

ZANE STATE COLLEGE

ZSC

2018-2019 Academic Year

MARKETING AND ~~RECRUITMENT~~ Enrollment Plan



EXECUTIVE SUMMARY

As the second iteration of the Marketing and Recruitment Plan expands to become the Marketing and Enrollment Plan, this blueprint builds upon strategies brought forth in the first edition. It also takes a deeper plunge into data, getting to the core of what is causing the dip in enrollment and providing insight for data-driven decisions to tackle the enrollment problem head-on from marketing to admissions to enrollment to retention.

Beyond revealing the challenges that are impacting enrollment, there are specific strategies outlined to address them. In addition, the plan contains prospective student-decision trees and communication timelines for multiple audiences that detail expectations for accountability.

As before, this is a living document that can be updated in real time as the College uncovers information and receives feedback on practices. On several pages, there is a blue blox similar to the one at the bottom of this page. The boxes highlight specific actions to address enrollment challenges.

The Enrollment Goals chart on the right reveals the enrollment goales for the next three semesters.

Enrollment Goals	
	New Students
Summer 18	92
Fall 18	383
Spring 19	125

Actions

- The data team is currently working to determine retention goals for each of the next three semesters. These numbers are intended to be ready for the March board meeting.

CHALLENGES



Declining enrollment has plagued higher education in recent years. There are several factors Zane State College is addressing, including enrollment barriers, transfer perception, and customer service. However, there are multiple key factors the College does not have direct control over. Regardless, the College is using data to take actions to address key challenges (when possible) that include:

- shrinking high school graduating classes.
- improving economy.
- aging population.
- increasing competition.
- graduating students faster.

In this report, you will read what we have learned about our students, factors impacting enrollment, and strategies in place and being implemented to address challenges.

High School Prediction

The chart to the right details how many seniors each of ZSC's target schools have in 2018, along with conversion predictions. The chart also projects the College's share of 2018 and 2019 seniors. The formulas are explained on the next page.

In this iteration, it was decided to pull enrollment numbers from the state versus transcripts as in the last plan. Thus far, The College has had the opportunity to predict one year based on state data and missed by less than one percentage point.

*No previous data to develop a three year average for career centers nor community schools. This number could change drastically.

High School enrollment data from Ohio Department of Education.

Grad Conversion

High School	2018 Seniors	Projected % applied	Projected % enrolled	Projected enrolled	Share of Seniors	2019 Projected Seniors	Projected enrolled
Primary Focus - Tier One							
Cambridge High School	106	16%	31%	5	5%	98	5
John Glenn High School	112	20%	49%	11	10%	121	12
Maysville High School	128	31%	26%	10	8%	113	9
Meadowbrook High School	120	19%	45%	10	8%	111	9
Mid-East Buffalo	128	23%	37%	11	9%	128*	11
Mid-East Zanesville	297	13%	70%	27	9%	297*	27
Philo High School	94	25%	44%	11	11%	94	11
Shenandoah High School	49	32%	41%	6	13%	34	4
Tri-Valley High School	174	17%	53%	16	9%	179	16
West Muskingum High School	87	21%	36%	7	8%	97	7
Zanesville High School	159	29%	30%	14	9%	158	14
Primary Total	**1454**			**128**		**1430**	**125**
Primary Focus - Tier Two							
Bishop Rosecrans High School	32	16%	44%	2	7%	31	2
Buckeye Trail High School	65	24%	50%	8	12%	41	5
Caldwell High School	54	19%	36%	4	7%	38	3
Foxfire High School	65	17%	19%	2	3%	64	2
Zanesville Community High School	26	17%	20%	1	3%	46*	2
Primary Total	**242**			**17**		**220**	**14**
Secondary Focus - Tier One							
Crooksville High School	73	31%	20%	4	6%	60	4
Morgan High School	157	11%	37%	7	4%	129	5
Sheridan High School	172	7%	40%	5	3%	159	4
Secondary Total	**402**			**16**		**348**	**13**
Secondary Focus - Tier Two							
Coshocton High School	72	11%	22%	2	2%	59	1
Miller High School	36	14%	13%	1	2%	28	1
New Lexington High School	113	11%	9%	1	1%	108	1
Ridgewood High School	60	10%	39%	2	4%	59	2
River View High School	119	9%	34%	4	3%	116	4
Secondary Total	**400**			**10**		**370**	**9**
Grand Total	**2498**			**171**		**2371**	**161**

Tiers

Recruitment tiers are reviewed and updated annually based on changes within school districts. Below are the primary criteria used to define them.

Primary Focus – Tier One
High Schools in service counties (Muskingum, Guernsey, and Noble) that provide the largest amount of access and promote the highest participation in ZSC recruitment efforts/activities.

Primary Focus – Tier Two
High Schools in service counties that grant less access, but are still a focus for ZSC recruitment efforts/activities.

Secondary Focus – Tier One
High Schools outside ZSC's service area, but grant the largest access and promote the highest participation in ZSC recruitment activities.

Secondary Focus – Tier Two
High Schools outside ZSC's service area and grant less access.

Formula

The formulas used in the Grad Conversion chart are calculated by:

- 2019 Seniors = Appropriate class times (average class reduction per high school for past three years). I.E. For 2019 seniors, the 2017-18 junior class was used and mutliplied by the average class change over the past three years to predict the the number of 2019 seniors.
- Projected percent applied = Average number of grads applying per high school from 2015-2017.
- Projected percent enrolled = Average number of applicants per high school enrolled from 2015-2017.

Actions

To combat the situation of smaller high school graduating classes, the College is taking multiple approaches.

- Five area schools, Buckeye Trail, Cambridge, Philo, Shenandoah, and West Muskingum will be targeted to grow recruitment during the 2018-19 academic year. These schools were chosen for a variety of reasons, but in large part due to a change in school counselors which results in an opportunity for more student access.
- A focus on increasing conversion rates. Details on page 13.
- A campaign to target all high school counselors in ZSC's recruiting region to ensure they are aware of the benefits of a ZSC education.
- A goal for share of each high school class will be set per tier with strategies to support it.

IMPROVED ECONOMY

Looking back to fall 2012, the age groups 30-34 and 40-49 together accounted for 20 percent of ZSC's enrollment. In fall 2017, these age groups only accounted for 10 percent of the College's enrollment. In 2012, students attending with a GED made up 11 percent (242 students) of enrollment. That number shrank to 4 percent (42 students) in fall of 2017. The College's Pell eligible students also decreased from 70 percent to 51 percent in the same time frame.

In 2012, the College's enrollment was still benefiting from the Great Recession. As the economy improved, the College experienced a decrease in enrollment, especially with the non-traditional (25 years of age and older) students. The chart below highlights the top ten counties where enrollment comes from and a few key factors impacting enrollment.

			Unemployment			
County	2016 Population Estimates	High School Graduates Ages 25 and Over	2014	2015	2016	2017
Muskingum	86,068	86.5%	7.1	6.1	6.0	5.6
Guernsey	39,063	84.5%	6.7	6.3	7.0	6.1
Licking	172,198	90.4%	5.2	4.4	4.3	4.1
Perry	35,927	83.9%	7.4	6.5	6.2	5.9
Coshocton	36,602	85.7%	7.5	6.3	7.0	6.7
Noble	14,294	84.1%	7.6	7.4	8.6	7.2
Morgan	14,804	87.7%	7.8	7.3	8.1	6.8
Fairfield	152,597	91.7%	5.0	4.2	4.2	4.2
Franklin	1,264,518	90.4%	4.9	4.1	4.0	4.0
Belmont	68,673	89.9%	6.7	6.3	7.4	6.3

Data from Census.gov and the Bureau of Labor Statistics.

Actions

- A team has formed to develop a new strategy for ZSC Scholarships (that will complement the ZSC Foundation scholarships). Currently nearly all College supported scholarships are only available to current and graduating high school students. The goal is to reallocate a portion of the scholarship fund to high school students, non-traditional students, and select in-demand programs.
- Launch a non-traditional cohort. Details on page 15.

OLDER AND ...



Even in 2012, when enrollment was surging, only four percent (104) of ZSC students were age 50 and older. In the fall of 2017, that number was three percent (36) students.

Ohio's population, especially the southeastern part of the state, is aging. By 2020, nine of the top 10 counties that ZSC draws enrollment from will have at least 20 percent of residents age 60 and over. For details, refer to the Percent of Population 60 Years and Older chart on this page.

This creates a challenge as there are fewer individuals likely to enroll in college. Which means the College needs to be more deliberate in recruiting applicants and converting a higher percentage into students. It is more important than ever to base decisions in data, because the error of margin is shrinking.

Percent of Population 60 Years and Older			
	2000	2010	2020
Muskingum	19%	21%	24%
Guernsey	19%	23%	28%
Licking	16%	19%	23%
Perry	16%	18%	23%
Coshocton	20%	22%	27%
Noble	17%	18%	26%
Morgan	21%	26%	35%
Fairfield	15%	17%	20%
Franklin	13%	15%	18%
Belmont	23%	24%	30%

Data from the Scripps Gerontology Center at Miami University.



MORE COMPETITION

For decades, a student had three choices for higher education if they wanted to live and study in Muskingum county. Today, there are hundreds of choices. Competitors, from big-budget schools including Arizona State University, established online accreditors led by Southern New Hampshire University, and proprietary schools including the University of Phoenix, recruit anywhere and everywhere.

