Academic Programming for Financial Sustainability

Council of Independent Colleges

2022 Institute for Chief Academic Officers

with Chief Financial and Chief Enrollment Officers

2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers

TENACIOUS. CONFIDENT. FORWARD-LOOKING.

The Council of Independent Colleges

guidebook

GRAY ASSOCIATES

2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

CIC

Presenters

Zach Paz, Senior Partner and Chief Product Officer, Grey Associates

Collin Irvine, Provost and Executive Vice President, Augustana College

Agenda

What is a Program Evaluation System?

Markets

Economics

DEI

Case Study: Augustana University

Group Work

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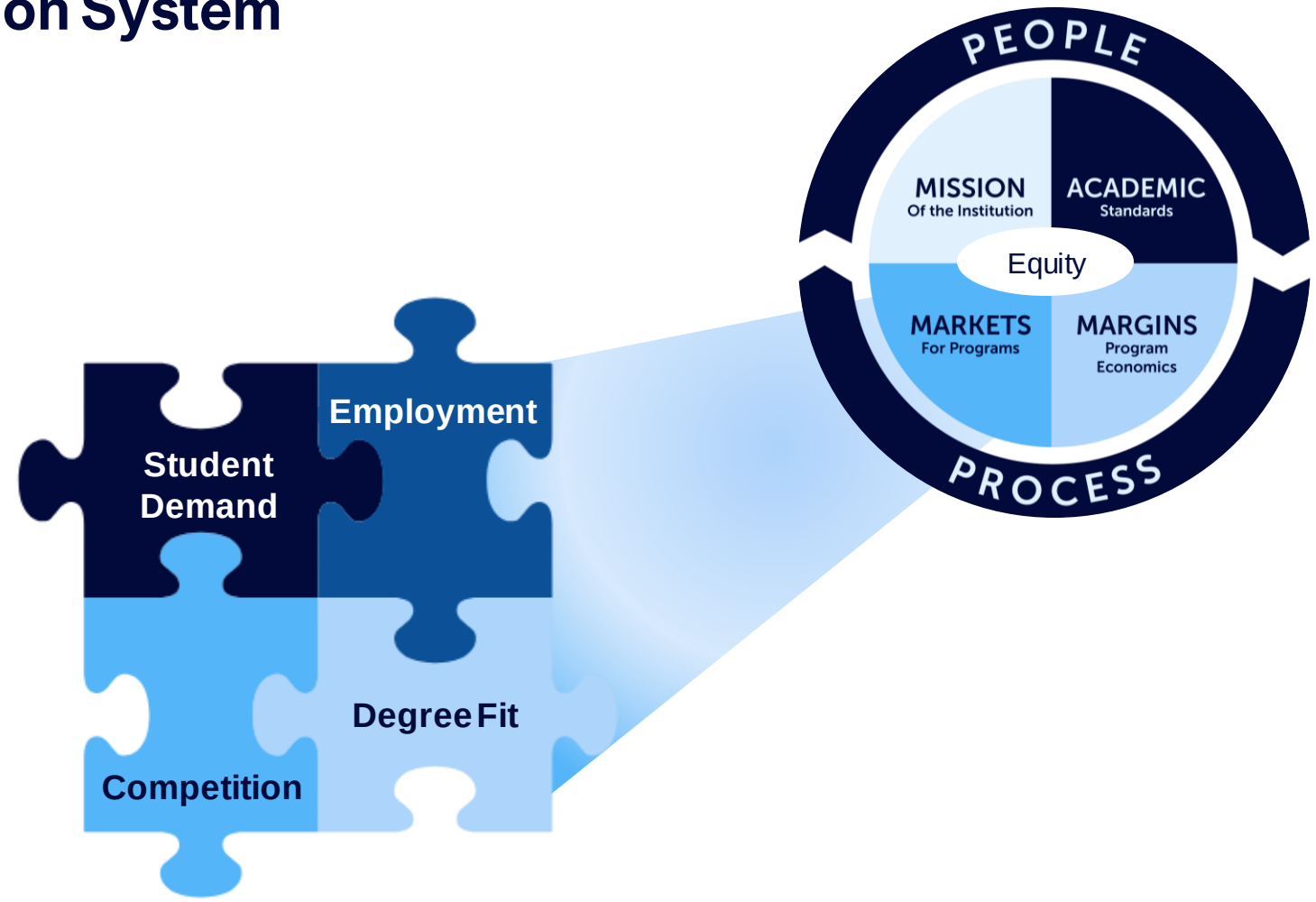
What is a Program Evaluation System?

Program Evaluation System



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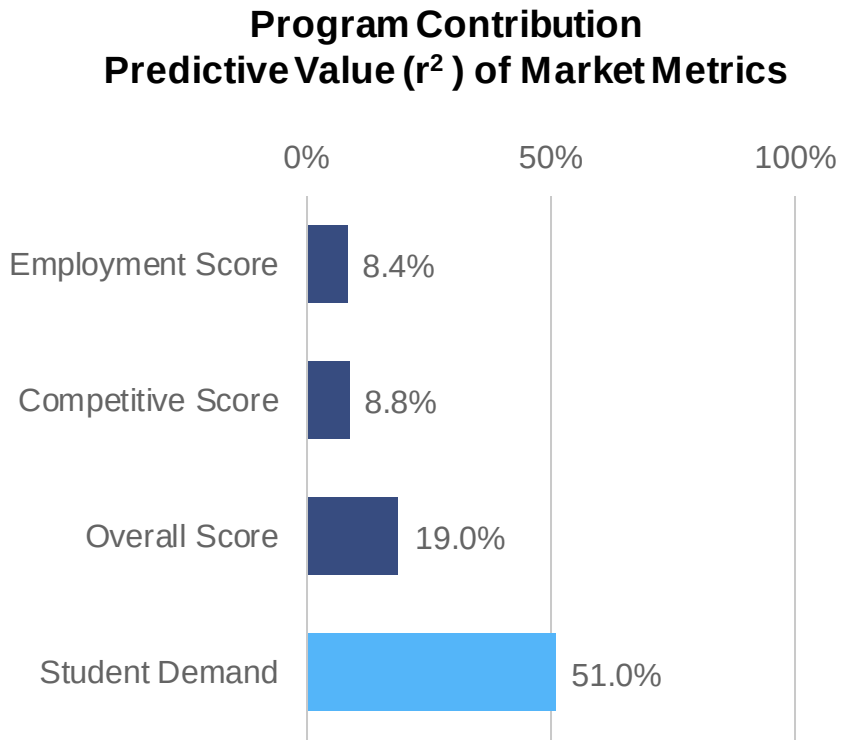
Student demand is the best predictor of margins.

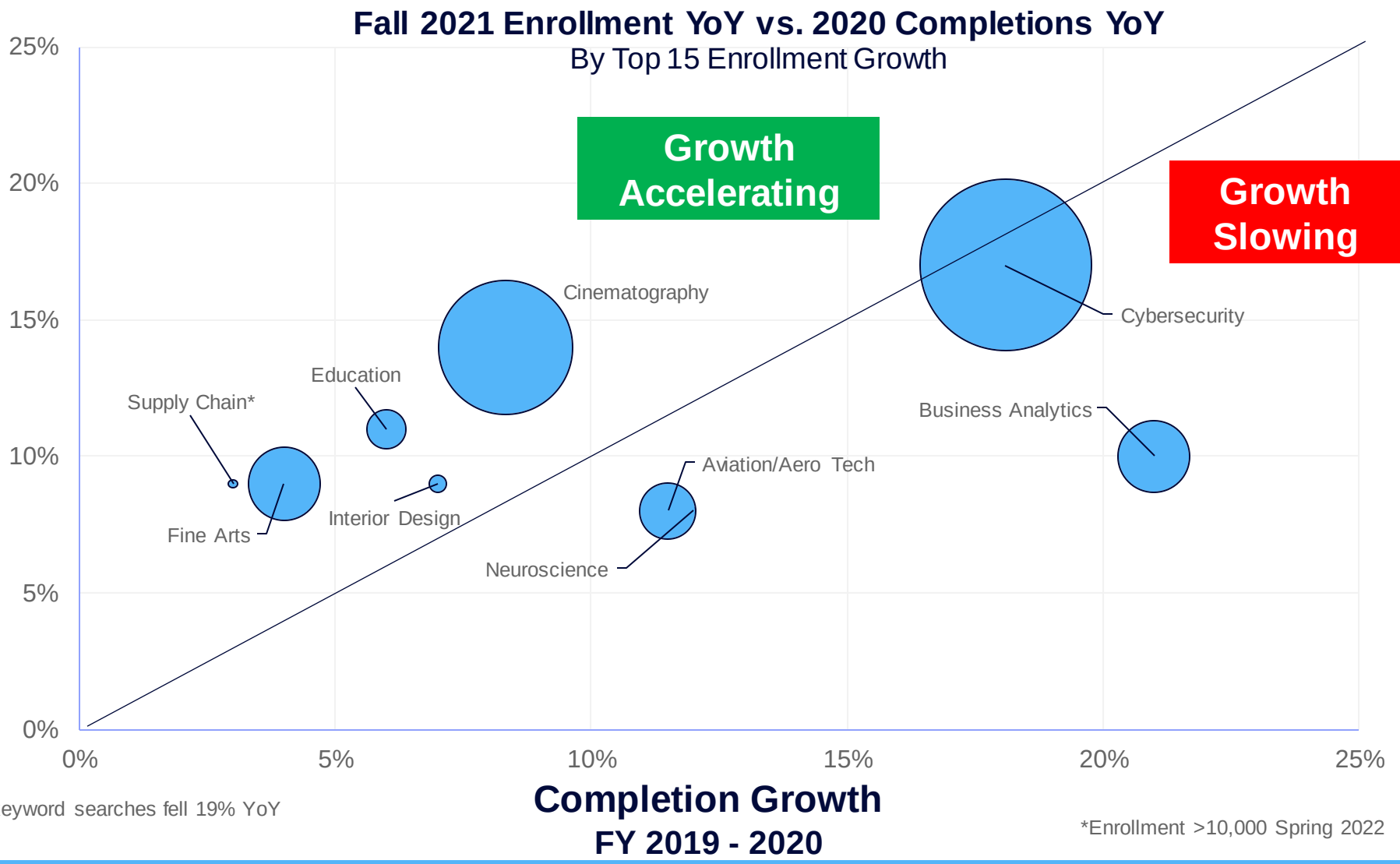


Sources of Student Demand Data	Student Demand As Of:*
Google Search Volume	Prior Month
Enrollment	Spring 2022
IPEDS Completions	2015 - 2019

*2019 IPEDS Completions represent what students wanted when they selected their major, i.e., 2-6 years prior to completion.

What *was growing* is not what *is growing*.

Enrollment Growth
Spring 2021 - 2022



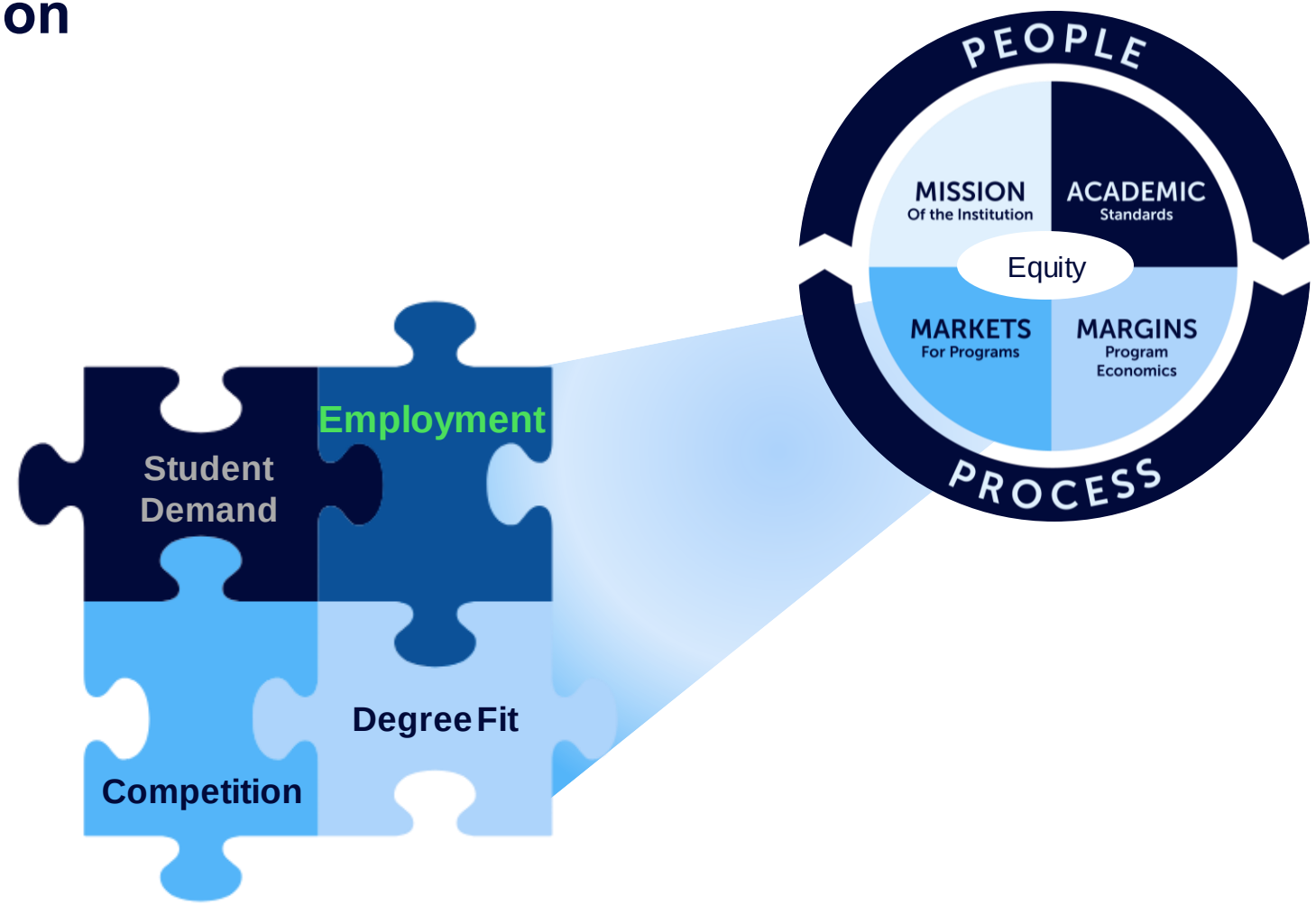
Bubble size is proportional to Keyword Searches YoY
August

Supply Chain keyword searches fell 19% YoY

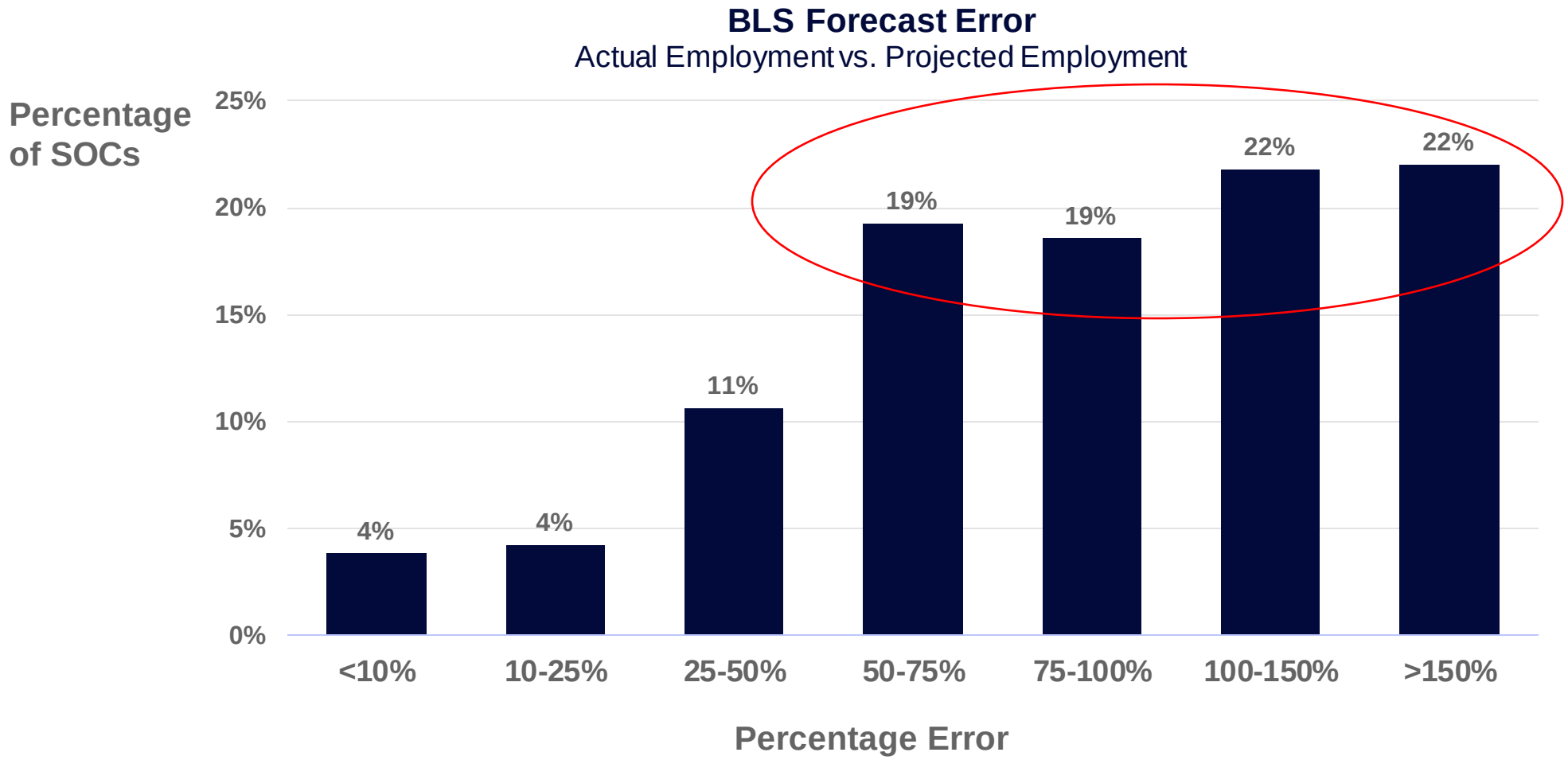
*Enrollment >10,000 Spring 2022

Source: Gray's Program Evaluation System

Program Evaluation

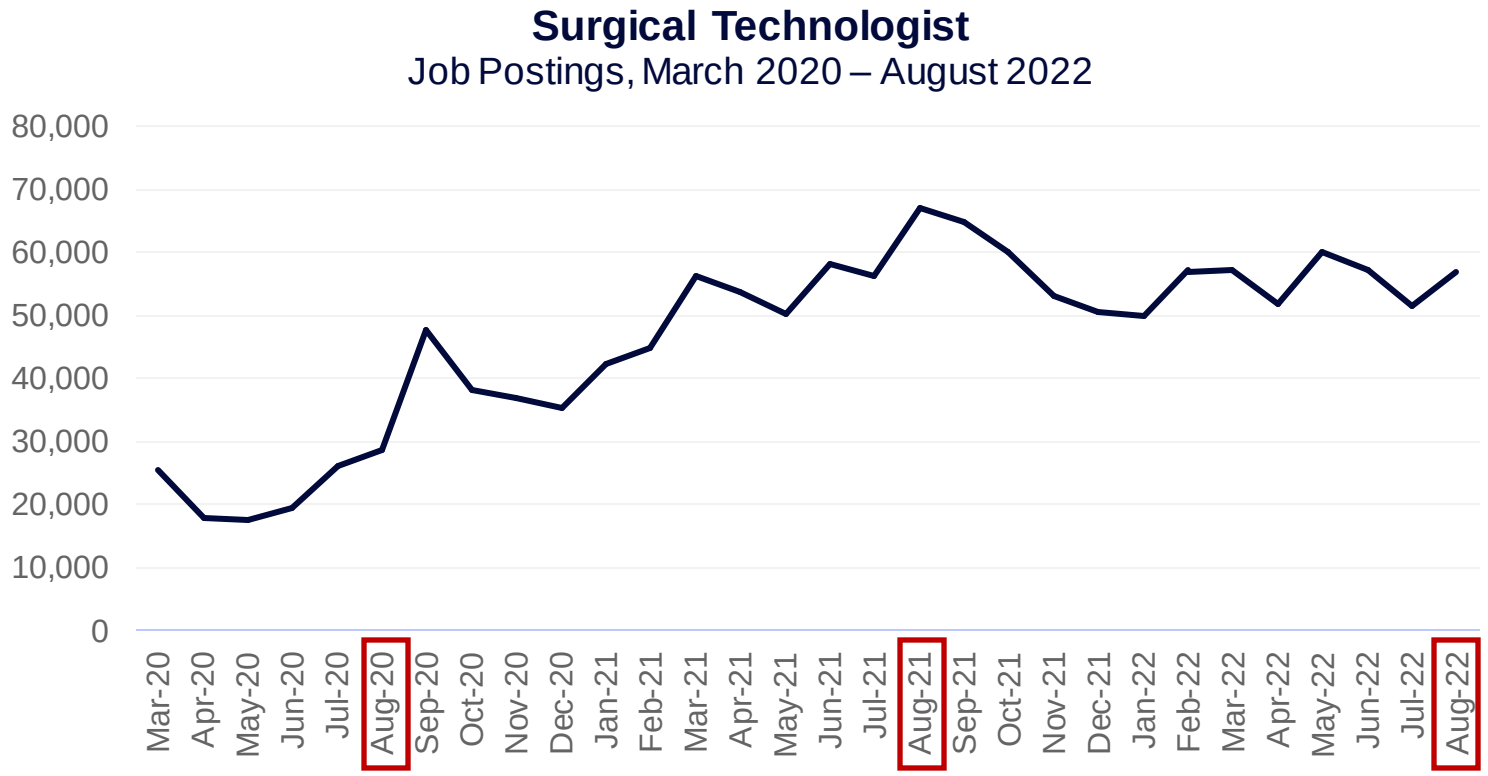


82% of BLS Growth projections are off by 50% or more.



