OCTANE™

ACTIONABLE INSIGHT
REMARKABLE TOPICS
Brought to you by enrollmentFUEL

VOL. 2, ISSUE 3 2018

INSIDE

But, We Don't Have Enough Staff!

Planning for Fall Season

360 Degree Digital Advertising Strategies

Letter from the President

At FUEL, we understand your challenges, and it is our desire to bring you helpful information to support the work you do. Thank you for allowing us to interrupt your busy schedule for reading time.

Dear Octane Booster:

Travel season will soon be upon us. Here at FUEL, fall also means conference travel. If you plan to attend NACAC, please let me know, and I will save you a spot at our annual dinner. Trust me...a fun time will be had by all!

Our profession seems to get more challenging, doesn't it? As I survey our industry, I notice a lot of leadership changes, staff turnover, stricter financial aid models, and a desire to bring in more students without any growth in budgets. While this isn't completely new, it somehow FEELS different than it used to.

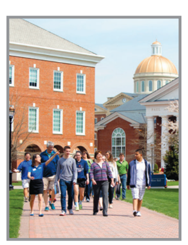
At FUEL, we understand your challenges, and it is our desire to bring you helpful information to support the work you do. Thank you for allowing us to interrupt your busy schedule for reading time. We know it is not easy to break away from the reports, meetings, cabinet responsibilities and day-to-day operations that keep you hopping, and appreciate your interest.

In this issue, you will find information on a broad range of topics, such as reinventing your welcome center to enhance the campus visit experience, overcoming the obstacle of working with limited staff, thoughts as you plan for a new travel season, and digital advertising options for Student Search. We also interviewed Corey Seemiller and Meghan Grace, the authors of *Generation Z Goes to College*.

Mike and I also want to thank all of you who reached out to us this summer and invited us to your campuses. Collectively, over this past year, we have traveled to nearly 100 campuses in 23 states. In the future, we will be tackling many topics in *Octane* YOU suggested during these visits. Once more, thank you for being an *Octane* reader, and best wishes for the year ahead.

Yours in collaboration,

Jacquelyn D. Elliott, Ed.D.
President



enrollmentFUEL would like to extend our gratitude to Christopher Newport University for allowing this photo to be featured on the cover of our magazine. If your institution wants to be highlighted on a future issue of *Octane*, let us know.

Octane the Magazine:
A publication of enrollmentFUEL

A collection of innovative thoughts from a team of people bonded to clients in a way to prevent the knocking that comes with the "one size fits all" search strategies. Adding *Octane* to your thinking fuels creativity and releases positive energy among enrollment professionals.

inside OCTANE™

To see past issues of *Octane*, visit our online library at *enrollmentfuel.com/octane-library*

LEADERSHIP

BUT, WE DON'T HAVE ENOUGH STAFF!

The Power of Reworking Structure and Processes

By Jacquelyn D. Elliott, Ed.D.

I have been to many campuses this past year, and often hear about problems with short staffing at recruitment shops, caused by tight budgets. I empathize, because for many years, it seemed like I had less staff than my peers to get the same job accomplished. At my last private school appointment, my four admission counselors had to work nearly 3200 applications.

For a small private college, that is quite a load. According to a study by NACAC, the average admissions counselor at private colleges reviews 494 applications. For you folks at public schools, brace yourselves for this number—your mean is 1,472.[1]

That workload will not see a slow-down any time soon, either. In fact, between 2015 and 2016, the number of new first-time freshman applications had a 7% increase, with students applying to an average of seven or more colleges.[2]

The increased numbers of applications, along with burgeoning state and federal compliance issues, clearly places heavier workloads on our staff, at a time when resources seem scarce. So, what can we do? How can we keep our staff motivated, feel good about the increased pressure to perform, and still hit those targets? While I do not have all the answers, I have found the following four actions helped rework the way my teams have tackled our workload so we never missed an enrollment goal. They are:

- Change your mental mindset
- Examine your processes
- Do what you do best
- Invest in your people

Let's start with changing your mental mindset. This can be a tough pill to swallow. It is easy to get trapped in traditional organizational modeling, where we think the number of staff is the only driver of how well we can meet our goals. Guess what? That way of thinking is almost a sure way to miss your target. Why? Because we are subconsciously sending signals to the team telling them there is a valid reason why they might not make the goal. Without realizing you are doing it, this mindset can create an atmosphere where people *think* they have implicit permission to fail.

