



Expanding Recruitment Reach through Emerging Digital Marketing Practices

New Disciplines in Recruitment

Community College Executive Forum

Managing Your Audio



Use Telephone

The screenshot shows a window titled 'Audio' with a minus sign icon in the top-left corner. Under the heading 'Audio Mode:', there are two radio button options: 'Use Telephone' (which is selected with a green dot) and 'Use Mic & Speakers'. Below these options, the text 'Dial: +1 800 555 1212' is displayed, followed by 'Access Code: 141-607-114' and '(and additional numbers ..)' in parentheses. At the bottom, a green message states 'You are connected to audio'.

If you select the “use telephone” option, please dial in with the phone number and access code provided.

Use Microphone and Speakers

The screenshot shows a window titled 'Audio' with a minus sign icon in the top-left corner. Under the heading 'Audio Mode:', there are two radio button options: 'Use Telephone' and 'Use Mic & Speakers' (which is selected with a green dot). Below these options, there is a status bar containing a microphone icon, the word 'MUTED' in red, a speaker icon, and a series of ten zeros. At the bottom, there is a blue hyperlink labeled 'Audio Setup'.

If you select the “mic & speakers” option, please be sure that your speakers/headphones are connected.

Managing Your Screen



Questions:

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

Questions panel

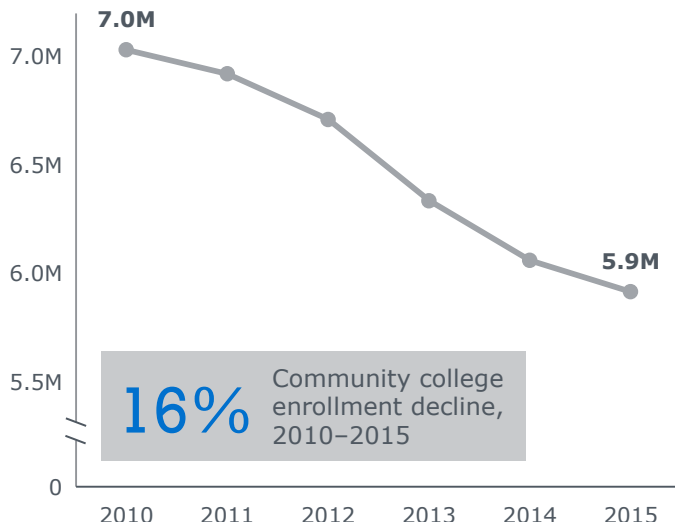
The screenshot shows the GoToWebinar interface with two main panels. The top panel is the 'Audio' section, which includes options for 'Audio Mode' (Use Telephone or Use Mic & Speakers), dial-in information (Dial: +1 800 555 1212, Access Code: 227-984-025, Audio PIN: 70), and a note about pressing #70# if already on the call. The bottom panel is the 'Questions' section, which features a large text input area with the placeholder text '[Enter a question for staff]' and a 'Send' button. Below the Questions panel, there is a section titled 'How to Schedule a webinar?' with the Webinar ID: 202-981-365 and the GoToWebinar logo.

Growing Pressure to Recover Enrollments

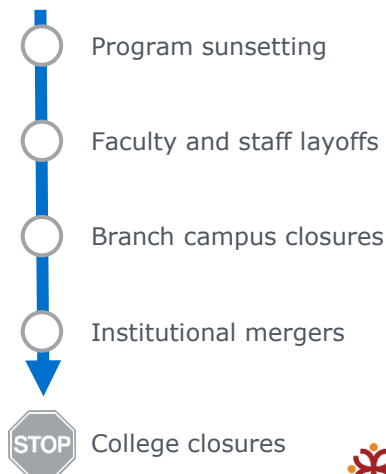
Persistent Loss of Tuition Revenue Destabilizes College Budgets

Five Years of Enrollment Declines

Fall Enrollment at Two-Year Public Colleges, 2010–2015



Amid Funding Volatility, No Easy Costs Left to Cut



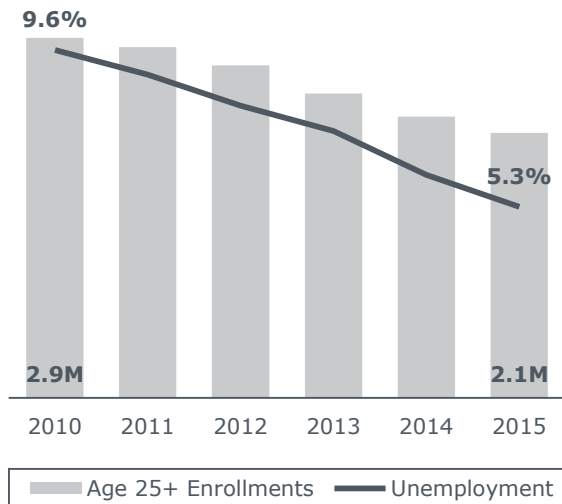
Source: National Student Clearinghouse, "Current Term Enrollment Estimates," 2015; National Student Clearinghouse, "Current Term Enrollment Estimates," 2012; Smith A, "Mergers without Rancor?" *Inside Higher Ed*, 2015; Smith A, "Too Few Students," *Inside Higher Ed*, 2015; EAB interviews and analysis.

