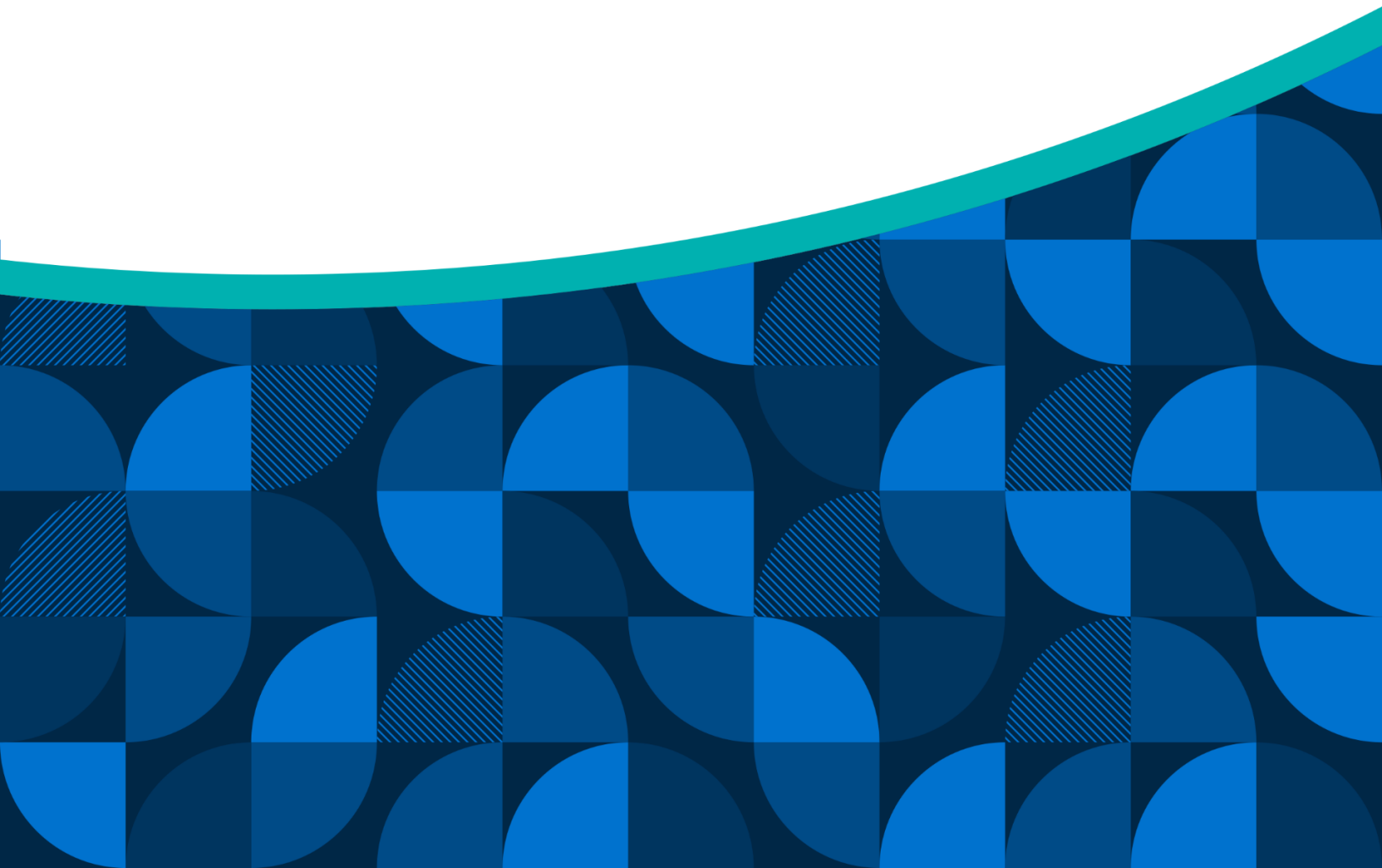




MARKET INSIGHTS BRIEF

# Master's Portfolio Health Check



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# Table of Contents

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Recommendations and Considerations . . . . . 4

Market Alignment of Master's Program Portfolio . . . . . 7

Appendix: Methodology . . . . . 12

Appendix: Programs Analyzed and Scoring Source Data . . . . . 13

# Recommendations and Considerations

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## *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:

- Delaware
- District of Columbia
- Maryland
- New Jersey
- Pennsylvania
- Virginia

## Key Findings

EAB's market scoring analyses identified the following programs as best poised for growth among the partner'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:

- Business Administration and Management, General (52.0201)
- Physician Associate/Assistant (51.0912)
- Speech-Language Pathology/Pathologist (51.0203)

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:

- Adult Health Nurse/Nursing (51.3803)
- School Psychology (42.2805)
- Sport and Fitness Administration/Management (31.0504)

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.

