

Strengthening Adult, Online, and Graduate Efforts

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Adult, Online and Graduate

Let's Explore

- Why Adult, Online and Graduate enrollment is important for future enrollment?
- What focus areas inform A.O.G. strategic enrollment planning?
- What are the best practices for recruiting and serving adult undergraduate and graduate students?
- How to strategically plan for A.O.G. growth?





Why Adult, Online and Graduate Enrollment is important for the future?



Adult, Graduate and Online

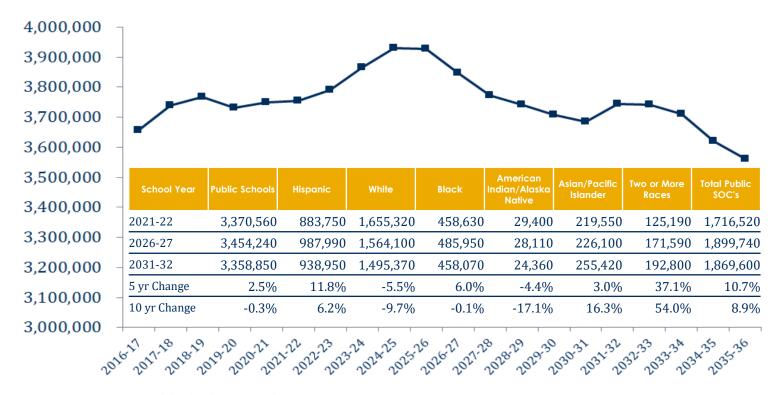
The "traditional" shift

- Traditional direct from HS enrollment is shifting and declining.
- Competition for adults and graduate students is intense.
- Attainment rates have increased over the recent decade.
- High entry-level wages create higher education competition.
- The higher education value proposition is in question.
- Digital connection is the new normal.
- Collaboration is critical.





Projected change in high school graduates





Attainment by age

- Increase of 25+ with associate degrees from 9.5% to 10.5% between 2011 2021
- Increase of 25+ with bachelor's degree from 30.4% to 37.9 between 2011 2021
- Increase of 25+ with master's degree 50.2% to 54.5% (24.1 million) Census.gov

Table 5. Median Age of Students by Sector, Level, and Enrollment Intensity, 2017-2022													
		Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021		Fall 2022	
Sector	Level	Full-Time	Part-Time										
All Sectors	Undergraduate	20.6	23.9	20.5	23.8	20.5	23.5	20.5	23.4	20.5	23.4	20.4	23.0
	Graduate	27.0	32.6	27.0	32.6	27.0	32.6	27.1	32.5	26.9	32.7	26.8	32.8
Public 4-year	Undergraduate	20.6	24.1	20.5	24.3	20.5	24.0	20.5	23.8	20.5	23.6	20.4	23.4
	Graduate	26.3	31.7	26.3	31.7	26.3	31.8	26.3	31.8	26.2	31.9	26.1	32.0
Private nonprofit	Undergraduate	20.5	29.3	20.5	29.2	20.5	28.8	20.5	28.6	20.5	28.7	20.5	28.4
4-year	Graduate	26.9	32.7	26.9	32.8	27.0	32.8	27.1	32.8	26.9	33.1	26.8	33.2
Private for-profit 4-year	Undergraduate	30.4	32.6	30.3	32.5	30.2	32.3	29.9	31.9	29.9	32.2	29.8	32.1
	Graduate	37.1	38.3	37.0	38.5	36.4	38.6	36.1	38.5	36.0	38.7	35.9	38.5
PABs*	Undergraduate	20.6	23.0	20.4	23.1	20.2	22.8	20.3	22.8	20.2	22.7	20.0	22.3
Public 2-year	Undergraduate	20.2	23.0	20.1	22.8	19.9	22.5	20.0	22.2	19.9	22.2	19.8	21.7



