The webinar will begin shortly....

Market Sensitive Programming During a Time of Austerity

June 5th, 2013
1:00 EDT
Market Sensitive Programming During a Time of Austerity

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Introduction

Questions: Please use the Q&A pod located at the bottom of your screen.

Audio: Participants can choose to use the microphone and speaker capabilities through their computer or phone. Please call into the telephone conference line if you’d like to use the audio through your phone.
+(877) 273-4202; Access Code: 4705008

Audio problems: Please email amoynihan@hanoverresearch.com or call (434) 220-1687.

Recording: All webinar registrants will be emailed a link to access the recorded webinar and additional materials.
Background on Hanover Research

- Market and institutional research firm headquartered in Washington, DC
- We provide solutions for higher education senior administrators in the areas of:
  - Recruiting & Marketing Strategy
  - Academic Program Management
  - Institutional Effectiveness
  - Community & Alumni Engagement
  - Resource Management

- Today’s topic is of particular importance as we continue to see an increased need for help determining new program viability as well as assessing the larger academic portfolio vis-à-vis market demand and competitor share
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Outline

During today’s webinar, we will cover the following topics:

- Trends in new programming, including fields, populations (adult), and delivery (online)
- Q&A

Presenters:

Dr. Mark Schwehn  
Valparaiso University

Dr. Geoff Brackett  
Marist College
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The Need for New Programming

Effects of the recession and high student debt

Total Student Loan Balances by Age Group

- Source: FRBNY Consumer Credit Panel/ Equifax

The increased need to realize the economic value of higher education

2012 U.S. Unemployment Rate by Education Level

- Source: Economic Research, Federal Reserve Bank of St. Louis
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The Need for New Programming

Effects of the recession and high student debt

The increased need to realize the economic value of higher education

Total Student Loan Balances by Age Group

Source: FRBNY Consumer Credit Panel/ Equifax

2012 Higher Education Attainment Levels

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Trends in New Programming

- Health Sciences & Related Fields, 32 (14%)
- Business & Finance, 31 (13%)
- Science & Technology, 23 (10%)
- Engineering & Architecture, 20 (9%)
- Education, 19 (8%)
- Fine Arts, 17 (7%)
- Environment & Sustainability, 17 (7%)
- Language & Culture, 13 (6%)
- Communication & Media Studies, 10 (4%)
- Security & Crime, 8 (3%)
- Other, 42 (18%)
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Adult Education

- Increased need for postsecondary training
- Unique needs:
  - Different kinds of information about their educational options
  - Institutional flexibility in curricular and support services
  - Academic and motivational advising supportive of their life and career goals
  - Recognition of experience and work-based learning already obtained
- Unique challenges and difficulties
Online Education

- High rate of growth
- Health professions is the overall field with the fastest growth
- For undergraduate degrees, fast growing fields include health services, criminal justice, and business
- For graduate degrees, fast growing fields include education, business, health services and criminal justice
- The rise and influence of MOOCS
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Tools to Effectively Measure Market Demand for New Academic Programs

**PROGRAM VIABILITY**
Traditional, Hybrid, Online Program Development

Consider three critical aspects of the academic field and geographic region of interest:

- The level of market competition for prospective students
- The annual supply of new graduates in the field as indicated by degree conferral trends
- The projected job growth and number of annual openings in relevant occupational tracks

**LABOR MARKET OUTLOOK**
Workforce projections
Occupational supply/demand
Employer needs surveys

**STUDENT DEMAND**
Applicant pool and degree seeking trends, degree completion trends, student demand surveys, etc.

**COMPETITOR PROGRAM PROFILES**
Degree completion trends, core curriculum and elective courses comparisons, marketing activity, messaging, etc.
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Presenter

Dr. Mark Schwehn
Provost and Executive Vice President of Academic Affairs at Valparaiso University
Drivers for Market Sensitive Programming

- Strategic Plan: Enrollment Growth
- Past Success of Graduate Programs
Use of Hanover Research at Valparaiso

- Council of Deans
- Research Projects
- Implementation
Narratives of Market Sensitive Programming

- Engineering Strategies Planning
- Expanded College of Nursing
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Presenter

- Dr. Geoff Brackett, Executive Vice President at Marist College
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Higher Ed Pressures

- Affordability
- Accountability
- Return on Investment
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Strategic Opportunities in a World of Disrupted Innovation
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Systems

- Institution's Mission and Values
- Strategic Plan Goals and Initiatives
- Operational Area Plans
Planning, Assessment & Continuous Improvement

http://www.marist.edu/strategicplanning/pdfs/paci.pdf
Leverage Your Strengths
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Experienced Leader in Use of Technology to Support Teaching, Learning, and Research

Marist has a demonstrated track record of providing the training and support needed to grow LMS-adoption by instructors.
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Operational System (PDC)

- Online MBA (Launched 17 years ago)
- IMC
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Program Review Process

1. Program Proposal Initiated
   - Unit prepares Proposal Summary with School Dean(s) based on faculty development of curriculum, dean's assessment of personnel, program focus, etc. as laid out in PACI document.

