




EAB

WHITE PAPER

Every Interaction Counts

Strengthening Community College Recruitment
Communications Amid the Great Opt-Out





Currently in the United States, **8.3 million young adults are not enrolled in higher education**, and college-going rates are continuing to decline. As community colleges attempt to grow enrollment, closing the gap on these “nonconsumers” is more important than ever. Many community colleges have made contact with hundreds if not thousands of these prospective students who never enrolled, representing key missed opportunities to boost enrollment. This paper will share strategies for better capturing prospective students, developing a communications strategy, and removing their barriers to enrollment.

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“

During our College Preview Day, we bring over 1,000 students to campus. We used to have them each fill out a little sheet of paper with their interests.

Then, we'd put those papers in a box and store the box away. **We actually never followed up with those prospects.** We had no idea if they applied, let alone enrolled.

VICE PRESIDENT OF INSTRUCTION
Community College (West Coast)

Introduction

Since fall 2019, **enrollment at community colleges has declined 14%**,¹ pushing institutions to reflect on practices that impact student success and on the barriers that students face when pursuing higher education. Colleges all over the country have spent the past two years battling to stave off decreasing retention and widening equity gaps, with fewer staff and shrinking budgets.

To stop the steady loss of students, much focus has been put on attracting and recruiting new learners. Increasingly, community colleges are prioritizing high school relationships, investing in marketing strategies, and growing their digital footprint.

While innovating recruitment practices is critical, these strategies are effective only if the college has a strong strategy to engage interested students.

One thing is clear: the shrinking birth rate, declines in young adult enrollment, increased competition, and growing skepticism of higher education make each interaction with prospective students more important than ever. Since 2020, **over 8 million high school graduates aged 18–24 have opted out of going to college.**² These “nonconsumers” have been on the rise for a decade and have high expectations for how colleges respond to their interest in attending.

Strikingly, over five million³ nonconsumers have applied to a college in the past year, meaning that most community colleges have interacted with hundreds, if not thousands, of interested students who never made it to campus. It is critical to prioritize strengthening relationships with interested students earlier and more systematically so that fewer students fall between the cracks.

A significant roadblock in enrolling new students is communicating with prospective students in a way that is rapid, trackable, and scalable, because if colleges fail to do so, some prospective students may not receive any follow-up communications at all. In one study, after 10 days, 17%⁴ of community college web inquiries had received no follow-up, representing thousands of missed opportunities.

This paper explores how community colleges can build a stronger strategy for engaging prospective students at each milestone along their enrollment journey. Specifically, this discussion focuses on identifying and organizing prospects, developing a communications strategy, and streamlining how students are onboarded.



Understanding the **Great Opt-Out**

In 2022, 8.3 million young adults, or a third of people aged 18-24, have opted out of higher education, including 17% of college seniors who have abandoned their college plans.⁵

While this mass exodus of recent high school graduates might feel new, nonconsumption rates among young people have been rising for the past decade, despite extensive attempts to recruit students. Your college has probably invested in dual enrollment programs, marketing campaigns, and maybe even more recruiters. Despite this, even as high school graduation rates have climbed by 7.2% since 2010, college-going rates, which include community colleges, have declined by 5.6%.⁶

The positive news is that many nonconsumers still have college aspirations, and there is a good chance some have applied to your college.

Notably, 61% of nonconsumers who had never attended college applied in the last year,⁷ and recent high school graduates are actually applying to more schools⁸ than in the past, meaning millions of people are at least curious about what postsecondary education could offer them.

And, while some of these nonconsumers might be hard “no’s” for future enrollment, at least 38% plan to enroll in the future, and 32% are open to considering enrollment.⁹ Tapping into this interest and creating continuous enrollment momentum via focusing more intensely on prospective students will be critical for community colleges in gaining ground with younger students.