Percent of U.S. Undergraduates that are 25+

34%

6,418,366

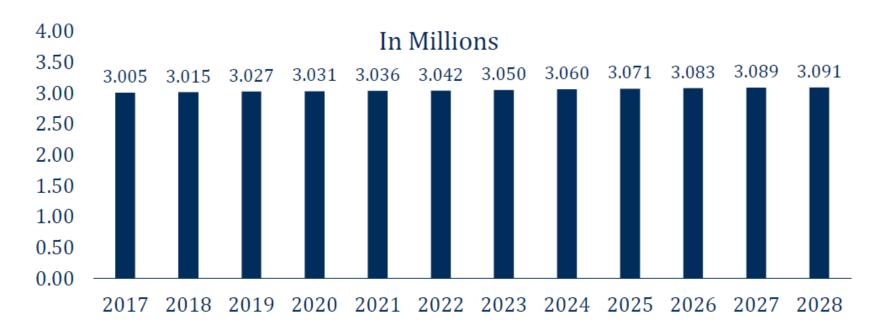


Community College Landscape

A profile of today's student

- Fall 2021 saw a 16% increase in students aged 24 or older considered first-time freshmen.
- Nearly one-third of all public 2-year college enrollment is classified as "other Undergraduate".
 - Undergraduate certificate/diploma, teacher preparation and special non-credential programs that have been classified by institutions as undergraduate programs, as well as enrollments that are not part of any structured program.
- Nearly one-half of all 2-year college students are enrolled part-time.

Graduate enrollment is expected to be flat or increase slightly from 2022 to 2028



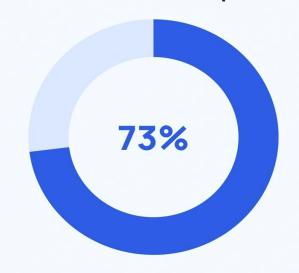


Online Growth

The demand for eLearning has risen by 400% since COVID-19 began

"Tens of thousands of 18 - 24-year-olds are now enrolling at Western Governors, Southern New Hampshire and other national online institutions" By Susan D'Agostino, Inside Higher Education, October 14. 2022

73% of US students want to continue taking online classes after the pandemic











What factors impact Adult, Online and Graduate Enrollment?



Does your campus embrace and celebrate adult learners?



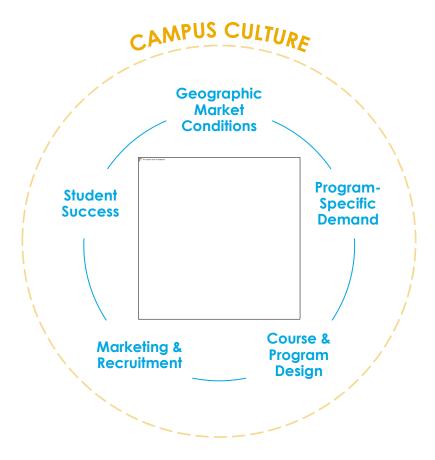
Campus Culture

Do your institutions have "adult friendly" cultures?

- Adult specific recruitment and communication strategies are in place
- Policies, procedures, physical space and hours of operations recognize adult needs
- Programs are designed and delivered based on adult student demands
- Instructor development includes "andragogy" insights
- Student success support and initiatives are customized for adult learners
- The campus is proud to serve adults and shares adult testimonials

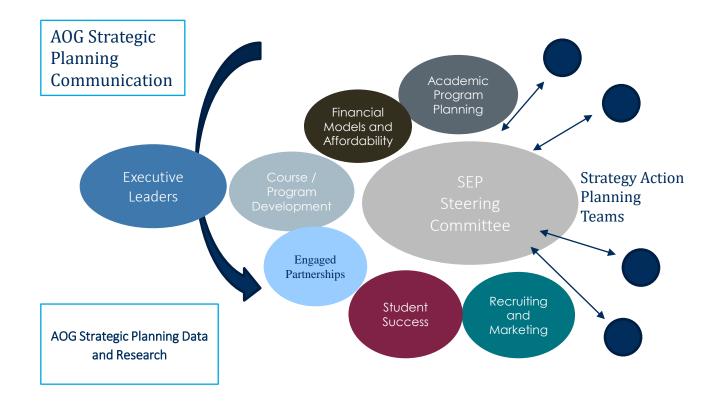


Factors that influence adult, online and graduate enrollment





Adult, Online and Graduate SEP working groups





AOG Strategic Enrollment Planning involves:



