



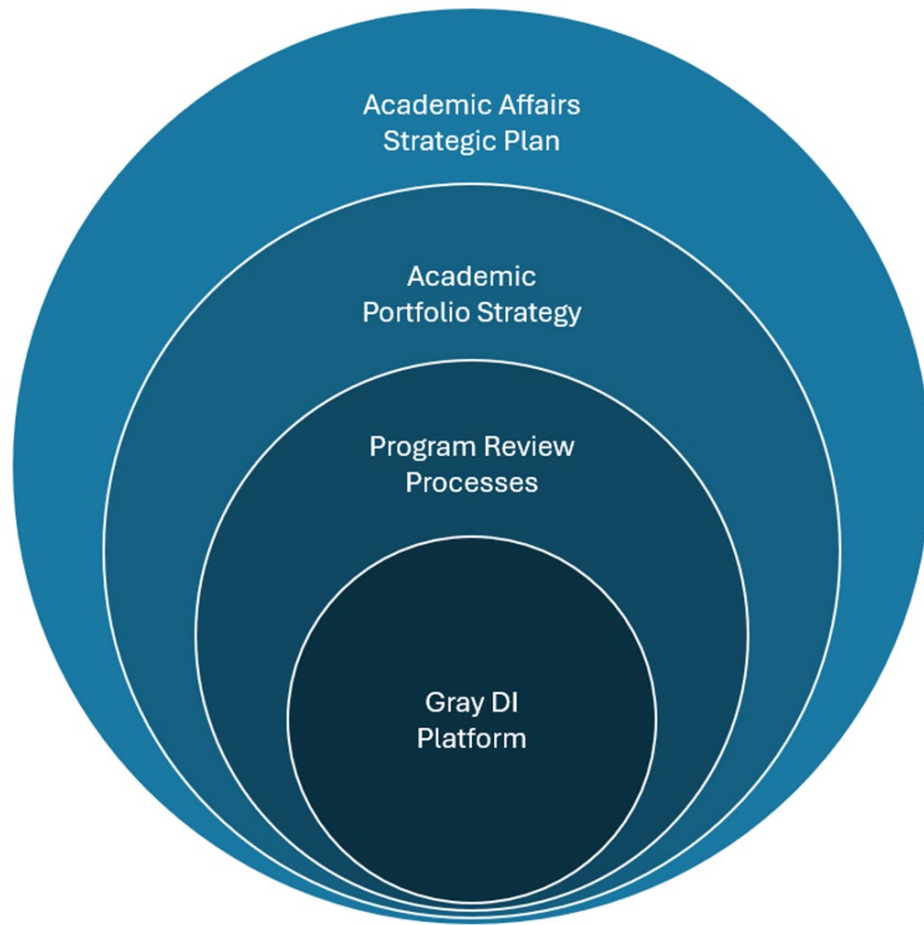
GRAND VALLEY
STATE UNIVERSITY®

**Gray Decision Intelligence
GVSU Data Platform Update
January 31, 2025**

Long-term goals for Academic Affairs

- Develop our vision for growth and a shared academic portfolio strategy.
- Refine our decision-making processes for reviewing potential new programs and existing programs.
- Increase the comprehensiveness, consistency, transparency, and equitable access to our systems.
- Stay ahead of current and future trends and emerging challenges.
- Estimate future resource needs to better meet future needs and demands.

Context



What's happened so far – Fall 2024

- **Initial platform engagement – Fall 2024**
 - Intro to Gray DI staff, philosophy, and platform: SLT, Deans, A/ADs, AVPs, ECS/UAS, FSBC, key committee chairs, unit heads, other leaders in Sept/Oct; *videos available*
 - Training workshops: 4 sessions in Nov; *videos available*
 - Open feedback sessions: 8 sessions in Oct/Nov
 - Outreach to past invitees: Summary end-of-semester email with another invitation to view recordings, use the system, and provide feedback
- **Ongoing work – end of Fall 2024**
 - Data quality assurance: With ADs and Institutional Analysis; *preparing for Program Economics module*
 - FAQ: Initial draft written; *ready for feedback and revisions*
 - Refining support for new program proposals: Comparing Gray DI output with information used in our current system following input from New Programs Council; *preparing new template for future proposals*