38%

of nonconsumers plan to enroll in the future



32%

of nonconsumers are open to considering enrollment

For the Vast Majority of Nonconsumers, Perceived ROI Isn't the Barrier
 "Do you plan to enroll in the future?" (18–24 Year Olds Not in College), 2021



2.5M not attending because:

- "College is a waste of money"
- "I don't need a degree to get a good job"

5.8M not attending because:

- "Working full-time"
- "Disruption/uncertainty from the pandemic"
- "Couldn't afford it"
- "Don't know what to study"

When we look at the reasons why nonconsumers are not enrolling, some of their friction points are within the control of community colleges—or at minimum can be eased through early connections to resources. Nonconsumers note barriers such as:



The college enrollment process feeling harder than expected



Fears about affordability, especially if family members were not working



Not knowing what to study



Anxiety about online learning



Balancing work and college

We know there are millions of prospective students who want to attend college but have run into solvable problems. This opens an opportunity for community colleges to sharpen their nonconsumer strategy both to break down barriers to enrollment and to meet these students where they are.

RECOMMENDATION 1

Locate and Capture Your Nonconsumers



CURRENT STRATEGY

Disorganized lists of students and missed opportunities

Prospective students can enter an institution through many different channels that are often disconnected from each other, acting as “side doors” into the college instead of a “front door.” These prospective students may interact with colleges in multiple ways, such as through inquiry forms, community events, or high school visits.

Even if a college has an electronic request-for-information (RFI) form, it is unlikely that it is the only point of contact for a prospective student.

EAB’s research shows that since 2020, virtual tour participation among Gen Z has risen 26%, more students are sending inbound emails to admissions offices, and 59% of high school seniors are submitting electronic inquiry forms.¹⁰ These student-initiated momentum points are some of the best ways to begin building a relationship with prospective students who are exploring your college.

Most community colleges have lists of nonconsumers and prospective students who have made contact with the college in the past and incoming lists of current prospective students, but they may not have a formal structure for organizing how these inquiries are managed. These static lists of prospective students might include duplicates, students who enrolled in another college, or students who have already applied. Unless these lists of prospects are connected with the rest of your college ecosystem, you risk making missteps regarding whom you prioritize for ongoing contact.

Nonconsumer leads could exist in the following places:

Request-for-information forms (also known as “web-to-lead” forms)

People who engaged with an **online chat tool**

Inquiries to your **admissions email inbox**

Guests who attended **open houses** or other campus events

Walk-in prospects who engage with your **admissions office**

Dual-enrollment students who did not reenroll as degree-seeking students

Call center inquiries

Leads from **high school counselors** and high school visits

Completed FAFSAs (ISIRs) with no admissions application

Participants in **summer programs**, both credit and non-credit

Participants in **GED and adult education** courses

Leads from workforce and **employer partners**

SAT/ACT lists

Data-sharing agreements with feeder high schools

Referrals from **high school guidance counselors**

Referrals from **social services agencies** and community-based organizations

Students who **started an admissions application** but did not complete

Lapsed applicants who applied but did not enroll

Community members who leverage **career services resources**

Community members who leverage **community college resources** that are sometimes public-facing, including libraries, fitness centers, or childcare centers

Guests who engage in **social events on campus**, such as concerts and art exhibitions