Job Postings Volatility

Surgical Technology job postings rose 133% YoY in August 2021 and fell 15% in 2022.



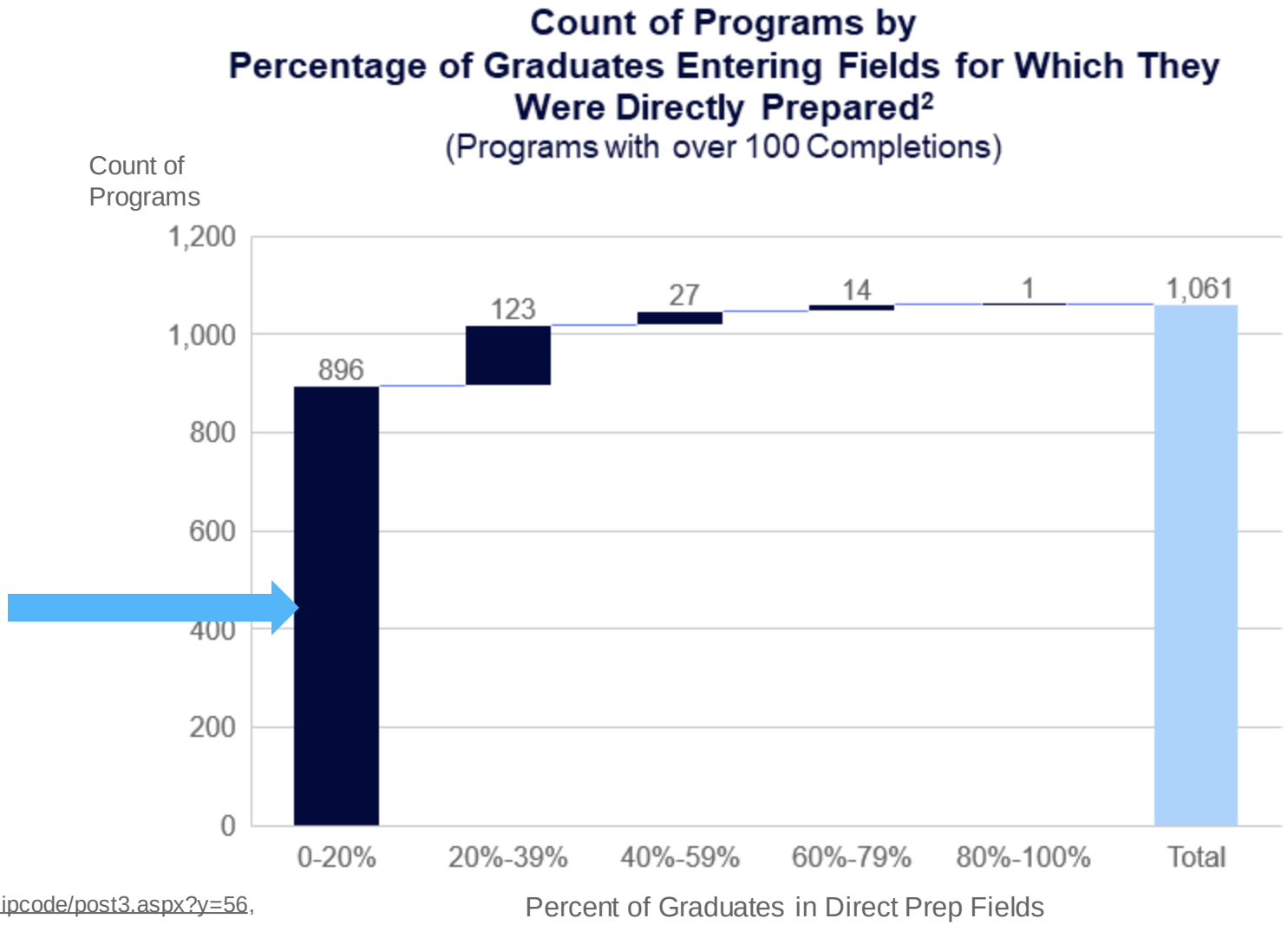
Education Crosswalks

Direct Prep is a common fallacy.

- NCES maps to occupations for which students are "directly prepared."

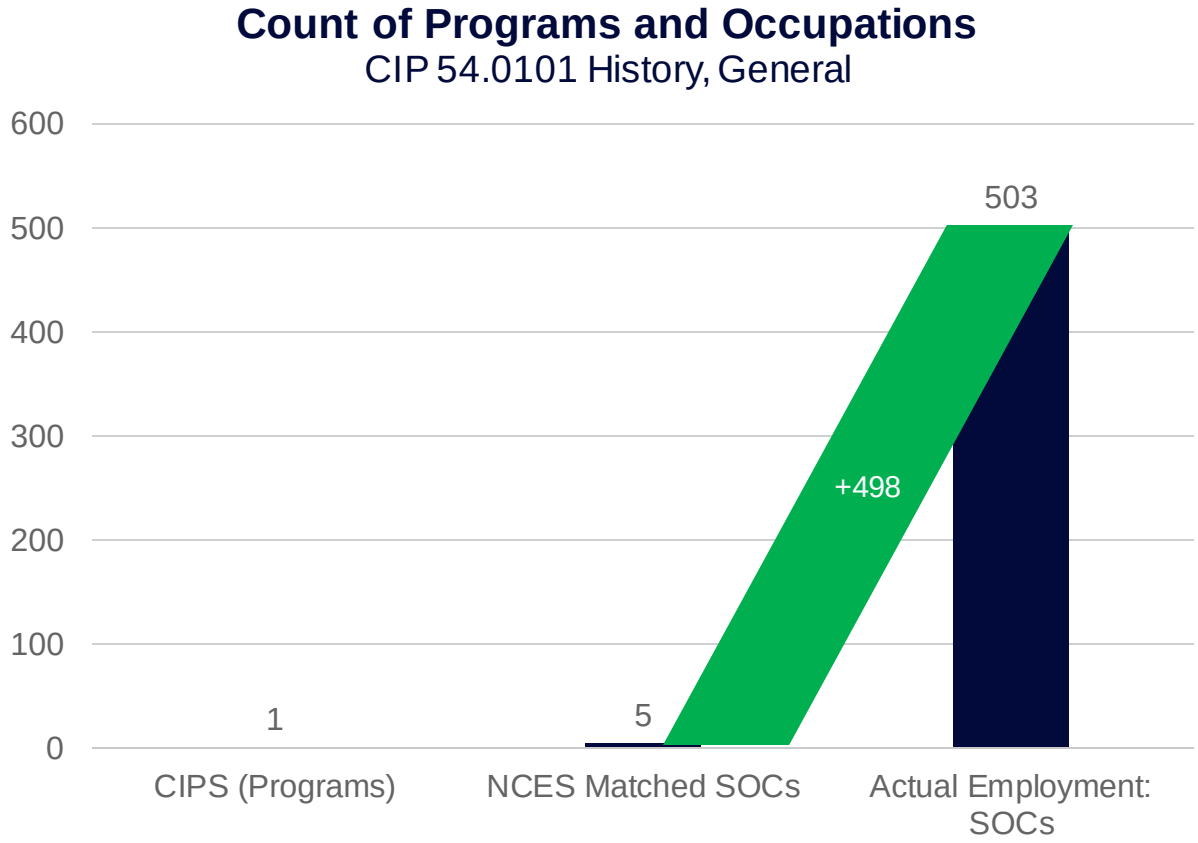
According to NCES, "The CIP SOC Crosswalk is not based on actual empirical data."[1]

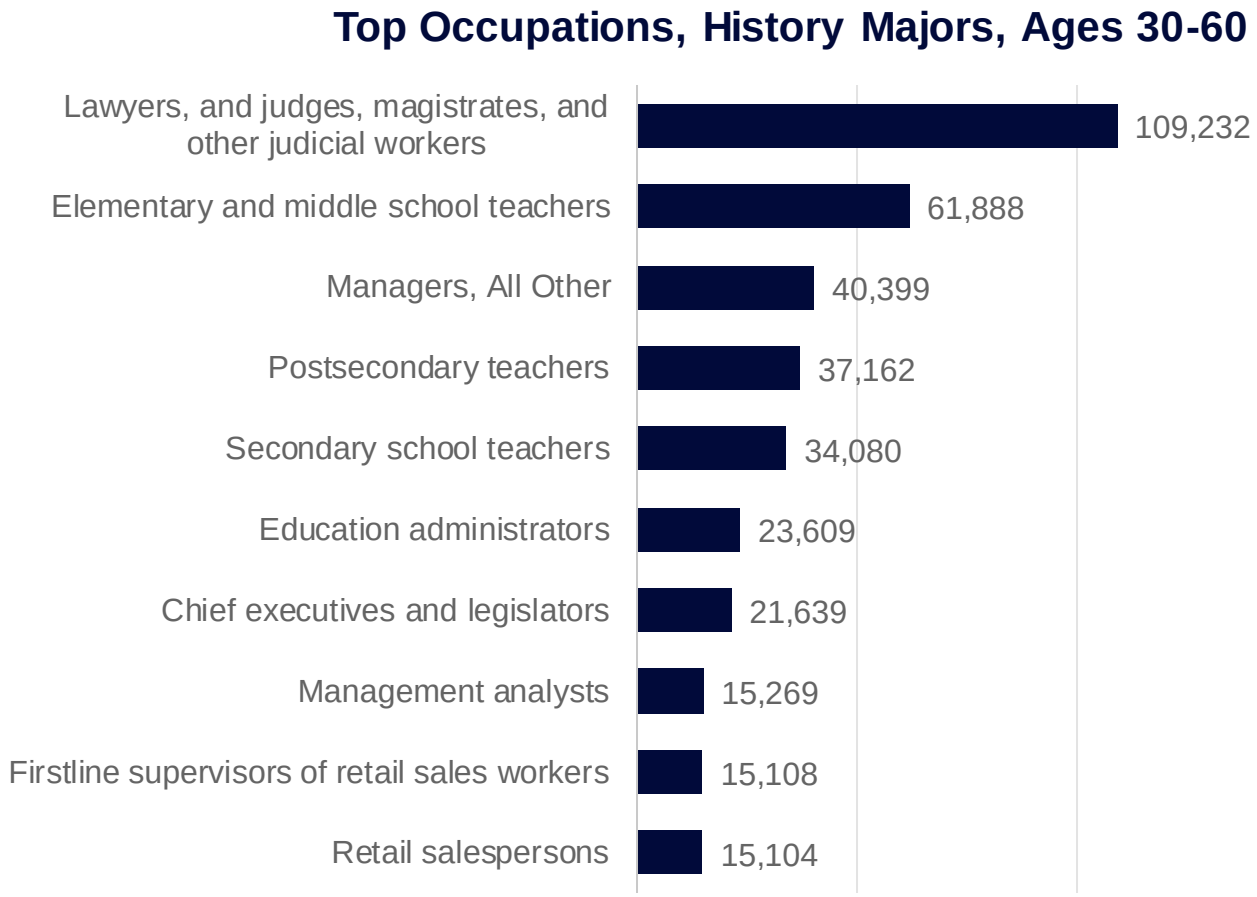
- In 84% of programs, fewer than 20% of graduates go into direct prep fields.
- One program. nursing, has over 80% placement in direct prep fields.



1. Source: IES NCES: "CIP SOC Crosswalk", July 2021 https://nces.ed.gov/ipeds/cipcode/post3.aspx?y=56,
2. US Census, American Community Survey, Gray Analysis

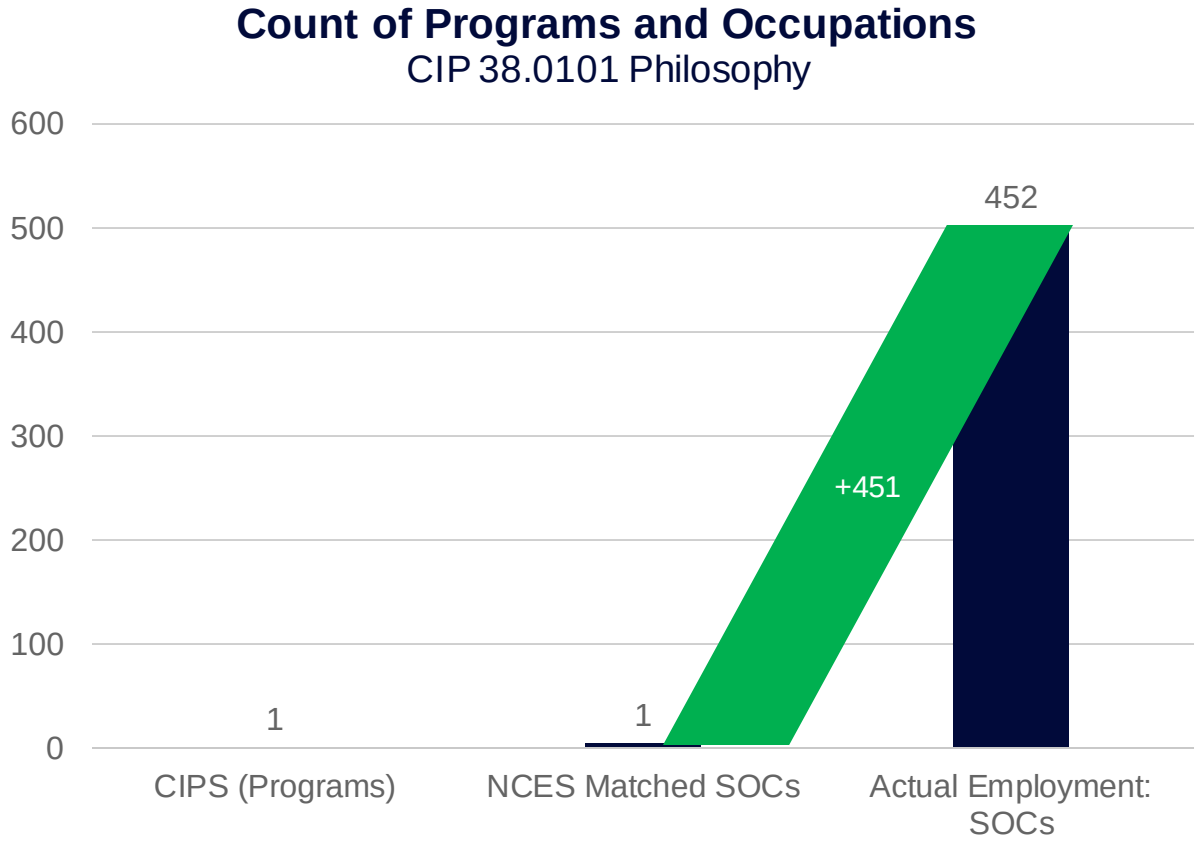
Reality: History majors work in 502 SOCs and earn $104,052 (80th percentile).

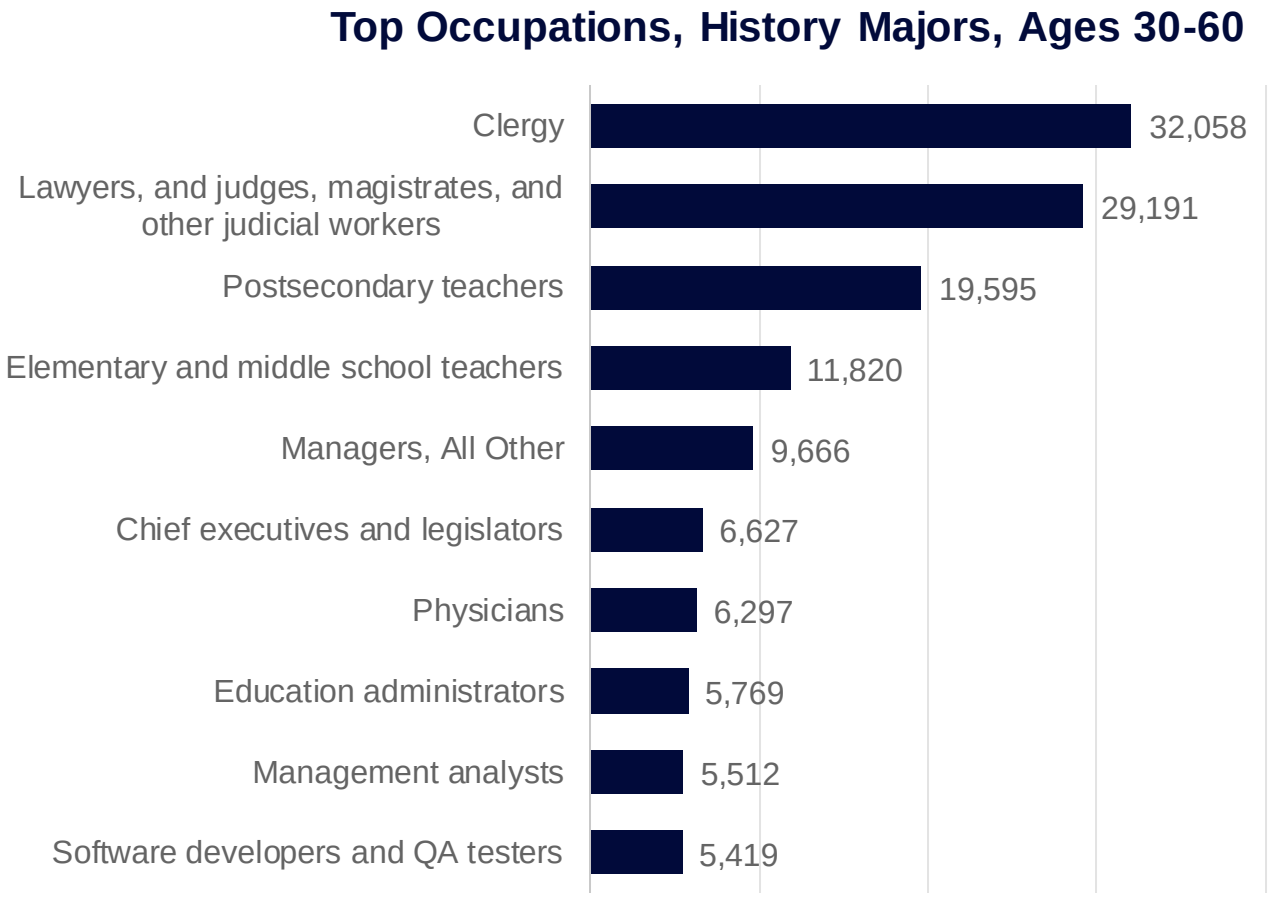




Source: U.S. Census, American Community Survey

Philosophy majors work in 452 SOCs and earn $97,390 (70th percentile).