- Program (academic, co-curricular, services, support)
- **Place** (on-site, off-site, online, hybrid)
- **Price and Revenue** (tuition, fees, discounts, incentives)
- Promotion (digital marketing, recruitment, web presence)
- Purpose and Identity (mission, distinctiveness, brand, ranking, reputation)
- Process (search, instruction, student support, engagement)





Identifying Potential Program

Look for the Sweet Spot of Opportunity





Your Adult, Online and Graduate Programs

Considerations for the Program Portfolio

- Program Demand
 - # of completions?
 - Labor market?
- Program Competition
 - Size of the market?
 - Who are the players?
 - Market distribution?
- Program Quality
 - Institutional Capacity?
 - Cost of Entry

Program demand market research is CRITICAL!



How is your portfolio of programs distributed?

Share

Low demand/ High share

Little opportunity for enrollment growth

High demand/ High share

Strongest position for enrollment growth

Demand

Little opportunity for enrollment growth

Low demand/ Low share Growth potential but strong competition

High demand/ Low share



US Largest Degree / Growth Areas

RNL Program Research

25 Largest Associate Degree Subjects

ALL FORMATS ONLINE AVAILABLE CLASSROOM-ONLY 5-YEAR TOTAL TOTAL 5-YEAR 5-YEAR 5-YEAR **PROGRAM DEGREES** GROWTH CLASSROOM **GROWTH%** GROWTH# GROWTH# **GROWTH** % 2021 **DEGREES** Liberal Arts and Sciences/Liberal Studies 12% (4%)262.068 10,920 4% 146,060 15,656 116,008 (4.736)7% General Studies 100,451 6.451 52,707 4.671 10% 47,744 1,780 4% 83,797 5.661 7% 7.504 3,755 100% 76,293 1.906 3% Registered Nursing Business Administration and Management 59.725 6.600 12% 34,171 8.821 35% 25.554 (2.221)(8%)Biological and Physical Sciences 25,627 2,364 10% 5,296 3,330 169% 20,331 (5%)(966)Humanities/Humanistic Studies 19,957 2.076 12% 5.374 1.565 41% 14,583 511 4% Psvchology 18.637 8.393 82% 5.272 3.227 158% 13.365 5.166 63% 18,456 3.015 27% Liberal Arts Studies, Humanities (70)(0%)14,060 4.396 (3.085)(41%)11,593 Business/Commerce 17,849 (288)(2%) 1.960 20% 6.256 (2,248)(26%)Criminal Justice/Law Enforcement Administration 12,110 4,529 60% 2.823 483 21% 9,287 4.046 77% Social Sciences 11.780 (134)(1%) 3.620 (680)(16%) 8.160 546 7% 9,393 231% Health Services/Allied Health/Health Sciences 6,888 275% 1,980 1,716 650% 7,413 5,172 Biology/Biological Sciences 8.261 3.574 76% 592 339 134% 7.669 3.235 73% Criminal Justice/Safety Studies 7.791 (1.538)(281)(6%) (27%)(16%)4,463 3,328 (1,257)Criminal Justice/Police Science 7.741 (6.291)(45%) 2.888 (129)(4%) 4.853 (6.162)(56%)Early Childhood Education 7,459 1% 2,951 319 12% 4,508 (6%)39 (280)Automobile/Automotive Mechanics Technology 7.084 (309)(4%) 99 67 209% 6.985 (376)(5%)6.970 (45)(1%) 335 195 139% 6.635 (240)(3%)Physical Therapy Assistant Sociology 6.887 3.615 110% 1.334 1.041 355% 5.553 2.574 86% Accounting Technology and Bookkeeping 6.640 (1,974)(23%) 2,549 (704)(22%) 4.091 (1,270)(24%)6.592 112% Radiologic Technology 632 11% 707 374 5.885 258 5% Medical/Clinical Assistant 6.342 (8.515)(57%) 936 (1.078)(54%) 5.406 (7.437)(58%)Child Care Provider/Assistant 6.052 1,239 26% 895 444 98% 5,157 795 18% 35% 927 258% 20% Speech Communication and Rhetoric 5.705 1,472 668 4,778 804 Dental Hygiene/Hygienist 5,647 (148)(3%)246 185 303% 5.401 (333)(6%)



