

# **Program Portfolio Revitalization with Academic Program Planning**

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# Session Agenda

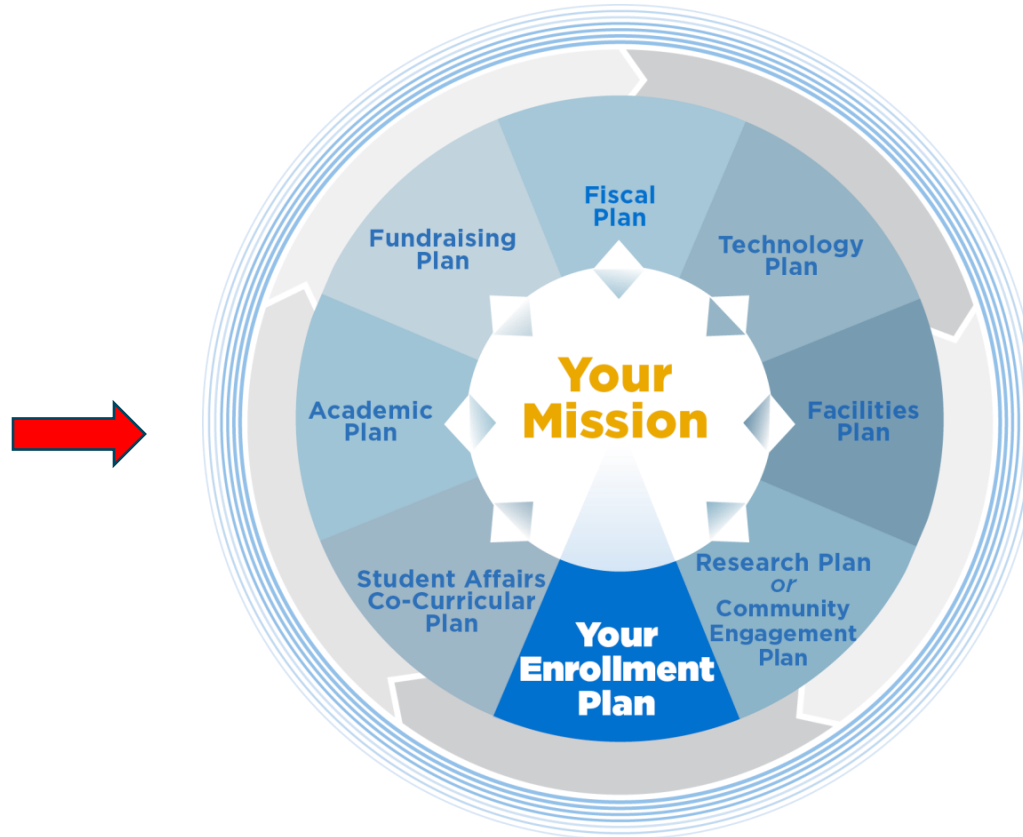
1. Academic Planning Overview
2. Academic Planning Situational Analysis
3. Academic Program Revitalization Case Study
4. Questions and Discussion



# **Academic Planning Overview**

# Strategic Enrollment Planning Scope

Academics as core component of mission is foundational



# Clarifying How the Academic Planning Process Can Help Lead to Academic Revitalization

Different types of academic planning activities focus on different opportunities and challenges

- Are we trying to align or realign our academic strategy to a new normal/new market dynamics to serve our mission well?
  - Let's build an **academic plan** that focuses on **revitalizing** your academic portfolio.
  - This approach is the focus of strategic enrollment planning.
- Do we need to make budget cuts to solve a short-term deficit? Or make program changes due to a directive?
  - Let's call it what it is...a **budget cut** to meet a target.
- Do we want to reallocate limited resources towards programs that have greatest opportunity to grow, even if it means some programs may be cut?
  - Let's invest in an ongoing **program prioritization** process and look for **innovative** approaches to program offerings.

