RNL's Program Prioritization and Positioning Study:
How to Leverage Market Insights in a Timely and Affordable Process

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Three (at least) types of market insights

Primary Research:
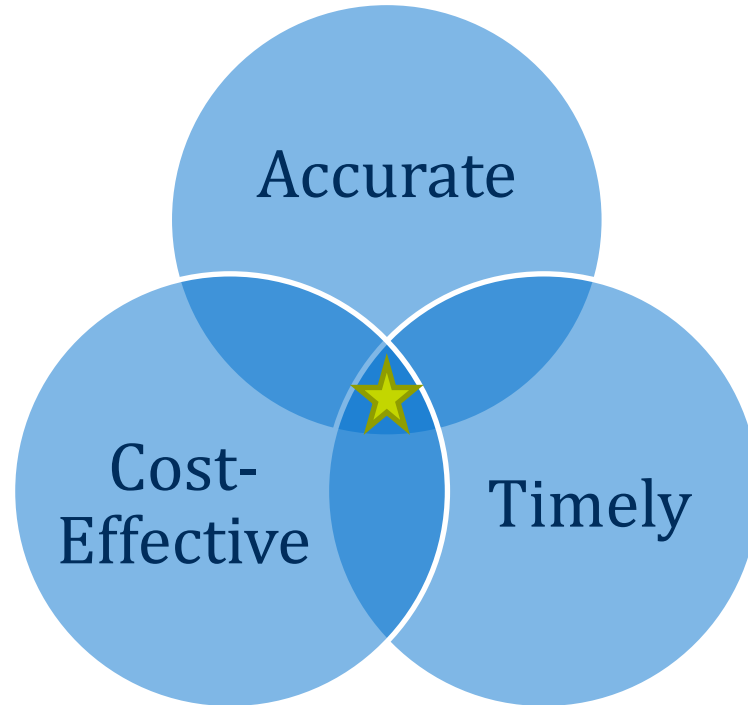Internal/External Surveys,
Focus Groups, etc.

Secondary Research:
IPEDS, BLS, web research,
etc.

Internal Analytics:
"Crunching your own data"

Optimal Situation:

Accurate

Cost-Effective

Timely

RNL

Things to avoid…

Primary Research: Surveys, Focus Groups, etc.

Being so committed to the "gold standard" of primary research that you decide to dedicate limited resources to ONLY focus groups to make major decisions.

Secondary Research: IPEDS, BLS, web research, etc.

Internal Analytics: "Crunching your own data"

Don't over-rely on internal analytics. Some institutions that are effectively leveraging their own data now think it's the solution to all research questions.

(e.g.: you can't find your next big program by analyzing what your current students are enrolling in.)

3

Research components that help make decisions

Landscape: do you know the conditions that each program is confronting?

Road Map: do you know how others are positioning their programs?

Mirror: Do you know what your "audience" thinks you're good it, what you're not, what they expect of you?

How we do it.

Environmental Scan
Landscape: *Quantitative assessment* of the demand and supply characteristics confronting each program.

Get the lay of the land

Find your differentiators

Competitor Analysis
Road Map: *Qualitative investigation* of specific competitors aimed at differentiating your program.

Understand your audience

Audience Analysis
Mirror: *Primary market research* to ensure you know what your audience thinks of you and how you can best (better) serve them.

Something to consider…

Environmental Scan
Landscape: *Quantitative assessment* of the demand and supply characteristics confronting each program.

Competitor Analysis
Road Map: *Qualitative investigation* of specific competitors aimed at differentiating your program.

Audience Analysis
Mirror: *Primary market research* to ensure you know what your audience thinks of you and how you can best (better) serve them.

Maximize your resources and ensure that each additional research step adds to, rather than doubles down on another.

Assessing program choices
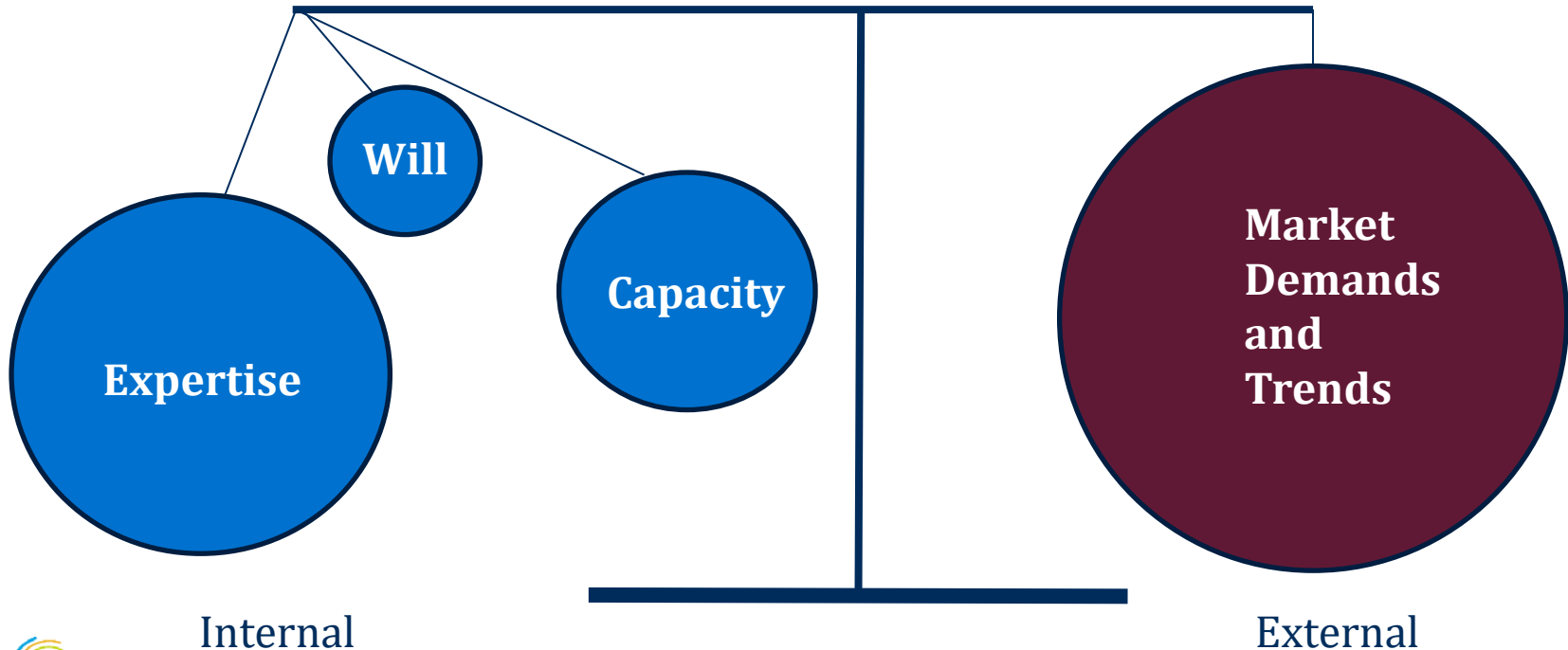
Start with an internal assessment and check it against market data

Will

Expertise

Capacity

Market Demands and Trends

Internal

External

Things to consider…

A fine balance between market demand and institutional strength

Will

Expertise

Capacity

Market Demands and Trends

Over-"weighting" or misconstruing either Capacity or Will

Over-"weighting" market demand factors.

Internal

External
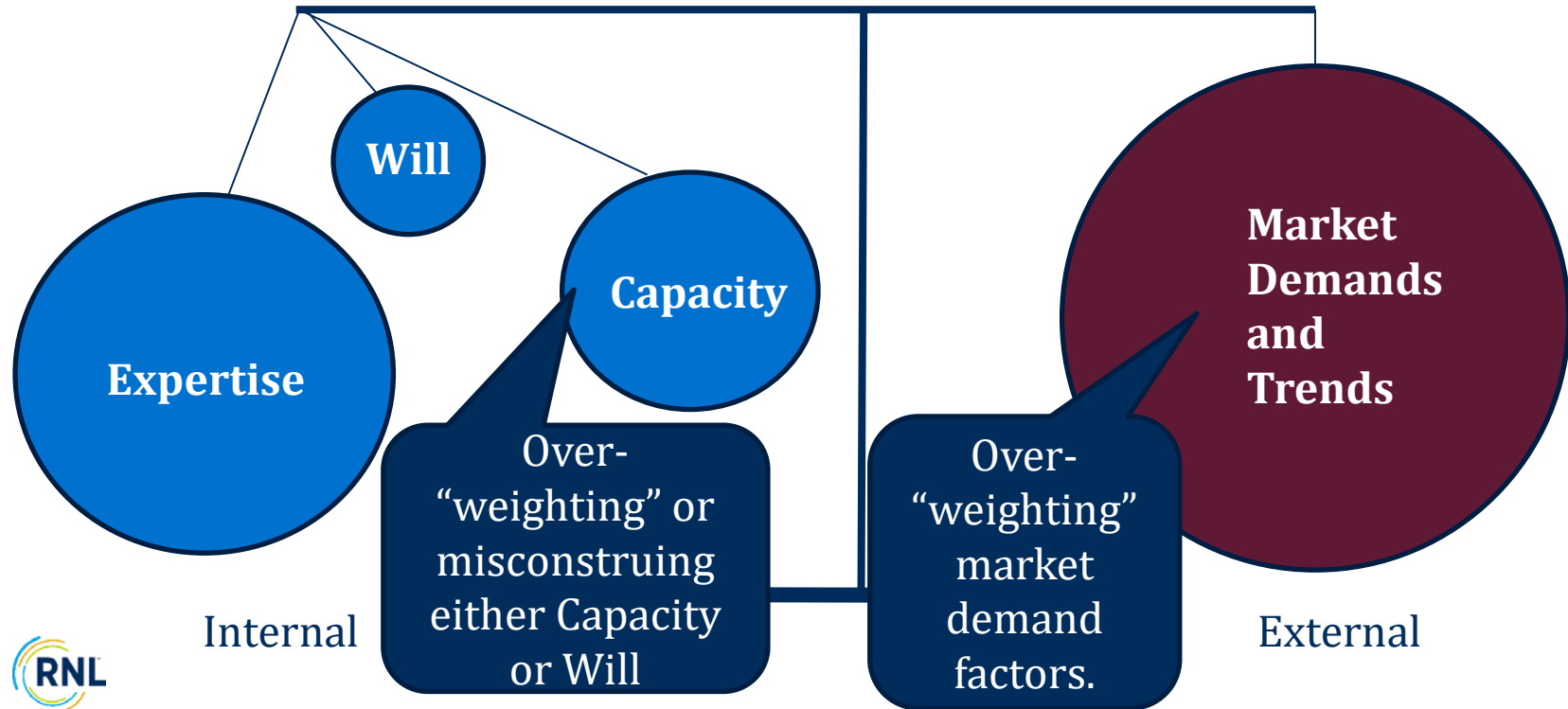
How secondary data often gets used…

