



# New Presidents Intensive 2024

## **Blueprint for Growth**

A Deep Dive into Enrollment Trends – Undergraduate, Professional,  
and Graduate

July 16, 2024

# Update Your Name

The screenshot displays a Zoom meeting window. The main content area shows a presentation slide with the EAB logo and the text "EAB Virtual Meetings 2020". On the right side, there is a "Participants (2)" panel. In this panel, the "Test Participant (Me)" entry has a "Rename" button next to it. An orange line points from a text box above to this "Rename" button. Below the "Participants" panel, there is a "Test Participant" video thumbnail. At the bottom of the Zoom window, there is a toolbar with icons for Mute, Stop Video, Invite, Participants, Share, Chat, and Record. An orange line points from a text box below to the "Participants" icon in the toolbar. A "Rename" dialog box is open on the right side of the screen, showing the "Enter a new screen name:" field with the text "Jane Doe - Institution" and "OK" and "Cancel" buttons.

Update your name and add your institution

Open Participants menu

# New Presidents Intensive Curriculum



## VIRTUAL INTRODUCTION | 1:00 – 2:00 PM ET

**Tuesday, June 18, 2024**

## IN-PERSON SESSION | EAB HEADQUARTERS | WASHINGTON, DC

**Sunday, June 23, 2024**

6:00–8:00 pm ET

*Welcome Dinner*

**Monday, June 24, 2024**

9:00 am–7:00 pm ET

*2024 State of the Sector*

*Dynamic Strategy and Principled  
Differentiation*

**Tuesday, June 25, 2024**

9:00 am–1:00 pm ET

*AI, The Future of Work and Implications  
for Higher Ed  
What Every President Needs to Know  
about Athletics  
The President as Fundraiser-in-Chief*

## VIRTUAL SESSIONS | TUESDAYS | 1:00 – 3:00 PM ET

**July 2, 2024**

*Shared Governance 2.0*

**July 9, 2024**

*Understanding  
"Generation P"*

**July 16, 2024**

*Blueprint for Growth*

**July 23, 2024**

*Critical Considerations  
for Achieving Financial  
Sustainability and  
Resilience*

**July 30, 2024**

*The Balancing Act of  
Free Speech, Safe  
Spaces, and  
Deplatforming*

# Meet Your Presenters



**Savon Sampson**

*Senior Director, Strategic  
Research*

[SSampson@eab.com](mailto:SSampson@eab.com)



**Colin McGlynn**

*Senior Principal Strategic Leader,  
Enroll360*

[CMcGlynn@eab.com](mailto:CMcGlynn@eab.com)

# Special Guest President



**President Andrew Hsu**  
*College of Charleston*



# Recalibrating Enrollment Strategy in a Volatile Era

## Introducing Blueprint for Growth from EAB's Strategic Advisory Services



### Evaluate Potential Enrollment Growth Scenarios

Based on a custom analysis of your institution's enrollment, prioritize opportunities for growth in key markets.



### Identify Opportunities to Reach Non-Consumers

Understand shifts in prospective student behavior and why more students are opting out of higher education.



### Blueprint for Growth



### Assess the Most Promising Adult and Grad Ed Market

The latest market sizing for master's degrees, adult degree completion, and certificates, including where to expect the most competition.



### The Cost of Competition in Higher Ed Athletics

EAB's ongoing research investigating the enrollment potential of college sports, including market sizing, costs, revenue opportunities, and more.



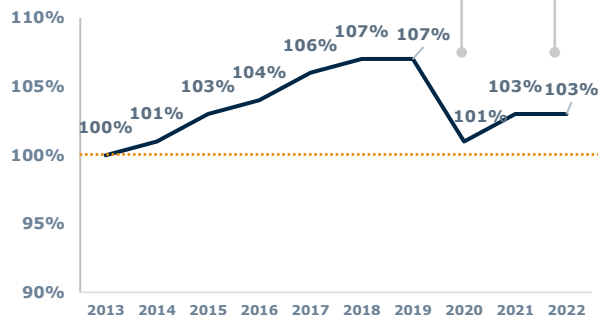
# Undergraduate Enrollment Overview



# A Tentative Recovery – But It's Tough Out There

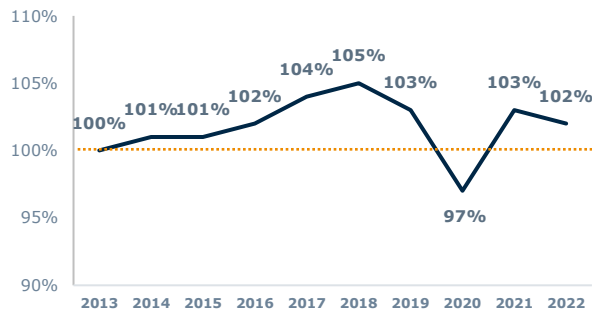
Change in New First Year Students, EC 2013 to 2022, Indexed to 2013

