

# How Much Does a QEP Cost?

## A Review of Quality Enhancement Plans 2005-2007

Kristina M. Cragg, PhD

*Assistant to the President for Strategic Research and Analysis*

Valdosta State University – Strategic Research & Analysis

[kmcragg@valdosta.edu](mailto:kmcragg@valdosta.edu)

Jill A. Peerenboom, MS

*Doctoral Student in Higher Education*

*Program Coordinator for the Certificate in Institutional Research*

Florida State University

[japeerenboom@admin.fsu.edu](mailto:japeerenboom@admin.fsu.edu)

# You might be here because....

- Responsible for knowing about the QEP
- Responsible for finding out how much your peers spent
- Want to learn more about QEP's
- You've been "assigned" to the QEP
- Curious to know what this session is about
- Huge Data "Wonk" [*a person preoccupied with arcane details or procedures in a specialized field*]

# By the End of this Presentation ...

- ... We Will Have Discussed:
  - Motivation for the Study
  - Literature Review
  - Research Questions
  - Data & Sample
  - Variables
  - Methods
  - Limitations
  - Results
  - Discussion
  - Questions & Comments

# Motivation for the Study

- Valdosta State University Reaffirmation
- 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

- *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).
- 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).

# 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

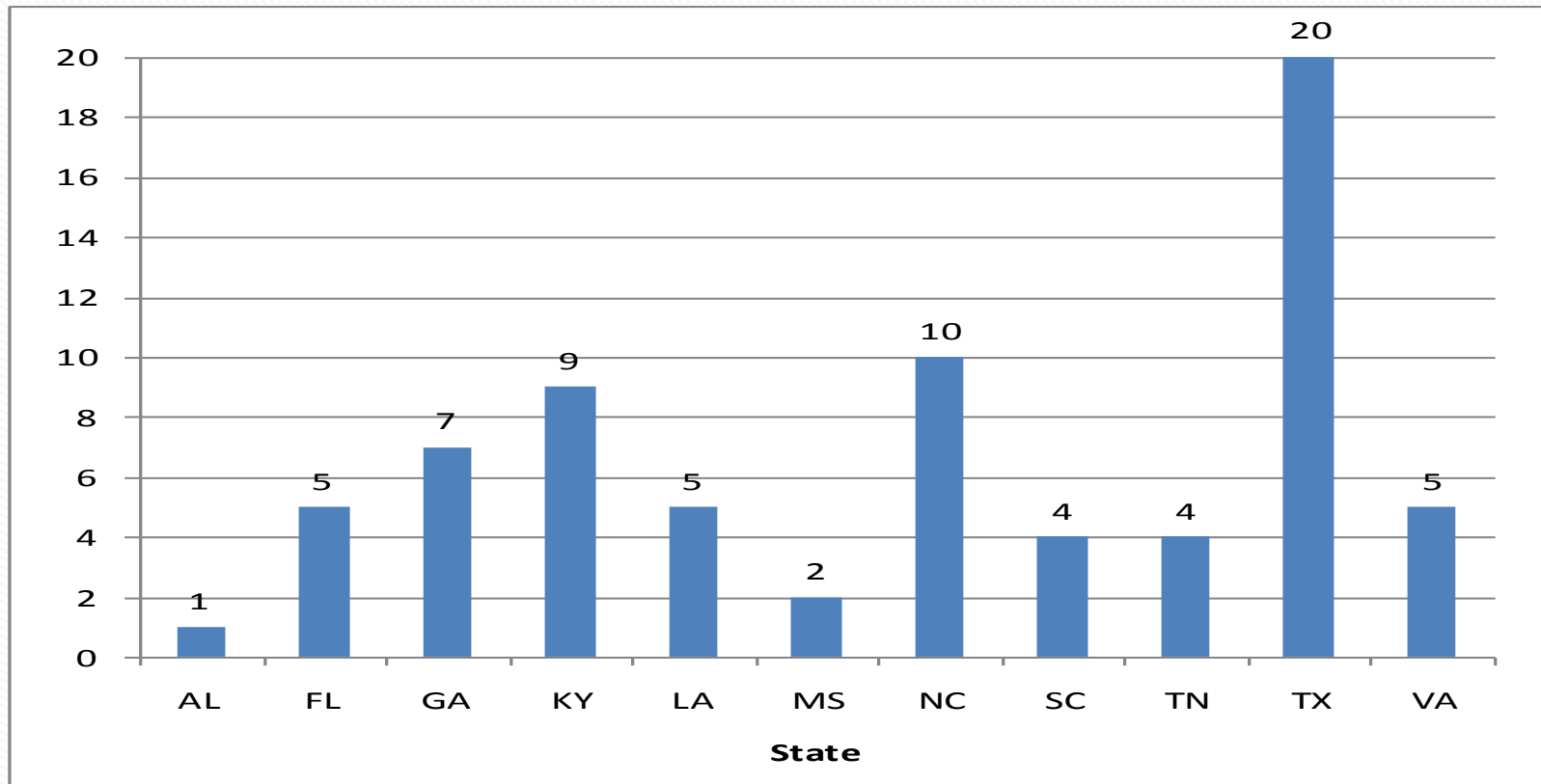


# Limitations

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

## Exhibit 1:

# Number of Institutions with Available QEP Budgets by State



Source: VSU Strategic Research and Analysis, 2008.



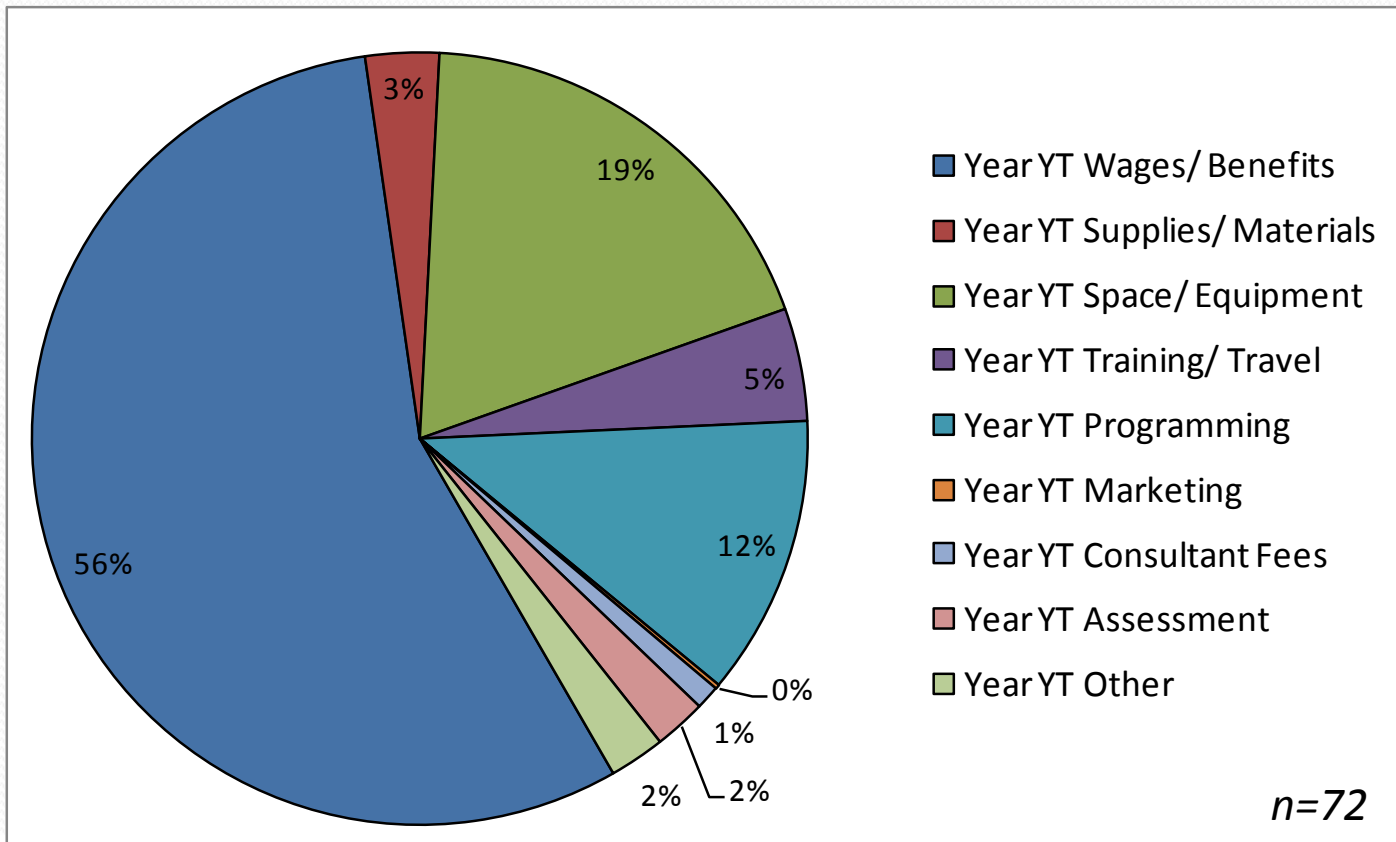
## Exhibit 2:

# 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 (<2000)	8	1	0	9
2 year medium (2000-4999)	10	0	0	10
2 year large (>5000)	8	0	0	8
4 year small (<3000)	1	10	1	12
4 year medium (3000-9999)	9	6	1	16
4 year large (> 10,000)	14	1	0	15
Other	1	1	0	2
<b>Total</b>	<b>51</b>	<b>19</b>	<b>2</b>	<b>72</b>

Source: VSU Strategic Research and Analysis, 2008.

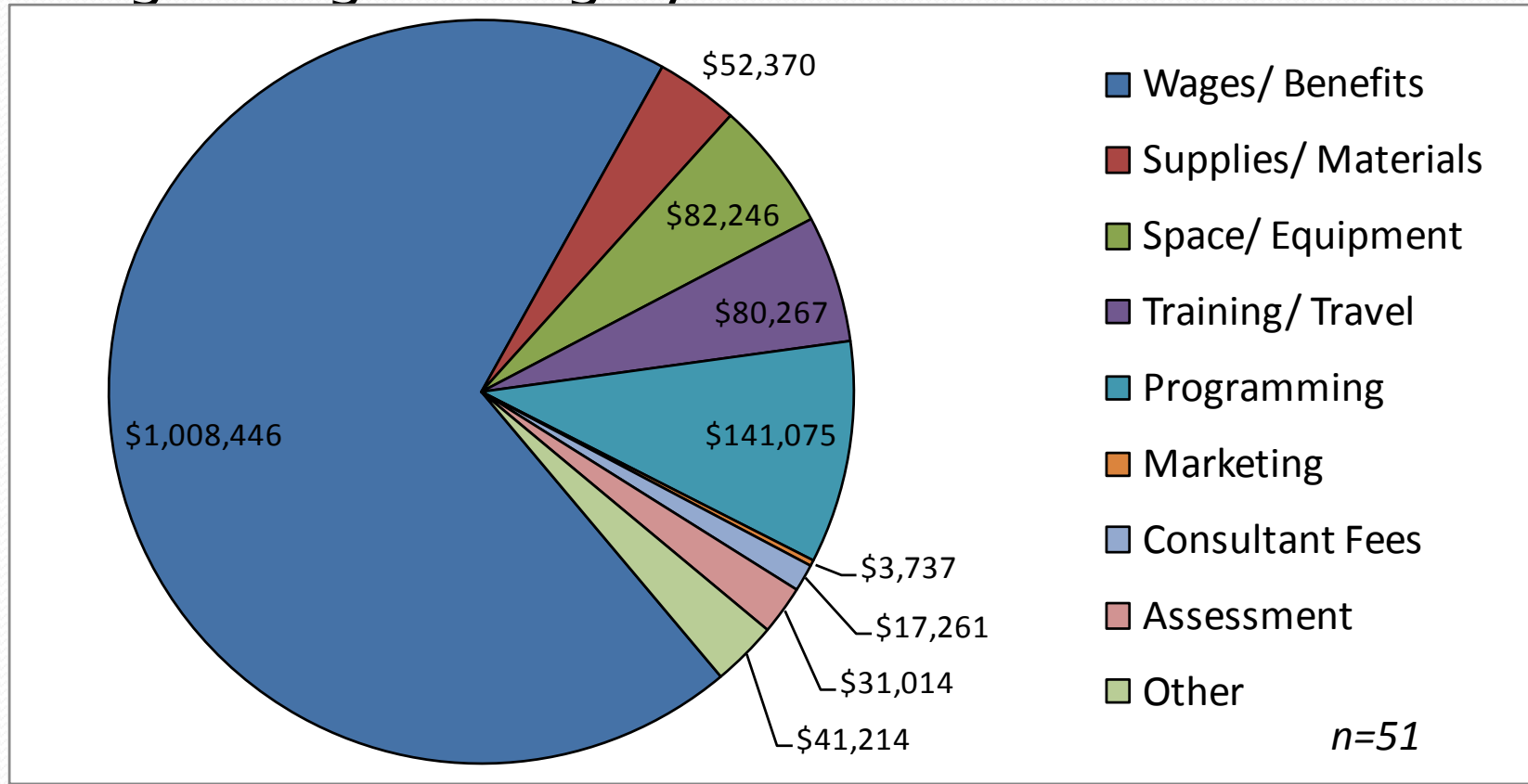
# Exhibit 3: Institutional Spending by Budget Category



