

# VSCS Academic Portfolio Analysis

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3. **Labor Market Analysis:** This section includes the data and methodology for the labor market analysis.
4. **Size/Growth Analysis:** This section includes the data and methodology for the size/growth analysis.
5. **Data – Tables for Portfolio and Area of Focus Variables:** This section includes two tables for each area of focus, one for the programs and another for the faculty variables for the area of focus.

# 1. Background and Framework

# Project Goals

- Develop a framework for evaluation of current academic programs within the VSCS portfolio.
- Identify gaps in existing academic portfolio relative to Vermont labor market demand.
- Recommend an ideal portfolio that meets the needs of Vermont students and the work force.
- Design action plans to help VSCS implement the recommended academic portfolio.

# Key Deliverable: Program Matrix to Support Decision-Making

- Inclusive of all programs at CU, NVU, and VTC
- The ideal portfolio of programs will:
  - Meet student demand
  - Align with state labor market demand
  - Deliver on student success
  - Achieve financial sustainability
  - Be accessible to all Vermont students
- Matrix will evaluate all programs based on the above criteria, but **will not** prioritize any one metric above another. A portfolio must be balanced. Some programs may excel in one area and not in another, which is appropriate.

# Current State of CU, NVU, and VTC

- 200+ active programs across three institutions covering six campuses
- rpk rolled up programs by CIP code to eliminate duplication across the institutions and determine units of analysis, resulting in 128 Associates, Bachelors and Masters “rolled-up” programs, enrolling ~5,000 students annually
- Rolled-up programs were organized into 15 areas of focus
  1. *Agriculture, Plant and Animal Sciences*
  2. *Athletic Training, Exercise and Health Sciences*
  3. *Business/Accounting*
  4. *Communications/Journalism*
  5. *Computer Information Systems*
  6. *Counseling and Psychology*
  7. *Education*
  8. *Engineering Technology*
  9. *Fine and Performing Arts*
  10. *Humanities*
  11. *Math, Environmental Science, and Physical Science*
  12. *Health Professions*
  13. *Professional Programs*
  14. *Ski Resort Management/Outdoor Education and Adventure*
  15. *Social Sciences*

# Sample Roll-Up of Programs for Units of Analysis

Moving from 20 programs to 7 “Roll-Ups” to 1 Area of Focus

Focus Areas	Program Roll-Up	Original Program
Counseling and Psychology	CounselingMA	CU School Psychology (MA)
		NVU Counseling: Clinical Mental Health - Johnson (MA)
		NVU Counseling: School Counseling - Johnson (MA)
	Forens PsychBS	CU Forensic Psychology (BS)
	Human Serv AS	NVU Human Services - Lyndon (AS)
	Mental HealthMS/ME	NVU Clin Mental Health Counseling: Adults - Johnson (MS)
		NVU Clin Mental Health Counseling: Child - Johnson (MS)
	PsychologyAA	NVU Psychology - Johnson(AA)
	PsychologyBA/BS	CU Psychological Science (BA)
		CU Psychological Science (BS)
		CU Psychology (BA)
		CU Psychology: Agency (BA)
		CU Psychology: Developmental Psychology (BA)
		CU Psychology: Forensic Psychology (BA)
		CU Psychology: Health Psychology (BA)
		CU Psychology: Honors (BA)
		NVU Applied Psychology & Human Services - Lyndon (BS)
		NVU Psychology - Johnson (BA)
		NVU Psychology: Pre-Prof. Counseling - Johnson (BA)
		NVU Psychology: Health & Sport Psychology - Johnson (BA)
	Sports Studies.BA	NVU Psychology: Health & Sport Psychology - Johnson (BA)

# Frequently Asked Questions:

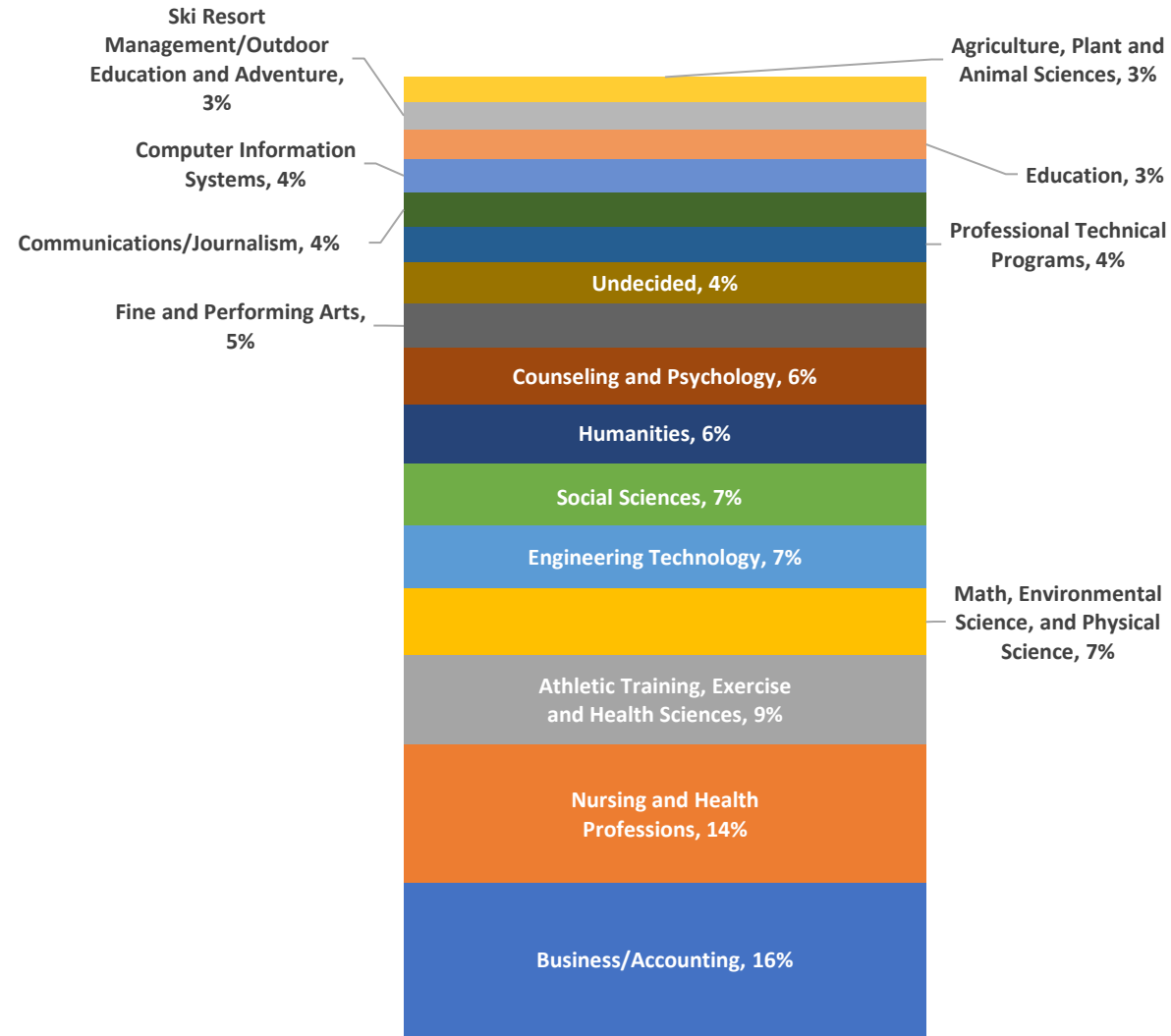
- What are the years of analysis?
  - 2016-2020
- Why are there programs included in the roll up that were or are currently being taught out?
  - To accurately capture true student demand and activity, we did not exclude programs that are currently being phased out or taught out. In many cases, those programs share a CIP code with a remaining program within the system.



