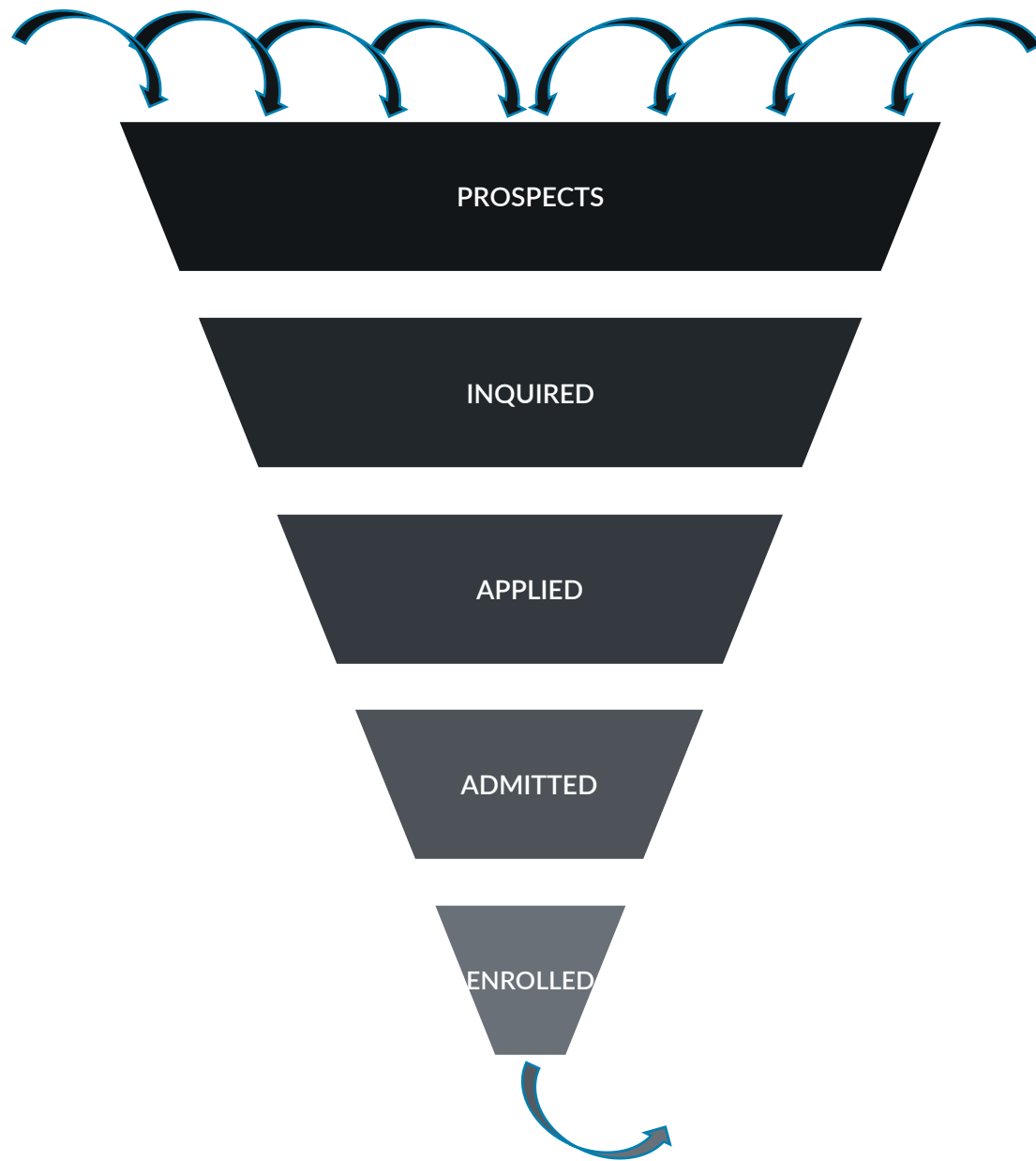


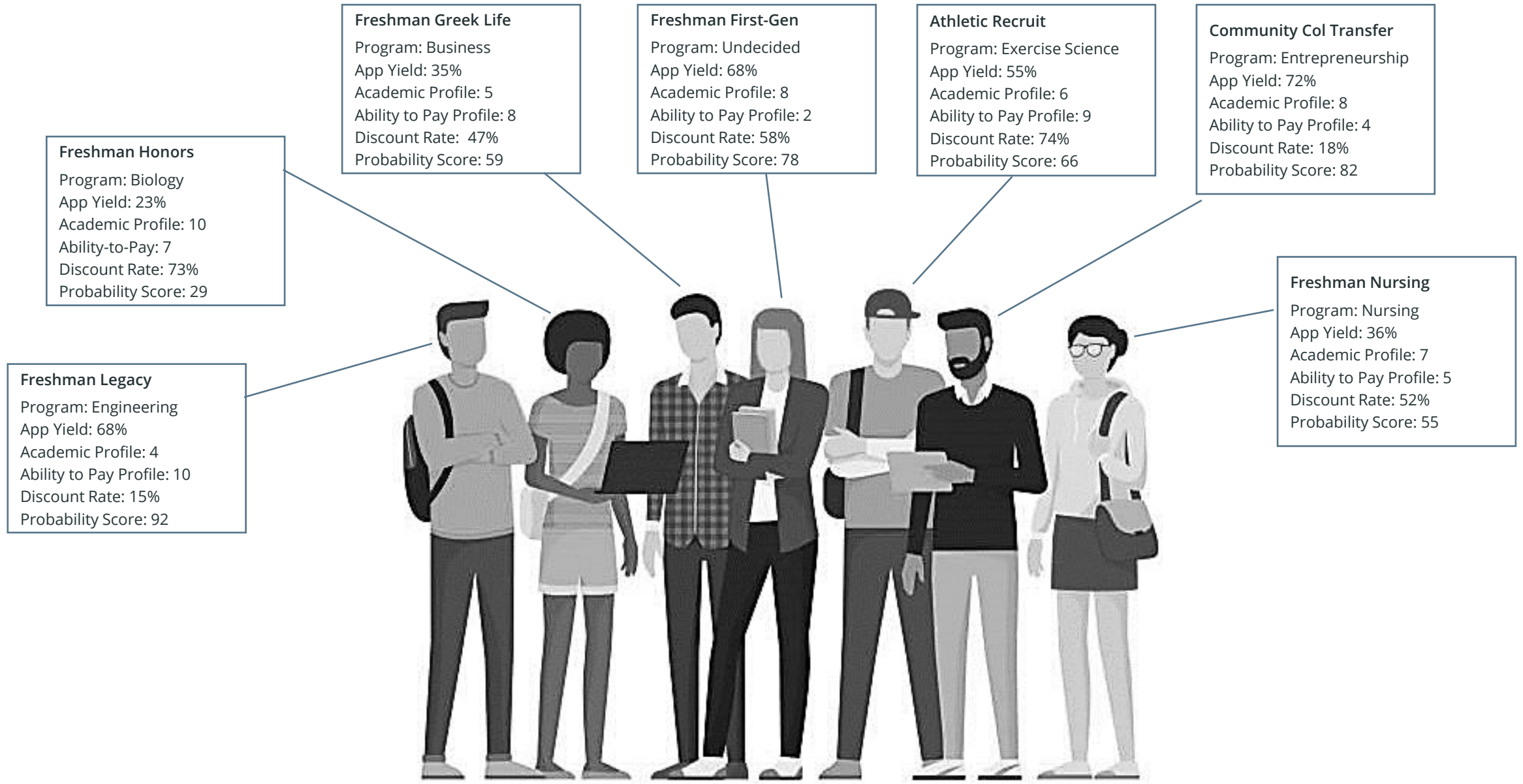


Admission Journey Prototype
Presentation Version

SHIFT IN MINDSET



Recruitment Funnel Mindset



Freshman Honors

My AP and summer college courses give me a head start, So I have the freedom for undergrad research, study abroad, and other academic interests.

Freshman Greek Life

I want a full campus experience, including leadership, So I need a school large enough for activities but small enough where I can stand out.

Freshman First-Gen

My family is proud that I'm the first one going to college, But they can't help me much financially or with my decision.

Athletic Recruit

I'm eager to play ball at the collegiate level, But will I be good enough to earn the playing time I want?

Community College Transfer

I've gotten my gen ed credits out of the way to transfer in, And now I want a program that gives me internship and networking experience.

