

# NORTHEASTERN STATE UNIVERSITY

COMMUNICATIONS RECOMMENDATIONS – DRAFT#1 – OCTOBER 2009

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WOYCHICK DESIGN

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## Planning Notes

- Timing: launch new brand campaign in Q1 2010
- Major competitive clutter – but no competitors have assumed a strong marketing lead
- Brand platform & creative direction have been approved and need to be further coordinated with communications strategies & tactics
- Need to move quickly from brand launch into student recruitment mode to support Fall 2010 enrollment
- Recruitment challenges: low college going rates, economic distress, multiple campuses to support, large non-traditional student base
- All three NSU campuses must receive appropriate communications support
- Program assessment is underway, to be completed Spring 2010
  - No comprehensive goals yet established by college or program
  - Probable support needed in potential growth programs in CSHP and CBT

## Objectives

- **Help NSU reclaim it's leadership position in the region**
  - To give prospective students strong reasons to choose NSU and provide focus and enthusiasm among internal stakeholder groups
  
- **Support NSU's strategic plan and help the University assume a stronger regional leadership position**
  
- **Support enrollment growth at NSU**
  - Help the university reach 12,000 students in the next 4 years
  - Grow Broken Arrow significantly – 4,000 to 5,000 students within 4 years

**Target Audiences  
&  
2013 Enrollment Model**

## CORE TARGET AUDIENCES

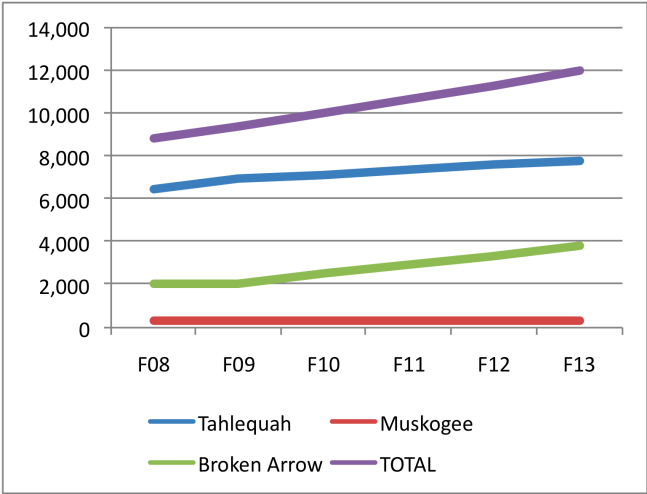
In order of priority:

1. Transfer prospects
2. Traditional undergraduate prospects and their parents
3. Prospective graduate students
4. Prospective nontraditional adult students (non-transfers)
5. NSU alumni and donors
6. Current students, faculty and staff

## 4 Year Enrollment Model

To Reach 12,000, What Should NSU's Growth Look Like?

Location	F08	F09	F10	F11	F12	F13
Tahlequah	6,462	6,914	7,121	7,335	7,555	7,782
Muskogee	324	350	361	371	382	394
Broken Arrow	2,047	2,053	2,500	2,894	3,312	3,824
<b>TOTAL</b>	<b>8,833</b>	<b>9,317</b>	<b>9,982</b>	<b>10,600</b>	<b>11,250</b>	<b>12,000</b>



- Goal: reach 12,000 students (unduplicated)
- F08 and F09 figures are actual as of 9-3-09
- F10 through F13 figures are estimates of growth needed to make goal
  - Assumes 3% annual growth in Tahlequah and Muskogee
  - Assumes 14% to 18% annual growth in Broken Arrow

## 4 Year Enrollment Model

### What Might NSU's Student Composition Look Like?

CATEGORY	FALL 2008	FALL 2009	FALL 2010	FALL 2011	FALL 2012	FALL 2013	Notes
High School Concurrent	91	107	118	129	142	157	Assumes 10% annual growth in HSC
First time Freshmen	999	1,114	1,142	1,170	1,200	1,230	Assumes 2.5% annual growth in FTF
New Transfers	773	977	1,084	1,204	1,336	1,483	Assumes 11% annual growth in transfers
Returning Undergraduates	5,877	5,902	6,237	6,607	7,015	7,464	Assumes returning headcount improves from 76% to 77%
<b>TOTAL UNDERGRADUATES</b>	<b>7,740</b>	<b>8,100</b>	<b>8,581</b>	<b>9,111</b>	<b>9,694</b>	<b>10,334</b>	
New Graduates	115	123	141	163	187	215	Assumes 15% annual growth in grad students
Returning Graduates	871	987	1,055	1,136	1,234	1,350	Assumes 95% of grad students return each year
<b>TOTAL GRADUATES</b>	<b>986</b>	<b>1,110</b>	<b>1,196</b>	<b>1,299</b>	<b>1,421</b>	<b>1,565</b>	
New First Professional	28	28					
Returning First Professional	79	80					
<b>TOTAL FIRST PROFESSIONAL</b>	<b>107</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	<b>108</b>	Assumes Optometry remains flat
<b>TOTAL STUDENTS</b>	<b>8,833</b>	<b>9,318</b>	<b>9,885</b>	<b>10,518</b>	<b>11,223</b>	<b>12,007</b>	

- Retention rates need to improve
- Steady growth in Transfers (11%) and Grad students (12%) needed annually
- Modest growth in First Time Freshman projected (2.5% annually)
- Can we grow the High School Concurrent base more?



## 4 Year Enrollment Model

What Market Share do we need for 1<sup>st</sup> time Freshman?

- FY10 Goal: 1,142 1<sup>st</sup> time Freshmen
- 24 County:
  - 7.5% share of all HS grads
  - 14% share, college bound
- Core 7 County:
  - 37% share of all HS grads
  - 81% share, college bound
- Significant share of HS grads (15% to 17%) enroll after a 1 year delay
- Success in Tulsa county is paramount

College Going Rates in NSU's Primary 24 County Service Area						
County Name	2007 High School Grads	2007 HS Grad Directly Attending College/University	Percent Attended	Combined College Attendance, Direct from HS + 1 Year Delayed Entry	Percent Attended, Including 1 Yr Delayed entry	% of total HS Grads
Adair	231	99	42.9%	145	62.8%	1.51%
Cherokee	445	191	42.9%	263	59.1%	2.91%
Craig	227	104	45.8%	124	54.6%	1.48%
Creek	799	412	51.6%	547	68.5%	5.22%
Delaware	418	138	33.0%	197	47.1%	2.73%
Haskell	138	47	34.1%	72	52.2%	0.90%
Hughes	133	69	51.9%	88	66.2%	0.87%
Latimer	119	66	55.5%	82	68.9%	0.78%
Le Flore	574	297	51.7%	358	62.4%	3.75%
Mayes	452	201	44.5%	259	57.3%	2.95%
Mc Intosh	190	87	45.8%	123	64.7%	1.24%
Muskogee	744	363	48.8%	511	68.7%	4.86%
Nowata	119	36	30.3%	47	39.5%	0.78%
Okfuskee	113	48	42.5%	74	65.5%	0.74%
Okmulgee	426	226	53.1%	311	73.0%	2.78%
Osage	210	83	39.5%	126	60.0%	1.37%
Ottawa	339	166	49.0%	214	63.1%	2.22%
Pawnee	143	64	44.8%	87	60.8%	0.93%
Pittsburg	488	260	53.3%	342	70.1%	3.19%
Rogers	889	499	56.1%	630	70.9%	5.81%
Sequoyah	508	248	48.8%	333	65.6%	3.32%
Tulsa	6,713	3,947	58.8%	4,921	73.3%	43.87%
Wagoner	316	165	52.2%	244	77.2%	2.07%
Washington	567	294	51.9%	381	67.2%	3.71%
Total 24 County	15,301	8,110	53.0%	10,479	68.5%	
Core 7 County Area	3,114	1,405	45.1%	1,952	62.7%	

NSU's Top 10 Counties

Source: Oklahoma State Regents for Higher Education; NSU 2006 Census data

## 4 Year Enrollment Model

What's the potential market with our 2-year partner schools?

