



## LOS ANGELES COMMUNITY COLLEGE DISTRICT

EAST • CITY • HARBOR • MISSION • PIERCE • SOUTHWEST • TRADE TECHNICAL • VALLEY • WEST

### OFFICE OF THE CHANCELLOR

**TO: Members of the Board of Trustees**

**FROM: Dr. Francisco Rodriguez, Chancellor**

**DATE: January 10, 2018**

**SUBJECT: BOARD LETTER FOR JANUARY 10, 2018 MEETING**

#### **Board Meeting Location**

Next week's Board meeting will be held at the **West Los Angeles College**. The meeting times and locations are as follows:

<b><u>Meetings</u></b>	<b><u>Time</u></b>	<b><u>Location</u></b>
Convene for First Public Session	2:00 p.m. – 4:45 p.m.	Fine Arts Auditorium, FA100
Break	4:45 p.m. – 5:00 p.m.	
Convene for Closed Session	5:00 p.m. – 7:00 p.m.	Winlock Lounge, Heldman Learning Resource Center, Second Floor
Reconvene for Second Public Session	Immediately Following Closed Session	Winlock Lounge, Heldman Learning Resource Center, Second Floor

#### **Parking**

Parking for Board Members and Chancellor will be located in the **South Parking Structure, Level 2**. A campus map has been included for your convenience.

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

- Under the Chancellor's Report, there will be an update on LACCD enrollment. ***(Refer to Attachment A)***
- Enclosed for your information is a memo from Laurence B. Frank, President of Los Angeles Trade-Technical College, regarding agenda item BSD2, V A. and B. ***(Refer to Attachment B)***

- Below for your review is the link to the Integrated Plans for LACC, ELAC, LAHC, LAMC, LAPC, LASC, LATTTC, LAVC, and WLAC, which will be presented for Board approval at the January 10, Board meeting under agenda item CH1.

[Integrated College Plans \(9 Colleges\)](#)

- Below for your review is the link to the 2018-2023 Los Angeles Community College District Strategic Plan, which will be presented for Board approval at the January 10, Board meeting under agenda item CH2.

[2018-2023 Los Angeles Community College District Strategic Plan](#)

[Report on the 2018-2023 LACCD Strategic Plan](#)  
(PowerPoint Presentation)

- Below for your review is the link to the Los Angeles Pierce College Mission Statement and Strategic Master Plan, 2017-2021, which will be presented for Board approval at the January 10, Board meeting under agenda item CH3.

[LAPC Mission Statement and Strategic Master Plan, 2017-2021](#)

**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 C)**
  - Enclosed for your review is an update report pertaining to the status on personnel actions. **(Refer to Attachment D)**
- **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 E)**

Let me know should you have any questions regarding next week's meeting.



EDUCATIONAL PROGRAMS AND INSTITUTIONAL EFFECTIVENESS

Update on the LACCD Enrollment and Strategic Marketing Campaign  
January 10, 2018

**Executive Summary**

Based on four email distributions to date, 29,345 students who received an email or social media impression or were served a digital display advertisement have enrolled. A link within the sent emails directing potential students to the class schedule or to the LACCD enrollment web page has been clicked 20,771 times. The social media campaign has produced 1.3 million impressions with 21,478 individuals clicking through the advertisements to visit individual college websites. Digital display remarketing advertisements have been served 286,621 times to those individuals who have visited one of the college websites. The campaign will continue in January and early February with eight additional emails and more social media and digital advertisements. As of Day -35 (Jan.1, 2018 vs Jan. 2, 2017), Spring 2018 headcount was 80% of Spring 2017 headcount.

Email Distribution Date	Students Contacted
Dec. 8, 2017	182,863
Dec. 12, 2017	177,796
Dec. 19, 2017	172,577
Dec. 21, 2017	171,527
Jan. 4, 2018	165,781
Future 2018 Distribution Dates: Jan. 10, Jan. 16, Jan. 23, Jan. 25, Jan. 30, Feb. 1, and Feb. 5	

The LACCD and Interact Communications are engaged in a marketing campaign aimed at increasing enrollment by targeting specific student populations in ways that will produce the highest return on investment (ROI), support retention and encourage re-enrollment, build brand awareness and support, and cultivate community support. Students targeted for this marketing initiative fell into two groups: **Students who failed to appear** were defined as students who previously applied (in Spring 2017, Summer 2017, and Fall 2017) and had not enrolled these semesters and **Students who failed to return** were defined as previously enrolled students who had not yet enrolled in either Winter 2018 or Spring 2018. Table 1 displays the number of students contacted via email and social media and the contact schedule.