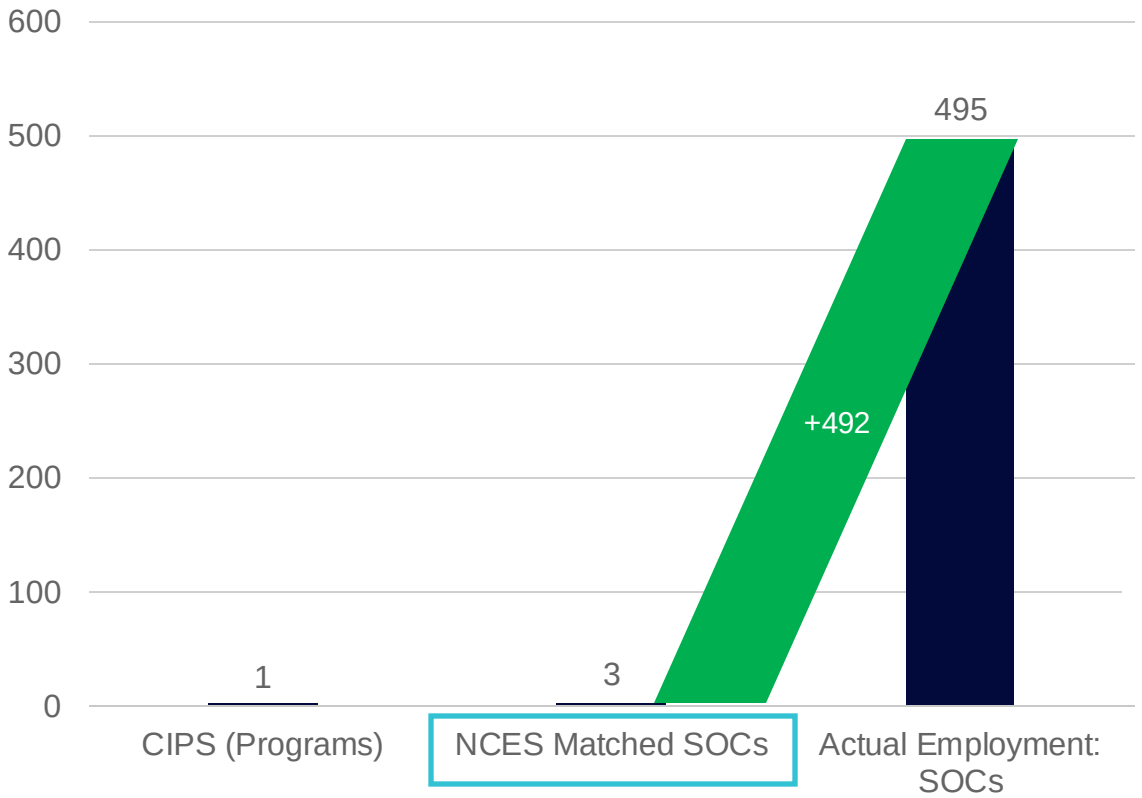


Source: U.S. Census, American Community Survey

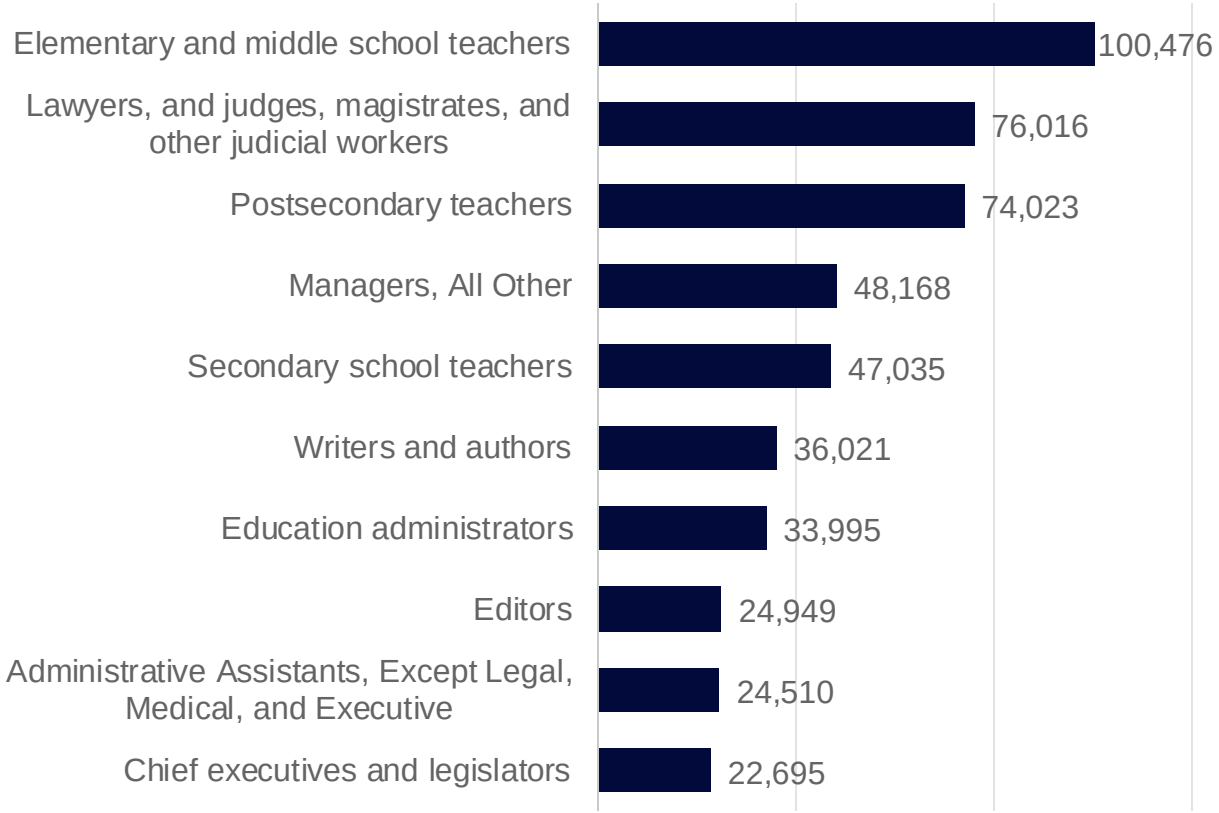
English majors go into 495 SOCS and earn $85,019 (52nd percentile).

Count of Programs and Occupations

CIP 23.0101, English



Top Occupations, English Majors, Ages 30-60



Source: U.S. Census, American Community Survey, 2015 - 2019

Salaries by select fields of degree, mid-career

Field of Study	Population	Average Income
Computer Science	801,557	$121,015
History	644,511	$104,052
General Business	1,599,314	$101,861
Miscellaneous Psychology	33,359	$97,364
Architecture	247,581	$96,374
Journalism	302,461	$84,990
French German Latin And Other Common Foreign Language Studies	177,702	$84,516
Nursing	1,241,024	$83,621
General Education	994,381	$62,069

Source: PES ACS Data Dashboard

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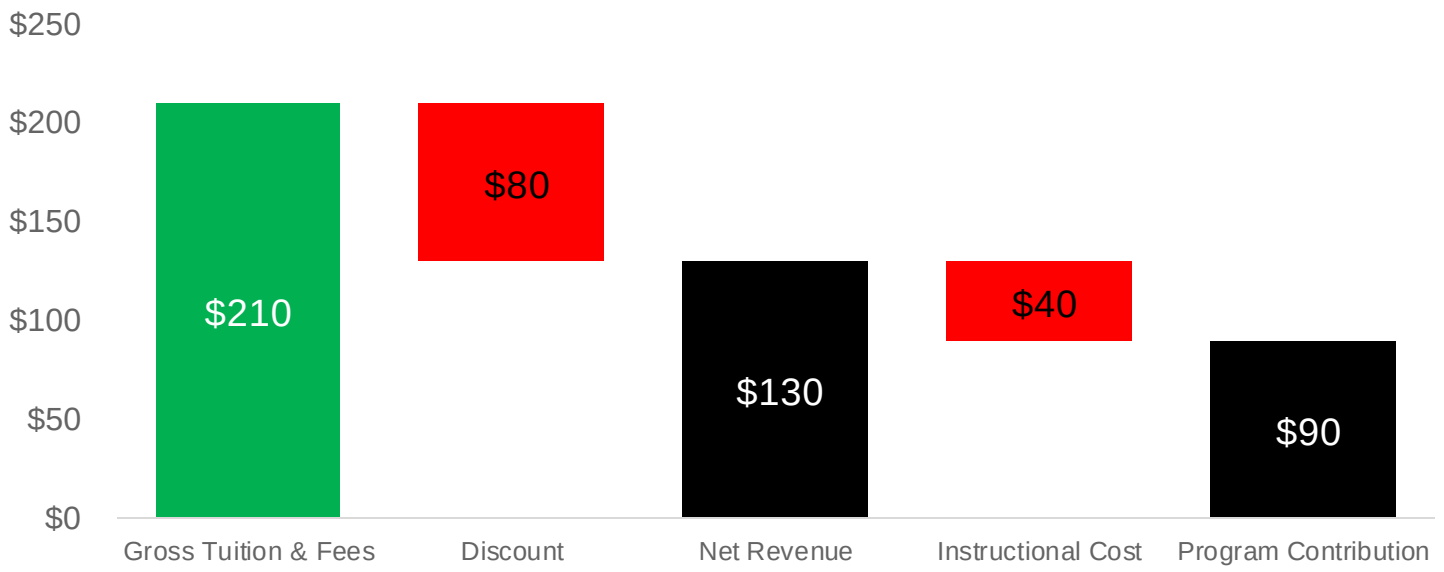
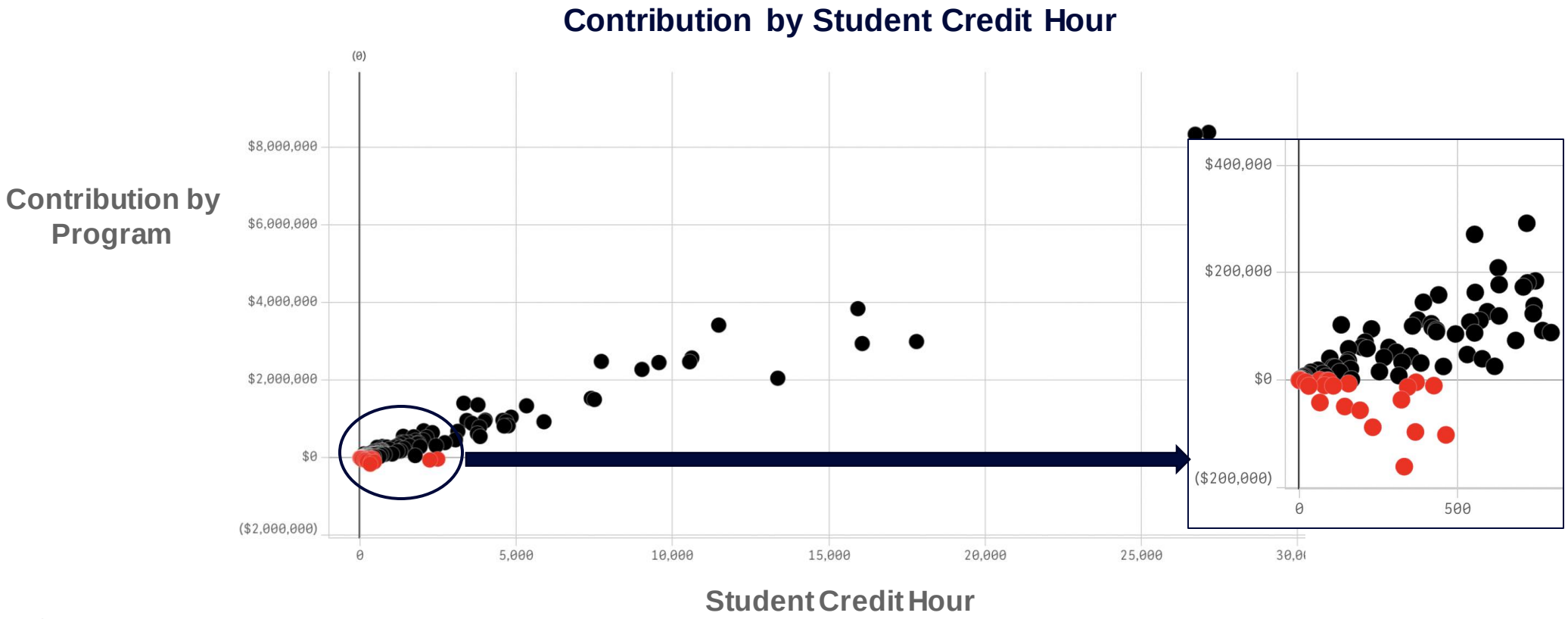
Integrated Program Evaluation



Program Economics

Most programs make money; even small ones.



Source: Gray's PES Economics

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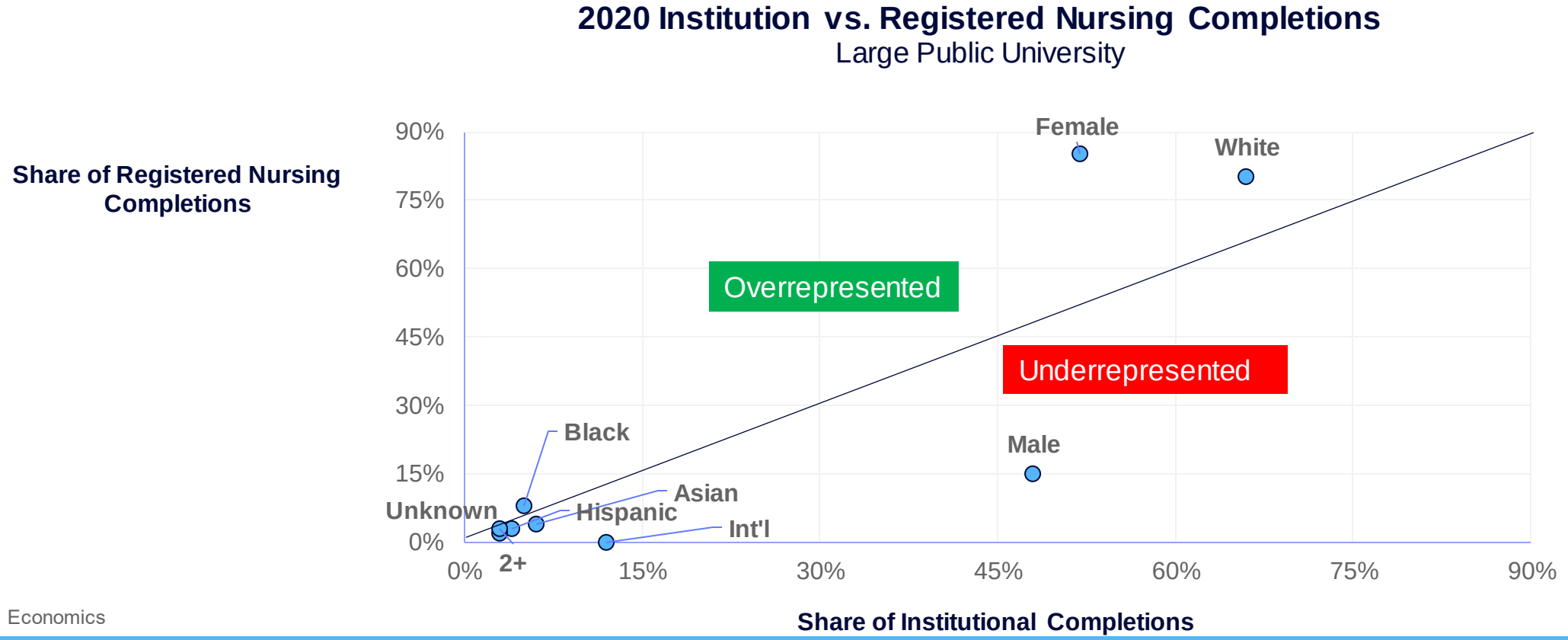
How do demographics vary by program?

Female, White, and Black students take a greater share of Registered Nursing completions per institutional capita.

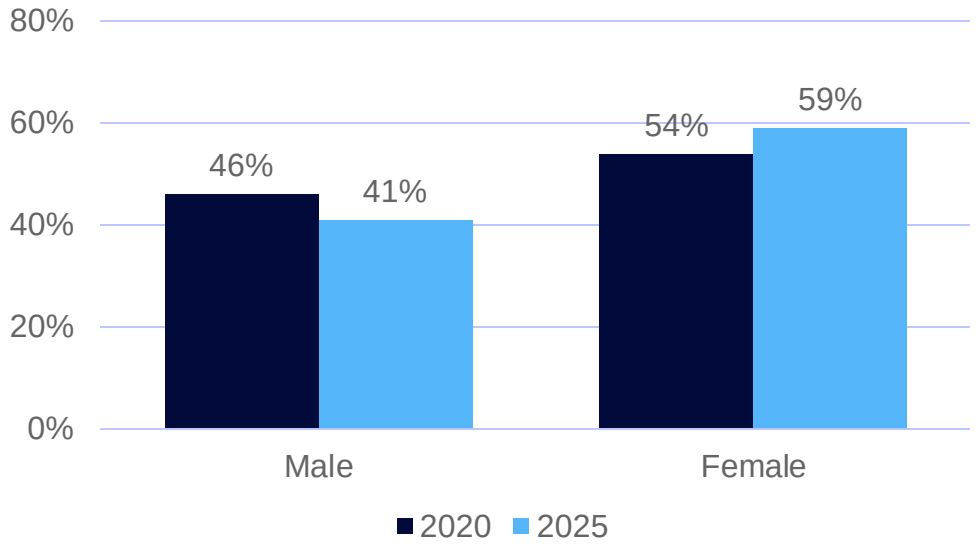


Source: Gray's PES Economics

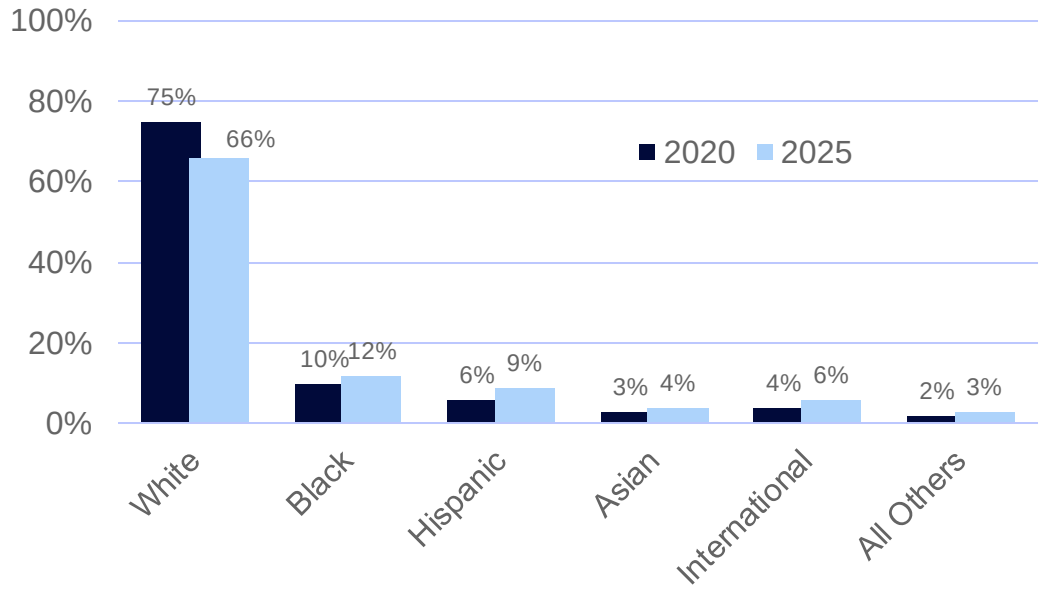
Program decisions have a lasting impact on campus demographics.

