

## **DENNIS P. JONES**

National Center for Higher Education Management Systems (NCHEMS)  
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### **EDUCATION**

M.S. Rensselaer Polytechnic Institute, 1964  
Major: Management Engineering, with concentration in statistics and operations research

B.S. Rensselaer Polytechnic Institute, 1961  
Major: Management Engineering  
Minor: Mechanical Engineering

### **PROFESSIONAL EXPERIENCE**

#### **October 1969 to Present**

National Center for Higher Education Management Systems (NCHEMS)

December 1985 to present—President  
December 1983 to December 1985—Vice President for Planning and Evaluation  
July 1975 to December 1983—Associate Director  
July 1972 to July 1975—Assistant Program Director  
September 1969 to July 1972—Staff Analyst

NCHEMS is a private, non-profit organization that has as its mission the improvement of management in institutions and agencies of postsecondary education. Its emphasis is on the development and use of information in support of planning and strategic decisionmaking.

His areas of expertise are:

- Formula funding and other approaches to resource allocation
- Assessments of the needs of industry in a region or state
- Development of “indicators” that describe the condition of institutions and state systems of higher education
- Approaches to accountability
- Development of statewide “public agendas” for postsecondary education

He is also a nationally recognized expert on the development of standard definitions and organizing principles for the collection, reporting, and exchange of information of all kinds—finances, personnel, facilities, students, and outcomes—across all levels of postsecondary education. The data categories and definitions that he developed—or that were developed under his direction—are now widely recognized as national standards.

## **June 1961 to October 1969**

Rensselaer Polytechnic Institute

*Planning Office, Assistant Director.* Cooperated in the development of long-range budget projections and capital expansion plans. Performed analyses of student data related to policy decisions concerning admissions and student financial-aid policies.

*Business Office, Assistant to the Business Manager.* Reviewed business-office operations and policies, developed annual budgets, and monitored capital construction projects. Developed analytic reports for senior institutional officers.

*Department of Physics, Executive Secretary.* Responsible for administration of business affairs of the physics department, including work assignments of nonacademic personnel and control of the department budget.

## **PROFESSIONAL AFFILIATIONS AND ACTIVITIES**

U.S. Secretary of Education—Member of a Finance/Productivity Working Group that made recommendations regarding implementation of Spellings Commission Report, 2007  
Louisiana Board of Regents—Member of the National Advisory Committee on the Louisiana Master Plan for Higher Education and chair of two subcommittees, 2006-  
Society for College and University Planning—Received Founders Award (2004) for lifetime contributions to higher education planning  
National Center for Public Policy and Higher Education, Forum on State Policy Implementation—Member and Senior Consultant, 1999-  
National Postsecondary Education Cooperative—Steering Committee Member, 1998-2001  
Western Governors University—Member of Design and Implementation Team, 1996  
North Dakota State Board of Higher Education—Chair of Blue Ribbon Commission on North Dakota Higher Education  
California State University System—Member of the Steering Review and Oversight Committee for project on Benefits and Costs of Mediated Instruction and Distributed Learning, 1997  
U.S. Department of Education—Special study group on educational indicators, 1989 to 1991  
Association for Institutional Research—Member  
Association for the Study of Higher Education  
American Association for Higher Education (AAHE)  
Listed in *Who's Who in the West and Who's Who in Finance and Industry*, 1990 to present  
Advisory Panel on National Science Foundation University Science Statistics  
American Council on Education/National Center for Education Statistics (NCES) Panel on Higher Education Statistics—Member, 1977 and subsequent years  
Colorado Department of Education, Task Force on Excellent Schools—1989  
Advisory Board, School of Education, Indiana State University—Member—1986 to 1989  
Deans' Advisory Council, School of Education, University of Colorado—Member, 1987 to 1991  
St. Vrain Valley Schools, Accountability and Accreditation Committees—Chairman, 1979 to 1986  
National Planning Group for Development of NCES *Handbook VII—Community Information in Education*—Member  
National Planning Group for Development of NCES *Handbook XII -A Classification of Educational Subject Matter*—Member

Planning Committee for Data Components for Comprehensive Planning, an advisory group to the New York Higher Education Facilities Comprehensive Planning Group—Member  
U.S. Office of Education, Higher Education Construction Programs Study Group—Member, 1969

## **SELECTED CONSULTATIONS**

Arizona Governor’s P-20 Council—2007

Directed a feasibility and demand study for postsecondary education in Arizona and proposed alternative policies for responding to that demand.

