

COMPETING ON QUALITY, POSITIONING FOR SUCCESS:

NEW DATA TOOLS FOR INSTITUTIONS

ALEX USHER

HIGHER EDUCATION STRATEGY ASSOCIATES



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Who We Are

- HESA is a higher education data and services company
- Used to operate as EPI Canada
- We are the country's largest conductor of student surveys – 40,000 per year for the *Globe and Mail* and between 8-10,000 per month in our regular university panel survey
- Our Mission: Helping Institutions Compete on Quality

Our New Products and Services

- Continuing our work in program evaluation
- Offering new services in strategic planning and positioning
- Position Master
- *MyCanEd* panel and our Instant Benchmarking service

The Challenge for Institutions

- Institutions live in a Prestige Economy
- Competition is getting fiercer – for top researchers, for professors and for graduate students
- An increasing need for institutions to find their own UVP to help them stand out from the crowd.

The Rules of Branding

- Brands need to be Relevant, Credible, Differentiated
- Relevant and Credible are not difficult, but...
- Differentiated is a serious problem in universities - everybody thinks they're unique but nobody actually wants to be different



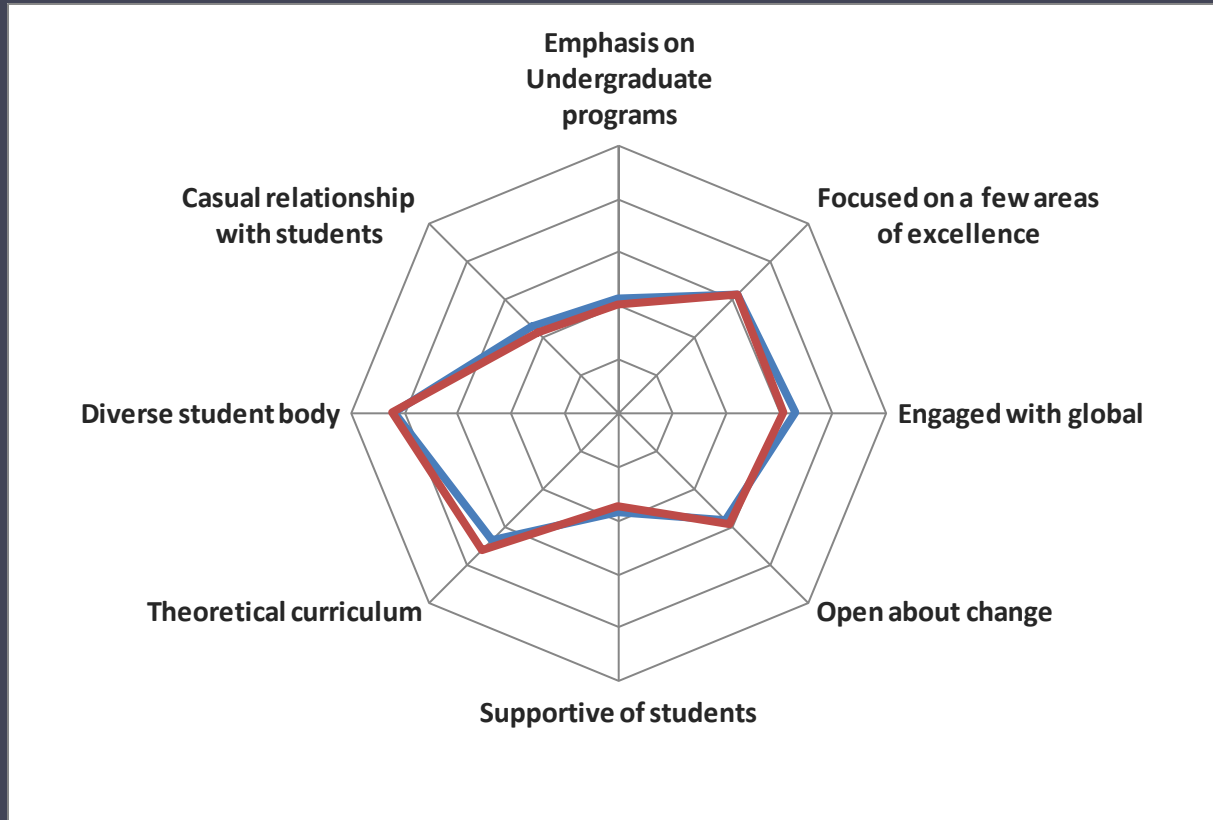
Bases of Differentiation

- What you Teach
- How you Teach
- What you Research
- How you Research
- Mission
- Location

Institutional Personality

- There is such a thing as personality, and it's possible to map
- Mapping institutions against one another reveals important potential points of differentiation
- We've mapped the views of 40,000 students about their institution. Here's some of what we've learned...

