

3 Enrollment Metrics Every Department Chair Should Watch

Academic Vital Signs, Part IV

EAB Contact Information



Academic Affairs Forum





Academic Vital Signs

Aligning Departmental Evaluation with Institutional Priorities



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Designing Appropriate Performance Indicators

Cascading Institutional Strategy to Level-Appropriate Goals and Metrics



Aligned:

Do department-level changes in the metric inflect the relevant institutional goal(s)?



Specific:

Is the metric directed at narrowly-defined, easily-identified departmental action(s)?



Measurable:

Can the institution collect longitudinal information about the metric?



Actionable:

Does the department have direct influence over this metric?



Realistic/fair:

Does the metric control for variables outside departmental influence?



Time-bound:

Can the department significantly influence the metric in the given time frame?



Simplified:

Is the metric easy to understand and not an amalgamation of many calculations?



Difficult to game:

Does the metric eliminate "perverse incentives" to avoid true improvement?

Cascading Enrollment Growth





The Five Metrics Most Institutions Track



Size of Entering Class

Native Student Major Enrollment

SCH Generation

Net Tuition Revenue



Challenges in Translating to Units









Unfair

Several small programs are mission-critical

Not Actionable

Departments play a limited role in firstyear recruitment

Misaligned

Creates disincentive to grow transfer population

Gameable

Can create unwanted competition and course duplication

Gameable

Units may discourage low-SES enrollment



What Departments Should Focus On



Major Migration



Off-Peak Enrollment



Follow the Students



Unit's Place on the Major Migration Matrix Guides Enrollment Strategy

Students Switching Out of the Major



Donor Majors

Students leave these majors more often than they enter

• Example: Computer science



Pivot Majors

Equal numbers of students transfer in and out of the major

· Example: English

Focus on attracting students to

major (e.g. first-year courses)

Focus on reducing DFW¹ rates



Acceptor Majors

Many students switch into this major but few students leave

Example: Social work

Static Maiors

Students who start in this major rarely leave; few switch in

Example: Nursing

Most static majors are capacity-constrained

Focus on aligning curriculum with "donor" programs

Students Switching Into the Major



What Departments Should Focus On

1) D. F. or W (withdrawal) grades.



Major Migration



Off-Peak **Enrollment**





The Power of First Impressions

Leveraging Intro Courses to Convert First-Years into Majors



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Majors

Philosophy Department Chair Reverses Downward Trend Through Focus on Intro Courses

- "The Good Doctor" course targets large pre-med population
- Senior faculty reassigned to introductory curricula
- Renewed focus on major promotion in lower-division courses

Focus on graduate program and lack of enrollment targets led to 10-year decline

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Majors

wer-division courses 42 Majors 18 Majors

Focusing on Major Growth

"When you offer interesting courses, it brings students to the major that would not otherwise come. And then they see that they've taken a few philosophy courses and they're not far from a major or minor... For a long time, philosophy rested on the fact that it was a foundation. It can no longer do that. We need to show people that our philosophical skills are useful."

Sally Scholz Department Chair, Philosophy Villanova University



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Off-Peak Enrollment



Finding Lost SCH



Three Opportunities to Recapture Student Credit Hours

Identifying Enrollment Opportunities



Courses Transferred in After Summer Term

 Online sections of common courses out-of-state students take closer to home during summer allow departments to "recapture" summer SCH



High-SCH Courses Offered Off-Peak and Online

 Off-peak and online sections allow students to catch up after withdrawing from or failing critical courses (common prerequisites, firstyear courses, etc.)



Measuring Performance



% of SCH Offered in Summer, Intersession

 Summer term and winter intersession are commonly underused opportunities to generate SCH. Only 5% of students currently enroll in summer courses¹





What Departments Should Focus On

 Based on EAB analysis of National Center for Education Statistics student data.



Major Migration



Off-Peak Enrollment





Engaging Departments in Market Analysis

Three Ways to Identify Revenue-Generating Program Opportunities





Which programs are we competing with for accepted students?



Where do students go when they **transfer out** of the institution?

Recruitment

Yield

Retention

KANSAS STATE

Monitors region-specific student and employer demand to identify potential program gaps

- · 3-year job growth
- Regional 'presence' vs. national markets
- · Median pay data

PURDUE

Created a dashboard to track non-yielded student characteristics and choices



Launched analytics and kinesiology programs in response to non-yielded student feedback

Use student exit survey data on programs that accept students who transfer out of the institution and identify opportunities to adapt programs

- Modality
- Price
- Curricula
- · Program format



What Departments Should Focus On



Major Migration

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Off-Peak Enrollment



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Annual Goals Guided by Long-Term Vision

Partner with Enrollment Management for Recruitment and Program Planning



Long-Term Market-Mission Aligned Program Projections

Inputs from Department Chair

→ Input from EM —

Qualitative Discipline Forecast

Forecast

- What skills will no longer be needed?
- What new specializations will become necessary?
- How should curricula adapt to changing skill demands?

Quantitative Enrollment Forecast

- How many graduates will be needed in this specialty?
- How many faculty will we need to hire, in what areas?
- How will we adapt or construct facilities to support change?

Program Market Demand

- How many students will want to enroll?
- How will the students enrolling be different from the students currently enrolled?



What Departments Should Focus On



Major Migration

Off-Peak
Enrollment



Learn More



Upcoming Webconferences and Resources Related to Today's Presentation

Webconferences in This Series

- I. How Departments Make or Break Institutional Strategy
- II. 3 Cost Efficiency Metrics Every Department Chair Should Watch
- III. 3 Research Metrics Every Department Chair Should Watch
- IV. 3 Enrollment Metrics Every Department Chair Should Watch
- V. How Departmental Practices Contribute to Faculty Diversity Goals (Nov. 7)
- VI. 3 Student Outcomes Metrics Every Department Chair Should Watch (Nov. 15)
- VII. How to Design a Sustainable Unit Evaluation Process (Nov. 27)



Academic Vital Signs

Aligning Departmental Evaluation with Institutional Priorities

- 14 analyses to guide departmentlevel strategy
- Root-cause diagnostic tools for academic unit leaders
- Guidance for implementing regular departmental review processes

study available at eab.com

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