



HIGHER EDUCATION ENROLLMENT AND FINANCE IN ARIZONA COMPARED TO ALL STATES

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Tom Rex, M.B.A.

**Associate Director, Center for Competitiveness and Prosperity Research;
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**A Report from the Productivity and Prosperity Project (P3),
Supported by the Office of the University Economist**

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and Manager of Research Initiatives, Office of the University Economist

Center for Competitiveness and Prosperity Research
L. William Seidman Research Institute
W. P. Carey School of Business
Arizona State University
Box 874011
Tempe, Arizona 85287-4011

(480) 965-5362
FAX: (480) 965-5458
EMAIL: Tom.Rex@asu.edu
wpcarey.asu.edu/research/competitiveness-prosperity-research
economist.asu.edu



ARIZONA STATE UNIVERSITY

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SUMMARY

Enrollment in degree-granting institutions of higher education in Arizona as a percentage of the state's population was about equal to the national average in 2003. The Arizona figure was higher than the national average at private for-profit institutions, slightly greater than the national average at public institutions, but considerably below average at private not-for-profit institutions.

Total revenues and expenditures per student at Arizona institutions of higher education were far below the national averages in 2003, among the least in the nation. Among public institutions, Arizona's higher education revenues and expenditures were not as far below average, but still ranked among the bottom 10 states in the nation.

The ability to pay in Arizona is below average due to the state's subpar incomes. Thus, the state's higher education revenues and expenditures per student adjusted for income were not as far below the national average in 2003. Among public institutions, Arizona's per student revenues and expenditures were close to the national average, ranking near the middle of the states.

Public financial support for higher education, as measured by government appropriations, was marginally higher in Arizona than the national per student average in 2003, with Arizona ranking just above the middle of the states. Adjusted by the state's ability to pay, public support for higher education in Arizona was considerably higher in 2003 than the national average.

Increases in public support for higher education per student have been nearly equal in Arizona and the nation. However, the increases have not been as great as gains in the ability to pay, particularly in Arizona.

INTRODUCTION

Higher education is defined to include all public and private degree-granting institutions, which primarily consist of two-year colleges and four-or-more-year (hereafter referred to as four-year) universities. The National Center for Education Statistics (NCES) is the primary source of statistics on higher education. The NCES provides various measures of higher education enrollment and finance annually, but their latest complete data by state are for 2001 (the 2000-01 fiscal year). Incomplete data are available for 2003. Data limitations are discussed in more detail in Appendix I.

Education finance and enrollment data are adjusted by other data — population, gross product, and personal income — that are produced by the U.S. Department of Commerce. Data for Arizona are compared to the national average, all states (including the District of Columbia), and two smaller groups of states: 10 competitor states (California, Colorado, Florida, Georgia, Nevada, New Mexico, Oregon, Texas, Utah, and Washington) designated by the Greater Phoenix Chamber of Commerce, and 10 new economy states (California, Colorado, Connecticut, Maryland, Massachusetts, Minnesota, New Jersey, Utah, Virginia, and Washington) selected by the Milken Institute.

ALL INSTITUTIONS

The NCES database for 2003 includes 76 degree-granting institutions of higher education in Arizona. Of these, all enrollment and financial data were missing from three and financial data were missing from eight others. Thirty-four of the 76 were private for-profit institutions, with the share of both two-year and four-year institutions above the national average. In contrast, the 17 private not-for-profit institutions accounted for a below-average share of the total. The five public four-year universities (the three campuses of Arizona State University plus Northern Arizona University and the University of Arizona) also were an unusually low share of the total.

The significance of missing data varies widely by state, with data for some major institutions in other states missing from the NCES 2003 database. Thus, the incompleteness of the data needs to be considered in evaluating the information presented in this section. The financial data are for fiscal year 2003. The enrollment figures are on a full-time-equivalent (FTE) basis for Fall 2003. Total revenues and expenditures in Arizona in 2003 are compared to the national average and to each of the comparison groups of states based on three classifications of degree-granting institutions of higher education: all institutions, public and not-for-profit institutions (excluding for-profit institutions), and public institutions only.

Enrollment

Enrollment at public institutions in Arizona was nearly 196,000 (see Table 1), split almost equally among two-year colleges (99,000) and four-year universities (nearly 97,000). Enrollment at public institutions accounted for 2.1 percent of the national total, compared to the state's population share of 1.9 percent. The share of the nation was above average among two-year colleges at 2.7 percent but slightly below average at four-year universities at 1.7 percent. All three of Arizona's original public universities had enrollment in excess of 15,000 and ASU West had 5,000 students. Three public community colleges had enrollment of more than 10,000 and three others exceeded 5,000.

In contrast, enrollment at private not-for-profit schools in Arizona totaled just 10,700, only a tiny share of the national total at 0.2 percent for two-year institutions and 0.4 percent for four-year schools. None of the private not-for-profit institutions in Arizona are large. Grand Canyon University had the greatest enrollment at 2,000.

The enrollment of 104,000 at private for-profit schools in Arizona consisted largely of the 71,000 students in the online campus of the University of Phoenix that the NCES includes in the Arizona statistics. However, even after excluding these students, for-profit institutions in Arizona still made up a large share of the national enrollment total: 5.4 percent of two-year schools and 5.3 percent of four-year schools. The University of Phoenix was the only for-profit institution with enrollment of more than 2,500, with nearly 8,000 at their Phoenix campus and a little more than 3,000 at their Tucson campus. Excluding the online campus, total private school enrollment in Arizona made up only 1.3 percent of the national total.

Accounting for 23 percent of the state's enrollment total, the online campus at the University of Phoenix greatly influences the Arizona enrollment and finance data. It was not excluded from the following analyses because of similar institutions being included in other states. Instead, given this anomaly and the specialized nature of many degree-granting for-profit institutions — such as

TABLE 1
FULL-TIME EQUIVALENT ENROLLMENT SUMMARY, FALL 2003

	United States			Arizona			Arizona
	Enrollment	Share*	Share of Total	Enrollment	Share*	Share of Total	Share of U.S.
Total	12,719,093	93%		311,182	98%		2.4%
Private	3,475,814	94	27.3%	115,424	95	37.1%	3.3
Public	9,243,279	93	72.7	195,758	100	62.9	2.1
For Profit 2-year	226,273	86	1.8	12,127	81	3.9	5.4
For Profit 4-year	400,187	94	3.1	92,357	99	29.7	23.1
Not For Profit 2-year	37,271	81	0.3	84	100	0.0	0.2
Not For Profit 4-year	2,802,941	95	22.0	10,654	66	3.4	0.4
Public 2-year	3,681,235	89	28.9	99,066	100	31.8	2.7
Public 4-year	5,561,316	95	43.7	96,692	100	31.1	1.7
Excluding For Profit:							
Total	12,083,491	93		206,496	98		1.7
Private	2,840,212	95	23.5	10,738	66	5.2	0.4

Notes: A small number of degree-granting schools with less than a two-year program are not shown separately. Enrollment figures are not available for a number of schools across the country.