Enrollment Demographics

Gender Composition



Race/Ethnicity



Source: Gray's PES Program Portfolio Planning

Calculating the Equity Opportunity: Gray Equity Opportunity Formula

We can put a dollar value on the equity opportunity for Black students at a sample university.

2020 Equity Opportunity for Black Students: $22.5 Million

Enrollment Opportunity

$9,873,307

Graduation Rate Opportunity

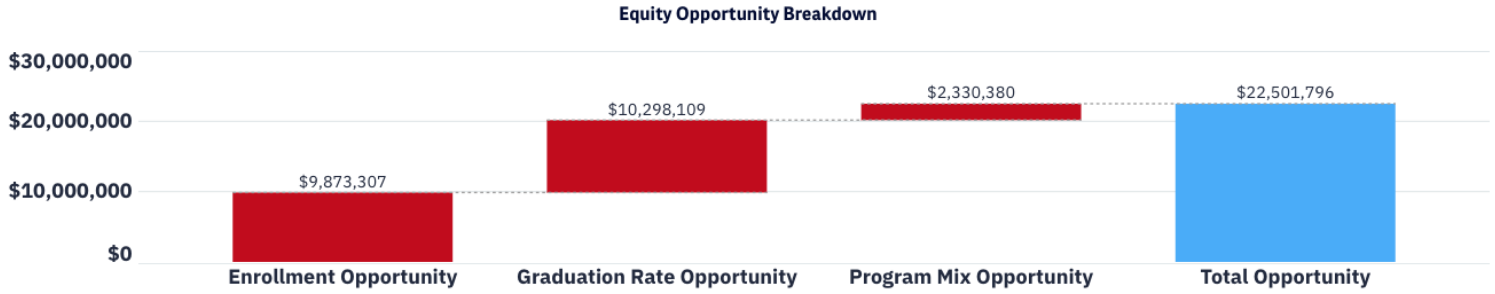
$10,298,109

Program Mix Opportunity

$2,330,380

Total Equity Opportunity

$22,501,796

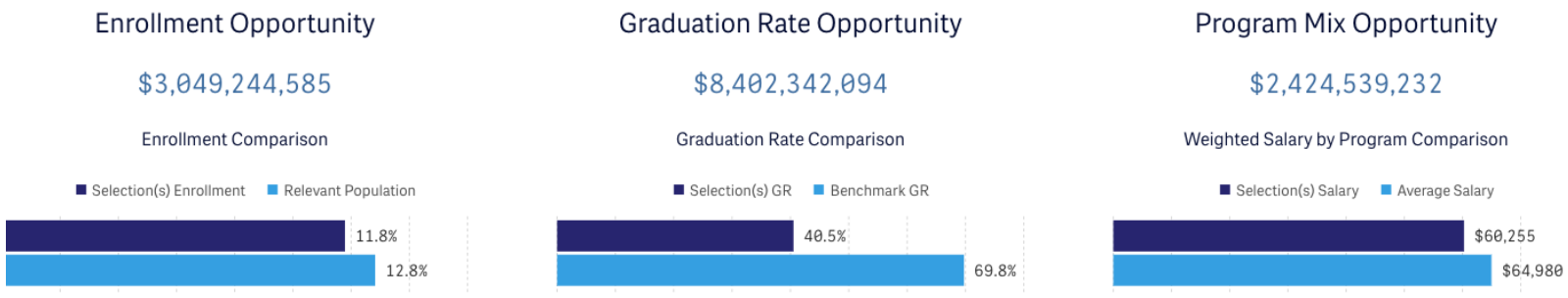


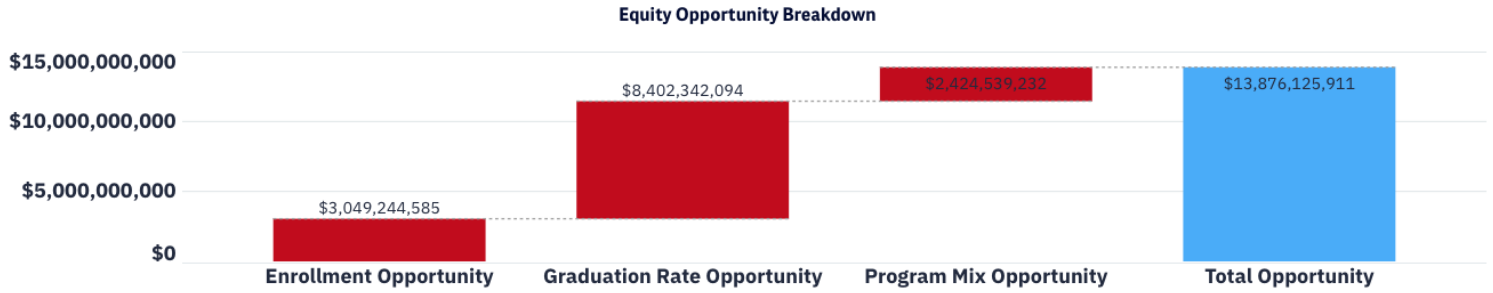
Source: Gray's DEI Dashboard

Calculating the Equity Opportunity: Gray Equity Opportunity Formula

We can also show the opportunity for the US Black population.

Equity Opportunity for US Black Population: $13.9 billion
Total for all US Higher Education Institutions (2020)





Total Equity Opportunity

$13,876,125,911

Source: Gray's DEI Dashboard

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Augustana's experience with data-informed decision-making

AUGUSTANA UNIVERSITY

CREATING INNOVATORS
The Making of Young People Who Will Change the World
TONY WAGNER
The Learning Paradigm College
John Tag
THE END OF JOBS
#1 AMAZON BUSINESS BEST SELLER
-JAMES ALTUCHER
ROBERT GRAY ATKINS
Start, Stop, or Grow?
A DATA-INFORMED APPROACH TO ACADEMIC PROGRAM EVALUATION AND MANAGEMENT
CHANGE IT!
Career Centered College
THE GREAT UPHEAVAL
HIGHER EDUCATION'S PAST, PRESENT, AND UNCERTAIN FUTURE
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FOREWORD BY FREEMAN A. HRABOWSKI
THE UNDERGRADUATE EXPERIENCE
FOCUSING INSTITUTIONS ON WHAT MATTERS MOST
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Going Online
Perspectives on Digital Learn
ROBERT UBELL
THOMAS L.
IN THE AGE OF ACCELERATIONS
BECOMING A STUDENT-READY COLLEGE
A NEW CULTURE OF LEADERSHIP FOR STUDENT SUCCESS
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REENGINEERING the UNIVERSITY
WILLIAM F. MASSY
NEW YORK TIMES BESTSELLER
THERE IS LIFE AFTER COLLEGE
What Parents and Students Should Know About Navigating School to Prepare for the Jobs of Tomorrow
Jeffrey J. Selingo
Author of College (Un)bound
"An essential read for students and their parents."
-Adam Grant, New York Times bestselling author of Originals
Changing General Education Curriculum
James L. Ratcliff
D. Kent Johnson
Jerry G. Gaff
New Academic Compact
Revisioning the Relationship between Faculty and Their Institutions

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SCOTT VAN PELT

4 APPLICATIONS

1. The BAR (Budget Allocation Review)
2. Program Review
3. New Program Development
4. Interdisciplinary Program Development

The BAR

1	Mission (AU)	Mission (Program)	Support Other Dept	GEN ED	Margins	Market	*Working Rank*	*Final Rank*		*Department | Program*	*Funded / Replacement*	*Role*	*NTT or TT*	*Duration*
2	Y	Y	Y	Y	Y	Y	1 (1)	1		Athletic Training	New	Assistant Professor	TT	11 Month

Program (p)Review

Physics 5-Year Strategic Plan

Initiative	Innovation, Mission Critical, Growth, and/or Academic Excellence	Timeline	Person Responsible	Measurement of Success	Current Status
1) Develop and test ways to address attrition within the major, specifically for those students that pursue comparable STEM degrees.					
2) Develop and implement a comprehensive strategy with university partners in the Admissions Office, International Programs Office, and Marketing and Strategic Communications that					

New Program Development

Take Apart Your Market

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You can have at-a-glance market evaluation data on current and potential programs.

CIP: 42.0101 Psychology, General | Market: National | Award Level: Bachelors | Select Program | Export PDF | Support

CIP: 42.0101 Psychology, General | **Market: National** | **Total Score: 22** | **Percentile: 97**

Student Demand
Score: 35 Percentile: 99

Catego...	Pctl	Criterion	Value	Score
Size	97	Google Search Volume (3 Months)*	495,001	6
	99	International Page Views (12 Months)	4,123	NS
	99	New Student Enrollment Volume (12 Mo.)	35,200	8
	99	On-ground Completions at In-Market Institutions	98,898	4
	99	Online Completions by In-Market Students	11,439	4
	99	Sum of On-ground and Online Completions	110,337	4
Growth	95	Google Search YoY Change (Units)*	49,013	3
	99	New Student Enrollment Vol. YoY Change (Units)	2,564	3
	99	Completion Volume YoY Change (Units)	1,821	3
	58	Google Search YoY Change (%)*	11%	0
	64	New Student Enrollment Vol. YoY Change (%)	8%	0
	55	Completion Volume YoY Change (%)	2%	0

Competitive Intensity
Score: -1 Percentile: 84

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	99	Campuses with Graduates**	1,296	-8
	0	Campuses with Grads YoY Change (Units)**	-29	2
	99	Institutions with Online In-Market Students**	221	NS
In-Market Program Sizes	98	Average Program Completions	76	6
	94	Median Program Completions	33	2
	51	YoY Median Prog. Compl. Change (Units)	-1	0
	54	YoY Median Prog. Compl. Change (%)	-3%	0
In-Market Saturation	99	Google Search * Cost per Click**	$35	-3
	71	Google Competition Index**	0.48	0
National Online Competition	99	National Online Institutions (Units)**	255	NS
	86	Nat'l Online % of Institutions	17%	NS
	78	Nat'l Online % of Completions	10%	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-49	-21	-18	0	11	18	24	54

Employment*
Score: -12 Percentile: 11

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	91	Job Postings Total (12 Months)*	41,522	1
	80	BLS Current Employment*	64,115	0
	80	BLS Annual Job Openings*	5,638	NS
Size: ACS Bach. Outcomes	99	Job Postings Total (12 Months)*	374,153	NS
	99	BLS Current Employment*	1,842,518	NS
Growth (Direct Prep)	58	BLS 1-Year Historical Growth*	-2.6%	NS
	75	BLS 3-Year Historic Growth (CAGR)*	2.7%	0
	70	BLS 10-Year Future Growth (CAGR)*	0.8%	0
Saturation (Direct Prep)	25	Job Postings per Graduate*	0.3	-1
	0	BLS Job Openings per Graduate*	0.0	NS
Wages (Direct Prep)	52	BLS 10th-Percentile Wages*	$40,333	NS
	53	BLS Mean Wages*	$64,630	NS
National American Community Survey Bachelor's Degree Outcomes	17	Wages (Age < 30)	$38,129	-9
	38	Wages (Age 30-60)	$80,906	0
	76	% with Any Graduate Degree	50%	NS
	83	% with Masters	35%	NS
	75	% with Doct/Prof Degree	15%	NS
	86	% Unemp. (Age <30)**	4%	-2
	73	% Unemp. (Age 30-60)**	2%	-1
	28	% in Direct Prep Jobs	1%	NS

CIP Description:
A general program that focuses on the scientific study of individual and collective behavior, the physical and environmental bases of behavior, and the analysis and treatment of behavior problems and disorders. Includes instruction in the principles of the various subfields of psychology, research methods, and psychological assessment and testing methods.

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year	0	Cost Index**	45%	NS
	98	Student: Faculty Index	2	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	0%	0%	1%
Associates	12%	12%	21%
Bachelors	82%	82%	77%
Postbaccalaureate Certificate	0%	0%	0%
Masters	4%	4%	0%
Post-masters Certificate	0%	0%	0%
Doctoral	1%	1%	0%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	6%
Some College	9%
Associates	5%
Bachelors	19%
Masters	34%
Doctoral	26%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

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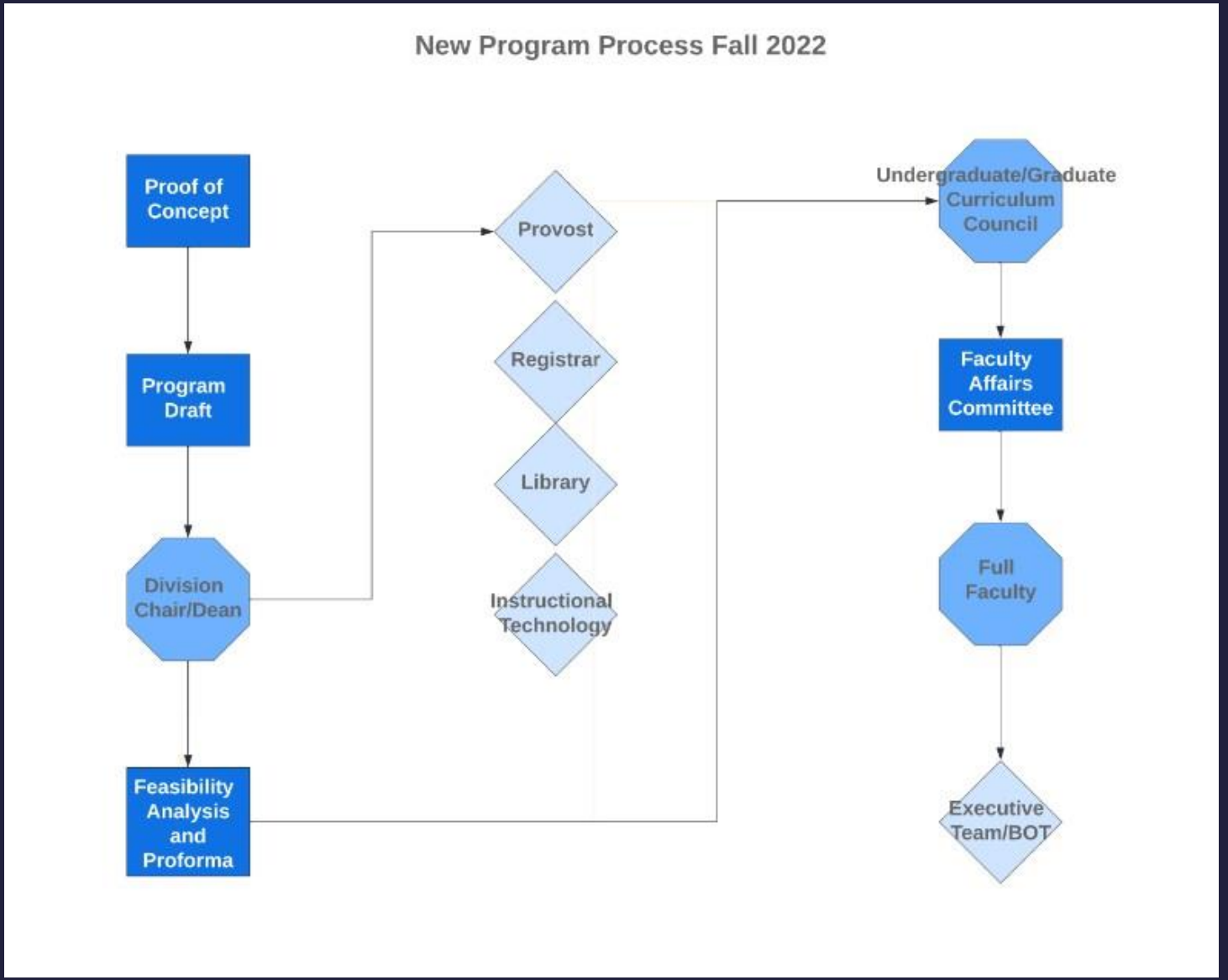
New Program Development



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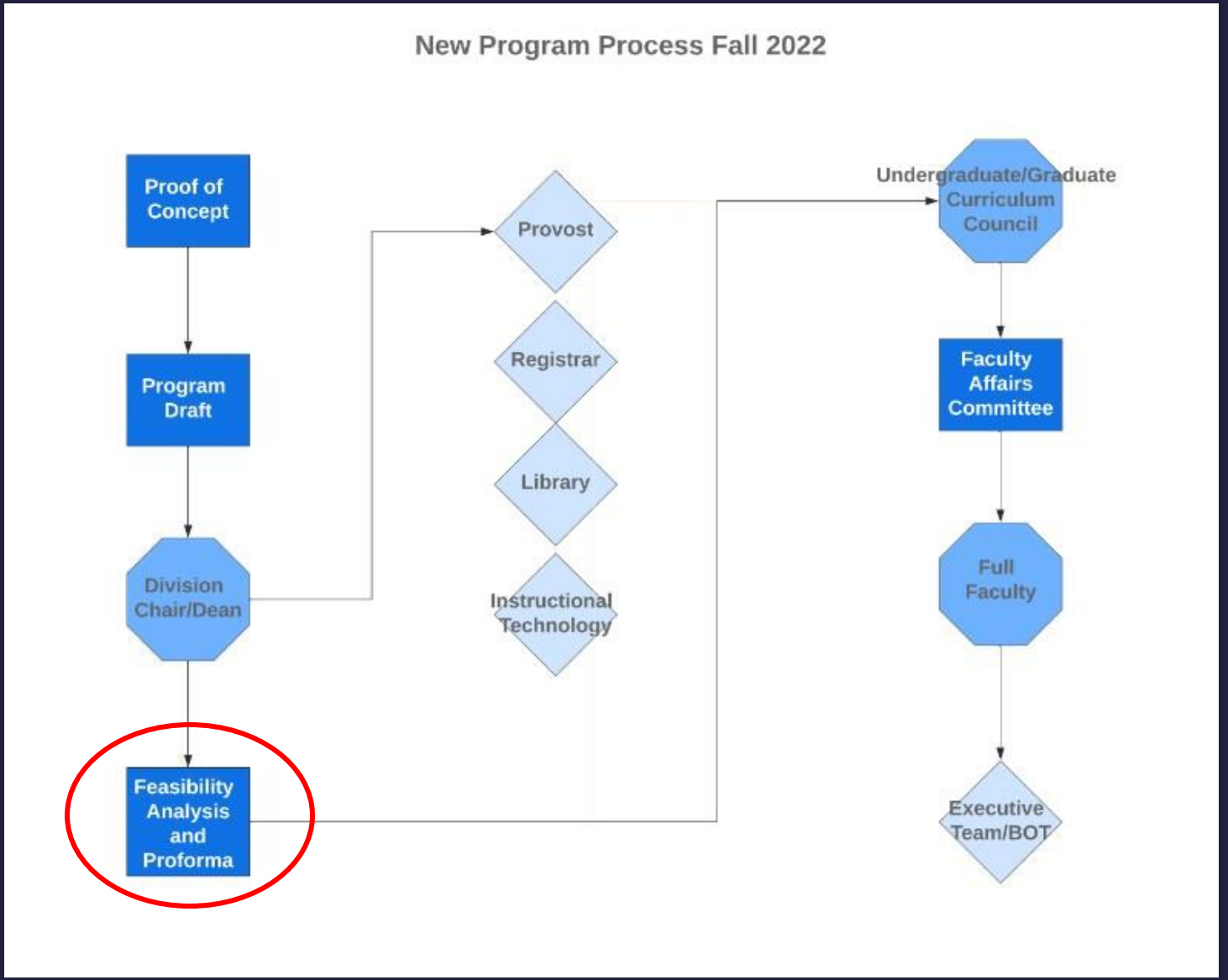

