



Education  
Advisory  
Board

COE Forum

# Second Careers in Aging Services

Industry Futures Series



# COE Forum

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# Table of Contents

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<b>The State of the Aging Population .....</b>	<b>4</b>
A Graying United States.....	4
Old (and Oldest) Populations Growing.....	4
Florida: America’s Crystal Ball?.....	4
Silver Tsunami Breaks in Two Directions .....	5
Relocation Across Age Groups Impacts Elderly Population Densities.....	5
Regions “Graying by Addition” Require Elective Wellness and Financial Planning .....	5
Regions “Graying by Subtraction” Require Home Modifications .....	6
<b>A Dark Decade for Gerontology .....</b>	<b>7</b>
Why So Much Disinterest in Gerontology? .....	7
Gerontology Programs Disappear Despite Aging Population .....	7
Aging Services Programs in Need of Repositioning.....	8
<b>Aging Services Programs for Second Careerists.....</b>	<b>9</b>
One-Stop Services for Seniors.....	9
Aging Programs as Specializations for Mid- and Late-Career Professionals.....	9
Program Opportunities .....	10
Senior-Focused Elective Wellness Portfolios .....	10
Elder Financial Planning Portfolios .....	11
Aging-in-Place Programs for Senior-Focused Designers.....	12
<b>Assessing Aging Services Programs for Your Institution .....</b>	<b>13</b>
Content-Led “Soft” Recruiting .....	13
Recruitment Strategies Target Mid- and Late-Career Professionals .....	13
Beyond Wellness, Finance, and Design .....	15
Further Opportunities for Senior-Focused Programs Abound.....	15
<b>About the COE Forum .....</b>	<b>16</b>
Serving University COE Administrators .....	16
Research and Insights .....	16
Performance Technologies.....	16

# The State of the Aging Population

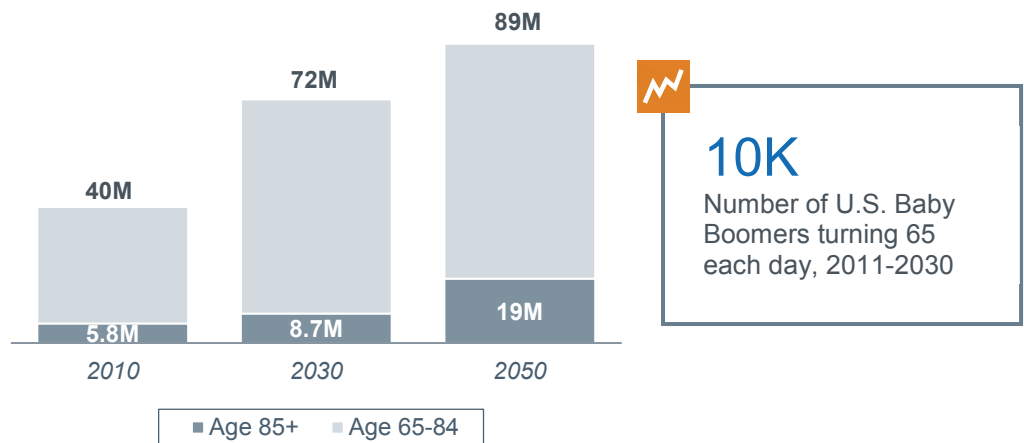
## A Graying United States

### Old (and Oldest) Populations Growing

It's not news to say that the United States is getting older. By 2050, close to 90 million adults in the United States will be 65 and older, including nineteen million "super seniors" over the age of 85.