## 2. Analyzing CU, NVU and VTC as a Single Institution

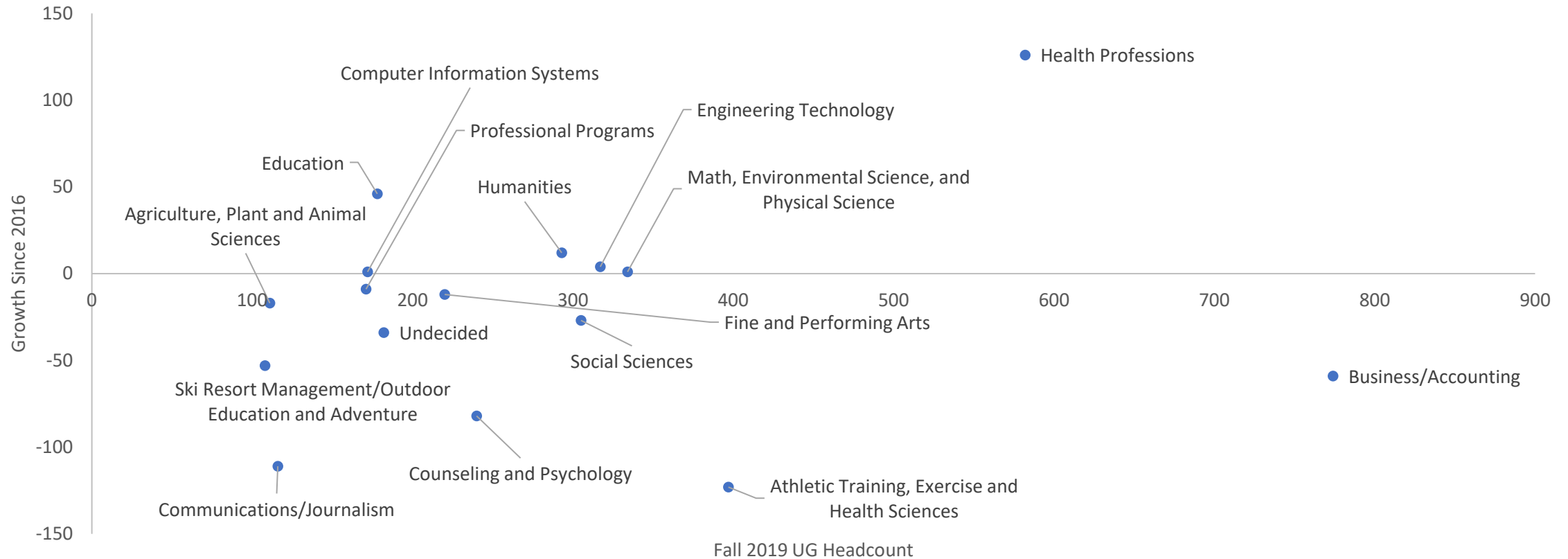
# Average Annual Undergraduate Headcount Across the Areas of Focus (2016-2020)

The VSCS demonstrates clear compression in student demand, which is common across all of higher education.



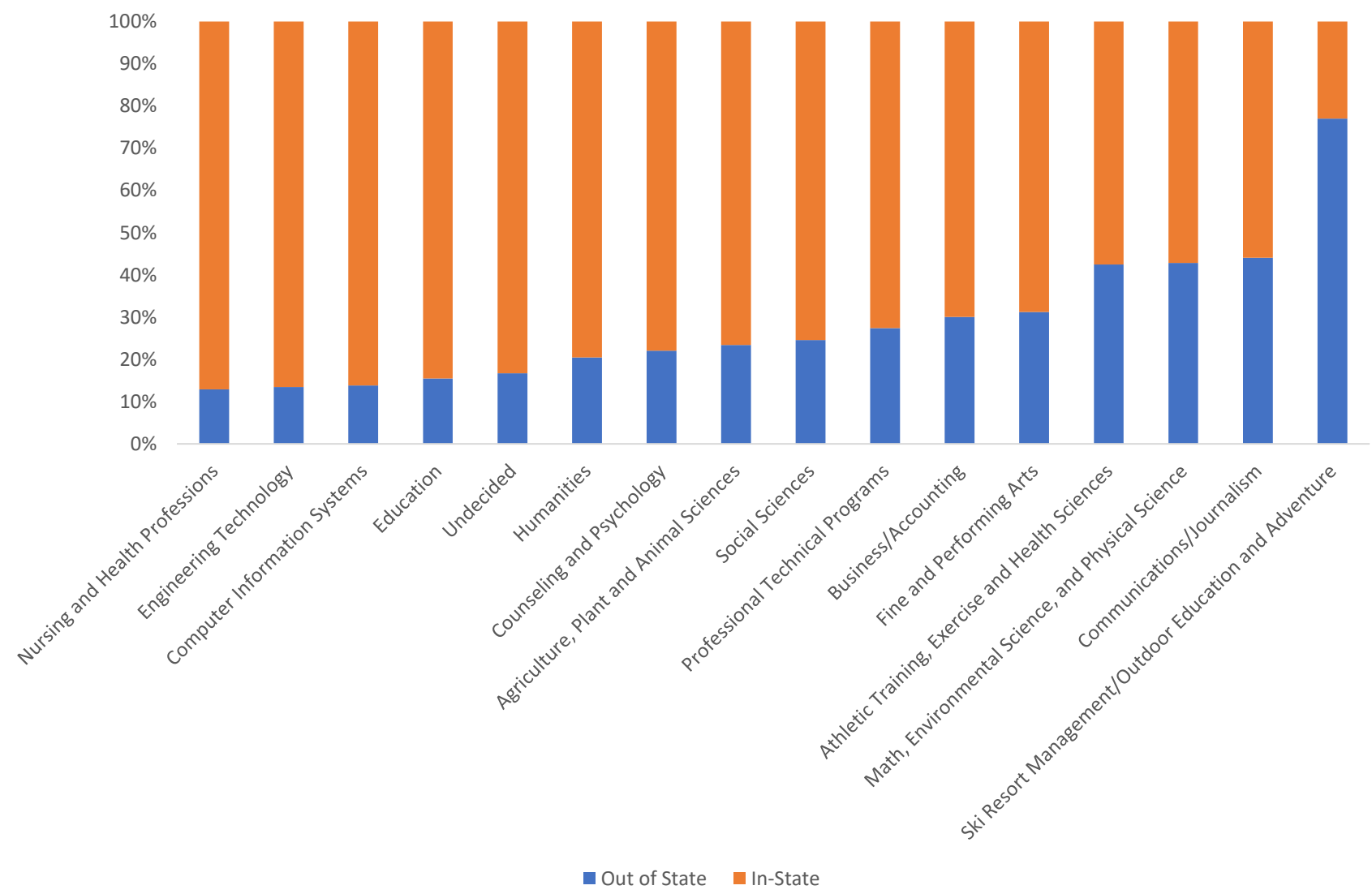
# Fall 2019 Undergraduate Headcount and Growth Since 2016 by Area of Focus

Examining areas of focus by their size/growth profile highlights potential opportunities for investment.