How do you **change your mental mindset?** Focus **ON** the business of what you do, rather than **IN** the business. Working in the business means we are caught up in the checklist of necessary tasks, and never stop to examine if there are new or more efficient ways of doing those tasks. Working on the business means examining the entire workflow, asking questions about why it is done a certain way, and letting go of sacred cows that slow processes down. Changing your mental mindset to work **ON** the business, instead of **IN** the business will create a positive strategic shift for the entire division.

As part of a shift in mindset, find ways to create a culture of **examining processes.** Encourage your staff to come forward with suggestions about opportunities to streamline. In particular, hone in on the processes driving the most important aspects to meet enrollment goals. Look at how long it takes to process an application, for the counselor to resolve the file, and most importantly, how many hoops it takes to get a financial aid award out. By creating processes for students that are not required by the government, many schools get in their own way. Often, our internal processes seem more important than getting the student moved through the funnel, so they can make a deposit.

[1] NACAC. (2016). *Admissions Trends Survey.*
[2] NACAC. (2016). *Admissions Trends Survey.*

continued on next page

Consider the steps in the process improvement chart on this page. This chart illustrates one way to tackle the examination of your workflow. Put a process under a magnifying glass and challenge your team to push the envelope to uncover ways to work more quickly, while maintaining quality. The old adage of "work smarter, not harder," really does have merit.

This inward method of looking at a process is just a start. Once you have worked through it internally, take your show on the road. Bring other people from other divisions to the table to look at processes that might be impeding your team. When you have limited time and staff, every minute counts, and everyone benefits from finding ways to lighten the workload and free up time to get to nagging tasks.

The next step to think about is fun to do. I call this **doing what you do best.** It has two meanings. Let us start with the literal translation. If you have staff who are good at something, let them do it. They will do it better, faster, and be more accurate than others. I love sitting down with my team every so often and having an open discussion about "swapping" job tasks. If your administrative assistant hates editing your outbound letters, and you have a counselor who is good at it, why not let the counselor do it? Ultimately, a team works best when it uses people's best skill sets to accomplish the tasks. Just because a plumber can paint doesn't mean

PROCESS IMPROVEMENT STEPS

he/she is the best one to do it. Most staff won't care about equitable in this instance, because they will be more focused on the work and feeling valued for doing something they enjoy.

The second meaning of **do what you do best** is recruitment. This involves recruiting *internal players* to help alleviate or offload redundant tasks. Let me share an example. One day at an administrative process improvement team (APIT) meeting (did you catch the name of that committee, by the way—hint, hint?), we were talking about summer mailings. The Dean of Students Office brought samples of what they mailed in their packets. We discovered each of the six offices mailed their own packets. That meant the family was getting six packets, six cover letters, etc. Along with looking unorganized, this was not an efficient way to spend money, use staff time, or keep processes streamlined.

By the end of the meeting, we had one packet including everything from financial aid, admission, the health center, business office, security, and housing. To the family, we looked organized and efficient, setting the tone for the communication over the next four years. By recruiting others at the institution, we found ways to simplify work and get more done. Everyone felt good walking out of a meeting having solved a real problem. This increased morale, leading to better work performance and goals being met.

Speaking of morale, this brings me to my last point. When you feel you don't have enough staff to get the work done, you must **invest in your people.** As absurd as it sounds, you must evoke paradox in two ways. First, **invest and rest** at your busiest—and second, give permission to **pace and break.**

One of the best ways I have found to refresh people's commitment to work is by taking time for professional development training and team building exercises. I have often done this when I felt stretched, and stress levels around the office were high. A directed pause can create a new feeling of energy, new ways of thinking, and help people decompress. Enrollment is a cycle, and everything that cycles (think crop rotation) has a pause. When you pause to take time for your people at the busiest point of the year, it says, "Hey, I am here for you. I notice what you are going through, and I am not too busy to stop and **invest in YOU**. I care about you as a person." This message energizes people and encourages them to push to the finish line.

Finally, permitting your staff to **pace and break** can also have its advantages. Research has shown that workers only accomplish 11 minutes of work between distractions, and that it takes up to 25 minutes to refocus after a distraction.[3] Knowing this kind of information, and that most people are prone to check email, texts, and social media *frequently* throughout the day, try setting an office schedule to keep your staff focused. The paradox is permitting them to *check personal messages*, after a dedicated amount of time focusing on a task.

