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*A Place for Everything and
Everything in its Place*

An Introduction to the EMR Market Matrix™

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Enrollment Management -->

Enrollment & Marketing Research

Enrollment & Marketing Research (EMR) Market Matrix

The EMR Market Matrix is a conceptual model that organizes and reconstructs large quantities of institutional information around the goal of understanding market position. The top lists the target markets or pyramid levels, and the left side lists the market focus.

Customize Matrix

All Resources

The drop-down box to the right allows you to customize the matrix to a college-level or administrative-level grouping. When you click a question (cell), a list of resources for that question

EMR Market Matrix - All Resources

	Market	Prospects	Applicants, Admits	Enrolled	Alumni
Industry	What are the trends in adults UG learning?	What helps move prospects to applicants?	How do applicants/admits differ from prospects? What are their trends?	How do SNL students compare to UG adults in the nation?	What career successes are SNL grads having?
Target Market	What do adult UG students need?	What's important to UG adult prospects?	How do applicants/admits compare to national profiles?	How do SNL enrolled compare to national profile of UG adult learners?	What can we learn from alumni that teaches us about the market?
Competition	What are the trends in UG adult programs?	What other schools appeal to SNL prospects?	To what other schools are our students applicants/admits?	Who is our competition in the eyes of enrolled students?	How can we leverage affinity to reach prospects?
Profile	Who is the adult UG learner in the U.S.?	Who are our prospects?	Who are our applicants/admits?	Who are our SNL enrolled students?	Who are SNL alumni?
Perceptions	How prepared do SNL graduates feel upon graduation?	How do our prospects perceive SNL?	How do our applicants/admits perceive their school?	How do our enrolled students perceive SNL?	How do SNL alumni perceive SNL?
Strengths	What positive feedback do alumni receive from market?	What do prospects think SNL does better?	How does applicants/admits compare their school to competition?	How does SNL compare to competition in eyes of enrolled students?	How does SNL compare to competition in eyes of alumni?
Successes	What is our share of regional adult UGs?	What is SNL's share of prospects?	What is the prospect conversion rate and admission rate?	What is SNLs yield rate?	What is SNLs re-enrollment rate?

About EMR

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Admission Reports

Enrollment Reports

Other Resources

EM Home

Resource List

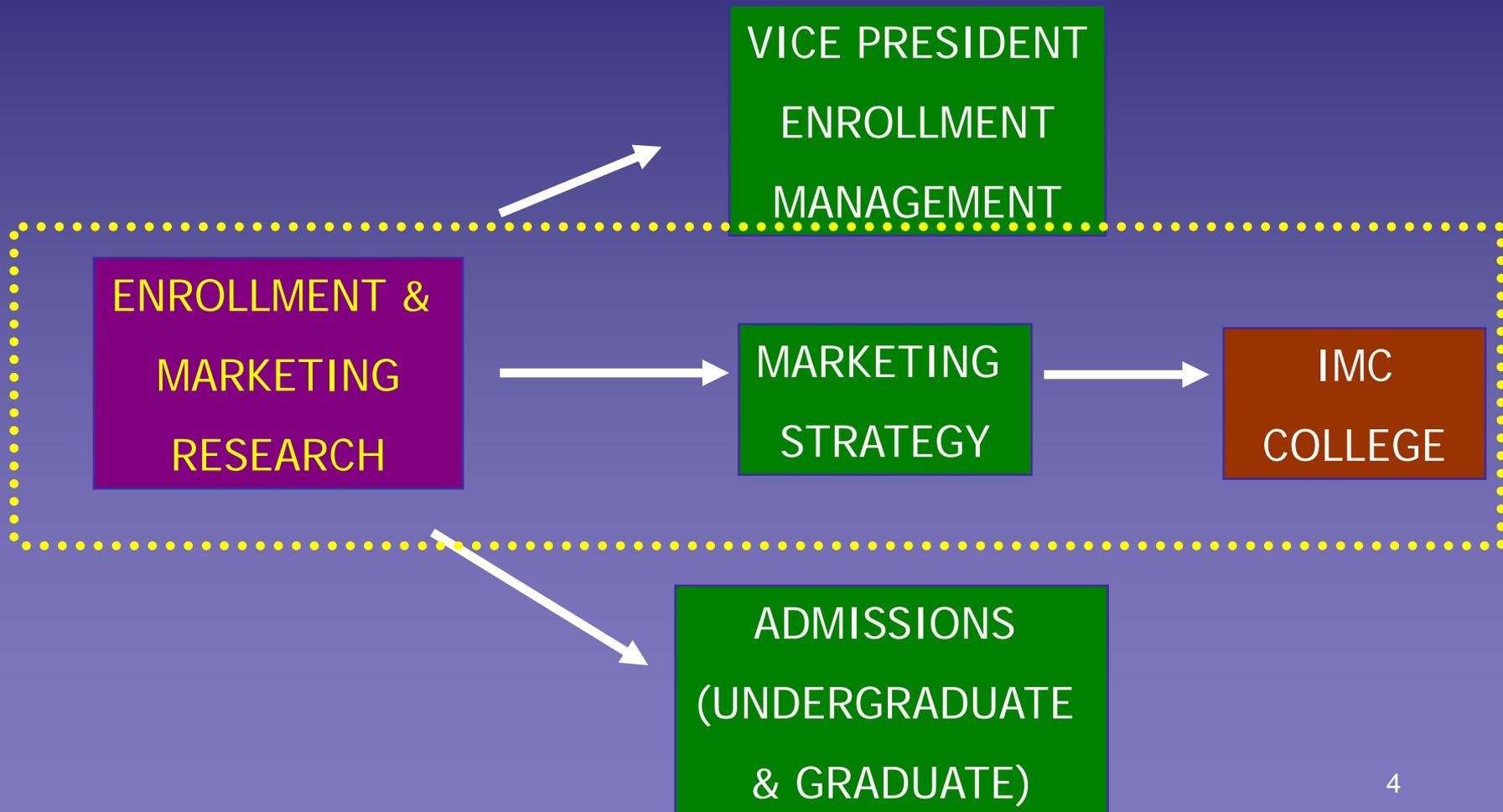
Click on a Matrix cell to the right to see a list of resources pertaining to that question or click on a report link above (admission or enrollment) to see a list of their options.

The Market Matrix concept, and all graphics and text related to the Market Matrix are copyrighted and/or trademarked by DePaul University. Redistribution or use is prohibited without express written permission. For information regarding usage, contact Liz Sanders at 312-362-5289 (lsander3@depaul.edu).

Today's Presentation

- Insights & Implementation
- Implications

EMR serves 3 primary customers, providing information that helps us understand market position and prominence.

