



How to Set a “Think-Bold” Recruitment Strategy

Make the Right Enrollment Investments
to Reach Your Full Potential

Enrollment Services

Today's Presenters



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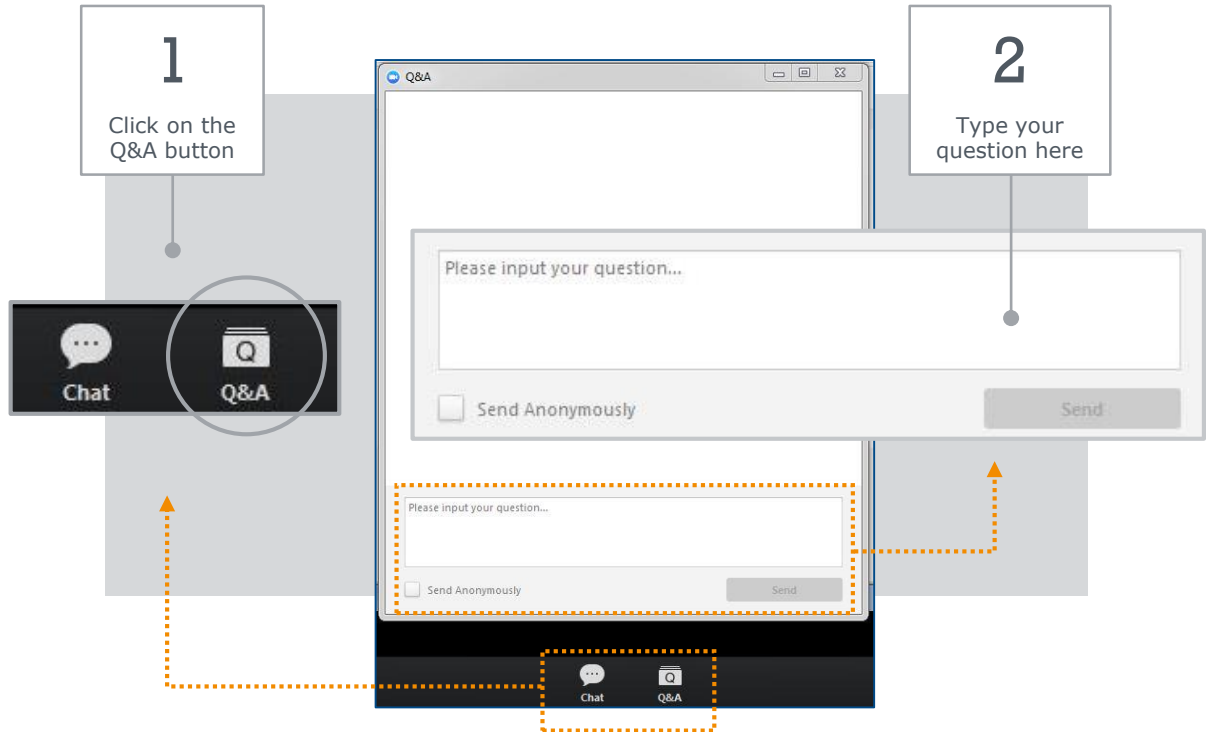
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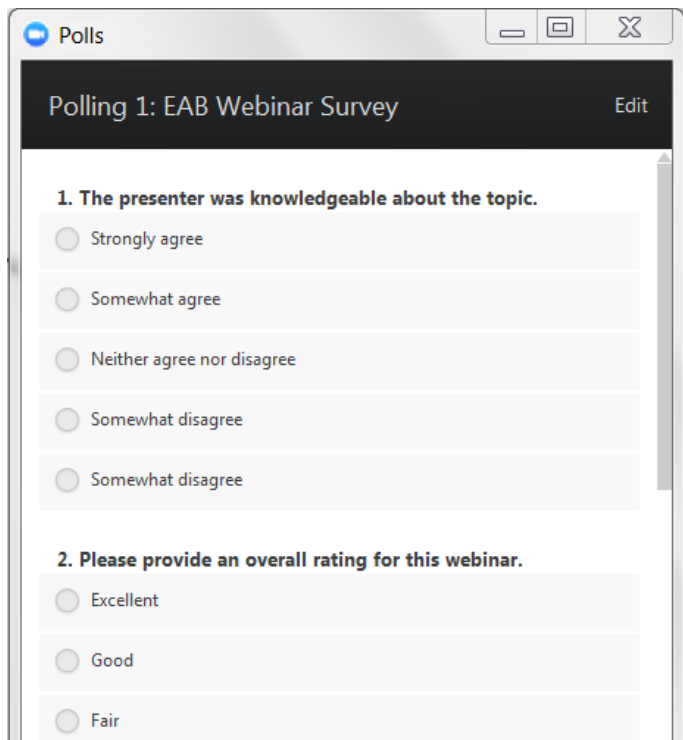
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Our **Enrollment Services** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members of the **Student Success Collaborative** use research, consulting, and an enterprise-wide student success management system to help students persist, graduate, and succeed.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