Source: VSU Strategic Research and Analysis, 2008.

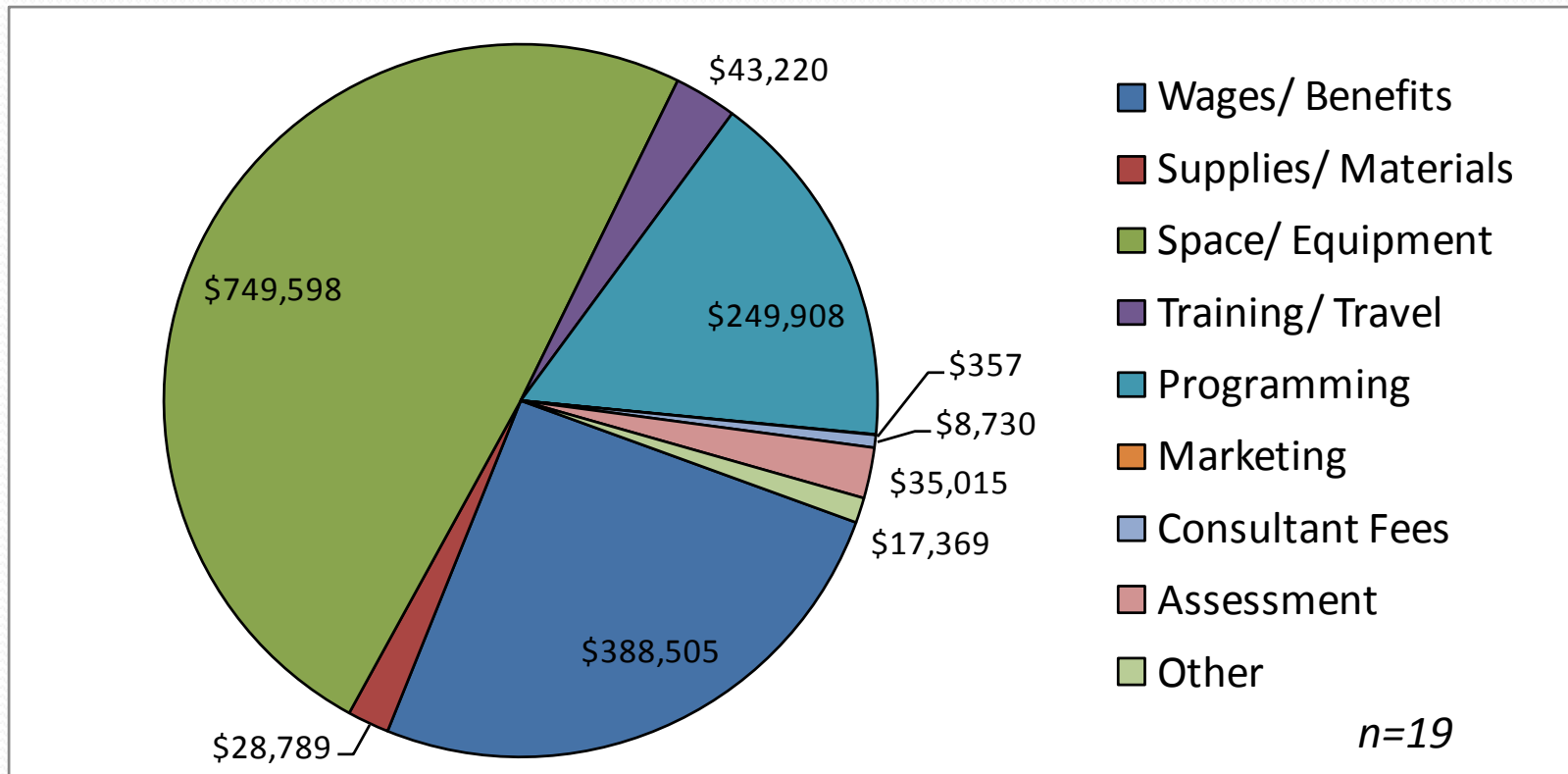
## Exhibit 4:

# Average Budget Category Amounts for Public Institutions



Source: VSU Strategic Research and Analysis, 2008.

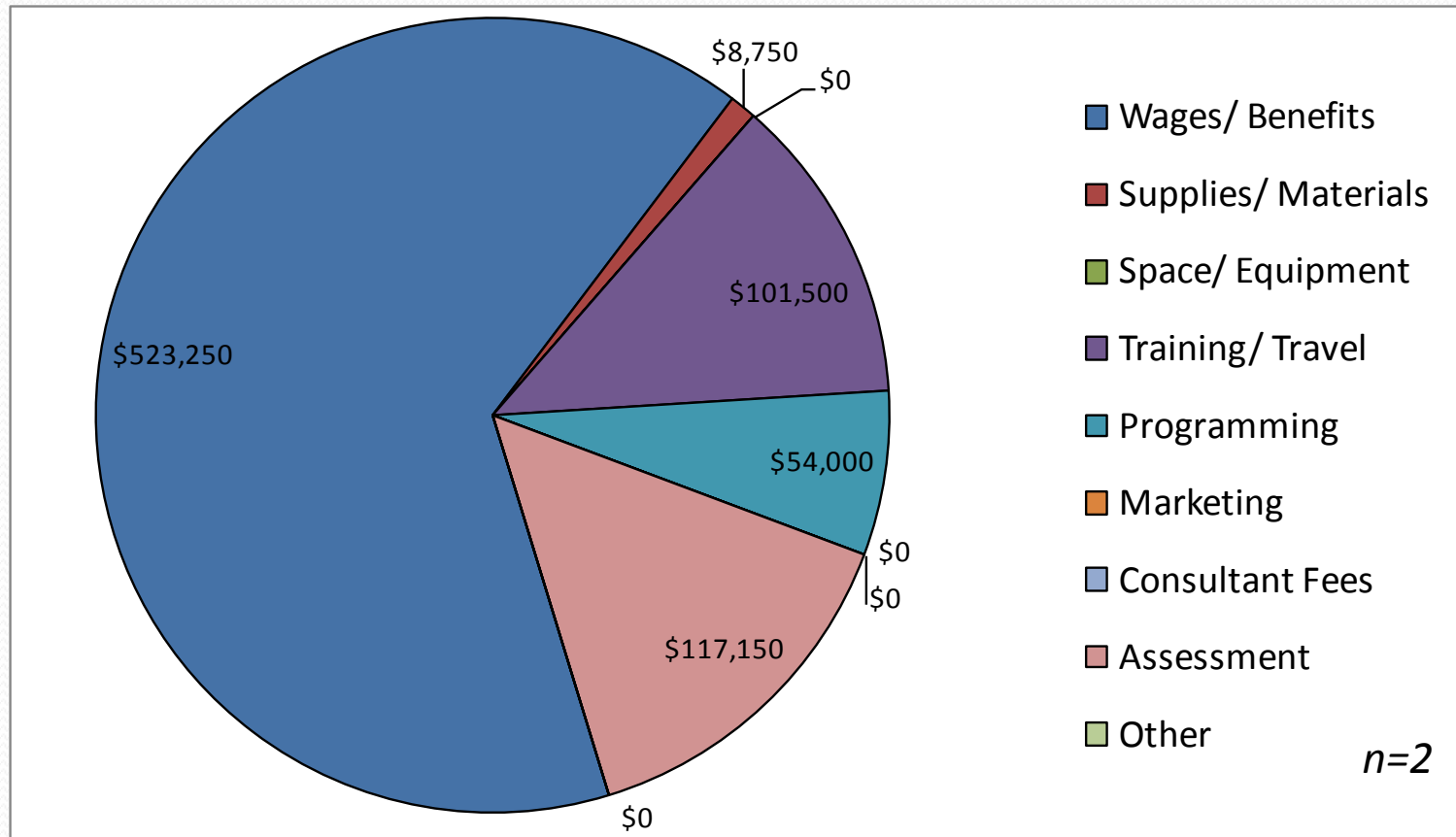
# Exhibit 5: Average Budget Category Amounts for Private Not-for-Profit Institutions



Source: VSU Strategic Research and Analysis, 2008.

