

Center *for*  
Sustainable  
**HEALTH**  
AND  
Wellness



Strategic RoadMap  
**BUSINESS**  
Plan



Office of Research  
and Strategic Initiatives  
[www.subr.edu/research](http://www.subr.edu/research)

This Page Intentionally Left Blank

Table of Contents

Purpose/Scope..... 1  
Coursework Assessment ..... 2  
Competitive Analysis..... 4  
Financial Projections..... 8  
  
Bibliography ..... 11

## **Purpose/Scope**

The Business Plan detailed below follows the overarching “Strategic Roadmap for Southern University’s Centers of Strength Initiative” and nests within it. It details the business case for the Center for Health and Wellness. The Center will engage the capacities of the College of Social and Behavioral Sciences’ Department of Behavioral Studies, Department of Social Sciences, Nelson Mandela School of Public Policy, the College of Education, Arts, and Humanities’ Department of Educational Theory, Policy and Practice, Department of Mass Communications, College of Sciences and Agriculture’s Department of Family and Consumer Sciences and the College of Nursing and Allied Health’s Department of Therapeutic Recreation and Leisure Studies.

The Center, like the other four Centers at Southern, will utilize a common design that will link academics (workforce development), research (innovation and entrepreneurship), and service (community and economic development). From an academic standpoint, the Center’s primary function will be the development of interdisciplinary programs across colleges – degrees, certifications, and other forms of training that leverage Southern’s infrastructure to meet emerging needs. Further, the Center will be a key enabler in increasing Southern’s strength in faculty research, bringing together groups from across campus, workshops, development initiatives, and a means of bringing national resources to Southern’s faculty. It is important to note that the Center, while operating within an academic and non-profit construct, has the potential for regional economic benefit. Analyses of key elements of this design and the subsequent economic impact form the heart of this plan.

This document reflects a bounded analysis of three key topics pertinent to the launch of Southern University’s Center for Health and Wellness. First, it provides a “Coursework Assessment” that evaluates the current offerings of the Center in light of the economic context of Louisiana. Second it conducts a competitive analysis to consider the alternatives that students may consider when making a decision regarding attending Southern and pursuing a degree within the Center. Finally, a high level financial projection is included to ascertain the economic benefit derived from the Center when its outcomes achieve their projected result.

While traditional business plans are much larger and provide additional insights, the topics covered represent the priority topics Southern requires at this current point in time. As the Center moves forward, additional analysis and evaluation will be required to maximize the benefits to the state of Louisiana.

## Coursework Assessment

This Business Plans commences with a Coursework Assessment to impartially gauge the applicability of the programs of study offered within the Center for Health and Wellness. Knowing what strengths, gaps, and challenges face the Center is crucial to charting an effective way forward. To conduct this Coursework Assessment, a review of the Center’s majors was performed in light of the anticipated 4 & 5 Star Jobs which align to those majors, as described below:

*Step #1: Center’s Majors mapped to Baton Rouge area 4 & 5 Star Jobs* - The Louisiana Workforce Commission’s “4 & 5 Star Jobs” present an impartial, official view of forecasted job opportunities (“Long Term Projections for All Occupations to 2024”) for the broader state as well as specific regions within the state. This data set was filtered for as follows:

- 4 & 5 Star jobs (removal of all lower ranked jobs)
- 4 & 5 Star jobs which hire from candidates with the Center’s degree offerings. To ascertain appropriate majors, US Department of Labor’s Bureau of Labor Statistics, Occupational Outlook Handbook’s “How to Become One” recommendations<sup>1</sup> provided primary majors that align with various occupations.
- The Baton Rouge area (“Regional Labor Market Area 2”)
- Jobs whose “most significant source of education or training” equals a Bachelor’s degree or higher (removal of all jobs requiring less than a Bachelor’s degree)

The table below contains jobs which fit the criteria above and align to Sustainable Health & Wellness majors:

Stars	Occ. Code	Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Majors	2014 Estimate	2024 Projected	10 Year Growth	Annual New Growth	Annual Replacement	Annual Total Openings	Most Significant Source of Education or Training
<i>Behavioral &amp; Social Science opportunities - BS Psychology, BS Sociology, BS Social Work, BA Political Science, BS Criminal Justice</i>										
4	21-1022	Healthcare Social Workers	BA Social Work, Psy, Socio. (MA for Clinical)	580	650	70	10	10	20	Masters degree
4	11 - 19151	Social and Community Service Managers	BA Social Work, Urban Studies, Public or Bus Admin, PH	690	740	50	0	20	20	Bachelors degree
4	21-1021	Child, Family, and School Social Workers	BA Social Work, Psy, Socio. (MA for Clinical)	170	190	20	0	0	0	Bachelors degree
<i>Public Policy opportunities - MA Criminal Justice, MA Social Sciences, MPA, PhD Public Policy</i>										
4	11 - 19032	Ed. Administr., Elementary & Secondary	MA Ed. Leadership or Ed. Administration	730	790	60	10	20	30	Masters degree
5	2605581	Education Administrators, Postsecondary	Various - Masters/PhD likely required	720	790	70	10	20	30	Masters degree
4	21-1022	Healthcare Social Workers	BA Social Work, Psy, Socio. (MA for Clinical)	580	650	70	10	10	20	Masters degree
4	21-1021	Child, Family, and School Social Workers	BA Social Work, Psy, Socio. (MA for Clinical)	170	190	20	0	0	0	Bachelors degree
<i>Educational Theory opportunities - MA Clinical MH Counseling, MA School Counseling, MA Ed Leadership, MA Teaching</i>										
4	11 - 19151	Social and Community Service Managers	BA Social Work, Urban Studies, Public or Bus Admin, PH	690	740	50	0	20	20	Bachelors degree
4	11 - 19032	Ed Admins, Elementary & Secondary	MA Ed. Leadership or Ed. Administration	730	790	60	10	20	30	Masters degree
5	2605581	Education Administrators, Postsecondary	Various - Masters/PhD likely required	720	790	70	10	20	30	Masters degree
5	21-1012	Edu., Guid., School, & Voc. Counselors	MA School Counseling	1,470	1,640	170	20	30	50	Masters degree
4	19-3031	Clinical, Counseling, and School Psychologists	PhD Psychology	100	110	10	0	0	0	Doctoral or professional degree
<i>Mass Communications opportunities - BA Mass Communications</i>										
4	11 - 12031	Public Relations and Fundraising Managers	BA PR, Comms, English, Fundraising, Journalism	130	150	20	0	0	0	Bachelors degree
4	27-3031	Public Relations Specialists	BA PR, Journalism, Comms, English, Business	1,100	1,200	100	10	10	20	Bachelors degree
<i>Family &amp; Consumer opportunities - BA Family &amp; Consumer Sciences</i>										
4	27-1025	Interior Designers	Various	220	240	20	0	10	10	Bachelors degree
<i>Therapeutic Recreation opportunities - BS Therapeutic Recreation &amp; Leisure Studies, MS Therapeutic Recreation</i>										
None										

*Step #2: Scoring System (means of scoring of majors based upon jobs)* – With relevant majors mapped to specific job titles it becomes possible to assess the total number of roles available in the Baton Rouge areas for each Center for Sustainable Health and Wellness major using the Louisiana Workforce Commission’s forecast data. Many roles will draw from multiple majors, so to understand the scale of total jobs available for each major, the total number of jobs was replicated in each applicable major. Of note – this means that the following individual columns do not add up to the total number of jobs available for Southern’s graduates. Instead, since candidates with differing majors may each be viable for a type of job. Totaling up all job opportunities then gives insight into how to evaluate majors against each other for marketplace viability. The table below provides the total jobs available for the Center for Sustainable Health & Wellness majors:

Occupational Title	Dept of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook Identified Major	Annual Total Openings	BS Psych	BS Socio	BS Social Work	BA Poly Sci	BS Crim Justice	MA Crim Justice	MA Social Scien.	M. Public Admin	PhD Public Policy	MA Clinical MH Coun	MA School Couns	MA Ed Leader	MA Teach	BA Mass Comms	BA Fam & Cons. Science.	BS Ther. Recrea. & Leisure	MS Ther. Recrea.
Healthcare Social Workers	BA Social Work, Psy, Sociology (MA for Clinical)	20	20	20	20				20										
Social and Community Service Managers	BA Social Work, Urban Studies, Public or Bus Admin, PH	20			20														
Child, Family, and School Social Workers	BA Social Work, Psy, Socio. (MA for Clinical)	0																	
Ed. Administr., Elementary & Secondary	MA Ed. Leadership or Ed. Administration	30												30					
Education Administrators, Postsecondary	Various - Masters/PhD likely required	30									30								
Edu., Guid., School, & Voc. Counselors	MA School Counseling	50											50						
Clinical, Counseling, & School Psychologists	PhD Psychology	0																	
Public Relations and Fundraising Managers	BA PR, Comms, English, Fundraising, Journalism	0																	
Public Relations Specialists	BA PR, Journalism, Comms, English, Business	20															20		
Interior Designers	Various	10																10	
<b>Total</b>		<b>180</b>	<b>20</b>	<b>20</b>	<b>40</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>50</b>	<b>30</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>0</b>	<b>0</b>