# Overview of this Report

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## 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

## Methodology

EAB evaluated the partner's master's program portfolio based on regional labor market demand and competitive landscape variables, including job postings growth over time, projected employment growth, degree conferrals growth over time, 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. Strongest: Stronger employer demand, stronger competitive opportunity
2. Outcomes-Advantaged: Stronger employer demand, weaker competitive opportunity
3. Competitive-Advantaged: Weaker employer demand, stronger competitive opportunity
4. Challenging: Weaker employer demand, weaker competitive opportunity

The completed portfolio diagnostic appears on page 7.

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).

## Overview of this Report (cont.)

### Market Alignment of the Program Portfolio

The quantitative scores assigned for labor market demand and competitive opportunity, and described on the previous page, allow us to compare programs on both factors as visualized by the chart below. The vertical axis shows how well each program aligns with past and future demand from regional employers—the higher the score, the more demand for graduates in that field. The horizontal axis measures how many other regional institutions offer similar programs and assesses their trends.

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

### Intersection of Labor Market Demand for and Competitive Opportunity of Programs



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

Source: EAB interviews and analysis. Lightcast Analyst. Bureau of Labor Statistics. National Center for Education Statistics.

# Master's Program Portfolio Index, Strongest

Program	Total Conferrals - 2023	Competitive Opp. Score	Labor Market Demand Score
Business Administration and Management, General (52.0201)	81	2.94	2.83
Physician Associate/Assistant (51.0912)	31	2.93	3.00
Speech-Language Pathology/Pathologist (51.0203)	27	2.51	2.67

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

# Master's Program Portfolio Index, Outcomes-Advantaged

Program	Total Conferrals - 2023	Competitive Opp. Score	Labor Market Demand Score
Adult Health Nurse/Nursing (51.3803)	31	1.35	4.29
School Psychology (42.2805)	10	1.84	2.70
Sport and Fitness Administration/Management (31.0504)	37	1.55	2.51

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



# Master's Program Portfolio Index, Challenging

Program	Total Conferrals - 2023	Competitive Opp. Score	Labor Market Demand Score
Accounting (52.0301)	41	1.48	1.33
Adult and Continuing Education and Teaching (13.1201)	14	1.09	1.45
Athletic Training/Trainer (51.0913)	11	2.26	2.36
Biology/Biological Sciences, General (26.0101)	10	1.50	1.13
Computer and Information Sciences, General (11.0101)	5	2.26	1.82
Education, General (13.0101)	240	1.77	2.20
Elementary Education and Teaching (13.1202)	0	1.60	0.00
English Language and Literature, General (23.0101)	11	1.35	0.00
Health Teacher Education (13.1307)	1	0.98	0.00
History, General (54.0101)	8	1.87	0.00
Mathematics Teacher Education (13.1311)	11	1.79	0.00
Music Performance, General (50.0903)	9	1.36	2.05
Occupational Therapy/Therapist (51.2306)	24	2.14	2.47
Political Science and Government, General (45.1001)	12	1.57	1.55
Professional, Technical, Business, and Scientific Writing (23.1303)	4	1.13	1.23
Psychology, General (42.0101)	12	1.71	2.26
Public Administration (44.0401)	19	1.60	2.04
Science, Technology and Society (30.1501)	0	0.71	0.00
Speech Communication and Rhetoric (09.0101)	12	1.58	1.97
Sports, Kinesiology, and Physical Education/Fitness, General (31.0501)	18	1.76	2.10

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

## Master's Program Portfolio Index, Challenging (cont.)

Program	Total Conferrals - 2023	Competitive Opp. Score	Labor Market Demand Score
Art/Art Studies, General (50.0701)	7	0.99	1.59
Counselor Education/School Counseling and Guidance Services (13.1101)	35	2.32	2.26
Special Education and Teaching, General (13.1001)	18	2.06	2.05

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



# Appendix

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# Methodology

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The analysis of the partner'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 12 metrics. See the specific metrics below.

**Labor market demand score**, composed of:

- Unique job postings (2020-Q2 through 2021-Q1, 2024-Q2 through 2025-Q1)
- Percentage change in unique job postings (2020-Q2 through 2021-Q1, 2024-Q2 through 2025-Q1)
- Percentage projected growth in employment (percent) (2034 projected)

**Competitive opportunity score**, composed of:

- Number of institutions in your labor market offering a program with the same 6-digit CIP code (2023)
- Average percentage change in the number of institutions offering this program (2019 - 2023)
- Average actual change in the number of institutions offering this program (2019 - 2023)
- Degree conferrals reported in your labor market under the same 6-digit CIP code (2023)
- Average annual percentage change in degree conferrals reported under the same 6-digit CIP code (2019 - 2023)
- Average actual change in degree conferrals reported under the same 6-digit CIP code (2019 - 2023)
- National market share of the top 10% of institutions reporting completions under the same 6-digit CIP code (2023)
- Median conferrals per institution reporting completions under the same 6-digit CIP code (2023)

