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New Academic Program Assessment

Western Oregon University

August 14, 2019

Background and Objectives

- Western Oregon University (WOU) commissioned Stamats to evaluate the size and viability of five new programs at the master degree level.

- In a previous report, Stamats analyzed past degree completion data at the national and regional level to identify the 50 highest-scoring program fields for health-related programs, non-health programs, and programs that are disproportionately appealing to the Latinx student population.

- Among the top 50 programs presented to WOU, Stamats presented 10 master degree programs that showed high demand.

- WOU selected the following five for deeper investigation:
  - Master of Science Occupational Therapy
  - Master of Science Data Science/Analytics
  - Master of Science Social Work
  - Master of Science School Counseling
  - Master of Science Public Administration

- This report summarizes the demand and viability for each of the five in more detail.

Data Factors Used for Detailed Report

- **The Stamats analysis on the five selected programs is based on the following data points:**

  - **Student demand** – IPEDS data shows past degree conferment data and provides a more reliable source of actions taken from students over the last 5 years. Data is analyzed at the national and regional level.

  - **Employer demand** – Real-time job postings from the last 5 years are used to provide current labor demand for jobs related to each master degree program. The source for this data is Burning Glass Technologies' Labor Insight™ software, which collects data from online job postings. Data is analyzed at the national and regional level.

  - **Competitor profiles** – Based on the data provided in this report to date, we selected two competitors already operating in the degree program. The websites of each program were reviewed to provide WOU an overview of product, naming convention, cost, format, or other factors that contribute to the program's success.

  - **Digital marketing** – Google Trends, Google Ad Words provide the data for this analysis. The digital marketing information informs WOU on the competition for the specific program and expected cost to raise WOU's rank in the search.

Student Demand – Degree Conferment Data

Data for a variety of factors/variables were compiled from the following sources and for the following purposes:

- **Degree Conferment**
  - Secondary data were compiled from the Integrated Postsecondary Education Data System (IPEDS) provided by the National Center for Education Statistics (NCES) to analyze:
    - Degrees conferred by program between 2013 and 2017 at the national level for all institutions
    - Degrees conferred by program between 2013 and 2017 regionally defined for this purpose as the states of Oregon and Washington
    - Degrees conferred by program between 2013 and 2017 by Latinx-serving institutions as identified by IPEDS
    - Mean and median cohort sizes for enrollment in all relevant programs

Student Demand Degree Conferment

Data Definitions

- **5-Year Change (Count):** The difference in the number of students enrolled between the most recent year and the first year included in analysis.

- **5-Year Change (%):** Measures the rapidity of growth (or decline) in enrollment trends over time. The statistic is derived by dividing the number of students enrolled in 2017 by the number of students enrolled in 2013.

- **Slope:** Provides a ratio measure of the numbers of degrees awarded that increase (or decrease) each year.

- **Mean:** The average number of degrees awarded in a certain program between 2013 and 2017.

- **Median**: The mid-point value in a series of values.

- **Slope/Mean:** A statistic used to normalize the slope for each program to allow for meaningful comparisons. On its own, the slope value is limited in the amount of information it conveys about demand for a program because it is unique to the scale of the program. For instance, a slope value of 10 is consequential to a program with a mean conferment level of 100 degrees per year, but relatively meaningless for a large program with 100,000 degrees per year. The slope/mean statistic normalizes the slope value by dividing the slope by the mean number of degrees conferred within each program per year.

Student Demand – Degree Conferment

Comparable Institutions Definition

- In order to assess demand for potential new programs among enough comparable institutions, the following criteria were used to define a similar set of schools:

  - Public, non-profit and private, non-profit

  - Urbanization/Setting: Institutions in Metropolitan Statistical Areas (MSA) with 200,000-600,000 people. In addition, some of the schools that were included in the 2016 report that have fallen out of this category were added to this sample. The full sample is available separately in an Excel file.

  - Institutions must issue master's degrees.

  - Graduate enrollment at 25 percent or less.

  - Public flagships and land-grant public institutions were excluded.

  - Source: IPEDS dataset of degree completions over the past five years.

- This definition produces **a total of 144 comparable institutions for this analysis**.

- A full list of the comparable institutions is available in the supporting Excel file.

Employer Demand – Labor Market Data

Source Explanation

- Scale and trend of job postings for positions related to each program were compiled from Labor Insight, a labor market data aggregator hosted by Burning Glass Technologies.

- Labor Insight is a web scraping/spidering software tool that combs more than 40,000 job listing websites to gather millions of job postings annually. Content and text analysis of each listing provides up-to-date information regarding job titles, top skills, top employers, regional demand, education level, compensation, and many other parameters. Labor Insight supports customized reporting based on various criteria such as geographic area or date ranges/time periods for trending and comparative analysis.

- Job posting counts represent the fundamental unit for analysis. The universe of job listing pages and availability of listing content continues to change and expand. To ensure comprehensive capture of listings, Labor Insight continues to refine and optimize the technology and seeks to eliminate duplicate or redundant listings.

Employer Demand – Labor Market Data, Cont.

- The data-gathering process and analytical approach supports development of valuable insights regarding employment demand. However, job posting counts are not (and should not be) considered exact/precise measures of job openings or actual hiring activity. Additionally, relative comparisons and longitudinal analysis is generally accomplished using incidence measures or indexing to isolate real changes in activity versus changes created by the fluid nature of the online environment and, more importantly, refinements of the Labor Insight™ tool.
- For the ensuing tables in each section, regional data are the combined states of Oregon and Washington.

Student Demand

Degree Conferment

CIP Codes

CIP Codes and Overview of Enrollment Trends

- The following slides summarize the associated Classification of Institutional Programs (CIP) codes, CIP program titles, and program abbreviations used in this analysis.

- CIP codes provide a taxonomic scheme that supports the accurate tracking and reporting of fields of study and program completions activity. The codes are created and maintained by the National Center for Education Statistics (NCES) and are the primary way programs are classified consistently across higher education institutions.

- Note that there is one main CIP code that captures most of the student demand for four of the five selected master degree programs.

- MS Data Science/Analytics is a new and developing interdisciplinary academic program. With new programs, there often are multiple codes under which existing programs/institutions report degree conferment. It takes many years before a CIP code is regularly used by many institutions. To capture student demand for this program, Stamats used five CIP codes that often portray this developing field of study. The CIP codes to define this are:

- **11.0802 Data Modeling/Warehousing and Database Administration**

- **30.3001 Computational Science**

- **26.1103 Bioinformatics**
- **52.1301 Management Science**
- **52.1302 Business Statistics**

Classification of Instructional (CIP) Codes Used

51.2306 Occupational Therapy/Therapist

- A program that prepares individuals to assist patients limited by physical, cognitive, psychosocial, mental, developmental, and learning disabilities, as well as adverse environmental conditions, to maximize their independence and maintain optimum health through a planned mix of acquired skills, performance motivation, environmental adaptations, assistive technologies, and physical agents. Includes instruction in the basic medical sciences, psychology, sociology, patient assessment and evaluation, standardized and non-standardized tests and measurements, assistive and rehabilitative technologies, ergonomics, environmental health, special education, vocational counseling, health education and promotion, and professional standards and ethics.

44.0701 Social Work

- A program that prepares individuals for the professional practice of social welfare administration and counseling, and that focus on the study of organized means of providing basic support services for vulnerable individuals and groups. Includes instruction in social welfare policy; case work planning; social counseling and intervention strategies; administrative procedures and regulations; and specific applications in areas such as child welfare and family services, probation, employment services, and disability counseling.

Classification of Instructional (CIP) Codes Used

13.1101 Counselor Education/School Counseling and Guidance Services

- A program that prepares individuals to apply the theory and principles of guidance and counseling to the provision of support for the personal, social, educational, and vocational development of students, and the organizing of guidance services within elementary, middle and secondary educational institutions. Includes instruction in legal and professional requirements, therapeutic counselor intervention, vocational counseling, and related sociological and psychological foundations.

44.0401 Public Administration

- A program that prepares individuals to serve as managers in the executive arm of local, state, and federal government and that focuses on the systematic study of executive organization and management. Includes instruction in the roles, development, and principles of public administration; the management of public policy; executive-legislative relations; public budgetary processes and financial management; administrative law; public personnel management; professional ethics; and research methods.

Classification of Instructional (CIP) Codes Used

Data Science/Analytics CIP Codes – five in total

11.0802 Data Modeling/Warehousing and Database Administration

- A program that prepares individuals to design and manage the construction of databases and related software programs and applications, including the linking of individual data sets to create complex searchable databases (warehousing) and the use of analytical search tools (mining). Includes instruction in database theory, logic, and semantics; operational and warehouse modeling; dimensionality; attributes and hierarchies; data definition; technical architecture; access and security design; integration; formatting and extraction; data delivery; index design; implementation problems; planning and budgeting; and client and networking issues.

30.3001 Computational Science

- A program that focuses on the study of scientific computing and its application. Includes instruction in scientific visualization, multi-scale analysis, grid generation, data analysis, applied mathematics, numerical algorithms, high performance parallel computing, and numerical modeling and simulation with applications in science, engineering, and other disciplines in which computation plays an integral role.

Classification of Instructional (CIP) Codes Used

Data Science/Analytics CIP Codes, *Cont.*

52.1301 Management Science

- A general program that focuses on the application of statistical modeling, data warehousing, data mining, programming, forecasting, and operations research techniques to the analysis of problems of business organization and performance. Includes instruction in optimization theory and mathematical techniques, data mining, data warehousing, stochastic and dynamic modeling, operations analysis, and the design and testing of prototype systems and evaluation models.

52.1302 Business Statistics

- A program that focuses on the application of mathematical statistics to the description, analysis, and forecasting of business data. Includes instruction in statistical theory and methods, computer applications, data analysis and display, long- and short-term forecasting methods, and market performance analysis.

Classification of Instructional (CIP) Codes Used

Data Science/Analytics CIP Codes, *Cont.*

26.1103 Bioinformatics

- A program that focuses on the application of computer-based technologies and services to biological, biomedical, and biotechnology research. Includes instruction in algorithms, network architecture, principles of software design, human interface design, usability studies, search strategies, database management and data mining, digital image processing, computer graphics and animation, CAD, computer programming, and applications to experimental design and analysis and to specific quantitative, modeling, and analytical studies in the various biological specializations.

Executive Summary

Executive Summary

- All five programs have some strong reasons to develop new programs with the hope of increasing enrollment in graduate programs.

- The five programs also face competitive challenges from other colleges and universities requiring any new program to be well designed for student needs and marketed to sufficiently reach prospective students.

- **Occupational therapy** is a very strong program across the board and, from analysis of just the market forces, is the most likely to be introduced successfully. The overall demand is strong regionally, and the number of providers is limited as are the size of the cohorts the competitor programs admit.

- Challenges for introducing an occupational therapy program include:

  - The requirement that by 2027 all entry level OT professionals must have a doctorate.

  - The need for state legislative approval to offer a doctoral program.

  - Potential internal competition with a new physical therapy program at WOU.

  - Significant costs for introducing a new program including physical infrastructure (though this may be partially shared with a physical therapy program), attracting high quality faculty in a tight job market, and both monetary and administrative time pursuing accreditation.

Executive Summary

- **Social work** shows strong potential as a program and has strong regional growth both in the employment market and degree conferrals.

- The primary challenge with a new master's degree in social work is that Portland State offers the program both online and via distance education in Salem.

- Choosing to pursue social work and devoting adequate resources to the introduction of the program would likely lead to a successful program, but there is significant local competition with Portland State's program.

- Social work will require accreditation to be considered a high-quality program.

- **School counseling** is likely to have a higher degree of risk given the shaky K-12 degree demand across all disciplines. School counseling is highly susceptible to market fluctuations which are in turn impacted by state legislative decisions.

- Job listings and general employment demand is strong for school counseling, and the requirement for a teaching license in the State of Oregon provides Oregon-based universities a built-in market for students.

- A strongly marketed school counseling program could produce a reasonably sized program while also being somewhat insulated from competitor institutions.

Executive Summary

- **Public administration** has faced mixed degree demand, but job prospects are reasonably strong. Overall, the potential for this program is mixed.

- WOU's primary competitors are the University of Oregon and Portland State University which both focus on full-time students who can attend an on-campus program.

- Evergreen State College in Olympia, Washington offers a model for how a program near the state capital can be relatively successful by focusing on professionals seeking to enhance their career prospects by attending part-time at night. Nighttime classes, classes on weekends, or online courses would offer WOU a strong competitive advantage in the State of Oregon and locally.

- **Data science** offers some of the strongest growth in both employment and degrees granted and may well be a great choice for WOU.

- Having strong growth and job demand still requires a strong understanding of whether WOU can provide a competitive advantage locally given Oregon State's online program which just entered the market. Another challenge other institutions have faced in this discipline is hiring and retaining qualified faculty. If core faculty can be recruited from current faculty WOU would be in a far stronger position.

- Potential ways to enhance the program would be to offer concentrations or specializations in health care informatics which local health care employers may find especially attractive.

Occupational Therapy

Occupational Therapy

- The American Occupational Therapy Association (AOTA) is requiring that all programs preparing students for entry level employment as occupational therapists must move to the doctoral level by 2027.

- Most programs are still offering master's degrees but are transitioning to doctoral programs between now and 2027.

- To capture the overall trends, the following slide contains degree conferral information for:

  - Master's level
  - Doctoral level
  - National level
  - Regional; Oregon and Washington
  - Latinx-serving institutions
  - Comparable institutions (as defined on slide 6)

Occupational Therapy

Degree	2013	2014	2015	2016	2017	Five- Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
Doctorate National	278	302	351	455	740	2,126	462	166.2%	108	425	25.3%
Doctorate Regional	0	2	4	6	34	46	34				
Doctorate Latinx Serving	8	11	18	41	70	148	62	775.0%	15.4	30	52.0%
Doctorate Comparable Institutions	36	33	45	40	92	246	56	155.6%	11.9	50	24.2%
Master's Degree National	5,366	5,553	5,824	6,191	6,622	29,556	1,256	23.4%	315	5,911	5.3%
Master's Degree Regional	115	124	96	89	89	513	-26	-22.6%	-9	103	-8.5%
Master's Degree Latinx Serving	494	463	640	668	614	2,879	120	24.3%	44.5	576	7.7%
Master's Degree Comparable Institutions	812	884	855	930	968	4449	156	19.2%	35.8	890	4.0%
National Doctorate Median	5	5	7	6	9	7	4				
National Doctorate Mean	12	12	13	13	16	14	4				
Institutions Conferring 1+ Degrees	24	25	28	35	45		21	87.5%			
National Master's Median	32	34	35	36	37	35	5				
National Master's Mean	37	38	40	41	43	40	6				
Institutions Conferring 1+ Degrees	146	147	146	151	155		9	6.2%			
# of Institutions with a Positive Slope	16 Doctorate				107 Master's						
# of Institutions with a Negative Slope	8 Doctorate				39 Master's						

- Doctoral degrees are increasing notably over time. Regionally there are relatively few institutions offering doctorates currently with only Pacific University and the University of Puget Sound recording conferrals in 2017.

Occupational Therapy – Regional Institutions

- While there are only two regional institutions issuing doctoral degrees as of 2017, there are only four institutions issues master's degrees in occupational therapy in Oregon and Washington as of 2017.

Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/Mean
Regional OT Master's	115	124	96	89	89	513	-26	-22.6%	-8.7	103	-8.5%
Pacific University	28	30	3	3	0	64	-28	-100.0%	-8.3	13	-64.8%
Eastern Washington University	31	32	36	31	35	165	4	12.9%	0.7	33	2.1%
University of Puget Sound	31	35	31	31	30	158	-1	-3.2%	-0.6	32	-1.9%
University of Washington-Seattle Campus	25	27	26	24	24	126	-1	-4.0%	-0.5	25	-2.0%

- Master's degrees in the region decreased by 26 conferrals but doctorates increased by 34, suggesting the transition to doctoral programs is already occurring regionally.

- Even with the transition to doctoral degrees as the entry degree to the profession, nationally, Latinx serving institutions, and comparable institutions have demonstrated strong growth in degrees granted over the last five years.

- Doctoral degrees do have lower median and mean cohorts over the five-year period analyzed. The means and median cohorts are likely to increase as the transition to doctoral degrees continues.

Occupational Therapy

- The Northwest is producing far fewer occupational therapy career entrants than other regions relative to population and the strong demand for occupational therapists.

- Assuming Western Oregon gains approval to offer professional doctoral degrees from the state legislature, a doctoral program in occupational therapy would likely be a very strong addition given the conferral trends both nationally, regionally, and in comparable institutions.

- While cohort sizes vary from different types of institutions, a large public institution in an urban area indicates that one might expect up to 30 incoming students per year. These projections are based on 3-5 years of a successful marketing campaign, sufficient institutional resources (spaces, labs, faculty, etc.) to support this specific program, and accreditation achievement.

- As both physical therapy and occupational therapy would be introduced at relatively similar times, a strong marketing plan to make both successful is essential. The programs have the potential to compete for students as they will both be at the doctoral level.

- Much of the competition for students regionally are the same for both physical and occupational therapy.

Occupational Therapy – Labor Market Data

- At both the doctoral and master's degree level the number of job postings has increased over the last five years nationally, regionally, and in the Salem MSA. Most important is the Salem MSA has no institutions offering master's or doctoral degrees.

Degree Level	Geography	2014	2015	2016	2017	2018	Mean	% Change
Master's Degree	Nationwide	29,332	42,616	45,322	40,972	40,868	39,822	39.3%
Master's Degree	Regional	1,209	2,979	3,211	2,914	2,009	2,464	66.2%
Master's Degree	Salem MSA	44	155	122	122	99	108	125.0%
Doctor of Occupational Therapy	Nationwide	3,616	8,501	10,619	10,223	13,034	9,199	260.5%
Doctor of Occupational Therapy	Regional	238	624	714	872	955	681	301.3%
Doctor of Occupational Therapy	Salem MSA	35	53	30	48	51	43	45.7%

- The strength of the profession across geographies indicates that growth should continue for the foreseeable future.

- While the transition to requiring a doctorate degree for entry into the field will not happen fully until 2027, the job postings requiring the OTD is already increasing significantly now at very high rates.

- The next few slides identify the top employers for both degree levels, skills identified in job postings, and then the overall salary for different degree levels. These data are designed to identify skills and competencies academic programs will want to include to meet student and market demand. This includes specialized skills, general skills, and software skills.

Occupational Therapy Master's Degree – Labor Market Data

- Below are employers posting jobs over the last five years requiring a **master's degree**.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 20 Employers Salem MSA	Number of Job Listings
HCR ManorCare	5,228	Providence Health & Services	320	Providence Health & Services	32
Gentiva Health	2,913	Genesis Healthcare Corporation	297	Salem Health	21
Heritage Healthcare	1,795	PeaceHealth	182	Genesis Healthcare Corporation	14
US Air Force	1,505	HCR ManorCare	137	Salem Hospital	7
Healthpro Management Services	1,427	Gentiva Health	106	Empres Healthcare Management,	6
Healthpro/Heritage	1,134	US Air Force	86	Willamette Esd	4
Hospital Corporation of America	1,070	University of Washington	52	Salem	3
Genesis Healthcare Corporation	744	Empres Healthcare Management, LLC	45	Allied	2
Healthpro Rehabilitation	693	Kindred Healthcare Incorporated	39	Cross Country Allied	2
Affirma Rehabilitation	577	Legacy Health System	39	Cumberland Therapy Services	2
Sava Senior Care	528	Jackson Health System	33	Empres Healthcare	2
Providence Health & Services	517	Kaiser Permanente	33	Healthpro/Heritage	2
Department of Veterans Affairs	499	Oregon Health & Science University	31	Infinity Rehab	2
Jackson Health System	478	Stepping Stones	31	Pt Northwest	2
Ascension Health	463	Salem Health	27	Stepping Stones	2
Kaiser Permanente	435	Infinity Rehab	26	ATX Learning	1
CCI	382	Oregon Health Science University	25	Firstcallhomehealth	1
Signature Healthcare	358	Group Health Cooperative	21	Healthpro	1
Accentcare	354	Department of Veterans Affairs	19	Healthpro Heritage	1
Progressus Therapy Incorporated	302	Albertina Kerr	17	IS Living Integrated Supports For	1

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Occupational Therapy OTD – Labor Market Data

- Below are employers posting jobs over the last five years requiring **doctorates**.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 11 Employers Salem MSA	Number of Job Listings
US Air Force	1,505	Providence Health & Services	289	Providence Health & Services	32
Heritage Healthcare	1,451	PeaceHealth	177	Salem Health	21
Healthpro Management Services, Inc.	1,356	US Air Force	86	Salem Hospital	3
Jackson Health System	472	Jackson Health System	32	Department of Veterans Affairs	2
Providence Health & Services	410	Salem Health	27	Infinity Rehab	2
Department of Veterans Affairs	405	Department of Veterans Affairs	18	Genesis Healthcare Corporation	1
Healthpro Rehabilitation	391	St Charles Health System	15	Jackson Health System	1
PeaceHealth	219	Infinity Rehab	14	Jackson Therapypartners	1
Ascension Health	198	Oregon Health & Science University	9	Swedish Health Service	1
Athletico	116	SCHS	9	US Air Force	1
Dignity Health	115	Evergreenhealth Medical Center	7	Wellness At Home	1
Healthpro/Heritage	87	Kaiser Permanente	7		
Kaiser Permanente	84	Eastern Washington University	6		
Allina Health System	76	Everett Public Schools	6		
UHS-Pruitt	73	Naval Medical Command	6		
US Army	67	Department Navy	5		
Therapy Source	62	Evergreen Hospital Medical Center	5		
Sutter Health	60	Oregon Health Science University	5		
Hospital Corporation of America	56	US Department of Defense	5		
Legacy Healthcare Services	52	Group Health Cooperative	4		

Occupational Therapy Skills – Labor Market Data

- The table identifies and describes the top 15 specialized skills listed in job postings.