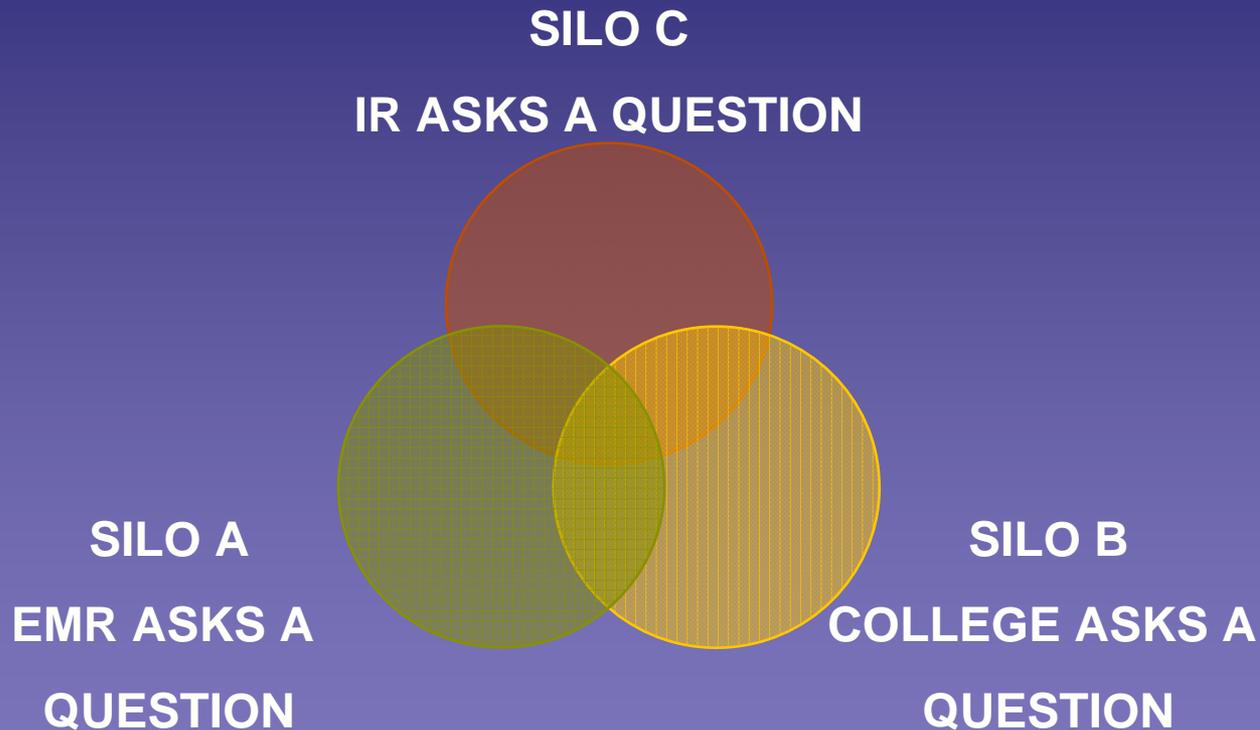


As an institution, we spend our time producing individual reports around specific research efforts (CIRP) or to address a topic (retention) with little time for meta-analysis, or a synthesis of existing work.

**ALUMNI TYPOLOGY RESEARCH
GEOGRAPHIC ANALYSIS
DEMOGRAPHIC ANALYSIS
MARKET ATTRIBUTE ANALYSIS
ILLINOIS ENROLLMENT ANALYSIS
PROSPECT AWARENESS SURVEY
CLEARINGHOUSE ANALYSIS
PYRAMID ANALYSIS
GRADUATE ADMITTED STUDENT
QUESTIONNAIRE
COMPETITIVE ANALYSIS
GRADUATE ADMISSION REPORT**

**FACT FILE
PLACEMENT STUDY
STUDENT SATISFACTION SURVEY
SENIOR SURVEY
RETENTION & GRADUATION RATES
ALUMNI LEARNING OUTCOMES
CAMPUS PREFERENCE SURVEY**

The fast-paced environment, the seemingly unique information requests, and the inconsistencies with turnover in positions all contribute to the redundancy.



Criteria for Success

- An information management heuristic with the capacity to shape how EMR gathered and disseminated information,
- A 'big picture' enrollment management concept that could be used to further develop relationships with academic partners, and
- A process that was manageable to develop and maintain.

The Market Matrix™ is an example of a *research synthesis* (Cooper and Hedges, 1994).

