The Three C’s of a Successful Communication Plan: Creative, Collaborative, and Cross-Campus

Noel-Levitz National Conference on Student Recruitment, Marketing and Retention
July 22, 2010

Allison Carter
Director of Admissions

John Lehman
Assistant Vice President of Enrollment Services
Michigan Technological University

- Type: four-year, public institution
- Location: Houghton, MI
- Enrollment: 7,014
  - Undergraduate: 6,033
  - Graduate: 981
- Enrollment Challenges
  - Known for strong STEM education
  - 3:1 male-to-female ratio
  - 500 miles from key in-state market
  - Climate
- SIS: Banner
- CRM: EMAS Pro

The Three C’s of a Successful Communication Plan:
Creative, Collaborative, and Cross-Campus
The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

Communication is Key

- Web
- Print
- Direct Mail
- Email
- Telecounseling
- Face-to-Face

Screen shots of micro site, other pubs? Show consistency?
The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

The Three C’s In Action

- Overhaul current plan
  - Creative: clean house and brainstorm new ideas
  - Collaborative: admissions, enrollment services, university marketing and communications, student life

- Outcomes
  - Identified key communications and delivery methods
  - Established buy-in
  - Identified short- and long-term projects
  - Identified market segments
The Three C’s of a Successful Communication Plan: Creative, Collaborative, and Cross-Campus

Putting the Pieces Together

Prospect - purchased name
Inquiry - student who has inquired for information
Applicant - student who has applied for admission
Decision - student who has been accepted, denied, or placed on a waiting list
Confirmed - student who has indicated intent to enroll
Enrolled - student who has matriculated

EMAS™ Recruitment Pro Enrollment Funnel
Funnel Challenge

- Communication Plan Group Activity
  - Break into six small working groups.
  - Each group will be assigned a communication challenge.
  - Discuss the scenario and determine key communications, messaging, and delivery method.
  - Develop a communication plan to address your challenge.
  - Report back to the group.
Funnel Challenge: Discussion Questions

- What is the key message and/or goal?
- Which stage(s) of the funnel have the most potential for success?
- What type(s) of communication would deliver the message most effectively? Are multiple communications necessary?
- How would you time or order your communications within the stage(s) for maximum effectiveness?
- Would you communicate differently to different market segments?
Funnel Challenge: Summer Melt

For years this small private liberal arts institution has done a good job of making the class by the May 1 enrollment confirmation deadline. However as June orientation commences, many students don’t show while others cancel their admission in July. Many cite financial aid as a worry, but further analysis shows that the students who don’t enroll have roughly the same financial profile as those that do.

How can this institution prevent the enrollment from melting away in the summer?
Funnel Challenge: Top of the Funnel

This institution is outstanding in its admit to enrollment yield (well over 50%). However, for a number of years the institution has not made its enrollment goals. Analysis suggests that the institution needs more applicants.

What can this institution do to generate more applicants?
Funnel Challenge: Out of State

This public institution wants to increase its out-of-state enrollment. Currently over half of the out-of-state students are legacy (parents/grandparents went to the school). This institution is committed to increase the number of inquirers from out of state markets in regional states.

What can they do to generate more interest in out-of-state markets?
Funnel Challenge: Low Yield

This medium sized state institution is having trouble converting admitted students into enrollment confirmed students. Most of the admits who don’t enroll live more than 300 miles away. They need a communication plan that is tailored to this segment.
The Three C’s of a Successful Communication Plan: 
Creative, Collaborative, and Cross-Campus

Funnel Challenge: Under Enrolled Programs

This institution has new academic programs in global business management that are undersubscribed. The programs are distinctive and well rated, however they are more expensive than neighboring institutions, which offer more traditional business degrees.

What sort of communication plan might be in place to generate more enrollment in these programs?
Funnel Challenge: Gender Imbalance

This institution, which focuses on technology and engineering, only has a female enrollment of 26%. They would like to increase that to 30%.

What can they do to increase the interest, applications, and enrollment of women at their institution?
## The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

