



DARTS TRAINING

July 2024

CARNEGIE

What are Darts?

DARTS IDENTIFY AND GROUP UNIQUE TYPES OF STUDENTS AT YOUR INSTITUTION AND THE MOST EFFECTIVE WAY TO CONNECT WITH THEM.

Darts and the accompanying strategies help you create personalized, segmented communications and marketing collateral based not just on demographics but on psychographics—what motivates students? What type of personality do they have? What type of information or visuals are they most likely to respond to?

That's the power of Darts.

HOW ARE DARTS DEVELOPED?



Carnegie research experts create demographic clusters based on your historical enrollment data.



With your help, Carnegie hosts workshops with your students to identify the types of groups that exist at your institution. Based on this qualitative workshop data, your Carnegie strategist develops each psychographic profile ("Dart").



The Carnegie research team then sends a survey to your student body to verify the accuracy of the psychographic profiles that emerged from workshop data and connect those profiles to your enrollment data.



Carnegie then combines enrollment data with the data collected from the survey to complete each psychographic profile. This step allows us to associate personality archetype information, enrollment factors, communication preferences, and a connection strategy to each Dart.



Because the psychographic information is tied to the demographic clusters via a statistical model, Carnegie's research experts can tag your individual prospects with a strong Dart prediction. This will allow you to segment your outreach and increase your chance to communicate effectively and foster conversions.

9 Archetypes

Carnegie uses a proprietary personality-based methodology for research, strategy, and creative execution, which includes the psychological principle of Archetyping to connect more meaningfully and powerfully with audiences.

Yellow Innovator

Brilliant and forward-thinking, driven by inventing the future through innovation. Delivers advancement, ingenuity, and radical outcomes. Values newness, experimentation, and progress.

Causes people to feel awe and amazement.

Orange Creator

Creative and imaginative, driven by self-expression and artistry. Delivers something new that encourages creativity. Values originality, ideation, and new concepts.

Causes people to feel constructive and expressive.

Blue Achiever

Powerful and assertive, driven by growth and being a front-runner. Delivers stability, pride, and strength. Values power, influence, and accomplishment.

Causes people to feel confident and in control.

Maroon Competitor

Resilient and tenacious, driven by overcoming challenges through grit and determination. Delivers surprising strength, perseverance, and toughness. Values fortitude and hard work.

Causes people to feel triumphant and inspired.

Green Explorer

Adventurous and inquisitive, driven by the quest for discovering the unknown. Delivers progress and an unmatched interest for uncovering truth. Values investigation, curiosity, and trailblazing.

Causes people to feel intrigued and emboldened.

Silver Rebel

Daring and unconventional, driven by challenging and redefining the norm. Delivers empowerment, change, and boldness. Values independence, guts, and breaking with convention.

Causes people to feel unrestrained and fearless.

Pink Sophisticate

Sophisticated and refined, driven by experience, elegance, and beauty in all forms. Delivers excellence, finesse, and vitality. Values poise, intentionality, and beauty.

Causes people to feel desired and important.

Purple Provider

Supportive and selfless, driven by compassion, warmth, and the desire to care for others. Delivers nurturing, comfort, and protection. Values altruism, commitment, and generosity.

Causes people to feel valued and supported.

Red Entertainer

Energetic and enthusiastic, driven to entertain and cause others to get excited. Delivers fun and the desire to amuse and uplift. Values energy, playfulness, and enjoyment.

Causes people to feel exhilarated and happy.

What are The College of Idaho's Darts?

DARTS IDENTIFY AND GROUP UNIQUE
TYPES OF STUDENTS AT YOUR
INSTITUTION AND THE MOST EFFECTIVE
WAY TO CONNECT WITH THEM.

1

CULTURED CREATIVES: Free-spirited, open-minded, lead a life of impact, living in the moment

2

OUTGOING ACHIEVERS: Future-oriented, balanced, disciplined, hard workers, networkers

3

SOCIAL CHAMPIONS: Energetic, confident, social status, "work hard, play hard," driven to win

4

QUIET ACADEMICS: Value learning, curious, compassionate, alone time

dart 1

CULTURED CREATIVES

Cultured Creatives are free-spirited individuals who care about inclusivity and exploring new things.

While they may be known for being relaxed and spontaneous, they are also known for staying up late and perhaps overindulging in caffeine to complete long-term passion projects. Open-minded and outgoing, Cultured Creatives value experiences and living in the moment. As a result, they enjoy traveling and the outdoors. They are deep thinkers who value connections with other people and cultures and may be more aware of global happenings than other students. Cultured Creatives are good communicators and advocates who desire to lead lives of impact. Interests could include environmental sustainability, social justice, international politics, and the arts.