Kentucky Chamber of Commerce—2007

Assessed progress made in the 10 years since Kentucky Higher Education Reform Act was passed and made recommendations for changes in implementing policies.

Lumina Foundation for Education—2006-

Directed project to make the case for improved productivity in higher education, co-authored document on how this could be accomplished, and serve on steering group for Making Opportunity Affordable, a major foundation initiative designed to enhance access and affordability of postsecondary education.

Texas Governor’s Business Council—2005-

Development of a public agenda for higher education in Texas and a policy audit resulting in recommendations for changes in financing policy and approaches to accountability.

Minnesota Department of Higher Education—2005-06

Developed an accountability system for higher education in Minnesota. As a precursor, worked with Department of Higher Education and the broad array of higher education constituents to develop a public agenda for higher education.

Nevada Legislative Council Bureau—2003-04

Assessment of needs (both individuals and employers) and development of recommendations concerning how to respond most cost-effectively to identified unmet needs.

Education Commission of the States—2003-05

As part of the National Collaborative for Higher Education Policy, collaborated in data analyses, development of public agendas, policy audits, and development of policy recommendations in Virginia, West Virginia, Rhode Island, Washington, and Missouri.

Governor’s Office, State of Louisiana—2005

Revisions to workforce development organization and policy.

Louisiana Board of Regents—2004-05

Strategic planning, development of financing policy, and needs assessments in additional regions of the state.

Jobs for the Future—2005

Data audits in five states participating in Achieving the Dream and Bridges to Opportunity projects.

Montana Board of Regents—2005

Systemwide strategic planning.

Louisiana Community and Technical College System

Development of an accountability system.

Nevada Legislature—2004

Develop a statewide public agenda, conduct policy audits, and make recommendations for changes to policy framework in Nevada.

Governor's Efficiency Commission, Indiana—2004  
 Develop a public agenda, conduct policy audit, and make recommendations regarding financing, governance, and accountability in the state.

South Dakota State Board for Higher Education—2004  
 Recommendations regarding operation of a learning center in Sioux Falls.

Northern Arizona University—2003-07  
 Recommendations regarding institutional budgeting processes.

Hewlett Foundation—2003  
 Review of California Community College capacity to deal with Tidal Wave II and recommendations for Foundation involvement.

Lehigh-Carbon Community College—2003  
 Needs assessment.

Chadron State College—2003  
 Strategic planning.

Comptroller's Office, State of Tennessee—2002-03  
 Data analysis leading to a public agenda, policy audit, and recommendation for policy change.

University of Louisville—2003  
 Budgeting approaches and changes to processes.

Western Cooperative for Educational Telecommunication—2002  
 Development of procedures for calculating costs of mediated instruction/distance learning.

St. Cloud State University—2002-03  
 Strategic planning and budgeting.

Oklahoma State Regents for Higher Education—2000  
 Incentive/performance funding model.

National Center for Public Policy and Higher Education—2000  
 Senior consultant on development of *Measuring Up*, the national state report card on higher education.

Western Interstate Commission for Higher Education—2002  
 Preparation of a paper entitled, "Financing in Sync."

Pennsylvania Association of Community Colleges—2001  
 Planning, finance, and governance of the community college system in Pennsylvania.

American Association of State Colleges and Universities—2001  
 Develop recommendations for aligning institutional implementation tools to foster universities becoming "engaged" institutions.

Louisiana Board of Regents—2000-01

- Recommendations regarding creation of a new community college
- Needs assessments in three regions of the state

Western Cooperative for Educational Telecommunications—1999-2001  
 Develop and test procedures for calculating costs of alternative forms of instructional delivery.

State University of New York Binghamton—2001  
 Strategic planning and budgeting.

North Dakota Board of Higher Education—2000-01  
 Ongoing assistance in revising governance and financing mechanisms for state institutions.

Oklahoma State Regents for Higher Education  
 State level accountability and performance funding.

University of Hawaii—2000-05  
Workforce development planning.

University of Vermont—1999-2000  
Planning and budgeting.

University of Wisconsin Colleges—1999-2001  
Planning and budgeting.

West Virginia Legislature—1999-2000  
Planning, financing, and governance of the West Virginia system of higher education.

Northern Kentucky University—1998-2000

- Strategic planning and budgeting
- Recommendations regarding creation of a new community college

University of North Carolina – Chapel Hill—1998-99  
Planning and budgeting.

California State University – Hayward—1998-99  
Needs assessment.

