



EAB RESEARCH

# **Strategic Planning and EAB Advisory Services In Brief**

**Prepared for University of Arkansas**



# Strategic Planning Process Overview

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# Strategic Planning Process

## Mapping for the University of Arkansas





# Terrain Overviews

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- 1 Student Success
- 2 Research Excellence
- 3 Employer of Choice



# Student Success: The Big Picture

## The Student Success Landscape

Graduation  
Rate

Student  
Experience

First Year  
Retention

Student  
Persistence

Career  
Preparedness

Academic  
Success

Financial  
Impact

Access, Equal  
Opportunity

Student  
Wellness

## Mental Health Often Included in ‘Health’ Among Other Key Factors to Thriving

“Well-being is used frequently as a synonym for ideas “mental health,”. Theorizing well-being in a way that feels both relevant and measurable begins with looking at **what people need to thrive in their lives.**”

*-Chief Wellness Officer, 4-year Public U.S University*



- 1 Student Success
- 2 **Research Excellence**
- 3 Employer of Choice

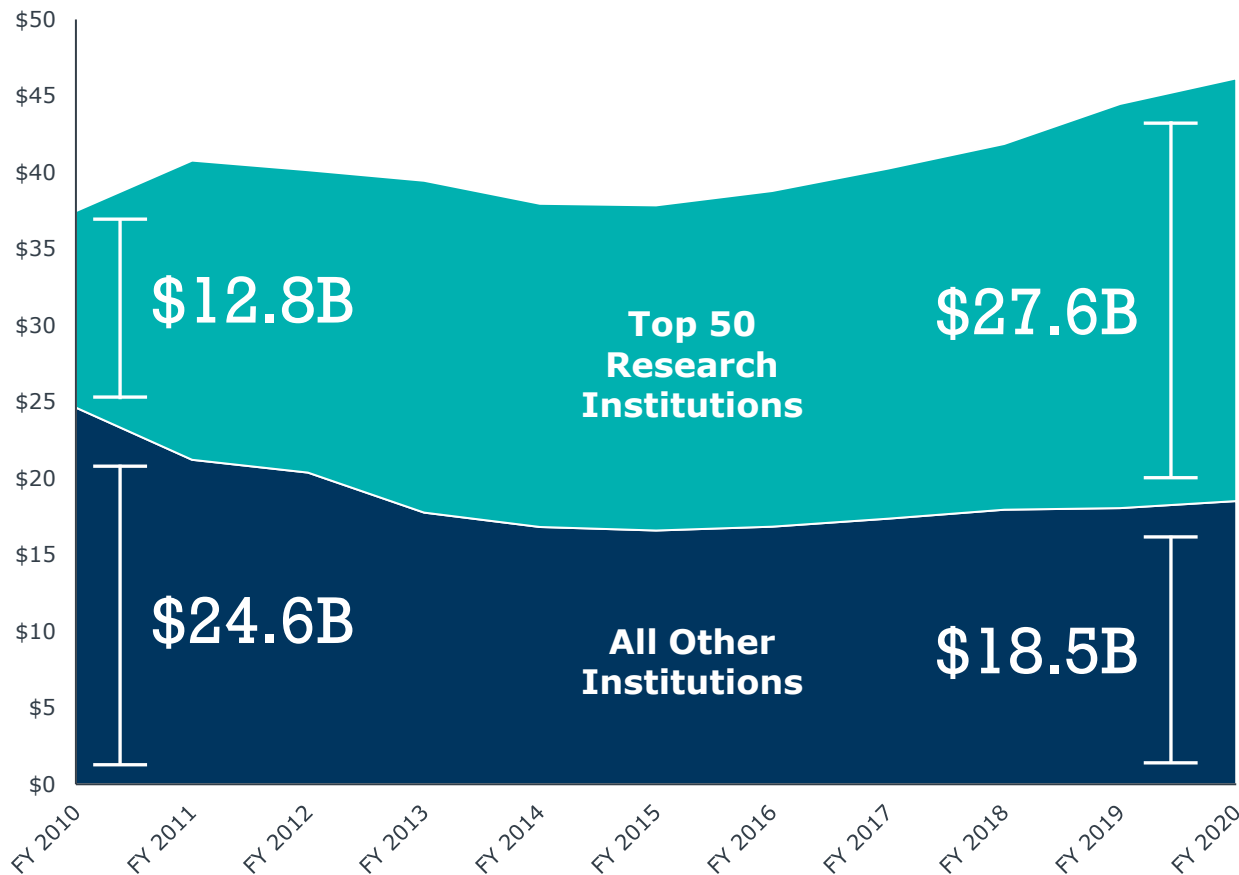


# To the Victors (aka the Biggest), Go the Spoils

A “Winner-Take-Most” Dynamic Emerges in Federally Sponsored Research

## Federal Research Market Share of Top 50 Institutions Doubled Over Last 10 Years<sup>1</sup>

In Billions of Dollars, FY 2010-FY 2020



## Primary Drivers of Research Consolidation



Skewed federal spending on applied research in defense and health sciences



Poaching and concentration of leading research talent



Investments in core facilities and research infrastructure



Surge in institutional-funded research

1) Adjusted for movement in and out of the Top 50. Since 2010, 43 of the Top 50 have been constant.

## A Familiar Hub and Spoke Model

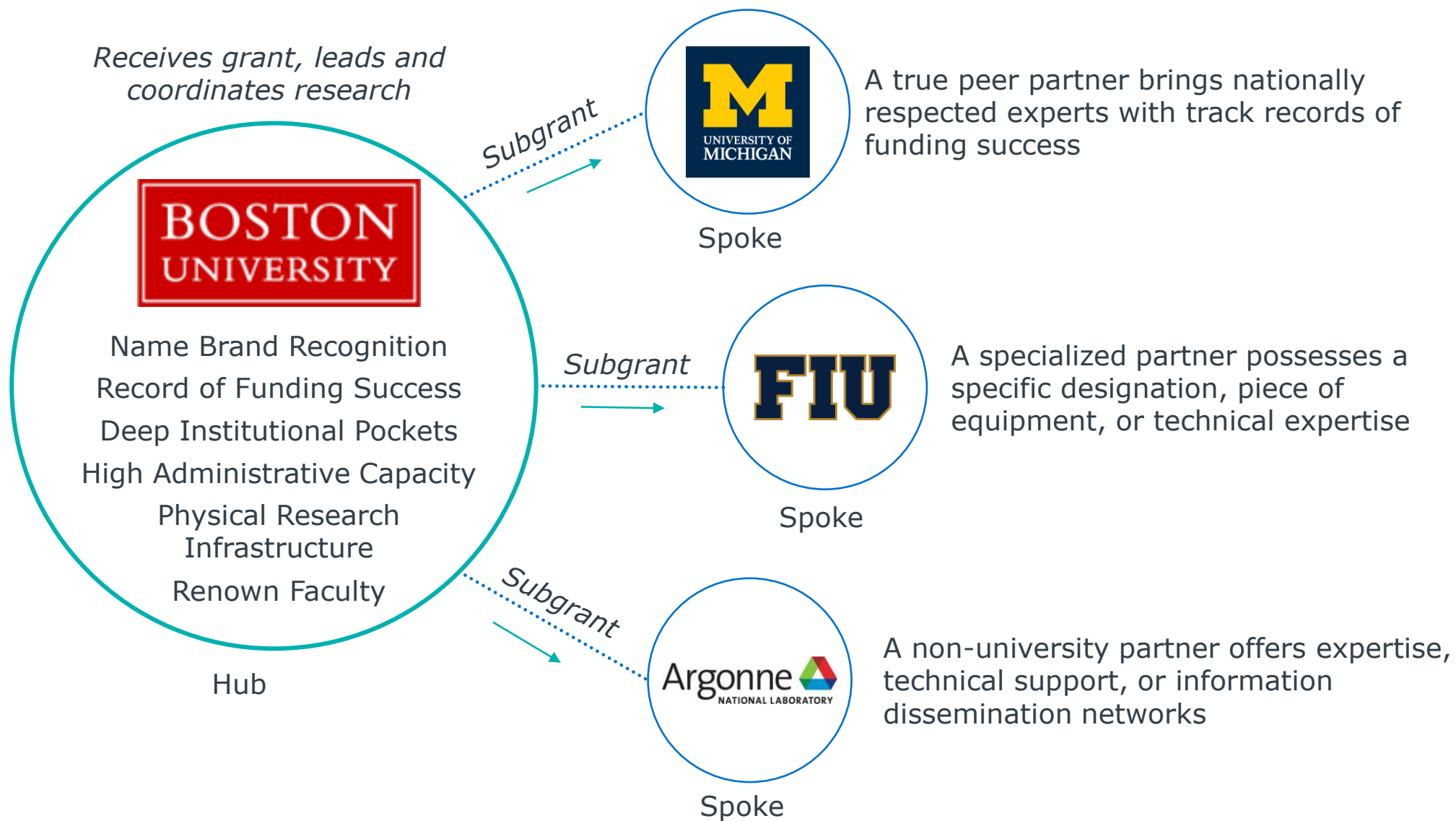
Consolidation of Federal Dollars to Centers of Funding Push      Rest  
of Industry to Secondary Markets



