



presented by

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Pushing the Boundaries of Your Market Research to Create Institutional Change

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- Suffolk University, Boston, MA
 - May 31–June 1, 2017
- Mount Mercy University, Cedar Rapids, IA
 - August 15–16, 2017

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Today's Presenters



Beatrice Szalas

Vice President for Client Services
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Christopher Romano

Vice President of Enrollment Management & Student Affairs
Ramapo College of New Jersey

Today's Webinar



- How do we develop a brand promise that is *important, believable, and distinctive*?
- How can we push our brand promise beyond the marketing department to create institutional change?
- How can our brand promise serve as a roadmap for the college to grow into and develop from?
 - Can future programs find roots in the brand?
 - Does it align with the strategic plan?
- How can we promote institutional buy-in and support for the brand?



- Founded in 1969
- Approximately 6,200 students
 - 5,700 undergraduate students
 - 500 graduate students
- 51% of students live on campus
- Designated by state as “New Jersey’s Public Liberal Arts College”
- Fall 2016 First-Year Student Class:
 - 35% meet college-approved metrics of diversity
 - 93% in state
 - Avg SAT of 1136

Looking Ahead



- Ramapo wanted to grow its enrollment
- Upcoming capital campaign
- The Ramapo brand was not well defined

What is Ramapo's greatest strength?



What is Ramapo's greatest weakness?



A Quick Overview Brand Promise

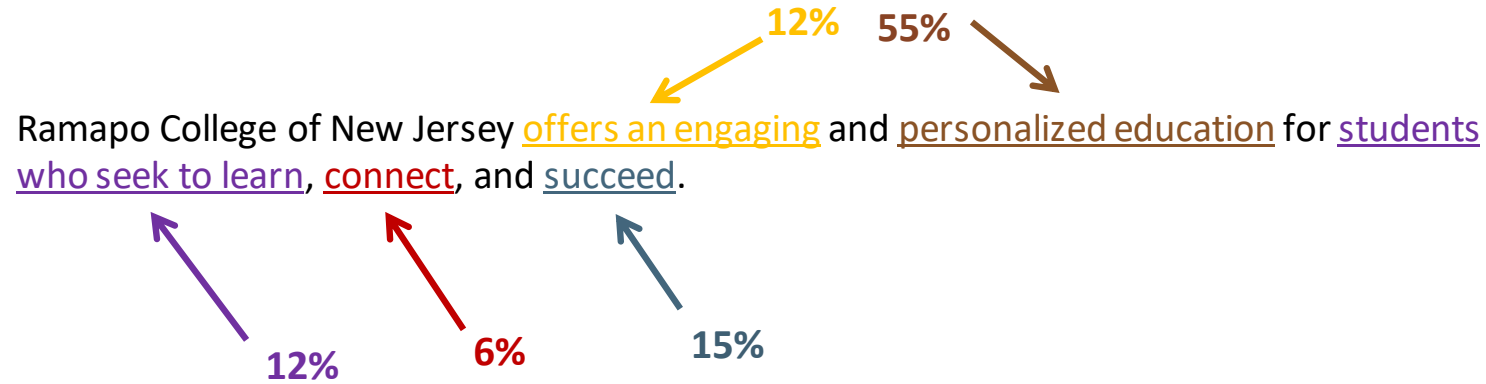
It Starts with a Brand Promise



- A brand promise is a pledge to make to your most important audiences to do a certain thing and/or act a certain way
- It is who you are and what you want to be known for
- A powerful, concise brand promise statement will serve as the bedrock of your marketing campaign
- It should also serve as the measure for everything a college does in delivering its education experience

Of these five statements, which is most...	Important	Believable	Distinctive	Appealing
	%	%	%	%
Statement 1: Ramapo College of New Jersey offers an engaging and personalized education for students who seek to learn, connect, and succeed.	19%	23%	13%	13%
Statement 2: The outstanding and devoted faculty of Ramapo College of New Jersey excel at teaching and mentoring students to become lifelong learners and earners, all within the small, picturesque campus environment usually associated with a much more expensive, private college.	26%	36%	55%	43%
Statement 3: Ramapo College of New Jersey provides an engaging and supportive academic environment for students seeking a challenging, hands-on education that will prepare them for a lifetime of success.	26%	10%	10%	16%
Statement 4: Ramapo College of New Jersey provides intellectually motivated students the opportunity to discover new passions and possibilities that position graduates for individual growth and lifelong achievement.	16%	13%	13%	10%
Statement 5: Ramapo College of New Jersey fosters academic excellence and shared learning among students, faculty, and the community at large, preparing students to succeed personally and professionally.	13%	19%	10%	19%

