

Data-Powered Persistence: Building a Research-Driven Marketing and Retention Strategy

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LOS ANGELES COMMUNITY COLLEGE DISTRICT
CITY / EAST / HARBOR / MISSION / PIERCE / SOUTHWEST / TRADE-TECHNICAL / VALLEY / WEST

Across the Country... Enrollment is **Shaky**... **Retention** is Challenging...



- **Continued** nationwide decline in community college enrollment (-2.8%)*.
- Linked to **continued** drop in high school population** (projected -2.3% in 2017).
 - Specifically in L.A. County, the number of 18- to 25-year-olds is **currently in decline**.
- **Decrease** in older students (biggest and most consistent loss)*.

WHY THE DECREASE?



The Recession
drained the reservoir
of adult students.

ANY OTHER REASONS?

- Not enough baby-making in 1998....
- (although things picked up around 2010. 🤔❤️)



ANY OTHER REASONS?

In L.A., a decline in undocumented student enrollment.



Retention is Challenging

1 out of 5

high school graduates will drop out
of college before their second year

Source: <https://www.forbes.com/sites/richardvedder/2018/04/02/university-presidents-publicly-optimistic-privately-scared/#6042aad73576>

Retention is Challenging

Dropouts
cost higher
education
about

\$16.5

billion
a year
in lost tuition.

Source: <https://www.forbes.com/sites/richardvedder/2018/04/02/university-presidents-publicly-optimistic-privately-scared/#6042aad73576>

So...

We are in **a double/triple/quadruple-bind...**

Dropping enrollments...

Changing perceptions & political attacks...

Always, always... **funding issues.**

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And One **More** Thing...



Academy of Art University – San Francisco, California
 Allied College – Maryland Heights, Missouri and Fenton, Missouri
 Allied American University – Laguna Hills, California
 American Career College – Los Angeles, Califnia
 American College of Education – Illinois
 American InterContinental University – multiple locations
 Anthem Career College - multiple locations in Tennessee
 Anthem College - multiple locations
 Anthem Institute – formerly the Chubb Institute; multiple locations
 Antonelli College – multiple locations
 Argosy University – multiple locations
 The Art Institutes – multiple locations; not to be confused with University of The Arts
 Ashford University – Clinton, Iowa
 Ashmead College – multiple locations
 Banner College – Arlington, Virginia
 Banner Institute – Chicago
 Berkeley College – New York and New Jersey; not to be confused with University of California, Berkeley, Berklee School of Music or the Berkeley College at Yale University
 Blair College – Colorado Springs, Colorado
 Brooks Institute of Photography – multiple locations
 Brown College – Mendota Heights, Minnesota; not to be confused with Brown University in Providence, Rhode Island
 Brown Mackie College – multiple locations
 Bryant & Stratton College – multiple locations
 Bryman College – multiple locations; not to be confused with The Bryman School in Arizona
 Bryman Institute – multiple location
 California Miramar University – San Diego, California (formerly known as Pacific Western University)
 The College of Westchester – White Plains, New York
 Collins College – Phoenix, Arizona area
 Colorado Technical University – multiple locations
 Columbia Southern University – not to be confused with Columbia University
 Daniel Webster College – Nashua, New Hampshire
 Daymar College – Owensboro, Kentucky
 Deaconess College of Nursing – St. Louis, Missouri

