

Competing on Student Outcomes to Attract Today's Career Changer

Part 3: Harness Student Value Stories to Demonstrate Program Value



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Managing Your Audio



Use Telephone

Audio

Audio Mode: Use Telephone
 Use Mic & Speakers

Dial: +1 800 555 1212
Access Code: 141-607-114
(and [additional numbers ..](#))

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

Audio

Audio Mode: Use Telephone
 Use Mic & Speakers

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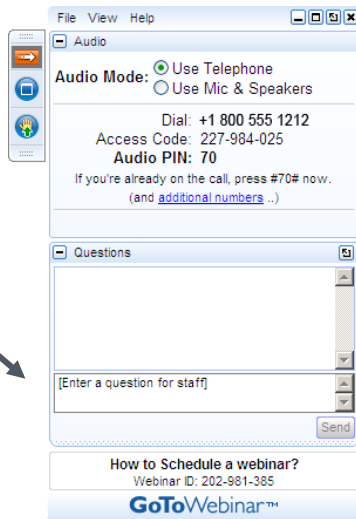
[Audio Setup](#)

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

Questions:

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

Questions panel



The screenshot shows a software window titled "GoToWebinar" with a menu bar (File, View, Help) and standard window controls. The interface is divided into several sections:

- Audio:** Contains "Audio Mode" with radio buttons for "Use Telephone" (selected) and "Use Mic & Speakers". Below this, it displays "Dial: +1 800 555 1212", "Access Code: 227-984-025", and "Audio PIN: 70". A note states: "If you're already on the call, press #70# now. (and [additional numbers ...](#))".
- Questions:** A large text input area with a scroll bar. Below the input area is a smaller text field containing the placeholder "[Enter a question for staff]" and a "Send" button to its right.
- Footer:** Contains the text "How to Schedule a webinar?" and "Webinar ID: 202-981-385", followed by the "GoToWebinar™" logo.

Marketing's Tipping Point

Lessons from the Past 75 Years of Advertising

Tech and Consumer Behaviors Upend Traditional Methods

Information Scarcity

1940s – 1990s

- Communicate info on product availability and features
- High production, planned content delivered via mass media channels
- Undivided attention of consumers



*Shift from
passive to active
consumers*



Information Availability

2000 – 2010

- Display ads, search engines, and branded websites
- Digital marketers and agencies deliver same message on new media
- Consumers access info on own terms

*Traditional
advertising
reaches its limits*



Information Overload

2010 – Present

- Mobile traffic overtakes desktop
- Rise of social media
- Challenge to remain relevant across channels and scale efforts

Three Key Themes Emerge

1 Demand Outpacing Supply of Consumer Attention

Cost of buying attention via paid media is unscalable and unsustainable

2 Accessible but Distracted

Technological advances enable consumers to spend more time online, but they are increasingly distracted

3 Rise of the Skeptical Consumer

Savvy consumers seek validation of investment and value from organizations and third-party sources



Shouting to Be Heard

Trickle Down Effect Unrealistic in Current Landscape

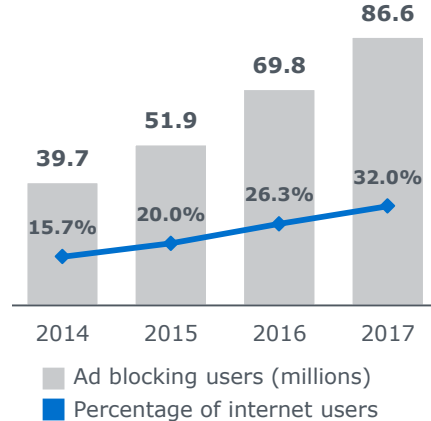
Digital Ad Spending Skyrockets

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

...Stresses Our Ability to Pay Attention

61%

Of people feel they have to keep track of information from **too many sources**

45%

Say that data overload has affected their **sleep or personal relationships**

44%

Solve the problem by **ignoring communications**



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

Source: Parrish, M. et al, "Create Marketing your Customers can Use," Forrester, <https://www.forrester.com/report/Create+Marketing+Your+Customers+Can+Use/-/E-RES113043>; Consumer Insights, Microsoft Canada, "Attention Spans," Spring 2015, <https://advertising.microsoft.com/en/WWDocs/User/display/d/researchreport/31966/en/microsoft-attention-spans-research-report.pdf>