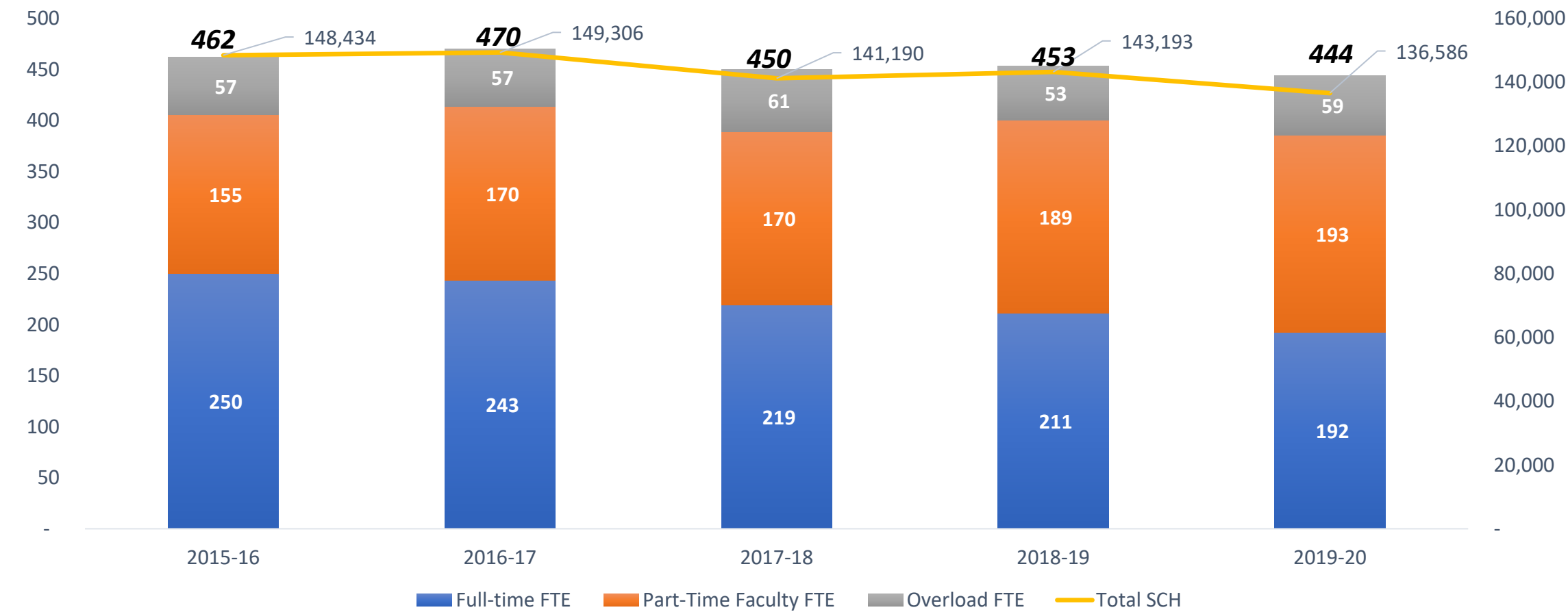
# Out of State vs. In-State Undergraduate Headcount by Area of Focus (2016-2020)

The analysis framework further reflects location and the mix of in-state/out of state students.



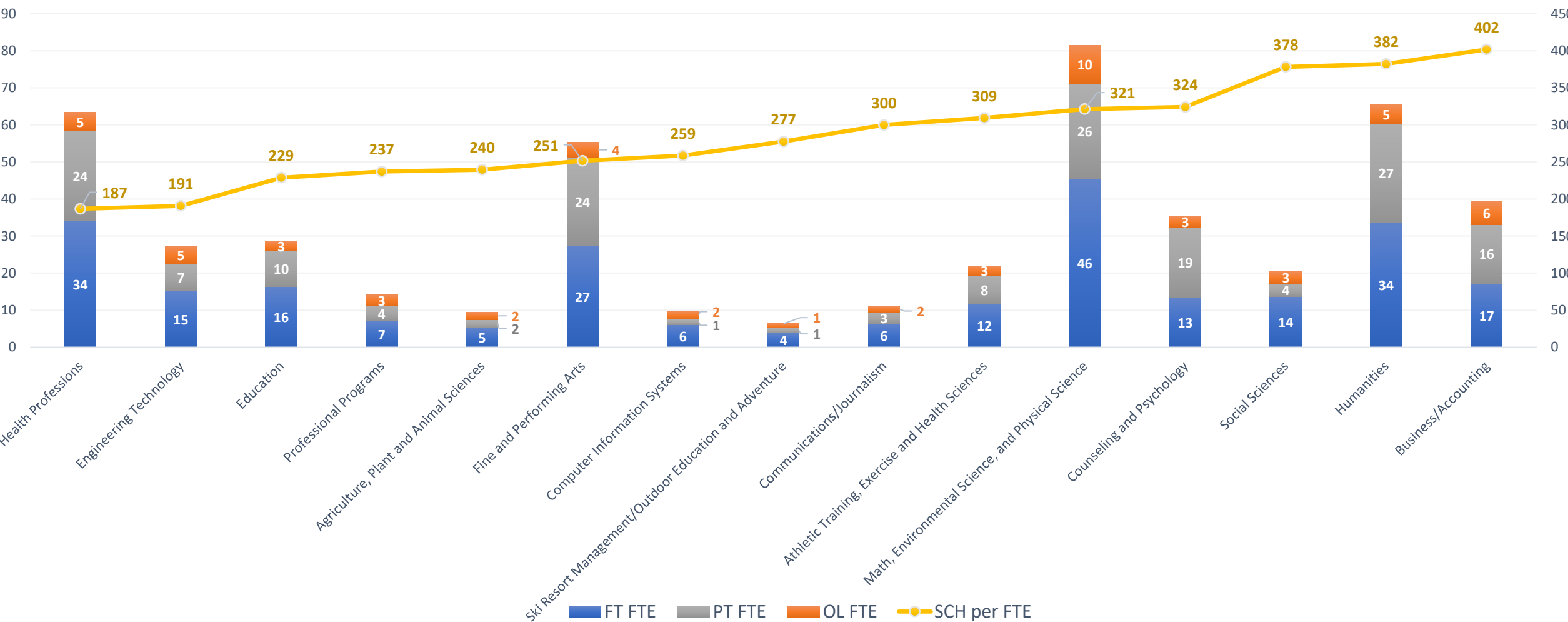
# Faculty FTE from 2016-2020

Part-time faculty FTE increased while full-time faculty decreased. Overall faculty FTEs declined, as did student credit hours.



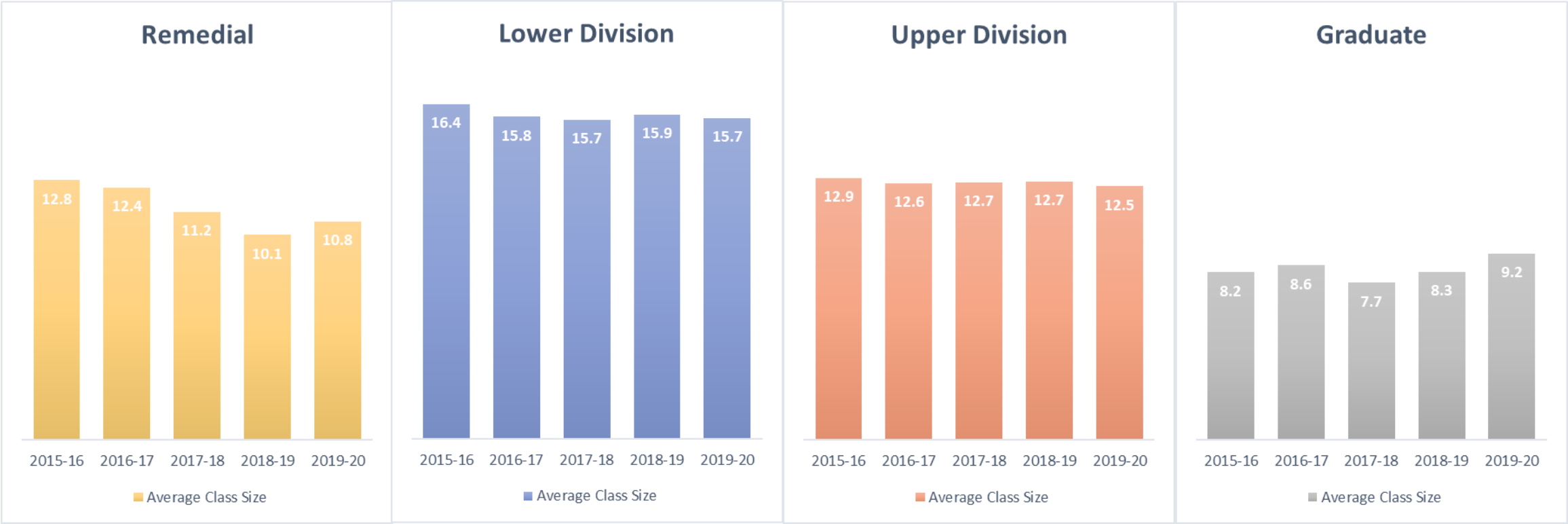
# Average Faculty FTE and Student Credit Hours (SCH) per FTE, by Area of Focus

Faculty “throughput” (SCH per FTE faculty) provides an important efficiency metric.