27.4% OF CURRENT STUDENTS

25.0% OF HISTORICAL INQUIRIES

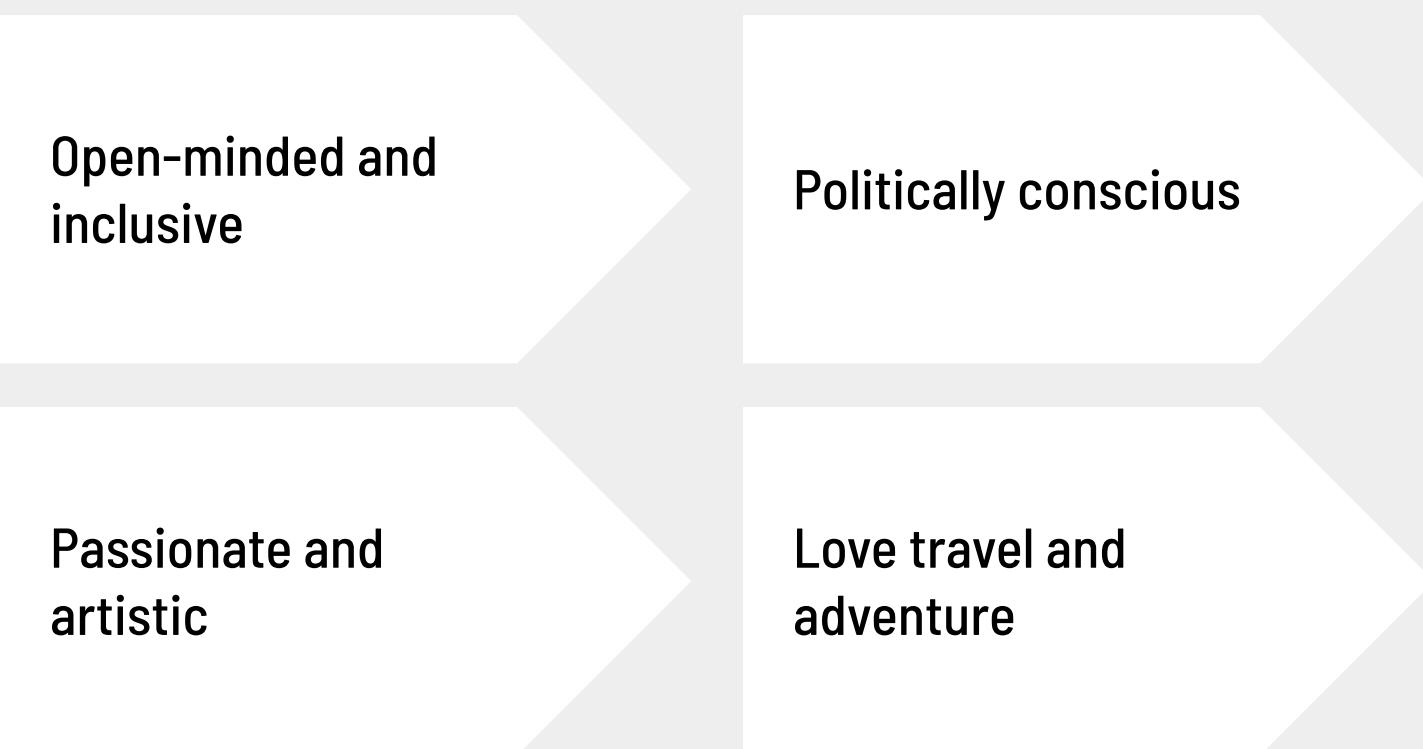
DART 1

cultured creatives



Imaginative and Expressive

KEY PSYCHOGRAPHIC FACTORS



✓ PRIMARY DRIVERS

- Passionate about making a difference
- Desire rich life experiences
- Motivated by the need for self-expression
- Driven by the moment, not long-term goals

✗ PRIMARY ROADBLOCKS

- Not showcasing community impact opportunities
- Lack of imagery and messaging that exudes creativity and self-expression
- Too much communication
- Over-emphasis on on-campus extracurricular activities

Connection Strategy

Use the Orange Creator archetype to connect with Cultured Creatives. Messaging should invite others to engage in creative pursuits and self-expression. Showcase opportunities on or off campus for students to get involved in original and imaginative pursuits through photo selection. These students care deeply about financial aid and scholarships and less about how to be involved on campus. Their top enrollment decision-making factors include community impact and involvement and they care more about campus beauty and housing opportunities than the institutional average. They also prefer less frequent communication, so ensure that the communication flows reflect their desired cadence.

dart 2 OUTGOING ACHIEVERS

Outgoing Achievers balance academics, socializing, and even athletics with their eyes focused on achieving their future goals.

Organized and confident, they are natural leaders and heavily involved on campus. These go-getters jump from focusing on good grades to working out and staying healthy to networking with professors to being the life of the party. They know everyone's name, always smile, and are well-liked for their outgoing, positive attitude. Don't let their enthusiasm and fast-paced lifestyle fool you, though; Outgoing Achievers excel at time management and are disciplined, hard workers with a motto of "Go, go, go!" They know the stress, lack of sleep, and hard work now will pay off later in successful careers.

39.7% OF CURRENT STUDENTS

30.7% OF HISTORICAL INQUIRIES

DART 2

outgoing achievers



Ambitious and Determined

KEY PSYCHOGRAPHIC FACTORS

Excel at organization and time management

Care equally about academics and socializing

Heavily involved and known on campus

Disciplined and goal-oriented

✓ PRIMARY DRIVERS

- Driven by the promise of future success
- Crave overachievement in everything they do
- Motivated by goals they've set for themselves
- Desire to balance it all, even if it creates stress

✗ PRIMARY ROADBLOCKS

- Limited imagery showcasing competition
- Lack of online visibility
- Decreased use of Maroon language that resonates with them such as determination, resilience, achievement etc.
- Failure to showcase graduation outcomes or academic prestige of TCOI

Connection Strategy

Connect with Outgoing Achievers through the Maroon Competitor archetype. These students are drawn to content and imagery that encourages them to be driven and achieve more. Showcase the competitive nature, determination, effort and process to get there in messaging efforts. Image choice should reflect their interests in extracurricular activities on campus, especially athletics and sporting events, study abroad, clubs and campus leadership opportunities. Prestige, job placements and grad school opportunities are important to these students as well. They seek information through college matching services and online, and they also prefer frequent communication and engagement.

dart 3 SOCIAL CHAMPIONS

Social Champions are driven by a desire to win, but they also want to take time to have fun and enjoy a memorable college experience.