Institution	DEGREES CONFERRED						HEADCOUNT ENROLLMENT					
	Y0405	Y0506	Y0607	Y0708	Y0809	Y_AVG	F0405	F0506	F0607	F0708	F0809	F_AVG
TCC	2,170	2,253	2,167	2,266	1,924	2,156	16,652	16,306	16,419	16,750	18,035	16,832
Connors	302	430	340	287	326	337	2,238	2,104	2,165	2,250	2,363	2,224
Carl Albert	434	506	483	466	546	487	2,792	2,641	2,570	2,444	2,460	2,581
Bacone	119	77	83	70	35	77	na	na	na	na	na	na
NEOC	310	321	296	329	339	319	2,001	2,005	1,907	1,909	1,806	1,926
EOSC	341	273	232	267	235	270	1,970	1,580	1,739	1,610	1,906	1,761
<b>TOTAL TWO YEAR</b>	<b>3,676</b>	<b>3,860</b>	<b>3,601</b>	<b>3,685</b>	<b>3,405</b>	<b>3,645</b>	<b>25,653</b>	<b>24,636</b>	<b>24,800</b>	<b>24,963</b>	<b>26,570</b>	<b>25,324</b>

Source: Oklahoma State Regents for Higher Education; NSU 2006 Census data

- Primary 2-year partner schools generate an average of 3,645 grads per year
  - TCC is clearly dominant, conferring 59% of these degrees
  - How many of these graduates continue on to get their Bachelor's Degree?
  - How many students transfer before their two year degree is complete?
- From 2005 to 2009, NSU averaged:
  - 370 transfers from TCC – 17% of their grads each year
  - 89 transfers from Connors – 26% of their grads each year
  - 70 transfers from Carl Albert – 14% of their grads each year

## 4 Year Enrollment Model

### What Market Share do we need for transfers?

- F10 Goal: 1,084 transfers
- Historically, where do they come from? From 2005 to 2009, NSU had:
  - An average of 112 transfers from peer 4-year schools
    - 30 to 40 per year from RU and OSU; 10 to 12 per year from OU, UCO and UA
  - An average of 632 transfers from the primary 2-year partners
    - TCC generated over half of this volume (avg. 370 per year, or 58%)
    - 632 represents 17.4% of the 3,645 grads coming from our primary 2-year partners
  - Roughly 200 transfers come from a broad “scatter market” list of 150+ institutions
- To meet the F10 goal (assuming past trends continue), NSU would need to capture
  - 112 transfers from peer 4-year schools = 10% of our F10 goal
  - 200 transfers from the “scatter market” = 18% of our F10 goal
  - 772 transfers from our primary 2-year partners = 72% of our F10 goal
    - 772 represents 22% of the 3,645 grads coming from our primary 2-year partners
- Net-net: NSU must capture a dominant share of the local transfer market
  - Our share has been 17% over the past several years
  - Need to increase to 22% share in 2010
  - Will need to grow further by 2013 – up to 32%?

## Program Planning Notes

### **Market conditions strongly suggest that NSU should pursue an expanded menu of online & blended course offerings**

- Limited regional market
- Tech savvy, time-pressed Millennials (age 21 to 32)
- Ample competition (Rogers, TCC, etc)
- HLC certification barriers?

### **We should also assess expansion of core recruiting territory**

- Clarify and pursue opportunities in AR
  - Certification needs & timing? Direct delivery or recruitment to NSU?
- Other OK markets?

### **Fully explore other revenue streams and program opportunities**

- More grad programs in Business and Education?
- Executive degree programs?
- Partnerships with other schools, such as Connors programs offered at NSU Muskogee

# Our Brand Platform

## Brand Platform

### Brand Promise

*“Just as we have for generations,  
NSU delivers a smart, practical, comprehensive education  
that will change your life for the better.”*

### Brand Personality

Friendly, caring and committed.  
Smart and service-oriented.  
Practical, realistic and optimistic.

## Key Messages

Message	What it means
<b>Professors who are focused on you</b>	Our commitment to students means you'll learn from dedicated professors (not TA's) who are focused on your success.
<b>Strong academic programs</b>	A broad array of highly-respected programs are offered through all five colleges and all three campuses
<b>Small class settings</b>	You'll learn more by working closely with engaged and attentive faculty and fellow students.
<b>Convenience</b>	Between our three campuses and a wide variety of evening and online course offerings, you'll almost always find the course you need at a time and place that fits your schedule.
<b>A respected degree</b>	NSU has a long history and well-deserved reputation for producing graduates who are well-prepared to make a difference in the workforce.
<b>Tremendous value</b>	You'll find that no other college or university makes it more affordable to get an education this good.
<b>Friendly, comfortable environment</b>	Everyone here is genuine, down-to earth, friendly and supportive; and our campuses are beautiful and safe.

# Core Strategies



## Core Strategies

### ① **Effectively re-launch the NSU brand**

- A. Increase awareness and positive pre-disposition in the region via multi-media campaign
- B. Establish media presence in Tulsa to support all campuses
- C. Create brand ambassadors through an internal campaign aimed at employees & alumni
- D. Expand opportunities for people to experience NSU

### ② **Web 2.0: Enhance NSU's online communications**

- A. Tell our story, stay top-of-mind, and engage key audiences
- B. Leverage social networking
- C. Expand opportunities for people to experience NSU
- D. Capture and nurture leads online

### ③ **Create & deliver more consistent, branded recruitment communications**

- A. Produce and implement seasonal multi-media campaigns
- B. Expand targeted recruitment efforts and automate the ComFlow process for prospects
- C. Develop ongoing, targeted communications aimed at TCC and other 2 year feeders
- D. Increase program specific recruitment



Strategy #1

**Effectively re-launch the NSU brand**

## Strategy #1

### **Effectively re-launch the NSU brand**

#### **A. Increase awareness and positive pre-disposition in the region via multi-media campaign**

**A1: Creative strategy:** Invite engagement and action while delivering the “Gather Here” expression of the brand

**A2: Media Mix:** TV, print, outdoor, radio, online, PR, on campus

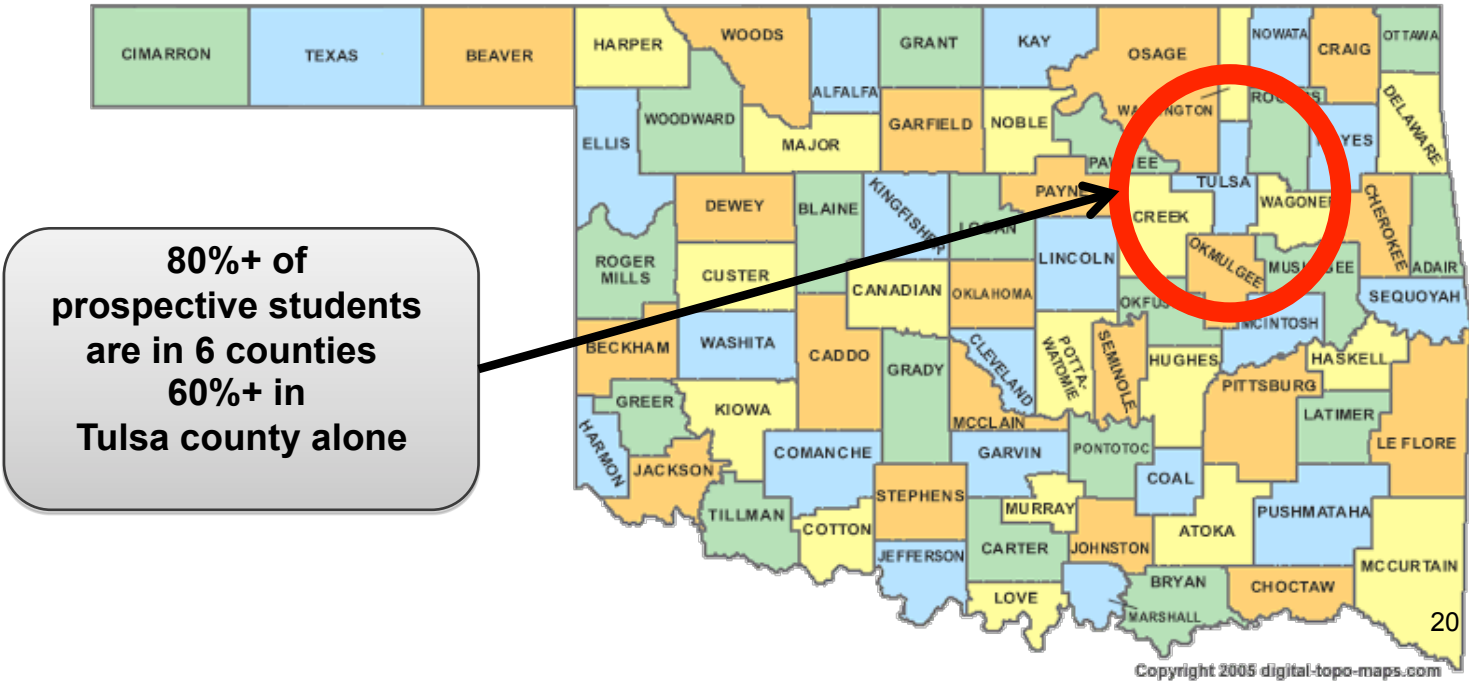
**Critical need for impact:  
reverse years of low-profile,  
energize alumni & solidify partners**

# Strategy #1

## Effectively re-launch the NSU brand

### B. Expand media presence in Tulsa to support all campuses

- Essential to the enrollment growth & stability for both TQ and BA campuses
- Long term issue: ground zero for the share battle to occur over the next 10 years
- Secondary counties will not support existing enrollment levels, much less growth
- Logical next step in presenting NSU as the preferred partner for 2-yr partner schools
- Tulsa media reaches 24 county area



# Strategy #1

## Effectively re-launch the NSU brand

### Campaign calendar, Jan-June 2010

	January				February				March					April				May					June				
	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
<b>Internal Brand Launch</b>																											
Internal Campaign																											
Website launch																											
<b>External Brand Campaign</b>																											
Billboard																											
TV																											
Paid search/PPC																											
Alumni DM & EM																											
<b>Student Recruitment Campaign</b>																											
Billboard																											
Radio																											
Newspaper																											
Paid search/PPC																											
Direct Mail																											
Misc/TBD																											
<b>TOTAL</b>																											

Strategy #1  
**Effectively re-launch the NSU brand**

## Community & Public Relations

– **Routinely gather and promote unique success stories**

- Emphasize the core themes of sustainability; globalization; leadership; diversity
- Pitch these stories in students' hometown weeklies (focus on larger towns)
- Make them easy for reporters to find online – home page link to UR office?

