

TLT ROUND 2- PROCESS SUSTAINABILITY REPORT

Results of TLT Round 1 Sub-team activities February – July 2016

Deliverable for Part 1
of Sub-team Charge

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Executive Summary

Outcomes (deliverables):

- Fall FTE is higher than projected prior to the TLT activities – it did not reach goal
- CAS, COB, and the institution as a whole exceeded retention goals
- COE and COB made progress toward FTE goals, but still fell short
- CAS FTE goal was to exceed Fall 2015, 4TH week FTE does not meet previous value

Outcomes (activities):

- MBA Bootcamp was a success – 5 degrees awarded
 - Credit Recovery program was successful – 90% retained through next term
 - Close tracking and monitoring of “at risk” populations appears successful – 55.5% persistence
 - BMCC email campaign to graduating students appears to have been effective – reversed a downward trend (increase of 11 students)
 - Online push was successful – additional 20 students
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- Calling campaigns appear to be ineffective – no substantive difference in percent registered
 - Print advertising does not appear to have an impact – fewer students from those colleges where ads were placed
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- The bulk of activities were not measureable

Observations & Suggestions:

- Focusing on barriers and being intentional about removing those barriers, produces positive results as shown in the MBA program.
 - It is suggested that all programs conduct similar self-evaluations.
- Just in time targeted communication produced desirable results as proven in the BMCC communication effort and the Online Push.
 - It is suggested that funding for online marketing be a focus area in annual budgeting.
- Relationship management may produce a greater ROI than ad hoc activities, as exemplified in the Portland Metro initiative and subsequent relationship developed with administration at David Douglas High School.
 - It is suggested that the “hand-off” from TLT’s to permanent groups should be clearly defined to limit the possibility of “drop-off” and to facilitate continued relationship management.
- The volume of concurrent and overlapping initiatives as well as the lack of tracking/monitoring implemented has severely limited the ability to measure and evaluate efficacy of individual activities.
 - It is suggested that teams make efforts to involve individuals with experience in data collection, monitoring, and outcome evaluation prior to implementation of identified activities.

Overall Goals and Status

- CAS -
 - FTE enrollment meet 1250.2 FTE for new and continuing and exceed by 84.2 FTE (approximately 129 HCT) to = 1333.4 FTE for Fall 2016 **(1089.6 FTE)**
 - Focus on Transfers and work with Regional Centers to operationalize the pathway pipelines from Community Colleges
 - Freshman retention increase to 71% and improve retention at all other levels for Fall 4th Week 2016 **(78% retention for CAS major, 64% retention for partner programs and undecided)**
- COE –
 - Increase Fall 2016 enrollment in ED and PHYSH by 102-123 FTE beyond projected 2016 metrics through a combination of enrollment and retention. **(517.8 FTE – 83.7 FTE above projected)**
 - 30% of the increased enrollment (102-123 FTE) will be students of color. **(21% of new COE students are students of color)**
- COB –
 - Increase Fall 2016 enrollment in COB across all modalities and degree offerings by 136 Headcount (102 FTE) beyond current projected 2016 metrics through a combination of enrollment and retention strategies determined and implemented by the COB charter team. **(613.3 FTE – 81.5 FTE above projected)**
 - Increase Winter 2016 to Spring 2016 and Spring 2016 to Fall 2016 COB retention rates by 20% over the same time period in 2015. **(78% retention for COB – cohort vs. 48% retention for COB – cohort as of Fall 2015)**
 - Increasing enrollment of students of color to contribute to EOU’s goal of 30% composition of student body by the fall of 2016. **(22% of new COB students are students of color)**
- TLT –
 - FTE enrollment >= 2425 by 4th week of Fall 2016 **(2220.7 FTE)**
 - Freshman retention rate of 65% for Fall 2016 **(72.4% retention)**

Applicant activity increased:

Applicant type, term, and month registered	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	TOTAL
Transfer							
Fall 2015	53	65	59	80	82	76	415
MAY-JULY	20	30	24	29	25	6	134
Fall 2016	60	63	82	65	99	56	425
MAY-JULY	19	27	29	28	39	9	151
Graduate							
Fall 2015	4	7	28	9	7	9	64
MAY-JULY	0	0	1	0	1	1	3
Fall 2016	6	12	36	10	8	7	79
MAY-JULY	3	4	20	4	3	0	34
10 MORE TRANSFER APPLICANTS							
3.2 PERCENTAGE POINT INCREASE IN REGISTERED							
15 MORE GRADUATE APPLICANTS							
38.3 PERCENTAGE POINT INCREASE IN REGISTERED							

