



Using Data For Growth - Driving Innovation in Higher Education

*How Butler University's
Transformation Lab is
Accelerating Change with
Data-Informed Strategies*



What is a Program Evaluation System?

Gray DI's Program Evaluation System (PES) includes data, software, and processes.



Inform enrollment and revenue growth, and cost reduction decisions.

- What new programs should we launch?
- What current programs should we invest in for growth?
- What new markets should I focus on for marketing and recruiting?
- What redundant, high-cost, or underutilized courses can I cut or consolidate?
- What areas should I focus on for efficiency opportunities based on benchmarking costs to other institutions?
- Should I hire new faculty?



Data Democratization



*“Data democratization means that **everybody has access to data** and there are no gatekeepers that create a bottleneck at the gateway to the data. It requires that we **accompany the access with an easy way for people to understand the data** so that they can use it to **expedite decision-making** and uncover opportunities for an [institution]. The goal is to have anybody use data at any time to make decisions with no barriers to access or understanding.” -Forbes*



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*How Butler University's
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- **Butler University's Path to Transformation**
- **Approach to Innovation and Growth**
- **Transformation Lab Processes**
- **Successes**
- **Case Studies**
- **Q&A**



Respond in the Chat with Your Answer

What Division or Department Do You Work In?

- Academics
- Administration
- Admissions
- Business
- Enrollment
- Institutional Research
- IT
- Marketing
- Strategy and Innovation
- Other



Path to Transformation

STRATEGIC COMMITMENTS

BUTLER
BEYOND

1 RELEVANCE

ENSURE BUTLER'S PROGRAMS AND EXPERIENCES ARE INCLUSIVE OF THE ACADEMIC, SOCIAL, AND CAREER NEEDS OF FUTURE LEARNERS.

2 VALUE

MAXIMIZE THE RETURN ON INVESTMENT IN A BUTLER EDUCATION THROUGH EXCEPTIONAL FOCUS ON BOTH ACCESS AND OUTCOMES.

3 DISTINCTION

IDENTIFY AND ENHANCE PROGRAMS AND EXPERIENCES OF DISTINCTION.

4 INNOVATION

DEVELOP AND GROW NEW EDUCATIONAL AND BUSINESS MODELS THAT ADDRESS THE FUTURE OF HIGHER EDUCATION AND DRIVE LONG-TERM STABILITY AND SUCCESS FOR THE UNIVERSITY.

5 EFFECTIVENESS

DEVELOP AND SUPPORT THE ORGANIZATIONAL CAPABILITIES AND CAPACITY NECESSARY TO ENABLE A CULTURE OF INNOVATION AND AN EFFECTIVE ORGANIZATION.

Tradition
+
INNOVATION

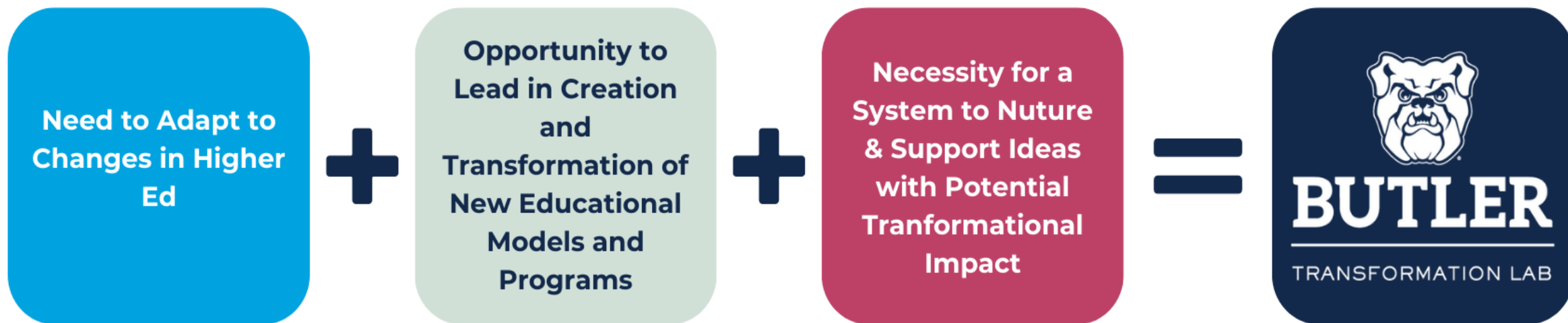


Lilly Endowment Grant: Charting the Future

- **Challenge:** Butler University seeks to address the challenge of how a high-quality, private university not only adapts, but thrives - and accelerates continual transformation- in the rapidly-changing higher education and workforce landscape.
- **Opportunity:** Butler sought to build the organizational capacity necessary to vigorously pursue transformation through the creation a new autonomous university entity- The Transformation Lab. The lab is a catalyst for piloting future-oriented models, ventures, and priorities aligned with the university's strategic direction
- **Butler's Focus Areas**
 - Preparing Undergraduates for success in the digital age
 - Advancing Butler's Lifelong Learning efforts by creating a leading model for adult education and corporate talent solutions
 - Creating alternative, low-cost models for greater access to a Butler University education
- **Timeline**
 - **Received Grant:** 2021
 - **Grant Period:** 2021-2024



What Caused Butler to Approach Innovation and Growth Differently?



