



Leveraging Pre-College Programs for Recruitment

Enrollment
Management Forum



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Managing Your Audio

Audio

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Managing Your Questions



To ask the presenter a question, please type into the question panel and press send



The screenshot shows a software window titled "File View Help" with standard window controls. It contains two main panels:

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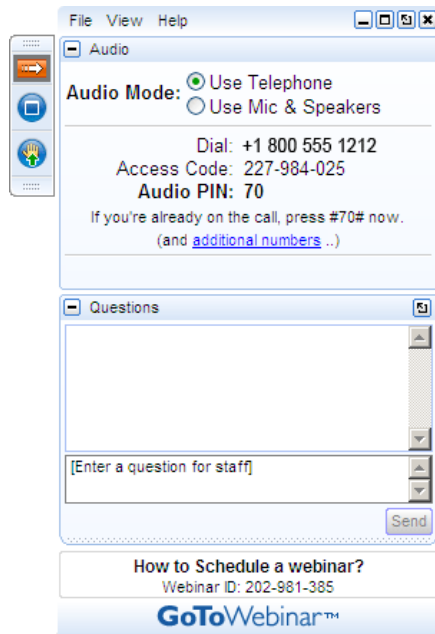
Managing Your Screen



Minimizing and Maximizing Your Screen

Use the **orange and white arrow** to minimize and maximize the GoTo panel

Use the **blue and white square** to maximize the presentation area

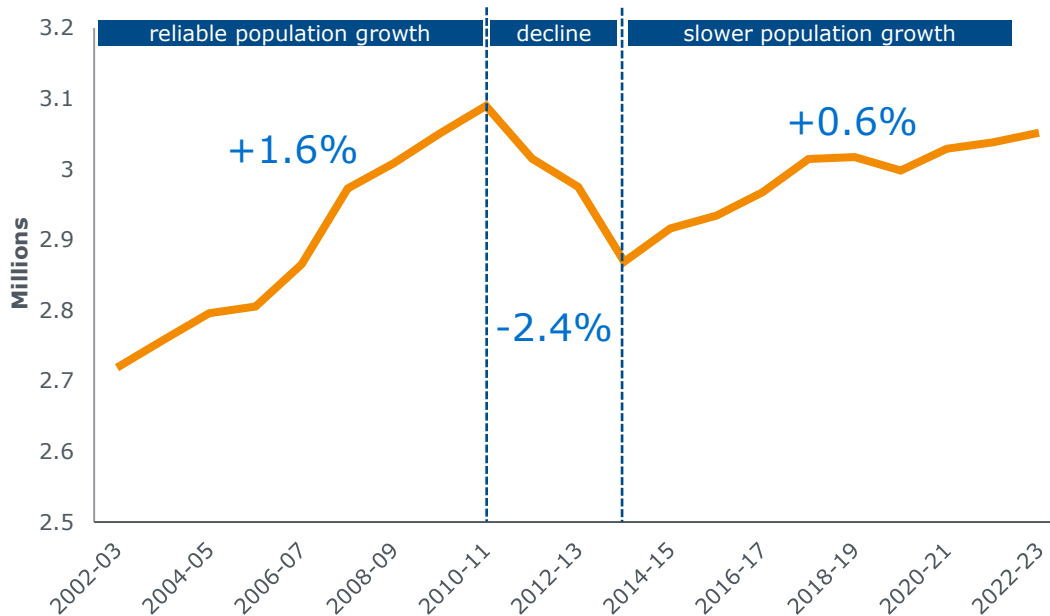


Acclimating to a New Normal

Support From Demographic Growth Gone for the Foreseeable Future

High School Graduate Growth Rate Slows after Demographic Decline

Numbers of High School Graduates and Compound Annual Growth Rates

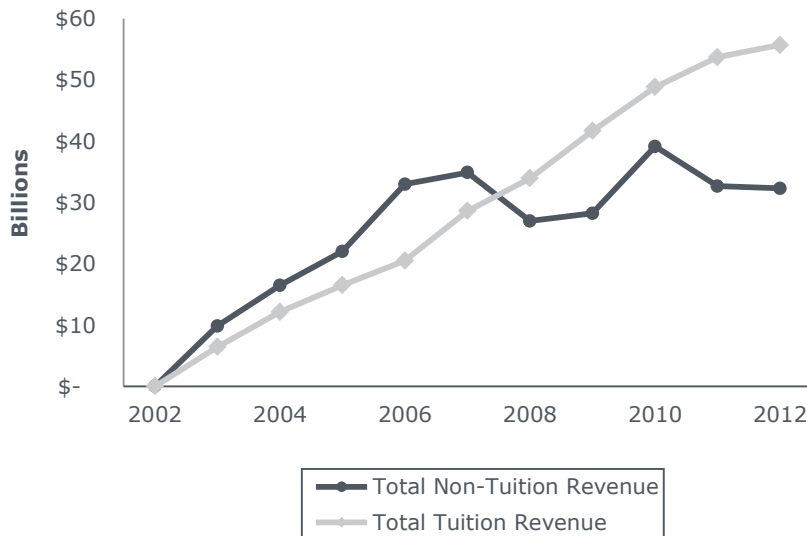


Tuition as the “Last Man Standing”

Increasing Reliance on Tuition Revenue and Enrollment

Tuition Now the Main Driver of Institutional Revenue Growth

Institutional Revenue by Source, from 2002-2012, Inflation-Adjusted 2012 Dollars



Declines in Public Research Funding

-5.5%

decrease in research funding at privates between 2010-2012

-4.7%

decrease in research funding at publics between 2010-2012

1

Under-Leveraged Opportunities for Product Experience Marketing

2

Lead Management Infrastructure

3

Building Engagement by Design

Campus Visits Missing Their Mark?

Campus Visits Boost Yield, for the Few Prospects They Capture

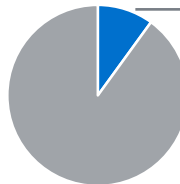
