



2018

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ROBERTS

WESLEYAN COLLEGE

[RFP – DIGITAL MARKETING PARTNER]

Roberts Wesleyan College, located in Rochester, NY, is accepting proposals from digital marketing agencies (locally and nationally) in an effort to find a strategic digital marketing partner that can help the college achieve its marketing and enrollment goals for the academic school year 2018-19 (July – June).

Digital Partner RFP Summary:

Roberts Wesleyan College, located in Rochester, NY, is accepting proposals from digital marketing agencies (locally and nationally) in an effort to find a strategic marketing partner that can help the college achieve its marketing and enrollment goals for the academic school year 2018-19 (July 1 – June 30).

About Roberts Wesleyan College

Roberts Wesleyan College is committed to character development, Christ-centered education, transformational learning and service. With an enrollment of 1,708 students and a tradition of excellence for over 150 years, the college strives to inspire students to transform themselves and the world, and offers 87 undergraduate, graduate and adult-degree completion programs taught by high-quality, supportive faculty. The college also has a doctoral program in Clinical & School Psychology. Redhawks Athletics offers 19 intercollegiate sports. Roberts Wesleyan was honored on the **2015, 2016 and 2017** Great Colleges to Work For® list, presented by The Chronicle of Higher Education. For more information and recognitions, visit www.roberts.edu.

Program Portfolio Supported by Digital Marketing

Roberts Wesleyan College offers courses, certificates, bachelors, masters and Ph.D. degrees to “traditional” students and post-traditional “adult” students in part-time/full-time, evening and online formats, in the following disciplines:

(Adult Accelerated) Undergraduate (1-night a week or online):

1. [Organizational Management, B.S.](#) (15 mos.)*
2. [Health Administration, B.S.](#) (15 mos.)*
3. [R.N. to B.S. \(Nursing\)](#) (15 mos.)*
4. [Teacher Educations, B.S.](#) (21 mos.)
5. [Social Work, B.S.](#) (22 mos.)

NOTE: this category is referred to as either “degree completion” or “bachelor’s completion” programs.

(Professional Accelerated) Graduate (1-night a week or online):

1. [Strategic Marketing, M.S.](#) (16 mos.)
2. [Strategic Leadership, M.S.L.](#) (18 mos.)*
3. [Health Administration, M.S.](#) (18 mos.)*
4. [Nursing Education, M.S.](#) (20 mos.)*

5. [Nursing Leadership & Administration, M.S.](#) (20 mos.)*
6. [R.N. to M.S in Nursing](#) (29 mos.)**
7. [Special Education, M.Ed.](#) (22 mos.)**

Traditional Graduate (day-time/evening/part-time/full-time):

1. [Initial Adolescence & Special Education, M.Ed.](#) (classroom/hybrid)
2. [Initial Childhood & Special Education, M.Ed.](#) (classroom/hybrid)
3. [Literacy Education, M.Ed.](#) (classroom/hybrid)
4. [School Counseling, M.S.](#)
5. [School Psychology, M.S.](#)
6. [Doctor of Psychology, Psy.D.](#)
7. [Social Work, M.S.W.](#)

(*) denotes available online too.

(**) denotes available only online.

NOTE: The traditional graduate programs' campaign (MED, MSW, PSYCH, COUN., and PSYD) will focus more on pushing leads to apply by January/February of 2019, beginning November (around Thanksgiving break). Recruitment will generate most of the leads needed for these programs by visiting feeder colleges, as these leads are largely "traditional undergraduate" students. All other AGE programs will require a lead generation focus all year long.