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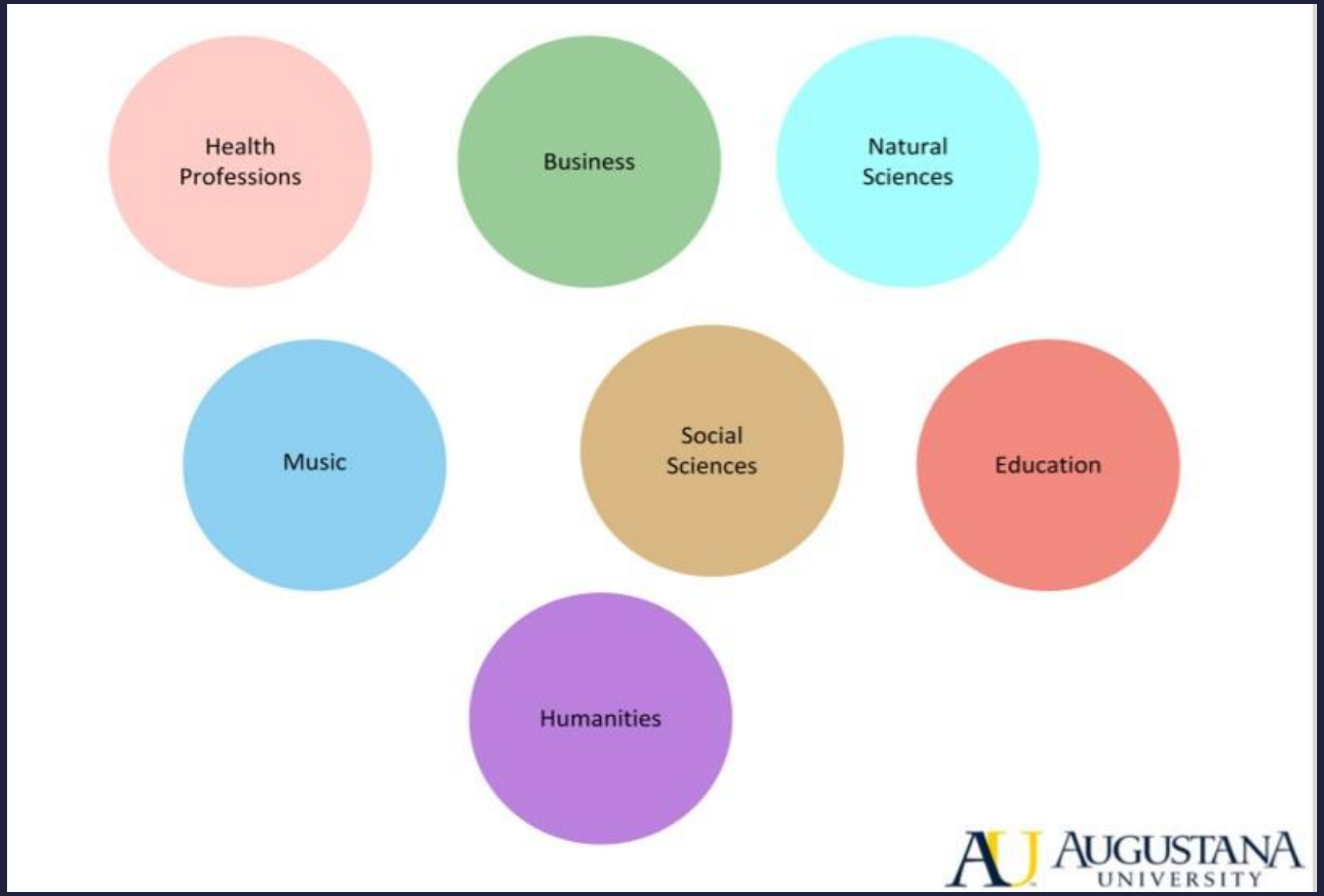
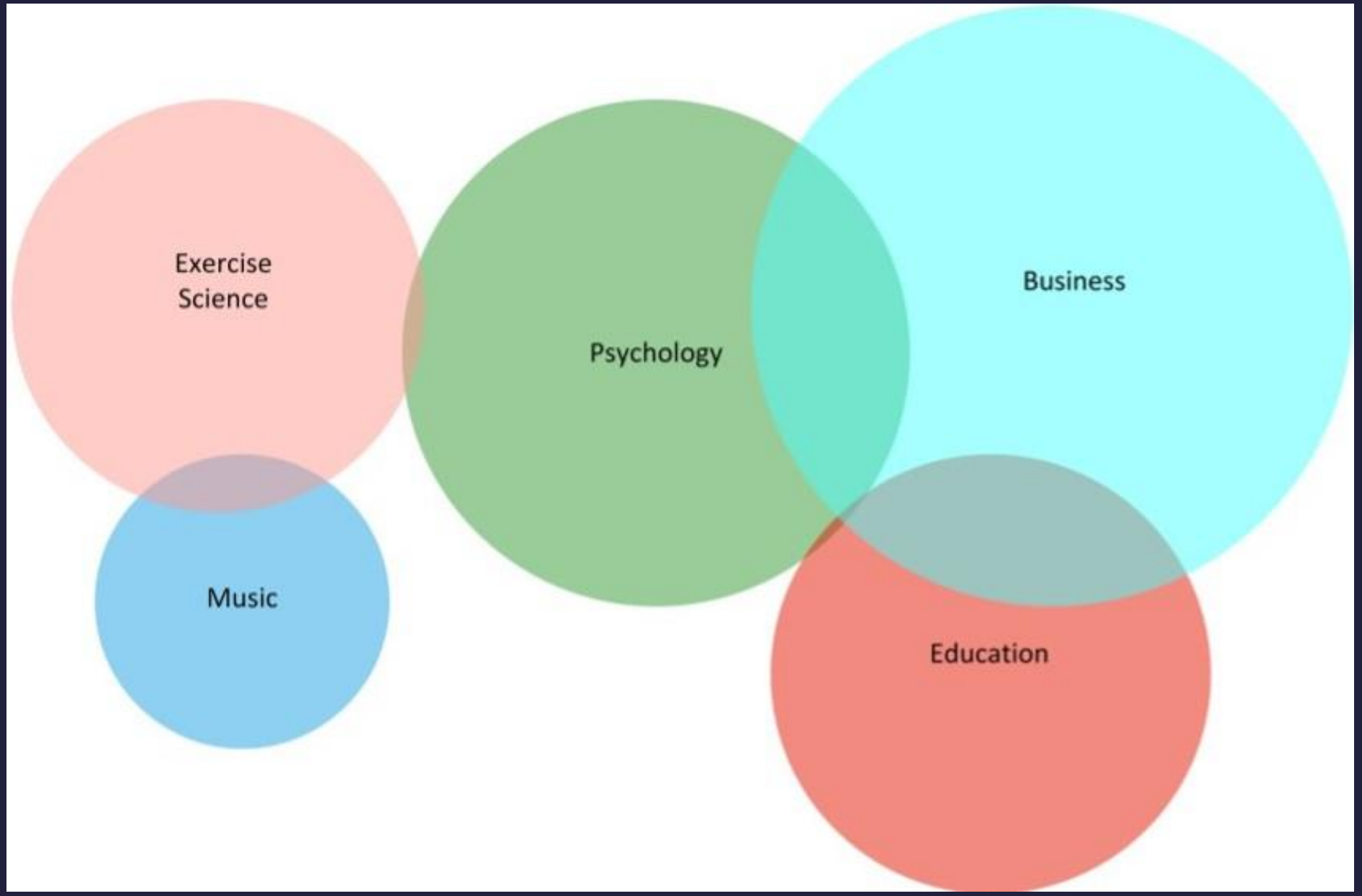
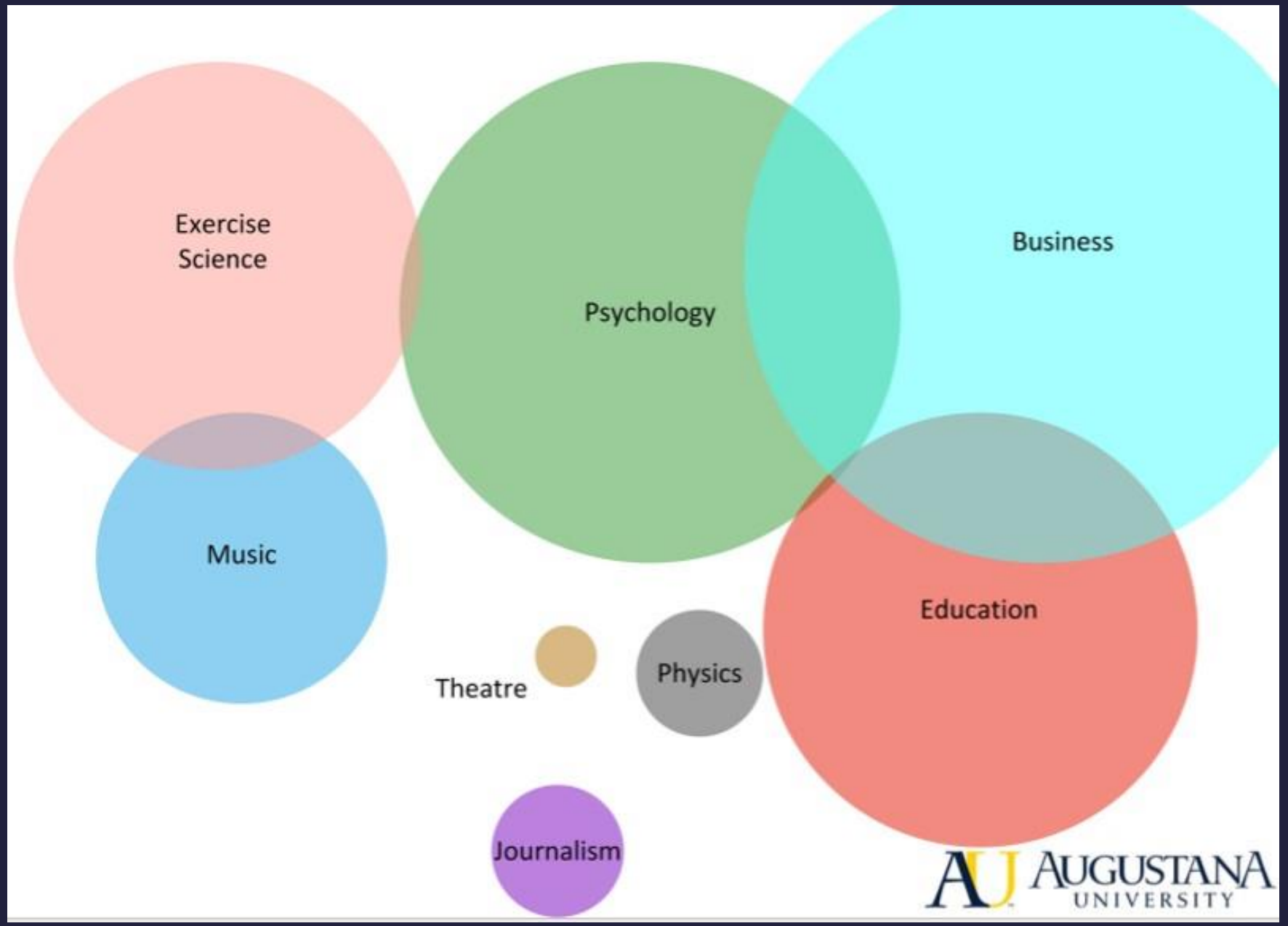
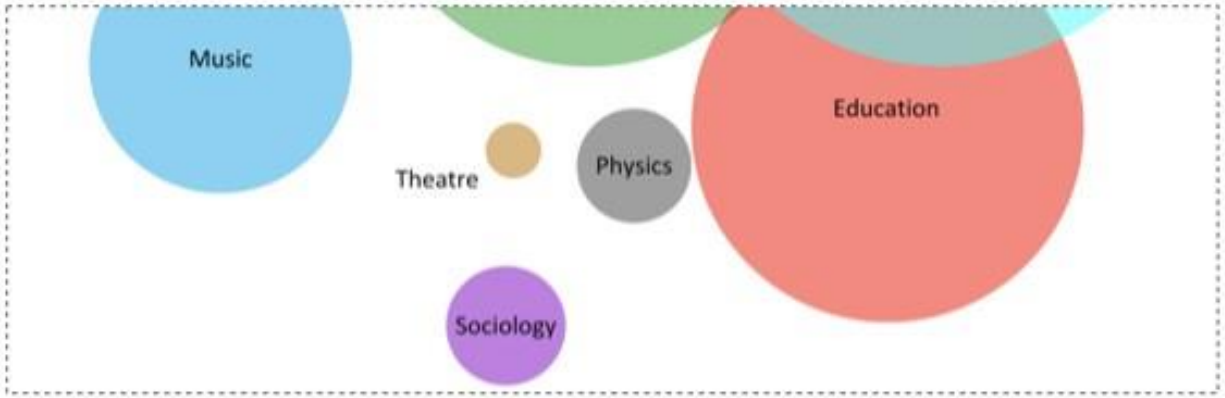



Exercise
Science
Psychology
Business
Music
Education

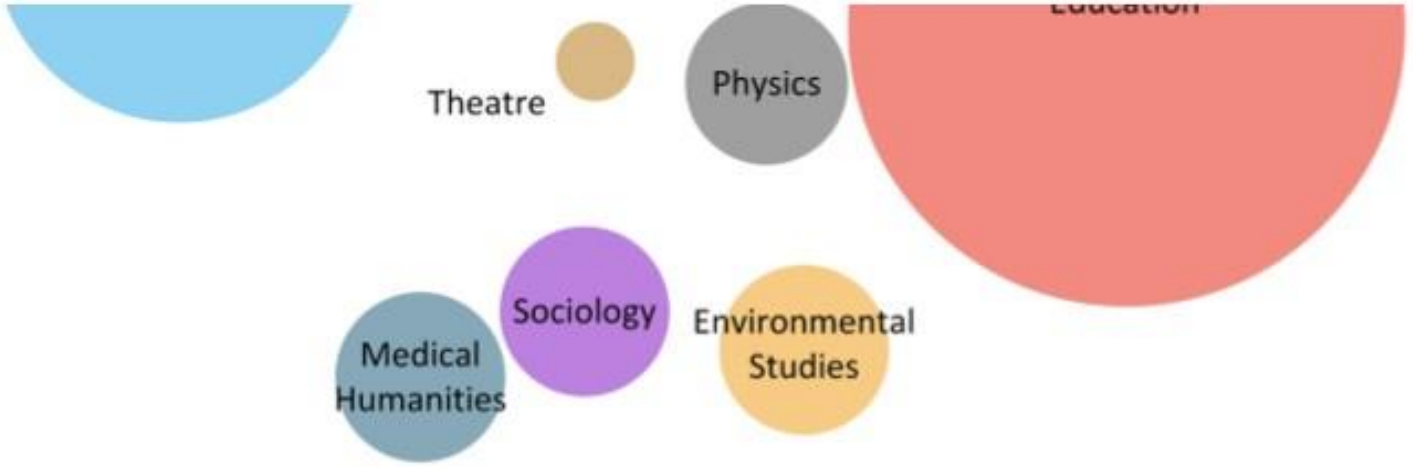

Exercise Science
Psychology
Business
Music
Education
Theatre
Physics
Journalism
AUGUSTANA UNIVERSITY

Example of this in Action



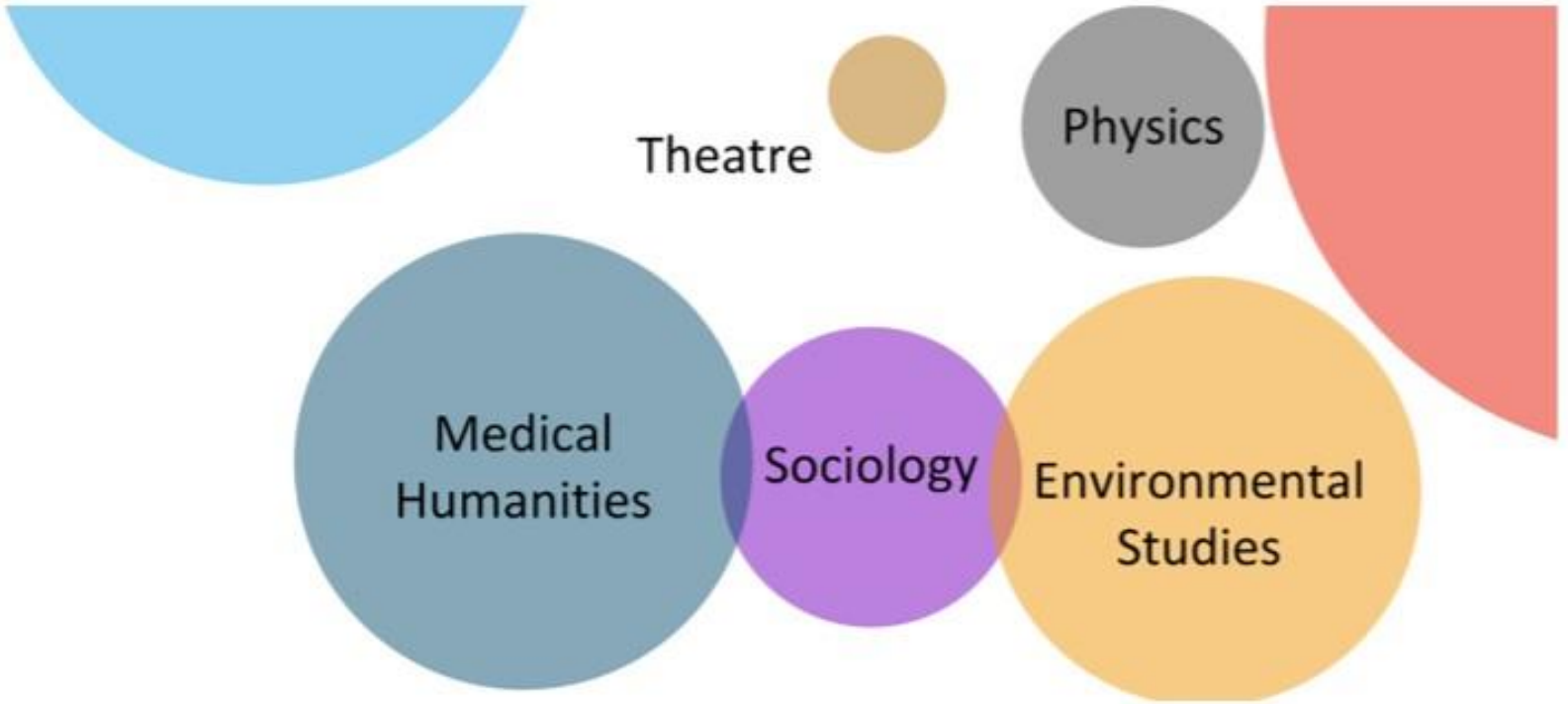
AUGUSTANA UNIVERSITY

Interdisciplinary Studies



AUGUSTANA UNIVERSITY

Interdisciplinary Studies



AUGUSTANA UNIVERSITY

FACT book

Declared majors	FA 2013	FA 2014	FA 2015	FA 2016	FA 2017	FA 2018	FA 2019	FA 2020	FA 2021	FA 2022		AVG	
Sociology	32	36	31	36	35	32	21	26	48	57		35	SOCI