The Transformation Lab

A research & development unit, is the nexus between tradition and innovation, forging the strengths of Butler today with the possibilities of tomorrow.



Respond in the Chat with Your Answer

Do you currently have a formalized process for validating and moving ideas forward?

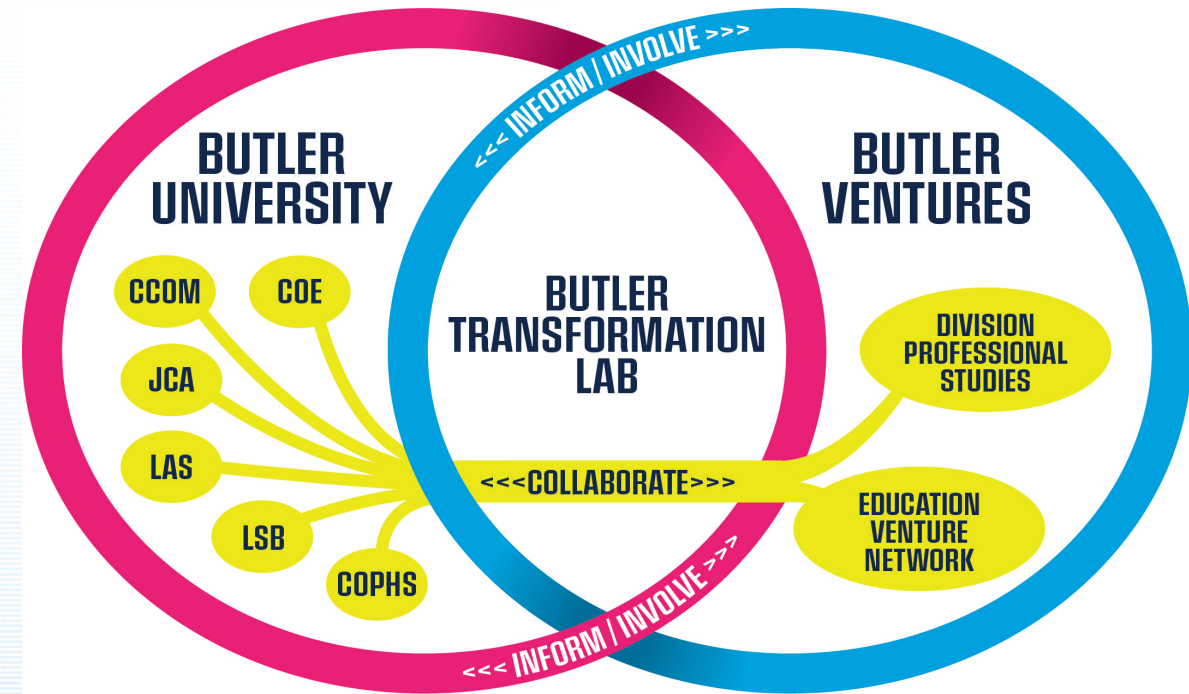
- Yes
- No

Butler Approach

What is the Transformation Lab?

Department within Strategy and Innovation division charged with moving transformational ideas forward. The Lab:

- **Partners** with Colleges, Divisions, and External Partners to move big ideas forward (ideas that live in the “white space”).
- **Serves** as a R&D Hub for the University.
- **Provides** resources and capacity (Market & Financial Analysis, Project Management, and Platform for Innovation).
- **Utilizes** a vetting process to effectively evaluate ideas employing tools such as Gray DI Program Evaluation System and Program Size Predictor.
- **Creates** tools, templates, and systems to expediate ideation process (idea to pilot or “fail fast” approach).





Who We Are



Who We Are

- Human-centered innovators dedicated to moving good ideas forward.
- Kind humans who are motivated by “getting shit done” and solving problems.
- Trustworthy people who do what they say they will do.
- Learners who are inspired by new ideas and ways of thinking.
- Fun people who work hard and communicate clearly.