Target Audiences

As you can tell by the breath of programs we support, there are many different audiences; however, for the purposes of this RFP, our digital campaign can be broken down into the following three broad audience segments:

Target Audience Segments:

- **Post-Traditional (Adult Accelerated) Undergraduate** – adults with some college, but no degree (20 – 55) and community college transfer students (18 – 25). **NOTE:** Must have some college credit or an associate's degree to enroll.
- **Professional (Professional Accelerated) Graduate** – working professionals (20 – 55) and recent college graduates with some work experience (22 – 45). **NOTE:** Must have some work experience to enroll.
- **Traditional Graduate** – Traditional 4-year college graduates (20 – 30) and professionals (22 – 45). **NOTE:** May require GRE or GMAT scores to enroll.

Currently, our campaigns are set-up to market by program, but we identify target audiences based on program/professional affinities (for example, business, education, nursing, etc.) and delivery format; however, we would be interested in looking at any new or different audience segmentation strategies, such as those found in the attached higher ed infographic mentioned at the end of the RFP, that might help us build efficiencies.

(See attachment B – Higher Ed segmentation infographic).

The “Ideal” Digital Partner

Why are you looking for an agency?

- Opportunity to improve/refresh our digital strategy and campaigns results

What does a good working relationship look like?

The ideal agency/partner will be an extension of our internal marketing team by sharing and driving our goals, while providing the rich industry knowledge/expertise needed to meet and exceed them. Our agency partner needs to thrive on demonstrating value through the use of S.M.A.R.T. (Specific, Measurable, Accurate, Reliable, & Timely) analytics, rich reporting (real-time dashboards preferred), and the ability to test concepts to enable campaigns to deliver the right message, to the right audience, at the right time.

About our Internal Team:

Our internal team is quite capable of doing a lot of our work in-house, but relies on agency partners to provide new industry insights, strategy, creative/design templates, and digital analytics and reporting to help us accomplish our goals and work more efficiently.

Our Internal marketing team includes:

- **AVP, Brand & Marketing Communications (CMO)** – Oversees Brand Strategy and PR
- **Director, Web Experience & Social Media** – Oversees Web and Social Strategy
- **Director, Marketing Operations (AGE Programs)** – Oversees Integrated Marketing Strategy for AGE
- **Manager Programs Manager** – Oversees Integrated Marketing Communication Programs
- **Manager, Graphic Designer & Production** – Oversees Print Design & Production
- **Interactive Graphic Designer** – Oversees Digital/Interactive Design & Photography
- **Digital Marketing Specialist** – Oversees Email Marketing, SEO/SEM, and Marketing Automation (Hubspot)

Special Agency Capabilities desired:

- Real-time dashboard for campaign reporting and KPI's
- Creative development and A/B Testing
- Multi-channel attribution modeling to measure the value and contribution of specific marketing tactics within a larger marketing initiative.

RFP Scope & Timeline

This RFP is for a long-term partner that can help the college meet and exceed its goals for all programs beginning July 1, 2018 thru June 30, 2019. At the end of each academic year, campaign goals and performance will be analyzed to identify opportunities and adjust strategy for the following year. NOTE: The college budget operates under an academic calendar from July 1st – June 30th. Media planning is typically done on an annual basis and executed quarterly to allow room for adjustments in strategy and/or media spend, depending on performance against established goals.

[DIGITAL RFP TIMELINE]

1. June 1st (5pm) - RFP proposals due
2. **June 15th – Deadline to spend (or be invoiced) approximately \$88,000 from 2017-18 budget toward the 2018-19 campaign.** NOTE: These funds can be used for: planning, agency, and creative fees spanning the duration of the 2018-19 campaign.
3. June 1 – 30 - Planning and creative development
4. July 1st (ASAP) – 2018-19 digital campaign goes live

Digital Campaign Goals

As the “response” mechanism and foundation of our integrated marketing plan, our goal for digital marketing is to drive response and engagement, primarily in the form of lead generation, to help drive the enrollment goals for the above-mentioned programs.

(See attachment A – 2018-19 Enrollment Goals).

[Big Picture Outcomes]

The #1 goal of our digital campaign is to generate "qualified" leads for all programs, while keeping Cost Per Lead (CPL) low.

