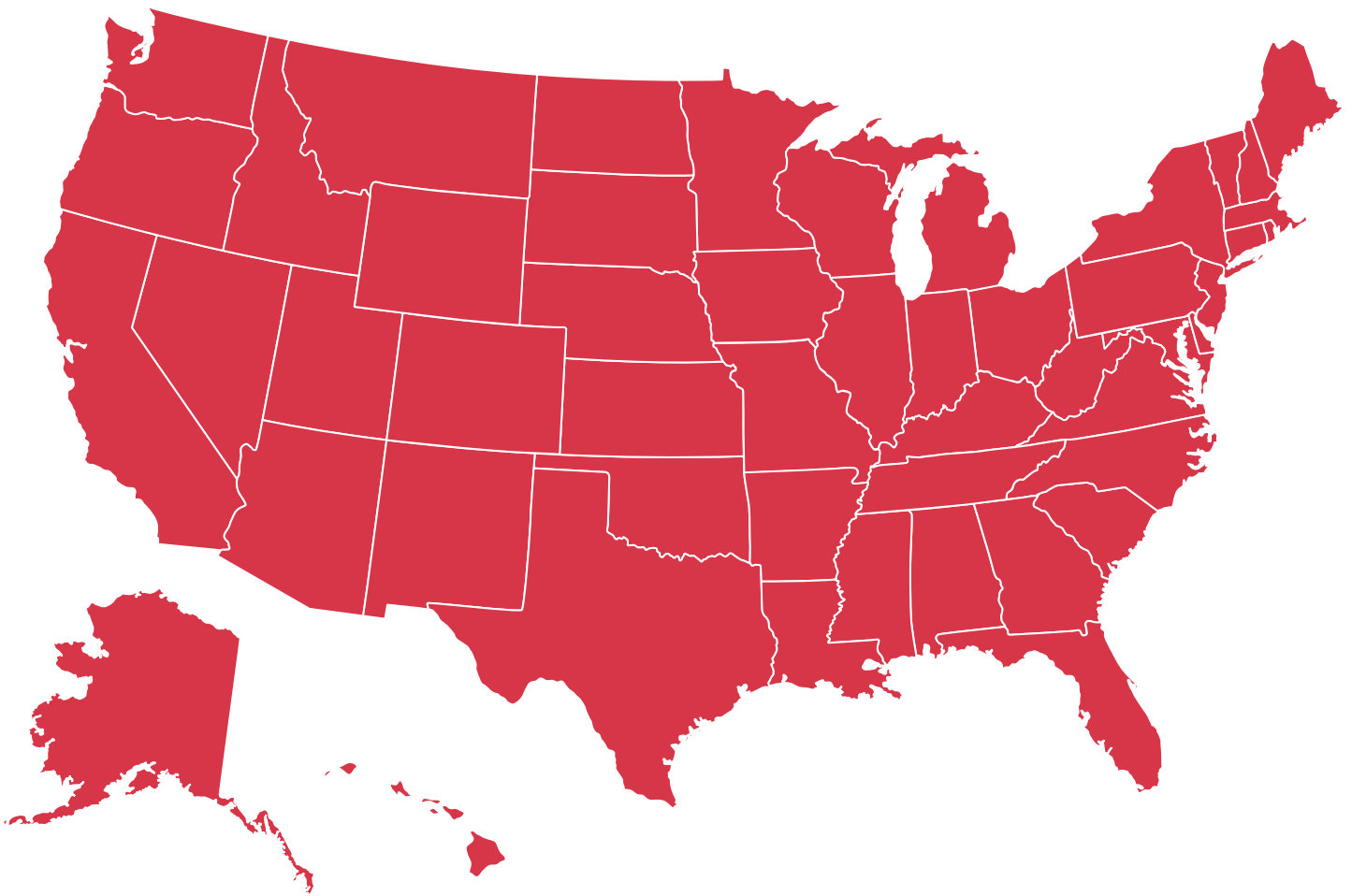


The Effectiveness and Efficiency of Postsecondary Institutions in the United States: 2010-2012 Baseline Results

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Midwestern Higher Education Compact



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The Effectiveness and Efficiency of Postsecondary Institutions in the United States: 2010-2012 Baseline Results

State policymakers are increasingly interested in identifying and rewarding postsecondary institutions that effectively and efficiently promote timely degree completion. Among the more commonly used performance indicators in this endeavor are graduation rates and degrees produced per expenditure or revenue. Graduation rates in particular have been widely adopted as indicators of institutional effectiveness in state and national accountability measures, accreditation regulations, and institutional performance reports. However, numerous factors that frequently lie beyond institutional control strongly influence degree completion, such as the socioeconomic status and academic preparedness of incoming students. Moreover, educational expenditures can vary tremendously according to the types of degrees produced (e.g., certificates, bachelor's degrees, doctoral degrees) and the disciplines represented. Raw graduation rates and expenditures per credential may thus better reflect differences in such factors as admissions selectivity or institutional mission than whether institutional practices and programs are in fact conducive to student success. This problem was recently addressed in two MHEC working papers that developed adjusted measures of effectiveness and efficiency in promoting timely degree completion (see Horn, 2015a, 2015b). The purpose of this research brief is to summarize the methodology and findings of the working papers. Highly effective colleges and universities are then identified within each state.

The Essence of the Institutional Effectiveness and Efficiency Indicators

An institutional effectiveness indicator based on graduation rates must contain two pieces of information: (a) the institution's actual graduation rate and (b) the institution's graduation rate that would be expected given the institution's structural, demographic, financial, and contextual characteristics.ⁱ These data can be related to each other as a difference: Actual graduation rate - Expected graduation rate.

This difference score constitutes a simple index of an institution's impact on the rate of timely degree completion. The difference will be less than zero when the actual graduation rate is lower than the expected rate, thereby indicating limited effectiveness of institutional practices. The difference will be equal to zero when the actual graduation rate approximates the expected graduation rate, which at the very least provides evidence that institutional practices are not thwarting student progress. Finally, the difference will be greater than zero when students are graduating at a rate that exceeds the expected rate, which would suggest that institutional practices are relatively conducive to student success.

Similarly, a proxy for efficiency can be created by comparing (a) actual educational expenditures and (b) the

expenditures that would be predicted from an institution's degree production profile as well as relevant attributes of the faculty and institutional context.ⁱⁱ Efficiency scores can be computed as the difference between actual and predicted educational expenditures. Values below zero would indicate that average educational expenditures are lower than expected, and values above zero would indicate that educational expenditures are higher than expected. Smaller values, then, would reflect greater degrees of efficiency, holding other variables constant. An important caveat is that high expenditure scores in this study may result from unmeasured, yet positive, investments associated with educational quality.

Standardized institutional effectiveness and efficiency scores were computed for public and private institutions in all 50 states for three consecutive data years. In the case of four-year institutions, overall institutional effectiveness scores were computed as the average of scores based on the four- and six-year graduation rate models. Overall effectiveness for two-year colleges was computed as the average of scores based on models for graduation within 150% of program time and graduation or transfer within 150% of program time. In addition, the average performance scores of public institutions weighted by FTE undergraduate enrollment were calculated for each state. A state's institutional effectiveness score reflects the average standardized difference between actual

and predicted completion rates at public institutions (rates predicted from institutional and state attributes). A positive institutional impact is then inferred from the degree to which actual graduation rates approximate or exceed predicted rates. State-level efficiency scores also capture average institutional performance, namely the degree to which educational expenditures are lower or higher than expected.

Tables 1 and 2 portray the resulting state-level indicators of institutional effectiveness and efficiency. Note that these results should not be compared with those reported in previous versions of this brief, as some changes were made to the methodology.

Evaluating Institutional Effectiveness and Efficiency

Institutions and states were rated on a five-point scale to facilitate interpretation. Institutional effectiveness scores equal to or greater than one standard deviation above the mean are assigned an effectiveness rating of "Very High," wherein institutional conditions are conducive to student progress to an extent that greatly exceeds what would be anticipated from the institution's structural, demographic, financial, and contextual attributes. Scores within one standard deviation above the mean are assigned a rating of "High." Scores that approximate zero are assigned a rating of "Moderate," wherein the actual graduation rate is what one would anticipate from institutional attributes. Scores that fall within one standard deviation below the mean are assigned an effectiveness rating of "Low," which indicates that students are graduating at rates below what we would expect from institutional attributes. Finally, scores equal to or less than one standard deviation below the mean are assigned a rating of "Very Low," thereby indicating that institutional practices may be hindering student progress. A similar rating scheme was used for the efficiency indicator, wherein expenditures were rated from very low to very high.

While these methods were applied to both two- and four-year institutions, data limitations do not permit strong inferences about the effectiveness of two-year colleges. National data sources do not currently provide information about the academic preparedness of incoming students at two-year colleges, which is a key determinant of student success. Consequently, caution should be exercised in using the two-year college effectiveness scores and ratings.

General Findings

The results demonstrate the potential value of using a measure that adjusts for institutional characteristics. Low graduation rates may in fact reflect institutional practices that are satisfactory or better. For instance,

while a seemingly low proportion of students in degree-seeking cohorts graduate within four or six years at public four-year institutions in Ohio, the rates approximate what we would expect and thus merit the "Moderate" effectiveness rating. Moreover, states with nearly identical graduation rates may have dissimilar institutional effectiveness ratings due to different types of institutions, student populations, and institutional contexts. The average six-year graduation rates for public institutions are quite similar in Indiana and Mississippi, but the respective institutional effectiveness grades differ, "Low" and "High."

The results also show that the single-minded pursuit of efficiency by no means guarantees a high level of effectiveness. The public four-year systems in such states as Colorado and Georgia exhibited high efficiency (i.e., lower-than-expected expenditures) but low effectiveness.

A Closer Look at Effective Institutions

A central purpose of this research is to identify highly effective institutions in order to stimulate further inquiry into the campus-based policies, programs, and practices conducive to student success. Also of interest is whether such institutions are achieving effectiveness while containing educational expenditures. Accordingly, Table 3 provides effectiveness and efficiency scores for colleges and universities in each state that attained the "high" or "very high" effectiveness rating.ⁱⁱⁱ This focus on high performers omits institutions with "very low," "low," and "moderate" effectiveness ratings. Effectiveness and efficiency ratings for all institutions are available upon request.

Final Remarks

This brief summarized a method for circumventing the significant shortcomings of using raw graduation rates and credentials per expenditure in accountability systems. A critical challenge in the development of postsecondary performance rating systems is to ensure that indicators gauge the value an institution adds to the student experience rather than the advantage it derives from structural, demographic, financial, and contextual attributes. Moreover, an accurate determination of whether taxpayer dollars are being efficiently used for degree production must account for variation in institutional cost structures. The resulting performance ratings should provide policymakers and institutional leaders with a more accurate depiction of the extent to which postsecondary institutions effectively and efficiently promote timely degree completion (see the final section of this brief for key policy implications).

Definitions

Institutional effectiveness

Graduation rate: percentage of full-time, first-time bachelor's degree-seeking students who graduate within four or six years (2004, 2005, and 2006 cohorts)

Transfer-adjusted completion rate (two-year colleges only): percentage of completions plus transfers within 150 percent of program time among first-time, full-time degree/certificate-seeking students (2007, 2008, and 2009 cohorts)

Expected graduation rate: the graduation rate we would expect given an institution's structural, demographic, and contextual attributes

Institutional effectiveness score: actual graduation rate – expected graduation rate, standardized (an average effectiveness score was calculated from three student cohorts)

Effectiveness rating: the greater the actual graduation rate exceeds the predicted graduation rate, the higher the effectiveness rating

Very High: Actual graduation rate is considerably above anticipated rate

High: Actual graduation rate is above anticipated rate

Moderate: Actual graduation rate is equivalent to anticipated rate

Low: Actual graduation rate is below anticipated rate

Very Low: Actual graduation rate is considerably below anticipated rate

Institutional efficiency

Educational expenditures: sum of instructional expenditures, student services expenditures, and academic support expenditures per full-time equivalent student (2006, 2007, and 2008 for four-year institutions; 2008, 2009, and 2010 for two-year colleges)

Expenditures score: actual educational expenditures – expected educational expenditures, standardized (an average expenditure score was calculated from three data years)

Expenditures rating: the greater actual expenditures exceed predicted expenditures in an institution's Carnegie group, the higher the expenditures rating

Very High: Educational expenditures are considerably above expected expenditures

High: Educational expenditures are above expected expenditures

Moderate: Educational expenditures are equivalent to expected expenditures

Low: Educational expenditures are below expected expenditures

Very Low: Educational expenditures are considerably below expected expenditures

Horn, A. S. (2015a). *The reliability and validity of using regression residuals to measure institutional effectiveness in promoting degree completion*. Minneapolis, MN: MHEC.

Horn, A. S. (2015b). *Measuring the efficiency of postsecondary institutions: A regression-based approach to adjusting for differences in cost structures*. Minneapolis, MN: MHEC.

ⁱ A two-year institution's predicted success rates (graduation within 150 percent of program time and graduation or transfer within 150 percent of program time) were estimated from institutional size, the proportion of students who attain less-than-two-year certificates, percent of Pell grant recipients, percent of female students, percent of disadvantaged minority students, percent of students aged over 25, instructional expenditures, and urbanicity. A four-year institution's predicted graduation rates (100 percent and 150 percent of program time) were estimated from several factors: institutional type (research, master's, baccalaureate); control (public, private); institutional size; percent of graduate students; admissions selectivity; academic preparedness; percent of students aged over 25; percent of Pell grant recipients; percent of female students; percent of disadvantaged minority students; educational expenditures per FTE student; urbanicity; state unemployment rate; and size of the state's knowledge labor market. Raw effectiveness scores were converted into z-scores, which reflect the proximity of an institution's level of effectiveness to the mean level. In the case of four-year institutions, a composite performance score for each institution was computed as an average standardized score from the four- and six-year graduation rate model. In the case of two-year institutions, a single index was created by computing the mean effectiveness score from the unadjusted and transfer-adjusted models.

ⁱⁱ Total educational expenditures were computed as the sum of instructional expenditures, student services expenditures, and academic support expenditures. Educational expenditures were adjusted for interstate cost of living differences and for inflation to 2012 dollars. A two-year college's predicted total educational expenditures was estimated from the number of credentials conferred (e.g., associate's degrees) and transfer students; the proportion of credentials conferred in various disciplines; the student-faculty ratio; proportion of full-time faculty; and urbanicity. A four-year institution's predicted total educational expenditures were typically estimated from the number of credentials conferred (e.g., bachelor's degrees); the proportion of credentials conferred in various disciplines; the student-faculty ratio; the proportion of full-time faculty; and urbanicity. The raw efficiency scores were converted into z-scores that more readily indicate the proximity of an institution to the average deviation between actual and expected expenditures. In the case of four-year institutions, efficiency z-scores were calculated separately within each of the nine sub-types identified by the Carnegie Classification system: Baccalaureate Colleges: Arts and Sciences; Baccalaureate Colleges: Diverse Fields; Baccalaureate/Associate's Colleges; Master's Colleges and Universities (larger programs); Master's Colleges and Universities (medium programs); Master's Colleges and Universities (smaller programs); Doctoral/Research Universities; Research Universities (high research activity); and Research Universities (very high research activity).

ⁱⁱⁱ An "N/A" signifies that the institution was excluded from the analysis (usually due to missing data).

