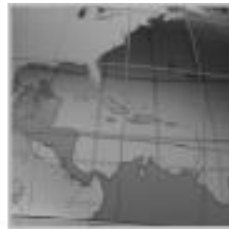# Vertical Market Analysis

Targeting the Higher Education Market

Production Inkjet Printing is Fundamental to the Higher Education Communications Mix

Prepared for:

thINK
Inkjet Networking & Knowledge

Comments or Questions?

InfoTrends
A Questex Company

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Print is Fundamental to the Higher Education Communications Mix

The higher education market is a big consumer of communication services. The industry invests heavily in everything from print to e-mail to Websites to support marketing efforts and operations. The higher education market offers many opportunities for selling print products as it uses a wide variety of print to attract and serve students. Printed brochures, direct mail, course materials, signs, banners, coupons, post cards, print ads, maps, and more are key staples in supporting higher education organizations' communication requirements.

The education market offers a wide breadth of opportunities for print service provider to sell production inkjet printing. Higher education institutions can benefit from quick turnaround of communication products, the elimination of pre-printed forms, higher quality personalization, and process automation. Because production inkjet eliminates having to print color offset shells that need to be overprinted by digital devices, educational institutions can benefit from a one-step printing process that enables more efficient, flexible, and cost effective production of materials customized to individual recipients.

Key production inkjet benefits important to this industry include:

- Personalized printing to create of relevant one-one documents.

- Just-in-time manufacturing using color inkjet systems can produce the full document without any pre-printed components.

- Workflow automation to enable more efficient production.

- Cost effective use of static or variable color to enable more use of color.

Higher education institutions also are leveraging the benefits of production inkjet printing—short run, high-quality, personalization, fast turnaround, just-in-time, and sustainability—to drive funding, recruit students, power operations, and support leaning and extracurricular activities. This vertical market analysis on the higher education market examines how the industry operates, reports on key trends and market influencers, and offers tips for successfully selling to the market.

Defining the Communications Opportunity

Higher education plays a significant role in society as it lifts income levels, fuels innovation, reduces crime, and powers GDP growth. The core products of the higher education market are degrees, certifications, licenses, and accreditations. Simplifying the higher education market to its fundamental components offers a high-level understanding of how the industry works and creates value. Understanding a market's dynamics is a critical step in developing and successfully selling communication products

and services. The key segments in the higher education market's value chain, as shown in Figure 1, are the triggers that drive demand, the channels used to deliver education, the sales and marketing efforts used to pursue students and funding, and the sources of

revenue to fund operations and growth. Each component of the chain requires communication products and services that support its unique role.

Figure 1: The Education Value Chain

Purchasing Triggers ➡ Delivery Channels   Sales and Marketing ➡ Revenue Streams

Source: InfoTrends

Purchasing Triggers	Delivery Channels	Sales and Marketing	Revenue Streams
Skills Update	Public Schools	School Recruiting	Taxes
Career Path	Private Schools	Staff Recruiting	Tuition
Job Growth	Online Learning	Corporate Contributions	Grants
		Alumni Donations	Donations
			Fund Raising

Communication products and services must fill education organizations needs to support service delivery and fund operations. Table 1 highlights the critical communication applications that support education organizations. These applications can be delivered across communication channels and strongly align with the benefits of short-run, on-demand, personalized printing.

Table 1: Key Communication Applications

Delivery Support Services	Sales & Marketing	Revenue Generation
Billing, invoicing, payroll	Annual Reports	Annual Reports
Class Schedules	Direct Marketing	Booklets
Compliance documentation	Event Promotions	Brochures and direct mail campaigns
Course Catalogs	Marketing Materials	Event Brochures
Course Materials	Newsletters	Loyalty/Booster Programs
Directories	Recruiting Campaigns	Newsletters
Dormitory assignments	Signage	Recruitment Activities
Employee communications	Tickets	Signage
Forms		Tickets
ID Cards		Yearbooks
Signage		

Specific types of digital printing applications aligned to critical communication needs are presented in Table 2.

Table 2: Key Production Inkjet Printing Applications Supporting Education Organizations

Support Services	Sales & Marketing	Fundraising	Operations
Bills/invoices	Annual Reports	Annual Reports	Bills/invoices
Booklets	Booklets	Booklets	Calendars
Books on demand	Brochures	Brochures	Certificates
Business Cards	Direct mail campaigns	Calendars	Check Printing
Course Catalogs	Envelopes	Direct mail campaigns	Class Schedules
Course Materials	Event brochures	Envelopes	Compliance and regulatory documentation
Custom course packs	Flyers	Event Brochures	
Distance learning materials	Newsletters	Flyers	Directories
Employee materials	Postcards	Loyalty/Booster Programs	Dormitory assignments
Envelopes	Product/Service Catalogs	Member Cards	Employee communications
Flyers	Recruiting Campaigns	Member Packets	
Forms	Signage	Newsletters	Forms
Handouts	Tickets	Posters	Fundraising
ID Cards		Product/Service Catalogs	Maps
Payments		Signage	Payroll processing and checks
Payroll		Tickets	
Personalized self-mailers		Yearbooks	Student billing and receipts
Posters			Student class schedules
Product/Service Catalogs			Tax receipts for fund raising
Proposals			
Reports			
Signage			
Stationery			
Tests			
Training manuals			
Workbooks			

Industry Overview

Colleges, universities, and technical schools provide educational instruction, ultimately culminating in a degree or certificate that testifies to the student's competence. Many higher education institutions provide room and board for students as well as a variety of other services. Some schools also operate hospitals and research facilities. Almost all higher educational institutions proceed through an accreditation process, which is developed to promote academic standards.

Types of Higher Education Institutions

Private Universities

There are a wide range of private universities in the United States, including high-status universities, religiously affiliated universities, specialized curriculum or special needs universities, business-oriented universities, and ethnicity-oriented universities.

Public Universities

Public universities are present in every U.S. state, and most have multiple campuses throughout the state. Public universities are intended for the educational needs of a particular state. They are primarily financed by state funding and provide a quality education.

