



WELCOME

2024 Transformation Summit
Inspiring, Transforming, Sustaining

Wi-Fi Access

SSID: Summit

Password: Summit24

Welcome & Introductions



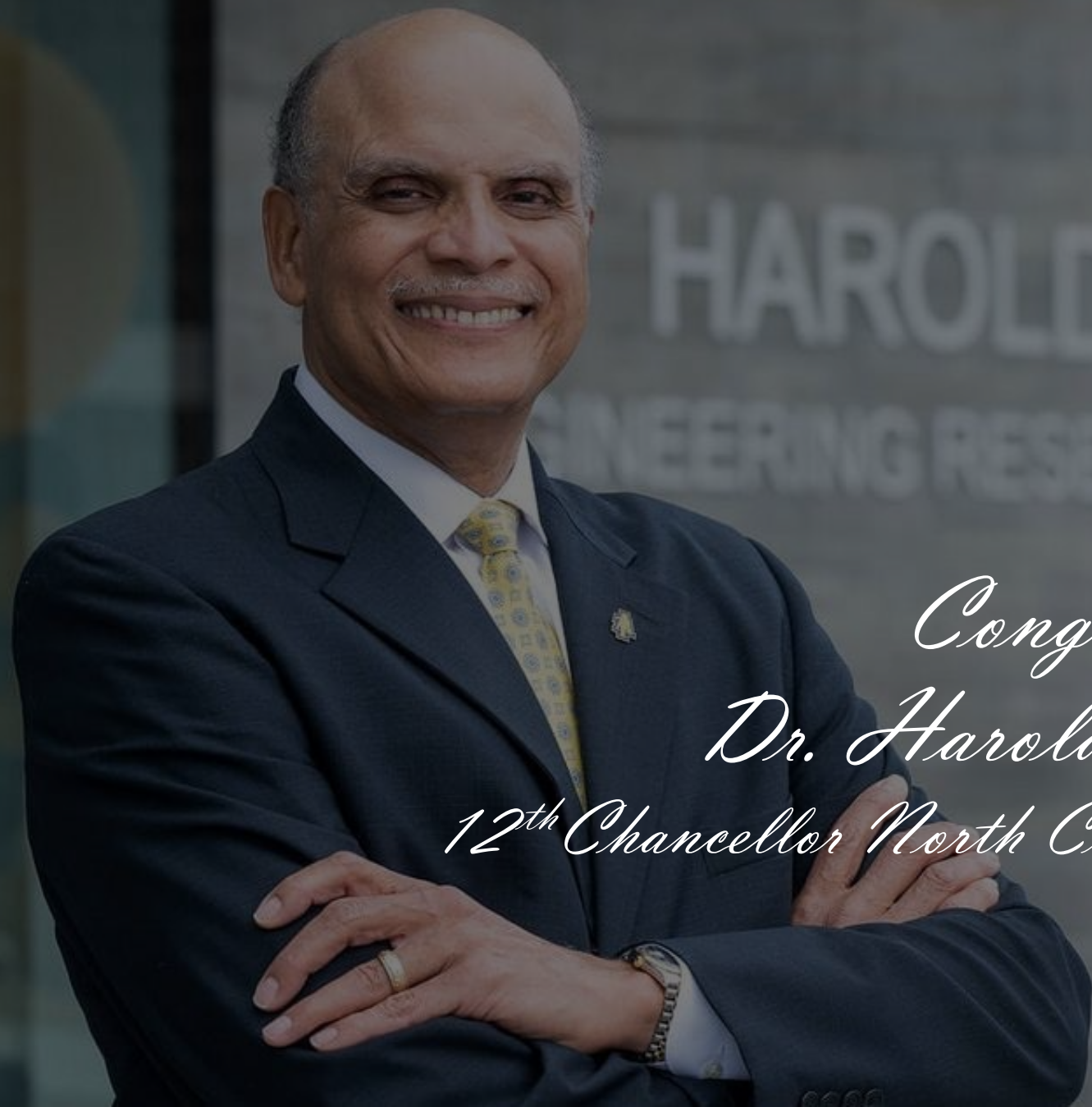
Robin Minor
Senior Vice President
Institutional Partnerships and Engagement
Partnership for Education Advancement



Paquita Yarborough, Ed.D.
Vice President for Capacity Building
Thurgood Marshall College Fund



Tonya Smith-Jackson, Ph.D.
Senior Vice Provost for Academic Affairs
North Carolina A&T State University



*Congratulations
Dr. Harold L. Martin, Sr.
12th Chancellor North Carolina A&T State University*



Transitioning to Sustainability

Presenter



Robin Minor
Senior Vice President
Institutional Partnerships and Engagement

Sustainability

Oxford Dictionary
definition:

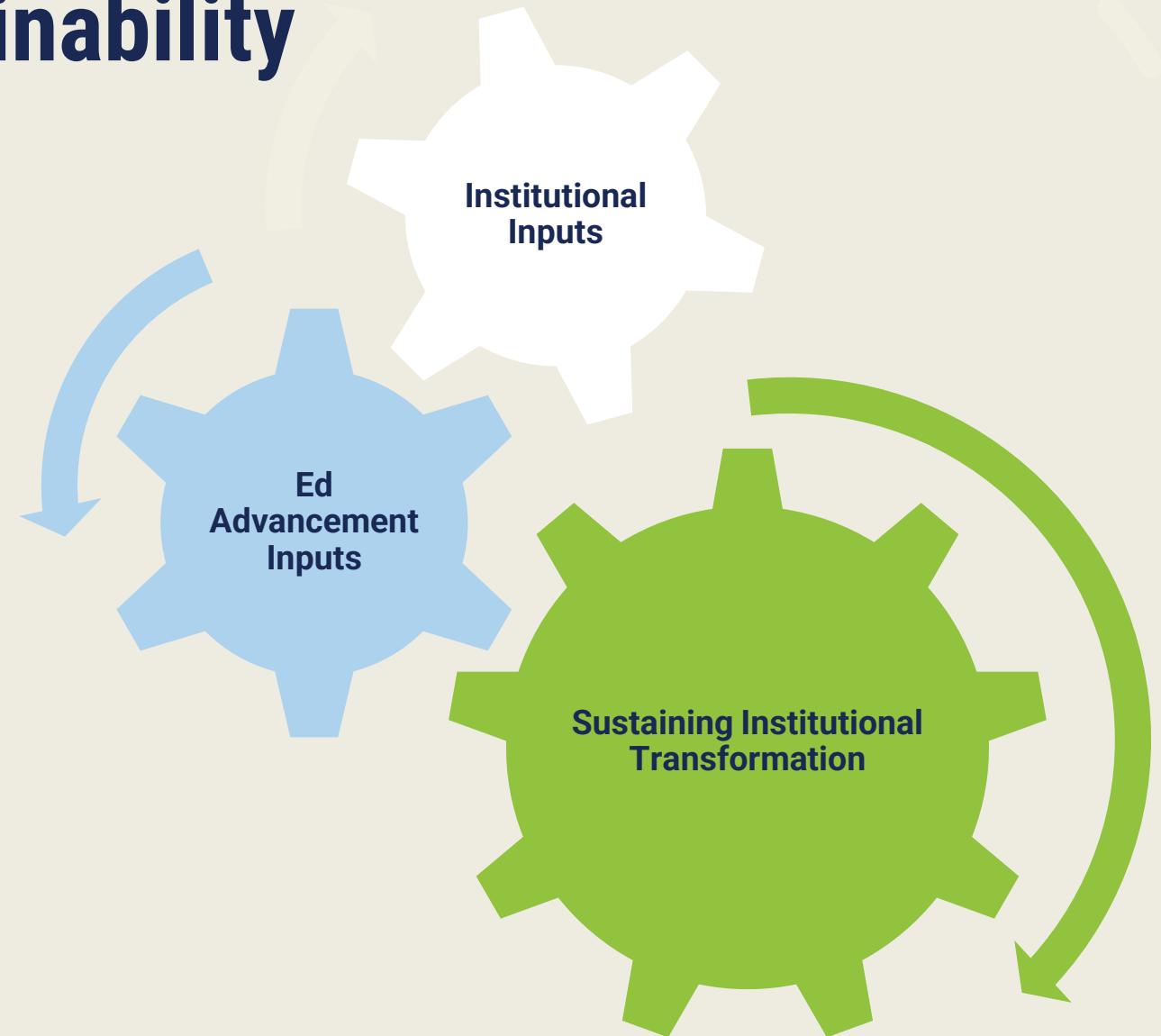
*The ability to be
maintained at a certain
rate or level.*



