

Making the Academy Market-Smart

Part 2: Embedding Demand Validation in New Program Launch



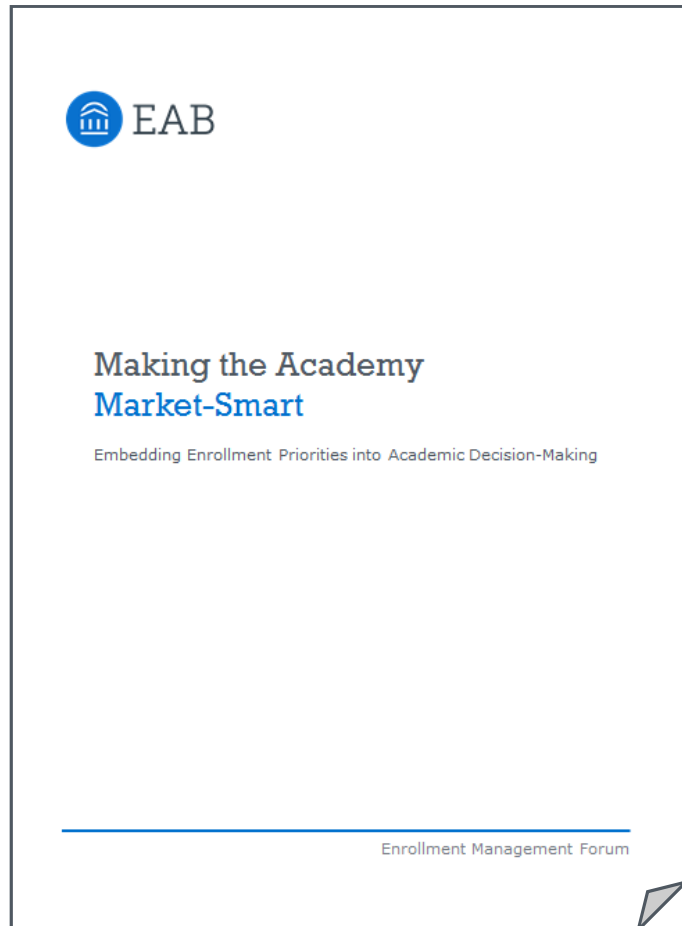
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Enrollment Management Forum

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

Making the Academy Market-Smart

Hardwiring Enrollment Priorities into Academic Decision-Making

1

Grounding Institutional Targets in Market Realities



Highlighting Student Mix Trade-Offs

1. Student Population Growth Potential Indexes
2. Under-Served Student Market Share
3. Price-Quality Elasticity Curve

Aligning Capacity with Demand

4. Field of Study Concentration Indexes
5. Program Growth Share
6. Demand-Capacity Opportunity Maps
7. Market-Mission Program Growth Forecasts

2

Revitalizing Stalled Program Performance



Identifying Growth Inflection Candidates

8. Pipeline Vital Sign Monitoring
9. Enrollment Share Variance Reports

Marketing Quality Control

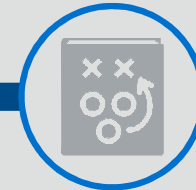
10. Naming and Specialization Benchmarking
11. Student-Centricity Website Diagnostic
12. Central Program Web Templates

Curriculum Refreshment Market Research

13. Workforce Alignment Reviews
14. Voice of the Student Surveys
15. Applied Liberal Arts Specializations

3

Embedding Demand Validation in Launch



New Program Demand Stage Gates

16. Faculty Innovation Stress Tests
17. Independent Major Program Pilots
18. Professional Skill Demand Projections

Flexible Capacity Expansion

19. Launch Program Enhancement Triggers



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 1:

Revitalizing Academic Program Performance

– Available on-demand

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

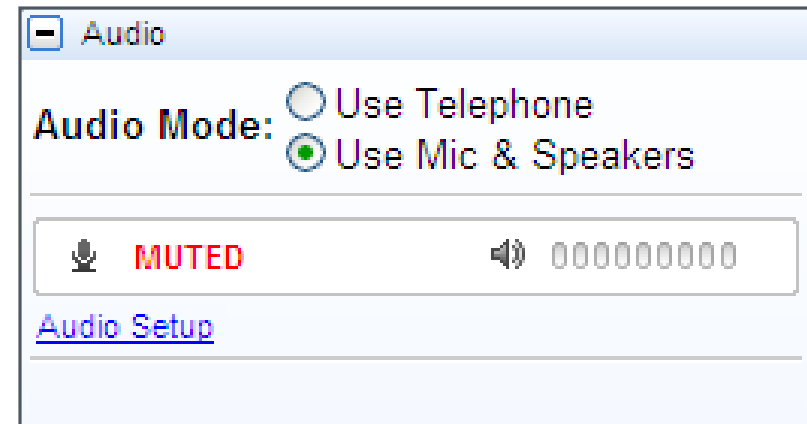
– March 14, 2017, 1 p.m. ET

Managing Your Audio



The screenshot shows a window titled "Audio" with a minus sign 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



