

Balancing Mission and Marketplace



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2024 Presidents Institute

Independent Higher Education in a Democratic Society

Presenters

Katie Conboy, President,
Saint Mary's College (IN)

David Strauss, Principal,
Art and Science Group

Chair: Craig Goebel, Principal,
Art and Science Group



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WIN OR LOSE: BALANCING MISSION AND MARKETPLACE

CIC Presidents Institute

January 6, 2024



KATIE CONBOY

President
Saint Mary's College



CRAIG GOEBEL

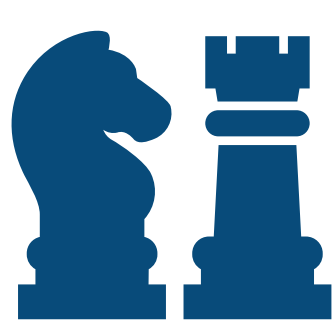
Principal
Art & Science Group



DAVID STRAUSS

Principal
Art & Science Group

WHAT CAN BE MORE EFFECTIVE...



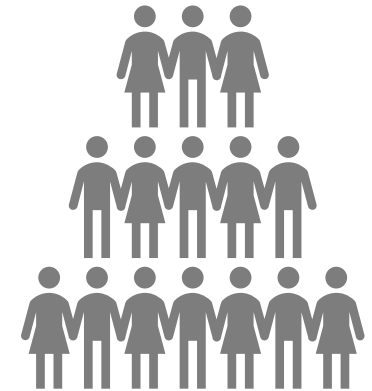
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STRATEGY

MISSION

ASPIRATIONS

MARKET



INSTITUTIONAL STRATEGY & POSITIONING: CASE STUDY EXERCISE

THE SITUATION AT CHARM CITY COLLEGE



Strong
liberal arts
college



Challenging
geographic
location



Powerful &
opinionated
faculty



Diffuse
competitive
set



Deciding among
possible strategic
directions

What should the College do?

CHARM CITY COLLEGE

- Broad directions and specific strategic initiatives under consideration

INSTRUCTIONS



1. Break out in your teams at tables.
2. You'll be handed a description of a real-life institution & an array of potential initiatives it's considering implementing as well as a menu card.
3. Work with your team to think through the context of the institution & what choices you think it should make.
4. You have 15 minutes to make your selections.
5. Fill out two cards with your choices, one to submit to A&S staff and one to keep at your table.



KATIE CONBOY
President
Saint Mary's College



DAVID STRAUSS
Principal
Art & Science Group



CHARM CITY COLLEGE

- Broad directions and specific strategic initiatives under consideration at Charm City College, arising in the campus planning process
- Potential market response:
 - pointing up dramatic differences in application, yield, and persistence rates that would result from pursuing options preferred by some campus groups vs. other authentic options that resonated in Charm City's market
 - impact on populations of particular interest to the College (students of color, higher scorers, and higher income)

And the winner is.....