Round 1 Sub-team Activities – Recruitment

[Printed Materials](#)

Advertising (community college newspapers)

- COCC – Broadside 1x\$100
- Chemeketa Courier 1x \$180
- LCC – The Torch 1x\$180
- LBCC – The Commuter 1x\$60
- MHCC – The Advocate 2x \$90

APPLICANTS FROM COMMUNITY COLLEGE WHERE NEWSPAPER ADS WERE PLACED (from May 15 - June 30)				
AS OF SEPTEMBER 26, 2016				
	Fall 2015		Fall 2016	
	Applicants	REGISTERED	Applicants	REGISTERED
Transfer Applicants	44	30 (68.2%)	39	25 (64.1%)
Central Oregon Comm College	11	7	7	5
Chemeketa Comm College	3	2	7	6
Lane Community College	4	2	4	2
Linn-Benton Community College	12	11	13	8
Mount Hood Community College	14	8	8	4
FEWER APPLICANTS FROM THESE COLLEGES FALL 2016 VS FALL 2015 (POINT IN TIME COMPARISON)				
LOWER % REGISTERED				

[Online Marketing | Website](#)

Online promotion:

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Online students - Advertising specific to EOU using AdWords, Facebook, Oregonian education guide (online) launched in April.

Online Push						
AS OF AUGUST 24, 2016						
Impressions/Views	Clicks	Inquiries	Applicants	Admitted	Registered	Cost (July 1 - Aug 24)
3881009	44195	405	86	42	20	\$ 4,951.30
Students by Type	tuition / sch	state \$ / sch	cost / sch	margin / sch	TOTAL SCH	TOTAL MARGIN
online res	\$ 218	\$ 46.42	\$ 194	\$ 70	128	\$ 9,014.04
online non res (non id/wa)	\$ 218	\$ -	\$ 194	\$ 24	100	\$ 2,400.00
online non res (id/wa)	\$ 218	\$ 99.57	\$ 194	\$ 124	25	\$ 3,089.20
					Gross Margin	\$ 14,503.24
					Marketing Cost	\$ (4,951.30)
					Net Margin	\$ 9,551.94
NOTE: ID/WA state \$ is calculated from total state funding allocation / 20,000 sch to allow for reasonable escalation in sch through 2018						
SIGNIFICANT IMPACT OF 20 STUDENTS ENROLLED						

The online push form received 44,195 clicks, 405 inquiries, 86 applicants, and 42 admitted students. As of current data, 20 students are registered as a result of this outreach producing a net margin of \$9,551.94.

CAS Recruitment Video Campaign

The summer of 2015, Wordelman was given funding to promote and shoot videos for promotion of all on campus only programs. The three that were completed were Music, Theater and Chemistry. Below are the results for pushing the videos on Facebook. Several 30 second video clips highlights various CAS programs (chemistry, music and theater) were uploaded to YouTube and posted through Facebook. Outcomes regarding actual matriculation of students are not measurable, but videos were viewed 83 times and 16 people clicked through to EOU's website.

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Report on CAS Recruitment Video Campaigns

Video Title	Impressions	Views	View rate	Avg. CPV	Cost	YouTube Earned Views	Click to site	
EOU Chemistry-Biochemistry: Rein vigo rate	15425	1485	9.63%	0.03	\$45.07	28	1	
EOU Theatre: Rein vent Yourself	6590	1426	21.64%	0.03	\$44.44	5	1	
EOU Music: Resonate	36957	4245	11.49%	0.02	\$101.27	50	14	
Total	71033	9001	12.67%	0.04	\$317.26	83	16	
TOTAL CPC							\$19.84	

Facebook: Theatre was the only video that was added to FB as it was the only one with a completed landing page to drive inquiries to.

Recommendations: Upon completion of landing pages for Music and Chemistry we consider promoting these through Facebook video at targeted markets - recommend not using adwords/youtube campaigns at this time as the CPC is out of reach for our resources.

Notes: Very hard to connect video to convert to web traffic (A CPC is really high and no indications of those views converting into applicants. Paused campaign before hitting budget of \$400.00 as we developed new program landing pages.

Program Specific Marketing

FSA/EMSA

Recruitment effort goal was increased participation in regional recruiting events for FSA/EMSA program. Current numbers show decrease in enrollment.