25 Largest <u>Bachelor's</u> Degree Subjects

ALL FORMATS ONLINE AVAILABLE CLASSROOM-ONLY 5-YEAR TOTAL TOTAL 5-YEAR 5-YEAR 5-YEAR **PROGRAM DEGREES** GROWTH CLASSROOM **GROWTH% GROWTH** % GROWTH# GROWTH % 2021 **DEGREES** 154,475 24,723 31% 880 2% Registered Nursing 25,603 20% 103,537 50,938 31% (14%)Business Administration and Management 146.202 5.784 4% 73,827 17,340 72,375 (11.556)737 1% 31,737 10,075 47% 82,305 (10%)Psychology 114,042 (9.338)6.579 9% 353% Biology/Biological Sciences 81.399 3.142 2.448 78.257 4.131 6% 48,145 (4,752)(9% 12,645 4,625 58% 35,500 (9,377)(21%)Accounting 74% 46,441 7.372 19% 5.798 2.474 40.643 4.898 14% Finance Marketing/Marketing Management 43,443 7.347 20% 9.576 4.974 108% 33.867 2.373 8% 42.386 2.092 118% 3.011 8% Political Science and Government 5,103 14% 3.860 38,526 Computer Science 39.014 19,283 98% 3.765 2,374 171% 35.249 16.909 92% Mechanical Engineering 36,502 7.026 24% 639 133 26% 35,863 6.893 24% Speech Communication and Rhetoric 32,167 (3,047)(9% 6.006 3.028 102% 26,161 (6.075)(19%)2,234 17% Criminal Justice/Safety Studies 31,169 (633)(2% 15,551 15,618 (2.867)(16%)English Language and Literature 31.149 (6.176)(17%)2.801 1.212 76% 28.348 (7.388)(21%)Elementary Education and Teaching 30,512 5% 7,830 4,273 120% (2.929)(11%)1,344 22,682 Sociology 29,451 (1.766)(6%)4.559 1.650 57% 24.892 (3.416)(12%)Exercise Science and Kinesiology 27,072 13% 2.417 1,844 322% 24,655 1,339 6% 3,183 85% 47% Computer and Information Sciences 25.818 8.968 53% 4.799 2.208 21.019 6.760 24,920 (2.630)(10%) 2.875 1,449 102% 22,045 (4,079)(16%)History 13% Liberal Arts and Sciences/Liberal Studies 24.904 0% 10,720 1.263 14,184 (1.252)(8%)11 Business/Commerce 24,828 (80)(0% 10.989 1,745 19% 13.839 (1.825)(12%)24,186 891 74% (11.877)(33%) 2.090 22,096 (12.768)(37%)Economics Multi-/Interdisciplinary Studies 24.057 (819)(3%) 12.597 3.355 36% 11.460 (4,174)(27%)Social Work 21,340 396 2% 4,883 3,571 272% 16,457 (3.175)(16%)21.022 690 3% 189 85% Mathematics 412 20,610 501 2% 8% 832 20% 7% Electrical and Electronics Engineering 16,935 1.194 141 16.103 1.053



