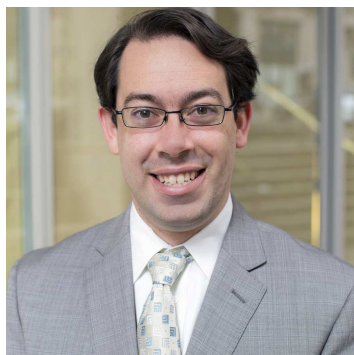


Making the Academy Market-Smart

Part 1: Revitalizing Academic Program Performance



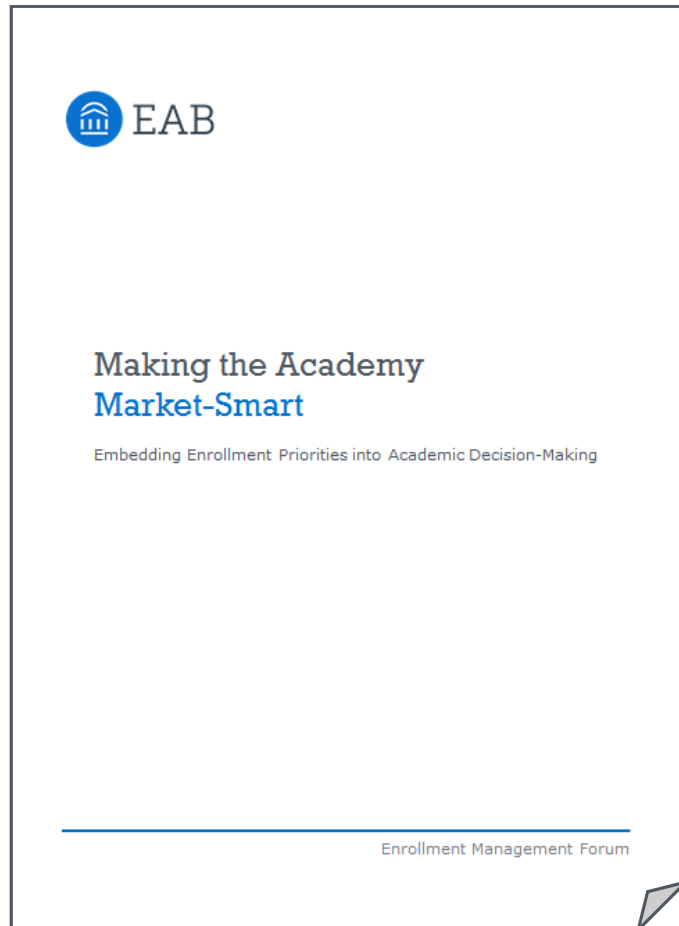
Alexander Bloom
Senior Analyst

ABloom@eab.com
202-266-5561

Enrollment Management Forum

Abundance of Market-Smart Resources

Making the Academy Market-Smart... in Many Forms



Market-Smart Tools and Resources



Research Study

Printed book, profiles of all best practices



Toolkit

Online resource, tools and templates for implementing market-smart practices



Webconference Series

Online presentation, overview of research



Onsite Presentation

On Campus Presentation, profiles of best practices and facilitated discussion

Partnering with the Academy Webconferences

Series Devoted to Building Bridges between Academic Affairs and EM



Partnering with the Academy

Making the Academy Market-Smart, Pt 2:

Embedding Demand Validation in New Program Launch

– January 10, 2017, 1 p.m. ET

Promoting Timely Degree Completion, Pt. 1:

Maximizing the Graduation Impact of Summer Enrollment

– February 14, 2017, 1 p.m. ET

Promoting Timely Degree Completion, Pt. 2:

Reconciling Student Choice with Four-Year Degree Completion

– February 28, 2017, 1 p.m. ET

Promoting Timely Degree Completion, Pt. 3:

Aligning Course Capacity with Student Degree Planning

– March 14, 2017, 1 p.m. ET

Managing Your Audio



The screenshot shows a window titled 'Audio' with a minus sign icon in the top-left corner. Below the title bar, the text 'Audio Mode:' is followed by two radio button options: 'Use Telephone' (which is selected, indicated by a green dot) and 'Use Mic & Speakers'. Below these options, the text 'Dial: +1 800 555 1212' is displayed, followed by 'Access Code: 141-607-114' and '(and [additional numbers ..](#))'. At the bottom of the window, the text 'You are connected to audio' is visible.

If you select the “use telephone” option, please dial in with the phone number and access code provided

The screenshot shows a window titled 'Audio' with a minus sign icon in the top-left corner. Below the title bar, the text 'Audio Mode:' is followed by two radio button options: 'Use Telephone' (which is unselected) and 'Use Mic & Speakers' (which is selected, indicated by a green dot). Below these options, there is a section containing a microphone icon followed by the word 'MUTED' in red, and a speaker icon followed by a series of zeros '0000000000'. At the bottom of this section, the text '[Audio Setup](#)' is displayed.

If you select the “mic & speakers” option, please be sure that your speakers/headphones are connected

Managing Your Questions



To ask the presenter a question, please type into the question panel and press send