# The Research Hub and Spoke In Practice



## Multi-Institutional Funding Model Being Deployed by Federal Agencies



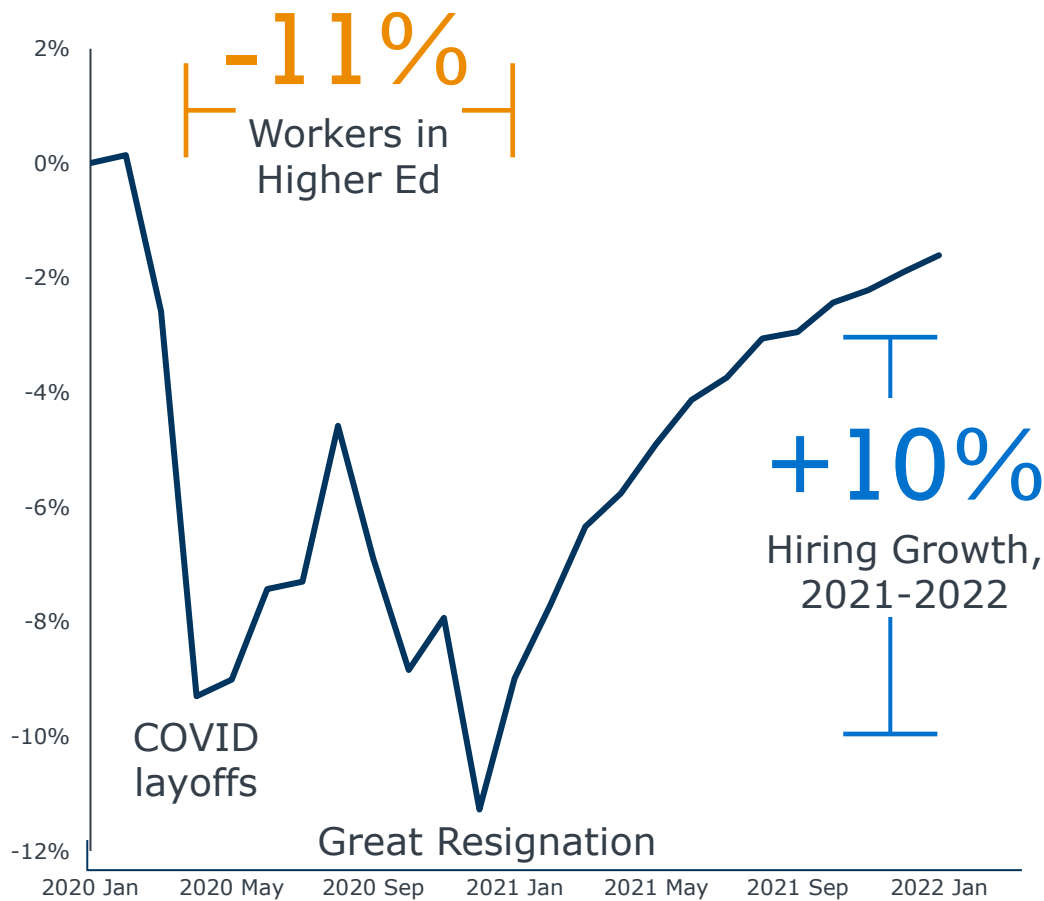
- 1 Student Success
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# Recruit-Hire-Turnover-Repeat

## Herculean Hiring Efforts Bring Higher Ed Near Pre-Pandemic Staffing Levels...

Percent change in total employees, seasonally adjusted



## ...But No Reprieve In Sight Amid Record-Setting Job Postings, Turnover

**+280%** Increase in job postings, Mar 2020-May 2022

**10-15%** Median staff turnover rate, FY 2022<sup>1</sup>



What will it take to set ourselves apart from competitors?

1) n=72 (institutions). ©2023 by EAB. All Rights Reserved.