Top 15 Specialized Skills	Skills Description
Occupational Therapy	Occupational therapy (OT) is the use of assessment and intervention to develop, recover, or maintain the meaningful activities, or occupations, of individuals, groups, or communities.
Treatment Planning	A detailed plan with information about a patient's disease, the goal of treatment, the treatment options for the disease and possible side effects, and the expected length of treatment.
Rehabilitation	
Cardiopulmonary Resuscitation (CPR)	Cardiopulmonary resuscitation (CPR) is an emergency procedure that combines chest compressions often with artificial ventilation in an effort to manually preserve intact brain function until further measures are taken to restore spontaneous blood circulation and breathing in a person who is in cardiac arrest.
Patient Care	The services rendered by members of the health profession and non-professionals under their supervision for the benefit of the patient.
Therapy	Therapy (often abbreviated TX) is the attempted remediation of a health problem, usually following a diagnosis.
Home Health	Home care (also referred to as domiciliary care, social care, or in-home care) is supportive care provided in the home.
Adaptive Equipment	Adaptive equipment are devices that are used to assist with completing activities of daily living.
Discharge Planning	
Scheduling	A schedule or a timetable, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place.
Patient/Family Education and Instruction	Working knowledge of Patient/Family Education and Instruction, which is the process by which health professionals and others impart information to patients and their caregivers that will alter their health behaviors or improve their health status.
Caregiving	A caregiver or carer is an unpaid or paid member of a person's social network who helps them with activities of daily living.
Educational Programs	An educational program is a program written by the institution or ministry of education which determines the learning progress of each subject in all the stages of formal education.
Therapeutic Procedures	A therapeutic procedure is any medical or surgical procedure that is performed in order to repair, remove or otherwise heal any previously determined health concern.

Occupational Therapy Skills – Labor Market Data

■ The table identifies and describes the top 15 general skills listed in job postings.

Top 15 General Skills	Skills Description
Communication Skills	The ability to convey information to another effectively and efficiently.
Physical Abilities	Physical Abilities, which refers to the ability to quickly and repeatedly bend, stretch, twist, or reach out with the body, arms, and/or legs. These abilities often require strength, endurance, flexibility, balance and coordination.
Teamwork / Collaboration	Collaboration and teamwork requires a mix of interpersonal, problem solving, and communication skills and are needed for a group to work together towards a common goal.
Written Communication	Working experience of Written Communication, which involves any type of message that makes use of the written word. Written communication is the most important and the most effective of any mode of business communication.
Fine Motor Skills	Fine motor skill (or dexterity) is the coordination of small muscles, in movements usually involving the synchronization of hands and fingers with the eyes.
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.
Problem Solving	Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems.
Writing	Experience expressing business messages effectively in written form. This may include planning drafting and revising as necessary.
Computer Literacy	The ability to use computers and related technology efficiently for work tasks.
Organizational Skills	The ability to use your time, energy, resources, etc. in an effective way so that you achieve the things you want to achieve
Critical Thinking	Experience objectively examining assumptions (adopted rules of thumb) underlying current beliefs to assess their correctness and legitimacy, and thus to validate or invalidate business beliefs.
Bilingual	Bilingual means involving or using two languages.
Time Management	Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities especially to increase effectiveness, efficiency or productivity.
English	English is a West Germanic language that was first spoken in early medieval England and is now a global lingua franca.
Verbal / Oral Communication	Working experience of Verbal / Oral Communication, which is the spoken conveyance of a message or presentation.

Occupational Therapy Skills – Labor Market Data

■ The table identifies and describes the top 15 software based skills listed in job postings.

Top 15 Software Skills	Skills Description
PrognosIS	Healthcare software system for monitoring and optimizing communication between healthcare providers and patients.
Microsoft Office	Microsoft Office is an office suite of applications, servers, and services developed by Microsoft.
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Facebook	Facebook is an American for-profit corporation and an online social media and social networking service based in Menlo Park, California.
Microsoft Outlook	Microsoft Outlook is a personal information manager from Microsoft, available as a part of the Microsoft Office suite.
Microsoft Word	Microsoft Word is a word processor developed by Microsoft.
Microsoft Windows	Microsoft Windows, or simply Windows, is a meta family of graphical operating systems developed, marketed, and sold by Microsoft.
Word Processing	Working experience of Word Processing. Word processing is the use of an electronic device or computer software application that performs the task of composing, editing, formatting, and printing of documents.
Microsoft PowerPoint	Microsoft PowerPoint is a presentation program currently developed by Microsoft, for use on both Microsoft Windows and Apple Macintosh operating systems.
Meditech	Medical Information Technology, Incorporated (Meditech), is a Massachusetts-based software and service company selling information systems for health care organizations.
BrassRing	Hiring management software.
ICD-9-CM Coding	The International Classification of Diseases, Ninth Revision, Clinical Modification (ICD-9-CM) is the U.S. health system's adaptation of international ICD-9 standard list of six-character alphanumeric codes to describe diagnoses.
EPIC software	Working experience of EPIC software. Epic Systems Corporation, or Epic, is a privately held healthcare software company. According to the company, hospitals that use its software hold medical records of 54% of patients in the United States and 2.5% of patients worldwide.
Active Server Pages (ASP)	Active Server Pages (ASP), later known as Classic ASP or ASP Classic, is Microsoft's first server-side script engine for dynamically generated web pages.
Google Drive	Working experience of Google Drive.

Occupational Therapy Salary – Labor Market Data

- Salary levels are very high overall with national salaries averaging slightly more than regional salaries in Oregon and Washington.

National Labor Market Demand Salary for job postings over the last year.

Education Level	Number of Postings	Average Salary
Bachelor's Degree	329	$60,015
Master's Degree	17,565	$82,581
Doctoral Degree	5,280	$90,626
Overall mean		$86,032

Regional Labor Market Demand Salary for job postings over the last year.

Education Level	Number of Postings	Average Salary
Master's Degree	897	$80,646
Doctoral Degree	415	$82,873
Overall mean		$84,492

Occupational Therapy Salary – Labor Market Data

Nationwide Advertised Salary by Education

- Bachelor's Degree 329 postings: $60,015
- Master's Degree 17,565 postings: $82,581
- Doctoral Degree 5,280 postings: $90,626

Legend: Salary, Mean Salary
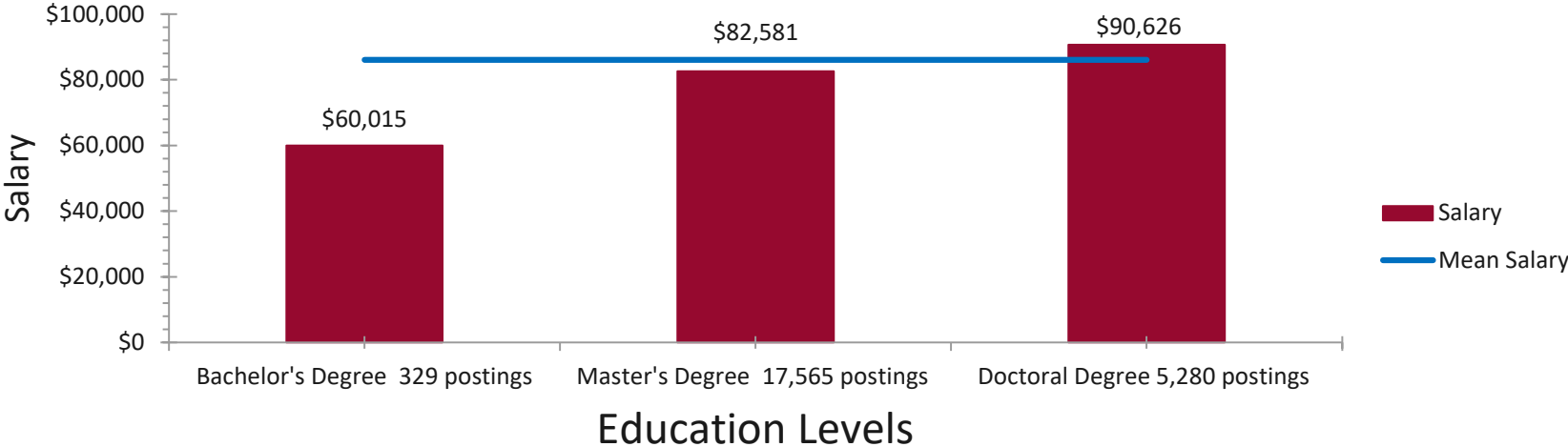
Regional Advertised Salary by Education

- Master's Degree 897 postings: $80,646
- Doctoral Degree 415 postings: $82,873

Legend: Salary, Mean Salary
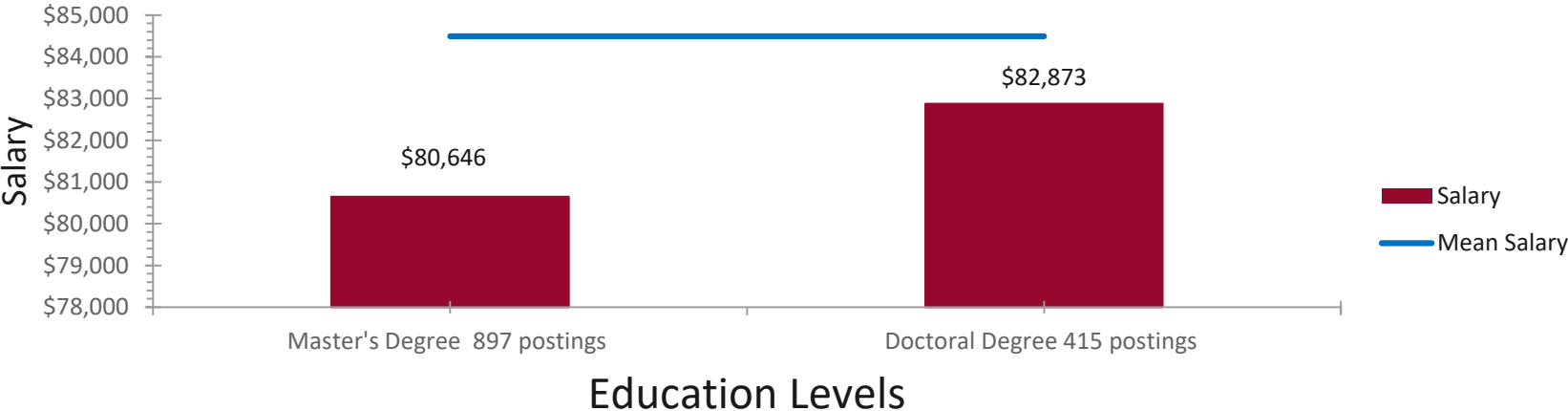
Occupational Therapy
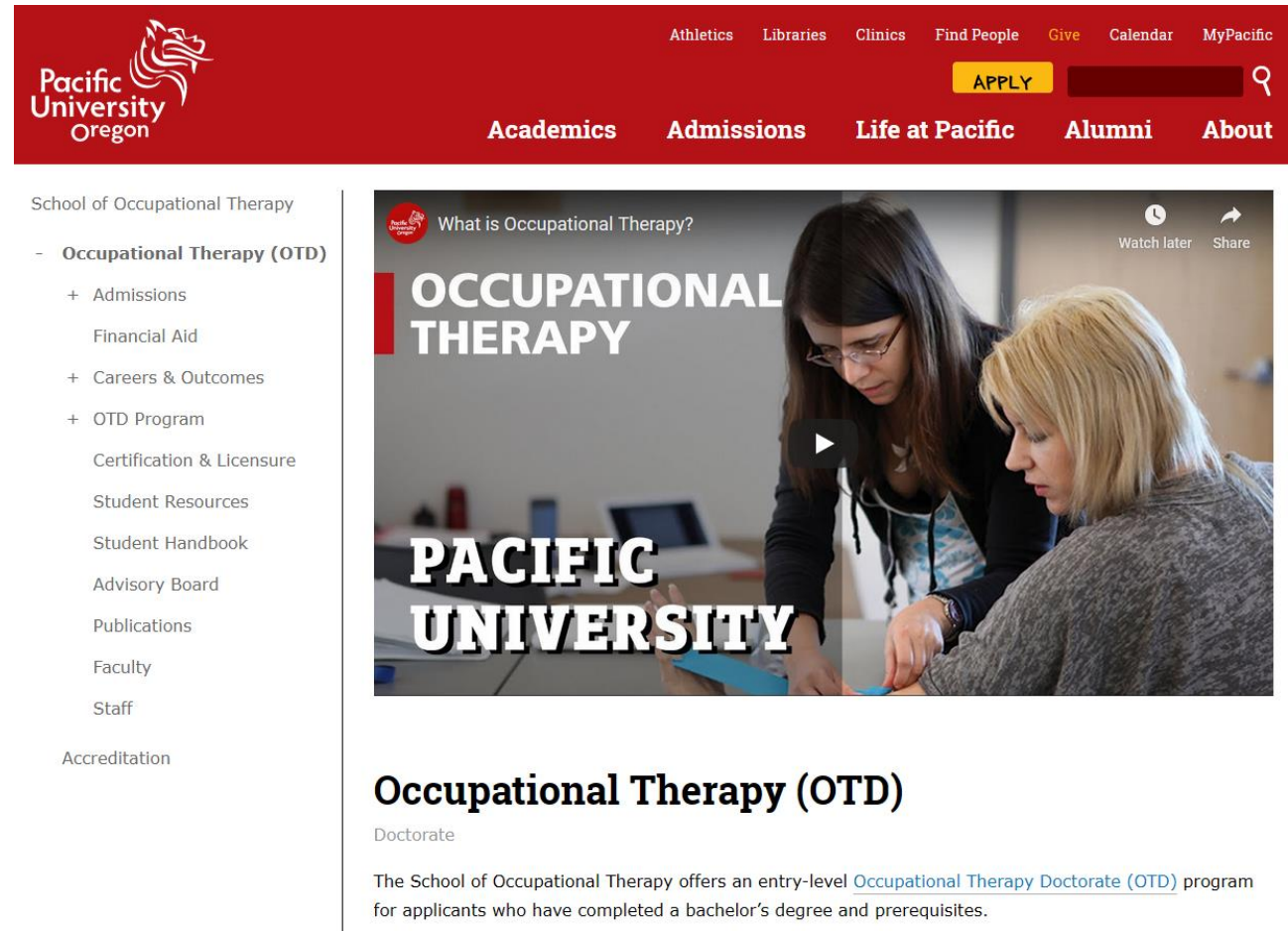
- For competitor review, Stamats selected the following three programs for marketing review at the doctorate level. As graduate Occupational Therapy programs are transitioning to the doctoral level, it's more important to understand how other regional competitors are making this switch. All are showing strong conferral data.

  - Pacific University has transitioned to the doctor of occupational therapy for entry level students.

  - University of Puget Sound is transitioning quickly from master's to doctoral program now.

  - Eastern Washington University is in an earlier state of change from the master's to doctoral degree.

- Accreditation standards are available on AOTA website: https://www.aota.org/Education-Careers/Accreditation/StandardsReview.aspx

- Overall, Occupational Therapy shows strong growth in degrees and employment across the nation and only one program currently exists in Oregon. Western Oregon would be well suited to offer another program in Oregon. However, the initial investment in facilities, faculty, and meeting accreditation standards for the program will be considerable.

Pacific University

- Pacific University is the first and only professional occupational therapy school in Oregon.

- Over the last few years the university has transitioned to all entry-level students pursing a doctorate instead of a master's degree.

- The program takes three years with the first two years on campus with a third year delivered remotely.

- Enrollment is limited to 40 students with courses taking place over 36 months. Summers are included in the program.

Pacific University

- Website content focuses on the OT career and job prospects for graduates.

- Specifically, there is a dedicated section to explain what occupational therapy is – this is helpful to those less familiar with the discipline and career path.

- Tuition is $34,271 per academic year including summer with total costs including fees and additional expenses estimated to be around $130,000.

- The program offers only one start in the year – Fall semester.

- Application requirements:
  - Observation experience of 20 hours or more in diverse health care settings.
  - Interview
    - One-half day including the interview, general introduction to the program and campus.

- Completion of the Occupational Therapist Centralized Application Service (OTCAS).

- Graduates may sit for the National Board for Certification in Occupational Therapy (NBCOT).

- Upon taking and passing the exam students will be an Occupational Therapist, Registered (OTR).

Pacific University

- Admissions prerequisites:
  - Bachelor's degree
  - **Natural Sciences** (10 credit minimum)
    - Human Anatomy w/ Lab
    - Human Physiology w/ Lab
    - Additional natural science courses. Kinesiology or Physics is recommended.
  - **Social Sciences** (9 credit minimum)
    - General Psychology
    - Abnormal Psychology
    - Developmental Psychology (preferably across a lifespan)
  - **Expository Writing** (3 credit minimum)
  - **Statistics** (2 credit minimum)
    Courses from any of the following:
    - Psychology
    - Sociology
    - Anthropology
    - Math
  - **Humanities** (6 credit minimum)
    Courses from two (2) of the following:
    - Literature
    - Religion
    - History
    - Philosophy
    - Ethics
    - Art History or Appreciation
    - Music
    - Theatre
  - **Medical Terminology**
    Complete a sequence or course. May be taken for credit or no credit.

Pacific University

- **Curriculum 130 Total Credits**

  - OTD 500 Foundations of Occupation & OT I
  - OTD 505 Foundations of Occupation & OT II
  - OTD 510 Human Movement for Occupation
  - OTD 515 Neuroscience for Occu Performance
  - OTD 520 Doc Exp Intern & Capstone: Introduction
  - OTD 521 Doc Exp Intern & Capstone: Exploration
  - OTD 530 OT Process - Adults: Psychosoc Challenge I
  - OTD 535 OT Process - Adult Psychosoc Challenges II
  - OTD 550 Level IA Fieldwork
  - OTD 552 Level IB Fieldwork
  - OTD 570 OT Process-Adult Physical Challenges
  - OTD 581 Evidence - Based Practice I
  - OTD 610 Practitioner As Educator
  - OTD 620 OT Process with Children
  - OTD 625 OT Process - Older Children & Adolescents
  - OTD 630 Community Based Practice I
  - OTD 631 Community Based Practice II
  - OTD 640 Mgmt of Occupational Therapy Services
  - OTD 654 Level IC Fieldwork

  - OTD 656 Level ID Fieldwork
  - OTD 660 Competencies for OT Practice
  - OTD 670 OT Process: Adult: Neurological
  - OTD 675 OT Process with Older Adults
  - OTD 681 Evidence-Based Practice II
  - OTD 645 Cultural Humility & Occupational Therapy
  - OTD 710 Leadership Advocacy & Ethics
  - OTD 720 Advances in OT Practice
  - OTD 750 Level IIA Fieldwork
  - OTD 752 Level IIB Fieldwork
  - OTD 780 Scholarship & EBP III
  - OTD 785 Capstone Project
  - OTD 771 Doct Exp Intern & Capstone: Proposal
  - OTD 772 Doct Exp Intern & Capstone: Scholarship
  - OTD 773 Doct Exp Intern & Capstone: Partnership
  - OTD 774 Doct Exp Intern & Capstone: Management
  - OTD 850 Doctoral Experiential Internship (DEI)
  - CHP 515 Interprofessional Competence

Pacific University

- Elective Options
  - OTD 522 - Clinical Practice Partnership 1-3 credits
  - OTD 690 - Advanced OT Practice-Peds 3 credits
  - OTD 699 - Independent Study 1-12 credit(s
  - EDLD 710 - Professional As Researcher & Writer Sem 3 credits
- A joint certificate is available in gerontology.

University of Puget Sound

- The University of Puget Sound will only offer the OTD for the entry class of Fall 2020 and beyond.

- The program is currently seeking accreditation from AOTA and has been granted candidacy status.

- The program is three years long with six-months of full-time fieldwork and a 14-week capstone experience.

- Class size varies between 36 and 40 students per year.

University of Puget Sound

- The program's website focuses prospective students quickly on the available information sessions and the ongoing transition to being an OTD program.
- The program also emphasizes the particular strengths of the program as well as what makes the University of Puget Sound program distinctive from other OTD programs. Some of these include:
  - Strong teaching faculty
  - Closely supervised clinical experiences
  - On-site clinic offering additional clinical experience
- Similar to Pacific University the website spends time explaining what occupational therapists do day-to-day as well as how what job opportunities are available.
- Application requirements include:
  - Apply online via (OTCAS)

- Submit official transcripts from every college attended via OTCAS
- 1 letter of Recommendation from a licensed Occupational Therapist (OTR/L)
- Graduate Record Examination (GRE)
- $50 application fee
- Supplemental Essay
- Prerequisites:
  - Introductory statistics
  - Three courses in behavioral sciences with developmental psychology covering the entire lifespan
  - Strongly recommend a course in medical terminology
- Graduates may sit for the National Board for Certification in Occupational Therapy (NBCOT)
- Tuition runs $48,750 the first year, $45,500 the second year, and $5,710 the third year

Eastern Washington University

- Eastern Washington University offers an entry-level master's degree in occupational therapy.
- The program enrolls 32 students per year.
- The program is completed over 2+ years starting in the summer and students progress in a cohort model. Courses are only offered on the Spokane campus.
- The final fieldwork requirement is a 24-month experience.

