

# The role of the Applicant experience in a competitive environment

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# Auckland University of Technology

- Student Services and Administration sit within 1 portfolio
- Mainly centralised admission process – Undergraduate and Postgraduate Taught (Domestic)
- Large portion of first in family students
- Priority targets are Maori and Pacific students and our South campus 4000+ commencements each year
- Sector is partially funded by student outcomes through Education Performance Indicators (EPIs). Parity targets for Maori and Pacific students to be reached in 2018

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*“The only way to beat the competition  
is to stop trying to beat the  
competition”*

*Brian Halligan, 2006*



# 2014/2015 Conversion Project: Goals

Increase the rate of conversion from Application to Enrolment through:

- the generation and delivery of prospective student and influencer communications and activities
- identifying and removing barriers within the Admission process

Respond to Faculty requirements in a planned approach to deliver campaigns to Applicants throughout the season:

- eDM (electronic direct marketing) activity and print material
- On campus events
- Outbound phone calls

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# Why?

## **2014 Season Admission Report:**

The rate at which applicants accept an offer and ultimately enrol in a programme of study has continued to decline from 65% in 2012, 62% in 2013 to 61% in 2014.



# Strategies in 2015 season

- Case manage priority applicant cohorts
- Increase the conversion rate of those who have accepted offer to enrolment
- Improve the rate at of completion of applications to assessment outcome

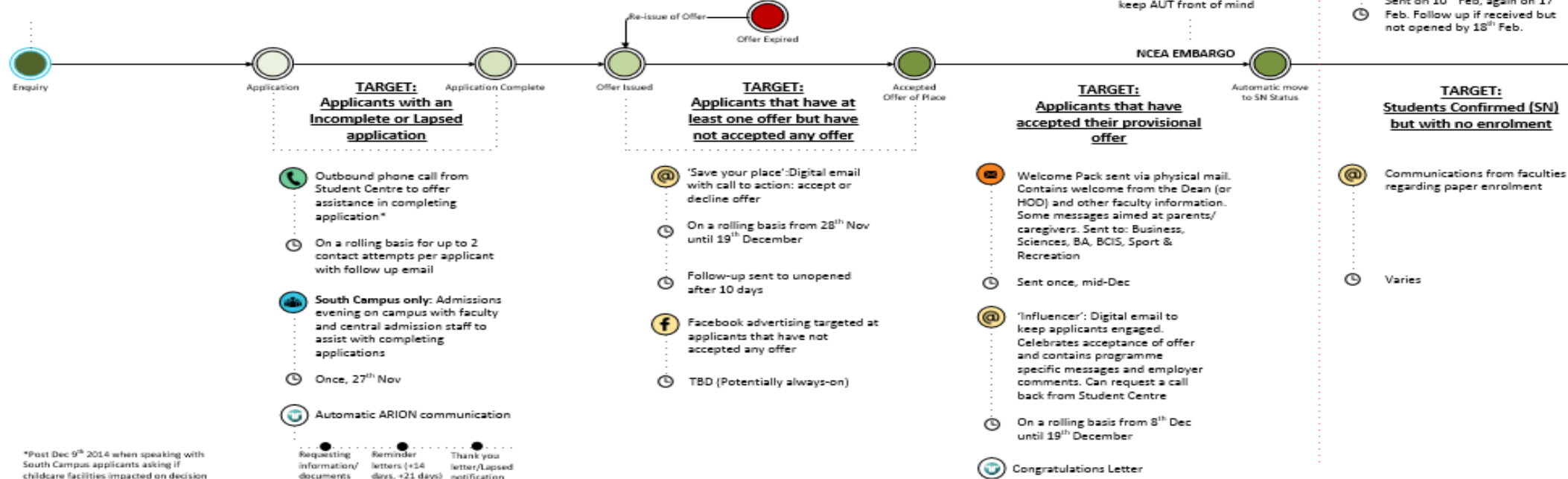
Our commitment to the academic community:

- To deliver engaged ready to learn students on Day 1



For School Leavers on following programmes only:

- AK3693 (BBus)
- AK3521 (BSR)
- HA1041 (BSci)
- AK3704 (BA)
- AK3751 (BEng Honours)
- AK3708 (BIHM)
- AK1277 (BITM)
- AK3697 (BCIS)



\*Post Dec 9<sup>th</sup> 2014 when speaking with South Campus applicants asking if childcare facilities impacted on decision