* Share at institutions with finance data reported

** Public revenue divided by all public and private students

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

the Arizona Automotive Institute, the Refrigeration School, and the Scottsdale Culinary Institute — for-profit institutions are excluded from some of the following analyses.

Total enrollment in Arizona was 311,000. As a percentage of the state's population, enrollment was 27 percent higher than the national average, ranking sixth in the nation and second among both the competitor states and the new economy states. However, excluding the for-profit institutions, enrollment totaled 206,000; enrollment as a percentage of the population was 12 percent below average in Arizona, ranking near the bottom of the states: 43rd overall, eighth among the 11 competitor states and ninth among the 11 new economy states. Looking only at public institutions, Arizona's enrollment as a percentage of population was 9 percent above average, ranking in the middle of the states among all comparison groups of states.

Enrollment at public institutions as a share of enrollment at all institutions was below average in Arizona, ranking 42nd overall, last among the competitor states, and ninth among the new economy states. Excluding for-profit institutions, the comparison reverses, with the public share in Arizona well above average, ranking fifth overall, third among the competitor states, and first among the new economy states.

Total Revenues and Expenditures

Revenues and expenditures are measured three ways: per FTE student, per student relative to per capita personal income (PCPI), and per student relative to per capita gross state product (PCGSP). The latter two measures reflect ability to pay.

Based on the classification including all institutions, revenues per student in Arizona were 40 percent below the national average, ranking the state 48th overall, 10th among the 11 competitor states, and last among the new economy states. Excluding the for-profit institutions does not substantially change the results, with Arizona 29 percent below the national average, the national rank 46th, and the rank among the two other comparison groups unchanged. Looking only at public institutions, the shortfall is smaller at 15 percent, but the national rank goes up only to 44th and the rank among the competitor states to eighth; Arizona still ranks last among the new economy states.

The comparisons of expenditures per student are similar to those of revenues per student except for the classification of all institutions, in which Arizona ranked last among all states at 50 percent below average (see Table 2). Thus, higher education revenues and expenditures per student are quite low in Arizona regardless of the set of higher education institutions included.

Per capita personal income and per person gross state product in Arizona are considerably below the national averages, according to data reported by the U.S. Department of Commerce's Bureau of Economic Analysis. (The 2000 census, however, indicated that per capita income in Arizona was not so far below average.) Thus, comparing revenues and expenditures per student to PCPI and PCGSP somewhat raises Arizona's higher education rankings and ratios to the national average. However, among all institutions and the classification excluding for-profit schools, the state still was far below the national average. Among public institutions, Arizona's per student revenues and expenditures were close to the national average, ranking near the middle of the states.

TABLE 2
REVENUES AND EXPENDITURES PER FULL-TIME-EQUIVALENT STUDENT, 2003

Ratio to the U.S. Average	Revenues			Expenditures		
	Per FTE Student	Versus PCPI	Versus PCGSP	Per FTE Student	Versus PCPI	Versus PCGSP
All Institutions	60%	70%	69%	50%	58%	57%
Excluding For-Profit	71	82	81	74	85	84
Public Only	85	98	97	88	102	100
Ranking Among All States						
All Institutions	48	42	42	51	51	48
Excluding For-Profit	46	40	41	47	39	41
Public Only	44	31	34	44	31	32
Ranking Among 11 Competitor States						
All Institutions	10	7	8	11	10	11
Excluding For-Profit	10	7	8	10	7	7
Public Only	8	6	6	8	5	5
Ranking Among 11 New Economy States						
All Institutions	11	8	8	11	11	11
Excluding For-Profit	11	8	8	11	7	7
Public Only	11	5	5	11	5	4

Source: Calculated from National Center for Educational Statistics and U.S. Department of Commerce, Bureau of Economic Analysis.

Categories of Revenues and Expenditures

The NCES divides revenues into three categories: tuition and fees, state and local government appropriations, and other. Since appropriations are made only to public institutions, they are analyzed in the following section. Expenditures are split into five categories: instructional support, academic support, student services, institutional support, and other.

Tuition and fees per student in Arizona were considerably below the national average in 2003 in each of the three classifications of institutions, though Arizona's ranking was above the middle of the states in the all institutions classification. Among public institutions, per-student tuition and fees were 15 percent below average, ranking 36th overall, fifth among the competitor states and 10th among the new economy states. Arizona still was a little below average after considering ability to pay.

Arizona was far below average in the category of "other" revenues, ranking last among the states among all institutions and in the classification excluding for-profit institutions, and 47th among public institutions. Even after considering ability to pay, Arizona's public-sector figure was 20 percent below average, ranking among the bottom 10 states overall and third to last among the competitor and new economy states.

Arizona was far below average on expenditures per student in each of the five expense categories, ranking at the bottom of the states among all institutions and near the bottom in the classification excluding for-profit institutions. Among public institutions, Arizona's figure ranged from 7 percent below average in the academic support category (ranking 26th) to 30 percent below average in the student services category (ranking 45th).

PUBLIC INSTITUTIONS

This section focuses on public support for higher education, defined as state and local government appropriations for higher education expressed on a full-time-equivalent student basis. While appropriations are only a portion of the total funding available to institutions of higher education, the other sources (such as tuition and fees) do not represent public support.

Traditionally, public support for higher education has been defined as state government appropriations; for example, the Grapevine project of Illinois State University has collected state government appropriations for higher education since 1961. The focus on state government, however, fails to recognize that in some states local governments contribute substantially to the funding of higher education while in other states all of the funding comes from the state government. The State Higher Education Finance project (SHEF) of the State Higher Education Executive Officers organization (SHEEO) reports that local government's share of total appropriations in 2004 averaged 10 percent nationally, but was 35 percent in Arizona — the highest proportion in the nation. (Wisconsin ranked second at 23 percent.) Thus, looking only at state government appropriations results in a misleading evaluation of government support for higher education across the states.

