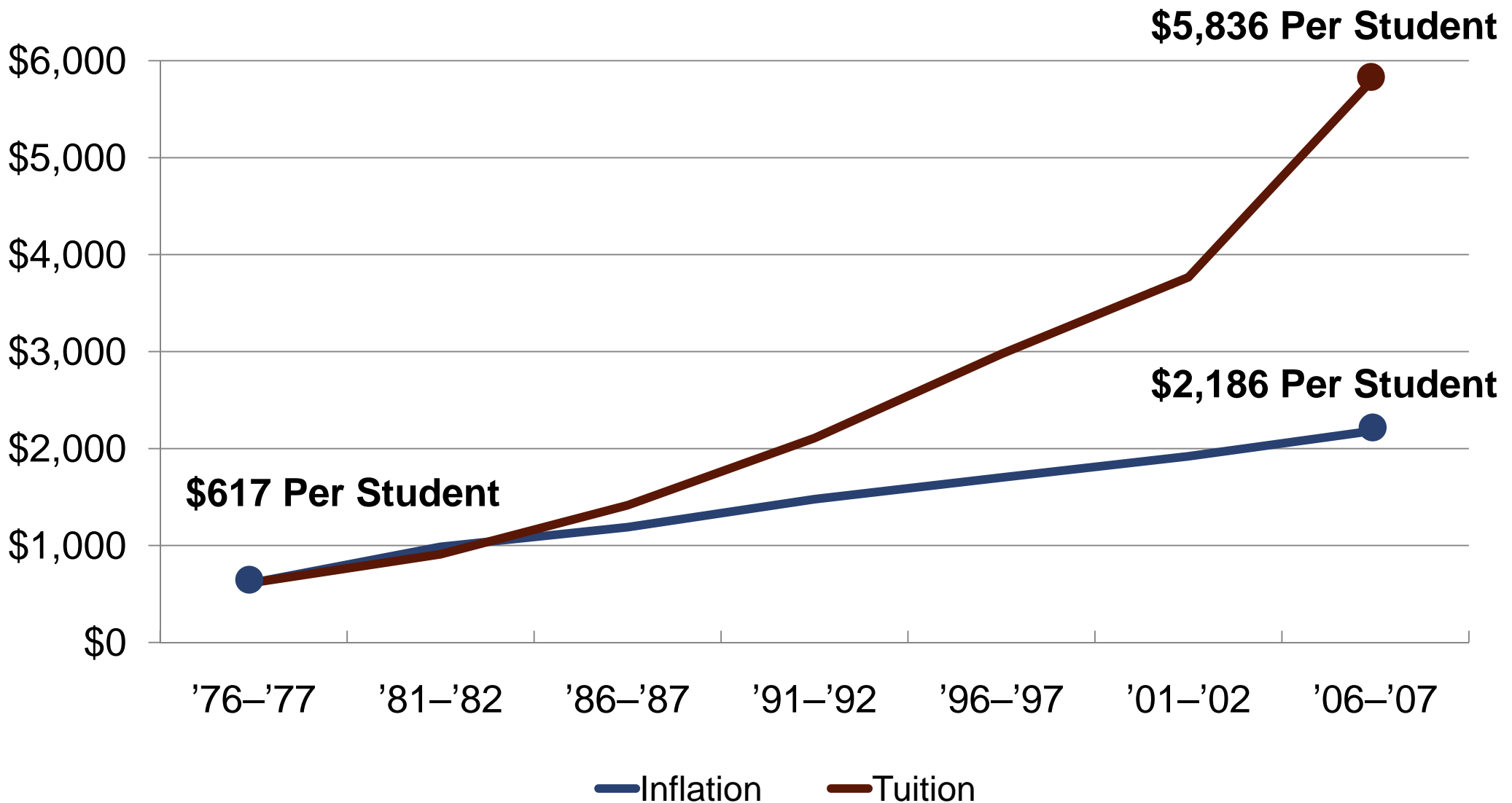


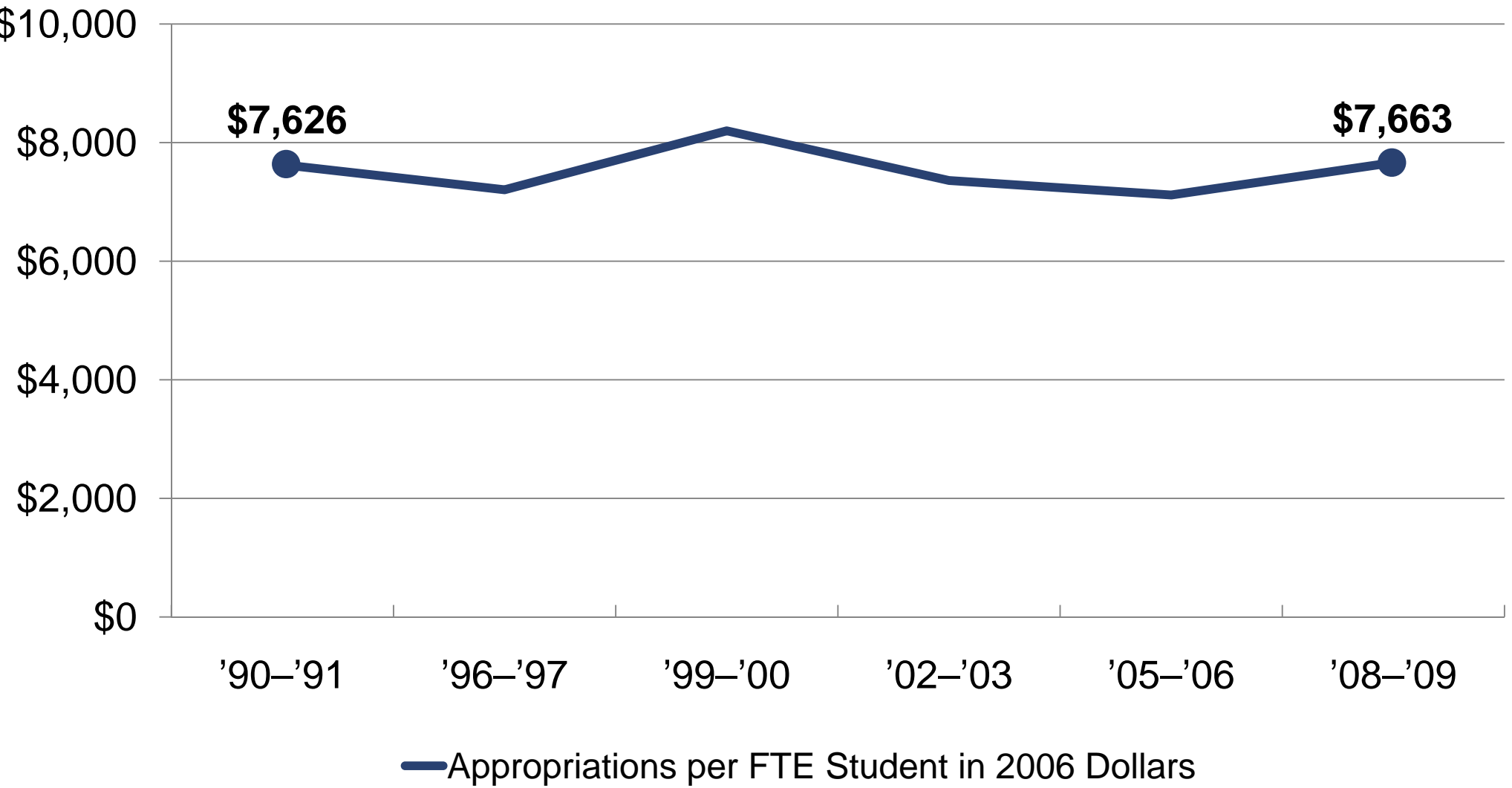
Taking Texas Higher Ed To the Next Level

Should we focus on tuition?