Next steps – Winter 2025

- **Hands-on workshops**
 - Program Portfolio Workshop: A two-day workshop in mid-February, where GVSU leaders* will use their judgment and Gray DI market data to identify attractive potential new academic programs in each market (day 1) and growth opportunities among existing academic programs (day 2).
 - Curriculum Efficiency Workshop: A one-day workshop in mid-March, where GVSU leaders* will use their judgment and department- and course-level data to identify opportunities to expand instructional staff for growth and find opportunities for delivering courses and programs more efficiently (such as reducing the number of low enrolled sections).
- **Broader outreach to colleges and faculty leaders**
 - Work with Deans to connect w/colleges (such as unit head meetings)
 - New Programs Council, A/AD working group, FSBC, UCC, Grad Council, and ECS/UAS
- **Eventual goal: university-wide access**
 - Invite all GVSU faculty and staff to participate; Gray DI provides unlimited licenses
 - Extended through Lakers Ready and other channels in early Winter 2025

* Deans and some ADs, unit heads, faculty governance leaders, and AVPs



Invitation

We are looking for partners to help with our ongoing work related to:

- Item-by-item comparison of Unit Stability Reports to Gray DI platform data
- Data quality assurance
- Platform dashboarding options

Contact Aaron Lowen (Lowena@gvsu.edu) with questions or feedback, to get more involved, or to schedule a hands-on exploration of the platform.



Appendix
Gray DI Platform - Screenshots

Tools

- PES Markets:
 - primarily uses external data
 - student demand
 - employment opportunities
 - competitive intensity
- PES Predict Program Size:
 - enrollments in similar programs; offers machine learning-based predictions
 - pro forma financial statement builder
- PES Economics and Outcomes:
 - primarily uses GVSU data
 - revenues, costs, and margins by academic unit, program, and course
 - student retention data by academic unit, program, courses, and student demographic categories

PES Markets: student demand, jobs, competition

CIP: 03.0104 Environmental Science

Award Level: Bachelors

Market: Great Lakes- IL, IN, OH, WI

Student Demand Score: 20 Percentile: 98				
Category	Pctl	Criterion	Value	Score
Size	82	Google Search Volume (3 Months)*	7,450	1
	0	International Page Views (12 Months)	0	NS
	97	New Student Enrollment Volume (12 Mo.)	950	4
	97	On-ground Completions at In-Market Institutions	910	3
	95	Online Completions by In-Market Students	55	3
	96	Sum of On-ground and Online Completions	965	3
Growth	83	Google Search YoY Change (Units)*	190	0
	95	New Student Enrollment Vol. YoY Change (Units)	39	2
	99	Completion Volume YoY Change (Units)	90	2
	75	Google Search YoY Change (%)	3%	1
	58	New Student Enrollment Vol. YoY Change (%)	4%	0
	73	Completion Volume YoY Change (%)	10%	1

Competitive Intensity Score: 6 Percentile: 77				
Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	97	Campuses with Graduates**	68	2
	99	Campuses with Grads YoY Change (Units)**	5	NS
	94	Institutions with Online In-Market Students**	4	1
In-Market Program Sizes	60	Average Program Completions	13	0
	51	Median Program Completions	7	0
	77	YoY Median Prog. Compl. Change (Units)	1	0
	75	YoY Median Prog. Compl. Change (%)	17%	0
In-Market Saturation	84	Google Search "Cost per Click"*	\$16	1
	55	Google Competition Index**	0.12	2
National Online Competition	92	National Online Institutions (Units)**	12	NS
	55	Nat'l Online % of Institutions	2%	NS
	74	Nat'l Online % of Completions	11%	NS

* - Google search data not filter by award level.
 ** - Color scale in reverse.
 NA - No data available/not currently tracked.
 NS - Not Scored in Rubric (values = 0).