Encourage staff to set time limits for projects. For example, pace for 45 minutes reviewing files, and break for 10 minutes to read text messages. Then, pace for 25 minutes responding to work emails, before breaking for 10 minutes to check social media. We work in a world where expecting people to put their phones away all day is unrealistic. When you cannot stop a behavior, create ways to minimize distractions for short bursts of uninterrupted work, followed by the reward of checking messages, going for a quick walk, or chatting with a colleague.

Not having enough staff is something many of us experience in the field, and it won't change anytime soon. However, with limited resources, I have found some unique ways to ensure the work is done and goals are met. By changing your mindset, reviewing processes, doing what you do best, and investing in your team, you can increase output and get the job done.

Dr. Jacquelyn D. Elliott is President of enrollmentFUEL. Her admissions, retention, and financial aid strategies have led multiple institutions to reach record enrollments. She can be reached at jacqui.elliott@enrollmentfuel.com.

[3] Mark, G., Gudith, D. & Klocke, U. (u.d.). *The cost of interrupted work: More speed and stress.* University of California, Irvine. https://www.ics.uci.edu/~gmark/chi08-mark.pdf

STRATEGIES

Designing Functional Space to Create Emotional Connections

By Lori Snyder Garrett, FAIA, LEED Green Associate

Have you ever been to a place that offered the perfect venue for a memorable experience or provided a comfortable setting to accomplish your mission? If you think back to the physical characteristics of the place or building that enabled a smooth and successful experience, chances are it was carefully designed to serve its purpose, both aesthetically and functionally.

Admission of a student to a university holds value for both parties; it is important for the student's educational aspirations as well as the university's business model. A facility should leverage the power of facility design to attract potential students, and at the same time, ensure a smooth administrative process. When considering a new admissions office, there are many factors to consider. Focusing on three key elements sets the foundation for a building that exceeds expectations and creates a satisfying experience for both prospective students and staff.

1. *Select the Right Site*

The first step is to identify the best location for the building from the options available. An admissions facility often does double-duty as a visitor's center. For both purposes, location is important. The building should be easy to find, visually identifiable, and convenient to access;

continued on next page

left: The Admissions Office at Christopher Newport University features a beautiful lobby with an opening connecting to a sky-lit dome above.

Photo by Virginia Hamrick

Exhibits and technology can provide easily updatable information about the school to visitors and students waiting for a meeting, presentation or tour.

Photo by Joel Lassiter

furthermore, its surroundings should create a strong first impression for the visitor or prospective student. In weighing different site options for the new building, ask what impressions each site would convey. When parking is not immediately adjacent, consider the walk to the admissions building: Is it attractive and charming, giving a glimpse into what life would be like as a student? Is the walk convenient and safe for pedestrians and navigable for people of all abilities? Is wayfinding easy, minimizing the chance for misdirection or getting lost?

The campus tour is instrumental in giving prospective students (and their parents) a view of what an institution has to offer. Keep in mind campus tours often depart from the admissions building, so it is important to consider not only what visitors will see as they arrive, but also its proximity to buildings to highlight on a tour.

Planning Tip: There are many stakeholders involved in decisions for a new admissions center. Often, they have different (and at times competing views) of where the best location should be. One tool we like to use in helping to create an objective evaluation of possible locations is a **Site Decision Matrix.** Working with admissions leadership, key university administrators, the university architect, and facility planners, we create a list of important criteria. Together, we prioritize each factor. Every stakeholder then individually gives a numerical score for each criteria of each site being considered. The matrix's formula factors in the different weightings between criteria, so that items of higher importance are given more weight than those of lesser. The scoring by each stakeholder is averaged together, giving each site a score, and then ranking them in order. Ultimately, this provides a tool to make an objective comparison from one site to the next and can be useful in developing a consensus on which site should be selected.

2. *Strengthen Attraction through Exterior Character*

An initial campus visit is not unlike a first date. Prospective students and their families will form strong impressions of the university by what they see, hear and feel. Many studies (including Eduventure's 2017 Survey of Admitted Students) indicate that the physical attractiveness of a school is pivotal in a student's decision about where to enroll, and so the admissions building is a not-to-be-missed opportunity to deliver an aesthetic appeal.

The design of the admission building is one of the critical elements in creating a strong first impression. One way to communicate is through the facility's architecture and its style or "language." The admissions office should serve as a reflection of the college brand, promoting the identity and culture of the campus. Its architectural character should reflect a school's traditions, vision and physical context to reinforce a college or university's mission and identity.