Statement 1: Most Appealing Components



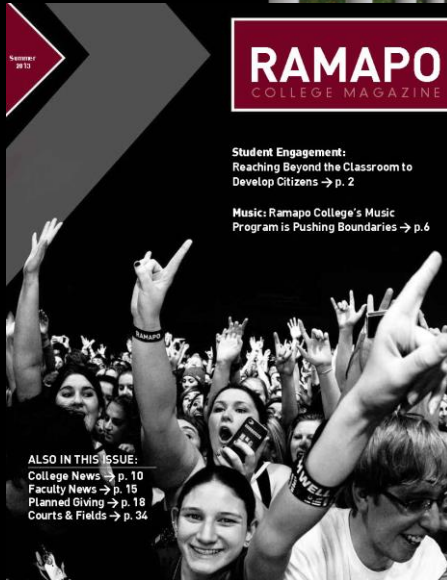
Ramapo Brand Promise



The outstanding and devoted faculty of Ramapo College of New Jersey excel at teaching, mentoring, and preparing students to succeed personally and professionally, all within the small, picturesque campus environment usually associated with an elite college.

Ramapo College

pushing boundaries | advancing promises





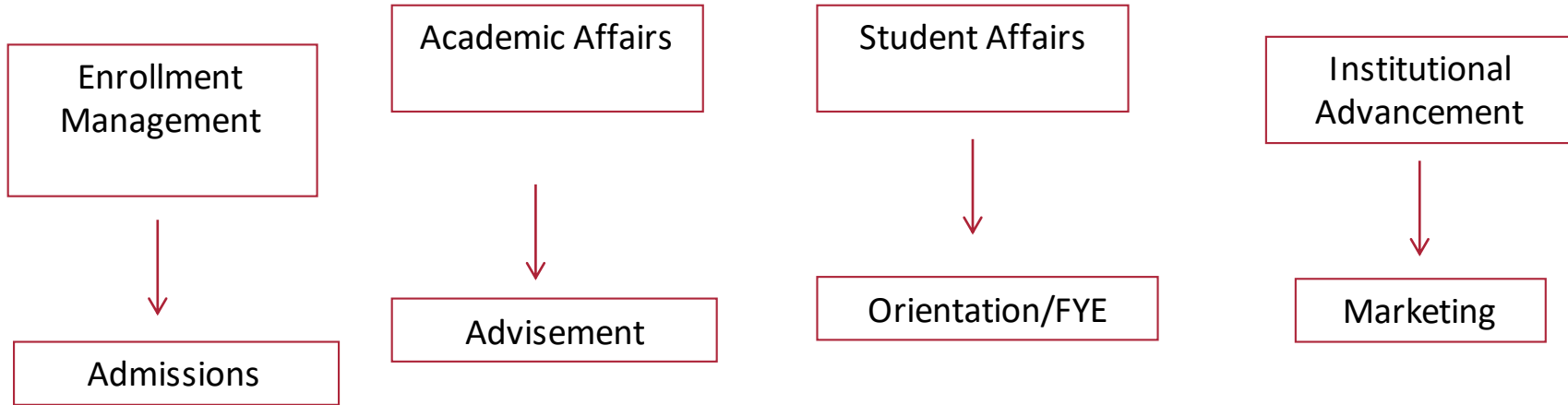
Driving Change from Your Brand Promise



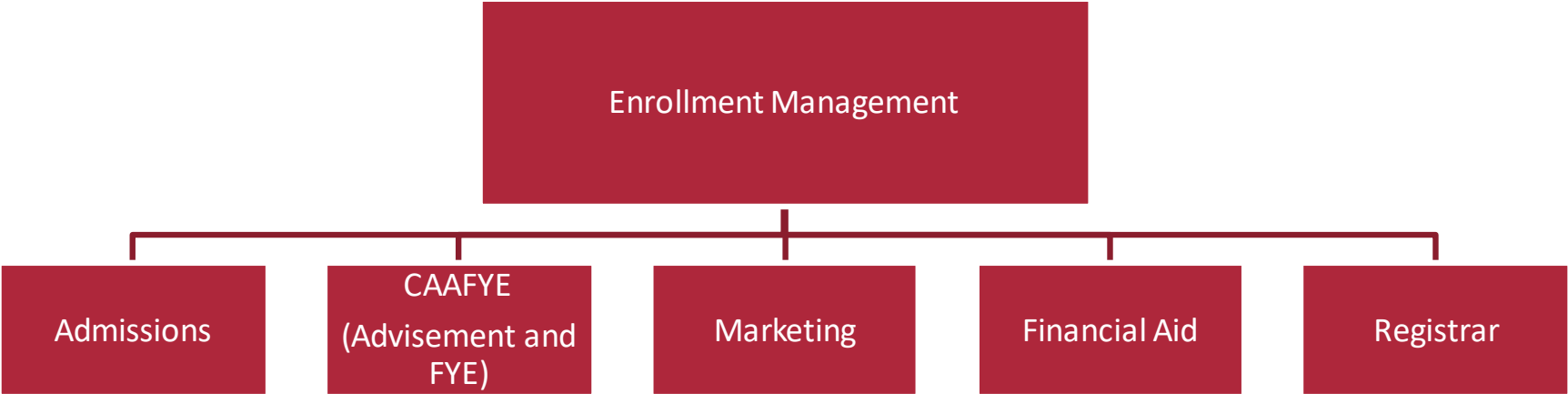
“Rarely is there organizational alignment, integrated planning, coordinated and synergistic implementation, or effective evaluation of related strategies between enrollment management and institutional marketing departments.”