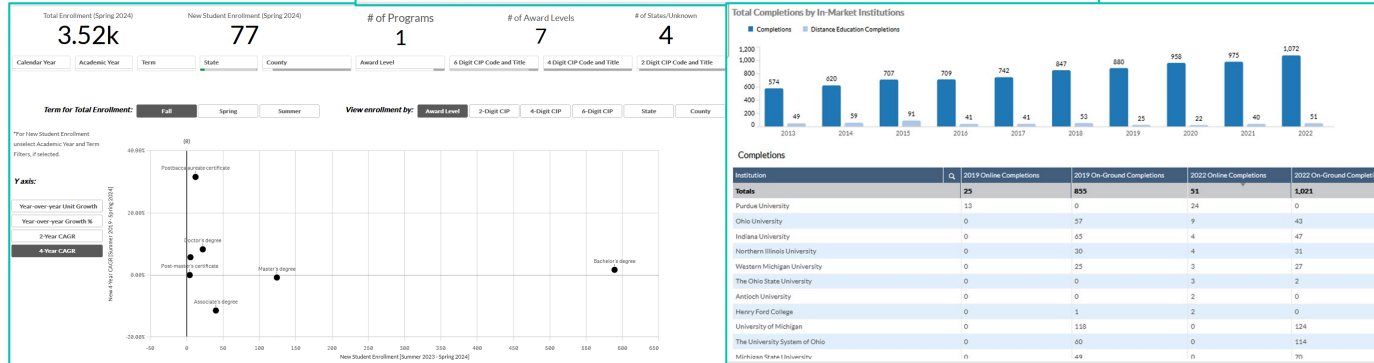
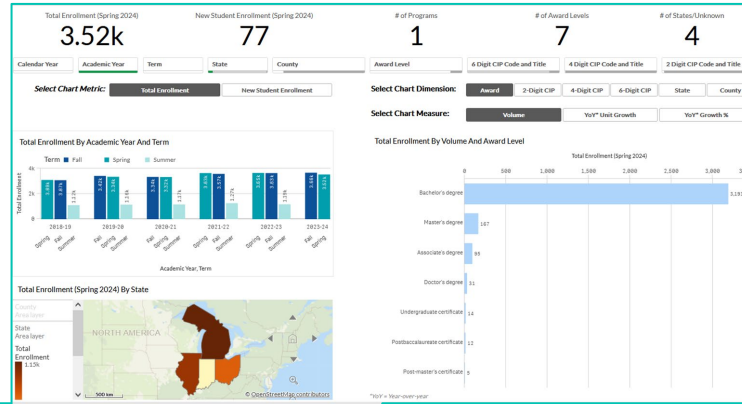
Employment Score: 5 Percentile: 66				
Category	Pctl	Criterion	Value	Score
Size: Entry Jobs	95	Job Postings Total (12 Months)	854	3
	95	BLS Current Employment	5,237	1
	95	BLS Annual Job Openings	444	1
Underemployed	71	Underemployed Percent of Graduates**	53%	0
Growth: Entry Jobs	31	BLS 1-Year Historical Growth	3.6%	0
	34	BLS 3-Year Historic Growth (CAGR)	-0.4%	0
	41	BLS 10-Year Future Growth (CAGR)	0.3%	0
Saturation: Entry Jobs	46	Job Postings per Graduate	0.9	0
	51	BLS Job Openings per Graduate	0.5	0
Weighted-Avg BLS Wages	40	Entry 25th Percentile	\$49,781	0
	48	Post Entry Median	\$79,582	0
	49	Post Entry w/Associates Median	NA	NS
	49	Post Entry w/Bachelors Median	\$74,229	NS
	49	Post Entry w/Masters Median	\$93,370	NS
National American Community Survey Outcomes*	60	Post Entry w/Doctoral Median	\$105,035	NS
	47	% with Any Graduate Degree**	35%	NS
	50	% with Masters*	26%	NS
	53	% with Doct/Prof Degree*	8%	NS
	86	% Unemp. (Age <30)**	4%	NS
	49	% in Direct Prep Jobs*	6%	NS

-- IPEDS Demographics (Not Scored) -----

Category	Pctl	Criterion	This Program In-Market	All Programs In-Market
IPEDS Gender	48	Female	59%	58%
	51	Male	41%	42%
IPEDS Ethnicity	87	American Indian or Alaska Native	0%	0%
	50	Asian	2%	7%
	37	Black or African American	1%	7%
	58	Hispanic or Latino	8%	11%
	0	Native Hawaiian or Other Pacific Islander	0	0%
	73	White	82%	65%
	61	International	2%	5%
	43	Other/Unknown	4%	6%

- Student demand
 - Internet search data
 - Enrollments
 - Completions
- Competitive intensity
 - # and sizes
 - Search saturation
 - Online programs
- Employment
 - Job postings
 - Market saturation
 - Underemployment
 - Wages
- Demographics on gender & ethnicity
- Adjustable scoring / rubric

PES Student Demand datasets



- Enrollments and degree conferrals:
 - New and total
 - # and % change
 - Filter by CIP, year, geography, modality, degree level
 - Peers / Competitors
- Also has data from:
 - Google searches
 - Coursera and UDEMY
 - International student searches