National Center for Public Policy and Higher Education—1998  
Recommendations and analysis regarding development of a state-by-state higher education Report Card.

Bureau of Indian Affairs—1998  
Development of a resource allocation model for BIA colleges.

Nebraska Commission on Postsecondary Education  
Recommendations concerning the future of Peru State College.

Portland State University—1997  
Strategic budgeting.

California State University—1997  
Needs assessment.

Kentucky Governor’s Office—1997  
Planning, finance and governance of higher education in Kentucky.

Northeastern Illinois University—1997  
Strategic budgeting.

Oklahoma State Regents for Higher Education—1997-98  
Policy regarding establishment of learning centers and distance education.

New Mexico Commission on Higher Education—1997-98  
Facilities utilization and development of regional education centers.

Western Governors Association—1996  
Planning for the Western Governors (Virtual) University.

State University of New York—1996  
Development of a “strategic alliance” among the state’s Colleges of Technology.

Ohio Board of Regents—1996  
Advise task force on changes to resource allocation model.

Minnesota State Colleges and Universities—1996  
Systemwide strategic planning and advise task force regarding changes to resource allocation model.

Florida Postsecondary Education Planning Commission—1996  
Recommend policies regarding delivery of distance education.

University of Dayton—1996  
Development of alternative approaches to productivity improvement.

New Jersey Commission on Higher Education—1995  
 Statewide strategic planning.

Idaho State Board of Regents—1995  
 Statewide strategic planning, recommendations regarding governance and alternative forms of service delivery, and development of a management information system to support ongoing planning and monitoring.

Colorado Commission on Higher Education—1995  
 Development of accountability measures for institutions and the statewide system of postsecondary education.

Dayton Business Committee—1995  
 Analysis of needs for additional advanced technical education in the Dayton area.

Parkland Community College—1995  
 Development of management information system and facilities master plan.

Nassau Community College—1995  
 Strategic planning.

Kansas Legislative Education Planning Committee—1995  
 Environmental scan and statewide strategic planning.

Missouri Coordinating Board for Higher Education—1995  
 Performance funding.

Utah Building Construction and Management Board—1995  
 Recommend approach to facilities planning.

Nebraska Postsecondary Education Coordinating Commission—1995  
 Prepare white paper on financing options.

Rhode Island Board of Higher Education—1994  
 Statewide strategic planning for higher education.

North Carolina General Assembly—1994  
 Assist legislative staff with review of UNC System.

Jamestown Community College (New York)  
 Assessment of needs for new programs in service area.

Colorado Commission on Higher Education—1994  
 Statewide enrollment planning.

Southeast Missouri State University—1994  
 Strategic planning.

Consortium of Northeast Texas Colleges and Universities—1994  
 Educational needs assessment for 36 counties in Northeast Texas.

Education Commission of the States—1994

- Conduct focus groups on meaning of “quality” from perspective of different higher education constituents
- Prepare briefing paper on enrollment planning and management

Indiana Commission on Higher Education—1994  
 Management and role and mission study of Indiana University/Purdue University-Fort Wayne.

Connecticut Board for Community and Technical Colleges—1993  
 Systemwide plan for information technology.

Colorado Agenda 21—1993  
 Analyses leading to identification of statewide education priorities.

Rowan State College (NJ)—1993  
Needs assessment and design recommendations for new engineering programs.

Lincoln University (MO)—1993  
Strategic planning.

Florida Community College System—1993  
Formula funding review and recommendations.

Western Nebraska Community College—1993  
Planning leading to relocation of programs and new campus construction.

Colorado State Auditor—1993  
Review of faculty productivity.

Council on Chiropractic Education—1993  
Strategic planning.

California Higher Education Policy Center—1993  
Analysis of policy options for state support of California higher education.

Lake Michigan College—1993  
Strategic plan for information technology.

Northern New Mexico Community College—1993  
Strategic planning.

Education Commission of the States—1992/1993  
Conduct reviews of state higher education policies in New Jersey and Colorado and recommend a policy reform agenda.

Southern Illinois University at Edwardsville—1992  
Develop management database.

Coming Community College—1992  
Strategic planning.

Ohio Board of Regents—1992  
Evaluation of the Ohio Selective Excellence Program.

University of Wisconsin- Whitewater—1992  
Strategic planning.

University of Hawaii System—1992  
Development of systemwide performance indicators.

Massachusetts Higher Education Coordinating Council—1992  
Funding formulas.

Minnesota Formula Funding Task Force—1992  
Funding formulas.