The Grapevine data on state government appropriations for higher education is timelier than the NCES data. In 2004, Illinois State University for the first time included local government appropriations (collected by SHEF). However, since enrollment data are not available for 2004,

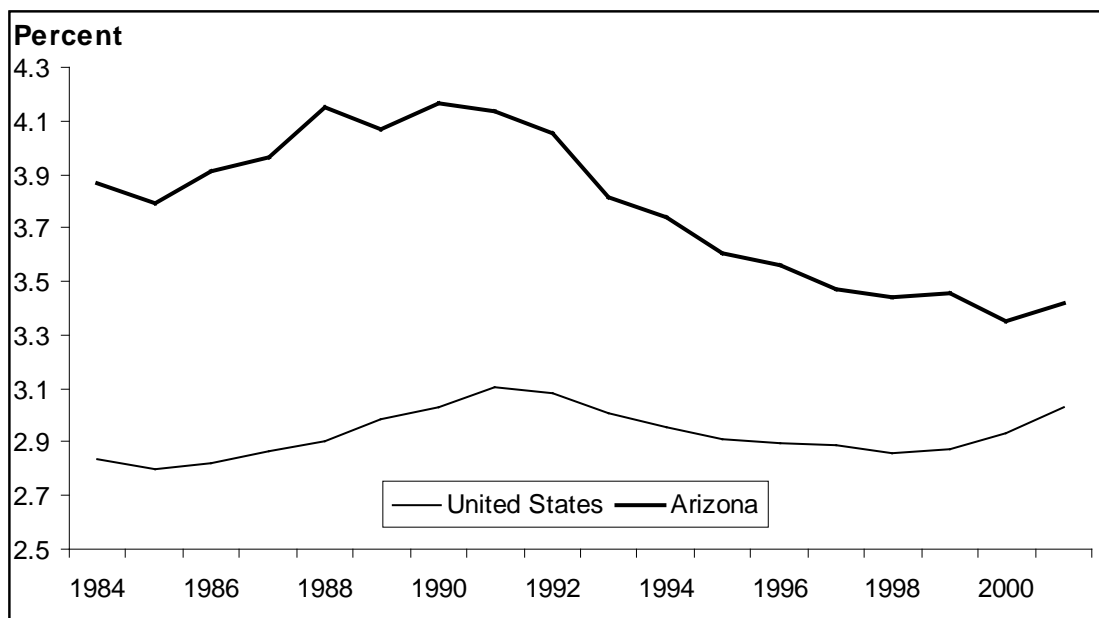
the Grapevine project compares appropriations data by state on a per capita basis. By not reflecting the state-to-state fluctuations in public institution enrollment as a percentage of the number of residents, per capita appropriation measures produce an incomplete picture of public support. Similarly, state and local government appropriations for higher education as a share of total government spending or of tax revenues also present an incomplete picture since enrollments are not considered.

Through 2001

Complete annual data through 2001 are available from the NCES; data for 2001 are compared especially to those of 1991, a comparable year in the economic cycle. Nationally, the percentage of the population enrolled in public institutions of higher education held nearly steady near 3 percent between the mid-1980s and 2001. The Arizona percentage was higher than the national average in each year, but the differential declined from a little more than 1 percentage point between the mid-1980s and early 1990s to 0.4 in 2000 and 2001 (see Chart 1).

The main reason for Arizona's higher-than-average percentage of the population enrolled in public institutions of higher education is the relative shortage of private not-for-profit institutions of higher education in Arizona. The readily available and affordable nature of the community college system in Arizona is another reason.

CHART 1
ENROLLMENT IN PUBLIC INSTITUTIONS OF HIGHER EDUCATION
AS A PERCENTAGE OF THE TOTAL POPULATION



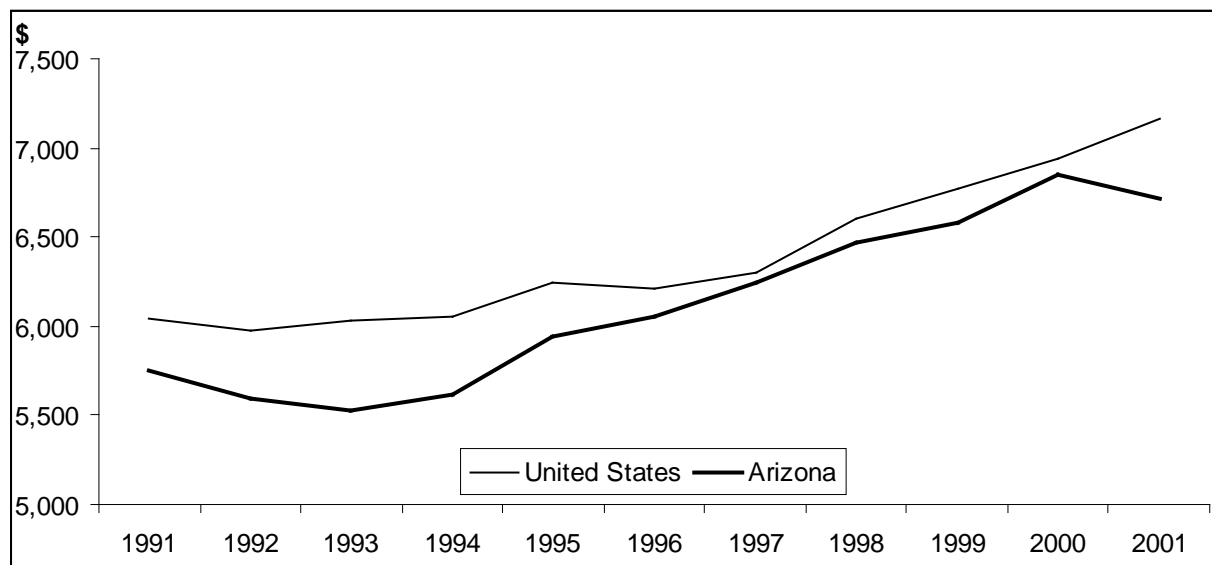
Source: Enrollment from the National Center for Educational Statistics. Population from the U.S. Census Bureau.

State and local government appropriations for higher education per full-time-equivalent public student averaged \$7,159 nationally in 2001 according to the NCES. The Arizona figure of \$6,711 was 6.3 percent less. In 1991, the Arizona figure was 4.8 percent less than the national average. Arizona's figure fluctuated from 1 to 8 percent less than the national average between 1991 and 2001 (see Chart 2). The differential typically was somewhat larger during the 1980s. State and local government higher education appropriations per FTE student in 2001 in Arizona ranked 30th among all states and the District of Columbia according to the NCES data. In 1991, Arizona had ranked 29th.

This measure of appropriations per FTE student does not consider Arizona's lesser ability to pay. State and local government appropriations for higher education as a percentage of gross product was higher in Arizona (0.74 percent) than the national average (0.61 percent) in 2001. The 2001 percentages were less than those in 1991, especially in Arizona, as seen in Chart 3. However, this measure of appropriations as a percentage of gross product does not reflect Arizona's above-average proportion of residents enrolled in public institutions of higher education.