Online education caused a transition in how students pursue a degreee. For details on the growth of online degrees, refer to the Undergrads Obtaining Fully Online Degrees chart on the right.

The College added three online offerings, Business, Health Information Management Technology, and Office Administration, in the fall of 2017.

Nationwide Undergrads Obtaining Fully Online Degrees	
2003	3.8%
2011	6.5%
2014	14%

Data from National Center for Education Statistics.

Actions

- For the 2018-19 academic year, Marketing will request a modest budget to pursue a targeted online campaign to promote online programs within the state of Ohio. Strategies will include search engine optimization for specific searches and demographic profiling. Marketing will also utilize data from the ZSC Strategic Market Alignment group that gathered information indicating which careers are in-demand in various parts of Ohio and promote the corresponding degree.
- Marketing and Recruitment will also market these degrees locally to individuals who are unable and/or do not want to attend classes on campus.

UNINTENDED CONSEQUENCES



Preparing students for the next stage of their life is at the heart of ZSC. Data has recently revealed the College is doing an excellent job. However, it is important to remember, by graduating students faster there is a direct impact on enrollment. Comparing 2012 to 2017, data reveals students are entering the College with more credit hours, taking more credit hours per semester, and need fewer credit hours to graduate. Details are shown in the College Credit Chart on this page. The Faster to Graduation Chart on this page shows how quickly students are graduating. All of this is good news for the students and speaks to the efforts of the College, but at the same time reduces enrollment.

College Credit Chart		
College Credit	**2012**	**2017**
at enrollment	5.17	7.84
per semester	13.3	13.8
at graduation	80.4	*71.7**

**Represents the 2015 cohort*

Faster to Graduation Chart			
	Grad at 2 Yrs	**Grad at 3 Yrs**	**Grad at 4 Yrs**
2012	9.9%	24.2%	31.8%
2013	13.7%	29.4%	35.2%
2014	23.0%	40.9%	47.1%
2015	26.4%	45.1%	

Data represents fall full-time cohorts achieving associate degrees.

Actions

- This data will be used by Marketing and Recruitment staff to communicate how much more likely students are to succeed at ZSC. The message will be focused on specific populations, mostly parents and non-traditional students. Details on page 16.
- Understanding these numbers will also enable the College to more accurately predict enrollment that includes retention numbers.

WHO ARE ZSC STUDENTS

The profile on this page was built from a snapshot of fall 2016 and 2017 ZSC students. The charts exclude College Credit Plus and students enrolled through employer contracted programs.

Top Counties	2016 #	2016 %	2017 #	2017 %
Muskingum	679	51%	607	51%
Guernsey	256	20%	248	21%
Licking	83	6%	71	6%
Perry	83	6%	65	5%
Coshocton	60	5%	55	5%
Noble	54	4%	52	4%
Morgan	28	2%	28	2%
Franklin	10	1%	14	1%
Fairfield	18	1%	13	1%
Belmont	10	1%	10	1%

Top ZIP Codes	2016 #	2016 %	2017 #	2017 %
43701	423	32%	365	30%
43725	124	9%	129	11%
43830	66	5%	53	5%
43055	49	4%	41	3%
43723	35	3%	39	3%

Gender	2016 #	2016 %	2017 #	2017 %
Female	728	55%	682	57%
Male	592	45%	518	43%

Ethnicity	2016 #	2016 %	2017 #	2017 %
African American	44	3%	38	3%
American Indian	3	0%	7	1%
Asian	3	0%	7	1%
Caucasian	1,192	90%	1078	90%
Hispanic	4	0%	2	0%
Multi-racial	45	3%	44	4%
Unknown	26	2%	25	2%

Marital Status	2016 #	2016 %	2017 #	2017 %
Divorced	6	0%	6	0%
Married	60	5%	39	3%
Single	1,123	85%	954	79%
Unknown	131	10%	202	17%

Data from ZSC Institutional Research.
**Percentages are based on number of students: 1,201 for 2017 and 1,320 for 2016.*

Household Income	2016 #	2017 #
Average	$47,776	$45,890
Median	$36,705	$32,973

Father's Education	2016 #	2016 %	2017 #	2017 %
Middle School	49	4%	45	4%
High School	631	48%	521	43%
College or beyond	367	28%	316	26%
Unknown	273	21%	319	27%

Mother's Education	2016 #	2016 %	2017 #	2017 %
Middle School	65	5%	61	5%
High School	591	45%	502	42%
College or beyond	317	24%	252	21%
Unknown	347	26%	386	32%

	2016 #	2017 #
Average Age	25	24

Know Your Customer ... *Know Who Isn't Your Customer*

The College is currently working to develop additional profiles for different age segments including non-traditional students and also students who start the application process and never enroll. The goal is to identify a factor the College can address to increase conversion percentages.

What About College Credit Plus (CCP) Students?

The College is taking a detailed look at CCP demographics starting with fall of 2016 through spring of 2018. Some early insights about students taking CCP at local high schools from ZSC and matriculated to the College are:

- 28 percent have a GPA of 3.75 to 4.0
- 23 percent have a GPA of 3.0 to 3.25
- 23 percent took three hours
- 15 percent took six hours
- John Glenn High School students matriculated the most at 14 students (23%)
- Meadowbrook High School students matriculated the second most at 9 students (11%)

Actions

- Having this data will enable Marketing to continue an impactful transition to digital and social advertising, so they can market directly to individuals most likely to attend ZSC.
- The CCP data will provide insights to what type of student is matriculating, if certain classes in the high schools are more impactful etc. Once the profile is completed, recruitment strategies will be built around it.
- The College will also collect data on students eligible for Pell in the summer (applicable starting in summer 2018) and Marketing will prepare a campaign in conjunction with Student Services to promote to those students going forward.



WHAT STUDENTS WANT

Everybody expects superb customer service. For years, students and employees praised the "Personal Touch" philosophy at ZSC. Due to changing times, higher expectations, and a change in focus, the College experienced unsatisfied potential and current students in recent years. Below is a list of items that have been implemented to collect additional information so the College can react to data and not anecdotal information.

Student Surveys

In the last year, the College surveyed students at Honor's Day and Welcome Day to collect feedback on student experiences at events. This practice will continue and expand to include other events. In addition, an online survey was recently implemented to collect feedback on experiences during a visit to Student Services for both new and current students.

Faculty Focus Groups

In late 2017, all faculty were invited to participate in a Focus Group on the service provided by Student Services. This information is being used to improve how the area supports faculty when working to enroll students.

Customer Service Training

Last year, employee training built upon the Walt Disney Company's customer service model was conducted. Throughout several trainings, employees came to the conclusion, their overall purpose at the College was to "help students better their lives." The goal is to motivate each employee to feel empowered to examine their daily tasks and make suggestions on things they can do to help students.

Enrollment Barriers

Over the course of the last two semesters, situations arose that generated questions of whether the College had practices in place that were best for the student or the College. Did certain procedures create unintended barriers? A team is addressing and searching for potential barriers.

Secret Shopping

A few secret shopping sessions were conducted recently providing feedback on things the College does well and areas that can be improved. The biggest opportunity revolved around employees occassionally using language students do not understand.

Actions

- Data will be collected, analyzed, and acted upon throughout the year to either improve or acknowledge good service when applicable.
- The Billing Aid Registration and Refund Team is addressing any potential enrollment barriers and suggesting solutions.
- The College is reviewing employee language and offering student friendly terminology.

FEWER PROSPECTS MORE STUDENTS



The College is aware that locally, the number of high school students is shrinking. More non-traditional students are choosing employment during this upturn in the economy. The population is aging to a point they are much less likely to enroll in higher education. Competition has increased from online degrees and neighboring universities and colleges expanding their recruitment reach. Although ZSC is continuing to search for new ways to recruit additional students, the College is also closely examining how to convert a higher percentage of applicants, in response to decreasing conversion percentages. For details see the Conversion Percentages chart on the left.

Conversions Percentages (from one stage to the next)				
	2015	2016	2017	2018 - GOAL
Applied to Accepted	55%	52%	51%	54%
Accepted to Enrolled	67%	57%	63%	66%

Chart explanation: in 2015, 110 students apply, 55 percent/61 students reach the acceptance stage, of those students, 67 percent/41 enroll.

Actions

- New conversion communication pieces written, designed, and distributed with a marketing/sales approach versus an information push were recently put into place for students moving from applied to accepted. The College is now looking at all communications from all departments. The new strategy takes into account that potential students could be considering other schools until the first day of classes.
- A second set of conversion communications is being developed to target non-traditional students with appropriate images and language.
- Use of appropriate advertising messages at the appropriate time. In the past the College would advertise to enroll for fall semester up until the first day of fall classes. Few potential students would actually show up in the last few days and even then, would struggle to complete the enrollment process (FAFSA, transcripts, testing, etc.). Using data on how long students typically take to enroll, the College will use targeted messages and time advertising for the greatest chance of completion. This also enables the College to better utilize the advertising budget.
- Promote an enrollment timeline. The College has always shared a list of items that potential students needed to complete to enroll, but not an estimated timeline to complete them. This led to students showing up late and becoming frustrated because they could not complete the items needed for enrollment. Going forward an estimated enrollment timeline will be published online and referenced in numerous enrollment pieces including letters, meetings, the college guide, and a poster in the Student Services Office.



