

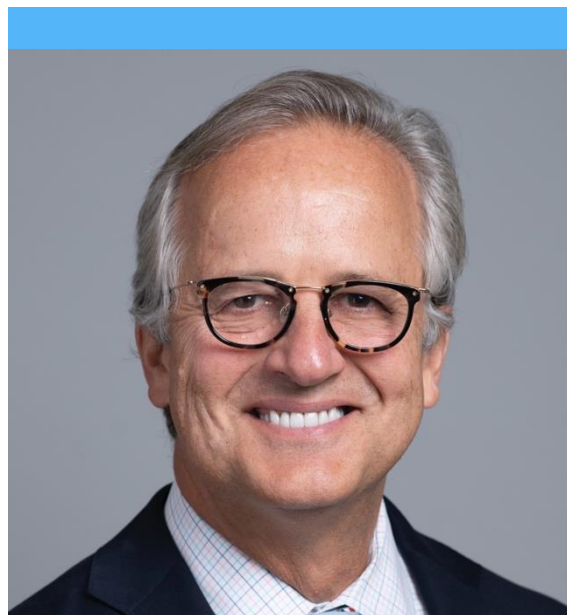


Master Class 5: Innovations in Academic Program Evaluation

April 7, 2026



Today's Speaker



Robert Gray Atkins
Founder and CEO
Gray Decision Intelligence



Our first master class acknowledged the pessimistic prognostications about higher ed, outlined challenges, and highlighted opportunities.

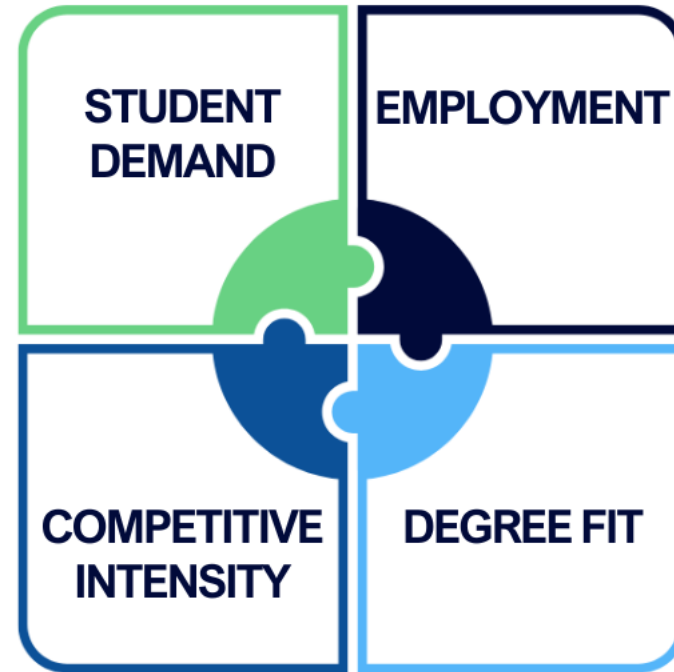
Turbulent 20s

- Pandemic
- Domestic Division
- Attacks on higher ed
- Enrollment cliff
- AI and jobs
- War





In our second master class you learned the key metrics of market demand.

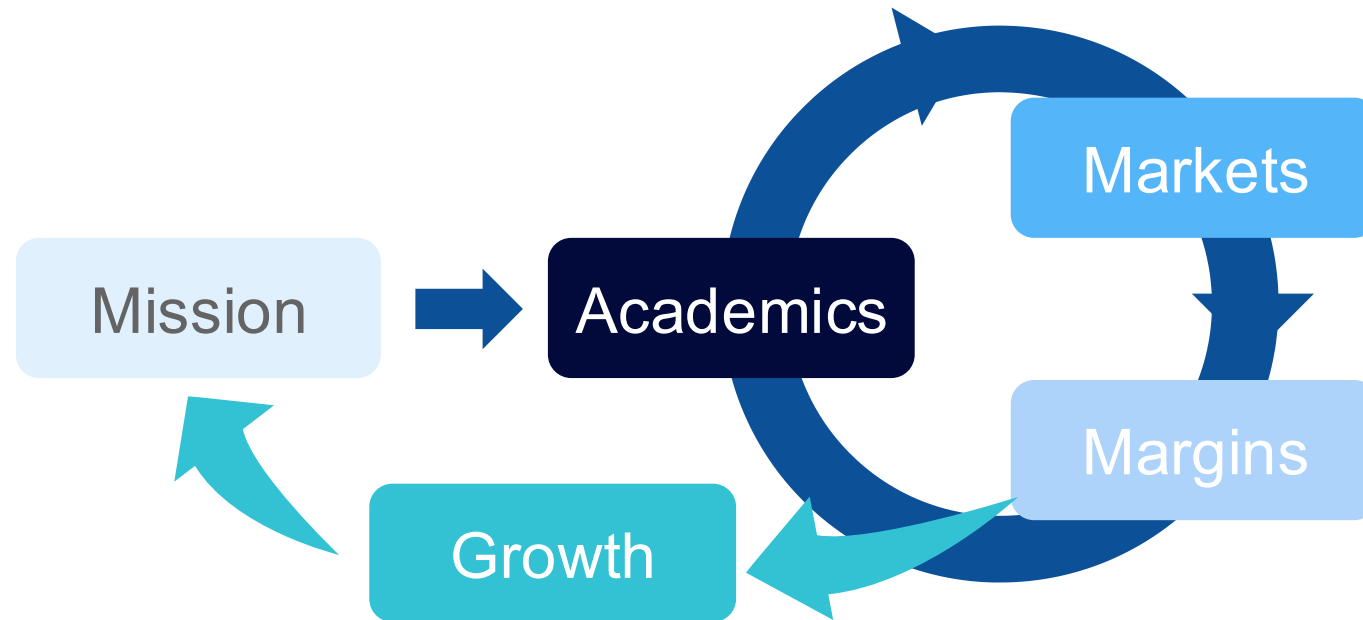




Program economics are a critical part of program Evaluation.

“Margin funds mission.”

Bill Massy, Professor Emeritus, Stanford University

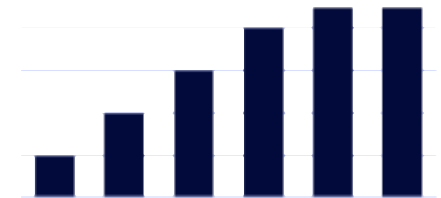




The fourth class explained “remixing” courses and predicting program size.



Predicted Enrollment





Program Assessment

vs.

