



Marketing Across the Program Lifecycle

Part One: The Need for Greater Collaboration Across Program Development and Administration

For University of Wisconsin-Milwaukee

COE Forum

1

The State of the Continuing, Online, Graduate, and Professional Market

2

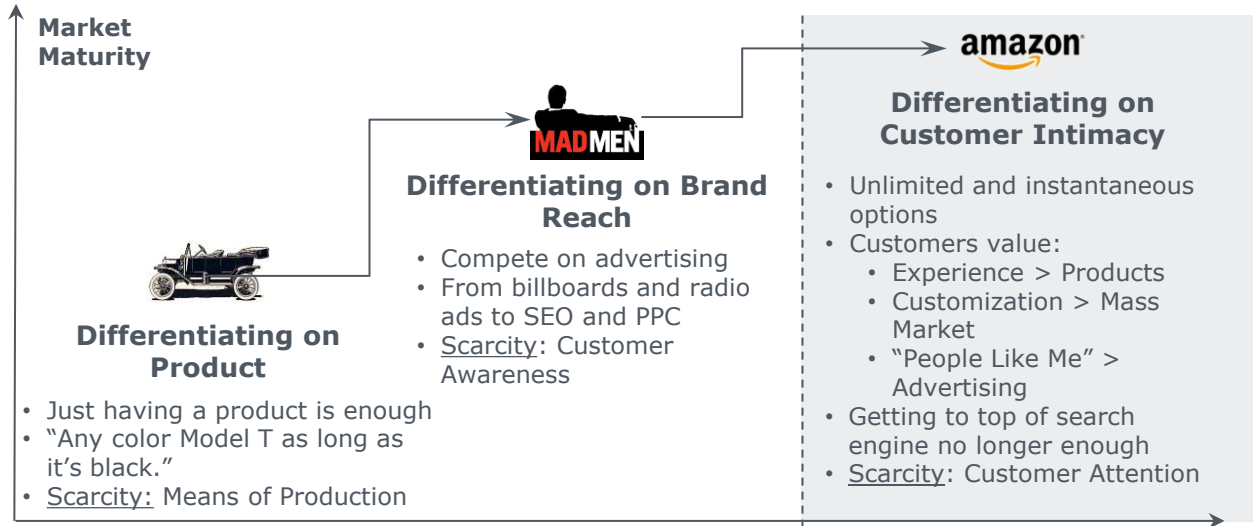
Operationalizing Collaboration In Advance of New Program Launch

3

Operationalizing Collaboration in Program Administration

The Changing Rules of the Game

A Slightly Over-Simplified History of Marketing in One Slide



A Transitional Moment for COE Marketing

"We have great individuals on our marketing team, but it feels like all our time is consumed playing catch-up. I worry that we're perfecting the marketing strategy of 1999 at the precise moment the world has moved onto something else. How are leading COE units adapting to new consumer behaviors?"

Vice Provost, Public University

Constant Disruption the New Status Quo



Five Forces Elevating Need for New Approach to Marketing and Recruiting

1

Evolution of Student Shopper Behavior



2

Proliferation of New Tech and Channels



3

Crowded and Skeptical Market



4

New Program and Offering Types



5

Advancement of Marketing Competencies



Websites No Longer Fostering Conversations

“Wayback”-ing The Internet Shows Most Must-Know Program Details Now Online...

...Unintended Consequence: Obviating the Necessity of a Conversation

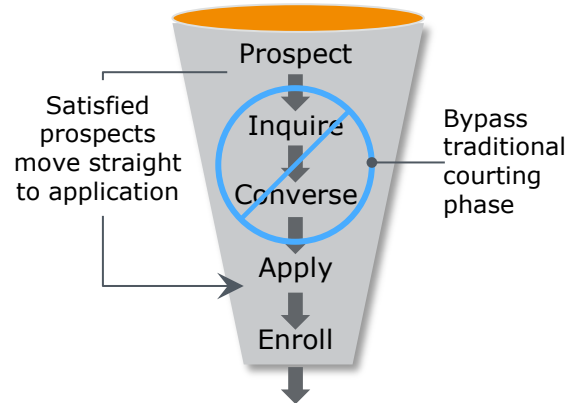
COE Forum Audit of Selected COE Websites

Most Sought-After Information

Availability of Information, 2007 vs. 2012

	COE Unit	2007 Score	2012 Score
• Cost to attend	University A	5	7
• Program offerings	University B	3	5
• Financial aid	University C	3	7
• Time to completion	University D	5	6
• Transfer credit policy	University E	4	7
• Classroom format	University F	6	7
• Graduate placement and outcomes	University G	4	6
	Average	4.6	6.3

Significant improvement in 5 years



- Missed opportunity for interactions that could deflect conversion
- Indication of more “shoppers” under the radar you’ve never met

An Increasingly Silent Funnel

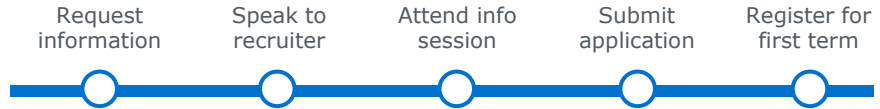
Students Ever More Comfortable with Independent Search

Stealth the Norm

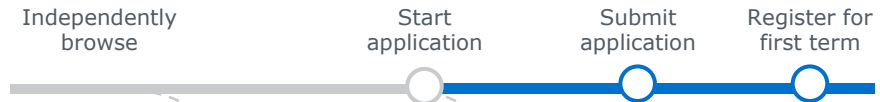


Stealth prospects as a percentage of total applicant pool

Traditional High-Touch Recruiting



Today's Stealth Prospects



Unable to find preferred course



Concerned about financing degree



Many silent prospects likely never apply



High volume of late inquiries may overwhelm staff



Difficult to forecast enrollments and plan instructional capacity



Shouting to Be Heard

Trickle Down Effect Unrealistic in Current Landscape

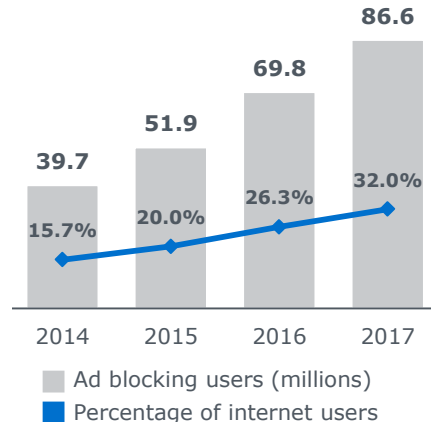
Digital Ad Spending Skyrockets

Dollars Spent on Digital Ads (in Billions)
2011-2015



But We're Less Receptive than Ever

Ad Blocking Growth in the U.S.
2014-2017



362

Digital ad exposures
per user per day in the
United States

0.06%

Average click-through-rate
of display ads

Source: Lu K, J Holcomb, "Fact Sheet: Digital News Revenue," Pew Research Center, June 15, 2016, <http://www.journalism.org/2016/06/15/digital-news-revenue-fact-sheet/>; "Adults Spend 10 Hours Per Day With The Media, But Note Only 150 Ads," Media Dynamics Incorporated, September 2014, <http://www.mediadynamicsinc.com/uploads/files/PR092214-Note-only-150-Ads-2mk.pdf>; "26.3% of internet users will use ad blockers this year," eMarketer, accessed October 31, 2016, <https://www.emarketer.com/corporate/coverage/be-prepared-ad-blocking/>; Rich Media Gallery, "Display Benchmarks," Google, accessed November 2, 2016, <http://www.richmediagallery.com/tools/benchmarks>

Connected but Competing for Mindshare

Prospect Attention Scarcer than Ever

The Constantly Connected Consumer...

