



New Partner Intensive

Creating a Strategic Roadmap for Adult Learner Growth

Adult Learner Recruitment

Agenda

New Partner Intensive

Session I: Creating a Strategic Roadmap for Adult Learner Growth

1:00 p.m. ET	Opening Remarks
1:10 – 1:35 p.m. ET	The New Blueprint for Graduate Growth
1:35 – 1:55 p.m. ET	Peer Breakout Groups
1:55 – 2:25 p.m. ET	Proven Paths to Early Wins
2:25 – 2:30 p.m. ET	Closing Remarks: Getting the Most Out of Your Partnership

Today's Presenters



Brittany Murchison
Vice President
BMurchison@eab.com



Will Lamb, Ph.D.
*Dean of Graduate and
Adult Learner Recruitment*
WLamb@eab.com

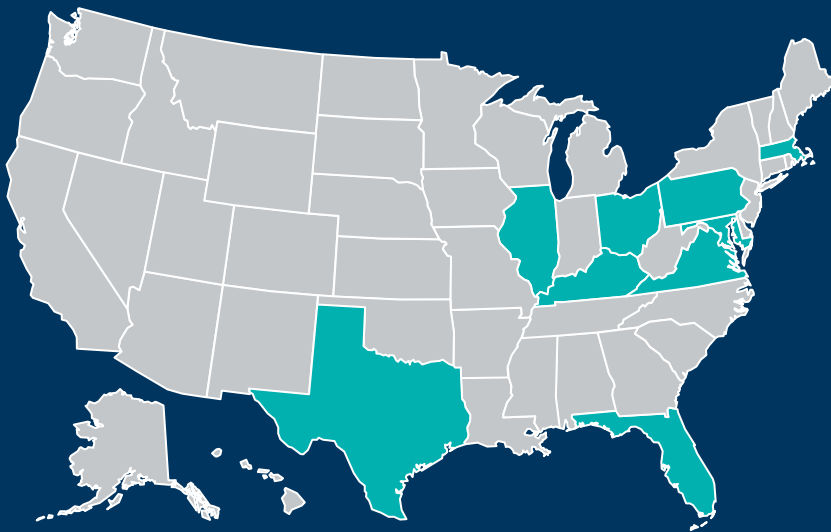


Savon Sampson
Senior Strategic Leader
SSampson@eab.com



Lori Murphy, M.Ed.
Senior Strategic Leader
LMurphy@eab.com

Who's On the Line Today



- Chestnut Hill College
- Columbia College Chicago
- Eastern Kentucky University
- George Mason University
- George Washington University
- Hodges University
- Ohio Northern University
- Springfield College
- St. Mary's University
- University of Baltimore
- University of Massachusetts-Lowell
- University of St. Francis

Poll

What's the biggest challenge you face in recruiting adult learners today?



The New Blueprint for Growth

Competing in Challenging Times

Adult Learner Recruitment

How Big is the Adult and Grad Ed Market?

Adult Learners Make Up 40% of Total Higher Ed Tuition Revenue

Higher Ed¹ Gross Annual Revenue², 2019



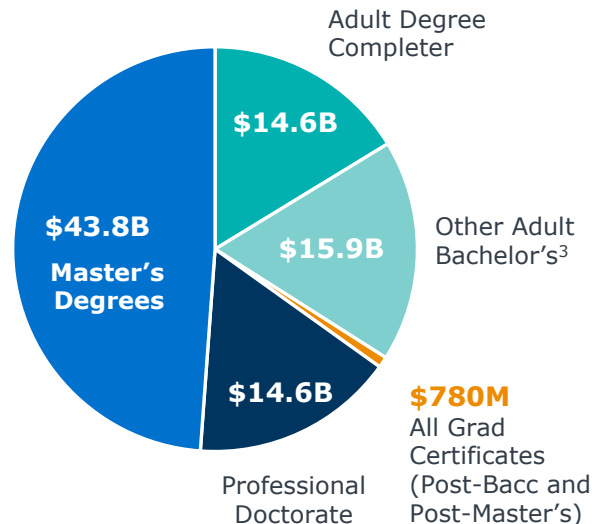
1) Bachelors degree-level and above

2) Tuition discounts not included in analysis

3) Includes first-time adult students, second bachelor's students, and non-degree seekers

Master's Degrees By Far the Biggest Market Overall

Total Gross Annual U.S. Revenue Generated from Adult (25+) Bachelor's, Post-Bac Certificates, and Graduate Enrollment, 18-19



Source: IPEDS Data Center, *National Center for Education Statistics*, 2020.; "Postsecondary Institution Revenues," *NCES The Condition of Education*, 2018.; EAB interviews and analysis.

