January 5, 2014

To: Jim Gaudino, President
    George Clark, CFO

From: Linda Schactler, Chief of Staff, Exec. Director Public Affairs
      John Swiney, Assoc. Vice President, Enrollment Management

Re: Enrollment growth planning

CWU seeks to enhance enrollment by approximately 200 undergraduate students by fall 2015. Two broad strategies for reaching this goal could be:

1.) to recruit more students to apply or
2.) to convince more students who have applied to or requested information from CWU, i.e. increase admissions yield.

The former requires significant lead time and broad marketing to key groups within target geographic areas and would involve several communications channels. To affect next fall's enrollment, however, CWU has a short window—probably January and February. The second option would allow us to act relatively quickly by focusing on a smaller, targeted group that already has demonstrated knowledge of, if not a preference for, Central Washington University.

We believe option 2 is the most expedient and the most cost-effective strategy, and propose the following activities to increase yield from 40 percent of admitted students to 46 percent. These goals, strategies, and tactics would be performed by partner departments, Public Affairs and Enrollment Management, in collaboration with other university units.

The budget is $500,000. The timeline for implementation is January 12 through March 1, so this plan focuses on strategies that can be implemented in the short-run. However after an extensive review of national approaches to recruitment, and, given the dramatic shift in CWU's dependence on enrollment, we strongly recommend a correspondingly significant reconsideration of the level of funding CWU dedicates to enrollment marketing activities. Without right-sizing spending in recruitment--marketing and communications--CWU will continue to struggle to compete for students.

GOAL 1. INCREASE YIELD AMONG LEADS

Strategy 1: enhance quality and speed of lead contact

Research by Education Dynamics indicates the speed and quality of responses to student inquiries can significantly affect the application and enrollment decisions of potential students. Focus and persistence of contact with leads—potential applicants—also are identified as essential strategies.

A survey of leads can narrow the field to those most interested and most likely to enroll. Ruffalo Cody, Hobsons, and others strongly recommend surveying leads, to qualify and grade prospective students. This assessment identifies those most likely to have a serious interest in CWU and represent the best use of the time of an admissions officer. The survey collects and verifies each student’s e-mail address and cell phone number, and produces a clear picture of two groups:

1. High-profile students: These are students who are most likely to apply and enroll, RuffaloCODY estimates high profile students may represent only 25 percent of a school’s inquiry pool but 85 percent of its enrollment.

2. Low-profile students: According to RuffaloCODY, this group is least likely to apply and may represent more than 75 percent of an inquiry pool but only 15 percent of enrollment.

Grading leads makes persistent follow-up contact manageable and a much effective use of staff time.

Noel-Levitz, Education Dynamics and others also site speedy and aggressive follow-up as essential to converting an inquiry into an enrollment. The longer the lag between an inquiry and a response, the more time other schools have to intervene and capture the interest of that student. According to Education Dynamics, 60 percent of enrollments close after the 5th contact; half of disqualified leads become qualified within 12 months of initial inquiry.

CWU approach: CWU admissions officers collect information about prospective students when they are on school visits. Students fill out information cards, which admissions officers bring back to campus. Student employees must enter the information into the Hobsons database before admissions officers can use the data to follow up with individual students.

A typical CWU admissions officer collects more than 1,000 contacts within an admissions cycle. The data is not assessed or ranked; counselors must contact all potential students rather than focusing on those most likely to enroll.

Once a contact card is collected, it may take from three days to three weeks to enter contact data into Hobsons. The speed depends on how long it takes a counselor to turn in cards (longer, if the counselor is on the road) and how long it takes to transfer data from the cards into Hobsons, often a function of the number of students available to do the data entry. For a postal response, of particular interest to parents, the industry standard is three days from admissions contact with a student. Regardless of when the card information is entered into Hobsons, CWU does not have the ability to mail a response to a student or parent within 24-hours of receipt of an inquiry.
When counselors are on the road, they must be able to expedite the delivery of contact cards to campus for entry into Hobsons. A mobile solution would allow information to be gathered and submitted to Hobsons simultaneously. CWU has the staff to create a mobile application that will allow students to enter contact-card information directly into Hobsons or a complementary database.

In the Elway survey, parents and students identified the three top factors in influencing their choice of institutions to consider: cost, teaching quality, and the availability of desired degree programs. CWU does not currently communicate these qualities across recruitment efforts and does not consistently represent CWU's actual base tuition. In its preliminary review of CWU recruitment practices, Noel-Levitz noted that although CWU does a good job of identifying admissions processes, messaging lacks "soul" and consistency. In other words, parents and students are looking for messaging that responds to their key interests, particularly information relevant to their intended major.