RESEARCH SYNTHESIS MODEL

Stage 1: Define the research question

Stage 2: Inclusion and exclusion criteria

Stage 3: Search strategy

Stage 4: Retrieve and analyze articles

Stage 5: Synthesize the results

Stage 6: Prepare a written report

RESEARCH SYNTHESIS MODEL

Stage 1: Market position/performance

Stage 2: External/Internal focus and market segment

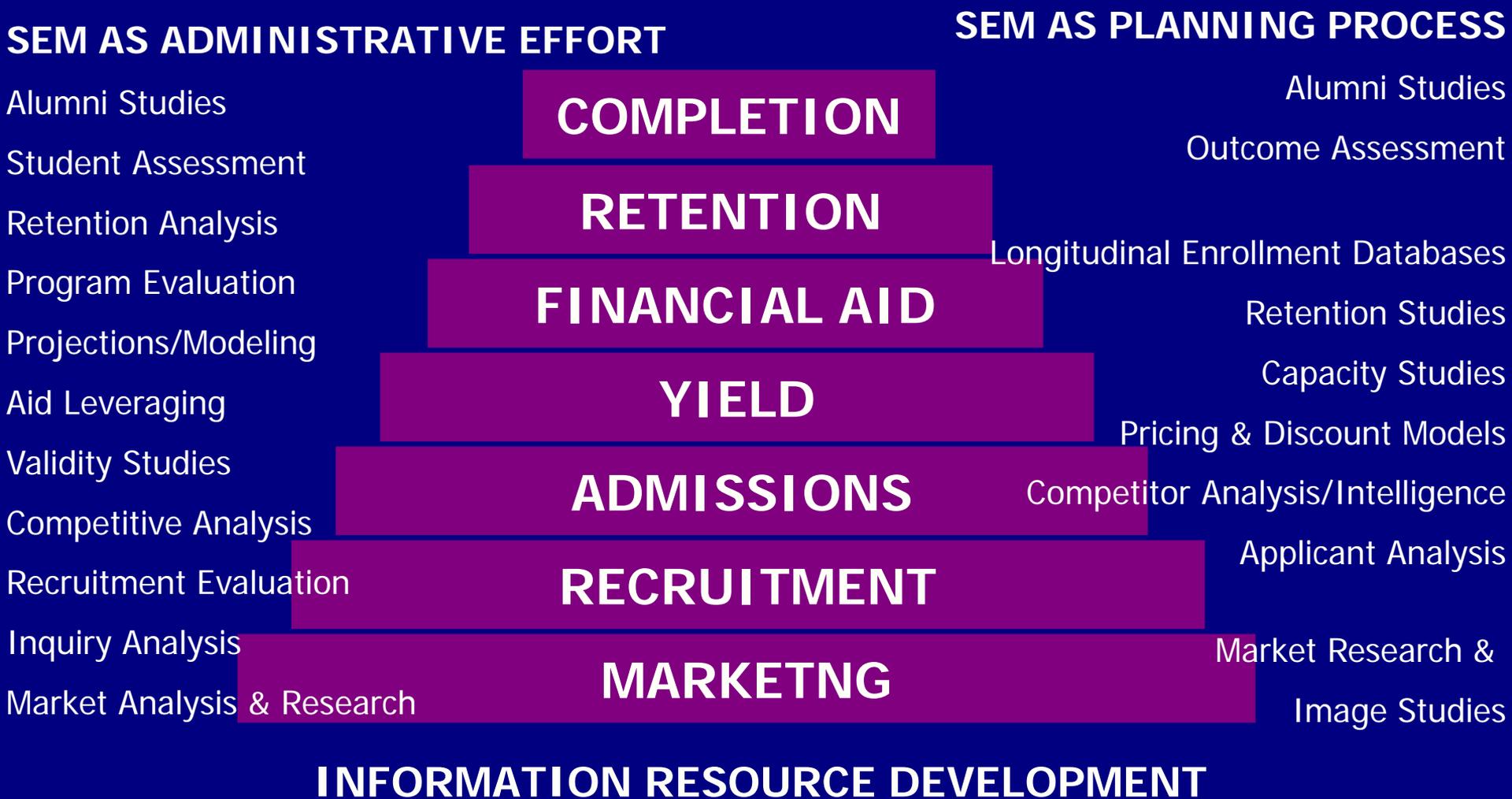
Stage 3: Find and catalogue information

Stage 4: Update matrix quarterly

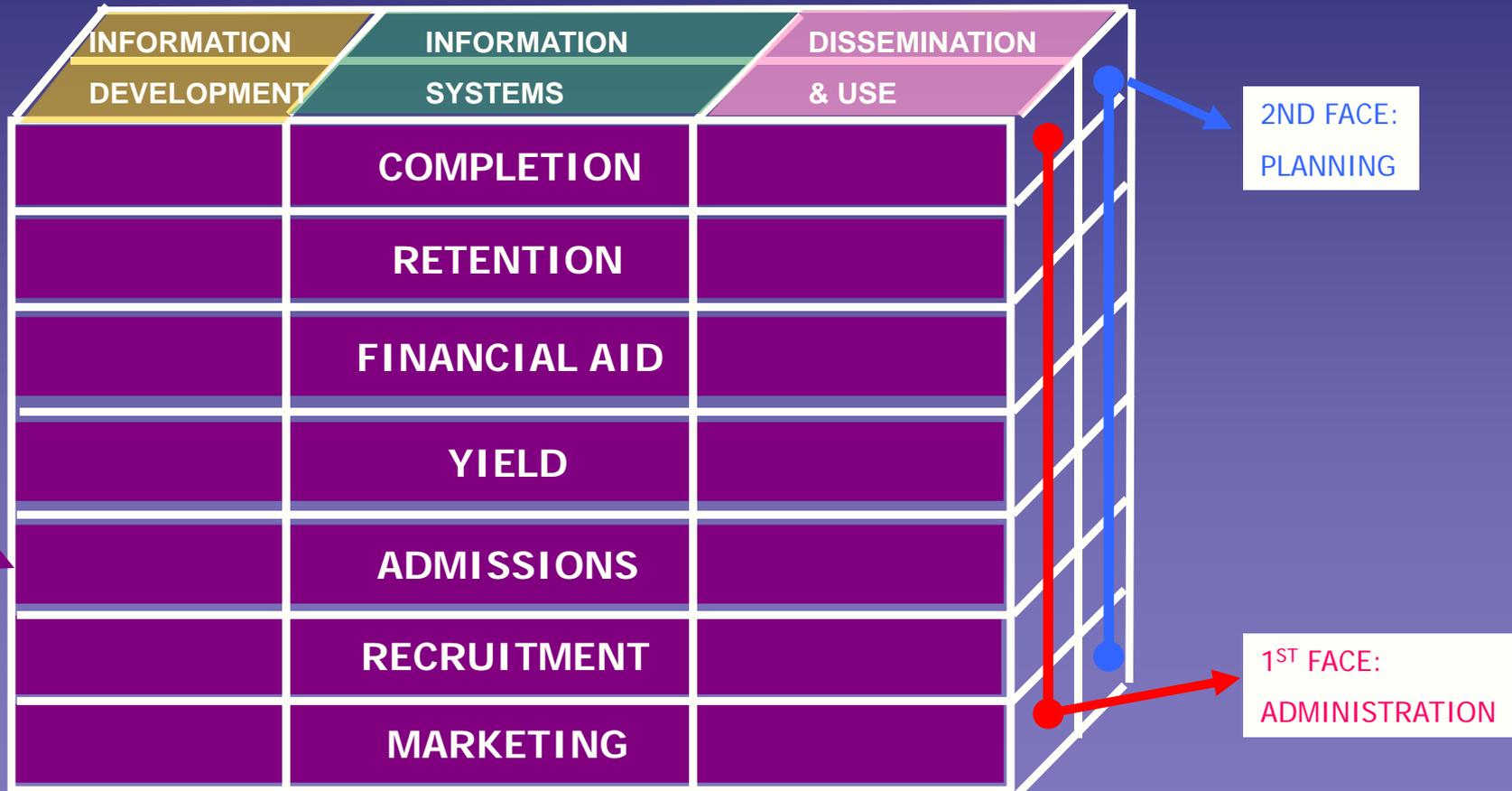
Stage 5: Marketing Strategy synthesize for Situation Analysis

Stage 6: A document is produced to launch the annual planning process.

We are building on some of the earlier work done in the field of Strategic Enrollment Management.