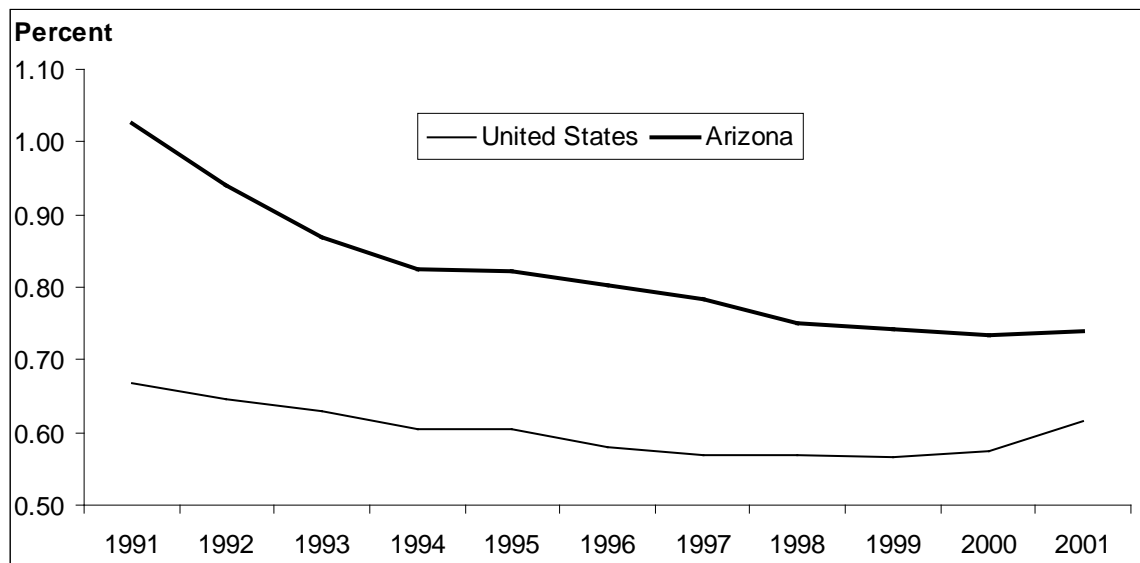
Appropriations by state and local governments for higher education rose an inflation-adjusted 30 percent nationally between 1991 and 2001. Arizona's real increase was a little larger at 35 percent, but both the national and Arizona increases were less than real economic growth. Nationally, real gross product gained 41 percent during the decade, while in Arizona real GSP surged 95 percent.

CHART 2
INFLATION-ADJUSTED STATE AND LOCAL GOVERNMENT APPROPRIATIONS
FOR HIGHER EDUCATION PER FULL-TIME-EQUIVALENT STUDENT



Source: National Center for Educational Statistics. Appropriations deflated by the U.S. GDP price deflator produced by the U.S. Bureau of Economic Analysis, expressed in 2001 dollars.

CHART 3
STATE AND LOCAL GOVERNMENT APPROPRIATIONS
FOR HIGHER EDUCATION AS A PERCENTAGE OF GROSS STATE PRODUCT



Source: Appropriations from the National Center for Educational Statistics. Gross state product from the U.S. Bureau of Economic Analysis.

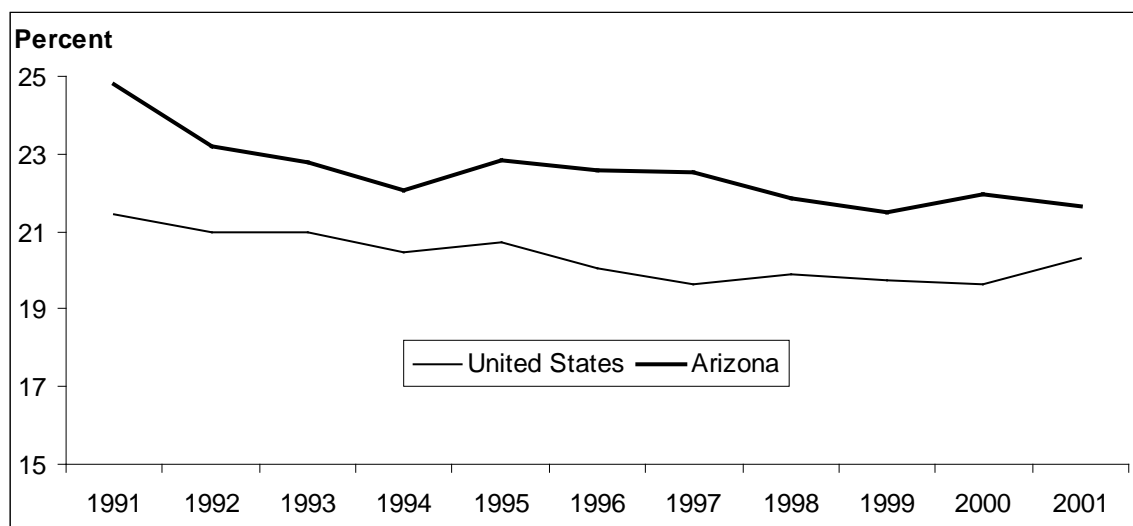
On a per FTE student basis, the 17 percent real increase in appropriations in Arizona was slightly less than the national average of 18 percent. While inflation-adjusted appropriations rose even on a per student basis, the increase was less than the rate of economic growth, especially in Arizona. Per capita real gross product rose 25 percent nationally and 39 percent in Arizona between 1991 and 2001. Thus, whether measured in aggregate terms or on a per person basis, appropriations for higher education did not keep up with economic gains between 1991 and 2001, especially in Arizona.

In order to incorporate both enrollments and ability to pay in one measure, state and local government appropriations per FTE student were calculated as a share of gross product per capita. As seen in Chart 4, Arizona's figure has been greater than the national average, but the differential was less in 2001 than over the prior decade. Thus, public support for higher education in Arizona has waned relative to the national average, but the state's effort remains higher than the national average because of its limited ability to pay.

In 2003

Arizona's total higher education appropriation per FTE student at public institutions was 3 percent higher than the national average in 2003, ranking just above the middle of the states at 20th. Arizona ranked third among the competitor states and fifth among the new economy states. Considering Arizona's reduced ability to pay, the figure was 20 percent above average relative to PCPI, ranking 14th, and 18 percent above average relative to PCGSP, ranking 15th. On each ability-to-pay measure, Arizona ranked second among both the competitor states and new economy states.

CHART 4
STATE AND LOCAL GOVERNMENT APPROPRIATIONS FOR HIGHER EDUCATION
PER FULL-TIME-EQUIVALENT STUDENT AS A SHARE OF GROSS STATE
PRODUCT PER CAPITA



Source: Appropriations and enrollment from the National Center for Educational Statistics. Gross state product from the U.S. Bureau of Economic Analysis. Population from the U.S. Census Bureau.

The appropriation per FTE student varies across Arizona colleges and universities. These comparisons are greatly affected by special programs that receive substantial funding at particular institutions. Public support for the University of Arizona appears to be relatively strong in large part due to its medical school and agricultural extension program.

Using NCES data for 2003, state and local government appropriations per FTE enrollment varied widely among Arizona's universities, from \$12,276 at the University of Arizona to \$7,472 at Arizona State University's west campus, \$7,067 at Northern Arizona University, \$6,769 at Arizona State University's west campus, and \$6,654 at Arizona State University's main campus.