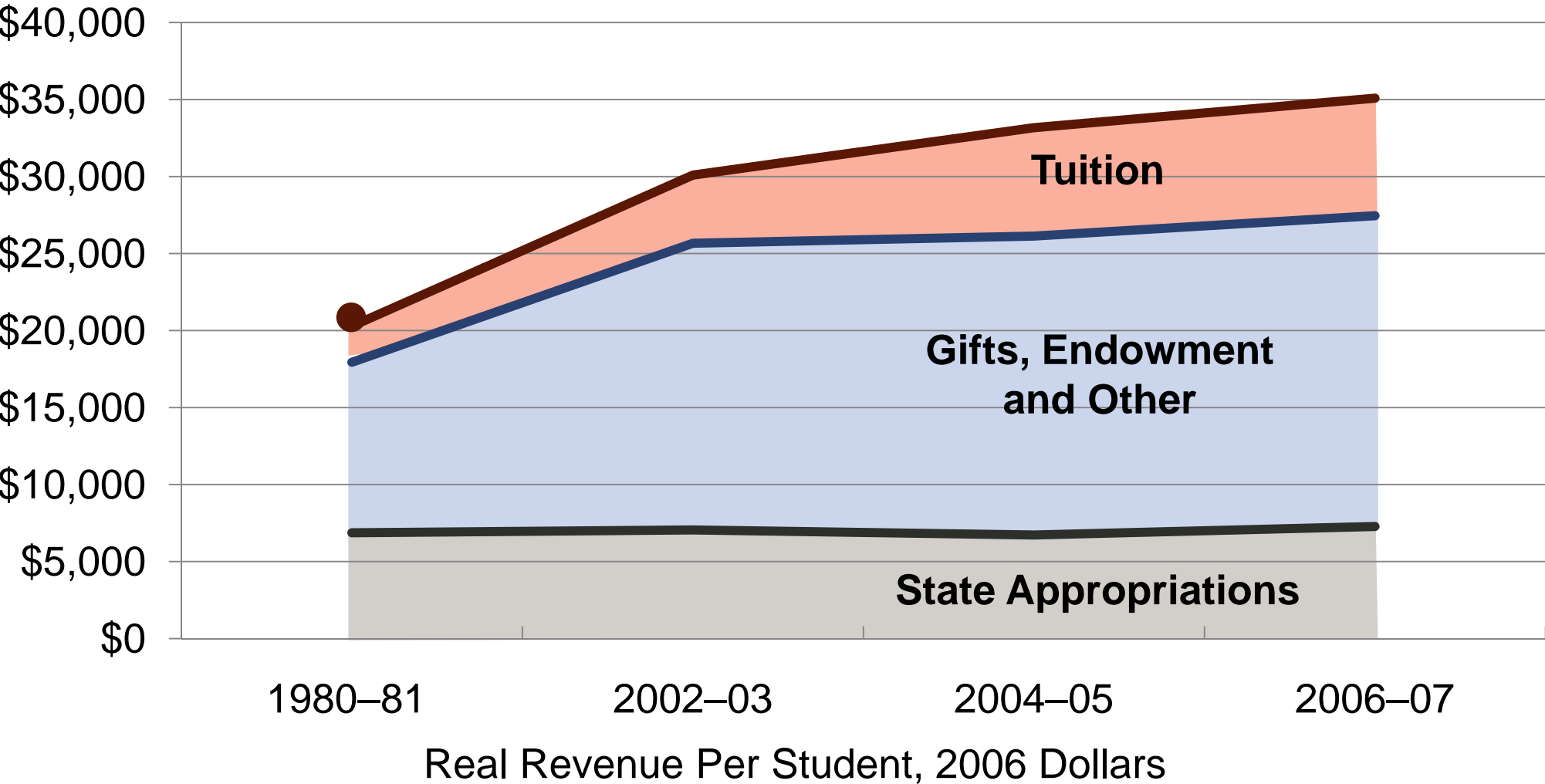
Source: College Board: Trends in Higher Education Series 2006: Trends in College Pricing

Are state appropriations the real problem?



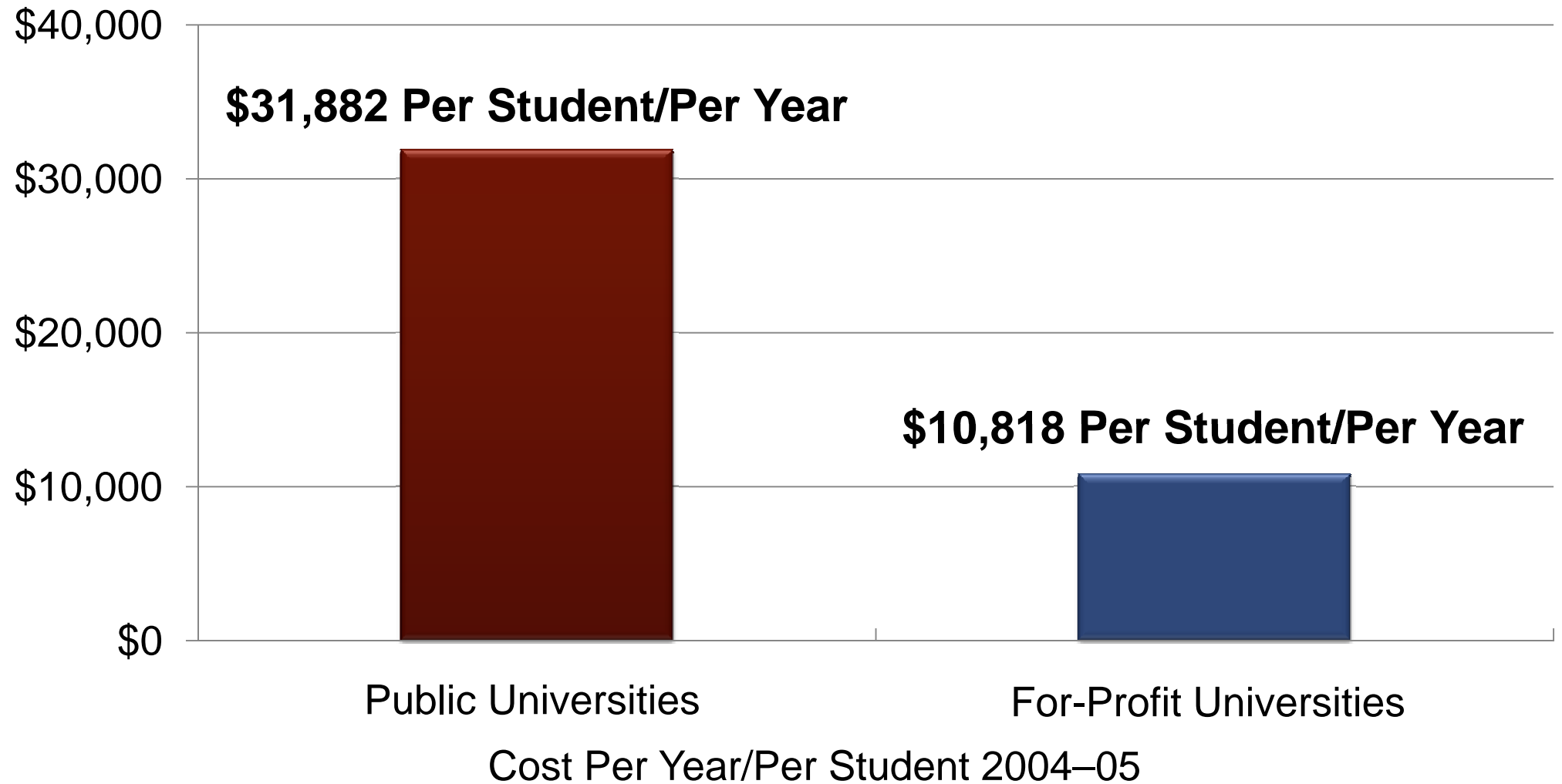
Sources: State Higher Education Executive Offices (SHEEO)

Is the real problem runaway costs?



