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Academic Affairs

State of Academic Affairs

Data, Strategic Academic Priorities, and Impacts on Priorities

- Strategic Plan – Key Aspects
- State of Academic Affairs – DATA
 - Enrollments
 - Class sizes and distributions
 - Faculty composition
 - Teaching loads
- Academic Budget Planning for FY 07
 - Special Meeting of the Faculty Senate**
 - 3 February 2006**



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Strategic Plan -- Key Aspects



Strategic Plan -- Vision

Academic Affairs

The **Vision** for Academic Affairs is that GW becomes nationally and internationally recognized for its **Academic Excellence** in **Selected Areas of Emphasis** that are primarily derived from existing programmatic strengths, across disciplines, in teaching, scholarship, and externally funded research.



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Strategic Plan -- Mission

Academic Affairs

The **Mission** of Academic Affairs is to provide students and faculty the optimal environment for the creation and acquisition of knowledge and the pursuit of creative endeavors to meet the needs and enrich the experiences of the global society.



GW's Strategic Plan

Academic Affairs

- Uniquely position GW
- Focus on the undergraduate area
- Build GW's reputation
- Build GW's prestige
- Achieve distinctive academic excellence



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Guiding Principle

Academic Affairs

Selective, Academic Excellence



Underpinning Logic

Academic Affairs

Driving principle – the unique positioning of GW in the higher-education marketplace must come from leveraging our assets:

- The University itself
- The Washington Metropolitan area



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State of Academic Affairs -- DATA



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Enrollment Data



Enrollment Data

Undergraduate (FT)

Academic Affairs

Totals	2005	2004	2003	2002	2001	2000	1999	1998
Freshmen	2,392	2,603	2,248	2,261	2,551	2,082	2,094	1,761
Transfers	309	273	336	278	266	219	207	213
Continuing	6,678	6,615	6,502	6,207	5,501	5,132	4,654	4,410
TOTAL	9,379	9,491	9,086	8,746	8,318	7,433	6,955	6,384



Undergraduate Enrollment (FT) Within Schools

Academic Affairs

Totals	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	5,389	5,560	5,373	5,221	5,037	4,484	4,171	3,805
ESIA	2,029	2,015	1,791	1,571	1,365	1,199	1,174	1,075
GWSB	1,455	1,471	1,489	1,494	1,422	1,302	1,203	1,079
SEAS	506	445	433	460	494	448	407	426



Undergraduate Enrollment Trends and Course Offerings

Academic Affairs

- 1996 → 2005: Size of the freshman class has averaged about 2,400 students the last five years, which is approximately 48% larger (2,400/1,626) than in 1996
- 1996 → 2005: Undergraduate population has averaged about 9,435 students the last two years, which is approximately 59.3% larger (9,435/5,921) than in 1996
- 1996 → 2005: Absolute number growth within each of the undergraduate schools is CCAS – 1,776 (49.1%), ESIA – 1,073 (112%), GWSB – 545 (59.9%), and SEAS – 64 (14.5%)
- These enrollment trends require significant increases in the required course sections offered within CCAS, where most of the students from all four schools take a large fraction of their freshman- and sophomore-level courses



Retention Trends

Academic Affairs

%	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
1996	1,643									
1997	89.8	1,716								
1998	81.4	89.9	1,773							
1999	74.9	83.1	92.3	2,109						
2000	8.0	76.5	84.8	91.5	2,093					
2001	1.5	7.6	80.9	84.2	91.7	2,566				
2002	0.9	1.5	7.7	79.3	84.7	91.7	2,283			
2003		0.9	1.5	6.8	79.1	84.1	92.9	2,260		
2004			0.7	1.7	6.5	79.3	87.1	91.9	2,623	
2005				0.6	1.5	6.5	79.9	86.2	91.5	2,392



Graduation Rates

Academic Affairs

%	1995	1996	1997	1998	1999	2000	2001	2002	2003
96-97	0.0								
97-98	3.1	0.0							
98-99	63.0	3.1	0.0						
99-00	7.0	62.8	3.8	0.1					
00-01	1.1	6.5	65.2	2.5	0.1				
01-02		0.8	5.3	69.9	3.2	0.2			
02-03			0.9	5.7	68.4	2.9	0.1		
03-04				0.6	5.5	68.4	3.3	0.1	
04-05					1.0	5.0	67.0	4.9	0.1
6-yr rate	74.3	73.2	75.2	78.8	78.2	(76.5)			