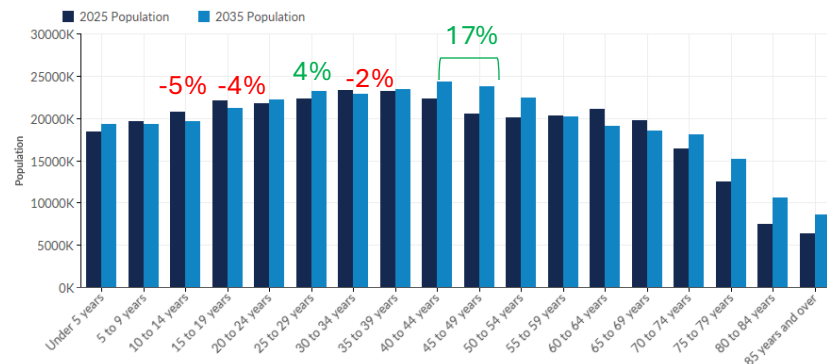
# In Academic Planning, the Intersection Is Key to Viability



# Demographic Changes Are More Than the Cliff

## National Population Increase of 4%

Population by Age Cohort



## Other Factors

- Region, state, locality variation
- Migration patterns—  
amplified by the pandemic and  
policy change
- Degree attainment rates
- Changes in racial/ethnic  
composition



# **RNL Strategic Planning Framework**



# Strategic Planning Framework

The four-phase recursive process



## Traditional Planning

Set goals then  
develop steps to  
achieve those goals



## Strategic Planning

Align organization  
with its environment  
to promote stability,  
sustainability,  
growth, and/or  
excellence

# Strategic Planning Is a Continuous and Data-Informed Process That:

- Provides realistic, quantifiable goals;
- Uses a return-on-investment (ROI) and action item approach; and
- Aligns the institution's mission, current state, and changing environment . . .

. . . to foster planned long-term sustainability.

# Strategic Planning Scope

The Institutional Perspective:  
Alignment, Interdependence,  
Collective Impact

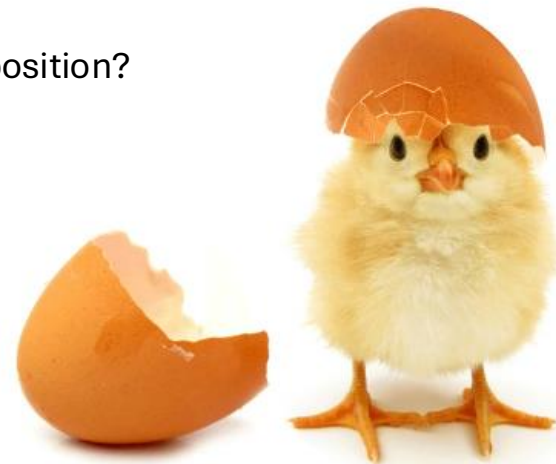


# What Comes First: the ISP, the SEP, the AMP or ...

Old-fashioned gut check: What keeps you up at night?

## Institutional reflection and prioritizing planning cadence

- Is the current institutional mission accurately capturing the organization?
- Is the institution financially solvent?
- What are the primary tools to stabilize the college or university's fiscal position?
- What are the current key performance indicators?
- Avoid planning paralysis and brand your planning efforts to support institutional advocacy.
- Dig into the overlap of the organizational areas.
- Understand your need for annual planning vs. strategic planning.





# **Academic Situational Analysis**

# Tasks for the Action/Steering Group

- Determine working groups foci.
- Review, collate, and analyze data.
- Coordinate data requests from the working groups.
- Ensure working groups meet and collaborate.
- Facilitate strategy ideation.
- Identify priorities.
- Make recommendations to council or cabinet.
- Draft overarching situation analysis.
- Write the plan.



