



## **Setting Next Year's Research Agenda**

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Enrollment Management

**University Leadership Council**

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# A Common Refrain

**“How Can We Improve Enrollment Management?”**



## **Student Demographics**

- *International students*
- *Transfer students*
- *Niche populations*
- *Professional/online*



## **Pricing and Discounting**

- *Pricing strategy*
- *Competitive intelligence*
- *Predictive analytics*
- *Financial aid modeling*



## **Marketing and Branding**

- *Social media strategy*
- *Customer relationship mgmt*
- *Strategic differentiation*
- *Brand strategy*



## **Capacity Management**

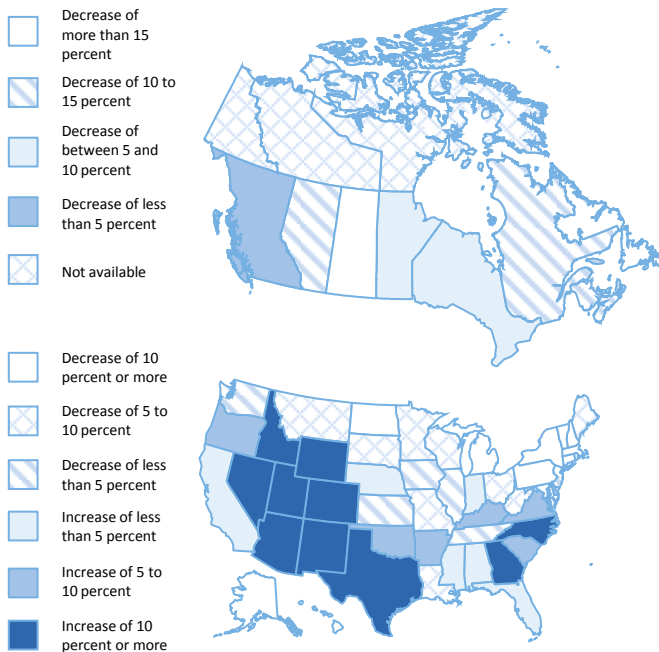
- *Predicting course demand*
- *Program level planning*
- *Space master planning*
- *Online/blended courses*

*Notes:*

# A Shifting Landscape

*Differences in Population Growth Leading Many to Recruit Further Afield*

## Projected Change in Traditional Age College Students



### Member Questions

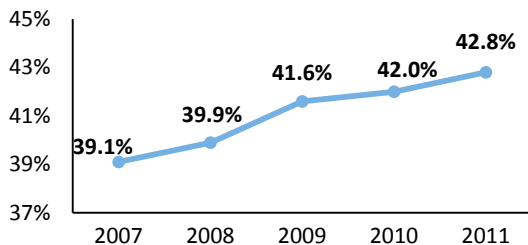
- What are the trends in my region?
- How should I target recruitment efforts in other regions?
- How can I attract students nationally to my online programs?
- Which populations am I overlooking?
- How can I maximize the value of articulation agreements?
- How can I increase my international student enrollment?

# A Failed Strategy

## *Rising Discount Rates Fail to Attract More Students*

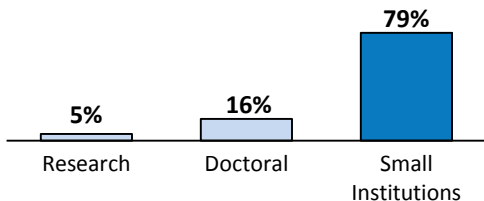
### A Financial Aid Arms Race

*Average Tuition Discount Rate, First-Time, Full-Time Freshmen*



### Small Institutions Struggling to Attract Students

*Private Institutions That Lost Both Freshmen and Undergraduate Enrollment, 2010-2011*



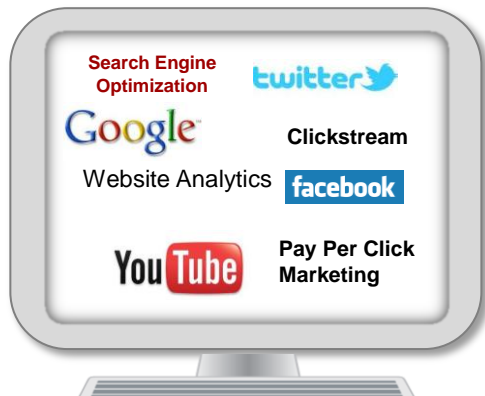
### Member Questions

- How can I optimize the impact of my merit aid dollars?
- Are there creative ways to meet growing student financial need?
- Have we finally hit a ceiling for tuition?
- Would it make sense for us to lower our list price?
- How should I respond to aggressive discounting by my competitors?

# Standing Out in a Crowd

*Reaching Potential Students in an Increasingly Crowded Market*

## More and More Sophisticated Ways to Reach Prospective Students



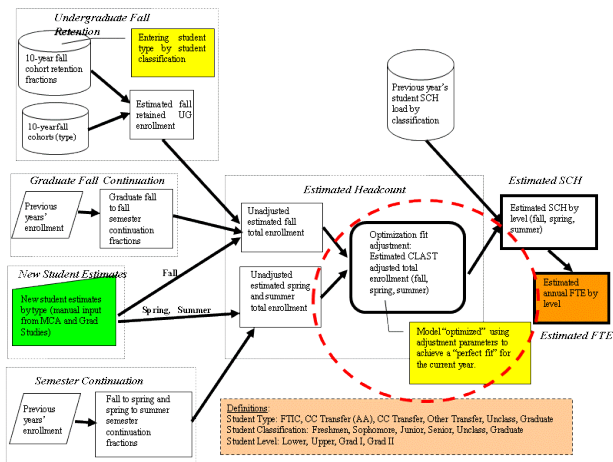
### Member Questions

- How much emphasis should I put on marketing a handful of “signature” programs?
- Am I making effective use of social media to engage prospective students as well as current students and alumni?
- How can I balance the need for distinctive “brand” identity with the desire to appeal to a broad range of students?

# Matching Supply to Demand

## Planning Capacity Investments Based on Projected Enrollment

### University of Central Florida Enrollment Planning Model



### Member Questions

- What should my enrollment target be given my existing capacity constraints?
- What investments would I need to make to accommodate significant growth in international students?
- To what degree can online and hybrid courses increase my overall capacity?
- How will changing student transfer patterns affect demand for lower and upper division courses?



# What Information Are You Missing?

*A Wide Range of Consultants, Associations, and Sources Already Exist*

## Consultants



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## Associations and Research Centers

National Research Center for  
College & University Admissions

American Association of Collegiate  
Registrars and Admissions Officers

National Association for College  
Admission Counseling

National Association of Graduate  
Admissions Professionals

Center for Enrollment Research,  
Policy, and Practice

North American Coalition for  
Christian Admissions Professionals

*Notes:*





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