Program Management

Focuses on teaching and learning

- Academic content
- Student learning outcomes
- Course and program objectives



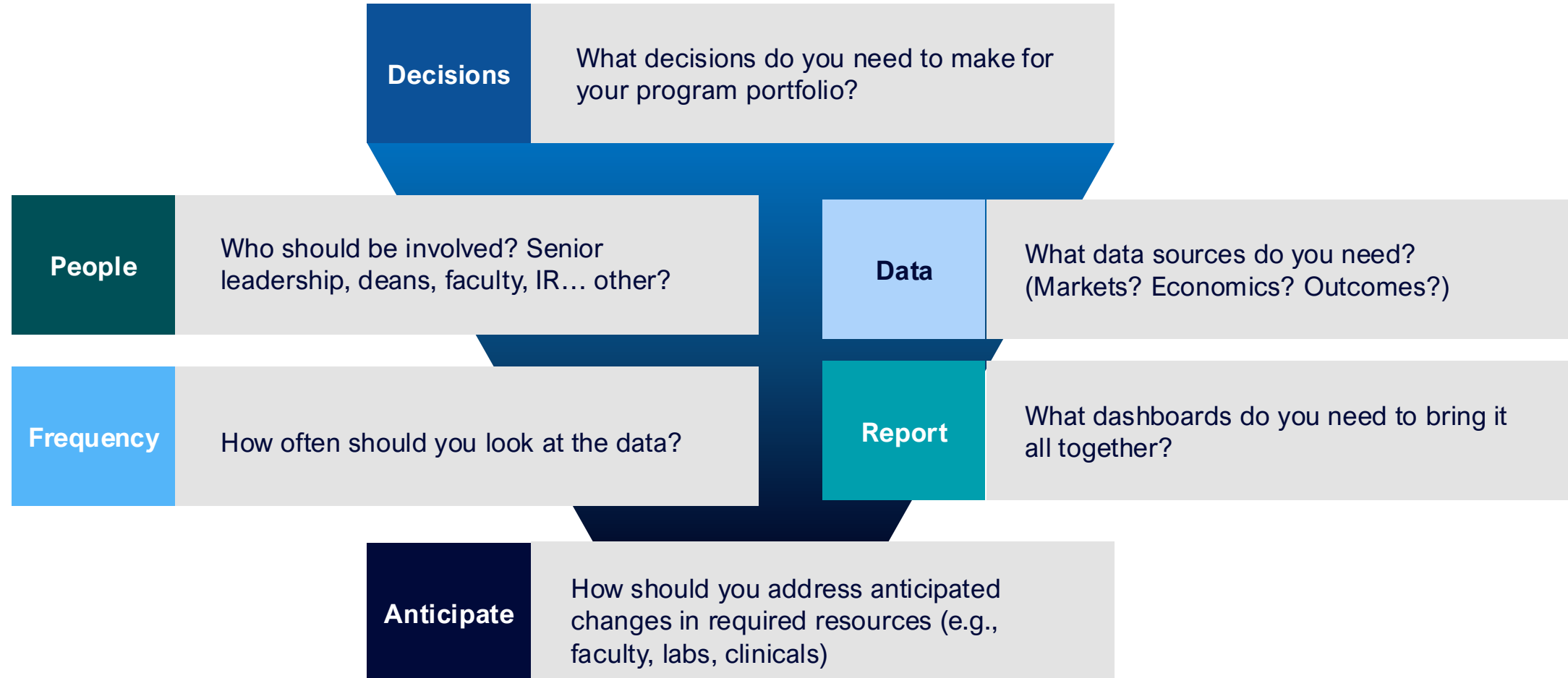
Focuses on a sustainable program portfolio

- Aligning enrollment and resources
- Retention and completion
- Economic contribution to fund mission & growth
- Timely issue identification and resolution





What is a program management process made up of?





How often? It depends on the data and actions.



Quarterly or Semester

- Starts
- Retention
- Enrollment
- Course Completion
- Student Surveys



Annual

- Student Outcomes
- Margins
- Student, Faculty, & Staff Ratios and Required FTEs



Bi-Annual

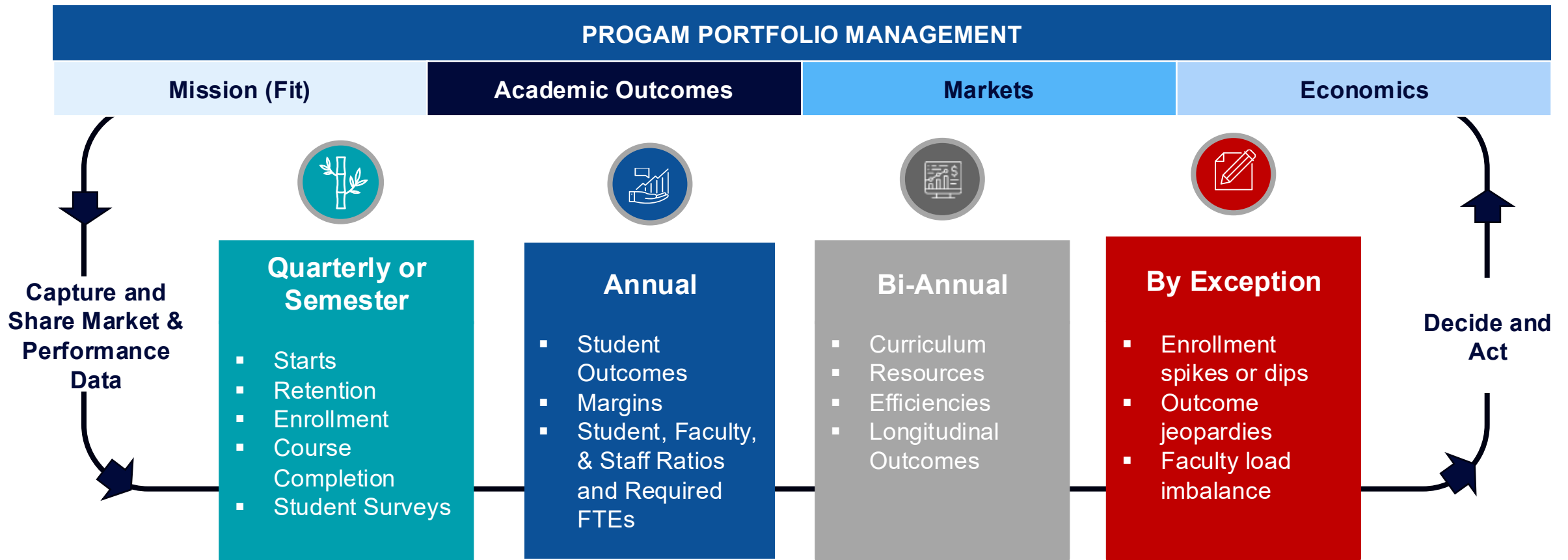
- Curriculum
- Resources
- Efficiencies
- Longitudinal Outcomes



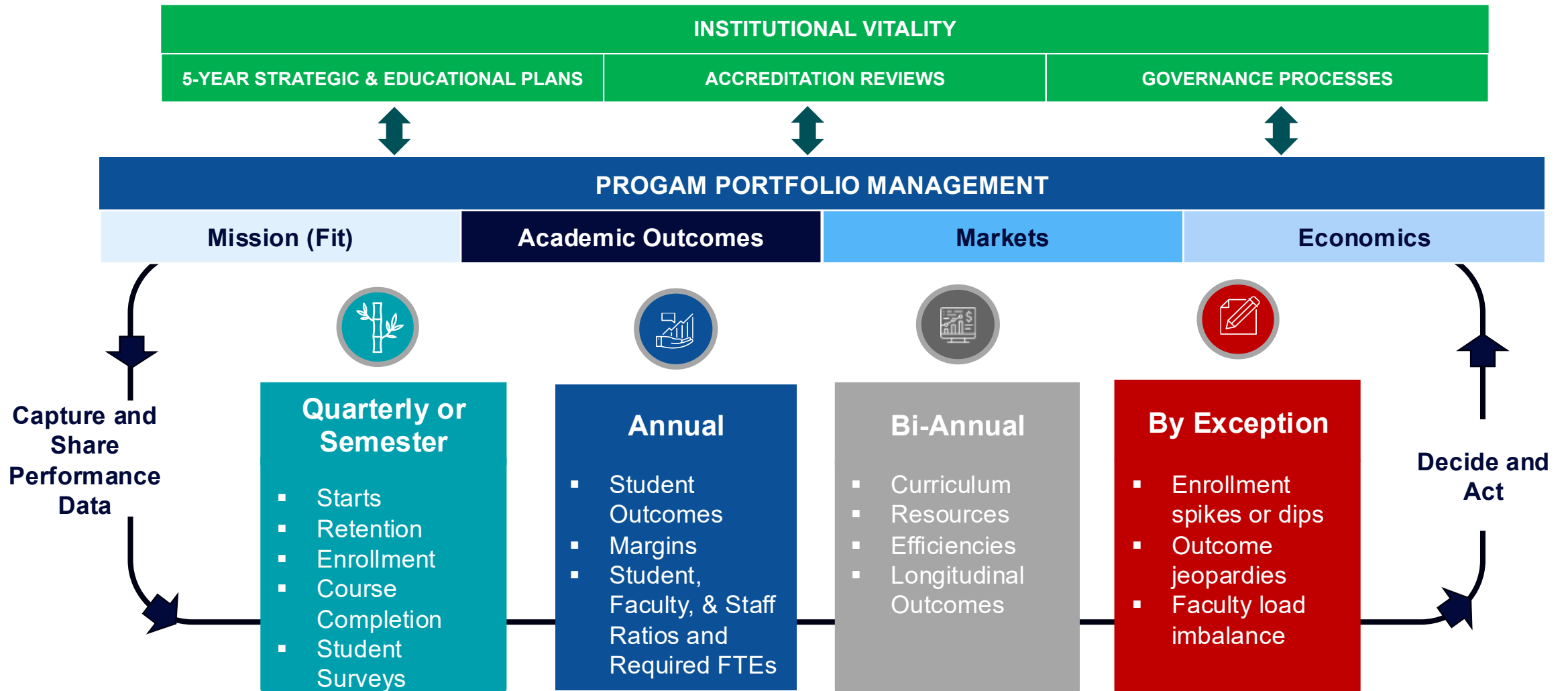
By Exception

- Enrollment spikes or dips
- Outcome jeopardies
- Faculty load imbalance

Program Management: On-Going Process, Supported by Automation



Program Management: On-Going Process





Different stakeholders need different information to make decisions.





