National Conference on Student Recruitment, Marketing, and Retention
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SESSION DESCRIPTIONS BY TRACK

TRACKS:
- Student Recruitment
- Marketing and Digital Innovation
- Retention and Student Success
- Strategic Enrollment Planning
- Campuswide Enrollment Management
- Financial Aid

STUDENT RECRUITMENT

Leading the Admissions Team
It's a long recruiting year. How do you keep your team motivated? How do you hold them accountable? How do you keep them focused upon the university's mission? How do you get the most out of the talents and skills they bring to the team both individually and collectively? This session will address strategies for keeping your team on mission, maintaining (or improving) morale, making data-driven decisions to help your team get the most from their efforts, developing reporting tools that measure and motivate, and discovering new pockets of potential candidates throughout the year. Anyone who leads a team or serves on a team can benefit from this session, especially those who are new directors of admission.

Today's Transfer Students: Why Data Matters
Sarah Keating, Executive Consultant, Ruffalo Noel Levitz
Meeting and exceeding an institution's enrollment goals is a key priority for enrollment managers across the country. Demographic shifts in high school graduates are creating new student enrollment challenges like never before for many institutions. Additionally, the growth of students "swirling" from institution to institution is creating a different set of recruitment challenges. This session will address both enrollment and attitudinal data behind today's transfer students and discuss how to create effective recruitment strategies based on these findings.
Facing the Giants: How Small Colleges Can Successfully Compete
James Steen, Vice President for Enrollment Management, Houston Baptist University
Those who serve at small, private institutions regularly compete for students with other universities that are significantly larger and have seemingly infinite resources. The reality is, small colleges and universities can and should compete to win—especially considering the fact that the stakes are so high. In this session, the presenter will explore techniques you can implement to maximize your funnel metrics and ultimately do more with less. By working smarter (not necessarily harder) and being more strategic about approaches to recruiting students, small college and university campuses can achieve their enrollment goals in a market that is becoming more and more competitive.

Developing Partnerships With School Counselors to Enhance Recruitment Efforts
Gigi McGuire, Assistant Director, Student Outreach and Recruitment, California State University, Northridge
The California State University system, with 23 campuses, considers relationships with school counselors a high priority. The system empowers counselors by offering statewide conferences to discuss updates on admissions and other policies that affect students. Local campus personnel provide counselor days, in-service training sessions, and ongoing support. Working with counselors throughout the year can have positive effects on recruitment and enrollment. The more information counselors receive about specific opportunities at your campus, the more they can persuade students to consider applying and enrolling at your institution. This session will discuss best practices to enhance your collaboration with counselors in your area.

From "Soup to Nuts": An Integrated Recruitment and Outreach Model for Community Colleges
Kathleen Perales, Associate Dean, Community Outreach and Enrollment Development, Mesa Community College; Samantha Johnson, Manager, Student Recruitment, Mesa Community College; Andre Henderson, Coordinator, Student Success Program, Maricopa Community College District
Are you ready to reinvent, redesign, and reset traditional approaches to community college recruitment? Today's competitive market requires us to engage more strategically when developing college recruitment models. However, limited resources, staff, and knowledge sometimes hinder outreach professionals from reaching their enrollment goals. This session will provide a "soup-to-nuts" approach to developing a tangible and achievable recruitment plan utilizing the existing resources and support available at most community colleges, and within an arm's reach through community and K-12 partners.

Building Effective Pipelines for International Student Recruitment
John Baworowsky, Vice Provost for Enrollment Management, Marquette University
Effective recruitment of international students requires a strategy that builds pipelines to ensure ongoing enrollment of undergraduate and graduate students from outside the United States. The presenter will discuss a multi-tiered approach to building a comprehensive recruitment plan and will share strategies to build meaningful pipelines.

Avoid the Recruitment Blind Side: Balancing Emerging Trends With Fundamentals
James Steen, Vice President for Enrollment Management, Houston Baptist University
All of us have felt blindsided at one time or another by the latest trend, software, or online service. The fact is that emerging technology and new services are going to be a constant that enrollment managers must embrace. But to be successful, we must also master the
fundamentals—blocking and tackling if you will. This session will explore some of the critical enrollment management functions in relation to emerging trends that can help you make your class without breaking your budget. We'll also have some time at the end to discuss the new technologies you're contemplating or want to know more about. So suit up, get your game on, and join us for a time to analyze the offensive and defensive plays you should be considering. Down...set...hut!