Transformation Sustainability

Sustainability is the foundation to ensuring campus partners achieve and maintain their enrollment, student success, and institutional health goals.

Ed Advancement works in close collaboration with institutional leaders, offering them with thought partnership, subject-matter expertise, effective solutions, and support with planning and preparation to maintain the momentum beyond Ed Advancement's resources.



Campus Considerations

- What are your short and long-term strategies to maintain momentum?
- How do you evaluate the effectiveness and ROI of services and solutions with campus stakeholders?
- What resources (campus, state, federal, other) are available for continued funding and support of outsourced initiatives?
- What initiatives and service areas are you poised to continue in-house to minimize vendor dependency?
- How can Ed Advancement support your transition to sustainability?



XYZ State University

Sample

Sustainability Workplan

- XYZ State University's Enrollment and Institutional Goals
- Goal: Increase Enrollment
- Appendix



Enrollment and Institutional Goals

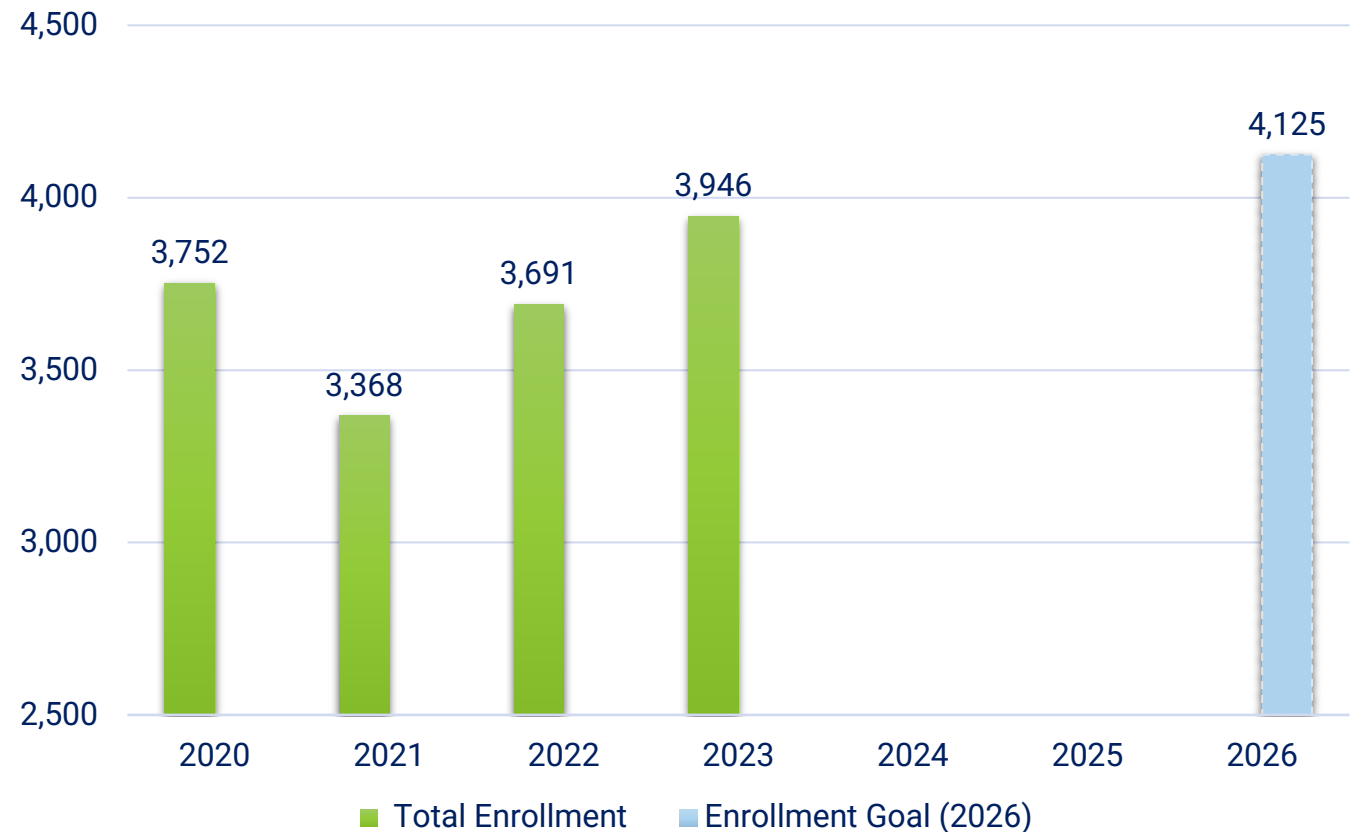
Sample

2021 Assessment Goals:

- Enrollment:**
 - Grow incoming first-year and transfer enrollment to a goal of 1,000
- Student Success/Graduates:**
 - Increase student retention to 85% through targeted student success initiatives
 - Improve the four-year graduation rate to 40%

Baseline Total Enrollment (2020)	Preliminary Fall Total Enrollment (2023)	XYZ's Stated Goal (2026)
3,752	3,946	4,125

Total Enrollment



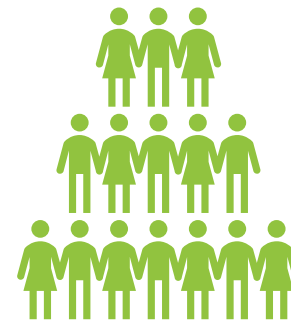


Transformation Project Goals and Key Performance Indicators (KPIs)

Sample

The transformation project aims to increase enrollment, improve student success and graduation rates, and enhance institutional health.

- KPIs measure incremental progress toward short and long-term goals and provide insights to refine strategy and prioritize initiatives and investments.
- Sources for KPIs include Ed Advancement’s annual grant report survey, IPEDS, and service provider assessments.