### Putting Your Plan In Action

<table>
<thead>
<tr>
<th>Stage 200 - Inquirer Fall 2010</th>
<th>Type</th>
<th>Days</th>
<th>Description</th>
<th>EMAS Comm Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>ACT scores received postcard</td>
<td>ACT Score senders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecounseling</td>
<td>target group</td>
<td>ACT/SAT scores received call</td>
<td>INQUIRYCALL</td>
<td>Call starting in June, leave message if not home</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>Viewbook 10</td>
<td>VIEWBOOK10</td>
<td>When viewbooks arrive - July 2009</td>
<td></td>
</tr>
<tr>
<td>Telecounseling</td>
<td>target group</td>
<td>Inquire Call</td>
<td>INQUIRYCALL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>Apply Now postcard</td>
<td></td>
<td>mail in November/December to all non-Smart App students</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>Smart Application-August</td>
<td></td>
<td>week of August 10 (To all ACT/SAT score submitters who have not applied. Include online smart access info)</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>Smart Application-November</td>
<td></td>
<td>week of November 9 (To all ACT/SAT with 16 or higher) - resend paper or provide online login only?</td>
<td></td>
</tr>
<tr>
<td>Mailing/Email</td>
<td>target group</td>
<td>Open House invite</td>
<td></td>
<td>1st mailing week of August 17. 2nd mailing week of September 9</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>High School Visit postcard</td>
<td></td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>Email</td>
<td>target group</td>
<td>Start a web app, but don’t submit</td>
<td></td>
<td>reminder email sent on a regular basis. Will send twice, then purge from reminder list</td>
<td></td>
</tr>
<tr>
<td>SFRES Mailing</td>
<td>target group</td>
<td>SFRES viewbook &amp; letter</td>
<td>DEPTVIEWBOOK10</td>
<td>SFRES has 1300 viewbooks</td>
<td></td>
</tr>
<tr>
<td>SFRES Mailing</td>
<td>target group</td>
<td>SFRES apply postcard</td>
<td>DEPTAPPLYPC10</td>
<td>mail week of September 14 - UMC designing postcard</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 200 - Inquirer Fall 2011</th>
<th>Type</th>
<th>Days</th>
<th>Description</th>
<th>EMAS Comm Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing</td>
<td></td>
<td>0</td>
<td>Younger Student Brochure</td>
<td>YOUNGSTUDENTERO</td>
<td>ongoing</td>
</tr>
<tr>
<td>Mailing</td>
<td></td>
<td>90</td>
<td>Younger Student Postcard</td>
<td>YOUNGSTUDENTPC</td>
<td>ongoing</td>
</tr>
<tr>
<td>Mailing/Email</td>
<td>target group</td>
<td>Open House invite (if WI, MI, MN, IL)</td>
<td></td>
<td>week of August 10</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>High School Visit postcard</td>
<td></td>
<td>ongoing</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>AP Scores received letter?</td>
<td>INQUIRYCALL</td>
<td>if possible to determine</td>
<td></td>
</tr>
<tr>
<td>Telecounseling</td>
<td>target group</td>
<td>Inquiry Call (summer 2010)</td>
<td></td>
<td>schedule in summer 2010</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>ACT Pencil Mailing to Ill and IL juniors (for standard test date) and WI (mail in mid January)</td>
<td>MMEPENCIL</td>
<td>MI MME is 3/9/10 &amp; 3/8/11. IL Prairie State is 4/28/10; Registration deadline for April ACT is 3/5/10</td>
<td>week of November 23</td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>SYP catalog*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 200 - Inquirer Fall 2012-2014</th>
<th>Type</th>
<th>Days</th>
<th>Description</th>
<th>EMAS Comm Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing</td>
<td></td>
<td>0</td>
<td>Younger Student Brochure</td>
<td>YOUNGSTUDENTERO</td>
<td>ongoing</td>
</tr>
<tr>
<td>Mailing</td>
<td></td>
<td>90</td>
<td>Younger Student Postcard</td>
<td>YOUNGSTUDENTPC</td>
<td>ongoing</td>
</tr>
<tr>
<td>Mailing</td>
<td>target group</td>
<td>SYP catalog*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Michigan Tech*  
Create the Future
The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

## Putting Your Plan In Action

<table>
<thead>
<tr>
<th>Stage 300 - Applicant</th>
<th>Type</th>
<th>Days</th>
<th>Description</th>
<th>EMAS Comm Name</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viewbook</td>
<td>Viewbook</td>
<td>0</td>
<td>Viewbook will only receive once, but want to be sure a stealth applicant gets one</td>
<td>VIEWBOOK10</td>
<td></td>
</tr>
<tr>
<td>Mailing</td>
<td>Missing Items letter</td>
<td>7</td>
<td>Missing Items letter</td>
<td>CHECKLISTLTR</td>
<td>EMAS tracking</td>
</tr>
<tr>
<td>Telecounseling</td>
<td>Missing items call</td>
<td>10</td>
<td>Missing items call</td>
<td>MISSINGITEMSCALL</td>
<td>EMAS tracking</td>
</tr>
<tr>
<td>Email</td>
<td>Missing items email</td>
<td></td>
<td>Missing items email</td>
<td></td>
<td>Debbie runs</td>
</tr>
<tr>
<td>Mailing/Email</td>
<td>Open House invite</td>
<td></td>
<td>Open House invite</td>
<td></td>
<td>week of August 10</td>
</tr>
<tr>
<td>Mailing</td>
<td>High School visit postcard</td>
<td></td>
<td>High School visit postcard</td>
<td></td>
<td>ongoing</td>
</tr>
<tr>
<td>SFRES</td>
<td>Telecounseling</td>
<td>??</td>
<td>Incomplete application call</td>
<td></td>
<td>new idea</td>
</tr>
<tr>
<td>MCA</td>
<td>Telecounseling</td>
<td>target group</td>
<td>Incomplete application call</td>
<td></td>
<td>generate call sheets - schedule days to call</td>
</tr>
</tbody>
</table>