Eastern Washington University

Academics   About   Community   Apply

OCCUPATIONAL THERAPY

Empowering Performance & Participation in Life

HOME › CHSPH › OCCUPATIONAL THERAPY

Occupational Therapy

Master of Occupational Therapy

Fieldwork

Alumni & Community Resources

Occupational Therapy

This is an entry-level master's degree program taught by faculty who are nationally recognized in the occupational therapy profession. Our mission is to prepare entry-level graduates to provide occupational therapy services with distinctiveness and compassion, in a variety of professional practice environments.

The program provides a foundation of skills in general practice competencies,

Eastern Washington University

- The program website, compared to University of Puget Sound, offers less information and is less appealing to a prospective student. The message focuses mostly on the selectivity of the program and the basics of how to apply.

- The program enrolls 32 students per year.

- Tuition per year for residents of Washington is $13,670 and $29,169 for non-residents.

- The fieldwork program requires:
  - Fieldwork Level I is embedded within three semesters of coursework in mental health, pediatrics, and adult physical disabilities.
  - Fieldwork Level II provides the learner with the opportunity to apply and integrate didactic knowledge, skills, and behaviors to occupational therapy practice in traditional and emerging settings. Students will complete a minimum of 24 weeks of Fieldwork in the summer and fall semesters following the completion of all didactic coursework.

- The program offers a shortened program for those already attending Eastern Washington at the undergraduate level.

Eastern Washington University

- Application requirements:
  - Official Graduate Records Examination scores
    - A minimum score of 3.5 on the Analytical Writing section is required
  - Official transcripts from all higher education institutions
  - Bachelor degree
  - Demonstrated experiences with persons with disabilities or living with life challenges to include voluntary or work experience of 40 hours or more. At least 10 of the 40 hours must be shadowing a licensed occupational therapy practitioner in at least two different practice settings.
  - Personal Statement completed in OTCAS
  - Eastern Washington University-specific Essay Question completed in OTCAS
  - Submission of 3 letters of recommendation as follows:

- One from a licensed OT practitioner
- One from a college professor/instructor or employer (of 6-months or more)
- One as a character reference from someone not related to applicant

- Prerequisites:
  - General biology with lab
  - Human anatomy with lab
  - Human Physiology with lab
  - Intermediate English composition/technical writing
  - Introduction to occupational therapy
  - Medical terminology
  - Introduction to sociology/anthropology
  - Abnormal psychology
  - General psychology
  - Human development with full lifespan
  - Statistics

Eastern Washington University

- Curriculum: 81 to 82 total credits:
  - OCTH 501s Applied Human Anatomy For Occupational Therapy
  - OCTH 502s Clinical Kinesiology And Biomechanics
  - OCTH 503s Applied Neurology For Occupational Therapy
  - OCTH 504s Occupational Therapy Theory And Foundations
  - OCTH 505s Impact Of Human Disease On Occupational Performance
  - OCTH 506s Practice Skills And Ethics
  - OCTH 507s Analysis And Synthesis Of Occupational Performance
  - OCTH 510s Group Process
  - OCTH 512s Fieldwork Ii Seminar
  - OCTH 515sinter-professional And Cross-cultural Learning For Occupational Therapy
  - OCTH 520s Principles Of Evidence Based Practice
  - OCTH 522s Research Methods In Occupational Therapy

- OCTH 523s Assessment And Evaluation Of Occupational Performance
- OCTH 530s Occupational Performance And Mental Health
- OCTH 531s Occupational Performance And Adults
- OCTH 532s Occupational Performance Of Children And Adolescents
- OCTH 533s Occupational Performance And Older Adults
- OCTH 540s Health And Wellness
- OCTH 541s Technologies For Enabling Occupational Performance
- OCTH 542s Leadership In Enabling Occupation In Diverse Settings
- OCTH 595s Clinical Fieldwork I (Must Be Repeated Three Times For A Total Of 3 Credits.)
- OCTH 601s Professional Project I
- OCTH 602s Professional Project Ii
- OCTH 695s Clinical Fieldwork Level Ii (Variable Credit—must Be Repeated Twice For A Total Of 16 Credits)

Social Work

Social Work

CIP Code	Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
44.0701	Master's Degree National	23,348	24,576	26,329	27,207	28,192	129,652	4,844	20.7%	1,232	25,930	4.8%
44.0701	Master's Degree Regional	616	612	643	585	665	3,121	49	8.0%	7	624	1.1%
44.0701	Master's Degree Latinx Serving	2,860	2,980	3,628	3,559	3,885	16,912	1,025	35.8%	263	3,382	7.8%
44.0701	Master's Degree Comparable Institutions	1,802	2,053	2,130	2,329	2,514	10,828	712	39.5%	170	2,166	7.9%
	National Median	59	65	60	61	64	63	5				
	National Mean	97	102	97	97	98	98	1				
	Institutions Conferring 1+ Degrees	241	240	271	280	287		46	19.1%			
	# of Institutions with a Positive Slope		145									
	# of Institutions with a Negative Slope		94									

- Nationally and regionally, master's degrees in social work or the Master of Social Work (MSW) are showing steady growth in degrees conferred over the last five years.

- Institutions serving Latinx students and comparable institutions have shown even stronger growth with 35 and 39 percent increases in the degrees granted over the five-year period.

- Growth is especially strong in institutions serving similar students to the students served by Western Oregon suggesting it would be a strong program for Western Oregon.

- Cohorts of graduates are very large with a typical MSW program awarding 64 degrees in 2017.

Social Work

Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
Regional Master's Degree Summary	616	612	643	585	665	3121	49	8.0%	7.1	624.2	1.1%
George Fox University				19	44	63					
Pacific University					12	12					
Portland State University	229	173	224	221	205	1052	-24	-10.5%	0	210.4	0.0%
Eastern Washington University	91	148	107	66	125	537	34	37.4%	-1.4	107.4	-1.3%
Seattle University			0	0	0	0					
Walla Walla University	109	112	109	84	85	499	-24	-22.0%	-7.6	99.8	-7.6%
University of Washington-Seattle Campus	138	132	146	139	136	691	-2	-1.4%	0.3	138.2	0.2%
University of Washington-Tacoma Campus	49	47	54	52	58	260	9	18.4%	2.3	52	4.4%

- Regionally, there are five established institutions conferring master's degrees in social work over the last five years with Portland State being the largest competitor in Oregon.

- Cohort sizes are very robust in both universities in large cities and those in eastern Washington suggesting strong overall demand.

- While cohort sizes vary from different types of institutions, data indicate that WOU might expect up to 50 incoming students per year. These projections are based on 3-5 years of a successful marketing campaign, sufficient institutional resources (spaces, labs, faculty, etc.,) to support this specific program, and accreditation achievement.

Social Work – Labor Market Data

- Social work is showing strong growth nationally, regionally, and in the Salem MSA.

- Overall employment demand is robust and combined with strong degree conferment data, a MSW program should be a strong candidate for a WOU.

Field	Geography	2014	2015	2016	2017	2018	Mean	% Change
Master's Degree	Nationwide	45,459	70,586	68,826	64,414	81,794	66,216	79.9%
Master's Degree	Regional	1,616	3,809	3,438	2,600	2,879	2,868	78.2%
Master's Degree	Salem MSA	43	119	64	25	76	65	76.7%

- The next few slides identify the top employers, skills identified in job postings, and then the overall salary for different degree levels. These data are designed to identify skills and competencies academic programs will want to include to meet student and market demand. This includes specialized skills, general skills, and software skills.

- Employer data helps identify potential partners and organizations to help guide the creation of the degree through an advisory board or similar committee.

- Data represents real-time job postings from the Labor Insight tool.

Social Work Master's Degree – Labor Market Data

- Below are the top employers posting jobs over the last five years requiring master's degree.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 20 Employers Salem MSA	Number of Job Listings
Department of Veterans Affairs	9,354	Providence Health & Services	641	Youth Villages	19
US Army	5,531	Department of Veterans Affairs	550	US Army	18
Davita Incorporated	3,165	Catholic Health Initiatives	296	Department of Veterans Affairs	14
Fresenius	2,686	US Army	238	Davita Incorporated	13
Hospital Corporation of America	2,065	Davita Incorporated	155	Providence Health & Services	9
Kaiser Permanente	1,381	Youth Villages	103	Salem Health	6
Youth Villages	1,312	Group Health Cooperative	102	Salem Keizer School District	4
Universal Health Services	1,021	Multicare Health	100	Department of Health and Human Services	3
Providence Health & Services	889	University of Washington	96	Northwest Human Services	3
State Illinois	776	Highline Medical Center	88	Oregon Health Authority	3
HCR ManorCare	680	Fresenius	83	Salem Hospital	3
Community Health Systems Professional Services Corporation	634	Seattle Childrens	82	Fresenius	2
UnitedHealth Group	630	Genesis Healthcare Corporation	80	Healthpro/Heritage	2
Catholic Health Initiatives	625	Kaiser Permanente	78	Army National Guard	1
State of Louisiana	623	The Department Of Enterprise Services	77	Asurion	1
Ascension Health	622	Northwest Hospital of Seattle	70	Department Army	1
Curo Health Services	597	PeaceHealth	62	Harrison's Hope Inc	1
Brookdale Senior Living	526	Seattle Children's	54	Harrison's Hospice	1
Mayo Foundation for Medical Education and Research	507	King County	50	Harrisons Hope Hospice	1
Vitas Healthcare Corporation	503	Virginia Mason Medical Center	48	Hospice Care Northwest	1

Social Works Skills – Labor Market Data

- The table identifies and describes the top 15 specialized skills listed in MSW job postings.

Top 15 Specialized Skills	Skills Description
Social Work	Social Work is both an academic discipline and profession that concerns itself with helping individuals, families, groups and communities enhance their social functioning and overall well-being.
Case Management	Medical case management is a collaborative process that facilitates recommended treatment plans to assure the appropriate medical care is provided to disabled, ill or injured individuals.
Treatment Planning	A detailed plan with information about a patient's disease, the goal of treatment, the treatment options for the disease and possible side effects, and the expected length of treatment.
Mental Health	Mental health is a level of psychological well-being, or an absence of mental illness.
Social Services	Social services are a range of public services provided by government, private, and non-profit organizations.
Crisis Intervention	Crisis intervention is an immediate and short-term psychological care aimed at assisting individuals in a crisis situation to restore equilibrium to their biopsychosocial functioning and to minimize the potential for long-term psychological trauma.
Discharge Planning	
Patient Care	The services rendered by members of the health profession and non-professionals under their supervision for the benefit of the patient.
Behavioral Health	Mental health is a level of psychological well-being, or an absence of mental illness.
Psychology	Psychology is the science of behavior and mind, embracing all aspects of conscious and unconscious experience as well as thought.
Psychotherapy	Psychotherapy is the use of psychological methods, particularly when based on regular personal interaction, to help a person change and overcome problems in desired ways.
Rehabilitation	
Hospice	Hospice care is a type of care and philosophy of care that focuses on the palliation of a chronically ill, terminally ill or seriously ill patient's pain and symptoms, and attending to their emotional and spiritual needs.
Care Planning	Patient care is providing care that is respectful of, and responsive to, individual patient preferences, needs and values, and ensuring that patient values guide all clinical decisions.

Social Work Skills – Labor Market Data

- The table identifies and describes the top 15 general skills listed in MSW job postings.

Top 15 General Skills	Skills Description
Communication Skills	The ability to convey information to another effectively and efficiently.
Teamwork / Collaboration	Collaboration and teamwork requires a mix of interpersonal, problem solving, and communication skills and are needed for a group to work together towards a common goal.
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.
English	English is a West Germanic language that was first spoken in early medieval England and is now a global lingua franca.
Computer Literacy	The ability to use computers and related technology efficiently for work tasks.
Building Effective Relationships	Building relationships is about your ability to identify and initiate working relationships and to develop and maintain them in a way that is of mutual benefit to both yourself and the other party. Good relationships are the key to getting things done and are essential when your success is dependent on others.
Organizational Skills	The ability to use your time, energy, resources, etc. in an effective way so that you achieve the things you want to achieve
Writing	Experience expressing business messages effectively in written form. This may include planning drafting and revising as necessary.
Problem Solving	Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems.
Research	Experience performing creative and systematic work to understand a product, market, or customer, either before building a new solution, or to troubleshoot an existing issue
Bilingual	Bilingual means involving or using two languages.
Physical Abilities	Physical Abilities, which refers to the ability to quickly and repeatedly bend, stretch, twist, or reach out with the body, arms, and/or legs. These abilities often require strength, endurance, flexibility, balance and coordination.
Spanish	Spanish (; espanol), also called Castilian (, castellano), is a Romance language that originated in the Castile region of Spain and today has hundreds of millions of native speakers around the world.
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Written Communication	Working experience of Written Communication, which involves any type of message that makes use of the written word. Written communication is the most important and the most effective of any mode of business communication.

Social Work Skills – Labor Market Data

- The table identifies and describes the top 15 software-based skills listed in MSW job postings.

Top 15 Software Skills	Skills Description
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Microsoft Word	Microsoft Word is a word processor developed by Microsoft.
Microsoft Office	Microsoft Office is an office suite of applications, servers, and services developed by Microsoft.
Microsoft PowerPoint	Microsoft PowerPoint is a presentation program currently developed by Microsoft, for use on both Microsoft Windows and Apple Macintosh operating systems.
Word Processing	Working experience of Word Processing. Word processing is the use of an electronic device or computer software application that performs the task of composing, editing, formatting, and printing of documents.
Microsoft Outlook	Microsoft Outlook is a personal information manager from Microsoft, available as a part of the Microsoft Office suite.
PrognosIS	Prognosis is a medical term for predicting the likelihood of a person's survival.
Facebook	Facebook is an American for-profit corporation and an online social media and social networking service based in Menlo Park, California.
Microsoft Windows	Microsoft Windows, or simply Windows, is a metafamily of graphical operating systems developed, marketed, and sold by Microsoft.
Microsoft Access	Microsoft Access is a database management system (DBMS) from Microsoft that combines the relational Microsoft Jet Database Engine with a graphical user interface and software-development tools.
Adobe Acrobat	Adobe Acrobat is a family of application software and Web services developed by Adobe Systems to view, create, manipulate, print and manage files in Portable Document Format (PDF).
Hypertext Preprocessor (PHP)	PHP is a server-side scripting language designed primarily for web development but also used as a general-purpose programming language.
Active Server Pages (ASP)	Active Server Pages (ASP), later known as Classic ASP or ASP Classic, is Microsoft's first server-side script engine for dynamically generated web pages.
LinkedIn	LinkedIn () is a business- and employment-oriented social networking service that operates via websites and mobile apps.
Meditech	Medical Information Technology, Incorporated (Meditech), is a Massachusetts-based software and service company selling information systems for health care organizations.

Social Work Salary – Labor Market Data

- Salary levels are high overall with regional salaries averaging slightly more than national salaries.

- The tables below compare salaries across education levels. The percentile tables represent only job postings specifying a Master's-level candidate.

- Encouragingly, there is a sizable salary increase for Master's-level positions over Bachelor's-level positions in the social work field, which WOU should use in marketing the program to prospective students.

NATIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	5,151	$57,989
Master's Degree	16,106	$63,697
Doctoral Degree	2,092	$73,774
Mean Salary		$64,461

Salary Percentiles	Salary
10th Percentile	$39,818
25th Percentile	$47,845
Median	$54,700
75th Percentile	$60,754
90th Percentile	$66,159

REGIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	142	$62,708
Master's Degree	552	$70,054
Doctoral Degree	84	$73,398
Mean Salary		$69,361

Salary Percentiles	Salary
10th Percentile	$44,674
25th Percentile	$50,253
Median	$57,032
75th Percentile	$62,399
90th Percentile	$67,045

Social Work

- For competitor review, Stamats selected the following three programs;

  - Portland State University is the largest competitor in Oregon, it will be critical to understand their approach.

  - University of Washington Tacoma –is offered in a part-time, evening 3-year MSW, which combines classroom learning with faculty-guided fieldwork and is touted as a great option for working professionals. Operating under the auspices of the main campus in Seattle, this may provide a model for Western Oregon as well.

  - Washburn University, a public school in Topeka, KS is a comparable institution in terms of location and size.

- All three programs offer advanced standing programs for those who have a Bachelor of Social Work or a similar degree and students can reduce the number of credits they must take in the graduate program.

- All three programs have accreditation from the Council of Social Work Education (CSWE) which is true of most higher-quality programs.

- Overall social work programs show strong conferral data regionally and nationally, and there is strong job demand for those with a master's degree in social work. The two primary challenges are achieving accreditation from CSWE and that Portland State will be a local competitor not just a regional competitor.

- CSWE accreditation standards may be found here: https://www.cswe.org/Accreditation

Portland State University

- Portland State University is the largest program in the region with an average of 210 Master of Social Work graduates each year.

- It's the only public university program in Oregon accredited by the Council on Social Work Education (CSWE).

- The program is offered in Portland, Eugene, Salem, Central Oregon, Southern Oregon, or online – this is a tough competitor to any program WOU might consider.

- Distance education sites are offered for the locations outside of Portland.

- The program requires 78 credits.

Portland State University

- Portland State's program would be in direct competition with WOU given that the program not only offers an online program, but also a distance option in Salem. For this reason, Stamats has included the full online and distance options for WOU to understand the potential competition from Portland State.

- The program is targeted towards both full-time and part-time students while still utilizing a cohort model for students taking different numbers of courses at a given time. Portland State is partially able to do this because it is such a large program.

- Tuition runs $499 per credit up to 12 hours for residents and $726 per credit up to 12 hours for non-residents and $500 per term in fees. Differential rates do apply for distance education sites.

- The website is focused on providing information about the program and potential careers for students. Information sessions are identified as the primary method for prospective students to engage with the Portland State site, distant sites, and the online program option. Information sessions are identified as part of a call to action.

- Admission requirements include:
  - Resume including Social Work-related experience, three Letters of Reference, a three to four-page statement of purpose, calculated upper level GPA for undergraduate work, and transcripts demonstrating a bachelor's degree.

Portland State University

- Portland State's program offers four advanced concentrations requiring three course sequences.
  - Practice and Leadership with Communities and Organizations
  - Health Across the Lifespan
  - Social Work with Children, Youth and Families
  - Clinical Social Work Practice
- The program has three different options clearly identified for new students. Options depend on student's ability to devote time to the program and outline two, three, and four-year course schedules.
- The online options allows for:
  - Complete the MSW Online Option in 3 years following a prescribed curriculum and cohort model.
  - Study either the Practice and Leadership with Communities and Organizations concentration or the Health Across the Lifespan concentration.
  - Classes completely online, including periodic face-to-face meetings with faculty using technology.
  - On campus orientation in Portland - 2 days of community building and instruction before each academic year.
  - Complete your field placement in or near your community of residence.

Portland State University

- The distance options allows for:
  - Complete in 3 years following a prescribed curriculum and cohort model.
  - Distance sites located in Southern Oregon (Medford), Central Oregon (Bend), Eugene and Salem.
  - Study the Clinical Social Work Practice advanced concentration.
  - Field placements in year two and three in your local community.
  - Local Site Coordinators provide faculty advising, field placement and individual support.
- Curriculum: 78 Credits
- Foundation Curriculum
  - SW 511 Field Placement & Seminar - 12 credits
  - SW 540 Human Development Thru the Lifespan - 3 credits

- SW 541 Societal, Community and Organizational Structures and Processes - 3 credits
- SW 539 Social Justice in Social Work - 3 credits
- SW 520 Social Welfare History and Policy - 3 credits
- SW 530 Skills for the Helping Process – Individuals and Families - 3 credits
- SW 550 Research & Evaluation I - 3 credits
- SW 515 Skills for the Helping Process - Groups - 3 credits
- SW 532 Advocacy and Empowerment - 3 credits
- SW 551 Research & Evaluation II - 3 credits
- Six electives which may be required for concentrations.

University of Washington - Tacoma

- The University of Washington – Tacoma has a three-year MSW program offered evenings for part-time students.

- The program experienced 18% growth in conferrals over the last five years starting from 49 students in 2013 to 58 students in 2017.

- The program is accredited by the CSWE is associated with the University of Washington Seattle program.

University of Washington - Tacoma

- Tuition for the program is $5,680 per semester for residents and $9,843 per semester for non-residents.

- The program requires 75 total credits and offers no specialties or concentrations.

- Admission is only possible each year in the fall quarter.

- The primary messaging is the flexibility of the program for working professionals while also offering a credential from an accredited program.

- Admission requirements include
  - Undergraduate degree with a 3.0 or higher GPA. The advanced undergraduate GPA must also be 3.0.
  - Completed an introductory course in statistics
  - Three recommendations
  - Essay
  - Social Service Experience Form
  - Resume

- Advanced standing applicants with a Bachelor of Social Work may enter one semester later.