-Jim Black, 2009

Pre-SEM Structure at Ramapo circa 2009 (Siloed)



Post-Research SEM Structure



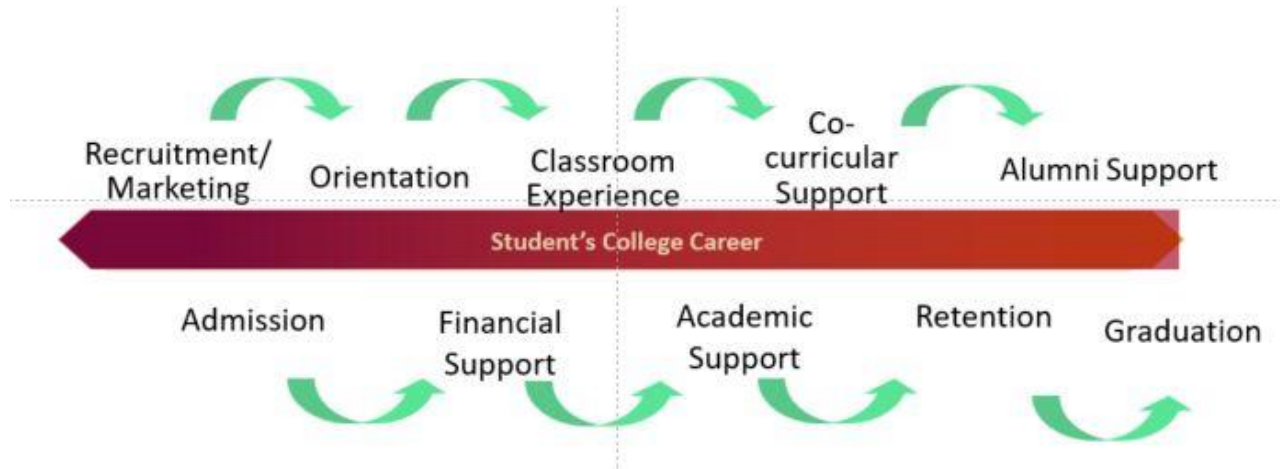
Step 1: The Adoption of Strategic Enrollment Management (SEM)



*“...a comprehensive process designed to help an institution achieve and maintain optimum recruitment, retention and graduation rates of students **where 'optimum' is defined within the academic context of the institution.**”*

(Dolence, 1993)

The SEM Perspective





The Integration

Program Themes Are Built from the Promise



- Size and Personal Attention
- Faculty Who Teach and Mentor (top priority)
- Engagement (student centered)
- Value (return on investment)

Brand Promise That Drives Recruitment



Brand Promise: The outstanding and devoted faculty of Ramapo College of New Jersey excel at ***teaching, mentoring, and preparing students to succeed personally and professionally***, all within the small, picturesque campus ***environment*** usually associated with an elite college.

- Search and yield events introduce the ***environment***
- Promotion of small class size and individualized attention supports ***teaching and fosters mentoring***
- Integration of career preparation and development ***prepares students for success personally and professionally***

On the Road and Prospecting



- Brand Message in First Contacts
 - Instant Message
 - Welcome Message
- Brand Message in Daily Tour Welcome
- Brand Message in All Admissions Contacts
 - Students at Visits and Fairs
 - Parents
 - Guidance Counselors

Open House



- Welcome Message Theme of Why Ramapo?
 - Sets Up Brand Promises
- Must Choose Academic Session to Connect with Faculty
- Career Services and Financial Aid Info Sessions
- Disney Mentality for Personal Service
- Assessed with In-Person Evaluation and Electronic Follow-up

Yield Contact Sequence



- Personal Invitation to Admitted Student Day
- Personal Letter from President with Outcomes Brochure (Partnered with Marketing)
- Personal Letter from Dean of Students to “Family Of” with Parent Brochure (Partnered with Marketing)
- Variable Printed “Social Media” Postcard (Partnered with Marketing)
- Series of Targeted Emails (All Partnered with Marketing)
 - Study Abroad
 - Career Services
 - Beautiful Housing
 - Sample Class

Admitted Student Day

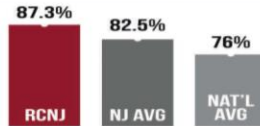


- Welcome Theme Continues with Greater Emphasis on Outcomes and Value
- School Breakout Sessions with Faculty and Alumni/Current Students
- Separate Targeted Sessions for Students and Parents, Each with Focused Brand Promises
- Introduction of Director of Student Success and His Team in Multiple Sessions
- Assessed with In-Person Survey and Electronic Follow-up
- 73% Yield on Event
- Student and Parent Folder (Developed with Marketing) Includes:
 - Value Sheet
 - Lists of Internship Companies
 - Outcomes Brochure

The Value of a Ramapo College Degree



FRESHMEN RETENTION RATE



Freshmen retention rates are a key indicator of student satisfaction.