COURSE HISTORY for SOCI 230						
Sess	**Yr**	**Crs#**	**Sec**	**#Reg**	**Fac Name**	**TOTAL ENR**
2 ACADEMIC YEARS (2021-22 to 2022-23)						
FA	2022	SOCI 230	A	30		
FA	2021	SOCI 230	A	25		78
FA	2021	SOCI 230	B	23		
FALL 2020 - LAUNCH OF MEDICAL HUMANITIES AND SOCIETY MINOR (REQUIRES SOCI 230)						
13 ACADEMIC YEARS (2007-08 to 2019-20)						
FA	2019	SOCI 230	A	9		
SP	2017	SOCI 230	A	15		
SP	2014	SOCI 230	A	22		73
SP	2011	SOCI 230	A	12		
SP	2008	SOCI 230	A	15		

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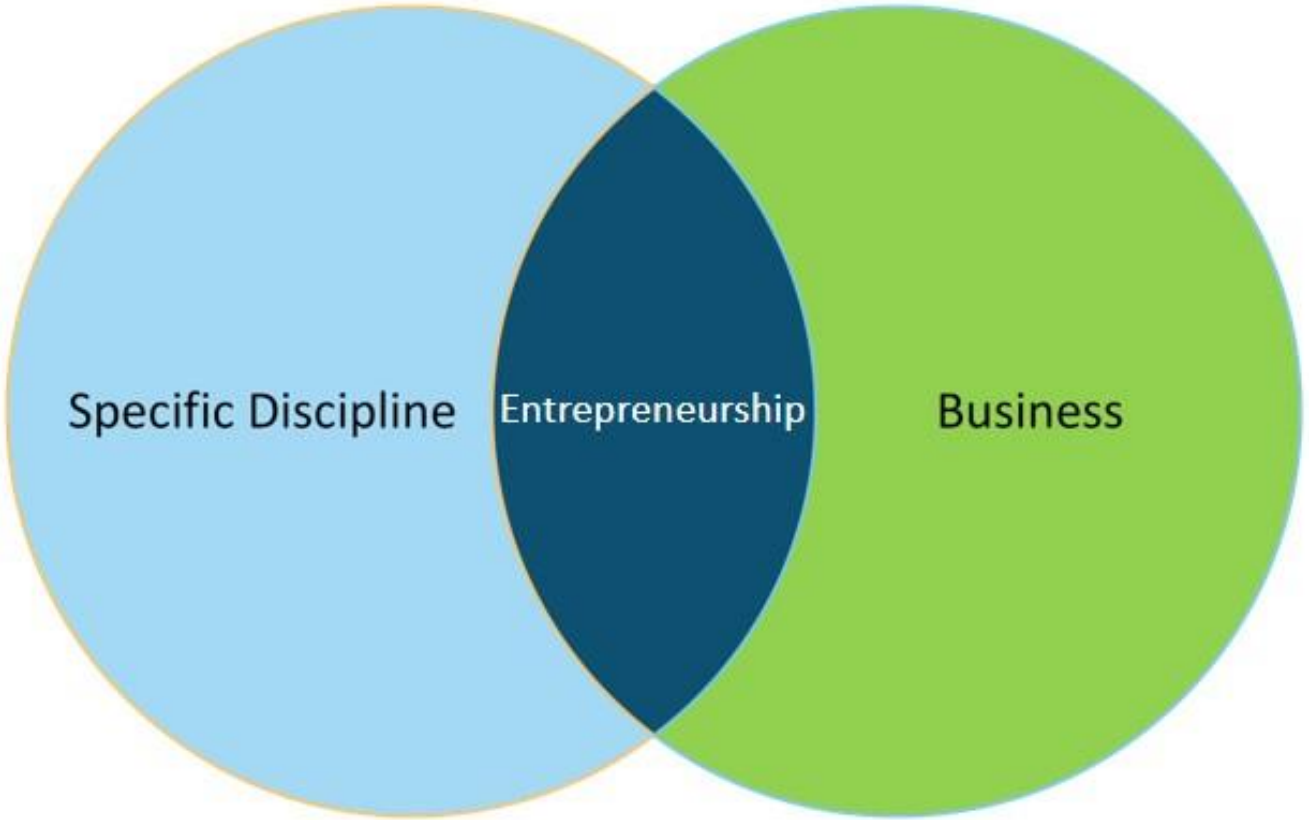

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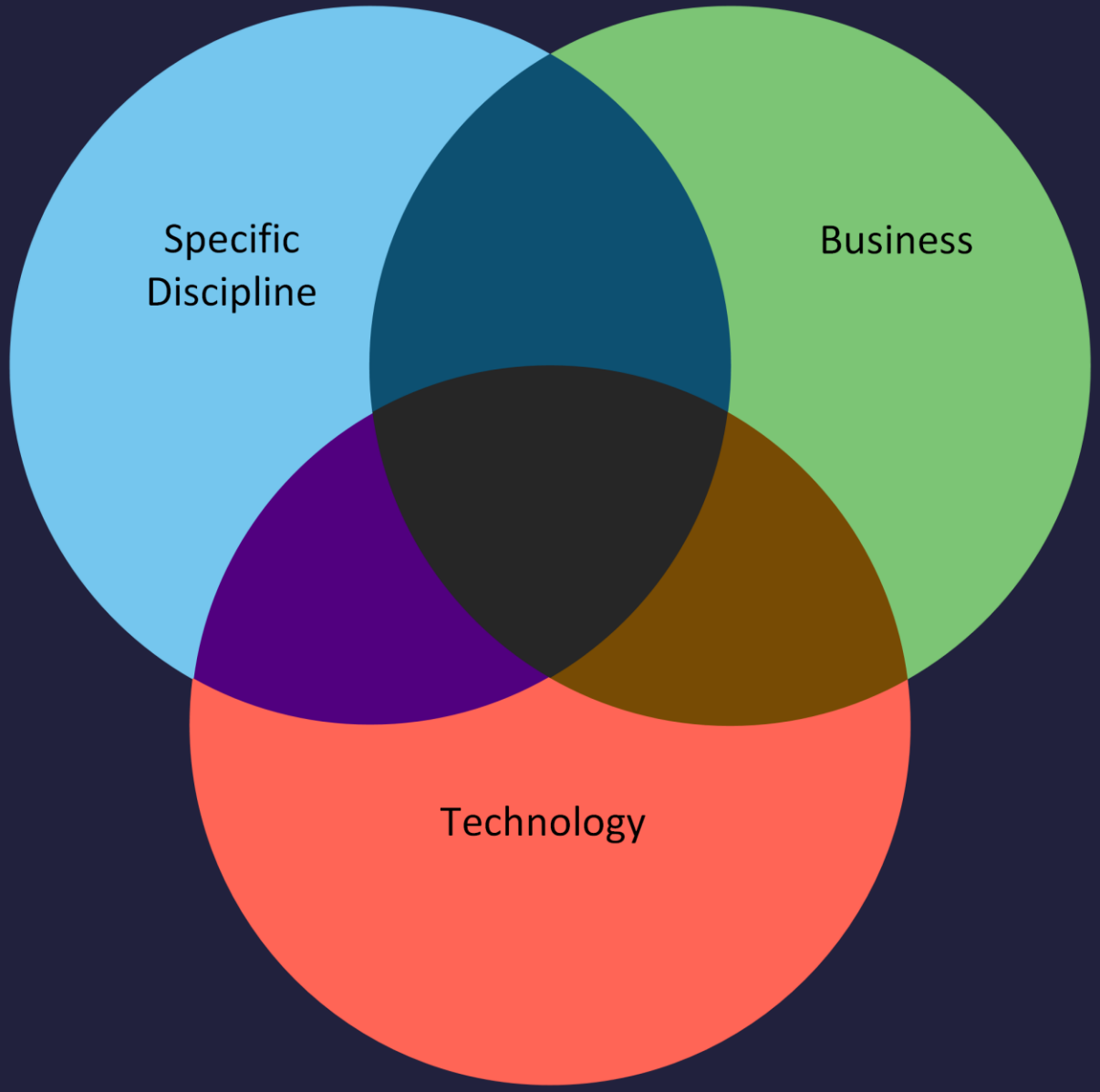
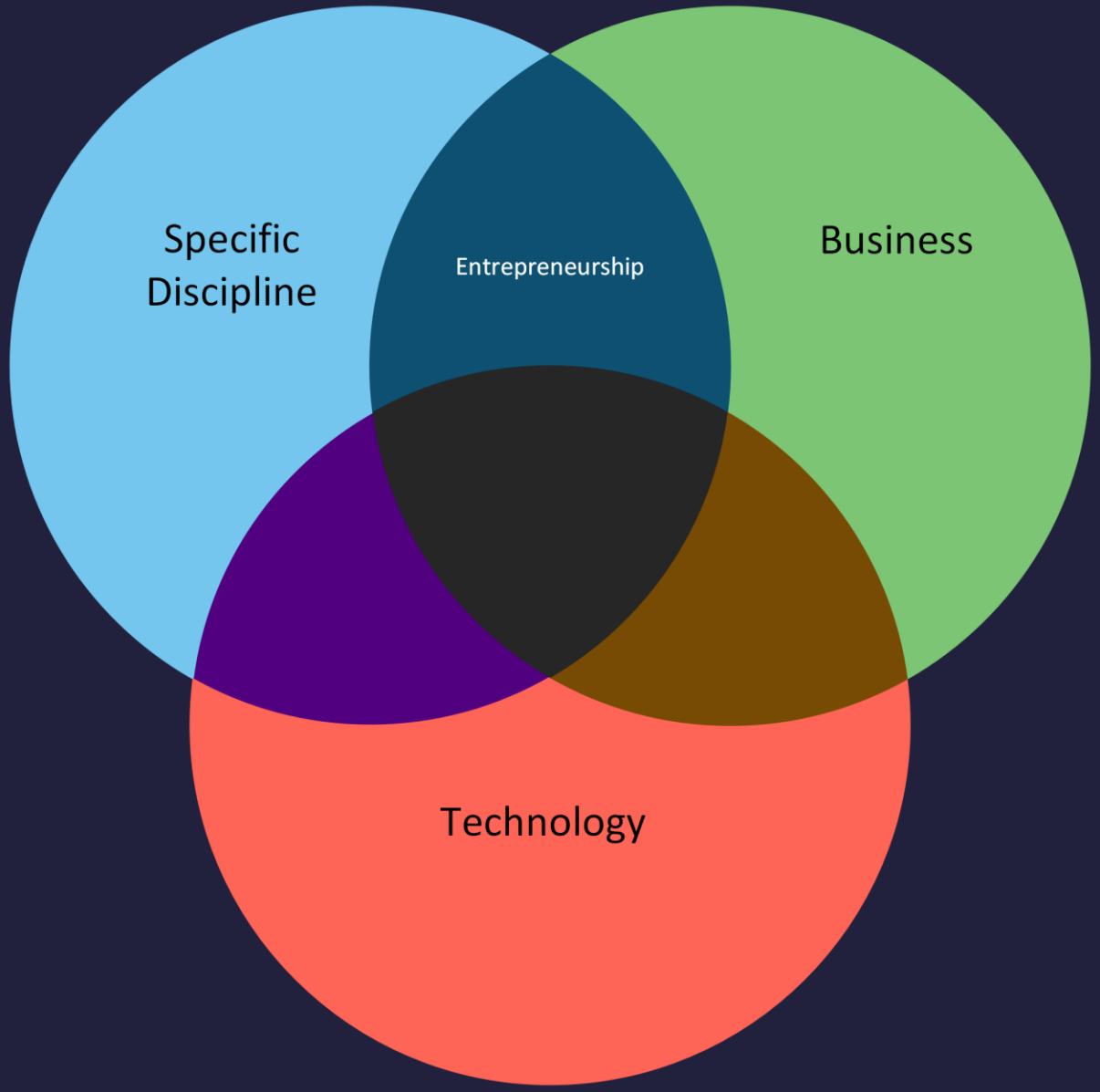
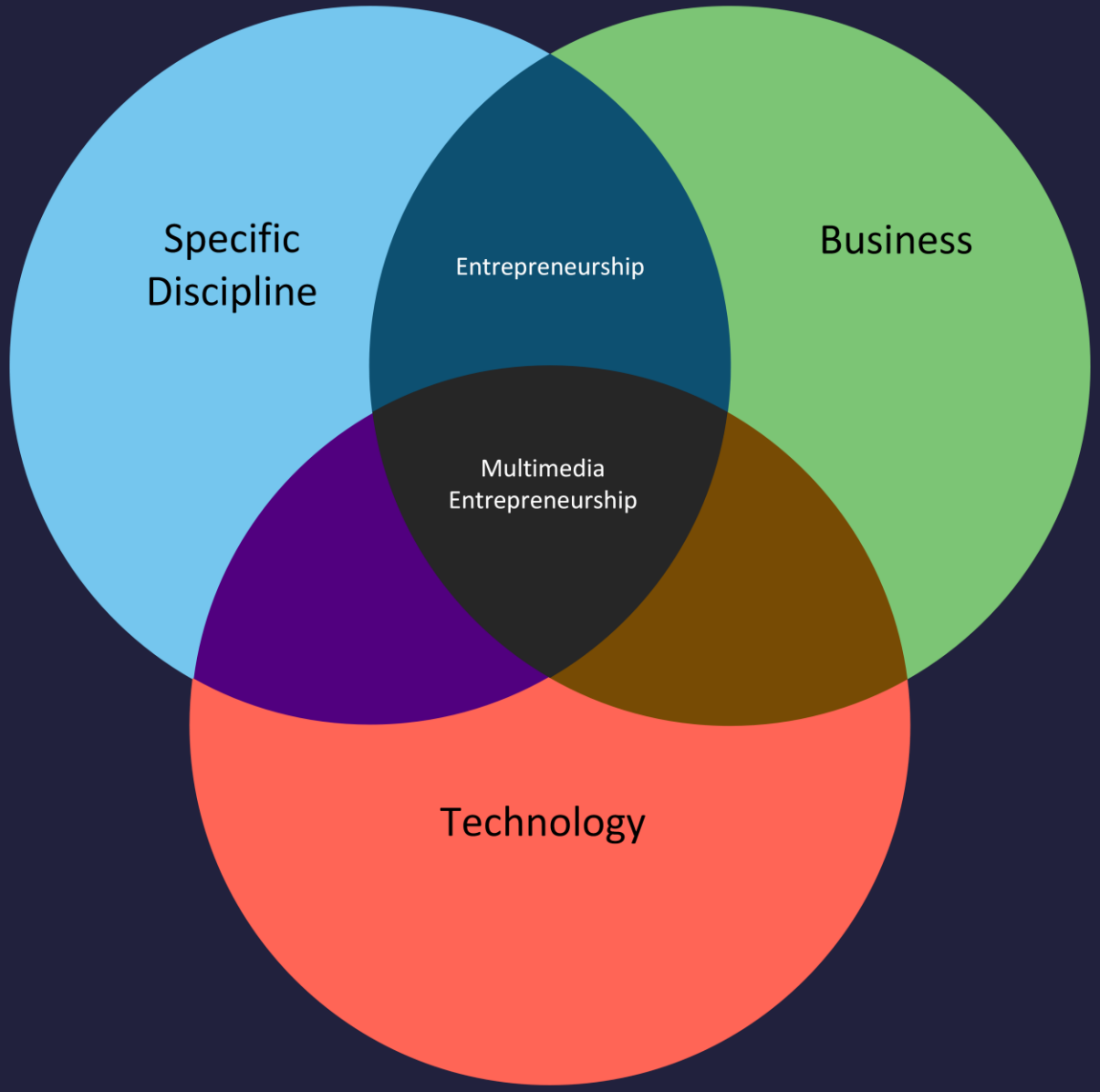
Interdisciplinary Programs



Interdisciplinary Programs

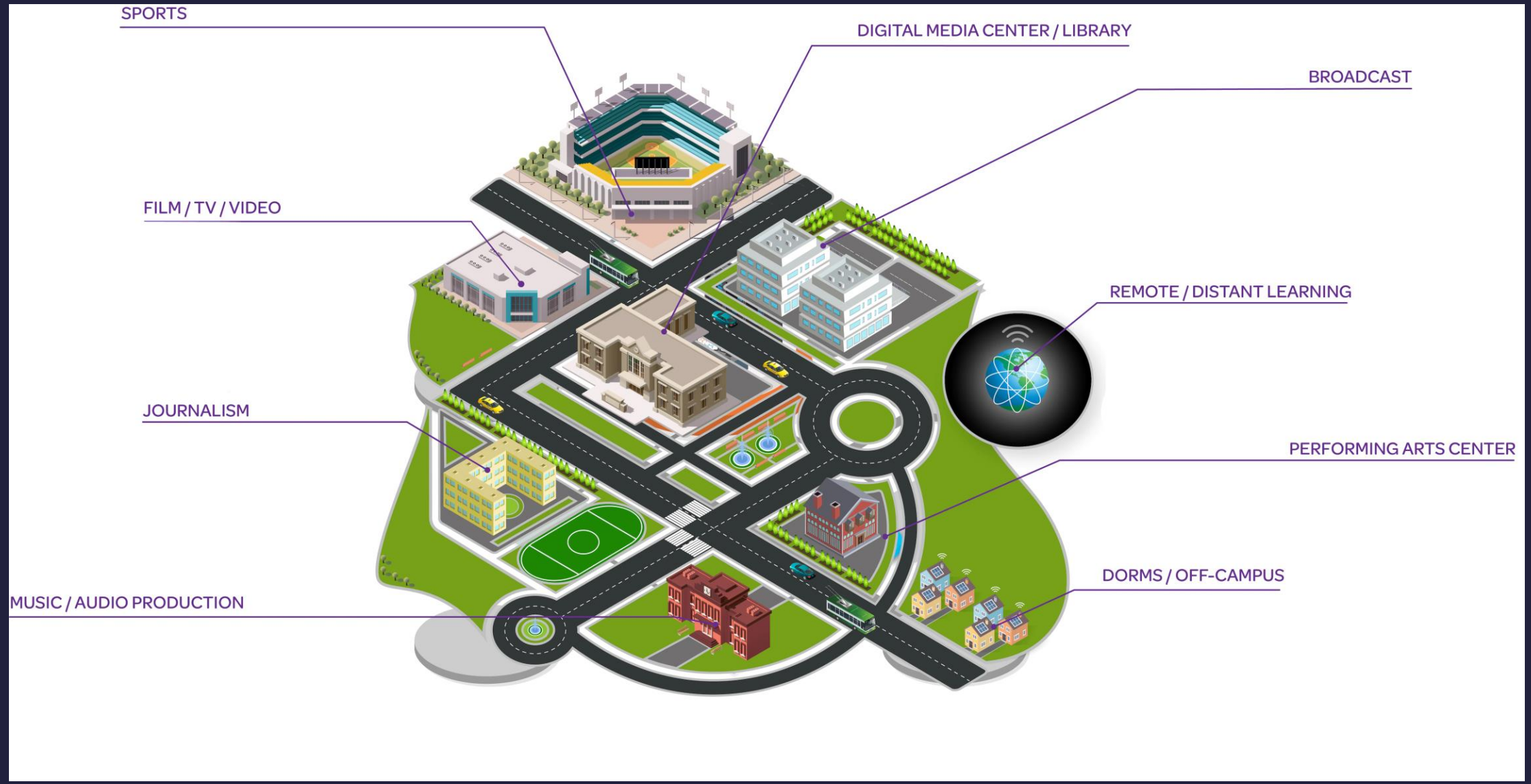


Interdisciplinary Programs



Introduction of Multimedia Entrepreneurship

	FA 2013	FA 2014	FA 2015	FA 2016	FA 2017	FA 2018	FA 2019	FA 2020	FA 2021	FA 2022		AVG	
Music	**45**	**43**	**43**	**49**	**50**	**50**	**46**	**41**	**55**	**65**		**49**	MMEN, MUSI, MUED
Music [unduplicated]	45	43	43	49	50	50	46	41	47	56		47	Students with MMEN and MUSI/MUED counted once
Multimedia Entrepreneurship									11	25		18	MMEN
Music	20	20	13	15	12	13	18	21	19	13		16	MUSI
Music Education	25	23	30	34	38	37	28	20	25	27		29	MUED