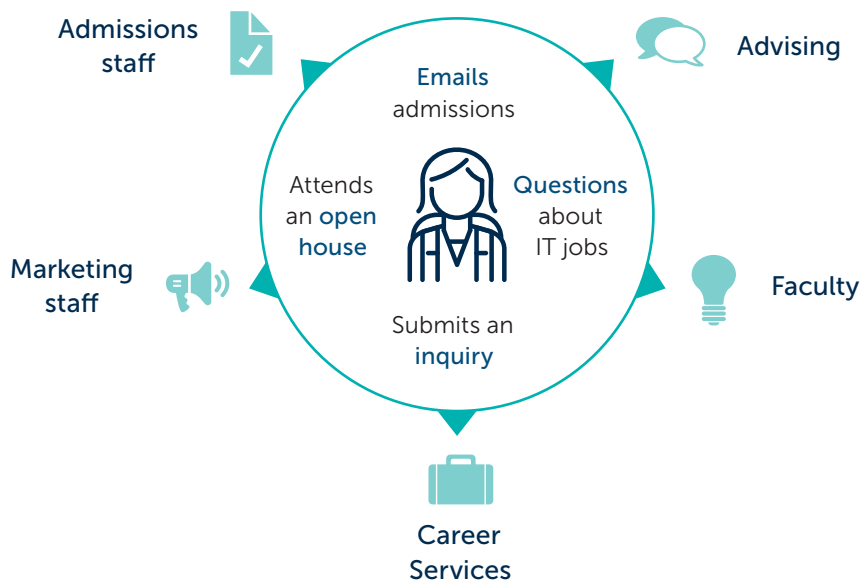


DOWNLOAD
A DIAGNOSTIC

One reason students fall through the cracks is that multiple people are responding to inquiries on an ad hoc basis from different and disconnected points within the college. Not only does this duplicate effort, but it also increases the likelihood of the student receiving conflicting information.

For example, a prospective student might email a community college’s admissions office to ask about upcoming events. The student then attends an open house where they hear a faculty member talk about IT professions. From their mobile phone, they go to the website and submit a request-for-information form and email the career services office to learn more about IT careers. In total, the student made four points of contact in a matter of hours.

Multiple Touchpoints and Decentralized Responses



This student could receive responses from multiple people who may or may not connect the dots on all the information that is being shared

This disconnected approach is risky, especially if the student is exploring multiple colleges.

Finally, while many prospective students reach out to the college (inquiry forms, event attendance, email inquiries, etc.), some students receive communications through outbound interactions. For example, a community college might contact students who submitted a FAFSA but never applied, or they may reach out to students who attended a noncredit course over the summer. Often, these outbound initiatives are siloed within specific offices and may not be cross-referenced with inbound queries from prospective students.



IMPROVED STRATEGY

Leverage Tech to Connect Your Leads

Community colleges invest both money and time in attracting students through marketing, active recruiting, and community relationships, often with little understanding of the impact of those efforts. If colleges do not know where students are entering the enrollment journey, what brought them there, who has responded, and what their next actions are, it is difficult to know what is working and what is creating barriers.

Consolidating your leads into a centralized repository that tracks the origin of the lead, characteristics of the prospective student, and the ability to track their progress toward enrollment increases the likelihood of the student enrolling. Benefits of a centralized approach to lead management that leverages technology include the capacity to:

Respond to students more quickly by adding them to strategic communications campaigns

Capture trends in specific populations of students

Standardize the responses to common questions so students aren't given the "runaround"

Determine the influence of campus events and recruitment initiatives

Connect multiple student touchpoints to see a student's journey from interest to application and enrollment

Connect both inbound and outbound initiatives in one place to increase efficiency

Reduce the time spend to manually manage prospective student lists

Create distribution lists, groups, or tags that allow you to communicate easily with specific populations



High Schools



Community-Based Organizations



Website and Online RFIs



Admissions Inbox



Employers



FAFSAs



SAT and ACT Lists



Centralized repository



Faster responses



Consistent messages



Trackable data



COLLEGE SPOTLIGHT



Houston Community College developed a partnership with Alief ISD called Priority Student Onboarding and Registration (PSOAR) with the goal of reaching high school students before they opt out of higher education.¹¹ Their idea hinges on a signed parent-consent form that provides automatic admission to Houston Community College as early as a student's junior year. By capturing this information early and systematically, students have an extended on-ramp to prepare for enrollment, and the college has a clear view of the touchpoints these prospective students are engaging in.

Here is how it works:



The parent signs a consent form that releases FERPA-protected data. This form also guarantees admission into HCC.

▶ HCC and Alief thought intentionally about what information was included on the form. They specifically left out Social Security numbers but did include:

- Student phone, email
- Parent phone, email
- Transcripts
- Student activities
- Disciplinary records



The high school transfers the data to HCC.

▶ IT departments from both parties are on hand to ensure a seamless information transfer



HCC sends the student an admission letter and follows up with next steps.

260

New enrollments received from Alief
ISD since the beginning of this initiative

RECOMMENDATION 2

Leverage Tech to Scale Communications



CURRENT STRATEGY

Manual, ad hoc, depersonalized messages

Even if a college has a strategy to centralize storage of their inquiries, there needs to be an intentional plan for ongoing communication.