Arrange for presentations with NW Fire agencies		
AS OF AUGUST 17		
freshmen and transfers		
	fall 2015	fall 2016
EMSA APPLICANTS	2	2
EMSA REGISTERED	1	1
FSA APPLICANTS	41	17
FSA REGISTERED	13	8
No significant impact (numbers based on point in time comparison August 17, 2015 vs. August 17, 2016)		

MBA Program

Scholarships to be granted to EOU grads entering into the MBA program. The original suggestion was to be 10% reduction in tuition, was approved by COB and Finance at \$200 remission on first term. As of

September 26, 2016, no students have received this remission. It is unclear if scholarship notification was delivered in a timely manner.

Calling Campaign

CAS undertook a calling campaign for admitted students who declared a major under the CAS umbrella to encourage these students to attend a Mountaineer Day registration program. Of the population reached, a small percentage of students has cancelled; however when comparing the numbers of those spoken to, to those who were not spoken to, there was no difference of registration numbers. The call campaign did not seem to make any notable difference in the student’s choice to pursue.

FACULTY/STAFF COLLEGE OF ARTS AND SCIENCE CALL CAMPAIGN FOR APPLIED STUDENTS					
AS OF AUG 3, 2016					
CALL RESULTS	TOTAL	NOT REGISTERED		REGISTERED	
NO CONTACT	372	263	71%	109	29%
NO CONTACT - CANCEL EOU	58	58	100%		0%
CONTACT MADE OR VOICEMAIL	81	58	72%	23	28%
CONTACT MADE - CANCEL EOU	3	3	100%		0%
NO SIGNIFICANT IMPACT FOR REGISTERED					

COE undertook a call campaign for ‘in process’ students to encourage these students to complete the admission process and to assist in answering outstanding questions. Results are similar to the CAS calling campaign.

COLLEGE OF EDUCATION CALL CAMPAIGN FOR 'IN PROCESS' STUDENTS					
AS OF SEPTEMBER 26, 2016					
CALL RESULTS	TOTAL	NOT REGISTERED		REGISTERED	
		N	%	N	%
NO CONTACT	144	134	93%	10	7%
VOICEMAIL/MESSAGE LEFT	37	35	95%	2	5%
CONTACT MADE - CANCEL EOU	9	9	100%		0%
CONTACT MADE - STILL HAS INTEREST	4	3	75%	1	25%
	194	181		13	
NO SIGNIFICANT IMPACT					

Portland Metro Recruitment

Combined efforts between the music department and admissions bussed three schools to a campus visit program at EOU. The cost to bring these students to campus, provide campus housing and feed

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meals was \$9009. A few of these students auditioned for music scholarships. As of Aug 17, 2016, 8 students from these schools are admitted and registered. 2 students have listed music as their declared major and have accepted the scholarships offered. The greater potential in this activity may be from the relationship established with an administrator from David Douglas High School. They have made multiple trips to campus to support a single student’s enrollment at EOU.

Recruitment from Portland Metro High Schools (Music Scholarship Auditions)										
AS OF AUGUST 17, 2016										
	Fall 2015				Fall 2016 (COST TO BRING TO CAMPUS = \$9,009)					
High School	Applied	Admitted	Registered	Yield	Seniors Participating*	Applied	Admitted	Registered	Music Participants	Yield
David Douglas	15	11	2	13%	21	19	17	3	(ONE IS MUSIC)	16%
Parkrose	4	2	0	0%	21	20	14	1		5%
Hood River	13	10	7	54%	13	13	11	4	(ONE IS MUSIC)	31%

*these numbers reflect the number of senior participants

Community College Outreach

Working to revive onsite business program at BMCC, Hermiston, and Ontario. There are currently 18 students enrolled for fall term. This provides students in our regional area to participate in face-to-face courses instead of just interacting with faculty online. Plans for Hermiston are for BA 321 in Fall, BA 312 in Winter, and BA 461 in Spring.

Revive Onsite Business Program @ BMCC Hermiston and Pendleton				
AS OF SEPTEMBER 26, 2016				
CRN	CRSE	HC	SCH	SITE
30844	BA 312	18	72	HERMISTON CENTER

BMCC Business and AAOT students were contacted to encourage continuation of education at EOU.

New BMCC Transfers as of September 26, 2016				
Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
110	98	73	65	78

The BAS program is to go live fall 2016. There are currently 7 students who have declared intent to enroll. Transfer pathways need to be developed with community colleges; BMCC, TVCC and KCC should be the first. We need to market to students at these institutions through active recruitment of AAS students to ensure enrollment goals are achievable and the degree is viable.

