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2018

Graduate Admissions Recruitment Project

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School of Professional Studies

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Table of Contents

Acknowledgements

Executive Summary

In this project, several comparison schools were interviewed and disclosed to have used search lists to find candidates. The organizations that have valuable search lists which may be of good use for the School of Professional Studies include Educational Testing Service (ETS) and the Graduate Management Admission Council (GMAC). By choosing criteria such as demographics, location, academic performance, educational history provided by search lists, we believe there are many quality candidates for SPS programs. However, as we further investigated the functionality and cost-efficiency or return of investment of GRE search list, we spotted many uncertainties and few solid and successful cases in our comparisons. Instead of focusing on one solution, our project expanded the research to social media scraping, EAB consulting, Alumni database, which all contain possibilities and valuable information for student recruitment in SPS.

Chapter 1: Introduction

Background Information

Clark University, founded by Jonas Gilman Clark, is one of the first all-graduate private schools in the United States. Located in Worcester, the heart of the Commonwealth and second populous city in New England, Clark University has existed for more than 130 years. Clark is committed to providing a quality education, and platforms for students to challenge convention and change the world (Clark University, 2018). Clark University ranks 66th in the 2019 edition of Best Colleges, and ranks 33rd in the 2019 Best Value Schools published by U.S News & World Report (U.S News & World Report, 2018).

The School of Professional Studies (SPS) is one of the graduate schools in Clark University that has a long history of excellence in graduate education. There are three main programs in SPS which include a Master of Public Administration, Master of Science in Professional Communication, and Master of Science in Information Technology. With students from over 90 countries, and around 150 partnerships with nonprofits and businesses around the world, the SPS classroom provides cultural experiences and international visions, aiming to advance student's professional careers.

According to the statistics provided by National Student Clearinghouse Research Center, overall college enrollment in the United States has dropped for the sixth straight year. Domestic adult learner enrollment has declined by 1.5 million since 2010 (National Students Clearinghouse, 2018). As is shown in *Figure 1*, the enrollment percentage dropped in different sectors for both spring and fall terms from previous years. It is also estimated that enrollment will continue to dwindle in years to come, which poses challenges for higher educational institutions to adapt to the related policies, economic and demographic changes (Fain, 2017). For Fall 2018, we learned from our client that some universities had to lower their admission standards to protect their enrollment rates. The Graduate Admissions office at Clark University followed standard protocol, which resulted in a decrease in enrollment.
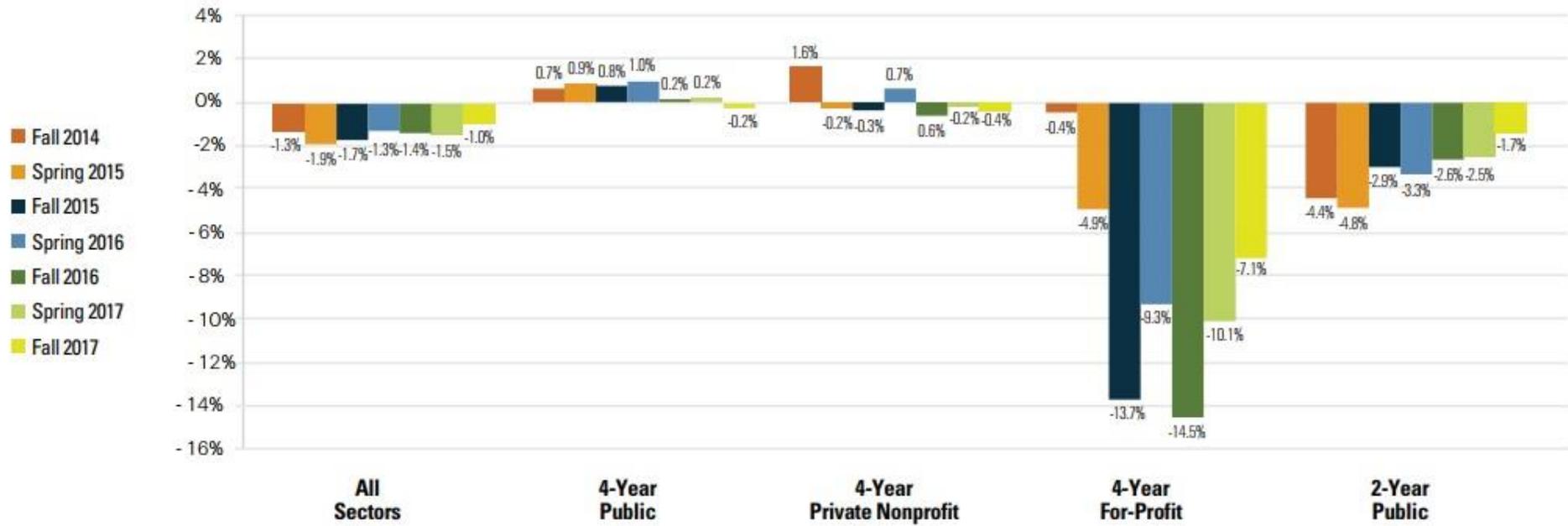
Figure 1: Decline in College Enrollment from 2014 to 2017

(Source: "Current Term Enrollment – Fall 2017," 2017)

Furthermore, as the fertility rate has been declining (*Figure 2*: Decline in U.S. Fertility Rate from 2006 to 2016

(Source: "Fertility rate in the United States 2016," 2018)

), the dwindling funnel of quality graduate students has made the task of recruitment more difficult for all universities in the United States. The School of Professional Studies (SPS) is no exception. SPS faces
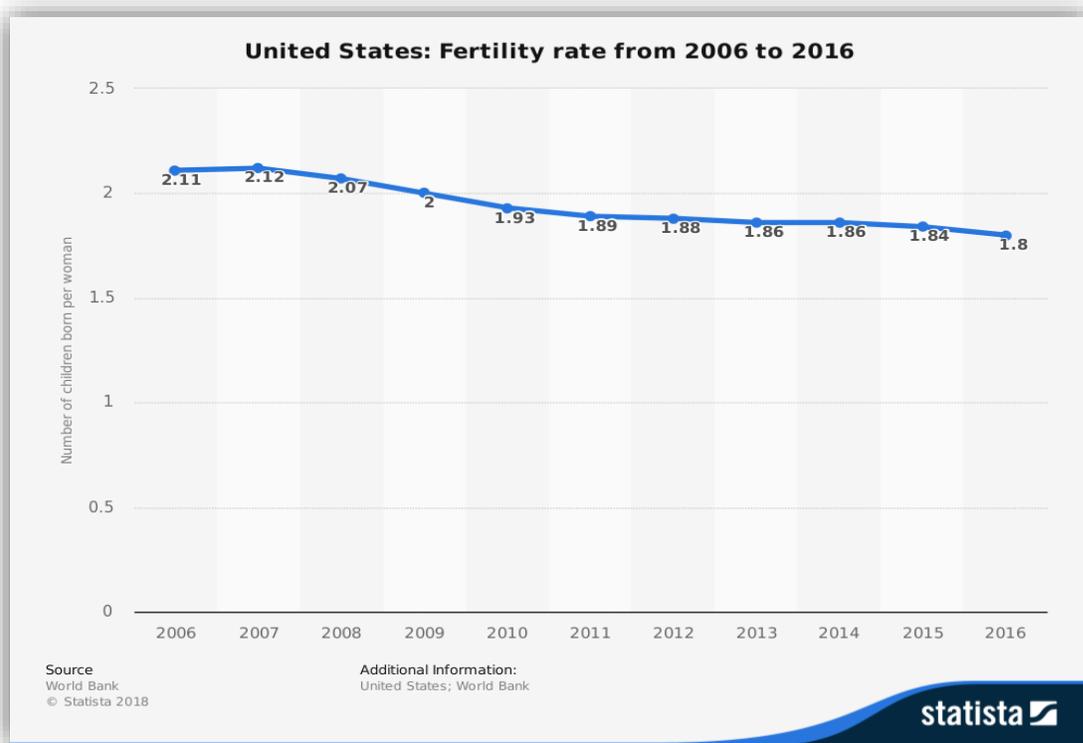
United States: Fertility rate from 2006 to 2016

Number of children born per woman

2.11 2.12 2.07 2 1.93 1.89 1.88 1.86 1.86 1.84 1.8

2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016

Source
World Bank
© Statista 2018

Additional Information:
United States; World Bank

statista

Figure 2: Decline in U.S. Fertility Rate from 2006 to 2016

(Source: "Fertility rate in the United States 2016," 2018)

more challenges due to a variety of internal and external factors.

The main stakeholders of our project include our client Jerry Czub (Director of Graduate Admissions), Graduate Marketing and Communications, the Board of Trustees, the School of Professional Studies, and Clark University.

Statement of the Problem

There are plenty of approaches to recruit quality students in the education industry. Using GRE or GMAT search lists is one of the approaches that is said to be powerful and is promoted by the organizations that collect prospective graduate student data. It drew the attention of the School of Professional Studies. The Graduate School of Management at Clark has purchased search lists before from the Graduate Management Admission Council (GMAC) and Educational Testing Services (ETS) to increase their inquiry database. SPS would like to understand how using search lists may work and whether they are an effective recruitment tool. Our client does not believe search lists are cost-effective or beneficial to SPS. Therefore, we raised the question: Are GRE or GMAT search lists a beneficial tool to recruit domestic adult learners in SPS?

Scope of Study and Limitations

Work Area	In Scope	Out of Scope
Search lists	Domestics adult learners	International prospects
	Graduate prospect lists	Undergraduate prospects
Social media scraping	Research on platforms that can reach domestic graduate prospects	Platforms reaching International prospects
EAB consulting	Informational interview for prospect search lists	Any information concerning international prospects
Organization and Alumni database	SPS specific domestic alumni and organization databases	International alumni and alumni in other graduate departments such as GSOM, and IDCE, or PhD programs
Student-managed social media pages	Social network pages for graduation recruitment	Research on international social networks such as WeChat, Micro.Blog

Academic curriculum		Not researching
Admissions requirements		Not researching

According to the needs of our client and the School of Professional Studies, we define the scope of our research as:

Table 1. *"Scope of Capstone Project"*

Because the effectiveness of search lists is unclear to our project stakeholders (SPS, our client and the Capstone team), research needs to be undertaken. One of the main tasks of our project is to prove the practicality and functionality of GRE or GMAT search lists. We also explored other possibilities to improve the recruitment of domestic prospects, generating more value within limited time and resources. Finally, our team must provide accurate data to show that search lists, social media scraping, or using a consulting company would have a return on investment for SPS.

Objectives

Our graduate admission project is designed to provide the School of Professional Studies (SPS) with viable and feasible solutions to increase domestic adult learners, thus increasing graduate enrollment for the programs in SPS.

First, our team will research search lists, trying to learn how beneficial they may or may not be for SPS in the long run. Second, we will interview an expert in the field of social media scraping to learn more about best practices when recruiting adult learners with the help of social media platforms. Third, we will gather information about the consulting company, Educational Advisory Board (EAB) to learn more about the products and services they offer. Fourth, we will investigate the current resources available from the Alumni office and local organizations. Finally, we will analyze the social media pages generated by comparison schools of SPS and provide advice for the social media pages of SPS and Graduate Admissions.

Methodology

Both face-to-face interviews and telephone interviews were initiated to collect data and information. To improve the accuracy of the primary information, we also recorded conversations to inspect and revise our notes and paper. To improve the flexibility and specificity of our interviews, we designed both unstructured and structured interviews for different interviewees. In most cases, pre-designed questions were written and sent to the interviewees.

Secondary sources such as documents and personal records were utilized in our research. For example, the historical EAB report that was purchased by SPS was used to provide additional information for our research. The statistics and content of search lists bought by GSOM were also utilized to prove the utility of GRE and GMAT search lists.

Principles, such as obtaining informed consent before asking questions and asking only relevant and useful questions during interviews, were also secured to avoid ethical issues. While making cold calls, we also follow the principle of being polite and understandable.

One limitation of our research method was the comprehensiveness of information collected that may have been negatively affected by structured or fixed questions. Time and money also limited the number of people we could interview, and the way they could be provided with incentives for their participation. Before making the cold calls, rapport was not built via any initial communication or association between the researched and the researcher. It is possible that the researched held information back and did not want share with strangers, which would affect the accuracy of our research.

We used social media analysis method to analyze and compare the popularity of the collected social media samples. This method can directly reflect which type of content in posts are more popular. If SPS chooses to enhance engagement on their social media platforms to attract more prospective

students, the results of our analysis can be used as a valuable reference. However, there are some limitations to this method. The popularity of a post is also related to the number of followers. When comparing the social media homepage of different schools, it is difficult to accurately measure the differences between the number of followers of each school's account. Secondly, each school has their own particularity. What is popular on one social media homepage, may not achieve the same results on other social media pages. Clark University, and SPS, will require constant analysis to summarize their own uniqueness in the practice and figure out what is the most suitable and effective for their social media pages.

Chapter 2: Search Lists

GRE/GMAT Search Lists

Search lists are compiled data collected from GRE and GMAT test takers who "opt in" to the search service (Educational Testing Services, 2018). GRE is operated by ETS and GMAT is operated by GMAC. The GRE database contains 18 months of prospective student data. Institutions purchase the data as a cost-effective way to build upon their prospect database. The goal of an institution is to build institutional awareness by communicating out messaging, educating prospective students on their graduate programs, and converting prospects to inquiries, applicants, and ultimately enrolled graduate students. "Depending on your recruitment and admissions goals, you can use the GRE Search Service to reach a broad diverse group of prospective applicants or refine your search to identify the specific characteristics that you are seeking" (Educational Testing Services, 2018). GMASS lists include the same points of data as the GRE lists. Data points primarily include:

- Demographics (age, gender, race/ethnicity, etc.)
- Geographic location of the student
- Educational objectives (degree wanted, subject wanted to pursue, planned entry term)
- Undergraduate GPA and GPA in undergraduate major(s)
- Score band for the GRE General test (exact scores are unavailable)

Institutions can customize the GRE/GMAT output to be as specific as needed. For instance, if SPS is looking for adult learners within Central Massachusetts that have a bachelor's degree, the search options will allow a user to select those specific parameters to narrow down the output. Once institutions purchase names from a search list, they import the data that they need into their database. Most institutions use a Customer Relationship Management (CRM) system that stores the data, as well as

provides a query or reporting tool to filter on the exact population a user is looking for. Email campaigns can be drafted to connect with GRE/GMAT prospects that were purchased to market the institution, as well as provide further information about programs.