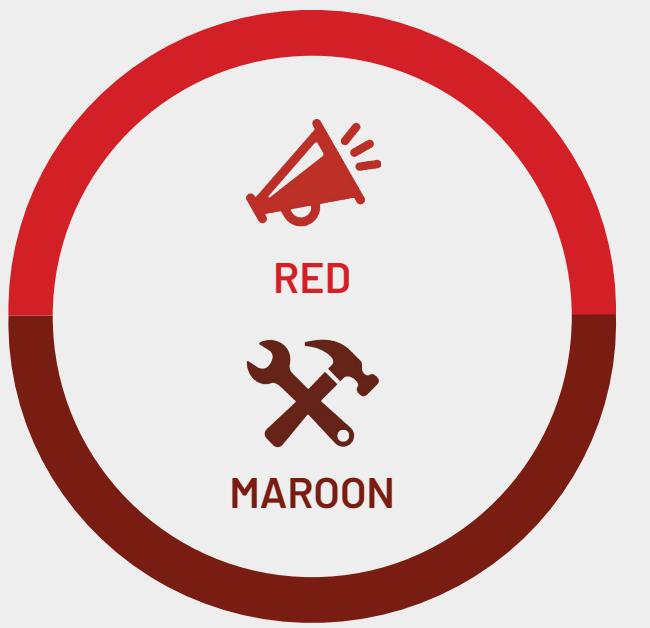
Teams, trends, and time with friends take priority, sometimes even over attending classes. Energetic and confident, Social Champions value their physical appearance and athletic ability and often participate in sports or attend sporting events. They are motivated by social status and driven by future financial success. Known for their sense of humor on campus, they live by the motto "Work hard, play hard."

16.8% OF CURRENT STUDENTS

26.1% OF HISTORICAL INQUIRIES

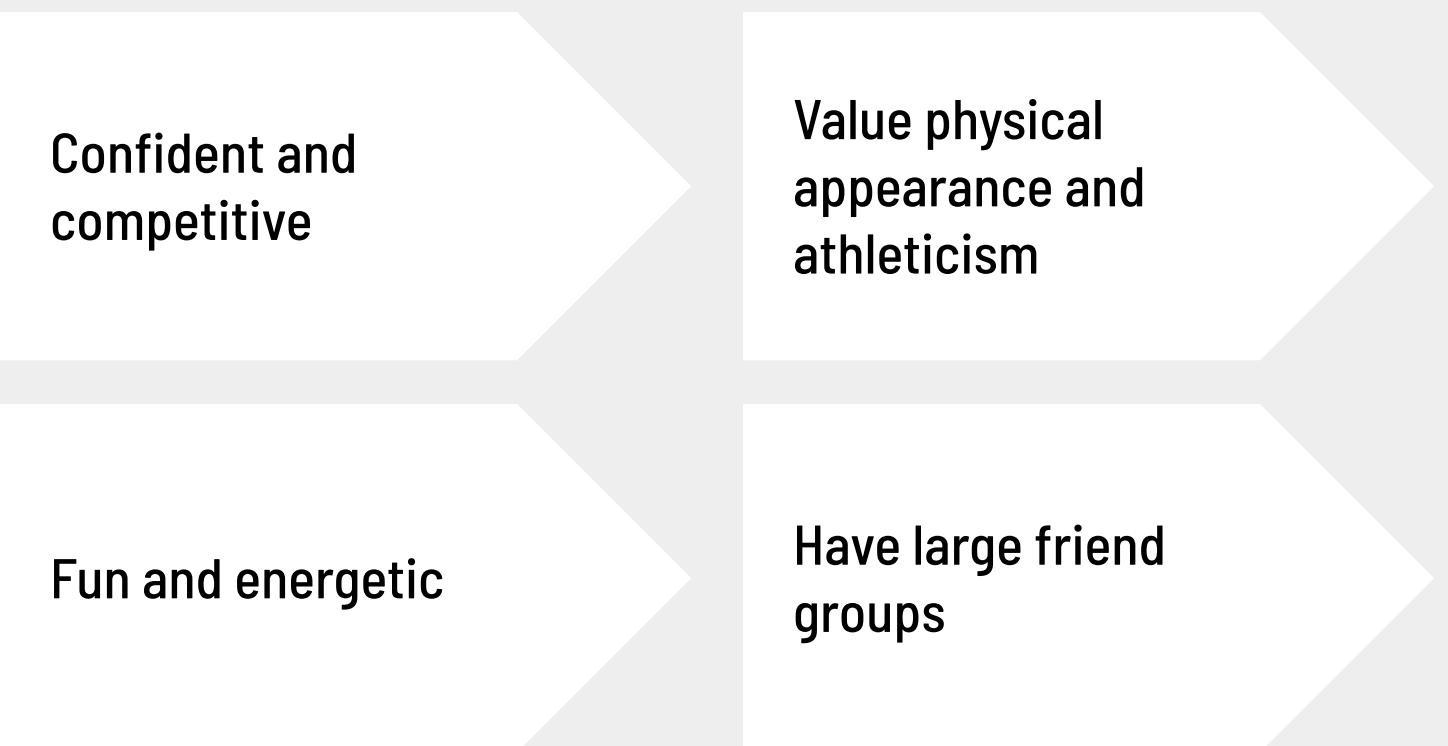
DART 3

social champions



Playful and Competitive

KEY PSYCHOGRAPHIC FACTORS



✓ PRIMARY DRIVERS

- Frenzy to win
- Motivated by social aspects over academics
- Desire to be seen as popular and successful
- Driven by financial success

✗ PRIMARY ROADBLOCKS

- Lack of outreach on digital platforms
- Limited content and imagery on the social scene of campus
- Over communication
- Under-emphasizing health/gym facilities

Connection Strategy

Attract Social Champions through the Red Entertainer archetype copy that exudes an upbeat, fun, positive energy and extroverted nature to the campus. Imagery should lean more into the competitive nature of the Maroon archetype, especially utilizing athletics and campus amenities like the fitness center. Highlighting the social scene on campus is vital to engaging these darts as well as business partnerships and connections. Digital platforms are utilized the most among Social Champions, therefore appealing to them through social media and streaming platforms is also important. Infrequent communication is preferred among this group.

dart 4

QUIET ACADEMICS

Quiet Academics value learning and heavily emphasize the academic side of their college experience.

Their curiosity drives their desire for excellence. Seen around campus carrying an armful of books on their way to study, they are often overworking and undersleeping. Be prepared: when they say study group, they do mean study. While somewhat reserved, Quiet Academics are known for being compassionate and wanting to help others. In their spare time, they may volunteer, read, and listen to music, but they also prefer alone time to group work. Driven by good grades that will result in graduate school or a successful career, nothing can keep Quiet Academics from achieving their long-term goals.