University of Massachusetts System—1992  
Resource allocation.

Parkland College—1992  
Facilities utilization.

Western Nebraska Community College—1992  
Strategic planning.

University of Missouri System—1991  
Systemwide strategic planning.

University of Nebraska-Omaha—1991  
Cost containment study.

Ferris State University—1991  
Cost containment-strategic planning.

National Center for Education Statistics—1991  
Recommend approach to implementing Student Right-to-Know legislation.

Education Commission of the States—1991  
Develop approach to assess effects of state policies on undergraduate education.

University of Denver—1990  
Strategic planning.

Missouri Business and Education Partnership Commission—1990  
Staff to blue-ribbon committee developing strategic plan for all higher education in Missouri.

Eastern New Mexico University-Clovis—1990  
Determine feasibility of branch campus becoming an independent community college.

Mid-Hudson Alliance of Presidents—1990  
Regional needs assessment.

Colorado Legislative Audit Committee—1990  
Study impact of salary levels on faculty recruitment and retention.

Nebraska Technical Community College Association—1990  
Efficiency study of six community college areas.

Oregon Community College System—1990  
Review and revision of funding formula.

Civic Progress—1990  
Educational needs assessment of St. Louis region.

Bishop Clarkson College—1990  
Needs assessment.

Shaw University—1990  
Development of management information system.

## **SELECTED PAPERS AND PUBLICATIONS**

With Patrick Kelly. *The Emerging Policy Triangle: Economic Development, Workforce Development and Education*. Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS and Western Interstate Commission for Higher Education, November 2007.

With Patrick Callan, Peter Ewell, and Joni Finney. *Good Policy, Good Practice: Improving Outcomes and Reducing Costs in Higher Education*. Lumina Foundation for Education, 2007.

With Cheryl Blanco and David Longanecker. *Thinking Outside the Box: Policy Strategies for Readiness, Access and Success*. Boulder, CO: Western Interstate Commission for Higher Education, 2007.

*Higher Education Finance Policy in the Western States*. Boulder, CO: NCHEMS, February 2005.

With Patrick Kelly. *A New Look at the Institutional Component of Higher Education Finance: A Guide for Evaluating Performance Relative to Financial Resources*. Boulder, CO: NCHEMS, 2005.

*Financing in Sync: Aligning Fiscal Policy with State Objectives*. Prepared for the Western Interstate Commission for Higher Education. Boulder, CO: NCHEMS, April 2003.

- With Jerry Hayward, Aims C. McGuinness, Jr., and Allene Timar. *Ensuring Access with Quality to California's Community Colleges*. Prepared for the National Center for Public Policy and Higher Education. Boulder, CO: NCHEMS, April 2003.
- Different Perspectives on Information About Educational Quality: Implications for the Role of Accreditation*. Washington, DC: Council for Higher Education Accreditation, April 2002.
- With Dewayne Matthews. *Technology in Higher Education: Implications for State Policy*. Boulder, CO: NCHEMS and Education Commission of the States, March 2002.
- With Karen Paulson. *Developing and Maintaining the Information Infrastructure for State Level Higher Education Policymaking*. Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS, July 2001.
- "An Alternative Look at the Cost Question." In *Higher Education Cost Measurement: Public Policy Issues, Options, and Strategies*. Washington, DC: Institute for Higher Education Policy TIAA-CREF Institute, March 2000.
- "Procedures for Calculating the Costs of Alternative Modes of Instructional Delivery." In *Dollars, Distance, and Online Education: The New Economics of College Teaching and Learning*, Martin J. Finkelstein, et al. (ed). American Council on Education. Connecticut: Oryx Press, 2000.
- With Karen Paulson. *Developing and Maintaining the Information Infrastructure for State Level Higher Education Policymakers*. Prepared with support from the Ford Foundation. Boulder, CO: NCHEMS, 2001.
- With Karen Paulson. *Some Next Steps for States: A Follow-Up to Measuring Up 2000*. San Jose: National Center for Public Policy and Higher Education, June 2001.
- Technology Costing Methodology Handbook*. Boulder, CO: NCHEMS, Western Cooperative for Education Telecommunication, and Western Interstate Commission for Higher Education, March 2001.
- "Cost Analysis and the Formation of Public Policy." Commissioned paper prepared for the National Center for Education Statistics (NCES). Boulder, CO: NCHEMS, August 2000.
- "An Alternative Look at the Cost Question." In *Higher Education Cost Measurement: Public Policy Issues, Options, and Strategies*. Washington, DC: The Institute for Higher Education Policy TIAA-CEF Institute, March 2000.
- Transforming Postsecondary Education for the 21<sup>st</sup> Century: The Nuts and Bolts of Policy Leadership*. Denver, CO: Education Commission of the States, June 1999.
- A Framework for Devising State Policy Toward Higher Education*. Denver, CO: Education Commission of the States, 1997.
- "Providing Decision Support for Planning." In *Planning Strategies for the New Millennium: Redefining, Redirecting, and Reorganizing Postsecondary Education*. M. Peterson, D. Dill and L. Mets, Eds. San Francisco: Jossey-Bass, 1997.
- With Cheryl Lovell. *Handbook on Human Resources: Record-Keeping and Analysis*. Washington, DC: National Center for Education Statistics, 1997.

