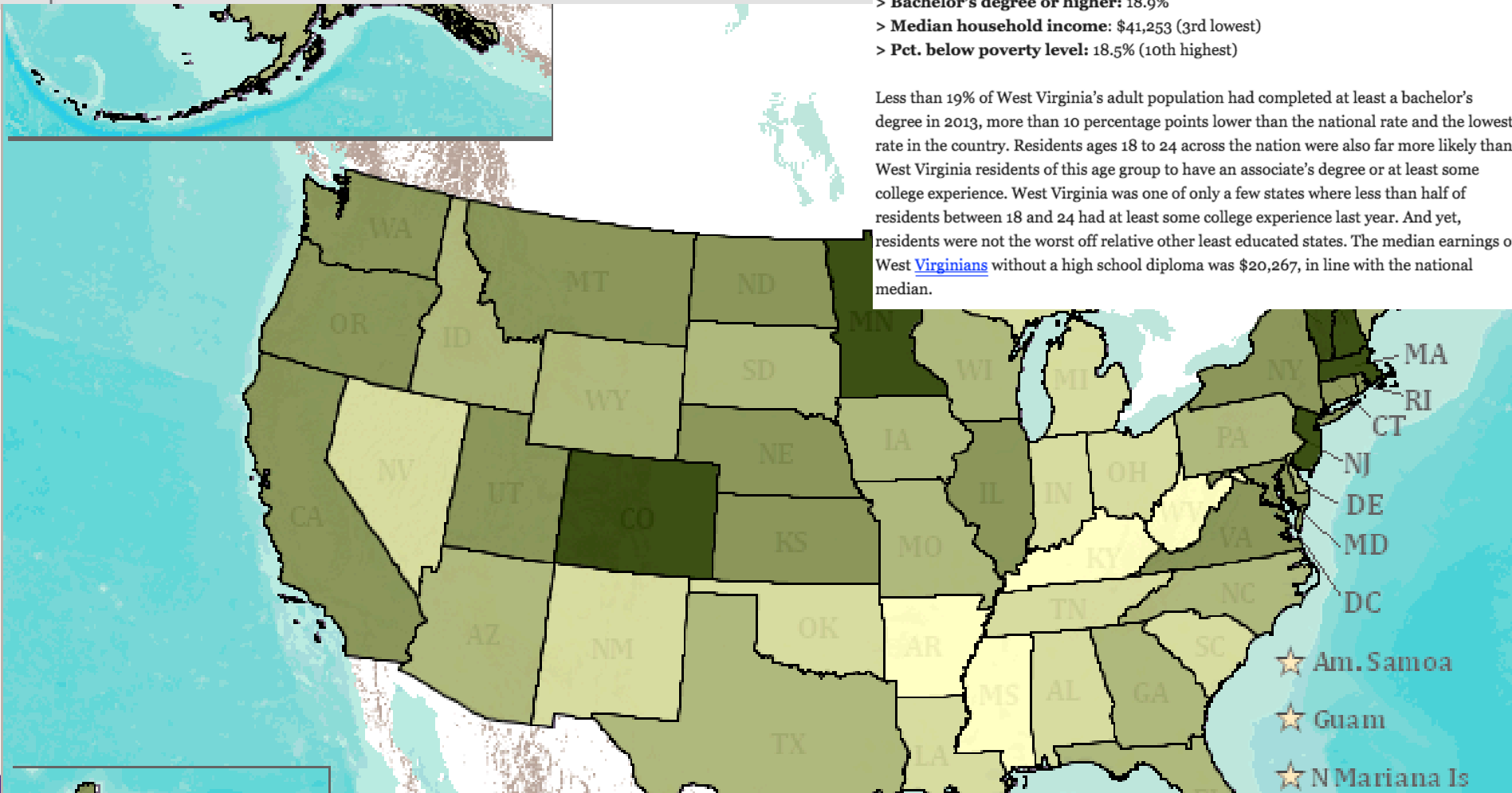
Institutional Financial Trends

#51 in Baccalaureate Completion

1. West Virginia

- > Bachelor's degree or higher: 18.9%
- > Median household income: \$41,253 (3rd lowest)
- > Pct. below poverty level: 18.5% (10th highest)

