Best Practices in Adult and Online Recruitment

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Introductions

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Best Practices in Adult and Online Recruitment

- Understanding the Landscape
- Aligning Strategy with Market Opportunities
- Shape of the Market
- Demand and Supply Dynamics
- Marketing and recruitment strategies
  1. Planning for Success
  2. Creating Segmented Content
  3. Maximizing Student Engagement
  4. Optimizing Exposure
- Final Recommendations
Understanding the landscape
Online student ages are now more varied with many undergraduate students now choosing to enroll in fully online programs.

- 59% Enrolled Part-time
- 71% Enrolled in Public Institutions
- 31% Enrolled are 25 or Older

Or 2,154,040 Undergraduate Students Enrolled Exclusively Online Programs

https://nces.ed.gov/programs/digest/d17/tables/dt17_311.15.asp?current=yes
Online programs continue to be a strong option for both career enhancers and career changers.

- 52% Enrolled Part-time
- 42% Enrolled at Public Universities
- 76% Enrolled are 25 or Older

Or 818,575 Graduate Students Enrolled Exclusively Online Programs

https://nces.ed.gov/programs/digest/d17/tables/dt17_311.15.asp?current=yes
Growth of Demand For Online Programs

Nearly 100% of schools surveyed recently, said that demand is either increasing or has stayed the same for online programs at their institution.

+3.5%

Increase of Exclusively Enrolled Online Students

https://nces.ed.gov/programs/digest/d17/tables/dt17_311.15.asp?current=yes
The nontraditional student is the new traditional.
Aligning strategy with market opportunity
Understanding Your Institution

- Strengths
- Goals
- Growth Opportunities
- Capacity
Understanding Market Demand

- Conferral Trends
- Employment Needs
- Student Desires
- Competition
Shape of the Market
Undergraduate Education in New Mexico

Top 10 Programs (by # of enrollments)

- Social Work
- BSN
- Education
- Clinical/Medical Social Work
- Special Education and Teaching
- Educational Leadership and Administration
- Accounting
- Electrical and Electronics Engineering
- Counseling
## Greatest Growth/Contraction in NM

### Top 10 – Programs With Greatest Growth 2003-2017

<table>
<thead>
<tr>
<th>Program</th>
<th>2003</th>
<th>2007</th>
<th>5-Year %</th>
<th>2008</th>
<th>2012</th>
<th>5-Year %</th>
<th>2013</th>
<th>2017</th>
<th>5-Year %</th>
<th>5-Year %</th>
<th>15-Year # Change</th>
<th>15-Year % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Work</td>
<td>41</td>
<td>74</td>
<td>80%</td>
<td>78</td>
<td>77</td>
<td>-1%</td>
<td>75</td>
<td>166</td>
<td>121%</td>
<td>91</td>
<td>125</td>
<td>305%</td>
</tr>
<tr>
<td>School Counseling</td>
<td>84</td>
<td>111</td>
<td>32%</td>
<td>92</td>
<td>105</td>
<td>14%</td>
<td>116</td>
<td>166</td>
<td>50%</td>
<td>50</td>
<td>82</td>
<td>98%</td>
</tr>
<tr>
<td>Speech-Language Pathology</td>
<td>38</td>
<td>9</td>
<td>-76%</td>
<td>11</td>
<td>7</td>
<td>-36%</td>
<td>12</td>
<td>49</td>
<td>37%</td>
<td>308%</td>
<td>11</td>
<td>29%</td>
</tr>
<tr>
<td>Computer/Information Systems</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>32</td>
<td>32%</td>
<td>I/D</td>
<td>32</td>
<td>I/D</td>
</tr>
<tr>
<td>Computer &amp; Information Sciences</td>
<td>28</td>
<td>32</td>
<td>14%</td>
<td>41</td>
<td>37</td>
<td>-10%</td>
<td>36</td>
<td>66</td>
<td>83%</td>
<td>38</td>
<td>136%</td>
<td></td>
</tr>
<tr>
<td>Mechanical Engineering</td>
<td>21</td>
<td>28</td>
<td>33%</td>
<td>25</td>
<td>44</td>
<td>76%</td>
<td>37</td>
<td>66</td>
<td>29%</td>
<td>78%</td>
<td>45</td>
<td>214%</td>
</tr>
<tr>
<td>Liberal Arts/Liberal Studies</td>
<td>32</td>
<td>0</td>
<td>-100%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>22</td>
<td>22%</td>
<td>I/D</td>
<td>(10)</td>
<td>(31%)</td>
</tr>
<tr>
<td>Health Services Administration</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>20</td>
<td>20%</td>
<td>I/D</td>
<td>20</td>
<td>I/D</td>
</tr>
<tr>
<td>Learning Sciences</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>20</td>
<td>20%</td>
<td>I/D</td>
<td>20</td>
<td>I/D</td>
</tr>
<tr>
<td>Electrical Engineering</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>20</td>
<td>20%</td>
<td>I/D</td>
<td>20</td>
<td>I/D</td>
</tr>
<tr>
<td>Creative Writing</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>20</td>
<td>20%</td>
<td>I/D</td>
<td>20</td>
<td>I/D</td>
</tr>
</tbody>
</table>

