RNLNC

PRESENTATION HANDOUT

The Strategic Enrollment Planning Imperative: Higher Education Past and Present

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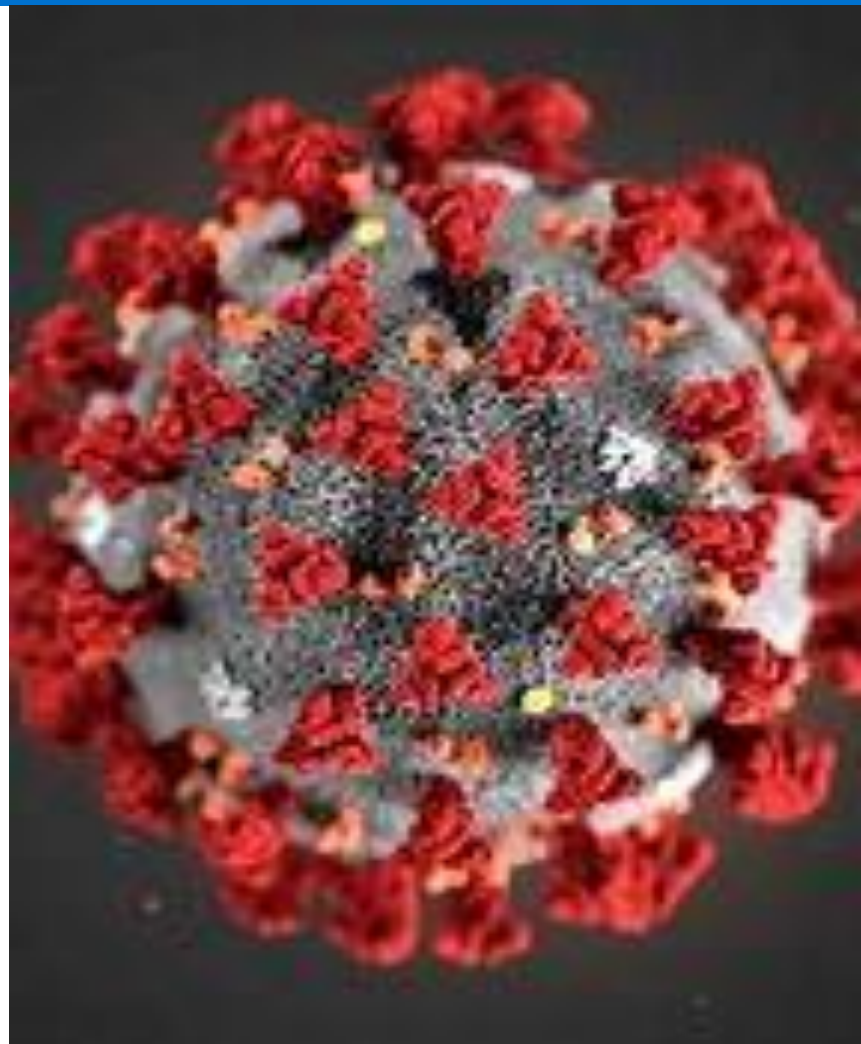
Objectives for our time together

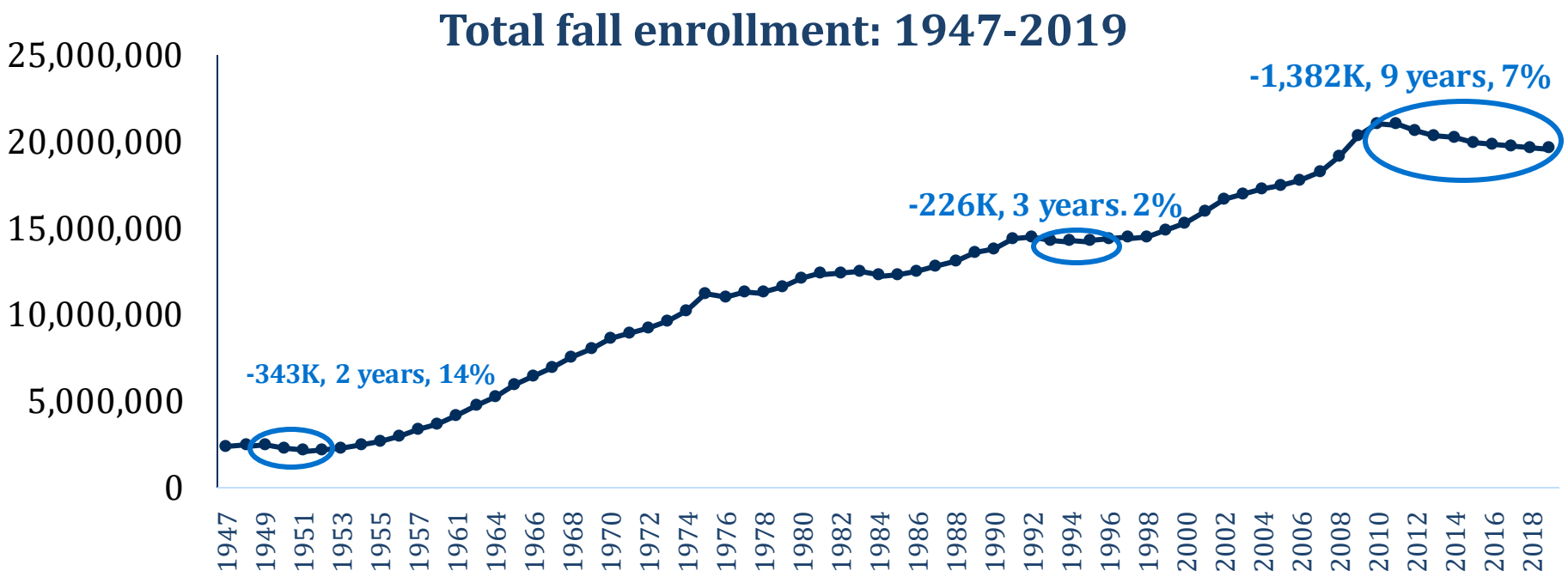
1. Understanding the environmental context and SEP imperative
2. Observations on strategic enrollment responses to the current environment
3. Questions and Answers

- I do not intend to speak directly to COVID-19 impacts.
- That said, at RNL we believe it is more important than ever for schools to either sustain or implement a strategic enrollment planning process to better position their institution for long-term enrollment and fiscal health.



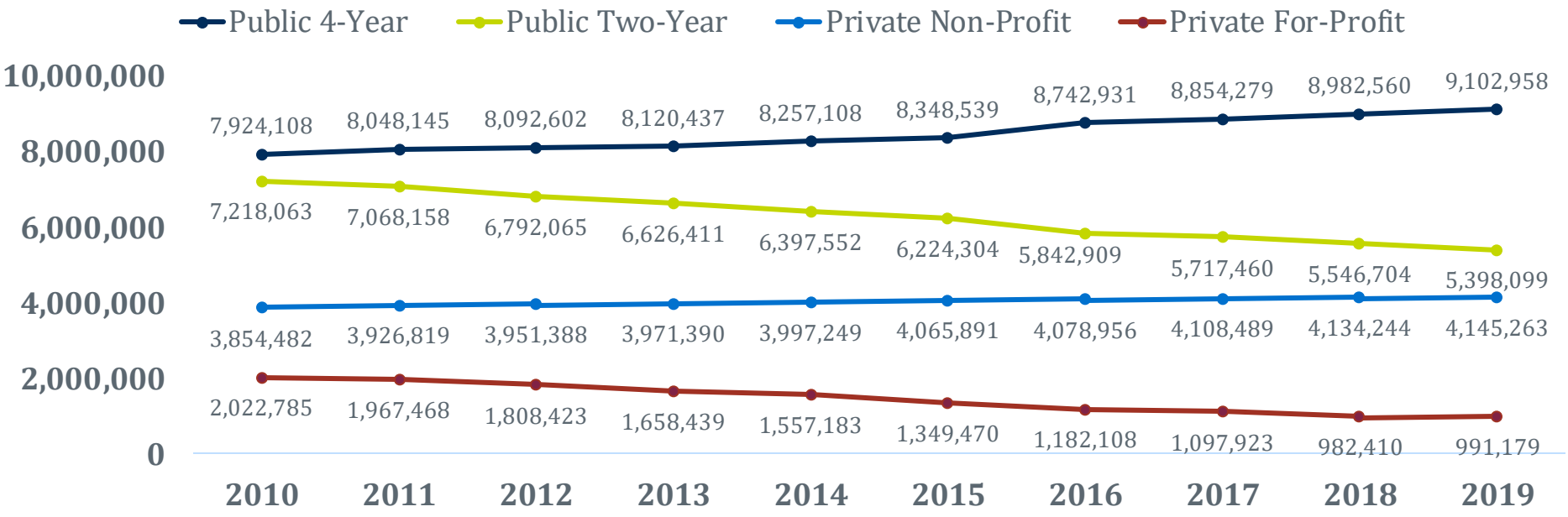
Understanding the environmental context and SEP imperative

We are in the midst of a historic contraction in total enrollment



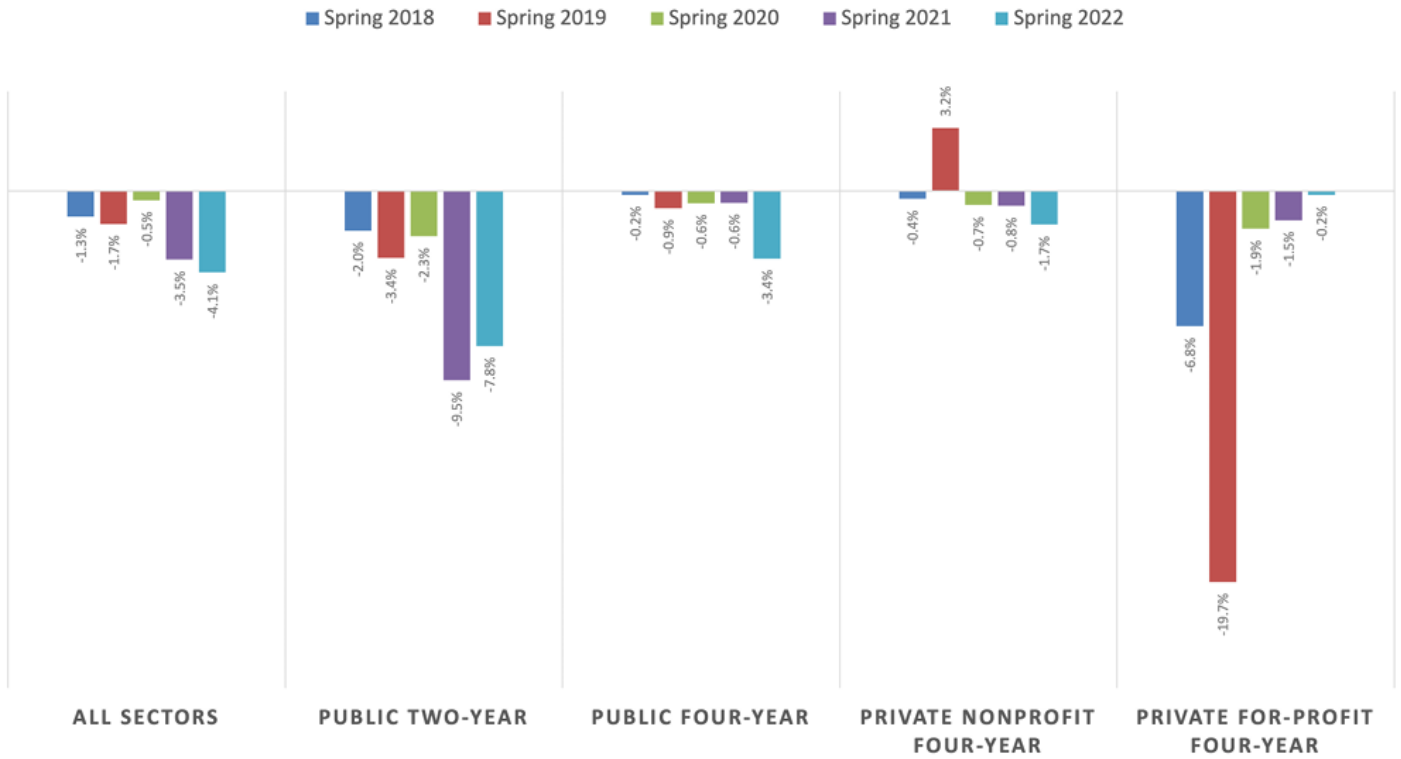
Source: U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics. Digest of Educational Statistics

The decline has been limited to the public two-year (-1.82M) and private for-profit sectors (-1.03M)



Source: Digest of Educational Statistics

The National Student Clearinghouse reported a 2.5% drop in Fall 2020 enrollment (tenth consecutive year)



New student enrollment was down 13% last fall, high need and students of color represented the vast majority of the decline

Table 4. Estimated National Enrollment by Institutional Sector and Age Group: 2020 to 2022

Sector	Age Group	Spring 2022		Spring 2021		Spring 2020	
		Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year
All Sectors	Under 18	704,133	-2.0%	718,460	-0.6%	722,843	6.9%
	18 to 24	9,674,810	-3.2%	9,991,267	-5.0%	10,515,363	-0.4%
	Over 24	5,791,324	-5.8%	6,145,574	-1.2%	6,220,100	-1.4%
Public 4-year	Under 18	169,205	-5.7%	179,389	2.7%	174,741	2.2%
	18 to 24	5,013,400	-2.5%	5,140,809	-2.0%	5,247,834	-0.3%
	Over 24	2,069,808	-5.3%	2,185,652	2.7%	2,128,668	-1.6%
Private nonprofit 4-year	Under 18	30,059	-0.9%	30,340	-6.4%	32,423	4.2%
	18 to 24	2,128,665	-0.5%	2,140,052	-2.8%	2,202,483	-0.4%
	Over 24	1,524,273	-3.4%	1,577,529	2.3%	1,541,556	-1.3%
Private for-profit 4-year	Under 18	1,363	9.7%	1,243	12.9%	1,101	-5.3%
	18 to 24	143,770	6.3%	135,294	0.8%	134,264	2.2%
	Over 24	571,742	-1.8%	582,020	-2.0%	593,999	-2.8%
Public 2-year	Under 18	498,812	-1.1%	504,446	-1.2%	510,389	8.7%
	18 to 24	2,223,198	-7.1%	2,392,844	-13.2%	2,758,183	-2.5%
	Over 24	1,447,920	-10.8%	1,623,756	-6.1%	1,728,470	-4.8%

Large privates (including heavily online institutions) are driving the private college numbers

