



Enrollment in a Time of Turbulence

Understanding Key Market Forces Redefining the Enrollment-Management Challenge

Enrollment Services

▶ Start with best practices research

- › Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders
- › At the core of all we do
- › Peer-tested best practices research
- › Answers to the most pressing issues

▶ Then hardwire those insights into your organization using our technology & services

Enrollment Management

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.

1.2B+

Student interactions annually

1M+

Individuals on our student success management system

1,200+

Institutions we are proud to serve

1

Goal: Make education smarter

Services to Support St. Cloud



Building long-term, sustainable enrollment



Sophomore/Junior Marketing Programs

Search

Shape the size, geographic diversity, academic quality, and demographic mix of your inquiry pool

Fulfillment

Sustain the conversation with Search responders and encourage the next step in your relationship—visiting your campus and further exploring your offerings

List Sourcing

Most schools have an unrecognized ability to draw students from outside of their legacy markets and demographic profiles. Our list-sourcing expertise maximizes the value of purchased names.



Senior Marketing Programs

Custom Application Marketing

Activate your application as a marketing and customer service platform. Use intensive digital media and email campaigns to build affinity with applicants and shepherd them successfully through application submission, beginning before the summer of senior year through our Early Application Marketing program. Demonstrate your commitment to affordability, while prompting FAFSA reminders and filings.

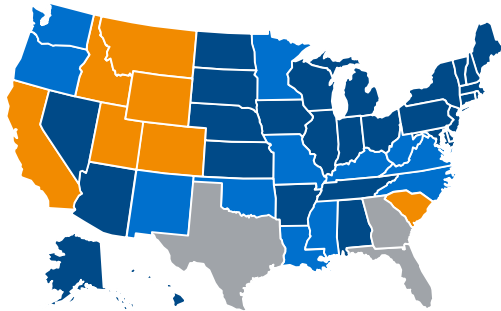
- 1 A Demographic Shift
 - 2 Unfavorable Family Finances
 - 3 An Accelerated Aid Calendar
 - 4 The Complexity of Targeting Students
 - 5 Parent Engagement Imperative
-

Majority Will See Continued Enrollment Declines



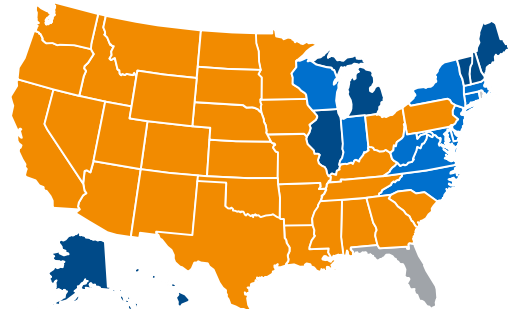
Majority of Regional Four-Year Institutions Expect Student Declines

2012-2029



Student Demand Expected to Grow 14% for Selective Institutions

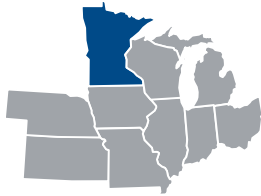
2012-2029



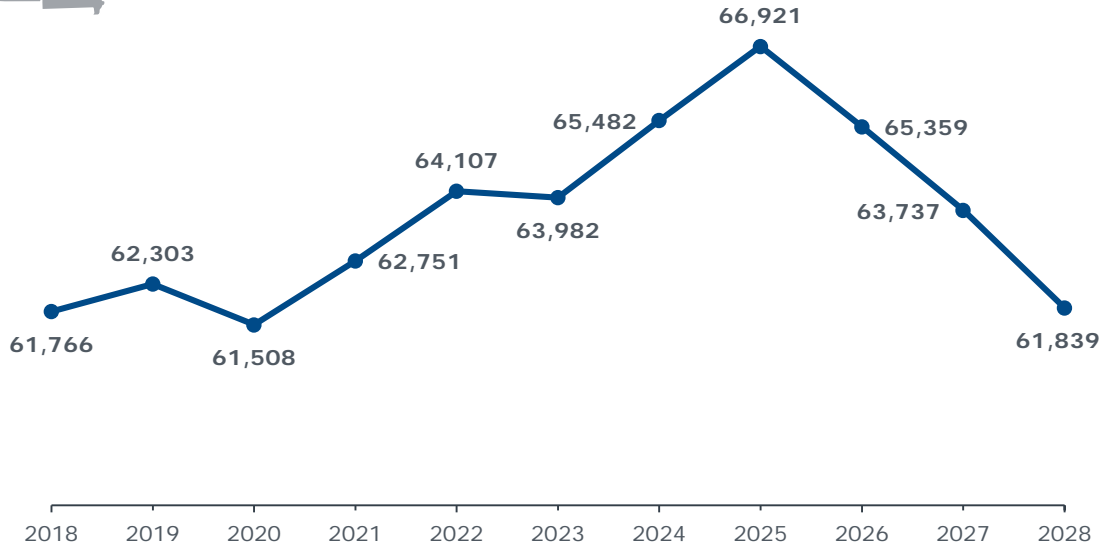
■ < -15% ■ < -15% to -2.5% ■ < -2.5% to 2.5% ■ 2.5% to > 7.5%

Minnesota High School Graduate Change

Graduating Classes 2018 – 2028



| Minnesota | Midwestern Region |
|-----------|-------------------|
| +0.1% | -8.1% |

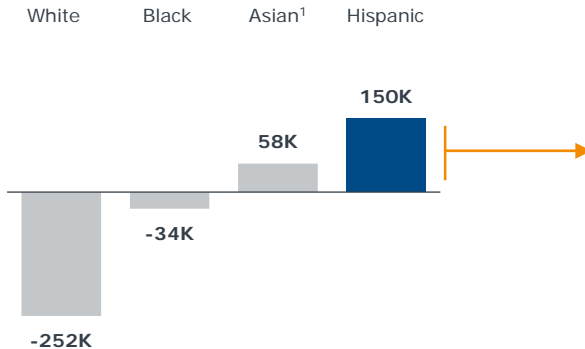


1) Midwestern Region includes: NE, KS, MN, IA, MO, WI, IL, MI, IN, OH

New Challenges Even in Growth Areas

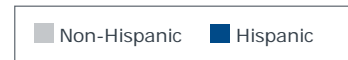
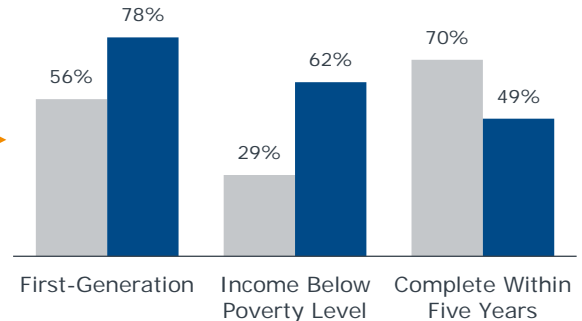
Future Growth Depends on Nontraditional Demographics

Projected Change in Annual High School Graduates by Ethnicity, Graduating Class 2018 Versus 2028



Growth Segments Pose Enrollment Challenges

Demographic and Student Success Characteristics, Non-Hispanic Students Compared to Hispanic Students



