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Asking a Question



Brief Exit Survey

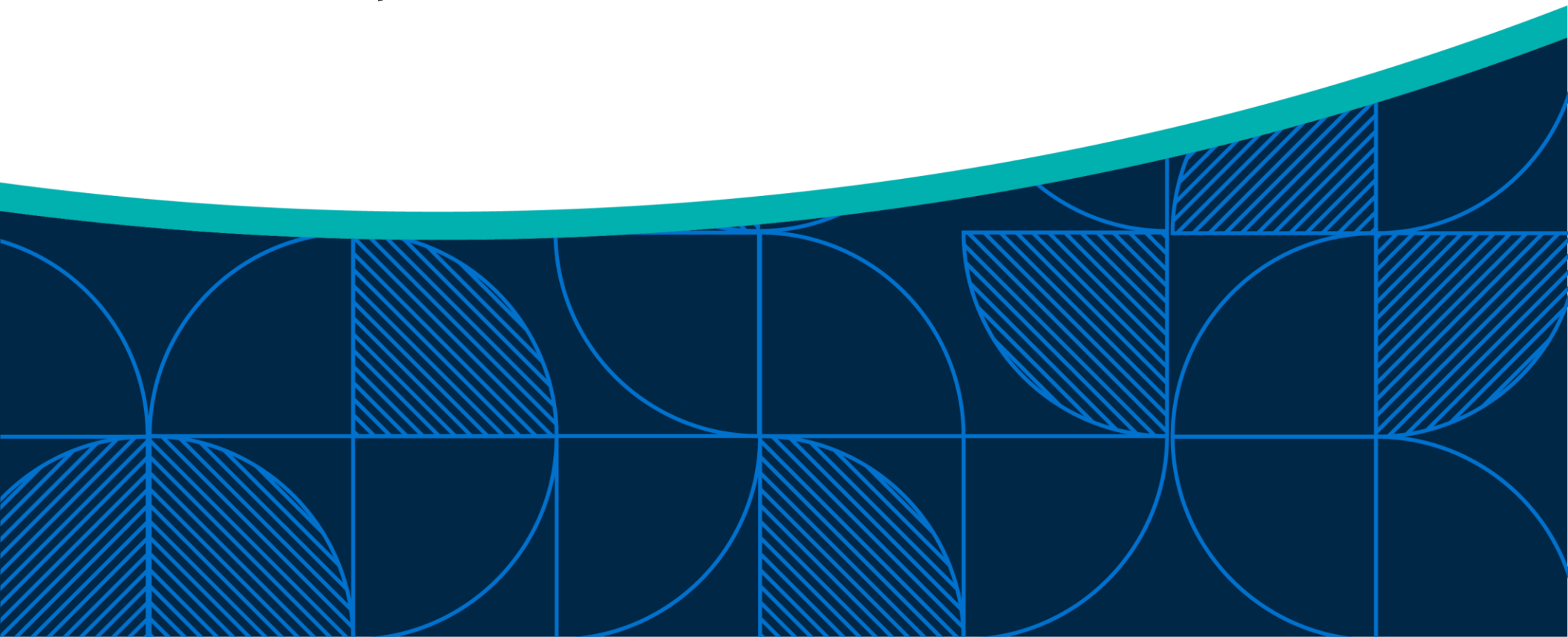


We'd appreciate your **feedback** on today's presentation.



ADULT LEARNER RECRUITMENT

Succeeding in a New Era of Graduate, Online, and Adult Enrollment



Today's Presenter



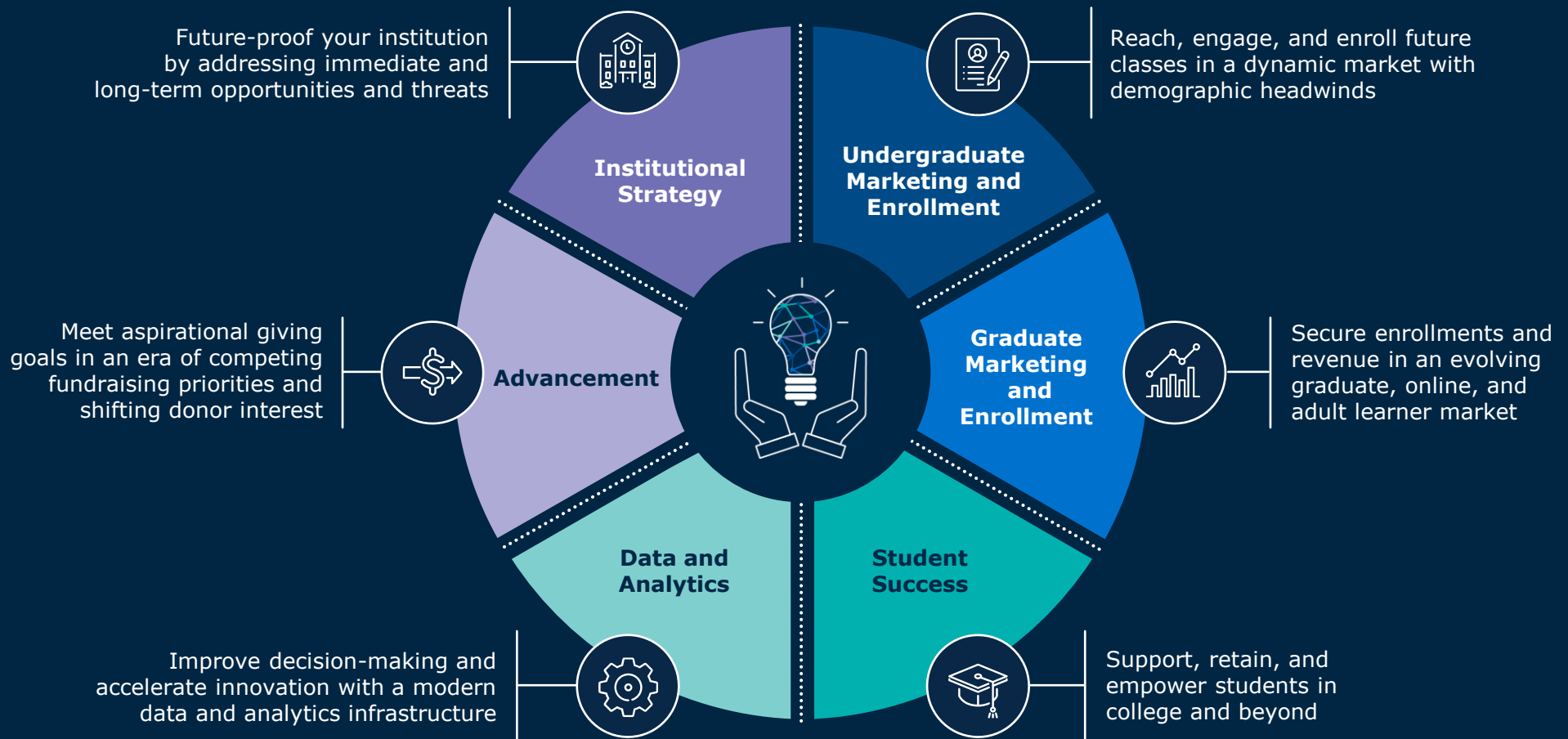
Sharon Shoham

Managing Director

EAB's Adult Learner Recruitment

**Connect with
me on LinkedIn**



Insight-powered Solutions for Your Top Priorities and Toughest Challenges

We partner with **2,800+** institutions to accelerate progress, deliver results, and enable lasting change.

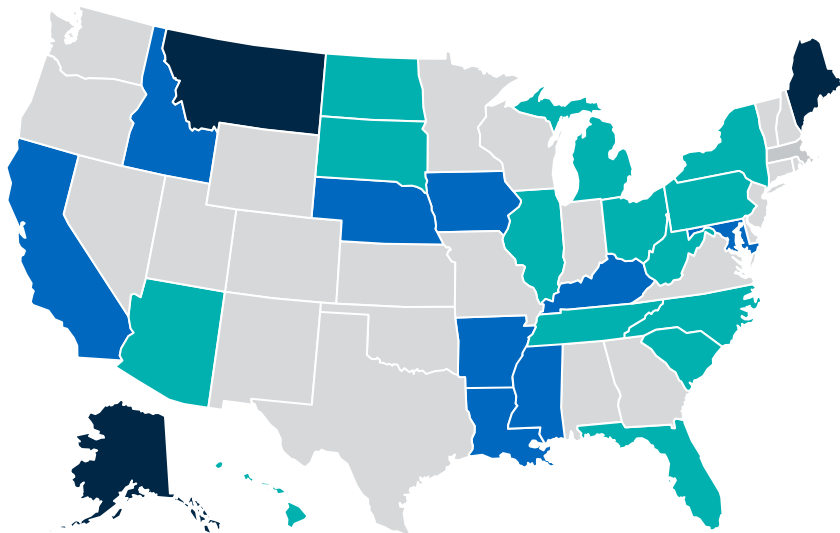
95%+ of our partners return to us year after year because of results we achieve, together.