Last Name	First Name	Street Address 1	City	State/Province (USA	Postal Code	Gender	Undergraduate Major	Degree Objective	Preferred Region of Graduate Study
Toscano	Carlos	Fob Shoja	Apo	Armed Forces Africa,	9355	Male	Public Administration	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)
Althubyani	Meshal	4722 E Atherton St A	Long Beach	California	90815-3758	Male	Management Science	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Alvarez	Ivan	723 S Citron St	Anaheim	California	92805-4404	Male	History, General	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~A
Beck	Samantha	2121 15th St Apt 1	Sacramento	California	95818-1535	Female	Marketing	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Cui	Wei	1 Rossow St # 327c1	Arcata	California	95521-8227	Female	Systems Engineering	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Gudeman	David	658 Camino Del Sol	Newbury Park	California	91320-6772	Male	Strategy	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~E
Harrington	Sean	985 Valley Dr	Vista	California	92084-7109	Male	Business/Managerial Econo|	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Manion	John	403 Landfair Ave Apt	Los Angeles	California	90024-2130	Male	Kinesiology	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Parks	Dustin	4006 Ingraham Stree	San Diego	California	92109-1762	No Respo	No Response	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Homan	Kathleen	1923 S Niagara St	Denver	Colorado	80224-2213	Female	Interdisciplinary Studies	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~V
Jones	Trevor	3357 Federal Blvd	Denver	Colorado	80211-3213	No Respo	Probability	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Lucero	Kristen	1110 Edison Ave	Alamosa	Colorado	81101-3332	Female	Accounting	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Segal	Danielle	401 Brian Ave	Silverthorne	Colorado	80498	Female	European History	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~S
Cardiel	Taryn	76 Village Dr	Wethersfield	Connecticut	06109-4629	Female	Multidisciplinary Studies	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~E
Hyde	Christopher	32 Mohawk Dr	Collinsville	Connecticut	06019-3528	Male	Any Other Not Listed	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Cisne	Abraham	1627 Lamont St Nw	Washington	District Of Columbia	20010-2778	Male	International Relations	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~V
Cochran	Jessica	2801 Quebec St Nw A	Washington	District Of Columbia	20008-6243	Female	Marine Sciences	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Delaroche	Karl	2401 H St Nw	Washington	District Of Columbia	20037-2564	Male	Economics	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Olney	Kristina	407 S Carolina Ave Se	Washington	District Of Columbia	20003-4220	Female	International Relations	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N
Rieger	Eric	3100 Wisconsin Ave	Washington	District Of Columbia	20016-5075	Male	Entrepreneurship	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)
Windham	Josey	1160 1st St Ne Apt 23	Washington	District Of Columbia	20002-4698	Female	Operations Management	Master'S (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)~N

Figure 3: Sample GRE Search List from the Graduate Admissions Office

Census Information

Some companies use census information to generate search lists. Clark Mailing last November 2017 and January 2018 for direct mail marketing completed a mailing. The mailing included postcards to advertise all SPS graduate programs, as well as the "Try a class before enrolling" campaign (Probeck, 2018). Based on certain criteria (Targeted audience: 30-mile radius, Age 22-50, Income $40-125k, and bachelor's degree), Clark Mailing created search lists for Graduate Admissions to send the postcards out to specific populations. The search lists generated about 9,000 names per mailing in November and January. Probeck described the SPS mailings as "great for visibility". However, the university was not able to track conversion easily because the mailings were not done in house, nor were Purls used on the marketing materials (Probeck, 2018). Other companies, like Experian, generate targeted mailing lists. Their data is collected from "proprietary and publicly-available resources" which may include voter registrations, telephone listings, and self-reported surveys (Experian Information Solutions, Inc., 2018). In a meeting with Czub, we were told that EAB is offering a new service for institutions that is based on search lists. EAB gathers information from various resources to come up with an extensive list of prospects, based on needs of the institution. The information they are researching includes educational background, age, income, how many children a person has, what type of job position they are in, and what is the likelihood of this prospect going back to school.

Cost Analysis

The ETS website states that the cost per name for the GRE search names is $0.60 per name. The GMAC website states they charge $0.90 per name for the GMAT search names. Neither company charges an annual fee to use their service. The investment to purchase names is small if institutions generate smaller lists specific to certain populations. The broader the search, the more money will be spent because the list generated will include more names. Graduate Admissions spent over $8,000 for the Clark Mailing

project. We were unsure how much companies like Experian and EAB charge for their services but were told by our client that EAB's search service is "very expensive".

Chapter 3: Trends in the Industry

Educational Advisory Board (EAB)

Several trends have taken off in the world of higher education. There are a few more avenues worth exploring for Clark, being an institution researching whether or not search lists are a viable option. The Educational Advisory Board (EAB) offers a multitude of options when developing search lists and other data that can be used to increase not only applications but in many cases enrollment as well.

EAB mines data from institutions from all around the country and uses that information to help others formulate plans and develop strategies for many things, like increased enrollment. The information available to them can also detect information from the simple and mundane like age, location, and employer, to detailed information like degrees earned and income. All factors that can help determine a targeted approach for institutions who are looking for ways to increase enrollment. The use of their service can assist admissions staff with operational information, and even take work out of their hands by not taxing that staff with long-range research projects.

In an interview with Dean College Vice President for Enrollment Management, Cindy Kozil, she stated that the College uses EAB for marketing help towards the adult learner in the College's School of Continuing Studies program (Kozil, 2018). Additionally, the College uses EAB for help with search and marketing to prospective students. Before their relationship with EAB, Dean would get about 2,500 applications but in their three-year partnership window, the College is averaging around 6,600 per year.

Modality of Course Offerings

One area that continues to be an incredible trend with graduate programs, is the method on how degree programs are delivered to the student. Traditionally, at the Professional Schools, graduate courses have been offered at night on campus with little flexibility. This meant full-time employees were racing from work to school at least one night a week or more. Depending on location, this could mean leaving work

early and using vacation time or even salary (based upon employer flexibility), and an extended amount of time away from family and other commitments.

In the last decade, there has been a shift in how institutions are providing their product to enrolled students. It started with satellite campuses popping up in convenient areas for students who could not travel to the main campus. Then there were accelerated courses offered exclusively on weekends. Professors would condense a semester worth of content over a shorter period than a traditional semester. As information technology and the ability to do more with computers and the internet continued to grow, online classes began making their way into mainstream educational circles.

Fast forward to modern day, entire undergraduate and graduate programs are often times offered only online. The University of Phoenix, which saw its enrollment peak at more than 477,000 students in 2010, largely base enrollment on their online educational offerings (Hansen, 2015). Southern New Hampshire University not only separates the search for degrees option on their website into on-campus or online, but they proudly proclaim that they have more than 200 degree programs that are offered entirely online.

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CERTIFICATES ONLINE

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Figure 4: Screen Shot of Southern New Hampshire University Website

(Source: SNHU.edu/online degrees)

University of Phoenix and Southern New Hampshire University are nationally recognized as premier online educators in the country for over the last decade. Within the Worcester area, schools like WPI and Worcester State are not only offering classes but also graduate degree programs online. With the ease and accessibility of online education, more prospective students could see the time commitment that is attributed to commuting to on the ground programs disappearing and paving the way towards enrolling in a continuing education program.

Social Media Platforms

With every passing day, more and more people on the globe have lived in a world where social media has always existed. One of the best ways to communicate with prospective students is by using technology platforms that can literally reach millions of people with the click of a button.

Graduate programs around the country are branching off from the main university or college account and moving to having specific accounts that can speak directly to the individuals, they are attempting to attract.

Through our research, we were able to determine that institutions we selected were using either one, two or all three of the most well-known platforms – Facebook, Instagram and Twitter.

Figure 5: Harvard Extension School Facebook Page

(Source: "Extension School's recognizes 400 at inaugural convocation," 2018)

According to research done by the Pew Research Center, 78 percent of men and women age 30-49 are using social media (like YouTube, Facebook, and Instagram) – a group that would factor prominently in continuing education (Smith & Anderson, 2018).

An institution like Suffolk University use the allure of the City of Boston as the backdrop to several of their posts, but still struggle to get "likes" on posts that highlight admissions events and panel discussions.

Meanwhile the Harvard Extension School use their name recognition to accrue 45,000 followers and get likes, shares and comments even after going dark for more than a month.

Figure 6: Suffolk University Graduate Programs Facebook Page
(Source: "Master in Public Administration Information Session," 2018)

Their posts included human-interest stories, career planning, and campus activities, which allow the subscriber a real inside look. Those two serve at the opposite ends of the spectrum when it comes to Facebook activity among the schools we researched. For the SPS Facebook page, it lacks interaction of any kind. Further, it still has only 296 followers and had only three original tweets since the academic year began in August.

Twitter news breaks before it breaks on traditional news platforms, so it serves as an incredibly powerful platform to share information. Cross-pollination can occur as posts that appear on Facebook, show up on Twitter or vice versa. However, the ability to create platform specific content that can cultivate a brand that can go a long way with finding prospective students. Identifying and focusing on a singular platform can also work to develop a marketing brand that some can find worth following up on. Northeastern University, for instance, uses an energetic Twitter account to engage more than 1,100

followers. They discuss their more than 385 programs – many of which are offered online – in a consistent stream of tweets that keeps followers engaged and interacting.

One platform that had distinguished itself in the 30-49 year old college graduate demographic was YouTube. A video-based platform that allows subscribers to upload videos has 85 percent of U.S. adults in that prized demographic as users (Smith & Anderson, 2018).

Figure 7: Clark University School of Professional Studies Facebook Page

(Source: "Clark University SPS on Twitter," 2018)

Clark University posted on their YouTube channel and their Facebook page, an aerial view of campus during the summer. The social media sites received with more than 31,000 views, 34 comments and were shared more than 230 times.

Instagram has more than one billion users on its platform, which is picture centric and can be used to market so many different avenues of a college or university. For instance, Johns Hopkins, a premier research institution in the greater Baltimore area, has more than 43,000 followers on its Instagram profile. Even though they have posted just 18 times since late August, their posts are well received with several of topping the 1,000 like mark.
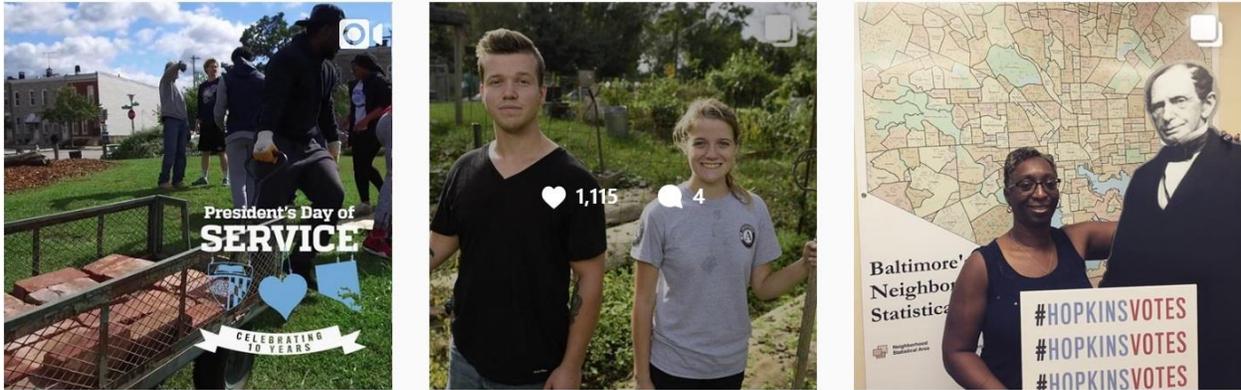
Figure *8*: Johns Hopkins University Instagram Page

(Source: "Instagram.com/johnshopkins", 2018)

Another platform that has taken off is LinkedIn. LinkedIn is a networking destination that connects individuals with similar or common interests within an online interface. Individuals can be connected for various reasons including profession, employers (past and present), educational. cultural, or civic groups. It gives the user the ability to have access to professional individuals who can connect the user with more professional individuals as you both build your network.

Google and Facebook Advertising

With as many as two billion Facebook users and Google sitting atop the charts in terms of an online search engine, it only makes sense that advertising with these two giants would develop into the massive trend we all see. Companies pay a lot of money to get their product or service at the top of the list on Google and it seems to be worth the investment. When a Google search happens, and the first result has a green AD box beneath it, that advertiser has paid to be put at the top of that list. So, imagine the opportunity that exists for a company that wants brand recognition to be able to sit atop of the list of a Google search.

The same can be said for Facebook ads when you consider you can pay a much smaller amount and target a certain demographic based on the information that Facebook has. You can setup your own page

as a business and then create ads you design, and then have the ads appear on the Facebook pages of the selected individuals who have given their information to the social media giant.

The continued use of social media in the world in which we live will continue to grow as marketing influencers and society as a whole continue to use these platforms as a way to communicate their own carefully crafted messages.

LinkedIn – "In Mail"

With a growing number of alumni, the use of "In Mail" in the social media platform, LinkedIn might be a way to connect with not only prospective students but continue to build that much needed alumni network.

The world's largest professional network with more than 560 million users, LinkedIn gives individuals and companies access to those users

Figure 9: Kevin Anderson's LinkedIn In-Mail Message

by making connections based on a variety of professional similarities or interests.

An opportunity to go out and connect those individuals through an In-Mail marketing plan, similar to an email campaign but with a real face and a real connection behind it. The message can be crafted individually, giving the recipient a feel of connection and trust.

Several benefits exist, including reaching both passive and active potential students. The ability to track the effectiveness of your messaging campaign through the analytics page offered and the ability to contact LinkedIn members without knowing their email address. (LinkedIn, 2017).

Digital Marketing Campaigns

A digital marketing campaign to rebrand and reinvent SPS also has relevancy. With so many avenues to travel when attempting to reach potential students, having a plan of action with the right message can go a long way in generating interest.

With a generation of people never not knowing life without the internet and ability to watch videos whenever they choose, the importance of this possibility is more relevant than ever.

Chapter 4: Methodology

Researched GRE/GMAT Search lists

We started our research on this capstone project by going to the Goddard Library. We were looking for some general information about GRE and GMAT search lists. We did not find any journals or articles that helped to determine that search lists are useful for graduate recruitment. We also tried to find some online articles but were not successful in finding any helpful articles showing that search lists were/were not useful for recruiting.

Meeting with Tara Probeck, Director of Marketing and Communication for Graduate Admissions

We interviewed Tara to learn what Graduate Admissions was currently doing to market to all SPS programs. We wanted to know if Graduate Admissions purchased search lists for SPS in the past. We also wanted to know future marketing plans for SPS, specifically for capturing domestic adult learners.

Meeting with Dave Crandall, MSIT Faculty Member

We interviewed one of our MSIT program professors, Dave Crandall, to learn more about social media scraping and how the process works. A social media scraper often refers to an automatic web-scraping tool that extracts data from social media channels, which not only include social networking sites, such as Facebook, Twitter, Instagram, LinkedIn…etc., but also include blogs, wikis, and news sites (Octoparse, 2018). During our interview, we also discussed the use of Google and Facebook for advertising and the ability to target local domestic students.

Meeting with Laura Myers, Program Lead of Graduate Internships and Community Development for the School of Professional Studies

We were asked to meet with Laura to discuss the current organizational structure of the internship and organization contact "database". We learned that the internship and organization "database" was a printed paper copy of company names and contact information. Our task was to come up with a better solution to organize the data. The new database must have the ability to categorize data, as well as allow

for ease of updating contact information. We learned that the list of organizations was not only helpful to SPS, but it was also beneficial to Graduate Admissions because the companies could provide an opportunity for corporate partnerships.

Clark University
School of Professional Studies
Graduate Internship Program
Internship Opportunities

Abby's House
52 High St
Worcester, MA 01609

Name	Position	Phone number	Email
Virginia Marchant	Communications Director	508-756-5486 x35	Virginia@abbyshouse.org
Justina Lachapelle	Development Director	508-756-5486 x17	Justina@abbyshouse.org
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Amy Stewart	Training Coordinator, knowledge management unit	617-625-7080 x1300	astewart@accion.org

Figure 10: Sample Screenshot of SPS current Internship and Organization Database

Phone Conversation with Kevin Wesley, Executive Director of Alumni and Friends Engagement and the Clark Fund

Dave Crandall suggested we involve alumni with graduate recruitment efforts, so we wanted to investigate what information was collected from SPS graduate students before graduation. We made some calls over to University Advancement and were informed by Kevin that contact information was not collected from graduate students before commencement. The university does not have future contact information for their soon-to-be-alumni. We learned from Paul Milionis in University Advancement, that his office would "typically only research alumni with wealth indicators".

Phone Conversation with Dean John LaBrie, Dean of the School of Professional Studies and Associate Provost for Professional Education

We conducted a phone interview with Dean LaBrie to explore his knowledge and experience using search lists at Northeastern University. We also talked about his thoughts and views on how the School of Professional Studies should approach recruiting domestic adult learners.

Cold calls to Competitor Schools

We made some calls to a few competitor schools, such as Bentley University, Brandeis University, Bryant University, Harvard University, Suffolk University, and UMass Boston. We wanted to find out if these schools purchased names through search lists for recruitment purposes. If they informed us that they did purchase search lists, then we followed up by asking how useful they found these lists to be for their recruitment efforts.

Analysis of Social Media Pages

Graduate Marketing and Communications launched a new Facebook Page: Graduate Studies. Lauren Barnett asked us to research SPS competitor school's social media pages. We were specifically looking for the types of posts, videos, and content that was popular, well liked, and highly viewed on their pages. We reviewed the social media pages (Facebook, Instagram, Twitter, YouTube) for graduate schools, such as Harvard Extension School, John Hopkins University, Northeastern University, Suffolk University and Worcester Polytechnic Institute (WPI). We found some interesting results and discussed them amongst our team. The School of Professional Studies social media pages lacked interest and engagement with current students, as well as prospective students. We gathered some popular and non-popular posts from our competitor schools, to provide Graduate Admissions with a guide to improve our social media presence.