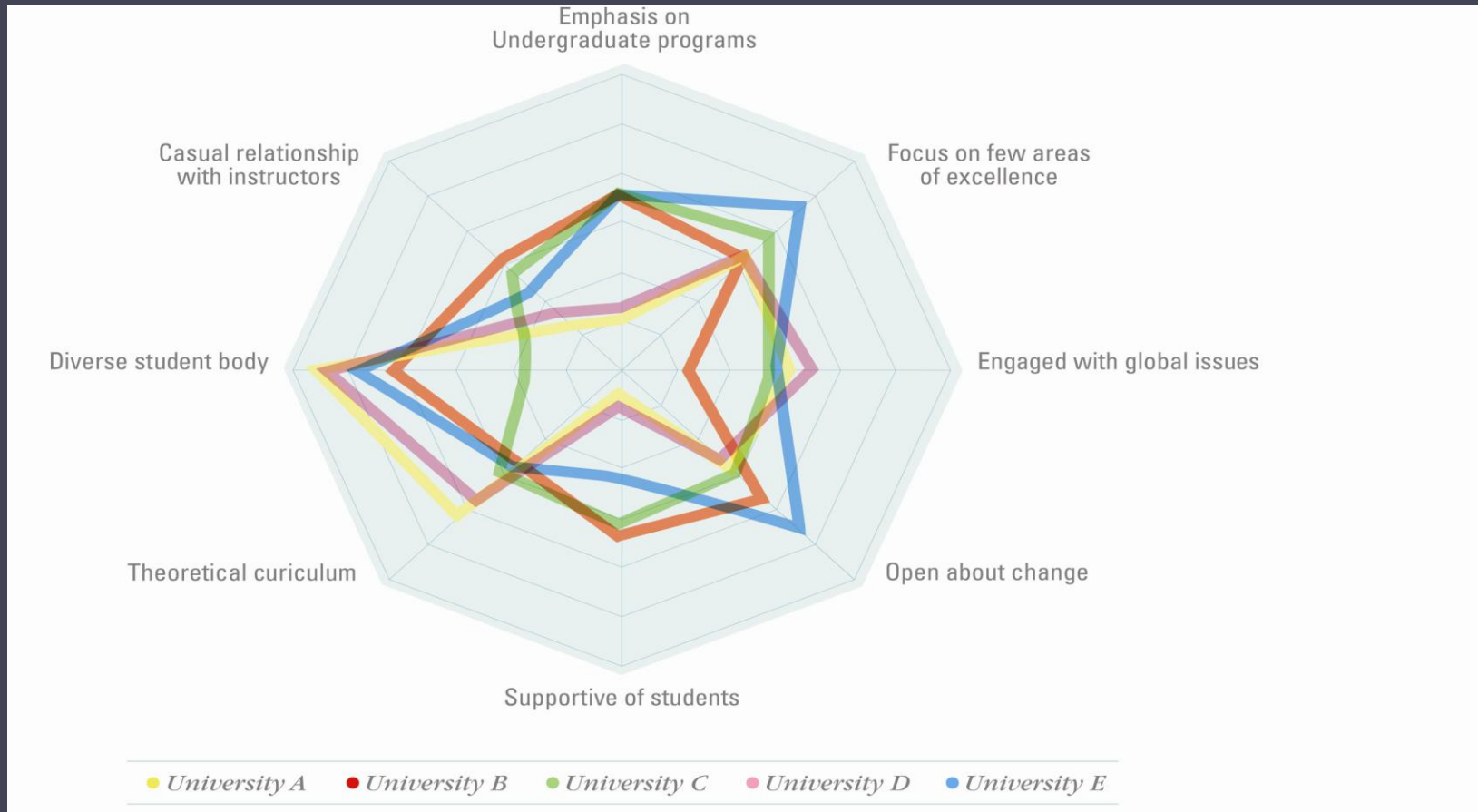
Students Can Identify Like to Like



Insights from Personality Mapping

- Students form very strong impressions of their institutions very quickly
- Students from different programs understand an institution's brand personality quite differently.
- Important not to harp on parts of the brand personality which are not widely shared

