

Overcoming the 6 Barriers to Graduate and Adult Enrollment Growth

We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

1,900+ Institutions served

4.1 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

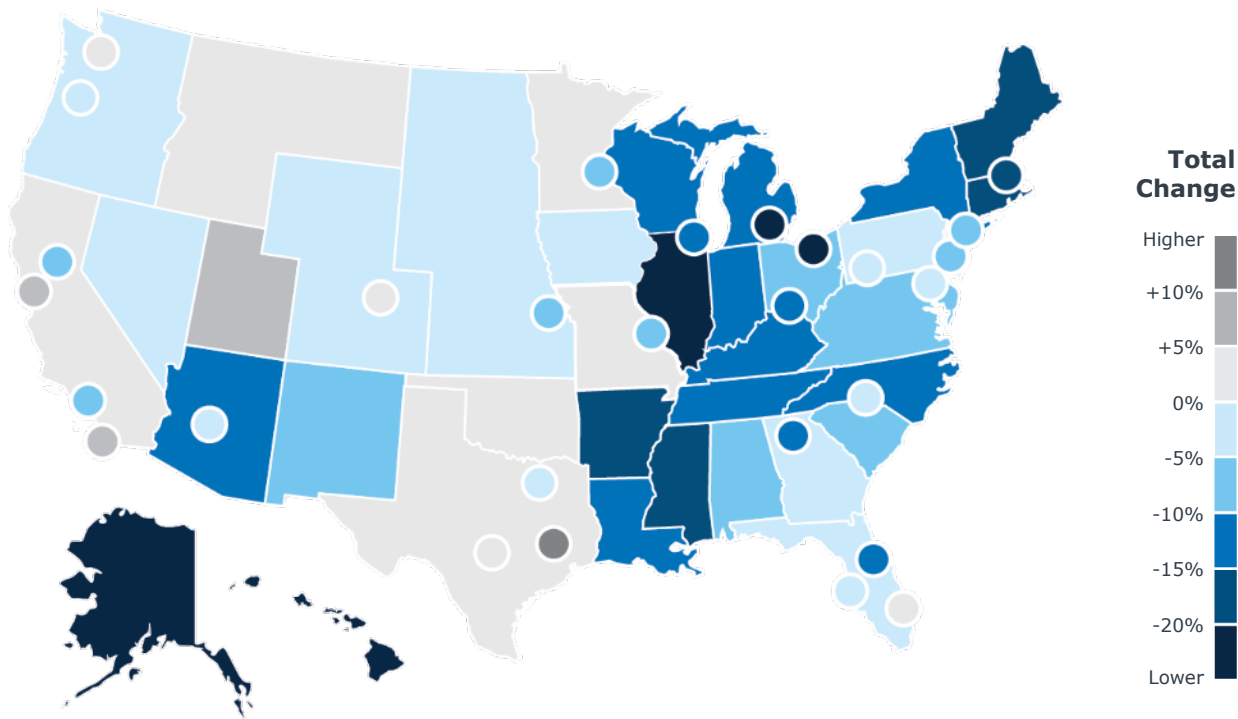
➤ Support and graduate more students



➤ Prepare your institution for the future

Undergrad Populations Will Continue to Contract

Change in Americans Predicted to Attend College, **2019 to 2029**

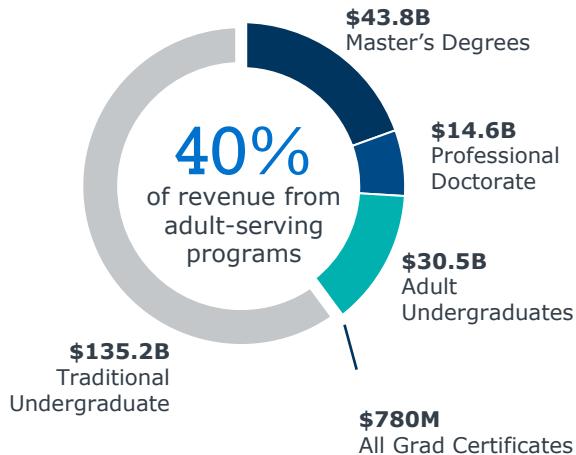


Source: Grawe, *Demographics and the Demand for Higher Education*, 2018; EAB analysis.

Driving a Growing Dependency on Adult Programs

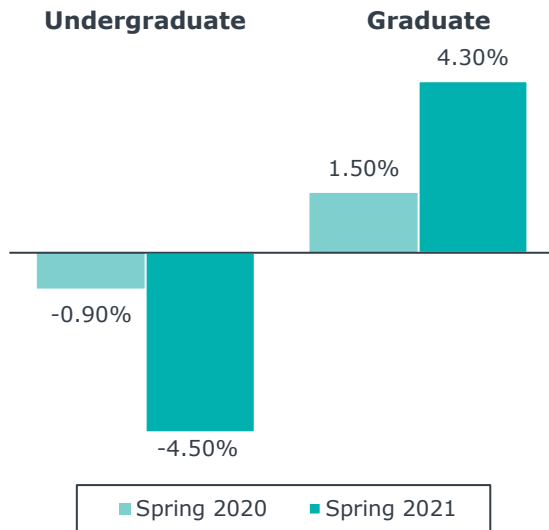
Adult Learners Make Up a Large Share of Total Higher Ed Tuition Revenue

Higher Ed¹ Gross Annual Revenue², 2019



Graduate Enrollment Is One of the Few Growing Segments

Spring Enrollment Trends, 2020 and 2021



Sources: <https://nscresearchcenter.org/stay-informed/>, Spring 2020 Enrollment as of Feb. 11; Source: IPEDS Data Center, *National Center for Education Statistics, 2020*; "Postsecondary Institution Revenues," *NCES The Condition of Education, 2018*; EAB interviews and analysis.

1) Bachelor's degree-level and above
 2) Tuition discounts not included in analysis
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However, Your Future Adult Growth Is Not Guaranteed

Many Institutions Are Setting Aggressive Growth Goals...

