



LEARNING OUTCOME

After participating...

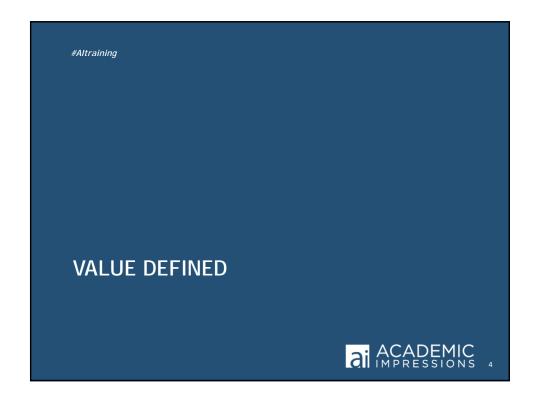
...you will be able to use data and stories to clearly articulate the value of your institution's educational outcomes.



MAIN TOPICS TO BE COVERED

- Perceptions of value among prospective students and parents
- Key components of value
- Documenting value with key data
- Reporting outcomes on the web





HIGHER EDUCATIONN VALUE EQUATION

Prestige + Quality + Price = Value of a College Education

Focus, The Lawlor Group - October, 2012



KEYPERCEPTIONSOF VALUE

- Prestige: The higher the brand recognition, the higher the willingness to pay
- Quality: Modern facilities; engaged, accomplished faculty; evidence of successful outcomes
- Price: As sticker price increases, net price becomes the starting point in gauging value



PUBLIC POLICY MAKERS



- Access
- Affordability
- Outcomes



EDUCATION for LIVING ...AND FOR MAKING A LIVING:

Gallup & Purdue U. 5-yr study (starting Sp. '14) measures value beyond salary

- 30,000 grads per year surveyed -150k total
- Effect of college on habits of living and quality of life, in addition to career and finances
- Data can be cut by public/private, race, gender
- Will assess community engagement, career promotions, ROI in salaries



AUDIENCE MATTERS:

Inside Higher Ed Survey (by Gallup) Spring '13

- List Price vs. Net Price message is not getting through: 2/3 of parents surveyed would restrict college choice based on list price.
- Needy families must be convinced of affordability
- Non-needy students/families must be convinced they are paying for substance, outcomes, and alumni networks that matter
- 41% of parents say the main purpose of college is to get a good job, yet 47% believe there are avenues to employment other than college
- All families need to better understand costs and how aid (including merit scholarships) works



AUDIENCE UNDERSTOOD

- Each audience has different values and expectations.
 - Understand values of each audience
 - Ask and listen (research)
 - Position the institution's value and worth
 - Find the intersection of the audience's values with your value
 - Let your storytelling be guided by the intersection of values and value





STUDENT EXPERIENCE:

- Knowledge experiences
- Leadership experiences
- Internships
- Field experiences
- Networking opportunities

RESULTS AFTER GRADUATION:

- Graduate school placement and success
- Post-graduate fellowships
- Starting/mid-Career salaries
- Degree ROI
- · Alumni quality of life





CHAT

What components of value might we be missing?



SKILLS IN DEMAND BY EMPLOYERS



- Ability to work in teams
- An understanding of science and technology
- The ability to write and speak well
- The ability to think clearly about complex problems
- The ability to analyze a problem and develop a workable solution

- A global context
- Ability to be creative and innovate in solving problems
- Ability to apply knowledge and skills in a new setting
- Understanding of numbers and stats
- Ethics and integrity

Source: Hart, P (2007)
"How should colleges prepare students to succeed in today's global economy"



ESSENTIAL LEARNING OUTCOMES FOR EMPLOYERS: Updated from 2013 AAC&U Survey

- 95% say grads need skills that enable them to contribute to innovation in the workplace
- 93% say that a capacity to think critically, communicate clearly and solve complex problems is more important than an employee's college major
- 80% want employees to have a broad base of knowledge across multiple disciplines, though fieldspecific skills are also important
- Over 75% say teamwork, problem solving skills and applied knowledge in "real-world" settings are critical
- All expect employees to demonstrate a sense of personal and social responsibility, locally and globally



WHAT DOESN'T HELP...

