



Evaluation of MassBay's Program Offerings

Overview of Process and Progress to Date

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Prepared and Presented by:

Courtney B. Jackson, PhD, Chief Strategic Planning and Institutional Effectiveness Officer

#1

**COMMUNITY
COLLEGE IN
MASSACHUSETTS**

#2

**COMMUNITY
COLLEGE IN
NEW ENGLAND**

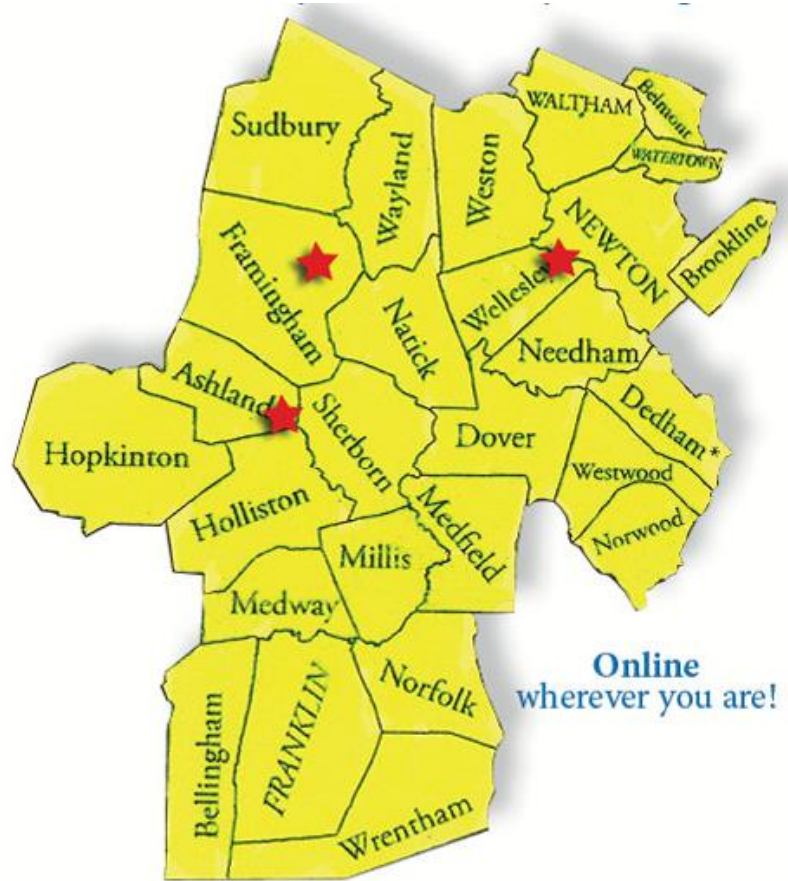
#3

**COMMUNITY
COLLEGE IN
STEM NATIONWIDE**

#16

**COMMUNITY
COLLEGE
NATIONWIDE**

START HERE. GO ANYWHERE.



Online
wherever you are!

Wellesley Hills Campus Framingham Campus
Ashland Technology Center Online



Overview of Process

- MassBay contracted with [Gray Associates](#)
- Gray Associates helps schools develop data-informed institutional and marketing strategies

www.GrayAssociates.com



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Stop, Start, Sustain, or Grow?

Click to Download a Methodology for

Gray's Program Evaluation System (PES)

Using our cutting-edge Program Evaluation System (PES), we can help you select the BEST programs to Start, Stop, Sustain, or Grow online and at each of your campuses.

PES combines our unique data sets with a methodology that we have developed during a decade of work with higher education institutions. It allows you to assess student demand, employment, competition and strategic fit by program. You can then create a custom scoring system to evaluate *all* of your current and potential programs.