Facing Headwinds from Both Sides

Economic and Demographic Trends Hold Down College Enrollments

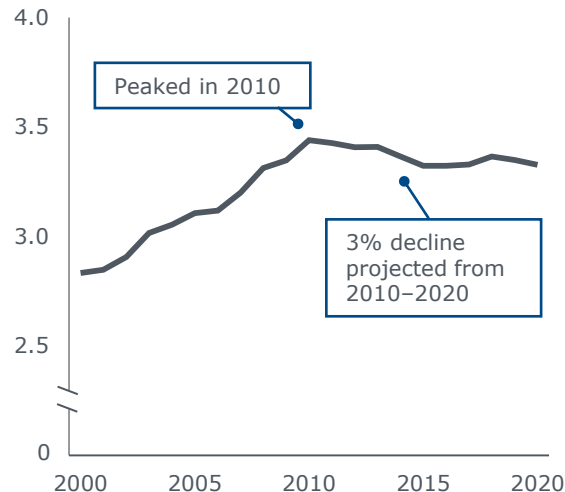
Adult Learners Returning to Workforce

U.S. Unemployment Rate vs. Fall Enrollment of Students Age 25+ at Community Colleges



High School Classes Shrinking

U.S. High School Graduates (in Millions)¹



Source: Bureau of Labor Statistics, "Labor Force Statistics from the Current Population Survey," <http://data.bls.gov/timeseries/LNS14000000>; National Student Clearinghouse, "Current Term Enrollment Estimates," 2015; National Student Clearinghouse, "Current Term Enrollment Estimates," 2012; National Center for Education Statistics, "Projections of Education Statistics to 2022," 2014; EAB interviews and analysis.

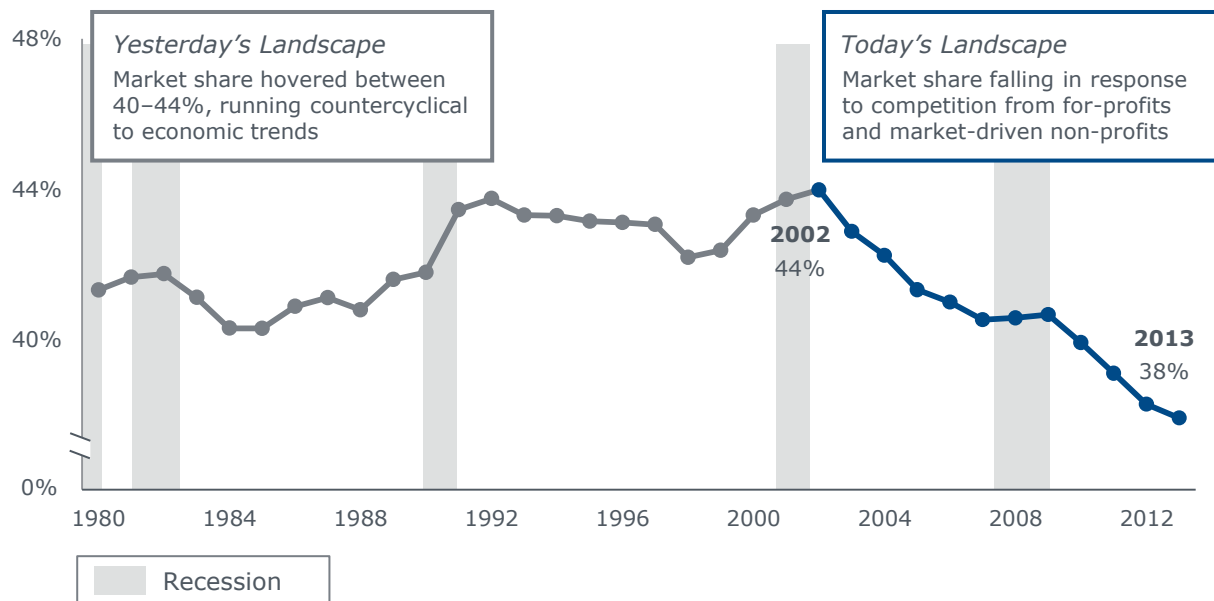
1) Figures from 2012 onward are projections