Fewer Students Are Entering the Graduate and Adult Education Markets

And It's Only Getting Worse

More than Half of States Saw Grad Enrollment Fall

Percentage of Change in Enrollment by State of Institution, Fall 2021-22



Nationwide Grad Slowdown After Decades of Growth

3.2%

Actual Avg. Annual Growth
1990 - 2021



1.3%

Projected Avg. Annual Growth
2022 - 2032

...With More Trouble on the Horizon

Undergraduate Enrollment Is Falling



Nonconsumption

-7.7%

Decline in college-going rate of recent high school graduates, 2016-22



Demographic Cliff

-6.3%

Decline in 15-to-19-year-old population, 2021-32

Student Demographics and Behaviors Are Shifting



Changing Student Profile

60%

Gen Z will account for 60% of the adult learner population by 2031



Mega-Stealth Shopping

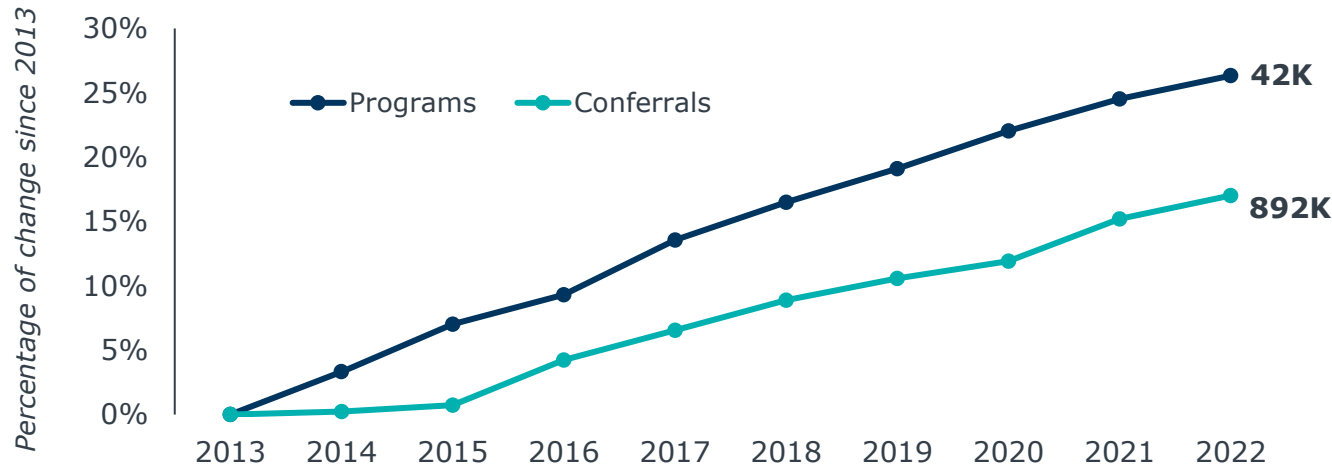
80%

of adult learner applicants are "stealth," up from 20% in 2014

Source: National Student Clearinghouse; "Global Burdens of Disease Population Projections 2019-2100," Institute for Health Metrics and Evaluation; EAB Blueprint for Growth analysis of 2000-2021; EAB research interviews and analysis.

At the Same Time, Schools Face More Competition for Fewer Students

University Competition Is Heating Up as New Graduate Programs Outpace Conferrals



2.37% average annual growth rate, **programs**

1.58% average annual growth rate, **conferrals**



January 23, 2024

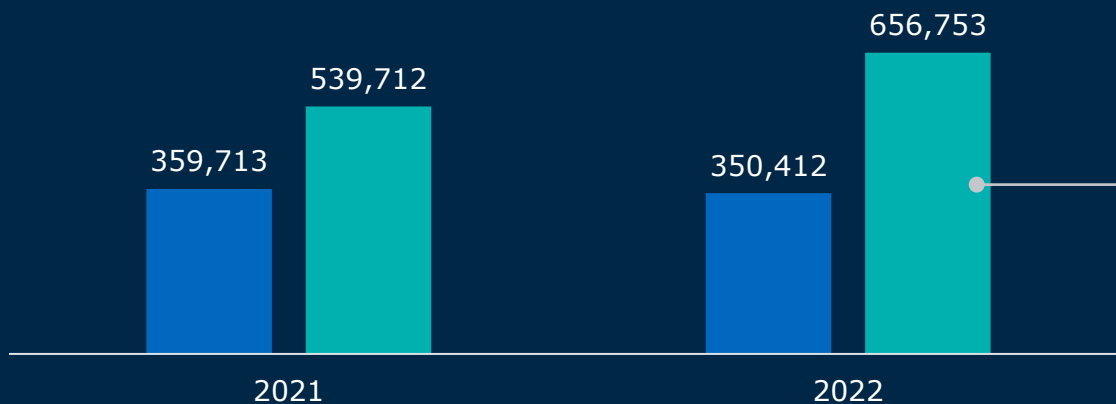
Microcredentials on the Rise, but Not at Colleges

A new survey found training partnerships between employers and four-year colleges fell between 2022 and 2023 while instruction provided by third-party providers rose.

By Kathryn Palmer

Nonacademic Providers Are a Growing Threat

Estimated count of credentials offered (certificates, badges, licenses, diplomas, etc.), 2021-22



■ Postsecondary institutions ■ Nonacademic providers



-9,301

Decrease in credentials offered by **colleges and universities**

+117,041

Increase in credentials offered by **nonacademic providers**

Source: IPEDS data; "How many unique education credentials exist? More than 1M, according to a new count," Higher Ed Dive.

A Series of Unknowns Make This Market Even More Challenging



Economic Headwinds

- How will a changing economy impact demand for degrees?
- How will inflation impact university budgets?
- How will increasing tax burdens on young adults impact enrollments?



The New Administration

- How will tightening borders impact international enrollment?
- How will shifts away from Department of Education toward state ownership impact funding and policy?
- What does the future hold for OPMs without close federal regulation?



International Landscape

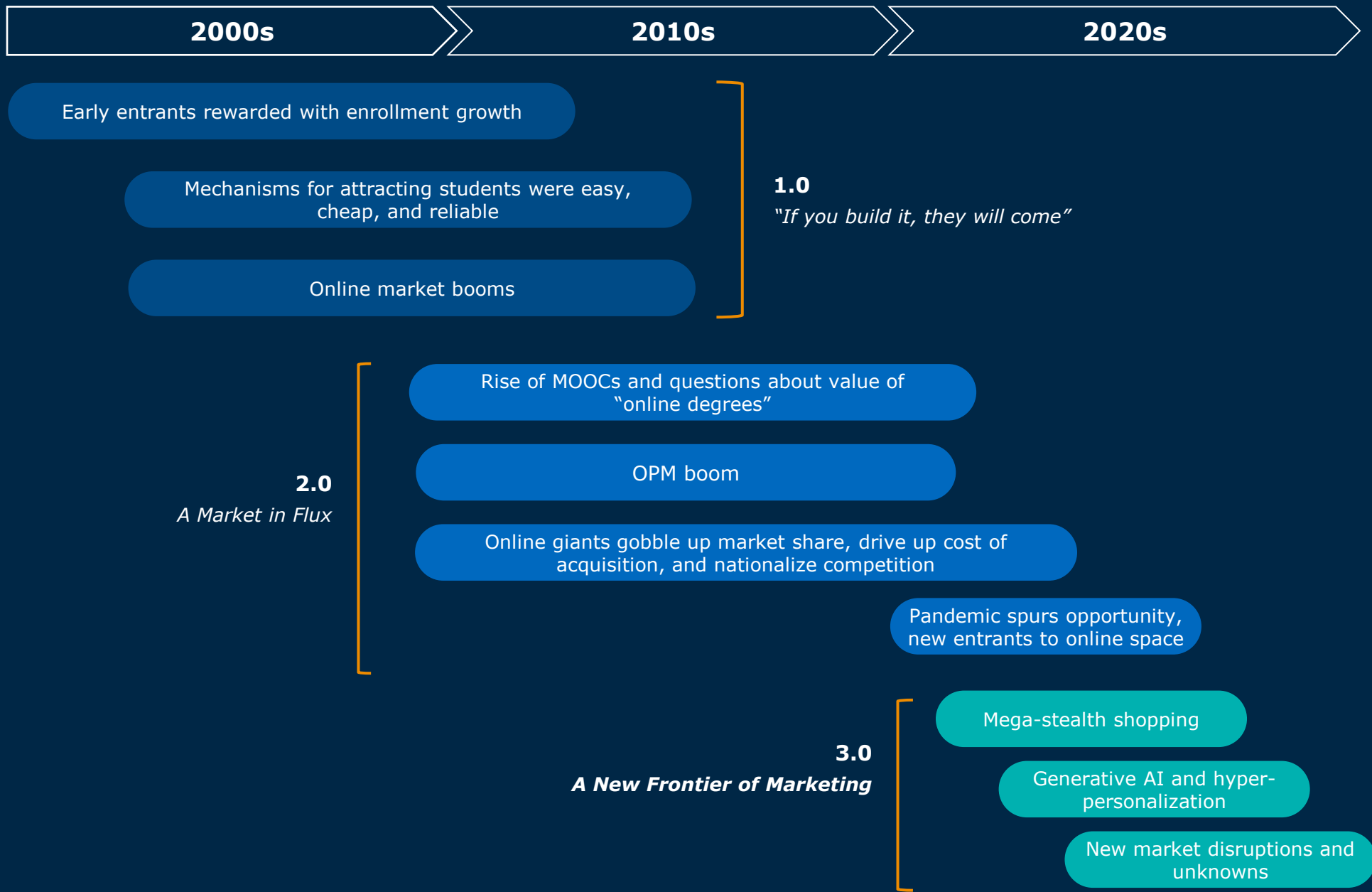
- How will population decline and changing economic policy in China impact enrollment?
- How will enrollments from India and Southeast Asia be impacted by potential changes to OPT policies?
- How will U.S. institutions reach emerging and growing markets in Africa?