Compared to its official peer group, the U of A ranked fourth among 16 universities (all but two of which have a medical school) with a figure 21 percent higher than the average of the 15 other schools. NAU also ranked fourth among 16 peer universities (data were not available for two other peers: Bowling Green State University and Miami University) at 15 percent higher than the average of the other 15 schools. In contrast, the main campus at ASU ranked ninth among 14 peer universities (data were not available for Rutgers and the University of Connecticut), with its FTE government appropriations figure 16 percent less than the average of the 13 peers. However, seven of the 13 peer universities have a medical school. ASU ranked third among the seven institutions without a medical school.

ASU and U of A also were compared to a broader list of comparison schools – the Carnegie classification of “doctoral/research universities – extensive” (limited to public universities). Among 95 institutions (about one-third of which have a medical school), the U of A ranked 12th, but ASU 69th, on state and local government appropriations per FTE student in 2003. ASU's

figure was 26 percent less than the average of the 93 non-Arizona universities, while the U of A figure was 37 percent above average. Among 59 “doctoral/research universities – intensive,” NAU ranked 20th though its per student figure was 18 percent less than the average of the other 58 schools (several of which have a medical school). No private institution in Arizona is classified as doctoral/research.

ASU West was categorized in “masters colleges and universities I.” Of the 243 schools in this classification, ASU West had the 31st highest government appropriations per FTE student with a figure 30 percent higher than the average. Among Arizona’s private institutions, Grand Canyon University and Western International University were included in this classification. Prescott College was a masters colleges and universities II. ASU East in 2003 was classified as a school of engineering and technology.

Eighteen public community colleges in Arizona were included in their classification of 844 colleges. Appropriations per student varied widely among the Arizona colleges, from 47 percent less than the average to 105 percent more than average. The median value of the 18 Arizona colleges was at the average of the entire group of 844 colleges. Two other public two-year colleges — Estrella Mountain Community College and Dine College — were included in other classifications.

Appropriations per FTE student is shown in Table 3 for each of the higher education institutions in Arizona included in the NCES 2003 database. Other revenue categories and enrollment also are presented. Expenses per FTE student overall and in five categories are shown in Table 4.

TABLE 3
PUBLIC INSTITUTION REVENUES PER FULL-TIME-EQUIVALENT STUDENT, 2003

Institution Name	Tuition and fees	Government appropriations	Other	Total	FTE Enrollment
Arizona State University-Main Campus	\$4,639	\$6,654	\$5,683	\$16,976	41,617
University Of Arizona	5,393	12,276	17,518	35,187	32,835
Northern Arizona University	3,145	7,067	4,055	14,267	15,032
Arizona State University-West	2,986	7,472	1,077	11,535	5,033
Arizona State University-East	4,495	6,769	4,676	15,940	2,175
Arizona Western College	607	5,624	3,060	9,291	3,272
Central Arizona College	582	4,718	1,384	6,684	3,022
Chandler/Gilbert Community College	1,305	5,043	609	6,957	4,156
Cochise College	1,048	5,799	2,657	9,504	2,692
Coconino County Community College	1,316	5,410	1,826	8,552	1,454
Dine College	661	1,400	13,485	15,546	1,234
Eastern Arizona College	479	3,838	1,429	5,746	2,393
Estrella Mountain Community College	940	5,698	1,463	8,101	2,574
Glendale Community College	1,064	3,907	1,031	6,002	10,980
Gateway Community College	1,397	6,266	2,433	10,096	3,377
Mesa Community College	1,234	3,633	917	5,784	14,280
Mohave Community College	1,011	6,261	1,493	8,765	2,510
Northland Pioneer College	803	5,399	1,837	8,039	2,188
Paradise Valley Community College	1,204	4,532	806	6,542	4,009
Phoenix College	1,080	4,380	1,444	6,904	6,586
Pima Community College	1,054	4,674	2,104	7,832	16,728
Rio Salado Community College	1,665	2,625	1,397	5,687	5,594
Scottsdale Community College	1,517	4,457	713	6,687	6,297
South Mountain Community College	514	7,748	2,504	10,766	2,084
Yavapai College	1,571	10,093	2,265	13,929	3,636
Ratios:					
ASU Main Ratio to 13-Peer Average	77.8%	83.6%	33.1%	54.6%	135.6%
ASU Main Ratio to Average of 93 Doctoral Extensive	88.5	74.0	40.9	60.3	179.5
U of A Ratio to 15-Peer Average	83.0	120.6	77.4	89.5	96.4
U of A Ratio to Average of 93 Doctoral Extensive	102.8	136.5	126.0	125.0	141.6
NAU Ratio to 15-Peer Average	64.1	115.3	57.5	78.9	93.2
NAU Ratio to Average of 58 Doctoral Intensive	68.9	82.2	27.0	50.7	134.1
ASU West Ratio to Average of 242 Masters I	90.4	130.2	24.9	86.3	65.7
Ratio to Average of 844 Community Colleges:					
Arizona Western College	36.0	114.4	88.1	92.2	89.2
Central Arizona College	34.5	96.0	39.8	66.3	82.4
Chandler/Gilbert Community College	77.3	102.6	17.5	69.0	113.4
Cochise College	62.1	118.0	76.5	94.3	73.4
Coconino County Community College	78.0	110.0	52.6	84.9	39.7
Eastern Arizona College	28.4	78.1	41.1	57.0	65.3
Glendale Community College	63.1	79.5	29.7	59.6	299.5
Gateway Community College	82.8	127.5	70.0	100.2	92.1
Mesa Community College	73.1	73.9	26.4	57.4	389.5
Mohave Community College	59.9	127.4	43.0	87.0	68.5
Northland Pioneer College	47.6	109.8	52.9	79.8	59.7
Paradise Valley Community College	71.4	92.2	23.2	64.9	109.3
Phoenix College	64.0	89.1	41.6	68.5	179.6
Pima Community College	62.5	95.1	60.6	77.7	456.2
Rio Salado Community College	98.7	53.4	40.2	56.4	152.6
Scottsdale Community College	89.9	90.7	20.5	66.4	171.7
South Mountain Community College	30.5	157.6	72.1	106.8	56.8
Yavapai College	93.1	205.3	65.2	138.2	99.2

Source: National Center for Educational Statistics.