On average, roughly 40-50% of all new students come from new leads generated (all sources) in the academic year we are marketing and recruiting. The remainder of the new students come from nurturing old leads from previous years - generally through marketing automation, emails, direct mail and recruiter/admissions follow-up. Historically, AGE converts new leads to new students at a rate of 7-9% and old leads at a rate of 15-20%, depending on program.

Our growth strategy has been to continue to increase conversion rates and decrease cost per lead/cost per enrolled, while working more efficiently with our media spends - squeezing blood out of a rock. Additionally, we've been optimizing our targeting to focus on the "right" audiences (by program) and find the "right" mix/balance of digital/traditional marketing to keep our CPL's low and on target.

This past academic year we discovered there is a delicate balance between awareness and response marketing - where awareness is the critical piece. Too much or too little awareness drives-up the overall CPL and can make a great campaign inefficient – creating a delicate balance. To counter this effect, we used a mix of targeting and retargeting strategies (display, IP, and CRM), as well as geofencing/geotargeting, to drive efficiencies in our campaigns.

Lead generation goals are measured by the number of forms completed:

1. Request More Info
2. Register for Info Meeting
3. Online Application (started and completed apps)
4. Open House

2017-18 Campaign:

Our 2017-18 digital campaign was comprised of the following platforms managed by our last agency partner:

- Facebook
- Twitter
- LinkedIn
- Display/Retargeting
- [AdTheorent/Storygize](#)

NOTE: SEO/ SEM (AdWords) – managed in-house by Roberts.

IMPORTANT NOTE: The paid social platforms mentioned above are owned by Roberts and currently set-up to run thru June 30th, while being managed by our current agency partner. In 2017-18, Facebook drove the most leads across all programs with Twitter driving awareness and engagement. Going forward with a new partner, my hope is that we would not have to start from ground zero, but rather we might continue to operate our current social platforms and campaigns (optimizing where needed) – tracking tags are placed on our website, audiences are dialed-in and Google analytics is all set-up. Initially, I would prefer to provide platform access to our new digital partner to check-out our platforms and hopefully pick-up where our last partner left off, while making any necessary updates as needed.

Awareness Goals

- We plan to continue work with our local agency of record ([Dixon Schwabl](#)) to provide localized and regional awareness across Western, NY (Rochester, Buffalo, and Syracuse) through traditional media (TV, radio and print).
- We would like to expand our program reach outside of Western, NY through digital advertising by using look-a-like audiences.
- Based on 2017-18 results, I would like to spend no more than 10% of our digital media on awareness tactics, and focus efforts on lead generation and response/engagement.

Our main calls-to-action are:

1. [Request More Info](#) (form completion)
2. [Register for Info Meeting](#) (form completion)
3. [Online Application](#) (started and completed apps)
4. [Open House](#) (Registration) – happens once per year in June

What digital platforms are the most important to you?

The two most effective digital platforms/tactics for AGE in 2017-18 were:

- Facebook (paid social)
- Display/Retargeting

2018-19 Digital Budget

- **Total budget = \$200,000**
NOTE: \$88,000 of the \$200,000 will come out of 2017-18 budget to be invoiced before June 15, 2018.

2017-18 Reports and Strategy

When a new partner is identified, we would love to share what we have learned over the past 3-4 years with our last partner.

- Platform Access to Roberts Paid Social Media
- 2017-18 Digital Campaign Reports
- 2017-18 Digital Assets

Internal / External Resources & Capabilities

INTERNAL: The Brand and Marketing Communications team at Roberts operates as an internal agency servicing campus clients with capabilities for: print and digital design, content

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management (creation and curation), copy writing/editing, email and marketing automation (Hubspot), web development (Umbraco), SEO/SEM (AdWords), Google Analytics (Reporting), media buying, social media management, and paid social ad development and placement.

