

# Enrollment Planning for Doctoral Institutions: Capacity Analysis

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# Graduate Enrollment: Southern Illinois University Carbondale

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- **Research University (High Research Activity)**
- **Decentralized graduate program administration**
- **Long-range plan: Southern @ 150**
  - top 75 public research university
  - 25% graduate (and professional) students
    - currently, 4000 gs; to 5300 by 2019
    - 300+ add'l doctoral students



# Graduate Enrollment: Southern Illinois University Carbondale

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- **Does SIUC currently have the capacity to achieve this goal?**
- **Can we influence unit practices to enhance enrollment?**
- **What changes will be required to achieve goals?**



# Graduate Enrollment: National Trends & Projections

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- **Total US graduate enrollment projected to rise 19% over the next decade\***
- **Much of nationwide increase to come from women, who are predicted to account for 62% of total\***
- **International student enrollment worldwide projected to triple by 2025\*\***

\*K. E. Redd, “Financing Graduate Education: Recent Trends, Future Concerns”, *Communicator*, Council of Graduate Schools, **39(9)**, 2006.

\*\*“Students on the Move: The Future of International Students in the United States”, American Council on Education, 2006.

# Graduate Enrollment Management: What is it?

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- **Process of determining the size and/or composition of a graduate student population based on:**
  - mission,**
  - resources,**
  - capacity,**
  - etc.**

L. B. Sims and P. D. Syverson, “Utilizing Data for Effective Administration of Graduate Education”, *J. Higher Education Strategists*, **1**, 65 (2003).

# Factors Influencing Graduate Enrollment

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- **Environmental/economic, and**
- **Level of support available,**
- **but also .....**

# Factors Influencing Graduate Enrollment, continued

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- Recruiting environment and reputation,
- Success rates for degree completion,
- Time to degree,
- National, state, & regional needs,
- Job market,
- Program capacity,
- Other?

# Capacity Analysis: what is it?

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- **Spreadsheet method for evaluating graduate program data**
  - snap shot of current situation

L. B. Sims and P. D. Syverson, “Utilizing Data for Effective Administration of Graduate Education”, *J. Higher Education Strategists*, **1**, 65 (2003).

# Mentoring Capacity for Each Program

## \*Mentoring Capacity Worksheet

Faculty ID/Name** (Optional)	Faculty FTE	Rsch Active? (1 if Yes)	# Advisees (10-year period)
Totals	0.00	0	0.00
<b>Avg Per Research-Active % Research-Active</b>		<b>0.0%</b>	<b>0.00</b>

\*\*designates probationary faculty, assumed research active with 2+ actual advisees

## Research Components (Publications, Presentations, Funding)\*\*\*

Books	Journal Articles		Professional Presentations		Research Funding	Notes
	Refereed	Other	Contrib.	Invited	Ext/Compet.	
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Averages

\*\*\*Publications (books, refereed journals, other); Presentations at Professional Conferences (contributed, invited); Research Funding (\$, external and/or competitive); other appropriate measures of research activity. All reported over a specified period of time.

# Capacity Analysis

## GRADUATE CAPACITY ANALYSIS WORKSHEET - Version 3

Program: _____		Degree Cohort: _____	Time to Degree (yrs): _____	Current: _____	Goal: _____	Current: _____	Tot Enroll	New Cohort
Composition: _____		(% Fem, Min, Int'l) _____	Completion Rate: _____	_____	_____	Goal: _____		
Goal: _____		Cohort: _____						

**I. Goals**

**II. Capacity** (Projected annual enrollment, based upon considerations in A, B, C below)

Factor	%Weight	(# FTE faculty	x % research-active	x avg # advisees	) / compl goal	
A. Mentoring *	_____	0.00	0.0%	0.00	0%	A. 0.0   0.0
B. Placement	_____	(Annual estimate of likely # of placements x ttd goal) /			0%	B. 0.0   0.0
		1. Academic			sum x ttd goal/completion goal	
		2. Non-academic				
C. Mission	_____	(Annual # for missions, at 50% appt.) /			0%	C. 0.0   0.0
		1. TA			sum/completion goal	
		2. RA				
		3. Other				