Campus Visits Strongest Yield Lever...



4x

increased likelihood that an applicant who visits campus will enroll

...but Capture Only a Sliver of Your Recruitment Pool



10% of prospects do a campus visit

”

“In my 25-plus years as a consultant in higher education... for colleges and universities of every size, affiliation, and mission, one finding has remained constant: **the campus visit is the single most influential source of information for students in college choice.**”

Richard A. Hesel
Principal, Art & Science Group

Campus Visits Tip the Scales Away from Price

From Doling Out Discounts to Building on Personal Attachments

Product Experience Marketing

Purchasing decisions are swayed by positive first-hand experiences, which consumers weigh more heavily than abstract facts

Competing on Price



Under-utilized opportunities for personal contact with the institution

Student decisions primarily driven by price

Competing on Experience



Leverage product experience opportunities to build on personal attachments

Decision swayed by positive experiences, not price alone

Experiencing a Sense of “Right Fit”

Personal Attachments Cultivated through First-Hand Product Experiences

Product Experience Shapes Consumer Behavior



Locked-In Value

Potential customers
experience the
brand's value



Strong Memory

Products that made
you “happy” stick out
most in memory



Desire to Purchase

Personal imagery
predisposes consumer
to purchase

Hiding in Plain Sight

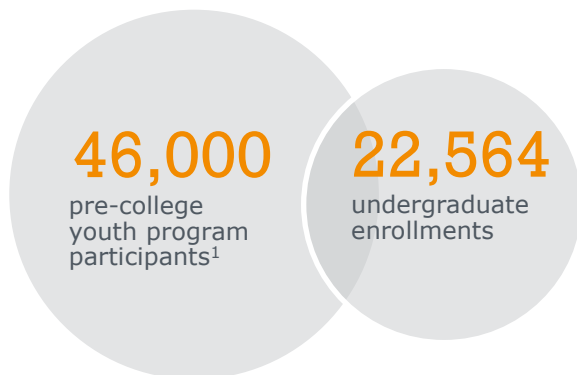
Pre-College Youth Programs, Untapped Reservoirs of Campus Visitors



University Recognizes Pre-College Youth Program Attendees as Under-Leveraged Recruitment Opportunities

Youth program enrollments massive in scale at Oregon State...