NOTE: Our internal marketing team has always created all digital assets, including: photo shoots, copy writing, ad design and landing page design. Our last partner managed our digital campaigns by providing platform strategy, media placement, audience targeting, reporting and optimization. A portfolio of ads and images can be shared with our new partner upon request. 2017-18 ads experienced nearly 2x's the CTR over established industry benchmarks by platform.

EXTERNAL: Roberts Wesleyan College's agency of record is [Dixon Schwabl](#), a full-service marketing agency that provides: branding guidance, creative development (templates), media buying support, copy writing/editing, and PR expertise for the college.

Digital Assets (landing pages, social media channels, etc.)

The following assets are for Adult and Graduate programs at Roberts Wesleyan College.

NOTE: The College's branded social channels are well established, but geared toward traditional undergraduate students.

Landing Page (Hubspot subdomains):

- School of Nursing: www.roberts.edu/nursing-degrees
- School of Business: www.roberts.edu/SchoolofBusiness
- Recruiter Page: www.roberts.edu/devinney
- Recruiter Page: www.roberts.edu/sheets
- Teacher Education: www.roberts.edu/teach

Social Media:

- School of Business (Facebook): <https://www.facebook.com/RobertsWesleyanBusiness/>
- School of Business (Leading Edge - Blog): <https://go.roberts.edu/leadingedge>
- Teacher Education (Twitter): <https://twitter.com/RobertsTeachEd>
- Social Work (Facebook): <https://www.facebook.com/RobertsWesleyanCollegeDepartmentOfSocialWork/>

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A. Enrollment Goals 2018-19 (Bachelor Completion & all Graduate Programs)

2018-19 AGE ENROLLMENT GOALS

PROGRAMS	COHORT NUM.	LOCATION	START DATE	ENROLLMENT GOALS	HISTORIC CONV. RATE - NEW LEADS TO NEW STUDENT (%)	EST. # NEW LEADS NEEDED TO HIT GOAL
BHA	22	Jefferson	10/16/2018	17	8	127.5
BHA	23	Online	2/21/2019	9	8	67.5
BHA	24	Jefferson	3/4/2019	9	8	67.5
RNBS	122	Syracuse - St. Joe's	9/4/2018	22	8	165
RNBS	123	Rochester - St. Ann's	10/3/2018	10	8	75
RNBS	124	Online	10/16/2018	22	8	165
RNBS	125	Canandaigua - FF Thompson	11/28/2018	10	8	75
RNBS	126	Rochester - Unity	1/31/2019	10	8	75
RNBS	127	Buffalo	2/13/2019	10	8	75
RNBS	128	Online	4/2/2019	18	8	135
RNBS	129	Batavia - G.C.C.	5/1/2019	10	8	75
MED (IA/IC/LIT)	F18	Roberts	8/27/2018	45	8	337.5
MHA	37	Jefferson	10/24/2018	17	8	127.5
MHA	39	Online	2/12/2019	10	8	75
MHA	40	Jefferson	2/18/2019	10	8	75
MNA-F	25	Roberts	8/28/2018	12	8	90
MNA-S	26	Online	4/2/2019	13	8	97.5
MNE-F	23	Roberts	8/28/2018	12	8	90
MNE-S	24	Online	4/2/2019	13	8	97.5
MSL	91	Roberts	10/1/2018	14	8	105
MSL	92	Online	11/12/2018	8	8	60
MSL	93	Roberts	2/23/2019	8	8	60
MSL	94	Jefferson	4/23/2019	12	8	90
MSMK	13	Dixon Schwabl	10/22/2018	11	8	82.5