Freshman Legacy

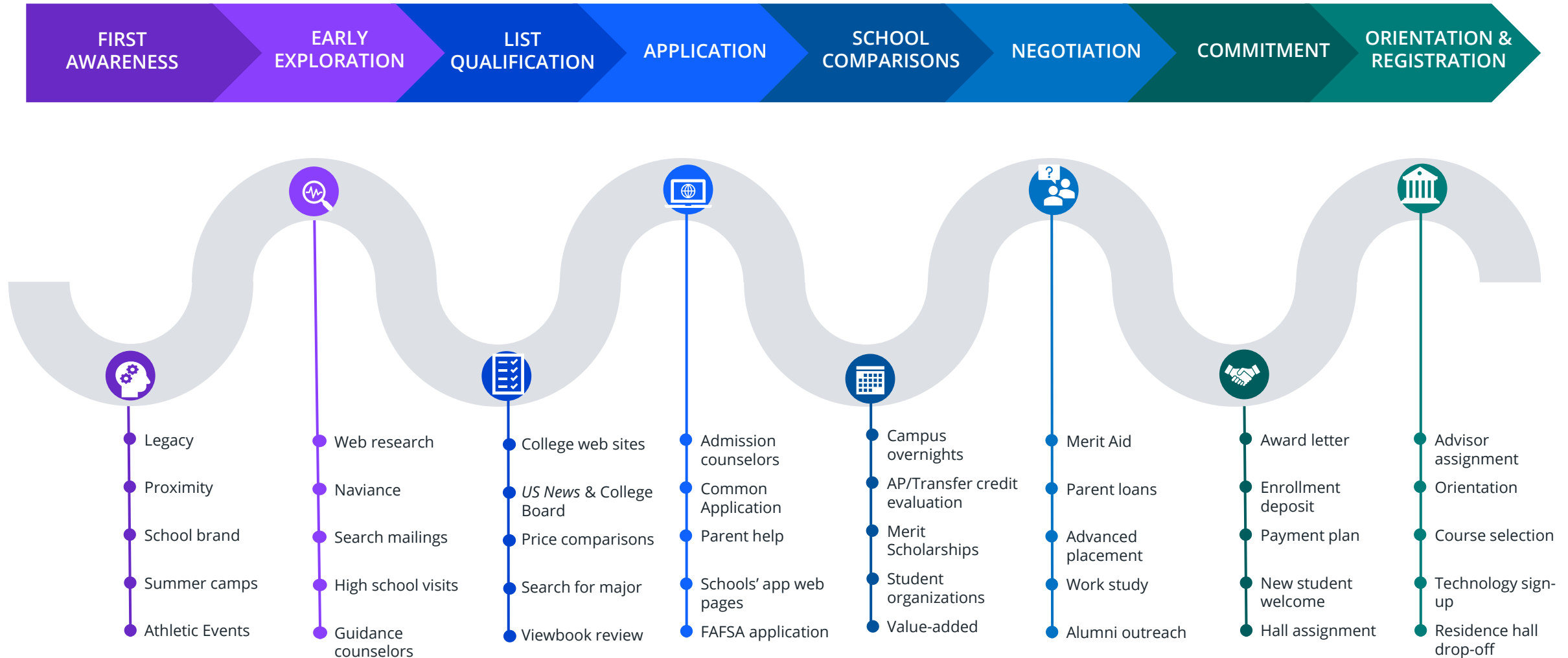
I decided long ago that I would attend mom and dad's alma mater, But I'm worried that I don't have the grades or scores to get in.

Freshman Nursing

I'm passionate about helping others, But I'm anxious about the amount of student loans I'll need for college.



New Mindset: Admission Journey and Touchpoints



COGNITIVE

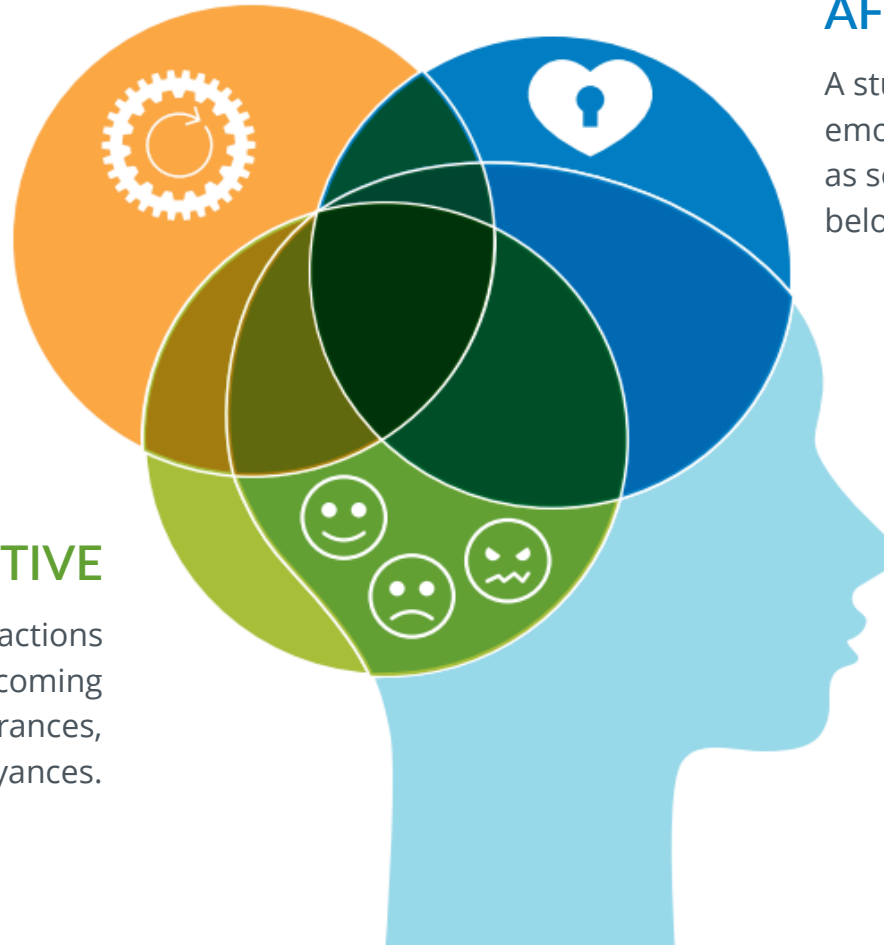
The goals, functions and “jobs” that a student wants a college experience to achieve.

AFFECTIVE

A student’s social and emotional needs such as self-esteem, sense of belonging, and safety.

CONATIVE

Motivations and actions including overcoming barriers, hinderances, and annoyances.



3 Dimensions of the Journey Relationship

DESIGN PRINCIPLES

AN ITERATIVE DESIGN PROCESS



DESIGN PROCESS

STUDENT PERSONAS

WHO: Demographics, geodemographics, and academic characteristics (distilled from recruitment data)

WHY: Psychographics, motivations, and constraints

HOW: Preferences for communications, interactions, and decision making



A vivid narrative can be told through

A HERO'S STORY

which aligns to the institutional brand

Student Persona Example



Freshman - Health Sciences

Type:	First-Time Freshman
Gender:	75% female; 25% male
Source:	80% public; 20% private
Residence	85% in-state; 15% out-of-state
Program:	Nursing (85%); OT (10%)
Campus:	60% residential/40% commuter
Matrix:	6:4 (28%); 5:5 (24%); 5:4 (18%); 4:5 (16%)
Discount:	Average rate: 52%
Brand Cluster:	Access & Affordability (63%); Power to Change (18%)
Geodem:	Suburban Sprawl (42%); Beltway Boomers (38%); God's Country (11%)
Cross-app:	75% in-state public; 20% in-state private; 5% all other
Impact:	31% of fall '19 headcount

Primary Goals

- Attain direct admissions into a highly respected nursing program
- Ensure job placement in regional hospital of choice immediately upon graduation
- Manage student loan deb

Motivations

I care deeply about the well being of others and I believe I have a calling to a career as an outstanding and contributing nurse.

Content & Brand Influences

- Program & faculty reputation
- Clinical & job placement examples & data
- Interactions with simulation technologies (lab dummies/VR)
- Invites phone & texts with admissions & nursing reps

Functions/Jobs

- Direct admission into major
- High licensure pass rates
- Modern labs & simulation technologies
- Clinical & field placements
- Leadership in group setting
- Job placement upon graduation

Needs

- Pride in affiliation with leading nursing/OT program
- Self-identity as compassionate, caring professional
- Confidence about passing nursing/OT exam
- Confidence about job placement

Barriers/Constraints

- Costs of completing degree
- Amount of student loans vis-à-vis entering salary
- Transportation to clinicals
- Program requirements and rigor restrict involvement in student life

The Hero's Story

The hero aspires to enroll in one of the region's leading nursing programs to fulfill her/his passion of helping others, but must confront the trial of how to pay for excellence without mortgaging her/his future with tremendous student loans and college debt.

