



PRESENTATION HANDOUT

Strategy in the Midst of Chaos: Pursuing a Bold Path for Success

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Introduction and Context



All About Balance!



1. A New Role Focused on
“Future Proofing” our Institution

A unique opportunity and challenge

New Transylvania VP for strategic initiatives and enrollment management ready to meet challenges of new era

Posted on [September 14, 2020](#) by [John Friedlein](#)

Considering the pandemic and other difficulties facing higher education in general these days, you might wonder what motivated [Sarah Coen](#) to return to Transylvania University at this particular moment to help recruit new students and keep the current ones.

Part of the reason is that Coen, the school's new vice president for strategic initiatives and enrollment management, loves a challenge. Another part is she believes the university is well positioned to thrive in these trying times.

She's downright optimistic, in fact: "I never would have left my other job and said, 'Hey, I'm going to come back to campus in the middle of a pandemic,' if I didn't think there was an opportunity to do something meaningful and exciting."

Coen, who earned a bachelor's degree from Miami University and a master's in public administration from Central Michigan University, served as Transylvania's dean of admissions from 1999-2006. She went on to become a national expert on student success and enrollment, working with more than 150 institutions across the U.S. in her former roles at the educational consulting firm Ruffalo Noel Levitz.



- Newly Created Position
- New Job after 20 years
- New President and Administration
- Midst of Pandemic
- Underlying challenges for enrollment and campus leaders