Education Dynamics identifies as a best practice in enrollment recruitment, **consistent messaging throughout enrollment marketing**, but particularly on the university website. Enrollment consultants across the board recommend consistent messaging, which must include campus tour scripts, email to students, publications, web content, social media content, advertising, and all other communications platforms. Recruiting consultants recommend including messaging national reputation, internship opportunities, graduate school placements, job opportunities, etc.

**Hobsons**, Education Dynamics, Elway, **Lipman Hearne**, and Noel-Levitz all agree that the university website is a key enrollment marketing and recruitment tool. Although the content management system is fully functional—underutilized, actually—departments have not provided compelling content; some have provided nothing more than an academic mission statement. The CMS also is overdue for a "makeover," having been launched four years ago. It's in need of fresh graphic presentation and interactive features that students expect.

According to an enrollment trends report by Noel Levitz, "More than half of four-year colleges and universities now spend more than $50K for admissions-related web content. The proportion of 2014 respondents who reported spending $50,000 or more to maintain their admissions-related web content increased among four-year institutions compared to 2012, the last time this study was conducted. For example, the proportion of four-year private institution respondents that reported spending $50,000 or more rose by 33.6 percent, from 21.9 percent of respondents in 2012 to 55.5 percent of respondents in 2014.

**CWU approach:** Public Affairs and Enrollment Management (EM) have constructed or are constructing communication plans with some departments and programs, but lack the person-power required for this time-consuming work. Messaging across units has improved, but needs much more coordination. Coordination of messaging by a central unit, such as Public Affairs, requires that a system is created to channel and track the review process so that response to units meets fast-paced operational needs. The Content Management System is designed to make adding all kinds of content simple and quick. Very few departments, however, have embraced the opportunity to truly engage the university website to recruit students or even to describe their own programs and activities. Within the past two years the university has made it increasingly clear that recruiting students is everyone's job. But the message hasn't sunk in across departments.
**STRATEGY: ENHANCE QUALITY AND SPEED OF LEAD CONTACT**

<table>
<thead>
<tr>
<th>Priority</th>
<th>Tactics</th>
<th>Resources</th>
<th>Cost - June</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase response time to leads by reducing Hobsons entry time to three days or fewer</td>
<td>4 FTE temp data-entry and mail prep student/staff</td>
<td>$24,000</td>
</tr>
<tr>
<td>2</td>
<td>Response mailings to 5,000 inquiries</td>
<td>Copy Cat Shop printing - est. $1.11 to copy, fold, stuff, and mail; purchase envelopes</td>
<td>~$10,000</td>
</tr>
<tr>
<td>3</td>
<td>Grade applications (top 1,000)</td>
<td>Contract services</td>
<td>$10,000</td>
</tr>
<tr>
<td>4</td>
<td>Develop a mobile solution to replace or augment card system.</td>
<td>PA staff in consultation with EM staff.</td>
<td>Existing resources</td>
</tr>
<tr>
<td>5</td>
<td>Upgrade CMS presentation</td>
<td>Contract services</td>
<td>$50,000</td>
</tr>
<tr>
<td>6</td>
<td>Optimize for search and upgrade content quality for top CWU web pages</td>
<td>Contract / 2 FTE temp Public Affairs staff</td>
<td>$60,000</td>
</tr>
<tr>
<td>7</td>
<td>Create enrollment recruitment messaging platforms and implement across departments</td>
<td>Existing staff</td>
<td>Existing resources</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>Est. $154,000</strong></td>
</tr>
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</table>

**Strategy 2: Increase and Enhance Campus Visits**

The strategy leverages CWU’s top recruitment tool: the campus tour. UniversityBusiness.com calls campus tours, "the Golden Walk." A recent study by Noel Levitz, OmniUpdate, CollegeWeekLive, and the National Research Center for College & University Admissions found that the campus tour is the most influential element in students’ application and enrollment decisions. The research confirms CWU’s own experience and the Elway survey results, noting that data show that students who visit a campus enroll at higher rates than those who do not.