The Guide's Role

The university convenes the admissions, academic, and financial aid resources to expertly guide the hero in a program of study that ensures nursing mastery, top licensure test scores, and job placement right after graduation, yet with very manageable loan burden in relationship to career earnings.

EFFECTIVE JOURNEY MAPS

- ▶ Builds from the student's point of view, not from an internal view or biases
- ▶ Captures student's perceptions of their experiences relative to their goals, needs, expectations, & pains
- ▶ Illustrates the journey across a pattern of multiple touchpoints
- ▶ Incorporates indicators of importance and performance
- ▶ Tells and visualizes the Journey story that engages the entire institution
- ▶ Leads to actionable change and enhanced interactions

FIRST AWARENESS	EARLY EXPLORATION	LIST QUALIFICATION	APPLICATION	SCHOOL COMPARISONS	NEGOTIATION	COMMITMENT	ORIENTATION & REGISTRATION
Junior Year	2 nd Semester Junior Year	June-September	October-December	January-February	March	April	May-August
Functions and Jobs							
<ul style="list-style-type: none"> Confirm interest in nursing Generate support from parents Register for SAT/ACT Manage slew of college marketing materials 	<ul style="list-style-type: none"> Set up Naviance Web research on program availability Secure interest of guidance officer College fairs/visits Prelim campus tours 	<ul style="list-style-type: none"> Research application timetable/requirements Research GPA and ACT/SAT ranges Compare costs Conduct summer tours Narrow list to 5 schools 	<ul style="list-style-type: none"> Get application packet in on time Write compelling essays Submit transcript & recommendations Track application status 	<ul style="list-style-type: none"> Submit FAFSA Conduct program visits/overnights Research nursing school rankings 	<ul style="list-style-type: none"> Compare award offerings F/U with schools on critical questions Work out budget with parents Negotiate final aid pkg Resolve AP credit conflicts 	<ul style="list-style-type: none"> Finalize school choice Finalize financial aid package Begin loan applicaiton process 	<ul style="list-style-type: none"> Get residence hall assignment Declare major Select first-term classes Prepare to move in
Needs and Motivations							
<ul style="list-style-type: none"> Excitement about college search Anxiety over SAT/ACT preparedness Security that my guidance counselor is helping 	<ul style="list-style-type: none"> Boredom with college fair/visit presentations Enthusiasm about getting onto campuses 	<ul style="list-style-type: none"> Friction with parents on public vs. private options Satisfaction with final list of schools Concern about direct admissability to nursing 	<ul style="list-style-type: none"> Stress over application process Anxiety awaiting responses from schools Delight over acceptance letters from top choices 	<ul style="list-style-type: none"> Confusion over FAFSA applications Enjoyment of spending time in residence halls Disappointment with some on-campus experiences 	<ul style="list-style-type: none"> Uncertainty over manageable amounts of loans Concern over making right decision 	<ul style="list-style-type: none"> Pride in college selection Affirmation from senior classmates Bragging rights over scholarships 	<ul style="list-style-type: none"> Is this really happening? Confirmation: made the right choice Assurance: start nursing classes right away
Barriers/Constraints/Pains							
<ul style="list-style-type: none"> Parent push-back about choice of major and costs Annoyance with direct mail solicitations 	<ul style="list-style-type: none"> Sacrificing vacation for summer tours Frustrations with guidance office support 	<ul style="list-style-type: none"> Negotiating time away for second round of visits Nursing staff out of office during summer tours 	<ul style="list-style-type: none"> Costs of multiple admission applications Poorly designed admission app web sites Multiple essays for different schools 	<ul style="list-style-type: none"> Family's special conditions for FAFSA Hastles in confirming overnights Poor availability of nursing faculty 	<ul style="list-style-type: none"> Registrar's unresponsive-ness over AP credits Unintelligible financial aid award letters 	<ul style="list-style-type: none"> Determining next steps to transition into college Forms that repeat the same background information requests 	<ul style="list-style-type: none"> Summer job inter-ferees with orientation Can't reach my academic advisor Can't get nursing courses when I want
Opportunities for Improvement							
<ul style="list-style-type: none"> SEO for nursing website Brand promotions of nursing program National rankings of nursing program H.S. Counselor outreach 	<ul style="list-style-type: none"> Campus tour program for early inquirers Virtual campus tour Technology-enhanced school fair/h.s. visit presentations 	<ul style="list-style-type: none"> Expansion of summer campus tour program Introduction of "face-timing" between nursing faculty & candidates Summer mini-camp on nusing lab simulations 	<ul style="list-style-type: none"> Join the Common App Research SAT/ACT optional Counselor outreach to guide application process Enhance acceptance announcements 	<ul style="list-style-type: none"> Introduction of financial planning workshops Addition of visit and overnight scheduling software Personalization of overnights 	<ul style="list-style-type: none"> 48-hour resolution of financial aid appeals Institutional cap on loan burden Compouterized assessment of AP credits 	<ul style="list-style-type: none"> Weekly loyalty inter-actions with nursing Restyle accepted student website Upscale reception for new students Streamline intake forms 	<ul style="list-style-type: none"> Initiate nursing mentorship program Facilitate roommate introductions and bonding Add mini-orientation option

TOUCHPOINTS ASSESSMENT

- ▶ Evaluates both importance and performance
- ▶ Of Journey relationships across:
 - ▶ Personal interactions
 - ▶ Communications channels
 - ▶ Systems and processes
- ▶ By applying rigorous qualitative and quantitative research methodologies
- ▶ Resulting in targeted areas for improvement specific to your institution

Journey Touchpoint Rating Sheet: Communications

	FIRST AWARENESS	EARLY EXPLORATION	LIST QUALIFICATION	APPLICATION	SCHOOL COMPARISONS	NEGOTIATION	COMMITMENT	ORIENTATION & REGISTRATION
JOURNEY TOUCHPOINTS	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1	<div>Touchpoint Rating Scales</div> <div><div>IMPORTANCE</div><div>extremely important5 very important4 moderately important3 slightly important2 not important at all1</div><div>PERFORMANCE</div><div>excellent good fair poor very poor</div><div>EXAMPLE</div><div>very important: poor performance4</div></div>		
CHANNELS	Brand Communications Web Site SEO Social Media Mobile Marketing Print Publications Paid Advertising Public Relations				Touchpoint 1			
Brand Communications								
Web Site								
SEO								
Social Media								
Mobile Marketing								
Print Publications								
Paid Advertising								
Public Relations								
STRATEGIES								
Strategy 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1
Strategy 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2
Strategy 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3
Strategy 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4
Strategy 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5

