



EAB

# The Future of Careers and the Evolving Role of Academic Programs

*Presented to Missouri State University*



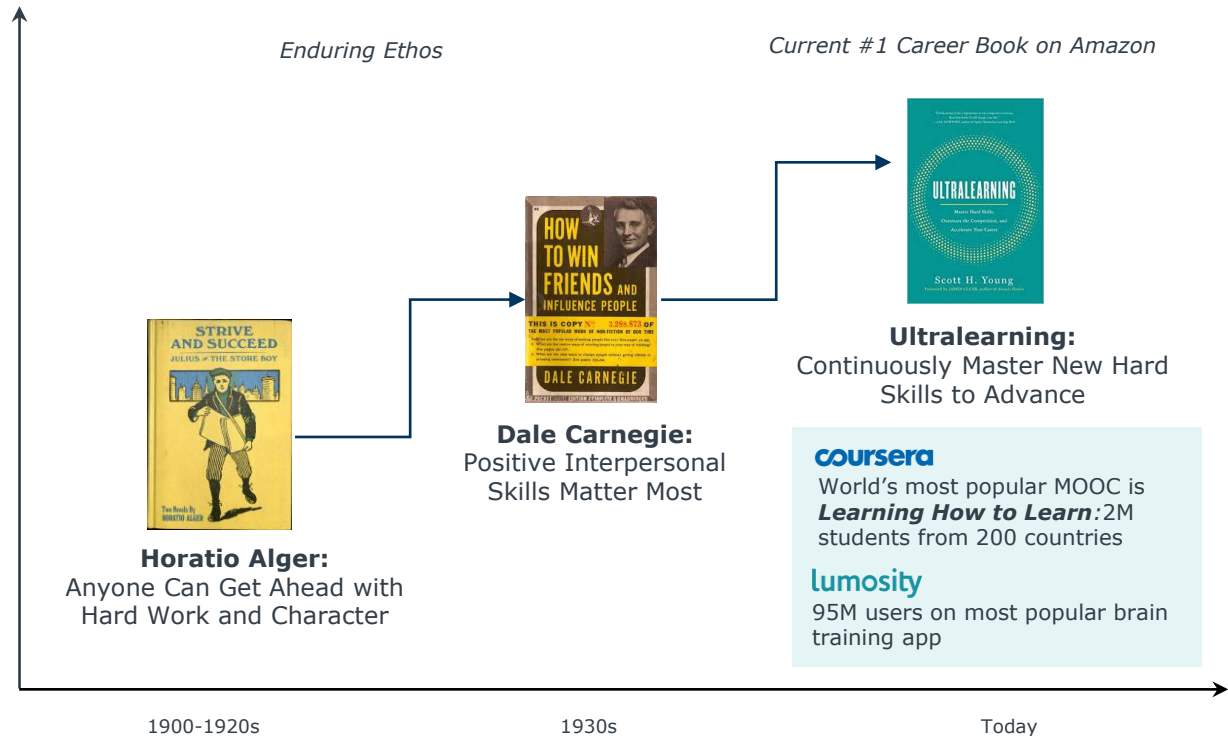
# The Changing Nature of Careers



# How to Succeed in Business, Then and Now

3

## Today's Zeitgeist: Learning to Learn



Sources: "2019's Most Popular Courses", *Coursera*, 2019, "America's Brainiest Colleges", *Lumosity*, 2019; EAB interviews and analysis.

# What's Different, and More Difficult, Today



## Learning to Learn Has Always Been Central to Higher Ed's Purpose

1

### Increased Pressure on College ROI

- Students not preparing for long-term career at one company with a pension
- College rankings based on outcomes data now common and widely reported

2

### Higher Ed Meritocracy Called Into Question

- Persistence of wealth disparities on elite campuses
- Iniquities in job market requiring networks and know-how

3

### Constantly Shifting Industry Skill Needs

- Growing pressure to teach technical skills earlier even as shelf life shortens
- Short-term advantages of hard skills may not pay off in the long run

4

### Expanding Provider Landscape

- More non-higher ed competitors offering career readiness, upskilling
- Bootcamps, low-cost and free options, corporate programs tied to specific tech

# No Longer Preparing for Lifelong Careers

## Every Generation of New Grads Fails to Meet Employer Standards

### The New York Times

#### *Millennials at Work: Young and Callow, Like Their Parents*

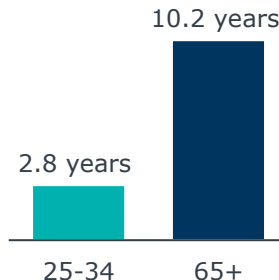
- >50% corporate recruiters give recent grads a “C” for preparedness
- >50% college presidents say students less prepared and study less than students ten years ago

“You can find these complaints in ancient Greek literature, in the Bible...**It reflects the way old people see young people.** There’s no evidence millennials are different. They’re just younger.”

