

Priority #2: Marketing and Recruitment

I-Situation analysis

Market review

- New Paltz enrollment numbers
 - Trend last ten years for grad school
 - Trends by school/department
 - Show relative importance School of Ed.
 - ↳ Full time versus part time

Competitive Environment-

- Analyze programs
- Marketing activity
- Refer to Scarborough educational environmental scan-
 - Competition in education
 - Program gaps
 - Delivery methods

II-Objectives

- Utilize an Integrated Marketing Approach
- Develop a segmented and targeted recruitment/marketing plan broken down by:
 - School, department and program
 - Identify and develop key recruitment tools and have a separate plan for each
 - Campus visits/Information Sessions:
 - Open house
 - Recruitment Fairs
 - Faculty contact/involvement
 - Media/outreach
 - Other

Priority #2: Marketing and Recruitment

III-Strategic Initiatives

A-Brand Image and Identity

- Focus on specific programs rather than grad school, units/ schools or even departments
 - Acknowledge that grad students are only interested in their program
 - Use Empire State as a guide in offering popular programs
- Position The Graduate School as a leadership Institution
 - Identify leading programs to support the leadership image
 - Capitalize on star professors
 - Highlight leadership opportunities in all PR, internal promotion and outreach
- Focus on successful grads, career results, testimonials where appropriate
- Emphasize Academic Quality and value proposition rather than cost advantage
 - Program Outcomes
 - Distinctive Qualities
 - Faculty Attributes/Accomplishments
 - Added Benefits:
 - ↳ Access to___ [e.g. Literacy Clinic, Samuel Dorsky Museum of Art (SDMA), etc.]
 - ↳ Grant opportunities
 - ↳ Hudson Valley Writing Project (HVWP)
 - ↳ Institute for Disaster Mental Health (IDMH)
- Maintain connection with New Paltz institution and capitalize on upward trajectory of reputation
 - Rankings, Your public university, etc

B-Importance of web site updated by program

The Graduate School's website is its fundamental marketing vehicle. All of our marketing materials and advertisements lead prospective students to our website to learn more about us. Currently, our website is in need of a face lift. With the assistance of the Web Communication office, we could refocus the purpose of the website to illustrate our graduate programs' distinctive qualities, highlight our faculty, engage with current students and alumni and make applying easier. A few changes would include:

- Programmatic Approach
 - Highlight different programs throughout the year
- Faculty Spotlight
 - Feature a different graduate faculty member with links to faculty profile and sample courses.

Priority #2: Marketing and Recruitment

- Robust Event Calendar
 - Advertise Application Deadlines
 - Information Sessions/Open House
 - Programmatic Events (e.g. Lectures, Poetry Readings, Conferences, etc.)
 - Programmatic webinars or online advising sessions
 - ↗ Applying to a graduate program
 - ↗ Graduate Funding Opportunities
 - ↗ Online Information Sessions
 - ↗ New Student Orientations
 - ↗ Graduating Information Sessions
- Global Approach
 - Offer translated versions of website
 - Expand information for international students
 - ↗ Application procedures
 - ↗ Newly admitted student information

C-Define prospective student target populations

- New Paltz undergrads
 - Develop a concerted recruitment plan “Stay at Home Campaign”
 - Implement an internal marketing plan
 - Promote Five-year programs
- External prospects (recruitment fairs, walk-ins, etc.)
 - Implement prospect communication plan (see Appendix__)
- Online/Social Media prospects
 - Seek assistance from the New Paltz Social Media Manager to develop and maintain a social media advertising approach
- New Paltz Alumni
 - Increase outreach to UG Alumni through direct mail, email, etc.
 - Stay connected with GR Alumni
 - Stay engaged and promote graduate opportunities
- Graduate non-completers
 - Re-engage this population of students into their graduate programs
- Non-matriculated graduate students
 - Non-degree certificate programs
- Local Community/commuters/employers
 - Develop pathways/corporate sponsorship
 - Advertise special programs that

Priority #2: Marketing and Recruitment

- Teachers/Education
 - Reach out to local superintendents
 - Capitalize on our relationships with teacher centers (e.g. Rockland Teacher Center, etc.)
- International
 - Target specific majors that are attractive to the international market
 - Translate marketing materials and website into the target language
 - Educate agencies about our programs and application process
 - Demystify the process for securing housing (e.g., online resources, reputable real estate agents, other graduate students, etc.)