16.2% OF CURRENT STUDENTS

18.3% OF HISTORICAL INQUIRIES

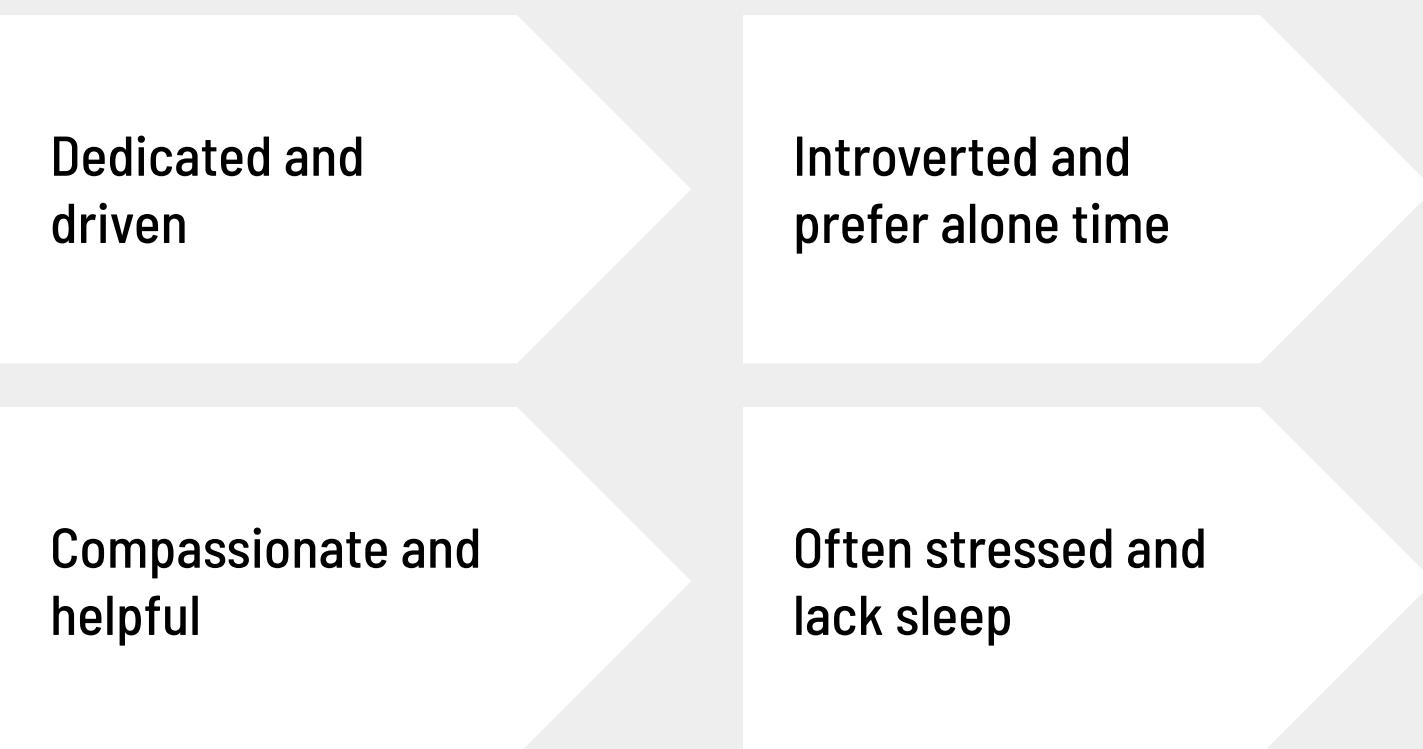
DART 4

quiet academics



Intelligent and Brilliant

KEY PSYCHOGRAPHIC FACTORS



✓ PRIMARY DRIVERS

- Driven by academic success
- Motivated by future career over college experience
- Self-motivated, not externally motivated
- Desire perfectionism

✗ PRIMARY ROADBLOCKS

- Over-emphasis on extracurricular activities
- Failure to showcase research, academic opportunities or faculty highlights
- Underutilizing college mail, publications, ranking websites, research journals etc.
- Lack of job or grad school placement information

Connection Strategy

Quiet Academics will be attracted to the Yellow Archetype in copy and imagery that displays innovation, invention and unconventional solutions. Highlighting opportunities and evidence points on campus showing how students advance radical outcomes and utilize experimentation in academic pursuits, will resonate well with these students. Encourage curiosity and exploration as well through examples both in and outside the classroom. Ranking websites, research journals, and even college mail are important in their information seeking process. Highlight stories of faculty achievement, research, grad school, job outcomes and course options through content and imagery.

DARTS SPREADSHEET

group activity

This [spreadsheet](#) is the first step in outlining The College of Idaho's content development approach for each Dart. It's one thing to know who the Dart is, it's another thing to be able to tell someone else about that Dart. This is your chance to practice!

In your groups, pick a scribe. Then, work on completing each highlighted section of the spreadsheet. You can use the Dart deliverable as a starting point. Pull from personal experience as well! We'll come back in 10 min to share our work.