SPORTS
DIGITAL MEDIA CENTER / LIBRARY
BROADCAST
FILM / TV / VIDEO
REMOTE / DISTANT LEARNING
JOURNALISM
PERFORMING ARTS CENTER
DORMS / OFF-CAMPUS
MUSIC / AUDIO PRODUCTION

SPORTS

Avid FastServe
MediaCentral | Cloud UX
MediaCentral | Production Management
Media Composer | Ultimate
Media Composer
Maestro | Live
Maestro | News
Maestro | Virtual Set
Maestro | AR
Maestro | PowerWall
Maestro | Telestrator
Maestro | Designer

DIGITAL MEDIA CENTER / LIBRARY

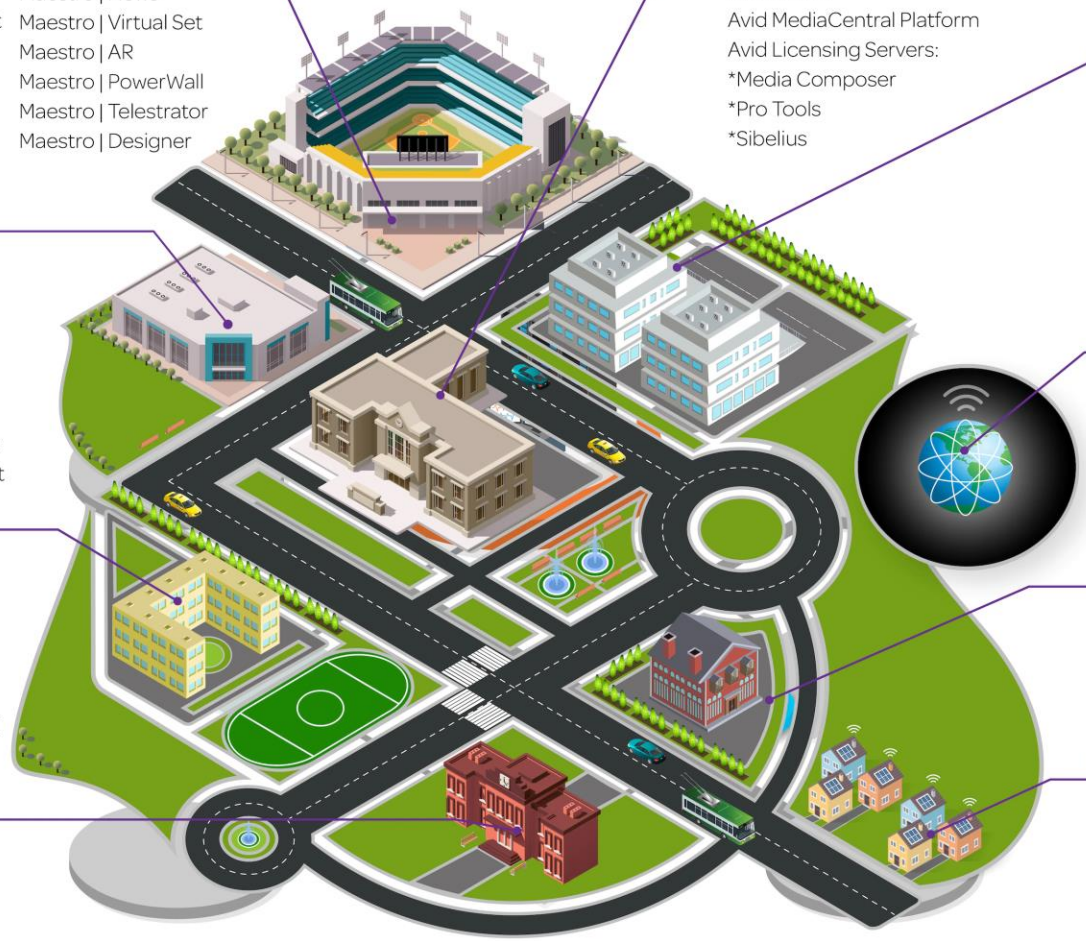
Avid NEXIS
Avid MediaCentral Platform
Avid Licensing Servers:
*Media Composer
*Pro Tools
*Sibelius

BROADCAST

MediaCentral
Maestro | AR
Maestro | Branding
Maestro I Channel in a Box
Maestro I Designer
Maestro I Interactive
Maestro I Virtual Set
Maestro | News
Maestro | Live
Maestro ITelestrator
Maestro I PowerWall
Avid FastServe
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

FILM / TV / VIDEO

Avid Artist I/O interfaces
Pro Tools | HDX
Pro Tools | HD Native
Media Composer | Ultimate
Media Composer
Pro Tools
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX
MediaCentral | Editorial Management



REMOTE / DISTANT LEARNING

Media Composer | Cloud VM
Media Composer | Cloud Remote
Pro Tools
Sibelius
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

JOURNALISM

MediaCentral
Media Composer | Ultimate
Maestro | News
Maestro | Designer
Avid FastServe
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

PERFORMING ARTS CENTER

Avid VENUE | S6L
Pro Tools | HDX
Pro Tools | HD Native
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

DORMS / OFF-CAMPUS

Media Composer
Pro Tools
Sibelius
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

MUSIC / AUDIO PRODUCTION

Pro Tools | Dock
Pro Tools | S3
Artist Mix
Pro Tools | MTRX
Pro Tools | Ultimate
Sibelius | Ultimate
Pro Tools | HDX
Pro Tools | HD Native
Pro Tools | S6
Pro Tools
Sibelius
Platform Connectivity:
Avid NEXIS, MediaCentral | Cloud UX

Agenda

What is a Program Evaluation System?

Markets

Economics

DEI

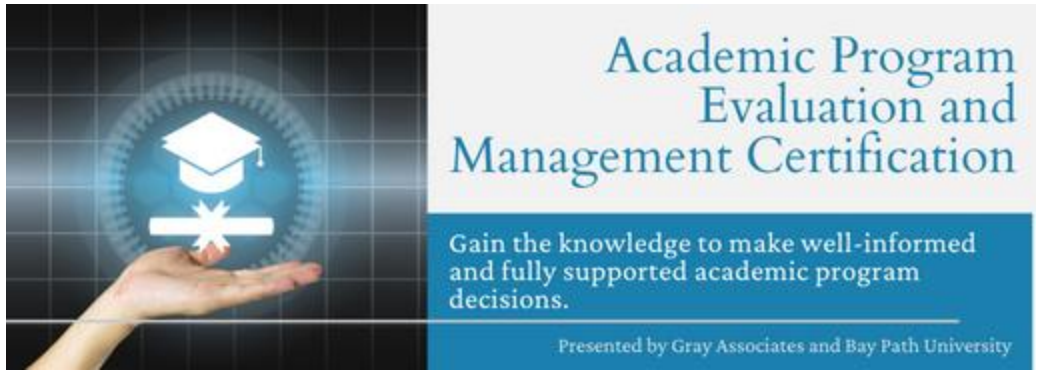
Case Study: Augustana University

Group Work

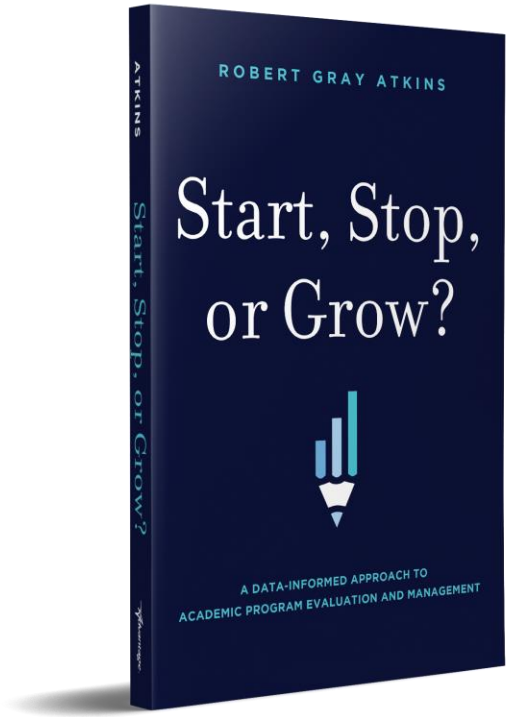
Learn more about the topics covered today:

Bay Path University and Gray Associates offer a course in program evaluation and management.

GRAY ASSOCIATES



Read Bob's book, available on Amazon:



Group work

Group 1 – How to Read a Scorecard

CIP: 51.2201 Public Health, General **Group 1** | Market: National | Award Level: Masters and Grad Certs | Select Program | Export PDF | Support

CIP: 51.2201 Public Health, General | **Market: National** | **Total Score: 23** | **Percentile: 96**

Student Demand
Score: 26 Percentile: 98

Catego...	Pctl	Criterion	Value	Score
Size	96	Google Search Volume (3 Months)*	439,445	6
	99	International Page Views (12 Months)	15,199	NS
	99	New Student Enrollment Volume (12 Mo.)	789	8
	99	On-ground Completions at In-Market Institutions	7,160	4
	98	Online Completions by In-Market Students	3,961	4
	99	Sum of On-ground and Online Completions	11,121	4
Growth	0	Google Search YoY Change (Units)*	-41,900	-1
	96	New Student Enrollment Vol. YoY Change (Units)	97	3
	1	Completion Volume YoY Change (Units)	-340	-1
	10	Google Search YoY Change (%)*	-9%	-1
	43	New Student Enrollment Vol. YoY Change (%)	14%	0
	43	Completion Volume YoY Change (%)	-3%	0

Competitive Intensity
Score: -8 Percentile: 4

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	98	Campuses with Graduates**	243	-8
	99	Campuses with Grads YoY Change (Units)**	11	-3
	99	Institutions with Online In-Market Students**	102	NS
In-Market Program Sizes	95	Average Program Completions	30	4
	93	Median Program Completions	13	2
	77	YoY Median Prog. Compl. Change (Units)	0	0
	77	YoY Median Prog. Compl. Change (%)	0	0
In-Market Saturation	97	Google Search * Cost per Click**	$28	-3
	62	Google Competition Index**	0.45	0
National Online Competition	99	National Online Institutions (Units)**	112	NS
	85	Nat'l Online % of Institutions	37%	NS
	74	Nat'l Online % of Completions	36%	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-33	-18	-4	3	13	20	29	60

Employment*
Score: 5 Percentile: 81

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	84	Job Postings Total (12 Months)*	18,665	2
	83	BLS Current Employment*	90,232	2
	85	BLS Annual Job Openings*	9,939	1
Size: ACS Bach. Outcomes	87	Job Postings Total (12 Months)*	10,660	NS
	87	BLS Current Employment*	44,571	NS
Growth (Direct Prep)	66	BLS 1-Year Historical Growth*	-1.7%	0
	71	BLS 3-Year Historic Growth (CAGR)*	2.1%	1
	88	BLS 10-Year Future Growth (CAGR)*	1.5%	0
Saturation (Direct Prep)	42	Job Postings per Graduate*	0.9	-1
	52	BLS Job Openings per Graduate*	0.5	0
Wages (Direct Prep)	42	BLS 10th-Percentile Wages*	$36,694	NS
	39	BLS Mean Wages*	$57,573	0
National American Community Survey Bachelor's Degree Outcomes	26	Wages (Age < 30)	$38,975	NS
	35	Wages (Age 30-60)	$80,173	NS
	62	% with Any Graduate Degree	45%	NS
	82	% with Masters	34%	NS
	63	% with Doct/Prof Degree	11%	NS
	65	% Unemp. (Age <30)**	3%	NS
	96	% Unemp. (Age 30-60)**	3%	NS
	34	% in Direct Prep Jobs	2%	NS

CIP Description:
A program that generally prepares individuals to plan, manage, and evaluate public health care services; to function as public health professionals in public agencies, the private sector, and other settings; and to provide leadership in the field of public health. Includes instruction in epidemiology, biostatistics, public health principles, preventive medicine, health policy and regulations, health care services and related administrative functions, public health law enforcement, health economics and budgeting, public communications, and professional standards and ethics.

2020 Completions Demographics
Male: 23%
Female: 77%
White: 41%
Hispanic: 11%
Black: 17%
Asian: 11%
International: 8%
All Others: 12%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year		Cost Index**	NA	NS
		Student: Faculty Index	NA	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	0%	0%	0%
Associates	1%	1%	5%
Bachelors	42%	42%	76%
Postbaccalaureate Certificate	4%	4%	0%
Masters	50%	50%	16%
Post-masters Certificate	0%	0%	0%
Doctoral	3%	3%	2%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	14%
Some College	16%
Associates	9%
Bachelors	33%
Masters	25%
Doctoral	4%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

GRAY ASSOCIATES

Group 2 – How to Read a Scorecard

CIP: 26.1501 Neuroscience | Group 2 | Market: National | Award Level: Bachelors | Select Program | Export PDF | Support

CIP: 26.1501 Neuroscience | **Market: National** | **Total Score: 28** | **Percentile: 98**

Student Demand
Score: 23 Percentile: 97

Catego...	Pctl	Criterion	Value	Score
Size	87	Google Search Volume (3 Months)*	99,700	6
	95	Int'l Page Views (12 Months)	732	NS
	96	New Student Enrollment Volume (12 Months)	4,377	2
	97	On-ground Completions at In-Market Institutions	8,287	6
	0	Online Completions by In-Market Students	0	0
	96	Sum of On-ground and Online Completions	8,287	3
Growth	93	Google Search YoY Change (Units)*	27,670	2
	96	New Student Enrollment Vol. YoY Change (Units)	210	NS
	99	Completion Volume YoY Change (Units)	889	3
	92	Google Search YoY Change (%)*	38%	1
	60	New Student Enrollment Vol. YoY Change (%)	5%	NS
	78	Completion Volume YoY Change (%)	12%	0

Competitive Intensity
Score: -7 Percentile: 8

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	95	Campuses with Graduates**	221	-6
	99	Campuses with Grads YoY Change (Units)**	14	-3
	0	Institutions with Online In-Market Students**	0	NS
In-Market Program Sizes	89	Average Program Completions	37	0
	84	Median Program Completions	20	0
	94	YoY Median Prog. Compl. Change (Units)	4	1
	85	YoY Median Prog. Compl. Change (%)	22%	1
In-Market Saturation	62	Google Search * Cost per Click**	$6	-1
	11	Google Competition Index**	0.16	1
National Online Competition	0	National Online Institutions (Units)**	0	NS
	0	Nat'l Online % of Institutions	0	NS
	0	Nat'l Online % of Completions	0	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-45	-20	-16	0	12	19	26	50

Employment*
Score: 12 Percentile: 96

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	70	Job Postings Total (12 Months)*	5,962	1
	59	BLS Current Employment*	10,945	0
	57	BLS Annual Job Openings*	863	NS
Size: ACS Bach. Outcomes	83	Job Postings Total (12 Months)*	7,208	NS
	82	BLS Current Employment*	28,758	NS
Growth (Direct Prep)	86	BLS 1-Year Historical Growth*	1.4%	NS
	93	BLS 3-Year Historic Growth (CAGR)*	5.6%	1
	48	BLS 10-Year Future Growth (CAGR)*	0.5%	-1
Saturation (Direct Prep)	34	Job Postings per Graduate*	0.6	-1
	25	BLS Job Openings per Graduate*	0.1	NS
Wages (Direct Prep)	98	BLS 10th-Percentile Wages*	$78,646	NS
	99	BLS Mean Wages*	$144,974	NS
American Community Survey Bachelor's Degree Outcomes	69	Wages (Age < 30)	$48,078	3
	96	Wages (Age 30-60)	$146,890	6
	98	% with Any Graduate Degree	78%	NS
	17	% with Masters	17%	NS
	99	% with Doct/Prof Degree	61%	NS
	19	% Unemp. (Age <30)**	2%	2
	19	% Unemp. (Age 30-60)**	1%	1
	38	% in Direct Prep Jobs	3%	NS

CIP Description:
A program that focuses on the interdisciplinary scientific study of the molecular, structural, physiologic, cognitive, and behavioral aspects of the brain and nervous system. Includes instruction in molecular and cellular neuroscience, brain science, anatomy and physiology of the central nervous system, molecular and biochemical bases of information processing, behavioral neuroscience, biology of neuropsychiatric disorders, and applications to the clinical sciences and biomedical engineering.

