

Looking at All of the Customers of Higher Education

Customers (Users, Clients, Stakeholders) and Issues	Higher Education	
1. Customer as user?	Student	
a. Commitment by the user?	a. Varies	
b. Preparation of the user?	b. Varies	
c. User as part of product?	c. Almost always	
2. Customer as who pays?	Student, parents	
3. Customer who may help to pay the bill?	Almost always taxpayers	
4. Customer as creator of the product/service	Almost always faculty	
5. Customer as the field of knowledge behind the product/service?	For professors, almost always their disciplines	
6. Customer as the regulator (such as a certifier, accreditor, or standards organization)?	Accreditors; some regulators/industry standards as well	
7. Customer as the region?		
a. Need for qualified workers?	a. Often ¹ to Always ²	
b. Need for good jobs?	b. Often ¹ to Always ²	
c. Need for safe communities?	c. Often ¹ to Always ²	
d. Need for a solid tax base?	d. Always	
8. Customer as the nation's economic competitiveness?	All customers above	
9. Customer as the nation's decision-making in a republic?	All customers above	
10. The product/service is		
a. For short-term use?	a. Occasionally	
b. For long-term use?	b. Almost always	
c. On-going but changing?	c. Almost always	
11. Measurement of the user as part of the product and of the product/service is?	Intransparent and in transition	
12. Rewards of success go to?	All customers above	
13. Risks from failure go to?	All customers above	

¹ With colleges and universities often serving this purpose ² With community colleges focusing on teaching, rather than research, and serving this purpose from their beginning

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