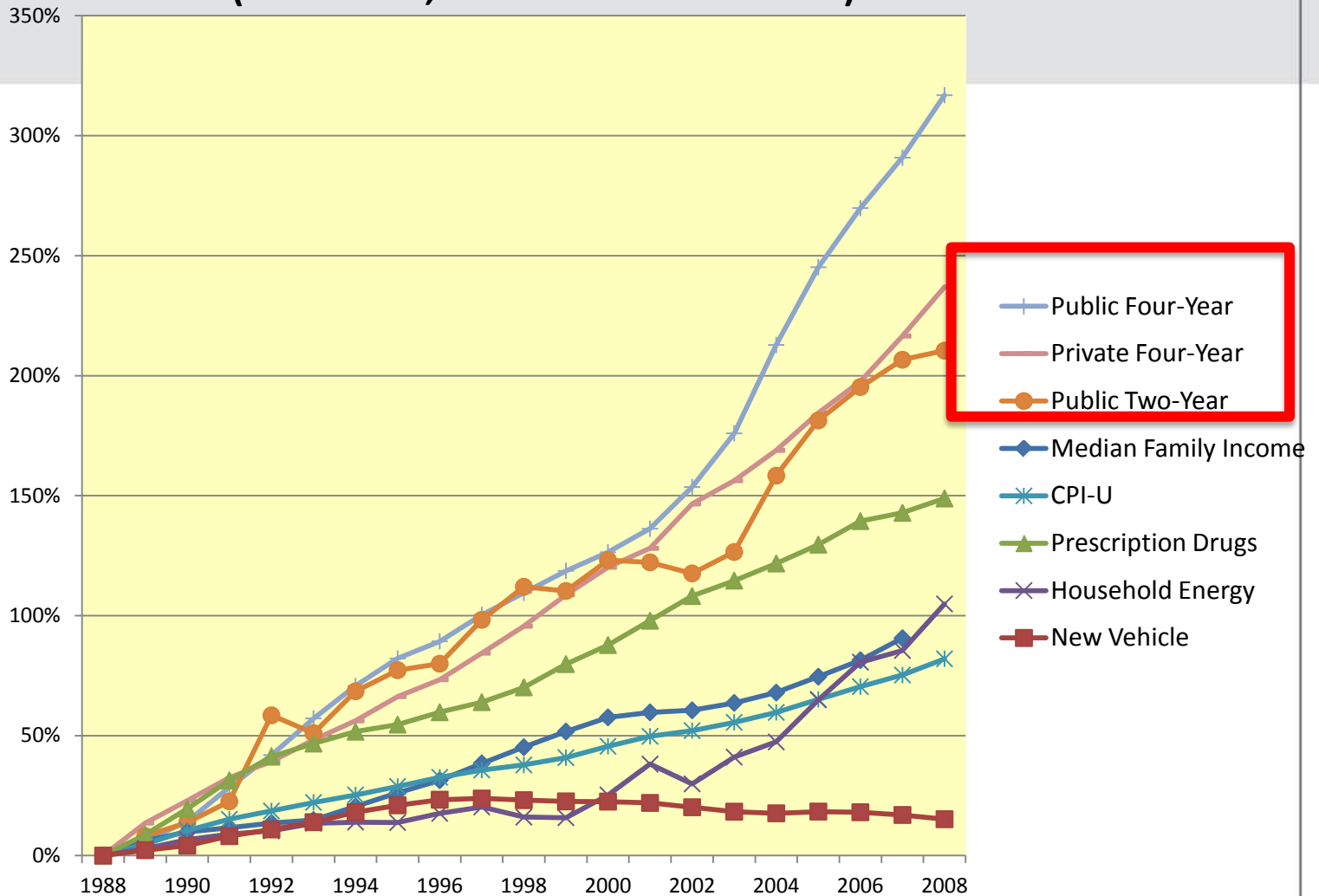
Less than 19% of West Virginia's adult population had completed at least a bachelor's degree in 2013, more than 10 percentage points lower than the national rate and the lowest rate in the country. Residents ages 18 to 24 across the nation were also far more likely than West Virginia residents of this age group to have an associate's degree or at least some college experience. West Virginia was one of only a few states where less than half of residents between 18 and 24 had at least some college experience last year. And yet, residents were not the worst off relative other least educated states. The median earnings of West [Virginians](#) without a high school diploma was \$20,267, in line with the national median.