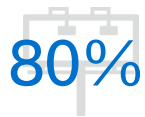
“Prove it” Says the American Consumer

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



Post-Graduates



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

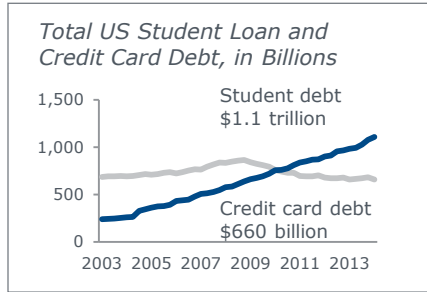
- 1 Friends and Family
- 2 Online Reviews
- 3 Third Party Experts

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

Increasing Burden of Proof on Higher Ed

Grad Education as Career Accelerator No Longer a Foregone Conclusion

Today's Trillion Dollar Problem



Public Scrutiny of Undergraduate Borrowing Likely to Turn to Graduate Education

Data Shows Disproportionate Borrowing by Graduate Students

40% of all student borrowing comes from graduate students, who make up 15% of student population

15% of graduate students owing \$100K+

Delaying Post-College Decisions

Student Debt Delaying Graduate School and Career-Related Decisions

43% Of survey respondents who indicated that student loan debt has limited their ability to attend graduate school

47% Agree or strongly agree that student loan debt is hampering their ability to further their career



Current HEA Reauthorization Proposals to Limit Master's and Part-Time Borrowing

- Cap annual loan limits for graduate students from \$80K to \$30K (with a total borrowing cap of \$150K)
- Cap loans for part-time students at estimated cost of attendance, restricting borrowing to tuition and fees

Source: "Public University Costs Soar," March 16, 2013; Federal Reserve Bank of New York; "Highly Educated, Unemployed, and Tumbling Down the Ladder," NBC News, October 12, 2014; "Three A's Driving the Reauthorization of the Higher Education Act," WICHE Cooperative for Educational Technologies, August 2015; "Life Delayed: The Impact of Student Debt on the Daily Lives of Young Americans," American Student Assistance,



Accelerating ROI Shopping

Untapped Audience of Disengaged, but Undecided Career Changers

Most Americans Still in Search of Dream Job

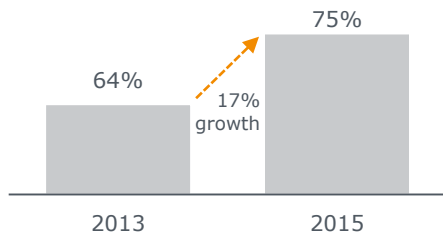
Indeed.com study of job seeking behavior in the U.S.

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?"

COE Responses to Market Pressures Fall Short

Investments Wasted without New Strategy

Perceived Benefits of New Investments...



Launching New Content Creation Initiatives

- ✓ Tell relatable stories of successful past students
- ✓ Leverage social proof to support enrollment decisions



Offering Market-Driven Programs and Services

- ✓ Develop new programs aligned to industry needs
- ✓ Provide academic and career support to working students



Collecting and Displaying Outcomes Data

- ✓ Quantify the tangible career value of programs offered
- ✓ Convince skeptical, career-driven students to enroll

...Undone by All-too-Familiar Pitfalls

"Last year we set a goal to develop testimonial videos for every program in our portfolio. We accomplished that goal, but all those videos are just sitting unwatched in our YouTube channel."

Director of Marketing

"Despite major efforts to develop market-driven programs and competitive career support, enrollments have stayed flat. We still haven't managed to get our message in front of the right prospective students."

Dean of Professional Studies

"We've always known that collecting graduate outcomes data is the right thing to do, but our working adult students are very difficult to track post-graduation. We can't get them to complete our surveys."