Retention and Graduation Rates

Academic Affairs

- 1996 → 2004: The freshman-to-sophomore retention rate has improved from approximately $\leq 90\%$ to approximately $\leq 92\%$
- 1996 → 2004: The freshman-to-junior retention rate has improved from about 81% to about 86%
- Six-year-graduation rates have improved from about 70% (class of 1997) to approximately 78% (class of 2003) (Metric for *U.S. News/World Report*)
- Four-year graduation rates remain under 70% though they have improved over the last eight years



Graduate Enrollment Data [FT and PT] -- On Campus

Academic Affairs

Masters	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	1,076	941	932	893	893	850	754	676
ESIA	646	601	573	548	497	456	471	509
GWSB	1,288	1,251	1,252	1,313	1,250	1,251	1,569	1,609
SEAS	597	644	613	592	559	522	430	429
GSEHD	440	479	485	469	461	430	395	408
MPP	261	265	237	193	149	129	--	--
Totals	4,308	4,181	4,092	4,008	3,809	3,638	3,619	3,631



Graduate Enrollment Data On Campus

Academic Affairs

Doctoral	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	637	682	632	608	595	571	599	576
GWSB	132	141	141	114	118	101	107	109
SEAS	388	391	378	368	333	338	366	373
GSEHD	217	211	198	208	204	213	214	217
Totals	1,374	1,425	1,349	1,298	1,250	1,223	1,286	1,275



On-campus Graduate Enrollment Trends

Academic Affairs

- 1996 → 2005: Master's on-campus enrollment has grown 14.1% (534 students)
- Almost half (48.9%) of the Master's on-campus enrollment increase can be attributed to the MPP program (261 students)
- 1996 → 2005: Doctoral on-campus enrollment has grown 8.3% (105 students -- centered in CCAS and GWSB) and appears to be decreasing
- Following the Doctoral Programs Review and the reconfigurations of programs, it is expected that on-campus doctoral enrollments will remain stable or decrease slightly.
- National demographics point towards an increasing population of potential students in the 22 to 25 years-old age range



Graduate Enrollment Data Off Campus

Academic Affairs

Masters	2005*	2004	2003	2002	2001	2000	1999
CCAS	278/280 254/24	326/326 296/30	289/296 269/20	300/300 240/60	301/307 261/40	261 221/40	207
GWSB	610/626 610/0	532/545 531/1	542/547 542/0	543/545 543/0	548/549 546/2	397 397/0	418
SEAS	626/661 315/311	556/556 296/260	587/605 356/231	548/570 329/219	571/636 335/236	516 330/195	487
GSEHD	644/669 564/80	658/689 580/78	700/737 636/64	623/664 576/47	555/588 510/45	505 484/32	551
CPS	96/84 34/62	36/38 0/36	--	--	--	--	--
Totals	2,254/2,320 1,777/477	2,108/2,154 1,703/405	2,118/2,185 1,803/315	2,014/2,079 1,688/326	1,975/2,080 1,652/323	1,679 1,432/267	1,663

*Top Row – Census/**End of Term** Bottom Row – Masters/**Certificates**



Graduate Enrollment Data Off Campus

Academic Affairs

Doctoral	2005*	2004	2003	2002	2001	2000	1999	1998
CCAS	4/3	1/1	8/8	5/5	1/1	0	0	0
SBPM	1/1	1/1	3/2	0/0	0/0	0	0	0
SEAS	31/33	18/30	20/21	36/39	41/44	23	14	19
GSEHD	145/ 145	154/ 159	169/ 174	178/ 183	144/ 153	94	91	65
Totals	181/ 182	174/ 191	197/ 203	219/ 227	186/ 198	117	105	84

*Census/End of Term



Graduate Enrollment Data Virginia Campus

Academic Affairs

Masters	2005	2004	2003	2002	2001	2000	1999	1998
SBPM	137	152	156	199	206	187	191	188
SEAS	103	119	160	123	105	100	174	170
Totals	240	271	316	322	311	287	365	358



Graduate Enrollment Data Virginia Campus

Academic Affairs

Doctoral	2005	2004	2003	2002	2001	2000	1999	1998
SEAS	27	18	0	0	14	20	25	33
GSEHD	152	154	232	207	183	161	128	111
Totals	179	172	232	207	197	181	153	144



Off-campus and VA Campus Graduate Enrollment Trends

Academic Affairs

- 1996 → 2005: Off-campus master's enrollments have grown by 83.6% (1,026 students)
- All schools have contributed to these significant increases in off-campus master's enrollments with GWSB and SEAS more than doubling their enrollments over the last nine years
- 1996 → 2005: Off-campus doctoral enrollments have grown by 75% (78 students)
- The GSEHD is responsible for the growth in the doctoral enrollments off-campus
- 1996 → 2005: Master's enrollments at the VA Campus have decreased by 139 students (36.7% decrease) while doctoral enrollments have grown by 43 students (31.6% increase). The master's enrollment decrease reflects the difficulty of attracting students into open enrollment courses compared to cohort graduate certificate or master's degree programs.