Time Magazine's Oct. 7, 2013 issue on what the class of 2025 should know

- Cites Chronicle of Higher Ed data claiming that half of employers survey say they have trouble finding recent college graduates to hire
- Describes the proposed federal rating system as an effort to make colleges and universities more accountable
- Claims that 36% of college grads did not show any significant cognitive gains over two years (from the 2011 book "Academically Adrift") and that 83% of college grads didn't know what the Emancipation Proclamation ordered
- Demonstrates soaring prices projected through 2025 compared to lower housing prices



WHAT DOESN'T HELP...

"Degrees of Value: For too many Americans, college today isn't worth it" (Wall Street Journal, Jan. 3,2014)

- Cites website "Onion" "30 Year-Old Has Earned \$11 More Than He Would Have Without a College Education"
- Discusses average student debt of \$29,400
- Cites recent Gallup study that 40% of college grads are in jobs that do not require a college degree
- Claims tuition in all sectors has risen at an annualized rate of 7.45% from 1978-2011 compared to 5.8% for health care and 4.3% for housing. Incomes grew at a rate of 3.8%.
- Concludes that a rigorous education is a tremendous asset for employment and citizenship, but that colleges need to halt the growth in cost



...AND FINALLY

From *Inside Higher Ed*, Feb. 26, 2014:

- If provosts could grade themselves on how well they're preparing students for success in the work force, they'd give themselves an A+.
- They did in *Inside Higher Eds* 2014 <u>survey of chief academic officers</u>. Ninety-six percent said they were doing a good job.
- In <u>a new survey by Gallup</u> measuring how business leaders and the American public view the state and value of higher education, just 14 percent of Americans -- and only 11 percent of business leaders -- strongly agreed that graduates have the necessary skills and competencies to succeed in the workplace.

http://www.gallup.com/strategicconsulting/167552/america-needs-know-higher-education-redesign.aspx

ACADEMIC
IMPRESSIONS 17

#Altraining

How do we address this negative press?

DATA GATHERING

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SEEK TO UNDERSTAND, GATHER and PROMOTE INFORMATION ON VALUE COMPONENTS AT YOUR INSTITUTION



INTERNAL DATA SOURCE:

Augustana's Senior Survey

Three questions aim directly at determining seniors' feelings about the value of the Augustana experience:

- What is the likelihood of choosing to come to Augustana again? (fulfillment, loyalty)
- How certain are you that your post-graduate plans are a good fit? (intrinsic satisfaction about choices)
- Do you already have a full-time job or grad school offer? (assurance, security, outside confirmation)



INTERNAL DATAS SOURCE:

Augustana's Senior Survey

Gathers information on value components:

- Knowledge experiences
- Leadership experiences
- Internships
- Field experiences
- Networking opportunities
- Job placement
- · Graduate school placement
- Skills in demand by employers

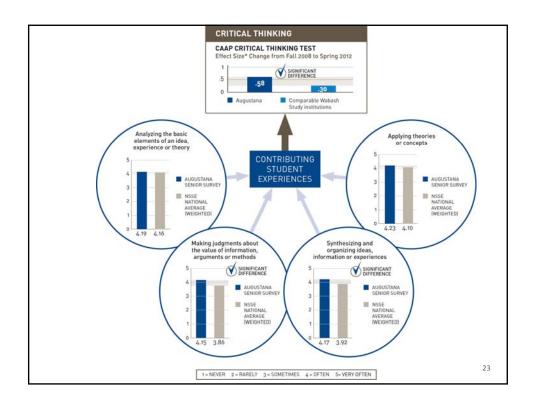


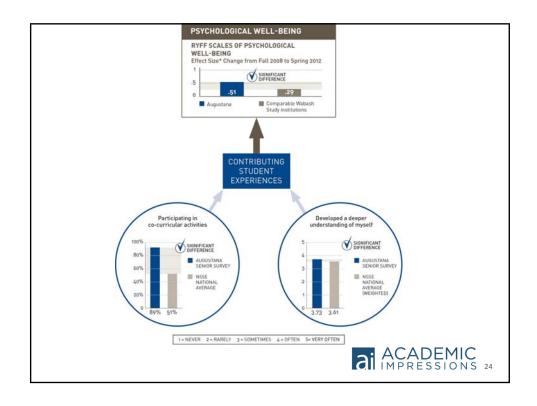
EXTERNAL DATA SOURCES

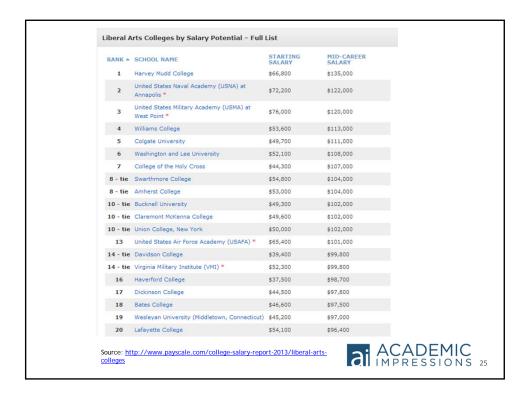
Gather Data from outside your institutions:

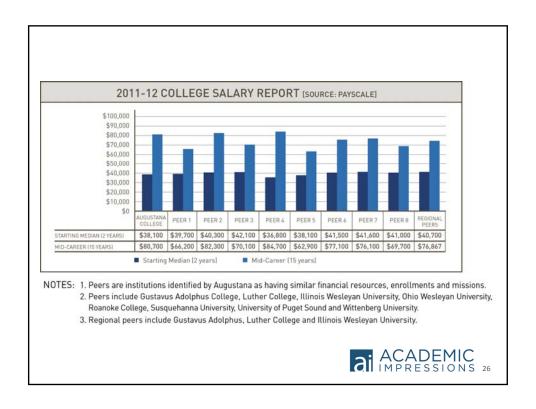
- NSSE
- NACE
- PayScale
- Luminosity
- Collegiate Learning Assessment
- College Straight Talk (alumni surveys)
- Other 3rd party studies









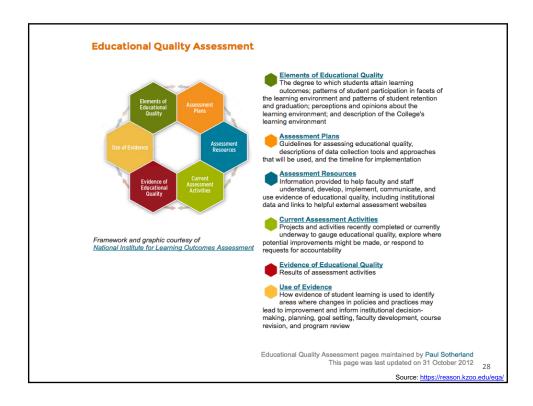


KALAMAZOO COLLEGE

featured in *Wall St. Journal* Feb. 20, 2014 --- Using the Collegiate Learning Assessment Tool

- That lack of information is "this huge paradox sitting at the center of higher education," said Richard Freeland, Massachusetts Commissioner of Higher Education. At most schools, "we don't really know what learning is going on."
- Now, as prospective students and their cash-strapped families eye schools with greater skepticism since the recession, a handful of schools like Kalamazoo, St. Olaf College in Minnesota and Sarah Lawrence College in New York are moving to open that black box. They are betting that a whiff of fresh air will give them a competitive advantage—and woo back parents and employers whose faith in the value of a college degree has been rattled.





ı KALAMAZOO in *WSJ*

- In 2005, along with 29 other schools, Kalamzoo took part in a longitudinal study that gave freshmen a test to measure their problem solving, reasoning and critical thinking. The same test (Collegiate Learning Assessment) was administered to them as seniors. The amount students improved over time was at or above the 95th percentile in each category.
- When high-school seniors come for a campus visit, they attend a 15minute Power Point presentation showing that the effect that Kalamazoo has on students is huge.
- When John Chipman, the father of a high-school senior recently accepted to Kalamazoo, learned of the school's performance this week, he was impressed, but he wished he had data from other schools. "We've visited eight or 10 schools so far," he said. "Would it be nice to have some data to look at to be able to compare how well these schools are really teaching? It would be a huge help."
- https://reason.kzoo.edu/eqa/eeq/



Evidence of Educational Quality

In this section we provide evidence of educational quality at Kalamazoo College gamered from surveys, direct measures of student learning, and datasets that reveal characteristics of our students and alumning.

The transformative power of a Kalamazoo College education is reflected in a variety of indicators. Senior scores on the "Level of Academic Challenge" and "Enriching Educational Experiences" benchmarks of the National Survey of Student Engagement (NSSE) are consistently well above those of our Carnegie peers. In successive administrations of the Collegiate Learning Assessment (CLA), a direct measure of skills in written communication, problem sohing, and analytical reasoning, Kalamazoo seniors have performed "above expected" relative to their SAT scores, and the degree of change in CLA scores from the first to the fourth year places Kalamazoo College in the 99th percentile among colleges and universities nationally that have participated in the CLA. Kalamazoo College also ranks 14th among the nation's four-year liberal arts colleges for the percentage of graduates who go on to earn doctoral degrees, and is the only Michigan college or university among the top 25 institutions nationally.