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MSMK	14	Butler/Till	4/1/2019	8	8	60
MSW	F18	Roberts	8/27/2018	25	8	187.5
MSW	S19	Roberts	1/7/2019	16	8	120
MSW-ADV	SU19	Roberts	6/3/2019	16	8	120
BSW	4	Jefferson	8/27/2018	10	8	75
OM	39	Online	10/21/2018	16	8	120
OM	40	Online	3/3/2019	10	8	75
OM	190	Roberts	9/24/2018	12	8	90
OM	191	Jefferson	10/30/2018	15	8	112.5
OM	192	Roberts	2/6/2019	10	8	75
OM	193	Jefferson	4/4/2019	10	8	75
PSYCH/COUN	F18	Roberts	8/27/2018	20	8	150
PSYD	F18	Roberts	8/27/2018	10	8	75
PTT	15	Roberts	8/15/2018	25	8	187.5
PTT	16	Greece	2/1/2019	15	8	112.5
RNMS	3	Roberts	7/1/2018	1	8	7.5
SPED	5	Online	8/6/2018	8	8	60
TOTALS				559		4192.5

PROGRAM KEY

INITIALS	PROGRAM NAME	AFFINITY 1	AFFINITY 2	AFFINITY 3
AGE	Adult & Graduate Enrollment	REPRESENTS ALL PROGRAMS		
OM	Organizational Management, B.S.*	BUSINESS	BUSINESS	CLASSROOM -OR- ONLINE*
MSL	Strategic Leadership, M.S.*			
MSMK	Strategic Marketing, M.S.			
BHA	Health Administration, B.S.*			
MHA	Health Administration, M.S.*			
RNBS	R.N. to B.S. (Nursing)*	NURSING	HEALTHCARE	
RNMS	R.N. to M.S. (Nursing)*			
MSNE	Nursing Education, M.S.*			
MSNL	Nursing Leadership & Administration, M.S.*			
BSW	Social Work, B.S.W.	SOCIAL WORK		
MSW	Social Work, M.S.W.			
COUN	School Counseling, M.S.	PSYCH		

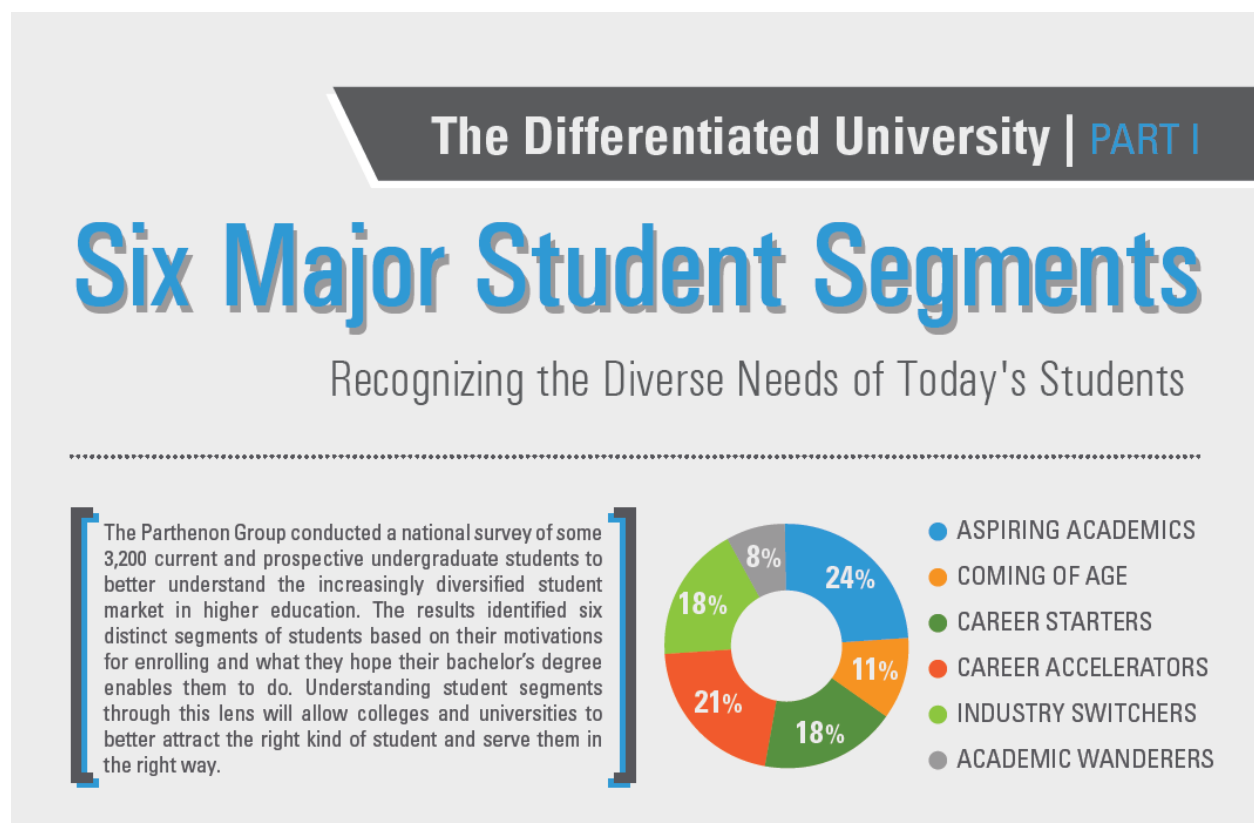
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PSYCH	School Psychology, M.S.	EDUCATION	-OR- SCHOOLS	
PSYD	Doctor of Psychology, Psy.D.			
PTT	Pathway to Teaching, B.S.			
IA	Initial Adolescence & Special Education, M.Ed.			
IC	Initial Childhood & Special Education, M.Ed.			
LIT	Literacy, M.Ed.			
SPED	Special Education, M.Ed.**			