**III. Resources**

D. Student Funds	Budget	Stipend	Appt	# Stipends	
Totals	\$0	\$ (HTE*)	%	0.00	0%
(1.) TA				0.00	
(2.) RA				0.00	
(3.) Fellows					
Department				0.00	
Univ. Allocation				0.00	
Univ. Competitive				0.00	
Diversity Fellows				0.00	
Dissertation Fellows				0.00	
(4.) Other Student Support					
Foundation				0.00	
External Grants/Contracts				0.00	
Other				0.00	

**Enrollment Projections**

A.	0.0	0.0
B.	0.0	0.0
C.	0.0	0.0
D.	0.0	0.0

**IV. Analysis:** \_\_\_\_\_

**Weighted Averages**

Total Enrollment	New Cohort
0	0
Wtd Avg (A:D)	Wtd Avg (A:D)
	ttd goal

\*50% Appt.



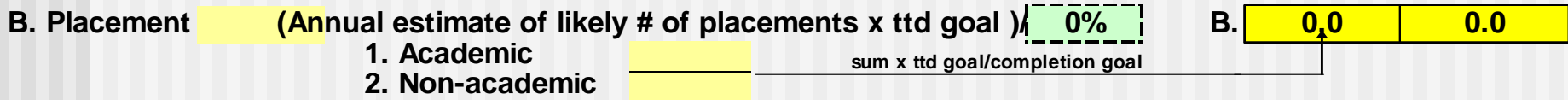
# Mentoring

## A. Mentoring \*

\*From Faculty Worksheet

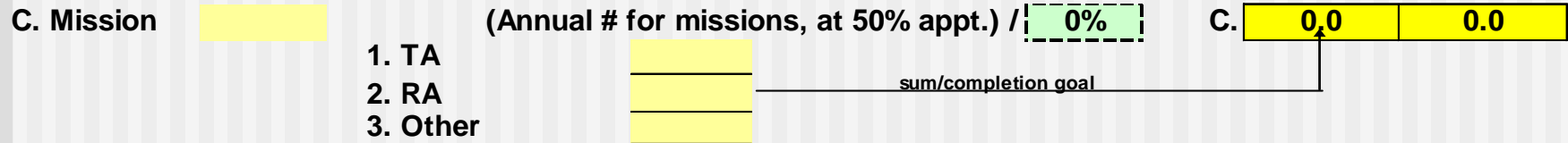
<u>%Weight</u>	<u>(# FTE faculty x % research-active x avg # advisees )/ compl goal</u>				<u>Enrollment Projections</u>				
	0.00	x	0.0%	x	0.00	0%	A.	0.0	0.0

# Placement



- The total enrollment projection is calculated as the total number of placements multiplied by the time-to-degree goal divided by the completion rate goal.
- The new cohort enrollment projection equals the total enrollment projection divided by the goal for time to degree in years.

# Mission



- The total enrollment projection is calculated as the total number of assistants divided by the completion rate goal.
- The new cohort enrollment projection equals the total enrollment projection divided by the goal for time to degree in years.

# Student Support

## D. Student Funds

		Budget	Stipend \$ (HTE*)	Appt# %	Stipends	
Totals	0.0%	\$0			0.00	D. 0.0 / 0%
(1.) TA					0.00	
(2.) RA					0.00	
(3.) Fellows						
Department					0.00	
Univ. Allocation					0.00	
Univ. Competitive					0.00	
Diversity Fellows					0.00	
Dissertation Fellows					0.00	
(4.) Other Student Support						
Foundation					0.00	
External Grants/Contracts					0.00	
Other					0.00	

\*50% Appt.