Artificial Intelligence

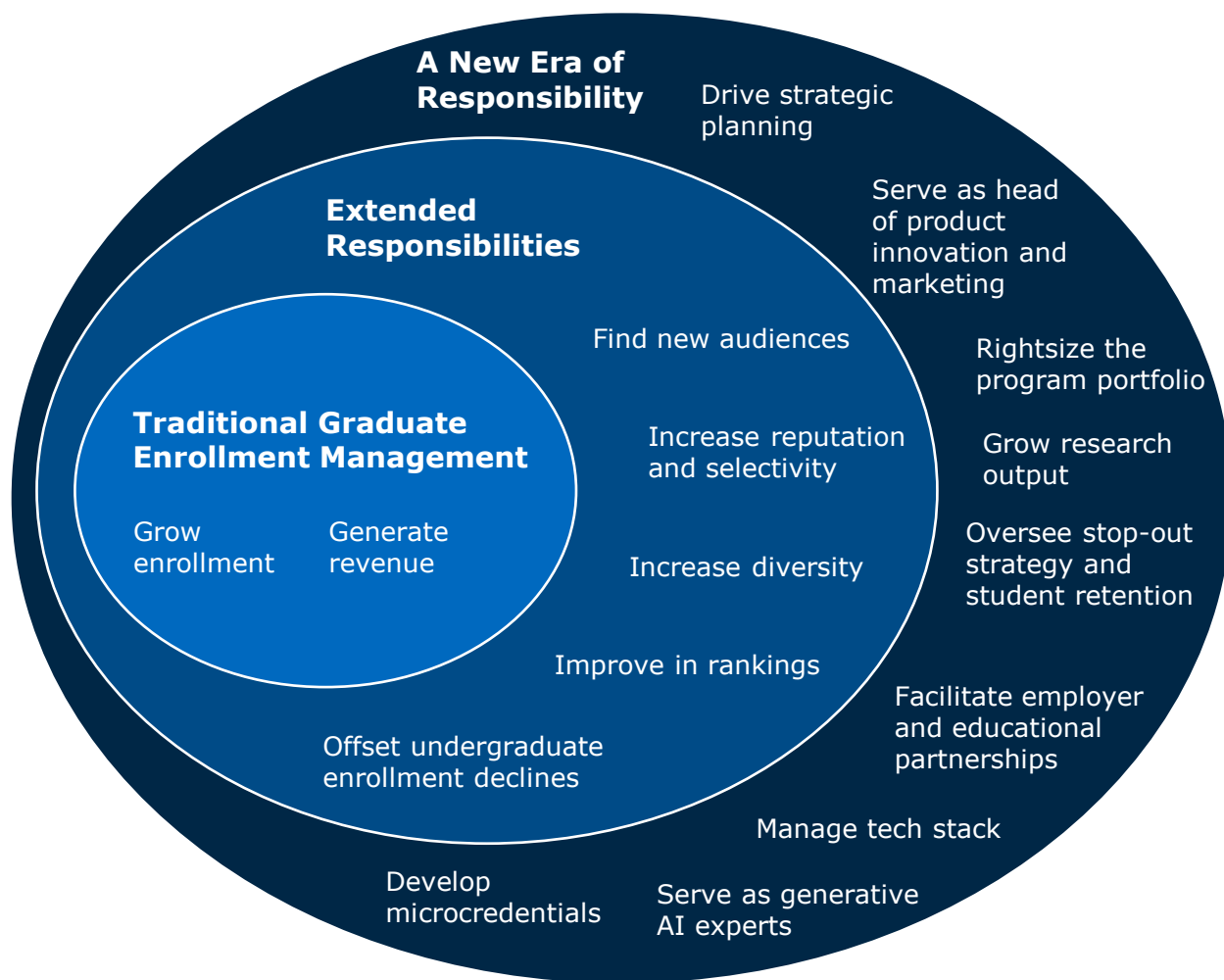
- What is AI's role in higher education?
- Is AI a distraction or necessary tool?
- How will AI change the future of work—and how can higher ed best prepare students?

Entering a New Chapter in Graduate and Online Enrollment Management



Graduate Enrollment Leaders Are Being Asked to Do More—with Less

New and Different-in-Kind Responsibilities for Enrollment Leaders



...All While Facing Resource Constraints



68%

of surveyed graduate enrollment leaders said they have **at least one vacancy** on their team



65%

of surveyed university executives have **not increased budget** for graduate and adult education since 2020

...And More Pressure from Senior Leaders



100%

of surveyed **presidents and provosts** said graduate and adult enrollment is a **high or moderate priority**



63%

of surveyed presidents and provosts said graduate and adult enrollment is a **high or moderate priority for their boards of trustees**

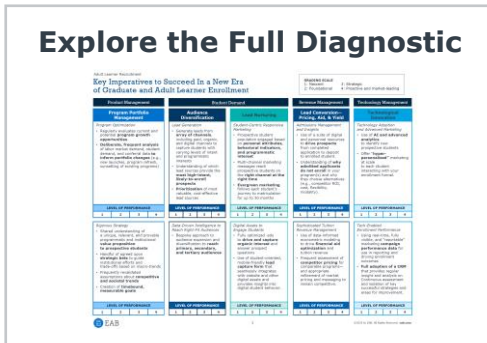
Source: EAB and NAGAP fall 2023 survey of 422 graduate enrollment leaders; EAB summer 2022 survey of 64 presidents, provosts, and VPEMs; EAB interviews and analysis.

Right **decisions.**
Right **programs.**

Right **channels.**
Right **audiences.**

Rightsized **results.**
Right **now.**

How Does Your Enrollment Shop Stack Up?



Level 1 Reactive

Strategy and
Program
Management

Limited or absent
program assessment

Lead and Audience
Generation

Single or limited lead
generation channels

Lead Management
and Conversion

Simple email follow-up
system for inbound or
sourced leads

Application and
Yield Management

Admissions staff engage
with each applicant for
decision support

Technology and
Analytics

Limited or absent CRM for
performance management
and reporting

Level 2 Foundational, Stable

Ad hoc labor insights
reports on select programs

Small array of lead
generation efforts for
select programs or schools

Dynamic architecture with
email and staff follow-up
to convert leads

Fast admissions decisions,
with ROI-driven messaging
and follow-up

Campus-wide use of CRM
with clear channels for
follow-up

Level 3 Strategic

Annual program review,
including labor market
analysis

Digital marketing efforts
on multiple channels to
promote brand and
programs

Sophisticated lead
cultivation, including
multifactor engagement
across channels

Digital and personnel
tools for application and
yield support

Full CRM adoption, with
regular insight and
analysis of KPIs

Level 4 Proactive, Market-Leading

Frequent, full-portfolio
review with multifactor
inputs, resulting in new
program launches,
refreshes, and sunsetting
of programs

Fully optimized array of
digital and organic lead
generation efforts,
including .edu, program,
and brand marketing

Advanced lead cultivation,
responsive to student
intent and behavior

Full array of digital tools
and staff efforts for
financial aid support,
deposit intel, and anti-melt
strategies

AI to drive hyper-
personalization and full
tech stack with real-time
reporting

EAB Adult Learner Recruitment

Secure Your Future in a Changing Graduate, Online, and Adult Learner Market

Outperform the Market at Every Stage of the Funnel



Strategize

Identify and build market-ready programs for competitive advantage



Curate

Expand and diversify your pool of right-fit students



Cultivate

Customized campaigns to drive students to application



Convert

Improve yield and retention to maximize enrollment potential

What Makes Us Different

40+ Years of
**Higher Ed
Expertise**

**Unrivalled
Access** to New
Audiences

Seamless
**Marketing
Orchestration**

Visibility into
Full-Funnel
Performance

Proven Results in a Dynamic Landscape

200+

Partner institutions

6:1

Average ROI across
multiyear partnership

18%

Average graduate
enrollment growth

\$2M

Average NTR influenced
per partner

How Can We Help?

I'd like to speak to an EAB expert about...

- 1 Identifying online, graduate, or adult education **programs to launch or refresh**
- 2 Optimizing graduate, online, or adult education **programs for growth**
- 3 **Generating leads** for graduate and online programs
- 4 Developing **marketing campaigns** to reach and recruit graduate and online students



Curate

Expand and Diversify Your Pool of Right-Fit Students

The Opportunities & Challenges of Recruiting Prospective Adult Learners

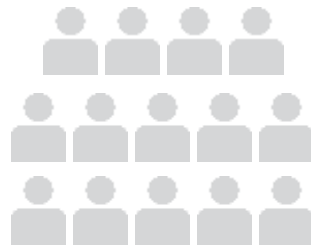
Adults Are a Comparatively Large and Diffuse Market