FALL 2019

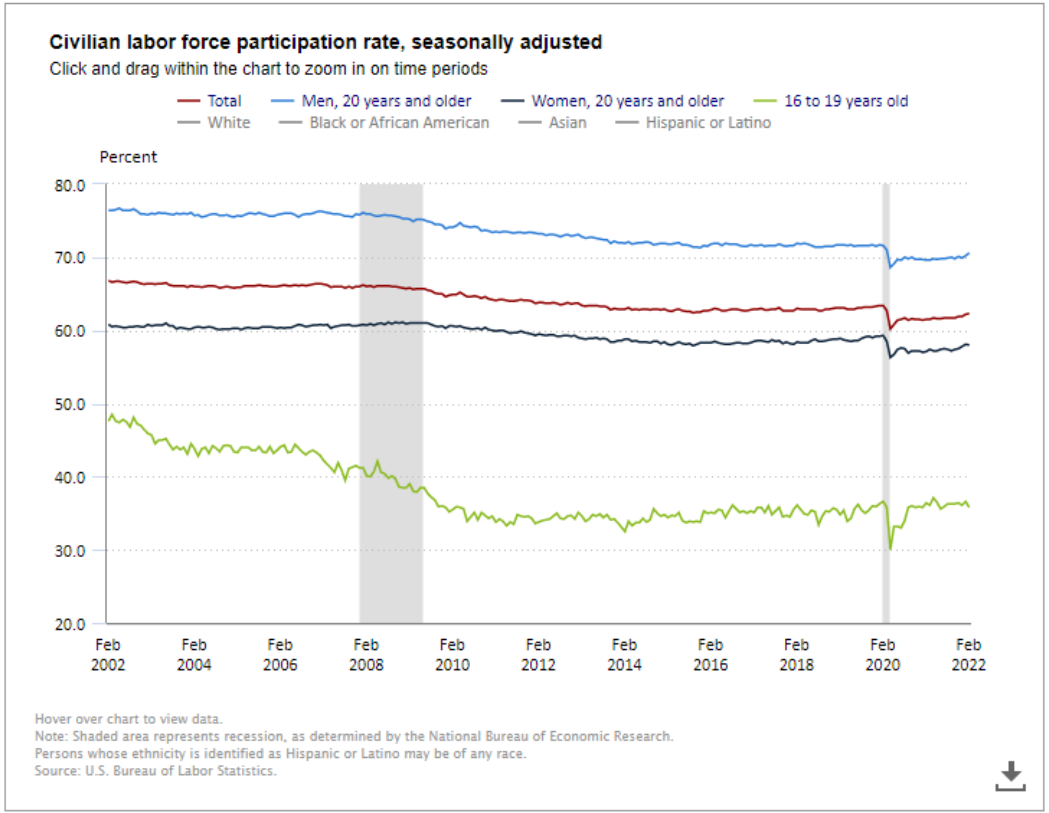
Table 3. Estimated Enrollment at Private Nonprofit Four-Year Institutions by Size of Institution: 2017 to 2019

	Fall 2019		Fall 2018		Fall 2017	
Institution Size	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year	Enrollment	% Change from Previous Year
Under 3,000	1,000,100	-3.9%	1,041,215	-1.3%	1,054,842	-1.4%
3,000 to 9,999	1,274,405	-1.7%	1,296,564	0.2%	1,293,570	-0.5%
10,000 or More	1,568,425	2.7%	1,527,178	7.0%	1,426,735	0.6%

UNDERSTANDING THE NUMBERS

Table 3 provides a deeper look at the enrollment counts for private nonprofit four-year institutions, by institution size. The size of the institution is based on the most current IPEDS fall enrollment totals that are available at the time of publication. Additional notes on data and coverage are included at the end of this document.

Many of the students we've counted on in the past *may* be entering the workforce

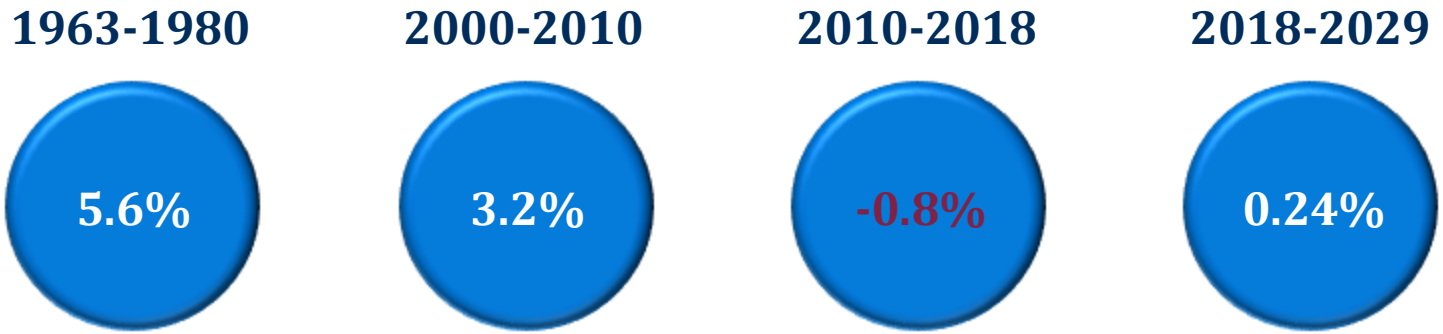


Source: U.S. Bureau of Labor Statistics. https://www.bls.gov/charts/employment-situation/civilian-labor-force-participation-rate.htm

Graduate enrollment has held up better

% Change 2018 to 2019	Average annual % Change 2014 to 2019	Average annual % Change 2009 to 2019
1.3%	**0.9%**	**0.3%**

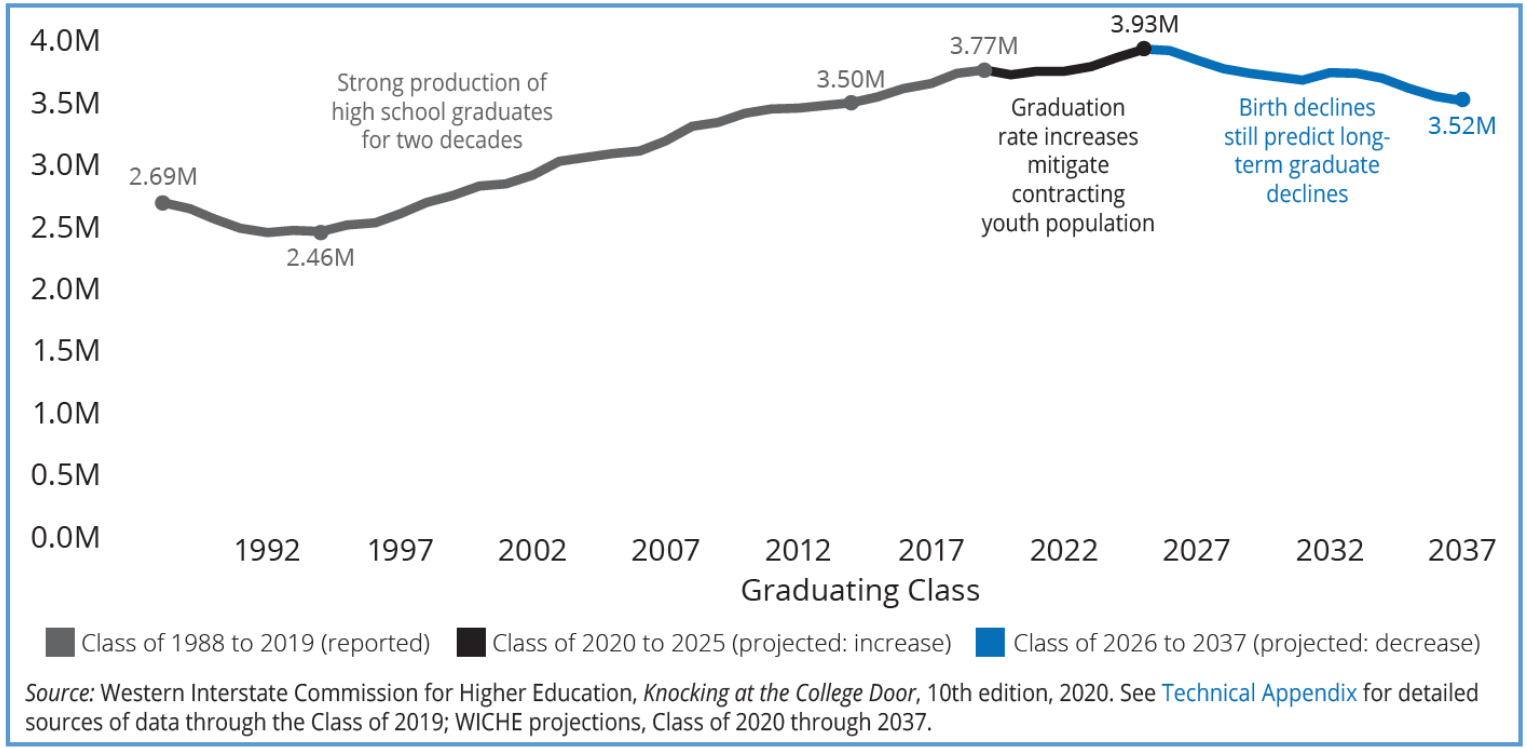
The net result, we are and will experience very slow compounded growth rates by historical standards



Note: Between 1981 and 1999 the compounded growth rate was 1%

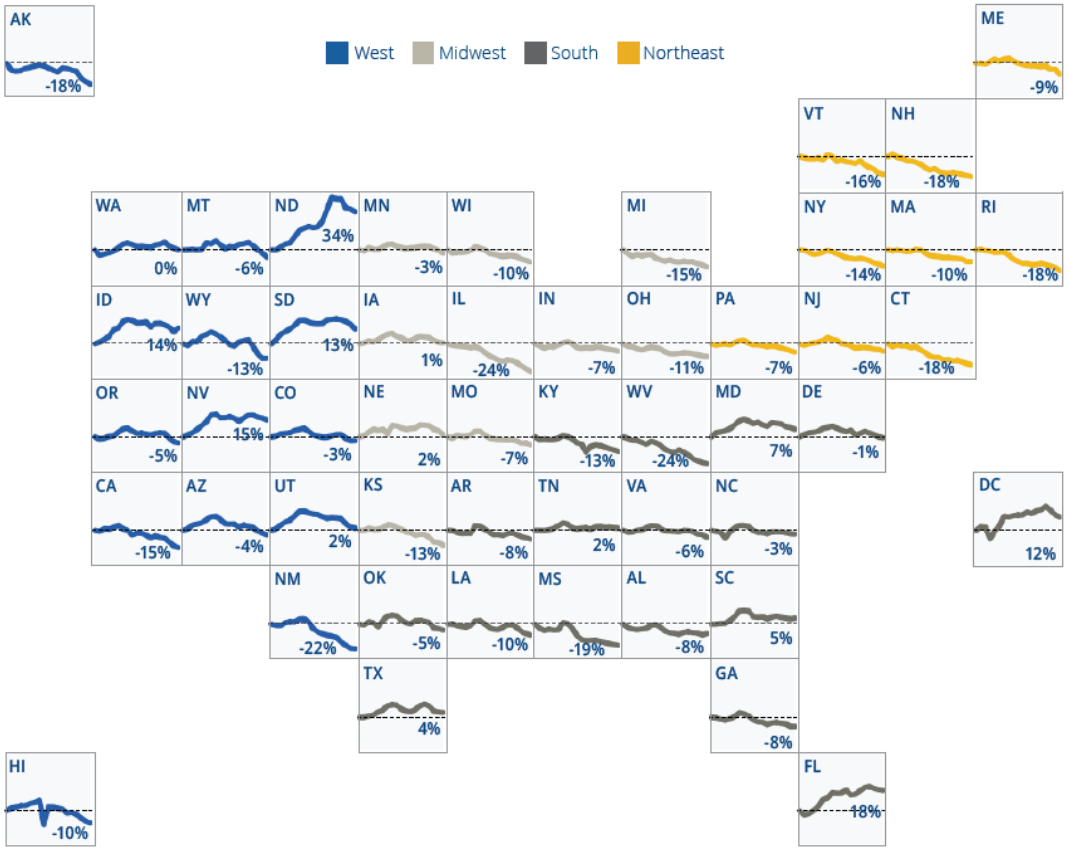
Source: NCES

Figure 1. Slowing Growth in Number of U.S. High School Graduates, then Decline (U.S. Total High School Graduates)



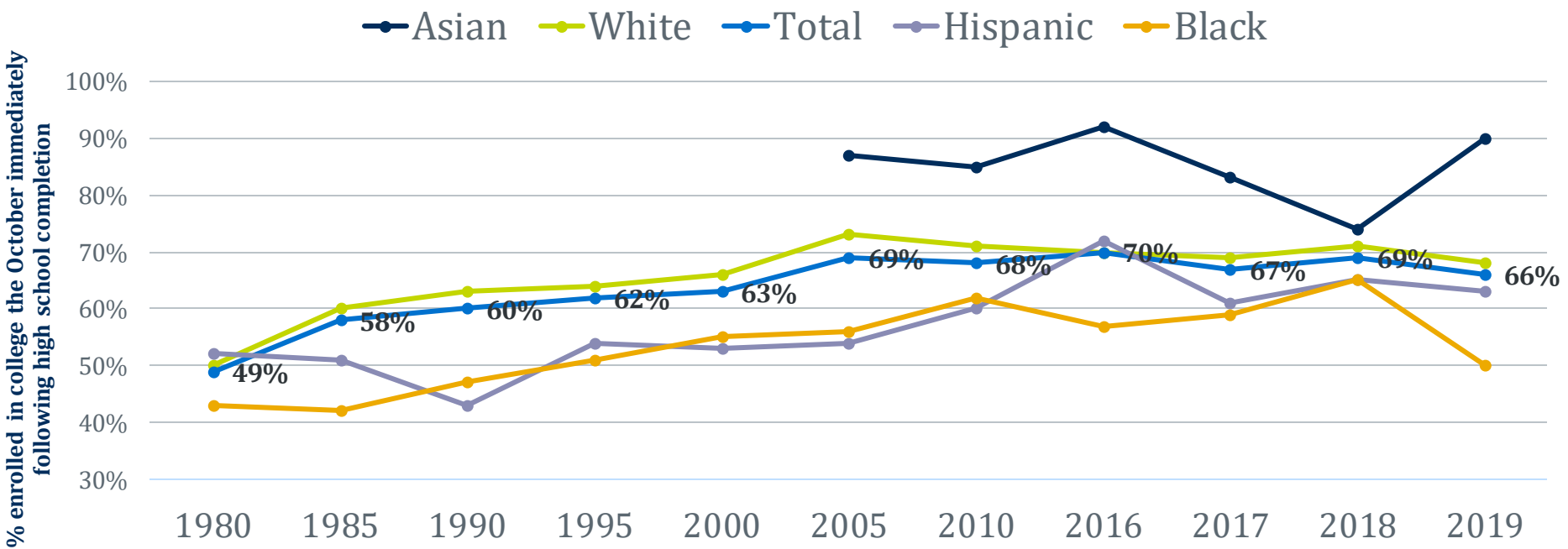
Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. See Technical Appendix for detailed sources of data through the Class of 2019; WICHE projections, Class of 2020 through 2037.

