IMPACT 2030

Financial Sustainability

Mr. Neal Stenzel

Best Practices in Managing the Academic Program Portfolio for Financial Sustainability

Background

At the March 29, 2018 University Planning Council (UPC) meeting, Neal Stenzel was asked by the President to chair a newly formed committee to address the University's financial sustainability. The objectives of the committee provided by the UPC are as follows:

a. How do we measure every program in terms of profit?

b. How do we utilize incentives to move toward a profit-driven "non-profit?"

c. How do we free ourselves of obsessive and overbearing regulations?

d. How should we brand our colleges to maximize profitability?

e. How can we help our students fund their education?

f. How can we implement an entrepreneurial culture into our university?

g. How do we use an investor model to fund our programs? Investors vs. donors

Committee Members and Process

The Committee met on 6 occasions over the past 6 months. The personnel recruited to serve on the Financial Sustainability Committee were as follows:

Mr. Terry Unruh, Chair and Asst. Professor, College of Business

Dr. James Russell, Professor, College of Business

Dr. Bill Elliott, Assistant Professor, College of Business

Mr. Mark Pepin, Director of Administrative Affairs

Mr. Neal Stenzel, CFO

Work to Date

First, the committee prioritized the objectives and determined how to address them. To meet the objectives, the committee agreed that the University would need to measure contribution margin (direct revenue less direct expenses) for each critical operation. For this initial analysis we excluded non-cash and indirect costs (e.g. depreciation and utilities), because they would add complexity and subjective allocations.

Currently, the University measures the profitability of some key operations including TV, Cityplex and to a lesser extent, online education. The goal was to expand this successful margin analysis to selected University operations. We discussed measuring operating units such as our certificate programs, study abroad and Mabee center events; however, the committee felt these did not represent ORU's core purpose: education.

As a result, the committee decided to spend the majority of our effort on the first and most important of our stated objectives: "How do we measure every program in terms of profit?". Once we learn to calculate program contribution margins, we will be able to address the committee's remaining objectives.

In the first effort to calculate program contribution margins, we assigned cost and revenue using two methods: per credit hour and by student according to their major. Essentially, the allocation of revenue by major benefitted many of the colleges to the detriment of the College of Arts and Cultural Studies and to some extent, Theology. While the data was directionally accurate, it was not specific enough to support program decisions.

As a next step, the committee was asked to develop the following white paper. It describes an approach that would develop and include appropriate market and financial data in a collaborative program review process.

Education Sector Background

After decades of growth, college enrollment started a slow decline after 2010.[1] Very large online institutions have carved hundreds of thousands of students out of campus-based colleges. Price has become a greater concern for college-bound families, so the traditional inflation plus 2-3% tuition increase may no longer be viable. At the same time, college costs continue to rise. This confluence of events has bankrupted several small colleges and stressed many others. Given this context, higher-education institutions are taking a hard look at their portfolio of academic programs to see if they appropriately balance Mission, Academic standards, market requirements, and Margins (MAMM).

There is some evidence that program portfolios, like most Americans, are overweight. Currently, 48% of higher education programs generate 8% of graduates and have less than 10 graduates per program per year. Nonetheless, the number of academic programs continues to increase, spreading a shrinking student population ever more thinly across the university.[2]

Gradual growth of the academic program portfolio can pose a challenge to the mission and finances of a university. It may force small, but mission-critical programs to compete for funding with non-critical, money-losing programs. The increase in cost to teach all the programs may drive up prices, while draining scarce resources. These pressures have led many institutions – including Oral Roberts University – to focus on the sustainability of each of their academic programs and of the academic program portfolio as a whole.

Traditional academic program reviews have emphasized assessment against institutional mission and academic standards. In Gray Associates' and Bill Massey's[3] recent work[4], they have identified four broad categories to consider when evaluating program sustainability: "mission, academics, markets, and margins".

- **Mission:** Academic programs should further the university's mission, including its intended students, fields of study, faculty, and belief system.

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[1] IPEDS data. New first-time post-secondary students peaked at 3.4 million in Fall 2009 and then steadily declined to 3.0 million in Fall 2016.
[2] Gray's database of new-program announcements since January 2016 includes over 400 new health program announcements, over 300 business programs, over 150 education programs, more than 100 computer-related programs, and more than 100 engineering programs, plus a range of others.
[3] William Massy is the former Vice Provost and Vice President for Business and Finance of Stanford University and author of the book, "Reengineering the University" (John Hopkins University Press, 2016). Bill works with Gray Associates on program economics and program portfolio strategy.
[4] William Massy is the former Vice Provost and Vice President for Business and Finance of Stanford University and author of the book, "Reengineering the University" (John Hopkins University Press, 2016). Bill works with Gray Associates on program economics and program portfolio strategy.

- **Academics:** Programs should have the students, faculty, instructional quality, and facilities required to fulfill their educational commitments.
- **Markets**: Institutions should consider student demand, competitive intensity, and employer demand as they make program decisions to ensure that programs have healthy enrollment and lead to rewarding careers for their graduates.
- **Margins**: Universities should understand the financial contribution of each of their academic programs. This understanding should be used to fund and assert the mission and academic standards. For example, large, high-contribution programs could fund mission-critical programs that may have small markets, low enrollment, and potentially financial losses.

Program Markets

For better or worse, markets often drive the margins for academic programs. At a minimum they influence the number of students likely to enroll in a program. Three main factors influence the attractiveness of program markets:

- **Student demand**: What markets do we serve? In these markets, how many students are interested in each program? What specific aspects of each program are likely to pique their interest?
- **Competitive intensity**: How many other institutions offer a program like this? Is the program effectively differentiated? Is the market saturated? Can the institution compete and attract a fair share of students?
- **Job opportunities**: Are graduates of the program likely to be able to continue their education or find good jobs – both initial jobs and fulfilling careers? Do the likely jobs pay good wages?

Analyzing these factors for every potential program takes an enormous amount of data, systems resources, and time. There are over 1,400 standard programs offered in the United States. Many of these are offered at several degree levels – Associate's, Bachelor's, Master's, Doctoral, and non-degree.[5] Therefore, an institution needs to collect data for thousands of potential programs.

Each of the market factors varies geographically. The students, jobs, and competitors in Tulsa are not the same in Albany; as a result, the most appealing programs vary by market. Many institutions need to evaluate several geographic markets, for example: near campus for on-ground programs, a broader radius for online undergraduate programs, and perhaps a national radius for online graduate programs.

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[5] Gray analysis of IPEDS data. For 2017, there were 5,810 combinations of CIP (program) and degree level with at least one graduate in the United States. There were 1,429 CIPs (programs) with at least one graduate at any level in 2010-17.

In addition, each of these categories of information should have several independent indicators, since any single indicator will have significant limitations. For example, employment estimates from the Bureau of Labor Statistics are comprehensive and reliable, but 85% of their forecasts are off by 50% or more. Fortunately, BLS data can be crossed-checked against job posting data from other sources.

Given this complexity, it is not practical to manually research more than one or two programs at a time. To look at all a university's options, the data needs to be downloaded, cleaned-up, scored, and displayed. While a few of the biggest online program developers – organizations that launch dozens of programs a year – may have their own home-grown tools, it is more common to license commercial systems for this purpose.

Program Economics

Student, course, and instructor data are the building blocks of program economics. The revenue for each student and cost for each instructor can be allocated to courses by credit hour taken or taught. A program is the sum of the courses taken by each student in the major, many of which will be outside of program's department.

The following data should be collected for every section and course:

- **Revenue**. For each student, tuition and fees (less institutional grants) are allocated by credit hour to the courses they take. As a result, courses with more student credit hours get more revenue. Courses with students who are paying full tuition would have more revenue than courses whose students receive institutional grants.
- **Direct Expenses**. Direct instructional cost includes faculty salary and benefits and any other costs incurred in the teaching of a course. These costs are allocated to courses by credit hour. For example, a faculty member teaching two, three-credit-hour courses would have their costs divided evenly between the courses. These costs are then divided by student credit hours and assigned to each student in the course.

Once the course-level data is complete, it is rolled up by student to their major. In other words, program economics are the sum of student revenue by course, less cost per student credit hour by course, for every student in the major. Since the data is captured at the student and course level, institutions can also track contribution by student segment, course, and instructor.

The data must be accompanied by a process that incorporates the financial information, educates stakeholders on its validity and implications, and generates decisions that the campus community will accept and implement.

The Overall Program Portfolio

If a university offers very few programs, then each program must individually hit high standards for mission fit and market demand. Fortunately, most universities have broad enough program portfolios that they can aim for overall balance while maintaining individual programs that are not perfect in every dimension.

For example, classic portfolio theory dictates that some programs should be in high-growth areas – and a high-volume, high-growth program may merit investment to enable that growth. Other programs may have high but declining demand, or face increasing competition and declining share. Redeploying resources from programs with declining positions to programs with opportunity can improve an institution's enrollment and financial sustainability.

Applying this portfolio analysis approach enables institutions to make sure that their program portfolios have an appropriate balance of big programs, growing programs, financially-healthy programs, and mission-critical programs.

Decision-Making Process

Data and systems are only part of the solution. Institutions also need a data-informed process that enables senior faculty and administrators to come to agreement on the right programs to Start, Stop, Sustain, or Grow.

Next Steps

ORU needs to find the right data, systems, and processes to support its program decisions, specifically including:

- A system to evaluate ORU's program markets
- A system to determine ORU's program economics
- Experts who can facilitate Program Portfolio Workshop for ORU's senior team

Below are the requirements for this support.

Evaluation System for Program Markets

This system should be designed specifically for program analytics, so all the data is organized around standard academic programs (not occupations or other schema). It should have several elements:

- **Custom market definitions**: The system should support one or more custom geographic markets specific to ORU. These geographic markets should determine which students, jobs, and competitors are considered in the analysis.
- **Comprehensive data sources**: To the extent possible, the system should use more than one data source for each of the following dimensions: student demand, job opportunities, and competitive intensity.
- **Matching jobs to programs**: Correctly matching jobs to programs is extremely difficult.[6] It is true that most Accounting majors become accountants, and most Nursing majors become nurses. However, few History majors become historians or history teachers, but many become lawyers or join one of 460 other occupations. Therefore, the system should have a data-driven, detailed crosswalk to match jobs to programs. It should consider both what a program "directly prepares" a student to do, and what jobs students actually get. The crosswalk should also avoid matching all job opportunities in an occupation to a single program, when many other programs may compete for the same jobs.
- **Program scoring**: A "good" program may not be the best program a school could launch. To find the best, institutions need to research all their program options, score them, and collaboratively evaluate the results. The system should enable ORU to develop customized scoring rubrics, score, and rank all 1,400 IPEDS programs.
- **Program Scorecards**: The system should summarize the data and scoring on a single page. The page should be understandable by all faculty and administrators. For example, red-yellow-green color coding could quickly reveal how a program performs on each factor.

The market evaluation system should accommodate economic data for each program as it becomes available. Ideally, the financials should be included in the scoring system.

[6] The National Center for Education Statistics (NCES) has an official crosswalk, but it does not attempt to allocate jobs when one occupation can be fed by multiple programs, and it takes a very narrow view of direct preparation that is unrealistic. In addition to NCES data, Gray's crosswalk reflects skill-based analyses, actual career paths based on millions of records from the American Community Survey, and other sources.

Program Economics

The program economic analysis should use data from ORU's financial and operating systems to generate course- and program-level reports on revenue, direct instructional cost, and contribution. It should align revenues and costs with students and the courses they take. The student data should roll-up to the programs in which each student is enrolled.

The configuration process should include several reviews with finance, academics, and others to ensure the data and analyses are sound.

Program Portfolio Workshop

Program recommendations that come from on high are seldom successful. ORU should retain an expert who has proven able to bring together leaders from the faculty and administration to make evidence-based program decisions. To reach an informed consensus, we would suggest conducting a two-day program review workshop.

In the workshop, ORU's senior team will decide which programs to start, stop, sustain, fix or grow. Participants should include academic leaders (Provost, Deans or department chairs), administrative leaders (President, Provost, CFO, Marketing Officer, Admissions Officer, Student Services, and Career Services) and Institutional Research. The full group should have the opportunity to review the data and refine the scoring rubric. They should identify and agree on the most promising new programs, using their judgement as well as the data and scoring. Importantly, they should ensure that programs chosen advance ORU's mission.

Once new programs are chosen, the group should turn to an evaluation of existing programs. We expect that most programs will be in good shape. The group should focus on identifying programs with room to grow and others that may need to be fixed or stopped. At the end of the second day, the group should have reached consensus on which programs to start, stop, sustain, or grow (and a few fixes, too).

Summary

With the right data and process, ORU's faculty and administrators can reach better, faster, data-informed decisions on which programs to start, stop, sustain or grow. They can make these decisions collaboratively and strengthen the culture of the institution. Most important, this approach can position the institution to address the future and fulfill its mission.

Evaluating the Financial Sustainability of Academic Programs

ORU | ORAL ROBERTS UNIVERSITY

September 27, 2018

www.GrayAssociates.com

1. Introduction and Overview

2. Evaluating Markets for Academic Programs

3. Determining the Economics of Current Programs

4. Program Portfolio Assessment

Overview: Program Sustainability, An Integrated View

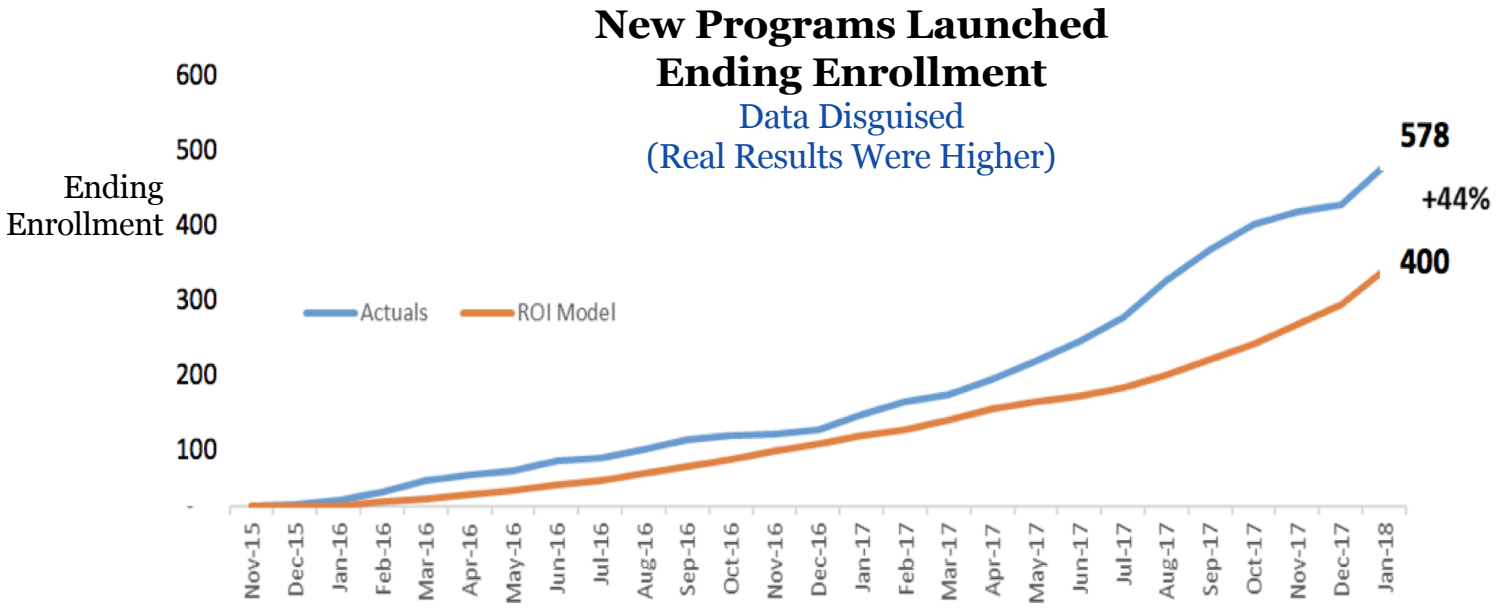
A heathy program portfolio meets institutional, academic, financial, and market requirements.

- A traditional program review concentrates on academic capacity, educational quality, and institutional mission.
- Gray's *Program Evaluation System* (PES) brings in data from the marketplace, which enables assessment of primary demand.
- Including an assessment of Program Profitability (cost, revenue, and margin), enables better decisions on where to grow, sustain, or intervene.

Program Sustainability: Purpose

Identify Growth Opportunities

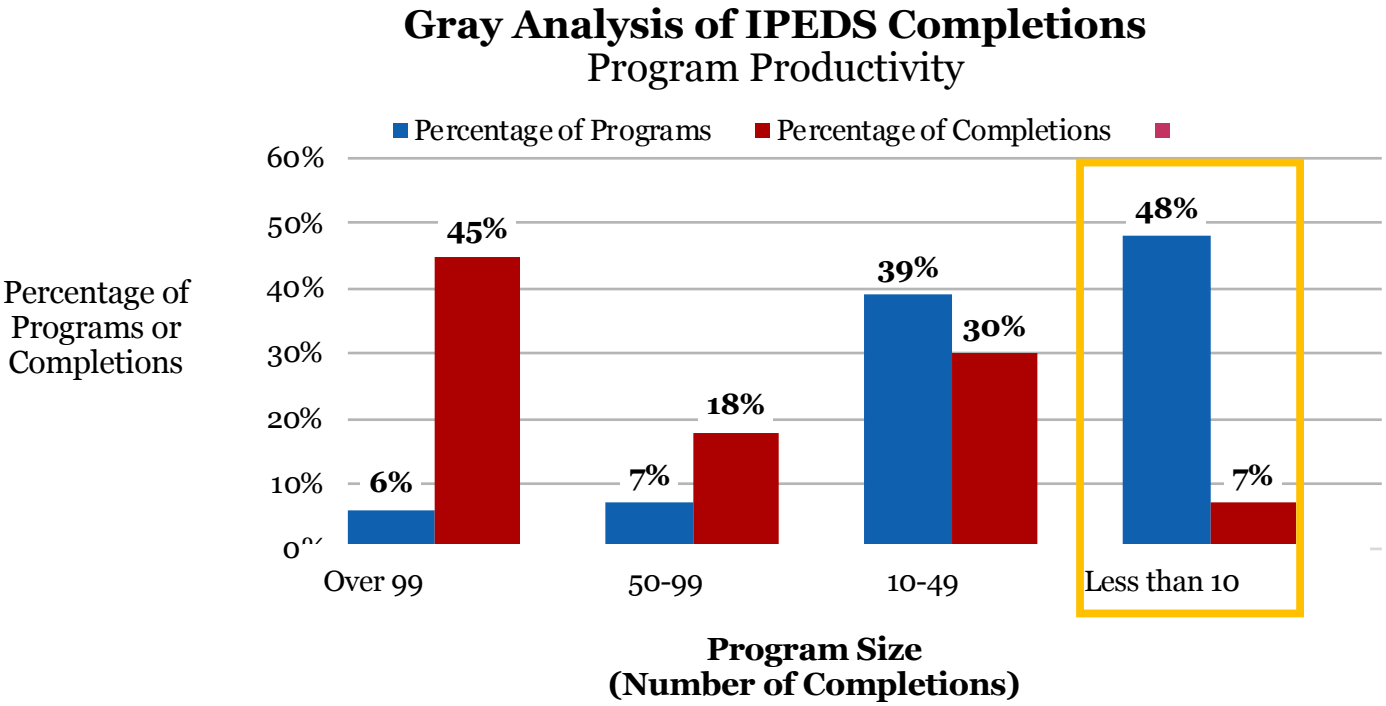
Conducting a program portfolio analysis using PES will help ORU identify and select the best new programs that can help drive growth. Below is an example of a set of online programs identified using PES in a Gray workshop and launched several months later. In a little over 24 months, these programs had over 570 enrolled students.



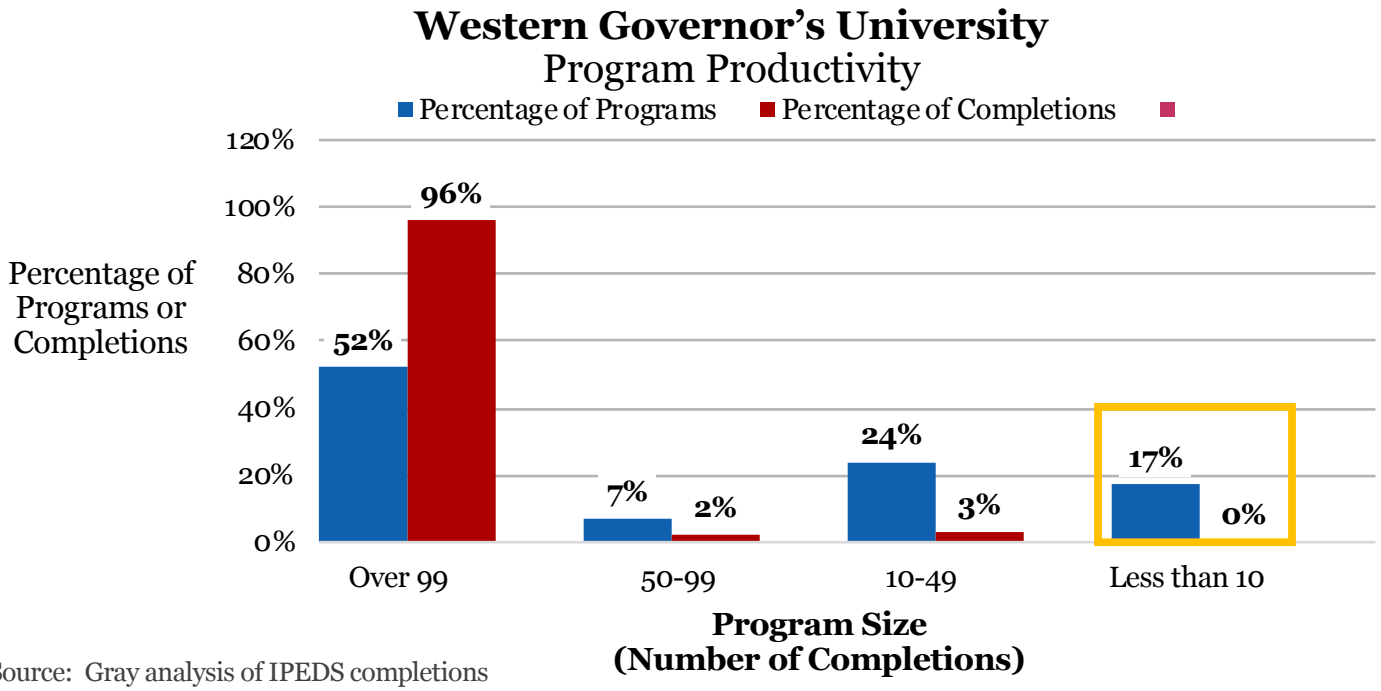
Program Sustainability: Purpose

Identify Efficiencies

Analysis of your full program portfolio can help you to understand its productivity and efficiency. In the US, almost half of programs have less than 10 completions per year; as a group these programs only produce 7% of all graduates. This "long-tail" of small programs offers some opportunity for savings.