The Information Resource Management Cube

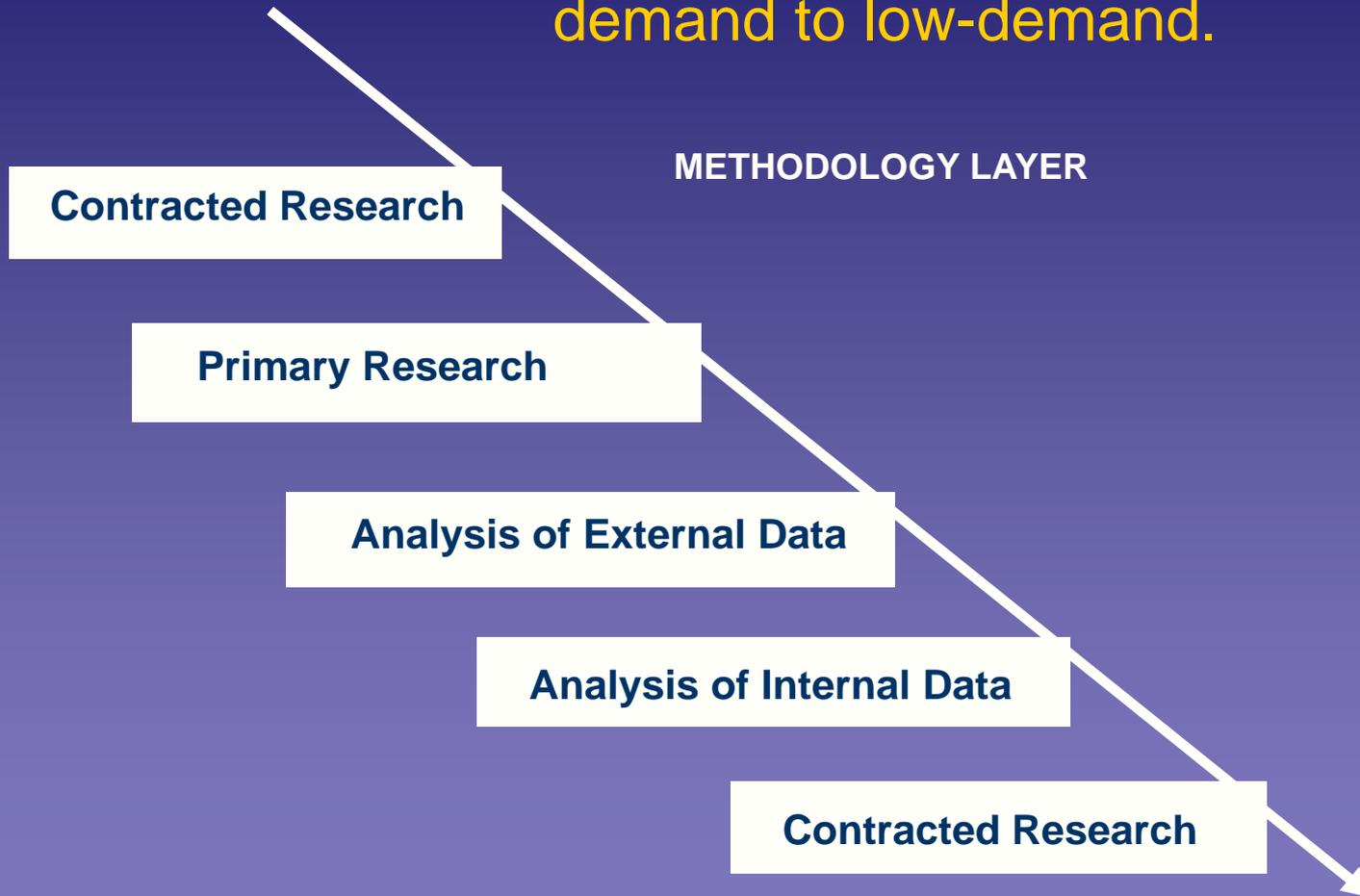


The *Enrollment Management Pyramid* is the secondary dimension, which outlines several select segments of student flow.

PYRAMID LAYER



The third dimension is *Methodology*, which categorizes the research in terms of the resources needed from high-demand to low-demand.



The intersection of these 2 dimensions provides a focus: what is the question we want to answer and what information do we have to answer it?

PYRAMID LAYER



EXTERNAL FOCUS

INTERNAL FOCUS

	MARKET	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
INDUSTRY	1	2	3	4	5
TARGET MARKET	6	7	8	9	10
COMPETITION	11	12	13	14	15
PROFILE	16	17	18	19	20
PERCEPTIONS	21	22	23	24	25
STRENGTHS	26	27	28	29	30
PERFORMANCE MEASURES	31	32	33	34	35

Information Needs At the Intersection: The Market Questions

PYRAMID LAYER



	MARKET	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
INDUSTRY	What are the key trends in the CIS industry?	What skills do prospects seek from grad schools?	How are trend for apps for CIS program ?	Has tuition reimbursement declined for CIS grad students?	Why do CIS alumni re-enroll in grad programs?
TARGET MARKET	What do CIS professionals want/need? Profile?	What do CTI prospects want/need?	What do CTI apps & admits want? Profile	What do CTI enrolled want/need? Profile?	What do CTI alumni want/need? Profile?
COMPETITION	Who does CTI compete with for CIS professionals?	What other schools appeal to CTI prospects?	Where do our apps cross-apply?	What other schools did the enrolled students consider?	Who is our competition in the eye of alumni?
PROFILE	Who are CIS professionals?	Who are CTI prospects?	Who are CTI apps & admits?	Who are CTI enrolled students? Need/want?	Who are our alumni? Want/need?
PERCEPTIONS	How do CIS professionals perceive CTI?	How do CTI prospects perceive CTI?	How do CTI apps & admits perceive CTI?	How do CTI enrolled students perceive CTI?	How do CTI alumni feel about CTI now?
STRENGTHS	How does CTI compare to competition in eyes of market?	How does CTI compare to competitors in eyes of prospects?	How does CTI compare to competition in eyes of apps & admits?	How does CTI compare to competitors in eyes of enrolls?	How does CTI compare to competitors in eyes of alumni?
PERFORMANCE	What share of regional CIS do we attract?	What is CTI's share of prospects?	What is our admission & conversion rate	What is our share of enrollments? Yield rate?	What is CTI's reenrollment rate?

EXTERNAL FOCUS

INTERNAL FOCUS

Information Sources At the Intersection: The Living Library

PYRAMID LAYER



	MARKET	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
	Possible areas of future research				
INDUSTRY					
TARGET MARKET		Segment Analysis, Senior Survey	Segment Analysis	Segment Analysis, IBHE Market Share Analysis, Distance Learning Survey	
COMPETITION	IBHE Market Share Analysis	Competitive Analysis 2002, ASQ, Market Attribute Analysis, Prospect Awareness Survey.	Competitive Analysis 2002, ASQ, Clearinghouse, Graduate Survey, Graduate Admission Summary.	Competitive Analysis 2002, ASQ, Clearing House, IBHE Market Share Analysis, Graduate Survey.	Competitive Analysis 2002
PROFILE		ASQ, Market Attribute Analysis, Senior Survey, Perception Survey, Graduate Survey, Grad Admission Summary	ASQ, Graduate Survey, Graduate Admission Summary	ASQ, Graduate Survey, Graduate Admission Summary, Distance Learning Report (ODL)	Alumni Research
PERCEPTIONS		Market Attribute Analysis, Perception Survey	ASQ, Graduate Admission Survey	Satisfaction Survey (OIPR), Senior Survey (OIPR), , Distance Learning Report (ODL)	Alumni Research
STRENGTHS		ASQ, Prospect Awareness Survey, Market Attribute Analysis, Competitive Analysis 2002	Competitive Analysis 2002, ASQ	Competitive Analysis 2002, ASQ,	Competitive Analysis 2002
PERFORMANCE		Senior Survey, Pyramid Analysis, Marketing Strategy Recap?	Pyramid Analysis	Pyramid Analysis, MS Recap, IBHE Market Share Analysis, Retention & Graduation (OIPR)	Pyramid Analysis, Alumni Research, Placement Analysis (CC)

EXTERNAL FOCUS

INTERNAL FOCUS



Insights from Information Synthesis

PYRAMID LAYER

	MARKET – PEOPLE WHO COULD GO TO UGRAD	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
INDUSTRY	What are the labor market/employment & enrollment trends for bachelor's degrees?				
TARGET MARKET	What are the target market's wants, needs?				
COMPETITION	Who do we compete with? Who are our freshmen/undergrads? What is our position in the market?				
PROFILE	What is the demographic, geographic, and psychographic profile of the market?				
PERCEPTIONS	What do college-bound freshmen think of DePaul?				
STRENGTHS	What are our strengths compared to competition?				
PERFORMANCE	How do we measure our performance?				

