

Integrating Planning and Budgeting to Enhance Equitable Student Outcomes



Council of
Independent
Colleges

**2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers**

November 8, 2022



2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

TENACIOUS. CONFIDENT. FORWARD-LOOKING.



The Council of
Independent Colleges

guidebook



EAB

Presenters

Jim Hundrieser, Vice President, Consulting and Business Development, NACUBO

George Stiell, Senior Vice President for Business, Finance, and Strategic Retention, Wiley College

Chair: **Joe Harnisch**, Chief Financial Officer, Midland University

2022 Institute for
Chief Academic
Officers with
Chief Financial and
Chief Enrollment
Officers

 CIC

Session Agenda

1. Framing the Need
2. Concepts we will consider
 1. The ecosystem of college accessibility & affordability for students
 2. Centering accessibility, affordability, and student success in planning and budgeting
 3. Ways to reconsider ROI
 4. Managing & measuring
3. Questions and Discussion

Framing the Discussion





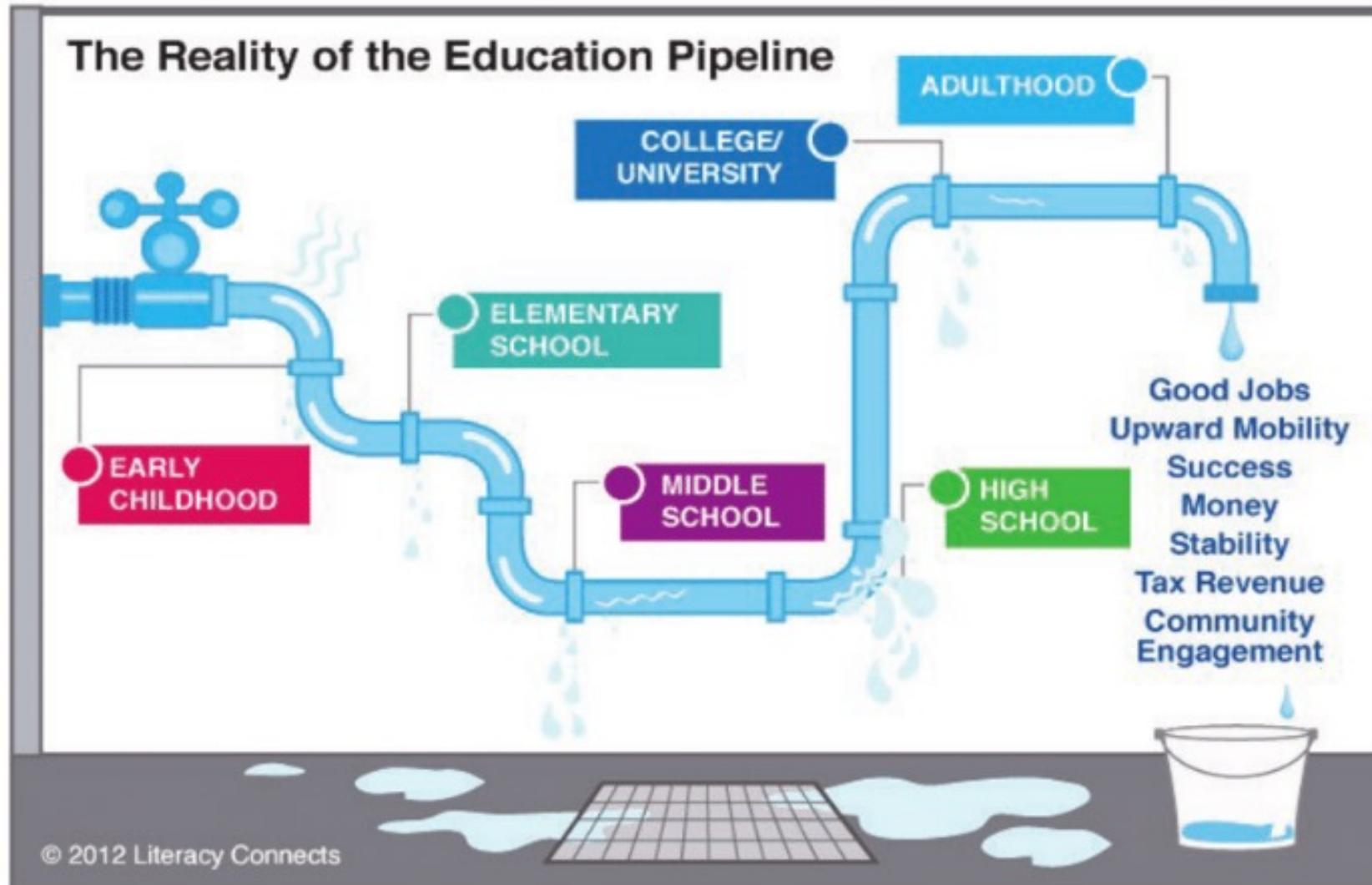
We need a sustainable business model and more students

