



Student-Centered Program Design **Case Studies**

Selected from EAB Research Library

-
- Case 1: Convenient Career Advancer
Bachelor's Degree Completion
 - Case 2: Accelerated Career Advancer
Master's Degree Completion
 - Case 3: Accelerated Skill
Development via Non-Degree
Program
 - Case 4: MBA Basics in a Fraction of
the Time
 - Case 5: Prior Learning Translated to
In-Demand, Adjacent Field Careers

Adults Seeking Promotion Require Convenience

Programs Must Accommodate Careers, Families, and Other Responsibilities

Adult-serving degree completion programs at the University of Mount Olive demonstrate that underserved student segments exist even in crowded markets. By designing a convenient, completion-focused, and less selective offering, the University enrolled nearly four thousand students.

The program aligned to an audience of professionals seeking promotion, specifically public servants in the region.

Small Liberal Arts College Designs to Nontraditional Student Segment



- Established as a two-year college in 1950s
- 900 traditional undergrad students
- 80 miles from the highly populated Research Triangle

“

“As a day campus, we simply could not survive doing what we had always been doing.”

”

Traditional undergrads well-served in the RTP

- Highly competitive elite institutions attract students nationwide



22 Other higher ed institutions in region



Targets police and gov't workers for BA completion (required for promotion).

Program offerings include:

- Criminal Justice
- RN to BSN
- Business Admin.



Location in strip malls for easy access and parking



Offers 5-week courses

390

Students enrolled in RTP location

3800

Adult students total across main campus and 7 off-site locations

Operating from satellite locations reduced commuting to main campus and brought education to their students. Condensed terms decreased the risk a schedule change, additional responsibility, etc. would derail students' attendance before a course ended. Subjects aligned to professional needs, such as criminal justice for police officers completing a bachelor's for promotion, in order to ensure a return on students' educational investment.

Accelerated Degree Aligns with Service Member Needs

Credit for Prior Learning, Alternative Pathways Hasten Graduation and Promotion

Embry-Riddle Aeronautical University's MS in Aeronautics provides Air Force students the opportunity to leverage prior experience for a faster completion time. The MS in Aeronautics allows students to earn prior credit for military experience and match their skills with a relevant field. Students can also choose a faster thesis-based option instead of the longer capstone-based degree. This quick completion timeframe helps Air Force service members complete their degrees in time for officer promotions.

MS in Aeronautics Tailored to Distinct Student Needs

EMBRY-RIDDLE
Aeronautical University

1

A Premium on Master's Degrees

Graduate degree required for advancement to officer in Air Force, unlike Army or Marines



- Master's field matched to common area of Air Force expertise

2

Fast Time to Completion Most Important Factor

Students meeting promotion deadlines or preparing for impending military exit



- Can complete 36-credit program in 30 credits with thesis (instead of capstone)

3

Easy On/Off Ramps Critical for Success

Sudden stop-outs common due to unexpected deployment, relocation, or travel assignments



- Policies favor easy course drops, refunds
- 12 start dates per year

Additionally, Embry-Riddle offers multiple start dates and easy course drops to support military students' potential need to pause pursuit if deployed.

Source: "Master of Science Degree in Aeronautics," *Embry-Riddle Aeronautical University*, 2018; EAB interviews and analysis.

Certificate Upskills New Managers Quickly

All Courses Available within One Semester Enables 6-Month Completion Time

The University of Wisconsin-Milwaukee's (UW-Milwaukee) School of Continuing Education offers a certificate teaching introductory management skills, largely intended for those new to management positions and aiming to improve in that current role. UW-Milwaukee defines a "new manager" as someone with five or fewer years of management experience, attracting students from their mid-20s to their late 40s.

Preparing Early Career Managers to Lead with Differentiated Timeline

Direct-to-Employer Outreach Shapes Program for New Managers

"Fast Lane" Option for Motivated Millennials

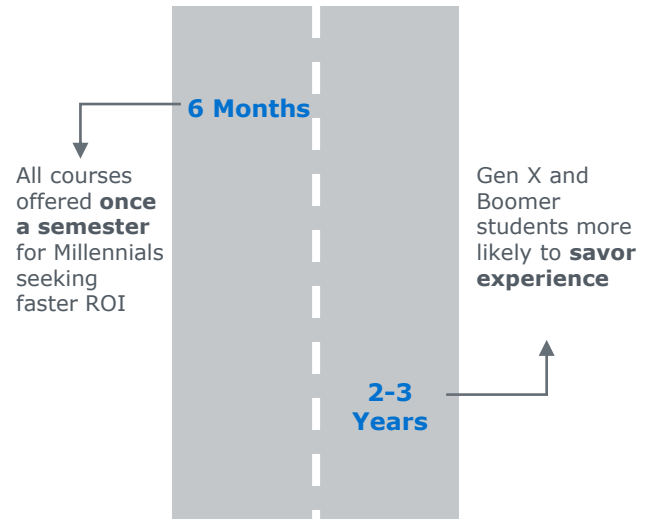


Emerging Leaders Certificate

University of Wisconsin-Milwaukee
School of Continuing Education

\$5,500; 8 day-long courses

- Employer survey highlighted manager skills gaps
- Designed for people with <5 years of management experience
- 30 students in open enrollment certificate; considering contract-based program
- Over 90% of students sponsored by employers