Impressions have a significant impact on a student's decision to apply, and if accepted, to enroll. Virginia Tech selected "Hokie Stone" for their new admissions building and visitor's center. This signature limestone is mined from a quarry owned by the university and has been used as a campus building material since the early 20th Century. By choosing Hokie Stone for the new admissions building, Virginia Tech evoked their campus history. The neo-gothic inspired tower at the building's entry also recalls architectural forms and ornamentation used on other beloved and iconic buildings.

Planning Tip: When planning a new facility, consider which buildings on campus connote the character, tradition, and culture of the institution. Gather images of these, as well as other buildings that have elements you find appealing for an admissions office. Identify what you like and dislike about each to guide the architectural expression of a new building.

Virginia Tech's Admissions Office and Visitor Center uses materials and architectural character to connect to the campus context.

Photo by Joel Lassiter

continued on next page

This reception area at James Madison University's Admissions Office incorporates school colors and imagery to welcome visitors.

Photo by Virginia Hamrick

3. *Optimize Interiors to Serve Multiple Purposes*

Creating a welcoming environment begins at the point of entry. Admissions offices should use this highly-trafficked space to create an inviting atmosphere that presents the university in the best possible light. A well-placed reception area can communicate the brand of the college while serving as a point to greet visitors and disperse information. Incorporate features and amenities providing warmth and comfort, both visually and functionally. A refreshment station can provide a cup of coffee or a bottle of water while visitors wait for a presentation or tour. A merchandise kiosk provides an opportunity for the convenient purchase of college t-shirts or mugs, enabling the student to take a piece of the school home with them.

Captivating or dramatic interior focal points are particularly effective in creating a strong and lasting impression. Memorable moments can be crafted through eye-catching architectural features, such as a two-story lobby space, beautifully appointed presentation rooms with impressive technology, a focal point such as a fireplace, or a breathtaking view. For example, Christopher Newport University's new admissions office in Christopher Newport Hall features a well-appointed reception area that is open to a sky-lit dome above. A beautiful environment elevates the human spirit and creates a lasting impression.

Emotional connections also influence decisions, and can be cultivated through an immersive experience, revealing the identity, culture, and traditions of an institution. Incorporating technology, from touch screens to augmented or virtual reality, art, and other visuals are additional ways to establish and enhance those connections. Exhibit designers can assist in leveraging technology to craft a compelling story, celebrating the identity, culture, and traditions of an institution.

Planning Tip: Technology can be an effective way to communicate information such as visualizing a residence hall room in a way that is accessible and easily updateable. Consider an interactive screen that not only provides a computer simulation of a typical room with furnishings, but also allows a student to rearrange the furniture in that room.

In addition to designing a facility for a positive visitor experience, admission facilities also need to provide efficient and effective workspaces. The need for a clear delineation between public, semi-public, and private areas remains paramount. A well-planned admissions office will create zones organized by the type and frequency of access required, as well as the flow between and within public and private areas.

Effective workspaces facilitate collaboration and efficient production of tasks. Huddle space for teamwork is important and shouldn't be limited to conference rooms. Rather, provide small seating areas along a corridor or at the perimeter of a workroom to allow for impromptu conversation. Creating multi-use and adaptable spaces will ensure flexibility to accommodate seasonal needs and future trends. Ultimately, considering factors such as seating, noise reduction, and desk allocation ensures that workers are more efficient, effective, and collaborative.

Investing time and resources into understanding and properly planning an admissions center will deliver a strong return on an institution's investment, especially because these facilities are increasingly critical in the highly competitive admissions landscape. They can make all the difference for a college in attracting new students and supporting a college or university's mission and vision.

Lori Snyder Garrett is Senior Principal & Director of Higher Education Studio at Glavé & Holmes Architecture, located in Richmond, Virginia. Lori is a subject-matter expert in higher education architectural design. Her work has received national, regional and local design awards. Contact Lori at LGarrett@glaveandholmes.com.

Planning for Fall Travel Season

By Dr. Christopher W. Tremblay
Director of AACRAO's SEM Endorsement Program

Despite the evolution of the field of college admissions, one "season" that has remained consistent is the fall travel season. It typically begins in September and can run as late as December. Generally, admissions counselors or recruiters have an assigned geographic region. During the travel season, team members visit college fairs, high school visits, and special events. The focus is on lead generation and application conversion.

The beauty of college admissions work is that nearly all of it is measurable. A prospect turns into an inquiry. An inquiry becomes an applicant. An applicant transforms into an admitted student.