DART 1 Carnegie Academic

Connection Strategy Archetype

YELLOW

Innovative, Analytical, Forward-thinking

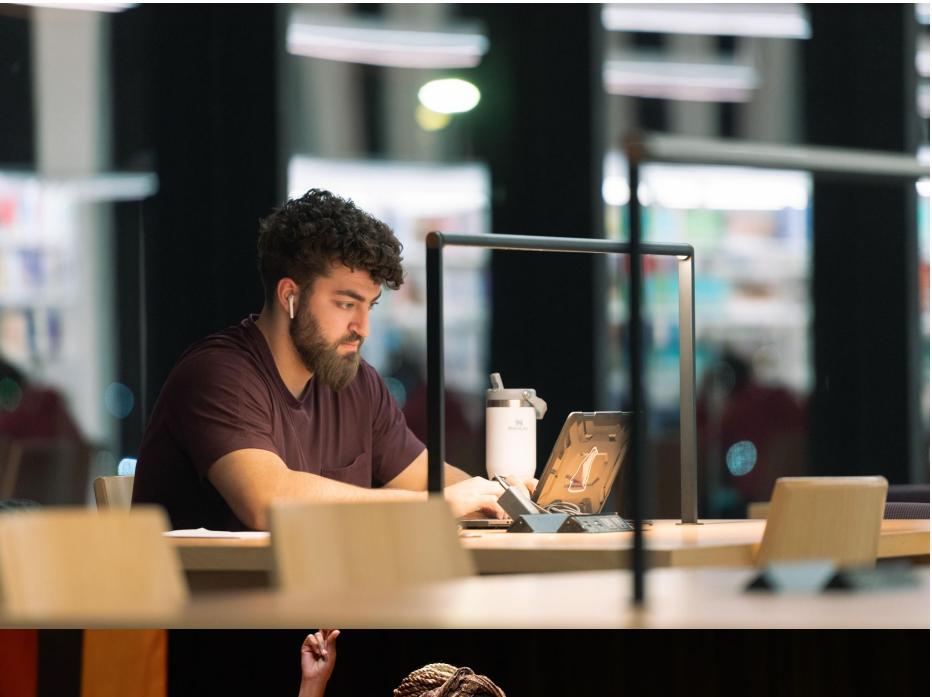
Evidence	Imagery	Content/Tone/Style	Frequency/Campaign Collateral
<p><i>Specific examples of ways in which your institution can connect to this archetype</i></p> <p>Professor Smith's lab Researchers Student Org Internships/Corporate partners Alumni - D. Emerson Library study spaces</p>	<p><i>Potential images or types of images that are most likely to connect to this Dart</i></p> <p>Small study groups Research, hands on experimentation Focused Do not use imagery of large social gatherings</p>	<p><i>Include key words or concepts to be used in communicating to the Dart - pull from Dart and archetype descriptor, and enrollment factors</i></p> <p>Prestige Innovation Excel Degree/Major Options Campus Safety Tone - focused, assertive</p>	<p><i>How often do they like to be communicated to? Best platforms? List here any collateral that is currently being segmented</i></p> <p>More than average communication frequency Social and web Visit day campaign - one postcard and two emails</p>

What can be “Darted?”

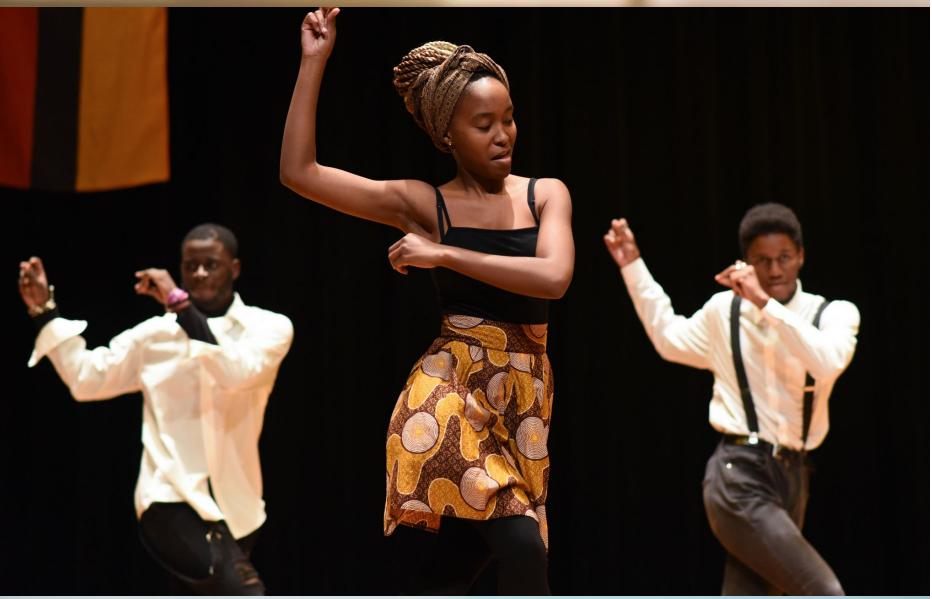
“DARTED” SIMPLY MEANS “SEGMENTED BY DART.” ANYTHING THAT CAN BE SEGMENTED CAN BE SEGMENTED BY DART.

- 1 Images: Email headers, digital ads, postcards
- 2 Copy: Web takeovers, email copy, text messages
- 3 Subject lines or preheaders in emails
- 4 Tour groups, phone campaign call lists, giveaways...
Think outside the box!