Local College/University Research

When researching local colleges and universities, we used a simple approach of reviewing each institution's primary webpage and then delving deeper into their graduate school offerings. Most area schools provided a wealth of knowledge on programs, options, class offerings and even, in some cases cost of attendance. In addition to that research, we shifted into reading and reviewing their human resource policies to find any mention of tuition remission and the possibility of developing partnerships in the future with institutions that do offer remission but don't offer the programs that SPS offers.

Chapter 5: Results

Usefulness of GRE/GMAT Search Lists

Based on the cold calls we made to SPS competitor schools and our interviews with Professor Crandall and Dean LaBrie, we concluded that search lists are not useful recruitment tool for graduate recruitment.

Graduate Admissions Cold Call Results

Universities	Purchase Search Lists	If yes, which ones?	Are they effective?
Bentley University Graduate Admissions	Yes	GRE Search Service	Unsure if effective
Brandeis University	Yes	Would not disclose	Would not disclose
Bryant University	Yes	GRE and GMAT Search Services	Better than expected yield from those lists at times. Because of their belief in their "name recognition" and online programs, they do not believe a census-based approach matters.
Harvard University – Kennedy School of Government	Would not disclose – "Based on the current lawsuit regarding admissions processes in the undergraduate program at the College, they are not allowed to share any admissions-related information."		
Suffolk University	Not currently, but have used them in the past	GRE and GMAT Search Services Census-based lists	No - found GRE/GMAT lists to be filled with prospects that already made up their mind on their top five universities Yield on GRE/GMAT lists turned out to be less than a half percent – were not seeing ROI Occasionally use census-based lists if launching a new program or entering a new market
UMASS Boston	Would not disclose – "Internal information that they will not share with outside individuals or entities."		

Table 2. "Cold Call Results"

Use Google/Facebook Advertising

Google and Facebook advertising are other options we learned about during our research. SPS can use Google for paid advertising and appear in the top searches when people search for graduate programs. For example, when we search for top graduate universities, Southern New Hampshire University (NH), Keller Graduate School and Lasell College (MA) appear in the top searches.
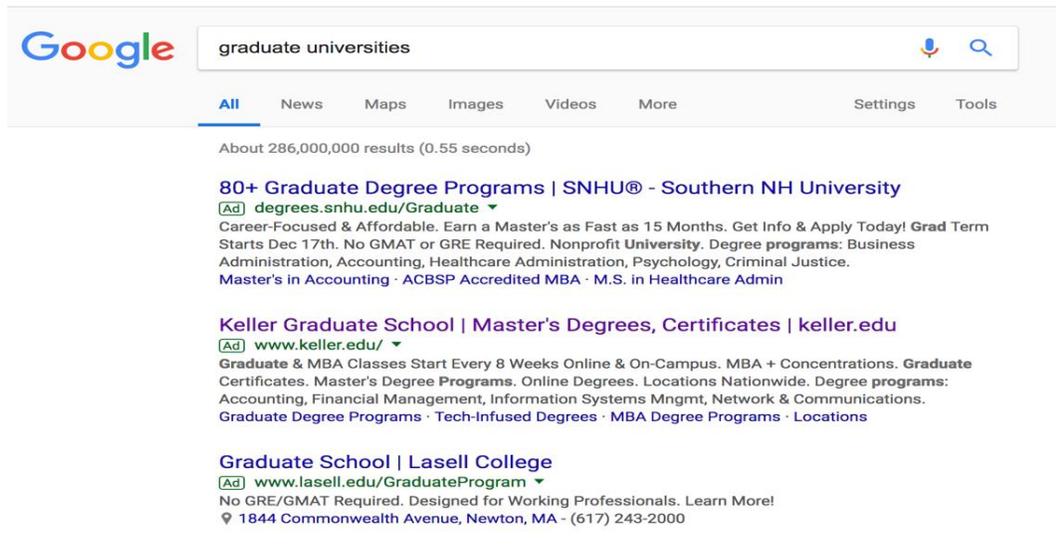
Figure *11*: Screenshot of "Graduate Universities" Google Search

SPS can use Facebook for advertising to the targeted domain i.e. domestic students. We can use Facebook to run advertisements to target people who already have a college degree and have a technology tag in profile and work or live within 10 miles of the campus.

Use LinkedIn "In Mail"

SPS can use LinkedIn to find domestic adult learners, meaning people who work regionally (in Worcester or Central Massachusetts). In addition, LinkedIn "In Mail" can be used to gain attention of adult learners and increase enrollment.

Economic Upturn

We gathered from Dean LaBrie and Tara Probeck, that there is a need of return on investment (ROI) for students in today's economic upturn. In relatively full employment for the country, part-time students are hard to find. Moreover, if SPS needs to increase its graduate enrollment, they need to target domestic adult learners by emphasizing the (ROI) for these students.

Deliver Courses in Different Modalities

We also found out that the School of Professional Studies should provide an academic structure that allows domestic adult learners to participate in their academic programs. This means, for domestic adult learners who are busy during the day with their jobs and families, there should be different options available for them to engage in their programs. For example, SPS can start delivering classes in different modalities – face-to-face as well as online, which will serve the purpose of all types of students, be it domestic adult learners or regular domestic students or students from different states.

Current Marketing Strategies for SPS

Based on our research, we found that the School of Professional Studies is not regularly maintaining their social media sites. Posts and videos are repetitious across all social media platforms, content is stale, and gaps of time lapses in between new posts. Graduate Marketing and Communications has launched a new Facebook page, titled "Graduate Studies", to identify where other graduate social media pages lack audience engagement. It is important to note that a full-time employee oversees the Graduate Studies Facebook page, while the SPS social media pages are run by graduate student employees.

The School of Professional Studies recently used direct mail marketing to connect with local prospects and inform them about SPS programming. Two direct mail campaigns are organized by the Graduate Admissions office.

- The first campaign (sent November 2017) provided general information about the School of Professional Studies to promote all of their programs. The postcard mailer included a direct link to the SPS website to learn more about the graduate programs. It also included the date when spring classes would begin.
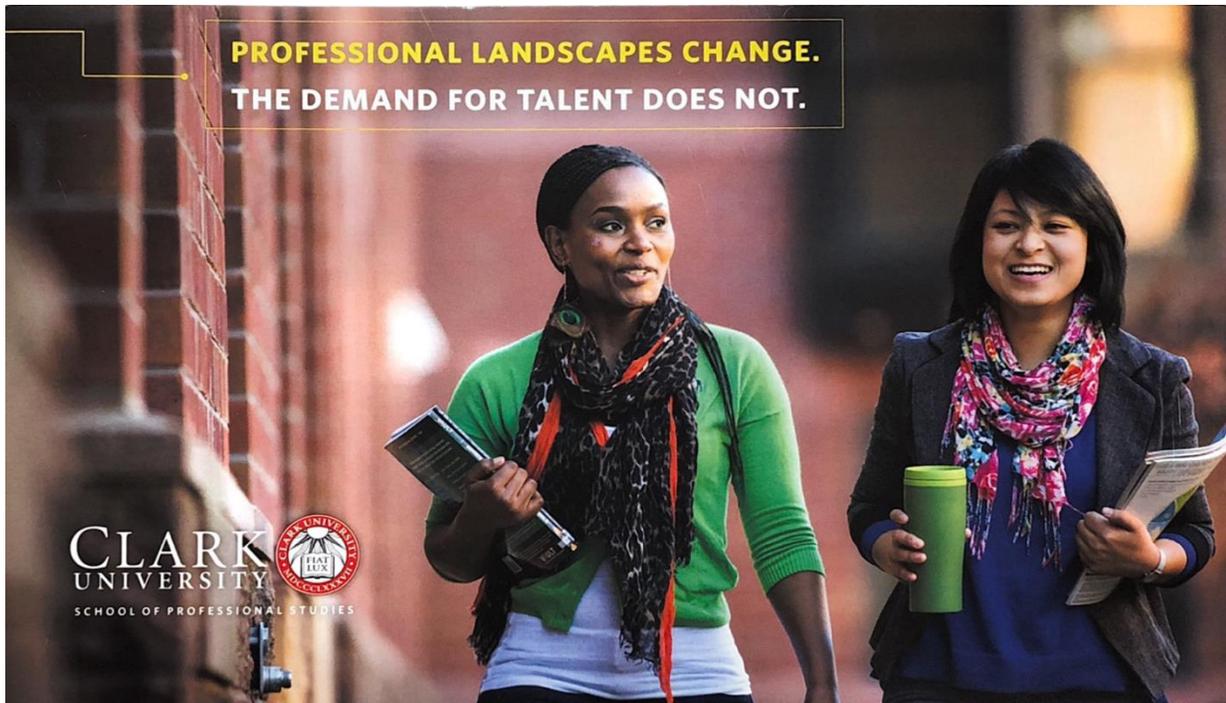
Figure *12*: Scanned Copy (Front Page) of Direct Mailing Campaign – General SPS Program Information, 2017
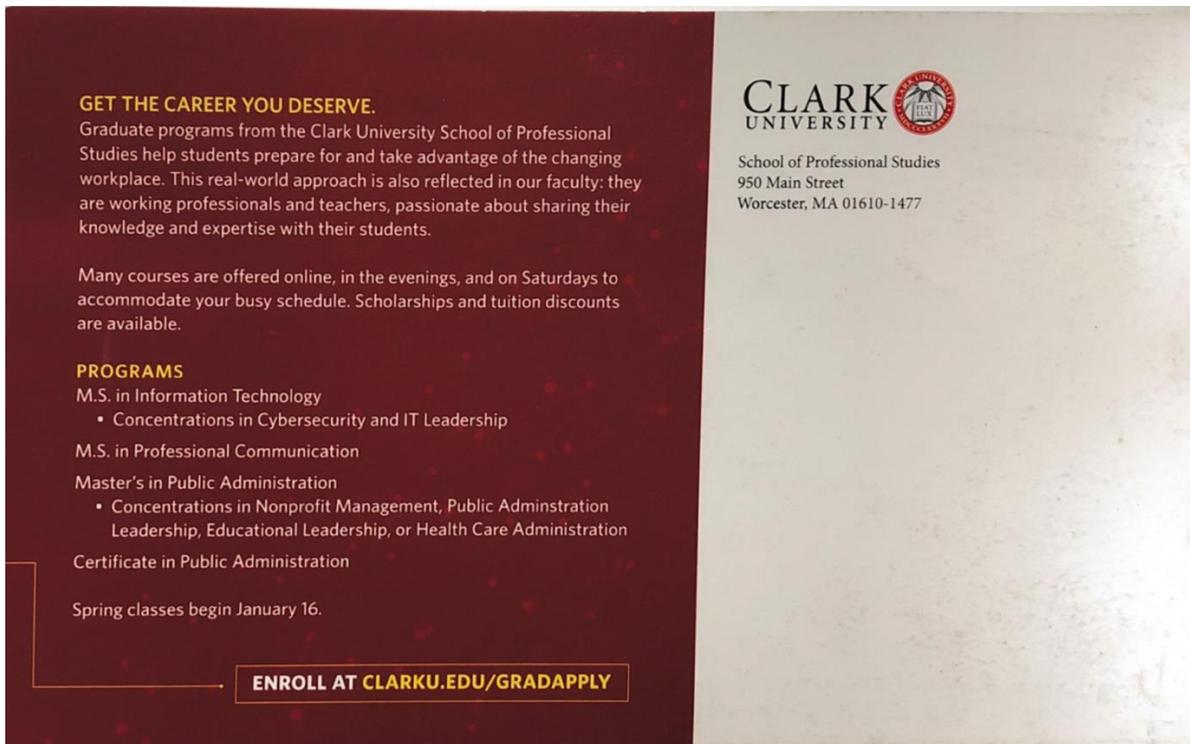
Figure *13*: Scanned Copy (Back Page) of Direct Mailing Campaign – General SPS Program Information, 2017

- The second direct mail campaign, "Try a Class Before Enrolling", began in January of this year and has continued through present day. The postcard mailer was designed to educate prospective adult learners about the different course options for SPS, as well as inform them of the discounted rate to "try" a class through SPS without enrolling in a program.
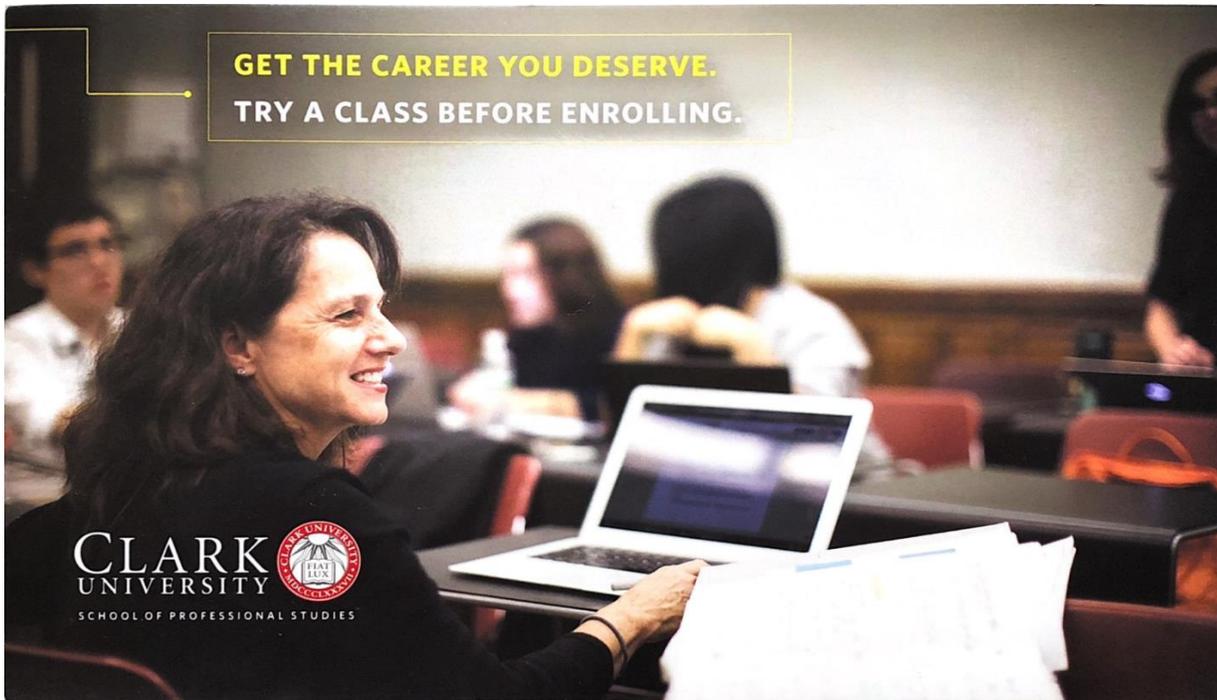
Figure *14*: Scanned Copy (Front Page) of Direct Mailing Campaign "Try a Class before Enrolling," 2018
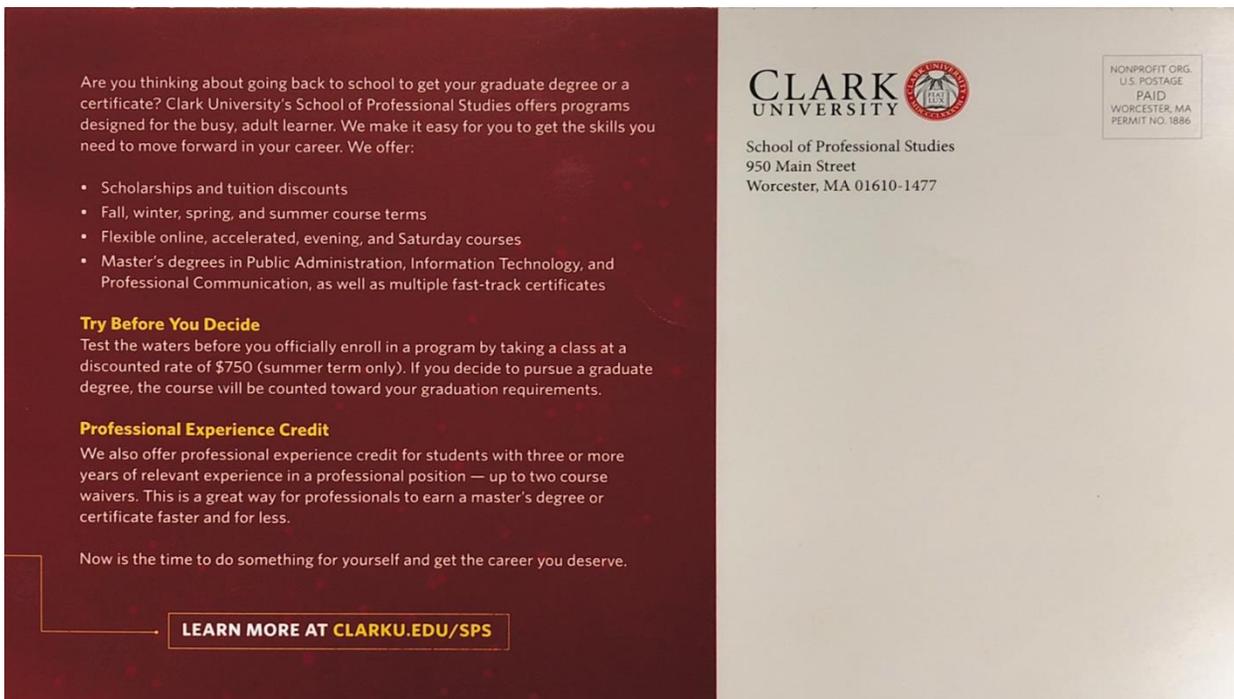
Figure *15*: Scanned Copy (Back Page) of Direct Mailing Campaign "Try a Class before Enrolling," 2018

Corporate/Institutional Partnerships

Based on the EAB report forwarded to our team by our faculty advisor, Mary Piecewicz, we found out that SPS has not taken advantage of EAB's recommendations. The EAB reports indicated that recruitment efforts are focused toward supervisor and management level within corporate organizations. SPS has very few partnerships with local companies and organizations. They suggest connections be made with corporations within the financial, banking and retail industries retails.

