Welcome to Targeting and Marketing Diversity to Increase Enrollment and Access

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Order of Presentation

Welcome & Background
Marketing Cycle
PC Enrollment Management Plan
Q & A

Phoenix College Demographics

Mission
Students
Faculty & Staff
Programs

Enrollment: FTSE Spring

2009
2008
2007
2006

4,600
4,800
5,000
5,200
5,400
Marketing Cycle - PRODUCT: Curriculum/curriculum delivery. Includes place, time

Students have choices
Adults NEED and want convenience
What do they want?

Research

Information areas:
- Awareness
- Important benefits
- Media and message awareness
- Curriculum delivery preferences (days, times, length of classes)
- Image
- Demographic information

Obstacles to Taking Courses (45 – 59 Year Olds)

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too busy/No time</td>
<td>59.25</td>
</tr>
<tr>
<td>Can't afford it</td>
<td>25.50</td>
</tr>
<tr>
<td>Fear of something new</td>
<td>13.50</td>
</tr>
<tr>
<td>Won't fit in</td>
<td>10.75</td>
</tr>
<tr>
<td>Can't succeed</td>
<td>8.00</td>
</tr>
</tbody>
</table>
Marketing Cycle - Curriculum Delivery

What can you offer?

- On-line courses
- Hybrid - Half and half
- Accelerated (5-8 week, 2 week, late start)
- Weekend (Friday/Saturday combinations, every other weekend)
- Early morning, afternoon, evening
- Full degrees, programs in evening, weekend
- Modules - Open entry/open exit

Marketing Cycle - Curriculum Delivery

How do you promote it?

You have to have it first

You need to promote what you do have, e.g. how many degree programs can you complete evenings?

Marketing Cycle - 4 P’s:
Product, Price, Place, Promotion

PRODUCT: Services
- Phone
- Answers to commonly asked questions
- Customer service training, orientation
- Internal communication

PROMOTION
- Print - image – benefits - family look - branding
Marketing Cycle - Promotion

Branding:
- Logo, graphics
- But also the message: image, benefits
- Key headlines, testimonials, Top 10

Key Recommendations

Identify key facts and develop a fact sheet

Identify key facts and develop a fact sheet:
- Number of students attending, graduating, growth rate
- Demographic information of students, diversity
- Program areas
- Number and percent of student transfers
- Percentages of trained graduates in key areas; e.g. health careers
- Percentage of grads that remain in the state
- Increase in income potential of grads
- Economic impact in dollars, etc.
- Percentage changes from year to year where appropriate
- Include “Points of Pride” - awards, honors etc.

Marketing Cycle - Web, Internet

Continues to grow in use, importance
Recent SGA survey in large, urban area asked, “Where would you get information on a college in your area?”
Where Would You Go to Get Information About a College in Your Area?

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet/College’s website</td>
<td>78.30</td>
</tr>
<tr>
<td>Visit the campus</td>
<td>13.22</td>
</tr>
<tr>
<td>College admissions/guidance</td>
<td>11.72</td>
</tr>
<tr>
<td>Teachers/H.S. Guidance Office</td>
<td>2.74</td>
</tr>
<tr>
<td>Library</td>
<td>2.74</td>
</tr>
<tr>
<td>Friends</td>
<td>0.75</td>
</tr>
<tr>
<td>Relatives</td>
<td>0.25</td>
</tr>
<tr>
<td>Parents</td>
<td>0.25</td>
</tr>
</tbody>
</table>

You need both – print and Internet!
How much depends on YOUR market!

Recruitment – Personal Contact

- High school, community visits
- Speakers Bureau
- Campus Tours
- People on campus for events
- Groups to campus: not just h.s. counselors; consider business, community leaders, clergy
- Faculty exchange - high school
- Students, Alumni as ambassadors

Marketing Cycle - Inquiry Follow-up

Systematic, data collection and follow-up
- Departmental mailings, calls
- Mailings
- Telemarketing
INQUIRY GENERATION – POINTS OF INTERVENTION

- Initial inquiry (through phone, walk in, return of card, email)
- Completes application
- Completes registration
- Pays fees
- Begins classes
- Completes semester
- Re-enrolls
- Completes degree

After You’ve Inquired, How Would You Like That College to Contact You?