The analysis defines the institution's labor and competitive market as the partner's choice: Virginia, Delaware, District of Columbia, Maryland, New Jersey, Pennsylvania

## **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](mailto:bob.hieronymus@lightcast.io).

# Master's Program Labor Market Opportunity Regional Data

## Labor Market Intelligence Data

### Regional Data

Program	Job Postings, Q2 2020-Q1 2021	Job Postings, Q2 2024-Q1 2025	Change in Job Postings (%)	Projected Growth (%)	Labor Market Demand Score
Accounting	58,612	51,888	-11.47%	3.46%	1.33
Adult and Continuing Education and Teaching	571	884	54.82%	-9.51%	1.45
Adult Health Nurse/Nursing	173,534	229,642	32.33%	6.69%	4.29
Athletic Training/Trainer	1,230	2,051	66.75%	9.35%	2.36
Biology/Biological Sciences, General	2,621	2,136	-18.50%	4.74%	1.13
Business Administration and Management, General	157,934	164,308	4.04%	2.03%	2.83
Computer and Information Sciences, General	120,998	80,564	-33.42%	17.21%	1.82
Education, General	26,079	32,732	25.51%	0.62%	2.20
Music Performance, General	500	793	58.60%	3.15%	2.05
School Psychology	17,240	27,017	56.71%	11.16%	2.70
Speech Communication and Rhetoric	15,689	15,942	1.61%	8.31%	1.97
Sports, Kinesiology, and Physical Education/Fitness, General	284	576	102.82%	4.23%	2.10

Source: EAB analysis. Lightcast Analyst.

# Master's Program Labor Market Opportunity Regional Data (cont.)

## Labor Market Intelligence Data

### Regional Data

Program	Job Postings, Q2 2020-Q1 2021	Job Postings, Q2 2024-Q1 2025	Change in Job Postings (%)	Projected Growth (%)	Labor Market Demand Score
Art/Art Studies, General	1,940	1,874	-3.40%	7.53%	1.59
Counselor Education/School Counseling and Guidance Services	4,627	5,742	24.10%	6.74%	2.26
Occupational Therapy/Therapist	4,715	10,504	122.78%	9.45%	2.47
Physician Associate/Assistant	5,109	8,029	57.15%	21.65%	3
Political Science and Government, General	37	54	45.95%	-7.20%	1.55
Professional, Technical, Business, and Scientific Writing	1,739	1,535	-11.73%	6.91%	1.23
Psychology, General	5,379	11,083	106.04%	4.92%	2.26
Public Administration	5,746	5,729	-0.30%	13.17%	2.04
Special Education and Teaching, General	7,069	10,700	51.37%	1.05%	2.05
Speech-Language Pathology/Pathologist	12,291	13,270	7.97%	16.57%	2.67
Sport and Fitness Administration/Management	91	117	28.57%	12.98%	2.51

Source: EAB analysis. Lightcast Analyst.

# Master's Program Competitive Opportunity Regional Conferrals Data

\*N/A: Unable to calculate due to missing conferral data

Program	Total Conferrals, 2023	Change in Conferrals (%)	Actual Change in Conferrals (#)	Median Conferrals per Institution, 2023	Conferrals by Top 10% of Institutions, 2023
Accounting (52.0301)	1,502	-27.09%	-558	10	54.66%
Adult and Continuing Education and Teaching (13.1201)	102	-15.00%	-18	5	42.16%
Athletic Training/Trainer (51.0913)	293	53.40%	102	7	33.11%
Biology/Biological Sciences, General (26.0101)	320	-6.43%	-22	4	50.31%
Business Administration and Management, General (52.0201)	13,856	-11.20%	-1,748	34	55.11%
Computer and Information Sciences, General (11.0101)	2,336	85.69%	1,078	10	63.57%
Education, General (13.0101)	2,662	-16.60%	-530	15	56.99%
Elementary Education and Teaching (13.1202)	785	2.88%	22	6	68.92%
English Language and Literature, General (23.0101)	332	-22.43%	-96	7	36.14%
History, General (54.0101)	512	20.75%	88	6	51.95%
School Psychology (42.2805)	214	38.96%	60	7	27.57%
Speech Communication and Rhetoric (09.0101)	430	44.78%	133	9	71.86%
Sports, Kinesiology, and Physical Education/Fitness, General (31.0501)	137	38.38%	38	13	47.45%

Source: EAB analysis. Lightcast Analyst.