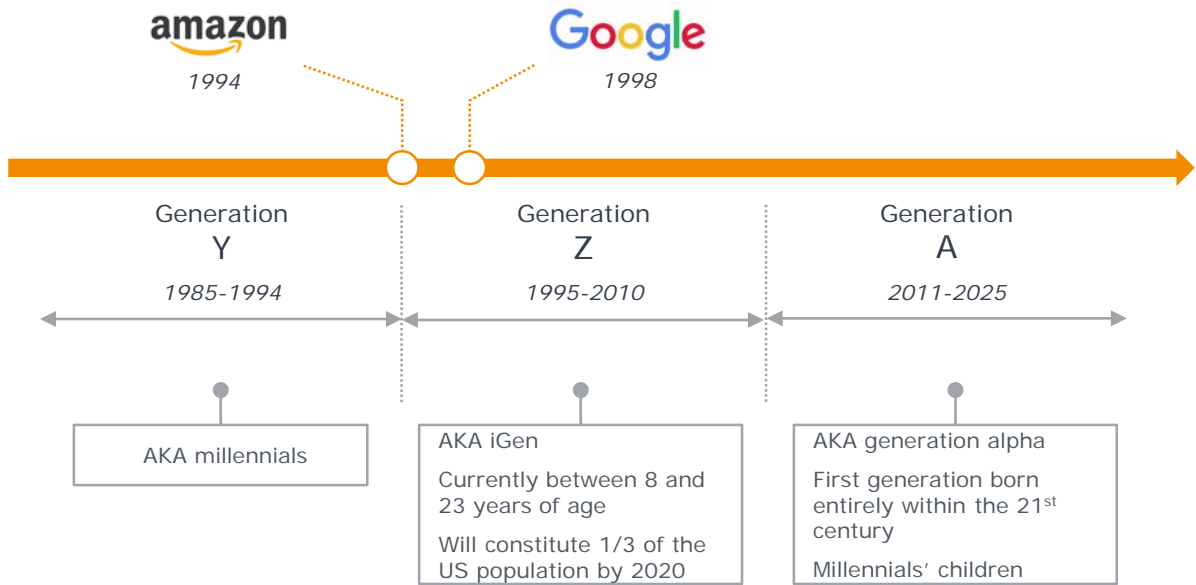
1) Includes pacific islanders.

Serving Gen Z with Gen A On Deck



Demographic Definitions

By Birth Years



Source: EAB research and analysis.

Generation Z's Defining Traits



Socially Responsible

26%

Of 16 to 19 year olds
volunteer on a regular basis

Purpose-Driven

67%

Of Gen Z want their careers to have
a positive impact on the world

Cost-Conscious

60%

Say their number one concern is
to avoid drowning in college debt

Culturally Open

72%

Of Gen Z believe racial equality to
be the most important issue today

Tech Expectant

62%

Of Generation Z will not use apps or
websites that are difficult to navigate

Media Habits of Gen Z

Understanding Behaviors Across a Complex Media Landscape

A Gen Z Digital-Communications Glossary

Email



"Talking to old people without a stamp."

Facebook



"Where my parents think I am. My alter ego."

Instagram



"Where my real pictures are (that I don't want my parents to see)."

YouTube



"My primary TV and source to stream everything."

Snapchat

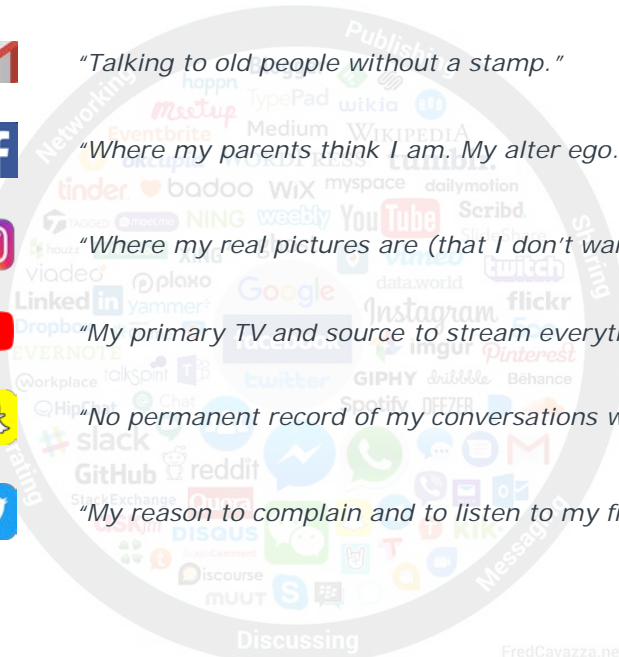


"No permanent record of my conversations with my closest friends."

Twitter



"My reason to complain and to listen to my friends complain."



FredCavazza.net

Source: UPCEA, "An Insider's Guide to Generation Z and Higher Education, 2018."
<https://fredcavazza.net/2017/04/19/social-media-landscape-2017/>

1

A Demographic Shift

2

Unfavorable Family Finances

3

An Accelerated Aid Calendar

4

The Complexity of Targeting Students

5

Parent Engagement Imperative

Testing the Elasticity of Demand for Higher Ed

Aftereffects of the Great Recession Linger in US Households

The daunting financial burden of higher education...

Average Household Savings and Debt¹

\$18K

Average savings

\$137K

Average debt

Net Price as a Percentage of Median Income²

25%

Public schools

44%

Private schools

Growth in "Real Cost" of College¹

36%

Public schools

26%

Private schools

...is testing families' resolve

Families start planning for college early...

9 in 10

families start planning for college when their child is in preschool

...but are still unable to pay

"Although nearly 9 in 10 families have anticipated their child's college attendance since preschool, **fewer than half that many agree they had a plan to pay** for all years of college before the student enrolled."

"How America Pays for College" 2017

1) Data from "How America Saves for College"; Federal Reserve 2017 Report.

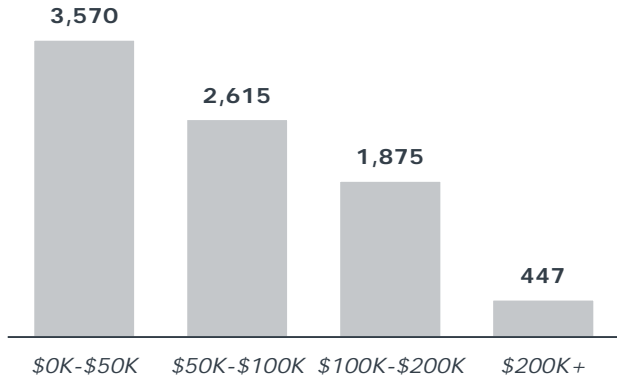
2) Data from "Trends in College Pricing 2017"; US Census September 2017.

3) Tuition growth indexed to inflation, 2008–2017.

Affordability Overview: Minnesota

Number of West North Central Region¹ Households By Income Segment (Thousands), 2015

Data Source: U.S. Census



Minnesota Median Household Income, 2014

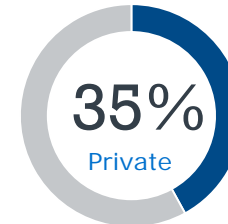
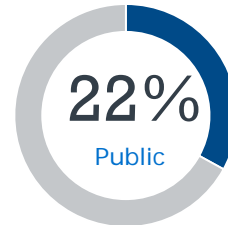
Data Source: U.S. Census

\$67,244

Average Minnesota University Net Price as a Percent of Minnesota Median Household Income²

Data Source: IPEDS, U.S. Census

Note: Net price calculated for students receiving financial aid (in-state students only for publics).



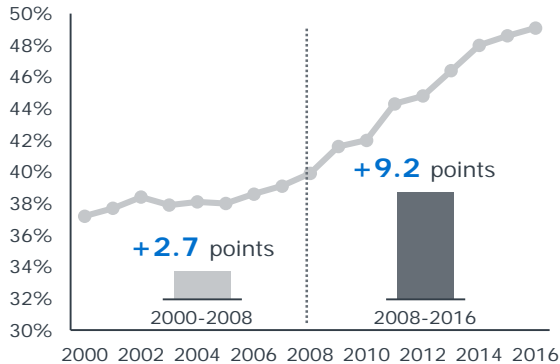
Source: EAB analysis of IPEDS data, *National Center for Education Statistics*; Current Population Survey, 2016 Annual Social and Economic Supplement, *U.S. Census Bureau*, July 21, 2017; 2016 Current Population Survey, Annual Social and Economic Supplements Data Tables, Historical Household Income, *U.S. Census Bureau*, July 23, 2017; EAB interviews and analysis.