<p>1.2B+</p> <p>Student interactions annually</p>	<p>1M+</p> <p>Individuals on our student success management system</p>	<p>1,200+</p> <p>Institutions we are proud to serve</p>	<p>1</p> <p>Goal: Make education smarter</p>
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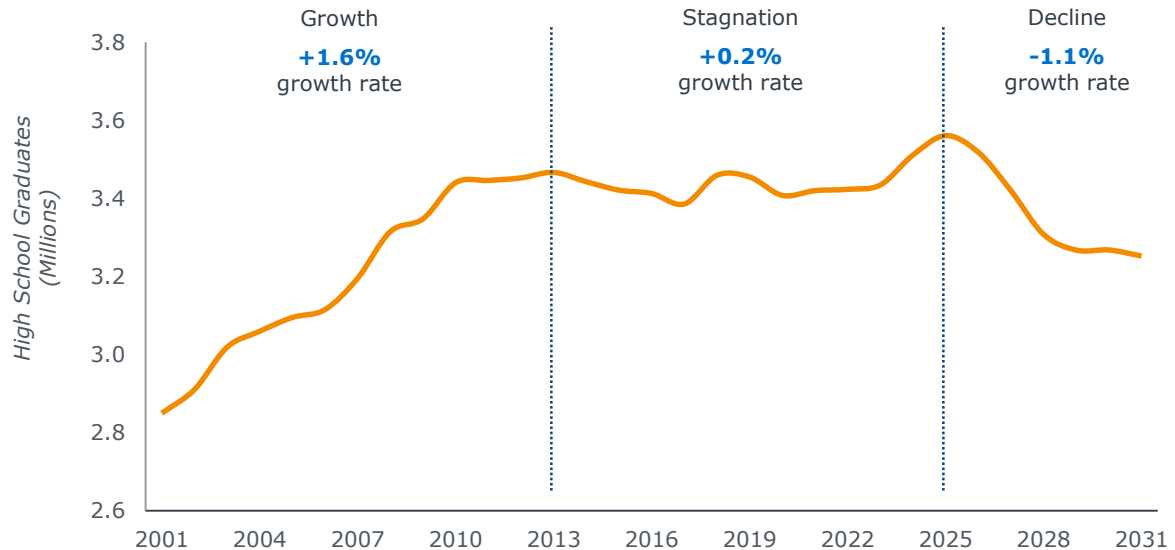


A Trend We're All Too Familiar With

Gen Z High School Graduates Won't Be Enough to Fulfill Growth Goals

High School Graduate Growth Rate Plateaus Before Decline

Number of High School Graduates and Compound Annual Growth Rates



Source: Western Interstate Commission on Higher Education (WICHE), *Knocking at the College Door*, 2016; EAB analysis.


A New Paradigm

Challenging Market Conditions Require a Shift in Mindset


Existing Paradigm

"Here's our **budget**. What kind of enrollment results can we get?"

New Paradigm

"Here are our enrollment **goals**. What will it take to accomplish them?" 

"How much are we **spending** on recruitment marketing?"

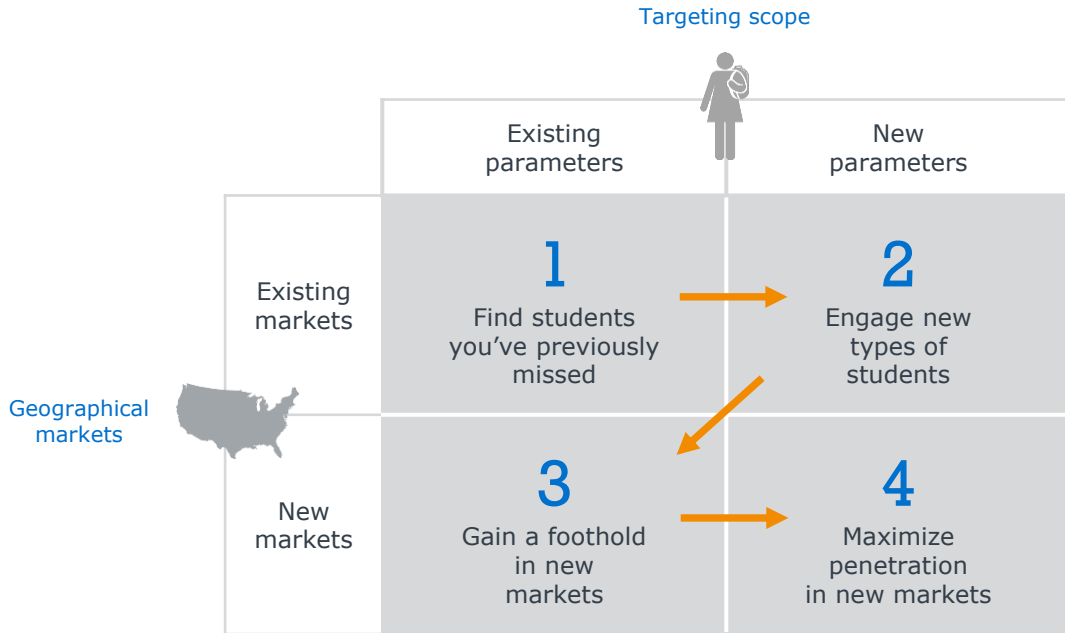
"How much **revenue** is our recruitment-marketing spend generating?" 