As an example, Western Governors University has grown enrollment to over 100,000 with only 58 programs.



Source: Gray analysis of IPEDS completions

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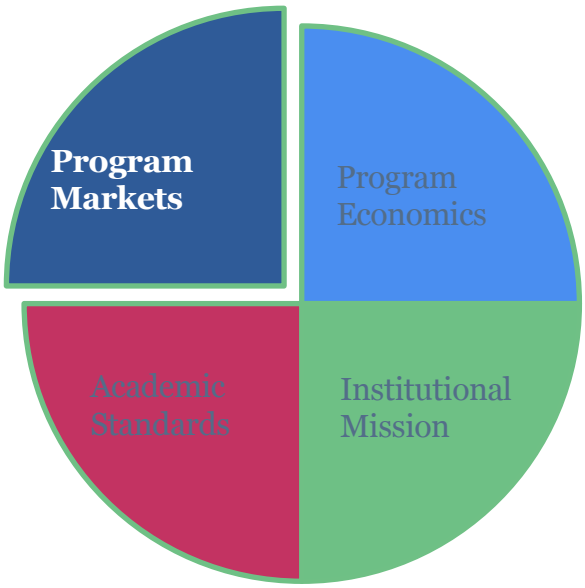
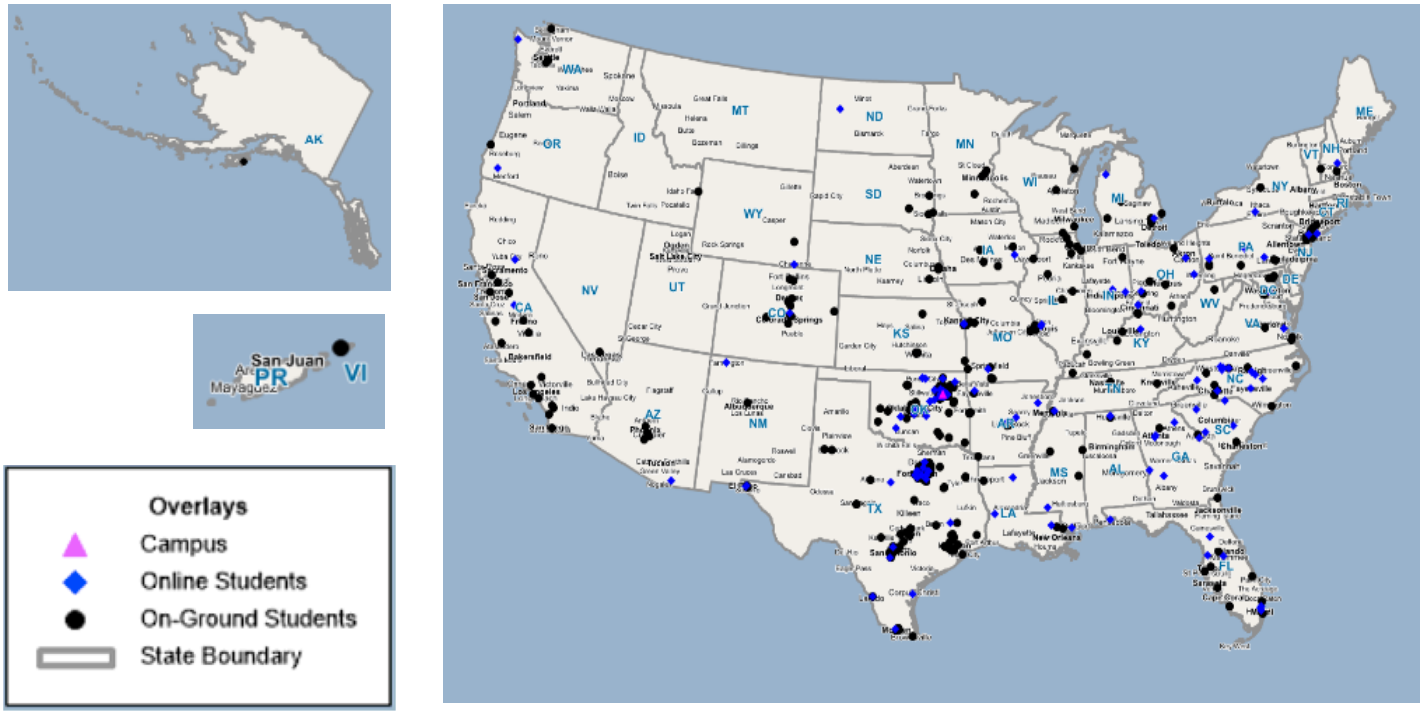
Evaluating Markets for Academic Programs

Viable programs need healthy markets.



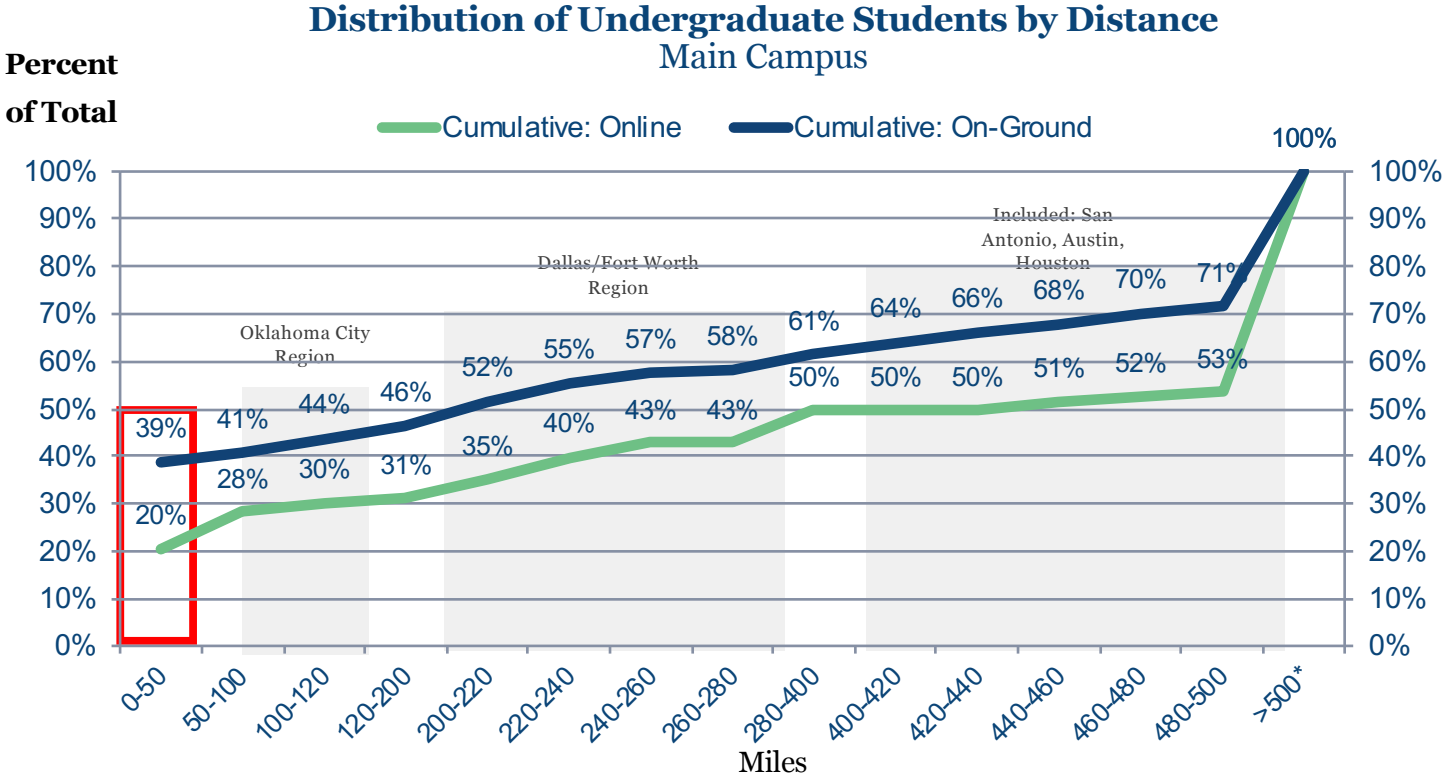
A market analysis should be comprehensive and customized to institutional priorities.

ORU Market Definition: The first step is to identify the markets you serve. Using enrolled students' application addresses, locations were geocoded to better understand from where students originated.



Note: Not displayed are 96 international students from 47 foreign countries.

ORU Market Definition: 39% of on-ground **Undergraduate** students come from within 50 miles of ORU's main campus, and 20% of online Undergraduate students originate from within 50 miles* of the main campus.



*Source: Student Application Address, excluding International. Graduate: On-ground 47% within 50 miles and Online 54%. See appendix for Graduate distance analysis.

PES Program Scoring: ORU Score Ranges: Four categories of data are used to evaluate program markets. Gray worked with ORU to develop a customized scoring rubric that assigned weights and scores ranges to each data category:

- Student Demand (44%) and Employment (35%) are weighted most heavily.
- Competitive Intensity (21%) has less weight.
- Strategic Fit is intended primarily to "knock out" irrelevant programs.
- The possible scores range from -103 to +62

Student Demand (-12 to +27)	**Employment Opportunities (-18 to +22)**
Strategic Fit (-60 to 0)	**Competitive Intensity (-13 to +13)**

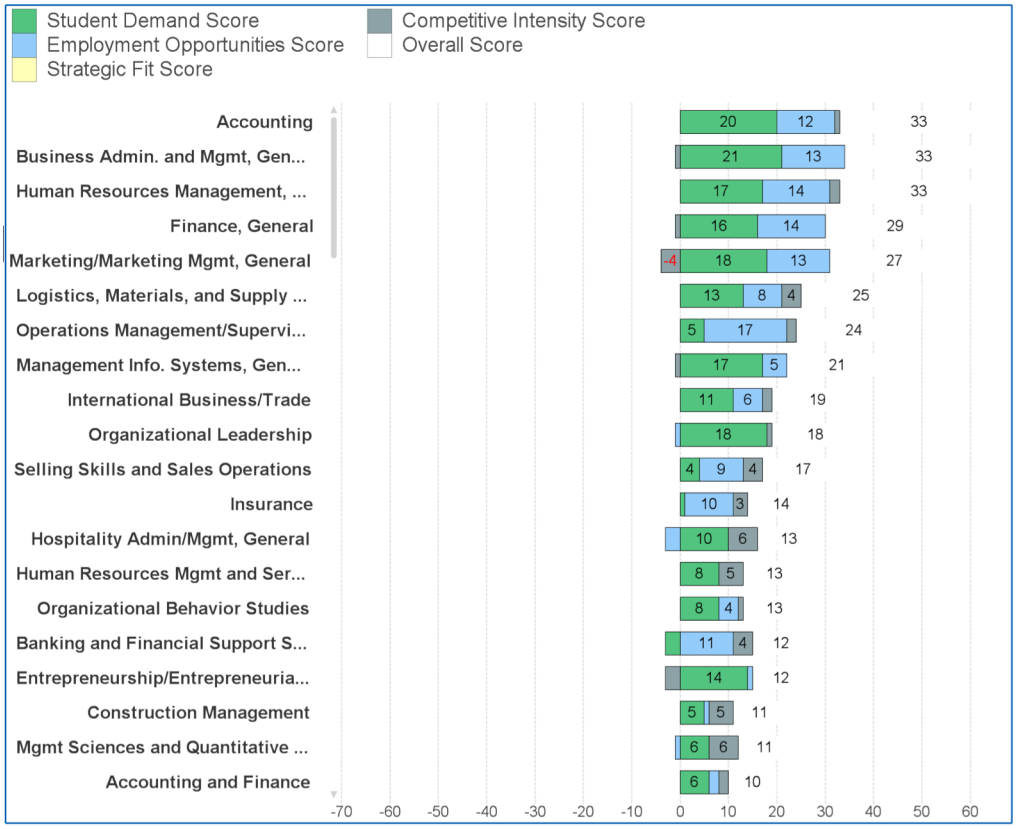
Program Scoring Customized to ORU Priorities: ORU tailored Gray's scoring rubrics to fit its priorities.

Sample Scoring Rubric
Student Demand: Google Search

	Google Search Volume	YoY Unit Change in Google Search	YoY % Change in Google Search
	High: > 2,000 Medium: > 1,000 Low: > 250 Min: < 0	Max: > 100 High: > 0 Low: < 0 Min: < 0	Max: > 25% High: > 10% Low: < -10% Min: < -25%
	High = 7 Medium = 5 Low = 3 Min = 0	Max = 1 High = 0 Low = 0 Min = -1	Max = 1 High = 0 Low = 0 Min = -1
100%	15,236	3,706	44%
98%	2,228	102	32%
95%	1,000	0	24%
90%	280	0	18%
80%	0	0	9%
70%	0	0	4%
50%	0	0	-1%
20%	0	0	-12%
10%	0	0	-17%
5%	0	-20	-22%
2%	0	-133	-29%
0%	0	-2,693	-46%

Refer to Percentiles and Values for Baseline Market

Oklahoma Market: Business Program Ranking* (Bachelor's Scoring): Using the custom rubric, we ranked all business programs in the Oklahoma market.

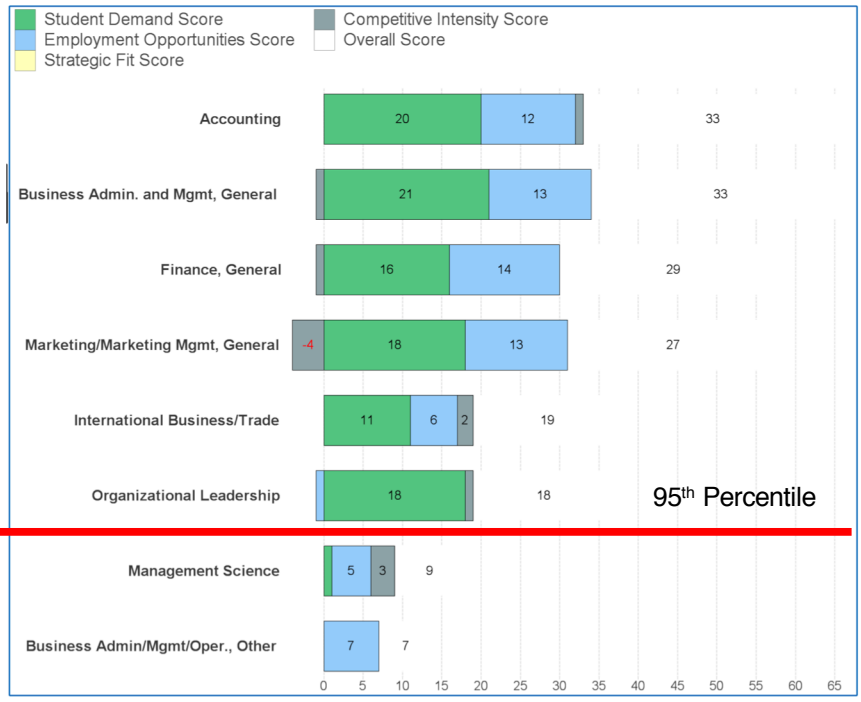


*Top 20 programs. See Appendix for full list.

ORU College of Business: Current Undergraduate Programs: The chart below shows ORU's undergraduate business programs scored against the market.

Current Selections

Award Level	Bachelors,Unknown
Market	Oklahoma
6-Digit CIP	7 of 1848
2-Digit CIP	52



Percentile	Overall Score
98th	18+
95th	11+
90th	6+
70th	-2+
40th	-5+
Below 40th	< -5

Program Scorecard: Accounting Bachelor's: Competitive, student, and employment demand for this program are strong.

Program Scorecard: 52.0301 - Accounting

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Overall Score 33

Category	Criterion	Value	Score	Total
Inquiries	Total	726	7	20
	Online	161		
	Unit Change	[illegible]	1	
	% Change	8.5%	0	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	89.2%		
	Masters	10.7%		
	Doctoral	[illegible]		
Google Search*	Total	10,280	7	
	Unit Change	[illegible]	-1	
	% Change	-15.7%	0	
Completions	Total	628	7	
	Unit Change	-39	-1	
	% Change	-6%	0	
Institutions	Total**	17	-2	1
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$35	1	
Market Saturation	Completions Per Capita**	0.67	2	
Google Search*	Cost Per Click**	$9	0	
	Comp. Index**	0.34	0	
Program Size	Average	37	0	
	Median	16	0	
	Unit Change	-2	0	
	% Change	-11%	0	
National Distance Education Competition	DE Institutions**	139		
	% of Institutions	17%	0	
	DE Completions**	8,561		
	% of Completions	16%	0	

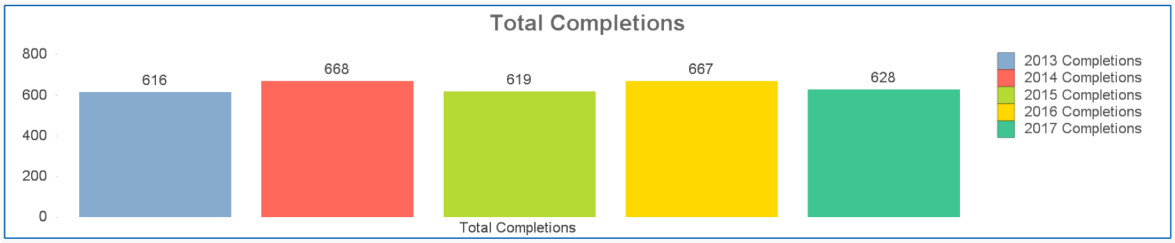
Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	2,040	5	12
	JP w/ EDU	[illegible]		
	% JP HS	32%		
	% JP AA	7%		
	% JP BA	50%		
	% JP MA	9%		
	% JP Doc	2%		
	Unit Change	-49	-1	
	% Change	-2.4%	0	
	JP Per Grad*	[illegible]	0	
BLS*	Total	22,738	[illegible]	
	Job Openings	680	[illegible]	
	CAGR	[illegible]	-1	
	Wages	$34,735	1	
Nat'l ACS Wage (Bachelors)	Age < 30	$47,591	2	
	Age 30-60	$96,856	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	5%	0	0
	Certificate	10%	0	
	Associates	9%	0	
	Bachelors	53%	0	
	Graduate	23%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	83%	0	
	Masters	17%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.67	0	
	Stu:Faculty Index**	1.39	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Percentile	Overall Score
98th	18+
95th	11+
90th	6+
70th	-2+
40th	-5+
Below 40th	< -5

Program Scorecard: Competition – Accounting: Competitive intensity is critical to program decisions. 17 competitors in the Oklahoma market offer Bachelor's of Accounting Programs:



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
-6%	0%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.0301	Accounting	Bachelors	170	188	148	138	143
University of Oklahoma-Norman Campus	Public, 4-year or above	52.0301	Accounting	Bachelors	126	123	167	158	125
University of Central Oklahoma	Public, 4-year or above	52.0301	Accounting	Bachelors	88	98	69	93	100
Northeastern State University	Public, 4-year or above	52.0301	Accounting	Bachelors	75	84	87	85	81
University of Tulsa	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	21	33	27	37	39
East Central University	Public, 4-year or above	52.0301	Accounting	Bachelors	23	14	15	30	30
Oral Roberts University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	20	13	18	24	21
Southeastern Oklahoma State University	Public, 4-year or above	52.0301	Accounting	Bachelors	9	30	14	18	17
Cameron University	Public, 4-year or above	52.0301	Accounting	Bachelors	23	22	26	31	16
Oklahoma Christian University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	22	24	12	12	14
[illegible]	Private not-for-	[illegible]	[illegible]	[illegible]	12	8	8	9	12

From Data to Evaluation: Process

Gray conducts a workshop to assist you in looking at your portfolio and deciding what programs to "Start, Sustain, Grow, or Sunset." This is a well-tested and successful process.

- Uses facts and data effectively
- Incorporates judgment of key stakeholders
- Identifies the best new programs, not just "good enough" programs
- Earns the understanding and buy-in of key stakeholders
- Positions the organization for next steps
  - Creating an action plan for teaching out, sustaining, fixing, or growing existing programs

1. Introduction and Overview

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Program Economics

Financial Sustainability: Recent improvements in cost and expense tracking in university data systems now support good program-level financial measurement.