We need to move away from a conceptual framework for continuous improvement that inches forward.

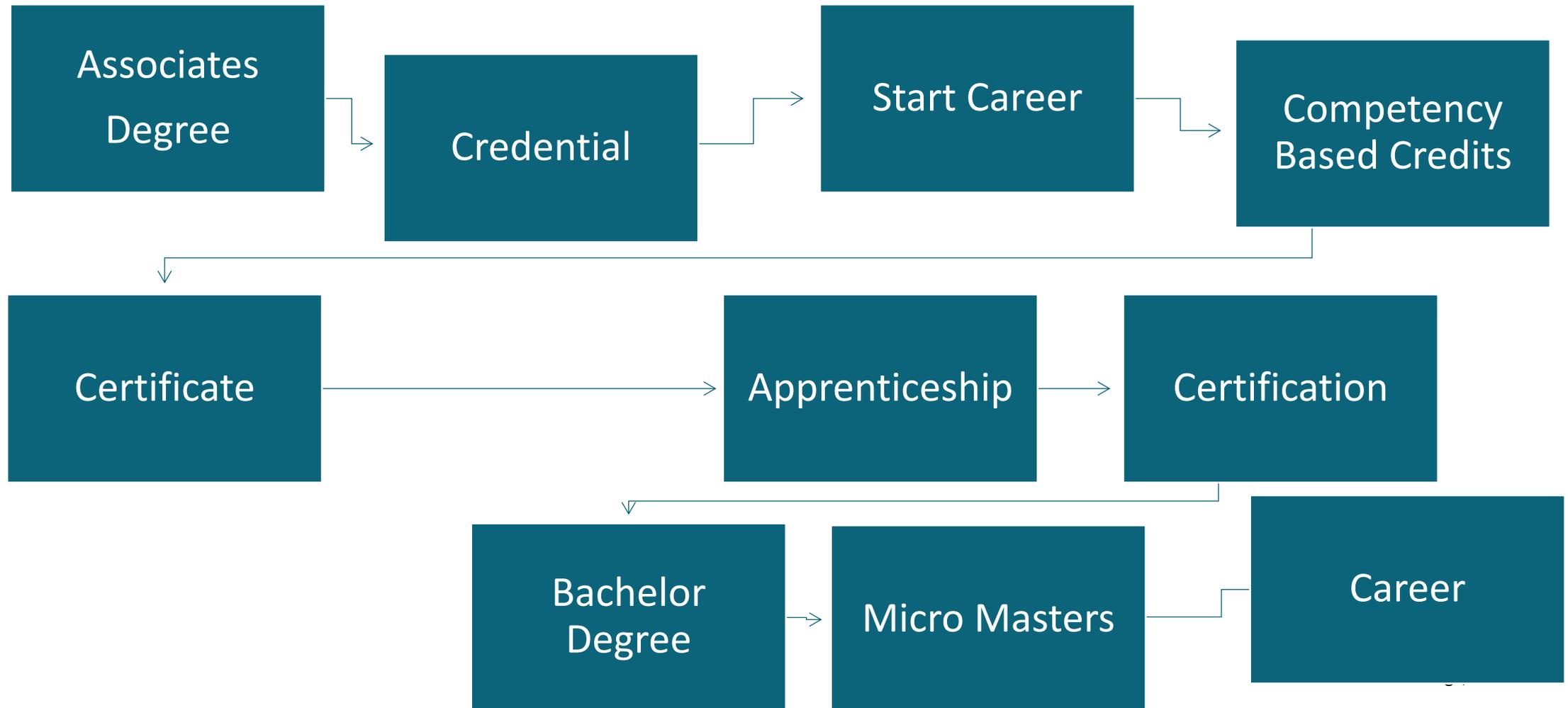
We to often seek to develop a conceptual framework that tries to organize every possible influence and include everything we could work on.

