DATA-DRIVEN DECISION MAKING

FOR MARKET RESEARCH, PLANNING, AND PROGRAM EVALUATION

Demographic Perspectives

WHAT WE DO

We are thoughtful **partners** to clients on market research, planning, and evaluation projects.

We spearhead a custom, **mission-driven** process of gathering and analyzing data that informs decision-making.

We can help at **all stages** of the process:

- Pre-study: making-the-case, visioning, or needs assessment
- Project design, data collection, analysis, and communication
- Program or post-project evaluation

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OUR CLIENTS

Our clients span colleges and universities, pre-K-12 independent schools, architects, planners and engineers, real estate consultants, developers, nonprofits, businesses, and government agencies.

- Amherst College
- American Campus Communities
- Babson College
- Bates College
- Bay Path University
- Berklee College of Music
- Behrman House Publishing
- Bowdoin College
- Bridgewater State University
- Brown University
- Bryn Mawr College
- Bryn Mawr Graduate School
- Center for Israel Education
- Colby College
- Columbia University
- Columbia University Medical Center
- Connecticut College
- Connecticut Veterans Home in Rocky Hill
- Cornell University
- Fitchburg State University
- Framingham State University
- Georgetown Company
- Hamilton College
- Harvard Business School
- Harvard Divinity School
- Harvard Law School

- Harvard University
- Ithaca College
- Jewish Foundation of Greater New Haven
- Jewish Theological Seminary
- Johns Hopkins University
- Lafayette College
- Manhattan Country School
- Massachusetts College of Art and Design
- Massachusetts College of Liberal Arts
- Massachusetts DCAMM
- Massachusetts Maritime Academy
- Massachusetts State College Building Authority (MSCBA)
- Middlebury College
- Mississippi State University
- MIT
- Mount Holyoke College
- New England Small College Athletic Conference (NESCAC)
- New York University
- Northeastern University
- Northwood School
- Pomona College
- Princeton University
- Red Hook Playgroup
- Salem State University

- Sightlines
- St. John Fisher College
- Swarthmore College
- Trinity College
- Tufts University
- UJA Federation, New York
- University of Chicago
- University of Michigan
- University of New Haven
- University of Pennsylvania
- University of the Sciences
- University of Toronto
- University of Washington, Seattle
- Vanderbilt University
- Washington University in St. Louis
- Wellesley College
- Wesleyan University
- Westfield State University
- Worcester State University
- Yale Law School
- Yale School of Management
- Yale University
- Yale University School of Public Health

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Articulate
Mission & Goals
Stakeholder Input
Data
Benchmark
Report
Present
Planning Steps
Communicate
Implement
Assess
Modify

BASIC PLANNING STEPS

We can provide input and guidance for most steps of the planning process.

This might include:

- Gathering, analyzing, and integrating **data into strategies**

- **Communicating** with stakeholders at any point during the planning process

- Assessing the alignment of a completed project with its **original goals**

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HOW WE DO IT

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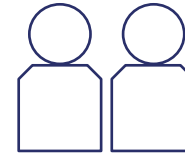
Assess

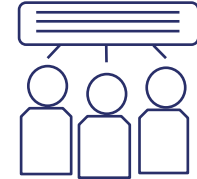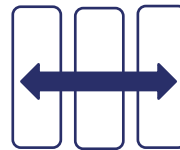Modify

Surveys

Stakeholder Interviews

Focus Groups
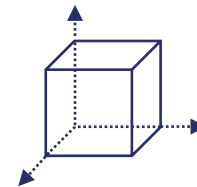
Benchmarking & Best Practices

Demographic Projections

Design Charettes

Market, Community, & Environmental Scans

Community Meetings

Modeling & Mapping

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DEFINE & ALIGN

Articulate **core issue(s)**, along with challenges and opportunities.

To develop specific **project mission and goals**, interview stakeholders on:

- Goals and objectives
- Strengths and weaknesses
- Opportunities and threats
- Priority populations
- Optimal program

Analyze responses with a rigorous **compare-and-contrast** process.