GRADUATION RATES

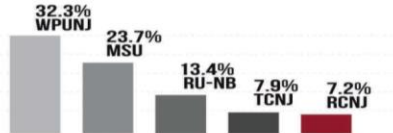


Based on 6-year graduation rates

AFTER COLLEGE

87%
OF RAMAPO ALUMNI ARE
EMPLOYED
OR IN
GRADUATE SCHOOL
WITHIN ONE YEAR.

TRANSFER RATES



A low transfer rate indicates student satisfaction and lower overall cost for a degree.

NET COST (TUITION - AVG AID AWARDED = NET COST)

SETON HALL UNIVERSITY	\$26,691/yr
THE COLLEGE OF NEW JERSEY	\$19,576/yr
RUTGERS UNIVERSITY - NEW BRUNSWICK	\$15,905/yr
RAMAPO COLLEGE OF NEW JERSEY	\$13,722/yr
MONTCLAIR STATE UNIVERSITY	\$12,007/yr
WILLIAM PATERSON U.	\$11,055/yr

Ramapo was the only school to have a net cost decrease (-1.8%) in price between 2007-2009.

A GLOBAL ALUMNI NETWORK



Ramapo alumni can be found in all 50 states and abroad.

FEDERAL LOAN DEFAULT RATE



GRANTS & SCHOLARSHIPS


\$19,916,592
AWARDED IN 2013

NEED ASSISTANCE?

82%
OF RAMAPO STUDENTS RECEIVE SOME
FORM OF FINANCIAL ASSISTANCE

Sources:
Department of Education, *College Affordability and Transparency Center College Scorecard*, <http://collegecost.ed.gov> • National Center for Education Statistics, *Graduation Rates: Fast Facts*, <http://nces.ed.gov/fastfacts/> • NCHEMS Information Center for Higher Education Policymaking and Analysis, <http://www.higheredinfo.org> • *US News & World Report*, <http://colleges.usnews.rankingsandreviews.com> • Ramapo College, Office of Institutional Research Factbook, <http://www.ramapo.edu/ir/data-reports/fact-book/>

PUSHING > BOUNDARIES



Brand Promise That Drives Retention



Brand Promise: The outstanding and devoted faculty of Ramapo College of New Jersey excel at ***teaching, mentoring, and preparing students to succeed personally and professionally***, all within the small, picturesque campus ***environment*** usually associated with an elite college.

- Early alert supports ***teaching***
- Advisement plan fosters ***mentoring***
- Course enrichment component, co-ops, internships, study abroad, and other forms of engagement ***prepare students*** for success
- New student programs create the ***environment***

Program Themes Are Built from the Promise



- Size and Personal Attention
- Faculty Who Teach and Mentor (top priority)
- Engagement (student centered)
- Value (return on investment)

How Do You Currently Assess Your Brand?

Student Survey Data on Academic Advisement

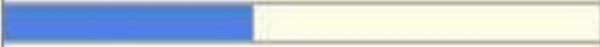

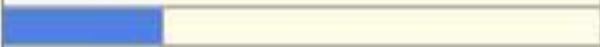





- A 2008 upper-class/transfer student survey showed that continuing students primarily advised themselves
- A 2009 first-semester survey demonstrated first-year students were primarily advised by upper-class peer facilitators

2008 Upper-Class/Transfer Survey:

How did you receive your primary academic advising at Ramapo?



