WINNING ENROLLMENT MARKETING STRATEGIES

Kathy Fitzgerald
VP Enrollment Management,
Manhattanville College
Associate Consultant, Noel-Levitz
AGENDA

Introduction
Benchmarks
Research
4P’s of Marketing
Campaigns & Cool Ideas
INTRODUCTION

VP Enrollment Management
OR
VP Sales & Marketing
MARKETING HIGHER EDUCATION
WHAT CAN MARKETING DO?

And what can’t it do?
MARKETING HAS POWER

Ice cream, Rainbows and Unicorns

Lipstick on a Pig
TO SHINE A LIGHT OR GIVE AN ORGANIZATION TIME

Expose Hidden Gem

Buy Time
• What do we spend to market our college? Is it enough?
• What do you think of this new program?
• Who are our competitors?
• What are you doing to market my program?
• Why don’t we start a summer camp?
• And the infamous: Why can’t we increase quality/decrease discount/enroll more students?
BENCHMARKS
FIRST THINGS FIRST

- Fast
- Cheap
- Good

Pick any two.

MORE

BETTER
### Marketing/Recruitment Planning

<table>
<thead>
<tr>
<th>Survey Items</th>
<th>Four-year private</th>
<th>Yes</th>
<th>Yes and it's of good or excellent quality*</th>
<th>Four-year public</th>
<th>Yes</th>
<th>Yes and it's of good or excellent quality*</th>
<th>Two-year public</th>
<th>Yes</th>
<th>Yes and it's of good or excellent quality*</th>
</tr>
</thead>
<tbody>
<tr>
<td>My institution has a written, long-range (at least three-year) strategic enrollment plan</td>
<td>69.5%</td>
<td>41.3%</td>
<td></td>
<td>64.6%</td>
<td>52.3%</td>
<td></td>
<td>61.4%</td>
<td>18.2%</td>
<td></td>
</tr>
<tr>
<td>My institution has a written annual marketing plan</td>
<td>75.9%</td>
<td>38.0%</td>
<td></td>
<td>64.6%</td>
<td>29.2%</td>
<td>65.1%</td>
<td>23.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My institution has a written annual recruitment plan</td>
<td>83.7%</td>
<td>54.2%</td>
<td></td>
<td>81.5%</td>
<td>56.9%</td>
<td>70.5%</td>
<td>34.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My institution has a written annual integrated recruitment/marketing plan</td>
<td>64.4%</td>
<td>35.6%</td>
<td></td>
<td>61.5%</td>
<td>26.2%</td>
<td>48.8%</td>
<td>23.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My institution regularly evaluates the effectiveness of marketing and recruitment strategies and makes changes accordingly</td>
<td>93.3%</td>
<td>52.1%</td>
<td></td>
<td>84.1%</td>
<td>46.0%</td>
<td>84.1%</td>
<td>31.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My institution has a standing, campuswide committee that addresses coordinated marketing and recruitment planning and implementation across all units</td>
<td>48.8%</td>
<td>21.1%</td>
<td></td>
<td>55.4%</td>
<td>21.5%</td>
<td>59.1%</td>
<td>15.9%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Cost of Recruitment

Table 2: Cost to recruit a single undergraduate student in 2011 by enrollment size for four-year institutions and by percentile for all sectors

<table>
<thead>
<tr>
<th>Percentile</th>
<th>Overall</th>
<th>Smallest third in enrollment size</th>
<th>Middle third in enrollment size</th>
<th>Largest third in enrollment size</th>
<th>Overall</th>
<th>Smallest third in enrollment size</th>
<th>Middle third in enrollment size</th>
<th>Largest third in enrollment size</th>
<th>Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>25th percentile</td>
<td>$1,364</td>
<td>$1,761</td>
<td>$1,368</td>
<td>$1,234</td>
<td>$342</td>
<td>$406</td>
<td>$306</td>
<td>$347</td>
<td>$37</td>
</tr>
<tr>
<td>Median</td>
<td>$2,185</td>
<td>$2,351</td>
<td>$2,304</td>
<td>$1,781</td>
<td>$457</td>
<td>$552</td>
<td>$521</td>
<td>$402</td>
<td>$108</td>
</tr>
<tr>
<td>75th percentile</td>
<td>$3,172</td>
<td>$3,519</td>
<td>$2,975</td>
<td>$2,964</td>
<td>$642</td>
<td>$799</td>
<td>$771</td>
<td>$542</td>
<td>$313</td>
</tr>
</tbody>
</table>

Noel-Levitz®
<table>
<thead>
<tr>
<th>Use of Purchased Names (Yes/No) and Name Volume If Purchased</th>
<th>Four-year private</th>
<th>Four-year public</th>
<th>Two-year public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, we purchase or acquire high school students' names</td>
<td>90.5%</td>
<td>86.2%</td>
<td>29.5%</td>
</tr>
<tr>
<td>Median volume of names purchased</td>
<td>70,000</td>
<td>40,000</td>
<td>8,000</td>
</tr>
<tr>
<td>25th percentile—volume of names purchased</td>
<td>29,500</td>
<td>15,000</td>
<td>3,900</td>
</tr>
<tr>
<td>75th percentile—volume of names purchased</td>
<td>117,750</td>
<td>80,000</td>
<td>19,000</td>
</tr>
</tbody>
</table>
WHAT IS MOST EFFECTIVE?