Community Colleges

Community colleges, which are designed primarily for residents of a specific community, award an Associate of Arts Degree. Advantages of community colleges include close proximity to home, relatively easy admission, low tuition costs, and the ability to combine a two-year academic program with vocational training.

Vocational Schools

Vocational or trade schools offer students alternatives to colleges and universities. These schools offer a high level of technical education, with specialized branches like robotics, computer networking, and environmental technology. Vocational schools offer two-year programs that include hands-on skills training. The U.S. Department of Labor projects the majority of the nation's top 30 occupations with the largest projected employment growth are in careers requiring two years or less of postsecondary education. These schools are attractive because they offer lower tuition costs and a career path to a secure job.

Market Size

About 20 million students, including many part-time students, are enrolled in colleges and universities in the U.S., according to the National Center for Education Statistics. The U.S. college and university market includes about 3,000 four-year baccalaureate and graduate degree-granting institutions, according to Hoovers, with combined annual revenue of about $440 billion. Table 3 lists the largest higher education intuitions by enrollment.

Table: 3: Largest Degree-Granting Higher Education Institutions

Rank	Institution	State	Enrollment	Rank	Institution	State	Enrollment
1	University of Phoenix, Online Campus	AZ	307,871	11	University of Minnesota, Twin Cities	MN	52,557
2	Ashford University	IA	74,596	12	University of Texas at Austin	TX	51,112
3	Arizona State University	AZ	72,254	13	American Public University System	WV	50,838
4	Liberty University	VA	64,096	14	Texas A & M University, College Station	TX	50,230
5	Miami Dade College	FL	63,736	15	Tarrant County College District	TX	50,062
6	Lone Star College System	TX	63,029	16	Northern Virginia Community College	VA	50,044
7	Houston Community College	TX	63,015	17	University of Florida	FL	49,589
8	University of Central Florida	FL	58,465	18	Walden University	MN	48,982
9	Ohio State University, Main Campus	OH	56,867	19	Michigan State University	MI	47,825
10	Kaplan University, Davenport Campus	IA	56,606	20	Pennsylvania State University, Main Campus	PA	45,628

Source: U.S. Department of Education and National Center for Education Statistics

During the 2016–17 school year, according to the National Center of Education Statistics, colleges and universities are expected to award 1 million associate's degrees, 1.9 million bachelor's degrees, 798,000 master's degrees, and 181,000 doctor's degrees.

In addition, vocational schools represent a large and growing segment of the higher education market. Vocational or trade schools typically experience increases in enrollment during economically challenging times.

Key Market Trends

Demand Drivers

Demand for higher education is largely driven by population dynamics, the economy, and employer requirements. Education is a counter-cyclical industry, meaning that enrollment rates (and thereby profits) rise when the economy is doing poorly. High unemployment and a weak labor market force many adults to return to school, increasing demand for accelerated programs that offer a fast track for completing a course of study.

Recruitment Drives Revenues

Recruiting students is a major revenue generation activity. School administrators must attract enough students to cover college costs, which are mainly fixed. Schools closely monitor the number of admission applications and the acceptance rate (i.e., how many applicants are accepted).

Schools also closely scrutinize their enrollment rates (how many of those students who are accepted actually enroll), retention rates (how many freshmen return as sophomores), and graduation rates (how many freshmen eventually graduate). Schools work to increase these various rates out of concern for students as well as to keep revenues high.

Use of Technology

In terms of technology utilization, key trends in the higher education industry include:
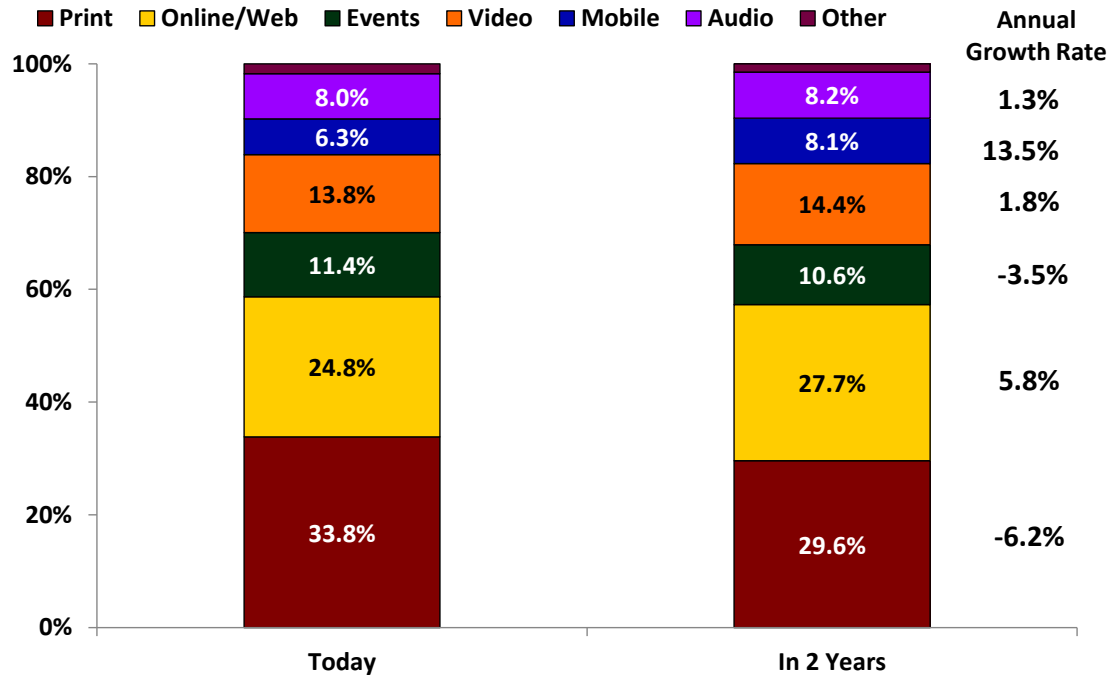
- **Big Technology Users:** Colleges and universities are leaders in using computer technology for administrative management functions, instruction, and communications. Many colleges have built campus-wide networks (wired or wireless) that enable students to sign up for courses, communicate with teachers, obtain classroom materials, see recorded lectures, and communicate with administrative offices and other students. A growing number of schools offer distance learning via the Internet. Schools also use the Internet for recruiting, admissions, alumni, and fundraising functions. Social media use is expanding as educational organizations are harnessing it for marketing purposes and classroom support.