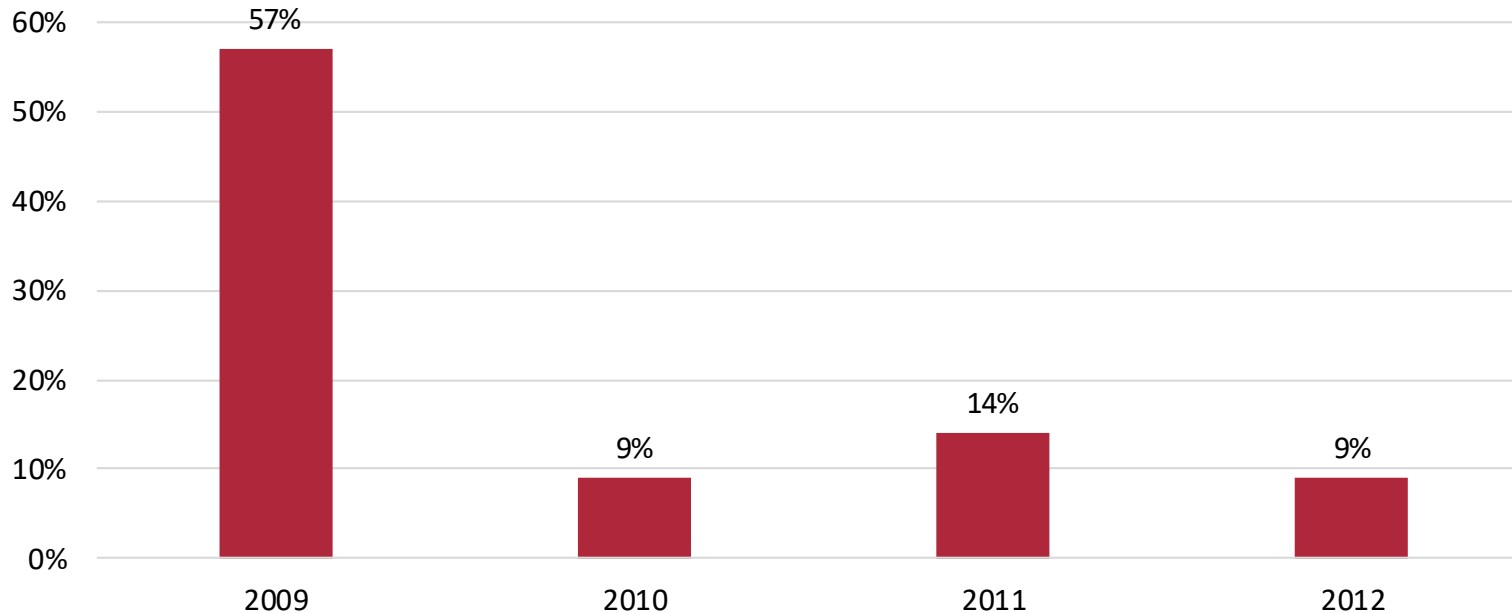
#	Answer		Response	%
1	At summer orientation only		191	42%
2	From an advisor at the Center for Academic Advisement		70	15%
3	From a Faculty member / Professor		122	27%
4	From a peer advisor		75	17%
6	Yourself		215	47%
5	Other (Please describe)		26	6%

What components were missing?



- Structured Academic Advisement:
 - Advisement Center existed, but no caseloads, and walk-in center only.
 - Faculty did not see their advisees; advisees did not seek their advisors.
- Orientation in Enrollment Management; Welcome Week in Student Affairs:
 - No orientation leaders; only student aides
- Siloed approach to First-Year Experience (FYE):
 - First-year seminar in provost office; peer facilitators supervised by adjunct faculty member; FYE programs in CAAFYE
- No one responsible for coordinating FYE; one person working with adult learners and part-time FYE
- No defined champion (i.e., outward symbol or position title) of student success for the campus
- No references to retention, persistence, or graduation rates in 2007-2013 strategic plan

First-Semester Survey Question on Academic Advisement



I don't know who my primary academic advisor is.

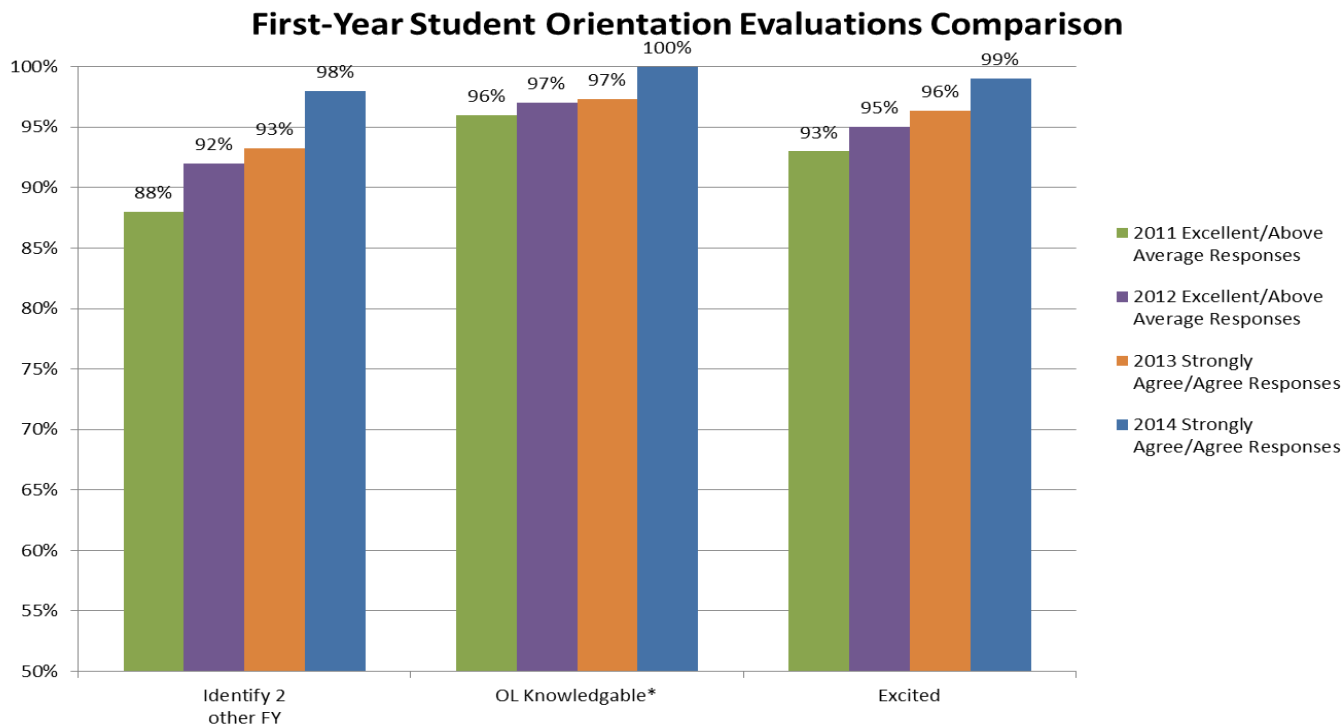
2010: Assign CAAFYE advisors by FYS and in course presentations