Using this custom program evaluation you can:

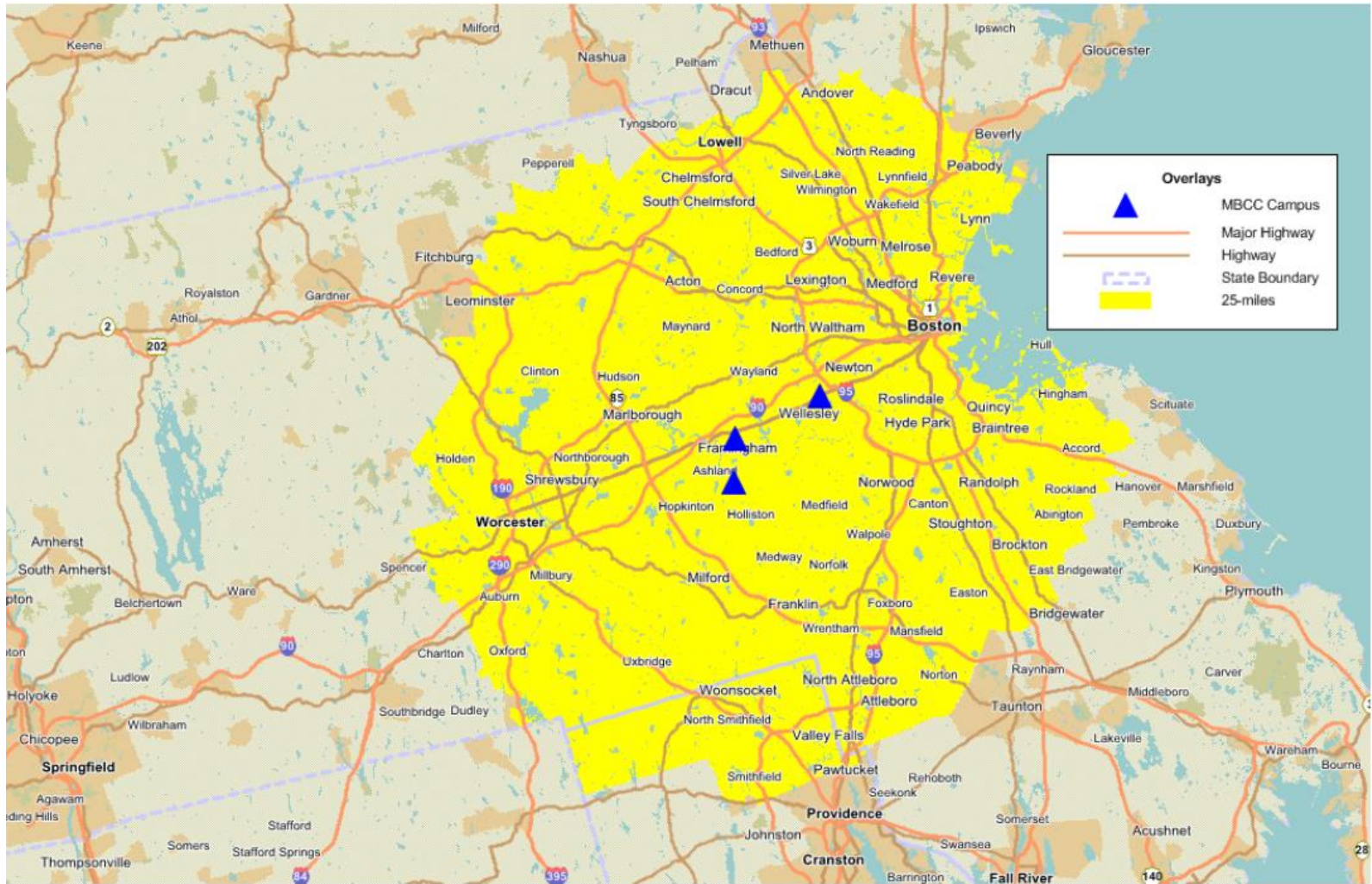
- **Increase near-term enrollment:** Invest in current programs that have high growth potential
- **Reduce cost:** Cut unsuccessful programs
- **Drive growth:** Add the right current programs to more campuses
- **Sustain long-term growth:** Launch successful new programs
- **Drive better student outcomes:** Focus on programs with good wages and employer demand

Program Scorecard: 51.0801 - Medical/Clinical Assistant.