How can you organize so much critical information?

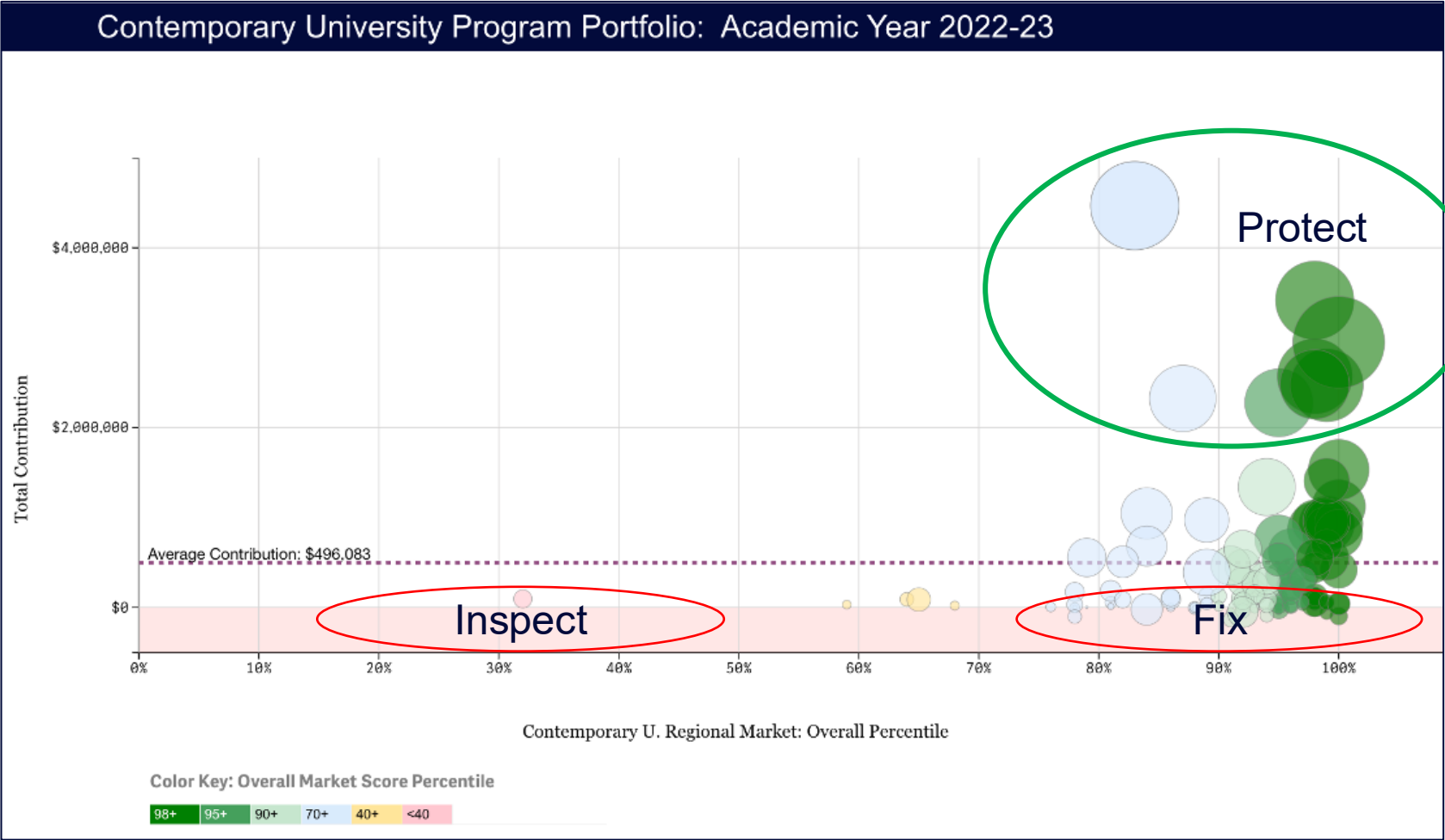
Make it accessible?

Keep it timely?





Portfolio-Level Analysis





Academic Management Dashboard: Provosts/Presidents

Filter - Market Market: Contemporary U. Regional Mar...				PES Markets						
Program	Q	Evaluation Status	Q	Detail	Market Sort	Google % Change	New Enrollment	New Enroll % Change	Median Program Size	Median Program Size % Change
Psychology, General (Bachelor's)		Sustain		Go	285	8%	8,184	4%	31	7%
Forensic Science and Technology (Bachelor's)		Grow		Go	278	-	476	8%	7	8%
Special Education - Early Childhood (Bachelor's)		Sustain		Go	273	-3%	425	-12%	18	-16%
Computer Science (Bachelor's)		Grow		Go	273	4%	6,258	10%	19	0%
Kinesiology and Exercise Science (Bachelor's)		Sustain		Go	270	7%	3,208	5%	21	-9%
Biology/Biological Sciences, Gen'l (Bachelor's)		Sustain		Go	262	-3%	8,180	1%	26	0%
Social Work (Master's)		Grow		Go	258	-2%	5,344	-8%	44	3%
General Studies (Bachelor's)		Sustain		Go	257	-7%	1,498	0%	6	-33%
Information Technology (Bachelor's)		Sustain		Go	255	-1%	1,302	-11%	10	0%



Academic Management Dashboard: President, Provosts, and Deans

Filter - Market

Market: Contemporary U. Regional Mar...

Contemporary University: Academic Year 2022-23

Program	Enrollment		%	D/F/W Rate*	Graduates		%	Discount Rate*	Contribution	Contribution % Change	Cost per SCH*	Cost SCH Actual - Benchmark
Psychology, General (Bachelor's)	436	36	9%	13%	72	20	38%	25%	\$2,471,626	17%	\$118	-\$37
Forensic Science and Technology (Bachelor's)	162	24	17%	15%	11	2	22%	30%	\$971,944	19%	\$102	-\$70
Special Education - Early Childhood (Bachelor's)	345	23	7%	8%	40	21	111%	18%	\$2,323,791	14%	\$113	-\$27
Computer Science (Bachelor's)	203	17	9%	16%	20	8	67%	32%	\$932,445	16%	\$155	-\$66
Kinesiology and Exercise Science (Bachelor's)	429	18	4%	9%	51	10	24%	32%	\$2,570,310	14%	\$106	-\$36
Biology/Biological Sciences, Gen'l (Bachelor's)	220	11	5%	9%	10	10	-	51%	\$869,777	6%	\$134	-\$70
Social Work (Master's)	134	10	8%	3%	48	16	50%	10%	\$1,406,267	27%	\$142	-\$94
General Studies (Bachelor's)	296	9	3%	15%	100	21	27%	27%	\$1,339,084	23%	\$123	-\$21
Information Technology (Bachelor's)	150	9	6%	12%	20	1	5%	13%	\$961,387	19%	\$118	-\$47