(*) denotes available online too.

(**) denotes available only online.

B. Higher Ed Segmentation Infographic



ASPIRING ACADEMICS (ACHIEVING)



These are the **“TRADITIONAL STUDENTS”** that most colleges have sought in the past: 18- to 24-year-olds with impressive academic profiles, a healthy budget for tuition, and targeted (albeit lofty) goals for the future. Graduate school is on the horizon, but they also want to take advantage of everything college has to offer.

CHARACTERISTICS & MOTIVATIONS



TOP **5%** OF HIGH SCHOOL CLASS

COME FROM **\$\$\$\$\$\$** HIGHER-INCOME FAMILIES

MAY HAVE A PROFESSIONAL FOCUS, AND ALSO HOPING TO GET A BROAD RANGE OF ACADEMIC EXPERIENCES

SELECT SCHOOL BY AVAILABILITY OF MAJOR AND SUPERIOR RESEARCH FACULTY

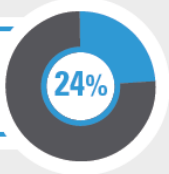
INTERESTED IN RESEARCH ASSISTANT POSITIONS AND INTERNSHIP OPPORTUNITIES

GRADES ARE IMPORTANT



SIZE OF THE SEGMENT

The largest of all segments, these students account for 24% of the market.



COMING OF AGE (TRANSITIONING)

Students that are Coming of Age may not have a clearly defined career path, but they know that college will provide them with necessary direction. For this reason, **AN ACTIVE AND SUPPORTIVE STUDENT LIFE WITH A BROAD SET OF ACADEMIC OFFERINGS** are primary motivators for these students.

CHARACTERISTICS & MOTIVATIONS

CONSIDERS COLLEGE A
STANDARD FOR SUCCESS

SPORTS TEAMS AND
SOCIAL LIFE ARE PRIORITIES
WHEN CHOOSING A COLLEGE

EXPLORES PROGRAMS FOR
THE FIRST 1-2 YEARS BEFORE
DECLARING A MAJOR

FULL RESIDENTIAL EXPERIENCE

SIZE OF THE SEGMENT

This segment is one of the smallest percentages
(only 11%) of the student market.