Not Just a Cyclical Trend

Community Colleges Losing Market Share Irrespective of Economy

Share of Total Enrollments in Decline Since 2002

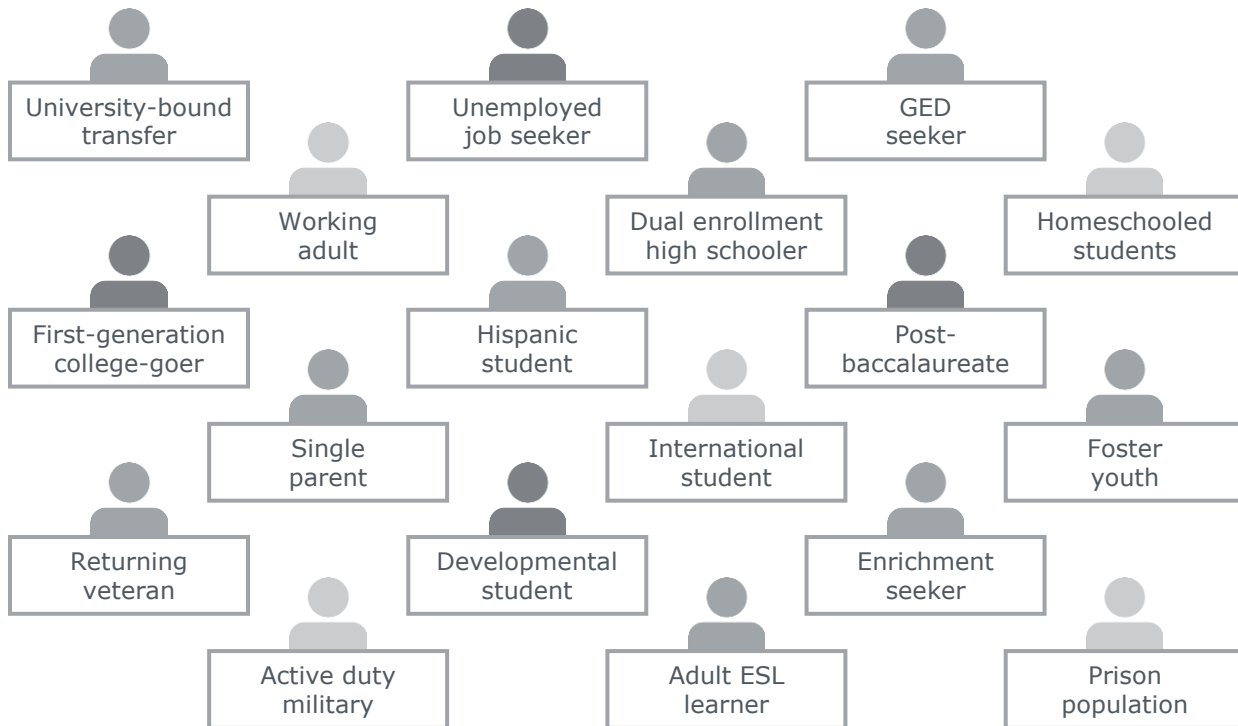
Percentage of U.S. Undergraduates Enrolled in Two-Year Sector, 1980–2013



Source: National Center for Education Statistics, "Digest of Education Statistics," 2014; National Bureau of Economic Research, "US Business Cycle Expansions and Contractions," 2012; EAB interviews and analysis.

Serving an Implausibly Diverse Market

Mission Encompasses an Ever-Growing Variety of Student Segments



Making Sense of Our Multifaceted Audience

Two “Meta-Segments” of Prospective Community College Students



New to Higher Education

First-generation college students, sometimes with non-traditional traits (e.g., adult, working)

What do they look like?

Choosing between attending community college and entering workforce

What are their college options?

Need help developing college readiness skills and navigating enrollment process

What do they need from us to enroll?



Many College Options

Traditional-age college students who eventually aim to earn bachelor's degrees

Choosing between attending community college and attending university

Need help seeing value proposition of community college over alternatives

Pairing Outreach with Recruitment

Dual Marketing Message Must Promote College-Going and Your College

Outreach Promotes Higher Education



Recruitment Promotes Specific College



“We need to do outreach, which is saying, ‘College is good.’ However, we also need to do recruitment, which is saying, ‘College is even better if you come to us.’

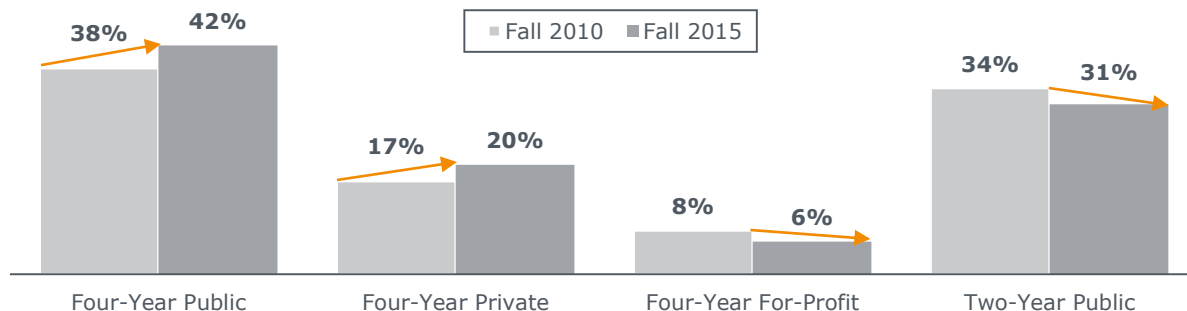
Ross Miyashiro, Vice President of Student Services, Coastline Community College

Universities Capturing Market Share

Source of Competition Shifts from For-Profit to Four-Year Sector

More Students Heading to Universities

Market Share of Postsecondary Enrollments by Sector



“There’s a presumption among community colleges that we don’t compete with universities, but rather we compete with life. I don’t know if that’s true. **They’re eating our lunch.**”

*Janet Gullickson, President
Spokane Falls Community College*

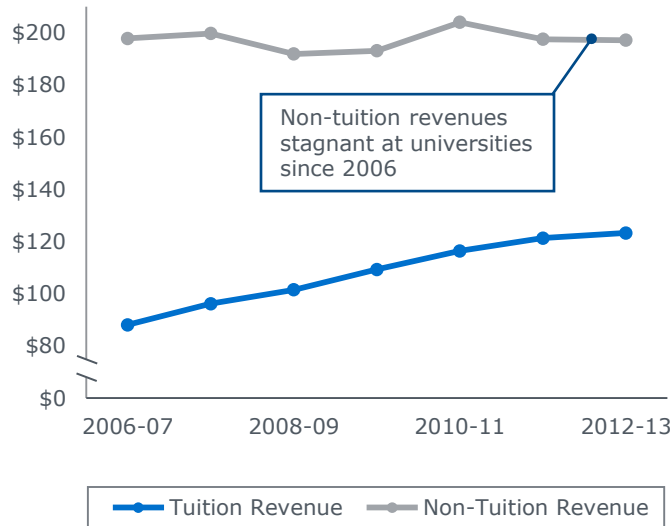


Pressure to Grow University Enrollments

Relying on Tuition Revenue as State and Federal Funding Declines

Tuition the Only Source of University Growth

Total Revenues Across Four-Year Sector (in Billions)¹



What Happened to Other Revenue Sources?



