

Enhancing Affordability and Access in Independent Higher Education

Examples of Price and Cost-Control Initiatives at America's Private Colleges and Universities

Table of Contents

Enhancing Affordability

- Replacing Loans with Grants
- Reducing Expected Student and Family Contributions..... *page 2*
- Tuition Cuts..... *page 4*
- Tuition Freezes..... *page 4*
- Tuition Guarantees..... *page 4*
- Tuition and Student Aid Matches..... *page 5*
- Eliminating Loan Interest..... *page 6*
- Partnerships with Community Colleges and High Schools..... *page 5*
- Accelerated Degree Programs..... *page 6*
- Four-Year Graduation Guarantees..... *page 8*
- Job Guarantees..... *page 8*
- Work Colleges..... *page 8*

Controlling Costs

- Outsourcing
- Streamlining Administration
- Integrating Information Technology
- Employee Incentives to Cut Costs..... *page 9*
- Cost Savings through Environmentally-Friendly Systems..... *page 10*
- Student Employment Initiatives..... *page 11*
- Regional and Metropolitan Consortial Arrangements..... *page 12*
- Statewide Consortial Arrangements..... *page 13*
- National Consortial Arrangements..... *page 14*
- Non-Tuition Revenue Streams..... *page 15*

Price and Cost Transparency..... *page 15*

National Association of Independent Colleges and Universities

Enhancing Affordability and Access in Independent Higher Education *Price and Cost-Control Initiatives at America's Private Colleges and Universities*

Enhancing Affordability – **Replacing Loans with Grants Reducing Expected Student and Family Contributions**

Over the past decade, private institutions have made themselves more accessible and affordable to students of modest means through unprecedented investments in their institutional grant programs. They have retooled institutional needs analysis formulas to reduce expected student and family contributions, lowered work expectations, and replaced loans with grants.

Amherst College

Amherst, MA

Amherst will replace all loans with scholarships in its financial aid packages beginning in the **2008-09** academic year. The policy will eliminate loans for all students. It will affect incoming students in the Class of 2012 and current students. In 1999, Amherst eliminated loans for low-income students.

Baylor University

Waco, TX

Baylor has increased grant aid and the percent of the need covered by institutional scholarships, and reduced student loan expectations.

Brown University

Providence, RI

Beginning with the class of 2003, students who qualify for institutional aid receive larger grants and smaller loans. It gives students with the greatest financial need approximately \$17,000 in additional grant aid over four years. All students can apply 100 percent of any outside grants toward the self-help portion of their financial aid packages, reducing loan or campus work expectations.

California Institute of Technology

Pasadena, CA

Beginning in **2008-09**, Cal Tech will eliminate loans for its neediest undergraduate students. Domestic students whose total family income is \$60,000 or less per year will be offered a financial-aid package that substitutes scholarship gift aid for loans.

Colby College

Waterville, ME

Beginning in **2008-09**, Colby College will replace loans with grants in financial-aid packages for Maine residents.

Columbia University

New York, NY

Beginning in **2007-08**, Columbia will eliminate the debt burden on students whose families earn less than \$50,000 per year, replacing loans with grants. In 2007, an alumnus pledged \$400 million, all designated for financial aid. It came a year after Columbia announced a \$4 billion fundraising campaign to build an endowment for financial aid and faculty development.

Davidson College

Davidson, NC

Beginning in **2007-08**, Davidson will eliminate loans from financial aid packages. Students will have their demonstrated financial need funded entirely through grants and student employment, and graduate debt-free. The policy applies to both incoming and upper class students. In 2006-07, Davidson capped student loans at \$3,000 per year, increasing grants by whatever amount it reduced loans.

Duke University

Durham, NC

Beginning in **2008-09**, Duke will eliminate parental contributions for families who make less than \$60,000 a year, and make it possible for students from families with

incomes below \$40,000 to graduate debt-free. To help relieve financial pressures on the middle class, Duke also will reduce loans for students from families with incomes up to \$100,000 and will cap loans for eligible families with incomes above \$100,000.

Emory University

Atlanta, GA

Beginning in **2007-08**, Emory will replace need-based loans with grants for students whose parents earn \$50,000 or less. Students whose families earn between \$50,001 and \$100,000 won't have to take out more than \$15,000 in loans over a four-year period.