...but fail to yield as well as campus visitors at most institutions



15-20%

typical yield of students participating in on-campus **youth programs**²

40%

average yield of students participating in **campus visits**

1) Does not reflect unique interactions as some participants may attend multiple camps

2) Estimate not specific to Oregon State University

Identifying Missed Connections

On-Campus Youth Program Enrollments Sizable for all Institutional Types

Size of Pre-College Youth Program Enrollments at Typical Institutions



Large Private

20,000



Mid-Sized Public

10,000



Small Private

5,000

Types of Youth Program Enrollments at one Mid-Sized Public



Summer Camps

4,000

elementary and
secondary youth



Sports Clinics

5,000

elementary and
secondary youth



Academic Events

1,000

high-ability
youth



Dual-Enrollment

500

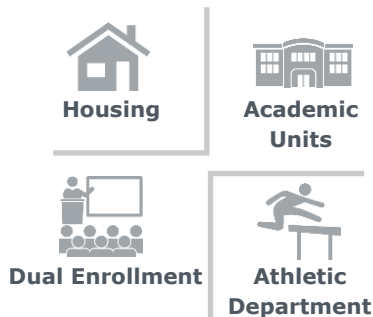
high-ability high
school seniors

Lost in a Sea of Data

Organizational Siloes Mask Data on Thousands of Potential Prospects

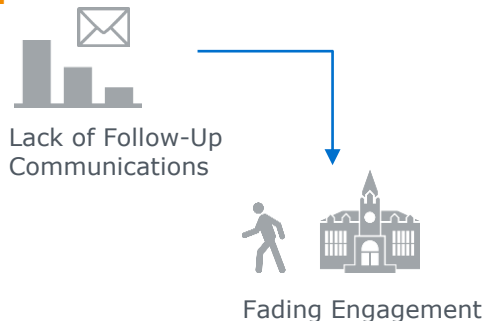
Grabbing Data the First Challenge

1



Acting on Available Data the Second

2



”

“We always collect names and addresses but it isn’t coordinated... At this point, **we don’t have the staffing or the technology to integrate that information** and have it be useful to us.”

*Kate Peterson
Assistant Provost for Enrollment Management
Oregon State University*

”

“Summer camp attendees usually fall out of our recruitment funnel after a year or two... We don’t send them more outreach because **we run out of things to say.**”

*Enrollment Manager
Mid-Sized Four-Year Private*

1

Under-Valued Opportunities for Product Experience Marketing

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Lead Management Infrastructure

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Building Engagement by Design

From Siloed Data to Harnessed Leads

Overcome Data Challenges with Admissions Oversight of Lead Capture

Lack Of Oversight Over Data Collection



Siloed in Multiple Campus Units



Inconsistent Collection and Storage Systems



Collection Low-Priority, Data Incomplete



Hard-Wired Lead Capture



In-Person Data Capture



Dedicated Lead-Capture Staff



Automated Data Transfer

In-Person Investments Pay Off

Coordinated Personnel Ensure Data Transfer and Prospect Engagement

Admissions



1
FTE

Dual Enrollment
Outreach Coordinator¹



Academic College



1
FTE

Dual Enrollment
Program Coordinator²



\$100K

annual staffing and
outreach expenditures

Admissions Job Description

- Oversee prospect data collection
- Create and oversee admissions engagement plan for prospects
- Maintain point-of-contact for admissions, financial aid, and matriculation questions

Benefits of Data Transfer and Prospect Engagement Outweigh Staffing Costs



WICHITA STATE
UNIVERSITY

30%

of dual enrollment students
enroll as freshmen, compared
to 7% at a similar institution