75%

Of strategic plans list graduate or adult education as a priority¹

15%

Average revenue growth goal for Deans of Professional and Adult Education²

...That Are Out of Touch with Current Market Projections

<1%

Average annual graduate enrollment growth projected by NCES, 2021-29

How Do You Grow the Pie?



Increase the number of students



Get a larger share of the market

1) Based on EAB review of 36 randomly selected strategic plans representative of different institutional types.

2) Gross annual revenue

The Barriers You Must Overcome to Grow Adult Enrollment



Prioritizing
Areas for Growth



Organizing
for Growth

A Maturing Market Requires Smart Decision-Making

Entering the Era of Smart Growth



Enrollment Leaders Must Consider Many Factors

- ✓ What current programs have the most growth potential?
- ✓ What should we move online?
- ✓ How do we design our programs to be competitive?
- ✓ What budget will we need?
- ✓ How will we measure return on investment?
- ✓ What kind of org structure will best serve our institution?

The Barriers You Must Overcome to Grow Adult Enrollment





The Challenges of Recruiting Adult Prospects

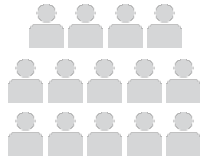
Adults Are a Comparatively Large and Diffuse Market

Anytown, USA, 10,000 Residents



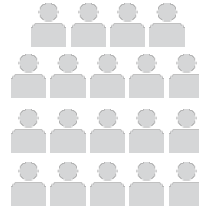
184

High school seniors



435

Aged 25-34 with **no college**



568

Aged 25-34 with **some college or associates**

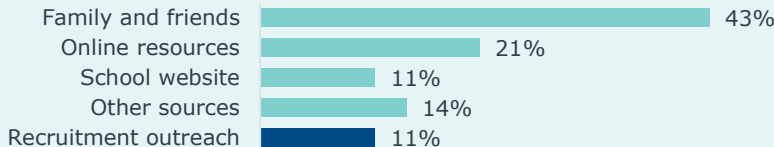


449

Aged 25-34 with **a bachelors but no grad degree**

Current Tactics Aren't Reaching Them

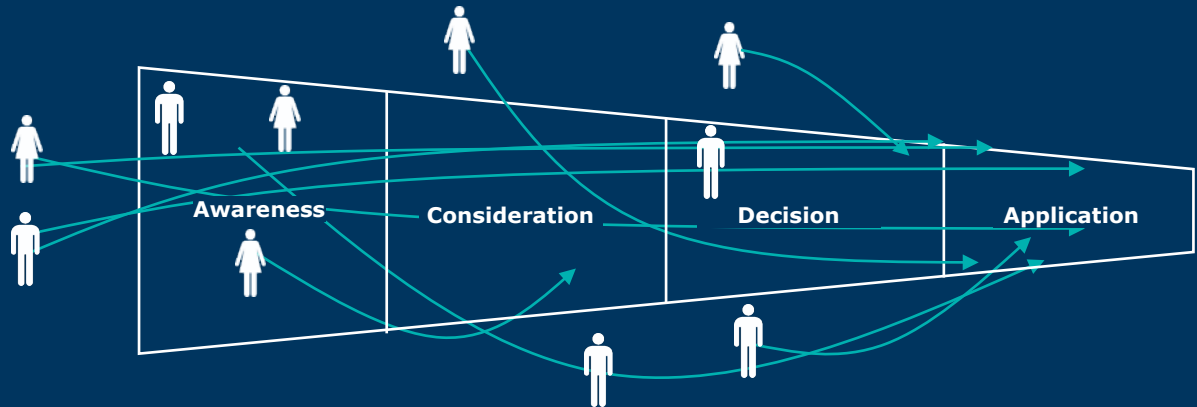
Where Did Adults First Learn About Their Program? EAB Student Research Survey





The Complexity of Engaging Adult Learners

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



Key Questions Plague 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?

7 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**

The Barriers You Must Overcome to Grow Adult Enrollment

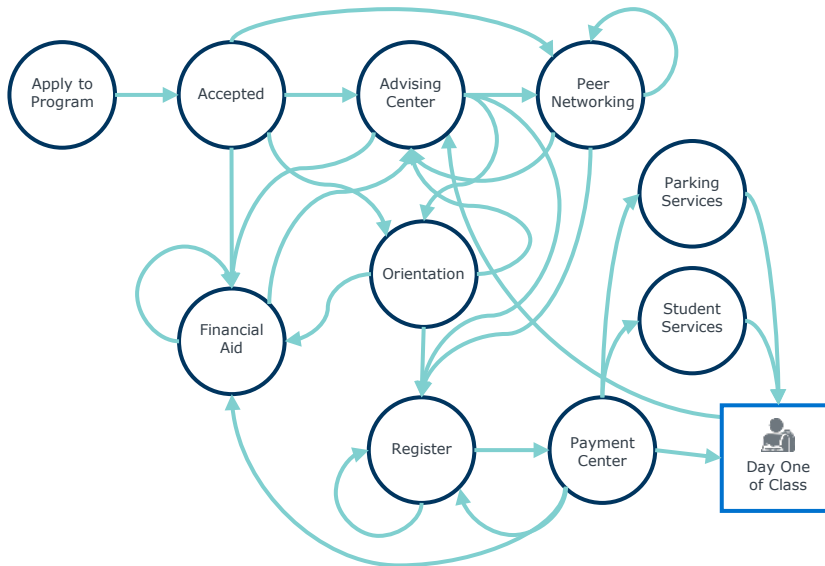


Simplifying the Experience

Online Tools Help Students Navigate Complex and Virtual Campuses

A Case Study in Confusion

Why Is It So Hard to Get to the First Day of Class?