2. VPAA Review
   - Proposal summary is sent to the VPAA for review of curricular focus, strategic direction, preliminary assessment of resource needs.

3. EVP CFO Review
   - If approved for further review by VPAA, EVP’s office coordinates Program Development Modeling with CFO, VP EM, and others.

4. Program Development Modeling
   - Strategic Planning (EVP)
   - Market analysis (EM)
   - Resource Analysis (EVP)
   - Pro-forma budgeting (CFO)
   - Coordinated roll-out planning

5. Administrative Review
   - Program Development Modeling reviewed by Internal Operating Group and Cabinet.

6. Faculty and BOT Review
   - VPAA coordinates final faculty review through AAC and Faculty Plenary, as appropriate.
   - BOT Academic Affairs Committee and Full Board Review and approve.

7. NYS Approval
   - VPAA prepares the NYSED Application for New Program Registration and, if appropriate, MSCHE registration.

8. Budget Allocation
   - Upon approval from NYS, Program budget is funded and program roll-out begins.

9. Program Initiation and Review
   - Program is launched and review against metrics occurs on an annual basis as set out in the Program Development Modeling documents, Marist PACI Guide, and Strategic Plan.
Strategic Planning

Graduate programs have been PDC’s first focus, addressing the need to:

- Respond to market volatility
- Grow and diversify revenue
- Establish budget modeling discipline
- Reward innovation
- Clearly establish metrics for program success/failure
- Develop models for more comprehensive, college-wide rollout
# Market Sensitive Programming During a Time of Austerity

## Performa: Enrollment Forecast

### Enrollment Matrix

<table>
<thead>
<tr>
<th>Number of Students</th>
<th>Term</th>
<th>Year 1 2012-13</th>
<th>Year 2 2013-14</th>
<th>Year 3 2014-15</th>
<th>Year 4 2015-16</th>
<th>Year 5 2016-17</th>
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<tr>
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<tr>
<td>PT (1st year students)</td>
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<td>25 13</td>
<td>25 13</td>
<td>25 13</td>
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<tr>
<td>PT (Continuing students)</td>
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<td>13 23</td>
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<td>12 23</td>
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<tr>
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<td>33 13</td>
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<td>PT (Continuing students)</td>
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<td>33</td>
<td>12</td>
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<td>11</td>
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<tr>
<td>FT (1st year students)</td>
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<td>10 2</td>
<td>5 2</td>
<td>5 2</td>
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<tr>
<td>FT (Continuing students)</td>
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<tr>
<td>FT (Continuing students)</td>
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<tr>
<td>Total</td>
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<td>58 78</td>
<td>89 74</td>
<td>88 62</td>
<td>87 62</td>
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<tr>
<td>PT credits taken</td>
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<td>6 6</td>
<td>3 6</td>
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<tr>
<td>FT credits taken</td>
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<td>FT credits taken-Spring</td>
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<tr>
<td>Total PT</td>
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<td>Total credits per term</td>
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<tr>
<td>Total credits per academic yr</td>
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<td>774</td>
<td>1278</td>
<td>1260</td>
<td>1215</td>
<td>1215</td>
</tr>
</tbody>
</table>
IMC Web Analytics

Sources on left side track source of traffic with report details at bottom.

Each bar in graph can be expanded to show exit routes—Several other reports are available to show traffic, run times, bounce rates, etc.
Web Analytics

- Monitoring and adjusting campaign-specific advertising for maximum effectiveness. Traffic is regularly monitored for performance. Underperforming venues are removed and funds re-positioned for efficiency.
- Constant improvement/adaptation.
- Analytics allows for real-time monitoring of traffic and provides detailed information about visitors and their engagement with the Web sites. With final stage of Analytics in progress, all costs (through to enroll) can be tracked and monetized (cost per enroll can be determined for each venue).
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Web Analytics
Marist.edu/IMC

Lead Generation
Two contact points—one to talk to counselor, other to receive information via print and e-mail, makes getting answers and information easy and suitable to user preference.

News and Updates
Video uploads and news features, as well as social media content, keeps these areas refreshed and enhances SEO and user return and engagement.

Top Panel
Top half of site similar to billboard imagery. Concise routing visible at quick scan to simplify navigation and promote further exploration/inquiry. Messages and images rotate through the top photo panel with target messages and link to content pages within the site.

Application
Link to “thank you” page is set up to track all user data/action.

Video
4-minute video provides information about IMC program.
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Disruption creates threats...

... and leads to opportunities
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Q&A
Thank You

- Thank you for participating in this Hanover Research webinar. A link to the recording of this webinar will be emailed to you.