EAB also found that the programs within SPS do not provide a variety of concentrations. They do not offer unique graduate programs in Central Massachusetts, other than the MSPC program. SPS would also benefit by adding more diverse and unique programs to compete with other local universities. SPS has partnerships with organizations and universities like AmeriCorps, City of Worcester employees, Holy Cross employees, and Worcester State University students. They would benefit greatly by creating more partnerships within Worcester and the surrounding areas.

Alumni Network

Based on our phone conversation with Kevin from University Advancement, we discovered that future contact information is not being collected from graduate students before attending commencement. In addition, the School of Professional Studies could be doing more to take advantage of their alumni network, when it comes to assisting Graduate Admissions with their recruitment efforts.

Chapter 6: Recommendations

As we began digging into the effectiveness of using search lists to help grow enrollment of local graduate students in the SPS programs, we became aware of a variety of options that are currently helping similar-sized universities within the region. In this section, we are going to discuss the options which we think can be more effective.

Collect Future Contact Information Before Graduation

We recommend that an attempt be made to collect future contact information from graduate students before commencement. We suggest an online form be created within the university database, and all graduating students be sent a link to the form. Graduating students should be encouraged to fill out the form – a powerful opportunity to provide feedback. The form should have a question asking if they would like to be contacted by SPS in the future to share their Clark experiences with prospective students.

Improve Social Media Presence

From our standpoint, the SPS social media pages do not generate much engagement from followers. To improve engagement, SPS will need to commit more time and effort into a robust and active social media presence. They could re-launch their pages to create more interest and followers. If SPS does not have the resources to invest in their social media platforms, then we feel it is in their best interest to shut down their pages and refer all prospects to the Graduate Studies page that Graduate Marketing is managing.

Form New Relationships with Professional Organizations

We suggest that the Graduate Admissions office build on SPS prospective students, by making connections with the professional organizations that are linked to our SPS programs. The first step to

making these connections, would be to register for conferences as vendors for the following

organizations:

Organization	Date of Conference	Location of Conference	Link for more information	SPS program
The International City/County Management Association (ICMA)	April 3-5, 2019	New Brunswick, NJ	https://icma.org/icma-regional-conferences	MPA
Massachusetts Municipal Association (MMA)	January 18-19, 2019	Hynes Convention Center and Sheraton Boston Hotel	https://www.mma.org/mma-annual-meeting-and-trade-show/	MPA
Eastern Communication Association	April 10-14, 2019	Providence, RI	https://www.ecasite.org/aws/ECA/pt/sp/convention_advertising	MSPC
International Communication Association (ICA)	May 24-28, 2019	Washington, DC	https://www.icahdq.org/page/PastFuture	MSPC
The Association for Women in Communications (AWC)	September 29-October 1, 2019	St. Charles, MO	https://www.womcom.org/content.aspx?page_id=22&club_id=903060&module_id=194161	MSPC
Information Systems Audit and Control Association (ISACA)	May 13-15. 2019	Anaheim, CA	https://www.isaca.org/ecommerce/Pages/north-america-cacs.aspx	MSIT
Information Systems Audit and Control Association (ISACA) - New England Chapter	April 1, 2019	TBA	http://www.isaca.org/chapters1/new-England/events/Pages/default.aspx?chapterid=018	MSIT
The Computing Technology Industry Association (COMPTIA)	March 11-13, 2019	Chicago, IL	https://www.comptia.org/events/view/comptia-spring-forum-2019	MSIT

Table 3. "Vendor Organizations"

There are other organizations not listed in the chart that the Graduate Admissions should also consider. These organizations currently do not have scheduled conference available. Some of these organizations schedule virtual conferences for their members. Virtual fairs could provide SPS with a cost-effective recruitment alternative.

MPA-related

- The American Society for Public Administration (ASPA)
- The Alliance for non-profit management
- The American Civil Liberties Union
- Association for Public Policy Analysis & Management (APPAM)

MSPC-related

- American Marketing Association (AMA)
- International Association of Business Communicators (IABC)
- International Public Relations Association (IPRA)

New Internship/Corporate Partner Database

Since the internship and organization data is currently in an unstructured format, we feel it is important for SPS to migrate that data into a database that can be indexed and searchable. This will alleviate time spent updating contact information in a Word document, as well as searching for contacts one page at a time.

A mySQL database designed and built by a graduate student could help to easily organization and update data by an intern or graduate student employee. This database can run on Microsoft Access database Application. Both of these applications would cost nothing to maintain since mySQL is open source and MS Access is part of the MS Office suite.

Figure *16*: Sample mySQL Database

(Source: "http://oakleafblog.blogspot.com/2009/12/installing-sharepoint-2010-public-beta.html", 2009)

Expand Corporate Partnerships

Although SPS currently has corporate partnerships, we maintain that this crucial area must be dramatically expanded. There is a need to grow the level of business the department currently has with other corporate partners. As mentioned in the EAB report provided by Mary, some of the promising partners could be:

- Financial institutions/Banks (Like DCU, Bay State Savings Bank, or Webster Five)

- Retail Corporations (like Macy's or TJX)

- Manufacturing/Distributing Companies (like Polar Beverage)

- Insurance companies (like Hanover Insurance or MAPFRE)

We also contend Graduate Admissions should shift their recruitment focus to entry-level positions within organizations, as well as supervisor and manager roles. While there have been long-standing relationships with our current corporate partners, an opportunity to build new partnerships will go a long way for the School of Professional Studies.

Institutional Partnerships Focused on Employees and Students

We suggest the Graduate Admissions office expand partnerships with local universities. SPS has a partnership with Worcester State University students, but no partnership currently exists with employees. SPS can also focus on employee partnerships with other universities in Worcester. The EAB report done for SPS described the MSPC program as being a unique program at Clark University; no other local college or university offers a similar program. It is important that SPS take advantage of the program's uniqueness, and market the program in this fashion.

EAB: New Search Service

EAB is offering a new search service for higher educational institutions. The service provides participating universities with an extensive list of prospects that are more likely to enroll at their university based on very specific research completed by EAB. The research may include demographic information, income, location, educational background, credit history, employment history, family composition, stage in life, etc. We have been told that the service is very expensive, and it would definitely be an investment for Clark University.

Online Courses and Other Modalities

The School of Professional Studies would greatly benefit by offering online courses, and other flexible class options for domestic adult learners. Online courses would open the doors to allow for students across the world to enroll at Clark and would increase global visibility. We learned on November 9, 2018 that SPS would be launching online courses for all three programs, MSIT, MPA, and MSPC for fall 2019. We believe this is a step in the right direction for the School of Professional Studies.

Google and Facebook Advertising

Google and Facebook ads can be quite useful. Facebook ads can be tailored to target a very specific demographic using degree acquired, age, distance from Worcester, work, interests, etc. Facebook also lets you set a daily budget which will help the department cut the campaign according to budget. Google ads are effective because almost every internet user uses google several times a day. For example, if the Graduate Admissions office purchased a Google ad, they could have keywords like "cyber security", "communications", or "public administration" tagged to link to the SPS website. Any time a search with these keywords are performed, the SPS website would pop up on the top of the search results.

Alumni Network

Once there is a comprehensive database of alumni, departments will be able to work with alumni to share their stories and job success. Graduate Admissions would also have access to the alumni information they need to help with recruitment efforts, like information sessions, Admitted Student's Day, and graduate fairs. Alumni can assist by helping to drive work colleagues or family members to Clark.

Chapter 7: Summary Conclusion

Based on the current status of the School of Professional Studies (SPS), and the decline in the enrollment rate of adult learners nationwide, SPS will need to take action to improve their recruitment efforts. After investigating trends in the industry, past experiences, and the current state of SPS, we concluded that purchasing search list for recruitment efforts will not be beneficial for the department.

Instead of focusing on one solution, we have investigated more feasible ways to help SPS increase student enrollment based on trends in the industry. We conducted resource and data collection, market research, interviews with experts, collected social media samples, and analyzed the data collected. We summarized which methods may be effective in increasing recruitment, and also analyzed how to use these methods correctly to maximize the advantages of these methods. Based on the results of the study, we summarized several suggestions for the recruitment of SPS: Establish an information database and network for graduate students and alumni, collect the information before students graduate and make timely updates on the information; offer different opportunities such as internship and work closely with professional organizations; create a database of partnership information, establish more partnership relationships in central Massachusetts; use social media to increase the propaganda and attention of the SPS project and attract more prospect students; use EAB's new service if the department's budget can foot the bill; provide online courses and more modalities; use Google list or Facebook ads. These methods are conducive to the establishment of a more systematic, more flexible, and long-term impact recruitment strategy and system.

For increasing recruitment, SPS will have to invest time and effort to build relationships and challenge the conventional ways of increasing recruitment. SPS should consider the situation of SPS and trends in the industry, find new and efficient ways to increase enrollment. SPS needs to go back to the roots of Clark University—-becoming the frontiers of knowledge world through rigorous academic and creative efforts. Let more scholars who are eager for knowledge understand Clark's characteristics and values,

then choose to become a part of Clark, opening the way to change the world in the boundless sea of knowledge. And we sincerely hope that the School of Professional Studies will succeed in increasing recruitment.

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Lessons Learned

1. What did we do well?

These are things that we did well (or went well) during our Graduate Admissions Recruitment capstone project:

- Open communication in meetings and through email about the task at hand

- Met regularly with our client and our advisor

- Group meetings were productive and efficient

- Work was distributed evenly so that all team members could contribute equally

2. What could we have done better?

These are things that we could have done better:

- Gave ourselves more time to prepare for our final paper and presentation

- Connected earlier with our advisor about the outline of the capstone paper

- Agreed upon team expectations (meeting attendance, deadlines, etc.) from day one

- Spent more time practicing our presentation together

3. What still puzzles us?

These are things that we still do not understand. There was uncertainty and ambiguity concerning certain aspects of our capstone project:

- Will our recommendations not only help SPS, but other graduate programs that struggle to enroll domestic adult learners at Clark?

- Will all the social media research we completed be helpful to SPS and the Graduate Admissions office?

- Will our recommendations be useful, and will they be implemented?

4. What would we do again?

There are activities and tasks that we considered essential for our Capstone. On this type of capstone project, or a similar one we would want to repeat these activities:

- Start our research in the library

- Meet weekly to discuss our findings and set deadlines

- Interviews were helpful for our topic, and helped us to expand our research

- Reserve a meeting room for each week

5. What would we not do again?

These are activities and tasks that we considered detrimental. We want to make certain that these are things that we do not repeat, so we can avoid replicating the project mistakes:

- Leave a meeting without being certain all members understand their assignment

- Waiting too long to verify the assignment with the advisor

6. What would we do differently?

These are activities and tasks that did not quite work out as you expected. To make them succeed, what would we have changed?

- Hold group members accountable for their assignments and attending weekly meetings

- Prepare a weekly agenda to be sent out before each group meetings

- Start drafting the outline of the paper before research is complete

7. What have we learned?

What lessons have been learned that can be applied to future projects to support successful delivery of the goal and project objectives? These may be changes that need to be made, or an emphasis on the success factors that this project illustrates.

- GRE/GMAT search list are not useful

- Ask questions to understand the capstone assignment

- Adjusting as the assignment changes course

- Ability to work with a team and different leadership styles

- Research results may not be as expected

Appendix A – Project Charter

School of Professional Studies

Project Charter
Graduate Admissions Recruitment Project

Table of Contents

Glossary of Terms in a Project Charter

This glossary defines key terms used in this document. Although some of the terms will have slightly different definitions outside of this project, this glossary defines the meaning within this initiative.

Assumption – An item taken to be factual even though that fact has not been confirmed. Wherever possible the accuracy of assumptions is validated during the project

Constraint – An unchangeable condition that impacts the project.

Contingency – An activity, budget or time period that is held in reserve in order to minimise the impact that a risk has on the project if that risk is realised

Major Stakeholder – One of the key interested parties and decision makers in the project.

Mitigation – An activity that is undertaken to minimise the impact and /or the likelihood of occurrence of an adverse risk or to maximise the impact and /or the likelihood of occurrence of a positive risk

Project Charter – This document. The document that authorises the project and sets out the framework for what is to be done and how it is to be managed.

Project Manager – The person responsible for the management of the execution of all work items.

Required End State – The definition of what constitutes a completed project.

Risk – An uncertainty that may impact the project in either a positive or negative manner if it occurs.

Scope – The sum of the changes to be made in order to achieve the Required End State.

Steering Committee – The group of people responsible for making major decisions on the project.

Project Overview

Introduction

Our project is designed to evaluate the current graduate prospect list and approaches taken by Graduate Admission for admission strategies, form new or complementary lists to reach more graduate prospects, and optimize the approaches and content to trigger more inquiries for education programs provided in the School of Professional Studies.

Major Stakeholders

- School of Professional Studies
- Graduate Admissions
- Graduate Marketing
- Board of Trustees
- Clark University

Document Purpose

- *The desired end state.*
- *The project scope.*
- *Assumptions, constraints and risks.*
- *Communications and structure.*
- *Roles and responsibilities.*

Project End State and Scope

Required End State

The desired end state for the client would be

- To validate or test hypothesis if search lists are helpful or not based on our research.
- to obtain ways of increasing inquiries and come up with creative solutions to educate our target audience, which would lead to more applications, and ultimately more enrollments.

Project Scope

Work Area	In Scope	Out of Scope
Search lists	• Domestics adult learners • Graduate prospect lists	• International: not looking for international prospects but something may come up after the research • Undergrad prospects
Social media scraping	Related to domestic adult learners	International prospects
EAB consulting	Informational interview for prospect search lists	Not for international students
Org/Alumni database	SPS specific domestic alumni and organization database	• International alumni • Other graduate departments like GSOM, IDCE, PhD
Student-managed social media pages	Social network pages for graduation recruitment	Research on international social networks such as WeChat, Micro.Blog
Academic curriculum		Not researching
Admissions requirements		Not researching

Change Management

Any changes occurring within the project will be discussed within the team first. The project manager will provide the following information to the stakeholder for approval before a change occurs:

- Overview of requested change
- Explanation of the reason for the requested change
- Analysis of impact of the change
- Recommendation for the course of action that should be taken

No changes will occur until approved by our client.