A



B



C



D



DART 1

cultured creatives

DART 2

outgoing achievers

DART 3

social champions

DART 4

quiet academics

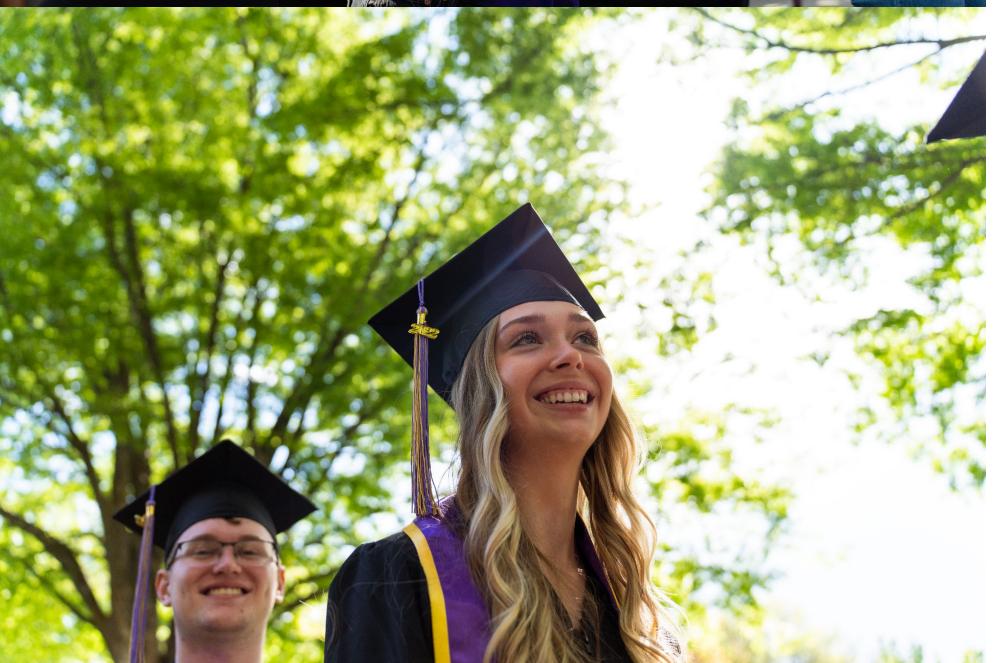
A



B



C



D



STUDENT DARTS /

DART 1 cultured creatives

DART 2 outgoing achievers

DART 3 social champions

DART 4 quiet academics

TEXT COPY

example

Message

Sender +1 704-703-8683

Recipient

Hey Nick! At The College of Idaho, we are committed to innovation and unconventional radical ideas to improve and move our world forward. In fact, one of our alumni was a co-founder of vitamin B12! Want to learn more?

Dart	Cultured Creatives (Orange)	Outgoing Achievers (Maroon)	Social Champions (Red/Maroon)	Quiet Academics (Yellow)
Key Characteristics and Psychographics Of Archetype	Creative and original Driven by self-expression and artistry Open-minded and inclusive Politically conscious Passionate and artistic Love travel and adventure	Extremely hardworking Strong, resilient, and determined to overcome, despite obstacles Highly competitive Excel at organization and time management Care equally about academics and socializing Heavily involved and known on campus Disciplined and goal-oriented	Cheerful and upbeat Driven to entertain and uplift Deliver fun and amusement Confident and competitive Value physical appearance and athleticism Fun and energetic Have large friend groups	Thrive on new concepts and experimentation Motivated by making things newer and better Dedicated and driven Introverted and prefer alone time Compassionate and helpful Often stressed and lack sleep
Tone & Style	Exuberant, vivid, and colorful	Realistic and transparent	Energetic, passionate, and optimistic, playful and even humorous	Eager and ambitious Bright and energetic
Verbs	Compose, Create, Design, Dream, Envision, Imagine, Originate, Paint, Shape	Accomplish, Achieve, Build, Challenge, Commit, Compete, Contend, Dedicate, Defend, Devote, Drive, Endeavor, Entrust, Endure, Fight, Grapple, Grow, Improve, Increase, Overcome, Persevere, Persist,, Press on, Pursue, Resolve, Tackle	Activate, Animate, Amuse, Captivate, Cheer, Delight, Encourage, Energize, Engage, Enjoy, Enliven, Entertain, Excite, Express, Inspire, Joke, Motivate, Play, Stir, Uplift	Accelerate, Advance, Change, Conceive, Create, Engineer, Envision, Experiment, Dream, Ignite, Illuminate, Imagine, Innovate, Inspire, Invent, Pioneer, Progress, Shape, Spark, Solve, Transform, Unleash, Unlock
Adjectives	Abstract, Artistic, Colorful, Conceptual, Contemporary, Creative, Decorative, Eccentric, Eclectic, Expressive, Imaginative, Offbeat, One-of-a-kind, Original, Uncommon, Unconventional, Unexpected, Unique, Vibrant, Whimsical	Ambitious, Brave, Committed, Competitive, Consistent, Constant, Courageous, Dedicated, Determined, Earnest, Persevering, Persistent, Proud, Purposeful, Relentless, Reliable, Resilient, Resolute, Steadfast, Strong, Tenacious, Tireless, Tough	Amusing, Clever, Comedic, Dynamic, Energetic, Engaging, Enjoyable, Entertaining, Enthusiastic, Exciting, Expressive, Extroverted, Fun, Humorous, Interesting, Lively, Motivational, Passionate, Playful, Spirited	Advanced, Brilliant, Conceptual, Enterprising, Forward-looking, Forward-thinking, Future-minded, Future-thinking, Ingenious, Intelligent, Inventive, Leading-edge, Pioneering, Transformative, Visionary, World-changing

DIALOGUE

group activity

You are getting ready to meet with a prospective student for the first time and you know they are part of Dart 4, Quiet Academics. In preparation for this meeting, you want to pull one of the admissions pamphlets that you think would be most meaningful to this student. Which do you pull?

- A Guide to Caldwell and All It Has To Offer
- Financial Literacy for the Aspiring College Student
- In the Classroom at The College of Idaho
- COI Clubs and Orgs You May Enjoy
- Campus 101: Housing, Dining, Safety, and Beauty
- Alumni Stories for COI

DIALOGUE

group activity

You are a recruiter planning your travel for the fall, and you notice that you have a lot of Dart 2 students (Outgoing Achievers) that attend one of the high schools in your territory. What may be a good way to make sure these students receive the COI story from people other than you?

- Text all the students at the high school
- An ad in a research journal
- A postcard from COI inviting them to check it out
- Ask the principal if you can make an announcement over the PA system during your visit

DIALOGUE

group activity

Now, we're going to break into groups again. This time, one person will assume the role of a student from the Dart you worked on earlier. Another person will assume the role of a campus communicator. That could mean a tour guide, admissions counselor, or even just a person in the elevator. Word-of-mouth marketing is critical!

Practice having a dialogue that is geared toward your Dart's interests, values, and goals and positions TCOI as the institution of choice. Others in the group will observe and offer feedback. We'll come back together in 10 minutes to hear how things went!

CONSIDER THE FOLLOWING...

- In a spontaneous encounter, you may not know what Dart this student falls into. What questions might you ask to figure that out?
- If you are on the phone with this student, you could have your Dart reference guide and spreadsheet handy. Feel free to use these during your conversation.
- Try to keep the conversation as natural as possible. How can you weave in value statements, evidence points, or key words while still setting an organic tone?

DIALOGUE

group activity

How did that go?