What We Do

- Work alongside faculty, staff, and external partners.
- Provide valuable resources for strategy and innovation: project management, meeting facilitation, market research, financial modeling, thought leadership, and resources.
- Serve the broader university by democratizing innovation.
- Think about projects/innovations using a systems-thinking lens.
- Advocate for good ideas and make impactful connections.

How We Do It

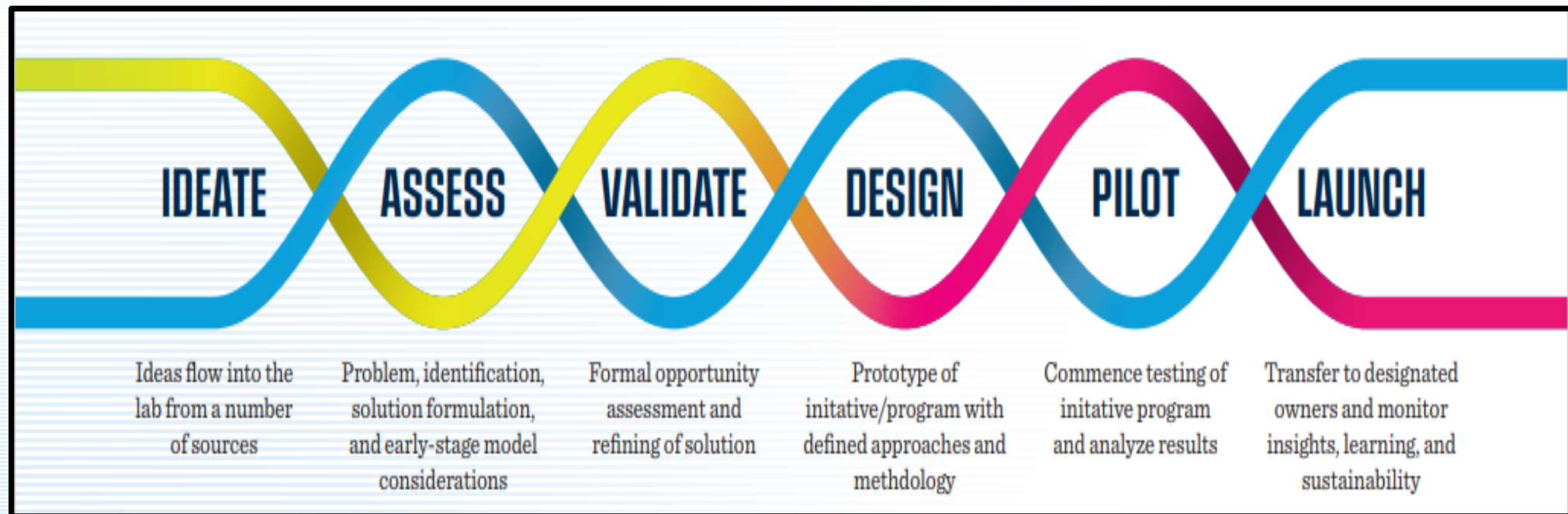
- We communicate directly—clear is kind.
- Run efficient and effective meetings: Have an agenda, send pre-reads 48 hours in advance, identify clear next steps, and send follow-ups 24 hours afterward.
- Create and use templates and processes for structure so we can focus on the people.
- Listen intently and ask questions to understand the true needs and barriers beyond what is being said.
- Use an objective evaluation system so the best ideas win.



Transformation Lab Processes

We Move Ideas Forward

The Lab uses a six-stage gated innovation journey to move ideas forward for **new Education Models, Programs, Business Models, & Systems**. The Lab works collaboratively with the idea owner(s) to improve ideas through iteration and research.



Operationalizing the Stage-Gate Process

Butler Transformation Lab Innovation Journey: IDEA NAME

To Access Templates for Each Stage Gate: [Click Here](#)

Ideate		
Complete	Deliverables	Notes
<input checked="" type="checkbox"/>	Idea	

Assess		
Complete	Deliverables	Notes
<input type="checkbox"/>	Development Form in Brightidea	
<input type="checkbox"/>	Assess Template	
<input type="checkbox"/>	Initial Meeting – Seek to Understand	
<input type="checkbox"/>	Decision Point Meeting: Transformation Lab Fit (TL Weekly Team Meeting)	
<input type="checkbox"/>	Communication of Decision to Idea Submitter	
<input type="checkbox"/>	Closure Document (if needed)	