## Public 4-Year



**+3%**

## Private 4-Year



**+2%**

**Net change  
2013–2022**

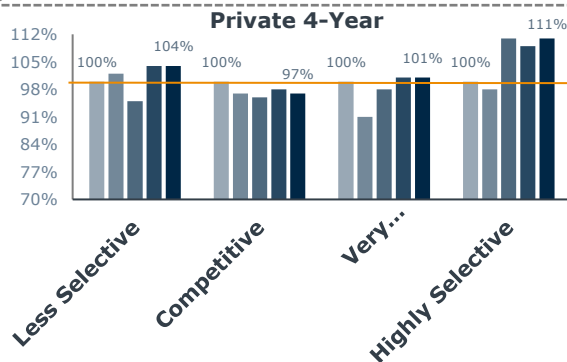
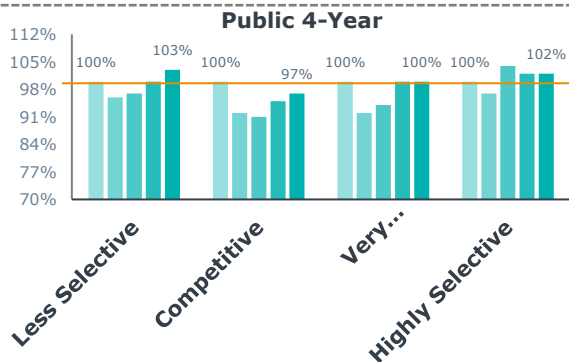
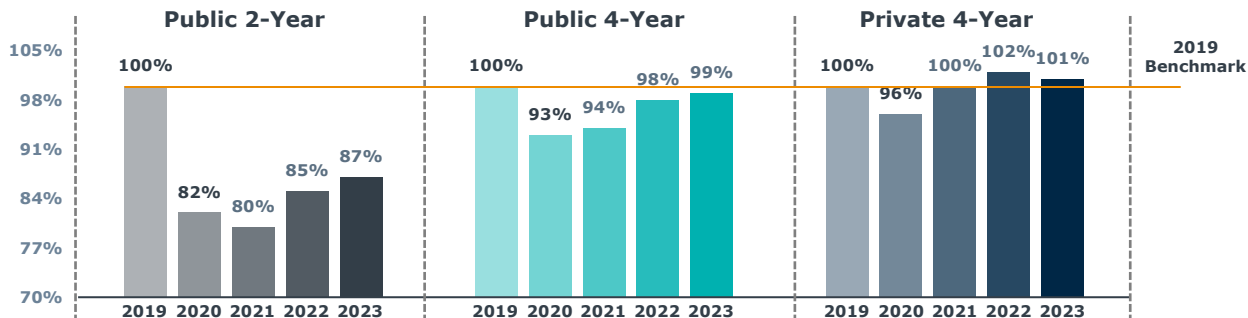
**Public 2-Year  
-26%**



# Change in First Year Enrollment by Sector and Selectivity Entering Class 2019 to 2023, Indexed Relative to 2019



9

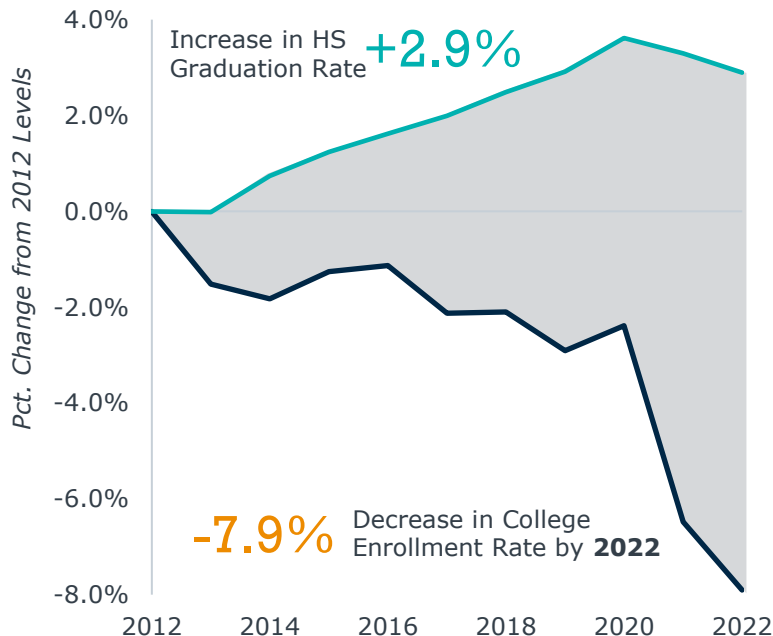


# Your Biggest Competition May Be No Institution



## The Non-Consumer Undergraduate Market Getting Bigger Every Year

*Pct. Change in K-12 to College Pipeline (2012 to 2022)*



## Recent Data Suggests No Post-Pandemic Rebound

*Early Estimates For 2022-2023*

*WICHE<sup>1</sup> Estimates of High School Graduates*

**+37K**

**Increase in Number of HS Graduates**

*EAB Estimates Using NSC and IPEDS data<sup>2</sup>*

**-99K**

**Decrease in First-Time Enrollments**

1) Western Interstate Commission on Higher Education

2) National Student Clearinghouse 'Stay Informed' Enrollment Estimates and IPEDS First Time Enrollments