"How **efficient** is our recruitment-marketing spend?"

"How **productive** is our recruitment-marketing spend?" 

'First Things First' Targeting Strategy

A Comprehensive, Integrated Framework for Optimal Enrollment Outcomes



The Power of Proximity

Distance from Campus Is a Key Variable in Enrollment Outcomes and ROI

Funnel Conversion Rates by Distance from Campus

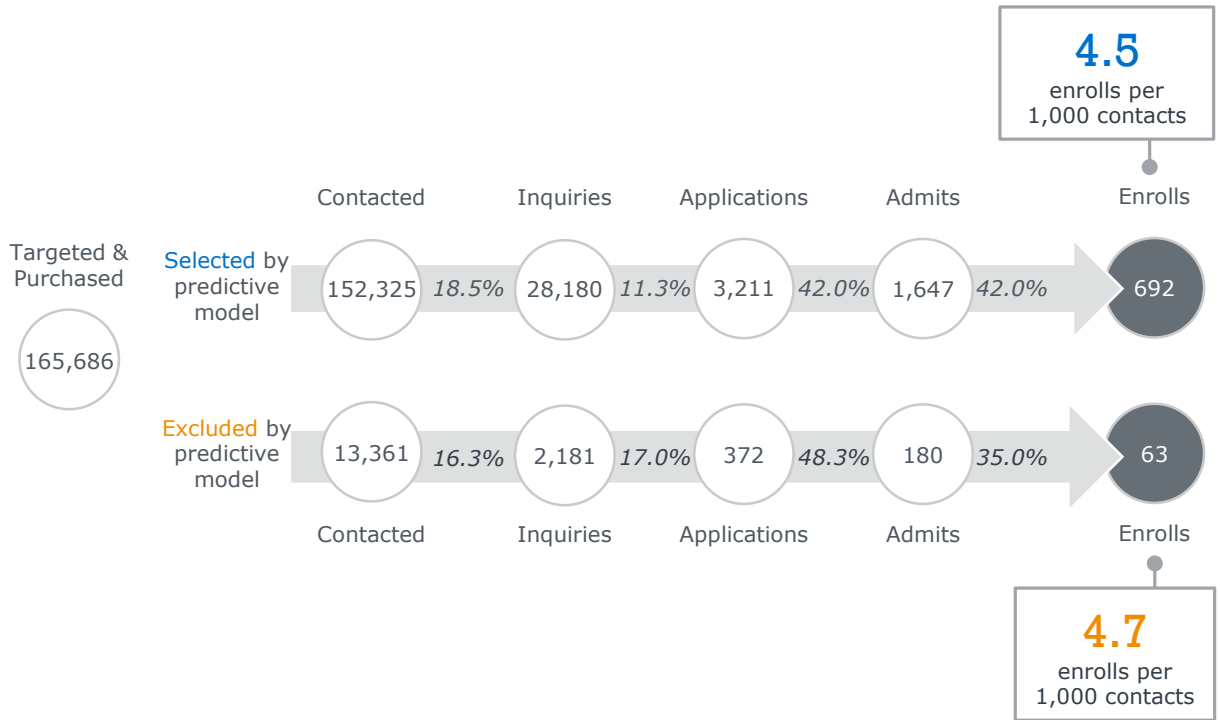
Distance (Miles)	0-25	26-50	51-100	101-200	201-500	500+
Contacted	25,000	25,000	25,000	25,000	25,000	25,000
<i>Response Rate</i>	13.9%	12.6%	12.9%	12.4%	12.4%	13.6%
Inquiries	3,475	3,150	3,225	3,100	3,100	3,400
<i>Conversion to Applicant</i>	31.3%	22.5%	19.3%	16.1%	13.9%	10.8%
Applicants	1,088	709	622	499	431	367
<i>Accept Percentage</i>	67.7%	67.3%	65.9%	62.9%	54.4%	50.2%
Accepted	736	477	410	314	234	184
<i>Yield Percentage</i>	30.3%	22.6%	20.2%	18.9%	16.4%	15.1%
Enrolled	223	108	83	59	38	28
Enrolled per 1,000 Contacts	9	4	3	2	2	1