# Working Group Responsibilities

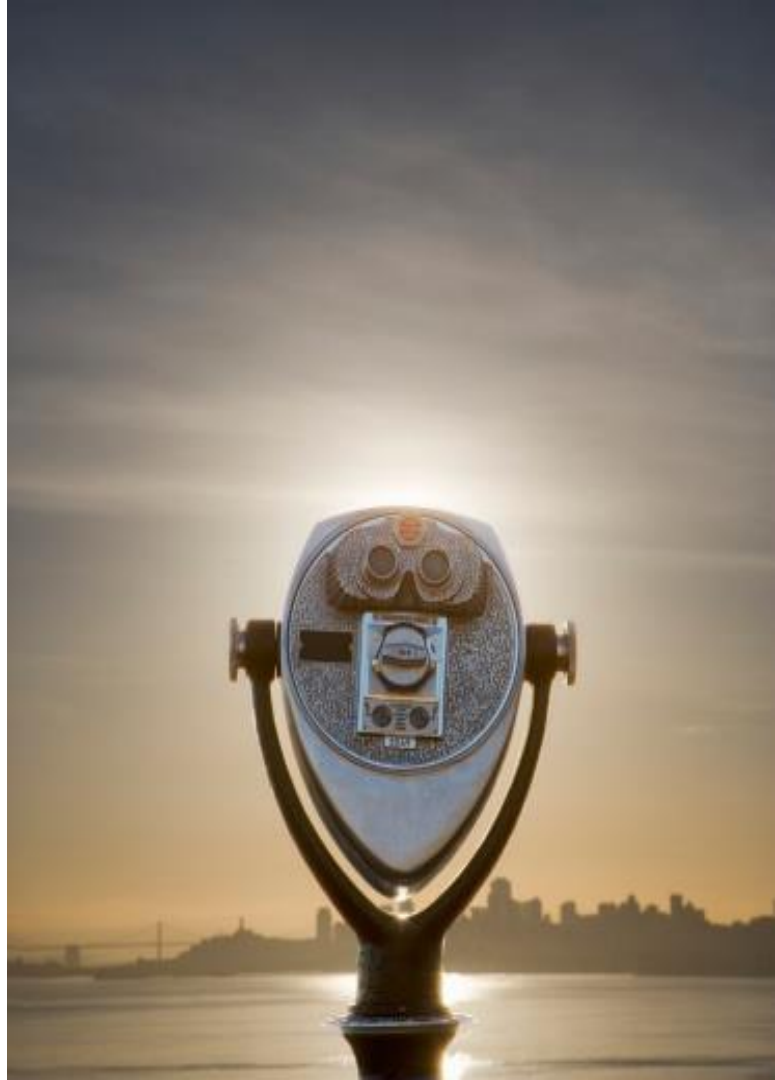
## Draft focus area situation analyses

- Data-supported briefs that tell us where we've been and how we compare to peers and competitors.
- Briefs lead to and justify strategies.

## Engage in strategy ideation

- Consider the implications of the situation analyses.
- Pre-prioritize at the working group level, and again with the SP council/steering team, using clear and agreed-upon criteria.

## Provide long-term, practical, tangible, and executable business/action plans





# Emphasizing the "P" in Strategic Planning



- **Program** (academic, co-curricular, services, support)
- **Place** (on-site, off-site, online, hybrid)
- **Price and Revenue** (tuition, fees, discounts, incentives)
- **Promotion** (marketing, recruitment, web presence)
- **Purpose and Identity** (mission, distinctiveness, brand)
- **Process** (data-informed, systems, innovation, integration)

# The Situation Analysis: Begin with a SWOT

## Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths	Internal to the institution
Weaknesses	Internal to the institution
Opportunities	Based on the environmental scan
Challenges / Threats	Based on the environmental scan

# The Situation Analysis Foundational to the Plan

- State of the college/university relative to planning area.
- Identifies and explains trends and experiences.
- Couples quantitative data with qualitative understanding.
  - Determines if campus stories are valid.
  - Highlights data that needs a story.
- Produces critical strategy insights for the institution.

# Your Situation Analyses ...

- Provide assessments of the current and projected strengths, weaknesses, opportunities, and threats that need to be addressed in the development of enrollment strategies.
- Relate to the KPIs that have been identified earlier in the planning process.
- Provide both historical and comparator contexts.
- Are based on both the best quantitative data that is available and the qualitative information and views of experienced environmental observers.