- The website focuses on three calls-to-action:
  - Information Sessions
  - Subscribing to updates to be reminded of dates and requirements for application
  - Meet with an advisor

University of Washington - Tacoma

- **Curriculum**
  - First Year: Professional Foundation (25 credits)
    - SOCW 501: Social Policy And Economic Security
    - SOCW 502: Human Behavior and Social Environment I
    - SOCW 503: Human Behavior and Social Environment II
    - SOCW 504: Cultural Diversity and Societal Justice
    - SOCW 510: Practice I: Introduction to Social Work Practice
    - SOCW 514: Practice V: Foundation Practice Skills
    - SOCW 524: Foundation Practicum (1)
    - SOCW 511: Practice II: Intermediate Direct Service Practice
    - SOCW 524: Foundation Practicum (1)
  - Second Year: Professional Foundation and Advanced Curriculum
    - SOCW 512: Practice III: Community and Organizational Practice
    - SOCW 524: Foundation Practicum (1)

  - SOCW 505: Introduction to Social Welfare Research
  - SOCW 524: Foundation Practicum (1)
  - SOCW 535: Advanced Research for Advanced Integrative Practice
  - SOCW 540-560 : Advanced Integrative Practice Selective
  - SOCW 525: Advanced Practicum (2)
  - SOCW 540-560: Advanced Integrative Practice Selective
  - Third Year: Advanced Curriculum (26 credits)
    - SOCW 525: Advanced Practicum (2)
    - SOCW 531: Advanced Integrative Policy and Advocacy
    - SOCW 532: Advanced Integrative Practice I
    - SOCW 525: Advanced Practicum (2)
    - SOCW 533: Advanced Integrative Practice II
    - SOCW 525: Advanced Practicum (2)
    - SOCW 540-560: Advanced Integrative Practice Selective

Washburn University

- Washburn University is based in Topeka, Kansas and is a comparable institution to WOU in terms of size, sector, and urbanization.

- The program conferred 52 degrees in 2013, which grew to 55 in 2017.

- The program offers two start dates with summer/fall and spring dates.

- The program is focused on clinical social work practice.

Washburn University

- Classes are offered primarily in the evening and online to allow working students to attend easily. Convenient class times, differing start times, and multiple locations are the part of the message.

- Tuition runs $415 per credit for traditional graduate courses for Kansas residents and $842 for non-Kansas residents. Online graduate courses cost $529 per credit for both residents and non-residents.

- Application requirements include:
  - Three letters of reference
  - Personal statement of interest
  - Bachelor's degree and transcripts

- Call-to-action: The program encourages in-person visits and provides email and phone for students to request more information.

Washburn University

- Curriculum
  - Micro Human Behavior in Social Environment
  - Macro Human Behavior in Social Environment
  - Social Policy and Programs
  - Quantitative Social Work Research
  - Qualitative Social Work Research
  - Fundamentals of Social Work Practice
  - Dimensions of Professional SW Practice
  - Pre-Generalist Practicum Workshop
  - Generalist Practicum I
  - Generalist Practice Seminar I
  - Generalist Practicum II
  - Generalist Practice Seminar II

- Clinical Courses Clinical Assessment and Diagnosis Clinical SW Practice with Individuals
- Clinical SW Practice with Families
- Clinical SW Practice with Groups Pre-Clinical Practicum Workshop
- Clinical Practicum I
- Clinical Practice Seminar I
- Clinical Practicum II
- Clinical Practice Seminar II
- Three electives

School Counseling

School Counseling

CIP Code	Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
13.1101	Master's Degree National	12,535	11,848	11,561	11,310	11,414	58,668	-1,121	-8.9%	-278	11,734	-2.4%
13.1101	Master's Degree Regional	260	236	252	260	230	1,238	-30	-11.5%	-4	248	-1.5%
13.1101	Master's Degree Latinx Serving	2,280	2,300	2,418	2,292	2,446	11,736	166	7.3%	32.4	2,347	1.4%
13.1101	Master's Degree Comparable Institutions	1,511	1,285	1,285	1,167	1,223	6,471	-288	-19.1%	-69.4	1,294	-5.4%
	National Median	22	20	19	21	19	20	-3				
	National Mean	29	28	27	27	27	28	-2				
	Institutions Conferring 1+ Degrees	426	424	427	417	422		-4	-0.9%			
	# of Institutions with a Positive Slope		150									
	# of Institutions with a Negative Slope		268									

- Master's degrees in school counseling have been showing a downward trend over the last five years nationally, regionally, and at comparable institutions.

- Latinx serving institutions have had 7.3 percent increase in degrees conferred.

- Despite the downward trend, the size of the mean and median cohorts are healthy at a median of 20 and mean of 28 over the last five years.

School Counseling – Regional Institutions

- Regionally the number of degrees conferred has decreased by 11.5 percent.

Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
Grand Total	260	236	252	260	230	1238	-30	-11.5%	-3.6	247.6	-1.5%
George Fox University	9	4	7	7	1	28	-8	-88.9%	-1.3	5.6	-23.2%
Lewis & Clark College	15	25	27	20	19	106	4	26.7%	0.3	21.2	1.4%
Northwest Christian University	8	9	9	10	6	42	-2	-25.0%	-0.3	8.4	-3.6%
Oregon State University	27	42	29	31	35	164	8	29.6%	0.5	32.8	1.5%
Portland State University	48	46	48	44	47	233	-1	-2.1%	-0.4	46.6	-0.9%
Central Washington University	0	0	0	0	0	0					
City University of Seattle	33				0	33	-33	-100.0%	-8.25	16.5	-50.0%
Gonzaga University	64	48	55	51	59	277	-5	-7.8%	-0.7	55.4	-1.3%
Heritage University	7	7	12	0	0	26	-7	-100.0%	-2.1	5.2	-40.4%
University of Puget Sound	11	10	17	9	14	61	3	27.3%	0.5	12.2	4.1%
Saint Martin's University	0	3	4	2	4	13					
Seattle Pacific University	10	11	18	51	16	106	6	60.0%	5.2	21.2	24.5%
Seattle University	15	16	18	20	18	87	3	20.0%	1	17.4	5.7%
Western Washington University	6	5	5	7	6	29	0	0.0%	0.2	5.8	3.4%
Whitworth University	7	10	3	8	5	33	-2	-28.6%	-0.6	6.6	-9.1%

- While overall mean and median cohorts are relatively strong, the regional institutions show a distinct difference in cohort size between the larger institutions and smaller institutions. Larger institutions mean degree conferral rate over the five years can be 30-55 students and smaller programs may be as small as 5-6 students.

School Counseling Master's Degree—Labor Market Data

- Job postings for those with master's degrees in school counseling are showing strong strong growth nationally, regionally, and in the Salem MSA. The number of job postings for the Salem MSA is small and thus limiting in being able to draw strong conclusions.

Field	Geography	2014	2015	2016	2017	2018	Mean	% Change
Master's Degree	Nationwide	11,774	15,689	14,421	16,252	21,255	15,878	80.5%
Master's Degree	Regional	359	612	584	642	912	622	154.0%
Master's Degree	Salem MSA	0	6	2	24	82	23	1266.7%

- K-12 school job postings are often not posted online; thus this real time job posting data may be undercounting the true number of jobs advertised.
- The next few slides identify the top employers for both degree levels, skills identified in job postings, and then the overall salary for different degree levels. These data are designed to identify skills and competencies academic programs will want to include to meet student and market demand. This includes specialized skills, general skills, and software skills.
- Employer data helps identify potential partners and organizations to help guide the creation of the degree through an advisory board or similar committee.
- Data represents real-time job postings from the Labor Insight tool.

School Counseling Master's Degree – Labor Market Data

- Below are employer job postings posting jobs over the last five years requiring master's degree.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 4 Employers Salem MSA	Number of Job Listings
Chicago Public Schools	90	Seattle Public Schools	27	Salem Keizer School District	24
K12, Inc	68	Salem Keizer School District	24	North Santiam Sd 29J	3
Applewood Centers Incorporated	67	Everett Public Schools	15	Oregon Department Of Education	1
Commonwealth of Massachusetts	59	Curriculum Associates Incorporated	13	Mt Angel Sch Dist 091	1
Cobb County School District	56	Reynolds SD 7	11		
State of Oklahoma	52	Moses Lake School District	10		
Loudoun County Public Schools	52	Oregon City School District 62	8		
Wichita Public School	46	K12, Inc	8		
Santa Fe Public Schools	41	Education Management Corporation	8		
Aspire Public Schools	41	Pasco School District	7		
Shelby County Schools	40	Reynolds School District	6		
State Florida	38	North Clackamas Schools	6		
Idea Public Schools	38	Green Dot Public Schools	6		
Santa Rosa City Schools	35	Washougal School Dist 112	5		
Houston Independent School District	34	Partners In Diversity Incorporated	5		
Connections Academy Incorporated	32	Kent School District	5		
Shorelight Education	31	Vancouver Public Schools	4		
Imagine Learning Incorporated	31	Urban League Portland	4		
Denton Independent School District	30	La Grande SD 1	4		
Boston Public Schools	30	Greater Albany Public SD 8J	4		

School Counseling Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 specialized skills listed in job postings for school counseling positions requiring a master's degree.

Top 15 Specialized Skills	Skills Description
Academic Advisement	Academic advising is, according to the National Academic Advising Association, "a series of intentional interactions with a curriculum, a pedagogy, and a set of student learning outcomes".
Teaching	A teacher (also called a school teacher or, in some contexts, an educator) is a person who helps others to acquire knowledge, competences or values.
Academic Counseling	Academic Counseling is an assistance program that helps students acquire more effective and efficient study skills.
Scheduling	A schedule or a timetable, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place.
Psychology	Psychology is the science of behavior and mind, embracing all aspects of conscious and unconscious experience as well as thought.
Budgeting	Experience planning how the financial resources of a business or department are to be allocated during the next business period.
Counseling Services	
Customer Service	Experience working with customers to ensure their satisfaction with a product or service.
Staff Management	Staff management is the management of subordinates in an organization.
Tutoring	Working experience of Tutoring, which is the act of teaching or instructing, or remedial or additional teaching, designed to help people who need extra help with their studies.
Mental Health	Mental health is a level of psychological well-being, or an absence of mental illness.
Student Placement	A Student Placement is a real work experience gained within a real working environment that will complement and support the student's degree qualification and provide mutual benefit to both the employer and the student.
Special Education	Special education (also known as special needs education, aided education, exceptional education or Special Ed) is the practice of educating students with special educational needs in a way that addresses their individual differences and needs.
Conflict Management	Experience handling, controlling and guiding a conflictual situation to achieve a resolution.
Educational Programs	An educational program is a program written by the institution or ministry of education which determines the learning progress of each subject in all the stages of formal education.

School Counseling Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 general skills listed in school counseling job postings requiring a master's degree.

Top 15 General Skills	Skills Description
Communication Skills	The ability to convey information to another effectively and efficiently.
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.
Teamwork / Collaboration	Collaboration and teamwork requires a mix of interpersonal, problem solving, and communication skills and are needed for a group to work together towards a common goal.
Writing	Experience expressing business messages effectively in written form. This may include planning drafting and revising as necessary.
Organizational Skills	The ability to use your time, energy, resources, etc. in an effective way so that you achieve the things you want to achieve
Research	Experience performing creative and systematic work to understand a product, market, or customer, either before building a new solution, or to troubleshoot an existing issue
Building Effective Relationships	Building relationships is about your ability to identify and initiate working relationships and to develop and maintain them in a way that is of mutual benefit to both yourself and the other party. Good relationships are the key to getting things done and are essential when your success is dependent on others.
Problem Solving	Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems.
Written Communication	Working experience of Written Communication, which involves any type of message that makes use of the written word. Written communication is the most important and the most effective of any mode of business communication.
Detail-Oriented	A detail-oriented person is someone who pays attention to the details and can make a conscious effort to understand causes instead of just the effects, and that does this in a second nature type of way.
Creativity	Mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task.
Presentation Skills	Presentation skills are the skills you need in delivering effective and engaging presentations to a variety of audiences. These skills cover a variety of areas such as the structure of your presentation, the design of your slides, the tone of your voice and the body language you convey.
Bilingual	Bilingual means involving or using two languages.
Spanish	Spanish (; espanol), also called Castilian (, castellano), is a Romance language that originated in the Castile region of Spain and today has hundreds of millions of native speakers around the world.
Verbal / Oral Communication	Working experience of Verbal / Oral Communication, which is the spoken conveyance of a message or presentation.

School Counseling Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 software-based skills listed in school counseling job postings requiring a master's degree.

Top 15 Software Skills	Skills Description
Microsoft Office	Microsoft Office is an office suite of applications, servers, and services developed by Microsoft.
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Microsoft PowerPoint	Microsoft PowerPoint is a presentation program currently developed by Microsoft, for use on both Microsoft Windows and Apple Macintosh operating systems.
Microsoft Word	Microsoft Word is a word processor developed by Microsoft.
Word Processing	Working experience of Word Processing. Word processing is the use of an electronic device or computer software application that performs the task of composing, editing, formatting, and printing of documents.
Microsoft Access	Microsoft Access is a database management system (DBMS) from Microsoft that combines the relational Microsoft Jet Database Engine with a graphical user interface and software-development tools.
Microsoft Outlook	Microsoft Outlook is a personal information manager from Microsoft, available as a part of the Microsoft Office suite.
Microsoft Windows	Microsoft Windows, or simply Windows, is a meta-family of graphical operating systems developed, marketed, and sold by Microsoft.
Customer Relationship Management (CRM)	Experience analyzing data about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth.
Adobe Acrobat	Adobe Acrobat is a family of application software and Web services developed by Adobe Systems to view, create, manipulate, print and manage files in Portable Document Format (PDF).
PowerSchool	Working experience of PowerSchool, which is an education technology platform for K-12, providing secure, compliant online solutions, including registration and school choice, student information systems, learning management and classroom collaboration, assessment, analytics, and special education management.
Prezi	Prezi is a presentation software company founded in 2009, with offices in San Francisco, Budapest, and Riga.
CRM software	Working experience of CRM software. CRM software is designed to help businesses meet the overall goals of customer relationship management. Today's CRM software is highly scalable and customizable, allowing businesses to gain actionable customer insights with a back-end analytical engine, view business opportunities with predictive analytics, streamline operations and personalize customer service based on the customer's known history and prior interactions with your business.
Smart Board	The Smart Board (stylized as "SMART Board") is a line of interactive whiteboards produced by the Calgary, Alberta-based company Smart Technologies.
Sungard	SunGard was an American multinational company which provided software and services to education, financial services, and public sector organizations.

School Counseling Master's Degree – Labor Market Data

- Typical salaries are very similar at the national and regional levels.

- The tables below compare salaries across education levels. The percentile tables represent only job postings specifying a Master's-level candidate.

- National data show a small average bump in salary for those who earn a Master's degree over those with a Bachelor's, but the same gap is not present among the couple hundred job postings available in WOU's region.

NATIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	4,168	$35,599
Master's Degree	7,864	$39,015
Doctoral Degree	701	$43,687
Mean Salary		$52,977

Salary Percentiles	Salary
10th Percentile	$35,599
25th Percentile	$39,015
Median	$43,687
75th Percentile	$50,456
90th Percentile	$57,617

REGIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	185	$53,017
Master's Degree	335	$53,488
Doctoral Degree	N/A	N/A
Mean Salary		$53,601

Salary Percentiles	Salary
10th Percentile	$36,043
25th Percentile	$39,784
Median	$44,346
75th Percentile	$50,403
90th Percentile	$57,402

School Counseling

- While cohort sizes vary from different types of institutions, data indicate that WOU might expect up to 20 incoming students per year. These projections are based on 3-5 years of a successful marketing campaign, sufficient institutional resources (spaces, labs, faculty, etc.) to support this specific program, and accreditation achievement.

- Underfunding K-12 education has created a scarcity for teachers which also negatively impacts the need for school counselors. The state legislature's decisions on funding K-12 education increases the risk for introducing this program.

- Usually strong employment market demand creates an increase in conferrals, but with K-12 education fields this is also highly dependent on state laws and regulations.

School Counseling

- All three programs are accredited by the Council for Accreditation of Counseling and Related Education Programs (CACREP).

- Accreditation standards for CACREP are available here: https://www.cacrep.org/for-programs/2016-cacrep-standards/

- For competitor review, Stamats selected the following three programs;

  - Portland State University is the largest competitor in Oregon and has had a steady cohort size over the last five years.

  - Oregon State University is the second largest competitor in the state and has shown modest growth during a period of general decline.

  - Indiana University – South Bend is similar to Western Oregon University as a state school with a similar campus setting in terms of geography and population. Indiana University started as a smaller program and has grown modestly over the last five years.

Portland State University

- Portland State offers a master's program in school counseling with two potential tracks:

  - Those with two or more years of teaching in accredited public schools.

  - Those without teaching experience.

- Both tracks require 90 total credits, taking three years including two summers.

- Portland State has had a steady rate of conferrals over the last five years with 48 conferrals in 2013 and 47 in 2017.

Portland State University

- The program is designed to fit Oregon standards for school counseling and the specific requirements for licensure in the state.
    - The curriculum is tied to the American School Counselor Association National Model and Oregon's Comprehensive Counseling and Guidance Framework.
- The focus of the website is a description of the program including the admissions and application process. Marketing messages are limited and primarily focus on the program's consistency with licensure requirements.
- The program is offered only face-to-face and as a cohort-based program.
- Those with a master's degree may apply 30 credits to school counseling preliminary licensure.
- Two prerequisites are required: Introduction to Counseling and Introduction to Psychiatric Diagnoses.
- Admission requirements:
    - Statement of purpose
    - Transcripts
    - Resume
    - Two letters of recommendation

Portland State University

- **Curriculum**
  - 551 Theories and Interventions I
  - 569 Developmental Foundations
  - 576 Parents, Families, & Communities in Schools
  - 526 Effective Teaching
  - 509 Practicum: Group
  - 567 Using Tests in Counseling
  - 566 Appraisal Instruments
  - 526 Effective Teaching
  - 555 Counseling Children & Youth
  - 509 Practicum: Group
  - 585 Diagnosis and Treatment Plan
  - 570 Legal & Ethical Issues
  - 526 Effective Teaching
  - 509 Practicum: Group
  - 545 Youth at Risk
  - 582 Research & Program Evaluation in Counseling
  - 509 Practicum
  - 543 IPR II: Counseling Skills
  - 596 Foundations of School Counseling
  - 509 Practicum
  - 527 Counseling Individuals with Diverse Needs

- 547 Legal & Ethical Issues in School Counseling
- 581 Multicultural Counseling
- 580 Supervision
- 509 Practicum: Peer Supervision
- 571 Group Counseling
- 568 Career & Lifestyle Planning
- 504 Internship
- 509 Practicum: Peer Supervision
- 582 Research & Program Evaluation in Counseling
- 504 Internship
- 589 Action Research
- 531 Foundations of Addictions Counseling
- 504 Internship
- 575 Foundations of Couples, Marriage, and Family
- 589 Action Research in Counseling
- 582 Research & Program Evaluation in Counseling
- 504 Internship
- 589 Action Research in Counseling
- 546 Grief and Loss

Oregon State University

- Oregon State offers a Master of Counseling in School Counseling as a 75-credit program.

- The program is offered 50% online and 50% in person; in-class meetings are held over two weekends in Salem each term.

- The program has increased from 27 degrees granted in 2013 to 35 degrees in 2017.

- The audience is targeted more towards working professionals than those who want to attend full-time.

Oregon State University

- Tuition is $589 per credit for the upcoming academic year.

- In addition to CACREP, the program is accredited by the National Council for Accreditation of Teacher Education (NCATE), as well as Oregon's Teacher Standards and Practices Commission (TSPC).

- Marketing is limited, but the messaging focuses on the quality of the program, the strength of an accredited program, and the ability to use data professionally.

- Additionally, the message focuses on the positive ways in which school counselors impact students' lives including:

  - Delivering comprehensive school counseling program services to all students
  - Increasing college-going rates among under-represented populations

Oregon State University

- Curriculum
  - COUN541 The Counseling Profession
  - COUN575 Family Counseling
  - COUN532 Social And Cultural Perspectives
  - COUN548 Special Education Issues Winter Term
  - COUN531 Developmental Perspectives In Counseling
  - COUN551 Theory And Techniques Of Counseling I
  - COUN552 Theory And Techniques Of Counseling II
  - COUN578 Crisis, Grief, And Loss
  - COUN513 Counseling Pre-practicum
  - COUN577 Applied Psychopathology And Psychodiagnostics Fall Term
  - COUN514 Practicum In Counseling
  - COUN568 Lifestyle And Career Development
  - COUN591 Instructional Strategies For School

Counselors

  - COUN514 Practicum In Counseling
    COUN567 Appraisal Of The Individual
  - COUN533 Addictive Behavior Counseling
    COUN581 Cross-cultural Counseling
  - COUN546 Leadership Of School Counseling Programs
  - COUN571 Group Counseling Procedures
  - COUN515 Counseling Internship
  - COUN598 Counselor Consultation
  - COUN515 Counseling Internship
  - COUN562 Introduction To Research Methods In Studies.
  - COUN515 Counseling Internship
  - COUN582 Multicultural Counseling II

Indiana University – South Bend

- Indiana University –South Bend offers a Master of Science in Education/School Counseling.

- The program requires 60 credits over three years.

- The program is smaller than the previous two profiled programs with 13 degrees granted in 2013 and 15 in 2017.

- While the website fails to mention it, the program is CACREP accredited.