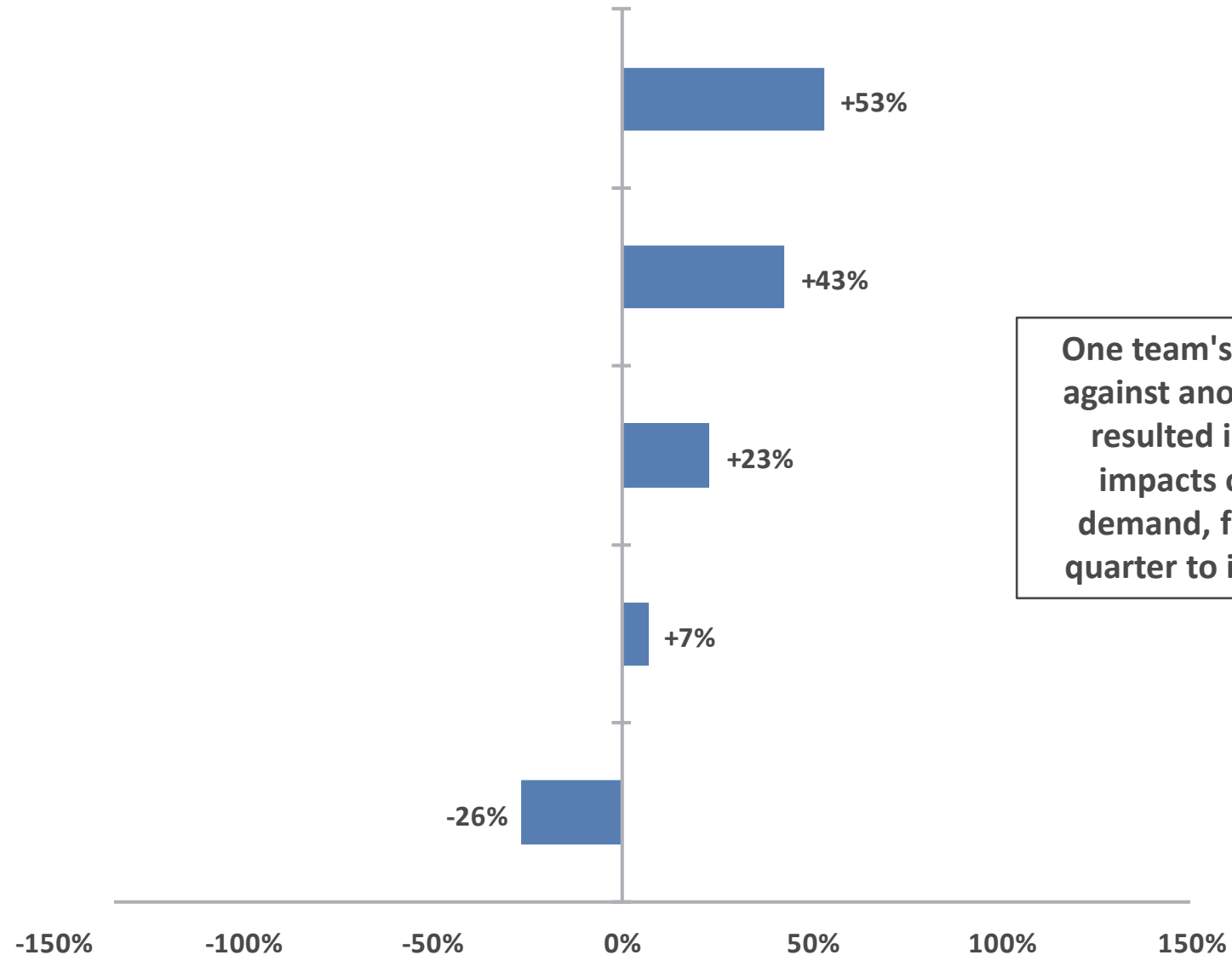


HOW'D YOU DO?

REDACTED SLIDES

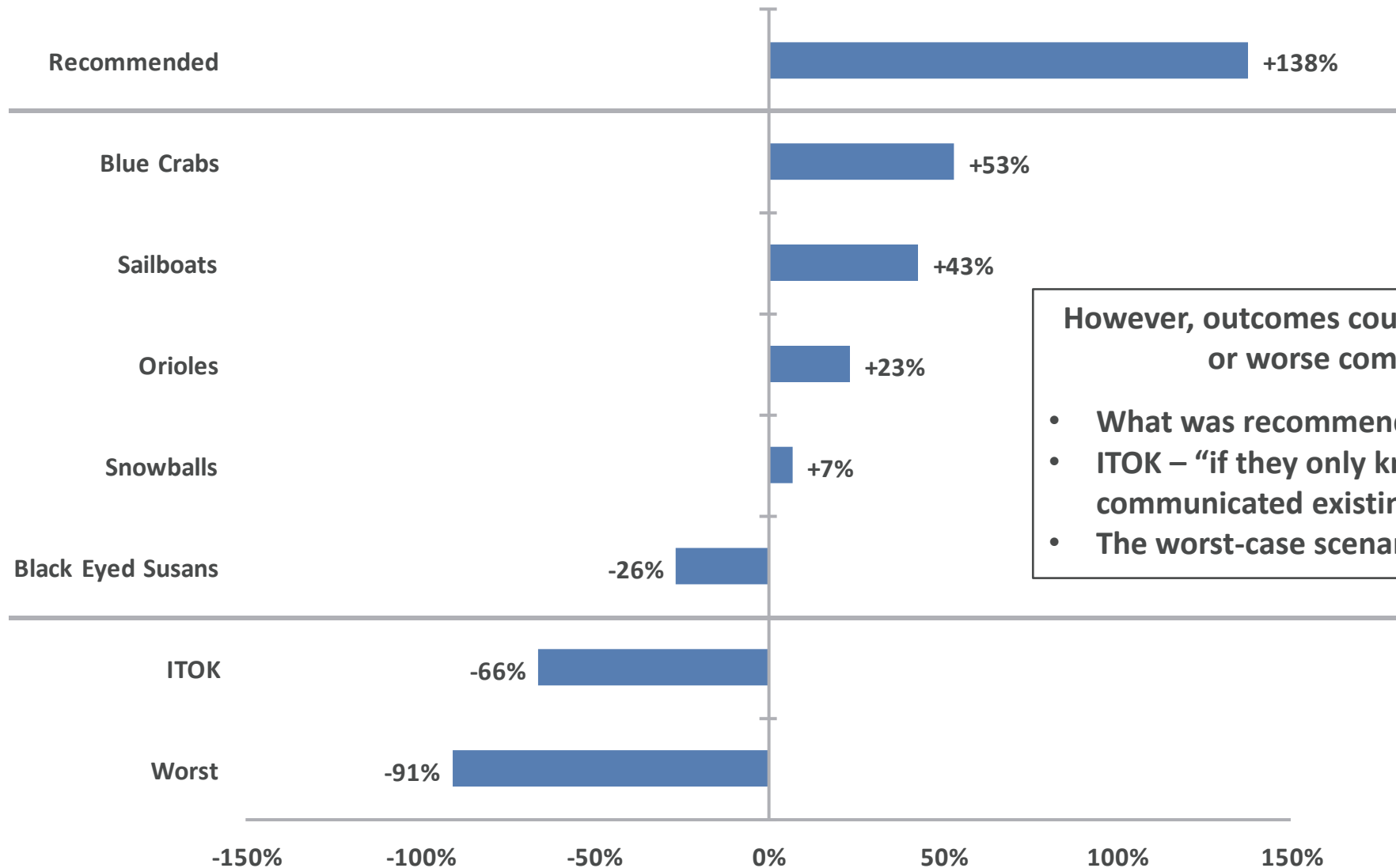
- Breakdown of each team's selected positioning initiatives, the underlying reasoning, and simulation of their impact on application and enrollment rates