### Key Summary Takeaways

- *Number of Different Job Types:* A total of 10 relevant types of 4 & 5 Star Jobs with forecasted job opportunities were identified for Sustainable Health & Wellness majors.
- *Total Number of Jobs:* Annually, 180 individual jobs aligned to Sustainable Health & Wellness majors are projected to be available per year in the Baton Rouge area.
- *Alignment of Jobs:* 9 of 10 of the 4 & 5 Star Jobs identified as aligning to Sustainable Health & Wellness majors are “highly aligned” – meaning that the role requires a degree specifically in a Center-related discipline.

### Strengths

- 4&5 Star job opportunities exist in School Counseling and Elementary/Secondary Administration, at the graduate level, as well as social work-related roles at the undergraduate level
- Government forecasts indicate that social workers roles will grow at 12% through 2024, which represents better than average growth compared to other professions.<sup>ii</sup>
- Forecasts for educational administrator roles show 6% growth through 2024, representing average growth compared to other professions.<sup>iii</sup>

### Challenges/Issues

- Multiple majors in this Center show extremely poor job prospects:
  - o There are zero forecasted 4&5 star job openings for MA Clinical Counseling majors (requires PhD in most cases, but even then, Louisiana Workforce Commission indicates 0 (zero) projected growth.
  - o There are zero forecasted 4&5 star job openings for BA Political Science, BS Criminal Justice, MA Criminal Justice, Masters of Public Administration, MA Teaching or Therapeutic Recreation (BS or MS)
- Comparatively few jobs for Sustainable Health & Wellness graduates (180) – for reference, Business School graduates are forecasted to have 610 jobs to choose from during the same time period (see Business Plan for Center for Social Entrepreneurship for additional details).

### Opportunities

- Southern’s existing Master’s Degree offerings provide the necessary infrastructure to evaluate whether additional market-drive graduate degree offerings may be merited. Market surveys and customer sentiment should be weighed to determine in-demand offerings that align with Southern’s competencies in this area.
- As a collaborative institution, Southern demonstrates a successful track record of partnerships with businesses, non-profit organizations, foreign institutions and other non-traditional means of expanding opportunities. Applying these relationships to maximize Sustainable Health & Wellness revenue presents a key opportunity for Southern.

## **Competitive Analysis**

Academia, to its credit, places a strong value on collaboration. For purposes of assessing the academic “market” and options that prospective students may choose, however, it is imperative to identify and understand the available alternatives. The following analysis seeks to provide insight into who Southern’s key alternatives or “competitors” are, the characteristics they possess, and what insights Southern can draw from this understanding. The analysis assesses the competition from multiple perspectives, since customers employ a range of factors in making decisions. Of note – competition does not equate to antagonism – competitors often collaborate together to achieve mutually beneficial results.

### **1) Who are Southern’s Competitors?**

The first step in understanding the overall context in which Southern’s Center for Health and Wellness operates is to define who the key competitors are. This analysis will attempt to answer the question from the following vantage points – competitors as defined by Southern’s customer’s recent behavior, competitors from a broader geographic perspective, competitors who have been previously identified, and HBCU competitors in the region. Given that the Center for Health and Wellness’s “product” offerings are the majors offered, the analysis will examine which majors are offered by the various schools.

- a) **Current Customer Insights:** Competitive markets are dynamic environments as evidenced by customer preferences changing over time. Understanding current customer decision-making, however, serves as a critical starting point in assessing the competitive landscape. Only when we know the current status can we understand the broader context and emerging trends. While Southern does not possess current customer insights in the form of student surveys or Admissions data indicating other schools that applicants are considering, securing this information for ongoing insights is highly recommended.
- b) **Competitive Landscape:**

Beyond immediate customer data, an understanding of the broader “universe” of competitors is required. While technically any training program, in any location, may represent a competitor, most colleges operate in one or more “spheres” with like institutions. For Southern University’s Center for Sustainable Health and Wellness, this analysis will look at four different spheres – schools within Louisiana, previously identified “peer” institutions, other regional HBCU institutions, and non-traditional competition.