Assumptions

- Graduate Marketing is going well at present.

- Jerry will be an engaged client throughout the project.

- Our client does not believe that search lists will benefit the School of Professional Studies. The School of Professional Studies and Graduate Marketing believe that if names are purchased and the information is used in creative ways, the inquiry database will grow, which may lead to more applications and higher enrollment numbers.

- Our client believes that if we can obtain lists or contact information from social media sites by scraping, then we can narrow down our target audience and educate this audience about SPS programs.

- The School of Professional Studies believes that if we can create an organization/alumni database, we would be able to manage our communication and networking much better than we currently do.

Constraints

- The success of the project may depend upon if we will have access to the data that is required for valid recommendation.

- Alumni data

- Time constraint: 1) Team members working on the project have other responsibilities like classes, jobs, family etc. 2) The timeline to complete the project may pose risks as it may take up to 6 weeks to do an EAB analysis.

- In order to purchase search lists, obtain information from social media scraping, or hire a recruitment consulting company, Clark must be willing to invest in these services and must have the budget available. Our team must provide data to show that these products would provide a return on investment.

Risks

- No valid data is found for a valid recommendation for our client.

- The data that we provide our client after the research will help him in the recruitment process.

- The final project will help the team members in their personal portfolio to get a job or get promoted in their current job.

- University implementation risks like budget, time and resource allocation.

- The potential risks of purchasing names would be the negative feedback Graduate Admissions could receive from Chinese prospects/applicants/enrolled students once they learn Graduate Admissions is seeking students through purchased names.

- Graduate Admissions could succeed in enrolling more domestic (and international) students through purchased lists, social media scraping, using a consulting agency, or relying on organizations/alumni, but the international students may not make it into the US due to the current immigration policies.

Communication Strategy

The project manager (Amanda) will communicate all questions, problems, and concerns with our client. The project team will communicate using email, chats, and will hold regular meeting with our faculty advisor (Mary). Meetings with our client will occur as needed. Meetings will also be scheduled with Dave Crandell (Facebook and Linked In scraping) Tara Probeck (review recruitment marketing strategies) and Laura Meyers (organizational/alumni database).

Project Structure

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                    ┌─────────────────┐
                    │   Jerry Czub    │
                    │    (Client)     │
                    └────────┬────────┘
                             │
                    ┌────────┴────────┐
                    │  Amanda Popp    │
                    │(Project Manager)│────────┐
                    └────────┬────────┘        │
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                             │        │ Mary Piecewicz  │
                             │        │(Faculty Advisor)│
                             │        └─────────────────┘
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| Kevin Anderson | Yixin Du | Huizhong Yang | Arvinder Kaur | Chiemela Dike |
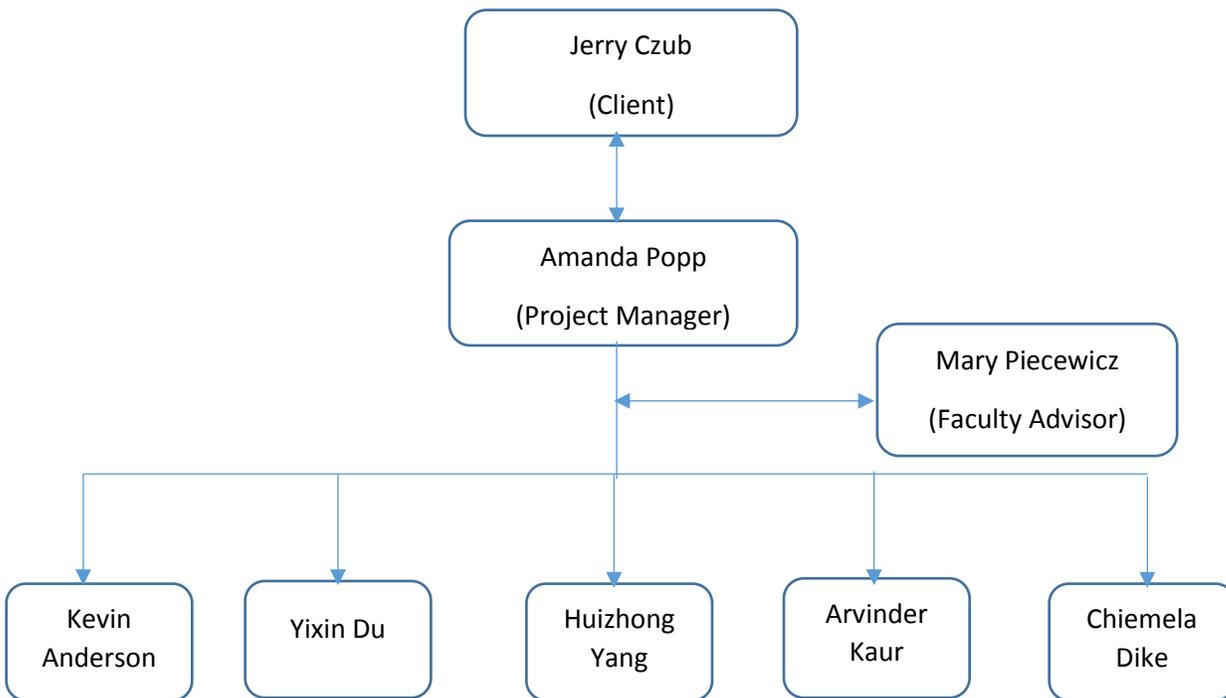
Stakeholder Commitments

Stakeholder Commitments

- o **Mary Piecewicz**: Providing advice throughout our project and grading our paper in the end.

- o **Jerry Czub***:* Accessible for question concerned during the project timeline and to attend the final presentation.

Roles & Responsibilities/RASCI Chart

	Roles / Responsibilities						
	Jerry	Amanda	Kevin	Chiemela	Yixin	Arvinder	Huizhong
Client	Y						
Project Manager		Y					
Project charter		Y	Y	Y	Y	Y	Y
Meeting with Dave Crandell				Y		Y	
Meeting with Tara Probeck		Y					Y
Meeting with Laura Meyers			Y		Y		
Resource allocation		Y	Y	Y	Y	Y	Y
Problem identification and analysis						Y	
Cost-benefit analysis for search service/EAB research				Y			
Edit Paper		Y					
Graphics in Paper			Y				
Print Paper			Y				
PowerPoint Presentation					Y		Y

Measures of Success

This section of the project charter should detail measurements that will indicate that the project is a success. The following table provides examples of measures of success that teams can decide are appropriate for their projects.

Project Performance Dimensions by Project Success Factor	
Project Outcomes	**Measure of Success**
Final Paper/Deliverable	Get an A+
Personal Development	Team members gain some additional skills that, in turn, will help them to get a job or promotion.
Request for EBA	At the minimum, fill out proposal form for our client that can be used in future to work with EAB. In addition, provide our client some validation data about EAB and real examples of other schools for whom EAB proved useful.

Stakeholder Sign-off

This project charter has been signed off by the following stakeholders:

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

Project Teams Members:

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

_____ _____ _____
Name   Title   Date

Appendix B - Initial Meeting with Client

Chiemela Dike

Yixin Du

Arvinder Kaur

Amanda Popp

Huizhong Yang

SPS Capstone – Grad Admissions Recruitment Project

Prospect Database Build

Client: Jerry Czub

Objectives

Our ultimate objective is to provide Graduate Admissions with practical solutions to help recruit new students into the School of Professional Studies division. Our team must work together, using the knowledge, skills, and perspectives developed from course work, to come up with a creative plan of action for our client.

Impressions of Graduate Admissions social media presence

Graduate Admissions office website - well-organized, clean and easy to navigate pages. The pictures represent real graduate students enrolled in our graduate programs, and show them in different areas of campus. The section on "Worcester Living" is very attractive to international students because, in most cases, international students cannot visit campus. It provides students with a better perspective of Worcester. Graduate Admissions should focus on their location as one of the strengths of Clark.

The website frequently mentions Clark is a diverse community. We believe this can be emphasized more by provided information on where students come from and what makes Clark's diverse community unique from other universities.

The Grad Admissions homepage should reveal more characteristics of the university. What is Clark known for? What does Graduate Admissions want potential applicants to remember about Clark? What are the key characteristics that separate Clark's grad programs from their competition?

Facebook and Twitter - Graduate Admissions does not have a Facebook or Twitter account. The university Facebook and Twitter accounts post frequent updated, but receive little response and interaction. It may benefit the Graduate Admissions office to create a Facebook and Twitter account to create more interaction and encourage questions. This is another way for the Graduate Admissions office to relay information about graduate programs.

Clark's mission, vision, and core values

Clark University's mission is to educate undergraduate and graduate students to be imaginative and contributing citizens of the world, and to advance the frontiers of knowledge and understanding through rigorous scholarship and creative effort.

The focus of Clark's academic program is a liberal-arts education enriched by interactions among undergraduate students, graduate students, and faculty, and is closely linked to a select number of professional programs. Clark also serves students who wish to continue formal education throughout their lives.

A liberal arts education provides general knowledge and develops intellectual ability. This type of education can prepare students for many fields in today's workplace. Clark believes that intellectual growth must be accompanied by the development of values, the cultivation of responsible independence, and the appreciation of a range of perspectives. Clark provides a wide variety of educational programs and extra-curricular activities to enhance the intellectual and personal growth of students.

Clark strives to develop well-rounded individuals with general knowledge of a wide range of subjects and with mastery of a range of transferable skills. Students will become 'global citizens', with the capacity to pursue lifelong learning and become valuable members of their communities.

Benefits of a Graduate Degree from Clark:
- Prepares graduates to work in a variety of jobs.
- Degrees are appealing to different employers.
- Provides professional skills in health care, law, business, technology, and the public sector.
- Creates graduates who are equipped with the skills to become valuable community members.

Clark is dedicated to being a dynamic community of learners able to thrive in today's increasingly interrelated societies. The University maintains a national and international character, attracting high-caliber students and faculty from all corners of the globe. To attract more graduate students, marketing efforts must include international marketing efforts in India, China, and Russia. Marketing must be done in such a way to show that Clark's graduate programs are inclusive, and that Clark is a place that welcomes race and cultural diversity.

As a university residing in an urban setting, Clark also strives to address the needs and opportunities of contemporary urban life. Graduate Admissions must also target populations living in central Massachusetts, as well as the Boston area.

New trends in graduate recruitment

- Graduate students are applying to programs in Canada and Australia
- Partner with other universities who are struggling or do not have graduate programs (feeder schools)
- Provide clear ROI in outcomes after grad school. Corporations want specific skills from grads entering the work force. Are we teaching those skills?
- Provide mobile-friendly ways for applicants to apply and communicate (decrease in melt when schools text message their incoming grads with call to action information)
- Change recruitment areas yearly; do not repeat locations year after year
- Attend virtual fairs for veterans, push campus visits, revamp website to be more personal, make things more mobile-friendly, and be more service-focused

How does Graduate Admissions fit into the larger system?

The Graduate Admissions Office is responsible for recruiting new graduate students and providing guidance throughout the admission process. The department is staffed by admission counselors, who interact with prospects and answer questions, as well as the operational team, who receive and process applicant documentation.

The department largely relies on the Clark University website to drive recruitment. The website is currently undergoing some makeover. This includes a database that will enable better querying and cookies, and website navigation that will make the browsing experience much more user-friendly.

The Graduate Admissions office collects application materials electronically on every applicant, and data is stored within their web-based database. Applications are accessed and processed more quickly, and admissions decisions are released faster.

Appendix C - Interviews

Interview with Dave Crandall (September 21, 2018 at 1:00 PM)

USE ALUMNI NETWORK:
Dave strongly suggested that search lists are not successful and should not be purchased. According to him, **alumni lists** are a better option for promotions and marketing. We can look into alumni list of bachelor's degree students of WPI and other schools in the area. Clark should use its alumni network to promote its SPS programs. For example: an alumnus can promote Clark's program to its co-workers. He/she may say that hey, I got my master's degree from Clark, it's pretty cool. Why don't you check it out? (//Co-worker promotions in companies)

Also, he said that COPACE should create a campaign that we are going to promote our programs with alumni. But, in order for the campaign to be effective, write something that your alumni can believe in and share with their friends.

GOOGLE TOP SEARCH:
If we want Clark to appear on the top when people search for Master's degree, then we can pay for it. Dave told us that the approximate rates for Google ads is $150. We'll have to confirm the current rates. However, it will depend upon the budget of the university and can only be implemented after the top management agrees for it.

Facebook Ads:
Facebook is a great option to search and target people who live closer to the campus area. Specific targeted ads can be run on Facebook for people that live within 10 miles of Clark campus. The rates are "pay per click" for Facebook ads.

General steps:

Facebook>Manage Ads

Select the filters such as

- *People within 10 miles*
  - *Who work/live*
    - *Age limit*
- *Who already have a college degree*
- *Who have a technology tag in profile*

Dave's suggestion for ad: "Stop your time on Facebook, go get degree"

There's also an option to stop the ads after it reaches a 'set number of clicks' for the day.

LinkedIn Ads:
Dave also suggested that the other way to enroll more students is '***direct contact and promotions with companies***. '

- o Find big tech companies in Worcester or I495 route who pay for their employees' degree. Some examples are Dell, Bose, EMC, BJ's etc. Contact their HR department and find how much they pay.
- o Run promotions and discounts. For example: If more than 5 people from companies sign up in Clark, they get 5% discount.
- o Companies get incentives this way and will promote this thought as they save in the long run.
- o Companies can also promote this idea as a benefit, employees will get a chance to get a promotion if they get a master's degree.
- o Find companies on LinkedIn that will hire people who come out of Clark.
- o Also, any alumni or professors on LinkedIn can also promote Clark's program by sharing a word about the University.

Some other points Dave discussed with us:

- o Old focus of Clark has always been on international, not domestic students. For this project to be successful, support from the top management is required.
- o Think about what actually drive professional people to get degree? Top answer according to Dave is change of field. Also, career advancement and promotions.
- o Master's degree is expectation, not required. Write something to entice people, such as:
  "get a master's degree before your VP going to ask it"
- o Clark is cheaper than Harvard. Promote it.
- o What are the programs that our competitors offer and we don't?
- o Clark does not require to take GMAT.
- o Quality in Clark's MSIT programs.

"Promote what you have, but promote in a better way"

Interview with Tara Probeck (September 24, 2018 at 11:00 AM)

Tara told Huizhong and I that Graduate Admissions purchased names through Clark Mailing (using census data) to send out two direct mail postcards advertising the SPS programs (11/2017) and advertising "Try a class before enrolling" campaign (1/2018). Each group of mails included about 9,000 names. Targeted audience = 30 mile radius, Age 22-50, Income $40-125k, and Bachelor degree.

- Because the mailing was not done in house, we cannot track the mailing results.
- In the future, we can use Purls (Personal URLs) on each postcard sent. This costs more money

Email addresses were also purchased from Clark mailing, and were uploaded into Slate (about 2,000 total contacts). Email follow up was sent about two weeks after the postcards were mailed out. This can be tracked in Slate.

- "Try a class before enrolling" yielded one enrolled student. Former Clark student that was ineligible for ADP program. Enrolled in Education program (not SPS).

The Clark mailing search list project costs $6,000-$7,000 to complete. It allowed for greater visibility of the SPS programs.

Tara mentioned that names can also be purchased from Experian (http://www.experian.com/small-business/mailing-lists.jsp)

She said that when she worked for WPI, the graduate office would purchase GMAT and GRE names, as well as PSAT names. The PSAT names would start as a big funnel, but filter down to a small, targeted list by the time that these students completed their bachelor's degree.