*Increase in the Percentage of
U.S. Adults who are Always Addressable*



38%
in 2012



50%
in 2014

...Results in Shorter and Scattered Attention

12 seconds

Average human attention span
in **2000**



8 seconds

Average human attention span
in **2016**

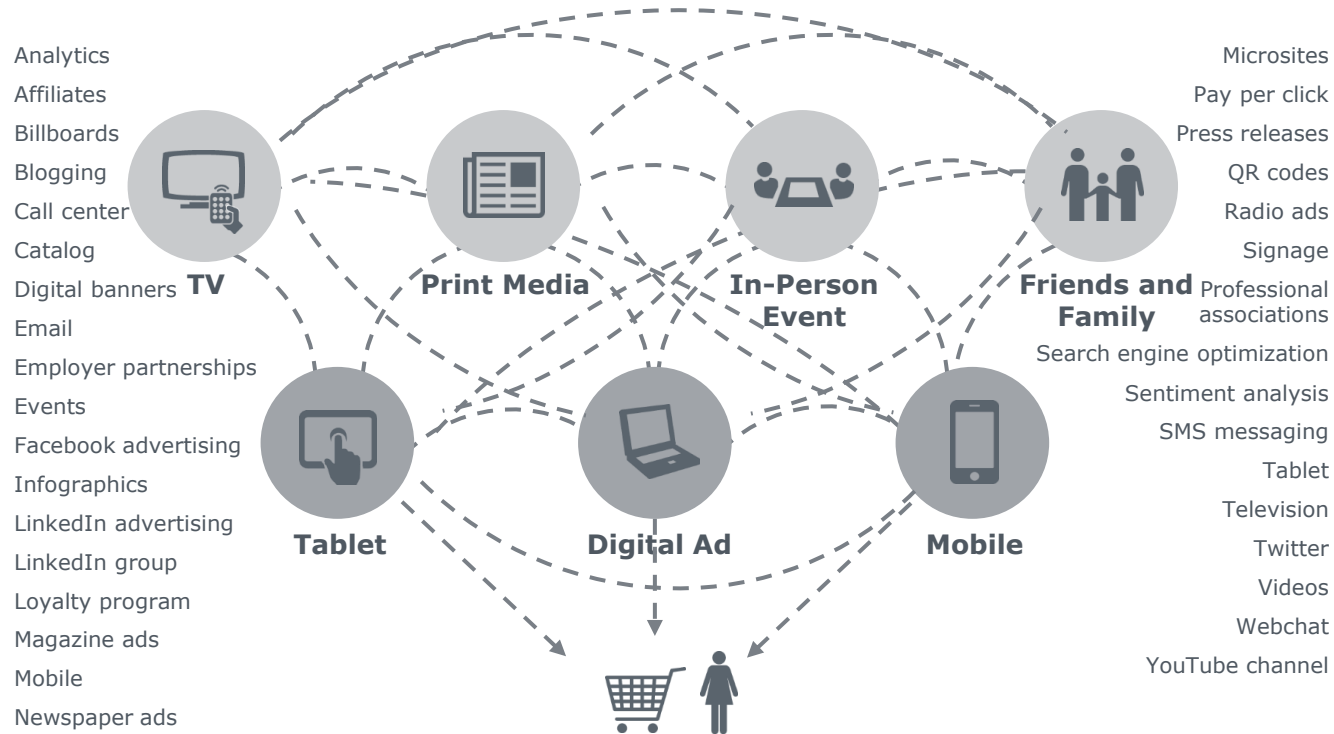
“Digital lifestyles deplete the ability to remain focused on a single task... Multi-screening trains consumers to be less effective at filtering out distractions—they are increasingly hungry for something new. **This means more opportunity to hijack attention but also that brands need to work harder to maintain it.**

Alyson Gausby

Consumer Insights Lead, Microsoft

From Funnel to Flight Path

New Tech and Marketing Channels Pose Investment Conundrum





Competitive Landscape Intensifying

Increased Depth and Breadth of Competition

Tougher to Differentiate Ourselves

From Familiar For-Profit Players...



- Avg marketing spend of 15-27% of gross revenue
- Apollo Group spent \$96.5 million on media in 2013
- \$53.5 million on Google Ad Words alone – 10th place overall



...To New, More Traditional Entrants



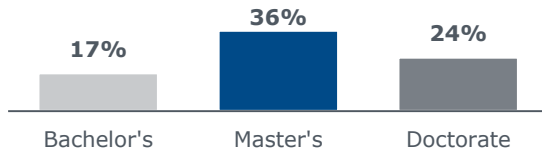
- SNHU spends ~\$20 million on TV ads each year
- Doubled online enrollments from 2012 to 2014

“I can give you several million reasons why our marketing strategy doesn't look like ASU Online's.”

*Marketing Director
Large Public Research University*

Offerings Become Commodities

U.S. Department of Education, Projected Growth by Award Level, 2012–2013 to 2022–2023



1,934 Number of graduate programs added between 2011-2013

Wallets Tighten for Training

- Federal training expenditures declined from **\$2.1 B** in 2000 to **\$1.2 B** in 2012
- Only **21%** of US employees received any formal workplace training in a five-year period (Accenture)

Source: "Amazon Tops List of Google's 25 Biggest Search Advertisers," Advertising Age, accessed November 30, 2016, <http://adage.com/article/digital/amazon-tops-list-google-s-25-biggest-search-advertisers/294922/>; National Center for Education Statistics, "Projections of Education Statistics to 2022," Feb 2014; Rich M, "Federal Funds to Train the Jobless are Drying Up", *The New York Times*, April 8, 2012; Education Advisory Board interviews and analysis.

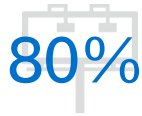
“Prove it” Says the American Consumer

Disconnect Between Marketing and Consumers

What Marketers Believe is Effective...



Percentage of marketers who believe traditional advertising is most influential to customer decision making



Average proportion of marketing budget allocated to advertising

...Out of Sync with Ideal COE Target Audience

Distrust in Advertising by Education Level



65%

Post-Graduates



44%

High School Grads

Highest Quality Leads Most Skeptical

“Your **most desirable customers don’t trust shallow branded messages**, but are exposed to more of them than other customers because of their perpetual connection. This gives marketers more opportunities than ever before to engage their customers in meaningful ways – or to screw it up.”