What are the labor market/employment & enrollment trends for bachelor's degrees?

EXTERNAL FOCUS

INTERNAL FOCUS

Insights from Information Synthesis

PYRAMID LAYER

	MARKET	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
INDUSTRY	Department of Labor, Monthly Labor Review, IBHE, DOE,				
TARGET MARKET	The Millennial Goes to College, CIRP 1966 – 2001 & 2003, ACT Test Takers/Freshman Admission Summary 2003, Adult Market Trends,	Freshman Admission Profile 2003	Freshman Admission Summary 2003, 1997 & previous ASQ, Transfer Admission Profile 2003	The American Freshman DPU data, Freshman Admission Summary 2003, 1997 & previous ASQ, OIPR Fact File, Adult Market Trends, Adult Learning Styles, Transfer Market	Alumni Typology, Alumni Learning Outcomes Research
COMPETITION	IBHE, ACT Test Trends/Freshman Admission Summary 2003,				
PROFILE	The Millennial Goes to College, CIRP 1966 – 2001 & 2003, ACT Test Takers/Freshman Admission Summary 2003, Adult Market Trends,	Freshman Admission Summary 2003, Transfer Admission Profile 2003	Freshman Admission Summary 2003, 1997 & previous ASQ, Transfer Admission Profile 2003	The American Freshman DPU data, Freshman Admission Summary 2003, 1997 & previous ASQ, OIPR Fact File, Adult Market Trends, Adult Learning Styles, Transfer Market	Alumni Typology, Alumni Learning Outcomes Research
PERCEPTIONS			ASQ 1997 and before, Barat ASQ	The American Freshman DPU data, UG Student Survey, Senior Survey, Learning Goals, New Student Survey,	Alumni Typology, Alumni Learning Outcomes Research
STRENGTHS		Freshman Admission Summary 2003	Freshman Admission Summary 2003, ASQ 1997 and before, Barat ASQ	UG Student Survey, Adult Market Trends, ASQ Learning Goals, Tuition Pricing	Alumni Typology, Alumni Learning Outcomes Research
PERFORMANCE	ACT Test Taker Trends/Freshman Admission Summary 2003	Freshman Admission Summary 2003,	Freshman Admission Summary 2003, Applicant, Admit, & Enrollment Trends	Freshman Admission Summary 2003, First Year Retention & Graduation for Freshmen & Transfers, Learning Goals & Gains, UG Student Survey, ACT 2001	Alumni Typology, Alumni Learning Outcomes Research 18

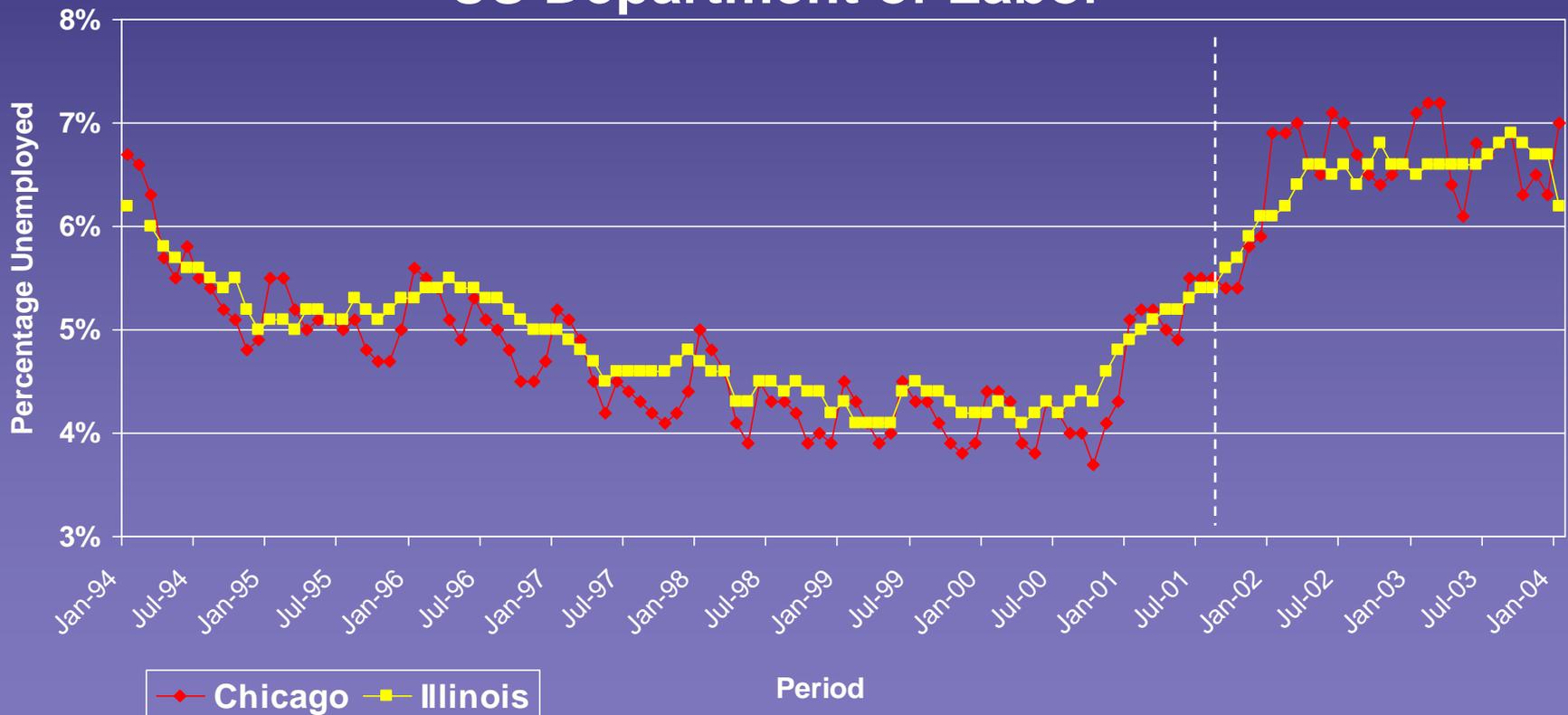
Department of Labor, Monthly Labor Review, IBHE, DOE, ACT/EIS