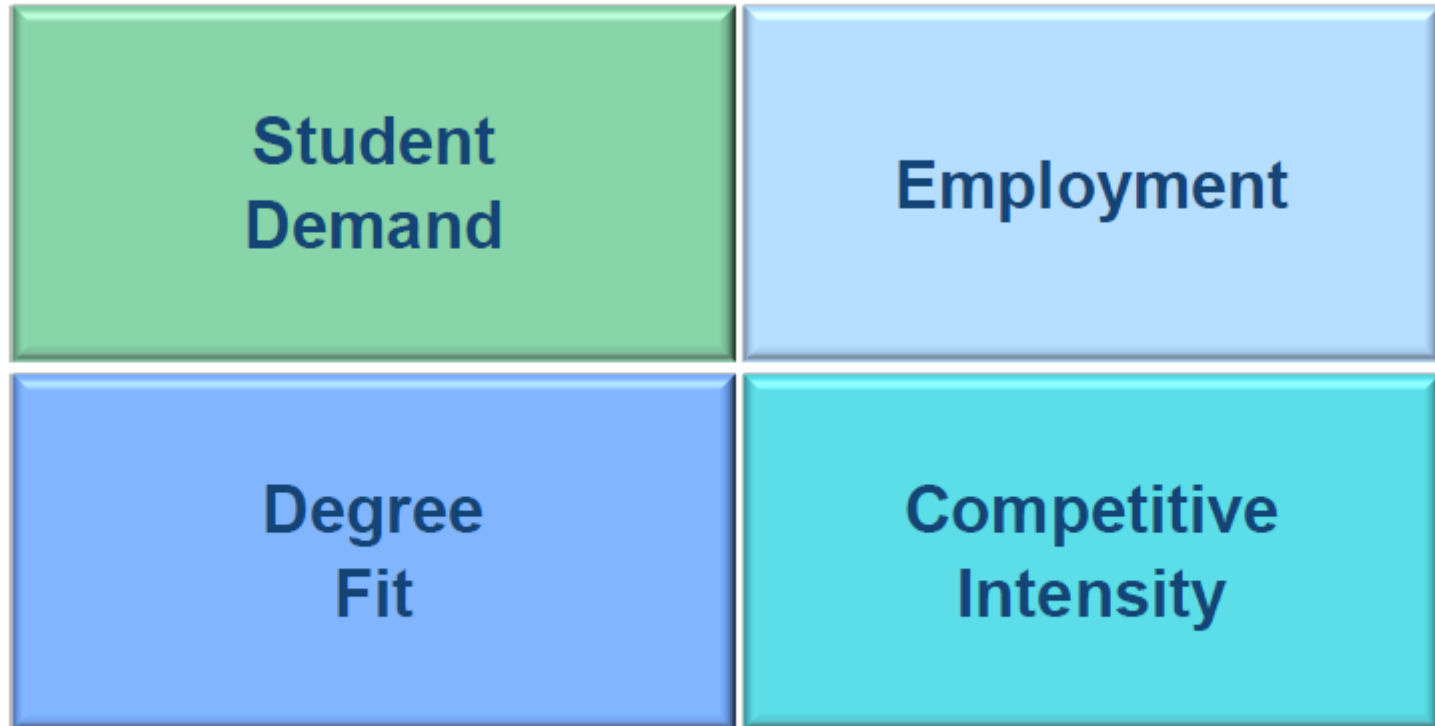
Overall Score **11**

Category	Criterion	Value	Score	Total	Category	Criterion	Value	Score	Total
Inquiries	Total	803,658	7		Wages	Threshold	\$22,429	-5	
	Online	83,344					25%	0	
	YoY Change						43%		
	YoY Growth						72%		
	% Cert.				Competition	# of Competitors	1,540	-3	
	% Assoc.					Cost Per Inquiry	\$43	1	
Completions	% Bach.					Completions Per Capita	1.30	0	
	% Grad.								
Employment	Total								
	YoY Change								
	Annual Job Openings								
Placement Rates	Jobs Per Grad	0.3	-1	14	Bach & Grad				
	CAGR	2.3%	2						
	Certificate	72.4%							
	Associates	76.4%	3						
	Bachelors+								
Percentiles: < 40% 40%-60% 70% 80% 90%+					Min Program Score: -35 Max Program Score: 27				