Figure 2b. State-by-State Projected Percent Change from Class of 2019 to 2037, Grand Total of Public & Private Schools



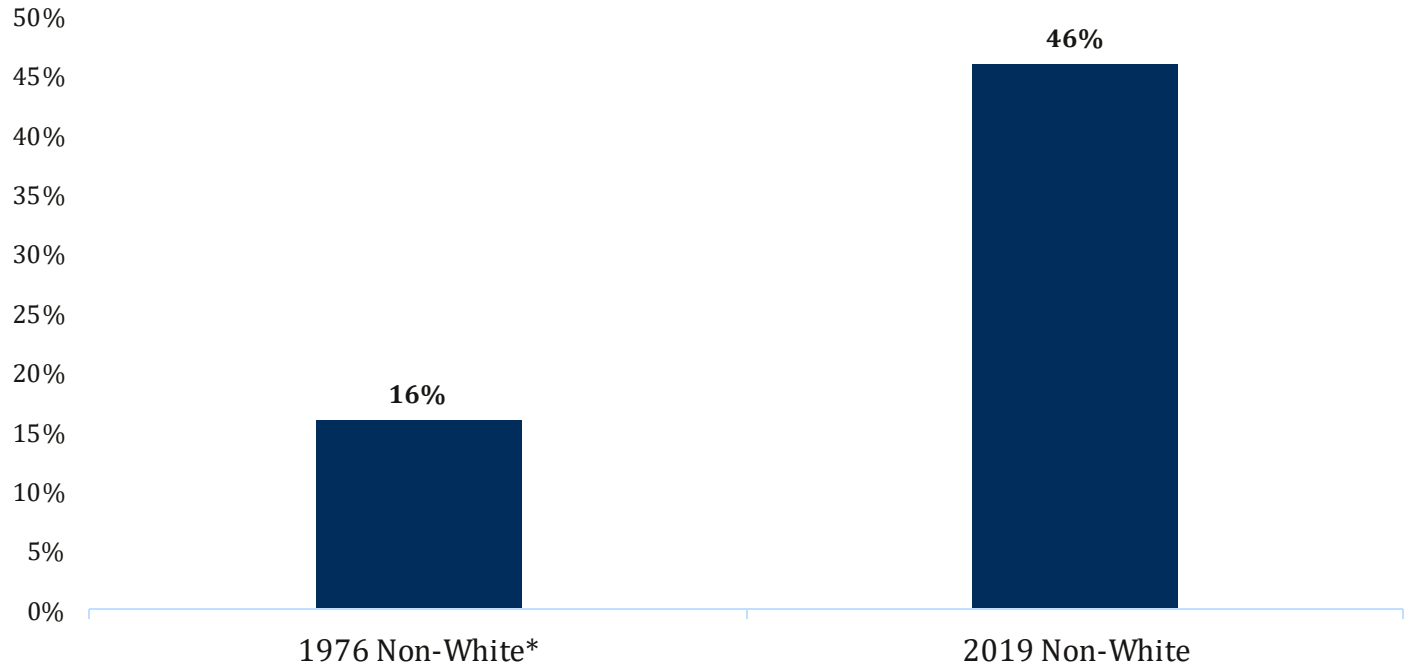
Source: Western Interstate Commission for Higher Education, *Knocking at the College Door*, 10th edition, 2020. WICHE projections and analysis.
Note: The percent change listed in each box represents the projected change in graduates from 2019 to 2037.

College participation rates have been a key growth driver, but they have leveled for a decade



Source: U.S. Department of Education. Institute of Education Sciences, National Center for Education Digest of Educational Statistics: able 302.2

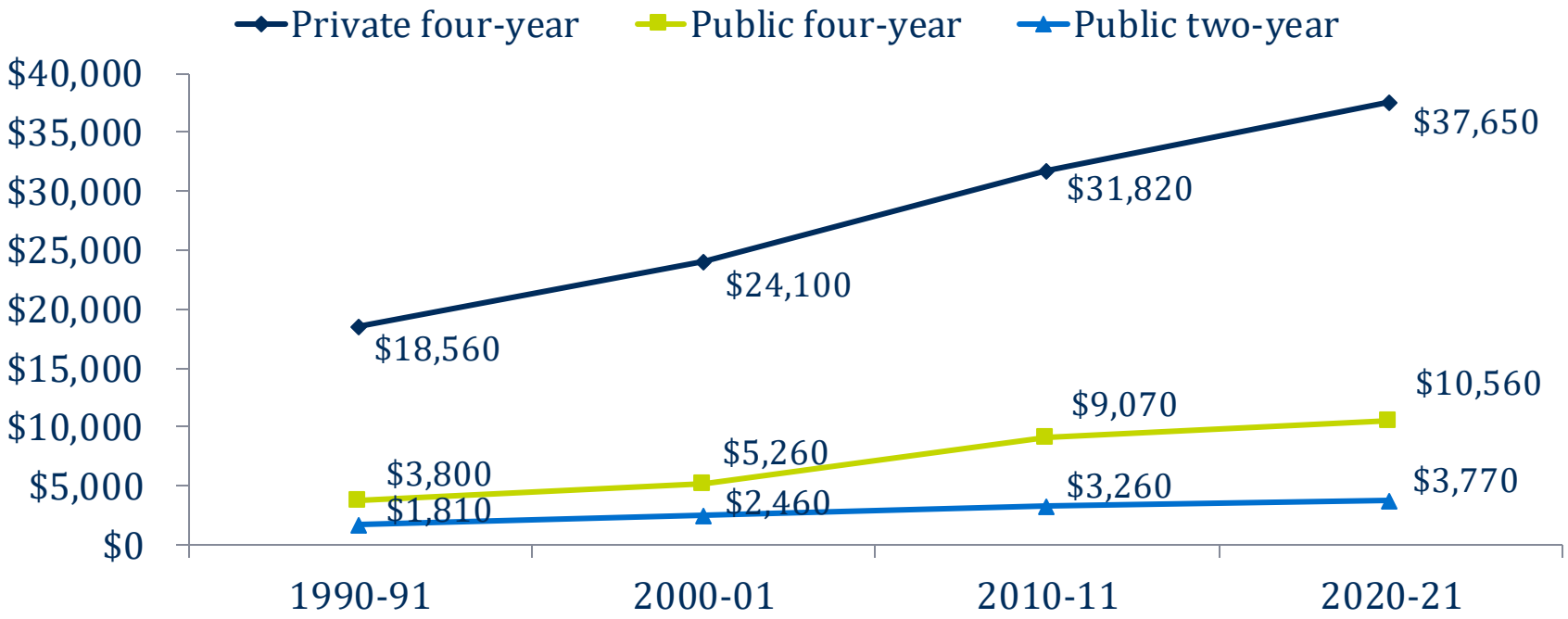
Like the rest of society, higher education enrollment is becoming more diverse



Source: NCES
* 1976 was the first year NCES reported enrollment by race/ethnicity

Average tuition and fee charges in constant dollars

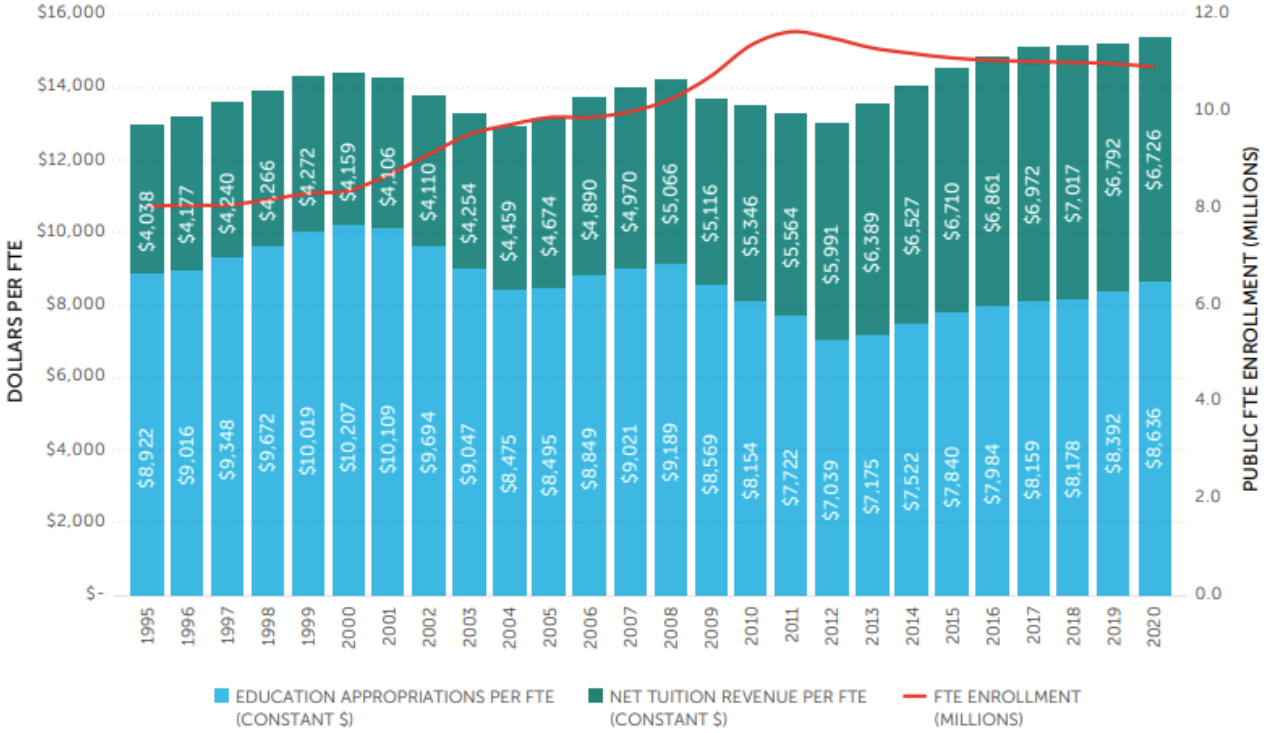
1987-88 to 2017-18 (enrollment weighted)



Government funding has been bouncing back but is still low by historic standards

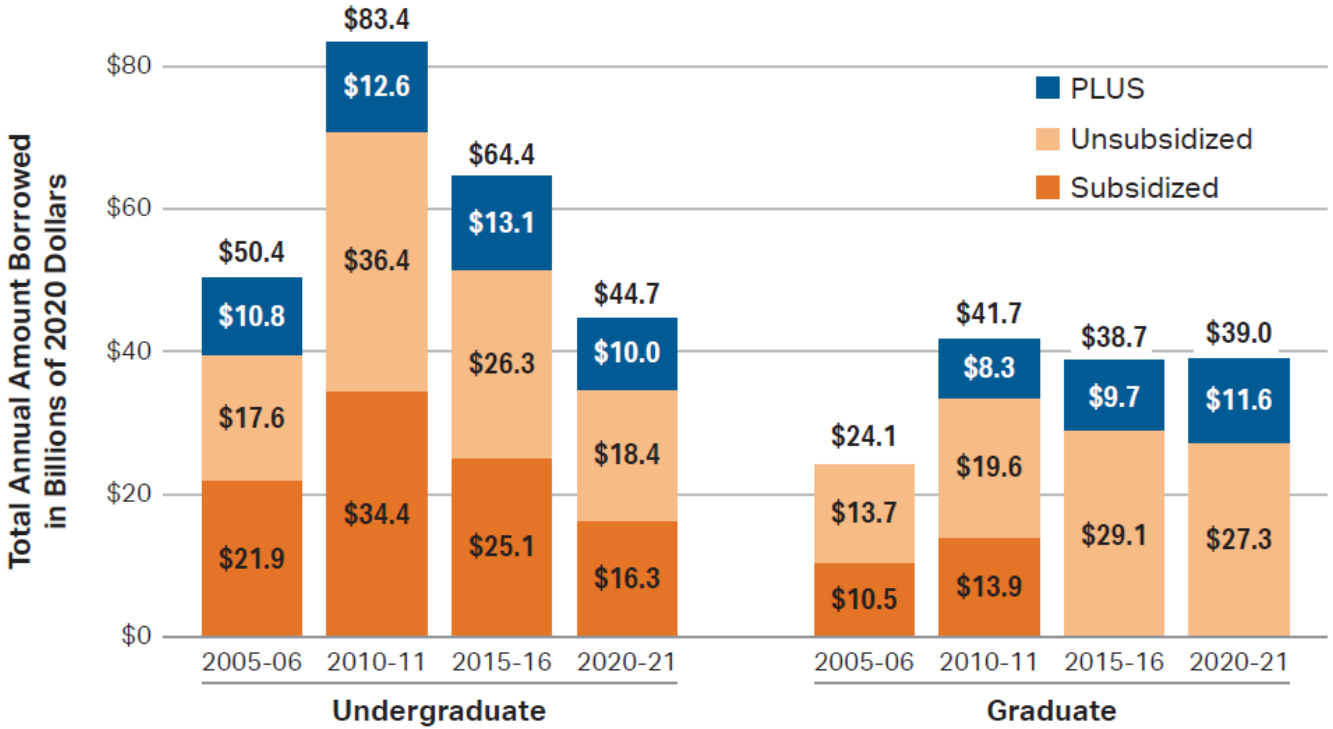
FIGURE 2.1

PUBLIC FTE ENROLLMENT, EDUCATION APPROPRIATIONS PER FTE, AND NET TUITION REVENUE PER FTE, U.S, FY 1995-2020 (CONSTANT DOLLARS)