*Peter Capelli, Wharton Center for Human Resources*

## ...But Now Less Incentive to Invest in Employees for the Long Term

*Median Job Tenure by Age Group, 2018*



## From Lifetime Employment to “Incremental Alliances”

LinkedIn



*Reid Hoffman*

- Co-founder introduces four-year “tours of duty” for new hires
- Employee makes short- and mid-term contributions to firm
- LinkedIn teaches skills for lifetime employability

# Growing Outcomes Pressure

## Proliferation of College Rankings Amplifies PayScale, Scorecard Salary Data



Early and mid-career earnings + meaningfulness by institution and major

**Money**

*Best Colleges for Your Money*



*Top 50 Colleges that Pay Off the Most*



Income 1 and 10 years out, loan repayment rates by institution and program



*The Top U.S. Colleges*



*The Value of University: Our First-Ever Rankings*

## "Return on Education" Beyond First-Year Salary ROI



*"How do we calculate the social good of programs that lead to low-paying jobs but are important to communities?"*

### Social Utility Index

- ❑ Survey responses to "Does your work make the world a better place?"
- ❑ Enrollment of minority students, non-traditional gender for field
- ❑ In-demand career clusters
- ❑ Concentration of industry in region

### Providing Better Data for Schools and Policy Makers Considering Program Cuts

High-value, low-wage fields include social work, firefighters, early childhood education

# Equity Issues Add to ROI Scrutiny

## The Challenge of Overcoming Entrenched Inequality



Raj Chetty

Harvard economist studies long-range impact of parental income and education on class mobility

*Predictors of lifetime outcomes:*

- Zip code
- Parental income
- Kindergarten teacher quality



*College Mobility Report Card*

- ❑ Measures access by parent income, upward mobility
- ❑ Identifies schools with highest bottom-to-top income mobility

**77x**

Likelihood that children from top 1% attend elite private college vs. those from bottom 20%



## Today's Equivalent of Redlining?

“Our institutions pretty much guarantee that the white kids win ... We had slavery, Jim Crow, the failure to hand out 40 acres and a mule; we had housing policy, veteran’s policy, redlining. The new culprit is higher education ... **Colleges in America didn’t set out to do this, but in a passive sense they’ve become the capstone in a system that guarantees racial inequality.**”

*Anthony Carnevale,  
Georgetown Center on Education  
and the Workforce*

## 8

## Underemployment of black college grads vs. 10% white grads

*Dean of Continuing and Professional Education*

Sources: Gould, E., Mokhiber, Z., Wolfe, J. "Class of 2018 College Edition", Economic Policy Institute, 2018., Torres, M. "Survey: 61% of Entry-Level Jobs Require 3+ Years of Experience", The Ladders, 2018.. EAB Insights and Analysis.



# Utopian Dreams vs. Dystopian Threats

9

## Elite Visions of Continuous Education Timed to Moments of Need



Stanford d.school futurist exhibition shows 4 years of education over a lifetime instead of all at once



*"The Never-Ending MBA"*

In-person networking paired with membership for JIT online modules



**UCI** Division of Continuing Education

"60-Year Curriculum" aspires to lifelong partnerships with students

## What if this is the Logical Conclusion to Trends Today?



**Broad liberal arts education sole province of top 100 schools**

Top 1% (and an additional lucky few) gain the "learning to learn" disciplines and networks to advance through the professional-managerial class

**Class Differences Widen**

**Corporations become for-profit universities, eligible for federal financial aid**

Students hired out of high school either directly into companies or by third-parties that provide last-mile training and apprenticeships before making staff placements

**Smaller remaining number of non-elite colleges and universities focus exclusively on job training, largely at pre-bacc level**

Graduates able to get first job, but have difficulty advancing; continued retooling needed amidst changing and contingent labor market

# Unanticipated Long-Term Outcomes

## Shaky Prospects for Programmers



Programming jobs more **vulnerable to outsourcing** than other computer occupations

Future demand for computer occupations concentrated in cloud computing, big data, information security

**-7%**

Projected decline in programming jobs, 2018-2028

## Limited Reach of Bootcamp Advantage



### Six-Figure Salaries Hardly the Norm

\$64K the median salary for first job after bootcamp, \$83K median after third job

"We are not going to teach people life skills and maturity."

*CEO of Trilogy, which provides bootcamps to 49 universities*

**5 yrs**

Average half life of a technical skill

## No Guarantees Even for STEM Majors



STEM majors out-earn all other majors at entry-level and mid-career, but earnings flatten out over time