# An Introduction to Employee Value Proposition (EVP)

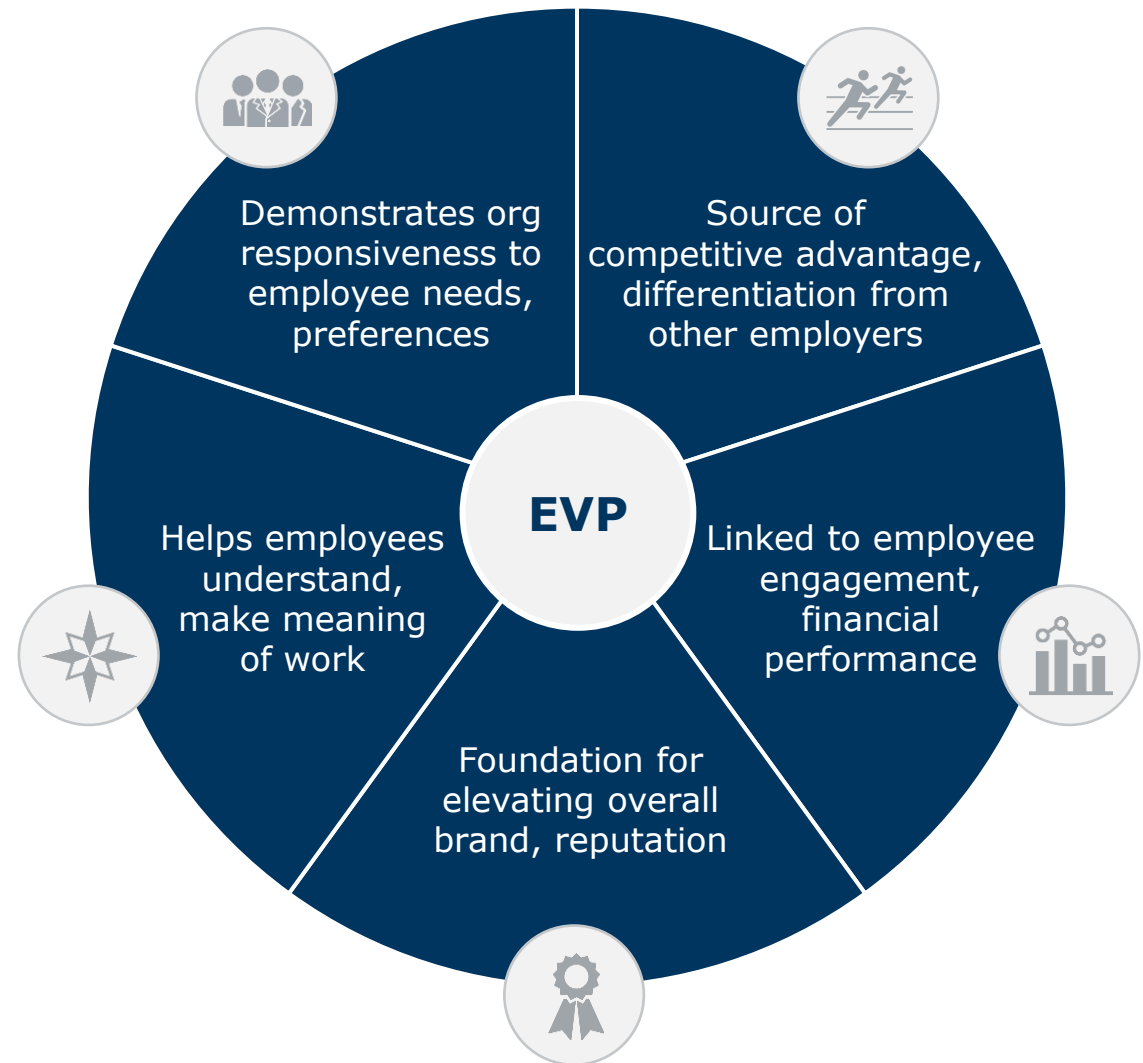
## Employee Value Proposition:

All the ways through which an organization provides value to employees and convinces people to want to work (and stay) there



- ✘ List of employee perks, total rewards
- ✘ Static statement, marketing message
- ✘ External reputation as organization, employer