25 Largest Master's Degree Subjects

	Al	LLFORMATS	;	ON	ILINE AVAILA	BLE	CLASSROOM-ONLY			
PROGRAM	TOTAL DEGREES 2021	5-YEAR GROWTH #	5-YEAR GROWTH %	TOTAL ONLINE DEGREES	5-YEAR GROWTH#	5-YEAR GROWTH %	TOTAL CLASSROOM DEGREES	5-YEAR GROWTH#	5-YEAR GROWTH %	
Business Administration and Management	105,395	(1,280)	(1%)	82,377	19,669	31%	23,018	(20,949)	(48%)	
Social Work	32,030	5,038	19%	18,583	12,178	190%	13,447	(7,140)	(35%)	
Educational Leadership and Administration	20,044	1,630	9%	14,120	3,612	34%	5,924	(1,982)	(25%)	
Registered Nursing	18,725	3,510	23%	14,230	4,734	50%	4,495	(1,224)	(21%)	
Education	17,801	(2,496)	(12%)	10,167	332	3%	7,634	(2,828)	(27%)	
Curriculum and Instruction	16,721	(258)	(2%)	13,456	1,270	10%	3,265	(1,528)	(32%)	
Accounting	16,519	(3,192)	(16%)	6,499	1,720	36%	10,020	(4,912)	(33%)	
Management Science	15,708	12,868	453%	6,436	4,753	282%	9,272	8,115	701%	
Special Education and Teaching	15,560	3,476	29%	10,676	5,522	107%	4,884	(2,046)	(30%)	
Computer Science	14,359	1,880	15%	5,274	2,315	78%	9,085	(435)	(5%)	
Family Practice Nurse/Nursing	14,084	4,532	47%	9,326	4,024	76%	4,758	508	12%	
Health Care Administration/Management	13,267	3,973	43%	10,775	5,354	99%	2,492	(1,381)	(36%)	
Public Administration	12,201	(475)	(4%)	7,195	2,146	43%	5,006	(2,621)	(34%)	
Computer and Information Sciences	11,280	1,470	15%	6,254	4,201	205%	5,026	(2,731)	(35%)	
Counselor Education/School Counseling	10,959	(289)	(3%)	3,945	2,179	123%	7,014	(2,468)	(26%)	
Public Health	10,804	1,874	21%	6,353	3,008	90%	4,451	(1,134)	(20%)	
Physician Assistant	10,394	2,712	35%	612	79	15%	9,782	2,633	37%	
Management Sciences and Quantitative Methods	10,204	9,033	771%	3,527	3,268	1262%	6,677	5,765	632%	
Elementary Education and Teaching	8,958	1,477	20%	5,038	2,354	88%	3,920	(877)	(18%)	
Business/Commerce	8,462	(373)	(4%)	5,533	1,928	53%	2,929	(2,301)	(44%)	
Nursing Administration	8,325	3,086	59%	7,713	3,142	69%	612	(56)	(8%)	
Electrical and Electronics Engineering	8,241	(5,184)	(39%)	3,404	(1,005)	(23%)	4,837	(4,179)	(46%)	
Counseling Psychology	8,116	(1,034)	(11%)	3,654	1,905	109%	4,462	(2,939)	(40%)	
Mechanical Engineering	7,198	(391)	(5%)	2,295	(45)	(2%)	4,903	(346)	(7%)	
Organizational Leadership	7,046	2,892	70%	6,171	2,839	85%	875	53	6%	



Adult, Online and Graduate Program Planning

Academic
Program Planning



Critical Questions

- What do employers and students need?
 - Invest in market demand research
- What is your institution's program strength?
 - Do you have capacity?
- Who is the competition?
 - How much market share can be gained?



