FINANCIAL MODEL
EXECUTIVE EDUCATION
COORDINATOR
DEVELOPMENT
DATA
PROED
2017
PROGRAMMING
DEMOGRAPHICS
EXTENSION
REGISTRATION
PUBLIC
INDUSTRY
REVENUE
SALES
SURVEY
COLLEGE
RESPONSE
DIRECTOR
EDUCATION
CONTINUING EDUCATION
CUSTOM
MARKETING
FACILITATORS
PARTICIPANTS
CRM
CMED
RESULTS
BENCHMARKING
INSTRUCTORS
UNIVERSITY
STAFF
SOCIAL MEDIA
INSIGHTS
TRAINING
BUSINESS PERFORMANCE

Your Survey Team

University of Saskatchewan

University of Nebraska Omaha

University of South Australia

York University

- **Christina Dolan**, Manager, Executive Education
- **Ross Morriss**, Director of Strategic Partnerships, External Engagement
- **Bill Swanson**, Executive Director, EMBA & Professional Management Education
- **Tania Xerri**, Director, Health Leadership & Learning Network

Value-Add

- Provides solid trends across a wide range of University Executive and Continuing Education locations that is not available elsewhere
- Use the data to shape appropriate strategy for your operation
- Use results for building a case for resource needs
- Valuable in communicating with Deans and executives about the industry, and cross-walking the data to your unit
- Data captures a cross section of the industry from the smallest units to the largest

The Strategic Landscape

Demographics

- More non-United States respondents than 2016
- Decrease in the percentage of centers in Metropolitan areas with populations over 1 million.
- Increase in percentage of centers reporting to B-Schools
- Industry is stable and growing
- Audience is continues to be middle/upper-managers

Marketing & Social Media

- Increase to having a dedicated marketing person or getting support from other parts of school
- Budget is determined mostly by a flat dollar amount, under 20% of course budget
- Marketing budgets decreased by 8% overall
- Diverse Marketing Mix – website, SEO, SEM, email marketing
- Social Media – FB, LinkedIn, Twitter, cover the basics but with no plan, but 70% believe it is important. Increase in those measuring efforts by 8%.

The Strategic Landscape

Sales & CRM

- Similar to previous year
- Most people on salary
- For CRM's people aren't just using Salesforce, have options
- CRM system has multiple uses, not just for pipeline

Revenue & Financial Model

- Greater proportion not able to answer the questions (7% compared to 2.7%)
- Revenue trend is down compared to 2016, although there is an increase in those generating more than 10 million +, but this is a small proportion overall.
- Reduction in margins and payments back to the University
- Less international work. 17% compared to 14%.

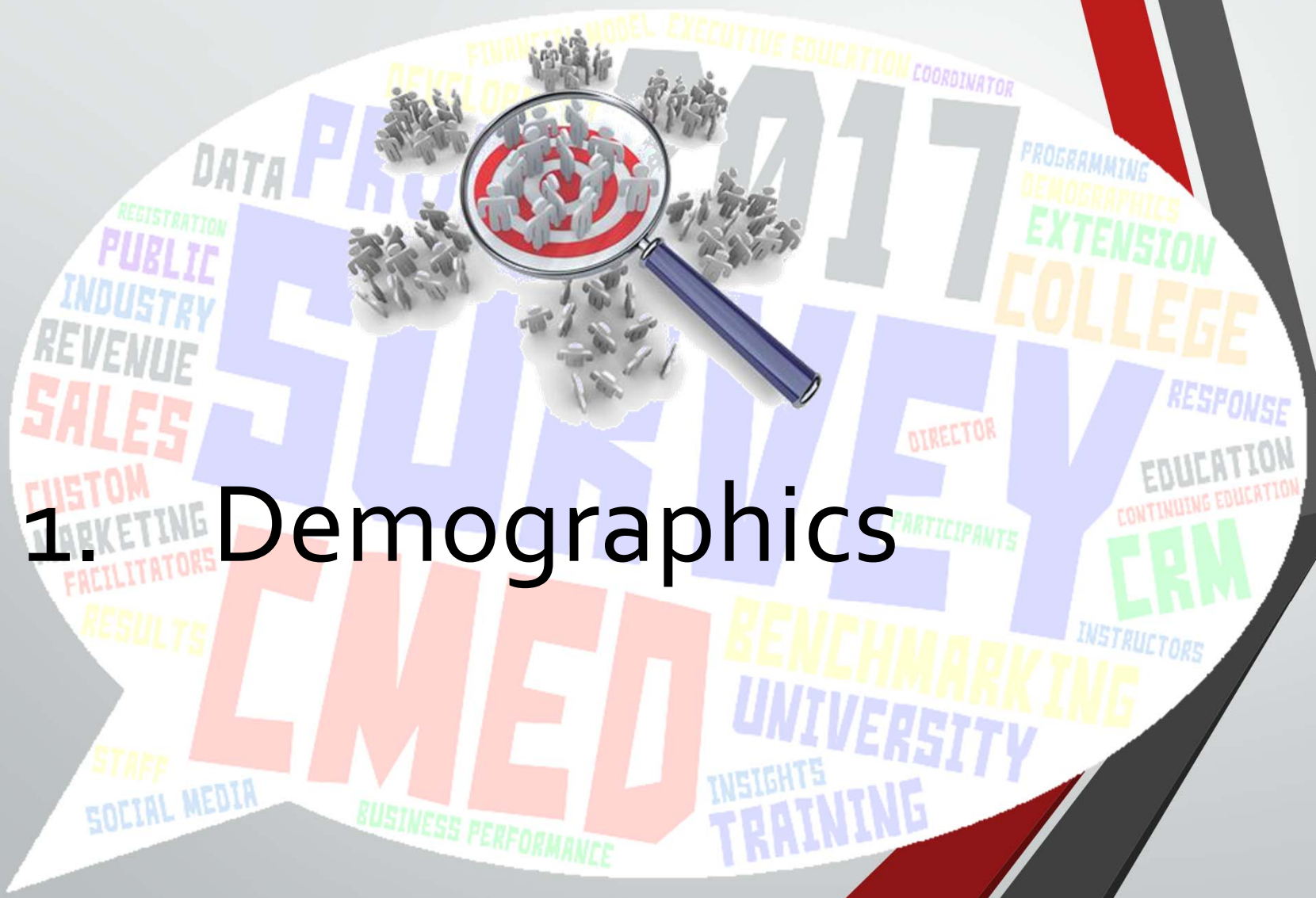
The Strategic Landscape

Business Performance/Programming

- Business has grown for majority due to growth in custom, additional open programs and rise in economy
- Leadership & Management most popular programs to offer
- Majority is in-class or face-to-face programming still, then blended and online

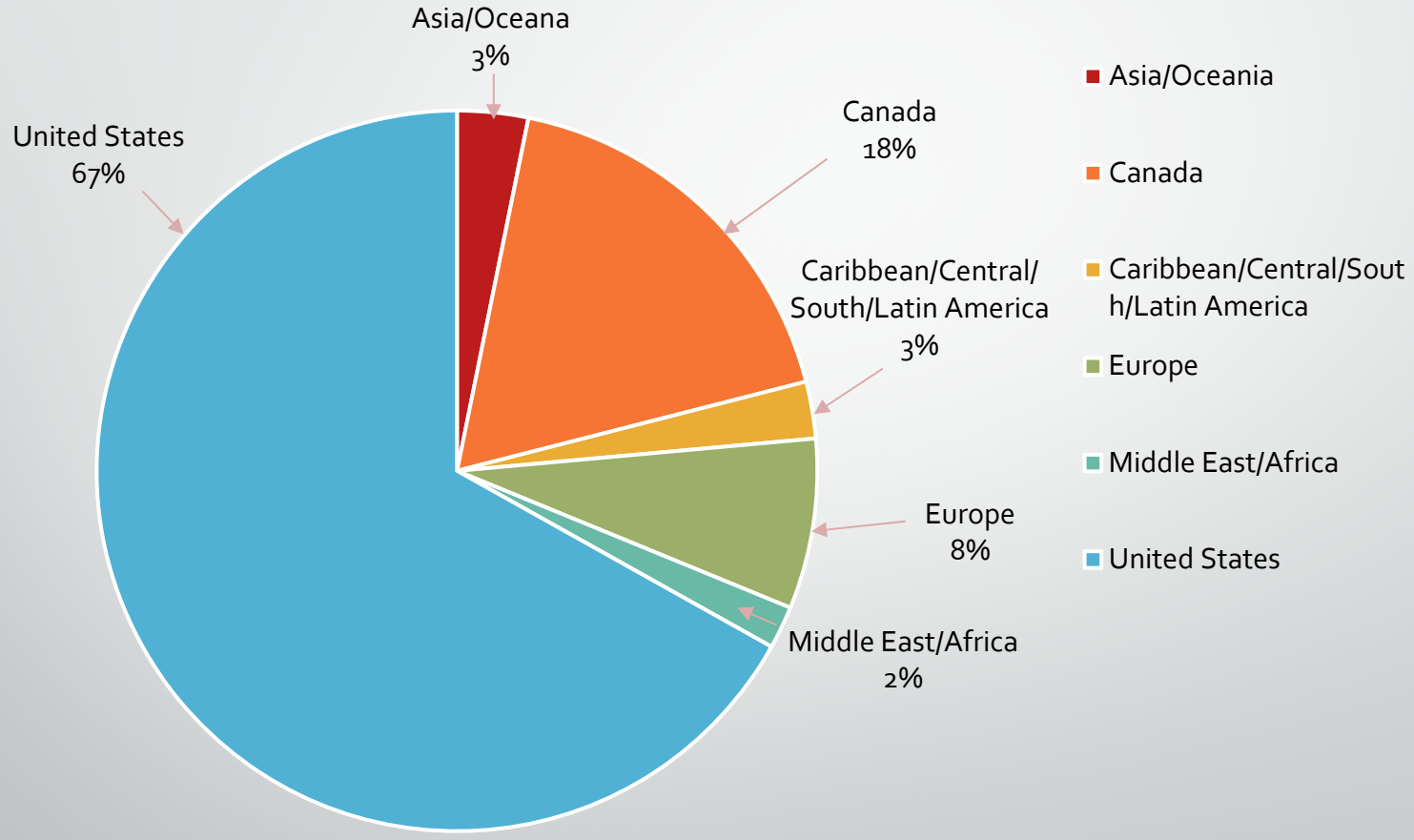
Instructors

- Shift to use of more non-tenured faculty continues
- Percentage of centers using less than 50 instructors declined.
- Amount faculty paid increases.
- Majority of center's pay instructors for course development in $500 – $2500 range.
- IP ownership remains the same

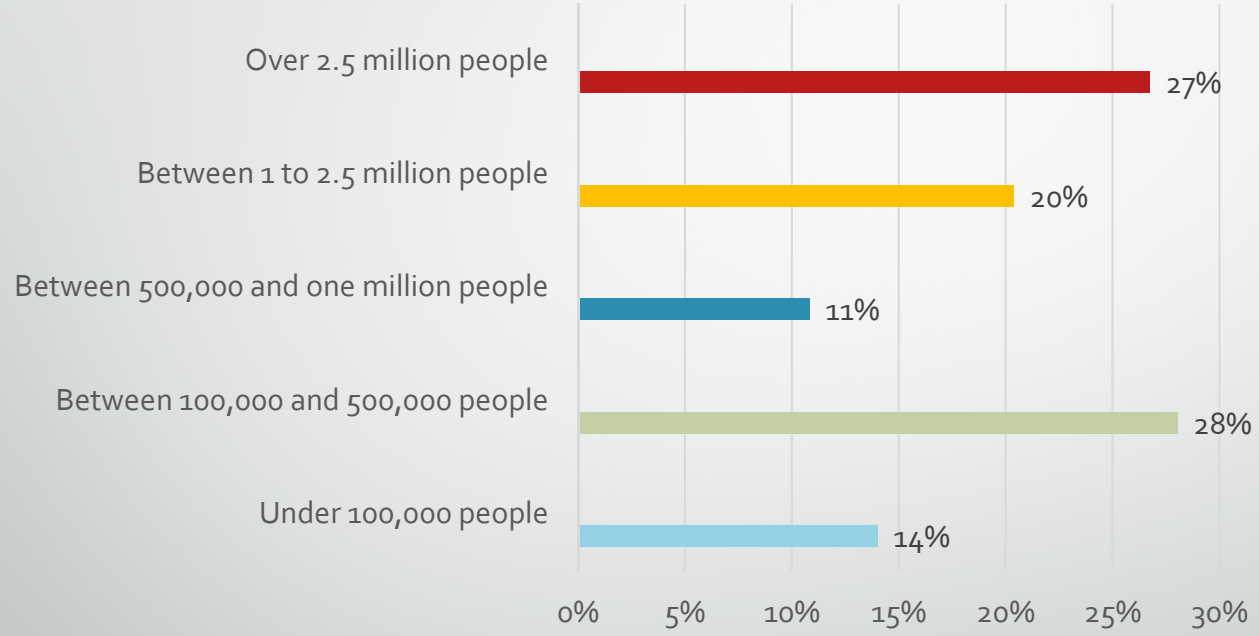


1. Demographics

Where is your institution located?



My institution is located in a Metropolitan area of:



2017
PROED
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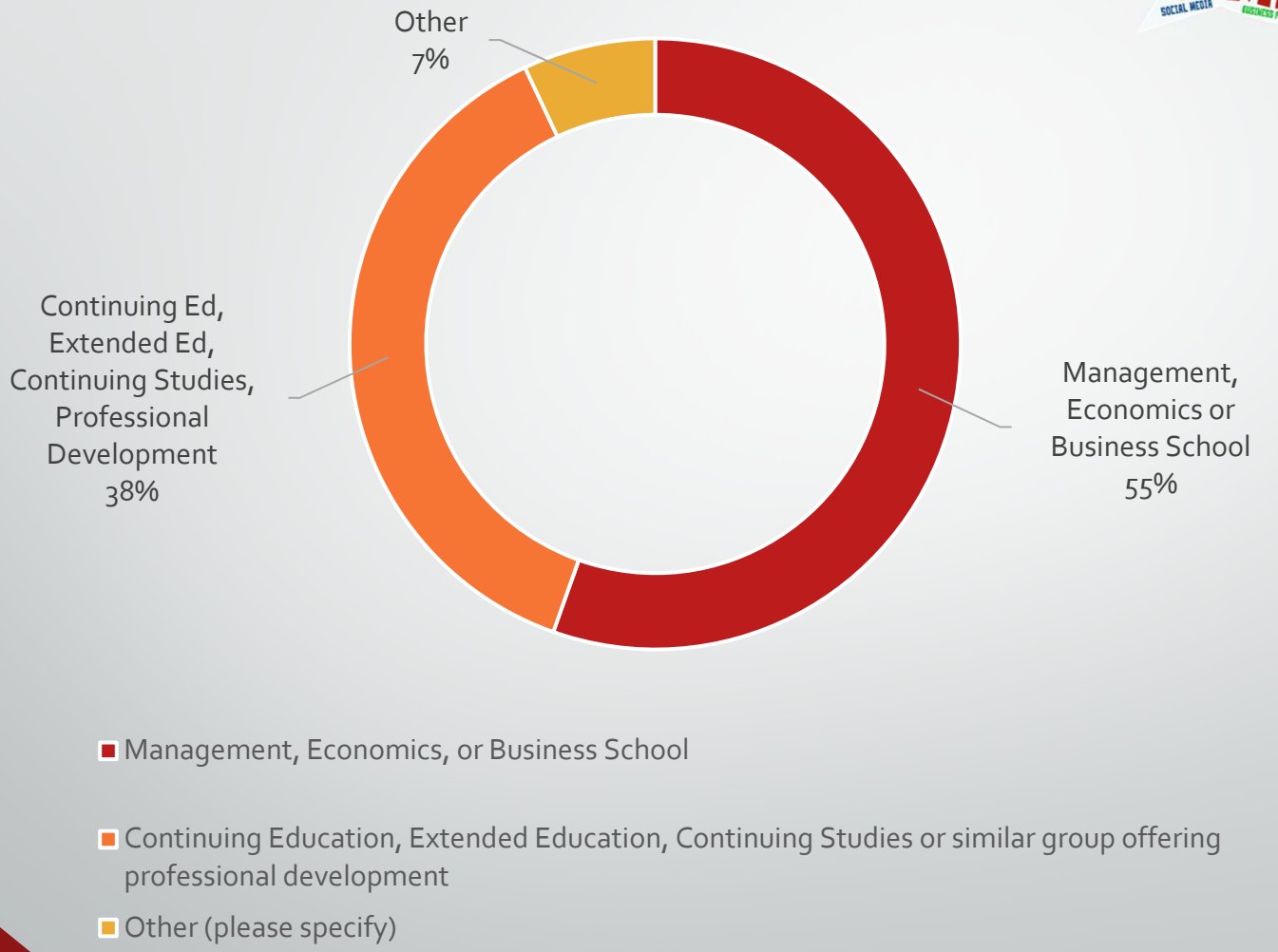
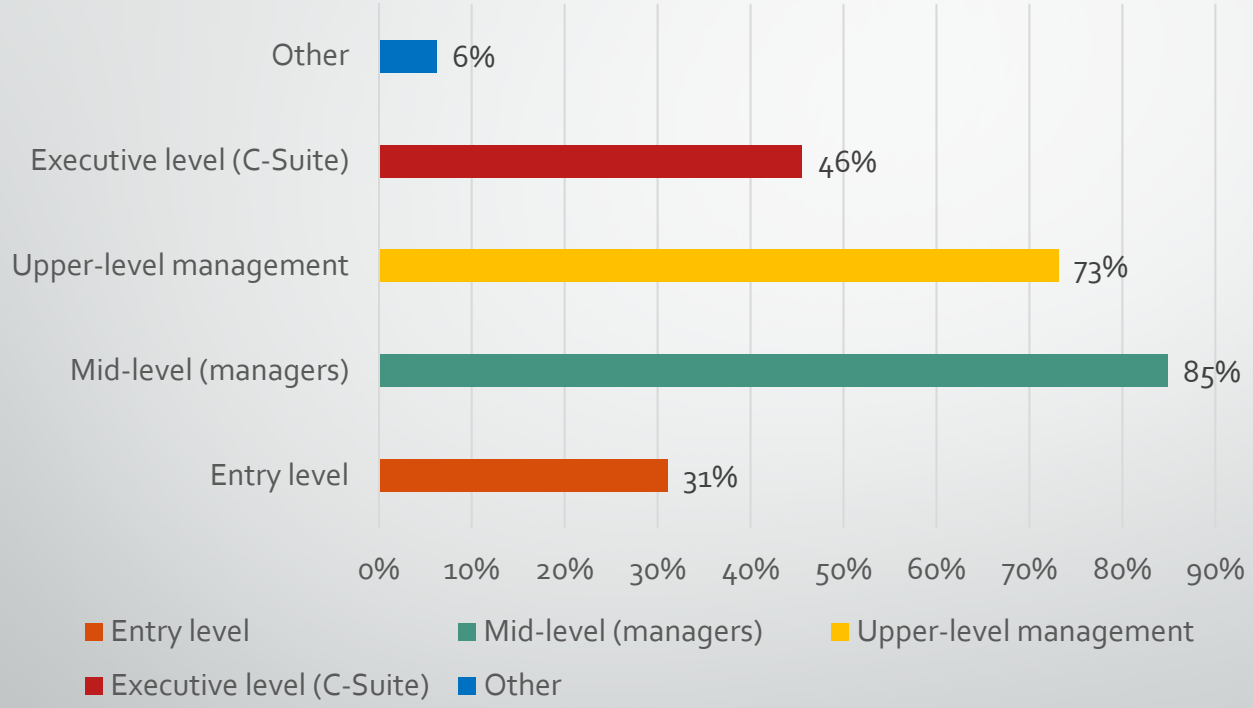
EDUCATION
CRM
BENCHMARKING
UNIVERSITY
TRAINING
INSIGHTS
SOCIAL MEDIA