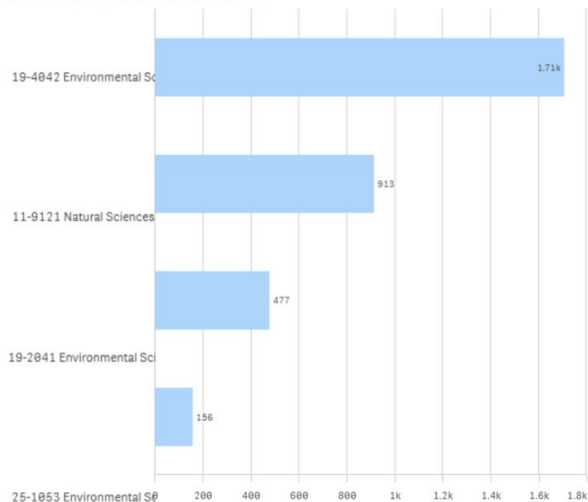
PES Employment datasets

Jobs 3,253	Companies 937	SOC Job Titles 4	CIPs Direct Prep 1	CIPs ACS Bach. 145	Degree Levels 9	Avg Salary \$58,014	Count of Salaries 848	Skills 1,992	Soft Skills 217	Certifications 47
Industry	Company	Job Posting Title	Degree Level	Skills	Soft Skills	Certifications	Salary Tier \$			
Standard Occupational Code (SOC)	CIP Code - Direct Prep.	CIP Code - ACS Bach. Outcomes	State / Terr	County	City	Year	Month			

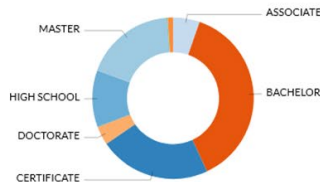
Select Table Dimension

- Industry
- Degree Level
- SOC Title**
- Job Postings Title
- Company
- State / Terr
- County
- City

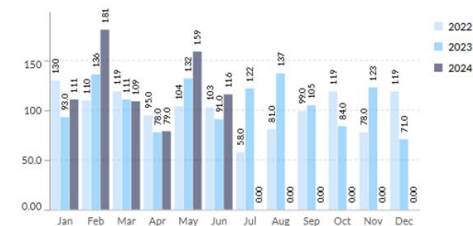
Job Postings By SOC Title [Top 75 Results]



% of Jobs by Degree Level

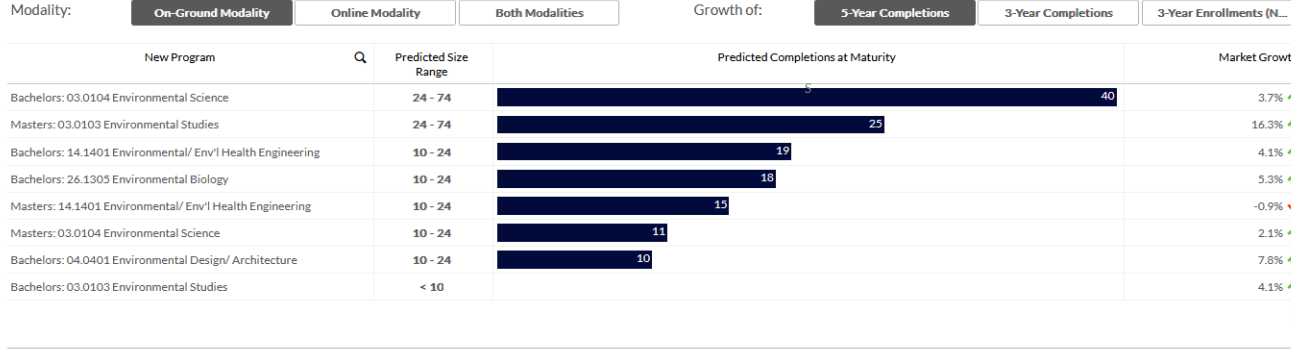


Jobs by Month
Job in millions (m) and thousands (k)

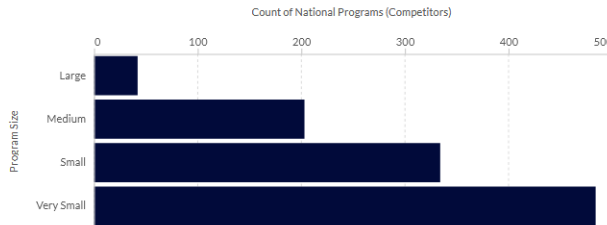


- Job postings:
 - Titles, occupations, industries, wages, monthly openings, employers, cities
- Beta testing:
 - Employment histories from degree recipients (LinkedIn, etc.)
 - Customizable reports (similar to Lightcast)
 - #, titles, wages, industries, companies, cities, skills, certs