FIRST IMPRESSIONS

In pursuit of constant improvement, last year each team in the enrollment area reviewed what they do. One item that rose to the top was recruitment presentations. The current model is very similar to what most colleges present. Financial aid, programs, campus activities, faculty to student ratios, etc. Information was delivered, questions answered, and materials distributed. These are all very important items, but when everybody (competing colleges) have a similar product how do you stand out?

Therefore, a team came together and developed multiple ideas for different recruitment presentations. Topics, delivery, and follow-up were all addressed. Two objectives were settled on, first to deliver the information that students want and to do so in a memorable method.

Another item that rose to the surface was campus tours. A new strategy has been developed and the first test-runs will occur in spring of 2018. The concept is to streamline the delivery of information that is essential for moving students through the admissions process. During a new tour, students have the opportunity to attend a presentation about ZSC, take a campus tour, receive admissions/financial aid information, meet current students, and potentially engage with faculty within the field the student wants to study.

Actions

- The first two recruitment presentation variations are being completed with a test-market roll out expected for spring of 2018. The presentations will still contain all the vital information, but one presentation will utilize memes and the other will address topics that were once considered taboo—ZSC is 13th grade, etc.
- The new recruitment presentations will include multi-media and incorporate social media when possible.
- Feedback on presentations will be gathered and used to drive additional changes and updates.
- Presentations will be routinely reviewed, to ensure they are timely and meeting objectives.
- Test run new campus tours and collect feedback from students and faculty to gauge the effectiveness and feasibility of new model.

NON-TRADITIONAL



As the economy improved, the non-traditional (ages 25 and older) student population at the College has decreased. In fall 2012, 48 percent of students were non-traditional. That number shrank to 29 percent by fall of 2017. So how can the College grow the non-traditional enrollment in a strong economy?

Specially Designed Cohort

In January, a non-traditional enrollment team led by Dr. Brown came together with the intent to finalize a plan to enroll more non-traditional students. That plan is due by April 1. The team is in the final stages of gathering and reviewing data and even started marketing templates. The general concept is to launch a specific cohort with a concierge approach. A locally in-demand program will be chosen and students will meet every Thursday night, in the same location at the College (whenever possible) for the duration of their degree. They will also have one point of contact for all of their needs outside of the classroom. The cohort will not start until a minimum number is enrolled. At this time none of this is final, but other colleges have had success with similar methods.

Conversion

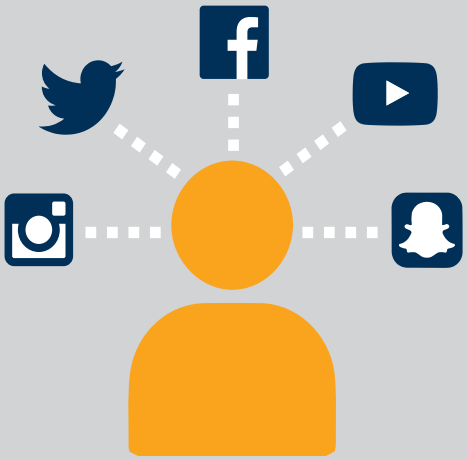
A small sample of preliminary data revealed, that on average, the individual who applies and does not enroll is two years older than the individual who does enroll. Going forward, the College will continue to examine additional data.

Displaced Workers

Even in a strong economy, there are still businesses closing and downsizing. In January, all of Admissions, Student Services, and Marketing met with Ohio Jobs and Family Services (OJFS) to learn more about the services offered to shrinking companies and discover ways the College could assist. The Recruitment team continues to work with OJFS to make sure ZSC is represented in each closing or downsizing that is appropriate. The Admissions team is also exploring opportunities to connect with displaced workers through weekly meetings hosted by OJFS.

Actions

- To launch the non-traditional cohort in fall.
- Analyze the results of the non-traditional cohort and determine if a cohort for a second program is viable.
- To work in tandom with OJFS to offer solutions to displaced workers.
- To develop a conversion packet for non-traditional students that depict an older population, uses a mature tone, and speaks to different objectives.



COMMUNICATING

So where does Marketing fit in? Everywhere. In addition to creating support pieces for each area of recruitment and retention, Marketing also drives brand, including voice, messaging, and appearance. This section highlights significant current and future projects.

Messaging

Marketing already uses different messages for different audiences and outlets. In the coming year, Marketing will conduct focus groups and surveys to continue fine-tuning the highest impact content. Below are the approaches currently in use.

College Credit Plus

- Because One Size Does Not Fit All (CCPC vs CCPH)
- College Credit = Super Savings!

Direct from High School

A variety of messages are used depending on the topic and the subgroup within high school. In general, messages for this group are casual and inspirational.

- What's Your Style? (classroom vs. online learning)
- Your Next Chapter Begins Here

Traditional Students (one year removed from high school through 24 years of age)

Emphasis on getting a *better* job.

- Do you want more out of life? Most of us do. When you earn your degree from ZSC, you open more doors, have more opportunities, and get the attention of more employers. More is in store for you, and ZSC is here to help you along the way.

Parents of High School Students

Focus on the savings and opportunities ZSC is providing to students.

- Save your students thousands through College Credit Plus and thousands more after high school with ZSC.
- Graduating students 30 percent better than any other community college in Ohio.

Non-traditional Students (ages 25 and older)

For older students, content focuses on obtaining those things that have eluded them.

- You Have Salary Goals. We Have Options.
- The Way to a Better Life.



Social Media

Have you ever lived something 24/7? Marketing does. Current College platforms include: Facebook, Twitter, Snapchat, Instagram, YouTube, and LinkedIn. In a world of instant gratification, few things demand as much attention. The goal is to connect with potential and current students and the community when it is convenient for them. Social media requires quick action and frequent attention; thankfully, the efforts are easily measurable.

Fall Dean's List Post on Facebook:

- Reach: 21,600 in 2017 vs. 47,600 in 2018
- Clicks: 1,600 in 2017 vs. 4,300 in 2018
- Reactions, comments, and shares: 1,100 in 2017 vs. 2,300 in 2018

The Good and the Bad

With social media, it is not always thank you and great job. Negative comments are to be expected. When this happens, Marketing addresses the comment as appropriate and provides customer service through outreach. Time is of the essence, so they quickly respond. If not, the message could spread and damage the brand. With that in mind, Marketing has a 100 percent response rate with an average 60-minute response time for social media. Individuals pay close attention to these factors, so it is important to demonstrate the College quickly and consistently responds to private messages.

Actions

- To work with College partners to release a web update this summer. Updates are geared to improve the user experience. New entry points will encompass the same language ZSC front-line recruiters use and include links to relevant information for each of the potential student markets. For example, an entry point button for high school students will change from "High School Students" to "Graduating High School 2018 or Later?" and "Graduated High School Before 2018?"
- Redesign Admissions primary recruitment piece for the 2018-19 academic year to increase student usability.

PATH TO ENROLLMENT

Type	Location	17-18 Actual	18-19 Goal
September		**25 Applications**	**30 Applications**
College Fair	Knox Co. Career Center	30 Contacts	30 Contacts
College Fair	Knox Co. College Night	20 Contacts	25 Contacts
College Fair	Swiss Hills Career Center	20 Contacts	20 Contacts
College Fair	Mid Ohio Valley	11 Contacts	12 Contacts
Presentations/Info Night	Zanesville HS	40 Contacts	45 Contacts
Presentations/Info Night	Philo Junior High	110 Contacts	110 Contacts
October		**115 Applications**	**110 Applications**
College Fair	SE Ohio Regional	30 Contacts	30 Contacts
College Fair	ZSC/OUZ	100 Contacts	100 Contacts
College Fair	ECOT	1 Contact	0 - Discontinued
College Fair	River View HS	18 Contacts	28 Contacts
College Fair	Coshocton CARES	45 Contacts	40 Contacts
College Fair	Guernsey County	30 Contacts	25 Contacts
Presentations/Info Night	Sheridan College Panel	18 Contacts	25 Contacts
High School Recruiting Visit	Bishop Rosecrans HS	2 Contacts	2 Contacts
High School Recruiting Visit	Buckeye Career Center	43 Contacts	31 Contacts
High School Recruiting Visit	Caldwell HS	2 Contacts	2 Contacts
High School Recruiting Visit	Cambridge HS	7 Contacts	4 Contacts
High School Recruiting Visit	Coshocton HS	10 Contacts	18 Contacts
High School Recruiting Visit	Crooksville HS	11 Contacts	7 Contacts
High School Recruiting Visit	CTEC	50 Contacts	55 Contacts
High School Recruiting Visit	Franklin Local Community School	0 Contacts	Re-establish Contact
High School Recruiting Visit	John Glenn HS	2 Contacts	5 Contacts
High School Recruiting Visit	Lakewood HS	0 Contacts	6 Contacts

Goals are based on a three year average.