Use data to identify problem areas: e.g., DFW Rates

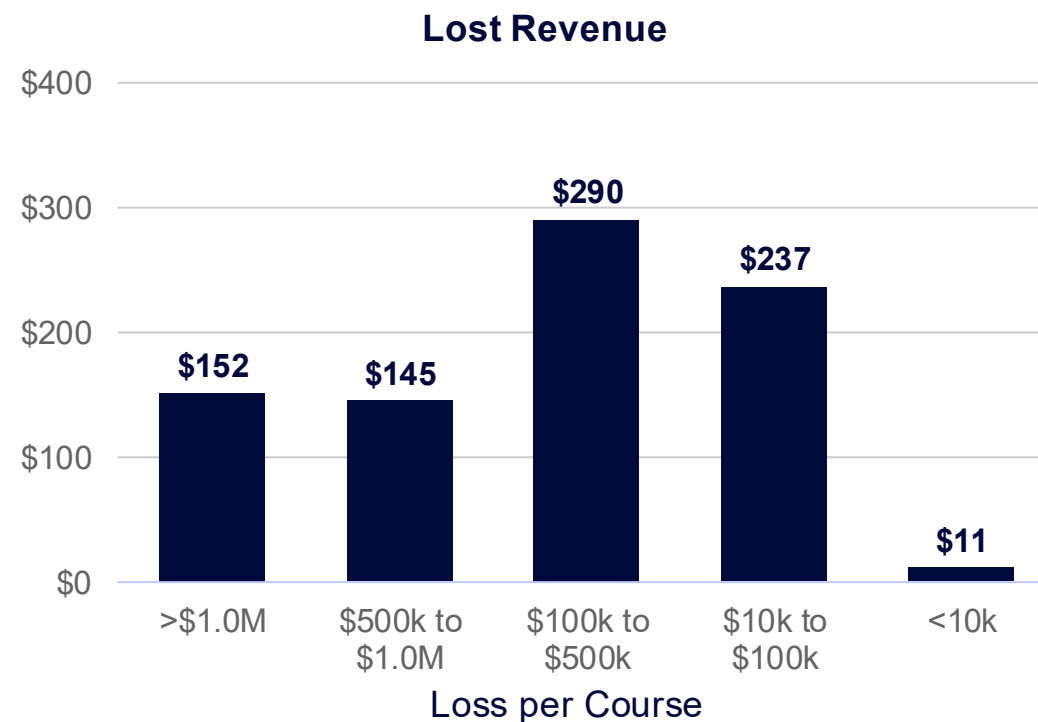
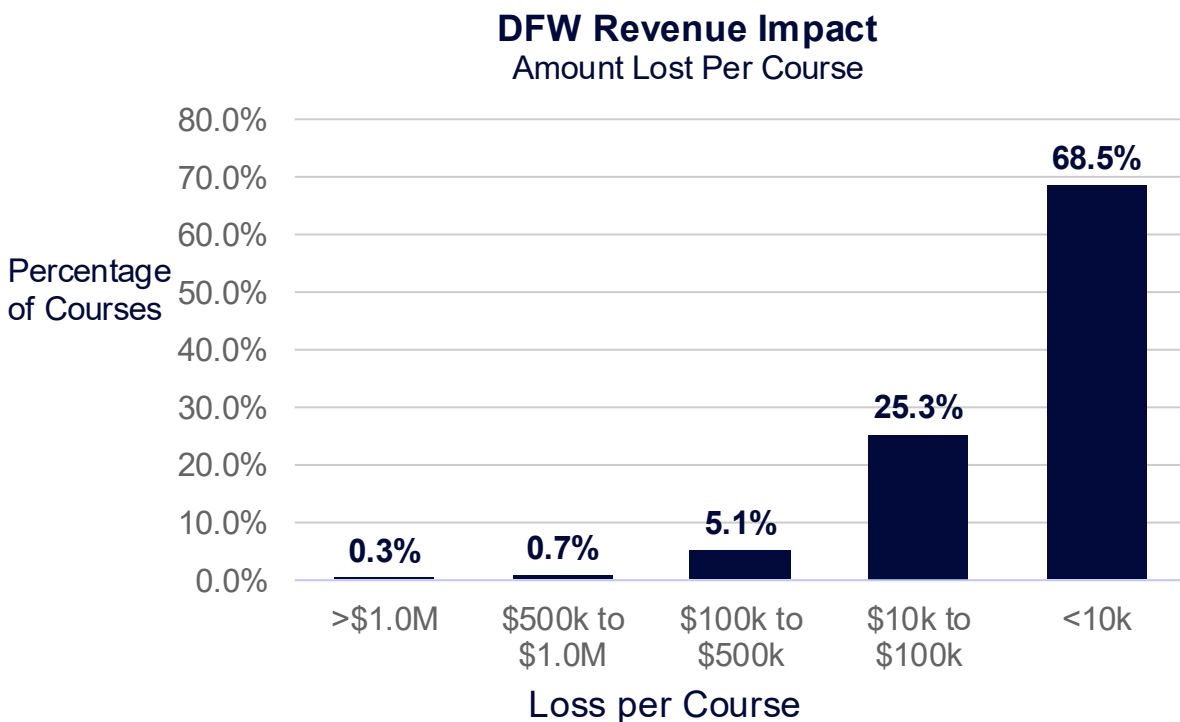
Filter - Market	
Market: Contemporary U. Regional Market	
Program	
Health Professions/Clinical Sciences, Other (Bachelor's)	Adjust
Liberal Arts/Sciences/Studies (Bachelor's)	Adjust
Astronomy (Bachelor's)	Adjust
American/United States Studies/Civilization (Master's)	Adjust
Geology/Earth Science, General (Bachelor's)	Adjust
Economics, General (Bachelor's)	Adjust
English Language and Lit., Gen'l (Bachelor's)	Adjust

Contemporary University: Academic Year 2022-23											
Enrollment		%	D/F/W Rate*	Graduates		%	Discount Rate*	Contribution	Contribution % Change	Cost per SCH*	Cost SCH Actual - Benchmark
760	-37	-5%	19%	0	0	-	19%	\$4,467,392	-2%	\$75	-\$295
760	-37	-5%	19%	0	0	-	19%	\$4,467,392	-2%	\$75	-\$295
31	5	19%	18%	1	-1	-50%	42%	\$91,960	62%	\$197	\$28
8	2	33%	18%	2	-1	-33%	28%	\$5,558	-236%	\$490	-\$86
29	-11	-28%	17%	1	-3	-75%	17%	\$88,093	-42%	\$278	\$1
16	-5	-24%	17%	3	-2	-40%	23%	\$44,150	-35%	\$261	\$30
84	-7	-8%	17%	22	12	12...	21%	\$362,318	2%	\$162	-\$89



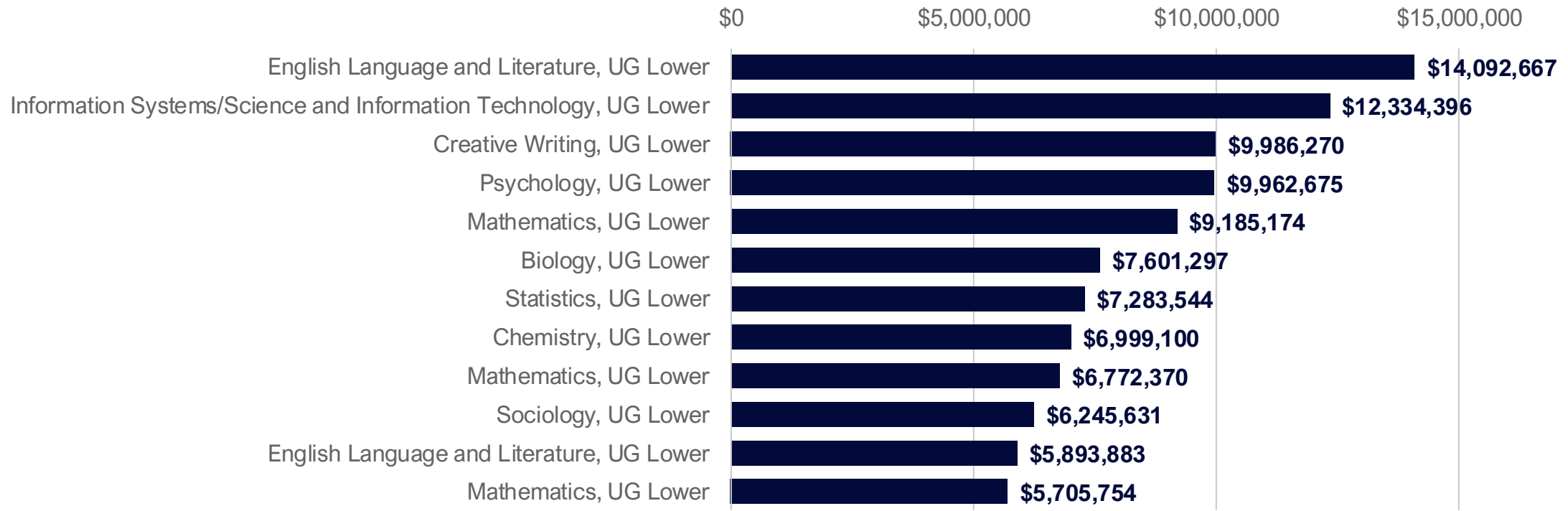
DFWs in 36,979 courses at private colleges are a ~\$370 million opportunity.