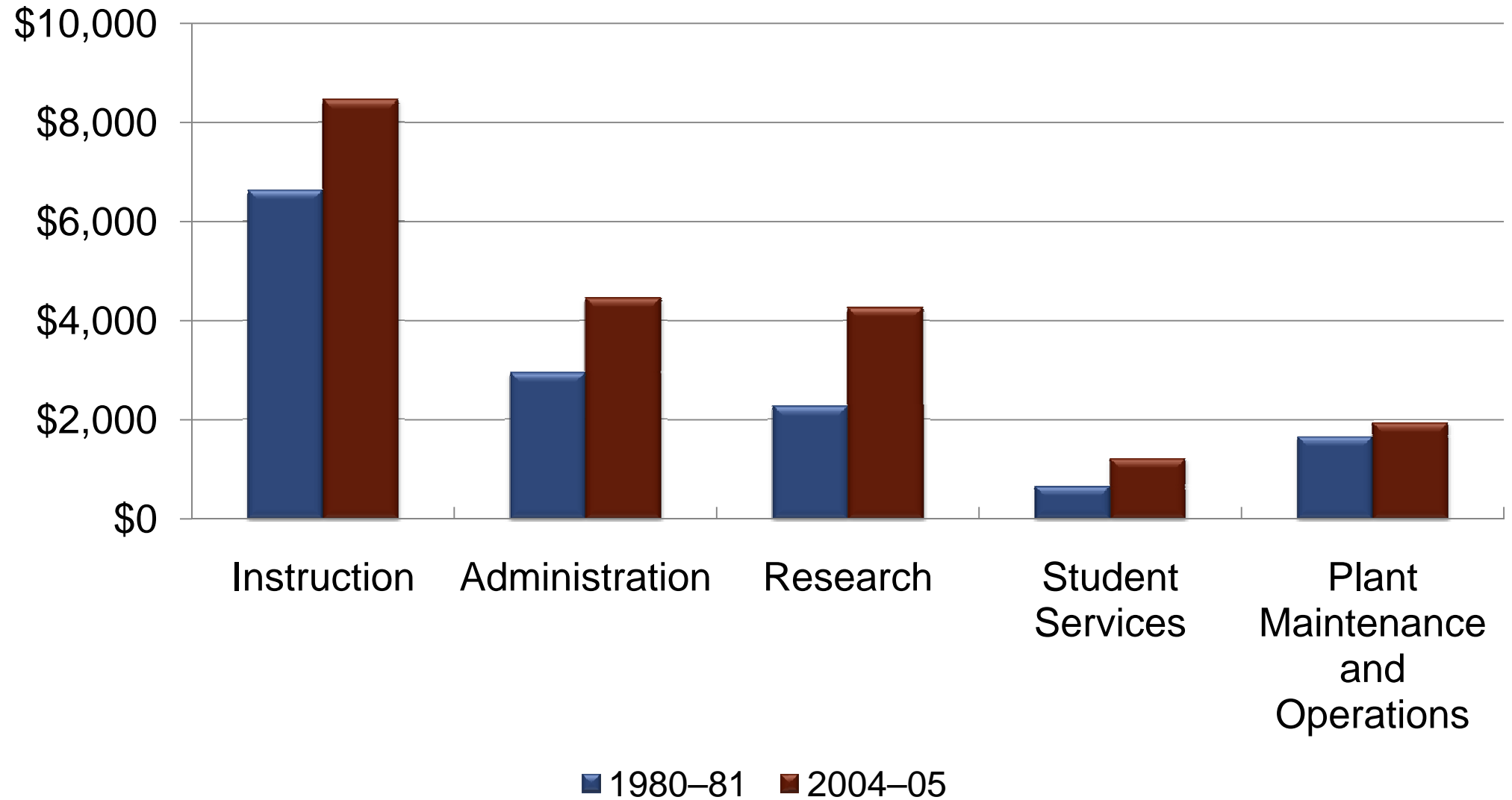
Source: Texas Flagship Website

How do For-Profit costs compare?



Source: National Center for Education Statistics 2004-2005

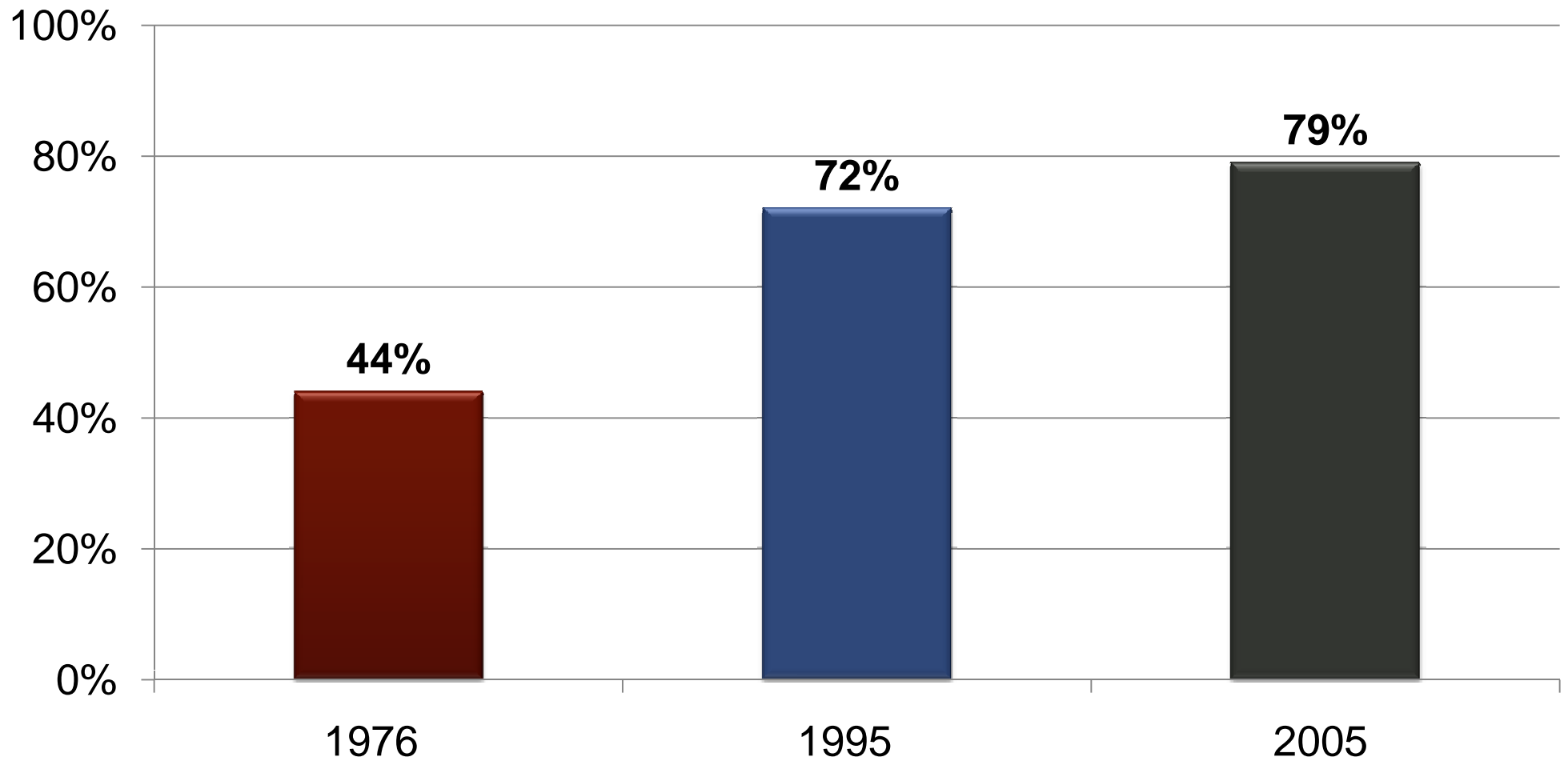
Why have higher education costs increased?