Today, there is a push for accountability and increasing the return on investment (ROI). Measuring every action facilitates effective, strategic deployment of limited financial and human resources. At the heart of these metrics, there is the notion of conversion and yield. The perfect situation is to strive for a 100% rate for every student at each stage of the enrollment funnel – and yes, I know am living in a dream world. By looking at this concept of perfection, we can establish our own benchmarks around three key metric categories and embark on a journey of continuous improvement.

METRIC 1:
Leads and the Importance of Source

The first metrics to keep sight of are the size of your inquiry pool and the origin source for your leads. As we know, inquiries come from a variety of sources. We purchase leads from ACT, the College Board, NRCCUA, Phi Theta Kappa, and others. Other students become leads when they express interest in our institution, such as requesting information through our website. Leads also result from our activities during the fall travel season.

Before your team hits the road, evaluate the size of your inquiry pool. Is it larger, smaller or the same size as last year? This initial metric tells you what kind of work needs to be accomplished, as you start moving students through the admissions funnel.

This initial pool, which includes purchased names, typically represents the largest portion of the admissions funnel. Two important calculations to make based on historical data are the conversion and yield rates for each source to determine the:

- Lead-to-applicant (conversion)
- Lead-to-enrolled (yield)

These metrics tell you which source of leads has the greatest likelihood of enrolling. By applying them to your current prospect pool, you can make general forecasts and set goals for your strategic plan.

One goal could be to increase a specific category of leads. Another goal could be to bolster the enrollment within a tier of prospects through specific actions. You may even want to dive deeper into the data by determining which college fairs produced the most applicants, admits and enrolled students. When you identify a college fair resulting in low yields, a director of admissions might decide to focus efforts on different activities.

Another critical area for analysis has to do with the first source of contact. Many students have multiple contacts with a college or university. For example, a student may submit an online inquiry form, attend a fall open house, and stop by your table at a fall college fair. This generates three unique contact codes in your CRM (Customer Relationship Management) system. The first source of contact is important, since it demonstrates how that student first connected to your campus, reminding all of us of the essential need to track every contact in your CRM system.

continued on next page

Another area of review is studying the combination of contact sources to determine which combination creates the greatest yield. At one university where I worked, when a campus visit was included in a student's history, their chance of enrollment increased to nearly 75%. This should be no surprise, since visiting the campus takes the most effort of all sources of contact.

METRIC 2: Stealth Applicants

With the invention of websites, social media, and smart phone apps, prospective college students can fly "under the radar." Instead of beginning the journey as a "registered inquiry" in the CRM of your college or university, they enter as an applicant. This lack of visibility has labeled them as "Stealth Applicants."

When these applicants enter at this point in the funnel, they are likely to have missed most of the communications you produced for inquiries and recruits. It is worth evaluating, if you need to play catch up. For example, if an applicant never received a viewbook, should they receive one as an applicant, or after they are admitted? What is the yield/conversion rate and what is the admit/enrolled rate for stealth applicants? How does this population compare to the non-stealth applicants? Looking at the data helps you target this group of students.

METRIC 3: FAFSA Filers

Another source of prospects for your college/university are students who file the FAFSA and send it to your institution. These students may (or may not) already be in your CRM with a previous source code. You again ask what is the yield/conversion rate, and what is the admission/enrollment rate for students who are FAFSA filers?

FAFSA filers are a lot like stealth applicants. You should consider what materials to send and what message to communicate. For FAFSA filers, effective communications should include content focused on the affordability of your institution, and options to pay for college.

A Few Last Thoughts

Besides calculating and monitoring metrics, it is important to set goals for every activity in the fall travel season. How many leads do you want/need to generate? How many applications? How many admitted students? What are the overall enrollment goals and by subpopulations (i.e., first-year students, transfer students, underrepresented populations, etc.)? Tracking goals permits you to benchmark progress.

Every year, enrollment management professionals work with a different group of students, and this year's lead pool may act differently than previous leads. When evaluating metrics, trends are important, but as one of my mentors often reminds me, "One year does not make a trend."

As you enter the fall travel season, remember to consider these metrics, so that you can achieve your enrollment goals and enroll the class of your dreams!