Table 1. Overall Effectiveness and Efficiency Ratings for Public 2-year Institutions

	Percent Graduating within 150 percent of program time (unadjusted)	Effectiveness Score	Effectiveness Rating	Expenditures Score	Expenditures Rating
Alabama	19.1	-0.10	Moderate	0.04	Moderate
Alaska	31	n/a	n/a	n/a	n/a
Arizona	16.3	-0.11	Moderate	0.02	Moderate
Arkansas	22.2	-0.17	Low	-0.09	Moderate
California	25.3	0.30	High	0.13	Moderate
Colorado	20.8	-0.25	Low	-0.12	Moderate
Connecticut	10.5	-0.13	Moderate	-0.01	Moderate
Delaware	12.5	-0.17	Low	0.11	Moderate
Florida	38.2	0.61	High	-0.73	Low
Georgia	25.1	-0.12	Moderate	-0.12	Moderate
Hawaii	14.5	0.29	High	-0.02	Moderate
Idaho	20.2	-0.02	Moderate	0.04	Moderate
Illinois	19.4	-0.25	Low	0.37	Moderate
Indiana	8.7	-0.18	Low	-0.22	Low
Iowa	33	0.25	High	-0.04	Moderate
Kansas	30.3	-0.28	Low	0.82	High
Kentucky	23.9	-0.09	Moderate	-0.14	Moderate
Louisiana	15.6	-0.71	Low	0.39	Moderate
Maine	26.7	0.08	Moderate	0.04	Moderate
Maryland	13.8	0.00	Moderate	0.47	High
Massachusetts	16.4	-0.01	Moderate	-0.11	Moderate
Michigan	14.9	0.11	Moderate	-0.06	Moderate
Minnesota	26.3	-0.04	Moderate	0.00	Moderate
Mississippi	25.2	-0.02	Moderate	0.01	Moderate
Missouri	20.7	-0.17	Low	-0.01	Moderate
Montana	30.8	-0.25	Low	-0.10	Moderate
Nebraska	30.9	0.02	Moderate	-0.44	Low
Nevada	16.7	-0.01	Moderate	0.01	Moderate
New Hampshire	26.3	-0.16	Low	-0.75	Low
New Jersey	17.1	-0.10	Moderate	0.02	Moderate
New Mexico	14.8	0.10	Moderate	0.33	Moderate
New York	19.6	0.05	Moderate	0.30	Moderate
North Carolina	20.3	-0.15	Moderate	-0.06	Moderate
North Dakota	38.8	0.74	High	0.62	High
Ohio	13.3	-0.10	Moderate	0.62	High
Oklahoma	17.3	-0.34	Low	0.48	High
Oregon	13.7	0.20	High	0.93	High
Pennsylvania	13.9	0.07	Moderate	0.31	Moderate
Rhode Island	9.3	-0.01	Moderate	0.01	Moderate
South Carolina	11.5	-0.10	Moderate	0.12	Moderate
South Dakota	52.9	0.63	High	-0.58	Low
Tennessee	11.3	-0.18	Low	0.01	Moderate
Texas	13.1	-0.04	Moderate	0.13	Moderate
Utah	35.6	-0.35	Low	0.06	Moderate
Vermont	15.6	0.00	Moderate	0.01	Moderate
Virginia	18.2	-0.01	Moderate	-0.02	Moderate
Washington	25.8	-0.05	Moderate	0.02	Moderate
West Virginia	10.3	-0.48	Low	0.12	Moderate
Wisconsin	31.3	0.08	Moderate	0.29	Moderate
Wyoming	30.4	-0.06	Moderate	0.38	Moderate

Table 2. Overall Effectiveness and Efficiency Ratings for Public 4-year Institutions

	4-yr Graduation Rate	6-yr Graduation Rate	Effectiveness Score	Effectiveness Rating	Expenditures Score	Expenditures Rating
Alabama	22.9	47.5	0.20	High	0.32	Moderate
Alaska	8.2	26.6	-1.07	Very Low	2.57	Very High
Arizona	31.9	57.1	0.01	Moderate	-0.03	Moderate
Arkansas	19.7	38.7	-0.20	Low	-0.61	Low
California	34.8	65.1	0.39	High	0.01	Moderate
Colorado	31.5	53.3	-0.35	Low	-0.85	Low
Connecticut	40.6	61.5	0.12	Moderate	0.49	High
Delaware	54.8	70.8	0.41	High	1.59	Very High
Florida	35.4	61.4	0.01	Moderate	-0.31	Low
Georgia	24	51.6	-0.27	Low	-0.30	Low
Hawaii	16.3	47.3	-0.83	Low	-0.15	Moderate
Idaho	14	37.8	-0.67	Low	-0.19	Low
Illinois	40.2	62.5	0.12	Moderate	-0.10	Moderate
Indiana	27.8	49.7	-0.41	Low	0.56	High
Iowa	39.6	69.4	0.11	Moderate	0.18	Moderate
Kansas	26.2	54.3	-0.13	Moderate	-0.11	Moderate
Kentucky	22.1	46.6	0.02	Moderate	0.44	High
Louisiana	15.5	38.8	0.07	Moderate	0.08	Moderate
Maine	28.9	48.5	-0.22	Low	0.12	Moderate
Maryland	43.2	62.3	0.01	Moderate	-0.53	Low
Massachusetts	35.4	56.4	-0.26	Low	0.06	Moderate
Michigan	32.8	60.7	0.46	High	0.19	Moderate
Minnesota	30.6	56.4	-0.45	Low	0.18	Moderate
Mississippi	26	49.9	0.17	High	0.10	Moderate
Missouri	29.6	54.5	-0.07	Moderate	0.05	Moderate
Montana	18	42.7	-0.18	Low	-1.04	Very Low
Nebraska	23.2	55.7	-0.35	Low	0.06	Moderate
Nevada	13.5	43.6	-0.55	Low	0.55	High
New Hampshire	46.6	65.4	0.44	High	-0.08	Moderate
New Jersey	40.1	66.5	0.72	High	-0.23	Low
New Mexico	11.9	40.6	-0.28	Low	-0.22	Low
New York	37.8	58.1	0.28	High	-0.45	Low
North Carolina	35.1	59.1	0.45	High	0.22	Moderate
North Dakota	20.9	48.1	-0.35	Low	-0.26	Low
Ohio	30.3	52.9	-0.01	Moderate	0.54	High
Oklahoma	21.5	45.4	0.12	Moderate	-0.32	Low
Oregon	29.8	54.2	0.11	Moderate	-0.08	Moderate
Pennsylvania	39.7	62.1	0.37	High	0.02	Moderate
Rhode Island	34.1	57.8	-0.18	Low	-0.11	Moderate
South Carolina	38.8	59.1	0.38	High	-0.02	Moderate
South Dakota	20.4	46.7	-0.38	Low	-0.06	Moderate
Tennessee	19.7	45.5	-0.38	Low	0.45	High
Texas	24.4	49	0.31	High	-0.24	Low
Utah	20	46.9	-0.44	Low	-0.01	Moderate
Vermont	46.1	62.9	0.49	High	0.30	Moderate
Virginia	49.1	68.4	0.53	High	-0.55	Low
Washington	41.1	68.9	0.88	High	0.16	Moderate
West Virginia	24.7	47.4	-0.02	Moderate	-0.41	Low
Wisconsin	27.4	60.4	-0.30	Low	0.35	Moderate
Wyoming	22.5	53	0.00	Moderate	0.00	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Alabama								
<i>Two-year Colleges</i>								
Alabama Southern Community College	Public	Associate's	24.0	\$10,521	0.64	2.20	High	Very High
Central Alabama Community College	Public	Associate's	19.0	\$5,737	1.08	0.16	Very High	Moderate
Enterprise State Community College	Public	Associate's	30.7	\$6,074	0.70	-0.25	High	Low
George C Wallace State Community College-Hanceville	Public	Associate's	24.8	\$4,495	1.00	-0.70	Very High	Low
George C Wallace State Community College-Selma	Public	Associate's	26.3	\$6,410	1.44	0.33	Very High	Moderate
H Council Trenholm State Technical College	Public	Associate's	35.4	\$10,272	1.33	1.16	Very High	Very High
Lawson State Community College-Birmingham Campus	Public	Associate's	17.1	\$7,563	1.32	0.63	Very High	High
Northeast Alabama Community College	Public	Associate's	26.5	\$4,679	1.01	-1.60	Very High	Very Low
Snead State Community College	Public	Associate's	28.2	\$3,754	1.24	-1.44	Very High	Very Low
<i>Four-year Institutions</i>								
Alabama State University	Public	Master's	25.3	\$7,375	0.26	1.37	High	Very High
Amridge University	Private	Baccalaureate	23.0	\$5,477	1.15	-1.82	Very High	Very Low
Auburn University	Public	Research	66.7	\$9,287	0.23	0.00	High	Moderate
Huntingdon College	Private	Baccalaureate	48.7	\$12,853	0.54	0.26	High	Moderate
Oakwood University	Private	Baccalaureate	37.7	\$11,123	0.37	1.49	High	Very High
Spring Hill College	Private	Master's	62.3	\$10,942	0.56	0.00	High	Moderate
Stillman College	Private	Baccalaureate	27.7	\$49,028	0.29	0.21	High	Moderate
The University of Alabama	Public	Research	66.7	\$9,459	1.03	0.00	Very High	Moderate
Troy University	Public	Master's	35.7	\$4,557	1.37	0.00	Very High	Moderate
University of West Alabama	Public	Master's	27.7	\$8,555	0.16	0.34	High	Moderate
Alaska								
<i>Four-year Institutions</i>								
Alaska Pacific University	Private	Master's	41.7	\$14,976	1.14	0.37	Very High	Moderate
Arizona								
<i>Two-year Colleges</i>								
Cochise College	Public	Associate's	17.4	\$2,931	0.83	-3.01	High	Very Low
GateWay Community College	Public	Associate's	20.0	\$5,464	1.70	0.01	Very High	Moderate
Mohave Community College	Public	Associate's	23.4	\$4,570	0.21	-1.00	High	Very Low
Paradise Valley Community College	Public	Associate's	21.1	\$5,466	0.69	-0.24	High	Low
Phoenix College	Public	Associate's	17.4	\$6,242	0.68	-0.01	High	Moderate
Rio Salado College	Public	Associate's	28.1	\$3,489	1.12	1.36	Very High	Very High
South Mountain Community College	Public	Associate's	15.1	\$8,318	0.92	0.78	High	High
Yavapai College	Public	Associate's	18.7	\$6,394	0.27	1.73	High	Very High
<i>Four-year Institutions</i>								
American Indian College of the Assemblies of God Inc	Private	Baccalaureate	43.7	\$18,623	2.27	0.08	Very High	Moderate
Arkansas								
<i>Two-year Colleges</i>								
Arkansas State University-Beebe	Public	Associate's	33.6	\$4,400	0.96	0.25	Very High	Moderate
Arkansas State University-Mountain Home	Public	Associate's	41.2	\$5,299	1.60	-1.65	Very High	Very Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Arkansas State University-Newport	Public	Associate's	37.3	\$4,424	1.76	-2.27	Very High	Very Low
College of the Ouachitas	Public	Associate's	29.1	\$7,162	0.34	0.23	High	Moderate
Cossatot Community College of the University of Arkansas	Public	Associate's	25.5	\$7,550	0.49	0.90	High	High
Ozarka College	Public	Associate's	27.7	\$4,904	0.69	-2.11	High	Very Low
Phillips Community College of the University of Arkansas	Public	Associate's	22.3	\$8,978	0.23	2.23	High	Very High
Southern Arkansas University Tech	Public	Associate's	43.4	\$6,076	2.13	0.52	Very High	High
University of Arkansas Community College-Batesville	Public	Associate's	26.9	\$5,437	1.04	-1.02	Very High	Very Low
<i>Four-year Institutions</i>								
Arkansas State University-Main Campus	Public	Master's	36.7	\$6,593	0.55	-0.85	High	Low
Central Baptist College	Private	Baccalaureate	35.3	\$4,741	0.37	-1.53	High	Very Low
John Brown University	Private	Baccalaureate	65.0	\$10,162	2.36	0.08	Very High	Moderate
Philander Smith College	Private	Baccalaureate	26.0	\$7,167	0.62	0.60	High	High
Southern Arkansas University Main Campus	Public	Master's	33.7	\$6,059	0.32	0.00	High	Moderate
University of Arkansas at Pine Bluff	Public	Baccalaureate	25.0	\$6,640	0.64	0.52	High	High
California								
<i>Two-year Colleges</i>								
Antelope Valley College	Public	Associate's	24.0	\$5,478	0.56	0.01	High	Moderate
Bakersfield College	Public	Associate's	19.4	\$4,923	0.22	N/A	High	N/A
Cerritos College	Public	Associate's	21.9	\$5,632	0.30	0.33	High	Moderate
Citrus College	Public	Associate's	28.7	\$5,152	0.37	-0.79	High	Low
City College of San Francisco	Public	Associate's	27.5	\$9,233	1.00	2.84	Very High	Very High
Coastline Community College	Public	Associate's	25.5	\$4,385	0.54	-1.38	High	Very Low
College of the Canyons	Public	Associate's	26.6	\$4,533	0.85	0.52	High	High
College of the Siskiyous	Public	Associate's	21.3	\$7,368	0.19	0.40	High	High
Cuesta College	Public	Associate's	31.1	\$5,152	0.81	0.15	High	Moderate
Cypress College	Public	Associate's	28.0	\$5,965	0.77	0.47	High	High
De Anza College	Public	Associate's	60.1	\$7,176	4.25	N/A	Very High	N/A
Diablo Valley College	Public	Associate's	34.0	\$5,610	0.98	1.59	Very High	Very High
El Camino Community College District	Public	Associate's	26.0	\$5,442	0.24	0.36	High	Moderate
Evergreen Valley College	Public	Associate's	23.0	\$6,715	0.46	0.33	High	Moderate
Foothill College	Public	Associate's	51.5	\$6,423	3.06	1.35	Very High	Very High
Fullerton College	Public	Associate's	24.8	\$5,923	0.79	0.89	High	High
Glendale Community College	Public	Associate's	26.5	\$6,812	0.57	1.53	High	Very High
Golden West College	Public	Associate's	27.5	\$5,056	0.48	-0.35	High	Low
Grossmont College	Public	Associate's	25.2	\$5,160	0.22	-0.18	High	Low
Hartnell College	Public	Associate's	23.9	\$4,399	0.39	-1.20	High	Very Low
Imperial Valley College	Public	Associate's	23.3	\$5,469	0.70	0.40	High	High
Irvine Valley College	Public	Associate's	36.8	\$5,528	1.26	-0.45	Very High	Low
Lake Tahoe Community College	Public	Associate's	36.3	\$6,687	1.14	-1.10	Very High	Very Low
Las Positas College	Public	Associate's	31.4	\$6,489	0.73	1.23	High	Very High
Los Angeles Pierce College	Public	Associate's	25.0	\$3,652	0.89	-1.57	High	Very Low
Los Angeles Valley College	Public	Associate's	18.7	\$4,603	0.17	-0.60	High	Low
MiraCosta College	Public	Associate's	29.6	\$7,737	0.50	1.06	High	Very High
Monterey Peninsula College	Public	Associate's	24.1	\$6,380	0.71	-0.36	High	Low
Moorpark College	Public	Associate's	35.1	\$4,116	2.02	-1.24	Very High	Very Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Mt. San Antonio College	Public	Associate's	27.5	\$5,890	0.51	1.32	High	Very High
Napa Valley College	Public	Associate's	31.1	\$7,790	0.83	1.25	High	Very High
Ohlone Community College	Public	Associate's	30.3	\$5,711	0.99	0.86	Very High	High
Orange Coast College	Public	Associate's	36.4	\$4,361	1.94	-1.12	Very High	Very Low
Oxnard College	Public	Associate's	24.8	\$5,978	0.40	-0.41	High	Low
Pasadena City College	Public	Associate's	34.5	\$5,238	1.77	0.17	Very High	Moderate
Riverside City College	Public	Associate's	22.4	\$6,574	0.77	1.42	High	Very High
Sacramento City College	Public	Associate's	19.9	\$5,039	0.29	-0.67	High	Low
Saddleback College	Public	Associate's	33.0	\$5,411	0.68	-0.16	High	Low
San Diego Mesa College	Public	Associate's	22.4	\$6,008	0.76	-0.39	High	Low
San Joaquin Delta College	Public	Associate's	24.4	\$5,145	1.02	-2.16	Very High	Very Low
San Jose City College	Public	Associate's	19.9	\$6,426	0.39	0.52	High	High
Santa Barbara City College	Public	Associate's	36.6	\$5,442	1.98	0.36	Very High	Moderate
Santa Monica College	Public	Associate's	25.2	\$5,106	1.41	1.30	Very High	Very High
Santa Rosa Junior College	Public	Associate's	32.8	\$6,500	0.50	0.88	High	High
Santiago Canyon College	Public	Associate's	29.8	\$4,270	0.44	-0.69	High	Low
Shasta College	Public	Associate's	22.9	\$5,601	0.28	0.15	High	Moderate
Sierra College	Public	Associate's	27.2	\$4,851	0.68	-0.96	High	Low
Ventura College	Public	Associate's	31.1	\$5,097	1.08	-0.60	Very High	Low
West Valley College	Public	Associate's	25.7	\$7,099	0.59	N/A	High	N/A
Yuba College	Public	Associate's	22.9	\$5,692	0.27	-0.27	High	Low
<i>Four-year Institutions</i>								
California Baptist University	Private	Master's	56.0	\$9,607	0.66	0.03	High	Moderate
California Maritime Academy	Public	Baccalaureate	60.3	\$15,260	1.80	0.32	Very High	Moderate
California State University-Channel Islands	Public	Master's	54.3	\$13,766	0.38	-0.93	High	Low
California State University-Chico	Public	Master's	59.3	\$7,612	0.21	0.31	High	Moderate
California State University-East Bay	Public	Master's	43.0	\$7,832	0.26	0.15	High	Moderate
California State University-Fresno	Public	Master's	49.3	\$8,132	0.60	-0.27	High	Low
California State University-Northridge	Public	Master's	47.3	\$7,689	0.57	-0.44	High	Low
California State University-San Bernardino	Public	Master's	44.3	\$6,775	0.46	0.42	High	High
California State University-Stanislaus	Public	Master's	49.0	\$8,337	0.43	0.36	High	Moderate
Claremont McKenna College	Private	Baccalaureate	92.0	\$30,274	0.37	0.15	High	Moderate
Fresno Pacific University	Private	Master's	57.3	\$8,774	1.53	-1.58	Very High	Very Low
Humphreys College-Stockton and Modesto Campuses	Private	Baccalaureate	58.0	\$3,367	2.40	-0.55	Very High	Low
Lincoln University	Private	Master's	72.0	\$9,419	0.69	0.00	High	Moderate
Mills College	Private	Master's	60.3	\$24,981	0.39	1.34	High	Very High
Mount St. Mary's College	Private	Master's	56.7	\$13,499	1.10	0.00	Very High	Moderate
Occidental College	Private	Baccalaureate	84.0	\$20,955	0.66	0.17	High	Moderate
Pitzer College	Private	Baccalaureate	82.3	\$32,249	1.46	-0.08	Very High	Moderate
Point Loma Nazarene University	Private	Master's	77.0	\$11,741	0.58	0.00	High	Moderate
Pomona College	Private	Baccalaureate	95.0	\$38,223	0.56	0.79	High	High
Providence Christian College	Private	Baccalaureate	62.5	N/A	0.63	N/A	High	N/A
San Diego State University	Public	Research	66.0	\$8,650	0.16	N/A	High	N/A
San Diego State University-Imperial Valley Campus	Public	Baccalaureate	66.0	\$7,484	1.96	N/A	Very High	N/A
Santa Clara University	Private	Master's	86.0	\$16,073	0.54	0.00	High	Moderate
Soka University of America	Private	Baccalaureate	89.0	\$30,078	2.24	0.81	Very High	High
Sonoma State University	Public	Master's	56.3	\$7,999	0.28	-0.44	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Thomas Aquinas College	Private	Baccalaureate	72.7	\$11,072	0.21	-2.41	High	Very Low
University of California-Berkeley	Public	Research	90.7	\$18,801	1.66	-1.25	Very High	Very Low
University of California-Davis	Public	Research	81.7	\$21,024	0.89	0.00	High	Moderate
University of California-Irvine	Public	Research	84.7	\$19,159	1.40	0.68	Very High	High
University of California-Los Angeles	Public	Research	90.7	\$30,771	1.85	0.85	Very High	High
University of California-Riverside	Public	Research	67.0	\$10,461	1.25	0.00	Very High	Moderate
University of California-San Diego	Public	Research	85.7	\$21,457	1.14	0.00	Very High	Moderate
University of California-Santa Barbara	Public	Research	79.7	\$11,309	1.44	0.00	Very High	Moderate
University of California-Santa Cruz	Public	Research	73.7	\$11,148	0.87	0.00	High	Moderate
University of La Verne	Private	Research	62.3	\$10,578	1.76	-1.26	Very High	Very Low
University of Redlands	Private	Master's	68.7	\$12,880	1.50	1.75	Very High	Very High
University of San Francisco	Private	Research	69.0	\$16,239	0.70	0.00	High	Moderate
University of Southern California	Private	Research	89.7	\$25,152	0.40	0.00	High	Moderate
Westmont College	Private	Baccalaureate	77.7	\$17,254	0.26	-0.08	High	Moderate
Woodbury University	Private	Master's	54.7	\$9,360	1.22	-1.50	Very High	Very Low
Colorado								
<i>Two-year Colleges</i>								
Arapahoe Community College	Public	Associate's	18.8	\$4,390	0.21	-0.85	High	Low
Lamar Community College	Public	Associate's	34.1	\$5,436	0.52	-0.79	High	Low
Morgan Community College	Public	Associate's	27.2	\$5,611	0.65	-0.21	High	Low
Northeastern Junior College	Public	Associate's	33.0	\$6,090	0.26	-0.44	High	Low
Otero Junior College	Public	Associate's	40.6	\$4,422	1.16	-1.03	Very High	Very Low
Red Rocks Community College	Public	Associate's	23.0	\$4,327	0.87	-0.33	High	Low
Trinidad State Junior College	Public	Associate's	48.9	\$7,069	1.61	1.45	Very High	Very High
<i>Four-year Institutions</i>								
Colorado College	Private	Baccalaureate	88.3	\$28,291	1.60	0.26	Very High	Moderate
Colorado School of Mines	Public	Research	67.0	\$12,323	0.18	-1.14	High	Very Low
Colorado State University-Fort Collins	Public	Research	63.7	\$8,470	0.17	-1.30	High	Very Low
Colorado State University-Pueblo	Public	Master's	32.3	\$5,628	0.57	-2.16	High	Very Low
Johnson & Wales University-Denver	Private	Baccalaureate	50.7	\$9,374	0.66	N/A	High	N/A
Regis University	Private	Master's	60.7	\$7,901	1.63	0.00	Very High	Moderate
University of Denver	Private	Research	76.7	\$16,475	1.01	-1.03	Very High	Very Low
Connecticut								
<i>Two-year Colleges</i>								
Asnuntuck Community College	Public	Associate's	33.8	\$10,551	1.76	0.01	Very High	Moderate
Capital Community College	Public	Associate's	8.0	\$7,074	0.56	-0.40	High	Low
Manchester Community College	Public	Associate's	15.1	\$7,545	0.57	-0.32	High	Low
Quinebaug Valley Community College	Public	Associate's	16.7	\$10,552	0.21	0.12	High	Moderate
<i>Four-year Institutions</i>								
Albertus Magnus College	Private	Master's	48.7	\$4,880	1.66	-2.68	Very High	Very Low
Connecticut College	Private	Baccalaureate	85.3	\$21,532	0.31	-0.28	High	Low
Eastern Connecticut State University	Public	Master's	51.3	\$8,146	0.36	-0.38	High	Low
Quinnipiac University	Private	Master's	76.7	\$11,766	1.03	0.00	Very High	Moderate
Trinity College	Private	Baccalaureate	85.0	\$32,910	0.35	-0.08	High	Moderate
University of Connecticut	Public	Research	82.0	\$16,970	1.22	N/A	Very High	N/A