### Staggering Growth of Seniors and "Super Seniors"<sup>1,2</sup>

Projected U.S. Population Age 65+, 2020-2040



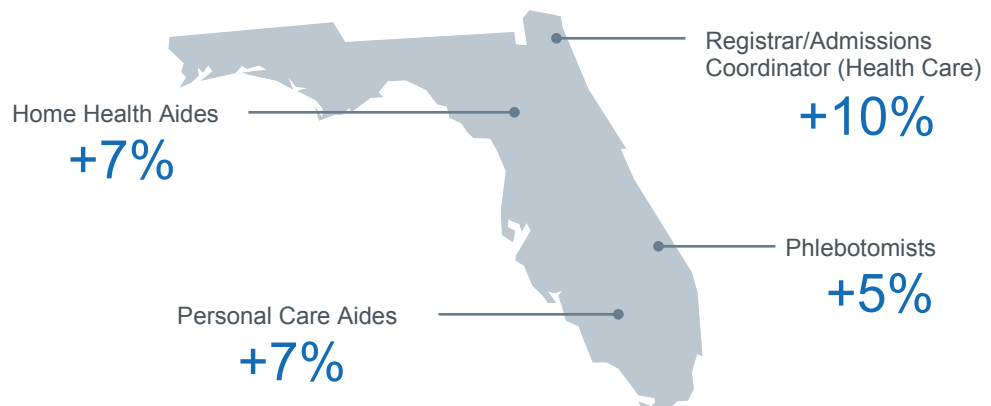
### Florida: America's Crystal Ball?

Demographers estimate that senior citizens will account for the same share of the U.S. population in 2030 as they do in Florida today. Accordingly, we might treat the job market in Florida as a preview of the U.S. job market in 2030.

Across the U.S., software developers account for more jobs that require a bachelor's degree or higher than any other occupation. However, in Florida, demand for registered nurses exceeds all other jobs. Other health care, retail, and finance occupations also experience disproportionately high demand and are services seniors require.

### Higher Percentage of Jobs in Florida Relate to Graying Populations<sup>3</sup>

Percentage Points Above the National Average for Job Postings in Florida



1) Grayson K. Vincent, "The Next Four Decades," U.S. Census Bureau, May 2010.

2) "Baby Boomers Retire," Pew Research Center, December 2010.

3) Burning Glass/Labor Insight.

# Silver Tsunami Breaks in Two Directions

## Relocation Across Age Groups Impacts Elderly Population Densities

A pattern emerged when analyzing states with larger senior populations. Some states are “graying by addition,” as affluent seniors move to Florida and North Carolina to carry out their retirements in warmer climates. Other states are graying by subtraction, as young people move to areas such as Washington, D.C., and New York, and the remaining population skews older.

Demand for some services (e.g., nursing) will grow across the country; however, demand for other services varies regionally. In the states where affluent, active seniors relocate, we expect to see an increase in demand for product marketing and elective wellness professionals (e.g., personal trainers, dietitians, health coaches). In states where less affluent seniors reside, demand will increase for small home remodeling projects and social services.

### Regional Service Demands

#### Graying as Seniors Relocate

Florida  
Georgia  
North Carolina  
Texas  
Utah



Active Lifestyles  
Elective Wellness  
Consumer Goods

#### Graying as Young People Leave

Maine  
Pennsylvania  
West Virginia  
Iowa  
North Dakota



Aging in Place  
Chronic Care  
Social Services



**\$5T**

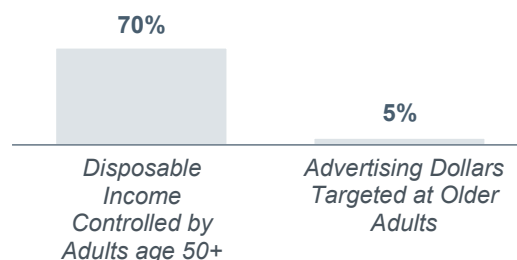
Predicted annual spending on health care by 2022<sup>4</sup>

## Regions “Graying by Addition” Require Elective Wellness and Financial Planning

Although older adults are expected to spend a record amount on health care in the coming years, seniors have the desire and means to purchase goods and services across industries. Adults over 50 control 70% of personal wealth in the United States, but despite spending \$2 trillion on products annually, companies only dedicate an average of 5% of their marketing budgets toward older adults. The advertisements that do target older adults bring to mind stair lifts, motorized wheelchairs, and Life Alert bracelets—goods and services that do not resonate with most active seniors. It is only a matter of time until companies across industries take note and train their marketing staff accordingly.