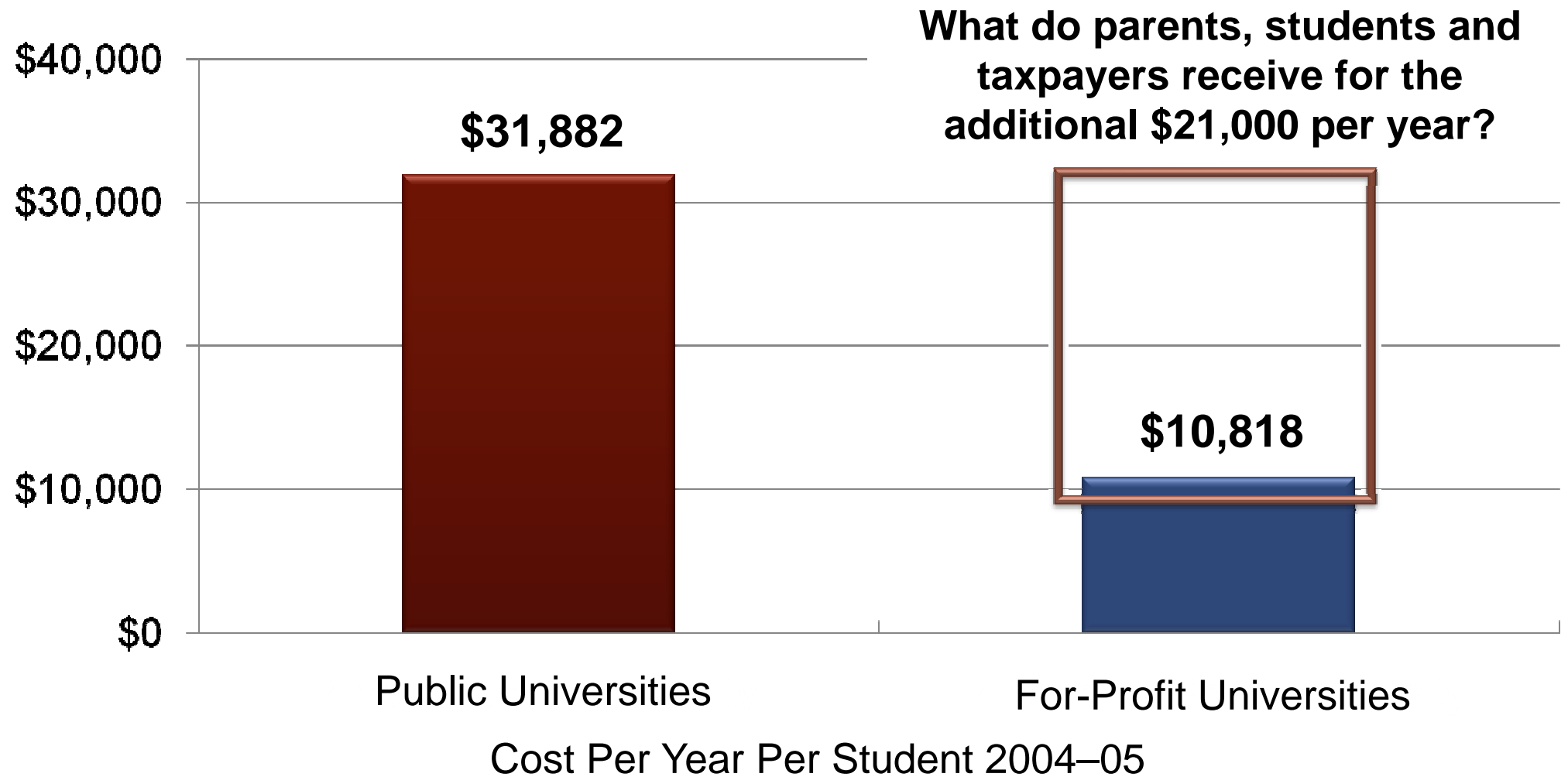
Source: National Center for Education Statistics

Why have administrative costs increased?

Non-Instructional Staff to Instructional Staff



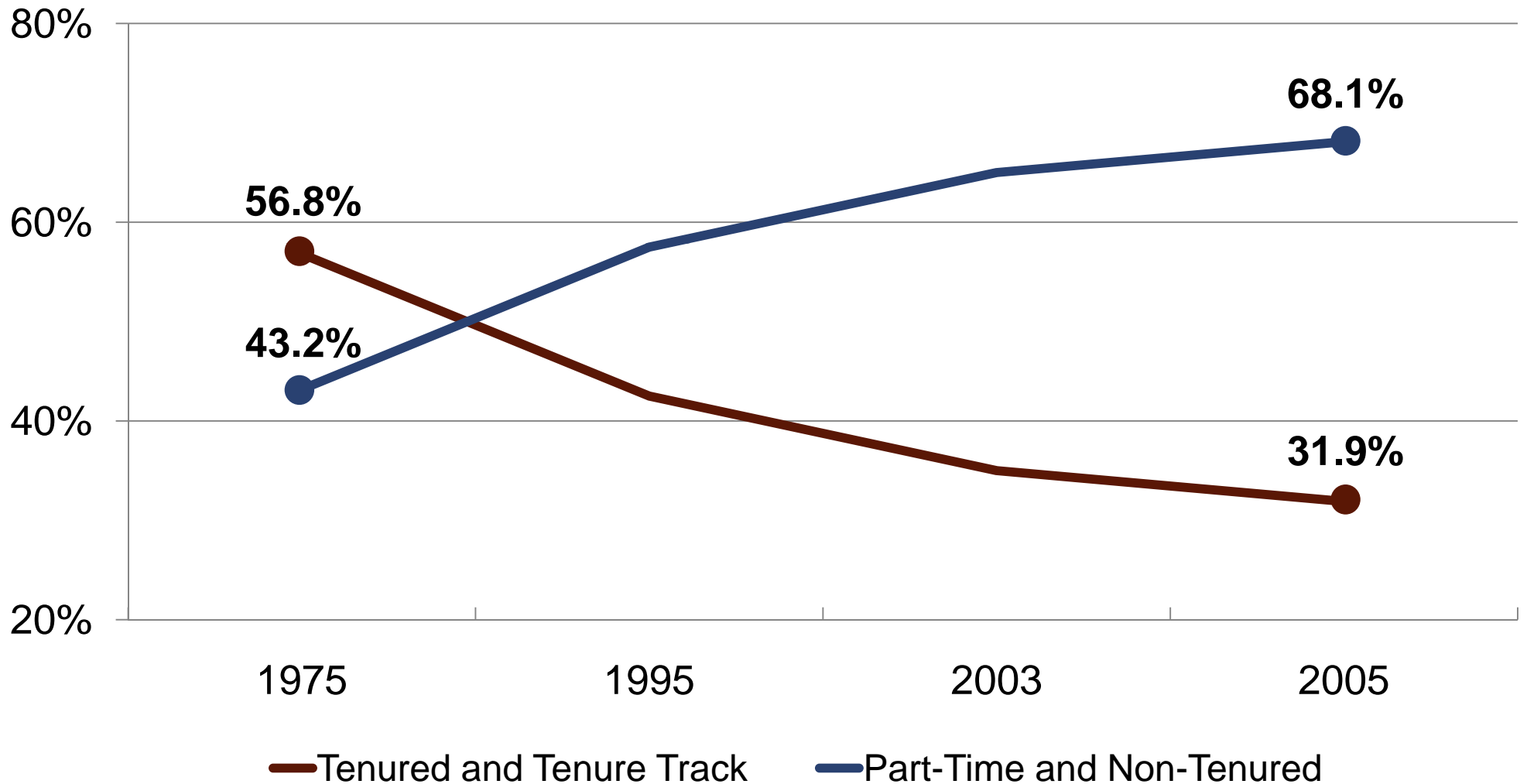
What should college cost?



Source: National Center for Education Statistics (2000)