Does this look like a strong program?

Program	ALL Master's					Online Master's					Related Occupations	
	2019 ALL Master's Degrees	Rank - ALL	5-Year Growth #	5-Year Growth %	Average Annual Growth (CARG)	Online Master's Degrees 2019	Rank - ON-LINE	5-Year Growth #	5-Year Growth %	Average Annual Growth (CARG)	Annual Openings	Proj. Growth (2020-2030)
Organizational Leadership	550	8	149	37.2%	6.5%	501	2	165	49%	8%	14,092	10,741

COMPARE

Largest Master (1-25) Programs (100-mile radius)

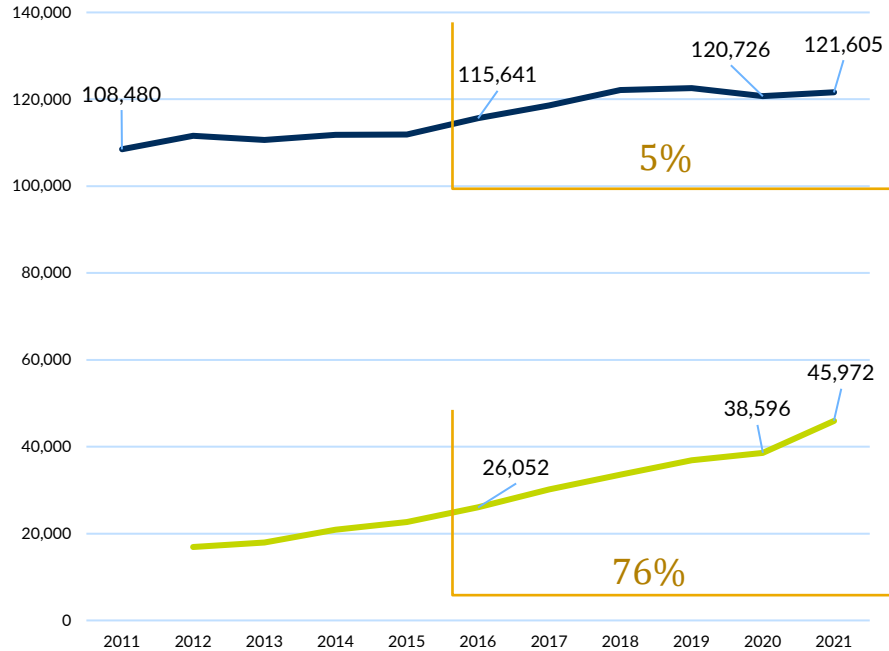| Program	ALL Master's					Online Master's					Related Occupations	
	2019 ALL Master's Degrees	Rank - ALL	5-Year Growth #	5-Year Growth %	Average Annual Growth (CARG)	Online Master's Degrees 2019	Rank - ON-LINE	5-Year Growth #	5-Year Growth %	Average Annual Growth (CARG)	Annual Openings	Proj. Growth (2020-2030)
Business Administration	3,584	1	(247)	-6.4%	-1.3%	2,189	1	205	10%	2%	23,537	15,987
Social Work	1,693	2	399	30.8%	5.5%	320	3	320	3,200%	Insf. Data.	4,871	4,209
Educational Leadership and Admin.	796	3	16	2.1%	0.4%	306	5	76	33%	6%	883	(56)
Accounting	755	4	(145)	-16.1%	-3.5%	62	31	23	59%	10%	6,039	1,651
Mechanical Engineering	669	5	206	44.5%	7.6%	219	8	3	1%	0%	5,202	(164)
Electrical Engineering	609	6	121	24.8%	4.5%	150	16	-22	-13%	-3%	2,254	907
Occupational Therapy	577	7	131	29.4%	5.3%	124	23	44	55%	9%	511	621
Organizational Leadership	550	8	149	37.2%	6.5%	501	2	165	49%	8%	14,092	10,741
Education	541	9	(167)	-23.6%	-5.2%	134	22	-71	-35%	-8%	9,228	(2,072)
Business Admin., Mgmt. and Operations	536	10	(147)	-21.5%	-4.7%	317	4	-217	-41%	-10%	5,180	3,494
Curriculum and Instruction	491	11	(26)	-5.0%	-1.0%	242	6	-83	-26%	-6%	596	214
Business Management	423	12	(78)	-15.6%	-3.3%	0	n/a	-193	-100%	-100%	21,781	14,840
Physician Assistant	402	13	67	20.0%	3.7%	0	n/a	-37	-100%	-100%	582	1,548
Public Administration	399	14	(123)	-23.6%	-5.2%	139	19	-3	-2%	0%	13,207	9,382
Industrial Engineering	393	15	181	85.4%	13.1%	74	27	60	429%	40%	4,685	2,001
Teacher Educ./Prof. Dev., Specific Levels	377	16	143	61.1%	10.0%	59	33	53	883%	58%	2,200	965
Health Care Administration/Management	371	17	(91)	-19.7%	-4.3%	195	10	26	15%	3%	1,923	4,374
Registered Nursing/Registered Nurse	363	18	52	16.7%	3.1%	149	17	-6	-4%	-1%	8,721	5,505
Counselor Education/School Counseling...	359	19	(125)	-25.8%	-5.8%	38	50	0	0%	0%	1,237	456
Information Sciences	334	20	80	31.5%	5.6%	81	25	51	170%	22%	7,109	5,749
Family Practice Nursing	317	21	73	29.9%	5.4%	8	117	-115	-93%	-42%	919	3,523
Library and Information Science	309	22	(107)	-25.7%	-5.8%	222	7	-194	-47%	-12%	582	0
Special Education and Teaching	288	23	(67)	-18.9%	-4.1%	139	20	101	266%	30%	940	102
Human Resources Management...	281	24	(116)	-29.2%	-6.7%	209	9	-89	-30%	-7%	5,918	934
Architectural/Building Sciences/Technology	274	25	274 Insf. Data	#DIV/0!		38	51	38 Insf. Data	#DIV/0!		8,409	3,151

RNL

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Environmental Scan

Environmental Scan: How to do it

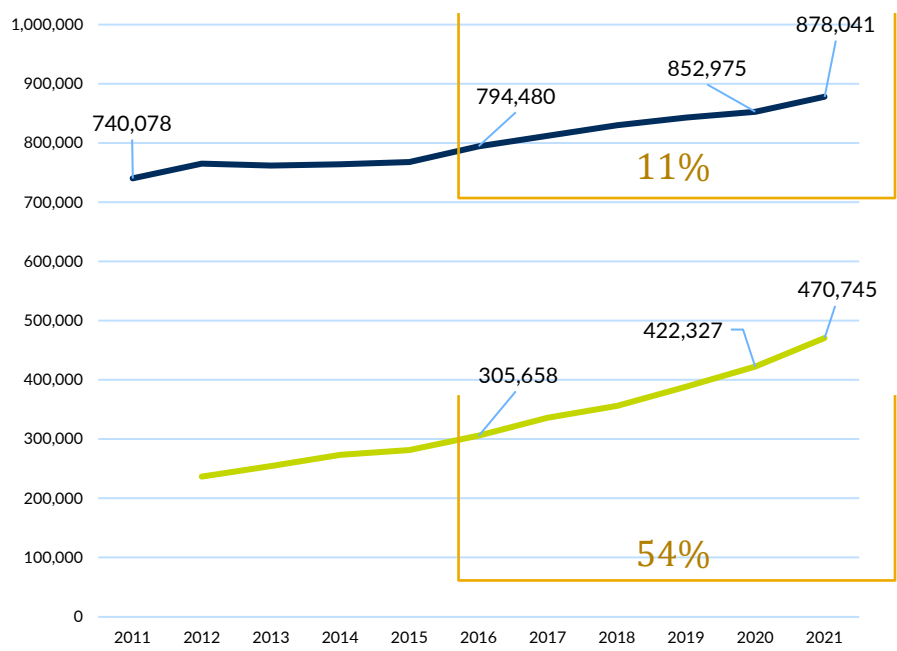***Quantitative Analysis of Supply and Demand Indicators***

