

How Much Does a QEP Cost?

A Review of Quality Enhancement Plans 2005-2007

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You might be here because you....

- Are responsible for knowing about the QEP
- Are responsible for finding out how much your peers spent and need concrete estimates to present to your budget officer(s)
- Signed up for the QEP on your campus knowing that it is an exciting effort ... and want to know everything you can about it
- Are a huge data “wonk” [*a person preoccupied with arcane details or procedures in a specialized field*]



We welcome your questions ...

- Please hold questions until the end of the session.
 - *We are reserving some time at the end*
 - *We will be available afterwards for additional questions (outside of the room)*
- This session shares the results of our study and does not represent the views of SACS. We hope this information is of value to others and will save someone else the time of repeating the same research.
- Questions that are beyond the scope of this research will be referred to a SACS staff member.

Motivation for the Study

- Valdosta State University Reaffirmation (2010)
- Speculative costs
- SACS recommendation:
 - *The Quality Enhancement Plan (2008) states, "An institution's support of the Quality Enhancement Plan should be evident through...Allocation of adequate human and financial resources to develop, implement, and sustain the QEP" (p. 5).*

Brief Literature Review

- Continuous improvement in higher education is necessary so that the teaching and learning techniques employed by institutions are both contemporary and effective (Dew & Nearing, 2004).
- Benchmarking one's institution with respect to others is crucial for institutions to identify trends and best practices (Dew & Nearing, 2004).
- *The Quality Enhancement Plan* (2008) states, "An institution's support of the Quality Enhancement Plan should be evident through...Allocation of adequate human and financial resources to develop, implement, and sustain the QEP" (p. 5).



Research Questions

- How much and in what ways do institutions budget for their Quality Enhancement Plans?
- How do institutional budgets vary by institutional characteristics (i.e. size, sector, classification, control, financial aid awards, etc.)?

Methods/Data Collection

Data Collection:

- Obtained reaffirmation list from SACS website (n=228)
- IPEDS Data – to supplement QEP information
- Searched institutional websites for QEPs
- Downloaded publicly available QEPs (n=117)
- Evaluated QEPs with useable budgets (n=72)



Methods/Data Collection

- Multi-step evaluation
 1. Reviewed and Evaluated Budgets and Narratives
 2. Analyzed and Categorized Budgets
 - 9 budget categories:

Wages/Benefits	Training/Travel	Consultant Fees
Supplies/Materials	Programming	Assessment
Space/Equipment	Marketing	Other*
 3. Data Analysis
 - Descriptive Statistics and Frequencies
 - Crosstabs
 - ANOVA



Limitations

- Data availability
 - 3 years (2005-2007)
 - Publicly accessible data
- Budget detail
- Do not know...
 - Actual money spent – this is planning data
 - Budget cut impact on QEP (if any)
 - New money vs. Old money