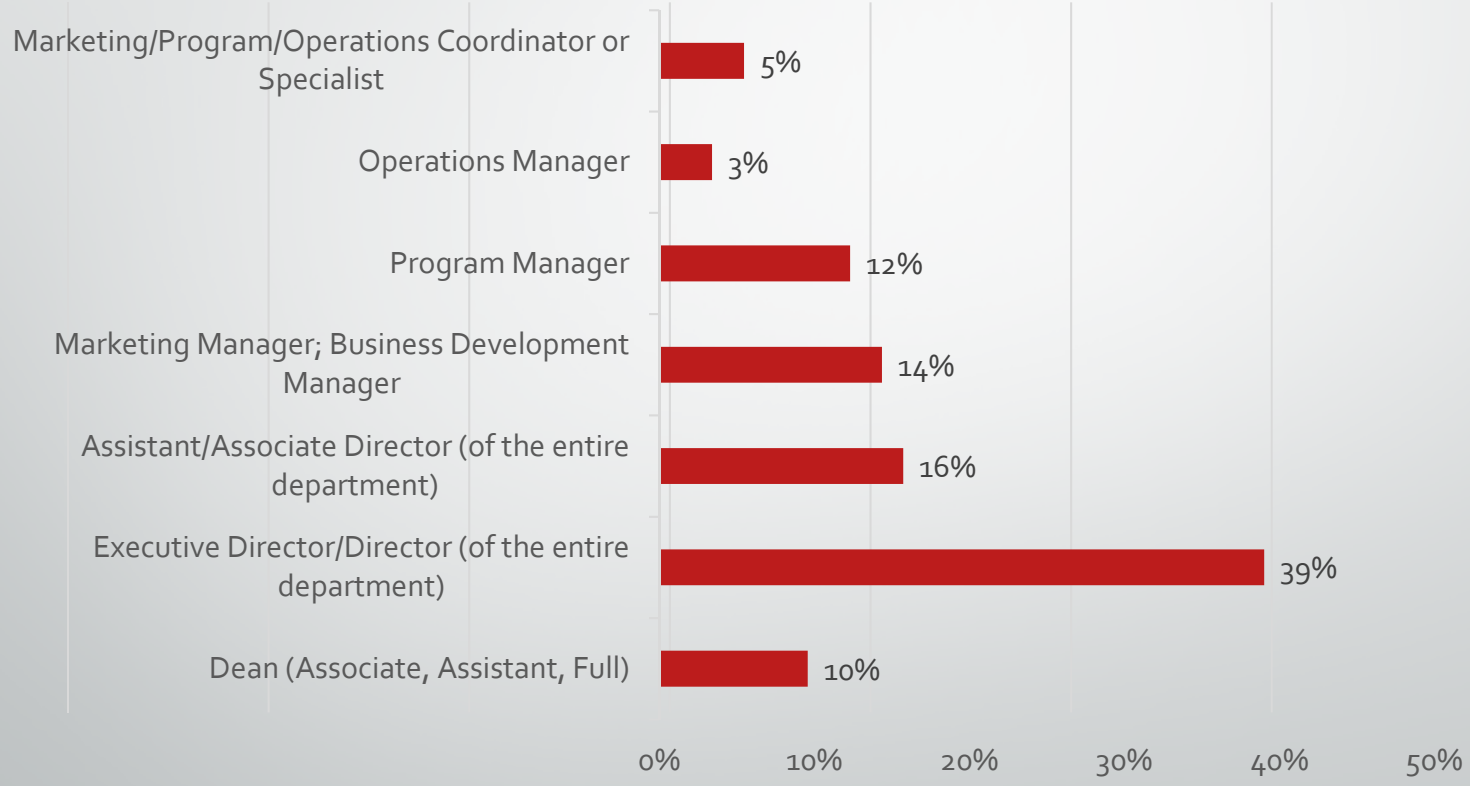
Unit Type


Other
7%
Continuing Ed, Extended Ed, Continuing Studies, Professional Development
38%
Management, Economics or Business School
55%
Management, Economics, or Business School
Continuing Education, Extended Education, Continuing Studies or similar group offering professional development
Other (please specify)

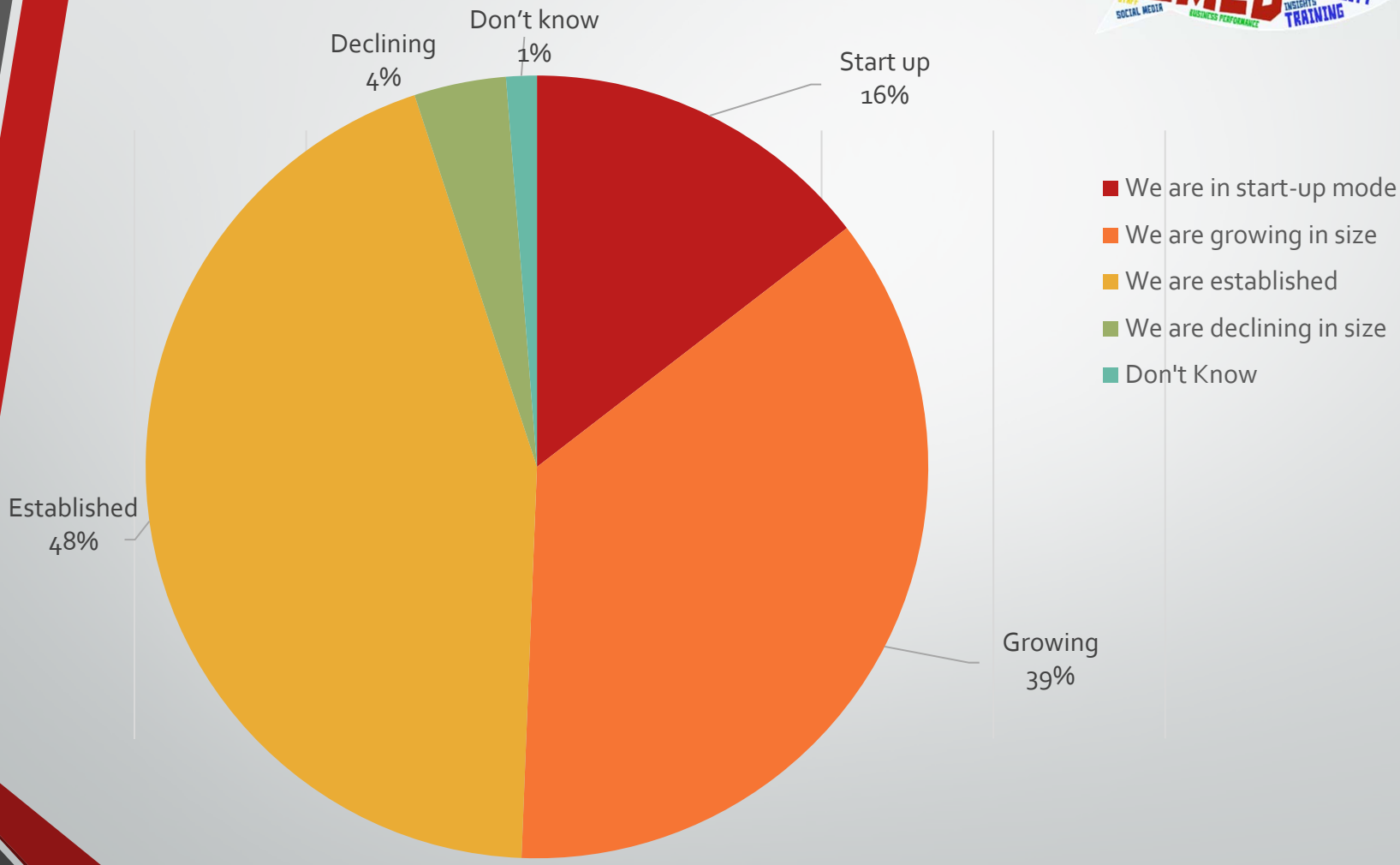
Who we serve (main audiences)



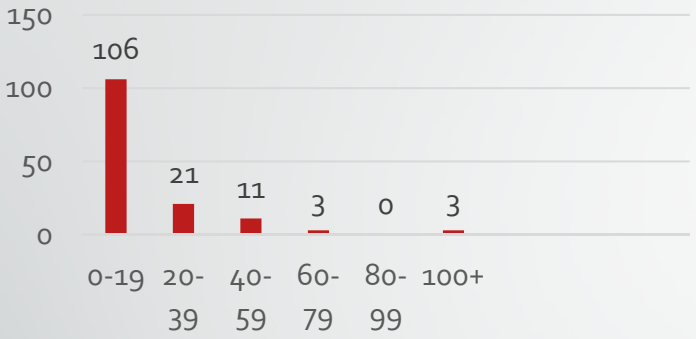
Role of Survey Respondents



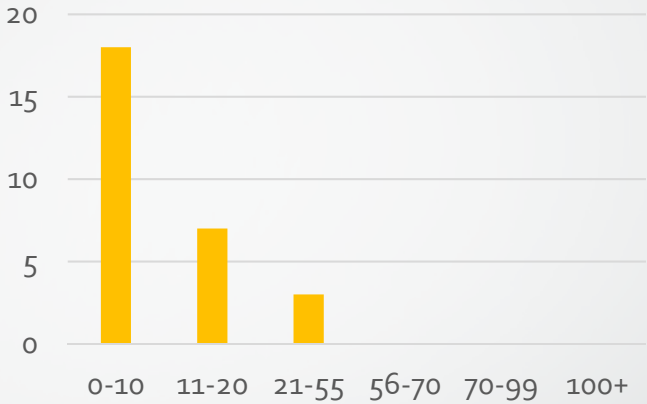
Describe your department



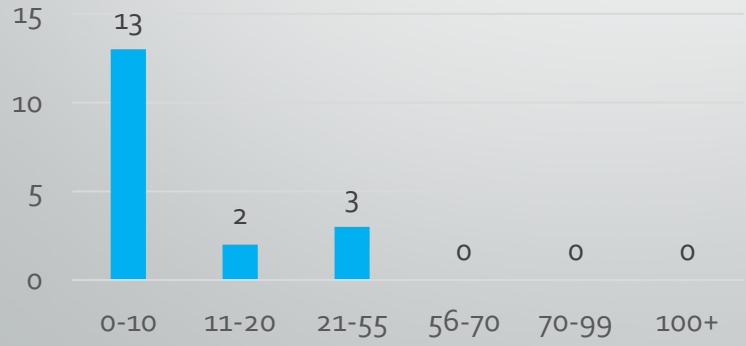
Total Number of FTEs



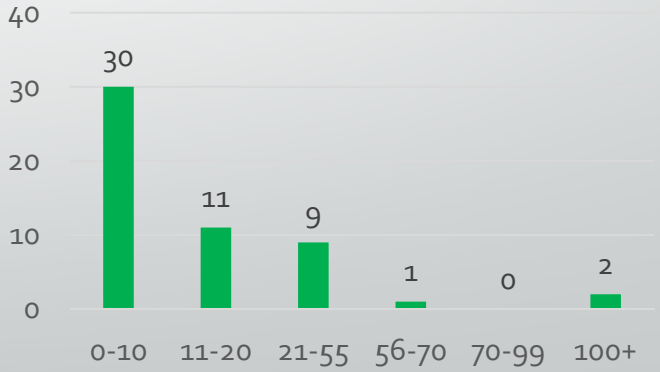
FTE for<$1MM Revenue



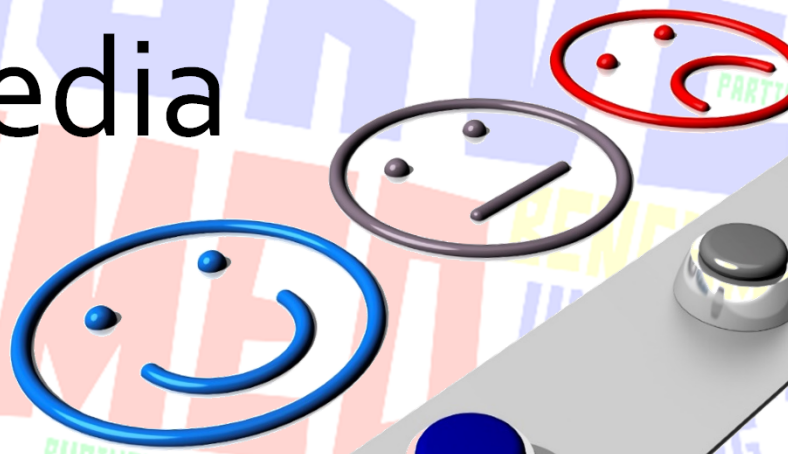
FTE for $6MM+



FTE $1MM-$6MM Revenue

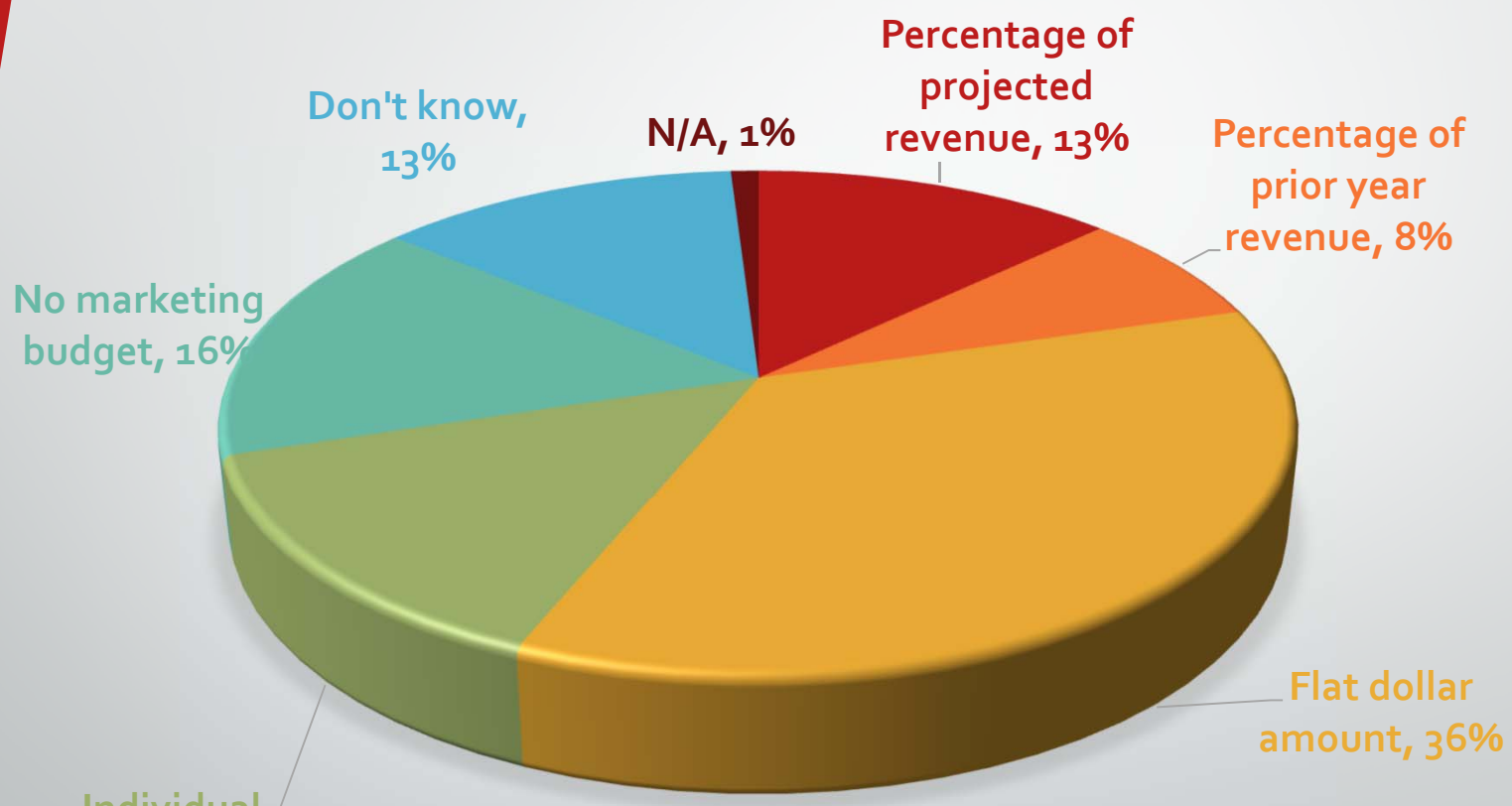


2. Marketing & Social Media

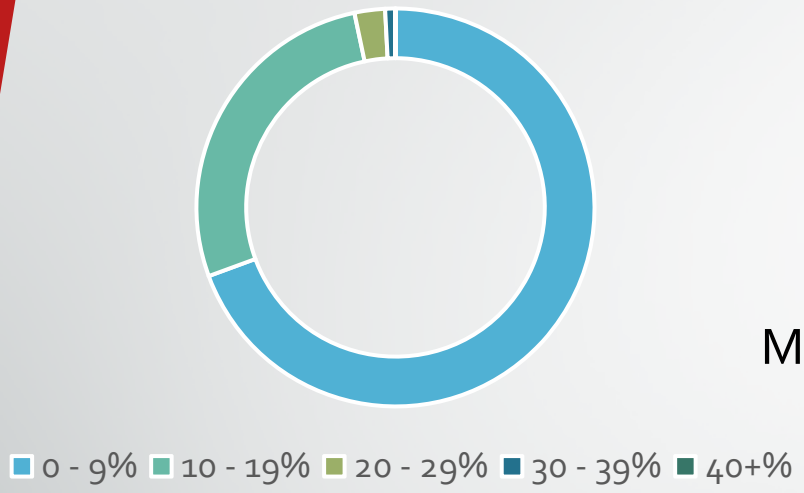


How are Marketing Responsibilities Handled?

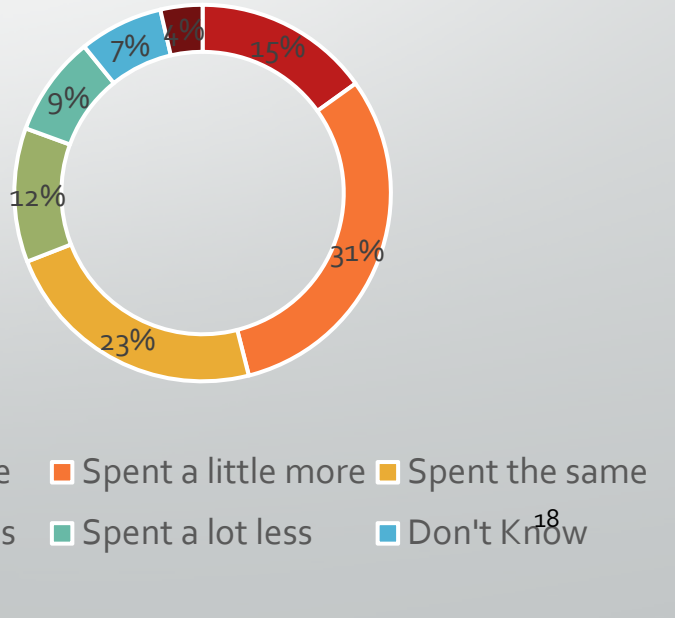
How is your Marketing Budget Determined?



What Percentage of your Course Budget is for Marketing?