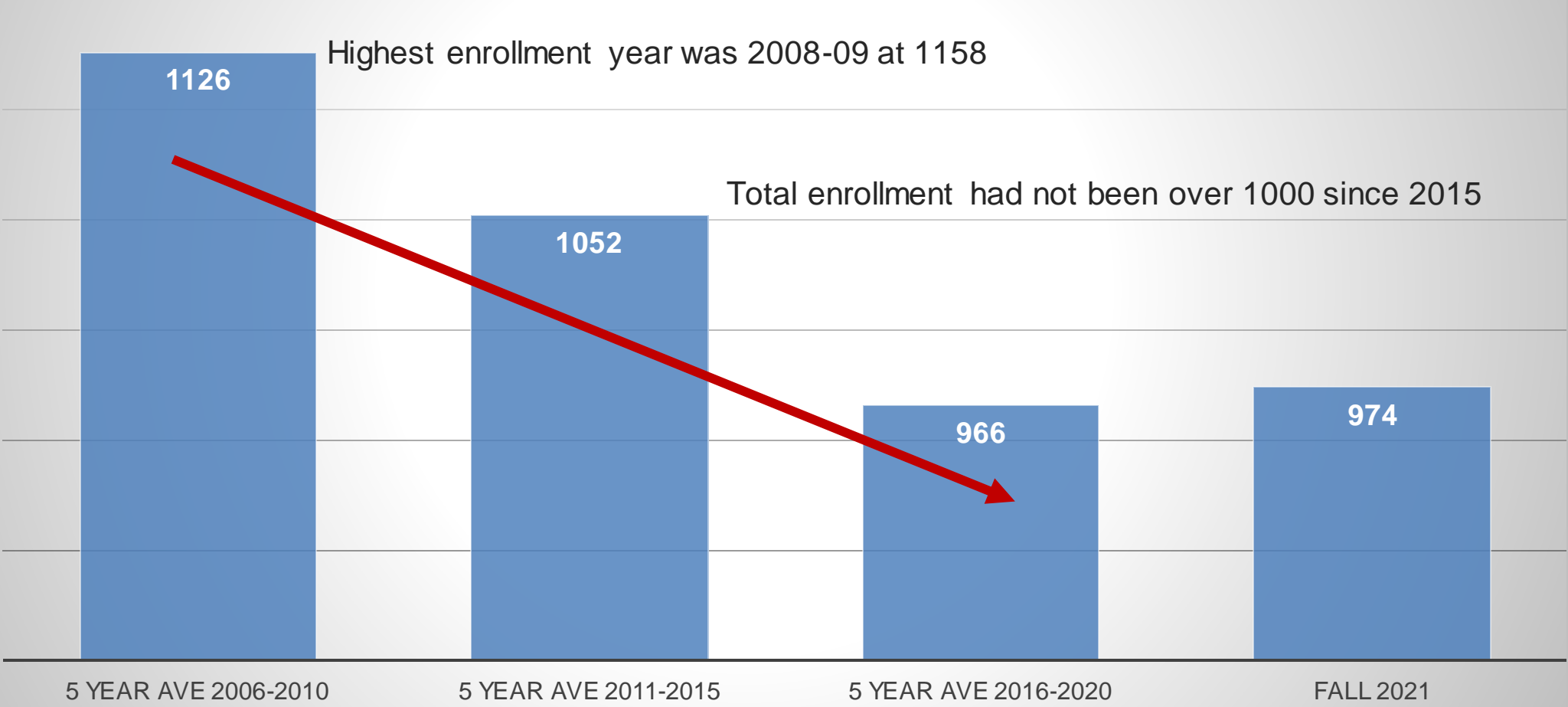


Why not start a new job in 2020?



Primary Challenge: Declining Enrollment

Total Enrollment – 5 Year Averages



Areas of focus in this role:

- Strategic Partnerships
- New Academic Programs
- New Markets of Students
- Applicant to Alumni Experience
- Faculty Partnerships
- Read, Research, Educate and Share
- Overall Strategic Advisor to President and Cabinet
- “Internal” Consultant to Transy

2. Creation of First Ever Strategic Enrollment Council

The Mission of the Strategic Enrollment Council:

1. Increase demand for a Transylvania Education
2. Define, enhance and promote the applicant to alumni experience

Support and alignment with the University's Strategic Focus Plan

SEC Membership

- Admissions
- Academics
- Financial Aid
- Student Life
- Retention
- Marketing
- Athletics
- Student Accounting
- Alumni/Development
- Faculty
- Diversity, Equity and Inclusion
- Student Representative
- IT

Enrollment = Recruitment + Retention



Strategic Enrollment Council Approach: Divide and Conquer



Value
Proposition

Affordability

Alumni and
Community
Engagement

Diversity and
Inclusion

Retention
and Student
Success

New
Academic
Programs

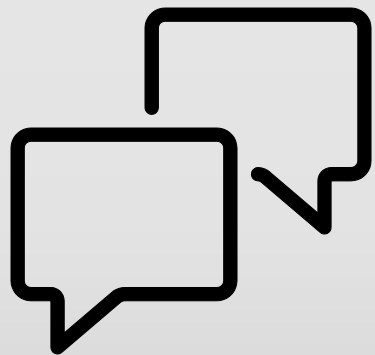
Global
Transy

Strategy identification, action planning, budget/ROI, implementation, sustainability

Ansoff Matrix



3. Enhancing our Brand Promise and Value Proposition



Messages



Audiences



Channels

MEET GEN Z

Relevance

Outcomes



• Born 1995-2012

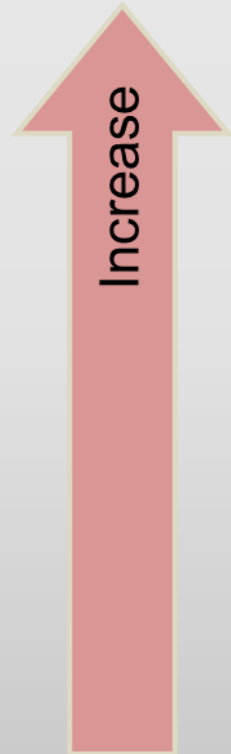
• 67.1 MILLION in the U.S.

74% of Gen Zers believe an education based in things like trade skills, nursing, science, technology, engineering, and mathematics makes sense.

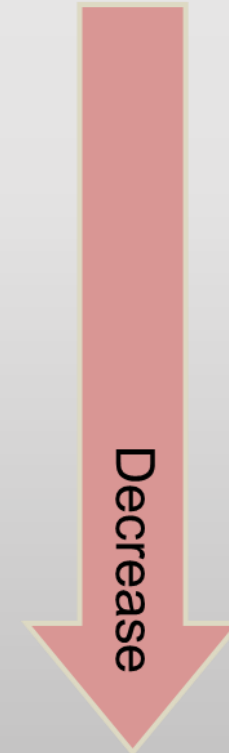
More than **50%** of Gen Zers say they are open to pursuing something other than a four-year bachelor's degree to prepare for their futures.

ONE-THIRD of the polled Gen Zers say the financial fallout of the pandemic has made it unlikely they will pursue a four-year degree.