Enrollment

- Increase applicants
- Increase admitted students
- Increase new student enrollment
- Increase total enrollment

Student Success/Graduates

- Increase retention
- Increase completers





Goal: Increase Enrollment

Sample

	Increased
	Caution
	Decreased

Strategic activities and investments can impact the number of applicants, admitted students, and enrolled students. However, we can only observe connections or correlations between activities and key performance indicators (KPIs) and cannot establish causation due to various influencing factors.

Strategic Activities/Investments	KPIs and Progress				Academic Year				Current Status
	Increase Applicants	Increase Admitted Students	Increase New Student Enrollment	Increase Total Enrollment	2021-2022	2022-2023	2023-2024	2024-2025	
Advanced Financial Aid Solutions (RNL)	N/A	N/A		N/A	•	•			Complete
Recruitment Consulting (RNL)				N/A		•			Complete
Student Search & Engagement (RNL)		N/A	N/A	N/A		•			Complete
Personalized Financial Aid Videos (RNL)				N/A			•	•	In Progress
TrueCost Calculator (RNL)							•	•	In Progress
Slate CRM Community Implementation				N/A	•	•	•		In Progress
AI Chat and Web Bot (Mainstay)						•	•		In Progress
Strategic Enrollment Planning (RNL)						•	•		In Progress



Goal: Increase Enrollment

Key Takeaways:

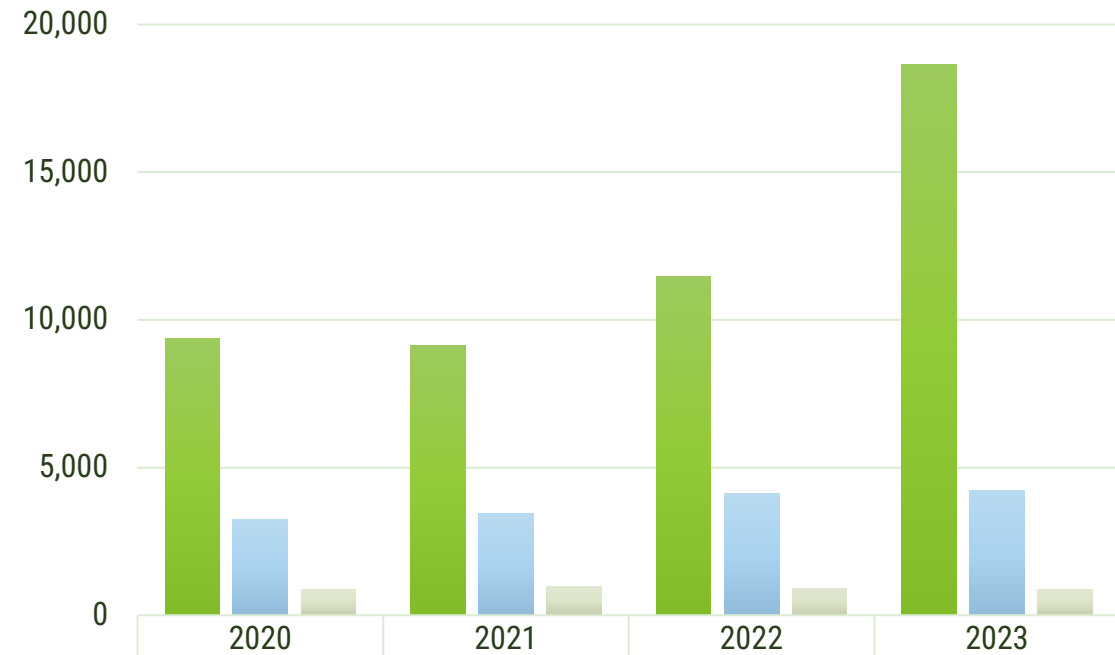
- Student Search and engagement and Recruitment Consulting have supported growth trends for top-of-the-funnel student engagement with applicants and admitted student populations.
- New Student Enrollment has not kept up with top-of-the-funnel growth and has subsequently declined to pandemic levels.

Recommendations:

- Utilize Slate CRM and Comm Flow Development to communicate with students and their families throughout the admissions cycle.
- Focus enrollment strategy on converting applicants to admitted students and admitted students to newly enrolled students.
- Consider digital engagement strategies for admitted students and families.

Sample

Undergraduate Admissions Trends



	2020	2021	2022	2023
Applicants	9,365	9,132	11,465	18,654
Admitted Students	3,236	3,444	4,123	4,235
New Student Enrollment	873	972	923	862

Admissions Recruitment and Marketing

Sample



Drive new student enrollment. Implement strategic initiatives that leverage communication, marketing, and historical data to identify, attract, engage, and entice students to apply and enroll. These solutions drive new student enrollment by increasing applications and yield and reducing summer melt.

INITIATIVES	PURPOSE	IMPLEMENTATION TIMELINE	MAX GRANT TERMS	AVERAGE COST	REPORTED AVERAGE ROI	VENDOR DEPENDENCY	OPTIONS FOR ONGOING PRODUCT MANAGEMENT
Student Search*	Name buy and marketing strategy to identify and engage prospective students and increase interest (inquiries).	9-12 months	Up to 2 years (annual renewal)	\$70,000-\$330,000/year	2x higher student response; 60% higher inquiry to application conversion	High; Outsourced	Utilize Slate CRM and Communication Flow Development to engage with student prospects/list purchases or inquiries and their families throughout the admissions cycle.
Comm Flow Audit	Consulting service to review existing departmental communications for specific audiences or periods during the student journey.	2 months	1 year (one time)	\$30,000	Not applicable	High; Outsourced	Once internal or outsourced comm flow development is complete, an annual refresh for brand images and messaging may be managed internally
Communication Flow Development	Develop and install automated and reusable communication with target student and family audiences at specified points during the enrollment funnel/admissions cycle.	9 months	1 year (one time)	\$1,200/7 messages or \$25,000-\$140,000	Increase student inquiries, application, and yield rates	Medium; Internal or Outsourced	Develop a cross-unit student engagement team and utilize Slate CRM to develop and/or refresh communications each recruitment cycle
Yield Campaign	Strategic communications to admitted students to encourage enrollment and reduce summer melt.	9-12 months	Up to 2 years (annual renewal)	\$60,000	Increase yield and enrollment of new students	Medium to High; Outsourced	Utilize Slate CRM to manage admitted student and families comm flow development and engagement metrics
Personalized Yield Videos	Personalized admitted student videos to highlight the university experience and encourage confirmed enrollment.	2-3 months	Up to 2 years (annual renewal)	\$20,000	68% of students cite video as a key influence in enrollment decision making	High; Outsourced	Continued outsourcing may be needed; Videos can be included in Slate CRM communication or other systems

Ed Advancement partners with multiple service providers to ensure initiatives and project support are tailored and fit for purpose to meet your institutional preferences and needs. All grants are approved on an initial 1-year term. Renewal eligibility considers maximum grant terms, allocated funding, and institutional capacity and progress on current, active initiatives.