\$1.5M

estimated annual
tuition revenue gain
from dual enrollment

1) Official title at Wichita State is Community Outreach Coordinator

2) Official title at Wichita State is Concurrent Enrollment Coordinator

Data Collection, Made Easy

Hard-Wiring Data Collection Ensures Complete Lead Capture



Summer Camp Paper Inquiry Cards

30%

prospective student
information captured



Summer Camp Online Registration

100%

prospective student
information captured



Undergraduate Application

67%

percent of applicants recruited
through summer camps

15,000

leads **manually** entered into
enrollment database

50,000

leads **automatically** entered into
enrollment database

1,300

applications per year from
summer camp attendees

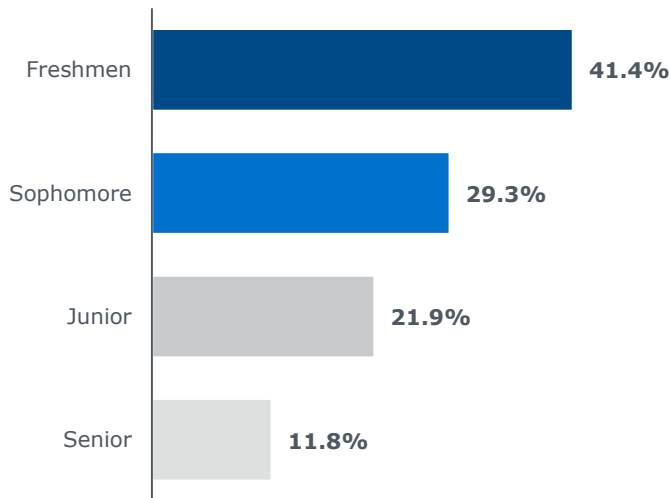
Added year of high school graduation,
programs of interest, and parent email
addresses to registration form

Early Engagement Reaps Greater Interest

Lessons Learned from a Small Liberal Arts University's Early Search Results

Prospects Have Greater Response to Outreach as Freshmen, Yield at Higher Rates

Outreach Response Rates at a Small Religious Four-Year Institution



Yield Rates From Early- and Late-Outreached Students

22%

enrollees who first received communications as a sophomore

13%

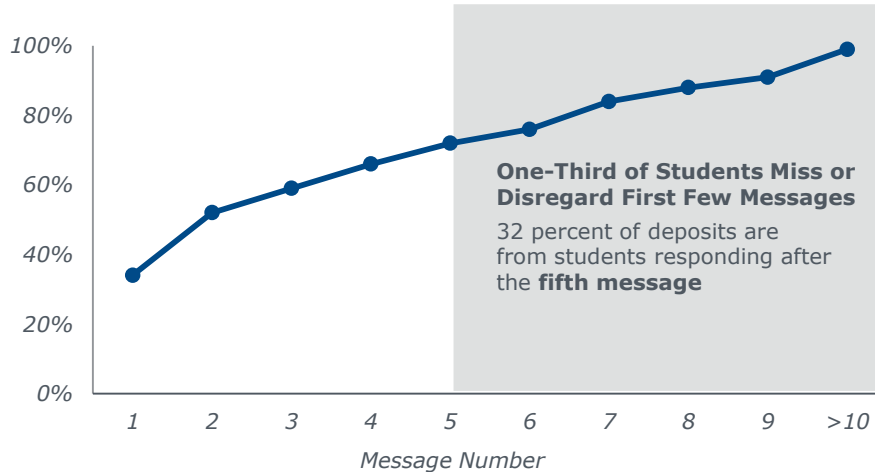
enrollees who first received communications as a senior

Persistence Pays

Repeat Communications May Be Necessary to Grab Attention

Students Seldom Respond to First Outreach

Percentage of Search Deposits by Email Contact, Entering Class 2013



Myth

Prospects who ignore initial outreach aren't interested



Reality

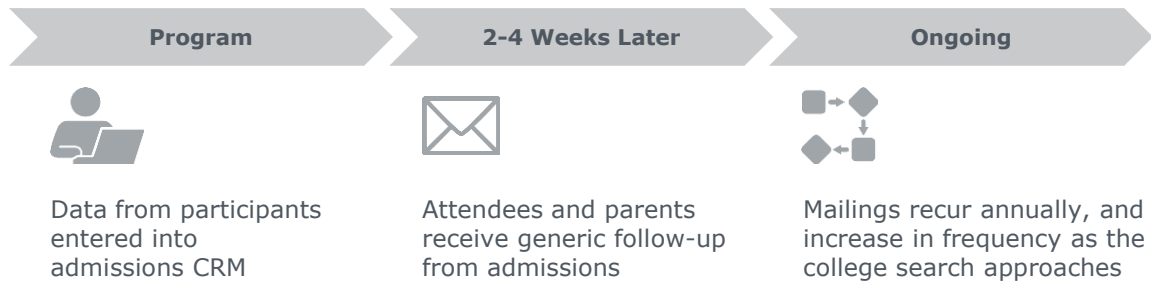
Prospects receiving additional outreach more likely to yield