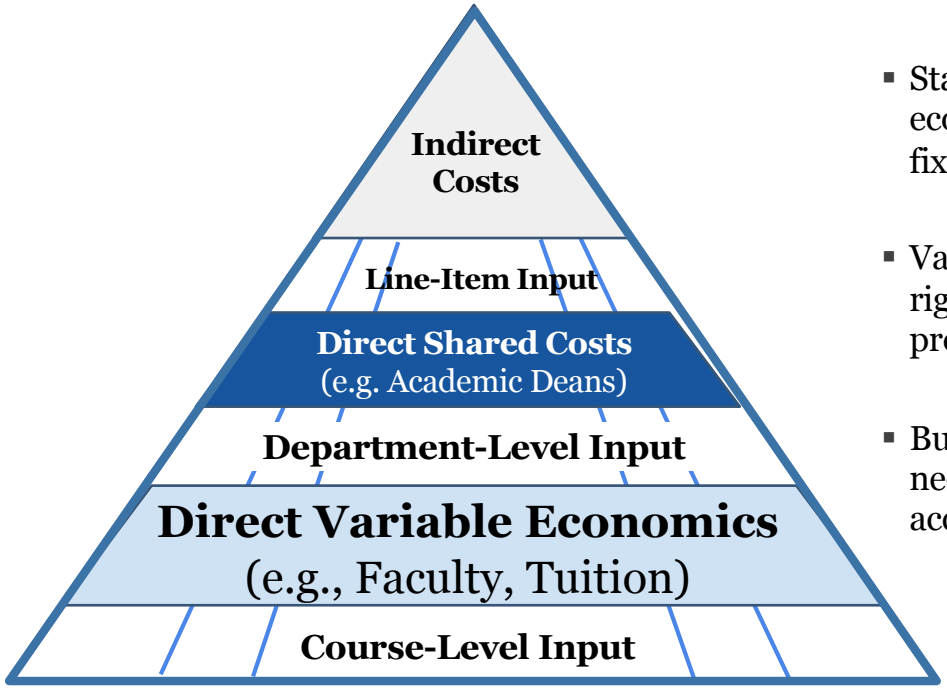
Integrated Program Evaluation:

Universities need to balance **Mission, Market,** and **Money**

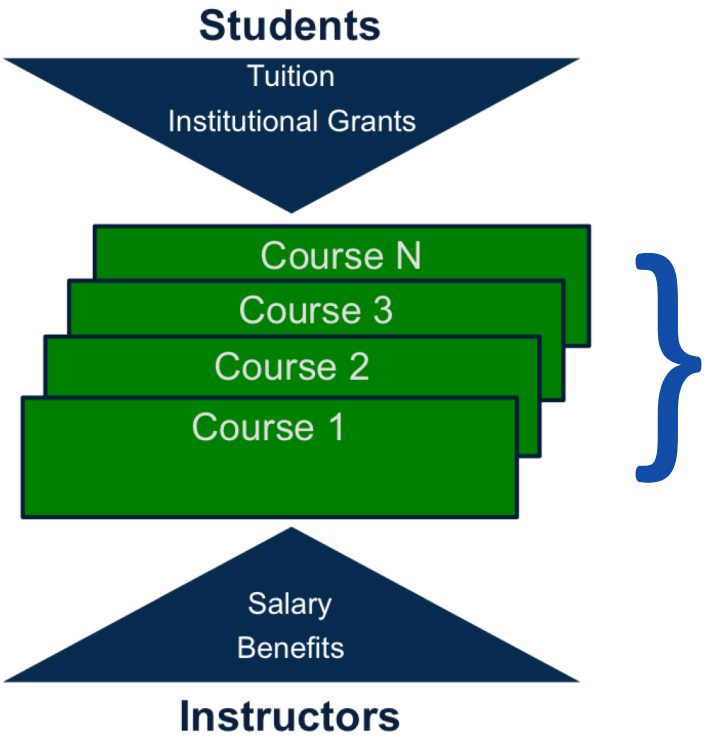
- All programs should further the university's mission.
- Some need to make money so that others can operate at a loss.
  - Some mission-critical programs may have small markets, low enrollment, and losses.
  - Other programs central to the mission may have high costs.
  - Larger, lower-cost programs can help to fund them.
- These cross-subsidies enable universities to fund and assert their academic values.
- Good estimates of program margins are needed to maintain a prudent balance.

Source: William Massey, Ph.D., ex CFO and Provost at Stanford University.

Program Economics Methodology: Understanding program financial contribution enables universities to balance needs between mission and money.



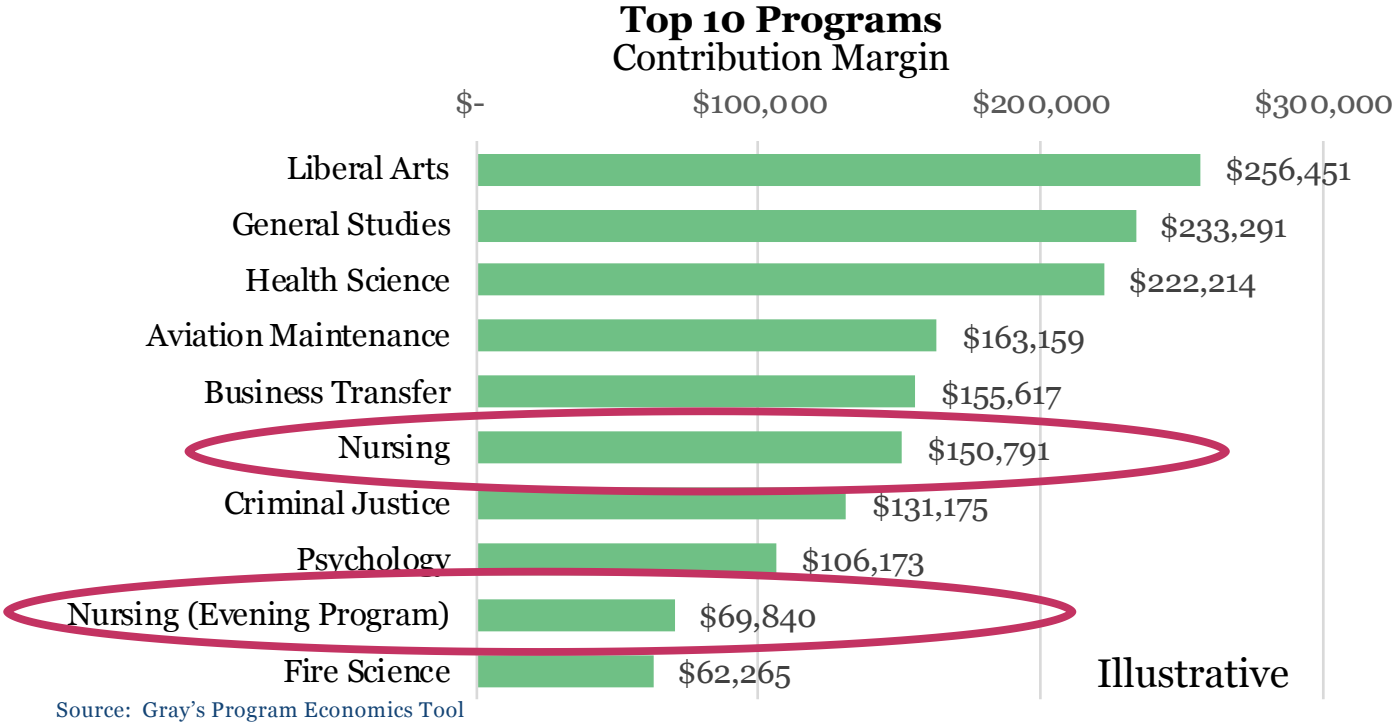
- Start with direct variable economics, then layer in fixed costs.
- Variable economics are the right metric for most program decisions.
- But, overheads are real and need to be taken into account.



- Accumulating student revenue and instructor cost per credit hour by course provides greater visibility into costs.

= Program Cost and Revenue

Program Economics Case Study Example: Gray analyzed program economics for a community college. Our initial assessment revealed Nursing to be one of the college's most profitable programs.



Source: Gray's Program Economics Tool

Economic Scorecard:

The Scorecard displays program data and comparisons to the college's other programs.

- Metrics per SCH* enable apples to apples comparisons with other programs.
- The color coding shows the program's rank vs. other programs at the college.

Select a program to drill down

Revenue Per SCH	$242
Cost Per SCH**	$59
Contribution Per SCH	$183

# of Courses	22
# of Students	165
Total SCH	2,799
# of Instructors	37

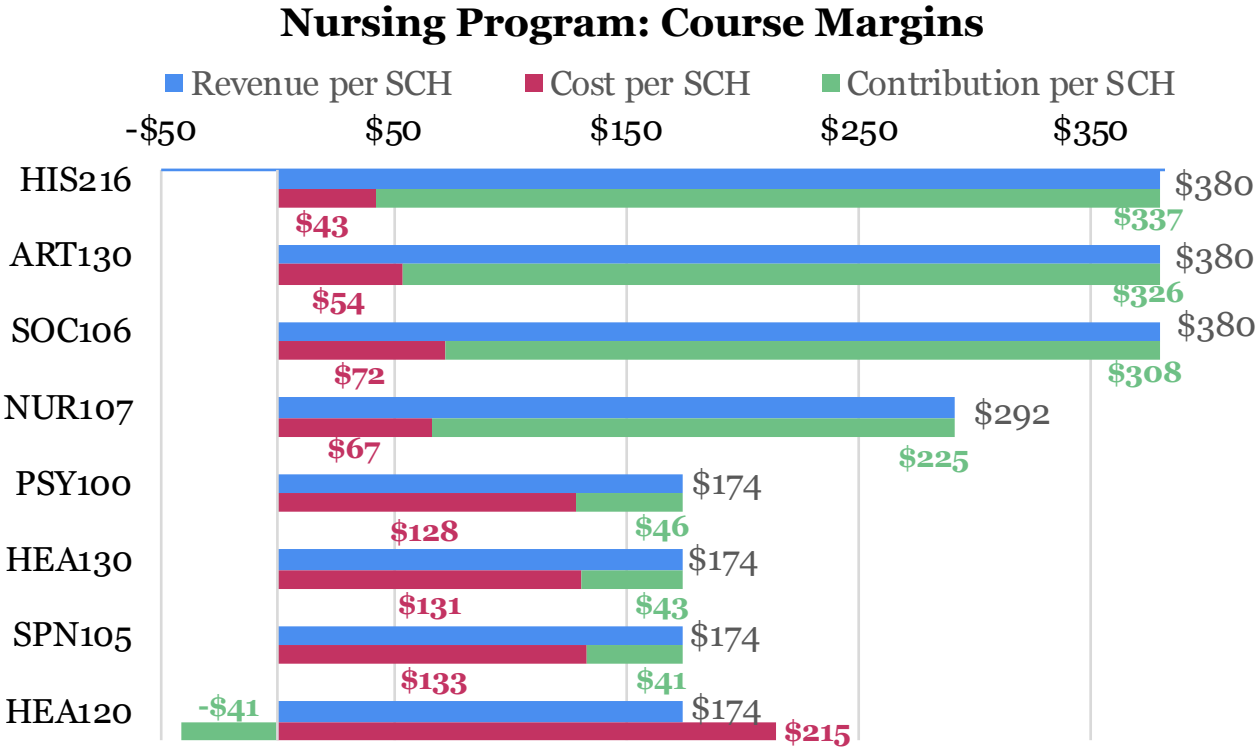
Total Revenue	$677,249
Total Instructional Cost**	$164,743
Total Contribution	$512,506

Percentiles:	< 10%	10%+	25%+	50%+	75%+	90%+

** Color scale in reverse order

*Student Credit Hours (SCH) = Course credit hours x number of students

Case Study Drill-Downs: Leaders can drill down to program margins by course.



Overhead Allocator: Gray enables flexible overhead allocations, so alternative allocations can be explored.

Overhead Allocation Table

Cost Center	% Allocated Per Student	% Allocated Per Instructor	% Not Allocated (Other)	Total Overhead
Office of Information Technology	26.54%	0.00%	73.46%	$456,863
Physical Plant	26.54%	0.00%	73.46%	$396,604
Business Office	26.54%	0.00%	73.46%	$165,850
Retirement & Resignation Costs	0.00%	50.00%	50.00%	$150,522
Advising & Counseling	100.00%	0.00%	0.00%	$134,917
Human Resources & Payroll	0.00%	50.00%	50.00%	$133,536
Registrar	100.00%	0.00%	0.00%	$132,305
President's Office	26.54%	25.00%	48.46%	$122,925
Admissions	100.00%	0.00%	0.00%	$121,268
Financial Aid	100.00%	0.00%	0.00%	$109,965
VP Academic & Student Affairs	26.54%	0.00%	73.46%	$77,730
Institutional Research	26.54%	25.00%	48.46%	$73,184
Facilities Use & Community Recreation	26.54%	0.00%	73.46%	$73,059
VP Finance & Operations	26.54%	0.00%	73.46%	$68,642
College Communications	26.54%	0.00%	73.46%	$62,168

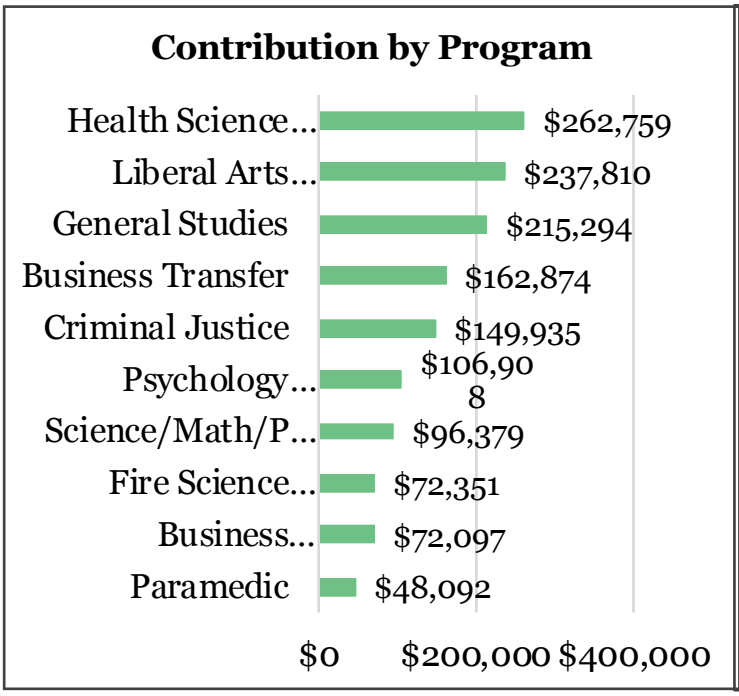
(Partial Table)

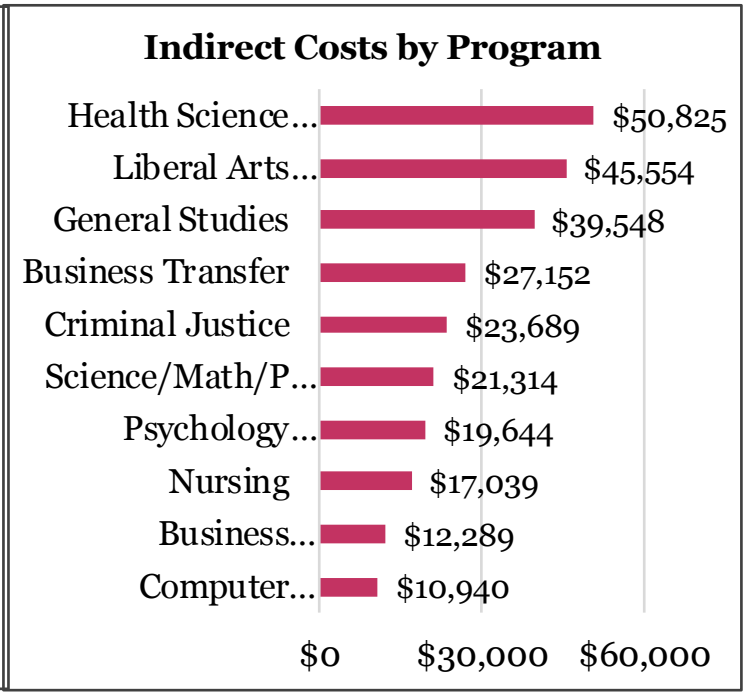
Case Study:
Fully-Allocated Economics: Nursing

Margin Before Allocations: $150,791

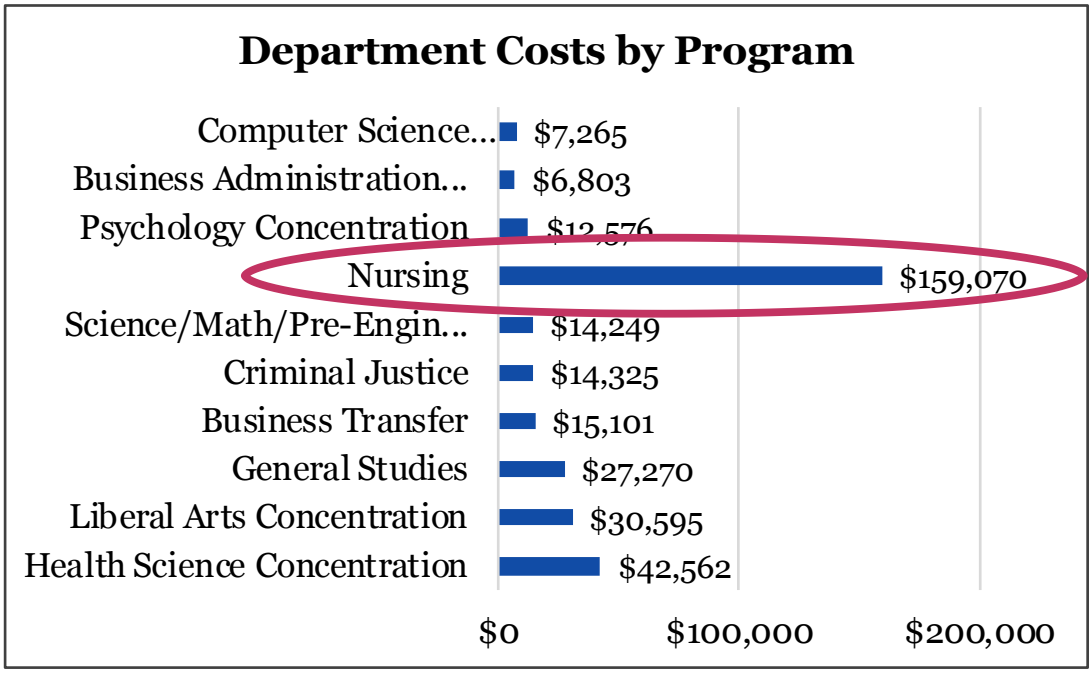
Including allocated costs, Nursing falls off the top 10 list.

Nursing indirect costs are in-line with other programs.





However, Nursing's departmental costs are several times higher than other programs.



Net Margin After Allocations: -$8,606

1. Introduction and Overview

2. Evaluating Markets for Academic Programs

3. Determining the Economics of Current Programs

4. Program Portfolio Assessment

Summary

It is now possible to collect useful data on program markets and economics. This data is vital to ensure the program portfolio mix is able to fund and assert its academic values and sustain the financial health of the institution.

- Combining data and systems with an effective process enables institutions to reach consensus on these critical decisions.
  - Market data ensures that programs address student demand and employer needs
  - Program economics assesses the financial impact of current and new programs
  - The facilitated process ensures that academic judgement and institutional knowledge are brought to bear.

Program Sustainability: Program Dashboard: As a report example, Regis completed their market and financial program portfolio analysis, and created a dashboard that integrates data on student performance, program markets, and economics.