Journey Touchpoint Rating Sheet: Interactions

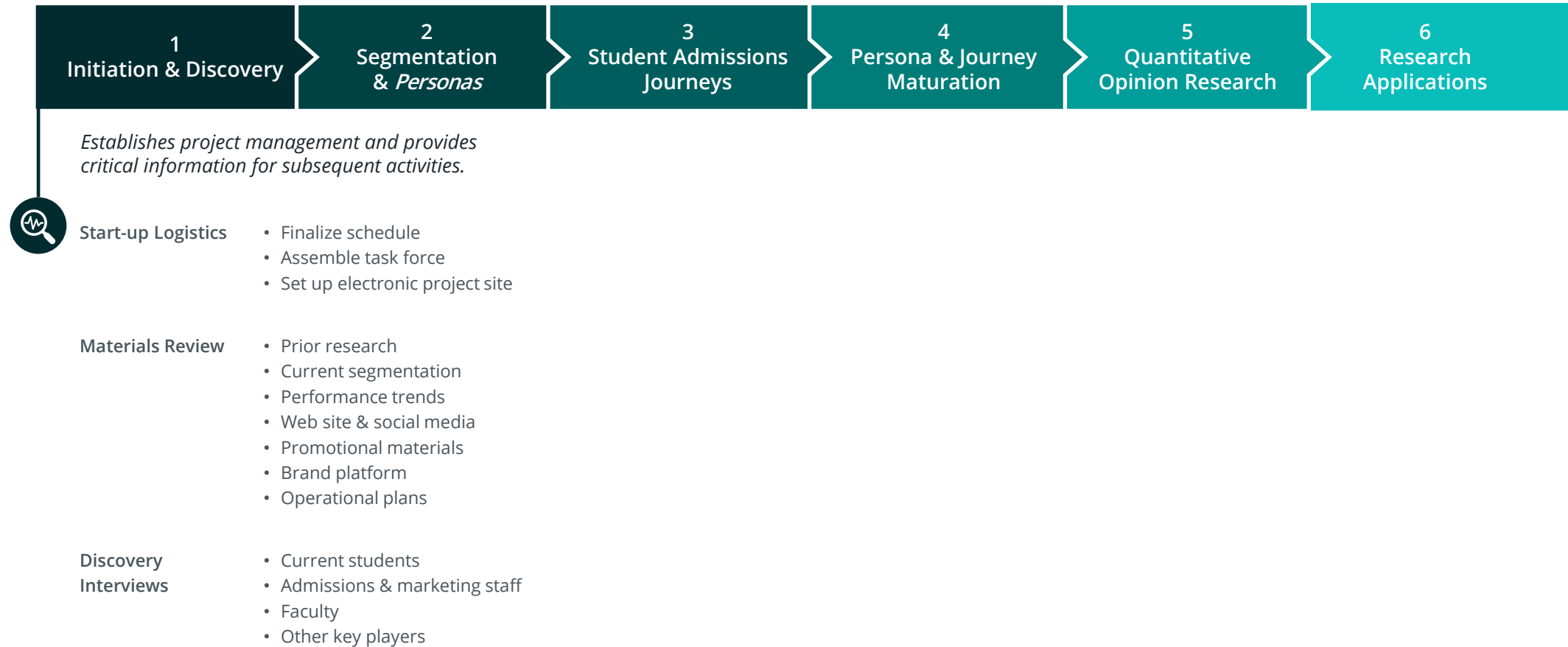
	FIRST AWARENESS	EARLY EXPLORATION	LIST QUALIFICATION	APPLICATION	SCHOOL COMPARISONS	NEGOTIATION	COMMITMENT	ORIENTATION & REGISTRATION
JOURNEY TOUCHPOINTS	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5	<div>Touchpoint 1</div> <div>Touchpoint Rating Scales</div> <div>IMPORTANCE</div> <div>extremely important 5</div> <div>very important 4</div> <div>moderately important 3</div> <div>slightly important 2</div> <div>not important at all 1</div> <div>PERFORMANCE</div> <div>excellent</div> <div>good</div> <div>fair</div> <div>poor</div> <div>very poor</div> <div>EXAMPLE</div> <div>very important: poor performance 4</div>			
INTERACTIONS								
Admission Office								
Financial Aid								
Program Faculty/Staff								
Athletic Staff								
Business Office								
Registrar								
Campus Visit								
High School Visit								
Partnerships								
STRATEGIES								
Strategy 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1	Strategy Description 1
Strategy 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2	Strategy Description 2
Strategy 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3	Strategy Description 3
Strategy 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4	Strategy Description 4
Strategy 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5	Strategy Description 5

Journey Touchpoint Rating Sheet: Systems & Processes

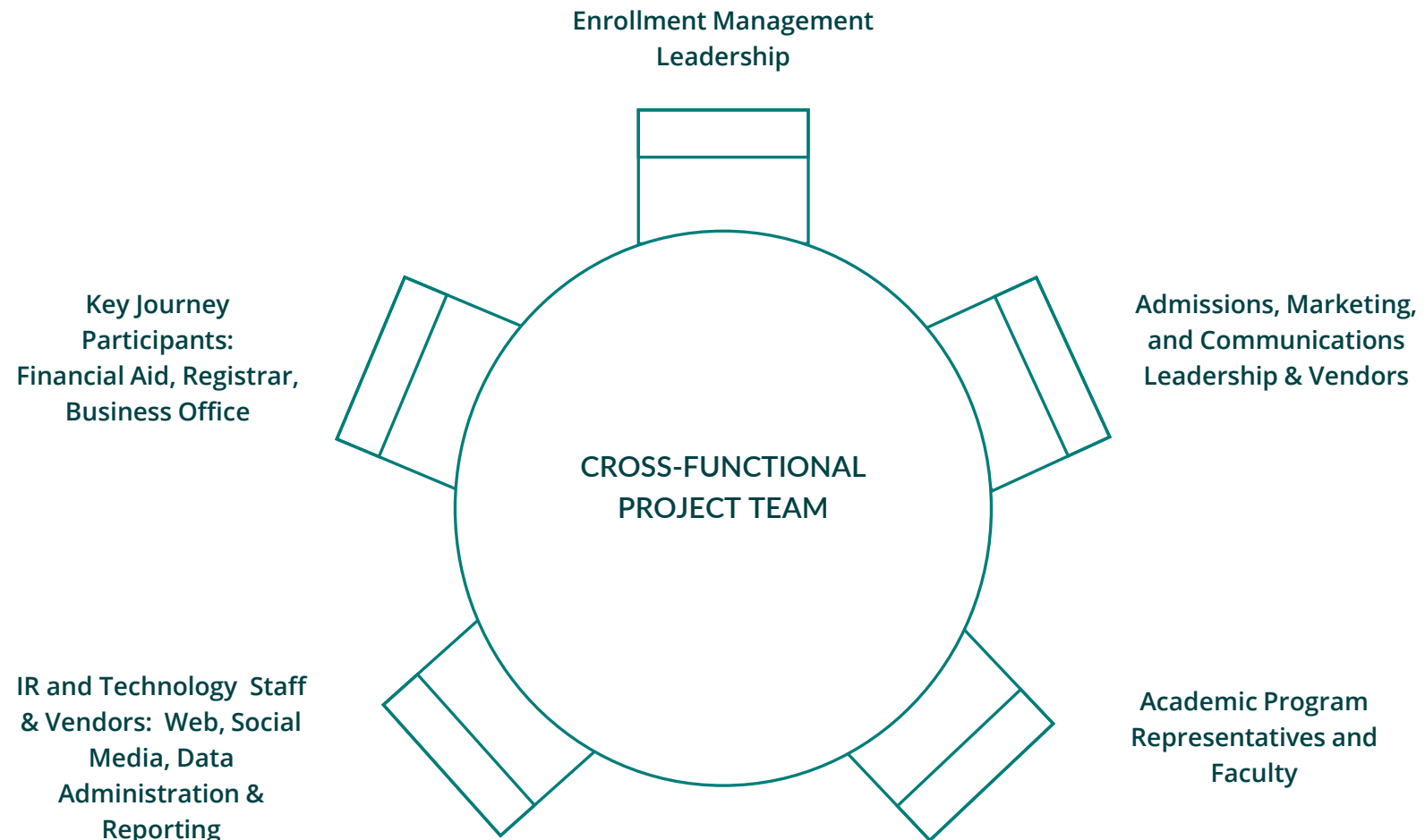
	FIRST AWARENESS					EARLY EXPLORATION					LIST QUALIFICATION					APPLICATION					SCHOOL COMPARISONS					NEGOTIATION					COMMITMENT					ORIENTATION & REGISTRATION				
JOURNEY TOUCHPOINTS	Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5					Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5					Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5					Touchpoint 1 Touchpoint 2 Touchpoint 3 Touchpoint 4 Touchpoint 5					Touchpoint 1					<div>Touchpoint Rating Scales</div> <div><div>IMPORTANCE</div><div>extremely important5 very important4 moderately important3 slightly important2 not important at all1</div><div>PERFORMANCE</div><div>excellent good fair poor very poor</div></div> <div><div>EXAMPLE</div><div>very important: poor performance4</div></div>														
SYSTEMS & PROCESSES																																								
Inquiry Documentation																																								
Information Processing																																								
Admissions Application																																								
Financial Aid Application																																								
Prior Credit Evaluation																																								
Orientation Registration																																								
Advisor Assignment																																								
Residence Hall Assignment																																								
Course Registration																																								
STRATEGIES																																								
Strategy 1	Strategy Description 1					Strategy Description 1					Strategy Description 1					Strategy Description 1					Strategy Description 1					Strategy Description 1					Strategy Description 1					Strategy Description 1				
Strategy 2	Strategy Description 2					Strategy Description 2					Strategy Description 2					Strategy Description 2					Strategy Description 2					Strategy Description 2					Strategy Description 2					Strategy Description 2				
Strategy 3	Strategy Description 3					Strategy Description 3					Strategy Description 3					Strategy Description 3					Strategy Description 3					Strategy Description 3					Strategy Description 3					Strategy Description 3				
Strategy 4	Strategy Description 4					Strategy Description 4					Strategy Description 4					Strategy Description 4					Strategy Description 4					Strategy Description 4					Strategy Description 4					Strategy Description 4				
Strategy 5	Strategy Description 5					Strategy Description 5					Strategy Description 5					Strategy Description 5					Strategy Description 5					Strategy Description 5					Strategy Description 5					Strategy Description 5				

OUR PROJECT DESIGN

Project Design



Seats at the Table



Project Design



Determines segmentation schema and craft first round of student personas.