Validate		
Complete	Deliverables	Notes
<input type="checkbox"/>	Workspace with Workgroup Added	
<input type="checkbox"/>	Business Model Canvas in Brightidea – Why, Who, & What	
<input type="checkbox"/>	Research Summary Document Started	
<input type="checkbox"/>	SWOT Analysis	
<input type="checkbox"/>	Preliminary Design Document (Purpose: Consensus)	
<input type="checkbox"/>	One-Pager Overview Document (Purpose: Feedback)	
<input type="checkbox"/>	Decision Point Meeting: Ready to Move Forward with Prelim Design (Workgroup + TL)	
<input type="checkbox"/>	Closure Document (if needed)	

Design: Build		
Complete	Deliverables	Notes
<input type="checkbox"/>	Market Research Strategy	
<input type="checkbox"/>	Legal Compliance Strategy	
<input type="checkbox"/>	Prelim Business Model Canvas	
<input type="checkbox"/>	Prelim Financial Model	
<input type="checkbox"/>	Finalization Plan/Summary	

Design: Build		
<input type="checkbox"/>	Decision Point Meeting: Gap Analysis (Workgroup + TL)	
<input type="checkbox"/>	Closure Document (if needed)	

Design: Finalization		
Complete	Deliverables	Notes
<input type="checkbox"/>	Finalized Business Model Canvas	
<input type="checkbox"/>	Finalized Financial Model	
<input type="checkbox"/>	Finalized Market Analysis	
<input type="checkbox"/>	Finalized Legal Compliance	
<input type="checkbox"/>	Decision Point Meeting: Ready for BRRC Presentation (Workgroup + TL)	
<input type="checkbox"/>	Closure Document (if needed)	

Design: BRRC Approval		
Complete	Deliverables	Notes
<input type="checkbox"/>	BRRC Presentation Date	
<input type="checkbox"/>	Financial Model (with Proforma & Assumptions)	
<input type="checkbox"/>	Presentation (Vision, Alignment, Market)	
<input type="checkbox"/>	Executive Summary	
<input type="checkbox"/>	Pilot Plan (Simple Summary)	
<input type="checkbox"/>	Corporate Veil Document (if applicable)	
<input type="checkbox"/>	Decision Point Meeting: BRRC Presentation for Approval (BRRC)	
<input type="checkbox"/>	Closure Document (if needed)	

Pilot: Kickoff		
Complete	Deliverables	Notes
<input type="checkbox"/>	Pilot Tracking Sheet	
<input type="checkbox"/>	Pre-determined Regular Review Intervals (Bi-monthly starting point)	
<input type="checkbox"/>	Add Business Impact Quarterly tied to Butler Fiscal Years (Financials and Non-Financials) to Brightidea	
<input type="checkbox"/>	Decision Point Meeting: Ready to Start Pilot (Workgroup + TL)	

Pilot: Ongoing Assessment		
Complete	Deliverables	Notes
<input type="checkbox"/>	Ongoing Review Meetings Driven by Updated Tracking Sheet and BI Business Impact	
<input type="checkbox"/>	Pilot Status Report (with If/Then Steps)	
<input type="checkbox"/>	Completed Pilot Tracking Sheet	
<input type="checkbox"/>	Exit Plan (if needed)	
<input type="checkbox"/>	Decision Point Meeting: Ready to Launch (Workgroup + TL)	
<input type="checkbox"/>	Closure Document (if needed)	

Pilot: Pre-Launch		
Complete	Deliverables	Notes
<input type="checkbox"/>	Transition Plan	
<input type="checkbox"/>	Final Business Plan	
<input type="checkbox"/>	Decision Point Meeting: Ready to Transition (Workgroup + TL)	

Launch		
Complete	Deliverables	Notes
<input type="checkbox"/>	Lessons Learned Brief	
<input type="checkbox"/>	Final Meeting: Wrap Up and Lessons Learned	



Using Data in Processes



IDEATE

Initial Meeting

Idea Information & Known Peers/Competitors



ASSESS

Preliminary Market Research & Prioritization

Program Scorecard, Competitor List, Market Trends, Employment Opportunities, & Potential Impact



VALIDATE

Enrollment and Financial Research

Program Size Prediction, Begin Financial Model



DESIGN

Focused Market Research

In-depth Competitor Analysis, Completion/Enrollment Analysis, Identification of Key Differentiators, Finalized Financial Model



PILOT

Tracking

Projected v. Actuals (Enrollments, Revenue, Expenses)