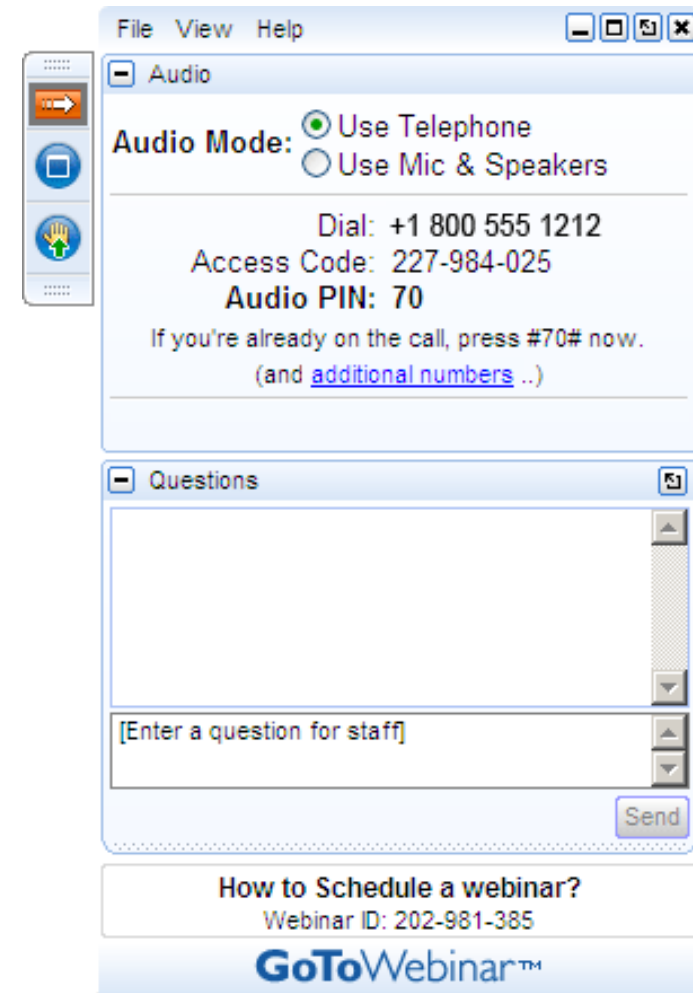
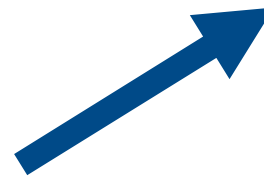
The screenshot displays the GoToWebinar application window. The 'Audio' panel is active, showing options for 'Audio Mode' (Use Telephone selected, Use Mic & Speakers unselected), dial-in information (Dial: +1 800 555 1212, Access Code: 227-984-025, Audio PIN: 70), and a note about pressing #70# if already on the call. Below the Audio panel is the 'Questions' panel, which contains a large text input area with the placeholder '[Enter a question for staff]' and a 'Send' button. At the bottom of the window, a banner displays the webinar title 'How to Schedule a webinar?', the ID 'Webinar ID: 202-981-385', and the GoToWebinar logo.

Managing Your Screen



Use the **orange and white arrow** to minimize and maximize the GoTo panel

Use the **blue and white square** to maximize the presentation area



Return-on-Investment Coming to the Fore

Moving from Price to Programs in Driving College Choice

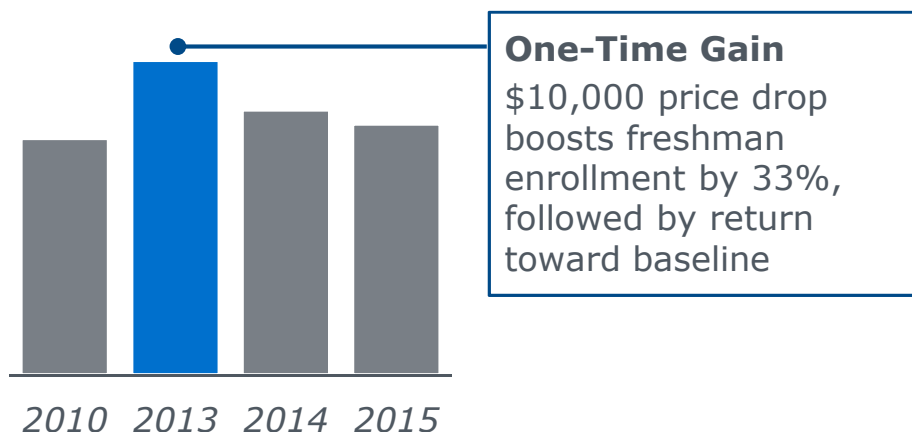


“We wake up anxious every day knowing the market is changing so dramatically. There’s free tuition on the table. How do you make sure you stay valuable? Faculty need to understand that their **programs being relevant is key to maintaining our enrollment growth and ongoing sustainability.**”

Eric LaMott
Provost and Chief Operating Officer

Price Reset Drives Temporary Enrollment Gain

First-Time, Full-Time Freshman Enrollment, Concordia University-St. Paul



Pivoting from Price to Product Sustains Growth

Reframing Value Proposition



Marketing shifts from affordability to hire-ability, “connecting your student’s education to life after commencement”

Aligning Programs with Job Outcomes



All programs subjected to employer reviews to drive workforce relevance

Supporting the Costs of Specialization

Program Proliferation Confusing to Prospects, a Burden for EM

Challenging Decisions Faced by Undergraduate Applicants

Public Research University



Student Selects Field of Interest

*"I probably want to be a doctor—that narrows down the **200+ options** to Life Sciences"*



Student Specifies Major

*"Biochemistry it is... but there are **three Biochemistry majors**! Which will get me into med school?"*



Admissions Unable to Resolve Confusion

*"My admissions counselor **couldn't even tell me the difference** between them!"*