Current Segmentation

- Study admissions reporting
- Confirm current schema

Segmentation Refinement

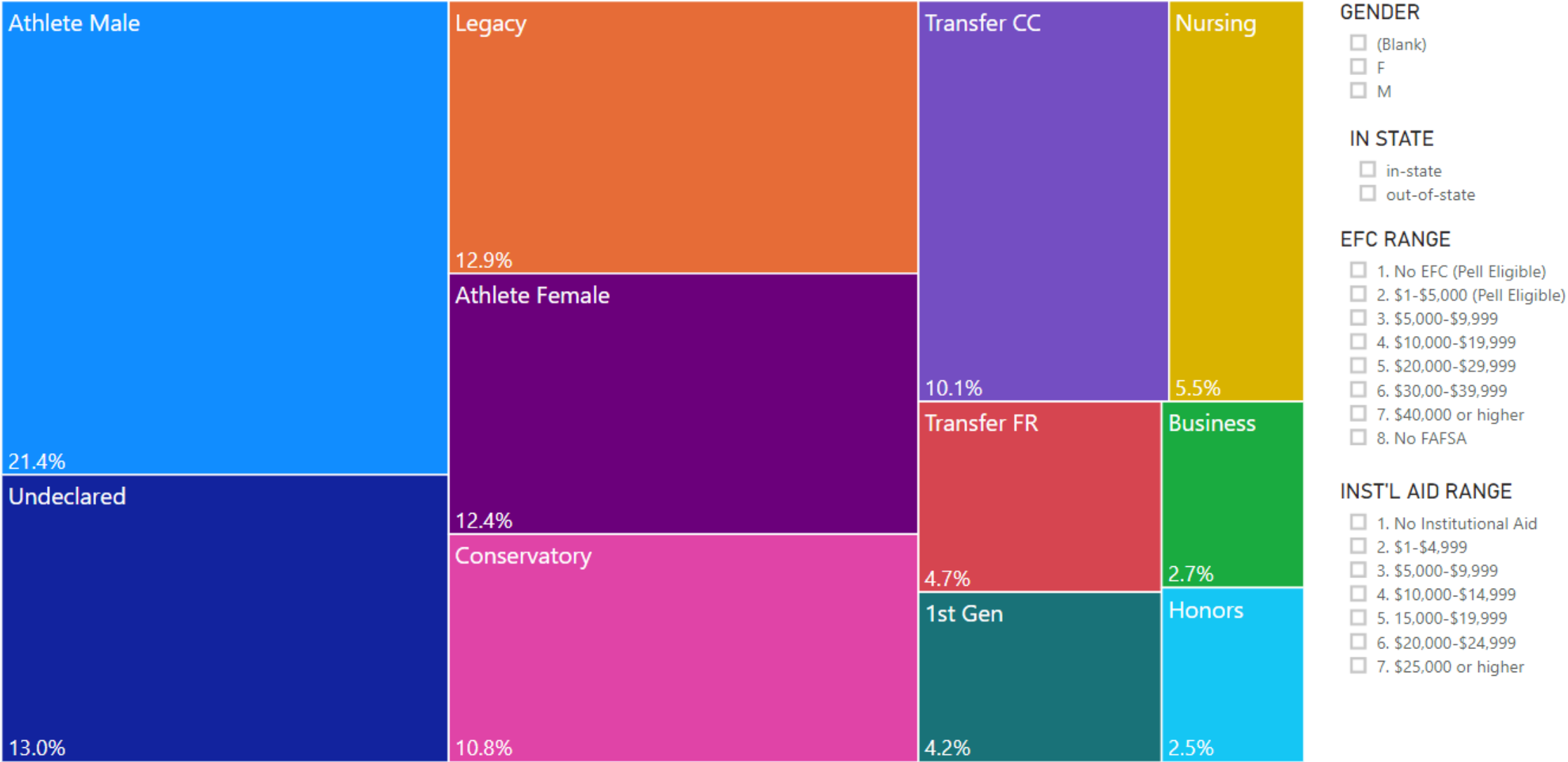
- Create project data base
- Dashboard admission trends
- Run decision models
- Examine cluster alternatives
- Refine segmentation schema

"Ad Hoc" Personas

- Determine high-priority personas
- Research and assign attributes
- Conduct planning workshop
- Apply functions/needs/constraints
- Publish 'ad hoc' personas

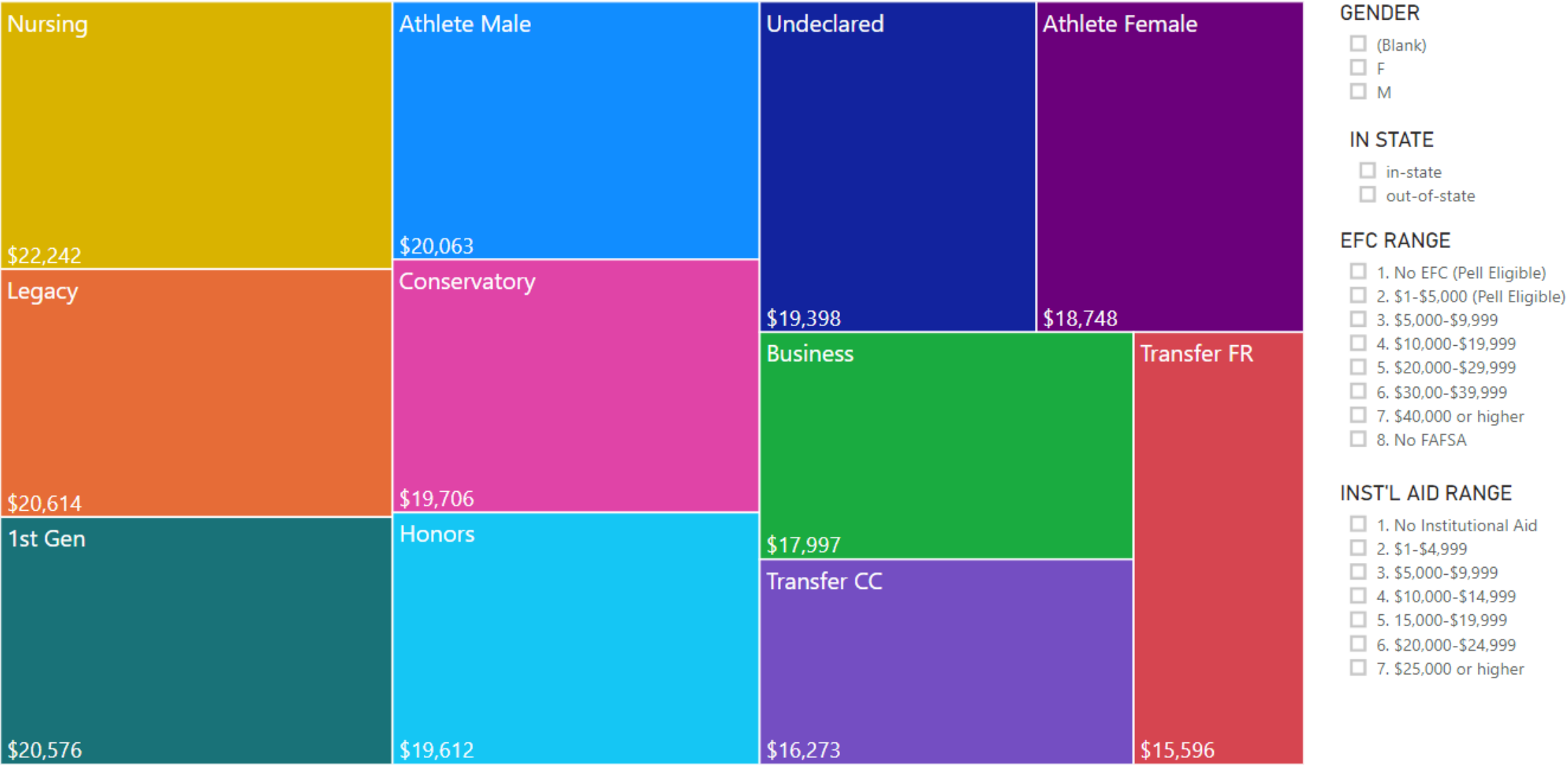
Our business intelligence dashboards rigorously examine your student populations to derive dependable segmentation schema and persona categories.