Instead, we need to ask “What are the ‘big drivers’ and ‘next steps’ for improvement? What are we learning? How do we know we’re being successful? And how do we implement the ‘big driver’ faster?”

Reality of the Education Pipeline



Pathways and On and Off Ramps



Concepts we will consider

**The ecosystem
of college
accessibility &
affordability for
students**

**Centering
accessibility,
affordability,
and student
success in
planning and
budgeting**

**Ways to
reconsider ROI**

**Managing &
measuring**

Challenges: Accessibility & Affordability for Students

Our Premise:

- There is a complex ecosystem that impacts students (prospective, enrolled, disconnected)
 - Systems within your institution
 - Systems outside of your institution
- When we focus on planning & budgeting, we must identify factors that directly and indirectly impact student outcomes.
- It can be helpful to think about, and document, factors that impact student affordability based on the complexity of the chains of events or factors that have financial impact upon students.

Challenges: Accessibility & Affordability for Students

A framework to start with:

- Create a Student Impact Analysis
- Identify, document, and discuss factors that impact the costs incurred by students to access, attend, and complete a program at your school.

Owe

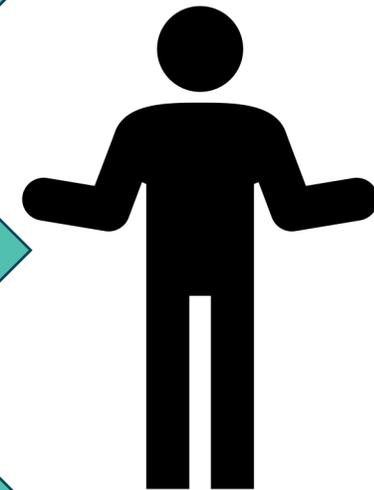
What determines the amount of debt or future financial obligation a student incurs to attend your school?
Why does it cost what it costs, and how do they pay?

Spend

What impacts a student's weekly or monthly spending, requiring use of cash or credit card?
What must be paid for 'in the moment'?

Earn

What impacts earning opportunities for students while enrolled in school?
What might they gain or lose re. earnings?



Challenges: Accessibility & Affordability for Students

Owe: Why does it cost what it costs, and how do they pay?

Costs: What must be paid for 'in the moment'?

Earn: What might they gain or lose re. earnings?

Why

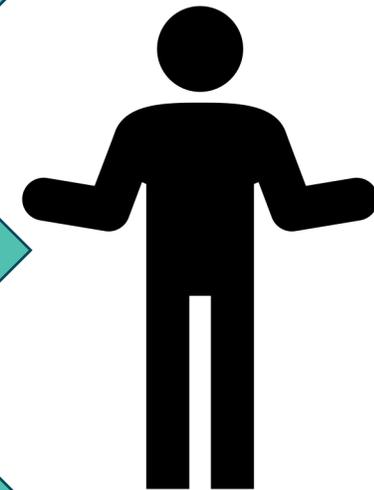
Salary and Benefits; Facilities, Technology, Operations

Spend

Tuition, Fees, Room, Food, Transportation, Books, Supplies, Pizza, Some Socializing

Earns
Impact

*Can't work full-time or overtime;
Childcare expenses to cover work and in
class time;*



Student Impact Analysis

- Identify, document, and discuss factors that impact the costs incurred by students to access, attend, and complete a program at your school.
 - What are absolute costs?
 - Who is paying for those costs? (Students, Parent, State, Federal Government, Loans, Endowment, Discounted Revenue Dollars)
 - What impact does increasing costs have on your pipeline of future students?