While answering questions immediately is important, so is continuing to nurture the prospect over a period of time to increase their likelihood of applying to the college.

While some institutions might question the value of investing in email communication plans, a nearly 10% uptick in Gen Z student engagement¹² with email is supported by EAB marketing data showing that these sources remain vital and effective communication channels, counter to pronouncements about “the death of email.”

One insight gained from EAB’s secret shopper research is that many students who inquire and apply to community colleges never receive a response, receive one too late, or are sent information that isn’t applicable to them.¹³ This is in part due to manual, ad hoc processes that are not nimble enough to provide rapid communications, as well as shrinking enrollment teams.

Sample ad hoc prospect communications workflows:

INQUIRY ORIGIN	WHERE IT IS STORED	FIRST COMMUNICATION	TRACKING	NEXT STEP
Admissions inbox	Email inbox	Manual ad hoc email	Static spreadsheet, or not tracked	No formal next step
Inquiry form	Electronic form	Manual, potentially routed to offices	Running spreadsheet	Periodic manual outreach
Event attendance	Sign-in sheet	Manual email to attendees	Static spreadsheet	Periodic manual outreach
Call center	Call log	Transfer to another office	Call log, or not tracked	Referral office may or may not engage in additional follow-up

Community colleges may struggle with:

Responding to inquiries manually from personal email addresses

Responding to inquiries sporadically—when you can get to them

Designating ownership of when, how, and with what modality the college responds to inquiries

Not tracking who has received follow-ups and who still needs attention

Not conducting multistep engagement campaigns over a period of time

No ability to respond in bulk or to segment prospective students into populations that need specific messages

Lists of inquiries that are dated or not matched against other lists, causing replication of effort

Another common occurrence in community colleges is limited capacity to customize responses to specific populations, interests, or student characteristics. The lack of specificity in responses could result in students receiving information that is not helpful to them and even lead them to incorrect next steps.

What Happens Between Inquiry and Application?



INQUIRY

Delayed responses

Long delay between inquiry and initial communication



I filled out an inquiry card two weeks ago. Did the college not receive it?



Poorly Targeted Content

Message contains info tailored for wrong audience segment



This postcard is about career and technical programs, but I want a transfer degree.



Infrequent Follow-Up

Too much time elapses before prospect hears about next steps



In the three months since I last heard from this college, one university has emailed me weekly.



APPLICATION

Not only are manual processes time-consuming, but they also leave room for error and a greater possibility that a student will not receive the correct information and ultimately not feel compelled to apply.



IMPROVED STRATEGY

Deploy Communications Plans with Technology



Building a standardized communications plan, including email templates, text templates, and outreach cadences, helps ensure continuity in your message. This library of templates reduces the time spent creating ad hoc responses to common questions, and leveraging technology allows students to be funneled into multistep campaigns that can help answer questions at scale. Clear communications include:

- ▶ Whom the message is coming from
- ▶ When it needs to be completed by
- ▶ What the specific call to action is
- ▶ Where to go with questions
- ▶ How the student can complete it



Collect key information from students at the first point of contact, and use that information to leverage custom communications. This will increase the probability of student engagement and reduce stress on teams by getting students to the correct path on the first try. Information that can be gathered to help develop more strategic communications plans includes:

- ▶ If the student has attended your college before
- ▶ If the student has any prior college credit
- ▶ What programs interest them the most
- ▶ What areas they would specifically like to learn more about, such as:
 - Financial aid
 - Scholarships
 - Online programs
 - Childcare
 - Student Life
 - Career Services






Using tech-based assistance can allow you to route prospective students to tailored communications that speak to their personal needs, and can help you understand more about who is in your interest pool. Targeted prospect campaigns might:

- ▶ Promote field-specific recruitment events (e.g., nursing open house)
- ▶ Advertise leadership programs serving special populations (e.g., Latinx/o/a students)
- ▶ Recruit for transfer programs designed for recent high school graduates
- ▶ Highlight options for student parents
- ▶ Promote financial resources, including specialized programs offering reduced tuition