Harvard University

Cambridge, MA

Beginning in **2008-09**, families earning \$120,000 to \$180,000 a year will be required to pay, on average, no more than 10 percent of their income. Harvard will also eliminate loans in financial aid packages, replace them with grants, and remove home equity in determining a family's assets. Since 2006-07, parents in families with incomes of less than \$60,000 have not been expected to contribute to the cost of their children attending Harvard.

John Carroll University

University Heights, OH

John Carroll makes it possible for families making under \$40,000 to enroll their incoming freshman tuition-free, effective for the **2007-08** academic year. Once federal and state aid eligibility is determined, John Carroll scholarship and grant aid will be awarded to cover the remainder of the cost, up to full tuition and fees.

Pomona College

Claremont, CA

Beginning in **2008-09**, Pomona College will eliminate loans in financial aid packages and replace those amounts with scholarships. The change will apply to both current and future students.

Princeton University

Princeton, NJ

Since 2001, Princeton has replaced loans with grants for all undergraduates receiving financial aid. The move followed a decision made in 1998 to replace loans with grants for low-income students. Princeton has also reduced the summer earnings expectation for financial-aid students and the amount that students are expected to contribute from their own savings. The university lowered expected parental contributions by removing home equity from consideration (or giving an equivalent renter's allowance to those who don't own homes, but have other investments). As a result of these improvements, the portion of tuition covered by the average grant for a freshman aid student rose from 65 percent in 1997, to 90 percent in 2006.

Stanford University

Stanford, CA

Since 2006-07, families with annual incomes of less than \$45,000 have not been expected to contribute to the cost of tuition at Stanford, and the requirements for families earning \$45,000 to \$65,000 have been cut in half. In 2007, Stanford increased need-based financial aid by 15.2 percent, to \$76 million annually, to assist students from middle-income families and reduce the sum parents are expected to contribute. It reduced the amount of home equity it assesses when calculating need, capping the amount at 1.5 times family income. An allowance is also made for renters. It also reduced the amount middle-income students are expected to borrow during the school year to \$2,000 from \$3,500. Both of these reductions will be offset by increased scholarship funds for students.

Swarthmore College

Swarthmore, PA

Effective for the **2008-09** school year, Swarthmore will replace all loans with scholarships in financial aid awards for both continuing and new students. The college has offered loan-free financial aid to its lowest-income students since 2006-07.

University of Pennsylvania

Philadelphia, PA

Since 2006-07, Penn has replaced loans with grants for students of families earning less than \$50,000. As a result, the highest-need students will each receive grant aid of more than \$45,000. The move coincided with a \$6.3 million increase in Penn's undergraduate financial aid budget for the 2007-08 academic year, with those funds targeted to middle- and low-income students. In 2005-06, the university reduced the summer savings requirement and increased allowances for incidental expenses for students from low-income backgrounds.

Wesleyan University

Middletown, CT

Beginning with the first-year class enrolling in **2008-09**, students whose total family incomes are \$40,000 per year or less will receive an aid package that substitutes grants for any loan obligation. Beginning with the same class, all other students who receive aid will graduate with a four-year total loan indebtedness reduced by an average of 35 percent.

Williams College

Williamstown, MA

Beginning in **2008-09**, Williams will eliminate loans from all financial aid packages and replace them with grants.

Enhancing Affordability – Tuition Cuts

Tuition cuts have been a small but growing trend over the past decade. In the five past years, a dozen have cut their list price.

One institution cut tuition for **2007-08**.

Hodges University

Ft. Myers/Naples, FL

Cut tuition by 20 percent.

The following schools reduced tuition in 2006-07.

Alliant International University

San Diego, CA

Cut tuition by 26 percent.

Regions University

Montgomery, AL

Cut tuition 42 percent.

Enhancing Affordability – Tuition Freezes

One-time tuition freezes keep an institution's list price at the previous year's level. These universities did not increase tuition for **2007-08**.

Beacon College

Leesburg, FL

Freed-Hardeman University

Henderson, TN

Harrisburg University of Science and Technology

Harrisburg, PA

Philander Smith College

Little Rock, AR

Princeton University

Princeton, NJ

Rollins College

Winter Park, FL

Rust College

Holly Springs, MS

Enhancing Affordability – Tuition Guarantees

A growing number of private institutions offer four- or five-year tuition guarantees to freshmen. Tuition will not increase for the years they are enrolled. These programs give families peace of mind that their tuition won't increase by unexpected amounts, and allow them to more easily budget. These colleges and universities include, but aren't limited to, the following.