- What questions did you or might you ask if you don't know the student's Dart before your conversation?
- How much (if at all) did you use your Dart reference guide or spreadsheet?
- How effective were you at keeping the conversation organic? Did everything flow naturally? Why or why not?
- Observers - How do you think the conversation went?
- Students - Would you want to come to COI after that interaction?
- Communicators - How confident did you feel? What do you need to feel more confident next time?

IMPLEMENTATION TIPS

You have Darts! Now What?

SEGMENTING STUDENT AUDIENCES BY DEMOGRAPHICS AND PSYCHOGRAPHICS IS A VITAL TOOL IN AFFECTING CONVERSIONS AND YIELD BUT BEGINNING THE PROCESS MAY FEEL OVERWHELMING. VIEW DARTS AS AN EVOLUTIONARY PROCESS THAT CAN BE IMPLEMENTED IN PHASES OVER TIME BASED ON RESOURCES AND CAPACITY. CONSIDER THE FOLLOWING STEPS TO SUCCESSFULLY BEGIN THE DART IMPLEMENTATION PROCESS.

Dart Implementation Steps

- + CONSIDER CREATING A SMALL DARTS IMPLEMENTATION TEAM BETWEEN MARKETING AND ADMISSIONS WHO CAN SERVE BOTH AS THE CORE IMPLEMENTERS AND SERVE AS SUBJECT MATTER EXPERTS AS THE PROCESS MOVES FORWARD.
- + TWO MAIN WAYS INSTITUTIONS BEGIN TO THINK ABOUT DART IMPLEMENTATION:
 - Prioritize by critical points in comm flow/enrollment cycle
 - Prioritize by Dart
- + DEVELOP A SPREADSHEET FOR THE DART SELECTED THAT INCLUDES TIPS ON COMMUNICATING EFFECTIVELY ACROSS MEDIUMS WITH THIS STUDENT SEGMENT.
 - Identify the archetype used for your connection strategy
 - Include examples, imagery, key words and other pertinent information
- + TRAIN ADMISSIONS STAFF TO INTUITIVELY UNDERSTAND EACH DART, HOW TO COMMUNICATE WITH THEM, AND WHAT THIS MIGHT MEAN FOR THEIR DAY TO DAY RESPONSIBILITIES.
- + INTEGRATE DARTS AND D-CODES INTO YOUR CRM VIA DART TAGGING. TEST TO ENSURE REPORTS AND DRIP CAMPAIGNS CAN BE PULLED BASED ON DART INFORMATION.

Dart Implementation Steps (cont.)

- + IDENTIFY POINTS IN THE COMMUNICATION FLOW, LANDING PAGES, DIGITAL CAMPAIGNS, AND COLLATERAL THAT WILL NEED TO BE UPDATED WITH DART SPECIFIC VARIABLE IMAGERY AND MESSAGING; DEVISE A TIMELINE FOR IMPLEMENTATION. SEGMENT ANY LIST-BASED DIGITAL DISPLAY TARGETING BY DART. CREATE AD VARIETY WITH SPECIFIC DART MOTIVATIONS.
- + USE THE DART SPREADSHEET TO INFORM WHAT MESSAGES, IMAGES AND DESIGN ELEMENTS TO INSERT INTO COMMUNICATION TOUCH POINTS IDENTIFIED IN STEP 6.
- + DETERMINE KEY TRACKABLE METRICS OF SUCCESS.
 - Click-thru rates
 - Ensure all enrollment reports are inclusive of Darts and D-codes
 - Develop comparative reports for year over year data
 - Ensure source attribution is up to date on an annual basis
 - Utilize Web Personalization Tools to display <https://www.collegeofidaho.edu/> pop-up messages that are personalized by Dart attributes.
- + MEET WITH STAFF 3-6 MONTHS AFTER IMPLEMENTATION TO REVIEW METRICS AND PIVOT AS NEEDED.
- + DETERMINE WHEN TO EXPAND SEGMENTATION EFFORTS BASED ON RESOURCES AND CAPACITY AND REVISIT PREVIOUS STEPS.
 - Next important Dart to implement
 - Additional “moments” in comm flow that could be impacted from segmentation
 - New photography or video assets that need to be developed

What questions do you have about Darts?

1

CULTURED CREATIVES: Free-spirited, open-minded, lead a life of impact, living in the moment