- 0.3% of courses had losses of over \$1.0 million per year, totaling \$152 million.
- 5% of courses had lost revenue of \$100k to \$500k, totaling \$290 million.



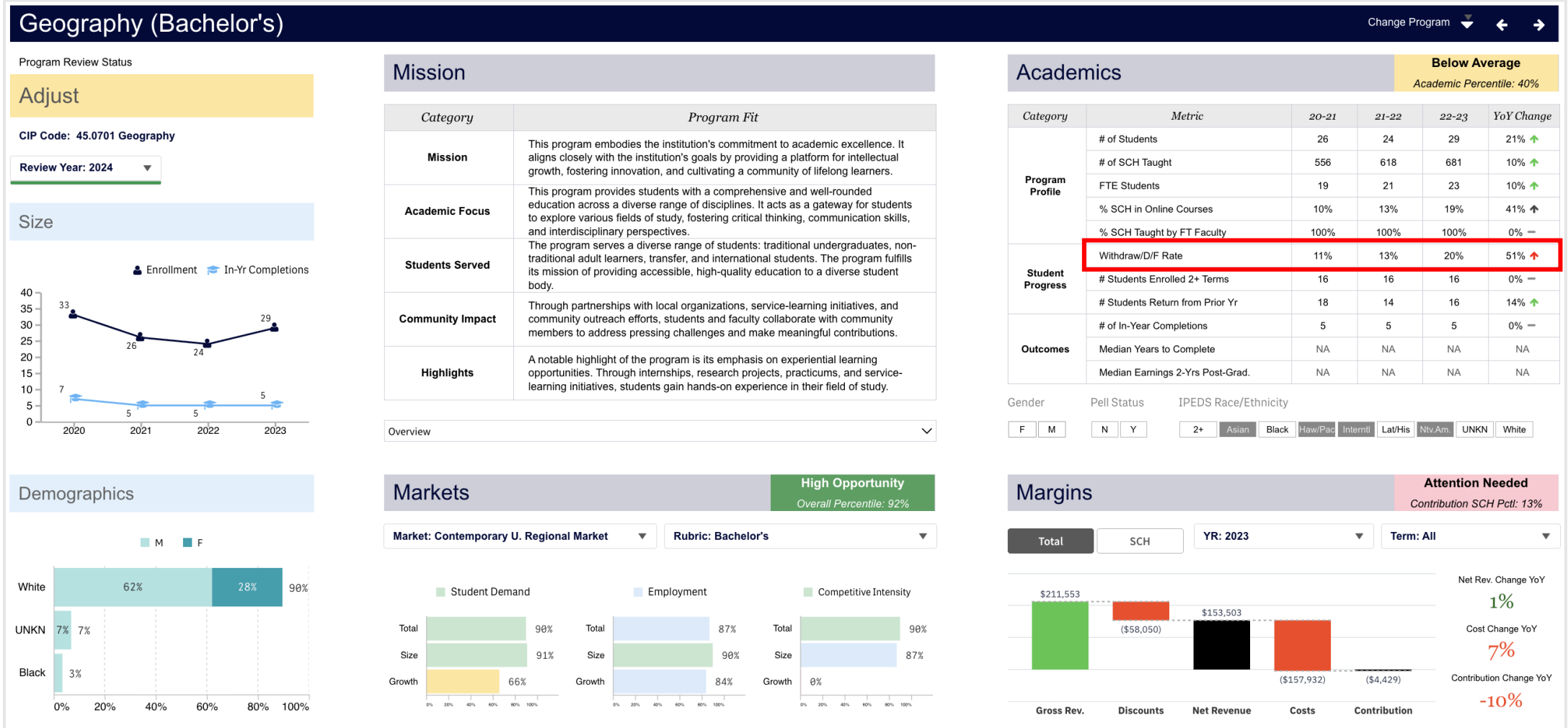
Gray DI benchmarks suggest a massive opportunity to increase revenue.
Undergraduate Courses (UG), especially 100-level courses, are the place to focus.

Top 12 Courses: Lost Revenue



Source: Gray DI Academic Economics Benchmarking database

Academic Management Dashboard: Deans & Department Chairs

Illustrative




Apply AI: A well-built AI tutor can make a difference.

Course-Specific Tutor Impact on Students

“I find myself gravitating toward it whenever I have questions and want to go deeper into the content.”

“The best part was knowing it was grounded in the materials provided by our professor.”

“[the AI] appears to function as a scaffold for clinical reasoning—providing students with additional opportunities to practice applying concepts, test their understanding, and work through clinical decision-making processes—rather than serving as a replacement for independent thinking.”

“This was the best thing ever. PLEASE let us use this in other courses.”

“I could plug in exactly what I wanted to work on and get tailored guidance.”





Apply AI: A well-built AI tutor can also help instructors.

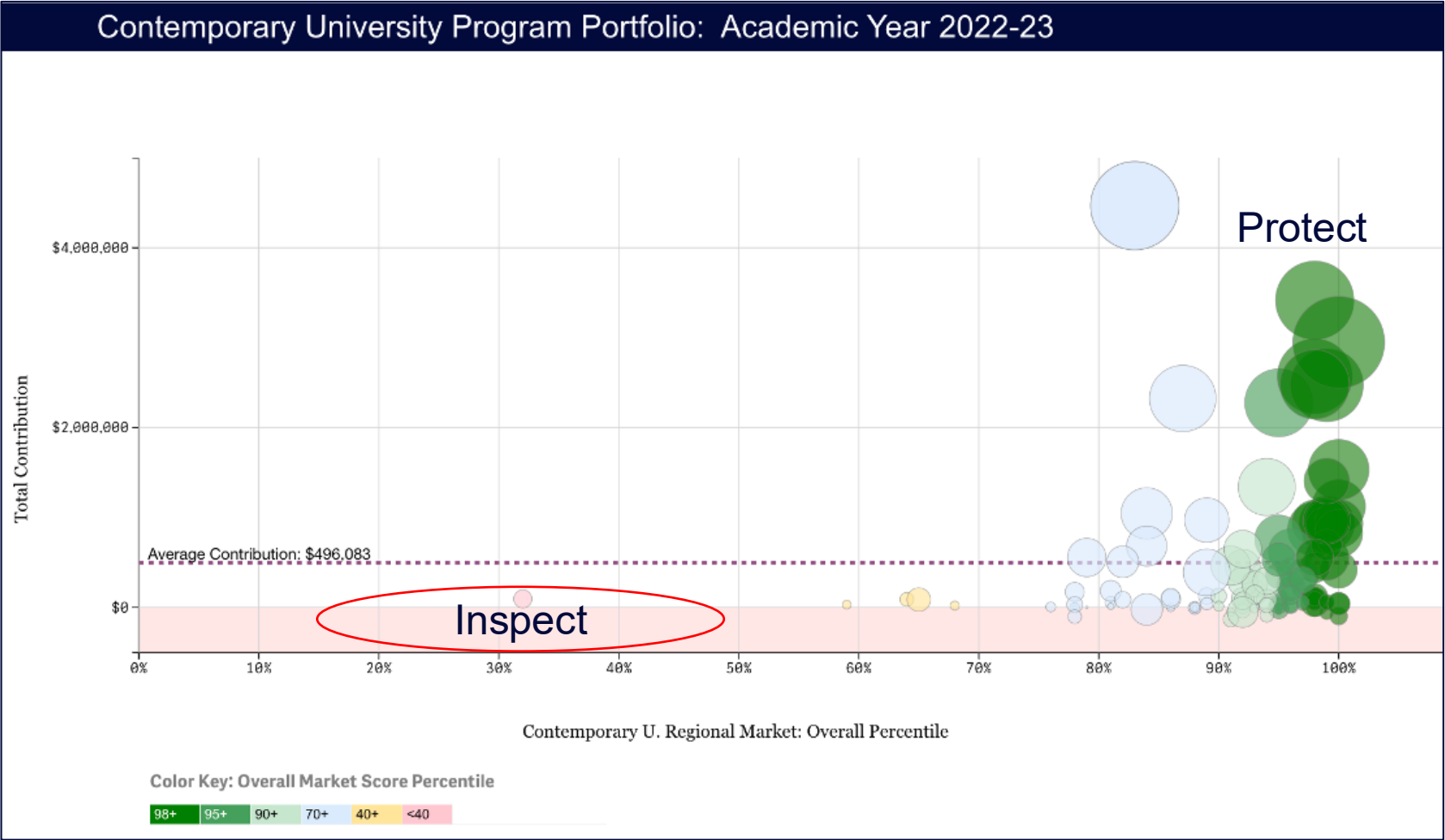
“I wanted to take a moment to express my sincere gratitude for this AI Tutor.