Enrollment Funnel Impact

Project	Prospects	Inquiries	Applicants	Admits	Enrolled	Continuing Students	Graduates
Admissions Recruitment and Marketing	Student Search						
	Communication Flow Development and Installation – Full Funnel or Targeted Audience						
				Yield Campaign			
				Personalized Yield Videos			

Transformation Highlights

- Student Search resulted in as many as **1,000 additional admissions applications** at participating partner institutions.
- Institutions utilizing Student Search, Yield Campaign, and Personalized Yield Videos experienced **up to 4x more applications and 2x more new students**.
- Communication Flow Development **saved institutions up to \$400,000 annually** by internally managing student search and yield campaigns.



Next Steps

Your Ed Advancement engagement leads will contact you to share your sustainability work plan and resource guides. They will also discuss ways to support continued progress and sustainability of transformation goals.

QUESTIONS?



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The Power of Personalization

Presenters



Ka'rin Thornburg, Ph.D.
Director, Partnership Engagement, Program
Development, and Effectiveness
Partnership for Education Advancement



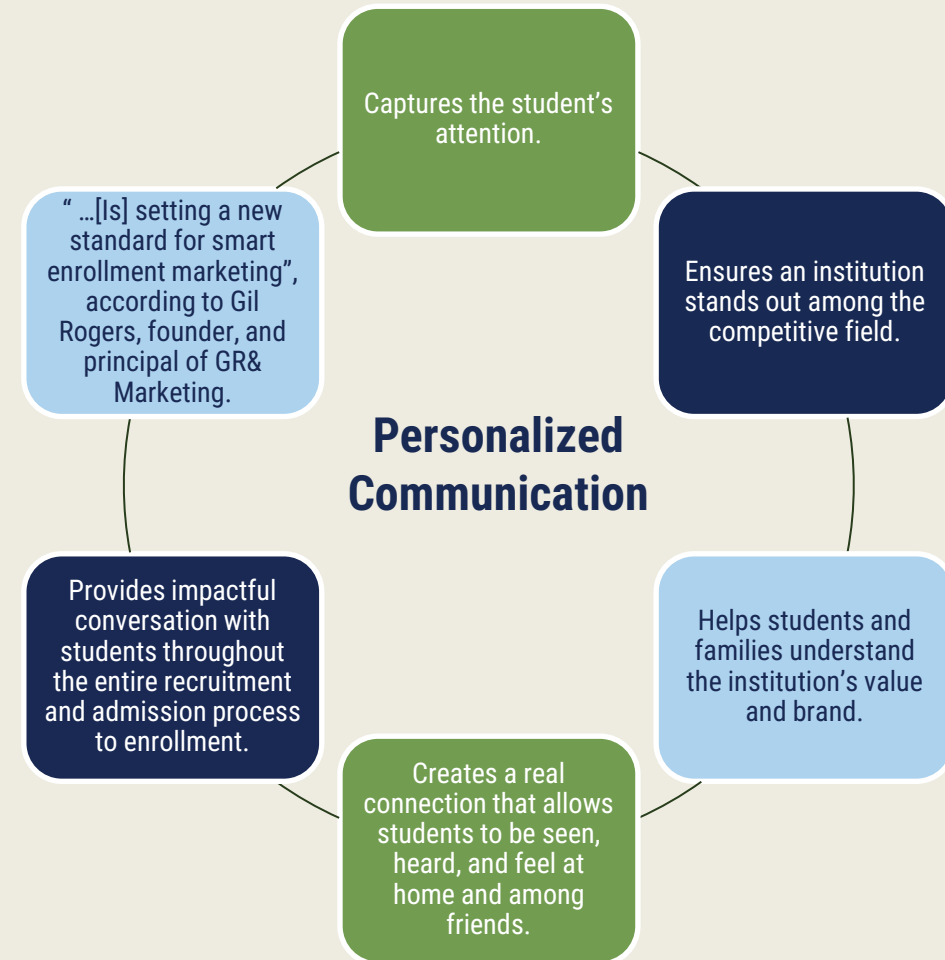
Vikki Walker
Director, Partnership Engagement and
Program Development
Partnership for Education Advancement

What is Personalization and How Does it Impact Enrollment Goals?

"We live in an age of video and an age of personalization. The students you are trying to recruit have grown up on YouTube and progressed to Tik Tok. They also have had their interactions with companies and organizations increasingly personalized, from things to watch and songs to hear to their purchases from companies to nearly every bit of content they consume." – Betsy Morrison, President, Strategic Partnerships, RNL.

Personalization, in the context of admissions and recruitment, generally refers to communications, to and with students, that are tailored to the individual's unique interests, needs and goals:

- Academic interests
- Internships and career goals
- First generation
- Disability status
- Social and extracurricular activities
- Dual enrollment interests
- Residency status (in/out of state, domestic/international)
- On-campus vs commuter student experience



Students Interested in HBCUs Have Unique Wants

EAB's 2023 Student Communication Preferences Survey

PREFERENCES

HBCU seekers are more likely to....

- Start investigating colleges before high school (40%)
- Start investigating colleges by the end of 10th grade (25%)
- Prefer receiving a personal college letter (20%)
- Prefer college emails (12%)
- Prefer financial aid text messages (8%)
- Interact with a college on social media (10%)
- Open digital ads (20%)

PROFILE

- 60% live outside of the southeast
- 30% more likely to travel four or more hours to school

TOP PRIORITIES

- Sense of belonging
- Mental health (concerns)
- Diverse student body
- Racism (concerns)
- Students like me on campus
- Strong school spirit and traditions
- Active Greek life
- Affordability
- Scholarships and financial aid (value indicator)

Resources, Tools, and Technology to Support Personalized Outreach

Meeting the needs and expectations of students (and their parents) is critical in today's digital and social media world. Students today expect a digital communication connection and a personalized user experience. Easing access to critical information allows students to act on time-sensitive steps in the admissions and enrollment journey.

By customizing content and integrating multi-channel engagement techniques, administrators can strategically focus resources and target efforts to meet students' and families' interests and needs.

Advanced CRM Systems

Content Marketing Strategy

Digital Student and Family Engagement Apps and Platforms

Customized Student Dashboards and Websites

Interactive Maps and Virtual Campus Tours

Campus Videos

Text Messaging and AI Chatbot

Student Ambassadors and Influencers

Considerations for Process Realignment

EFFICIENT AND EFFECTIVE APPROACHES TO STUDENT OUTREACH

1 Boost Collaboration

Create cross-unit stakeholder teams to develop strategies to reduce duplication and establish purposeful messaging and brand alignment at appropriate stages of the student journey.

2 Invest in an Advanced CRM

Streamline, target, sequence, and schedule personalized communication across campus. A CRM allows you to execute, manage, and track student and family engagement allowing for a cohesive experience.

3 Complete System Inventory

Understanding and utilizing system options, functions, and integrations can enhance multi-channel outreach, improve the student and family experience, and increase operational and cost efficiency.

4 Utilize Data Insights and Reporting

Incorporate real-time metrics and response plans into your “set it and forget it” strategies. Appropriately timed and relevant engagement further personalizes the student/family experience and empowers staff to make data-driven decisions in guiding and assisting those who need it most.

5 Review, Refine, and Refresh

Update your content each admissions cycle and academic year, including new dates and deadlines, processes, accolades, photos, student profiles, new offerings, etc.

Include student workers/leaders as stewards in managing content and communicating your brand.