2012: Mandatory advisement in spring semester: 96% of hold released

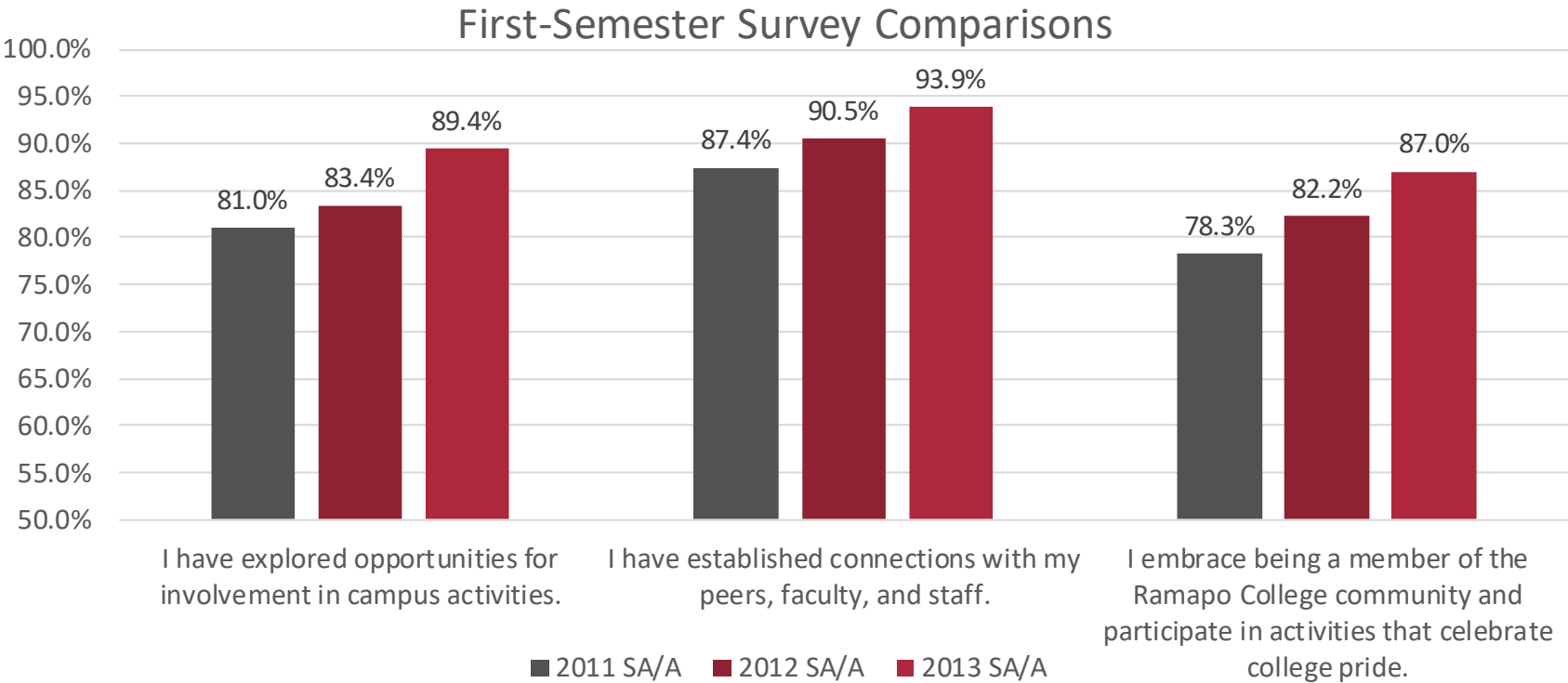
- Student Success Key Performance Indicators: Students establish connections with peers, faculty, and staff.