The Price of College was Soaring BEFORE 2008

(1988-2008, current dollar amounts)

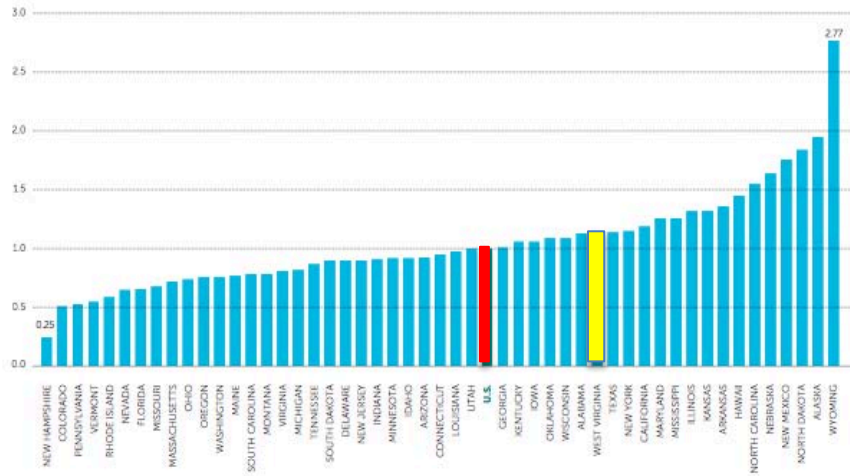
Cumulative growth since 1988



West Virginia Tries to Fund H.E.

FIGURE 14

HIGHER EDUCATION SUPPORT PER CAPITA BY STATE, INDEXED TO U.S. AVERAGE, FISCAL 2013



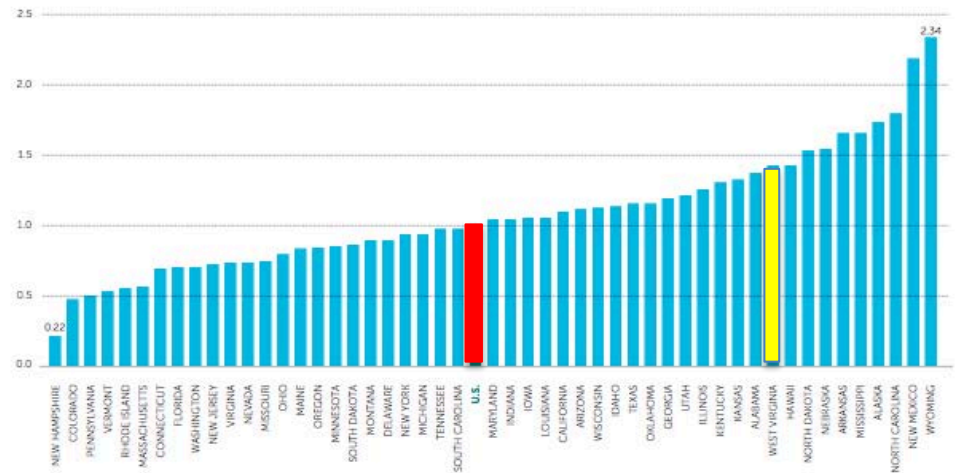
SOURCE: State Higher Education Executive Officers and U.S. Census Bureau