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Wesleyan University	Private	Baccalaureate	92.3	\$28,971	0.68	0.23	High	Moderate
Yale University	Private	Research	96.3	\$111,324	0.27	1.87	High	Very High
Delaware								
<i>Four-year Institutions</i>								
Delaware State University	Public	Master's	35.7	\$13,429	0.47	1.83	High	Very High
University of Delaware	Public	Research	78.3	\$16,786	0.40	1.55	High	Very High
Florida								
<i>Two-year Colleges</i>								
Brevard Community College	Public	Associate's	44.6	\$3,982	0.77	-1.20	High	Very Low
Hillsborough Community College	Public	Associate's	29.5	\$3,507	0.47	-1.49	High	Very Low
Lake-Sumter Community College	Public	Associate's	37.2	\$4,881	0.64	-0.65	High	Low
North Florida Community College	Public	Associate's	39.9	\$7,580	0.69	0.56	High	High
Tallahassee Community College	Public	Associate's	35.9	\$6,044	1.44	0.58	Very High	High
<i>Four-year Institutions</i>								
Beacon College	Private	Baccalaureate	80.7	\$10,461	3.73	-0.56	Very High	Low
Eckerd College	Private	Baccalaureate	64.0	\$18,557	0.40	0.76	High	High
Florida State University	Public	Research	74.3	\$7,609	1.00	-1.45	Very High	Very Low
Johnson & Wales University-North Miami	Private	Baccalaureate	46.3	\$9,407	0.98	N/A	Very High	N/A
New College of Florida	Public	Baccalaureate	68.3	\$11,707	0.71	-0.08	High	Moderate
Palm Beach Atlantic University-West Palm Beach	Private	Master's	54.3	\$8,193	0.32	0.00	High	Moderate
Polytechnic University of Puerto Rico-Orlando	Private	Baccalaureate	38.0	N/A	0.67	N/A	High	N/A
Rollins College	Private	Master's	70.3	\$12,440	2.11	0.50	Very High	High
Saint Leo University	Private	Master's	44.7	\$5,129	0.85	0.00	High	Moderate
Saint Thomas University	Private	Master's	37.0	\$9,740	0.30	0.27	High	Moderate
Stetson University	Private	Master's	63.0	\$15,083	0.22	0.86	High	High
The University of Tampa	Private	Master's	57.7	\$8,277	0.53	-0.90	High	Low
University of Central Florida	Public	Research	64.0	\$5,943	0.33	1.06	High	Very High
University of Florida	Public	Research	84.3	\$12,301	1.36	-1.40	Very High	Very Low
University of Miami	Private	Research	79.7	\$27,693	0.90	0.82	High	High
Warner University	Private	Master's	38.3	\$6,747	1.74	-1.21	Very High	Very Low
Georgia								
<i>Two-year Colleges</i>								
Albany Technical College	Public	Associate's	44.0	\$4,429	1.86	-0.59	Very High	Low
Altamaha Technical College	Public	Associate's	53.8	\$7,456	1.32	N/A	Very High	N/A
Atlanta Technical College	Public	Associate's	28.5	\$4,901	0.86	-0.72	High	Low
Augusta Technical College	Public	Associate's	35.8	\$4,945	0.80	0.36	High	Moderate
Middle Georgia Technical College	Public	Associate's	45.3	\$5,093	1.46	0.29	Very High	Moderate
Moultrie Technical College	Public	Associate's	40.6	\$4,960	0.96	1.47	Very High	Very High
Oconee Fall Line Technical College	Public	Associate's	48.0	\$7,752	1.10	-1.00	Very High	Very Low
Ogeechee Technical College	Public	Associate's	34.4	\$5,139	0.23	0.55	High	High
Savannah Technical College	Public	Associate's	29.8	\$4,856	0.18	0.67	High	High
South Georgia Technical College	Public	Associate's	37.5	\$5,398	0.99	0.50	Very High	High
Southeastern Technical College	Public	Associate's	34.6	\$7,460	0.40	0.59	High	High
Southern Crescent Technical College	Public	Associate's	31.4	\$3,798	0.26	-1.14	High	Very Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Southwest Georgia Technical College	Public	Associate's	35.6	\$7,140	0.61	0.10	High	Moderate
Wiregrass Georgia Technical College	Public	Associate's	35.4	\$5,206	0.30	-0.62	High	Low
<i>Four-year Institutions</i>								
Agnes Scott College	Private	Baccalaureate	65.7	\$25,510	0.60	-0.08	High	Moderate
Albany State University	Public	Master's	41.7	\$7,514	1.16	1.17	Very High	Very High
Brenau University	Private	Master's	45.0	\$8,064	0.28	-0.43	High	Low
Covenant College	Private	Baccalaureate	55.7	\$12,067	1.00	-1.13	Very High	Very Low
Fort Valley State University	Public	Baccalaureate	32.0	\$10,043	1.21	1.48	Very High	Very High
Georgia Institute of Technology- Main Campus	Public	Research	79.3	\$11,793	0.21	0.00	High	Moderate
LaGrange College	Private	Baccalaureate	50.7	\$16,286	1.33	0.25	Very High	Moderate
Mercer University	Private	Master's	61.0	\$15,879	0.79	1.92	High	Very High
Morehouse College	Private	Baccalaureate	55.7	\$12,198	1.91	1.24	Very High	Very High
Oglethorpe University	Private	Baccalaureate	53.7	\$12,866	0.73	0.13	High	Moderate
Piedmont College	Private	Master's	46.7	\$6,261	0.62	-0.27	High	Low
Shorter University	Private	Baccalaureate	48.3	\$7,687	1.47	N/A	Very High	N/A
Spelman College	Private	Baccalaureate	74.3	\$16,021	2.52	-0.95	Very High	Low
Toccoa Falls College	Private	Baccalaureate	47.7	\$7,227	0.65	-0.35	High	Low
Truett-McConnell College	Private	Baccalaureate	30.3	\$10,664	1.84	-0.55	Very High	Low
University of Georgia	Public	Research	81.0	\$9,559	1.11	-0.87	Very High	Low
Hawaii								
<i>Two-year Colleges</i>								
Kapiolani Community College	Public	Associate's	16.8	\$7,420	1.13	-0.29	Very High	Low
Idaho								
<i>Two-year Colleges</i>								
Eastern Idaho Technical College	Public	Associate's	55.2	\$11,996	2.37	0.44	Very High	High
<i>Four-year Institutions</i>								
Lewis-Clark State College	Public	Baccalaureate	27.7	\$8,286	0.62	1.15	High	Very High
The College of Idaho	Private	Baccalaureate	61.7	\$12,112	0.19	-0.08	High	Moderate
University of Idaho	Public	Research	54.0	\$8,917	0.17	-0.32	High	Low
Illinois								
<i>Two-year Colleges</i>								
City Colleges of Chicago- Kennedy-King College	Public	Associate's	18.4	\$6,501	1.10	2.64	Very High	Very High
Heartland Community College	Public	Associate's	27.7	\$3,925	0.34	-0.47	High	Low
Illinois Eastern Community Colleges-Frontier Community Coll	Public	Associate's	43.5	\$4,109	1.17	-0.94	Very High	Low
Illinois Eastern Community Colleges-Lincoln Trail College	Public	Associate's	39.6	\$3,128	1.58	-1.76	Very High	Very Low
Illinois Eastern Community Colleges-Olney Central College	Public	Associate's	41.9	\$2,903	1.65	-4.09	Very High	Very Low
Illinois Eastern Community Colleges-Wabash Valley College	Public	Associate's	43.9	\$1,737	2.43	-4.50	Very High	Very Low
Illinois Valley Community College	Public	Associate's	32.4	\$4,382	0.40	-0.81	High	Low
John Wood Community College	Public	Associate's	34.5	\$4,994	0.63	-0.22	High	Low
Kaskaskia College	Public	Associate's	42.8	\$3,743	1.76	-1.00	Very High	Very Low
Rend Lake College	Public	Associate's	50.3	\$3,407	2.35	-1.89	Very High	Very Low
Shawnee Community College	Public	Associate's	27.9	\$3,503	0.47	-1.14	High	Very Low
<i>Four-year Institutions</i>								
Augustana College	Private	Baccalaureate	77.0	\$17,229	0.64	-0.35	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Aurora University	Private	Master's	50.0	\$7,235	0.22	-0.21	High	Low
Bradley University	Private	Master's	75.3	\$12,561	0.72	0.44	High	High
DePaul University	Private	Research	67.3	\$11,975	0.20	0.00	High	Moderate
Dominican University	Private	Master's	64.7	\$11,115	0.78	0.72	High	High
Eastern Illinois University	Public	Master's	60.3	\$9,628	0.61	0.84	High	High
Elmhurst College	Private	Master's	71.3	\$11,390	1.67	0.00	Very High	Moderate
Eureka College	Private	Baccalaureate	53.3	\$11,424	0.21	-1.97	High	Very Low
Greenville College	Private	Baccalaureate	55.0	\$10,075	1.49	-0.61	Very High	Low
Illinois State University	Public	Research	71.0	\$9,175	0.45	1.71	High	Very High
Judson University	Private	Baccalaureate	53.3	\$9,710	0.77	0.57	High	High
Knox College	Private	Baccalaureate	78.3	\$17,900	0.95	-1.54	Very High	Very Low
Lewis University	Private	Master's	60.0	\$8,960	0.46	0.00	High	Moderate
Millikin University	Private	Baccalaureate	59.7	\$9,283	1.32	0.08	Very High	Moderate
Northwestern University	Private	Research	93.7	\$40,531	0.33	0.00	High	Moderate
Trinity Christian College	Private	Baccalaureate	59.7	\$13,033	1.29	0.08	Very High	Moderate
Trinity International University-Illinois	Private	Research	56.3	\$14,942	0.54	0.71	High	High
University of Illinois at Springfield	Public	Master's	58.7	\$7,311	1.70	-1.67	Very High	Very Low
University of Illinois at Urbana-Champaign	Public	Research	83.3	\$11,100	0.71	-1.27	High	Very Low
University of St Francis	Private	Master's	59.3	\$7,671	0.36	0.00	High	Moderate
Western Illinois University	Public	Master's	55.0	\$9,229	0.65	0.00	High	Moderate
Wheaton College	Private	Baccalaureate	88.3	\$18,055	0.19	0.71	High	High
Indiana								
<i>Two-year Colleges</i>								
Ivy Tech Community College-Northwest	Public	Associate's	10.0	\$4,409	0.52	0.31	High	Moderate
Ivy Tech Community College-Richmond	Public	Associate's	17.4	\$4,454	0.25	-0.14	High	Moderate
Ivy Tech Community College-South Central	Public	Associate's	14.9	\$3,731	0.17	-0.79	High	Low
<i>Four-year Institutions</i>								
Ball State University	Public	Research	56.3	\$9,252	0.21	2.49	High	Very High
Bethel College-Mishawaka	Private	Baccalaureate	56.0	\$8,573	1.07	-0.75	Very High	Low
DePauw University	Private	Baccalaureate	82.7	\$23,645	0.89	0.68	High	High
Goshen College	Private	Baccalaureate	70.7	\$16,994	2.01	-0.08	Very High	Moderate
Grace College and Theological Seminary	Private	Baccalaureate	57.7	\$9,630	1.44	-0.87	Very High	Low
Huntington University	Private	Baccalaureate	61.0	\$15,116	0.97	1.24	Very High	Very High
Indiana University-Bloomington	Public	Research	72.7	\$10,731	0.92	-0.58	High	Low
Indiana Wesleyan University	Private	Master's	68.7	\$4,316	3.14	-1.08	Very High	Very Low
Marian University	Private	Baccalaureate	57.0	\$9,009	1.83	-0.86	Very High	Low
Oakland City University	Private	Master's	61.0	\$5,796	2.57	-1.42	Very High	Very Low
Purdue University-Main Campus	Public	Research	69.0	\$11,638	0.16	0.79	High	High
Saint Josephs College	Private	Baccalaureate	55.0	\$11,511	1.38	0.77	Very High	High
Saint Mary-of-the-Woods College	Private	Baccalaureate	56.7	\$10,994	1.71	0.08	Very High	Moderate
Saint Mary's College	Private	Baccalaureate	79.7	\$19,921	0.75	1.19	High	Very High
Taylor University	Private	Baccalaureate	78.3	\$13,382	0.78	0.86	High	High
University of Evansville	Private	Master's	65.3	\$13,304	0.46	0.96	High	High
University of Notre Dame	Private	Research	95.7	\$26,441	0.43	0.00	High	Moderate
University of Saint Francis-Fort Wayne	Private	Master's	55.0	\$10,504	0.46	1.02	High	Very High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Valparaiso University	Private	Master's	71.7	\$14,440	0.23	0.00	High	Moderate
Wabash College	Private	Baccalaureate	75.0	\$25,354	1.31	0.49	Very High	High
Iowa								
<i>Two-year Colleges</i>								
Des Moines Area Community College	Public	Associate's	41.9	\$6,020	1.54	0.01	Very High	Moderate
Hawkeye Community College	Public	Associate's	36.6	\$3,553	1.02	-1.36	Very High	Very Low
Iowa Central Community College	Public	Associate's	37.2	\$5,729	0.71	0.08	High	Moderate
Iowa Lakes Community College	Public	Associate's	37.7	\$6,540	0.28	0.01	High	Moderate
North Iowa Area Community College	Public	Associate's	40.8	\$7,892	1.29	1.07	Very High	Very High
Northwest Iowa Community College	Public	Associate's	60.3	\$7,366	1.77	0.01	Very High	Moderate
Southwestern Community College	Public	Associate's	41.1	\$7,238	1.20	-0.28	Very High	Low
<i>Four-year Institutions</i>								
Buena Vista University	Private	Baccalaureate	54.7	\$8,491	1.31	0.08	Very High	Moderate
Clarke University	Private	Baccalaureate	62.3	\$11,226	0.34	-0.42	High	Low
Coe College	Private	Baccalaureate	69.0	\$13,491	0.36	0.56	High	High
Drake University	Private	Master's	73.3	\$9,380	0.36	-0.90	High	Low
Grinnell College	Private	Baccalaureate	88.7	\$32,463	0.16	1.07	High	Very High
Maharishi University of Management	Private	Master's	60.0	\$7,852	1.00	-0.57	Very High	Low
Mount Mercy University	Private	Baccalaureate	58.7	\$10,834	0.57	-1.08	High	Very Low
Saint Ambrose University	Private	Master's	62.3	\$13,976	0.49	-0.90	High	Low
Simpson College	Private	Baccalaureate	68.0	\$10,533	0.35	-0.08	High	Moderate
University of Northern Iowa	Public	Master's	66.7	\$7,573	0.84	0.92	High	High
Upper Iowa University	Private	Master's	41.3	\$5,121	1.01	0.00	Very High	Moderate
Kansas								
<i>Two-year Colleges</i>								
Barton County Community College	Public	Associate's	29.8	\$5,307	1.07	0.50	Very High	High
Colby Community College	Public	Associate's	49.9	\$4,747	1.30	-0.47	Very High	Low
Cowley County Community College	Public	Associate's	29.2	\$4,143	0.45	-0.01	High	Moderate
Flint Hills Technical College	Public	Associate's	66.6	\$9,046	1.67	-0.47	Very High	Low
Fort Scott Community College	Public	Associate's	40.6	\$5,959	0.30	0.01	High	Moderate
Garden City Community College	Public	Associate's	34.7	\$8,103	0.67	2.34	High	Very High
North Central Kansas Technical College	Public	Associate's	77.2	\$7,913	4.29	-0.70	Very High	Low
Northwest Kansas Technical College	Public	Associate's	76.2	\$6,203	2.82	-2.31	Very High	Very Low
Salina Area Technical College	Public	Associate's	68.3	\$7,585	3.04	-1.65	Very High	Very Low
Seward County Community College and Area Technical School	Public	Associate's	41.1	\$8,622	0.61	0.92	High	High
Wichita Area Technical College	Public	Associate's	59.2	\$12,034	0.99	1.93	Very High	Very High
<i>Four-year Institutions</i>								
Benedictine College	Private	Baccalaureate	55.3	\$5,259	0.17	-1.46	High	Very Low
Bethel College-North Newton	Private	Baccalaureate	54.7	\$14,492	0.70	1.33	High	Very High
McPherson College	Private	Baccalaureate	47.0	\$14,449	0.49	-1.27	High	Very Low
MidAmerica Nazarene University	Private	Master's	48.3	\$5,000	0.64	-0.81	High	Low
Pittsburg State University	Public	Master's	51.0	\$6,380	1.28	0.00	Very High	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Southwestern College	Private	Master's	53.3	\$9,005	0.80	-1.87	High	Very Low
Tabor College	Private	Baccalaureate	48.3	\$9,999	0.60	0.08	High	Moderate
Kentucky								
<i>Two-year Colleges</i>								
Bowling Green Technical College	Public	Associate's	34.5	\$5,562	0.67	-1.08	High	Very Low
Elizabethtown Community and Technical College	Public	Associate's	28.8	\$5,517	0.71	-0.53	High	Low
Gateway Community and Technical College	Public	Associate's	31.6	\$7,132	0.53	0.01	High	Moderate
Madisonville Community College	Public	Associate's	36.2	\$6,979	0.64	1.09	High	Very High
Maysville Community and Technical College	Public	Associate's	33.9	\$5,090	0.86	0.01	High	Moderate
Owensboro Community and Technical College	Public	Associate's	32.0	\$5,586	0.54	-0.27	High	Low
West Kentucky Community and Technical College	Public	Associate's	37.8	\$5,241	0.74	-0.22	High	Low
<i>Four-year Institutions</i>								
Asbury University	Private	Baccalaureate	70.0	\$12,734	1.33	0.94	Very High	High
Bellarmino University	Private	Master's	65.7	\$10,342	0.76	0.61	High	High
Berea College	Private	Baccalaureate	64.0	\$21,731	1.46	1.85	Very High	Very High
Centre College	Private	Baccalaureate	85.0	\$20,214	1.54	-0.72	Very High	Low
Midway College	Private	Baccalaureate	47.7	\$7,068	1.47	-1.09	Very High	Very Low
Morehead State University	Public	Master's	39.0	\$7,667	0.20	1.48	High	Very High
Murray State University	Public	Master's	53.3	\$7,545	1.58	0.20	Very High	Moderate
Spalding University	Private	Research	41.7	\$6,630	1.22	0.00	Very High	Moderate
Thomas More College	Private	Master's	48.7	\$9,776	0.78	-0.21	High	Low
Transylvania University	Private	Baccalaureate	73.3	\$13,423	0.96	0.70	Very High	High
Western Kentucky University	Public	Master's	49.7	\$6,614	1.15	0.00	Very High	Moderate
Louisiana								
<i>Two-year Colleges</i>								
Acadiana Technical College-Lafayette Campus	Public	Associate's	37.6	\$5,838	0.43	1.17	High	Very High
Capital Area Technical College-Baton Rouge Campus	Public	Associate's	45.2	\$6,715	1.94	-1.04	Very High	Very Low
Central Louisiana Technical College-Alexandria Campus	Public	Associate's	61.2	\$7,949	1.29	0.01	Very High	Moderate
L E Fletcher Technical Community College	Public	Associate's	19.7	\$7,623	0.75	0.19	High	Moderate
Northeast Louisiana Technical College-Delta Ouachita Campus	Public	Associate's	70.4	\$6,182	2.59	1.05	Very High	Very High
Northshore Technical Community College	Public	Associate's	46.7	\$5,145	1.28	0.01	Very High	Moderate
Northwest Louisiana Technical College	Public	Associate's	54.3	\$6,124	1.73	0.83	Very High	High
South Central Louisiana Technical College-Young Memorial Campus	Public	Associate's	51.9	\$7,260	1.89	-1.16	Very High	Very Low
Sowela Technical Community College	Public	Associate's	37.8	\$5,524	0.18	-1.00	High	Very Low
<i>Four-year Institutions</i>								
Grambling State University	Public	Master's	28.3	\$6,810	0.30	0.00	High	Moderate
Louisiana Tech University	Public	Research	48.3	\$4,799	1.14	-1.37	Very High	Very Low
McNeese State University	Public	Master's	36.7	\$4,549	0.76	-0.08	High	Moderate
Nicholls State University	Public	Master's	36.7	\$5,244	0.54	0.25	High	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Northwestern State University of Louisiana	Public	Master's	36.0	\$4,598	1.23	1.06	Very High	Very High
University of Louisiana at Lafayette	Public	Research	41.7	\$4,591	0.21	0.00	High	Moderate
Maine								
<i>Two-year Colleges</i>								
Kennebec Valley Community College	Public	Associate's	41.0	\$6,698	0.78	-0.05	High	Moderate
Washington County Community College	Public	Associate's	48.7	\$11,822	0.81	0.91	High	High
<i>Four-year Institutions</i>								
Bates College	Private	Baccalaureate	89.3	\$28,891	0.27	-0.08	High	Moderate
Bowdoin College	Private	Baccalaureate	93.3	\$37,557	0.99	0.78	Very High	High
Colby College	Private	Baccalaureate	90.3	\$26,969	0.46	0.42	High	High
Maine Maritime Academy	Public	Baccalaureate	69.3	\$8,851	3.20	-0.85	Very High	Low
University of Maine	Public	Research	58.7	\$11,889	0.39	0.83	High	High
University of Maine at Farmington	Public	Baccalaureate	58.7	\$8,638	1.19	-0.10	Very High	Moderate
University of Maine at Presque Isle	Public	Baccalaureate	32.7	\$6,533	0.23	-0.78	High	Low
University of New England	Private	Master's	56.7	\$11,420	0.22	0.00	High	Moderate
Maryland								
<i>Two-year Colleges</i>								
Allegany College of Maryland	Public	Associate's	21.1	\$7,724	0.50	-0.41	High	Low
Carroll Community College	Public	Associate's	24.5	\$7,286	0.48	-0.92	High	Low
Frederick Community College	Public	Associate's	20.8	\$6,937	1.17	-0.77	Very High	Low
Hagerstown Community College	Public	Associate's	26.1	\$6,622	1.08	-1.73	Very High	Very Low
Harford Community College	Public	Associate's	18.1	\$8,084	0.73	0.01	High	Moderate
Montgomery College	Public	Associate's	15.4	\$8,808	1.05	1.91	Very High	Very High
Wor-Wic Community College	Public	Associate's	14.5	\$6,102	0.37	-0.84	High	Low
<i>Four-year Institutions</i>								
Baltimore International College	Private	Baccalaureate	33.0	\$8,212	1.01	N/A	Very High	N/A
Hood College	Private	Master's	68.3	\$13,989	1.07	-1.20	Very High	Very Low
Johns Hopkins University	Private	Research	91.0	\$68,336	1.38	1.88	Very High	Very High
McDaniel College	Private	Baccalaureate	72.3	\$11,147	0.78	-1.78	High	Very Low
Mount St Mary's University	Private	Master's	72.0	\$12,196	0.97	0.18	Very High	Moderate
Salisbury University	Public	Master's	68.0	\$6,159	1.33	-1.56	Very High	Very Low
Sojourner-Douglass College	Private	Baccalaureate	26.0	\$5,392	0.95	-1.04	Very High	Very Low
St Mary's College of Maryland	Public	Baccalaureate	79.0	\$10,941	2.08	-3.17	Very High	Very Low
Stevenson University	Private	Master's	62.7	\$10,400	0.79	0.00	High	Moderate
Towson University	Public	Master's	66.0	\$6,796	1.12	-1.40	Very High	Very Low
University of Maryland-College Park	Public	Research	81.7	\$14,640	0.98	0.00	Very High	Moderate
Massachusetts								
<i>Two-year Colleges</i>								
Berkshire Community College	Public	Associate's	24.5	\$10,618	0.63	1.14	High	Very High
Bunker Hill Community College	Public	Associate's	10.4	\$7,121	0.35	-0.78	High	Low
Holyoke Community College	Public	Associate's	20.4	\$6,949	0.65	0.01	High	Moderate
Massachusetts Bay Community College	Public	Associate's	13.8	\$6,996	0.20	-0.26	High	Low
Quincy College	Public	Associate's	25.7	\$3,818	1.39	-2.86	Very High	Very Low
Springfield Technical Community College	Public	Associate's	19.5	\$8,556	0.16	0.34	High	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
<i>Four-year Institutions</i>								
Amherst College	Private	Baccalaureate	95.3	\$35,504	0.89	0.86	High	High
Bay Path College	Private	Baccalaureate	57.0	\$7,439	2.02	-1.20	Very High	Very Low
Bentley University	Private	Master's	86.7	\$17,482	1.41	3.41	Very High	Very High
Boston College	Private	Research	91.3	\$19,458	0.33	0.00	High	Moderate
Clark University	Private	Research	79.0	\$14,022	0.64	-1.26	High	Very Low
College of Our Lady of the Elms	Private	Baccalaureate	62.7	\$9,492	1.78	-1.95	Very High	Very Low
College of the Holy Cross	Private	Baccalaureate	92.3	\$22,031	1.14	0.73	Very High	High
Eastern Nazarene College	Private	Baccalaureate	51.7	\$11,550	0.58	-0.25	High	Low
Emerson College	Private	Master's	81.0	\$12,932	1.08	-0.21	Very High	Low
Endicott College	Private	Master's	69.3	\$9,579	0.24	-0.17	High	Low
Harvard University	Private	Research	97.0	\$66,605	0.49	1.14	High	Very High
Massachusetts College of Liberal Arts	Public	Baccalaureate	50.3	\$9,727	0.16	-1.34	High	Very Low
Massachusetts Maritime Academy	Public	Baccalaureate	64.3	\$12,181	1.39	0.49	Very High	High
Mount Holyoke College	Private	Baccalaureate	82.7	\$28,041	0.98	-0.08	Very High	Moderate
Northeastern University	Private	Research	77.7	\$15,078	0.19	0.00	High	Moderate
Simmons College	Private	Master's	68.0	\$14,919	0.38	0.44	High	High
Smith College	Private	Baccalaureate	84.3	\$32,679	1.10	0.98	Very High	High
Springfield College	Private	Master's	66.0	\$9,660	2.29	0.16	Very High	Moderate
Stonehill College	Private	Baccalaureate	82.0	\$15,071	0.32	-0.52	High	Low
University of Massachusetts Amherst	Public	Research	68.7	\$12,820	0.30	0.00	High	Moderate
Wellesley College	Private	Baccalaureate	91.3	\$37,649	0.41	0.94	High	High
Wentworth Institute of Technology	Private	Baccalaureate	60.7	\$9,337	0.79	0.08	High	Moderate
Westfield State University	Public	Master's	59.3	\$7,130	0.88	-0.77	High	Low
Wheelock College	Private	Master's	58.7	\$15,232	0.32	1.30	High	Very High
Williams College	Private	Baccalaureate	95.3	\$44,685	0.80	1.04	High	Very High
Worcester Polytechnic Institute	Private	Research	80.0	\$20,462	0.39	0.00	High	Moderate
<i>Michigan</i>								
<i>Two-year Colleges</i>								
Alpena Community College	Public	Associate's	34.3	\$8,923	1.75	0.50	Very High	High
Glen Oaks Community College	Public	Associate's	23.8	\$10,043	0.17	1.24	High	Very High
Gogebic Community College	Public	Associate's	26.5	\$8,331	0.80	-1.31	High	Very Low
Grand Rapids Community College	Public	Associate's	15.3	\$13,609	0.51	0.40	High	High
Henry Ford Community College	Public	Associate's	8.0	\$5,270	0.16	-0.87	High	Low
Muskegon Community College	Public	Associate's	13.4	\$6,283	0.38	0.20	High	Moderate
Oakland Community College	Public	Associate's	11.4	\$4,105	0.36	0.24	High	Moderate
Schoolcraft College	Public	Associate's	18.8	\$4,588	1.58	-1.09	Very High	Very Low
St Clair County Community College	Public	Associate's	17.3	\$5,931	0.43	-0.70	High	Low
Wayne County Community College District	Public	Associate's	9.5	\$5,505	0.83	0.01	High	Moderate
<i>Four-year Institutions</i>								
Adrian College	Private	Baccalaureate	50.7	\$11,116	0.43	0.08	High	Moderate
Albion College	Private	Baccalaureate	71.3	\$15,383	0.67	0.29	High	Moderate
Alma College	Private	Baccalaureate	65.7	\$13,174	0.63	0.28	High	Moderate
Andrews University	Private	Research	57.7	\$16,414	0.54	0.00	High	Moderate
Aquinas College	Private	Master's	55.3	\$8,994	0.76	-0.81	High	Low
Baker College of Allen Park	Private	Baccalaureate	25.0	\$4,135	0.81	N/A	High	N/A