- **Movement to Online Classes:** Colleges are facing severe budget shortfalls, and this may force more institutions to embrace the idea of online courses. In time, online classes may eventually replace mass lecture-style classes. But changes in teaching methods will be gradual, as the energy of learning in a social group is tough to beat. Still, necessity may dictate a balance of both types of learning.

- **Harnessing the Power of Social Media:** Facebook and Twitter have long been popular with college students for social networking purposes, but their use is moving across educational organizations for marketing purposes and classroom support.

Higher Education Communication Spending Trends

Print makes up a significant portion of the education market's communication spending. According to InfoTrends' research study *Micro to Mega: Trends in Business Communications*, print accounts for 34% of education respondents' communication spending. Respondents expected print's share of communication spending to decline -6.2% annually as dollars shift to online and mobile channels. Despite this spending shift, respondents expected print to remain a core spending area.

Figure 2: Print Represents the Largest Spending Area

How is/will your company's total spending (be) distributed across the following types of communication?

	Today	In 2 Years	Annual Growth Rate
Audio	8.0%	8.2%	1.3%
Mobile	6.3%	8.1%	13.5%
Video	13.8%	14.4%	1.8%
Events	11.4%	10.6%	-3.5%
Online/Web	24.8%	27.7%	5.8%
Print	33.8%	29.6%	-6.2%

N = 204 Education Respondents
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

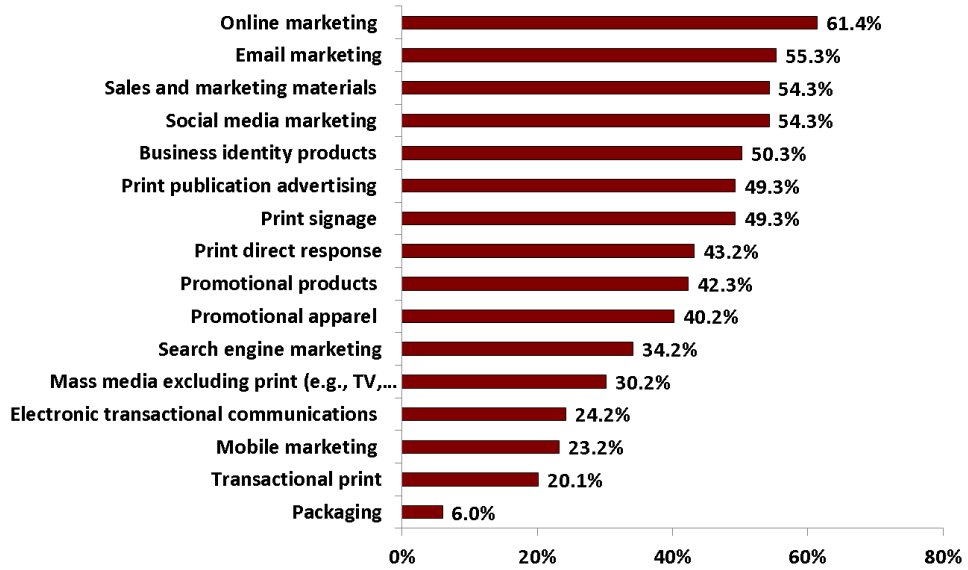| Education Communication and Print Spending		
	Average Annual Communications Spend	Average Print Spend
SMBs (Less than 500 employees)	$72,736	$22,332
Enterprise (500 or more employees)	$15 million	$2 million
Source: *Micro to Mega: Trends in Business Communications, InfoTrends 2015*		

Communication Usage Mix

The higher education industry offers many opportunities for print service providers and distributors to provide communication products. According to InfoTrends' research, educational organizations reported that the top forms of communication included online marketing, email marketing and sales and marketing materials.

Figure 3: Key Methods of Communication

Which of the following do you use to reach and communicate with customers?

| Method	Percentage
Online marketing	61.4%
Email marketing	55.3%
Sales and marketing materials	54.3%
Social media marketing	54.3%
Business identity products	50.3%
Print publication advertising	49.3%
Print signage	49.3%
Print direct response	43.2%
Promotional products	42.3%
Promotional apparel	40.2%
Search engine marketing	34.2%
Mass media excluding print (e.g., TV,…	30.2%
Electronic transactional communications	24.2%
Mobile marketing	23.2%
Transactional print	20.1%
Packaging	6.0%

N = 204 Education Respondents
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

What Do They Buy?

Educational organizations buy print to serve current students (i.e., classroom/training materials, books, presentations, newsletters) and expand student populations (i.e., advertising, marketing materials). Figure 4 shows the average print spending on key print applications in larger (500 plus employees) and small-and-medium size (less than 500 employees) educational organizations.
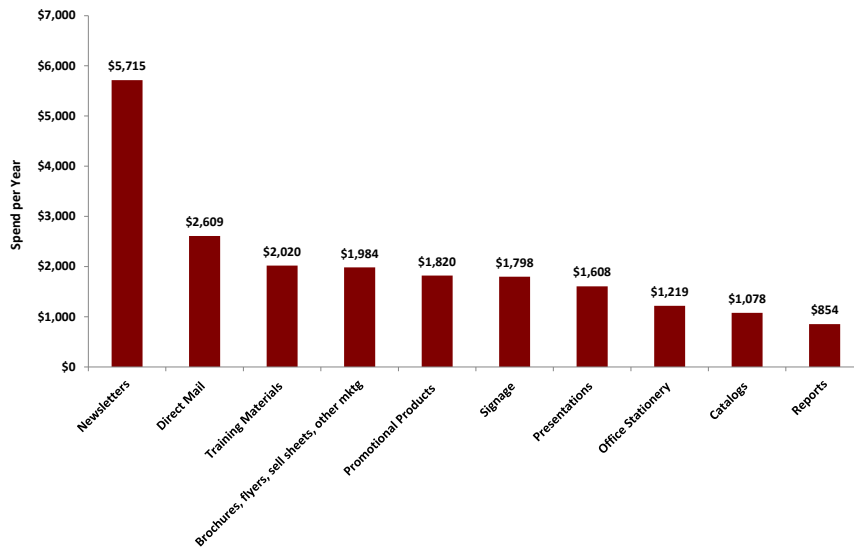
Figure 4: Average Spending by Key Print Applications