26%

Decline in state and local appropriations per FTE for public universities, 2006-07 to 2012-13



11%

Decline in federal research funding for higher education R&D, 2011 to 2014

¹ In 2012 dollars

Source: National Center for Education Statistics; Johnson N, Yanagiura T, "How Did Revenue and Spending per Student Change at Four-Year Colleges and Universities Between 2006-07 and 2012-13?" 2015; National Center for Science and Engineering Statistics, "Universities Report Continuing Decline in Federal R&D Funding in FY 2014," 2015; EAB interviews and analysis.

Competitors Fishing in Our Pond

Universities Replicating Our Value Proposition of Access and Affordability

Loosening Admissions Standards...



“I’ve heard anecdotal, but persistent, rumors that some non-elite **four-year schools are lowering their admissions standards to maintain their enrollments.** From a community college perspective, they’re fishing in our pond. That might explain why enrollments in our sector are dropping faster than demographics suggest they should, while enrollments in the four-years aren’t dropping at all.”

*Matt Reed, Author,
"Confessions of a Community College Dean"*

...and Lowering Net Tuition

Average Undergraduate Tuition Discount Rate at Private Universities¹



54%

Average share of sticker price covered by institutional grants for freshmen at private universities in 2014



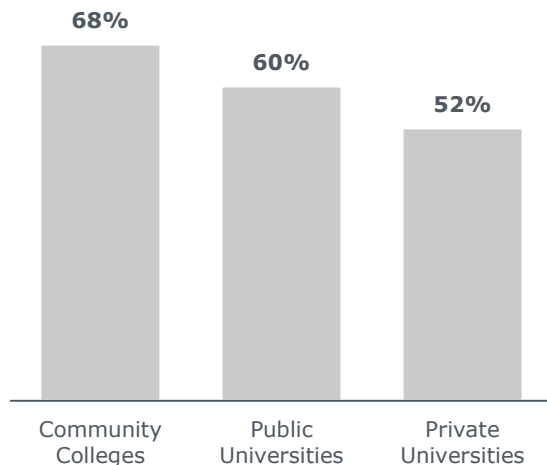
1) N=411 private institutions in 2014

Poised for Flight to Value

Community Colleges Entering Spotlight as Income Falls and Debt Rises

Community Colleges Perceived as Highest Value

Percentage of Surveyed Americans Grading Each Sector a "B" or Higher for Value¹



Market Increasingly Price-Sensitive

6.5%

Decline in median household income, 2007–2014 (\$57K to \$54K)²

362%

Increase in student loan debt, 2004–2014 (\$260B to \$1.2T)

Questioning the Worth of College?

31%



Percentage of Millennials in Wells Fargo survey who believe they would have been better off working than going to college³

Source: Carapezza K, "WGBH News Poll: Would You Recommend Community College Over Four-Year College," *WGBH News*, 2015; United States Census Bureau, "Historical Income Tables: Households," 2015; Barr C, "Students & Debt," *debt.org*, 2016; Wells Fargo, "More than Half of Millennials Say Debt is Their 'Biggest Financial Concern,' According to Wells Fargo Survey," 2013; EAB interviews and analysis.