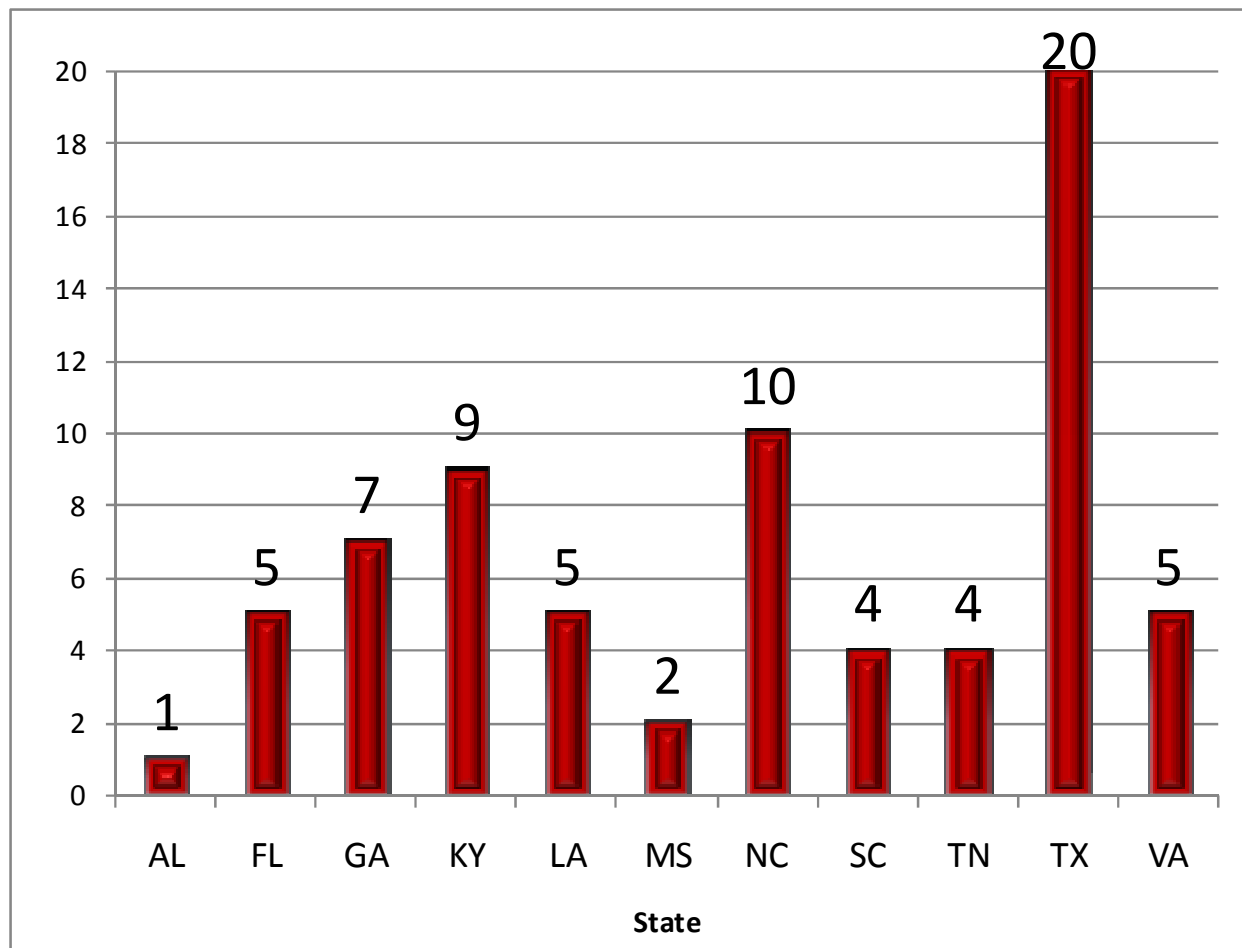
Data Analysis Results

- Descriptive Statistics and Frequencies
- Crosstabs
- ANOVA
 - Carnegie Class/Institutional Size
 - Institutional Control
 - Percentage of Students Receiving Federal Financial Grant Aid



Exhibit 1:

Number of Institutions with Available QEP Budgets by State



Source: VSU Strategic Research and Analysis, 2008.



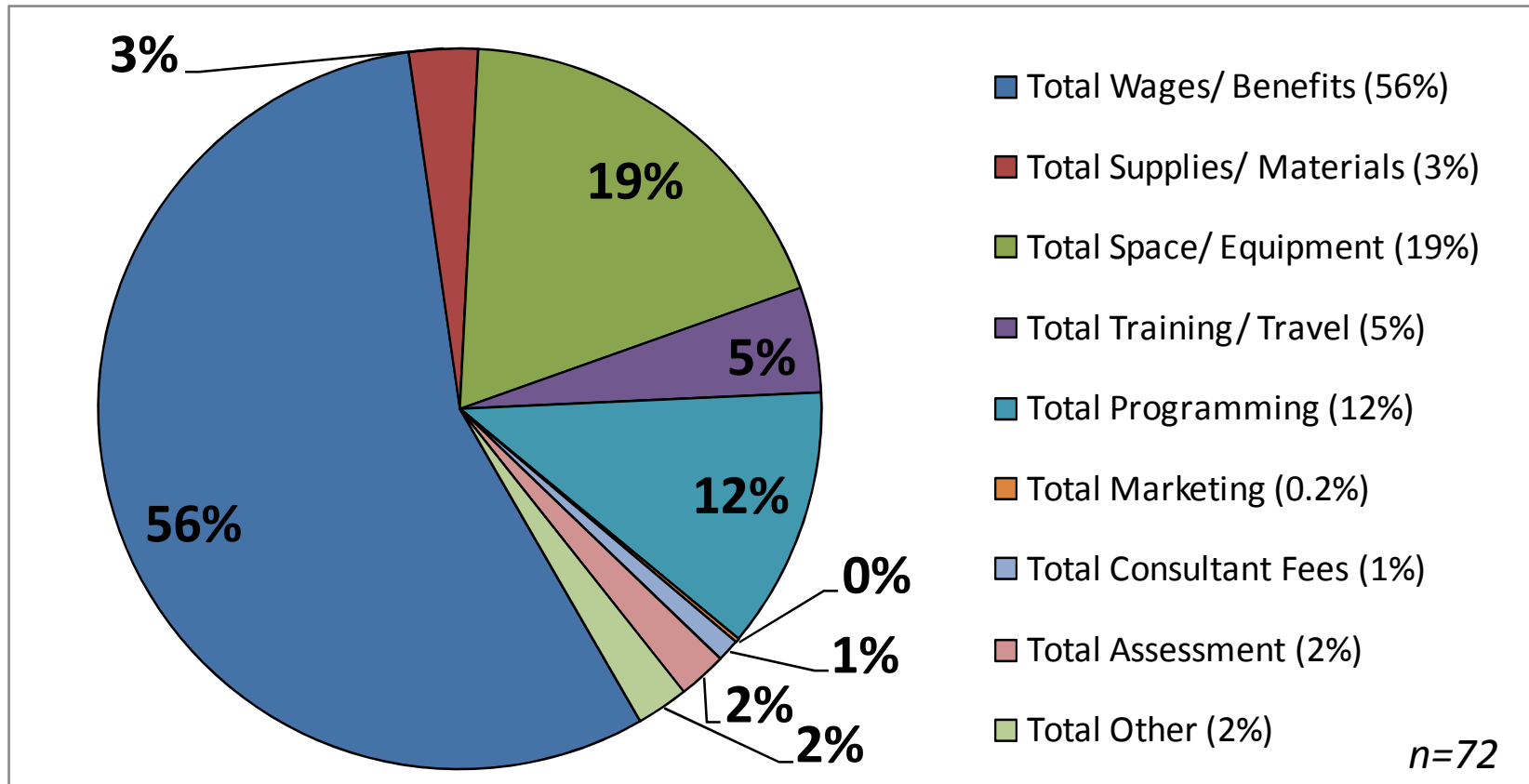
Exhibit 2: Number of Institutions with Available QEP Budgets by Control and Size

Carnegie Size Classifications	Public	Private not-for-profit	Private for-profit	Total
2-year Small <2,000	8	1	0	9
2-year Medium 2,000-4,999	10	0	0	10
2-year Large >5,000	8	0	0	8
4-year Small <3,000	1	10	1	12
4-year Medium 3,000-9,999	9	6	1	16
4-year Large >10,000	14	1	0	15
Other	1	1	0	2
Total	51	19	2	72

Source: VSU Strategic Research and Analysis, 2008.