- 1) West North Central region includes Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota.
- 2) Net price data from IPEDS variable *Average net price-students awarded grant or scholarship aid, 2014-15*, in state for public institutions and all students for private institutions.

Revenue Pressures Force New Recruitment Trends

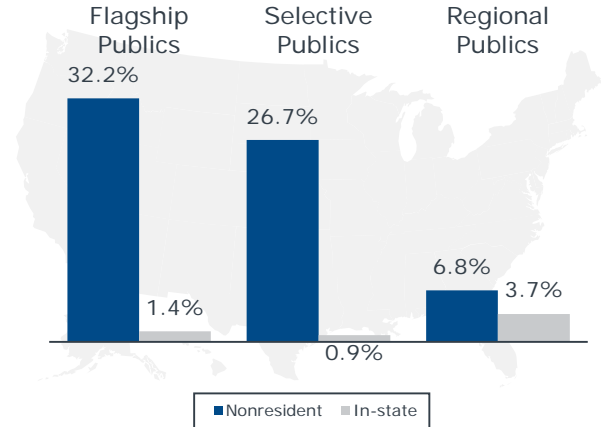
Private Institutions Under Growing Pressure to Discount

Average Tuition Discount Rate for First-Time Full-Time Students, Private Not-for-Profit Colleges and Universities



Revenue Demands Spur Publics to Recruit Out-of-State Students

Growth in In- and Out-of-State First-Time College Student Enrollment, 2007-2013



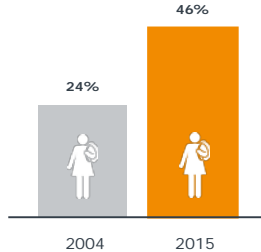
Source: NACUBO Sources; Goldie Blumenstyk, "State Spending on Higher Education Shows 'Sizable' Increase," *The Chronicle of Higher Education*, Apr. 13, 2015; IPEDS Database, National Center for Education Statistics; Dan White and Sarah Crane, "Crowded Out: The Outlook for State Higher Education Spending," *Moody's Analytics*, Apr. 21, 2015; EAB Analysis.

Students Acting More Like Consumers

Students Applying to More Schools, Becoming Increasingly Price-Sensitive

Students Applying to 6+ Schools

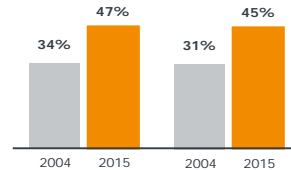
2004 versus 2015



% of Students Identifying Factor as "Very Important" to College Choice

Aid
Awarded

Cost of
Attendance



“

"Before, when families got a scholarship offer they said, 'Thank you!' Now they say, 'Is this your best offer?'"

Director of Admissions

Private Master's College in the Midwest

”

1

A Demographic Cliff

2

Unfavorable Family Finances

3

An Accelerated Aid Calendar

4

The Complexity of Targeting Students

5

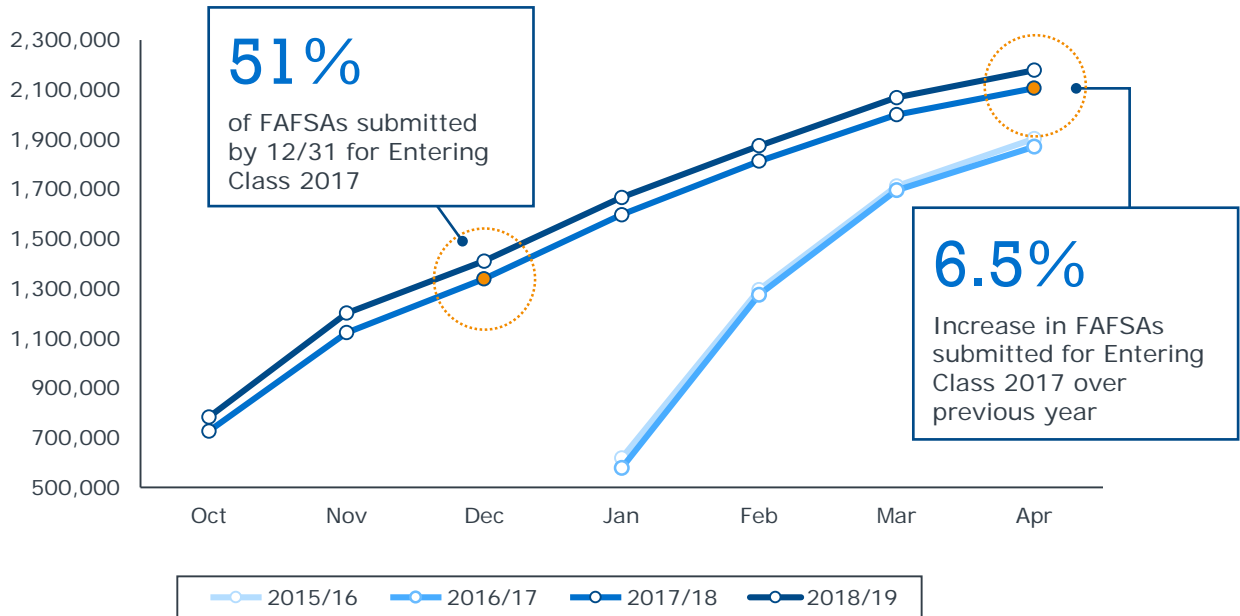
Self-Reporting on the Rise

Families Are Embracing the Early FAFSA

Majority of Students Now Applying Before January 1

FAFSAs Submitted, by Date

All First-Time Students in the United States, Entering Classes 2015–2018

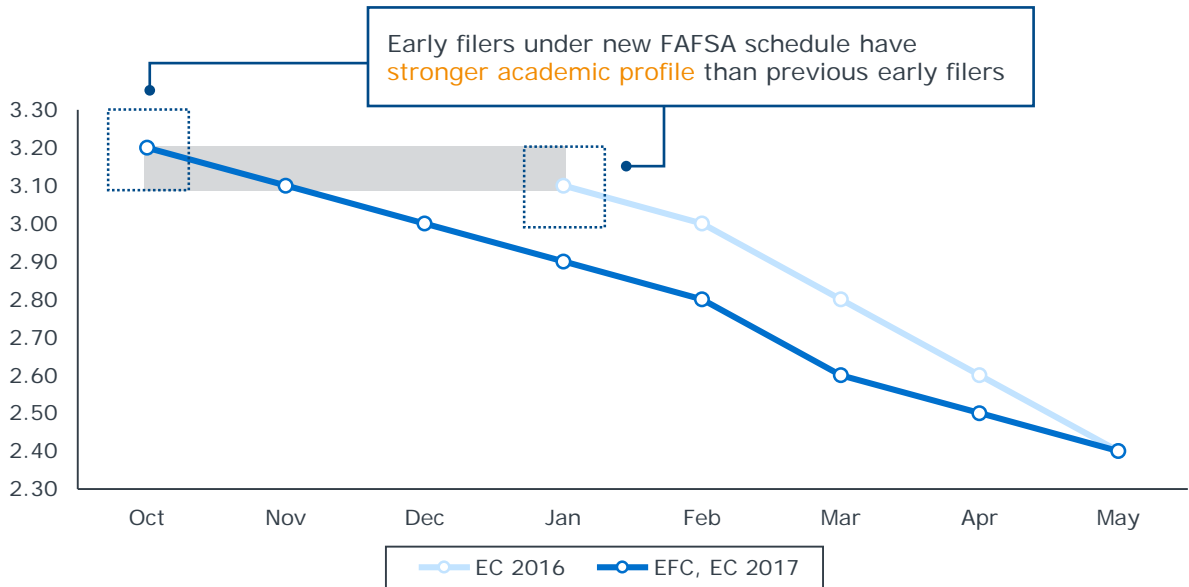


Earliest Months of FAFSA Attract Key Segments

Early Filers Are High-Achieving

Academic Ability Correlated with Early Filing

Cumulative Average Academic Index¹ of Students by FAFSA Filing Month²



- 1) Calculated based on GPA, test scores, and high school class rank; 1 is the lowest score; 5 is the highest.
- 2) As indicated on ISIRs sent to EAB Financial Aid Optimization client schools by students applying to 2016/17 and 2017/18 academic years.