### Top 10 – Programs With Greatest Decline 2003-2017

<table>
<thead>
<tr>
<th>Program</th>
<th>2003</th>
<th>2007</th>
<th>5-Year %</th>
<th>2008</th>
<th>2012</th>
<th>5-Year %</th>
<th>2013</th>
<th>2017</th>
<th>5-Year %</th>
<th>5-Year %</th>
<th>15-Year # Change</th>
<th>15-Year % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physics</td>
<td>9</td>
<td>11</td>
<td>22%</td>
<td>23</td>
<td>13</td>
<td>-43%</td>
<td>23</td>
<td>11</td>
<td>(12)</td>
<td>-52%</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Political Science and Government</td>
<td>3</td>
<td>17</td>
<td>467%</td>
<td>8</td>
<td>13</td>
<td>63%</td>
<td>18</td>
<td>6</td>
<td>(12)</td>
<td>-67%</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td>Anthropology</td>
<td>41</td>
<td>42</td>
<td>2%</td>
<td>32</td>
<td>39</td>
<td>22%</td>
<td>40</td>
<td>24</td>
<td>(16)</td>
<td>-40%</td>
<td>(17)</td>
<td>(41%)</td>
</tr>
<tr>
<td>Counseling Psychology</td>
<td>35</td>
<td>70</td>
<td>100%</td>
<td>76</td>
<td>42</td>
<td>-45%</td>
<td>38</td>
<td>18</td>
<td>(20)</td>
<td>-53%</td>
<td>(17)</td>
<td>(49%)</td>
</tr>
<tr>
<td>Technical Teacher Education</td>
<td>16</td>
<td>10</td>
<td>-38%</td>
<td>14</td>
<td>22</td>
<td>57%</td>
<td>27</td>
<td>7</td>
<td>(20)</td>
<td>-74%</td>
<td>(9)</td>
<td>(56%)</td>
</tr>
<tr>
<td>Clinical/Medical Social Work</td>
<td>117</td>
<td>111</td>
<td>-5%</td>
<td>129</td>
<td>163</td>
<td>26%</td>
<td>164</td>
<td>140</td>
<td>(24)</td>
<td>-15%</td>
<td>23</td>
<td>20%</td>
</tr>
<tr>
<td>Criminal Justice/Safety Studies</td>
<td>9</td>
<td>33</td>
<td>267%</td>
<td>23</td>
<td>48</td>
<td>109%</td>
<td>40</td>
<td>11</td>
<td>(29)</td>
<td>-73%</td>
<td>2</td>
<td>22%</td>
</tr>
<tr>
<td>Education/Teaching (general)</td>
<td>164</td>
<td>222</td>
<td>35%</td>
<td>228</td>
<td>179</td>
<td>-21%</td>
<td>188</td>
<td>154</td>
<td>(34)</td>
<td>-18%</td>
<td>(10)</td>
<td>(6%)</td>
</tr>
<tr>
<td>Business Administration</td>
<td>337</td>
<td>364</td>
<td>8%</td>
<td>568</td>
<td>611</td>
<td>8%</td>
<td>506</td>
<td>449</td>
<td>(57)</td>
<td>-11%</td>
<td>112</td>
<td>33%</td>
</tr>
<tr>
<td>Elementary Education</td>
<td>110</td>
<td>136</td>
<td>24%</td>
<td>118</td>
<td>119</td>
<td>1%</td>
<td>117</td>
<td>35</td>
<td>(82)</td>
<td>-70%</td>
<td>(75)</td>
<td>(68%)</td>
</tr>
</tbody>
</table>
Top 10 Online Programs in NM (w/o BBA)
Demand and Supply Dynamics – Specific Programs
University of Chicago dominates the regional market – albeit with declines in recent years. Only Davenport and Benedictine have grown in recent years.
Core Competitors: 10-Year Trends
(Bachelor's, Business Administration)