OVERALL MARKET DEMAND



One team's reasonable choices against another team's choices resulted in widely different impacts on overall market demand, from shrinking by a quarter to increasing by a half.

OVERALL MARKET DEMAND STACKED UP AGAINST THE RECOMMENDED, IF THEY ONLY KNEW, AND WORST CASES



However, outcomes could have been better or worse compared to:

- What was recommended by A&S
- ITOK – “if they only knew”, or had better communicated existing initiatives
- The worst-case scenario

WHAT DOES AN INSTITUTION NEED TO ACHIEVE?

1

Substantiate & articulate a proposition that is both **distinctive & compelling**

3

Build an underlying **authentic** value proposition **from the inside out** based on substance

2

Develop an institutional strategy with a **focus on the student experience**—academic & student life

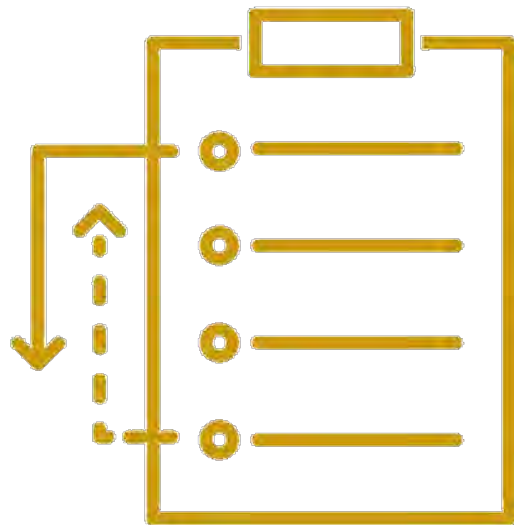
4

Satisfy **threshold** requirements & **differentiate** it from competing options in ways that matter to its markets



WHAT HAVE WE LEARNED?

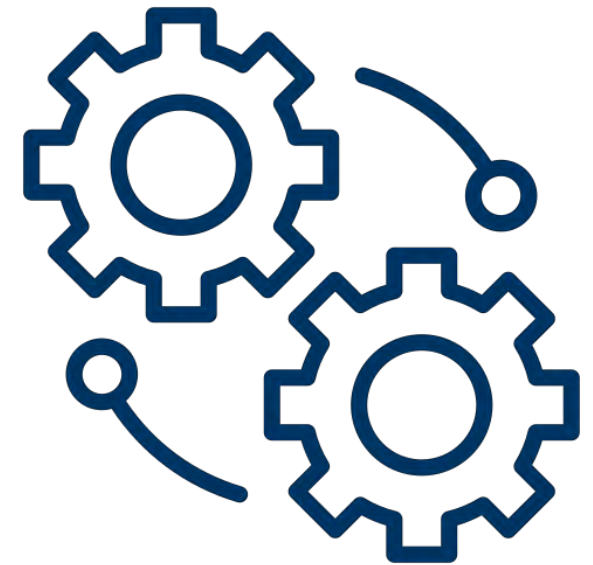
PRIORITIZE



SCALE



INTEGRATE



DISCUSSION

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Thank you for attending
this session!