Exhibit 3: Institutional Spending by Budget Category

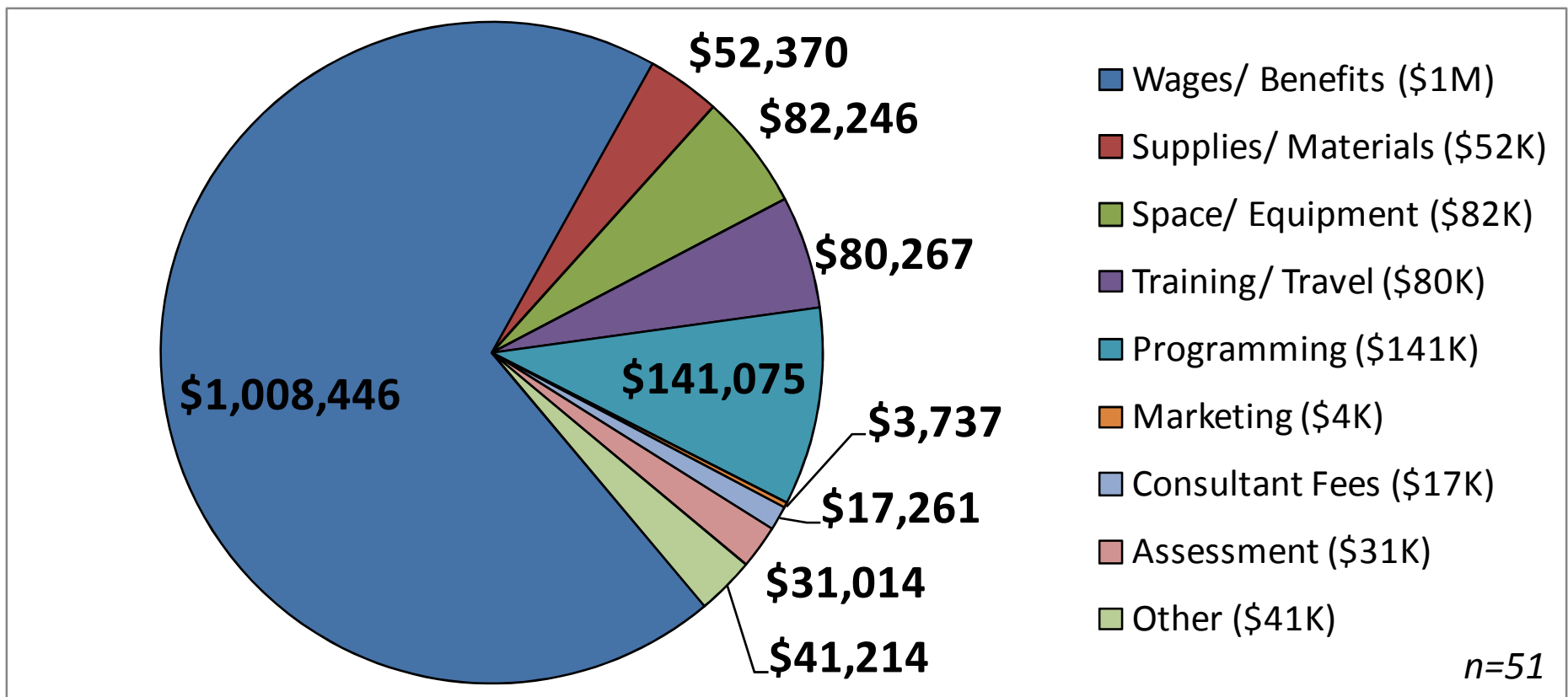


Source: VSU Strategic Research and Analysis, 2008.



Exhibit 4:

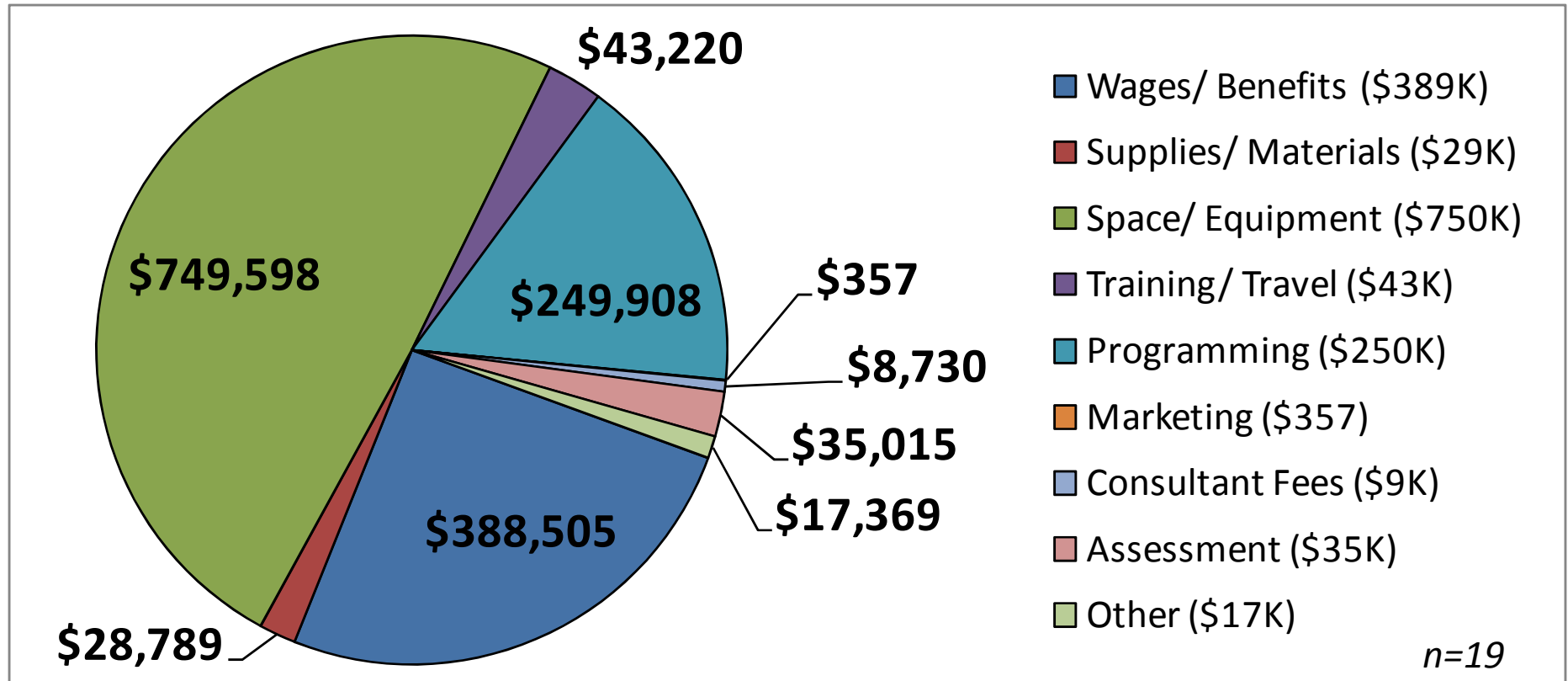
Average Budget Category Amounts for Public Institutions



Source: VSU Strategic Research and Analysis, 2008.

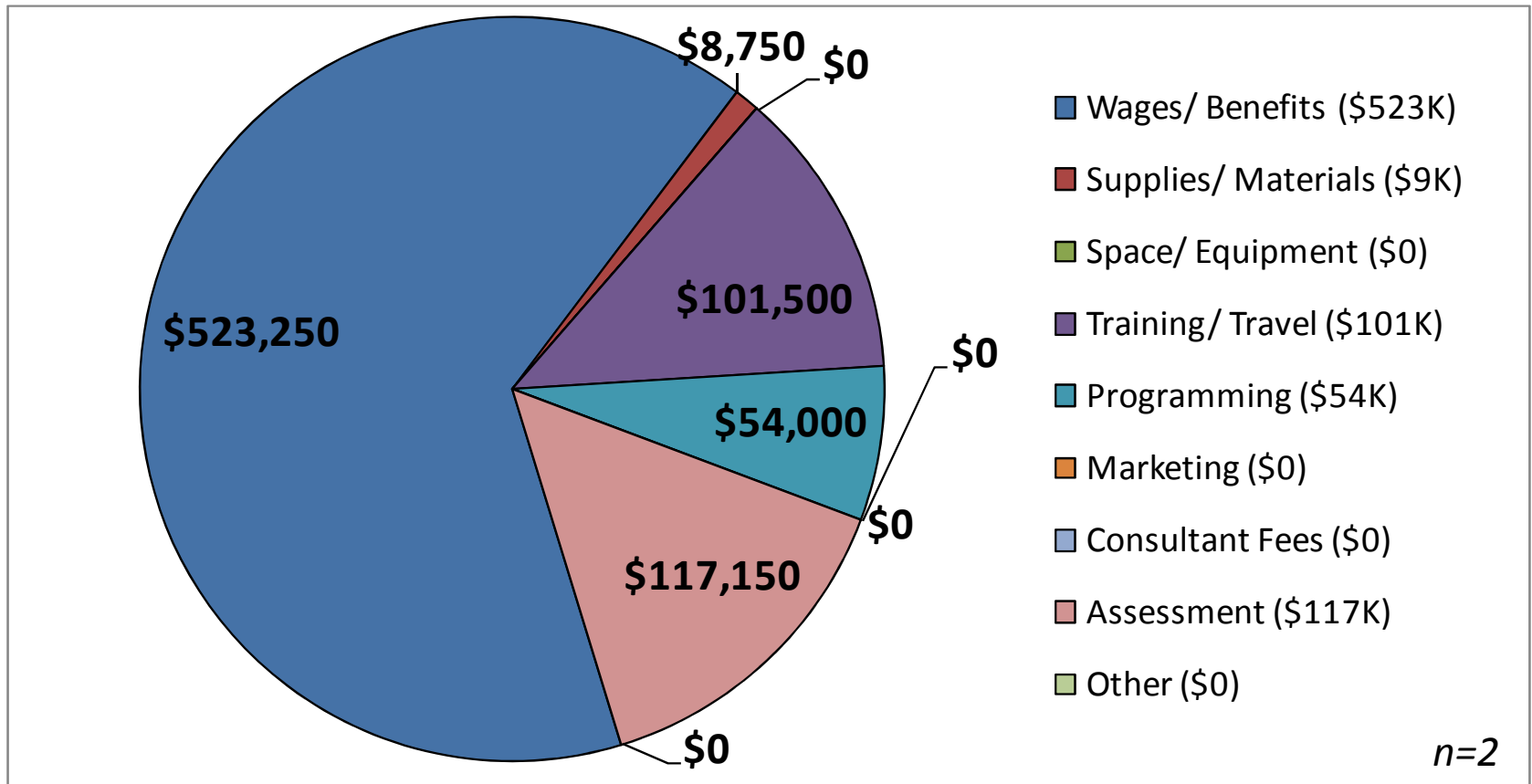


Exhibit 5: Average Budget Category Amounts for Private Not-for-Profit Institutions



Source: VSU Strategic Research and Analysis, 2008.