Associate Director of
Online Education

Expanding Our Definition of “Outcomes”

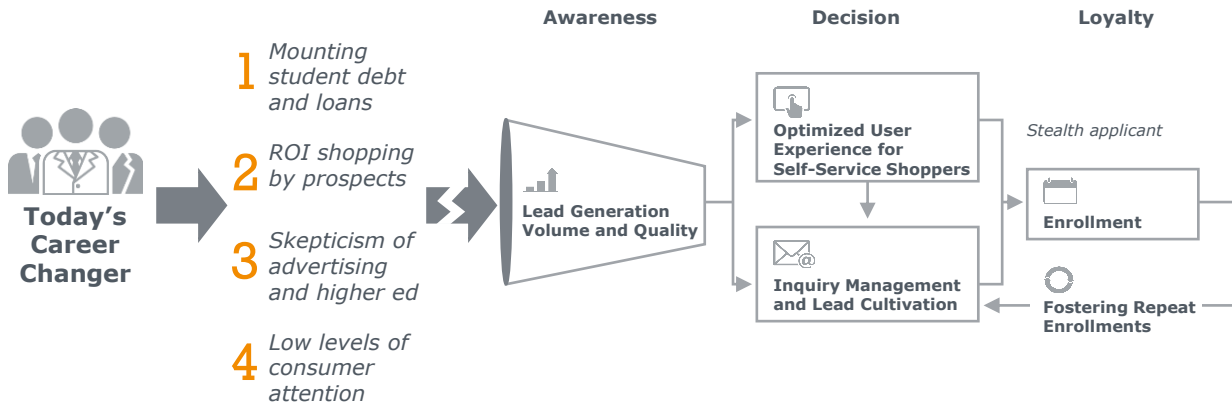
Outcomes marketing uses messages that provide evidence to prospective students of the tangible benefits of a program offering through:

- 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)

Myriad Barriers Obstruct Traditional Funnel



Four Forces Preventing Entry into Funnel



Outcomes Marketing and Today's Career Changer

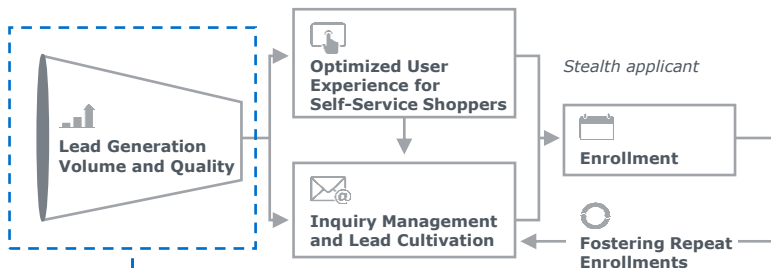


14

Awareness

Decision

Loyalty



1

ACTIVATE

Capture Attention of Undecideds

How can we compel undecided career changers to consider pursuing a new field under low levels of attention?

2

RESEARCH

Reduce Risk of Career Change

How can we educate prospects on a new field and make the case for how the skills conferred in the program meet demonstrated labor demand?

3

EVALUATE

Harness Student Value Stories

How can we provide proof of program value as prospects independently build and prioritize their consideration set?



Harness Student Value Stories

Practice 9: Action-Oriented Student Case Studies
Practice 10: User-Generated Student Stories
Practice 11: Social Media-Driven Outcomes Collection
Practice 12: Real-Time Student Feedback

SECTION

3

I'll Have What She's Having

Social Proof Validates Decisions Across Industries

More Influential than Saving Money

Energy efficiency startup tests different energy bill delivery messages across households

- 1 Save Money**
"Cut \$54/month off your utility bill"
- 2 Go Green**
"Prevent 62lbs of greenhouse gas emission per month"
- 3 Right Thing to Do**
"Saving energy is a moral choice to protect our future"
- 4 Everyone is Doing It**
"77% of your neighbors already use a fan instead of A.C."

Resulted in a **10%** decrease in energy consumption

In Reviews we Trust...



88%

Percentage of Americans who trust online reviews as much as personal references



63%

Percentage of Americans more likely to make a purchase on a site that offers customer reviews

...and Higher Ed is No Exception



87%

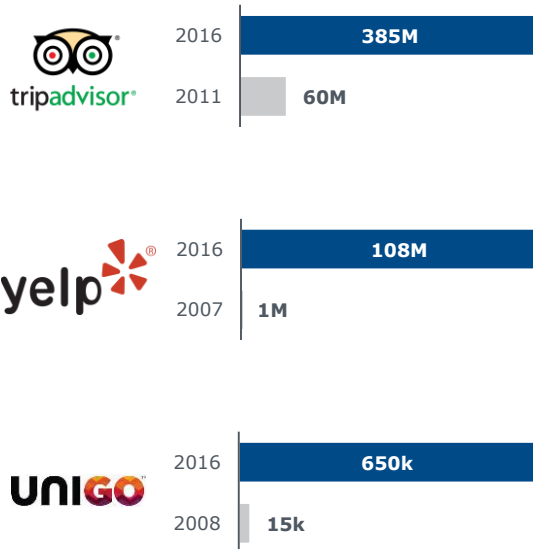
Percentage of prospective students who say they don't trust university websites, and seek validation from an external source

