TO: Members of the Board of Trustees
FROM: Dr. Francisco Rodriguez, Chancellor
DATE: February 2, 2018
SUBJECT: BOARD LETTER FOR FEBRUARY 7, 2018 MEETING

Board Meeting Location
Next week’s Board meeting will be held at the Los Angeles Trade-Technical College. The meeting times and locations are as follows:

<table>
<thead>
<tr>
<th>Meetings</th>
<th>Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene for First Public Session</td>
<td>2:00 p.m. – 4:45 p.m.</td>
<td>Aspen Hall 101</td>
</tr>
<tr>
<td>Break</td>
<td>4:45 p.m. – 5:00 p.m.</td>
<td></td>
</tr>
<tr>
<td>Convene for Closed Session</td>
<td>5:00 p.m. – 7:00 p.m.</td>
<td>Aspen Hall 113</td>
</tr>
<tr>
<td>Reconvene for Second Public Session</td>
<td>Immediately Following Closed Session</td>
<td>Aspen Hall 113</td>
</tr>
</tbody>
</table>

Parking
Parking for Board Members and Chancellor will be located in the Pegasus Parking Lot. A campus map has been included for your convenience.

Please be aware that there will be a meeting of the Committee of the Whole. One presentation will be made:
- Update on the LACCD Undocumented Student/DACA

Included in this letter is explanatory information related to agenda items:

- Under the Chancellor’s Report, Cheryl Broom, President, Interact Communications, will present: Strategic Enrollment Management Campaign for Spring 2018 Enrollment Growth. *(Refer to Attachment A)*
Confidential Matters
The attached correspondence is confidential and should not be shared with other persons.

- **Office of General Counsel**
  - Enclosed for your review is the District-related litigation report. *(Refer to Attachment B)*
  - Enclosed for your review is background information regarding a litigation case. *(Refer to Attachment C)*
  - Enclosed for your review is an update report pertaining to the status on personnel actions. *(Refer to Attachment D)*
  - Enclosed for your review is background information on real estate negotiations and the Brown Act. *(Refer to attachment E)*

- **Human Resources** – Enclosed for your review is information pertaining to employee discipline matters. Note that due to the size of the document, it will be sent to you via U.S. mail. *(Refer to attachment F)*

Let me know should you have any questions regarding next week’s meeting.
Board Meeting Information

Date: February 7, 2018
Building Address: Aspen Hall
2215 S. Grand Ave., Los Angeles, CA 90007

Meetings in Aspen Hall Building
Strategic Enrollment Management Campaign for Spring 2018 Enrollment Growth

Cheryl Broom
President, Interact Communications
WHO WE ARE: INTERACT
• **Full-service marketing firm**: Research, strategy, creative & campaign implementation.

• **Only work with two-year colleges**: We’ve had the privilege to work with more than 500 over the past 20 years.

• **All of us have been a student/faculty/administrator at a community college.**
First Things First… Enrollment is Shaky…

- **Continued** nationwide decline in college enrollment (-7.9%)

- **Continued** nationwide decline in community college enrollment (-1.7%)

- Linked to **continued** drop in high school population (-2.3% in 2017)

- **Decrease** in older students (biggest and most consistent loss)
Why the Decrease?

• Not enough baby-making in 1998…
• Adult students have headed back to work.
• A decline in undocumented student enrollment.
• A Democratic political action committee found that 83 percent of white working-class voters said a college degree was “no longer any guarantee of success in America.”
• A confusing, cumbersome and expensive system.
And One More Thing...
It’s NEVER Going Away…

• Phoenix alone is the #62 largest advertiser in the nation!
• >$100 Million annually
• More than Tide & Cheerios combined
• Most for-profits spend between 18 and 27 percent of their budget on marketing.
What We Do & (Don’t Do) Affects Enrollment
One Misstep….And We Loose Them
There Are No Simple Solutions...

...and the Old Cycle is NEVER COMING BACK.
GOAL:

Do the Thing that Makes the *Biggest Difference*...

For the *Most People*...

With the *SMALLEST Amount of Resources*
OUR APPROACH

1: Look at Your Data

2: Find Any “Leaky Faucets”

3: Develop & Execute a Fiscally Prudent Strategy, Quickly

4: Measure & Evaluate Results
The Enrollment Pipeline

Two Years of Activities

Research / Strategy / Creative

2-Year College Experts
### LACCD Application Yields

<table>
<thead>
<tr>
<th>Applications received summer/fall ’15 vs. percent enrolled</th>
<th>Applications received winter/spring ’16 vs. percent enrolled</th>
<th>Applications received winter/spring ’17 vs. percent enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>54%</td>
<td>56%</td>
<td>57%</td>
</tr>
</tbody>
</table>
• 43 percent of students who applied but did not enroll in one of the nine LACCD colleges have completed assessment testing.