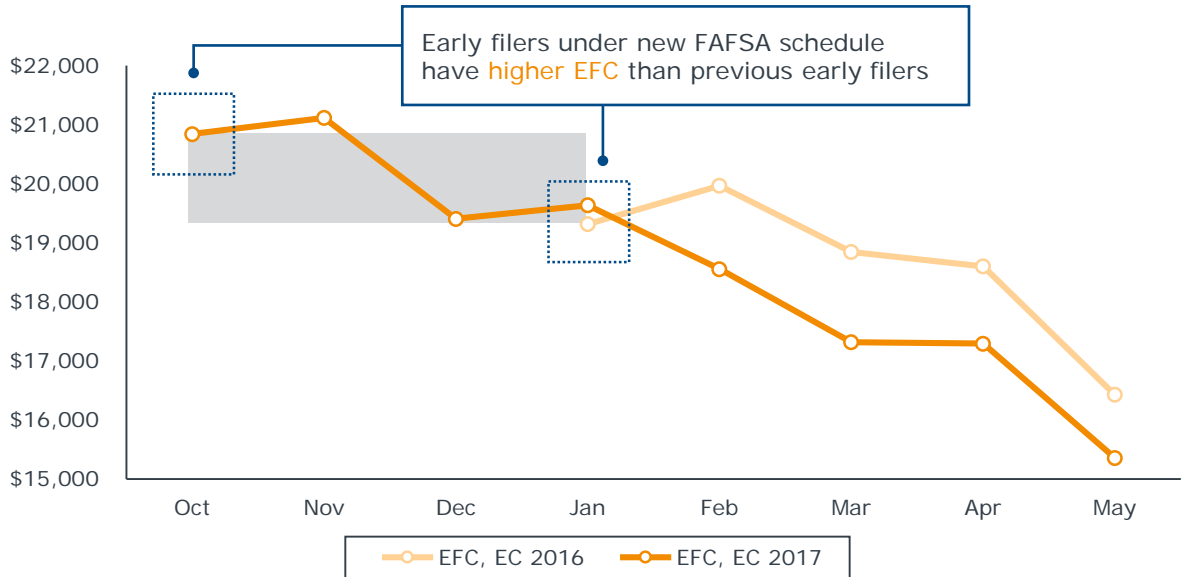
Source: EAB interviews and analysis.

Earliest Months of FAFSA Attract Key Segments

Early Filers Have Higher-EFC

Affluence Correlated with Early Filing

Cumulative Average EFC of Students by FAFSA Filing Month¹



1) As indicated on ISIRs sent to EAB Financial Aid Optimization client schools by students applying to 2016/17 and 2017/18 academic years.

Source: EAB interviews and analysis.

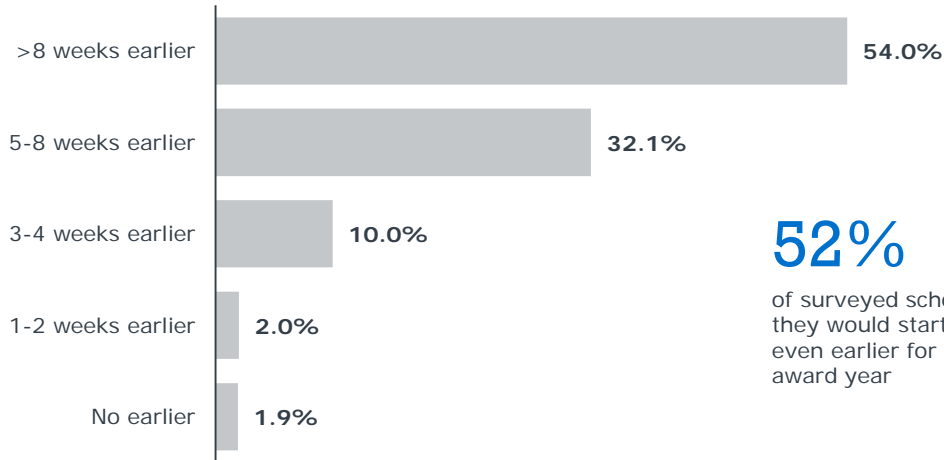
Most Schools Advancing Aid Timelines

Aid Packages Being Mailed Earlier Than in Previous Years

Majority of Schools Sent Aid Letters > 2 Months Earlier for 2017/18 Award Year

Schools Surveyed by EAB Enrollment Services

n=105 (76 private institutions, 29 public institutions)



52%

of surveyed schools reported they would start awards even earlier for the 2018/19 award year

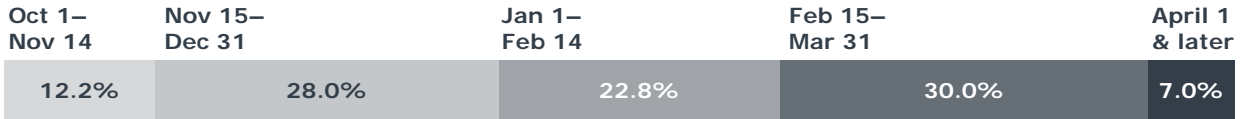
School Response Has Created a 'New Early'

Regional Privates Lead Fall Packaging Trend (with Others Following)

November Is the New March

Packaging Dates for EMF Member Private Schools with Rolling Admissions, 2018/19 Award Year

n=57



School response creating new timing categories



Opportunity to be very first in the mailbox

Letters received earlier than average, but not very first

Closer to traditional timeline

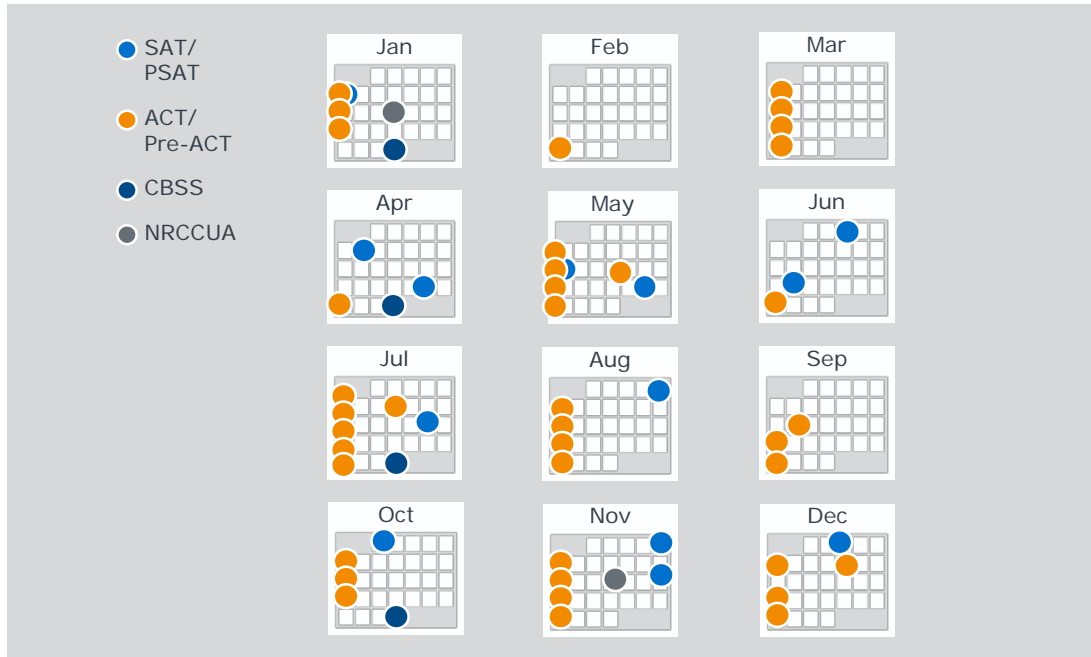
Primarily large public schools, precipice schools