## Exhibit 6:

### Average Budget Category Amounts for Private For-Profit



Source: VSU Strategic Research and Analysis, 2008.

## Exhibit 7:

### Total Budgets by Institutional Size

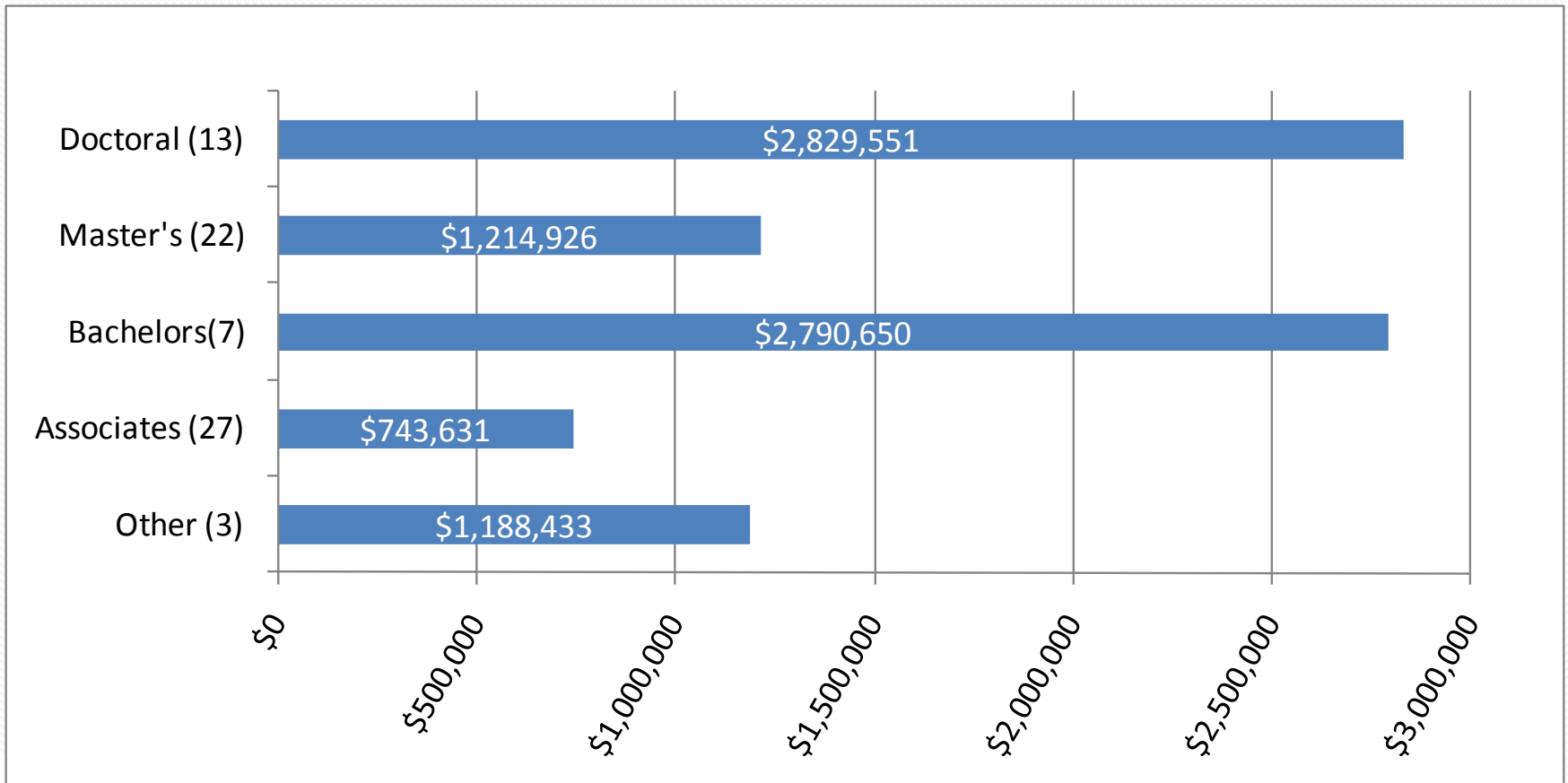
Size	N	Minimum	Maximum	Mean	Std. Deviation
2-year Small <2000	9	\$ 71,250	\$ 1,134,186	\$ 561,763	359,517
2-year Medium 2000-4999	10	\$265,150	\$ 2,081,053	\$ 791,530	576,318
2-year Large >5000	8	\$181,900	\$ 1,510,199	\$ 864,861	475,176
4-year Small <3000	12	\$ 92,500	\$16,700,000	\$1,816,202	4,693,464
4-year Medium 3000-9999	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
<b>Total</b>	<b>72</b>	<b>\$ 71,250</b>	<b>\$16,700,000</b>	<b>\$1,481,811</b>	<b>2,248,423</b>