Continuous upskilling and education needed to stay employable

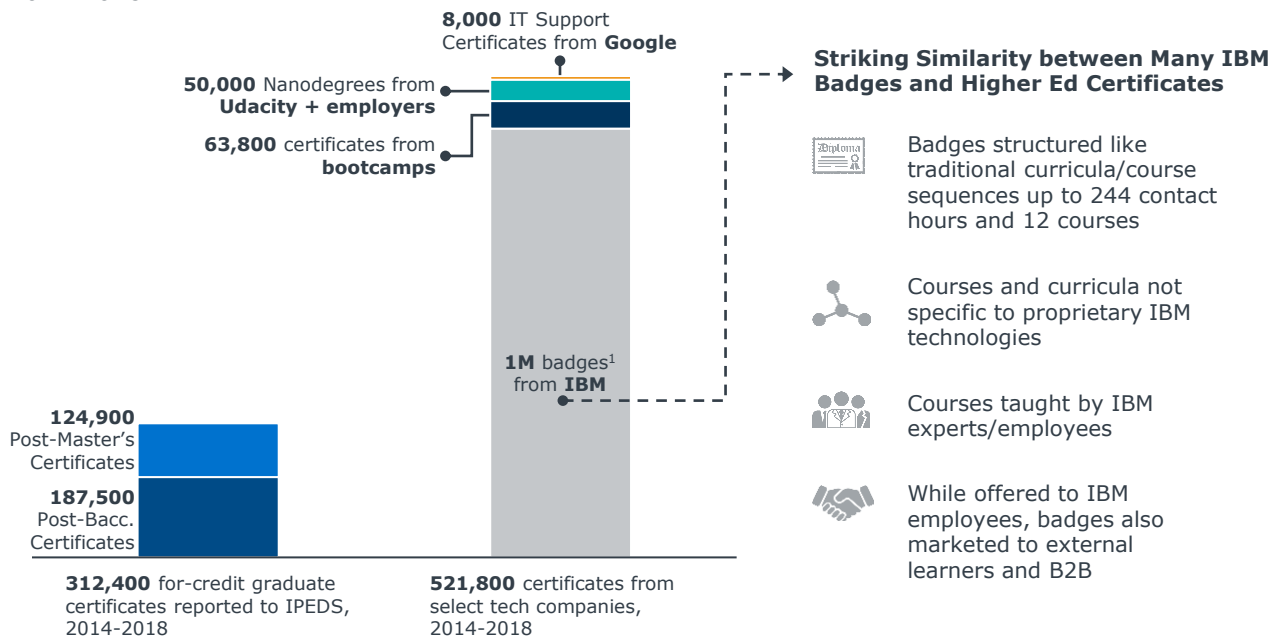
**50%**

Of STEM grads leave these fields within 10 years of graduation

# Big Tech Takes the Lead on Upskilling

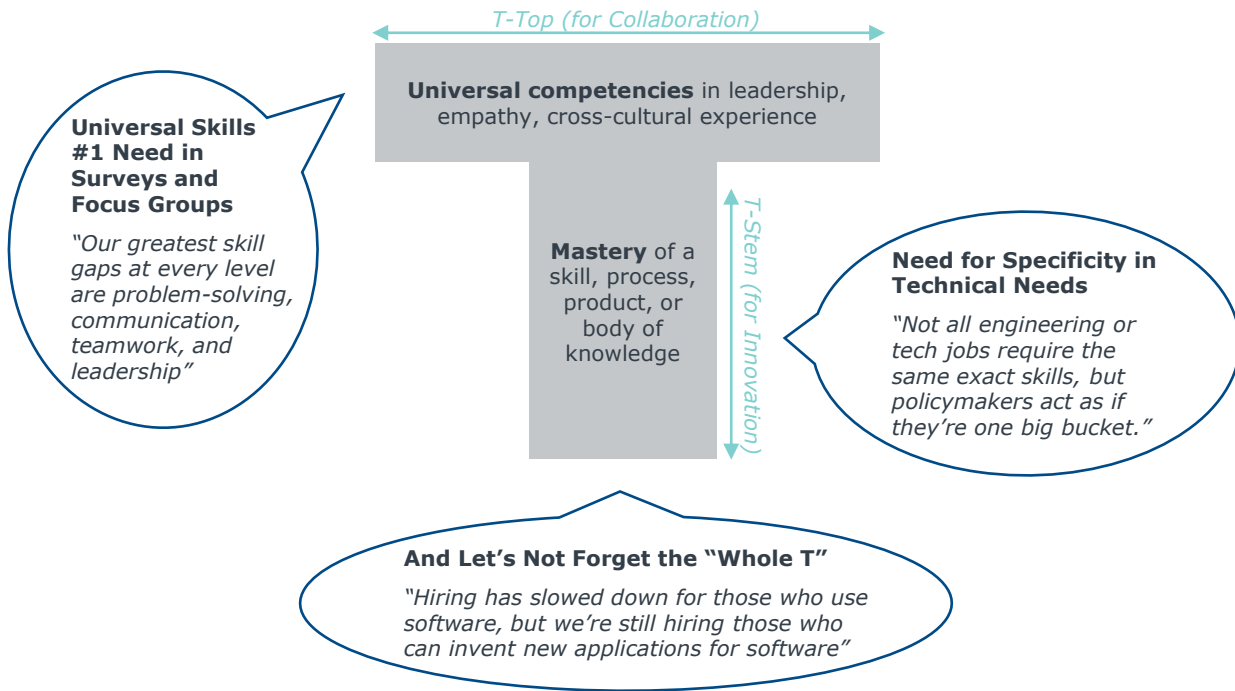
## More Certificates Conferred by Tech Firms than For-Credit Graduate Market

*Credit-Bearing Graduate Certificate Conferrals vs. Certificates Awarded by Select Tech Firms, 2014-2018*



# When Employers Say “Skill Gap” They Might Mean...

## *The “T-Shaped Professional”*



# A Constructive Path Forward

13

## 'High-Impact Practices' Span the Divide Between Extremes

"College should be a  
purely intellectual  
experience"

### A Surprisingly Fertile Common Ground

- Active, experiential, and project-based learning
- Articulating translatable learning outcomes
- Aligning personal and career goals
- Rethinking general education
- Encouraging lifelong learning
- Global and community engagement
- Innovation and entrepreneurship
- Undergraduate research

"Colleges should focus  
only on training  
students for jobs"

“The involvement of students in rich and meaningful educational activities is what keeps students making progress toward the degree, and it is what produces the outcomes that we associate with a college degree. But trying to distill the infinitely varied outcomes down to a list or a test, for accountability purposes, is a formula that, rather than improving education, more likely undermines the quality of the educational activities themselves.”