The Position Master Analysis



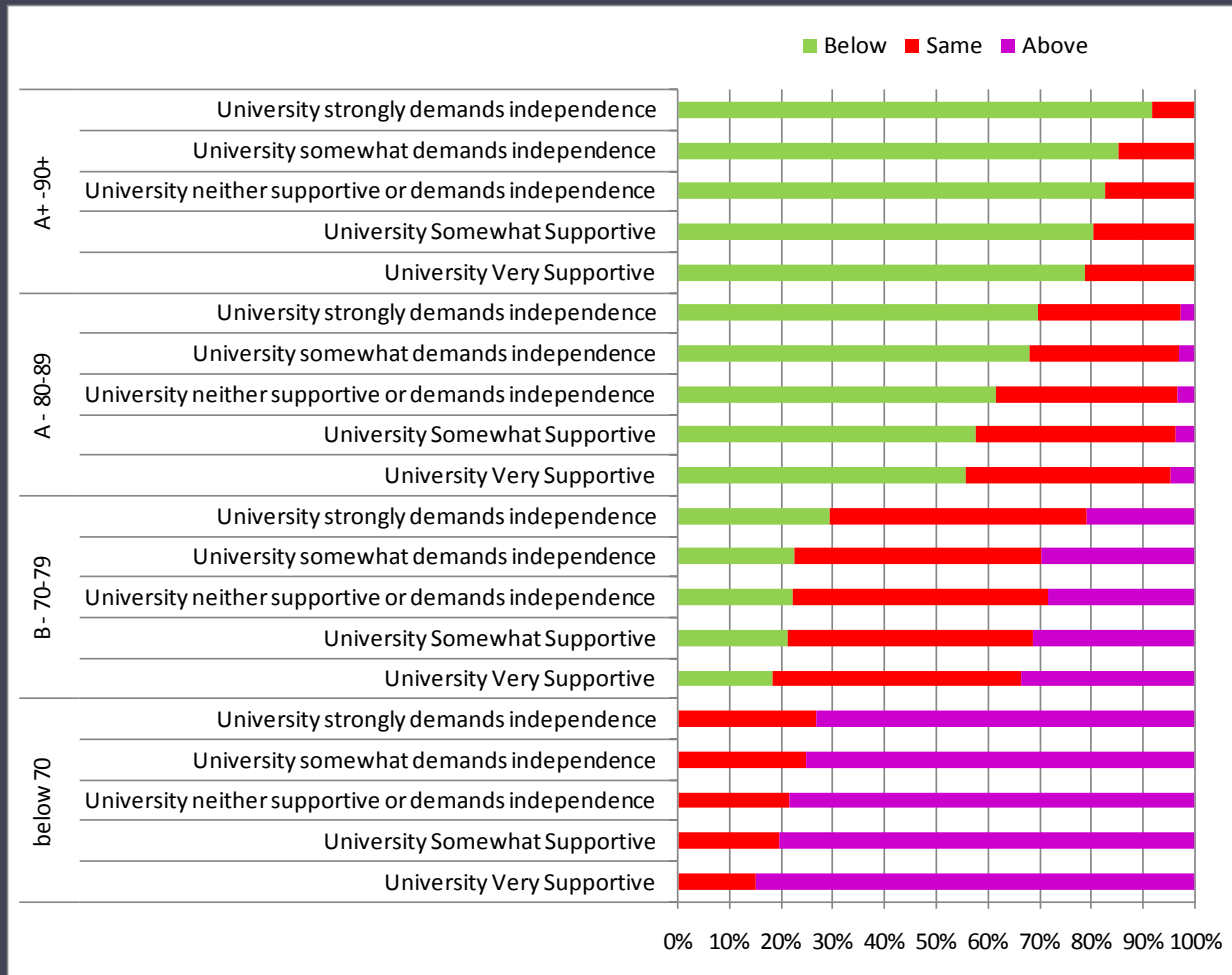
Brand Gap Analysis

- Using our survey servers, we can also consult your senior administration, your faculty and your alumni
- Gap analysis between different stakeholders can be performed to help understand the impact of current brand
- Can be a catalyst for change, but what kind of change is up to you: change messaging, or change programming?