Open house
Campus visit days
Encouraging applications online
Utilizing student workers/telecounseling
Financial aid leveraging/w follow up
High school visits
STOP DOING THIS!

Marketing and Recruitment Practices at Four-Year Private Colleges and Universities—by Percent Rated “Minimally Effective”

- Telephone directory ads: 92% minimally effective, 22% using method
- Listings in commercially published directories: 88% minimally effective, 55% using method
- Mailing course schedules to residents in area: 83% minimally effective, 7% using method
- RSS/XML syndicated feeds: 78% minimally effective, 28% using method
- Ads in high school yearbooks or newspapers: 77% minimally effective, 45% using method

Noel-Levitz®
**Emerging Opportunities**

<table>
<thead>
<tr>
<th>Marketing and Recruitment Practices at Four-Year Private Colleges and Universities—by Lowest Percent Using Method</th>
<th>Percent using method</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online career interest survey</td>
<td>7.2%</td>
</tr>
<tr>
<td>Mailing course schedules to residents in area</td>
<td>7.4%</td>
</tr>
<tr>
<td>Podcasting</td>
<td>12.6%</td>
</tr>
<tr>
<td>Mobile apps</td>
<td>16.9%</td>
</tr>
<tr>
<td>Recruiting through social service agencies</td>
<td>19.8%</td>
</tr>
</tbody>
</table>
RESEARCH
WHO IS THE COMPETITOR?

NOT A WISH LIST!

• WE KNOW WHO OUR COMPETITORS ARE:
  • FAFSA FILERS (BY RANK)
  • NATIONAL CLEARNINGHOUSE DATA (BY MAJOR)
  • COLLEGEBOARD CROSS-APPS (GEO-MARKETS, ACADEMIC RANKING, ETC)
The colleges with which you have the largest number of SAT score senders in common, listed by average SAT Combined Scores CR+M+W (AVG) of the overlap students on page 1, and SAT Combined Scores CR+M+W (AVG) of the overlap students on page 2. Boldfaced institutions are your top ten competitors in terms of overlap. In addition, the blue square indicates the national average.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>AVG</th>
<th>Change since 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Boston U</td>
<td>1652</td>
<td>nc</td>
</tr>
<tr>
<td>2</td>
<td>New York U</td>
<td>1639</td>
<td>-10 (-25)</td>
</tr>
<tr>
<td>3</td>
<td>Northeastern U</td>
<td>1618</td>
<td>-25</td>
</tr>
<tr>
<td>4</td>
<td>Ithaca Coll</td>
<td>1585</td>
<td>-49</td>
</tr>
<tr>
<td>5</td>
<td>Fordham U</td>
<td>1584</td>
<td>+3</td>
</tr>
<tr>
<td>6</td>
<td>Syracuse U</td>
<td>1583</td>
<td>+31</td>
</tr>
<tr>
<td>7</td>
<td>Drexel U</td>
<td>1582</td>
<td>-36</td>
</tr>
<tr>
<td>8</td>
<td>Marist Coll</td>
<td>1559</td>
<td>-22</td>
</tr>
<tr>
<td>9</td>
<td>SUNY-Binghamton</td>
<td>1557</td>
<td>-26</td>
</tr>
<tr>
<td>10</td>
<td>Quinnipiac U</td>
<td>1545</td>
<td>-14</td>
</tr>
<tr>
<td>11</td>
<td>Hofstra U</td>
<td>1533</td>
<td>-4</td>
</tr>
<tr>
<td>12</td>
<td>SUNY-Stony Brook</td>
<td>1532</td>
<td>-38</td>
</tr>
<tr>
<td>13</td>
<td>SUNY-New Paltz</td>
<td>1521</td>
<td>-27</td>
</tr>
<tr>
<td>14</td>
<td>SUNY-Purchase</td>
<td>1518</td>
<td>-37</td>
</tr>
<tr>
<td>15</td>
<td>Manhattanville Coll ***</td>
<td>1518</td>
<td>-17</td>
</tr>
<tr>
<td>16</td>
<td>Marymount Manhattan Coll</td>
<td>1516</td>
<td>-12</td>
</tr>
<tr>
<td>17</td>
<td>SUNY-Oneonta</td>
<td>1511</td>
<td>-22</td>
</tr>
<tr>
<td>18</td>
<td>Adephi U</td>
<td>1510</td>
<td>+35</td>
</tr>
<tr>
<td>19</td>
<td>Sacred Heart U</td>
<td>1509</td>
<td>-13</td>
</tr>
<tr>
<td>20</td>
<td>U Rhode Island</td>
<td>1506</td>
<td>+13</td>
</tr>
<tr>
<td>21</td>
<td>SUNY-Cortland</td>
<td>1505</td>
<td>+12</td>
</tr>
<tr>
<td>22</td>
<td>Saint John's U</td>
<td>1498</td>
<td>+14</td>
</tr>
<tr>
<td>23</td>
<td>SUNY-Albany</td>
<td>1493</td>
<td>-31</td>
</tr>
<tr>
<td>24</td>
<td>CUNY-Hunter Coll</td>
<td>1491</td>
<td>-30</td>
</tr>
<tr>
<td>25</td>
<td>Pace U-NYC</td>
<td>1486</td>
<td>-20</td>
</tr>
<tr>
<td>26</td>
<td>Manhattan Coll</td>
<td>1469</td>
<td>-33</td>
</tr>
<tr>
<td>27</td>
<td>Long Island U-C W Post</td>
<td>1456</td>
<td>-19</td>
</tr>
<tr>
<td>28</td>
<td>Iona Coll</td>
<td>1454</td>
<td>-7</td>
</tr>
<tr>
<td>29</td>
<td>Pace U-Pleasantville</td>
<td>1450</td>
<td>-9</td>
</tr>
<tr>
<td>30</td>
<td>Coll Mt Saint Vincent</td>
<td>1427</td>
<td>+24</td>
</tr>
<tr>
<td>31</td>
<td>City U New York</td>
<td>1414</td>
<td>-4</td>
</tr>
</tbody>
</table>
COMPLETE COMPETITIVE ANALYSIS
The Competition
4 P’S OF MARKETING

