



The Needle in the Haystack: Focusing Attention on Addressing Demand at San Francisco State University

Jane DeWitt, Associate Dean of
Academic Planning, SFSU



Graduation Initiative 2025

We are admitting the 6-year FTF 2025 cohort now

- SFSU Goal: 69% Most recent 6 year rate: 55%

We are admitting the 4-year transfer 2025 cohort now

- SFSU Goal: 86% Most recent 4 year rate: 73%



Student Retention

FTFTF 1-Year Continuation Rate Fall 17: 79%

Fall 18 Distribution by Class Level (% of all students, including graduate)

- 23% Freshmen
- 11% Sophomores *Sophomores register last for the next Fall term*
- 27% Juniors *Transfer student resupply*
- 29% Seniors



Evidence that Lack of Class Availability is a Problem

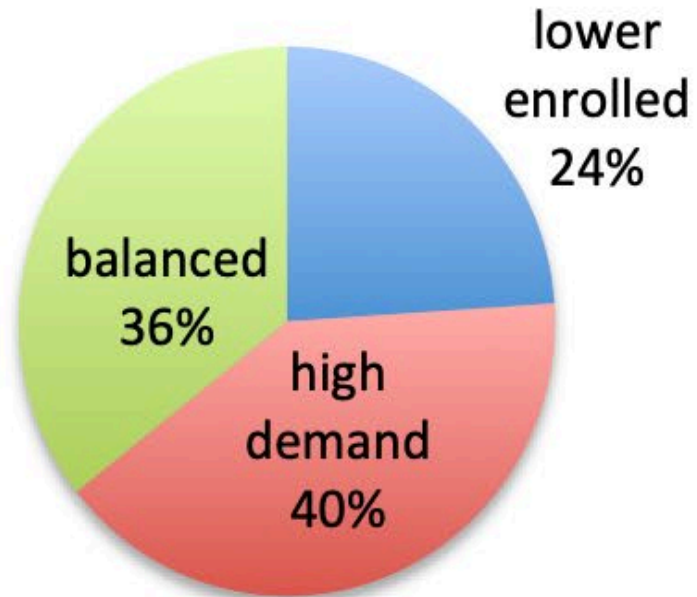
2017 Senior Exit Survey:

- 35% of students who said they experienced a delay in graduation attributed that delay to lack of course availability.
 - Financial reasons and change of major in 2nd place at 17% each.
- 33% of students said that the one thing that would have improved their experience at SFSU is to improve course availability.
 - Advising in second place at 18%.

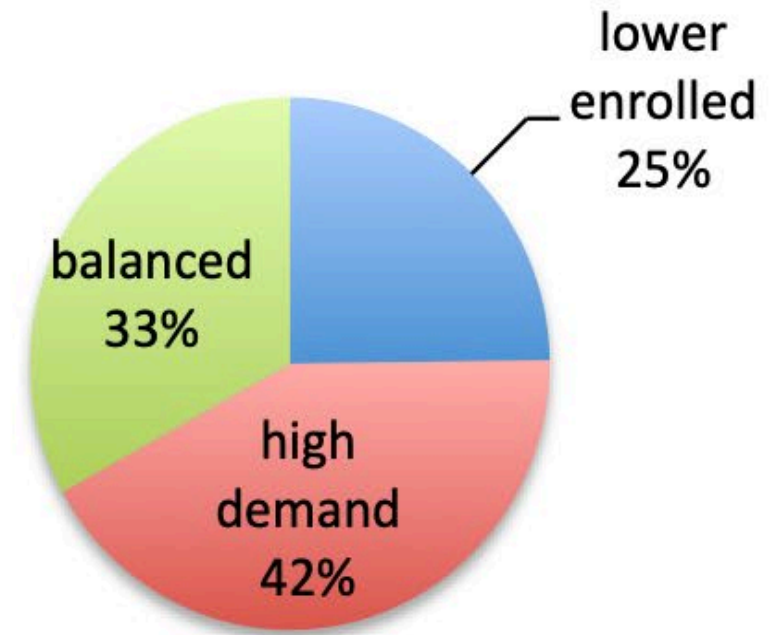


More Evidence about Class Availability Issue

Fall 17 Undergraduate Classes



Fall 18 Undergraduate Classes



Fall 17 to Fall 18 Comparison of Courses Offered

- Undergraduate Courses
- Average Unit Load increased at each class level Fall 17 to Fall 18

	Fall 17	Fall 18	Difference
All undergraduate courses	1610	1621	+11
lower division	366	387	+21
upper division	1244	1234	-10
Total Sections	3283	3323	-40
Total Seats	127424	129435	+2029
Enrollment	113383	113931	+548