Students face many confusing journeys

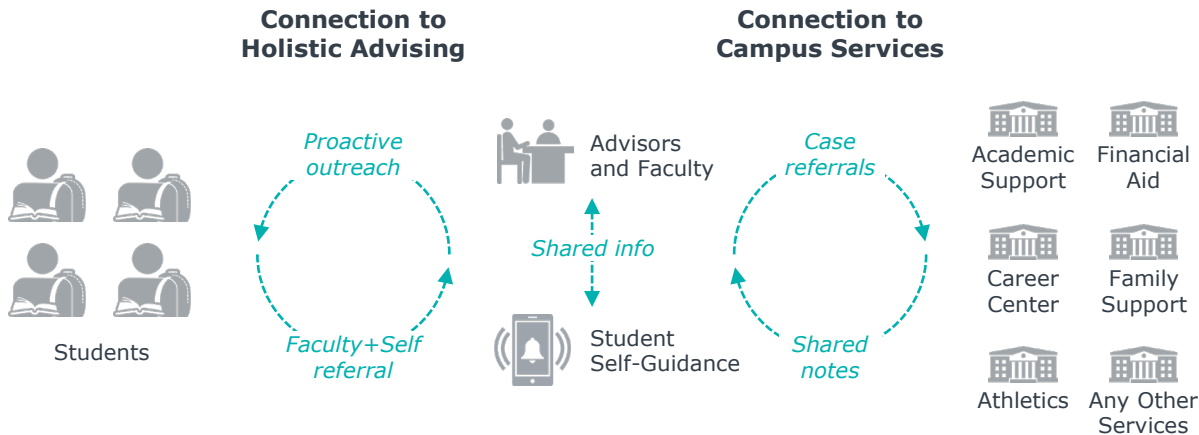
- Onboarding
- Orientation
- Academic advising
- Financial Support
- Belongingness and community




Increase in use of Navigate student self-guidance tools across 2020

Building a Coordinated Care Network


Institutions Must Do a Better Job Connecting Graduate Students to Services




Data to Support Continuous Improvement



Data on student needs, barriers, attitudes, and performance



Data on appointments, communications, and other interactions



Data on the accessibility, scope, and impact of support services

The Barriers You Must Overcome to Grow Adult Enrollment



Adult Learner Recruitment

A Strategic Enrollment Solution

15

Strategic
Portfolio and
Market
Planning



Audience
Generation
and Targeting

Intent
Marketing for
the Student
Journey

Yield and
Enrollment
Management

Program
Review and
Optimization



Data and Consumer Analytics at Scale

1.5B+

Student interactions
analyzed annually

100+

Data and analytics
experts on staff

500+

Field marketing tests
performed annually

7,000+

Custom market demand
briefs completed

A Library of Research and Resources Unlocked on Day One

16

Access to **Professional and Adult Education** Forum Support

Robust Resources and Deep Research-Based Expertise

 **350+**

Case studies and
best practices

 **40+**

Strategy reports

 **200+**

Implementation
and strategy tools

Our Library Includes Research On:

Employer
Partnerships



Marketing to
Adult Learners



Organizing
for Growth



Credential
Innovation



Online
Education



Industry
Futures

Services, Events, and Resources to Keep You Informed on the Industry

- Annual Executive Roundtables
- Industry Updates
- Organizational Benchmarking Consults
- EAB Market Insights
- Implementation Toolkits
- Facilitated Networking

Partner Events and Resources

Access to Cohort Events, Customized Workshops, and Research

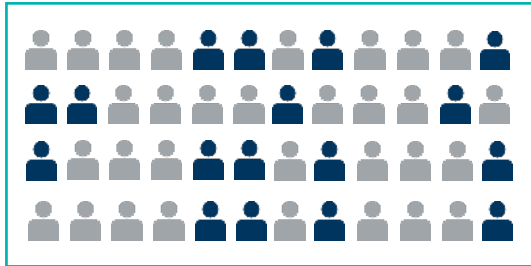


Our Multipronged Approach to Targeting

Expand Your Reachable Audience and Target Right Fit Students Early

70% of adult learner applicants are **stealth applicants**

EAB's Multi-Part Approach to Generating Your Best Audience



**High Affinity
Consumer Analytics**

200M+

*US consumers in EAB's
proprietary database*

**Test
Takers**

550K+

*Names purchased by
EAB last year*

**Young Alumni and Undergraduates
Institutional Inquiry Pool**

1M+

*Contacts engaged in
application process*

**First-Party
Digital Targeting**

106 M+

*Impressions of
display advertising*

**Unique Pilot
Opportunities**

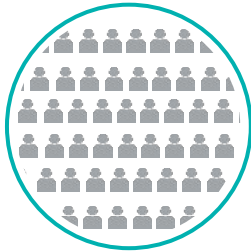
72K

*Phi Theta Kappa
members*

How Consumer Analytics Support Your Strategy

Our Approach Fuels Persona Development and Audience Generation

Historical Students

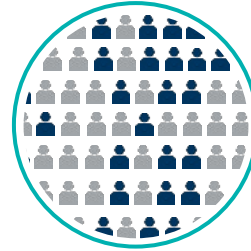


Basic contact information such as gender and age

Historical Students in National Consumer Database



Analyze and Match Using Machine Learning



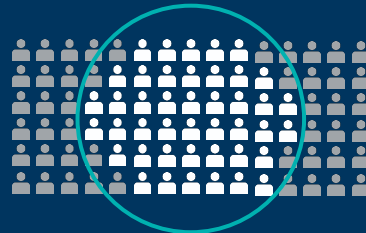
Isolate characteristics of high affinity prospects from a database with 200 million consumers and 115+ variables

Augmented Student Profiles

Analytics reveal important student profile insights based on key characteristics of historical high-affinity students, including:

- ▶ Demographics
- ▶ Psychographics
- ▶ Lifestyle characteristics

New Right-Fit Prospects to Target



Your Unique Audience Insights Inform Marketing



1

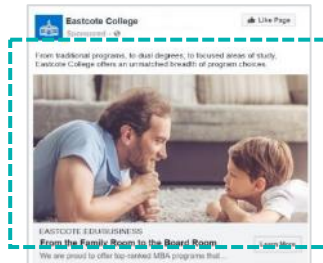
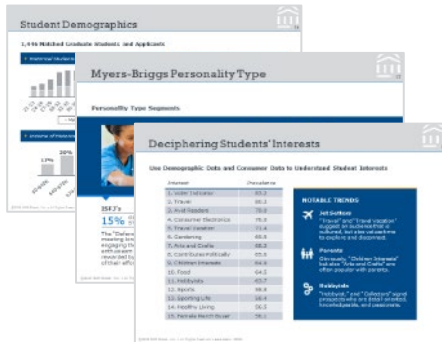
Develop Data-Driven Student Profiles

We start with a detailed understanding of your student audience, which informs our marketing creative and strategy.