DeVry University – multiple locations
 DigiPen Institute of Technology - Redmond, Washington
 ECPI University – formerly ECPI College of Technology; multiple locations; includes Medical Careers Institute multiple locations in Virginia
 Engine City Technical Institute – South Plainfield, New Jersey
 Erie Business Center - Erie, PA
 Everglades University – Boca Raton, Florida
 Everest College – multiple locations
 Everest Institute – multiple locations
 Fashion Institute of Design & Merchandising – FIDM (four locations in California)
 Five Towns College – Dix Hills, New York
 Florida Career College – multiple locations
 Florida Metropolitan University – multiple locations
 Florida National University - Hialeah, Florida
 Full Sail University – Winter Park, Florida
 Georgia Medical Institute – multiple locations
 Gibbs College – multiple locations
 Globe University/Minnesota School of Business – multile locations in Minnesota
 Grantham University - Kansas City, Missouri
 Grand Canyon University – Phoenix, Arizona
 Hamilton College (Iowa) – now part of Kaplan University; formerly operated from multiple locations in Iowa and Nebraska; not to be confused with Hamilton College in Clinton, New York, or with the unaccredited Hamilton University
 Harrison College (Indiana) – multiple locations
 Heald College – based in San Francisco: multiple locations in California, Portland, and Honolulu
 Herzing University – multiple locations
 High-Tech Institute – multiple locations
 International Academy of Design and Technology – multiple locations
 ITT Technical Institute – multiple locations
 Kaplan College – multiple locations; includes Maric Colleges and Kaplan Career Institutes
 Kaplan University – multiple locations
 Keiser University – multiple locations
 Kee Business College – multiple locations in Virginia
 Kent State College – Chicago, Illinois
 Kristen Academy – Los Angeles, California
 Landon B... – multiple locations
 Lincoln Group of Schools – multiple locations
 Las Vegas College – Henderson, Nevada
 Los Angeles Film School – Los Angeles, California
 McCann School of Business and Technology – multiple locations
 McNally Smith College of Music – Saint Paul, Minnesota
 Mildred Elley – multiple locations
 Miller-Motte – multiple locations
 Monroe College – multiple locations
 Monte Shilsh... College – multiple locations in New Hampshire

Mountain West College – Salt Lake City, Utah
 National American University – multiple campuses, including Mall of America
 National College – multiple U.S. locations
 National Institute of Technology (United States) – multiple locations; not to be confused with National Institutes of Technology in India
 National Paralegal College - Phoenix, Arizona
 National School of Technology – multiple locations
 Neumont University – multiple locations
 NewSchool of Architecture and Design – San Diego, California; not to be confused with The New School
 Ohio Business College – multiple locations
 Olympia Career Training Institute – multiple locations
 Parks College – multiple locations
 Pioneer Pacific College – multiple locations in Oregon
 Pittsburgh Technical Institute – Oakdale, Pennsylvania and Cranberry Township, Butler County, Pennsylvania
 Porter and Chester Institute - Connecticut, Massachusettes
 Potomac College – Washington, D.C. area
 Rasmussen College – multiple locations
 Rhodes Colleges, Inc – multiple locations; not to be confused with Rhodes College
 Rochester Business Institute – Rochester, New York
 Rocky Vista University College of Osteopathic Medicine
 SAE Institute – formerly the School of Audio Engineering
 Salem International University – Salem, West Virginia
 San Joaquin Valley College – California, multiple locations
 Sanford-Brown College – multiple locations
 Schiller International University – multiple locations
 School of Visual Arts – New York City
 South College, Knoxville, Tennessee
 South University – multiple locations; not to be confused with Southern University or the University of the South
 Southern States University, California
 Southwest Florida College Tampa, Fort Myers, Port Charlotte, Bonita Springs
 Southwestern College – multiple locations; not to be confused with Southwestern University
 Specs Howard School of Media Arts – Michigan
 Spencerian College – Kentucky, multiple locations
 Springfield College – Springfield, Missouri; not to be confused with Springfield College in Springfield, Massachusetts
 Stratford University – multiple locations
 Strayer University – multiple locations
 Sullivan University – Kentucky, multiple locations
 TCI College of Technology – New York City; in 2007 TCI also assumed responsibility for the closed Interboro Institute, owned by EVCI Career Colleges Holding Corporation^{[1][2]}
 Tooling University, Cleveland, Ohio
 University of Advancing Technology – Tempe, Arizona
 University of Phoenix – multiple locations
 University of the Rockies – Colorado Springs, Colorado
 Vitec Institute – Pittsburgh, Pennsylvania
 Viterbo University – Minneapolis, Minnesota
 Virginia College – multiple locations in Virginia
 Walden University – Minneapolis, Minnesota
 Waldorf College - Forrest City, Iowa
 West Coast University – Los Angeles, California
 Western Business College – multiple locations
 Western International University – multiple locations
 Western State University College of Law – Fullerton, California
 Westwood College – multiple locations

There's Money in Education!