Communicating with Gen Z



Digital	Text	Print
Social	Video	Email
SEO	Mobile	Phone
Chat	Portals	Bulk
Google Analytics		
Personalization		
Customization		



4. Working with External Vendors

Vendor “Hunger Games”

1. What problem do you solve for Transy?
2. Do the services you provide overlap with other vendors we use? Why is yours better?
3. What suggestions do you have to be more efficient and effective?



Rely on and listen to the right partners!



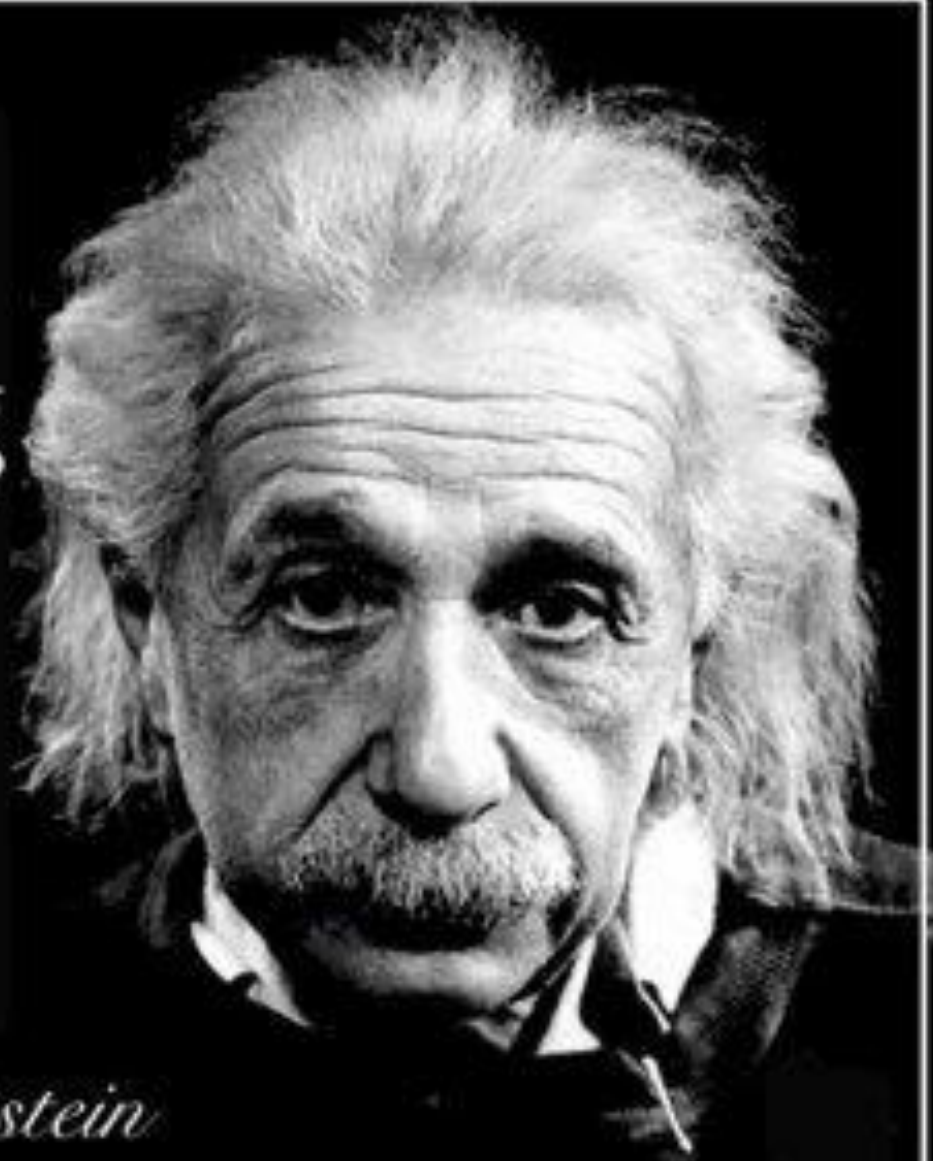
CARNEGIE



5. Collaboration leads to change.

Insanity:
doing the same thing
over and over again
and expecting
different results.

- Albert Einstein





Reframe the conversation to get others on board!

Old	New
Either/Or	Both/And
Growth	Sustainability
Our Expectations	Their Expectations
Replace	Enhance/Enrich
Price	Value
Liberal Arts	Digital Liberal Arts

Engage with faculty members

“Get the right people
on the bus and in the
right seat.”

- **JIM COLLINS**



Share and Celebrate Success!



Thank you!



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