2

Embed Insights into Campaigns

We leverage insights about your school's unique student populations to craft campaigns that resonate.



Data-Driven Digital Ads

- Image of family appeals to busy parents, specifically males
- Copy acknowledges work-life balance, "From the Family Room to the Board Room"



113%

Increase in click rate when EAB Custom Consumer Student Insights applied

Three Adult Learner Journeys



Jonathan

Working parent
seeking a promotion

Jonathan'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



Jeremy

Degree completer
pursuing his passion

Jeremy's Two-Year Journey

From Online Research to Application



- Becomes aware of degree completion programs through **display ads**
- Researches programs online across the next year, receiving **display ads** on several networks
- Downloads **content give** on LinkedIn
- Engages with ABC U **email survey**
- Receives application **discount offer**
- Submits **application**



Stephanie

Engaged young alumna
looking to upskill

Stephanie's Ongoing Journey

Interested, but Waiting for the Right Time



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

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

Jonathan — Busy Lifestyle Requires Nudging



Jonathan, Working Parent Seeking to Upskill

Jonathan is concerned about his job security. He believes that an advanced degree will help him ensure a better financial future for his family, but balancing school, family, and work is a real challenge. He needs the right assurances and motivation and to take the next step.

Jonathan's Six-Month Journey



MBA University targets Jon on LinkedIn given career profile.



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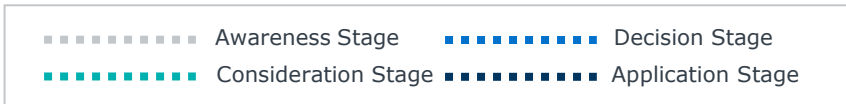
Jonathan's Six-Month Journey



MBA University targets Jon on LinkedIn given career profile.



Jon takes MBA U's quick survey—shares his concerns with balancing family and work.