New-in-Seat EM Intervenes to Curb Faculty-Driven Innovation

Private Research University



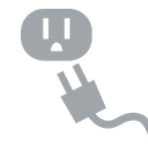
36

Proposals under review for new program approval, Fall 2015



2

Separate proposals for Bachelor's in Dance

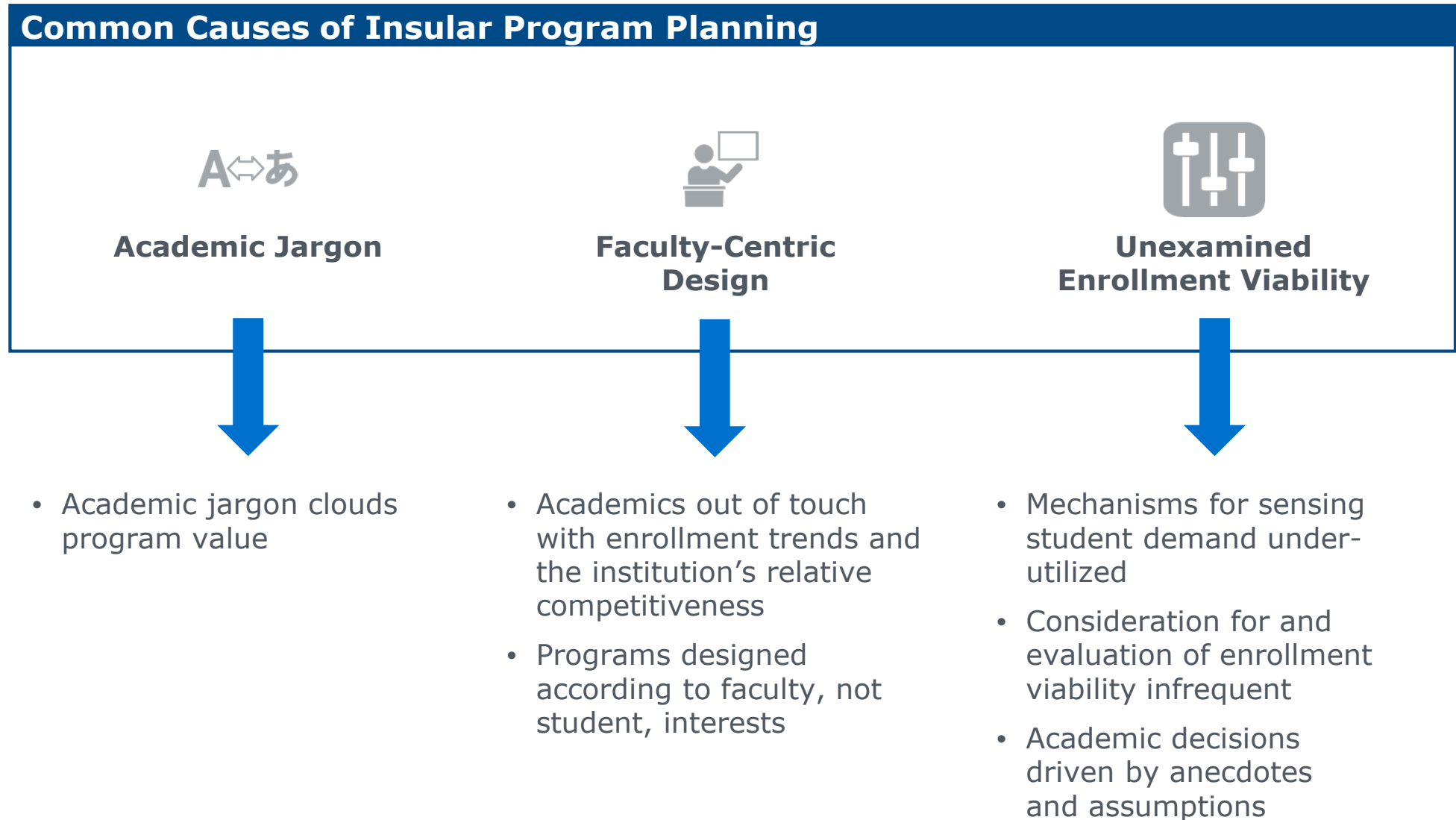


0

Programs approved, criteria implemented to prioritize new program investments moving forward

What's Holding EMs Back?

Faculty-Centric Academic Program Focus Overlooks Enrollment Opportunities



Making the Academy Market-Smart

Revitalizing Stalled Program Performance

1

Identifying Growth Inflection Candidates



1. Pipeline Vital Sign Monitoring
2. Enrollment Share Variance Reports

2

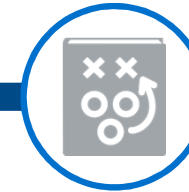
Marketing Quality Control



3. Naming and Specialization Benchmarking
4. Student-Centricity Website Diagnostic
5. Central Program Web Templates

3

Curriculum Refreshment Market Research



6. Workforce Alignment Reviews
7. Voice of the Student Surveys
8. Applied Liberal Arts Specializations

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Right Under Our Noses

Program Underperformance Undetected from Lack of EM Oversight



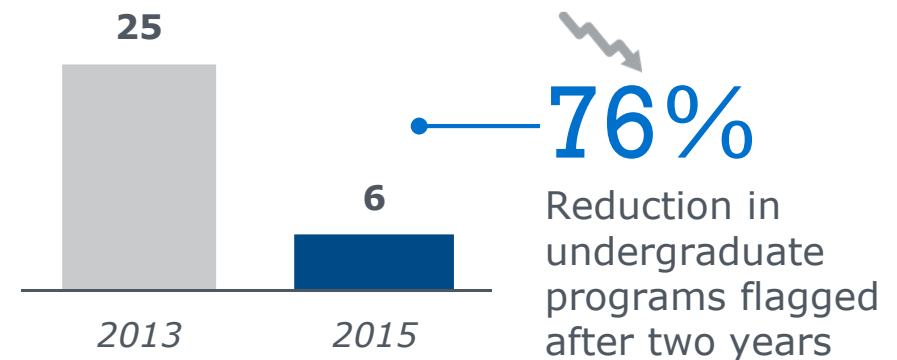
Unfortunate Surprises from First Enrollment Viability Review



33%

Proportion of undergraduate programs flagged as at risk of state system closure

Outsized Impact of Enrollment Awareness *Programs Flagged Following Annual Review*



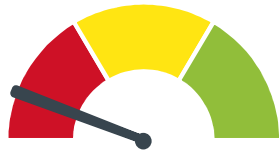
Enrollment Review Engages Faculty, Spurs Yield

“Now that faculty are aware their programs are evaluated on enrollment thresholds, they all want to be involved in the admissions process. The focused attention does overwhelm our admissions staff at times—it’s almost too much love!

Wanda Dean
Vice Provost for Enrollment and Degree Management
Virginia Tech

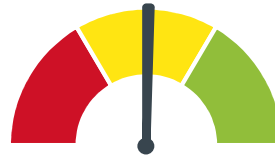
Distracted from Smart Bets

Enrollment Alone an Inadequate Guide for Growth Investments



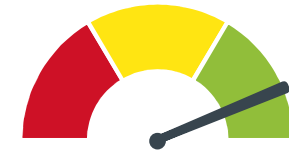
Low Performers

- Marketing can't compensate for secular enrollment decline
- Option to re-appropriate resources not addressed



Stalled Programs

- High-growth potential but mediocre enrollments
- Highest return-on-investment opportunities



High Performers

- May have already achieved "piece of the pie"
- Diminishing returns on continued investment

Shedding Light on Opportunity

Annual Enrollment Diagnostic Identifies Growth Opportunities

Pipeline Performance Diagnostic

Comparison of Enrollment Metrics to Institutional Averages



Northeastern

Program	Inq	Conv Rate	Apps	App Growth	Yield Rate	Active Students	Ret Rate	
Business	440	49%	215	54%	32%	424	88%	
Biology	464	27%	120	34%	31%	271	90%	 Growth Opportunities ≤5 metrics at a single level
Design	264	17%	44	63%	32%	70	83%	
History	145	14%	20	0%	29%	28	75%	