The amount of wealth older adults possess also indicates a need for financial professionals who specialize in working with seniors and catering to later-in-life financial needs (e.g., estate planning, long-term retirement planning).

### Older Adults Hold Most of the Money<sup>5,6</sup>



**\$2T**

Annual spending on goods and services by consumers age 50

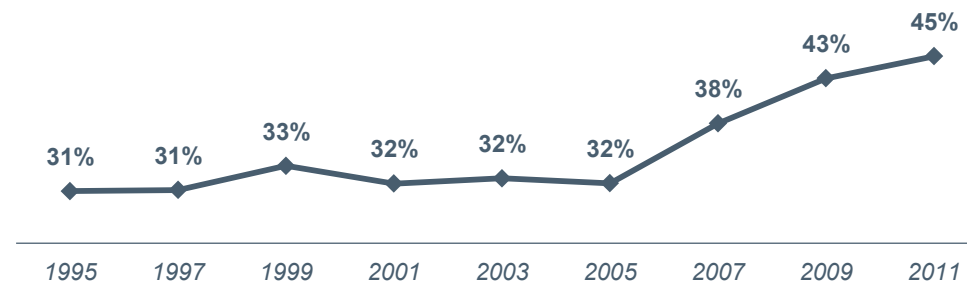
4) Gigi Cuckler, et al, “National Health Expenditure Projections, 2012-2022,” *Health Affairs*, September 2013.  
5) Pamela McLaren, “Students Focus on Marketing to Boomer Generation,” May 2013.  
6) “Introducing Boomers: Marketing’s Most Valuable Generation,” Nielsen and BoomAgers.

## Regions “Graying by Subtraction” Require Home Modifications

Seniors too well for assisted living facilities but not well enough to remain in their home as is are investing in small home remodeling projects that allow them to “age in place.” A growing portion of home improvement spending is driven not by young families building additions, but by older adults who need a first-floor bedroom or a wheelchair-accessible hallway.

### More Remodeling Driven by Older Adults<sup>7</sup>

Share of Total Spending on Home Improvement from Homeowners Age 55+



### Share of Homeowners Age 55+ Without...<sup>8</sup>



First-floor bedrooms

<50%

Raised toilets

83%

Wheelchair-accessible  
kitchens

67%

Wider hallways and  
doorways

83%



#### New Technologies for Aging

In 10 to 15 years, remodeling plans will also involve technology installations. Design firms are working on new technologies for aging—sensors in carpets and hallways that identify falls or lack of activity; sleep monitors in mattresses; and diet monitors on fridge doors.

7) “The US Housing Stock: Ready for Renewal,” Joint Center for Housing Studies of Harvard University, January 2013.

8) John Sutter, “Sensors Monitor Older People at Home,” CNN, November 2010.