PES Predict Program Size



Competitors Landscape

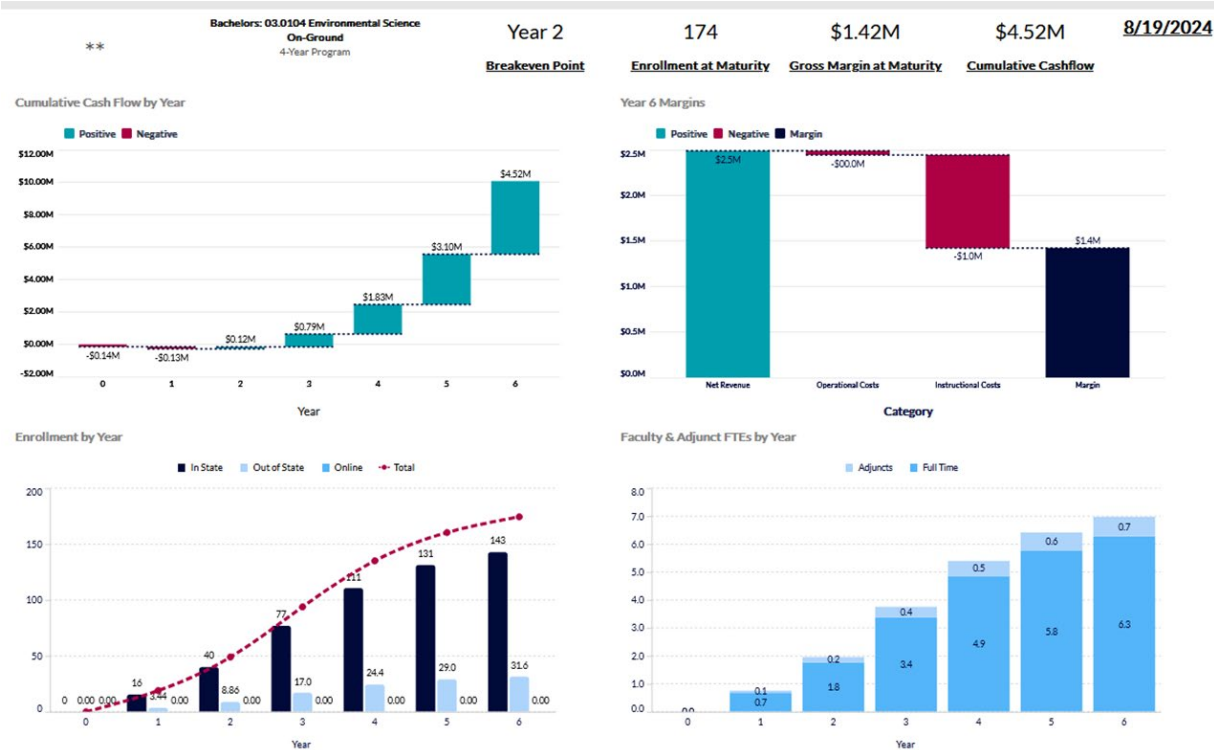


Please select one program from the Chart on the LEFT

Create Pro Forma Financials

- Predicts program size based on similar programs at peers
 - By program, award level, and modality
 - Enrollments and degree conferrals at maturity

PES Predict Program Size – Pro Forma Financials



- Generates pro forma financial statements
 - Builds from estimated program size at maturity, retention rates, program length,
 - Tuition rates and fees
 - Faculty comp and hiring, course creation costs, marketing

PES Predict Program Size – Pro Forma Financials

Modality	Q	Pre-Launch	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Totals		0	\$236,427	\$626,042	\$1,233,648	\$1,823,566	\$2,225,555	\$2,488,331
In State		-	\$140,049	\$371,711	\$734,147	\$1,087,620	\$1,330,245	\$1,490,438
Out of State		-	\$77,378	\$205,371	\$405,619	\$600,913	\$734,964	\$823,472
Online		-	\$0	\$0	\$0	\$0	\$0	\$0
Fees		-	\$19,000	\$48,960	\$93,882	\$135,033	\$160,345	\$174,422
State Appropriations		-	\$0	\$0	\$0	\$0	\$0	\$0