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Class sizes and distributions



Course Sections

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What is the enrollment impact on the number of course sections required?

[The data that follow exclude thesis and dissertation enrollments and other “self-paced” courses, as well as any sections with <3 students (since these normally come under the heading of independent study)]



Distribution of Course Sections

Total = Ugrad + Grad + Other

Academic Affairs

School	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	2,098	2,108	2,041	1,996	1,991	1,821	1,812	1,733
ESIA	99	101	97	79	74	58	51	45
GWSB	349	378	387	440	447	442	432	417
SEAS	307	314	319	334	315	302	313	316
GSEHD	229	227	227	225	221	234	212	205
Totals	3,082	3,128	3,071	3,074	3,048	2,857	2,820	2,716



Distribution of Course Sections Undergraduate

Academic Affairs

School	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	1,250	1,282	1,227	1,217	1,216	1,105	1,094	1,055
ESIA	16	16	12	9	8	6	5	4
GWSB	124	136	137	143	142	121	114	108
SEAS	77	82	81	83	75	74	68	74
GSEHD	2	2	1	2	11	10	10	11
Totals	1,469	1,518	1,458	1,454	1,452	1,316	1,291	1,252



Distribution of Course Sections Graduate

Academic Affairs

School	2005	2004	2003	2002	2001	2000	1999	1998
CCAS	427	418	418	386	371	349	345	320
ESIA	69	70	70	57	53	41	37	30
GWSB	217	231	234	282	276	287	288	272
SEAS	177	181	190	199	186	175	197	187
GSEHD	227	225	226	223	209	223	200	193
Totals	1,117	1,125	1,138	1,147	1,095	1,075	1,067	1,002



Distribution of Course Sections

Number of each Type

Academic Affairs

Type	2005	2004	2003	2002	2001	2000	1999	1998
Lab/Etc.- Ugrad	487	463	458	445	475	440	436	429
Lab/Etc.- Grad	4	9	10	7	12	11	14	25
Lower	772	828	789	782	799	737	713	689
Upper	697	690	669	672	653	579	578	563
Grad	1,117	1,125	1,138	1,147	1,095	1,075	1,067	1,002
Other	5	13	7	21	14	15	12	8
Total	3,082	3,128	3,071	3,074	3,048	2,857	2,820	2,716



Distribution of Course Sections Type and Average Enrollment

Academic Affairs

Type	2005	2004	2003	2002	2001	2000	1999	1998
Lab/Etc.	20.4	20.2	19.9	20.2	20.3	20.1	19.5	19.3
Lower	33.9	32.5	32.6	32.7	32.6	32.0	31.9	30.2
Upper	28.4	27.9	27.9	26.3	24.9	25.2	23.1	22.5
Grad	16.6	16.1	16.2	16.2	16.4	15.7	16.0	16.3
Other	18.6	24.8	20.3	18.8	17.2	16.7	16.4	16.4
Overall	24.2	23.7	23.5	23.2	23.1	22.5	22.0	21.6



Course Sections -- Conclusions

Academic Affairs

- 366 more sections taught in Fall 2005 compared to Fall 1998 – a 13.5% increase
- Of the 366 sections, 275 were undergraduate and 94 were graduate, with the undergraduate being 83 lower level, 134 upper level, and 58 labs/etc. Three fewer courses in the “other” category were taught in 2005 compared to 1998.
- Over the last eight years, CCAS has added 365 sections, ESIA 54, and GSEHD 24. GWSB and SEAS have fewer sections being taught by 68 and 9, respectively.
- Largest increase in lower level – 2001
- Largest increase in upper level – 2001!
- Except for upper level undergraduates (26.2% increase), class size has remained essentially stable. The growing number of course sections has compensated almost proportionately.