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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



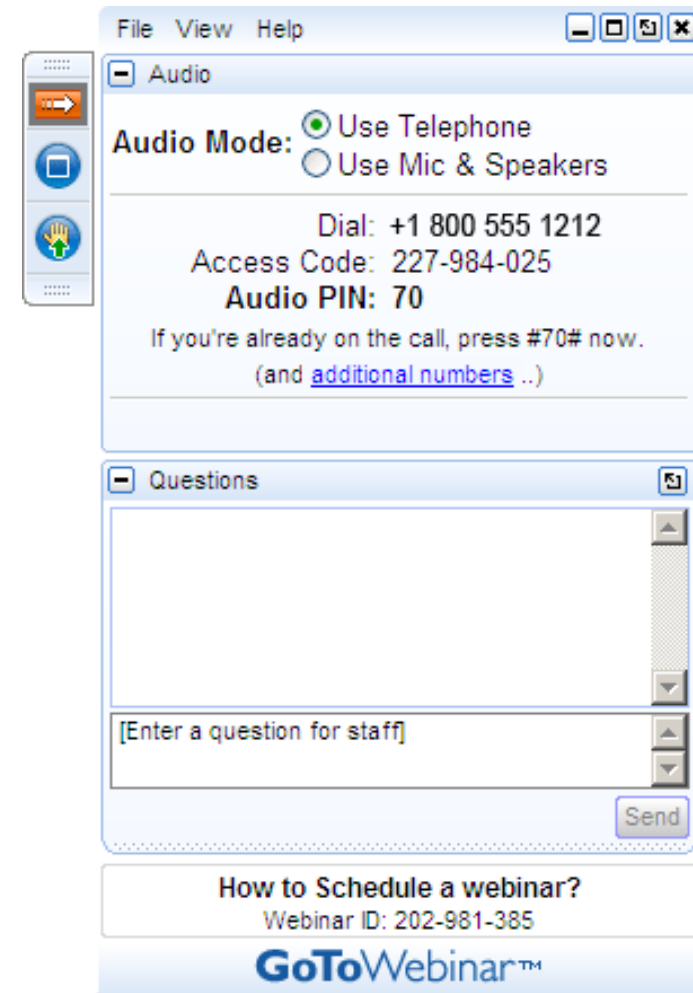
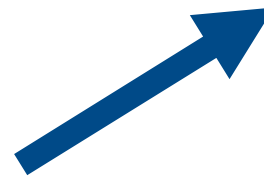
The screenshot displays the GoToWebinar application window. The 'Audio' panel is active, showing options for 'Audio Mode' (Use Telephone selected, Use Mic & Speakers unselected), dial-in information (Dial: +1 800 555 1212, Access Code: 227-984-025, Audio PIN: 70), and a note about pressing #70# if already 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



Supporting the Costs of Specialization

Program Proliferation a Burden for EM, Confusing for Prospects

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

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?"*



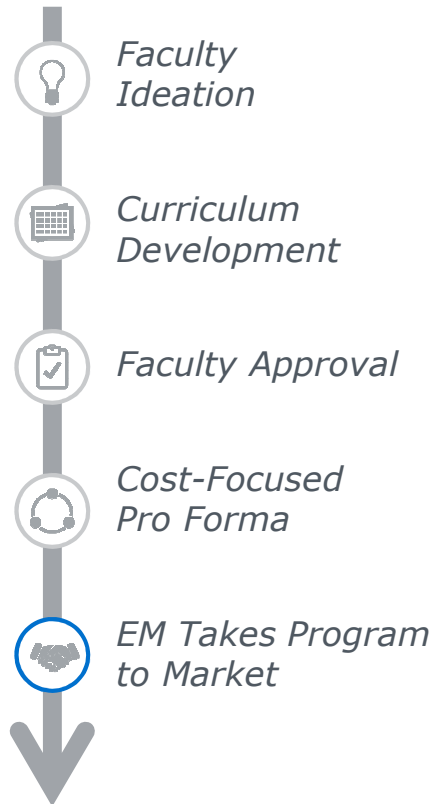
Admissions Unable to Resolve Confusion

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

Too Little, Too Late

Consequences of Delayed Demand Validation in New Program Launch

Demand Validation the Final Step...