2

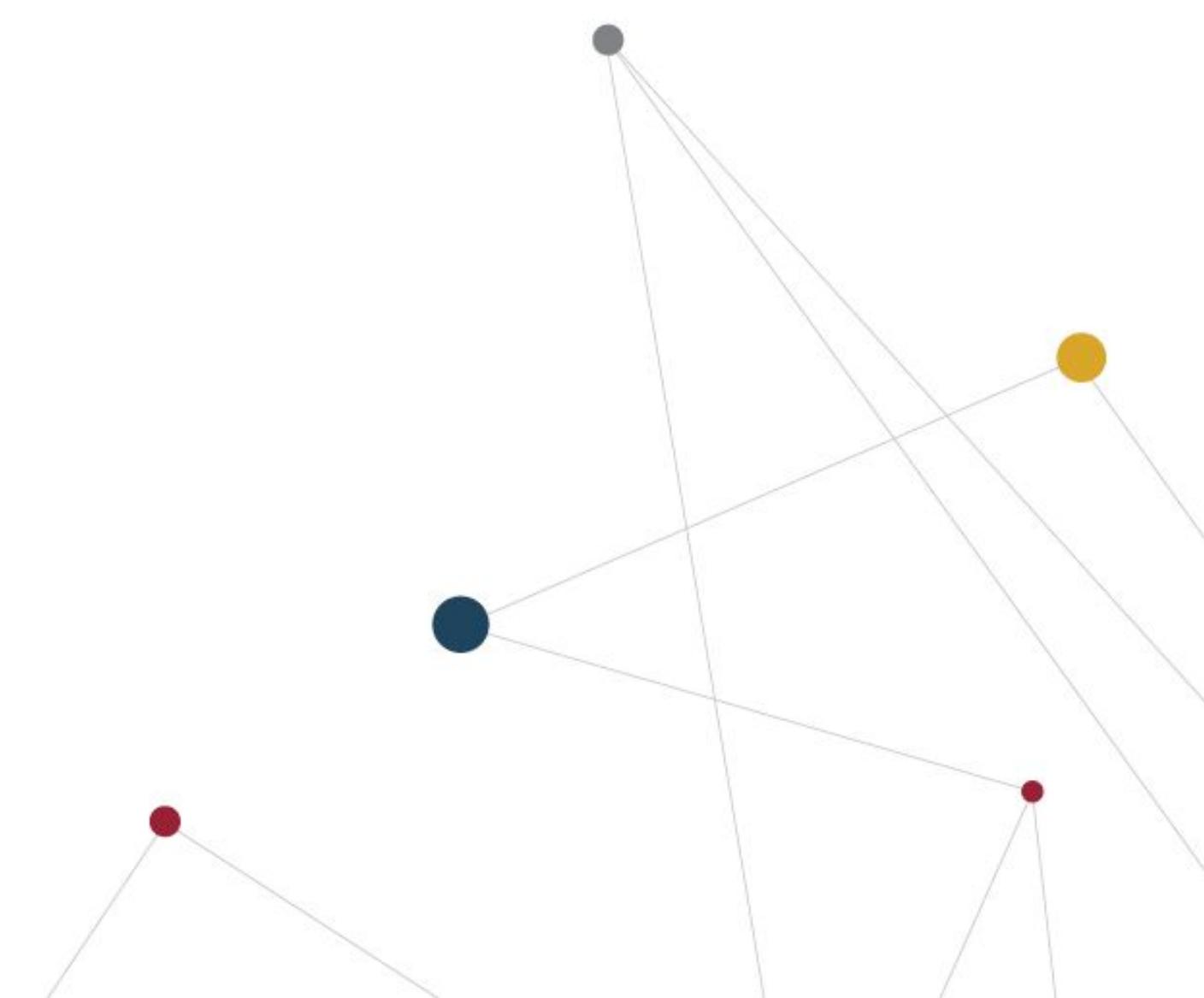
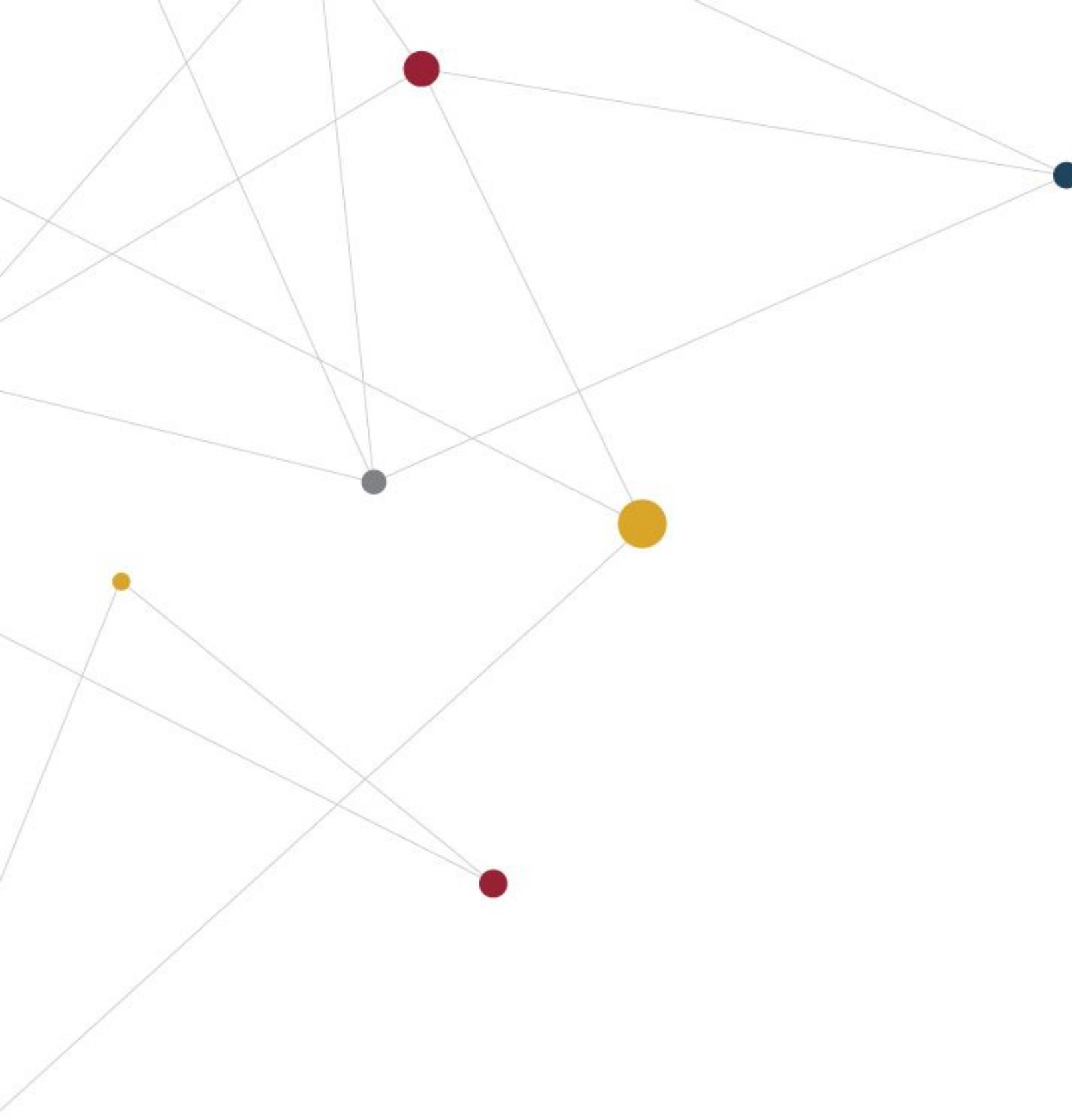
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