Anytown, USA, 10,000 Residents



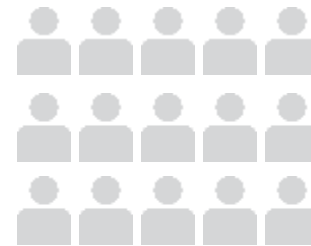
177

High school seniors



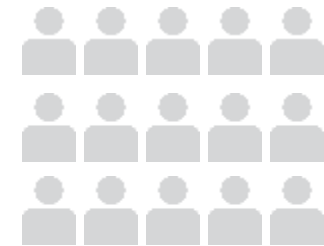
491

Aged 25-34 **with a high school diploma but no college**



508

Aged 25-34 **some college or associate degree**



564

Aged 25-34 **with a bachelor's but no grad degree**

But Current Tactics Aren't Reaching Prospective Students

80%

of adult learner applicants are stealth applicants

29%

of surveyed graduate and adult learners are opting not to take admission tests

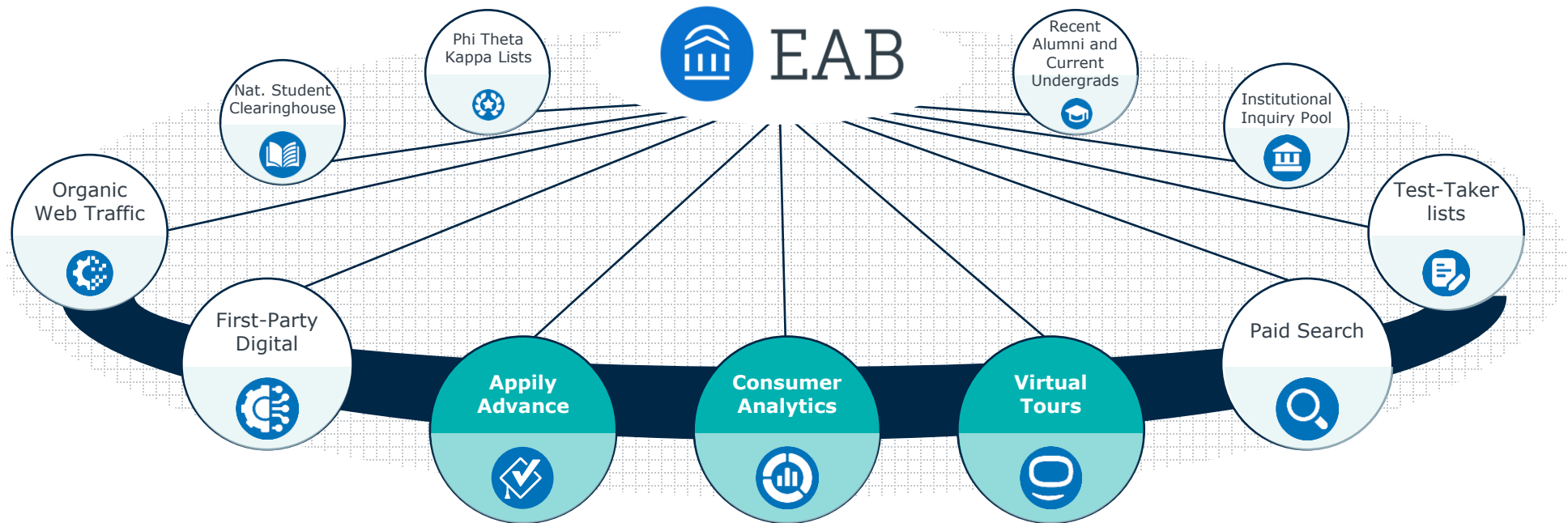
Source: U.S. Census (2022); EAB research and analysis.

Access and Expertise Needed to Manage Lead Generation Strategies

**Your Goals and
Differentiators**

Strategy Transformation

Intelligent Analytics



Unrivaled Student Access and Insight

1.5B+ Student interactions analyzed annually

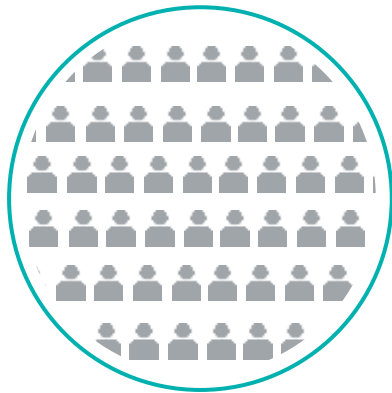
Diversifying Leads Across Proprietary and Known Sources

Only with EAB Known sources optimized by EAB EAB Pixel

How Consumer Analytics Support Your Strategy

Our Approach Marries Your Data with Our Consumer Database

Historical Students

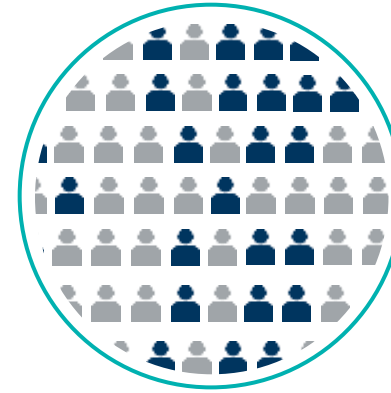


Basic contact information such as gender and age



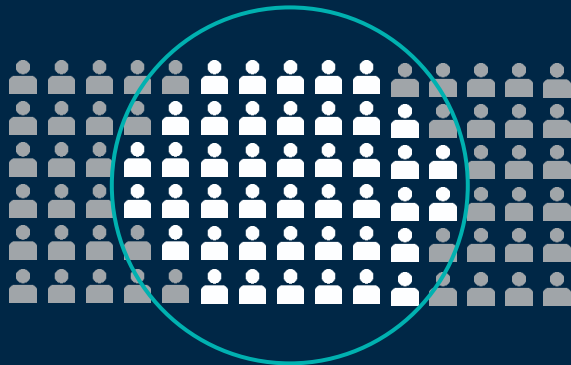
Analyze and Match Using Machine Learning

Historical Students in National Consumer Database



Isolate characteristics of high-affinity prospects from a database with 200 million consumers and 115+ variables

New Right-Fit Prospects to Target



Deep Dive on Analytic Insights

Analytics reveal important student profile insights based on key characteristics of historical high-affinity students, including but not limited to:

- ▶ Diversity
- ▶ Personal Interests and Behaviors
- ▶ Geographic Distribution

Your Unique Audience Insights Reveal New Patterns and Trends

1

Machine Learning Finds Prospective Students

Identify the **most impactful audience**, which is tuned specifically to your student population and target market(s).

2

Deep Dive on Analytic Insights

Generate a report about **your school's unique student populations**, connect your audience to known archetypes, and discuss how these findings should be used to enhance recruitment.

3

Generate a Custom List Using Data Science

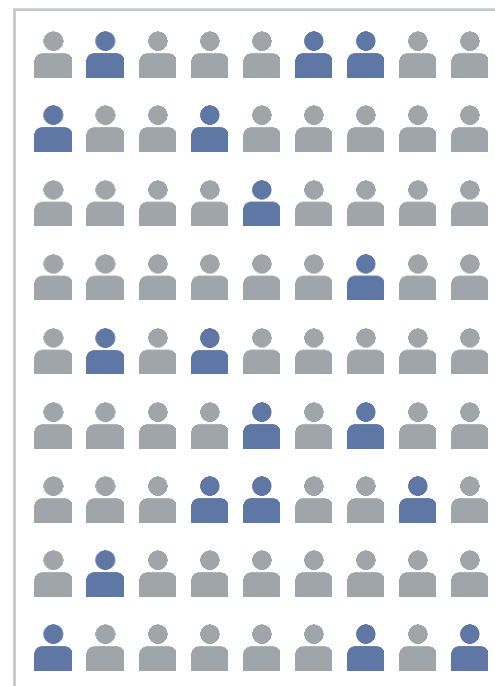
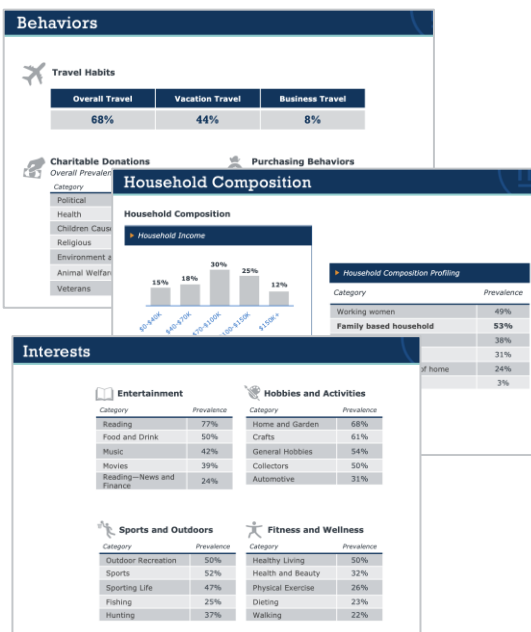
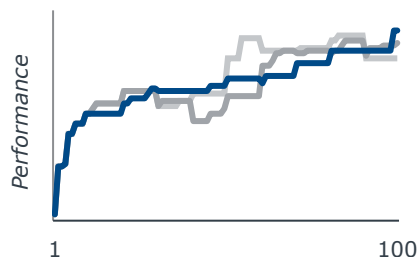
Create a custom list of student names as one piece of a **diversified lead generation strategy**.

Student Profile "Fingerprinting"

- Construct an advanced mathematical re

Self-Learning Algorithms

- Identify the most impactful audience tuned specifically to your student population and target market
- Compare results to known archetypes of graduate and adult learners



Apply Advance for Graduate and Adult Programs

Reach More Prospects Through a Diversified Source of High-Quality Leads



Apply Advance offers high-intent leads, curated from a variety of external and proprietary sources.

Programs currently served:

- ✓ Adult degree completion
- ✓ Business (graduate)
- ✓ Certificates
- ✓ Education (graduate)
- ✓ Healthcare



Key Benefits of Apply Advance

Expanded Reach

A highly diversified acquisition strategy, including paid media, SEO, and proprietary sources, helps us find and engage more prospects.

46%

Higher response rate compared to purchased lists, on average

High-Quality Leads

We vet student interest and capture critical lead data, enabling personalized follow-up and boosting conversion rates.