Step 1

Make Sure You're Not Missing Students Under Existing Targeting Parameters

	Existing parameters	New parameters
Existing markets	1 Find students you've previously missed	2 Engage new types of students
New markets	3 Gain a foothold in new markets	4 Maximize penetration in new markets

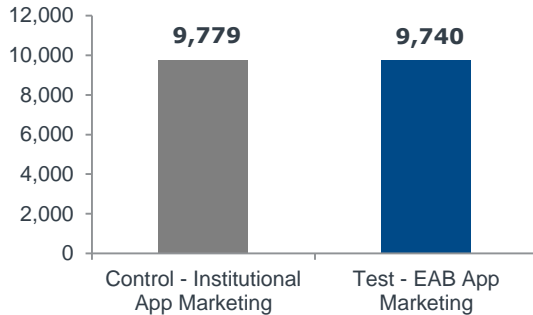
Efficiency Pursuits May Hinder Outcomes



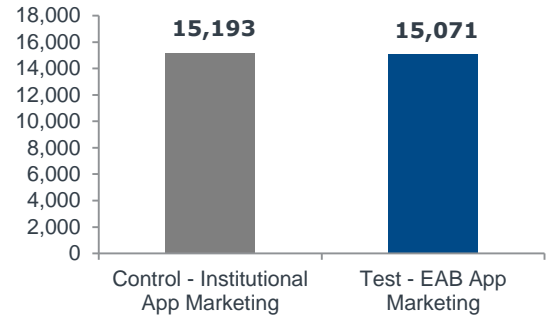
Success Hinges on Outreach *and* Conversion

Inquiry Pool Contact Quantity by Test Group

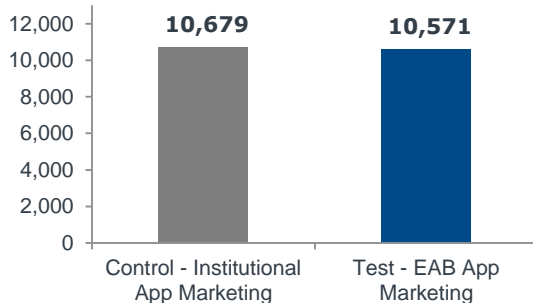
College A



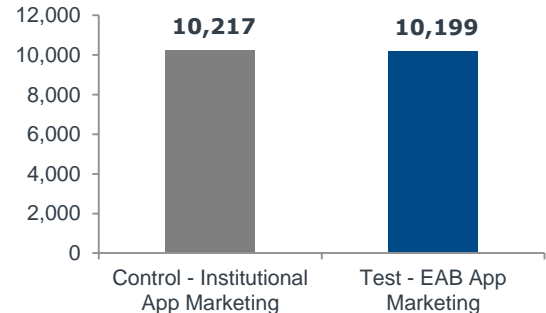
College B



College C



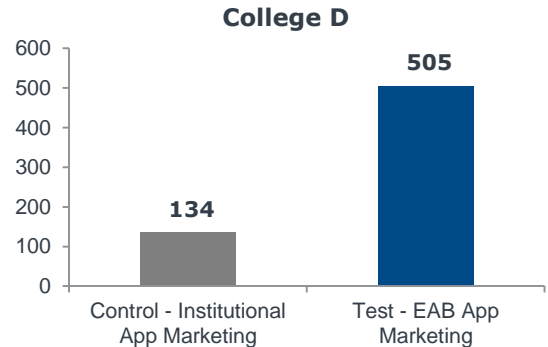
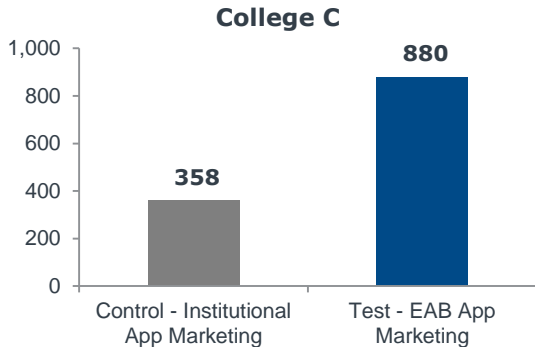
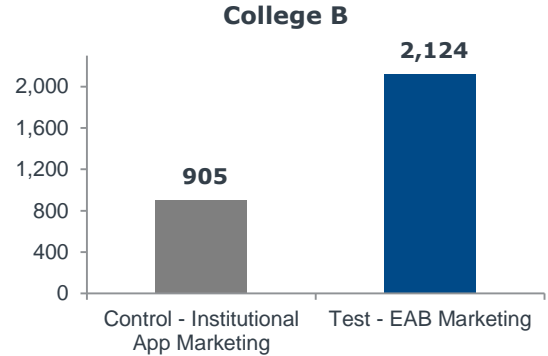
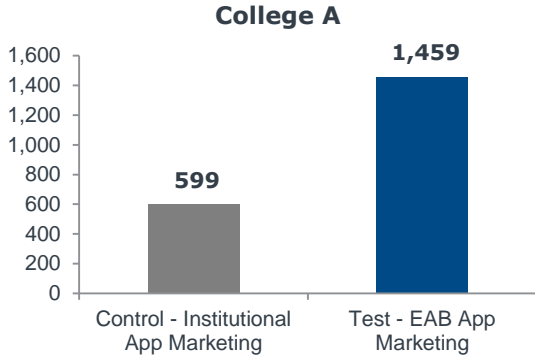
College D