- Added more, but not enough to shift distribution of courses



Barriers to Offering More Seats in High Demand Courses

- Money, space, equipment, instructors
- Accurate predictions of how much more is needed
- Persistent attitude that 100% enrollment is desirable
- Timing of the schedule build
- Paralysis of choice - a lot of high demand courses
- Decentralized scheduling means decentralized responsibility
- Persistent attitude that we don't have lower division majors



Scheduling Habits

Old augment budget model which was a pay-per-course way to increase offerings

- Created a habit of scheduling that holds GE and high demand courses hostage
- Created a habit of hiding courses in the schedule and opening them incrementally
- Enforced the idea that 100% enrollment is desirable



What Have We Tried?

1. Access to the historical and predictive analyses to help departments/programs plan their schedule.
2. Sending only the top addition candidates to prioritize.
3. Faculty working group to lead the way in each college.
4. Asked departments or colleges to add specific classes.



What Do We Try Next?

- Wealth of opportunities to meet student demand!
- We almost can't make a bad decision!
- We need a growth mindset about scheduling.
- We need a student-centered scheduling approach.

New budget model based on FTES targets

- Prioritizes scheduling GE courses and having everything in the schedule up front
- Targets are based on historical enrollment
- How to handle funding growth for specific courses and/or in GE areas



Addressing the Challenges of Paralysis, Decentralization & Resources

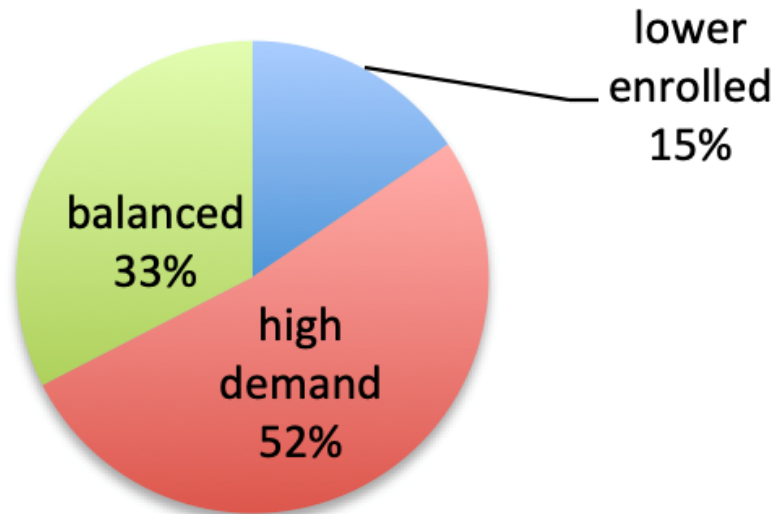
1. Identify a subset of courses from amongst the large number of courses on the high demand list.
2. Ask department and colleges about resources needed and timeline to be able to expand offerings in courses.
3. Fund specific enrollment targets for specific courses to increase enrollment in those courses.



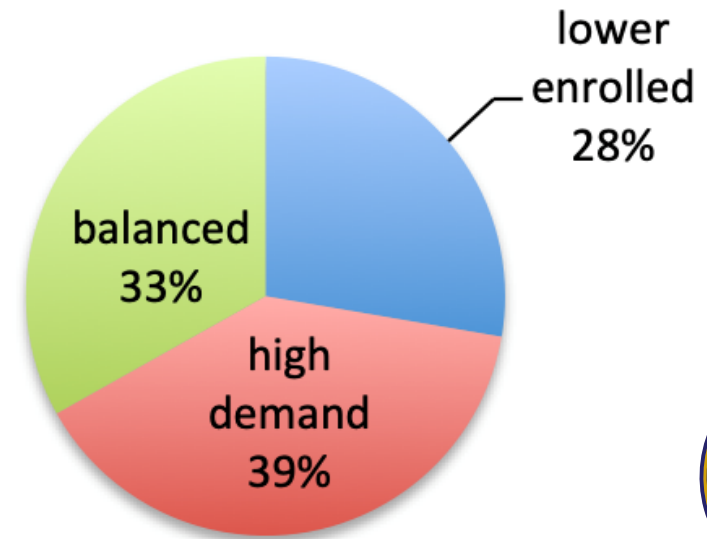
Fall 18 Course Demand

Numbers of Courses		lower enrolled	balanced	high demand
All undergraduate courses	1621	402 (25%)	535 (33%)	684 (42%)
lower division	387	60 (15%)	126 (33%)	201 (52%)
upper division	1234	342 (28%)	409 (33%)	483 (39%)

Fall 18 Lower Division UG Classes



Fall 18 Upper Division UG Classes



Identifying a Subset of Courses by College

College	total	Lower Division	Upper Division
TOTAL	684	201	483
BUS	65	2	63
EDUC	17	2	15
ETHS	57	27	30
HSS	119	27	92
LCA	275	84	191
COSE	151	59	92

Can go further - break out the LD high demand courses by GE area, by service course, by major prerequisite.