Panelists



Manicia Finch, Ed.D.
Vice President for Enrollment Management
South Carolina State University



LaToya Jenkins
Vice President for Enrollment Management
and Student Experience
University of Maryland Eastern Shore

QUESTIONS?



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Automation and Technology to Support the Student Journey

Presenters



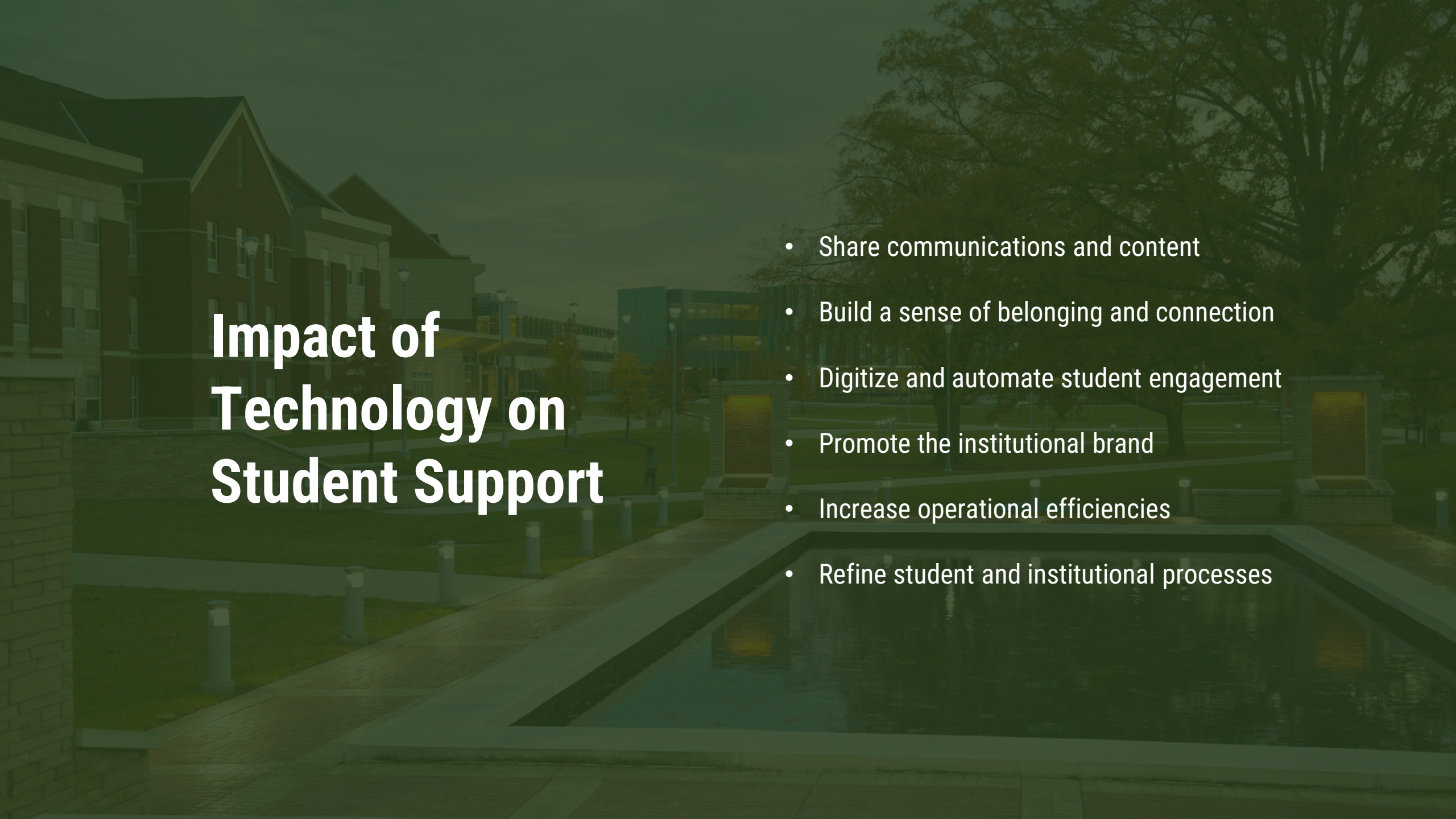
Dwight Doughty
Associate Director, Project Lead
Partnership for Education Advancement



Diane Nguyen
Associate Director, Project Lead
Partnership for Education Advancement



Alton Russell
Associate Director, Partnership
Engagement and Program Development
Partnership for Education Advancement



Impact of Technology on Student Support

- Share communications and content
- Build a sense of belonging and connection
- Digitize and automate student engagement
- Promote the institutional brand
- Increase operational efficiencies
- Refine student and institutional processes

Customer Relationship Management (CRM)



Effective Communication

Revolutionizes communication processes by optimizing interactions between admission offices and applicants. Streamlines application processing and simplifies decision releases, ensuring seamless communication flow.

Engagement

Provides a central system of record for all constituent and engagement data while providing a consistent experience for staff, faculty, and students.

- Enrollment management
- Student success

Customer Experience

Helps enrollment managers improve relationship management and recruitment strategies by offering valuable insights into target audience preferences, behaviors, and needs.

Digital Student and Parent Engagement

Prospective Students

Discover the best fit college, connect with other prospective students, and explore campus community and culture.



Admitted Students

Enable peer engagement and awareness of campus resources to increase new student enrollment.

Parents and Family

Share university news and resources, highlight the campus experience, and guide parents through critical tasks and phases of the student lifecycle.



Enrolled Students

Increase engagement and communication related to orientation, housing, and student life to support retention.

A.I. Chatbot & Web-bot

24/7 Availability

- One of the most significant benefits of AI chatbots & web-bots for higher education help desks is their all-time, anytime availability.

Instant Responses

- AI chatbots & web-bots excel at providing instant responses to user inquiries, eliminating the need for users to wait in queue or navigate complex phone systems.

Personalized Support

- Higher education chatbots can offer customized support tailored to users' individual needs and preferences.

Scalability and Flexibility

- AI chatbots & web-bots are highly scalable and flexible, capable of handling an unlimited number of inquiries simultaneously and adapting to changing user needs and preferences.



STUDENT CENTER

ChatGPT Demonstration

Panelists



Guana Dixon
Director of Strategic Initiatives
Elizabeth City State University



Ronda Westry, Ph.D.
Assistant Vice President of Student Affairs
/Student Success Units
Alabama State University

QUESTIONS?



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Data-storytelling: What's Your Narrative?