Pardon Me if I Repeat Myself

Maintain Consistent Contact with Prospects, Even Without Unique Content



Keeping Summer Camp Participants Engaged with the University



20%

of all camp attendees enroll

1,200

camp attendees matriculating as undergraduates annually



Getting the Finger

Wichita State University's Age-Diversified Communications Plan

Elementary School



Information on:

- College prep
- WSU fun facts

Junior High



Information on:

College prep
checklist for 7th to
10th grade

High School



Information on:

- Prerequisites
- Admissions
- WSU fun facts

Parents



Information on:

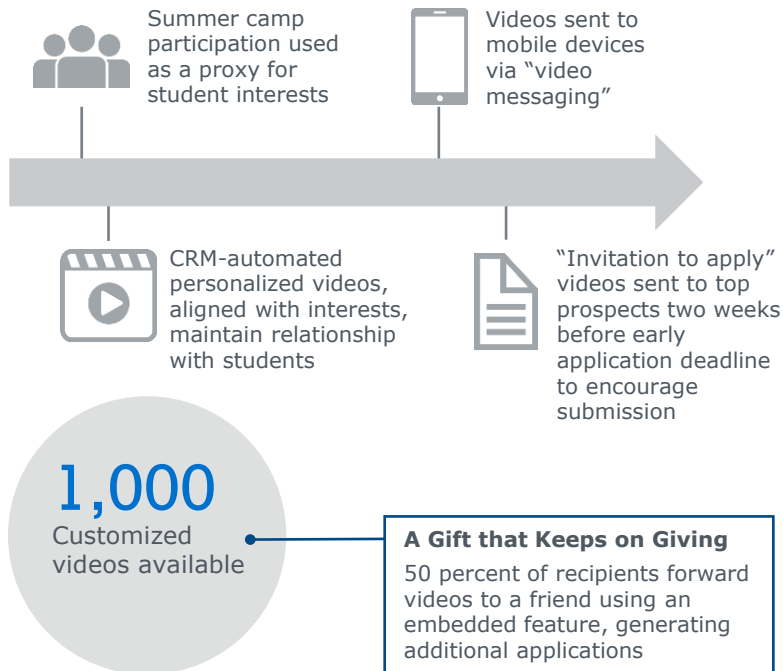
- Prerequisites
- Admissions
- Campus visits
- Financial aid

IMAGE CREDITS: WSU.

Personalized Video-Message Cascade

Customized Video Follow-Up Emphasizes Individuals' Interests

Cal Poly SLO's Personalized Video Campaign



Sample Video Customizations

Recreational sports offerings

For athletes not recruited to collegiate teams

Introduction to College of Science

For science camp attendees

Working on the university's newspaper

For students interested in journalism

Life in the university's town

For international students

1

Under-Valued Opportunities for Product Experience Marketing

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Lead Management Infrastructure

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Building Engagement by Design

Building Engagement by Design

Launch Targeted Youth Programs to Attract Valuable Student Segments



**Premium
Experience Branding**



**Invite-Only
Academic Events**



**Scholarship
Competition Incentives**

**Attract
High-
Revenue
Students**

Design High-End
Summer Camps



Establish Exclusive
On-Campus Programming



Host Scholarship Competitions
for High-Ability Students



**Advance
Specific
Enrollment
Goals**

Boost Under-
Enrolled Programs



Outreach Under-
Represented Students



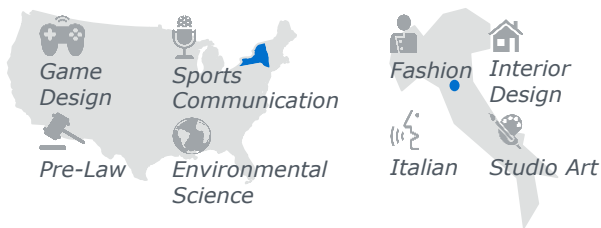
Stand Up
New Programs



High-End Summer Camps

Premium Experiences a Natural Attractor of High-Pay Students

Premium Programs at Home and Abroad... ...Yield High-Value Students



- ✓ Culturally current themes
- ✓ Application conveys selectivity
- ✓ Credit-earning for high achievers
- ✓ Prestigious experience attracts middle- and high-income students