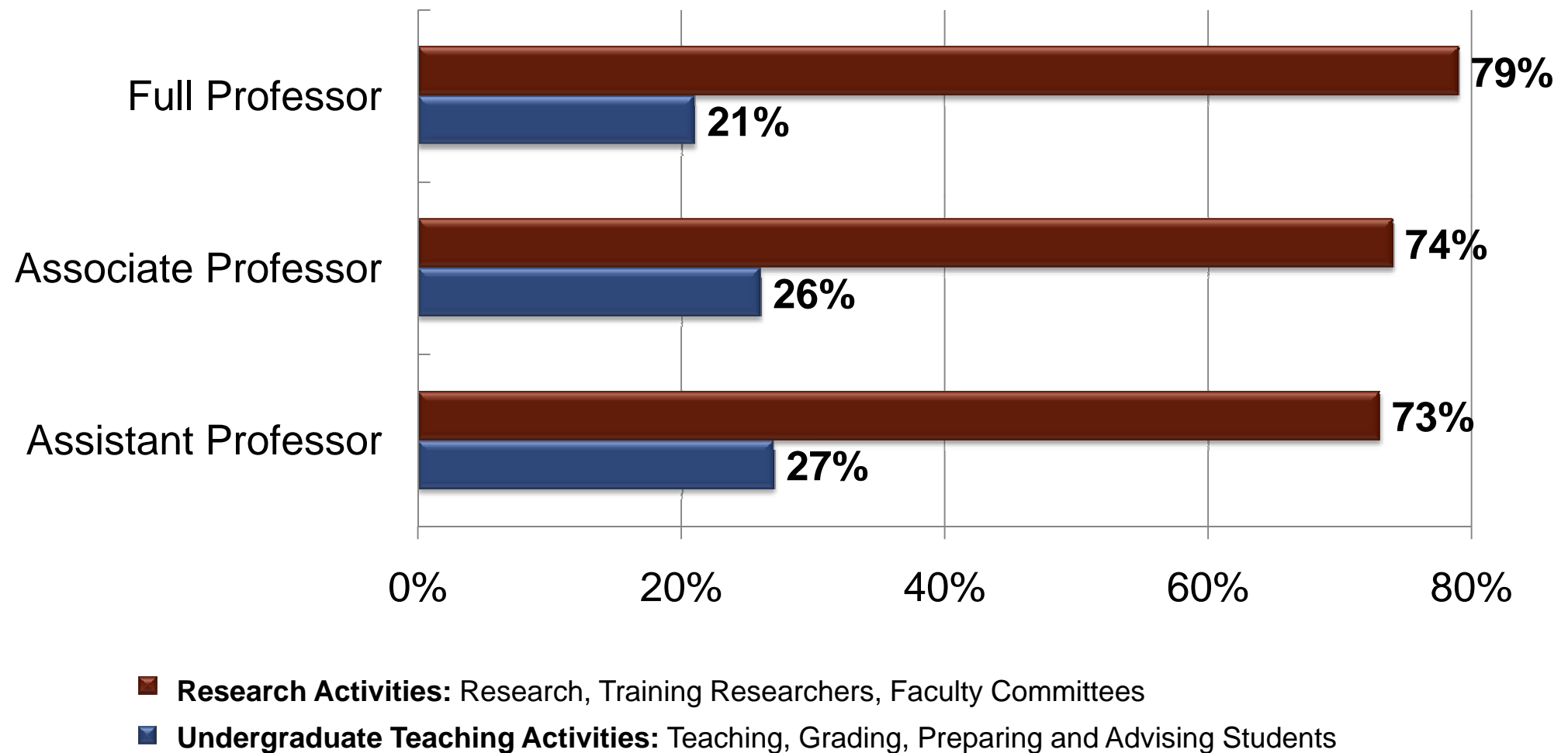
Who is teaching the students?

Percent of Faculty



Source: U.S. Department of Education, AAUP Website

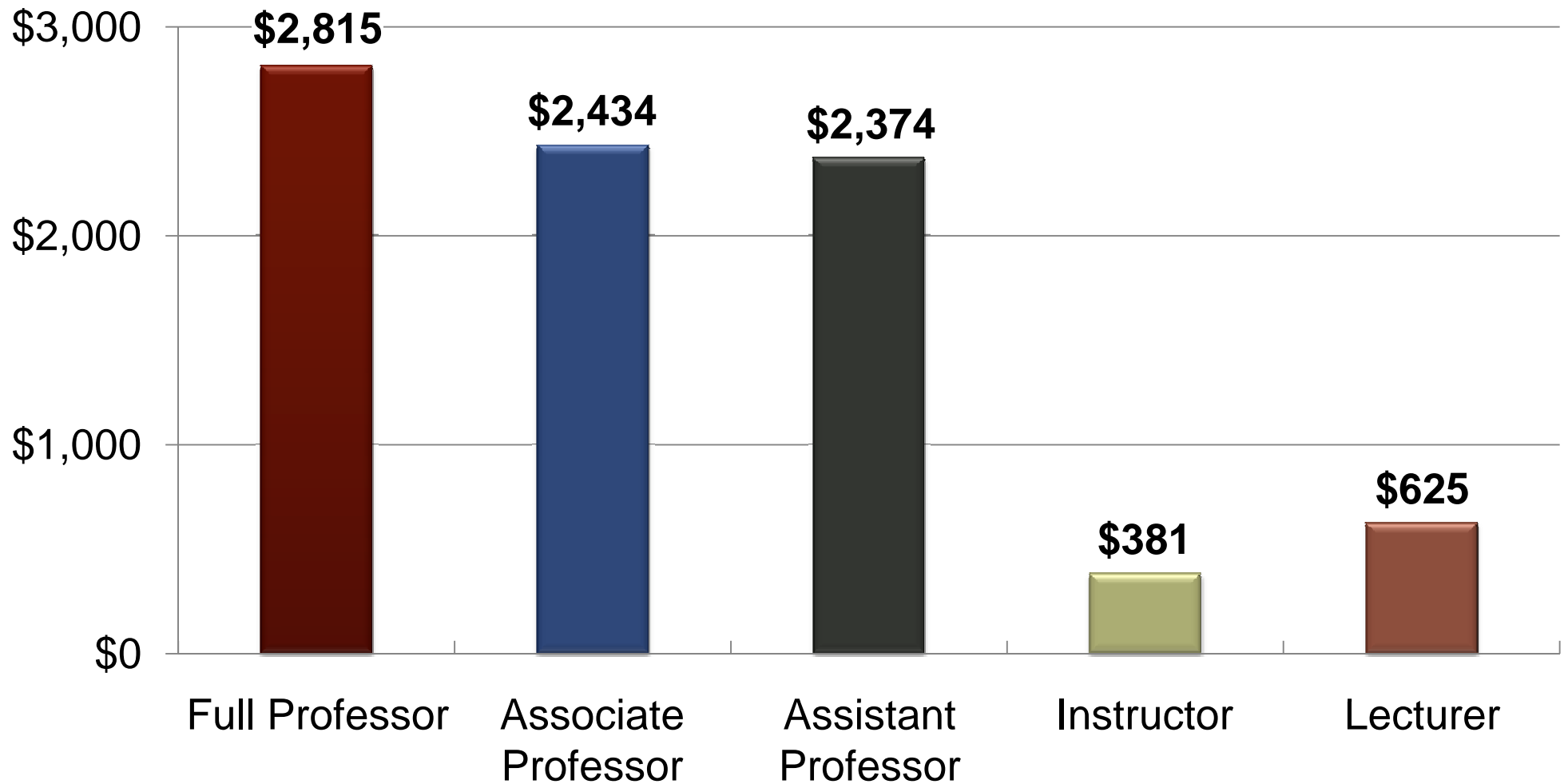
Where do tenured faculty spend time?



Source: U.S. Department of Education, NCES 1998 Fall Survey

What does it cost per student, per class?