**CWU approach:** Admissions recently invested $20,000 to hire four new tour guides and upgraded the campus tour coordinator position to assist director to enhance campus tours and overnight visits. Public Affairs has directed $25,000 in marketing resources to Admissions to support a campus over-night visit for high-performing students. Last winter Enrollment Management, Conference Services and Housing upgraded part of Carmody Hall, which hosts overnight visits by prospective students. However much of Carmody, as well as Munson, is still unappealing, with battered furniture, bare or peeling walls, and worn floor covering.

Public Affairs has produced a campus tour video that provides visual highlights of campus, but no text or spoken information about programs and the campus. CWU does not have an interactive campus map or mobile video tour.
### STRATEGIES TO INCREASE AND ENHANCE CAMPUS VISITS

<table>
<thead>
<tr>
<th>Priority</th>
<th>Tactic</th>
<th>Resources</th>
<th>Cost - June</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increase tour capacity</td>
<td>2 student FTE</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>1 FTE temp staff</td>
<td>$35,000</td>
</tr>
<tr>
<td>2</td>
<td>Create an interactive virtual campus tour and</td>
<td>Contract</td>
<td>$100,000</td>
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<tr>
<td></td>
<td>mobile tour app. ii</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Upgrade Carmody-Munro: all floors, paint,</td>
<td>Housing / conference</td>
<td>-$0-</td>
</tr>
<tr>
<td></td>
<td>carpeting, wall treatments, etc.</td>
<td>($50,000)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Provide visit incentives</td>
<td>Sweatshirt, gas cards</td>
<td>$25,000</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>Est $175,000</td>
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### GOAL 2: EXPAND BRAND AWARENESS

We propose both to use digital, print, and display advertising to introduce and/or reinforce the CWU brand to Washington state audiences in high-yield zip codes. Advertising will include Spanish Language television in Central Washington; billboards in Pierce and King Counties on I-5, I-90/I-405, and in Yakima; KOMO radio, to reach parents; and newspapers Seattle, Tacoma, and Everett. The advertising will complement a "WE TEACH" bus display campaign that begins the first week of January.

### STRATEGIES TO EXPAND BRAND AWARENESS

<table>
<thead>
<tr>
<th>Priority</th>
<th>Tactic</th>
<th>Resources</th>
<th>Cost - June</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advertising</td>
<td>Yakima TV</td>
<td>$15,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Puget Sound Billboards</td>
<td>$45,000</td>
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<tr>
<td></td>
<td></td>
<td>KOMO Radio</td>
<td>$25,000</td>
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<tr>
<td></td>
<td></td>
<td>Puget Sound Print</td>
<td>$36,000</td>
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<tr>
<td></td>
<td></td>
<td>Digital marketing (mobile app ads,</td>
<td>$50,000</td>
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<tr>
<td></td>
<td></td>
<td>Twitter, Search Engine)</td>
<td></td>
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<tr>
<td></td>
<td>Total</td>
<td></td>
<td>$171,000</td>
</tr>
</tbody>
</table>
BACKGROUND SOURCES

CBS News


Education Dynamics

Don Alva, Sr. Vice President; "Five Research-Driven Strategies to Improve Student Yield through Communications," http://www.slideshare.net/HigherEdDon/five-research-driven-strategies-to-improve-student-yield-through-communication-2362520; October 29, 2009

EduIntelligence


Noel-Levitz


Craig Engel, "How can colleges increase enrollment while also raising their academic profile?"; http://blog.noellevitz.com/2012/01/23/colleges-increase-enrollment-raising-academic-profile/; Jan. 23, 2012


Hobsons


RuffaloCODY


UniversityBusiness.com

Wanda Lau, "10 Tips for a Meaningful Campus Tour - It takes more than walking backwards"; http://www.universitybusiness.com/article/10-tips-meaningful-campus-tour, October 2009.

Uversity.com


YouLearn.com


1.  The top most-visited CWU webpages (that are not indexes or administrative pages) are: CWU home
2.  Admissions
3.  Des-Moines
4.  Housing
5.  Lynnwood
6.  Current Students
7.  College of business
8.  Athletics inside the CMS, not wildcatsports.com
9.  Registrar/course-information
10. Registrar home
11. Career Services
12. Music
13. Admissions/apply-now
14. Financial Aid home
Following are examples of virtual tours created by xplorit.com (one of many developers):
- Hilton Anaheim - Anaheim Convention Center (in development),
- Kaiser Permanente Sidney R Garfield Innovation Center,
- Santa Clara, California (49ers Levis Stadium, Convention Center, Great America, Mission Santa Clara, Intel), http://vtour.govtour.com/xplorit.php?tid=60370#