

**Making Opportunity Affordable**  
*Realigning Spending to Increase Degree Completion: Building Will and Sustaining Momentum*

**Robert T. Tad Perry**  
**South Dakota Board of Regents**  
**Experiences and Lessons Learned**

**Process and Management**

**Having an external influence is important**—Governor/executive branch cuts; legislature wanting same from higher education

**Establishing goals or levels sets the framework [the leadership role]**—Goal of realigning 10% established by Board to match executive branch cuts

**Fixing responsibility for meeting goals on appropriate personnel-the management role**—institutional executive officers were given their amounts and had to report actions to Board

**Be able to identify resource pool and track its uses**—cuts and allocations had to be specific [what FTEs were eliminated, what dollars were moved from one account to the realigned account]

**Look for common activities and policies that will produce results**—class size policy and enrollment services processes

**Have an up-front understanding and agreement that parties will stay the course**—Governor agreed to support retaining of resources within higher education [actually resisted legislative attempts to raid dollars]

**Understand that change will produce controversy, push back and resistance**—Board had to resist challenges and self-discipline against attempted end-runs [public demonstrations, mass letter writing campaigns to restore cuts, news paper articles and editors that were critical, legislator interventions to respond to citizen complaints]

**Measurement and Enforcement**

**Establish how to measure change**—measuring centers of excellence outcomes

**Collect data**—use of standard information systems

**Publically share data**—sharing the annual class size reports

**Track the use of resources**—annual budget reports [auditable]

**Players and Politics**

**Creating the environment for establishing the goals**—the use of Roundtables

**Who needs to be at the table**—Governor, Legislature, State Board, SHEEO, institutional leaders

**Engaging the parties in an sustained discussion**—annual leadership roundtables

**Establishing trust and confidence among the players**—executing on agreements—reinvestment through efficiencies and salary competitiveness program

**Process for managing change in players [term limits, new administrations, institutional and system leadership change]**—keeping the dialogue fresh