Finally, **building a communications calendar** and establishing prebuilt outreach cadences can help colleges get ahead of student communications rather than playing catch-up from day to day. Building multistep cadences, especially ones that respond to common questions, can save your team time. Examples of short follow-up cadences for inquiries might include:

STUDENT PERSONA	DAY 1	DAY 3	DAY 7
 First-time-in-college inquiry	College overview and welcome	Invitation to an open house	Admission steps and application
 Transfer-student inquiry	Transfer admission steps	Invitation to an open house	How to request a credit audit
 Former-student inquiry (stop-out)	Readmission steps	Invitation to an open house	Financial and well-being support

Using tech-enabled assistance that is tracking student characteristics will also help you to understand what personas of students are moving on to the application and who isn't. Understanding if there are equity barriers or students who need more assistance early on will help you to understand where to best invest your time.

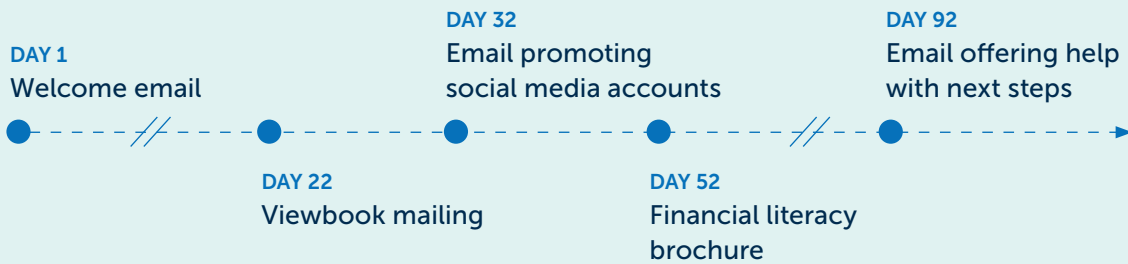


COLLEGE SPOTLIGHT

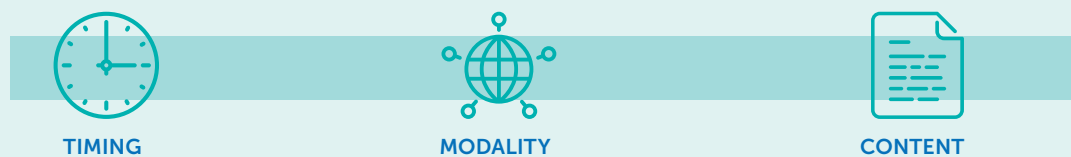


Unlike ad hoc messages, a standardized communications plan allows colleges to optimize each touchpoint in advance. Before administrators at **Harrisburg Area Community College** developed their communications plan, they conducted focus groups with current and prospective students to determine the ideal timing, modality, and content for their messages.

For example, every prospective student who inquires at HACC receives 11 automated messages in a drip campaign through email and direct mail.¹⁴ These communications span a three-month period and follow a predetermined timeline.



The graphic below summarizes their key findings. First, the initial message should occur on the same day the prospect inquires, and subsequent messages should span several weeks or months. Second, staff should send important messages through multiple channels to reflect prospects' diverse communication preferences.



The remaining messages guide them through key decisions prior to application. For example, they receive a viewbook so they can browse available programs, and they receive a financial literacy brochure so they can consider options to pay for college. Ultimately, the sequence of messages encourages prospects to apply.

50%

Prospect-to-applicant conversion rates with tech-enabled communications plan, compared to 41% two years earlier