*Melissa Parish,
Forrester Research*

Consumers Increasingly Seek External Validation

Consumers Most Trusted Sources

- 1 Friends and Family
- 2 Online Reviews
- 3 Third Party Experts

Source: “New Study: Traditional Marketing Fails to Gain Consumer Trust,” Experticity, December 2015, <https://www.experticity.com/blog/2015/09/29/new-study-traditional-marketing-fails-to-gain-consumer-trust/>; Edelman D, “Branding in the Digital Age: You’re Spending Your Money in All the Wrong Places,” Harvard Business Review, 2010, <https://hbr.org/2010/12/branding-in-the-digital-age-youre-spending-your-money-in-all-the-wrong-places>; Parrish, M. et al, “Create Marketing your Customers can Use,” Forrester, <https://www.forrester.com/report/Create+Marketing+Your+Customers+Can+Use/-/E-RES113043>; EAB interviews and analysis

Accelerating ROI Shopping

Untapped Audience of Disengaged, but Undecided Career Changers

Most Americans Still in Search of Dream Job

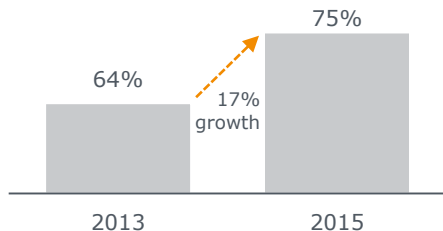
Indeed.com study of job seeking behavior in the U.S.

81% of job seekers search in an occupation category other than their own

56% of job seekers don't search in their own occupation category at all

Rapid Growth of Americans in their 30s Hoping to Change Careers

University of Phoenix Study of Adult Working Professionals



Career Changers Seek Outcomes to Alleviate Common Anxieties

"Which career fields are growing the fastest in my region?"

"How can I increase my earning potential short term?"



"Can I apply my skills in a career or position with better pay and work/life balance?"

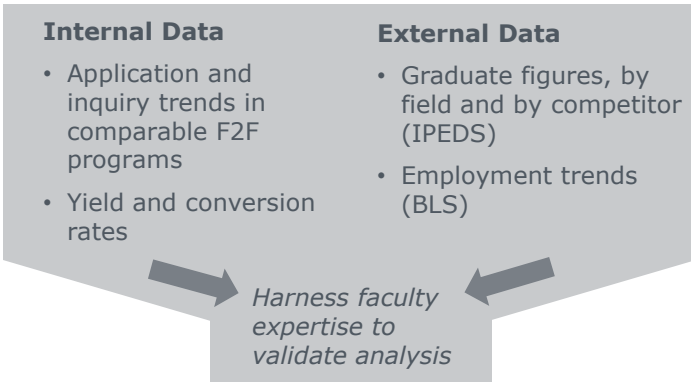
"How have other students used this program to achieve their goals?"

"What skills or experience do I require to get and stay ahead in my field?"

If We Build It, Will They Come?

Ensuring Sufficient Demand Before Program Launch

Require Data-Driven Market Analysis Before Launch



1

Informed Go or No-Go Decision

Central seed funding based on initial needs and growth potential

2

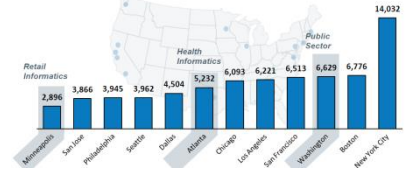
3-Year Viability Audit: Are Targets Being Met?

Opportunity to reassess target market or curricular offerings

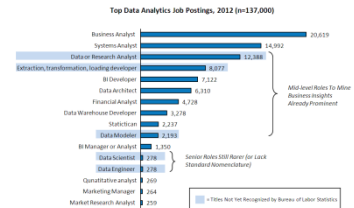
Next-Generation Employer Data



Highlighting Hot Markets



Mining for Emerging Job Titles and Skills



Faster, Please

Speed to Launch Critical in Fast-Moving Professional Market

Most Institutions Take 1-2 Years to Approve New COE Programs

Approval Process Length	Public (n = 67)	Private (n = 36)
1-5 months	3.5%	24.4%
6-11 months	31%	27.3%
1-2 years	58.6%	45.5%
3-5 years	6.8%	3%

Privates disproportionately represented in fastest-to-market group

Activities Correlated with Faster Program Launch



Allow approval committees to meet as needed, rather than waiting for monthly or quarterly scheduled meetings



Conduct governance body voting by email or electronic survey



Use a dedicated governance body



Programs with fast approval turnarounds best positioned to seize early market share in growing fields

Proliferation of New Program Types

A Tour of Emerging Program Design Options



Accelerated

Shorter than a typical academic program

- Microcredentials
- Mini-MBA
- Second Bachelor's
- Bootcamps



Modular

Short modules that combine into credentials

- DIY Programs
- Modular Master's
- Stackable Programs



Experiential

Integrated opportunities to build skills

- Main Campus-Undergrad Partnerships
- Client-Based Projects
- Team Capstone Projects

The Rise of the Professional Master's Degree



A Contrast To Traditional Master's Programs



Traditional Master's

- Full-time, residential
- Thesis
- Path to PhD
- Designed around faculty research interests
- Taught exclusively by tenure stream faculty
- Housed within single department
- Financial aid available
- Younger, less experienced students



Professional Master's



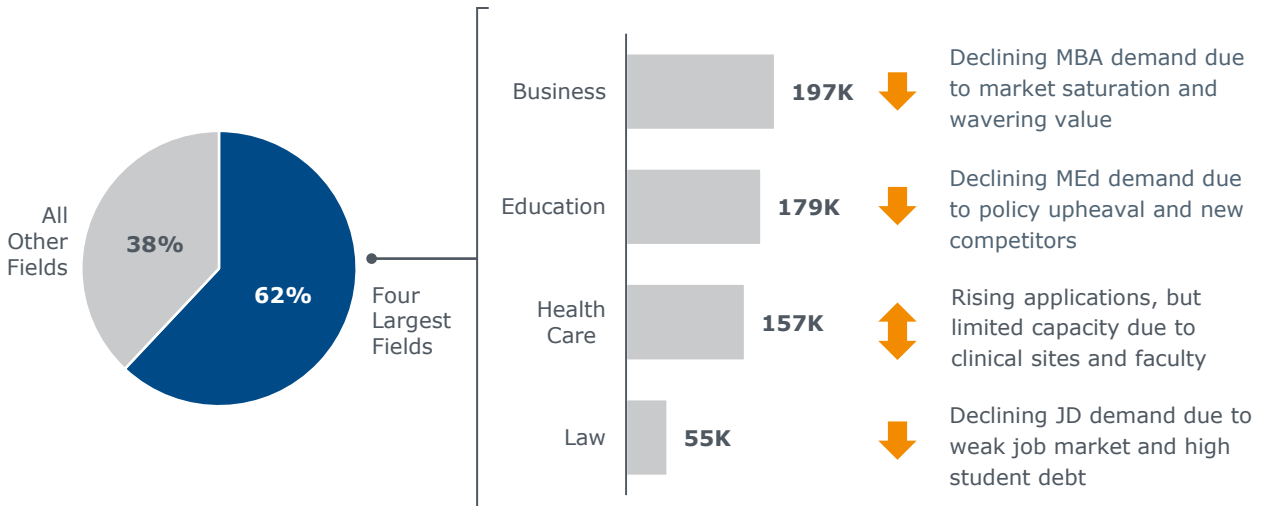
- Part-time, low residence
- Project or work experience
- Path to employment
- Designed around employer hiring interests
- Taught by tenure stream faculty and adjuncts
- Cross-disciplinary/ multiple departments
- Typically self-pay
- Often older students with work experience