## Compelling EVP Is Lynchpin for Recruiting, Retaining Top Talent In Competitive Labor Market





# Process Example

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Qualitative Strategic Vision	Ambitious Long-Term Target	Intermediate Milestones and Results
<p><u>Institutional Differentiator</u> We will be the premier institution for integrating the classroom and the real world</p>	<p><u>Metrics for Goal Attainment</u> By 2030, 80% of students will complete an internship or experiential learning activity</p>	<p><u>Fall 2022 Key Results</u></p> <ul style="list-style-type: none"> <li>• 1,000 students in co-ops</li> <li>• 20 new employer partners in state</li> <li>• 5 majors revised for experiential programming</li> </ul>

*Higher-level direction and desired target stay consistent*

*Term-by-term objectives revised if external conditions change, or internal assumptions about progress prove incorrect*

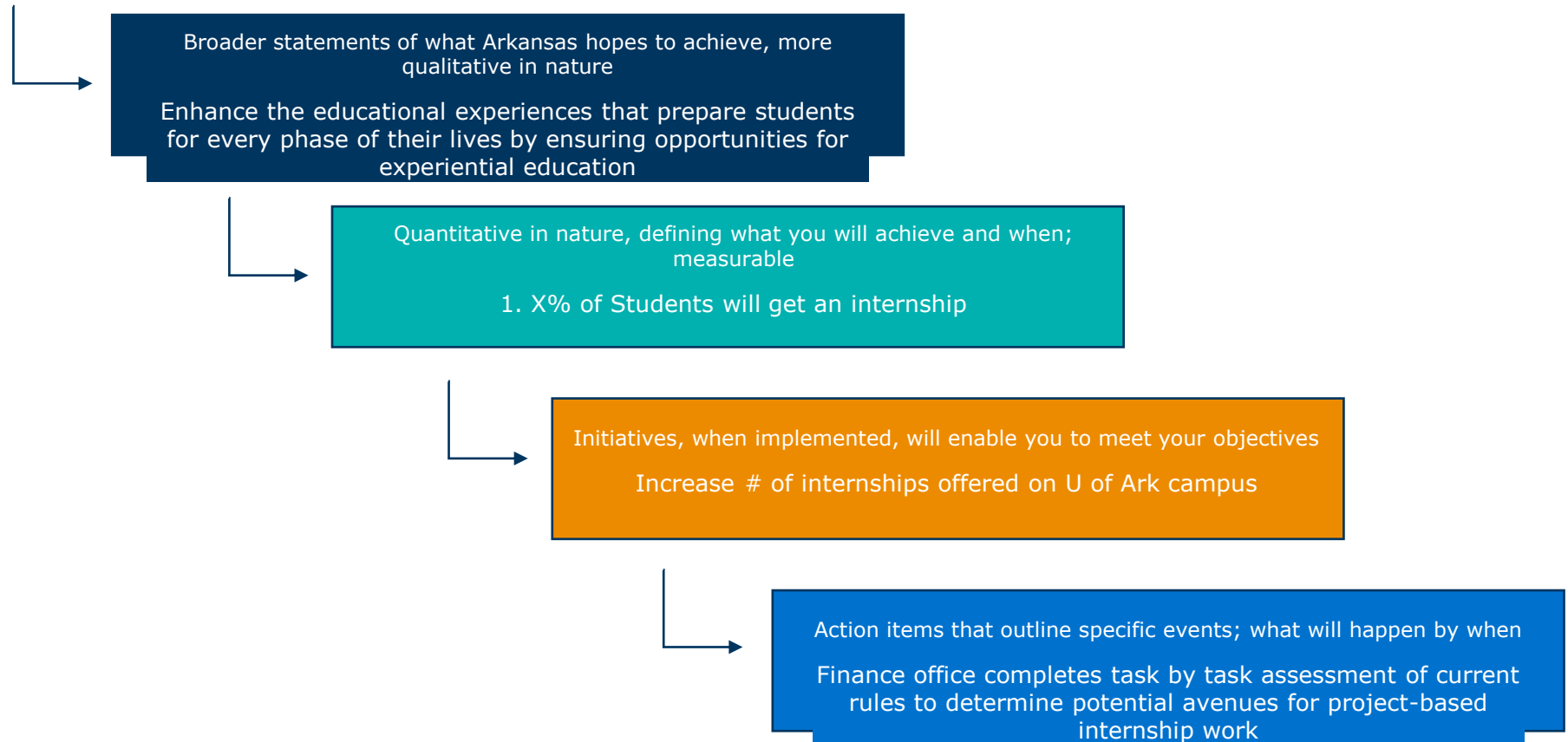


# Strategic Planning Process Example

## Mapping for the University of Arkansas

Organize Arkansas goals in a broader umbrella

### Student Success





# Strategic Advisory Services

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# The Year Ahead in Research