Costs Summary

	Q	Pre-Launch	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Total Expenses		143,000	\$227,689	\$368,672	\$565,419	\$789,374	\$955,881	\$1,066,621
Program Instructional Cost		-	\$97,523	\$256,835	\$504,341	\$745,185	\$910,829	\$1,020,687
Marketing Cost		10,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Cost per SCH		-	\$172	\$175	\$179	\$183	\$186	\$190
Administrative Cost		133,000	\$40,698	\$41,512	\$42,342	\$43,189	\$44,053	\$44,934

Income Statement

	Q	Pre-Launch	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Total Expenses		-143,000	-\$227,689	-\$368,672	-\$565,419	-\$789,374	-\$955,881	-\$1,066,621
Total Revenue		0	\$236,427	\$626,042	\$1,233,648	\$1,823,566	\$2,225,555	\$2,488,331
Gross Margin		-143,000	\$8,738	\$257,370	\$668,229	\$1,034,193	\$1,269,673	\$1,421,711

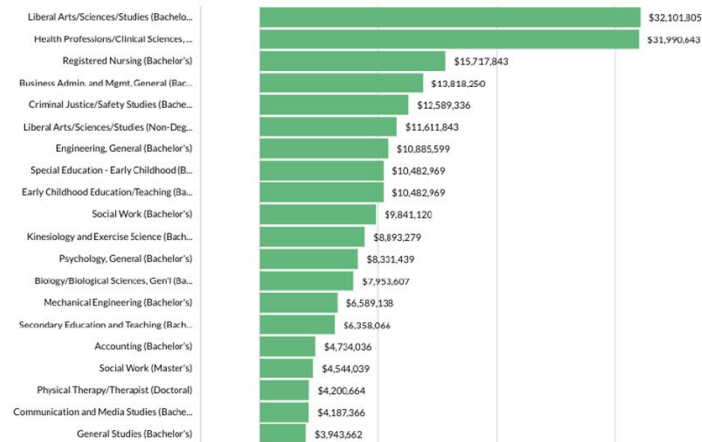
- Generates pro forma financial statements
 - Builds from estimated program size at maturity, retention rates, program length,
 - Tuition rates and fees
 - Faculty comp and hiring, course creation costs, marketing

PES Economics and Outcomes

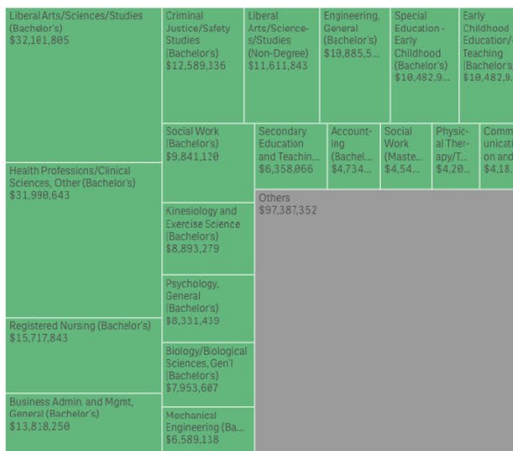
2021 Gross Revenue	2021 Discounts	2021 State Appropriation	2021 Net Revenue	2021 Instructional Cost	2021 Contribution	Units
\$117,339,083 ^{+1%} YoY	\$28,509,220 ^{+1%} YoY	\$43,332,369 ^(1%) YoY	\$132,162,232 ^{+1%} YoY	\$52,404,325 ^(4%) YoY	\$79,757,907 ^{+4%} YoY	

Measure: **Totals** Per SCH Metric: **Net Revenue** Instr. Cost Contribution View economics by: **Program** Department Course Subject Course

Contribution by Program



Contribution By Program



- Economics
 - Revenue, cost, and margin by academic unit, program, and course
- Outcomes
 - Retention by academic unit, program, gender, and race/ethnicity
- Metrics
 - Filter by totals, student credit hours, and others
- Benchmarks
 - Compare to institutions whose features we select

Note: Image from Gray DI example, GV data still being reviewed.