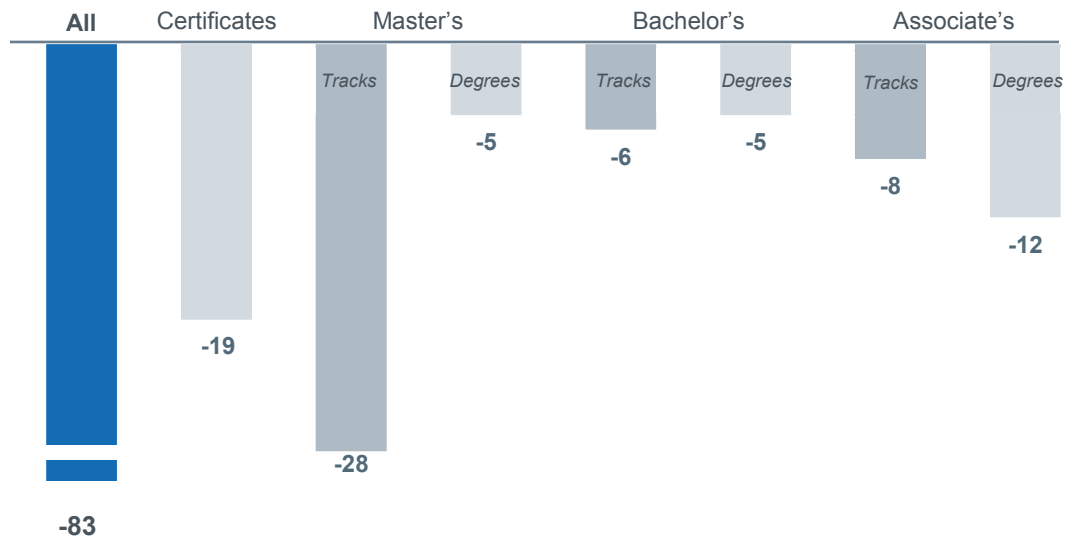
# A Dark Decade for Gerontology

## Why So Much Disinterest in Gerontology?

### **Gerontology Programs Disappear Despite Aging Population**

Although the growing senior population controls significant resources and is driving demand for services across industries, gerontology programs are shrinking. Eighty-three offerings closed between 2000 and 2009 because programs did not generate enough revenue or enroll enough students. Many remaining gerontology programs across the country are experiencing the same paradox: an unprecedented generational shift driving demand for countless aging services and shrinking interest in gerontology programs.

### **Change in Number of U.S. Gerontology Programs, 2000-2009<sup>9</sup>**



#### **Vulnerable to Budget Cuts**

“There wasn’t an established constituency for Gerontology on campus, and we weren’t a cash cow. When the Great Recession hit and leadership needed cost cuts, it was a course of least resistance to fold the courses into Nursing or Social Work.”

*Gerontology Program Director, Regional Public University*

9) David Glenn, “Despite an Aging Population in U.S., Fewer Programs Are Training Gerontologists,” November 2010.

## ***Aging Services Programs in Need of Repositioning***

Through conversations with industry thought leaders and gerontology program directors, we discovered three primary reasons for gerontology programs' sharp decline.

### **Three Drawbacks of Gerontology Programs**

#### **1 Brand Perception Challenges with Younger Students**

Fairly or not, traditional-age students do not find gerontology programs appealing because they associate senior-focused work with disease and death.

#### **2 No Compelling Career Advancement Value Proposition**

Many jobs working with seniors (e.g., home health aides) do not require a bachelor's or master's credential to practice, which creates little incentive to enter into long and costly degree programs. Programs also do not include specializations (e.g., marketing, health advocacy), requiring students to enroll in additional courses after degree completion to work in specific fields.

#### **3 Learning Outcomes Not Aligned with Seniors' One-Stop Needs**

Traditional curriculum does not align with the types of small businesses that serve seniors: local fitness centers, self-employed financial planners or interior designers, or nutritionists running a small practice. These are professions people elect later in their career, not right after college.



#### **The New Business of Old Age: Emerging Organizations Meet the Need for One-Stop Senior Services**

Staying Put in New Canaan, a non-profit organization in Connecticut, is a membership-based service designed for seniors who want to remain at home and live independently. Members pay an annual fee and receive a phone number to call whenever they require help with groceries, running errands, attending appointments, and yard work, among other needs. The organization also maintains a list of prescreened medical and home improvement professionals with expertise in serving seniors. A mix of professional staff and volunteers provide other services, including:

- Technical help (computers and cell phones)
- Home safety assessments
- Healthy aging seminars
- Seminars on finance, taxes, and insurance

Similar organizations are emerging across the United States.



# Aging Services Programs for Second Careerists

## One-Stop Services for Seniors

### *Aging Programs as Specializations for Mid- and Late-Career Professionals*

Struggling aging studies programs all position gerontology and aging as an educational foundation, rather than a specialization that someone can elect to pursue later in their career. The CEO Forum identified four programs that appeal to mid- or late-career professionals with some background in one of these fields:

- Patient Advocacy and Health Coaching: Health professionals who encourage positive behaviors that reduce hospital readmissions
- Motivational Wellness: Elective health professionals such as personal trainers, nutritionists
- Aging in Place: Builders and designers who focus on senior home remodeling
- Financial Planning: Finance professionals who serve aging clients in late-in-life topics such as estate planning