Yesterday's Opportunities

Historically Popular Programs Face Falling Demand or Growth Obstacles

Graduate Degree Completions by Discipline

2012-2013



“All Other Fields”

Examples of Niche Programs

Agricultural Communications

Aging Services and Gerontology

Actuarial Science

Biodefense

Bioinformatics

Computational Linguistics

Construction Management

Cyber-Physical Systems
Engineering

Cybersecurity

Data Analytics

Design Thinking

Digital Fabrication

Emerging Media

Geodesign

Geographical Information
Science

Geospatial Intelligence

Health Care Analytics

Health Informatics

Human-Computer Interaction

Intelligence Analysis

Mechatronic Engineering

Nursing Informatics

Online Education

Quality Engineering

Regulatory Affairs

Renewable Energy Engineering

Social Media Management

Sustainability Management

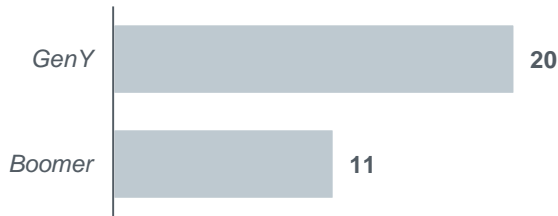
Technical Writing

Preparing for a Portfolio Career

But Certificates Poised to Be Credential of Choice as Average Tenure Shrinks

Job Loyalty Is a Thing of the Past

Number of Jobs Held Over Lifetime



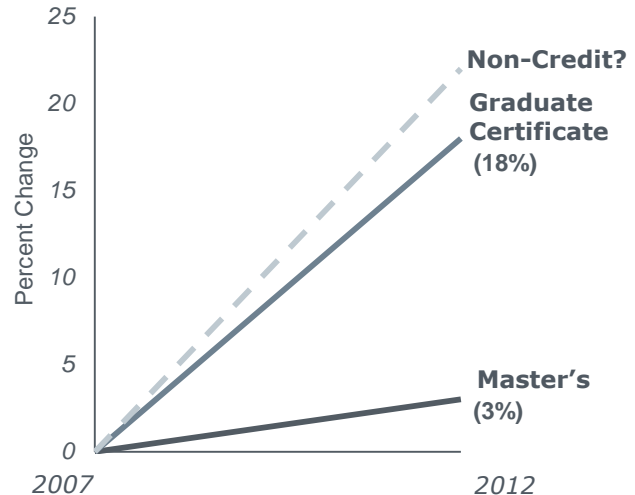
"The Birth of an Uber Learning Economy"

It's always been assumed that disruption of traditional higher education would begin at the undergraduate level. But if disruption is going to happen, the trends [...] point to it starting with graduate and professional education."

- Jeff Selingo, August 2015

Already Influencing Education Decisions

Certificate vs. Degree Conferral, 2007-2012



Source: "Number of Jobs Held in a Lifetime," Bureau of Labor Statistics, 2014; Jeanne Meister, 'Job Hopping Is the 'New Normal' for Millennials: Three Ways to Prevent a Human Resource Nightmare,' Forbes, 2012; 2013 Employee Benefits, Society for Human Resource Management, 2013; Degrees Conferred by Public and Private Institutions, Integrated Postsecondary Education Data System (IPEDS); The Birth of an Uber Learning Economy," Ithaka S+R, August 31, 2015.

Best of Both Worlds?

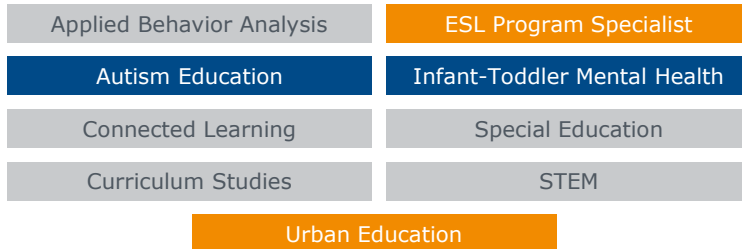
Niche Interdisciplinary Components Form Credential Valued and Understood by Employers



Modular Master's of Education (M.Ed)

30 Credits

Two Certificates
24-27 total credits



Two Foundational Courses

Required courses vary depending on combination of certificates selected

Faculty-Led Seminar

Capstone project that combines both focus areas

72

Student career paths (working with **infants with autism**, teaching **ESL in urban schools**)

0

New courses required for development; material drawn from 21 existing certificates



Minimal marketing required; designed to attract greater share of "search and shop" market

Stackable and Customizable

Unbundling a Cybersecurity Education Into Stages

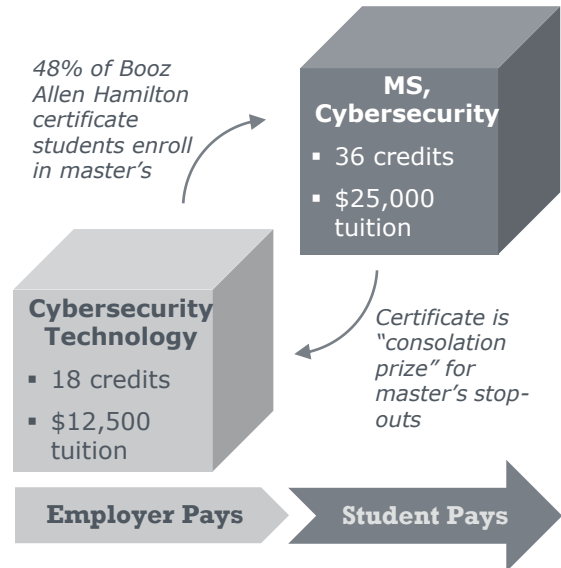
"Versioning" Core Cybersecurity Content



	Technical	Policy
Master's	MS, Cybersecurity MS, Information Assurance MS, Digital Forensics	MS, Cybersecurity Policy MS, Homeland Security Specialization
Graduate Certificate	Cybersecurity Technology Information Assurance Digital Forensics	Foundations of Cybersecurity Cybersecurity Policy Homeland Security Management



Stackability Reduces Students' Cost and Risk



Source: "Master's Degrees in Cyber Security," University of Maryland University College; "Graduate Certificates in Cyber Security," University of Maryland University College; Education Advisory Board interviews and analysis.