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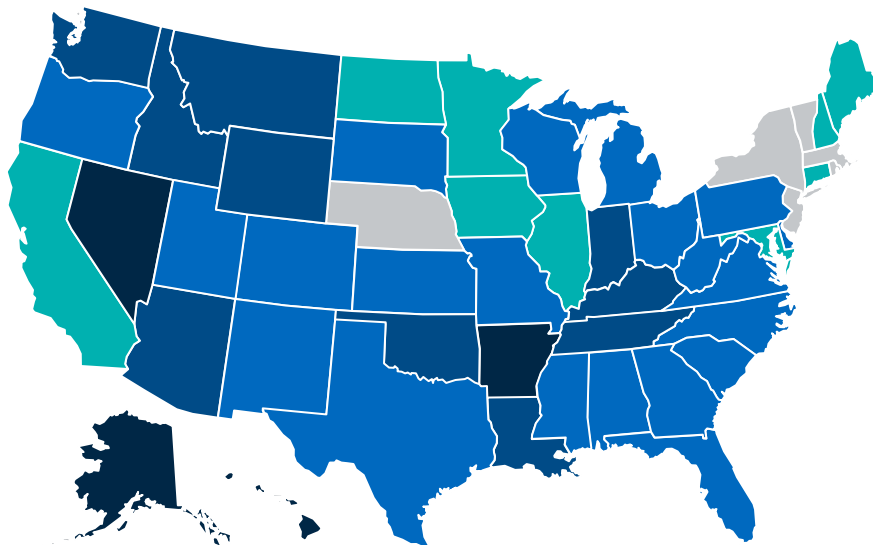
Source: EAB Analysis of American Community Survey Data; National Student Clearinghouse, *Stay Informed Enrollment Updates*, Oct. 26, 2023; WICHE Knocking at the College Door 10<sup>th</sup> Edition Data; EAB Interviews and Analysis.

# Nonconsumption a Nationwide Phenomenon



## Nonconsumption Higher than 20% In All States, But Exceeds 40% In Some

*Percent of 18-to-24-year-old high school graduates with no college experience, 2020*



- ▶ Nonconsumption more common in areas with lower peer, parent educational attainment
- ▶ States with more poorly-ranked K-12 schools have larger non-consuming populations



Source: EAB analysis of American Communities Survey data; EAB interviews and analysis.

# Discussion Point

Why do you think high school seniors are opting out of the traditional path to college?

# Why Are Fewer Students Going to College?

## Multiple Factors Adding Up to 'Nonconsumption'



### Population factors

Growth in demographics with low college-going rate



### Financial factors

Unaffordability, poor ROI, generational student debt



### Market factors

Degree resets, rise of nondegree credentials



### Cultural factors

Political change, perceived value, compromised higher ed "brand"



### Wild card factors

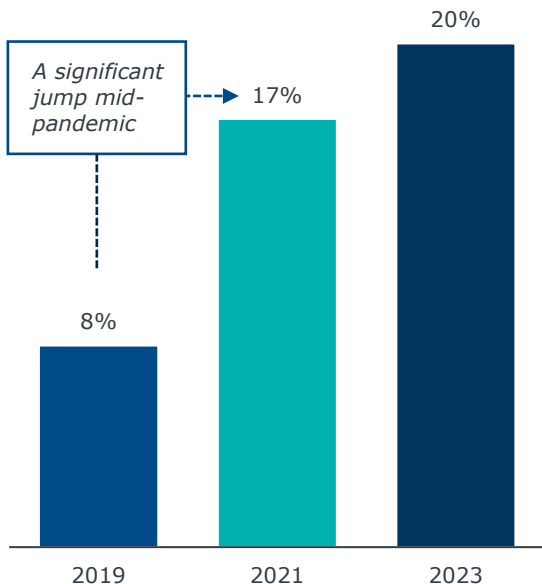
Labor market effects, simplified FAFSA



# Students Increasingly Doubting the Value of College

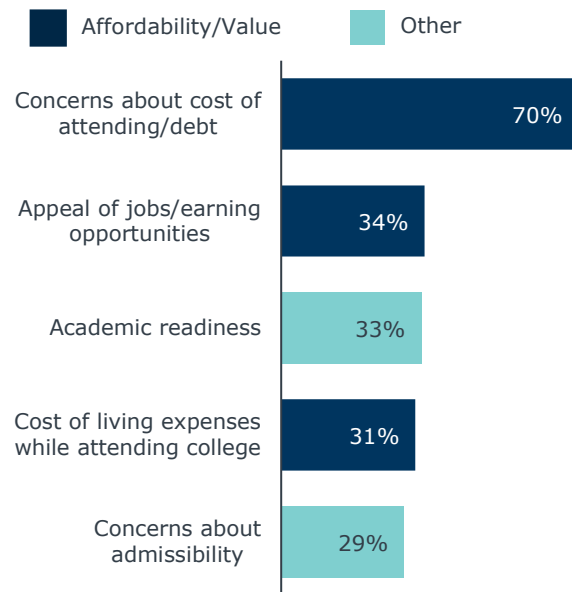
## More Students Saying "It's Not Worth It"

*Students Not Pursuing College Immediately After High School, 2019-2023*



## Most Common Factors That Deter Students from Attending College

*EAB High School Counselor Survey, Top 5 Responses*



Source: EAB 2023 Communication Preferences Survey

# Overview of the Enrollment Analytics Portfolio

Three Custom Reports to Transform Your Enrollment Strategy



## Undergrad Enrollment Outlook

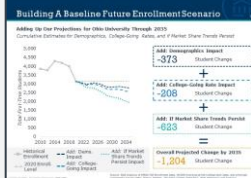


## Enrollment Performance Review



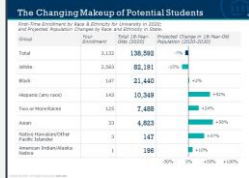
## Population Benchmarks Appendix

Modular Analyses of High-Impact Enrollment Forces to Prepare Your Institution for Any Scenario



### Macro Forces Lookback

Understand your institution's enrollment past to prioritize future efforts. Myth-bust enrollment trends for the cabinet, board of trustees, and campus leaders.