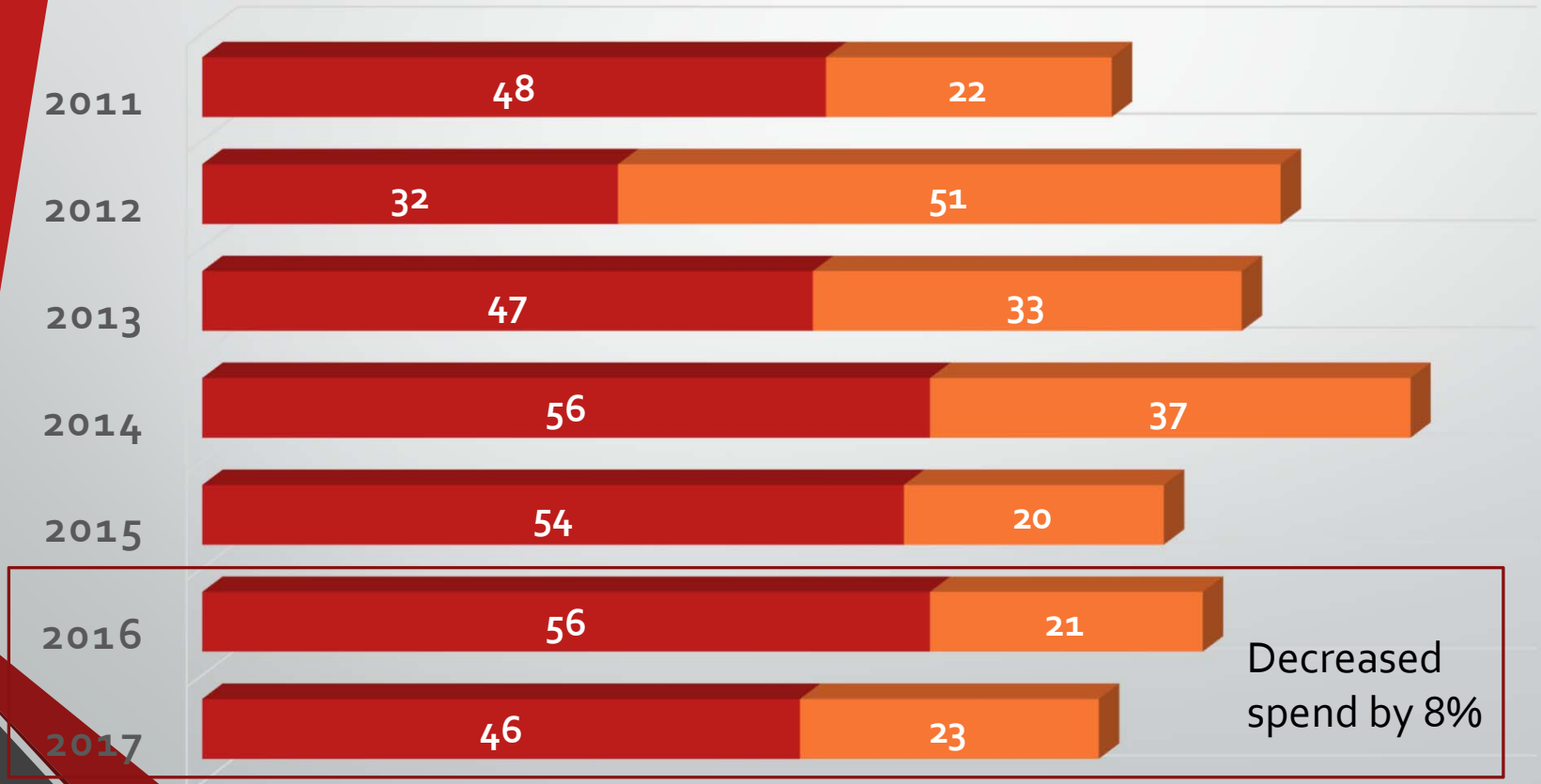


Marketing Budget Changes in the Past Few Years



Marketing Budget Changes in the Past Few Years Continued

SPEND MORE OR THE SAME



Marketing Mix: Tactics

Most important

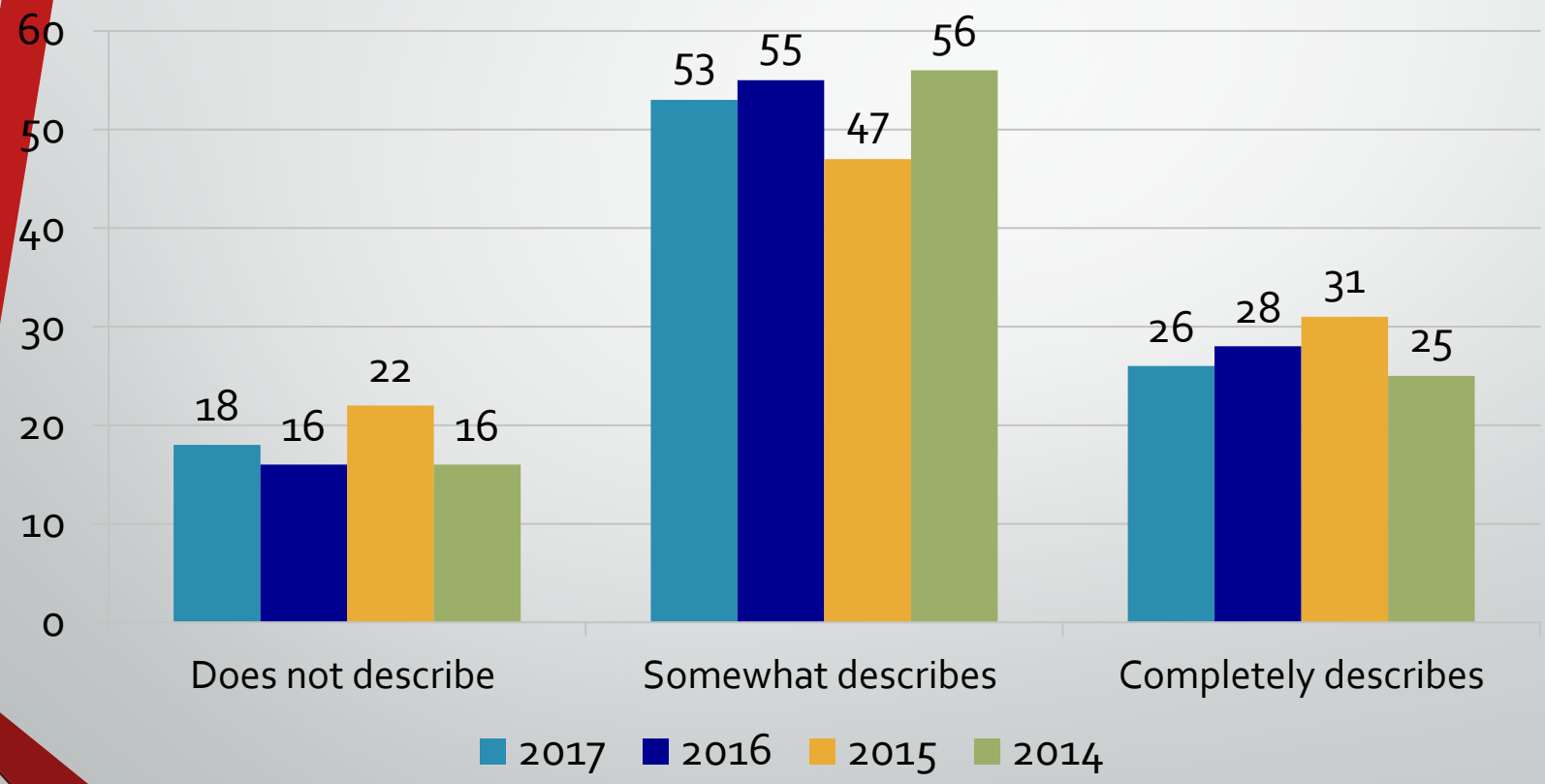
- Building and maintaining a sophisticated website 4.28
- Email Marketing 4.14
- Search Engine Optimization (SEO) 3.93
- Search Engine Marketing (SEM) 3.81
- Social Media 3.76
- Targeted Behavioral and contextual online advertising 3.76
- Corporate outreach 3.76

Least important

- Print ads 2.28
- Distribution of collateral 2.77
- Topical events 3.18
- Information sessions 3.25
- Presence at industry events 3.25

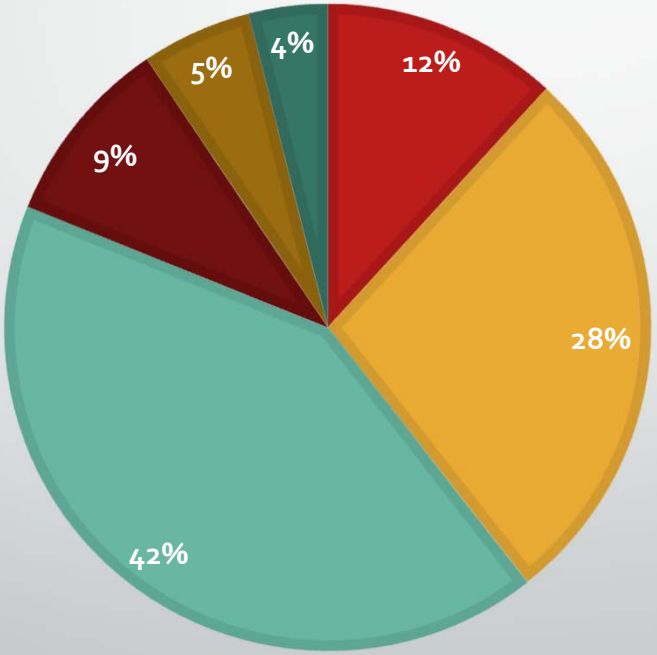
Middle: Publicity and public relations, Content generation and activity on social media, Targeted demographic/psychographic online advertising, and Google Adwords

Regularly Analyze Effectiveness of Marketing Efforts



How do you Analyze Marketing Efforts?

- Primarily use anecdotal evidence
- Use a combination of ethnographic and anecdotal evidence and basic data from pipeline
- Use metrics for measuring the amount of pipeline generated traffic
- Analytics to quantify ROI using conversion reports and other assessments
- Don't Know
- N/A



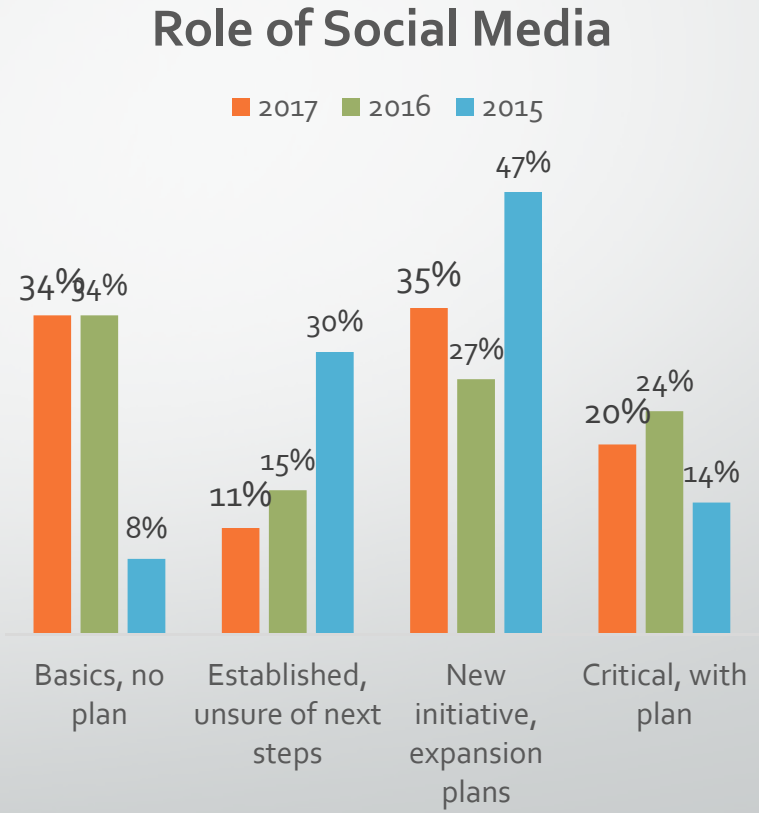
Social Media: What & How?

Most used

- LinkedIn – 92%
- Facebook – 82.5%
- Twitter – 60%
- YouTube – 42%

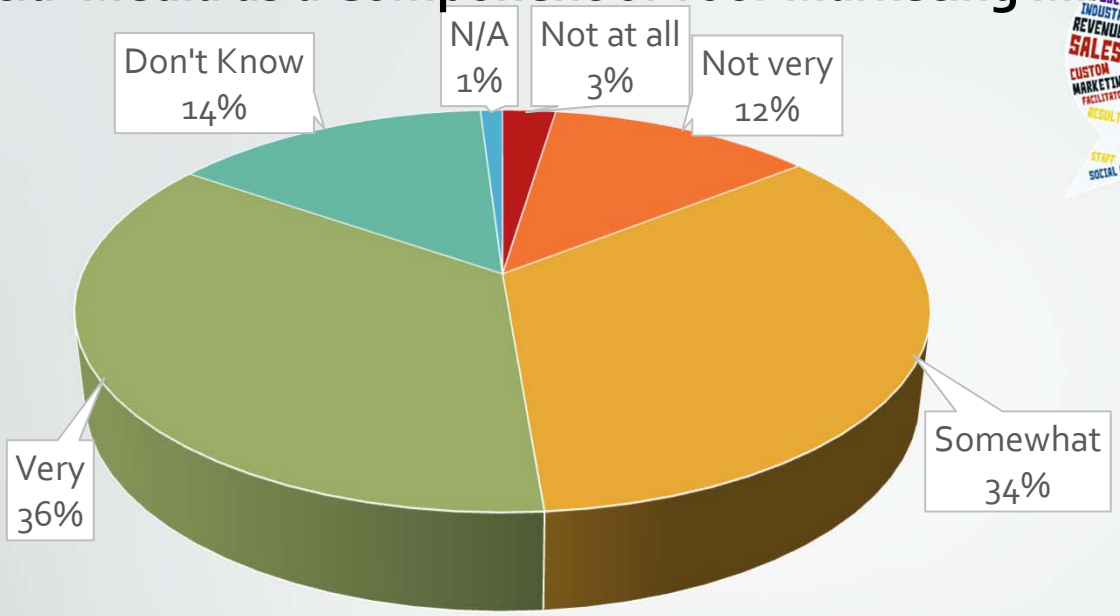
Least used

- Instagram – 16%
- Google+ – 15%
- Pinterest – 3%

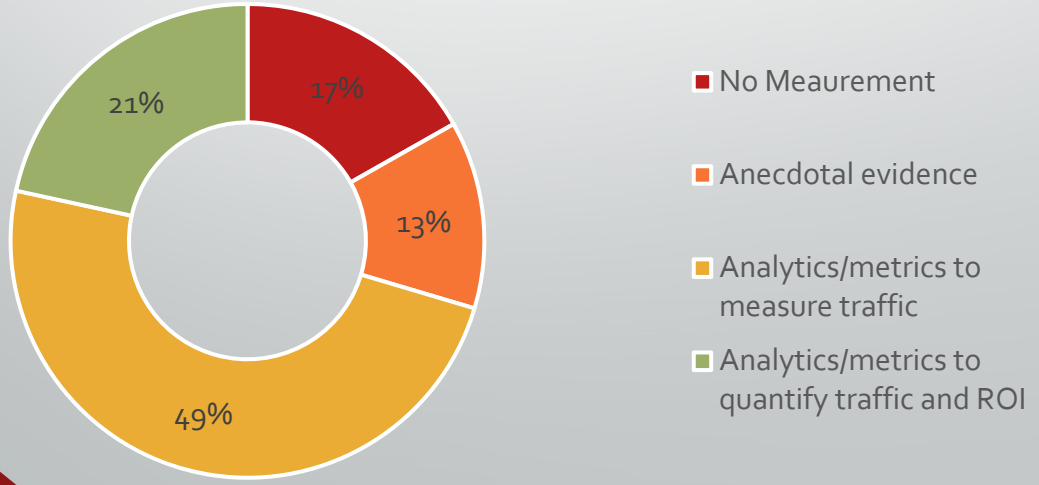


Other: Blogs, Snapchat, Globe Alliance – Combined 6%

Social Media as a Component of Your Marketing Mix

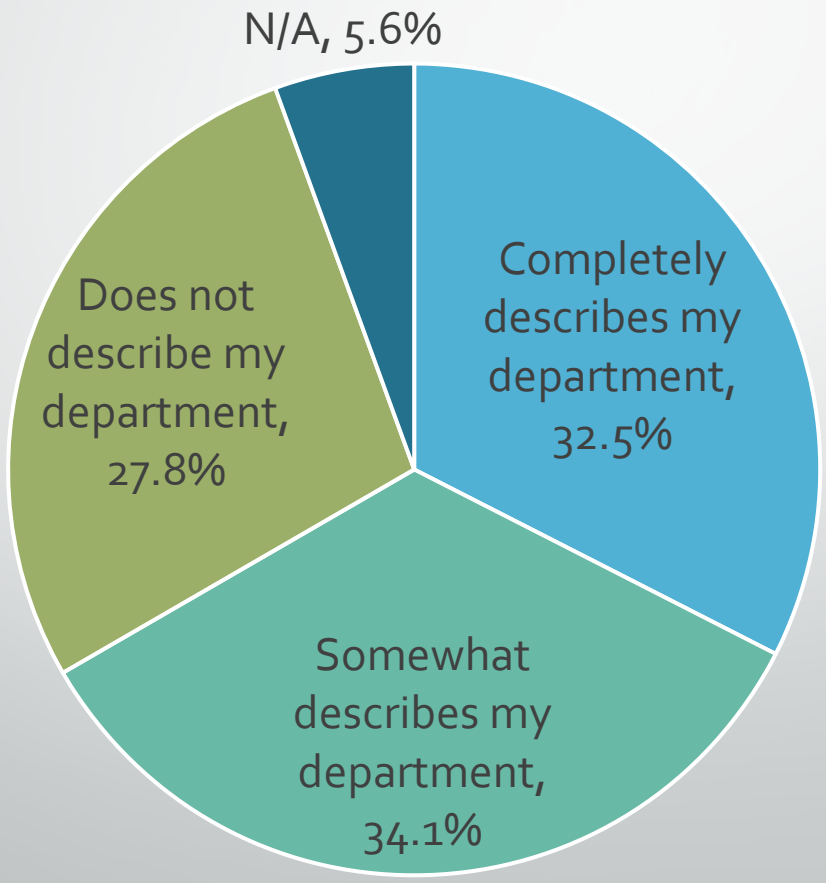


Measure of Effectiveness or Impact of on Marketing Efforts

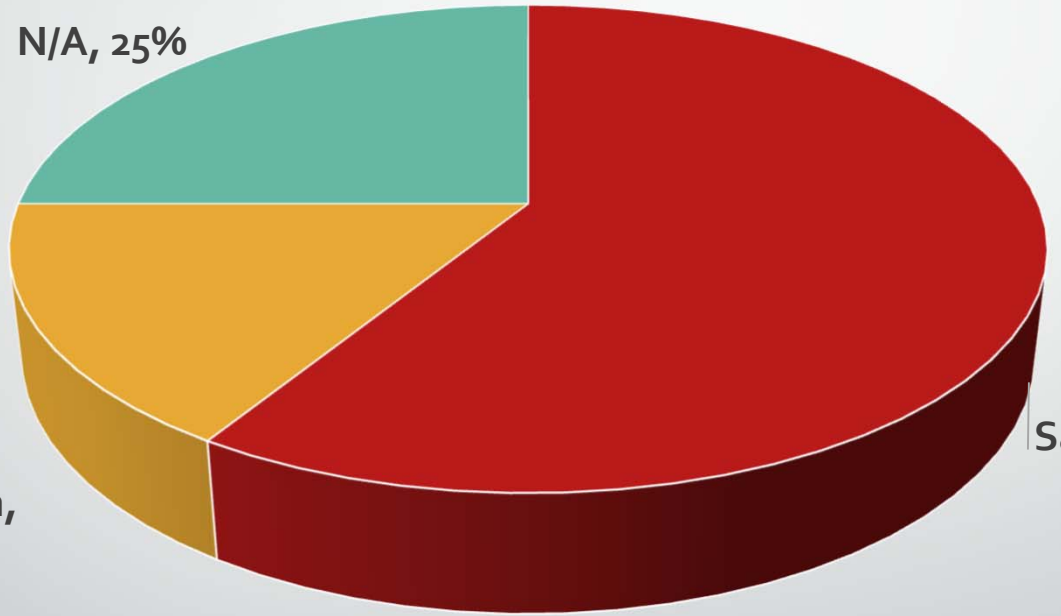


3. Sales & CRM
We ♥ our Customers

We have Staff Dedicated to Perform Sales Activities



How are your Sales/Business Development Staff Compensated?