Success Hinges on Outreach *and* Conversion



Applications by Test Group

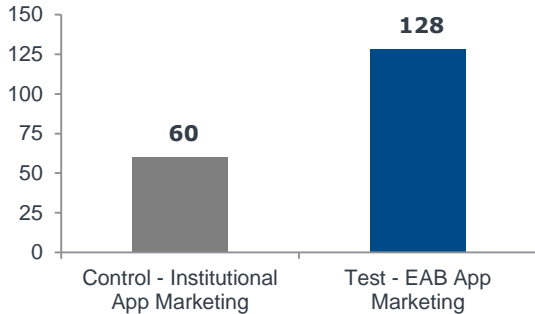


Success Hinges on Outreach *and* Conversion

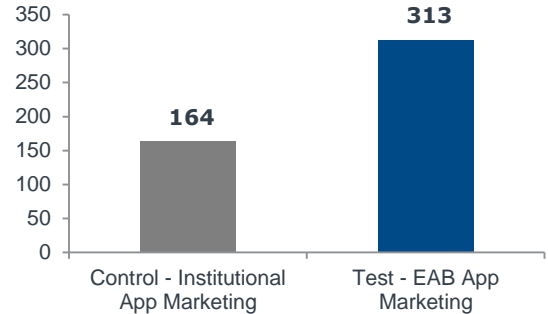


Enrollments by Test Group

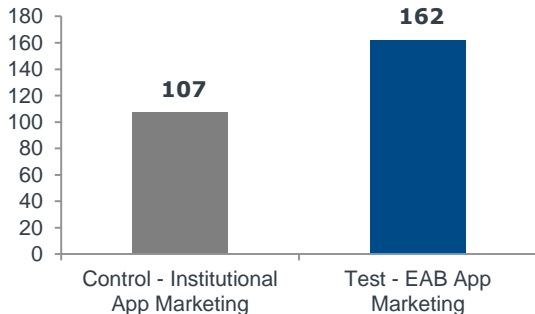
College A



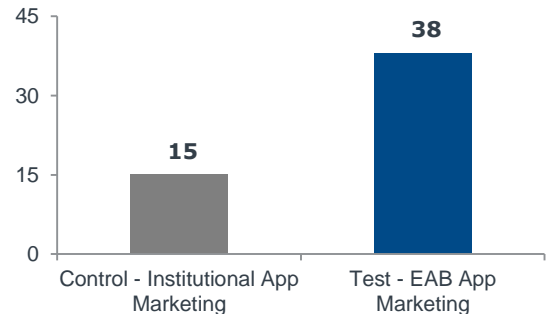
College B



College C



College D

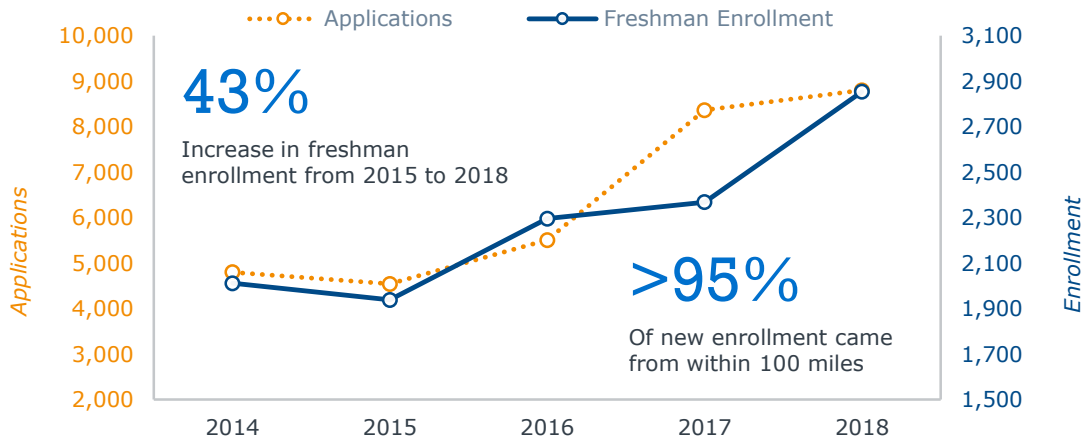


Same Markets, New Potential



Applications and Freshman Enrollment

By Entering Class Year, Mayflower State University



Search saturation

<50%

Percentage of eligible high school seniors in primary market engaged via recruitment marketing