Analytic measures provided by Interact, based on four distributions sent to date, track both emails and digital media views.

College	Number of Students Enrolled
East Los Angeles College	5,661
Los Angeles City College	3,502
Los Angeles Harbor College	1,894
Los Angeles Mission College	2,355
Los Angeles Southwest College	1,386
Los Angeles Trade-Technical College	2,639
Los Angeles Valley College	4,715
Los Angeles Pierce College	5,067
West Los Angeles College	2,165
<b>LACCD TOTAL</b>	<b>29,345</b>

Successive email distribution lists remove enrolled students and, based on counts of students dropping off of lists, Table 2 shows that 29,345 students who received an email or social media impression or were served a digital display advertisement have enrolled.

Table 3 below displays the results of the email campaign. A link embedded within the emails directing potential students to the class schedule or to the LACCD enrollment web page has been clicked 20,771 times. The proportion of emails opened (Open Rate) and clicks made after the email was opened (Click-Through Percentage) displays this

information by college. The 18.3% email Open Rate for the LACCD is well above the industry standard for higher education (13.4%), while the click-through rate is below industry standard (8.5% for higher education and 3.4% for all industry).

Table 4 below displays Social Media Impressions (appearance of social media ads), the Social Media Click-Through Percentage (the percentage of clicks on these ads), and the Cost per Click (expenditure to date per click). The social media campaign has produced nearly 1.3 million impressions with 21,478 students clicking through the advertisements to visit individual college websites. The social media click-through percentage and the average cost per click (1.64% and \$1.65, respectively) compare favorably to the industry standard for higher education (0.73% and \$1.72, respectively).

Student headcount enrollment trends and daily enrollment changes are shown for Spring 2017 and Spring 2018, respectively, in Charts 1 and 2 below. On Day -56 (Dec. 11, 2017 vs Dec. 12, 2016), which corresponded to the week following the launch of the marketing campaign, Spring 2018 headcount increased noticeably compared to Spring 2017 and has been on par with Spring 2017 thereafter. The slowdown following Day -56 is consistent with the wind-down of the Fall semester (finals week and semester break). As of Day -35 (Jan.1, 2018 vs Jan. 2, 2017), Spring 2018 headcount was 80% of Spring 2017 headcount.

Table 3: Email Campaign

College	Open Rate	Email Click-Through Number	Email Click-Through Percentage
East Los Angeles College	18.7%	4,329	3%
Los Angeles City College	18.0%	3,143	3%
Los Angeles Harbor College	18.5%	1,427	3%
Los Angeles Mission College	16.4%	1,303	2%
Los Angeles Southwest College	13.7%	952	3%
Los Angeles Trade-Technical College	17.3%	2,276	3%
Los Angeles Valley College	21.6%	2,198	3%
Los Angeles Pierce College	18.8%	3,189	3%
West Los Angeles College	21.4%	1,954	3%
<b>LACCD TOTAL</b>	<b>18.3%</b>	<b>20,771</b>	<b>2.9%</b>

Table 4: Social Media Campaign

College	Social Media Impressions	Social Media Click-Through Number	Social Media Click-Through Rate	Cost Per Click
East Los Angeles College	179,696	3,928	2.20%	\$0.93
Los Angeles City College	150,975	2,435	1.63%	\$1.50
Los Angeles Harbor College	125,621	1,620	1.30%	\$2.26
Los Angeles Mission College	139,646	2,239	1.61%	\$1.64
Los Angeles Southwest College	139,932	2,572	1.86%	\$1.42
Los Angeles Trade-Technical College	159,832	3,061	1.93%	\$1.20
Los Angeles Valley College	138,048	2,194	1.62%	\$1.65
Los Angeles Pierce College	137,897	1,774	1.30%	\$2.06
West Los Angeles College	128,183	1,655	1.29%	\$2.22
<b>LACCD TOTAL</b>	<b>1,299,830</b>	<b>21,478</b>	<b>1.64%</b>	<b>\$1.65</b>