Source: "Case Studies of Achieving Energy Savings by Applying Lessons from Behavioural Sciences," Opower, March 18, 2015, https://www.iea.org/media/workshops/2015/eeuevents/behave1103/S3_Gioffreda.pdf; "The Student Customer Journey," Learning Places, 2015, <http://www.sljedshare.net/LearningPlaces/student-customer-journey/>; "Local Consumer Review Survey," Bright Local, 2014, <https://www.brightlocal.com/learn/local-consumer-review-survey-2014/>

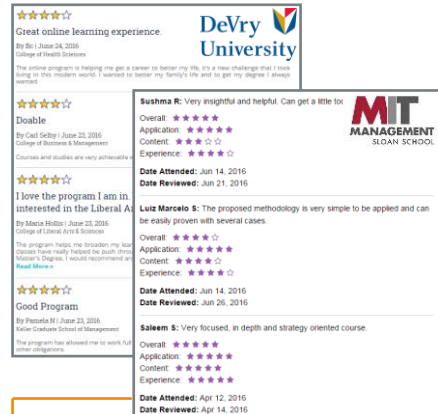
The Review Revolution

Ubiquitous Online Activity Meets Higher Education

Review Sites Explode in Popularity



Early Adopters in Higher Education



DeVry University

★★★★☆
Great online learning experience.
By Bill (June 24, 2016)
College of Health Sciences

The online program is helping me get a career to better my life. It's a new challenge that I look forward to in this modern world. I wanted to better my health's life and to get my degree. I always want to learn.

★★★★☆
Dislike
By Chad Seiber (June 23, 2016)
College of Business & Management

Courses and studies are very achievable.

★★★★☆
I love the program I am interested in the Liberal Arts
By Maria Holter (June 23, 2016)
College of Liberal Arts & Studies

This program helps me broaden my horizons. You really helped to push through. Research Degree. I would recommend it.

★★★★☆
Good Program
By Phoebe N (June 23, 2016)
Walker Graduate School of Management

The program has allowed me to work at my own pace.

MIT MANAGEMENT SLOAN SCHOOL

Sushma R: Very insightful and helpful. Can get a little too:
 Overall: ★★★★★
 Application: ★★★★★
 Content: ★★★★★
 Experience: ★★★★★
 Date Attended: Jun 14, 2016
 Date Reviewed: Jun 21, 2016

Luiz Marcato S: The proposed methodology is very simple to be applied and can be easily proven with several cases.
 Overall: ★★★★★
 Application: ★★★★★
 Content: ★★★★★
 Experience: ★★★★★
 Date Attended: Jun 14, 2016
 Date Reviewed: Jun 26, 2016

Salem S: Very focused, in depth and strategy oriented course.
 Overall: ★★★★★
 Application: ★★★★★
 Content: ★★★★★
 Experience: ★★★★★
 Date Attended: Apr 12, 2016
 Date Reviewed: Apr 14, 2016

- First among top business schools to offer **user generated reviews**
- Reviews **embedded on website** and solicited upon program completion
- Based on **5-star scale** with supplemental qualitative feedback

Source: "Annual Reports," TripAdvisor, <http://ir.tripadvisor.com/annuals.cfm>; Fenn D, "Jordan Goldman, Founder of Unigo," Inc., <http://www.inc.com/30under30/2011/profile-jordan-goldman-founder-of-unigo.html>; Source: Tancer B, "Everyone's a Critic: Winning Customers in a Review-Driven World," Penguin Books, 2014, <http://www.penguin.com/ajax/books/excerpt/9781101621486>; DeVry University, <http://www.devry.edu/community-network/student-reviews.html>; MIT Sloan Executive Education, <http://executive.mit.edu/openrollment/program/systematic-innovation-of-products-processes-and-services/#reviews>

Leveling the Playing Field

“For the first time in business history, aggregate opinions of quality can trump brand, marketing, and advertising spend. A small start-up retail business, restaurant, hotel, or product manufacturer can vault above its competitors in customer acquisition simply by providing excellence. Conversely, businesses that thrived on the strength of their brand, or made up for poor service with big marketing budgets, are finding themselves in an increasingly uncompetitive position.”