Future SPS marketing includes:

- Digital Marketing campaigns: targeting specific companies, like UMass Medical, to push our Health informatics certificate program.
- Run Banner advertisements targeted to members of the American Society for Public Administration (ASPA), for our certificate programs.
- Run advertisements through the Worcester Chamber of Commerce
- Send messages through "In Mail" based on LinkedIn profiles – messages will be from Clark about the SPS graduate programs
- Hold events and fairs

Challenges – economy is good right now – jobs are available. Not a good time for people to be going back to school. So, how do we capture our population?

Ideas:

- Run a free resume/presentation/public speaking workshop on campus.
  - o Goal – capture names and promote SPS programs
- Sit in on a class for free.
  - o Goal – capture names, get population on campus to meet faculty and students, experience life in the classroom, convert to an enrolled graduate student

Interview with Laura Myers (October 1, 2018 at 1:00 PM)

Laura told us that she has a list of companies that SPS refers to when placing students into internships. Most companies are local to Worcester (because of transportation issues students have getting around). The list is currently in a Word document. Laura is looking for it to be converted into an Excel spreadsheet or some other format so that she can filter by category (location, MPA/MSPC/MSIT, for profit/nonprofit, concentration, etc). It is also not easy to update this list. The contact names, email addresses, and phone numbers are not up-to-date. It is hard to compile a batch email to the companies in this format.

GRE/GMAT search names – Laura thinks we should suggest purchasing names for a minimum of 3 years to full analyze the data.

We need to look into what other colleges/universities are doing to recruit domestic students at this time. Are they using search lists? Laura suggested we come up with some questions and call other graduate admissions offices to ask. She suggested we interview our new Dean, John LaBrie, formerly from Northeastern to ask him what Northeastern did to recruit domestic adult learners.

She also feels alumni are an important part of the recruitment process, so we should connect with someone in Alumni Affairs to find out how they collect alumni data and what kinds of communication is sent to our alumni. Why doesn't Alumni Affairs share their information with other departments?

Laura mentioned that Clark University is a member of the Worcester Chamber of Commerce. Karen (unsure of last name) holds a list of all Chamber of Commerce members. Laura said this list could also be used as a way to build our prospect database.

Kevin O'Sullivan is the President of the Massachusetts Biomedical Initiatives (MBI) – (https://www.massbiomed.org/) . The website lists all of the Bio-tech companies they partner with (https://www.massbiomed.org/mbi-companies/). Massachusetts Municipal Association (https://www.mma.org/) holds a conference every year for city and town employees in Massachusetts. They may have a comprehensive list of state employees that we could access. They are holding their Annual Meeting & Trade Show on January 18 and 19, 2019 at Hynes Convention Center and Sheraton in Boston. Grad Admissions should sign up to have a table at the Trade Show. Exhibitor Info (https://www.mma.org/mma-annual-meeting-and-trade-show/information-for-exhibitors/).

Phone Interview with Kevin Wesley, Executive Director of Alumni and Friends Engagement and the Clark Fund (October 15, 2018 at 10:00 AM):

Kevin explained that no one on campus reaches out to soon to graduate student to secure contact information. The Alumni office relies on the information that is in Banner.

"If SPS would like to develop a program that would require updated contact information before a graduate obtains their cap and gown, we would be happy to work with them."

Alumni and Friends use a database called Raiser's Edge to collect information from a variety of sources. These sources include events that they organize, lists from the National Change of Address generated by USPS, and requests for the Clark Connect. When contact information is collected, it is stored in Raiser's Edge. Any department may request information by signing a confidentially agreement.

"We do not want our alumni receiving multiple mass mailings from Clark in one day. Therefore, we would want to know what departments are sending and when they are sending it to coordinate all communication effectively."

Phone Interview with John LaBrie, Associate Provost for Professional Programs and Dean of SPS (October 22, 2018 at 11:15 AM):

On the idea of purchased lists:

- Garbage in, garbage out.

- List is only as good as the company providing them.

- Response rates have been small even with the best lists.

- Belief that going to an organization or association that has direct relevance with the group you are working with. (Example – PMI Members would be targeted for Project Management major).

- Repetitive nature of those lists can be instrumental in building a brand awareness for your programs.

GRE/GMAT List:

- Didn't believe it was worth it. Most individuals taking the GRE/GMAT are doing so because the programs they are already interested in have that requirement.

Successful ways to recruit domestic adult learners:

- Right market to grow
- Speak to the learners
- Deliver programs that are accessible.

- Where you are in the domestic economic cycle depends on effective you can be in recruiting those types of learners.
- In an economic downturn, recruiting domestic adult learners is a lot easier rather than times of economic prosperity.
- In relatively full employment for the country, part-time students are hard to find in the domestic market.
    - Need to be very targeted in the student ROI (return on investment).
    - Degree program leads to these types of jobs. These types of jobs pay this amount.
    - Believes that over the last decade, more DAL are concerned with the payout at the end.
    - Historically people would get a masters for the personal challenge.
    - Now they do it for an edge in career development
    - Have to speak to learners in ways that are meaningful to them and makes the case they need.
- Academic structure that allows DAL to participate, which historically meant evening division and continuing ed schools.
    - Delivering courses in different modalities – online and face-to-face.

Appendix D – Graduate Admissions
Cold Call Results

Graduate Admissions Cold Call Results

Universities	Purchase Search Lists	If yes, which ones?	Are they effective?
Bentley University Graduate Admissions	Yes	GRE Search Service	Unsure if effective
Brandeis University	Yes	Would not disclose	Would not disclose
Bryant University	Yes	GRE and GMAT Search Services	Better than expected yield from those lists at times. Because of their belief in their "name recognition" and online programs, they do not believe a census-based approach matters.
Harvard University – Kennedy School of Government	Would not disclose – "Based on the current lawsuit regarding admissions processes in the undergraduate program at the College, they are not allowed to share any admissions-related information."		
Suffolk University	Not currently, but have used them in the past	GRE and GMAT Search Services Census-based lists	No - found GRE/GMAT lists to be filled with prospects that already made up their mind on their top five universities Yield on GRE/GMAT lists turned out to be less than a half percent – were not seeing ROI Occasionally use census-based lists if launching a new program or entering a new market
UMASS Boston	Would not disclose – "Internal information that they will not share with outside individuals or entities."		

Appendix E – Social Media Page Review

Social Media Page Review

Clark University: Main Facebook Page

We found the popular videos on Clark's Facebook page consisted of tours of the student dormitory, major events (like Commencement, Move-In day, International Gala, and Midnight Mayhem), and alumni profiles of successful Clark alums. Other highly viewed and "liked" posts included a seasonal video "Clark in the Snow" and another video with over 12,000 views called "Student Life at Clark". From the information we gathered, we found that the most popular posts included ranking information, stories and profiles of Clark grads and how they are leaders in their industries/communities, and posts that refer to the historical significance of Clark.

Clark University: SPS Facebook Page

We found the SPS Facebook page had little interaction. They had only 286 likes, which is a very low total. One video that was posted from 2017 had 143 views. We also found that SPS had too few posts (11 posts since June 21, 2018). Out of those 11 posts, there was a total of 3 comments. The most popular post was a seasonal image of fall welcoming students back to school (9 likes).

Clark University: SPS Twitter Page

SPS joined in April of 2016. They have 107 Followers and are Following 69 other users. Most Twitter activity is retweets, with less organic tweets to create interest. SPS has had 3 original tweets since school started in Fall 2018.

Clark University: SPS Instagram Page

SPS Instagram is the best platform of all three social media platforms. They have 201 Instagram Followers. Recent Instagram posts are similar to other posts on Facebook and Twitter. Past Instagram posts were creative and innovative. Posts are geared towards asking questions, and requesting an action.

Harvard Extension School (HES): Facebook Page

HES posts tips and articles for academic studies. They will send communication out about sessions, lectures, and events offered within HES or related to the school. They post faculty and student news, as well as announcements about courses and programs. HES will only interact with others when questions are raised in the comments area. Their responses are in an official tone. HES updated their Facebook page 2 to 3 times per month prior to October 2018. They have already posted 5 times within October 2018.

Harvard Extension School (HES): Twitter Page

The Twitter page for HES has less interaction than those posts on their Facebook page. Content is similar to the content posted on their Facebook page. They post more frequently on Twitter, then on Facebook. They post at least once every 3 days. Some days they post as much as 3 times a day.

Harvard Extension School (HES): Instagram Page

HES launched their Instagram account in May 2018. They have had very few posts since June 2018. Content includes academic lectures, program information sessions, and student activities. It is important to note that we presume all 3 accounts are managed by different users due to different kind of tone and style of writing.

Johns Hopkins University: Main Facebook Page

Johns Hopkins University does not have a Graduate Admissions Facebook page; they have a university Facebook page and separate pages for different graduate programs. The types of posts which are highly viewed, liked, and commented on are related to the university's academics, such as the school's rankings on many lists. There are posts on the new research building and the latest research happening on campus. Posts about campus life are also popular, but not as popular as academic-related posts.

Johns Hopkins University: Twitter Page

The posts on their Twitter page are very similar to the posts on their Facebook page. Johns Hopkins retweets posts from others frequently. Few original posts have been created since April 2018. Most posts are about alumni, current students, and information about programs.

Johns Hopkins University: LinkedIn Page

Johns Hopkins University has a LinkedIn page for the School of Education. There is one section which shows 4497 alumni living area, company, and field of work. Posts are mainly about alum. Updates to page are infrequent.

Johns Hopkins University: Instagram Page

There are many pictures on their Instagram account, with more followers than Facebook and Twitter. Most posts are related to research due to Johns Hopkins being a strong research university.

Northeastern University Graduate Programs: Facebook Page

Northeastern University has over 8,000 likes on Facebook. Posts are focused on the future – what's happening next. Some posts highlight adult learners coming back to school. Other posts are about activities happening on campus. Images are enhanced, as compared to their Twitter posts. Facebook

posts have little interaction with alumni. They have 11 videos posted, one of which had 2.9K views. They have not posted any recent videos since January 2018,

Northeastern University Graduate Programs: Twitter Page

Northeastern University joined Twitter in February of 2009. They have over 1,000 Followers and are Following around 1,100 people. There Twitter page covers the 385 graduate programs that they offer. Their Twitter page has similar posts to their Facebook page. They Tweet frequently; 20 posts in August alone which include retweets and organic tweets. The vibe of their Twitter page is very energetic.

Northeastern University: LinkedIn Page

Northeastern University does not have a specific LinkedIn page for their graduate programs. They have a university LinkedIn page. They have 269,245 followers (113,000 live in the Greater Boston area and 5, 500 of them work at Northeastern). The focus of their LinkedIn page is for career development and showcasing earned awards.

Suffolk University Graduate Programs: Facebook Page

The posts, likes and comments on Suffolk's Graduate Program page has much less activitiy then Suffolk's main Facebook page. The majority of their posts are about graduate admissions events like information sessions and panel discussions. News articles about their professors are well liked, more so then event postings. Suffolk shares stories about their current students. For example, one post was about an MBA student who is a food blogger. She's pursuing her MBA degree to be successful at her blogging career by learning business skills. Suffolk puts a lot of effort in promoting their MBA and MPA programs through their Facebook page. There was a post about their MPA program saying "If you are

researching MPA programs, you really need to be where the action is. And there's no other business school in Boston that puts you closer to the center of state politics than Suffolk University."

Suffolk University Grad Admission: Twitter Page

Suffolk's graduate admission Twitter page did not have a lot of likes and retweets (1 or 2 at the most). The Grad Admission page had some retweets from the main Suffolk Twitter page. Some of their tweets were promoting the graduate events. They posted a "Quote of the Day" every once in a while. For example, one quote was "Go confidently in the direction of your dreams. Live the life you have imagined" by Henry David Thoreau. There was 1 retweet and 1 like to this particular quote. They also had some posted for "#Motivational Monday" which included "New Monday New Week New Goals". There was 1 retweet and 2 likes for this post.

Suffolk University: Instagram Page

We did not find an Instagram page specifically for Suffolk's graduate programs. On their main Instagram page, we found many seasonal photos of Boston. They also posted famous places in Boston, like Boston Harbor, the State House, the Citgo sign, and the Prudential tower. There were many pictures of students attending events, or engaging in different sports. They also had two photos of a Suffolk billboard near Fenway. One photo had the Prudential Center in the background, the other had the Citgo sign. Both photos were emphasizing prime locations in Boston. These photos had over 450 likes.

Suffolk University: YouTube

At the top of their YouTube page, Suffolk had a "year in review" video from 2017-2018. They included Suffolk Experience, Suffolk Stories and "Your next step: Grad School at Suffolk" videos. The thumbnail

says "Advance your career in the heart of Boston" with beautiful night life shots of Boston. We found this to be a great technique to get viewers to watch their video. They also provided advice videos starring current students, reaching out to the incoming graduate student class.

Worcester Polytechnic Institute (WPI):

WPI does not have a Facebook page specific to Graduate Admissions. They recently took down their Grad Admissions Facebook page, and marketing efforts have been focused on their main Facebook page. The first thing we noticed was that they did not have the boring, traditional static cover photo. They had a slideshow of pictures running through, which eye was catching and visually appealing. The video had 1,985 views and 37 likes. Popular posts consisted of a "BattleBots World Champion" win by WPI at 223 likes, seasonal posts, and a historical post wishing former famous alum, Robert Goddard, a happy birthday at 251 likes. Other posts included stories about current WPI students, historical posts about WPI grads, community involvement, Open House announcements, faculty profiles, and funded projects. Overall, the Facebook page did not have high traffic. It was also noted that there was far more pictures than videos posted. When videos were posted, they were highly viewed (2,000+ views). They also include their mascot (a goat) in many of the seasonal posts, which triggered a decent amount of attention. They update their cover photo regularly. They do not share posts from other sources often. They generate unique posts for the WPI page.

Appendix F – EAB Company Review

EAB COMPANY REVIEW

What They Do To Help Institutions

- Find and Enroll the Right Students
  - *In-depth research of more than 5,000 college-bound students using various platforms*
- Improve Academic Efficiency and Operations
  - *Consolidate underfilled sections | Align course offerings with student demand*
- Increase Student Retention and Graduation Rates
  - *Retention rates rise from 2 to 12 percent and graduation gains from 3 to 11 percent*

Types Of Institutions They Work With

- K-12 School Districts
- Two-Year Colleges
- Four-Year Institutions
- University Systems

Institutions They Have Helped

Georgia State University (Public University, 25,000 students)

- Improved Student Outcomes with Data-driven Advising and Institutional Transformation
- Additional $3,000,000 in tuition revenue

Samford University (Private University, 3000 undergraduates)
Improved Campus-Wide Engagement in Advising

- Strengthened Communication Channels
- Engaged Faculty Through Policy Change
- Retention increase by 2%
- $674,000 in additional tuition revenue

Their Method: Student Success Collaborative

- 500 college and university across the country work together to improve outcomes.
- Use student success management system, a comprehensive technology that links administrators, faculty, staff and advisors.
- 475 million student success course records in analytics
- 2.5 million students supported by system
- 340,000 staff and faculty active in management system.

SWOT ANALYSIS

STRENGTHS

- Industry leader.
- Brand Power.
- Proven results with some of the nation's elite institutions.

WEAKNESSES

- The landscape continues to change – fewer and fewer people are going to the traditional four-year route to college.
- Standalone company. No longer associated with the Advisory Board Company.

OPPORTUNITIES

- More institutions willing to take part.
- More data is available which gives more information and can lead to greater results when included with current data.

THREATS

- Competitors
  - Royall & Company
  - Maguire Associates

QUESTIONS THAT REMAIN

- No information found that they worked specifically with a graduate school population.
- Financial commitment will be significant. Is the University prepared to take that step?
- What would be there turnaround time for results and data gathering?
- What is the University's timeline and expectations?

Appendix G – Local College/University Reviews

Local Colleges/Universities in Central Massachusetts

In researching the Central Massachusetts colleges and universities that do not offer any of the three master's level programs (Information Technology, Professional Communications and Public Administration) that are offered at Clark's School of Professional Studies (SPS), we discovered a wealth of opportunity available for SPS to take advantage of in its pursuit of domestic adult learners.