- ☐ Above threshold
- ☒ At or slightly below threshold
- ☒ Below threshold

Key Components for Diagnostic Success



Light Lift

Relies on existing data pulled from admissions database



Easy Interpretation

Pre-formatted against institutional averages to flag deviations



Selective Distribution

Visible only to Provost and Deans, mitigates fear of cross-program prioritization

From Insight to Action

Translating EM Insights into Recommendations for Program Leadership



Benchmark Program
Present institutional average to guide interpretation



Create Clarity
Define key findings in clear and concise terms



Instill Accountability
Specify action-steps for all stakeholders

Annual Enrollment Diagnostic

Program: B.A. Liberal Studies



Program	Inq	Conv Rate	Apps	App Growth	Yield Rate	Active Student	Ret Rate
5-Year Average	440	41%	215	24%	24%	424	88%
Liberal Studies	394	48%	189	-16%	9%	60	89%

Insights

High application rates but low yield rates indicates students are applying but not enrolling

Recommendations

Admissions

- Survey admitted/unenrolled students to root-cause, report top student concerns to academic leadership

Financial Aid

- Award endowed scholarship funds earlier to improve yield

Faculty

- Engage faculty in yield events to increase enthusiasm among admitted students

Enrollment Diagnostics Alert Academic Leaders to Opportunity, Drive Growth



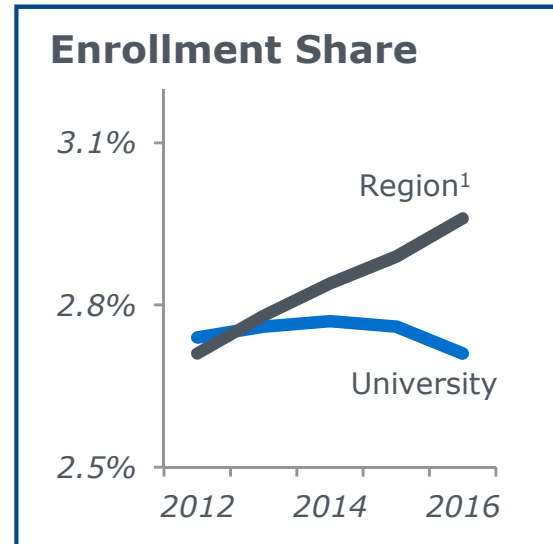
“We have created a culture of data-informed decision-making by encouraging individuals from all areas of the college to review and understand key enrollment metrics. This is a key component of Northeastern’s enrollment success.”

Director of Enrollment Research and Strategy

Root-Causing Barriers to Program Enrollment

Distinguishing Program Positioning from Product

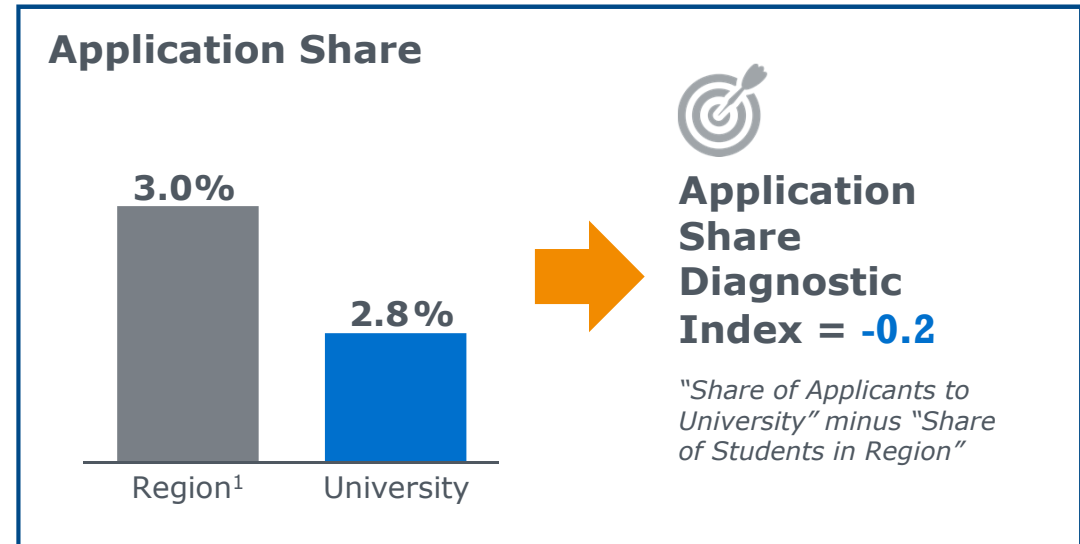
 Are we getting our share of students?



Red Flag Program

Three consecutive years of decline from share of students in region

 Where are we losing ground?



Index < 0



Positioning

Marketing Quality Control

- #10: Naming and Specialization Benchmarking
- #11: Student-Centricity Website Diagnostic
- #12: Central Program Web Templates

Index ≥ 0



Product

1) Derived from intended major reported by SAT/ACT test-takers in the institution's primary and secondary markets.

Making the Academy Market-Smart

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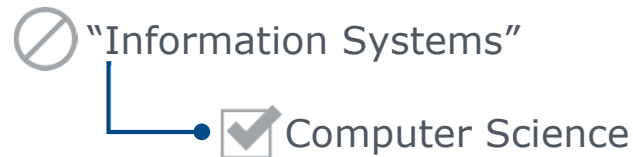
Design Done in a Vacuum

Faculty-Centric Program Positioning Ignores Prospects, Deters Students

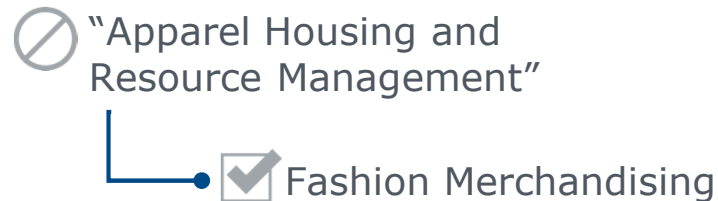
Two Perils of Faculty Program-Positioning