Exhibit 6: Average Budget Category Amounts for Private For-Profit Institutions



Source: VSU Strategic Research and Analysis, 2008.

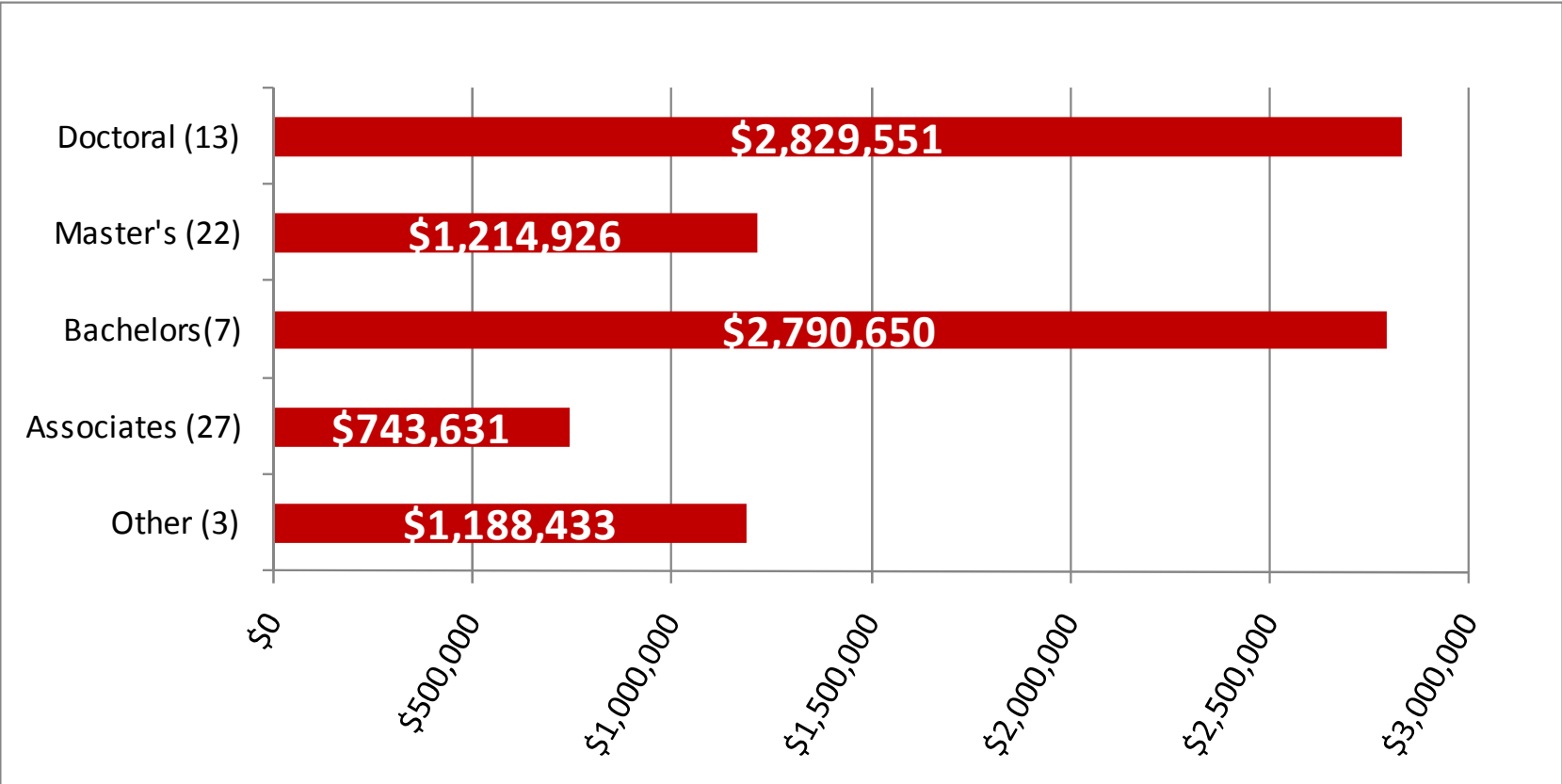
Exhibit 7: Total Budgets by Institutional Size

Size	N	Minimum	Maximum	Mean	Std. Deviation
2-year Small <2,000	9	\$ 71,250	\$ 1,134,186	\$ 561,763	359,517
2-year Medium 2,000-4,999	10	\$ 265,150	\$ 2,081,053	\$ 791,530	576,318
2-year Large >5,000	8	\$ 181,900	\$ 1,510,199	\$ 864,861	475,176
4-year Small <3,000	12	\$ 92,500	\$ 16,700,000	\$ 1,816,202	4,693,464
4-year Medium 3,000-9,999	16	\$ 240,000	\$ 2,179,525	\$ 1,022,023	644,655
4-year Large >10,000	15	\$ 529,000	\$ 6,149,640	\$ 3,042,939	1,826,420
Other	2	\$ 677,167	\$ 2,332,321	\$ 1,504,744	1,170,371
All Institutions	72	\$ 71,250	\$ 16,700,000	\$ 1,481,811	2,248,423

Source: VSU Strategic Research and Analysis, 2008.