1) N=1,157 American adults

2) In 2014 dollars

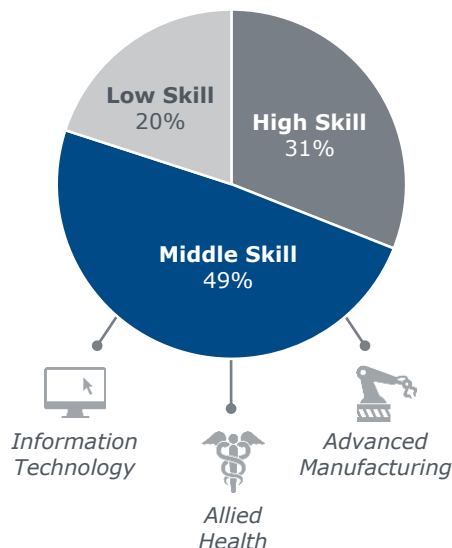
3) N=1,414 Americans aged 22–32

A Destination for High-Return Credentials

Opportunity for Community Colleges to Grow Alongside Middle-Skill Jobs

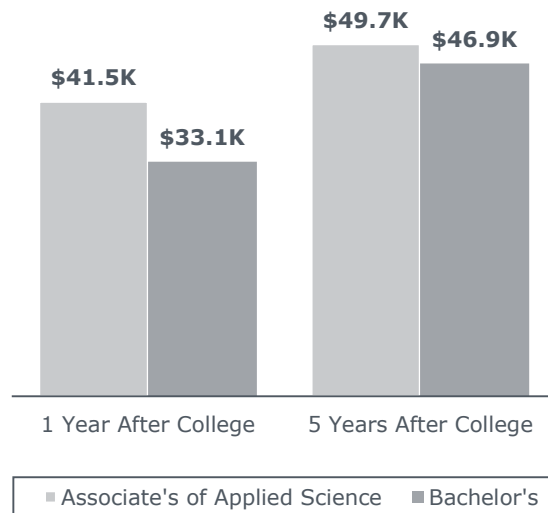
Middle-Skill Job Openings Plentiful

Projected Job Openings by Skill Level, 2012–22



A Higher Salary with a Shorter Degree

Median Earnings in Colorado by Credential¹

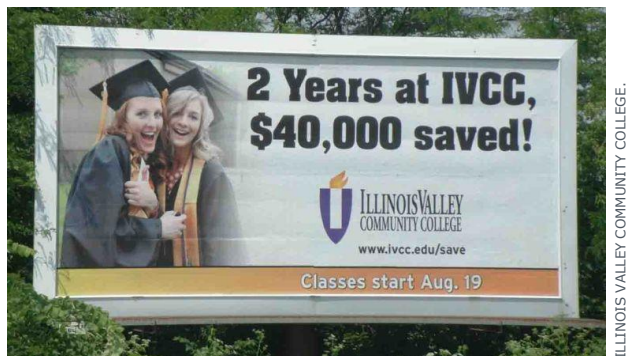


1) N=215,600 credential completers from 2002–2012 at public and private not-for-profit institutions

Distinguishing Value from Cost

Current Marketing Message Emphasizes Low Cost But Neglects High Return

A Classic Community College Value Story...



- Two local high school graduates chose Illinois Valley Community College over universities
- Both transferred after earning associate's degree at low cost
- Now juniors—and roommates—at University of Illinois

...But What Made it onto the Ad?

☒ Low cost of attendance

☐ High transfer rates

☐ Strong job placement outcomes

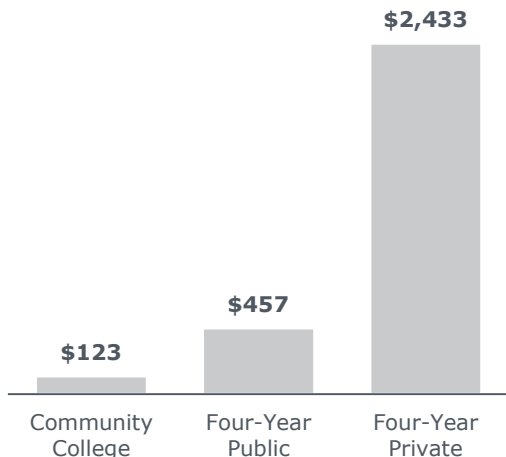
☐ Impressive starting salaries

Gap in Marketing Investments Widening

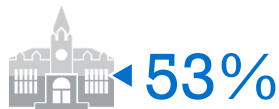
Community Colleges Increasingly Lag Behind Universities in Recruitment

Can't Outspend Our Competitors

Median Recruitment Expenditures per Incoming Undergraduate¹



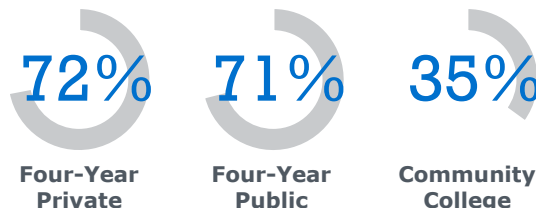
Universities Adding Expertise...



Percentage of universities with chief marketing officers who report to president

...and Investing in Tech Solutions

Percentage of Institutions with CRM²



1) N=221 colleges and universities

2) Customer relationship management solution;
N=263 colleges and universities

Meeting Prospects Where They Are

Students Increasingly Seeking College Information on Digital Channels

Moving Beyond the High School Visit

“I recently attended a statewide admission directors’ meeting to discuss the allocation of resources. A lot of the colleges were saying that they’re seriously considering stopping high school visits. **The younger generation does not want to talk to you face-to-face anymore.** Perhaps something completely digital would be a good alternative.”

*Marlene Barlow
Director of Admissions, Bucks County
Community College*

A Diverse Range of Online Resources

62%

Percentage of high school seniors who prefer to read about colleges online vs. in print materials¹

67%

Percentage of high school seniors who have researched colleges through Facebook²

43%

Percentage of high school juniors who have clicked on a paid interactive ad from a college¹

1) N=3,000+ high school juniors and seniors

2) N=1,611 high school seniors

The Rapid Rise of Digital Marketing

Across Industries, Online Advertising Eclipses Traditional Media

Expect More Pop-Ups

Online Ad Spend as Share of Total U.S. Ad Spend



8%

in 2007

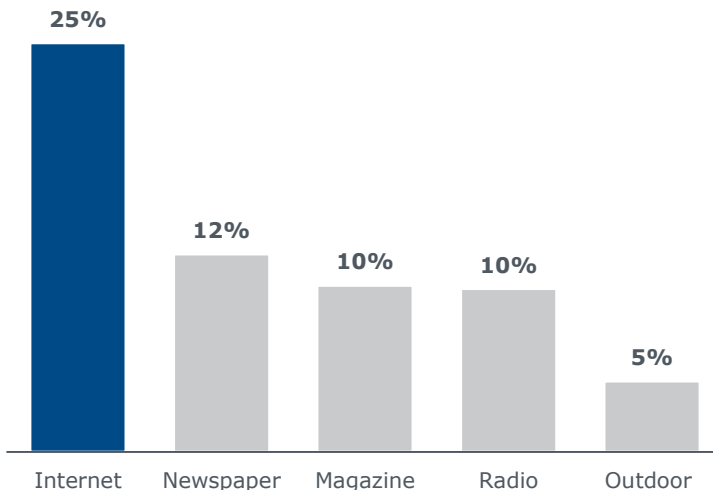


34%

in 2017

Newspapers and Billboards No Longer Dominate

Percentage of US Ad Spend by Channel in 2014



Entering an Era of Hypertargeting

Digital Ads Enable Segmentation by Demographics, Location, and Behavior



Demographics

Adjust target audience based on age, gender, education, or income

Example:

- Advertise automotive technology certificate to adult males age 17–25



Location

Place ads in designated regions, neighborhoods, or individual buildings

Example:

- Promote branch campus programs to individuals within 50-mile radius



Behavior

Present ads to particular groups of individuals based on past browsing activity

Example:

- Insert jazz studies ads on Facebook newsfeeds of those who list “jazz” as an interest

Mobile Geofencing Ads

NCC Promotes Training to Job Seekers Located Near Sponsoring Employer

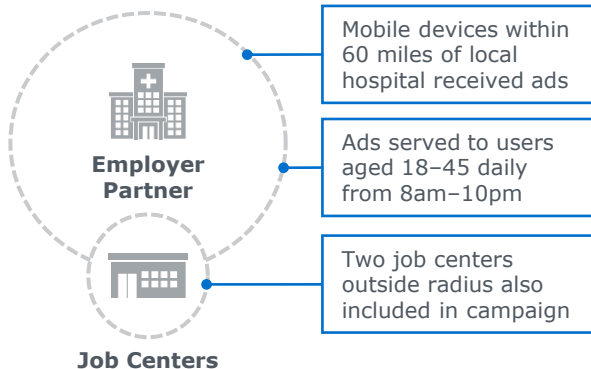
A New Way to Deliver Ads



Geofencing: Creating a virtual barrier around a location to serve ads to devices within it

- Promoted Certified Nurse Aide program through 4-week geofencing campaign
- Partnered with advertising vendor UpSnap to serve ads on 50+ popular mobile apps and websites

Precise Targeting Yields More Leads



High Return on a Low Investment

Outcomes from \$1,200 Ad Campaign

1,700

Click-throughs generated

31

Prospects at info session

15

Students enrolled in training

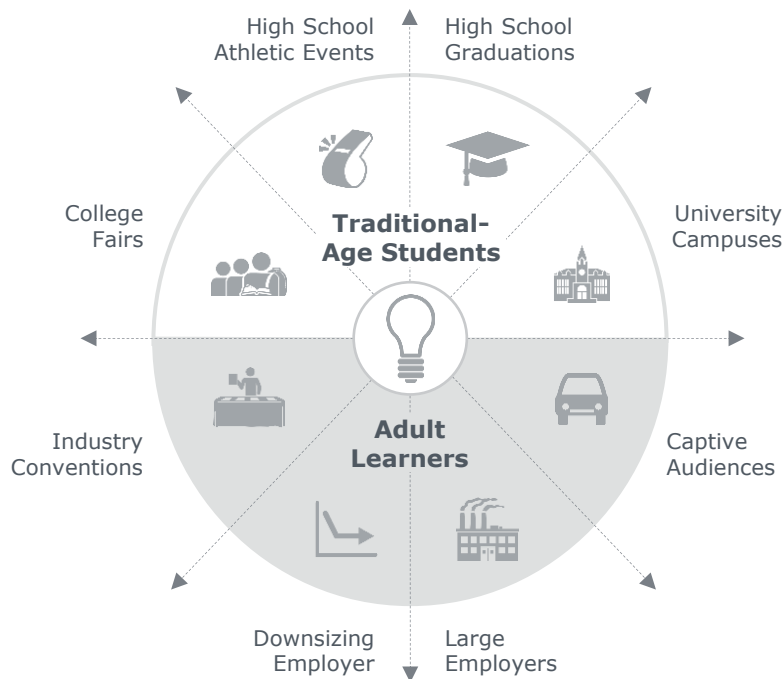
\$8,925

Tuition revenue earned



An Endlessly Versatile Solution

Brainstorming Creative Uses for Geofencing in College Marketing



Home for the Summer?

Advertise summer or winter courses to students enrolled at local universities

Bored at the DMV?

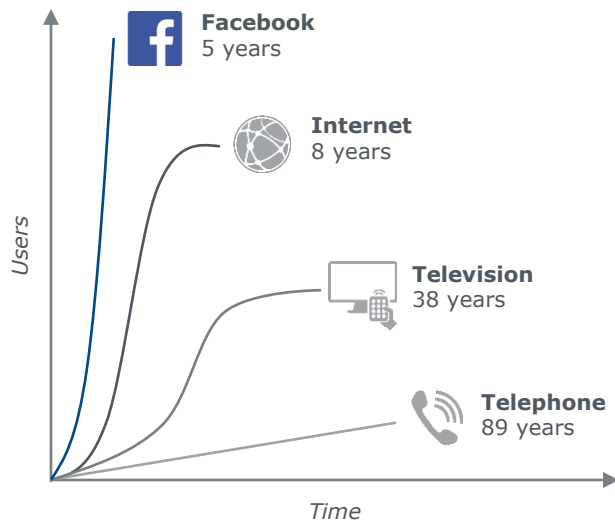
Target locations where people occupy themselves with their phones while waiting in line