D-Determine academic programs to be promoted

- Establish criteria to qualify for promotion
 - Demand-what does market want
 - Growth potential
 - Loss leader/halo programs that might be at capacity-Comm. disorders
 - Institutionally selected by Dean/provost
 - Enrollment flexibility
 - Distinctive quality
 - New or revised program
- Work with departments to ascertain which programs they would like to promote and which marketing venues would best meet their needs

E-Develop faculty outreach and advisor role to enhance student centered approach

- Educate faculty on the importance of close attention/relationship with grad students
- Personal accountability in the success and health of their program
- Faculty/Dean (yield) emails and phone calls if necessary
- Faculty/Dean marketing activity by program

IV-Review of current promotional activity

Currently, we attempt to market all of our graduate programs equally. We engage in four main marketing campaigns:

- **Overarching Campaign—all year**
Advertises all of our graduate programs and events via WAMC, Google Ad Words, Yahoo behavioral marketing and graduateguide.com
- **Recruitment Fair Campaign—fall semester**
Promotes all of our graduate programs via targeted emails and campus newspaper

Priority #2: Marketing and Recruitment

advertisements the week prior to a campus visit

- **Open House Campaign—spring semester**
Publicizes our open house event via WAMC ads, graduate school website, tile ad on the main New Paltz webpage, Google Ad Words, Yahoo Behavioral marketing, internal marketing (eCards, signage, etc.)
- **International Campaign—all year**
Highlight programs that are appealing to our international markets in China and India. In China, we promote the MS in Computer Science and Electrical Engineering, the MBA in Business Administration and Public Accountancy, the MS in Music Therapy and the MEd in Second Language Education (TESOL concentration). Our Indian market is interested in our MS in Electrical Engineering and Computer Science and the MBA. The MFA programs are appealing to our European, Chinese, Korean and Japanese markets. We utilize our agencies in China and India and supplement this effort through a social media campaign with zinch.com.

Assessment

- **Limited Resources**
Our current level of funding doesn't allow us to adequately promote all of our graduate programs effectively. Therefore, we plan to change our approach to marketing by only promoting programs that meet criteria (see section D above). This programmatic approach will enable us to focus on specific programs and better tell our story. Additionally, this theme will be carried through in our website and graduate viewbook.
- **Return on Investment (ROI)**
Currently, we cannot ascertain the ROI on our WAMC advertisements, or print media purchases. However, we receive click through data for our emailed campaigns and we can track the referral traffic to all of our web pages using Google Analytics. In this way, we are able to track the effectiveness of our online media buys like graduateguide.com and zinch.com. Additionally, the Google Ad words campaign and Yahoo Behavioral targeting provides us with detailed reports.
- **Promotional Budget**
Our 2013-14 plan includes a regionally-based radio campaigns, direct email marketing campaigns, attendance at domestic and international recruitment fairs, and an aggressive web presence. Our survey research with prospective students tells us that the majority of domestic students learn about The Graduate School and our events (e.g. Open House) from online resources. We plan to increase our web presence through popular sites such as gradschools.com, Yahoo, Facebook, LinkedIn, Pandora, iHeart Radio and Google (via Google AdWords) and internationally via zinch.com. With the exception of our radio ads, we will be able to track each media buy that has been outlined above using Google Analytics. A detailed marketing and recruitment budget may be found in the appendix.

V-Recommendations

- Redesign the Graduate School website
- Continue an ongoing marketing committee

Priority #2: Marketing and Recruitment

- Offer marketing workshops in schools/departments
- Develop webinars/short videos to promote programs and events on campus
- Provide assistance/information for obtaining housing
- Create a graduate viewbook, translate it for international markets, and make it web friendly
- Employ graduate students to increase involvement with specific programs and schools to aid in recruitment/promotion/web updates
- Increase promotional budget for enhanced media relations, translation services and to promote news, events, as well as general promotion
- Use outside help to develop SEO, social media
- Examine conversion rates and practices by department/program to assess return on inquiry
- Create metrics to assess and evaluate activity