I have been testing it out for building tough exam questions, both multiple-choice and long-answer. Although the multiple-choice answers aren't always perfect (neither are mine), the questions are fantastic!! This has now saved me SO much time writing my exams. Whereas I have attempted to use my personal ChatGPT in the past, it was SO bad at it that I had to go back to manually writing questions.”

You've done something great here and I just can't WAIT for the update!”

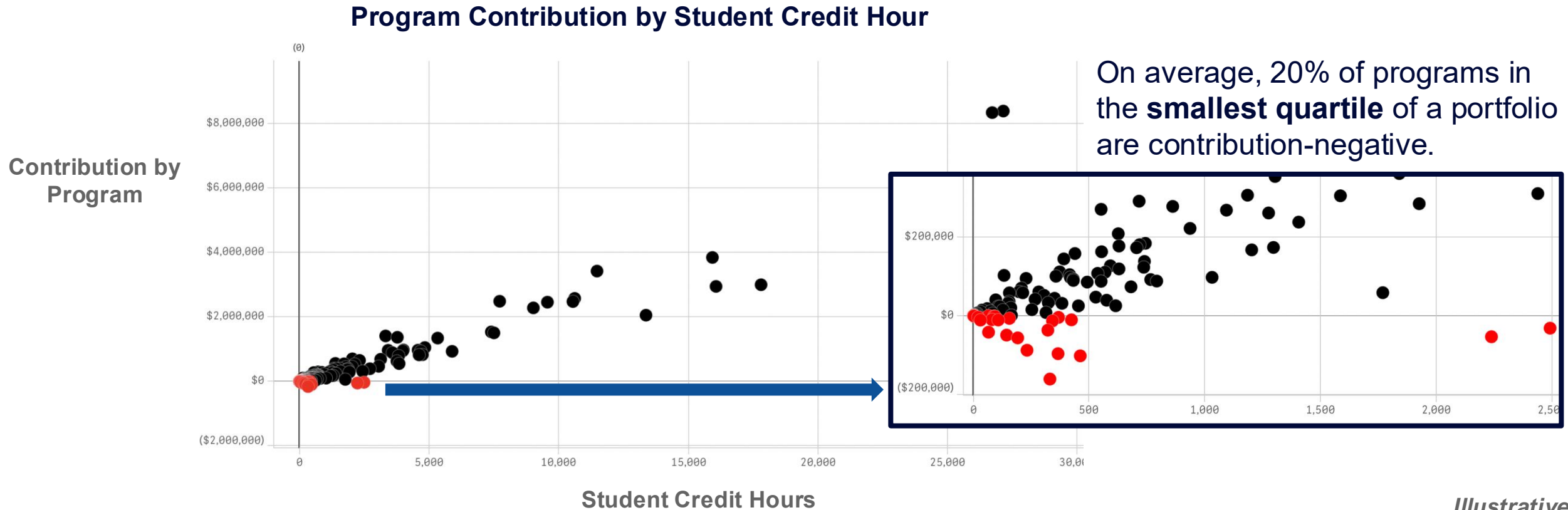


Portfolio-Level Analysis





Programs of all shapes and sizes can be contribution positive.

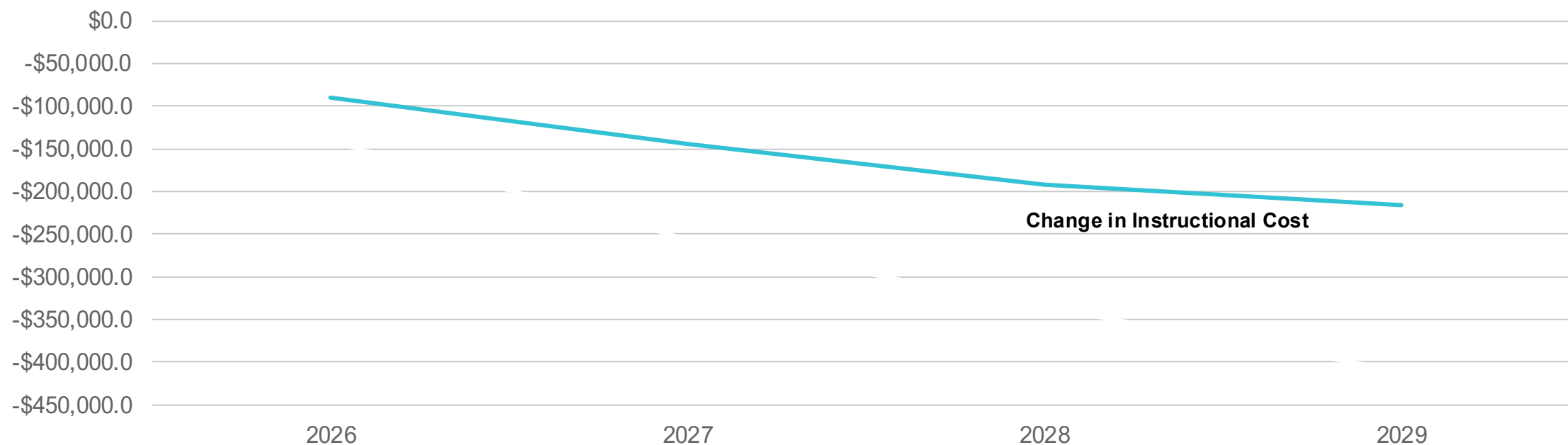




The Massy Model: Academic What-if Scenarios – Cutting a Program

For a program with 10 enrolls and 10 completions per year, reduces cost by \$216,000.

Revenue, Cost, and Contribution Changes When Cutting a Program
Example: Cutting an Economics Program Generating ~10 students per year

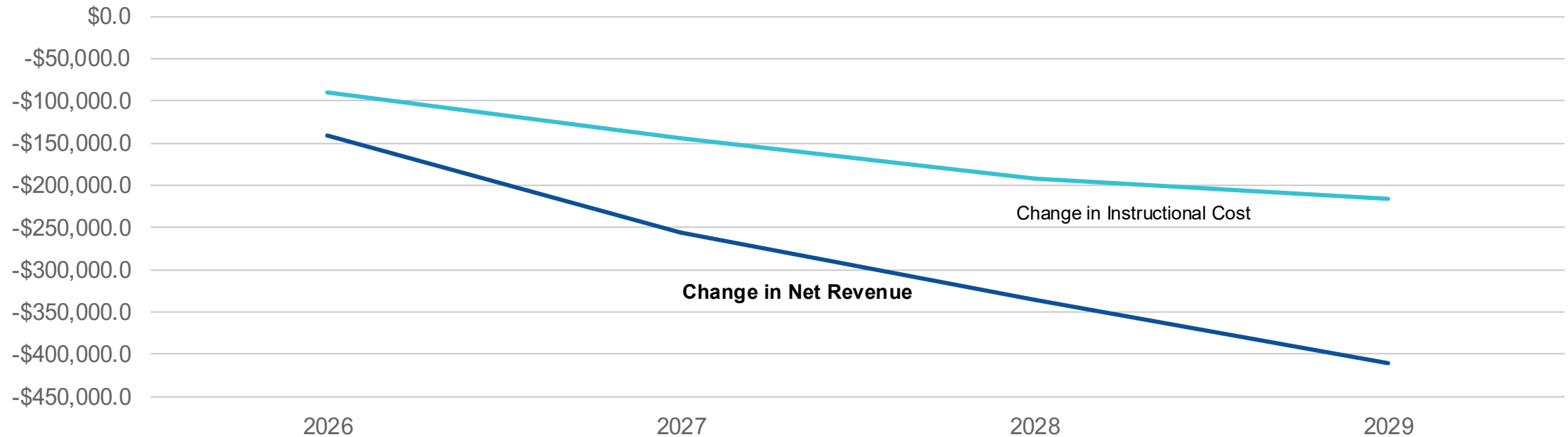




The Massy Model: Academic What-if Scenarios – Cutting a Program

It also reduces revenue by \$410,000.