  - i. **Louisiana Competitors:** There are 65+ degree-granting institutions in Louisiana, but this analysis excludes community colleges, for profits, and smaller/non-competitive institutions.

The table below displays the Sustainable Health & Wellness-related offerings from these institutions:

State	Identified Competitor Institution	Enrollment	Tuition	Bachelor's Degrees										Graduate Degrees									
				Psych	Socio	Social W.	Poly Sci	Crim Just	Comm	FCS	TRL	Crim Just	Soc. Sci	MPA	Comms	Pub. Pol	Clinic. MH	School Counsel	Ed Leader	Teach	FCS	Thera. Recrea.	
LA	Louisiana State University (LSU)	31414	\$ 10,758	✓	✓	Multiple	✓	✓	Multiple							✓	Multiple	Multiple	✓	Multiple	Multiple		
LA	Grambling State University	4863	\$ 7,371	✓	✓	✓	✓	✓	✓			✓	✓	Multiple	✓						Multiple		
LA	Louisiana Tech University (Ruston)	12694	\$ 5,553	✓	✓				✓	Multiple								✓		Multiple	Multiple		
LA	McNeese State University (Lake Charles)	7626	\$ 7,474	✓	✓		✓	✓	✓				✓					Multiple	✓	Multiple	Multiple		
LA	Nicholls State University (Thibodaux)	6267	\$ 7,628	✓	✓		✓	✓	✓									✓	✓	✓	✓		
LA	Northwestern State University (Natchitoches)	9819	\$ 5,180	✓		✓		✓	✓									✓	✓	Multiple	Multiple		
LA	Southeastern Louisiana University (Hammond)	14499	\$ 5,778	✓	✓	✓	✓	✓	✓	✓			✓	✓				Multiple	✓	Multiple	Multiple		
LA	University of Louisiana at Lafayette	17519	\$ 10,026	✓	✓		✓	✓	✓									✓		Multiple	Multiple		
LA	University of Louisiana at Monroe	9115	\$ 8,282	✓				✓	✓				✓					Multiple	✓	Multiple	Multiple		
LA	University of New Orleans	8037	\$ 7,150	✓	✓		✓							✓	✓			Multiple	Multiple	Multiple	Multiple		
LA	Tulane University	13581	\$ 51,010	✓	Multiple		Multiple		✓					Multiple			Multiple	Multiple					
LA	Centenary University (Shreveport)	630	\$ 31,156	✓	✓	✓	✓	✓	✓									✓			✓		
LA	Cornerstone University (Lake Charles)	N/A	\$ 1,950						✓														
LA	Dillard University (New Orleans)	1261	\$ 16,580	✓		✓	✓	✓	✓														
LA	Louisiana College (Pineville)	1126	\$ 13,800	✓	✓	✓	✓	✓	Multiple												✓		
LA	Loyola University New Orleans	4330	\$ 39,492	✓	✓		✓	✓	Multiple			✓											
LA	University of Holy Cross (New Orleans)	1250	\$ 13,050															Multiple					
LA	Our Lady of the Lake College	3173	\$ 12,984																				
LA	Xavier University of Louisiana	2359	\$ 21,212	Multiple	✓		✓		Multiple										✓	Multiple	✓		
LA	Southern University & A&M College	5438	\$ 8,102	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Takeaways

- The competitive environment for the majority of the offerings within this Center is extreme – nearly every school has a broad array of social science and liberal arts-related degrees. This is true both at the undergraduate and graduate levels.
- Southern’s does have some unique offerings – Family & Consumer Science and Therapeutic Recreation & Leisure. Unfortunately, when cross-referenced with the Louisiana Workforce Commission/US Department of Labor information about job opportunities, these majors perform poorly. For this reason, close analysis must be done by Southern to determine whether this is a unique niche or offerings that the rest of higher education has moved away from due to lack of market demand/impact.
- Of note is the degree to which competitive institutions offer multiple graduate degrees within Counseling and Education related fields. Southern does possess individual degrees in each area, but may be losing out if the market is demanding a greater number of specific offerings.

ii. HBCU Competitors: One of Southern’s distinctives is its status as an HBCU institution. In itself, however, this is not a differentiating advantage because there are over 100 HBCUs in the US. Understanding the landscape of offerings related to Health and Wellness at similar HBCUs in the immediate neighboring geographic area (LA, MS, AL, TX and AR) provides insights for Southern.