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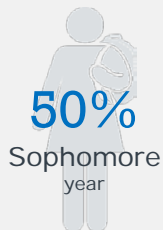
List Sources are Increasingly Complex and Nuanced

Deters Critical First-Mover Advantages

Student Names Released Year-Round

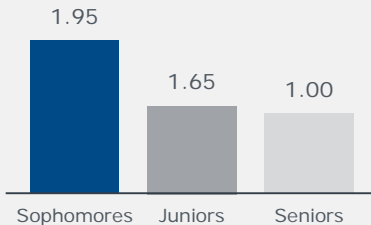


Start Communicating with Students Early



Students are 2x more likely to enroll when contacted as sophomores

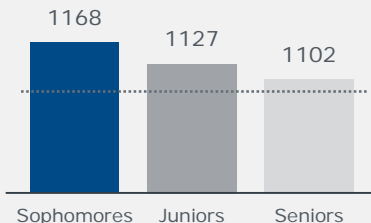
Likelihood to enroll indexed to senior value



80% of high school student names first available in sophomore or junior year

Sophomore recruits' SAT scores are 66 points higher than seniors

Average SAT score at enrollment



1100 average SAT score for students recruited via non-EAB marketing

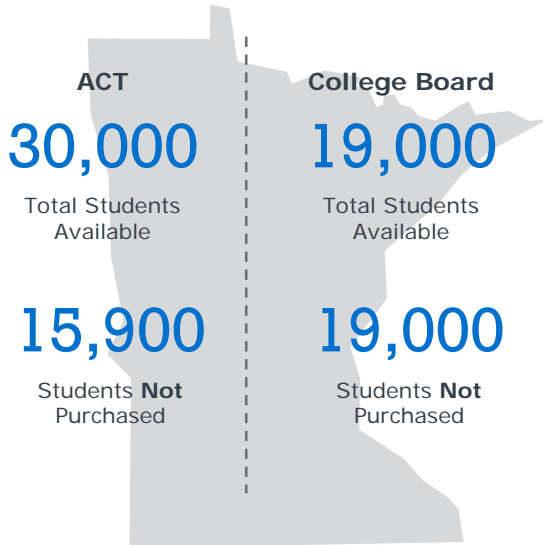
Minnesota Tester Population



Entering Class 2019

College Board & ACT Population

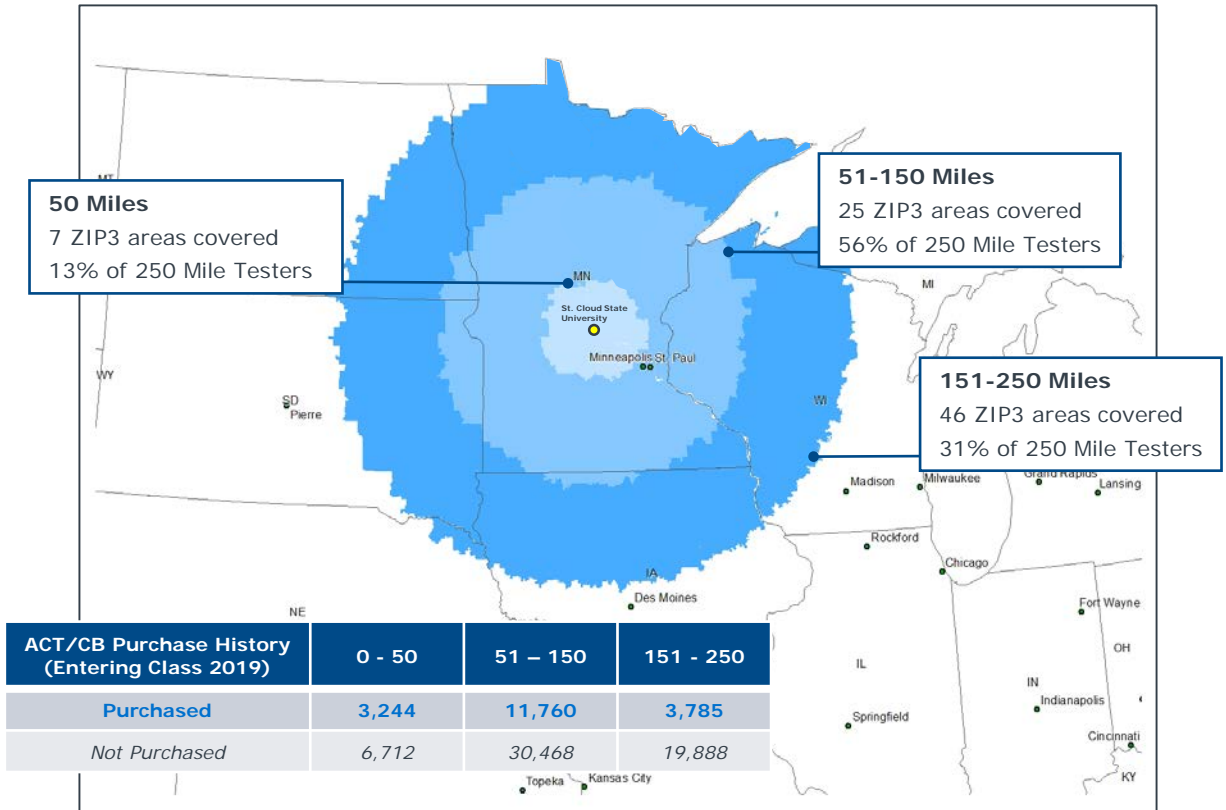
Below is a review of the student population available within College Board & ACT. For Entering Class 2019, **41%** of ACT and **0%** in College Board have been purchased to date.



Which students are available?

- Fall outside of previously purchased quality parameters
- No College Board purchases
- Senior testers that have become available during latest data feeds
- PSAT and AP testers in College Board

2019 Volumes by Select Distance Bands



Creating Your Custom Targeting Strategy

EAB's Targeting Methodology Customizes Across 4 Components

1

Volume

- Evaluate previously purchased search lists for ongoing opportunities
- Recommend new additions for Sophomore/Junior and Senior search campaigns

2

Sources

- Recommend optimal mix of names from relevant list providers:
 - ACT
 - College Board
 - College Bound Selection Service
 - NRCCUA
 - Christian Connector, as appropriate
- Track all sources' release dates to get names as they become available

3

Geographic Markets

- Analyze historical data of all current market segments—primary, secondary, tertiary, and outreach—based on penetration
- Recommend expanding or trimming within current markets
- Evaluate and recommend new markets likely to produce favorable outcomes

4

Class Shaping

- Understand class shaping goals including academic quality, diversity, and other characteristics
- Recommend individual shaping goals for each market segment



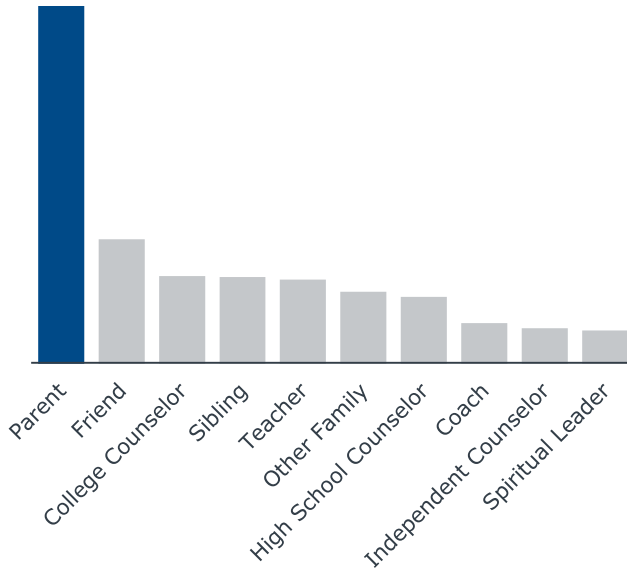
EAB **continuously analyzes name volumes** from each list provider throughout the cycle to identify opportunities that further support your enrollment goals.