- Marketing is very limited as with many programs in K-12 education often focused more on attracting students through professional networks.

- Cohorts include 24 students each fall.

IU INDIANA UNIVERSITY
SOUTH BEND

Master of Science in Education/School Counseling

Pictured | **Linzi Richmond** | *Counseling and Human Services, School Counseling* | Edwardsburg, Michigan (hometown)
Volunteer Activities | Relay for Life, SOS, Pro Choice South Bend

Master of Science in Education/School Counseling

The Master of Science in Education/School Counseling consists of 60 credit hours of graduate study. This program leads to licensure as a professional school counselor in the state of Indiana and prepares candidates to work in the school setting with P-12 students, parents, administrators, and other stakeholders. Students fulfill requirements in both the common counseling core of the curriculum as well as courses specific to school counseling. The program follows a cohort model wherein students are admitted and take courses with an identified group of their peers. The program can be completed in a minimum of three years of full-time study, which includes summer classes.

Indiana University – South Bend

- Admissions requirements:

  - Undergraduate degree.

  - GPA of 3.0 overall and in the last 60 hours of undergraduate degrees.

  - Personal Statement: List and described work and volunteer experiences related to counseling.

  - Why have you selected Counseling and Human Services as a preferred area of study?

  - What characteristics do you have that you believe would make you a successful counselor?

  - What additional information do you wish to bring to the awareness of the screening committee regarding your application?

  - Transcripts.

  - Three professional recommendations.

  - Three to five-minute videotape responding to a case scenario.

  - Interview.

Indiana University – South Bend

Curriculum: 60 Total Credits

- First Year Courses (18 credits)
  - EDUC-G 500 Orientation to Counseling
  - EDUC-G 506 Personality Development: Growth of Normal and Deviant Styles
  - EDUC-G 515 Etiology, Diagnosis, and Treatment of Mental Health Disorders
  - EDUC-G 517 Crisis and Trauma Counseling
  - EDUC-G 522 Counseling Techniques
  - EDUC-G 523 Laboratory Counseling and Guidance
  - EDUC-G 575 Multicultural Counseling
- Second Year Courses (18 credits)
  - EDUC-G 524 Practicum in Counseling
  - EDUC-G 532 Introduction to Group Counseling
  - EDUC-G 542 Organization and Development of Counseling Programs
  - EDUC-G 562 School Counseling

- EDUC-G 592 Seminar in Drug and Alcohol Abuse Prevention
- EDUC-P 514 Life Span Development: Birth-Death

- Third Year Courses (18 credits)
  - EDUC-G 504 Counseling Theories and Techniques II: Behavior and Family Systems
  - EDUC-G 505 Individual Appraisal: Principles and Procedures
  - EDUC-G 516 Understanding Child and Adolescent Behavioral Disorders
  - EDUC-G 550 Internship in Counseling
  - EDUC-G 590 Research in Counseling and Guidance
- Final Summer (6 credits)
  - EDUC-G 507 Lifestyle and Career Development
  - EDUC-G 570 Human Sexuality

Public Administration

Public Administration

- In addition to national, regional, Latinx-serving institutions, and comparable institutions, public administration programs in capital cities are analyzed as well.

- To provide the best comparisons for public administration programs in capital cities, several factors were utilized to pick appropriate institutions:

  - Flagship and land grant institutions were excluded. Florida State University was also excluded from the list.

  - Institutions in large cities such as Phoenix, Denver, and St. Paul were excluded as those markets are likely to have significant additional municipal job opportunities in state government.

  - A total of 12 institutions were included for comparison:
  - Auburn University at Montgomery
  - University of Alaska Southeast
  - University of Arkansas at Little Rock
  - California State University-Sacramento
  - Boise State University
  - University of Illinois at Springfield
  - Indiana University-Purdue University-Indianapolis
  - Drake University
  - Jackson State University
  - North Carolina State University at Raleigh
  - Pennsylvania State University-Penn State Harrisburg
  - The Evergreen State College

Public Administration

CIP Code	Degree	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/Mean
44.0401	Master's Degree National	13,605	13,301	12,876	12,734	12,657	65,173	-948	-7.0%	-246	13,035	-1.9%
44.0401	Master's Degree Regional	426	444	463	466	431	2,230	5	1.2%	3	446	0.7%
44.0401	Master's Degree Capital City	509	438	415	470	386	2,218	-123	-24.2%	-21.4	444	-4.8%
44.0401	Master's Degree Latinx Serving	1,568	1,720	2,049	2,009	2,172	9,518	604	38.5%	149.7	1,904	7.9%
44.0401	Master's Degree Comparable Institutions	1,561	1,525	1,381	1,312	1,208	6,987	-353	-22.6%	-91.9	1397	-6.6%
	National Median	23	22	20	20	20	21	-3				
	National Mean	41	39	38	37	37	38	-4				
	Institutions Conferring 1+ Degrees	335	342	341	340	340		5	1.5%			
	# of Institutions with a Positive Slope		118									
	# of Institutions with a Negative Slope		209									

- Declines in degrees granted are observed nationally, in capital city public administration programs, and in comparable institutions.
- Regionally, public administration degrees granted are relatively flat.
- Latinx-serving institutions have seen a significant increase in master's in public administration degrees granted.
- Median and mean cohorts of graduating students are relatively high, but there is large distance between the mean and median suggesting large programs have a disproportionate share of the market.

Capital City Public Administration Programs

Institution Name	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
Auburn University at Montgomery	24	12	15	19	5	75	-19	-79.2%	-3	15	-20.7%
University of Alaska Southeast	14	26	23	25	34	122	20	142.9%	4	24	16.0%
University of Arkansas at Little Rock	15	15	11	13	25	79	10	66.7%	2	16	11.4%
California State University-Sacramento	26	10	18	13	10	77	-16	-61.5%	-3	15	-18.8%
Boise State University	22	20	21	16	24	103	2	9.1%	0	21	0.0%
University of Illinois at Springfield	77	75	66	71	62	351	-15	-19.5%	-3	70	-4.8%
Indiana University-Purdue University-Indianapolis	86	75	73	83	53	370	-33	-38.4%	-6	74	-7.8%
Drake University	104	62	61	88	60	375	-44	-42.3%	-6	75	-8.3%
Jackson State University	15	15	9	11	17	67	2	13.3%	0	13	0.0%
North Carolina State University at Raleigh	38	43	51	27	25	184	-13	-34.2%	-4	37	-11.4%
Pennsylvania State University-Penn State Harrisburg	43	29	16	18	22	128	-21	-48.8%	-5	26	-20.7%
The Evergreen State College	45	56	51	86	49	287	4	8.9%	4	57	6.6%

- Public administration master's programs in capital cities are declining on average but are also not terribly large in terms of cohort size. Seven of the 12 programs above had a mean cohort of 26 or fewer students over the 5-year period reviewed.

- Programs with larger cohort sizes include University of Illinois – Springfield, Drake, Evergreen State, and Indiana University–Purdue University–Indianapolis (IUPUI). IUPUI was debatable for inclusion given the criteria stated previously.

Regional Public Administration Programs

Institution Name	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/Mean
Grand Total	426	444	463	466	431	2230	5	1.2%	3.2	446	0.7%
University of Oregon	18	18	16	13	16	81	-2	-11.1%	-0.9	16.2	-5.6%
Portland State University	59	75	71	60	54	319	-5	-8.5%	-2.5	63.8	-3.9%
Central Washington University			18	20	23	61					
Eastern Washington University	30	39	23	26	26	144	-4	-13.3%	-2.1	28.8	-7.3%
The Evergreen State College	45	56	51	86	49	287	4	8.9%	3.8	57.4	6.6%
Seattle University	53	62	53	58	42	268	-11	-20.8%	-2.6	53.6	-4.9%
University of Washington-Seattle Campus	221	194	231	203	221	1070	0	0.0%	0.9	214	0.4%

- Nearly half of master's degrees in public administration regionally are granted by the University of Washington – Seattle Campus.

- Portland State and the University of Oregon both offer the program and Portland State has strong cohort sizes though they are declining.

- While there appears to be potential demand in Oregon, two strong programs are based both north and south of Western Oregon with University of Oregon and Portland State.

- Public administration has some potential for Western Oregon but carries considerable risk as a new program in light of degree trends and present competition.

Public Administration Master's Degree – Labor Market Data

- Public administration job postings are showing strong growth both nationally and regionally.
- Public administration job postings are decreasing in the Salem MSA. This may seem counter-intuitive given Salem is the state capital, but one thing to keep in mind is that while many state government jobs may require or prefer master's degrees, those jobs are often open to different degree fields.

Field	Geography	2014	2015	2016	2017	2018	Mean	% Change
Master's Degree	Nationwide	30,481	41,284	36,206	38,022	44,658	38,130	46.5%
Master's Degree	Regional	2,187	3,771	2,811	2,691	3,010	2,894	37.6%
Master's Degree	Salem MSA	190	388	138	122	137	195	-27.9%

- The next few slides identify the top employers for both degree levels, skills identified in job postings, and then the overall salary for different degree levels. These data are designed to identify skills and competencies academic programs will want to include to meet student and market demand. This includes specialized skills, general skills, and software skills.
- Employer data helps identify potential partners and organizations to help guide the creation of the degree through an advisory board or similar committee.
- Data represents real-time job postings from the Labor Insight tool.

Public Administration Master's Degree – Labor Market Data

- Below are employer job postings posting jobs over the last five years requiring master's degree.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 9 Employers Salem MSA	Number of Job Listings
American Planning Association	228	Washington Department Of Health	217	Marion County	7
New York City Department Education	226	University of Washington	89	Oregon Department Transportation	4
Washington Department Of Health	217	City Seattle	71	League Oregon Cities	2
US Navy	201	Providence Health & Services	66	Army National Guard	1
University of Colorado	199	King County	45	Department Army	1
US Government	175	Partners In Diversity Incorporated	24	Department Human Services	1
City Houston	162	American Planning Association	22	Department of Health and Human Services	1
State of Louisiana	144	Kaiser Permanente	17	Oregon Department Fish Wildlife	1
State Connecticut	126	Portland State University	16	Oregon Health Authority	1
State North Carolina	125	Families	15		
Icma	119	City Of Seattle Municipal Court	11		
United Nations	118	League Oregon Cities	11		
Department Treasury	100	Multnomah County	11		
Colorado Department Of Public Safety	98	University of Oregon	11		
City Dallas	97	Washington County	11		
University of Colorado Denver	94	US Navy	10		
State of Arizona	92	City Bellevue	9		
Virginia Department Corrections	90	Hospital Corporation of America	9		
State Of North Carolina	89	Oregon Health & Science University	9		
University of Washington	89	Port of Seattle	8		

Public Administration Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 specialized skills listed in public administration job postings that require a master's degree.

Top 15 Specialized Skills	Skills Description
Public administration	Working experience of Public administration. Public administration is the use of government policy and is also an academic discipline that studies this use and prepares people for working in the public service.
Budgeting	Experience planning how the financial resources of a business or department are to be allocated during the next business period.
Business Administration	Business administration is management of a business.
Staff Management	Staff management is the management of subordinates in an organization.
Project Management	Project management is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals and meet specific success criteria.
Accounting	Experience maintaining and verifying the business records of a person or business and preparing forms and reports for financial purposes.
Public Health and Safety	Working experience of Public Health and Safety. Public health is defined as the science of protecting the safety and improving the health of communities through education, policy making and research for disease and injury prevention.
Scheduling	A schedule or a timetable, as a basic time-management tool, consists of a list of times at which possible tasks, events, or actions are intended to take place, or of a sequence of events in the chronological order in which such things are intended to take place.
Economics	Economics (UK English: , ; US English: ,) is "a social science concerned chiefly with description and analysis of the production, distribution, and consumption of goods and services".
Strategic Planning	Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.
Supervisory Skills	Supervision is an act or instance of directing, managing, or oversight.
Financial Management	Financial management refers to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization.
Psychology	Psychology is the science of behavior and mind, embracing all aspects of conscious and unconscious experience as well as thought.
Procurement	Procurement is the process of finding, agreeing terms and acquiring goods, services or works from an external source, often via a tendering or competitive bidding process.
Technical Assistance	Working experience of Technical Assistance, which is non-financial assistance provided by local or international specialists. It can take the form of sharing information and expertise, instruction, skills training, transmission of working knowledge, and consulting services and may also involve the transfer of technical data.

Public Administration Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 general skills listed in public administration job postings requiring a master's degree.

Top 15 General Skills	Skills Description
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.
Communication Skills	The ability to convey information to another effectively and efficiently.
Research	Experience performing creative and systematic work to understand a product, market, or customer, either before building a new solution, or to troubleshoot an existing issue
Writing	Experience expressing business messages effectively in written form. This may include planning drafting and revising as necessary.
Teamwork / Collaboration	Collaboration and teamwork requires a mix of interpersonal, problem solving, and communication skills and are needed for a group to work together towards a common goal.
Building Effective Relationships	Building relationships is about your ability to identify and initiate working relationships and to develop and maintain them in a way that is of mutual benefit to both yourself and the other party. Good relationships are the key to getting things done and are essential when your success is dependent on others.
Organizational Skills	The ability to use your time, energy, resources, etc. in an effective way so that you achieve the things you want to achieve
Problem Solving	Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems.
Written Communication	Working experience of Written Communication, which involves any type of message that makes use of the written word. Written communication is the most important and the most effective of any mode of business communication.
Detail-Oriented	A detail-oriented person is someone who pays attention to the details and can make a conscious effort to understand causes instead of just the effects, and that does this in a second nature type of way.
Creativity	Mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task.
Physical Abilities	Physical Abilities, which refers to the ability to quickly and repeatedly bend, stretch, twist, or reach out with the body, arms, and/or legs. These abilities often require strength, endurance, flexibility, balance and coordination.
Presentation Skills	Presentation skills are the skills you need in delivering effective and engaging presentations to a variety of audiences. These skills cover a variety of areas such as the structure of your presentation, the design of your slides, the tone of your voice and the body language you convey.
Preparing Reports	Report Writing is a well-organized writing process that needs enough skill, research, and details.
Oral Communication	Working experience of Oral Communication. Conversation is interactive communication between two or more people. The development of conversational skills and etiquette is an important part of socialization

Public Administration Master's Degree Skills – Labor Market Data

- The table identifies and describes the top 15 software-based skills listed in public administration job postings requiring a master's degree.

Top 15 Software Skills	Skills Description
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Microsoft Office	Microsoft Office is an office suite of applications, servers, and services developed by Microsoft.
Microsoft PowerPoint	Microsoft PowerPoint is a presentation program currently developed by Microsoft, for use on both Microsoft Windows and Apple Macintosh operating systems.
Microsoft Word	Microsoft Word is a word processor developed by Microsoft.
Word Processing	Working experience of Word Processing. Word processing is the use of an electronic device or computer software application that performs the task of composing, editing, formatting, and printing of documents.
Microsoft Access	Microsoft Access is a database management system (DBMS) from Microsoft that combines the relational Microsoft Jet Database Engine with a graphical user interface and software-development tools.
Peoplesoft	PeopleSoft, Inc. was a company that provided human resource management systems (HRMS), Financial Management Solutions (FMS), supply chain management (SCM), customer relationship management (CRM), and enterprise performance management (EPM) software, as well as software for manufacturing, and student administration to large corporations, governments, and organizations.
Microsoft Outlook	Microsoft Outlook is a personal information manager from Microsoft, available as a part of the Microsoft Office suite.
SQL	SQL is a domain-specific language used in programming and designed for managing data held in a relational database management system.
SAS	SAS (previously "Statistical Analysis System") is a software suite developed by SAS Institute for advanced analytics, multivariate analyses, business intelligence, data management, and predictive analytics.
Microsoft Visio	Microsoft Visio is a diagramming and vector graphics application and is part of the Microsoft Office family.
Microsoft SharePoint	SharePoint is a web-based, collaborative platform that integrates with Microsoft Office.
Microsoft Project	Microsoft Project is a project management software product, developed and sold by Microsoft.
Enterprise Resource Planning (ERP)	Enterprise resource planning (ERP) is the integrated management of core business processes, often in real-time and mediated by software and technology.
SPSS	SPSS Statistics is a software package used for logical batched and non-batched statistical analysis.

Public Administration Salary – Labor Market Data

- Typical salaries are very similar at the national and regional levels.

- The tables below compare salaries across education levels. The percentile tables represent only job postings specifying a Master's-level candidate.

- Surprisingly, the salary gap between Bachelor's-level and Master's-level positions in the public administration field is quite narrow. However, it's likely that a Master's degree would be expected or required for advancement in certain lines of work and some positions would only be available to those with an advanced degree.

NATIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	13,887	$77,197
Master's Degree	17,633	$78,033
Doctoral Degree	3,538	$74,550
Mean Salary		$76,608

Salary Percentiles	Salary
10th Percentile	$46,234
25th Percentile	$55,548
Median	$68,329
75th Percentile	$86,536
90th Percentile	$107,467

REGIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	1,041	$81,325
Master's Degree	1,200	$82,038
Doctoral Degree	194	$80,463
Mean Salary		$81,682

Salary Percentiles	Salary
10th Percentile	$49,416
25th Percentile	$57,976
Median	$70,392
75th Percentile	$86,864
90th Percentile	$107,848

Public Administration

- While cohort sizes vary from different types of institutions, data indicate that WOU might expect up to 25 incoming students per year. These projections are based on 3-5 years of a successful marketing campaign, sufficient institutional resources (spaces, labs, faculty, etc.) to support this specific program, and accreditation achievement.

- For competitor review, Stamats selected the following three programs;
  - Portland State University is largest competitor in Oregon and understanding their approach will be critical to creating a competitive program.
  - University of Oregon–second largest competitor in Oregon, also important to understand how to stand out from a key player if you enter this market.
  - Evergreen State College in Olympia, WA – strong enrollment, offers the program in 2 years with evening and weekend courses, can be done part-time, in person which is likely to fit the needs of many state and interest group employees.

- Compared to Portland State and the University of Oregon there would be competitive space to serve current practitioners looking to advance their careers. The Portland State and University of Oregon programs are more focused on research and full-time students.

Portland State University

- Portland State University offers the Master of Public Administration with five potential specializations.

- The department also offers Master's degrees in Master of Public Administration: Health Administration, Master of Nonprofit Leadership, and Master of Public Policy as well as an Executive Master of Public Administration.

- The program has conferred 59 degrees in 2013 which declined to 54 degrees in 2017. The program peaked with 74 degrees in 2014.

Portland State University

- The program offers five specializations within the Master of Public Administration degree:
  - Global Leadership and Management
  - Human Resource Management
  - Local Government
  - Natural Resources Policy and Administration
  - Nonprofit Management
- The program requires a total of 60 credits.
- Marketing for the program is stronger than many academic programs in identifying what students will learn, what career pursuits the program prepares people for, and why the University of Portland is a strong program.
  - The program identifies specific employers and nonprofit partners, such as the City of Portland and the Immigrant and Refugee Community Organization.

- The webpage has three calls to action including visiting Portland State, requesting information, and apply now.
- In addition to the the master's programs, the department offers five graduate certificates.
- Tuition is $5,388 per term for residents and $8,112 for non-residents.
- The program is designed to be primarily full-time and in person.

Portland State University

Curriculum

- **Substantive Courses 30 Credits**
  - PA 511 Public Administration
  - PA 513 Administrative Ethics & Values
  - PA 533 Public Policy: Origins and Processes
  - PA 534 Administrative Law
  - PA 540 Administrative Theory & Behavior
  - PA 551 Analytic Methods in Public Administration I
  - PA 552 Analytic Methods in Public Administration II
  - PA 582 Public Budgeting
  - PA 585 Financial Management in the Public Sector
  - PA 590 Human Resource Management in the Public Sector
- **Skill Development 9 Credits**

- PA 525 Grant writing for Nonprofit Organizations
- PA 536 Strategic Planning
- PA 545 Organization Development (Prerequisite PA 540)
- PA 549 Cross-cultural Communication in the Public Sector
- PA 550 Managing Information Resources
- PA 554 Policy Analysis Research
- PA 555 Program Evaluation and Management
- PA 556 Public Contract Management
- PA 557 Operations Research in Public Administration PA 558 Managing Public Projects and Programs
- PA 562 Managing Employee Performance in the Public Sector

- **Field of Specialization 15 Credits**

- **Integrative Field Experience 6 Credits**

University Oregon

- The University of Oregon offers a Master of Public Administration in the School of Planning, Public Policy, and Management.

- The program requires a total of 72 credits.

- Over the last five years of reported data, the program has averaged 16 degrees granted per year.

- The program is primarily designed to be face-to-face and full time.

University Oregon

- The program is marketed as a program for those interested in research and public policy and government management as much as those who want to be professionals with a focus on innovation.

- The University promotes the following qualities as program distinctives:

  - Supportive learning environment.

  - Curriculum emphasizes applying classroom learning to real-world policy and management issues.

  - Availability to earn Certificate in Nonprofit Management concurrently with their MPA.

  - Leading public research institution.

  - Exciting place to study public policy.

  - Research options including the Sustainable Cities Institute.

- The clear focus is more on research and employment in areas of innovation more than current practitioners as might be expected near a state capital.

- Tuition is $5,746 per semester for Oregon residents and $9,697 for non-residents.