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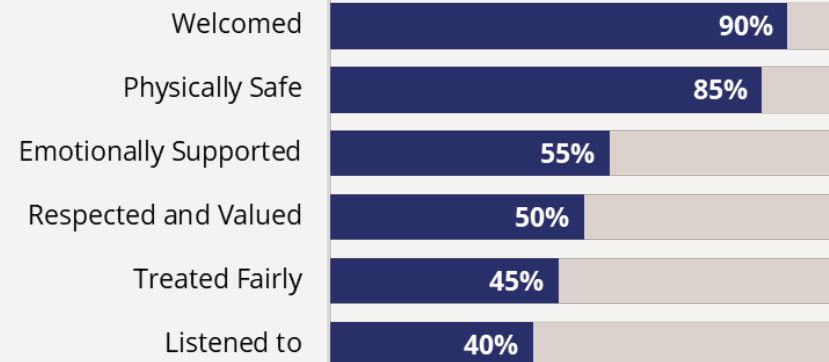
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SURVEYS, FOCUS GROUPS, & INTERVIEWS

Determine **stakeholder needs, preferences, satisfaction, and behaviors**.

To What Extent do People Feel:

Welcomed	90%
Physically Safe	85%
Emotionally Supported	55%
Respected and Valued	50%
Treated Fairly	45%
Listened to	40%

Test-market new ideas:

"Should we spend more time on learning activities, and less on networking and free time?"

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DEMOGRAPHICS & MARKET ANALYSIS

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- Prospective and Participant Demographics
- Growth Projections
- Competitive Market Analysis
- Environmental Scans

Adults in Age Group	School	Town
18-24	62%	23%
25-34	23%	30%
35-64	15%	35%
65+	0%	12%
Total	100%	100%

Program Admissions, 2008 to 2017

850   875   840 Applicants

525   575   700 Accepts

300   325   395 Enrolled

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017

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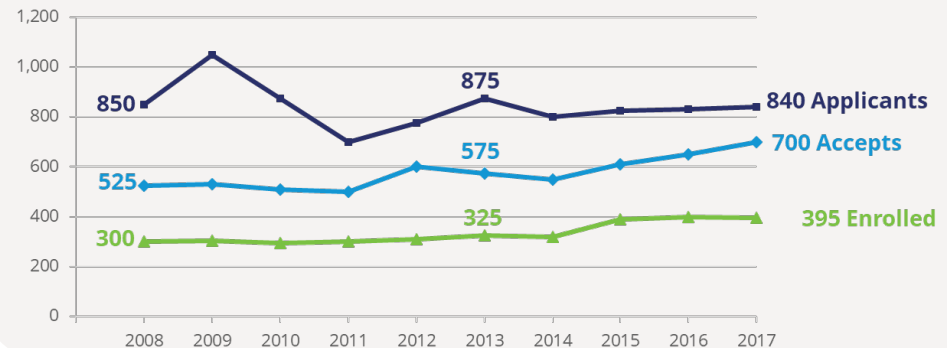# DEMAND & SCENARIO MODELING

Determine **program demand**, or **match inventory** with population and mission.

STRATEGY	None 0% Growth	Recruitment 10% Growth	Demographics 10% Growth	Retention 18% Growth
# Students	**3,400**	**3,750**	**3,750**	**4,000**
International	100	110	170	150
Out-of-State	1,200	1,300	1,380	1,500
Athlete	500	550	550	550
Women	1,600	1,790	1,650	1,800