Not Measurable

Create and deliver recruitment letters for the MBA program to targeted audiences. These letters were delivered near the application deadline to identified populations. It has been noted this effort was not executed in a measurable way, but should remain as a component of recruitment for the MBA degree.

Determine the best way to recruit freshman interested in Business/Econ did not seem to develop into any actionable items other than discussions about faculty recruiting at the high school level or during campus visit programs.

Marketing through means of product placement in TV shows filmed locally was not followed through. Thus it is not possible to determine impact on recruitment.

Program Info Sheets

- EMSA completed
- FSA coordinated
- BAS to be completed
- Business to be completed
- MBS currently in production
- Music and Theater combined update completed
- Chemistry update completed
- PHYSH completed
- CUESTE to be completed
- MAT to be updated
- Outdoor minor completed along with updating existing Outdoor Program sheet

Online promotion:

- COE - Facebook campaign for MAT completed in March

Additional resources acquired for web and promotional needs.

- Online students - Online photo shoot with non-traditional student models

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- Online students - Generated eou.edu/the-good-words website to catalog student and faculty testimonials with mug shots
- COE - Photo shoot in laboratory completed
- COE - Obtained testimonials for the-good-word website

Website redesign:

- Online students - Included pop-up for TUMAY and designed to instantaneously notify advising utilizing integrated CRM automated communication with captured information.
- COB - Incomplete, however, the development and repositioning and creating a landing page separate from COBE. Draft sent to COB.
- COE - Incomplete, however, the development and repositioning and creating a landing page separate from COBE. Draft sent to COE.
- PHYSH landing page completed
- Music landing page completed
- Theater landing page completed
- Chemistry landing page completed

Online print advertising

MOM Magazine 3 areas x \$270 includes Tri-Cities, Salem and Mid Valley

Program specific promotion

- Communication Studies –
 - Website landing page completed
 - Program info sheet completed
 - Press release distributed
- MFA promotion -
 - Online promotion on Facebook completed April
 - Program sheet didn't need updating
- Ongoing CAS promotion -
 - ASTEO promotion includes updating landing page. Updating program sheets for Chemistry/Biochemistry, Biology and Computer Science. Math has yet to be completed
 - Updating or creating landing pages for all program
 - Creating or updating program sheets

Round 1 Sub-team Activities - Retention

Credit Recovery Program

The Credit Recovery Program was started winter term 2016. 90% of participants registered for the subsequent term. Only 2 students used the program consecutively. It is recommended that follow up with participating students continues for the next two terms. The program appears to be successful.

Early Alerts

As of September 1, 2016 55.5% of students tracked through the early alerts, provisional admits and probation from suspension were enrolled in Fall 2016 (50.8%) or had earned a degree (4.7%).

Grad Programs

MBA boot camp was a successful program to get students to finish their MBA. This resulted in 5 additional degrees awarded. The new test option will be available Fall 2016 and should be reviewed for completion data. Review of other grad programs on campus should be completed to see if similar programs could be duplicated for the MAT or MFA programs.

Adjournment Recommendations (Combined) & Thoughts on Processes

Recruitment

COB

Continued development of relationships with Center Directors and CC Ambassadors, faculty and program is necessary. Although currently, no measurable outcomes have been identified regarding relationship management, it is important that we work in collaboration with regional CC to ensure accurate and pertinent information about EOU is given to students. Some suggestions were given for reaching out to community college students and may be worth consideration:

- Rinse and Repeat promotion
- Email students that are close to graduating at CC and offer information regarding EOU's onsite/online programs
- Tactical marketing: Accurate, up-to-date publications with consistent EOU branding, capture and nurture more leads, promote online and coordinate faculty visits to regions.
- Create a regional calendar that will help consolidate planned promotional events at regional centers. This can aid in identifying where faculty participation could be utilized.
- Explore relationship potential with WWCC and CBCC

COE

- Promotion of new "community health" program
- Finish the article by the TRiO student
- PHYSH versus PAH

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- Continue to increase the accessibility and affordability of participating in the outdoor classes
 - Need to level the playing field for those who cannot afford it
 - Scholarship is now available to apply for which can be applied to tuition of fees

CAS

- Incentive to register early
- FAST/CRM – need increased access (more people) and training
- New FAFSA deadline – October.
 - Recruitment team – do it in the spring, don't start in winter term
- Need to perfect on-campus and on-line recruiting
- Transfer days
- Can distant freshman be successful on-line?
- No motivation for admissions to recruit on-line
- Need to set university-wide targets
- We won't turn into an on-line only university. Some students want to go to campus...brick and mortar seeking
- Get students excited about "EOU" then figure out how they will be educated – on-site, on-campus, or on-line
- Need an attractive name for on-line program
- Need to invest in a Director of Marketing
- Need follow up with the students regarding their pathways