>90%

Step 2

Adjust Targeting Parameters to Capture New Candidates

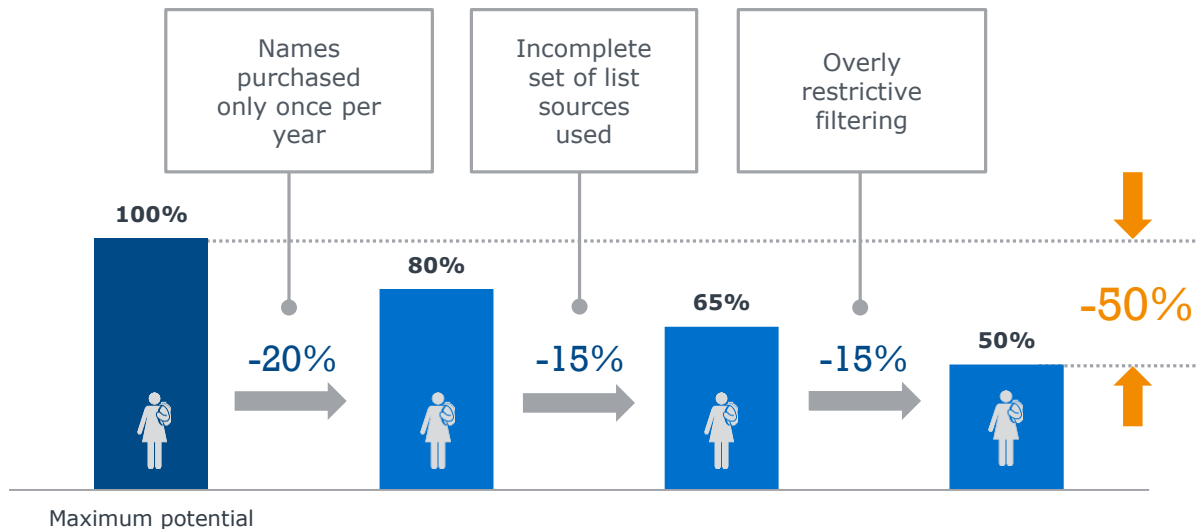
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Existing markets	1 Find students you've previously missed	2 Engage new types of students
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Tactical Elements Can Limit Full Potential



Percentage of Best-Fit Students Available for Recruitment-Marketing Outreach

Prospect-Volume Penalty, by List-Sourcing Scenario, Typical College/University

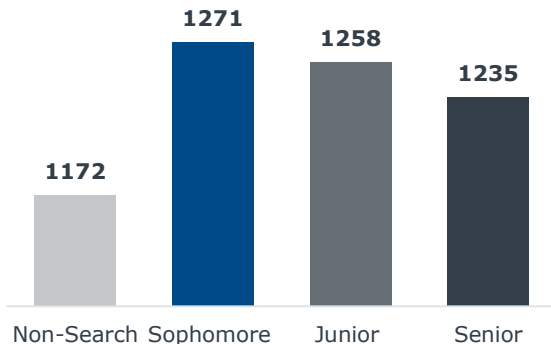


A Multifaceted Challenge

Multiple Aspects of Targeting Strategy Can Impact Full Potential

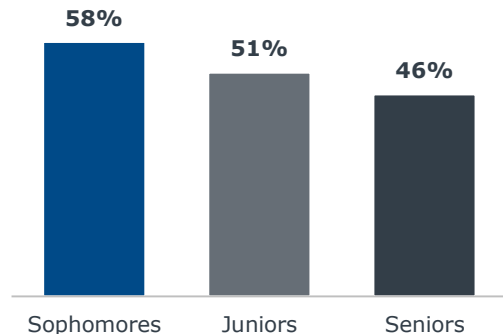
Average Enrolled SAT Score

By High School Year of First Search Contact, College A



Percentage of Students Switching Major

Between Initial Search Contact and Application, by Year First Engaged¹



1) Based on results from 36 colleges and universities studied.