**Getting to Yes! Designing an Interactive Graduate Student Recruitment Weekend Built on Your Strengths**

*Dana Mordecai, Assistant Director, Graduate Recruitment, University of North Texas; Kathryn Meyer, Director of Admissions and Recruiting, Texas A&M University; Philip Guerrero, Graduate Program Administrator, University of Texas*

Schools spend a lot of money recruiting students to apply. But once the marketing efforts result in applications, what efforts are in place to land the most promising students? The University of North Texas, Texas A&M University’s Bush School of Government, and the University of Texas Jackson School of Geosciences will host a panel discussion on how they built recruitment events into their admissions and communications process to increase yield from a centralized unit to a program-level perspective. The presenters will discuss how they garnered faculty and student buy-in, how they modified their budgets to accommodate the size/purpose of the events, what elements were included, and how they assessed ROI for data-driven decisions for extending offers based on fit, as well as future event planning. The panel will also discuss how to work within a budget and best practices that can be applied to any size institution and program.

**Jump in the Pool With Us: Engaging College Faculty, Staff, and Students in Recruitment**

*Christine Booker, Recruitment Coordinator, J. Sargeant Reynolds Community College*

During past conferences, the presenter shared ideas for expanding the recruiter pool by utilizing faculty, staff, and students at your institution. After fully implementing this recruitment model at Reynolds Community College, the recruitment staff discovered some benefits and barriers to this approach. This session will cover more about tools to strengthen and build a recruiter pool at your institution and challenges to avoid. Focus will be on two major points: (1) Recruitment 101—the basic knowledge a recruiter needs, and (2) Recruiter philosophy—the unique prospective of the recruiter.

**Trends in Graduate and Professional Applications, Enrollment, and Student Financial Support**

*Jeff Allum, Principal, Jeff Allum & Associates, LLC*

Graduate and professional programs have played an important role in advancing scholarship, solving social problems, and promoting commerce, and they have done so with some of the best and brightest student minds that America and the world have to offer. But given the rapid and recently unconventional developments in our social, political, and economic environment, graduate and professional education may be more important now than ever. This session will highlight the current state of graduate and professional applications, enrollment, and student financial support, along with noteworthy trends and potential implications of policy discussions in our nation’s capital.
Growth in Decline: Overcoming Demographic Challenges to Achieve Success
Kerr Ramsay, Associate Vice President of Enrollment Management, High Point University; Stephen Lee, Associate Vice President of Enrollment Management, West Virginia University
For the last three years, the number of high school graduates in the United States has declined by up to 10 percent. This decline has combined with socioeconomic and demographic changes to challenge even the most robust enrollment plan. However, a number of colleges and universities have continued to see increasing enrollments from even the hardest hit areas. With another decrease in high school graduates expected this year, learn how two distinct institutions have overcome the national trends and strengthened their recruitment efforts in a time of decline. You will also learn how to identify tools to improve your enrollment projections.

Where Have All the Transfer Students Gone?
Jennifer Wick, Vice President, Ruffalo Noel Levitz
There are several reasons institutions should continue to make transfers a priority: they fit in where there is excess capacity in upper-level courses, are often less price sensitive and hence have lower discount rates, and place less of a drain on housing. However, we have recently seen many institutions struggle to meet transfer student enrollment targets. We'll explore national trends to better understand why transfer recruitment has become so challenging, and describe strategies campuses have used to remain competitive for transfer students.

Eight Fundamental Issues to Understand for Graduate/Professional Enrollment Planning
Craig Engel, Senior Vice President, Ruffalo Noel Levitz
Today’s graduate and professional school enrollment professionals can no longer play the role of gatekeepers as they manage their programs’ enrollments. Programs with well-developed strategic and actionable recruitment plans will thrive in the coming years. In this session, we will discuss eight of the key fundamental issues that are important to graduate and professional school new-student recruitment programs—ranging from funnel management to coordination of graduate program managers.