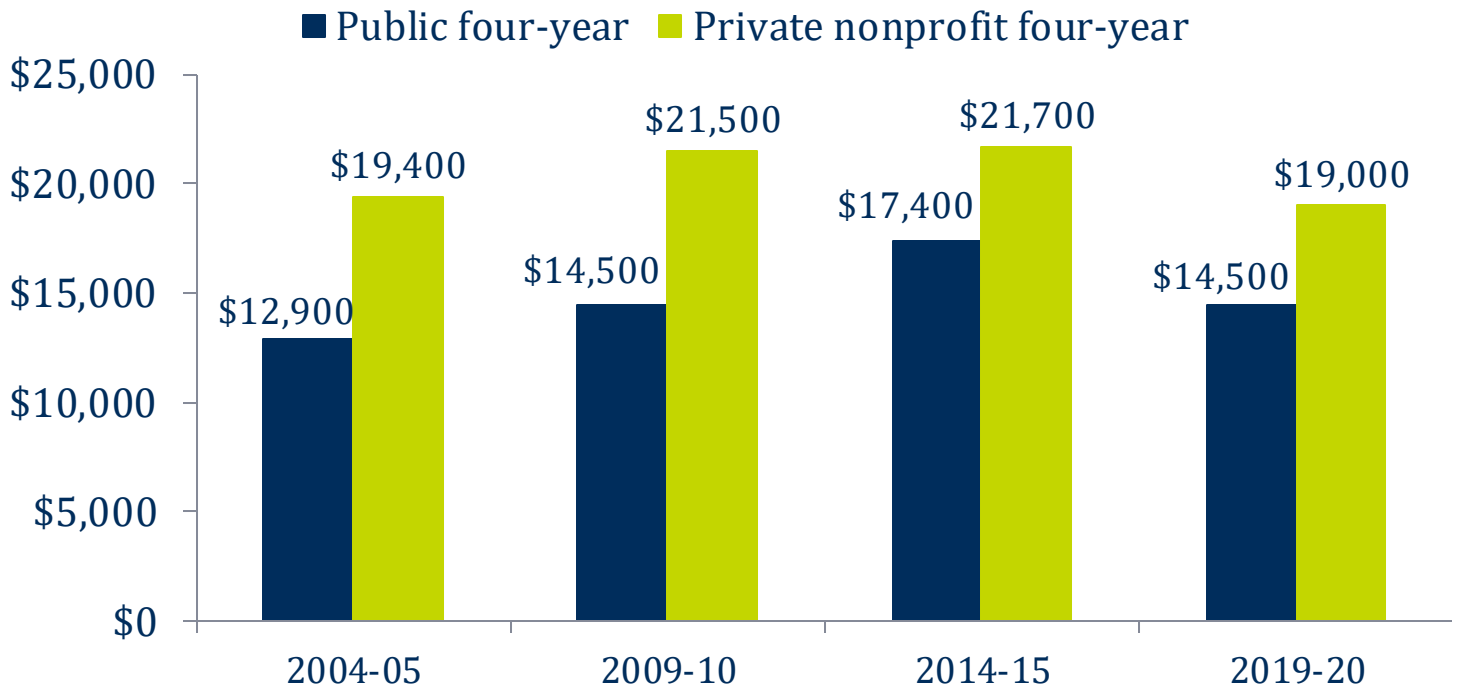


Source: SHEEO: State Higher Education Executive Officers Association Finance FY20

Total Annual Amount Borrowed from Federal Subsidized, Unsubsidized, and PLUS Loans in Billions of 2020 Dollars, 2005-06 to 2020-21, Selected Years

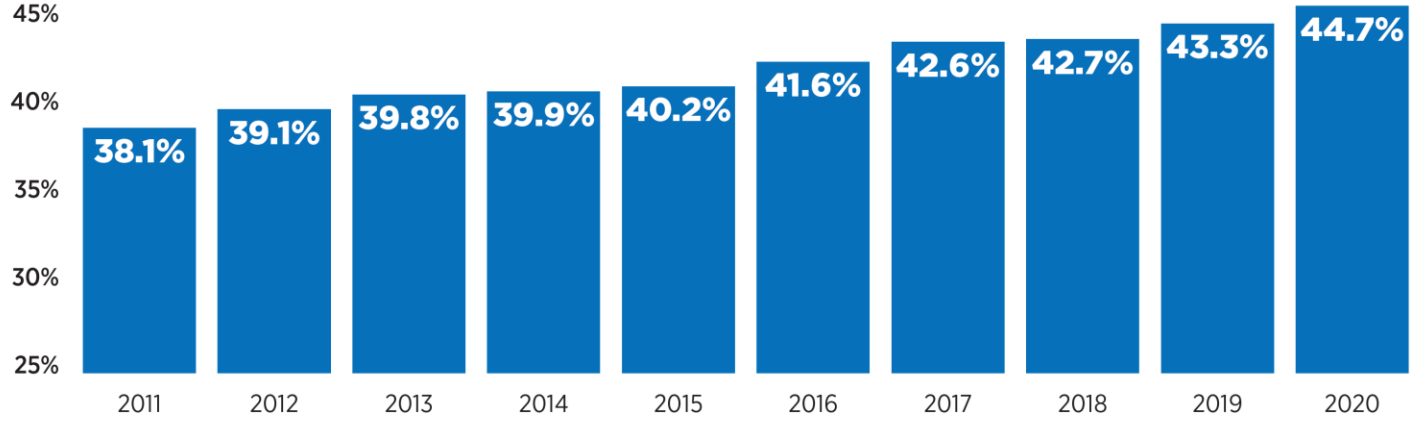


Average Total Debt Levels of Bachelor's Degree Recipients in 2020 Dollars, 2004-05 to 2019-20



Overall Discounting Benchmarks: 10-year Trend

First-year Students, Private

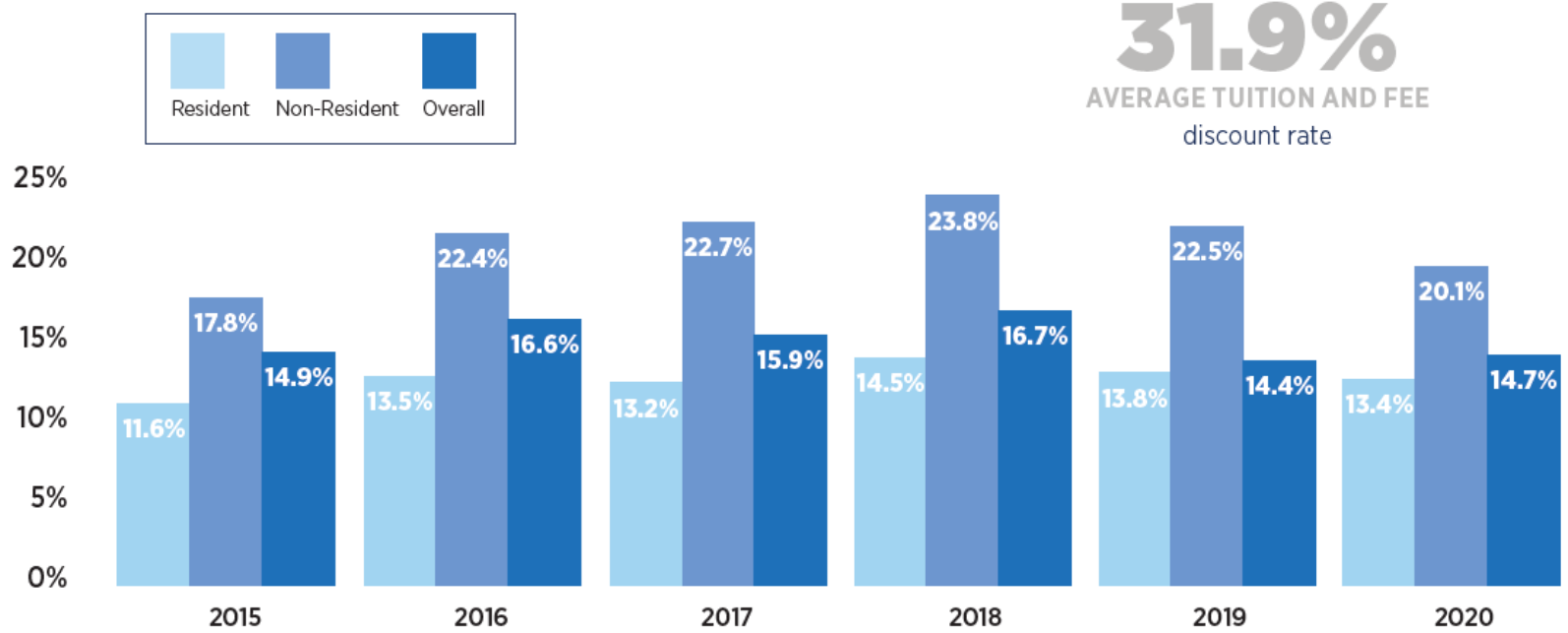


+1.4
POINT INCREASE
in overall average discount rate in 2020

57.1%
AVERAGE TUITION AND FEE
discount rate in 2020

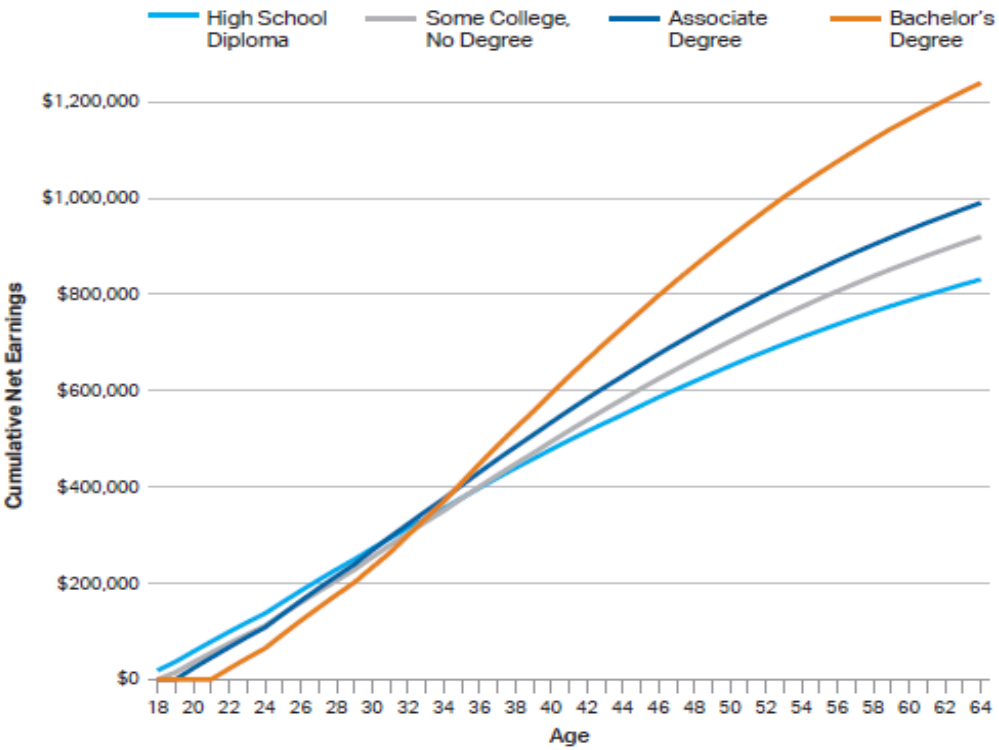
First-year student overall discounting trends

Public four-year institutions

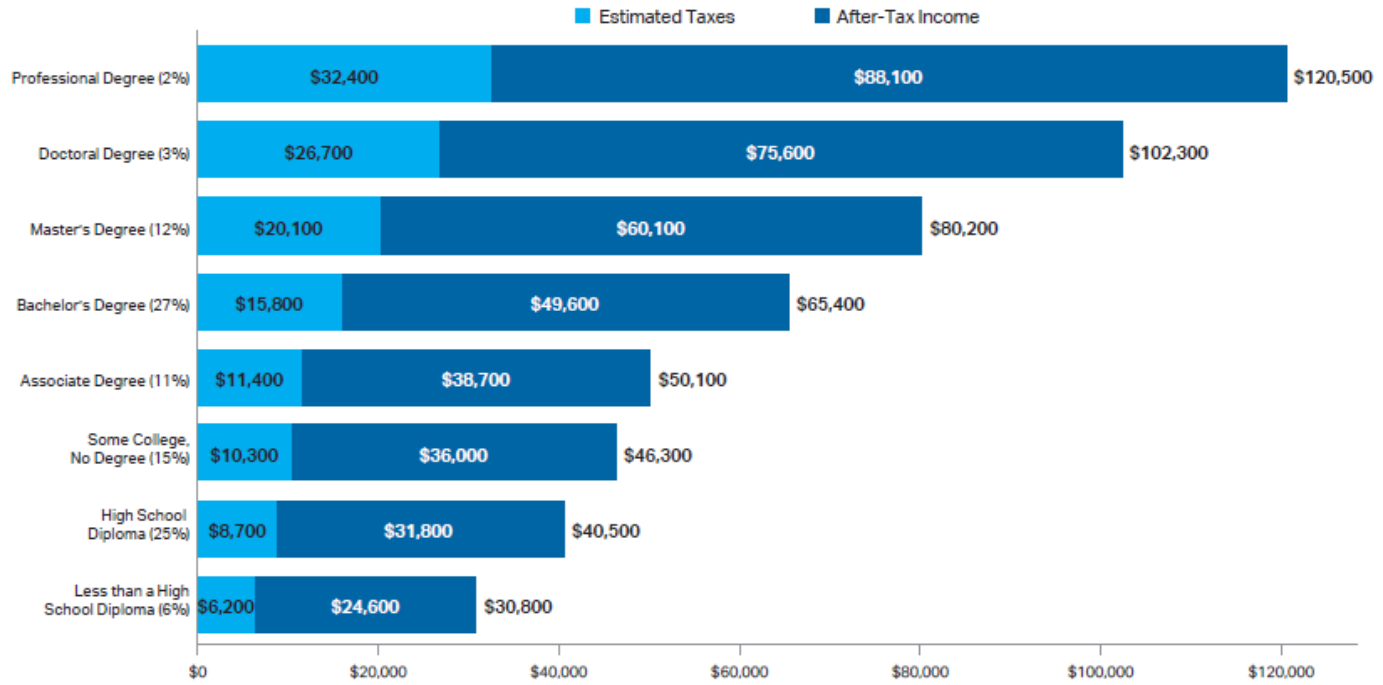


Ruffalo Noel Levitz (2020). 2020 discounting report. Cedar Rapids, Iowa: Ruffalo Noel Levitz.