Fully Allocated Cost per Student at Texas Flagship

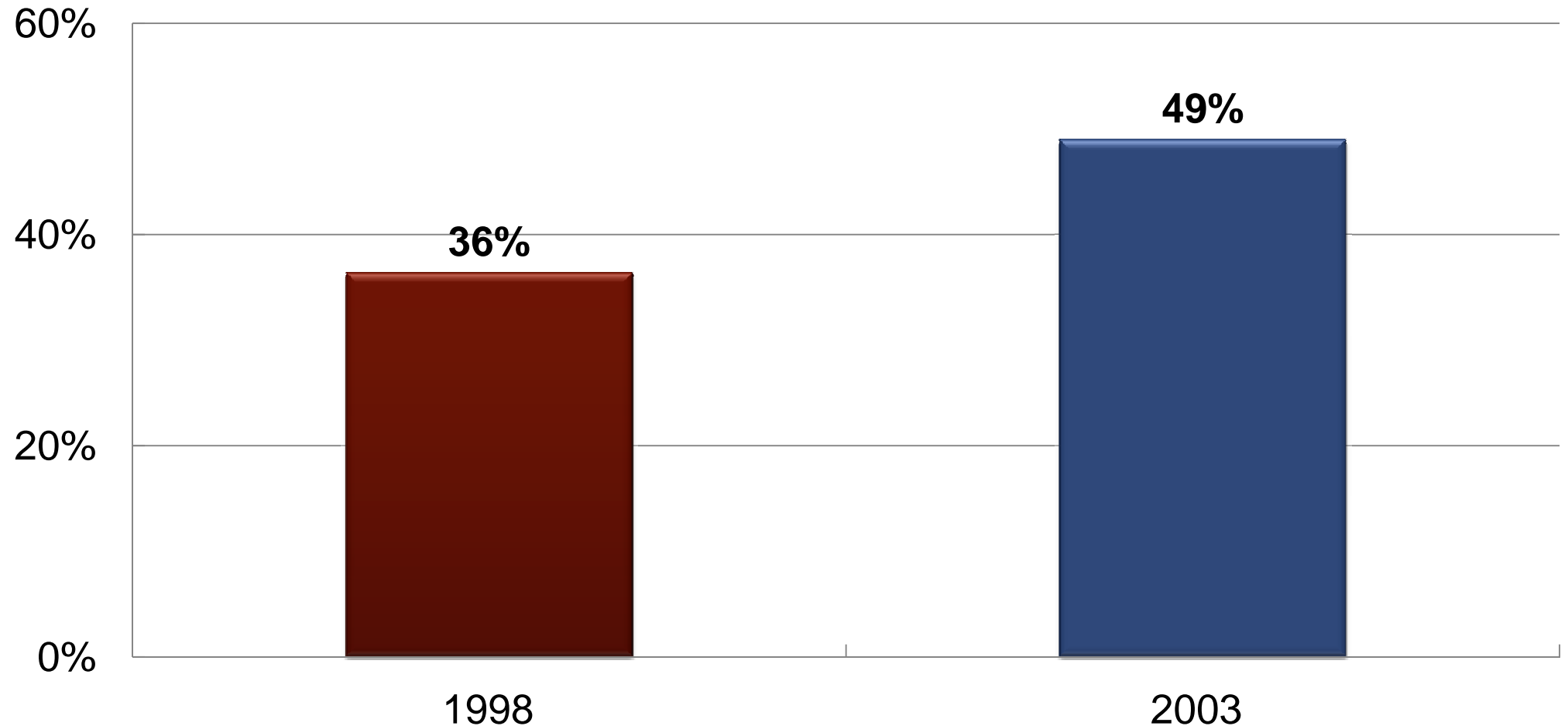


Source: Texas Higher Education Coordinating Board FY 2004 Statistical Report

**The average Full Professor
spends 6.2 hours **per week**
teaching undergraduates.**

Faculty teaching productivity is falling.

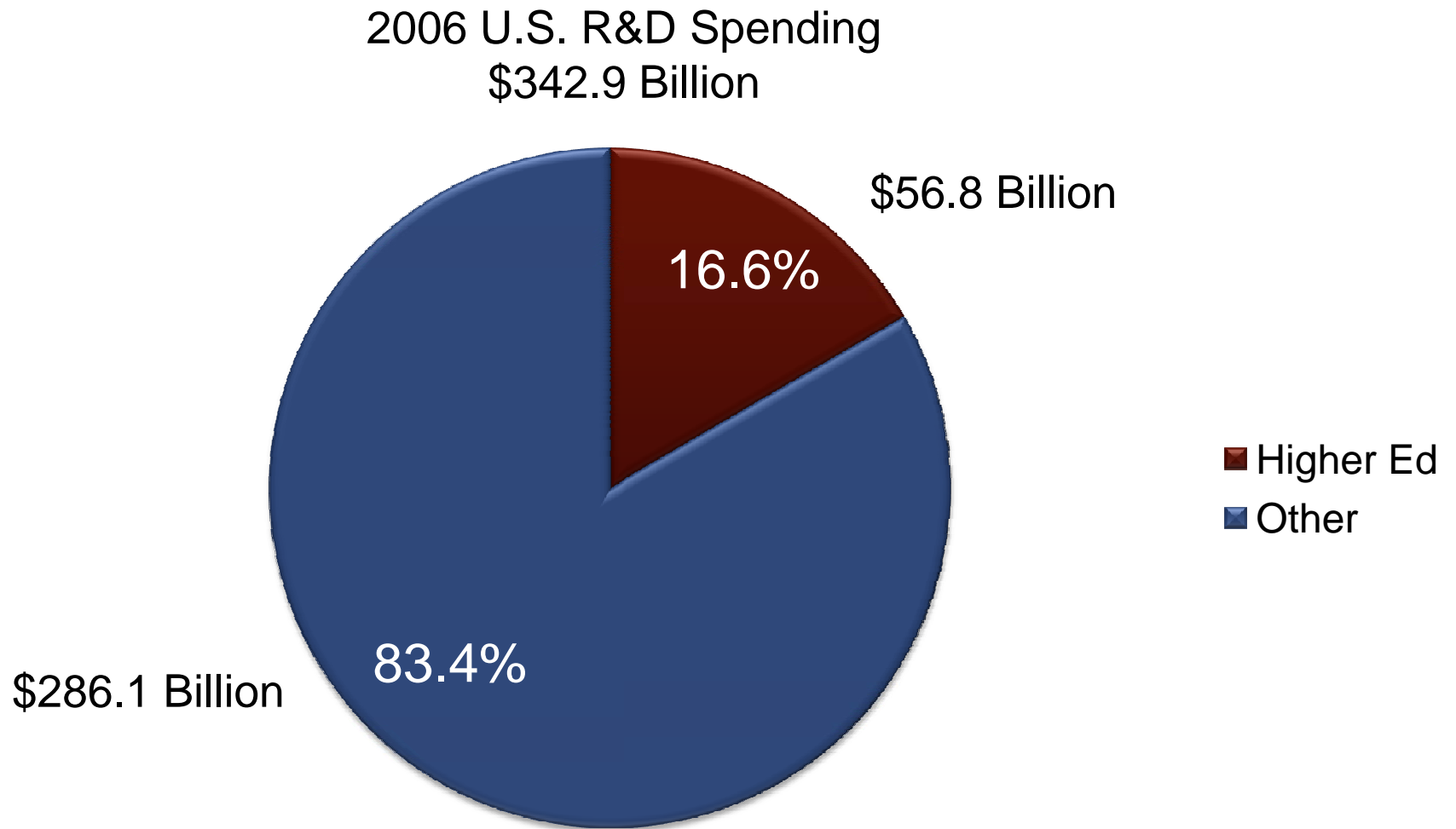
Percentage of Full-Time Faculty at 4 Year Public Research Institutions Who Teach Less than 4 Hours Per Week