1. Use publicly available data.

2. Compare multiple programs.

3. Compare your region to the nation (as a benchmark).

4. Evaluate the role of online v. classroom in growth.

Regional and National Degree Production Growth

Regional Master's Degree Production

108,480
115,641
120,726
121,605
5%

26,052
38,596
45,972
76%

National Master's Degree Production

878,041
852,975
794,480
740,078
11%

470,745
422,327
305,658
54%

2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

━━ **ALL** ━━ **Online**

Age: Demographic Change 2022-2031

AGE – Growth by Number – 2022-2031

Age Group	Change
Under 15	(274,982)
15 to 19	(104,293)
20 to 24	(119,845)
25 to 29	(200,954)
30 to 34	(258,343)
35 to 39	39,384
40 to 44	169,336
45 to 49	138,499
50 to 54	(234,459)
55 to 59	(481,517)
60 to 64	(325,626)
65 to 69	15,914
70 to 79	616,465
80+	585,696

Race/Ethnicity – Growth by Number – 2022-2031

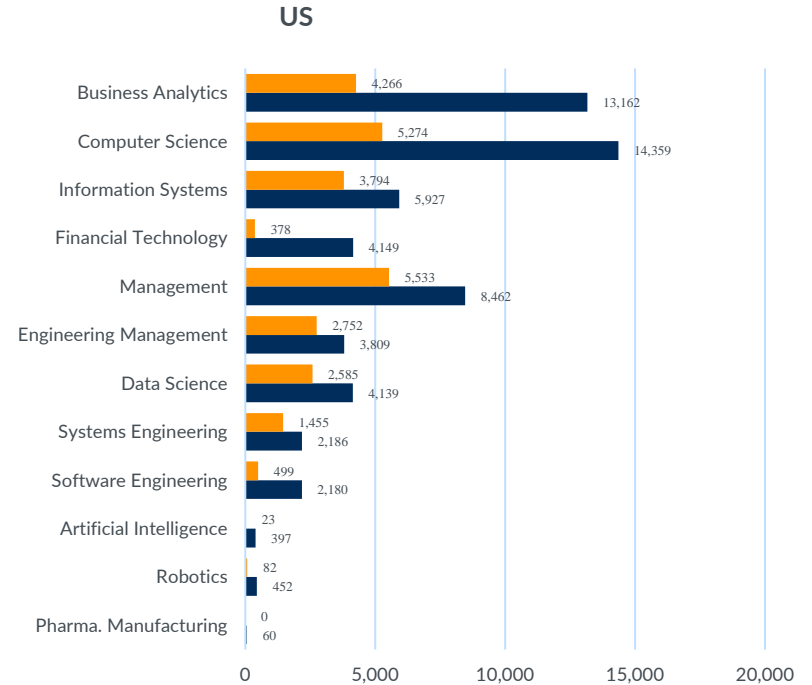| Race/Ethnicity	Growth
White	(1,623,400)
Black	(23,240)
Nat. Hawaiian/Pac. Isl.	14,269
Amer. Indian/Alaska Nat.	44,698
Two or More Races	238,621
Asian	335,275
Hispanic/Latinx	579,054

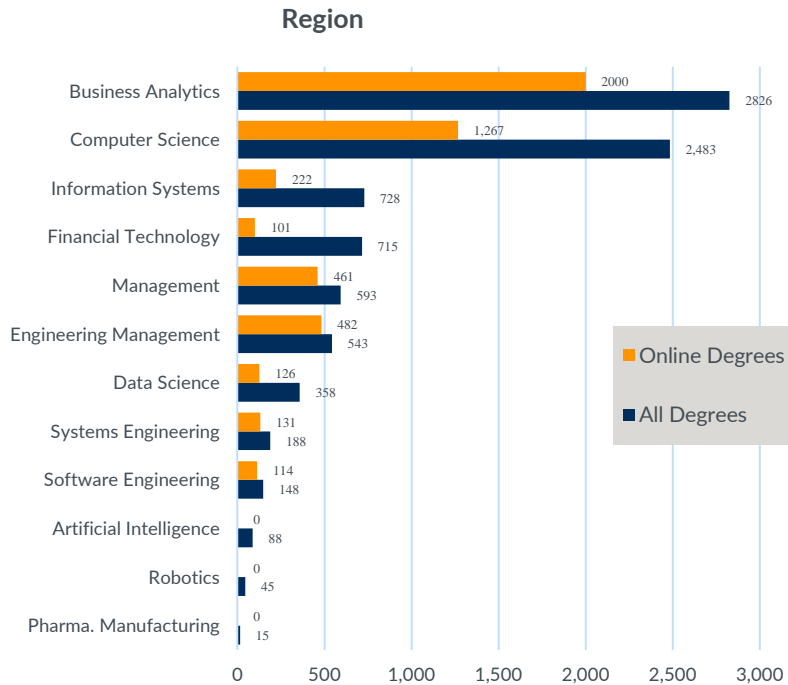**Regional Population 2022: 37,272,975 / Growth: 2022-2031: -434,723 (-1.2%)**
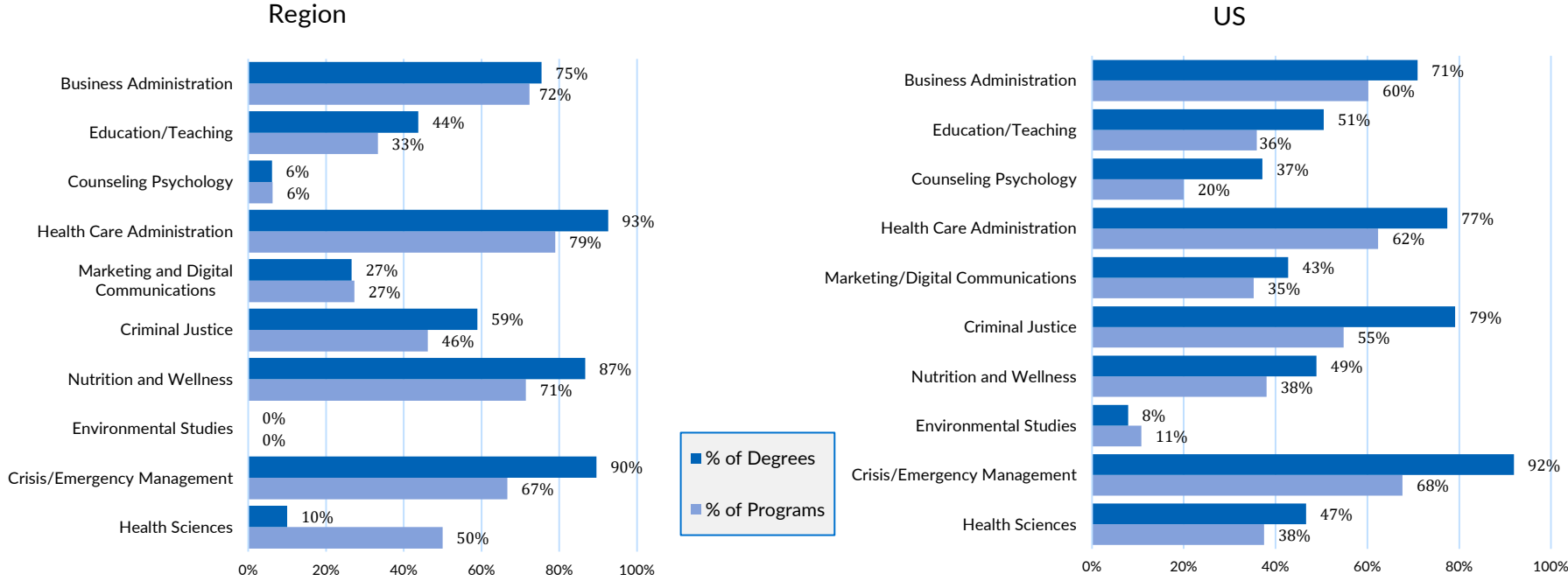
Overall versus Online Degree Production