Chart 1  
Headcount by Week: District Total, Spring 2018 vs Spring 2017

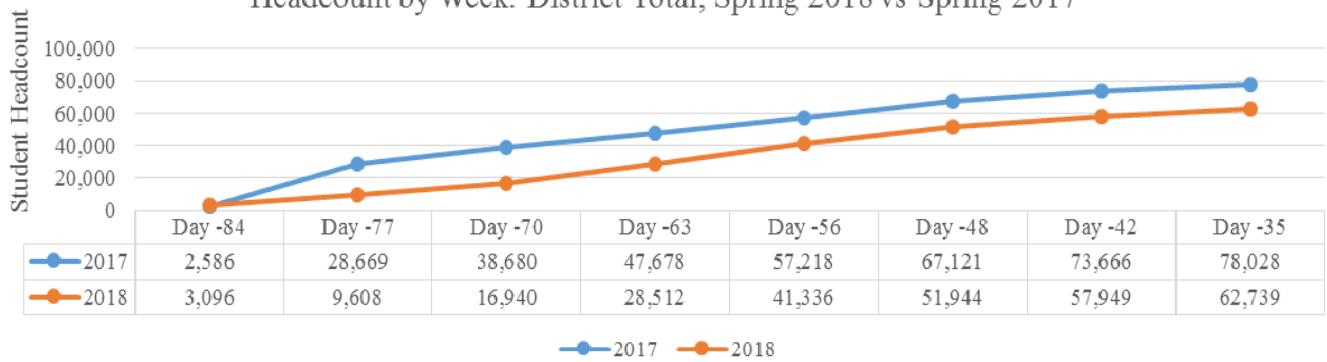
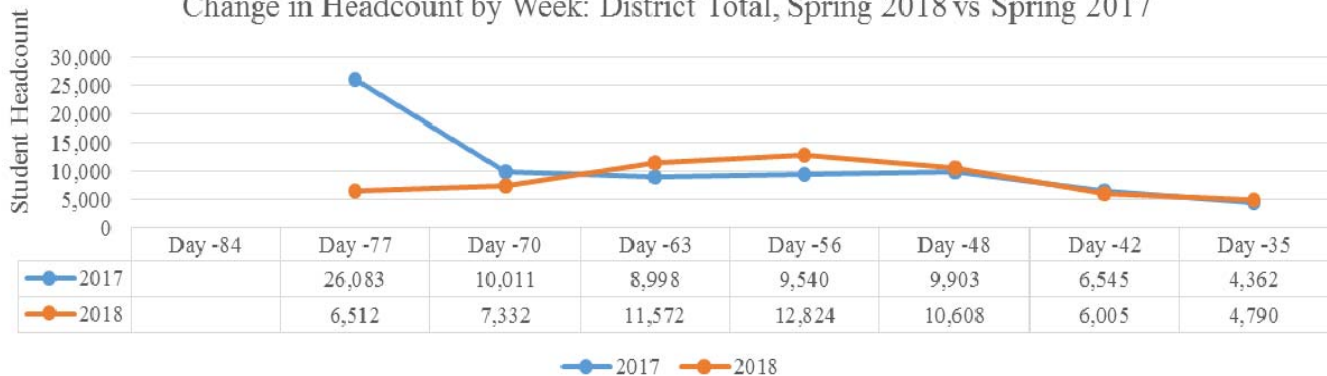


Chart 2  
Change in Headcount by Week: District Total, Spring 2018 vs Spring 2017



**M E M O R A N D U M**  
Los Angeles Trade-Technical College

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**Date:** January 4, 2018

**To:** Chancellor Rodriguez and the LACCD Board of Trustees

**From:** Laurence B. Frank, President  
Los Angeles Trade-Technical College

**ATTACHMENT B**

**SUBJECT: LATTC's Proposed Outfront Media Contract**

Los Angeles Trade-Technical College is seeking Board endorsement for a significant media campaign to support its enrollment and publicize its Pathways to Academic, Career and Transfer Success. For more than ten years, it has bolstered its branding with strategic paid advertising focused on its 93 year commitment to career-oriented and academic courses in serving Los Angeles.

**Why LATTC's Enrollment is Impacted More than Others**

LATTC is most affected by the countercyclical nature of the economy on our enrollments because of our 70% focus on Career Technical Education and our larger share of returning students. Many students come to Trade with the objective of securing a good job and livable wages. With the current economy, achieving this objective is more and more available to students including those who are leaving without finishing their programs of study.