The following table captures the Sustainable Health & Wellness-related offerings from these institutions:

State	Key Neighboring HBCU Competitor Insti.	Enroll.	Tuition	Bachelor's Degrees										Graduate Degrees									
				Psych	Socio	Social W.	Poly Sci	Crim Just	Comm	FCS	TRL	Crim Just	Soc. Sci	MPA	Comms	Pub. Pol	Clinic. MH	School Counsel	Ed Leader	Teach	FCS	Thera. Recrea.	
MS	Mississippi Valley State University	2210	\$ 3,114	✓	✓	✓	✓	Multiple				✓	✓				✓				✓		
LA	Xavier University (New Orleans)	2366	\$ 21,212	Multiple	✓		✓		Multiple									✓	Multiple	✓			
AL	Tuskegee University	2485	\$ 19,210	✓	✓	✓		✓										✓					
AR	University of Arkansas at Pine Bluff	2545	\$ 10,740	✓	✓	✓	✓	✓	✓												Multiple		
MS	Alcorn State University	2911	\$ 6,720	✓	✓	✓	✓	✓	✓										✓	✓	Multiple		
LA	Grambling State University (Grambling)	3583	\$ 7,371	✓	✓	✓	✓	✓	✓			✓	✓	Multiple	✓	✓					Multiple		
AL	Alabama A&M University	4496	\$ 17,738	✓		✓				✓	✓								✓	✓	Multiple	✓	
AL	Miles College	4638	\$ 10,632					✓						✓									
AL	Alabama State University	4764	\$ 16,156		✓	✓	✓	✓	✓					✓					✓	Multiple	Multiple		
TX	Texas Southern University	6696	\$ 13,740	✓	✓	✓	Multiple	Multiple	Multiple			✓	Multiple	Multiple	✓				✓	✓	✓		
TX	Prairie View A&M University	6923	\$ 22,272	✓	✓	✓	✓	Multiple	Multiple	✓		Multiple	Multiple					Multiple	Multiple	Multiple	Multiple		
MS	Jackson State University	7475	\$ 17,494	✓	✓	✓	✓	✓	Multiple	Multiple	Multiple	Multiple					Multiple	Multiple	Multiple	Multiple	Multiple		
FL	Florida A&M University (Tallahassee)	8128	\$ 26,403	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓			Multiple	Multiple	Multiple	Multiple		
LA	Southern University & A&M College (BR)	5438	\$ 8,102	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	



Takeaways:

- Southern’s range of offerings represents the breadth of options provided by the Regional HBCU institutions assessed – other institutions did not appear to be providing undergraduate/graduate options in areas that Southern is not.
- Southern range of offerings does not meet up with the depth of options provide by the Regional HBCU institutions assessed – other institutions are providing greater numbers of specialized degrees within areas where Southern offers a single degree. It is unclear from the data what the market impact of this is, but it is materially different and bears investigation.
- Differentiated offerings in Family & Consumer Science and Therapeutic Recreation & Leisure studies do face some competition from HBCU schools Grambling, Alabama A&M, Prairie View A&M, and Jackson State. As noted previously, it will be important to carefully assess whether this is a market niche to exploit or an anachronism to be considered for replacement.

iii. Previously-Identified Peer Institutions – SUBR possesses a 2011 report identifying “Peer” institutions, based upon criteria including enrollment similarity, land grant status, HBCU status, and number of PhD programs. There is some overlap with previous portions of this competitive analysis, but the institutions are included here as presented in 2011 to provide further context and comparison.

The following table captures the Sustainable Health & Wellness-related offerings from these institutions:

State	Identified Competitor	Enroll.	Tuition	Bachelor's Degrees										Graduate Degrees									
				Psych	Socio	Social W.	Poly Sci	Crim Just	Comm	FCS	TRL	Crim Just	Soc. Sci	MPA	Comms	Pub. Pol	Clinic. MH	School Counsel	Ed Leader	Teach	FCS	Thera. Recrea.	
TX	Prairie View A&M	6,923	\$23,278	✓	✓	✓	✓	Multiple	✓	Multiple	✓	✓	Multiple	✓	✓	Multiple	✓	✓	Multiple	✓	✓		
TX	Texas Southern	6,696	\$13,740	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
LA	U of Louisiana-Monroe	9,115	\$ 8,282	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
VA	Norfolk State University	6,281	\$16,920	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
AL	Alabama A&M	4,496	\$17,738	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
IN	Indiana State University	13,565	\$18,876	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
TX	Texas A&M – Corpus Ch	12,174	\$18,258	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
VA	Virginia State University	5,634	\$19,002	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
TN	Tennessee Tech	10,492	\$15,864	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
TX	Texas A&M - Kingsville	8,300	\$20,356	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		
LA	Southern U & A&M College	5,438	\$ 8,102	✓	✓	✓	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple	Multiple		