• 14,648 individuals in Fall 2016

• 7,660 individuals in Spring 2017
Application Numbers Are Strong….

- LACCD data shows that, in both the fall and spring semesters, the District receives a **surge of applications** in the week preceding the start of the semester.
This data represents an opportunity to convert applicants into enrollees.
What Happens After Semester #1...
<table>
<thead>
<tr>
<th>Persistence of First-Time Students @ LACCD</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall 16-Spring 17</strong></td>
<td><strong>Fall 15–Fall 16</strong></td>
</tr>
<tr>
<td>78-92%</td>
<td>62-79%</td>
</tr>
</tbody>
</table>
There is also an opportunity to focus on *retention communication.*
CAMPAIGN OVERVIEW

- Developed a campaign targeted to **term eligible** students who have not yet enrolled for spring semester
  - Applicants from Spring 2017 to present
  - Fall 2017 students who have not yet enrolled for spring
  - Ran new lists of students at least once a week
- 117 Emails (13 total branded for each college)
- Two months of social media advertising on FB and Instagram
- Two months of retargeting advertising on mobile and desktop browsers
- Total investment of <$15,000 per college for research; campaign strategy, writing, design and implementation; all ad buying and all emails; weekly reports and tracking.
• Emails were sent to private email addresses.
• Emails were personalized:
  • By College
  • By Name
  • By Student ID
• Emails capitalize on the use of a single campaign, modified to fit the branding of each college.
• Messages were concise, encouraging and well-designed.
EMAIL RESULTS*

• 20.7% OPEN RATE
• 300,000+ TOTAL OPENS
• 36,534 CLICKS

*As of January 25, 2018
INSTAGRAM ADS...

Los Angeles Trade-Technical College

Los Angeles Harbor College

Los Angeles Valley College

Los Angeles Mission College

Research / Strategy / Creative

2-Year College Experts
FACEBOOK ADS...
“REMARKETING” ADS

Bring it ON.
Your BOLDER future starts at LASC!

I’M ON IT.

Enroll Now at LASC!

The energy of this school is like no other. It is so welcoming – just like family.”
– Jazmin, student

I’M ON IT.

Enroll Now at ELAC!

Rock ON.
Discover LACC’s vibrant and diverse college community this Spring!

I’M ON IT.

Enroll Now at LACC!

Research / Strategy / Creative

2-Year College Experts
<table>
<thead>
<tr>
<th>College Name</th>
<th>Impressions</th>
<th>Clicks/Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Los Angeles College</td>
<td>342,101</td>
<td>6,864</td>
</tr>
<tr>
<td>Los Angeles City College</td>
<td>288,183</td>
<td>4,422</td>
</tr>
<tr>
<td>Los Angeles Harbor College</td>
<td>243,233</td>
<td>2,681</td>
</tr>
<tr>
<td>Los Angeles Mission College</td>
<td>264,963</td>
<td>3,687</td>
</tr>
<tr>
<td>Los Angeles Southwest College</td>
<td>262,061</td>
<td>4,159</td>
</tr>
<tr>
<td>Los Angeles Trade-Technical College</td>
<td>306,699</td>
<td>5,241</td>
</tr>
<tr>
<td>Los Angeles Valley College</td>
<td>258,099</td>
<td>3,493</td>
</tr>
<tr>
<td>Pierce College</td>
<td>265,793</td>
<td>3,011</td>
</tr>
<tr>
<td>West Los Angeles College</td>
<td>244,906</td>
<td>2,884</td>
</tr>
<tr>
<td><strong>LACCD TOTAL</strong></td>
<td><strong>2,476,038</strong></td>
<td><strong>36,442</strong></td>
</tr>
</tbody>
</table>

*As of January 25, 2018
What About Enrollments?
### WHAT WE KNOW….

<table>
<thead>
<tr>
<th></th>
<th>December 7</th>
<th>January 25</th>
<th>Enrollments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring &amp; Summer 2017 Applicants</td>
<td>28,772</td>
<td>27,523</td>
<td>1,249</td>
</tr>
<tr>
<td>Fall 2017 Non-Continues</td>
<td>96,759</td>
<td>61,096</td>
<td>35,663</td>
</tr>
<tr>
<td>Fall 2017 &amp; Winter Spring ’18 Applicants*</td>
<td>57,332</td>
<td>61,096*</td>
<td>16,674</td>
</tr>
</tbody>
</table>

*This number grows as more students apply. We determine enrollments by comparing LACCD lists.*
What We Know & What We Don’t Know

• We Know… We had great engagements and a strong campaign based on traditional marketing measurements.

• We Know… 53,586 students who received targeted communications ended up enrolling in at least one class.

• We Don’t Know… Why they enrolled.
• Look at the total results of the campaign.
• Provide the district with a full report.
• Make recommendations for Fall 2018.
• Questions?