Note: There were no responses for Commission only

How are sales staff engaged?

Ranked by frequency of response (n=124, respondents select more than one):

1. Full Time 69%
2. Part Time 12%
3. Contract 8%
4. Not Applicable 26%

Note: "Other" reported blending sales and other roles

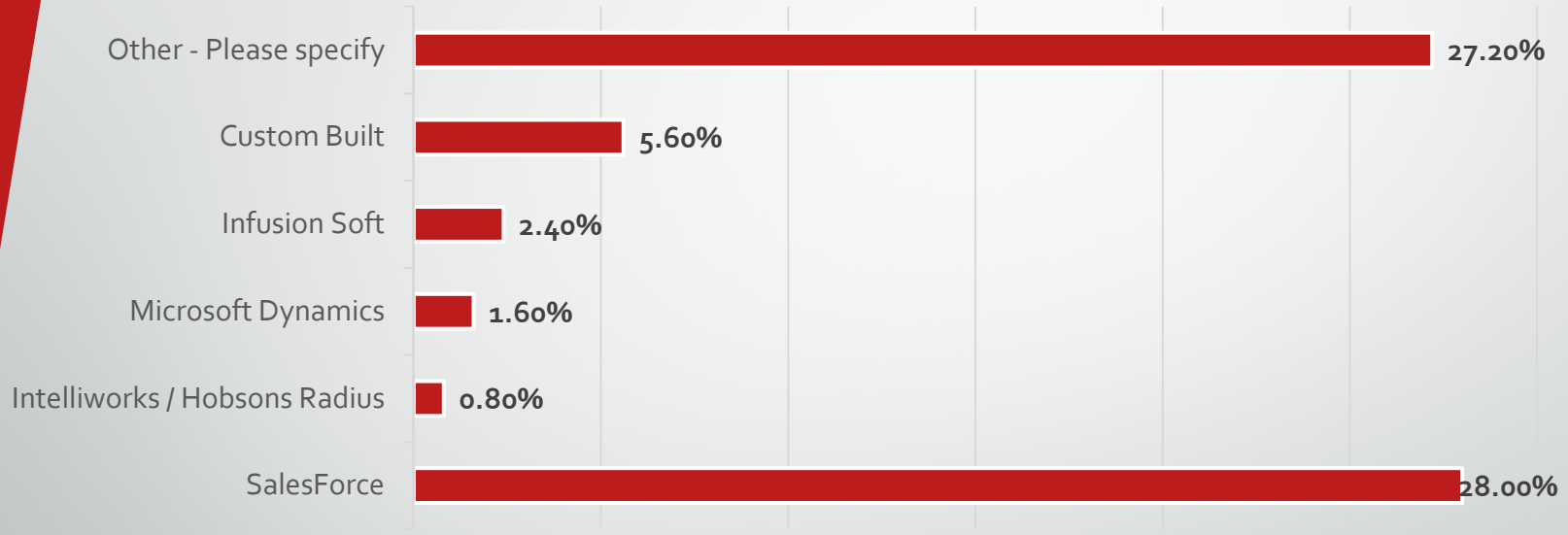
What do they sell?

Ranked by frequency of response (n=124, respondents select more than one):

1. Custom/Business Development 66%
2. Open enrolment 56%

Note: "Other" reported recruitment activities into degree offerings;

What CRM system are we are currently using



Honourable mention to Maximizer, Hubspot, Slate and Excel, with 10% of the "Other" moving to Salesforce in the future
Elucian/Banner not selected

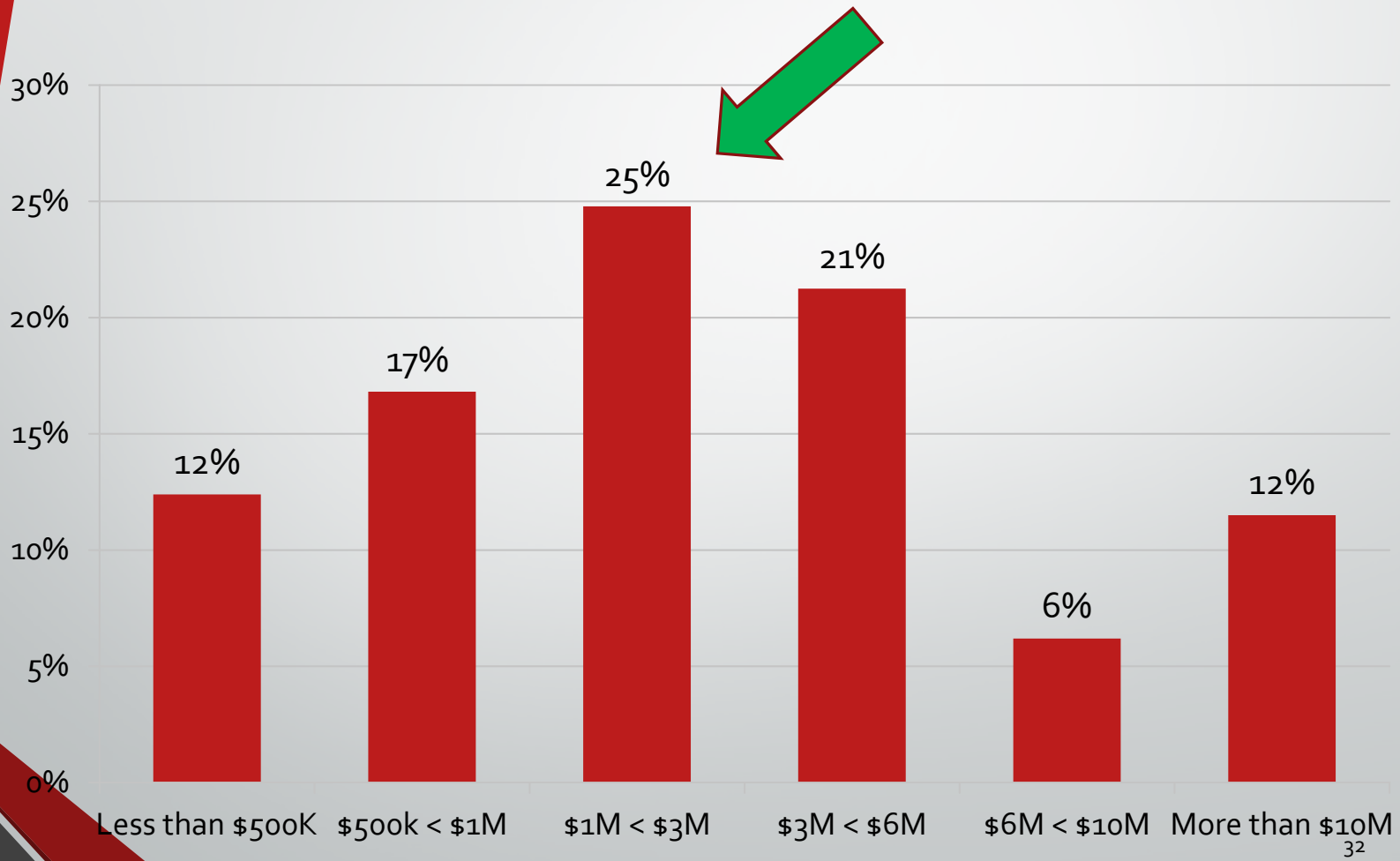
What is the main purpose or focus of your CRM system?

- Ranked by frequency of response (n=125, respondents select more than one):
  1. Recruitment/Sales 51%
  2. Internal Process/Project Management 34%
  3. Conferences and Events 14%

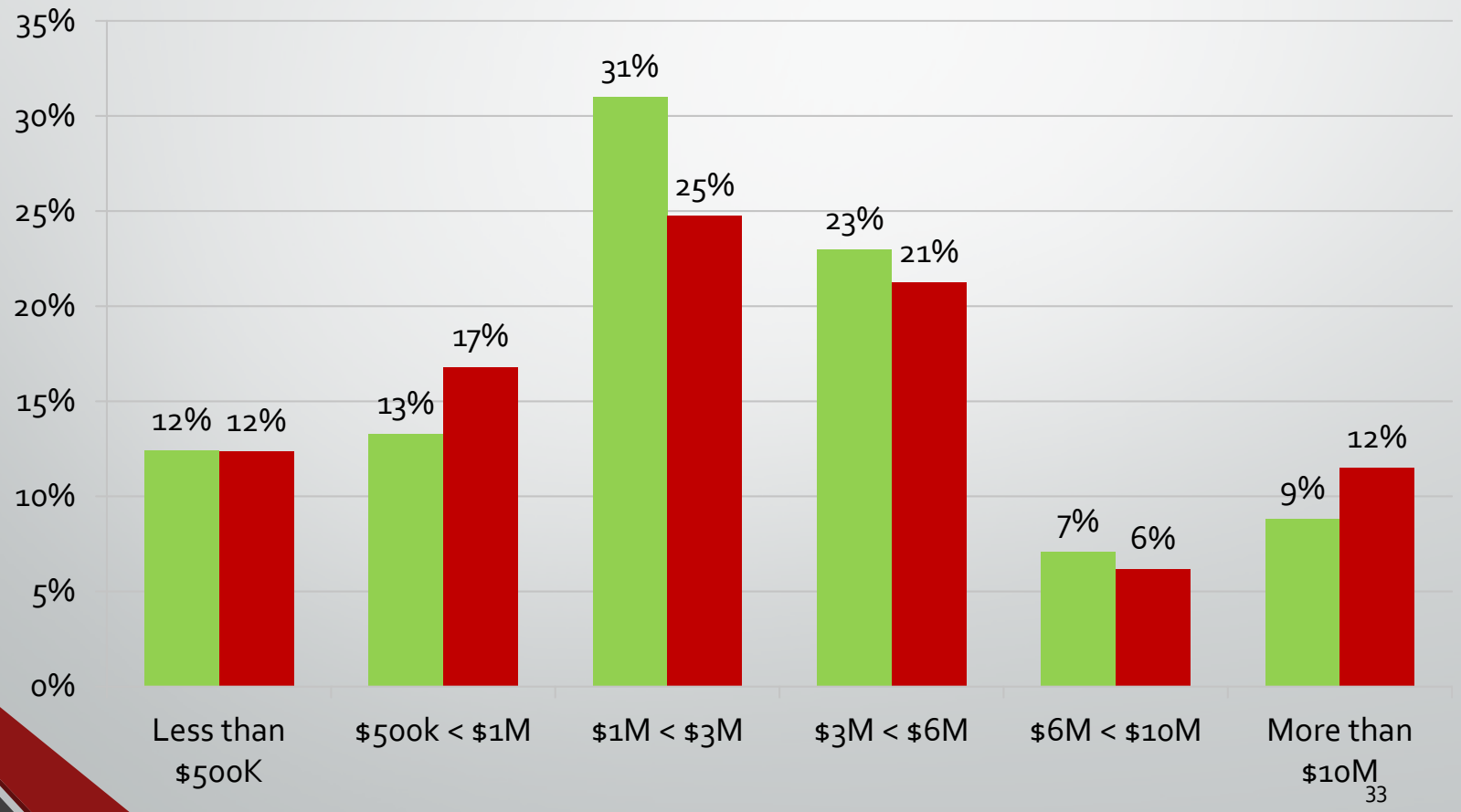
  Note: *+30% of respondents noted that a CRM is not applicable to their centre*

4. Revenue & Financial Model

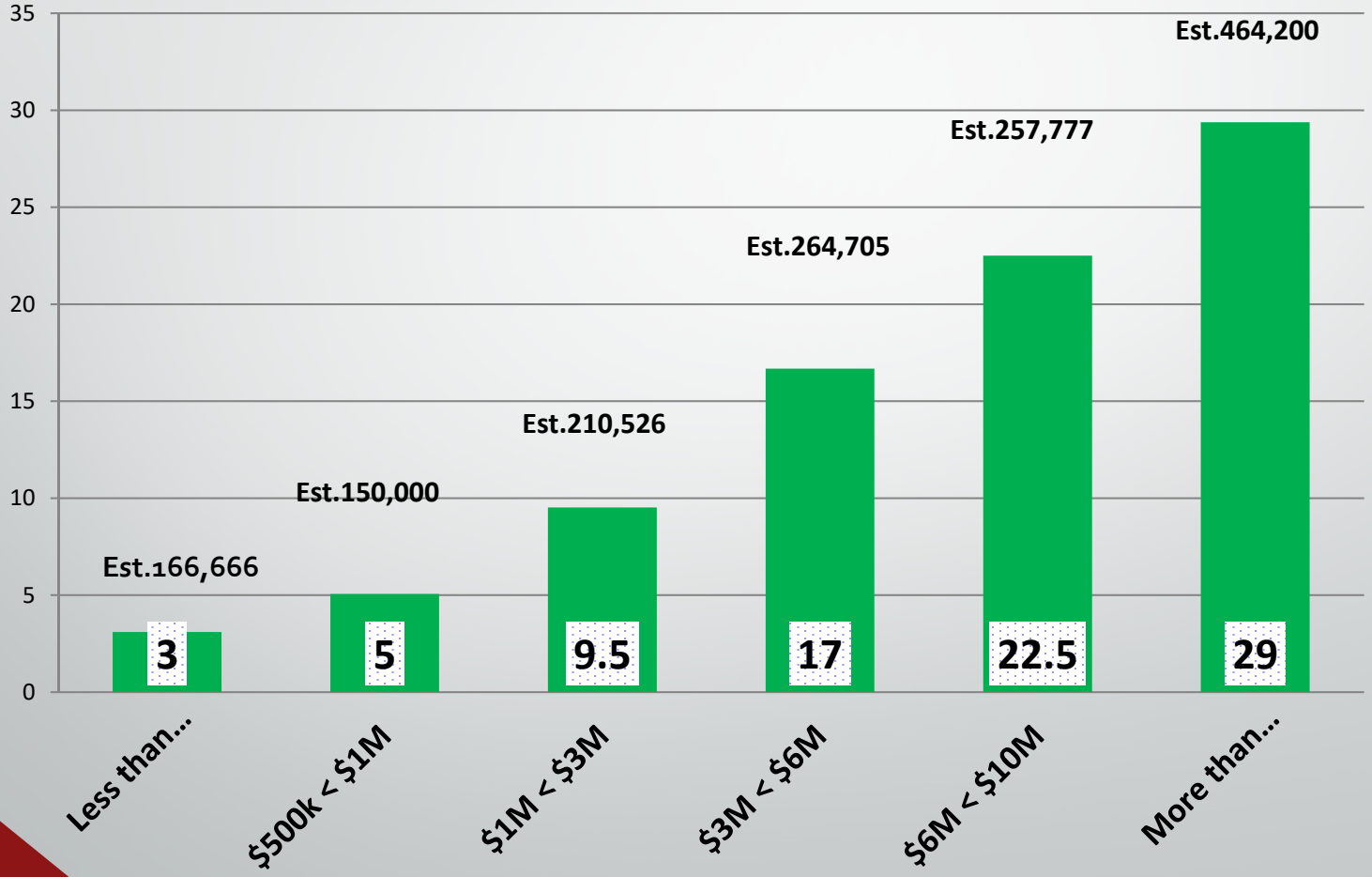
Most survey respondents between 1-3 Million



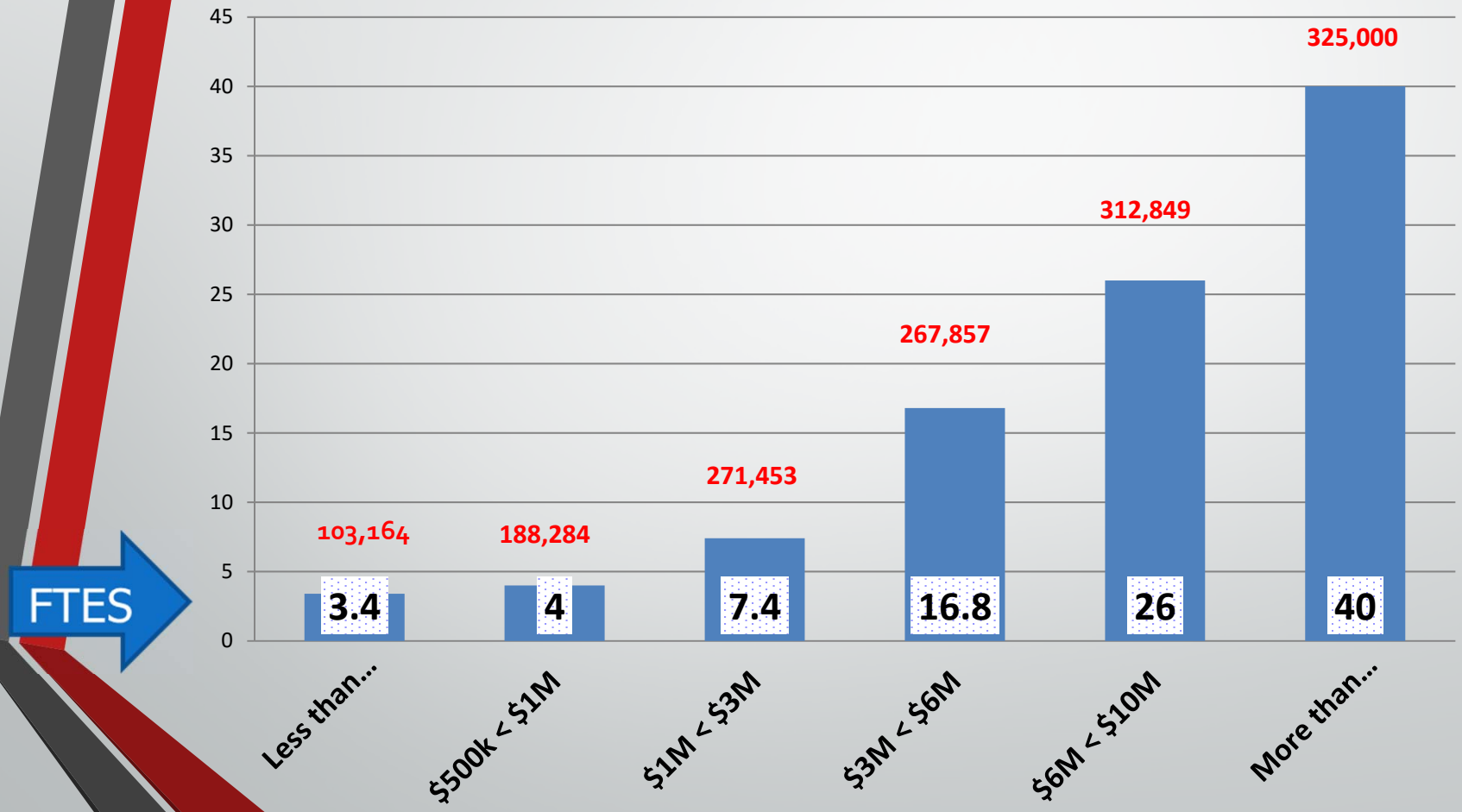
Comparison between 2016 and 2017 revenue