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 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	
<b>% Students Receiving Federal Grant Aid</b>	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
	<b>Total</b>	<b>18</b>	<b>22</b>	<b>14</b>	<b>14</b>	<b>68</b>

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

# ANOVA Results—Carnegie Size

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Year YT Wages/ Benefits	Betw een 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	Betw een 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	Betw een 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	Betw een 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—Control of Institution

**ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Year YT Wages/ Benefits	Betw een 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	Betw een 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	Betw een 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	Betw een 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—Federal 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.



# Discussion....

- More budget detail is needed to reduce subjectiveness
- Different types of institutions allocate differently:
  - There was statistical significance by budget category, with respect to Carnegie Size.
  - There was not statistical significance for total QEP budget, with respect to different type institution.
- Some budget categories may have received more attention than others

# 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
    - Provide our senior leadership with benchmarking data
- You may be thinking ...
  - What about my institution?

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?

# *Thank You*

## Questions & Comments





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
<b>2-Yr. Large (&gt;5,000)</b>	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		
	<b>Total</b>	<b>\$864,861</b>		
<b>2-Yr. Medium (2,000-4,999)</b>	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		
	<b>Total</b>	<b>\$791,530</b>		
<b>2-Yr. Small (&lt;2,000)</b>	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	
	<b>Total</b>	<b>\$530,470</b>	<b>\$812,100</b>	

**FOUR-YEAR INSTITUTIONS**

Size	Category/ Year	Institutional Control		
		Public	Private not-for-profit	Private for-profit
<b>4-Yr. Large (&gt;10,000)</b>	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	
	<b>Total</b>	<b>\$3,144,625</b>	<b>\$1,619,336</b>	
<b>4-Yr. Medium (3,000-9,999)</b>	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
	<b>Total</b>	<b>\$991,124</b>	<b>\$1,094,459</b>	<b>\$865,500</b>
<b>4-Yr. Small (&lt;3,000)</b>	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
	<b>Total</b>	<b>\$384,000</b>	<b>\$2,066,663</b>	<b>\$743,800</b>

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](http://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 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 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		PPF Private Private Private Private Public Public Public Public 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 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 Medium (3,000- 9,999)		
2-year Very Small (<500)	Private	Lon Morris College			
Other	Private Public	Asbury Theological Seminary Medical University of South Carolina			
			4-year Small (1,000- 2,999)	Private Private Private Private Private Private Private Private Private	Berea College Centre College Converse College Davidson College Hampden-Sydney College High Point University LeTourneau University Mary Baldwin College University of the Cumberlands
			4-year Very small (<1,000)	PPF Private Public	South University Emmanuel College Texas A&M University - Texarkana

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](http://www.valdosta.edu/sra)

**Kristina M. Cragg, Ph.D.** - Assistant to the President for Strategic Research & Analysis, Valdosta State University. [kmcragg@valdost.edu](mailto:kmcragg@valdost.edu)

**Jill A. Peerenboom** - Doctoral Student in Higher Education and Program Coordinator for the Certificate in Institutional Research, Florida State University. [japeerenboom@admin.fsu.edu](mailto:japeerenboom@admin.fsu.edu)

PPF = Private For Profit