# Disciplinary Weighting Factors

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**Factor** A. Mentoring \* %Weight

\*From Faculty Worksheet

**Factor** B. Placement

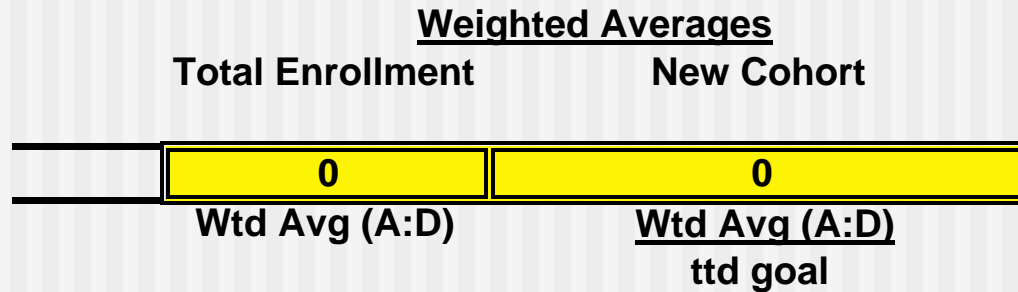
**Factor** C. Mission

**III. Resources**

D. Student Funds

- sum must equal 100%.
- weighting varies by discipline, e.g., a professional program enrolling fully employed students may choose to assign a low weight to placement. In addition, if these students are expected to pay the full cost of the program, the weight for Student Funds may be set to 0%.

# Weighted Average Enrollment Projections



GradInform.EnrMgmt.Wksht.v3.xls

- The weighted average total enrollment projection is the sum of the products of the total enrollment projections for Mentoring, Placement, Mission, and Student Funds and their corresponding percentage weights.
- The weighted average new cohort projection equals the weighted average total enrollment projection divided by the goal for time to degree in years.

# Example 1: Large Humanities Department

## \*Mentoring Capacity Worksheet

Faculty ID/Name** (Optional)	Faculty	Research Active? (1 if Yes)	# Advisees (10-year period)
	FTE		
Faculty Member 1	1.00	No	1.00
Faculty Member 2	0.75	1	2.00
Faculty Member 3**	1.00	1	2.00
Faculty Member 4	1.00	1	1.00
Faculty Member 5	1.00	No	0.00
Faculty Member 6	1.00	1	1.00
Faculty Member 7	1.00	1	2.50
Faculty Member 8	1.00	No	0.00
Faculty Member 9	1.00	1	1.00
Faculty Member 10	1.00	No	0.00
Faculty Member 11	1.00	No	0.00
Faculty Member 12	1.00	1	1.00
Faculty Member 13	1.00	No	0.00
Faculty Member 14**	1.00	1	2.00
Faculty Member 15	1.00	No	0.00
Faculty Member 16	1.00	1	2.00
Faculty Member 17**	1.00	1	2.00
Faculty Member 18	1.00	1	1.00
Faculty Member 19	1.00	1	2.00
Faculty Member 20	1.00	No	0.00
Faculty Member 21**	1.00	1	5.00
Faculty Member 22**	1.00	1	0.50
Faculty Member 23	1.00	1	3.00
Faculty Member 24**	1.00	1	2.00
Faculty Member 25**	1.00	1	2.00
Faculty Member 26	1.00	1	0.50
Faculty Member 27	1.00	1	2.00
Faculty Member 28	1.00	1	2.00
Faculty Member 29	1.00	1	1.00
Faculty Member 30	1.00	1	1.00
Faculty Member 31	1.00	1	1.00
Faculty Member 32	1.00	No	0.00
Faculty Member 33	1.00	1	2.00
Faculty Member 34	1.00	1	6.00
Faculty Member 35	1.00	1	2.50
<b>Totals</b>	<b>34.75</b>	<b>26</b>	<b>51.00</b>
<b>Avg Per Research-Active</b>			<b>1.96</b>
<b>% Research-Active</b>		<b>74.8%</b>	

\*\*designates probationary faculty, assumed research active with 2+ actual advisees