RECOMMENDATION 3

Streamline Enrollment Processes

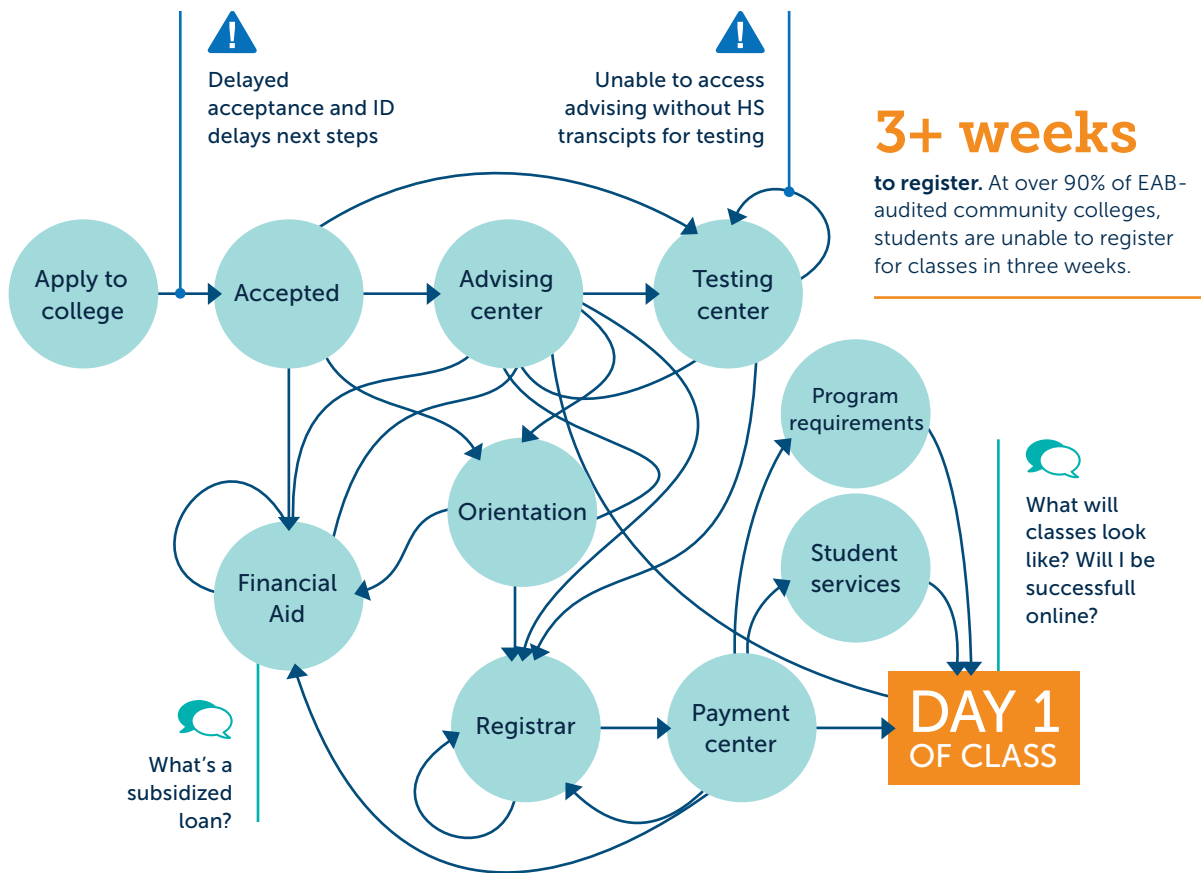


HISTORICAL STRATEGY

Unclear steps and loss of momentum

Engaging prospects quickly is vital, as is continuing that momentum as they enter the application and enrollment process. When looking at the 8.3 million college-eligible 18–24-year-olds who are not enrolled in postsecondary education, 61% of them indicated they applied to a college in the past year.¹⁵ This interest in college, without closing the enrollment loop, could point to barriers within the enrollment process itself.

Nonconsumers have cited confusion about the enrollment process. While many colleges feel their enrollment processes are streamlined, students often report they bounce from task to task, and office to office, over the course of several weeks.



On average during the pandemic, it took community college students three weeks to register for courses¹⁶ after being admitted.

The swirl caused by redundant processes can result in unnecessary visits to campus and frustration can cause your team to spend time course-correcting to get students back on track.

EAB's secret shopper research shows the largest barriers to community college enrollment are:

- ▶ High school transcript requirements
- ▶ Inaccessible staff
- ▶ Delayed acceptance or ID delivery
- ▶ No or limited nudges about next steps
- ▶ No guidance on program choice
- ▶ No guidance regarding transfer options and limited website information



Many colleges rely on student self-guidance to propel themselves through the enrollment process. For example, your college may direct students to your website for program information or email enrollment checklists or have a chatbot that helps with basic questions.