Large Educational Organizations
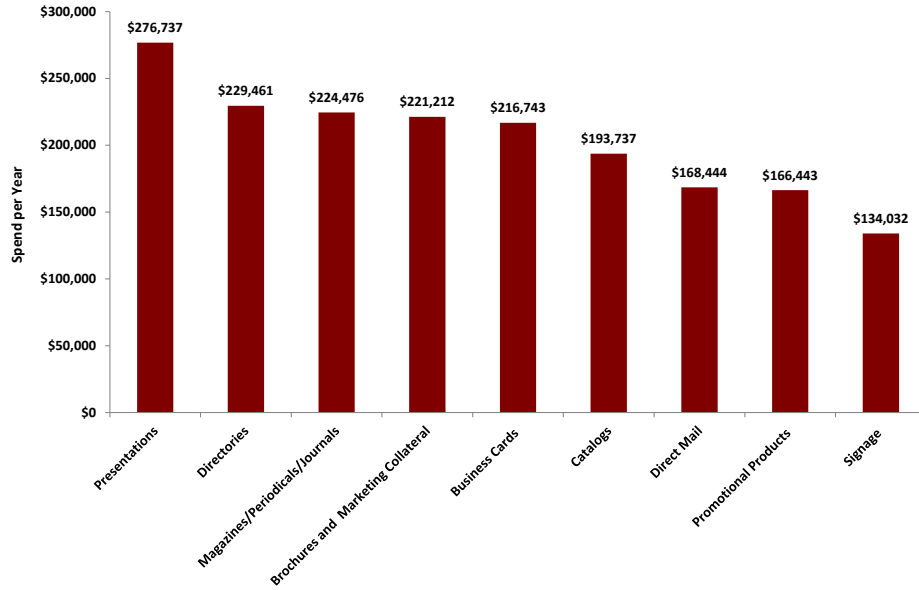
N = 101 Enterprise Education Respondents
Source: *Micro to Mega: Trends in Business Communication*, InfoTrends 2015

SMB Educational Organizations

N = 103 SMB Education Respondents
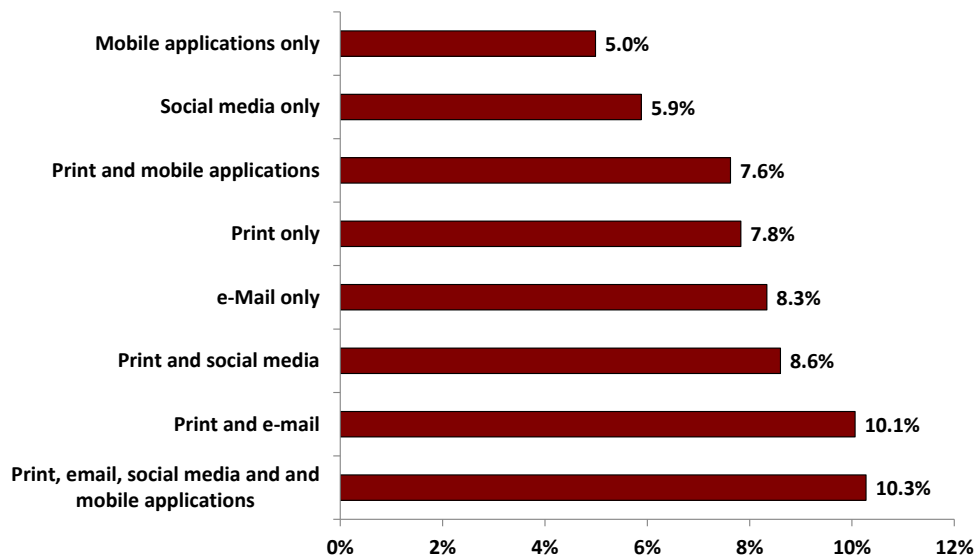Source: *Micro to Mega: Trends in Business Communication*, InfoTrends 2015

Investing in Multi-Channel Communication

The higher education market was an early adopter of online channels, as schools and universities embraced the Internet to communicate with students, faculty, parents, alumni, future students, and other key constituents. Higher education institutions are expanding their use of communication tools to engage with audiences across channels. InfoTrends' research indicates that the average number of different media types used by educational institutions in a typical customer communication or marketing campaign is three.

Education marketers participating in InfoTrends' research that report linking print to online digital channels indicate that 48% of their printed marketing materials are linked to digital channels. Survey respondents to InfoTrends' study of the education market indicate that blending channels increases response and drives business results.

Figure 5: More Channels Better Response

What is the typical RESPONSE rate of campaigns that use the following combination of media channels? (Means)

Channel	Response Rate
Mobile applications only	5.0%
Social media only	5.9%
Print and mobile applications	7.6%
Print only	7.8%
e-Mail only	8.3%
Print and social media	8.6%
Print and e-mail	10.1%
Print, email, social media and and mobile applications	10.3%

N = 80 Education Respondents who measure campaign results
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

Personalized Print

Variable data printing (VDP) solutions offer internal customers the capability to personalize direct mail campaigns, invitations, newsletters, brochures, tags/labels, management reports, customer statements, and more.