Rise of the Multidimensional Marketer

Rapid Professionalization Introduces New-to-Higher Ed Competencies

From Advertising Agency to Full Service Marketing Department

Yesterday

- Populated by publication managers, copy writers, and graphic designers
- Primary emphasis on promotion tactics – press releases, print collateral, and media buys

Today

- Populated by new-to-higher ed positions - marketing directors, market research analysts, and social media specialists
- Equal attention to the 4Ps (product, price, place, and promotion)
- Increased presence of third party vendors

A Quick Glance Around the Membership

Katie P. Izzo

CPG Product Manager:
2012 – 2015

Consumer Promotions Specialist:
2008 – 2012

Chris R. Martin

Senior Director of Marketing, Major Hotel Chain:
2007 – 2014

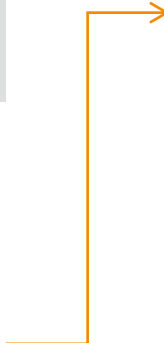
Master's of Business Administration

Sarah E. Owens

Advertising Agency Content Marketing Director: 2014 – 2015

Digital Marketing Manager: 2013 – 2014

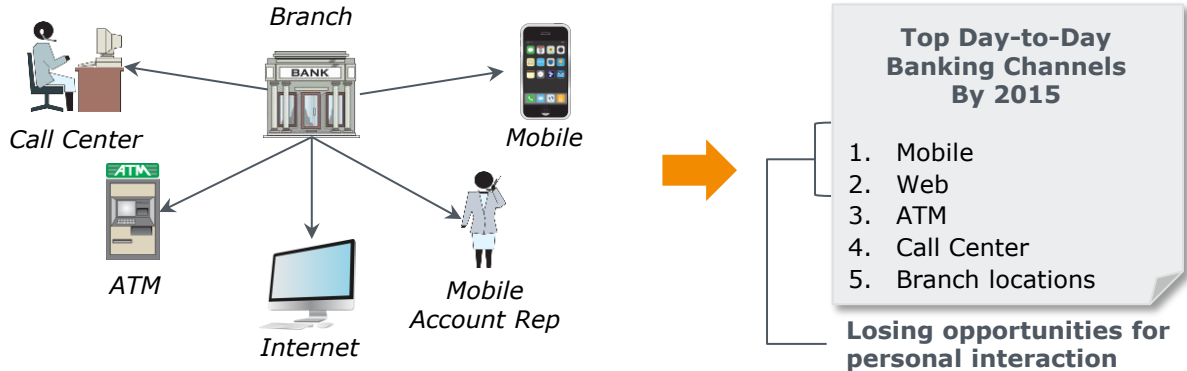
Certificate in Social Media Strategy



Not Just Higher Ed

A Kindred Spirit in Financial Services

Easier than Ever to Circumvent Branches



Infrequent, Large Purchases Structured Around Life Changes



Starting a Family



Buying a Home



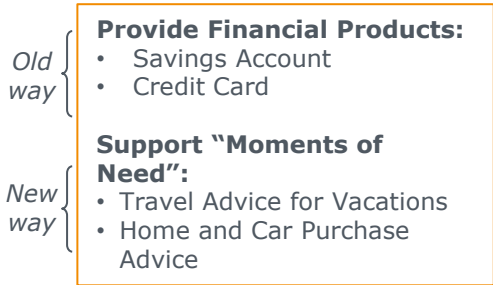
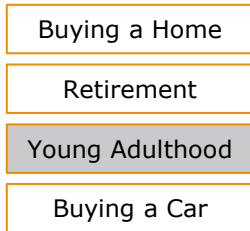
Retirement

What Can We Learn From Other Industries?

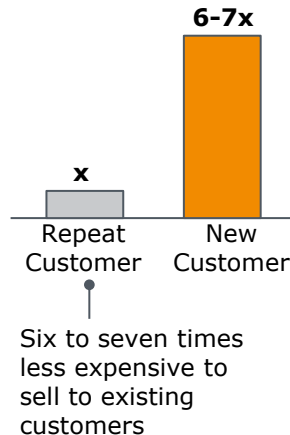
How Banking is Responding to the "Search and Shop" Customer

Adding Value in the "Search Process"

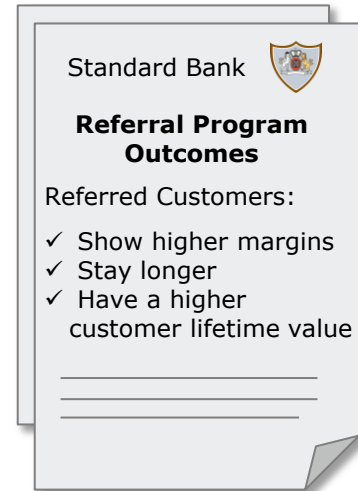
Design interactions around life events, not products




Fostering Repeat Purchase Behavior



Rewarding Word-of-Mouth Referrals



Standard Bank 

Referral Program Outcomes

Referred Customers:

- ✓ Show higher margins
- ✓ Stay longer
- ✓ Have a higher customer lifetime value

Mirroring Questions Manifesting in Continuing, Professional, and Online Education

From Product- to Student-Centric Marketing

Small Modifications to Marketing Strategy Have Outsized Impact

STATUS QUO ▶

IDEAL STATE ▶



Product-First Marketing

- Ad copy describes available program
- Content marketing leads with academic capabilities
- Prioritizes direct enrollment solicitations
- Little benefit of attending in-person events for students not yet committed to a given program