Product
Price
Place
Promotion
PRODUCT
Understand where product, demand, and competition intersect in selecting new programs

MARKET DEMAND: What students want

COMPETITION: Unoccupied market positions

PRODUCT: What can your institution do best?
Selection of new programs requires an analysis of institutional and secondary data, market research, and a realistic assessment of institutional capability to deliver a high-quality program.

“Greater than the sum of its parts...”
Evaluating New Opportunities

<table>
<thead>
<tr>
<th>Existing Markets</th>
<th>New Markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Programs/Services</td>
<td>New Programs/Services</td>
</tr>
<tr>
<td>Market Penetration</td>
<td>Program Development</td>
</tr>
<tr>
<td>Market Development</td>
<td>Diversification</td>
</tr>
</tbody>
</table>
PRICE

Discounting/Leveraging Published Price

• Chivas Regal
• Bare Bones/Saturn
PLACE

Location, Location, Location
Online or Onsite
Big City/Rural Advantage
Study Abroad
Physical Facilities
PROMOTION

Marketing includes:
Communication plans
Agencies/Partners
Media buys
Visit strategies
Articulations
Travel management
Web
PR
Photography
Videos
Optimize every impression!
HELLO, MY NAME IS...
THE LIFESTYLE BUY
“IT’S ALL ABOUT THE EXPERIENCE”
Lauren Beattie: This study abroad opportunity is also my first time in Europe. It was also my first time on a plane so I've had a lot to experience so far. Learning Italian is so much fun!! Our teachers so far have been a joy to get to know. The weather has been kind of touch and go but there isn't any snow anymore. I can't wait for the warm weather to come!!
Yesterday at 10:28am · Comment · Like · Report

Laura James: It is officially the first week here in Italy, and we are having so much fun...Everyone here is so nice, and its so unbelievably beautiful. We love the town, and we are planning a trip to Florence, when we have a weekend free. Anyway, don't want to leave, I love it here... Hope all is well in the ADKS... ;)
Yesterday at 8:25am · Comment · Like · Report

Laura James: Also here is my link to my shutterfly account where I will be posting pictures from our trip... ljaness@shutterfly.com
Yesterday at 8:43am · Report

Kae Lerch: Hey ya'll! Just a little note from Italy! [: We have had a really great first week. We cant believe we've only been here 1 week! blows our minds! Make sure yall take this offer up! You'll be so glad you have!! I have attached a picture of a church. [: Enjoy!

