Strategic Program Expansion: Adding Graduate Programs and Professional Programs

2022 Institute for Chief Academic Officers
with Chief Financial and Chief Enrollment Officers
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TENACIOUS. CONFIDENT. FORWARD-LOOKING.

The Council of Independent Colleges  guidebook  CIALFO
Presenters

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Chair: Brian Yontz, Interim Provost, Wittenberg University
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

[Logos of various accreditation bodies including ACBSP, ACOTE, CCNE, ARC-STSA, ABET, HLC, CAEP, NACEP, MACTE, and CAPTE]
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
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:
½ 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
Cedar Crest College Mission:
Educating Leaders for Life in a Global Community

• 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.
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.
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 2nd Year Cohort, 6th highest enrolled overall program. Program’s net-direct surplus has returned start-up costs by second year of enrollment.
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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