The National Student Clearinghouse Research Center, in their Fall 2017 Term Enrollment Estimates Report clarifies that nationwide, community colleges (CC) have been losing enrollment on average between 1.7% to 4.8% each of the past seven years. In particular, they show a nationwide 11.5% enrollment drop from Fall '16 to Fall '17 in CC students over 25 years of age (LATTC has the oldest average age of our nine campuses at almost 28). They show a nationwide 9.0% enrollment drop from Fall '16 to Fall '17 in CC students who are enrolled for reasons other than receiving an associate degree (the majority of our students). The report also shows significant two-year declines in specific CTE areas that far exceeds traditional liberal arts enrollment declines. LATTC declined 5% in enrollments in 2016-17, and further fell 7% in our Fall Semester. This year when the District is likely to be in stabilization we must invest in LATTC's Spring enrollment stabilization, so that we can attempt to return to base in 2018-19.

**Enrollment Strategies Being Deployed**

1. It is far easier to retain students than to bring in new students and we have multiple retention strategies including our five years of on-going work in building our Guided Pathways and the development of our new two-year schedule, along with unique financial support efforts with the U-Pass, food programs, book credits, expansion of Tools scholarships, and on-campus WorkSource Center.
2. With the highest per cent of part-time students (79%), we are conducting in-reach activities and building a campaign to convince more of our students to move to full-time. And we are working aggressively to enroll more high school students who are more likely to attend full-time from 20 area high schools, starting with teaching our Pathways through significant expansion of our dual enrollments. We have hired three new outreach staff with the recent personnel committee postings.
3. We are growing our efforts with special populations, e.g. adults, K-12, community cohorts, and distance ed.

4. We are developing/supporting multiple marketing efforts
  - a. Direct Mail thru USPS (\$8,737)
  - b. Geo-marketing/digital media thru Spectrum Internet (\$43K)
  - c. Working with the District and Interact Communications
  - d. Building a significant marketing effort through Outfront Media, the subject of this request (Proposing \$444,390 from 1/15/18-9/8/18)

### **Outfront Media Buy**

The campus' Marketing Taskforce is seeking Board support to use the most cost-effective avenue to place the college's name and offerings within our service area. We have chosen Outfront Media, the sole source provider of display advertising for all of the Metro properties. If approved, we will create an initial "tidal wave of exposure" that will re-energize the brand of the college, while reminding future students that we are a comprehensive college. It will last through September, giving the college a lasting presence in the region, and will extend to neighborhoods that have not been engaged in the past. We are creating separate landing page addresses (URLs), so we can collect data (impressions, click-through rates, and conversions) on the effectiveness of the various campaigns, the geographic trends of the campaign, in addition to the pages visited on our website. Our outward-facing webpages are getting overhauled and aligned with our ads. About \$445,000 will be used for this advertising with Outfront, and the funds will be coming from plan-approved Strong Work Force and Equity Funds. Even at this level of spending, other community colleges and certainly other for-profit competitors will greatly outspend us over the school year. LATTC has not made this type of commitment before, but we realize the need for new visibility and an extensive push for greater enrollment. This buy normally would cost more than \$800,000 if purchased in smaller buys but Outfront is discounting the package to \$445,000.

The Outfront campaign is extensive in its platforms, including 45 bus tails, 30 Dash bus ads combined with headliners (messages along the top of the bus), 30 large bus ads with headliners, 200 bus interior ads, 75 rail interior ads, 20 rail station display ads, 18 transit shelters and 36 weeks of mobile app presence. In addition, Outfront is providing all design and printing. The company estimates 21 million impressions every four weeks and the contract goes through September.

So for the next eight months, LATTC and its message of educational value will be visible throughout the region. The ad message will be clear. LATTC will be branded as being in a unique position to provide access to extensive career education and academic transfer preparation. The secondary message will be that college pathways will lead students to career success. The call to action will be to enroll now and begin the educational journey as soon as possible. Using public transit for advertising, also leverages the fact that both the Metro Blue and Expo lines include stops identified as LATTC stations. In addition, eight Metro bus routes stop at our campus, along with two Dash buses. The bulk of our students are public transit users.

Our proposal is to go strong now with analytics as a part of a comprehensive strategy, using identified available dollars to build up for 2018-19 when we try to get back to base with the help of summer shift.