

# Strategic Program Expansion: Adding Graduate Programs and Professional Programs



Council of  
Independent  
Colleges

2022 Institute for Chief Academic Officers  
with Chief Financial and Chief Enrollment Officers



# 2022 Institute for Chief Academic Officers with Chief Financial and Chief Enrollment Officers

**TENACIOUS. CONFIDENT. FORWARD-LOOKING.**



The Council of  
Independent Colleges

guidebook



**CIALFO**

## Presenters

**Audra Hoffman Kahr**, Chief Financial Officer and Chief Operations Officer, Cedar Crest College

**Cathy Swick**, Vice President for Academic Affairs, Trine University

**Mark Ward**, Vice President of Academic Affairs and Dean of the Faculty, University of Dubuque

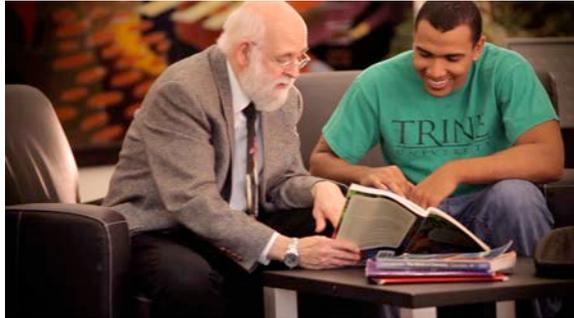
**Robert A. Wilson**, Provost, Cedar Crest College

Chair: **Brian Yontz**, Interim Provost, Wittenberg University

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The logo for the Institute for Chief Academic Officers (CIC) features a stylized 'C' and 'A' intertwined, followed by the letters 'CIC' in a serif font.

## Academics at Trine since 1884

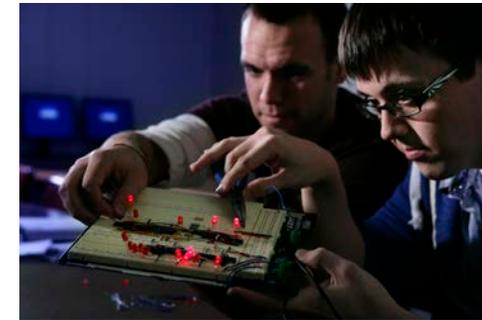


Provide quality education in a small, personal community with growth mindset

- 2287-UG
- 249-College of Health Professions
- Surg Tech, MPAS, DPT, MS-SLP, RN-BSN

Promote student development through career-focused learning

- 191 FT Faculty
- 12 Accredited Programs

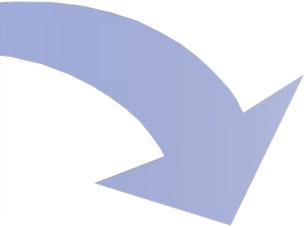


Develop productive, responsible members of society

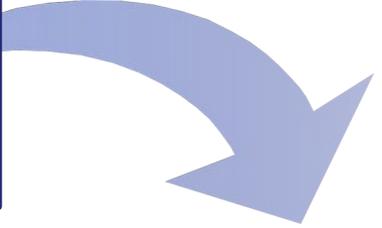
- Dual Enrollment
- School and Community Involvement
- Industry Partnerships

## Three Strategies for Program Expansion

Graduate Program Expansion  
College of Health Professions  
Associates to Doctorate Degrees



Provide State of the Art Labs  
and Facilities  
Build SIM Ecosystems



Professional  
partnerships with  
schools, community and  
industry

# Expansion, Accreditation, and Variety of Degrees



# State of Art Labs with SIM Ecosystems



## Partnership Opportunities



- Capstone and Research Projects
- Clinical Placements
- Dual Enrollment Partnerships
- MedCerts, CNA Training
- Preceptor Programs
- Pro Bono Clinics
- Volunteer work in Community
- Research Symposiums
- Trine Professional Student Associations
- Professional Development

# UNIVERSITY of DUBUQUE

Founded in 1852, affiliated with the Presbyterian Church (USA)

## 1900 students:

1200 – Traditional UG

300 – Adult Accelerated UG

500 – Graduate

*Divinity, Physician Assistant, Business*

## 105 FT Faculty Members

## The 1998 Transformation:

1/2 of faculty and programs were cut

Young, charismatic president hired

*Since the Transformation:*

Return to a clearer faith identity

4X increase in enrollment

15X increase in endowment

Two other CIC institutions within 1 mile



## 3

### STRATEGIES FOR PROGRAM EXPANSION

1. Add programs with a substantial upfront investment but a high probability of students/net revenue.
2. Rework existing programs to create efficiencies and grow new student enrollment.
3. Partner with a for-profit provider to share the risk and speed implementation.