Improving Prospective Student Engagement
Robert Heil, Senior Vice President, Ruffalo Noel Levitz
Dive into the lost art of funnel management and identify core strategies that will help you prioritize resources and more effectively engage prospective students and their key influencers.

Making the Most of the On-Campus Visit: A Guide for Graduate and Professional Schools
Charles Roboski, Assistant Dean, Admissions and Financial Aid, Michigan State Law College
In a landscape where the typical applicant applies to a number of schools and has many options to choose from when deciding among and between institutions, the campus visit experience is a critical part of many prospective students’ decision-making process. This session will offer a wide variety of suggestions for planning and executing high-impact campus visits.

Optimizing Your Non-Traditional Admissions Stream
Chris Fontaine, Associate Vice President of Global Enrollment Services, LeTourneau University
The non-traditional landscape continues to evolve quickly with prospective students becoming more consumer conscious and competition increasing. Learn some best practices on how to navigate your non-traditional student through your admissions stream in a way that will optimize yield opportunities and create a foundation for retention success.
Pathway Partnerships: Connecting the Dots for Transfer Students Between Two- and Four-Year Programs
Terry Dale Cruse, Administrative Director and Head of Campus, Mississippi State University; Jason Dedwylder, Academic Dean, Jones County Junior College
Transfer partnerships are more than a handshake. Discover critical components to ensuring successful relationships between two- and four-year institutions including course-specific academic plans, concurrent enrollment options, financial aid consortium agreements, university advisors officeed on community college campuses, and co-branding and marketing of key programs.

Current Students: Your Best Resource in Undergraduate Recruitment
Maria Santa, Assistant Director, Indiana University Bloomington; Kathy Fisher, Associate Director, Indiana University Bloomington
A recent study by Eduventures showed that 52 percent of students enrolling at Indiana University said current students strongly influenced their decision to attend the university. The IU Office of Scholarships student group, the Scholarship Advisory Committee (SAC), is comprised of 75 current IU scholars and was created in order to help influence prospective students’ decisions. In this presentation, the presenters will discuss how the SAC was developed, how the university utilizes them in recruiting strategies, and how they have seen the effect of their efforts for the university and for the members themselves.

Prospect Data: Getting More Bang for Your Buck
Catherine Ellis, Admissions Operations and Communications Manager, The American University of Paris; Harry Greiner, Director of Marketing and Communications, The American University of Rome
With all the talk about so many changes in the way in which we attract students—mobile responsiveness, international recruitment, geo-fencing, and branding—we often get so focused on what’s new that we forget to leverage what we’ve already got. Every one of us is sitting on a wealth of information from our existing applicant pool, our prospective students, and those already enrolled with us. This session will help you look at the student information that you already have on hand, how it’s used in your CRM and communications plans, and how to get more out of it in the future. Gazing into the distance can be fun, but what’s right under your nose might be more rewarding.

Building Your Transfer Outreach Action Plan
Gil Rogers, Director of Enrollment Marketing, Chegg Enrollment Services
Recent research indicates that over half of four-year institutions are planning for moderate to significant increases in transfer student enrollment in the coming years. In addition to making the process easier for students, this means that admissions and marketing professionals must be prepared to adapt to an increasingly competitive landscape. Research conducted by Chegg and NRCCUA will identify how students currently enrolled at two-year schools find and prefer to connect with four-year institutions as they begin the transfer process. Additionally, this presentation will show how the University of North Texas applies these lessons to their recruitment today.

The Enrollment Hexagon: A New Recruitment Mindset
Johnathan Williams, Assistant Director of Undergraduate Admissions, University of West Georgia
Research studies show that attending college can have an enormous impact on a student’s life.
Yet, current enrollment models, such as the enrollment funnel, treat prospective students as disposable, easily dispatched for the next inquiry. To address this, in the place of the enrollment funnel, the University of West Georgia implemented a new approach: The Enrollment Hexagon. Come hear the ways that The Enrollment Hexagon can make a meaningful difference in your prospective students’ lives while increasing enrollment at your institution.

