Comparative Market Position of Public and Private Non-Profit Colleges and Universities
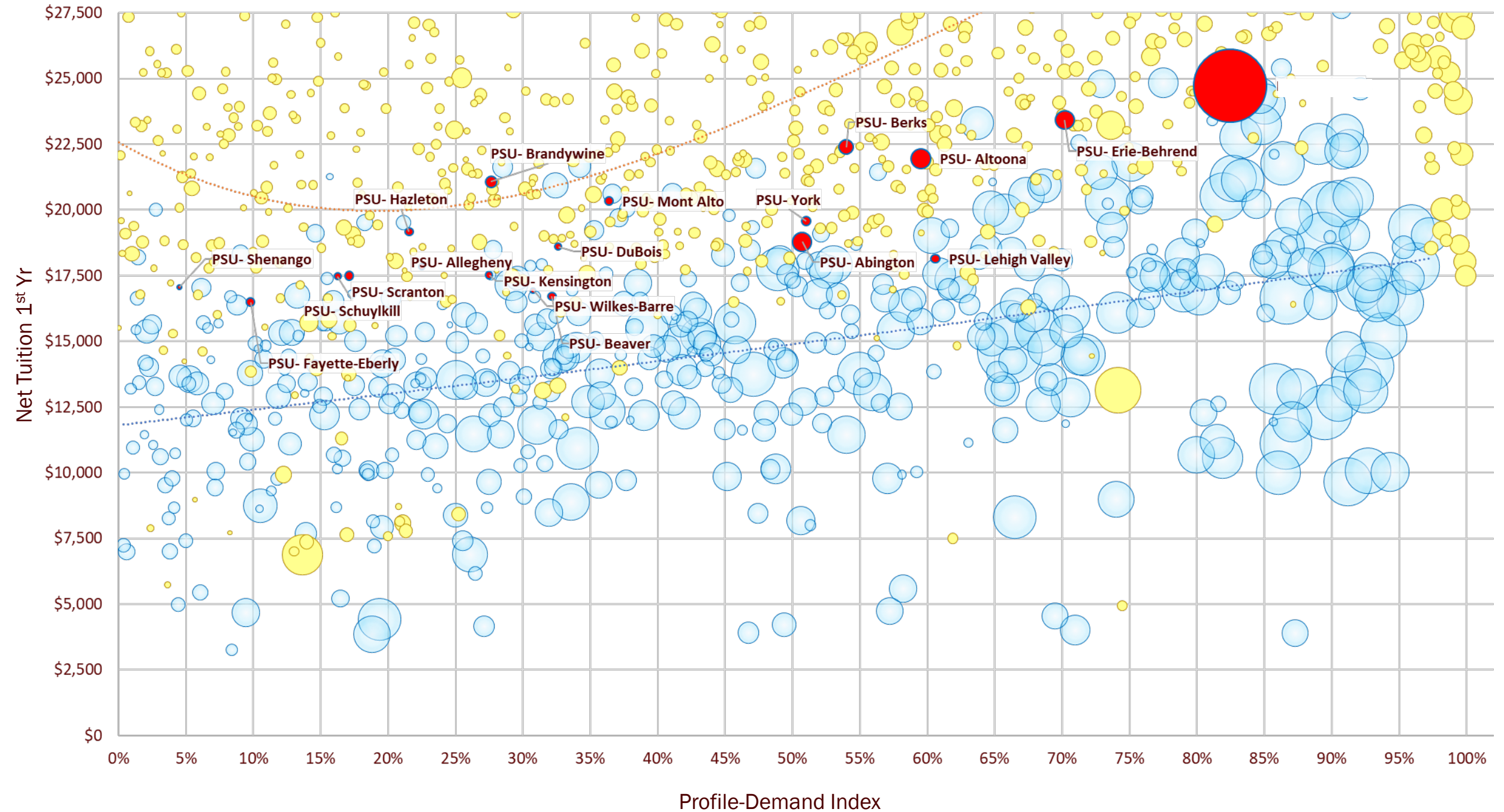
Strategic Challenges

1. Internal vs. external orientation
2. Not fully leveraging/optimizing existing EM technologies
3. Focus on process rather than outcomes
4. Disparate and fragmented data systems
5. Seeming lack of integration and alignment among strategically interrelated yet structurally independent functions
6. Creating a consistent and unified pre-enrollment student experience that reflects the institution's value-proposition and provides exceptional service
7. Aligning academic, pricing and financial aid strategy with market
8. Balancing new student portfolio

PennState

Strategic Enrollment Levers

- Integrated Marketing and Communications

- Enhanced Lead Generation and Inquiry Cultivation

- Website Optimization and CRM Maximization

- Enhance/elevate the campus visit experience

- Academic Program Diversification and New Program Development

- Pricing and Aid Optimization

- Enrollment and Revenue Modeling and Forecasting

- Retention and Completion

- Performance Management

Strategic Enrollment Priorities

- Mine, consolidate and leverage data across the enterprise
- Engage in research with outside vendor designed to assess the underlying drivers of enrollment demand with specific focus on CWC. Broad areas of inquiry:
  - Market geography and application development
  - Class composition, comparative price and affordability
  - Academic product and curriculum mix
  - Market position and competition
- EM infrastructure and staffing:
  - Strategic Planning
  - Data Analytics
  - International Admissions
  - Training and Talent Development
  - Regional staff organization to reduce competition and cost, and to support strategic priorities.

Strategic Enrollment Priorities (cont'd)

- Develop/strengthen/align CWC academic portfolio toward delivery of market driven and professionally- oriented academic programs

- Gain efficiencies in processing and business practices by adopting and fully leveraging EM tools and technologies

- Align recruitment and financial aid strategy with enrollment goals

- Implement multi-channeled communication strategy to launch differential messaging based on student interest, behavior and funnel position