PES Economics and Outcomes

Filters

Year

Semester

Academic Unit

Program Area

Program

Award Level

Secondary Program

Student Level

Modality

College

Department

Course Subject

Course Title

Course Level

Section Type

Location

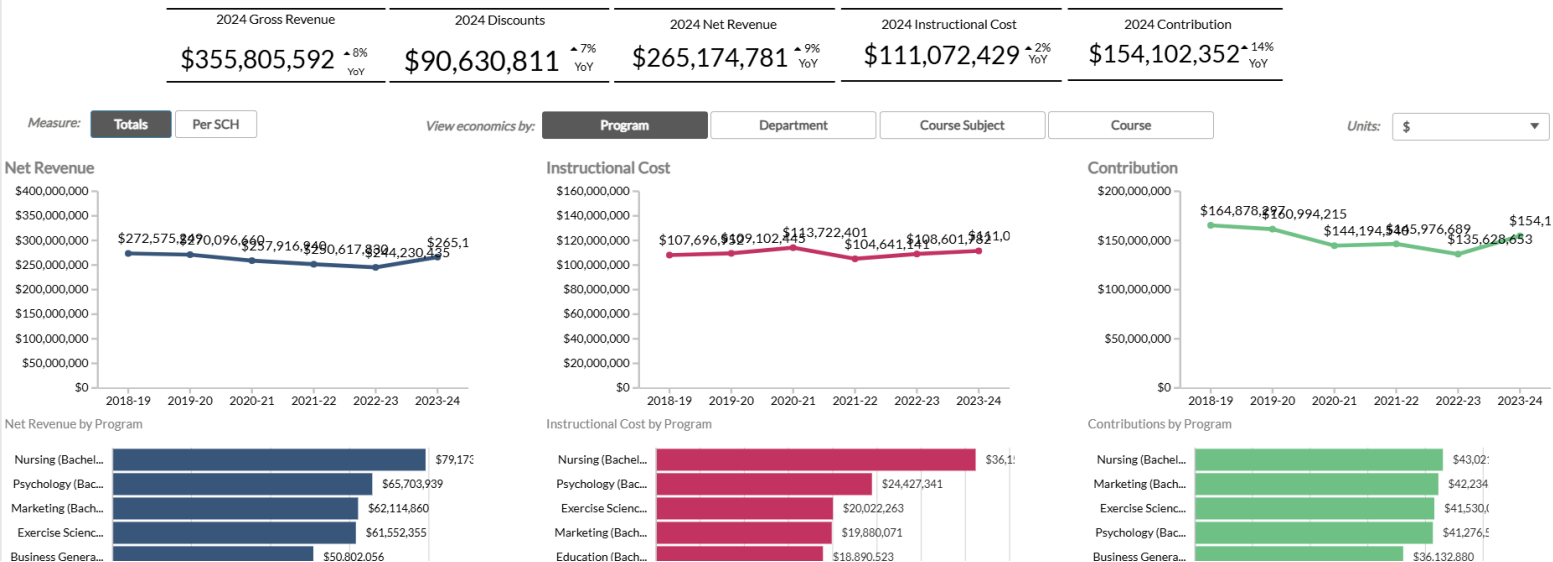
Support

- Net revenue, instructional cost, and contribution

- Total or SCH

- By program, department, course subject, or course

- For example: See impact of ACC majors (all courses taken), ACC courses (all students enrolled), and ACC majors in ACC courses



Note: tentative GV data, still being reviewed for accuracy

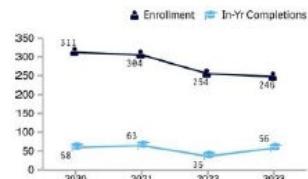
Program Review Status

Sustain

CIP Code: 52.0301 Accounting

Review Year: 2024

Size



Demographics



Review Cycle Information

Reviewed By	Initials and Date
Chair	No input
Dean	No input
Program Director	No input
Provost	No input

Mission

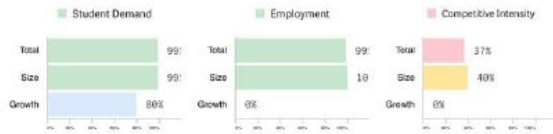
Category	Program Fit
Mission	This program embodies the institution's commitment to academic excellence. It aligns closely with the institution's goals by providing a platform for intellectual growth, fostering innovation, and cultivating a community of lifelong learners.
Academic Focus	This program provides students with a comprehensive and well-rounded education across a diverse range of disciplines. It acts as a gateway for students to explore various fields of study, fostering critical thinking, communication skills, and interdisciplinary perspectives.
Students Served	The program serves a diverse range of students: traditional undergraduates, non-traditional adult learners, transfer, and international students. The program fulfills its mission of providing accessible, high-quality education to a diverse student body.
Community Impact	Through partnerships with local organizations, service-learning initiatives, and community outreach efforts, students and faculty collaborate with community members to address pressing challenges and make meaningful contributions.
Highlights	A notable highlight of the program is its emphasis on experiential learning opportunities. Through internships, research projects, practicums, and service-learning initiatives, students gain hands-on experience in their field of study.