THEY'VE BEEN HIT...BUT THEY AREN'T GONE

- Phoenix alone is the **#62 largest advertiser** in the nation!
- >\$100 Million annually
- More than Tide & Cheerios **combined**
- Most for-profits spend between **18 and 27 percent** of their budget on marketing.



How Much Does LACCD Spend on Marketing?



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ONE DISTRICT...9 COLLEGES



GOAL:

Do SOMETHING that Makes the ***Biggest Difference...***

For the ***Most Students...***

With the ***LEAST Amount of Resources***
(Money/Time/Blood)

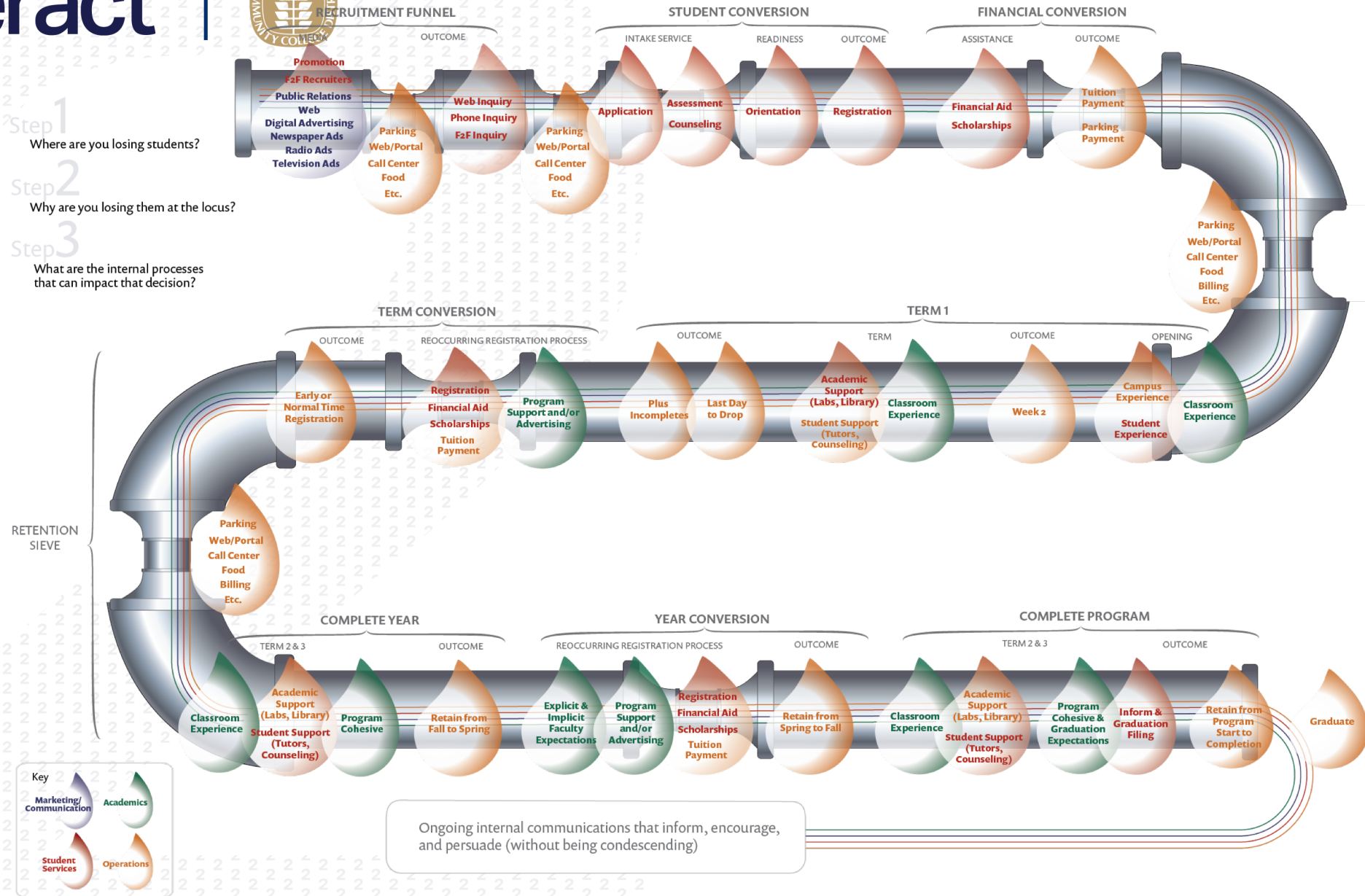
- 1. Hired Interact Communications**
- 2. Examined Marketing & the Intake Pipeline**
- 3. Looked at the Enrollment Pipeline & Retention Sieve**
- 4. Created a Unified Campaign**
- 5. Performed More Research**