Degree production trends represent student demand, but are considered "lagging indicators" because students migrate to new programs much slower than employer needs (a "leading indicator" of demand) change. We organize the program data – on this slide and in all subsequent slides – by regional demand and then organize the national data in the same order.
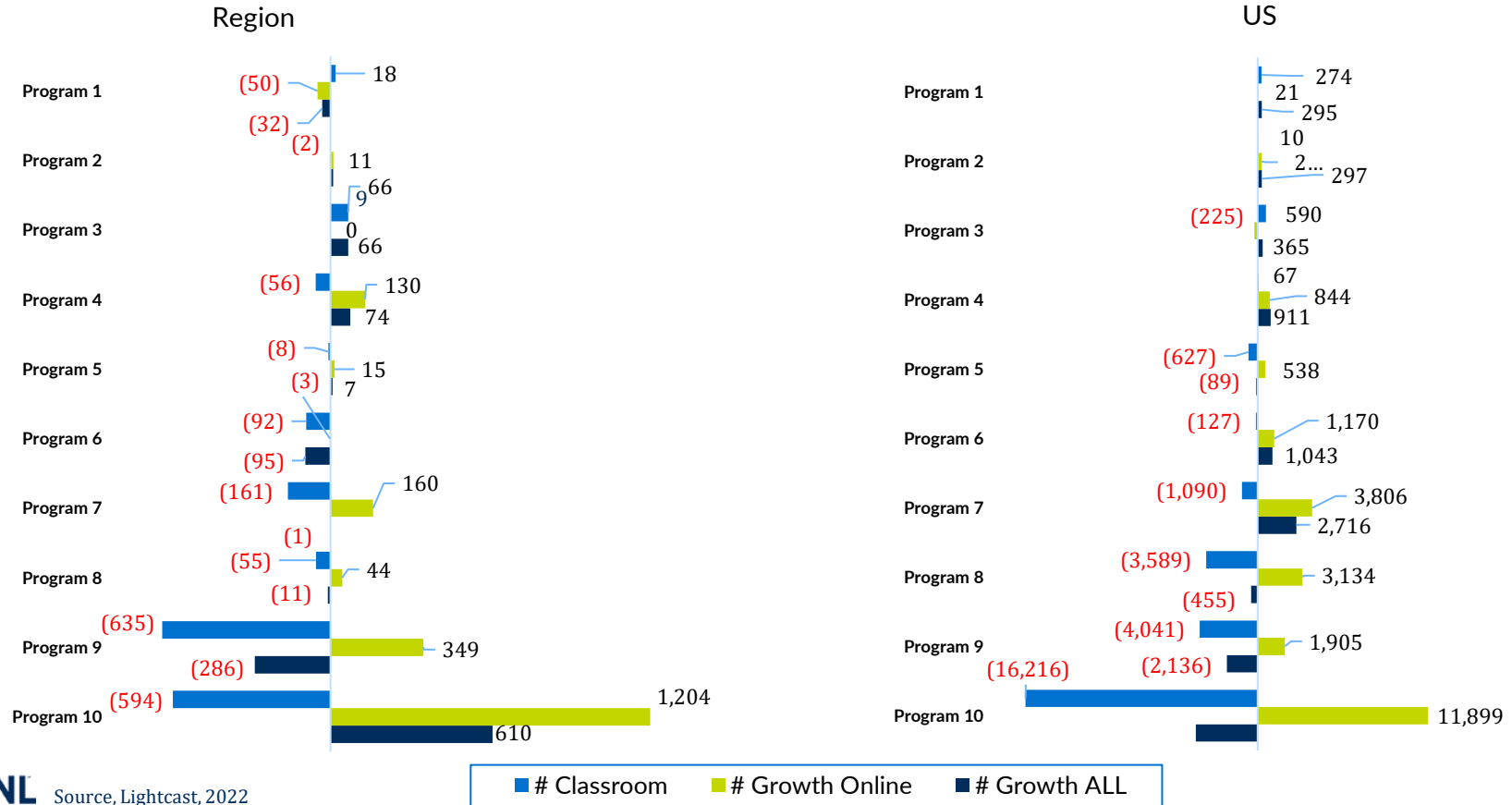

Region

Program	Online Degrees	All Degrees
Business Analytics	2000	2826
Computer Science	1,267	2,483
Information Systems	222	728
Financial Technology	101	715
Management	461	593
Engineering Management	482	543
Data Science	126	358
Systems Engineering	131	188
Software Engineering	114	148
Artificial Intelligence	0	88
Robotics	0	45
Pharma. Manufacturing	0	15

US

Program	Online Degrees	All Degrees
Business Analytics	4,266	13,162
Computer Science	5,274	14,359
Information Systems	3,794	5,927
Financial Technology	378	4,149
Management	5,533	8,462
Engineering Management	2,752	3,809
Data Science	2,585	4,139
Systems Engineering	1,455	2,186
Software Engineering	499	2,180
Artificial Intelligence	23	397
Robotics	82	452
Pharma. Manufacturing	0	60

Source: Lightcast, October, 2022

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Online Degree Production versus Online Availability *(as a percent to total)*

This slide presents data on the percent of all DEGREES produced by online programs and the percent of all PROGRAMS that are available online. Programs in which a greater share of degrees are produced by online programs than their availability in the market represents strong online student demand.
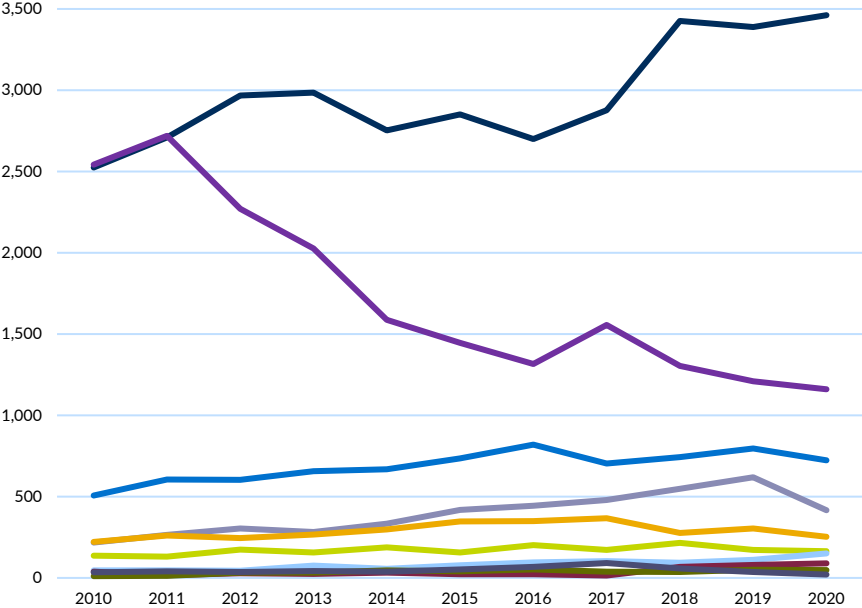
Region

Program	% of Degrees	% of Programs
Business Administration	75%	72%
Education/Teaching	44%	33%
Counseling Psychology	6%	6%
Health Care Administration	93%	79%
Marketing and Digital Communications	27%	27%
Criminal Justice	59%	46%
Nutrition and Wellness	87%	71%
Environmental Studies	0%	0%
Crisis/Emergency Management	90%	67%
Health Sciences	10%	50%

US

Program	% of Degrees	% of Programs
Business Administration	71%	60%
Education/Teaching	51%	36%
Counseling Psychology	37%	20%
Health Care Administration	77%	62%
Marketing/Digital Communications	43%	35%
Criminal Justice	79%	55%
Nutrition and Wellness	49%	38%
Environmental Studies	8%	11%
Crisis/Emergency Management	92%	68%
Health Sciences	47%	38%

Legend: ■ % of Degrees ■ % of Programs

Source: Lighcast, August, 2022

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Five-Year Degree Production Growth: Total, Classroom, and Online

Region

Program	# Classroom	# Growth Online	# Growth ALL
Program 1	18	(50)	(32)
Program 2	(2) / 11	9	66
Program 3	66	0	66
Program 4	(56) / 130		74
Program 5	(8) / 15	(3)	7
Program 6	(92)		(95)
Program 7	(161)	160	
Program 8	(1) / (55)	44	(11)
Program 9	(635)	349	(286)
Program 10	(594)	1,204	610

US

Program	# Classroom	# Growth Online	# Growth ALL
Program 1	274	21	295
Program 2	10 / 2...		297
Program 3	(225) / 590		365
Program 4	67 / 844		911
Program 5	(627)	538	(89)
Program 6	(127)	1,170	1,043
Program 7	(1,090)	3,806	2,716
Program 8	(3,589)	3,134	(455)
Program 9	(4,041)	1,905	(2,136)
Program 10	(16,216)	11,899	

■ # Classroom   ■ # Growth Online   ■ # Growth ALL

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Degree Production Trends <u>Online</u>: Two Largest Programs

SAMPLE CLIENT Region

Nation
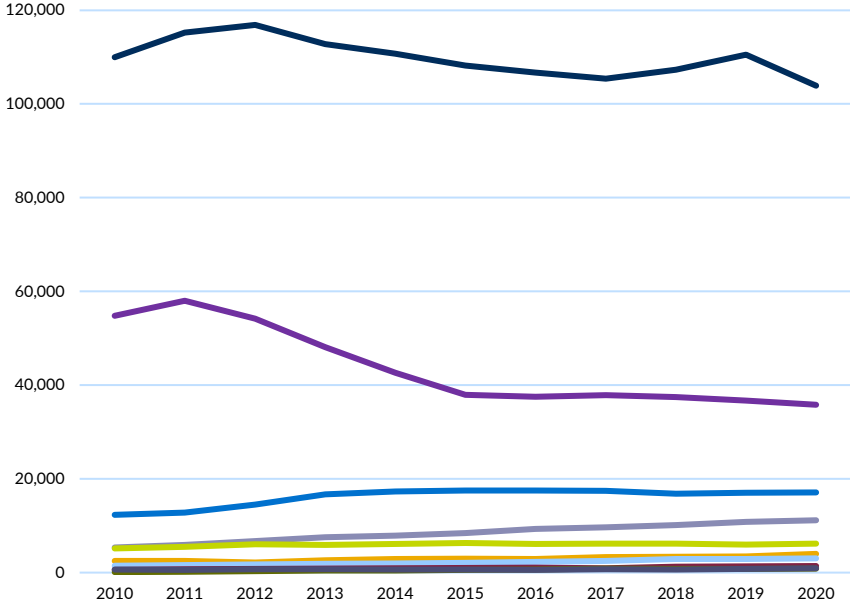
Program 1 — Program 2 — Program 3 — Program 4 — Program 5 — Program 6 — Program 7 — Program 8 — Program 9 — Program 10