Offering VDP enables print service providers to increase the return of customers' communication efforts by enhancing message relevance. Relevant communications drive response rates to marketing offers and communications requiring an action. Organizations of all types need assistance with data-driven personalized print programs, and this creates an opportunity for print service providers. To capitalize on this
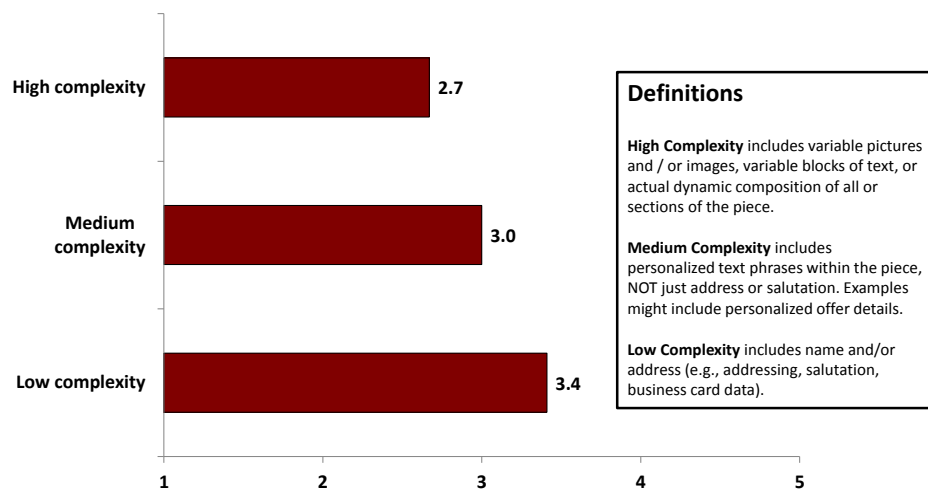
opportunity, print service providers must strive to make smart investments in hardware and software products that power variable data. The ability to make content relevant is critical. In today's market, a simple mail merge is not enough. The ability to personalize a document is a key aspect of making the content relevant. InfoTrends' survey of communication decision-makers in the enterprise education market found that the use of sophisticated variable data printing is taking hold.

Use of variable data printing (VDP) is growing in the education market, especially in higher education where competition for recruiting students is fierce. The ability to personalize direct mail campaigns, invitations, newsletters, brochures, and other materials supports educational institutions in attracting and serving students.

Print providers that offer VDP can help educational institutions increase the return on their communication investments by improving response and material usage through enhanced message relevance. Relevant communications drive response rates to marketing offers and communications requiring an action. It's important for print service providers serving the education market to make smart investments in hardware and software products that support variable data. InfoTrends' survey of communication decision-makers in the education market found that the use of sophisticated variable data printing is taking hold. When asked how frequently they used various types of personalized print based on complexity, communication decision makers in educational institutions report personalizing materials more often than not (Figure 6).

Figure 6: Use of Variable Data Printing

How often do your addressable print communications involve personalization/variable imaging? (Means)

Definitions

High Complexity includes variable pictures and / or images, variable blocks of text, or actual dynamic composition of all or sections of the piece.

Medium Complexity includes personalized text phrases within the piece, NOT just address or salutation. Examples might include personalized offer details.

Low Complexity includes name and/or address (e.g., addressing, salutation, business card data).

N = 204 Education Respondents
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

The top reasons for not personalizing communication are not having enough staff or time to support efforts or the belief that it is expensive. These are two objections that print service providers can overcome through customer education and assuming a consultative role in supporting customers in their efforts to personalize communications.

Figure 7: Reasons for Not Personalizing Print

What are your top reasons for not including personalized elements in customer communications?

N = 204 Education Enterprise Respondents
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

Online Job Ordering/Supply Chain Management

E-commerce or web-to-print is solidly taking hold in the higher education market. Web-to-print solutions are Internet-based software applications that facilitate commerce, collaboration, and/or customer service interaction between those who buy printed products and those who produce/sell them. According to InfoTrends' research on the education market, 68%of enterprise-size institutions and 55% of SMB communication buyers and influencers have access to a web-based purchasing platform from their print providers. In addition, educational organizations reported ordering over third of print online and expect that volume to grow (Table 4).

Table4: Print Ordered Over the Internet

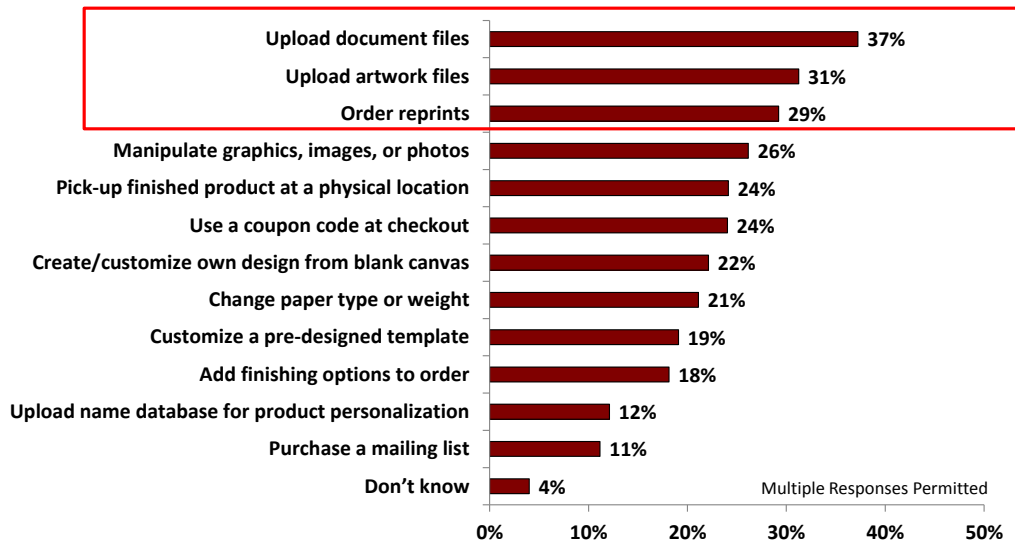|	% Print Ordered Over Internet Today	Expected Annual Growth
Enterprise (More than 500 Employees)	37%	13.4%
SMB (Less than 500 Employees)	34%	12.7%
Source: *Micro to Mega: Trends in Business Communications, InfoTrends 2015*		

Online ordering solutions are an integral element of workflow automation and encompass the entire delivery system (including page design, job file submission, job tracking, soft proofing, online payment, online shipping, and inventory management). Print buyers rely on these systems to increase automation, improve operational efficiency, better control brand management, enhance customer retention, and remove costs and time from the print procurement process. Respondents to InfoTrends' survey are using these systems primarily as tool to upload files, and reorder work. As these are basic features, there is much opportunity to increase educational organizations' use of online print ordering and system functions.