Baylor University

Waco, TX

Capitol College

Laurel, MD

Concordia University

River Forest, IL

George Washington University

Washington, DC

Hardin-Simmons University

Abilene, TX

Hiram College

Hiram, OH

Hiwassee College

Madisonville, TN

Merrimack College

North Andover, MA

Northwestern College

Orange City, IA

Ouachita Baptist University

Arkadelphia, AR

University of Charleston

Charleston, WV

.....
**Enhancing Affordability –
Tuition and Student Aid Matches**

Tuition and student aid matches help enhance affordability and minimize the affect of sticker price on a student’s college choice. As a result, more students have the opportunity to attend the institution that best serves their academic needs.

California Lutheran University

Thousand Oaks, CA

Beginning in **2008-09**, incoming freshmen who are admitted to Cal Lutheran and either the University of California, Los Angeles (UCLA) or University of California, Santa Barbara (UCSB) can attend CLU for the cost of attending the public university. The savings on tuition, room and board likely will amount to more than \$60,000 over four years. The UC Guarantee Scholarship

program has no income requirements, and out-of-state and international students are also eligible. If students maintain a 3.0 grade point average and make satisfactory academic progress, they can renew the scholarship for all four years.

Gannon University

Erie, PA

Gannon matches the state grants of eligible students from New York and Ohio.

Lyon College

Batesville, AR

Students transferring to Lyon from two local community colleges, who come with the dean's recommendation and a 3.0 grade point average, will receive a scholarship that, combined with state and federal assistance, allow those living at home to complete their junior and senior years at a cost comparable to attending the two year institution.

Massachusetts Institute of Technology

Cambridge, MA

Since 2006-07, MIT has matched students' Pell Grants, up to their maximum amount.

.....
**Enhancing Affordability –
Eliminating Loan Interest**

Centenary College of Louisiana

Shreveport, LA

Centenary offers the Centenary Affordability Program (CAP), which is open to all parents who qualify for a federal PLUS loan. For the four years their child is enrolled at Centenary, the college will pay the interest on annual loans of up to \$15,000. A fixed rate payment option and four years of interest-free borrowing result in fast principal reduction.

Schreiner University

Kerrville, TX

Schreiner pays the interest on federal Plus loans taken out by parents.

.....
**Enhancing Affordability –
Partnerships with Community
Colleges and High Schools**

Private institutions are giving community college and high school students opportunities to earn credits at reduced prices and to “test the waters” before enrolling. Many institutions partner with local two-year colleges to offer joint degree programs that lower overall costs for students.

Benedictine University

Lisle, IL

Students with an associate’s degree from a local community college are able to earn a bachelor’s degree from Benedictine through an on-site program at the two-year institution. Tuition is half what the students would pay if they enrolled as adult nursing students at Benedictine. The university is exploring similar partnerships with two other community colleges.

Gannon University

Erie, PA

Gannon has dual enrollment programs with local and regional high schools where qualified high school students can take college courses and earn college credit while they are still in high school.

Hiwassee College

Madisonville, TN

Hiwassee, a two-year institution, provides dual enrollment courses for high school juniors and seniors in surrounding counties. The program essentially provides collegiate course work for students with no out-of-pocket expense.

Lyon College

Batesville, AR

Students at two nearby community colleges may take one course a semester at Lyon while paying their community college’s rate, allowing them to test the waters before transferring. In addition, Lyon students may take a course each semester at these institutions, allowing Lyon to save the cost

of creating courses that are already locally available and meet the college’s academic standard.

Schreiner University

Kerrville, TX

Schreiner provides at no cost to qualified area high school seniors access to one course to promote higher education as an option. Students have an opportunity to explore the college classroom before committing to enroll, helping to ensure that their tuition dollars are well spent.

Walsh College

Troy, MI

Walsh gives students the opportunity to complete three degrees—associate’s, bachelor’s, and MBA—within a total of five years. The program offers a seamless transfer from a business degree at two local community colleges into the bachelor’s and then master’s business programs at Walsh. This shortens total degree completion time by as much as one year, with 87 hours offered at community college rates.

.....
**Enhancing Affordability –
Accelerated Degree Programs**

Private institutions nationwide offer accelerated degree programs. These programs get students out into the workforce earning a salary earlier, and saving on their tuition, room, and board costs.