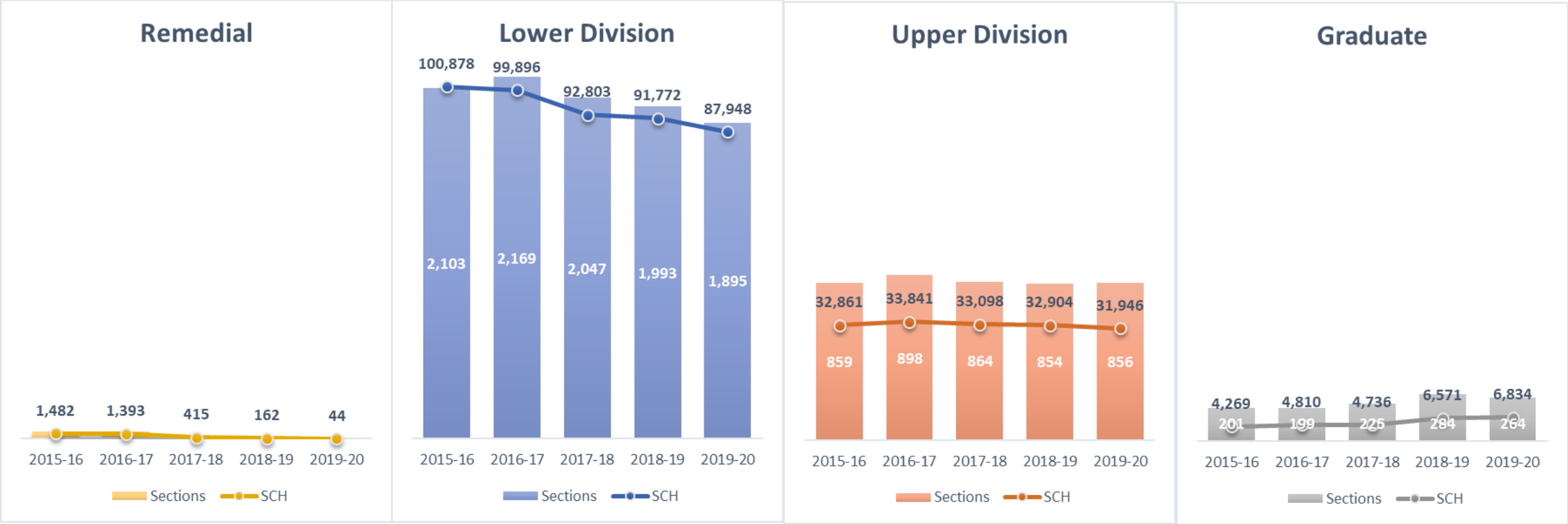


# Average Class Size by Course Level

Like low faculty throughput, small average class sizes point to the efficiency gains transformation will achieve.



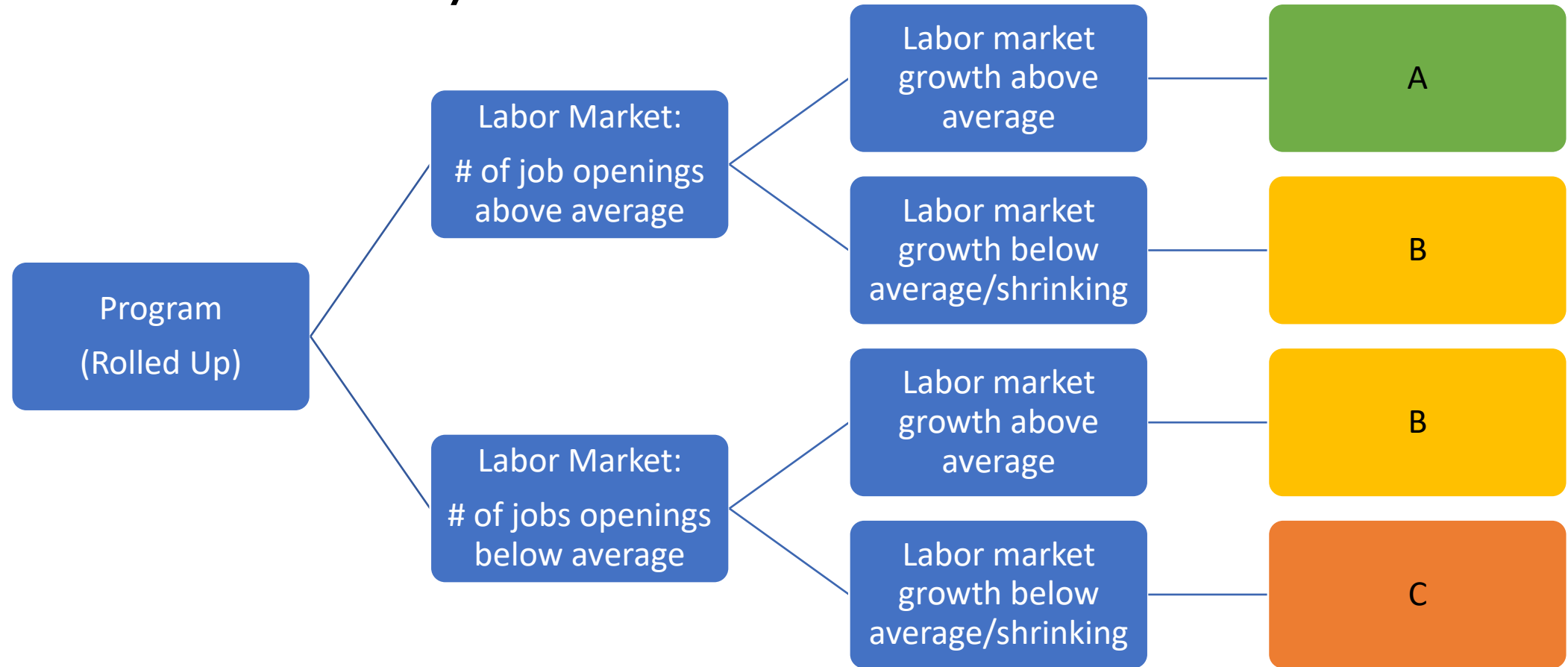
# Student Credit Hours and Number of Sections





### 3. Vermont Labor Market Analysis

# Labor Market Analysis Framework



# Labor Market Scan Objectives

## 1. Gap Analysis

- Examine statewide occupational employment projections & identify whether VSCS currently offers programs to prepare students for those jobs.
- Use this information to:
  - Identify opportunities for new VSCS programs (unmet demand), or
  - Sunset existing programs because state employment demand is weak.

## 2. Program Analysis

- Examine projected labor market demand for each VSCS program.
- Use this information to inform decisions about the types of programs VSCS should continue to offer:
  - Identify programs with strong employment opportunities
  - Consolidate or sunset VSCS programs because state employment demand is weak.

# Labor Market Scan Data Sources

- VSCS program list, 2021
- US DOE IPEDS Completions, 2014-2018
- US DOE CIP/SOC Crosswalk (v2010)
- US DOL Occupational Projection Education and Experience Requirements
- US Census American Community Survey, PUMS 2019
- VT DOL Occupational Employment Projections 2018-2028

# Labor Market Scan Methodology

## 1. Create Enhanced CIP/SOC Crosswalk

- Expanded standard CIP/SOC crosswalk to include CIP by degree & certificate
- Matched SOC to CIPs using occupational education & experience requirements
- Enhanced crosswalk with liberal arts BA degree index that:
  - 1) Identifies jobs accessible to students with liberal arts BA degrees, and
  - 2) Identifies liberal arts CIP codes

## 2. Add Vermont Labor Market Information to Crosswalk

- Merged the VT occupational employment projections onto the crosswalk by SOC code

## 3. Link VSCS Program List to the Crosswalk

- Merged the VSCS program list by CIP code

# Program Analysis Groups – Labor Market

- **Occupations & VSCS Programs are organized into 3 groups**
  - Grouping methodology is a modified version of the methodology used by the VT DOL to identify High Growth and Declining Occupations (<http://www.vtlni.info/decliningandhighdemandocc.pdf>)
- **Methodology reflects**
  - Projected growth in new jobs (% change), and
  - Projected number of job openings (annual average)
- **3 Groups for Program Analysis:**
  - **Group A:** Above average new job growth & job openings
  - **Group B:**
    - Above average new job growth & below average job openings
    - Below average new job growth & above average job openings
  - **Group C:**
    - Below average, but positive, new job growth & below average job openings
    - Declining employment & below average job openings

# Liberal Arts Index – Methodology

## Two-Step Process to Develop:

1. Survey data (ACS) analyzing occupations of liberal arts degree holders – sample restricted to associate/bachelor depending on index
  - 50% of associate/bachelor liberal arts degree employment
  - Age 26 – 30
  - Work experience attached to occupation: < 5 years
  - Edu requirement attached to occupation: some college, no degree – bachelors
2. Occupations identified as accessible for a liberal arts degree graduate (non-technical occupations)
  - Work experience attached to occupation: < 5 years
  - Edu requirement attached to occupation: associate/bachelor depending on index

Employment data for the SOC codes aggregated into one record and applied to select associate and bachelor liberal arts degrees. The overall Liberal Arts Index is categorized like the 'A' programs as 'high growth, high demand.' The individual programs within the index, however, would likely not fall within the 'A' grouping as the labor market matches for those programs are not representative of what someone with a liberal arts degree could achieve in the labor market.