What do Adult, Online and Graduate students want

Factors that influence graduate enrollment

Enrollment factor	Importance
Academic reputation	80%
Cost	79%
Future employment opportunities	77%
Financial Aid/ Scholarships	75%
Flexible (evening & weekend) courses	68%
Campus location (close to home or work)	67%
Personal attention prior to enrollment	64%
Family, friends and employers	58%
Size of institution	48%



What do Adult, Online and Graduate students want

Factors that influence adult online enrollment

Enrollment factor	Importance
Convenience	91%
Flexible pace for program completion	90%
Work schedule	89%
Program requirements	85%
Cost	85%
Transferability of prior course-work	83%
Institution's reputation	82%
Financial assistance available	82%
Future employment opportunities	80%
Distance from campus	66%
Employer (recommendations)	59%



Meet Service Expectations

- 1. Evening and weekend hours
- 2. Prompt response to inquiries
- 3. College contact list
- 4. Academic degree-completion planning
- 5. Financial aid

- 6. Availability of resources online
- 7. Orientation to college
- 8. Orientation to the online learning environment
- 9. Responsive faculty
- 10. Regular and substantive feedback in the learning environment



Equip for Adult, Online and Graduate Student

SUCCESS!

- Collect performance data.
- Survey for student satisfaction.
- Implement pro-active student support (measure and alert).
- Align team, policies, services and student experience with data insights.
- Understand factors and invest accordingly.
- Develop recruitment plans that align with predictive success data.
- Ensure students support is designed for adult needs.



Adult, Online and Graduate Student Success



Critical Questions

- Is Adult student success institutionalized?
- Are you collecting student success data?
- Do you use the data to inform future practices and to pro-actively support students?
- What is the adult student journey?
- Is continuing student communication planned and organized?
- Are the appropriate supports in place?
 - Online tutoring
 - Refresh support
 - Mental health
 - Basic needs

AOG Recruitment and Marketing

Connecting with the Audience

- Organic web lead generation: SEO, getting to the top of search
- Paid online advertising: digital lead generation based on sophisticated personas and messaging architecture
- Business development
- Off-campus events

- On-campus events and online hosted events (live and on-demand)
- Market to your UG alumni (class visits, mail to UG majors)
- Referrals (current student, alumnus, faculty, etc.)
- Lists (GRE, GMAT, etc.)
- Radio, TV, print advertising



Connecting with the Audience

What is most influential?

- Organic web lead generation: SEO, getting to the top of search
- Paid online advertising: digital lead generation based on sophisticated personas and messaging architecture
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Adult, Online and Graduate Student

Recruitment and Marketing

- SEO and digital lead strategy is dynamic, evaluated and consistently evaluated and accordingly updated.
- Program marketing is prioritized to maximize ROI and enrollment.
- Communication flow is developed and refined by student persona.
- Drip campaigns and student responses are timely and personalized.
- Know your target audience and determine how to engage.
- Set goals and measure effectiveness continuously.