LAUNCH

Monitoring

Budget, Enrollment, Completion, Employment Trends



Example Gray DI Program Scorecard

CIP: 30.7102 Business Analytics

Award Level: Masters

Market: National

Total Score: 60

Percentile: 99

Student Demand Score: 31 Percentile: 99

Category	Pctl	Criterion	Value	Score
Size	93	Google Search Volume (12 Months)*	1,019,340	2
	99	International Page Views (12 Months)	66,813	NS
	99	New Student Enrollment Volume (12 Mo.)	38,289	6
	99	On-ground Completions at In-Market Institutions	27,270	4
	99	Online Completions by In-Market Students	6,460	4
	99	Sum of On-ground and Online Completions	33,730	4
Growth	95	Google Search YoY Change (Units)*	156,830	2
	100	New Student Enrollment Vol. YoY Change (Units)	6,507	2
	100	Completion Volume YoY Change (Units)	6,983	2
	91	Google Search YoY Change (%)*	18%	2
	82	New Student Enrollment Vol. YoY Change (%)	21%	2
	79	Completion Volume YoY Change (%)	26%	1

Competitive Intensity Score: 8 Percentile: 86

Category	Pctl	Criterion	Value	Score
Volume of In-Market Competition	98	Campuses with Graduates**	277	0
	99	Campuses with Grads YoY Change (Units)**	54	NS
	99	Institutions with Online In-Market Students**	145	0
In-Market Program Sizes	99	Average Program Completions	98	4
	96	Median Program Completions	22	3
	80	YoY Median Prog. Compl. Change (Units)	1	0
In-Market Saturation	68	YoY Median Prog. Compl. Change (%)	4%	0
	75	Google Search * Cost per Click**	\$13	1
	86	Google Competition Index**	0.53	0
National Online Competition	99	Natl Online Institutions (Units)**	145	NS
	86	Natl Online % of Institutions	44%	NS
	51	Natl Online % of Completions	19%	NS

* - Google search do not filter by award level.
** - Color scale in reverse.
NA - No data available/not currently tracked.
NS - Not Scored in Rubrics (values = 0).
PCTL - Percentile

Employment Score: 21 Percentile: 97

Category	Pctl	Criterion	Value	Score
Size: Entry Jobs	99	Job Postings Total (12 Months)	48,482	4
	99	BLS Current Employment	324,657	1
	99	BLS Annual Job Openings	28,023	1
Underemployed	37	Underemployed Percent of Graduates**	34%	1
Growth: Entry Jobs	64	BLS 1-Year Historical Growth	4.7%	0
	64	BLS 3-Year Historic Growth (CAGR)	4.8%	0
	74	BLS 10-Year Future Growth (CAGR)	0.9%	0
Saturation: Entry Jobs	74	Job Postings per Graduate	1.4	0
	85	BLS Job Openings per Graduate	0.8	0
Weighted-Avg BLS Wages	81	Entry 25th Percentile	\$84,748	6
	91	Post Entry Median	\$119,113	8
		Post Entry w/Associates Median	NA	NS
		Post Entry w/Bachelors Median	NA	NS
	90	Post Entry w/Masters Median	\$118,068	NS
	94	Post Entry w/Doctoral Median	\$134,732	NS
National American Community Survey	25	% with Any Graduate Degree*	24%	NS
	35	% with Masters*	22%	NS
	11	% with Doct/Prof Degree*	2%	NS
	65	% Unemp. (Age <30)**	3%	NS
	40	% in Direct Prep Jobs*	4%	NS

— IPEDS Demographics (Not Scored) —

Category	Pctl	Criterion	This Program In-Market	All Programs In-Market
IPEDS Gender	21	Female	43%	62%
	78	Male	57%	38%
IPEDS Ethnicity	66	American Indian or Alaska Native	0%	0%
	85	Asian	12%	6%
	40	Black or African American	4%	10%
	31	Hispanic or Latino	6%	11%
	77	Native Hawaiian or Other Pacific Islander	0%	0%
	17	White	35%	51%
	88	International	39%	13%
	32	Other/Unknown	4%	8%

Degree Fit Score: 0 Percentile: 50

Category	Pctl	Criterion	Value	Score
Cost Benchmarking**		Average Cost per SCH Index**	NA	NS
		Median Cost per SCH Index**	NA	NS

National Completions by Level Score: 0

Award Level	Completions (National)	Completions (Market)	Enrollment (Market)	BLS Educational Attainment
No College				9%
Some College				15%
Certificate	3%	3%	1%	
Associates	0%	0%	0%	7%
Bachelors	21%	21%	16%	40%
Postbaccalaureate Certificate	4%	4%	1%	
Masters	71%	71%	75%	23%
Post-masters Certificate	1%	1%	4%	
Doctoral	0%	0%	3%	6%

National Workforce Ed. Attainment Score: 0

CIP Description:

A program that prepares individuals to apply data science to solve business challenges. Includes instruction in machine learning, optimization methods, computer algorithms, probability and stochastic models, information economics, logistics, strategy, consumer behavior, marketing, and visual analytics.