	Admit Rate	Percent Out-of-State	Average Net Price
Average	37%	56%	\$33,500
Past Program Attendees	70%	67%	\$38,500

$$82 + \$5K = \$410K$$

annual enrollments higher price than average incremental tuition revenue

Exclusive On-Campus Programming

Invite-Only Programs Draw Targeted Recruits, Achieve Higher Yield

Make an Offer that's Hard to Refuse: Invite High-Ability Students to Selective Summer Camps

CAL POLY
SAN LUIS OBISPO

Congratulations!

We recognized your commitment to **scholastic achievement** and invite you to attend our robotics summer camp designed for highly-motivated students like you. **Only invited students will be considered.**

Over five days you will meet current engineering students, speak with advisors, and participate in our annual robotics summit.

Register by April 30 to receive a **discount on enrollment and a waived application fee.**

- Recognize student's achievements
- Emphasize exclusivity
- Offer subsidized price to reduce barriers for sought-after students

3x ↑

increased likelihood that invited camp attendees **apply** as undergraduates to Cal Poly than open-access camp attendees

5x ↑

increased likelihood that invited camp attendees are **admitted** to Cal Poly than open-access camp attendees

Potential Awards as a Campus Attractor

Pre-Application Scholarship Competitions Draw Interest from Top Prospects



Capture the Right Audience and Early Applications with a Potential Award



Target to Higher than Average, Not Cream of the Crop

- Eligibility lowered to students with SAT scores of 1300+ (still higher than Baylor average)
- Event incented by competition for 12 full-tuition scholarships



"Force" Early Application

To be eligible, students must apply by November 1



Host On-Campus Weekend Program

- Dinner with faculty in area of interest
- Campus tour
- Academic and student life breakout sessions
- Scholarship competition as program's capstone

Gaining Early Mindshare of High-Ability Students

Baylor University Scholarship Competitions Attract Students, Boost Yield



“We give them a good package but we know they’re getting a better package elsewhere. This program is making their decision a lot harder...**it makes the value argument a lot easier to make.**”

Jennifer Carron
Assistant Vice President of Admission Services

Competition Yields Those Who Win, and Those Who Don’t

800

registrations after adding scholarship competition to event, up from 70 in prior years

55%

of non-winner attendees enroll, compared to ~15% of similar academic caliber applicants