Gray's Method: Defining the market



Gray's Method: Scoring Programs



Gray's Data Portal

Clear | Select Bookmark | Select Report | More

Overview | Definitions | Filters | Scoring Criteria | **Program Rank** | Program Scorecard | Program x Market Matrix | Competitors | Data Table

Scores by Category

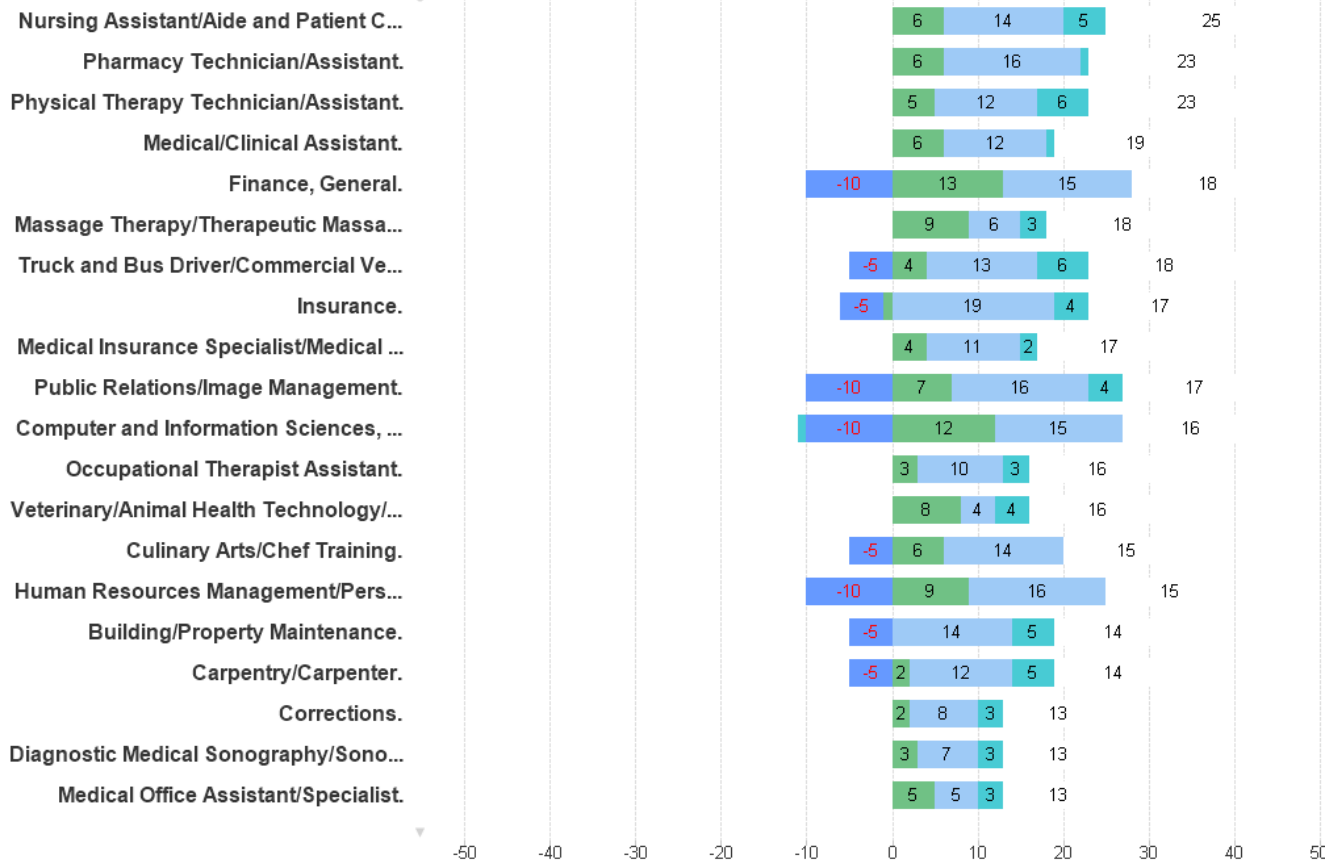
Current Selections

Market ☒ MassBay
New Programs ☒ Career

Selections

Current Selections	New Programs
Market	Career
6-Digit CIP	Transfer
CIP Title	
4-Digit CIP	
2-Digit CIP	
Current Programs	
New Programs	