Now Growth Limited to High-Cost Fields



Change in Master's and Prof. Doctorate Conferrals: Eight Largest Fields 2013-2019

Graduate Field	Size in 2013	Avg. Annual Growth (2013-19)	Change in Conferrals
Health Professions	152,309	+5%	+56,243
Computer Science	23,105	+12%	+22,962
Oth. Business	70,048	+2%	+10,662
Engineering	41,617	+3%	+8,761
Public Admin	43,860	+2%	+5,291
MBA	124,383	-1%	-3,890
Law	54,926	-3%	-10,514
Education	168,687	-2%	-17,905

1.5%

Overall Annual Growth Rate

Total Graduate Degree Conferrals 2013-19

+83K

Net Increase in Conferrals
2013-19

+125K

Increase from Growing Fields
2013-19

-42K

Decrease from Declining Fields
2013-19

However, Future Adult Growth Is Not Guaranteed



Many Institutions Are Setting Aggressive Growth Goals...

15%

Average revenue growth goal for Deans of Professional and Adult Education²

...That Are Out of Touch with Current Market Projections

<1%

Average annual graduate enrollment growth projected by NCES, 2021-29

...And Many Programs Struggle To Take Off

Master's programs conferrals in each 2-digit CIP Code (2019)

Programs with Fewer Than 5 Conferrals

30%

Business

32%

Healthcare

43%

Education

1) Based on EAB review of 36 randomly selected strategic plans representative of different institutional types.