# Programs paired to liberal arts index

## Associates:

- ArtAA/AS
- Graph DesignAA
- Human Serv AS
- Media CommAA/AS
- Music Ind/ProdAS
- PhotographyAA/AS
- PsychologyAA
- Studio ArtAA
- Tech TheaterAA

## Bachelors:

- AnimationBFA
- AnthropologyBA
- Archeol Geog AnthBS
- Area StudiesBA
- ArtBA/BFA
- Creat WritBF
- EnglishBA
- Graph DesignBA
- HistoryBA
- InterdisBA/BS
- Intl Relations/AffairsBA
- JournBA
- LiteratureBA
- Media CommBA/BS
- MultidisBA
- Music BusinessBA/BS
- MusicBA
- Perform ArtsBA
- Polit SciBA
- PsychologyBA/BS
- Social Sci BA

- Social StudiesBA
- Social WorkBSW
- SociolBA
- Studio ArtBF
- Sustain StudBS
- Theater ArtsBA
- Undecl/ECBA/BS



# Labor Market Gap Analysis – Potential Program Opportunities

SOC Code	Occupation	Typical Education Level for Occupation Entry	% New Job Growth 2018-2028	Annual Job Openings 2018-2028	Accessible to Liberal Arts Graduates?
13-1199	Business Operations Specialists, All Other	Bachelor's degree	5.8%	123	yes
13-1041	Compliance Officers	Bachelor's degree	6.3%	208	yes
15-1151	Computer User Support Specialists	Some College, no degree	12.0%	138	
21-1012	Educational, Guidance, School, and Vocational Counselors	Master's degree	2.6%	114	
13-1071	Human Resources Specialists	Bachelor's degree	2.8%	129	yes
23-1011	Lawyers	Professional Degree	2.7%	83	
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's Degree	19.3%	219	yes
31-9011	Massage Therapists	Subbaccalaureate certificate	3.8%	109	
11-9111	Medical and Health Services Managers	Bachelor's degree	11.4%	116	yes
31-9092	Medical Assistants	Subbaccalaureate certificate	10.3%	111	
21-1023	Mental Health and Substance Abuse Social Workers	Master's degree	12.1%	136	
31-1014	Nursing Assistants	Subbaccalaureate certificate	7.8%	404	
23-2011	Paralegals and Legal Assistants	Associate degree	10.5%	89	yes
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	Bachelor's degree	17.7%	116	yes
25-3097	Teachers and Instructors, All Other, Except Substitute Teachers	Bachelor's degree	3.9%	135	yes

Note: List represents Group A occupations with no match to VSCS programs.  
 Projected average job growth in Vermont for 2018-2028 is 1.8%.  
 Projected average annual job openings in Vermont for 2018-2028 is 79.5.

# 'A' Programs – Above average new job growth & job openings

## Associates

- Agribus AAS
- Business Admin/Mgmt AS/AAS
- ComputingAS
- Constr MgtAAS
- Digit CommAA/AS
- Gen StudAA/AAS
- Info TechAS
- LandscapeAAS
- NursingAS
- Social EntrepAAS
- Software EnginAS

## Bachelors

- AcctBA/BS
- Agribus BS
- Business Admin/Mgmt BA/BS
- Comp Info SystBS
- Constr MgtBS
- Digit CommBA/BF/BS
- Forens PsychBS
- Health Phys EdBS
- Hosp TourismBA/BS
- Info TechBS
- Media ArtsBA

## • NursingBS

- Outdoor EdBA/BS
- Social EntrepBA/BS
- Software EnginBS
- Sport MgmtBA/BS
- Sports Studies.BA

## Masters

- AcctMS
- Arts AdminMA
- Business Admin/Mgmt MBA
- CounselingMA
- Leadership MA
- NursingMSN
- Software EnginMS
- Sport MgmtMS

# 'B' Programs – Above average new job growth & below average job openings OR below average new job growth & above average job openings

## Associates

- Arch Bldg Eng TechAAS
- AutoAAS
- Civil Env Eng TechAE
- Gen Engin TechAAS
- MathAS
- Radiol SciAS
- Special EdAS
- Vet TechAAS

## Bachelors

- Arch Bldg Eng TechBS
- Athletic TrainBS
- BiologyBA/BS
- ChemistryBS
- Data SciBS
- Ecol StudBA
- Elementary and Special EducationBA/BS
- Environ SciBS
- Holistic HealthBS

## Math and StatsBA/BS

- MathBA/BS
- Mfg Eng techBS
- Music EdBM/BME
- Radiol SciBS
- Sustain/RenewBS

## Masters

- Applied BehavMA
- Athletic TrainMAT
- Edu LicensureMA
- Music EdMUE
- Special EdMA/ME

# 'C' Programs – Below average, but positive, new job growth & below average job openings OR Declining employment & below average job openings

## Associates

- Comp Eng TechAE
- Crim JusticeAS
- Dairy Mgt TechAAS
- DieselAAS
- Elec Eng TechAE
- ForestryAAS
- Mech Eng TechAE

## Bachelors

- Career TechBAS
- Comp Eng TechBS
- Crim JusticeBA/BS
- Dental HygBS
- Early ChildhoodBA/BS
- Elec Eng TechBS
- Wildlife ConservBS