<table>
<thead>
<tr>
<th>Source</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email</td>
<td>55.36</td>
</tr>
<tr>
<td>Telephone call</td>
<td>35.41*</td>
</tr>
<tr>
<td>Direct mail</td>
<td>26.93</td>
</tr>
<tr>
<td>In person</td>
<td>1.75</td>
</tr>
<tr>
<td>Text message</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*For younger (15-30) segment, this percentage was 45.21%.

Marketing Cycle - Retention

- Orientation
- Advising/counseling/placement
- Identify at-risk students
- Early alert, intervention-calls, drop form
- Mentoring
- Contacting current/non-retuning students

Work Plan for Community College Marketing Planning

Research:
- Audit/Focus Groups
- Community Perception Study
- Workshop and Plan
Golden Community Perception Studies

Information areas:
- Awareness
- Important benefits
- Media and message awareness
- Curriculum delivery preferences (days, times, length of classes)
- Image
- Demographic information

Golden Audits/Focus Groups

Two days of focus groups with internal and external audiences
- Assess marketing strengths, weaknesses
- Report with detailed recommendations

Marketing Task Force Workshop

- Broad-based team to create understanding and buy-in for implementation
- Explain marketing model

Involving all the College Players

- Use workshop to develop college-wide team to understand broad base of marketing - more than promotion
- Use target marketing worksheet to analyze target marketing needs and ways to reach them
- Use gap analysis and marketing action plans to address college-wide approaches in six areas
Marketing Guidelines

Progress -- not perfection
Action - bias
Issue is not how to write a plan, but how to create a structure and on-going process to implement a plan

Gap Analysis
Six Areas for Marketing Action

Research
Curriculum Delivery
Services
Promotion/Recruitment
Inquiry Follow-up
Retention

Development of Recommendations for Marketing Action Gap Analysis

1. Discuss the college’s strengths, weaknesses, opportunities, threats, for your subcommittee area.
   WHAT IS HAPPENING NOW?

2. List ideal situations in various areas.
   WHAT DO WE WANT TO HAVE HAPPEN?

3. For presentation at end, make a list of recommendations for action based on gaps, discoveries, opportunities between 1 and 2.
   WHAT DO WE NEED TO DO TO BRING ABOUT THE DESIRED CHANGE?

Marketing Action Plan

Subcommittee/Tactic/Activity
Target Audience
Description and Objective
Action Plan:
  Milestone
  Achieving Activity
  Person
  Responsible
  Timeline
  Resources (Current, reallocated, needed – possible sources)
  How Will You Evaluate Success of Activity?
Next Steps

- Complete one MAP during workshop
- Complete 3-5 within a month
- Implement plans
- Monitor, evaluate, communicate plans and progress
- Celebrate accomplishments

Worksheet: Program/Target Marketing

- Target market/Program
- Situation analysis
- Goals
- State perceptions and needs of this target market
- What in your product or service should be emphasized as benefits, sales message for this target market?
- What in your product (curriculum or service) could be changed or new program created to better meet target market needs?
- How can you identify and reach your target market?
- What budget resources are needed, realistically available?
- How will you evaluate your efforts? Need measurable, specific outcomes.

Community Perceptions Survey – Phoenix College

Consultant Selection
Survey Conducted April/May 2007
Phone numbers were randomly selected from zip codes serving Phoenix College
400 surveys guaranteed
Individuals aged 17-85
The overall sample size and methodology achieved a confidence level of 95%. The sub-sample of 86 calls in the Hispanic community achieved a confidence level of 90%.

Community Survey: Examples of Findings
Phoenix College

Over 55% respondents indicated that they were “not at all” familiar or only “a little” familiar with PC, just under 22% indicated that they were “familiar” or “very familiar” with the college
While Monday through Friday classes were most preferred – almost one-fourth of the respondents indicated a preference for weekend programming and almost one-half preferred evening.
Consultant Observations

Strengths:
The college has many strengths on which to build. Among these are:
The college has a wide range of offerings, over 200 programs, including liberal arts transfer and the workforce development career programs.
It has some flexible scheduling including evening, late start, online and hybrid, weekend.
Its new downtown facility offers opportunities for programming and partnerships in the downtown area.
The college has completed a self-study as well as strategic plan
College printed materials are very well done

Marketing Workshop

Designed to continue to achieve enhanced image, increased enrollment and ongoing student service and success by creating a marketing-driven operation through the following elements:
Create a college-wide understanding of marketing and a process of marketing empowerment by all personnel.
Develop an Institutional Marketing/Enrollment Management Committee that cuts across college lines and operates on team-building principles.