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Calvin College	Private	Baccalaureate	77.0	\$14,199	1.26	-0.08	Very High	Moderate
Davenport University	Private	Master's	29.3	\$12,175	0.55	1.63	High	Very High
Ferris State University	Public	Master's	48.7	\$8,741	0.87	0.00	High	Moderate
Grand Valley State University	Public	Master's	63.3	\$7,128	1.41	0.35	Very High	Moderate
Hope College	Private	Baccalaureate	78.0	\$13,207	1.39	0.80	Very High	High
Kalamazoo College	Private	Baccalaureate	80.3	\$24,640	0.65	-0.83	High	Low
Lake Superior State University	Public	Baccalaureate	37.7	\$6,204	0.62	-0.40	High	Low
Michigan State University	Public	Research	77.7	\$12,999	1.59	-0.75	Very High	Low
Michigan Technological University	Public	Research	65.7	\$10,779	0.39	-0.33	High	Low
Northern Michigan University	Public	Master's	45.7	\$6,902	0.18	0.00	High	Moderate
Olivet College	Private	Baccalaureate	43.3	\$8,485	1.38	-0.52	Very High	Low
Spring Arbor University	Private	Master's	54.7	\$7,908	1.17	0.00	Very High	Moderate
University of Detroit Mercy	Private	Master's	55.0	\$15,175	0.92	0.00	High	Moderate
University of Michigan-Ann Arbor	Public	Research	90.3	\$21,019	1.82	-0.13	Very High	Moderate
Minnesota								
<i>Two-year Colleges</i>								
Alexandria Technical & Community College	Public	Associate's	53.0	\$8,320	1.31	0.71	Very High	High
Anoka-Ramsey Community College	Public	Associate's	16.9	\$5,623	0.48	-0.83	High	Low
Central Lakes College-Brainerd	Public	Associate's	39.7	\$7,829	0.57	0.15	High	Moderate
Hibbing Community College-A Technical and Community College	Public	Associate's	32.7	\$9,482	0.39	0.28	High	Moderate
Itasca Community College	Public	Associate's	34.1	\$8,880	0.38	0.15	High	Moderate
Mesabi Range Community and Technical College	Public	Associate's	42.4	\$8,180	1.06	0.01	Very High	Moderate
Minnesota West Community and Technical College	Public	Associate's	44.6	\$9,065	0.51	0.98	High	High
Normandale Community College	Public	Associate's	15.7	\$5,940	0.51	0.01	High	Moderate
Northwest Technical College	Public	Associate's	35.5	\$7,004	0.16	-1.01	High	Very Low
Rainy River Community College	Public	Associate's	34.8	\$10,233	0.35	-0.92	High	Low
Ridgewater College	Public	Associate's	39.8	\$7,975	0.63	0.74	High	High
Saint Paul College-A Community and Technical College	Public	Associate's	24.5	\$7,172	0.43	-0.51	High	Low
St Cloud Technical and Community College	Public	Associate's	33.5	\$7,420	0.97	0.01	Very High	Moderate
<i>Four-year Institutions</i>								
Augsburg College	Private	Master's	61.7	\$11,716	1.02	0.83	Very High	High
Bethel University	Private	Master's	71.0	\$10,673	0.49	N/A	High	N/A
Carleton College	Private	Baccalaureate	93.3	\$31,070	0.80	-0.08	High	Moderate
College of Saint Benedict	Private	Baccalaureate	80.3	\$13,212	0.18	-0.71	High	Low
Concordia University-Saint Paul	Private	Master's	49.3	\$8,267	0.73	-0.94	High	Low
Gustavus Adolphus College	Private	Baccalaureate	80.7	\$14,616	0.56	-0.08	High	Moderate
Hamline University	Private	Master's	67.7	\$11,108	0.30	0.00	High	Moderate
Macalester College	Private	Baccalaureate	88.3	\$23,837	0.40	-0.08	High	Moderate
Northwestern College	Private	Baccalaureate	66.0	\$8,216	1.15	2.22	Very High	Very High
Saint Johns University	Private	Baccalaureate	77.0	\$17,297	0.82	0.65	High	High
St Catherine University	Private	Master's	63.7	\$10,698	0.83	0.00	High	Moderate
St Olaf College	Private	Baccalaureate	85.3	\$19,340	0.18	0.02	High	Moderate
The College of Saint Scholastica	Private	Master's	63.3	\$9,755	0.58	-0.77	High	Low
University of Minnesota-Crookston	Public	Baccalaureate	43.3	\$7,383	0.62	0.71	High	High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
University of Minnesota-Morris	Public	Baccalaureate	62.0	\$10,603	1.21	-0.95	Very High	Low
University of St Thomas	Private	Research	75.0	\$14,040	0.28	0.00	High	Moderate
Mississippi								
<i>Two-year Colleges</i>								
Coahoma Community College	Public	Associate's	26.3	\$12,199	0.47	2.40	High	Very High
East Central Community College	Public	Associate's	28.8	\$5,510	0.58	-0.64	High	Low
East Mississippi Community College	Public	Associate's	22.5	\$6,516	0.69	-0.68	High	Low
Holmes Community College	Public	Associate's	25.6	\$4,470	0.71	-1.27	High	Very Low
Meridian Community College	Public	Associate's	34.9	\$7,957	0.65	-0.07	High	Moderate
<i>Four-year Institutions</i>								
Alcorn State University	Public	Master's	33.7	\$7,734	0.49	0.96	High	High
Belhaven University	Private	Master's	50.3	\$5,526	0.87	-2.33	High	Very Low
Jackson State University	Public	Research	41.7	\$7,916	0.84	0.00	High	Moderate
Millsaps College	Private	Baccalaureate	68.7	\$14,231	0.46	0.87	High	High
Mississippi State University	Public	Research	58.7	\$8,213	0.21	-0.72	High	Low
Mississippi University for Women	Public	Master's	39.0	\$9,268	0.39	0.27	High	Moderate
Mississippi Valley State University	Public	Master's	24.3	\$6,317	0.41	1.80	High	Very High
Tougaloo College	Private	Baccalaureate	46.3	\$13,556	0.51	-0.43	High	Low
University of Mississippi	Public	Research	59.0	\$8,723	0.22	0.38	High	Moderate
William Carey University	Private	Master's	50.3	\$3,957	0.80	-2.89	High	Very Low
Missouri								
<i>Two-year Colleges</i>								
Crowder College	Public	Associate's	22.9	\$3,372	0.17	-1.69	High	Very Low
Linn State Technical College	Public	Associate's	59.0	\$10,197	1.04	2.08	Very High	Very High
Metropolitan Community College-Business & Technology	Public	Associate's	43.8	\$17,498	0.95	N/A	High	N/A
Mineral Area College	Public	Associate's	31.2	\$4,186	0.45	-0.29	High	Low
Missouri State University-West Plains	Public	Associate's	30.1	\$4,757	1.16	-1.29	Very High	Very Low
Moberly Area Community College	Public	Associate's	27.8	\$3,718	1.06	-1.16	Very High	Very Low
North Central Missouri College	Public	Associate's	31.1	\$9,053	0.60	1.99	High	Very High
State Fair Community College	Public	Associate's	21.7	\$4,821	0.53	-0.29	High	Low
<i>Four-year Institutions</i>								
College of the Ozarks	Private	Baccalaureate	61.3	\$8,043	0.46	-0.72	High	Low
Drury University	Private	Master's	51.0	\$7,700	0.38	0.00	High	Moderate
Hannibal-LaGrange University	Private	Baccalaureate	47.7	\$6,136	0.72	-1.08	High	Very Low
Maryville University of Saint Louis	Private	Research	66.7	\$9,220	1.96	0.00	Very High	Moderate
Missouri State University-Springfield	Public	Master's	54.7	\$6,863	0.34	0.18	High	Moderate
Rockhurst University	Private	Master's	72.3	\$10,697	1.48	-0.16	Very High	Low
Saint Louis University-Main Campus	Private	Research	67.7	\$18,622	0.37	-0.42	High	Low
Southeast Missouri State University	Public	Master's	46.7	\$6,972	0.32	1.09	High	Very High
Truman State University	Public	Master's	71.0	\$8,813	0.22	0.00	High	Moderate
University of Central Missouri	Public	Master's	49.3	\$8,590	0.52	1.19	High	Very High
Webster University	Private	Master's	63.3	\$8,036	1.37	1.71	Very High	Very High
Westminster College	Private	Baccalaureate	65.3	\$12,325	0.30	-0.27	High	Low
William Jewell College	Private	Baccalaureate	65.7	\$13,117	1.13	0.78	Very High	High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Montana								
<i>Two-year Colleges</i>								
Dawson Community College	Public	Associate's	61.7	\$8,516	2.50	0.12	Very High	Moderate
Miles Community College	Public	Associate's	55.6	\$9,757	2.65	0.01	Very High	Moderate
<i>Four-year Institutions</i>								
Carroll College	Private	Baccalaureate	59.7	\$8,764	0.67	0.08	High	Moderate
Montana Tech of the University of Montana	Public	Baccalaureate	46.7	\$9,258	0.93	N/A	Very High	N/A
Rocky Mountain College	Private	Baccalaureate	51.0	\$11,422	0.42	0.08	High	Moderate
Nebraska								
<i>Two-year Colleges</i>								
Mid-Plains Community College	Public	Associate's	34.6	\$6,168	0.33	0.01	High	Moderate
Nebraska College of Technical Agriculture	Public	Associate's	53.8	\$9,212	0.39	0.01	High	Moderate
Northeast Community College	Public	Associate's	47.4	\$5,760	1.49	0.01	Very High	Moderate
Southeast Community College Area	Public	Associate's	29.1	\$5,124	0.98	-1.31	Very High	Very Low
<i>Four-year Institutions</i>								
Bellevue University	Private	Master's	31.3	\$5,188	0.33	-2.69	High	Very Low
Chadron State College	Public	Baccalaureate	44.7	\$6,198	0.39	-0.31	High	Low
Creighton University	Private	Master's	76.3	\$16,830	1.17	2.47	Very High	Very High
Doane College-Crete	Private	Baccalaureate	60.7	\$9,515	1.81	N/A	Very High	N/A
Hastings College	Private	Baccalaureate	58.7	\$10,044	0.50	1.52	High	Very High
Midland University	Private	Baccalaureate	47.7	\$8,962	0.36	0.08	High	Moderate
Nebraska Wesleyan University	Private	Baccalaureate	64.7	\$10,274	0.45	-0.87	High	Low
Peru State College	Public	Master's	32.7	\$4,993	0.21	-0.97	High	Low
University of Nebraska at Kearney	Public	Master's	58.3	\$6,628	0.64	0.00	High	Moderate
Wayne State College	Public	Master's	50.3	\$6,304	0.36	-0.50	High	Low
Nevada								
<i>Four-year Institutions</i>								
Sierra Nevada College	Private	Master's	40.0	\$9,828	0.71	2.00	High	Very High
New Hampshire								
<i>Two-year Colleges</i>								
White Mountains Community College	Public	Associate's	44.0	\$6,881	1.62	0.01	Very High	Moderate
<i>Four-year Institutions</i>								
Chester College of New England	Private	Baccalaureate	87.5	\$8,827	2.96	N/A	Very High	N/A
Dartmouth College	Private	Research	95.3	\$58,404	0.20	1.93	High	Very High
Granite State College	Public	Baccalaureate	49.7	\$7,814	1.60	-1.99	Very High	Very Low
Keene State College	Public	Master's	57.3	\$8,400	0.41	0.27	High	Moderate
Plymouth State University	Public	Master's	57.0	\$7,852	0.38	0.00	High	Moderate
Southern New Hampshire University	Private	Master's	55.0	\$6,932	1.40	-1.17	Very High	Very Low
University of New Hampshire-Main Campus	Public	Research	76.3	\$11,406	0.42	0.00	High	Moderate
New Jersey								
<i>Two-year Colleges</i>								
Burlington County College	Public	Associate's	20.3	\$2,950	0.75	-1.39	High	Very Low
County College of Morris	Public	Associate's	21.9	\$5,583	0.58	0.20	High	Moderate
Cumberland County College	Public	Associate's	28.7	\$5,339	1.40	0.40	Very High	High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Gloucester County College	Public	Associate's	25.3	\$5,056	0.97	0.46	Very High	High
Ocean County College	Public	Associate's	31.0	\$4,382	1.24	-0.52	Very High	Low
Salem Community College	Public	Associate's	22.4	\$6,202	0.21	-0.53	High	Low
Warren County Community College	Public	Associate's	25.1	\$4,940	0.16	-1.33	High	Very Low
<i>Four-year Institutions</i>								
College of Saint Elizabeth	Private	Master's	59.3	\$12,399	1.38	0.00	Very High	Moderate
Kean University	Public	Master's	48.7	\$8,217	0.37	0.17	High	Moderate
Montclair State University	Public	Master's	62.3	\$7,162	1.10	-1.24	Very High	Very Low
Ramapo College of New Jersey	Public	Master's	73.3	\$7,988	2.49	-0.70	Very High	Low
Rider University	Private	Master's	64.7	\$14,434	0.36	1.95	High	Very High
Rowan University	Public	Master's	69.7	\$10,284	1.35	0.00	Very High	Moderate
Rutgers University-Camden	Public	Master's	62.7	\$9,124	1.08	N/A	Very High	N/A
Rutgers University-New Brunswick	Public	Research	77.7	\$17,531	0.64	N/A	High	N/A
Rutgers University-Newark	Public	Research	64.0	\$9,296	0.73	N/A	High	N/A
The College of New Jersey	Public	Master's	86.7	\$10,218	2.10	-0.49	Very High	Low
The Richard Stockton College of New Jersey	Public	Master's	64.7	\$7,554	1.39	-0.74	Very High	Low
New Mexico								
<i>Two-year Colleges</i>								
Central New Mexico Community College	Public	Associate's	8.6	\$5,006	0.25	-0.31	High	Low
Luna Community College	Public	Associate's	19.3	\$7,646	1.83	0.84	Very High	High
Mesalands Community College	Public	Associate's	33.1	\$6,856	0.82	-1.73	High	Very Low
New Mexico Junior College	Public	Associate's	19.0	\$7,142	0.77	0.60	High	High
New Mexico State University-Dona Ana	Public	Associate's	12.6	\$5,509	0.53	0.09	High	Moderate
New Mexico State University-Grants	Public	Associate's	16.3	\$5,437	0.20	-2.18	High	Very Low
Santa Fe Community College	Public	Associate's	9.2	\$9,173	0.36	2.58	High	Very High
<i>Four-year Institutions</i>								
New Mexico State University-Main Campus	Public	Research	45.0	\$8,021	0.32	-0.67	High	Low
Northern New Mexico College	Public	Baccalaureate	N/A	\$9,779	2.01	2.34	Very High	Very High
St John's College	Private	Master's	56.0	\$16,710	0.17	1.17	High	Very High
New York								
<i>Two-year Colleges</i>								
CUNY Borough of Manhattan Community College	Public	Associate's	13.6	\$5,957	0.94	-0.03	High	Moderate
CUNY Kingsborough Community College	Public	Associate's	22.9	\$7,122	1.59	0.05	Very High	Moderate
CUNY Queensborough Community College	Public	Associate's	15.3	\$7,875	0.41	0.71	High	High
Finger Lakes Community College	Public	Associate's	28.8	\$5,803	0.61	-0.94	High	Low
Fulton-Montgomery Community College	Public	Associate's	30.1	\$6,026	1.07	-1.28	Very High	Very Low
Genesee Community College	Public	Associate's	26.4	\$5,378	1.34	-0.47	Very High	Low
Herkimer County Community College	Public	Associate's	30.8	\$4,756	1.83	-1.42	Very High	Very Low
Jamestown Community College	Public	Associate's	32.5	\$6,544	0.55	-0.22	High	Low
Jefferson Community College	Public	Associate's	27.0	\$6,104	0.26	-0.83	High	Low
Monroe Community College	Public	Associate's	23.7	\$5,148	0.90	-0.80	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Rockland Community College	Public	Associate's	24.5	\$6,950	0.34	0.17	High	Moderate
Tompkins Cortland Community College	Public	Associate's	22.9	\$6,857	0.61	0.98	High	High
<i>Four-year Institutions</i>								
Adelphi University	Private	Research	66.7	\$11,799	1.11	0.91	Very High	High
Boricua College	Private	Baccalaureate	46.0	\$5,521	0.21	-0.98	High	Low
Clarkson University	Private	Research	70.3	\$16,722	0.24	0.00	High	Moderate
Columbia University in the City of New York	Private	Research	93.7	\$53,038	1.46	0.45	Very High	High
Cooper Union for the Advancement of Science and Art	Private	Baccalaureate	82.0	\$25,866	0.54	0.08	High	Moderate
Cornell University	Private	Research	93.0	\$33,194	0.31	-0.96	High	Low
CUNY Bernard M Baruch College	Public	Master's	62.3	\$6,680	1.61	1.68	Very High	Very High
CUNY Brooklyn College	Public	Master's	50.0	\$8,146	0.31	-0.16	High	Low
CUNY John Jay College of Criminal Justice	Public	Master's	40.7	\$6,372	0.17	-0.31	High	Low
CUNY Queens College	Public	Master's	53.0	\$7,566	0.42	-1.01	High	Very Low
Fordham University	Private	Research	79.7	\$14,793	0.27	0.00	High	Moderate
Hamilton College	Private	Baccalaureate	89.3	\$34,063	0.16	-0.60	High	Low
Hilbert College	Private	Baccalaureate	43.3	\$8,645	0.26	-0.71	High	Low
Houghton College	Private	Baccalaureate	67.7	\$13,986	0.49	-0.08	High	Moderate
Keuka College	Private	Master's	51.7	\$9,200	0.77	-1.40	High	Very Low
Le Moyne College	Private	Master's	71.7	\$10,809	0.70	0.32	High	Moderate
Manhattan College	Private	Master's	73.3	\$12,792	0.39	0.00	High	Moderate
Marist College	Private	Master's	80.0	\$12,280	1.34	0.67	Very High	High
Medaille College	Private	Master's	49.3	\$6,808	1.72	-0.55	Very High	Low
Metropolitan College of New York	Private	Master's	27.7	\$11,534	0.63	2.86	High	Very High
Molloy College	Private	Master's	62.3	\$10,874	0.82	1.09	High	Very High
Morrisville State College	Public	Baccalaureate	43.0	\$7,022	0.79	0.83	High	High
Mount Saint Mary College	Private	Master's	54.7	\$8,234	0.25	0.00	High	Moderate
Nazareth College	Private	Master's	73.0	\$11,722	1.03	0.00	Very High	Moderate
New York University	Private	Research	85.7	\$27,366	0.31	0.99	High	High
Niagara University	Private	Master's	66.7	\$8,183	0.20	-1.40	High	Very Low
Pratt Institute-Main	Private	Master's	62.0	\$13,303	0.31	N/A	High	N/A
Rensselaer Polytechnic Institute	Private	Research	83.3	\$22,009	0.55	0.23	High	Moderate
Roberts Wesleyan College	Private	Master's	61.0	\$11,878	1.44	0.62	Very High	High
Saint John Fisher College	Private	Research	72.7	\$8,383	1.16	-2.17	Very High	Very Low
Saint Joseph's College-New York	Private	Master's	66.7	\$9,441	2.65	N/A	Very High	N/A
Siena College	Private	Baccalaureate	75.7	\$13,688	0.86	-0.08	High	Moderate
Skidmore College	Private	Baccalaureate	85.3	\$22,171	0.24	0.90	High	High
St. Francis College	Private	Baccalaureate	51.3	\$32,873	0.93	0.27	Very High	Moderate
State University of New York at New Paltz	Public	Master's	69.7	\$7,457	1.45	-1.84	Very High	Very Low
SUNY at Albany	Public	Research	65.0	\$10,325	0.33	0.00	High	Moderate
SUNY at Binghamton	Public	Research	78.0	\$8,560	0.97	-0.73	Very High	Low
SUNY at Fredonia	Public	Master's	63.7	\$7,216	0.36	-1.04	High	Very Low
SUNY at Geneseo	Public	Master's	79.0	\$6,473	1.11	-1.09	Very High	Very Low
SUNY at Purchase College	Public	Baccalaureate	56.7	\$8,793	0.75	-1.41	High	Very Low
SUNY College at Brockport	Public	Master's	66.0	\$7,955	1.37	0.00	Very High	Moderate
SUNY College at Cortland	Public	Master's	65.7	\$6,546	1.05	-1.41	Very High	Very Low
SUNY College at Old Westbury	Public	Baccalaureate	36.3	\$7,280	0.32	-1.19	High	Very Low
SUNY College at Oneonta	Public	Master's	66.3	\$6,249	1.09	-1.11	Very High	Very Low
SUNY College at Oswego	Public	Master's	58.3	\$6,640	0.33	-0.38	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
SUNY College at Plattsburgh	Public	Master's	59.7	\$7,536	0.58	-0.65	High	Low
SUNY College of Environmental Science and Forestry	Public	Research	65.7	\$16,198	1.05	-1.43	Very High	Very Low
SUNY College of Technology at Alfred	Public	Baccalaureate	56.7	\$6,208	2.06	-0.42	Very High	Low
SUNY College of Technology at Canton	Public	Baccalaureate	35.3	\$6,770	0.52	0.80	High	High
SUNY College of Technology at Delhi	Public	Baccalaureate	53.7	\$6,259	0.79	-0.42	High	Low
SUNY Empire State College	Public	Master's	23.0	\$6,669	0.38	-0.28	High	Low
SUNY Institute of Technology at Utica-Rome	Public	Master's	45.7	\$9,962	0.38	-1.19	High	Very Low
SUNY Maritime College	Public	Baccalaureate	47.3	\$8,919	0.25	1.34	High	Very High
The College of Saint Rose	Private	Master's	66.3	\$9,015	0.52	1.07	High	Very High
The New School	Private	Research	64.0	\$15,713	0.51	0.00	High	Moderate
Touro College	Private	Master's	58.0	\$5,338	0.76	-1.81	High	Very Low
Union College	Private	Baccalaureate	84.0	\$24,010	0.24	-0.08	High	Moderate
United States Merchant Marine Academy	Public	Baccalaureate	78.0	\$20,929	0.79	1.19	High	Very High
Vassar College	Private	Baccalaureate	91.7	\$33,791	0.20	0.97	High	High
Vaughn College of Aeronautics and Technology	Private	Baccalaureate	52.0	\$12,388	1.33	0.42	Very High	High
North Carolina								
<i>Two-year Colleges</i>								
Cape Fear Community College	Public	Associate's	19.0	\$5,756	0.82	-1.43	High	Very Low
Central Carolina Community College	Public	Associate's	37.6	\$6,335	1.66	1.41	Very High	Very High