Source: U.S. Department of Education, NCES: Digest of Education Statistics

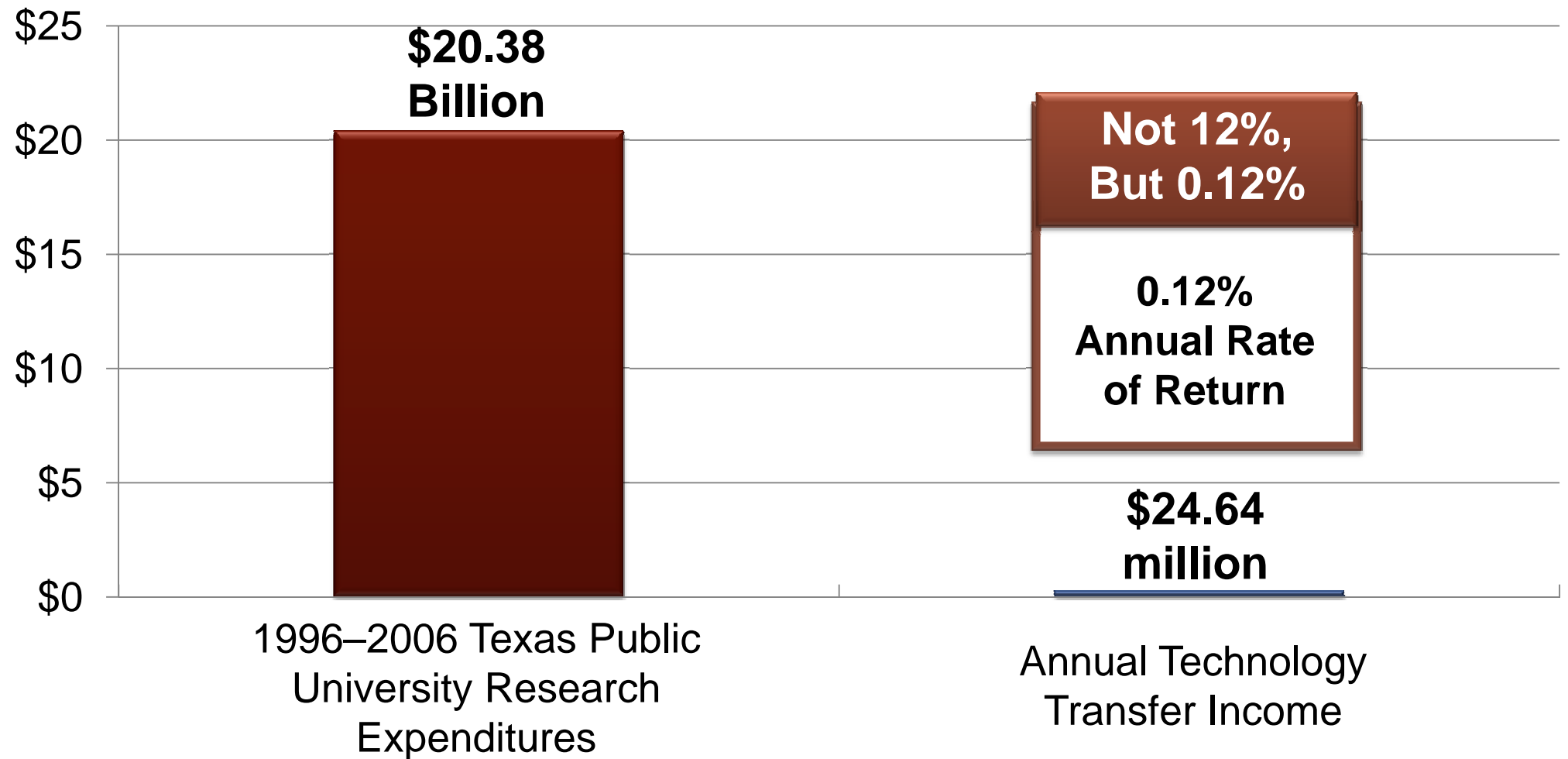
**So what are the tenured
faculty doing?**

Where is U.S. R&D performed?



Source: National Science Foundation: 2006 U.S. R&D Expenditures

Are Texas taxpayers getting a fair return on scientific academic research?



What does academic research produce?

Over 2 million refereed academic journal articles each year

- **5,500 articles a day**
- **228 articles an hour**
- **4 articles per minute**

So what should we do?

Some Have Suggested:

- **Replace the President**
- **Force tenured faculty to teach**
- **Revoke tenure**
- **Restructure university system governance**

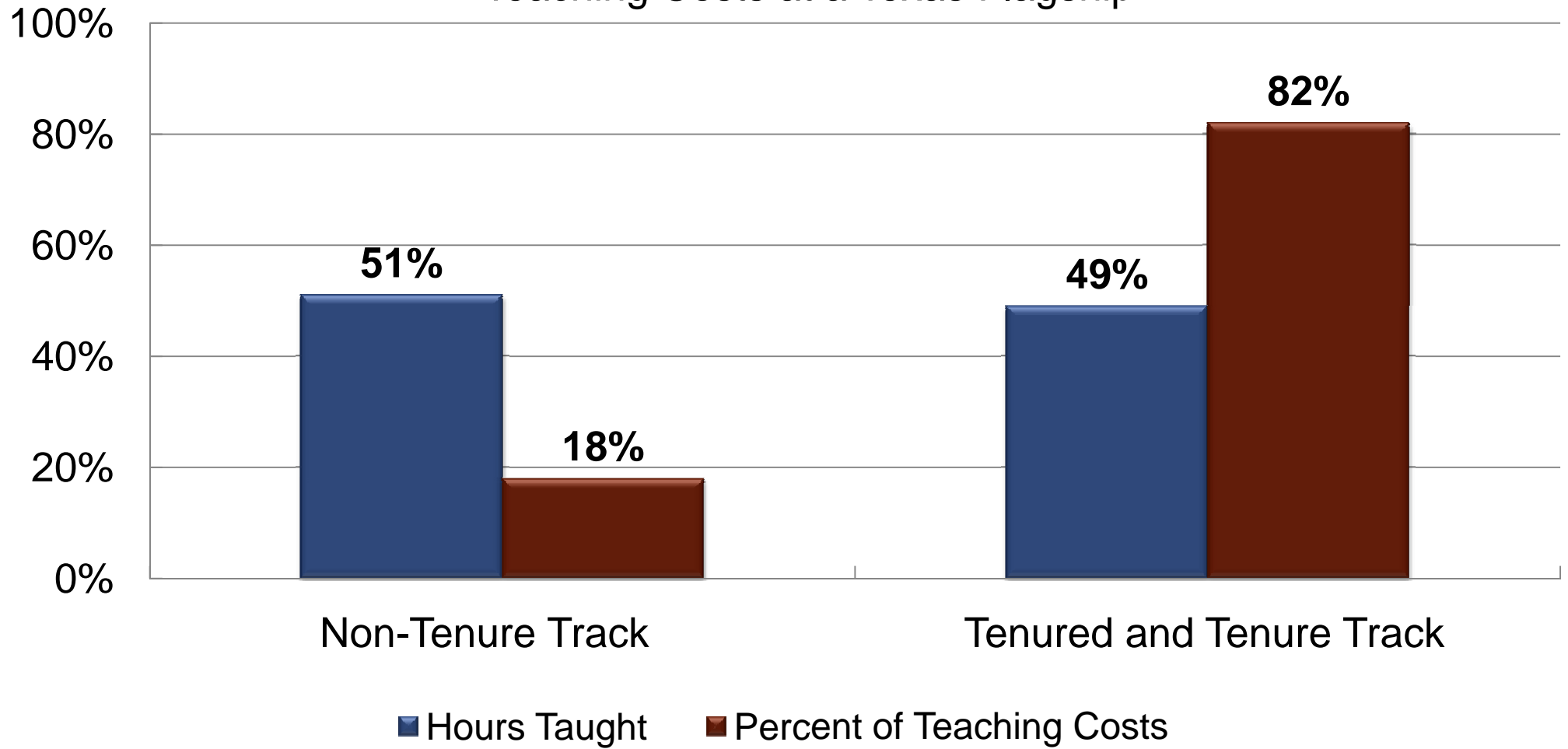
Breakthrough Theme

Have the courage to measure and reward excellence and efficiency in teaching and research....

so Texas universities remain a magnet for the best and brightest students, teachers and researchers in the world.

Teaching costs: a problem or an opportunity?

Tenure/Tenure Track vs. Non-Tenure Track
Teaching Costs at a Texas Flagship



Source: Texas Higher Education Coordinating Board

Breakthrough Cost Reforms

- 1. Identify and celebrate the most effective and efficient teachers**
- 2. Provide bonuses to the best teachers**
- 3. Separate research and teaching budgets and pay for performance**
- 4. Require some tenure candidates to demonstrate an ability to teach**

Breakthrough Solution 1: Identify and Celebrate the Best Teachers

- **Identify the most effective and efficient teachers**
- **Publicly recognize them**

Breakthrough Solution 2: Pay Bonuses to Teachers Who Teach Well

A Voluntary Bonus Plan

- **Up to \$10,000 per class and 25% of teachers**
- **Based on student satisfaction**
- **Paid per student, to encourage full classrooms**
- **Voluntary grade inflation curbs**
- **All teachers eligible, on an equal basis**

Breakthrough Solution 3: Separate Research and Teaching Budgets

Separate research and teaching budgets and pay for performance

- Pay teachers based on students taught and student satisfaction**
- Pay researchers based on external research dollars attracted**
- Set departmental budgets accordingly**
- Honor all existing tenure contracts**

Breakthrough Solution 4: Require Evidence of Teaching Skill for Tenure

For example:

Seventy-five percent of new tenure appointments.....

must have taught a minimum of x100 students.....

with a minimum of a 4.5 out of 5.0 satisfaction rating.