# The Situation Analysis Should. . .

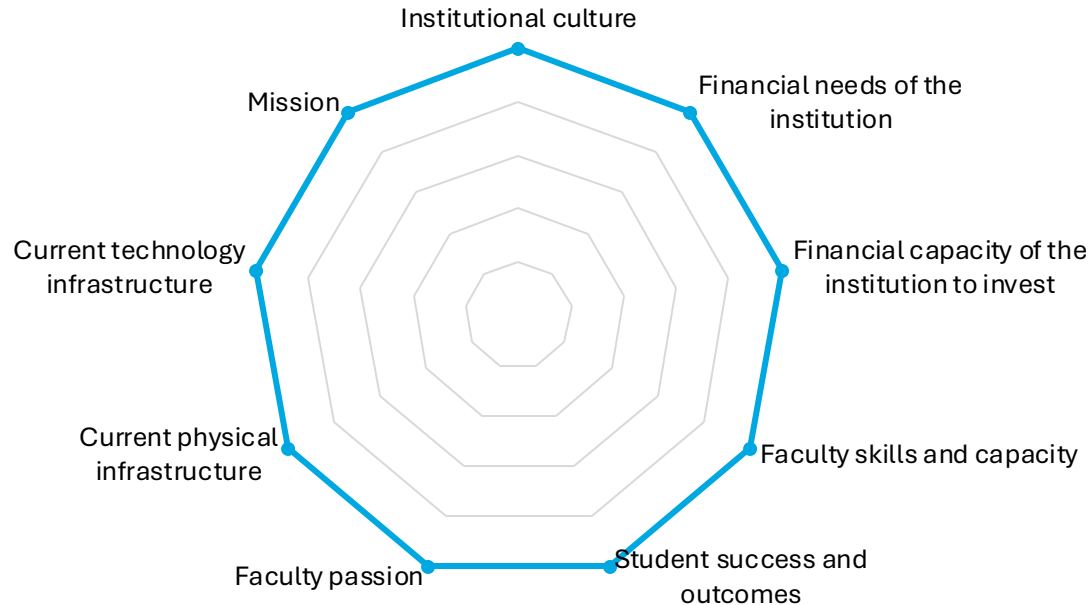
- Tell an **interesting** story.
- **Quantify** threats and opportunities.
- Create a **direct** link between identity, actions, and outcomes.
- **Motivate** specific actions with specific desired results.