TABLE 4
PUBLIC INSTITUTION EXPENSES PER FULL-TIME-EQUIVALENT STUDENT, 2003

Institution Name	Academic Student Institutional					Total
	Instruction	support	services	support	Other	
Arizona State University-Main Campus	\$6,264	\$1,991	\$713	\$1,422	\$6,677	\$17,067
University Of Arizona	10,313	2,209	752	2,234	18,890	34,398
Northern Arizona University	5,330	1,158	1,022	1,675	4,929	14,114
Arizona State University-West	4,874	1,961	657	632	3,028	11,152
Arizona State University-East	6,786	1,717	494	999	6,241	16,237
Arizona Western College	3,384	659	876	1,095	2,631	8,645
Central Arizona College	2,601	402	481	1,110	1,503	6,097
Chandler/Gilbert Community College	2,687	588	452	1,233	1,543	6,503
Cochise College	4,005	283	938	1,499	2,377	9,102
Coconino County Community College	2,697	970	789	1,654	2,708	8,818
Dine College	2,657	640	639	1,974	11,106	17,016
Eastern Arizona College	2,040	101	636	1,088	2,519	6,384
Estrella Mountain Community College	3,231	612	671	1,163	2,037	7,714
Glendale Community College	2,923	522	390	397	1,351	5,583
Gateway Community College	4,585	544	875	1,529	2,016	9,549
Mesa Community College	2,626	497	357	565	1,211	5,256
Mohave Community College	2,619	1,726	636	1,723	2,436	9,140
Northland Pioneer College	2,577	267	1,199	1,700	1,457	7,200
Paradise Valley Community College	2,934	695	682	510	1,150	5,971
Phoenix College	3,212	605	490	758	1,382	6,447
Pima Community College	2,523	914	719	923	2,089	7,168
Rio Salado Community College	2,014	495	227	542	994	4,272
Scottsdale Community College	3,204	596	526	538	1,376	6,240
South Mountain Community College	3,438	1,235	736	1,870	2,730	10,009
Yavapai College	3,593	1,005	1,082	2,405	2,892	10,977
Ratios:						
ASU Main Ratio to 13-Peer Average	63.5%	74.7%	74.9%	85.5%	48.7%	59.1%
ASU Main Ratio to Average of 93 Doctoral Extensive	73.0	90.8	65.0	77.4	52.8	64.7
U of A Ratio to 15-Peer Average	92.5	78.8	69.8	112.5	95.9	93.7
U of A Ratio to Average of 93 Doctoral Extensive	120.2	100.7	68.5	121.6	149.3	130.5
NAU Ratio to 15-Peer Average	78.0	75.7	116.9	116.8	71.1	80.2
NAU Ratio to Average of 58 Doctoral Intensive	66.7	39.8	89.8	78.5	38.1	52.1
ASU West Ratio to Average of 242 Masters I	99.0	170.2	67.0	39.5	77.3	88.7
Ratio to Average of 844 Community Colleges:						
Arizona Western College	87.5	88.8	94.1	81.8	100.1	91.0
Central Arizona College	67.3	54.2	51.7	82.9	57.2	64.1
Chandler/Gilbert Community College	69.5	79.3	48.6	92.1	58.7	68.4
Cochise College	103.6	38.2	100.8	111.9	90.5	95.8
Coconino County Community College	69.8	130.8	84.8	123.5	103.1	92.8
Eastern Arizona College	52.8	13.6	68.3	81.2	95.9	67.2
Glendale Community College	75.6	70.4	41.9	29.6	51.4	58.7
Gateway Community College	118.6	73.3	94.0	114.2	76.7	100.5
Mesa Community College	67.9	67.0	38.4	42.2	46.1	55.3
Mohave Community College	67.8	232.7	68.3	128.6	92.7	96.2
Northland Pioneer College	66.7	36.0	128.8	126.9	55.5	75.7
Paradise Valley Community College	75.9	93.7	73.3	38.1	43.8	62.8
Phoenix College	83.1	81.6	52.6	56.6	52.6	67.8
Pima Community College	65.3	123.2	77.3	68.9	79.5	75.4
Rio Salado Community College	52.1	66.7	24.4	40.5	37.8	44.9
Scottsdale Community College	82.9	80.4	56.5	40.2	52.4	65.6
South Mountain Community College	88.9	166.5	79.1	139.6	103.9	105.3
Yavapai College	92.9	135.5	116.3	179.6	110.1	115.5

Source: National Center for Educational Statistics.

APPENDIX A: DATA LIMITATIONS

A significant limitation of much of the NCES data (that compiled by state and nation) is the age of the data, with 2001 being the latest year available. Data for 2003 are available by institution, but these data are unedited (with some errors apparent), and with data missing for a number of institutions.

For most institutions with missing data, enrollment figures are available but the finance figures are missing. These missing data are summarized in Table A-1. The importance of missing data varies widely by state, so caution must be exercised in interpreting the 2003 data.

For some institutions, enrollment figures also are missing. Private institutions make up a disproportionate share of the schools with missing enrollment and finance data. However, Washington State University is a large public school missing all data.

The finance data are for the fiscal year. A 12-month FTE enrollment figure — which would best match the finance data — is available, but because of some obvious errors FTE enrollment for fall 2003 was used. The relationship between fall and 12-month enrollment varies by institution: many public four-year institutions have lower enrollment in spring than fall, but for most other institutions, 12-month enrollment is greater than that in the fall.

A number of private schools have extremely large revenue (and to a lesser extent, expenditure) figures for the number of students they educate (for example, in a few schools revenue per student exceeds \$1 million). Though the number of schools with such a high figure is a tiny proportion of all institutions, these extreme figures have an impact on the overall dollar totals. Nearly all of the private schools with such large figures are in the for-profit category. Thus, the analyses that exclude all private for-profit institutions largely avoid this problem.

TABLE A-1
INSTITUTIONS WITH ENROLLMENT DATA BUT NO FINANCE DATA IN 2003

State	Missing*	Major Missing Institution	State	Missing*	Major Missing Institution
AL	2.8%		MT	14.7%	Montana State (Billings) and Montana Tech
AK	0.0		NE	0.7	
AZ	2.0		NV	0.0	
AR	4.2		NH	30.3	University of New Hampshire
CA	17.8	San Diego State and many public community colleges	NJ	18.6	Rutgers and Fairleigh Dickenson
CO	0.8		NM	4.2	Eastern New Mexico
CT	18.1	University of Connecticut	NY	3.5	Fordham
DE	2.7		NC	0.1	
DC	0.3		ND	0.0	
FL	2.5		OH	12.6	University of Akron, Bowling Green State, Miami University
GA	5.9	Georgia Institute of Technology	OK	1.2	
HI	2.9		OR	12.3	Oregon State
ID	0.0		PA	18.2	Penn State and some public community colleges
IL	1.1		RI	14.2	Johnson and Wales
IN	1.3		SC	3.2	
IA	3.7		SD	0.4	
KS	2.5		TN	0.8	
KY	23.7	Nearly all public community colleges	TX	2.1	
LA	9.2	Southern A&M and most public community colleges	UT	22.6	Utah State and Salt Lake Community College
ME	0.0		VT	2.1	
MD	0.0		VA	0.3	
MA	1.1		WA	2.6	
MI	5.7	Several private schools	WV	8.2	Fairmont State
MN	0.9		WI	0.1	
MO	11.7	Several public community colleges	WY	8.4	
MS	2.2				

* Percentage of total enrollment at institutions with missing finance data

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

APPENDIX B: DETAILED TABLES

This appendix presents tables of per-student revenues and expenditures. A table for each of the detailed classifications of institutions (e.g. private for-profit two-year institutions) follows.