- With Peter T. Ewell. *Indicators of "Good Practice in Undergraduate Education: A Handbook for Development and Implementation.* Boulder, CO: NCHEMS, 1996.
- Strategic Budgeting: *The Board's Role in Public Colleges and Universities.* AGB Occasional Paper No. 28. Washington, DC: Association of Governing Boards of Universities and Colleges, 1995.
- Strategic Budgeting. In *Financial Management: Progress and Challenges.* William E. Vandament and Dennis P. Jones, Eds. San Francisco: Jossey-Bass, 1993.
- With Peter Ewell. *The Effect of State Policy on Undergraduate Education.* Denver, CO: Education Commission of the States, 1993.
- Issues in Higher Education Finance.* Washington, DC: National Governors Association, 1993/
- With John Folger, "Use of Fiscal Policy to Achieve States' Educational Goals." Commissioned paper prepared for the Education Commission of the States. Denver, CO: Education Commission of the States, 1993.
- With Peter Ewell, Actions Matter: *The Case for Indirect Measures in Assessing Higher Education's Progress on the National Education Goals.* Commissioned paper prepared for the U.S. Department of Education and the National Education Goals Panel. Washington, DC: U.S. Department of Education, October 1991.
- With Peter Ewell, *Assessing and Reporting Student Progress: A Response to the "New Accountability."* Denver, CO: State Higher Education Executive Officers, 1991.
- With Peter Ewell and Ronald Parker. *Establishing a Longitudinal Student Tracking System: An Implementation Handbook.* Boulder, CO: NCHEMS, 1988.
- With Paul Brinkman, Melodie Christal, and Peter Ewell. *Accountability in Higher Education: A Reporting System for the California Community Colleges.* Boulder, CO: NCHEMS, 1987.
- With Peter Ewell. "Accountability in Higher Education: Meaning and Methods." Paper prepared for the Colorado Commission on Higher Education, Denver, 1987.
- With Peter T. Ewell. "The Costs of Assessment." In *Assessment in American Higher Education.* Washington, DC: Office of Educational Research and Improvement, U.S. Department of Education, 1986.
- "Postsecondary Education Assessment: The Role of the Center for Education Statistics." In *Postsecondary Assessment: Report of a Planning Conference.* Washington, DC: U.S. Government Printing Office, 1987.
- "Indicators of the Condition of Higher Education." Paper prepared for the National Center for Education Statistics. Boulder, CO: NCHEMS, October 1985.
- Higher Education Budgeting at the State Level: Concepts and Principles.* Boulder, CO. NCHEMS, 1984.
- With Melodie E. Christal. *A Common Language for Postsecondary Accreditation: Categories and Definitions for Data Collection.* Boulder, CO: NCHEMS, 1985.
- "Budgeting for Academic Quality: Structures and Strategies." In J. Folger (Ed.), *Financial Incentives for Academic Quality.* New Directions for Higher Education, No. 48. San Francisco: Jossey-Bass, December 1984.

“A Proposed Framework for Classifying the Subject Matter of Higher Education: Foundation to a Field of Study.” Paper presented at the annual meeting of the Association for the Study of Higher Education. Washington, DC: March 1983.

*Data and Information for Executive Decisions in Higher Education.* Boulder, CO: NCHEMS, 1982.

With Anahid Katchian, Marilyn McCoy, and Melvin D. Orwig. *State-Level Information Base.* Field rev. ed. Technical Report 85. Boulder, CO: NCHEMS, 1977.

With Harold L. Dahnke, Thomas R. Mason, and Leonard C. Romney. *Higher Education Facilities Planning and Management Manual.* Boulder, CO: NCHEMS, 1971.