# **Academic Program Positioning**

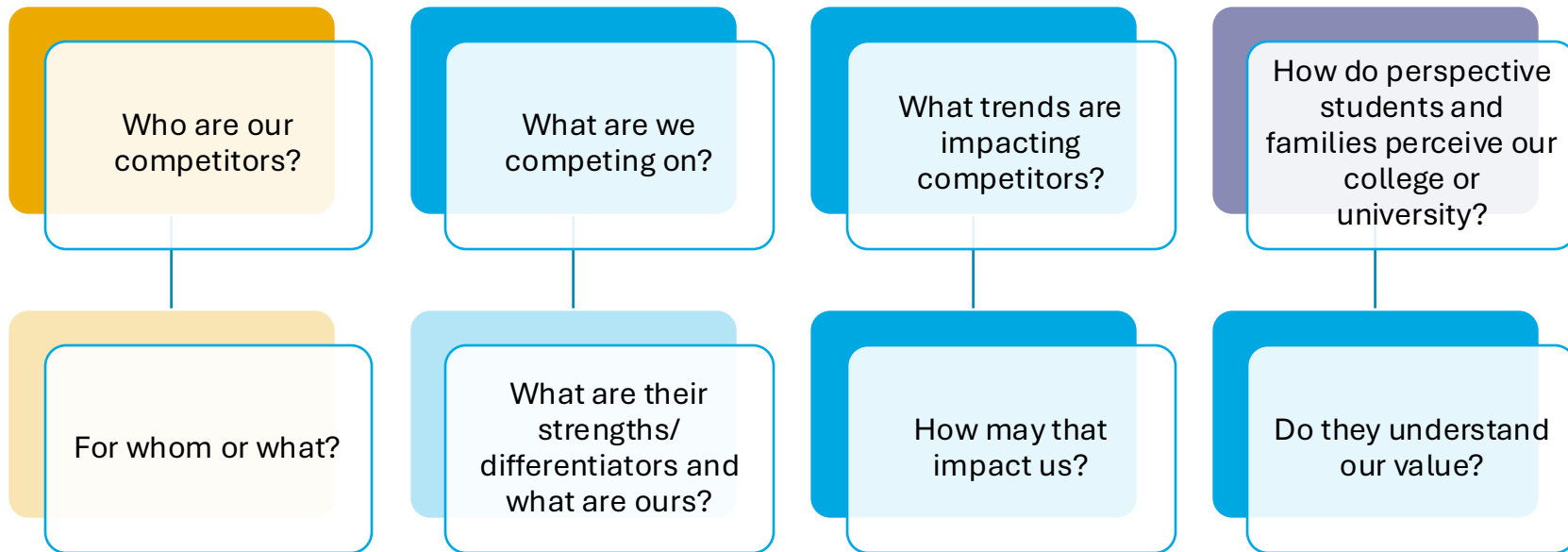
# Aligning to Authenticity

Utilizing internal assets and being aware of challenges



# Competition and Perception

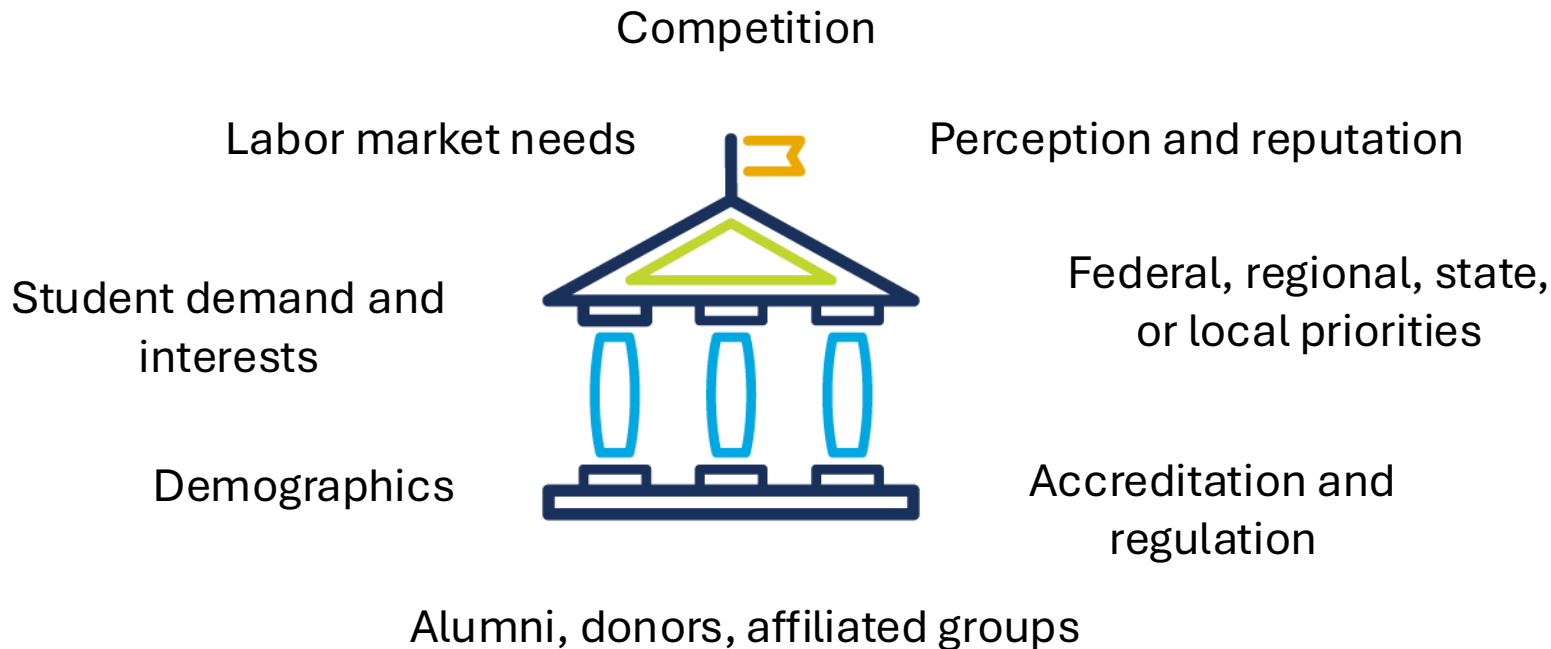
What questions should you ask?