Source, Lightcast, 2022

Average Tuition: In-State, Out-of-State, and Private

Region

Nation

Legend: ■ In-State ■ Out-State ■ Private

Client Tuition:
$1,686 per credit

Source: Lightcast, October, 2022

20
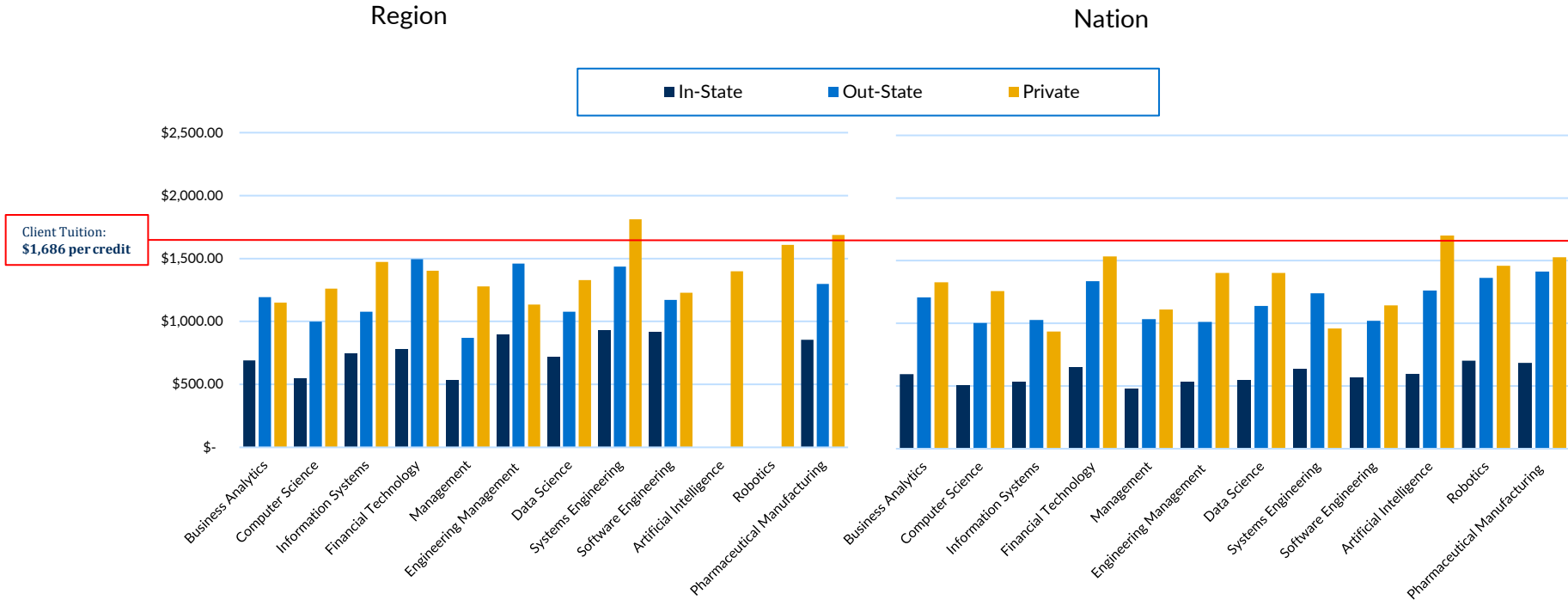
Related Occupations: Annual Opening and Projected Growth

SAMPLE CLIENT Region — **Annual Openings at Level and Projected Growth** — **US**

Legend: Annual Openings | Growth (2020-2030)

SAMPLE CLIENT Region growth values: Program 1: 3.8%, Program 2: 5.2%, Program 3: 8.5%, Program 4: 7.3%, Program 5: 9.6%, Program 6: (0.2%), Program 7: 6.4%, Program 8: 4.9%, Program 9: 0.4%, Program 10: 12.9%

US growth values: Program 1: 7.8%, Program 2: 6.2%, Program 3: 15.5%, Program 4: 10.3%, Program 5: 14.2%, Program 6: 3.4%, Program 7: 10.1%, Program 8: 6.8%, Program 9: 4.5%, Program 10: 13.2%

Source: Lightcast, 2022

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Unique Job Postings: 12-Month Total Volume

Unique Job Postings: Jan 2022 – Dec 2022

Region

Category	Value
Psychology	1,184
Computer Science	53,718
Nursing	17,267
Communications	4,025
Civil Engineering	2,297
Supply Chain Management	9,830
Entrepreneurship	956
Management Information Systems	12,229
Geographic Information Science	1,207
Data Analytics	30,528

Nation

Category	Value
Psychology	18,542
Computer Science	241,502
Nursing	140,837
Communications	48,228
Civil Engineering	28,357
Supply Chain Management	318,409
Entrepreneurship	192,341
Management Information Systems	140,898
Geographic Information Science	6,565
Data Analytics	327,777

■ Unique Monthly Openings

Source: Lightcast, May, 2023

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Unique Job Postings: Median Posted Starting Salaries

Median Posted Starting Salaries

Source: Lightcast, May, 2023
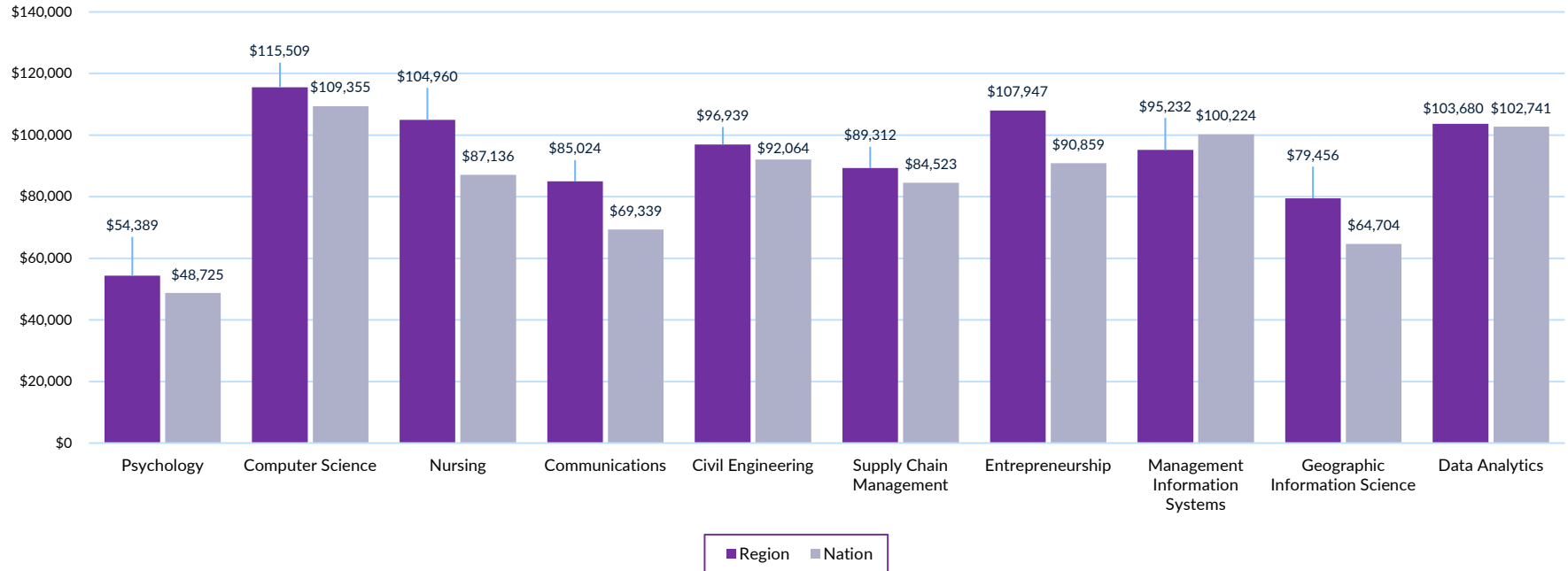
Z-Score Ranking Detail - REGION