...Leading to EM Challenges, Frustration



Missed Opportunities

Long approval process and delayed recruitment prevent immediate market capture



Wasted Effort

Failure to first confirm demand wastes faculty time in misguided program development



Unviable Products

Programs passed to EM for student recruitment irrespective of student interest

“I told the Deans, if you want to launch new programs we should first test them in the market. A good program designed by two faculty sitting in their offices sharing hobbies, without ever asking what 18 year olds think, is doomed to failure.

Chris Lucier
Vice President for Enrollment Management, University of Delaware

Embedding Demand Validation in Launch

Making New Program Development a Team Sport

“There is one thing that is desperately important: **it’s all about the Provost**. This is essential for being conscious of the relevance of your programs and to having a longer-term strategic approach to their development. **But I have to have a say to be successful as EM.**”

*Bill Bisset
Vice President for Enrollment Management
Manhattan College*



Provost

- Aware of faculty skills and interests
- Effective communicator back to faculty

Enrollment Manager

- Closest to student interests
- Expert in forecasting

Chief Business Officer

- Projects costs and revenues
- Able to free up resources for investment

Laying a Foundation for Committee Success: Best Practices for Embedding Demand Validation in Launch

Practice 1: Faculty
Innovation Stress
Tests

Practice 2:
Independent Major
Program Pilots

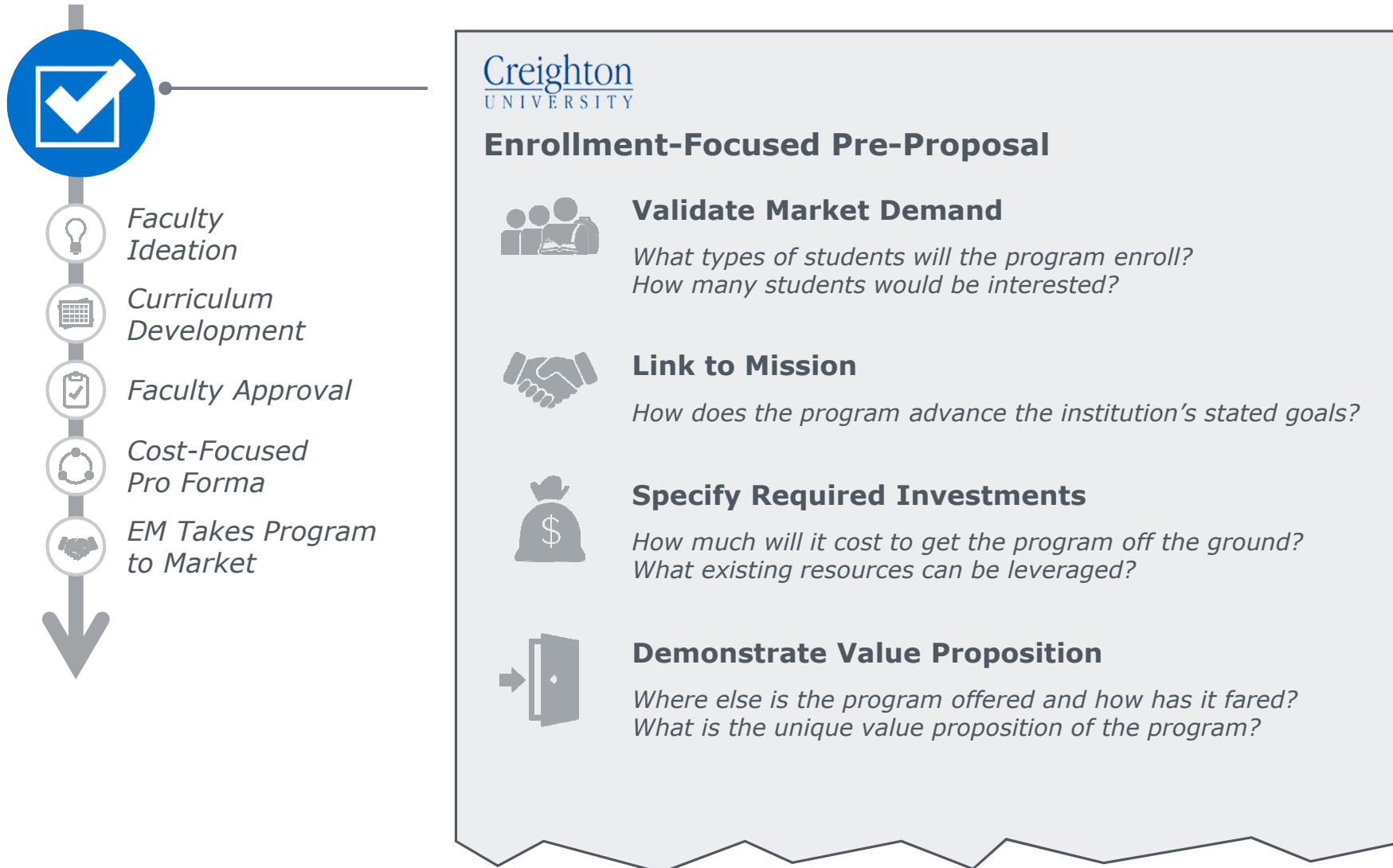
Practice 3:
Professional Skill
Demand Projections