*Robert Shireman, The Century Foundation*

## Discussion Question

How should the changing nature of careers change the way we educate students? Is it through changes to the undergraduate program? Complementary offerings focused on technical or professional skill development?



# Career Development Practices for Undergrads

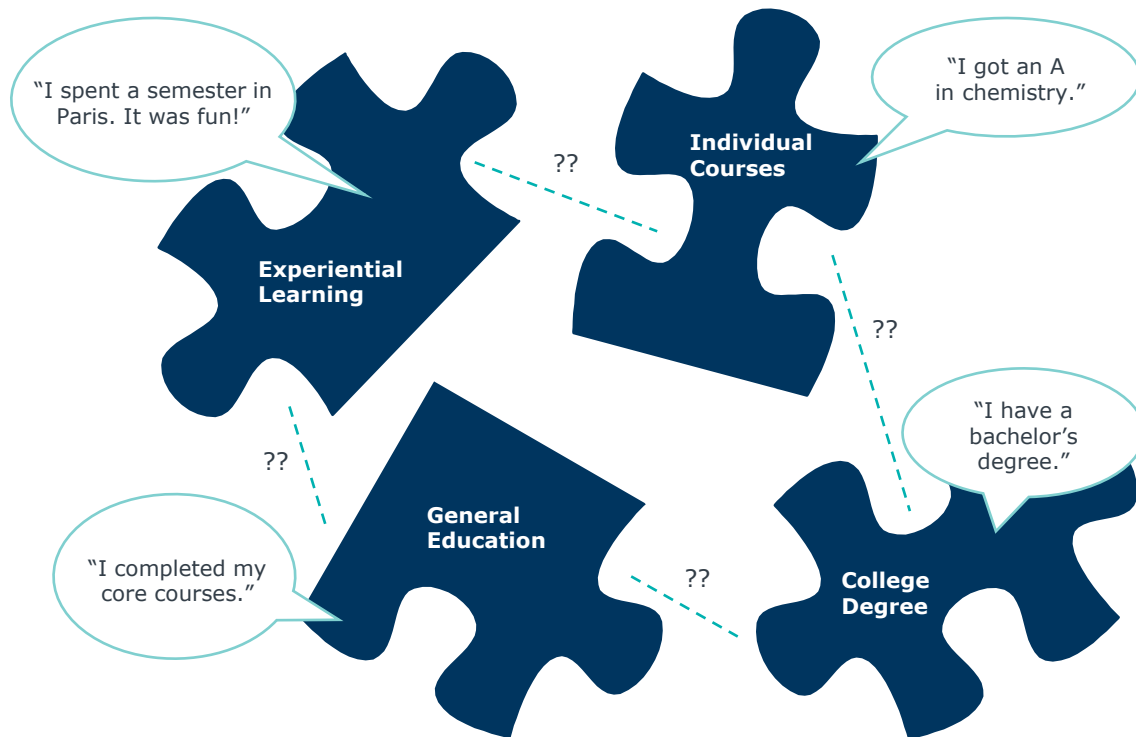
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# 'Tell Me Why You're Qualified'