– **Create a media panel & speaker's bureau to highlight NSU's expertise**

- Identify 5-8 campus experts & faculty in strategically selected subject areas
  - Must have strong speaking skills, excellent credentials, and easy accessibility
  - Select appropriate media outlets for each expert, make routine phone contact with each outlet
- Consistently promote and pitch stories to beat writers in selected regional media
- Look for speaking engagements at community & business events, conferences, local high schools
- Add an information-rich, easy to navigate online newsroom to the new website to make it simple for reporters to get information and story ideas from NSU (example: <http://www.case.edu/think/>)

## Strategy #1

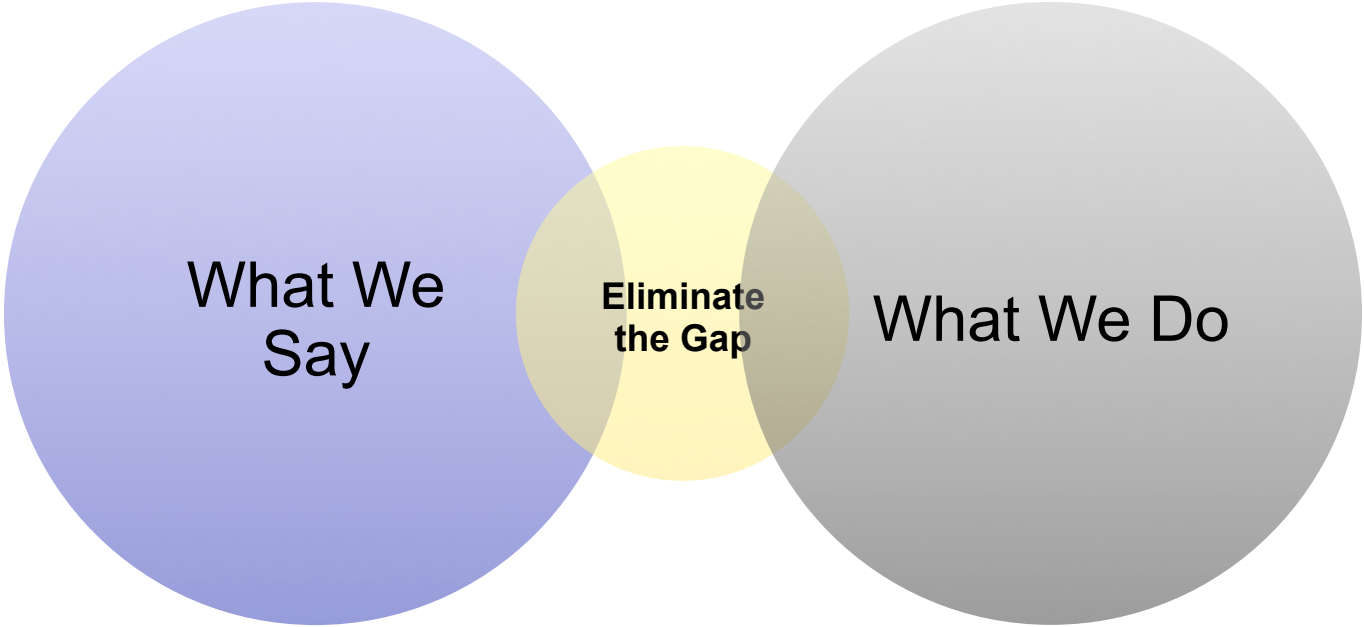
# Effectively re-launch the NSU brand

Community & Public Relations

- **Create and execute an event program to highlight NSU's strengths and core elements of its strategic plan**
  - Focus on education, healthcare and business issues
  - Emphasize regional impact
  
- **Develop and execute an OpEd strategy**
  - OpEd readers are most educated & influential news consumers
  - Showcase insight, take the lead on hot issues in higher ed
  - Routine OpEd presence generates awareness, admiration & respect
  
- **Develop and execute an online PR strategy**
  - Faculty and student blogs
  - Post daily/weekly press releases created and edited using top keyword terms
  - Use the press release distribution services crawled by Yahoo! News and Google News (Business Wire, Market Wire, PrimeNewswire, PR Newswire, PR Web etc.)
  - Add an information-rich, easy to navigate line newsroom to the new website to make it simple for reporters to get information and story ideas from NSU

Strategy #1  
**Effectively re-launch the NSU brand**

**C. Create brand ambassadors through an internal campaign aimed at employees & alumni**





## Strategy #1

### **Effectively re-launch the NSU brand**

#### **C. Create brand ambassadors through an internal campaign aimed at employees & alumni**

- Faculty and Staff are at the front line of delivering on the brand every day – make sure they...
  - Know what we are doing & why it's important
  - Understand how it affects what they do & vice versa
  - Can express the brand promise & key messages
  
- Conduct a series branding workshops for all faculty and staff
  - Branding 101
  - The competitive scenario
  - Key communications elements
  - Review process, tools & support available for developing communications materials

## Strategy #1

### **Effectively re-launch the NSU brand**

#### **C. Create brand ambassadors through an internal campaign aimed at employees & alumni**

- Establish a strong physical presence for brand messages on campus
  - Posters, banners and signage throughout all campuses (locations TBD)
  - Faux wayfinding signage (looks like street signs, etc.)
    - Exit sign that says “go far”
    - Large sign saying “gather here” over a study lounge
  - Wrap vending machines
  - Plates, cups, java jackets in campus coffee shop
  - Branded keepsakes for employees: clocks, t-shirts, mugs, lapel pins, etc
  
- Extend brand into internal communication
  - Message from Dr. Betz: online video, phone voice message
  - E-mail headers & signatures
  - Internal newsletters -- design templates and brand-driven content
  - More engaging News & Calendar Section on the website

## Strategy #1

### **Effectively re-launch the NSU brand**

#### **C. Create brand ambassadors through an internal campaign aimed at employees & alumni**

- **Extend the brand into faculty & staff recognition**
  - How have you helped a student “go far” lately?
  - Introduce new brand ambassador award & solicit nominations
  - Monthly winners go into an annual prize pool
  
- **Create opportunities for internal audiences to engage**
  - Bring in guest speakers on regional issues and invite faculty & staff to attend
  - Department-level competitions for funded, brand-driven program support
  - Invite students, faculty & staff to engage in online forums, surveys & blogs
    - Survey: What are your favorite gathering places on campus?
    - Submit stories: how is your life better because of NSU? Where do you hope to go from here?

## Strategy #1

### **Effectively re-launch the NSU brand**

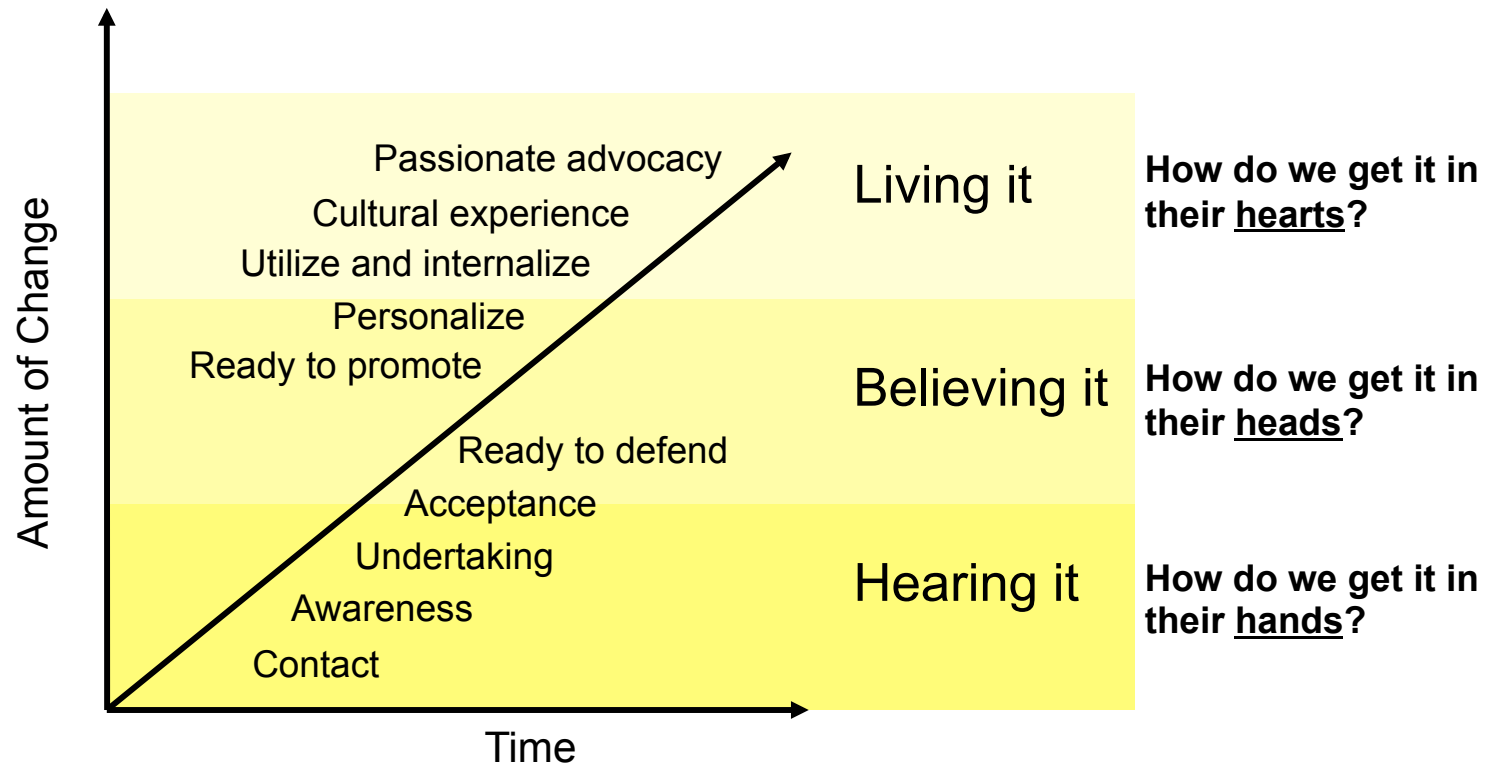
Conduct in-depth training session for all NSU MarCom staff