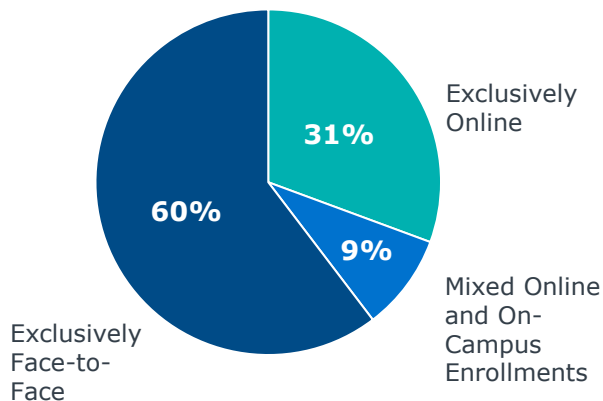
2) Gross annual revenue

Growth In the Graduate Market Is Primarily Online

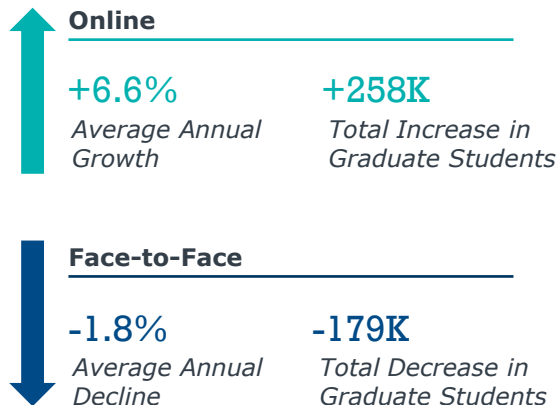
10

Online Represents A Substantial and Fast-Growing Share of the Graduate Market

Graduate Enrollments by Modality, Fall 2018



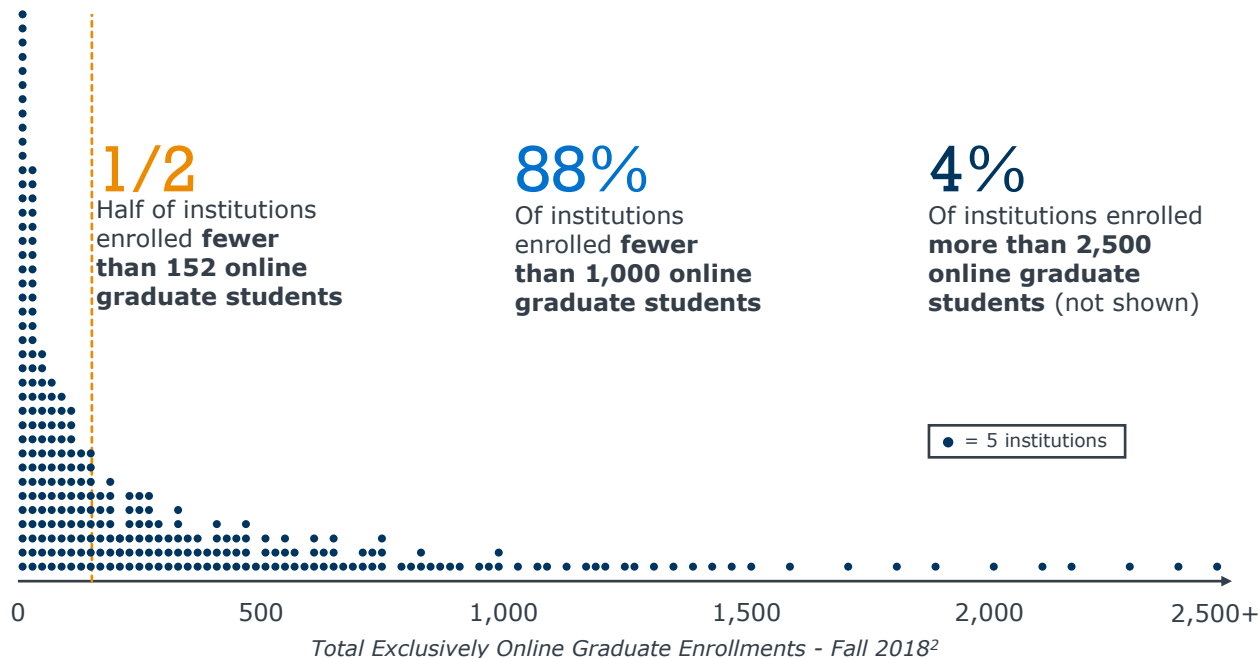
5-Year Growth Trends



Even More Will Play—Few Will Get Big

Few Institutions Poised to Become Online Giants (Or Even Online Mediums)