Christopher W. Tremblay, Ed.D., is the Director of the Strategic Enrollment Management (SEM) Endorsement Program for AACRAO and serves as a Research and Marketing Consultant for Michigan State University Gifted and Talented Education (GATE). He is an expert in all aspects of enrollment management, as well as a published author and speaker. Dr. Tremblay can be reached at cwtrem@umich.edu

360° DIGITAL ADVERTISING STRATEGIES

By Mike Wesner

These are chaotic times in the world of enrollment management communications. With an ever-expanding array of channels to manage, it can be difficult to know where to focus your energy and resources. Along with chaos, there is also great opportunity. This is especially true for schools using an integrated marketing approach that combines digital with traditional time-tested strategies into a more efficient 360-degree solution to reach future students.

While enrollment leaders are at ease with deploying direct mail and email marketing, digital is less familiar for many – and less comfortable. When you have to move up a new learning curve, it is tempting to keep doing what you have done in the past. Enrollment leaders who do not embrace digital marketing as one of their tools may wake up one day and find they are struggling to bring in their class.

To compete and consistently reach your goals, you need a 360-degree communication

continued on next page

strategy. By combining digital with traditional tactics, you create an immersive and engaging marketing campaign to build awareness, present benefits, and educate future students on your institution's value.

Digital and non-digital solutions tend to fall into one of four distinct communications quadrants along a 360-degree continuum:

- Premarketing
- Engagement
- Nurture remarketing
- Conversion

Here are five digital options (within the quadrants) to consider deploying to smooth out any gaps you may have when communicating to, and developing your pool of prospective students.

1. IP Targeting to Identify Potential Students

IP Targeting is display advertising sent directly into a selected home without a trigger. IP targeting works well as a premarketing strategy, because it does not need cookie placement for the ads to reach your audience. Once you purchase a list, a good IP targeting partner correlates the list of home mailing addresses with available home IP addresses. Match rates vary, but in my experience, you can expect rates to be slightly above 70 percent. This correlation allows every device on a home's Wi-Fi to become a landing spot for your ads. IP Targeting helps you turn your purchased list names into inquiries, applications, and deposits.

Selecting the right IP advertising partner is very important. Some companies promise high correlations and amazing results, but they accomplish this by loosening verification criteria. With broader criteria, your ads may be served to a grouping of IP addresses, instead of a single targeted home Wi-fi. As a result, some ads will be served to households that are not on your lead list, costing you money without getting the best results.

Effective IP targeting is similar to placing a flyer for your school on a family's refrigerator door, where parents and prospective students will see it every day. This daily in-home strategy helps to hyper-brand your school in the collective mind of the household. It also primes your audience for future marketing messages. When people view and process repeated advertising messages, brain neurons fire. With enough exposures, the brain learns to recognize a brand. Receptivity to future mailings and emails increases when there is familiarity and brand recognition.

2. Geo-framing

The world of geo-fencing has changed rapidly over the last eighteen months. Tech-savvy marketers are replacing it with geo-framing. This new technology allows an area to be isolated down to a single meter. To provide a point of comparison, geo-fencing is often limited to a range of 50 to 400 meters.

Geo-framing allows you to isolate a building, or an area within a community college or high school, down to the actual physical lines of the building. After framing up the buildings, you can extract the mobile devices that were present within the framed area. At enrollmentFUEL, we sometimes recommend geoEXCAVATION™ as a supplemental tactic. This technology allows you to harvest historical data from a location for a period of up to six months. Armed with this information, your provider can trace the extracted devices back to individual households, then serve the households correlated with these mobile devices with relevant ads.

3. Retargeting

We have all been retargeted, and many of us have purchased items as a result. Retargeting is also called remarketing. It is a cookie-driven solution. When you use retargeting, your digital advertising partner competes in sophisticated auctions, where bidding for the right to display your ad takes place in nano-seconds.

Retargeting has many uses. For example, you could use it to market your new Masters of Public Health program. By placing a cookie on your website, you can advertise to visitors who visit the Masters of Public Health page, after they leave the page. With reverse engineering, it is also possible to correlate the web visitor's IP address with a mailing address and send follow up mail to the household, too. Pretty cool, huh?

4. Text Messaging

Text messaging, also known as SMS messaging, supports permission-based advertising. On the Marketing Profs blog, they reported that 95% of all text messages are read within three minutes, and open rates for text messages are extremely high.[1]

An effective SMS campaign can boost engagement, inquiries, and applications. Many CRMs, like Slate, and other marketing automation platforms, such as the systems we use at enrollmentFUEL, include an option for SMS messaging. Getting started can be as simple as providing an opt-in call-to-action with a dedicated keyword or short code. For example, you could say, "Text Join to 12345 for the latest updates on scheduling your campus visit."