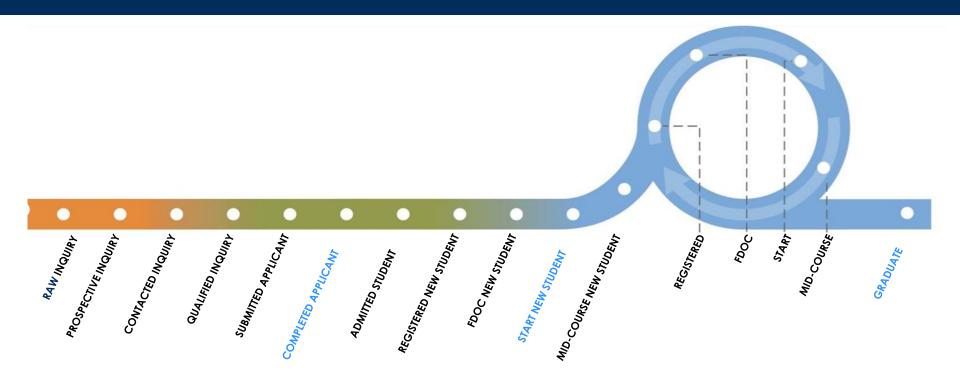
Understand What Others Are Offering

Sample competitor grid

Institutions	Program Type	Price	Credit Hours	Modality
Competitor 1	Ed.D.	\$825	47	Blended
Competitor 2	Ed.D.	\$875	48	80/20 ground-based
Competitor 3	Ed.D. (Organizational Leadership)	\$875	57	On Ground
Competitor 4	Ed.D.	\$857	60	Blended Online/On Ground using Blackboard; late afternoons and weekends
Competitor 4	Ed.D. (Educational Administration or Teacher Leadership)	\$870	53	Online
Competitor 5	Ed.D.	\$885	54	Blended Online/On Ground
Competitor 6	Ed.D. (Educational Leadership)	\$1,340	56-60	60/40 Online/On Ground
Competitor 7	Ed.D. (Educational Leadership)	\$1,420	43	On Ground
Competitor 8	Ed.D. (Leadership Studies)	\$1,320	63	On Ground



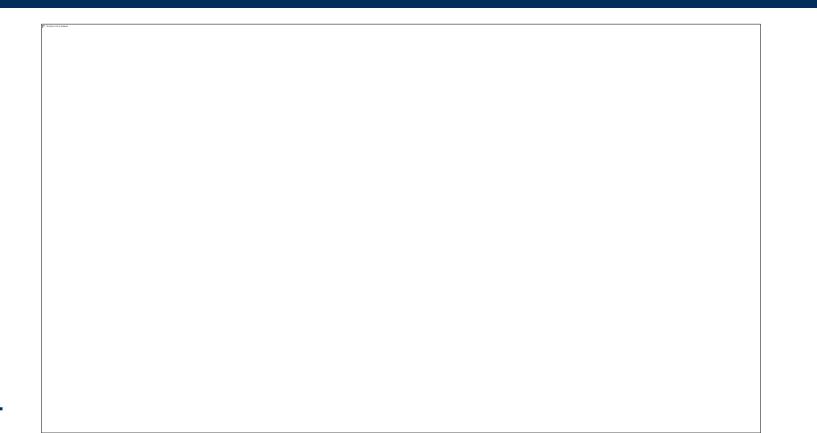
Today's Funnel







A Comprehensive Lead Generation Solution





Paid Digital Lead Generation

Cohesive, Collaborative, and Continuous



Discovery and Onboarding

Understand goals and university needs

Persona Development

• Understand your student audiences

Strategy and Planning

 Leverage content marketing approaches to create highly measurable experiences

Creative Development

 Infuse brand standards with best practices and gained insights

Testing, Analysis, and Optimization

Connect often; review and refine



RADICAL transparency with sharing campaign outcomes, details, and challenges

Organic Lead Generation



- Approximately 50% of all higher education website traffic comes from search engines.
- 77% of students will use a search engine to access a website EVEN if they know which school they want to look up.

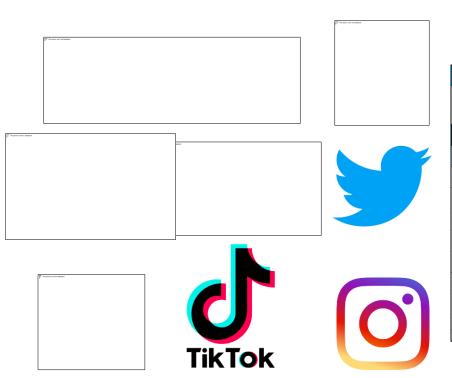


Converting the Lead

- Adults have consumer mentalities
- Respond quickly to leads; the longer it sits, the colder it gets
- Use an omni-channel approach
 - Texting
 - Calling with visual caller ID
 - Emails with custom curated content based on each student's interests or concerns
 - Retarget
 - First-party data match to deploy display ads
 - Online events (live and on-demand)
- Personalization is key
- Assume they are contacting the competition
- Provide superior service and secret-shop yourself



Inquiry development: Media mix optimization







Generating leads via your website starts with good search engine optimization

What matters to Google?