Institutions by Total Exclusively Online¹ Graduate Enrollments, Fall 2018

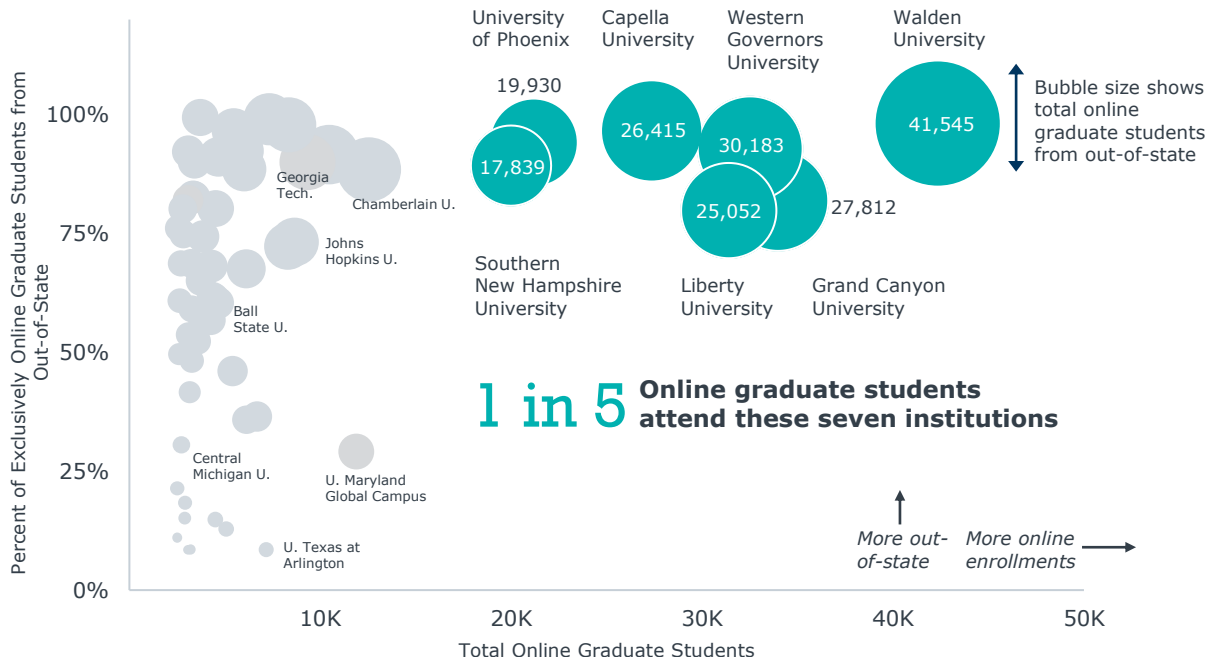


1) Recorded by IPEDS as exclusively distance enrollments.

2) Bin widths equal 20 enrollments.

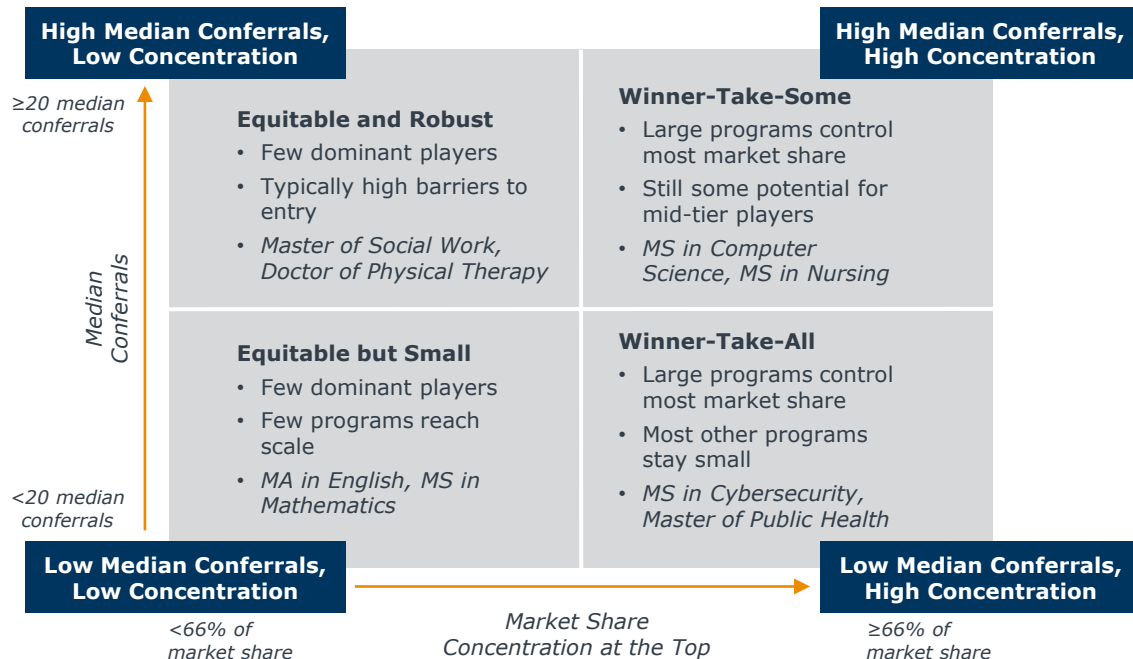
Handful of Giants Loom Over Online Grad Market

Institutions With More Than 2,500 Exclusively Online¹ Graduate Enrollments, Fall 2018
Total Exclusively Online Graduate Enrollments and Percent From Out-of-State



1) Recorded by IPEDS as exclusively distance enrollments.