## Research Components (Publications, Presentations, Funding)\*\*

Books	Journal Articles		Professional Presentations		Research Funding Ext/Compet.	Notes
	Refereed	Other	Contrib.	Invited		
0	2	1	2	0	\$0	10-year period
2	0	1	4	1	\$10,000	10-year period
0	1	0	1	0	\$0	2nd year Asst.
2	2	0	1	0	\$0	10-year period
0	0	1	1	0	\$0	10-year period
0	5	3	3	1	\$5,000	10-year period
1	4	0	2	1	\$8,000	8-year period
0	0	0	0	0	\$0	10-year period
1	3	2	2	1	\$12,000	10-year period
0	1	0	1	0	\$0	10-year period
0	0	2	0	0	\$0	10-year period
3	5	1	6	2	\$0	10-year period
0	0	1	0	0	\$0	10-year period
1	3	0	2	0	\$3,000	3rd year Asst.
0	2	0	0	0	\$0	8-year period
4	8	0	12	3	\$25,000	10-year period
2	5	0	6	1	\$6,000	6th year Asst.
2	4	1	5	0	\$2,000	7-year period
3	4	0	8	0	\$0	10-year period
0	0	0	1	0	\$0	10-year period
2	3	1	4	0	\$0	5th year Asst.
1	1	0	1	0	\$0	1st year Asst.
3	6	1	6	2	\$3,500	10 year period
0	0	0	1	0	\$0	1st year Asst.
0	2	0	1	0	\$0	1st year Asst.
1	3	0	2	0	\$2,500	7-year period
2	3	0	2	1	\$0	8-year period
3	5	3	7	2	\$120,000	10-yrs Chaired
2	3	0	4	0	\$4,000	10-year period
1	2	4	2	2	\$0	8-year period
0	15	6	12	4	\$0	10-year period
0	1	0	0	0	\$0	10-year period
3	3	0	3	0	\$9,000	9-year period
3	7	0	6	2	\$0	10-year period
2	4	0	3	0	\$0	6-year period
<b>1.3</b>	<b>3.1</b>	<b>0.8</b>	<b>3.2</b>	<b>0.7</b>	<b>\$6,000</b>	<b>Averages</b>

\*\*\*Publications (books, refereed journals, other); Presentations at Professional Conferences (contributed, invited); Research Funding (\$, external and/or competitive); other appropriate measures of research activity. All reported over a specified period of time.

# Example 1: Large Humanities Department

GRADUATE CAPACITY ANALYSIS WORKSHEET - Version 3

Program:	<b>Large Dept (Humanities)</b>	Degree Cohort:	<b>Ph.D.</b>	Time to Degree (yrs):	<b>7.5</b>	Current:	<b>76</b>	Goal:	<b>6.0</b>	Current:	<b>76</b>	New Cohort:	<b>11</b>
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I. Goals	Composition:	(% Fem, Min, Int'l)	<b>3.2%</b>	Completion Rate:	<b>75%</b>	<b>85%</b>	Goal:	<b>75</b>	<b>15</b>
	Goal:	Cohort:	<b>Minority</b>	<b>6%</b>					

II. Capacity	(Projected annual enrollment, based upon considerations in A, B, C below)											
Factor	<b>A. Mentoring *</b>	%Weight	(# FTE faculty	x % research-active x	# advisees	) / compl goal	<b>Enrollment Projections</b>					
	*From Faculty Worksheet	25.0%	<b>34.75</b>	x	<b>74.8%</b>	x	<b>1.96</b>	) /	<b>85%</b>	A.	<b>59.9</b>	<b>10.0</b>

Factor	<b>B. Placement</b>	30.0%	(Annual estimate of likely # of placements x ttd goal) /				<b>85%</b>	B.	<b>49.4</b>	<b>8.2</b>
			1. Academic	5	sum x ttd goal/completion goal					
			2. Non-academic	2						

Factor	<b>C. Mission</b>	25.0%	(Annual # for missions, at 50% appt.) /				<b>85%</b>	C.	<b>68.2</b>	<b>11.3</b>
			1. TA	45	sum/completion goal					
			2. RA	10						
			3. Other	3						

III. Resources	<b>D. Student Funds</b>	20.0%	Budget	Stipend	Appt	# Stipends					
	Totals	100.0%	<b>\$498,430</b>	\$ (HTE*)	%	<b>59.12</b>	/	<b>85%</b>	D.	<b>69.5</b>	<b>11.6</b>
	(1.) TA		\$342,150	\$14,820	25.0%	46.17					
	(2.) RA		\$59,280	\$14,820	50.0%	4.00					
	(3.) Fellows										
	Department		\$0	\$13,000	25.0%	0.00					
	Univ. Allocation		\$0	\$13,000	25.0%	0.00					
	Univ. Competitive		\$27,000	\$17,500	50.0%	1.54					
	Diversity Fellows		\$12,000	\$13,000	33.3%	1.38					
	Dissertation Fellows		\$28,800	\$14,300	33.3%	3.02					
	(4.) Other Student Support										
	Foundation		\$14,800	\$14,800	25.0%	2.00					
	External Grants/Contracts		\$14,400	\$14,400	50.0%	1.00					
	Other		\$0	\$13,000	25.0%	0.00					

\*50% Appt.