Type	Location	17-18 Actual	18-19 Goal
October (continued)			
High School Recruiting Visit	Maysville HS	3 Contacts	10 Contacts
High School Recruiting Visit	Meadowbrook HS	9 Contacts	11 Contacts
High School Recruiting Visit	Mid-East Zanesville	8 Contacts	20 Contacts
High School Recruiting Visit	Mid-East Buffalo	30 Contacts	31 Contacts
High School Recruiting Visit	Philo HS	5 Contacts	10 Contacts
High School Recruiting Visit	Tri-Valley HS	1 Contact	11 Contacts
High School Recruiting Visit	Miller HS	4 Contacts	4 Contacts
High School Recruiting Visit	Morgan HS	9 Contacts	9 Contacts
High School Recruiting Visit	New Lexington HS	5 Contacts	4 Contacts
High School Recruiting Visit	Riverview HS	5 Contacts	10 Contacts
High School Recruiting Visit	Shenandoah HS	3 Contacts	11 Contacts
High School Recruiting Visit	Sheridan HS	3 Contacts	3 Contacts
High School Recruiting Visit	West Muskingum HS	5 Contacts	20 Contacts
High School Recruiting Visit	Zanesville HS	24 Contacts	20 Contacts
November		**148 Applications**	**128 Applications**
College Fair	Cambridge HS College/Career Fair	15 Contacts	20 Contacts
Presentations/Info Night	Mid-East Buffalo Resource Night	5 Contacts	13 Contacts
Presentations/Info Night	Mid-East Zanesville Opportunity Fair	37 Contacts	24 Contacts
Presentations/Info Night	FoxFire HS Panel	75 Contacts	75 Contacts
Application Day Events	Cambridge HS	7 Contacts	25 Contacts
Application Day Events	Crooksville HS	72 Contacts	49 Contacts
Application Day Events	John Glenn HS	60 Contacts	60 Contacts
Application Day Events	Knox Co. Career Center	5 Contacts	5 Contacts
Application Day Events	Lakewood HS	9 Contacts	10 Contacts
Application Day Events	Maysville HS	17 Contacts	40 Contacts
Application Day Events	Mid-East Buffalo	30 Contacts	50 Contacts
Application Day Events	New Lexington	60 Contacts	57 Contacts
Application Day Events	Newark HS	13 Contacts	14 Contacts
Application Day Events	Philo HS	50 Contacts	50 Contacts
Application Day Events	Zanesville HS	60 Contacts	70 Contacts

Type	Location	17-18 Actual	18-19 Goal
December		**57 Applications**	**110 Applications**
Classroom Presentations	As requested	78 Contacts	70 Contacts
January		**83 Applications**	**91 Applications**
Presentations/Info Night	HS - Ethnic Food Fair	20 Contacts	20 Contacts
Classroom Presentations	As requested	111 Contacts	100 Contacts
Off-campus Recruiting Event	High School Basetkball Games w/Monado	0 Did Not Occur	20 Contacts
February		**68 Applications**	**85 Applications**
College Fairs	Buckeye Career Center College Fair	30 Contacts	30 Contacts
General Presenation/Info Night	Elementary College Info Day		100 Contacts
Classroom Presentations	As requested	30 Contacts	50 Contacts
Off-campus Recruiting Event	High School Basetkball Games w/Monado	20 Contacts	20 Contacts
March		**GOAL - 93 Applications**	**TBD**
College Fairs	Buckeye Career Center College Fair	30 Contacts	30 Contacts
General Presenation/Info Night	Foxfire HS Career Exploration Event	200 Contacts	200 Contacts
General Presenation/Info Night	MCCF College Night	55 Contacts	53 Contacts
Classroom Presentations	As requested	20 Contacts	20 Contacts
April		**GOAL - 95 Applications**	**TBD**
College Fair	Tri-County Future Fair	15 Contacts	15 Contacts
Classroom Presentations	As requested	20 Contacts	20 Contacts
May		**GOAL - 130 Applications**	**TBD**
College Fair	Buckeye Trail College Fair	20 Contacts	20 Contacts
Classroom Presentations	As requested	20 Contacts	20 Contacts

February through May data reflects goals vs actual numbers because this report was completed prior to these months. Goals for February through May 2018-19 will be set after these activities are completed.

BRINGING PROSPECTS TO FACULTY



The chart below highlights key opportunities for faculty to engage with potential students on campus. The one exception is the FoxFire event, however, it is included because it deals with such large numbers of students and faculty participation.

In addition to exposure to faculty, Admissions will follow-up with contacts within two business days.

When	Category	Participation	Audience	Approximate # of Students	Location
October 2018	Program Exploration	10-12 Programs	Maysville Freshmen	125	Zanesville Campus
November	Requested Programs	3-4 Programs	Career Centers Juniors/Seniors	35	Zanesville Campus
November 7	Volunteers	5-6 Programs	Mid-East Cambridge Sophmores	20	Cambridge Campus
November 14	Volunteers	5-6 Programs	Mid-East Zanesville Sophmores	35	Zanesville Campus
December	Program Exploration	5-6 Programs	5th - 6th grades	125	Zanesville Campus
February 2019	Program Exploration	3-4 Programs	Upward Bound and Gear Up	30	Zanesville Campus
February	Program Exploration	3-4 Programs	Upward Bound and Gear Up	30	Cambridge Campus
March 19	Program Exploration	12 Programs	FoxFire	200+	FoxFire
March 22	Program Exploration	All Programs	Juniors - Road Trip	200+	Zanesville Campus
April	Program Exploration	3 Programs	High School	30	Both Campuses
May	Program Exploration	3 Programs	High School	30	Both Campuses
Year-Round	Campus Tours	TBD	All	65	Both Campuses
Year-Round	CCP Class Visits	TBD	CCP Students	20-25 per visit	Both Campuses
February	CCP Bring a Friend	TBD	Friends of CCP students 7th - 12th	TBD	Both Campuses

Dates are approximate until high schools finalize.



IMPROVING THROUGH DATA

The world changes and work changes, again, and again. When everything changes so much, how does the College know which new strategies are working? By tracking everything possible. In the upcoming year, Marketing, Admissions, CCP, Student Services, and TRIO will track communication efforts down to individual pieces. This is an effort to validate which forms of communication work best and how many times a student needs contacted to motivate them to action. The actual tracking documents are quite large and complex and record: return calls, web visits, social media engagement, visits to Student Services, action taken, etc. along with which method and timeframe it took to create the action. Once the data is collected and analyzed, the College can make informed decisions based upon how many times to contact a student and which method to utilize. A simplified, fictional version is shown in the Communication Tracking Sample chart on the right.

Communication Tracking Sample

	Inquiry Packet Sent	Inquiry Email Sent	Inquiry Call Made
October 1	3% Response Rate (3)		
October 10		1% Response Rate (1)	
October 17			4% Response Rate (4)

Feedback

In addition to tracking each communication piece, the Admissions team will institute surveys for non-attendees. Every individual who starts the application process but fails to complete it will be contacted and asked to complete a survey that provides insight as to why they did not enroll at ZSC. Various survey methods will be used in this initial benchmark year including email, mail, texting, and phone calls. In addition to tracking feedback we will also track which method produced the greatest ROI which will become our primary strategy in future years. To encourage participation, all participants will be entered into a drawing for a prize, i.e. Amazon gift card, gas gift card, etc. The College will experiment with the number of gift cards and the amount during the benchmark year. Surveys will be conducted for fall, spring, and summer semesters. Feedback will be used to guide future efforts and could include anything from changing communication pieces to scholarships to services the College promotes during this critical conversion time.

Actions

- Install a consistent tracking system across several departments to determine which forms of media have the best ROI.
- Launch a survey for non-attendees to learn where the College fails during the conversion process.

UTILIZING 4DX



A big focus has been placed on utilizing resources available in-house. It is important to note, the 4DX tool has had a big impact on staff and results.

For example: In an effort to measure marketing, the Marketing team used Google Analytics to capture web traffic data to use in their Wildly Important Goal (WIG).

By implementing geo-fencing digital advertising, the Marketing department saw a 15 percent increase in web traffic in November 2017 versus an average of October and December. This advertising strategy shows promise. Marketing continues to track unique web visits to compile more data that can be used as benchmarks for setting goals and gauging success.

Part of the motivation for exploring new strategies was a result of implementing 4DX. By using this tool to track data and set goals, Marketing was prompted to watch the data on a weekly basis and continually be creative about how to drive additional traffic to the website to achieve their goal.

Other departments have also had success using 4DX, with Admissions processing paperwork faster and focusing on different segments of enrollment. The CCP team is creating awareness around pro-gram pathways that can be started in the high schools and finished on campus. Student Services is completing a Student Voice project where they sought ZSC's student input on a variety of topics. TRIO uses the tool to stay on track with advising and contact points with students. The more 4DX is utilized and the more data that is collected, the more sophisticated the efforts become resulting in better results.