- Digital email sent (By Buzzchannel) containing Student Readiness Survey (sent to all 5N domestic & international UG students)
- Weekly from 27<sup>th</sup> Jan to the 16<sup>th</sup> Feb
- Outbound phone call from Student Experience Team to welcome students and check the following:
  - Access to AUTOnline & ARION
  - Orientation date/time/location
  - New Student Guide
  - Tertiary Readiness Programmes
  - Student Readiness Survey
  - Network login
  - Enrolment into papers
  - Finances
  - Student Advisor information

### Orientation & Information Sessions (AUT 101)

Event delivered by Student Services in partnership with Faculties on behalf of AUT. Formal welcome of new students and sessions to aid with their transition. Includes welcome to the faculty from Dean/Associate Dean

### Tertiary Readiness Programmes (AUT 102)

Programmes for new Māori, Pacific, Chinese, International, LGBTI, Athletes, part-time and mature students. The sessions provide information about key student support services and provide opportunities to network with staff and peers

### Student Ambassadors

Student ambassadors volunteer their time to welcome new AUT students and help them settle in during their first semester. They also volunteer at events throughout the year

### Response

SET Exit Interview (under review)

### Response

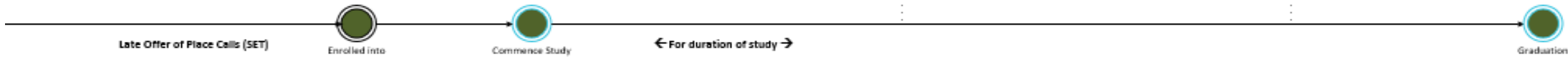
Learning Contracts  
Student Advisor support



Student withdraws



Student fails to progress



**Personal support**  
Providing tailored, individualised support for our diverse student body

- General Student Advisors
- Māori Liaison Services
- Pacific Student Support Services
- International Student Support Service
- Disability Student Support Service
- Student Financial Services
- Athlete Support
- Chinese Centre

**Proactive monitoring**  
Connecting students at risk of disengaging to support services

• Student Experience Team

**Peer communities**  
Students helping students, in the form of subject-specific Peer Tutors and more general Learning Mentors with built-in supervision

**Student life**  
Activities, trips & events on and off-campus to support student satisfaction & engagement

- Noho Marae
- Sporting events

**Accommodation**  
Providing an on-campus residential experience for students

**Learning support**  
Tutorials, seminars, paper & digital resources to assist students with the fundamentals of study

- Undergraduate
- Postgraduate
- Students with impairments
- English as a second language

**Student Complaints & Feedback**  
Responding to formal student complaints against the university and providing Risk Assessment Team support

**Health & wellbeing**  
Working to care for mind, body & spirit with medical, counselling & spiritual provision

- LGBTI Support
- Mental Health
- Chaplaincy/Interfaith Support

**Career Services**  
Resources & support to help students develop skills, investigate career options & find employment

- Careerhub
- Industry relationships
- Digital resources

**Student Centre**  
Resolving student queries and connecting students with university groups and services. Informs the university of opportunities for improvement





# Personalisation

- Creation of new personalised digital communications
  - those who haven't accepted offers
  - those who have accepted offer prior to enrolment
- Utilise new technology platforms and functionality
- Planned outbound calling campaigns for all
- South applicants



[Read this email online](#)

## SAVE YOUR PLACE AT AUT FOR 2015



Hi Sophie,

Your Arion Login ID is: **31624896**

Are you ready to discover what's possible for you at AUT? You've been offered a provisional place for 2015 and we're excited to have you join us!

Here's how a provisional offer works: if you want us to reserve your place, just use the 'I'm ready to accept' button below and, as long as you achieve all the requirements set out in your Offer of Place, you'll be able to officially enrol once you get your exam results in January. Your offer will expire soon - so please be quick to accept it, as we may have to offer the place to someone else if we don't hear from you in time.

Would you like to accept your offer? Whichever option you choose, we'll show you what you need to do next.

I'M READY  
TO ACCEPT >

I'VE DECIDED  
TO DECLINE >

If you have any questions or concerns, please don't hesitate to call our team at the Student Centre on 0800 AUT UNI (0800 288 864). We wish you all the best for the rest of the year and hope you have a very happy holiday.