■ Student Demand Score
 ■ Degree Fit Score
 ■ Employment Opportunities Score
 ■ Competitive Intensity Score
 Overall Score



Gray's Data Portal: Program Score Card


Clear ◀ ▶ ↺ ↻ 🔒 📄 📊 + ✂ ⭐ ⭐ Select Bookmark Select Report ▾ More

Overview Definitions Filters Scoring Criteria Program Rank **Program Scorecard** Program x Market Matrix Competitors Data Table

Program Scorecard: 51.0801 - Medical/Clinical Assistant.

GRAYASSOCIATES

Overall Score 19

Category	Criterion	Value	Score	Total	Category	Criterion	Value	Score	Total	
Inquiries	Total	18,153	3	6	Institutions	Total*	17	-2	1	
	Online	1,192				YoY Change	-4	1		
	ABS Change	6,821	2		Cost Per Inquiry	Average*	\$43	1		
	PCT Growth	60.2%	2		Market Saturation	Completions Per Capita*	0.78	2		
	Certificate	79.2%			Program Size	Average	50	0		
	Associates	20.8%				Median	12	0		
	Bachelors	0.0%				ABS Change	-2	0		
	Masters	0.0%				PCT Change	-14%	-1		
	Doctoral	0.0%			National Distance Education Competition	DE Institutions	77			
Completions	Total	858	3	PCT of Institutions		9%	0			
	ABS Change	-443	-2	DE Completions		6,258				
	PCT Change	-34%	-2	PCT of Completions		7%	0			
Job Postings 	Job Postings	1,882	6	12	Percent of Workforce	No College	25%	0	0	
	JP w/ EDU	1,286				Certificate	43%	0		
	% JP HS	97%				Associates	22%	0		
	% JP AA	3%				Cert & Assoc	65%	0		
	% JP BA	0%				Bachelors	8%	0		
	% JP MA	0%				Graduate	2%	0		
	% JP Doc	0%				Bach & Grad	10%	0		
	Change JP	178	1		Percent of All Completions	Certificate	89%	0		
	% Change JP	10.5%	1			Associates	11%	0		
	Job Postings Per Graduate	2.2	-1			Bachelors	0%	0		
BLS	Total	7,428	3			Graduate	0%	0		
	Annual Job Openings	251	1			Doctoral	0%			
	CAGR	2.4%	0		Percentiles: < 40% 40%-60% 70% 80% 90%+					
	Wages	\$27,622	1		Overall Score: < -10 -10+ -5+ -2+ 8+					
ACS Wages (Bachelors)	Age < 30		0							
	Age 30-60		0							
Placement Rates	Certificate	66.3%								
	Associates	43.0%	0							

* Color scale in reverse. Completions per capita are compared to the top 100 cities in U.S..

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Gray's Data Portal: Competitors