REGIS UNIVERSITY

Data Compiled by University Analytics and Reporting

Regis University Sample Program Sustainability

Assessment of Trends	FYR2013	FYR2014	FYR2015	FYR2016	FYR2017	3-Year Average
Program New Starts	211	275	269	230	238	246
Program Student Headcount	448	574	660	685	679	675
Program Actual Credit Hours (CH)	N/A	N/A	4,926	5,583	5,517	5,342
Program Budget Credit Hours (CH)	N/A	N/A	4,518	5,801	5,279	5,199
Program Variance of Credit Hours: Actual/Budget	N/A	N/A	109.00%	96.20%	104.50%	103.23%
Resource Efficiency						
Program Revenue Variance: Actual $/Budget $	N/A	N/A	N/A	46.20%	95.70%	70.95%
Overall Regis University Revenue Variance	N/A	N/A	96.4%	101.5%	98.3%	98.73%
College Contribution Margin (net)	N/A	65%	61%	61%	60%	60.67%
College Rank of University Contribution Margin	N/A	2	3	3	3	3
Program Rank Among University Overall Net Tuition	N/A	N/A	N/A	N/A	5	5
Student Success Indicators						
Program 6-Year Graduation Rate	22.50%	29.33%	23.68%	31.25%	34%	29.60%
Program Retention Rate	64.05%	65.17%	67.10%	62.78%	N/A	65.02%
Program Total Completions	30	35	52	56	51	53
Program Rank in Completions Among Regis Programs	14	10	10	7	7	8

Relevance and Demand	Score	% Rank
Program Student Demand (-5 to +22)	12	99.0%
Program Employment Opportunities (-18 to +20)	15	99.8%
Program Degree Fit (-50 to +10)	10	84.1%
Program Competitive Intensity (-14 to +22)	1	3.0%
Program Overall Score (-87 to +74)	**38**	**99.5%**

Additional Notes

The GrayAssociate data in the Relevance and Demand section is pulled for the NW Denver region only

Sample Program Revenue Variance prior to FYR 2016, reflects college-level performance and not the specific sample program

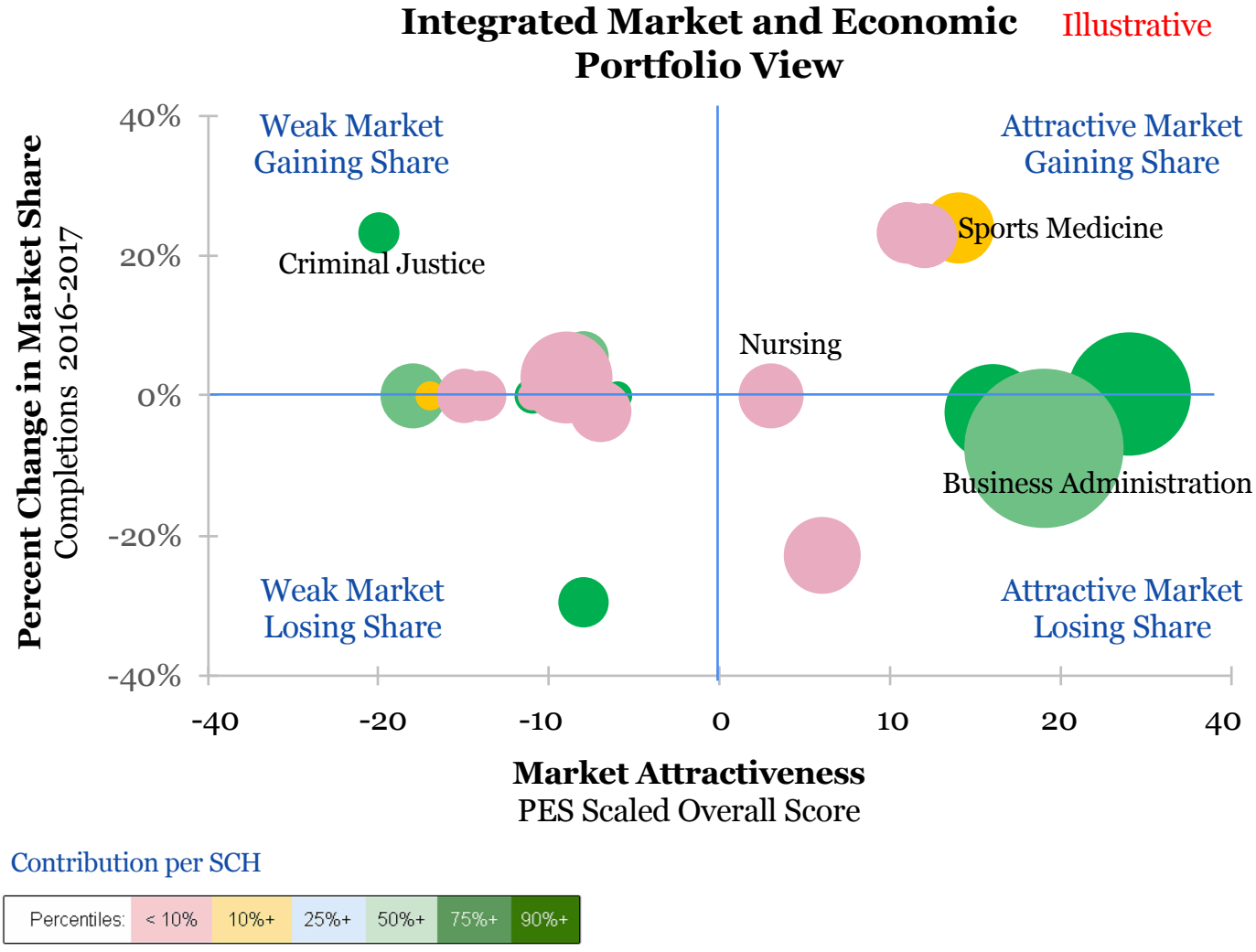
Mission & Institution Fit (300 word maximum)

The Regis University Sample Program empowers students to take leadership in expertly designing and implementing solutions that tackle the world's most challenging issues, such as social, political, environmental, scientific, medical, economic and business problems, in a socially just manner. All students are expected to attain eleven Student Outcomes prior to graduation. Six of these outcomes directly focus on Sample Program theory and practice, while the remaining five focus on characteristics related to the university's core educational experience including the outcomes of: "explaining the professional, ethical, and social issues and responsibilities relevant to the discipline", "analyzing the local and global impact of computing on individuals, organizations, and society", and "using effective communication and decision making skills". In addition, our courses include specific outcomes focused on ethical inquiry, reflection, and leadership within the discipline. Since 2008, we've used a documented Learning Assurance process to annually review student's success in achieving these program-level outcomes and improve our program based on these reviews. We educate both traditional and post-traditional students using courses that are offered in classroom and online delivery formats including both traditional 16-Week and accelerated 8-Week delivery approaches. The sample program is externally accredited and we are the only accredited online sample program in the country, one of only 285 accredited sample programs, and are only one of three accredited Jesuit sample departments. Our Ranked Faculty has an average of 24 years teaching experience, but equally important, an average of over 7 years of non-academic professional experience in the sample discipline prior to joining Regis University.

Program Portfolio Assessment: Vitality

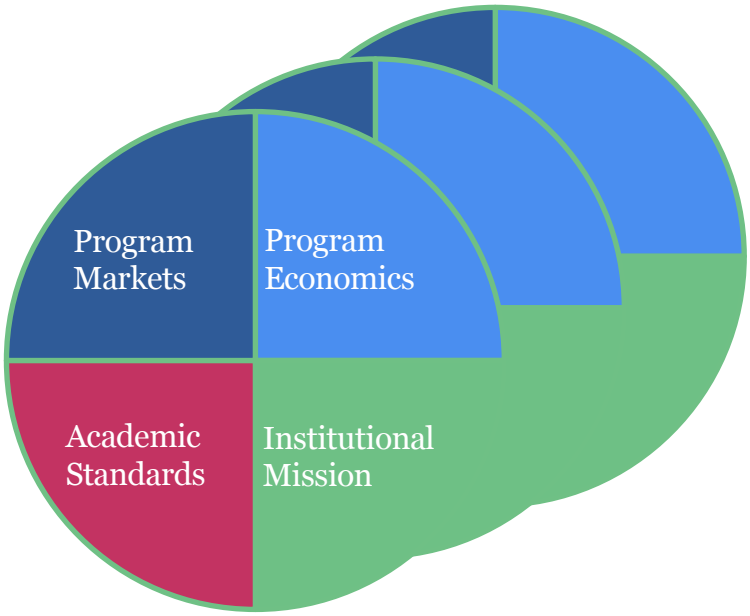
A heathy portfolio of programs is critical to institutional growth and viability.

- Map market, institutional, and economic data to assess portfolio health.
- Fortunately for the institution below, its largest programs are contribution-positive in attractive markets.
- However, its largest program is losing share.

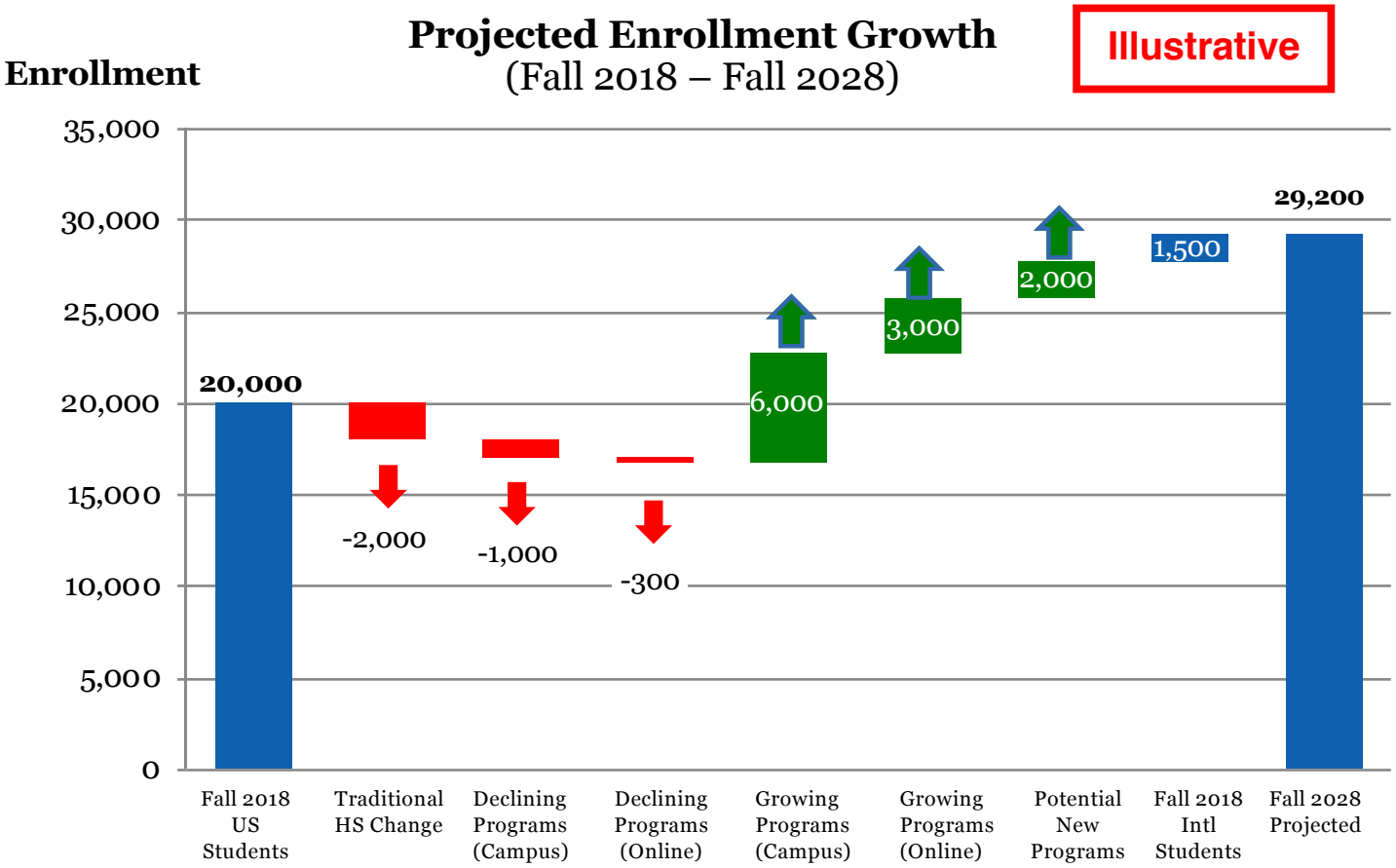


Gray would complete similar analytics for ORU to assist the university in its evaluation of its program portfolio.

Program Portfolio Assessment: Forecasting Market Potential

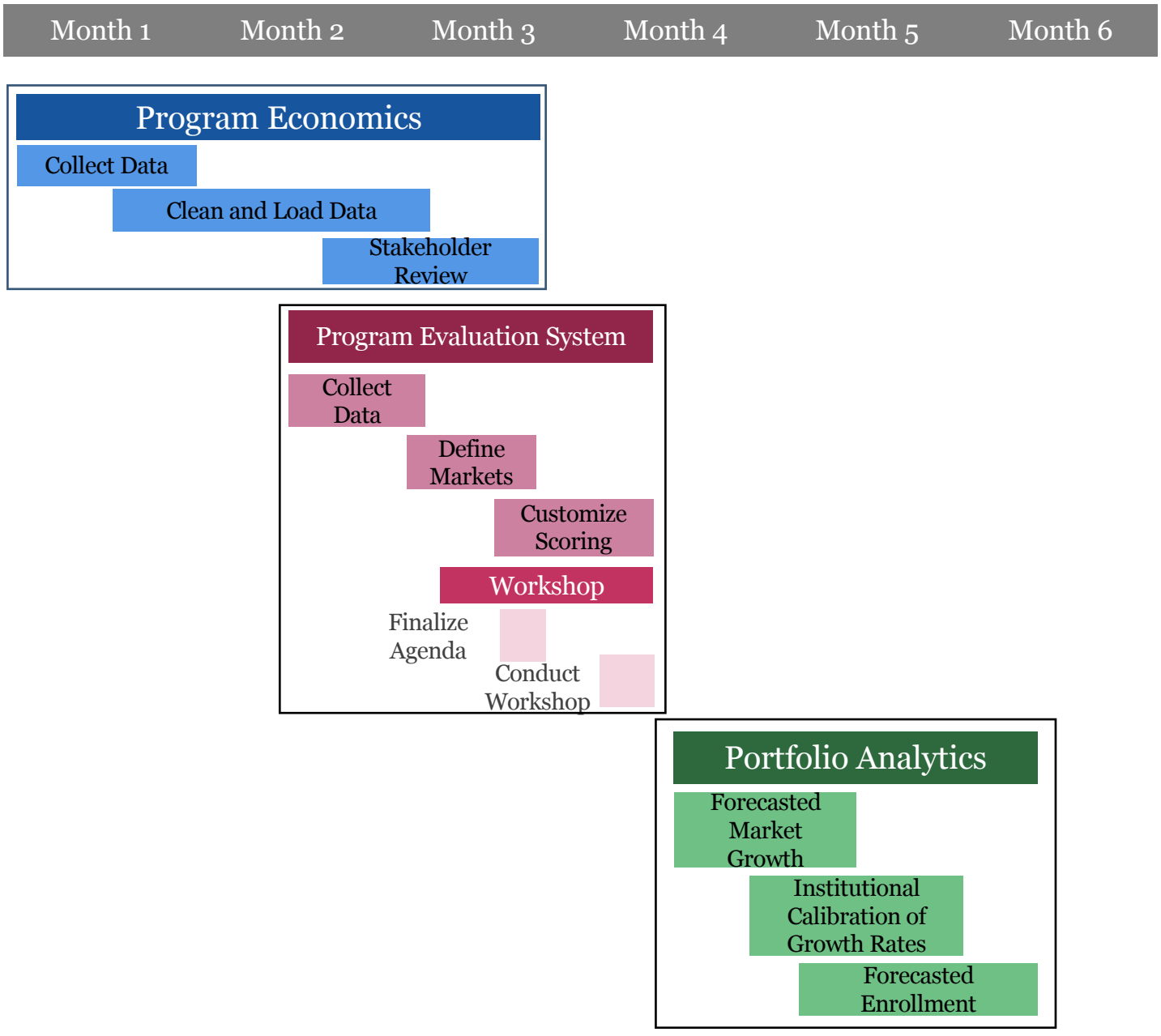


- Looking forward is the final analytic to understanding program vitality.
- Integrating the information from program economics, program markets, and enrollment will enable you to forecast future enrollment opportunity for your markets



Next Steps:

As ORU considers its next steps, there are several options depending on ORU's priorities. Below is a timeline that reflects a fully integrated approach to evaluating Program Sustainability.



APPENDIX – Provided Under Separate Cover

ORU College of Business

1. Student Distance Analysis

2. Market Rank Program Scorecards

Evaluating the Financial Sustainability of Academic Programs

APPENDIX
ORU College of Business Programs

ORU | ORAL ROBERTS UNIVERSITY

September 27, 2018

APPENDIX

ORU College of Business

1. Student Distance Analysis
2. Market Rank Program Scorecards

ORU Market Definition

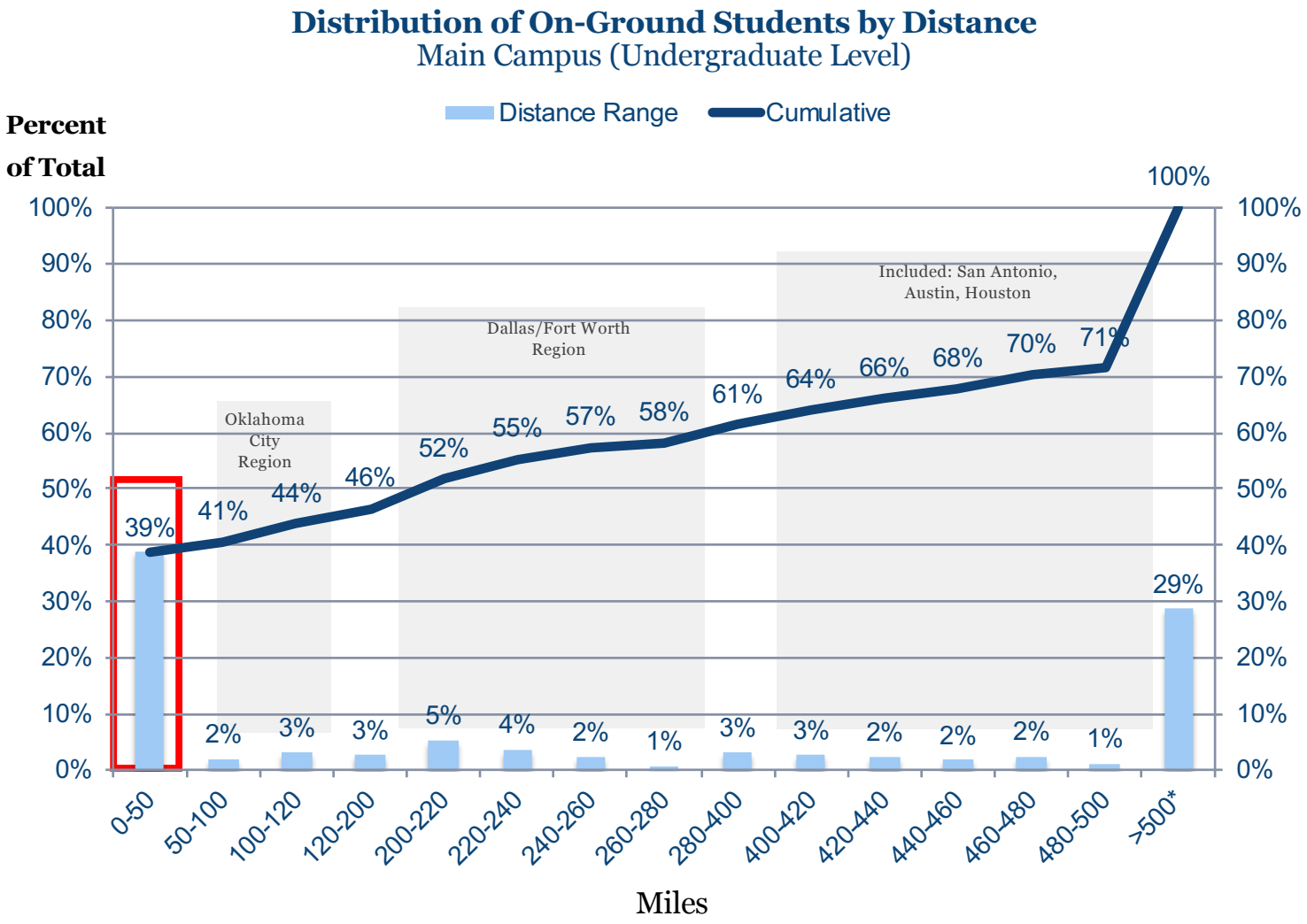
61% of ORU's undergraduate students originate from Oklahoma and Texas.

State	Share of Undergraduate Students	Share of Graduate Students	Total Share of Students
OK	42%	55%	44%
TX	19%	8%	17%
MO	3%	2%	3%
CA	3%	2%	3%
NC	3%	3%	3%
FL	3%	2%	3%
CO	2%	3%	2%
Other Total of fewer than 10 students: AK, AL, AR, AZ, CT, GA, IA, ID, IL, IN, KS. KY. LA, MD, MI, MN, MS, ND, NE, NH, NJ, NM, NV, NY, OH, OR, PA, SC, SD, TN, VA, VI, WA, WV, WY	26%	25%	26%
Sample Size	**519**	**99**	**618***

Note: Analysis is for all undergraduate and graduate students, online and on-ground. It excludes 96 international students.

Distribution of On-Ground Undergraduates

39% of undergraduates enrolled in ORU's main campus come from within 50 miles.

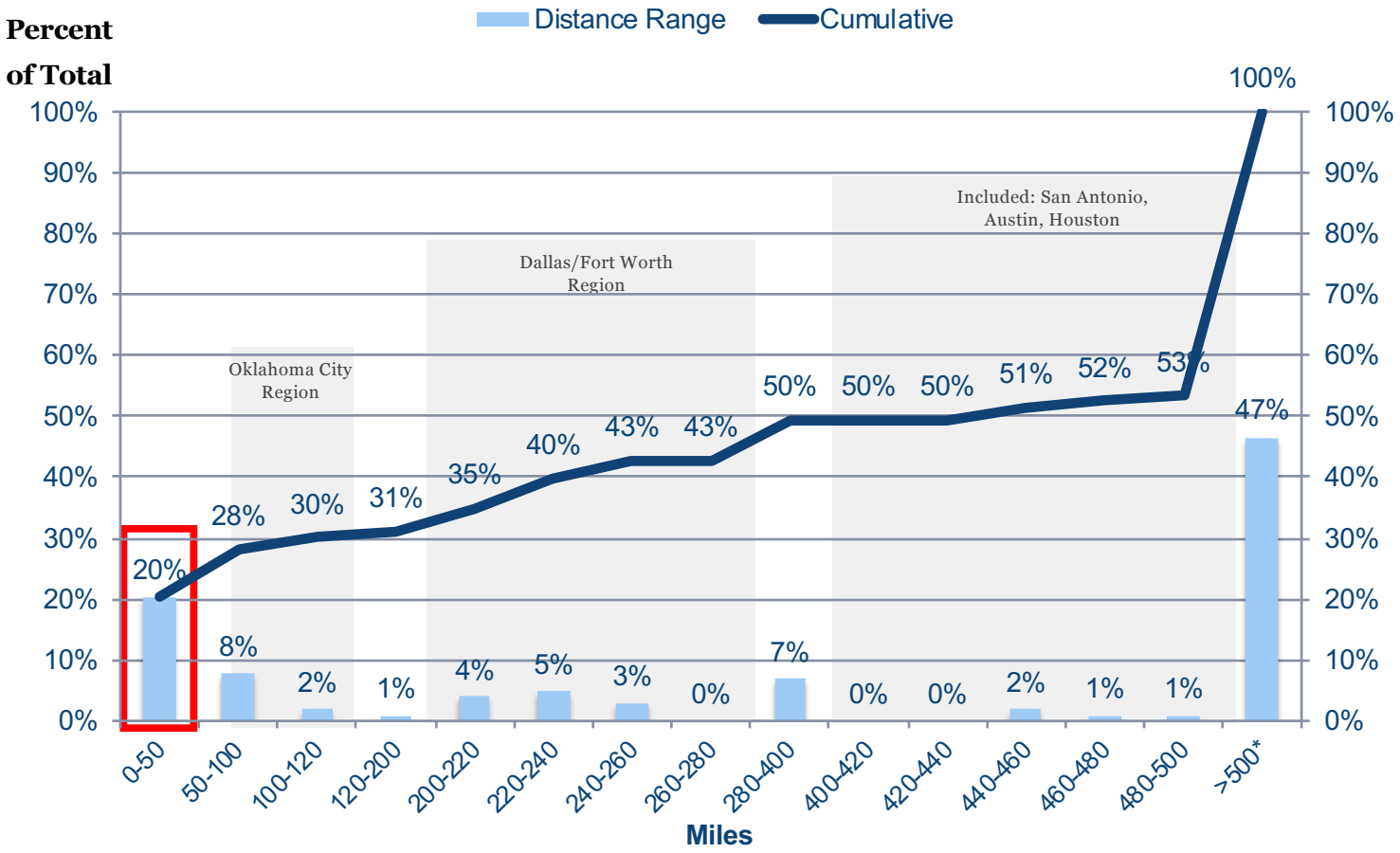


*Analysis excludes international students.