Best regards,  
AUT Student Centre





Hello <<First\_Name>>,

Right now, you've got a provisional place in the Bachelor of Business at AUT. It's an exciting degree with a range of majors for you to choose from. Here's a reminder why:

- You'll be able to connect with leading innovators, entrepreneurs and academics - both on and off campus.
- As part of your degree you gain invaluable work experience in a real-life business environment, which will give your CV the edge.
- AUT Business School is internationally recognised among an elite group of just 5 percent of business schools worldwide.
- You'll have the opportunity and study internationally with access to exchange programmes in 18 different countries.



For more information, you can view the [Business Study Guide](#) and [Course Planner](#) on our website.

Would you like to speak to a current student about their experience at AUT?

YES, CALL ME >

**AUT is known for its industry connections. Our graduates are in demand and often employed before leaving university.**

*"A significant factor in Anna being successful in attaining her role was the workplace experience that she gained, which not only increased her business knowledge, but also exposed her to permanent employment opportunities."* - Philip Downs, Senior Manager, Business Continuity, Westpac; Employer of Anna Stephens, Bachelor of Business in Business Information Systems graduate.

#### Can't wait to get started?

Here are some tips to help you hit the ground running:

##### • Sort your student loan

If you need to apply for a student loan or student allowance for course fees or living costs, now's a great time to do it. Applications can take time, so getting this done early will ensure you're set before the semester starts. To make an application go to [www.studylink.govt.nz](http://www.studylink.govt.nz).

##### • Talk to us

Sophie and our Student Centre team are always here to help. We can assist with course information, career counselling and campus tours. If you want to talk directly to a faculty about your programme and timetable, or to a current student about their experience at AUT – we can set that up too. Give us a call or pop in and see us.



Hi, I'm Sophie - your Student Centre representative.  
Contact me if you need help.

##### Student Centre

Call: (09) 921 - 9721, Monday - Friday,  
8am - 5pm

Email: [business@aut.ac.nz](mailto:business@aut.ac.nz)

For more information visit [our website](#)

In the meantime, happy holidays and we look forward to seeing you soon.

Kind regards,

**AUT Student Centre**  
AUT University



# WELCOME TO THE AUT BUSINESS SCHOOL



Professor Geoff Perry  
BA Auck., MA Auck., MPhil (Hons) Auck., PhD Auck., DipCom,  
PGDipSocSci (Dist) Massey, DipTchg,  
PVC and Dean, Faculty of Business and Law,  
Dean of the AUT Business School

Dear [firstname]

Congratulations on being accepted for the Bachelor of Business (BBus) degree at the AUT Business School. We are all looking forward to having you here with us in 2015.

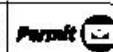
We can offer you a life-changing experience with business education which has learning and teaching at the forefront and with opportunities that take you into the real world of business both locally and internationally. You can even study overseas on exchange at one of our partner business schools if you wish.

We're one of the largest providers of business education in New Zealand, and are part of only 5% of business schools worldwide that have been accredited by AACSB (the Association to Advance Collegiate Schools of Business).

To help you start building relationships and learn from those in the know while you're still studying, the Bachelor of Business contains a work placement component in your third year, called

If undelivered, please return to Private Bag 12006, Auckland 1142

New Zealand  
Permit No. 5686



fullname  
Add1  
Add2  
Add3  
Add4



FIRSTNAME LASTNAME

WELCOME TO YOUR BUSINESS SCHOOL

**AUT**  
UNIVERSITY



# Priority groups: South Campus

## **Target:**

High volume of Applicants with Incomplete application or Lapsed application (due to not submitting requirements for assessment)

Faculty representatives and Central Admissions collaboration

**Admissions Evening: 27<sup>th</sup> November 2014**





# Priority groups: Maori and Pacific

- Review Referral Pathways to ensure ALL Maori and Pacific applicants who met UE offered a Bachelor programme of study
- Outbound phone call follow up: How can we assist you with your Application to study at AUT?



# Benefits achieved

- Collaboration across Brand and Marketing Services, Student Services and Administration and Faculties – a new way of working together
- Intersection with the Admission cycle to move Applicants forward

## Results

- 5% growth across all Bachelors Offered to Enrolled
- 6% growth across Bachelor of Business Offered to Enrolled



How did we do it?