EXTERNAL FOCUS

INTERNAL FOCUS

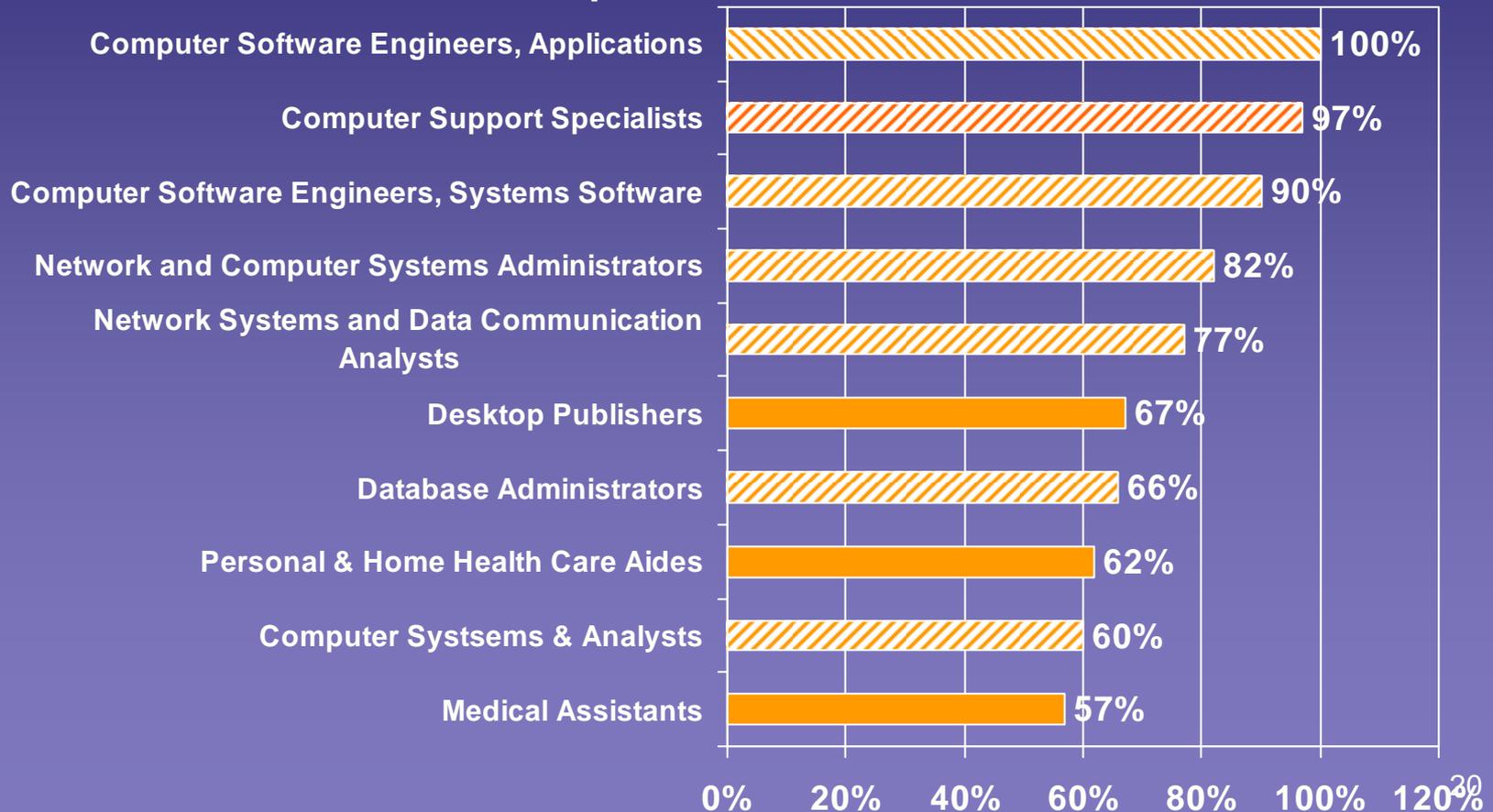
Labor statistics show the recent leveling off of unemployment trends for Chicago and Illinois.

Chicago and Illinois Unemployment Rate US Department of Labor



Nationwide growth rates are projected to be faster for occupations requiring postsecondary education. Highest rates, however, do not always reflect the largest number of job openings.

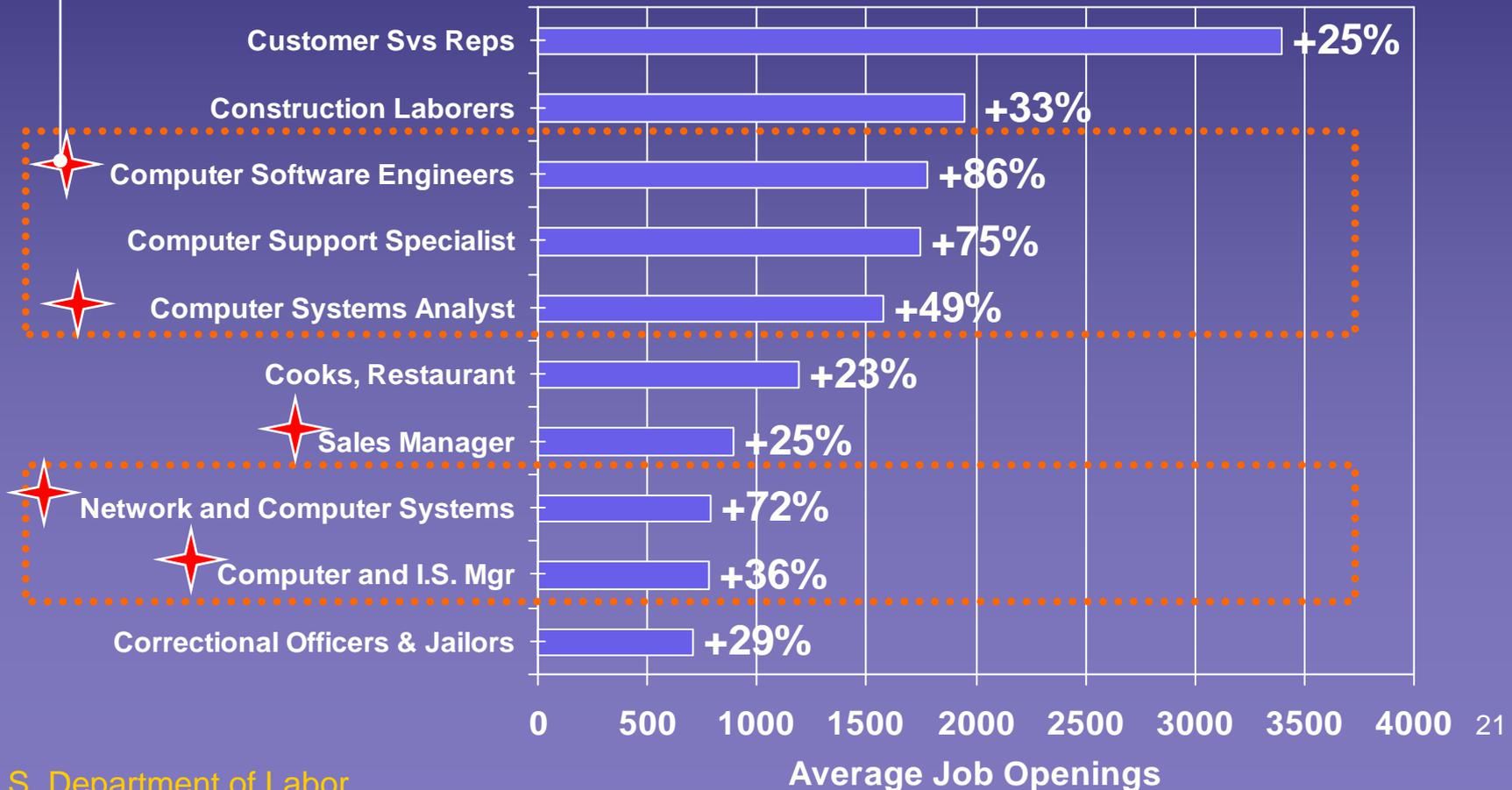
2002-2012 Nationwide Growth Rates
Department of Labor



Half of the occupations that are expected to have fast job growth in Illinois are in the computer and information systems area.