Cleveland Community College	Public	Associate's	30.9	\$5,137	1.35	0.08	Very High	Moderate
Coastal Carolina Community College	Public	Associate's	30.0	\$5,055	1.49	-0.71	Very High	Low
Davidson County Community College	Public	Associate's	30.5	\$5,772	0.91	0.01	High	Moderate
Edgecombe Community College	Public	Associate's	38.6	\$5,895	2.47	-0.78	Very High	Low
Halifax Community College	Public	Associate's	28.3	\$6,844	0.61	0.20	High	Moderate
Johnston Community College	Public	Associate's	31.8	\$5,216	1.07	0.28	Very High	Moderate
Mayland Community College	Public	Associate's	50.1	\$7,376	1.51	1.70	Very High	Very High
McDowell Technical Community College	Public	Associate's	32.2	\$6,217	1.00	-1.39	Very High	Very Low
Montgomery Community College	Public	Associate's	33.6	\$5,875	0.29	-1.44	High	Very Low
Pamlico Community College	Public	Associate's	76.4	\$11,340	4.08	-0.54	Very High	Low
Piedmont Community College	Public	Associate's	49.1	\$6,640	2.70	1.15	Very High	Very High
Pitt Community College	Public	Associate's	14.7	\$4,438	0.30	-0.93	High	Low
Richmond Community College	Public	Associate's	20.6	\$7,054	1.19	0.16	Very High	Moderate
Robeson Community College	Public	Associate's	34.1	\$9,700	0.57	2.39	High	Very High
Rowan-Cabarrus Community College	Public	Associate's	27.2	\$5,973	0.32	-0.27	High	Low
Sampson Community College	Public	Associate's	26.3	\$7,635	0.70	1.16	High	Very High
Sandhills Community College	Public	Associate's	22.2	\$5,276	0.54	-0.16	High	Low
Southwestern Community College	Public	Associate's	24.7	\$6,908	0.22	0.47	High	High
Stanly Community College	Public	Associate's	30.7	\$5,361	0.96	-1.37	Very High	Very Low
Tri-County Community College	Public	Associate's	28.7	\$6,209	0.18	-0.73	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Vance-Granville Community College	Public	Associate's	28.6	\$5,310	0.86	0.19	High	Moderate
Western Piedmont Community College	Public	Associate's	23.8	\$5,888	0.44	0.45	High	High
Wilson Community College	Public	Associate's	24.1	\$6,245	0.22	0.07	High	Moderate
<i>Four-year Institutions</i>								
Appalachian State University	Public	Master's	65.7	\$7,617	0.75	0.00	High	Moderate
Catawba College	Private	Baccalaureate	53.7	\$8,534	1.22	-1.04	Very High	Very Low
Davidson College	Private	Baccalaureate	91.7	\$26,827	0.73	0.82	High	High
Elizabeth City State University	Public	Baccalaureate	43.0	\$9,080	1.76	0.08	Very High	Moderate
Fayetteville State University	Public	Master's	32.0	\$7,400	0.32	0.91	High	High
Gardner-Webb University	Private	Master's	49.3	\$9,562	0.47	-0.81	High	Low
Guilford College	Private	Baccalaureate	58.3	\$10,719	1.88	-0.08	Very High	Moderate
High Point University	Private	Baccalaureate	59.3	\$8,000	2.47	-0.75	Very High	Low
Johnson & Wales University-Charlotte	Private	Baccalaureate	51.7	\$4,706	1.12	N/A	Very High	N/A
Livingstone College	Private	Baccalaureate	28.7	\$8,111	0.64	0.28	High	Moderate
Meredith College	Private	Baccalaureate	59.3	\$14,445	0.26	0.08	High	Moderate
Mount Olive College	Private	Baccalaureate	44.3	\$4,903	2.19	-1.95	Very High	Very Low
North Carolina Central University	Public	Master's	39.7	\$8,999	1.27	0.86	Very High	High
North Carolina State University at Raleigh	Public	Research	72.0	\$12,716	0.30	-0.81	High	Low
Queens University of Charlotte	Private	Master's	55.0	\$9,972	0.39	0.00	High	Moderate
Salem College	Private	Baccalaureate	57.7	\$9,706	0.87	-1.82	High	Very Low
Shaw University	Private	Baccalaureate	27.0	\$7,065	0.89	2.36	High	Very High
University of North Carolina at Chapel Hill	Public	Research	88.7	\$26,523	1.26	0.00	Very High	Moderate
University of North Carolina at Wilmington	Public	Master's	67.3	\$7,140	1.51	0.00	Very High	Moderate
Winston-Salem State University	Public	Master's	39.0	\$8,944	0.79	1.21	High	Very High
North Dakota								
<i>Two-year Colleges</i>								
Lake Region State College	Public	Associate's	45.8	\$6,429	1.32	0.01	Very High	Moderate
North Dakota State College of Science	Public	Associate's	48.3	\$9,467	0.96	1.58	Very High	Very High
<i>Four-year Institutions</i>								
Dickinson State University	Public	Baccalaureate	33.0	\$5,646	0.59	-1.29	High	Very Low
Valley City State University	Public	Baccalaureate	41.0	\$8,658	0.84	-0.33	High	Low
Ohio								
<i>Two-year Colleges</i>								
Central Ohio Technical College	Public	Associate's	14.9	\$5,572	0.37	0.01	High	Moderate
Cincinnati State Technical and Community College	Public	Associate's	13.3	\$5,153	0.53	-0.87	High	Low
Eastern Gateway Community College	Public	Associate's	22.2	\$5,222	0.77	-1.25	High	Very Low
Hocking College	Public	Associate's	27.7	\$6,824	1.37	1.37	Very High	Very High
James A Rhodes State College	Public	Associate's	21.3	\$5,556	1.07	0.01	Very High	Moderate
Lakeland Community College	Public	Associate's	10.5	\$6,032	0.51	1.63	High	Very High
Northwest State Community College	Public	Associate's	20.6	\$4,805	0.36	-0.61	High	Low
Southern State Community College	Public	Associate's	20.8	\$5,144	1.19	-1.03	Very High	Very Low
Zane State College	Public	Associate's	26.7	\$5,112	1.17	-0.32	Very High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
<i>Four-year Institutions</i>								
Ashland University	Private	Research	60.0	\$6,769	0.56	0.00	High	Moderate
Baldwin-Wallace College	Private	Master's	69.7	\$12,725	0.52	1.50	High	Very High
Bluffton University	Private	Baccalaureate	57.7	\$12,692	1.29	0.84	Very High	High
Bowling Green State University-Main Campus	Public	Research	58.7	\$8,606	0.18	N/A	High	N/A
Capital University	Private	Master's	59.7	\$12,141	0.25	0.84	High	High
Case Western Reserve University	Private	Research	79.3	\$30,715	0.26	-1.18	High	Very Low
College of Mount St. Joseph	Private	Master's	57.7	\$9,669	0.53	-1.15	High	Very Low
Defiance College	Private	Baccalaureate	48.7	\$10,036	0.27	0.08	High	Moderate
Denison University	Private	Baccalaureate	82.7	\$23,958	0.58	-0.08	High	Moderate
Franciscan University of Steubenville	Private	Master's	72.0	\$8,770	1.02	-0.70	Very High	Low
Hiram College	Private	Baccalaureate	65.7	\$14,660	2.18	-0.80	Very High	Low
John Carroll University	Private	Master's	73.0	\$12,467	0.50	2.16	High	Very High
Kenyon College	Private	Baccalaureate	87.7	\$22,899	0.63	-0.05	High	Moderate
Lake Erie College	Private	Master's	49.3	\$10,764	0.60	0.18	High	Moderate
Malone University	Private	Master's	59.7	\$6,624	1.04	-0.61	Very High	Low
Miami University-Oxford	Public	Research	80.3	\$11,698	0.71	N/A	High	N/A
Mount Vernon Nazarene University	Private	Master's	57.0	\$9,974	1.08	-0.15	Very High	Moderate
Ohio Dominican University	Private	Master's	44.7	\$7,194	0.70	-0.79	High	Low
Ohio State University-Main Campus	Public	Research	80.0	\$14,053	1.59	0.92	Very High	High
The College of Wooster	Private	Baccalaureate	76.0	\$18,793	0.37	-0.60	High	Low
Tiffin University	Private	Master's	39.3	\$7,115	0.37	-1.50	High	Very Low
University of Mount Union	Private	Baccalaureate	64.3	\$10,489	0.75	-0.12	High	Moderate
Ursuline College	Private	Master's	49.7	\$10,140	0.20	0.40	High	High
Walsh University	Private	Master's	60.0	\$7,036	0.94	-1.67	Very High	Very Low
Wilberforce University	Private	Baccalaureate	30.0	\$7,605	1.06	-0.57	Very High	Low
Wilmington College	Private	Baccalaureate	45.7	\$8,174	0.72	0.30	High	Moderate
Wittenberg University	Private	Baccalaureate	67.3	\$15,790	0.75	0.56	High	High
Xavier University	Private	Master's	78.0	\$16,310	1.32	1.52	Very High	Very High
Oklahoma								
<i>Two-year Colleges</i>								
Carl Albert State College	Public	Associate's	27.4	\$5,726	0.83	-0.25	High	Low
Murray State College	Public	Associate's	18.2	\$4,638	0.24	-0.55	High	Low
Northern Oklahoma College	Public	Associate's	21.7	\$4,266	0.39	-0.42	High	Low
Redlands Community College	Public	Associate's	22.9	\$4,202	0.23	-0.74	High	Low
Seminole State College	Public	Associate's	24.6	\$4,360	0.75	-1.03	High	Very Low
<i>Four-year Institutions</i>								
East Central University	Public	Master's	32.7	\$4,775	0.28	-2.06	High	Very Low
Mid-America Christian University	Private	Baccalaureate	22.7	\$7,027	0.20	-1.13	High	Very Low
Oklahoma Panhandle State University	Public	Baccalaureate	31.7	\$6,562	1.11	-1.69	Very High	Very Low
Oklahoma State University-Main Campus	Public	Research	61.0	\$8,679	0.40	0.00	High	Moderate
Oklahoma Wesleyan University	Private	Baccalaureate	43.7	\$8,360	1.12	0.54	Very High	High
Oral Roberts University	Private	Master's	55.0	\$5,829	1.26	0.00	Very High	Moderate
Southern Nazarene University	Private	Master's	43.0	\$9,743	0.16	0.39	High	Moderate
University of Oklahoma Norman Campus	Public	Research	65.3	\$8,764	0.59	-1.24	High	Very Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
University of Science and Arts of Oklahoma	Public	Baccalaureate	37.3	\$5,162	1.21	-2.13	Very High	Very Low
University of Tulsa	Private	Research	66.3	\$20,043	0.32	0.00	High	Moderate
Oregon								
<i>Two-year Colleges</i>								
Central Oregon Community College	Public	Associate's	16.2	\$5,335	0.86	-2.26	High	Very Low
Chemeketa Community College	Public	Associate's	14.9	\$7,170	0.96	1.15	Very High	Very High
Clackamas Community College	Public	Associate's	12.2	\$8,743	0.36	1.94	High	Very High
Mt Hood Community College	Public	Associate's	17.6	\$11,920	0.91	1.87	High	Very High
Oregon Coast Community College	Public	Associate's	19.5	\$7,950	0.74	-1.61	High	Very Low
Portland Community College	Public	Associate's	13.6	\$7,695	0.33	1.27	High	Very High
<i>Four-year Institutions</i>								
Concordia University-Portland	Private	Master's	46.7	\$6,675	0.28	-1.65	High	Very Low
Linfield College-McMinnville Campus	Private	Baccalaureate	67.7	\$16,072	0.25	N/A	High	N/A
Oregon Institute of Technology	Public	Baccalaureate	44.0	\$8,448	0.56	0.08	High	Moderate
Oregon State University	Public	Research	60.7	\$10,727	0.39	N/A	High	N/A
University of Oregon	Public	Research	67.0	\$9,276	1.03	0.00	Very High	Moderate
University of Portland	Private	Master's	75.7	\$10,183	1.08	-0.43	Very High	Low
Warner Pacific College	Private	Baccalaureate	64.7	\$9,911	1.79	-1.74	Very High	Very Low
Willamette University	Private	Baccalaureate	77.3	\$17,600	0.32	0.84	High	High
Pennsylvania								
<i>Two-year Colleges</i>								
Community College of Philadelphia	Public	Associate's	8.8	\$6,022	0.71	1.09	High	Very High
Luzerne County Community College	Public	Associate's	20.3	\$5,174	0.61	-1.77	High	Very Low
Northampton County Area Community College	Public	Associate's	20.5	\$6,469	0.75	0.80	High	High
Pennsylvania Highlands Community College	Public	Associate's	25.6	\$4,502	0.45	-2.49	High	Very Low
<i>Four-year Institutions</i>								
Albright College	Private	Baccalaureate	58.0	\$11,287	1.27	-1.23	Very High	Very Low
Alvernia University	Private	Master's	52.3	\$7,628	0.37	0.00	High	Moderate
Bloomsburg University of Pennsylvania	Public	Master's	62.7	\$7,434	0.92	0.53	High	High
Bucknell University	Private	Baccalaureate	91.0	\$23,571	0.28	0.78	High	High
California University of Pennsylvania	Public	Master's	54.0	\$7,266	0.76	-1.60	High	Very Low
DeSales University	Private	Master's	67.0	\$9,587	0.30	-0.81	High	Low
East Stroudsburg University of Pennsylvania	Public	Master's	58.0	\$7,924	0.36	0.00	High	Moderate
Eastern University	Private	Master's	64.3	\$9,573	0.74	0.20	High	Moderate
Edinboro University of Pennsylvania	Public	Master's	47.3	\$8,203	0.23	-0.64	High	Low
Geneva College	Private	Baccalaureate	63.7	\$10,514	0.81	0.87	High	High
Gwynedd Mercy College	Private	Master's	64.0	\$7,810	0.20	1.21	High	Very High
Juniata College	Private	Baccalaureate	74.0	\$15,036	0.21	-0.08	High	Moderate
King's College	Private	Master's	66.0	\$12,280	0.39	0.78	High	High
La Salle University	Private	Master's	68.0	\$11,253	0.25	0.28	High	Moderate
Lafayette College	Private	Baccalaureate	89.3	\$28,480	0.37	-0.08	High	Moderate
Lebanon Valley College	Private	Baccalaureate	73.0	\$12,260	0.23	-0.51	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Lycoming College	Private	Baccalaureate	68.3	\$12,232	0.16	-0.97	High	Low
Mansfield University of Pennsylvania	Public	Master's	48.7	\$8,466	0.48	-1.13	High	Very Low
Mercyhurst College	Private	Master's	68.7	\$8,302	0.97	0.00	Very High	Moderate
Millersville University of Pennsylvania	Public	Master's	63.7	\$7,552	0.44	0.00	High	Moderate
Misericordia University	Private	Master's	66.3	\$10,694	0.72	0.00	High	Moderate
Moravian College and Moravian Theological Seminary	Private	Baccalaureate	73.7	\$14,221	0.48	-0.23	High	Low
Muhlenberg College	Private	Baccalaureate	86.3	\$15,532	1.24	-0.08	Very High	Moderate
Pennsylvania State University-Main Campus	Public	Research	86.0	\$26,789	0.85	N/A	High	N/A
Pennsylvania State University-Penn State Altoona	Public	Baccalaureate	67.0	\$0	2.24	N/A	Very High	N/A
Pennsylvania State University-Penn State Berks	Public	Baccalaureate	55.7	\$0	0.31	N/A	High	N/A
Pennsylvania State University-Penn State Dubois	Public	Baccalaureate	56.0	\$0	1.93	N/A	Very High	N/A
Pennsylvania State University-Penn State Erie-Behrend College	Public	Master's	67.7	\$0	1.45	N/A	Very High	N/A
Pennsylvania State University-Penn State Fayette- Eberly Campus	Public	Baccalaureate	43.3	\$0	1.09	N/A	Very High	N/A
Pennsylvania State University-Penn State Harrisburg	Public	Master's	62.3	\$0	1.45	N/A	Very High	N/A
Pennsylvania State University-Penn State Mont Alto	Public	Baccalaureate	50.0	\$0	1.07	N/A	Very High	N/A
Pennsylvania State University-Penn State Schuylkill	Public	Baccalaureate	42.7	\$0	0.96	N/A	Very High	N/A
Pennsylvania State University-Penn State Worthington Scranton	Public	Baccalaureate	47.7	\$0	0.28	N/A	High	N/A
Point Park University	Private	Master's	49.3	\$9,359	0.40	-0.94	High	Low
Robert Morris University	Private	Master's	58.0	\$9,524	0.58	1.40	High	Very High
Rosemont College	Private	Master's	60.0	\$10,589	0.62	-0.40	High	Low
Saint Joseph's University	Private	Master's	77.7	\$13,231	0.21	2.05	High	Very High
Saint Vincent College	Private	Baccalaureate	74.3	\$11,211	0.90	N/A	High	N/A
Shippensburg University of Pennsylvania	Public	Master's	59.0	\$7,834	0.24	0.00	High	Moderate
Slippery Rock University of Pennsylvania	Public	Master's	60.7	\$7,492	1.07	-0.71	Very High	Low
Susquehanna University	Private	Baccalaureate	76.7	\$14,291	0.68	1.29	High	Very High
Swarthmore College	Private	Baccalaureate	93.3	\$40,800	0.38	1.14	High	Very High
Temple University	Public	Research	66.3	\$14,816	0.24	0.70	High	High
University of Pennsylvania	Private	Research	96.0	\$52,931	0.36	N/A	High	N/A
University of Pittsburgh-Pittsburgh Campus	Public	Research	78.7	\$20,170	0.51	N/A	High	N/A
University of Scranton	Private	Master's	79.0	\$16,716	0.20	0.57	High	High
Valley Forge Christian College	Private	Baccalaureate	50.0	\$5,124	0.93	-0.02	Very High	Moderate
Villanova University	Private	Master's	89.3	\$17,723	0.47	0.00	High	Moderate
Waynesburg University	Private	Master's	56.3	\$9,500	0.47	-0.80	High	Low
West Chester University of Pennsylvania	Public	Master's	67.3	\$7,607	0.83	0.36	High	Moderate
Westminster College	Private	Baccalaureate	77.0	\$13,397	0.54	-0.21	High	Low
Rhode Island								
<i>Four-year Institutions</i>								
Brown University	Private	Research	95.3	\$33,269	0.28	0.00	High	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Bryant University	Private	Master's	77.7	\$13,854	1.58	2.67	Very High	Very High
Johnson & Wales University-Providence	Private	Master's	53.3	\$9,538	0.27	N/A	High	N/A
Providence College	Private	Master's	86.0	\$12,173	0.85	2.07	High	Very High
South Carolina								
<i>Two-year Colleges</i>								
Central Carolina Technical College	Public	Associate's	16.1	\$6,494	0.57	0.01	High	Moderate
Piedmont Technical College	Public	Associate's	16.5	\$5,668	0.22	-0.24	High	Low
Tri-County Technical College	Public	Associate's	8.8	\$5,810	0.49	0.16	High	Moderate
<i>Four-year Institutions</i>								
Citadel Military College of South Carolina	Public	Master's	69.3	\$8,667	1.04	1.29	Very High	Very High
Clafflin University	Private	Baccalaureate	43.3	\$8,873	0.53	0.14	High	Moderate
Clemson University	Public	Research	79.3	\$11,239	0.81	0.18	High	Moderate
Coker College	Private	Baccalaureate	53.0	\$9,425	2.44	-0.73	Very High	Low
College of Charleston	Public	Master's	66.0	\$6,802	0.84	-0.22	High	Low
Columbia International University	Private	Master's	63.0	\$8,546	1.15	-0.05	Very High	Moderate
Furman University	Private	Baccalaureate	84.7	\$20,834	0.34	1.62	High	Very High
Limestone College	Private	Baccalaureate	40.3	\$4,886	0.77	-0.37	High	Low
Southern Wesleyan University	Private	Master's	46.7	\$5,667	1.34	-1.20	Very High	Very Low
University of South Carolina-Columbia	Public	Research	70.0	\$11,317	0.47	-0.82	High	Low
Voorhees College	Private	Baccalaureate	30.3	\$12,260	0.62	0.81	High	High
Winthrop University	Public	Master's	55.0	\$7,722	0.49	0.00	High	Moderate
Wofford College	Private	Baccalaureate	82.0	\$20,663	0.84	-0.08	High	Moderate
South Dakota								
<i>Two-year Colleges</i>								
Mitchell Technical Institute	Public	Associate's	66.2	\$5,493	2.09	-1.93	Very High	Very Low
<i>Four-year Institutions</i>								
Augustana College	Private	Baccalaureate	66.0	\$10,358	0.31	0.08	High	Moderate
Dakota Wesleyan University	Private	Baccalaureate	40.7	\$8,388	0.38	0.75	High	High
Mount Marty College	Private	Baccalaureate	52.7	\$6,636	1.08	-0.88	Very High	Low
Northern State University	Public	Baccalaureate	44.7	\$8,445	0.24	0.64	High	High
Presentation College	Private	Baccalaureate	39.3	\$7,413	1.07	0.08	Very High	Moderate
Tennessee								
<i>Four-year Institutions</i>								
Aquinas College	Private	Baccalaureate	53.7	\$11,868	0.55	-0.84	High	Low
Austin Peay State University	Public	Master's	34.0	\$6,037	0.20	0.00	High	Moderate
Belmont University	Private	Master's	67.3	\$12,145	0.45	0.00	High	Moderate
Bryan College-Dayton	Private	Baccalaureate	53.3	\$10,021	1.24	-0.63	Very High	Low
Carson-Newman College	Private	Baccalaureate	51.0	\$10,447	0.39	0.08	High	Moderate
Christian Brothers University	Private	Master's	55.7	\$8,747	1.10	-0.22	Very High	Low
Fisk University	Private	Baccalaureate	52.7	\$13,420	1.18	-0.37	Very High	Low
King College	Private	Master's	49.0	\$10,954	0.27	-3.46	High	Very Low
Lane College	Private	Baccalaureate	34.0	\$6,103	0.22	-2.87	High	Very Low
Martin Methodist College	Private	Baccalaureate	52.3	\$7,449	1.54	0.27	Very High	Moderate
Maryville College	Private	Baccalaureate	55.7	\$11,149	0.45	-0.08	High	Moderate
Milligan College	Private	Baccalaureate	60.3	\$9,619	1.15	0.08	Very High	Moderate
Sewanee-The University of the South	Private	Baccalaureate	81.7	\$23,076	0.65	1.02	High	Very High
Tennessee Wesleyan College	Private	Baccalaureate	46.7	\$7,207	0.40	-0.47	High	Low