Adelphi University

Garden City, NY

Working in conjunction with three private and public colleges, Adelphi offers a five-year combined bachelor's and master's teachers program, as well as accelerated joint-degree programs combining undergraduate liberal arts with professional studies (dentistry, engineering, environmental studies, law, optometry, and physical therapy).

Albertus Magnus College

New Haven, CT

Albertus Magnus offers both undergraduate and graduate accelerated programs. Tuition for these programs is approximately half of tuition for traditional day programs.

College of Notre Dame of Maryland

Baltimore, MD

The College of Notre Dame offers Accelerated College, a program in business and nursing for working women and men. Once a student enters an accelerated college cohort, tuition will remain the same for that cohort until graduation.

Gannon University

Erie, PA

Working in conjunction with three other institutions, Gannon offers accelerated joint-degree programs in law, pharmacy, osteopathic medicine, podiatry, physical therapy, and other fields.

Hiram College

Hiram, OH

In 2006, Hiram added an accelerated biomedical humanities program, which prepares students to take the MCAT or GRE exams at the end of their second year, and to enter medical school or graduate school after three years.

Judson College

Marion, AL

Judson allows students to graduate with a bachelor's degree in two years, ten months, saving time and money.

Manchester College

North Manchester, IN

The "Fast Forward" program gives students the opportunity to earn a bachelors degree in just three years. Students take the same number of courses as four-year students, but with a more aggressive fall and spring schedule, January session, two summer sessions, and online classes. Fast Forward allows students to save as much as \$25,000 in tuition, fees, and room and board.

Mount St. Mary's University

Emmitsburg, MD

Mount St. Mary's offers accelerated undergraduate and graduate degree programs, including several for returning adult students. Tuition for the undergraduate accelerated program is less than half that of the traditional program.

Nichols College

Dudley, MA

Nichols offers an accelerated joint bachelor's and master's of business administration program in on-site and online formats, both of which cost less than the traditional programs.

Peirce College

Philadelphia, PA

Peirce allows adult learners to earn an associate degree in half the usual time.

Saint Joseph College

West Hartford, CT

Saint Joseph offers seamless undergraduate/graduate degree programs that allow students to earn baccalaureate and master's degrees in five years in biology, chemistry, and psychology/counseling. The college also offers an accelerated degree program in nursing.

Seattle University

Seattle, WA

Matteo Ricci College at Seattle University is the three-year university phase of a program that integrates high school and university level studies. It allows students to complete their high school and university education in six or seven years, rather than the traditional eight.

Waldorf College

Forest City, IA

Waldorf offers all of its bachelor's degree programs in a three-year format.

.....
**Enhancing Affordability –
Four-Year Graduation Guarantees**

These guarantees ensure that students at private colleges and universities graduate in four years. Students avoid an additional year of tuition payments and enter the workforce sooner than most of their peers at public universities. Institutions that fail to deliver for students who follow university guidelines and stays on track, will provide the remaining classes at no cost.

Augsburg College
Minneapolis, MN

Centre College
Danfield, KY

DePauw University
Greencastle, IN

Doane College
Crete, NE

Dominican University of California
San Rafael, CA

Juniata College
Huntingdon, PA

Milwaukee School of Engineering
Milwaukee, WI

Muskingum College
New Concord, OH

Pace University
New York, NY

Regis University
Denver, CO

University of the Pacific
Stockton, CA

.....
**Enhancing Affordability –
Job Guarantees**

Job guarantees for new graduates keep institutions accountable for the quality of

education provided, and assure students that their financial investment is worthwhile.

College Misericordia
Dallas, PA

College Misericordia offers a guaranteed placement program that ensures graduates of a paid internship in their fields if, six months after graduation, they do not have a job in their fields or have not been admitted to graduate school.

Manchester College
North Manchester, IN

Students who have not secured a job within six months of graduation may take additional undergraduate courses free of charge for one year to help prepare for employment.

Milwaukee School of Engineering
Milwaukee, WI

Undergraduate course may be repeated at no cost within three years of graduation if the graduate or his/her employer believes job performance will be enhanced.

Newbury College
Brookline, MA

Students who graduate with a bachelor's degree and at least a 3.0 grade point average, may take up to 10 courses at Newbury free of charge, if they are not employed after six months.

Robert Morris College
Chicago, IL

The 180-Day Guarantee offers associate degree students additional free education if they are unemployed within 180 days of graduation.