Provide ongoing agency creative direction to guide internal NSU teams as they develop material

Create and distribute project development support material

- Brand & graphic standard guidelines
- Key messages
- Project Briefs
- Review process for department-created materials
- Timing & Budgeting guidelines

## Assimilation Takes Time



Source: Aaker, Prophet, modified

Strategy #1  
**Effectively re-launch the NSU brand**

**D. Expand opportunities for people to experience NSU**

**D1:** Develop an entertaining and informative video series highlighting life at NSU; post videos online, distribute via public access TV

- Branded “shell”
- Identify & prioritize video opportunities
  - Video excerpts from great NSU class lectures? Concerts, community events, theatre performances? Campus video tour? “Man on the street” interviews with students?

**D2:** Develop trial mechanisms that allow people to “sample” NSU

- Offer transfer prospects a chance to audit classes at NSU
- Create ways to sample an online course

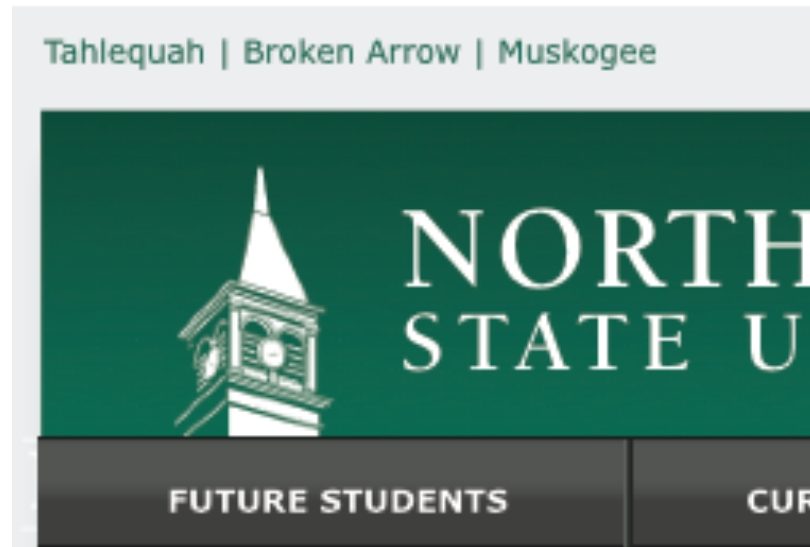
## Strategy #1

### **Effectively re-launch the NSU brand**

#### **D. Expand opportunities for people to experience NSU**

##### **D3: Promote NSU as the community Gathering Place**

- Develop & host leadership forums on key issues in healthcare, business and education
  - Provide free or very low-cost access to NSU facilities to businesses & community groups
  - Give companies space to do off-site meetings
  - Host charitable events
- **Start with a Pilot program for Broken Arrow**
- Develop the value proposition & logistical support: what exactly are we offering? How do I book an event? What on-site support will NSU provide?
  - Coordinate Campus offer with academic messages to support enrollment
    - Continuing Ed, Grad and Undergrad course offerings
    - Input from Christy Jenlink,, Rachel Farinelli
  - Develop communications materials
  - Develop targeting plan for local businesses and organizations
  - Confirm staff responsibility for getting the word out and making direct “sales” calls on targeted organizations (Kimbra Scott?)



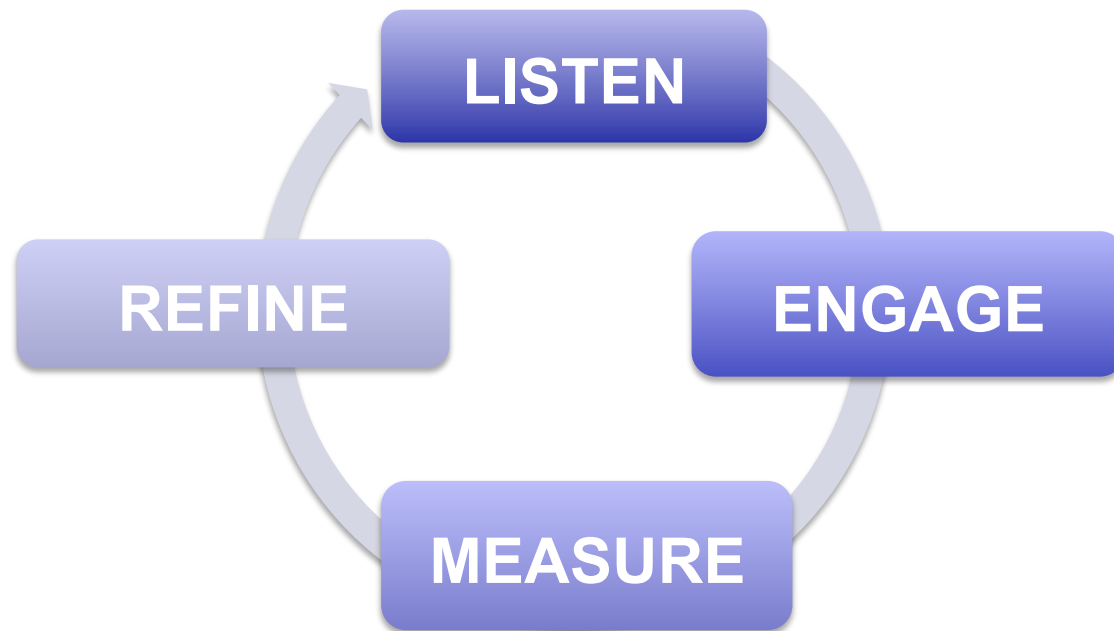
Strategy #2

**Web 2.0: Enhance NSU's online  
communications**



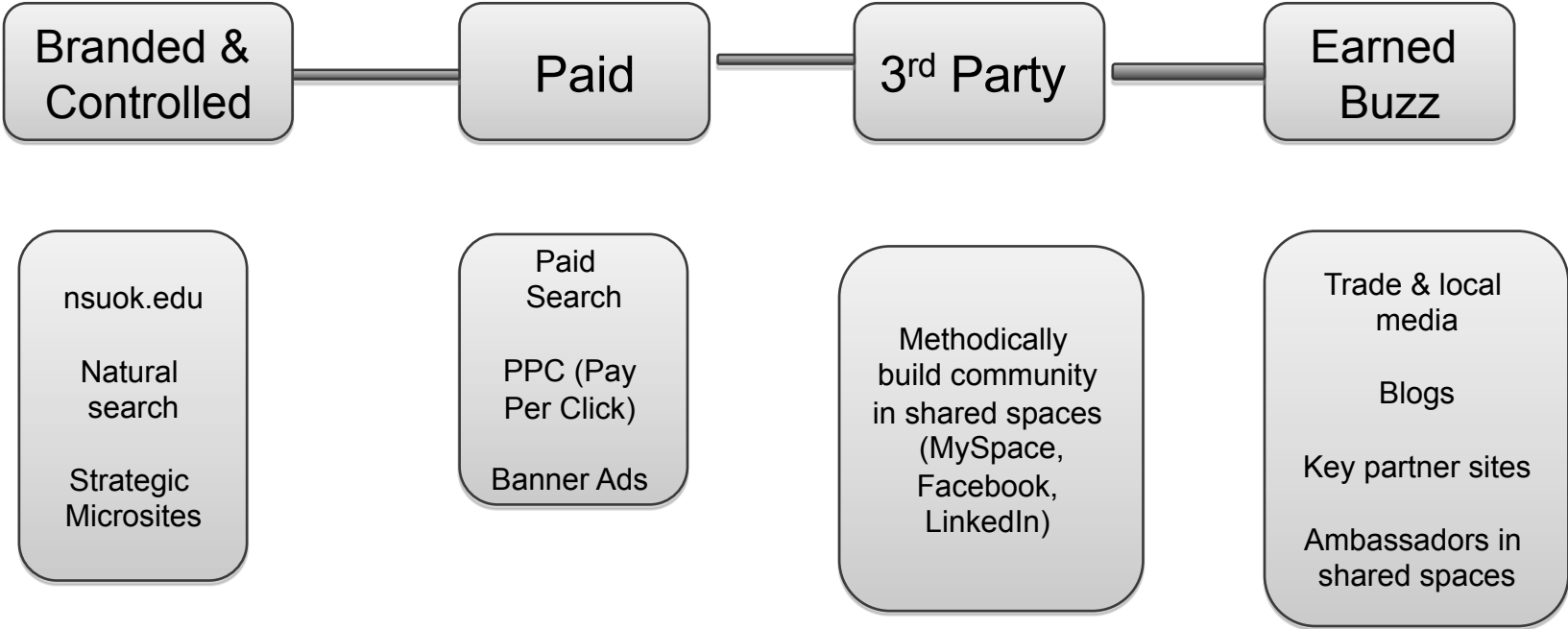
Strategy #2:  
Web 2.0: Enhanced online communications