Exhibit 8:

Average Spending by Degree-Granting Classification (2000)



Source: VSU Strategic Research and Analysis, 2008.



Exhibit 9: QEP Spending by Percentage of Students Receiving Federal Financial Grant Aid

% Students Receiving Federal Grant Aid	Total QEP Budget				
	Less than \$500,000	\$500,001- \$1,000,000	\$1,000,001- \$2,000,000	\$2,000,001- \$7,000,000	Total
Less than 20%	1	5	5	4	15
21%-35%	6	1	4	5	16
36%-49%	6	9	4	1	20
At least 50%	5	7	1	4	17
Total	18	22	14	14	68

Source: VSU Strategic Research and Analysis, 2008.

Are Institutions Different ?

ANOVA Analysis

- Dependent Variable: Amounts Institutions Spend
 - Total Wages & Benefits
 - Total Materials & Supplies
 - Total Training & Travel
 - Total Spending
- Independent Variables:
 - Carnegie Class/Institutional Size
 - Institutional Control
 - Percentage of Students Receiving Federal Financial Grant Aid



ANOVA Results—Carnegie Class/ Institutional Size

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Year YT Wages/ Benefits	Between Groups	3.3E+013	9	3.642E+012	4.715	.000
	Within Groups	4.8E+013	62	7.724E+011		
	Total	8.1E+013	71			
Year YT Supplies/ Materials	Between Groups	1.4E+011	9	1.532E+010	1.449	.187
	Within Groups	6.6E+011	62	1.057E+010		
	Total	7.9E+011	71			
Year YT Training/ Travel	Between Groups	1.2E+011	9	1.340E+010	1.858	.076
	Within Groups	4.5E+011	62	7213899102		
	Total	5.7E+011	71			
Year YT Total	Between Groups	6.5E+013	9	7.229E+012	1.525	.159
	Within Groups	2.9E+014	62	4.740E+012		
	Total	3.6E+014	71			

Source: VSU Strategic Research and Analysis, 2008.

ANOVA Results—Institutional Control

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Year YT Wages/ Benefits	Between Groups	5.8E+012	2	2.879E+012	2.651	.078
	Within Groups	7.5E+013	69	1.086E+012		
	Total	8.1E+013	71			
Year YT Supplies/ Materials	Between Groups	9.2E+009	2	4579725339	.403	.670
	Within Groups	7.8E+011	69	1.137E+010		
	Total	7.9E+011	71			
Year YT Training/ Travel	Between Groups	2.8E+010	2	1.396E+010	1.784	.176
	Within Groups	5.4E+011	69	7825195639		
	Total	5.7E+011	71			
Year YT Total	Between Groups	1.2E+012	2	5.913E+011	.114	.892
	Within Groups	3.6E+014	69	5.185E+012		
	Total	3.6E+014	71			

Source: VSU Strategic Research and Analysis, 2008.

ANOVA Results—Percentage of Student Receiving Federal Financial Grant Aid

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Year YT Wages/ Benefits	Between Groups	3.0E+012	3	1.007E+012	.851	.471
	Within Groups	7.6E+013	64	1.183E+012		
	Total	7.9E+013	67			
Year YT Supplies/ Materials	Between Groups	3.9E+009	3	1294226351	.105	.957
	Within Groups	7.9E+011	64	1.228E+010		
	Total	7.9E+011	67			
Year YT Training/ Travel	Between Groups	5.9E+010	3	1.961E+010	2.539	.064
	Within Groups	4.9E+011	64	7721310554		
	Total	5.5E+011	67			
Year YT Total	Between Groups	2.7E+013	3	9.107E+012	1.780	.160
	Within Groups	3.3E+014	64	5.117E+012		
	Total	3.5E+014	67			

Source: VSU Strategic Research and Analysis, 2008.

ANOVA Analysis – Part 2

- ANOVA Analysis – Part 1
 - Only one variable was statistically significant (wages/benefits)
 - Surprised by results
 - Outliers may be biasing results
- ANOVA Analysis – Part 2
 - Re-run same ANOVA models, removing the outlier that spent \$16.7 million on the QEP
 - Four significant variables



ANOVA Results Part Carnegie Class/ Institutional Size

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Total Wages/ Benefits	Between Groups	3.26E+13	9	3.62E+12	4.616	0.00
	Within Groups	4.79E+13	61	7.85E+11		
	Total	8.05E+13	70			
Total Supplies/ Materials	Between Groups	1.37E+11	9	1.52E+10	1.415	0.202
	Within Groups	6.55E+11	61	1.07E+10		
	Total	7.91E+11	70			
Total Training/ Travel	Between Groups	1.16E+11	9	1.29E+10	1.766	0.094
	Within Groups	4.47E+11	61	7.32E+09		
	Total	5.63E+11	70			
Total Budget	Between Groups	6.43E+13	9	7.14E+12	7.28	0.00
	Within Groups	5.98E+13	61	9.81E+11		
	Total	1.24E+14	70			

ANOVA Results Part 2—Institutional Control

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Total Wages/ Benefits	Between Groups	5.57E+12	2	2.79E+12	2.529	0.09
	Within Groups	7.49E+13	68	1.10E+12		
	Total	8.05E+13	70			
Total Supplies/ Materials	Between Groups	8.07E+09	2	4.03E+09	0.35	0.706
	Within Groups	7.83E+11	68	1.15E+10		
	Total	7.91E+11	70			
Total Training/ Travel	Between Groups	2.45E+10	2	1.22E+10	1.546	0.221
	Within Groups	5.39E+11	68	7.92E+09		
	Total	5.63E+11	70			
Total Budget	Between Groups	7.10E+12	2	3.55E+12	2.064	0.14
	Within Groups	1.17E+14	68	1.72E+12		
	Total	1.24E+14	70			

Source: VSU Strategic Research and Analysis, 2008.