Assessing the Threat of Market Concentration



All Markets Are Not Created Equal

(Based upon % held by top 20% of schools, 2019 median conferrals)

Equitable & Robust

- M in Library Science (51%, 57)
- Physical Therapy
- M in Accounting
- M in Social Work
- M in Electrical Engineering

Winner-Take-Some

- MBA (68%, 48)
- M in Public Health
- M in Data Analytics
- MS in Nursing
- MEd in Teaching

Equitable but Small

- M in Communication (62%, 10)
- MS in Counseling Psychology
- M in Economics
- M in Public Admin
- M in Philosophy

Winner-Take-All

- M in Cybersecurity (80%, 8)
- MEd in Instructional Design
- MS in Psychology
- MS in Biology
- M in Supply Chain

Succeeding in the Face of Market Challenges

We Operate In a Market Characterized By...



Slowing market growth



Motivated competitors—who have empty seats



A leap in online and hybrid learning



Powerful, rapidly growing national competitors



Some segments that are very difficult to penetrate

Keep the Fundamentals “Top of Mind”



“Indicate how important the following contacts and communications have been in your search for information about furthering your education.”

Adult Learners Aged 26 and Older, Winter 2020 Survey

Top 5 Most Important Contacts and Communications	Mean
School's responsiveness to my inquiries	4.15
Resources available on the school's website	4.08
Email communications from the school	3.80
Online resources (e.g., search engines, banners, and directories)	3.71
Individual communication with faculty in my program of interest	3.68

Mean scores are based on a 5-point scale, where 5 = extremely important and 1 = not at all important.

**Online Research &
School Comms
are Pivotal**

71%

of adult learners used the school's website when they began searching for more information

Adult Learners Are Highly Pragmatic



A Tactical Approach to the Application Process

Applying With a Focused Plan

72%

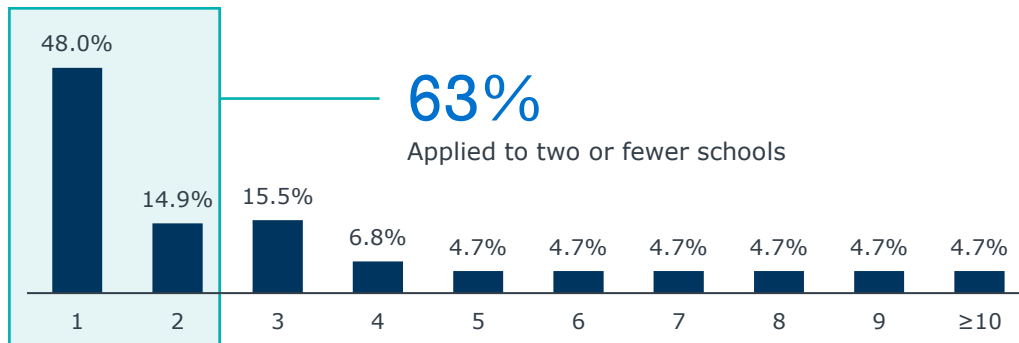
Of respondents knew where they would be applying before they took a graduate admissions test

52%

Enrolled within 6 months of taking a graduate admissions test

"To how many schools/programs did you apply?"

Students Aged 26 and Older, Winter 2020 Survey

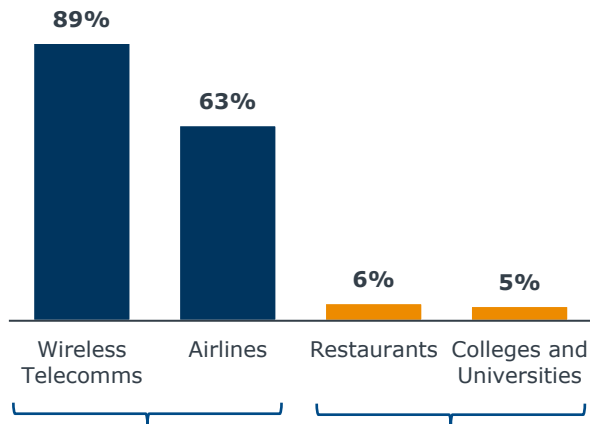


Not a Simple Local vs. National Divide

18

Higher Ed is not an Oligopoly, but Still Faces Dominant Market Leaders

Market Share of Top 4 Competitors by Industry (Revenue)



Oligopolies

- National competition
- Large competitors dominate market
- Little room for new entrants

Competitive Markets

- Regional and national competition
- Room for new entrants
- Still competition from market leaders

Mass Market Leaders Limit Potential for National Growth

Regional Player

Market Leader



Regional Players

- Strong regional brand affinity
- Large online and on-ground presence
- Low cost or elite brand

Market Leaders

- National marketing reach
- Massive online scale
- Low cost



Washington DC | Richmond | Birmingham | Minneapolis | New York | Chicago

202-747-1000 | eab.com

Peer Breakout Discussions



For the next 20 minutes, we will be meeting in peer groups to share:

What's the one-sentence headline you would most like to see on a case study showcasing results from your institution?