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## ADVANCEMENT

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- **Hiring and Retaining Top Advancement Talent**
- **Innovation in the Era of the Mega Campaign**

### *Signature Services:*

- Advancement Investment Performance Initiative
- Campaign Concierge



- **Addressing the Great Opt-Out**
- **Undergrad Enrollment Outlook**
- **Anticipating Shifts in Adult and Grad Enrollment**

### *Signature Services:*

- Enrollment Analytics Portfolio
- Best Bets Working Sessions

## CAMPUS2030

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- **Preparing for a Workforce with Fewer People**
- **Modernizing the Talent Function**

### *Signature Services:*

- Financial Performance Collaborative
- Intro to Employee Value Prop

## diversity equity inclusion justice

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- **Avoiding DEIJ Stall Points**
- **Realizing the Vision of an Inclusive Campus**
- **Defining Belongingness**

### *Signature Services:*

- Institutional Strategy Index for DEIJ
- DEIJ Plan Review

## Dynamic Strategy

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- **The Annual State of the Sector: Managing Disruptors**
- **Shared Governance 2.0**

### *Signature Services:*

- Differentiation Workshops

## IT Strategy

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- **Maximizing the Impact of Data Investments**
- **The IT Security-First Campus**
- **Calibrating Smart Campus Investments**

### *Signature Services:*

- IT Leaders Fellowship

## Professional & Adult Education

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- **Avoiding Profit-less Growth: Financial Contribution of Alternative Credentials**
- **Meeting the Moment of Mega-Stealth Shopping**

### *Signature Services:*

- Market Insights

## Student Experience and Wellbeing

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- **Next-Gen Career Preparation**
- **Responding to the Student Mental Health and Wellbeing Crisis**

### *Signature Services:*

- Mental Health and Wellbeing Collaborative

# Signature Initiatives Spanning Every Corner of Campus

## Dynamic Strategy

*Embed agility, prioritize strategic bets, & articulate a differentiated value proposition*

### Dynamic Strategy Executive Brief

- What are the competencies leadership teams must develop to form & execute strategy?
- How can I avoid common pitfalls that lead to undifferentiated or unactionable strategies?

### Differentiated Strategy Workshop

Clarify and refine your institution's unique student value proposition through a series of exercises led by EAB experts with your executive leadership team.

*Best for Presidents, Provosts, CBOs, and CSOs. Available now.*

## CAMPUS2030

*Secure critical talent and deploy campus assets to advance institutional priorities*

### Strengthening the Talent Pipeline from Within

- How can we shorten hiring cycles by leveraging existing talent?
- How can we improve engagement through career mobility?

### Financial Performance Collaborative

Identify opportunities to recapture savings from areas that are typically overlooked in conversations about resource allocation in this modular, collaborative experience.

*Best for Provosts and CBOs.*

## Blueprint for Growth

*Data-driven insights to inform growth strategies across your portfolio*

**Coming soon!**

### Sizing the Risk and Opportunity of Nonconsumption Markets

- What is the scope and characteristics of students who opt out of undergraduate education?
- How do we reach and enroll these populations?

### Best Bets Enrollment Workshop

Expert-led workshop foregrounded with custom enrollment benchmarks to identify and prioritize the most promising growth opportunities.

*Best for CBOs, Presidents, Provosts, VPEMS, and CSOs.*

*Enhanced version with Enrollment Analytics Portfolio available for Strategic Advisory Services Partners.*

EAB Research Strategic Advisory Services

# Signature Initiatives Spanning Every Corner of Campus

## Student Experience and Wellbeing

diversity equity  
inclusion justice

*Support to safeguard student success & mental health*

### Next-Generation Career Preparation

- How can we help our students understand the value of classroom skills and communicate those to employers?

*Participate in the research update this winter and spring!*

### Student Mental Health & Wellbeing Collaborative

- How do we embed wellbeing support into more student touchpoints?
- How do we partner with advancement to fund critical wellbeing initiatives?

*Best for VPSAs. Join the waitlist for Cohort 3!*

*Guidance to prioritize equity-related gaps and take action*

### Building a Sense of Belonging for Black and Latino Men

- What are the three relationships that are critical for Black and Latino male success?
- What are the best practices for developing those relationships?