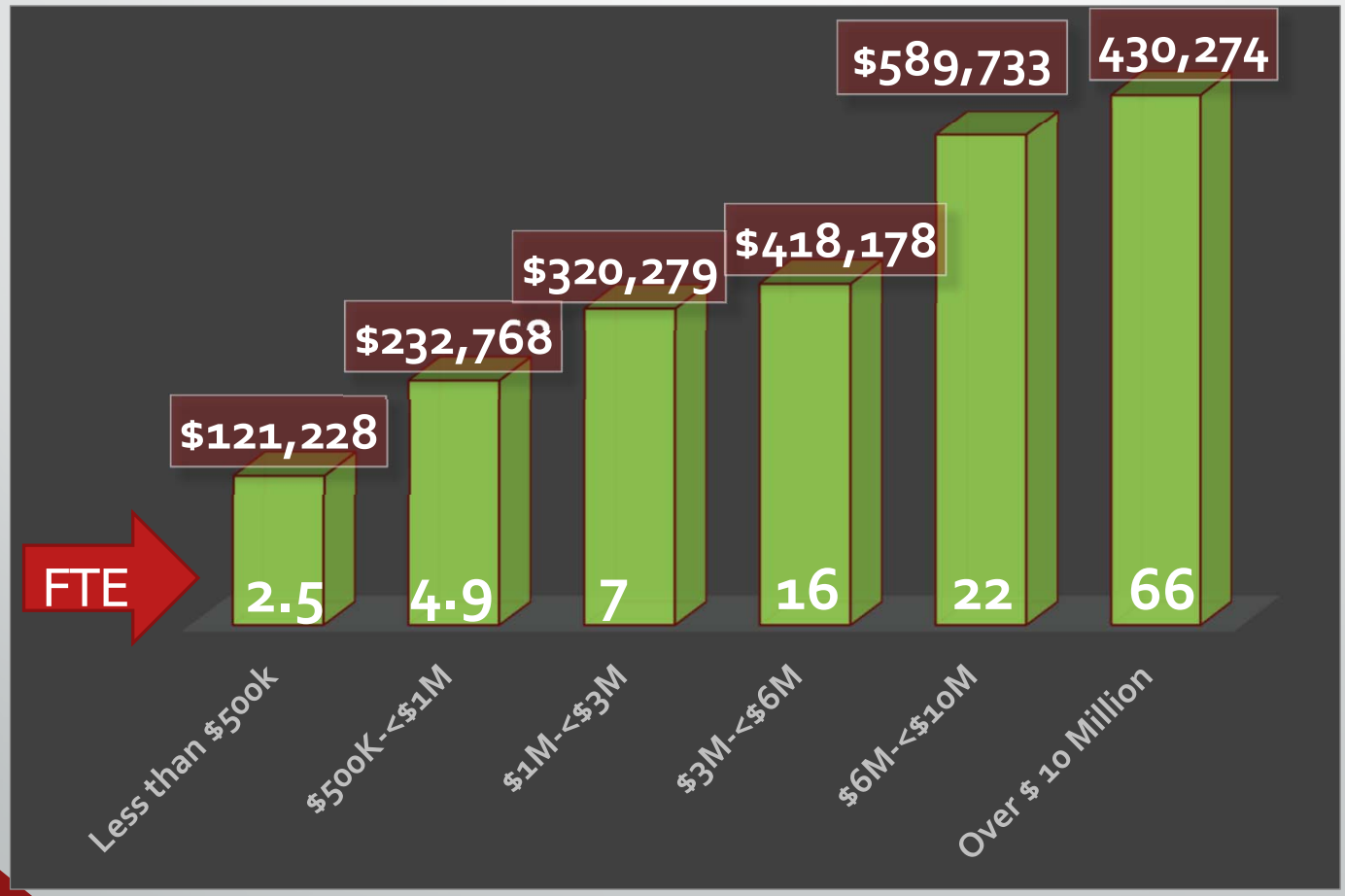
FTE's Per Revenue Segment 2017



FTE's Per Revenue Segment 2016

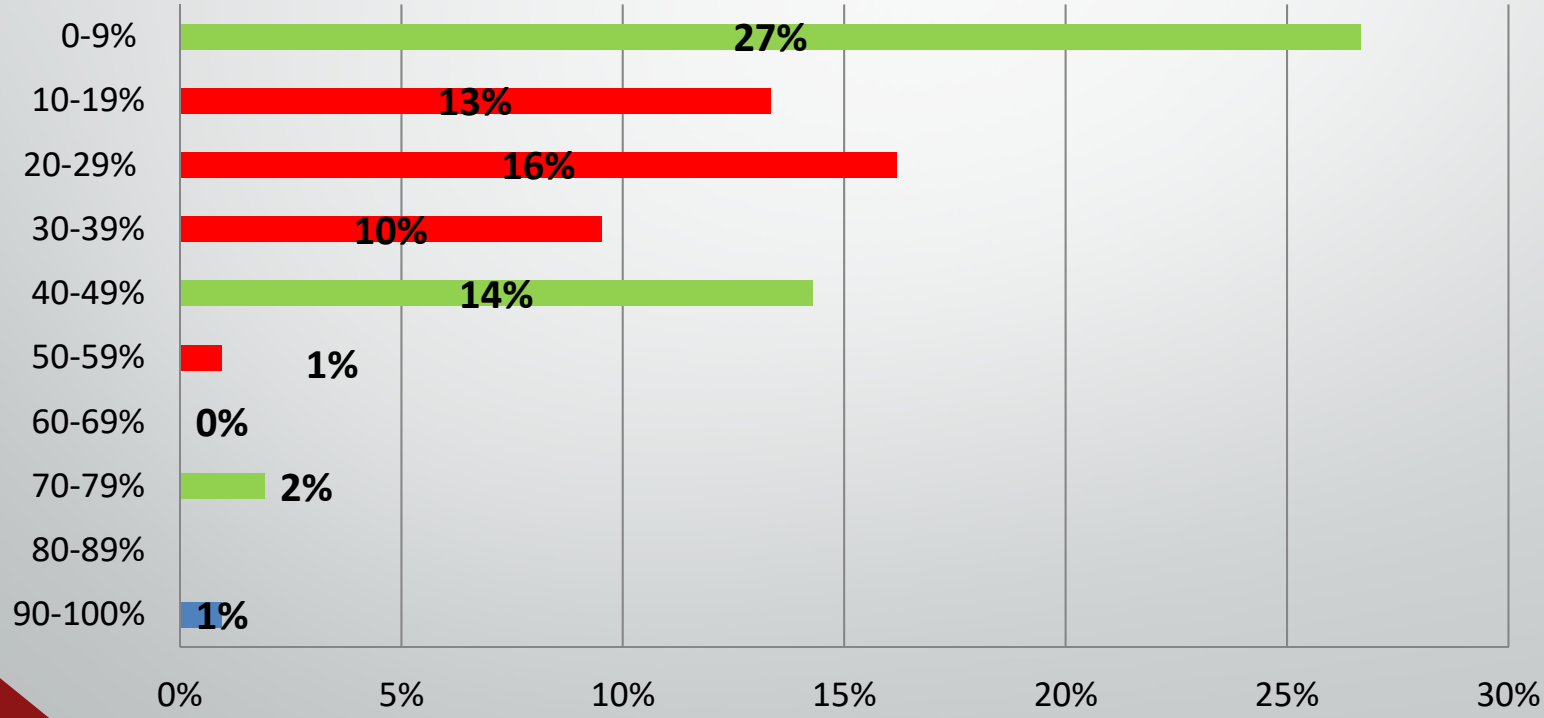


Gross Revenue per FTEs 2015



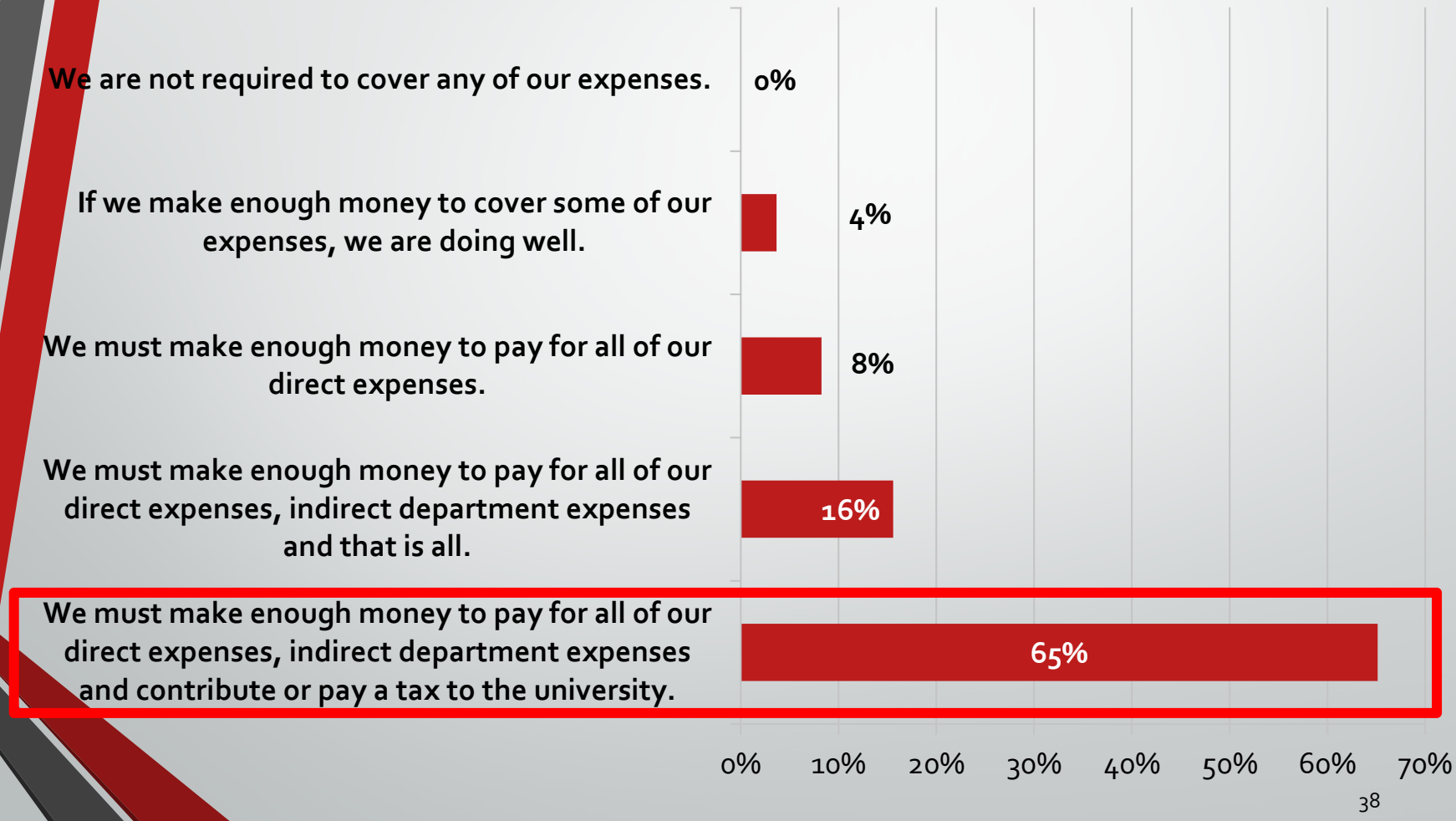
NET Profit Margin - 2017

What is your Organizations NET Profit Margin from the most recent fiscal year

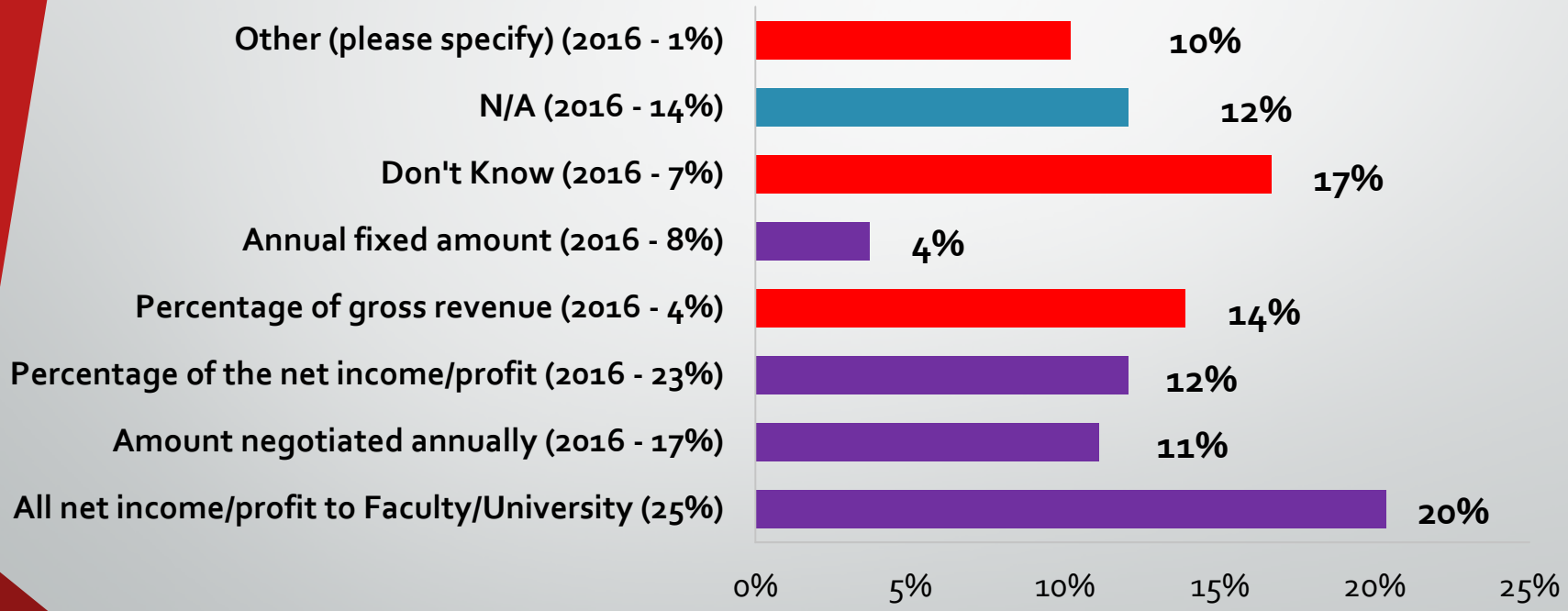


NET profit margin = gross revenue less direct and indirect expenses divided by gross revenue

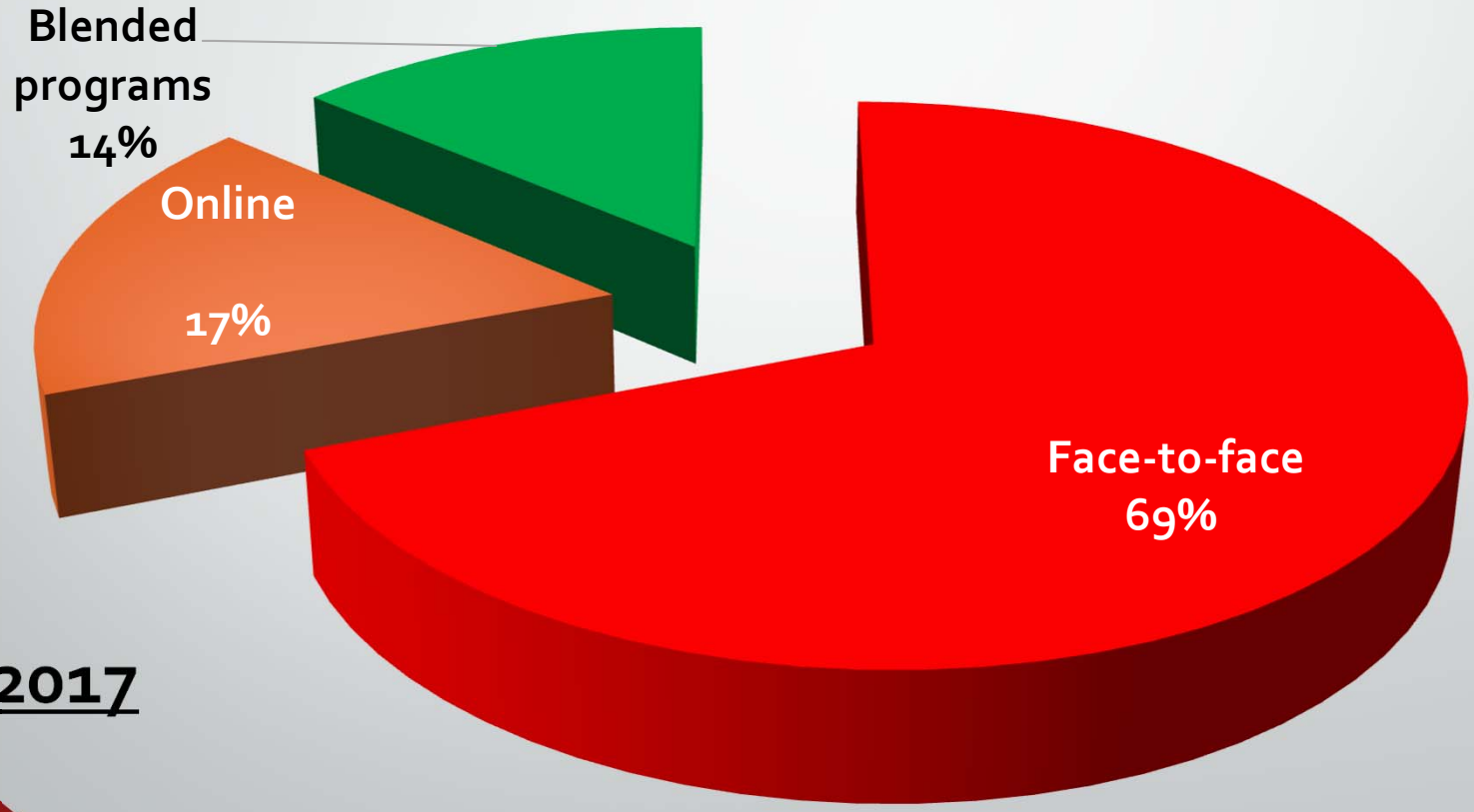
Department's Contribution to the University



How does your department/unit contribute to school and/or university indirect expenses?