Sample Drillable Tree Map: % Distribution of Entering Students by Persona



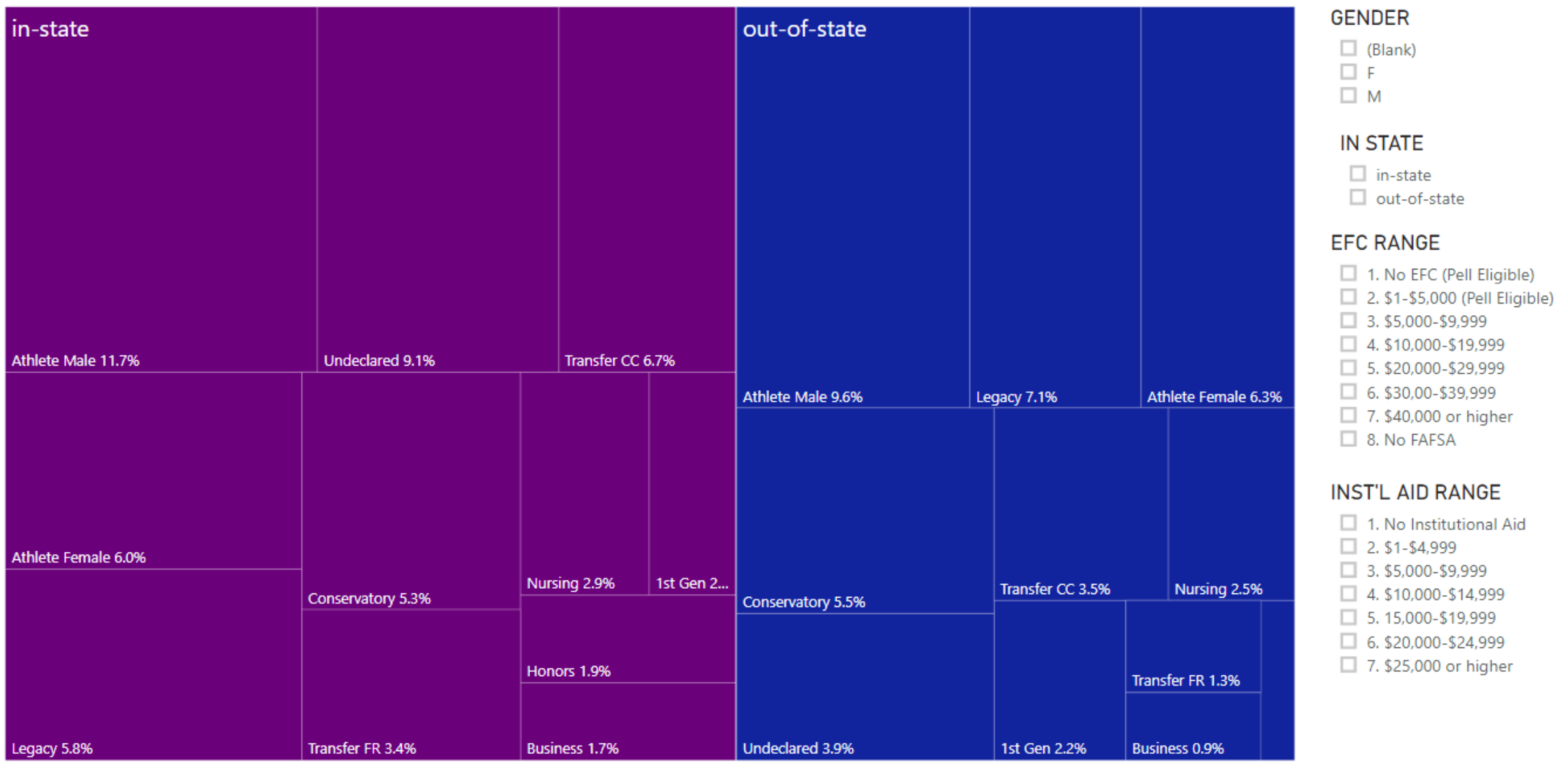
Allowing you to quickly change metrics for different performance views of your personas.

Sample Drillable Tree Map: Average Net Income of Entering Students by Persona



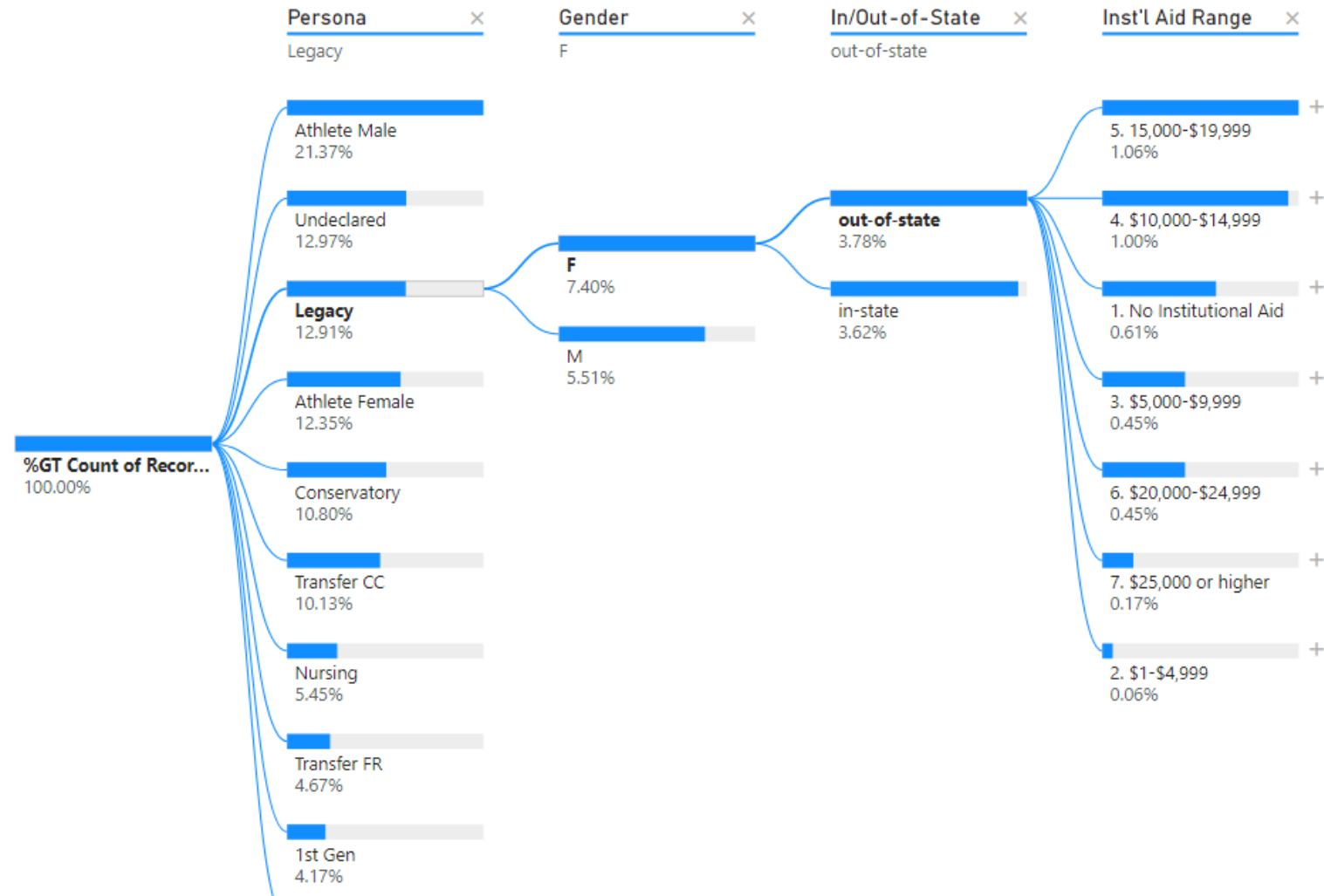
Or creating visual hierarchies for your personas.