Undiscoverable Names

Out-of-Date



Obscure



Faculty-Centric Design

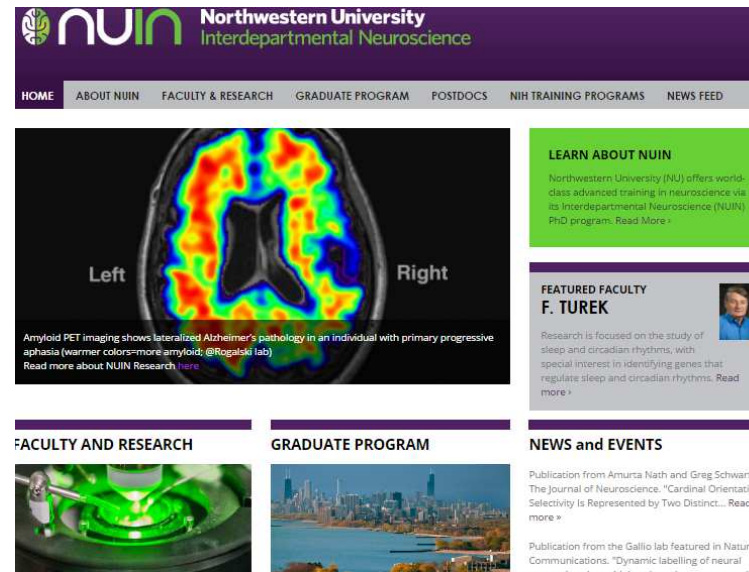


IMAGE CREDIT: <http://www.nuin.northwestern.edu/>

Common Pitfalls:

- ☐ Research focus
- ☐ No student testimonials
- ☐ No student photos
- ☐ No link to application

Programs the First Point of Interest for Web Prospects

Program Website



48%

Does it have my major?

Financial Aid



31%

Can I afford it?

Housing



24%

Is the campus nice?

What's in a Name?

Two Steps to Intelligent Program Name Changes

1 Size Opportunity Loss

National Student Clearinghouse Data by Program

Destination, 400 Admits	#	5YR Δ	SAT	\$
University A	118	+5%	1310	\$15k
My University	102	-3%	1260	\$9K
University B	63	+2%	1350	\$20K
University C	48	0%	1240	\$8.5K
University D	30	+1%	1370	\$8K



- Sum number of admits lost per peer
- Call out 5-year change calls out trends
- Drive urgency with average test score and revenue per student

2 Benchmark to Peers

<i>My Program</i>	<i>University A</i>
Computational Science	Computer Science
Information Technology	Information Technology
Information Systems	Information Systems
	Gaming
	Software Development

A New and Improved Relaunch

MARIST



>10%

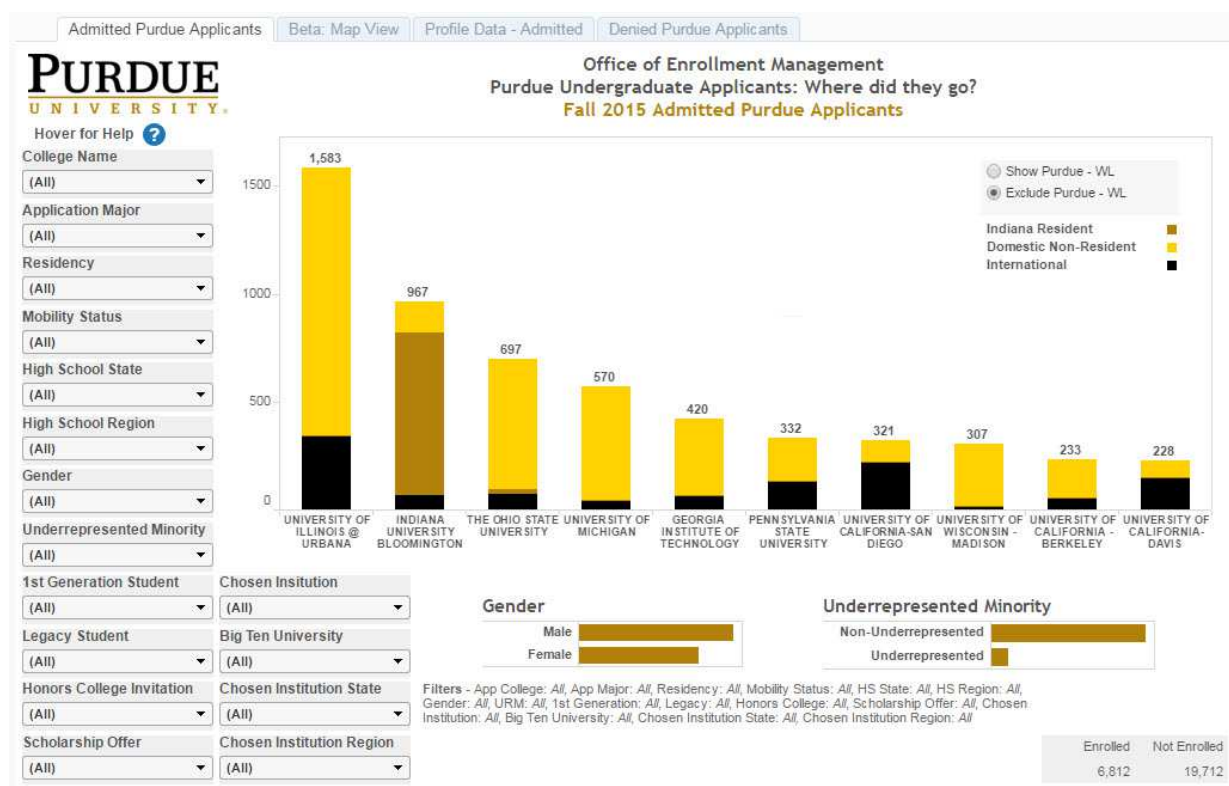
Incremental enrollments in Computer Science over two years from added "Game Design and Programming" specialization