PSC Hospitality Students Photos
APPLICATION FEE WAIVER

• Referral program
• Alumni
• Trustees
Adirondack Woodsmen’s Training Camp
at Paul Smith’s College

So you want to be a woodsman?
The Adirondack Woodsmen’s Training Camp at Paul Smith’s College offers you the opportunity to discover traditional skills of the North Woods. Not only will you learn to build a fire without matches, or make your own canoe, you’ll also master the skills of the competitive lumberjack—all while earning college credit!

Receive personalized instruction from professionals who will help you to build proficiency in the discipline of your choice: you may focus on speed chopping, axe-throwing, burling (log rolling in the water), sawing, or any combination that you choose. You’ll also learn to set up a saw to make an ax truly razor sharp and how to keep your Stihl chainsaw in prime working order.

Learn the history of the Adirondack woodsman as you become an active part of the Adirondack landscape. Just what was it like to be an Adirondack woodsman in the late 19th century? You’ll learn the answer to this and many other questions through a series of camping lectures examining the historical roots of these hardy folk. To cap things off, your week of training will conclude with a competition that will crown the “King of the Woods” and award a custom-made racing axe!

See you in the Adirondacks...
GO TO MARKET STRATEGY

Marketing partners
Media partners
Graphic designers
In-house talent
Photographers
Videographers
Vendors
Making it all work together…
“INVOLVED IN THE WORLD…”

100 ACRES.

NO BOUNDARIES.
Thirty minutes from campus, New York City is Manhattanville College’s living laboratory. It adds context to everything we learn.

Expanding the classroom in courses that draw on New York’s cultural and civic institutions—and special access to the United Nations.

Starting on career paths with internships at the world’s most influential corporations and non-profit organizations.

Learning from professionals, the Manhattanville faculty—some of New York’s leading actors, artists, journalists, and even a UN ambassador.

Gorging on culture and soaking in the City’s world-class arts scene (Manhattanville students get discounted tickets) and thriving ethnic neighborhoods.

Want to join our mailing list? Visit: www.mville.edu/nyc101
MANHATTANVILLE STUDENTS ARE:

Involved in...

THE WORLD

GET INVOLVED IN:

Exploring the Big Apple, taking in the energy and cultural richness of the world’s most cosmopolitan city and enjoying special access to the United Nations.

Embracing other cultures, choosing among 100+ programs for study abroad and service learning around the globe.

Learning from world leaders through Manhattanville’s Meet the Ambassadors lecture series or by taking courses with Manhattanville professor Ambassador Kamal of the Pakistani delegation.

Joining a global network of 22,436 Manhattanville alumni living in xxx countries around the world.

Want to join our mailing list? Visit: www.mville.edu/world
Here is your key to the castle!
VIRTUAL TOUR
MULTI-LANGUAGE
PICTURES WORTH 1,000 WORDS
COOL STUFF I HAVE TRIED LATELY...
MAKING STUDENT
THE CENTER OF
CAREER
DEVELOPMENT

BEef up COMM plan with reprints
# How PAGEtorrent™ Works

<table>
<thead>
<tr>
<th>DEVELOP</th>
<th>BUILD</th>
<th>PUBLISH</th>
</tr>
</thead>
</table>
| Design & Code / Look & Feel  
Content & Data Population  
Configure Usage Rules | Content Sequence Assignments  
Markup Generation  
Page Assembly | Static Output  
Intelligent Web Cache  
Independent Rendering Instance |

![Diagram showing the process flow of PAGEtorrent™](image)
SKYPE AT NIGHT
YOUTUBE LIBRARY
Lay's goes on Facebook with $1 million prize for new flavor

By Bruce Horovitz, USA TODAY

Companies are waiting in line to snatch your idea — and maybe make you rich and famous.

In social-media marketing lingo, it's called crowd sourcing. For a Facebook-obsessed society, it's all about letting the crowd create — and pick — the Next Big Thing. Think of it as an online group-think followed by a social-media vote.

The latest entrant: Lay's. The world's biggest food brand will announce on Friday plans to cook one consumer's recipe into a potato chip and pay $1 million for it — or 1% of the flavor's net sales in 2013. It's the winner's choice.
(Insert Name University) Crowd Sources Incoming Class

(Insert college name here) has announced its incoming class of 2017 has been crowd sourced by the current undergraduates of the college.

“We harnessed the power of social media and asked our best customers, our current students, to friend current high school seniors who would bring the most to the (insert college name here) community,” explains (insert brilliant marketing mind), vp for enrollment management. “Who knows better the brightest, most talented and engaging minds in high schools today than those who have become part of the social vibrancy at our own school?

In the national arms race to bring in the next incoming class, (insert college name) expects this class will adjust more swiftly with built in upper class mentors and retain better based on fit.
QUESTIONS?