Presenters



Lacy McDowell

Director of Technology Solutions and Support
Partnership for Education Advancement

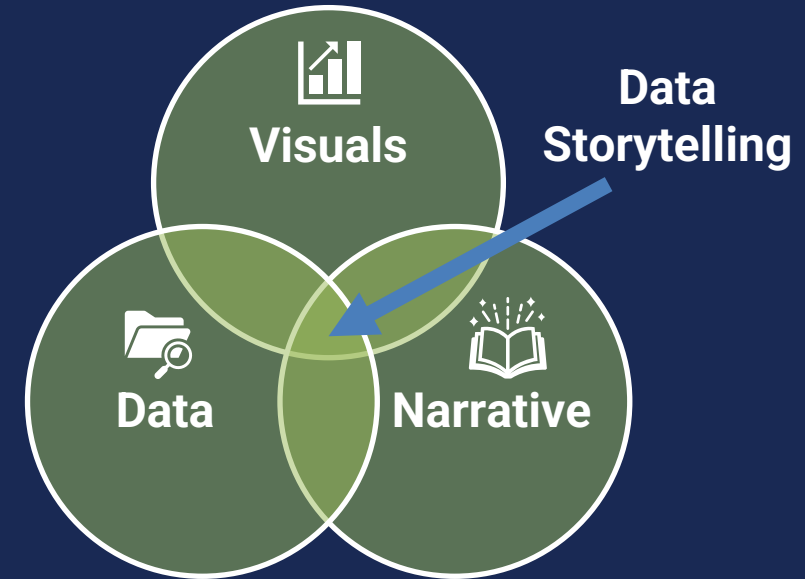


Amanda Schaffer, Ed.S.

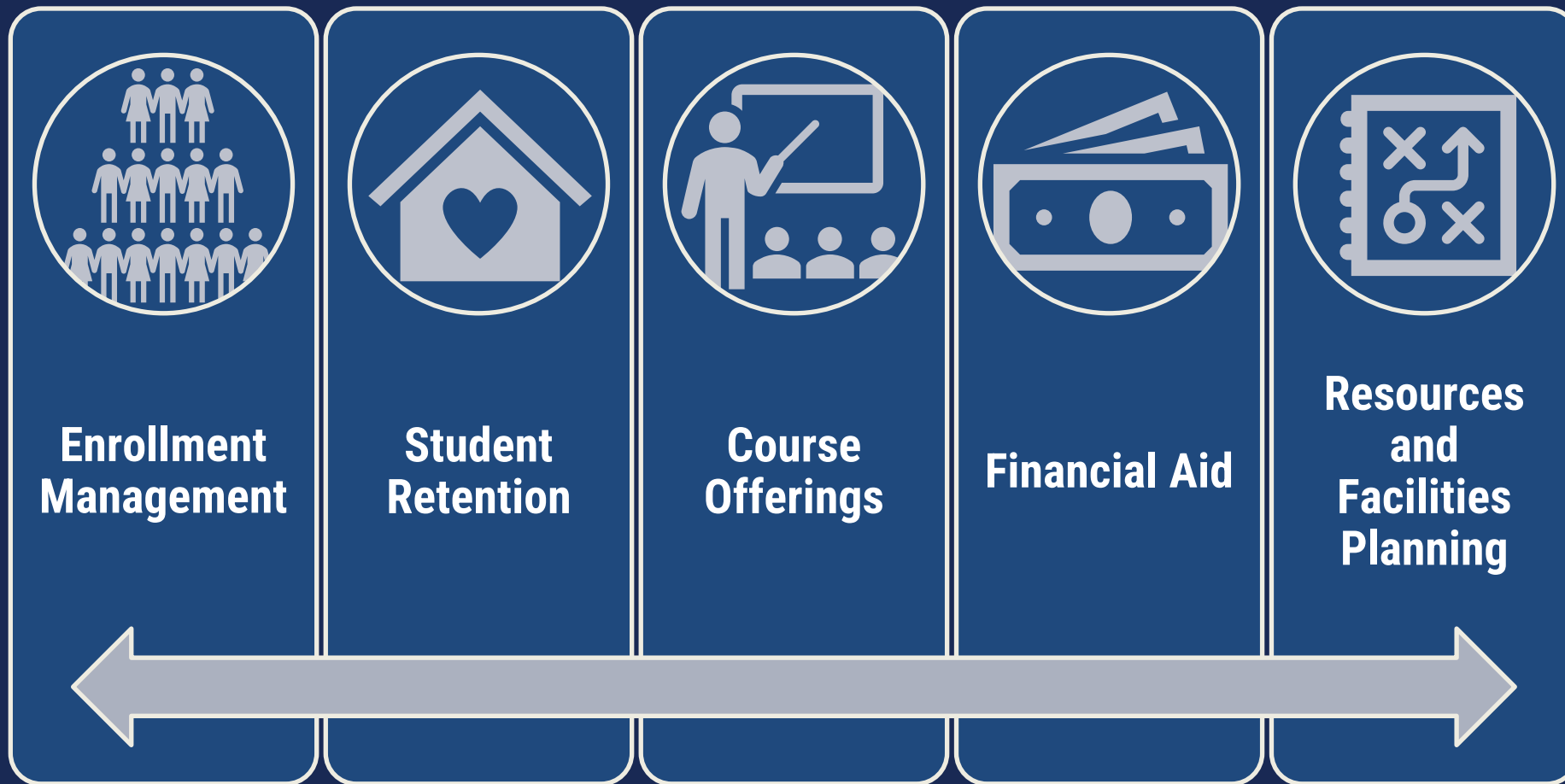
Associate Director, Partnership
Engagement and Program Development
Partnership for Education Advancement

Why is using data essential?

- **Important in decision-making**
 - Decision-makers need to grasp the significance of the data and use it to inform their decisions.
 - Establish temporary data storage
- **Links to institutional needs and goals**
 - Data can help organizations align their data analysis efforts with their strategic objectives by focusing on key metrics and KPIs.
- **Drives data discussions**
 - Data-storytelling gets people talking more about data which could help create a data culture at the institutions.



What role does data forecasting play in different aspects of the enrollment funnel and/or student journey?



What types of data, tools and technologies?



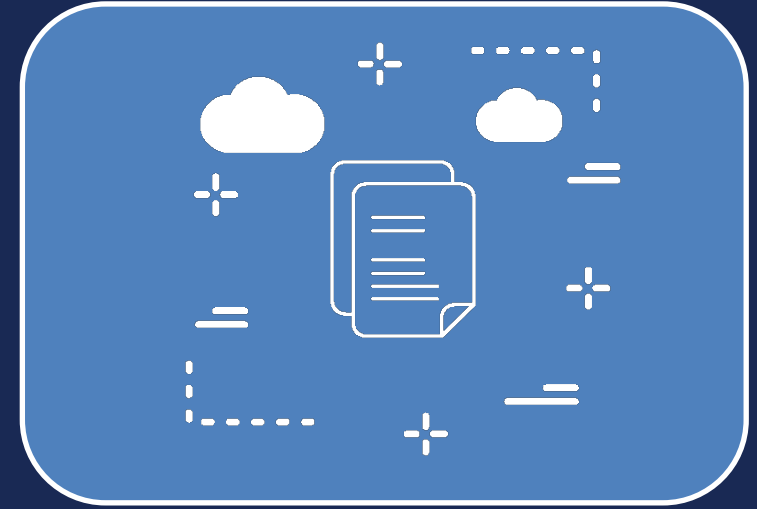
Data Types

- Enrollment, Academic, Financial, Housing, Athletics



Tools and Technology

- Leveraging tools and technologies such as data visualizations, analytics and data integration tools, institutions can enhance their data storytelling capabilities and effectively communicate insights.



Current and technologies can have a significant impact on data storytelling

- Improved Accessibility
- Increased Engagement
- Greater Transparency and Trust

Call to Action: The story in your data

While crafting your compelling narrative,
which **stakeholders** need to be engaged;
which **institutional goals** should you align with and who
is your **audience** for this story?