Alerting the Academy to Opportunity

Easy Faculty Access to Loss Analysis Motivates Program Refresh

Minimal Investment, Sizable Impact from Purdue's Benchmarking Data Portal

National Clearinghouse Data by Program



Maximum EM Payoff for Minimal Staff Investment

120

hours to create

4

hours to update annually

200

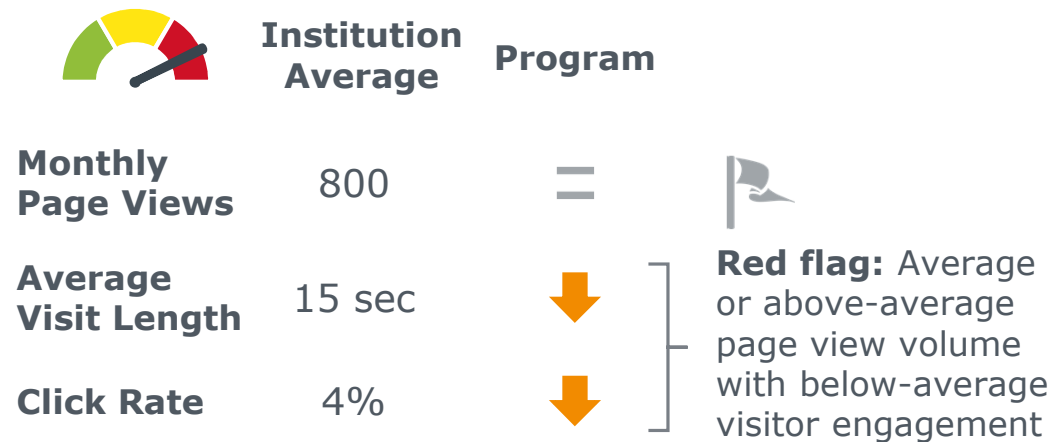
EM hours saved from reduced academic and administrator questions

Putting Students First

Pinpointing Prospect Turn-Offs in Program Websites



Step One: Benchmark Site Performance



Step Two: Conduct Usability Audit

5 Key Questions

- ☒ **Search-Engine Optimized**
Do students find the website?
- ☒ **Readable**
Will a non-academic visitor find the content easy to grasp?
- ☒ **Student-Centered**
Does content speak to prospects? Are there student photos and testimonials?
- ☒ **Up-to-Date**
Is the website updated annually?
- ☒ **Features Call-to-Action**
Does it prominently link to the admissions application?

Website Refresh Drives Applications

25% ↑ One-year increase in Liberal Arts applications following site improvements

Centralized Quality Control

Disciplined Approach to Program Websites Ensures Accessibility

Award-Winning Admissions Website Thwarted by Out-of-Touch Program Pages



Common Failures of Program Pages

- Designed for faculty, by faculty
- Violate brand guidelines
- Difficult to navigate
- Unfocused on student experience

Ready-Made Builds Support Improved User Experiences



Design Shortcuts

- Navigation guides
- Sample wording
- Best-practice link standards
- Concision mandate



Cut-and-Paste Templates

- Homepage and subpage templates
- Mobile-friendly adaptations



Easy Access Inspires Adoption

463

Users of website shortcuts and templates in first 8 months of launch

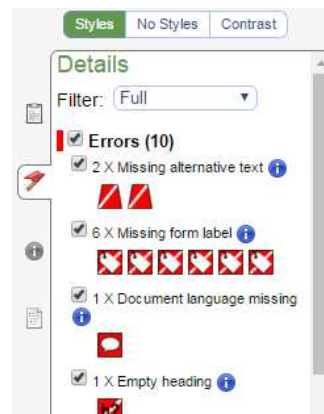
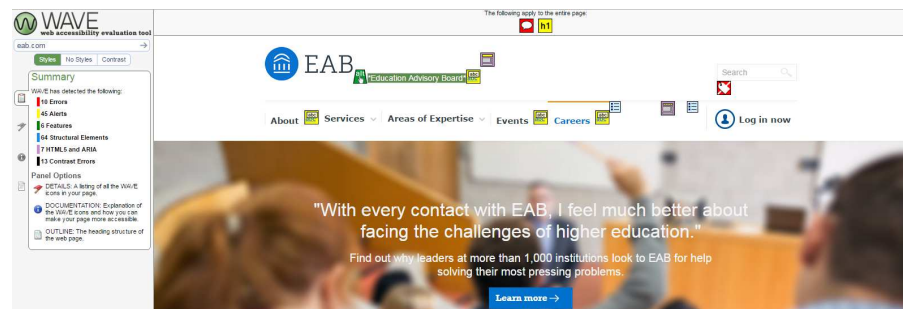
Hardwiring Website Usability

Easy-to-Use Tools Reduce Website Quality Barriers, Spur Adoption

Automated Usability Assessment the Last Step in Website Approval



<http://wave.webaim.org>



On-page errors flagged for attention

Key explains error types to prevent repeat mistakes

- Different font types
- Missing labels
- Lengthy titles
- Broken links

Ease of Use Spurs Widespread Improvements

“Anyone at the university can make a website, but we are responsible for the front-end, to maintain a consistent brand, look and feel, and at a lower cost than they can find elsewhere. By providing easy-to-use, free tools that take cost and quality barriers down, we have made everyone want to use them.”

Associate Vice President, Marketing

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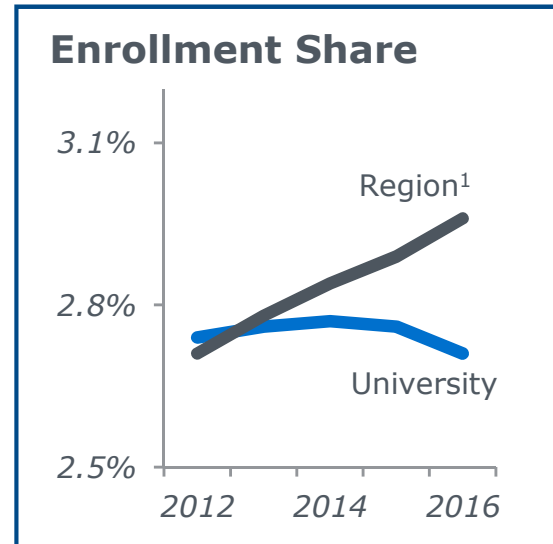