### Demographic Decline

Distill population trends to what matters for your institution. We use your enrollment data to calculate how demographic decline would impact your institution.



### College-Going Rates

Estimate how COVID-19 learning loss and changing consumption patterns will impact your institution, using data from IPEDS, WICHE, the American Community Survey, and NAEP scores.



### Market Share & "What If" Scenarios

Identify your institution's greatest competitors through market-wide evals. What-if scenarios illustrate the impact of market share growth and decline across your key enrollment markets.

# Poll

I'd like to...

- 1 Schedule an enrollment discussion and see the results of the Undergraduate Enrollment Outlook for my institution.
- 2 Learn more about how EAB supports partners in transforming their enrollment strategy.
- 3 Something else? Choose this and we will follow up with you.





# Grad and Adult Learner Market Overview

# Adult Learner Characteristics

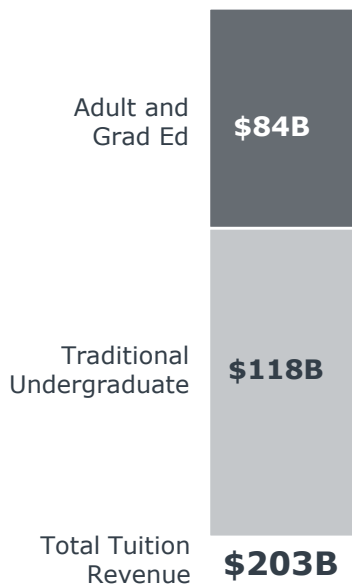


# How Big is the Adult and Grad Ed Market?



## Adult Learners Make Up 42% of Total Higher Ed Tuition Revenue

*Estimated Higher Ed Gross Annual Revenue<sup>1</sup>, 2021*

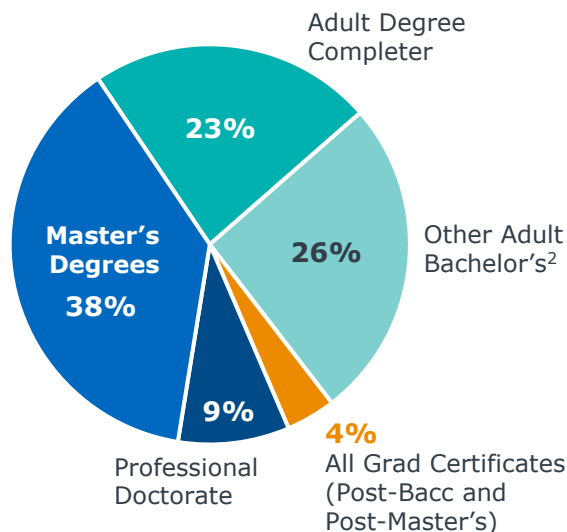


1) Tuition discounts not included in analysis

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

## 25+ Undergrad Students Account for Half of All Adult Ed Revenue

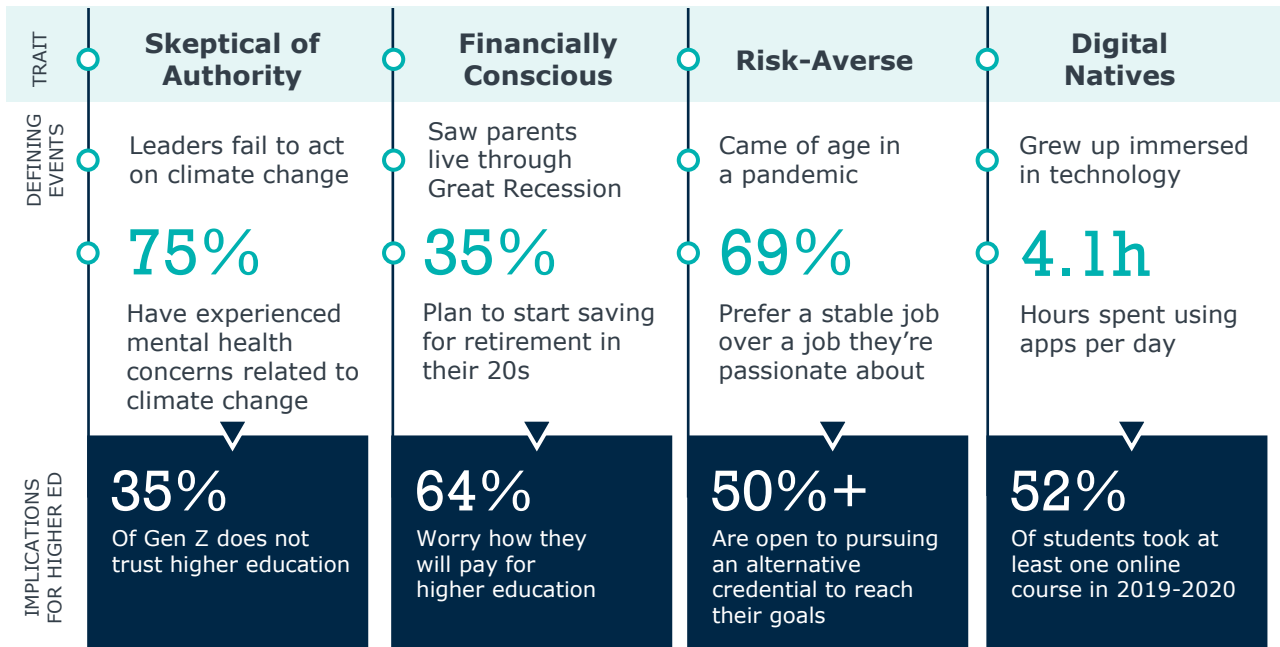
*Estimated Total Gross Annual Revenue from Adult (25+) Bachelor's, Post-Bac Certificates, and Graduate Enrollment, 20-21*