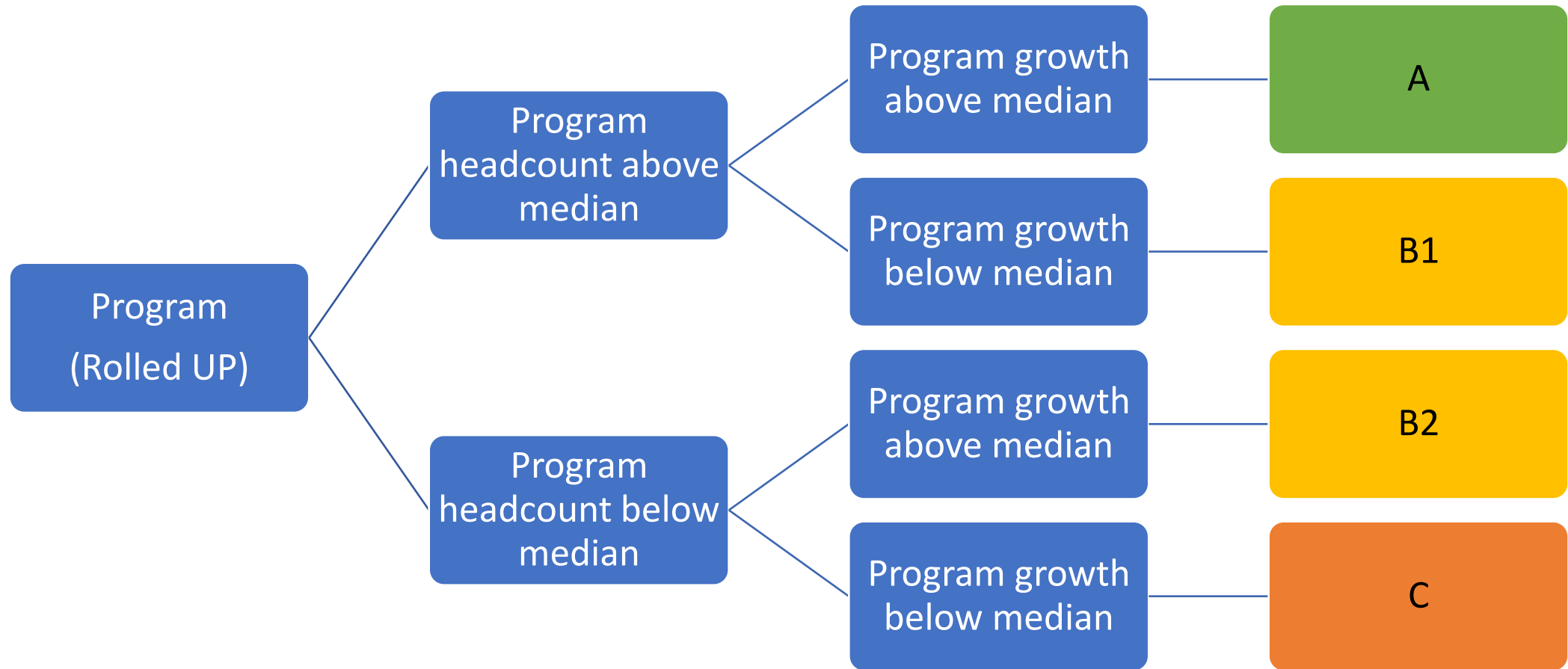
## Masters

- Edu ProfessionalMA/ME
- InterdisMA
- Studio ArtMF

### 3. Size/Growth Analysis

# Size/Growth Analysis Framework

This analysis is based on headcount enrollment of program majors.



Associates: Median Size 7.3; Median Growth -1  
Bachelors: Median Size 32.1; Median Growth -1  
Masters: Median Size 10.2; Median Growth 0

# 'A' Programs – Above median size and growth

## Associates

- Arch Bldg Eng TechAAS
- Constr MgtAAS
- DieselAAS
- Info TechAS
- LandscapeAAS
- NursingAS
- Software EnginAS

## Bachelors:

- BiologyBA/BS
- Business Admin/Mgmt BA/BS
- Comp Info SystBS
- Dental HygBS
- Early ChildhoodBA/BS
- Elec Eng TechBS
- HistoryBA
- MultidisBA
- NursingBS

- PilotBS

- Software EnginBS
- Sport MgmtBA/BS

## Masters:

- CounselingMA
- Edu LicensureMA
- Sport MgmtMS

Associates: Median Size 7.3; Median Growth -1  
 Bachelors: Median Size 32.1; Median Growth -1  
 Masters: Median Size 10.2; Median Growth 0

# 'B1' Programs – Above median size and below median growth

## Associates:

- AutoAAS
- Business Admin/Mgmt AS/AAS
- Civil Env Eng TechAE
- Dairy Mgt TechAAS
- Elec Eng TechAE
- Gen StudAA/AAS
- Mech Eng TechAE
- Respir TherAS
- Vet TechAAS

## Bachelors:

- AcctBA/BS
- AnimationBFA
- ArtBA/BFA
- Athletic TrainBS
- Atmos SciBS
- Constr MgtBS
- Crim JusticeBA/BS
- Digit CommBA/BF/BS
- Elec Mech Eng TechBS
- Elementary and Special

## EducationBA/BS

- Environ SciBS
- Health Phys EdBS
- Health SciBA/BS
- Holistic HealthBS
- Info TechBS
- MathBA/BS
- Media CommBA/BS
- Music BusinessBA/BS
- Outdoor EdBA/BS
- Polit SciBA

## PsychologyBA/BS

- Social WorkBSW
- Undecl/EC BA/BS

## Masters:

- Applied BehavMA
- Edu ProfessionalMA/ME
- Mental HealthMS/ME
- Special EdMA/ME

Associates: Median Size 7.3; Median Growth -1

Bachelors: Median Size 32.1; Median Growth -1

Masters: Median Size 10.2; Median Growth 0



# 'B2' Programs – Below median size and above median growth

## Associates

- Agribus AAS
- Comp Eng TechAE
- ComputingAS
- Crim JusticeAS
- Digit CommAA/AS
- ForestryAAS
- Gen Engin TechAAS
- Graph DesignAA
- PhotographyAA/AS
- Social EntrepAAS
- Special EdAS
- Studio ArtAA

## Bachelors

- Arch Bldg Eng TechBS
- Area StudiesBA
- ChemistryBS
- Climate SciBS
- Comp Eng TechBS
- Creat WritBF
- Ecol StudBA
- EnglishBA
- Graph DesignBA
- Hosp TourismBA/BS
- InterdisBA/BS
- Intl Relations/AffairsBA

## Math and StatsBA/BS

- Mfg Eng techBS
- Music EdBM/BME
- MusicBA
- Radiol SciBS
- Social EntrepBA/BS
- Social Sci BA
- Social StudiesBA
- Sports Studies.BA
- Studio ArtBF
- Sustain/RenewBS

## Masters

- AcctMS
- Arts AdminMA
- Music EdMUE
- Software EnginMS
- Studio ArtMF

Associates: Median Size 7.3; Median Growth -1

Bachelors: Median Size 32.1; Median Growth -1

Masters: Median Size 10.2; Median Growth 0

# 'C' Programs – Below median size and below median growth

## **Associates**

- ArtAA/AS
- Human Serv AS
- Music Ind/ProdAS
- Tech TheaterAA

## **Bachelors**

- Agribus BS
- AnthropologyBA
- JournBA
- LiteratureBA
- Media ArtsBA
- Natur Sci PreBS
- SociolBA
- Sustain StudBS

## **Masters**

- InterdisMA

Associates: Median Size 7.3; Median Growth -1  
Bachelors: Median Size 32.1; Median Growth -1  
Masters: Median Size 10.2; Median Growth 0

## 4. Data: Tables by Area of Focus

# Information About this Section

The following slides include data tables for each area of focus. There are two tables for each area of focus, and those tables are described in the following four slides – the program level variables and sample table, as well as the area of focus level variables and sample table.

# Program Level Variables

The following variables were analyzed for every **program** and are reflective of the students who chose the program as a major:

- Size/Growth Ranking (A, B1, B2, C)
- Market Scan Ranking (A, B, C, Liberal Arts Index)
- Matriculation Rate – How many admitted students enrolled?
- Institutional Retention Rate – What percentage of students enrolled in the program were retained at the institution after one year?
- Graduation/Completion/Transfer (4 or 6 year)
- Degrees Produced over 5 Years

# Sample Program Table

Program	Size/ Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Program Z	B1	Liberal Arts Index	26.4	16%	66%		40%	24
Program Y	B2	A	4.8	16%	100%	100%		10
Program X	A	C	150.4	19%	66%		49%	95

Program Y, for example, is below median size but above median growth, connects to a high growth industry with above average labor market demand, is small and has low yield, has a high retention and graduation or transfer rate, and produces few degrees.

# Area of Focus Variables

The following variables were analyzed for every **area of focus** and are reflective of all activity within departments linked to the programs within the area of focus:

- Faculty Full-Time Equivalent (FTE) by Faculty Type (Full-Time, Part-Time, Overload)
- Student Credit Hours Delivered/Taught (to both majors and nonmajors)
- Student Credit Hours per Faculty FTE

# Sample Area of Focus Table

Sample Area of Focus	Average	Change over Time
Full-Time Faculty FTE	13.7	-3.0
Overload Faculty FTE	3.2	0.2
Part-Time Faculty FTE	3.6	2.0
Total Faculty FTE	20.5	-0.8
Average Student Credit Hours	7,735	-737
Student Credit Hours per Faculty FTE	378.2	-20.6

This area of focus has lost three full-time FTEs and added 2.2 FTE in part-time and overload for a resulting decline in FTEs of 0.8. Student credit hours are declining at a greater rate than faculty FTE, resulting in a declining student credit hours per faculty FTE metric.