However, while Gen Z, which represents the nonconsumer market, likes self-guidance tools and options,¹⁷ they need to be scaled to respond to high student volume and to accommodate a diverse student body. Some community colleges may struggle to keep their self-guidance resources up to date and to manage the influx of questions that come from students who are trying to self-guide but cannot find what they need.

EAB's secret shopper research shows the largest barriers to self-guidance are:

- ▶ Numerous transfers between departments
- ▶ Generic information given to students with diverse needs
- ▶ Confusing terminology and jargon
- ▶ Unexplained delays between actions



The accumulation of all these bumps through the enrollment process can in part explain why on average only 40% of community college applicants make it to the first day of class.



IMPROVED STRATEGY

Robust self-guidance that is tech-enabled and transparent

The good news is that Gen Z, who still makes up the majority of community college enrollment, prefers self-service options for enrollment tasks. This means that developing clear, easy-to-follow enrollment forms, coupled with nudges toward enrollment checklist items, can move students through to enrollment with staff intervening only when a student hits a true barrier.

Keys to robust self-guidance include:

1

Pre-application

- Intuitive website design
- Easy-to-locate inquiry and admissions forms, especially on your home page
- A robust keyword search tool on your website
- Well-organized program information pages that include degree requirements, modalities offered, and any extra fees
- Tuition and aid calculator tools, along with information on how to start your FAFSA submission
- Fast, centralized responses to inquiries with customized information and clear next steps

2

During application




- A streamlined application that is mobile-friendly and shows an applicant's progress
- Online appointment-scheduling capacity
- A customized, tech-enabled onboarding checklist that shows a student's progress to enrollment
- Regular nudges and texts with clear calls to action about outstanding items
- Jargon-free financial aid guidance, including step-by-step instructions on how to respond to missing documents and verification
- Proactive outreach that communicates how to access wellness and social supports before the semester starts

3

Post-registration

- A concise, tech-supported semester start checklist including information on books, payment plans, and parking
- Regular communication about any changes to a student's schedule and any actions they need to take

By building a strong foundation of tech-enabled and self-guided supports for your prospective students, you reduce the bottleneck of questions your team needs to answer so they can focus on more complex student issues.

	EXAMPLES	MANAGED BY
 <p>Self-Guidance</p>	<p>General enrollment questions that are high-volume, basic program information; appointment scheduling</p>	<ul style="list-style-type: none"> ▶ Tech-enabled guidance ▶ Online resources
 <p>Moderate Support</p>	<p>Questions about prior credit; unique financial circumstances; personalized career and program guidance; confidential basic needs support</p>	<ul style="list-style-type: none"> ▶ Admissions support team ▶ Success coaches and navigators ▶ Financial aid support team ▶ Specialized offices (veterans, TRIO)
 <p>High Support</p>	<p>Complex financial aid scenarios; decisions about readmission; academic petitions</p>	<ul style="list-style-type: none"> ▶ Department leads ▶ Deans ▶ Vice presidents

By reserving staff bandwidth for more complex or personalized needs, rather than repetitive tasks, colleges can provide a higher level of care to students who are most vulnerable.