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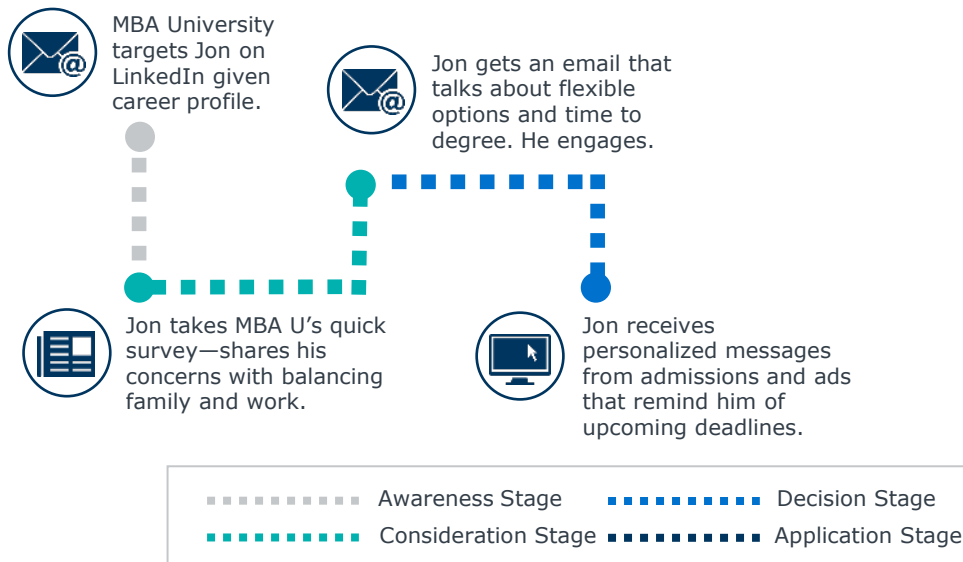
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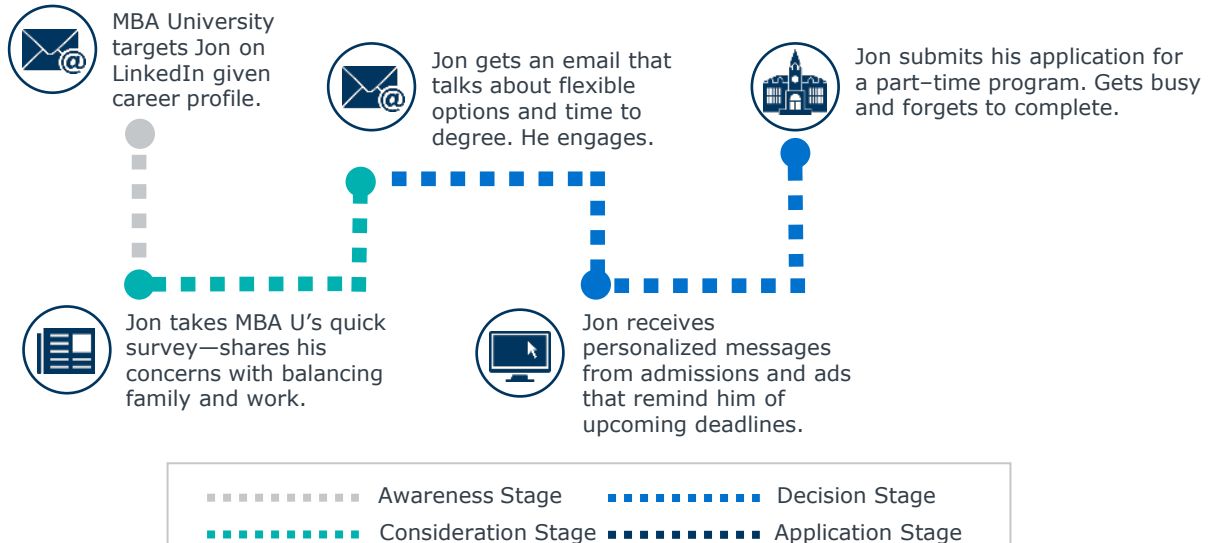
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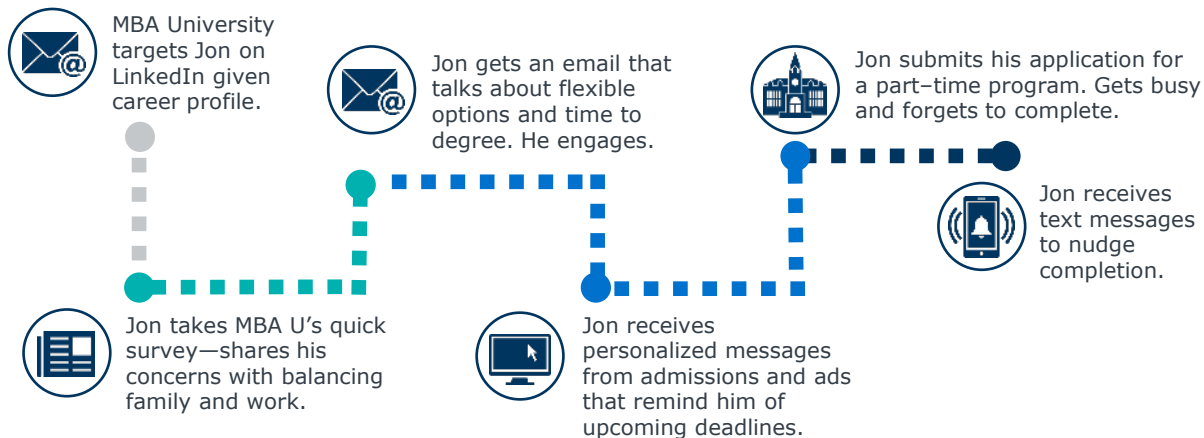
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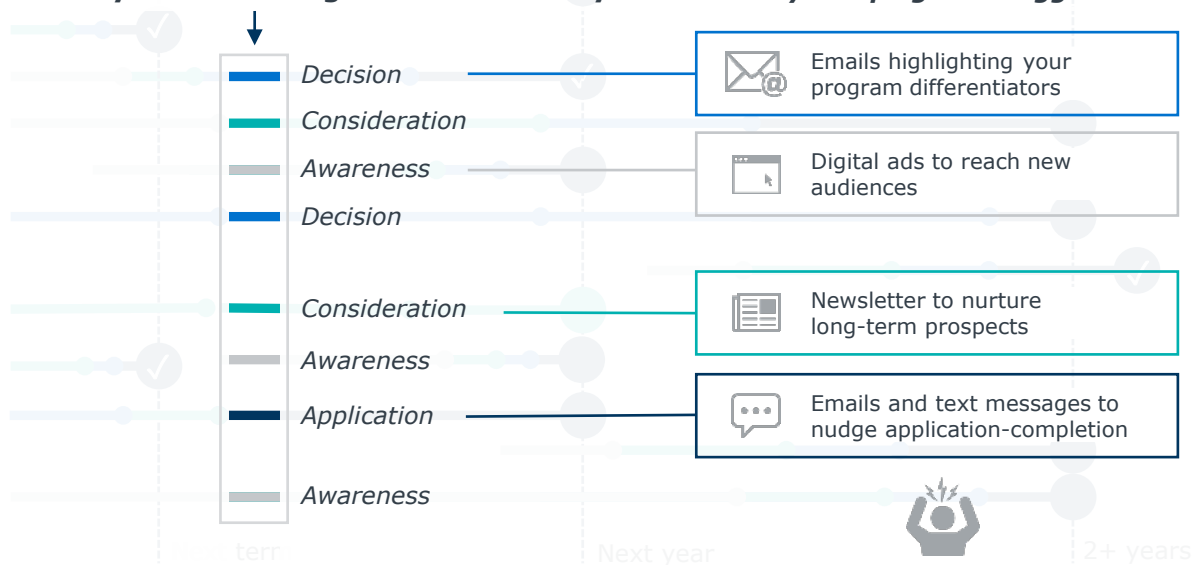
- Awareness Stage
- Decision Stage
- Consideration Stage
- Application Stage