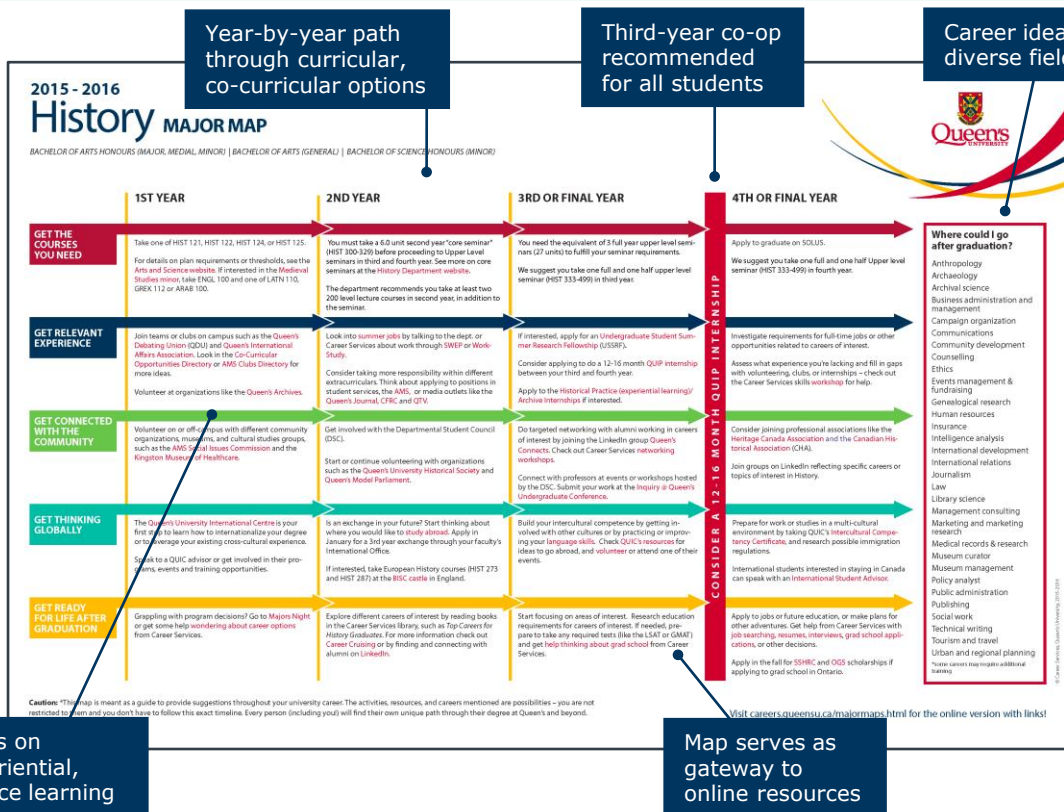


## Students Struggle to Articulate Applicability of Academic Experiences



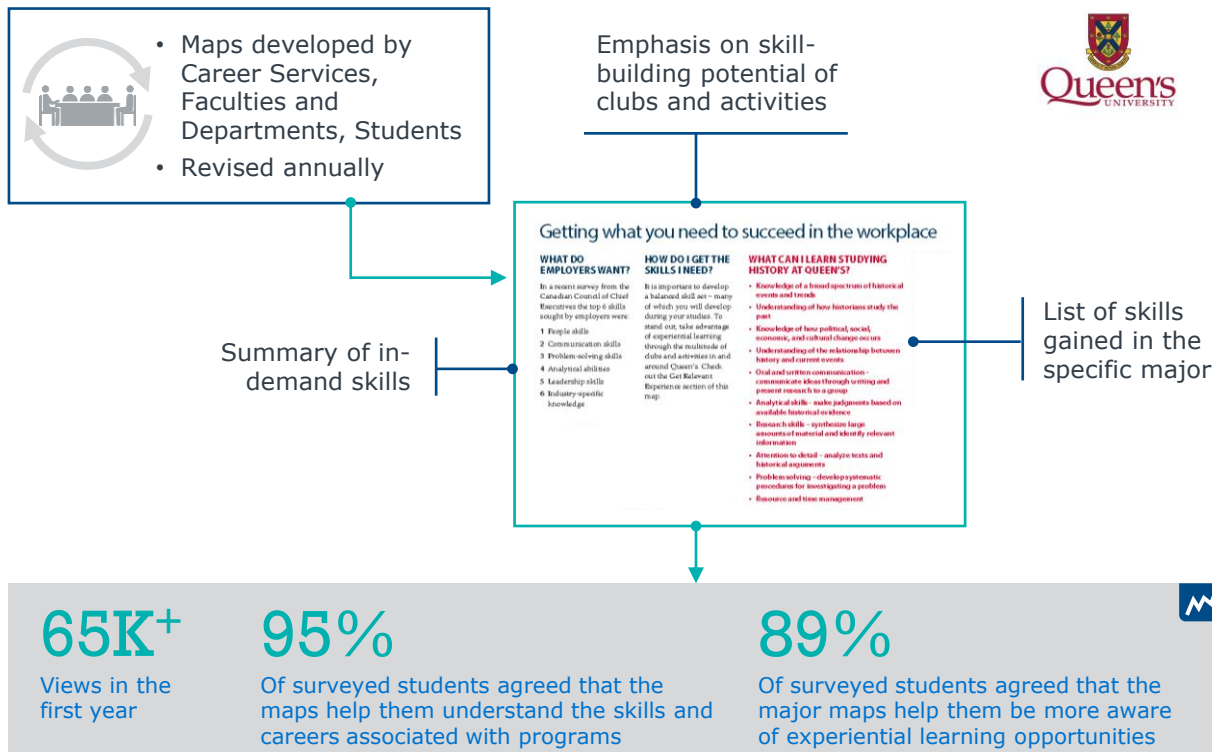


# Beyond the Degree Plan



# Emphasizing High-Demand Skills

## Integrated Maps Emphasize the Value of Experiential Learning



# A Light (but Critical) Lift for Faculty

## Identify Transferable Skills in Existing Curricula

Sample Syllabus – English 111

### **Presentation – 30%**

***Students will form groups and present on a course topic.***

Portfolio – 30%

*Students keep a journal to record reading, reflections, and experiences.*

Class Participation – 10%

*Students are expected to attend, be prepared, and actively participate.*

Final Exam – 25%

*Written exam taken in class at the end of the semester.*



### **Competencies Developed by Deans, Faculty, and Administrators**

- ☐ Working within the dynamic of a group
- ☐ Research skills
- ☐ Oral presentation skills
- ☐ Leadership skills
- ☐ Ability to work within a set time frame
- ☐ Critical-thinking skills

No course redesign necessary; faculty map existing lessons to professional competencies

Memorial U found that employers were more likely to interview students who discuss coursework in terms of *competencies* than subject matter or academic field



## Discussion Question

How comfortable are undergrad students at navigating this hidden curriculum? For your department or program, how would you articulate the top career-oriented skills that students would gain?