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
The University of Tennessee-Martin	Public	Master's	47.3	\$6,942	0.76	0.82	High	High
Trevecca Nazarene University	Private	Research	51.7	\$7,799	0.78	-2.01	High	Very Low
Union University	Private	Master's	62.7	\$9,230	0.37	0.00	High	Moderate
Vanderbilt University	Private	Research	91.7	\$62,867	0.49	2.00	High	Very High
Texas								
<i>Two-year Colleges</i>								
Cedar Valley College	Public	Associate's	11.4	\$5,350	0.27	1.29	High	Very High
Clarendon College	Public	Associate's	28.6	\$2,586	1.11	-3.98	Very High	Very Low
Coastal Bend College	Public	Associate's	24.2	\$6,168	0.94	0.27	High	Moderate
Collin County Community College District	Public	Associate's	11.7	\$4,349	0.69	0.01	High	Moderate
El Centro College	Public	Associate's	6.1	\$6,217	0.19	0.65	High	High
El Paso Community College	Public	Associate's	10.5	\$4,971	0.80	-1.07	High	Very Low
Houston Community College	Public	Associate's	12.9	\$4,836	1.12	0.31	Very High	Moderate
Laredo Community College	Public	Associate's	17.5	\$5,651	0.39	0.25	High	Moderate
Lee College	Public	Associate's	20.1	\$6,413	1.34	-0.03	Very High	Moderate
McLennan Community College	Public	Associate's	14.3	\$4,996	0.40	-0.04	High	Moderate
Mountain View College	Public	Associate's	10.3	\$4,539	0.23	0.31	High	Moderate
Navarro College	Public	Associate's	16.8	\$3,589	0.58	-1.06	High	Very Low
North Lake College	Public	Associate's	8.9	\$4,537	0.30	1.26	High	Very High
Northwest Vista College	Public	Associate's	13.5	\$3,501	0.61	-1.17	High	Very Low
Palo Alto College	Public	Associate's	8.3	\$4,585	0.34	-1.00	High	Very Low
Ranger College	Public	Associate's	21.3	\$3,595	0.27	-3.65	High	Very Low
Richland College	Public	Associate's	10.1	\$4,375	0.85	0.97	High	High
Southwest Texas Junior College	Public	Associate's	21.5	\$4,977	0.77	0.21	High	Moderate
Texas State Technical College Harlingen	Public	Associate's	24.8	\$6,600	1.32	1.06	Very High	Very High
Texas State Technical College-Marshall	Public	Associate's	44.2	\$9,737	1.10	0.37	Very High	Moderate
Texas State Technical College-West Texas	Public	Associate's	34.0	\$12,089	1.76	2.50	Very High	Very High
Tyler Junior College	Public	Associate's	14.1	\$4,523	0.17	-0.81	High	Low
Vernon College	Public	Associate's	28.8	\$5,039	1.63	-0.84	Very High	Low
Western Texas College	Public	Associate's	53.7	\$3,694	3.29	-1.97	Very High	Very Low
Wharton County Junior College	Public	Associate's	16.2	\$4,106	0.35	-1.11	High	Very Low
<i>Four-year Institutions</i>								
Austin College	Private	Baccalaureate	77.0	\$15,600	1.21	-0.84	Very High	Low
Dallas Baptist University	Private	Master's	52.3	\$8,476	0.78	-0.43	High	Low
Howard Payne University	Private	Baccalaureate	42.7	\$9,922	0.60	0.08	High	Moderate
Lubbock Christian University	Private	Master's	46.3	\$6,316	0.33	-0.44	High	Low
Rice University	Private	Research	92.0	\$39,540	0.70	0.00	High	Moderate
Saint Edward's University	Private	Master's	68.7	\$11,486	1.72	0.64	Very High	High
Sam Houston State University	Public	Research	49.0	\$5,362	0.49	0.00	High	Moderate
Southern Methodist University	Private	Research	76.3	\$18,697	0.28	-1.34	High	Very Low
Southwestern University	Private	Baccalaureate	73.7	\$21,288	0.52	-0.08	High	Moderate
St. Mary's University	Private	Master's	58.3	\$12,729	0.31	-0.59	High	Low
Stephen F Austin State University	Public	Master's	44.3	\$5,931	0.73	-0.46	High	Low
Tarleton State University	Public	Master's	38.7	\$5,319	0.26	-1.25	High	Very Low
Texas A & M International University	Public	Master's	40.3	\$7,480	2.40	0.00	Very High	Moderate
Texas A & M University-College Station	Public	Research	80.3	\$11,427	1.17	1.12	Very High	Very High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Texas A & M University-Commerce	Public	Research	36.7	\$6,152	0.65	-1.18	High	Very Low
Texas A & M University-Corpus Christi	Public	Research	39.0	\$6,840	0.53	-0.88	High	Low
Texas A & M University-Kingsville	Public	Research	34.0	\$6,986	0.56	-1.73	High	Very Low
Texas Christian University	Private	Research	74.3	\$15,215	0.47	0.96	High	High
Texas State University-San Marcos	Public	Master's	55.3	\$5,236	1.19	-0.30	Very High	Low
Texas Tech University	Public	Research	62.0	\$7,974	0.24	0.00	High	Moderate
Texas Woman's University	Public	Research	44.7	\$7,516	0.38	-2.02	High	Very Low
The University of Texas at Austin	Public	Research	80.0	\$12,452	1.63	-0.73	Very High	Low
The University of Texas at Dallas	Public	Research	62.7	\$8,738	1.30	-3.85	Very High	Very Low
The University of Texas of the Permian Basin	Public	Master's	34.3	\$6,279	0.56	-1.45	High	Very Low
The University of Texas-Pan American	Public	Master's	38.7	\$5,957	1.41	-0.25	Very High	Low
University of Dallas	Private	Master's	72.0	\$12,430	0.33	1.55	High	Very High
Wayland Baptist University	Private	Master's	38.3	\$5,761	0.20	0.00	High	Moderate
West Texas A & M University	Public	Master's	42.0	\$5,581	1.08	-1.98	Very High	Very Low
Utah								
<i>Two-year Colleges</i>								
Snow College	Public	Associate's	39.9	\$6,175	1.58	-0.61	Very High	Low
Utah State University-College of Eastern Utah	Public	Associate's	32.7	\$11,192	1.61	1.91	Very High	Very High
<i>Four-year Institutions</i>								
Brigham Young University-Provo	Private	Research	77.7	\$12,274	0.60	3.01	High	Very High
Dixie State College of Utah	Public	Baccalaureate	63.0	\$3,782	1.69	-0.42	Very High	Low
Westminster College	Private	Master's	60.7	\$12,839	1.01	0.91	Very High	High
Vermont								
<i>Four-year Institutions</i>								
Champlain College	Private	Baccalaureate	64.3	\$10,010	1.34	1.33	Very High	Very High
College of St Joseph	Private	Master's	52.3	\$7,095	0.80	0.71	High	High
Goddard College	Private	Master's	34.0	\$6,249	1.24	-2.27	Very High	Very Low
Middlebury College	Private	Baccalaureate	91.7	\$27,589	0.62	0.64	High	High
Norwich University	Private	Master's	53.7	\$13,195	0.28	0.86	High	High
Saint Michael's College	Private	Baccalaureate	80.3	\$13,953	0.75	-0.08	High	Moderate
Sterling College	Private	Baccalaureate	52.3	\$11,641	0.65	-3.00	High	Very Low
University of Vermont	Public	Research	75.0	\$15,829	0.93	0.73	Very High	High
Vermont Technical College	Public	Baccalaureate	40.0	\$13,202	1.45	0.86	Very High	High
Virginia								
<i>Two-year Colleges</i>								
Lord Fairfax Community College	Public	Associate's	26.6	\$5,014	0.57	0.39	High	Moderate
New River Community College	Public	Associate's	22.4	\$4,975	0.42	-0.11	High	Moderate
Northern Virginia Community College	Public	Associate's	18.4	\$4,729	0.52	0.16	High	Moderate
Patrick Henry Community College	Public	Associate's	24.3	\$5,355	0.25	-0.60	High	Low
Southside Virginia Community College	Public	Associate's	27.4	\$5,625	0.53	0.59	High	High
Wytheville Community College	Public	Associate's	34.6	\$5,421	0.63	0.01	High	Moderate
<i>Four-year Institutions</i>								
Averett University	Private	Baccalaureate	38.3	\$6,990	0.33	0.63	High	High