- High-quality content
- Mobile-first
- Page Experience
- Page speed

- On-page optimization
- Internal links
- External links



Your Website: Friend or Foe

- 75% of interested students go directly to your website
- Adult programs segmentation on homepage or, at most, one click in
 - Prospective students *MUST* see themselves on your website
- For the adult, provide content-rich, interactive, self-service information
- Video testimonials

 (See sample at http://www.cui.edu/academicprograms/adult-degree-programs)
- Degree credit calculators & transfer credit resources
- Online hosted Q&A events with faculty
- Career information





The Right Message

- Use testimonials
 - Current employer information for recent graduates
 - Current salary information for recent graduates
- Use images of adults
- Call to action, sense of urgency: "Complete your application today. Classes are forming now."
- Offer to waive application fee
- Promote tuition/value
- Provide both phone number and website





AOG Recruitment and Marketing

Recruiting and Marketing



Critical Questions

- Who is the target audience?
- How to engage the target audience?
- What is the SEO strategy and spend?
- What is the digital lead strategy and spend?
- Is our communication flow strategic and aligned with student personas?
- Does our messaging emphasize our value proposition?
- Is your website resonating with the AOG target audience?

Engaged Partnerships -Influencer Recruitment

AOG Recruitment and Marketing



Critical Questions

- Do we have opportunities for earn and learn?
- What relationships exist and how do we create more?
- How to position the College / University as a talent source for employers?
- Is the institution a key player in local, regional, state economic development?
- What partnerships, collaborations, mergers, etc... could be a game changer?

Course and Program Development

Relevant Curriculum

- 1. Learn to solve problems
- 2. Share work and life experiences 7.
- 3. Theory and application
- Clear course objectives and outcomes
- 5. Active learning

- 6. Self-direction opportunities
- 7. Technology optimized



Instructional Excellence

- 1. Provide faculty training and support
- 2. Recognize great learning facilitation
- 3. Define interactive curriculum expectations
- 4. Leverage online learning management system
- 5. Integrate theory and application
- 6. Optimize learning with technology
- 7. Exceed Section 503 / ADA compliance



Establish Standards

- 1. Up time for online systems
- 2. Help desk support for technology
- 3. Minimum turnaround time on assignments
- 4. Minimum standards for frequency of student contact
- 5. Course material costs
- 6. eCourse navigation
- 7. CMS / LMS utilization



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Adult, Online and Graduate

Fiscal and Financial Aid Planning

- Price strategy
 - Expanded geography for online
- Cost clarity
- FAFSA support for adults
- Scholarships and institutional aid for adults
- Understand net tuition revenue
- Determine the ROI for AOG strategies



AOG Fiscal and Financial Aid

Financial Models and Affordability



Critical Questions

- What is our price for programs compared to competition?
- Is our cost clear to adult students?
- How can we provide adult FAFSA completion support?
- Do we have scholarships available to adult students?
- What is our average net tuition revenue for adult focused programs?
- How do we determine the ROI for adult strategies?



SEP for Adult,
Online and
Graduate
Growth



Adult, Online, and Graduate

Planning for growth

- Ensure that the campus embraces and celebrates adult, graduate and / or online students.
- Develop a program portfolio that is targeted for AOG growth.
- Measure AOG student success and establish support structures based on data insights.
- Equip for digital marketing and AOG recruitment.
- Operationalize influencer engagement for AOG growth.
- Implement best practices for course and program development.
 - Establish standards.
- Extend institutional aid and FAFSA support to AOG students.
- Establish financial metrics, goals and ROI for AOG initiatives.





Thank You

Dawn Fortin Mattoon dawn.fortinmattoon@ruffalonl.com

Thank you for attending!



scan me

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\$595 flat rate on 2023 RNLNC registration!

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Use code: **SEPVIP**