Actions

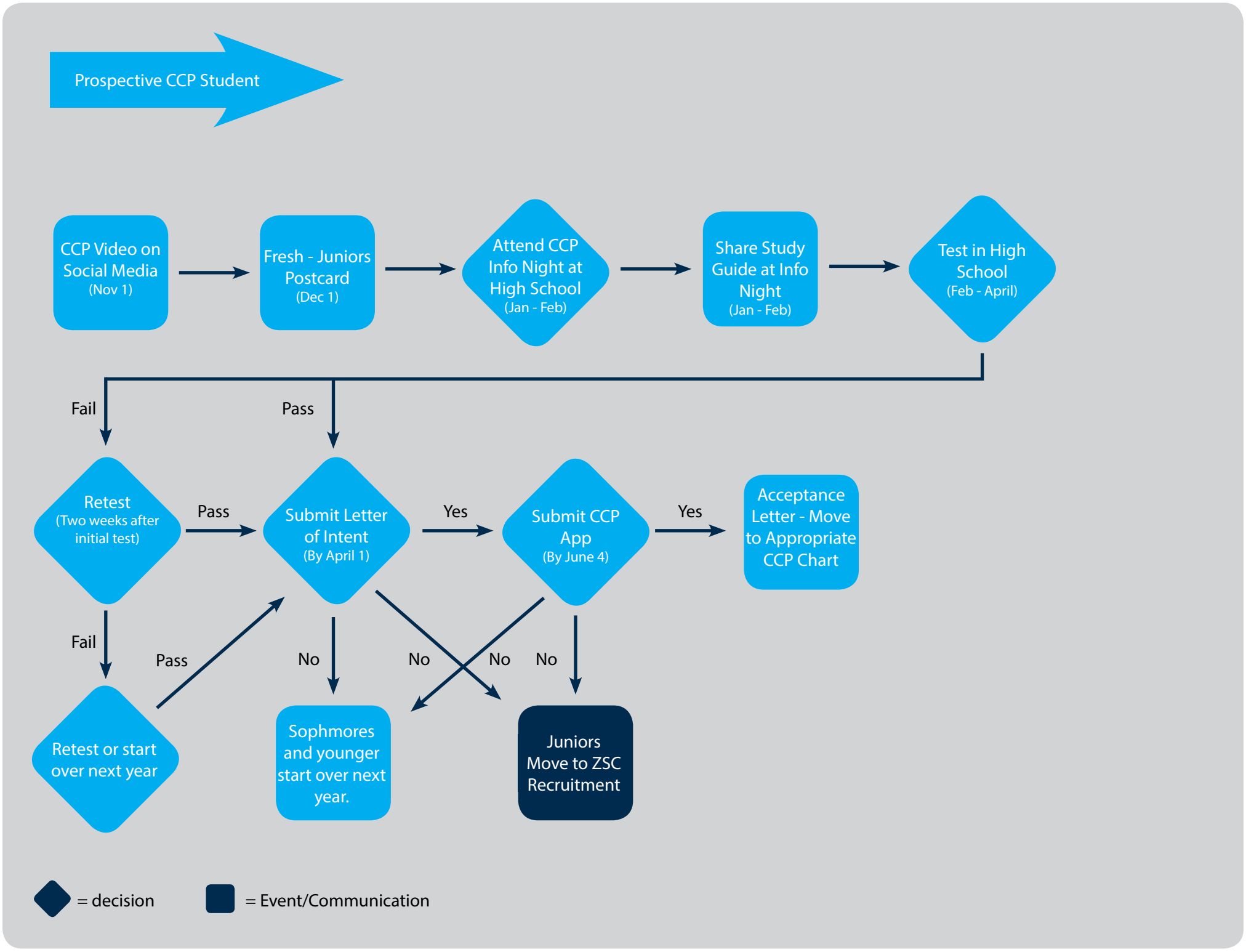
- To improve results by analyzing data collected through 4DX in previous years.