Distribution of Online Undergraduates

20% of undergraduates enrolled in ORU's online campus are from within 50 miles.

Distribution of Online Students by Distance
Online Campus (Undergraduate Level)

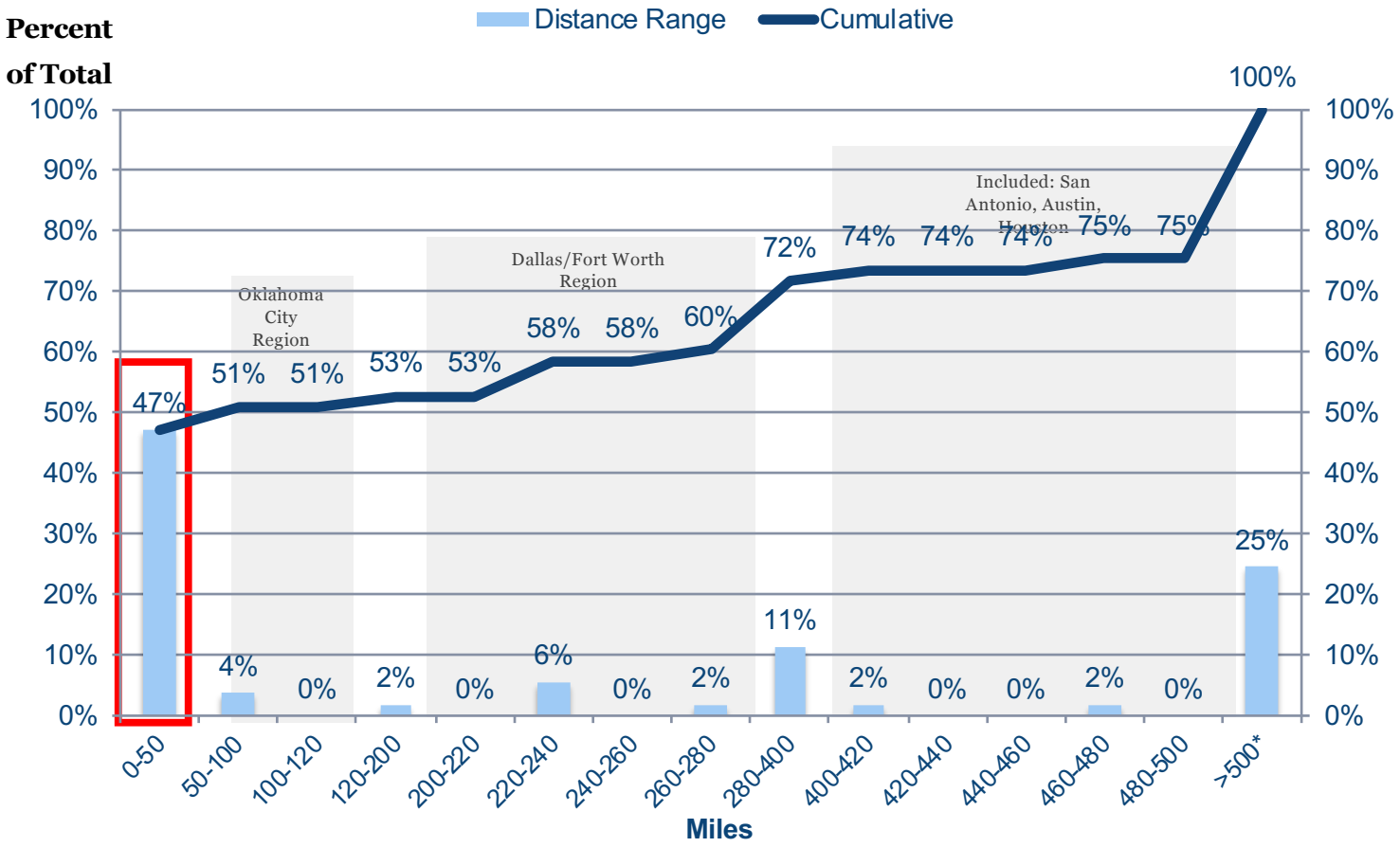


*Analysis excludes international students.

Distribution of On-Ground Graduate Students

47% of graduate students enrolled at ORU's main campus come from within 50 miles.

Distribution of On-Ground Students by Distance
Main Campus (Graduate Level)

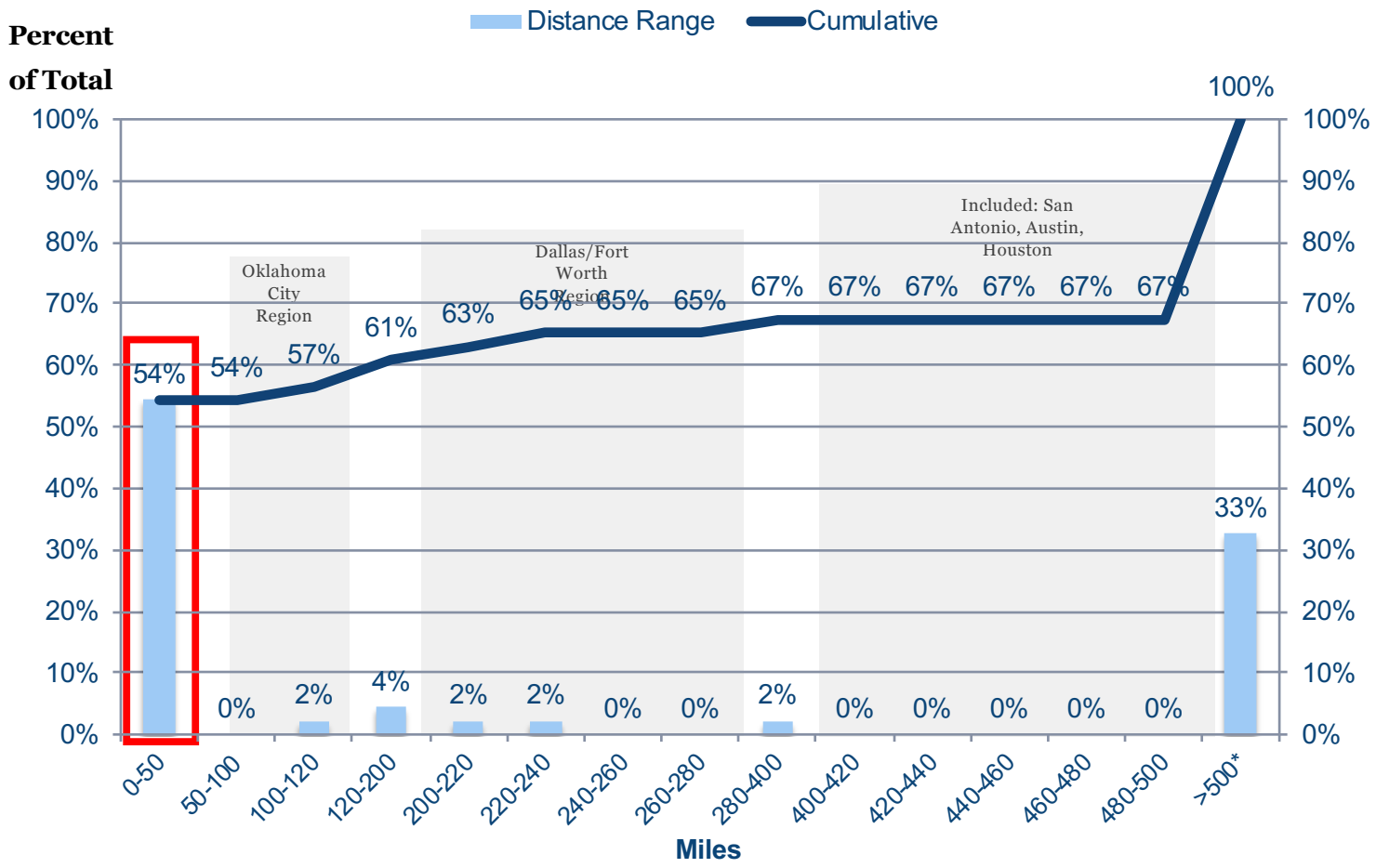


*Analysis excludes international students.

Distribution of Online Graduate Students

54% of graduate students enrolled in ORU's online campus are from within 50 miles.

Distribution of Online Students by Distance
Online Campus (Graduate Level)



*Analysis excludes international students.

APPENDIX

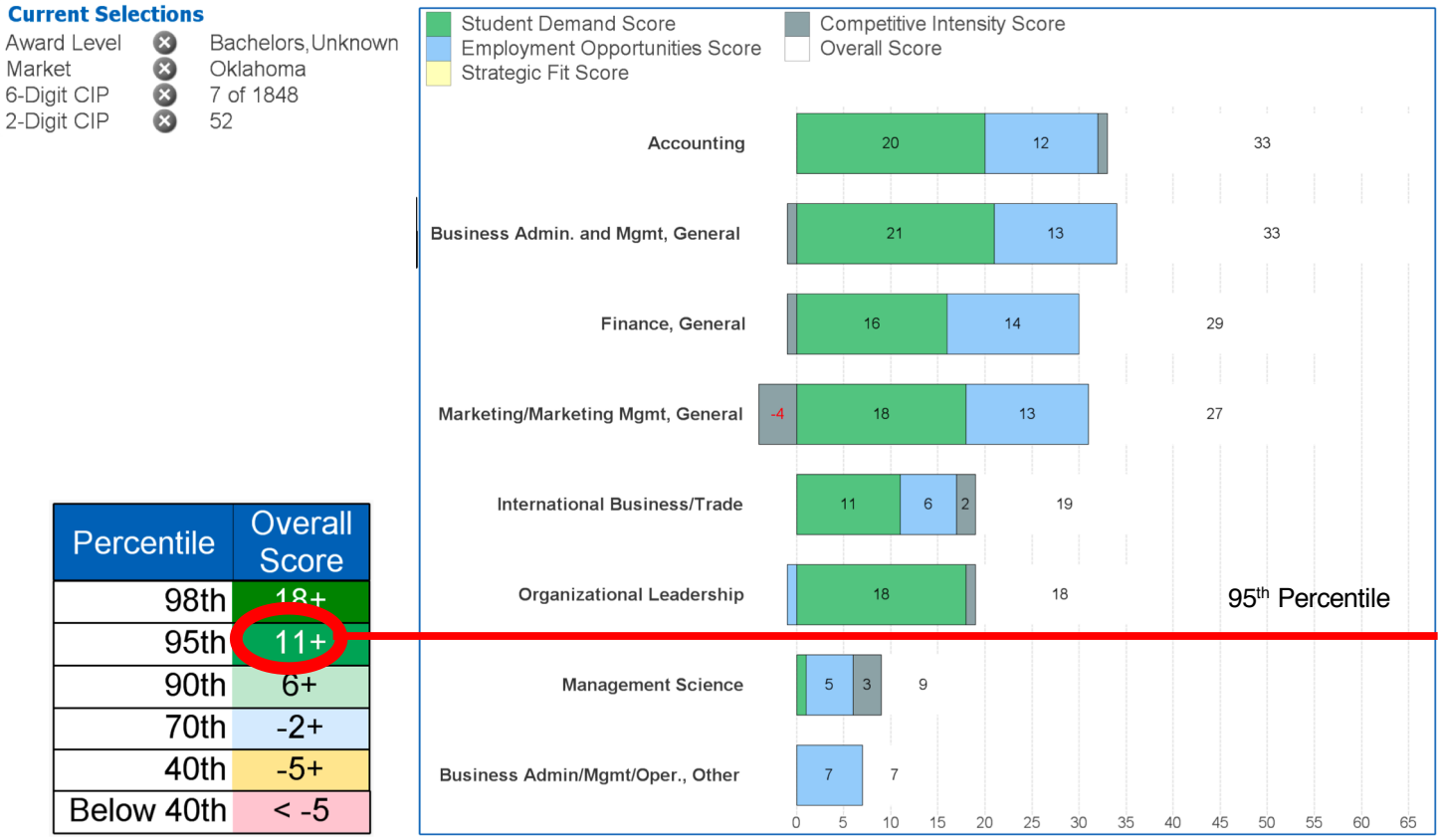
ORU College of Business

1. Student Distance Analysis

2. Market Rank Program Scorecards

ORU College of Business: Current Undergraduate Programs

The chart below shows the rank of ORU's undergraduate business programs.



Percentile	Overall Score
98th	18+
95th	11+
90th	6+
70th	-2+
40th	-5+
Below 40th	< -5

Oklahoma Market: Business Program Ranking* (Bachelor's Scoring)

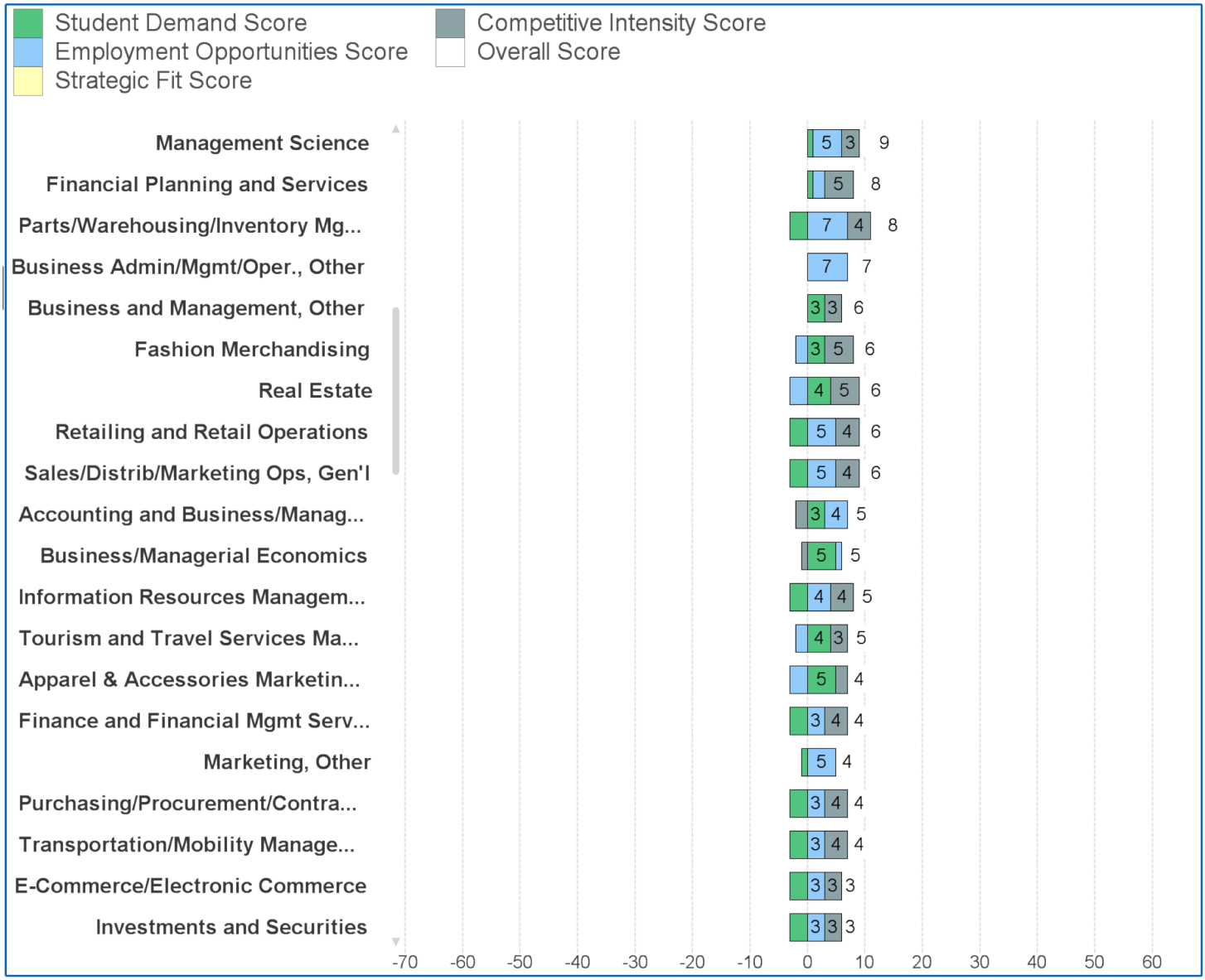
Using the custom rubric, we ranked all business programs in the Oklahoma market.

Top 20

Oklahoma Market: Business Program Ranking* (Bachelor's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

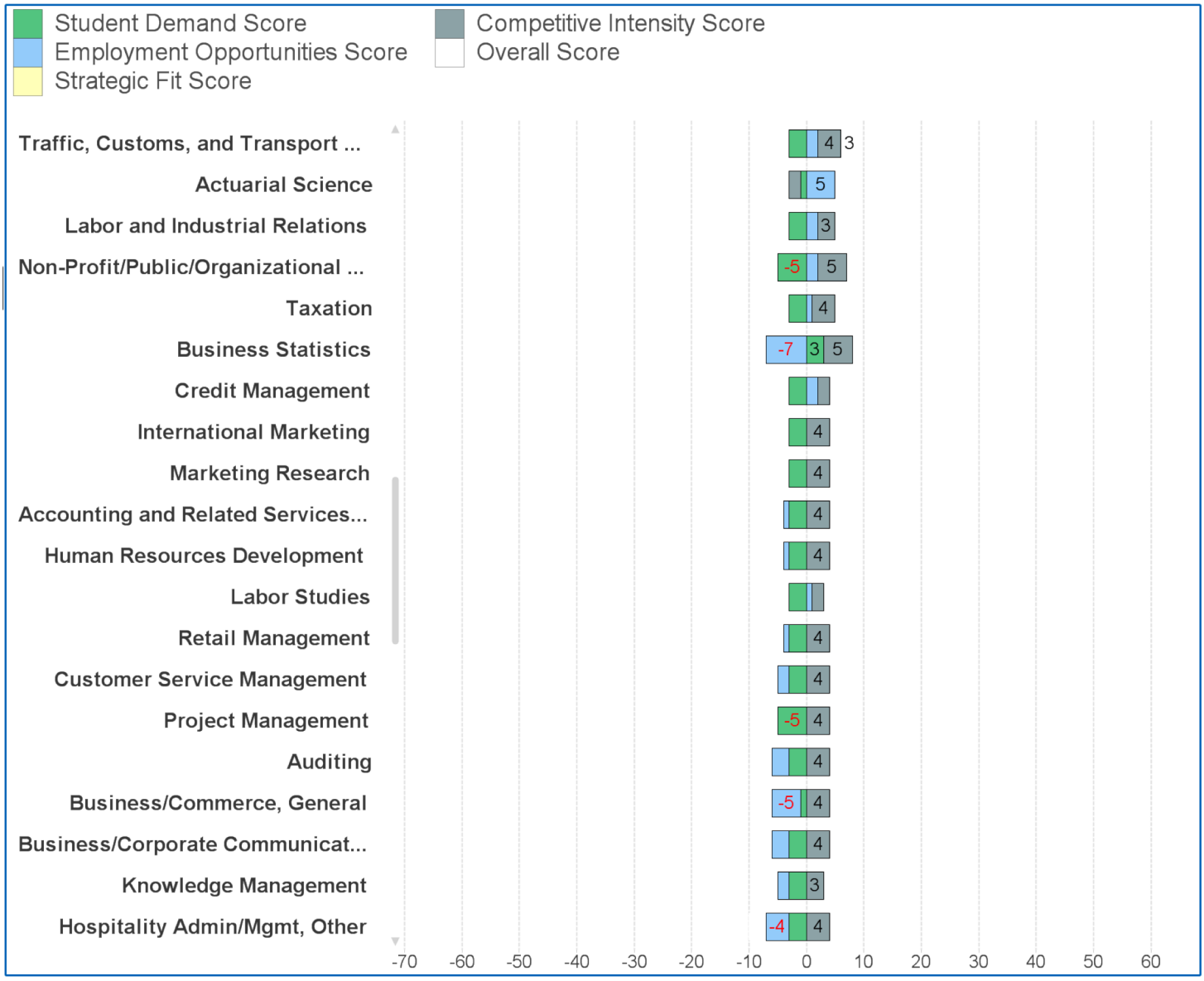
#21-40



Oklahoma Market: Business Program Ranking* (Bachelor's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