Creating Non-Traditional Enrollment Paths for Non-Traditional Students  
David Brant, Director of Graduate Admissions, Bay Path University  
This presentation will explore the use of alternative credentials, micro-degrees, and certificate programs to establish new enrollment pathways for non-traditional students. Increased competition combined with regional declines in traditional student populations make it essential to stay current on new non-traditional enrollment initiatives. A recent study by the U.S. Census Bureau found that over 30 percent of adults hold an alternative credential. Learn how other institutions are currently capitalizing on these non-traditional enrollment pathways. In addition, gain a better understanding of the ancillary benefits associated with implementing one of these strategies.

Using Data Visualization Techniques to Accelerate and Improve Enrollment Management Decision Making  
Don Bishop, Associate Vice President, Undergraduate Enrollment, University of Notre Dame; Tom Bear, Senior Director of Undergraduate Enrollment; Paul Mueller, Director of Enrollment Strategic Planning and Research, University of Notre Dame; Mark Sloan, President and CEO, GlyphEd  
This session will outline lessons learned from the application of data visualization techniques to enrollment management. UND’s enrollment team has helped create data visualizations that enable non-data scientists to benefit from the proliferation of enrollment management data available in CRM and data warehouses. Other enrollment management officers who have seen this work have said it:

- Provides a truly unique and compelling way of holistically looking at an applicant;
- Delivers pre-built visualizations needed to make decisions; and
- Can help better target recruiting and align travel spend.

Recruitment for Rookies  
Anne Monroe, Executive Consultant, Ruffalo Noel Levitz  
The problem: you’ve recently joined the admissions team and you simply need help getting a grasp on the office “language.” You generally know what you’re supposed to be doing, but you don’t know what you don’t know! This session will explain prospects, stealth shoppers, and the like, as well as help you understand reports that are critical to new admissions professionals. Come learn some of the lingo and tricks of the trade, and arrive willing to share ideas from your shop. This session will examine strategies and techniques for every stage of the admissions funnel used on various campuses around the country. This knowledge is meant to decrease new team member anxiety.

Optimizing Your Conversion and Yield Rates: How to Use Funnel Benchmark Data  
Sarah Coen, Senior Vice President, Consulting Services, Ruffalo Noel Levitz  
The Ruffalo Noel Levitz recruitment benchmark data for four-year public and private institutions throughout the country will be shared during this session. The presenter will explore how you
can use this data to make important changes to your campus recruitment efforts. We will discuss how to use the benchmark data in meaningful ways. This will include: gaining a better understanding of your recruitment plan, identifying opportunities to increase your conversion and yield rates, pinpointing when and where to intervene to avoid enrollment surprises, and increasing the accuracy of your institution’s enrollment and yield projections. The session will conclude with a strategy discussion focusing on ways you can improve your recruitment efforts to reach and exceed enrollment goals.

**Using IPEDS and Clearinghouse Data to Understand Your Position in the Marketplace**

*Katherine Cooper, Executive Consultant, Ruffalo Noel Levitz*

How does an enrollment manager compare the positioning of the institution among its competitor or peer institutions? What data resources are available to help determine strategies to impact enrollment, academic quality, or institutional strategic plans? The data available to institutions through the National Student Clearinghouse “Student Tracker” and National Center for Education Statistics IPEDS can help individual campuses identify enrollment trends; improve the ability to target, recruit, and retain students; and better understand how to position the institution among competitor or peer institutions. Our discussion will focus on strategies to help drive recruitment and marketing messages.

**What's Working in Canadian Marketing and Student Recruitment?**

*Gary Fretwell, Senior Vice President, Ruffalo Noel Levitz*

Canadian institutions are facing a challenging and highly competitive future enrollment environment. This presentation will provide an overview of these challenges and suggest both strategic and tactical initiatives to attract students to your campus. Included in the session will be key factors of college choice, recommendations for using data management to minimize surprises, and specific tips on building and shaping enrollment. Specific recommendations for utilizing institutional resources will also be presented and discussed.