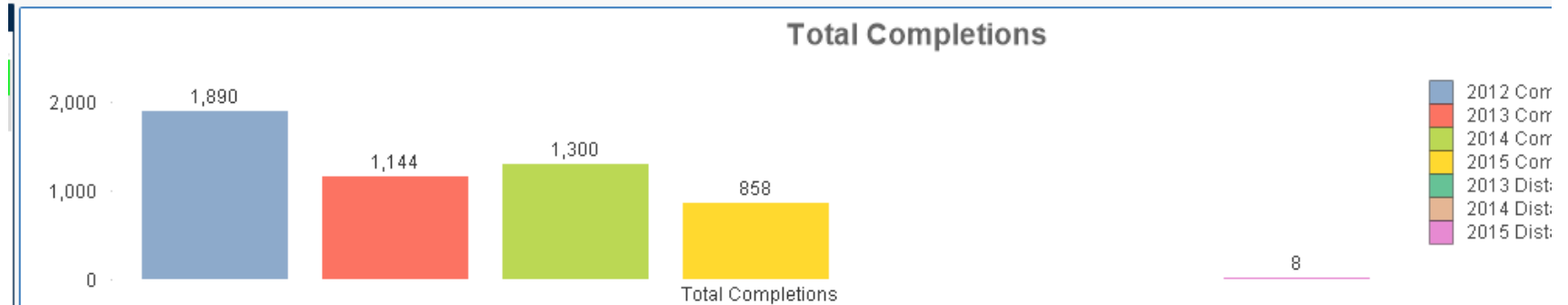
Program Scorecard

Program x Market Matrix

Competitors

Data Table

Data Table



Campus	Sector	Award Level	2012 Completions	2013 Completions	2014 Completions	2015 Completions	2013 Distance Education Completions	2014 Distance Education Completions	2015 Distance Education Completions
The Salter School-Malden Campus	Private for-profit, les...	Certificate	230	126	160	123	0	0	0
Lincoln Technical Institute-Brockton	Private for-profit, les...	Certificate	159	149	121	117	0	0	0
Lincoln Technical Institute-Somerville	Private for-profit, les...	Certificate	112	81	99	104	0	0	0
Salter College-West Boylston	Private for-profit, 2-y...	Certificate	134	92	109	94	0	0	0
The Salter School-Tewksbury Campus	Private for-profit, les...	Certificate	115	91	111	91	0	0	0
Lincoln Technical Institute-Lowell	Private for-profit, les...	Certificate	161	112	126	82	0	0	0
Bunker Hill Community College	Public, 2-year	Certificate	60	57	57	42	0	0	0
Salter College-West Boylston	Private for-profit, 2-y...	Associates	52	39	42	38	0	0	0
Medical Professional Institute	Private for-profit, les...	Certificate	26	29	19	33	0	0	0
Mount Wachusett Community College	Public, 2-year	Associates	8	17	13	21	0	0	0

Results: New Program Prospects

Program Name	Award Level
Substance Abuse/Addiction Counseling	Certificate/Associate
Physical Therapy Technician/Assistant	Certificate/Associate
Political Science and Government, General	Associate – Transfer
General Studies for Health Sciences	Associate
Dental Assistant	Certificate/Associate
Medical/Clinical Assistant	Certificate

Current Program Analysis

Programs discussed with potential to: Grow, Sustain, Fix, Stop

Grow

Sustain

Fix

Stop

Grow

Certificate Programs

Accounting
Advanced Cyber Security
Auto Tech - Toyota
Computer Aided Design
Cyber Security
Entrepreneurship
Medical Coding
Med Off Admin Assistant
Paramedicine
Practical Nursing
Surgical Technology

Associate Degree Programs

Accounting	Criminal Justice
Cyber Security	Auto Tech - BMW
Manufacturing Innovation	Auto Tech - Chrysler
Manufacturing Technology	Auto Tech - GM
Business Administration	Liberal Arts
Liberal Arts - Elem Ed Tran	Life Sciences
Psychology/Sociology	Liberal Arts - English
Liberal Arts - Human Services	Nursing
General Business – Hospitality Management	