Evergreen Marketing for Adult Learners

The Many Paths Your Enrolling Students Will Take Across the Next Two Years

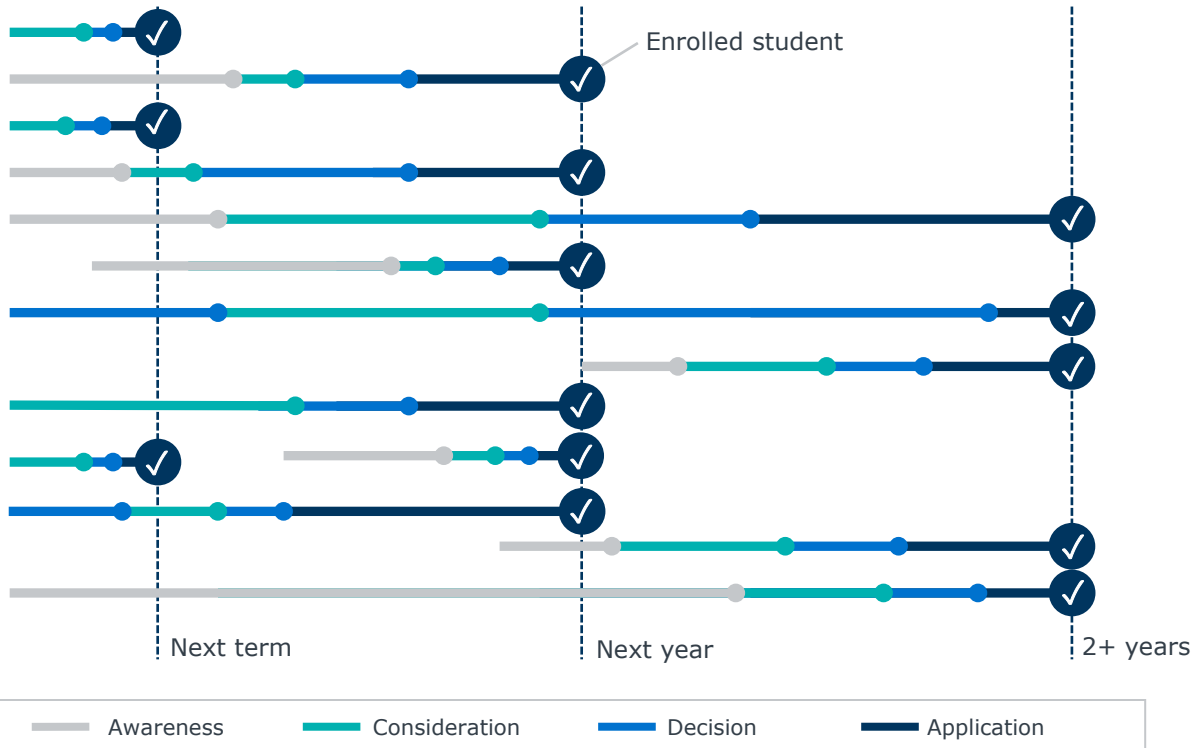
You need to be successfully engaging prospects **at many different stages simultaneously**

Many Campaigns to Juggle

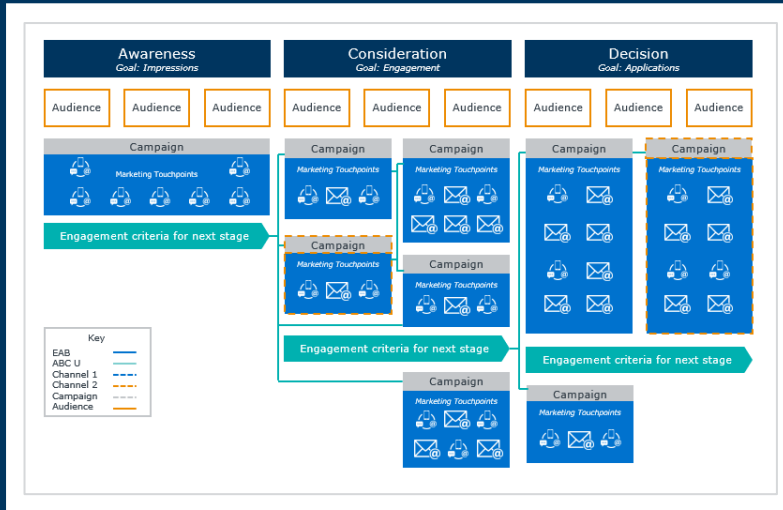


Evergreen Marketing for Adult Learners

The Many Paths Your Enrolling Students Will Take Across the Next Two Years



We Craft a Customized ‘Student Journey’



Recommendations Tailored to Your Institution's Goals

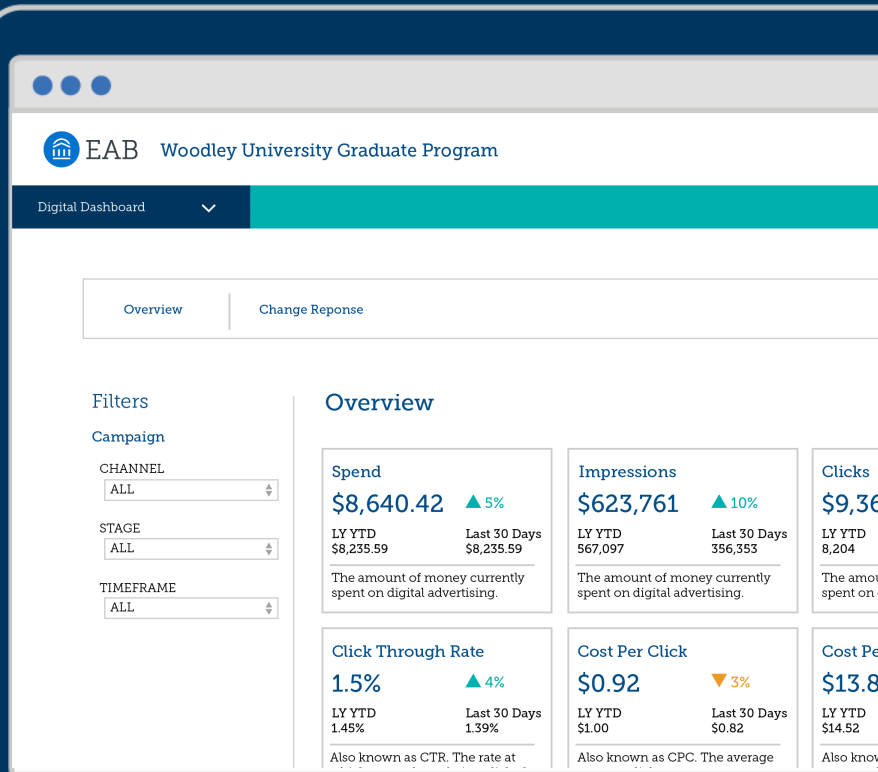
- ✓ Audiences
- ✓ Campaign flows
- ✓ Timing and schedule
- ✓ Channels
- ✓ Campaign objectives
- ✓ Messaging strategy
- ✓ Imagery strategy
- ✓ Calls to action
- ✓ Suggested A/B tests

Access Key Campaign Performance Data

Our Partner Portal Enables Monitoring and Informed Strategy Decisions

Digital Dashboard

Evaluate your overall digital performance across all channels, filtered by geography, channel, campaign, and timeframe.

