

Higher Education  
Strategy Associates

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## OVERVIEW

# Program Development Reports





# About Us

Higher Education Strategy Associates (HESA) provides strategic insight and guidance to governments, post-secondary institutions, and agencies through excellence and expertise in policy analysis, monitoring and evaluation, and strategic consulting services.

Through these activities HESA strives to improve the quality, efficacy, and fairness of higher education systems in Canada and worldwide.





# Project Summary

HESA's Program Development Reports seek to answer questions like: who is in the market for these courses? What career paths can graduates pursue? What skills and credentials are employers looking for? What are other programs in the field doing? Approximately how many students can we expect to attract to this program?

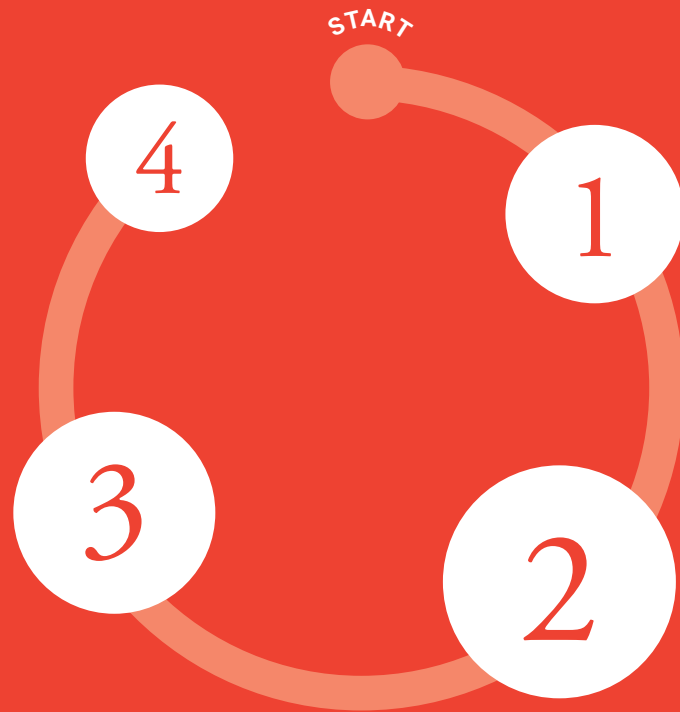
## The Process

### WRAPPING UP

Drawing on client feedback, we finalize the report, engage with questions and comments, and make appropriate revisions.

### CHECKING IN

Good projects need collaboration. We provide a brief interim report where we outline what we have found and consider new directions.



### IDENTIFYING NEEDS

HESA will talk with interested administrators, leadership, and program heads as required to assess what work has been done and what is needed.

### GATHERING INFORMATION

HESA gathers relevant program information, student enrollment data, labour market information—whatever we need to make the program report work.

# Report Elements



### ACADEMIC PROGRAM ANALYSIS

Understand trends in core skills, program structure, and creative program delivery.



### STUDENT DEMAND ANALYSIS

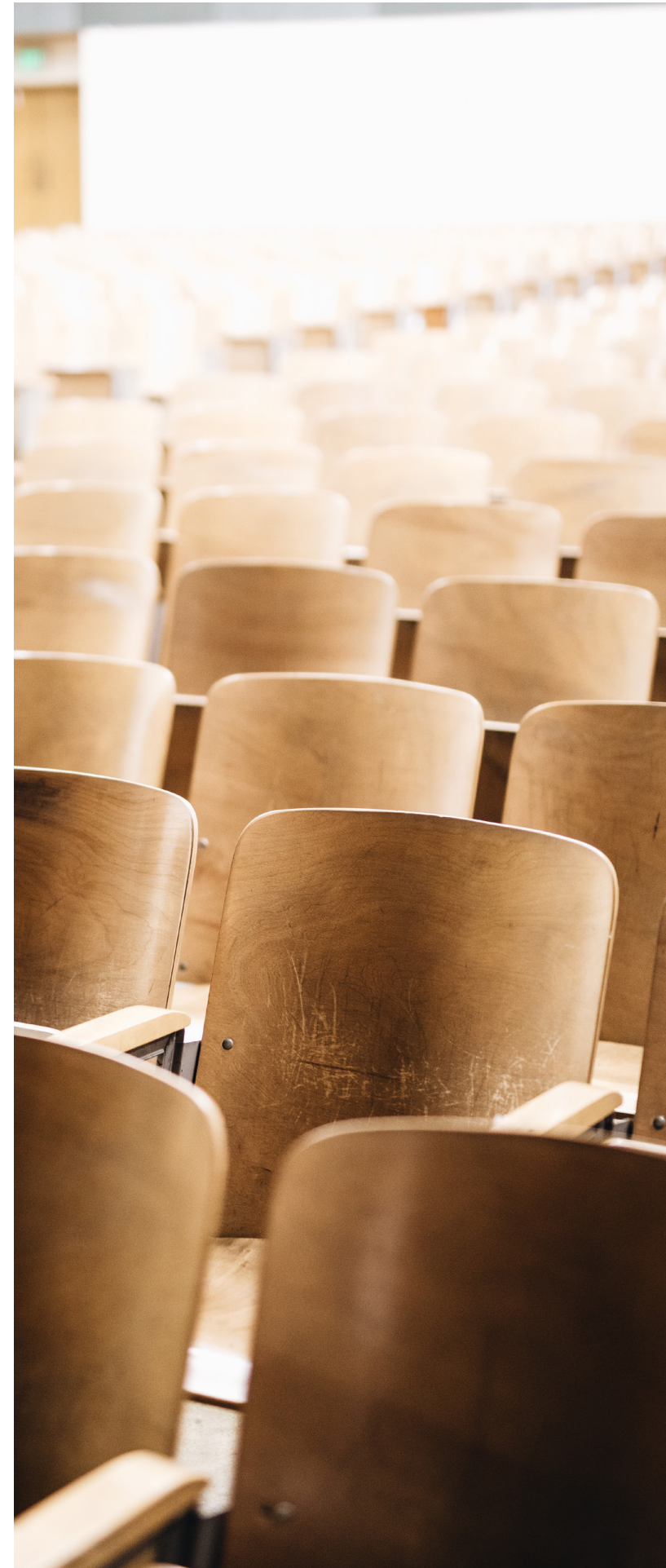
Develop evidence-based projections for student numbers and develop a program pitch.