HE Support/Per Capita

HE Support/Personal Income

FIGURE 15

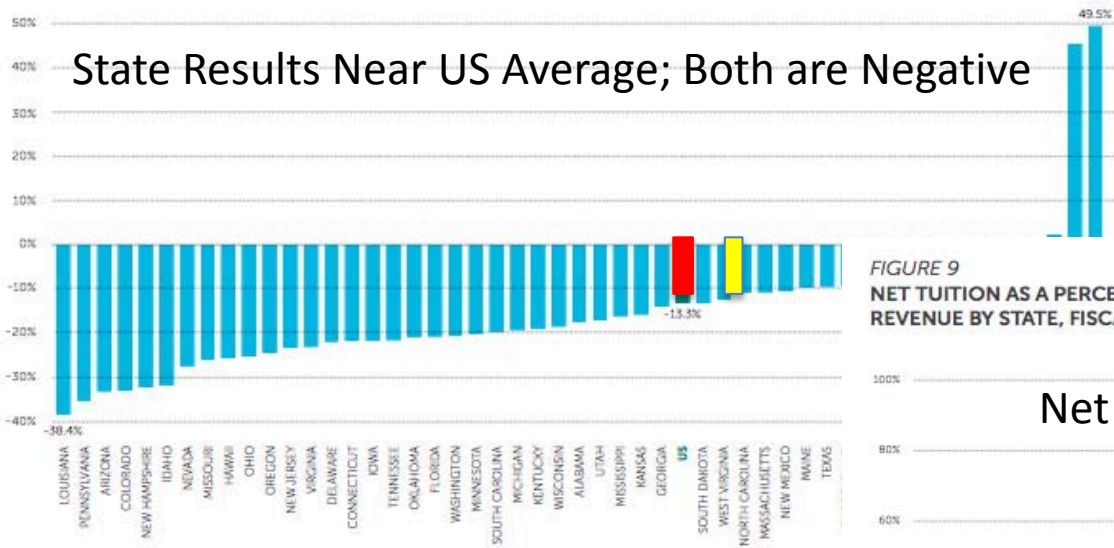
HIGHER EDUCATION SUPPORT PER \$1,000 PERSONAL INCOME BY STATE, INDEXED TO U.S. AVERAGE, FISCAL 2013



SOURCE: State Higher Education Executive Officers and Bureau of Economic Analysis

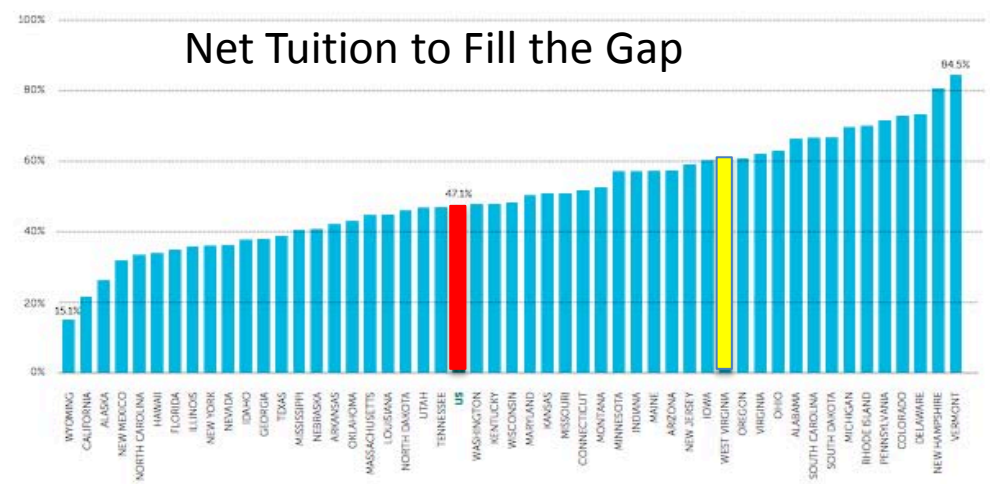
2009-2014 Revenues: State Down a Little, Tuition Up a Lot

