

A Stronger Approach to Resource Allocation Decisions: St. Ambrose University

May 22, 2018

Navigating GoToWebinar



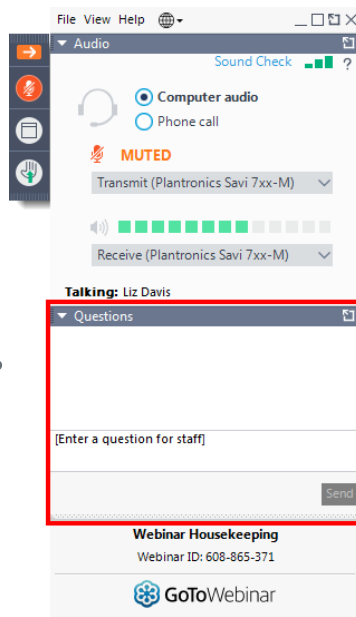
Basic Logistics

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To Ask a Question

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Today's Presenters



Executive Sponsor at SAU



Mike Poster
Vice President for Finance

APS Team



Matthew Hagerty
Dedicated Consultant



Hersh Steinberg
Managing Director



▶ Start with best practices research

- › Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders
- › At the core of all we do
- › Peer-tested best practices research
- › Answers to the most pressing issues

▶ Then hardwire those insights into your organization using our technology & services

Enrollment Management

Our **Enrollment Services** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members of the **Student Success Collaborative** use research, consulting, and an enterprise-wide student success management system to help students persist, graduate, and succeed.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

1.2B+

Student interactions annually

1M+

Individuals on our student success management system

1,200+

Institutions we are proud to serve

1

Goal: Make education smarter

Academic Performance Solutions



Three Primary Areas of Focus

Academic Program Review

Strategically evaluate department health on an annual basis.

Critical analyses:



Completion Rates



Enrollment Trends



Intercurricular Dependencies

Budget and Resource Allocation

Identify opportunities to standardize and streamline resource allocation decisions.

Critical analyses:



Course Bottlenecks



Costs per Student Credit Hour



Consolidation Opportunities

Course and Workload Planning

Improve student outcomes by aligning offerings with demand.

Critical analyses:



Seat Utilization



Distinct Course Offerings



Faculty Mix and Workload

Introducing St. Ambrose University



Executive Sponsor at SAU



Mike Poster
Vice President for Finance

St. Ambrose University (SAU)

- Davenport, IA
- Total enrollment: 3,184
- Private Masters University
- Joined APS in August 2015



Lack of Data Hinders Review Process

SAU Faculty Finance Committee (FFC) responsible for diagnosing operational and financial health of departments. Without a single source of data, FFC's task was arduous.



Hours and Hours of Analysis

Disparate data points made data collection and analysis extremely labor intensive and time-consuming



Only a Few Departments Could Be Reviewed

Intensive process made it impossible to review all departments – only a handful could be prioritized

Measuring Departmental Health Across SAU

Streamlining Review Process

1

Accessing Data at the Ready

Finance team deployed APS to create comprehensive department-level reports



700 hours

Saved by eliminating manual data collection and analysis

18 APS metrics

Used to create reports: enrollment trends, faculty mix and workload, costs, section size and utilization

2

Leveraging Data for Institution-Wide Review

Faculty Finance Committee (FFC) used reports to review all departments at SAU, not just a select few



- Had conversations with academic stakeholders facilitated by data from one source
- Discussion, including comparison across departments, was more manageable than in previous FFC meetings

3

Collaborating to Surface Opportunities

In the reports, finance team asked targeted questions to illuminate existing efficiencies and potential opportunities



Example: Questions generated from *Intercurricular Dependencies by Department* report¹

- How many credits produced by the department are taught to their own majors?
- Is the department teaching mostly service majors?
- How can we attract more majors to the department?

1) Report available in APS Platform.

Using Data to Facilitate Opportunity Exploration



Finance team included prompts for further consideration at the end of each department-level report

Questions from a Department-Level Report:

1. Student counts have decreased the past four years. Major counts have also decreased during this same time. Is this all due to overall undergraduate student declines?
2. The department has one of the highest percentage of credit hours taught to non-majors, over 98%. Is it possible to attract more majors?
3. Class sizes are strong and seat utilization is also very high. The median and 25th and 75th percentile for seat utilization are all over 100%. Are the section caps correct in the system?
4. The single section courses all have low seat utilization. They all appear to be 300 and 400 level courses. Is this due to the low major counts? Can these courses be taught less often?
5. Full-time, tenured faculty teach almost 100% of all sections. This is very high and is probably the reason for the fully allocated loss the last three years. Is there a way to work this number down?
6. Are there other opportunities to reduce/eliminate the fully allocated loss?