**MARKETING AND DIGITAL INNOVATION**

**Building Demand in a Competitive Market**

*Robert Heil, Senior Vice President, Ruffalo Noel Levitz*

How do you reach students in a rapidly changing, fragmented environment? We'll share our research on marketing to today’s students. Our in-depth analysis on student behavior and marketing technology will show you how to be prepared for the future. Learn search and direct marketing strategies, how to leverage your institution’s website, successful application generation strategies, innovations in digital marketing, and how to create a well-rounded inquiry pool.

**Eight Steps for Creating a College Marketing and Communication Plan**

With the emergence of new trends in student search behavior, campuses have more options than ever for reaching prospective students. Finding the right mix of communication methods is crucial for success, but as we shift away from the traditional funnel, which strategies are most effective for reaching the right students? Attend this session and learn how to construct a
marketing and communication plan while staying true to your institution’s brand. You’ll learn more about:

- Creating a communication flow that keeps students interested;
- Choosing the right message for your audience;
- Strategies for building a compelling web presence; and
- How to mix new and traditional marketing methods for a cohesive campaign.

**Going Live: Maximizing Live Video on Social Media**
*Meredith Chapman, Director for Digital Communication, University of Delaware*

With smartphones increasingly commonplace, connectivity is constant. Prospective students, particularly millennials, live between the online and offline. To reach and engage these prospects, institutions need to meet them where they are and provide a unique brand experience: Enter live streaming. Whether using Facebook, Instagram, or Periscope, institutions have a window to connect with their audiences where they are online while offering an insider perspective of college, from tours and cool classrooms to student life and milestone moments. Learn how to maximize live video on social media and to create opportunities and effectively integrate with existing brand communications and marketing strategies.

**Leveraging Your Website as Your Leading Recruitment Tool**
*Lance Merker, President and CEO, OmniUpdate, Inc*

Today's college-bound students are web-savvy and discerning, so if your website is out of date or lacking elements for which these students are looking, they will exit your site without giving it a second thought. Your website must leave a positive, lasting first impression. Is your site up to snuff? During this presentation, Lance will discuss the elements of your website that are most important to prospective students and how to optimize your site to make it the most powerful recruitment tool at your disposal.

**Content Marketing: It’s All About Them**
*Vickie Alleman, Vice President of Enrollment Management, Dominican University of California*

Prospective students say that universities look and sound the same. How do you break through to reach them in ways that matter? Admissions and marketing offices spend too much time deciding on the platforms for communications and too little time focused on creating content that attracts and engages. Attend this session and learn more about the time and effort it takes to create, execute, and measure content that matters. Topics covered include research for relevant data, segmentation and personas, messages, images, A/B testing, tracking, and measuring of results.

**Snapchat: Is Dark Social a Bright Idea?**
*Ryan Maguire, Social Media Strategist, Princeton University*

In what seemed like a snap, one social media platform went from scary idea to essential for higher education communicators. In this session, social media strategist Ryan Maguire talks about the role Snapchat played in the evolution of Princeton University’s social media strategy, how schools can use the platform to connect with their target audience, and what the adoption of Snapchat features by older platforms such as Instagram and Facebook means for your social media strategy.
Creative Trends We Love: Inspiration to Invigorate Your Campus Communications
Matt Barnes, Director of Creative Services, Ruffalo Noel Levitz; Kathryn Nash, Vice President of Creative Services, Ruffalo Noel Levitz

It’s back! If you’re seeking ideas on how to add personality to your campus communications, this is a can’t-miss 50 minutes. In this engaging and informative session, we’ll discuss creative trends across industries that can be applied in higher education and why they are relevant to your prospective students. Based on your feedback from last year’s session, we’ll dive deeper into how these trends also impact social media management on your campus. Bring any examples you wish to share and receive feedback.

Explain This to Me Like I’m a 16-Year-Old: Communicating Financial Aid, Affordability, and Value to High School Students
Chad Cooper, Senior Creative Writer, Ruffalo Noel Levitz

Pragmatic. Prudent. Pessimistic. All apt descriptions for Generation Z’s attitude toward financing their college education. We’ll discuss the traits and mindset of these students and break down what they do and don’t know about the financial aid process. Then, we’ll cover the most effective ways to cut through the jargon and communicate with students about financial aid while simultaneously building a strong value proposition.