# Aligning the Portfolio with Market Demand



# If You Build It, Will They Come?



## New Market Pressures Cause Many Program Launches to Falter

“

“In today’s environment, it’s no longer ‘if you build it, they will come.’ Now, if you build it, and it is in demand, and you do a really good job marketing it, then *maybe* they will come.”

**Michael Cottam,**  
**AVP for Academic Affairs**  
Webster University

”

“

“Until recently, I would have told you that health sciences and business were ‘sure bets’ for enrollments, but I’m now seeing failures in those disciplines, too. It’s concerning to me that these sure bets aren’t working out anymore.”

**Chief Planning and Budget Officer**  
Private Research University




”

# Many Campuses Experiencing “Profitless Growth”

23

New Programs Underperform, Become Long-Term Drains on Institution

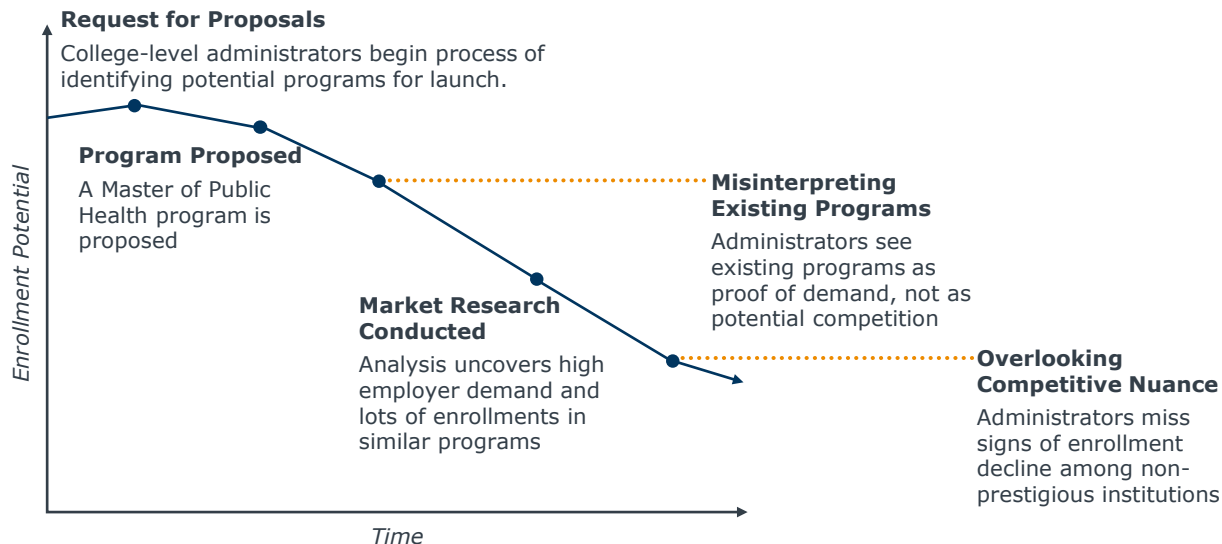
## Hard Lessons Learned in “Profitless Growth”

			
Lesson	Too many programs fail due to lack of validation	Strong enrollments do not equate with net revenue growth if costs too high	Longer-than-expected ramp up periods strain short-term finances
Example	Schuyler <sup>1</sup> University launched new specialized master's in education without adequately evaluating demand data	Burr <sup>1</sup> College neglected to account for new facilities costs of proposed science program prior to approval	Mulligan <sup>1</sup> University expected new data science program to generate positive net tuition revenue by year 2
Result	Projected year 1 enrollments of 60 students; enrolled four students in first cohort	Program continues to be subsidized by other programs in the college	Program ultimately broke even in year 5; college dean struggled to accommodate 3 years of unexpected losses

1) Pseudonym.

# Peer Success Not Always Replicable

Simply Copying Successful Programs Misses Critical Market Nuance





# A Holistic Approach to Market Research

## Labor Market Demand Alone Can Miss Best Program Opportunities

### Only Moderate Employer Demand



#### Employer Demand Analysis

Market research reveals roughly 400 jobs for respiratory health professionals over previous year.

- Employer demand lags behind numerous other clinical health opportunities
- Large proportion of available jobs only require an associate's degree

### ...But Deeper Analysis Reveals a Largely Untapped Market Ripe for a New Program Offering



#### Review of Regulations and Accreditations

Literature reveals a shift in regulations. Certification will soon require a bachelor's degree.



#### Competitor Analysis

Scan of other state institutions reveals numerous associate's-level programs soon to be obsolete.