2020 Completions Demographics
Male: 33%
Female: 67%
White: 53%
Hispanic: 10%
Black: 6%
Asian: 18%
International: 4%
All Others: 10%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year		Cost Index**	NA	NS
		Student: Faculty Index	NA	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	1%	1%	0%
Associates	0%	0%	0%
Bachelors	89%	89%	97%
Postbaccalaureate Certificate	0%	0%	0%
Masters	3%	3%	0%
Post-masters Certificate	0%	0%	0%
Doctoral	7%	7%	2%
Unknown	0%	0%	0%

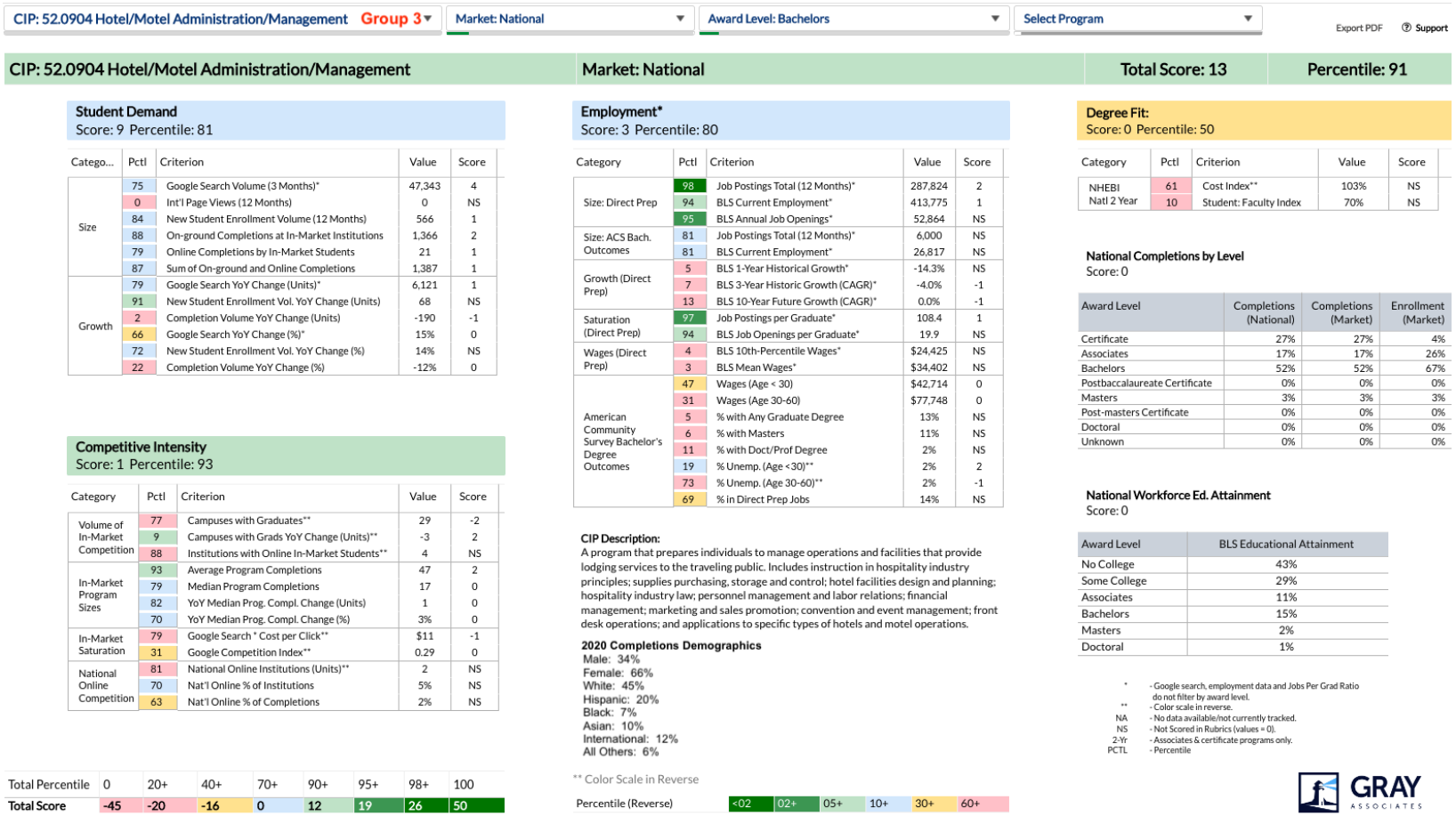
National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	5%
Some College	4%
Associates	4%
Bachelors	28%
Masters	23%
Doctoral	36%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

GRAY ASSOCIATES

Group 3 – How to Read a Scorecard



CIP: 52.0904 Hotel/Motel Administration/Management Group 3 | Market: National | Award Level: Bachelors | Select Program | Export PDF | Support

CIP: 52.0904 Hotel/Motel Administration/Management | **Market: National** | **Total Score: 13** | **Percentile: 91**

Student Demand
Score: 9 Percentile: 81

Catego...	Pctl	Criterion	Value	Score
Size	75	Google Search Volume (3 Months)*	47,343	4
	0	Int'l Page Views (12 Months)	0	NS
	84	New Student Enrollment Volume (12 Months)	566	1
	88	On-ground Completions at In-Market Institutions	1,366	2
	79	Online Completions by In-Market Students	21	1
	87	Sum of On-ground and Online Completions	1,387	1
Growth	79	Google Search YoY Change (Units)*	6,121	1
	91	New Student Enrollment Vol. YoY Change (Units)	68	NS
	2	Completion Volume YoY Change (Units)	-190	-1
	66	Google Search YoY Change (%)*	15%	0
	72	New Student Enrollment Vol. YoY Change (%)	14%	NS
	22	Completion Volume YoY Change (%)	-12%	0

Competitive Intensity
Score: 1 Percentile: 93

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	77	Campuses with Graduates**	29	-2
	9	Campuses with Grads YoY Change (Units)**	-3	2
	88	Institutions with Online In-Market Students**	4	NS
In-Market Program Sizes	93	Average Program Completions	47	2
	79	Median Program Completions	17	0
	82	YoY Median Prog. Compl. Change (Units)	1	0
	70	YoY Median Prog. Compl. Change (%)	3%	0
In-Market Saturation	79	Google Search * Cost per Click**	$11	-1
	31	Google Competition Index**	0.29	0
National Online Competition	81	National Online Institutions (Units)**	2	NS
	70	Nat'l Online % of Institutions	5%	NS
	63	Nat'l Online % of Completions	2%	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-45	-20	-16	0	12	19	26	50

Employment*
Score: 3 Percentile: 80

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	98	Job Postings Total (12 Months)*	287,824	2
	94	BLS Current Employment*	413,775	1
	95	BLS Annual Job Openings*	52,864	NS
Size: ACS Bach. Outcomes	81	Job Postings Total (12 Months)*	6,000	NS
	81	BLS Current Employment*	26,817	NS
Growth (Direct Prep)	5	BLS 1-Year Historical Growth*	-14.3%	NS
	7	BLS 3-Year Historic Growth (CAGR)*	-4.0%	-1
	13	BLS 10-Year Future Growth (CAGR)*	0.0%	-1
Saturation (Direct Prep)	97	Job Postings per Graduate*	108.4	1
	94	BLS Job Openings per Graduate*	19.9	NS
Wages (Direct Prep)	4	BLS 10th-Percentile Wages*	$24,425	NS
	3	BLS Mean Wages*	$34,402	NS
American Community Survey Bachelor's Degree Outcomes	47	Wages (Age < 30)	$42,714	0
	31	Wages (Age 30-60)	$77,748	0
	5	% with Any Graduate Degree	13%	NS
	6	% with Masters	11%	NS
	11	% with Doct/Prof Degree	2%	NS
	19	% Unemp. (Age <30)**	2%	2
	73	% Unemp. (Age 30-60)**	2%	-1
	69	% in Direct Prep Jobs	14%	NS

CIP Description:
A program that prepares individuals to manage operations and facilities that provide lodging services to the traveling public. Includes instruction in hospitality industry principles; supplies purchasing, storage and control; hotel facilities design and planning; hospitality industry law; personnel management and labor relations; financial management; marketing and sales promotion; convention and event management; front desk operations; and applications to specific types of hotels and motel operations.

2020 Completions Demographics
Male: 34%
Female: 66%
White: 45%
Hispanic: 20%
Black: 7%
Asian: 10%
International: 12%
All Others: 6%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year	61	Cost Index**	103%	NS
	10	Student: Faculty Index	70%	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	27%	27%	4%
Associates	17%	17%	26%
Bachelors	52%	52%	67%
Postbaccalaureate Certificate	0%	0%	0%
Masters	3%	3%	3%
Post-masters Certificate	0%	0%	0%
Doctoral	0%	0%	0%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	43%
Some College	29%
Associates	11%
Bachelors	15%
Masters	2%
Doctoral	1%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

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Group 5 – How to Read a Scorecard

CIP: 30.3101 Human Computer Interaction **Group 4** | Market: National | Award Level: Masters and Grad Certs | Select Program | Export PDF | Support

CIP: 30.3101 Human Computer Interaction	Market: National	Total Score: 20	Percentile: 95

Student Demand
Score: 16 Percentile: 94

Catego...	Pctl	Criterion	Value	Score
Size	48	Google Search Volume (3 Months)*	7,930	0
	97	International Page Views (12 Months)	5,968	NS
	95	New Student Enrollment Volume (12 Mo.)	239	6
	87	On-ground Completions at In-Market Institutions	519	1
	86	Online Completions by In-Market Students	160	1
	86	Sum of On-ground and Online Completions	679	1
Growth	62	Google Search YoY Change (Units)*	1,210	1
	97	New Student Enrollment Vol. YoY Change (Units)	132	3
	94	Completion Volume YoY Change (Units)	132	2
	73	Google Search YoY Change (%)*	18%	0
	79	New Student Enrollment Vol. YoY Change (%)	123%	0
	81	Completion Volume YoY Change (%)	24%	1

Competitive Intensity
Score: 1 Percentile: 92

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	79	Campuses with Graduates**	23	-2
	94	Campuses with Grads YoY Change (Units)**	4	-2
	77	Institutions with Online In-Market Students**	3	NS
In-Market Program Sizes	92	Average Program Completions	23	2
	95	Median Program Completions	15	4
	77	YoY Median Prog. Compl. Change (Units)	0	0
	77	YoY Median Prog. Compl. Change (%)	0	0
In-Market Saturation	71	Google Search * Cost per Click**	$8	-1
	80	Google Competition Index**	0.53	0
National Online Competition	83	National Online Institutions (Units)**	6	NS
	68	Nat'l Online % of Institutions	23%	NS
	63	Nat'l Online % of Completions	24%	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-33	-18	-4	3	13	20	29	60

Employment*
Score: 3 Percentile: 74

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	58	Job Postings Total (12 Months)*	2,649	0
	49	BLS Current Employment*	5,552	0
	47	BLS Annual Job Openings*	416	0
Size: ACS Bach. Outcomes	55	Job Postings Total (12 Months)*	1,232	NS
	51	BLS Current Employment*	4,595	NS
Growth (Direct Prep)	65	BLS 1-Year Historical Growth*	-1.8%	0
	84	BLS 3-Year Historic Growth (CAGR)*	3.5%	2
	75	BLS 10-Year Future Growth (CAGR)*	1.0%	0
Saturation (Direct Prep)	54	Job Postings per Graduate*	1.7	0
	41	BLS Job Openings per Graduate*	0.3	-1
Wages (Direct Prep)	82	BLS 10th-Percentile Wages*	$52,557	NS
	75	BLS Mean Wages*	$83,053	2
National American Community Survey Bachelor's Degree Outcomes	98	Wages (Age < 30)	$70,930	NS
	90	Wages (Age 30-60)	$129,496	NS
	52	% with Any Graduate Degree	39%	NS
	64	% with Masters	30%	NS
	55	% with Doct/Prof Degree	9%	NS
	98	% Unemp. (Age <30)**	6%	NS
	73	% Unemp. (Age 30-60)**	2%	NS
	55	% in Direct Prep Jobs	7%	NS

CIP Description:
An interdisciplinary program that focuses on the study of the interaction between people and technology and how that technology impacts society, and combines disciplines within the fields of computing and information science (information systems, software engineering, artificial intelligence and design), engineering, and the behavior sciences (cognitive science, cognitive psychology, sociology, organizational psychology, and social psychology). Includes instruction in information technology, cognitive and behavioral sciences, and systems design.

2020 Completions Demographics
Male: 43%
Female: 57%
White: 40%
Hispanic: 5%
Black: 4%
Asian: 11%
International: 33%
All Others: 7%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year		Cost Index**	NA	NS
		Student: Faculty Index	NA	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	11%	11%	4%
Associates	6%	6%	2%
Bachelors	39%	39%	74%
Postbaccalaureate Certificate	2%	2%	0%
Masters	39%	39%	20%
Post-masters Certificate	2%	2%	0%
Doctoral	1%	1%	0%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	7%
Some College	12%
Associates	8%
Bachelors	48%
Masters	20%
Doctoral	4%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

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Group 6 – How to Read a Scorecard

CIP: 14.2701 Systems Engineering Group 5 | Market: National | Award Level: Bachelors | Select Program | Export PDF | Support

CIP: 14.2701 Systems Engineering | **Market: National** | **Total Score: -3** | **Percentile: 65**

Student Demand
Score: 4 Percentile: 70

Catego...	Pctl	Criterion	Value	Score
Size	63	Google Search Volume (3 Months)*	20,920	0
	0	International Page Views (12 Months)	0	NS
	75	New Student Enrollment Volume (12 Mo.)	220	0
	84	On-ground Completions at In-Market Institutions	875	1
	0	Online Completions by In-Market Students	0	0
	83	Sum of On-ground and Online Completions	875	1
Growth	80	Google Search YoY Change (Units)*	6,780	1
	9	New Student Enrollment Vol. YoY Change (Units)	-38	-1
	86	Completion Volume YoY Change (Units)	41	1
	94	Google Search YoY Change (%)*	48%	1
	31	New Student Enrollment Vol. YoY Change (%)	-15%	0
	65	Completion Volume YoY Change (%)	5%	0

Competitive Intensity
Score: -2 Percentile: 50

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	75	Campuses with Graduates**	25	-2
	88	Campuses with Grads YoY Change (Units)**	2	-1
	0	Institutions with Online In-Market Students**	0	NS
In-Market Program Sizes	87	Average Program Completions	35	0
	92	Median Program Completions	29	2
	22	YoY Median Prog. Compl. Change (Units)	-3	0
	49	YoY Median Prog. Compl. Change (%)	-9%	0
In-Market Saturation	62	Google Search * Cost per Click**	$6	-1
	69	Google Competition Index**	0.47	0
National Online Competition	0	National Online Institutions (Units)**	0	NS
	0	Nat'l Online % of Institutions	0	NS
	0	Nat'l Online % of Completions	0	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-49	-21	-18	0	11	18	24	54

Employment*
Score: 15 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	83	Job Postings Total (12 Months)*	17,477	1
	77	BLS Current Employment*	44,119	0
	74	BLS Annual Job Openings*	3,225	NS
Size: ACS Bach. Outcomes	65	Job Postings Total (12 Months)*	2,287	NS
	62	BLS Current Employment*	8,774	NS
Growth (Direct Prep)	75	BLS 1-Year Historical Growth*	-0.4%	NS
	85	BLS 3-Year Historic Growth (CAGR)*	3.8%	0
	76	BLS 10-Year Future Growth (CAGR)*	1.0%	0
Saturation (Direct Prep)	77	Job Postings per Graduate*	4.9	0
	65	BLS Job Openings per Graduate*	0.9	NS
Wages (Direct Prep)	91	BLS 10th-Percentile Wages*	$59,515	NS
	85	BLS Mean Wages*	$90,987	NS
National American Community Survey Bachelor's Degree Outcomes	94	Wages (Age < 30)	$63,330	9
	86	Wages (Age 30-60)	$119,671	4
	39	% with Any Graduate Degree	31%	NS
	48	% with Masters	25%	NS
	41	% with Doct/Prof Degree	6%	NS
	19	% Unemp. (Age <30)**	2%	2
	73	% Unemp. (Age 30-60)**	2%	-1
	75	% in Direct Prep Jobs	18%	NS

CIP Description:
A program that prepares individuals to apply mathematical and scientific principles to the design, development and operational evaluation of total systems solutions to a wide variety of engineering problems, including the integration of human, physical, energy, communications, management, and information requirements as needed, and the application of requisite analytical methods to specific situations.

2020 Completions Demographics
Male: 75%
Female: 25%
White: 47%
Hispanic: 14%
Black: 7%
Asian: 8%
International: 13%
All Others: 11%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: -20 Percentile: 0

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year		Cost Index**	NA	NS
		Student: Faculty Index	NA	NS

National Completions by Level
Score: -20

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	0%	0%	0%
Associates	0%	0%	0%
Bachelors	24%	24%	51%
Postbaccalaureate Certificate	16%	16%	0%
Masters	56%	56%	38%
Post-masters Certificate	0%	0%	0%
Doctoral	3%	3%	10%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	5%
Some College	8%
Associates	6%
Bachelors	50%
Masters	26%
Doctoral	6%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
2-Yr - Associates & certificate programs only.
PCTL - Percentile

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Group 6 – How to Read a Scorecard

CIP: 52.1002 Labor and Industrial Relations Group 6 | Market: National | Award Level: Bachelors | Select Program | Export PDF | Support

CIP: 52.1002 Labor and Industrial Relations | **Market: National** | **Total Score: 13** | **Percentile: 91**

Student Demand
Score: 8 Percentile: 85

Catego...	Pctl	Criterion	Value	Score
Size	33	Google Search Volume (3 Months)*	2,800	0
	0	International Page Views (12 Months)	0	NS
	77	New Student Enrollment Volume (12 Mo.)	274	0
	85	On-ground Completions at In-Market Institutions	909	1
	90	Online Completions by In-Market Students	142	2
	85	Sum of On-ground and Online Completions	1,051	1
Growth	51	Google Search YoY Change (Units)*	300	1
	84	New Student Enrollment Vol. YoY Change (Units)	26	1
	91	Completion Volume YoY Change (Units)	82	2
	61	Google Search YoY Change (%)*	12%	0
	68	New Student Enrollment Vol. YoY Change (%)	11%	0
	73	Completion Volume YoY Change (%)	9%	0

Competitive Intensity
Score: 5 Percentile: 97

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	68	Campuses with Graduates**	15	0
	23	Campuses with Grads YoY Change (Units)**	-1	0
	86	Institutions with Online In-Market Students**	3	NS
In-Market Program Sizes	96	Average Program Completions	61	4
	92	Median Program Completions	29	2
	34	YoY Median Prog. Compl. Change (Units)	-2	0
	46	YoY Median Prog. Compl. Change (%)	-11%	0
In-Market Saturation	48	Google Search * Cost per Click**	$4	0
	94	Google Competition Index**	0.64	-1
National Online Competition	86	National Online Institutions (Units)**	4	NS
	89	Nat'l Online % of Institutions	20%	NS
	82	Nat'l Online % of Completions	14%	NS

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-49	-21	-18	0	11	18	24	54

Employment*
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	44	Job Postings Total (12 Months)*	936	0
	49	BLS Current Employment*	5,506	0
	48	BLS Annual Job Openings*	440	NS
Size: ACS Bach. Outcomes	73	Job Postings Total (12 Months)*	3,492	NS
	73	BLS Current Employment*	15,970	NS
Growth (Direct Prep)	53	BLS 1-Year Historical Growth*	-3.0%	NS
	31	BLS 3-Year Historic Growth (CAGR)*	-0.8%	-1
	7	BLS 10-Year Future Growth (CAGR)*	-0.2%	-1
Saturation (Direct Prep)	32	Job Postings per Graduate*	0.5	-1
	34	BLS Job Openings per Graduate*	0.2	NS
Wages (Direct Prep)	77	BLS 10th-Percentile Wages*	$49,803	NS
	76	BLS Mean Wages*	$83,679	NS
National American Community Survey Bachelor's Degree Outcomes	75	Wages (Age < 30)	$49,860	3
	52	Wages (Age 30-60)	87,821	2
	40	% with Any Graduate Degree	32%	NS
	59	% with Masters	28%	NS
	19	% with Doct/Prof Degree	4%	NS
	65	% Unemp. (Age <30)**	3%	-1
	73	% Unemp. (Age 30-60)**	2%	-1
	47	% in Direct Prep Jobs	5%	NS

CIP Description:
A program that focuses on employee-management interactions and the management of issues and disputes regarding working conditions and worker benefit packages, and that may prepare individuals to function as labor or personnel relations specialists. Includes instruction in labor history, policies and strategies of the labor movement, union organization, labor-management negotiation, labor law and contract interpretation, labor economics, welfare and benefit packages, grievance procedures, and labor policy studies.

2020 Completions Demographics
Male: 48%
Female: 52%
White: 57%
Hispanic: 12%
Black: 9%
Asian: 8%
International: 6%
All Others: 16%

** Color Scale in Reverse

Percentile (Reverse)	<02	02+	05+	10+	30+	60+

Degree Fit:
Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI Natl 2 Year		Cost Index**	NA	NS
		Student: Faculty Index	NA	NS

National Completions by Level
Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	2%	2%	0%
Associates	8%	8%	1%
Bachelors	55%	55%	89%
Postbaccalaureate Certificate	0%	0%	0%
Masters	34%	34%	9%
Post-masters Certificate	0%	0%	0%
Doctoral	0%	0%	1%
Unknown	0%	0%	0%

National Workforce Ed. Attainment
Score: 0

Award Level	BLS Educational Attainment
No College	11%
Some College	18%
Associates	9%
Bachelors	44%
Masters	17%
Doctoral	2%

* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.
** - Color scale in reverse.
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2-Yr - Associates & certificate programs only.
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