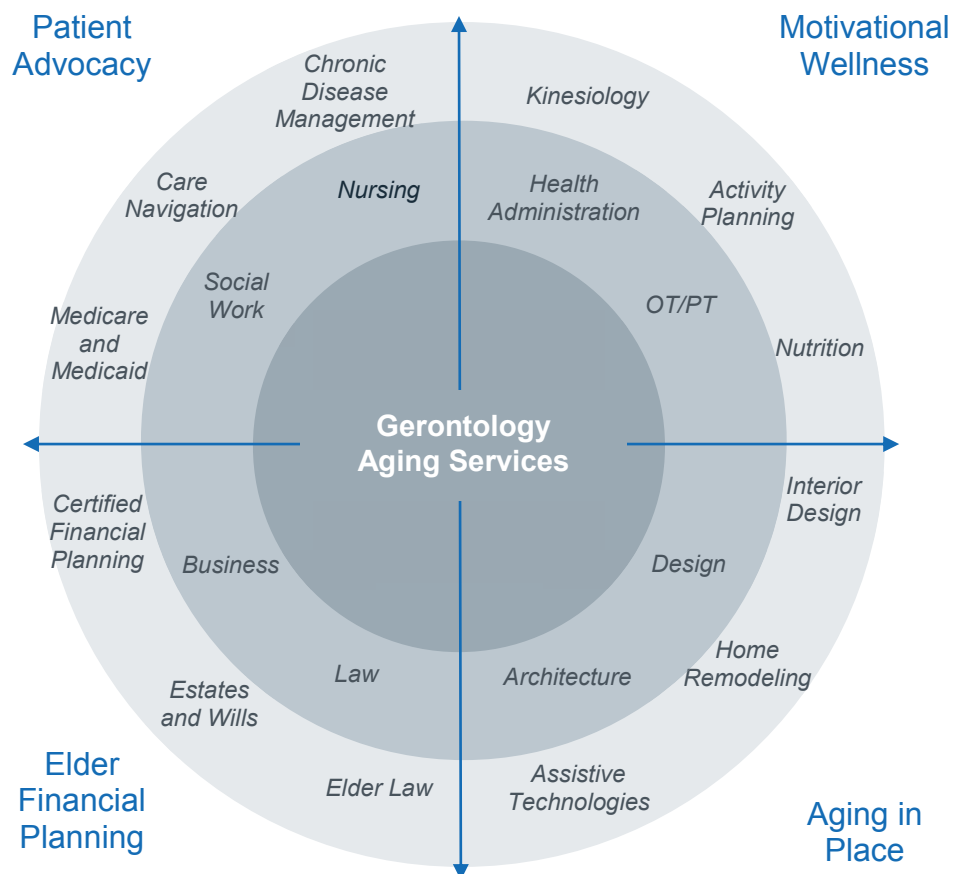
At institutions with gerontology or aging services programs, COE leaders can supplement core gerontology courses with existing courses in related fields. At institutions without formal gerontology programs, administrators can begin with specializations (e.g., nursing, interior design) and reverse-engineer programs by adding coursework in aging services.



#### **Patient Advocacy Library Available at eab.com**

Hospitals, insurance companies, and private practices seek health coaches, roles that require a mix of chronic care management and communications, in addition to some IT knowledge. Programs that focus on medication adherence and disease education prepare RNs, community members, and caregivers to enter patient advocacy roles. The CEO Forum previously conducted research on health coaches that can be found at [eab.com](http://eab.com).

#### **Mix-and-Match Electives Wrapping a Career Foundation**




## Senior-Focused Elective Wellness Portfolios

Institutions that offer programs in aging services, like the example below from the University of Southern California, or with strengths in exercise science or nutrition, can launch senior-focused motivational wellness programs spun out of larger programs. The preventative health and wellness needs of the Baby Boomer generation will only grow as this population seeks to maintain a healthy lifestyle into their 80s, 90s, and beyond.