Weighted Averages  
Total Enrollment New Cohort

IV. Analysis:	<b>Decrease enrollment by 20% at 85% completion (15% at current 75%); recruit more minorities</b>	<b>61</b>	<b>10</b>
		Wtd Avg (A:D)	Wtd Avg (A:D)
			ttd goal

# Example 2: A Well-planned Department

		Current	Goal	Tot Enroll	New Cohort	
Program: <b>Chemistry &amp; Biochemistry</b>		Current: <b>5</b>	Goal: <b>4.5</b>	Current: <b>33</b>	Current: <b>10</b>	
I. Goals	Composition: (% Fem, Min, Int'l)	Current: <b>1.5%</b>	Goal: <b>90%</b>	Goal: <b>50</b>	Goal: <b>13</b>	
	Goal: Cohort:	Current: <b>6%</b>	Completion Rate: <b>85%</b>			
II. Capacity (Projected annual enrollment, based upon considerations in A, B, C below)						
Factor A. Mentoring *	%Weight	(# FTE faculty x % research-active x avg # advisees) / compl goal		Enrollment Projections		
	*From Faculty Worksheet	40.0%	16.00 x 106.2%	x 2.29	A. <b>43.3</b>	<b>9.6</b>
Factor B. Placement	%Weight	(Annual estimate of likely # of placements x ttd goal) / compl goal		B. <b>40.0</b>		<b>8.9</b>
	20.0%	1. Academic	4	sum x ttd goal / completion goal		
		2. Non-academic	4			
Factor C. Mission	%Weight	(Annual # for missions, at 50% appl.) / compl goal		C. <b>36.7</b>		<b>8.1</b>
	40.0%	1. TA	17	sum / completion goal		
		2. RA	12			
		3. Other	4			
III. Resources	D. Student Funds	0.0%	Budget	Stipend \$ (HTE*)	Appt %	# Stipends
	Totals	100.0%	<b>\$453,030</b>			<b>37.51</b> / 90%
	(1.) TA		\$272,142	\$12,456	50.0%	21.84
	(2.) RA		\$149,472	\$12,456	50.0%	12.00
	(3.) Fellows		\$0			0.00
	Department					0.00
	Univ. Allocation					0.00
	Univ. Competitive					0.00
	Diversity Fellows		\$12,456	\$6,228	50.0%	2.00
	Dissertation Fellows		\$18,960	\$11,376	50.0%	1.67
	(4.) Other Student Support					
	Foundation					
	External Grants/Contracts					
	Other					
IV. Analysis:				Weighted Averages		
				Total Enroll	New Cohort	
				<b>40</b>	<b>9</b>	
				Wtd Avg (A:D)	Wtd Avg (A:E)	
				ttd goal	ttd goal	