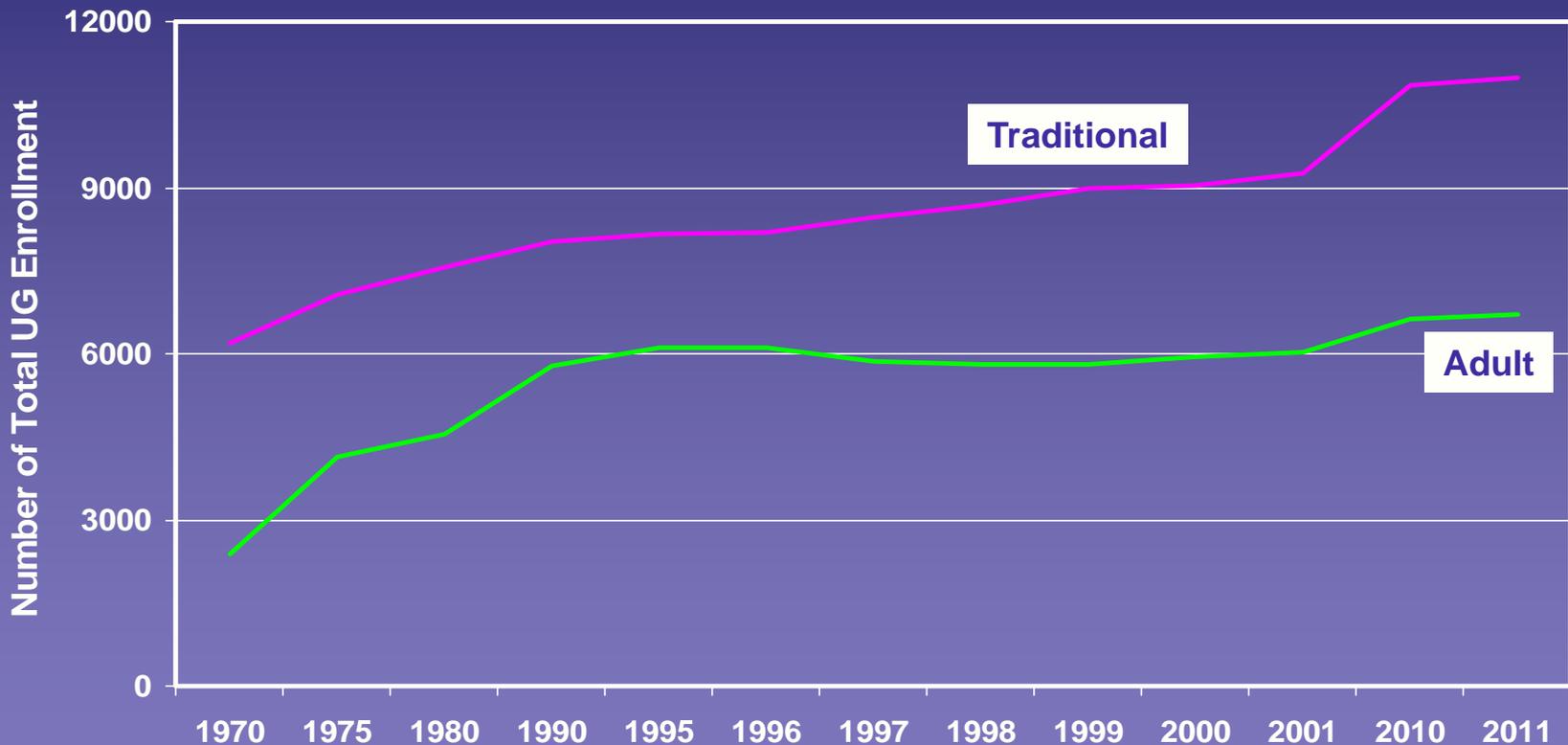
REQUIRE
4YR
DEGREE

Fastest Growing Numbers of Jobs in Illinois 2000-2010



Undergraduate enrollment is expected to increase over the next several years.

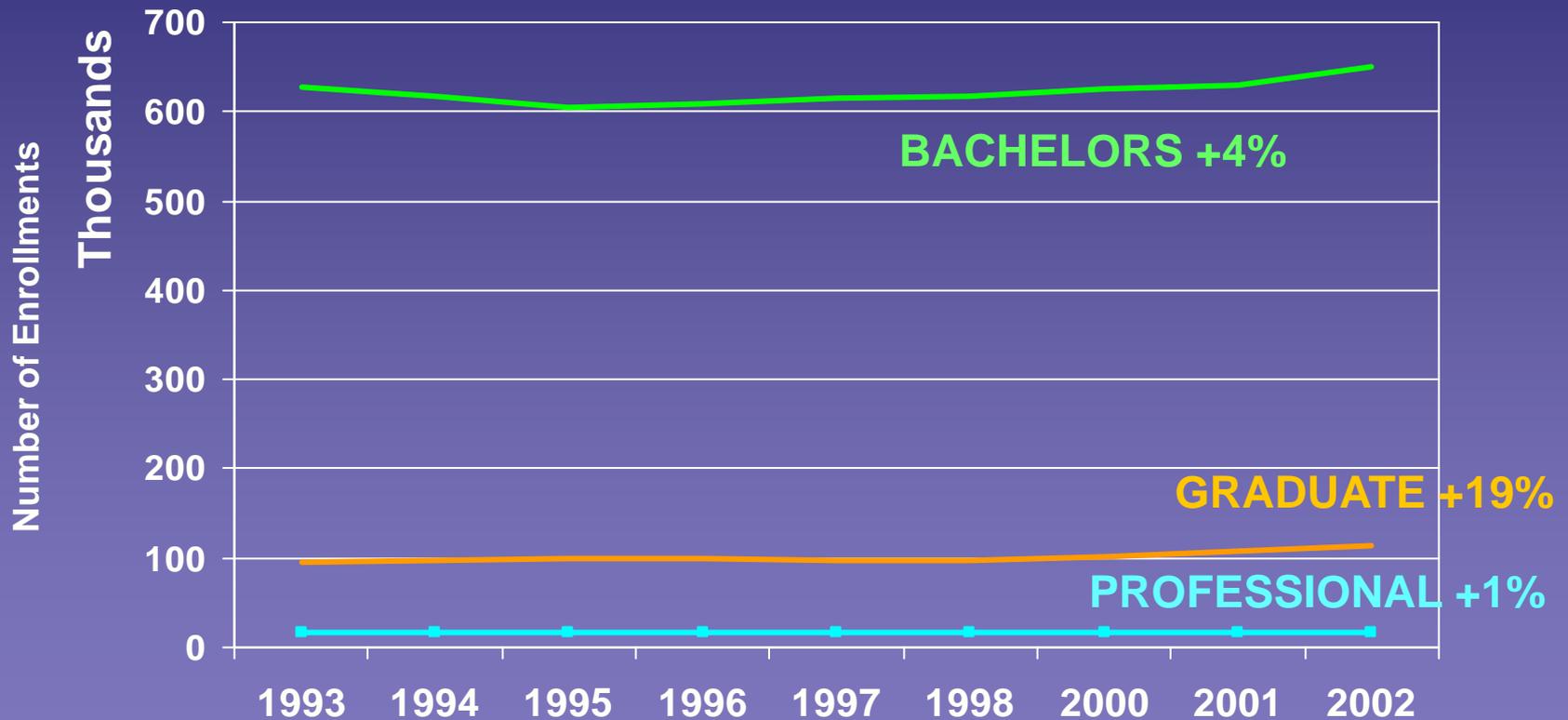
Undergraduate Headcount Enrollment in U.S. 1970 to 2011