### LABOUR MARKET REVIEW

Link your program or credential to a range of career outcomes and in-demand skills and competencies.

*A report can use one, two, or all three of these elements. They are designed to be flexible and adapt to the client's needs. All reports are custom created for each project.*



# Project Components

Program Development Reports can be comprised of three elements: The Academic Program Analysis, the Student Demand Analysis, and the Labour Market Review. This page explores the potential nuts and bolts of each element—but remember, project components can be modified based on the program's unique needs.



## ACADEMIC PROGRAM ANALYSIS

A

Working with the client, we identify similar programs whose course composition and learning outcomes are comparable to the program under consideration.

D

From this collection of relevant programs, we consider what sorts of courses, specializations, outcomes, and other elements stand out. We identify innovations that warrant attention.

B

We break down programs by examining key elements like core courses, course descriptions, specializations, electives, learning outcomes, and options for certificates and minors.

E

The analysis provides the client with a framework for making decisions on how to make a program that both draws on best practices elsewhere and that offers a unique approach.

C

Based on the requirements of a program, we conduct a wide-ranging scan of similar programs in Canada (and beyond), collecting a group of programs where we can investigate trends.



## STUDENT DEMAND ANALYSIS

A

Drawing on government data, institutional research offices, and other available information, we collect information as possible on enrollment trends.

B

To explore outcomes and understand career tracks, we work to track down alumni outcomes, using information from alumni profiles and relying on interviews.

C

We combine these sources to provide our clients with a reasonable estimate of the number of students that a program should expect and how to market to prospective students.



## LABOUR MARKET REVIEW

A

Drawing on Statistics Canada and job post sources and databases, we develop a sense of industry-wide trends pertaining to the program.

B

With client support, we interview people in the field to understand what skills are missing and what they anticipate will be required in the future.

C

We combine these sources to provide the client with a clear sense of the potential career outcomes from their students, which can guide both marketing and curriculum planning.



### Some search parameters we use for the Labour Market Review include:

- **Provinces**
- **North America Industry Classification System categories**
- **Competencies and skills keywords**
- **Specific job titles**

# Outcomes

What do these reports look like after they are completed? What needs do they fulfill?

Here are a few examples of projects we did for previous clients:



● **IDENTIFYING UNDER-UTILIZED STRENGTHS**

We worked with a business school to create a Program Development Report that examined the existing strengths of the institution and proposed ways to connect those strengths to new approaches for teaching business to wider audiences.



● **EXPLORING NEW CREDENTIAL**

We worked with a college to identify flexible credentials and short-term courses that would respond to the unique demands of regional employers and residents who are hesitant to commit to full year long credentials.



● **UNDERSTANDING CONNECTIONS**

We examined three existing, related interdisciplinary programs and considered where the program strengths might be combined. This study drew on Canada-wide examples to propose ways to create new, streamlined program options.



● **PINPOINTING DEMAND**

We worked with a department to refresh long running programs and ensure they aligned with employer interests. Using a combination of job board searches and interviews, we identified new in-demand skills to help guide new curriculum development.

# Pricing

These highly customized reports can meet a range of price points, depending on the number of services required. Prior to any financial commitment, we will speak with you to identify your needs and develop a plan for your Program Development Report. Discounts may be offered for multiple reports—we can provide a quote after our initial conversations.

The table below provides a summary of some factors we use to calculate our quotes, and a general price range. The range varies based on the number of programs we examine simultaneously.

ELEMENT	FACTORS	PRICE RANGE
<b>Academic Program Analysis</b>	<ul style="list-style-type: none"> <li>Geographic range of programs considered.</li> <li>Number of different program structures assessed.</li> </ul>	\$5,000 to \$10,000
<b>Student Demand Analysis</b>	<ul style="list-style-type: none"> <li>Amount of alumni engagement required.</li> <li>Extent of institutional office research required.</li> </ul>	\$3,000 to \$8,000
<b>Labour Market Report</b>	<ul style="list-style-type: none"> <li>Scope of industries considered as part of the study.</li> <li>Whether special StatsCan data is needed.</li> <li>Number of employer interviews required.</li> </ul>	\$5,500 to \$12,500



# Questions & Contact

Interested? Want to learn more?  
Here's who can get you some answers

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