Marketing & the Intake Pipeline

01



- Step 1
Where are you losing students?
- Step 2
Why are you losing them at the locus?
- Step 3
What are the internal processes that can impact that decision?



The Enrollment Pipeline Two Years of Activities

LOOKED AT APPLICATIONS

- LACCD data shows that both in fall and spring semesters, the District receives a **surge of applications** in the week preceding the start of the semester.
- In fact, LACCD's **application numbers are strong and showed growth**.
- The problem **is with enrollments**.





LACCD APPLICATION YIELDS

Applications received summer/fall '15 vs. percent enrolled	Applications received winter/spring '16 vs. percent enrolled	Applications received winter/spring '17 vs. percent enrolled
54%	56%	57%

DATA-BASED DECISIONS TO TARGET KEY POPULATIONS

- **43 percent of students** who applied but did not enroll in one of the nine LACCD colleges **have completed assessment testing.**
- 14,648 individuals in Fall 2016
- 7,660 individuals in Spring 2017

How was LACCD communicating with its applicants?

INTERACT'S PREVIOUS RESEARCH

Key recommendations, based on patterns we see:

- **Failure to communicate with students, lack of information, and lack of questions being answered** are key issues that deter both previous students and prospective students from returning or attending.
- **Personalized, professional and timely communications are key** for attracting prospects, keeping existing students through graduation, and for competing with other institutions of higher learning, both public and private.