Estimated Cumulative Full-time Median Earnings (in 2017 Dollars) Net of Loan Repayment for Tuition and Fees and Books and Supplies, by Education Level

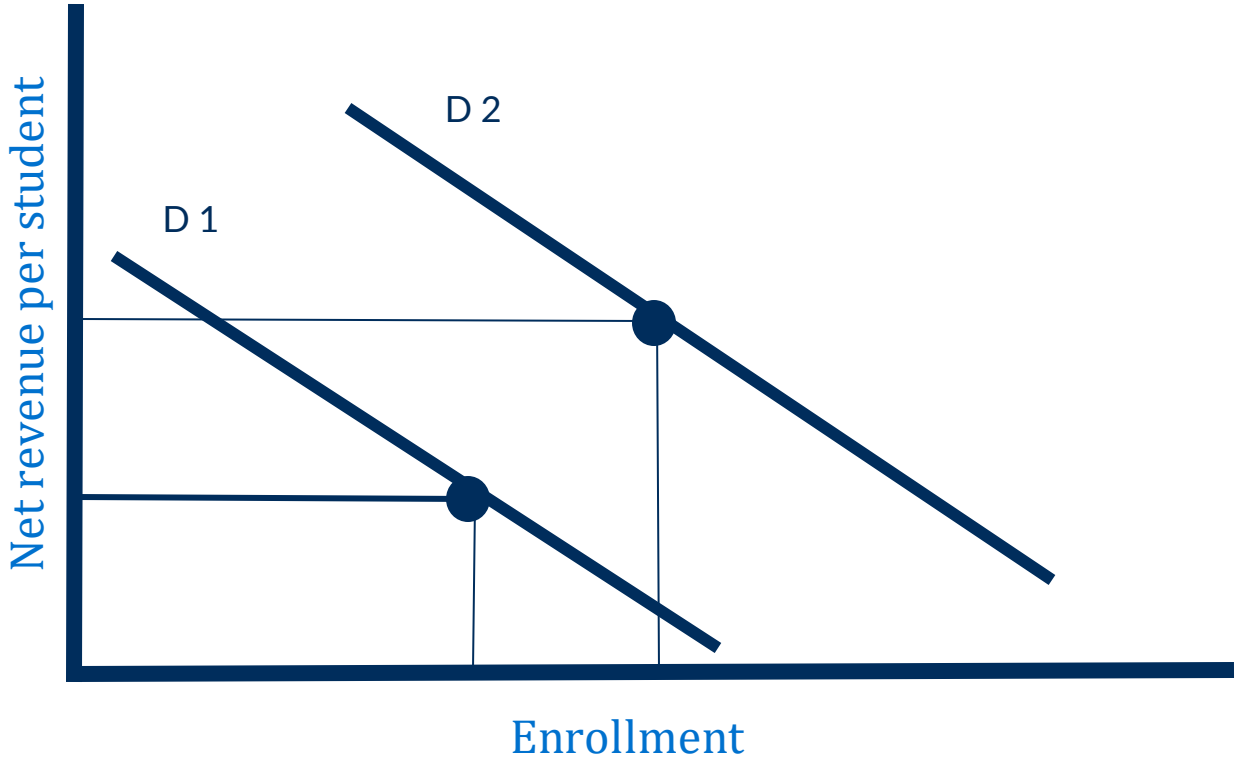


Median Earnings and Tax Payments of Full-time, Year-round Workers Age 25 and Older, by Education Level, 2018

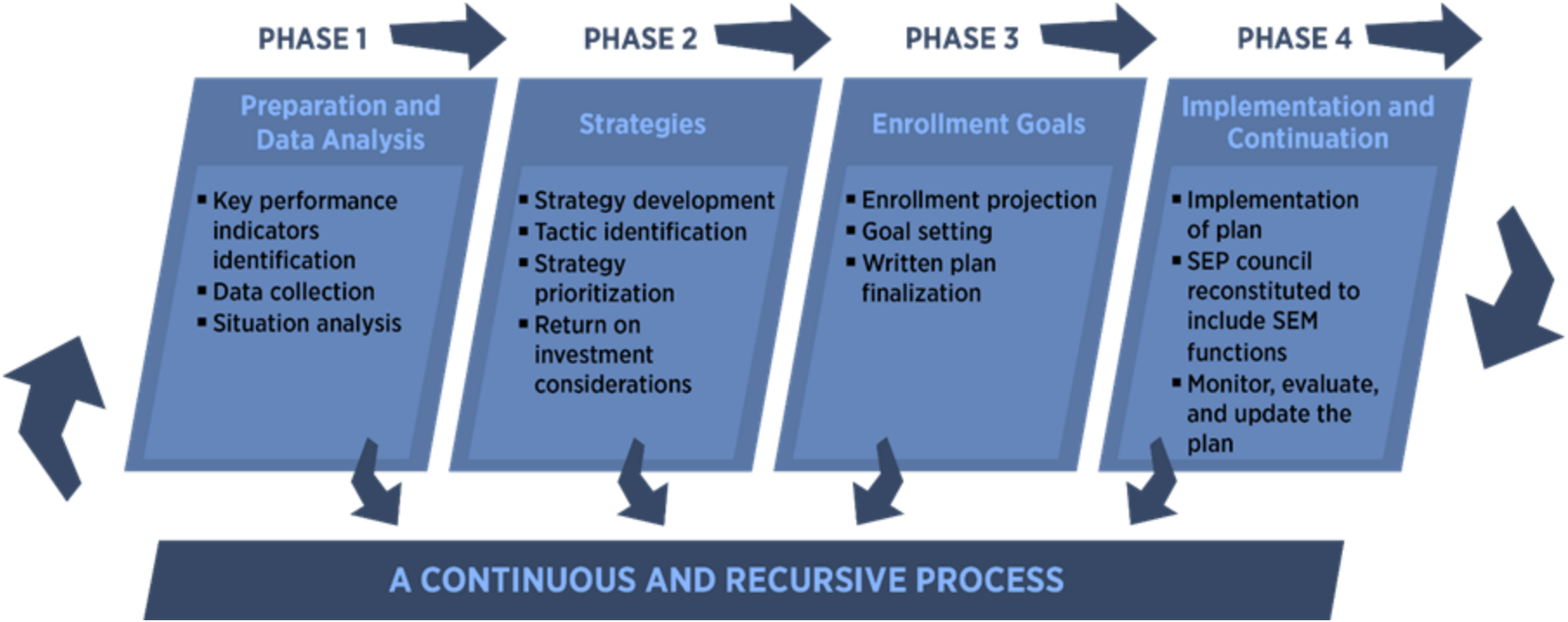


Observations on strategic enrollment responses to the current environment

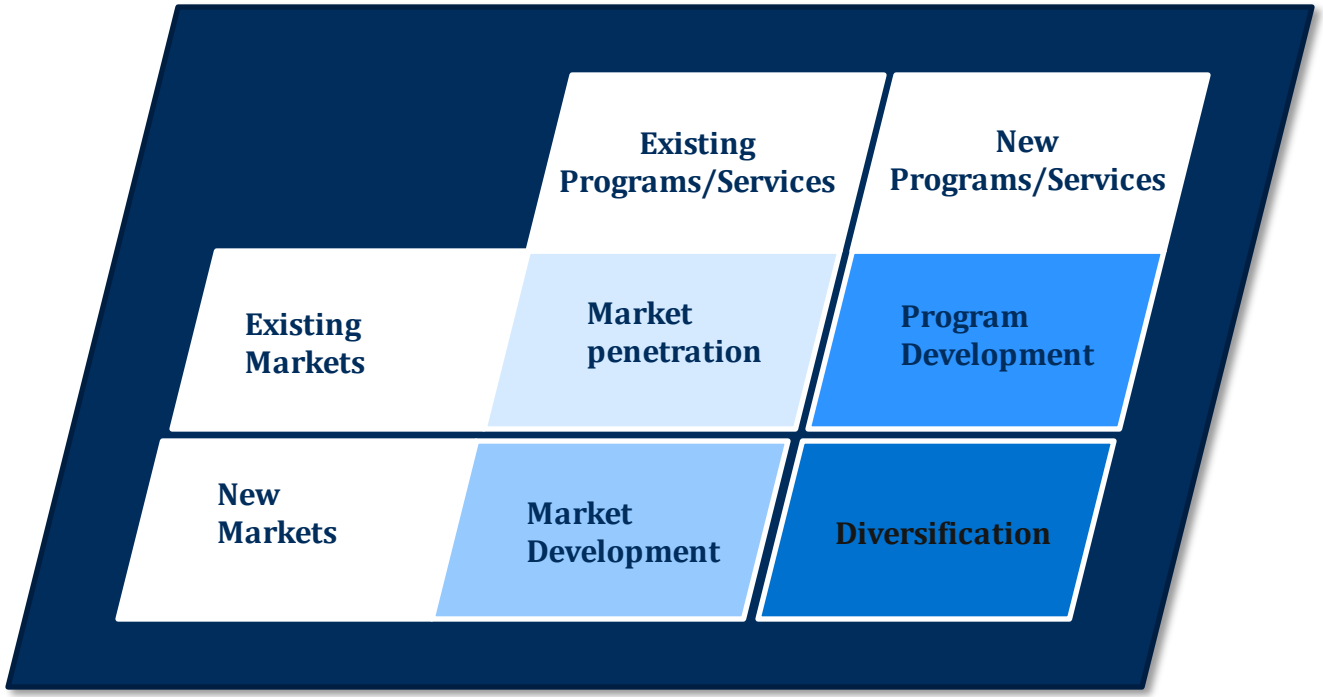
In this environment, most institutions needs to focus on stimulating additional demand to grow/shape enrollment and optimize net tuition revenue



Phases of strategic enrollment planning



Enrollment growth/demand generation strategies are typically organized according to the quadrant on the strategic enrollment growth matrix



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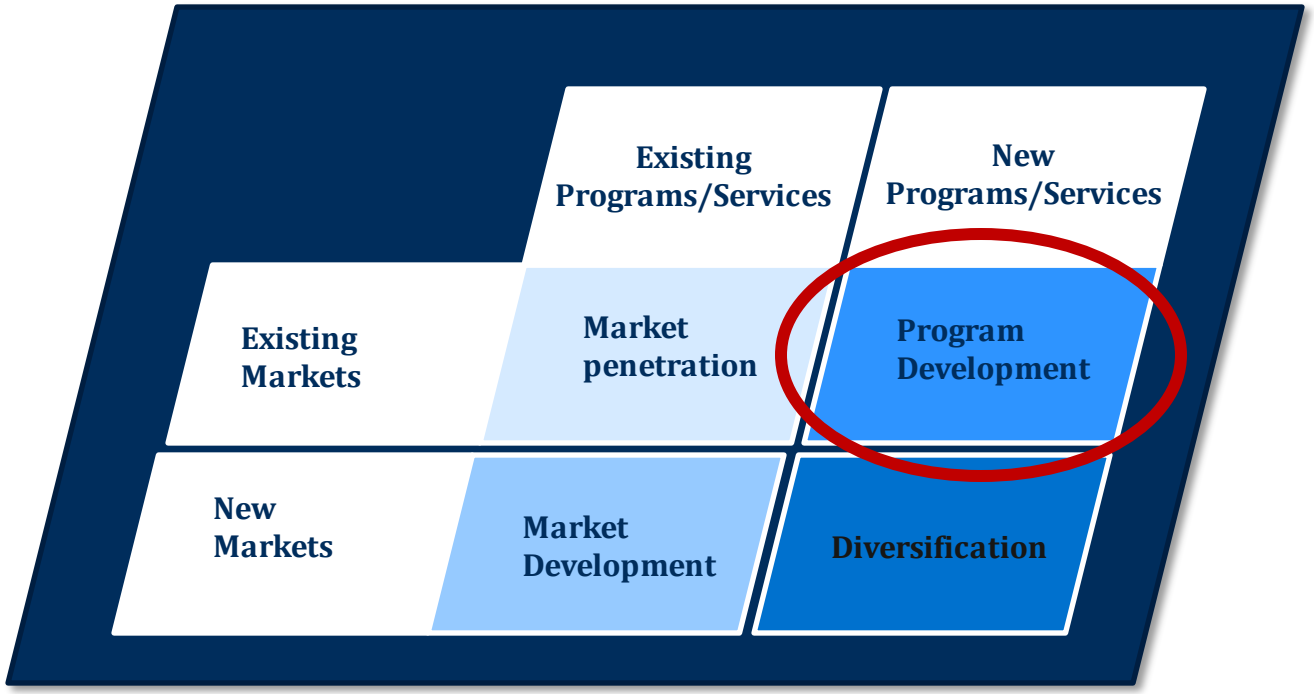
Program development observations



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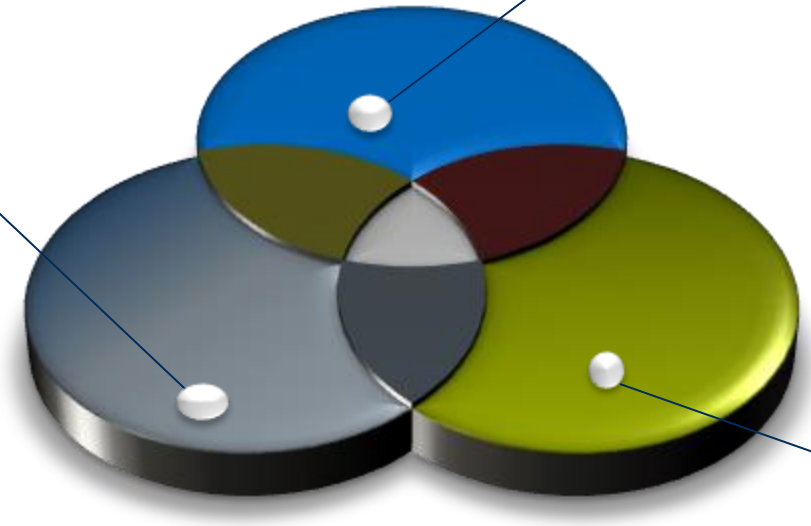
Identifying potential programs

Market Demand:
What students and the job market want
– Relevance

Competition:
Unoccupied market positions
– Differentiation



Program:
What we do well
– Authenticity

What are the largest, fastest growing programs according to IPEDS?

We calculated the change over the last five years in the total number of degrees awarded and also the percentage change. We sorted the data by those that had the largest absolute (numeric) growth over the last five years and displayed the top 25.