Total Percentile	0	20+	40+	70+	90+	95+	98+	100
Total Score	-20	-15	2	15	29	36	45	69

Percentile (Reverse) <02 02+ 05+ 10+ 30+ 60+



Example Program Size Predict

GRAY DI

Predict Prog...Pro Forma In...Pro Forma O...Build or BuyCalculatorsSaveNew Programs

AssetsSheetsBookmarks

awl Masterscip_code_2 51 HEALTH PROFESSIO...

Size Category

Program (CIP Code)

4-Digit CIP Code and Title

2-Digit CIP Code and Title

Butler University

Modality:

On-Ground ModalityOnline ModalityBoth Modalities

Growth of:

5-Year Completions3-Ye

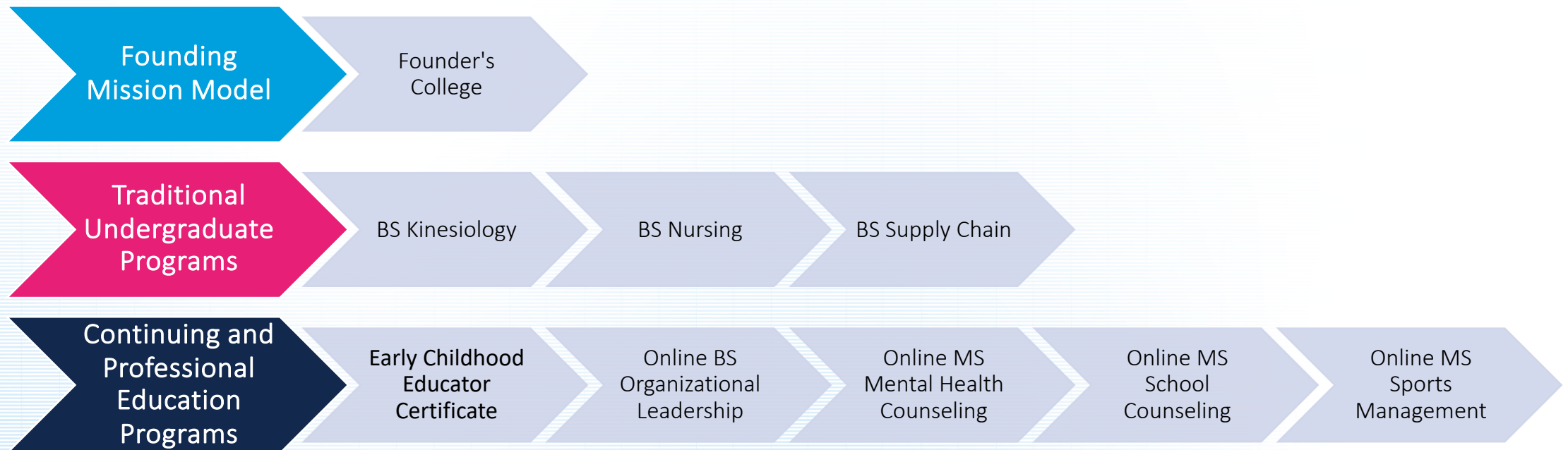
New Program	Predicted Size Range	Predicted Completions at Maturity
Masters: 51.0203 Speech-Language Pathology (Grad only)	25 - 74	5
Masters: 51.3801 Registered Nursing	25 - 74	26
Masters: 51.2306 Occupational Therapy	25 - 74	26
Masters: 51.3804 Nurse Anesthetist	25 - 74	25
Masters: 51.3102 Clinical Nutrition/ Nutritionist	25 - 74	25
Masters: 51.2307 Orthotist/ Prosthetist	25 - 74	25
Masters: 51.1503 Clinical/Medical Social Work	25 - 74	25
Masters: 51.0701 Health Care Admin/Mgmt	25 - 74	25
Masters: 51.0204 Audiology & Speech-Lang. Pathology	25 - 74	25