70%+

Lower cost per lead compared to Meta, LinkedIn, and Paid Search acquisition

Campaign Speed and Integration

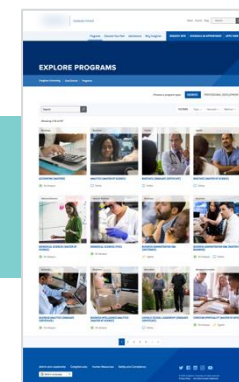
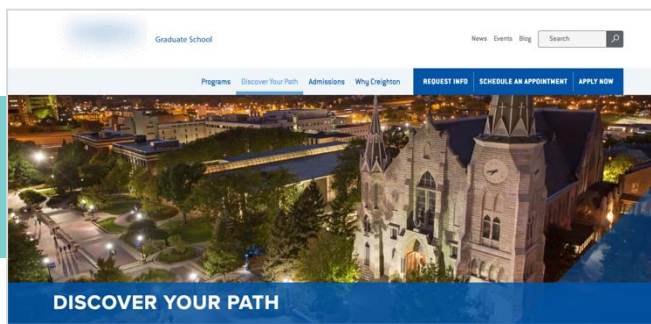
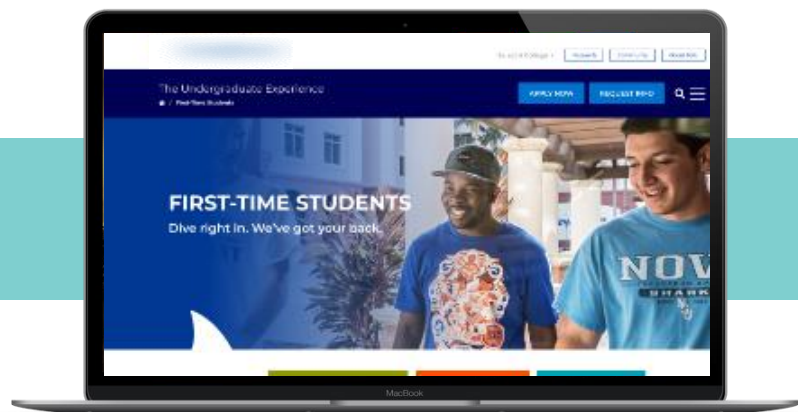
Enable real-time lead flow and campaign integration with EAB's responsive marketing campaigns.

33%

Faster response time for Apply leads compared to institutional **inquiry pool**

Ensure Your 'Digital Front Door' Is Open

We Elevate Your Digital Presence and Help You Capture Leads on Enrollment-Critical Pages



SEO Audit, Workbook, and Management

Reveal your opportunities to increase search engine visibility, drive organic traffic, and inform content strategy for all graduate pages. Quarterly management and a custom dashboard support optimization.

45%

Average increase in organic traffic after incorporating SEO recommendation on key pages



Behavior Flow Assessment

High-level SWOT analysis of the .edu graduate ecosystem from the point of view of a prospective student.

+200%

Increase in web-generated clicks after implementing recommendations



Integrated Lead Capture Form

Form designed to complement your RFI form and capture data on prospective students by offering a specific purpose to engage.

2X

Higher completion rate compared to traditional registration forms

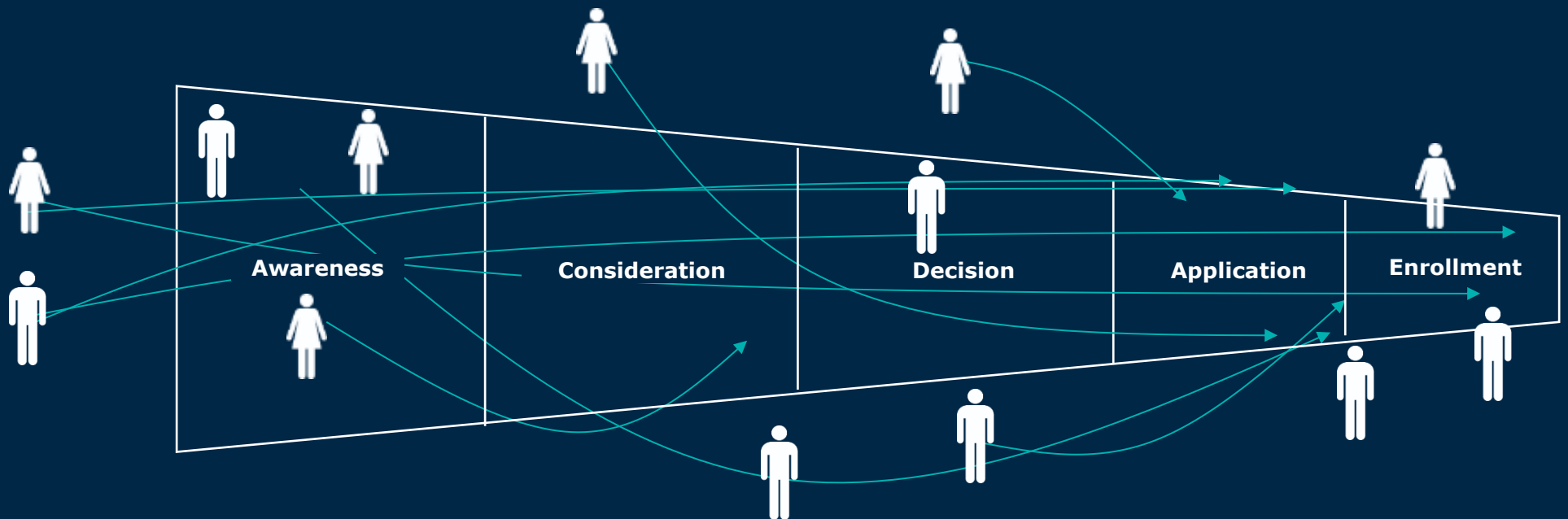


Cultivate

Customized Campaigns to Drive Students to Application

The Complexity of Engaging Graduate Students and Adult Learners

How Do You Recruit Them at Scale When Their Path Is Rarely Linear?



Key Questions Plague Graduate and Adult Learners—and Inform How They Engage with Your Funnel

What options do I have?

9 out of 10

adult learners **don't know which school** to attend when they start their journey

If I enroll, will it be worth it?

8 out of 10

adult learners cite **outcomes-driven motivations** for earning their degree

How should I spend my time?

6 out of 10

adult learners **apply to two or fewer schools**

How will I pay for school?

6 out of 10

adult learners are **worried about how they will pay for school**

Source: EAB research and analysis.

Student Journeys as Unique as Each of Your Adult Learners



Michael

Working parent seeking a promotion

Michael's Six-Month Journey

Nudging Needed for a Busy Parent



- Is served MBA U **LinkedIn** ad
- Indicates his concerns about balancing family and work in MBA U's **short survey**
- Engages with **email** about flexible options
- Gets personalized deadline **ads and emails**
- Submits his **application** but then gets busy and forgets to complete it
- Receives **text message** application nudges



Isabella

Gen Z seeking to finish her degree

Isabella's Two-Year Journey

From Online Research to Application



- Becomes aware of degree completion programs through **display ads**
- Clicks through to **Apply Advance** to explore personalized resources
- Engages with ABC U **email survey**
- Receives **self-mailer** with information tailored to survey response
- Receives application **discount offer**
- Submits **application**



Neil

Engaged alumnus looking to upskill

Neil's Ongoing Journey

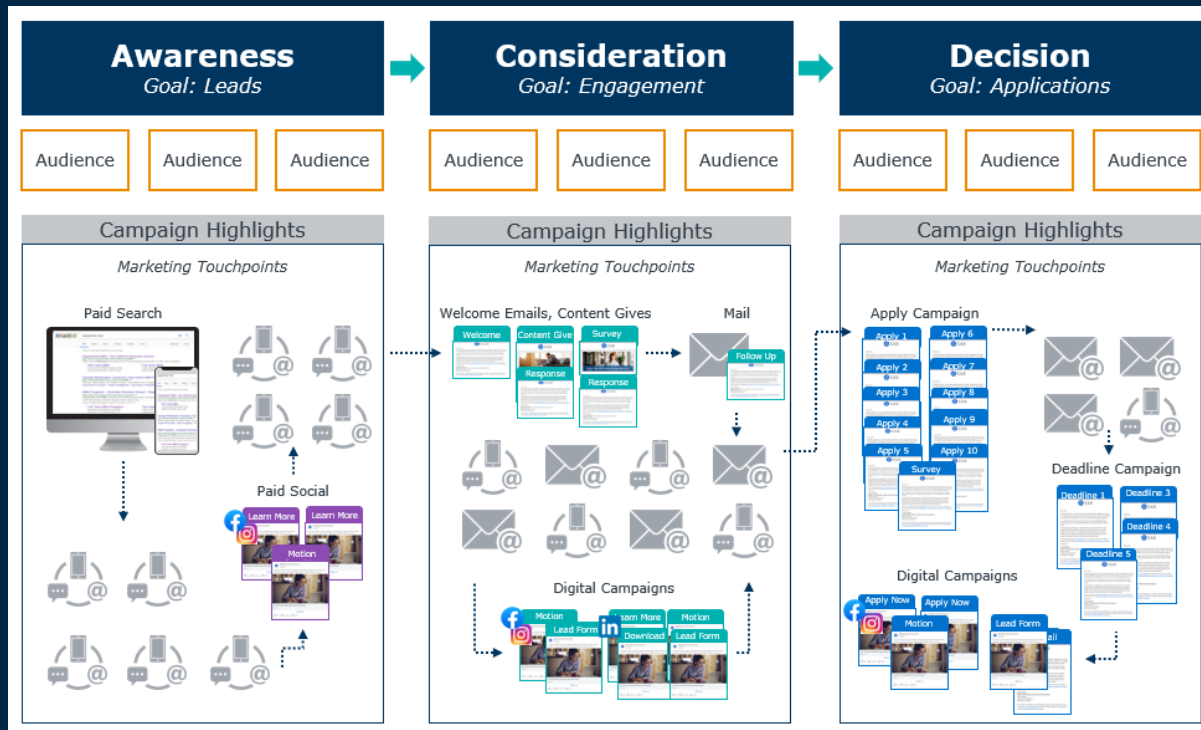
Interested, but Waiting for the Right Time