Attach course to role it plays in the curriculum - attach course to the reason why a student needs it.



Registration Velocity Reports to Communicate Urgency

- Registration for Fall 18 by continuing students

Priority Registration May 1 – May 11	total	LD	UD
Enrolled > 95%	352 (51% of total high demand)	64	288
Enrolled 90 – 95 %	88	22	66

- 352 courses enrolled at 96% or higher before June 1 and went unadjusted



Lower Division Courses that Enroll Rapidly

- Selection of Lower Division Courses enrolled 96% or Higher Before Orientation Begins

Subject	Course	Course Title	Enrollment Ratio	Seats	Date Enroll Ratio Reached	Who's Registering?	Type of Course
ACCT	101	Intro to Managerial Accounting	100 %	315	May 08, 2018	Jr/Soph	Bus Majors; 4 th semester
BIOL	101	Human Biology Laboratory	100 %	448	May 11, 2018	end of priority reg*	B2
HIST	101	Critical Thinking in History	100 %	40	May 11, 2018	end of priority reg*	A3
ERTH	110	Our Dynamic Earth	97 %	120	May 08, 2018	Jr/Soph	B1
PHIL	111	The Art(s) of Quant Reasoning	100 %	90	May 11, 2018	end of priority reg*	B4
ERTH	171	Our Dynamic Ocean Lab	100 %	24	May 08, 2018	Jr/Soph	B3
PSY	171	Quant Reasoning in Psychology	100 %	50	May 08, 2018	Jr/Soph	B4
ARTH	201	Western Art History I	100 %	100	May 11, 2018	end of priority reg*	C1
BIOL	210	General Microbio and Public Health	100 %	160	May 11, 2018	end of priority reg*	service pre-nursing
CSC	210	Intro to Computer Programming	100 %	100	May 11, 2018	end of priority reg*	major; 2 nd semester
BIOL	212	Principles of Human Physiology	100 %	188	May 08, 2018	Jr/Soph	service pre-nursing
BIOL	213	Principles of Human Physiology Laboratory	100 %	120	May 04, 2018	Sr/Jr	service pre-nursing
BIOL	220	Principles of Human Anatomy	100 %	66	May 01, 2018	Sr	service pre-nursing

Priority Registration

April 30 - special populations
 May 1 - Seniors
 May 2 - Seniors
 May 3 - Seniors
 May 4 - Seniors/Juniors
 May 7 - Juniors
 May 8 - Juniors/Sophomores
 May 9 - Sophomores/Fresh
 May 10 - Freshmen
 May 12-18 - open reg all UG
 June - July - Orientation
 July - Aug - 2nd Priority Reg



Health Science Laboratories in Biology

	Fall 18			Spring 19			
	Sections	Seats	Enroll Ratio	Sections	Seats	Enroll Ratio	
Biol 101	18	504	98%	20	560	98%	still enrolling
Biol 211	8	160	106%	10	200	93%	still enrolling
Biol 213	8	160	108%	9	180	79%	still enrolling



Managing Growth in General Education

	Fall 18			
	Analysis Projected Need	Seats Offered	Enroll Ratio	
Oral Comm	3047	2269	98%	3 courses, all enrolled 96% or higher
Critical Thinking	4053	3017	98%	8 courses, all enrolled 96% or higher

Probably don't need to worry about anyone stealing FTES from anyone else



What about Student Preference?

Upper Division Area C (Arts and Humanities):

6800 seats in 167 sections of courses, 82% enrollment ratio

Some courses high demand, some balanced, some lower enrollment

Some courses have high registration velocities

Should we provide growth targets for high demand courses that students are eager to enroll in?

Can we meet demand for student-preferred classes without doing so at the expense of other departments?



The Plan to Help Us Help our Students

Look at high demand courses, registration velocity and the role of courses in curriculum to selectively direct attention to most urgent areas.

- High demand lower division courses to address retention

Time with new budget model to change old habits

Culture shift to plan the schedule around what students need to take instead of what faculty want to teach

Change the attitude that lower division students are not part of the major they declared when they enrolled at SF State