Panelists



Tracy Barley J.D., Ph.D.
Vice Provost for Digital Learning and Extended Studies
Virginia State University



Joseph Montgomery
Associate Vice Provost for Enrollment
Management
North Carolina A&T State University

QUESTIONS?



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Knowledge Sharing Workshop

Readiness and Sustainability of Strategic Initiatives

Presenters



Sherill Anderson, Ed.D.
Director, Partnership Engagement and
Transformation Engagement
Partnership for Education Advancement



Julian Capel, Ed.D.
Associate Director, Project Lead
Partnership for Education Advancement

Assessing Readiness and Preparation

**IDENTIFY KEY PROJECT
STAKEHOLDERS**

**INCLUSIVE
DECISION MAKING**

**ANTICIPATE AND
ADDRESS CONCERNS**

**ESTABLISH PROGRAMMATIC
OUTCOMES**

**IMPLEMENTATION AND
LAUNCH**

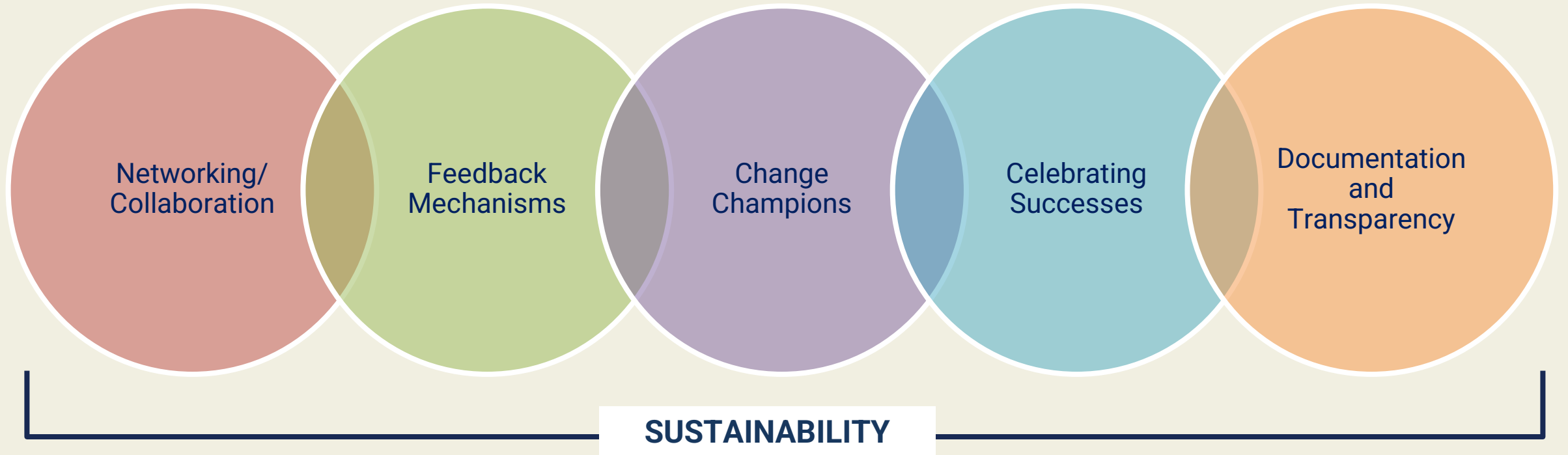
DATA TRACKING

Institutional Sustainability Wheel

Inputs that drive transformation sustainability from acknowledging needs or opportunities to measuring ongoing success.



Sustainability



Panelists



David Lewis
Assistant Vice President
University Partnerships and Transformative Initiatives
Texas Southern University



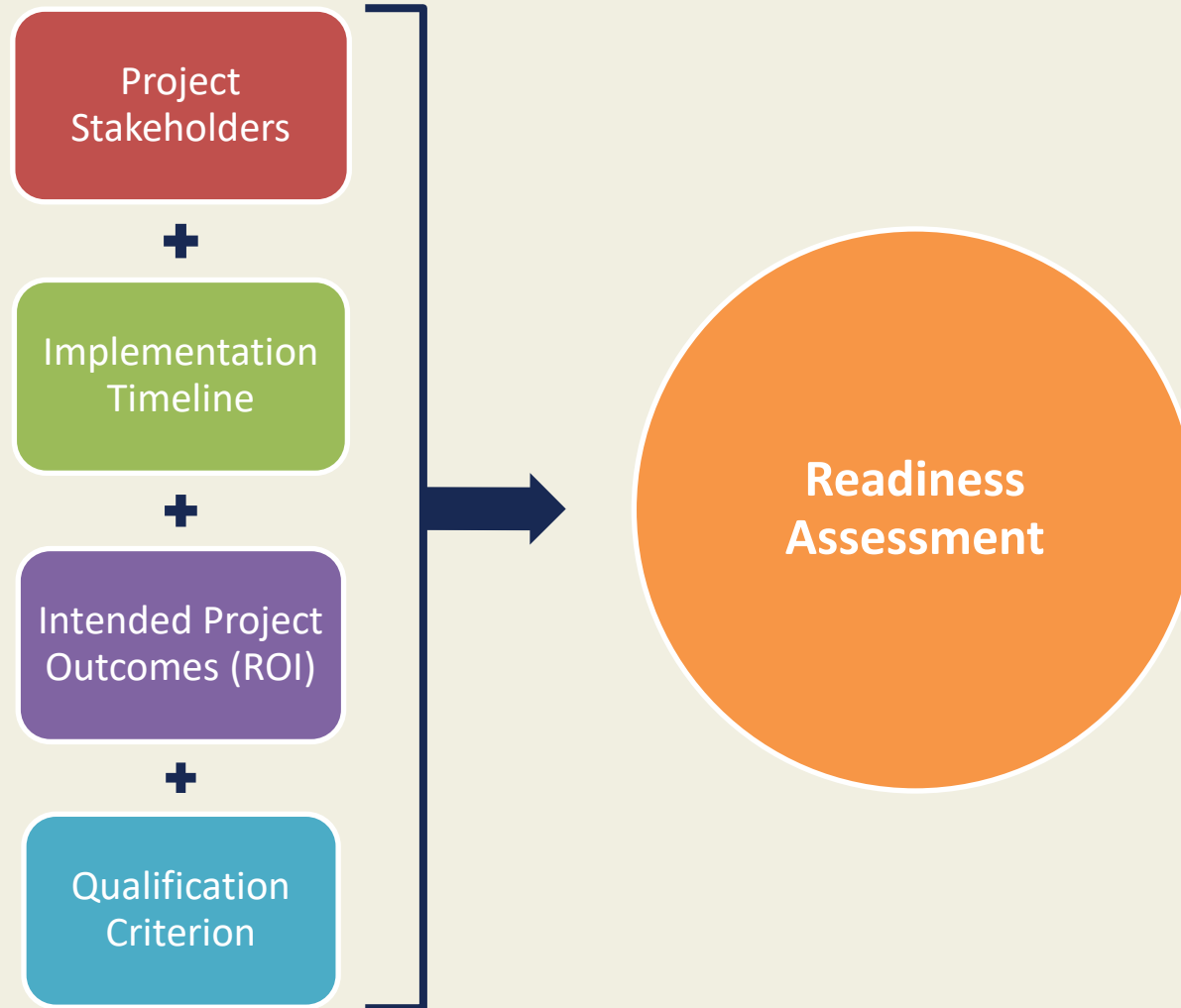
Sarina Willis, Ph.D.
Vice President for Enrollment Management and
Student Success
Prairie View A&M University

Assemble!