1 →
Career-first messaging

2 →
Career- and life goal-centered content

3 →
Program-agnostic support services

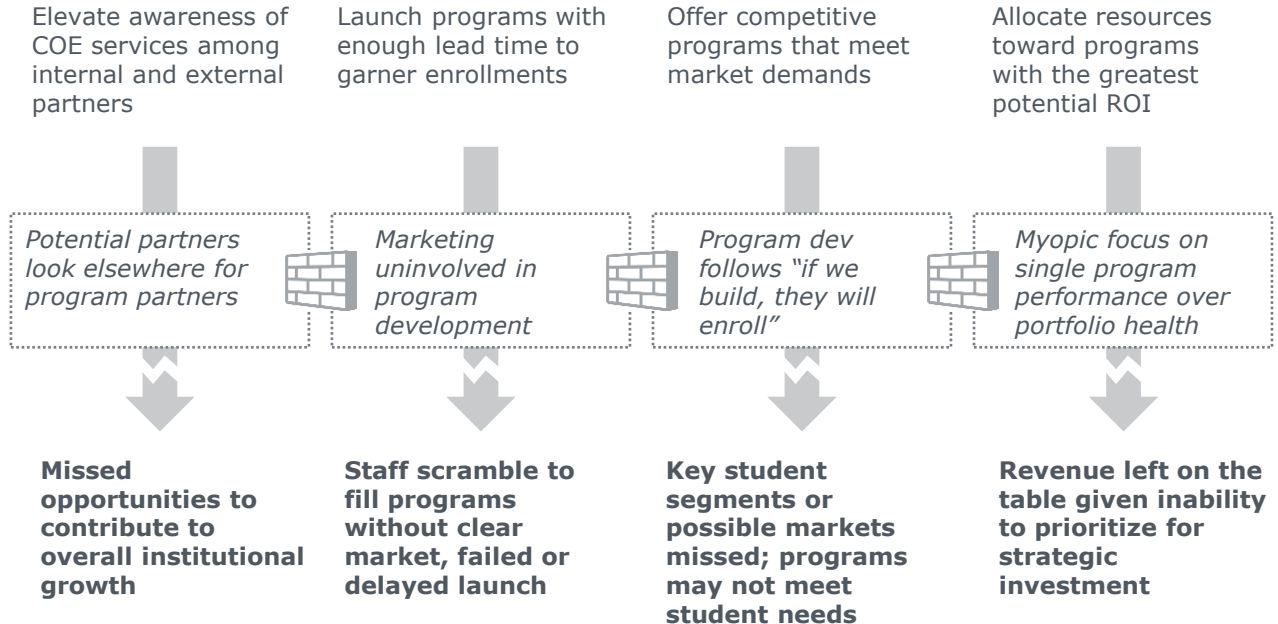


Student-Centered Marketing

- Ad copy makes emotional appeal to current life or career stage
- Ads offer useful non-program content for career-minded viewers
- Owned media rarely contains direct enrollment solicitations
- In-person events provide useful service or experience to prospect, but make no direct enrollment appeal

An Organizational Dilemma

Lack of Integration Delaying or Preventing Unit Growth



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Like Two Ships Passing in the Night

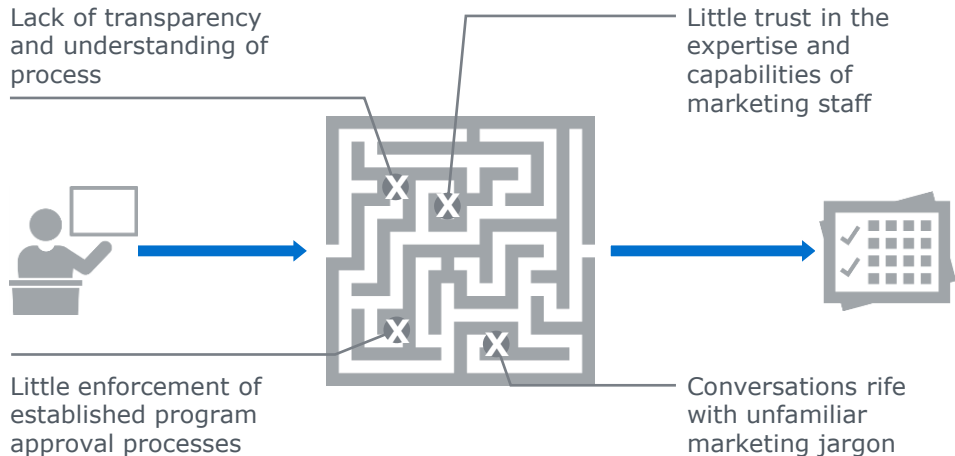
Marketing Lacks Role in Program Development

“

The CMO needs to be absolutely involved in new-product development. The marketing role doesn't start with the creative brief. Marketing needs to start very far upstream in new-product development. Marketing must capture the customer lens, owning the customer insights that lead to successful new-product commercialization.

-Mark Chinn
CMG Partners

Common Roadblocks to Engaging Marketing



Separating the Wheat from the Chaff

Pre-Proposal Form Checks Misguided Program Innovation at the Gate

Embedding Enrollment Viability into Program Innovation



Creighton
UNIVERSITY

Enrollment-Focused Pre-Proposal



Validate Market Demand

*What types of students will the program enroll?
How many students would be interested?*



Demonstrate Value Proposition

*Where else is the program offered and how has it fared?
What is the unique value proposition of the program?*



Specify Required Investments

*How much will it cost to get the program off the ground?
What existing resources can be leveraged?*



Link to Mission

How does the program advance the institution's strategic plan?

Immediate Gains from New Launch Process

Pre-Proposal Benefits Advance University Toward Growth Goal

Creighton
UNIVERSITY

Pre-Proposal Harnesses Only the Best of Faculty Ideas



11

Proposals
over two
years



2

Programs
flagged as
unviable



0

Launches
without
enrollment
benefits



“A major benefit of the pre-proposal process is that faculty have some guidance in areas to consider before bringing their ideas to the table—they can look at the form and quickly understand the criteria being used when evaluating new program development priorities. The process has helped to funnel energies and leverage opportunities that align with Creighton’s mission and desire for growth in new programs.

Mary E. Chase

Vice Provost for Enrollment Management



Institution on track to meet
1,200-student growth target

Setting Expectations Pre-Launch

Consultative Strategy-Setting Avoids Post-Launch Pitfalls

Professionalized Program Launch Process



6 months prior to launch


Pre-Launch Program Bootcamp

- ✓ Includes all associated faculty members, Department Chair, Dean, and COE leadership
- ✓ Led by marketing, recruitment, development teams, and Assistant Vice President of FIU Online
- ✓ Offers detailed overview of process for taking a program online
- ✓ Presents market research findings to inform and influence program development
- ✓ Dispels misconceptions about, and sets realistic expectations of, anticipated enrollments


Getting Everyone on the Same Page

MOU Sets Expectations and Codifies Accountability

Assigned program manager ensures consistent main point of contact within academic unit for marketing and recruiting needs.



Program manager



FLORIDA INTERNATIONAL UNIVERSITY

MOU
Program Name

Term	Enrollment Goal	Enrollment Minimum	Enrollment Maximum
Fall '15	[Number]	[Number]	[Number]
Spring '15	[Number]	[Number]	[Number]
Summer '15	[Number]	[Number]	[Number]
Fall '16	[Number]	[Number]	[Number]
Spring '16	[Number]	[Number]	[Number]
Summer '16	[Number]	[Number]	[Number]

Academic partner agrees to complete new program questionnaire

Academic partner agrees to comply with new program launch guidelines, including quality control measures, and administrative commitments

FIU Online agrees to provide training to ensure academic product meets quality standards

Minimum enrollment targets prevent last-minute program cancellation.

Responsibilities and expectations of all parties clearly delineated with strong but diplomatic language.

New program questionnaire includes detailed marketing-related questions to help build student personas and design recruitment strategy.



Forthcoming in 2016:
Memorandum of Understanding Template

Avoiding the Pitfalls...and the Blame Game

Bootcamp and MOU Prevent Misunderstanding



BBA in
Management
Information
Systems



Frustratingly Common Roadblocks...

- ✓ Fully developed and approved curriculum and program of study
- ✓ Applicants received admission letters
- × Faculty unable to develop courses; canceled 3 months prior to start



...Mitigated by New Process

Bootcamp ensures academic unit secures faculty capacity and willingness to develop and deliver entire program



Master of
International
Business



- ✓ Promising program with strong market demand
- ✓ \$56,000 already invested in marketing
- × Program canceled 1.5 months prior to next start date due to low enrollments



Minimum enrollment targets stipulated in MOU prevent last minute program cancellations

Too Little Too Late

Faculty Want to Help But Often Uncertain How to Do So



Faculty members possess key information to inform marketing strategy, but **lack understanding of what is or is not helpful**



Marketing staff **given inadequate time** to solicit faculty insights and incorporate that information into marketing strategy



Inconsistent information submission and lack of feedback inhibit the formation of productive partnerships between marketing and faculty



"I recognize that we (faculty members) share responsibility for enrollments and have a key role to play in informing marketing and recruiting. I really just don't know what information is helpful, when and with whom I should be communicating, and through what channels."