# Example 3: A placement/support-challenged program

## GRADUATE CAPACITY ANALYSIS WORKSHEET (data from 1996-2005)

Program:		Anthropology	PhD	Degree Cohort:	Time to Degree (yrs):	Current	Goal	Current:	Tot Enroll	New Cohort
						7.5	6.0		36	8
I. Goals	Composition:	(% Fem, Min, Int'l)			Completion Rate:	36%	50%	Goal:	36	8
	Goal:	Cohort:								
II. Capacity	(Projected annual enrollment, based upon considerations in A, B, C below)									
Factor	A. Mentoring *	%Weight	# FTE faculty	x % research-active	x avg # advisees	) / compl goal		Enrollment Projections		
	*From Faculty Worksheet	36.0%	12.50	x	104.0%	x	2.85	50%	A.	74.0   12.3
Factor	B. Placement	28.0%	(Annual estimate of likely # of placements x ttd goal)				) / 50%		B.	
			1. Academic	2	sum x ttd goal/completion goal				36.0   6.0	
			2. Non-academic	1						
Factor	C. Mission	18.0%	(Annual # for missions, at 50% appt.)				) / 50%		C.	
			1. TA	3	sum/completion goal				20.0   3.3	
			2. RA	3						
			3. Other	4						
III. Resources	D. Student Funds	18.0%	Budget	Stipend	Appt	# Stipends	D.			
	Totals	100.0%	\$132,739	\$ (HTE*)	%	12.03	) / 50%		24.1   4.0	
	(1.) TA		\$44,467	\$11,034	50.0%	4.03				
	(2.) RA		\$11,034	\$11,034	50.0%	1.00				
	(3.) Fellows					0.00				
	Department					0.00				
	Univ. Allocation					0.00				
	Univ. Competitive		\$33,102	\$11,034	50.0%	3.00				
	Diversity Fellows		\$11,034	\$11,034	50.0%	1.00				
	Dissertation Fellows		\$22,068	\$11,034	50.0%	2.00				
	(4.) Other Student Support					0.00				
	Foundation					0.00				
	External Grants/Contracts		\$11,034	\$11,034	50.0%	1.00				
	Other					0.00				
						*50% Appt.		Weighted Averages		
								Total Enrollmen New Cohort		
IV. Analysis:									45	7
								Wtd Avg (A:D)		Wtd Avg (A:D)
										ttd goal

# Example 4: Academic rigor challenged?

**\*Mentoring Capacity Worksheet**

Faculty ID/Name** (Optional)	Faculty FTE	Research Active? (1 if Yes)	# Advisees (10-year period)
Colwell	0.50	1	53.00
Colyar	0.25	1	0.00
Dilley	0.25	1	0.00
Donahoo	0.25	1	0.00
Dunn	0.00	1	0.00
Green	0.50	1	0.00
Hyttén	0.50	1	22.00
Keim	0.50	1	21.00
McKerrow	0.75	1	11.00
Totals	3.50	9	107.00
Avg Per Research-Active % Research-Active		257.1%	11.89

**Research Components (Publications, Presentations, Funding)\*\*\***

Books	Journal Refereed	Articles Other	Professional Presentations Contrib.	Invited	Research Funding Ext/Compet.	Notes
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Averages

\*\*\*Publications (books, refereed journals, other); Presentations at Professional Conferences (contributed, invited); Research Funding (\$, external and/or competitive); other appropriate measures of research activity. All reported over a specified period of time.

\*\*denotes probationary faculty, assumed research active with 2+ actual advisees

# Example 4: Academic rigor challenged? (cont'd)

## GRADUATE CAPACITY ANALYSIS WORKSHEET - Version 3

		Current	Goal	Current:	Tot Enroll	New Cohort
Program: <b>Educational Administration</b>		6	6.0	107	110	6
Degree Cohort: <b>PhD</b>		75%	80%	6	6	6
Time to Degree (yrs):		75%	80%	110	110	6
Completion Rate:		75%	80%	6	6	6
Composition: (% Fem, Min, Int'l) <b>75.0%</b>						
Goal: Cohort: <b>Female 75%</b>						
I. Goals						
II. Capacity (Projected annual enrollment, based upon considerations in A, B, C below)						
Factor A. Mentoring *	%Weight	(# FTE faculty	x % research-active	x # advisees	Enrollment Projections	
*From Faculty Worksheet	10.0%	3.50	x 257.1%	x 11.89	A.	133.7
Factor B. Placement	10.0%	(Annual estimate of likely # of placements x ttd goal) /			B.	172.5
		1. Academic	15	sum x ttd goal/completion goal		
		2. Non-academic	8			
Factor C. Mission	40.0%	(Annual # for missions, at 50% appt.) /			C.	6.2
		1. TA	3	sum/completion goal		
		2. RA	2			
		3. Other				
III. Resources						
D. Student Funds	40.0%	Budget	Stipend	Appt	# Stipends	D.
Totals	100.0%	\$51,408	22.19			27.7
(1.) TA		\$29,754	\$2,406	50.0%	12.36	
(2.) RA		\$21,654	\$2,204	50.0%	9.82	
(3.) Fellows						
Department		\$0			0.00	
Univ. Allocation		\$0			0.00	
Univ. Competitive		\$0			0.00	
Diversity Fellows		\$0			0.00	
Dissertation Fellows		\$0			0.00	
(4.) Other Student Support						
Foundation		\$0			0.00	
External Grants/Contracts		\$0			0.00	
Other		\$0			0.00	
IV. Analysis:						
					44	7
					Wtd Avg (A:D)	Wtd Avg (A:D)
						ttd goal