Only Indiana U has significant growth in last 5 years. 6 have been flat, and 4 have declined – AZ State the most significantly.
Degree production and employment demand are quite well aligned in the home region.

Density of Degree

Density of Jobs Requiring Business
## Occupational Outlook
(Bachelor’s, Business Administration)

<table>
<thead>
<tr>
<th>Region</th>
<th>Jobs (2018)*</th>
<th>% Change (2018-2029)*</th>
<th>Median Hourly Earnings</th>
<th>Annual Openings*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MSU Region</strong></td>
<td>81,808</td>
<td>+6.4%</td>
<td>$39.50/hr</td>
<td>7,190</td>
</tr>
<tr>
<td></td>
<td>7% above National average*</td>
<td>Nation: +11.7%*</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Upper Great Lakes</strong></td>
<td>138,519</td>
<td>+8.3%</td>
<td>$37.77/hr</td>
<td>12,533</td>
</tr>
<tr>
<td><strong>States</strong></td>
<td>950,327</td>
<td>+11.7%</td>
<td>$39.15/hr</td>
<td>90,567</td>
</tr>
<tr>
<td><strong>US</strong></td>
<td>201,482</td>
<td>+10.0%</td>
<td>$43.40/hr</td>
<td>22,394</td>
</tr>
<tr>
<td></td>
<td>9% below National average*</td>
<td>Nation: +12.2%*</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Filtered by the proportion of the national workforce in these occupations with a Master’s degree

More BBA graduates are being produced in the region than there are jobs (10,606 BBA).

The Upper Great Lakes region is in a similar position (17,319 BBA).
The basic demographics of the workforce in jobs requiring/preferring a business administration degree is nearly identical in region and in the US.
# Hard Skills and Most Frequent Employers

The chart on the left illustrates the frequency of various hard skills in job postings, with the most common being Strategic Planning, Business Development, Project Management, Continuous Improvement Process, Selling Techniques, Accounting, Business Process, Strategic Business Unit, Management Consulting, and Forecasting.

<table>
<thead>
<tr>
<th>Company</th>
<th>Total/Unique (Mar 2017 - Mar 2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthem, Inc.</td>
<td>10,490 / 3,917</td>
</tr>
<tr>
<td>Deloitte LLP</td>
<td>16,026 / 2,291</td>
</tr>
<tr>
<td>Oracle Corporation</td>
<td>3,971 / 1,135</td>
</tr>
<tr>
<td>ACCENTURE, INC.</td>
<td>2,851 / 479</td>
</tr>
<tr>
<td>U.S. Bancorp</td>
<td>1,970 / 446</td>
</tr>
<tr>
<td>Abbvie Inc.</td>
<td>1,529 / 436</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>2,474 / 424</td>
</tr>
<tr>
<td>Michigan Works Service Center, Alpena C</td>
<td>2,135 / 397</td>
</tr>
<tr>
<td>General Electric Company</td>
<td>1,459 / 363</td>
</tr>
<tr>
<td>The University of Chicago</td>
<td>1,458 / 320</td>
</tr>
</tbody>
</table>
So, what do we know?