Sample Drillable Tree Map: Entering Student Personas by In-/Out-of-State Distribution



Additional BI drilldowns interact with your data to carefully examine student characters meaningful to capturing accurate segment personas

Entering Students by Personas – Decomposition Tree



Project Design



Map the admissions journeys and touchpoints for key student personas and audit performance.



Journey Mappings

- Final journey stages
- Determine stage-related motivations, influences, and actions
- Set journey touchpoints
- Document touchpoint communications
- Document touchpoint interactions
- Publish journey maps

Journey Audits

- Conduct audit workshops
- Assess communications performance
- Assess interactions performance
- Visualize performance audit results

Future Enhancements

- Conceptualize touchpoint improvements for testing
- Brainstorm latent functions & needs for testing

Project Design



Refine the student personas and admissions journeys by research among current students.



Student Focus Group Interviews

- Determine focus group requirements
- Identify participants per personas
- Develop discussion guides
- Schedule and conduct interviews
- Analyze responses and publish findings

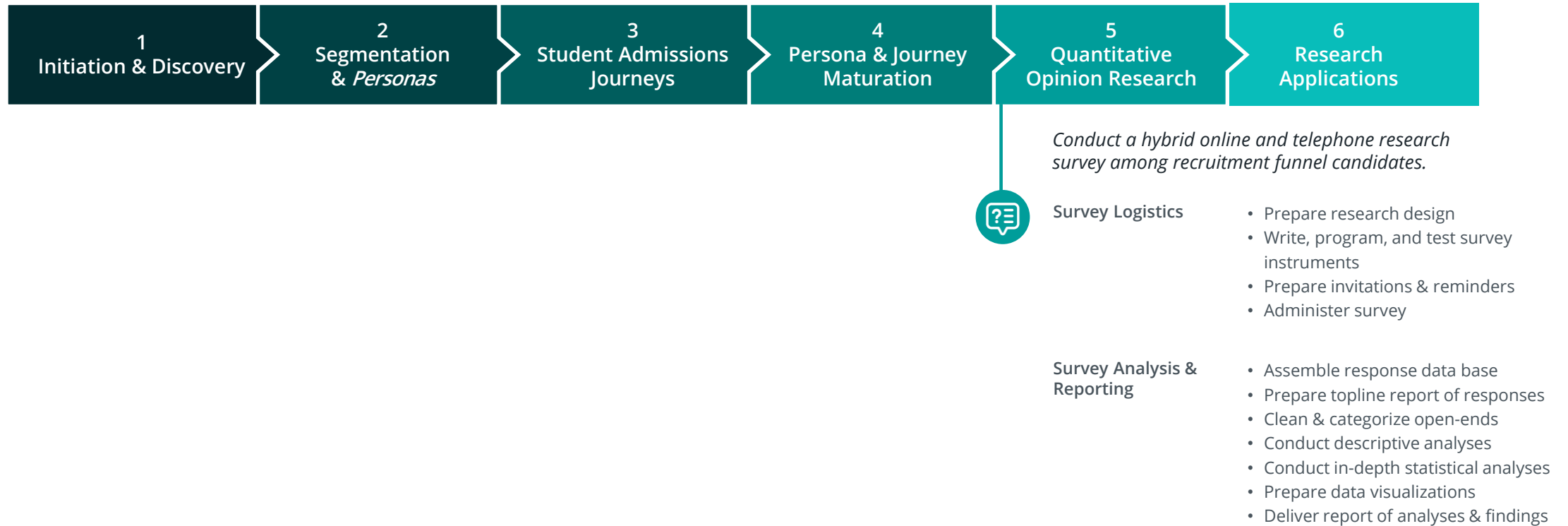
Online Survey of Current Students

- Develop survey questions
- Program survey instrument
- Administer survey
- Create response data base
- Analyze responses and report findings

Persona and Journey Refinement

- Conduct planning workshop
- Present research findings
- Refine personas based upon research
- Refine journey maps
- Determine content of opinion research study

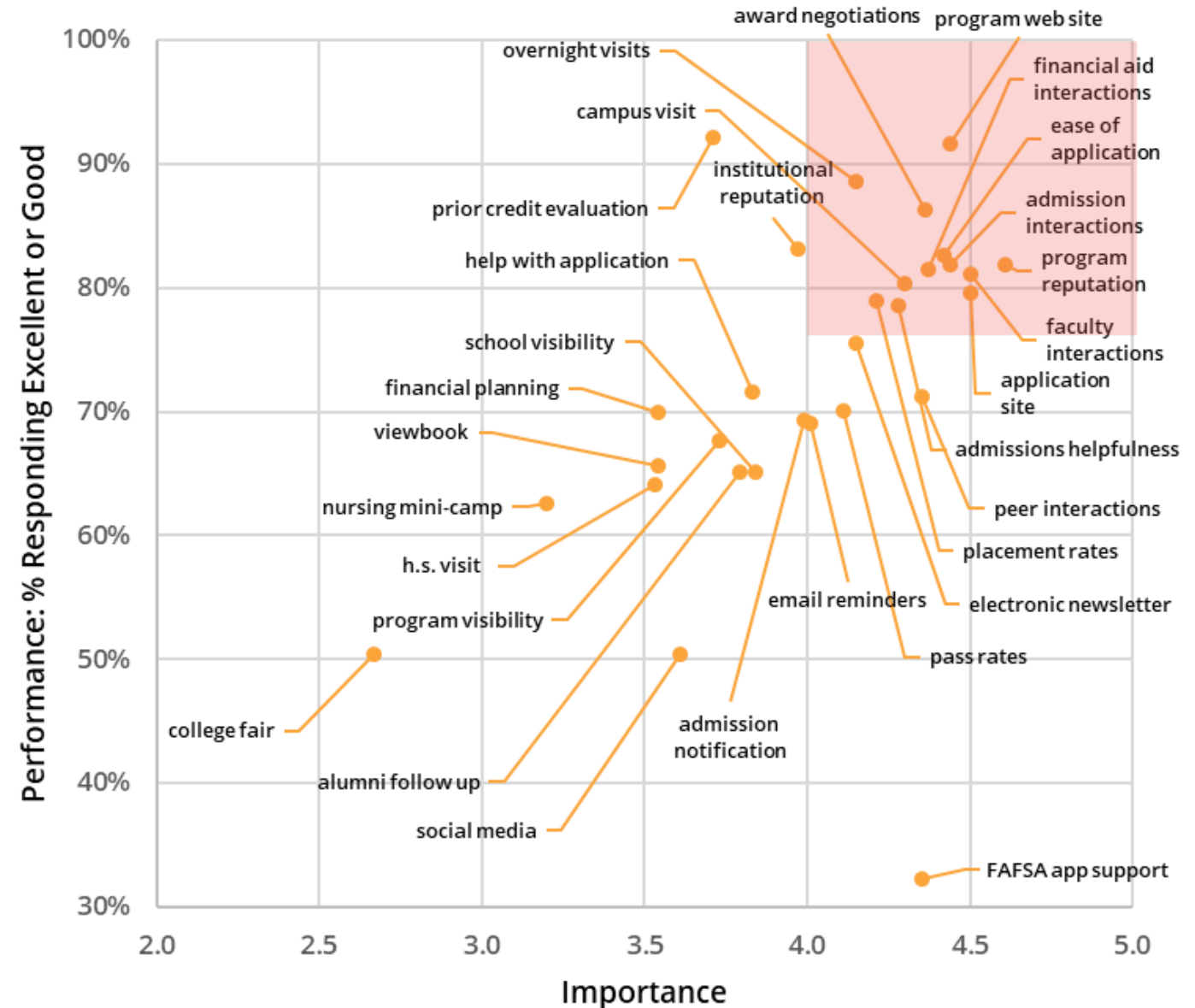
Project Design



We cross reference what Journey Touchpoints and Brand Attributes are important to each student persona by their ratings of how well the school is performing.

This way, you can focus on improving performance where it will have the most significant impact.