Source: National Center for Education Statistics. (2023). Postbaccalaureate Enrollment. *Condition of Education*. U.S. Department of Education, Institute of Education Sciences ([link](#)); Weissman, S. *Lower completion rates among part-time students*. Inside Higher Ed ([link](#)); National Student Clearinghouse. (2023) *Some College, No Credential Report* ([link](#)); IPEDS Fall 2021 Enrollment Survey Data; IPEDS Spring 2021 Conferrals Survey Data; IPEDS 2021 Student Charges Survey Data; EAB interviews and analysis.

# Gen Z Has Entered the Chat

Gen Z (12-27 Years Old Today) Have Shifting Opinions on Higher Education



Source: Blue Shield of California, "[Youth Climate Survey 2022](#)," 2022; Desjardins, J., "[Why Generation Z Has a Totally Different Approach to Money](#)," *We Forum*, November 2018; "[The Ultimate Guide to Gen Z in The Workplace](#)," *Inside Out Development*, 2019; Skopec, C., "[How Gen Z College Students Are Changing Higher Ed](#)", *Collegis Education*, January 2021; Smalley, S., "[Half of All College Students Take Online Courses](#)," *Insight Higher Ed*, October 2021; Sakal, V., "[Why Gen Z Isn't Interested in Your Statements, Promises, and Commitments—Yet](#)," *Morning Consult*, June 2020; Kott, K., "[Gen Z's Distrust in Higher Ed a 'Red Flag'](#)," *Inside Higher Ed*, August 2022; "[Gen Z: The Rise of Digital Natives](#)," *CUIInsight*, January 2022; EAB interviews and analysis.

## Discussion Point

What impact do you think the Gen Z population will have on the online, grad and adult learner market?



# Adult Degree Completion Landscape



# Key Motivators for Degree Completers

## Three Primary Motivations for Going Back to School



### A Better Life

- Better life for themselves and family
- Higher pay and new job opportunities
- More flexibility, free time, and options



### Finish What They Started

- Regret not completing sooner
- Pride and accomplishment of degree completion
- Inspire others, like their kids



### Continue to Grow

- Personal growth, in addition to academic growth
- Degree represents “proof of knowledge”



“These adults are after the **college degree**, not the educational experience.”

# Completers Provide Enrollment Opportunity

Population Grows But Institutions Will Face Enrollment Challenges

**Only 4% of Some-College, No Credential Students Enrolled in AY 22**

**20.3M**

25-65-year-olds with some college, but no credential (SCNC) in AY 2022

**691K**

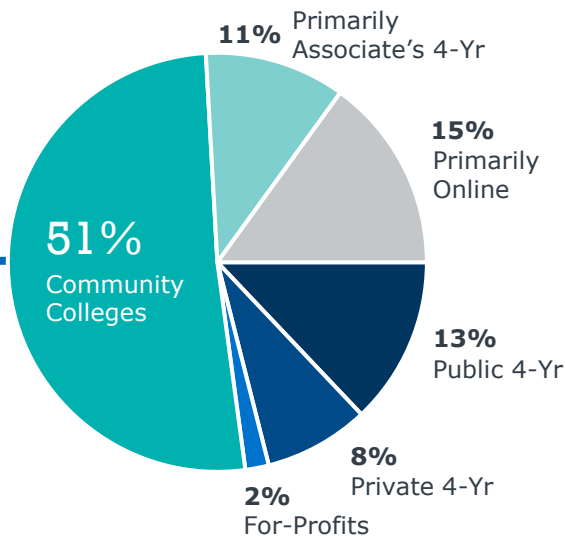
SCNC students re-enrolled in AY 2022

**45K**

SCNC students completed first credential in AY22

**And of Those Re-Enrolling, Many Resume Their Journey at 2-Years**

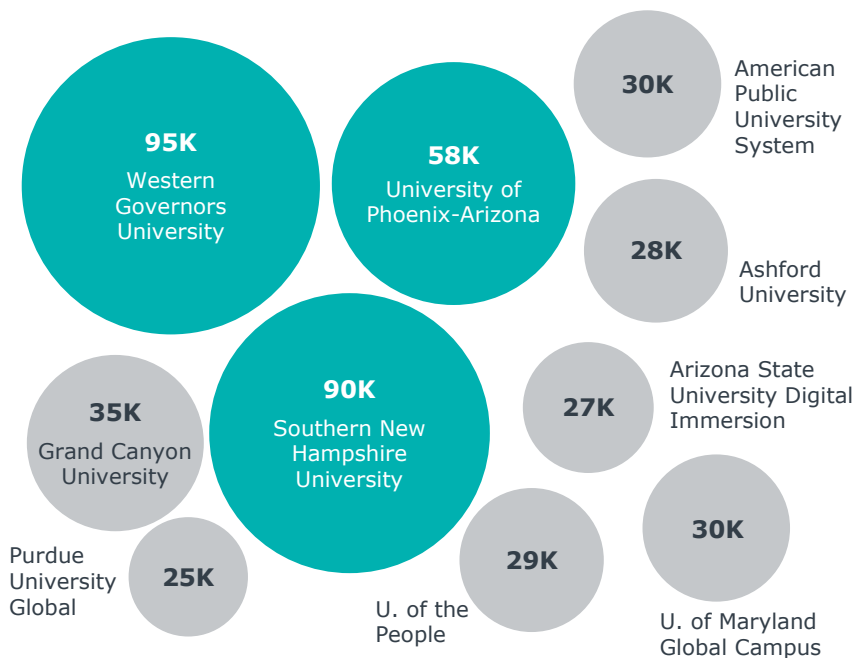
*Institution choices of 691K degree completion students, AY22*