Process Sub-team

The online application is in the process of a major update, to be available for students as of December 1, 2016. The current online application offers one choice to select a desired major, and does include our partnership programs, but not other pre-professional options. A student who wished to declare a partnership program is altered at the point of application to display Undecided/General Studies as their first major option, then list the partnership major or pre-professional as a second major. Since these are similar pathways, it will be recommended to add pre-professional options to this list of available majors, trying to capture more pathways into EOU.

In 2015, the Banner financial aid screens were removed from all Admissions staff with concern that the financial detail is personal and should not be widely shared, and also the outcomes of that financial information staff may provide wrong information to the students. As a result, the admissions staff are not able to view scholarship detail, nor holds which may prevent the student from registering (along with other activities). Having access to scholarship detail in the recruiting stages would be very helpful as our admission counselors could have conversations other than programs and "fit". Ultimately the Student Accounts/Financial Aid Director has control of the Banner screens which can be shared to Banner users.

EOU Financial Aid provides a fee remission scholarship to students who meet the standard admission requirements from a sliding matrix. As students apply and are early admitted, these scholarship opportunities can be determined. Currently, the admission letter is sent to the student one day after an admit decision has been made, and the scholarship letters are sent in bulk at specific times throughout

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the year. The recommendation is to combine these notifications into the admission letter, which would require more collaboration between the Admissions office, the Financial Aid office and University Advancement's Communications team to organize the timing of these messages and share information between Banner (where the scholarship information is stored) and Salesforce (where the letters are developed and printed).

In addition to web and print advertising, website redesigns, press release and collateral print materials, UA is continuing to fulfill a robust communication plan involving mailing (via snail mail print pieces) and e-mailing customized messages. Most of the campaigns have a corresponding and customized e-mail message for targeted groups using the CRM for delivery. Analysis of efficacy may be possible via the CRM. Further investigation is needed.

Retention

COB

- Establish an adviser training process, including tips and tricks
- Commitment to retention at the region centers, not just recruitment
- Need a new online plan that is managed differently, with a new mission (DDE Model)
- Need quality faculty advising. The team has made inroads, but there needs to be more accountability
- Mandatory advising – freshman and athletes are required already. COB is doing it now and it went over better than folk's thought
- Need a person for each college who is responsible for data

COE

CAS

- Progressive discounts for returning students that increase as they approach completion.
- New FAFSA deadline – October.
 - Retention team – do it winter term

Process Sub-team

Website Updates

Continue working with UA to get the website updated and consistent across all programs. Work with faculty to get course syllabi posted to Webster for upcoming terms. This helps give students an idea of what they can expect from a class and could help with retention by pre-warning students to the expectations of courses, especially upper division.

Advising Online

Kathleen Brown was to develop an online resource for students to ask questions related to academic support via a virtual chat room. The last known status is that it is in development. The virtual chat room would require the resources of a staff member to be present at all times the chat room is posted as available, and website development to promote it through various web pages or communications.

Professional Advising/Advising Structure

Making sure students know who their advisor is and where to find them should be a top priority for retention purposes. Activities that allow students easy access to advisors (patio party/Loso lobby set up) allow students access to advisors without having to set up appointments. Keeping professional advisors involved with the students could help student success and keeping students on track.

Access to student registration status

A process is needed in regards to providing faculty advisors with information about their advisees and registration status for the upcoming terms. Faculty do not have access to Banner/FAST/CRM which leaves them unable to determine which of their students are unregistered. Professional Advisors can provide unregistered student data to faculty advisors. Focus should be placed on ensuring undeclared students to select a major. Declaring a major allows for a better faculty/student relationship which would help with retention.

Holds/Faculty Advising

Because faculty do not have access to Banner they are unable to remove holds. Most faculty aren't fully informed on registration holds. A "Cheat sheet" was developed for COB faculty in regards to registration holds, that sheet should be shared with all faculty advisors across the University. Spring advising holds were placed on all BUS/ECON students, conversations with the Registrar's office suggest that this could be a positive practice as it allows a professional advisor the opportunity to see upper division students and assist in earlier identification of incomplete requirements. It was suggested that all students have a spring term registration hold in upcoming years.