Successes

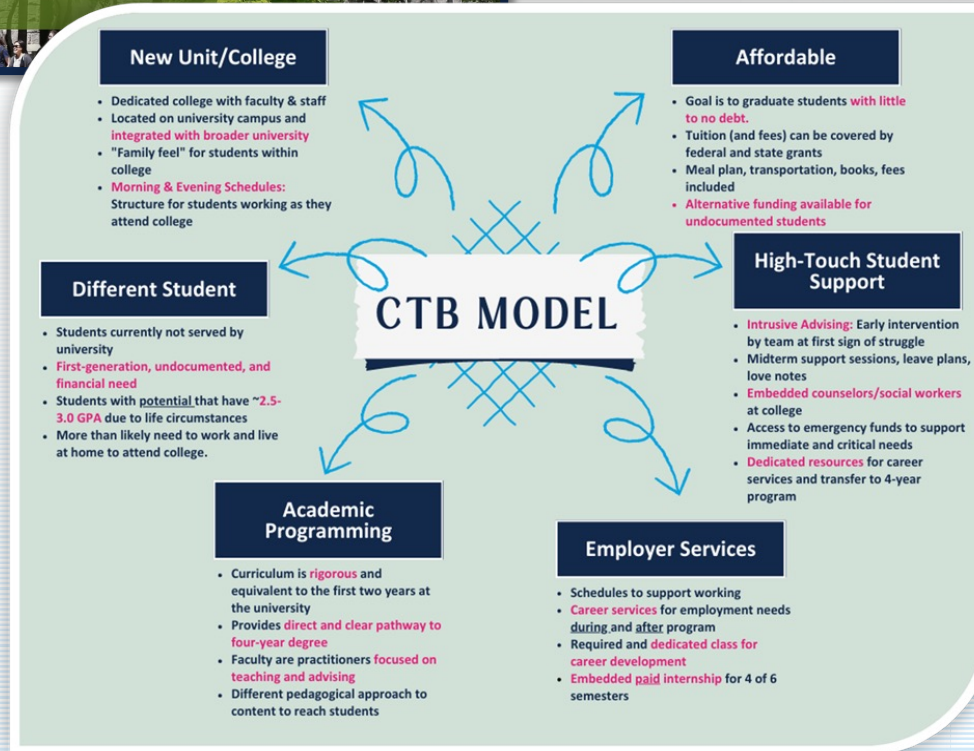


In the last three years, the Transformation Lab has supported development of innovative programs and new models of education for a broader array of learners. These programs and models fall into three categories: **Founding Mission Model**, **Undergraduate Programs**, and **Continuing and Professional Education Programs**.





Founder's College



In Fall 2023, Butler became the third university to join the Come to Believe Network (CTB) and open a college using the CTB Model.

- The CTB Model has Proven Results
 - Over 50% of CTB students graduate on time (two-year graduation rate)
 - Nationally, only 13% of students in two-year colleges graduate on time. At Indiana's two-year colleges, only 18.6% of students are completing on time*
 - 90% of CTB students graduate debt-free
 - Nearly 80% of CTB graduates pursue bachelor's degrees at four-year institutions

COME TO
BELIEVE



Founder's College – Associate Degree Programs

Business Data Analytics

Business Management Studies

Healthcare Studies

Youth and Community Advocacy

ACADEMICS MENU

[Business Data Analytics](#)

[Business Management Studies](#)

[Healthcare Studies](#)

[Youth and Community
Advocacy](#)

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Learn by doing in your chosen field.

If you're looking for a college degree that leads to a career, look no further than Founder's College. We offer associate degrees in essential career fields that can be earned in just two years. And if you aspire to earn a four-year degree, we've also created clear pathways to earn your bachelor's degree at Butler in just two additional years.

2+2 Academic Programs

Founder's College offers associate degrees in four distinct content areas:

- [Business Data Analytics](#)
- [Business Management Studies](#)
- [Healthcare Studies](#)
- [Youth and Community Advocacy](#)

All four programs are 2+2 programs, meaning the associate degree can be completed in two years and can lead directly to a bachelors degree at Butler that can be completed in another two years.

Academic Programming

- Rigorous Curriculum equivalent to first 2 years at Butler
 - Direct and Clear Pathways to 4-year Degrees
- Faculty are Practitioners Focused on Teaching & Advising
 - Different Pedagogical Approaches



BS Kinesiology



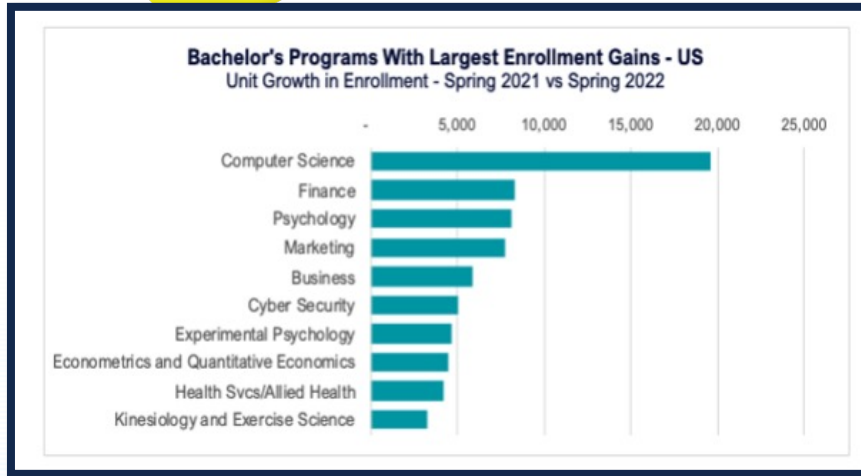
BS Kinesiology: Context & Background

The decision to sunset the **Human Movement and Health Science (HMHSE)** program in the College of Education (COE), led to the initial exploration of alternative programs to capture new students and meet the demands of the market. This exploration resulted in **the proposal of a Kinesiology Major.**