- Receives **emails** from his alma mater
- Registers for the GRE and engages with **social media ads** from his school
- Receives "good luck on the GRE" **email**
- Receives application deadline info and indicates a **future term of enrollment**
- Continues to receive periodic **email updates** from his school

■ ■ ■ ■ ■ Awareness Stage ■ ■ ■ ■ ■ Consideration Stage ■ ■ ■ ■ ■ Decision Stage ■ ■ ■ ■ ■ Application Stage

We Craft a Customized 'Student Journey'

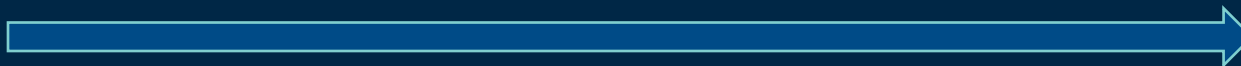


Recommendations Tailored to Your Institution's Goals

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

Campaigns Nurture Near- and Future-Term Prospects

25 months Duration of nurture campaigns



Integrated Solutions Offer Recruitment Upside

Organic Strategy

Mega-stealth shopping makes website biggest recruitment risk



Paid Strategy

Web searches a top source of information for making enrollment decisions



Campaign Strategy

Brand-powered responsive marketing that moves users from awareness to decision

Benefits of a Connected Strategy



Drive, Engage, and Capture Organic Traffic

- SEO Audit
- Content Strategy
- Embedded Lead Forms



High-Converting, Cost-Efficient Lead Generation

- Paid Search
- Remarketing
- Appily Advance



Coordinated Marketing Ecosystem

- Intent-Based Marketing
- Decision IQ
- Orchestration across channels:



Student Journey Marketing
Outperforms the Average

Campaign Response Rates

30%

Average increase in campaign response rate

Leads Generated

3x

Number of leads generated

New Content Impact

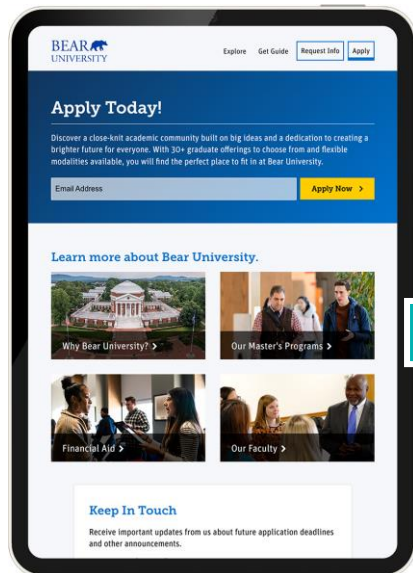
35%

of new leads engaged with new calls to action

Student-Friendly Application Critical to Ensuring Application Submission

Converting Interest to Application Requires a Streamlined Experience

Personalized Welcome Pages
Invite Students to Application



Giving Students a Best-in-Class Application Experience



Friction-Free Experience



Clear Path to Completion



Multi-platform Accessibility

- 1 Pre-populated welcome pages
- 2 Future-term deferral cultivation
- 3 Connect to .edu website information



+73%

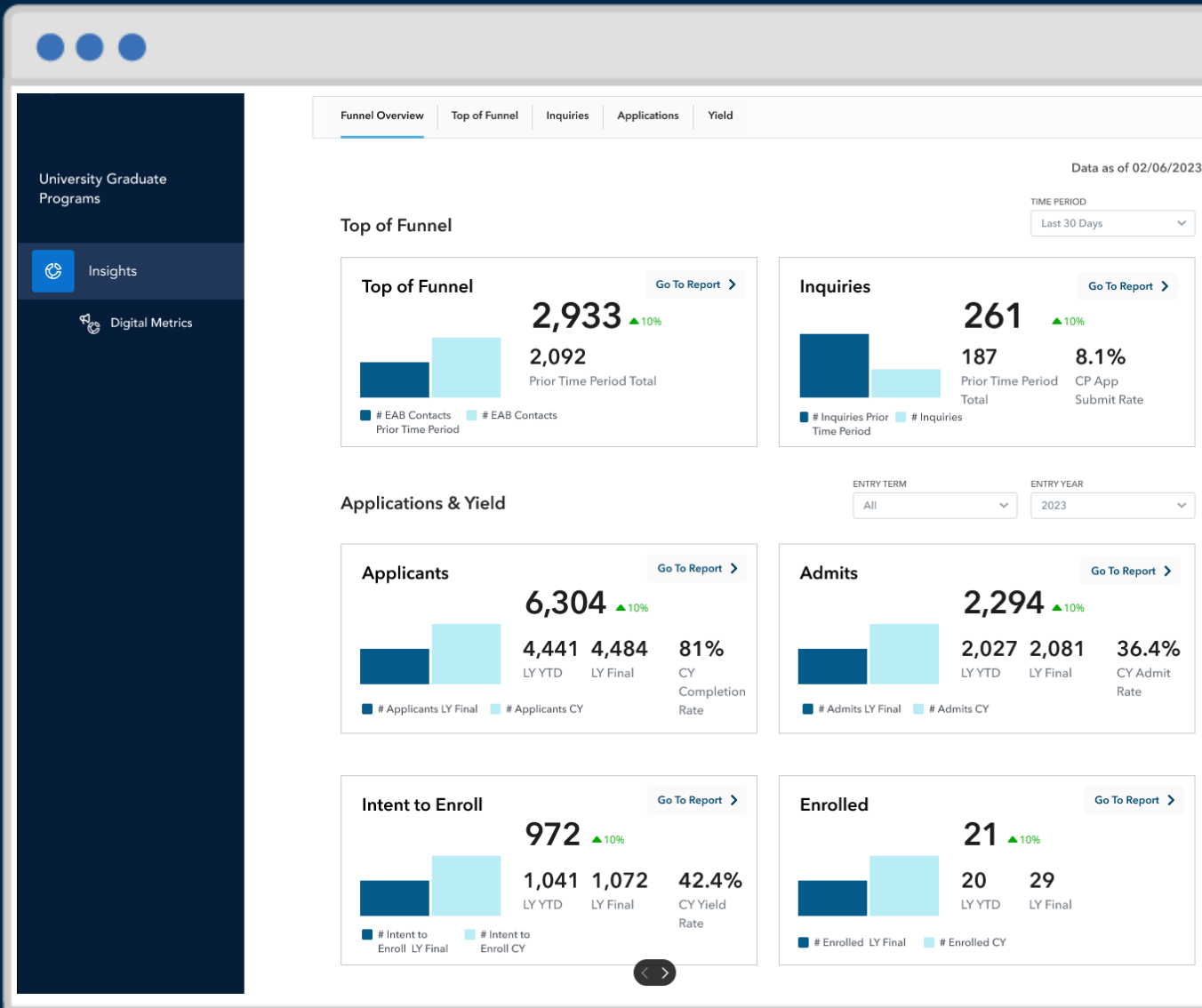
Higher application rate for partners using a custom EAB application, regardless of a prospect's level of campaign interaction

Empowering Your Team with Data and Visibility

Our Partner Portal Provides Transparent Access to Campaign Performance Data

Insights Dashboard

- ✓ **Top-of-Funnel Reporting**
View funnel conversion by audience sources
- ✓ **Future Planning Views**
Track future audiences and inquiry builds and compare to prior year
- ✓ **Full-Funnel, Year-over-Year Analytics**
We aggregate disparate data sources into one place to help you understand performance
- ✓ **Consultant Access**
Access to EAB experts for collaboration on insights and action



Empowering Your Team with Data and Visibility

Understand the Performance, Composition, and Health of Digital Marketing Campaigns

Digital Marketing Insights Report

✓ Proactively Monitor Campaign Health

View metrics such as cost, click-through rate, cost-per-click, and cost-per-mille

✓ Compare Metrics Over Time

Analyze key metrics day over day, month over month, or year over year

✓ Foster Conversation

Export digital marketing campaign data to spur conversation on campus

✓ Consultant Access

Access to EAB experts for collaboration on insights and action





Looking Ahead

Preparing for the AI-First Era

Exploring the Potential of **Generative AI**

Pilots and Tests from Our Marketing Innovation Lab



Hyper-Personalized Outreach

Data-driven segmentation



Conversational Analytics

Next-generation data-mining



Guided Experiences

User-designed virtual “tours”

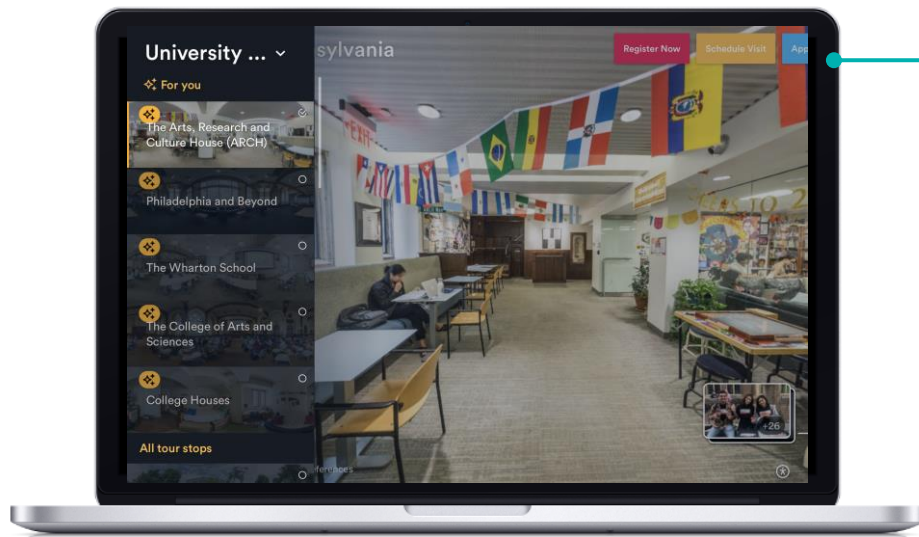


Virtual Counselor

Enhanced chatbot personalization

Meet Today's Digital Expectations with an Exceptional Virtual Visit

Leveraging AI to Deliver a Personalized, Immersive Digital Experience and Drive Student Interest



Key Components of an EAB Virtual Tour



360° photos and videos that enable exploration



Embedded videos that support visual learning



Clickable elements that encourage participation



Intelligent CTAs that encourage students to take the next step



Populate tour stops customized to a user based on their interests



Identify popular tour stops by user input and activity

Embedded across emails, landing pages, ads, and more

Virtual Tours Can Be Used to...