Social Media Too Big to Ignore

Prospects Rapidly Turning to Online Networks for College Research

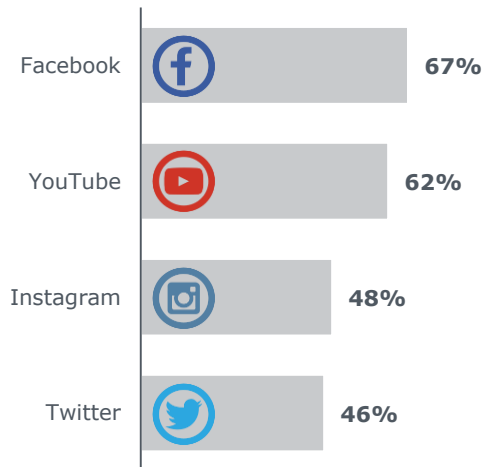
A Sudden Surge in Popularity

Time Taken to Reach to 150 Million Users



More Than Just Selfies

Percentage of High School Seniors Using Social Media to Research Colleges¹



Source: Hempel J, "How Facebook is Taking Over Our Lives," *Fortune*, 2009; Elon University School of Communications, "Imagining the Internet," www.elon.edu; Rogers G, "The 2015 Social Admissions Report," Chegg, 2015; EAB interviews and analysis.

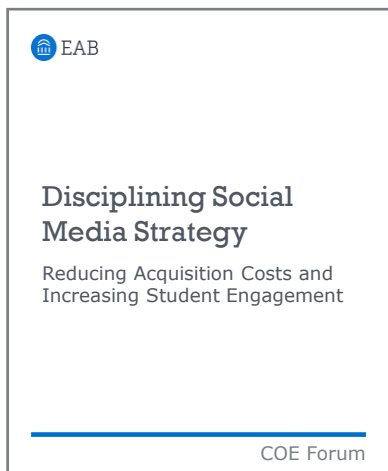
1) N=1,611 high school seniors

The Evolving Social Media Playbook

Pairing Existing EAB Resources with New Member Challenges

Our Advice in 2012

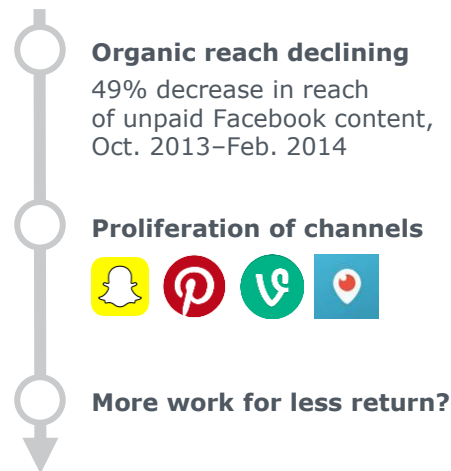
Achieving Impact with Resources at Hand



- Deemphasize “vanity metrics” (i.e., sheer number of likes, fans, and followers)
- Connect social media efforts to measurable business objectives
- Generate engagement without adding staff resources

The Challenge Today

Rules of the Game Changing



Crowdsourced Prospect Engagement Campaign

Clark Compiles Student and Alumni Stories Shared on Social Media



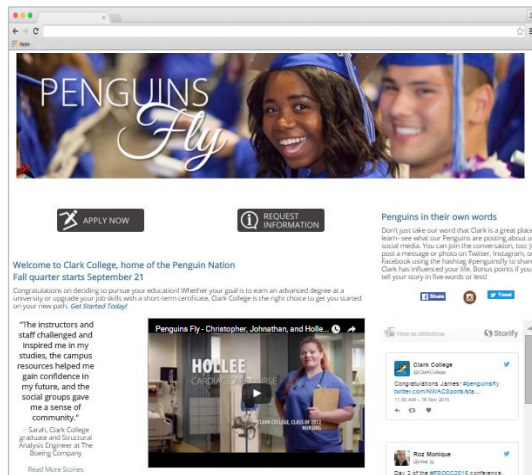
A Multi-Platform Social Media Campaign



- Current students and alumni posted about their Clark experience on Facebook, Instagram, and Twitter
- Campaign landing page used Storify, a social media aggregation tool, to display a live feed of posts from all platforms
- “Apply Now” and “Request Information” buttons on landing page encouraged prospects to take steps toward enrollment

The Campaign’s Central Hub

Screenshot of Penguins Fly Landing Page



Harnessing Word-of-Mouth Marketing

Alumni Success Stories Leveraged to Generate Inquiries and Applications

Driving Alumni Participation

- ✓ Limit campaign to four weeks or less
- ✓ Generate urgency with official campaign day
- ✓ Cross-promote campaign with online ads
- ✓ Mail campaign lapel stickers to alumni



Clark College
@ClarkCollege

Look who's sporting a [#penguinsfly](#) button: Clark grad [@MayorTimLeavitt!](#)



Campaign Highlights

1,933

Click-throughs to landing page

60

Applications & inquiries completed

58

Enrollment increase since prior year

Seeking a Peer's Perspective

Current Students Best Suited to Field Inquiries on College Experience

What Do Students Know Best?



Classroom Experience

Prospective students want to hear about challenging courses and interesting instructors

Co-Curricular Activities

Prospective students are often curious about clubs, athletics, and study abroad programs



Student Amenities

Residential students may ask about on-campus housing availability or dining options

External Commitments

Many incoming students want to know how to balance work and family responsibilities



"Students want to hear from people their own age—people who can relate to them as prospective or current students. They don't want to hear from the old, bald guy who doesn't always know what he's doing with this social media stuff."

Admissions Director, Community College (Northwest)



Student Social Media Ambassadors

Southwest Tech Students Offer Authentic Voice and Personal Touch

Ambassadors Provide Trusted Answers



- 6 part-time ambassadors each post “day in the life” updates on their own Twitter account
- Ambassadors earn student worker wages and receive up to 4 hours of training
- Prospects can ask ambassadors questions that do not require staff expertise

Personalized Video Responses

Ambassadors reply to some inquiries with 15- to 30-second videos recorded on their cell phones. In Fall 2015, 150 video clips were sent to individual prospects.