TEXAS STATEWIDE ADULT RESIDENT SURVEY

May 14 - 18, 2008

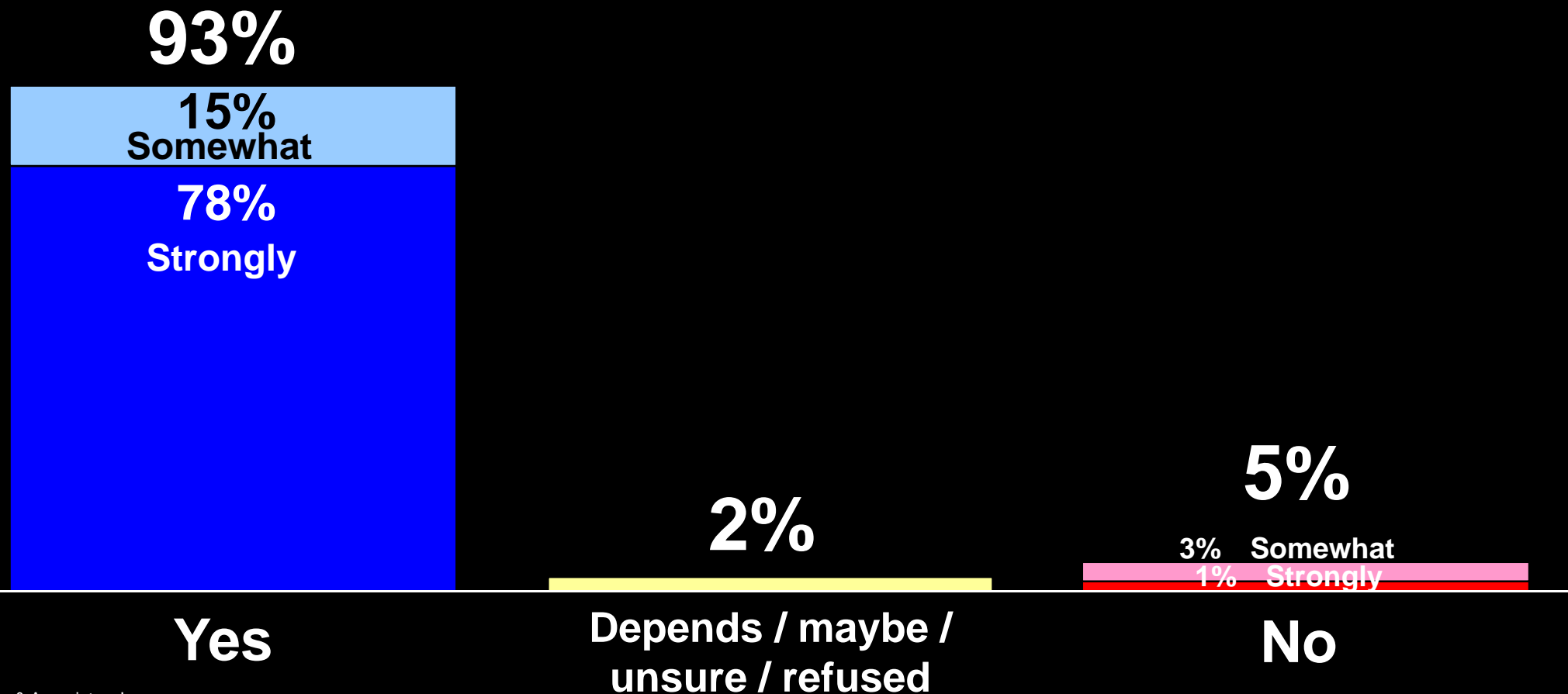
N = 801 respondents

margin of error: $\pm 3.5\%$

All responses are rounded to the nearest whole percent

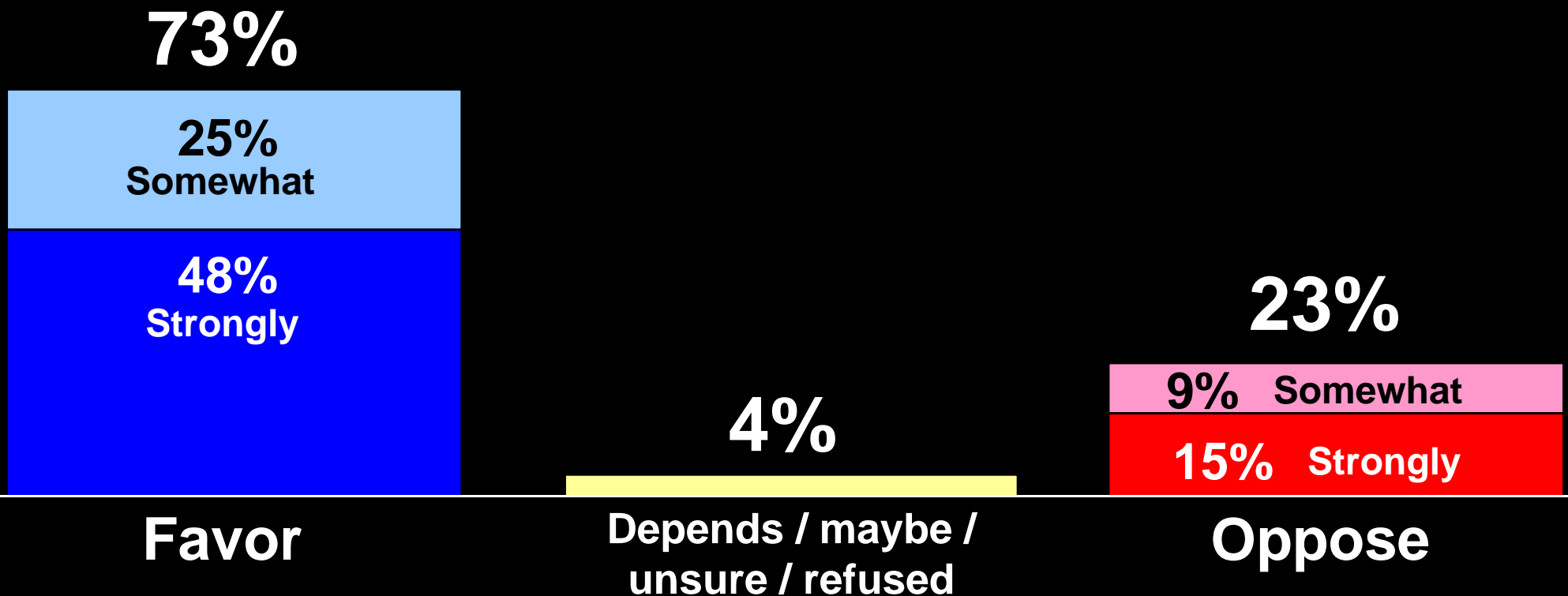
Student (Customer) Satisfaction

If you were a college student with a clear understanding of the learning objectives, could you evaluate after a class whether or not you had learned the material?



BONUS PAY

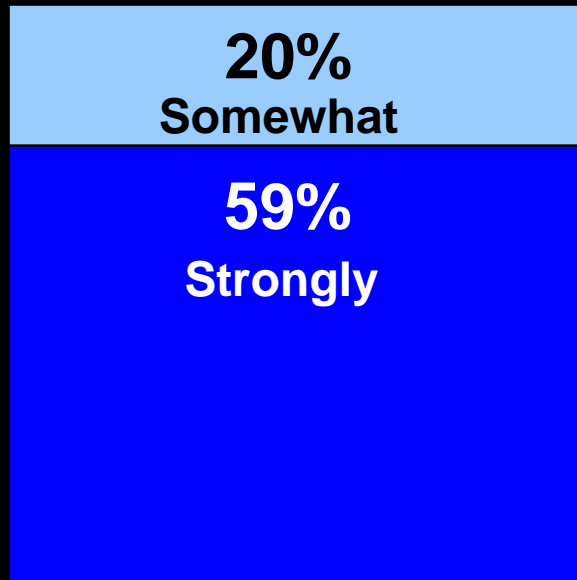
Do you favor or oppose providing bonus pay to professors who do the best job educating students?



TEACHING vs. RESEARCH BUDGETS

Should students and taxpayers be able to review how much universities spend on teaching and teacher salaries versus research, administration, and maintenance?

80%



Yes

4%



Depends / maybe /
unsure / refused

15%



No

TEACHING PROFICIENCY FOR TENURE

Should college professors have to provide evidence that they are good teachers and that the students they teach are actually learning before tenure is awarded?