ANOVA Results Part 2—Percentage of Student Receiving Federal Financial Grant Aid

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Total Wages/ Benefits	Between Groups	3.04E+12	3	1.01E+12	0.844	0.48
	Within Groups	7.55E+13	63	1.20E+12		
	Total	7.86E+13	66			
Total Supplies/ Materials	Between Groups	4.54E+09	3	1.51E+09	0.122	0.947
	Within Groups	7.83E+11	63	1.24E+10		
	Total	7.88E+11	66			
Total Training/ Travel	Between Groups	6.68E+10	3	2.23E+10	2.913	0.041
	Within Groups	4.81E+11	63	7.64E+09		
	Total	5.48E+11	66			
Total Budget	Between Groups	6.98E+12	3	2.33E+12	1.288	0.29
	Within Groups	1.14E+14	63	1.81E+12		
	Total	1.21E+14	66			



Source: VSU Strategic Research and Analysis, 2008.

Discussion....

- More budget detail is needed to reduce subjectiveness
- Different types of institutions allocate differently:
 - There was statistical significance by selected budget category, with respect to Carnegie Size, Control of Institution, and Federal Grant Aid (ANOVA Results Part 2 – when the outlier was removed)
- Some budget categories may have received more attention than others by institutions



Application of Results - VSU

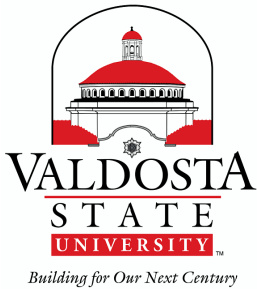
- VSU would fall into the “Large 4-year public” category (over 10K)
 - Plan to spend on average \$3M (min=\$529K and max \$6.1M) over 5 years.
 - There are other very large institutions in this category, however...
 - Some information is better than no information
 - The intent is to provide our senior leadership with benchmarking data
- You may be thinking ...
 - What about my institution? (see handout)
 - How much do other institutions like mine plan to spend?



Final Thoughts and Questions...

- “More financial support should have been built into the budget.” Silver, J. (2008). Anatomy of the QEP. *SACS Institute on Quality Enhancement Plans and Accreditation*. Orlando, FL [http://www.sacscoc.org/institute/2008/Tuesday,%20July%2029,%202008/Silver%20Plenary.pdf]
- Institutions that planned for an average of \$1.5M ... and are finding they didn’t plan “enough” ...
 - ...what is “enough” ? – especially during constrained fiscal times?





**HOW MUCH DOES A QEP COST?
A REVIEW OF QUALITY ENHANCEMENT PLANS, 2005-2007
BY SIZE, CATEGORY, YEAR, AND INSTITUTIONAL CONTROL (MEANS)**

VALDOSTA STATE UNIVERSITY

TWO-YEAR INSTITUTIONS

Size	Category/ Year	Institutional Control		
		Public	Private not-for-profit	Private for-profit
2-Yr. Large (>5,000)	SpaceEquipment	\$26,836		
	WagesBenefits	\$522,735		
	SuppliesMaterials	\$45,501		
	TrainingTravel	\$36,154		
	Programming	\$162,459		
	Marketing	\$3,406		
	ConsultantFees	\$25,513		
	Assessment	\$24,008		
	Other	\$18,250		
	Year 1	\$159,784		
	Year 2	\$183,378		
	Year 3	\$178,497		
	Year 4	\$174,760		
	Year 5	\$168,443		
Total	\$864,861			
2-Yr. Medium (2,000-4,999)	SpaceEquipment	\$14,666		
	WagesBenefits	\$567,958		
	SuppliesMaterials	\$14,501		
	TrainingTravel	\$42,583		
	Programming	\$20,070		
	Marketing	\$2,080		
	ConsultantFees	\$6,990		
	Assessment	\$15,214		
	Other	\$67,469		
	Year 1	\$123,748		
	Year 2	\$142,693		
	Year 3	\$147,746		
	Year 4	\$148,684		
	Year 5	\$153,233		
Total	\$791,530			
2-Yr. Small (<2,000)	SpaceEquipment	\$7,200	\$297,000	
	WagesBenefits	\$443,270	\$209,000	
	SuppliesMaterials	\$9,527	\$210,100	
	TrainingTravel	\$40,627	\$29,500	
	Programming	\$16,242	\$0	
	Marketing	\$375	\$0	
	ConsultantFees	\$4,322	\$66,500	
	Assessment	\$2,750	\$0	
	Other	\$6,157	\$0	
	Year 1	\$74,505	\$139,000	
	Year 2	\$109,020	\$164,800	
	Year 3	\$113,388	\$170,300	
	Year 4	\$113,902	\$155,000	
	Year 5	\$119,656	\$183,000	
Total	\$530,470	\$812,100		