*Program Director
Mid-Sized Research University*

Don't Let Faculty Insights Go to Waste

Questionnaires Build the Foundation for Competitive Marketing Plans

Required by MOU

- Elevates importance of faculty input
- Ensures completion with minimal follow-up from marketing staff

FIU | Online

FLORIDA INTERNATIONAL UNIVERSITY

Four Qualities of Effective Questionnaires

Mandatory to Complete

Sufficiently Early

Completed Six Months Prior to Program Launch

- Provides time to incorporate responses in marketing strategy
- Allows time for marketing to follow up with additional questions

Faculty Understand Motivation for Questions

- Background information and context provided at bootcamp
- Enables faculty to contribute more productively

Presented in Context

Uniquely Valuable

Accesses Otherwise Silo'd Insights

- Extracts unique faculty subject matter knowledge
- Capitalizes on faculty understanding of student market



Forthcoming in 2016:

Faculty Questionnaire Builder

Pressure-Tested Marketing Strategy

Faculty Input Confirms Approach and Mitigates Post-Launch Blame Game



Marketing Walks Program Leadership Through Prospective Student Journey

1. Prospective Students	Google Adwords, SEO, Email Content, Print Collateral Social Media, List Buys
2. Inquiries	Events, Email Content, PPC
3. Applicants	Personal Calls, Events, Email Content
4. Admits	
5. Confirms	Personal Calls, Events, Email Content, Social Media
6. Enrolled	
7. Retention	



Benefits for Marketing

- Receive input on ad placement, imagery, copy, and keywords
- Identifies overlooked gaps or mistakes made
- Provides final quality assurance
- Avoids post-launch blame game by soliciting faculty input



Benefits for Faculty

- Empowered to positively impact program enrollments through contributions to marketing
- Understand importance of pre-launch tasks

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3

Operationalizing Collaboration in Program Administration

A Tower of Babel

Partnering with Faculty Means More Than Throwing Data At Them

**Lack of Familiarity
Creates Barrier to
Collaboration**



"What is marketing?"

"How does it work?"

"Why do I need to think about it?"

"Who are our marketers?"

"What do they do?"

**Data Dumps without
Context Engender
Frustration**



Typical Performance Report

Marketing	<ul style="list-style-type: none"> • Run Time • Click-through-Rate • Cost-per-Impression • Email Open Rate • Referral Sources • Web Traffic
Enrollment	<ul style="list-style-type: none"> • Inquires Submitted • Accepted Students • Matriculated Students

**Academic Partners Left
with More Questions
than Answers**



What's Important?

"Which of these data points should I pay attention to?"

"Are these numbers going up or down over time?"

What Does this Mean?

"How does this performance compare to other programs?"

"Should I understand all this jargon?"

Do I Need to Take Action?

"Are we in danger of missing our enrollment goals?"

"Is there even anything I can do to change these metrics?"

Leading from Behind

Actionable Insights to Co-Diagnose Enrollment Challenges

Marketing Positioned to Help Improve Flagging Program Performance



Faculty Director notices declining enrollments in Master of Education program but is unsure how best to improve results



Marketing director approaches for diagnostic consultation, and to educate faculty director on marketing metrics



Marketing director walks faculty director through program recruitment funnel performance



Program Pipeline Matrix

Year	Inquiries	% of Leads to Apps	% Apps to Complete (Internal Benchmark: 70-80%)	% Complete to Matriculated (Internal Benchmark: 65%)
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Internal Benchmarks help academic clients calibrate performance against other programs



Conversion Rates provide faculty with insight into opportunities to improve performance across the funnel



Historical Context illustrates changes in performance over time

Annual Program Review Meeting Facilitates Ongoing Collaborative Problem-Solving



Communicates Context

- Clearly illustrates trends and areas of improvement across the funnel



Limits Focus

- Limits data shared to areas where faculty can make an impact



Educates Faculty

- Offers concrete examples and illustrations of key marketing and enrollment management principles

Remedy Pipeline Woes

Guidance and Resources to Streamline Lead Handoffs and Improve Yield

Pipeline Review Diagnoses Lead Nurturing Failure

- Upon review, program director co-diagnoses high lead-to-application attrition as leading cause of declining program enrollments
- Director examines lead nurturing playbook provided by marketing and recruitment team

Issue	Solution	Method
High inquiries without corresponding applications	Reach out proactively and consistently to all inquiring prospective students to answer questions and ensure application	<ul style="list-style-type: none"> • Phone follow-up 24 hours after inquiry • Subsequent email or phone follow-up once per week for 4 weeks or until application is identified
High applications without corresponding enrollments	Congratulatory correspondence to prospects confirming submitted application and offering support for remaining questions or next steps	<ul style="list-style-type: none"> • Automatic email response immediately following application submission • Phone follow-up within 48 hours



Faculty director implements mandatory phone follow-up with all started applications



Lead and Inquiry Management Software Toolkit

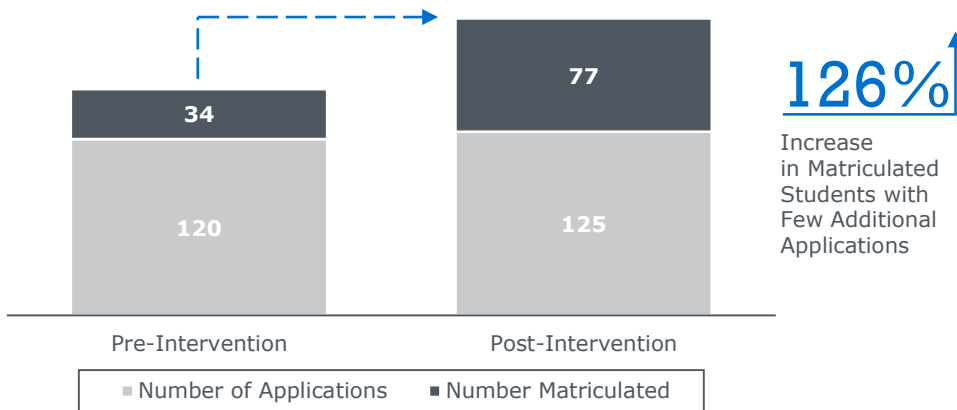
- Tool #3: Communications Plan Builder
- Tool #4: Lead-Prioritizing Phone Script

Empowered Faculty Improve Program Outcomes



Data Sharing Reveals Gap in Prospect Follow-up

Win-Win for Marketing and Program Director



“We even spent less on marketing post-intervention given the program’s poor performance. That means we more than doubled its conversion rate for less financial investment.”