Marketing for Rookies
Kathryn Karford, Associate Vice President, Ruffalo Noel Levitz

How do you make today’s dynamic marketing mix work in this highly competitive college marketplace? If you are new to higher education marketing, you’ll want to get these winning strategies for your institution’s success. Learn tools and tips to effectively reach and recruit future students—and manage marketing for best results, even with tighter resources, in-house challenges, and an ever-changing landscape.

50 Webinars Later: Lessons Learned From Managing Webinars and Virtual Info Sessions
Bill Gibbs, Director of Campus Outreach and Base Relations/Webinar Coordinator, Embry-Riddle Aeronautical University-Worldwide

Embry-Riddle Aeronautical University, with 130 locations around the world, needed a recruiting tool that could be used with a global audience. Webinars and virtual information sessions are a major marketing thrust for the university. ERAU conducted its first webinar in 2012 and since then has produced 50 webinars and three dozen virtual information sessions. In this workshop, webinar coordinator Bill Gibbs will share lessons learned from these 80+ sessions. He will provide information on choosing a webinar platform; look at promotion, publicity, and follow up; and share 10 tips for running a successful webinar or virtual information session.

Ignite Your Brand Promise
Ellen Treanor, Brand Strategist, Southern Utah University

A brand is more than a logo—it is the combination of all the emotional interactions your clients have with your institution. This session will help you understand:

1. How to develop a brand promise using a simple formula;
2. How storytelling and a strong narrative strengthen your brand; and
3. Why you exist is more important than what you do.
The Maturation of Mobile and Social: The 2017 Social Admissions Report
Gil Rogers, Director of Enrollment Marketing, Chegg Enrollment Services; Brian Niles, Founder and Chief Evangelist, TargetX
Social media is no longer new. Neither is mobile. And yet, it still seems extremely difficult to stay current and up-to-date with what prospective students want and need. With constant changes in student preferences and behavior, how are enrollment marketers to keep up? This year’s edition of the Social Admissions Report focuses on recent trends and shifts in student use of digital tools, social media sites (like Instagram and Snapchat), and mobile technology to find and access college information during their search and selection process. Additionally, we’ll look at how interactions via digital channels influence a student’s decisions.

Reaching and Recruiting Hispanic Students and Their Families
Raquel Bermejo, Associate Vice President, Market Research and Planning, Ruffalo Noel Levitz
This session will highlight information from our Perceptions survey on Hispanic students and their families' perceptions of and preferences for communication with colleges. Attendees will learn information regarding Hispanic students' information-seeking patterns and preferences and will be able to explore best practices when it comes to recruiting this important segment of our population.

The Evolving Website: Using Data-Driven Decisions to Continuously Improve Web Strategy
Kris Hardy, Director of Web and Digital Marketing, Messiah College
The Internet and web-based technologies have been evolving at an exponentially rapid pace. This, coupled with the expectations of prospective students who are now immersed in digital technologies, means institutions cannot afford to launch a new-and-improved website, only to leave it dormant. This session will examine the role research and data-driven decision making should play in guiding an institution’s web strategy. Participants will be exposed to tools such as web analytics, heat mapping, surveys, focus groups, and user testing that can be implemented to evolve web strategy. Strategies for campus buy-in, governance, and ways to optimize a prospective student’s user-journey will also be shared.

Be a Real Person: Why You're Doing Social Media All Wrong (And What Students Want)
Andrew Shaw, Director of Enrollment Communications, York College of Pennsylvania
There’s a reason students don’t want to follow your Twitter account. Would you? Back away from the link you were about to auto-post, slowly. And take a new approach to social media that emphasizes conversation, timeliness, and even humor to make your accounts something worth following. Find out why being "real" resonates, and how it pays off with more engaged followers. Using examples that helped dramatically increase follower counts and engagement at York College of Pennsylvania, you'll see easy-to-execute strategies that you can implement today to help students see you in a new light.