# Master's Program Competitive Opportunity Regional Conferrals Data (cont.)

\*N/A: Unable to calculate due to missing conferral data

Program	Total Conferrals, 2023	Change in Conferrals (%)	Actual Change in Conferrals (#)	Median Conferrals per Institution, 2023	Conferrals by Top 10% of Institutions, 2023
Adult Health Nurse/Nursing (51.3803)	88	2.33%	2	1	57.95%
Health Teacher Education (13.1307)	24	-11.11%	-3	0	58.33%
Mathematics Teacher Education (13.1311)	123	35.16%	32	4	43.90%
Music Performance, General (50.0903)	271	-14.78%	-47	13	38.01%
Occupational Therapy/Therapist (51.2306)	952	-0.63%	-6	32	30.99%
Physician Associate/Assistant (51.0912)	1,881	17.12%	275	39	25.36%
Political Science and Government, General (45.1001)	345	0.58%	2	10	33.04%
Professional, Technical, Business, and Scientific Writing (23.1303)	116	-4.13%	-5	4	68.10%
Psychology, General (42.0101)	737	3.66%	26	12	34.19%
Public Administration (44.0401)	1,532	-5.14%	-83	14	46.61%
Science, Technology and Society (30.1501)	8	-90.12%	-73	0	87.50%
Special Education and Teaching, General (13.1001)	2,161	1.89%	40	9	53.77%
Speech-Language Pathology/Pathologist (51.0203)	790	37.63%	216	25	25.70%

Source: EAB analysis. Lightcast Analyst.



# Master's Program Competitive Opportunity Regional Conferrals Data (cont.)

\*N/A: Unable to calculate due to missing conferral data

Program	Total Conferrals, 2023	Change in Conferrals (%)	Actual Change in Conferrals (#)	Median Conferrals per Institution, 2023	Conferrals by Top 10% of Institutions, 2023
Art/Art Studies, General (50.0701)	52	-28.77%	-21	4	46.15%
Counselor Education/School Counseling and Guidance Services (13.1101)	1,841	15.35%	245	15	53.07%

Source: EAB analysis. Lightcast Analyst.

# Master's Program Competitive Opportunity Regional Competitors Data

\*N/A: Unable to calculate due to missing conferral data

Program	No. of Competitors, 2023	Change in No. of Competitors (%)	Actual Change in No. of Competitors (#)	Competitive Opportunity Score
Accounting (52.0301)	63	1.61%	1	1.48
Adult and Continuing Education and Teaching (13.1201)	10	-9.09%	-1	1.09
Athletic Training/Trainer (51.0913)	38	72.73%	16	2.26
Biology/Biological Sciences, General (26.0101)	51	4.08%	2	1.50
Business Administration and Management, General (52.0201)	147	5.00%	7	2.94
Computer and Information Sciences, General (11.0101)	35	-5.41%	-2	2.26
Education, General (13.0101)	64	6.67%	4	1.77
Elementary Education and Teaching (13.1202)	42	5.00%	2	1.60
English Language and Literature, General (23.0101)	43	-4.44%	-2	1.35
History, General (54.0101)	42	-2.33%	-1	1.87
Mathematics Teacher Education (13.1311)	22	4.76%	1	1.79
Music Performance, General (50.0903)	15	N/A	0	1.36
School Psychology (42.2805)	19	N/A	0	1.84
Speech Communication and Rhetoric (09.0101)	15	-11.76%	-2	1.58
Sports, Kinesiology, and Physical Education/Fitness, General (31.0501)	5	N/A	0	1.76

Source: EAB analysis. Lightcast Analyst.

# Master's Program Competitive Opportunity Regional Competitors Data (cont.)

\*N/A: Unable to calculate due to missing conferral data

Program	No. of Competitors, 2023	Change in No. of Competitors (%)	Actual Change in No. of Competitors (#)	Competitive Opportunity Score
Adult Health Nurse/Nursing (51.3803)	12	20.00%	2	1.35
Art/Art Studies, General (50.0701)	11	-15.38%	-2	0.99
Counselor Education/School Counseling and Guidance Services (13.1101)	62	3.33%	2	2.32
Health Teacher Education (13.1307)	8	N/A	0	0.98
Occupational Therapy/Therapist (51.2306)	28	12.00%	3	2.14
Physician Associate/Assistant (51.0912)	45	25.00%	9	2.93
Political Science and Government, General (45.1001)	27	-3.57%	-1	1.57
Professional, Technical, Business, and Scientific Writing (23.1303)	10	N/A	0	1.13
Psychology, General (42.0101)	44	-12.00%	-6	1.71
Public Administration (44.0401)	48	-9.43%	-5	1.60
Science, Technology and Society (30.1501)	5	-16.67%	-1	0.71
Special Education and Teaching, General (13.1001)	85	1.19%	1	2.06
Speech-Language Pathology/Pathologist (51.0203)	28	40.00%	8	2.51
Sport and Fitness Administration/Management (31.0504)	25	8.70%	2	1.55

Source: EAB analysis. Lightcast Analyst.



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