Revenue, Cost, and Contribution Changes When Cutting a Program
Example: Cutting an Economics Program Generating ~10 students per year

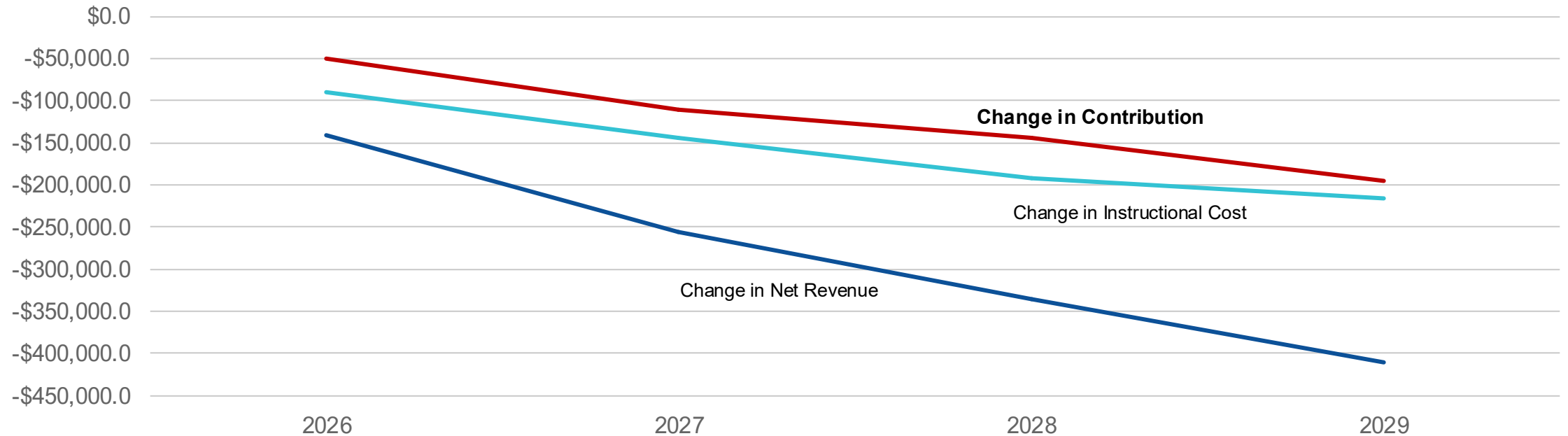




The Massy Model: Academic What-if Scenarios – Cutting a Program

Cutting the program could reduce margin by \$195,000.

Revenue, Cost, and Contribution Changes When Cutting a Program
Example: Cutting an Economics Program Generating ~10 students per year





The Massy Model: Academic What-if Scenarios – Cutting a Program

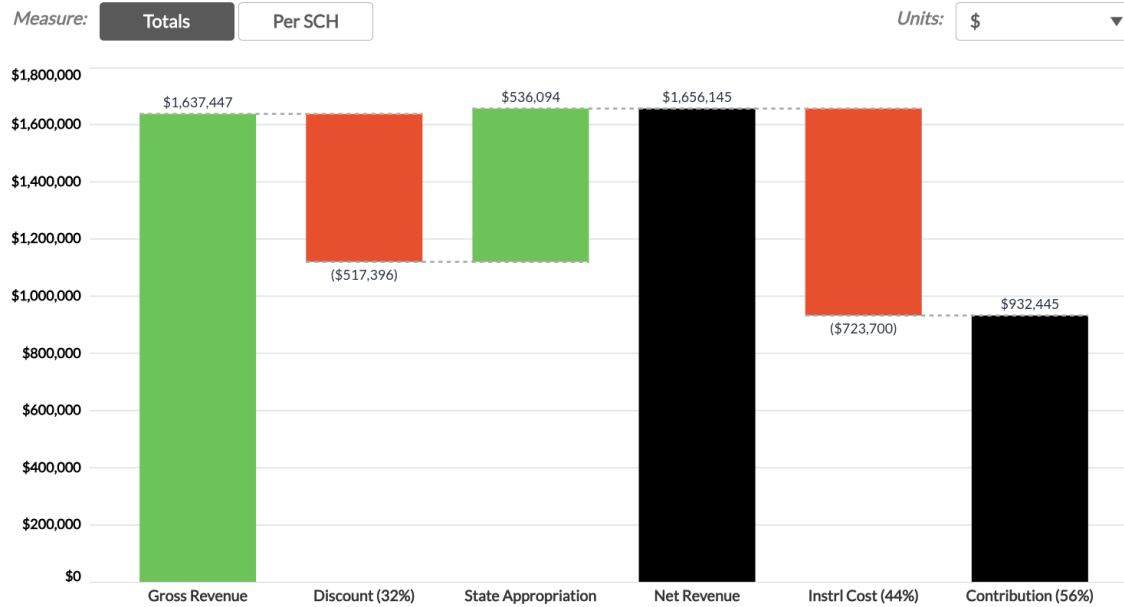
If half the students stay, cutting the program is *almost* contribution-neutral.

Revenue, Cost, and Contribution Changes When Cutting a Program
Example: Cutting an Economics Program Generating ~10 students per year



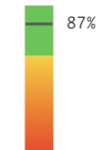


Program Economics Scorecard, Computer Science, 2023-2024

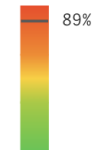


Percentiles

Gross Revenue



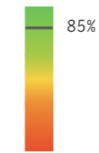
Discounts



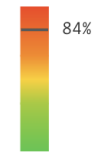
Contribution



Net Revenue

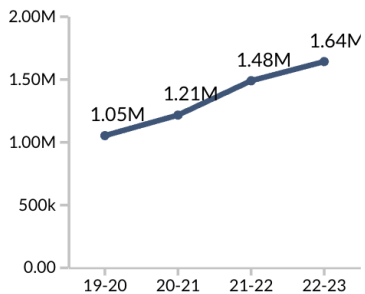


Instruct. Cost

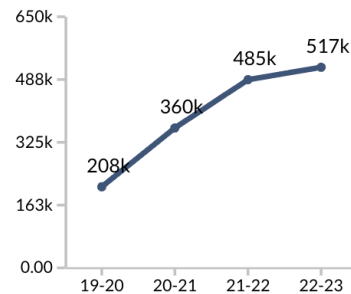


Illustrative

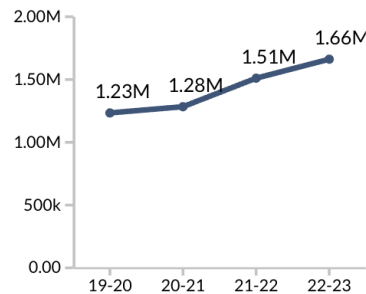
Gross Revenue
(2023 vs 2022)



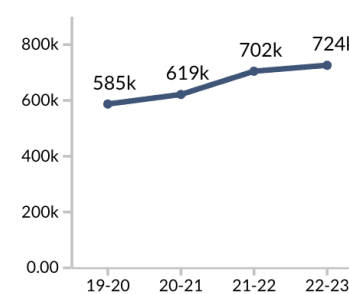
Discount
(2023 vs 2022)



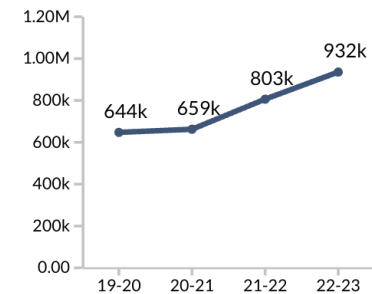
Net Revenue
(2023 vs 2022)



Instructional Cost
(2023 vs 2022)