1. **Size of BBA market**: local, regional, national, and in comparison with other key regions.

2. **Competitive landscape**: both long-standing and new “invaders” in the region and beyond.

3. **Peer group**: enrollment trends among closest peers. Who is up, who is not, etc.

4. **Online**: how online programs are affecting enrollment trends.

5. **Supply and demand**: relationship between the production of MBAs and the need for MBAs.

6. **Job market**: who is hiring, what are they paying, what is the trajectory of growth.

7. **Employee profile**: demos of what do employees in jobs requiring/preferring MBA look like.

8. **Skills**: the hard and soft skills that employers want in successful employees.
Marketing and Recruitment Strategies
Planning for success
Roadmap to Reaching Recruitment Goals

*Develop a plan with actionable and measurable goals*

**Annual Marketing & Recruitment Planning Roadmap**

1. **CONDUCT A SITUATION ANALYSIS**
   - Compile data for a recruitment SWOT analysis

2. **SET DATA-INFORMED GOALS**
   - Establish realistic recruitment goals

3. **FORMULATE KEY STRATEGIES**
   - Develop strategies to achieve realistic goals

4. **DEVELOP ACTION PLANS**
   - Identify responsibilities, dates, objectives, and budget

5. **TRACK PROGRESS TOWARD GOALS**
   - Monitor progress and measure success
The Recruitment Funnel

Set Goals & Measure results at EACH stage of the funnel

Top of Funnel
“Building Demand”

Middle of Funnel
“Cultivating Applicants”

Bottom of Funnel
“Optimizing Yield”
Creating segmented content
The need to be digitally present is IMPERATIVE.
Understanding your audience is the key to connecting digitally.

Nameless  Boundless  Diverse  Distracted
Defining Your Ideal Student

Persona development: Leveraging data and tapping into their story

- **Demographic**
  - Gender
  - Age
  - Work Experience
  - Education

- **Geographic**
  - Physical Location

- **Psychographic**
  - Goals
  - Challenges
  - Behaviors
  - Drivers

- **Data Driven Personas**
  - Targeted Segmentation Based on University Goals and Successes
Defining your ideal student

Persona development: Leveraging data and tapping into their story

Cluster size: 214 of the 568 applications, 38% of the recent applicants

Next Step Nicole

Findings
- Average age: 26
- Gender: Mostly female, 60% female
- 25% are married
- Average GPA: 3.5
- Location: State
- Titles: Attorney
- Top States: California, New York
- Top Undergrad: University of Michigan
- Top undegrad: Economics
- 25% of candidates

Goals
I want to emerge as a leader, creating a skillset that goes beyond a job description.
I'm looking to advance or change my career.
I either have a young family or starting a family and I want to have a more established career.
I value a genuine/authentic experience. I don't want to be just a number. I want personal, hands-on learning.

Behavior/Drivers
I'm looking for a top 20 business school.
I do my own research (cost-benefit analysis) and am a self-starter.
I enjoy teamwork and collaboration.
I'm active on social media and digest news through various media platforms, primarily the Internet.

"MSU is such an international school. After I graduated from MSU for my undergrad, you realized how many MSU grads there are around the world. It was cool to see them build careers in different places and where they landed. I thought it was key to understand the program and how you can utilize that network. That was a big value add to me.
- Kevin Jackson, Class of 2018

Messaging Focus
Focus on career advancement or shifting to a more desirable career trajectory.
Focus on MSU's authentic community - genuine experience.
Focus on rankings. Looking for top-ranked programs.
Show real-world numbers of salary increase. ROI is important to this group.
Focus small-classes and personal learning/teamwork.
Be where your students are online:
Optimizing your message across channels
Selecting the Right Channels

Messaging Should Match The Channel of Delivery

- SEO + Web Optimization
- PPC + Retargeting
- Social Media
- Email
- Texting
- AI Chatbot
Awareness and visibility for your brand

