

APS Summit

2019

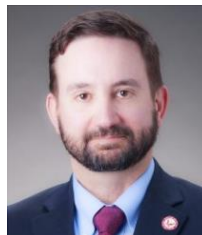
Making Data-Informed Faculty Line Requests





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Embed Data in Your Faculty Line Decision Process



Making Smarter Decisions to Maximize Efficiency

Filling a Faculty Line: Why and How?

1

Vacant/Retired Line:

The previous individual has left the institution

2

Additional Support Needed:

Department leaders think their unit needs and will benefit from a new faculty line

- ✗ Rollover vacant lines and accept all new requests without using data to assess true need.
- ✓ Evaluate requests using data to establish need, showcase current efficiencies, and highlight potential impact.
 - *Bring Lines Back to the Center:* By reverting vacant faculty lines back to the Provost's Office, institutions can **efficiently support departments with demonstrated need**.
 - *Put Leaders on Even Ground:* Requiring data be used in requests serves as a **common conversation starting point** for everyone.
 - *Open the "Black Box":* Standardizing the process campus-wide allows leaders **to understand how decisions are made and promotes buy-in**.



Standardizing EWU's Faculty Line Request Process

Leveraging APS Data as a Trusted Source

Formal Request Process Previously Not in Place

EWU lacked a single supporting data source, which proliferated a culture of:

College Deans

- Submitting inconsistent, lengthy paper requests comprised of different types of information
- Keeping shadow databases of their own numbers

Leadership

- Maintaining existing faculty lines without assessing department or program needs
- Rewarding the loudest voice in the room based on perceived need

How APS Data Transformed EWU's Process

Single data source built on consistent methodology

1 Allows for Standardization

Creates an environment in which it is possible to ask leaders to submit standardized requests

2 Helps Start the Narration

Provides a framework to start conversations about which data points are required in requests

Bringing Faculty Lines to the Center

Rationalizing Distribution of Faculty Lines Across the University

Phase I (One-Time Reallocation)



Communicated Message of Data Transparency

Provost announced all empty faculty lines will return to the center (the Provost's Office).

- Empty faculty lines belong to the university, not a specific department
- Data will be used to start and support conversations, not as a punitive tool, to better understand needs across the university



Template Created and Socialized

EWU's APS Value Lead and College Business Officers (CBOs) collaborated to create a request template.

- CBOs were intentionally included in template creation, since they are the ones who fill out requests
- APS metrics chosen for template are grouped into categories (department characteristics, faculty, courses, and theoretical capacity) to align with EWU's priorities



Requests Completed and Submitted for Discussion

Requests were completed by department leaders, reviewed by deans, elevated to the Academic Affairs Council, and submitted to Provost's Office for approval.

- CBOs knew what data they were expected to include, because it was clearly outlined on the template

Phase II (Ongoing): Moving forward, CBOs and dept. chairs will complete templated requests on an annual basis

Takeaways from Phase I of New Process

Benefits of New Process

- ✓ **Enhanced Efficiency:** Simplified process sets expectations of what kind of data is considered and how decisions are informed at various levels (college, department, provost)
- ✓ **Confidence in Resource Allocation:** Deeper understanding into needs across university ensures resources go where needed and programs seemingly in need can actually surface internal improvements
- ✓ **College Leaders Enfranchised to Manage Resources:** Data allows leaders to understand current resource use, potential needs, and opportunities to more efficiently use resources
- ✓ **Opportunities to Reassign Part-Time Faculty:** APS data helps control costs by showing number of necessary sections to offer and opportunities to consolidate sections taught by part-time faculty

Lessons Learned

Input from Stakeholders

Invaluable: Inclusion of CBOs in template creation was critical to fostering socialization and buy-in for new process

Improvement with Each

Use: Process reveals opportunities for improvement each time a faculty line is requested (now expanding to dept. chairs) and reviewed

Smarter Decision-Making Achievable at the Center:

Returning empty lines to the Provost's Office ensures lines are efficiently and fairly allocated across EWU



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New Instructional Staff Capacity Workflow



APS Home

APS Home | APS Analytics | APS Benchmarks | **APS Workflows** | Help & Training

APS Analytics

Download the APS Platform User Guide to get started

College Scorecard | Department Scorecard | Students | Courses | Programs | **Instructional Staff** | Costs

Key performance indicators to guide academic and operational decision-making.

Track Performance Across Academic Units

College and Department Scorecard highlights trends and comparisons on key College and Department metrics like enrollment, class utilization, cost per credit, hour, and other key indicators.

Resource Utilization Capacity Constraints

- **Students & Courses** pinpoints opportunities to improve course and section level completion rates, class utilization, etc.
- **Instructional Staff** exhibits the differences in teaching workload and overall metrics like completion rates and seat utilization between different types of instructors.
- **Costs** highlights the different cost categories that impact total costs and cost per credit hour.

See [Help & Training](#) for resources on using APS Analytics to improve efficiency and make data-informed decisions.

APS Benchmarks

Download the Benchmarks User Guide

Cohort Profile | Institution KPIs | Enrollment | Course Completion | Course Planning | Other Departments | **Instructional Workload** | Instructional Cost | Configuration Summary

Department level performance comparisons to customized cohorts of APS members.