FOUR-YEAR INSTITUTIONS

Size	Category/ Year	Institutional Control		
		Public	Private not-for-profit	Private for-profit
4-Yr. Large (>10,000)	SpaceEquipment	\$237,375	\$0	
	WagesBenefits	\$2,161,414	\$1,093,800	
	SuppliesMaterials	\$120,671	\$50,000	
	TrainingTravel	\$150,704	\$0	
	Programming	\$328,661	\$443,500	
	Marketing	\$8,611	\$0	
	ConsultantFees	\$32,696	\$0	
	Assessment	\$59,517	\$0	
	Other	\$44,975	\$32,036	
	Year 1	\$624,872	\$225,987	
	Year 2	\$588,434	\$327,686	
	Year 3	\$634,366	\$355,221	
	Year 4	\$666,191	\$355,221	
	Year 5	\$630,762	\$355,221	
Total	\$3,144,625	\$1,619,336		
4-Yr. Medium (3,000-9,999)	SpaceEquipment	\$48,036	\$4,708	\$0
	WagesBenefits	\$643,947	\$402,575	\$426,500
	SuppliesMaterials	\$36,806	\$11,717	\$17,500
	TrainingTravel	\$76,408	\$74,717	\$125,000
	Programming	\$101,472	\$506,600	\$80,000
	Marketing	\$2,111	\$0	\$0
	ConsultantFees	\$12,667	\$9,917	\$0
	Assessment	\$33,310	\$46,059	\$216,500
	Other	\$36,367	\$38,167	\$0
	Year 1	\$159,462	\$175,831	\$172,000
	Year 2	\$210,153	\$219,509	\$171,000
	Year 3	\$210,078	\$235,708	\$176,000
	Year 4	\$205,709	\$231,295	\$180,500
	Year 5	\$205,723	\$232,117	\$166,000
Total	\$991,124	\$1,094,459	\$865,500	
4-Yr. Small (<3,000)	SpaceEquipment	\$0	\$1,541,631	\$0
	WagesBenefits	\$221,500	\$276,818	\$620,000
	SuppliesMaterials	\$25,000	\$25,666	\$0
	TrainingTravel	\$130,000	\$21,382	\$78,000
	Programming	\$0	\$165,696	\$28,000
	Marketing	\$0	\$750	\$0
	ConsultantFees	\$0	\$5,733	\$0
	Assessment	\$7,500	\$18,615	\$17,800
	Other	\$0	\$10,371	\$0
	Year 1	\$76,450	\$643,749	\$166,000
	Year 2	\$76,450	\$592,753	\$162,450
	Year 3	\$96,150	\$606,184	\$162,450
	Year 4	\$67,350	\$94,811	\$126,450
	Year 5	\$67,600	\$117,294	\$126,450
Total	\$384,000	\$2,066,663	\$743,800	

Source: Cragg, K. M. & Peerenboom, J. A. (2008). *How much does a QEP cost? A review of Quality Enhancement Plans, 2005-2007*. Valdosta State University, Office of Strategic Research & Analysis. www.valdosta.edu/sra



**HOW MUCH DOES A QEP COST?
A REVIEW OF QUALITY ENHANCEMENT PLANS, 2005-2007
LIST OF INSTITUTIONS INCLUDED IN THE STUDY**

VALDOSTA STATE UNIVERSITY

SIZE	PUBLIC/ PRIVATE	INSTITUTION	SIZE	PUBLIC/ PRIVATE	INSTITUTION	
2-year Very Large	Public Public Public	Collin County Community College Hillsborough Community College San Antonio College		Private Public Public Public Public	Baylor University College of Charleston Eastern Kentucky University Georgia Institute of Technology Kennesaw State University Texas Tech University	
2-year Large (5,000- 9,999)	Public Public Public Public	Blinn College Central Texas College Northwest Mississippi Community College Southwest Tennessee Community College Tallahassee Community College	4-year Large (>10,000)	Public Public Public Public Public Public Public	The University of Alabama at Birmingham The University of Memphis The University of Southern Mississippi The University of Texas - Pan American The University of Texas at Arlington The University of Texas at El Paso University of Central Florida University of Louisville University of New Orleans	
2-year Medium (2,000- 4,999)	Public Public Public Public Public Public Public Public	Abraham Baldwin Agricultural College Caldwell Community College and Technical Institute Cape Fear Community College Danville Community College Jackson State Community College Lee College Madisonville Community College Northwest Vista College West Kentucky Community & Technical College York Technical College		4-year Medium (3,000- 9,999)	PFP Private Private Private Private Public Public Public Public Public Public Public	Sullivan University Liberty University, Inc. Loyola University New Orleans Mercer University Rollins College St. Edward's University Wake Forest University Columbus State University Florida Gulf Coast University McNeese State University Nicholls State University Northwestern State University Tennessee Technological University Texas A&M International University The College of William & Mary West Texas A&M University
2-year Small (500- 1,999)	Public Public Public Public Public Public Public	Brazosport College Craven Community College Howard College Isothermal Community College Lamar Institute of Technology Southwestern Community College Wayne Community College Wilkes Community College			4-year Small (1,000- 2,999)	Private Private Private Private Private Private Private Private
2-year Very Small (<500)	Private	Lon Morris College	4-year Very small (<1,000)			PFP Private Public
Other	Private Public	Asbury Theological Seminary Medical University of South Carolina				

Source: Cragg, K. M. & Peerenboom, J. A. (2008). *How much does a QEP cost? A review of Quality Enhancement Plans, 2005-2007*. Valdosta State University, Office of Strategic Research & Analysis. www.valdosta.edu/sra
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PFP = Private For Profit