- Increased orientation leaders
- Improved orientation program



- Student Success Key Performance Indicators: Students establish connections with peers, faculty, and staff.
 - Increased peer facilitators
 - Improved peer facilitation program



Reflections on Living Our Brand

Foundation of New Strategic Plan

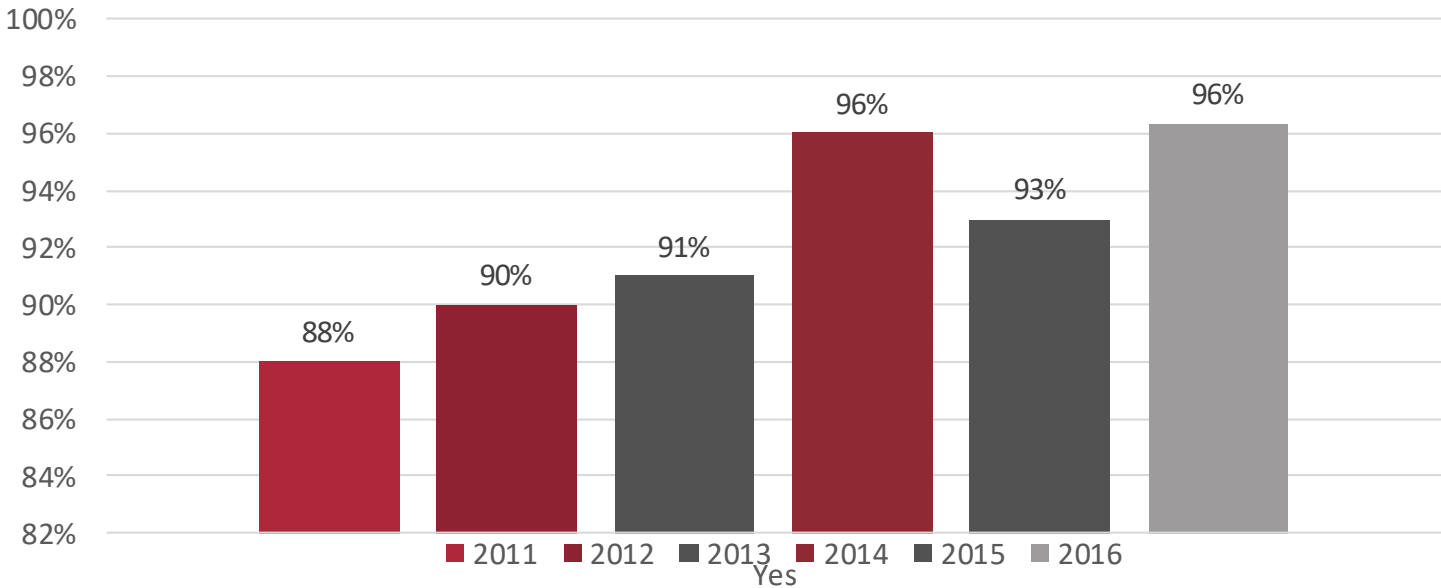


- Tie direct strategic plan objective 2013-2018 to 2011 market research and the resulting 2012 brand promise development
 - 90% of programs will have internship/co-op requirements (hands-on learning)
 - 50% of academic programs will require study abroad (hands-on learning)
 - New endowment for career pathways

How do we know it's working?