To join a breakout room, please click "join" when the box appears on your screen.

Proven Paths to Early Wins

4 Best Practices for a Successful Partnership

Lori Murphy, *Senior Strategic Leader*
Savon Sampson, *Senior Strategic Leader*

Service Basics Are Important, but Not Enough

Polite | Warm | Helpful | Partner-First | Detail-Oriented | Focused

EAB's Distinctive Service Commitment

Individualized and Invested

- *Proactive & anticipatory*
- *Available & responsive*
- *Grateful & gracious & hospitable*

"an extension of your office"

Deeply Committed to Results

- *Strategically aligned to your institutional goals*
- *Collaborative & innovative*
- *Data-driven insights*
- *Stubborn about your success*

"driving uncommon results"

Trusted Advisor

- *Value beyond the campaign*
- *Consultative presence*
- *Accountability for success*
- *Campus leadership resources*
- *Strategize for long-term success*

"improve institutional trajectory"

Your Key Points of Contact



Strategic Leader

Our expert on your institution, advises you on strategy



Account Manager

Your day-to-day point of contact, oversees execution



A Team of Experts Backing Your Success



Campaign Data Manager

Dedicated liaison for your data staff



Copywriter

A communications best-practice expert



Digital Marketer

Develops and tests digital marketing campaigns



Data Scientist

Develops your custom audience models



Art Director

Leverages your branding and ensures consistency



Project Manager

Oversees campaign creation and launch



Strategic Analyst

Tracks your campaign performance



Web Designer

Expert in responsive, user-friendly web design



Subject Matter Experts

"Sage counsel" at your service



Targeting Analyst

Industry-leading list expertise



Marketing Strategy Expert

Expertise in adult learner marketing, drives innovation



Market Insights Analyst

Performs competitive analyses

- 1 Establish a Strong Data Partnership
- 2 Manage the Creative Process Effectively
- 3 Be Prepared for Success
- 4 Leverage Your EAB Team

- 1 Establish a Strong Data Partnership
- 2 Manage the Creative Process Effectively
- 3 Be Prepared for Success
- 4 Leverage Your EAB Team

Poll

What types of data or analyses will be most important for you to access in your partnership with EAB?
(choose 2)

The Role of Data



A Strong Data Partnership Is Key to Optimal Campaign Performance

Marketing Execution & Refinement

- Audience inclusion and segmentation
- Ongoing refresh of exclusion population

Strategic Planning

- Assess opportunities and campaign options for future year(s)
- Audience targeting review and finalization

Integration with Admissions Outreach

- Send communications to EAB-generated inquiries
- Utilize campaign data for personal outreach



Analysis of Campaign Impact

- Measure of impact on entering class and enrollment goals
- ROI

Monitoring of Campaign Performance

- Trends and YOY analysis
- Ongoing evaluation against campaign goals

Establishing a Great Data Partnership

Best Practices

Establish Regular Calls

Check-in calls should include all pertinent stakeholders (Admissions, IT, and Marketing)

Ensure Commitment from Leadership

Consistent support from leaders helps maximize partnership and overcome data concerns

Appoint Skilled IT Staff

IT staff should understand the importance and purpose of the data and be responsive when data issues arise

Break Down Internal Silos

Be sure to include stakeholders from various departments and keep the lines of communication open throughout the setup process

Leverage Data Integration Services

If possible, lean on the DIS team to automate your entering class data and minimize the burden on your staff