Figure 8: Functions Used While Ordering Print Online

Which of the following functions have you used in the past 12 months when ordering print online?

Function	Percentage
Upload document files	37%
Upload artwork files	31%
Order reprints	29%
Manipulate graphics, images, or photos	26%
Pick-up finished product at a physical location	24%
Use a coupon code at checkout	24%
Create/customize own design from blank canvas	22%
Change paper type or weight	21%
Customize a pre-designed template	19%
Add finishing options to order	18%
Upload name database for product personalization	12%
Purchase a mailing list	11%
Don't know	4%

Multiple Responses Permitted

N = 128 Education Respondents who have ordered online
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

Selling to the Education Market

Selling to the education market begins with recognizing what drives buying, identifying decision makers and what's important to them, understanding buying practices, and developing services that solve real-world customer problems.

The Four "A's" of Education Driving Digital Print Buying

Educational institutions use digital printing to serve students, recruit students, support activities, promote athletics, and drive fund raising. Higher education institutions use digital print for all or some of these activities. These activities can be grouped into the following four A's of education:

- **Activities** is a broad category that includes the day-to-day events to support learning, teaching, and extra-circular activities.

- **Athletics** represents big bucks for higher educational institutions.

- **Admissions** departments in higher education institutions focus on selling and promoting the school to prospective students and their parents. Recruiting students is the sales process for higher education.

- **Alumni** relation activities seek to continue bonds with former students to advance relationships that are mutually beneficial to both parties.
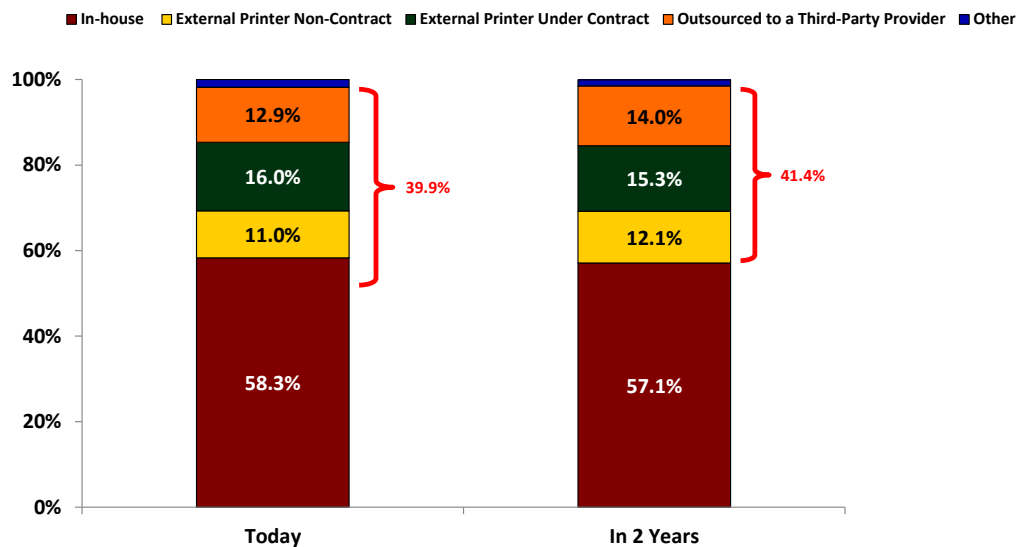
Communication investments consider the needs and requirements of each of these areas. InfoTrends' research on communication buyers and influencers in the education market indicates that 4 A's are critical driver of digital print spending.

Who They Buy Print From and Why?

Education organizations buy print from in-house printing departments and external service providers. InfoTrends' research found that a majority of large educational institutions' print work is produced by in-house printing operations (Figure 9). In-house or in-plant printing operations are common in higher education institutions and may be responsible for outsourcing work on behalf of their organizations. It is important to establish relationships with in-plants because there is an opportunity to form partnerships with them to produce print work they can't produce internally. In-plant operations are battling to prove their relevance to corporate parents and partnering with external print firms is a way to quickly expand and complement services.

Figure 9: Print Providers Used

How much of your print budget is/will be allocated to the following types of print service providers?

Legend: ■ In-house ☐ External Printer Non-Contract ■ External Printer Under Contract ☐ Outsourced to a Third-Party Provider ■ Other

	Today	In 2 Years
Outsourced to a Third-Party Provider	12.9%	14.0%
External Printer Under Contract	16.0%	15.3%
External Printer Non-Contract	11.0%	12.1%
(bracket total)	39.9%	41.4%
In-house	58.3%	57.1%

N = 101 Education Enterprise Respondents
Source: *Micro to Mega: Trends in Business Communications*, InfoTrends 2015

Another important consideration is what decision makers expect and value from their communication providers. According to InfoTrends' research study, the top criteria for communication decision makers in educational institutions are:

- Competitive pricing
- Ability to meet promised deadlines
- Best value
- Provide a broad range of services
- Offer expert advice
- Can manage both print and digital channels
- Offer IT/ technical resources

Targeting Buyers

Identifying the right contacts in education organizations, those with decision and budget authority, is a critical step in winning work. This is a two-pronged effort that includes identifying the units of an organization that purchase communications and the decision-makers with the authority and funds to buy.