6. Workforce Alignment Reviews
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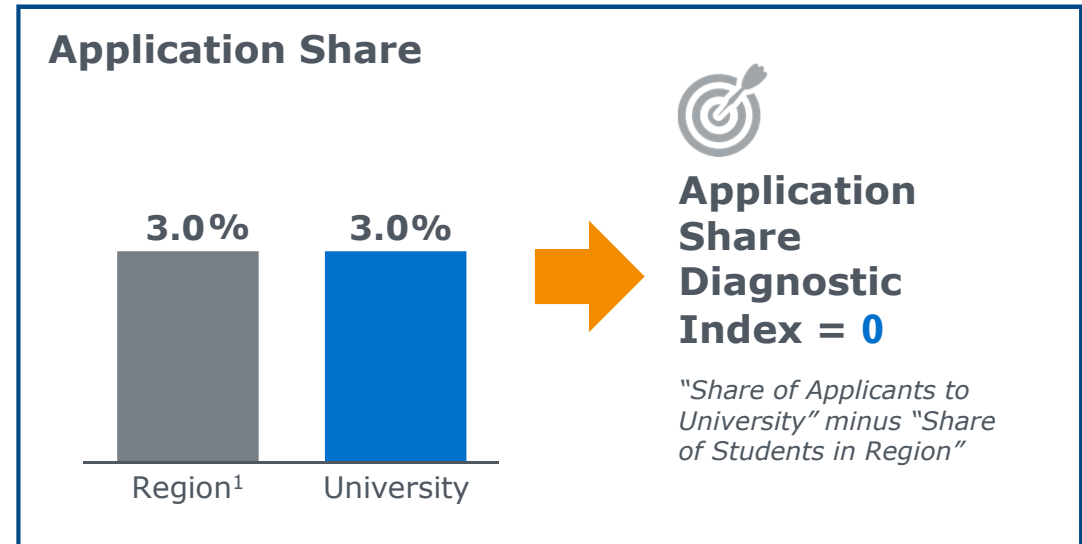
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Index ≥ 0



Product

Curriculum Refreshment Market Research

#13: Workforce Alignment Reviews

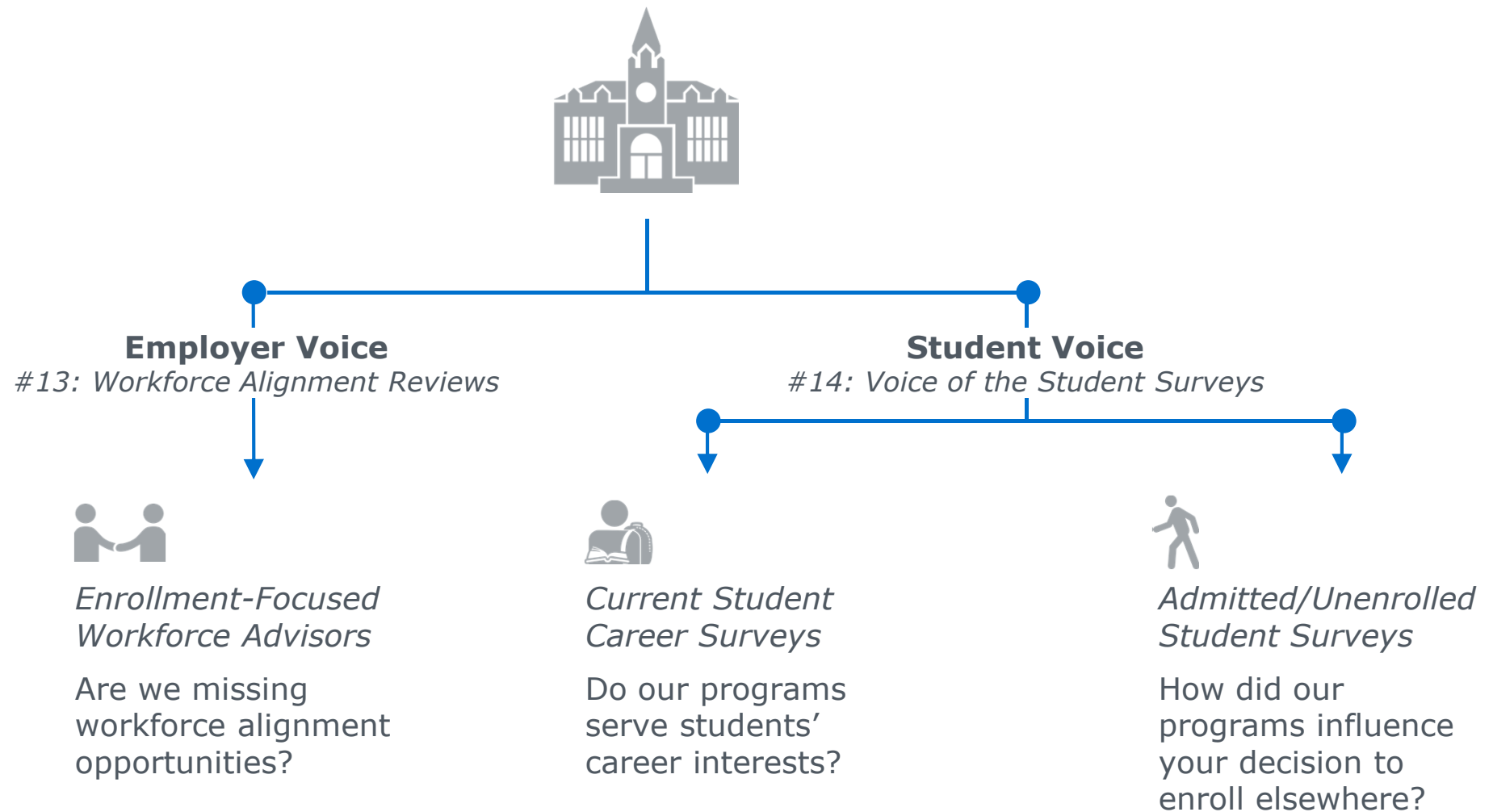
#14: Voice of the Student Surveys

#15: Applied Liberal Arts Specializations

1) Derived from intended major reported by SAT/ACT test-takers in the institution's primary and secondary markets.

Harnessing Under-Utilized Market Research Assets

Identifying Program Refreshment Opportunities by Seeking Consumer Input



Hiding in Plain Sight

Valuable Labor-Market Intelligence Overlooked, Under-Leveraged



Common Use of Workforce Advisor Groups Fails to Drive Enrollment Growth



Only required for professional programs



Focused on accreditation, not growth opportunities



No accountability for program to implement feedback

Connecting Curriculum to Employer Insights

Enrollment-Focused Employer Feedback Key to Maintaining Market Relevance



Not Just for Professional Programs



Enrollment Focus Reveals Program Opportunities

Is the program relevant?