*Best for CDOs, Provosts, and VPSAs.*

### Institutional Strategy Index for DEIJ

- How far have we come on our DEIJ journey?
- What investments are critical to prioritize and what does our roadmap look like?

*Slots available now! Best for Presidents, CDOs, and Provosts.*

## Participate in the Research Process



*Steer the direction of EAB's point of view and help us set the research agenda by participating in a one-on-one exchange of ideas with an EAB researcher on the most critical issues facing higher education leaders today.*

*Email [researchengagement@eab.com](mailto:researchengagement@eab.com) to participate in ongoing research projects.*

# Signature Initiatives Spanning Every Corner of Campus

## ADVANCEMENT

*Data-driven insight inform fundraising growth strategy*

### Advancement Investment and Performance Initiative

- How is our advancement shop performing?
- What are peer institutions investing in to grow fundraising revenue?

### Big Ideas Fundraising

Expert-led future visioning workshop for leaders to set the stage for bolder strategy that will drive mega donations.

*Best for Presidents, Provosts, Deans, and Advancement Staff. Available now.*

## IT Strategy

*Strategies to shore up retention and build a more talent-resilient IT organization*

### Competing for IT Talent in a Competitive Labor Market

- How do we address the most egregious pain points to retain in-demand IT staff?
- How can we reskill and restructure our IT shop to be more resilient to talent shortages?

### Enterprise-Wide Data Management Working Group

Collaboratively develop and implement an enterprise-wide data strategy in partnership with peers and EAB experts.

*Limited to small group of CIOs. Collaborative begins in March 2023.*

## Professional & Adult Education

*Lead campus innovation and market responsiveness in online, continuing ed, & other adult education*

### Meeting the Moment of Mega-Stealth Shopping


























- How are generational shifts and changing consumer behavior affecting marketing and recruitment of adult learners?
- How do we need to adjust our social media strategy, branding, websites, and more to address these challenges?

### EAB Market Insights






Enable data-informed growth decisions with custom research reports for your institution: Program Feasibility Study, 360-Degree Program Assessment, Market Opportunity Scan, and Graduate & Adult Portfolio Health Check.

# Augmenting and Supporting Leadership Teams

## Introducing EAB's Strategic Advisory Services

Build Capacity and Expand Bandwidth	Avoid Wasted Time and Costly Missteps	Educate Stakeholders to Galvanize Change	Accelerate Progress on Core Initiatives	Connect with Communities of Interest
<ul style="list-style-type: none"> <li> Dedicated EAB <b>success team</b></li> <li> Expert insights &amp; strategic advice by <b>Senior Research Advisors</b></li> <li> <b>Market insights</b></li> <li> <b>On-demand research</b></li> <li> <b>Unlimited access</b> to team of experts</li> </ul>	<ul style="list-style-type: none"> <li> <b>360 listening tour</b></li> <li> Research-based <b>diagnostics</b> and <b>decision tools</b></li> <li> <b>New executive intensives</b></li> <li> Unlimited access to library of <b>8,000+ best practices</b></li> <li> <b>Forecasting and maturity models</b></li> </ul>	<ul style="list-style-type: none"> <li> <b>Executive briefings</b> and topical explainers</li> <li> Expert-led <b>presentations</b> and <b>workshops</b><sup>1</sup></li> <li> Curated <b>resource centers</b> for critical workstreams</li> <li> <b>Personalized data and advice</b></li> <li> <b>Virtual webinars</b> and education sessions</li> </ul>	<ul style="list-style-type: none"> <li> Step-by-step <b>solution pathways</b></li> <li> Guided, best-practice-based <b>collaboratives</b></li> <li> Partner <b>strategy retreats</b></li> <li> <b>Plan reviews</b></li> <li> Task force and committee <b>consults</b></li> </ul>	<ul style="list-style-type: none"> <li> Out-of-sector <b>presidential experience labs</b></li> <li> <b>Role-specific</b> executive convenings</li> <li> <b>Cross-cabinet summits</b></li> <li> <b>Fellowship program</b> for rising leaders</li> <li> <b>Concierge networking</b></li> </ul>

**Key**

-  Team of EAB experts
-  Research and insights
-  Presentations and workshops with your team
-  Executive roundtables
-  Tools and diagnostics

1) Six per year



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## ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at [eab.com](https://eab.com).