Think of online in terms of a classic direct response model



**Strategy #2:**  
**Web 2.0: Enhanced online communications**

We can and should consider several types of online channels



## Strategy #2: Enhanced online communications

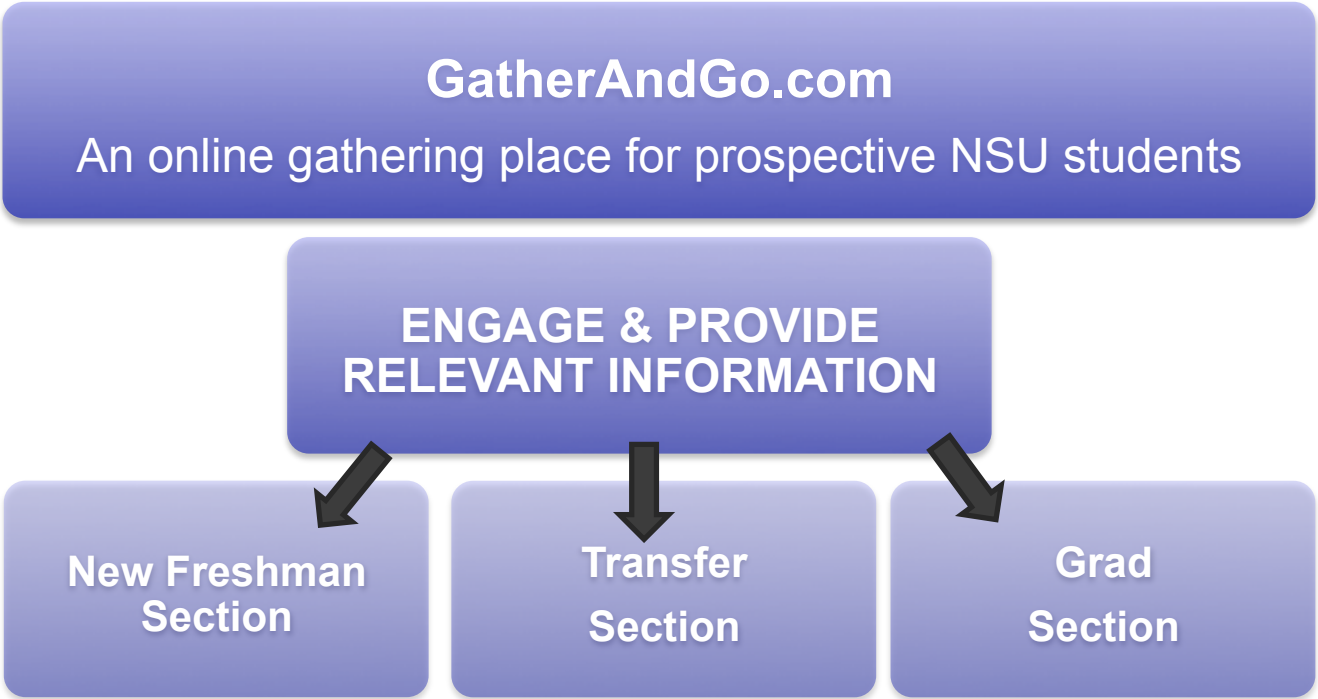
- **Rather than play follow the leader, assess online channels & ideas with discipline:**
  1. How does it support NSU's core objectives?
  2. Exactly who are we speaking to, and why?
  3. Will this be a true dialog, or a lone monologue? How do we respond?
  3. Do we have the resources to maintain it well?
  4. How does it support our brand?
  
- **Rules of thumb**
  - Less is more: let's do a few things really well
  - It will never be “done”
  - How will we know if it worked?

## Strategy #2: Enhanced online communications

- Update the NSU website to reflect our new brand creative and serve as the ongoing anchor of our brand
  - Improved look and delivery of brand message
  - Capture leads from interested students searching our site
  - Frequent updates in key content areas
  - User activated video to engage and share the NSU experience
- Capture attention from those actively searching online for information about colleges
  - Establish consistent paid search and PPC presence (Google, Facebook, etc.)

**Strategy #2:**  
**Enhanced online communications**

**Controlled Microsites: build and maintain a microsite dedicated to prospective students; drive traffic to the site via all recruitment marketing**



## Strategy #2: Enhanced online communications

**Controlled Microsites: build and maintain a microsite dedicated to prospective students; drive traffic to the site via all recruitment marketing**

### **Build engaging, interactive features into GatherandGo.com:**

- “My NSU Circle” app that includes key contacts at NSU
- Videos that demonstrate the NSU & personality
- Hometown Connections -- interactive maps to show where faculty, alumni & students are from
- “Class sampling” opportunities
- Course planning resources
- Upcoming class schedules
- Online gathering: hosted chat & surveys
- Orientation schedules
- Links to social networks
- Meet other new students online

Strategy #2:  
Enhanced online communications

**3rd Party Social Networks: use 3<sup>rd</sup> party social media on an audience-specific basis to promote affinity for NSU, support student recruitment and provide “listening” opportunities**

Use the right 3<sup>rd</sup> party forum



For the right purpose



For the right audience

**Strategy #2:**  
**Enhanced online communications**

**Decide which social media activity will be sponsored & monitored centrally through NSU marketing, e.g.:**

- Dedicated groups on LinkedIn and Facebook for NSU Broken Arrow
- A more informative, brand-consistent page on MySpace to support both traditional and transfer recruitment
- Improved use of YouTube – share the NSU experience; get the word out
- Refocused institutional position on Twitter -- make it more relevant to specific audience groups

**Core institutional marketing  
initiatives requiring central resources**



**Strategy #2:**  
**Enhanced online communications**

**Encourage decentralized social media activity, but set ground rules**

**Examples:**

- Move Rowdy the Riverhawk (MySpace & Twitter) to Athletics
- NSU Golf Facebook group -- active?
- NSU Music Department – YouTube?

**Suggested rules:**

- Keep the brand promise and key messages in mind
- You represent NSU – don't denigrate or embarrass the school
- Keep professional and personal social media behavior separate
- If you build it, you must actively maintain it
- Keep the brand promise and key messages in mind

**Departmental communications initiatives  
requiring local resources**



Strategy #3  
**Create & deliver more consistent, branded  
recruitment communications**

**Strategy #3:**  
**Consistent recruitment communications**

**A: Produce and implement seasonal multi-media campaigns**

- **Move the decision cycle up in the year to capture share and better support program & course scheduling logistics**
- **Use strong promotional offers (such as tuition waivers) to drive inquiry and early application**

**A1: Spring Campaign:** major annual promotional campaign from March through June to drive interest and inquiry from both traditional and transfer segments.

**A2: Fall Campaign:** secondary campaign aimed at traditional HS student segments to put NSU on the “short list” and capture inquiry from early decision makers.