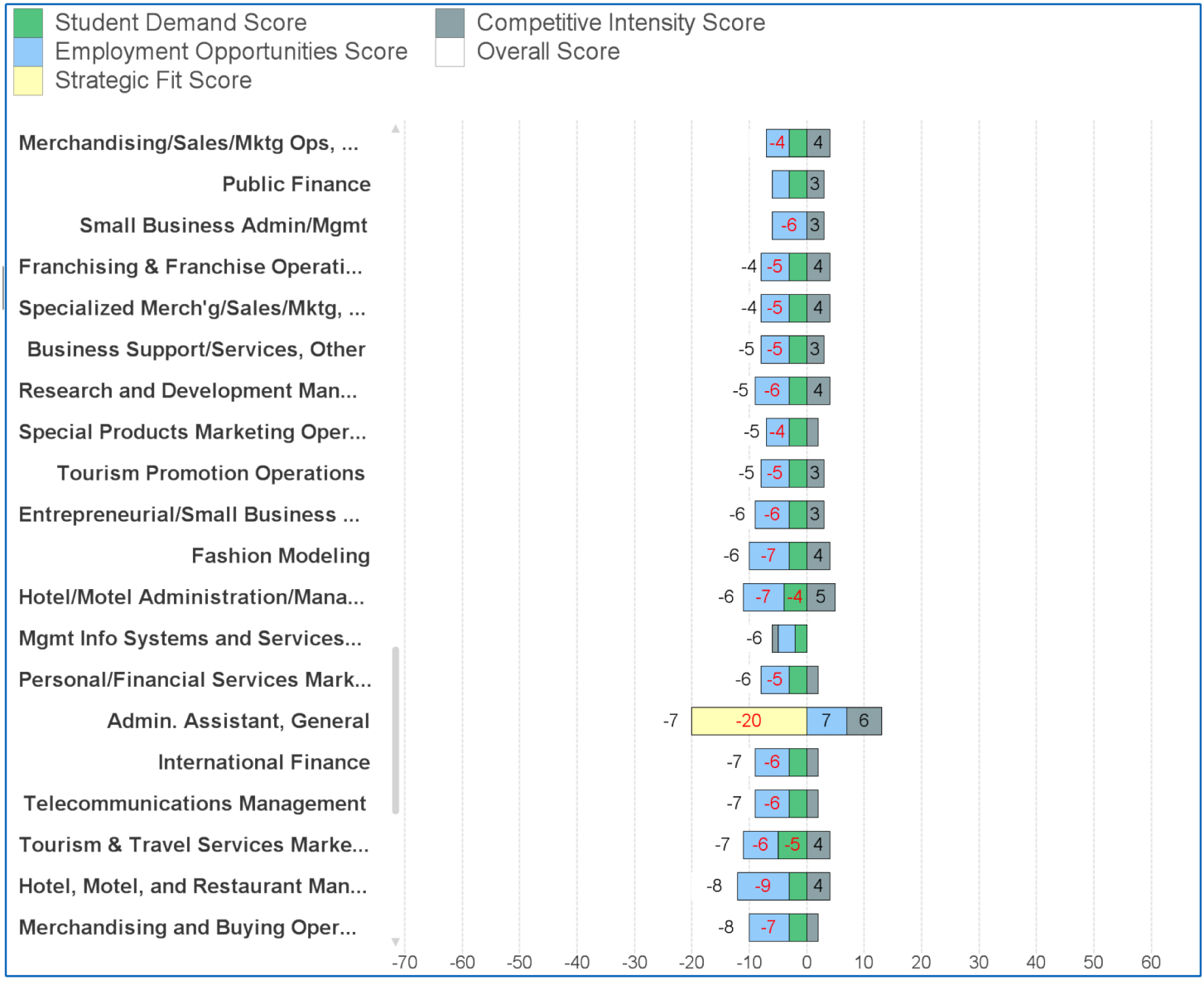
#41-60



Oklahoma Market: Business Program Ranking* (Bachelor's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

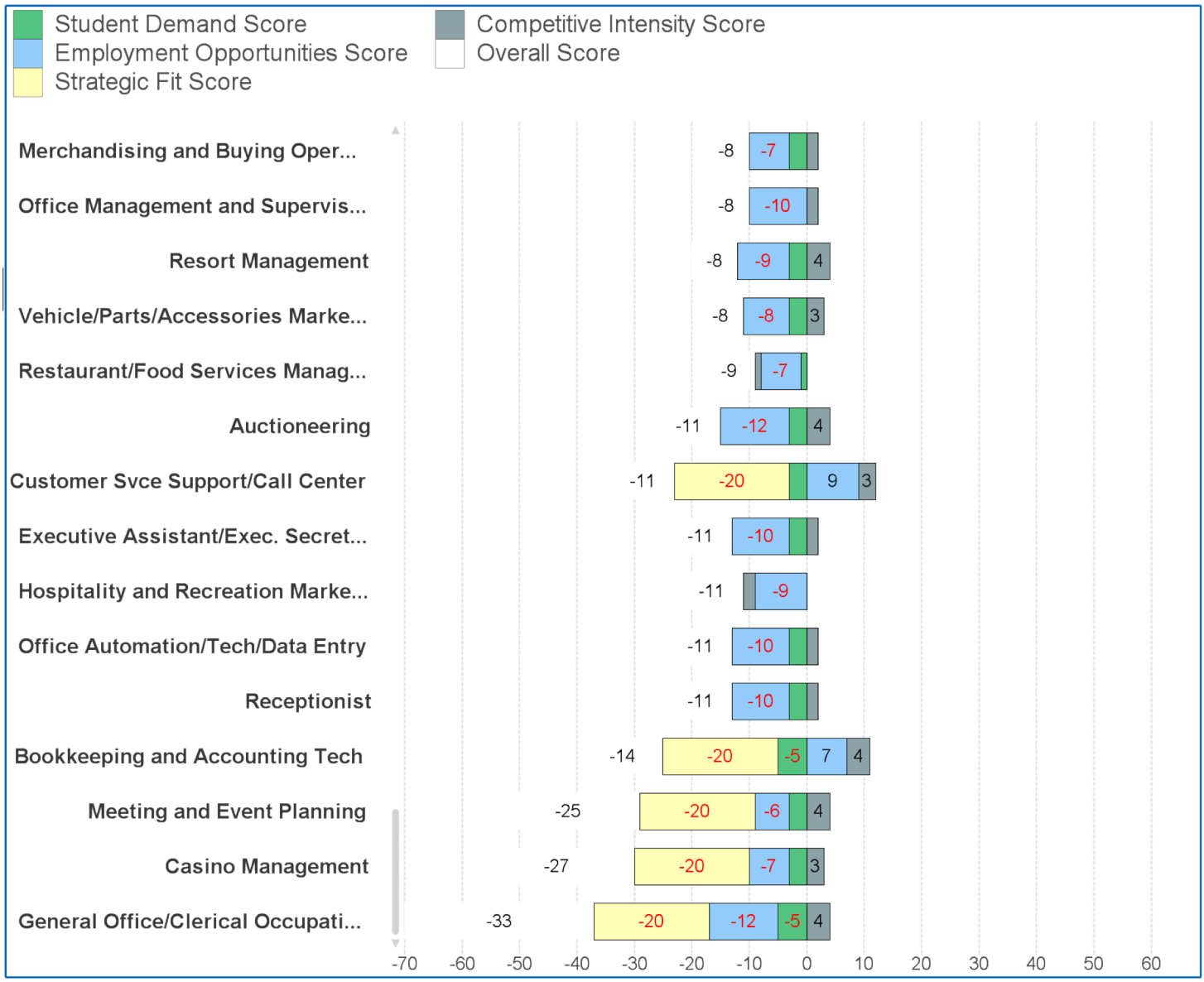
#61-80



Oklahoma Market: Business Program Ranking* (Bachelor's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

#81-100



Program Scorecard: Accounting Bachelor's

Program Scorecard: 52.0301 - Accounting

GRAYASSOCIATES

Overall Score 33

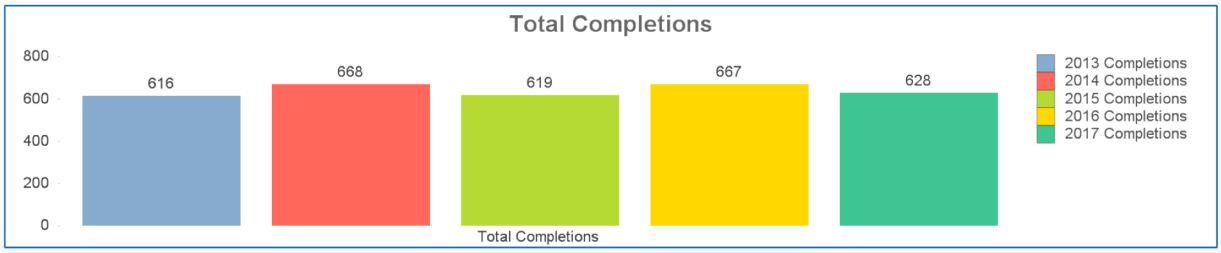
Category	Criterion	Value	Score	Total
Inquiries	Total	726	7	20
	Online	161		
	Unit Change	57	1	
	% Change	8.5%	0	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	89.2%		
	Masters	10.7%		
	Doctoral	0.1%		
Google Search*	Total	10,280	7	
	Unit Change	-1,910	-1	
	% Change	-15.7%	0	
Completions	Total	628	7	
	Unit Change	-39	-1	
	% Change	-6%	0	
Institutions	Total**	17	-2	1
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$35	1	
Market Saturation	Completions Per Capita**	0.67	2	
Google Search*	Cost Per Click**	$9	0	
	Comp. Index**	0.34	0	
Program Size	Average	37	0	
	Median	16	0	
	Unit Change	-2	0	
	% Change	-11%	0	
National Distance Education Competition	DE Institutions**	139		
	% of Institutions	17%	0	
	DE Completions**	8,561		
	% of Completions	16%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	2,040	5	12
	JP w/ EDU	1,261		
	% JP HS	32%		
	% JP AA	7%		
	% JP BA	50%		
	% JP MA	9%		
	% JP Doc	2%		
	Unit Change	-49	-1	
	% Change	-2.4%	0	
	JP Per Grad*	2.7	0	
BLS*	Total	22,738	5	
	Job Openings	680	1	
	CAGR	2.3%	-1	
	Wages	$34,735	1	
Nat'l ACS Wage (Bachelors)	Age < 30	$47,591	2	
	Age 30-60	$96,856	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	5%	0	0
	Certificate	10%	0	
	Associates	9%	0	
	Bachelors	53%	0	
	Graduate	23%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	83%	0	
	Masters	17%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.67	0	
	Stu:Faculty Index**	1.39	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Accounting Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
-6%	0%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.0301	Accounting	Bachelors	170	188	148	138	143
University of Oklahoma-Norman Campus	Public, 4-year or above	52.0301	Accounting	Bachelors	126	123	167	158	125
University of Central Oklahoma	Public, 4-year or above	52.0301	Accounting	Bachelors	88	98	69	93	100
Northeastern State University	Public, 4-year or above	52.0301	Accounting	Bachelors	75	84	87	85	81
University of Tulsa	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	21	33	27	37	39
East Central University	Public, 4-year or above	52.0301	Accounting	Bachelors	23	14	15	30	30
Oral Roberts University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	20	13	18	24	21
Southeastern Oklahoma State University	Public, 4-year or above	52.0301	Accounting	Bachelors	9	30	14	18	17
Cameron University	Public, 4-year or above	52.0301	Accounting	Bachelors	23	22	26	31	16
Oklahoma Christian University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	22	24	12	12	14
Oklahoma City University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	12	8	8	9	13
Northwestern Oklahoma State University	Public, 4-year or above	52.0301	Accounting	Bachelors	10	10	8	8	8
Oklahoma Baptist University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	3	7	5	6	6
Oklahoma Wesleyan University	Private not-for-profit, 4-year…	52.0301	Accounting	Bachelors	0	3	2	2	6
Oklahoma Panhandle State	Public, 4-year or	52.0301	Accounting	Bachelors	7	3	3	8	4

Program Scorecard: Business Administration Bachelor's

Program Scorecard: 52.0201 - Business Admin. and Mgmt, General

GRAYASSOCIATES

Overall Score 33

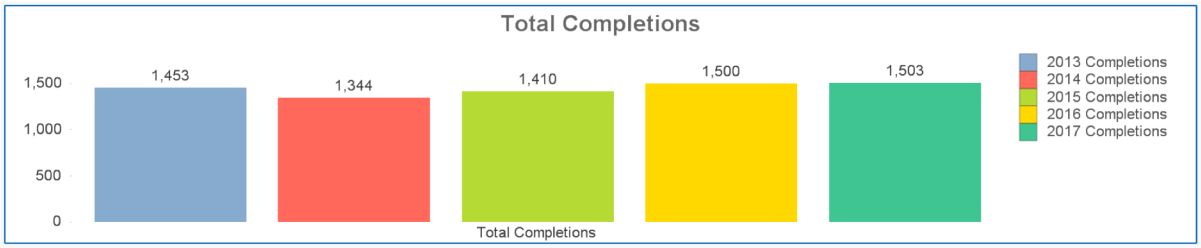
Category	Criterion	Value	Score	Total
Inquiries	Total	3,414	7	21
	Online	831		
	Unit Change	130	1	
	% Change	4.0%	0	
	Certificate	0.7%		
	Associates	16.3%		
	Bachelors	58.2%		
	Masters	19.6%		
	Doctoral	5.0%		
Google Search*	Total	14,017	7	
	Unit Change	-2,450	-1	
	% Change	-14.9%	0	
Completions	Total	1,503	7	
	Unit Change	3	0	
	% Change	0%	0	
Institutions	Total**	29	-2	-1
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$46	0	
Market Saturation	Completions Per Capita**	1.61	2	
Google Search*	Cost Per Click**	$28	-1	
	Comp. Index**	0.54	0	
Program Size	Average	52	0	
	Median	27	0	
	Unit Change	-9	0	
	% Change	-25%	0	
National Distance Education Competition	DE Institutions**	422		
	% of Institutions	36%	0	
	DE Completions**	67,579		
	% of Completions	40%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	18,093	5	13
	JP w/ EDU	9,905		
	% JP HS	34%		
	% JP AA	4%		
	% JP BA	51%		
	% JP MA	8%		
	% JP Doc	2%		
	Unit Change	-1,346	-1	
	% Change	-6.9%	0	
	JP Per Grad*	5.6	0	
BLS*	Total	74,233	5	
	Job Openings	2,393	1	
	CAGR	2.4%	0	
	Wages	$41,846	2	
Nat'l ACS Wage (Bachelors)	Age < 30	$41,408	1	
	Age 30-60	$81,183	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	16%	0	0
	Certificate	21%	0	
	Associates	8%	0	
	Bachelors	36%	0	
	Graduate	20%	0	
Percent of All Completions	Certificate	4%	0	
	Associates	23%	0	
	Bachelors	46%	0	
	Masters	26%	0	
	Doctoral	1%		
NHEBI National 2-Yr	Cost Index**	0.67	0	
	Stu:Faculty Index**	1.26	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Business Administration Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
0%	1%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	293	338	371	407	393
University of Central Oklahoma	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	191	157	153	178	151
Rogers State University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	95	76	81	108	110
Mid-America Christian University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	16	26	47	60	106
Southern Nazarene University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	73	65	85	74	105
Southwestern Oklahoma State University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	107	87	95	101	98
East Central University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	63	69	68	52	70
Cameron University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	68	60	59	53	67
Langston University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	49	41	42	31	38
University of Tulsa	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	36	22	27	36	36
St. Gregory's University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	54	40	45	42	35
Oklahoma Wesleyan University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	48	40	26	36	31
Northeastern State University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Bachelors	25	16	15	23	29
Oral Roberts University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Bachelors	33	27	30	30	29
Southwestern Christian	Private not-for-	52.0201	Business Admin. and Mgmt, General	Bachelors	27	32	16	22	27

Program Scorecard: Finance Bachelor's

Program Scorecard: 52.0801 - Finance, General

GRAYASSOCIATES

Overall Score 29

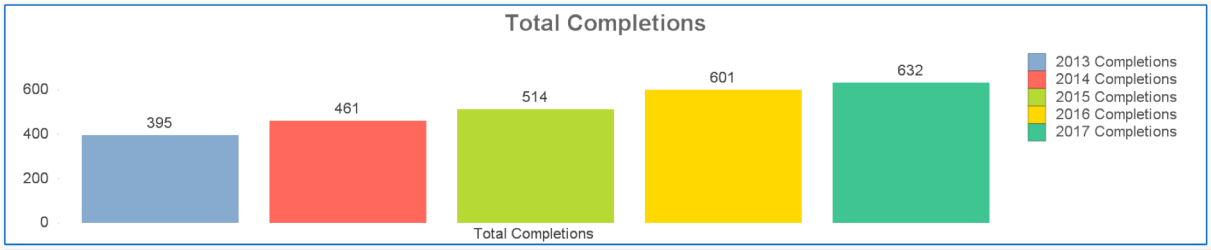
Category	Criterion	Value	Score	Total
Inquiries	Total	26	5	16
	Online	8		
	Unit Change	-47	-1	
	% Change	-64.4%	-1	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	78.8%		
	Masters	21.2%		
	Doctoral	0.0%		
Google Search*	Total	1,130	5	
	Unit Change	40	0	
	% Change	3.7%	0	
Completions	Total	632	7	
	Unit Change	31	1	
	% Change	5%	0	
Institutions	Total**	12	-1	-1
	YoY Change**	-1	0	
Cost Per Inquiry	Average**	$52	0	
Market Saturation	Completions Per Capita**	0.67	1	
Google Search*	Cost Per Click**	$7	0	
	Comp. Index**	0.62	0	
Program Size	Average	53	0	
	Median	13	-1	
	Unit Change	-3	0	
	% Change	-19%	0	
National Distance Education Competition	DE Institutions**	50		
	% of Institutions	11%	0	
	DE Completions**	2,807		
	% of Completions	7%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	2,142	5	14
	JP w/ EDU	1,753		
	% JP HS	13%		
	% JP AA	3%		
	% JP BA	68%		
	% JP MA	13%		
	% JP Doc	4%		
	Unit Change	-82	-1	
	% Change	-3.7%	0	
	JP Per Grad*	3.2	0	
BLS*	Total	11,602	5	
	Job Openings	364	1	
	CAGR	2.4%	-1	
	Wages	$41,249	2	
Nat'l ACS Wage (Bachelors)	Age < 30	$53,892	3	
	Age 30-60	$112,031	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	10%	0	0
	Certificate	18%	0	
	Associates	7%	0	
	Bachelors	42%	0	
	Graduate	23%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	93%	0	
	Masters	7%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.90	0	
	Stu:Faculty Index**	1.14	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Finance Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
5%	12%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.0801	Finance, General	Bachelors	92	96	145	169	206
University of Oklahoma-Norman Campus	Public, 4-year or above	52.0801	Finance, General	Bachelors	111	139	149	197	192
University of Central Oklahoma	Public, 4-year or above	52.0801	Finance, General	Bachelors	78	106	101	94	93
University of Tulsa	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	43	49	53	57	71
Northeastern State University	Public, 4-year or above	52.0801	Finance, General	Bachelors	28	32	15	20	18
Oklahoma City University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	15	8	11	15	14
Oklahoma Christian University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	6	9	6	16	11
Southeastern Oklahoma State University	Public, 4-year or above	52.0801	Finance, General	Bachelors	7	8	9	10	9
Oklahoma Baptist University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	3	2	7	6	7
Oral Roberts University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	12	9	12	11	7
Southern Nazarene University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	0	1	4	4	3
St. Gregory's University	Private not-for-profit, 4-year…	52.0801	Finance, General	Bachelors	0	2	1	1	1
Langston University	Public, 4-year or above	52.0801	Finance, General	Bachelors	0	0	0	0	0
University of Phoenix-Oklahoma	Private for-profit, 4-year…	52.0801	Finance, General	Bachelors	0	0	1	1	0

Program Scorecard: Marketing Bachelor's

Program Scorecard: 52.1401 - Marketing/Marketing Mgmt, General

GRAYASSOCIATES

Overall Score 27

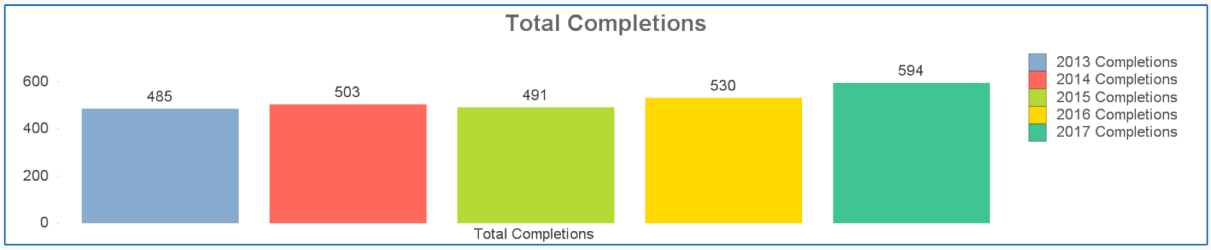
Category	Criterion	Value	Score	Total
Inquiries	Total	318	7	18
	Online	39		
	Unit Change	-45	-1	
	% Change	-12.4%	0	
	Certificate	0.8%		
	Associates	3.2%		
	Bachelors	85.4%		
	Masters	10.0%		
	Doctoral	0.0%		
Google Search*	Total	1,420	5	
	Unit Change	-40	-1	
	% Change	-2.7%	0	
Completions	Total	594	7	
	Unit Change	64	1	
	% Change	12%	0	
Institutions	Total**	14	-1	-4
	YoY Change**	1	-1	
Cost Per Inquiry	Average**	$45	0	
Market Saturation	Completions Per Capita**	0.63	1	
Google Search*	Cost Per Click**	$36	-1	
	Comp. Index**	0.84	-1	
Program Size	Average	42	0	
	Median	14	-1	
	Unit Change	1	0	
	% Change	4%	0	
National Distance Education Competition	DE Institutions**	93		
	% of Institutions	17%	0	
	DE Completions**	4,731		
	% of Completions	12%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	6,163	5	13
	JP w/ EDU	3,242		
	% JP HS	50%		
	% JP AA	11%		
	% JP BA	33%		
	% JP MA	6%		
	% JP Doc	1%		
	Unit Change	-263	-1	
	% Change	-4.1%	0	
	JP Per Grad*	9.0	1	
BLS*	Total	23,617	5	
	Job Openings	931	1	
	CAGR	3.0%	0	
	Wages	$38,452	1	
Nat'l ACS Wage (Bachelors)	Age < 30	$41,175	1	
	Age 30-60	$83,214	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	6%	0	0
	Certificate	12%	0	
	Associates	5%	0	
	Bachelors	53%	0	
	Graduate	23%	0	
Percent of All Completions	Certificate	7%	0	
	Associates	4%	0	
	Bachelors	87%	0	
	Masters	2%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.60	0	
	Stu:Faculty Index**	1.28	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Marketing Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
12%	5%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.1401	Marketing/Marketing Mgmt, General	Bachelors	172	208	215	224	246
University of Oklahoma-Norman Campus	Public, 4-year or above	52.1401	Marketing/Marketing Mgmt, General	Bachelors	129	99	113	165	156
University of Central Oklahoma	Public, 4-year or above	52.1401	Marketing/Marketing Mgmt, General	Bachelors	59	55	53	42	66
Northeastern State University	Public, 4-year or above	52.1401	Marketing/Marketing Mgmt, General	Bachelors	38	47	31	30	35
Oral Roberts University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	29	24	25	14	17
University of Tulsa	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	15	19	16	11	15
Southeastern Oklahoma State University	Public, 4-year or above	52.1401	Marketing/Marketing Mgmt, General	Bachelors	13	10	9	6	14
Oklahoma Christian University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	6	11	10	15	13
Southern Nazarene University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	4	4	3	1	10
Oklahoma Baptist University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	7	8	8	6	8
Oklahoma City University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	10	10	6	13	6
St. Gregory's University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	0	1	0	2	6
Mid-America Christian University	Private not-for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	3	3	1	1	1
University of Phoenix-Oklahoma	Private for-profit, 4-year…	52.1401	Marketing/Marketing Mgmt, General	Bachelors	0	4	1	0	1
University of Phoenix-Tulsa	Private for-	52.1401	Marketing/Marketing Mgmt, General	Bachelors	0	0	0	0	0