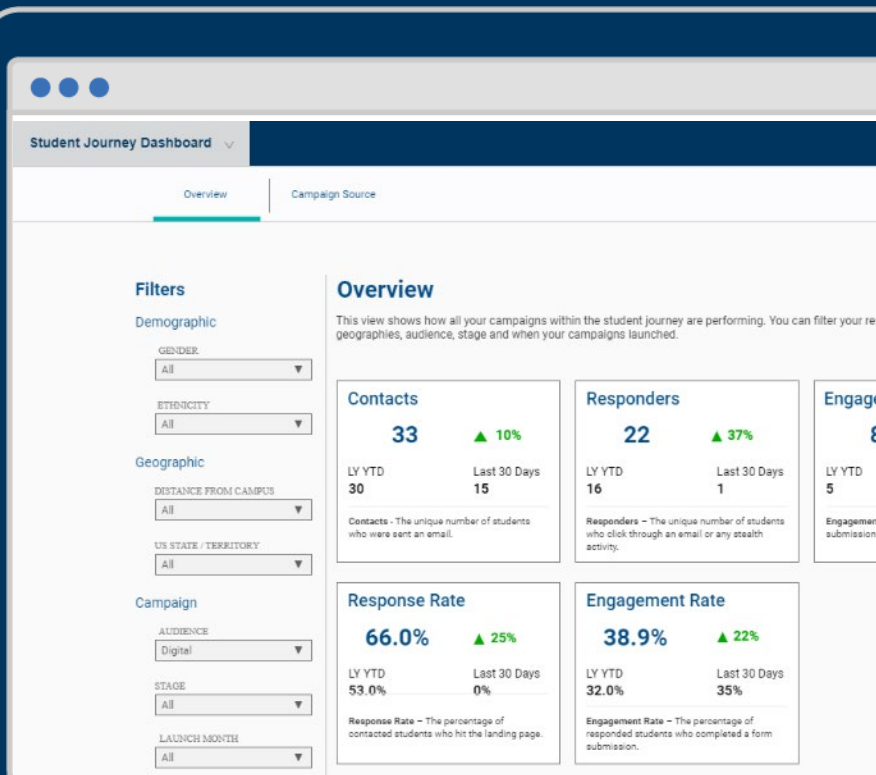


Access Key Campaign Performance Data

Our Partner Portal Enables Monitoring and Informed Strategy Decisions

Student Journey Dashboard

Monitor how all campaigns within the student journey are performing by key demographics, geography, campaign audience, campaign stage, and when your campaigns launched.



Engaging Each Student Based On Intent

Key Elements of **Intent Marketing for the Student Journey**

Integrated Digital
Awareness Marketing

Responsive Campaign
Design

Data-Driven
Creative

Omnichannel
Engagement

We build awareness at the right micro-moments for your prospects.



- List-based digital marketing
- Digital targeting
- Campaigns on Instagram, LinkedIn, Google, and Facebook
- *Paid search campaigns**
- *Targeted .EDU Enhancements (SEO, On-Page Content Strategy, Copywriting and Interactive Web Content)**

**Optional enhancements*



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

Engaging Each Student Based On Intent

Key Elements of **Intent Marketing for the Student Journey**

Integrated Digital
Awareness Marketing

Responsive Campaign
Design

Data-Driven
Creative

Omnichannel
Engagement

We design custom campaigns at scale according to student intent.



- Micro-surveys
- Responsive landing pages
- Behavioral-based campaign flows unique to individual journey signals
- *Interactive virtual tour to drive early engagement**

**Optional enhancement*



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Awareness Marketing



Responsive Campaign
Design



Data-Driven
Creative



Omnichannel
Engagement



We leverage data to build high-performance, personalized content.



- Macro consumer insights applied where relevant
- Personalized content gives
- Data-informed newsletters
- Student-centric email campaigns



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Responsive Campaign
Design



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Creative



Omnichannel
Engagement



We engage your students where they are with data-driven campaigns.



- Email marketing
- Direct mail packages
- Digital advertising
- Optimized web pages
- Consumer-driven applications
- SMS texting



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Outperforms the Average

**Campaign
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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

30+

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

+60%

Growth of Adult Learner Recruitment team since 2017

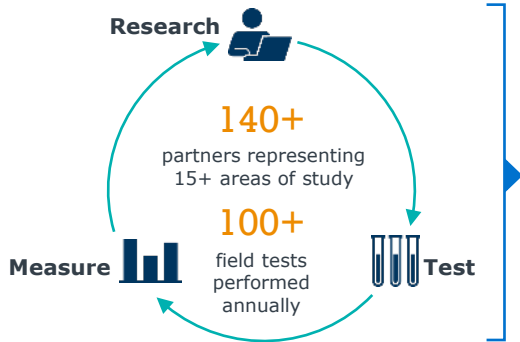


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Strategic Program Review and Optimization



Innovation and insight are at the core of our partnership strategy.