**TABLE B-1
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT ALL INSTITUTIONS**

	United States	Arizona	AZ to US Ratio	All 51 States	Rank 11 Comp[^]	11 New Economy
Instructional Support	\$7,811	\$4,175	53.5	51	11	11
Academic Support	1,798	872	48.5	50	11	11
Student Services	1,368	462	33.8	51	11	11
Institutional Support	2,444	931	38.1	51	11	11
Other Expenditures	7,407	4,008	54.1	51	11	11
TOTAL EXPENDITURES	20,827	10,446	50.2	51	11	11
Tuition and Fees	9,444	6,566	69.5	19	3	6
Government Appropriations*	4,674	4,282	91.6	34	8	7
Other Revenues	9,896	3,631	36.7	51	11	11
TOTAL REVENUES	24,014	14,480	60.3	48	10	11
Adjusted FTE Enrollment (000)	11,833	305	2.6%**			

[^] The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Public revenue divided by all public and private students

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-2
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT ALL INSTITUTIONS EXCLUDING FOR PROFITS

	United States	Arizona	AZ to US Ratio	All 51 States	Rank 11 Comp [^]	11 New Economy
Instructional Support	\$7,292	\$5,200	71.3	47	11	11
Academic Support	1,890	1,310	69.3	39	8	11
Student Services	1,438	694	48.3	50	10	10
Institutional Support	2,569	1,399	54.5	48	10	11
Other Expenditures	6,451	5,872	91.0	31	6	8
TOTAL EXPENDITURES	19,641	14,474	73.7	47	10	11
Tuition and Fees	6,016	3,190	53.0	45	10	11
Government Appropriations*	4,914	6,436	131.0	6	2	2
Other Revenues	10,136	5,293	52.2	51	11	11
TOTAL REVENUES	21,066	14,919	70.8	46	10	11
Adjusted FTE Enrollment (000)	11,255	203	1.8%**			

[^] The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Public revenue divided by all public and private students

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-3
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp [^]	11 New Economy
Instructional Support	\$12,812	\$2,462	19.2	49	10	11
Academic Support	2,867	132	4.6	50	11	11
Student Services	2,422	74	3.1	50	11	11
Institutional Support	4,565	247	5.4	50	11	11
Other Expenditures	9,595	353	3.7	49	11	11
TOTAL EXPENDITURES	32,262	3,268	10.1	50	11	11
Tuition and Fees	25,372	13,270	52.3	19	4	6
Other Revenues	15,499	497	3.2	50	11	11
TOTAL REVENUES	40,871	13,767	33.7	43	9	10
Adjusted FTE Enrollment (000)	3,281	109	3.3%**			

[^] The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 50 states have private institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-4
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE INSTITUTIONS EXCLUDING FOR PROFITS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp^	11 New Economy
Instructional Support	\$11,739	\$7,141	60.8	34	10	11
Academic Support	3,485	2,028	58.2	24	6	8
Student Services	2,944	1,141	38.8	49	10	10
Institutional Support	5,549	3,797	68.4	34	8	8
Other Expenditures	6,094	1,111	18.2	41	7	9
TOTAL EXPENDITURES	29,810	15,218	51.0	39	9	10
Tuition and Fees	14,527	13,117	90.3	17	6	5
Other Revenues	17,719	2,969	16.8	49	11	11
TOTAL REVENUES	32,247	16,086	49.9	38	9	10
Adjusted FTE Enrollment (000)	2,700	7	0.3%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 50 states have private institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-5
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PUBLIC INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All 51 States	Rank 11 Comp^	11 New Economy
Instructional Support	\$5,892	\$5,129	87.1	40	8	10
Academic Support	1,388	1,284	92.5	26	6	11
Student Services	963	677	70.3	45	11	11
Institutional Support	1,630	1,312	80.5	39	6	7
Other Expenditures	6,567	6,044	92.0	34	7	11
TOTAL EXPENDITURES	16,440	14,447	87.9	44	8	11
Tuition and Fees	3,332	2,830	84.9	36	5	10
Government Appropriations*	6,467	6,669	103.1	20	3	5
Other Revenues	7,746	5,378	69.4	47	10	11
TOTAL REVENUES	17,546	14,877	84.8	44	8	11
Adjusted FTE Enrollment (000)	8,552	196	2.3%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Public revenue divided by all public and private students

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-6
2003 ENROLLMENT, REVENUES, AND EXPENDITURES
PUBLIC INSTITUTIONS AS A SHARE OF ALL INSTITUTIONS

	United States	Arizona	Arizona less U.S.	All 51 States	Rank 11 Comp[^]	11 New Economy
Enrollment	72.7%	62.9%	-9.8	42	11	9
Adjusted Enrollment*	72.3	64.2	-8.1	41 tie	10 tie	8 tie
Instructional Support	54.5	78.9	24.4	20	5	3
Academic Support	55.8	94.6	38.8	5	2	1
Student Services	50.9	94.2	43.3	3	2	1
Institutional Support	48.2	90.5	42.3	3	2	1
Other Expenditures	64.1	96.8	32.7	10	4	3
TOTAL EXPENDITURES	57.0	88.8	31.8	8	2	1
Tuition and Fees	25.5	27.7	2.2	41	9	8
Other Revenues	56.6	95.1	38.5	5	2	1
TOTAL REVENUES	52.8	66.0	13.2	33	9	7

[^] The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Excludes enrollment at institutions for which revenue and expenditure data are missing.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-7
2003 ENROLLMENT, REVENUES, AND EXPENDITURES
PUBLIC INSTITUTIONS AS A SHARE OF ALL INSTITUTIONS
EXCLUDING FOR PROFITS

	United States	Arizona	Arizona less U.S.	All 51 States	Rank 11 Comp[^]	11 New Economy
Enrollment	76.5%	94.7%	18.2	5	3	1
Adjusted Enrollment*	76.0	96.4	20.4	4	2	1
Instructional Support	61.4	95.2	33.8	4	2	1
Academic Support	55.8	94.6	38.8	5	2	1
Student Services	50.9	94.2	43.3	3	2	1
Institutional Support	48.2	90.5	42.3	3	2	1
Other Expenditures	77.3	99.3	22.0	3	2	1
TOTAL EXPENDITURES	63.6	96.3	32.7	4	2	1
Tuition and Fees	42.1	85.6	43.5	4	2	1
Other Revenues	58.1	98.0	39.9	3	2	1
TOTAL REVENUES	63.3	96.2	32.9	4	2	1