# Three Big Competitors Dominate the Market

Top 10 largest 4-year institutions by adult (25+) undergraduate enrollments (2021)<sup>1</sup>



## Giants Dwarf Rest of the 4-Year Adult Market

220

Median number of undergraduates 25 and over at 4-year institutions

## Achieving Scale by Targeting Adult Students

1

out of the ten 'giants' is in top ten institutions for under-25 enrollments

Nearly **1 in 10** of 4-year undergraduates aged 25 and older attends WGU, SNHU, or University of Phoenix-Arizona

1) Diameter of circle represents relative size of institution.



# Master's Landscape

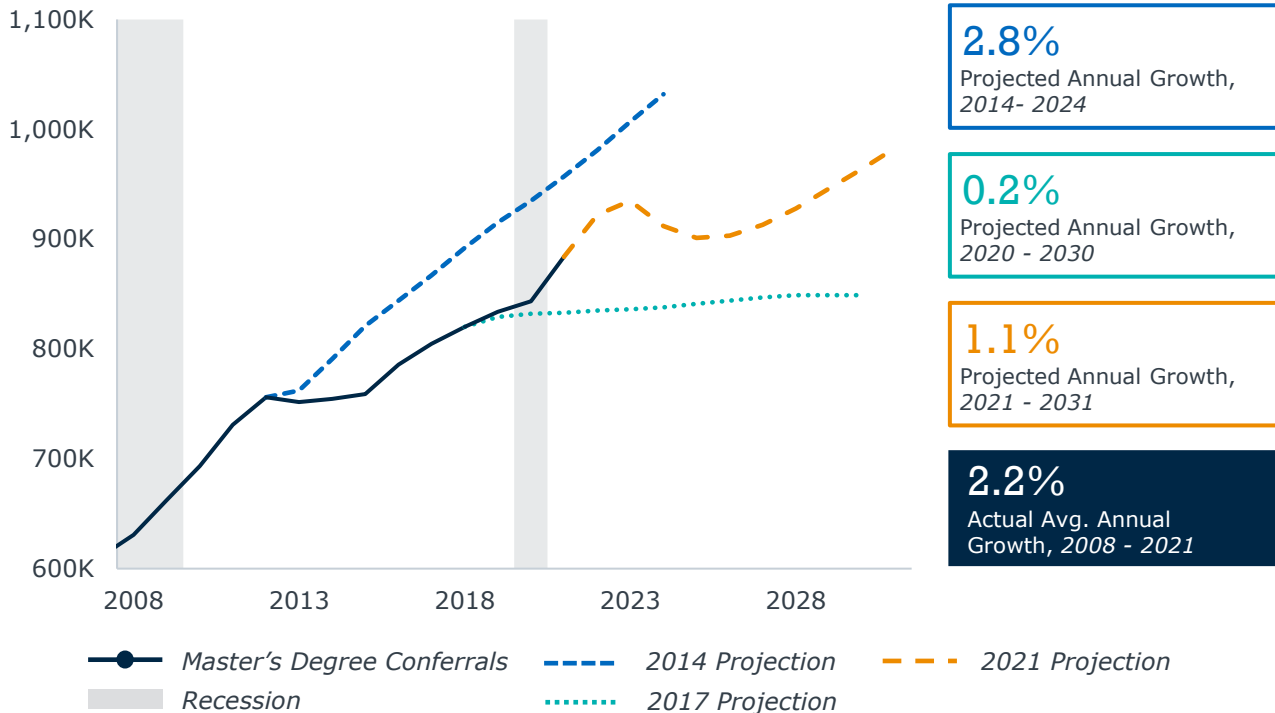
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# Short-Term Expectations Variable, But Evening Out

27

Master's Degree Conferrals and Projections, 2008-2031



1) The graph includes a 'year 0' for each projection. These 'year 0s' (2013, 2019, and 2021) are actual figures, not projections.