# External Influences

They are all around us and can have positive and negative impacts



# Understanding Program Strength

Matrix position helps us know which questions to ask to build a portfolio strategy



# Exploring “New” Program Concepts

The next frontier ... primary research and labor market analysis



- Artificial Intelligence
  - AI tech
  - AI literacy
- Interdisciplinary programs
  - STEM and Humanities integrated
- Cannabis science/studies



# **Academic Revitalization Case Study**

# Case Study Profile

- A four-year, public university in the southern United States serving a diverse, rural community.
- Engaged in strategic enrollment planning with market research to gather student and labor market data for strategic academic planning.
- Market research began with an environmental scan to better understand current program enrollments and completions, identify opportunities for new programs at the undergraduate, graduate, and doctoral levels that to meet student and workforce needs.
- Following the academic program environmental scan, the institution pursued primary search through an academic program demand analysis survey to learn about student interests, modality preferences, and perceptions of the institution in the market.
- Successfully navigated a state level program evaluation process while maintaining a focus on academic program innovation.

# Enrollment Funnel Analysis—Bachelor's

(Programs with greatest number of applications)

CIP Code	University Program	Total Completed Applicants	Total Admits	Total Enrolled	Completed Applicant to Admit	Admit to Enroll	Conversion: Total Applicants to Enrolled
51.3801	Nursing	3,384	2,795	723	79.6%	27.6%	13.1%
24.0102	Engineering	3,276	2,501	964	76.7%	38.3%	19.8%
26.0101	Biology	2,179	1,824	574	83.7%	31.5%	19.6%
42.0101	Psychology	1,925	1,527	587	79.3%	38.4%	19.0%
51.0000	Health Science	1,405	1,128	267	80.3%	23.7%	13.4%
43.0104	Criminal Justice	1,289	959	300	74.4%	31.3%	13.7%
13.1202	Education	1,278	1,010	505	79.0%	50.0%	24.9%
52.0201	Management	1,100	860	318	78.2%	37.0%	15.7%
11.0101	Computer Science	775	653	243	84.3%	37.2%	20.7%
52.1401	Business	674	517	169	76.7%	32.7%	14.9%

# Student and Labor Market Demand—Top 10 - Bachelor's

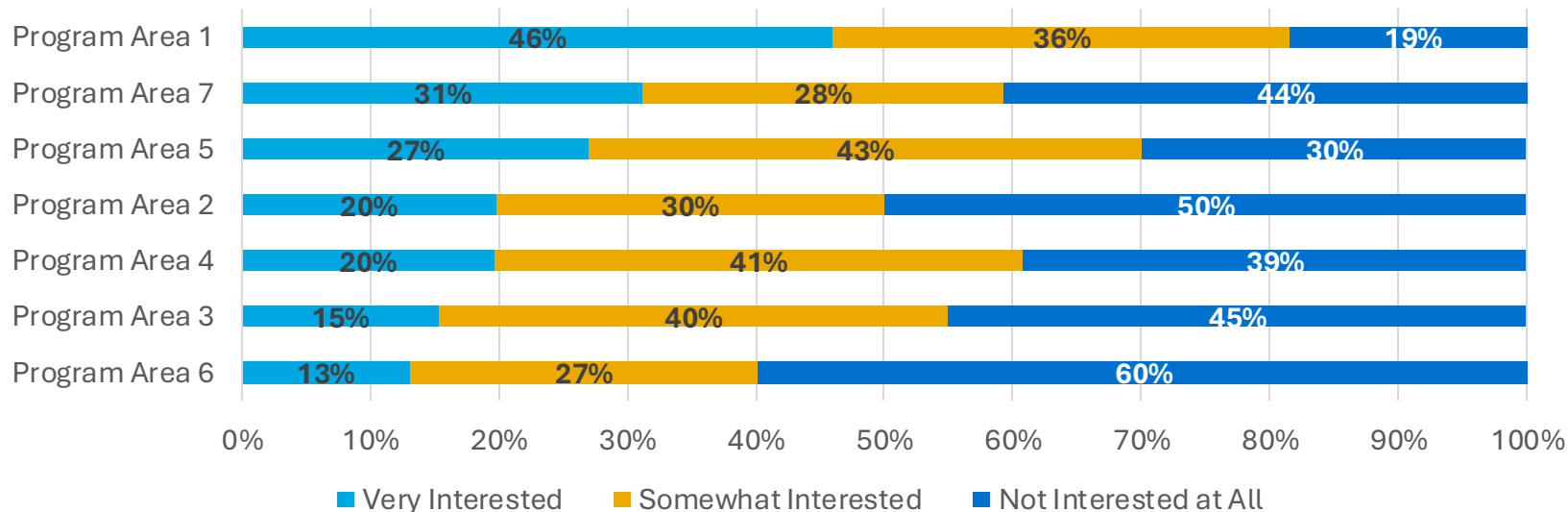
Student Market	Labor Market
<b>Accounting*</b> (52.0301)	Agricultural/Animal/Plant/Veterinary Science and Related Fields, Other (1.9999)
<b>Biology/Biological Sciences, General*</b> (26.0101)	<b>Business/Commerce, General*</b> (52.0101)
<b>Business Administration and Management, General*</b> (52.0201)	Criminal Justice/Law Enforcement Administration (43.0103)
Cybersecurity Defense Strategy/Policy (43.0404)	Education, Other (13.9999)
<b>Finance, General*</b> (52.0801)	Fashion Merchandising (52.1902)
General Merchandising, Sales, and Related Marketing Operations, Other (52.1899)	General Studies (24.0102)
<b>Marketing/Marketing Management, General*</b> (52.1401)	Hospitality Administration/Management, General (52.0901)
<b>Psychology, General*</b> (42.0101)	Liberal Arts and Sciences, General Studies and Humanities, Other (24.0199)
<b>Registered Nursing/Registered Nurse*</b> (51.3801)	<b>Organizational Leadership*</b> (52.0213)
Russian Language and Literature (16.0402)	Parks, Recreation, and Leisure Facilities Management, General (31.0301)