# Step 1: Student Journey Map

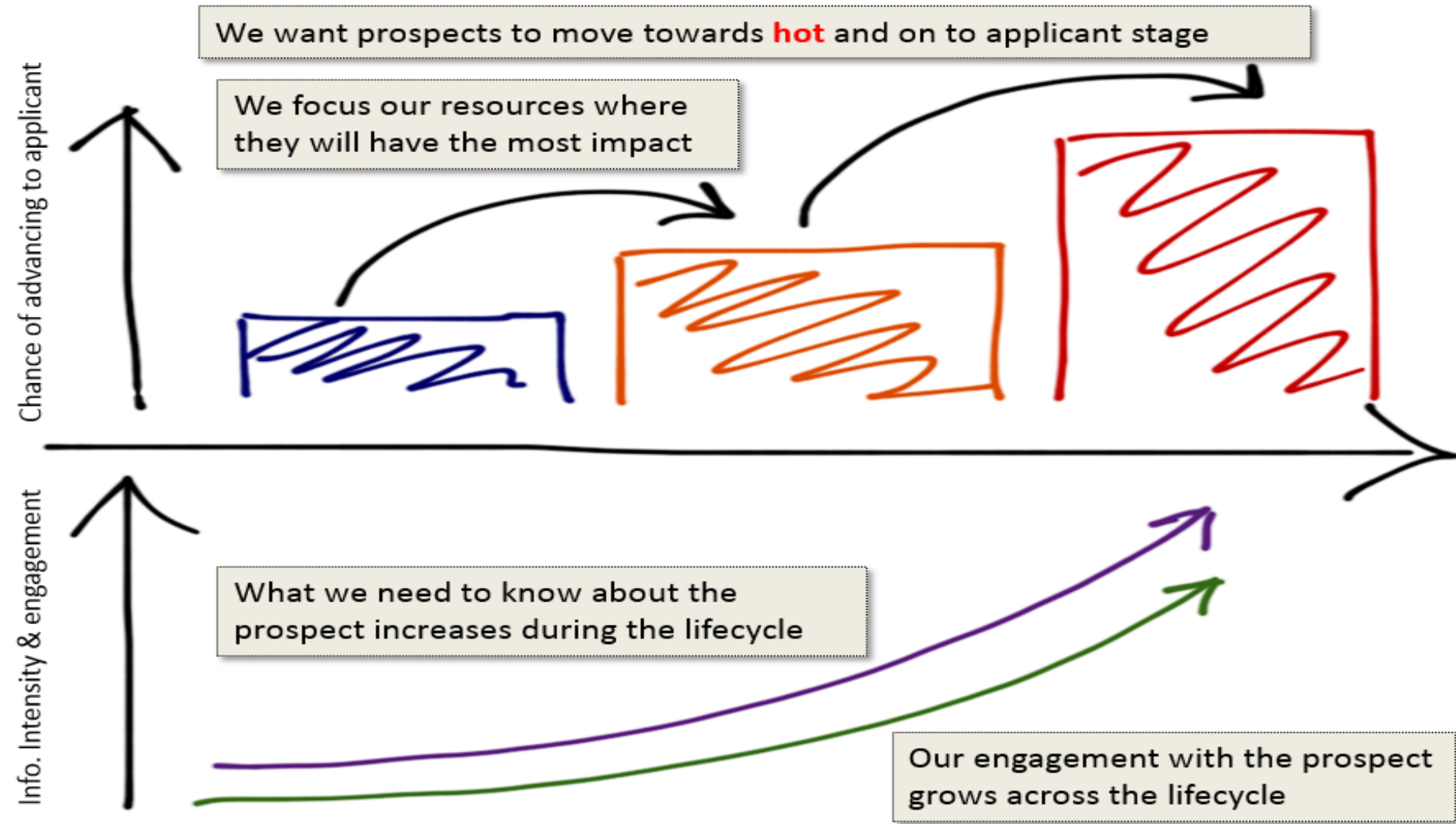


# Generating value

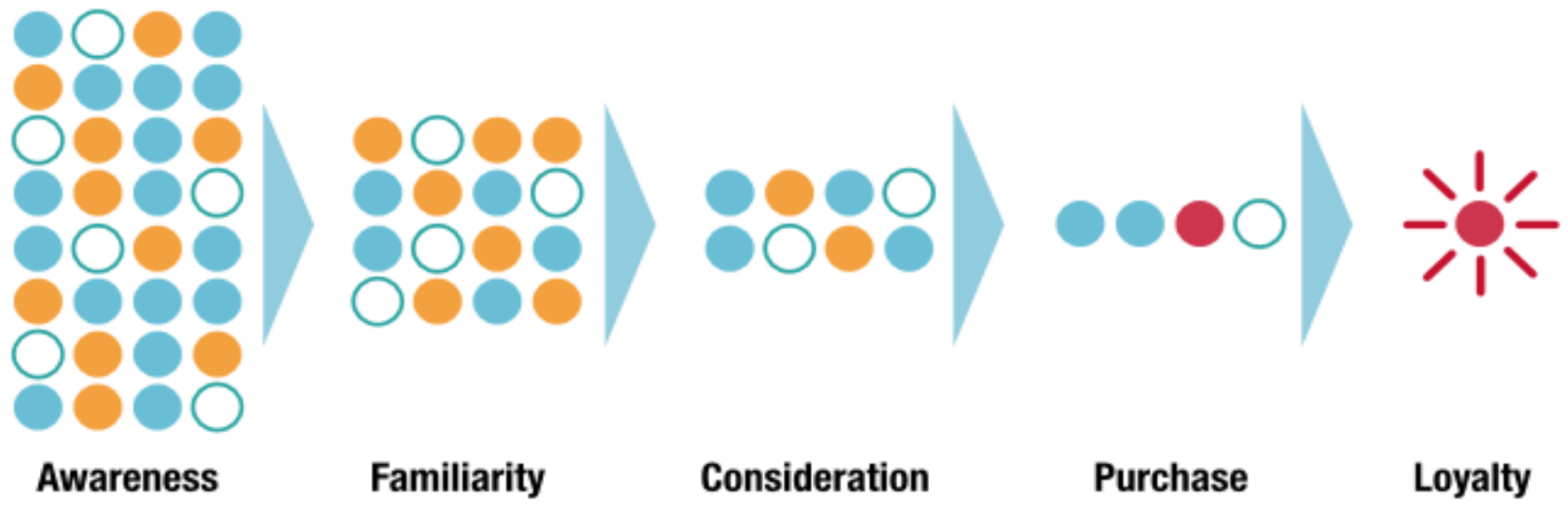
- Mapping the journey –current and the future
- Development of personas – that align with strategic intentions
- Understanding how the generation of preference supports successful on-boarding and engagement for learning