Practice 4: Launch
Program Enhancement
Triggers

Separating the Wheat from the Chaff

Pre-Proposal Form Checks Misguided Faculty Innovation at the Gate

Embedding Enrollment Viability into Program Innovation



Immediate Gains from New Launch Process

Pre-Proposal Benefits Advance University Toward Growth Goal



Pre-Proposal Harnesses Only the Best of Faculty Ideas



11

Proposals
over two
years



2

Programs
flagged as
unviable



100%

Of launches
meet
institutional
objectives



Institution on track to meet
1,200-student growth target



“A major benefit of the pre-proposal process is that faculty have guidance before bringing their ideas to the table—they can look at the form and quickly understand the criteria being used when evaluating new program development priorities. The process has helped to funnel energies and leverage **opportunities that align with Creighton’s mission and desire for growth in new programs.**”

*Mary E. Chase
Vice Provost for Enrollment Management*

Following Student Innovation

Independent Majors Reveal Untapped Enrollment Opportunities

“Build Your Own” Majors Drawn from Existing Offerings



University Launches Repeat Independent Majors as New Programs



Academic resources
already in place



Interdisciplinary
construction makes
program unique



Independent majors
already approved by
senate, avoid lengthy
approval process



*Former Independent Majors
Now Top-Yielding Programs*

- Communications, Legal Institutions, Economics and Government
- Terrorism and Security Studies

A Proxy for Preferences

Labor Demand and Hiring Trends a Signal for Emerging Student Interests

“EMs are often **chasing demand after the fact**. It can take up to three years to agree that there’s a trend and another three to launch the program. By the time we get it up and running, demand may have already shifted again.

Jim Roche
Associate Provost for Enrollment Management
University of Massachusetts Amherst



Persistent Mining of Hiring Trends Ensures New Programs are a Step Ahead



Healthcare?

Identify Areas of Interest

Bureau of Labor Statistics

Highlights projected workforce growth by industry

U.S. Census

Estimate numbers of firms and employment by gender, ethnicity, race, and veteran status



Healthcare IT administration!

Narrow in on Hiring Terms

Burning Glass™

Automated mining of regional job descriptions source relevant specializations and curricula



Seed Faculty Innovation

Inspire collaboration with projected market size and graduate salary projections



Low-cost manual alternatives: Glassdoor, LinkedIn, and company websites

Adapting to Post-Launch Enrollment Performance

Flexible Launch Targets Maximize New Program Potential

MARIST

Committee Agrees to Standard Student-to-Faculty Ratio

- Set by Provost, Dean, CBO, EM, Department Chair
- Target: 15:1 land-based, 20:1 online



Five-Year Launch Phase Target Tracking

Above Expectations



- Increasing student-to-faculty ratios trigger additional fund release
- Funds go toward faculty hires and new specialization tracks

On Track



Below Expectations



- Adjust marketing
- Adjust program name
- Sunset

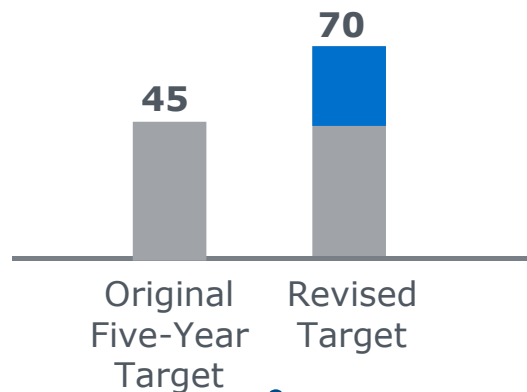
A Just Reward for Over-Performance

Dynamic Launch Monitoring Maximizes Growth from New Programs

MARIST

Built-In Expansion Budget Maximizes Enrollment Potential

Integrated Marketing and Communication Enrollment



Year 2 Review:

Growth supported by one additional faculty member and two courses in Mobile Marketing and Analytics

Five-Year Monitoring a Back-Door to Sunset

“Many programs that were launched before we formed the committee don’t have serious demand and they’re barely breaking even. They say ‘we’ll bring in 20 people next year,’ and I’m thinking we haven’t brought in more than 12 in the last 6 years! These targets **reduce the struggle between the academic side of the house and the enrollment management team** because we’ve agreed to what’s realistic from the outset.

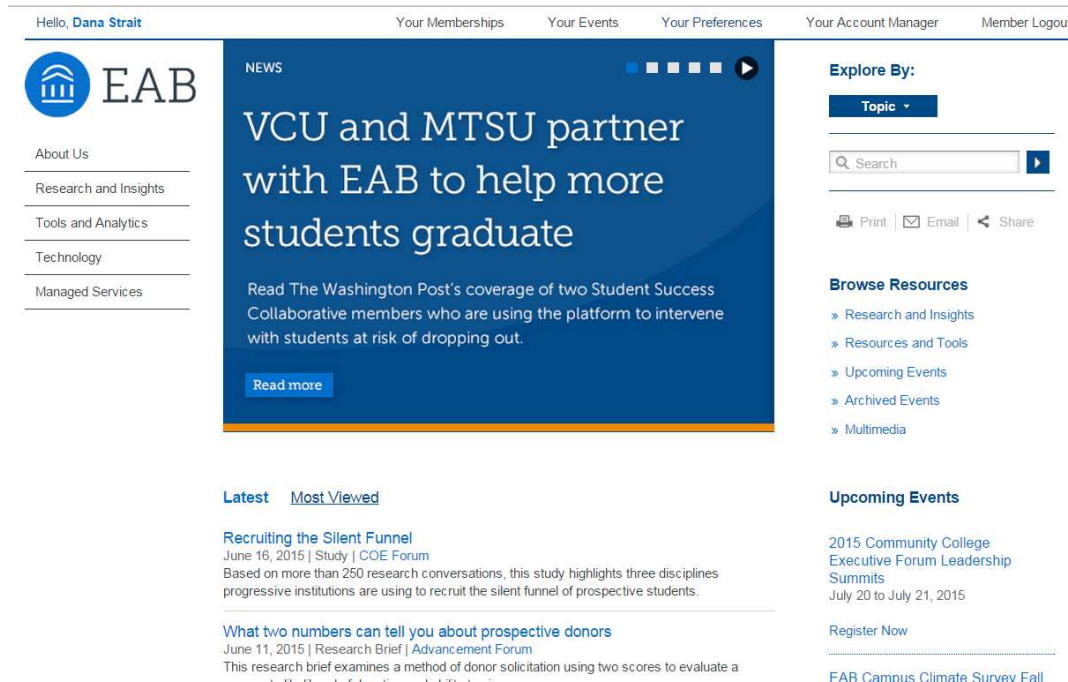


*Sean Kaylor
Vice President of Admission and Enrollment Planning*

Thank You for Your Attention

Please Contact Us with Questions

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



The screenshot shows the EAB website homepage. At the top, there is 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 list of links: "About Us", "Research and Insights", "Tools and Analytics", "Technology", and "Managed Services". The main content area features a large blue banner with the headline "VCU and MTSU partner with EAB to help more students graduate". Below the headline, it says "Read The Washington Post's coverage of two Student Success Collaborative members who are using the platform to intervene with students at risk of dropping out." and includes a "Read more" button. To the right of the banner is a section titled "Explore By:" with a "Topic" dropdown menu and a search bar. Below this is a "Browse Resources" section with links to "Research and Insights", "Resources and Tools", "Upcoming Events", "Archived Events", and "Multimedia". At the bottom, there is an "Upcoming Events" section listing "2015 Community College Executive Forum Leadership Summits" from July 20 to July 21, 2015, with a "Register Now" link. Below the main content area, there are two "Latest" articles: "Recruiting the Silent Funnel" and "What two numbers can tell you about prospective donors".



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