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
Averett University-Non-Traditional Programs	Private	Master's	71.0	N/A	2.01	-3.69	Very High	Very Low
Bluefield College	Private	Baccalaureate	34.7	\$7,716	0.21	-1.23	High	Very Low
College of William and Mary	Public	Research	90.3	\$12,435	1.18	-2.37	Very High	Very Low
Eastern Mennonite University	Private	Baccalaureate	60.7	\$14,051	1.19	0.46	Very High	High
George Mason University	Public	Research	64.3	\$9,057	0.56	-1.30	High	Very Low
Hampton University	Private	Master's	56.0	\$11,202	0.87	0.69	High	High
James Madison University	Public	Master's	81.0	\$6,926	1.80	0.00	Very High	Moderate
Radford University	Public	Master's	57.7	\$5,966	1.00	-0.38	Very High	Low
Regent University	Private	Research	34.5	\$18,436	0.35	0.00	High	Moderate
Roanoke College	Private	Baccalaureate	68.3	\$13,488	0.31	-0.67	High	Low
The University of Virginia's College at Wise	Public	Baccalaureate	43.0	\$7,034	0.47	0.19	High	Moderate
University of Mary Washington	Public	Master's	74.0	\$6,828	1.17	-1.26	Very High	Very Low
University of Richmond	Private	Baccalaureate	84.3	\$21,719	1.14	2.09	Very High	Very High
University of Virginia-Main Campus	Public	Research	93.3	\$15,228	1.47	-0.40	Very High	Low
Virginia Military Institute	Public	Baccalaureate	70.0	\$15,407	1.29	-1.01	Very High	Very Low
Virginia Polytechnic Institute and State University	Public	Research	81.7	\$9,740	0.43	0.00	High	Moderate
Virginia State University	Public	Master's	41.7	\$7,508	1.05	0.79	Very High	High
Washington and Lee University	Private	Baccalaureate	91.3	\$27,184	0.29	2.17	High	Very High
Washington								
<i>Two-year Colleges</i>								
Bellingham Technical College	Public	Associate's	47.5	\$7,819	0.37	-0.36	High	Low
Cascadia Community College	Public	Associate's	27.1	\$6,491	0.29	-1.07	High	Very Low
Centralia College	Public	Associate's	37.2	\$8,977	0.24	1.14	High	Very High
Clover Park Technical College	Public	Associate's	32.8	\$4,813	0.21	-1.69	High	Very Low
Green River Community College	Public	Associate's	31.7	\$5,985	0.62	-0.12	High	Moderate
Highline Community College	Public	Associate's	30.5	\$7,091	0.61	0.27	High	Moderate
Pierce College at Fort Steilacoom	Public	Associate's	21.7	\$5,003	0.61	-1.21	High	Very Low
Pierce College at Puyallup	Public	Associate's	21.9	\$7,853	1.34	-0.02	Very High	Moderate
Renton Technical College	Public	Associate's	58.3	\$9,482	1.98	1.37	Very High	Very High
Seattle Community College-North Campus	Public	Associate's	25.0	\$7,374	0.74	0.01	High	Moderate
Walla Walla Community College	Public	Associate's	37.0	\$7,794	0.53	0.35	High	Moderate
Whatcom Community College	Public	Associate's	29.8	\$6,048	0.18	-0.33	High	Low
<i>Four-year Institutions</i>								
Central Washington University	Public	Master's	55.0	\$7,202	0.90	0.70	High	High
Gonzaga University	Private	Master's	81.3	\$11,604	0.38	-0.42	High	Low
Northwest University	Private	Baccalaureate	51.0	\$8,392	0.35	0.08	High	Moderate
Seattle University	Private	Master's	74.7	\$14,035	0.84	-0.82	High	Low
The Evergreen State College	Public	Master's	53.3	\$7,909	1.31	0.59	Very High	High
Trinity Lutheran College	Private	Baccalaureate	60.3	\$17,823	1.23	-0.11	Very High	Moderate
University of Washington-Bothell Campus	Public	Master's	64.0	\$10,816	1.92	-0.27	Very High	Low
University of Washington-Seattle Campus	Public	Research	80.3	\$22,851	1.18	0.00	Very High	Moderate
Washington State University	Public	Research	67.7	\$10,458	0.79	0.26	High	Moderate
Western Washington University	Public	Master's	69.7	\$6,937	0.92	0.00	High	Moderate
Whitworth University	Private	Master's	78.3	\$11,565	0.97	0.00	Very High	Moderate