REGION — All Formats FOCUS

	2020-2021 Degree Production										Competitor Programs										2022 Occupational Outlook														
	Total # All Degrees*	Z-Score	# Growth ALL (2016-21)*	Z-Score	Total % Growth (2016-2021)	Z-Score	# Growth Online (2016-2021)*	Z-Score	% Growth Online (2016-2021)*	Z-Score	Total # of Programs ***	Z-Score	% of All Programs Online	Z-Score	% of all Graduates Online	Z-Score	Net Private Tuition Advantage*	Z-Score	Aggregate Competitive Z-SCORE	Estimated Annual Openings at Level	Z-Score	Projected Growth (2022-31)*	Z-Score	Median Annual Salary*	Z-Score	Unique Job Postings (12-month)	Z-Score	12-Month Postings Growth	Z-Score	Posted Starting Salaries	Z-Score	Starting Salary Growth 12 months*	Z-Score	Aggregate Employment Z-SCORE
	1,001	1.85	634	1.79	173%	(0.13)					15	(0.65)	0%	(0.63)			-$84	(0.06)	33.07	1,410	(0.34)	12.4%	(0.56)	$103,582	(0.33)	4,683	(0.20)	-27.0%	(0.65)	$100,736	(0.44)	10%	0.05	-40.76
	795	1.24	771	2.25	3213%	3.17	614	2.20	3738%	2.21	12	(0.19)	33%	1.39	77%	1.33	-$159	(0.30)	139.60	10,499	2.80	15.6%	0.03	$107,626	(0.05)	25,770	2.20	-12.0%	(0.16)	$117,120	0.61	1%	(0.40)	54.29
	707	0.99	(101)	(0.68)	(13%)	(0.33)	90	(0.24)	-13%	(0.47)	21	(1.58)	10%	(0.06)	13%	(0.91)	-$269	(0.65)	-56.29	865	(0.52)	9.9%	(1.02)	$110,915	0.18	3,009	(0.39)	6.9%	0.44	$115,968	0.54	0%	(0.46)	-20.09
	682	0.91	(278)	(1.28)	-29%	(0.08)	73	(0.32)	-37%	(0.48)	19	(1.27)	11%	0.00	11%	(0.98)	-$287	(0.71)	-63.84	1,022	(0.47)	9.8%	(1.04)	$124,800	1.13	5,083	(0.16)	5.9%	0.41	$129,792	1.43	4%	(0.24)	4.84
	364	(0.02)	46	(0.19)	14%	(0.30)	133	0.04	122%	(0.37)	6	0.73	50%	2.40	37%	(0.08)	$89	0.50	28.78	5,137	0.95	16.2%	0.13	$121,277	0.89	21,800	1.74	7.5%	0.46	$124,800	1.11	0%	(0.44)	60.30
	280	(0.27)	32	(0.23)	13%	(0.30)	0	(0.66)	-100%	(0.53)	16	(0.81)	0%	(0.63)			-$354	(0.92)	-54.03	819	(0.54)	10.1%	(0.98)	$112,359	0.28	1,774	(0.53)	50.0%	1.83	$93,440	(0.91)			0.05
	278	(0.28)	22	(0.27)	9%	(0.31)					14	(0.50)	0%	(0.63)			-$83	(0.05)	-35.02	48	(0.81)	22.2%	1.22	$99,916	(0.58)	124	(0.72)	-27.0%	(0.65)					-13.72
	177	(0.57)	79	(0.07)	81%	(0.23)	102	(0.19)	827%	0.13	9	0.27	22%	0.71	58%	0.65	-$135	(0.22)	6.14	2,327	(0.02)	19.3%	0.70	$100,901	(0.51)	2,003	(0.51)	-27.0%	(0.65)	$89,344	(1.17)	54%	2.38	2.97
	99	(0.80)	4	(0.33)	4%	(0.31)					9	0.27	0%	(0.63)			$42	0.35	-18.91	691	(0.58)	10.6%	(0.88)	$127,416	1.31	2,478	(0.45)	35.0%	1.35	$89,344	(1.17)	(6%)	(0.80)	-8.51
	49	(0.95)	22	(0.27)	81%	(0.23)					5	0.89	0%	(0.63)			$85	0.49	-1.08	1,657	(0.45)	26.6%	2.01	$124,800	0.05	6,270	(0.21)	-21.0%	(0.45)	$95,104	(0.80)	22%	0.69	30.79
	5	(1.08)	5	(0.32)	0%	(0.32)					1	1.50	0%	(0.63)			$770	2.69	37.71	3,188	0.28	19.9%	0.81	$110,558	0.15	40	(0.73)	-67.0%	(1.94)					-36.55
	23	(1.02)	(23)	(0.42)	(50%)	(0.37)	(16)	(0.74)	-44%	(0.49)	2	1.35	0%	(0.63)			-$411	(1.11)	-25.05	968	(0.49)	13.3%	(0.40)	$71,560	(2.52)	3,104	(0.38)	-7.0%	(0.00)	$120,064	0.80	(6%)	(0.78)	-46.51
Total	4,460		1,213		35		996		45		129		1		2		-795			28,632		2		1,299,947		71,055		-1		1,075,712		1		
Mean	372		101		3		142		641.90%		11		10%		0		-66			2,386		16%		108,329		6,460		0		107,571		9%		
Standard Deviation	340.271		297.288797		9.22059		214.89		14.0245		6.4965		0.164916		0.28747		310.93894			2899.8364		0.0551005		14562.085		8795.4461	0.9545	0.31048		15544.398		0.1900538		
Weighting	weight=	1	weight=	2	weight=	1	weight=	1	weight=	1	weight=	2	weight=	1	weight=	1	weight=		11	weight=	1	weight=	2	weight=	1	weight=	1	weight=	2	weight=	1	weight=	1	9

REGION — Online FOCUS

	2020-2021 Degree Production										Competitor Programs										2022 Occupational Outlook														
	Total # All Degrees*	Z-Score	# Growth ALL (2016-21)*	Z-Score	Total Online Degrees 2021	Z-Score	# Growth Online (2016-2021)*	Z-Score	% Growth Online (2016-2021)*	Z-Score	Total # of Online Programs ***	Z-Score	% of All Programs Online	Z-Score	% of all Graduates Online	Z-Score	Net Private Tuition Advantage*	Z-Score	Aggregate Competitive Z-SCORE	Estimated Annual Openings at Level	Z-Score	Projected Growth (2022-31)*	Z-Score	Median Annual Salary*	Z-Score	Unique Job Postings (12-month)	Z-Score	12-Month Postings Growth	Z-Score	Posted Starting Salaries	Z-Score	Starting Salary Growth 12 months*	Z-Score	Aggregate Employment Z-SCORE
	1,001	1.85	634	1.79		0.50					0	0.83	0%	(0.75)			-$84	0.05	46.64	1,410	(0.34)	12.4%	(0.56)	$103,582	(0.33)	4,683	(0.20)	-27.0%	(0.65)	$100,736	(0.44)	10%	0.05	-40.76
	795	1.24	771	2.25	614	3.05	614	2.00	3738%	1.99	4	(2.02)	33%	0.95	77%	1.33	-$159	(0.16)	120.43	10,499	2.80	15.6%	0.03	$107,626	(0.05)	25,770	2.20	-12.0%	(0.16)	$117,120	0.61	1%	(0.40)	54.29
	707	0.99	(101)	(0.69)	90	0.02	90	(0.35)	-13%	(0.51)	2	(0.59)	10%	(0.26)	13%	(0.91)	-$269	(0.46)	-32.33	865	(0.52)	9.9%	(1.02)	$110,915	0.18	3,009	(0.39)	6.9%	0.44	$115,968	0.54	0%	(0.46)	-20.09
	682	0.91	(278)	(1.28)	73	(0.43)	73	(0.37)	-37%	(0.53)	2	(0.59)	11%	(0.21)	11%	(0.98)	-$287	(0.51)	-40.94	1,022	(0.47)	9.8%	(1.04)	$124,800	1.13	5,083	(0.16)	5.9%	0.41	$129,792	1.43	4%	(0.24)	4.84
	364	(0.02)	46	(0.19)	133	0.27	133	(0.16)	122%	(0.42)	3	(1.31)	50%	1.80	37%	(0.08)	$89	0.51	-9.37	5,137	0.95	16.2%	0.13	$121,277	0.89	21,800	1.74	7.5%	0.46	$124,800	1.11	0%	(0.44)	60.30
	280	(0.27)	32	(0.24)	0	0.50	0	(0.76)	-100%	(0.57)	0	0.83	0%	(0.75)			-$354	(0.69)	-32.71	819	(0.54)	10.1%	(0.98)	$112,359	0.28	1,774	(0.53)	50.0%	1.83	$93,440	(0.91)			0.05
	278	(0.28)	22	(0.27)	0	0.50					0	0.83	0%	(0.75)			-$83	0.05	17.65	48	(0.81)	22.2%	1.22	$99,916	(0.58)	124	(0.72)	-27.0%	(0.65)					-13.72
	177	(0.57)	79	(0.08)	102	0.09	102	(0.30)	827%	0.05	2	(0.59)	22%	0.39	58%	0.65	-$135	(0.09)	-9.35	2,327	(0.02)	19.3%	0.70	$100,901	(0.51)	2,003	(0.51)	-27.0%	(0.65)	$89,344	(1.17)	54%	2.38	2.97
	99	(0.80)	4	(0.33)	0	0.50					0	0.83	0%	(0.75)			$42	0.39	21.88	691	(0.58)	10.6%	(0.88)	$127,416	1.31	2,478	(0.45)	35.0%	1.35	$89,344	(1.17)	(6%)	(0.80)	-8.51
	49	(0.95)	22	(0.27)	0	0.50					0	0.83	0%	(0.75)			$85	0.50	11.91	1,657	(0.45)	26.6%	2.01	$124,800	0.05	6,270	(0.21)	-21.0%	(0.45)	$95,104	(0.80)	22%	0.69	30.79
	5	(1.08)	5	(0.33)	0	0.50					0	0.83	0%	(0.75)			$770	2.36	39.16	3,188	0.28	19.9%	0.81	$110,558	0.15	40	(0.73)	-67.0%	(1.94)					-36.55
	23	(1.02)	(7)	(0.37)	20	0.38					1	0.12	50%	1.80			-$822	(1.95)	-1.74	968	(0.49)	13.3%	(0.40)	$71,560	(2.52)	3,104	(0.38)	-7.0%	(0.00)	$120,064	0.80	(6%)	(0.78)	-46.51
Total	4,460		1,229		1,032		1,012		45		14		2		2		-1,206			28,632		2		1,299,947		71,055		-1		1,075,712		1		
Mean	372		102		86		169		756.21%		1		15%		0		-101			2,386		16%		108,329		6,460		0		107,571		9%		
Standard Deviation	340.271		296.717024		173.249		222.63		15.0015		1.40346		0.196253		0.28747		369.48626			2899.8364		0.0551005		14562.085		8795.4461	0.9545	0.31048		15544.398		0.1900538		
Weighting	weight=	1	weight=	1	weight=	2	weight=	2	weight=	2	weight=	2	weight=	1	weight=	1	weight=		13	weight=	1	weight=	2	weight=	1	weight=	1	weight=	2	weight=	1	weight=	1	9