*High employer demand for respiratory therapists relative to the number of program seats currently available, in addition to coming regulatory changes to certification, indicates an opportunity to develop a bachelor's program in respiratory therapy."*

*EAB Market Analysis*

# Repositioning for a Changing Economy

## Portfolio Analysis Anticipates Occupational Trends



### *Which Locations Have the Best Growth Potential?*

- Main campus in Western Massachusetts, with 8 branches
- All locations offer Bachelor's and Master's in Human Services
- Locations originally determined by YMCA partnerships that supply 10% of enrollments



### **Houston Promising on Paper, But Underperforms**

**6.7M** Residents, with strong projected growth

**2.4K** Human services jobs posted in the past year

**80** Enrollments

### **Despite Low Projected Demand, St. Johnsbury, VT Outperforms**

**302K** Residents in surrounding area<sup>1</sup>, with flat projection

**<300** Human services jobs posted in the past year

**120** Enrollments

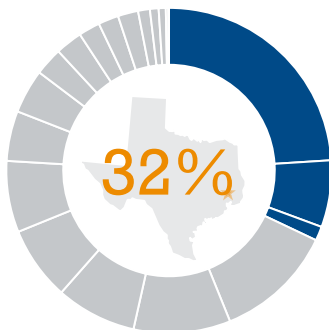
1) Defined as the following counties: Coos Co, NH; Grafton Co, NH; Caledonia Co, VT; Essex Co, VT; Lamoille Co, VT; Orange Co, VT; Orleans Co, VT; Washington Co, VT  
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Sources: EAB Interviews and Analysis; Springfield College School of Professional and Continuing Studies. <http://springfield.edu/school-of-professional-and-continuing-studies> (2017); Applied Geographic Solutions; Burning Glass Labor/Insight™.

# Positioning New Market Opportunities

JTBD Understanding Relative Demand, Not Number of Open Positions

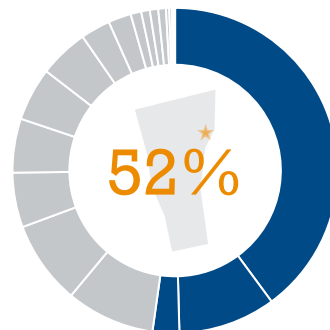
## Broader Range of Opportunities, Better Salaries in High-Cost Houston



■ Human Services-Related Industries  
■ Other Industries

- Lower concentration of human services jobs, despite thousands of job ads
- Higher-paying opportunities in professional services, manufacturing, and oil and gas
- High cost of living weakens appeal of low-paying human services jobs

## Human Services a Top Career Opportunity in Low-Cost St. Johnsbury



- High concentration of human services jobs, despite lower number of job ads
- Human services twice the proportion of job opportunities compared to Houston
- Nearly 15% lower cost of living than in Houston

# Achieving Principled (Not Profitless) Growth

## Avoiding the Most Damaging Mistakes in New Program Planning

### I

#### **Become a More Market-Responsive Institution**

##### **Mistake 1:**

Relying solely on individuals to organically surface new program ideas

##### **Mistake 2:**

Losing competitive advantage through prolonged approval process

### II

#### **Ground Financial Goals in Market Realities**

##### **Mistake 3:**

Using one-dimensional market data to evaluate demand potential

##### **Mistake 4:**

Designing programs around academic norms and preferences

##### **Mistake 5:**

Conflating healthy and unhealthy cannibalization

### III

#### **Plan for the True Costs of Academic Program Growth**

##### **Mistake 6:**

Overlooking indirect, incremental, and knock-on costs

##### **Mistake 7:**

Underinvesting in marketing

### IV

#### **Build in Flexibility to Adapt to Future Demand Shifts**

##### **Mistake 8:**

Aiming for near certainty in financial projections

##### **Mistake 9:**

Committing inflexible, fixed resources before programs demonstrate demand

##### **Mistake 10:**

Failing to react to post-launch performance

# Discussion Question

How are you using market data to inform existing programs at your institution?

Is it relevant for some programs and not others? If so, why?



# Employer Partnerships

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# The Latest Must-Have Perk



## Major Corporations Invest in Tuition-Free Bachelor's Degrees

- Aimed at upskilling and retaining front-line staff members
- Funnel into high-demand degrees or completion programs



## OPMs Step in to Manage Multiple Partnerships

- Funnel students to multiple university partners
- Major players include Guild, Pearson



## Flexible and Expansive Tuition Reimbursement

- Ability to choose from variety of universities
- Pre-paid Tuition and Fees
- Aid Like a Paycheck
- Reimbursed textbook costs
- No required relevance to career path
- Minimal or no-strings-attached policies



Source: "Education as a Benefit: More Companies Support Degree Pathways," <https://www.forbes.com/sites/tomvanderark/2018/04/16/education-as-a-benefit-more-companies-support-degree-pathways/#42675d69474f>; "Brinker Education Advantage," <https://www.multivu.com/players/English/8246351-brinker-pearson-education-chillis-maggiannos-best-you-edu/>.

# FedEx Express Partnership Delivers Results

## University of Memphis Launches LiFE Program

### ► THE CHALLENGE



#### **FedEx Express Seeks a Solution to High Turnover and Recruiting Costs**

- FedEx Express's Memphis hub employs an unskilled workforce with limited economic opportunities
- FedEx Express experiences high turnover, compounding the high cost of recruiting new workers
- University of Memphis sees the opportunity to serve a new segment and make an impact on educational attainment in the local community



### ► THE PROGRAM



#### **University of Memphis Global's Learning Inspired by FedEx (LiFE)**

- Launched in August 2018
- Employees can earn a low- to zero-cost undergraduate degree
- The fully online program accommodates shift workers' schedules
- LiFE also features a Prep Academy for students who need remedial coursework or skills training