## Strategy #3: Consistent recruitment communications

### **B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

#### **B1: Improve targeting plans for high schools and DM & EM**

- Categorize all area high schools according to Potential vs. Established Recruiting Presence and map out communication and visit priorities accordingly
- Maximize the targeted DM & EM pool
- Reach every HS senior in the 24 county area (multiple times)
- Consider all viable list sources: CBSS, NRCCUA, PSAT/SAT, PLAN/ACT, etc
- Expand communications to include all HS juniors and perhaps sophomores
  - Review and expand upon the overall publication suite of materials
- Create a “fanbook” showing what students have done together and as individuals
- Develop more Print on Demand items for recruiters to send
  - Increase budget allocated in Enrollment Management for recruitment materials & communication support



**On a county level, where are we strong in FTF Recruitment?  
Where is there good growth opportunity?**

County Name	2007 High School Grads	2007 HS Grad Directly Attending College/University	F07 NSU FTF by County	Approx. F07 "College Going" Market Share	F09 NSU FTF by County
Adair	231	99	68	69%	75
Cherokee	445	191	195	102%	277
Craig	227	104	9	9%	11
Creek	799	412	36	9%	28
Delaware	418	138	47	34%	52
Haskell	138	47	5	11%	14
Hughes	133	69	2	3%	0
Latimer	119	66	2	3%	1
Le Flore	574	297	20	7%	14
Mayes	452	201	54	27%	61
Mc Intosh	190	87	13	15%	1
Muskogee	744	363	93	26%	96
Nowata	119	36	3	8%	2
Okfuskee	113	48	2	4%	3
Okmulgee	426	226	18	8%	19
Osage	210	83	19	23%	9
Ottawa	339	166	3	2%	10
Pawnee	143	64	8	13%	13
Pittsburg	488	260	11	4%	20
Rogers	889	499	29	6%	30
Sequoyah	508	248	50	20%	52
Tulsa	6,713	3,947	123	3%	106
Wagoner	316	165	48	29%	58
Washington	567	294	19	6%	13
Total 24 County	15,301	8,110	877	11%	965
Core 7 County Area	3,114	1,405	555	40%	671
<b>NSU is performing very well in these counties</b>					
<b>NSU has substantial room for growth in these counties</b>					

Source: Oklahoma State Regents for Higher Education; NSU 2005-2009 FTF residence data

## Traditional Freshmen: What schools are our strongholds?

<b>New Freshmen - Top Ten Feeder High Schools</b>										
<b>Fall 2005 to Fall 2009</b>										
	<b>Fall 2005</b>		<b>Fall 2006</b>		<b>Fall 2007</b>		<b>Fall 2008</b>		<b>Fall 2009</b>	
	<b>N</b>	<b>Rank</b>	<b>N</b>	<b>Rank</b>	<b>N</b>	<b>Rank</b>	<b>N</b>	<b>Rank</b>	<b>N</b>	<b>Rank</b>
TAHLEQUAH SENIOR H S	114	1	122	1	78	1	91	1	133	1
MUSKOGEE HIGH SCHOOL	41	2	30	3	22	7	20	9	38	2
KEYS HIGH SCHOOL	16	11	18	12	23	4	26	5	32	3
STILWELL HIGH SCHOOL	33	3	29	4	29	2	34	2	31	4
BROKEN ARROW HIGH SC	17	10	29	4	24	3	16	14	28	5
WESTVILLE H S	19	7	24	7	19	11	17	12	27	6
SEQUOYAH HIGH SCHOOL	19	8	19	11	23	4	29	3	26	7
WAGONER HIGH SCHOOL	16	11	18	12	20	8	29	3	25	8
FORT GIBSON HIGH SCH	30	4	37	2	20	8	23	7	23	9
HILLDALE HIGH SCHOOL	25	6	11	23	20	8	26	5	18	10
LOCUST GROVE H S	27	5	27	6	17	12	22	8	17	11
SALLISAW HIGH SCHOOL	14	13	20	10	9	26	8	29	16	12
HULBERT HIGH SCHOOL	18	9	7	37	23	4	9	24	16	12
COLCORD HIGH SCHOOL	11	18	22	8	15	15	14	15	11	18
JAY HIGH SCHOOL	4	64	21	9	15	15	20	9	8	31
Top 16 High schools, total	404		434		357		384		449	
<b>TOTAL NEW FRESHMEN</b>	<b>1101</b>		<b>1127</b>		<b>1015</b>		<b>997</b>		<b>1113</b>	
<i>In order by Fall 2009 rank</i>										
<i>Note that total number of new freshmen do not exactly match the census counts due to corrections made after the end of the semester.</i>										

## Traditional Freshmen: What high schools represent good growth opportunities?

- Schools in yellow are currently core feeders, sending 16 or more students to NSU in F09
- Schools in blue are growth opportunities
  - Large schools
  - Strong college going rates
  - They sent fewer than 10 students to NSU in F09
- Next steps:
  - Build a list of the top 30 high school targets
  - Develop school visit schedule
  - 1-to-1 contact with counselors at all schools
  - ID and engage NSU alumni teaching in these schools
  - Ensure good coverage of these schools in our DM and EM lists
  - Focus event programs on selected schools

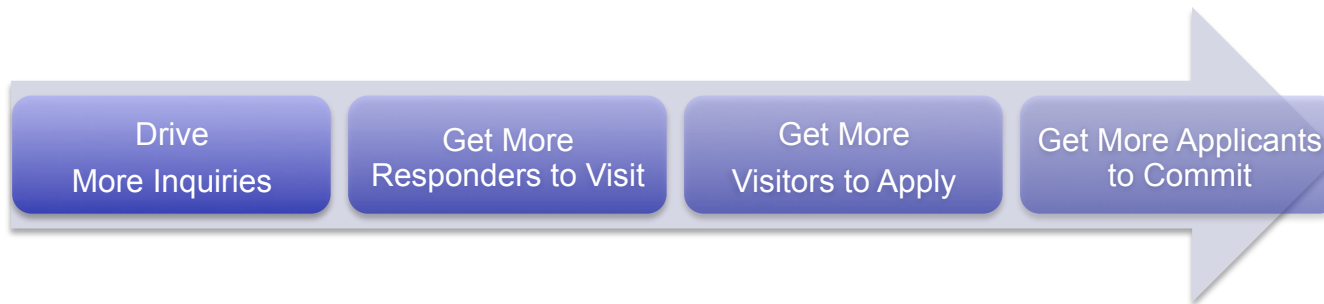
Site Name	2007 High School Grads	2007 HS Grad Attending College/ University	Percent Attended
Broken Arrow High School	842	576	68.4%
Union High School	899	554	61.6%
Jenks High School	649	441	68.0%
Owasso High School	510	304	59.6%
Bartlesville High School	406	224	55.2%
Charles Page High School	425	214	50.4%
Bixby High School	268	188	70.1%
Sapulpa High School	338	168	49.7%
Claremore High School	283	155	54.8%
Muskogee High School	289	138	47.8%
Tahlequah High School	228	99	43.4%
Glenpool High School	141	91	64.5%
Pryor High School	168	85	50.6%
Coweta High School	151	83	55.0%
Collinsville High School	146	81	55.5%
Oologah High School	109	75	68.8%
Skiatook High School	188	71	37.8%
Mannford High School	118	70	59.3%
Catoosa High School	138	69	50.0%
Sallisaw High School	120	68	56.7%
Hilldale High School	114	63	55.3%
Inola High School	97	63	64.9%
Berryhill High School	95	62	65.3%
Grove High School	155	62	40.0%
Fort Gibson High School	125	57	45.6%
Miami High School	96	57	59.4%
Vinita High School	114	56	49.1%
Wagoner High School	102	54	52.9%
Bristow High School	91	53	58.2%
Okmulgee High School	109	53	48.6%
Morris High School	81	50	61.7%

## Strategy #3: Consistent recruitment communications

### **B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

#### **B2: Expand targeted communications to reach parents**

- Multi-piece “to the parents of” DM campaign aimed at all families of all prospects who inquire
- Emphasize safety, wholesome community atmosphere, access to faculty, outcomes, academic quality, value
- Connect parents with a “go-to” person in Admissions who can answer questions
- Work with key influencers to host backyard gatherings in key suburban areas (Broken Arrow, etc.) and invite parents and undecided high school prospects
- Expand on last year’s Broken Arrow event (S. Myers)
- Include local alumni leaders and encourage them to invite prospects
- Establish similar events for transfer prospects





## Strategy #3: Consistent recruitment communications

### **B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

#### **B3: Create an automated follow-up communications calendar to stay top of mind for all interested prospects; sample process:**

- 48 hour turn on info packets for those requesting more information
- 7 Days Out: e-mail follow up (questions?)
- 14 Days Out: phone follow-up (make personal contact)
- 30 Days Out: e-mail follow-up (encourage visit)
- 60 Days Out: postcard follow-up (encourage visit)
- Pre-ACT: “Don’t forget to send us your scores” postcard
- March 15: DM and EM follow up (versions depending on previous contact)
- April 15: DM and EM follow up (versions depending on previous contact)
- May 15: DM and EM follow up (versions depending on previous contact)