\* Current program offering

# Interest by Subject Area

## Understanding student interest by disciplinary area

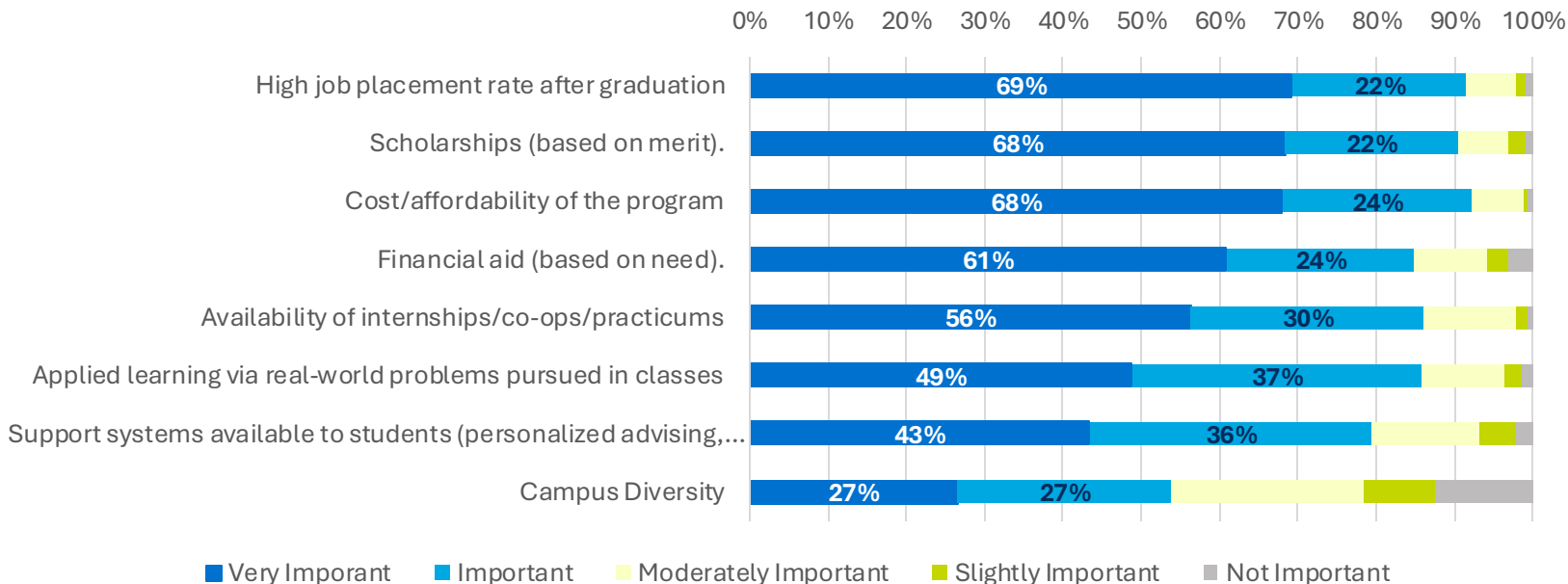
How interested are you in programs in the following general areas?