### ► EARLY RESULTS



#### **Mutually Beneficial Partnership Leads to Enrollments, Retention**

**+3,000**

Nearly 3,000 students are enrolled in some stage of the LiFE program

**-50%**

Staff turnover at FedEx Express's Memphis hub cut in half in 9 months. New benefit helps to recruit new employees

The LiFE program is expanding to serve eligible staff at other FedEx Express hubs across country, including Newark, Indianapolis, and Los Angeles



# Partnership a Challenge Even When in the DNA



## What We Expected to Find Among CBE Innovators

### *New Models of Employer-Customization*

- ✓ Specific competencies matched to each job
- ✓ Employers design and review assessments
- ✓ Significant direct pipelines of students, hiring pathways for graduates

## What We Heard—Look Familiar?



Industry advisory council feedback



Program promoted (with others) on company internal site



Occasional phone conversation to discuss program



Want vague skills: critical thinking and communication

”

### **No Ready-Made List of Employer Competencies**

“During one focus group, HR staff and plant managers talked about what new graduates need to be able to do. Their message was, ‘We just need people who don’t do drugs and can work in teams.’”

*Beth Laves,  
Associate VP, Division of Extended Learning and Outreach,  
Western Kentucky University*

# But Current Sales Approach is Ineffective

Common Failure Paths Illustrate Difficulty of Right-Fit Partnerships



## Overly Reactive Approach to Sales

- Staff waste time responding to every inquiry
- Resources not directed towards strongest opportunities or best-fit partners



## Dream Partners Out of Reach

- High profile employer prospects unaware of capabilities
- Unable to leverage existing institutional relationships for greater impact



## Narrow View of Partnerships

- COE units overly focused on custom training as means of engagement
- Units lack university buy-in for deeper engagement

### Reacting Leaves Little Margin for Error

“We had the opportunity to partner with a large petroleum corporation on a training contract. We flew across the globe and bent over backwards to meet their needs, and **by the end we had lost \$200,000.**”

*COE Dean, Public Research University*



# Create a Single View of the Corporate Client

## Partnership Management Council Aggregates Critical Data Assets

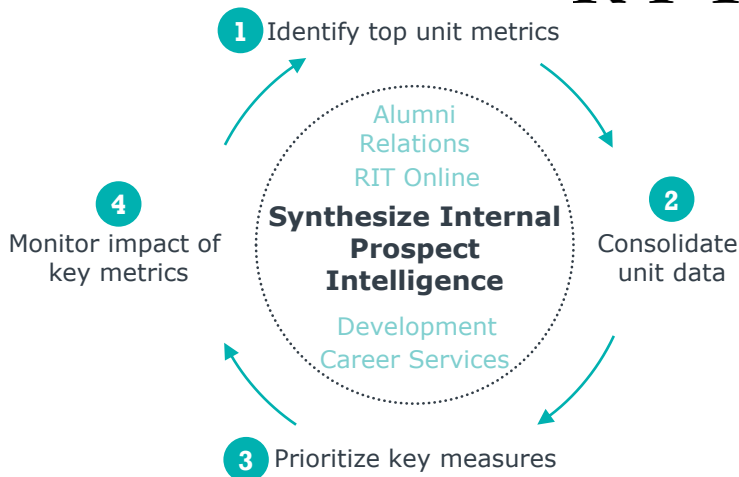
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### President's Charge

- Create a unified partnership strategy
- Coordinate outreach and align with institutional strategy

### Quick Facts

- Team meets quarterly
- Includes all externally-facing unit leaders
- Shares internal unit metrics



### Keys to Success



**Accountability** from senior leaders



**Transparency** of data and relationship ownership



**Institutional focus** rather than unit-level

# Embed Data and Goals into Account Planning

## Meeting Agenda Items

1. Aggregate unit data
2. Analyze employer fit scores
3. Prioritize leads for outreach
4. Coordinate message and determine lead owners

### Outcomes



Focus on Silicon Valley partners



Scope of existing employer partners

## Forthcoming Tool

Employer Lead Scoring Rubric



## Prospect Name: Advanced Technology Inc.

Metric	Value	Fit Score	Sponsor	2017 Goal
Number of Internships	5	+1	VP of Workforce development, Jay Hill	Grow by 10%
Research Dollars	\$250,000	+2	CEO, Martin Johnson	Sustain
Gifts or Discounts in Kind	\$100,000	+1	CIO, Jay Figari	Sustain
Number of Employed Alumni	17	+4	CHRO, Ruth Snead	Sustain
Custom Training Purchase Value	\$35,000	+3	VP of L&D, Mary McGonigle	Grow by 10%



Next Step: VP of Innovation set up lunch with Mary McGonigle

# A Comprehensive Vision of Partnership

## Engagement Menu Primes C-Suite for Expansive Commitment



“The idea is to **give every contact a way to engage**. Even if we take a meeting and they have no interest in training, I can get them involved with the institution.

*George Irvine, Director of Corporate Programs and Partnerships*



### Chief Information Officer

*Sponsor student work to access cutting-edge technology and cost-conscious labor*



### Learning and Development Officer

*Contract for custom executive education to provide evidence-based training to company leaders*



### Recruiter

*Partner with college to host graduate-level interns to augment talent pipeline*



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