- How do names and specializations reflect workforce trends?
- What required skills are not clearly taught?

What opportunities does it miss?

- What majors and specializations would result in better-employed graduates?
- Are we overlooking untapped enrollment populations?
- Should we consider alternate delivery formats?

Committee Ensures Implementation



Provost, EM, CBO, Department Chair triage recommendations, agree on path to implementation

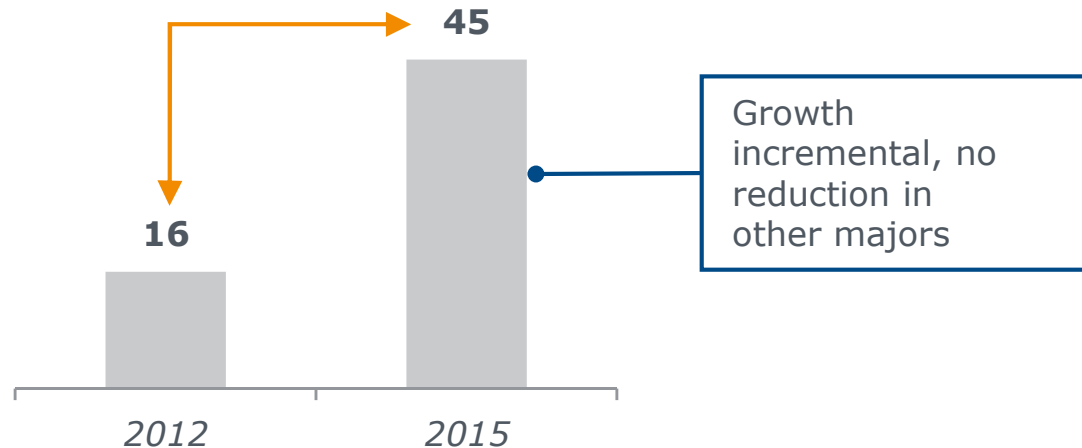
Serving Mission and Margin

Workforce Advisor Recommendations Sow Seeds for Growth



Immediate and Long-Term Gains from Advisor Recommendations

“Graphic Design” Art Major Triples Enrollments



Success Seeds Future Enrollment Growth

Plans for Program Expansion Following Initial Success



Online Bachelor's



Added specializations



Master's program

“Our mission is to **establish ROI for students through an embedded liberal arts concept**... It is our responsibility to be responsive and relevant to the public and to show that in our university's structure.

Eric LaMott
Provost and Chief Operating Officer

Putting Latent Resources to Use

Standard Admissions and Career Surveys Valuable Sources of Program Intel



Admitted/Unenrolled Student Surveys

Online process to decline admissions triggers survey pop-up

- What was the leading factor in your decision to enroll elsewhere?
- Was your desired major offered at our institution?
- Would you have enrolled had it been offered?



Data Analytics and Kinesiology were identified, approved by faculty for launch



Current Student Career Surveys

Career search software administers questionnaire on interests to all students

- Will you pursue grad school?
- What professions appeal to you?
- What work environments appeal to you?
- Which careers best align with your interests and professional goals?



Business student interest in accounting inspired specialization add-on

A Big Topic on the Provost's Agenda

Diverse Approaches to Winning Faculty Buy-In for Applied Liberal Arts

Digital Humanities Redesign Stipends



Digital Course Design/Redesign Initiative



Faculty incentives for embedding computational modules into liberal arts core

Pop-Up Professional Tracks



Art History major plans for her career

Fast-launch, quick-sunset mini-tracks combining existing liberal arts courses with new career preparation offerings

Humanities-STEM Interdisciplinary Funds

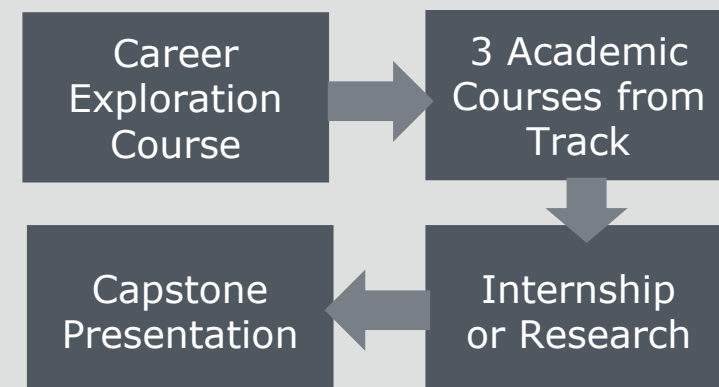


Seed fund for program proposals that combine liberal arts coursework with high-demand STEM and business disciplines

Eight Professional Tracks

- Development Studies
- Journalism, Media, and Public Discourse
- Education Policy and Practice
- Law, Public Policy, and Human Rights
- Engineering
- Non-Profit Organizations
- Global Business
- Public History, Archives, and Museums

Curriculum-to-Career Focus



Thank You for Your Attention



Please Contact Us with Questions

Access More Resources at <http://www.EAB.com>

The screenshot shows the EAB website interface. At the top, there's a navigation bar with links: "Hello, Dana Strait", "Your Memberships", "Your Events", "Your Preferences", "Your Account Manager", and "Member Logout". Below this is a sidebar with the EAB logo and a menu: "About Us", "Research and Insights", "Tools and Analytics", "Technology", and "Managed Services". The main content area features a large blue banner for a news article titled "VCU and MTSU partner with EAB to help more students graduate". The article text mentions reading The Washington Post's coverage and lists collaborative members. A "Read more" button is present. To the right of the banner is a search bar and a "Topic" dropdown menu. Below the search bar are links for "Print", "Email", and "Share". Further down, there's a "Browse Resources" section with links to "Research and Insights", "Resources and Tools", "Upcoming Events", "Archived Events", and "Multimedia". At the bottom, there's an "Upcoming Events" section listing the "2015 Community College Executive Forum Leadership Summits" from July 20 to July 21, 2015, with a "Register Now" link. A "FAB Campus Climate Survey Fall" link is also visible.



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