The Art of a Successful Online Event
Sarah Pauling, Marketing Director, CollegeWeekLive; Anthony Pinto, Associate Director of Admissions, The University of Tampa; Paulina Achramowicz, Regional Manager (North America), International Recruitment and Marketing, University of East London
Online events are an extremely effective way to introduce prospective students to your institution. What’s more, events can be an excellent re-engagement tool, allowing you to maintain an open and ongoing dialogue with prospective students throughout the enrollment
funnel. Hear from peers at the University of Tampa and the University of East London on their successes, and pitfalls, in managing online events. Following this presentation, you'll walk away with actionable tactics for marketing your event, selecting your speakers, creating a compelling presentation, and effective follow-up. In addition, we'll discuss how to extend your presentation further with tools such as Facebook Live.

Strange Bedfellows: The Case for Recruitment and MARCOMM Integration
Kyle Steele, Manager, Student Recruitment, Mount Saint Vincent University; Lauren Leal, Manager, Marketing, Mount Saint Vincent University
Many universities continue to use a structure that has admissions and recruitment personnel working under the same umbrella. Years ago, we sought to change the status quo by bringing recruitment into the marketing department. In this session, you'll learn of the benefits of this uncommon structure, the successes we have enjoyed as a result, and of course, some of the barriers we had to overcome along the way.

From the Wild, Wild West to User-Centered Strategy: A Redesign Journey
Vicki Saffran, Senior Marketing Planner, Madison Area Technical College; Regina Mosher, Director, Technology Services, Madison Area Technical College; Laura Kendellen, Web Coordinator, Utah State University
Your website is often the first impression your college makes on a prospective student. How does a website redesign project with the goal of increasing enrollment change the college culture? Learn how Madison College partnered with Ruffalo Noel Levitz to modernize madisoncollege.edu, implementing engaging functionality and optimizing content while establishing collegewide website governance. On this journey, you will learn of the challenges, discoveries, and victories along the way to a carefully considered, redesigned website.

Texting in Admissions: Why Finesse and Respect Rule the Medium
Suzanne Petusch, Vice President for Enrollment and Marketing, Presbyterian College; Dave Marshall, President, Mongoose
Research shows 94.7 percent of prospective students are, in fact, human. Texting is a highly personal medium which can facilitate genuine dialogue and conversation. No matter the size of your institution, texting can have a significant effect on your reputation, relevance, and enrollment results. In this session, you will learn how to leverage texting to communicate better and reach your enrollment goals.

Making Your Marketing ROI Business Case With Marketing Performance Metrics
Michael Lofstead, Assistant Vice President, Web Strategy and Interactive Marketing Services, Ruffalo Noel Levitz
Email marketing, paid search advertising, and social media marketing have become the cornerstones of any modern student recruitment marketing plan. In this session, we will explore the key interactive marketing best-practices, tracking tools, and measurement approaches that can become the foundation of a data-driven marketing analysis program at your school. The presentation will offer a balance of top-line information of interest to senior enrollment personnel as well as managers of web and marketing teams. It will also provide experienced interactive marketers with a few new ideas to beef up online marketing and performance analysis efforts.
Connecting Website Analytics and the Enrollment Funnel
Vaughn Shinkus, Executive Consultant, Ruffalo Noel Levitz
Your website isn't just a source of information about your institution, it's your primary marketing channel for growing interest and engagement, developing inquiries, and receiving applications from prospective students. Yet most colleges and universities leverage only a fraction of the insights that can be gleaned from tracking online behaviors and actions. When properly configured and integrated, web analytics can not only show you how your website is performing in getting users to key conversions, but also measure the value of your investments in digital marketing campaigns. We'll discuss the characteristics of a fully functioning web analytics program and show how web data can be used to make informed enrollment marketing decisions.

E-expectations of High School Students and Parents: What Are the Best Approaches for Your Digital Recruitment Marketing Strategies?
Stephanie Geyer, Vice President, Web and Interactive Marketing Services, Ruffalo Noel Levitz
Each year, the E-Expectations report summarizes the online behaviors of college-bound high school students in order to inform and improve e-recruitment strategies. In 2017, surveys were also administered to the parents of these students. This session will be the very first public presentation of our findings and recommendations from the latest study. We will discuss trends and behaviors among juniors, seniors, and parents as they use digital marketing resources to explore their college enrollment options. This session will explore their use of websites, email, texting, paid marketing, social media, mobile, and more. By the end of the session, attendees will: 1) Understand what campuses need to do to meet the online expectations of college-bound high school students and their parents when they are conducting a college search; 2) Know how to integrate expectations data and analytics to manage their institution's digital presence across multiple channels, including the campus website, email, digital advertising, and social media; 3) Learn how mobile device usage is changing how students browse websites, complete forms, and interact with campuses online.