The examples below—a master’s in gerokinesiology, a gerontology-focused master’s degree in nutrition, and a geriatric recreational therapy certificate—are well suited for self-employed senior practitioners. In states attracting active, affluent seniors, these programs also train professionals to work in high-end assisted living facilities.

### What Do Fitness, Nutrition, and Wellness Specialists Need for One-Stop Services?<sup>10,11,12,13</sup>



**USCDavis**  
School of Gerontology

**Master of Aging Services Management**  
*8 courses; \$49,152*

- Physiology of Aging
- Counseling Older Adults
- Stress, Health, and Aging
- Complementary Medicine


18-month online program; prepares graduates to manage retirement communities, assisted living facilities, and other settings with diverse wellness programs






**M.S. in Kinesiology, Gerokinesiology Track**  
*10 courses; ≈\$15,000*

Prepares students to work with older adults in senior living facilities and fitness centers; on-campus wellness classes for local seniors provide experiential learning



**M.S. in Nutrition, Gerontology Track**  
*10 courses; ≈\$45,000*

Prepares students to serve as dietitians and nutrition educators in senior living facilities and community agencies; includes 1,200+ hours of practicum



**Geriatric Recreational Therapy Certificate**  
*5 courses; ≈\$3,300*

Fully online; prepares therapeutic recreation specialists and other health professionals to develop recreational activities in senior living facilities and hospitals

10) "Master of Aging Services Management – Online," USC Davis School of Gerontology, <http://gerontology.usc.edu/aging-services/aging-services-management/>.

11) "Education and Internships – Kinesiology," California State University Fullerton, [http://hdcs.fullerton.edu/csa/Education/Education\\_Kinesiology.html](http://hdcs.fullerton.edu/csa/Education/Education_Kinesiology.html).

12) "Specialty in Gerontology," Case Western Reserve University, [http://www.case.edu/med/nutrition/phn\\_index-templateA\\_1-phn6.html](http://www.case.edu/med/nutrition/phn_index-templateA_1-phn6.html).

13) "Geriatric Recreational Therapy (GRT) Certificate," University of North Carolina at Greensboro, <http://www.uncg.edu/ctr/GRTCert.pdf>.

## Elder Financial Planning Portfolios

With life expectancies growing—and older adults possessing a majority of disposable income in the United States—many seniors require the services of lawyers and financial planners to live comfortably in their post-retirement years. Small business owners in these fields who want to improve their reputation among older clients may elect to enroll themselves or a staff member in a senior-focused certificate program.

A number of COE units offer programs that prepare students to sit for the Certified Financial Planner exam, like the example from Northwestern University below. However, a number of other universities, like the University of California-Riverside, Golden Gate University, and Duke University, have unbundled their offerings from strict certification guidelines. The programs below appeal to professionals with existing experience in law or financial planning.

### What do Advisors, Lawyers, and Accountants Need for One-Stop Services?<sup>14,15,16</sup>



**SCHOOL OF  
CONTINUING  
STUDIES**

**Certified Financial Planner Education Program**

*6 courses; \$3,095 - \$7,700*

- Retirement Planning
- Estate Planning

- Intro to Financial Planning
- Insurance Planning

Prepares students for CFP exam; follows Dalton Education's preparation curriculum







**Certificate in Fiduciary Management**

*7 courses; ≈\$2,700*

Prepares students to serve as conservator or court-appointed trustee; bachelor's degree or equivalent experience required



**Graduate Certificate in Estate Planning**

*4 courses; ≈\$10,000*

Prepares students to formulate, revise, and implement estate plans; offered in San Francisco, Seattle, LA, and online



**Paralegal Certificate in Elder Law**

*4 courses; \$2,395*

Covers wills, estates, discrimination, health care access, and grandparent rights; one of 25 available paralegal certificates

14) "Certified Financial Planner Education Program," Northwestern School of Continuing Studies, <http://sps.northwestern.edu/program-areas/professional-development/financial-planner/>.