Visit [Webinars](#) to watch the APS Benchmarks Boot Camp training series on using benchmarks.

APS Workflows

A new selection of tools to support institutional workflows and decision making.

Visit [Instructional Staff Capacity Workflow](#) to guide any adjustments needed to course offerings and for making faculty line requests. Stay tuned for new development of workflow tools.

Access the Instructional Staff Capacity Workflow on the APS Home Page:

- 1 Click on the APS Workflows quick link on the top of the page; or
- 2 Click on Instructional Staff Capacity Workflow in the APS Workflows section



Guided Analyses to Support Your Faculty Allocation

Dashboard Organized into Three Parts...

...to Inform Potential Next Steps

1

Attempted Student Credit Hours: How is Demand Changing?

Close look at shifts in demand by major as a result of shrinking and growing majors.

2

Seat Utilization and Class Size: How Efficient Are Current Course Offerings?

Prioritization of opportunities to offset the need for new instructional staff by looking at efficiency of course offerings.

3

Median SCH Taught: Do You Have The Right Instructional Capacity to Meet Course Demand?

Assessment of current instructional workload and capacity to determine if additional support is needed.



Apply Findings to Inform Action

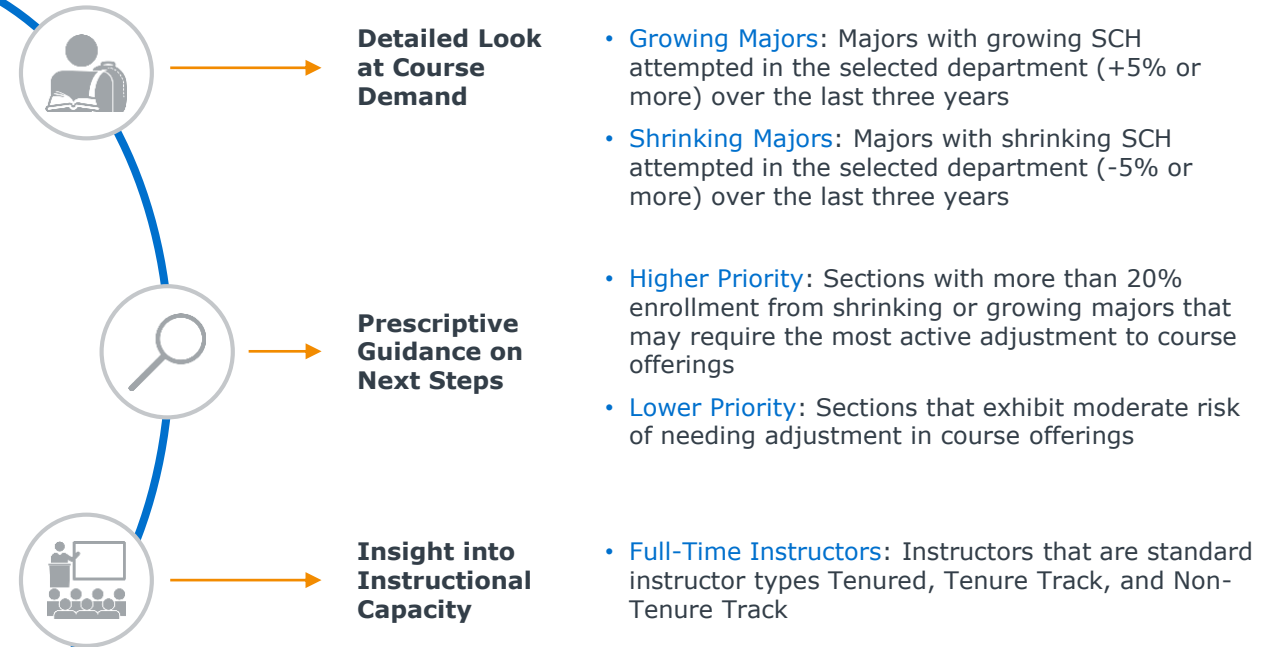
Consider Adding New Faculty Line

- Allocate additional resources to support courses with large number of growing majors
- Determine what instructor type the new staff will be, which course(s) they will teach, and at what course division

Consider Reallocating Faculty Line

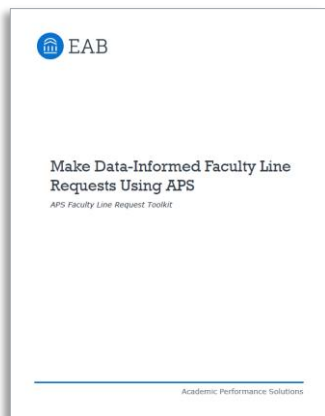
- Consolidate low-fill sections and provide additional support to bottlenecks

Familiar and New Metrics in Workflow





Live Demonstration



Available Tools

- 1** Milestones
- 2** Talking Points Worksheet
- 3** E-mail Template to Introduce New Initiative
- 4** How-to Guide for Supporting Faculty Line Requests with APS Data
- 5** Faculty Line Request Worksheet
- 6** Results Worksheet
- 7** Reflection Guide



Next Steps: Share tools with your APS dedicated consultant and check out the new Workflow!



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