Takeaways:

- Similar to above, the range of undergraduate and graduate offerings from these competitors generally equals Southern’s offerings. However, multiple institutions offer a greater depth of offerings, especially in the realm of graduate offerings.
- Minimal competition exists with other schools offering graduate degrees in Public Policy. Only Alabama A&M operates in this space - investigation whether this represents a market opportunity or not. Of note, the Louisiana Workforce Commission did not identify 4&5 Star jobs in this field within Louisiana so consideration should be made whether this program is producing graduates for “export” to other states.

iv. Non-Traditional Competitors – while generally considering other traditional four-year colleges as Southern’s primary competitors, several other options are available to learners seeking training:

Online education: For traditional “brick and mortar” colleges, online options represent both an opportunity and a competitive alternative. More than 28% of higher education students

in the US now take at least one online course as part of their studies. That represents a growth trajectory that has continued for 13 straight years<sup>iv</sup>. Online education does not have as great a presence in bachelor-level education type degrees – instead tending to focus on master’s level programs.

Demographics: Much has been made of the impact of the Millennial generation, due to its size and different characteristics. As Millennials (defined as those born between 1981-1995) have completed their sojourn through the education system, attention turns to Generation Z students (those born since 1996) who will also have a significant impact on education. The size of this generation, projected to be even larger than the large Millennial generation<sup>v</sup>, will directly impact the market demand for education. While the size of the generation itself is important, experts believe that Generation Z will be educated differently, and demand differing forms of education.<sup>vi</sup>

## 2) SWOT analysis

The following analysis focuses on the strengths, weaknesses, opportunities and threats (SWOT) that Southern’s Center for Health and Wellness faces:

<p><u>Strengths</u>  <i>People</i> – leadership, faculty, staff  <i>Location</i> – positioning in BR  <i>History/Track Record</i> – experience, reputation &amp; institutional knowledge  <i>Relative Price</i> – inexpensive option compared to many alternatives  <i>HBCU</i> – differentiating advantage</p>	<p><u>Weaknesses</u>  <i>Lack of Depth</i> – numerous other institutions offer significantly more grad degrees, resulting in decreased revenue for Southern  <i>Cost/Time Commitment</i> – significant barrier for many students  <i>Organizational Inertia</i> – difficult to rapidly adjust to a dynamic market</p>
<p><u>Opportunities</u>  <i>Review of Majors offered</i> – possibly focus or redirect resources  <i>Increased graduate degree specialization</i> – increased revenue  <i>Baton Rouge</i> – anticipated growth  <i>Partnerships</i> – Government contracting, industry, foreign schools  <i>Economic Growth</i> – state-wide and national economic growth</p>	<p><u>Threats</u>  <i>Lack of depth in graduate programs</i> – competitors offer additional offerings, resulting in lost position  <i>Specialization</i> – Southern’s “basic” degree offerings not meeting market requirements, disadvantaging grads  <i>Direct Competitors</i> – LSU, other Louisiana state institutions, Grambling, Alabama A&amp;M</p>

### 3) Competitive Analysis Key Takeaways

- a) Southern possesses an average, but undifferentiated suite of undergraduate and graduate degree offerings in its Center for Sustainable Health & Wellness.
- b) Competitors offer a greater *depth* of graduate degree offerings, which merits close inspection by Southern to determine if market demand for specialized graduate programs necessitates adding in other offerings within the family of coursework already provided by Southern.
- c) Partnership opportunities exist for Southern which present important means of leveraging the creation of a Center for Sustainable Health and Wellness for Southern's advantage:
  - i. Industry: Partnering with local industry secures valuable "real-world" experience that enables graduates to enter the workforce with key experience already in hand. Possible partners include the social service and health care institutions, Baton Rouge Area Chamber of Commerce, the business community, and tourism industry firms among the wide range of options available.
  - ii. International: Southern's existing relationships with organizations and institutions in China and Africa present strong opportunities that would differentiate a Southern education from other institutions and enable graduates to enhance their resumes.
- d) Pay close attention to demographics, in particular changing demand for graduates of these programs based upon population. This is both a risk and an opportunity for Southern. Armed with advance notice, if effective preparations are made, it will be better positioned than many schools to deal with changes in the economic demand signal.