Bill Tancer
Author, "Everyone's a Critic"

Consumers Reward Transparency

3-5%



Increase in conversions from embedded reviews









68%

of customers trust reviews more when they see both positive *and* negative reviews





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 unreliable 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

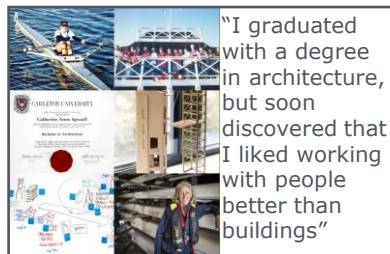


The Art of Storytelling

Simplified Stories Build Credibility

“See Anne’s Story”

Excerpts from a full eight-slide series



“I graduated with a degree in architecture, but soon discovered that I liked working with people better than buildings”



“Our instructors were outstanding and made Agile and Scrum principles accessible”

“I’m now using the skills and knowledge I learned in my Agile and Scrum courses in my consultancy to create organizational change”

- ▶ See the courses Anne took
- ▶ Request information about our programs

Key Testimonial Attributes



Text- and photo-based content visually appealing, easily consumable, and relatively low cost



Testimonial subjects reflect the prospective student segments that marketing hopes to attract



Variety of professional and personal photos builds credibility and trust



Prominent placement on homepage and enrollment pages validate prospect decision making



Precise and succinct storytelling describes students’ goals and how UBC helped them achieve those

Sourcing Stories at Scale

Solicitations from Students Provide Authentic Content

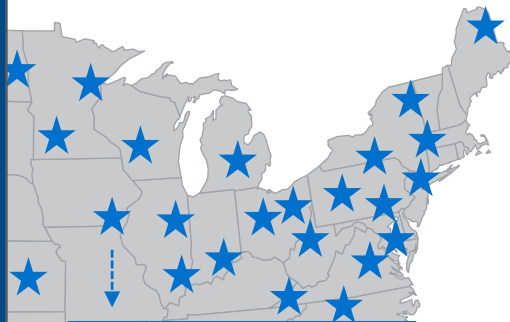
“Already on Campus” Campaign Illustrates Diverse Student Body



Where's Your Campus?

Share photos of “your campus” with us! These can be photos of your family, best pals, furry friends, home, favorite activities, anything that fills your daily life.

Share my campus



Brittney D.



I love my CSU-Global “campus” aka typically late nights and weekends in our apartment. Yes, I complete school work during the Super Bowl! My research study essentials include: organization, colorful p...[More](#)

Implementation Details

Stories solicited via Facebook posts to current students

Students prompted to provide up to five photos of “their campus” with text description

Plans to create communities and chat groups by geography and academic interest area

Benefits

- ▶ **100 stories** submitted per month
- ▶ Provide authentic insight into **“students like me”**
- ▶ Appeals to both **current and prospective** students

Outcomes Marketing at a Campus Near You

American University Microsite Boasts a Wealth of Outcomes Data

For AU **Undergraduates** with a degree in **History** in the **College of Arts and Sciences**

Not just basic outcomes...

92%

Working, grad school, or both



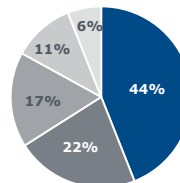
1% Other

7% Seeking Employment

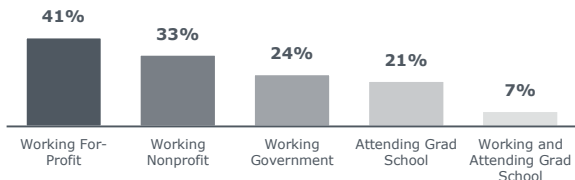
..and how much they make...



- Less Than \$20K (17%)
- \$20-\$30K (22%)
- \$30K-\$40K (44%)
- \$40K-\$50K (11%)
- \$50K-\$60K (0%)
- More Than \$60K (6%)



...but where they went...



Employers

Grad Schools

..and what they did to get there

74% Participated in an internship

53% Took advantage of study abroad

Top Internships For Credit

- National Museum of American History
- US Department of State
- US Holocaust Memorial Museum
- American University
- Bonhams Auction House

► More

Top Study Abroad Locations

- United Kingdom
- Spain
- China
- Belgium
- Chile

► View Map

1) Results based on Graduation Census as of six months after graduation.

