

Higher Education  
Strategy Associates  
20 Maud St., Suite 207  
Toronto ON  
M5V 2M5

# **OVERVIEW**

---

## **Program Development Reports**

2019

[info@higheredstrategy.com](mailto:info@higheredstrategy.com)

# TABLE OF CONTENTS

About Us	03
The Report Elements	04
The Team	05
Project Elements	06
Project Components	07
Outcomes	09
Pricing	10
Questions and Contacts	11

## 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.

## THE REPORT ELEMENTS



### Labour Market Review

---

Scans thousands of recent job postings and reveals in-demand skills and roles.



### Student Demand Analysis

---

Assesses trends in enrollment patterns and student outcomes.



### Academic Program Analysis

---

Explores trends in courses, work integrated learning, and program structure.



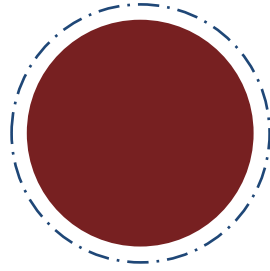
### Competitor Analysis

---

Understand the competitive environment for a program

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

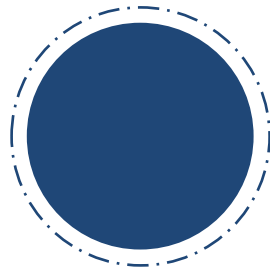
# THE TEAM



## Alex Usher President

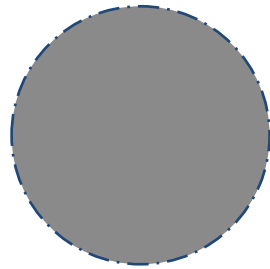
HESA's president brings over two decades of experience spearheading projects analyzing higher education trends in Canada and around the world to these projects.

He oversees these reports and ensures quality and consistency.



## Jonathan McQuarrie Research Associate

Dr. McQuarrie has led and written program reviews for several institutions across Canada and has provided reports for a range of programs from Integrative Ecology to Sports Management. He writes and serves as point-person for the reports.



## Marcos Ramos Jr. Research Associate

Mr. Ramos Jr. brings extensive experience working on issues pertaining to colleges and polytechnics. He has written and provided support to several program review reports and brings his extensive data analysis experience to our reports.

# 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

We work with the client to understand their specific needs. Does the report need to provide information to refresh an existing program? Is it providing information to get a program through an application process? Is the program just working with some initial ideals or planning? We briefly outline the process below.

### 01 Identifying Needs

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

### 02 Gathering Info

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

### 03 Checking In

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

### 04 Wrapping Up

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

# PROJECT COMPONENTS

Program Development Reports can be comprised of four elements: The Academic Program Analysis, the Student Demand Analysis, the Labour Market Review, and the Competitor Analysis. 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 reasonably comparable the program under consideration.

B

We explore the administrative connections and context for a program, such as transfer agreements and the history and context of the hosting department or faculty.

C

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



## 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



### Competitor Analysis

A

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.

B

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.

C

We use this research to help identify potential specializations and niches that a department or program can try to fill. The analysis also identifies areas of saturation.



### Labour Market Review

A

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

B

Via Burning Glass' Labour Insight tool, we acquire data from thousands of job boards across Canada to get up-to-date information on in-demand skills and job titles.

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.
- Specific skills keywords.
- Specific job titles.
- A specific credential (e.g. bachelor's degree).
- Years of experience.



# OUTCOMES

What do these reports look like after they are completed?

What needs do they fulfil?

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 outcomes

Our challenge was to identify new and under-explored job paths for people in a publication and editing program that still valued traditional print publications. Our report identified new potential career paths for students in this field.



## Understanding connections

We examined three existing, related interdisciplinary programs and consider 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.

<i>Element</i>	<i>Factors</i>	<i>Price Range</i>
Academic Program Analysis	<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 \$15,000
Student Demand Analysis	<ul style="list-style-type: none"> <li>• Amount of alumni engagement required.</li> <li>• Extent of institutional office research required.</li> </ul>	\$5,000 to \$8,000
Labour Market Report	<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
Competitor Analysis	<ul style="list-style-type: none"> <li>• Extent of marketing copy analysis required.</li> <li>• Breadth of researched programs around the world.</li> </ul>	Custom, determined after discussions.

## QUESTIONS & CONTACT

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

Jonathan McQuarrie

@ [jmcquarrie@higheredstrategy.com](mailto:jmcquarrie@higheredstrategy.com)

📞 778-994-4975

Marcos Ramos Jr.

@ [mramos@higheredstrategy.com](mailto:mramos@higheredstrategy.com)

📞 416-848-0215, ext 3.





**HIGHER EDUCATION  
STRATEGY ASSOCIATES**

All rights reserved @2019