University Oregon

Curriculum

- Core Courses 33 Credits
    - PPPM 618 Public Sector Theory
    - PPPM 628 Public Sector Economics
    - PPPM 656 Quantitative Methods
    - PPPM 636 Public Policy Analysis
    - PPPM 657 Research Methods in Public Policy and Management
    - PPPM 633 Public Management
    - PPPM 684 Public and Nonprofit Financial Management
    - PPPM 629 Public Budget Administration

- Field of Interest 24 Credits
    - Public Management
    - Nonprofit Management
    - Community and Regional Planning
    - Environmental Policy
    - Education and Labor Policy
    - Food Studies
    - Transportation Policy
    - Economic Development
    - International Development
    - Research Methods
    - General Policy
    - Arts and Cultural Leadership
- Internship 3 Credits

Evergreen State College

- Evergreen State College offers a Master of Public Administration with a focus on being affordable, convenient and dynamic.

- The program is part-time, focused on working adults.

- The program has been successful having graduated 45 students in 2013 and 49 in 2017 with a high of 86 graduates in 2016.

Evergreen State College

- Compared to other programs profiled, the marketing of the program is far clearer and more present on the website with three core messages: affordable, convenient, and dynamic.

- Multiple information sessions are identified in the near future and there are five calls to action on the primary page.

- Tuition and financial aid information is very clear on the page:

  - Full-time resident $3,172 per quarter   Non-resident: $6,912
  - Part-time resident $1,675   Non-Resident: $3,545

- Full-time students can complete the program in two years and part-time students can complete it in as few as three years.

- Classes meeting times are in the evenings and on weekends.

Evergreen State College

Curriculum:

- Three concentrations:
  - Public & Nonprofit Administration 24 Electives for a total of 60 credits
  - Public Policy 16 Electives and two classes below for a total of 60 credits
    - Foundations of Public Policy
    - Advanced Research Methods
  - Tribal Governance 24 required concentration courses for a total of 60 credits
    - Path of Sovereignty
    - Intergovernmental Relations
    - Tribal Organization & Structures
    - Tribal Economics
    - Tribal Policy
    - Elective

- First & Second Year Core: 36 Credits
  - Context of Public Administration
  - Doing Democratic Administration
  - Policy, Finance, & Budgeting for Public Administration
  - Analytical Techniques for Public Service I & II
  - Capstone

Data Science/Analytics

Data Science/Analytics – 5 CIP Codes National

CIP Code	Degree CIP Code Title	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
	Total: All Institutions	2,073	2,213	3,309	3,935	5,422	16,952	3,349	161.6%	842	3,390	24.8%
11.0802	Data Modeling/Warehousing and Database Administration	104	110	196	361	466	1,237	362	348.1%	98	247	39.4%
26.1103	Bioinformatics	293	262	270	315	336	1,476	43	14.7%	14	295	4.7%
30.3001	Computational Science	24	56	84	168	311	643	287	1,195.8%	69	129	53.3%
52.1301	Management Science	1,611	1,666	2,523	2,580	3,581	11,961	1,970	122.3%	485	2,392	20.3%
52.1302	Business Statistics	41	119	236	511	728	1,635	687	1,675.6%	177	327	54.0%
	Median	7	10	11	13	17	11	4				
	Mean	25	24	32	32	34	30	5				
	Institutions Conferring 1+ Degrees	84	92	104	122	159		75	89.3%			
	# of Institutions with a Positive Slope		48									
	# of Institutions with a Negative Slope		35									

- The national market for master's degrees in data analytics is strong across all five CIP codes analyzed. Bioinformatics, a very specialized CIP code, has experienced the smallest increase. Often institutions report health-related data science/analytics programs under other CIP codes.

- The trend nationally is very strong, and all evidence indicates that trend is expected to continue over the next few years at least. Even when the degree growth slows, the cohort size for programs looks to be strong.

Data Science/Analytics – Regional Institutions

CIP Code	Degree CIP Code Title	2013	2014	2015	2016	2017	Five-Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
	Total: All Institutions	30	32	18	22	67	169	37	123.3%	6	34	18.9%
11.0802	Data Modeling/Warehousing and Database Administration	0	0	0	0	0	0					
26.1103	Bioinformatics	30	28	18	21	24	121	-6	-20.0%	-2	24	-7.9%
30.3001	Computational Science	0	4	0	0	0	4					
52.1301	Management Science	0	0	0	1	43	44					
52.1302	Business Statistics	0	0	0	0	0	0					
	University of Portland			0	1	8	9					
	Central Washington University	0	4	0	0	0	4					
	Seattle University			0	0	0	0					
	University of Washington-Seattle Campus			0	0	35	35					
	Oregon Health & Science University	30	28	18	21	24	121	-6	-20.0%	-2	24	-7.9%

- Regionally there have been a relatively small number of programs that started over the last five years. Oregon Health & Science University is the only institution to have offered a program for the entire 5-year period. Thus, it's difficult to project a cohort size for a new program.

- Growth is strong overall in the region. However, only the University of Washington – Seattle Campus and Oregon Health & Science University have significant cohort sizes.

- Given the dearth of regional programs, a general program is likely to be successful and could reasonably expect 20 – 30 degrees awarded per year.

Data Science/Analytics – 5 Codes Combined

Degree	2013	2014	2015	2016	2017	Five- Year Total	# Change from 2013	% Change from 2013	Slope	Mean	Slope/ Mean
Master's Degree National	2,073	2,213	3,309	3,935	5,422	16,952	3,349	161.6%	842	3,390	24.8%
Master's Degree Regional	30	32	18	22	67	169	37	123.3%	6.4	34	18.9%
Master's Degree Latinx Serving	47	70	91	126	192	526	145	308.5%	34.6	105	32.9%
Master's Degree Comparable Institutions	333	336	311	426	494	1900	161	48.3%	41.2	380	10.8%

- Growth is strong across all four types of institutions analyzed including nationally, regionally, Latinx-serving institutions, and comparable institutions.

- The slowest growth is at comparable institutions; note by definition comparable institutions are not based in large urban centers where growth in a new discipline will often occur.

- Latinx-serving institutions have shown the largest increase in the number of Master's degrees granted over the five-year period.

- It is important to note that two institutions account for the increase in degrees granted by Latinx-serving institutions: the University of Illinois – Chicago and San Diego State University.

- While master's degrees in data science/analytics are likely to experience more competitors, the current market suggests that investing in such a program has a strong chance at succeeding based on student demand and lack of regional competition. However, a sound marketing strategy is necessary as part of WOU's challenge with this program will be clarifying to prospective students what this program prepares them to do.

Data Science/Analytics Master's Degree– Labor Market Data

- Data science/analytics job postings are showing very strong job growth nationally, regionally, and in the Salem MSA. As with some other fields, the Salem MSA has a small number of job postings and one should not make strong conclusions from the limited data.

Field	Geography	2014	2015	2016	2017	2018	Mean	% Change
Master's Degree	Nationwide	20,414	34,699	37,082	48,998	65,791	41,397	222.3%
Master's Degree	Regional	980	2,259	2,033	2,357	3,449	2,216	251.9%
Master's Degree	Salem MSA	1	19	2	19	12	11	1100.0%

- In conjunction with the degree conferral data, data science/analytics would be a strong program for WOU should the university pursue it.
- The next few slides identify the top employers for both degree levels, skills identified in job postings, and then the overall salary for different degree levels. These data are designed to identify skills and competencies academic programs will want to include to meet student and market demand. This includes specialized skills, general skills, and software skills.
- Employer data helps identify potential partners and organizations to help guide the creation of the degree through an advisory board or similar committee.
- Data represents real-time job postings from the Labor Insight tool.

Data Science/Analytics Master's Degree – Labor Market Data

- Below are employer job postings posting jobs over the last five years requiring a master's degree.

Top 20 National Employers	Number of Job Listings	Top 20 Regional Employers	Number of Job Listings	Top 11 Employers Salem MSA	Number of Job Listings
Booz Allen Hamilton Inc.	1,643	Amazon	557	American Express	5
Deloitte	1,557	Microsoft Corporation	397	Oregon Health Authority	2
Anthem Blue Cross	1,534	Pacific Northwest National Laboratory	109	Oregon State Treasury	2
Wells Fargo	1,080	Zillow	90	3M Company	1
Accenture	1,046	Expedia, Inc	73	Department Of Public Safety Standards & Training	1
Amazon	989	Nike, Inc.	71	Johnson & Johnson	1
Capital One	925	Nordstrom	66	Oregon Department Of Education	1
IBM	696	Intel Corporation	58	Oregon Live LLC	1
KPMG	629	Providence Health & Services	56	University of Colorado Denver	1
Aetna Incorporated	496	Cambia Group	40	Wells Fargo	1
Microsoft Corporation	493	Deloitte	40	Wunderman	1
UnitedHealth Group	482	Facebook	40		
JP Morgan Chase Company	457	The Boeing Company	40		
General Electric Company	427	University of Washington	38		
Apple Inc.	415	KPMG	37		
Verizon Communications Incorporated	410	Kaiser Permanente	28		
American Express	357	T Mobile USA Incorporated	27		
Humana	334	Accenture	25		
Walmart / Sam's	309	Allstate	25		
Allstate	277	Wells Fargo	25		

Data Science/Analytics Master's Degree Skills – Labor Market Data

- The table identifies the top 15 specialized skills listed in masters of data science job postings.

Top 15 Specialized Skills	Skills Description
Data Science	Data science, also known as data-driven science, is an interdisciplinary field about scientific methods, processes, and systems to extract knowledge or insights from data in various forms, either structured or unstructured, like data mining.
Python	Python is a widely used high-level programming language for general-purpose programming, created by Guido van Rossum and first released in 1991.
SQL	SQL is a domain-specific language used in programming and designed for managing data held in a relational database management system.
Machine Learning	Machine learning is the subfield of computer science that, according to Arthur Samuel, gives "computers the ability to learn without being explicitly programmed." Samuel, an American pioneer in the field of computer gaming and artificial intelligence.
Data Analysis	Data analysis, also known as analysis of data or data analytics, is a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making.
SAS	SAS (previously "Statistical Analysis System") is a software suite developed by SAS Institute for advanced analytics, multivariate analyses, business intelligence, data management, and predictive analytics.
Apache Hadoop	Apache Hadoop is an open-source software framework used for distributed storage and processing of dataset of big data using the MapReduce programming model.
R	R is an open source programming language and software environment for statistical computing and graphics that is supported by the R Foundation for Statistical Computing.
Big Data	Big data is a term for data sets that are so large or complex that traditional data processing application software is inadequate to deal with them.
Data Mining	Data mining is the computing process of discovering patterns in large data sets involving methods at the intersection of machine learning, statistics, and database systems.
Java	Java is a set of computer software and specifications developed by Sun Microsystems, which was later acquired by the Oracle Corporation, that provides a system for developing application software and deploying it in a cross-platform computing environment.
Tableau	Tableau Software is a software company headquartered in Seattle, Washington, United States which produces interactive data visualization products focused on business intelligence.
Economics	Economics is "a social science concerned chiefly with description and analysis of the production, distribution, and consumption of goods and services".
Predictive Models	Predictive modeling uses statistics to predict outcomes.
Statistics	Statistics is a branch of mathematics dealing with the collection, analysis, interpretation, presentation, and organization of data.

Data Science/Analytics Master's Degree Skills – Labor Market Data

- The table identifies the top 15 general skills listed in master of data science job postings.

Top 15 General Skills	Skills Description
Research	Experience performing creative and systematic work to understand a product, market, or customer, either before building a new solution, or to troubleshoot an existing issue
Communication Skills	The ability to convey information to another effectively and efficiently.
Teamwork / Collaboration	Collaboration and teamwork requires a mix of interpersonal, problem solving, and communication skills and are needed for a group to work together towards a common goal.
Problem Solving	Problem solving consists of using generic or ad hoc methods, in an orderly manner, for finding solutions to problems.
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Creativity	Mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task.
Presentation Skills	Presentation skills are the skills you need in delivering effective and engaging presentations to a variety of audiences. These skills cover a variety of areas such as the structure of your presentation, the design of your slides, the tone of your voice and the body language you convey.
Writing	Experience expressing business messages effectively in written form. This may include planning drafting and revising as necessary.
Detail-Oriented	A detail-oriented person is someone who pays attention to the details and can make a conscious effort to understand causes instead of just the effects, and that does this in a second nature type of way.
Written Communication	Working experience of Written Communication, which involves any type of message that makes use of the written word. Written communication is the most important and the most effective of any mode of business communication.
Planning	Planning (also called forethought) is the process of thinking about and organizing the activities required to achieve a desired goal.
Analytical Skills	Analytical skill is the ability to visualize, articulate, conceptualize or solve both complex and uncomplicated problems by making decisions that are sensible given the available information.
Decision Making	In psychology, decision-making is regarded as the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities.
Organizational Skills	The ability to use your time, energy, resources, etc. in an effective way so that you achieve the things you want to achieve
Verbal / Oral Communication	Working experience of Verbal / Oral Communication, which is the spoken conveyance of a message or presentation.

Data Science/Analytics Master's Degree Skills – Labor Market Data

- The table identifies the top 15 software-based skills listed in masters of data science job postings.

Top 15 Software Skills	Skills Description
Python	Python is a widely used high-level programming language for general-purpose programming, created by Guido van Rossum and first released in 1991.
SQL	SQL is a domain-specific language used in programming and designed for managing data held in a relational database management system.
SAS	SAS (previously "Statistical Analysis System") is a software suite developed by SAS Institute for advanced analytics, multivariate analyses, business intelligence, data management, and predictive analytics.
Apache Hadoop	Apache Hadoop is an open-source software framework used for distributed storage and processing of dataset of big data using the MapReduce programming model.
R	R is an open source programming language and software environment for statistical computing and graphics that is supported by the R Foundation for Statistical Computing.
Java	Java is a set of computer software and specifications developed by Sun Microsystems, which was later acquired by the Oracle Corporation, that provides a system for developing application software and deploying it in a cross-platform computing environment.
Tableau	Tableau Software (tab-LOH) is a software company headquartered in Seattle, Washington, United States which produces interactive data visualization products focused on business intelligence.
Microsoft Excel	Microsoft Excel is a spreadsheet developed by Microsoft for Windows, macOS, Android and iOS. It features calculation, graphing tools, pivot tables, and a macro programming language called Visual Basic for Applications.
Data Visualization	Data visualization or data visualisation is viewed by many disciplines as a modern equivalent of visual communication.
Apache Hive	Apache Hive is a data warehouse software project built on top of Apache Hadoop for providing data summarization, query, and analysis.
C++	C++ (pronounced cee plus plus) is a general-purpose programming language.
MATLAB	MATLAB (matrix laboratory) is a multi-paradigm numerical computing environment and fourth-generation programming language.
Scala	Working experience of Scala, which is a general-purpose programming language providing support for functional programming and a strong static type system. Designed to be concise, many of Scala's design decisions aimed to address criticisms of Java.
Microsoft PowerPoint	Microsoft PowerPoint is a presentation program currently developed by Microsoft, for use on both Microsoft Windows and Apple Macintosh operating systems.
Software Development	Software development is the process of computer programming, documenting, testing, and bug fixing involved in creating and maintaining applications and frameworks resulting in a software product.

Data Science/Analytics – Labor Market Data

- Typical salaries are very similar at the national and regional levels.

- The tables below compare salaries across education levels. The percentile tables represent only job postings specifying a Master's-level candidate.

- Both nationally and regionally, there is a noteworthy salary bump for Master's-level positions over Bachelor's-level positions, which is important in promoting the program to prospective students. Candidates with skills in data science and analytics command high salaries in the region.

NATIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	16,791	$98,778
Master's Degree	27,059	$106,592
Doctoral Degree	9,559	$122,893
Mean Salary		$106,620

Salary Percentiles	Salary
10th Percentile	$66,601
25th Percentile	$83,601
Median	$105,180
75th Percentile	$123,754
90th Percentile	$137,669

REGIONAL:

Salary Percentiles	Number of Postings	Average Salary
Bachelor's Degree	746	$113,708
Master's Degree	1,424	$124,286
Doctoral Degree	641	$133,946
Mean Salary		$123,037

Salary Percentiles	Salary
10th Percentile	$70,791
25th Percentile	$90,096
Median	$112,318
75th Percentile	$126,587
90th Percentile	$139,390

Data Science/Analytics

- While cohort sizes vary from different types of institutions, data indicate that WOU might expect up to 25-30 incoming students per year. These projections are based on 3-5 years of a successful marketing campaign, sufficient institutional resources (spaces, labs, faculty, etc.) to support this specific program, and accreditation achievement.

- Data science is performing very strongly for most institutions and is showing growth everywhere in the country. While that growth is widespread, land grant and large public research institutions have done better with the program likely because they have the faculty available to teach the programs already. Smaller universities have a more mixed record of success, but many show strong growth when they can create a high-quality program including finding faculty who they can retain.

Data Science/Analytics

- Oregon State's entry with a completely online program does increase the competition for students that WOU will want to attract. Focusing on the ability to take in person classes is likely a critical comparative advantage should WOU pursue a data analytics program.

- For competitor review, Stamats selected the following three programs:
  - University of Washington Seattle is also a new program but has a large first cohorts of graduates and is in the same region.
  - Oregon State University is a new entrant, offers an online program, and is likely a chief competitor to WOU.
  - Oregon Health & Science which has one of the more mature regional programs and it is more focused on bioinformatics.

University of Washington

- The University of Washington offers a Master of Science in Data Science that is offered face-to-face on-campus only.

- The program has only graduated one cohort of 35 students in 2017.

- The program may be taken full or part-time over an average of 1.5 to 2.5 years.

- Classes are offered in the evening on the University of Washington campus in Seattle.

UNIVERSITY of WASHINGTON

MASTER OF SCIENCE IN DATA SCIENCE

Full or Part Time / 1.5–2.5 Years / Seattle

PROGRAM DETAILS ⌄ / ADMISSIONS ⌄ / COSTS & FINANCIAL AID / STUDENT RESOURCES / UW & SEATTLE /

CONTACT US / APPLY NOW

Master of Science in Data Science

The Master of Science in Data Science at the University of Washington gives you the technical skills to extract knowledge from large, noisy, and heterogeneous datasets — big data — to provide insights that people and organizations can use.

IMPORTANT DATES

September 10, 2018
Applications Open

University of Washington

- The program requires nine core courses of 40 credits and then a final capstone project of 5 credits for a total required credits of 45 credits based on the quarter system. A certificate is available as well.

- The program is designed to be team-based learning with students working together on projects with an emphasis on using Python and R with some Java as well.

- The estimated total cost is $47,520 for the program.

- Cohorts start in the fall.

- Application requirements:

  - Bachelor's degree
  - GPA of 3.2 for the last 60 graded credits as an undergraduate
  - Calculus 1-3 & linear algebra
  - Introduction to Programming
  - Transcripts
  - Resume
  - Four Essays
  - Recommendations

- Audience: broad approach from working professionals to recent graduates.

- Key marketing messages are around these themes:

  - Strong focus on careers with examples.
  - Convenient delivery – evening, part time or full time.
  - Gain real-world experience on work projects with small teams.
  - Top talent with faculty from top-ranked departments and input from companies operating in the space.

University of Washington

- UW also does an excellent job of providing several "calls to action" to start the conversation with prospects. In our digital marketing review, it was clear that UW was heavily promoting the program:
  - Apply button
  - Blog button
  - Email signup button to receive newsletters on the program
  - Facebook page and a link to the UW eScience Institute
- Curriculum
  - DATA 556: Introduction to Statistics & Probability
  - HCDE 511: Information Visualization with DATA 501: Data Science Visualization Lab
  - DATA 557: Applied Statistics & Experimental Design
  - DATA 514: Data Management for Data Science
  - DATA 558: Statistical Machine Learning for Data Scientists
  - DATA 515: Software Design for Data Science
  - DATA 516: Scalable Data Systems & Algorithms
  - DATA 512: Human-Centered Data Science
  - DATA 590: Capstone 1 – Project Preparation
  - DATA 591: Capstone II – Project Implementation

Oregon State University

- Oregon State University offers a Master of Science in Data Analytics as part of its Ecampus program. A graduate certificate is offered as well.

- Program started in 2016, no degrees conferred by 2017.

- Overall credits are 45 credits for a master's degree and 18 credits for the graduate certificate.

- The program is offered 100 percent online and only offers a fall and spring start.

Oregon State University
Degrees Online | Ecampus

Home | About | Degrees & Programs | Tuition | Schedule of Classes | Apply | For Students | For Faculty

Request info

DATA ANALYTICS
M.S. or Graduate Certificate

Credits required	Cost per credit	Delivery	Start term
45 or 18	$560	100% online	Fall

Overview
Master's Curriculum
Certificate Curriculum
Careers
Faculty
Admissions
Tuition & Fees
Contact Us

Big data. Big opportunities.

The demand for professionals who can interpret large quantities of data has never been greater, and these skills are vital for scientific advances and business success worldwide. Whether you're an experienced analytics professional or looking to change careers and become one, you can chart your path forward by

Want more info?

Let us know and we'll send you the details you need.

Request info

Important dates

Oregon State University

- Total costs is estimated to be $28,325 for the master's degree and $11,585 for the graduate certificate.

- The marketing of the program is focused on the career opportunities available to those in big data.
  - Courses taught by Oregon State faculty
  - Regionally accredited
  - Ecampus' ranking as a strong provider of online education
  - Same diploma that on-campus students receive
  - Respected in the field

- The site has several calls-to-action and logically lays out information for prospective students answering; looks strikingly similar to the University of Washington layout!