-Director of Marketing

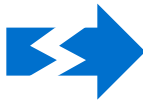
A Missed Opportunity

Failure to Engage Unique Perspectives Leaves Insights off the Table

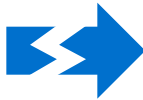
Numerous Opportunities for Improved Information



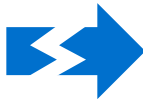
Frontline staff wield customer insights to generate new market-driven program ideas



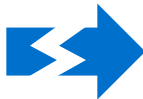
Faculty provide insight into customer needs, unique program strengths, and help to pressure test marketing plan



Employers help reposition struggling programs out-of-sync with industry needs



Current and graduating students propose just-in-time program changes to strengthen the portfolio



Common Barriers to Effective Information Gathering

- Conversations with prospective students silo'd in CRMs or frontline staff notes
- Frontline staff not considered strategic partner
- Faculty fail to understand how they can contribute to marketing
- Marketing fails to approach faculty in constructive, timely manner
- Busy professionals difficult to access
- Vanity advisory boards merely attract resume-builders
- Busy student schedules preclude standardized information gathering
- Current and graduating students overlooked as vital resources

Seeking Guidance from the Full Program Team

Expanded Approach Garners Robust, Holistic Insights



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Simple Data Reviews Miss Key Opportunities to:

-  Mine frontline and marketing staff to generate insights unavailable to faculty
-  Garner faculty buy-in prior to making recommendations for programmatic changes
-  Surface shifts in post-launch student demographics and market demand



Forthcoming in 2016:

360 Degree Assessment Questionnaire Template

Inclusive, Cross-Functional Teams Fill in the Gaps



Marketing and Market Research



Faculty



Frontline Staff

1

- *What is this program's market size?*
- *Who are our prospective students?*
- *Where do they consume information?*
- *What messages most appeal to them?*

2

- *What motivates students to enroll in this program?*
- *What courses do students find most valuable?*
- *What are our students' career goals and how do they align to this program?*
- *What are the key companies and professional organizations aligned with this program?*

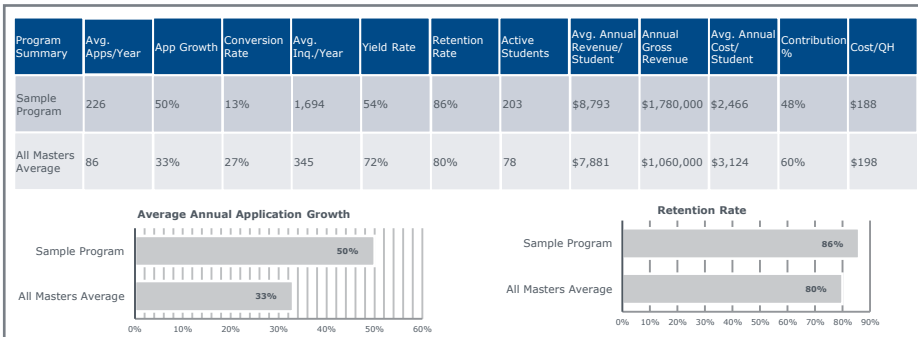
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- *What barriers prevent prospects from enrolling?*
- *What in-demand programs do we not offer?*
- *Where else are students applying and enrolling?*

Pairing Data and Insight

Actionable Insights Inflect Program Performance

While it remains important to place data, in context, in front of decision-makers, **you still need to...**



- ✓ Offer strategies that move beyond “filling the top of the funnel”
- ✓ Pinpoint causal factors impacting program performance
- ✓ Incorporate feedback from all student-facing stakeholders

Insights and Recommendations



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Faculty To Do:

- Low yield rate and inquiry-to-conversion rate indicates opportunity to improve follow-up with leads.
- Consider changes to program format and pricing to differentiate from local competitors.

Marketing/Market Research/Enrollment Management Staff To Do:

- Audit current lead nurturing strategies to identify gaps and draft templates.
- Survey students who were accepted, but didn't attend, to uncover motivations.
- Implement an admitted applicant survey to gather qualitative data regarding yield rates.

Frontline Staff To Do:

- Increase emphasis in messaging to working professionals on low-residency program options and GRE-optional application.

Bridging the Administrative and Academic Gap



Three Benefits to Enhanced Programmatic Assessments



Empowers More Sophisticated Consumers of Enrollment Data



Surfaces Programs for Strategic Refresh



Identifies Programs for Investment and Divestment

“*Our aim has been to create a culture of data informed decision making by encouraging individuals from all areas of the college to review, understand, and discuss key enrollment metrics.*

-Director of Enrollment Research and Strategy

Refresh Unleashes Program Potential

Market research and interviews with academic partners identify opportunities to improve program content and positioning.

- Name changed
- Transitioned fully online
- Curriculum adjustments created new concentrations
- New faculty hire became champion of program refresh

209%

increase in program enrollments three years post-refresh



Social Proof in Recruitment Marketing

Not all Proof is Created Equal

What Today's Prospects are Looking for

- ✓ Are students like me successful? →
- ✓ Why should I enroll in this program? →
- ✓ Will this program help me achieve my goals? →
- ✓ What are my next steps? →

Currently Lacking on Most COE Websites

- ✗ Anecdotal and unrelatable evidence of success
- ✗ Focus on logistical, rather than emotional, decision drivers
- ✗ Lack of connection to defined student personas, priorities, and motivations
- ✗ No connection to clear and compelling call to action

Social Proof Takes Many Forms




Expanding the Definition of “Outcomes”

KU Edwards Campus Redefines “ROI” with Creative Metrics

Results of a survey of ~2,000 current students

89%



say they’ve acquired knowledge they wouldn’t have learned through their current job

8 / 10



say they’ve gained opportunities for career advancement

82%



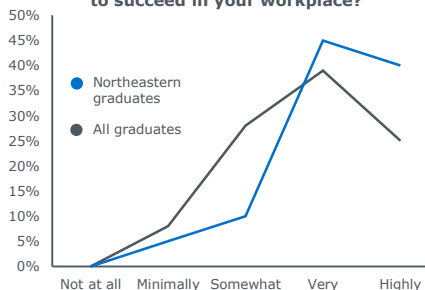
say they’ve expanded their professional network

- Self-reported beliefs about program value capture authentic student sentiment
- Survey also captures beliefs about increased “marketability” and earning potential
- Survey distributed to current students boosts response rate

Northeastern University Lets the Job Market Speak for Itself

Illustrative results of Northeastern employer survey

“How prepared are recent graduates to succeed in your workplace?”



64%

Rate **recent graduates** either very or highly prepared

86%

Rate **Northeastern graduates** either very or highly prepared

- Survey of 1,001 employers in 25 industries across the U.S.
- Survey covers many professional attributes, including creativity, initiative, and leadership
- Microsite also includes job placement data and co-op program participation rates

Expanding Our Definition of “Outcomes”

Outcomes marketing uses messages that provide evidence to prospective students of the tangible benefits of a program offering through:

- Labor market demand that demonstrates opportunities in a field of study (e.g., available job openings, expected job growth, average earnings by position)
- Success and validation of graduates (e.g., student testimonials, quantitative placement data, ratings and reviews, program rankings)



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