.....
**Enhancing Affordability –
Work Colleges**

Work colleges blend liberal learning and applied studies into the undergraduate curriculum. Every student is required to work on campus or in the community. In return, partial or full tuition is covered by the institution. Five of these institutions are

listed below. For more information, visit www.workcolleges.org.

Alice Lloyd College

Pippa Passes, KY

Every full-time student is required to work as a part of his or her overall educational experience, helping to significantly defray the cost of attendance. Alice Lloyd guarantees to pay the tuition for students residing in 108 central Appalachian counties in parts of five states.

Berea College

Berea, KY

Every student admitted to Berea is awarded the equivalent of a four-year, full tuition scholarship, a policy implemented in 1892. All students are required to work at least 10 hours a week in campus and service jobs.

Blackburn College

Carlinville, IL

Every student works a minimum of 160 hours a semester, keeping the cost of attendance low.

College of the Ozarks

Point Lookout, MO

No full time student at the college of the pays tuition. Students work 15 hours a week during the regular school year, plus two 40-hour weeks during holiday periods, to help offset the cost of providing their education.

Deep Springs College

Deep Springs, CA

Each student attends for two years and receives a full scholarship valued at over \$50,000 per year. Students work at least 20 hours a week on the campus and accompanying ranch.

Controlling Costs –

Outsourcing

Streamlining Staff

Integrating Information Technology

Employee Incentives to Cut Costs

Private colleges and universities are implementing—and expanding—better

business practices to control operating costs, enhance efficiency, and give students a high quality education at the lowest price possible. These include outsourcing services, targeting cost reductions, implementing new information technology for administrative functions, and streamlining staff while safeguarding quality.

Clark University

Worcester, MA

Clark has launched initiatives in strategic fuel purchasing, and computerized energy co-generation and management, which have resulted in a 33-percent annual savings. Clark practices “enterprise” budgeting, which treats certain parts of the university as self-contained businesses.

Columbia College Chicago

Chicago, IL

Columbia College Chicago has a financial incentive program that rewards faculty and staff who save money by eliminating processes and procedures without harming student services or outcomes. Recipients are given a financial award equal to one-third of the cost savings, up to \$2,000.

Denison University

Granville, OH

The university's personnel committee now requires that any growth in staff size be approved only if it can be accomplished without creating any additional burden to the student body. The increase must be funded by either non-student revenue or by a tradeoff with an existing expense.

Emory University

Atlanta, GA

Emory has consolidated departments and is collaborating with regional institutions to purchase commonly used supplies. It is eliminating contractor redundancy by combining contracts with major vendors for lower prices, and pursuing smaller vendors for greater discounts.

Flagler College

St. Augustine, FL

To enhance efficiency, Flagler requires faculty to teach at least five courses or 300 credit hours each semester. It has replaced permanent tenure with rolling one- to three-year contracts; and increased the use of part-time adjunct faculty.

Georgetown College

Georgetown, KY

Georgetown outsources much of its alumni relations operations, including the production of publications, management of events, and development of a web site.

Massachusetts Institute of Technology

Cambridge, MA

MIT launched a re-engineering project to close the gap between the institute's income and its expenses. MIT has consolidated suppliers and streamlined facilities operations.

McKendree College

Lebanon, IL

To serve students more cost effectively, the McKendree restructured its administrative staff. Without reducing the quality or degree of service to students, several staff positions were closed.

Spartanburg Methodist College

Spartanburg, SC

Spartanburg enhanced the efficiency of its administrative structure by replacing six academic departments with four academic divisions. The new structure reduced the number of administrators reporting to the vice president for academic affairs, better allocating resources.

Stetson University

DeLand, FL

Stetson has reduced administrative costs through program consolidation and new computer applications. It replaced the position of chief academic officer with a dean's council, giving the existing deans of arts and sciences, business, and music direct responsibilities for institutional planning.

Union University

Jackson, TN

Union University has outsourced several of its operations, including bookstore, facilities, grounds, and housekeeping. Through careful budget monitoring, it has taken steps to reduce hiring.

University of Notre Dame

Notre Dame, IN

Notre Dame has re-bid and streamlined administration of benefit plans; implemented campus-wide budget reductions; enhanced procurement processes; outsourced the cashier's office; and implemented incentive plans to encourage departments to improve expense management.

.....