Table 3. Institutional Effectiveness and Efficiency: Highly Effective Two- and Four-year Institutions in the States (cont.)

Institution	Control	Carnegie Class	Average Completion Rate*	Average Ed. Expend.	Standardized Effectiveness Score	Standardized Expenditure Score	Effectiveness Rating**	Expenditure Rating
West Virginia								
<i>Two-year Colleges</i>								
Bridgemont Community and Technical College	Public	Associate's	26.2	\$5,204	0.96	-0.46	Very High	Low
Carver Career Center	Public	Associate's	63.8	\$12,978	4.38	-0.87	Very High	Low
Kanawha Valley Community and Technical College	Public	Associate's	9.5	\$4,577	0.75	0.45	High	High
<i>Four-year Institutions</i>								
Davis & Elkins College	Private	Baccalaureate	47.7	\$13,784	1.25	0.50	Very High	High
Glenville State College	Public	Baccalaureate	29.7	\$5,088	0.25	-0.49	High	Low
Ohio Valley University	Private	Baccalaureate	47.3	\$9,756	1.15	0.75	Very High	High
Shepherd University	Public	Master's	44.0	\$4,536	0.44	-1.55	High	Very Low
West Liberty University	Public	Baccalaureate	42.0	\$4,683	0.86	-0.44	High	Low
West Virginia University at Parkersburg	Public	Baccalaureate	26.0	\$3,623	0.21	-1.41	High	Very Low
Wheeling Jesuit University	Private	Baccalaureate	61.0	\$11,672	0.78	0.55	High	High
Wisconsin								
<i>Two-year Colleges</i>								
Blackhawk Technical College	Public	Associate's	42.5	\$13,527	0.99	0.01	Very High	Moderate
Chippewa Valley Technical College	Public	Associate's	38.3	\$10,253	0.41	0.01	High	Moderate
Fox Valley Technical College	Public	Associate's	39.6	\$14,697	0.39	0.76	High	High
Northeast Wisconsin Technical College	Public	Associate's	39.1	\$11,401	0.51	0.15	High	Moderate
Southwest Wisconsin Technical College	Public	Associate's	56.6	\$11,229	1.02	-0.66	Very High	Low
Western Technical College	Public	Associate's	40.2	\$10,614	0.22	-0.40	High	Low
<i>Four-year Institutions</i>								
Beloit College	Private	Baccalaureate	77.0	\$18,198	1.01	-1.05	Very High	Very Low
Cardinal Stritch University	Private	Research	50.3	\$5,246	1.27	0.00	Very High	Moderate
Carthage College	Private	Baccalaureate	59.0	\$8,623	0.34	-0.08	High	Moderate
Concordia University-Wisconsin	Private	Master's	59.0	\$7,897	1.23	0.00	Very High	Moderate
Lakeland College	Private	Master's	44.0	\$6,252	0.78	0.35	High	Moderate
Milwaukee School of Engineering	Private	Master's	58.0	\$14,366	0.44	0.00	High	Moderate
Ripon College	Private	Baccalaureate	71.0	\$11,835	1.54	-0.73	Very High	Low
Saint Norbert College	Private	Baccalaureate	74.0	\$11,351	1.35	-0.08	Very High	Moderate
University of Wisconsin-La Crosse	Public	Master's	69.3	\$7,479	0.28	-0.99	High	Low
University of Wisconsin-Madison	Public	Research	82.3	\$17,012	0.28	-0.92	High	Low
University of Wisconsin-Stevens Point	Public	Master's	60.3	\$8,371	0.39	0.00	High	Moderate
University of Wisconsin-Whitewater	Public	Master's	56.0	\$7,220	0.54	0.17	High	Moderate
Wyoming								
<i>Two-year Colleges</i>								
Eastern Wyoming College	Public	Associate's	37.8	\$8,765	1.07	0.01	Very High	Moderate
Western Wyoming Community College	Public	Associate's	46.1	\$7,040	2.04	0.37	Very High	Moderate

* Average 6-yr Grad Rate (4-yr Inst., 2004-06 cohorts) or 150% Completion Rate (2-yr Inst., 2007-09 cohorts)

** Caution should be exercised in using the two-year college effectiveness scores and ratings, which may reflect differences in the academic preparedness and degree aspirations of incoming students.

Implications for Policy and Practice

The institutional effectiveness and efficiency measures are broad indicators of institutional performance in relation to degree completion and production. The indicators were developed to address the shortcomings of using raw graduation rates and credentials per expenditure as performance metrics. The effectiveness indicator for four-year institutions reflects the difference between the actual graduation rate and a predicted rate based on institutional attributes. The effectiveness indicator for two-year institutions reflects the difference between the actual transfer-adjusted success rate (i.e., completions and transfers) and a predicted success rate based on institutional attributes. Institutional efficiency is estimated as the difference between actual educational expenditures and the expenditures predicted from institutional attributes.

The institutional effectiveness and efficiency indicators do not remedy the limitations inherent in the data. The IPEDS graduation rate data currently exclude part-time students, transfer students, and first-time students who enroll during the spring, winter, or summer terms. Transfer student data were unavailable for four-year institutions as well as a large proportion of public community colleges. Data reflecting the academic preparedness and degree aspirations of students were unavailable for two-year colleges. Further, the effectiveness and efficiency measures do not assess other dimensions of institutional performance, such as student learning and employment outcomes. The measures should thus be used with other performance indicators as well as an appreciation of unique institutional and state circumstances that may influence graduation rates and educational expenditure levels.

The following guide provides a general interpretation for different combinations of effectiveness and efficiency ratings. Each combination suggests a distinct set of possible implications, though the tenability of any particular proposition is contingent on additional supporting evidence. As noted earlier, caution should be exercised in using the two-year college effectiveness scores and ratings, which may reflect differences in the academic preparedness and degree aspirations of incoming students.

I. If the effectiveness rating is low and the expenditures rating is high, then...

- a. Graduation rates are lower than expected given institutional type, demographics, expenditures, and context.
 - i. Suboptimal graduation rates might be partly attributed to inadequate institutional performance, such as ineffectively addressing low levels of academic preparation.
 - ii. Institutional conditions and/or state policies might not be conducive to student success.
 - iii. The adoption of better policies and practices would likely increase graduation rates.
- b. Educational expenditures are higher than expected given the number and types of credentials produced, faculty attributes, and location.
 - i. Institutional policies and/or practices are not optimizing the utilization of existing resources.
 - ii. Increasing institutional resources may yield a suboptimal return on investment.
 - iii. Better resource management might increase degree production.
- c. Key considerations for increasing postsecondary completion rates
 - i. Are policies and practices in place for ensuring educational effectiveness?
 - ii. Can existing resources be better utilized?
 - iii. Are resource levels adequate to support institutional conditions conducive to student success?
 - iv. Is PK-12 academic preparation adequate?

II. If both effectiveness and expenditures ratings are moderate, then...

- a. Graduation rates approximate what we would expect given institutional type, demographics, expenditures, and context.
 - i. Suboptimal graduation rates might be partly attributed to average institutional performance.
 - ii. Institutional conditions and/or state policies are enabling student success to some extent.
 - iii. The adoption of better policies and practices would likely increase graduation rates.
- b. Educational expenditures approximate the expected levels given the number and types of credentials produced, faculty attributes, and location.
 - i. Institutional policies and/or practices are optimizing the utilization of existing resources to some extent.
 - ii. Increasing institutional resources may yield a satisfactory return on investment.
 - iii. Better resource management might increase degree production.

- c. Key considerations for increasing postsecondary completion rates
 - i. Are policies and practices in place for ensuring educational effectiveness?
 - ii. Can existing resources be better utilized?
 - iii. Are resource levels adequate to support institutional conditions conducive to student success?
 - iv. Is PK-12 academic preparation adequate?

III. If the effectiveness rating is low and the expenditures rating is low, then...

- a. Graduation rates are lower than expected given institutional type, demographics, expenditures, and context.
 - i. Suboptimal graduation rates might be partly attributed to inadequate institutional performance, such as ineffectively addressing low levels of academic preparation.
 - ii. Institutional conditions and/or state policies might not be conducive to student success.
 - iii. The adoption of better policies and practices would likely increase graduation rates.
- b. Educational expenditures are lower than expected given the number and types of credentials produced, faculty attributes, and location.
 - i. Institutional policies and/or practices are optimizing the utilization of existing resources.
 - ii. Increasing institutional resources will likely yield a high return on investment.
 - iii. Additional resources (rather than better resource management) are likely needed to increase graduation rates.
- c. Key considerations for increasing postsecondary completion rates
 - i. Are policies and practices in place for ensuring educational effectiveness?
 - ii. Are resource levels adequate to support institutional conditions conducive to student success?
 - iii. Is PK-12 academic preparation adequate?

IV. If the effectiveness rating is high and the expenditures rating is high, then...

- a. Graduation rates are higher than expected given institutional type, demographics, expenditures, and context.
 - i. Suboptimal graduation rates may be more attributable to such factors as pre-college academic preparation than institutional performance.
 - ii. Institutional conditions and/or state policies are highly conducive to student success.
- b. Educational expenditures are higher than expected given the number and types of credentials produced, faculty attributes, and location.
 - i. Institutional policies and/or practices are not optimizing the utilization of existing resources.
 - ii. The current return on investment may be suboptimal.
 - iii. Better resource management might enhance cost containment with minimal effects on quality.
 - iv. *Caveat: Higher-than-expected expenditures may also reflect critical investments in educational quality.* Additional evidence drawn from NSSE or CCSSE performance, for example, could be used to help explain a high expenditures rating.
- c. Key consideration for increasing postsecondary completion rates
 - i. Can existing resources be better utilized?
 - ii. Is PK-12 academic preparation adequate?

V. If the effectiveness rating is high and the expenditures rating is low, then...

- a. Graduation rates are higher than expected given institutional type, demographics, expenditures, and context.
 - i. Suboptimal graduation rates may be more attributable to such factors as pre-college academic preparation than institutional performance.
 - ii. Institutional conditions and/or state policies are highly conducive to student success.
- b. Educational expenditures are lower than expected given the number and types of credentials produced, faculty attributes, and location.
 - i. Institutional policies and/or practices are optimizing the utilization of existing resources.
 - ii. The current return on investment is likely very high.
 - iii. Decreasing resources may result in diminished quality and lower graduation rates.
- c. Key consideration for increasing postsecondary completion rates
 - i. Is PK-12 academic preparation adequate?



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