15) "Professional Certificate in Fiduciary Management," University of California Riverside Extension, [http://www.extension.ucr.edu/academics/certificates/professional\\_fiduciary.html](http://www.extension.ucr.edu/academics/certificates/professional_fiduciary.html).

16) "Duke Paralegal Specialist Certificates," Duke University Continuing Studies, <http://www.learnmore.duke.edu/certificates/paralegal/>.

## ***Aging-in-Place Programs for Senior-Focused Designers***

Due to the demand among seniors for home remodeling, many universities offer aging-in-place certifications to help designers or builders cater to older homeowners.

Programs at the University of Nebraska and Harvard University combine design topics with health and sociology content to help students understand the behaviors and preferences of older clients. The designers, builders, and architects who complete these programs are able to create stylish, elegant spaces that meet the accessibility needs of older adults.

Despite a growing number of firms developing assistive technologies for senior citizens, few assistive technology programs focus on the elderly. The MS in Assistive Technology program at California State University-Northridge is one exception, combining coursework in biology, engineering, and design.

## **What Do Designers and Builders Need for One-Stop Services?<sup>17,18,</sup>**



### **Gerontology, Concentration in Interior Design Graduate Certificate**

*6 courses; \$5,100 - \$9,024*

- Issues in Aging: Senior Housing
- Baby Boomers and the 21st Century
- Applied Social Gerontology
- Theories of Health Design

Relevant professional experience may be applied for 1.5 credits; certificates can apply toward master's degree in same concentration



### **MS in Assistive Technology Engineering**

*11 courses: ≈\$11,600*

Combines coursework in biology, engineering, and product design; taught by faculty in CSUN's world-renowned Center on Disabilities; develops technologies for the elderly and disabled



### **Residential Design and Aging in Place**

*1-day workshop; \$700*

Designed for architects and design instructors; combines models of stylish homes and products for the aging with latest research on aging design

17) "Gerontology, Concentration in Interior Design Certificate," University of Nebraska Online Worldwide Online and Distance Graduate Programs, <http://online.unl.edu/programs-and-courses/certificates/gerontology-interior-design-certification.aspx>.

18) Master of Science in Assistive Technology Engineering," Tseng College of Graduate, International, and Midcareer Education, <http://tsengcollege.csun.edu/programs/ATE>.

# Assessing Aging Services Programs for Your Institution

## Content-Led “Soft” Recruiting

### **Recruitment Strategies Target Mid- and Late-Career Professionals**

Program directors confirm that mid- to late-career professionals in related industries (e.g., financial planners, interior designers) serve as the primary audience for specialized gerontology programs. However, program directors note that a surprising number of former caregivers have enrolled in these programs. Many adults who cared for an elderly parent or loved one as an unofficial health advocate, financial advisor, and nutritionist found these roles fulfilling enough to pursue as an encore career. Marketing to caregivers occurred accidentally; many faculty members with research interests in aging led community workshops for local caregivers where they encountered potential students.

Whether programs target experienced professionals or professionalized caregivers, soft recruiting strategies prove effective in reaching all desired audiences. Although content marketing through social media and community events requires time, it does not require the financial resources of a full-scale marketing campaign.

### **Low-Cost Approaches to Marketing Programs in Aging Services**

	<i>Social Media</i>	<i>Events</i>
<i>Experienced Professionals</i>	 <b>Content Marketing on LinkedIn Groups</b> Articles on retirement and estate planning for finance and investment professionals, with program name and link attached	 <b>Health Employer Outreach</b> Short workshops for employees at senior centers, nursing homes, and hospitals, with skills training and program information
<i>Community Caregivers</i>	 <b>Care Support Groups</b> Message boards of caregiver support groups, reaching out to those interested in second careers in aging	 <b>Community Workshops</b> Short skills-building sessions in home safety, home improvement, and assistive tech to introduce caregivers to aging in place content

## Content Marketing for Experienced Professionals (Example)



- Title indicates informational article
- Article content attracts builders and interior designers by providing basic design tips and challenges in senior home remodeling such as:
  - Elderly friendly materials
  - Physical restrictions
  - Appropriate lighting
- Program link at the bottom provides information for those interested in becoming a senior-focused builder/designer

Program directors can repurpose course material for blog posts or create short informational articles based on faculty research projects.