- Building operational structures and frameworks that capture resources and responsibilities to deliver activities
- Development of customised service delivery and engagement tools to reach individuals needs
- Alignment inspection



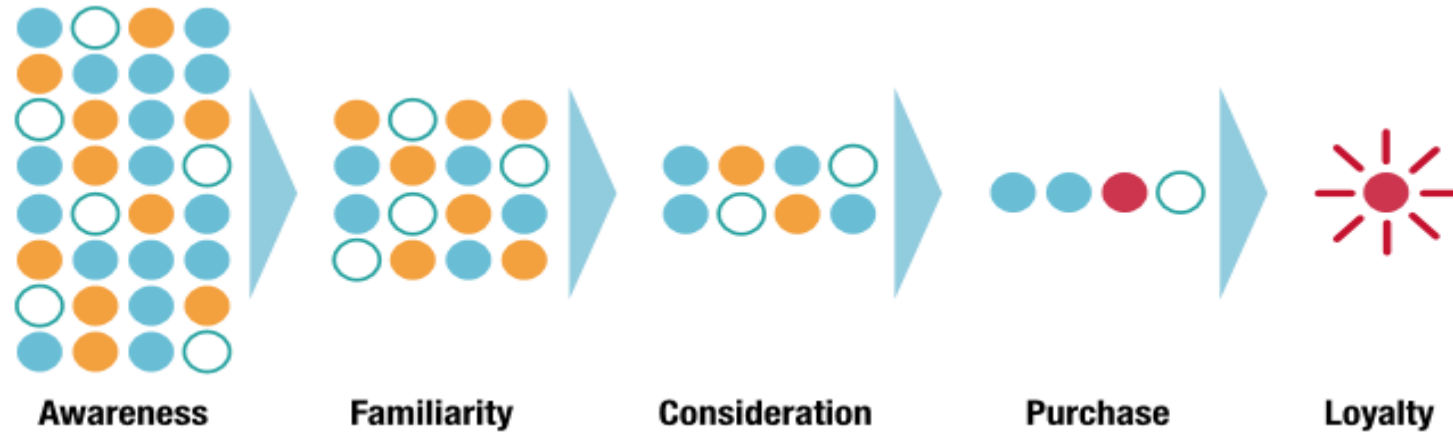
# Visualising the future student lifecycle