# Already in Demand, CS Degrees Take Off in 2020s



28

**Grad enrollment surges in computer & information sciences, but for other core programs, pandemic enrollment growth is all but dissolved.**

*Change in Estimated Master's Degree Enrollments by Major From Fall 2019 to Fall 2022*

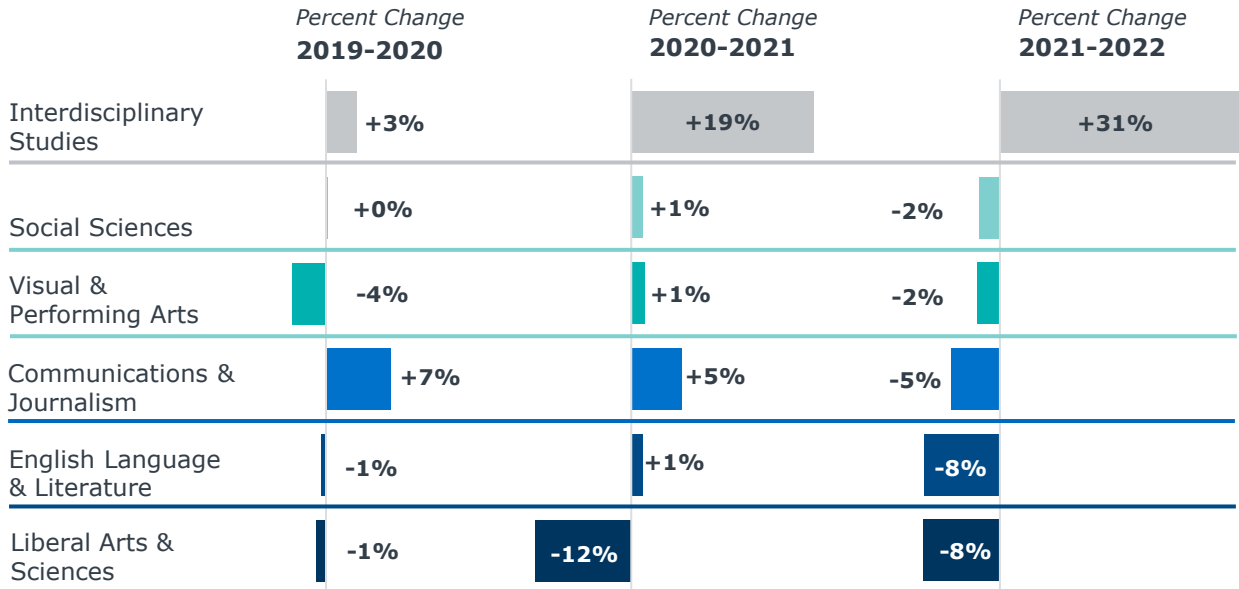
	Percent Change 2019-2020	Percent Change 2020-2021	Percent Change 2021-2022
Comp. & Info Sciences	+3%	+22%	+21%
Engineering	-4%	+6%	+5%
Health Professions	+5%	+1%	-4%
Public Admin & Social Work	+2%	+3%	-4%
Business, Mgmt. & Mktg.	+6%	0%	-6%
Education	+4%	-3%	-6%

# Declining Interest in More Traditional Programs



## The Rise of Interdisciplinary Studies: Demand for Flexibility, A POI Marketing Push, or Something Else?

*Change in Estimated Master's Degree Enrollments by Major From Fall 2019 to Fall 2022*

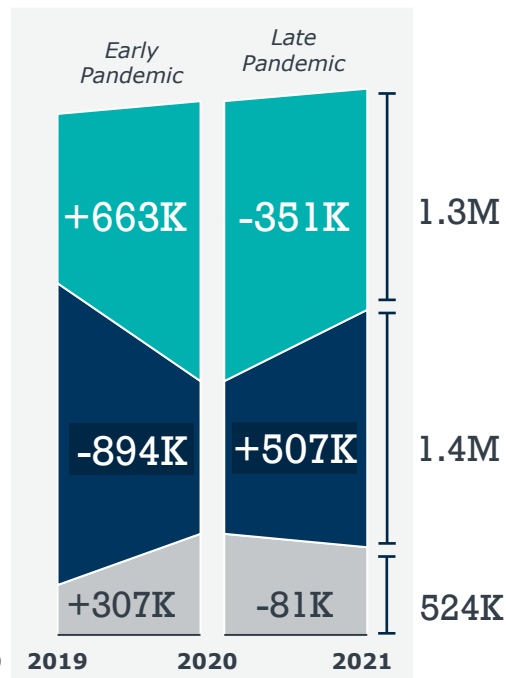
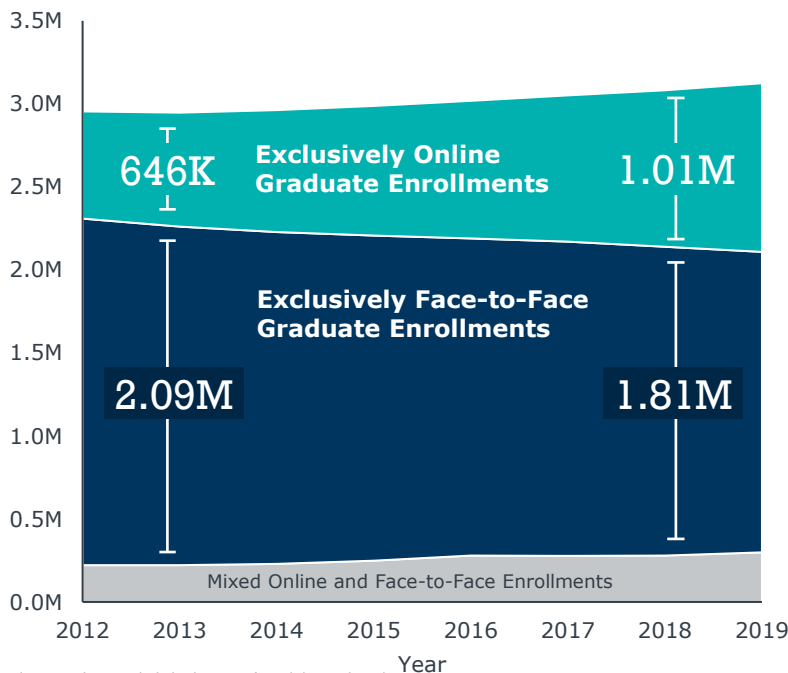


Source: 'COVID-19 Stay Informed Fall 2022', National Student Clearinghouse, Oct. 20, 2022; EAB interviews and analysis..