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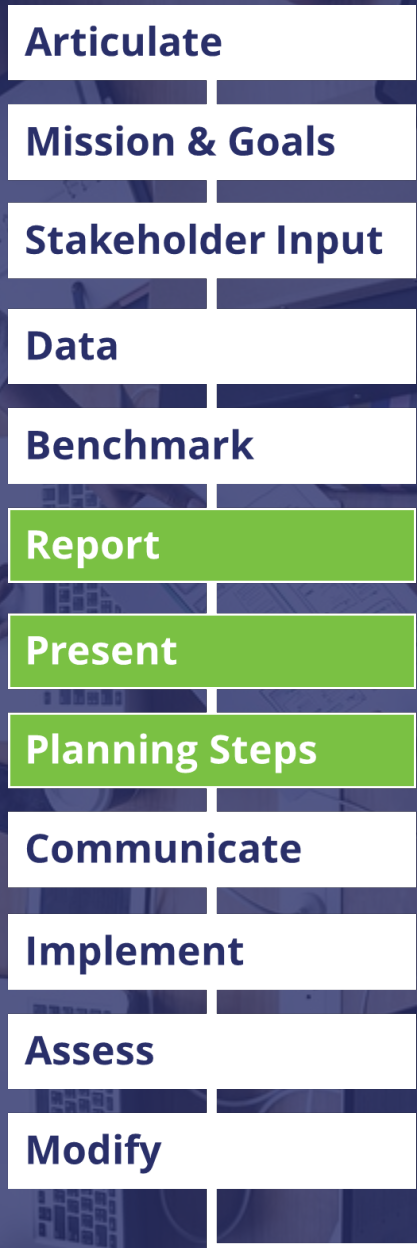
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PEER BENCHMARKING

- **Comparisons** with many types of peers: competitive, system, structural, aspirational
- Best practices and emerging topics
- Quantitative and qualitative perspectives

Number of Organizations Offering Similar Board Policies

Conflict of Interest	Term Limits	Self-Evaluation	Annual Cash Donation	Range of Skills
15	15	12	10	8

Population Included in Climate Studies

	Undergrads	Grads	Staff	Faculty
Your School	✔	✔		
School A	✔	✔	✔	
School B			✔	✔
School C		✔	✔	✔
School D	✔	✔		

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REPORT, PRESENTATION & PLANNING STEPS

We develop **custom reports and presentations** tailored for specific stakeholder audiences.

- Our analysis tells a clear story with actionable outcomes.

- We provide effective and approachable data visualization and infographics.

- We integrate data into strategy with prioritized planning steps.

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PROJECT COMMUNICATIONS

WITH INTERNAL STAKEHOLDERS:

- CEO and Advisory Board
- Funders
- Faculty and Students
- Program Participants
- Employees

WITH EXTERNAL STAKEHOLDERS:

- Alumni
- Community Leaders
- Parents
- Public Outreach

TOOLS:

- Charrettes
- Magazine and News Articles
- Blogs and Social Media

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POST PROJECT ASSESSMENT/ PROGRAM EVALUATION

How is this program working?

- Measured against the program goals
- Stakeholders' point of view

Percentage of Participants Viewing Website Daily, by Program Type
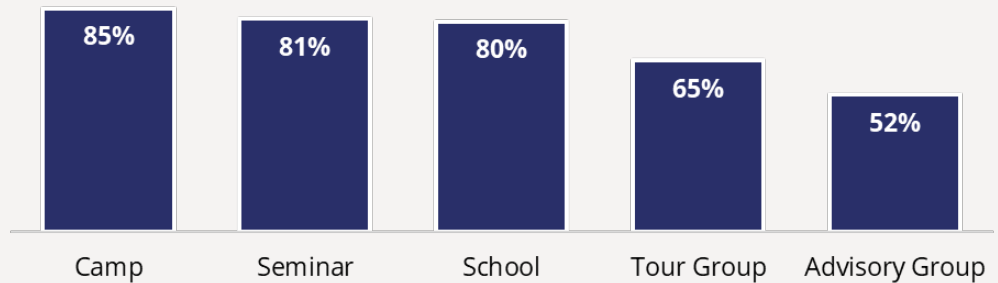
Camp	Seminar	School	Tour Group	Advisory Group
85%	81%	80%	65%	52%

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Providing data and analysis for strategy, communications, assessment, and for managing change.