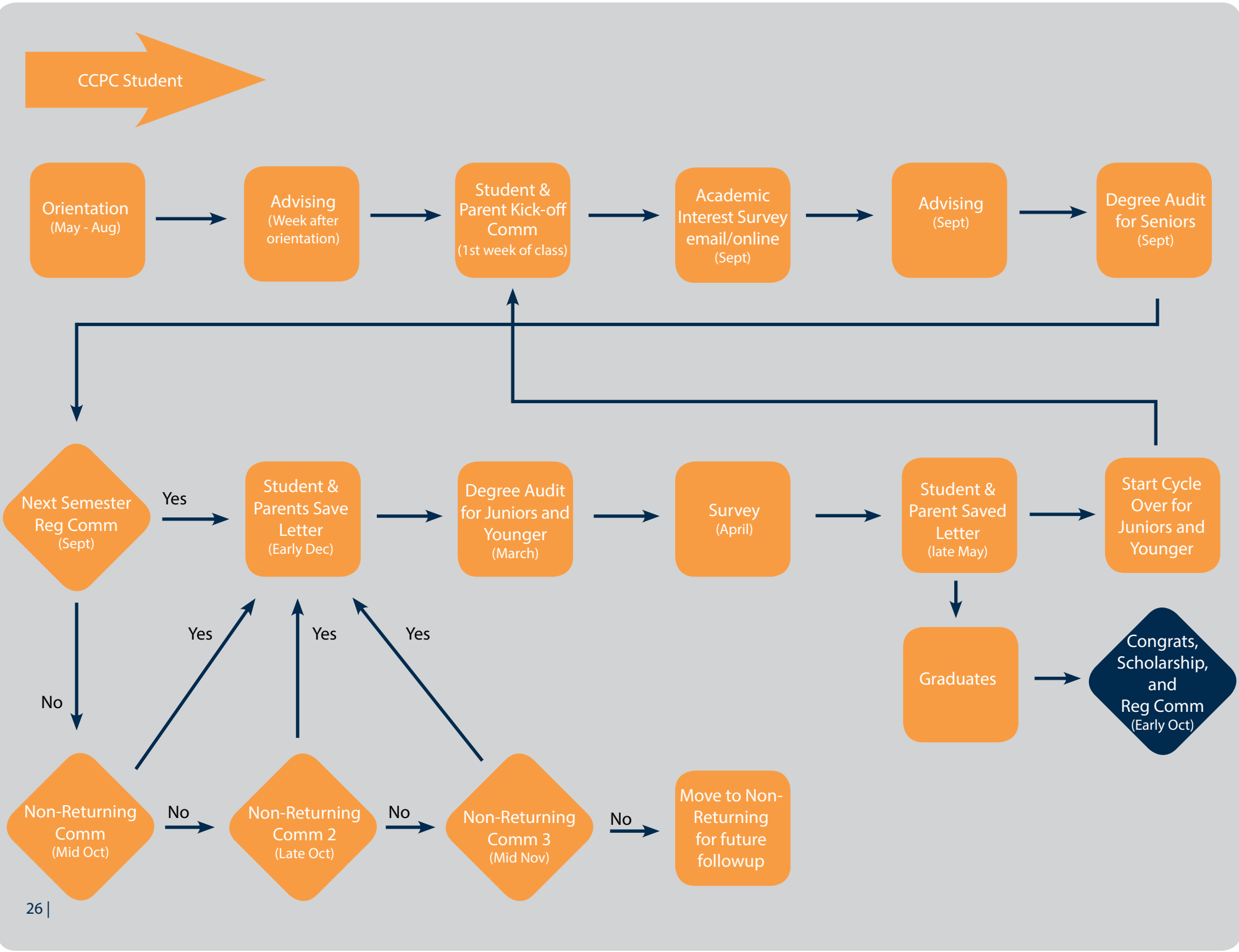
TOO MUCH IS TOO MUCH

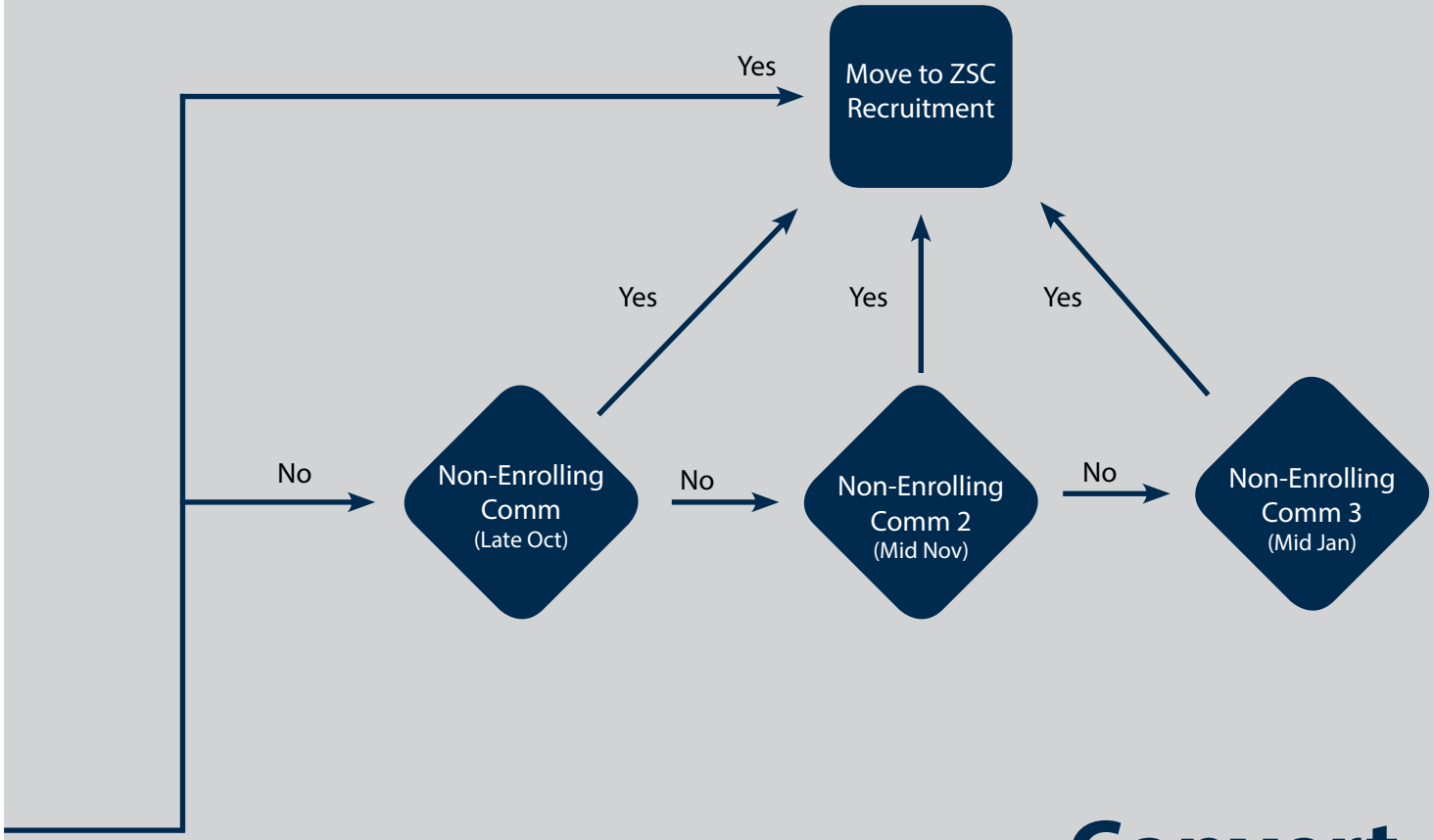
This past year, Admissions, College Credit Plus High School and College, and Student Services teams were challenged to develop communication plans that morphed into decision trees. The next several pages are a result of that effort. These plans are not final, do not include every communication, and are not perfect. This realization highlights an area the College needs to improve. The teams continue to search and find communications being sent to prospective and current students outside of their departments. Efforts have already uncovered one communication that was being duplicated by multiple departments.

Actions

- Build a comprehensive communication plan that includes every communication sent to prospective and current students.
- Coordinate and streamline communications across all departments.
- Determine cumbersome processes for students and reduce the number of opportunities that students have to stop out.


Prospective CCP Student
CCP Video on Social Media
(Nov 1)
Fresh - Juniors Postcard
(Dec 1)
Attend CCP Info Night at High School
(Jan - Feb)
Share Study Guide at Info Night
(Jan - Feb)
Test in High School
(Feb - April)
Fail
Pass
Retest
(Two weeks after initial test)
Pass
Submit Letter of Intent
(By April 1)
Yes
Submit CCP App
(By June 4)
Yes
Acceptance Letter - Move to Appropriate CCP Chart
Fail
Pass
No
No
No
No
Retest or start over next year
Sophmores and younger start over next year.
Juniors Move to ZSC Recruitment
= decision
= Event/Communication


CCPC Student
Orientation
(May - Aug)
Advising
(Week after orientation)
Student & Parent Kick-off Comm
(1st week of class)
Academic Interest Survey email/online
(Sept)
Advising
(Sept)
Degree Audit for Seniors
(Sept)
Next Semester Reg Comm
(Sept)
Yes
Student & Parents Save Letter
(Early Dec)
Degree Audit for Juniors and Younger
(March)
Survey
(April)
Student & Parent Saved Letter
(late May)
Start Cycle Over for Juniors and Younger
No
Yes
Yes
Yes
Graduates
Congrats, Scholarship, and Reg Comm
(Early Oct)
Non-Returning Comm
(Mid Oct)
No
Non-Returning Comm 2
(Late Oct)
No
Non-Returning Comm 3
(Mid Nov)
No
Move to Non-Returning for future followup