Links to current evidence are as follows:

- 1. To what degree do our students attain intended learning outcomes?
 - 2011 Breadth Poster
 - 2012 Breadth Analysis
 - 2012 HLC Presentation on Breadth at Kalamazoo College
 - 2012 Focus Groups on Breadth (password protected for internal use only)
 - Results from the Collegiate Learning Assessment (CLA)
 - 2012 CIRP-CSS, NSSE & the CLA (password protected for internal use only)
 - Baccalaureate Origins of Doctorate Degrees
- 2005 K-Plan Outcomes Study
- 2. What are patterns of student retention and graduation?
 - Retention/graduation rates on College Navigator
 - 2012 HIP Study Findings (password protected for internal use only)

3. What are perceptions of and opinions about the College's learning environments?

Source: https://reason.kzoo.edu/eqa/eeq/



Colleges Producing the Most Satisfied and the Most Successful - Alumni

Top Satisfaction
QUALITY OF TEACHING

1. UCLA
2. Bean State University

2. Penn State University 3. Kenyon College More

Top Outcomes STARTING SALARIES

1. University of Pennsylvania 2. Stanford 3. Harvard Top Satisfaction
OVERALL COLLEGE EXPERIENCE
1. University of Michigan
2. University of the Pacific
3. University of Iowa

More
Top Satisfaction
STUDENT DIVERSITY

1. Harvard 2. Oregon State 3. American University More Top Satisfaction SOCIAL ENVIRONMENT

1. Syracuse University
2. University of Virginia
3. Colgate College

More

Top Satisfaction
CONTACT WITH FACULTY

1. Denison University 2. Mt. Holyoke 3. Smith College

"Best Colleges" -But Best for Whom?

Other college rankings and "best" lists for the most part just grab whatever data about colleges and universities is already available and then come up with composite scores that give heaviest weightings to the things they think are most important.

In contrast, we allow you to not only tell us the factors our calculations should take account of but also how much importance we should give each of them in generating recommendations tailored just for you.

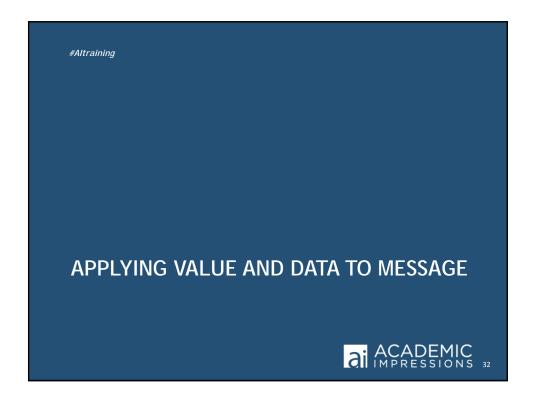
Do You Really Care How College Presidents Rate Each Other?

Believe it or not, these guys' opinions of the other colleges make up almost a quarter of the US News rankings.

You aren't alone if you can't see the relevance of their ratings - more than 67 colleges including Stanford and Yale refuse to complete US News's annual "peer review survey."

The opinions that really matter are of course from the people who've already been there, done that - the college alumni themselves.

Source: http://collegestraighttalk.org/AlumSatisfactionOverview.htm



FRAMEWORK:

TEN QUESTIONS TO GUIDE VALUE COMMUNICATION



TEN KEY STRATEGIC QUESTIONS

- 1. What do you want value to mean for your college?
- 2. How does price relate to value in your story?
- 3. What questions will you ask to confirm that graduates find value in their education?
- 4. What experiences at your institution are most important in contributing to the perception of value?
- 5. How intentional is your institution in preparing graduates for a global economy?



TEN KEY STRATEGIC QUESTIONS

- 6. Do you routinely connect institutional practice to national data and benchmarks?
- 7. How are you demonstrating that your graduates have what employers want?
- 8. Do you have all the institutional data you need to demonstrate value?
- 9. Does your data make a strong case for value? If not, how can you position what you have to show value?
- 10. Are you telling powerful success stories that demonstrate clear value and ROI?





POLL

Which of the following describes ways that you are demonstrating that your graduates have what employers want?