Overview

Markets

High Opportunity
Overall Percentage: 99%

Market: Contemporary U. Regional Market Rubric: Bachelor's



Academics

Satisfactory

Academic Percentile: 80%

Category	Metric	20-21	21-22	22-23	YoY Change
Program Profile	# of Students	304	254	246	-3%
	# of SCH Taught	6,911	6,589	5,988	-11%
	FTE Students	230	220	196	-11%
	% SCH in Online Courses	9%	9%	11%	24%
Student Progress	% SCH Taught by FT Faculty	100%	100%	100%	0%
	Withdraw/DIF Rate	8%	9%	0%	-40%
	# Students Enrolled 2+ Terms	212	199	174	-13%
	# Students Return from Prior Yr	186	171	164	-4%
Outcomes	# of In-Year Completions	63	35	56	60%
	Median Years to Complete	NA	NA	NA	NA
	Median Earnings 2-Yrs Post-Grad.	NA	NA	NA	NA

Gender

Pell Status

JPEDS Race/Ethnicity

F M

N Y

2+

Asian

Black

Hispanic

Internt

LatiHis

N/A

UNKN

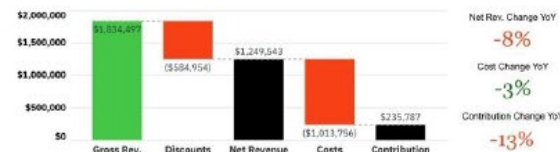
White

Margins

Below Average

Contribution SCH Pell: 31%

Total SCH YR: 2023 Term: All



Goals and Actions for Continuous Improvement

Current Goals

Completed Goals

#	Goal	Action	Input Date	Status	Comment

Note: Image from Gray DI example, not GVSU Data; GV data still being reviewed.

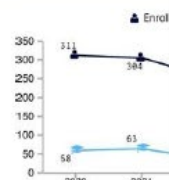
Program Review Status

Sustain

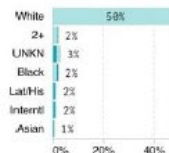
CIP Code: 52.0301 Accounting

Review Year: 2024

Size



Demographics



Review Cycle

Reviewed By

Chair
Dean
Program Director
Provost

Mission

Category

Program Fit

Mission

This program embodies the institution's commitment to academic excellence. It aligns closely with the institution's goals by providing a platform for intellectual growth, fostering innovation, and cultivating a community of lifelong learners.

This program provides students with a comprehensive and well-rounded

Category

Metric

Program Profile

of Students

of SCH Taught

FTE Students

% SCH in Online Courses

% SCH Taught by FT Faculty

Student Progress

Withdraw/D/F Rate

Students Enrolled 2+ Terms

Students Return from Prior Yr

of In-Year Completions

Outcomes

Median Years to Complete

Median Earnings 2-Yrs Post-Grad.

Academics

Satisfactory

Academic Percentile: 80%

Category

Metric

of Students

of SCH Taught

FTE Students

% SCH in Online Courses

% SCH Taught by FT Faculty

Withdraw/D/F Rate

Students Enrolled 2+ Terms

Students Return from Prior Yr

of In-Year Completions

Median Years to Complete

Median Earnings 2-Yrs Post-Grad.

	20-21	21-22	22-23	YoY Change
# of Students	304	254	246	-3%
# of SCH Taught	6,911	6,589	5,988	-11%
FTE Students	230	220	198	-11%
% SCH in Online Courses	9%	9%	11%	24%
% SCH Taught by FT Faculty	100%	100%	100%	0%
Withdraw/D/F Rate	8%	9%	6%	-40%
# Students Enrolled 2+ Terms	212	199	174	-13%
# Students Return from Prior Yr	186	171	164	-4%
# of In-Year Completions	63	35	56	60%
Median Years to Complete	NA	NA	NA	NA
Median Earnings 2-Yrs Post-Grad.	NA	NA	NA	NA

Gender

Pet Status

JPEDS Race/Ethnicity

F

M

N

Y

2+

Asian

Black

Hispanic

InterM

Lat/His

N/A

UNKN

White

Margins

Below Average

Contribution SCH Post: 31%

Total

SCH

YR: 2023

Term: All



for Continuous Improvement

Completed Goals

Input Date

Status

Comment

Note: I

a; GV data still being reviewed.

Program Management Dashboard