Lab Testing Identifies Highest-Impact Industry Practices

Optimization of Ad Placement on Social Platforms • Most Impactful Copy for Adult Learners • Most Engaging Calls to Action • Ways to Maximize Email Deliverability • Most Effective Use of IP/Geo Targeting • Ways to Improve Landing Page Optimization • Direct Mail Package Timing and Format Testing • Ways to Leverage Video in Digital Advertising

Beyond Our Ongoing Testing Agenda, Four Major Program Review and Optimization Opportunities

Campaign Optimization and Creative Refresh



- Data-driven marketing strategy
- Student Journey performance review
- Campaign learnings and optimization recommendations
- Implementation of optimization strategies

Organizational Benchmarking Services



- Custom peer benchmarking reports based on EAB's proprietary database
- Organizational design retreats and on-site workshops
- Case studies and hallmarks of high-revenue units

Paid Search Services (Optional)



- Programmatic campaign design and strategic recommendations
- Ad strategy, design, and execution
- Budget allocation and key word optimization
- Coordinated with multichannel ads for greatest impact

Annual SEO Audit (Optional)

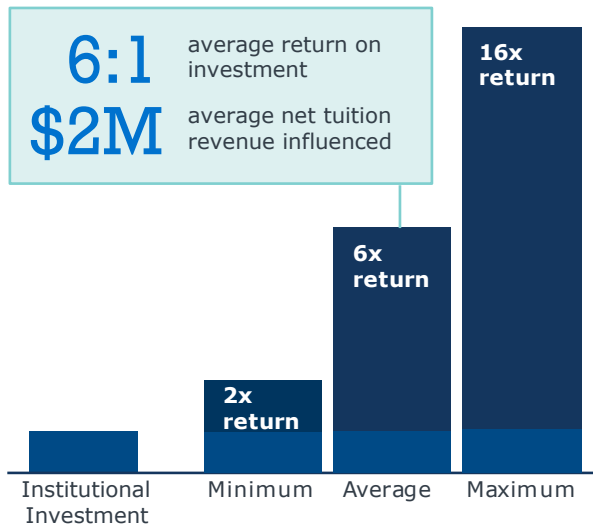


- Identify opportunities to improve organic placement and overall site health
- Keyword and competitive analysis
- Review of structural and content components impacting SEO rankings
- Recommendations for SEO optimization strategies

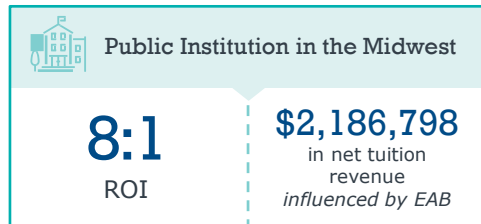
EAB Delivers Enrollment Results

Graduate Partner Outcomes

Range of Returns on Investment



Representative Partner Results



Enrollment Growth

Comprehensive Graduate Partner Results

+20%

Average increase in applications among first-year partners



+18%

Average increase in enrollments among first-year partners

EAB Delivers Enrollment Results

Business Partner Outcomes

**Average Results
for EAB Business
School Partners**

8:1 return on
investment

\$2.3M

in net tuition
revenue
influenced

Representative Partner Results



Public Institution
in the Northeast

8:1

ROI

\$1,159,019

in net tuition revenue
influenced by EAB



Private Institution
in the Midwest

5:1

ROI

\$1,332,387

in net tuition revenue
influenced by EAB



Public Institution
in the South

7:1

ROI

\$1,637,338

in net tuition revenue
influenced by EAB

Enrollment Growth

*Business School Partner
Results*

+31%

Average increase in
applications among
first-year partners

+10%

Average increase
in enrollments among
first-year partners

EAB Delivers Enrollment Results

Adult Degree Completion Program Partner Outcomes

**Average Results for
Adult Degree
Completion Partners**

4:1 return on
investment

\$844K

in net tuition
revenue
influenced

Representative Partner Results



Public Institution
in the West

5:1

ROI

\$1,690,173

in net tuition revenue
influenced by EAB



Public Institution
in the Midwest

2:1

ROI

\$463,998

in net tuition revenue
influenced by EAB



Public Institution
in the South

8:1

ROI

\$1,102,495

in net tuition revenue
influenced by EAB

Enrollment Growth

Adult Degree Completion
Partner Results

+24%

Average increase in
applications among
first-year partners

+16%

Average increase
in enrollments among
first-year partners

EAB Delivers Enrollment Results

Specialized Graduate School Partner Outcomes

Average Results for Specialized Graduate School Partners




11:1 return on investment

\$2.0M

in net tuition revenue influenced

Representative Partner Results




Private Institution in the Midwest

8:1

ROI

\$1,171,216

in net tuition revenue influenced by EAB




Public Institution in the West

15:1

ROI

\$3,873,249

in net tuition revenue influenced by EAB



Private Institution in the Midwest

17:1

ROI

\$6,648,914

in net tuition revenue influenced by EAB

Enrollment Growth

Specialized Graduate Partner Results

+16% Average increase in applications among first-year partners

+27% Average increase in enrollments among first-year partners

Our Insight-Driven Approach to Degree Completers

How Research Insights Inform Our Strategy

Adult Degree Completers...

Take a Highly Pragmatic Approach

67%

of degree completers seek a program designed for "someone like me"



Student-Centric Guidance on Program Design

Follow a Long Journey to Enrollment

1-3

Years spent passively researching programs and schools, on average



Intent-Driven Campaigns That Nurture Prospects

Rely Heavily on Online Research

57%

of degree completers rely on search engines to research schools



Paid Search to Help You Reach Right-Fit Prospects

Audiences We Target By Digital Channel

List-Based

Targeting

1

High Affinity Consumer List



Utilizing EAB's proprietary high affinity audience your EAB team manages digital ads aimed to build awareness for your programs.

Available Channels

- Facebook
- Instagram

2

Owned or Purchased Lists



Your EAB digital team deploys digital ad campaigns to your inquiry pool list or purchased test taker names.

- Facebook
- Instagram
- LinkedIn

3

Ad Engagement Retargeting



Through the placement of pixels, EAB retargets prospects who have engaged with your ads.

Available Channels

- Facebook
- Instagram

4

Landing Page Retargeting



Through the placement of pixels, EAB retargets traffic from EAB hosted landing pages, applications, or relevant webpages on your site with digital ads.

- Facebook
- Google Display Network
- Instagram
- Google Ads (Paid Search)*
- LinkedIn

5

First-Party Digital Targeting



With restrictions on list-based advertising, EAB creates lists based on first party data to target audiences likely interested in your programs.

- Google Display Network
- LinkedIn
- Facebook
- Google Ads (Paid Search)*

Paid search is additional program and media investment