# The future student pathway



The consumer decision journey



The student journey

## BEFORE CURRENT JOURNEY

## TRIGGER LEAD

## EXPLORE PROSPECT

## SELECT FUTURE STUDENT

## ENROLL NEW STUDENT

## ONBOARD NEW STUDENT

### RASCI

**RESPONSIBLE**  
- Recruitment  
- Marketing  
- Digital

**ACCOUNTABLE**  
- Faculty Deans  
- Group Director of Brand and Marketing

**RESPONSIBLE**  
- Services  
- Customer Services  
- Recruitment  
- Marketing  
- Digital

**ACCOUNTABLE**  
- Group Director of Brand and Marketing

**RESPONSIBLE**  
- Services  
- Customer Services  
- Marketing  
- Group Director Student Services

**ACCOUNTABLE**  
- Faculty Deans  
- Group Director of Brand and Marketing

**ACCOUNTABLE**  
- Faculty Deans

## SCENARIOS

Adult student	Offshore student	Acquainted (not talking) student	Trojan	AUT visited my school	Its moving to Auckland	School leaves	Post grad	Scholarship student	Special admissions	Exchange student	Talented students	Referred to all pathway	Applied to multiple uni
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Offer expires	Conditional offer	Offer decline	NCLIA Enquiry
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Keeping my options open	Studylink Students	Didn't receive an ID card	Interaction of student with us	High risk students
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## STUDENT JOURNEY

Personal interests	Naturally good at something	See a YouTube ad	Peer pressure to get a job early	Talk to parents	Talk to siblings about their experience
Teachers talk about Uni	See an ad for a University	What is normal?	My friends are going to uni	Attend graduation of sibling	Seek guidance from trained people
Social group influence	Put students course and talk to us	Should I go to university?	"What do you want to be?"	Choose subjects (Year 7-9)	Speak to favourite teacher

Scholarship options	When could I stay at Uni?	Course counselling	Assess my financial situation	Collect various brochures	Spread brochures on the floor	Cross crediting	Failed at UniA, can I study at AUT?
Choose subjects (Year 10-12)	Subject success	Talk with student's advisor	What do I like? What can I do?	Uni visit with the school	Talk to parents and siblings	Go to open day	Read course info
Experiment with interests	Search different university websites	When are my friends going?	Relationship managers come and talk to us	Talk with friends	Which Uni offers what I am interested in?	Attend uni open days	Check out courses


Report feedback	What did I pass at NCLIA?	Finances	What do I need to apply?	Apply with Studylink	Get multiple offers from uni
Talk to parents and siblings	What is the entry criteria?	Enrollment opens	Apply at several Uni's	Hand in portfolio/ etc etc	Get offered a place
Student services	Do I want to move out of home?	See another uni advert online	Referred to alternate pathway	Go to interview	Accom application
What are my friends doing?	Change location/ campus	Apply to AUT	Secure priority programme		

Confirms place	Make own timetable	Get timetable	Pay university	Timetable changes
Choose where to study	I got it!	Select papers	Get welcome phone call	Build a timetable
Offer expires	Submit portfolio	Student readiness survey	Learn with Studylink approved	Timetable clash
What are my core papers?	Are there deadlines?	Am I in the right course?	What else do I need to do?	Change whole programme

Read the student guide (1st Year only)	AUT? Or other?	Receive invoice	Program induction (1st Year only)	Get timetable
Receive the student guide (1st Year only)	What is relevant to me?	Receive ID card in mail	What to do with invoice? (1st Year only)	Learn about support available
Use orientation day (1st Year only)	Figure out best way to get to uni	Zero balance invoice	Orientation ticket (1st Year only)	Campus tour (1st Year only)
Get support	What else do I need?	What are my friends doing?	Find out about Uni life	Programme requirements







“The customer of 2020 will be more informed and in charge of the experience they receive. They will expect companies to know their individual needs and personalise the experience. Immediate resolution will not be fast enough as customers will expect companies to pro-active address their current and future needs”

*Walker Information Inc, 2015*

# Personalisation: Cohort distinction



## School Leavers:

Key issues affecting their engagement and first year experience:

- Feeling unprepared for university study
- Anxiety about studies
- No strong sense of purpose about why they were attending university
- Difficulty making friends with fellow students
- Accommodation
- Homesickness



# Targeting applicant cohorts

## **School Leaver**

- Student Life
- Fun
- Clubs + Societies scene
- Exchange experiences
- Careers support

