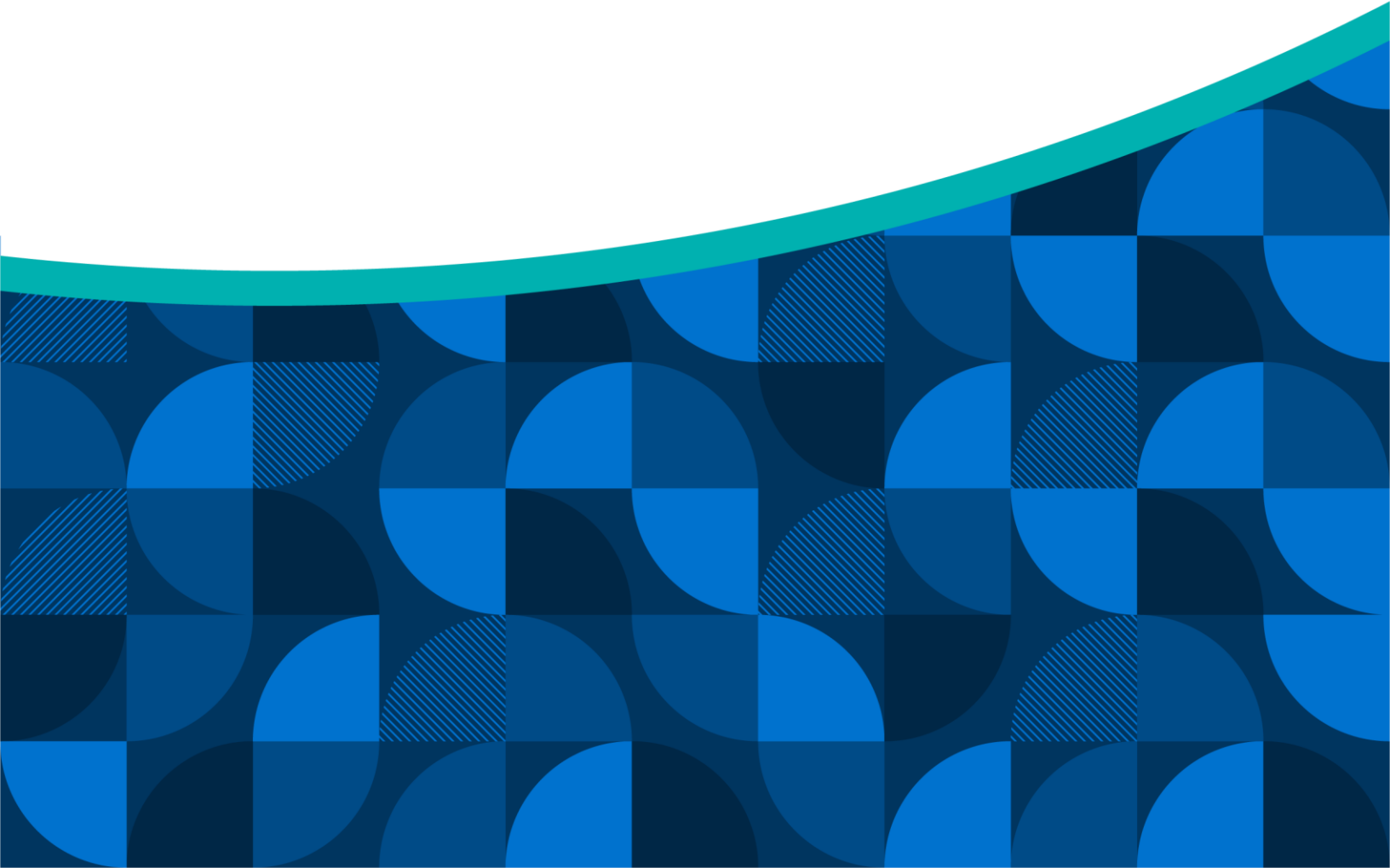




MARKET INSIGHTS BRIEF SAMPLE

Master's Portfolio Analysis



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Overview of this Report

Research Challenge

The partner institution requested a master's portfolio analysis to evaluate the institution's existing portfolio and assess growth opportunities.

Region

The region for this analysis included:

- Alabama
- Florida
- Georgia

Methodology

EAB evaluated the requesting institution's master's program portfolio based on regional labor market demand and competitive landscape variables, including job postings growth over time, projected employment growth, and competitive field saturation. EAB assigned each program a quantitative score for labor market demand and competitive opportunity.