2017 Average Response for % of Gross Revenue from Face-to-Face, Online or Blended Programs



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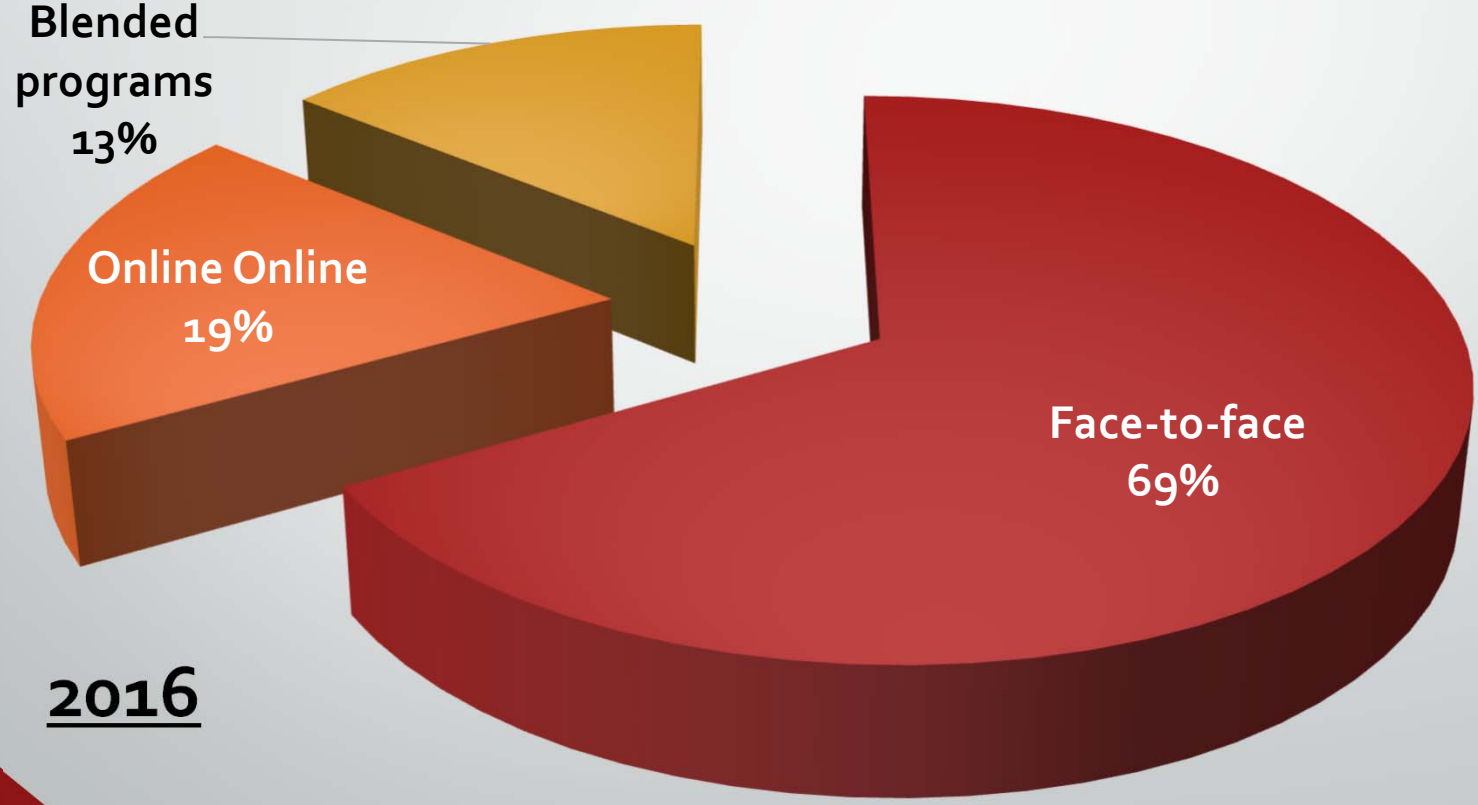
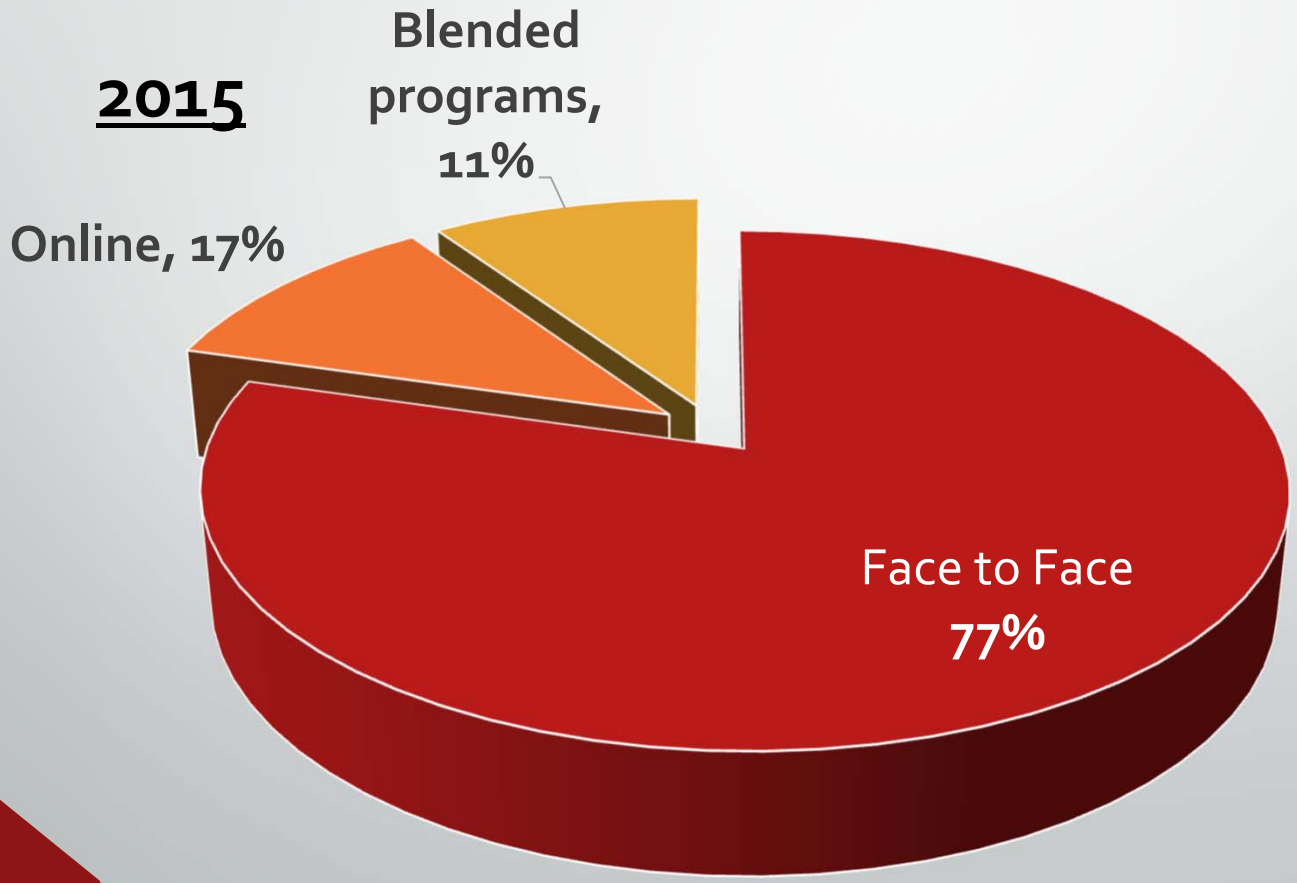


2016

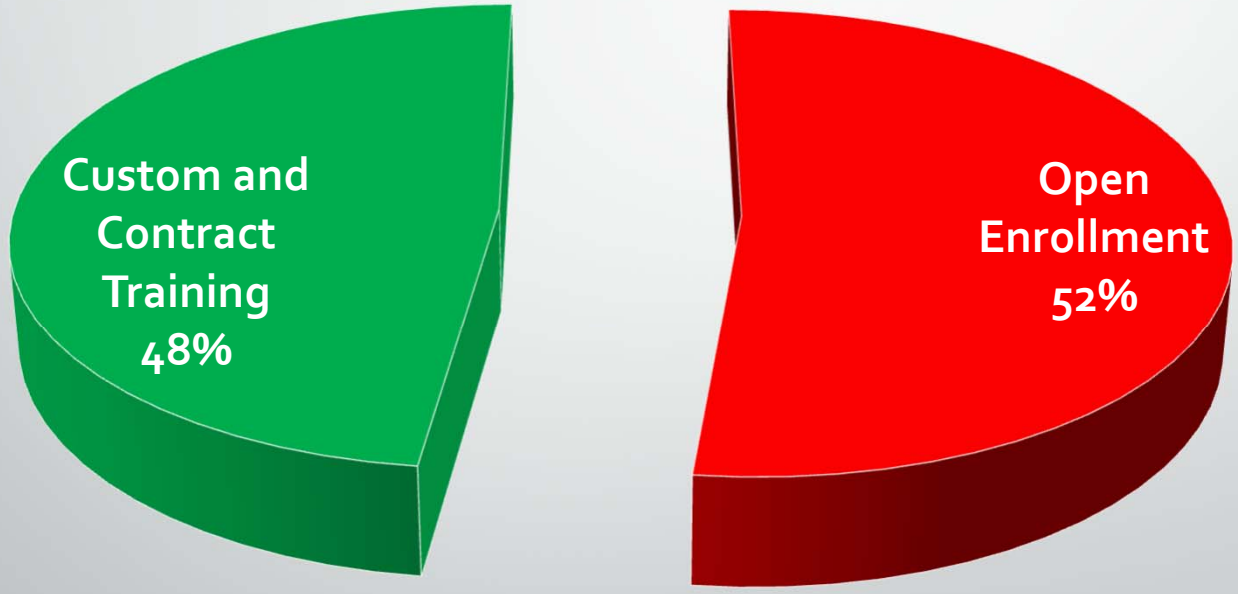
Average Response for % of Gross Revenue from Face-to-Face, Online or Blended Programs

2015



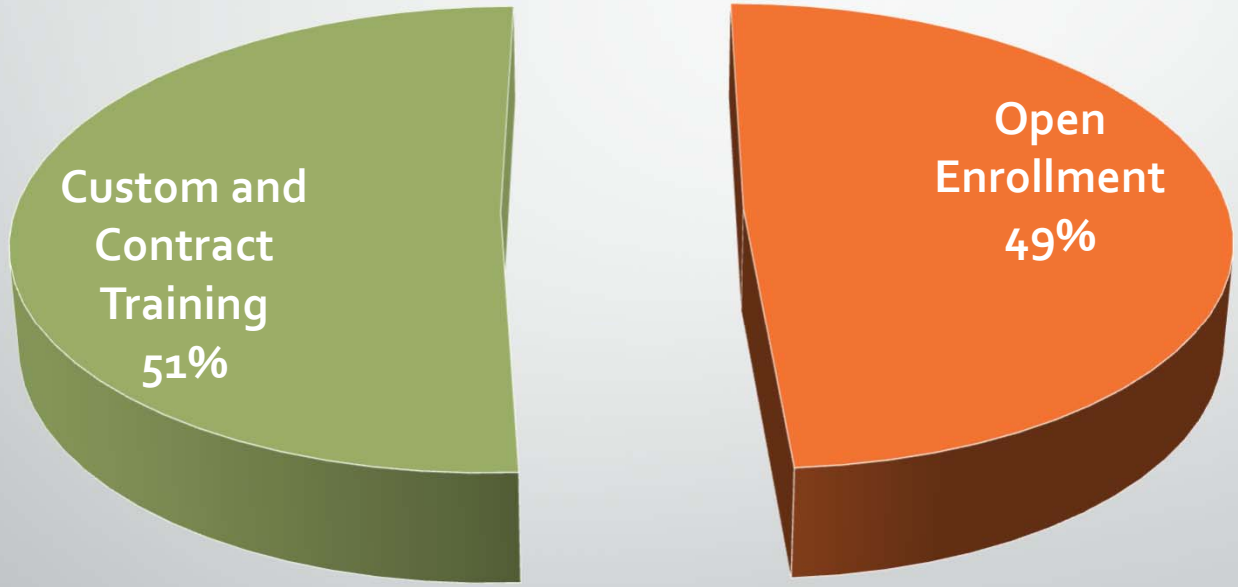
Average Responses for % Gross Revenue from Open Enrollment, Contract or Conferences

2017



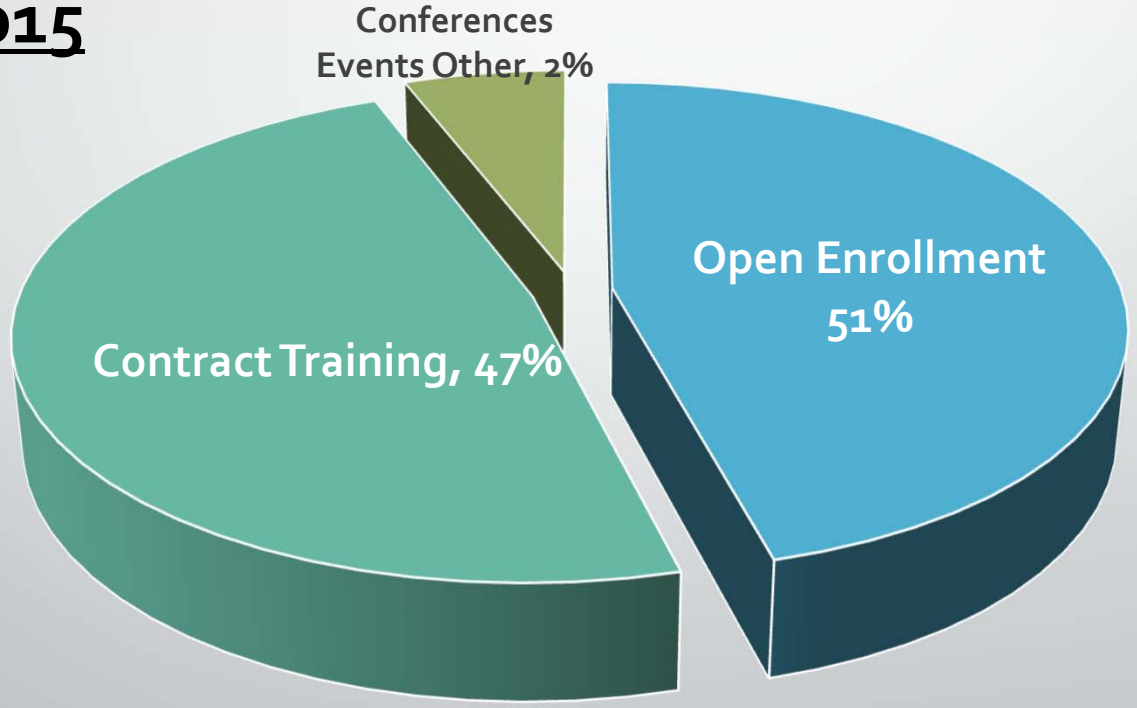
Average Responses for % Gross Revenue from Open Enrollment, Contract or Conferences

2016

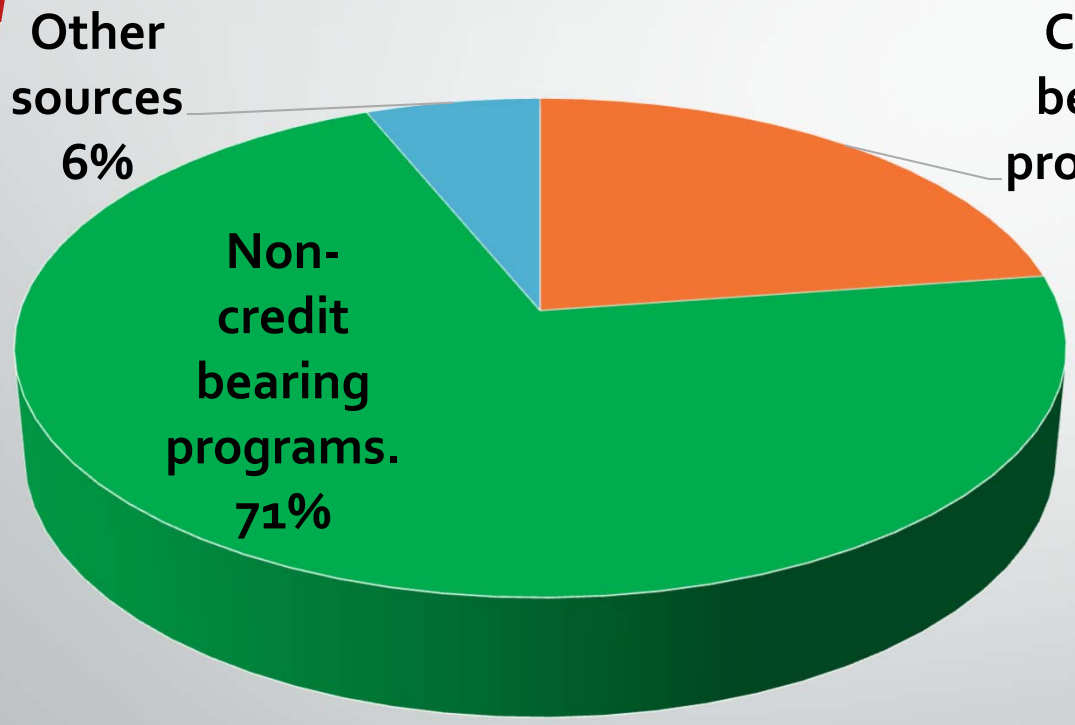


Average Responses for % Gross Revenue from Open Enrollment, Contract or Conferences