**A robust campaign could
bring some of these students
back to us!**

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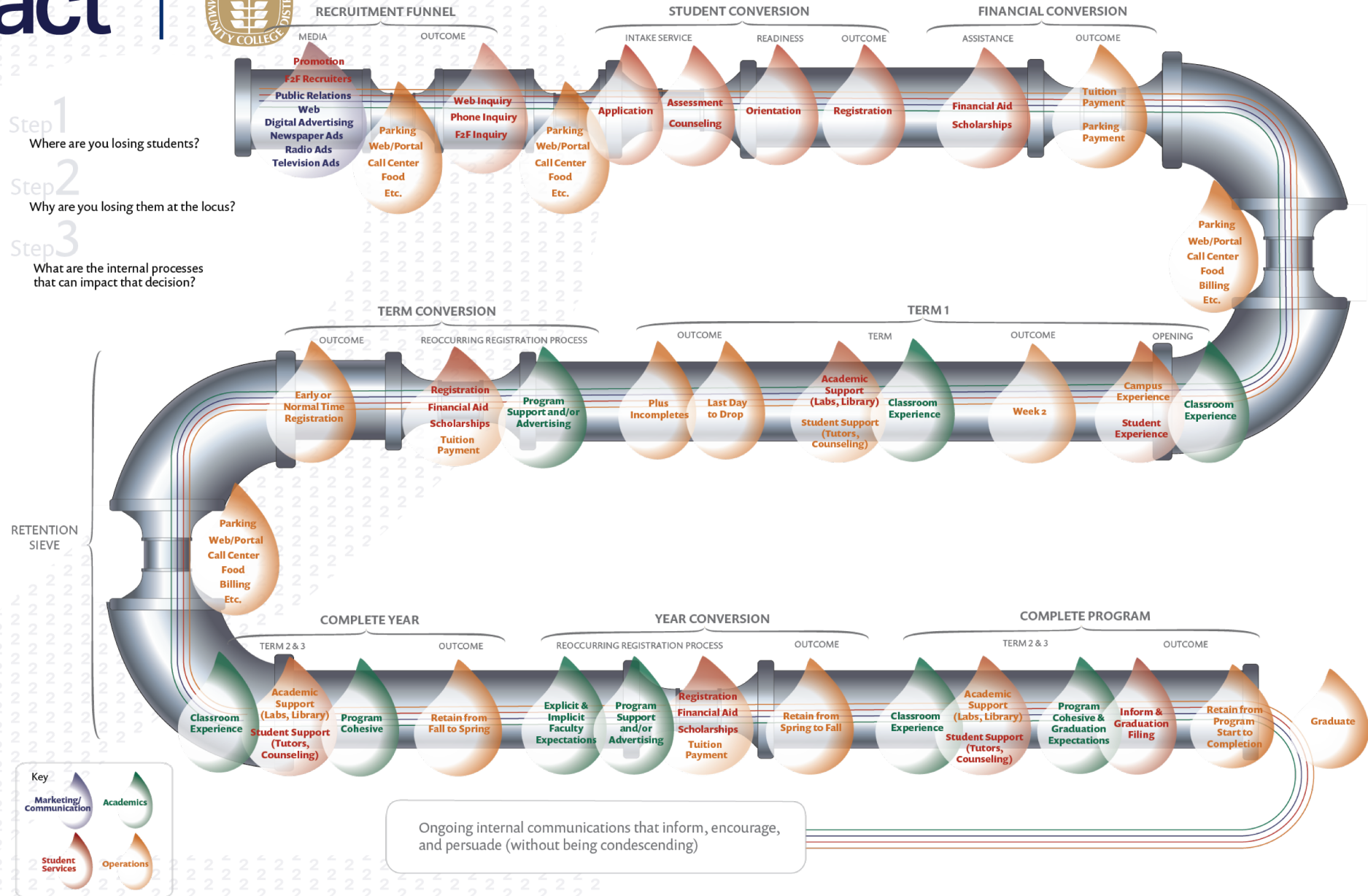
The Retention Sieve

02



The Enrollment Pipeline Two Years of Activities

- Step 1
Where are you losing students?
- Step 2
Why are you losing them at the locus?
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“SUMMER MELT”

Persistence of First-Time Students @ LACCD

Fall 16-Spring 17

78-92%

Fall 15 – Fall 16

62-79%

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- **Focused communications campaigns** that include text, email, social media, and direct pushes centered around **applying, enrollment & retention**.
- Use **data** to inform marketing, both campaign message and strategy.
- Use **targeted campaigns** whenever you can.

- Create **excitement** and **pride** about coming to and returning to school.
- **Involve communications experts** in communications efforts.
- **Examine your messaging** and talk to students like PEOPLE.
- **Unite the messaging and media buys** to be consistent, professional and to save money.

LACCD Campaign

03

CAMPAIGN OVERVIEW

- Spring and summer 2017 applicants, not enrolled (N=27,840)
- Applied Fall 2017 or later, not enrolled (N=61,696)
- Enrolled in Fall 2017, but not enrolled in Winter-Spring 2018 (72,716)

Pearl, Maury Y.