Associate's Degrees Awarded by all Postsecondary Institutions

CIP Code	Description	Associate's Degree > All Completions > 2015 Completions	Associate's Degree > All Completions > 2016 Completions	Associate's Degree > All Completions > 2017 Completions	Associate's Degree > All Completions > 2018 Completions	Associate's Degree > All Completions > 2019 Completions	Pct Change 5 Years	Pct Change 1 year	5 Year Growth - Absolute
24.0101	Liberal Arts and Sciences/Liberal Studies	243,188	251,148	254,088	260,674	267,780	10%	3%	24,592
24.0102	General Studies	89,651	94,000	95,586	98,155	101,380	13%	3%	11,729
24.0103	Humanities/Humanistic Studies	16,780	17,881	18,517	20,923	23,017	37%	10%	6,237
42.0101	Psychology, General	8,410	10,244	10,924	12,365	14,051	67%	14%	5,641
30.0101	Biological and Physical Sciences	21,597	23,263	23,902	24,617	26,242	22%	7%	4,645
52.0201	Business Administration and Management, General	52,780	53,125	54,029	55,865	56,407	7%	1%	3,627
45.1101	Sociology	2,574	3,272	3,876	4,755	5,523	115%	16%	2,949
51.0000	Health Services/Allied Health/Health Sciences, General	2,032	2,505	3,036	3,125	4,454	119%	43%	2,422
26.0101	Biology/Biological Sciences, General	4,312	4,687	5,031	5,826	6,731	56%	16%	2,419
09.0101	Speech Communication and Rhetoric	3,536	4,233	4,525	5,027	5,587	58%	11%	2,051
27.0101	Mathematics, General	2,667	2,993	3,410	4,101	4,616	73%	13%	1,949
45.0601	Economics, General	534	853	1,312	1,717	2,228	317%	30%	1,694
11.0701	Computer Science	1,377	1,666	2,040	2,473	2,896	110%	17%	1,519
19.0709	Child Care Provider/Assistant	4,568	4,813	5,221	5,301	5,849	28%	10%	1,281
31.0505	Kinesiology and Exercise Science	921	1,273	1,626	1,849	2,149	133%	16%	1,228
23.0101	English Language and Literature, General	1,565	1,912	2,207	2,514	2,780	78%	11%	1,215
54.0101	History, General	1,267	1,580	1,727	2,109	2,360	86%	12%	1,093
11.1003	Computer and Information Systems Security/Information Assurance	1,387	1,530	1,759	2,127	2,468	78%	16%	1,081
45.1001	Political Science and Government, General	940	1,187	1,513	1,854	2,002	113%	8%	1,062
50.0701	Art/Art Studies, General	1,820	2,018	2,202	2,594	2,870	58%	11%	1,050
48.0508	Welding Technology/Welder	2,377	2,731	3,088	3,287	3,313	39%	1%	936
47.0604	Automobile/Automotive Mechanics Technology/Technician	7,427	7,393	7,216	7,719	8,353	12%	8%	926
40.0101	Physical Sciences	3,209	3,563	3,703	4,025	4,132	29%	3%	923
51.1199	Health/Medical Preparatory Programs, Other	1,408	1,606	1,830	2,107	2,269	61%	8%	861
40.0801	Physics, General	705	887	988	1,357	1,498	112%	10%	793

Bachelor's Degrees Awarded by all Postsecondary Institutions

CIP Code	Description	Bachelor's Degree > All Completions > 2015 Completions	Bachelor's Degree > All Completions > 2016 Completions	Bachelor's Degree > All Completions > 2017 Completions	Bachelor's Degree > All Completions > 2018 Completions	Bachelor's Degree > All Completions > 2019 Completions	Pct Change 5 Years	Pct Change 1 year	5 Year Growth - Absolute
51.3801	Registered Nursing/Registered Nurse	122,018	128,872	134,658	140,097	143,384	18%	2%	21,366
11.0701	Computer Science	16,372	19,731	23,499	27,552	31,503	92%	14%	15,131
14.1901	Mechanical Engineering	26,640	29,476	32,565	35,419	37,085	39%	5%	10,445
11.0101	Computer and Information Sciences, General	14,628	16,850	18,687	21,322	23,193	59%	9%	8,565
52.0801	Finance, General	36,594	39,069	41,544	43,702	45,048	23%	3%	8,454
52.1401	Marketing/Marketing Management, General	34,426	36,096	38,465	40,691	42,836	24%	5%	8,410
45.0603	Econometrics and Quantitative Economics	704	875	2,588	5,337	9,050	1186%	70%	8,346
52.0201	Business Administration and Management, General	138,914	140,418	143,378	144,265	145,540	5%	1%	6,626
42.2799	Research and Experimental Psychology, Other	1,032	2,049	3,014	4,908	5,764	459%	17%	4,732
51.0000	Health Services/Allied Health/Health Sciences, General	9,448	10,949	11,820	12,431	13,220	40%	6%	3,772
11.0103	Information Technology	7,685	8,193	9,233	10,327	11,386	48%	10%	3,701
51.2201	Public Health, General	3,912	4,997	5,830	6,808	7,597	94%	12%	3,685
14.0901	Computer Engineering, General	5,689	6,546	7,407	8,397	9,013	58%	7%	3,324
26.0101	Biology/Biological Sciences, General	73,393	74,820	75,812	75,763	76,695	4%	1%	3,302
14.1001	Electrical and Electronics Engineering	14,638	15,741	17,005	16,897	17,576	20%	4%	2,938
31.0505	Kinesiology and Exercise Science	22,827	23,889	25,324	25,612	25,719	13%	0%	2,892
11.0401	Information Science/Studies	6,632	6,962	7,445	8,315	9,101	37%	9%	2,469
26.1501	Neuroscience	5,003	5,346	6,121	6,581	7,395	48%	12%	2,392
30.9999	Multi-/Interdisciplinary Studies, Other	24,316	24,876	24,867	25,869	26,622	9%	3%	2,306
14.0701	Chemical Engineering	8,878	9,783	10,794	11,436	11,143	26%	-3%	2,265
09.0702	Digital Communication and Media/Multimedia	2,724	3,358	4,017	4,324	4,937	81%	14%	2,213
52.0203	Logistics, Materials, and Supply Chain Management	4,293	5,100	5,784	6,157	6,402	49%	4%	2,109
14.0801	Civil Engineering, General	12,518	13,059	13,379	13,872	14,578	16%	5%	2,060
51.0701	Health/Health Care Administration/Management	10,311	11,574	11,986	12,141	12,367	20%	2%	2,056
14.0501	Bioengineering and Biomedical Engineering	5,925	6,597	7,025	7,496	7,907	33%	5%	1,982

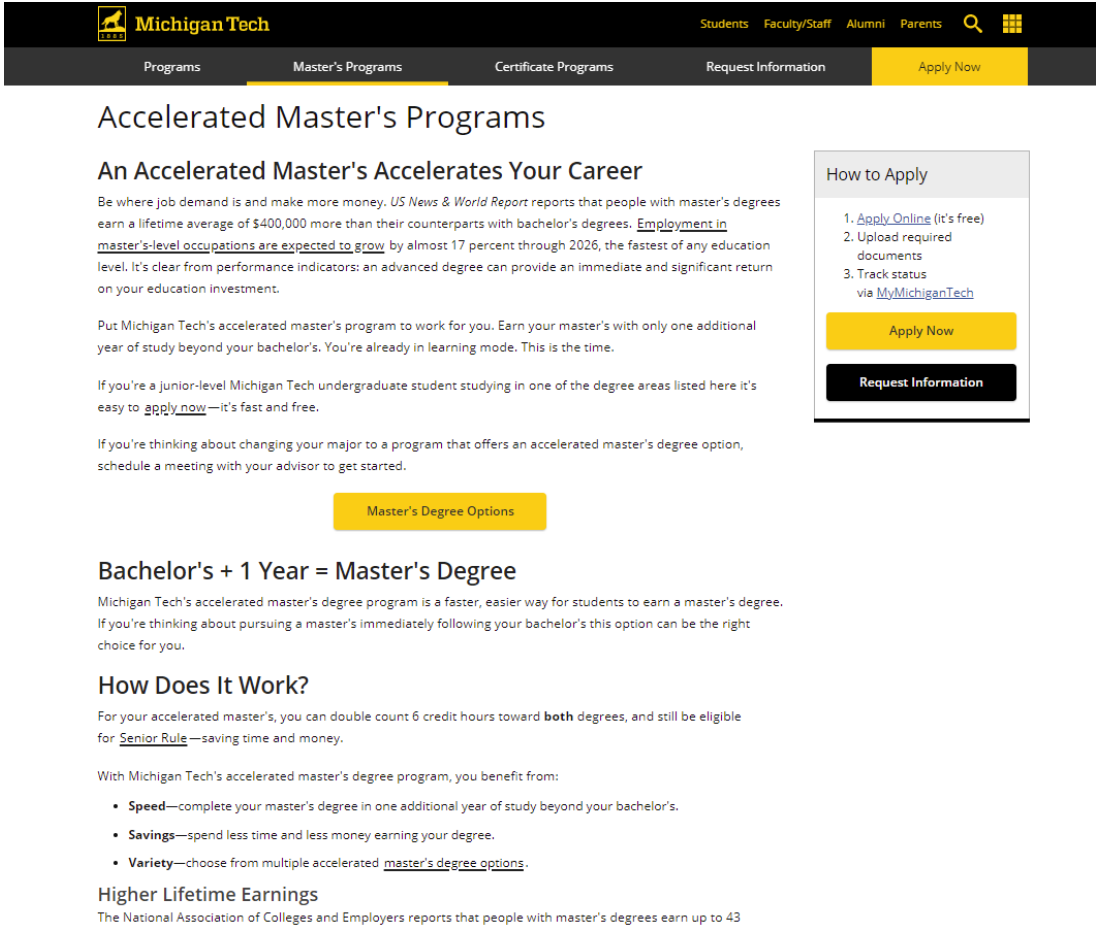
Master's Degrees Awarded by all Postsecondary Institutions

CIP Code	Description	Master's Degree > All Completions > 2015 Completions	Master's Degree > All Completions > 2016 Completions	Master's Degree > All Completions > 2017 Completions	Master's Degree > All Completions > 2018 Completions	Master's Degree > All Completions > 2019 Completions	Pct Change 5 Years	Pct Change 1 year	5 Year Growth - Absolute
51.3805	Family Practice Nurse/Nursing	7,033	9,552	10,935	12,724	13,602	93%	7%	6,569
44.0701	Social Work	26,016	26,992	27,850	29,386	30,904	19%	5%	4,888
52.1399	Management Sciences and Quantitative Methods, Other	704	1,171	1,682	2,917	5,088	623%	74%	4,384
11.1003	Computer and Information Systems Security/Information Assurance	2,106	2,177	2,797	4,961	5,196	147%	5%	3,090
52.0213	Organizational Leadership	3,437	4,154	5,160	5,656	6,194	80%	10%	2,757
52.1301	Management Science	2,523	2,840	3,581	4,730	5,254	108%	11%	2,731
27.0305	Financial Mathematics	824	1,141	1,838	2,886	3,554	331%	23%	2,730
11.0101	Computer and Information Sciences, General	7,039	9,810	11,551	11,339	9,751	39%	-14%	2,712
51.3802	Nursing Administration	4,848	5,239	6,345	7,132	7,456	54%	5%	2,608
04.0902	Architectural and Building Sciences/Technology	229	421	1,338	1,907	2,740	1097%	44%	2,511
51.0701	Health/Health Care Administration/Management	8,421	9,294	9,666	10,105	10,829	29%	7%	2,408
11.0701	Computer Science	9,202	12,479	14,672	12,592	11,595	26%	-8%	2,393
52.0201	Business Administration and Management, General	108,199	106,675	105,406	107,297	110,461	2%	3%	2,262
51.0912	Physician Assistant	7,025	7,682	8,021	8,530	9,194	31%	8%	2,169
45.0603	Econometrics and Quantitative Economics	128	331	921	1,639	2,251	1659%	37%	2,123
51.2201	Public Health, General	8,494	8,930	9,442	10,142	10,600	25%	5%	2,106
13.0401	Educational Leadership and Administration, General	17,608	18,414	18,528	19,421	19,682	12%	1%	2,074
51.3801	Registered Nursing/Registered Nurse	15,349	15,215	16,068	16,627	17,400	13%	5%	2,051
42.2814	Applied Behavior Analysis	498	802	1,209	1,871	2,445	391%	31%	1,947
51.1599	Mental and Social Health Services and Allied Professions, Other	166	203	1,687	1,695	1,746	952%	3%	1,580
52.1302	Business Statistics	236	511	728	1,159	1,809	667%	56%	1,573
11.1099	Computer/Information Technology Services Administration and Management, Other	314	521	625	832	1,841	486%	121%	1,527
51.2306	Occupational Therapy/Therapist	5,811	6,175	6,606	6,871	7,041	21%	2%	1,230
26.0102	Biomedical Sciences, General	1,689	1,920	2,226	2,532	2,845	68%	12%	1,156
11.0401	Information Science/Studies	5,349	6,321	6,884	6,884	6,498	21%	-6%	1,149

Doctoral Degrees Awarded by all Postsecondary Institutions

CIP Code	Description	Doctor's Degree > All Completions > 2015	Doctor's Degree > All Completions > 2016	Doctor's Degree > All Completions > 2017	Doctor's Degree > All Completions > 2018	Doctor's Degree > All Completions > 2019	Pct Change 5 Years	Pct Change 1 year	5 Year Growth - Absolute
51.3818	Nursing Practice	2,203	2,656	3,529	4,140	4,735	115%	14%	2,532
51.2308	Physical Therapy/Therapist	10,619	11,116	11,599	11,878	12,256	15%	3%	1,637
51.1901	Osteopathic Medicine/Osteopathy	5,355	5,466	6,046	6,392	6,700	25%	5%	1,345
51.1201	Medicine	18,302	18,409	18,698	19,142	19,423	6%	1%	1,121
51.2306	Occupational Therapy/Therapist	351	455	740	895	1,138	224%	27%	787
51.2001	Pharmacy	14,304	14,728	14,855	14,988	14,931	4%	0%	627
51.3301	Acupuncture and Oriental Medicine	112	185	417	542	727	549%	34%	615
45.0603	Econometrics and Quantitative Economics	13	24	181	370	579	4354%	56%	566
51.0401	Dentistry	5,816	5,951	6,388	6,267	6,321	9%	1%	505
13.0401	Educational Leadership and Administration, General	4,356	4,229	4,392	4,715	4,821	11%	2%	465
51.2401	Veterinary Medicine	2,815	2,859	2,991	3,169	3,231	15%	2%	416
13.0101	Education, General	2,118	2,325	2,660	2,601	2,518	19%	-3%	400
51.3804	Nurse Anesthetist	206	249	338	496	567	175%	14%	361
52.0201	Business Administration and Management, General	1,705	1,839	1,944	2,172	2,047	20%	-6%	342
51.3801	Registered Nursing/Registered Nurse	724	909	882	1,011	1,045	44%	3%	321
51.3805	Family Practice Nurse/Nursing	240	320	420	513	553	130%	8%	313
40.0501	Chemistry, General	2,654	2,791	2,778	2,809	2,932	10%	4%	278
42.2799	Research and Experimental Psychology, Other	61	94	152	193	274	349%	42%	213
51.3808	Nursing Science	653	719	800	873	865	32%	-1%	212
11.0701	Computer Science	976	977	993	1,015	1,182	21%	16%	206
39.0602	Divinity/Ministry	433	412	490	527	634	46%	20%	201
14.0801	Civil Engineering, General	981	965	1,031	1,027	1,179	20%	15%	198
51.1701	Optometry	1,511	1,631	1,630	1,623	1,685	12%	4%	174
44.0701	Social Work	402	386	433	520	573	43%	10%	171
51.0912	Physician Assistant	17	13	16	16	166	876%	938%	149

Packaging accelerated offerings is very hot right now



Michigan Tech

Students Faculty/Staff Alumni Parents

Programs | Master's Programs | Certificate Programs | Request Information | Apply Now

Accelerated Master's Programs

An Accelerated Master's Accelerates Your Career

Be where job demand is and make more money. *US News & World Report* reports that people with master's degrees earn a lifetime average of $400,000 more than their counterparts with bachelor's degrees. Employment in master's-level occupations are expected to grow by almost 17 percent through 2026, the fastest of any education level. It's clear from performance indicators: an advanced degree can provide an immediate and significant return on your education investment.