*Source: Michigan Tech*
The Three C's of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

**Putting Your Plan In Action**

[Diagram of communication plan with details]
The Three C’s of a Successful Communication Plan: 
Creative, Collaborative, and Cross-Campus

Putting Your Plan In Action
The Three C’s of a Successful Communication Plan:  
*Creative, Collaborative, and Cross-Campus*

**Measuring Success – Trend Graph??**

- Web analytics
- Changes to enrollment numbers?
- Greater buy-in from campus exec team, department chairs, deans
- Invited to assess individual department plans (resident expert)
Cross-Campus Collaboration

- School of Forest Resources and Environmental Science (SFRES)
  - Reviewed current efforts and discussed goals
  - Added seven items to plan
  - Offered to manage plan
School of Forest Resources and Environmental Science

- Steady upward trend of applications and deposits throughout the year,
  
  2010 compared to 2009
  * Accepts: 122 vs. 100 = 22% increase
  * Deposits: 59 vs. 44 = 34.1% increase

- Twenty applicants to premier scholarship program.

- Greater involvement with Dean and outreach coordinator.
The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

School of Forest Resources and Environmental Science

$1,000 “Earn and Learn” Assistantship Award

is presented to

ALLISON CARTER

This award provides the opportunity to work on interesting research projects with other students, faculty, and research scientists during your first year.

Margaret R. Gleis, Dean
School of Forest Resources and Environmental Science
Other Cross-Campus Collaboration

❖ Center for Diversity and Inclusion
  • Held mini-retreat
  • Determined over-arching goal
  • Implemented outreach activities

❖ Mechanical Engineering
  • Goal to increase yield of female students
  • Wanted a creative outreach piece
The Three C's of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

Mechanical Engineering

---

**Congratulations on your acceptance into Michigan Technological University.**

We’re so pleased that you are considering Michigan Tech. You probably know that the mechanical engineering department here is really good. It ranks in the top twenty-five in the country according to *US News & World Report: America’s Best Colleges.*

Go ahead, plug in the jump drive. When you do, you’ll find a video from Professor Tammy Haut Donahue. She’ll tell you about her research, what makes Michigan Tech’s mechanical engineering department so impressive, and why she loves living here.

The rest of the space on the 2G drive is all yours. Use it however you’d like—it’s a small gift from us to you.

If you have any questions about our curriculum, classes, or the mechanical engineering department, please call your advisor Danise Jarvey at 906-487-2564 or send an email to djjarvey@mtu.edu.

See you in the fall, if not before!

www.admissions.mtu.edu/women-engineers
The Three C’s of a Successful Communication Plan:
*Creative, Collaborative, and Cross-Campus*

Mechanical Engineering

![Michigan Tech Undergraduate Admissions](image)

**Women in S.T.E.M.**

Click a student to show more information about their experience.

**Science, Technology, Engineering, Math.**

You've been accepted to the [Mechanical Engineering](#) department at Michigan Tech. Congratulations! You're already on your way to creating the future. As Dr. Tammy Haut Dorahue mentioned in the video you received, mechanical engineering is an incredible major. Whether you want to improve the lives of others or change the way the world views (and uses) energy resources, you'll need knowledge and skills. Michigan Tech can provide these and more to help you succeed.
The Three C’s of a Successful Communication Plan: Creative, Collaborative, and Cross-Campus

Keep the Momentum Going

- Always look for new ideas, ways to improve
- Assess annually

- Host student focus groups
- Think outside the box
The Three C’s of a Successful Communication Plan: 
*Creative, Collaborative, and Cross-Campus*

**Words of Advice**

- It’s okay to start small.
- Establish a culture of continuous improvement.
- Department chairs and deans talk.
- Nothing is permanent.
- Others across campus want to collaborate.
- Change isn’t just good… it’s exceptional.
The Three C's of a Successful Communication Plan:
Creative, Collaborative, and Cross-Campus

Thank you!