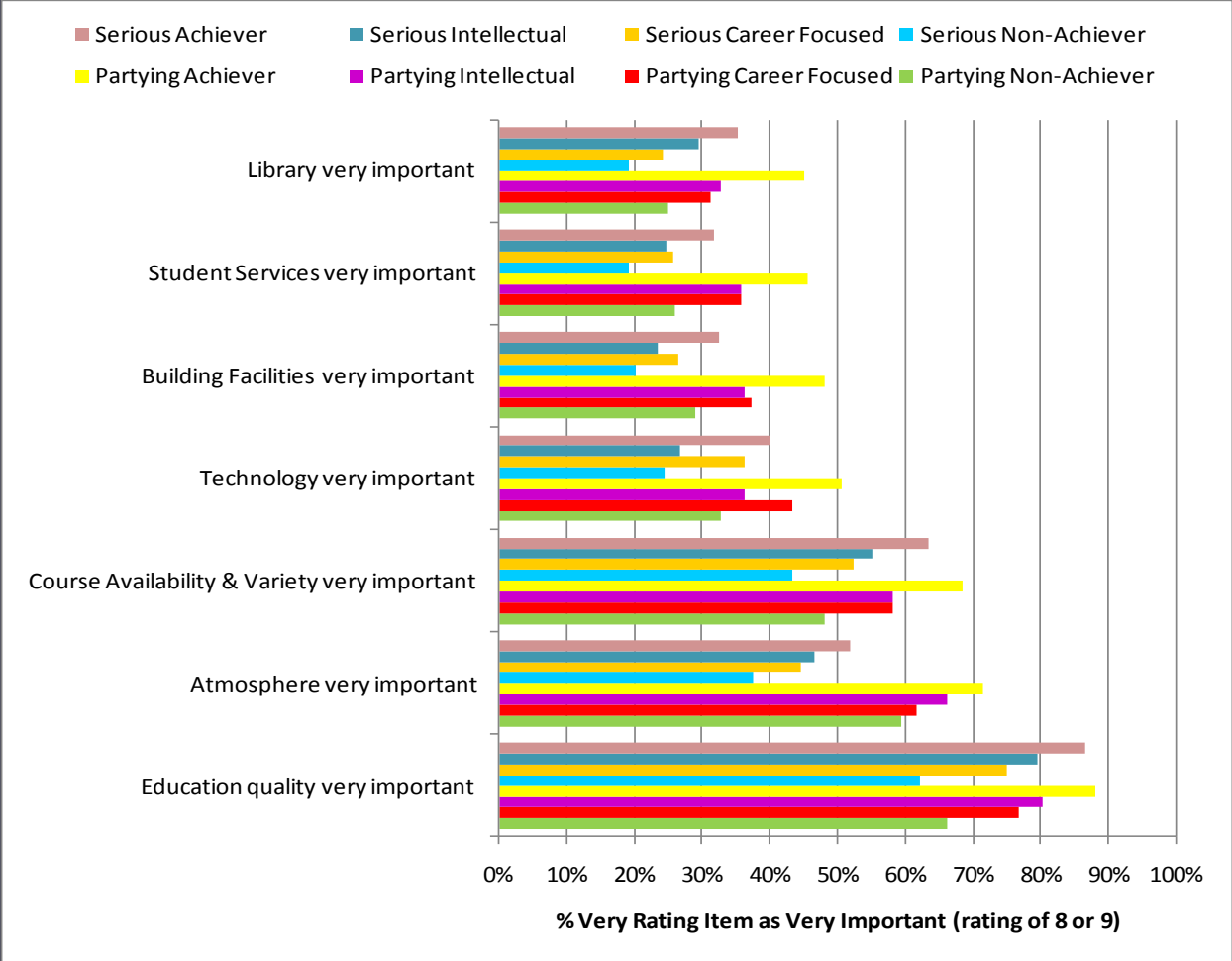
From Brand to Satisfaction

- Our research also works hard to examine the sources of students satisfaction and achievement.
- Unlike student surveys like NSSE, we don't assume uniformity: data is segmented to look for patterns in satisfaction and achievement – by grade, interests and personality
- Different students at different institutions mean different approaches required within a single institution

The Importance of Supports



Sources of Quality



Overall Priorities (via matched pairs)

	Financial Aid	Student Services	Academic Staff	Libraries and IT	Physical Infrastructure
Financial Aid	--	+33%	+47%	+40%	+37%
Student Services	-33%	--	+19%	+14%	+26%
Academic Staff	-47%	-19%	--	+17%	+2%
Libraries and IT	-40%	-14%	-17%	--	+11%
Physical Infrastructure	-37%	-26%	-2%	-11%	--

From Satisfaction to Excellence

- Satisfaction only gets you so far.
- Monthly panel survey is dedicated to uncovering how students define not satisfaction but excellence and academic challenge
- Using same techniques of student segmentation, we can link notions of challenge and excellence to student types
- Unparalleled ability to recommend specific arrays of programs to institutions based on mix of students

Instant Benchmarking

- Monthly panel offers institutions a new ability to benchmark their performance against national norms quickly and easily.
- In the area of benchmarking interest, simply create your own survey (or we can do it for you) and we can run a parallel survey across all of Canada.
- No more need to create complicated survey consortia

The Future

- We are working with partners to develop student panels across Asia, the Middle East and Europe
- We aim to look for cross-national differences in student conceptions of quality and excellence and the “ideal” student experience.
- Can provide key intelligence for international student recruitment

THANK YOU!

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