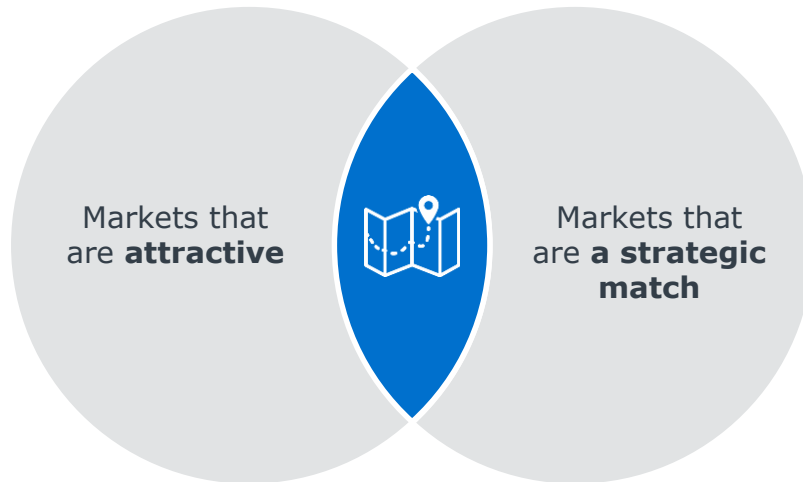
Step 3

Make Carefully Calibrated Entry into New Markets

	Existing parameters	New parameters
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Understanding Reach-Market Potential

Markets Thought of as Attractive Don't Always Make Strategic Sense



Analytics Boost Reach-Market Viability

EAB's Reach-Market Analytics Pinpoint Most Promising Zip Codes



Examples of parameters analyzed

- Selectivity
- Size
- Public/private
- Historical reach-market draw
- Location
- Reputation

- Average household income
- Average educational attainment
- Historical student-enrollment behaviors
- Average distance traveled for college
- Distance from campus
- % public versus private high schools

Examples of data sources used

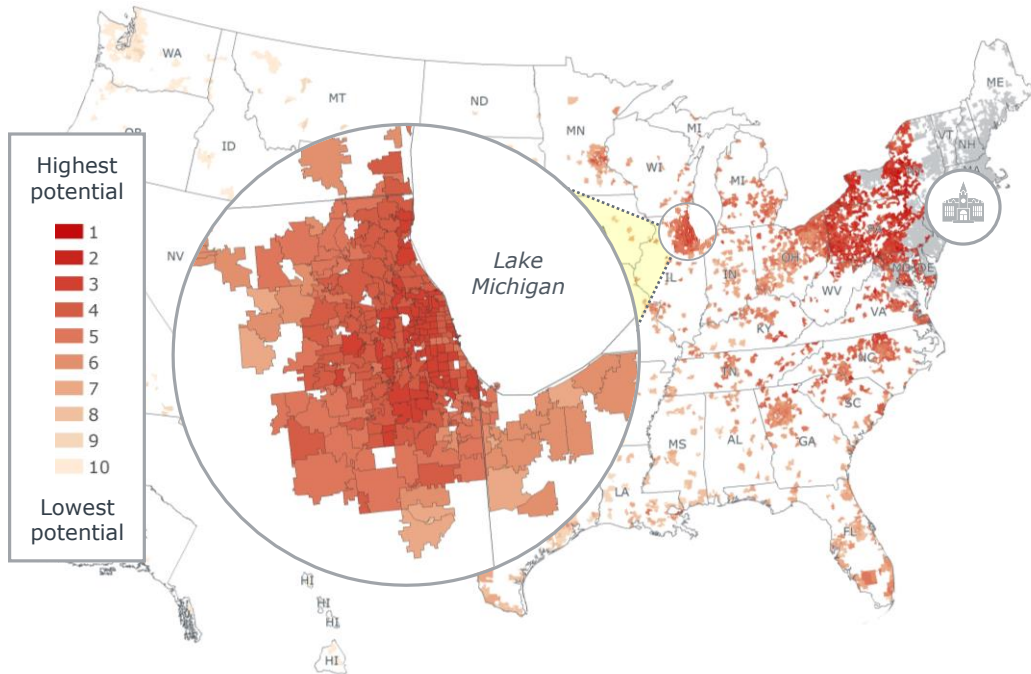
- EAB recruitment-campaign data
- Historical data from recruiting college
- IPEDS

- EAB data warehouse
- National Center for Educational Statistics
- US Census
- Third-party consumer databases