Increase participation in **campus visits**

Drive **out-of-state and international** enrollment

Promote specific **programs**

Support **class-shaping** and diversity goals

Improve Student Engagement

6:57 Average number of minutes spent on YouVisit grad tours, 7X more than the average webpage

Generate More Inquiries

4x Higher conversion rate among EAB graduate virtual tours than the higher ed average



Convert

Improve Yield and Retention to Maximize Enrollment Potential

Financial Aid Optimization for Graduate Schools

Our Approach



Customized Modeling

Test unlimited aid scenarios with our live simulation model. Analyses are individually tailored to your institutional profile and goals.



Self-Service Tools

Track key enrollment and student profile metrics with dashboards that enable dynamic filtering to drill down on target areas.



Expert Support

Our expert consultants are available on call to discuss your strategy, contextualize your outcomes, and support executive presentations.

Comprehensive Partnership Options

FINANCIAL AID OPTIMIZATION (FAO)		PRICING AND AID OPTIMIZATION (PAO)
Descriptive Analysis A customized, three-year historical analysis of enrollment, discount, and revenue performance for incoming student cohorts.	Policy Development Powered by the Optimization Analysis, a live simulation model is used to develop systematic criteria and comprehensive policy for awarding scholarship and aid dollars.	<i>Everything included in FAO with the addition of:</i> Program Pricing Comparison Inform your financial aid and marketing strategy with an analysis of your program's pricing compared to your top 15 competitors.
Optimization Analysis An econometric analysis that assesses the impact of each admitted applicant's total award on their enrollment probability.	Monitoring Dynamic, dashboard-based tracking of admitted applicant pool behavior, ensuring outcomes align with modeling and goals.	

Maximize Yield of Your Admitted-Student Pool

Identify Student Intentions to Triage and Target Follow-Up Outreach

1 Soliciting Applicants' Feedback

Proprietary approach to surveying applicants on their enrollment intentions (and factors influencing *why*)

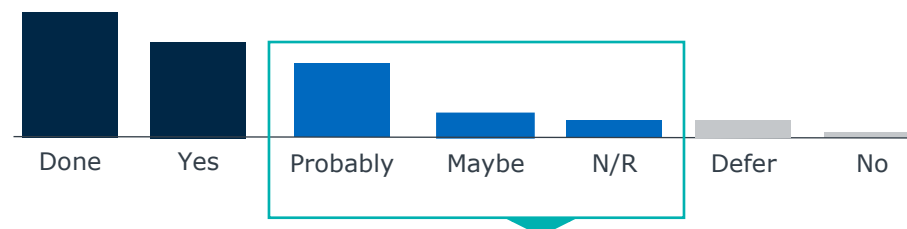


EAB's Survey Campaign

▶ **75%–85%**
average response rate

2 Predicting Who Will Enroll

Likelihood to Enroll by Response to the Question: **"Do you intend to enroll (or deposit)?"**



Customized campaigns based on each student's response

3 Improving Admissions Feedback

Online portal tracks enrollment and deposit progress by the minute



- Track performance indicators
- Discover student intentions
- Triage student follow-up

4 Boosting Competitive Intelligence

Learn from non-yielding students with customized exit survey:

- Identify key competitors
- Understand why a student chose not to enroll
- Reveal insights for more effective messaging



60%–80%

Response rate among non-enrolling admits

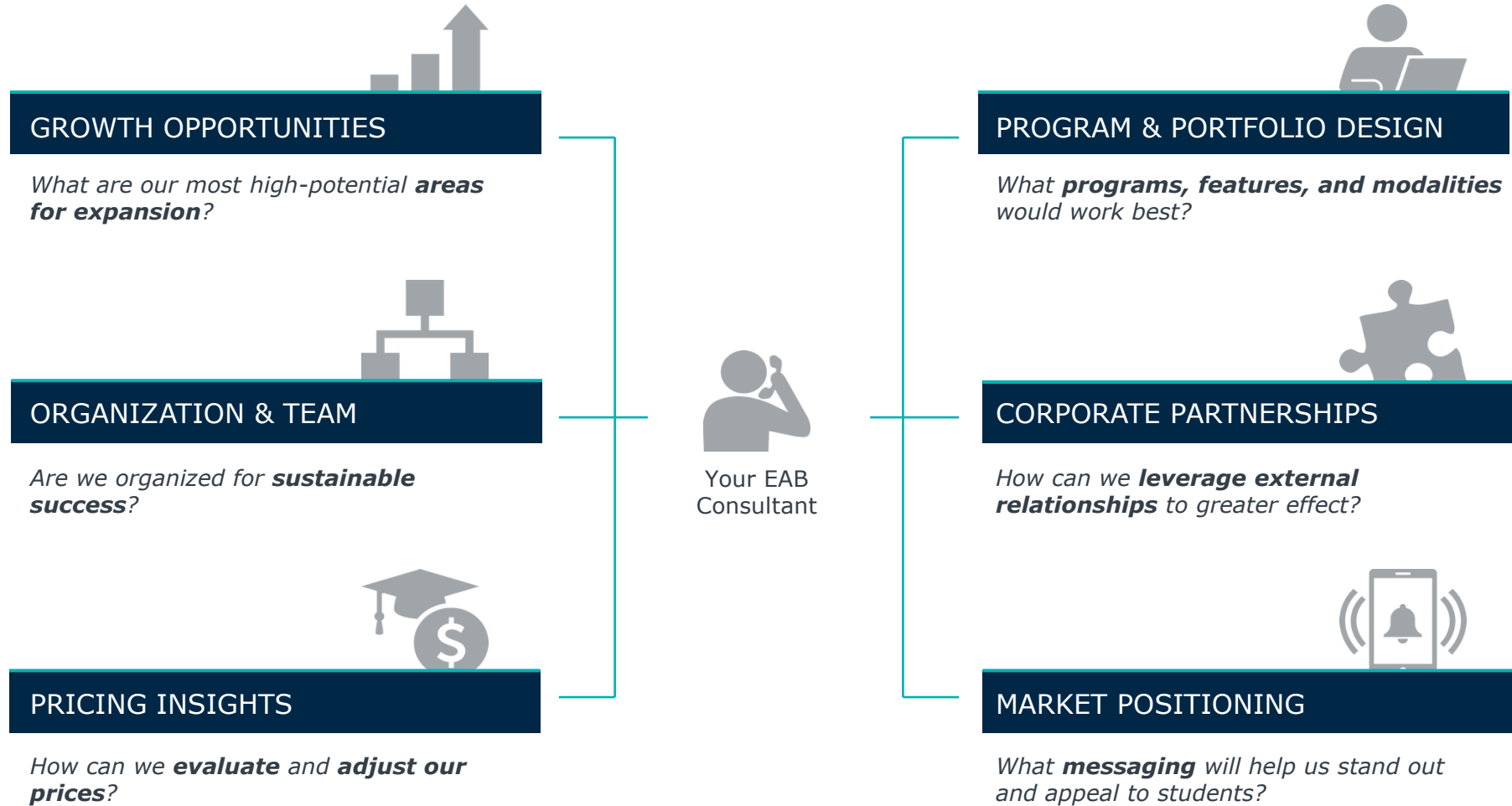


Strategize

*Identify and Build Market-Ready Programs for
Competitive Advantage*

EAB Consultations Provide Customized Guidance

On-Call, Expert Guidance Across Core Areas of Graduate and Adult Enrollment Strategy



A Library of On-Demand Resources, Unlocked on Day One

Employer
Partnerships



Marketing to Adult
Learners



Organizing
for Growth



Credential
Innovation



Online
Education

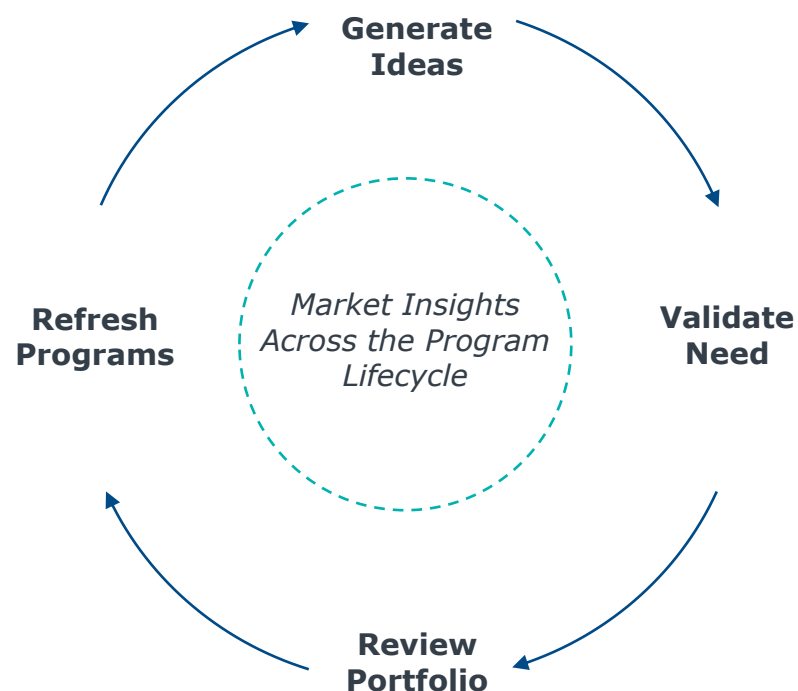


Industry
Futures

Custom Analysis to Strengthen Program and Portfolio Growth Strategy


Introducing EAB's Market Insights Service


EAB Supports Institutions at Every Stage of Growth





Rich Data Inputs and Expert Analysis Inform Every Answer


We partner with industry-leader Lightcast for real-time labor market intelligence and add analysis of:

 Enrollment and conferral trends

 Competitor program positioning

 Prospect-facing website and inquiry process audits

 BLS projections, Census data

 Peer program curricula

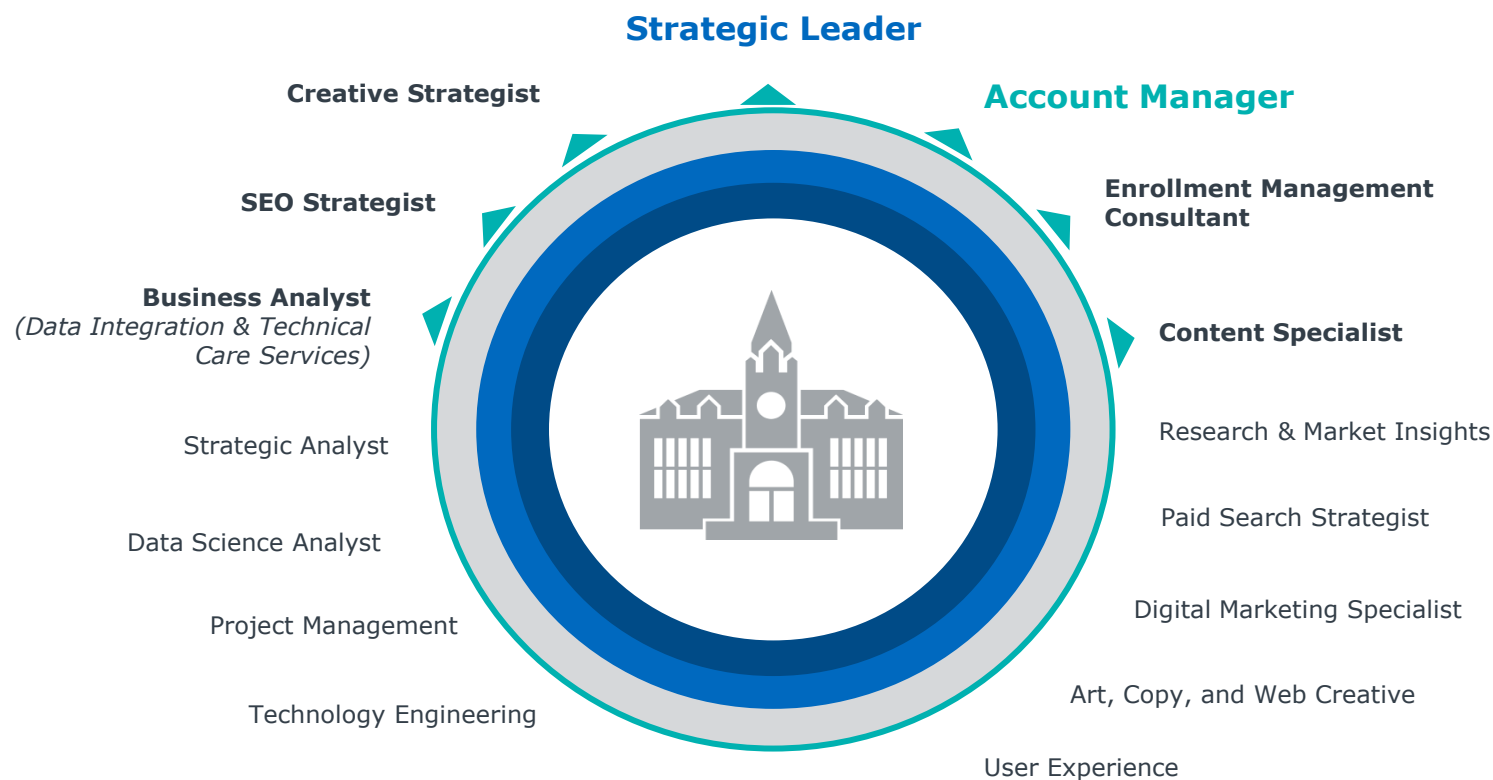
 Industry trends and literature

How EAB Can Support Your Portfolio Growth Strategy

- 1 Surface regional market-aligned program ideas with a [Market Opportunity Scan](#)
- 2 Find your market-aligned existing programs with a [Portfolio Health Check](#)
- 3 Refresh existing programs with a [360° Program Assessment](#)

Customized Support from EAB's Team of Experts

Our Multidisciplinary Team Is Focused on Your Day-to-Day Success



Our Team Has Extensive Experience in Marketing and Higher Education

40+

Marketing and analytics professionals on staff

100+

Researchers dedicated to higher education strategy

15+

Disciplines covered by EAB's team of experts

Our Growth Story

+187%

Growth of Adult Learner Recruitment team since 2017

What Our Partners Are Saying



What I've found at EAB that makes it unique to other relationships is just the complete **range of services**, the range of **industry intelligence** that the team can bring to bear, but then also the **forward thinking**. Finding that in one place is a little bit unusual. When you combine that with the **customer service approach** that the team here takes, I found it to be a powerful combination."

- Brian Englehart, *Vice President of Marketing and Communication*, Indiana Tech



Our partnership with EAB has really **transformed the landscape of what we can do.**"

- Julia Irwin, *Dean, School of Graduate & Professional Studies*, Southern Connecticut State University



I've been a sitting Vice President for more than 20 years. Every year that I've been a sitting Vice President, I've been partnered with EAB. **I don't think I could do this work without this partnership.**"

- Scott Briell, *Senior Vice President for Enrollment Management and Student Services*, Notre Dame of Maryland University



EAB's Adult Learner Recruitment **represents the leading edge of obtaining results** in a very important part of the market that is becoming increasingly competitive."

- Richard Sluder, *Vice President for Student Success*, Middle Tennessee State University



EAB can take a small school like us and **give us big school tools.**"

- Edward Soldan, *Director of Enrollment Services*, University of St. Francis

By the Numbers

200+

Partner institutions

6:1

Average ROI in one year of partnership

18%

Average graduate enrollment growth

\$2M

Average net tuition revenue influenced

Interested in More?

I'd like to speak to an EAB expert about...

- 1 Identifying online, graduate, or adult education **programs to launch or refresh**
- 2 Optimizing graduate, online, or adult education **programs for growth**
- 3 **Generating leads** for graduate and online programs
- 4 Developing **marketing campaigns** to reach and recruit graduate and online students

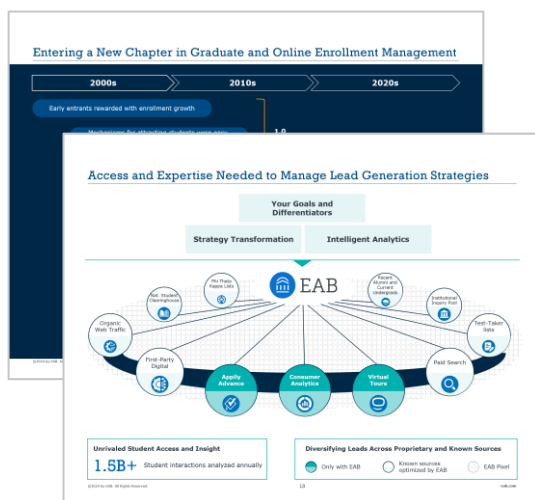
Today's Slides

Review Partner Stories

Link To Survey Findings

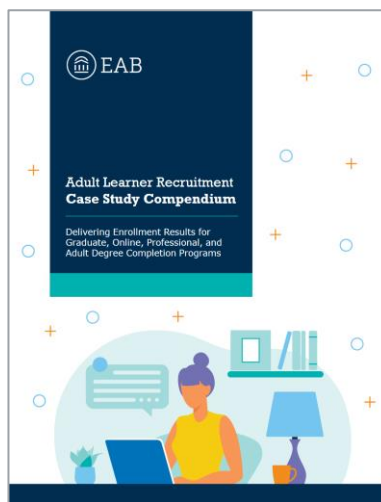
1

Receive a copy of today's **presentation slides**



2

Explore partner success stories in our **case study compendium**



3

Receive a copy of our **insight paper** for findings from 6,000+ grad and adult learners



4

Get the latest insights from EAB

Subscribe to the EAB Briefing to receive EAB's latest and most relevant content each morning

Thank You!



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EAB Adult Learner Recruitment

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Consider Our Team a Resource

Please contact us with any questions.



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ABOUT EAB

At EAB, our mission is to make education smarter and our communities stronger. We work with thousands of institutions to drive transformative change through data-driven insights and best-in-class capabilities. From kindergarten to college to career, EAB partners with leaders and practitioners to accelerate progress and drive results across five major areas: enrollment, student success, institutional strategy, data analytics, and diversity, equity, and inclusion (DEI). We work with each partner differently, tailoring our portfolio of research, technology, and marketing and enrollment solutions to meet the unique needs of every leadership team, as well as the students and employees they serve. Learn more at eab.com.