The institutions we focused on were The College of the Holy Cross, Worcester Polytechnic Institute, Worcester State University, Fitchburg State University, Becker College, Assumption College, and Anna Maria College– all of which are within 25 miles of Clark's campus.

Almost all of these institutions do not offer the programs we are targeting, however, there are some variations that prospective students could wedge themselves into.

Holy Cross

The College of the Holy Cross, looked to be the largest opportunity of all the institutions because as a college, they do not offer graduate programs. While employees can be targeted as prospective students, so can current undergraduates, making for a robust number of close to 5,000 prospective students.

At Holy Cross, if employees have three months of employment and work between 27.5 and 40 hours per week, they are eligible for tuition assistance. That total is $1,800 per fiscal year for non-Holy Cross courses.

The biggest untapped area at Holy Cross would seem to be their undergraduate student population. Without graduate program to seamless transition to in a fashion similar to the way Clark undergraduates move into graduate school with the University, the opportunity to connect with those prospective students exists. With undergraduate majors and concentrations like computer science, environmental

studies and sociology, moving into one of the three programs offered at Clark could be ideal. Additionally, with their connection to Worcester already solidified, the opportunity to build on the ties they have already created in the Worcester community could be another avenue to lure them into the Clark programs.

Worcester Polytechnic Institute

WPI offered a variety of programs in the information technology realm, including certificates in information technology and information security management as well as a master's degrees in information technology.

However, they do not offer anything related to professional communications or public administration leaving open an opportunity for SPS. Additionally, as an institution, WPI offers tuition assistance to employees who work at least nine months out of the year and who's position are deemed 75-100 percent full-time equivalent.

Worcester State University

Worcester State offered a similar program to the public administration program but not exact. They have a 12-course, 36-credit non-profit management master's program that can be taken on a part or full-time basis. There was no mention of GRE or GMAT test requirement, however, eight credits of the program fall under the thesis core of three classes to be taken at the end of the program.

Fitchburg State University

Fitchburg State offers a master's in communication with two very different tracks – only one which applies to our research – the applied communications studies track, which looks to be similar to the

professional communications program. That program also no longer requires a GRE or GMAT test result and also is available, on campus in both the day and evening in addition to online delivery.

Both Fitchburg State and Worcester State offer tuition assistance for full-time benefited employees after six months.

Becker College

Becker College looks as if it might be another opportunity with just two graduate programs offered through their institution and neither being anything close to the three offered at Clark. However, their undergraduate program offerings like applied computer science and numerous game design and technology concentrations could make our MSIT program attractive to employees and students alike.

Assumption College

Another opportunity definitely exists at Assumption College where their graduate program is filled with programs based in the psychological discipline. They do offer a 100 percent online digital marketing certificate which can be completed in eight courses and is a definite threat to the professional communications degree with the marketing track at Clark.

Assumption does offer tuition remission after one year of service to their employees and a 100% discount to spouses and dependents after four years.

Anna Maria College

It is important to mention that Anna Maria College was the only institution of the group to offer a master's program with the exact title of one of the three offered at Clark, which is their master's in public administration. What is unique about that offering is that it is offered exclusively online – putting it at the forefront of the MPA programs in the area because of its accessibility.

In addition to that, their program splinters off into five tracks like homeland security and criminal justice which attracts specific learners and its mid-career track gives professionals with four years of work experience credit for that work and can reduce the class requirement down to ten from 12 – softening the financial commitment of the prospective student.

Another huge incentive in the Anna Maria program that adult learners could find appealing is that it no longer requires an entrance exam like the GRE or GMAT to gain acceptance into the program, saving the candidate even more money.

Offering a discount to individuals who are employed at consortium institutions may seem like a desperate ploy to some but if the combination of a discount and their own institution's willingness to assist with tuition remission and other rebate programs are enough to bring in a new crop of adult learners then the risk should be worth the reward.

Appendix H – Partnership Possibilities

Partnership Possibilities in Central Massachusetts

The possibility of developing partnerships with area colleges and universities that do not offer master's degrees in information technology, professional communications or public administration is an avenue worth traveling down.

Especially when you consider that the economy has taken off to the point where the unemployment rate is at historic lows. Companies are searching for skilled workers with specific abilities and the opportunity to show that Clark could produce those individuals is a path worthy of investigation. Information technology, specifically, could benefit from partnering with small startups or large corporations in the area who are looking to have current employees take the next natural step in the career with the help of an advanced degree.

For instance, companies like Dell EMC with over 8,000 tech employees in Massachusetts alone or the city of Worcester and its municipal employees could benefit from either the MSIT or MPA programs. Or partnering with the Massachusetts Municipal Association, which has connections to 350 cities and towns and their employees to offer an online program could draw in numerous new adult learners looking to advance. Closer to home, large scale employers in Central Massachusetts like Hanover Insurance, UNUM or even Bose, without question have employees looking for their advanced degree.

In a sense, a partnership like those exist already when you consider the fact that undergraduate students from all of the Higher Education Consortium of Central Massachusetts (HECCM) can cross-register at any of the 12 consortium institutions.

If any institution would be familiar with undergraduates seamlessly transitioning to graduate school, it would be Clark with the fifth-year program already in place with its own students.

Setting up a similar situation for select consortium students and consortium employees could be a path to pursue. Placing an obvious academic requirement and admissions processes similar to the one that exists with Clark undergraduates who matriculate into the master's program would be necessary for prospective consortium students.

The best opportunity exists with a school like Holy Cross, which doesn't have a graduate school and an undergraduate population of more than 3,000 students. Additionally, Holy Cross has academic programs like computer science, business, ethics and society and political science that could flow right into any of the three master's programs.

An institution like Holy Cross also has the academic reputation that could align the graduate program at Clark with other opportunities down the road with other institutions if the partnership paid dividends for both parties.

Additionally, Assumption College is another target possibly, with their limited graduate school offerings, which stay mostly in the psychology discipline.

Appendix I – Presentation

SCHOOL OF PROFESSIONAL STUDIES GRADUATE ADMISSIONS RECRUITMENT PROJECT

MPA 3999-01-F18 Capstone Practicum

12/3/2018

Advisor Faculty: Mary M. Piecewicz
Students: Kevin Anderson, Chiemela Dike, Yixin Du,
Arvinder Kaur, Amanda Popp, Huizhong Yang

Agenda

1. What is our project?

2. What are search lists?

3. What is trending now?

4. How did we conduct our research?

5. What did we find?

6. What are our recommendations?

What is our project?

1 What is our project?
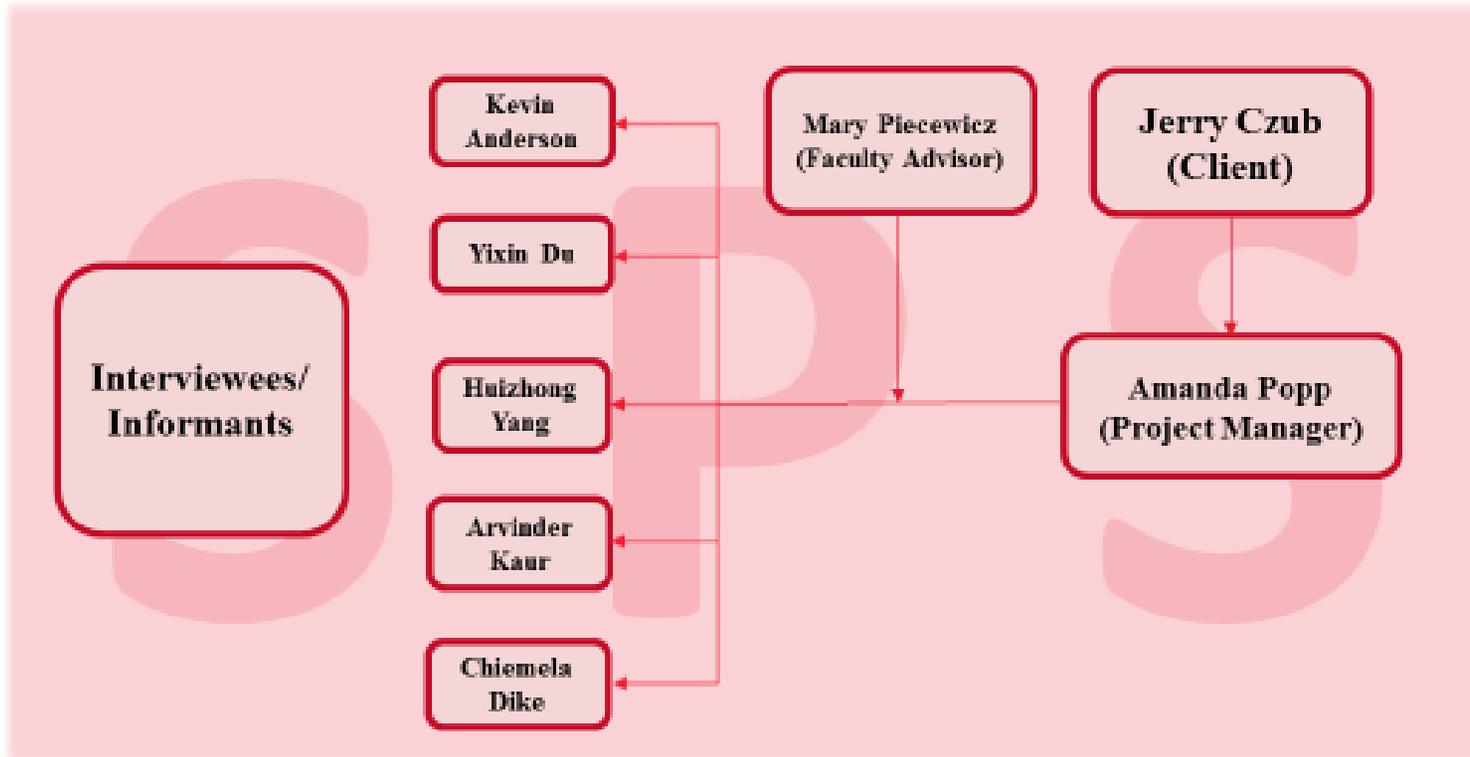
Who is in our project?

1 What is our project?

Figure 1: The Dwindling Funnel of Students
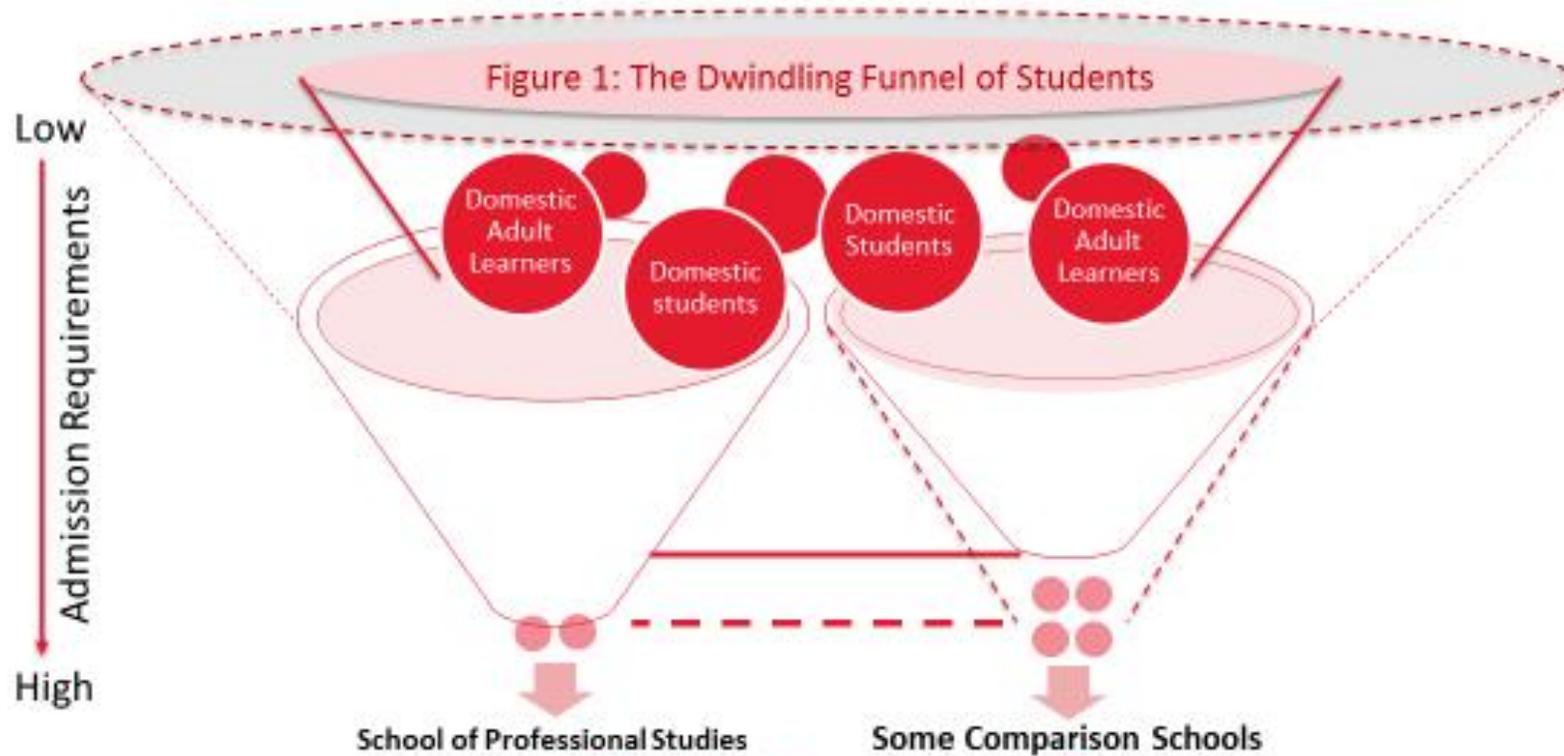
What is the context?

1 What is our project?

GRE/GMAT Search Lists?

Social Media Scraping?

Alumni Network?

EAB Consulting?

Local Organizations?

Problem Statement & Objectives

What are search lists?