This program successfully straddles the divide between the "typical" 35- to 45-year-old COE student and Millennials; it appeals to both groups without alienating either one. Successful completion of the certificate requires that students attend eight one-day-long courses, all of which occur once a semester. This creates a "fast lane" for motivated Millennials, who can complete the program in as little as six months. Generation X and Boomer students typically require two or three years to finish this program because they savor the experience and do not intend to change jobs quickly.

This audience will also need continued education over the coming years, which the University addresses. Students who complete the Emerging Leaders Certificate qualify for an Advanced Leadership Certificate, and courses in the Emerging Leaders program are also cross-listed with other adult and professional certificates.

Source: EAB interviews and analysis.

Certificate Delivers Essential Skills for New Roles

Non-Credit “Mini MBA” Distills MBA Lessons into 14 Weeks

In the early 2000s, administrators at the University of Richmond Robins School of Business realized that despite their world-class MBA faculty and program, there were a significant number of local professionals who needed these skills but would never have the time or money to enroll in an MBA program. In response to that observation, the business school created a non-credit certificate called the “Mini MBA®.”

To create their curriculum, the program director asked full-time MBA faculty to condense the top lessons of each semester-long MBA course into a four-hour module. The program consists of 14 modules offered over one semester and includes an orientation session and final case presentation.

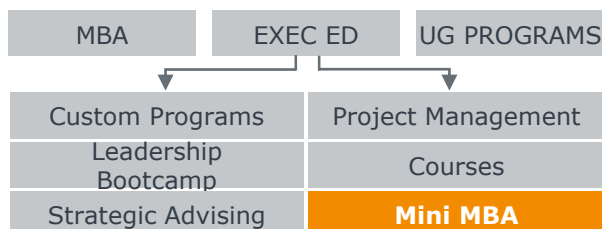
Condensed Format Offers Critical Skills to Previously Unserved Audiences

High-Need Skills for Underserved Markets



The Mini MBA®

University of Richmond
Robins School of Business
\$3,575; 14 Weeks



Target Population and Beyond



Late Millennial Career Advancers

Right MBA audience, no time or interest



Career Starters

Marketable skills for first post-grad job



Self-Starters

No bachelor's degree required for entry

Four-Hour Modules of Core MBA Courses

- Marketing
- Strategic Human Resources
- Project Management
- Accounting
- Finance
- Negotiation Strategy

While full-time MBA programs struggled to fill classes in 2009 and 2010 at the height of the recession, the Mini MBA program experienced record enrollments (50 students in 2009). For workers who were laid off during this time, the Mini MBA program offered a fast and affordable training option that qualified for many employers' severance funds. The cohort format preserved the networking aspects of the MBA program as well without the extensive time commitment.

The majority of students were late Millennial career advancers, with a few career starters in each cohort.

Degree Facilitates Military to Civilian Career Change

Pathways Accommodate Different Levels of Relevant Experience

The nursing program at the University of South Florida (USF) aligns military students' prior experience with careers in a high-demand field. Additionally, USF offers flexible options that allow veterans with an interest in nursing to study the topic at a pace and level that matches their needs.

Military students with medical training (e.g., medics, EMTs) learn how to translate their military skills into the nursing profession in the Veteran to Bachelor's (VCARE) program. Students without medical training (e.g., field service technicians) pursue either the Upper Division Program (first bachelor's degree) or the Second Degree Program.

BS in Nursing Aligned to Military Skills

High Demand for Nurses

- Highest career demand for military skills (e.g., leadership, management) and veterans preference
- 7,981 job postings for registered nurses with military skills nationwide (2017)

Program Aligned to Veterans' Experiences



Multiple degree offerings that match experience level

- VCARE: have medic or corpsman training
- Upper Division Program: military students without medic training seeking their first bachelor's degree
- Second Degree Program: military students without medic training seeking a bachelor's degree in a new field

High Examination Pass Rates

98%

Pass rate on the National Council Licensure Examination (NCLEX)

Resources Offered to Assist with Student Experience and Job Placement



Vet to Vet Tutoring



On-Campus Veteran Achievement Center



Veterans Career Mentoring Program

Sources: [USF College of Nursing](#), University of South Florida, 2018; Labor market data from Burning Glass Technologies Labor Insight™; EAB interviews and analysis.