Deriving Early Value Through APS Implementation
Salisbury University, Public Master’s University, Salisbury, Maryland

- **About**: Salisbury University (SU) is a public university with total enrollment of 7,900.
- **Challenge**: SU leadership wanted to strengthen departmental decision-making, but there was no data accessible to the Deans for this purpose.
- **Solution**: SU joined the APS collaborative. As part of their implementation, SU was able to map costs to departments and correct other data inconsistencies.
- **Impact**: The partnership with APS put cost data into the hands of the Deans and department chairs, as well as led to improved data capture. As a result, SU is now equipped to better analyze costs per student credit hour and identify bottleneck courses.

**Impact Highlights**

**New Insight**
APS mapped existing department data to the newly-created College of Health and Human Services, giving SU leadership the ability to analyze performance before the college even opens.

**Uniform Policy**
Established a consistent policy for setting maximum capacity across all colleges.

**APS Implementation Improves Data Quality**

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<th>Implementation Milestones</th>
<th>Data Challenges Identified During Implementation and Opportunity Assessment</th>
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<td><strong>1</strong> Data Engineering Extraction and Validation</td>
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<td><strong>2</strong> Analysis Configuration Data Inclusions and Exclusions</td>
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<td><strong>3</strong> Training and Opportunity Assessment Onsite Presentation and Training</td>
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Honors College sections were not flagged in the Student Information System, preventing any analysis of Honors students, faculty and costs.

Costs were allocated at the college level, obscuring true cost per credit hour for individual academic units.

Business and Education colleges showed 100% capacity utilization, revealing inconsistent policy for setting maximum capacity.
Addressing Challenges to Illuminate Opportunities

Mapping the Honors College Courses
- Data cleanup effort undertaken with Registrar to identify Honors sections, which spanned all other colleges
- Registrar created new college that is now identifiable in the dataset

Linking Costs to Individual Units
- Mapped financial organizations to respective academic units
- Established a new baseline for future analysis with costs allocated consistently at the unit level

Establishing a New Max Capacity Policy
- Discussed downstream impact of setting maximum capacity retrospectively, rather than based on pedagogy
- Created new policy that maximum capacity cannot be changed to match census and cannot be set at zero

Partnership with APS Yields Early Results

Ability to Begin Academic Planning for a New College
- SU applied the same process used to create the Honors College to model newly approved College of Health and Human Services
- APS platform provided the means to draw historical data and analyze the new college

Identification of Bottleneck Courses
- With a consistent and comparable capacity data, the English department was identified as a bottleneck with a mean fill rate of 100% and some courses over capacity
- Leadership team now planning new sections for English department courses with acute constraints

One of the most useful aspects of APS is the capacity utilization. [...] By looking at and correcting the data, we made an analytical decision that will serve our students better.”

Dr. Rich Wilkens
Associate Provost, Academic Affairs
Salisbury University