Put Michigan Tech's accelerated master's program to work for you. Earn your master's with only one additional year of study beyond your bachelor's. You're already in learning mode. This is the time.

If you're a junior-level Michigan Tech undergraduate student studying in one of the degree areas listed here it's easy to apply now—it's fast and free.

If you're thinking about changing your major to a program that offers an accelerated master's degree option, schedule a meeting with your advisor to get started.

Master's Degree Options

Bachelor's + 1 Year = Master's Degree

Michigan Tech's accelerated master's degree program is a faster, easier way for students to earn a master's degree. If you're thinking about pursuing a master's immediately following your bachelor's this option can be the right choice for you.

How Does It Work?

For your accelerated master's, you can double count 6 credit hours toward **both** degrees, and still be eligible for Senior Rule—saving time and money.

With Michigan Tech's accelerated master's degree program, you benefit from:

- **Speed**—complete your master's degree in one additional year of study beyond your bachelor's.
- **Savings**—spend less time and less money earning your degree.
- **Variety**—choose from multiple accelerated master's degree options.

Higher Lifetime Earnings

The National Association of Colleges and Employers reports that people with master's degrees earn up to 43

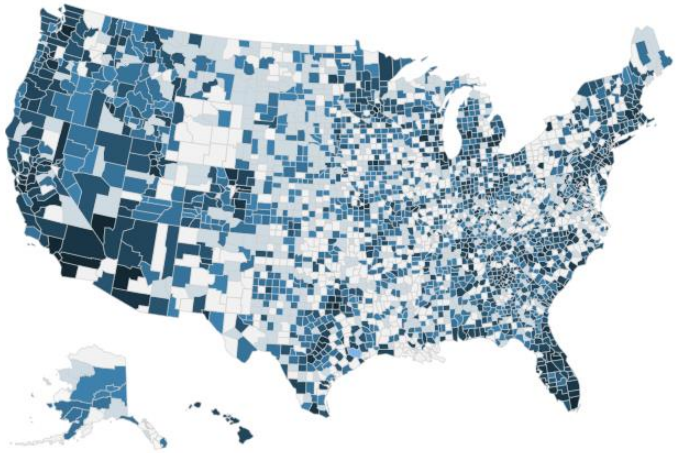
How to Apply

1. Apply Online (it's free)
2. Upload required documents
3. Track status via MyMichiganTech

Apply Now

Request Information

Real-time labor databases are a powerful tool



Emsi data

Comprehensive. Current. Easy to use.

Labor market data

Data from government sources like US Census Bureau and the Department of Labor

Job postings

Data from job advertisements made by employers (aka real-time labor market data)

Profile data

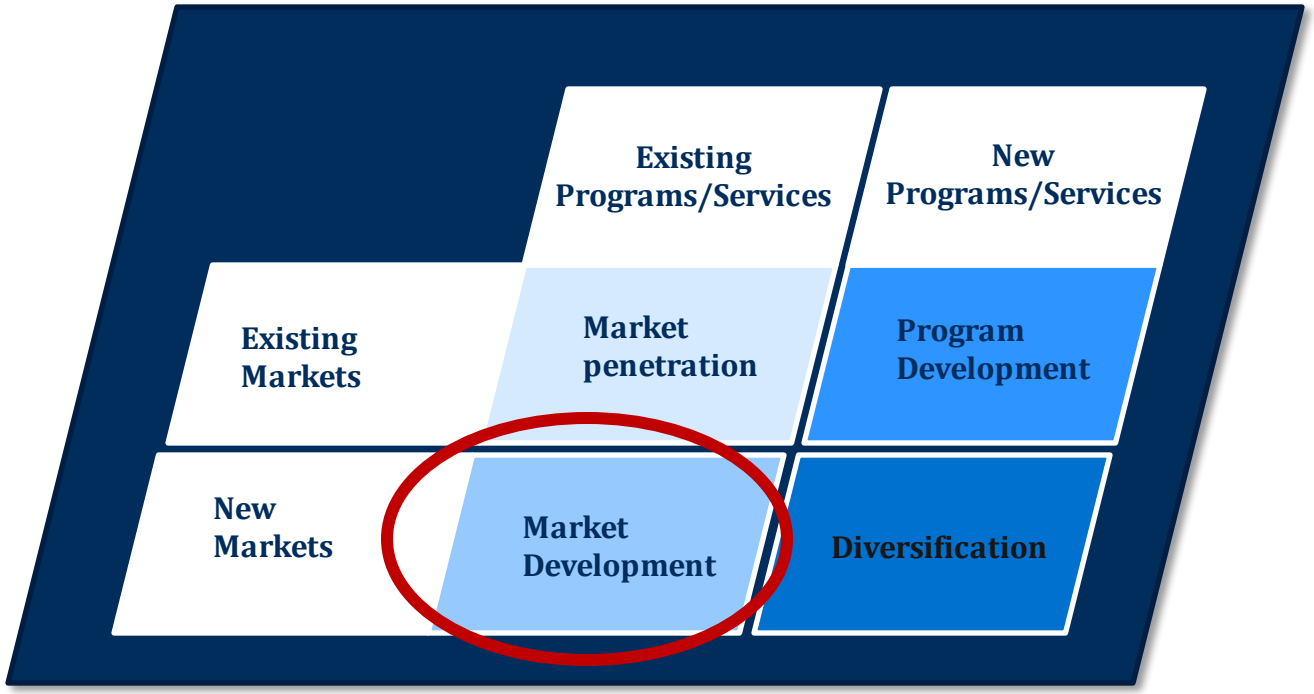
Data from online profiles and resumes created by students and jobseekers

Source: Emsi- economicmodeling.com

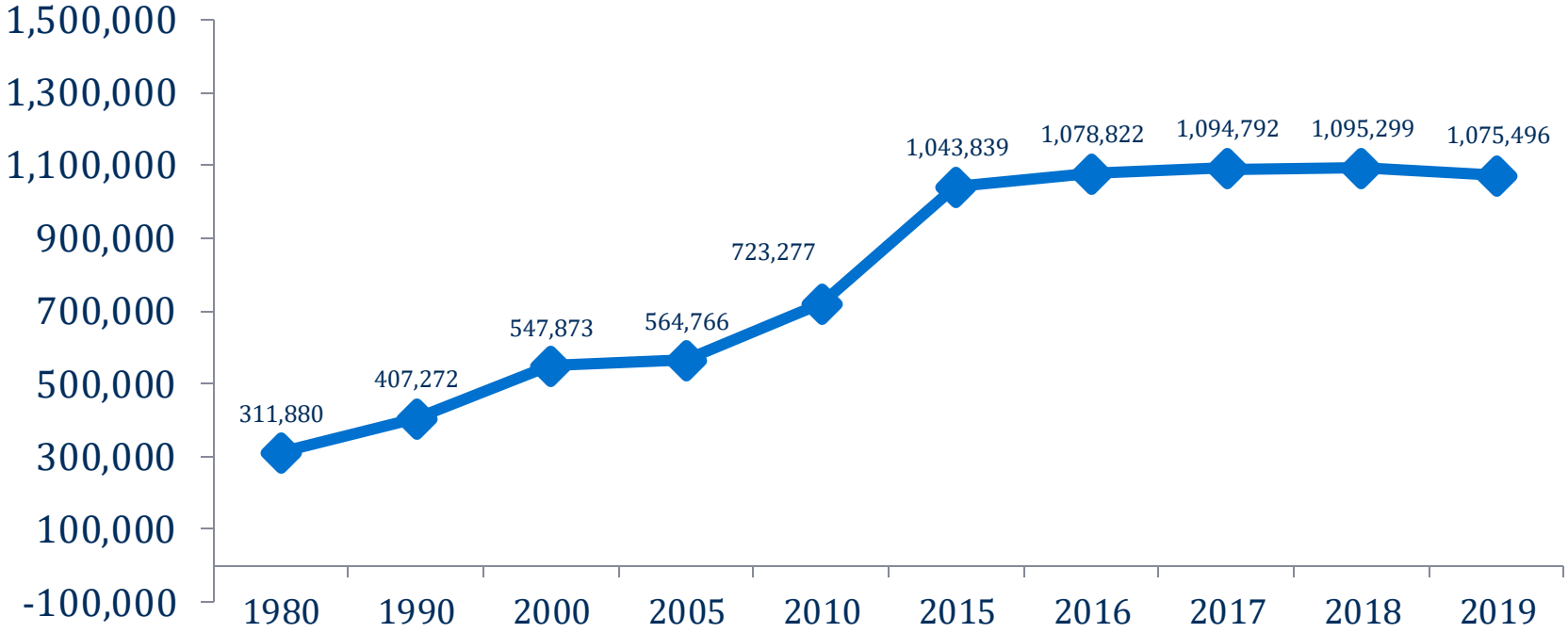
We are seeing a lot of interest in the following non-academic programs

- Marching bands (non-Division 1)
- Growing other music programs by treating them more like an athletic recruitment model
- Lacrosse (although this is slowing as the market saturates)
- Hockey (men's and women's)
- Women's wrestling
- Niche sports like bowling, water polo, biking, rugby, beach volleyball
- eSports
- Outdoor recreation/leadership programs