### **Financial Projections**

Projecting the financial impact of any new entity is an inexact science. However, by clearly capturing the detailed costs and carefully/conservatively projecting the anticipated financial benefit, an overall measure of the impact can be obtained.

### **Center Cost Structure**

The following items represent the identified costs associated with operating the Center:

*Staffing:* \$350,000. For staffing, the Center will be very streamlined, relying upon minimal staffing focused on driving economic impact, as described below:

- Center Director – key leaders tasked with building partnerships across stakeholder groups both within and outside of Southern. Oversees engagement activities, research projects and grants and partnerships.
- Project/Engagement Manager – responsible for coordinating projects and facilitating events designed to drive economic growth through the Center's initiatives
- Research Associates – graduate student roles, performing assigned research into new opportunities, partnerships, supporting grant writing and center initiatives
- Administrative Assistant – office management, scheduling, coordination, administrative support to Center staff and participation in events/initiatives

*Offices/Facilities:* \$0. The Center will leverage existing SUBR infrastructure, enabling a highly streamlined operational structure. For office facilities, the Center will be located on Southern's main campus and utilize currently underutilized space. These offices will enable close collaboration between faculty, staff, students and external stakeholders while keeping overhead costs low.

*Marketing/Advertising/Outreach/Partnerships:* \$50,000. While various forms of free advertising (news releases, speaking engagements, etc.) are useful, achieving the needed return on investment involves active marketing and outreach initiatives. The forms these activities take will vary depending upon both opportunity and need, but may include sponsoring events, paying for high profile speakers/luminaries, marketing and financial participation in initiatives that raise the Center's profile.

*Additional costs:* \$20,000. Office operations, travel and miscellaneous needs

*Total Annual Operating Budget:* **\$420,000**

### **Regional Economic Benefit**

An estimated forecast for the economic impact of the Center for Health and Wellness can be created by evaluating several key factors:

*Baton Rouge's need for increased economic activity:* Recent reports indicate that the Baton Rouge area has performed significantly below the US large metropolitan area average from 2010-2015<sup>vii</sup>. Gross Metropolitan Product (GMP) for the Baton Rouge market ranks in the bottom 20 (out of 100) with economic growth of only 3.2% over the five year period. Further, hiring by firms 0-5 years old shrank by 12.7% during the period, indicating weakness in entrepreneurial ventures. For most other metropolitan areas in the US, these years following the economic downturn of 2007-2008 saw significantly more growth. While there are positive indications of future growth in the region (see Louisiana Economic Development forecasts), the region lags its peers nationwide.

### **Factoring in Impact**

*The Center as a Means to Enhance Economic Vitality:* Due to the lack of 4 & 5 Star Jobs associated with the degrees provided by the Center for Sustainable Health & Wellness, the overall economic impact of the Center is less than it would otherwise be.

One area of focus, however, would be graduate programs focused on educators. Given that public school enrollment is projected to grow 8% in 2011-2023<sup>viii</sup>, and the acceleration of retiring baby boomers from education is forecasted to exacerbate the ongoing shortage of teachers/administrators in Louisiana,<sup>ix</sup> additional graduate programs tailored to educators may fill a demand and further assist with enhancing the Baton Rouge area economy. As educators achieve higher salaries associated with securing advanced degrees, they will provide positive economic growth to the region's economy.

### **University Financial Sustainability**

For Southern University, creation of the Center portends economic benefit associated with increased student enrollment and possible new outside investment. Conservative forecasting based upon market demand and successful initiatives in other universities leads to the following:

- Estimated Tuition Revenue from Increased Student Enrollment/Retention: **\$125,000/year**
  - o Current data<sup>x</sup> indicates that the School of Education graduate student enrollment in Educational Leadership is at/near 57 FTEs, School Counseling is at/near 26 FTEs. Based upon the aforementioned possible demand signal graduate degrees for educators, it is estimated that an additional 25 FTEs can be supported (\$5,000/student revenue) within five years.
- Estimated Gift Revenue from Increased Donor Development: **\$250,000/year**
  - o Advancement efforts have the ability to tap into a recognized need by donors – society's need for a strong social systems (education, social work, etc.). As the Baby Boomer generation retires and transitions its wealth, an estimated \$40 trillion is set to change hands within the next

few decades, which makes development of donors a key source of Center revenue. Outreach for giving in support of the Center is conservatively estimated to achieve \$250,000/ year if actively pursued

- Estimated Grant Revenue from increased proposals: **\$250,000/year**
  - o Charitable giving statistics show that education-related causes are the 2<sup>nd</sup> leading category of philanthropy, representing 15% of total giving<sup>xi</sup>, thereby also presenting a powerful opportunity to engage with foundations. Southern’s leadership in this arena could achieve significant investment and operating revenue, but is modestly targeted at \$250,000 for planning purposes.
- Estimated Local Baton Rouge Increased Corporate Investment: **\$250,000/year**
  - o Businesses understand that strong social service and education systems enhance the economic vitality of the Baton Rouge region which will bring direct benefit to existing local businesses. Active solicitation of local partnerships that involve financial investments is targeted at \$250,000 per year for planning purposes.