1

Establish a Strong Data Partnership

2

Manage the Creative Process Effectively

3

Be Prepared for Success

4

Leverage Your EAB Team

Creation of Customized Student Journey Strategy

30

Multichannel Strategy to Engage Prospects at Every Stage Based on Intent

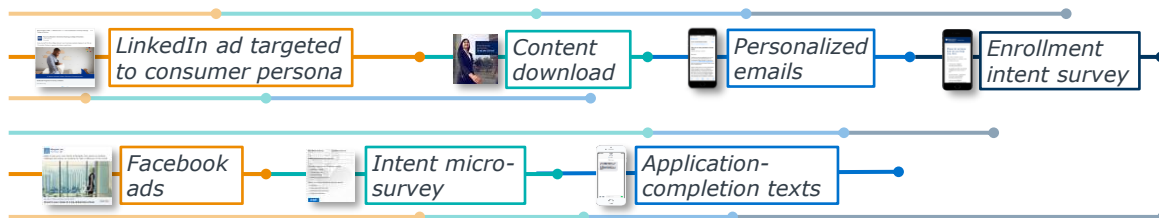
Campaign Recommendations Included in Your Strategy Overview:

- ✓ Audiences
- ✓ Campaign flows
- ✓ Timing and schedule
- ✓ Channels
- ✓ Campaign objectives
- ✓ Messaging strategy
- ✓ Imagery strategy
- ✓ Calls to action
- ✓ Suggested A/B tests



Intent-Driven Campaign Flows Enable Unique and Highly Personalized Journeys

How Sample Campaign Elements Map to Individual Student Journeys



Marketing Objectives at Each Stage of the Student Journey

Awareness

Make a connection,
introduce your offering

Consideration

Engage by addressing
motivations and concerns

Decision

Create urgency and
drive application

Yield

Identify enrollment
intent

Be Ready for a Coordinated Effort

31

Student Journey Frees Your Team Up for High-Touch Outreach

How Student Journey Complements Your Institution's Recruitment Outreach

Student Journey Campaign

Consistent, personalized outreach at scale

Awareness

Consideration

Decision

Enrollment

Institutional Outreach

High-touch, incremental contact that enables deeper relationship-building



Email Follow-Ups



Phone Calls



Ongoing Personal Outreach



High-Touch Interactions

Best Practices



Understand Your Contact Audiences

Know the source, enrollment value, and recruitment opportunity for each audience



Ensure Up-to-Date Responder Data

Load EAB campaign responders to so you can engage students based on actions they've taken



Attend a Communications Planning Workshop

Create an integrated communications plan during a virtual workshop with your EAB team

Manage the Creative Process Effectively

Our Goal: To ensure that communications are student-centric, make the right impression, and get the desired response

Examples of Creative:

- ✓ Campaign emails
- ✓ Paper-based mailings
- ✓ Personalized landing pages
- ✓ Online surveys
- ✓ Digital ads
- ✓ Email newsletters

Milestones in the Creative Process:

- 
- ▶ Discuss copy style, tone, voice
 - ▶ Design core creative materials
 - ▶ Review feedback on initial direction
 - ▶ Full campaign assets created
 - ▶ Review and revise creative
 - ▶ Deployment

Best Practices

Include Key Stakeholders

If your marketing department or other key stakeholders need to weigh in on creative assets, be sure to include them early in the process to avoid delays.

Understand Objectives

Each piece of creative content is meant to serve a unique purpose. When reviewing, be sure you understand the intent of each piece.

Focus on Your Creative Assets

Good imagery as well as other brand elements will make the biggest difference when it comes to student engagement. If you don't have the right assets, start addressing that now.

Rely on Your EAB Team's Expertise

All our creative decisions are rooted in testing. While reviewing, keep in mind that making certain revisions may mean departing from best practice.