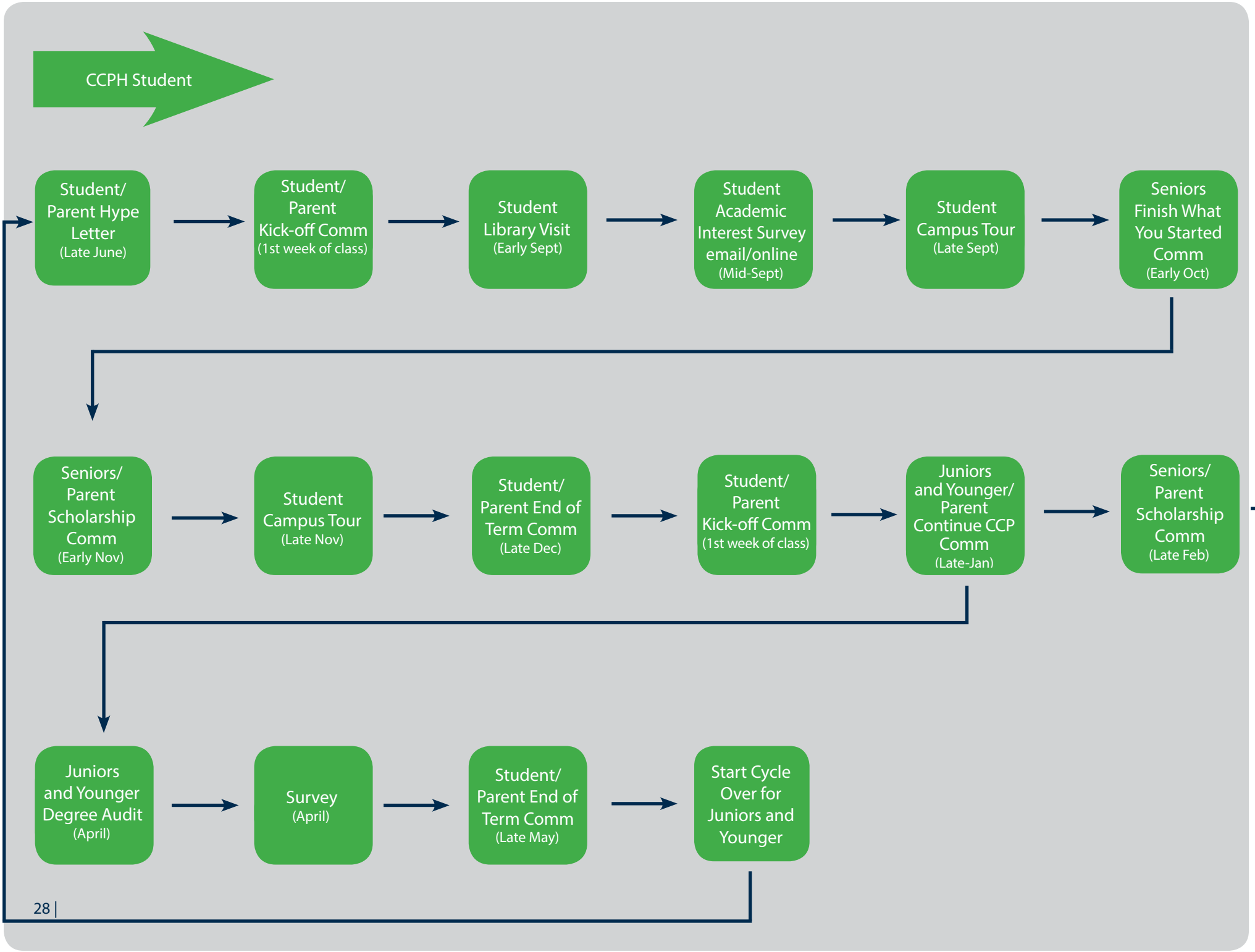


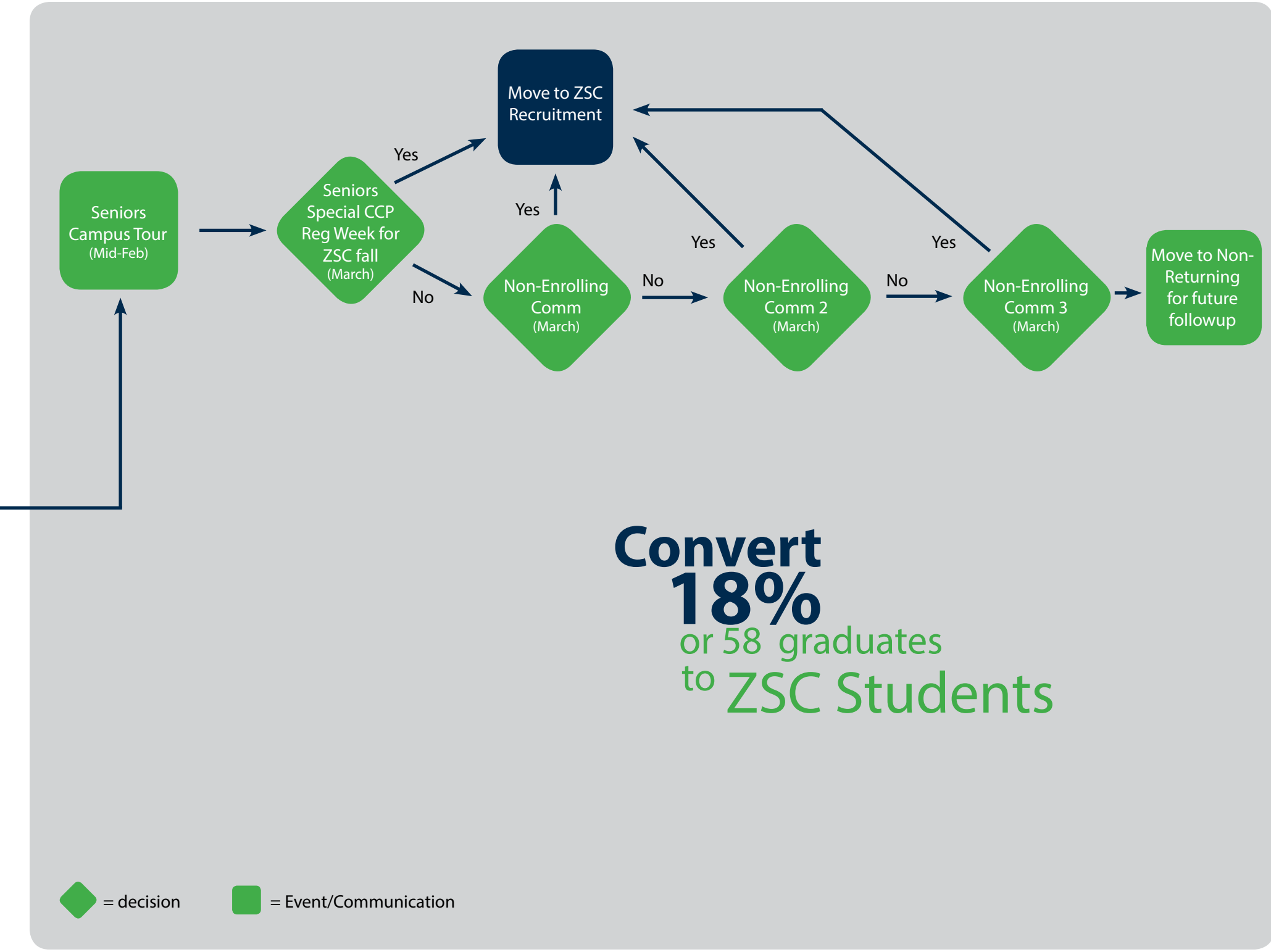
Convert 25%

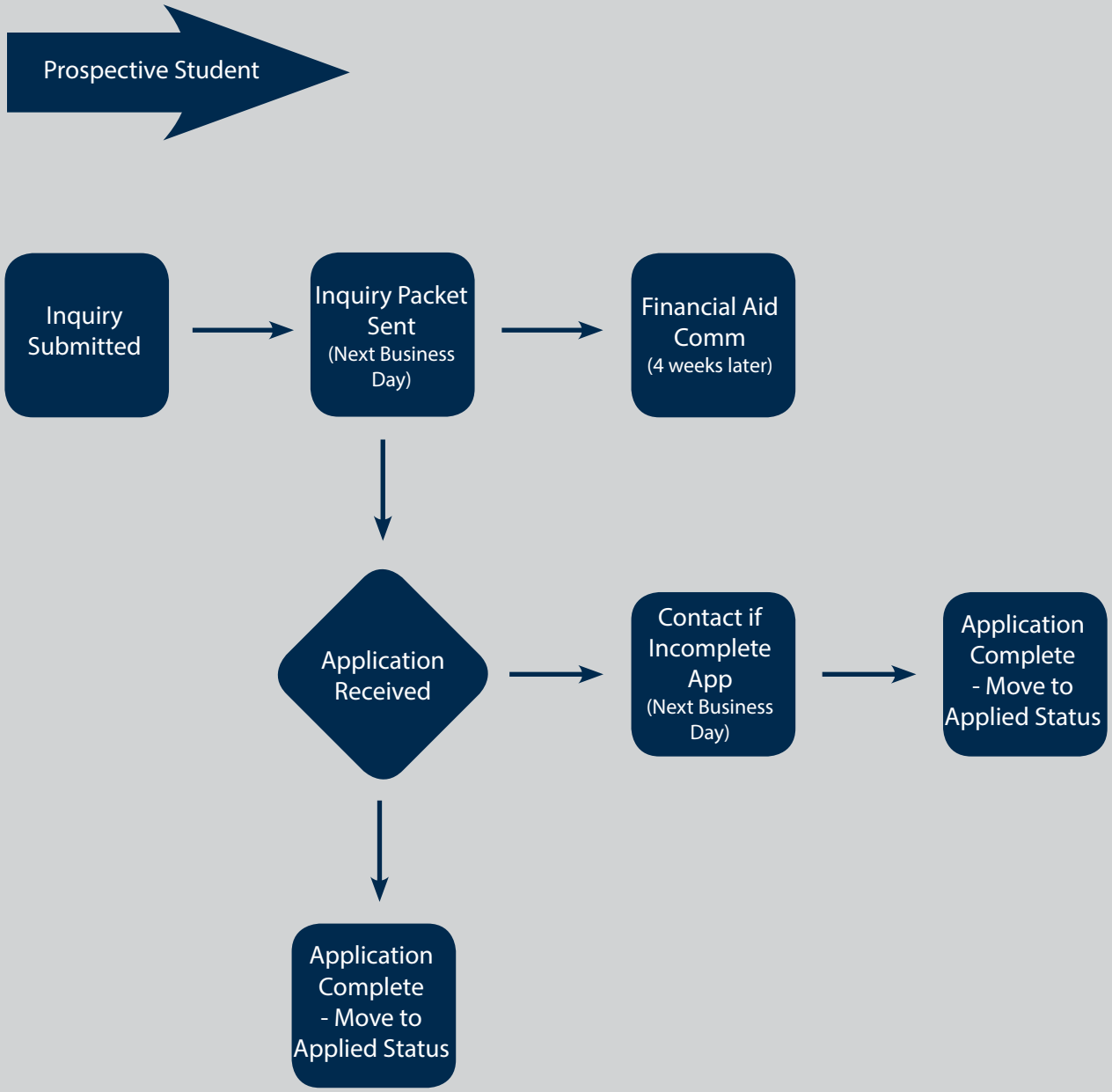
or 24 graduates to ZSC Students

= decision

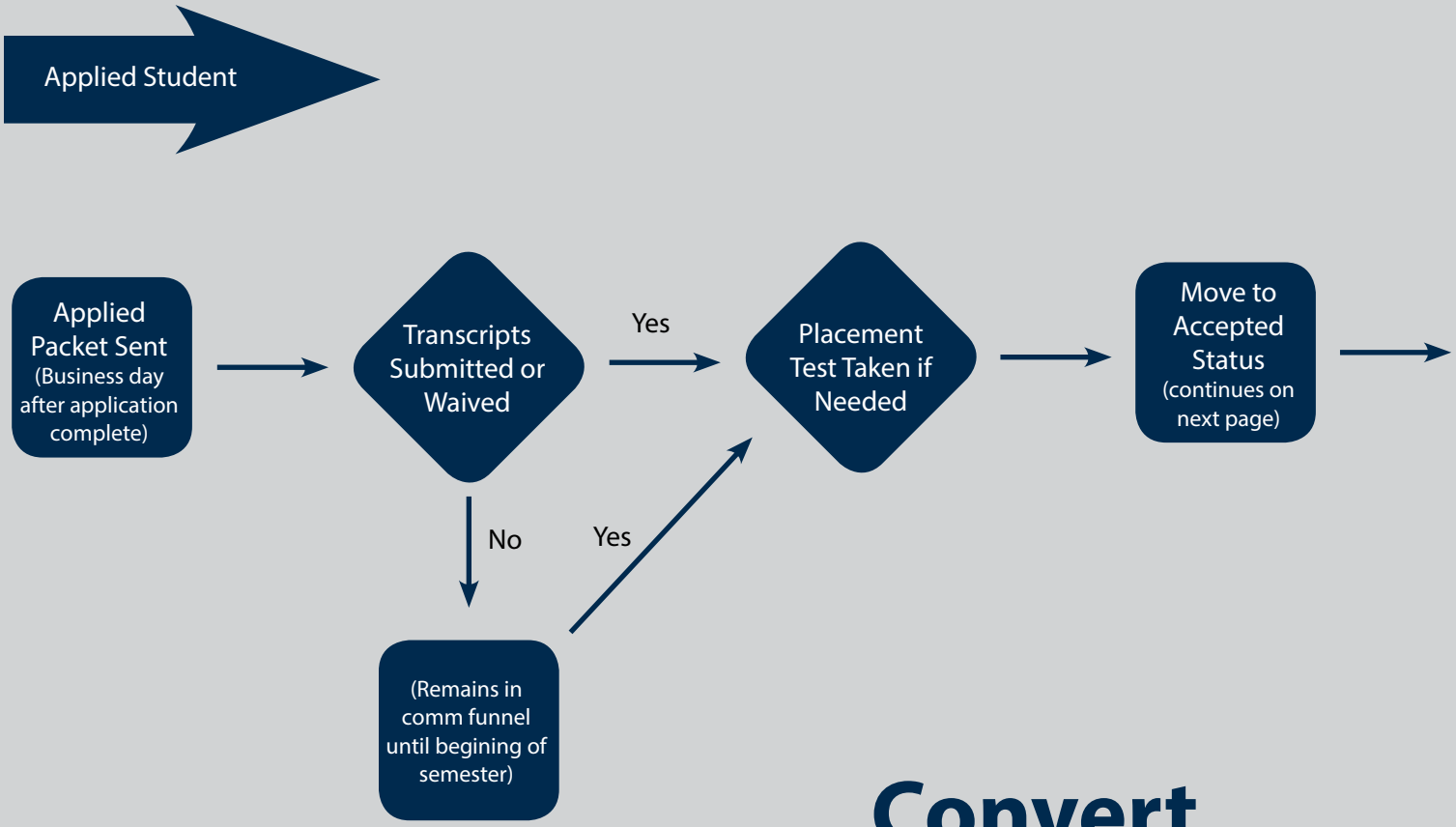
= Event/Communication


CCPH Student
Student/ Parent Hype Letter (Late June)
Student/ Parent Kick-off Comm (1st week of class)
Student Library Visit (Early Sept)
Student Academic Interest Survey email/online (Mid-Sept)
Student Campus Tour (Late Sept)
Seniors Finish What You Started Comm (Early Oct)
Seniors/ Parent Scholarship Comm (Early Nov)
Student Campus Tour (Late Nov)
Student/ Parent End of Term Comm (Late Dec)
Student/ Parent Kick-off Comm (1st week of class)
Juniors and Younger/ Parent Continue CCP Comm (Late-Jan)
Seniors/ Parent Scholarship Comm (Late Feb)
Juniors and Younger Degree Audit (April)
Survey (April)
Student/ Parent End of Term Comm (Late May)
Start Cycle Over for Juniors and Younger


Move to ZSC Recruitment
Seniors Campus Tour (Mid-Feb)