Spring 2018 Strategic Enrollment Campaign Distribution Lists for 1-10-18

To: Alana Villemez, Cheryl Broom, Cc: Cornner, Ryan M., LevinS@email.laccd.edu

You have received 3 secure files from pearlmy@email.laccd.edu.
Use the secure links below to download.

Cheryl, Alana:

Attached are Excel files with the three lists for the 1-10-18 distribution (total N=162,252):

- 1) Spring and Summer 2017 applicants, not enrolled (N=27,840)
- 2) Applied Fall 2017 or later, not enrolled (N=61,696)
- 3) Enrolled in Fall 2017, but not enrolled in Winter-Spring 2018 (N=72,716)

Please confirm receipt of these files and contact me if you have any questions or want to discuss.

Thanks,

Maury

Secure File Downloads:
Available until: 08 February 2018

Click links to download:

[LIST3 - 01-09-2018.xlsx](#)
4.26 MB

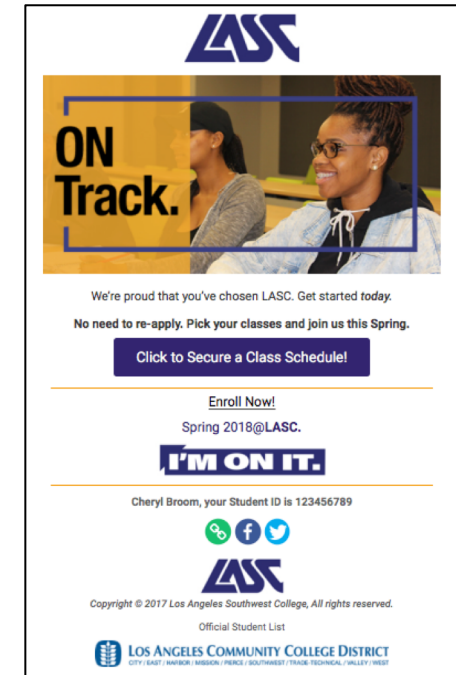
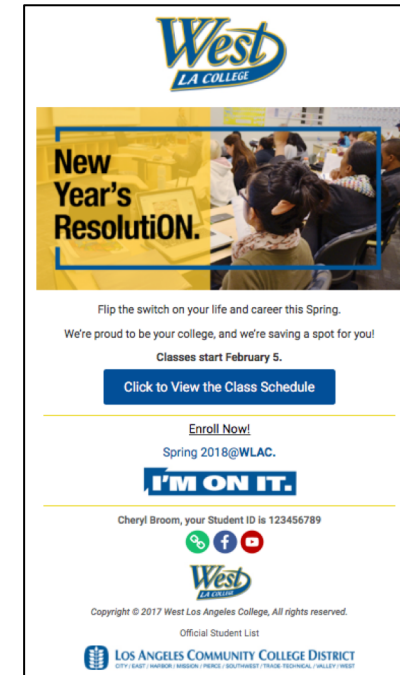
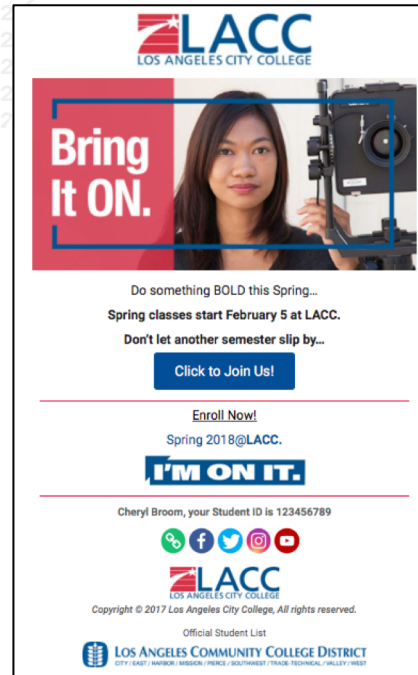
[LIST2 - 01-09-2018.xlsx](#)
3.63 MB