- 1 Establish a Strong Data Partnership
- 2 Manage the Creative Process Effectively
- 3 Be Prepared for Success
- 4 Leverage Your EAB Team

Be Prepared for Success



34

The Same Inputs Won't Create the Same Outputs Year After Year



Case in Point

The Groundwork for Long-Term Enrollment Growth and Portfolio Optimization



College of Business at Balsa University*

Small Private University in the South

Results To-Date

Growth Throughout the Funnel, 2019-20

+48%

Increase in completed applications

+37%

Increase in admits, including 325
admits influenced by EAB

+22%

Enrollment growth

Looking Forward

Redesigning the Portfolio for Future Growth



Determine which programs represent
the greatest opportunities for growth



Identify curricular changes to make
programs more competitive



Build consensus around changes to
program portfolio through
stakeholder workshops

*A pseudonym

1

Establish a Strong Data Partnership

2

Manage the Creative Process Effectively

3

Be Prepared for Success

4

Leverage Your EAB Team

A Few of the Ways that EAB Can Support You



Sample Partner Questions

*"I'm struggling with getting Program Directors on board with **assessing program prerequisites.**"*



*"My admissions team wants to understand how to **better engage with leads** generated by EAB."*



*"We are struggling with **graduate student retention**; could EAB help?"*



How Your Strategic Leader Can Help

Conduct a consultative workshop



Facilitate a training session



Connect you with EAB's Student Success team

Do you have questions about how EAB can support you? **Let us know in the chat.**

Leverage Your EAB Team

Don't Hesitate to Ask for Support Outside of Our Current Work Together

Full Student-Lifecycle Support

The High School Student

— Inquiry Search and Fulfillment

— Undergraduate Student Recruitment

— Transfer Student Recruitment

— Admissions

The Undergraduate Student

— Financial Aid Optimization

— Student Success Management

— Job Placement

The Adult Student

— Adult Learner Recruitment

— Application Submission & Completion

— Yield Intelligence

The Alumnus

— Advancement Marketing

Examples of Consultative Services

- Strategic Enrollment Program Assessments
- Best Practice Research
- Operational and Policy Assessments
- Communication Flow Planning
- Board and Leadership Briefings
- Admission Team Training
- Data Analyses



Recap

Four Takeaways...

1

Establish a Strong Data Partnership

Put in the effort up front and it will pay dividends as you progress through the enrollment cycle

2

Manage the Creative Process Effectively

Bring the right stakeholders to the table early in the process, and help them understand the intent of each creative asset

3

Be Prepared for Success

As the enrollment landscape continues to change, reassess your strategy will lay the groundwork for long-term success

4

Leverage Your EAB Team

Don't hesitate to ask for our support on any aspect of enrollment management or other areas of the student lifecycle



Washington DC | Richmond | Birmingham | Minneapolis | New York | Chicago

202-747-1000 | eab.com

Closing Remarks

Getting the Most Out of Our Partnership

Additional Resources Available To You 24/7

Find Research, Insights, and Recommendations on EAB.com



My EAB Dashboard

- Create an account on EAB.com
- Customize your My EAB Dashboard to access curated content



EAB Daily Briefing

- Receive daily updates with our newest insights across all facets of higher education
- Easy to share with colleagues and spark discussion on campus



Professional & Adult Education Blog

- Read our latest research and insights on recruiting and serving adult learners
- Subscribe to be the first to receive our newest posts



White Papers, Diagnostics, and More

- Explore our in-depth research on topics ranging from student mindset to program design

Please Complete the Brief Exit Survey



Share Your Feedback

We appreciate your feedback on your experience today. Please don't hesitate to share additional thoughts with your Strategic Leader.

Let Us Share a Taste of Richmond

We'd like to send a small gift as a token of our appreciation for your time. *Please provide the best address for us to send your gift to in the exit survey.*



Tomorrow's Agenda

New Partner Intensive

Session II: Marketing and Recruitment Best Practices to Fuel Enrollment Growth

1:00 p.m. ET

Opening Remarks

1:05 – 1:40 p.m. ET

Maximizing the Value of Partnership
Featuring the University of Delaware

1:40 – 1:55 p.m. ET

Breakout Groups

1:55 – 2:25 p.m. ET

Leveraging Data Science to Drive Applications

2:25 – 2:30 p.m. ET

Closing Remarks: Getting the Most Out of Your Partnership

Thank you!



Kelly Miller
KMiller@eab.com



Jennie Bailey
JBailey@eab.com



Camden Francis
CFrancis@eab.com



Sam Moll
SMoll@eab.com



Lori Murphy
LMurphy@eab.com



TJ Reid
TReid@eab.com



Savon Sampson
SSampson@eab.com



Abby Zeiler
AZeiler@eab.com