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 - 5 **Parent Engagement Imperative**
-

Why Parent Engagement?

Parents Highly Influence College Choice

Number of Students Identifying as "Highly Influential" in Enrollment Decision



74%

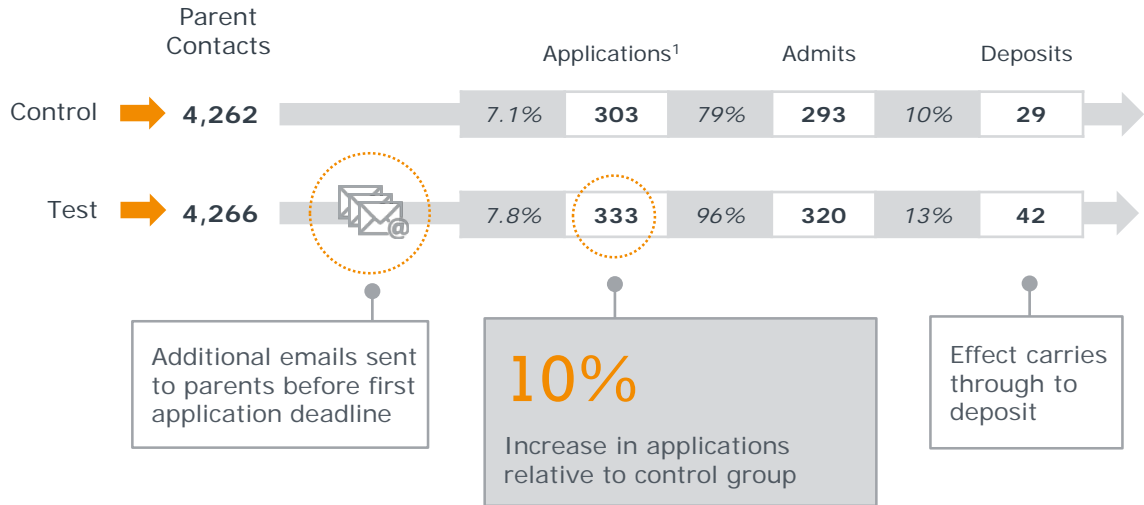
Of parents think schools should communicate directly with them

Influencing the Influencers

Marketing-Outreach to Parents Impacts Student Behavior

Case in Point: Increased Email Intensity Boosts Application Rate

Findings from EAB Testing



1) Completed applications.