Outcomes Collection Begins at Enrollment

Adopting Social Media for Professional Purposes Represents Win-Win

AU Uses Supplemental Research to Achieve Enviably Response Rate

- IR team sends four surveys to students prior to and after graduation
- 1.5 marketing staff conduct online research to uncover student outcomes for non-respondents
- Staff reach out to students via email and phone to confirm identified outcomes
- Staff solicit support from contacts in colleges and programs to confirm any remaining students
- Only status updates logged up to six months post-graduation included

~50%

Participation rate post-surveys



~80%

Final participation rate

For COE, Outcomes Collection can Begin at Enrollment

- Incoming students **prompted to create or update LinkedIn profile** during onboarding
- Faculty members **help students to articulate skills gained through each course**, and apply those skills to LinkedIn profiles
- New graduates **receive invitation to closed, program-specific LinkedIn group** comprised of fellow students and faculty members
- LinkedIn group provides valuable content, networking opportunities, and **easy access for unit staff to outcomes data and updates**

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

Online Reputation Management

Post-Purchase Experiences Drive Word-of-Mouth

If Left Unresolved...

High-Priority, Low-Satisfaction Factors for Adult Learners

- 1 Tuition paid is a worthwhile investment
- 2 I am able to register for classes with few conflicts
- 3 Faculty provide timely feedback
- 4 Adequate financial aid is available
- 5 I seldom get the run around when seeking information

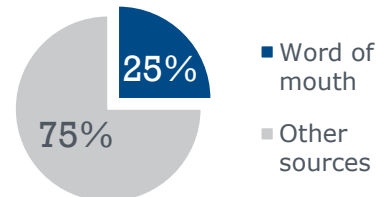
...Negative Experiences Drive Brand Detractors...

12 Number of positive experiences required to repair damage from **one unresolved** negative experience

9 Average mentions a **positive brand** interaction receives

16 Average mentions a **negative brand** interaction receives

...And Impact Top Referral Source

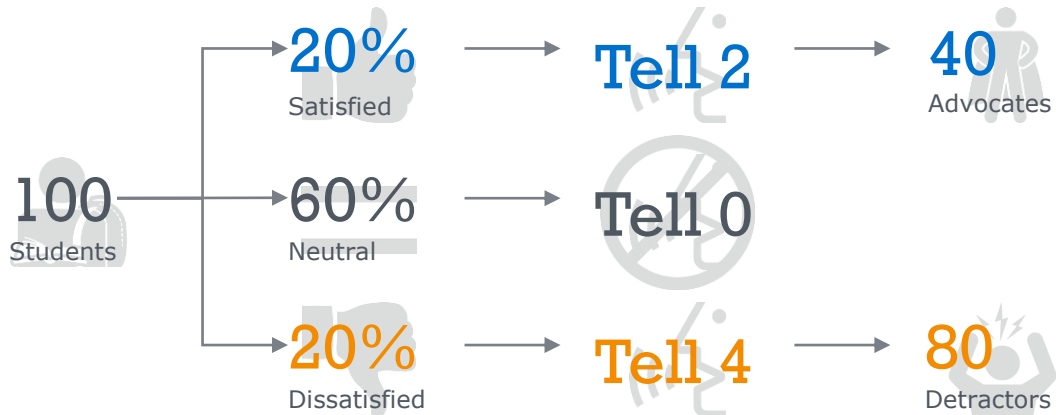


Source: Newman D, "Customer Experience is the Future of Marketing," Forbes, October 2015, <http://www.forbes.com/sites/danielnewman/2015/10/13/customer-experience-is-the-future-of-marketing/#44ec35fe4b21>; "Good Service is Good Business: American Consumers Willing to Spend More With Companies That Get Service Right, According to American Express Survey," American Express, May 2011, <http://about.americanexpress.com/news/pr/2011/csbar.aspx>; "2014-15 National Adult Student Priorities Report," Ruffalo Noel Levitz; EAB interviews and analysis