**Return on Academic Investment**

Like weather forecasting, identifying the total return on any investment is an inexact science. However, as described above, benefits are derived from establishment of the Center for Health and Wellness. The following table captures the previously identified costs and compares them to the identified benefits, presenting them in a “Return on Academic Investment” structure so decision-makers can readily see payoffs. It should be noted that sales tax benefits were not incorporated into this evaluation, which would only increase the return on investment calculation.

<b>Investment</b>			<b>Return</b>	
- Staffing	\$350,000		- Tuition Revenue	\$125,000
- Marketing/Ad.	\$50,000		- Donor Revenue	\$250,000
- Office/Support	\$20,000		- Grant Revenue	\$250,000
<b>Total Investment</b>	<b>\$420,000</b>		- Corporate Investment	\$250,000
			- <b>Total Return</b>	<b>\$875,000</b>
<b>Total Return on Academic Investment</b>	<b>208.33%</b>			

The total Return on Academic Investment (Total Return/Total Investment) is calculated to be 208%. Stated differently, for every \$1 the State of Louisiana invests in this Center, it is forecasted that over \$2 will be returned to the University from various sources. Further, this analysis does not incorporate broader economic benefits associated with the initiative.

## Bibliography

---

- <sup>i</sup> Source: United States Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook: available at: <https://www.bls.gov/ooh/>
- <sup>ii</sup> Source: Job Outlook, Bureau of Labor Statistics, Occupational Outlook Handbook, US Department of Labor, available at: <https://www.bls.gov/ooh/community-and-social-service/social-workers.htm#tab-6>
- <sup>iii</sup> Source: Job Outlook, Bureau of Labor Statistics, Occupational Outlook Handbook, US Department of Labor, available at: <https://www.bls.gov/ooh/management/elementary-middle-and-high-school-principals.htm#tab-6>
- <sup>iv</sup> Source: 2015 Online Report Card – Tracking Online Education in the United States, Babson Survey Research Group and the Online Learning Consortium, available at: <https://onlinelearningconsortium.org/read/online-report-card-tracking-online-education-united-states-2015>
- <sup>v</sup> Source: “Move Over Millennials, Here Comes Generation Z,” Alex Williams, 15 September, 2015, available at: <https://www.nytimes.com/2015/09/20/fashion/move-over-millennials-here-comes-generation-z.html>
- <sup>vi</sup> Source: “Gen Z and the Workforce: 5 Things You Should Know,” Anne Loehr, 2 October 2016, available at: [http://www.huffingtonpost.com/anne-loehr/gen-z-and-the-us-workforc\\_b\\_8234358.html](http://www.huffingtonpost.com/anne-loehr/gen-z-and-the-us-workforc_b_8234358.html)
- <sup>vii</sup> Source: The Brookings Institute, Metropolitan Policy Program, “Metro Monitor,” March 2017, available at: [https://www.brookings.edu/wp-content/uploads/2017/02/metro-monitor\\_full\\_af2.pdf](https://www.brookings.edu/wp-content/uploads/2017/02/metro-monitor_full_af2.pdf)
- <sup>viii</sup> Source: National Center for Education Statistics to 2022, 41<sup>st</sup> Edition, available at: <https://nces.ed.gov/pubs2014/2014051.pdf>
- <sup>ix</sup> Source: Teacher Shortage Areas, August 2016, US Department of Education, Office of Postsecondary Education, available at: <https://www2.ed.gov/about/offices/list/ope/pol/tsa.pdf>
- <sup>x</sup> Source: Southern University College of Business data, available at: <http://www.subr.edu/assets/IRA/CollegeofEducationArtsandHumanities.pdf>
- <sup>xi</sup> Source: National Philanthropic Trust, Charitable giving statistics, available at: <https://www.nptrust.org/index.php?/philanthropic-resources/charitable-giving-statistics>