Communication spending decisions are often spread across educational organizations based on the type of communication. Because of this it is important to sell services across an educational organization. Table 5 outlines the organizational level where various types of communication decisions are made. Individual departments dominate most decisions, but corporate and site locations also have decision-making authority.

Table 5: Communication Decision-Makers in the Education Market

	Department or Workgroup	Site or Location	Division	Corporate
Marketing	39.6%	18.8%	18.8%	16.8%
Internal communications	37.6%	22.8%	19.8%	12.9%
Training materials	35.6%	23.8%	22.8%	12.9%
Product support materials	32.7%	23.8%	17.8%	11.9%
Customer communications	32.7%	30.7%	15.8%	11.9%
Service support materials	20.8%	20.8%	19.8%	29.7%
Data-driven dynamic/personalized	22.8%	27.7%	20.8%	15.8%
Regulatory required communications	17.8%	14.9%	16.8%	36.6%

N = 101 Education Enterprise Providers
Source: Micro to Mega: Trends in Business Communications, InfoTrends 2015

It's also important to identify and target buyers. The job titles of individuals with purchasing authority are quite varied. Identifying the right person to contact may require some investigative work (phone calls, asking questions, etc.), but Table 6 is a starter list of key job titles to target in higher education institutions and their in-plants.

Table 6: Key Communication Decision-Makers

Higher Education	In-Plant
Board of Trustees	Graphic Services Manager
President, Chancellor, or Rector	Print Shop Director
Vice President	Print and Mail Manager
Director of Purchasing	Manager of Print Operations
Deans of Schools	Director of Print Operations
Department Heads	Director of Print and Mail Services
Director of Media Relations	Document Services Manager
Director of Admissions	
Admissions and Athletic Departments	
Alumni Relations	
Students	
Book store	
Marketing	
Bursar	

Understanding Buying Practices

Purchasing rules play a big role in vendor decisions. InfoTrends' research on communication requirements in the enterprise education market found that 77% of enterprise-size education organizations (those with 500 or more) adhere to standards and rules that governed print procurement, and most print is purchased through approved vendors. Print is most commonly purchased through a non-approved vendor when a contract vendor cannot offer the required service, method, or process. Additional purchasing findings include:

- Average number of print vendors used: **3**

- Average number of print vendors with contract: **2**

- Average term of contract: **2.1 years**

Educational institutions purchase printed materials from providers with and without contracts. Because not all print is procured under contract, there is an opportunity to get in the door and sell print and then win contract work.

Demonstrate Value

Your job is to help your customers be successful. Print is playing a supportive role in today's multi-channel education world, but so are all media channels. Adding ancillary services to offset declines in print revenues and better service customers is the new equation for success in the education market.

The education market offers solid opportunities for print service providers to grow business and digital printing volumes. Communication buyers in the education market

want providers that can recommend products and services aligned with their unique needs today and in the future. They also demand proof that you understand their market and can deliver the services you claim. Creating sales and self-promotions pieces targeting the education marketing that address key market trends and demonstrate unique abilities to drive revenues and improve efficiency hinges on learning the market.

InfoTrends' Opinion

Print is an important part of the education market's communications mix. Higher education institutions are leveraging the benefits of digital printing—short run, high-quality, personalization, fast turnaround, just-in-time, and sustainability—to acquire, influence, and retain students. Success in this market relies on understanding the key market trends and dynamics. Firms targeting the education market should use this vertical market kit to gain a solid understanding of the market, monitor the market on an ongoing basis (starting with the resource list provided below), and leverage industry information to align your products with the market's needs.

Appendix A: Education Industry Resources

- **American Council on Education** (www.acenet.edu)

- **Converge** (www.convergemag.com)

- **EdNet Insight** (www.ednetinsight.com)

- **Education Week** (www.edweek.org)

- **eSchool News** (www.eschoolnews.com)

- **Federal Trade Commission** (www.ftc.gov)

- **Inside Higher Ed** (www.insidehighered.com)

- **The Journal** (http://thejournal.com)

- **The Learning Teacher Network** (www.learningteacher.eu)

- **LinkedIn, Search for Education** (www.linkedin.com)

- **National Center for Education Statistics** (http://nces.ed.gov)

- **Technology and Learning** (www.techlearning.com)

- **University Business** (www.universitybusiness.com)

Appendix B: Industry Associations

- **American Association of Community Colleges** (AACC) (www.aacc.nche.edu)

- **American Association of State Colleges and Universities** (AASCU) (www.aascu.org)

- **American Educational Research Association** (AERA) (www.aera.net)

- **Association for Educational Communications and Technology** (AECT) (www.aect.org)

- **Association of American Colleges and Universitie**s (AACU) (www.aacu.org)

- **Association of American Universities** (AAU) (www.aau.edu)

- **Council of Chief State School Officers** (CCSSO) (www.ccsso.org)

- **Education Industry Association** (www.educationindustry.org)

- **International Society for Technology in Education** (ISTE) (www.iste.org)

- **National Association of Independent Colleges and Universities** (NAICU) (www.naicu.edu)

Appendix C: Glossary of Key Terms

Academic Year: Annual period during which a student attends and receives formal instruction at a college or university, typically from August or September to May or June. The academic year may be divided into semesters, trimesters, quarters, or other calendars.

Accredited: Official recognition that a college or university meets the standards of a regional or national association. Although international students are not required to attend an accredited college or university in the United States, employers, other schools, and governments worldwide often only recognize degrees from accredited schools.

Associate Degree: An undergraduate degree awarded by a college or university upon successful completion of a program of study, usually requiring two years of full-time study. An associate's is typically awarded by community colleges; it may be a career or technical degree, or it may be a transfer degree, allowing students to transfer those credits to a four-year bachelor's degree-granting school.

Bachelor Degree: An undergraduate degree awarded by a college or university upon successful completion of a program of study, typically requiring at least four years (or the equivalent) of full-time study. Common degree types include bachelor of arts (B.A. or A.B.), which refers to the liberal arts, and bachelor of science (B.S.). A bachelor's is required before starting graduate studies.