- Admission requirements:
  - Transcripts
  - Resume
  - Three letters of recommendation
  - Cover letter of no more than two pages answering several questions
  - No GRE or other standardized tests are required

Oregon State University

Curriculum

- **Statistics Core**
  - ST 516 Foundations of Data Analytics
  - ST 517 Data Analytics I
  - ST 518 Data Analytics Ii
  - ST 558 Multivariate Analytics
  - ST 566 Time Series Analytics
  - ST 595 Capstone Project
- **Computer Science Core**
  - CS 511 Programming and Data Structures
  - CS 512 Data Science Tools and Programming
  - CS 513 Applied Machine Learning [Pending Approval]
- **Electives In statistics: select 12 credits from:**
  - SS 515 Design and Analysis of Planned Experiments

- ST 525 Applied Survival Analysis
- ST 537 Data Visualization
- ST 538 Modern Statistical Methods For Large And Complex Data Sets
- ST 539 Survey Methods
- ST 591 Introduction to Quantitative Genomics
- ST 592 Statistical Methods for Genomics Research

- **Certificate**
  - ST 516 Foundations of Data Analytics
  - ST 517 Data Analytics
  - ST 518 Data Analytics II
  - ST 558 Multivariate Analytics
  - ST 566 Time Series Analytics

Oregon Health & Science University

- The Oregon Health & Science University (OHSU) offers <u>master's degree for Health and Clinical Informatics</u> in the School of Medicine, Department of Medical Informatics & Clinical Epidemiology.

- The program in <u>Health and Clinical Informatics</u> is focused strictly on bioinformatics, but it offers some insight into how to appeal to health organizations.

- Offered on-campus and online.

Oregon Health & Science University

- For full-time students, the degree may be completed within two years; for students who choose the part-time option it may take up to six years.

- The program is more focused strictly on bioinformatics than a likely program at WOU, but it offers some insight into how to appeal to health organizations.

- The program is offered online and on campus.

- Total cost for Oregon residents is about $45,000 for the master's degree and $20,000 for the certificate.

- For non-residents of Oregon the master's degree total costs are about $53,000 and $23,000 for the certificate.

- Application requirements:

  - Transcripts

  - Three letters of recommendation

  - Bachelor's degree

  - Minimum G.P.A. 3.0

  - Submission of GRE Scores

- The program is targeted heavily towards those already in medical fields with limited messaging about potential employment opportunities.

Oregon Health & Science University

- The curriculum requires 55 credits total with 43 credits of coursework and 12 credits of thesis work. A graduate certificate of eight credits is also offered.

- The core curriculum includes:

  - Health and Clinical Informatics

  - Evaluative Sciences

  - Health Care

  - Organizational Behavior and Project Management

  - Computer Science

- To explain how informatics fits into data science as a whole, OHSU provides this context:

  - Health and clinical informatics focuses on the use of information to improve personal health, healthcare delivery, and population health. Applications focus on electronic health records, telemedicine, information retrieval (search) systems, and mobile technologies. Methods applied include standards and interoperability, data and text mining, qualitative research, human-computer interaction, and data analytics.

Appendix: Digital Marketing Keyword Analysis

Digital Marketing – Keyword Analysis

- Integral to any new program launch are the associated digital marketing costs
- Using Google Keyword Planner, Stamats conducted an initial query to provide data on the following:
  - Quantity of searches conducted for the program, which indicates competition for the search term
  - Digital marketing investment necessary to perform well with the program name
  - **Search terms:** Doctor of Occupational Therapy, Masters in Data Science, Masters in Data Analytics, Masters of Public Administration, Masters of School Counseling, Masters of Social Work
  - **Recruitment geography:** Oregon and Washington

Digital Marketing – Searches by Device/Platform

Keywords: Doctor of Occupational Therapy

47.9% Mobile Searches

14.3% Tablet Searches

37.8% Desktop Searches
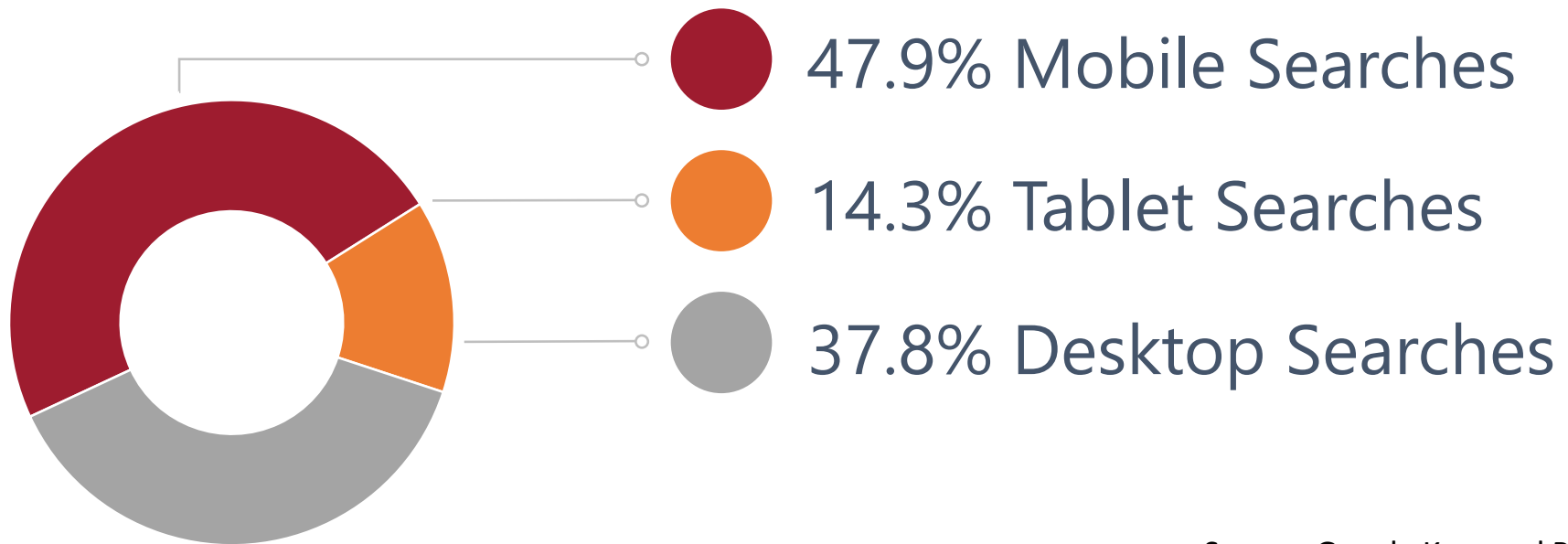
Source: Google Keyword Planner

- Mobile/tablet searches combined are nearly two-thirds of all searches; ensure landing pages for the program are easily accessed and read on a mobile phone or tablet screen.

- Nationally, nearly 80% of "master's degree" ad clicks originate on a mobile device or tablet.

- **Student journeys will be with a mobile device; make sure your website landing pages and content takes this into consideration if you launch this program.**

Digital Marketing – Keyword Competition

Keywords: Doctor of Occupational Therapy

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
Keywords you provided				
doctor of occupational therapy	50	Low	$3.50	$13.14

Source: Google Keyword Planner

Your Keywords in Your Market:

- Average of only 50 combined monthly searches for your keywords and closely related variations (Time period: July 2018 – June 2019).

- Google evaluated this keyword combination as exhibiting "low competition." This means you will pay a lower cost per click (CPC) and it will be easier to reach the first or second ranked position on the search page.

- Bids will range between $3.50 - $13 CPC in order to rank #1.

- Because users will use a variety of phrases and keywords when performing a search, the best practice is to use related keywords to your main keyword search.

Digital Marketing – Related Keywords

Keywords: Doctor of Occupational Therapy

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
otd programs	20	Low	$3.69	$11.55
ot doctoral programs	10	Medium	$6.35	$37.24
occupational therapy doctorate programs	20	High	$6.31	$23.55
phd in occupational therapy	10	Low	$3.50	$7.75
ot doctor	10	Low	–	–
otd degree	10	Low	$2.69	$12.01
doctorate in ot	10	Medium	$3.00	$30.44
online otd programs	10	High	$9.43	$19.15
otd occupational therapy	10	Low	–	–
otd schools	10	Low	–	–

Source: Google Keyword Planner

Related Keywords in Your Market:

- Related keywords will increase campaign reach but may increase bid costs due to higher competition.

- Bids will now range between $3 - $38 CPC in order to rank #1.

Digital Marketing – Keyword and Related Keywords

Keywords: Masters in Occupational Therapy

	Keyword (by relevance) ↓	Avg. monthly searches	Competition	Ad impression share	Top of page bid (low range)	Top of page bid (high range)
	Keywords you provided					
☐	masters in occupational therapy	70	Low	–	$2.90	$19.19
	Keyword ideas					
☐	occupational therapy masters programs	70	Low	–	$5.51	$18.67
☐	occupational therapy graduate programs	20	Low	–	$3.40	$16.36
☐	masters in occupational therapy online	20	High	–	$4.42	$13.80
☐	ot masters programs	10	Low	–	$8.64	$22.98
☐	occupational therapy masters programs online	10	High	–	$5.62	$23.06
☐	master's degree in occupational therapy	10	Medium	–	$3.73	$19.52
☐	occupational therapy masters programs no gre	10	High	–	$6.45	$25.87
☐	ot grad schools	10	Low	–	–	–
☐	masters in ot	10	Low	–	–	–
☐	occupational therapy grad school	10	Medium	–	$1.83	$21.34

Source: Google Keyword Planner

Keywords in Your Market:

- Searches for Masters in Occupational Therapy and related keywords are also low with no single keyword searches over 100 per month.

- Bids range between $2 - $23 CPC in order to rank #1

Digital Marketing – Location of People Searching

Keywords: Doctor of Occupational Therapy
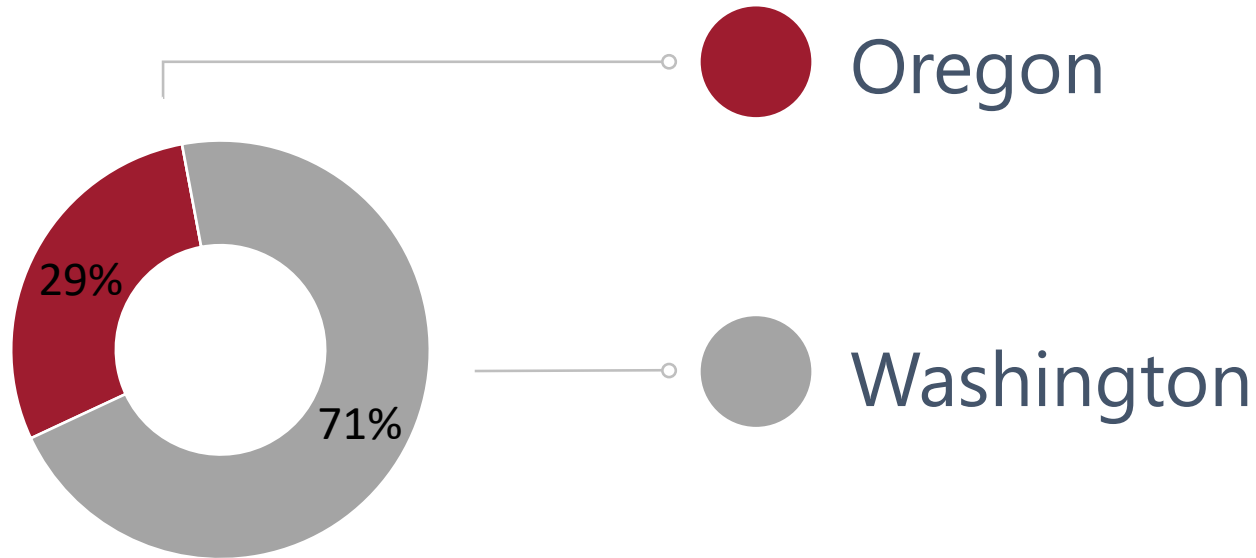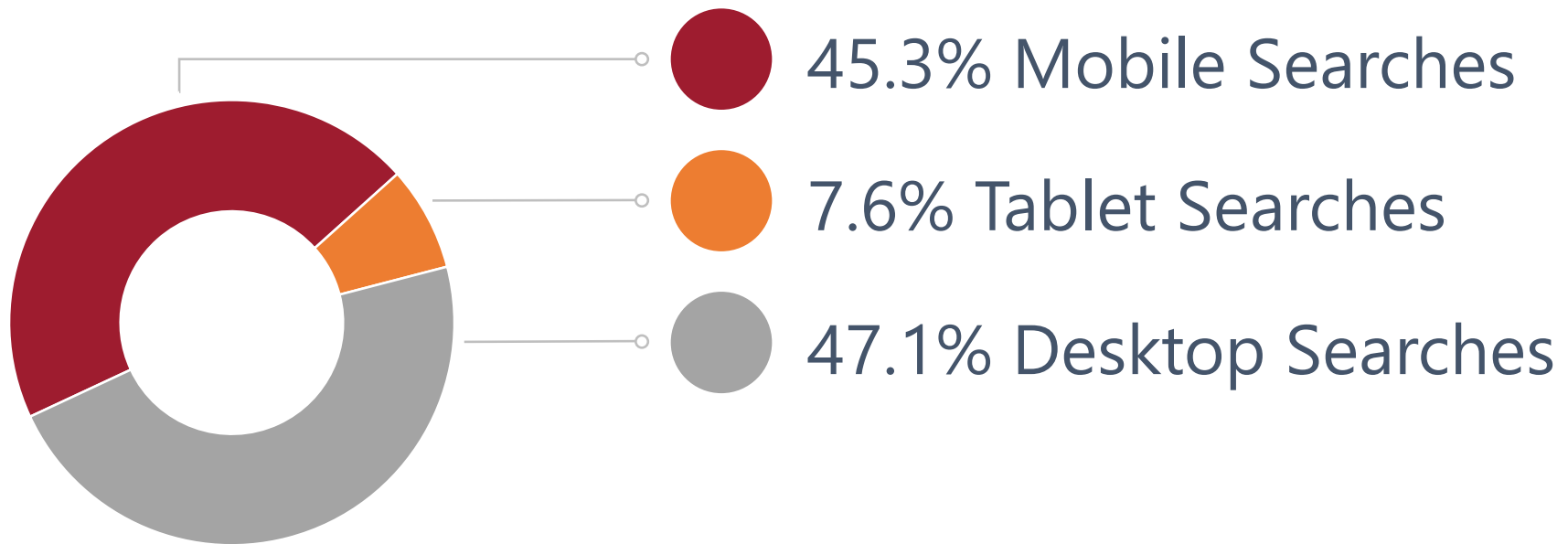

Oregon

Washington

29%

71%

Source: Google Keyword Planner

- Most of your estimated clicks and impressions will come from Washington
- Naturally, the state with a higher population will comprise the bulk of the activity

Digital Marketing – Searches by Device/Platform

Keywords: Masters of Data Science, Masters of Data Analytics

- 45.3% Mobile Searches
- 7.6% Tablet Searches
- 47.1% Desktop Searches

Source: Google Keyword Planner

■ Mobile/tablet searches combined are nearly half of all searches; ensure landing pages for the program are easily accessed and read on a mobile phone or tablet screen.

Digital Marketing – Keyword Competition

Keywords: Masters of Data Science, Masters of Data Analytics

	Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
	Keywords you provided				
☐	masters in data analytics	90	High	$14.40	$45.01
☐	masters in data science	320	High	$20.80	$48.53

Source: Google Keyword Planner

Your Keywords in Your Market:

- Average of 410 combined monthly searches for your keywords and closely related variations (time period: July 2018 – June 2019). **Masters of Data Science is the more popular search term.**

- Google evaluated this keyword combination as exhibiting "high competition." This means you will pay a higher cost per click (CPC) and it will be more difficult to reach the first or second ranked position on the search page.

- Bids will range between $14 - $49 CPC in order to rank #1.

- Google Keyword Planner recommends a "Daily Budget" of $55*

*Amount needed to help ensure the campaign's budget won't be limited on any day during the forecasted time period.

Digital Marketing – Related Keywords

Keywords: Masters of Data Science, Masters of Data Analytics

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
online data science masters	210	High	$37.06	$85.00
masters in business analytics	140	High	$15.50	$35.00
data science degree	140	High	$7.43	$24.00
ms in data science	50	High	$15.33	$49.51
data science masters programs	50	High	$14.15	$49.51
ms in business analytics	40	High	$17.10	$34.52
uw data science masters	260	Medium	$10.00	$28.28
mba in business analytics	30	High	$15.00	$45.23
masters in analytics	40	High	$12.71	$26.21
data science online degree	50	High	$25.11	$57.07

Source: Google Keyword Planner

Related Keywords in Your Market:

- Related keywords will increase campaign reach but may increase bid costs due to increased competition. **Note the activity in "masters in business analytics" and "UW data science masters."**

- Bids will now range between $7 - $85 CPC in order to rank #1.

- With related keywords included, Google Keyword Planner recommends a "Daily Budget" of $140.*

Digital Marketing – Location of People Searching

Keywords: Masters of Data Science, Masters of Data Analytics
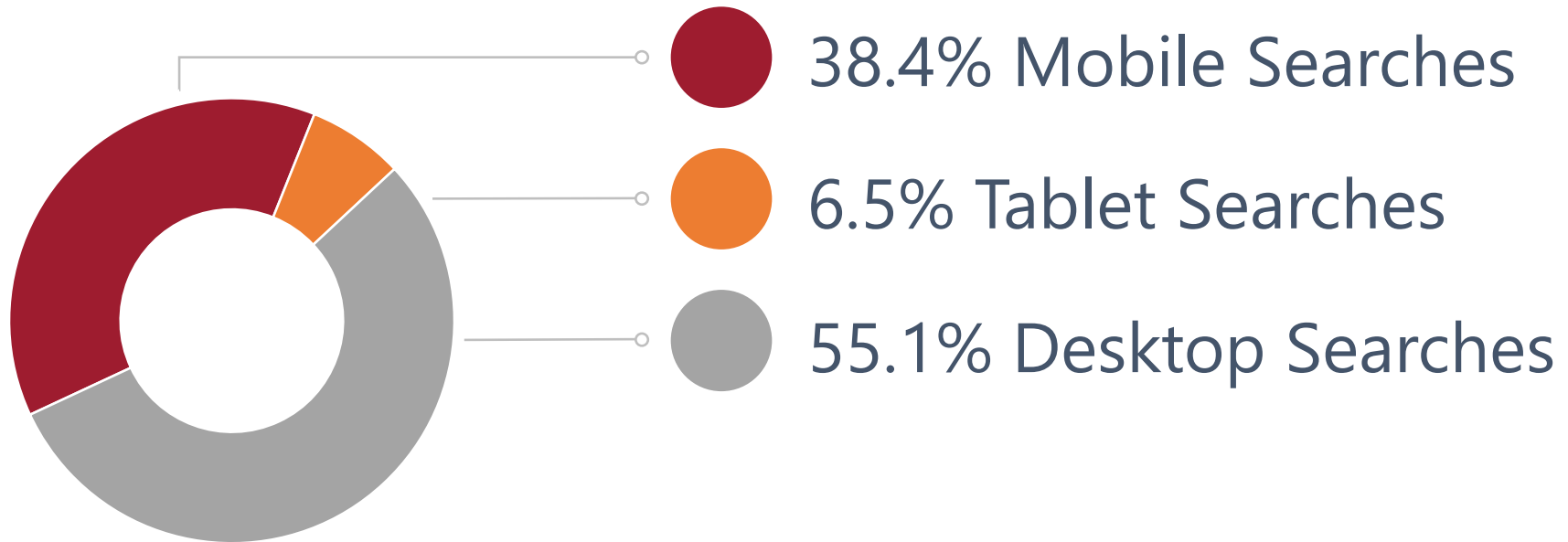
Oregon

16%   84%
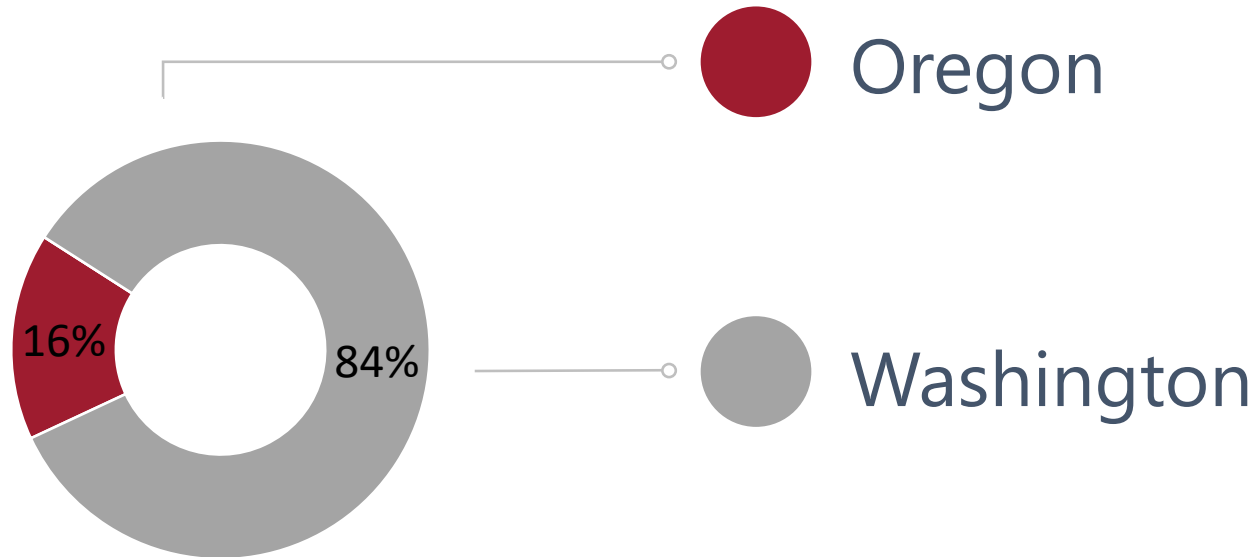
Washington

Source: Google Keyword Planner

- Most of your estimated clicks and impressions will come from the state of Washington.