Controlling Costs – Cost Savings through Environmentally-Friendly Systems

Private colleges and universities are moving quickly to implement and expand environmentally-friendly systems that reduce energy consumption and result in significant cost savings.

Adelphi University

Garden City, NY

Adelphi installed a geo-thermal heating system in 2003 for its new residence hall, which reduced the building's projected consumption by 30 percent. The university cuts back 400 kilowatts of power on high demand days in exchange for payment from its energy supply company.

Illinois College

Jacksonville, IL

To reduce energy costs well into the future, Illinois College opened a resident hall in 2006 that emphasizes state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

Juniata College

Marion, AL

Juniata buried cool-water lines at all of its main buildings to reduce the electrical load for air conditioners, making it more cost

efficient to cool buildings. The college has created a LEED-certified multipurpose building that uses recycled materials, natural heating and cooling systems, composting toilets and a variety of other systems to reduce the environmental footprint and cut down on energy consumption. Juniata installed new boilers that can be switched between natural gas and heating oil, allowing the college to save money by locking in long-term supplies at reduced costs.

Park University

Parkville, MO

Park has had significant savings by building classroom and office space underground, including saving more than 50 percent on the construction cost of new distance learning facilities. Park also reaps ongoing savings through lower operating and utility costs.

Princeton University

Princeton, NJ

Princeton has implemented an electricity supply load management system that predicts electricity demand on an hourly basis, compares demand to pricing, and allows the university to use major equipment when energy costs are lowest. This system saved about \$2 million in the 2006 fiscal year. Princeton also produces chilled water when costs are lowest, stores this chilled water until it is needed, and has been recommissioning heating and cooling systems to original or improved designed standards for additional savings.

University of Evansville

Evansville, IN

The University of Evansville produces approximately half of its own electricity with a guaranteed savings of at least \$400,000 annually over the next 15 years.

University of Scranton

Scranton, PA

During the summer of 2005, the university implemented a water conservation project that saved the university nearly \$100,000 a year and conserved more than 10 million

gallons of water consumption. The savings from reduced water consumption, sewer taxes, and thermal energy for water heating are estimated at about \$95,000 per year.

Wilson College

Chambersburg, PA

Vegetable oil from Wilson's 100-acre, on-campus, organic farm, is recycled into biodiesel fuel for the farm's equipment, and waste products from the dining hall and equestrian center are used as compost for the fields.

Controlling Costs –

Student Employment Initiatives

A growing number of institutions are giving students an opportunity for paid hands-on work experience related to their field of study. Colleges save on the higher costs of full-time, permanent employees. *See also Work Colleges, page 7.*

Juniata College

Marion, AL

Juniata's entire information tech support operation is run by its students. Student managers direct budgets, hire (and fire) student employees, and take on R & D assignments for new software or products.

Marquette University

Milwaukee, WI

To save costs, Marquette supplements its finance staff by hiring student accounting interns who apply classroom knowledge while providing a needed university service.

Rhodes College

Memphis, TN

Since 2004, students compete for jobs as "student associates" in areas related to their academic field of study. Rhodes pays the students staff wages, while reaping the savings of assigning only fractional positions. Students gain valuable training and experience. With 60 students involved, Rhodes saw cost containment almost triple in the third year of the program. The positions solve departmental needs at a

fraction of the previous cost and resulted in improved services, extended programming, and greater student satisfaction.

Controlling Costs – Regional and Metropolitan Consortial Arrangements

Increasingly, private colleges and universities in common metropolitan areas or regions work together to cut operating costs while improving quality. These multi-institution alliances allow colleges to leverage joint purchasing power for lower costs on energy, insurance, and information technology; reduce administrative and academic redundancies; offer students new learning opportunities and better services; and share best practices.

Associated Colleges of Central Kansas McPherson, KS

ACCK's consortial activities collectively save participating campuses an estimated \$1.2 million each year. The effort provides administrative computing services and selected academic programs from a central location; an undergraduate major in special education; and upper-level coursework in several disciplines. ACCK offers a health insurance pool; Internet access through a single vendor; daily courier service; and a Blackboard server used by faculty at the member institutions.

Colleges of the Fenway

Boston, MA

Six neighboring institutions in Boston formed the Colleges of the Fenway consortium to share courses, programs, and services, while retaining their individual names, missions, and independence. The consortium offers cross registration of students and collaborates on master planning and information technology. It offers temp services and advertising contracts, and holds admissions and marketing events.