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Faculty Composition



Regular Active Status Faculty Numbers (NTT and TT – Occupied Lines)

Academic Affairs

School	2005	2004	2003	2002	2001	2000	1999	1998
CSAS	410	420	412	399	392	374	371	360
ESIA	44	44	42	41	37	39	37	36
SB	122	122	118	131	130	123	120	116
SEAS	81	84	87	85	82	76	71	71
GSEHD	73	70	70	71	67	68	65	64
Totals	730	740	729	727	708	680	664	647



Regular Active Status Faculty Numbers (NTT/TT – Occupied Lines)

Academic Affairs

School	2005	2004	2003	2002	2001	2000	1999
CSAS	102/308 24.9%	108/312	108/304	102/297	98/294	75/299	70/301
ESIA	6/38 13.6%	7/37	6/36	6/35	5/32	6/33	6/31
SB	22/100 18.0%	22/100	27/91	29/102	29/101	22/101	18/102
SEAS	5/76 6.2%	7/77	8/79	9/76	11/71	11/65	7/64
GSEHD	30/43 41.1%	29/41	30/40	29/42	26/41	26/42	25/40
Totals	165/565 22.6%	173/567	179/550	175/552	169/539	140/540	126/538



Regular Active Status Faculty Numbers (NTT and TT – Occupied Lines)

Academic Affairs

School	2005	2004	2003	2002	2001	2000
CPS	3	3	2	2	0	0
Law	77	76	71	75	74	72
SMHS	89	84	84	85	87	93
SPHHS	49	50	38	38	34	29
Totals	218	213	195	200	195	194



Regular Active Status Faculty Numbers (NTT/TT – Occupied Lines)

Academic Affairs

School	2005	2004	2003	2002	2001	2000
CPS	3/0 100%	3/0	2/0	2/0	0/0	0/0
Law	11/66 14.3%	11/65	11/60	13/62	12/62	14/58
SMHS	32/57 36.0%	32/52	32/52	30/55	31/56	41/52
SPHHS	31/18 63.3%	30/20	21/17	25/13	22/12	15/14
Totals	77/141 35.3%	76/137	66/129	70/130	65/130	70/124



Limited Service Faculty Numbers (Excluding Research and Visiting)

Academic Affairs

School	2005	2004	2003	2002	2001
CSAS	568	572	571	534	585
ESIA	58	61	49	42	51
SB	71	83	72	80	74
SEAS	72	86	87	110	89
GSEHD	76	81	69	74	71
Totals	845	883	848	840	870



Academic Affairs

Limited Service Faculty Numbers

(Excluding Research, Visiting, and Affiliated)

School	2005	2004	2003	2002	2001
CPS	4	4	0	0	0
Law	161	138	136	106	139
SMHS	1,556	1,652	1,644	1,718	1,675
SPHHS	232	208	190	198	180
Totals	1,953	2,002	1,970	2,022	1,994



Faculty Trends

(Excluding Law and the Medical Center)

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- 1996 → 2005: Regular-Active-Status faculty members have grown by 17.7% (110)
- 1996 → 2005: R-A-S faculty members have grown by 67 in CCAS (19.5% increase), whereas ESIA has grown by 13, GWSB by 12, SEAS by 5, and GSEHD by 13
- 1996 → 2005: R-A-S NTT appointments have grown from 99 to 165, which is a 66.7% increase
- 1996 → 2005: Limited-Service faculty appointments have grown by 19.3% (137). Two very large freshman classes (2001 and 2004) led to abrupt increases (L-S faculty members teach on a per-course basis).
- Under the assumption of normal teaching loads and the above growth in the number of R-A-S and L-S faculty members, plus the coverage of the additional laboratory/recitation sections by additional GTAs, it is possible to see how the additional 366 sections of courses have been covered while almost maintaining historical class sizes.



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Teaching Loads



Average AY Teaching Loads (NTT/TT)

Academic Affairs

	1994-95		1999-00		2004-05	
School	<i>Courses</i>	<i>Hours</i>	<i>Courses</i>	<i>Hours</i>	<i>Courses</i>	<i>Hours</i>
CCAS	4.02/ 3.90	12.00/ 11.67	3.98/ 3.70	11.92/ 11.18	4.55/ 3.64	14.35/ 11.05
ESIA	3.40/ 3.57	10.20/ 10.71	2.80/ 3.24	8.40/ 9.68	2.83/ 3.28	7.50/ 9.90
GWSB	4.55/ 4.63	13.64/ 13.98	5.22/ 4.25	14.89/ 11.74	4.81/ 4.34	13.62/ 12.20
SEAS	3.00/ 3.97	9.00/ 11.82	2.83/ 3.48	8.50/ 10.30	3.20/ 3.78	8.80/ 11.07
GSEHD	4.47/ 4.27	13.40/ 12.90	3.45/ 3.97	10.27/ 11.68	3.86/ 3.03	11.59/ 9.03