2015

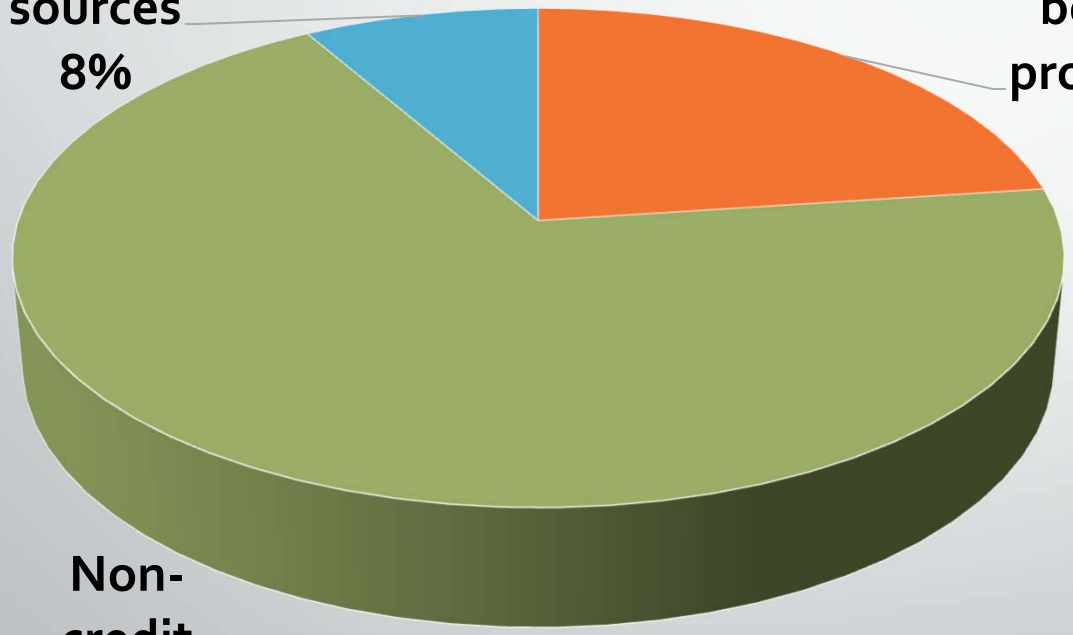


2017 Average Responses for Percentage of Gross Revenue from Credit vs. Non Credit-Bearing Programs



2017	23/71
2016	23/69
2015	28/72
2014	19/84
2013	33/74

2016 Average Responses for Percentage of Gross Revenue from Credit vs. Non Credit-Bearing Programs



2016	23/69
2015	28/72
2014	19/84
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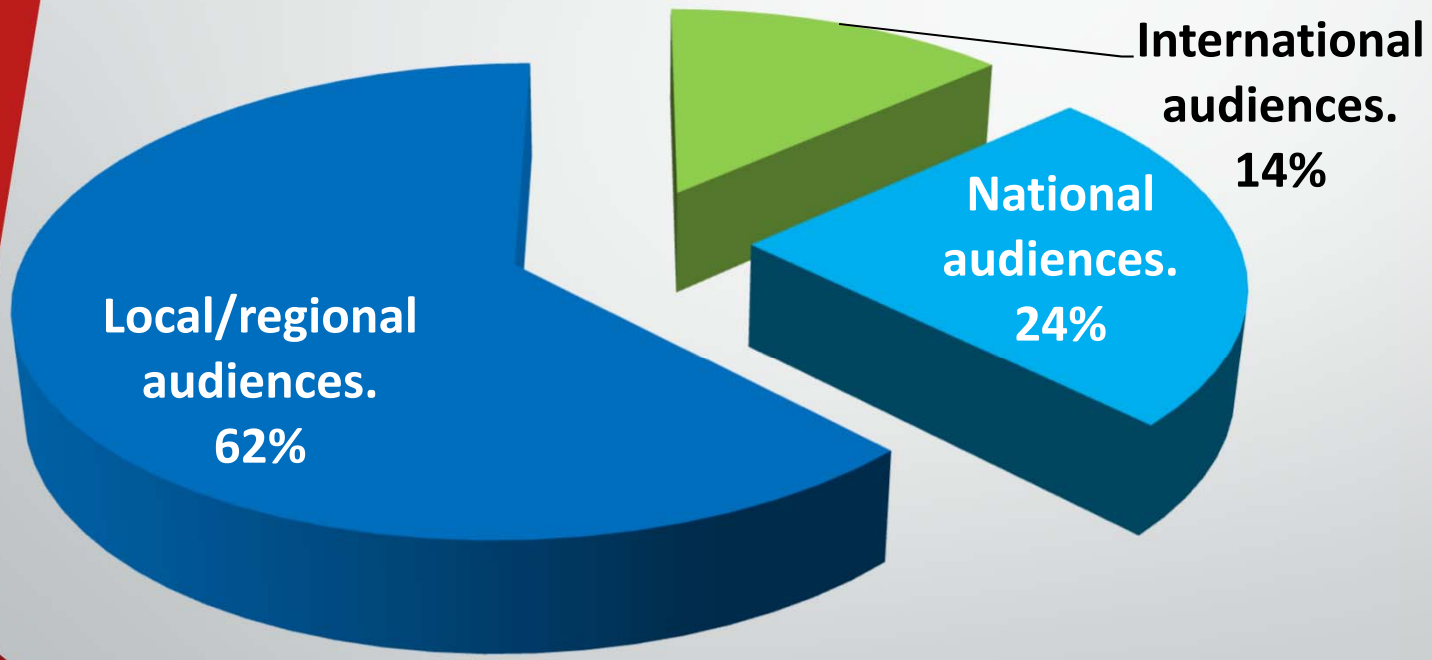
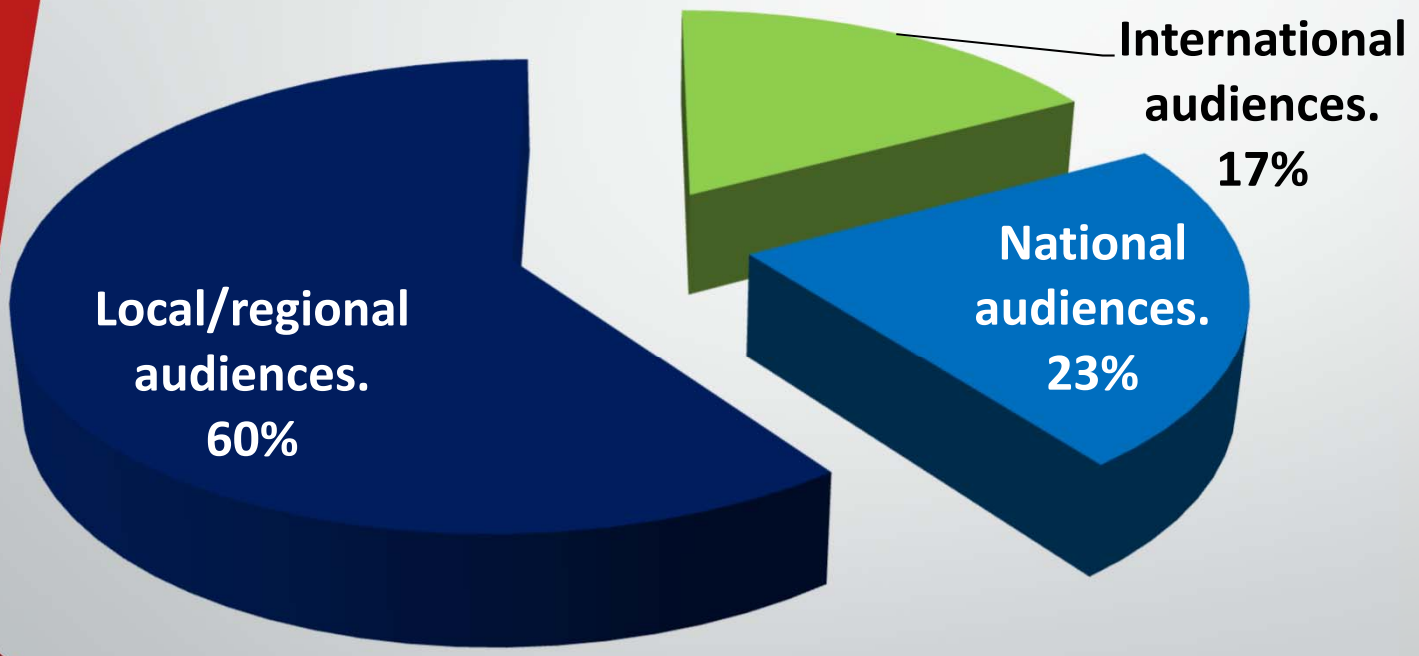
2013	33/74

2017 Average Responses for % of Gross Revenue By Participants' Location

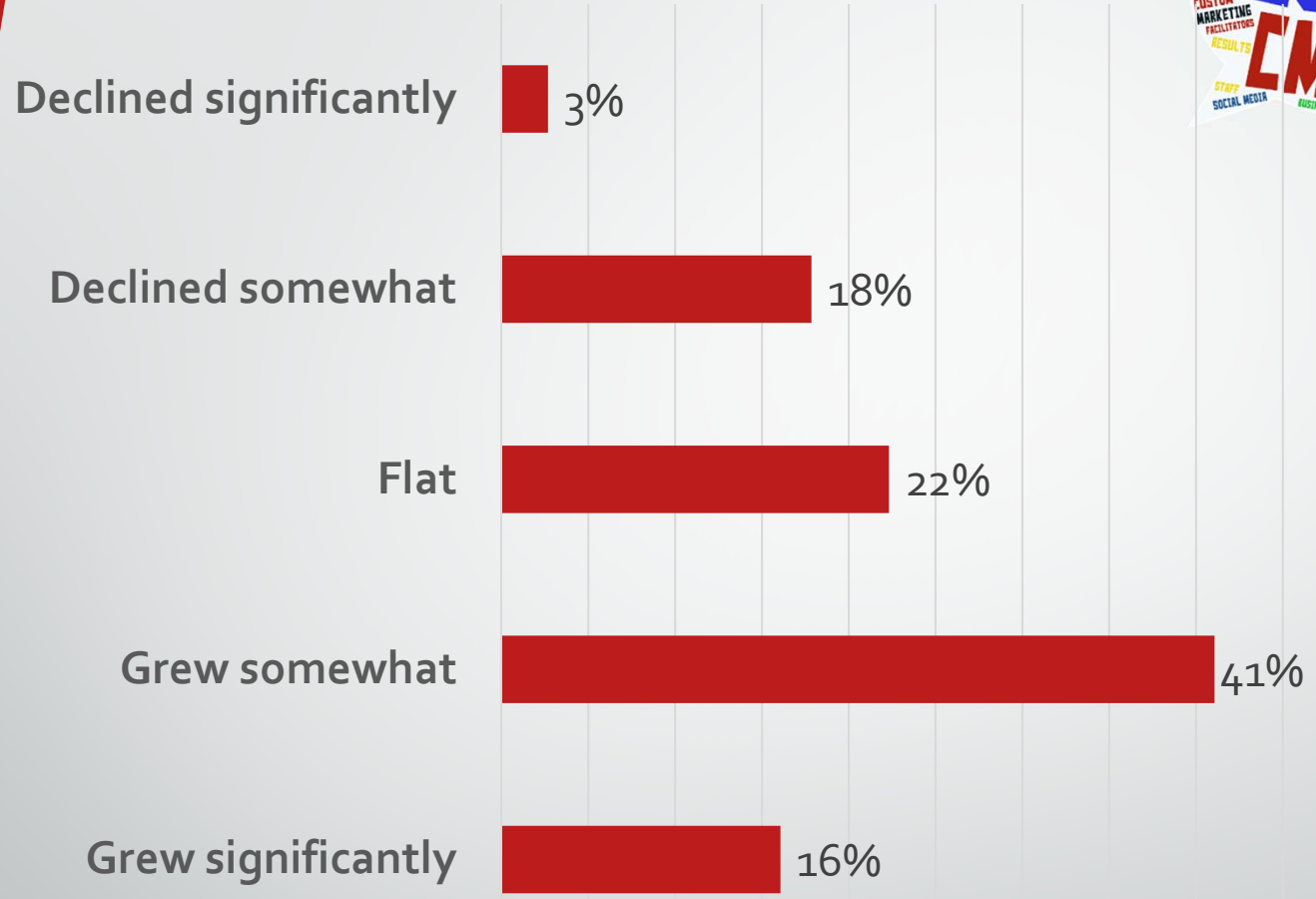


2016 Average Responses for % of Gross Revenue By Participants' Location



5. Business Performance & Programming

Business performance over the past year



What is the primary reason for change in your result this past year

Ranking (n= 108 respondents)

1. Growth in custom programs 31%
2. Additional open programs 26%
3. Leadership change 25%
4. Change in marketing approach 23%
5. Economy 22%
6. Decline in customers 18%
7. B to B outreach through sales person 10%
8. Lost major client 8%
9. Don't know 4%

What is the primary reason for change in your result this past year continued…

- Adding new credit programs, the economy , focus on retention and engagement
- Decline in international enrolments
- Increase in local competitors
- Barriers to acquiring needed resources
- Competition from drastically subsidized courses with low fees
- Political influence
- New program model

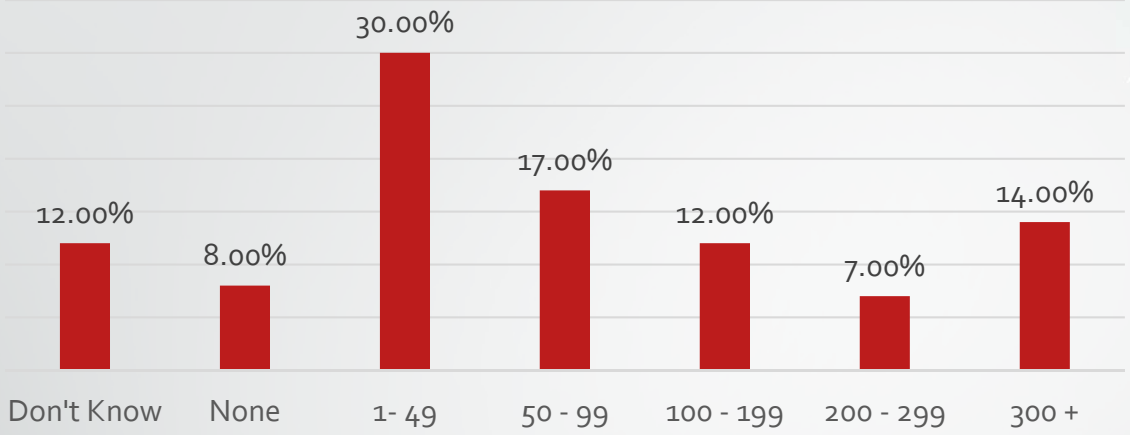
Types of non-credit programs offered

Ranked by frequency of response with multiple responses (n=105)

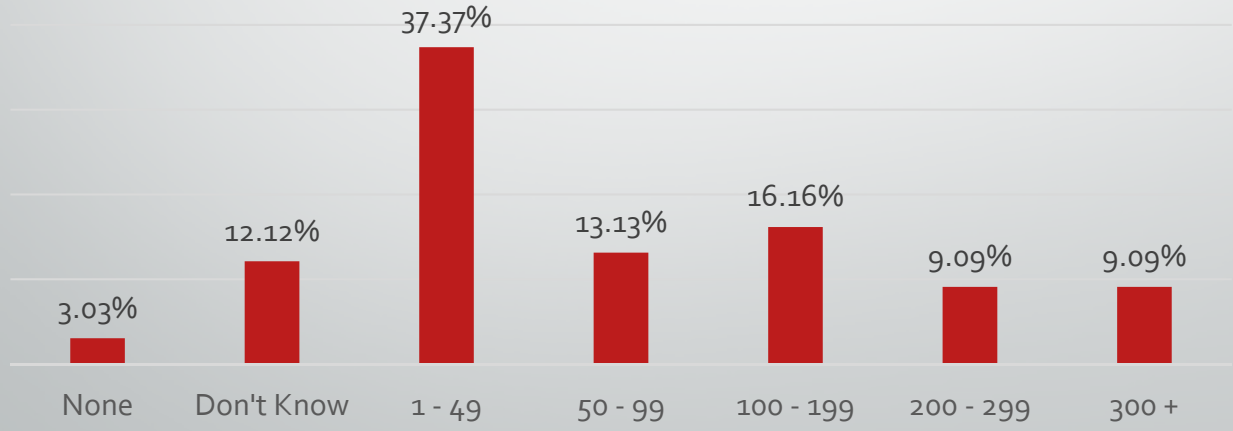
1. Leadership and management 97%
2. Business 75%
3. Finance and accounting 69%
4. Communications 65%
5. Business process/analysis 60%
6. Project management 60%
7. HR 47%
8. IT 26%

Other: Health, Professional schools, marketing, supply chain, data science, lean and more