Key drivers include:

- Market data, including enrollment team feedback, supporting a kinesiology major;
- Ability to leverage the established and thriving Sport Coaching Minor;
 - Enrollment of 27+ students in this minor.
- Identified community partners to fulfill internship requirements for students; and
 - HMSHE partners can be sustained
- Flexibility of the program.
 - Kinesiology is broad and allows for a wide scope of concentrations to respond to market demands.

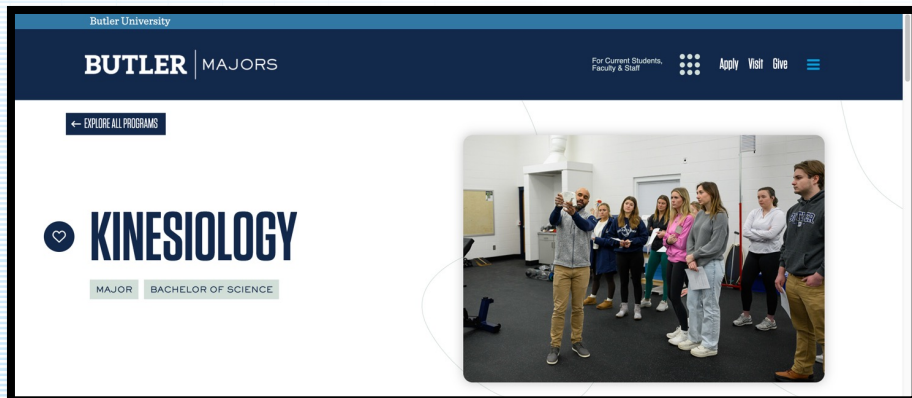
BS Kinesiology Market Research & Performance



Kinesiology: A Growing and Supported Program

- College Board database records (2022) of intended majors for incoming 1st year students interested in “health-related fields”
 - 3 million incoming students** indicated interest in health-related fields. Relevant subcategories of students’ interests as that relate to the proposed major include:
 - Athletic Training/Trainer** = 4th on the list behind nursing, Health Professions and Clinical Sciences, and Pre Medicine
 - Pre-Physical Therapy** = 5th on the list.
- According to Gray DI:
 - Top 10** largest growing bachelor’s program from 2021-2022.
 - Overall Percentile Ranking:** 95th percentile for Indiana and 91st for national.

CIP: 31.0505 Kinesiology and Exercise Science	Market: Indiana	Award Level: Bachelors	Select Program
CIP: 31.0505 Kinesiology and Exercise Science	Market: Indiana	Total Score: 21	Percentile: 95



Gray DI Program Predict (completions at maturity)		Projection AY24-25	AY 24-25	Projection AY25-26	AY25-26 to date
33 annually	# New Student Starts	10	20	15	24



Market Research: Enrollment Data

Butler Enrollment Management personnel shared data from the College Board database records (2022) highlighting intended majors for incoming 1st year students interested in “health-related fields”.

- **3 million incoming students** indicated interest in health-related fields. Relevant subcategories of students’ interests as that relate to the proposed major include:
 - **Athletic Training/Trainer = 4th** on the list behind nursing, Health Professions and Clinical Sciences, and Pre Medicine
 - **Pre-Physical Therapy = 5th** on the list.





Looking Toward the Future



Reflection on 3 Years

Ideas Approved

Total 30 programs approved



Engagement



604

Butler faculty, staff, and partners actively engaged

Ideation to Pilot

Average times from ideation to pilot

MODEL



years

PROGRAM



years

NON-CREDIT



months



Looking Toward the Future

Impact Metrics of Approved Programs from 2022-2027

- Generate a **\$21,335,937** increase in annual gross revenue.
- Increase the number of net new students by **over 3,300**.

Current Work

- Assessing Program Health through Annual Reviews of KPIs
 - Including updated market research and program size predictions
- Refining Butler's Strategic Direction (Currently)
 - Looking specifically at Academic Program Portfolio & Growth Opportunities
- Prioritizing projects based on refined Strategic Direction



Questions?



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Learn About the Transformation Lab at Butler University:

<https://www.butler.edu/transformation-lab/>