Programs receive one of four designations based on program scores:

1. High labor market demand, fewer competitors
2. High labor market demand, more competitors
3. Low labor market demand, fewer competitors
4. Low labor market demand, more competitors

The completed portfolio diagnostic appears on page 6.

See Appendix for a detailed explanation of the methodology used in this analysis. Programs are defined by their Classification of Instructional Programs (CIP) code. Typically, the institutional research office reports degree completions to the National Center for Educational Statistics and will match institutional program names to CIP codes. Contact the institutional research office or equivalent for assistance identifying which program names appear within which code.

Limitations: The analysis only considers program potential in terms of labor demand and competition and does not account for programs' operational costs or potential capacity limitations (e.g., instructor shortages).

Recommendations and Considerations

Recommended Next Steps

- Request a 360-degree program assessment to examine potential for growth in an existing program
- Request a market opportunity scan for help identifying promising new program subjects
- Review the Business Affairs Forum's [Rightsizing the Program Portfolio](#) study to learn more about a transformed program review process

Key Findings

EAB's market scoring analyses identified the following programs as best poised for growth among the requesting institution's existing master's portfolio. These programs demonstrate high and/or growing labor market demand along with some combination of high or growing completions and few regional competitors:

- Nursing Practice (51.3818)
- Counseling Psychology (42.2803)
- International/Globalization Studies (30.2001)

Further, the following programs demonstrate strong labor market demand, but scored lower in competitive opportunity (i.e., high number of competitors and/or decreasing reported completions). These programs indicate potential for growth based on labor market demand, but the competitive landscape may be a limiting factor:

- Organizational Leadership (52.0213)
- Business Administration and Management, General (52.0201)

All programs received scores relative to each other. Thus, a program described with low regional labor demand does not necessarily represent low opportunity for growth in absolute terms, but rather lower opportunity for growth when compared to other programs in the master's portfolio.

Market Alignment of Master's Program Portfolio

Though master's conferral growth has slowed considerably on a national scale, the master's market is still a lucrative one for many institutions, especially as they seek to counteract potential undergraduate enrollment declines.

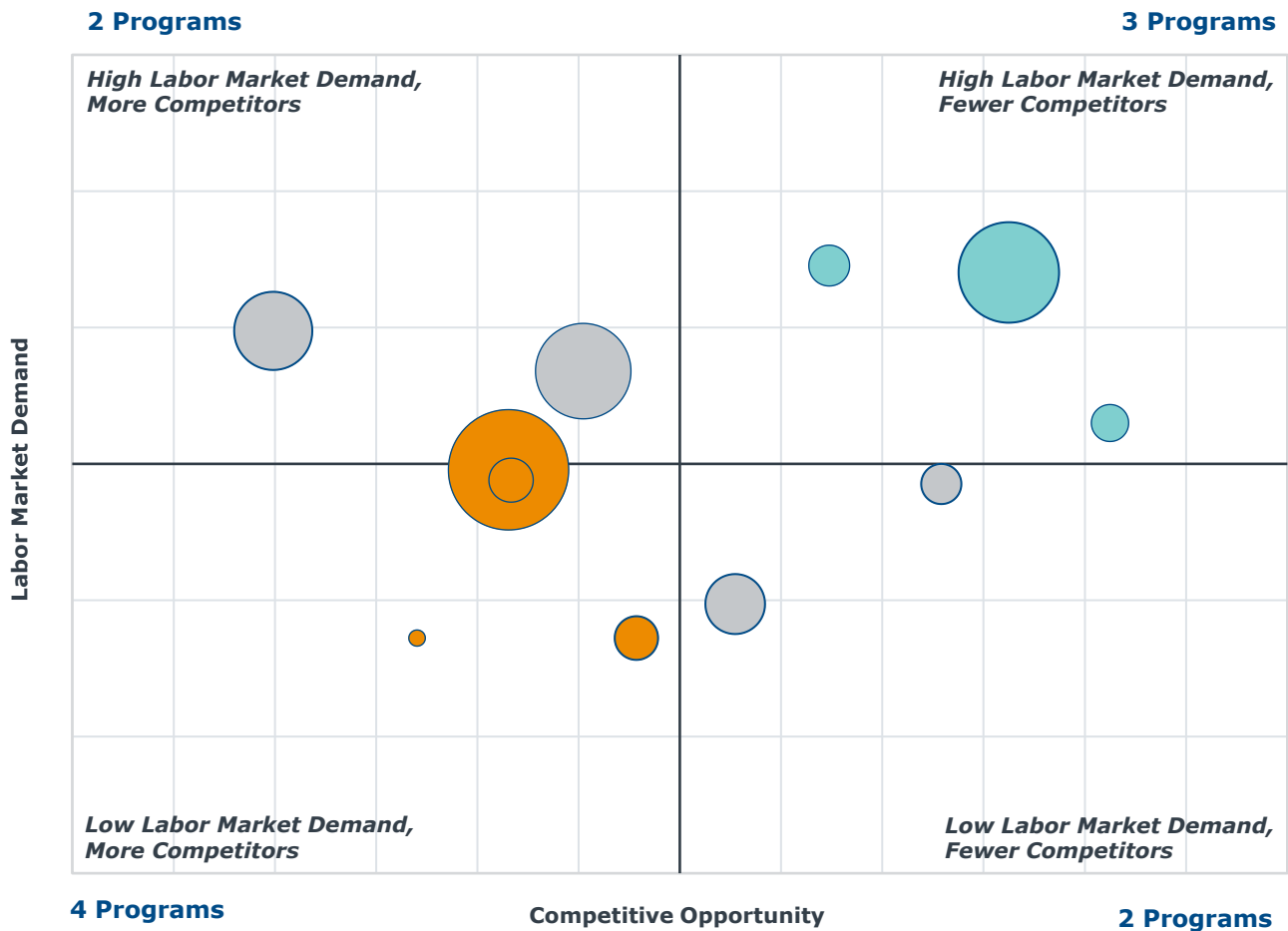
To attract master's students, institutions must position their programs to meet labor market demand.