### Weighted Averages

Total Enrollment      New Cohort

44      7

Wtd Avg (A:D)      Wtd Avg (A:D)

ttd goal

# Example 5: Numerically Challenged

## GRADUATE CAPACITY ANALYSIS WORKSHEET - Version 3

Program	Degree Cohort	Time to Degree (yrs)	Current	Goal	Tot Enroll New Cohort
Political Science	PhD	7	6.0	6.0	Current: 25   5
I. Goals	(% Fem, Min, Int'l)	Completion Rate	80%	80%	Goal: 50   6
II. Capacity (Projected annual enrollment, based upon considerations in A, B, C below)					
Factor A. Mentoring * *From Faculty Worksheet	(# FTE faculty)	x % research-active	x avg # advisees	/ compl goal	Enrollment Projections
10.0%	16.00	87.5%	1.64	80%	
Factor B. Placement	(Annual estimate of likely # of placements x) ttd goal			80%	A. 28.7   4.8
40.0%	1. Academic	1	sum x ttd goal/completion goal		B. 15.0   2.5
	2. Non-academic	1			
Factor C. Mission	(Annual # for missions, at 50% appt.)			80%	C. 15.0   2.5
10.0%	1. TA	8	sum/completion goal		
	2. RA	4			
	3. Other				
III. Resources	Budget	Stipend \$ (HTE*)	Appt %	# Stipends	D. 1081090.8   180178.8
D. Student F	Totals	\$202,872		864980.74 /	
40.0%	(1.) TA	\$121,452		538351.02	
100.0%	(2.) RA	\$59,820		236629.73	
	(3.) Fellows				
	Department			0.00	
	Univ. Allocation			0.00	
	Univ. Competitive			0.00	
	Diversity Fellows	\$10,800	\$1,200	45000.00	
	Dissertation Fellows	\$10,800	\$1,200	45000.00	
	(4.) Other Student Support				
	Foundation			0.00	
	External Grants/Contracts			0.00	
	Other			0.00	
IV. Analysis:					Weighted Averages
					Total Enrollment   New Cohort
					432447   72073
					Wtd Avg (A:D)   Wtd Avg (A:D)
					ttd goal

# Capacity Analysis: programmatic results

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- **Advantage: puts down on paper status of program, rather than relying on anecdotes**
  - provides basis for discussion with programs about enrollment plans and ideas
- **What can it tell you at the programmatic level?**
  - enrollment capabilities, needs
  - generally, programs are overly cautious in admitting graduate students; can empower to be more aggressive
  - what are areas with growth potential?
  - what are areas where academic rigor is jeopardized?

# Capacity Analysis: campus-wide analyses

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- **What can it tell you at the campus wide level?**

- what are limitations to reaching enrollment targets?

- what are areas with growth potential?

- what are areas where academic rigor is jeopardized?

# Capacity Analysis: Challenges

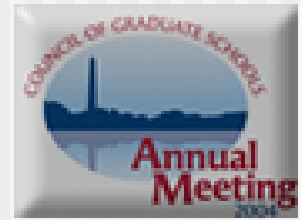
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- **How do you get buy in?**
- **Overcoming faculty skepticism, mistrust**
  - perception of effort to close programs
- **How do you avoid manipulation of data?**
- **Training for conceptually and numerically-challenged**
- **Limitations of data**

# Capacity Analysis: Limitations of Data

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- **Short term, subject to current status of department and to change**
  - smaller departments more likely to deviate from national norms/targets
- **Subject to manipulation**
  - e.g., to justify more faculty or \$
- **National norms not readily available for some parameters**
- **Doctoral. Although MS version is also available, particularly challenging to implement simultaneously**



# Capacity Analysis: SIUC

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- Provides a wealth of invaluable data and information, some surprising
- Probably requires annual reevaluation
- A lot of work
- A work in progress