Market development thoughts

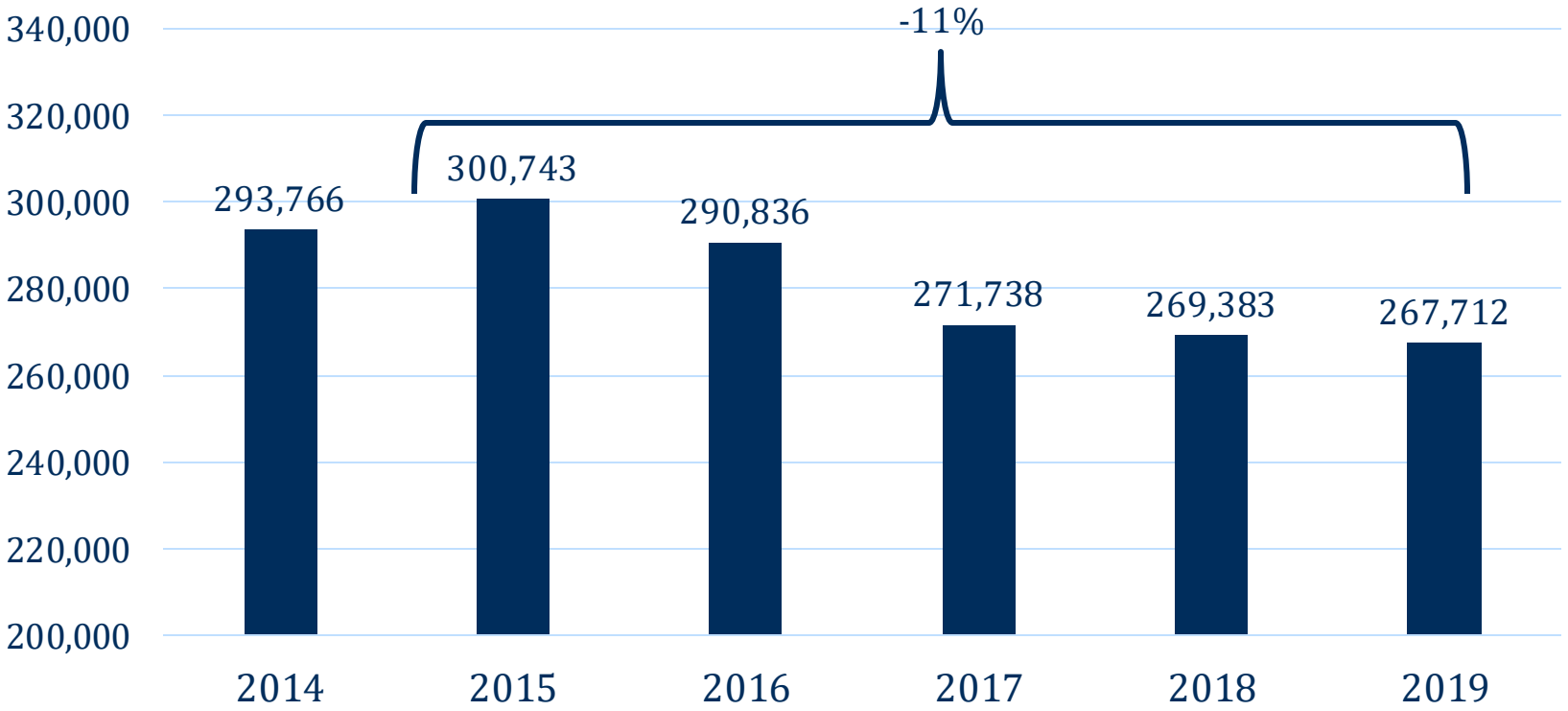


Foreign students enrolled in U.S. institutions of higher education: 1980 to 2019



Source: Open Doors Report, November 2020

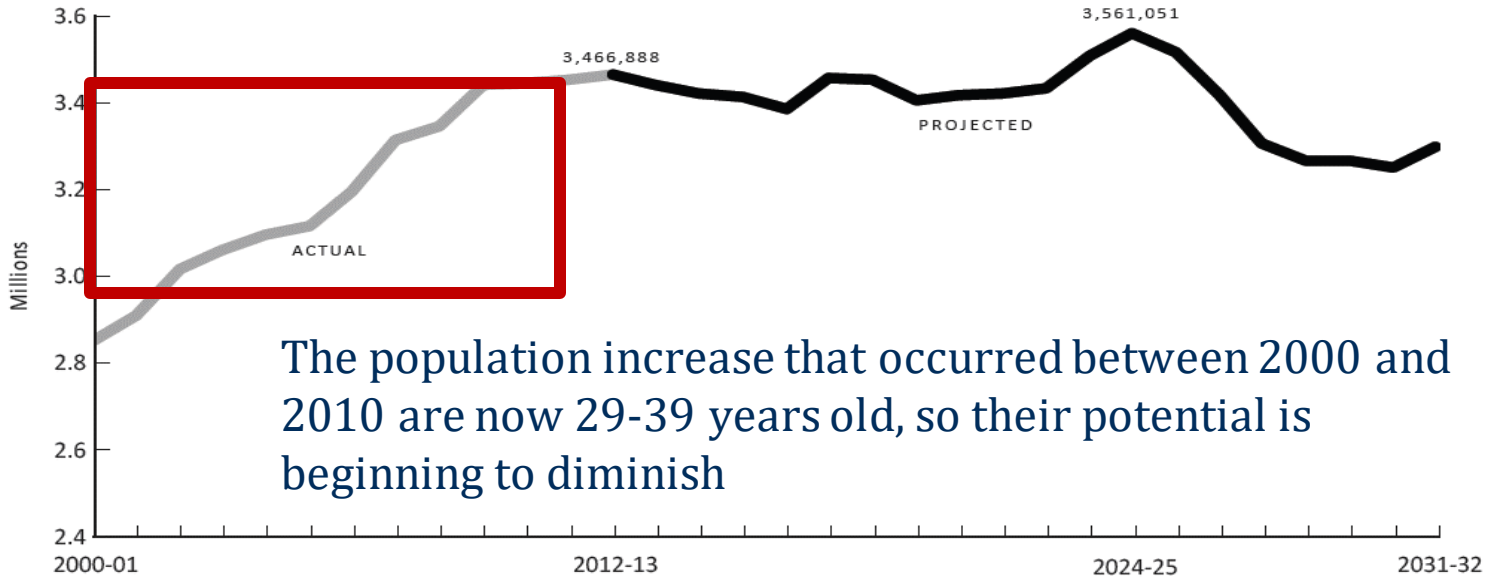
New international enrollment 2014-15 through 2018-19



Source: NCES/Open Doors Report November 2020

Markets that are attracting a lot of interest

Thirty-somethings: Career changers and career accelerators



The population increase that occurred between 2000 and 2010 are now 29-39 years old, so their potential is beginning to diminish

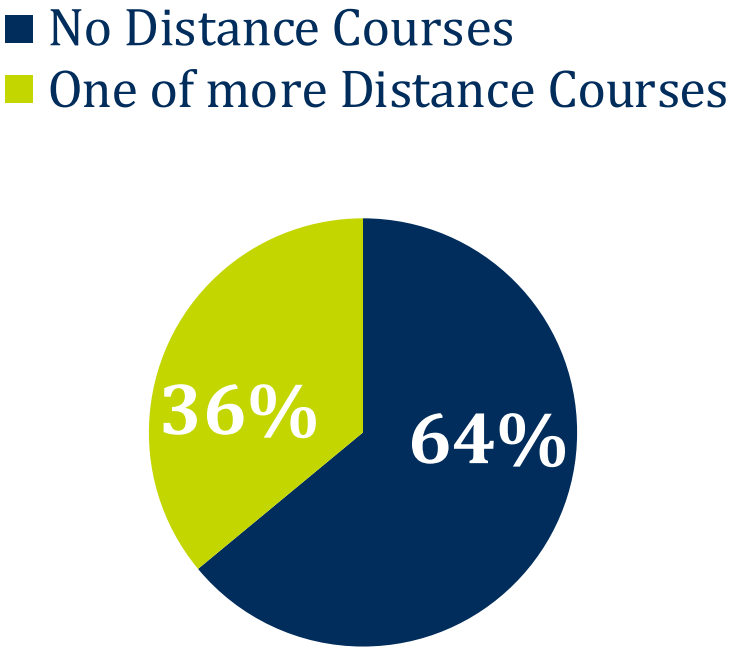
Markets that are attracting a lot of interest

- Transfer students (dual-admission, financial incentives, program-level articulation, 2+3 MAs)
- Dual-enrollment
- Hispanic students
- Military and military families
- Like-minded churches/denominations
- Specialty high schools

Markets that are attracting a lot of interest

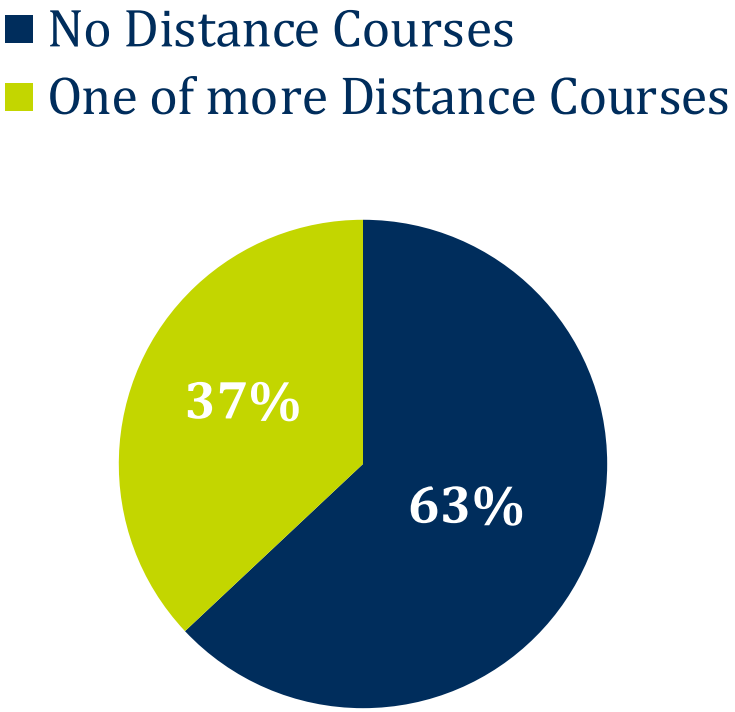
- Out-of-state/non-resident students (where are other schools in your region successful?)
- Targeting employers through more intentional business development activities
- Online students (Your Institution Online/Global)

36 percent of undergraduate students take one or more distance courses



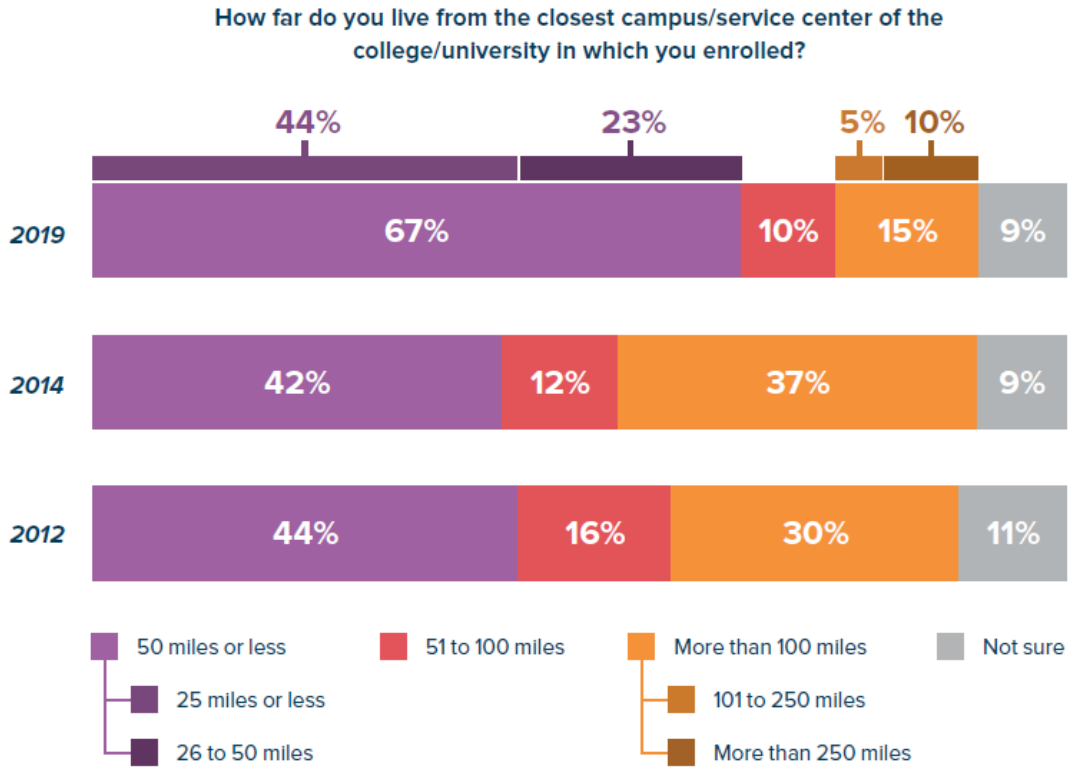
Source: Digest of Educational Statistics: Table 311.15 (fall 2019 data)

37 percent of graduate students take one or more distance courses



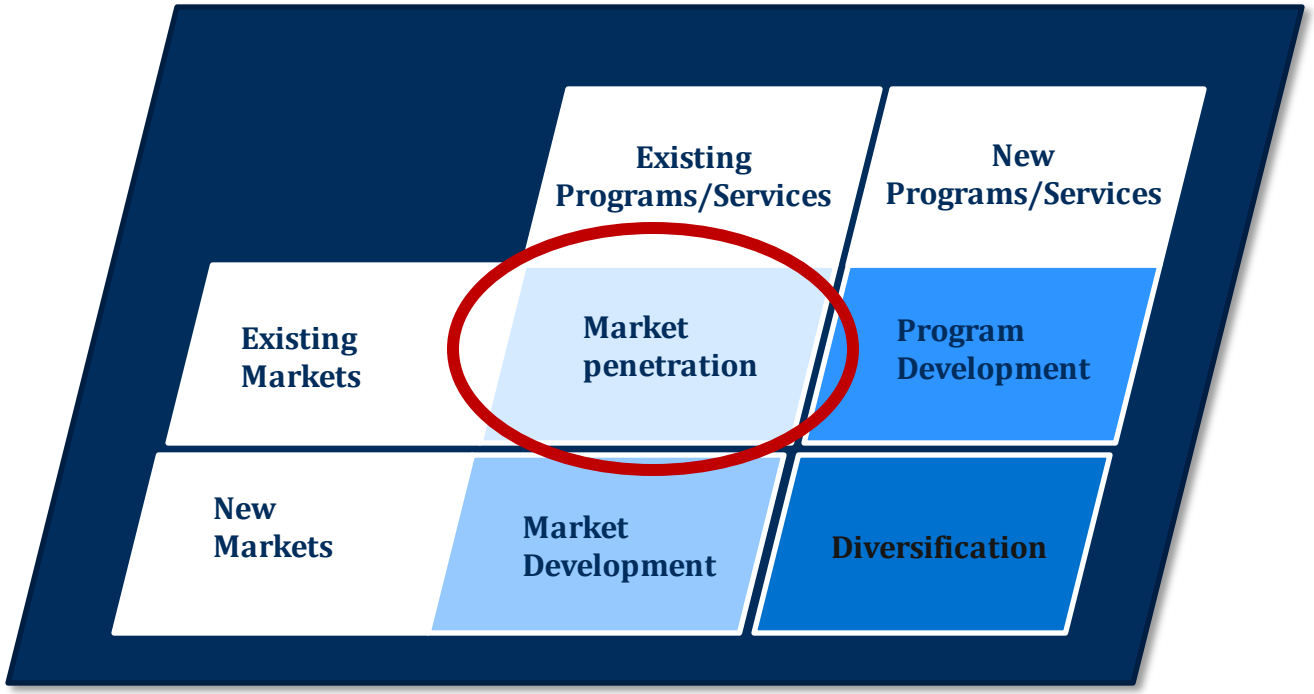
Source: Digest of Educational Statistics: Table 311.15 (fall 2019 data)

They are closer than we think



Source: Clinefelter, D. L., Aslanian, C. B., & Magda, A. J. (2019). *Online college students 2019: Comprehensive data on demands and preferences*. Louisville, KY: Wiley edu, LLC, EducationDynamics.com

Market penetration thoughts



Common market penetration strategies

Improved demand generation to ensure market saturation (see sample on next slide) and four-channel direct marketing programs

Prospect coverage rate example

Prospect Progression Rates

	Prospect	Inquiry	Applicant	Admit	Confirm	Enroll
Funnel Counts	51531	5519	455	433	152	149
Yield Rates		10.71%	0.88%	0.84%	0.29%	0.29%

Coverage Rates (CR%) by Source

Source	Prospect	Inquiry	Applicant	Admit	Confirm	Enroll	CR %
Purchased Names	51531	5519	455	433	152	149	**34.98%**
Traditional Inquiries	0	4935	281	217	37	34	7.98%
Applications First Source	0	0	790	578	246	243	57.04%
Total	**51531**	**10454**	**1526**	**1228**	**435**	**426**	**100.00%**

Coverage Rates (CR%) by Source: This table breaks down Sample University's funnel stages between purchased names, non-purchased inquiries, and students whose first source of contact was an application.

Coverage Rate for each source is the number of enrolled students divided by the total enrolled. Purchased names produced 34.98% of Sample University's enrollees.

Common market penetration strategies

- Significant shifts in marketing spend from traditional categories to digital (typically 75% plus) with commensurate improvements to the institution's website to make sure that, once traffic arrives on the site, leads are captured
- Changes to scholarship and financial aid strategies based on new/revised data sets
- Financial guarantees that create value and certainty
  - Guaranteed tuition plans
  - Four-year graduation guarantees
- Develop strong channels for communicating with family influencers (parents, guardians, etc.)

Common market penetration strategies

- Accelerated degree plans, especially five-year MAs (or three years in the transfer market)
- Inquiry management strategies
- Improved transfer recruitment and transition (e.g., dual-admissions programs), strengthening faculty relationships with two-year providers, financial incentives
- Course management improvements; e.g., collaboration among colleges and departments in course scheduling, four-year degree plans

Common market penetration strategies

- University-wide recruitment coordination; i.e., making sure the central enrollment unit, the colleges, and the departments are collaborating and working toward the same goals (often fueled by RCM budgeting)
- Strengthening marketing and recruitment to specific academic programs or career/academic program clusters (prospect through confirmed stages)
- Building a platform of retention interventions using predictive analytics
- Retention efforts focused on the second year

Questions and Answers

Thank You

Wes Butterfield
Senior Vice President