RNL

SAMPLE CLIENT Program Prioritization Matrix – All Program Formats

3

1

Employment Outlook

80.00

Business Administration

60.00

Data Science

40.00

Social Work

20.00

English as Second Lang.

Higher Education Outlook

0.00

Software Engineering

-60.0   -40.0   -20.0   0.0   20.0   40.0   60.0   80.0   100.0

Criminal Justice

Public Health
-20.00

Mental Health Counseling

-40.00

Elementary Education

Criminology
-60.00

4

2

-80.00

Source, Lightcast, 2022

25
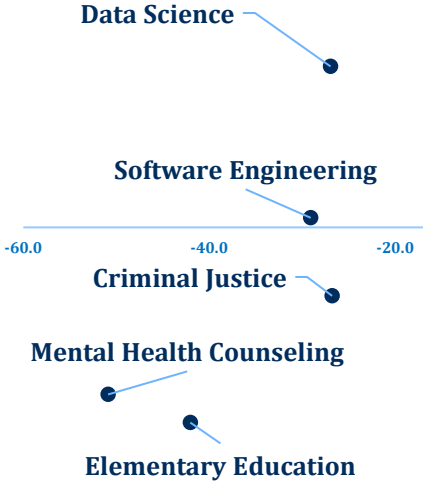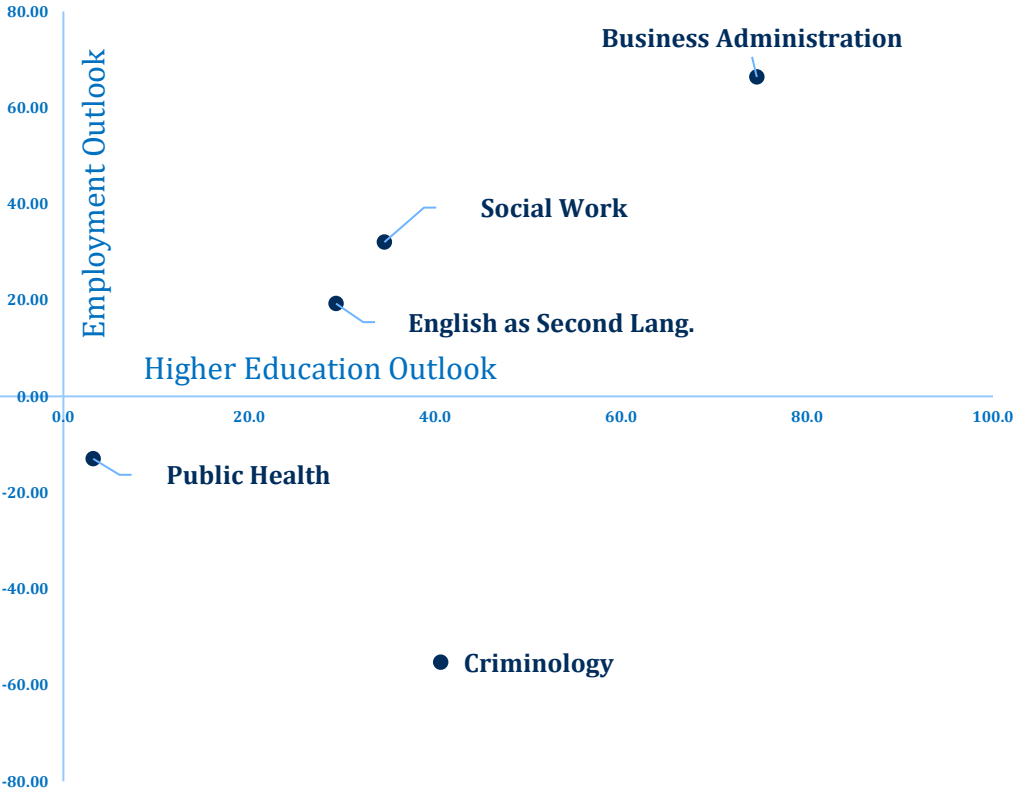
2

Competitor Analysis

How to do it

Competitor Profiling and Analysis

1. Focus on specific programs that you will compete with.

2. Select specific programs based on stakeholder knowledge AND market data – not all competitors are those you think.

3. Focus on gathering information that will help you differentiate – and think broadly.

4. Build a template and put someone to work.

5. Analyze by comparing to your plans (or your current practices.)

What to include in your analysis?

Program Descriptive Language

We analyze the content and tone of the primary program descriptions that are presented by each competitor on program webpages because this helps us understand how they position the program to stand out among competitors.

Program descriptions can be "student-fo[cused]" [...] student, or "institution-focused" focusing [...] some combination of the two. As increasi[ng] [...] between the program content and their o[...] decision factor (RNL, Graduate Student R[...] institutions to lead with what the progra[m] [...] community – rather than focusing on spe[...] reputation.

In what follows we highlight key passage[s] [...] visitors view the program from their first [...]

Chamberlain University	DePaul University
Primary Pr[...]	
By Nurses, For Nurses Our 100% doctorally-prepared faculty use their nursing experience to help you grow. Join a CCNE-accredited nursing school with more than 130 years of history educating nurses. **You're in Good Company** You'll join a network of more than 90,000 students and alumni nationwide who step forward to support each other - and their patients. **8 Specialty Track Options** Specialize your practice as you earn your MSN degree. Choose from specialty tracks including healthcare policy, nurse educator, nurse executive, nursing informatics, family nurse practitioner, adult-	**Earn the credentials to advance your career** If you're a registered nurse, DePaul's MS in Nursing program will help you develop the skills and credentials you need to become a nurse administrator, nurse educator, family nurse practitioner or adult-gerontology nurse practitioner. We'll tailor the program for you depending on your educational background. If choosing nurse educator or nurse administrator track, you'll earn a Master of Science in nursing through DePaul; and a certificate in health administration and health professions education through DePaul's alliance

2021 MASTER'S DEGREE PRODUCTION

Chamberlain University	Indiana Wesleyan University	
		2021 Degree Produ[...]
2021 Degrees: 565 YoY Change: +54.8%	2021 Degrees: 19 YoY Change: +26.6%	20[...] YoY[...]

Degree Production: How Competitors Compa[re]

Among these competitors, Chamberlain is by far th[...] in 2021, which represents a 54.8 percent year-ove[...] largest degree producer in this field nationwide (b[...] produced 288 master's degrees.) Rush was next la[...] decrease of 10.1 percent. University of Illinois-Chic[...]

Science in Nursing (MSN). Discover a high-quality and affordable pathway to your next nursing credential. Power onward in your nursing career with PNW.

Online Flexibility for Working Nurses
• Customize your path and pace to fit your busy nursing schedule.
• Complete your practicum hours where you work.
• Graduate with your master's degree in nursing in two years or less.

can take on the role of an advanced nurse who functions in a family nurse practitioner, psychiatric mental health nurse, nurse educator, or nurse administrator role. The MSN is a valuable, respected degree. Advanced practice nurses are often called on to assume leadership roles in the profession and in health care delivery.

As a graduate you will incorporate your education and research into a practice that is reflective of the dynamic needs of a diverse population. Through the advanced role you will be instrumental in ensuring

WEBSITE BEST PRACTICES

Because undergraduate students conduct almost the entirety of their search process online, and then make their enrollment decisions largely based on the information they can (or cannot) find on institutional websites, it is more important than ever for institutional websites to ensure that they're following many of the best practices that are commonly found on the sites of other services with which prospective students interact regularly. 2021 RNL data indicates that nearly 80 percent of both prospective undergraduate and graduate students have watched a video on an institutional/program page; that more than half have used a chat feature; and that an informatio[...] first contact with the programs that interes[...] these are done at competitor programs/ins[...]