2 Search Lists

GRE/GMAT Search Lists

Table 1: Search lists organizations and services

2 Search Lists

GRE/GMAT Search Lists Sample

| Last Name	First Name	Street Address 1	City	State/Province (USA	Postal Code	Gender	Undergraduate Major	Degree Objective	Preferred Region of Graduate
Toscano	Carlos	Fob Shoja	Apo	Armed Forces Africa,	9355	Male	Public Administration	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh,
Althubyani	Meshal	4722 E Atherton St A	Long Beach	California	90815-3758	Male	Management Science	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri,
Alvarez	Ivan	723 S Citron St	Anaheim	California	92805-4404	Male	History, General	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt) .
Beck	Samantha	2121 15th St Apt 1	Sacramento	California	95818-1535	Female	Marketing	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Cui	Wei	1 Rossow St # 327c1	Arcata	California	95521-8227	Female	Systems Engineering	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Gudeman	David	658 Camino Del Sol	Newbury Park	California	91320-6772	Male	Strategy	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"E
Harrington	Sean	985 Valley Dr	Vista	California	92084-7109	Male	Business/Managerial Econo	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Manion	John	401 Landfair Ave Apt	Los Angeles	California	90024-2130	Male	Kinesiology	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Parks	Dustin	4006 Ingraham Stree	San Diego	California	92109-1762	No Respo	No Response	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Homan	Kathleen	1923 S Niagara St	Denver	Colorado	80224-2213	Female	Interdisciplinary Studies	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"V
Jones	Trevor	3357 Federal Blvd	Denver	Colorado	80211-3213	No Respo	Probability	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Lucero	Kristen	1110 Edison Ave	Alamosa	Colorado	81101-3332	Female	Accounting	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Segal	Danielle	401 Brian Ave	Silverthorne	Colorado	80498	Female	European History	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"S
Cardiel	Taryn	76 Village Dr	Wethersfield	Connecticut	06109-4829	Female	Multidisciplinary Studies	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"E
Hyde	Christopher	32 Mohawk Dr	Collinsville	Connecticut	06019-3528	Male	Any Other Not Listed	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Cisne	Abraham	1627 Lamont St Nw	Washington	District Of Columbia	20010-2778	Male	International Relations	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Cochran	Jessica	2801 Quebec St Nw /	Washington	District Of Columbia	20008-6243	Female	Marine Sciences	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
Delaroche	Karl	2401 H St Nw	Washington	District Of Columbia	20037-2564	Male	Economics	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
v	Kristina	407 S Carolina Ave Se	Washington	District Of Columbia	20003-4220	Female	International Relations	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T
	Eric	3100 Wisconsin Ave	Washington	District Of Columbia	20016-5075	Male	Entrepreneurship	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)
	Iosey	1160 1st St Ne Apt 23	Washington	District Of Columbia	20002-4698	Female	Operations Management	Master's (E.G., M.A., M.S., M.Ed.)	New England, Usa (Ct, Me, Ma, Nh, Ri, Vt)"T

Figure 2: GRE/GMAT Search Lists Sample
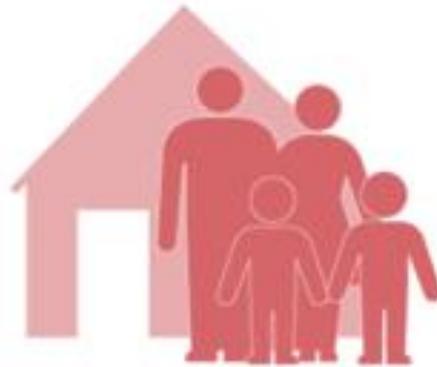
2 Search Lists

Cost Analysis

Services	Cost	Estimated Budget for SPS
GRE Search Service	$0.60/per name	varies
GMAT Search Service	$0.90/per name	varies
Clark Mailing	$0.09/per name	$4,000 per mailing
EAB Consulting	Expensive	$$$

Table 2: Costs of Search Lists Services

3 Trends

Educational Advisory Board

—A Powerful Research Company With An Ability To Mine Data

- Review Your Institutions Strengths And Weaknesses
- Help Develop Strategies To Improve Institutional Issues
  - Enrollment
  - Retention
  - Graduation Rates
- Market To Prospective Students
  - Email Campaigns For Specific Type Of Students (Domestic Adult Learners, Financial Capabilities, Target Areas)
  - Their work can provide relief for an institution's admissions staff

(EAB Global Inc., n.d.)

3 Trends

Educational Advisory Board

—A Powerful Research Company With An Ability To Mine Data

Interview With Cindy Kozil, Vice President of Enrollment Management – Dean College

- Dean has had a three-year partnership with EAB
- Prior to their partnership with EAB – 2,500 applicants
- Three-year average of applicants since EAB – 6,000
- Use their marketing help when targeting DAL for College's School of Continuing Education

(EAB Global Inc., n.d.)

12/3/2018

15

3 Trends

Modality Of Course Offerings

Course Delivery Issues

- At Night, After Work
- In-Person, Lecture Style
- On Campus
  - Satellite Courses
- Little Flexibility
- Weeknights
- Time Away From Family

Modern Day Graduate Class

- Online
- Hybrid (In Class, Online)
- Flexibility
- At Your Own Speed
- When You Can
- At Home
- Time Commitment

3 Trends

Social Media Platforms

- 78 Percent of adults 30-49
  - Twitter (336 million)
  - Facebook (2.2 billion users)
  - Instagram (1 billion users)
  - YouTube (1.3 billion users)
- Post need to be relatable
  - Human Interest Stories
  - Let images tell the story
  - Successful accounts are consistent

Harvard Extension School
October 3

On Saturday, admitted degree candidates from around the world came together on Harvard's campus for the first-ever Harvard Extension School Convocation.

NEWS.HARVARD.EDU
Extension School's recognizes 400 at inaugural convocation
Harvard Extension School's inaugural convocation filled a need for to hono...

Figure 3 : Screenshot of one of the posts of Harvard Extension School on Facebook

3 Trends

Advertising With Social Media

- Creation of YouTube Videos
  - You Can Control It
  - Free to Publish
- Facebook Ads
  - Allow You to Target
  - Work on Any Budget
- Google Ads
 - Most Expensive
  - Incredible Visibility
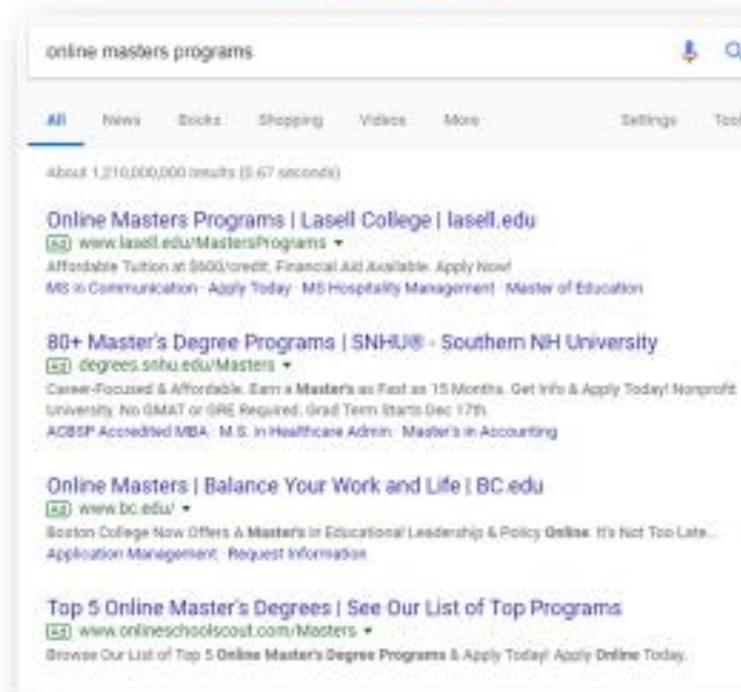
Figure 4 Screenshot of searching "Online Masters Programs" on Google
https://www.google.com/search?q=online+master+programs&rb=1CJSQ1_enUS761US761&oq=online+master+programs&aqs=chrome..69i57j0l5.8100j0j9&sourceid=chrome&ie=UTF-8

3 Trends

LinkedIn "InMail"

- **Professional Networking Site**
  - 560 Million Users
  - Connections Based On A Variety Of Interests
- **In-mail Marketing Plan**
  - Target Specific Individuals
  - Reach A Passive And Active Audience
 - Find Effectiveness Of Your Campaign Through Analytics

Katie Collins
Director of Talent Acquisition at MICA Consulting Group

Katie Collins
Director of Communications Opportunity | Boston Athletic Association

Hi Kevin,

My firm is partnering with the Boston Athletic Association to hire a Director of Communications. This is a leadership position reporting directly to the Chief Operating Officer.

After reviewing your LinkedIn profile, your skills and experience seem to align well with the responsibilities of this position. Here is a link to the job description to learn more:
https://www.baa.org/sites/default/files/2018-08/B.A.A.%20Communications%20Director.pdf

Write a message or attach a file

Figure 5: Screenshot of one of the LinkedIn "InMail"s received by Kevin Anderson

How Did We Conduct Our Research?

4 Methodology

- The Research Of GRE/GMAT Search Lists

- Interviews With Experts
    - Face-to-face
    - Phone Calls

- Cold Calls to Competitor Schools

- Local Schools Research

- Analysis Of Social Media Pages

4 Methodology

Face-to-face Interviews With Experts

Interviews	Keynotes
Meeting with Tara Probeck	• History of purchasing search lists in the SPS • SPS's current marketing strategy • Future marketing plans for SPS
Meeting with Dave Crandall	• Social media scraping • Google and Facebook advertising
Meeting with Laura Myers	Organizational structure of the internship and organization contact "database"

Table 3: Face-to-face Interviews

4 Methodology

Figure 6: Sample Screenshot of SPS current Internship and Organization Database

4 Methodology

Phone call interviews with experts

Phone Calls	Keynotes
Phone conversation with Kevin Wesley	• Investigate what alumni information is being collected
Phone conversation with Dean John LaBrie	• Knowledge and experience on using search lists

Table 4: Cold Call Interviews

4 Methodology

Cold Calls To Competitor Schools

- **Bentley University**
- **Brandeis University**
- **Bryant University**
- **Harvard University**
- **Suffolk University**
- **UMass Boston**

⬅

- Did these schools purchase search lists for recruitment purposes?
- How useful they found were these lists?

Local College/University Research

- **Graduate school offerings**
- **Human resource policies**

⬅

Are there possibilities of developing partnerships?

4 Methodology

Analysis of Social Media Pages

- One of the main trends in industry for attracting prospective students.
- Graduate Marketing and Communications launched a new Facebook Page: Graduate Studies.

- Harvard Extension School
- John Hopkins University
- Northeastern University
- Suffolk University
- Worcester Polytechnic Institute

Social media pages on Facebook, Instagram, Twitter, YouTube for comparison graduate schools

What did we find?

27

5 Results

GRE/GMAT Search Lists Not Useful

"…purchased Search Lists?"

"Not currently but have used them in the past."

"If yes, which ones?"

"GRE and GMAT Search Services & Census-based lists."

"Are they effective?"

"No……"; "…not seeing ROI"
"…use census-based lists for new program or a new market."

Figure 7: Cold Call Conversation With Suffolk University

5 Results

Use Google/Facebook Ads
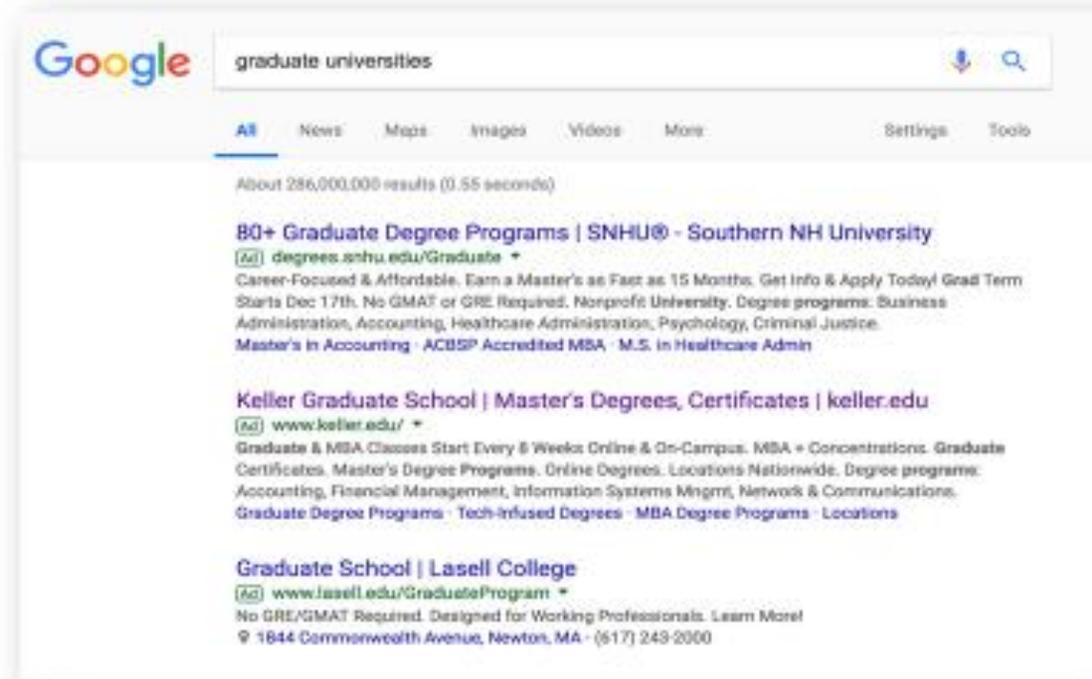
Figure 8: Screenshot of "Graduate Universities" Google Search

5 Results

Use Google/Facebook Ads

Figure 6: Screenshot of "Choose Your Audience" Page on Facebook Ad Settings "https://www.higher-education-marketing.com/blog/optimize-facebook-ads

5 Results

Use LinkedIn In Mail

5 Results

Economic upturn

- Full-Time Employment
- Need of ROI

Deliver Courses in Different Modalities

- Face-to-Face and Online Classes
- Sample Classes on Office Campus
- Accelerated Programs
- Satellite Campus

5 Results

Current Marketing Strategies For SPS

- Not Maintaining Social Media Sites
- Direct Mail Campaigns
  - General SPS Program Information, Nov 2017
  - Try a Class Before Enrolling, Jan 2018

Figure 11: Scanned Copy (Front Page) of Direct Mailing Campaign "Try a Class before Enrolling," 2018

5 Results

Corporate/Institutional Partnerships

- Few Partnerships
- Focus on Management Level
- No Unique Programs

Alumni Network

- No Info Collected on Graduating Students

What are our recommendations?

6 Recommendations

Alumni Database

- Online Form
- Cap And Gown

- Can We Contact You?
- Feedback

#	Column	Type	Collation	Attributes	Null	Default	Extra	Action
1	id	int(11)			No	None	AUTO_INCREMENT	Change Drop More ▼
2	first_name	varchar(20)	latin1_swedish_ci		No	None		Change Drop More ▼
3	middle_name	varchar(20)	latin1_swedish_ci		No	None		Change Drop More ▼
4	last_name	varchar(20)	latin1_swedish_ci		No	None		Change Drop More ▼
5	address	varchar(80)	latin1_swedish_ci		No	None		Change Drop More ▼
6	college	varchar(80)	latin1_swedish_ci		No	None		Change Drop More ▼
7	city	varchar(50)	latin1_swedish_ci		No	None		Change Drop More ▼
8	phone_number	int(20)			No	None		Change Drop More ▼
9	response	varchar(40)	latin1_swedish_ci		No	None		Change Drop More ▼
10	email_id	varchar(50)	latin1_swedish_ci		No	None		Change Drop More ▼
11	interest	varchar(40)	latin1_swedish_ci		No	None		Change Drop More ▼
12	lead_source	varchar(40)	latin1_swedish_ci		No	None		Change Drop More ▼
13	comments	varchar(200)	latin1_swedish_ci		No	None		Change Drop More ▼

Figure 12: This Photo by Unknown Author is licensed under CC BY-SA

6 Recommendations

Social Media Presence

- Generate Content
- Consistent Posting
- Viral Ideas
- Generate Engagement
- Alternatively Shut Down And Refer To Graduate Marketing

Figure 13: This Photo by Unknown Author is licensed under CC BY

6 Recommendations

Professional Organizations

- Build Relationship With Professional Bodies Linked To SPS Programs
- Register And Attend Conferences Within The Region
- Mpa – Icma, Mma
- Mspc – Ica , Awc
- Msit – Isaca, Comptia

Figure 14: This Photo by Unknown Author is licensed under CC BY-SA-NC

6 Recommendations

Corporate Partner Databases

- Create A Database For Our Corporate Partner Dataset

- Designed and Built by Grad Students

- Easy to Use

- Open-source

- Managed by Intern

- Organized, Easy To Share, Find Info

Figure 15: This Photo by Unknown Author is licensed under CC BY-SA

6 Recommendations

Corporate Partnerships

- Re-invigorate Relationships
- Focus On Entry-level Positions
- Sell Prospect Of Promotion, Career Development

6 Recommendations

Education Consulting Services

- New Features
- Extensive List Of Prospects
- Specific Research By EAB Consulting
- Demographics – Income, Family Composition, Stage In Life, Credit History, Employment History
- Expensive Service But May Be Worthwhile

Figure 17: This Photo by Unknown Author is licensed under CC BY-NC

6 Recommendations

Online Courses

- Flexible For Professionals And Adult Learners
- Take A Chunk Of The Market From Other States
- Global Visibility
- SPS Launching Online Programs For MSIT, MSPC, MPA In Fall 2019

Figure 18: This Photo by Unknown Author is licensed under CC BY-SA-NC

6 Recommendations

Google, Facebook Ads

- Targeted
- Budget – centered
- Tagging
- SEO

Figure 19: This Photo by Unknown Author is licensed under CC BY-ND

6 Recommendations

Alumni Network

- Share Campaign Goals With Alumni
- Word Of Mouth
- Drive Colleagues And Family To Consider Clark Programs

Figure 20: This Photo by Unknown Author is licensed under CC BY-SA-NC

Questions or Feedback

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