[^] The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Excludes enrollment at institutions for which revenue and expenditure data are missing.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-8
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE FOR-PROFIT TWO-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp^	11 New Economy
Instructional Support	\$47,212	\$1,903	4.0	30	5	8
Other Expenditures	75,590	488	0.7	20	6	4
TOTAL EXPENDITURES	122,802	2,391	1.9	30	5	7
Tuition and Fees	199,381	6,360	3.2	34	8	10
Other Revenues	14,230	185	1.3	34	9	10
TOTAL REVENUES	213,611	6,545	3.1	35	8	10
Adjusted FTE Enrollment (000)	196	10	5.0%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 42 states have private for-profit two-year institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-9
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE FOR-PROFIT FOUR-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp^	11 New Economy
Instructional Support	\$2,886	\$2,164	75.0	35	11	10
Other Expenditures	525	272	51.8	18	10	7
TOTAL EXPENDITURES	3,411	2,436	71.4	34	11	10
Tuition and Fees	13,050	14,043	107.6	11	4	4
Other Revenues	613	337	55.0	22	8	8
TOTAL REVENUES	13,664	14,380	105.2	10	4	4
Adjusted FTE Enrollment (000)	377	92	24.4%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 41 states have private for-profit four-year institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent. The Arizona figure includes 71,000 students enrolled in the University of Phoenix's online program.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-10
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE NOT-FOR-PROFIT TWO-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio*	All States	Rank* 11 Comp^	11 New Economy
Instructional Support	\$5,767	\$14,286				
Academic Support	1,375	5,474				
Student Services	2,903	4,220				
Institutional Support	5,123	15,951				
Other Expenditures	2,490	2,789				
TOTAL EXPENDITURES	17,657	42,720				
Tuition and Fees	11,065	1,192				
Other Revenues	6,936	40,736				
TOTAL REVENUES	18,001	41,928				
Adjusted FTE Enrollment	30,053	84	0.3%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Comparisons are unreliable since Arizona has only one institution in this category.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-11
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PRIVATE NOT-FOR-PROFIT FOUR-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp^	11 New Economy
Instructional Support	\$11,821	\$7,055	59.7	36	10	11
Academic Support	3,513	1,986	56.5	25	7	8
Student Services	2,948	1,104	37.4	48	10	10
Institutional Support	5,560	3,652	65.7	35	8	9
Other Expenditures	6,142	1,091	17.8	42	7	9
TOTAL EXPENDITURES	29,983	14,889	49.7	39	9	10
Tuition and Fees	14,584	13,259	90.9	16	4	6
Other Revenues	17,862	2,517	14.1	49	11	11
TOTAL REVENUES	32,446	15,776	48.6	38	9	10
Adjusted FTE Enrollment (000)	2,666	7	0.3%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 50 states have private not-for-profit four-year institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-12
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PUBLIC TWO-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All States*	Rank 11 Comp^	11 New Economy
Instructional Support	\$3,722	\$2,881	77.4	43	10	11
Academic Support	692	656	94.8	28	7	8
Student Services	857	591	69.0	41	10	10
Institutional Support	1,214	946	77.9	36	6	7
Other Expenditures	2,412	1,839	76.2	41	9	10
TOTAL EXPENDITURES	8,897	6,912	77.7	45	9	10
Tuition and Fees	1,686	1,129	67.0	44	8	10
Government Appropriations*	4,706	4,713	100.1	22	5	7
Other Revenues	3,054	1,660	54.4	48	10	11
TOTAL REVENUES	9,446	7,502	79.4	46	10	10
Adjusted FTE Enrollment (000)	3,291	99	3.0%**			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* 50 states have public two-year institutions.

** Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

TABLE B-13
2003 REVENUES AND EXPENDITURES PER FTE ENROLLMENT
AT PUBLIC FOUR-YEAR INSTITUTIONS

	United States	Arizona	AZ to US Ratio	All 51 States	Rank 11 Comp^	11 New Economy
Instructional Support	\$7,250	\$7,433	102.5	17	4	6
Academic Support	1,824	1,928	105.7	15	3	7
Student Services	1,030	766	74.4	38	5	8
Institutional Support	1,891	1,686	89.2	27	6	7
Other Expenditures	9,167	10,353	112.9	15	6	6
TOTAL EXPENDITURES	21,161	22,167	104.8	18	5	7
Tuition and Fees	4,362	4,574	104.9	25	4	9
Government Appropriations	7,569	8,673	114.6	12	3	4
Other Revenues	10,683	9,186	86.0	31	8	10
TOTAL REVENUES	22,614	22,432	99.2	23	6	8
Adjusted FTE Enrollment (000)	5,260	97	1.8%*			

^ The 11 competitor states of AZ, CA, CO, FL, GA, NV, NM, OR, TX, UT, WA. The 11 New Economy states are AZ, CA, CO, CT, MA, MD, MN, NJ, UT, VA, WA.

* Arizona share of national enrollment; the state's share of the U.S. population was 1.9 percent.

Source: National Center for Education Statistics, Integrated Postsecondary Education Data System: Peer Analysis System, Data Cutting Tool.

THE PRODUCTIVITY AND PROSPERITY PROJECT

The Productivity and Prosperity Project: An Analysis of Economic Competitiveness (P3) is an ongoing initiative begun in 2005, sponsored by Arizona State University President Michael M. Crow. P3 analyses incorporate literature reviews, existing empirical evidence, and economic and econometric analyses.

Enhancing productivity is the primary means of attaining economic prosperity. Productive individuals and businesses are the most competitive and prosperous. Competitive regions attract and retain these productive workers and businesses, resulting in strong economic growth and high standards of living. An overarching objective of P3's work is to examine competitiveness from the perspective of an individual, a business, a region, and a country.

THE CENTER FOR COMPETITIVENESS AND PROSPERITY RESEARCH

The Center for Competitiveness and Prosperity Research is a research unit of the L. William Seidman Research Institute in the W. P. Carey School of Business, specializing in applied economic and demographic research with a geographic emphasis on Arizona and the metropolitan Phoenix area. The Center conducts research projects under sponsorship of private businesses, nonprofit organizations, government entities and other ASU units. In particular, the Center administers both the Productivity and Prosperity Project, and the Office of the University Economist.

**CENTER FOR COMPETITIVENESS AND PROSPERITY RESEARCH
L. WILLIAM SEIDMAN RESEARCH INSTITUTE
W. P. CAREY SCHOOL OF BUSINESS
AT ARIZONA STATE UNIVERSITY**

P. O. Box 874011 – Tempe, AZ 85287-4011
Phone (480) 965-5362 – FAX (480) 965-5458
wpcarey.asu.edu/research/competitiveness-prosperity-research