- On the previous page, we noted that University of Washington's Masters in Data Science appeared as a related keyword (260 searches per month), which may be contributing to the larger portion of searches in Washington.

Digital Marketing — Searches by Device/Platform

Keywords: Masters of Public Administration

- 38.4% Mobile Searches
- 6.5% Tablet Searches
- 55.1% Desktop Searches

Source: Google Keyword Planner

- Mobile/tablet searches combined are nearly half of all searches; ensure landing pages for the program are easily accessed and read on a mobile phone or tablet screen.

Digital Marketing – Keyword Competition

Keywords: Masters of Public Administration

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
Keywords you provided				
master of public administration	320	High	$23.63	$40.00

Source: Google Keyword Planner

Your Keywords in Your Market:

- Average of 320 combined monthly searches for your keywords and closely related variations (Time period: July 2018 – June 2019).

- Google evaluated this keyword combination as exhibiting "high competition." This means you will pay a higher cost per click (CPC) and it will be more difficult to reach the first or second ranked position on the search page.

- Bids will range between $23 - $40 CPC in order to rank #1.

- Google Keyword Planner recommends a "Daily Budget" of $20.*

*Amount needed to help ensure the campaign's budget won't be limited on any day during the forecasted time period.

Digital Marketing – Related Keywords

Keywords: Masters of Public Administration

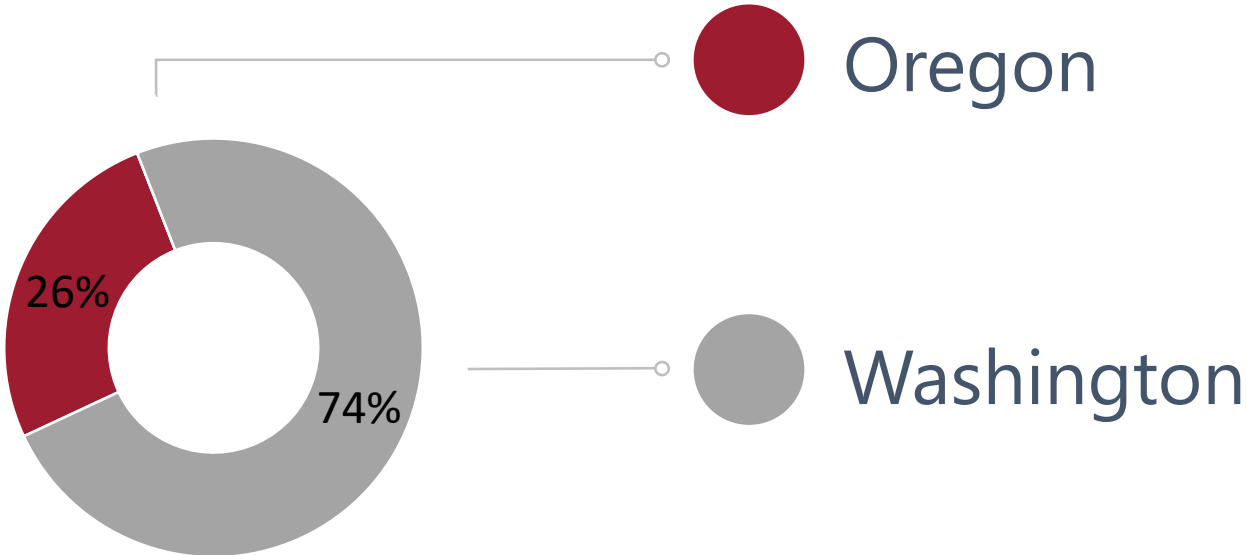| Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
mpa	1,900	Medium	$17.23	$34.54
mpa degree	260	High	$18.26	$40.25
public administration degree	70	High	$7.78	$16.00
online mpa	50	High	$25.54	$44.20
mpa programs	30	High	$16.65	$40.00
best mpa programs	30	High	$16.50	$39.12
masters in public administration online	40	High	$32.40	$45.45
online mpa programs	30	High	$33.60	$53.42
top mpa programs	20	High	$13.57	$50.00

Source: Google Keyword Planner

Related Keywords in Your Market:

- Related keywords will increase campaign reach but may increase bid costs due to increased competition. **MPA is the most popular search term for this program with 1,900 searches!**

- Bids will now range between $7 - $53 CPC in order to rank #1.

- With related keywords included, Google Keyword Planner recommends a "Daily Budget" of $60.*

Digital Marketing – Location of People Searching

Keywords: Masters of Public Administration

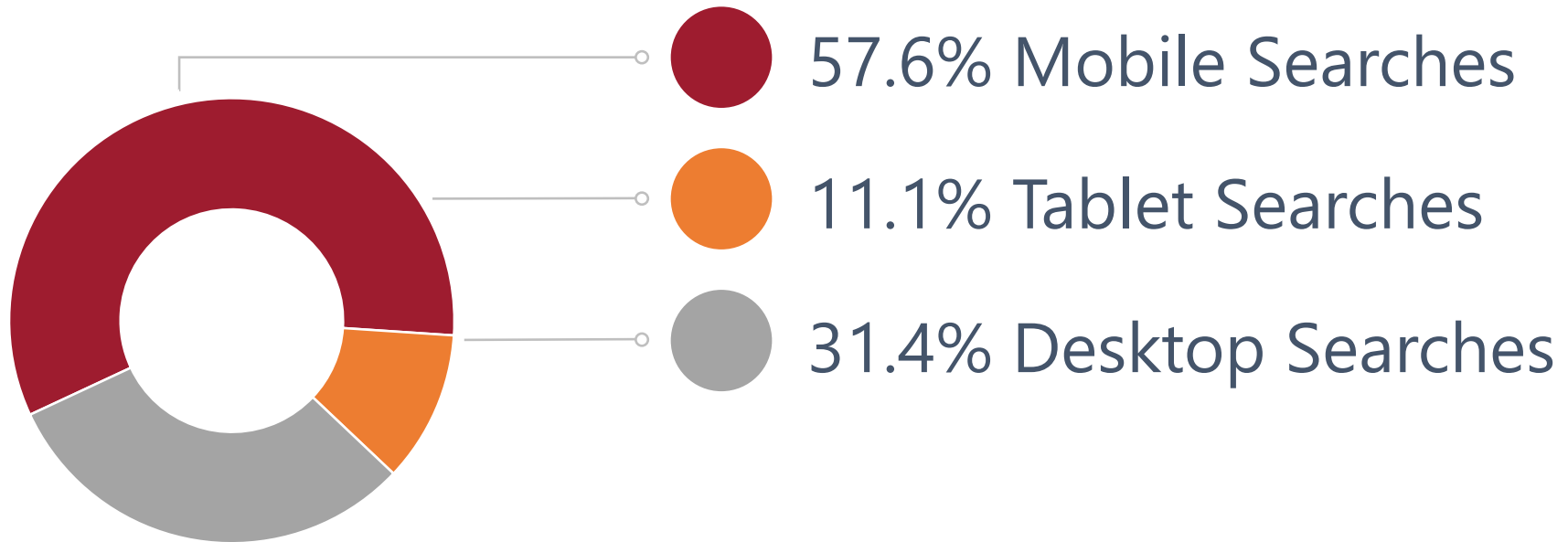● Oregon

● Washington

26%

74%

Source: Google Keyword Planner

■ Most of your estimated clicks and impressions will come from the state of Washington.

Digital Marketing – Searches by Device/Platform

Keywords: Masters of School Counseling

57.6% Mobile Searches

11.1% Tablet Searches

31.4% Desktop Searches

Source: Google Keyword Planner

■ Mobile/tablet searches combined comprise more than two-thirds of all searches; ensure landing pages for the program are easily accessed and read on a mobile phone or tablet screen.

Digital Marketing – Keyword Competition

Keywords: Masters of School Counseling

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
Keywords you provided				
masters in school counseling	110	High	$23.00	$50.75

Source: Google Keyword Planner

Your Keywords in Your Market:

- Average of 110 combined monthly searches for your keywords and closely related variations (Time period: July 2018 – June 2019).

- Google evaluated this keyword combination as exhibiting "high competition." This means you will pay a higher cost per click (CPC) and it will be more difficult to reach the first or second ranked position on the search page.

- Bids will range between $23 - $51 CPC in order to rank #1.

- Google Keyword Planner recommends a "Daily Budget" of $35.*

*Amount needed to help ensure the campaign's budget won't be limited on any day during the forecasted time period.

Digital Marketing – Related Keywords

Keywords: Masters of School Counseling

Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
online school counseling programs	90	High	$27.40	$55.10
school counselor degree	90	High	$20.80	$40.00
masters degree in counseling	70	High	$18.19	$38.50
counseling masters programs	70	High	$22.06	$39.09
school counseling programs	50	High	$20.47	$43.50
online masters in school counseling	70	High	$37.77	$58.00
counseling psychology programs	20	High	$10.63	$23.79
counseling programs	30	High	$8.75	$27.40
counseling psychology masters programs	20	High	$13.69	$31.48
masters in school counseling programs	40	High	$26.31	$55.00

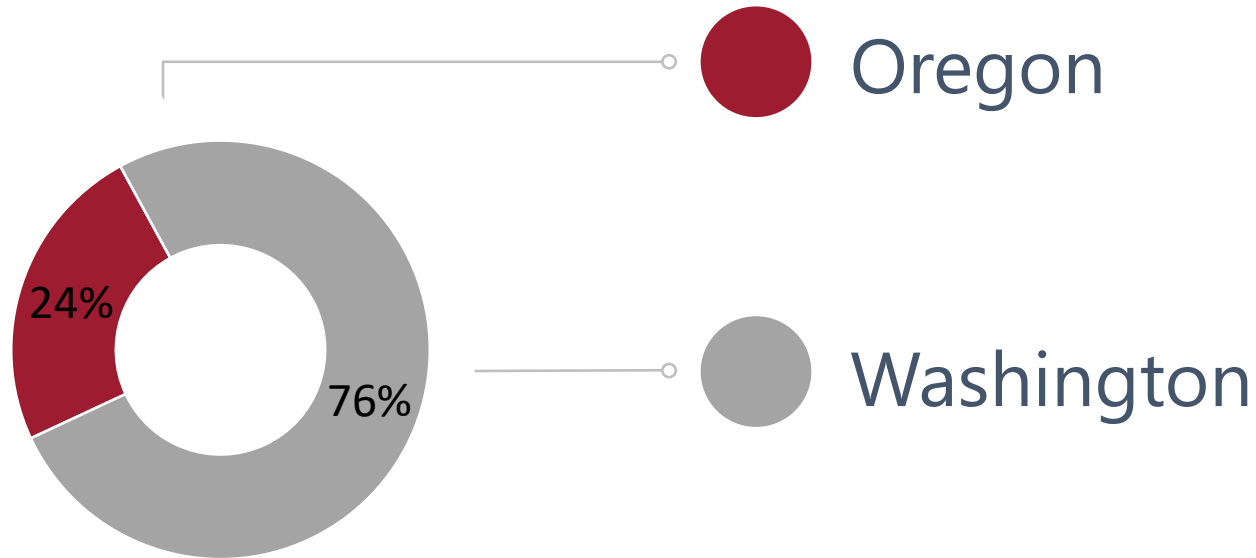Source: Google Keyword Planner

Related Keywords in Your Market:

- Related keywords will increase campaign reach but may increase bid costs due to increased competition. **Other popular search terms are school counseling degree, school counseling program. People searching do not always use "masters" in their search. "Online" program search is nearly as frequent as master of school counseling.**

- Bids will now range between $7 - $58 CPC in order to rank #1.

- With related keywords included, Google Keyword Planner recommends a "Daily Budget" of $150.*

Digital Marketing – Location of People Searching

Keywords: Masters of School Counseling
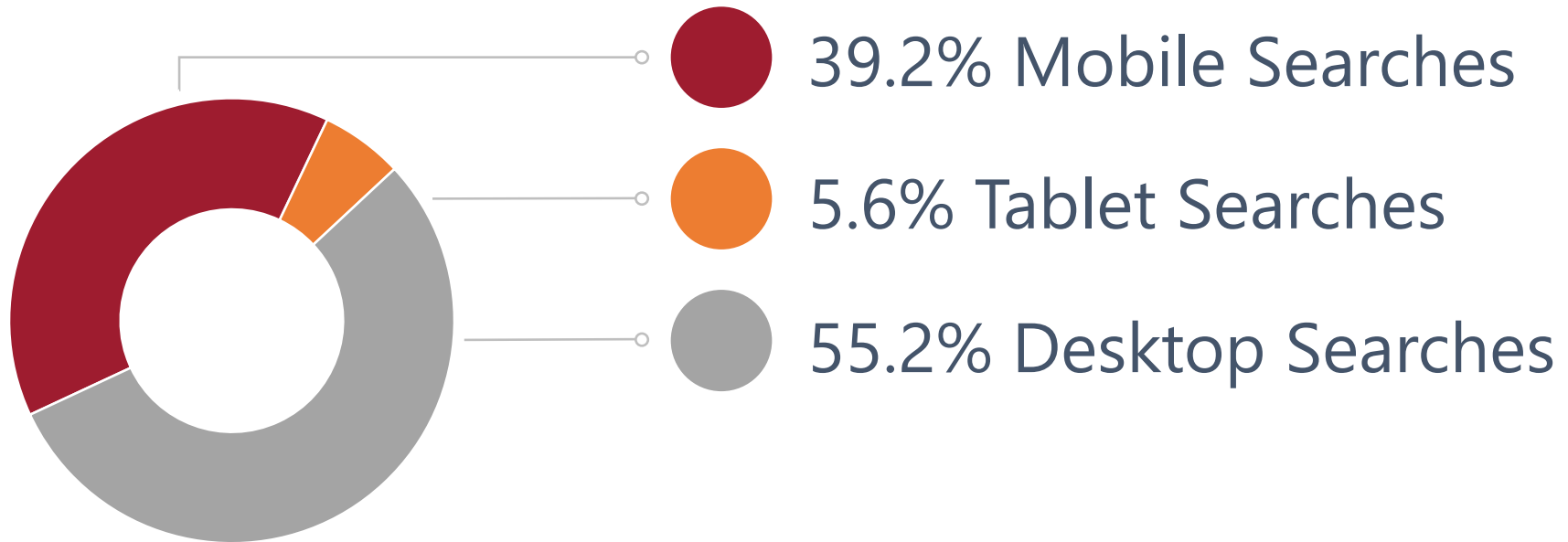

● Oregon

● Washington

24%

76%

Source: Google Keyword Planner

- Most of your estimated clicks and impressions will come from the state of Washington

Digital Marketing – Searches by Device/Platform

Keywords: Masters of Social Work

- 39.2% Mobile Searches
- 5.6% Tablet Searches
- 55.2% Desktop Searches

Source: Google Keyword Planner

- Mobile/tablet searches combined are nearly half of all searches; ensure landing pages for the program are easily accessed and read on a mobile phone or tablet screen.

Digital Marketing – Keyword Competition

Keywords: Masters of Social Work

	Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
☐	masters in social work	480	High	$46.25	$74.23

Source: Google Keyword Planner

Your Keywords in Your Market:

- Average of 480 combined monthly searches for your keywords and closely related variations (Time period: July 2018 – June 2019).

- Google evaluated this keyword combination as exhibiting "high competition." This means you will pay a higher cost per click (CPC) and it will be more difficult to reach the first or second ranked position on the search page.

- Bids will range between $46 - $75 CPC in order to rank #1.

- Google Keyword Planner recommends a "Daily Budget" of $35.*

*Amount needed to help ensure the campaign's budget won't be limited on any day during the forecasted time period.

Digital Marketing – Related Keywords

Keywords: Masters of Social Work

| Keyword (by relevance) ↓	Avg. monthly searches	Competition	Top of page bid (low range)	Top of page bid (high range)
msw	5,400	High	$27.30	$49.75
msw degree	320	High	$34.77	$57.00
masters in social work online	210	High	$65.04	$109.39
online msw programs	170	High	$56.83	$105.69
msw online	140	High	$50.00	$92.87
msw social work	390	High	$36.00	$77.94
msw programs	110	High	$40.57	$72.00
social work masters programs	90	High	$45.77	$84.99
master's degree in social work	70	High	$43.60	$94.06
best msw programs	30	High	$39.31	$53.54

Source: Google Keyword Planner

Related Keywords in Your Market:

- Related keywords will increase campaign reach but may increase bid costs due to increased competition. **Note the high frequency of the abbreviation "MSW," with 5,400 monthly searches!**

- Bids will now range between $27 - $110 CPC in order to rank #1.

- With related keywords included, Google Keyword Planner recommends a "Daily Budget" of $270.*

Digital Marketing – Location of People Searching
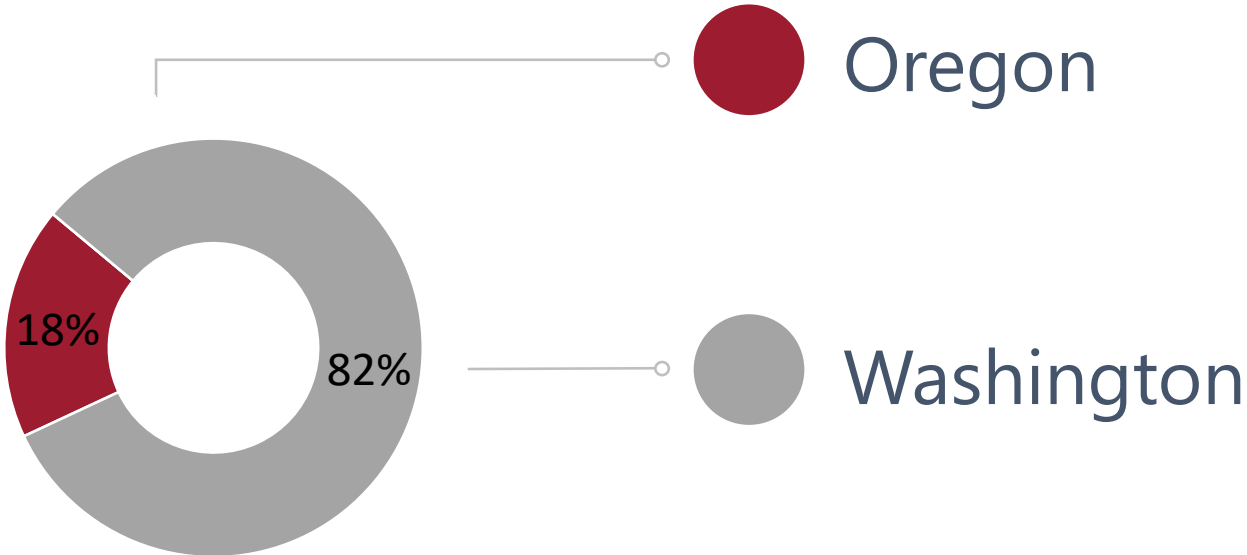
Keywords: Masters of Social Work

Oregon

Washington

18%

82%

Source: Google Keyword Planner

- Most of your estimated clicks and impressions will come from the state of Washington

Digital Marketing – Keyword Analysis

Key Takeaways

- These new programs are entering a market that is already competitive.

- Western Oregon must determine how to effectively and efficiently allocate resources to marketing and recruitment efforts for the program.

- Over the past decade, digital marketing has become one of the best ways to communicate and interact with prospective students (graduate students included), who choose computers and phones over paper every day.

- It's clear that the journey is a mobile one, so when launching a new program, ensure you have the website landing pages synching with keywords of importance (i.e. MPA, MSW, Business Intelligence as examples) and that the navigation and content supports a mobile journey. To raise your visibility, you will need to invest in a digital marketing strategy and this data gives you some insight as to what that would cost today.

- Tapping into the talents of a digital strategist, either with an external partner or utilizing existing University, College, or departmental personnel, will help to ensure this program garners the desired interest and enrollment levels.

- The following slide offers some best practices to follow.

Digital Marketing – Success Factors

A highly focused strategy is critical

Optimized Landing Page

- Use targeted keywords in your ads
- Match ad creative to the landing page
- Provide a clean and clear journey; make sure it's mobile friendly
- Focus on driving conversions
- Multiple landing pages may be necessary for each ad group

Negative Keywords

- Add negative keywords to the campaign strategy
- Prevents ads from being triggered by irrelevant words or phrases
- Limits budget wasted on low quality searches
- Keep ads from showing next to phrases that can damage your brand image

Close Monitoring

- Broaden or narrow keywords based on results on almost a daily basis
- Budget and bid adjustments frequently given the high cost of ads
- Use A/B tests to optimize ads