Five Colleges, Inc.

Amherst, MA

Five Colleges, Inc., a consortium of five private and public institutions, promotes long-term education and administrative resource sharing. Members make joint appointments in areas such as risk management and recycling; jointly recruit for admissions; conduct joint management training; and have a cooperative purchasing agreement that allows the institutions to jointly save \$1 million each year. The colleges have common academic calendars; offer a joint automated library system and online course catalog; share several academic departments; and make joint faculty appointments.

Independent College Enterprise

Charleston, WV

The Independent College Enterprise is a collaborative effort between seven Virginia, West Virginia, and Massachusetts institutions to share all of their administrative computing services. ICE owns and operates the hardware and software that support the financial management, human resource, financial aid, admissions, alumni, development, and student records processes for all seven schools.

Lehigh Valley Association of Independent Colleges

Bethlehem, PA

LVAIC's collaborative purchasing programs have generated substantial cost savings, giving smaller institutions better pricing and access to higher quality products and services. It handles \$60 million in group purchasing of products and services. Seven other regional colleges, universities, and private secondary institutions have joined LVAIC's six member institutions in these programs.

Southeastern Pennsylvania Consortium for Higher Education

Glenside, PA

The eight private colleges and universities that make up SEPCHE share administrative services; a common calendar among groups

of colleges to facilitate co-curricular and curricular activities; cross-registration and transfer processes; and collaborative student activities. They jointly hire faculty and staff in mutually beneficial areas, develop new academic programs, and provide faculty development.

.....
**Controlling Costs –
Statewide Consortial Arrangements**

State associations of private colleges and universities are innovating and expanding collaborative initiatives that cut operating costs while improving quality. These statewide alliances allow colleges to leverage joint purchasing power for lower costs on energy, insurance, and information technology; reduce administrative and academic redundancies; offer students new learning opportunities and better services; and share best practices.

Association of Independent Colleges and Universities in New Jersey

Summit, NJ

AICUNJ provides New Jersey's 14 independent colleges and universities consortial purchasing for communications, energy, insurance, computer software, equipment financing, mattresses and travel, and employment benefits such as temporary and long term disability benefits plans. Collaborative professional development workshops also help keep costs down.

Association of Independent Colleges and Universities of Pennsylvania

Harrisburg, PA

AICUP member institutions participate in several joint purchasing agreements, including licensing for major Microsoft products, with an average cost savings of 60 percent to 70 percent; repair and maintenance contracts, with an estimated overall cost reduction of 10 to 30 percent; local and long distance phone service; Internet access; natural gas; electricity; bond financing, with an overall savings of \$1.5 million in insurance expenses; and worker's comp and auto insurance.

Connecticut Conference of Independent Colleges

West Hartford, CT

CCIC has a multi-pronged administrative collaboration effort that is focused on group purchasing, shared services and the development of new markets. Members have access to shared staff training and contracts for various products including legal online music downloading, internet security tools, personal security options, parcel delivery, bottled water, conference calling, and news clipping services. Other services include student health insurance, workers compensation insurance, internal audit services, an annual risk management conference, and collaborative emergency planning. Work groups meet on a regular basis to explore options, expand services, and share best practices.

Council of Independent Colleges in Virginia

Bedford, VA

CICV is involved in several collaborative business programs, including a volume discount program for long-distance telephone service and a discounted Microsoft Campus Agreement. CICV is also engaged in extensive collaborative efforts to recruit students for member institutions.

Independent Colleges and Universities of Florida

Tallahassee, FL

ICUF sponsors the Independent Colleges and Universities Risk Management Association that offer property, liability, workers compensation, and auto insurance. This group will soon add pooled coverage for property, casualty, workers compensation, auto, pollution, e-commerce, and a number of other products. In addition, ICUF provides its 28 members with self-insured medical benefits; maintains a purchasing arrangement with UPS, Dell, and Siemens; and offers a statewide Microsoft Campus Agreement.

Maryland Independent Colleges and Universities Association

Annapolis, MD

MICUA offers collaborative purchasing programs its 18 member colleges, including student, property and casualty, group life, and long-term disability insurance; as well as student tuition payment plans.

Ohio Foundation of Independent Colleges

Columbus, OH

OFIC's 35 member colleges share technology hardware, software, and expertise; software licensing; faculty development and teacher education programs in technology use; consultative referral service in health and property and casualty insurance solutions; and consultative referral services in energy management solutions. OFIC also provides collaborative programs in minority student recruitment and retention.