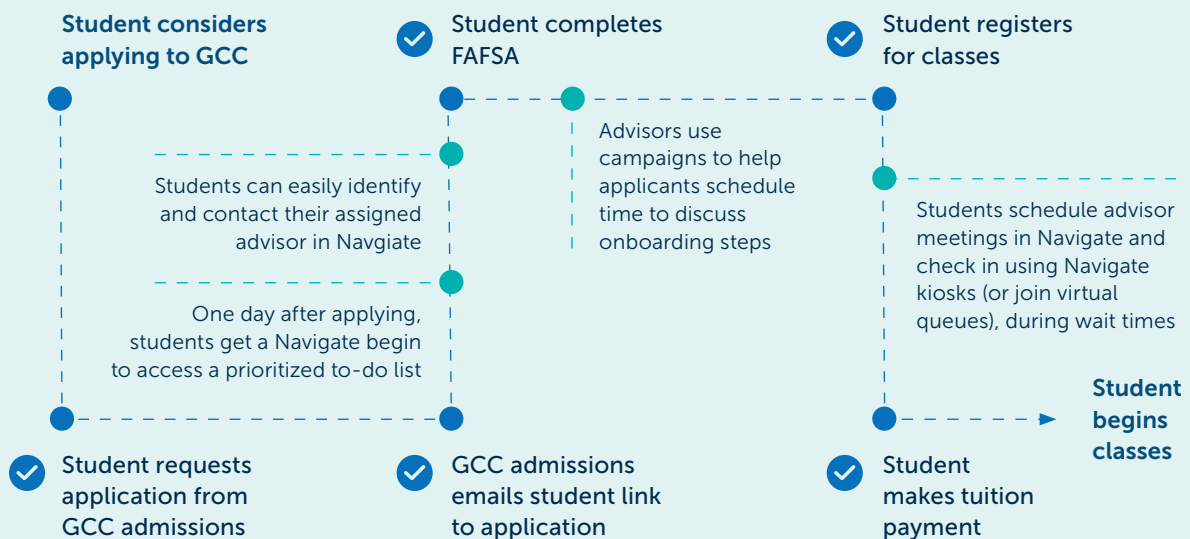


COLLEGE SPOTLIGHT

GERMANNA COMMUNITY COLLEGE

Germanna Community College, part of the Virginia Community College System, has 7,200 students with a retention rate of 68%. Prior to VCCS's system-wide Navigate implementation, Germanna Community College (GCC) struggled with a muddled onboarding process and inefficient advising that did not focus on long-term academic planning.¹⁸ Additionally, students struggled with understanding whom to contact with questions and having to wait a long time to have those questions answered.

Germanna partnered with EAB and integrated Navigate into the student onboarding process, creating a centralized place where students can receive self-service information but also efficiently request support from the college. Specifically, students could easily schedule appointments online and indicate the topic they needed to discuss. This reduced wait times and gave advisors context they could use to prepare for the meeting.



14.5%

Increase in GCC's applicant-to-enrollee rate in one year

RECOMMENDATION 4

Track Your Impact

Community colleges may have difficulty understanding which of their prospective students aren't moving forward and why. Additionally, institutions may not understand which of their recruitment and outreach strategies are most effective.

This causes institutions to invest their limited bandwidth haphazardly, rather than **narrowing their focus to identify what is truly impactful.**

Examples of data points to benchmark and track include:

▶ Inquiry-to-applicant **conversion rates**

▶ Inquiry-to-applicant **conversion time**

▶ **How many touchpoints** a student had with the college before applying

▶ **Demographic characteristics** among students who are converting and those who are not

▶ Which events are generating **the most inquiries**

▶ How many inquiries are received from **specific high schools**

▶ **Which events** generate the highest percentage of inquiry-to-applicant conversions

▶ **Rate of application completions** after "nudges" are sent

Deciding which data points to prioritize as measures of your success can be a large task. Leveraging data analytics and visualization tools can help with building your data strategy, making data actionable, and sharing insights with the larger college.

Summary

The traditional-aged population of prospective higher ed students is shrinking and becoming less interested in college. Because of this, every interaction with these students is critical to building their trust as well as a case about why your institution is the right fit for them.

In order to stabilize enrollment, institutions must prioritize connecting the dots on how students interact with your college, what barriers they are facing, and how those barriers can be eliminated at scale.

Through these **intentional efforts**, colleges can begin to slow opt-out trends, disrupt the nonconsumption enrollment slide, and increase equity.

EAB recognizes that technology can be instrumental in helping to execute on reconnecting with nonconsumers and developing strategies for connecting with prospective students. Many community colleges might find that traditional customer relationship management (CRM) tools, used to help send emails and track student interactions, are burdensome and expensive to implement. Alternatively, using “homegrown” tools developed within the college to manage student communications can be labor-intensive and ineffective.

EAB’s Prospect Management module within our Navigate student success system provides a manageable middle ground between a bulky CRM and a high-maintenance internal option with the ability to easily message and track prospective students.



REQUEST A DEMO

To request a demo of Navigate, including the new Prospect Management module, email EABSSCCcommunications@eab.com or fill out a form via eab.com/navigate.

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