Fix

Certificate Programs

Communication

HS Direct Support Grant

Emergency Medical Tech

Hospitality Management

Information Technology

Management

Paralegal Studies

Phlebotomy

Technology Support

Web Developer Certificate

Web Designer Certificate

Associate Degree Programs

Biotechnology

Electronics Technology

BT - Forensic Science

International Business

Paralegal Studies

Info Sys Tech & Mgmt: Tech

Stop

Certificate Programs

High Tech Sales

Human Services

Business IT

MassTransfer Liberal Arts

Liberal Arts: Community Health

Maxillofacial Assistant

Web Master

Auto Tech TSEP

Associate Degree Programs

General Studies: Bioinformatic

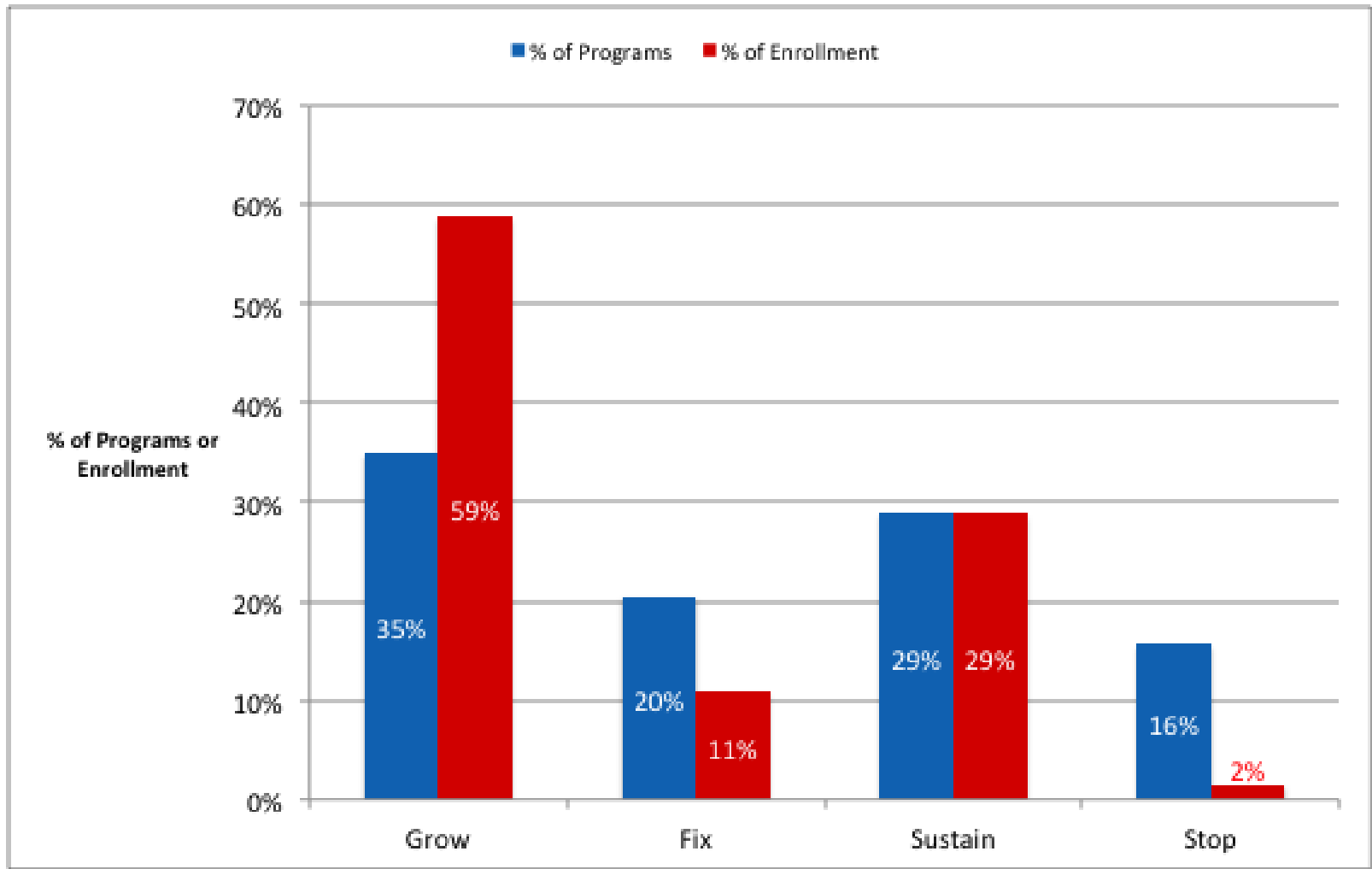
General Studies: Lab Animal Ca

LA - GlobalStudies Option

Lib Arts:Community Hlth

BT-Marine Biotech Option

Current Program Analysis: Grow, Sustain, Fix, Stop





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