- Display advertising
- Social media advertising
- Video advertising
- Omni-channel marketing
Segmenting to match those considering your programs

- Search engine marketing/PPC
- Cross-channel retargeting and list targeting
- Social and video advertising

Messaging matters: Questioning
Driving your inquiry pool

- Search engine optimization
- Website and landing page strategy
- Communication/Engagement workflows

Messaging matters: Inquiry
Messaging best practices

Optimizing your messaging across channels

- Promote institution differentiators and value proposition
- Create consistent and quality content
- Research keywords and use correct naming conventions
- Be direct with important information
- Provide ways to connect and who to contact
- Do NOT word-stuff or make anything unnecessarily long
- Incorporate testimonials
- Include a call to action, sense of urgency: “Complete your application today. Classes are forming now.”
Maximizing student engagement
Every student has a story
Train your enrollment representatives (or ask us) to specifically work and engage the adult inquiry. They are different, and so, too, must be your approach:

- Adults have consumer mentalities
- Respond immediately to inquiry
- The longer it sits, the colder it gets
- Assume they are contacting the competition
- Provide superior service; secret-shop yourself
The power of AI Chatbots can make sure you are accessible and responsive to student needs 24/7. Through AI efforts, you should:

- Reach new leads through website and social channels
- Increase engagement
- Boost conversion
Texting is a personal, two-way text engagement with prospective students to solicit interest in applying, completing the application, and enrolling. It should:

- Increase engagement
- Be responsive in real time
- Supplement phone and email communications
- RNL clients see, on average, a 22% enrollment yield rate utilizing text engagement

80% of interested students welcome texts—especially about the application and post admit updates.
Social media

Social media is a go-to place to get a better understanding of campus culture. Creating content that builds trust and value should be key to your two-way social engagement plan. It should:

- Increase engagement
- Be responsive in real time, implement social listening
- Encourage student engagement
- Supplement other channels of engagement

#1 reason for students to visit your social media sites: to learn more about campus culture.
Engaging The Adult Learner

Continuous Online Engagement

A good online engagement strategy allows for continuous engagement through the entire recruitment funnel.

- Single, easy-to-use solution for webcasting, social streaming, chat, global SMS, and email automation
- On demand and embedded on the school’s .edu website
- Immediately connects your audience with the most influential people on the most used and trusted online engagement platform
Optimizing Exposure
Maximizing Your Messages Via Channel

100%

Students indicated that they were utilizing digital to learn more about institutions.
Multi-Channel Marketing

Ensure Your University is Being Seen

Paid Per Click (PPC) Advertising

Organic Search Results (SEO)
Search engine marketing

At 31%

Online search was the top preferred method in the evaluation process—followed by school websites (18%) and admissions counselors (15%)
Your webpage is your connection to students

100% of students indicated that they were visiting institutional webpages to learn more about programs

STRONGER SEO
Higher search engine ranking positions on Google and other search engines

MORE WEBSITE VISITS
Entrances from organic search

MORE CONVERSIONS
Inquiries, visit requests, applications

STRONGER ENROLLMENTS
Net revenue
Social media advertising

Facebook and LinkedIn

Snapchat and Instagram

#1 reason for students to visit your social media sites is to learn more about campus culture
Final recommendations
Cohesive, collaborative, and continuous

The Importance of All Pieces Working Together

**Discovery**
Understand goals and university needs

**Strategy & Planning**
Leverage content marketing approaches to create highly-measurable experiences

**Persona Development**
Understand your student audiences

**Creative Development**
Infuse brand standards with best practices and gained insights

**Testing & Analysis**
Connect often; review and refine Practice transparency with sharing campaign outcomes, details, and challenges
Final Recommendations

Building Blocks for Success

1. Focus recruitment efforts on areas where your institution has strength, capacity to grow, or needs

2. Seize the nontraditional student opportunity that remains in the market, but do it thoughtfully

3. Utilize multichannel marketing for higher impact

4. Recruitment strategies that focus on engagement through recruitment funnel
Q&A
Thank you!

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