Imagine the Impact of Detractors

News of Bad Service Reaches 2x as Far

Illustrative Program Outcomes

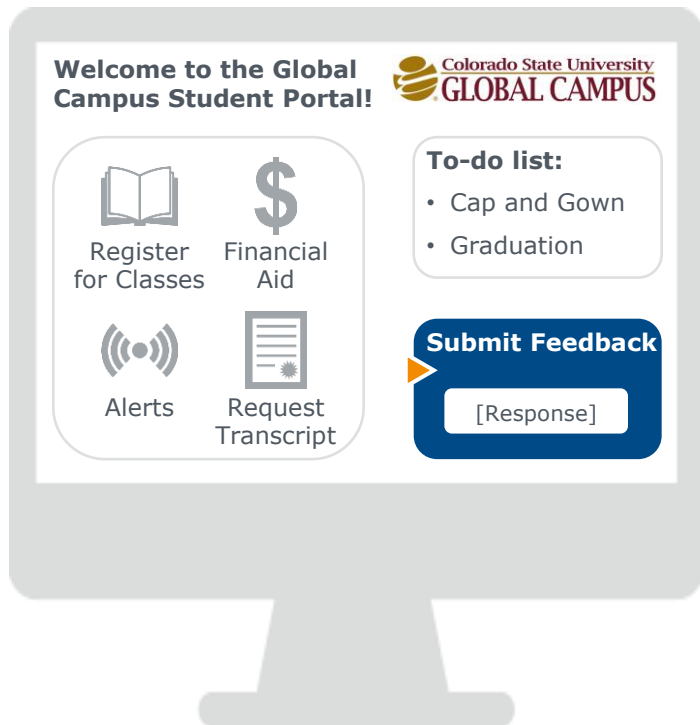


“The fastest way to turn someone against you is to get a complaint and not respond, especially now that students have a public platform online. Social media is modern day word-of-mouth.”

*Assistant Director of Online Education
Large, Midwestern Public University*

Multiple Opportunities to Resolve Issues

Integrating Feedback into Student Portal



Portal Mechanics

- Drop-down categories tag feedback for relevant team:
 - Advising
 - Financial aid
 - Faculty development
- Text box for open response
- Automatically emailed to team-specific contact
- Response sent within 24 hours to resolve issue or gather more information

50-100

resolved cases per month

~1hr/wk

response effort per contact

Harness Student Value Stories

Key Takeaway

Provide proof of program value by sharing student value stories to demonstrate authentic, reliable outcomes that connect to defined student personas as prospects independently build and prioritize their consideration set.

Nine Questions to Validate Prospect Enrollment Decisions

- | | | |
|--|---|--|
|  Aim for Authenticity |  Deliver at High-Impact Moments |  Monitor Student Experience |
| 1 Does social proof content foster an emotional connection? | 4 Does positive social proof appear prominently on program pages? | 7 Do we have insight into our students' pain points? |
| 2 Are reviews and testimonials believable and relatable to students we serve? | 5 Are we employing those messages close to the enrollment decision point? | 8 Are students reviewing our programs on social media? |
| 3 Does content include photos and/or other multimedia material? | 6 Does each program serve a clearly identified persona? | 9 Are we actively monitoring our online brand? |

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Part I: The Mid-Level Management Challenge

February 16, 2017

Part II: Critical Disciplines to Grow Employer Partnerships

March 8, 2017

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Part I: Navigating the Evolving Health Care Workforce and Revitalizing Health Informatics Programs

March 30, 2017

Part II: Investing in Opportunities in Health Professions: Mental Health Counseling, Physical Therapy, and Occupational Therapy

April 20, 2017

Competing on Student Outcomes to Attract Today's Career Changer

Part I: Capture the Attention of Undecided Career Changers

May 10, 2017

Part II: Reduce the Risk of Career Change

May 30, 2017

Forthcoming

Industry Futures: Creative Disruption Data Analytics

Part I: Data Analytics: Maximizing the COE Opportunity

July 20, 2017

Part II: Developing the Sustainable Data Analytics Portfolio

August 16, 2017

COE Forum Resources Forthcoming in 2017



New Studies and Toolkits on the Way



**Health Professions:
Capitalizing on Creative
Disruption and
Transformative Events**
Industry Futures Study



**Data Analytics: Capitalizing
on Creative Disruption**
Industry Futures Study



**Competing on Student
Outcomes to Attract Today's
Career Changer**
Research Study



**Critical Disciplines for
Securing Employer
Partnerships**
Research Study

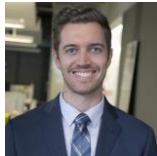


**Developing Health
Profession Programs in an
Era of Disruption**
*Opportunity Evaluation
Resource*



**Opportunities in Social
Work**
White Paper

Thanks Again!



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