Drive  
More Inquiries

Get More  
Responders to Visit

Get More  
Visitors to Apply

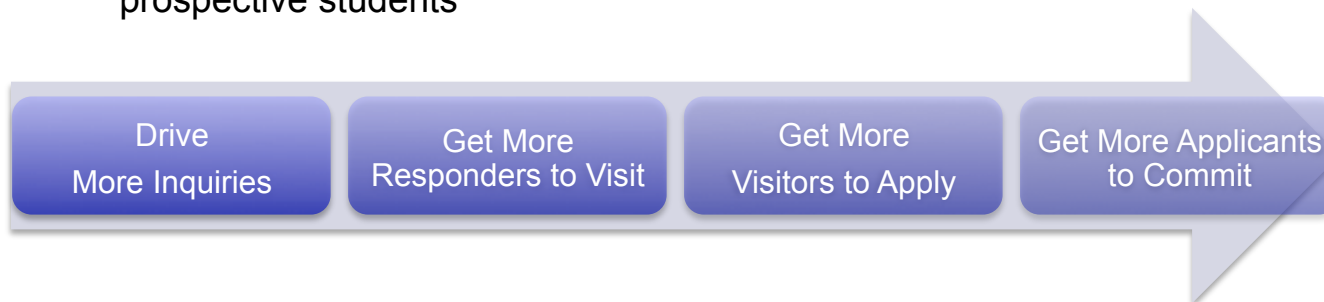
Get More Applicants  
to Commit

## Strategy #3: Consistent recruitment communications

### **B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

#### **B4: Encourage & facilitate word-of-mouth endorsement**

- Create a Tell-a-Friend program for current students: for every prospect they refer who applies to NSU, students get a \$25 tuition credit; for every referral that matriculates to NSU, they get a \$250 credit.
- Get the Word Out program
- Create a series of fun, hip bumper stickers and T-shirts and give them to students for free.
- Offer same material to faculty, staff and alumni via e-commerce site
- Create an interactive Hometown Connections map showing where current students and alumni are from; enable social networking among these stakeholders and prospective students



## Strategy #3: Consistent recruitment communications

### **B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

#### **B5: Leverage NSU alumni base to support recruitment**

- Alumni Ambassadors: connect NSU alumni with prospects from their HS who have inquired or applied
- NSU School Partners: leverage presence of our grads in the elementary and secondary schools
- Limitations in schools? Materials preferred by alumni?
- Develop a Pilot program here -- create the model, test it, then expand it

#### **B6: Increase role of academic departments in recruitment**

- It's everyone's job – not just admissions
- In-depth Visit Days for colleges/departments – more than a tour
- Mail & e-mail from academic units
- Assigned contacts in academic units for all well-qualified prospects & applicants
- Academic competitions for admitted prospects
- Find a Pilot program opportunity: identify motivated faculty/department, develop the model



**Strategy #3:**  
**Consistent recruitment communications**

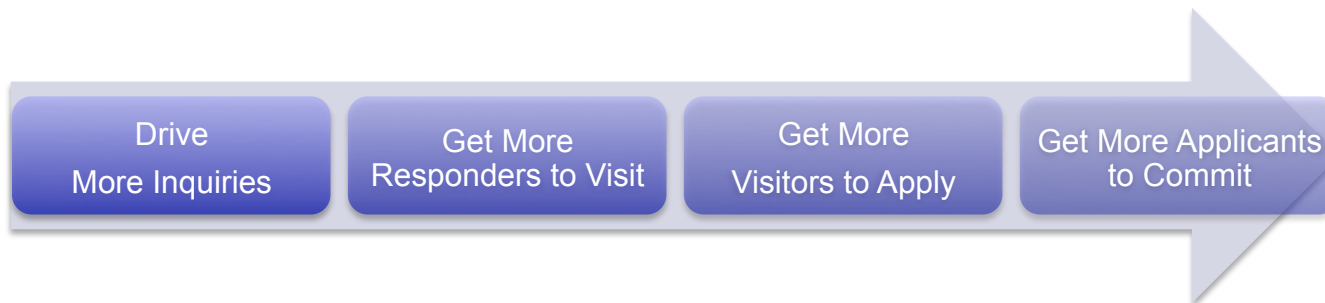
**B. Expand targeted recruitment efforts and automate the ComFlow process for known prospects and responders**

**B7: Develop campaign targeted at PELL Grant recipients**

- Encourage use of bonus PELL allocation in 2010 (summer session?)
- Consider an NSU PELL Bonus Package of some kind
- Need to reach both current students with PELL Grants as well as prospects (e-mail, PPC, print...?)

**B8: Develop campaign targeted at Veterans**

- Encourage use of GI Bill education benefits
- Create sense that NSU community is very friendly to Veterans (leverage existing Vet enrollment)
- Targeted messaging (DM, EM, on campus) at the 800 Vets currently attending TCC
- Leverage strong connections at VA Center in Muskogee
- Distribute literature through American Legion, VFW, other Vet organizations



## Strategy #3: Consistent recruitment communications

### **C: Develop ongoing, targeted communications aimed at TCC and other 2-year feeder schools**

#### **C1: Increase presence on and around TCC campuses**

- Build awareness of the seamless transition plans from TCC to NSU, as represented by the SmartChoice program
- Establish an NSU recruitment office on TCC campus
- Posters & literature distribution wherever possible
- Contract outdoor media locations near TCC
- Special events: sponsor coffee or ice cream breaks during high traffic periods

#### **C2: Regular targeted DM and EM to TCC students who will soon complete their degree**

- Personal letters/e-mail from academic departments to selected TCC students

#### **C3: Find relevant & fun ways to get TCC students to the BA campus**

- Co-host recruiting events with TCC on the NSU BA campus
- Invite TCC students to sample classes at NSU BA
- Hold a fun geocaching event as an engaging way to show off the NSU BA campus
- Family night at NSU BA (with free child care)

## Transfers from 2-Year Partners

What are the biggest degree programs for our transfer partners?

DEGREE PROGRAM	TCC*	Connors	Carl Albert	Bacone	NEOC	EOSC	TOTAL
LIBERAL ARTS/GENERAL ED - AA	671	89		3	62	55	880
BUSINESS ADMINISTRATION -	290	37	76	11	21	21	456
PRE-EDUCATION-AA	154	18	82	10	23	6	293
SOCIAL SCIENCE/SOCIOLOGY - AA	132	6	48		15	21	222
NURSING -AAS	107	63	27	19	42	52	310
PATIENT CARE TECHNICIAN -	81						81
CHILD DEVELOPMENT- CERT	78	7	25		12		122
RADIOGRAPHY-AAS	29			13			42
ENGINEERING-AS	28						28
HUMAN SERVICES -AS	26						26
PHYSICAL THERAPIST ASST	25		17		10		52
PRE PROFESSIONAL SCIENCE R	22						22
MEDICAL LABORATORY TECHNIC	22			2	7		31
CHILD DEVELOPMENT- AS	22	9	40	3		9	83
COMMUNICATIONS -AA	21						21
RESPIRATORY CARE - AAS	21						21
INTERNATIONAL LANGUAGE STU	20						20
PRE-NURSING - AS	19	29			10		58
SCIENCE RELATED CONCENTRAT	17						17
FOREIGN LANGUAGE - AA	16						16
MATHEMATICS -AS	15						15
COMPUTER INFORMATION SYSTE	14		12		6		32
ALLIED HEALTH-AS			51				51
HEALTH/PHYSICAL EDUCATION		3	16	5	12	10	46
CRIMINAL JUSTICE -AS			15	2	6	13	36

\*TCC has numerous smaller programs (not listed here) in business, IT, sciences and healthcare that collectively represent strong potential headcount for NSU

Due to differences in degree programs and program titles between schools, this list is intended to directionally indicate most popular two year degrees. It is not comprehensive.

## Transfers from 2-Year Partners

What NSU programs the most popular among transfers?

New Transfers by Top Majors								
Fall 2005 to Fall 2009								
Rank	MAJOR	COLLEGE	FALL 2005	FALL 2006	FALL 2007	FALL 2008	FALL 2009	TOTAL
1	UNDECLARED-UNDERGRAD	Academic Affairs	98	79	55	66	192	490
2	ELEMENTARY ED (BS/ED)	Education	144	117	129	74	117	581
3	EARLY CHILDHOOD ED	Education	53	36	59	43	54	245
4	ACCOUNTING	Business & Tech	42	61	47	29	44	223
5	BUSINESS ADMIN	Business & Tech	69	39	36	35	42	221
6	PSYCHOLOGY-GENERAL	Education	37	45	46	40	37	205
7	PRE-SOCIAL WORK	Liberal Arts	9	6	9	11	36	71
8	NURSING (PLUS 2)	Science & HP	15	13	19	15	21	83
9	SPEC ED-MILD/MOD DIS	Education	9	17	12	13	21	72
10	HUMAN & FAMILY SCI	Science & HP	20	19	14	8	20	81
11	PRE-PROF HEALTH	Science & HP	17	11	16	10	20	74
12	PSYC-MENTAL HEALTH	Education	18	16	19	20	20	93
13	SOCIAL STUDIES EDUC	Liberal Arts	12	11	11	16	20	70
14	MANAGEMENT	Business & Tech	7	10	11	3	19	50
15	CRIMINAL JUSTICE	Liberal Arts	44	46	30	33	18	171
16	BIOLOGY-ORGANISMIC	Science & HP	27	20	35	22	16	120
17	HEALTH & PHYS EDUC	Education	27	15	15	16	16	89
18	MARKETING	Business & Tech	29	41	22	20	16	128
19	COMPUTER SCIENCE	Science & HP	7	7	5	4	14	37
20	MATHEMATICS ED	Science & HP	8	9	6	3	14	40
21	ENGLISH EDUCATION	Liberal Arts	13	20	21	14	13	81
22	BUSINESS MAJ-UNDECLA	Business & Tech	0	4	2	5	12	23
23	SAFETY MANAGEMENT	Business & Tech	10	8	4	7	12	41
24	CHEMISTRY	Science & HP	7	4	4	8	11	34
25	ENGLISH	Liberal Arts	20	11	21	15	11	78
26	FINANCE	Business & Tech	9	13	14	12	11	59