# How Much of the Online Shift is Permanent?

## Pandemic Accelerates Existing Trend Towards Virtual and Hybrid Education

Graduate<sup>1</sup> Enrollments 2012-2021: Exclusively, Some, and No Online<sup>2</sup> Courses

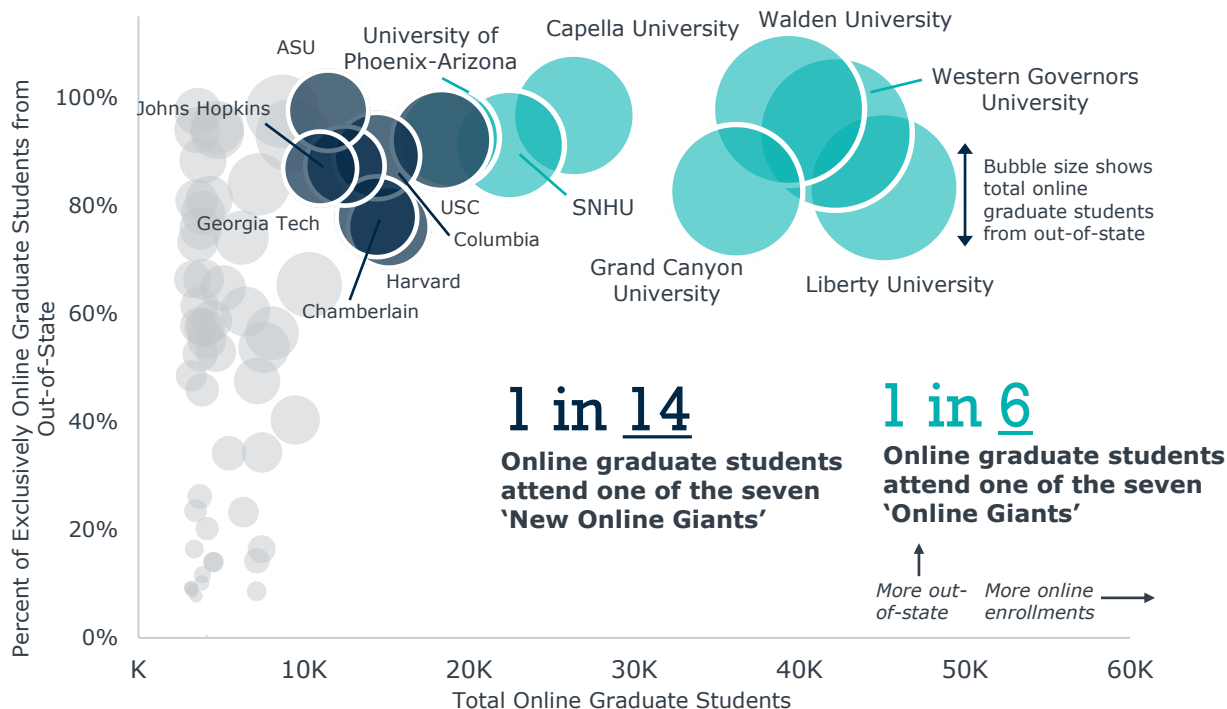


1) Graduate students include both master's and doctoral students.

2) Recorded as 'Distance Education' in IPEDS data

# Online Giants Lost Dominance Over Pandemic

Institutions With More Than 2,500 Exclusively Online<sup>1</sup> Graduate Enrollments, Fall 2021  
*Total Exclusively Online Graduate Enrollments and Percent From Out-of-State*



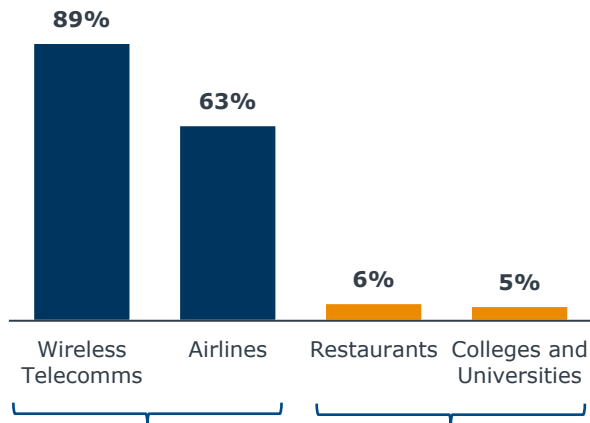
1) Recorded by IPEDS as exclusively distance enrollments.

# Leverage Your Differentiators to Stand Out



## 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



## Breakout Question

Based upon the data just presented, what critical questions will you want to explore with your enrollment and academic leadership teams?

# See You Next Week!

*Tuesday, July 23, 2024 at 1 pm ET (Virtual)*

## Critical Considerations for Achieving Financial Sustainability and Resilience | Hardwiring Academic and Administrative Efficiency



**President Gordon Gee**

*West Virginia University  
(President -Emeritus - Ohio State  
University, Vanderbilt University,  
Brown University,  
University of Colorado)*



**Dr. David Vuletich**

*Research Advisory Services,  
Managing Director*



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