Twitter Enables Quick Dialogue



Generating Digital Leads

Key Lessons for Implementation on Your Campus



Quick Wins

1

Target online ads toward highest-return geographic and demographic segments

2

Create occasions for students and alumni to share their stories on social media

3

Embed calls to action in social media posts to drive prospects to landing pages and inquiry forms

4

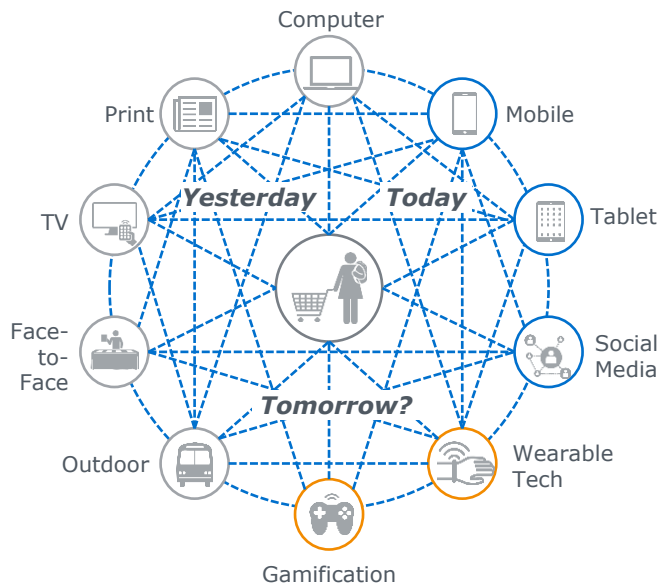
Appoint student ambassadors to engage one-on-one with prospects on social media

Long-Term Differentiators

What's Next in Digital Marketing?

Rapid Technological Advances Open New Doors for Student Recruitment

New Channel Options Multiply as...



...Capabilities on Existing Channels Deepen



A Crystal Ball into Your Future

Turkish University Launches Facebook App to Simulate Student Experience

A Fictional Day-in-the-Life Account



Virtual Reality Leads to Real Applicants



250K

Total number of visitors to the Facebook app's landing page

34K

Number of prospects who used the app

1.8K

Number of app users who went on to enter scholarship contest

A New Source of Prospect Information

Capture's Platform Analyzes Browsing Activity to Determine Interests

Introducing Capture Behavioral Engagement

capture



Monitors the activity of individual visitors to college website with proprietary tracking technology



Serves selected visitors dynamic content (e.g., targeted messaging) based on perceived interests



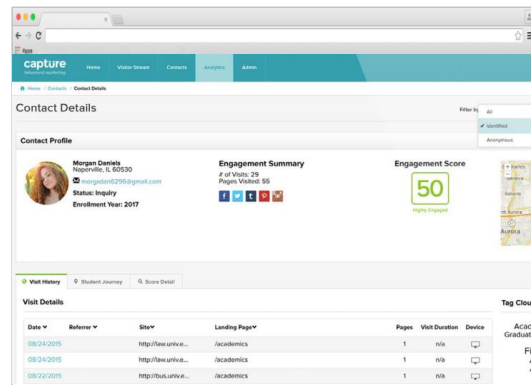
Assigns each visitor an engagement score based on recent interactions with the college



Connects past anonymous browsing history when visitor submits inquiry form

What Can We Learn from Clicks?

Screenshot of College-Facing Dashboard



- Visitor's name
- Pages browsed
- Likely interests
- Enrollment status
- Engagement score
- Devices used

CAPTURE HIGHER ED.

Seeking Smarter Ways to Advertise

Tracking Pixels Allow Vendors to Understand and Reach Target Audience



quantcast

Optimizing Online Ad Placement During Peak Enrollment



Inserts Pixel on Webpage

Embeds pixel (i.e., piece of HTML code) on homepage down through application submission page



Tracks Browsing Activity

Pixel collects data on past and future browsing activities of those who submit applications



Builds Model of Target Audience

Quantcast tracks and analyzes visitor data to create profile of typical Bucks' applicant



Purchases In-Market Ads

Quantcast serves online ads to Bucks County residents who match typical applicant profile

The Shifting Enrollment Landscape

A Four-Part Webinar Series

1

Developing a Student Recruitment Strategy

*Archived at
eab.com*

An overview of how today's community colleges can adapt to unprecedented enrollment pressures



2

Strengthening Applicant Outreach

*Archived at
eab.com*

Strategies to build a pipeline of college-ready applicants and help them navigate the enrollment process



3

Elevating Prospective Student Engagement

*Archived at
eab.com*

Practices to engage prospects—including stealth applicants—early in the college decision process



4

Emerging Digital Marketing Practices

*Today's
session*

Tactics that leverage online advertising and social media to reach today's prospects where they are



Providing Continuous Enrollment Support



Improve “New to Higher Ed” Student Outreach



The Shifting Enrollment Landscape

Community College
Executive Forum Forum

- Includes detailed descriptions of all 14 recruitment best practices and 16 accompanying implementation tools
- Unlimited copies delivered to members

Questions on Today's Material?



Stuart Davis
Senior Analyst

sdavis@eab.com
202-909-4397

Your Member Services Team

Mary Allen DeBold
Dedicated Advisor
mdebald@eab.com
202-266-5678

Dustin Ott
Member Services
dott@eab.com
202-568-7471