Partnership for Education Advancement
(Ed Advancement)

READY, SET, GO!





Breakout Group Activity and Discussion

Breakout Groups

Group 1

Facilitators:

Brian Thompson
Alton Russell

Location: Room 385 North A - 3rd FL

Group 2

Facilitators:

Isabelle Cayo Sanders
Dwight Doughty

Location: Room 385 South B - 3rd FL

Group 3

Facilitators:

Diane Nguyen
Cory Boone

Location: Room 342 - 3rd FL

Byron Greene
Bryn Bakoyema
Cheryl Pollard
Danita Townsend
David Lewis
Davion Petty
Guana Dixon
Jerrica Frierson-Davis
Keshia Ridley
LaToya Jenkins
LaVie Leasure
Ozie Ratcliff
Quiana Hutchins
Tanjula Petty
Tisha Arnold
Tonya Smith-Jackson
Tracy Barley

Betty Boatwright
DaRon J. Parker Jr.
Irene (Mildred) Nyamolo
Jennifer Collins
Jonathan Martin
Kathy Stitts
Larry Green Jr.
LaToysha Smith
Jordan Gomez
Mitchell Shears
Robert Mock
Sarina Willis
Stacy Downing
Terrayne Pittman
Teri Little-Berry

Alexis Brooks-Walter
Alisa Mosley
Alla Jeanae Frank
Angela Boyd
Brian Clemmons
Dana Poole
Darryl Isom
Dominique Harrison
Hugh Durham
Joseph Montgomery
Kylon Alford-Windfield
Lavon Gray
Manicia Finch
Maria Byrd
Ronda Westry
Terrell Holmes
Tammy Clubbs



Knowledge Sharing

QUESTIONS?



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Wi-Fi Access

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Password: Summit24

HBCU School Spirit Fashion Show

Left Side

ASU

WSSU

Bowie

VSU

DSU

UDC

ECSU

UMES

Norfolk

Right Side

FAMU

TSU

GSU

SCSU

Hampton

SSU

JSU

Prairie View

N.C. A&T

Knowledge Sharing Workshop

Successfully Leading and Operationalizing Change

Presenters



Isabelle Cayo Sanders
Associate Director, Partnership Engagement
and Transformation Management
Partnership for Education Advancement



Brian Thompson
Associate Director, Project Lead
Partnership for Education Advancement

Exercise Time



Traits of Change



VISIONARY
THINKING



ADAPTABILITY
AND FLEXIBILITY



COLLABORATION



RESULTS-
ORIENTED FOCUS



LEADERSHIP BY
EXAMPLE

Traits of Change

Visionary Thinking

Involves visualizing the desired future state and communicating it effectively to inspire others to do the same. Visionary Thinkers see beyond the immediate changes and understand the long-term goals of transformation.

Adaptability & Flexibility

Is dynamic, and those who can adapt to evolving situations without losing sight of the end goal are invaluable. They embrace uncertainty and view challenges as opportunities for growth.

Traits of Change

Collaboration

Successful transformation requires collaboration across departments and levels of the organization. Individuals who can work effectively in teams and leverage diverse perspectives enhance problem-solving and innovation.

Results-oriented Focus

Transformation initiatives must deliver measurable results to demonstrate their effectiveness and secure ongoing support. Outcome-driven team members set clear goals, monitor progress, and adapt strategies to ensure successful outcomes

Traits of Change

Leadership by Example

Leadership by example fosters accountability and inspires others to embody the values and behaviors essential for successful transformation. When leaders demonstrate integrity, authenticity, and a commitment to excellence, they set a positive tone for the entire team.

By incorporating these traits into your leadership style and modeling them for your transformation team, you can increase the likelihood of achieving sustainable and impactful change.

Steps For Effective Change Management



- Recognize what will change!
- Construct a roadmap.
- Collect data for assessment.
- Communicate.
- Monitor and manage risks.
- Celebrate accomplishments.
- Evaluate your progress to achieve success!

Panelists



Alla Jeanae Frank
Special Assistant to the President,
Chief Transformation Officer
Jackson State University



Rodney Hall
Deputy Chief of Staff
Virginia State University



Breakout Group Activity and Discussion

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Group 1

Facilitators:

Alton Russell
Brian Thompson

Location: Room 385 North A - 3rd FL

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Lavon Gray
Manicia Finch
Maria Byrd
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Robert Mock
Terrayne Pittman
Terrell Holmes
Tracy Barley

Group 2

Facilitators:

Dwight Doughty
Amanda Schaffer

Location: Room 385 South B - 3rd FL

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Dominique Harrison
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LaToya Jenkins
LaVie Leasure
Ronda Westry
Stacy Downing
Tisha Arnold

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Facilitators:

Julian Capel
Diane Nguyen

Location: Room 342 - 3rd FL

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Kathy Stitts
LaToysha Smith
Ozie Ratcliff
Quiana Hutchins
Rodney Hall
Jordan Gomez
Sarina Willis
Tammy Clubbs
Tanjula Petty
Teri Little-Berry
Tonya Smith-Jackson



Knowledge Sharing

QUESTIONS?



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Sustaining the Momentum

Presenters



Cory Boone
Associate Director, Project Lead
Partnership for Education Advancement



Charrita Quimby, Ph.D.
Director, Institutional Partnerships and
Engagement Strategy
Partnership for Education Advancement

Aims

01

KEEPING THE
TEAM'S MOMENTUM
THROUGH THE LIFE
CYCLE OF
TRANSFORMATION
PROJECTS.

02

IDENTIFYING AND
NAVIGATING
MOMENTUM
BUSTERS.

03

ENGAGING,
LEARNING, AND
HAVING FUN.

Team Dynamics

UNSUCCESSFUL TEAMS....



WAIT TO FEEL GOOD **BEFORE**
STARTING THEIR WORK.



SUCCESSFUL TEAMS....



WORK AND FEEL GOOD **AFTER**
COMPLETING THEIR WORK.

Keep the Ball Rolling...

- ▶ Emulate the “WHY”
- ▶ Set Realistic Goals
- ▶ Break Down Tasks
- ▶ Communicate, Communicate, Communicate!
- ▶ Solicit and Act on Feedback
- ▶ Establish Collaboration
- ▶ Provide Learning Opportunities
- ▶ Develop Succession Plans
- ▶ Celebrate Milestones

Team Activity

Momentum Busters



- Lack of Buy-in
- Bandwidth
- Transitions in Leadership
- No Communication
- Complacent Attitudes
- Procrastination
- Stalled Projects

Panelists



Larry Green Jr., Ed.D.
University Transformation Officer
Grambling State University



Byron Greene
University Transformation Officer
Florida A&M University

QUESTIONS?



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Awards Voting



Summit Survey