[LIST1 - 01-09-2018.xlsx](#)
1.75 MB

You have received attachment link(s) within this email sent via Accellion Secure File Transfer. To retrieve the attachment(s), please click on the link(s). To learn how your company can benefit from Accellion Secure File Transfer, please visit <http://www.accellion.com>

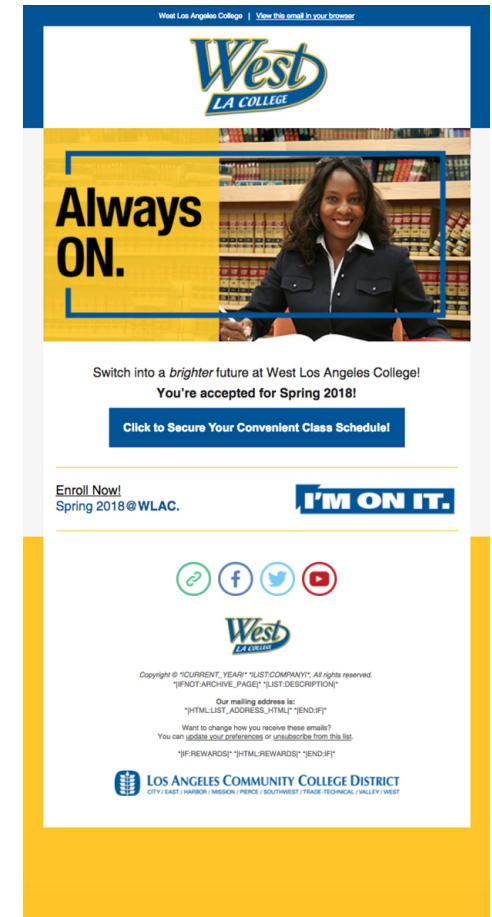
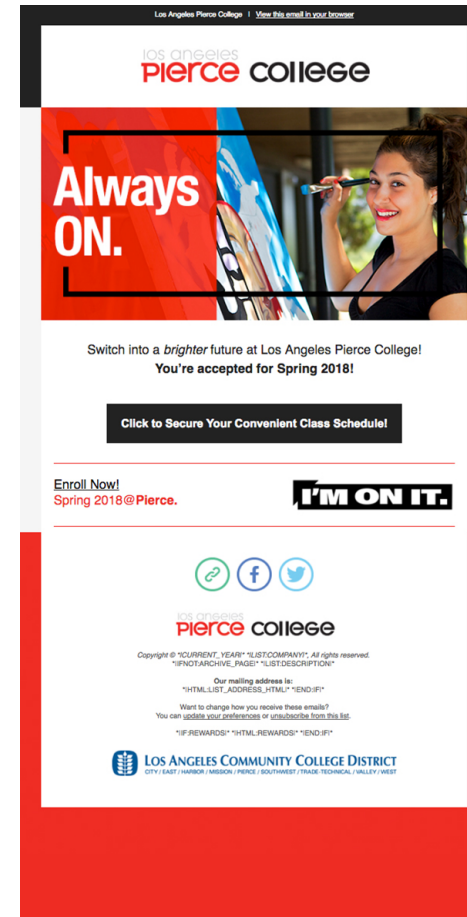
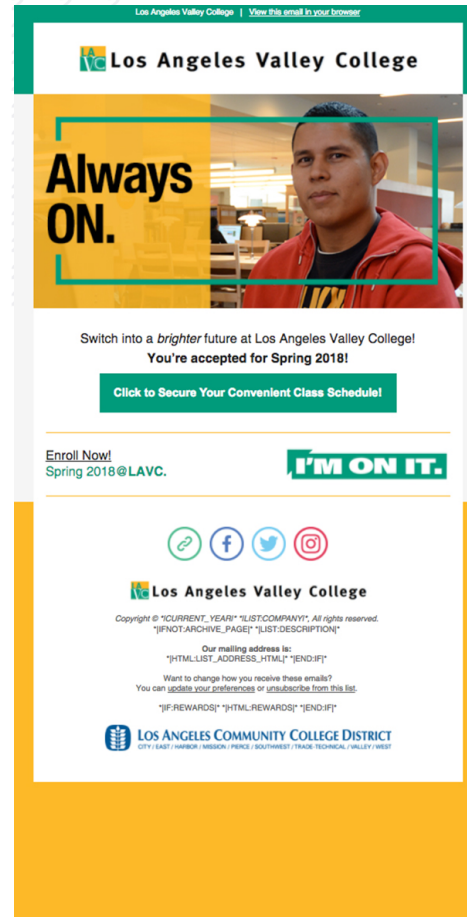
Secured by Accellion