Seniors Special CCP Reg Week for ZSC fall (March)
Yes
No
Yes
Non-Enrolling Comm (March)
No
Yes
Non-Enrolling Comm 2 (March)
No
Yes
Non-Enrolling Comm 3 (March)
Move to Non-Returning for future followup
Convert 18% or 58 graduates to ZSC Students
= decision
= Event/Communication



= decision = Event/Communication



Convert

276 First Time Freshmen and

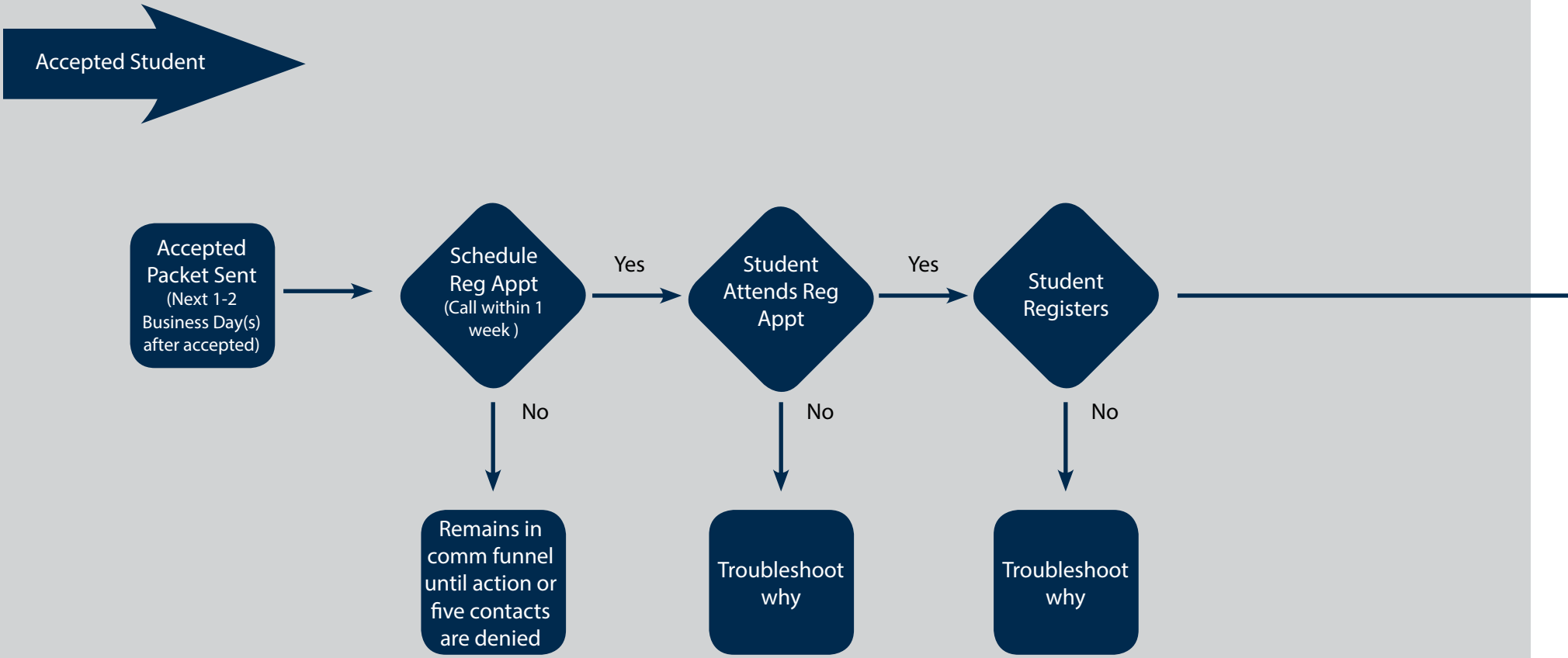
87 Transfer-in students

to ZSC Students

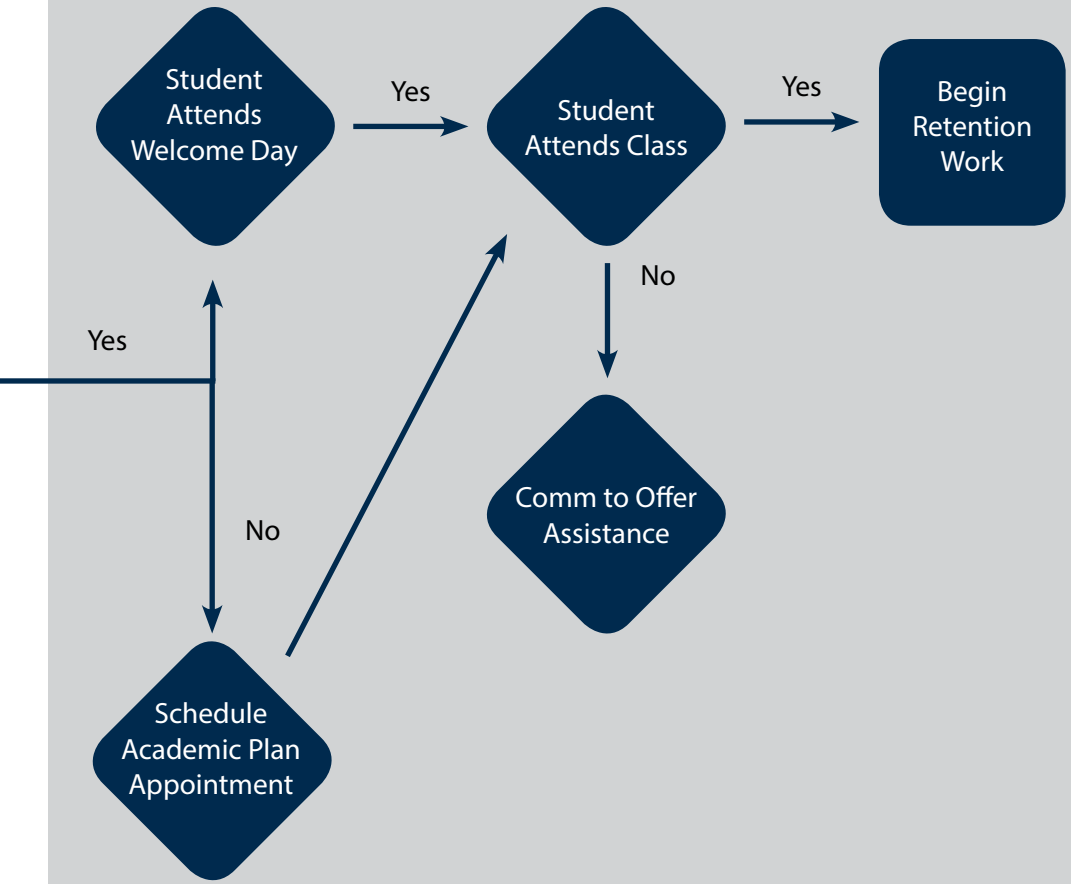
for fall 2018

Note:

1. If a student desires to move through the inquiry, application, and enrollment process faster, ZSC eagerly accomodates them.
2. If a student shows interest in ZSC nearing the start of a semester, ZSC compresses the communication schedule to move students through as fast as they can proceed.



= decision = Event/Communication


Student Attends Welcome Day
Yes
Student Attends Class
Yes
Begin Retention Work
No
Yes
No
Comm to Offer Assistance
Schedule Academic Plan Appointment