•Projected Enrollment, SOURCE: U.S. Department of Education, National Center for Education Statistics, Fall Enrollment in Institutions of Higher Education; Integrated Postsecondary Education Data System (IPEDS), "Fall Enrollment" surveys; Projections of Education Statistics to 2011; and U.S. Department of Commerce, Bureau of the Census, Current Population Reports, "Social and Economic Characteristics of Students," various years. (This table was prepared July 2001.)

Bachelor's level enrollment in Illinois has grown since the mid-1990's, and is up 4% over the past 10 years.

Illinois Enrollment By Level: 1993 - 2002



Insights from Information Synthesis at the Cell Level

PYRAMID LAYER

	MARKET – PEOPLE WHO COULD GO TO COLLEGE	PROSPECTS	APPS &	ENROLLED	ALUMNI
		<h2>What are the labor market/employment & enrollment trends for bachelor's degrees?</h2> <p>While unemployment in Illinois was on the increase through July '02, recent trends show a somewhat more stable picture. At the national level, the Department of Labor shows job growth in sectors that require undergraduate education, and some of the fastest growing are in computing. Illinois trends also show growth in computing areas.</p> <p>Bachelors enrollments nationwide are projected to increase, and Illinois Bachelor's enrollments have grown over the past 9 years. CCs have most of this enrollment, but enrollment in the private 4yr institutions is up 11% since 1993. Recent trends also show that the number of Illinois ACT test takers is increasing, although this group may not all consider themselves to be college-bound.</p> <p>20 Illinois institutions account for 76% of the state's bachelor's enrollment. DePaul is the largest private in the top 20 institutions by bachelor's level enrollment, and the 6th largest school statewide.</p>			
EXTERNAL FOCUS	INDUSTRY	What are the labor market employment & enrollment trends for bachelor's degrees?			
	TARGET MARKET	What are the needs and wants, needs?			
	COMPETITION	Who do we compete with for freshmen/undergraduates? What is our position in the market?			
INTERNAL FOCUS	PROFILE	What is the demographic, geographic, and psychographic profile of the market?			
	PERCEPTIONS	What do college freshmen think?			
	STRENGTHS	What are our strengths compared to competitors?			
	PERFORMANCE	How do we measure performance?			

Insights from Information Synthesis of Market Column

PYRAMID LAYER

	MARKET – PEOPLE WHO COULD GO TO UGRAD	PROSPECTS	APPS & ADMITS	ENROLLED	ALUMNI
INDUSTRY	What are the labor market/employment & enrollment trends for bachelor degrees?				
TARGET MARKET	What are the wants, needs				
COMPETITION	Who do we compete for freshmen/undergraduates? our position in this				
PROFILE	What is the demographic, geographic, and psychographic profile of the market?				
PERCEPTIONS	What do college-bound freshmen think of				
STRENGTHS	What are our strengths compared to competitors?				
PERFORMANCE	How do we measure performance?				

EXTERNAL FOCUS

INTERNAL FOCUS

- Growing demand for bachelor's degrees
- Growing bachelor's enrollment
- College-bound freshman characteristics: secure, special, confident, team-oriented, conventional, pressured, achieving
- Educational interested around concrete-less creative and individualistic endeavors, and health, business & education, with a large undecided contingent
- DePaul has strong position in IL market based on market share, and strong overlap yields (performance).
- Identified competitive set of UIC, UIUC and Loyola, and emerging competitors such as Loyola and Northwestern in terms of recent bachelor's growth.

Today's Presentation

- Insights & Implementation

- Implications

Implications for Enrollment Management Researchers

- Criterion for Success: Is this an information management heuristic with the capacity to shape how EMR gathers and disseminates information?

Implications for Enrollment Management Researchers

- **The Matrix™ is a conceptual model framed around student market and student pyramid dimensions.**
- **This model helps us transform large amounts of data into more manageable bites of information.**
- **This model guides both what research questions should be pursued and how the information is communicated.**
- **The development and maintenance of the living library is manageable, while the research synthesis component requires a long-term commitment.**

Enrollment Management -->

Enrollment & Marketing Research

Enrollment & Marketing Research (EMR) Market Matrix

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Customize Matrix

All Resources ▾

1: CHOOSE SEGMENT FROM DROP-DOWN BOX

EMR Market Matrix - All Resources

Resource List

Click on a Matrix cell to the right to see a list of resources pertaining to that question or click on a report link above (admission or enrollment) to see a list of their options.

3: GET LIST OF PDF DOCUMENTS RELATED TO CELL

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Perceptions	How prepared do SNL graduates feel upon graduation?	How do our prospects perceive SNL?	How do our applicants/admits perceive their school?	How do our enrolled students perceive SNL?	How do SNL alumni perceive SNL?
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Successes	What is our share of regional adult UGs?	What is SNL's share of prospects?	What is the prospect conversion rate and admission rate?	What is SNLs yield rate?	What is SNLs re-enrollment rate?

2: CLICK ON CELL FOR ACCESS TO RELATED INFORMATION

Implications for Enrollment Managers

- Criterion for Success: Is this a 'big picture' enrollment management concept that can be used to further develop relationships with academic partners?

Implications for Enrollment Managers

- The Matrix™ folds together broad concepts of market assessment and student flow and engages deans and faculty in the enrollment management process
 - Guides discussions with academic partners about the breadth and depth of enrollment planning and management and demonstrates our coordinated efforts.
 - Guides discussions with academic partners on information needed to support marketing strategy and enrollment management efforts.

Next Steps

- Continue to build out information synthesis
- Provide a layer of the Matrix™ that focuses on information infrastructure access and tools
- Transform the Matrix™ information-based questions into management decision-making questions

Thank you

For More Information

- **Concepts and Uses**
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- **Technical & Web Interfaces**
 - Edward Schaefer, eschaeefe@depaul.edu

DePaul University

Division of Enrollment Management

Enrollment & Marketing Research Department