**New Transfers from 4-Year Institutions by  
Term, Institution, and Campus  
Fall 2005 to Fall 2009**

<b>INSTITUTION</b>	<b>CAMPUS</b>	<b>FALL 2005</b>	<b>FALL 2006</b>	<b>FALL 2007</b>	<b>FALL 2008</b>	<b>FALL 2009</b>	<b>TOTAL</b>	<b>5 Year Avg</b>
UNIVERSITY OF ARKANSAS-FAYETTE	TAHLEQUAH	8	5	5	0	11	29	
	BROKEN ARROW	0	1	0	1	2	4	
	<b>TOTAL</b>	<b>8</b>	<b>6</b>	<b>5</b>	<b>1</b>	<b>13</b>	<b>33</b>	<b>7</b>
UNIVERSITY OF ARKANSAS-FT SMIT	TAHLEQUAH	5	7	10	4	7	33	
	MUSKOGEE	1	1	1	0	2	5	
	BROKEN ARROW	1	0	1	0	1	3	
	<b>TOTAL</b>	<b>7</b>	<b>8</b>	<b>12</b>	<b>4</b>	<b>10</b>	<b>41</b>	<b>8</b>
UNIVERSITY OF CENTRAL OKLAHOMA	TAHLEQUAH	9	11	11	9	7	47	
	BROKEN ARROW	4	5	2	5	3	19	
	<b>TOTAL</b>	<b>13</b>	<b>16</b>	<b>13</b>	<b>14</b>	<b>10</b>	<b>66</b>	<b>13</b>
UNIVERSITY OF OKLAHOMA NORMAN	TAHLEQUAH	13	8	4	14	11	50	
	BROKEN ARROW	8	4	8	4	1	25	
	<b>TOTAL</b>	<b>21</b>	<b>12</b>	<b>12</b>	<b>18</b>	<b>12</b>	<b>75</b>	<b>15</b>
OKLAHOMA STATE UNIVERSITY MAIN	TAHLEQUAH	23	8	11	11	15	68	
	MUSKOGEE	1	0	2	0	0	3	
	BROKEN ARROW	12	10	10	8	16	56	
	<b>TOTAL</b>	<b>36</b>	<b>18</b>	<b>23</b>	<b>19</b>	<b>31</b>	<b>127</b>	<b>25</b>
ROGERS STATE UNIVERSITY	TAHLEQUAH	28	27	22	21	28	126	
	MUSKOGEE	0	3	2	1	1	7	
	BROKEN ARROW	17	20	22	15	11	85	
	<b>TOTAL</b>	<b>45</b>	<b>50</b>	<b>46</b>	<b>37</b>	<b>40</b>	<b>218</b>	<b>44</b>
<b>Subtotal, 4-year Schools</b>		<b>130</b>	<b>110</b>	<b>111</b>	<b>93</b>	<b>116</b>		<b>112</b>



**New Transfers from 2-Year Institutions by  
Term, Institution, and Campus  
Fall 2005 to Fall 2009**

<b>INSTITUTION</b>	<b>CAMPUS</b>	<b>FALL 2005</b>	<b>FALL 2006</b>	<b>FALL 2007</b>	<b>FALL 2008</b>	<b>FALL 2009</b>	<b>TOTAL</b>	<b>5 Year Avg</b>
BACONE COLLEGE	TAHLEQUAH	26	9	4	14	6	59	
	MUSKOGEE	2	3	2	0	0	7	
	BROKEN ARROW	0	1	0	0	1	2	
	<b>TOTAL</b>	<b>28</b>	<b>13</b>	<b>6</b>	<b>14</b>	<b>7</b>	<b>68</b>	<b>14</b>
CARL ALBERT STATE COLLEGE	TAHLEQUAH	77	66	64	52	69	328	
	MUSKOGEE	3	3	3	2	4	15	
	BROKEN ARROW	0	1	2	1	2	6	
	<b>TOTAL</b>	<b>80</b>	<b>70</b>	<b>69</b>	<b>55</b>	<b>75</b>	<b>349</b>	<b>70</b>
CONNORS STATE COLLEGE	TAHLEQUAH	92	80	69	61	76	378	
	MUSKOGEE	9	13	9	7	9	47	
	BROKEN ARROW	5	5	5	4	3	22	
	<b>TOTAL</b>	<b>106</b>	<b>98</b>	<b>83</b>	<b>72</b>	<b>88</b>	<b>447</b>	<b>89</b>
EASTERN OKLAHOMA STATE COLLEGE	TAHLEQUAH	38	19	13	9	11	90	
	MUSKOGEE	1	2	1	0	0	4	
	BROKEN ARROW	0	2	0	0	0	2	
	<b>TOTAL</b>	<b>39</b>	<b>23</b>	<b>14</b>	<b>9</b>	<b>11</b>	<b>96</b>	<b>19</b>
NORTHEASTERN OKLAHOMA AGRICULT	TAHLEQUAH	41	28	36	33	31	169	
	MUSKOGEE	0	0	1	1	3	5	
	NEO	0	0	0	0	1	1	
	BROKEN ARROW	2	1	3	4	6	16	
	<b>TOTAL</b>	<b>43</b>	<b>29</b>	<b>40</b>	<b>38</b>	<b>41</b>	<b>191</b>	<b>38</b>
OSU-OKMULGEE	TAHLEQUAH	22	17	20	15	14	88	
	MUSKOGEE	0	4	5	3	1	13	
	BROKEN ARROW	11	12	11	7	17	58	
	<b>TOTAL</b>	<b>33</b>	<b>33</b>	<b>36</b>	<b>25</b>	<b>32</b>	<b>159</b>	<b>32</b>
TULSA COMMUNITY COLLEGE	TAHLEQUAH	93	77	117	108	143	538	
	MUSKOGEE	11	7	7	10	6	41	
	BROKEN ARROW	280	277	245	212	256	1270	
	<b>TOTAL</b>	<b>384</b>	<b>361</b>	<b>369</b>	<b>330</b>	<b>405</b>	<b>1849</b>	<b>370</b>
NORTHERN OKLAHOMA COLLEGE	TAHLEQUAH	5	9	7	5	11	37	
	MUSKOGEE	0	0	1	2	0	3	
	BROKEN ARROW	2	1	3	4	0	10	
	<b>TOTAL</b>	<b>7</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>50</b>	<b>10</b>
<b>Subtotal, 2-year Schools</b>								<b>642</b>

**Strategy #3:**  
**Consistent recruitment communications**

**D. Increase program specific recruitment**

**D1: Develop literature, direct mail and print ads to support selected programs in CBT for Fall 2010 (per Dr. Schleede, 8-09):**

- Supply Chain Management and Retail Management (NWACC Shewmaker partnership)
- Tahlequah MBA program
- Expanded BBA/Information Systems and BBA/Management programs in Broken Arrow
- Daytime BBA/Marketing in Broken Arrow
- Environmental, Health, and Safety Management program in Broken Arrow
- Updated CBT course scheduling in Broken Arrow: more blended courses, new 3-1 credit modules

**D2: Develop material to support selected CS&HP programs**

- Program details to be confirmed

**D3: Develop appropriate material to support selected Grad programs**

- Program details to be confirmed

# Budget & Calendar

## Budget Notes

### **Budget for balance of FY 2010 to cover brand launch and Spring recruitment is set at \$375,000**

- \$75,000 unallocated from current MarCom Budget
- \$300,000 reserve allocation from NSU Finance
- Not meant to cover all Recruitment literature & materials – further clarification on available budget needed from Enrollment Services.
- Covers Jan through June 2010
- Budget allocations by tactical communications channel (media, DM, etc) represent initial planning direction and are not final

### **FY 2011 Budget projected at \$436,000**

- Covers full 12 month July to June fiscal year
- Earmarked for Branded Recruitment communications for the year

## 2010 Budget, January – June

	January				February				March					April				May					June				Budget
	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
<b>Internal Brand Launch</b>																											
Internal Campaign																											
Website launch																											
<b>External Brand Campaign</b>																											
Billboard																											
TV																											
Paid search/PPC																											
Alumni DM & EM																											
<b>Student Recruitment Campaign</b>																											
Billboard																											
Radio																											
Newspaper																											
Paid search/PPC																											
Direct Mail																											
Misc/TBD																											
<b>TOTAL</b>																											
<b>FY 2010 SubTotal (Jan-June 2010)</b>																											
Brand																											\$88,500
Recruitment																											\$247,500
Media planning & placement fees																											\$17,500
Recruitment campaign dev. Fees																											\$20,000
Total																											\$373,500