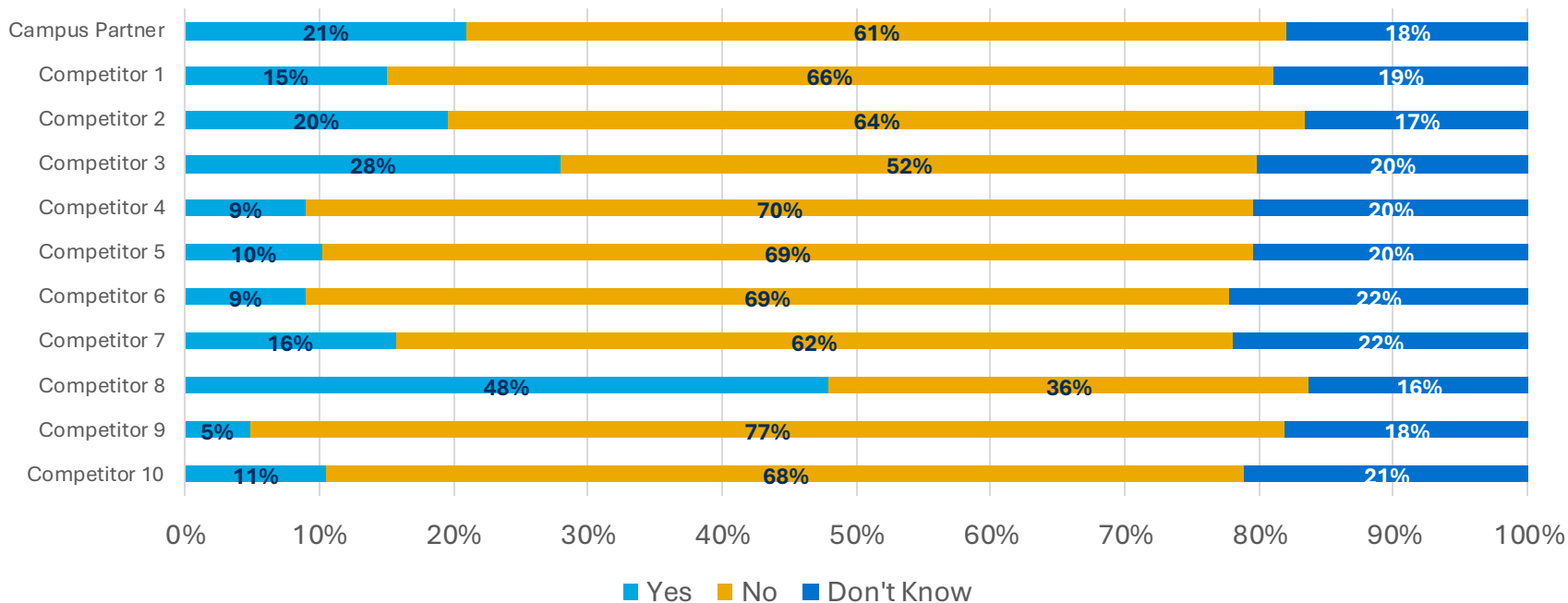


# Quality Attribute Analysis - Importance

Job placement, scholarships, costs, and financial aid top of importance



# Would you consider enrolling at ... ?





# **Questions and Discussion**

# Thank You!



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