## 1. ADD PROGRAMS WITH A SUBSTANTIAL UPFRONT INVESTMENT

Physician Assistant – *New students and net revenue*

Low Residency Master of Divinity – *New students in program with capacity*

*Keys to our success:*

- Having an upfront investor:

PA: \$3,300,000      MDiv: \$500,000

*Challenges:*

- Still need the right people
- Still takes more money

## 2. REWORK EXISTING PROGRAMS TO CREATE EFFICIENCIES AND GROW ENROLLMENT.

Master in Management - *Doubled enrollment*

Master of Ministry (new) - *Doubled prospects*

*Keys to our success:*

- Designing an efficient model that was easy to explain/deliver
- Deploying an expanded set of faculty resources

*Challenges:*

- Holding to the demands of efficiency
- Specializations are coming and going quickly

## **3. PARTNER WITH A FOR-PROFIT PROVIDER TO SHARE THE RISK AND SPEED IMPLEMENTATION.**

*Singapore MBA - Worked until COVID-19 hit*

**New online MBA programming in the works - TBA**

*Keys to our success:*

- Worked our existing relationships
- Building in an exit ramp

*Challenges:*

- Maintaining our brand
- Controlling from a distance

# 1867 Cedar Crest College Mission: Educating Leaders for Life in a Global Community

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- Women's College, Founded in 1867 (Allentown, PA)
- School for Adult & Graduate Education (SAGE), Co-Educational Programs
- 1200 FTE Students: 47% Traditional UG, 25% Adult UG, 28% Graduate
- Student Population: 91% Women, 38% Students of Color, 40% First Gen
- 9:1 Students:Faculty with 75.5 FTE Faculty, 146 Staff
- \$41M Endowment



# Cedar Crest: 2010 Strategic Shift

Development of Distinctive Graduate Programs, Renewed Focus on Educating Leaders as a Women's College, and Expanded Internationalization of Campus

- Graduate Programs: expanded from 3 master degrees in 2010 to 15 master degrees and 4 practitioner doctorates (DNP: Anesthesia, FNP & AGAC-NP; OTD).
- Programs extended educational mission as a Women's College to leadership in graduate education for practitioner programs.
- \$23M in Campus Renovations have been completed since 2015, including state-of-the-art nursing and occupational therapy labs.
- Shift led to foundation of the Carmen Twillie Ambar Sophomore Expedition (fully funded undergraduate study abroad) and creation of the Center for Diversity & Global Engagement, Student Success Center, and Falconplex athletic facility.



*Open Door Ceremony*

# Institutional Capacity

- What programs can be developed through existing institutional capacity? Which need building additional capacity?

**Masters in Nutrition & MBA/Modular Master in Business:** Built on existing undergraduate fields to meet emerging market needs.

**DNP - Nursing Anesthesia:** Required new faculty expertise in nurse practitioner fields, specialized accreditation, and the creation of a state-of-the-art simulation center with Operating Room in the School of Nursing.



*School of Nursing Simulation Center*

# Time on Return

- What is the short- versus long-term time for return on investing in a new program, in new graduates and operating revenue?

**Occupational Therapy Doctorate** – Largest Graduate Program with its 2<sup>nd</sup> Year Cohort, 6<sup>th</sup> highest enrolled overall program. Program's net-direct surplus has returned start-up costs by second year of enrollment.



*Occupational Therapy Pediatrics Lab*

# Adaptability

- How can you be ready to capitalize on new program opportunities when they present themselves?

**MS in Crime Science:** Enabled Creation of Center for Police Innovation & Community Engagement to Work with Local Police Departments & Community Agencies. 1-year start up.

**MS in Exercise Science & Sports Performance Certificate:** Partnered with area health networks to meet residency program and workforce needs. Partner facilities & expertise used for instruction. 1-year start up.



*Exercise Physiology Lab*

# QUESTIONS?

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# THANK YOU



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