



**GRAY**  
ASSOCIATES

## **How to Read A PES+ Scorecard**



The Gray Program Evaluation System+ Scorecard can help you quickly evaluate your program portfolio. It brings together all of the data you need in one place, so you can quickly review all of the factors that go into making the best growth-forward program decisions.

CIP: 52.0201 Business Admin. and Mgmt, General | Market: National | Award Level: Bachelors | Select Program

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CIP: 52.0201 Business Admin. and Mgmt, General | Market: National | Total Score: 35 | Percentile: 99

### Student Demand

Score: 28 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size	100	Google Search Volume (3 Months)*	1,854,854	8
	92	Infl Page Views (12 Months)	6,887	NS
	100	New Student Enrollment Volume (12 Months)	69,092	2
	100	On-ground Completions at In-Market Institutions	126,461	8
	99	Online Completions by In-Market Students	42,591	4
	100	Sum of On-ground and Online Completions	169,052	4
Growth	99	Google Search YoY Change (Units)*	330,855	3
	100	New Student Enrollment Vol. YoY Change (Units)	6,404	NS
	0	Completion Volume YoY Change (Units)	-3,062	-1
	78	Google Search YoY Change (%)**	22%	0
68	New Student Enrollment Vol. YoY Change (%)	10%	NS	
44	Completion Volume YoY Change (%)	-2%	0	

### Employment\*

Score: 8 Percentile: 92

Category	Pctl	Criterion	Value	Score
Size: Direct Prep	100	Job Postings Total (12 Months)*	3,347,357	2
	100	BLS Current Employment**	12,814,450	2
Size: ACS Bach. Outcomes	100	BLS Annual Job Openings*	1,482,760	NS
	100	Job Postings Total (12 Months)*	890,062	NS
Growth (Direct Prep)	100	BLS Current Employment**	4,068,821	NS
	71	BLS 1-Year Historic Growth*	-0.8%	NS
Saturation (Direct Prep)	77	BLS 3-Year Historic Growth (CAGR)*	2.8%	0
	76	BLS 10-Year Future Growth (CAGR)**	2.6%	1
Wages (Direct Prep)	85	Job Postings per Graduate*	8.4	0
	86	BLS Job Openings per Graduate*	3.7	NS
American Community Survey Bachelor's Degree Outcomes	63	BLS 10th-Percentile Wages*	\$44,079	NS
	69	BLS Mean Wages*	\$76,863	NS
Wages (Age < 30)	77	Wages (Age < 30)	\$50,477	3
	65	Wages (Age 30-60)	\$96,624	2
% with Any Graduate Degree	24	% with Any Graduate Degree	24%	NS
	31	% with Masters	20%	NS
% with Doct/Prof Degree	17	% with Doct/Prof Degree	3%	NS
	65	% Unemp. (Age < 30)**	3%	-1
% Unemp. (Age 30-60)**	73	% Unemp. (Age 30-60)**	2%	-1
	90	% in Direct Prep Jobs	33%	NS

**CIP Description:**  
A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

### Degree Fit:

Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
NHEBI	13	Cost Index**	67%	NS
Natl 2 Year	87	Student: Faculty Index	124%	NS

### National Completions by Level

Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)
Certificate	10%	10%	3%
Associates	19%	19%	34%
Bachelors	43%	43%	54%
Postbaccalaureate Certificate	1%	1%	0%
Masters	28%	28%	6%
Post-masters Certificate	0%	0%	0%
Doctoral	1%	1%	0%
Unknown	0%	0%	0%

### National Workforce Ed. Attainment

Score: 0

Award Level	BLS Educational Attainment
No College	15%
Some College	20%
Associates	9%
Bachelors	38%
Masters	15%
Doctoral	3%

**Competitive Intensity**  
Score: -1 Percentile: 84

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	100	Campuses with Graduates**	1,639	-8
	0	Campuses with Grads YoY Change (Units)**	-38	2
	100	Institutions with Online In-Market Students**	548	NS
In-Market Program Sizes	98	Average Program Completions	78	6
	94	Median Program Completions	33	2
	51	YoY Median Prog. Compl. Change (Units)	-1	0
In-Market Saturation	54	YoY Median Prog. Compl. Change (%)	-3%	0
	98	Google Search * Cost per Click**	\$29	-3
National Online Competition	31	Google Competition Index**	0.29	0
	100	National Online Institutions (Units)**	403	NS
	94	Nat'l Online % of Institutions	31%	NS
89	Nat'l Online % of Completions	25%	NS	

**Total Percentile**

0	20+	40+	70+	90+	95+	98+	100	
Total Score	-45	-20	-16	0	12	19	26	50

**Color Scale in Reverse**

Percentile (Reverse)	-02	02+	05+	10+	30+	60+
Color	Red	Orange	Yellow	Green	Blue	Pink

\* - Google search, employment data and Jobs Per Grad Ratio do not filter by award level.  
 \*\* - Color scale in reverse.  
 NA - No data available/ not currently tracked.  
 NS - Not Scored in Rubrics (values = 0).  
 2-Yr - Associates & certificate programs only.  
 PCTL - Percentile

## A Deep Dive Into Your Program Evaluation Scorecard

### Powerful Insights at Your Fingertips

Once you get used to using the scorecard regularly, it will take a quick glance to see what is and is not working for a program in a given market. However, one of the most powerful things you can do is take a deeper dive. The true takeaways are in the details.