(Select all that apply)



RESULTS AFTER GRADUATION

- Preparing Leaders: Between two-thirds and 80% of public and private college grads say they learned to be a leader (Hardwick-Day, 2011)
- High-quality experience: The same proportion said this was important to getting them into grad school or finding first job (Hardwick-Day, 2011)
- Higher salaries: Pay Scale and other resources focused on alumni salaries http://www.payscale.com/best-colleges and http://www.businessweek.com/articles/2012-04-09/college-roi-what-we-found



RESULTS AFTER GRADUATION

- Lifetime earnings: On average, college grads make 80% more than high school grads (Newsweek, 9-9-12)
- Better employment:
 - Unemployment rate of college grads is 4.5% v 8.1% nationally; for recent grads 6.8% vs 24% for recent high school grads (Center on Education and the Workforce, Georgetown U, 2012)
 - Underemployment for recent college grads is 8.4% vs 17.3% for recent high school grads (Center on Education and the Workforce, Georgetown U, 2012)



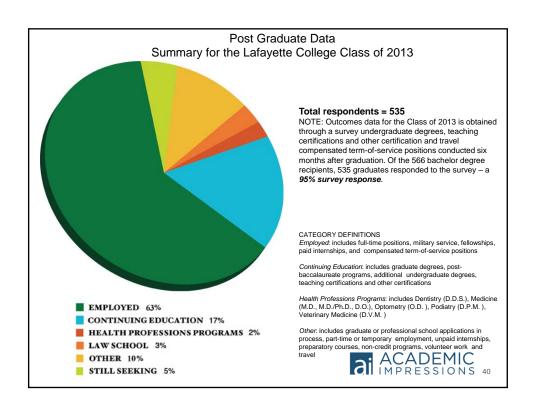
RESULTS AFTER GRADUATION:

Use caution when reporting "placement rates"

Chronicle of Higher Education, Dec. 17, 2013, reports:

- Kean State College released its placement survey of the class of 2012 showing that 94% reported being employed or engaged in further education
- Syracuse University reported that 84% of the class of 2012 was working or attending graduate school
- But different definitions are used making it impossible to compare: Kean counts graduates who have found full or part-time employment, a paid or unpaid internship or who are a full or part-time student in grad school. SU counts only full time employment and full time grad school





DELIVERING THE MESSAGE

Talk about your value everywhere, all the time

- Print
- Video
- HTML email
- Newsletters
- Public relations efforts
- Social networks
- Live programming
- Phone calls
- Messaging
- Advertising



STORIES THAT CONVEY VALUE

- Teamwork cultural center in New Orleans
- Use of Science/Technology in "real world" clean water to Haiti
- Communicate well finalists in speech and debate
- Think clearly about complex problems NAE Grand Challenges



STORIES THAT CONVEY VALUE

- Understanding global contexts working with Malagasy students
- Applying knowledge in new settings internship with NHL team
- Creativity in problem-solving -finalists in the Federal Reserve Challenge
- Ethics helping low-income families file taxes







Investment Prospectus

Augustana College



INSTITUTIONAL EXAMPLES OF COMMUNICATION

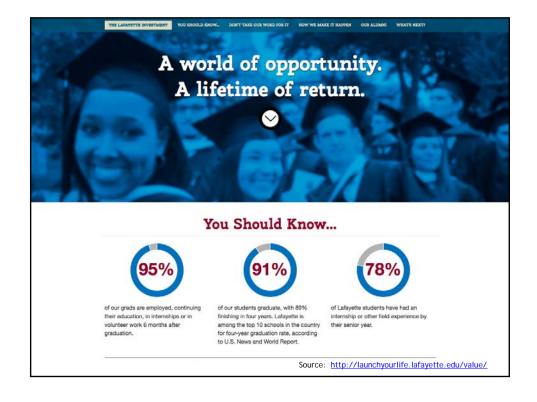
ACADEMIC ACADEMI

Alumni success is a powerful chapter in the Lafayette story.

Our secret? Big dreams and careful preparation through rigorous academics, leadership opportunities, and *Gateway*, a unique career development program that students can start in their first year.