Some areas where texting can benefit you in a commFLOW include:

- Event updates
- News and information for engagement purposes
- Reminders
- Coupons for branded school items, like T-shirts

If you want a place to start, consider texting as a tactic to combat summer melt. Simple texts keep deposited students engaged and committed to attending.

5. Drip IP Targeting/ Retargeting Strategies to Nurture Future Students

enrollmentFUEL's digital team sees IP targeting/retargeting as part of a nurturing drip strategy that is useful in three important ways:

- It keeps you top of mind, and directs students to advertising that keeps them thinking about your school's benefits.
- IP targeting can nurture deeper connections by directing students to new information and resources. Adding new layers to a base of knowledge promotes engagement, eliminates uncertainty and dissolves subconscious concerns. Retargeting helps fan new flames, as they ignite.
- When students click on targeted ads, you collect behavioral data, providing actionable insight to help you reach your goals.

One area where you should consider using this nurturing strategy is to combat summer melt. Sure, IP targeting and retargeting won't prevent every summer romance breakup, but this important post-selling tactic is worth considering and testing. It can also be combined with a texting campaign, keeping deposited students updated on all the exciting things that lie ahead in the coming school year.

Digital techniques are here to stay. To ensure you are taking a 360-degree approach to using digital ad options effectively, you may want to consider doing a commFLOW audit. By comparing your commFLOW with the student's search for a school, you identify gaps, create alignment, and increase the ROI of your Student Search marketing.

1 Retrieved from https://www.marketingprofs.com/chirp/2017/33045/email-vs-sms-battle-of-the-heavyweights-infographic

Mike Wesner is the Founder and Chief Imagination Officer of enrollmentFUEL. He is impulsive and has been reminded by his wife for thirty plus years—all things in moderation—which is why he's a big fan of well-done direct mail in a digital world that is filled with more and more noise. You can schedule a mini idea session with Mike by emailing him at mike.wesner@enrollmentfuel.com.

GENERATION Z Goes to College

An Interview with the Authors

by Linda Bishop

Corey Seemiller, Ph.D. and Meghan Grace have a deep understanding of Gen Z's mindset, goals, values, and aspirations. Dr. Seemiller has worked in higher education for more than two decades, and currently serves as a faculty member in the organizational leadership program at Wright State University.

They met when Dr. Seemiller was Director of Leadership Programs at the University of Arizona, and Meghan Grace was a graduate assistant. In the fall of 2013, Dr. Seemiller was reading about Generation Z and sharing insights with her staff to enhance programs for the incoming cohort of students. Meghan Grace expressed an interest in learning more. They decided to partner, and in the fall of 2014, they launched their study to gather data,

continued on next page

Twelve-years-old is the age when the average Gen Z student got their first phone, according to a report from Google.[1]

YouTube is the number one online platform for teens today, according to the Pew Research Center's report, titled, "Teens, Social Media & Technology 2018."[2]

specifically from Generation Z college students.

Generation Z Goes to College was published in 2016 and contains data from their study, as well as 295 other sources. At enrollmentFUEL, we are fans of this well-researched book, and I was excited when Dr. Seemiller (Corey) and Meghan Grace (Meghan) agreed to an interview for *Octane*.

Career Preparation – Gen Z Cares!

Gen Z students believe in the power of education. They grew up during the Great Recession and watched as Millennials struggled to find jobs. The cost of education is a concern, and they are sensitive to the burdens of excessive debt. They want college to prepare them for a career, but after graduating, they don't want to settle for jobs that are not personally fulfilling. In their book, Corey and Meghan reported, "Nearly half expect to become their own bosses during their careers."[3]

Corey said, "The great paradox of Gen Z is that they are a generation that wants to be fulfilled and happy. Yet, they are very practical. They know they need money to live their life. While they will accept a lower-paying job they enjoy, they still need to feel they can achieve a level of income which makes life financially manageable."

Gen Z expects your admissions team to provide in-depth answers to questions like:

- How **exactly** will classes at your college prepare me for my career?
- What experiential opportunities (internships, research, volunteering) in my field will be provided during my college years?
- What networks and resources will be available after I graduate?
- How quickly can I expect to get a job in my field?
- What can I expect to earn?

Before the year starts, consider reviewing your outcomes brochure to ensure it covers all of Gen Z's concerns.

Their Home Away From Home

Gen Z students want college to be more than a place where they get an education – they want it to feel like a home-away-from-home.