Number of Students Taught and by Whom (# Sect/# Students)

Academic Affairs

Fall 2004 – All Campuses	TT	NTT	PT/GTA/Visitors	Totals
# in each category →	481	150	838	1,469
CCAS/ESIA	581/18,436	211/5,262	890/21,834	1,682/45,532
GWSB	190/5,198	58/1,311	122/2,936	370/9,445
SEAS	124/1,967	11/185	115/2,012	250/4,164
GSEHD	62/842	47/591	107/1,446	216/2,879



Average Teaching Load Trends

Academic Affairs

- Average teaching loads for TT faculty members in all schools except GWSB are less than 2-2
- GSEHD TT faculty members have the lightest teaching loads on average at 2-1 with ESIA almost at the same level
- NTT faculty members have average teaching loads ranging from 2-1 in SEAS to almost 3-2 in GWSB
- Average teaching loads for TT faculty members have become increasingly lighter over the last ten years in all schools
- The FT faculty members (TT + NTT) teach the majority of the students



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Academic Budget Plan for FY 07



Budget Planning Environment

Academic Affairs

- Tuition dependent environment for funding of operating budget
- Risk associated with tuition dependence reduced by strong demand at both the undergraduate and graduate levels
- Five-year characteristics
 - Undergraduate applications are up 21.6%
 - Graduate applications are up 15.6% (excluding Law, Medicine, and Public Health)



Budget Planning Environment

Academic Affairs

- Five-year characteristics (continued)
 - Selectivity has improved or remains steady
 - Undergraduate (37%) by 11 percentage points
 - Graduate (51%) remains steady (Excluding Law, Medicine, and Public Health)
 - Yield
 - Undergraduate (33%) remains steady
 - Graduate (47%) is the same for Fall 04 and Fall 05 after dropping from 51% in Fall 01 (Excluding Law, Medicine, and Public Health)



Budget Planning Environment

Academic Affairs

- Three-year projected enrollment (FY 09)
 - Undergraduate (-3.5%)
 - Graduate (-1.9%) (Excluding Law, Medicine, and Public Health)

[Growth beyond these projections is constrained by available facilities to teach and house more students and the requirements of the campus plan. Limited growth is possible by more complete use of our facilities during the summer and possible expansion of our off-campus (including distance-education offerings) programs.]



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Academic Affairs Priorities for FY 07

Academic Affairs

Continued investment in the Strategic Plan

- Writing Program (WID component)
- Signature Programs
- Graduate Student Support



Priorities from the Deans and other Academic Units

Academic Affairs

- CCAS – Advance the results of the CCAS doctoral programs review
- ESIA – Five-year academic excellence initiative
- GWSB – Eight new Ph.D. graduate aid packages and stipend increases for the 13 existing packages
- SEAS – Two startup packages for expected biomedical engineering hires to start in FY 07
- GSEHD – Additional graduate-student support packages accompanied by additional funding for marketing of graduate programs



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Priorities from the Deans and other Academic Units

Academic Affairs

- CPS – Funding for marketing of VA Campus educational programs
- Chief Research Officer – Increased funding for the REIA, REF, and UFF: Internal “seed” funding for strategic investment in areas of strength
- Gelman Library System – Sustain FY 06 collections budget buying power for the seven signature Academic Excellence programs



Priorities from the Deans and other Academic Units

Academic Affairs

- Academic Planning & Development – Funding to cover the evolving costs of GW’s academic technology efforts including the on-going maintenance and support of the IT in our general purpose and computer classrooms and laboratories
- Graduate Studies and Academic Affairs – Salary and fringe benefits to fund the position of Director of Summer Programs
- VA Campus – Funding for cosmetic and other renovations in Building I (capital investments)



Making Budget and Funding the Priorities

Academic Affairs

- Realistic enrollment projections with a “stretch” component
- Projected tuition increases
- Strategic reallocations within academic units and throughout the University
- Continuing the pool for new faculty lines through EVPAA “pull backs” and reallocations



Thank you!

Academic Affairs

Stock of Prestige

Measured relative to others

Defined by faculty and insider desires

Depreciates slowly

A rival good

Zero-sum game

Stock of Reputation

Measured in absolute terms

Defined by customer desires

Depreciates rapidly

A non-rival good

Positive-sum game