Program Scorecard: International Business Bachelor's

Program Scorecard: 52.1101 - International Business/Trade

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Overall Score 19

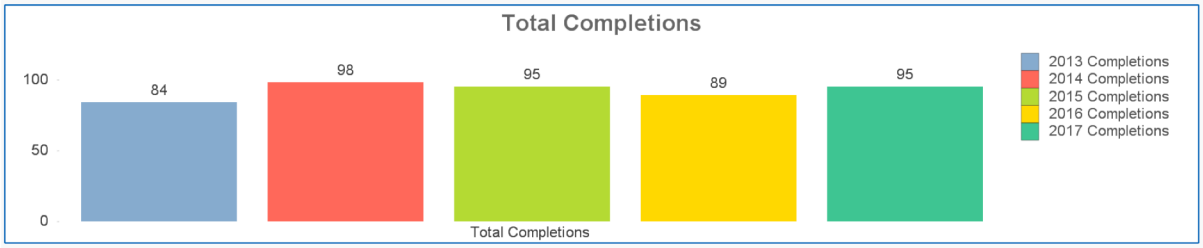
Category	Criterion	Value	Score	Total
Inquiries	Total	11	5	11
	Online	7		
	Unit Change	-9	-1	
	% Change	-45.0%	0	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	55.0%		
	Masters	40.0%		
	Doctoral	5.0%		
Google Search*	Total	663	3	
	Unit Change	-40	-1	
	% Change	-5.7%	0	
Completions	Total	95	5	
	Unit Change	6	0	
	% Change	7%	0	
Institutions	Total**	7	0	2
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$56	0	
Market Saturation	Completions Per Capita**	0.10	1	
Google Search*	Cost Per Click**	$3	1	
	Comp. Index**	0.31	0	
Program Size	Average	14	0	
	Median	9	-1	
	Unit Change	2	0	
	% Change	29%	1	
National Distance Education Competition	DE Institutions**	28		
	% of Institutions	9%	0	
	DE Completions**	1,093		
	% of Completions	17%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	440	3	6
	JP w/ EDU	221		
	% JP HS	31%		
	% JP AA	3%		
	% JP BA	56%		
	% JP MA	9%		
	% JP Doc	2%		
	Unit Change	-45	-1	
	% Change	-9.3%	0	
	JP Per Grad*	3.8	0	
BLS*	Total	1,375	1	
	Job Openings	46	0	
	CAGR	2.5%	0	
	Wages	$42,341	2	
Nat'l ACS Wage (Bachelors)	Age < 30	$42,083	1	
	Age 30-60	$82,481	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	15%	0	0
	Certificate	22%	0	
	Associates	8%	0	
	Bachelors	35%	0	
	Graduate	20%	0	
Percent of All Completions	Certificate	3%	0	
	Associates	4%	0	
	Bachelors	81%	0	
	Masters	12%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	NA	0	
	Stu:Faculty Index**	NA	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: International Business Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
7%	3%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.1101	International Business/Trade	Bachelors	37	47	43	43	46
University of Central Oklahoma	Public, 4-year or above	52.1101	International Business/Trade	Bachelors	23	18	22	18	14
University of Tulsa	Private not-for-profit, 4-year…	52.1101	International Business/Trade	Bachelors	6	9	9	7	10
Oral Roberts University	Private not-for-profit, 4-year…	52.1101	International Business/Trade	Bachelors	8	10	7	11	9
Oklahoma Baptist University	Private not-for-profit, 4-year…	52.1101	International Business/Trade	Bachelors	4	7	6	4	7
Oklahoma Christian University	Private not-for-profit, 4-year…	52.1101	International Business/Trade	Bachelors	2	2	6	2	5
Northeastern State University	Public, 4-year or above	52.1101	International Business/Trade	Bachelors	4	5	2	4	4
Langston University	Public, 4-year or above	52.1101	International Business/Trade	Bachelors	0	0	0	0	0

Program Scorecard: Management Science Bachelor's

Program Scorecard: 52.1301 - Management Science

GRAYASSOCIATES

Overall Score 9

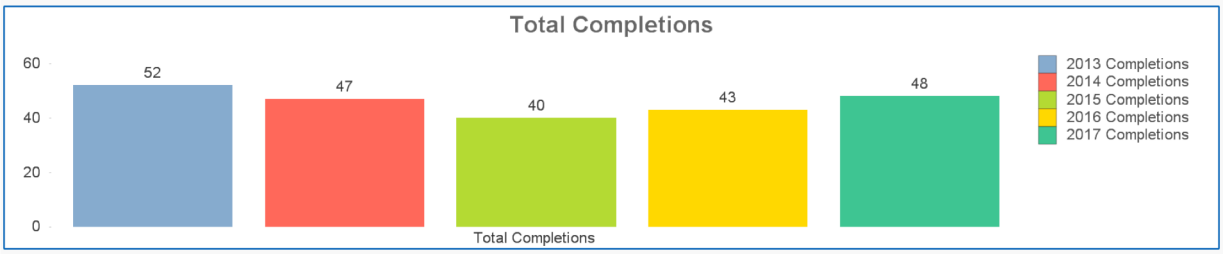
Category	Criterion	Value	Score	Total
Inquiries	Total	0	0	1
	Online	0		
	Unit Change	-13	-1	
	% Change	-100.0%	-1	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	0.0%		
	Masters	25.0%		
	Doctoral	75.0%		
Google Search*	Total	NA	0	
	Unit Change	NA	0	
	% Change	NA	0	
Completions	Total	48	3	
	Unit Change	5	0	
	% Change	12%	0	
Institutions	Total**	2	1	3
	YoY Change**	0	0	
Cost Per Inquiry	Average**		0	
Market Saturation	Completions Per Capita**	0.05	2	
Google Search*	Cost Per Click**	NA	0	
	Comp. Index**	NA	0	
Program Size	Average	24	0	
	Median	24	0	
	Unit Change	3	0	
	% Change	12%	0	
National Distance Education Competition	DE Institutions**	8		
	% of Institutions	11%	0	
	DE Completions**	206		
	% of Completions	5%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	291	1	5
	JP w/ EDU	211		
	% JP HS	6%		
	% JP AA	6%		
	% JP BA	63%		
	% JP MA	18%		
	% JP Doc	7%		
	Unit Change	-2	-1	
	% Change	-0.8%	0	
	JP Per Grad*	2.8	0	
BLS*	Total	1,290	1	
	Job Openings	41	0	
	CAGR	2.3%	-1	
	Wages	$42,051	2	
Nat'l ACS Wage (Bachelors)	Age < 30	$53,384	3	
	Age 30-60	$91,139	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	9%	0	0
	Certificate	18%	0	
	Associates	7%	0	
	Bachelors	39%	0	
	Graduate	27%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	54%	0	
	Bachelors	46%	0	
	Masters	0%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	NA	0	
	Stu:Faculty Index**	NA	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Management Science Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
12%	-2%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Southeastern Oklahoma State University	Public, 4-year or above	52.1301	Management Science	Bachelors	39	37	24	30	34
Oral Roberts University	Private not-for-profit, 4-year…	52.1301	Management Science	Bachelors	13	10	16	13	14
Oklahoma State University-Main Campus	Public, 4-year or above	52.1301	Management Science	Bachelors	0	0	0	0	0
University of Oklahoma-Norman Campus	Public, 4-year or above	52.1301	Management Science	Bachelors	0	0	0	0	0

Program Scorecard: Business, Other Bachelor's

Program Scorecard: 52.0299 - Business Admin/Mgmt/Oper., Other

GRAYASSOCIATES

Overall Score 7

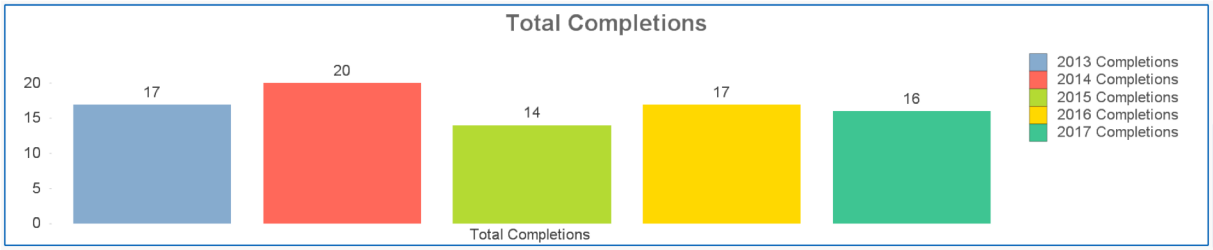
Category	Criterion	Value	Score	Total
Inquiries	Total	0	0	0
	Online	0		
	Unit Change	-2	-1	
	% Change	-100.0%	-1	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	0.0%		
	Masters	100.0%		
	Doctoral	0.0%		
Google Search*	Total	NA	0	
	Unit Change	NA	0	
	% Change	NA	0	
Completions	Total	16	3	
	Unit Change	-1	-1	
	% Change	-6%	0	
Institutions	Total**	3	0	0
	YoY Change**	0	0	
Cost Per Inquiry	Average**		0	
Market Saturation	Completions Per Capita**	0.02	2	
Google Search*	Cost Per Click**	NA	0	
	Comp. Index**	NA	0	
Program Size	Average	5	-1	
	Median	6	-2	
	Unit Change	3	0	
	% Change	100%	1	
National Distance Education Competition	DE Institutions**	57		
	% of Institutions	42%	0	
	DE Completions**	6,639		
	% of Completions	71%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	400	3	7
	JP w/ EDU	231		
	% JP HS	49%		
	% JP AA	5%		
	% JP BA	40%		
	% JP MA	5%		
	% JP Doc	2%		
	Unit Change	-10	-1	
	% Change	-2.4%	0	
	JP Per Grad*	7.8	1	
BLS*	Total	3,369	3	
	Job Openings	81	1	
	CAGR	1.7%	-1	
	Wages		0	
Nat'l ACS Wage (Bachelors)	Age < 30	$42,369	1	
	Age 30-60	$81,050	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	0%	0	0
	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	0%	0	
	Graduate	0%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	31%	0	
	Masters	69%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.74	0	
	Stu:Faculty Index**	1.19	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Business, Other Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
-6%	-2%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
DeVry University-Oklahoma	Private for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Bachelors	16	20	11	11	6
Oral Roberts University	Private not-for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Bachelors	0	0	0	3	6
Southern Nazarene University	Private not-for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Bachelors	1	0	3	3	4

Program Scorecard: Organizational Leadership Bachelor's

Program Scorecard: 52.0213 - Organizational Leadership

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Overall Score 18

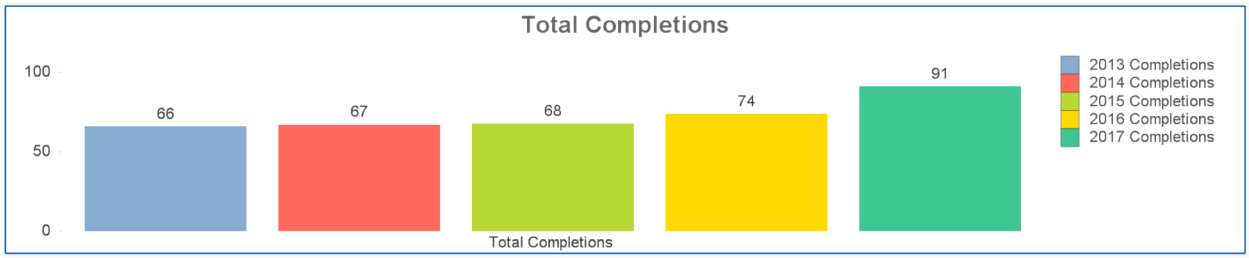
Category	Criterion	Value	Score	Total
Inquiries	Total	113	7	18
	Online	72		
	Unit Change	58	1	
	% Change	105.5%	1	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	21.8%		
	Masters	58.7%		
	Doctoral	19.5%		
Google Search*	Total	923	3	
	Unit Change	40	0	
	% Change	4.5%	0	
Completions	Total	91	5	
	Unit Change	17	1	
	% Change	23%	0	
Institutions	Total**	3	0	1
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$52	0	
Market Saturation	Completions Per Capita**	0.10	1	
Google Search*	Cost Per Click**	$20	0	
	Comp. Index**	0.82	-1	
Program Size	Average	30	0	
	Median	17	0	
	Unit Change	8	0	
	% Change	89%	1	
National Distance Education Competition	DE Institutions**	73		
	% of Institutions	59%	0	
	DE Completions**	2,887		
	% of Completions	72%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	90	0	-1
	JP w/ EDU	56		
	% JP HS	35%		
	% JP AA	4%		
	% JP BA	49%		
	% JP MA	8%		
	% JP Doc	3%		
	Unit Change	-3	-1	
	% Change	-2.8%	0	
	JP Per Grad*	0.6	-1	
BLS*	Total	708	0	
	Job Openings	18	0	
	CAGR	1.8%	-1	
	Wages	$36,919	1	
Nat'l ACS Wage (Bachelors)	Age < 30	$42,369	1	
	Age 30-60	$81,050	0	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	5%	0	0
	Certificate	11%	0	
	Associates	5%	0	
	Bachelors	38%	0	
	Graduate	42%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	65%	0	
	Masters	35%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	NA	0	
	Stu:Faculty Index**	NA	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Organizational Leadership Bachelor's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
23%	8%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
University of Central Oklahoma	Public, 4-year or above	52.0213	Organizational Leadership	Bachelors	55	65	67	64	72
Southwestern Christian University	Private not-for-profit, 4-year…	52.0213	Organizational Leadership	Bachelors	0	0	0	1	17
Oral Roberts University	Private not-for-profit, 4-year…	52.0213	Organizational Leadership	Bachelors	10	2	0	9	2
National American University-Tulsa	Private for-profit, 4-year…	52.0213	Organizational Leadership	Bachelors	1	0	1	0	0
Southern Nazarene University	Private not-for-profit, 4-year…	52.0213	Organizational Leadership	Bachelors	0	0	0	0	0

ORU College of Business: Current Master's Programs

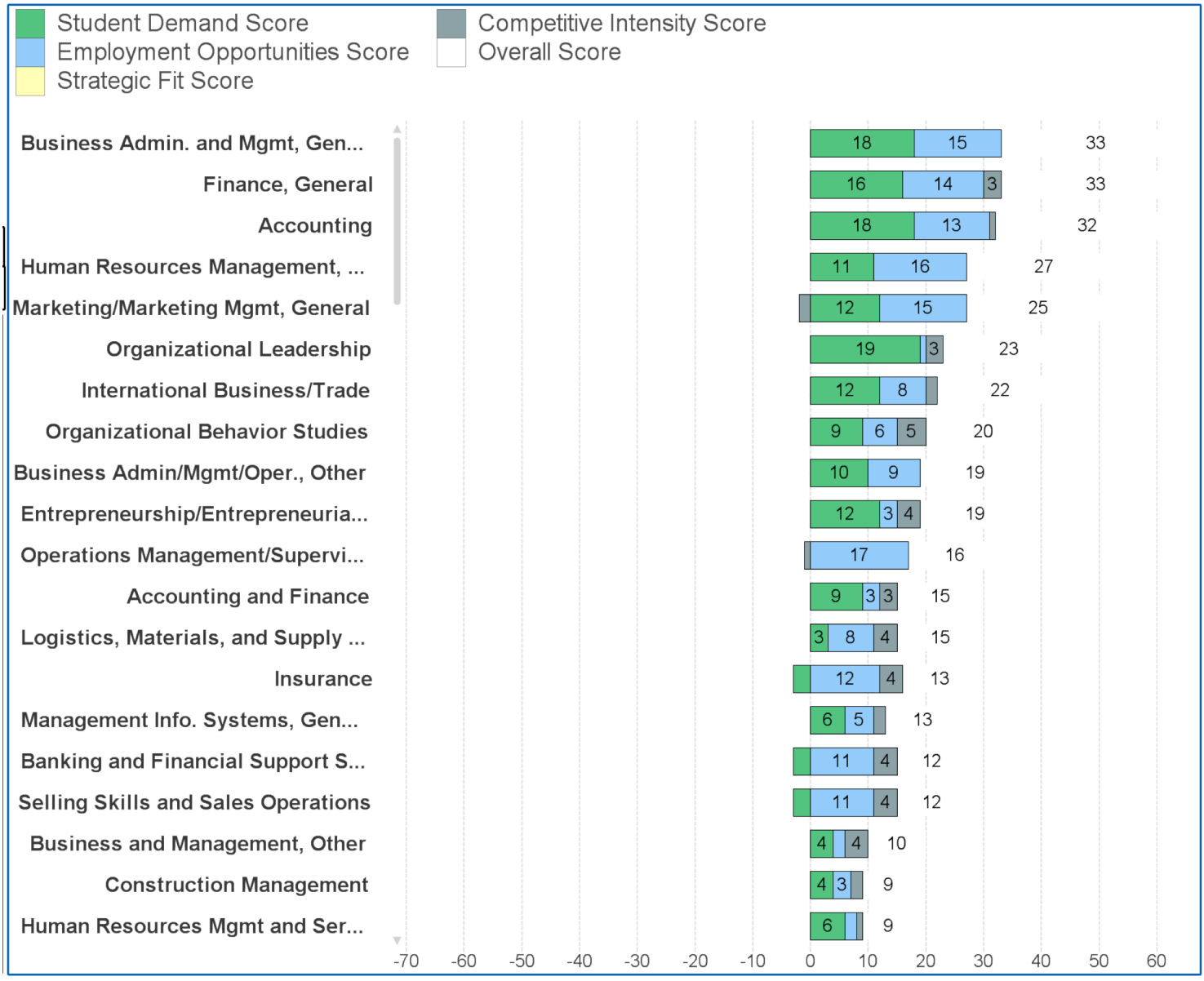
The chart below shows the rank of ORU's undergraduate business programs.