"Many Gen X parents spent a lot of time on their own while growing up," Meghan said. "When they became parents, they chose to parent differently and spent a lot of meaningful time with their kids. As a result, Gen Z often has a close relationship with their parents and sees them as much more than a source of financial support. They invite them into conversations, ask for advice, and value their input."

Corey agreed. "Family is important, because students want a home-away-from-home college experience." On the most basic level, this means a place where the student feels safe and sustained. In *Generation Z Goes to College*, Corey and Meghan report:

- Today's students are concerned about violence. They are looking for a school that focuses on enhancing safety.
- Equity, access, inclusion, and oppression are real concerns for Gen Z students. Be ready to discuss how your institution supports inclusion to make all students feel safe, supported and welcomed.
- Gen Z is a generation that feels real stress and anxiety. Mental health issues are a concern to students and their parents. Providing counseling and mental health support is critical for this generation.

> *"Family is important, because students want a home-away-from-home college experience."*

Emotional safety is also sought. Students seek a college where they will have nurturing relationships and can be their authentic self.

"At home, they have family, friends, and teachers who care. Students want to take the support system they have at home, and find it on campus, which gives them a sense of belonging." Corey said. "One question these students are asking about colleges they consider is, 'How do I find my family on a campus?'"

While most Gen Z students are at home with technology, they are still fans of face-to-face communication, according to Corey and Meghan. The admission counselor is often the first to forge a personal connection. Conversations with a counselor provide a framework for perceptions about a school. While it is important to train counselors to talk about school benefits and financial aid, it is equally important to teach them how to be caring, empathetic listeners who are genuinely interested in students.

As Corey put it, **"Don't forget the human."**

Final Thoughts

At 25%, Gen Z represents the largest segment of our population, with the largest amount of racial diversity.[4] According to Corey and Meghan, these digital natives are loyal, compassionate, thoughtful, pragmatic, open-minded, and determined. While much has been written about this cohort, *Generation Z Goes to College* is the only book that specifically focuses on how this group makes choices about higher education. For that reason, as you think about bringing in your next class, it is definitely worth reading.

Linda Bishop is the Marketing Strategist at enrollmentFUEL. She is a subject matter expert on marketing campaign strategies, content marketing, integrated marketing using both online and offline tactics, and marketing automation. Contact Linda at linda.bishop@enrollmentfuel.com.

1 Retrieved from *https://www.thinkwithgoogle.com/interactive-report/gen-z-a-look-inside-its-mobile-first-mindset/*
2 Retrieved from *http://www.pewinternet.org/2018/05/31/teens-social-media-technology-2018/*
3 Corey Seemiller and Meghan Grace, *Generation Z Goes to College* (San Francisco: Jossey-Bass, 2016) 103.
4 Ibid, 6.

enrollmentFUEL
306 West Franklin Street, Suite F
Chapel Hill, NC 27516

US
POSTAGE
PAID
PERMIT NO

enrollmentFUEL

About enrollmentFUEL

Reach your enrollment goals with **enrollmentFUEL**. We're on a mission to create a better Student Search experience—one that is more efficient and more effective. Using tools and creative thinking, we provide results and actionable insight to the **people who recruit people.**

enrollmentFUEL has extensive expertise in geodemographic research, predictive modeling and web analytics. We combine these techniques with creative design and messaging to tell your story to your target audience. Our approach amplifies your targeted message through intelligent integration of all communication channels, including email, direct mail, ownline advertising, IP targeting, retargeting, geotargeting, and social media advertising.

If you're looking for innovative thinking, and new options to achieve success, **enrollmentFUEL** can help.

microSEARCH™

A smaller, focused Student Search campaign that is created to test new ideas or attack a very limited challenge, such as promoting a new program or fixing a deficiency that the school may be experiencing.

clickCAPTURING™

Learn which inquiries consistently return to your website with clickCAPTURING™ technology. By leveraging behavioral data with triggered communications, we can motivate prospective students to take the next step.

bannerDIRECT™

Research shows banner ads directly reach suspects and prospects at the top of the funnel. We can help you use this "billboard" strategy to create interest at the top of your funnel before and after sending mail and email.

meritBADGING™

Discover and identify the most active inquiries in your pool and provide them with the information they need to convert these super inquiries into student enrollment.

For more information contact

Mike Wesner, Chief Imagination Officer
mike.wesner@enrollmentfuel.com
919.306.8122

Jacqui Elliott, President
jacqui.elliott@enrollmentfuel.com

enrollmentFUEL.com