EAB's Parent Survey in Brief

Profile of Survey Participants

Total Respondents

1,566

Parents (households) participated in total

Parents' Education Level

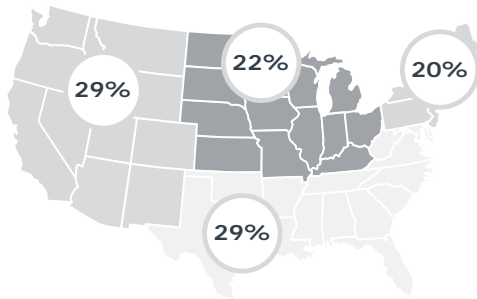
78%

Of respondents have a bachelor's degree or higher

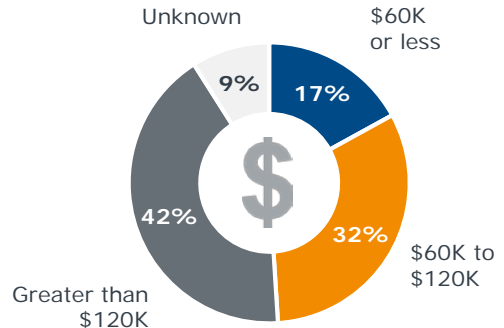
Student's Current Class Year

- 18%** Freshman
- 40%** Sophomore
- 40%** Junior

Geographical Distribution



Income

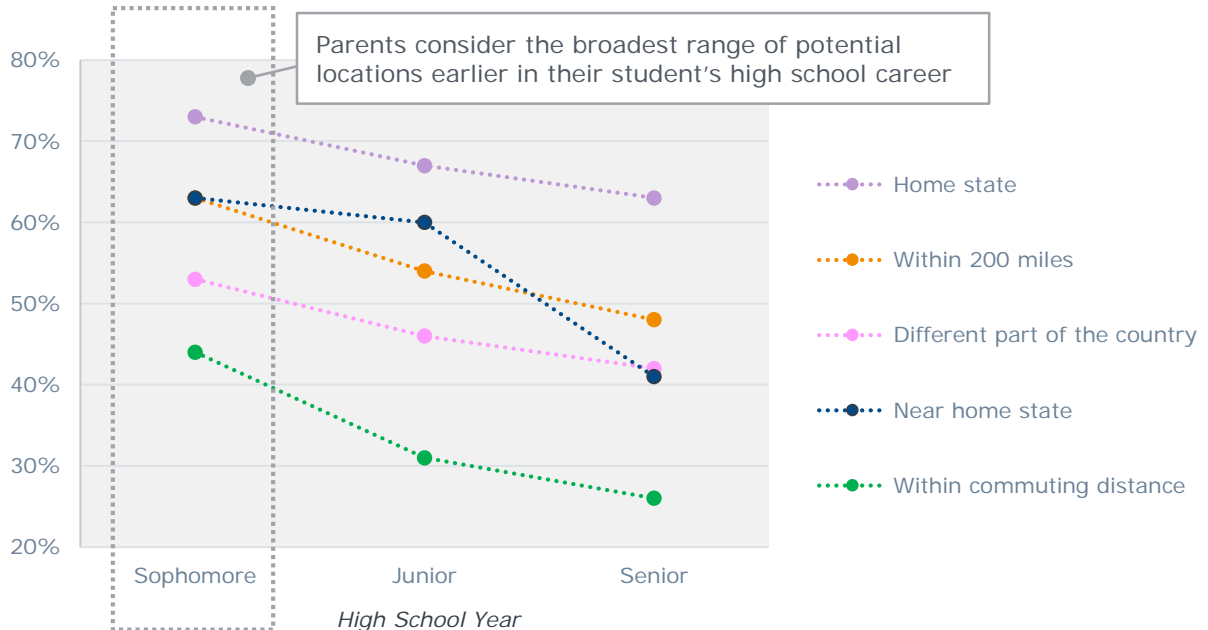


An Up-Front Opportunity

Parents Consider a Broader Range of College Options Earlier On

Case in Point: Locations Parents Are Open to Considering

Percentage of Responding Parents, by Student's High School Year



Stage-Specific Concerns

Parents' Main Topics of Interest Change Across the Funnel

Topics Most Frequently Selected by Parents, by Student's High School Year

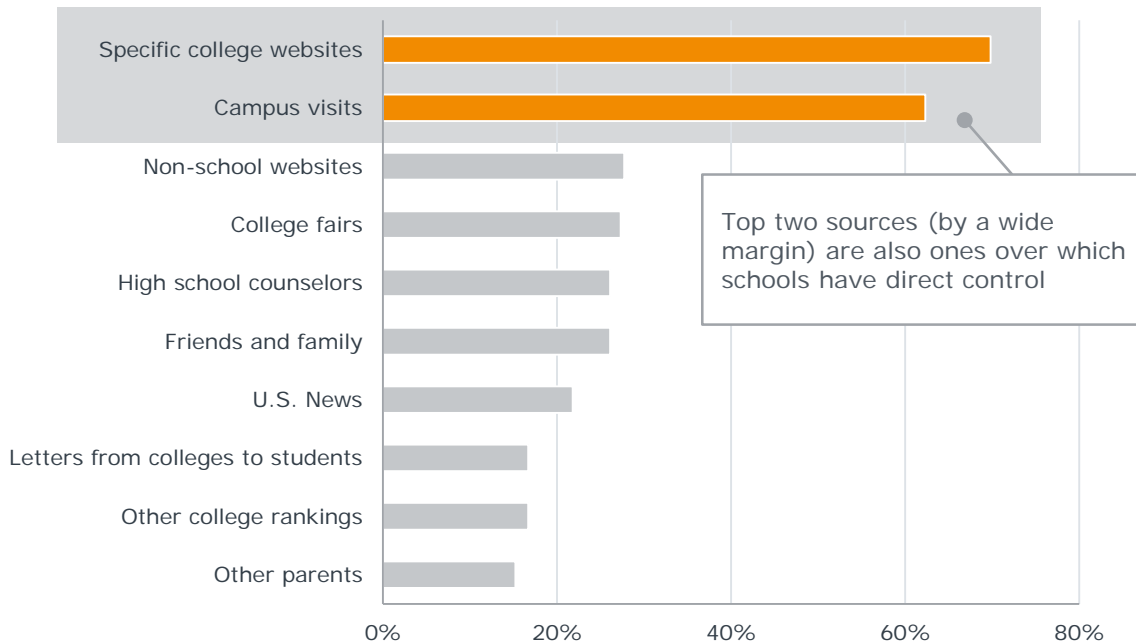
| Most Frequently Selected Topics | Freshman | Sophomore | Junior | Senior |
|---------------------------------|----------|-----------|--------|--------|
| Costs | ✓ | ✓ | ✓ | ✓ |
| Scholarships | ✓ | ✓ | ✓ | ✓ |
| Sources of funds to pay | ✓ | ✓ | ✓ | ✓ |
| Admission requirements | ✓ | ✓ | ✓ | |
| Majors/minors | ✓ | ✓ | ✓ | |
| Degree programs | ✓ | ✓ | ✓ | |
| General information | ✓ | ✓ | ✓ | |
| Location | ✓ | ✓ | ✓ | |
| Financial aid | | ✓ | ✓ | ✓ |
| Careers for major | | ✓ | ✓ | ✓ |
| Application deadlines | | | ✓ | ✓ |
| Student housing options | | | ✓ | ✓ |
| Jobs for graduates | | | ✓ | ✓ |
| Campus safety | | | ✓ | ✓ |

Parents Are Mostly Looking to You

School Websites and Visits Top the List of Parents' Favored Sources

What Information Sources Do Parents Rely on Most?

Percentage of Responding Parents, Ten Most Frequently Cited Sources



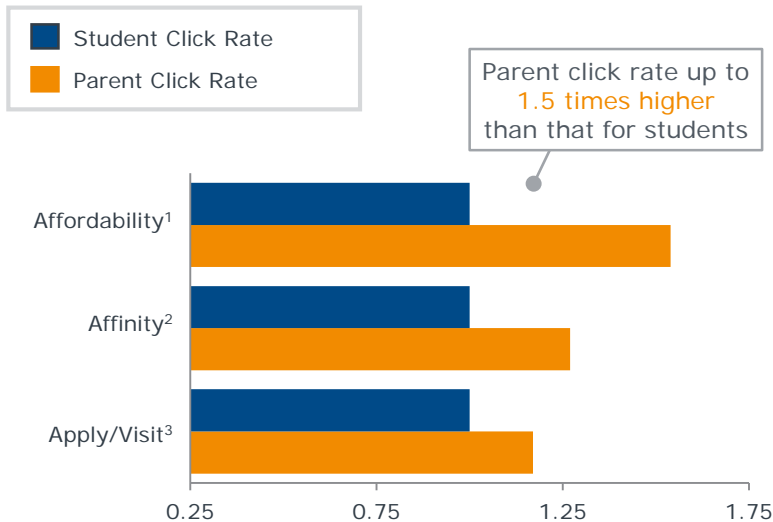
Source: EAB research and analysis.

Parents Are Highly Engaged Online

Parents Respond to Digital Ads at Rates Even Higher Than Students Do

Click Rate, Students Versus Parents

Indexed to Student Response Rate, Facebook Ads by Theme, EAB Enrollment Services Partner Institutions



1) Call to action: "learn more."

2) Call to action: "learn more."

3) Call to action: "apply now" (students), "sign up" (parents).

24%

of parents click on ads sometimes, often, or always

31%

of parents never or rarely hide digital ads on Facebook

68%

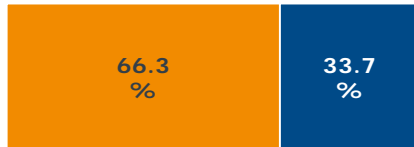
of parents do not use ad blockers on social media



Appendix

Findings: Financial Aid Flash Poll

Did you alter your awarding timeline because of the earlier FAFSA?



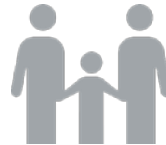
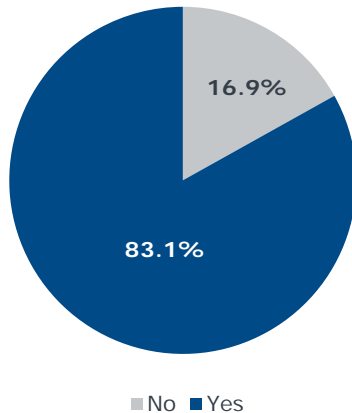
- Yes, made awards earlier
- Yes, made awards later*
- No

*0.0% made awards later

Looking ahead to the Fall 2019 timeline, which are you most likely to do?

1. Keep the same schedule **73.5%**
2. Accelerate the timeline **19.3%**
3. Decelerate the timeline **1.2%**
4. Cannot say at this time **6.0%**

Did the earlier timing make it easier for families to complete the FAFSA?