Percentile	Overall Score
98th	[illegible]
95th	13+
90th	8+
70th	1+
40th	-4+
Below 40th	< -4

Oklahoma Market: Business Program Ranking* (Master's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

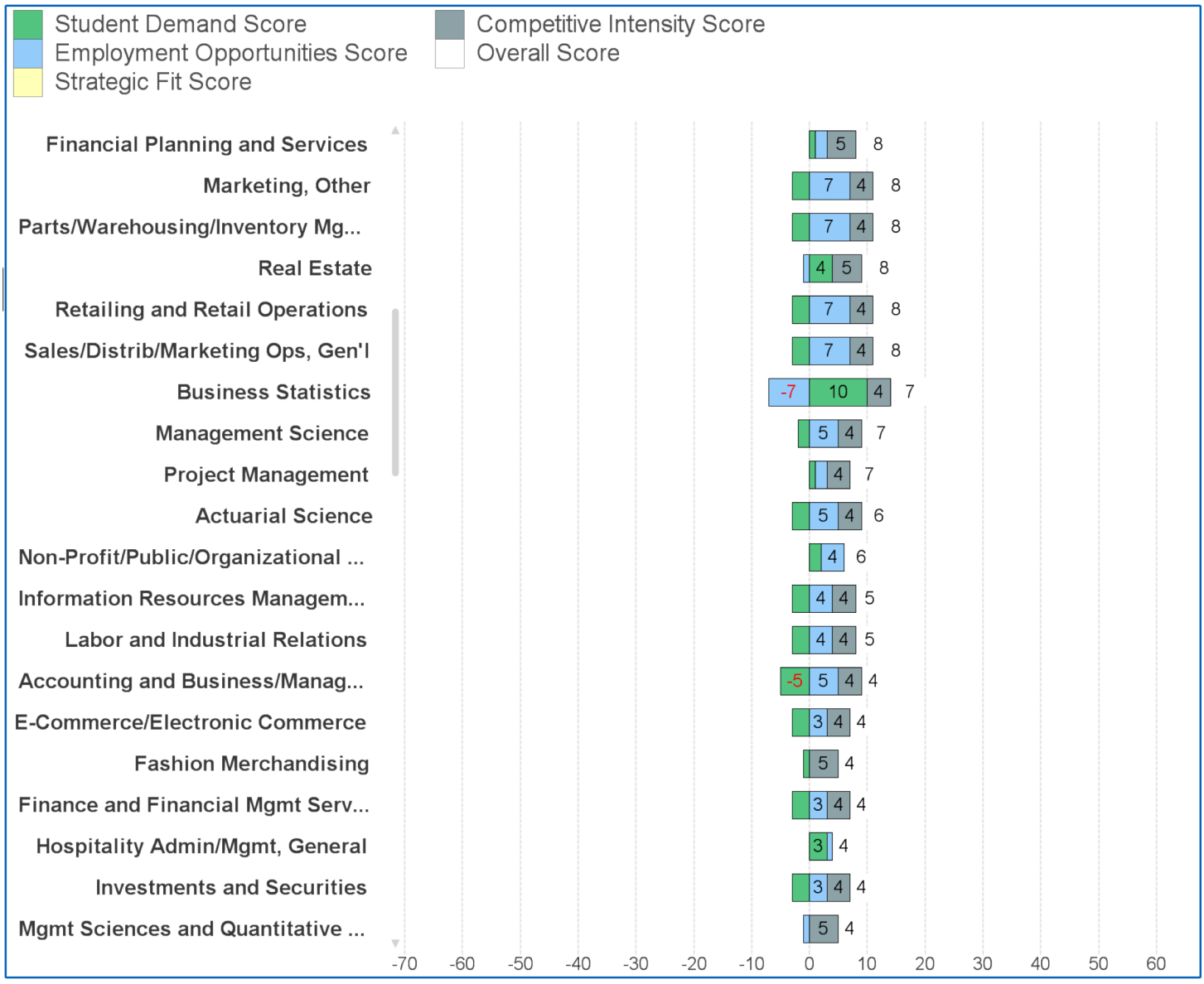
Top 20



Oklahoma Market: Business Program Ranking* (Master's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

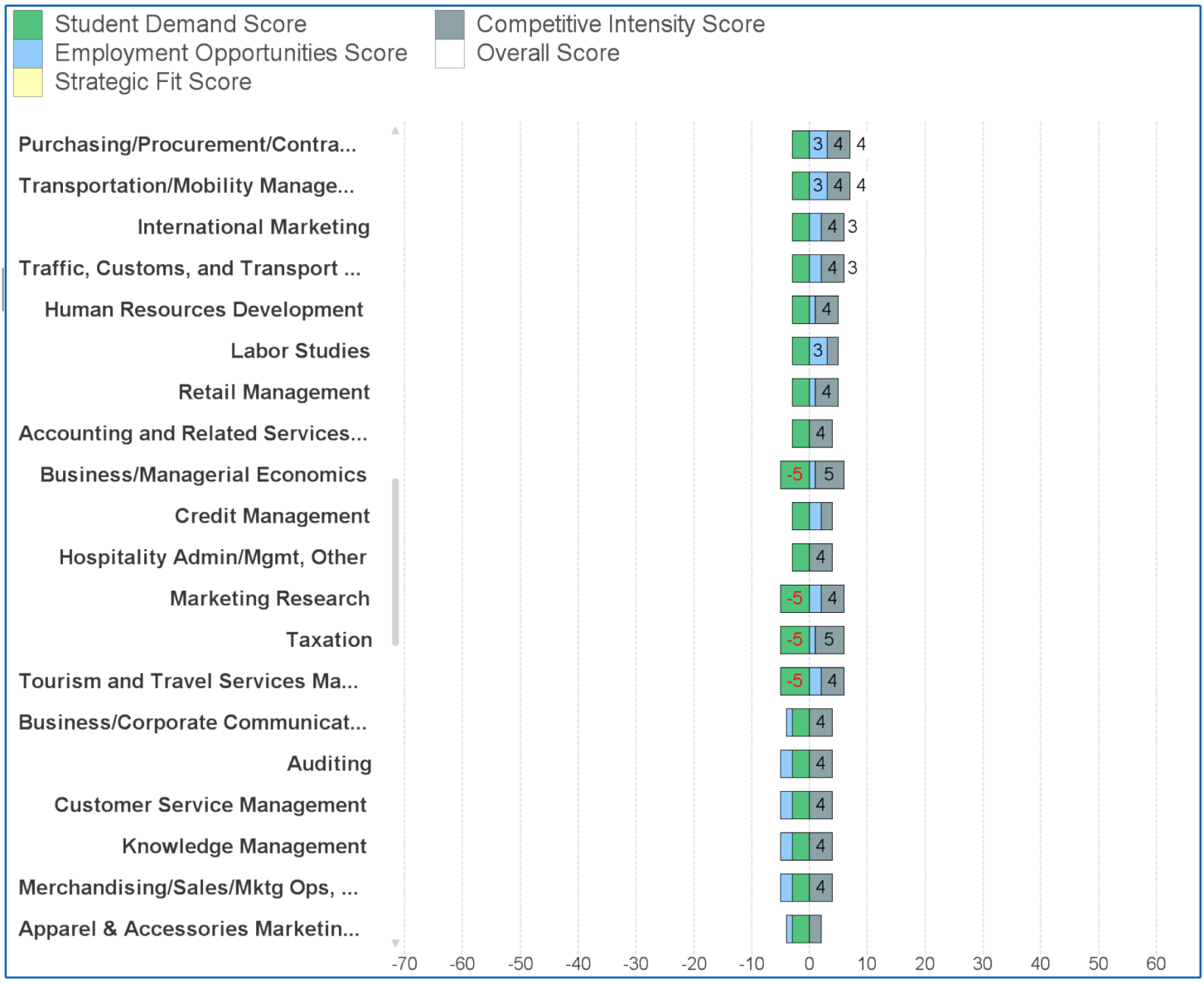
#21-40



Oklahoma Market: Business Program Ranking* (Master's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

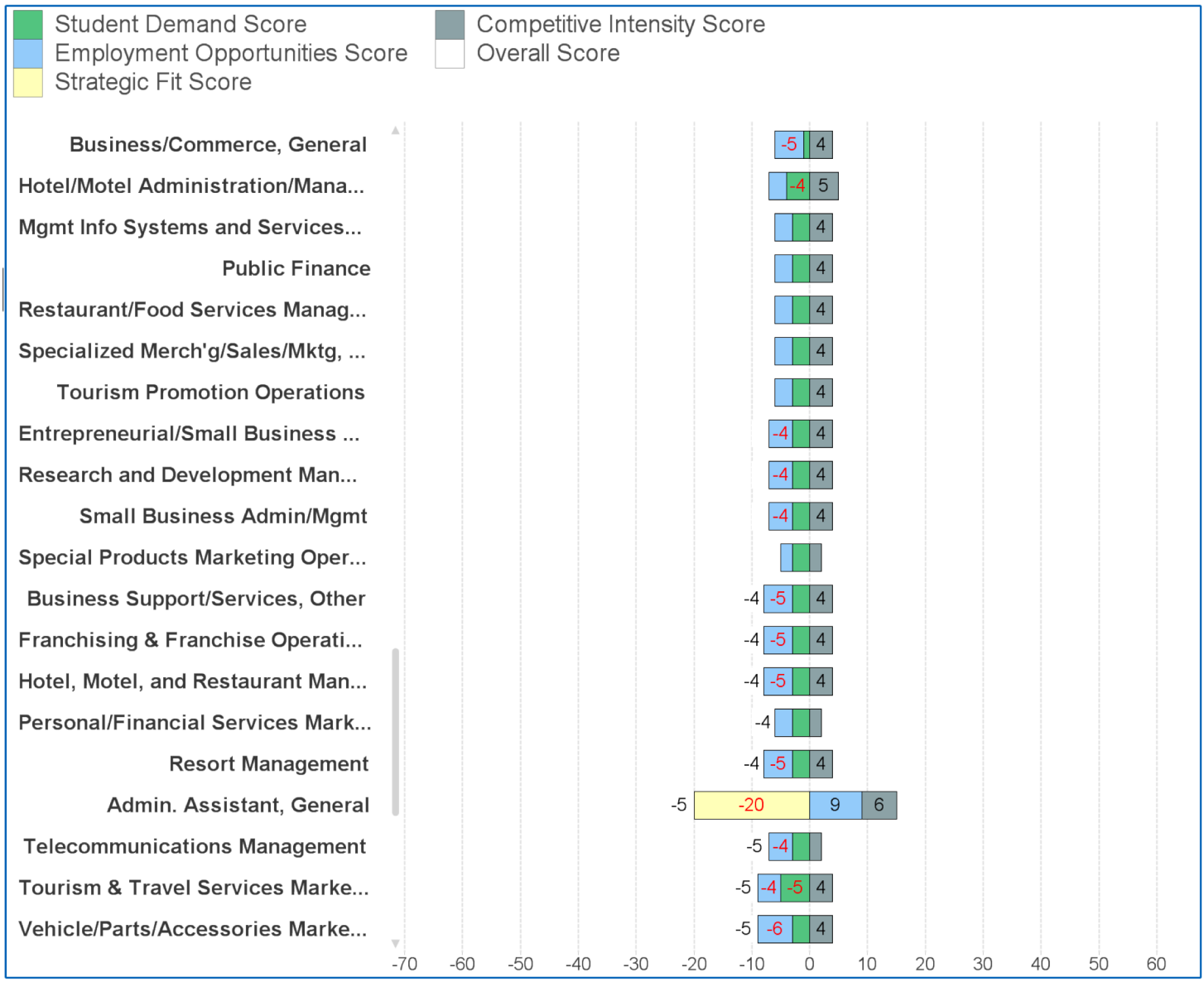
#41-60



Oklahoma Market: Business Program Ranking* (Master's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

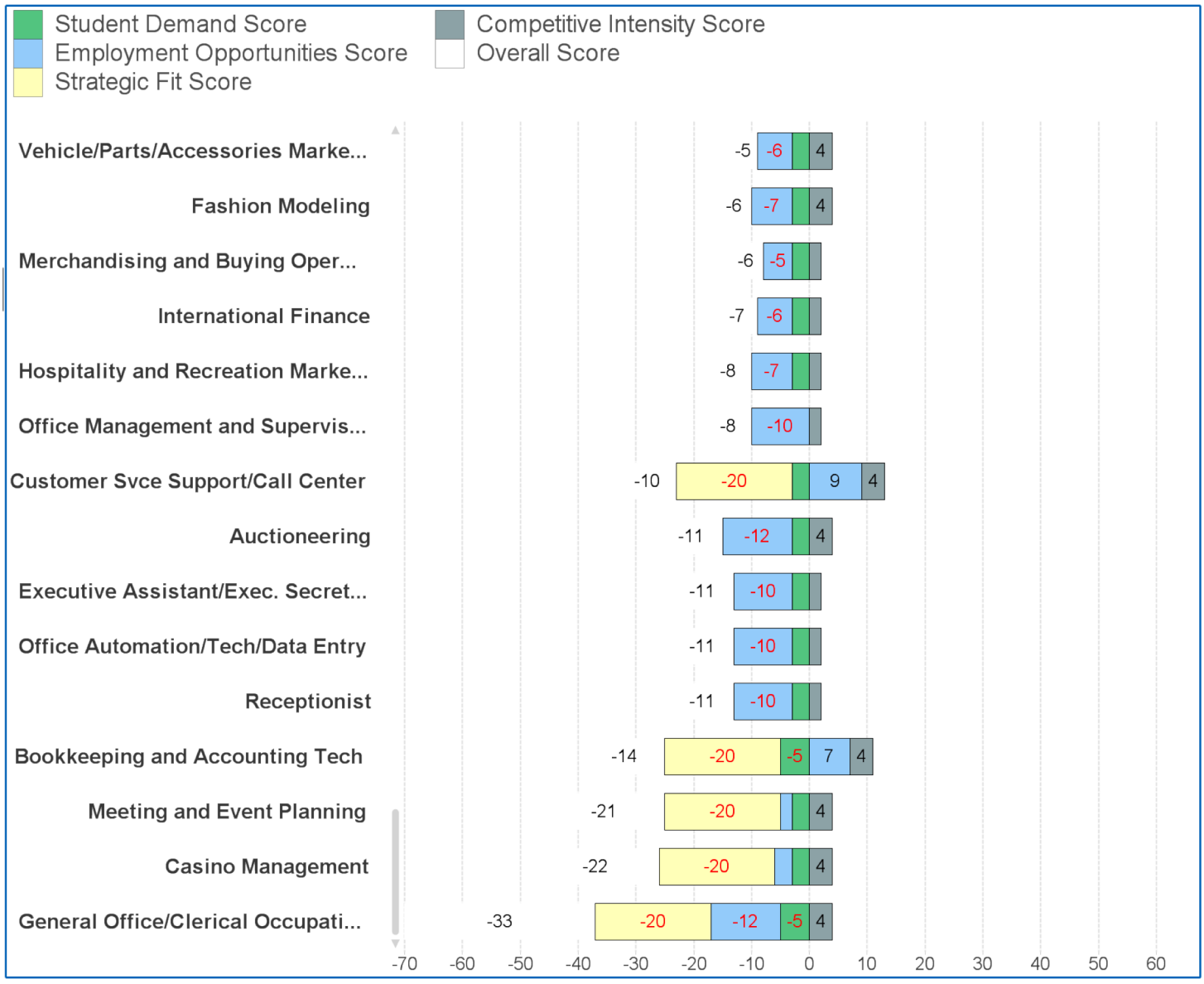
#61-80



Oklahoma Market: Business Program Ranking* (Master's Scoring)

Using the custom rubric, we ranked all business programs in the Oklahoma market.

#81-100



Program Scorecard: MBA

Program Scorecard: 52.0201 - Business Admin. and Mgmt, General

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Overall Score 33

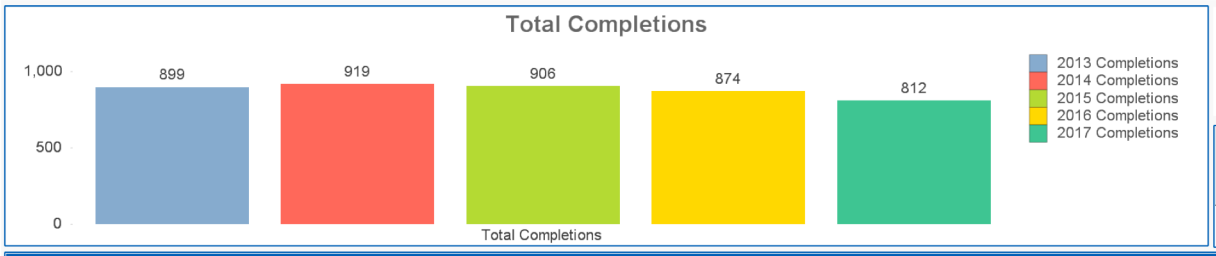
Category	Criterion	Value	Score	Total
Inquiries	Total	1,159	7	18
	Online	975		
	Unit Change	-183	-1	
	% Change	-13.6%	0	
	Certificate	0.7%		
	Associates	16.3%		
	Bachelors	58.2%		
	Masters	19.6%		
	Doctoral	5.0%		
Google Search*	Total	14,017	7	
	Unit Change	-2,450	-1	
	% Change	-14.9%	0	
Completions	Total	812	7	
	Unit Change	-62	-1	
	% Change	-7%	0	
Institutions	Total**	19	-2	0
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$46	0	
Market Saturation	Completions Per Capita**	0.87	2	
Google Search*	Cost Per Click**	$28	-1	
	Comp. Index**	0.54	0	
Program Size	Average	43	0	
	Median	36	1	
	Unit Change	5	0	
	% Change	16%	0	
National Distance Education Competition	DE Institutions**	419		
	% of Institutions	55%	0	
	DE Completions**	65,960		
	% of Completions	57%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	18,093	5	15
	JP w/ EDU	9,905		
	% JP HS	34%		
	% JP AA	4%		
	% JP BA	51%		
	% JP MA	8%		
	% JP Doc	2%		
	Unit Change	-1,346	-1	
	% Change	-6.9%	0	
	JP Per Grad*	5.6	0	
BLS*	Total	74,233	5	
	Job Openings	2,393	1	
	CAGR	2.4%	0	
	Wages	$41,846	2	
Nat'l ACS Wage (Bachelors)	Age < 30	$41,408	0	
	Age 30-60	$81,183	3	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	16%	0	0
	Certificate	21%	0	
	Associates	8%	0	
	Bachelors	36%	0	
	Graduate	20%	0	
Percent of All Completions	Certificate	4%	0	
	Associates	23%	0	
	Bachelors	46%	0	
	Masters	26%	0	
	Doctoral	1%		
NHEBI National 2-Yr	Cost Index**	0.67	0	
	Stu:Faculty Index**	1.26	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: MBA



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
-7%	-3%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Oklahoma State University-Main Campus	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Masters	175	198	254	207	140
University of Oklahoma-Norman Campus	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Masters	91	116	86	127	118
Southern Nazarene University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Masters	56	54	90	88	97
Mid-America Christian University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Masters	61	82	53	38	60
Oklahoma Wesleyan University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Masters	30	58	41	40	58
Northeastern State University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Masters	30	43	43	28	53
Southwestern Oklahoma State University	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Masters	28	35	40	31	47
University of Central Oklahoma	Public, 4-year or above	52.0201	Business Admin. and Mgmt, General	Masters	87	63	58	50	45
Oklahoma City University	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Masters	112	66	61	50	41
University of Tulsa	Private not-for-profit, 4-year…	52.0201	Business Admin. and Mgmt, General	Masters	45	50	35	42	36
[illegible]	Public, 4-year or	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

Program Scorecard: Business, Other Master's

Program Scorecard: 52.0299 - Business Admin/Mgmt/Oper., Other

GRAYASSOCIATES

Overall Score 19

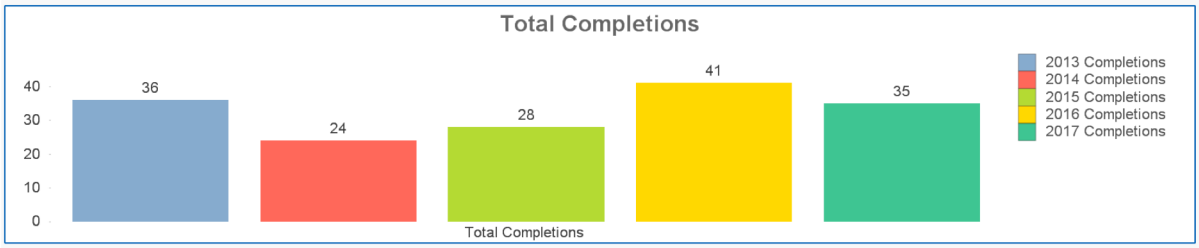
Category	Criterion	Value	Score	Total
Inquiries	Total	6	5	10
	Online	0		
	Unit Change	4	0	
	% Change	200.0%	1	
	Certificate	0.0%		
	Associates	0.0%		
	Bachelors	0.0%		
	Masters	100.0%		
	Doctoral	0.0%		
Google Search*	Total	NA	0	
	Unit Change	NA	0	
	% Change	NA	0	
Completions	Total	35	5	
	Unit Change	-6	-1	
	% Change	-15%	0	
Institutions	Total**	3	0	0
	YoY Change**	0	0	
Cost Per Inquiry	Average**	$30	1	
Market Saturation	Completions Per Capita**	0.04	2	
Google Search*	Cost Per Click**	NA	0	
	Comp. Index**	NA	0	
Program Size	Average	12	0	
	Median	1	-2	
	Unit Change	-1	0	
	% Change	-50%	-1	
National Distance Education Competition	DE Institutions**	57		
	% of Institutions	53%	0	
	DE Completions**	3,792		
	% of Completions	65%	0	

Percentiles:	< 40%	40%+	70%+	90%+	95%+	98%+

Category	Criterion	Value	Score	Total
Job Postings* burningglass	Job Postings	400	3	9
	JP w/ EDU	231		
	% JP HS	49%		
	% JP AA	5%		
	% JP BA	40%		
	% JP MA	5%		
	% JP Doc	2%		
	Unit Change	-10	-1	
	% Change	-2.4%	0	
	JP Per Grad*	7.8	1	
BLS*	Total	3,369	3	
	Job Openings	81	1	
	CAGR	1.7%	-1	
	Wages		0	
Nat'l ACS Wage (Bachelors)	Age < 30	$42,369	0	
	Age 30-60	$81,050	3	
Nat'l GE (2-Yr)	Wages	NA	0	
Placement Rates	Certificate			
	Associates		0	
National Percent of Workforce	No College	0%	0	0
	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	0%	0	
	Graduate	0%	0	
Percent of All Completions	Certificate	0%	0	
	Associates	0%	0	
	Bachelors	31%	0	
	Masters	69%	0	
	Doctoral	0%		
NHEBI National 2-Yr	Cost Index**	0.74	0	
	Stu:Faculty Index**	1.19	0	

* - Google search, employment data and JPG Ratio do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
2-Yr - Associates & certificate programs only.

Competition: Business, Other Master's



Completion Trends for Current Selections

2017 YoY Growth	2017 5-Year CAGR
-15%	-1%

Data Table

Campus	Sector	6-Digit CIP Code	6-Digit CIP Title	Award Level	2013 Completions	2014 Completions	2015 Completions	2016 Completions	2017 Completions
Southern Nazarene University	Private not-for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Masters	33	20	27	37	33
DeVry University-Oklahoma	Private for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Masters	1	1	1	2	1
Oral Roberts University	Private not-for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Masters	2	2	0	2	1
DeVry University's Keller Graduate School of Management-Oklahoma	Private for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Masters	0	0	0	0	0
Oklahoma Baptist University	Private not-for-profit, 4-year…	52.0299	Business Admin/Mgmt/Oper., Other	Masters	0	1	0	0	0