# Agriculture, Plant and Animal Sciences - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Agribus AAS	B2	A	5.8	32%	64%	50%		12
Agribus BS	C	A	14.6	28%	63%		26%	18
Dairy Mgt TechAAS	B1	C	18.6	53%	77%	78%		47
ForestryAAS	B2	C	New Program	45%	71%			3
LandscapeAAS	A	A	11	48%	68%	62%		14
Vet TechAAS	B1	B	63.4	47%	83%	87%		16

# Agriculture, Plant and Animal Sciences - Area of Focus Data

Agriculture, Plant and Animal Sciences	Average	Change over Time
Full-Time Faculty FTE	5.3	-1.0
Overload Faculty FTE	2.0	-0.4
Part-Time Faculty FTE	2.2	1.4
Total Faculty FTE	9.5	0.0
Average Student Credit Hours	2,274	-146
Student Credit Hours per Faculty FTE	239.6	-15.1

# Athletic Training, Exercise and Health Sciences - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Athletic TrainBS	B1	B	42	15%	72%		58%	46
Athletic TrainMAT		B	New Program	0%				
Exerc Sport SciBS			New Program	80%	75%			
Health Phys EdBS	B1	A	189	23%	68%		49%	174
Health Sci/Phys TherBA/BSB1			181.8	23%	65%		57%	167
Holistic HealthBS	B1	B	40.6	41%	73%		40%	88

# Athletic Training, Exercise and Health Sciences - Area of Focus Data

Athletic Training, Exercise and Health Sciences	Average	Change over Time
Full-Time Faculty FTE	11.7	1.1
Overload Faculty FTE	2.6	-0.6
Part-Time Faculty FTE	7.7	-0.2
Total Faculty FTE	22.0	0.3
Average Student Credit Hours	6,788	-776
Student Credit Hours per Faculty FTE	309.3	-39.4

# Business/Accounting - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
AcctBA/BS	B1	A	229.8	22%	71%		52%	206
AcctMS	B2	A	6	66%	20%		94%	23
Business Admin/Mgmt AS/AASB1		A	36.4	21%	53%	72%		83
Business Admin/Mgmt BA/BS	A	A	288.6	23%	65%		44%	486
Business Admin/Mgmt MBA		A	New Program	82%	26%			6
Hosp TourismBA/BS	B2	A	20.2	38%	80%		53%	34
Music BusinessBA/BS	B1	Liberal Arts Index	94.8	26%	66%		38%	69
Music Ind/ProdAS	C	Liberal Arts Index	3.6	11%	40%	14%		10
Social EntrepAAS	B2	A	2.4	62%	33%			3
Social EntrepBA/BS	B2	A	5.6	36%	22%			6
Sport MgmtBA/BS	A	A	111.8	22%	66%		51%	130
Sport MgmtMS	A	A	33	68%	46%			75

# Business/Accounting - Area of Focus Data

Business/Accounting	Average	Change over Time
Full-Time Faculty FTE	17.3	-4.7
Overload Faculty FTE	6.2	-2.5
Part-Time Faculty FTE	15.8	5.7
Total Faculty FTE	39.3	-1.5
Average Student Credit Hours	15,780	-1,567
Student Credit Hours per Faculty FTE	401.7	-24.9

# Communications/Journalism - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Digit CommAA/AS	B2	A	1.6	9%	33%	86%		16
Digit CommBA/BS	B1	A	80.4	21%	62%		52%	80
JournBA	C	Liberal Arts Index	6.2	9%	67%		28%	2
Media CommAA/AS		Liberal Arts Index	0.8	31%	67%	100%		
Media CommBA/BS	B1	Liberal Arts Index	60.2	19%	62%		61%	72

# Communications/Journalism - Area of Focus Data

Communications/Journalism	Average	Change over Time
Full-Time Faculty FTE	6.3	-1.9
Overload Faculty FTE	1.6	-1.0
Part-Time Faculty FTE	3.1	-1.5
Total Faculty FTE	11.1	-4.4
Average Student Credit Hours	3,317	-1,944
Student Credit Hours per Faculty FTE	299.8	-61.6



# Computer Information Systems - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Comp Info SystBS	A	A	55.8	22%	76%		41%	40
ComputingAS	B2	A	0.8	13%	100%	0%		4
Data SciBS		B	New Program					
Info TechAS	A	A	7.6	64%	67%	74%		9
Info TechBS	B1	A	37	38%	75%		60%	36
Software EnginAS	A	A	10	38%	62%	73%		18
Software EnginBS	A	A	58	42%	71%		56%	48
Software EnginMS	B2	A	5.4	69%	56%			3

# Computer Information Systems - Area of Focus Data

Computer Information Systems	Average	Change over Time
Full-Time Faculty FTE	6.1	-0.7
Overload Faculty FTE	2.2	-0.6
Part-Time Faculty FTE	1.4	-0.7
Total Faculty FTE	9.8	-2.0
Average Student Credit Hours	2,535	-246
Student Credit Hours per Faculty FTE	258.6	25.8

# Counseling and Psychology - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
CounselingMA	A	A	96.6	69%	63%		85%	126
Forens PsychBS		A	New Program	19%	58%			6
Human Serv AS	C	Liberal Arts Index	2.8	8%	0%	60%		6
Mental HealthMS/ME	B1		47.6	71%	52%			16
PsychologyAA		Liberal Arts Index	0					1
PsychologyBA/BS	B1	Liberal Arts Index	275.2	20%	66%		50%	405
Sports Studies.BA	B2	A	3.2	5%	75%			2

# Counseling and Psychology - Area of Focus Data

Counseling and Psychology	Average	Change over Time
Full-Time Faculty FTE	13.5	-7.4
Overload Faculty FTE	3.0	-1.1
Part-Time Faculty FTE	18.9	15.0
Total Faculty FTE	35.3	6.5
Average Student Credit Hours	11,456	363
Student Credit Hours per Faculty FTE	324.2	-52.9

# Education - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees produced
Applied BehavMA	B1	B	16.4	73%	39%		85%	96
Career TechBAS		C	1.4	100%				3
Early ChildhoodBA/BS	A	C	41.4	33%	76%		42%	35
Edu LicensureMA	A	B	52.6	59%	41%		81%	86
Edu ProfessionalMA/ME	B1	C	19.2	70%	45%		69%	49
Elementary and Special EducationBA/BS	B1	B	83.0	22%	69%		54%	73
Music EdBM/BME	B2	B	16.8	40%	83%		67%	7
Music EdMUE	B2	B	4.4	74%	18%			7
Social StudiesBA	B2	Liberal Arts Index	1.8	4%	67%		33%	3
Special EdAS	B2	B	1.8	10%	67%			0
Special EdMA/ME	B1	B	10.2	65%	49%		83%	19

# Education - Area of Focus Data

Education	Average	Change over Time
Full-Time Faculty FTE	16.4	-4.1
Overload Faculty FTE	2.6	0.6
Part-Time Faculty FTE	9.6	3.1
Total Faculty FTE	28.6	-0.4
Average Student Credit Hours	6,543	327
Student Credit Hours per Faculty FTE	228.8	14.8

# Engineering Technology - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Arch Bldg Eng TechAASA		B	8.4	33%	80%	70%		19
Arch Bldg Eng TechBS	B2	B	30.6	38%	75%		59%	37
Civil Env Eng TechAE	B1	B	33.4	48%	82%	81%		64
Comp Eng TechAE	B2	C	7	44%	63%	73%		12
Comp Eng TechBS	B2	C	29.4	30%	81%		63%	23
Elec Eng TechAE	B1	C	27.4	55%	86%	67%		65
Elec Eng TechBS	A	C	36.2	40%	72%		40%	35
Elec Mech Eng TechBS	B1		65	53%	75%		56%	101
Gen Engin TechAAS	B2	B	2.2	46%		0%		20
Mech Eng TechAE	B1	C	37.6	40%	70%	67%		95
Mfg Eng techBS	B2	B	22.6	35%	86%			N/A - CIP Code Misalignment*
Sustain/RenewBS	B2	B	16.6	53%	81%			4

\*The CIP code used by the registrar was incorrect and therefore no data can be produced about number of graduates.