TOUCHPOINT BASELINE: FRESHMEN HEALTH SCIENCES

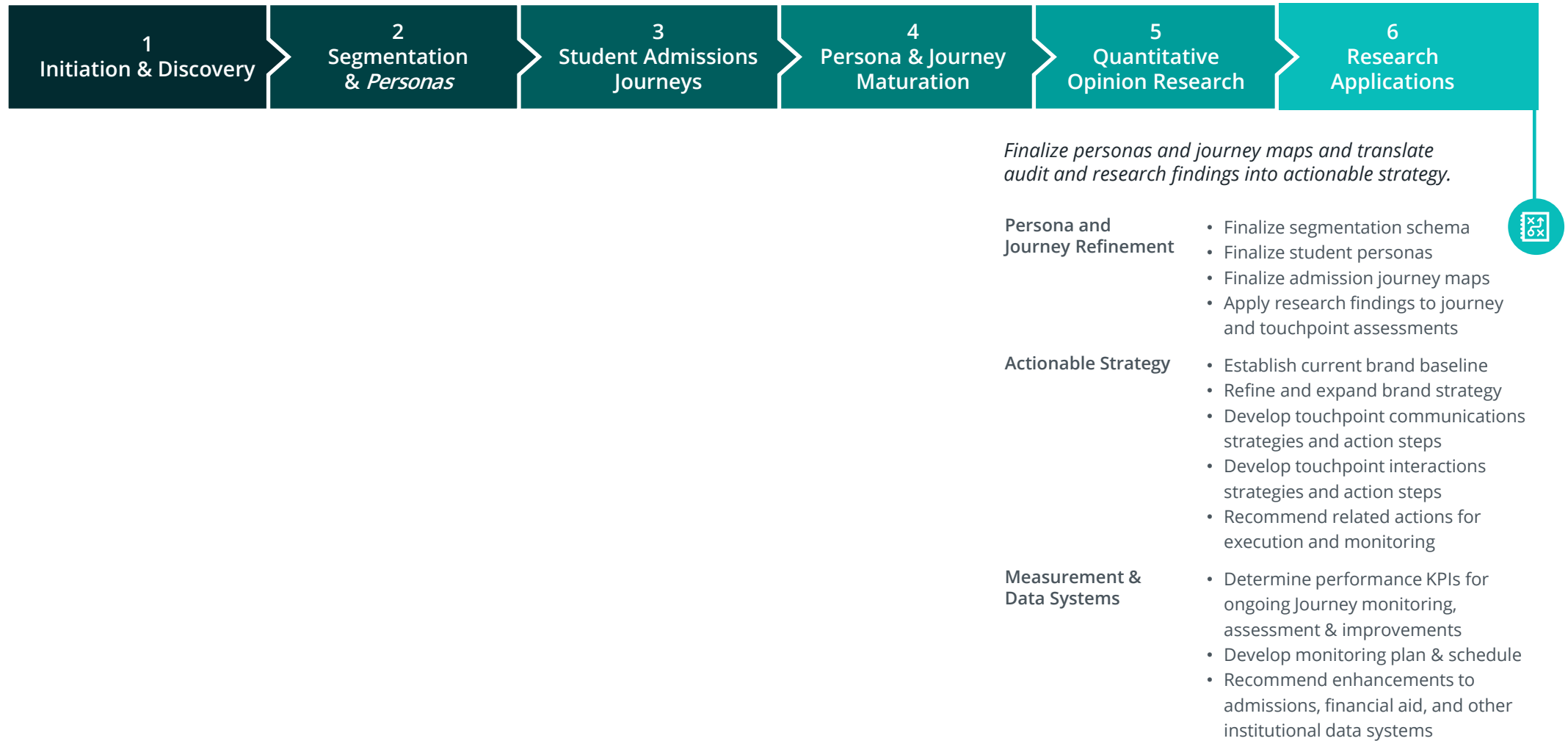


Our proprietary research methodologies determine what Journey Touchpoints and Brand Attributes correlate to student segments and Personas.

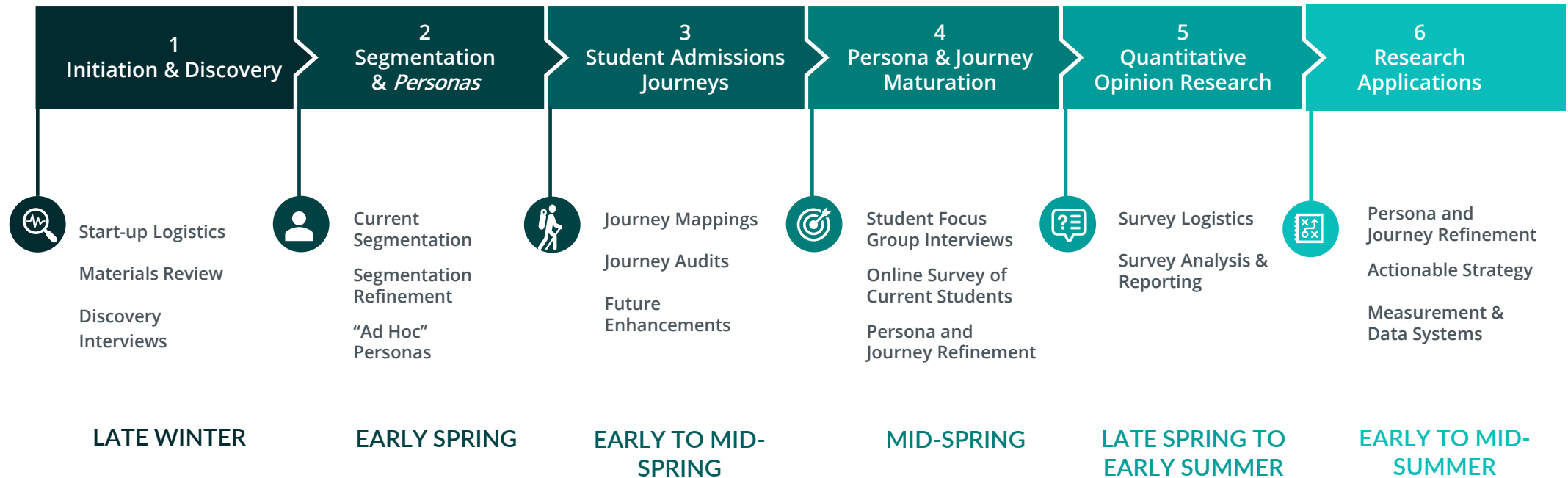
This means that you can target Touchpoints and Attributes more effectively and efficiently.

attribute	liberal arts breadth	strong professional programming	school culture & community	reputation, setting & campus	individual attention
range of academic offerings	0.38	0.32			
small interactive classes					0.72
close faculty relationships					0.79
learning outside the classroom		0.64			0.31
internships & clinicals		0.77			
cross-disciplinary study	0.38	0.47			
strong professional training		0.71			
applied liberal arts	0.45		0.47		
strong career preparation		0.71			
close-knit community	0.33		0.40		0.50
diverse student body			0.65	0.31	
development of the individual		0.33	0.48		0.27
dynamic residential life	0.64		0.32		
mentored undergrad research	0.77				0.36
safe, nurturing environment	0.32		0.59		
strong varsity sports	0.70			0.30	
strong campus traditions	0.70				
faculty accessibility		0.33	0.35		0.40
nationally recognized university				0.61	
access to metropolitan areas				0.65	
suburban metropolitan setting	0.43			0.57	
innovative partnerships		0.45		0.54	
partnerships serving regional needs		0.28	0.32	0.60	
religious affiliation	0.69				
modern campus & facilities				0.49	
advocacy & social justice			0.75	0.31	
commitment to student success		0.37	0.51		0.29
affordable		0.44	0.34		
culture of caring			0.70		

Project Design



Sample Project Timetable: Early 2022 Start



IMPACTFUL BENEFITS

①

Builds a holistic understanding of student segments and personas

②

Turns episodic recruitment transactions into meaningful, trusting relationships

③

Meets students' and families' expectations at critical points in time

④

Reveals and helps alleviate friction points and pains in systems, processes, and channels

⑤

Clarifies and coordinates internal roles and hand-offs among functions and offices

⑥

Identifies, confirms, and crafts strategies around latent functions and needs to promote value

⑦

Targets resources efficiently and effectively at the touchpoints most critical to success

⑧

Aligns student marketing and recruitment efforts with the institution's brand

⑨

Makes the Admissions Journey experience a compelling value differentiator

ABOUT US

Over 25 years, we have successfully completed more than 300 engagements with universities, colleges, and schools, to create, communicate and deliver exceptional educational value. We offer a cross-functional portfolio of services in:

- Strategic and business planning
- New program development
- Brand strategy, research, and communications
- Decision support tools, decision modeling, risk assessment, and price elasticity studies
- Performance management, trend analyses and dashboarding, and economic value analyses
- Market research, development, and planning,
- Admissions office operations and strategic enrollment and recruitment planning.

We are consistently at the leading edge in adapting and tailoring business, brand, performance, and marketing strategy and techniques for our national clientele of academic enterprises.