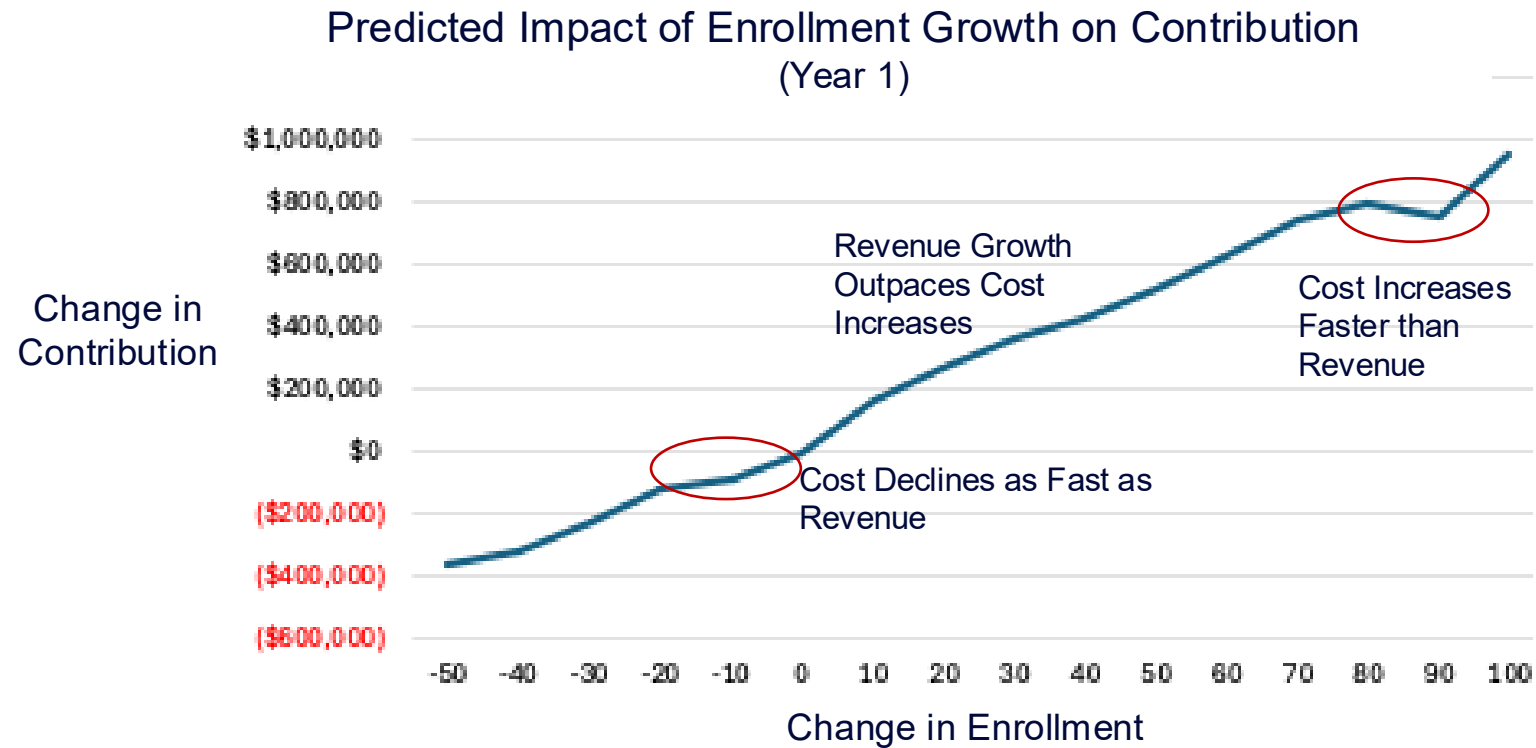


Contribution
(2023 vs 2022)





The Massy Model: Enrollment's Impact on Contribution.





AI can accelerate getting the appropriate-level data to respond.





Use AI to accelerate and inform

list programs with concerns

There are several programs at Contemporary University that warrant attention due to their evaluation status or performance metrics.

Specifically, leadership has designated 18 programs for **Detailed Analysis** and 7 programs for **Sunset**. These categories inherently indicate institutional concerns.

Within these groups, some programs show particularly challenging data signals:

- **Geography (Bachelor's):** In Detailed Analysis, it shows a significant enrollment decline of ● -28.6% and a Market Strength Score of ● 266.
- **Anthropology (Bachelor's):** Also in Detailed Analysis, this program has an enrollment decline of ● -45.5% and a severely negative contribution growth of ● -53.4%
- **Agricultural Economics (Master's):** Designated for Sunset, this program has seen an enrollment decline of ● -87.0% and a negative contribution growth of ● -74.6%.

Would you prefer to see a full list of programs in "Detailed Analysis" or "Sunset" status? Or would you like to focus on programs exhibiting specific performance concerns, such as significant enrollment decline or negative contribution growth, regardless of their evaluation status?



Use AI to accelerate and inform

Economics AI Agent

What does it cost me to teach undergraduate english?

For the most recent period 2024-25, the total instructional cost to teach undergraduate courses in the **English & World Languages** department was **\$919,560**.

👍👎

Please note that AI-generated content should be verified independently

What is that per sch?

For the 2024-25 period, the instructional cost per undergraduate Student Credit Hour (SCH) in the **English & World Languages** department was **\$185.0**.

👍👎

Please note that AI-generated content should be verified independently

How much does it cost other institutions to teach undergraduate english?

Among benchmarking institutions, the instructional cost per undergraduate Student Credit Hour (SCH) in English-related subjects varies:

- **English as a Second Language, UG Lower:** \$453.9 per SCH
- **English as a Second Language, UG Upper:** \$430.1 per SCH
- **English Language and Literature, UG Upper:** \$236.3 per SCH
- **Teaching English or French as a Second or Foreign Language, UG Lower:** \$232.9 per SCH
- **English Language and Literature, UG Lower:** \$128.2 per SCH
- **Teaching English or French as a Second or Foreign Language, UG Upper:** \$87.4 per SCH

👍👎

Please note that AI-generated content should be verified independently

FAQ

What other questions do you have?

🔍

📄

📧

Inform Students Program Choices: Career Insights Widget

Degree Accounting (Bachelor's)			
Accounting (Bachelor's)			
Job Postings	Average Salary	Currently Employed	Employment Growth
2,099	\$ 100,164	16,419	0.4%
Top 5 Occupations by Postings		Postings ↓	Average Salary
Accountants and Auditors		1,054	\$ 92,957
Financial Managers		311	\$ 131,029
General and Operations Managers		168	\$ 103,217
Financial and Investment Analysts		74	\$ 100,178
First-Line Supervisors of Office and Administrative Support Workers		53	\$ 65,012
In the Massachusetts market, for careers relevant to Accounting (Bachelor's) graduates, there were 2,099 job postings with an average salary of \$100,164. There are 16,419 people currently employed in these occupations with a growth rate of 0.4%. The top five occupations in order of Job Postings include Accountants and Auditors with 1,054 job posting(s) and an average salary of \$92,957, Financial Managers with 311 job posting(s) and an average salary of \$131,029, General and Operations Managers with 168 job posting(s) and an average salary of \$103,217, Financial and Investment Analysts with 74 job posting(s) and an average salary of \$100,178, and First-Line Supervisors of Office and Administrative Support Workers with 53 job posting(s) and an average salary of \$65,012.			





AI can help students pick courses and programs and progress towards a meaningful career.

Can I get a day in the life of a chemist?

CC

Here's a glimpse into the day in the life of a chemist:

- **8:00 AM:** Arrive at the lab, review experiment plans, and check equipment.
- **9:00 AM:** Conduct experiments, which may involve synthesizing new compounds, analyzing samples, or running tests.
- **12:00 PM:** Lunch break.
- **1:00 PM:** Analyze data collected from experiments, which may involve using analytical instruments, creating graphs, or writing reports.
- **3:00 PM:** Attend meetings or conferences to present research or collaborate with other chemists.
- **5:00 PM:** Write reports or publications based on research findings.
- **6:00 PM:** Wrap up the day and prepare for the next day's activities.

Would you be interested in seeing some job descriptions for chemists?





Predict, Perceive, Adapt

Use data, information, AI, and sound processes to navigate the rapids.