11%



CAREER STARTERS (THINKING PRACTICALLY)



Career Starters think practically and **SEE COLLEGE AS A STEPPING STONE** for their professional endeavors. These students are enrolling with a major in mind, and use their time in college as a means to an end. Therefore, cost of tuition, job-placement rate, and campus career centers are major factors in their college selection.

CHARACTERISTICS & MOTIVATIONS

TOP **20%** OF HIGH SCHOOL CLASS

LESS INTERESTED IN LIBERAL ARTS DEGREES

WANT TO GET THEIR CAREERS UNDER WAY AS QUICKLY AS POSSIBLE

COST-CONSCIOUS



SIZE OF THE SEGMENT

These focused and career-driven students make up 18% of the student market.



CAREER ACCELERATORS (ADVANCING)

Made up of mostly working adults, Career Accelerators are **FOCUSED ON ADVANCING THEIR POSITION WITHIN THEIR CURRENT INDUSTRY**. Because of their already busy schedules, they prefer institutions that award credit for previous academic or work experience and offer convenient online courses.

CHARACTERISTICS & MOTIVATIONS

ALREADY HAVE A DEFINED CAREER AND WORK FULL-TIME

MAY HAVE SOME PREVIOUS COLLEGE EXPERIENCE, BUT NOT A DEGREE

LOOKING TO ATTEND SCHOOL PART-TIME



BELIEVE THAT A DEGREE WILL IMPROVE CHANCES OF OBTAINING A HIGHER-PAYING JOB

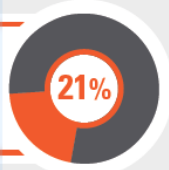


LIKELY TO HAVE EMPLOYER REIMBURSEMENT

MOST INTERESTED IN COMPETENCY-BASED CREDIT

SIZE OF THE SEGMENT

Though previously considered to be non-traditional, these students make up the second largest group of the market at 21%.



INDUSTRY SWITCHERS (CHANGING CAREER)



The Industry Switcher attends school to **START A CAREER IN A COMPLETELY DIFFERENT FIELD**. Whether they are working or unemployed, a bachelor's degree will help them pursue a targeted career with better long-term prospects. Like younger Career Starters, these students place a high value on an institution's job placement rate and industry relationships.

CHARACTERISTICS & MOTIVATIONS

DOES NOT SEE GROWTH WITHIN THEIR CURRENT INDUSTRY, OR UNEMPLOYED

JOB PLACEMENT AFTER GRADUATION IS A MUST



CONVENIENT LOCATION AND FLEXIBLE SCHEDULES ARE NECESSARY

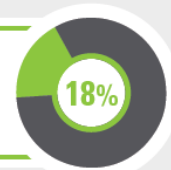
COST IS A PRIMARY CONCERN



PREFERENCE FOR ONLINE AND HYBRID COURSES

SIZE OF THE SEGMENT

Adults wanting a practical career change have reached a significant portion of the market, and account for 18% of overall students.



ACADEMIC WANDERERS (SEEKING DEGREE)

The Academic Wanderer believes that **A DEGREE WILL HELP THEM FIGURE OUT WHAT'S NEXT**, but is searching for a focus similar to Coming of Age students. Their unfocused course selection, and even switching of majors, leads them to be the least satisfied in their college experience. More likely to be unemployed, this segment is also the most "at risk" of all students due to their satisfaction and expectations for completion.

CHARACTERISTICS & MOTIVATIONS

MAY HAVE SOME **PREVIOUS COLLEGE EXPERIENCE**

NO DEFINED CAREER PATH WHILE IN SCHOOL



BELIEVES THE **DEGREE ITSELF WILL OPEN DOORS TO GREATER OPPORTUNITIES**

COST-CONSCIOUS;  TEND TO HAVE LOWER INCOMES



SIZE OF THE SEGMENT

8% of the student market consists of adults seeking a degree without an established plan.