Reach-Market Analytics in Action

A School in the Northeast Assesses the Chicago Market

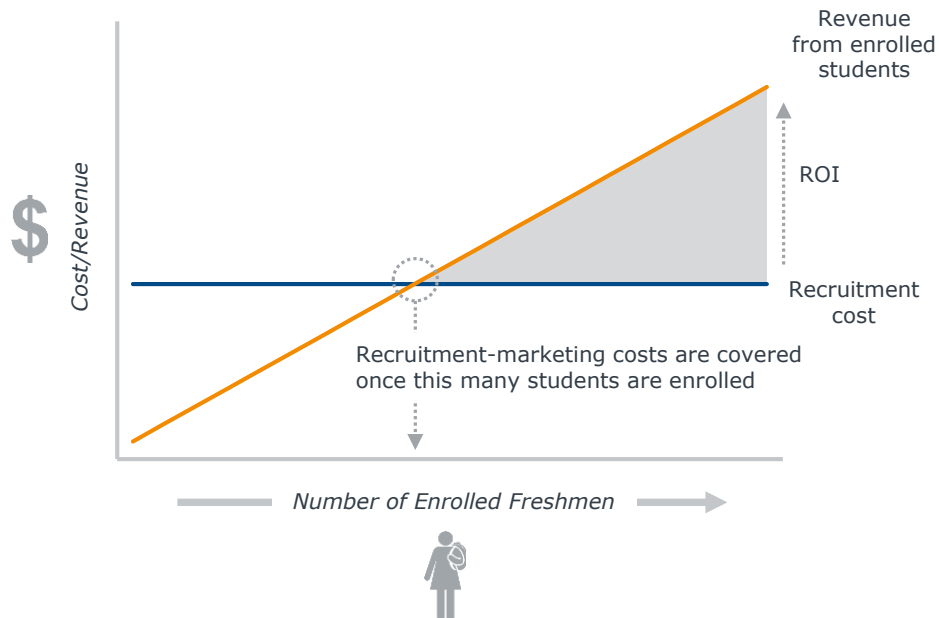
Application-Generation Potential by Zip Code



A Framework for ROI

Understanding Recruitment-Marketing Cost Relative to Revenue Impact

Recruitment-Marketing Break-Even Analysis

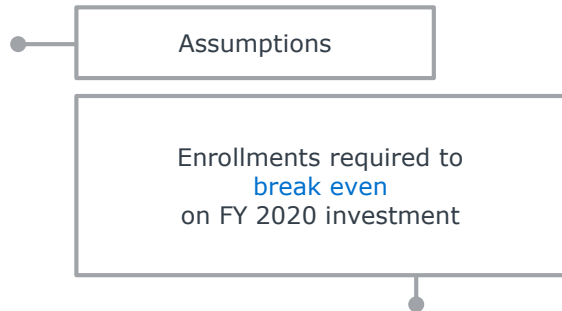


Targeting New Markets with an ROI Mindset

Assessing Incremental Enrollment Required for Different Levels of Return

Sample ROI Analysis for College A

2019–20 tuition and fees	\$42,885	
Estimated annual tuition increase	3.00%	
Estimated tuition discount rate	57.0%	
Estimated first-year NTR per enrollment	FY 2020	\$18,441
	FY 2021	\$19,564
	FY 2022	\$20,150



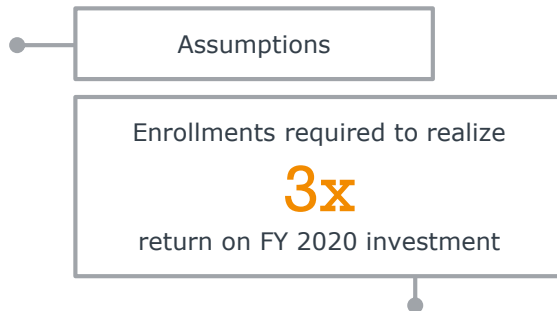
	Contact year	Contact quantity	FY 2020 investment	FY 2020	FY 2021	FY 2022
Additional markets in New York	Senior	3,000	\$8,100	0.4		
	Junior	6,000	\$14,400		0.7	
	Sophomore	4,000	\$9,600			0.5

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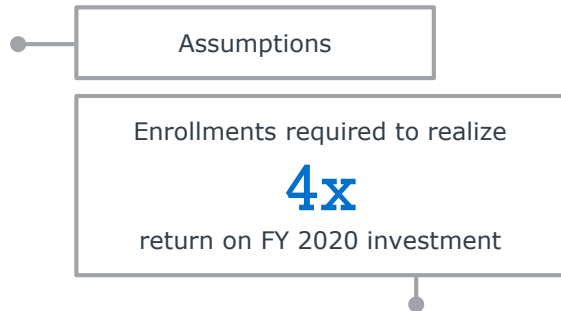
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An Integrated, Comprehensive Approach

Targeting-Strategy Framework for Optimal Enrollment Outcomes

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Transformative Results

A Change in Mindset Can Deliver Striking Impact for All Types of Schools

		Change in first-year:		
		Enrollment	NTR (Total)	ROI
College A	Midsize university in the West	+14%	+19%	5:1
College B	Highly selective university in the Northeast	+34%	+35%	15:1
College C	Midsize private university in the South	+34%	+61%	10:1
College D	Small private college in the Mid-Atlantic	+66%	+80%	7:1



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