Opportunity: Align course offerings with enrollment trends

Opportunity: Accurately set max caps through a standardized process

Opportunity: Consolidate low-fill sections and reallocate resources to high demand areas, such as bottlenecks

Opportunity: Balance course loads, particularly for full-time, tenured faculty

Transforming Campus Culture with Data Transparency¹⁰

Making Data-Informed Decisions

Cross-Departmental Insight and Consensus



Garnered Understanding from Reports

- FFC reviewed reports with academic stakeholders, which allowed them to see full picture of departmental performance and resource use.
- For the first time, departments were able to see how their operational decisions impacted financial outcomes.

Achieved Buy-In and Agreement

- Department chairs had data-informed conversations to determine which departments to prioritize for resources.
- Unlike in previous years, **department chairs did not submit requests to replace five retired faculty lines.** With the data, they realized their departments did not need the faculty lines.

Data Shared, Dollars Saved



Reallocated Resources to Departments in Need

\$446K

Dollars saved by reallocating 2.5 new faculty lines to SAU's growing Computer Science Program and a new Analytics Program

Decision to Expand Use of APS

Seeing the value of leveraging APS to make data-informed resource allocation decisions, SAU's leadership team decided to expand use across campus.



Campus Training with APS Dedicated Consultant

SAU's dedicated consultant conducted a training with department chairs.

Training Agenda

- APS Approach to Methodology
- APS Platform Walkthrough
- Identifying Opportunities in APS
- Next Steps



"The training made me a believer in APS."

Faculty Finance Committee Member

St. Ambrose University



Sample Analyses Featured in Opportunity Assessment

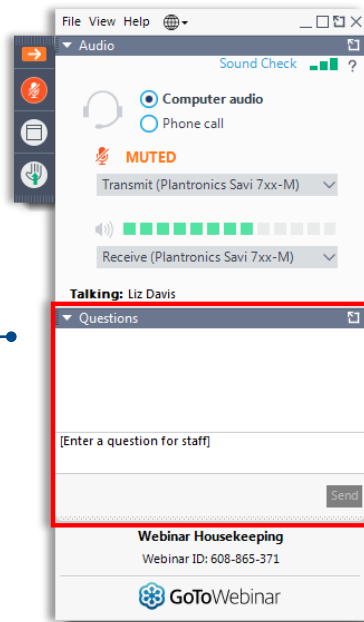
- 1 Course Planning**
Aligning course offerings with student demand
 - Enrollment trends
 - Excess capacity
 - Bottlenecks
 - Single section courses
- 2 Course Completion Rates**
Improving student progress
 - Section variation in course completion rates
 - Course grade distribution
- 3 Faculty Course Load**
Monitoring course load and impact
 - Course load over time by instructor type
 - Deployment of instructor to sections by course division

Questions?



To Ask a Question

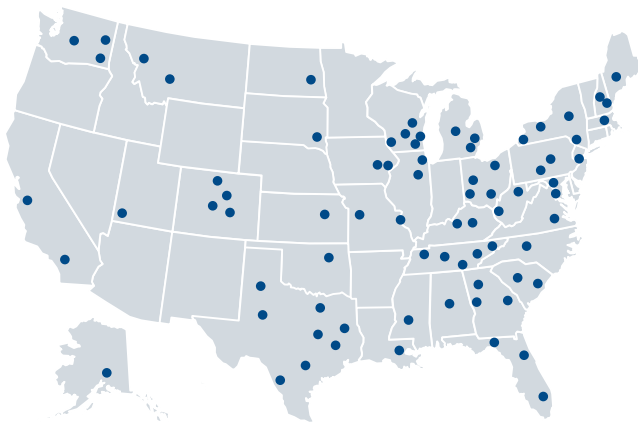
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- Public Flagships
- Private Liberal Arts

Our Services



APS Platform

*College and
Department-Level
Performance Data*



Discipline-Level Benchmarks

*Unique Cost, Enrollment
Demand, and Faculty
Utilization Metrics*



Best Practice Adoption

*Accelerating
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