FIGURE 8
EDUCATIONAL APPROPRIATIONS PER FTE PERCENT CHANGE BY STATE, FISCAL 2009-2014



NOTE: Dollars adjusted by 2014 HECA, Cost of Living Adjustment, and Enrollment Index
SOURCE: State Higher Education Executive Officers

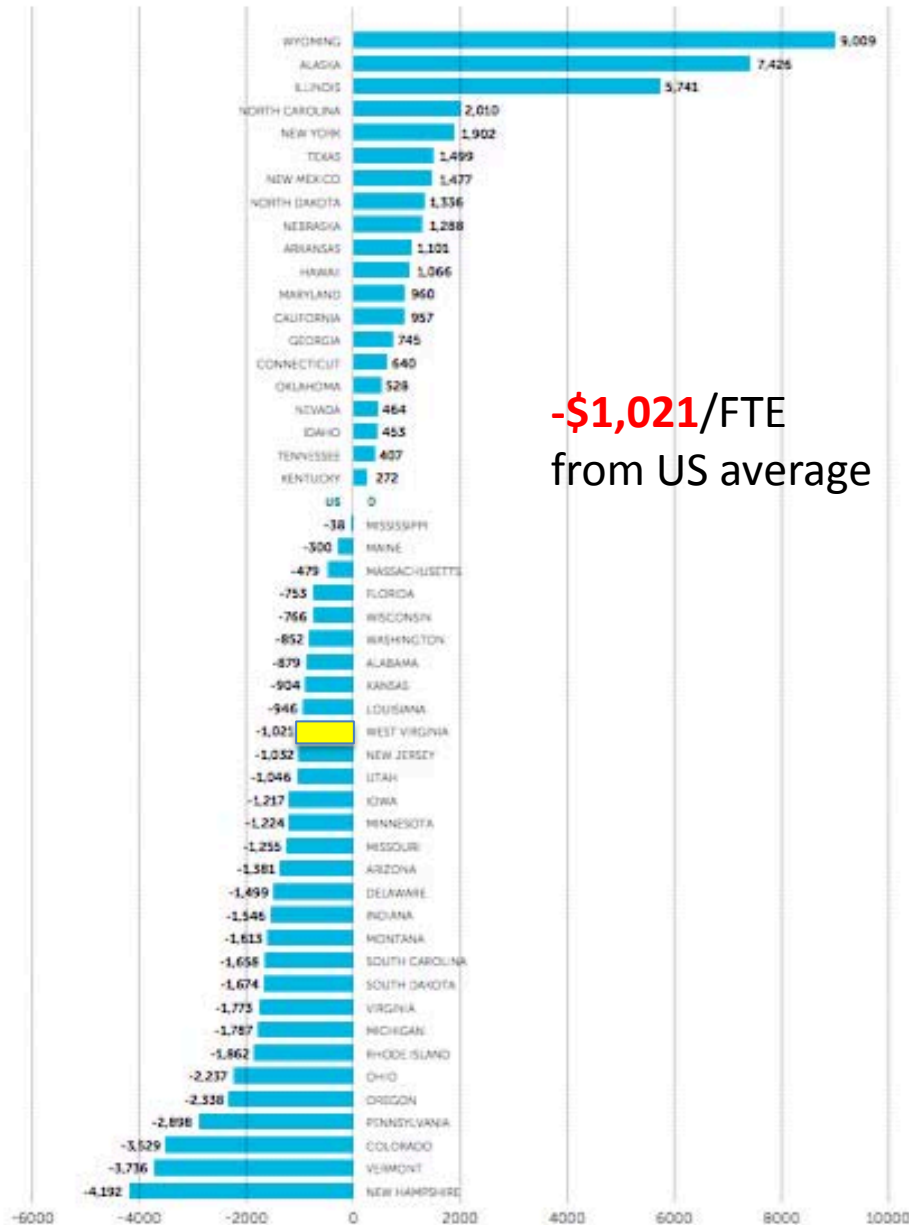
FIGURE 9
NET TUITION AS A PERCENT OF PUBLIC HIGHER EDUCATION TOTAL EDUCATIONAL REVENUE BY STATE, FISCAL 2014