## **International Student**

- Support
- Accommodation
- Services
- Peer mentoring
- Careers support

## **Adult Students**

- Career Support
- Industry connections
- Flexible timetables
- Support services

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## Step 2: Developing Experiences

# Applicant Experience

- I am able to complete the admissions and enrolment process and know what is expected of me
- AUT helps me to discover my available options for academic pathways
- I feel like an individual and not one in a crowd
- I am confident I have made the right choice and am excited about studying at AUT



# AUT Staff experience

- I know our principles and values which guide our service delivery.
- My colleagues and I are all working to the same model and to the same standards.
- I understand my responsibilities and I'm empowered to help applicants and students to meet their needs. If I can't help, I will do everything I can to support the applicant or student and follow up.
- I can see the positive impact of our way of working on student satisfaction & engagement.



# Governance experience

- I am confident that AUT's admissions and enrolment processes are designed to meet EFTS targets
- Admissions and enrolment processes deliver organisational efficiencies
- I am kept informed of how the University is tracking to meet EFTS targets
- I know applicants are satisfied with the service they have received
- Staff have a common understanding and are jointly contributing to AUT's strategy







## Step 3: Creating beautiful seams



# The role of Analytics

Increasingly data and analytics are being used to support the achievement of business outcomes

- Who are our applicants?
- What influences applicant choice?
- Who are our students?
- What factors influence their performance?



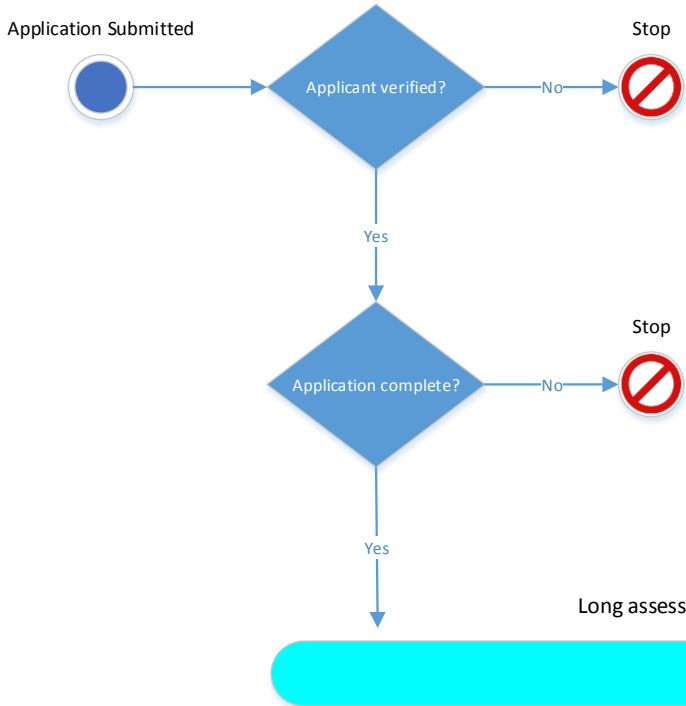
# Generating preference: the role of positioning

Development of unique attributes that form your brand:

- Student experience and student support
- Infrastructure – the learning environment
- Deep industry engagements that lead to opportunities for students
- Rankings and world status
- Quality curriculum
- Research that matters

# Removing barriers

Indicative time: August 2015



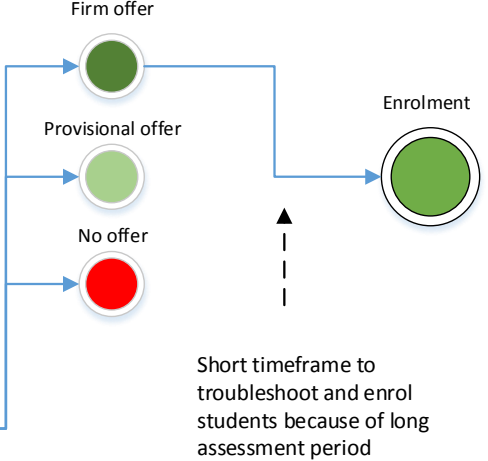
Application process stops without verification of applicant information

Application process stops without all application information (even if we could assess without it)

Long assessment times common in some programmes

Indicative time: February 2016

Indicative time: March 2016



Short timeframe to troubleshoot and enrol students because of long assessment period

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# Collaboration