The genius in the Gray Scorecard design is that the scorecard gives you a multidimensional view of the comparative program portfolio. At the same time, it allows you to consider every angle when looking at all of the data that is available to you.

### Maximize Your Insight

To maximize the insight you are given, acknowledge the score and then ask yourself the following questions:

1. What is driving the overall score?
2. What is driving the scores of each individual quadrant?
3. What do the values mean?
4. What are the percentiles telling me?
5. Which metrics are the most important to my institution and how do they guide me in determining the best decision for starting, stopping, sustaining or growing a program?

## The Three Elements of the Scorecard

The Gray scorecard uses three different elements to make it easy for you to evaluate your program. These elements are: Percentile, Score, and Value.

### The Power of Percentiles

Percentiles give you an accurate comparative analysis of how programs and program metrics are performing compared to all other programs in a given market. It may be the most valuable analysis to help you choose programs to start, stop, sustain, or grow. Percentile scores are shown for Student Demand, Employment, Competitive Intensity, and Degree Fit, giving you a comparative analysis across all levels of data available to you in PES+. The Gray system issues percentiles at the overall score, individual quadrant score, and individual metric scores. The breakdown below provides an understanding of the highest and lowest overall score per market.

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-55	-16 <sup>R</sup>	-11	4	17	24	32	65

### The Summary of Score

The score is a product of the scoring rubrics established in the initial setup of your Program Evaluation System+. During setup, 100 points are divided among the four aspects of evaluation: Student Demand, Employment, Competitive Intensity, and Degree Fit. You decide how important each of these components is for program evaluation. Scoring rubrics differ by award level and are calculated based on the percentile of each unique metric present in the scorecard.

Category	Min Score	Max Score	% of Max
Student Demand	-5	40	40%
Employment	-24	35	35%
Competitive Intensity	-19	25	25%
Degree Fit	-40	0	0%
<b>Totals</b>	<b>-88</b>	<b>100</b>	

# How to Read a Scorecard

Here is an example of the scoring rubric for Student Demand, which are found in one of the Student Demand tabs. Each metric appears here in column format. Each column includes a set percentile and a set score. Metric scores are compared to all other programs (the percentile), and this comparison triggers the corresponding score. For example, if the new student enrollment volume for a program is greater than the 98th percentile, the illustrated scoring rubric below attributes four student enrollment volume points. The same logic applies for every metric across all categories for all programs.

		Student Demand: Size					
		Size: New Student Enrollment Volume (12 Months)	Size: Int'l Page Views (12 Months)	Size: Google Search Volume (3 Months)*	Size: Sum of On-ground and Online Completions	Size: Online Completions by In-Market Students	Size: On-ground Completions at In-Market Institutions
Max	40%						
	35%						
	25%						
	0%						
Set Percentile	Percentile High	98	98	95	98	98	98
	>= High	4	0	8	3	4	12
	Percentile Med	95	95	80	95	95	95
	>= Medium	3	0	6	2	3	9
	Percentile Low	90	90	50	90	90	90
	>= Low	2	0	4	1	2	6
	Percentile Min	80	80	20	80	20	20
	<= Minimum	1	0	2	0	1	3
	Set Score	High to 100	High to 100	High to 100	High to 100	High to 100	High to 100
	High to 100	4	0	8	3	4	12
	Med to High	3	0	6	2	3	9
	Low to Med	2	0	4	1	2	6
	Min to Low	1	0	2	0	1	3
	0 to Min	0	0	0	0	0	0

## The Validity of Value

The Value is a valid, non-subjective number, a metric based on the filters selected for CIP Code, Award Level and Market. Select one market, one program, and one award level to generate the program's appropriate value. The Gray database uses the most up-to-date data as soon as it is available, either quarterly or yearly, where applicable by metric. Value and Percentile can work together to understand of how a program compares to all other programs in the market, even when a metric is not scored. A non-scored metric does not drive the program's overall score, but insight can still be gleaned when reviewing the value of that metric. In the example below, International Page Views shows a value of NS (Not Scored). Now, look at the Value. More than 94,000 international page views were generated during the last 12 months. Because of the large number of views, the value of this program lands in the 97th percentile compared to all other programs in a given market. In other words, there is a very high demand for this program from international students, illustrating why it is important to consider the Value and Percentile if your scoring rubric does not score for a particular metric.

### Student Demand

Score: 34 Percentile: 99

Catego...	Pctl	Criterion	Value	Score
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