SOURCE: State Higher Education Executive Officers

FIGURE 12

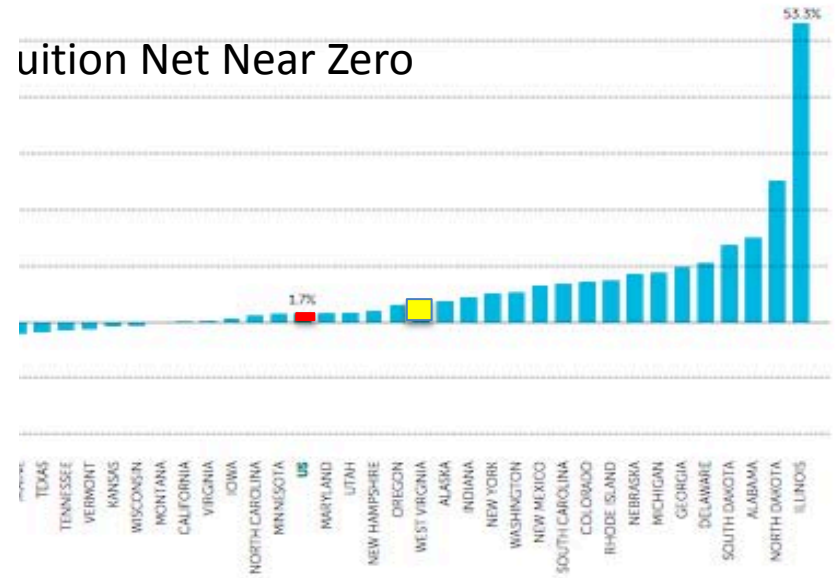
EDUCATIONAL APPROPRIATIONS PER FTE—STATE DIFFERENCES FROM U.S. AVERAGE, FISCAL 2014



-\$1,021/FTE
from US average

Revenue Results

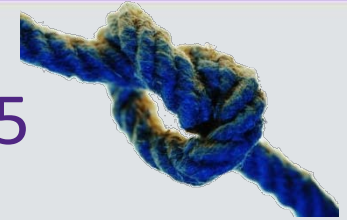
R FTE PERCENT CHANGE BY STATE, FISCAL 2009-2014



tuition Net Near Zero

and Enrollment Index; total educational revenue excludes net tuition revenue used for capital debt service.

Most States: Tightening Noose, 2009-2015



Lower Family Income

Changing Demography

Deferred Maintenance

Less State Money

More Financial Aid

High Cost of Innovation

Even LESS State Money



Higher Workloads
(furloughs, layoffs,
productivity efforts,
increased enrollment)

Limited Revenue Sources

Keep Tuition Down

Keep up with technologies

Increase Degree Attainment in West Virginia

Institutional Financial Trends Panelists

- Dr. Ed Magee, Vice Chancellor for Finance, HEPC
- Elisa Ramseyer, Protiviti

Strategic Role of the Board



Some Success Factors

1. **Defined future** as the guiding light
2. **Forecast** across a rolling horizon
3. **Continuous effort** to reduce cost and increase productivity
4. Continuous **allocation** and **reallocation** of resources in accordance with cost/benefit examinations
5. Continuous **transparency, communication**, and stakeholder **engagement**

Productivity and Efficiency: Sample Questions for Boards

- *Should we consider joining partnerships or consortia?*
- *Would it be more cost effective to outsource certain operations?*
- *What is our level of deferred maintenance? What is an acceptable level for the next decade?*
- *What data should the institution and board review regularly to inform decision making, achieve efficiencies, and plan strategically?*

Discussion, Questions?

Thank you!