# Engineering Technology - Area of Focus Data

Engineering Technology	Average	Change over Time
Full-Time Faculty FTE	15.2	0.2
Overload Faculty FTE	4.8	0.5
Part-Time Faculty FTE	7.4	1.7
Total Faculty FTE	27.3	2.5
Average Student Credit Hours	5,210	-128
Student Credit Hours per Faculty FTE	190.8	-21.2



# Fine and Performing Arts - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees produced
AnimationBFA	B1	Liberal Arts Index	37.4	29%	79%		51%	18
ArtAA/AS	C	Liberal Arts Index	4.6	6%	75%	63%		6
ArtBA/BFA	B1	Liberal Arts Index	78.6	25%	73%		47%	65
Arts AdminMA	B2	A	3.0	73%	7%			12
Graph DesignAA	B2	Liberal Arts Index	0.2	0%				0
Graph DesignBA	B2	Liberal Arts Index	27.0	28%	68%		39%	14
Media ArtsBA	C	A	23.0	26%	68%		43%	80
MusicBA	B2	Liberal Arts Index	22.6	26%	78%		44%	27
Perform ArtsBA		Liberal Arts Index	0.0					0
PhotographyAA/AS	B2	Liberal Arts Index	2.2	10%	75%			6
Studio ArtAA	B2	Liberal Arts Index	0.4	14%	0%			0
Studio ArtBF	B2	Liberal Arts Index	31.2	31%	61%		47%	38
Studio ArtMF	B2	C	6.2	32%	55%		75%	12
Tech TheaterAA	C	Liberal Arts Index	5.2	32%	73%	60%		25
Theater ArtsBA	C	Liberal Arts Index	23.4	28%	69%		71%	25

# Fine and Performing Arts - Area of Focus Data

<b>Fine and Performing Arts</b>	<b>Average</b>	<b>Change over Time</b>
<b>Full-Time Faculty FTE</b>	27.4	-11.2
<b>Overload Faculty FTE</b>	4.1	-0.1
<b>Part-Time Faculty FTE</b>	23.9	-1.6
<b>Total Faculty FTE</b>	55.3	-12.8
<b>Average Student Credit Hours</b>	13,910	-1,724
<b>Student Credit Hours per Faculty FTE</b>	251.5	29.5

# Health Professions - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Dental HygBS	A	C	74.4	56%	76%		71%	51
NursingAS	A	A	142.2	77%	93%	97%		689
NursingBS	A	A	276.4	35%	80%		80%	298
NursingMSN		A	New Program					
Radiol SciAS		B	New Program	73%	75%			
Radiol SciBS	B2	B	New Program	74%	86%			5
Respir TherAS	B1		28.8	71%	72%	89%		54

# Health Professions - Area of Focus Data

Health Professions	Average	Change over Time
Full-Time Faculty FTE	34.0	-2.8
Overload Faculty FTE	5.0	8.0
Part-Time Faculty FTE	24.4	9.3
Total Faculty FTE	63.4	14.5
Average Student Credit Hours	11,843	1,363
Student Credit Hours per Faculty FTE	186.8	-22.4

# Humanities - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Area StudiesBA	B2	Liberal Arts Index	10.2	28%	54%		80%	9
Creat WritBF	B2	Liberal Arts Index	26.8	28%	75%		36%	22
EnglishBA	B2	Liberal Arts Index	25.2	21%	68%		41%	25
Gen StudAA/AAS	B1	A	29	20%	42%	66%		
HistoryBA	A	Liberal Arts Index	56.2	20%	73%		49%	60
InterdisBA/BS	B2	Liberal Arts Index	19	17%	56%		41%	91
InterdisMA	C	C	4.6	58%	48%		33%	5
Leadership MA		A	New Program	75%	67%			
LiteratureBA	C	Liberal Arts Index	31	13%	62%		53%	26
MultidisBA	A	Liberal Arts Index	100.4	37%	77%		51%	99

# Humanities - Area of Focus Data

Humanities	Average	Change over Time
Full-Time Faculty FTE	33.6	-9.7
Overload Faculty FTE	5.1	1.0
Part-Time Faculty FTE	26.7	-0.1
Total Faculty FTE	65.4	-8.8
Average Student Credit Hours	25,005	-3,457
Student Credit Hours per Faculty FTE	382.1	-1.8

# Math, Environmental Science, and Physical Science - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Atmos SciBS	B1		68.4	23%	80%		56%	39
BiologyBA/BS	A	B	102.8	17%	70%		44%	89
ChemistryBS	B2	B	10.4	24%	64%			7
Climate SciBS	B2		New Program	6%	100%			
Ecol StudBA	B2	B	16.8	44%	71%			28
Environ SciBS	B1	B	64.4	15%	68%		50%	51
Math and StatsBA/BS	B2	B	3.8	27%	67%		40%	5
MathAS		B	0	0%				
MathBA/BS	B1	B	48.4	16%	73%		57%	52
Natur Sci PreBS	C		15.6	25%	52%		32%	7
Sustain StudBS	C	Liberal Arts Index	8.2	11%	50%		67%	6
Wildlife ConservBS		C	New Program	71%	80%			

# Math, Environmental Science, and Physical Science - Area of Focus Data

<b>Math, Environmental Science, and Physical Science</b>	<b>Average</b>	<b>Change over Time</b>
<b>Full-Time Faculty FTE</b>	45.5	-6.9
<b>Overload Faculty FTE</b>	10.4	0.1
<b>Part-Time Faculty FTE</b>	25.6	2.6
<b>Total Faculty FTE</b>	81.6	-4.2
<b>Average Student Credit Hours</b>	26,204	-1,744
<b>Student Credit Hours per Faculty FTE</b>	321.3	-5.0



# Professional Programs - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
AutoAAS	B1	B	37.6	58%	71%	62%		60
Constr MgtAAS	A	A	19.6	51%	77%	64%		33
Constr MgtBS	B1	A	39.4	48%	64%		56%	56
DieselAAS	A	C	31.4	54%	78%	73%		63
PilotBS	A		44	46%	70%		52%	36

# Professional Programs - Area of Focus Data

Professional Programs	Average	Change over Time
Full-Time Faculty FTE	7.1	-3.7
Overload Faculty FTE	3.1	-1.9
Part-Time Faculty FTE	4.0	2.7
Total Faculty FTE	14.2	-2.9
Average Student Credit Hours	3,370	-254
Student Credit Hours per Faculty FTE	237.0	28.7

# Ski Resort Management/Outdoor Education and Adventure - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
Outdoor EdAS			0	0%				
Outdoor EdBA/BS	B1	A	137.4	20%	76%		42%	93

# Ski Resort Management/Outdoor Education and Adventure - Area of Focus Data

Ski Resort Management/Outdoor Education and Adventure	Average	Change over Time
Full-Time Faculty FTE	3.9	-1.4
Overload Faculty FTE	1.2	-0.4
Part-Time Faculty FTE	1.2	-1.5
Total Faculty FTE	6.4	-3.3
Average Student Credit Hours	1,770	-1,178
Student Credit Hours per Faculty FTE	277.4	-48.2

# Social Sciences - Program Data

Program	Size/Growth	Market Scan	Average Annual Enrollment	Matriculation Rate	Institutional Retention Rate	4-Yr Grad + Transfer (AA/AS)	6-Yr Graduation	Degrees Produced (5 Years)
AnthropologyBA	C	Liberal Arts Index	26.4	16%	67%		40%	24
Archeol Geog AnthBS		Liberal Arts Index	New Program	50%	100%			
Crim JusticeAS	B2	C	4.8	16%	100%	100%		10
Crim JusticeBA/BS	B1	C	150.4	19%	66%		49%	95
Intl Relations/AffairsBA	B2	Liberal Arts Index	5.2	24%	70%		0%	2
Polit SciBA	B1	Liberal Arts Index	33	19%	74%		30%	44
Social Sci BA	B2	Liberal Arts Index	8	20%	89%		67%	33
Social WorkBSW	B1	Liberal Arts Index	60	35%	74%		54%	76
SociolBA	C	Liberal Arts Index	26.2	18%	74%		43%	48

# Social Sciences - Area of Focus Data

Social Sciences	Average	Change over Time
Full-Time Faculty FTE	13.7	-3.0
Overload Faculty FTE	3.2	0.2
Part-Time Faculty FTE	3.6	2.0
Total Faculty FTE	20.5	-0.8
Average Student Credit Hours	7,735	-737
Student Credit Hours per Faculty FTE	378.2	-20.6

# Thank you

Please share your questions and feedback:  
<https://forms.gle/kv1Ew5En6HMWj9qL9>