**The ecosystem
of college
accessibility &
affordability for
students**

**Centering
accessibility,
affordability,
and student
success in
planning and
budgeting**

**Ways to
reconsider ROI**

**Managing &
measuring**

Centering Accessibility, Affordability & Student Success in Planning & Budgeting

By using a framework that centers students as part of any planning and budgeting process, we can:

- Build awareness and shared understanding of causal relationships between institutional finances and impact on students.
- Consider how resource allocation and prioritization of resources (effort and funds) might have immediate benefit, or lead to barriers to enrollment and completion.
- Support an approach to planning that strengthens long-term strategic planning as tool to improve student outcomes.

Create the connections

When you consider planning & budgeting activities, how could you leverage a well-developed Student Impact Analysis? How could it:

- Increase understanding of financial practices across different constituent groups?
- Inform financial planning and prioritization?
- Strengthen the linkage between strategic planning, financial planning and student outcomes?

Owe

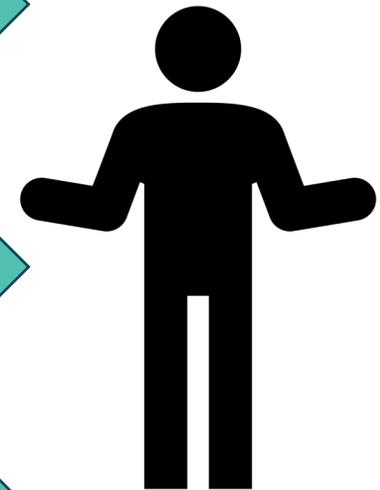
What actions can you take as an institution to address the long-term impact of costs on students?

Spend

What actions can you take to address immediate needs linked to student expenses?

Earns

What actions can be taken to support student earnings?



Actions to support student earnings

One Example

Putting students at the center of the equation with campus employment:

- Build a new campus employment system that
 - Engages students to learn skills.
 - Supports operations and lowers costs.
 - Provides financial resources to help students pay.
- Design a program that builds up your workforce (Build you own)
- Support an approach that rewards departments that uses students to fulfill jobs otherwise filled by full-time staff AND builds students skills.

**The ecosystem
of college
accessibility &
affordability for
students**

**Centering
accessibility,
affordability,
and student
success in
planning and
budgeting**

**Ways to
reconsider ROI**

**Managing &
measuring**

Equity and ROI

Student equity impact

Student equity impact is the disproportionate loss / attrition of high-risk students as well as their level of achievement / success compared to the average of all students (Even if not good enough)

- **Low-impact:** Small change in the **number of high-risk students**
- **Medium-impact :** Moderate change in the **number of high-risk students**
- **High-impact:** Significant change in the **number of high-risk students**

Return on Investment

Expected impact of financial investment:

- **Low-impact:** Small **change to net revenues**
- **Medium-impact:** Moderate **change to net revenues**
- **High-impact:** Significant **change to net revenues**

Consequences of Investment

Impact of activity is:

- **Graduate Some Students**
- **Graduate More Students**
- **Graduate Many Students**
- **Graduate MORE Students**
- **Graduate More Students within Subpopulations**

ROI Considerations

- Measure by sub-populations
- Dollars invested are trackable
 - Easy to link to students in program.
 - Move from program costs / per students to students/ net revenue
- Design programs that are scalable
- Support an approach that seeks to graduate students, not just retain them from the first to second year.

**The ecosystem
of college
accessibility &
affordability for
students**

**Centering
accessibility,
affordability,
and student
success in
planning and
budgeting**

**Ways to
reconsider ROI**

**Managing &
measuring**

Managing & Measuring: From Theory to Practice



What steps can you take on your campus to keep accessibility & affordability in the forefront?

- Visible collaboration in planning & budgeting activities that reinforce factors from a Student Impact Analysis
- Shared storytelling that reinforces student-centered practices
- Intentional culture-building
- Data capture & data sharing

- We would like you to share your ideas-

2022 Institute for
Chief Academic
Officers with
Chief Financial and
Chief Enrollment
Officers

 CIC

Discussion

Jim Hundrieser, Ph.D.
Vice President, NACUBO
Jim.Hundrieser@nacubo.org

George Stiehl
Senior Vice President for
Business, Finance and
Strategic Retention, Wiley
College
Gstiehl@Wileyc.edu





2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

THANK YOU



The Council of
Independent Colleges

guidebook



EAB