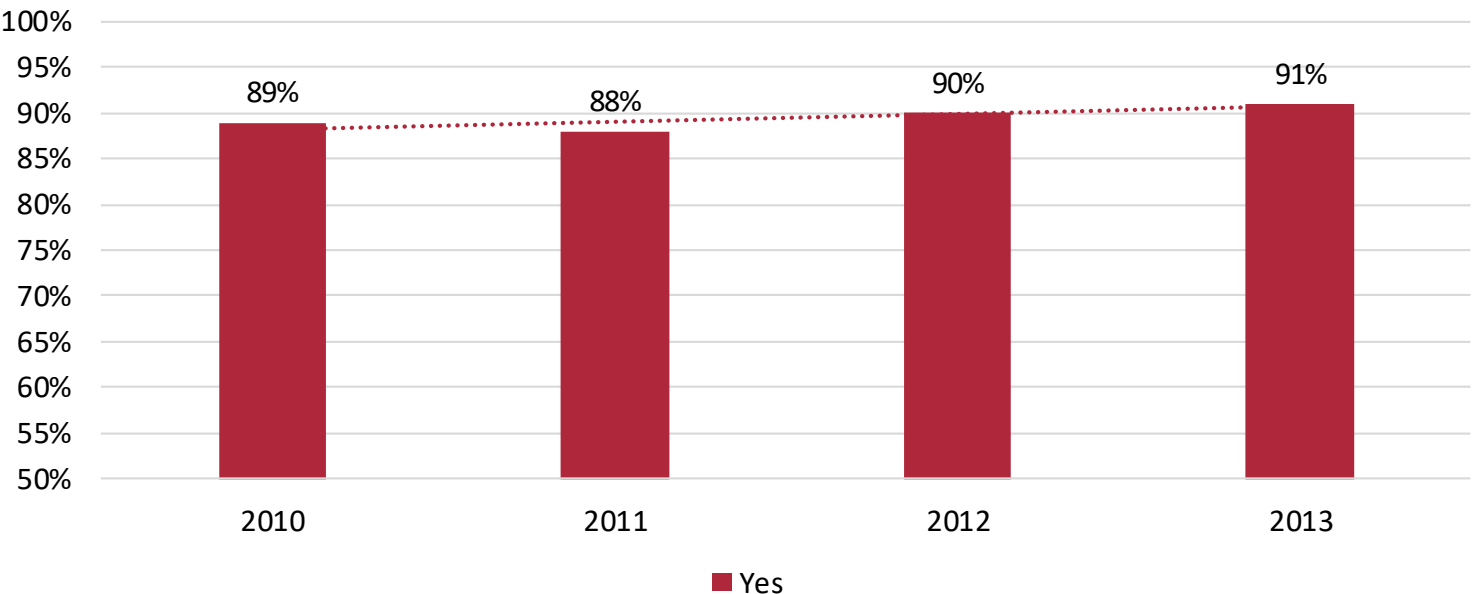
Q4: Did the Admissions/recruitment materials you received accurately portray the campus?



How do we know it's working?



First-Semester Survey Question: Did the admissions/recruitment materials you received accurately portray the campus?

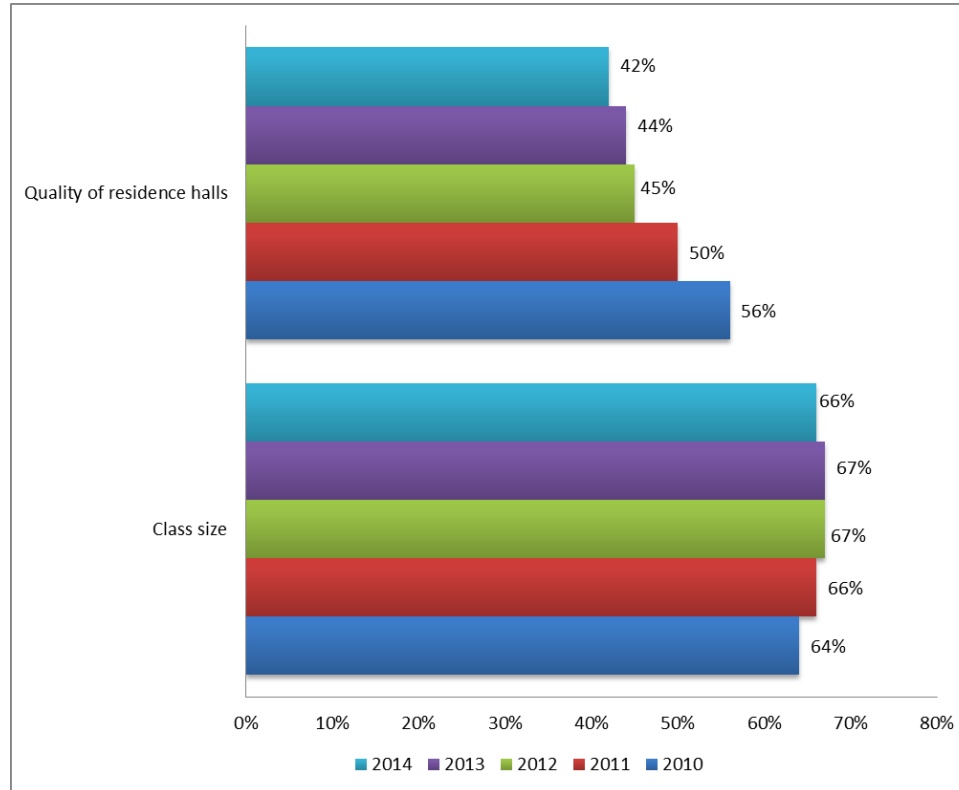


Why are students choosing Ramapo College?



FY Survey Question on Why Choose Ramapo:

- Increase of 4% between 2011 and 2015 on class size as a decision factor
- Reduction in residence hall as key driver of selection



For Students Not Attending Ramapo



- Utilize admitted student questionnaire to test elements of brand among those who didn't select you but selected elsewhere
- Map those elements against how students perceive other institutions in your competitive set
- Benchmark for targets



Q&A



Smarter.Together.