In the chart below, each bubble represents one master's program (by 6-digit CIP code) at your institution. The size of the bubble corresponds to the number of master's degrees that program conferred in 2020-2021.

The vertical axis shows how well each program aligns with past and future demand from employers in your region for master's-level graduates—the higher up each bubble sits, the more demand for master's-degree-holders in that field. The horizontal axis measures how many other institutions in your region offer similar programs. Programs in the top-right quadrant, with high labor market demand and fewer competitors, offer the greatest potential for enrollment growth.

How Competitive Are Your Institution's Master's Programs?

Labor Market Demand for and Competitive Opportunity of Master's Programs, 2021



See the following page for a list of programs by quadrant and Appendix for a full analysis methodology.

Master's Program Portfolio Index

Quadrant	Program	Conferrals	Competitive Opp. Score	Labor Market Demand Score
Top-Right Quadrant (Best): High Employer Demand, Fewer Competitors	Nursing Practice (51.3818)	36	4.13	3.90
	Counseling Psychology (42.2803)	6	3.24	3.95
	International/Globalization Studies (30.2001)	5	4.62	2.80
Top-Left Quadrant (Good): High Employer Demand, More Competitors	Organizational Leadership (52.0213)	32	2.02	3.18
	Business Administration and Management, General (52.0201)	22	0.49	3.48
Bottom-Right Quadrant (Challenging): Low Employer Demand, Fewer Competitors	Marriage and Family Therapy/Counseling (51.1505)	13	2.77	1.47
	Accounting and Finance (52.0304)	6	3.79	2.35
Bottom-Left Quadrant (Unfavorable): Low Employer Demand, More Competitors	Mental Health Counseling/Counselor (51.1508)	51	1.65	2.46
	Counselor Education/School Counseling and Guidance Services (13.1101)	7	1.67	2.38
	Theology/Theological Studies (39.0601)	7	2.29	1.22
	Divinity/Ministry (39.0602)	1	1.20	1.22

Source: Lightcast; Bureau of Labor Statistics; National Center for Education Statistics; EAB analysis.



Appendices

Methodology

The analysis of the requesting institution's master's program portfolio employs a quantitative scoring system to assess labor market demand and competitive opportunity for each program at an institution. To score each program, the analysis distills the most fundamental external signals of market demand in terms of labor market intelligence and competitive landscape, outlined below. The analysis assigns each program two scores (zero through five): the labor market demand score and the competitive opportunity score. The scores rank and compare data across 11 metrics. See the specific metrics below.