- ▶ 94% of graduates are employed or in top grad schools or internships within six months of graduation
- We rank 5th among top liberal arts colleges in starting median salaries
- ▶ In net 30-year return on investment, Bloomberg BusinessWeek places Lafayette No. 17 among 1,248 colleges and universities nationally and No. 2 among liberal arts colleges
- ► Top companies and professional schools recruit Lafayette grads, including ExxonMobil, IBM, JPMorgan Chase, Polo Ralph Lauren, Walt Disney, and Berkeley, Columbia, Cornell, Duke, Harvard, Princeton, Penn, and Stanford





LAFAYETTE COLLEGE:
New Responsive Web Site promoting the value of a Lafayette degree

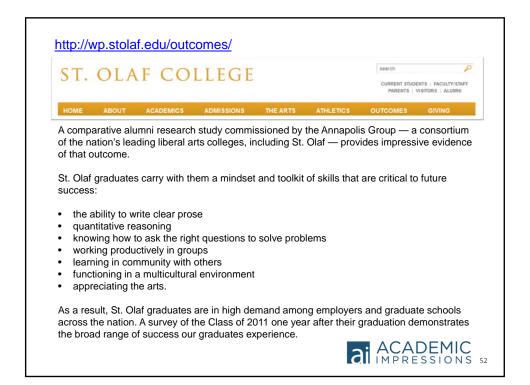
http://launchyourlife.lafayette.edu/value/

- Uses Twitter Bootstrap theme
- Teaser on homepage, academics, admissions and after graduation pages
- Pushed out in search and prospect emails







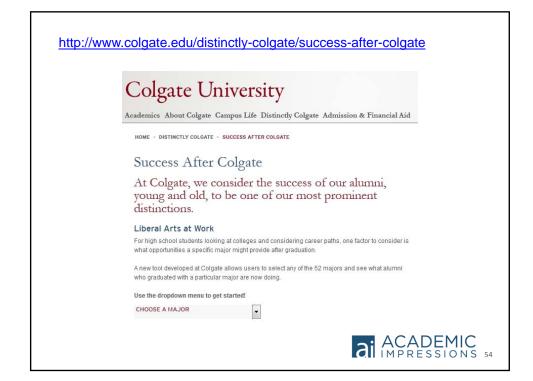


http://stolaf.edu/apps/recentgradsurvey/

ST. OLAF COLLEGE

Return on investment survey







University of Texas Unveils a New Tool for Judging a Degree's Worth

Chronicle of Higher Education, Jan. 16, 2014

- www.utsystem.edu/seekut/
- This is an on line database where you can compare salaries, student loan debts and job prospects for people in hundreds of majors and occupations
- Contains data on 68,000 alumni who graduated from 2007-2011 and remained in Texas
- For example, the average English major earned \$36,519 the first year out and \$48,059 after five years, with an average debt of \$20,187
- The average petroleum engineering grad was making \$105,713 in the first year and \$150,537 after 5 years

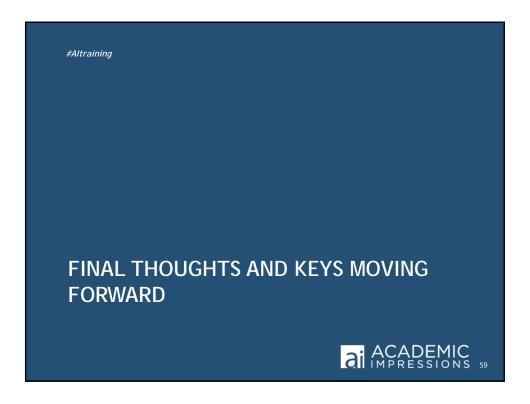






Can you identify other institutions that effectively communicate value?





STORIES ABOUT VALUE ARE NOT ENOUGH...

WE MUST EXPLAIN COST V. PRICE

- · No one pays the full cost
- Valuable experiences cost more
 - Low student to faculty ratio
 - Adding new in demand programs
 - Technology
 - Resources
 - Energy, insurance, maintenance, etc.

Higher education demands: Hi-tech and Hightouch.

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CLOSING THOUGHTS

- Distinguishing characteristics that separate one institution from another.
- Distinctive value characteristics increase the market position of the institution and its strength
- Focus your worth claim on the audience and elements that matter most.



A WORTH CLAIM?

- Bold symbols and language about your value and values;
- A base built on advantages and reinforced by evidence;
- Anticipatory thinking, because worth is fully comprehended through future success;
- Emotion and attendance to the primary needs of a deciding student.





TAKEAWAYS

- Value is relative—get used to it
- Communicating your value is critical
- Matching messenger with audience is critical
- Select strategic method of communicating value
- Value first; then affordability





QUESTIONS