1/8

proportion of Baylor enrollees who participate in the program

9.6%

increase in student body with SAT over 1300

Breaking Away from the Pack

Launch Targeted Youth Programs to Attract Valuable Student Segments



Premium Experience Branding



Invite-Only Academic Events



Scholarship Competition Incentives

Attract High- Revenue Students

Design High-End
Summer Camps



Establish Exclusive
On-Campus Programming



Host Scholarship Competitions
for High-Ability Students



Advance Specific Enrollment Goals

Boost Under-
Enrolled Programs



Outreach Under-
Represented Students



Stand Up
New Programs



Boost Under-Enrolled Programs

Industry-Focused Camps Elevate Under-Enrolled Programs at Ferris State

Even Keystone Programs Aren't Safe

Plastics Engineering Technology Graduate Outcomes



Highest Salaries

\$58,000 starting



Guaranteed Placement

100% Employment Rate

Revitalizing the Pipeline

Rubber-Related Summer Camps

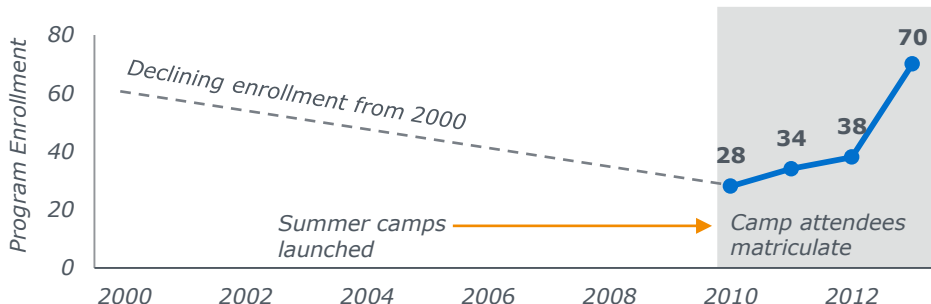


K-4: Learning with LEGO



4-8: Inventor's Academy

9-12: Design and Manufacturing

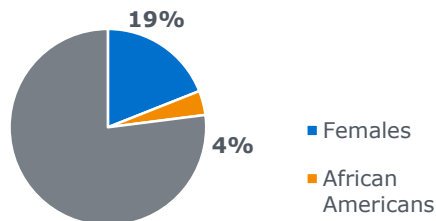


Increase Draw of Underrepresented Students

Cal Poly SLO Augments Diversity with Invite-Only Summer Camps

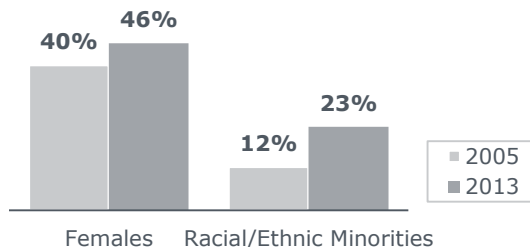
Small Targets, Difficult to Hit

National Engineering Bachelor's Degree Attainment



STEM-Focused University Grows Diversity by Inviting Summer Camp Attendance

Proportion of Undergraduate Enrollments



Increase Draw of Underrepresented Minorities by Inviting Camp Attendance

Target Students

- Align camps with program of interest
- Invite high test scorers in target demographic
- Solicit nominations from schools or programs

Exclusive Invite

- Clarify "invited attendees only"
- Acknowledge student's accomplishments
- Send to students and parents, follow-up by phone

Subsidize Cost

- Set cost lower than open-access summer camps
- Offer scholarships to students from desired locations

Sources: "Science and Engineering Indicators 2014," *National Science Foundation*, 2014; "Characteristics of Students Enrolled," California Polytechnic State University, <http://digitalcommons.calpoly.edu/cgi/viewcontent.cgi?article=1015&context=ipa>; IPEDS Database, *National Center for Education Statistics*; EAB Interviews and Analysis.

Stand Up New Programs

Scholarship-Incented Summer Camps Seed Enrollment for New Programs



“We don’t have any problem getting students in painting and drawing, but people don’t know about our new programs... **I’ve used the pre-college program to build demand.** This is a place where you can stimulate deep interest.”

Theresa Bedoya
Vice President for Enrollment Management
MICA

Align Camps with New Programs...