College: A postsecondary institution that typically provides only an under graduate education, but in some cases, also graduate degrees. "College" is often used interchangeably with "university" and "school." Separately, "college" can refer to an academic division of a university, such as College of Business.

Commencement: A graduation ceremony where students officially receive their degrees, typically held in May or June at the end of the academic year, though some colleges and universities also hold August and December ceremonies.

Community College: A public, two-year postsecondary institution that offers the associate degree. Also known as a "junior college." Community colleges typically provide a transfer program, allowing students to transfer to a four-year school to complete their bachelor's degree, and a career program, which provides students with a vocational degree.

Core Requirements: Mandatory courses that students are required to complete to earn a degree.

Course: A regularly scheduled class on a particular subject. Each college or university offers degree programs that consist of a specific number of required and elective courses.

Course Load: The number of courses or credits a student takes during a specific term.

Credits: Units that a school uses to indicate that a student has completed and passed courses that are required for a degree. Each school defines the total number and types of credits necessary for degree completion, with every course being assigned a value in terms of "credits," "credit hours," or "units."

Curriculum: A program of study made up of a set of courses offered by a school.

Dean: The head of a division of a college or university.

Deferral/Deferred Admission: A school's act of postponing a student's application for early decision or early action, so that it will be considered along with the rest of the regular applicant group. A "deferral" can also refer to a student's act of postponing enrollment for one year, if the school agrees.

Degree: A diploma or title awarded to students by a college or university after successful completion of a program of study.

Department: A division of a school, made up of faculty and support staff, that gives instruction in a particular field of study, such as the history department.

Discipline: An area of academic study.

Dissertation: An in-depth, formal writing requirement on an original topic of research that is typically submitted in the final stages before earning a doctorate (Ph.D.).

Doctorate (Ph.D.): Doctorate (Ph.D.): The highest academic degree awarded by a university upon successful completion of an advanced program of study, typically requiring at least three years of graduate study beyond the master's degree (which may have been earned at a different university). Ph.D. candidates must demonstrate their mastery of a subject through oral and written exams and original, scholarly research presented in a dissertation.

Dormitories (dorms): Student housing provided by a college or university, also known as "residence halls," which typically includes rooms, bathrooms, common areas, and possibly a kitchen or cafeteria.

Electives: Courses that students can choose to take for credit toward a degree, but are not required.

Fellowship: An amount of money awarded by a college or university, usually to graduate students and generally based on academic achievement.

Financial Aid: All types of money offered to a student to help pay tuition, fees, and other educational expenses. This can include loans, grants, scholarships, assistantships, fellowships, and work-study jobs.

Fraternity: A student organization, typically for men, formed for social, academic, community service, or professional purposes. A fraternity is part of a college or university's Greek system. Some fraternities, such as those with an academic or community service focus, may be coed.

Full-Time Student: A student who is enrolled at a college or university and is taking at least the minimum number of credits required by the school for a full course load.

Graduate School: The division of a college or university, or an independent postsecondary institution, which administers graduate studies and awards master's degrees, doctorates, or graduate certificates.

Greek Life/Greek System: A college or university's collection of fraternities and sororities on campus, whose names originate from letters in the ancient Greek alphabet.

Institute: An organization created for a specific purpose, usually for research, that may be located on a college or university's campus.

Open Admissions: A college or university's policy of accepting all students who have completed high school, regardless of their grades or test scores, until all spaces are filled. Most community colleges have an open admissions policy, including for international students.

Orientation: A college or university's official process of welcoming new, accepted students to campus and providing them with information and policies before classes begin, usually in a half-day or full-day event.

Prerequisite: A required course that must be completed before a student is allowed to enroll in a more advanced one.

Private School: A postsecondary institution controlled by a private individual(s) or a nongovernmental agency. A private institution is usually not supported primarily by public funds and its programs are not operated by publicly elected or appointed officials.

Professional School: A higher education institution for students who have already received their undergraduate degree to gain training in specific professions, such as law, medicine, and pharmacy.

Provost: The senior academic officer of a college or university who typically oversees all academic policies and curriculum-related matters.

Public School: A postsecondary institution that is supported mainly by public funds and whose programs are operated by publicly elected or appointed officials.

Registrar: The college or university official who is responsible for registering students and keeping their academic records, such as transcripts.

Rolling Admissions: An admissions process used by some colleges and universities in which each application is considered as soon as all the required materials have been received, rather than by a specific deadline. Colleges and universities with this policy will make decisions as applications are received until all spaces are filled.

Scholarship: A type of financial aid that consists of an amount of free money given to a student by a school, individual, organization, company, charity, or federal or state government.

Semesters: Periods of study that divide the academic year into two equal segments of approximately 15 to 18 weeks each. Some schools also offer a shorter summer semester, beyond the traditional academic year.

Seminar: A course offered to a small group of students who are typically more advanced and who meet with a professor to discuss specialized topics.

Sorority: A student organization for women formed for social, academic, community service, or professional purposes. A sorority is part of a college or university's Greek system.

Standardized Tests: Exams, such as the SAT, ACT, and GRE, which measure knowledge and skills and are designed to be consistent in how they are administered and scored. Standardized tests are intended to help admissions officials compare students who come from different backgrounds.

Tenure: A status offered to high-level faculty members at a college or university that allows them to stay permanently in their positions, after demonstrating a strong record of teaching and published research.

Term: Periods of study, which can include semesters, quarters, trimesters, or summer sessions.

Thesis: A formal piece of writing on a specific subject, which may be required to earn a bachelor's or master's degree.

Transcript: An official record of a student's coursework and grades at a high school, college, or university.

Trimesters: Periods of study that divide the academic year into three equal segments of approximately 10 to 12 weeks each.

Tuition: An amount of money charged by a school per term, per course, or per credit, in exchange for instruction and training. Tuition generally does not include the cost of textbooks, room and board, and other fees.

University: A postsecondary institution that typically offers both undergraduate and graduate degree programs. "University" is often used interchangeably with "college" and "school."

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Comments or Questions?