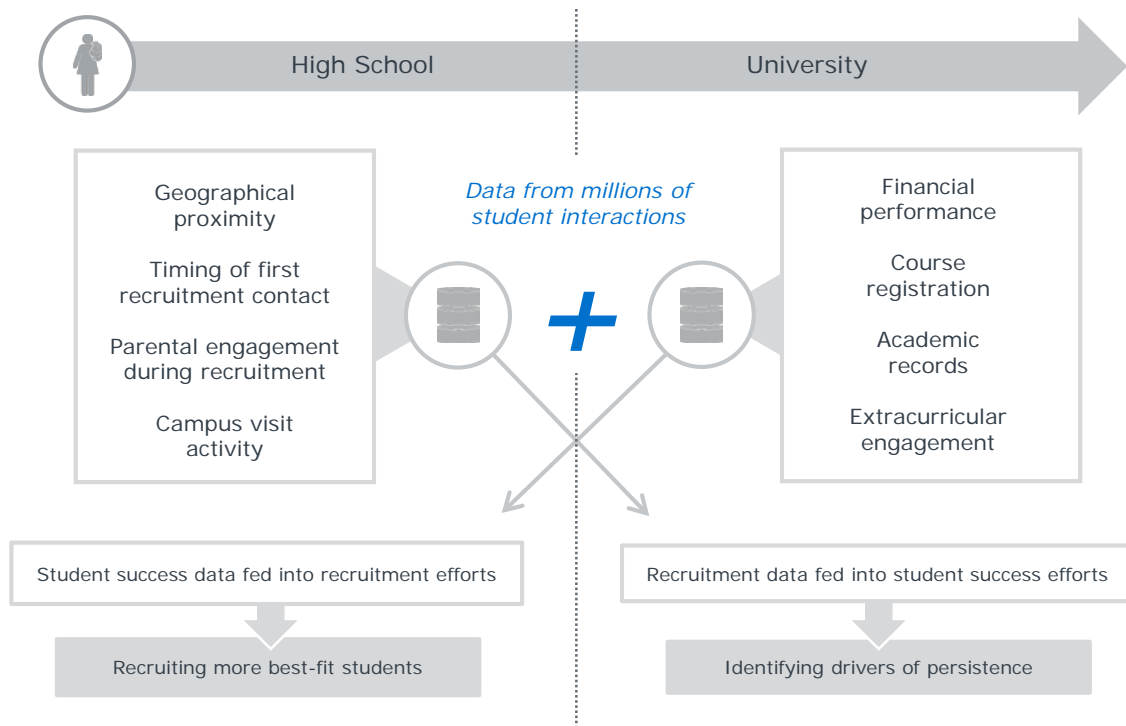


96%

Said PPY made it easier for families to complete the FAFSA

Student Success + Enrollment

Combined Data Assets and Expertise Yielding Unrivaled Insight



Late Launch Application Marketing Success



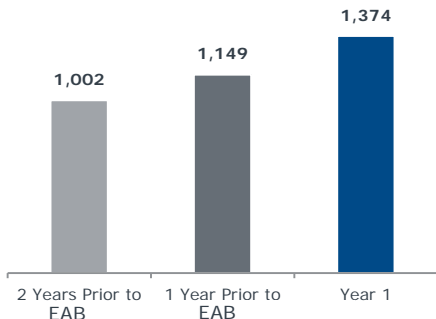
Institutional Profile



- A regional public in the West with a total undergraduate enrollment of ~8,000
- Due to slow enrollment growth, the institution signed on for a late application campaign launch on January 28th, achieving a 20% increase in enrollment

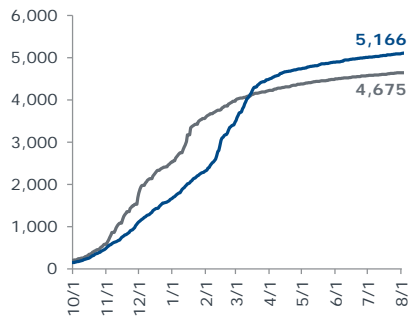
Fall Freshman Enrollment

2 Years Prior-Year 1



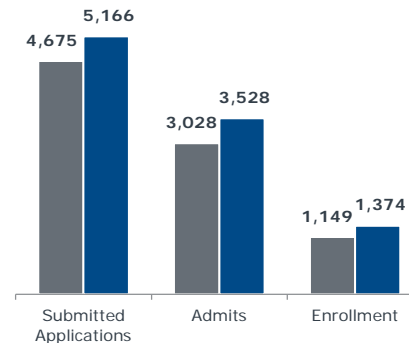
Fall Freshman Submissions by Date

1 Year Prior-Year 1



Fall Freshman Activity

1 Year Prior-Year 1



■ 2 Years Prior ■ 1 Year Prior ■ Year 1

Market Saturation with Multi-Class Recruitment

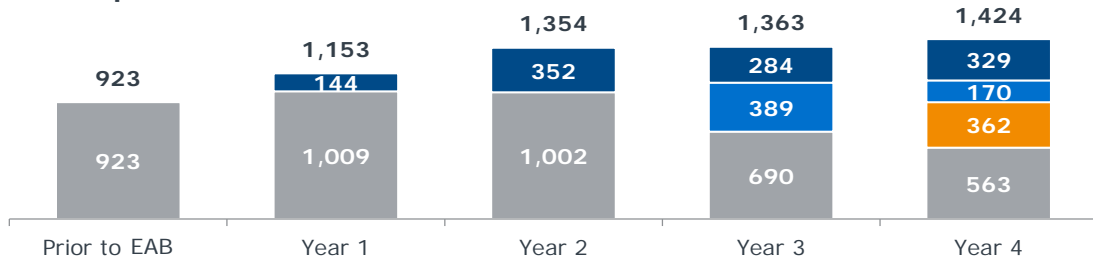


Institution Profile

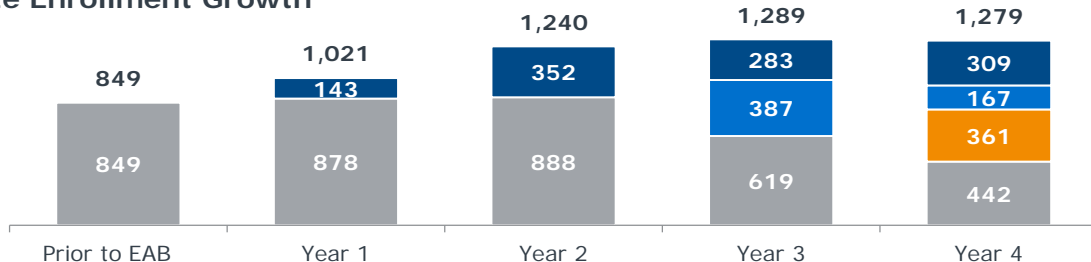


- Regional public university in Western US with a total undergraduate enrollment of ~15,000
- Hires EAB late in cycle (March) to reverse negative trend
- University with a desire to saturate the market in their backyard

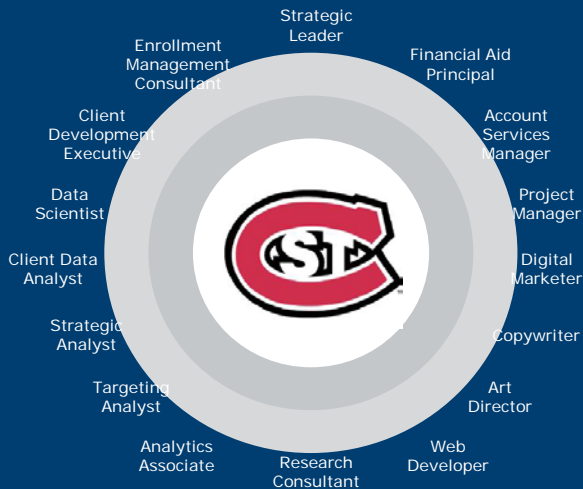
Enrollment Impact of Multi-Year, Multi-Class Search



In-State Enrollment Growth



Your Enrollment Team, Amplified



“The biggest value is the fact that Enrollment Services genuinely cares about your success.... I am not just paying someone money to get us an outcome. **It is the customer service element that sets them apart....** All of the touches are all top notch and professional. Every T is crossed; that goes a long way.”

*Vice President for Enrollment
Liberal Arts College in the Northwest*



- ✓ Student segment specialists
- ✓ Email deliverability analysts
- ✓ Statisticians
- ✓ List sourcing experts
- ✓ Survey methodology experts

- ✓ Data security experts
- ✓ Software engineers
- ✓ Print and mail experts
- ✓ Digital marketing experts
- ✓ Financial aid optimization experts

- ✓ Higher ed industry analysts
- ✓ CRM experts

Outsized Impact on the Metrics That Matter

Delivering Consistent Results

8.3%

average annual net tuition revenue increase

2.4-pt

average annual SAT score increase

Impact Beyond Enrollment

5% pt

higher first-year retention rates for EAB-recruited students

13%

higher rates of post-graduation advancement giving for EAB-recruited students

Serving Diverse Enrollment Aims

10%

increase in deposits for **schools seeking growth**

3.6-pt

increase in SAT score for **schools not seeking growth**

Creating Sustainable Partnerships

7:1

average ROI for first-year EAB partner schools

89%

renewal rate across EAB partner schools



Washington DC | Richmond | Birmingham | Minneapolis

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