New Programs



Animation



Architecture

New Camps



Gaming, Special
Effects, Animation



Architecture:
Building the Future

...Offer Talent Awards as Yield Magnets



Market camps
associated with \$5,000
scholarship competition

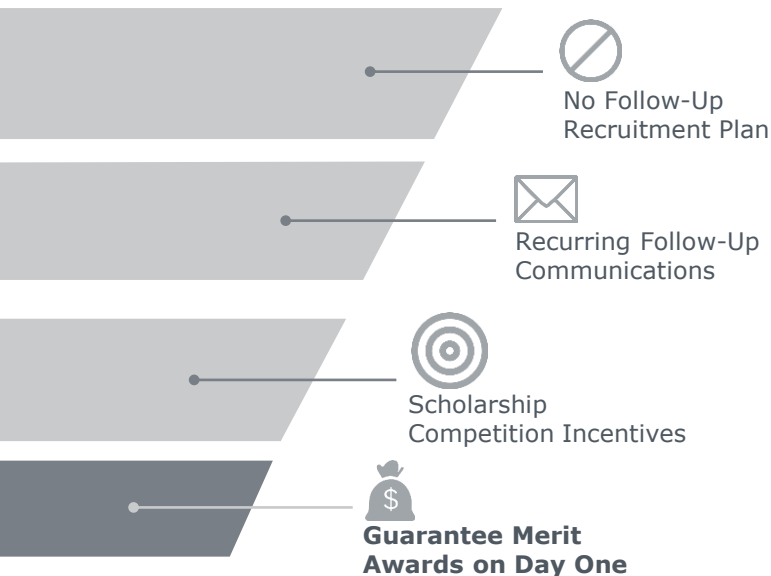
32%
of camp
attendees
matriculate

50%
major in
Animation

Can We Move the Dial on Yield?

Increase Conversion by Frontloading Existing Merit Awards

Pre-College Program Participant Conversion Strategies



Rates of Conversion to Undergraduate Enrollments

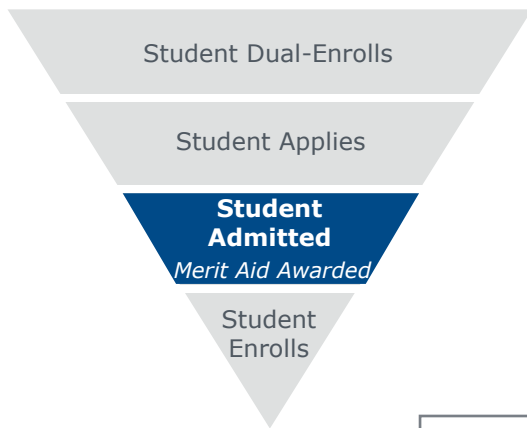


From Early Experience to Destination University

Pre-Application Merit Award for Dual Enrollment

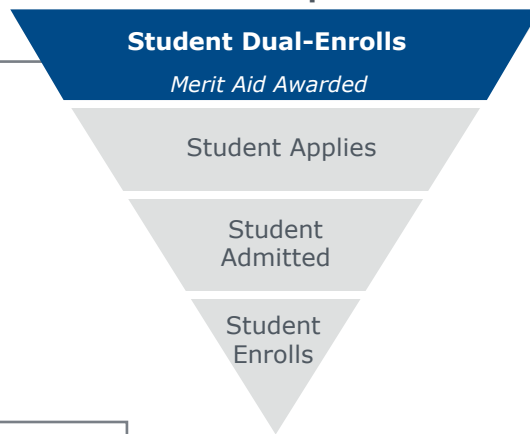


Traditional Pipeline



20%
yield

Dedicated Award Pipeline



40%
yield

No Additional Financial Burden for University

Students would have been eligible for identical award regardless

Leveraging Pre-College Programs for Recruitment



Key Takeaways From Our Discussion



First Priority

Obtain data on youth program participants to engage students already interested in your institution

2

1



Second Priority

Play an active role in designing programs to build enrollment pipelines aligned with strategic goals

Thank You for Your Time

Please Contact Us with Questions



Access More Resources at <http://www.EAB.com>

HELLO, Dana Strait

Your Memberships Your Events Your Preferences Your Account Manager Member Logout

EAB NEWS

VCU and MTSU partner with EAB to help more students graduate

Read The Washington Post's coverage of two Student Success Collaborative members who are using the platform to intervene with students at risk of dropping out.

[Read more](#)

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Upcoming Events

2015 Community College Executive Forum Leadership Summits
July 20 to July 21, 2015

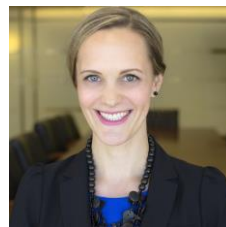
[Register Now](#)

[FAR Campus Climate Survey Fall](#)

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June 16, 2015 | Study | COE Forum
Based on more than 250 research conversations, this study highlights three disciplines progressive institutions are using to recruit the silent funnel of prospective students.

What two numbers can tell you about prospective donors
June 11, 2015 | Research Brief | Advancement Forum
This research brief examines a method of donor solicitation using two scores to evaluate a



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