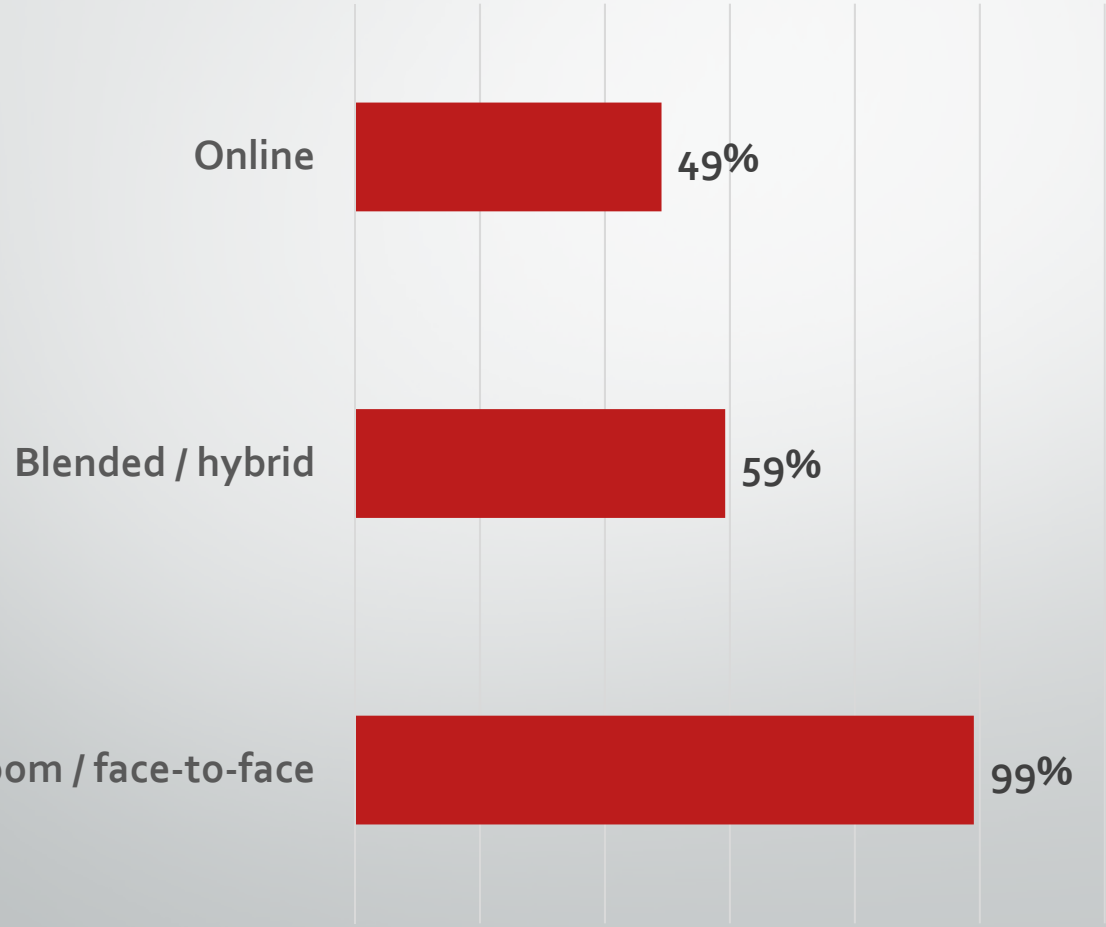
Number of Open Enrolment Days in a year

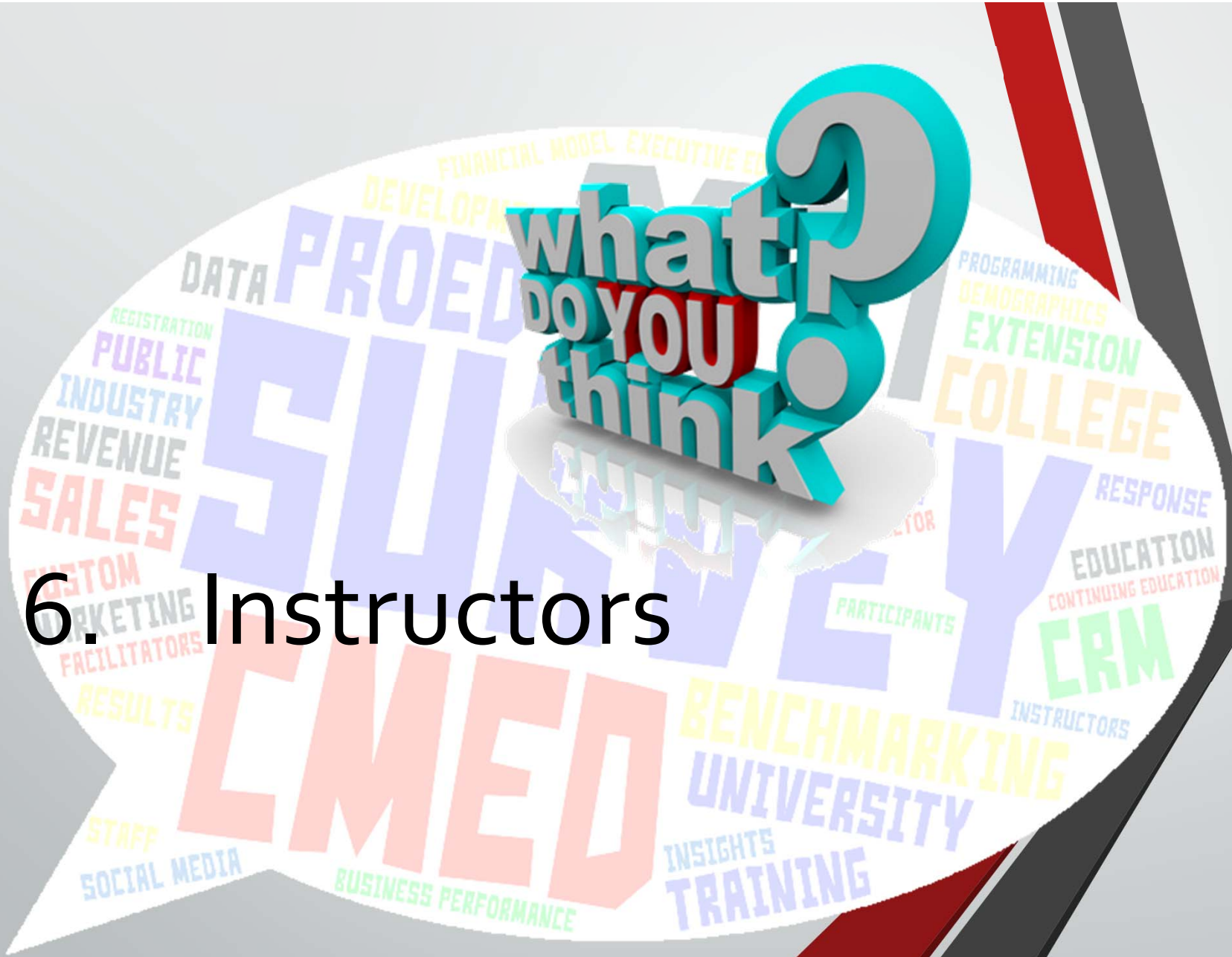


Number of contract training days in a year



Types of learning formats offered, by frequency

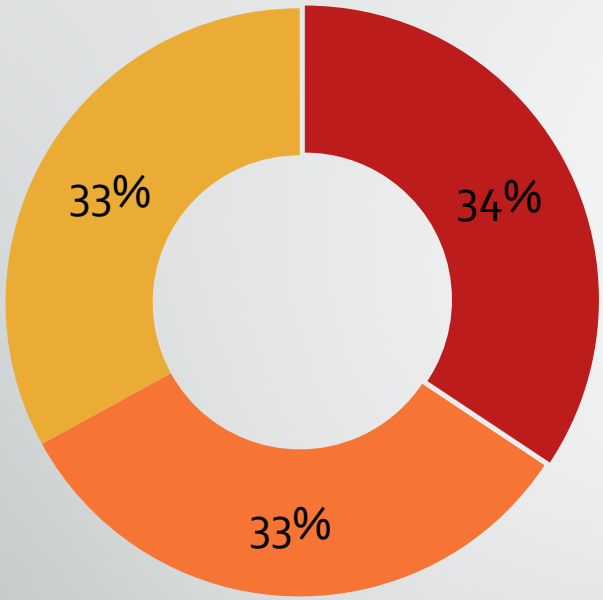




6. Instructors

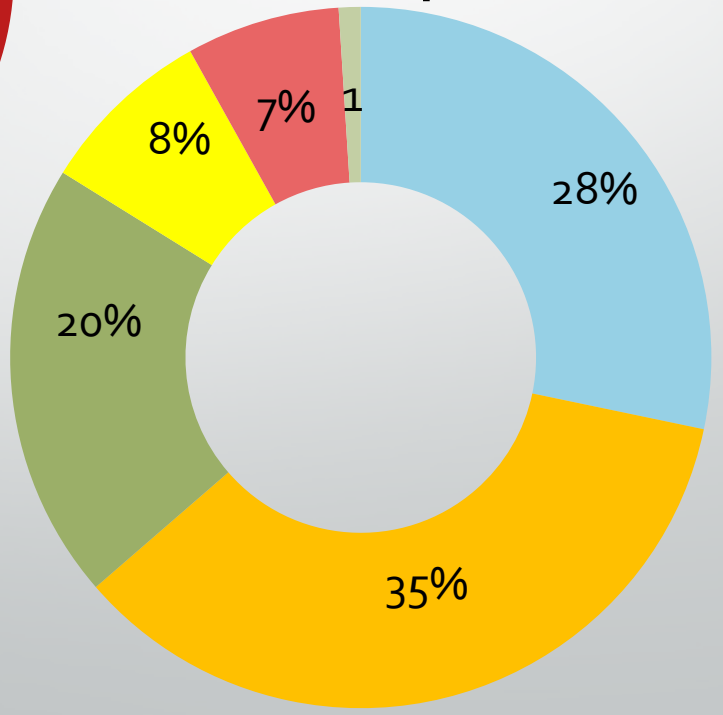
About the Faculty Bench

Faculty Pool

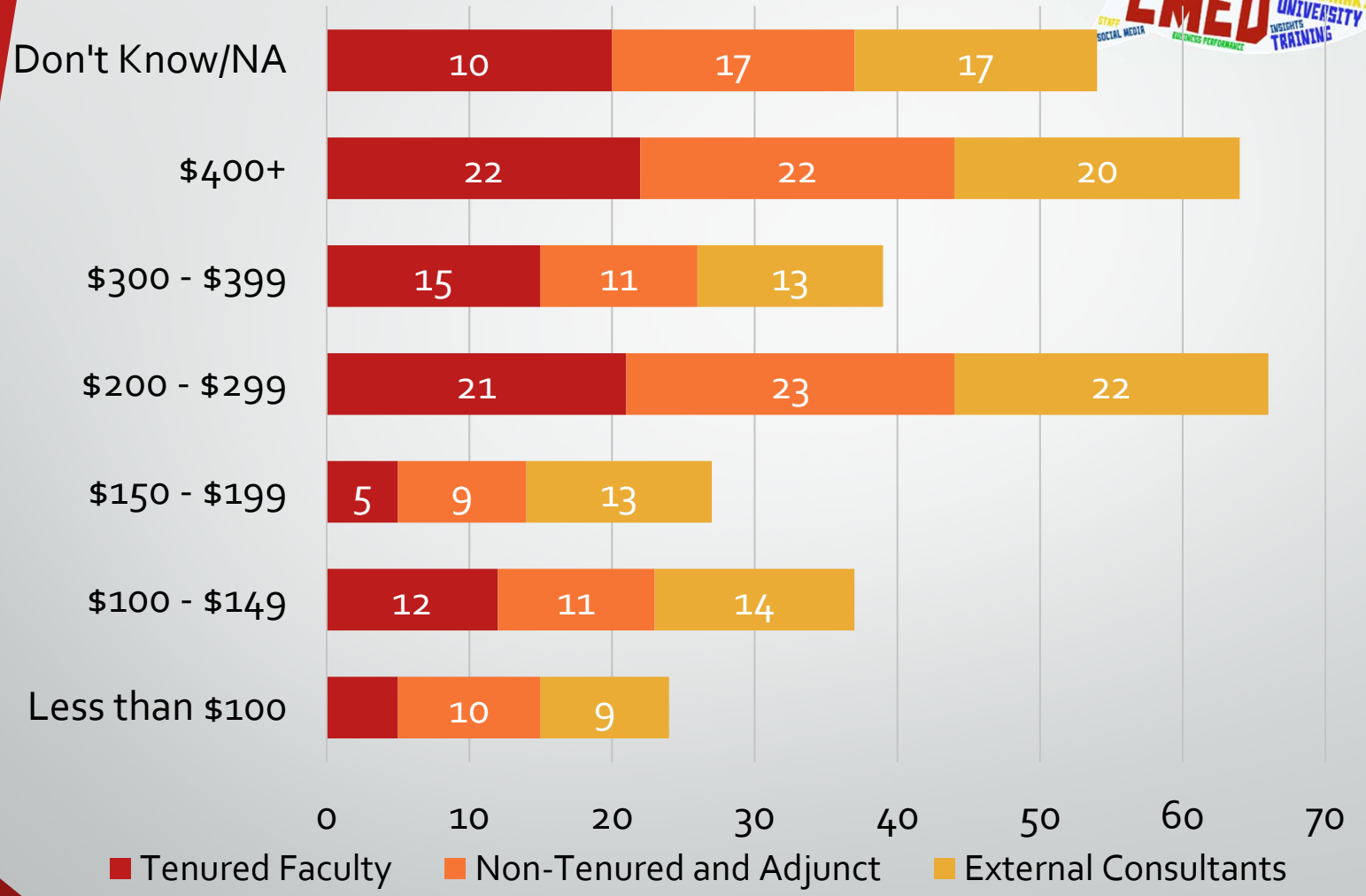


- Tenured Faculty
- Non-tenured or Adjunct
- External consultants

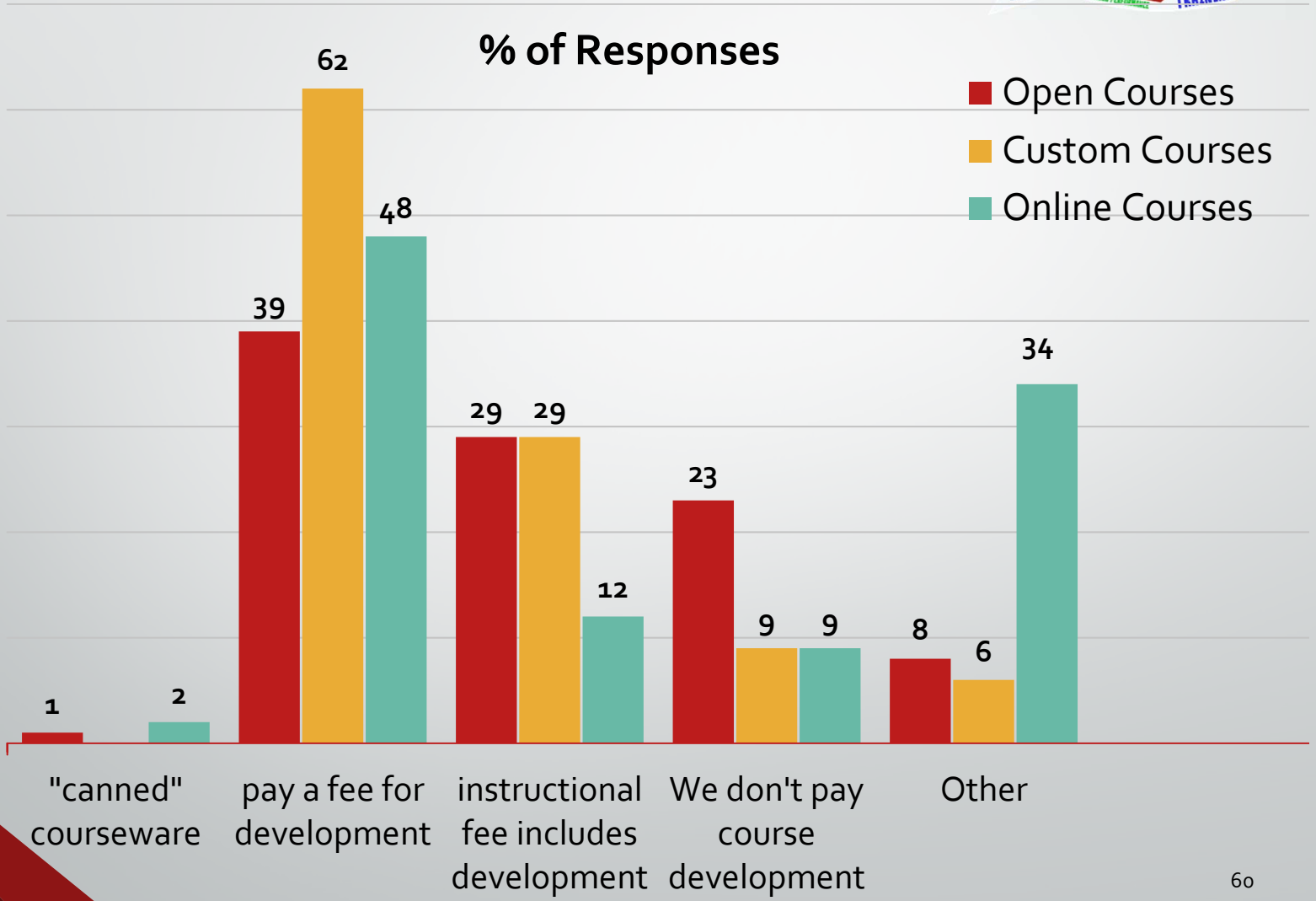
Instructors per Year



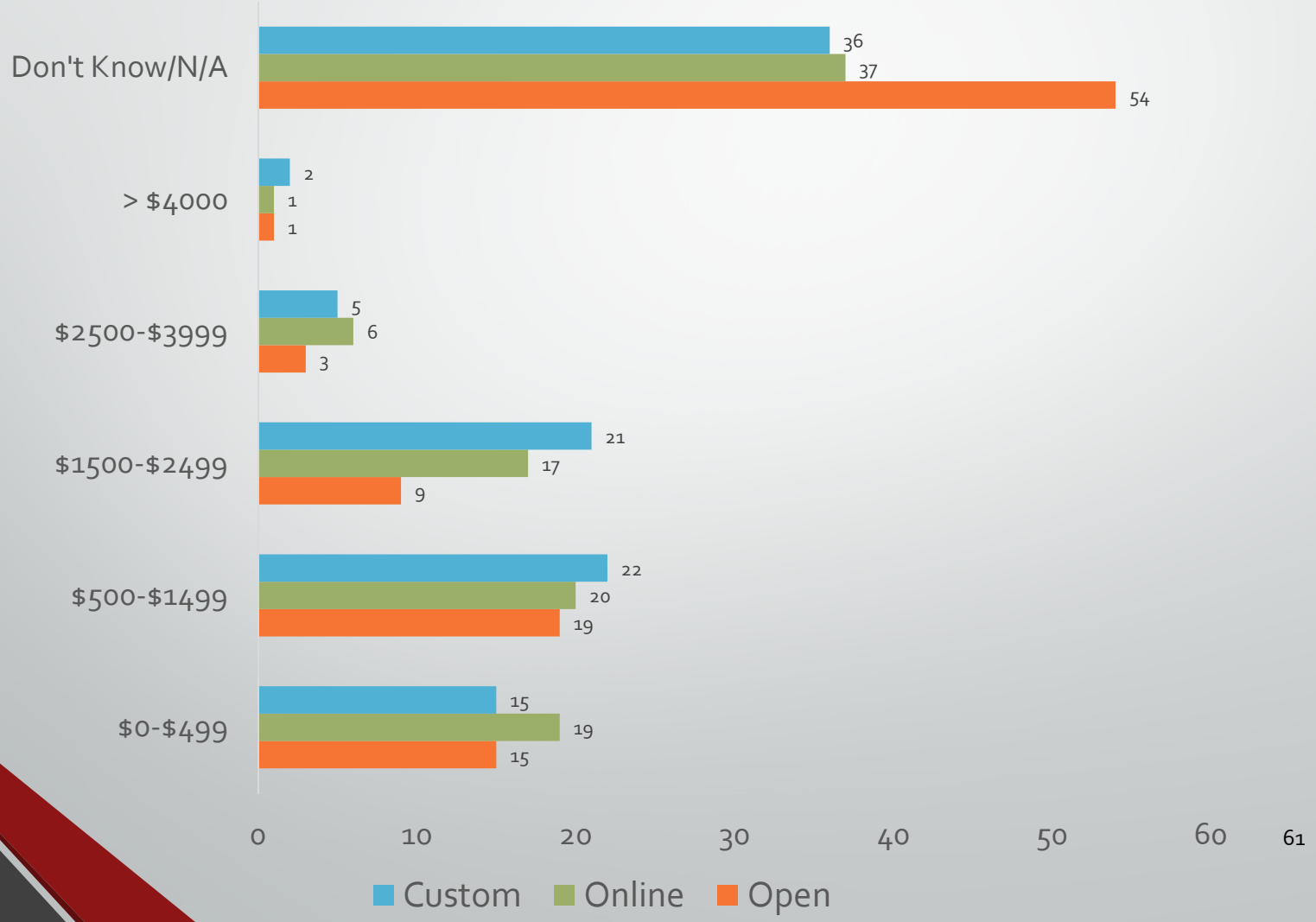
How Much Do We Pay Faculty?



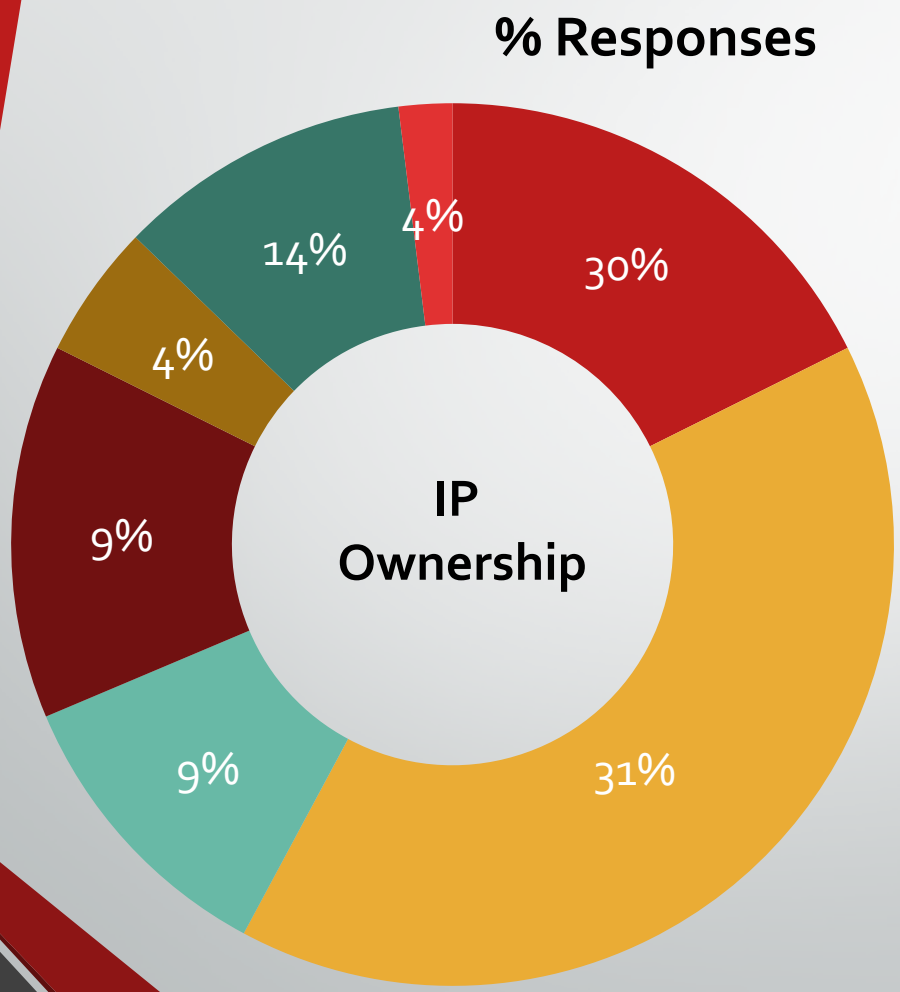
Course Development Compensation



Daily Pay Received By Instructors to Develop Course Content



Who Owns the Intellectual Property?



- You own it
- Instructors own it
- You own it and instructors have first right of refusal
- Shared ownership limited license
- Shared ownership unlimited license
- Don't Know
- N/A