Franklin University	Ohio Christian University
Website Best Practices: Use of Video, Chat	
Video: Not present on home page	**Video:** Not present on home page
Chat: None	**Chat:** None
Information Request Form: A pop-up window appears as users scroll that leads to an information request form. There are also action buttons to Request Info at the top of the vertical navigation bar and just below the main image, as well as an embedded form within the body of the home page.	**Information Request Form:** Prominently positioned at the very top of the home page is an embedded information request form.
General Navigation Summary: Most, if not all, of the information prospective students need is available and navigation is intuitive.	**General Navigation Summary:** Most, if not all, of the information prospective students need is available and navigation is only somewhat intuitive. Because

Video: How Programs Compare with Valparaiso University

More than 70 percent of prospective students watch videos during their search for study. Like three of its competitors, Valparaiso University does not include a video on its home page. Only University of Maryland Global provides a video. It's about one minute long and narrated by a graduate who is depicted at home with her family, as well as in an interview setting, and talks about the benefits of the program.

Examples of Videos
UNIVERSITY OF MARYLAND GLOBAL

Cate Reich wanted to be a role model to her children and to give back to her country. She decided to earn an MS in Cybersecurity. UMGC's reputation and flexibility were the perfect fit for Cate's busy life. What's more, Cate's UMGC courses were not only immediately useful to her work, they also allowed her expand her career while making the world a safer place.

RNL

What to include in your analysis?

INFORMATION ON RELATED CAREERS

2021 data on the enrollment decision making patterns of prospective students indicate that positive career outlook and/or positive outcomes data on the employment of recent graduates is the second most frequently cited factor in choosing graduate programs/institutions. This is a function of the combination of the cost of higher education, the soft job market in many fields, and the rising skepticism of many about the value of a college education after a generation of dreamers have had to return to school in order to equip themselves with useable job skills.

Therefore, it is mission critical for successful programs to prominently present as much detailed information as possible in order to attract students to their programs. While programs and institutions are doing better—although not great—at presenting some information on career prospects, these data tend to be superficial, without detail or clickable links, and almost completely devoid of data on the success of the specific institution the visitor is considering. With this in mind, we career information that is presented by programs and institutions.

Concordia University Chicago	University of Cincinnati	Unive... Indian...
Information on Related Careers		
Medium-High. The home page includes a section "What Can You Do With a Master's in Sports Leadership?" that includes headshots of four (presumed) alumni with their position titles, as well as a bulleted list of potential positions. **What Can You Do With a Master's in Sports Leadership?** The Sports Industry Needs More Business Leaders – You Can Fill That Need	**Medium-High.** Clicking on Careers leads to an entire webpage dedicated the career outlook of graduates. **Career Outlook** Obtaining employment in sport requires a distinctive game plan that often draws heavily on face-to-face networking with industry professionals. That's why we developed our online Master of Science in Sport Administration program designed to leverage the Bearcat Nation's vast alumni network and UC faculty members with close industry connections.	**Low.** The home "Potential Care comprises a sh position titles. **POTENTIAL C** The MS in spor you for a varie administration Compliance Facility/ope Ticket office Development fundraising, Public relat Business off Human reso
Information on the Career Outcomes of Recent Graduates		
Low. There are headshots of what we presume are four alumni along with their position titles.	**Low.** Under "Testimonials," users can watch two videos, which comprise alumni stories.	**None.** No infor outcomes of re presented.

Navigation: How Programs Compare

WESTERN GOVERNORS UNIVERSITY

Navigation Bar for Program-Specific Information:
University-wide information is provided in the horizontal set of links at the top of the home page (1). The vertical set of links on the left sends visitors to relevant sections of the home page for program-specific information (2).

Action Buttons for About, Contact Us, Jobs, etc.:
There are action buttons to request information at the top of the home page (3) and in the body of the home page (6). In addition, there are action buttons to apply at the top of the home page (3), within the main image (4), following the vertical set of links (5), within the body of the home page (7 and 8), and at the bottom of the home page (9).
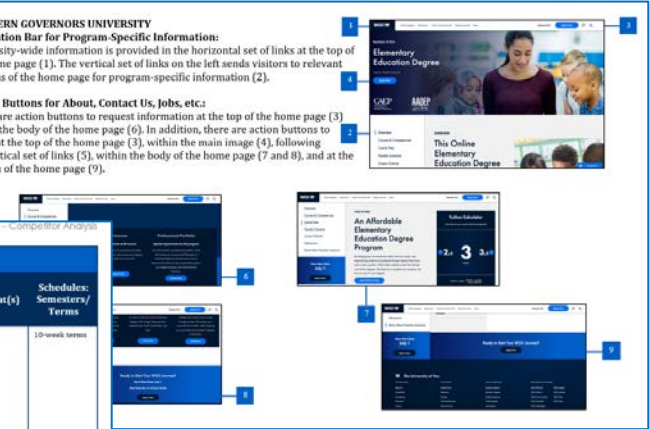
Master of Science in Cybersecurity						
Institution, Program Name, and Home Page	**Total Credits**	**Required Courses**	**Concentrations/ Specializations**	**Culminating Experience: Thesis/Capstone**	**Format(s)**	**Schedules: Semesters/ Terms**
DePaul University MS in Cybersecurity https://www.cdm.depaul.edu/academics/pages/MS-in-Cybersecurity.aspx	52 quarter credits/17 courses (equivalent to 35 semester credits)	Governance, Risk Management and Compliance and Networking and Infrastructure • NET 405 Network Fundamentals • NET 411 Introduction to Computer and Network Systems • NET 413 Introduction to Lan Technologies • CSEC 418 Introduction to Host Security Computer Security • CSC 400 Discrete Structures for Computer Science • CSC 401 Introduction to Programming • CSC 402 Data Structures I • CSC 403 Data Structures II • CSC 406 Systems I • CSC 407 Systems II	• Computer Security • Governance, Risk Management and Compliance • Networking and Infrastructure	Computer Security and Networking and Infrastructure: Students have the option of completing the Information Security Governance course, the Computer Information and Network Security Capstone course, or completing a Master's Research Project. If a student chooses to complete a Master's Research project for 8 credit hours, 4 credit hours of CSC 695 replaces one major or open elective course. A student who completes a Master's Research project also has the option of completing a Master's Thesis. Governance, Risk Management and Compliance CSEC 594 Computer Information and Network Security Capstone course: Design, setup and configuration of realistic enterprise computing and networking environments. Securing the infrastructure and integration of different services and technology	Online	10-week terms

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Examples of Career Information Presentation
CONCORDIA UNIVERSITY CHICAGO

What Can You Do With a Master's in Sports Leadership?
The Sports Industry Needs More Business Leaders – You Can Fill That Need

Transfer-Friendly

SPORTS MANAGEMENT WORLDWIDE

CONCORDIA UNIVERSITY CHICAGO
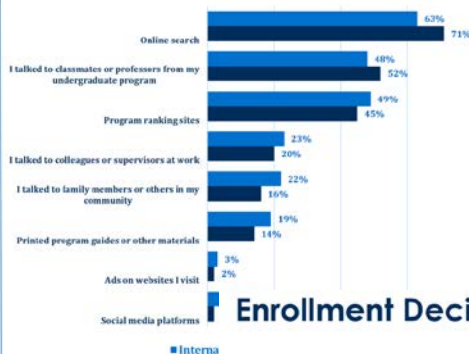
3

Audience Analysis

Mirror: How to do it

Primary Market Research to assess how you fit into the market

1. Most affordable route: focus on those who "know you" - your existing audience to ensure that the maximum number convert.

2. Less affordable route: focus on those who don't "know you" – the higher education market as a whole and learn what they think of you.

3. Survey those who enrolled AND those who didn't so you can assess where they match – and don't match.

4. Build a survey that goes well beyond "why DID you enroll?" and "why DIDN'T you enroll?"

5. Analyze focused on how can you change to meet needs of those who didn't enroll while not alienating your loyal audience.

What do you need to know about your audience?

Motivation for Graduate Study

Sources Consulted in Early Stages of Search
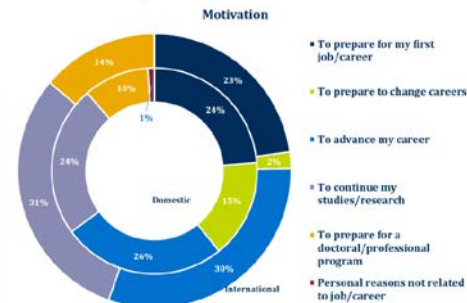
Two Most Important Factors In Decision

Proportion Indicating Top Two Factors in Enrollment Decision
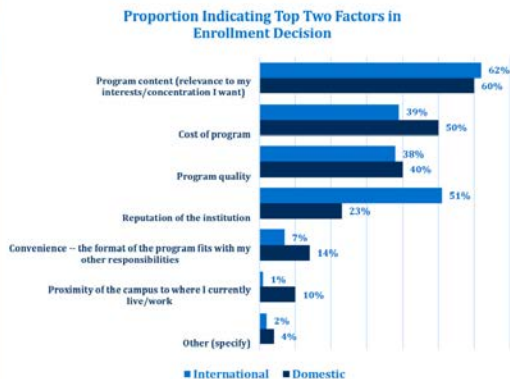
Enrollment Decision Making Priorities

What do you need to know about your audience?

Download a copy of our Guide today.

Own and Transform Your Online Success

Using Market Data in Program Selection and Prioritization
Best Practices Guide

Thank You

Questions?