Oregon Independent Colleges Association

Portland, OR

On behalf of its 17 member institutions, OICA has initiated and sustains volume purchasing programs for all voice and data telecommunications; multiple lines of software and hardware; a self-insured workers compensation benefit trust; a self-insured employee health benefits trust; moving vans; public notices; and management training. Annual savings are estimated at \$3 million to \$5 million. Students at OICA member institutions can cross-register, without cost, at other schools to complete required courses not offered in a given term at their home campus.

Tennessee Independent Colleges and Universities Association

Nashville, TN

TICUA offers its 37 member institutions a self-funded health insurance program; and has its own \$17 million procurement program that offers discounts with over 40 vendors, ranging from computer software to electrical services.

Wisconsin Association of Independent Colleges and Universities

Madison, WI

The WAICU Collaboration Project is a comprehensive initiative to perform all administrative support (back office) functions of Wisconsin's 20 private colleges and universities. According to the most recent statistics, WAICU reduced members' costs in 2005 by more than \$5 million—a 58 percent increase in savings from 2004. The effort, now halfway through its implementation process, includes joint administration of health plans, a study abroad consortium, professional development for faculty and departmental chairs, collection services, background checks, and a student health plan. The congressional report *The College Cost Crisis* called the WAICU project “transformative.”

Controlling Costs – National Consortial Arrangements

These consortial efforts allow institutions from around the nation to pool resources to control costs and improve services.

Association of Jesuit Colleges and Universities

Washington, DC

Twenty-one AJCU member institutions provide a collaborative virtual reference service, which allows participating colleges to extend standard hours of operation by distributing the staffing of the service across multiple libraries and multiple time zones. Online reference librarian assistance is offered 24 hours a day, seven days a week.

Coalition for College Cost Savings

Nashville, TN

CCCS helps small to medium sized independent institutions in 16 states enhance efficiency through joint procurement agreements for several services and products. Joint contracts for comprehensive asset management programs and employee long-term care insurance are also offered.

Controlling Costs – Non-Tuition Revenue Sources

To help reduce the pressure of rising costs on tuition, private institutions are generating and expanding alternative revenue streams.

Augustana College

Rock Island, IL

Augustana has launched a capital campaign with the goal of endowing \$50 million in need based scholarships.

Hampton University

Hampton, VA

Hampton uses income and interest from real estate and other investments to fund approximately \$4 million in scholarships for students each year.

Loyola University Chicago

Chicago, IL

Loyola University Chicago converted the first floor of a college owned building in Chicago to commercial retail rental property. It is also leasing university-owned land for annual rental income of \$2 million, plus cost of living increases each year.

Martin Methodist College

Pulaski, TN

MMC has encouraged alumni to use the temporary federal IRA charitable rollover provision to establish scholarship endowments.

Nichols College

Dudley, MA

Nichols' facilities are rented out in the summer at 100 percent capacity to help offset costs.

Price and Cost Transparency

To keep prospective and enrolled students, their families, and policymakers informed on the cost of attendance, major campus expenditures, and budget priorities, private colleges are better communicating consumer and institutional financial information.

Drake University

Des Moines, IA

Drake posts audited financial statements on the web, distributes letters and e-mails explaining tuition increases, holds town meetings on the budget, and e-mails financial updates to the campus community.

Emory University

Atlanta, GA

Emory posts its financial statements online.

Gannon University

Erie, PA

Gannon's president sends an annual letter to all students, undergraduates, and parents explaining the rationale for tuition increases, and outlining major expenditures.

Hiram College

Hiram, OH

Hiram outlines typical costs to prospective students and families through a number of ways, including providing financial scenarios on its website and in recruitment materials.

Princeton University

Princeton, NJ

Princeton established the first institution-specific financial aid calculator, which allows any family to go online and get a confidential, detailed estimate of how much aid they would receive and what they would pay for a Princeton education.

U-CAN (www.ucan-network.org)

Washington, DC

U-CAN was launched by the National Association of Independent Colleges and Universities in September 2007 to give, in a common format, prospective students and their families concise, web-based consumer-friendly information on more than 500 individual private colleges and universities. Each college profile includes a break down of the price of attendance, percentage of students who receive financial aid and the average award amount, average loan debt at graduation, and average net tuition (list price minus grants).