Working Teams

Each Team was Assigned Co-chairs and an Administrative Liaison
Enrollment Management Committee was Formed
Co-chairs from each team were seated on the committee
Each team submitted actions plans which included time lines and budget detail
Enrollment Management Retreat
Strategic Goals Action plans prioritized and monies awarded to complete projects
Enrollment Management Committee:
Strategic Goals and Objectives

Goal One: Promote and establish the image and reputation of the institution as a provider of quality educational services.

Goal Two: Maintain and grow the college enrollment headcount by developing effective target recruitment initiatives.

Goal Three: Develop a comprehensive student retention program.

Action Plan: Research

Goal: Provide environmental scanning and decision support information to enrollment management committees.

Objective: Create trend reports to determine target markets.

Target Market: Enrollment Management Committee

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Responsible Party</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Identify areas of growth, decline, and stability by factors</td>
<td>Research Office</td>
<td>Fall 2008</td>
</tr>
</tbody>
</table>

Action Plan: Curriculum & Delivery

Goal: Expand Flexible Delivery Course Offerings

- e-Learning Committee
- Staff Development
- AGEC On-line
- Identified GAPS in Technology
- Promoted Hybrids
- Prioritized Creation of Courses

Action Plan: Curriculum & Delivery

Developmental Education Committee

- Student Success Center
- Director of Developmental Education
- Training in Alternative Teaching Strategies

Curriculum Committee

- Identifying Scheduling Gaps
American Association of Community Colleges

**Action Plan: Recruitment**
- Call Center
- Cross Functional Super Recruitment Team
- Outreach to Community Agencies

**Action Plan: Services**
- Welcome Center
- New Student Information System
- Access
- Training
- Assistance

**Action Plan: Retention**
- Convocation: Day of Learning
- Workshops
- Learning Center + Math/Science Services = SUCCESS CENTER
- Early Alert
- Tutor Training & Success Coaches
- Career Planner (newsletter)
- Online Scholarship Management

**Action Plan: Marketing**
- Schedule
  - Design
    - Smaller in Size
    - PC Students & Testimonials
    - Reformatted Information
  - Distribution (Target Markets)
    - Targeted Direct Mail
    - Local & Hispanic Grocery Markets and Discount Variety Stores
    - Downtown Phoenix Outdoor Magazine Racks
Enrollment Guide
Collaborative effort
Mailed & distributed via inside racks throughout the valley – restaurants, libraries, etc.
Student testimonials
Career relevant information
Transfer education focus

Direct Mail
Target: Workforce Development
Five brochures
Public Service, Healthcare, Education, and Business/Legal Studies/Industrial Technology, Fine Arts
Tri-fold brochures were mailed to households within the top 12 feeder zip codes of PC’s service area – each one week apart.

Magazine & Newspaper
Print Ads – Diverse Publications & Target Markets

Banner Flags
Street Light Pole Banners
Strategic Locations Bordering Campus Areas
Promote Programs
PC Students & Faculty Highlighted
Mirrored Direct Mail Pieces - Recognition
Mall Advertising

Spectrum Mall/Christown Mall
Newly Remodeled Mall Near Campus
Target - Young Adults
4 Kiosk Panels in Strategic Locations

Cable Television

Targeted Specific Audiences
- Traditional
- Workforce Development
- New Commercial: Target Market - Youth Transfer Education
- Spanish Language TV
- Interactive - Subscribers to Cox Digital Cable

Viewers press a button on their remote to request further information from the college
Generated over 1,300 leads in two weeks

In Progress & Next Steps

- One Stop Services - Remodeling
- Scheduling of Classes
- Development of Alternative Delivery
- Schedule & Catalog
- E-zine
- Career/Enrollment Guide
- Combination Catalog & Student Handbook