- Emails were sent to private email addresses.
- Emails were personalized:
 - By College
 - By Name
 - By Student ID
- Emails capitalize on the use of a single campaign, modified to fit the branding of each college.



EMAIL RESULTS: AFTER #5

- 18.6% OPEN RATE
- 223,494 TOTAL OPENS
- 24,634 CLICKS
- 2.8% CLICK-THROUGH RATE



SOCIAL MEDIA

Los Angeles Trade-Technical College



**I'M
ON
IT.**

Los Angeles Harbor College



**I'M
ON
IT.**

Los Angeles Valley College



**I'M
ON
IT.**

Los Angeles Mission College



**I'M
ON
IT.**



Bring it ON.
Your BOLDER future
starts at LASC!

**I'M
ON
IT.**

LASC Enroll Now at LASC!

**"The energy of
this school is like
no other. It is so
welcoming –
just like family."
– Jazmin,
student**



**I'M
ON
IT.**

elac Enroll Now at ELAC!



Rock ON.
Discover LACC's vibrant
and diverse college
community this Spring!

**I'M
ON
IT.**

LACC
LOS ANGELES CITY COLLEGE Enroll Now at LACC!

DIGITAL RESULTS

College Name	Impressions	Clicks/Visits
East Los Angeles College	221,767	4,730
Los Angeles City College	185,296	2,891
Los Angeles Harbor College	155,364	1,924
Los Angeles Mission College	171,319	2,615
Los Angeles Southwest College	171,803	2,970
Los Angeles Trade-Technical College	197,007	3,650
Los Angeles Valley College	168,601	2,539
Pierce College	169,914	2,105
West Los Angeles College	157,886	1,984
LACCD TOTAL	1,598,957	23,486

ENROLLMENTS

As of beginning of day
January 10, 2017,
35,787 students
targeted through this campaign
had enrolled for classes.

THE NEXT SEMESTER...

- Drove nearly 510,000 impressions
- Drove more than 275,000 completed video views (57%!)
- 880 Visits to Website from Video Ad
- 07 cents cost for completed view



THE NEXT SEMESTER...

- Created postcards and posters each college could distribute on its own
- Wrote texts that each college could send
- Hosted a full-day training with PIOs to teach them how to implement campaigns on their own.

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MEDIA PREFS

by interact

Research / Strategy / Creative

2-Year College Experts

The Survey

- 250 questions on everything from traditional to new media to retention
- Completely online format
- Approximately 20-30 minutes to complete

LACCD RESPONSES

NAME OF COLLEGE	TOTAL RESPONSES
LA CITY COLLEGE	803
EAST LA COLLEGE	1,335
LA HARBOR COLLEGE	427
LA MISSION COLLEGE	443
LA PIERCE COLLEGE	944
LA SOUTHWEST COLLEGE	306
LA TRADE-TECH COLLEGE	527
LA VALLEY COLLEGE	713
WEST LA COLLEGE	562

TOTAL: 6,060 STUDENT PARTICIPANTS

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2-Year College Experts



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interactcom

2yearexperts.com