## Community Workshops for Local Caregivers (Example)

- Workshops can convey general caregiving information or focus on a specific ailment or challenge
- Community workshops develop skills among local caregivers and can generate interest in aging services programs if attendees identify with the caregiver role and want to pursue it as a career
- Workshop leaders carry gerontology program brochures and handouts for interested attendees

### **Workshop: Caregiving for a Loved One with Alzheimer's/Dementia**

Anytown Public Library, 7-8PM

*Presenter: Jess Jong, Senior Lecturer in Gerontology at EAB University*



#### **Agenda:**

- Communication strategies
- Personal care services and resources
- Understanding dementia
- Safety in the home

## Beyond Wellness, Finance, and Design

### ***Further Opportunities for Senior-Focused Programs Abound***

Wellness, finance, and design are a few of the many opportunities for gerontology specializations. Any departments with content relevant to aging populations can develop senior-focused courses that stack on top of existing degrees or courses. Some potential specializations include:

- Marketing and advertising
- Hospitality (event management, travel and accommodation)
- Human resources
- Psychology and counseling
- Computer science and mobile development
- Transportation and public safety
- Urban planning
- Social work
- Criminal justice

### **Sample Curriculum for Aging Services Certificates or Specializations**

<i>Program</i>	<i>Courses</i>
<b>Marketing to Seniors</b>	<ul style="list-style-type: none"><li>▪ Consumer Powerhouse: Baby Boomer Purchasing Habits and Analysis</li><li>▪ Senior Psychographics: Tapping into the Minds of Older Adults</li><li>▪ Reaching Baby Boomers and Seniors Online</li><li>▪ Communicating with Seniors: Balancing Facts and Emotional Stimuli</li></ul>
<b>Elder-Focused Social Work</b>	<ul style="list-style-type: none"><li>▪ Social Welfare &amp; Gerontological Policy Development and Service</li><li>▪ Clinical Social Work: Aging</li><li>▪ Ethical and Legal Issues in Aging and Social Services</li><li>▪ Societal Responses to Aging</li></ul>

# About the COE Forum

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## Serving University COE Administrators

### **Our Parent Firm: The Advisory Board Company**

Founded in 1979 to serve hospitals and health systems, The Advisory Board Company is one of the nation's largest research and consulting firms serving nonprofit, mission-driven organizations. With a staff of over 2,500 worldwide, including 1,150 in Washington, D.C., we serve executives at about 3,800 member organizations in more than two dozen countries, publishing 50 major studies and 15,400 customized research briefs yearly on progressive management practices.

### **Our Work in Higher Education: EAB**

Encouraged by leaders of academic medical centers that our model and experience serving nonprofit institutions might prove valuable to colleges and universities, the Advisory Board launched our higher education practice in 2007. We are honored to report over 700 college and university executives now belong to one of our EAB memberships.



## ***Research and Insights***

### **Business Affairs Forum**

Research and support for college and university chief business officers on improving administrative efficiency and lowering costs.

### **Student Affairs Forum**

Research for student affairs executives on innovative practices for improving student engagement and perfecting the student experience.

### **Advancement Forum**

Breakthrough-practice research and data analytics to help advancement professionals maximize philanthropic giving and support institutional goals.



## ***Performance Technologies***

### **University Spend Collaborative**

Business intelligence, price comparison database, and consulting to assist chief procurement officers in reducing spend on purchased goods and services.

### **Academic Affairs Forum**

Strategy advice and research for provosts, deans, and other academic leaders on elevating performance in teaching, research, and academic governance.

### **COE Forum**

Breakthrough-practice research and market intelligence to help universities develop and grow continuing, professional, and online education programs.

### **Community College Forum**

Strategy advice and research for community college presidents on improving college finances and campus management, as well as partnering with four-year institutions.

### **Student Success Collaborative**

Combines technology, research, and predictive analytics to help institutions positively infect outcomes with at-risk and off-path students.