Labor market demand score, composed of:

- Unique job postings (2016, 2021)
- Percentage change in unique job postings (2016 to 2021)
- Filled and unfilled occupation roles (2022, 2032 projected)
- Percentage change in filled and unfilled occupation roles (2022 to 2032 projected)

Competitive opportunity score, composed of:

- Number of institutions in your labor market offering a program with the same 6-digit CIP code (2021)
- Percentage change in the number of institutions offering this program (2016 to 2021)
- Total change in the number of institutions offering this program (2016 to 2021)

The analysis defines an institution's labor market (i.e., the labor market your graduates typically enter after graduation) as the institution's state and the surrounding states. The analysis uses the same area to define the number of your competitors.

Labor Market Intelligence Partner: Lightcast

This report includes data made available through EAB's partnership with Lightcast, a labor market analytics firm serving higher education, economic development, and industry leaders in the U.S., Canada, and the United Kingdom.

Lightcast curates and maintains the most comprehensive labor market data sets available for academic program planning, providing real-time job posting data, workforce and alumni outcomes data, and traditional government sources of data.

Under this partnership, EAB may use Lightcast's proprietary Analyst™ and Alumni Insight™ tools to answer partner questions about labor market demand, the competitive landscape, in-demand skills, postings versus actual hires, and skills gaps between job postings and professionals in the workforce.

The Lightcast tools also provide EAB with in-depth access to unsuppressed, zip-code-level government data for occupations, industries, programs, and demographics.

For more complete descriptions of the Lightcast tools, visit <https://lightcast.io/solutions/education/analyst> and <https://lightcast.io/solutions/education/alumni-pathways>

To learn more about Lightcast and its software and services, please contact Bob Hieronymus, Vice President of Business Development at bob.hieronymus@lightcast.io.

Programs Analyzed and Scoring Source Data

Labor Market Intelligence Data

Regional Data

Program	Total Job Postings, 2016	Total Job Postings, 2021	Percent Change in Job Postings, 2016-2021	Projected National Occupation Employment, 2032	BLS Projected National Occupation Change, 2022-2032	Labor Market Score
Accounting and Finance	1,249.71	2,129.93	70.43%	70,176.40	11.45%	2.35
Business Administration and Management, General	2,283.86	4,627.71	102.63%	162,416.75	10.53%	3.48
Counseling Psychology	2,316.33	5,699.33	146.05%	111,969.74	17.97%	3.95
Counselor Education/School Counseling and Guidance Services	1,162.00	3,230.00	177.97%	41,841.31	10.68%	2.38
Divinity/Ministry	460.00	772.00	67.83%	46,308.54	5.23%	1.22
International/Globalization Studies	1,023.00	2,441.50	138.66%	57,380.19	19.78%	2.80
Marriage and Family Therapy/Counseling	687.50	1,414.00	105.67%	22,854.14	16.81%	1.47
Mental Health Counseling/Counselor	1,023.33	2,707.67	164.59%	28,573.43	19.86%	2.46
Nursing Practice	6,332.33	12,254.67	93.53%	165,052.65	13.70%	3.90
Organizational Leadership	2,087.53	4,087.53	95.81%	74,244.21	14.44%	3.18
Theology/Theological Studies	460.00	772.00	67.83%	46,308.54	5.23%	1.22

Source: EAB analysis. Lightcast Analyst.

Competitive Opportunity Data

Regional Data

Program	No. of Competitors, 2020-2021 Academic Year	Actual Change in No. of Competitors, 2016-2017 to 2020-2021	Competitive Opportunity Score
Accounting and Finance	7.00	0.00	3.79
Business Administration and Management, General	93.00	6.00	0.49
Counseling Psychology	11.00	1.00	3.24
Counselor Education/School Counseling and Guidance Services	33.00	-2.00	1.67
Divinity/Ministry	18.00	5.00	1.20
International/Globalization Studies	1.00	0.00	4.63
Marriage and Family Therapy/Counseling	13.00	2.00	2.77
Mental Health Counseling/Counselor	17.00	4.00	1.65
Nursing Practice	3.00	0.00	4.13
Organizational Leadership	16.00	5.00	2.02
Theology/Theological Studies	16.00	2.00	2.29

Source: EAB analysis. Lightcast Analyst.



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