Beyond the Program Page: Developing an Engaging SEO Content Marketing Strategy
Matt Herzberger, Executive Consultant, Ruffalo Noel Levitz
In higher education marketing, most know the phrase "programs are our product." A robust academic program of study webpage is a main foundational piece to recruiting and answering vital prospect questions to compel key enrollment activities. Learn advanced program marketing strategies using SEO-driven content marketing to increase prospects' satisfaction, respond to the right user questions at the right time, and increase your Google footprint and ranking through simple, intentional extensions of your current SEO and writing efforts.

RETENTION AND STUDENT SUCCESS
Alignment: The Missing Element for Enhancing Student and Institutional Success
Charles Schroeder, Senior Associate Consultant, Ruffalo Noel Levitz
While almost everyone agrees that enhancing student and institutional success are admirable goals, achieving these outcomes is usually limited by deeply rooted organizational, cultural, structural, and mental model challenges. In particular, academic, student, and administrative divisions are highly specialized, compartmentalized, fragmented units that operate as “functional
silos” where meaningful, cross-functional collaboration is often nonexistent or, at best, limited. The missing element for bridging these organizational divides is “alignment”—intentionally matching resources, policies, and practices with the institution’s educational purposes and student characteristics. This program explores low-cost, practical, and proven alignment strategies from educationally effective schools to achieve high levels of student, as well as institutional success. Strategies include boundary spanning and environmental assessment; forging cross-functional educational partnerships, especially between academic and student affairs; collaboration; and organizational leadership and change. By understanding and embracing alignment principles and strategies, participants can assist their institutions in improving educational quality, productivity, and effectiveness.

**P.R.I.D.E.: THE FIVE CHOICES for Student and Life Success**  
Steve Piscitelli, Professor (retired), Florida Community College at Jacksonville  
Retention efforts need to take into account the whole individual. Our students do not lead fractional lives. Resilience in school and life depends on how well students can navigate academic and non-academic challenges. This engaging, energizing, educating, and entertaining session places essential non-academic/psychosocial success skills (relationship building, resource utilization, priority management, and resilience) within a framework of basic underlying principles of student success. Come prepared to learn, share, and leave with a five-point plan to help your students (as well as faculty and administration) change their lives.

**Retention for Rookies**  
Tim Culver, Vice President, Consulting Services, Ruffalo Noel Levitz  
You have just been named coordinator of student retention at your institution—now what? This session on the keys to retention success is back by popular demand. Discover retention strategies that get results at two-year and four-year institutions, and learn the best ways to plan for programs by laying the groundwork for success and gaining faculty support.

**High Performance Advising for Student Success**  
David Trites, Senior Associate Consultant, Ruffalo Noel Levitz; Sandy Waters, Executive Director of Advising and Transfer Programs, Old Dominion University  
High Performance Advising programs don’t just happen but are the result of carefully developed approaches and an institutional commitment to student success. This session will provide practical examples and suggestions to help strengthen and improve advising on your campus. It will include a review of relevant advising issues, attributes of excellent advising programs, and practical approaches to address the challenges common to academic advising in higher education.

**Mentoring and Mentoring Programs: Powerful Tools to Engage and Retain Students**  
Rod Fluker, Executive Director, Texas Association of Black Personnel in Higher Education  
The powerful impact of effective mentoring has been known by educators for many years. Most students can identify individuals or mentors who helped them during their college matriculation. However, many institutions have yet to organize successful mentoring programs in order to fully capitalize on this proven method of promoting student engagement and success. Student engagement, satisfaction, and success can be enhanced through mentoring, and this interactive
workshop will provide a road map to developing an effective program with minimal resources. Specifically, the workshop will address:

- Mentoring definition and rationale;
- Elements of an organized mentoring program;
- Steps to building a successful program;
- Benefits of a successful mentoring program; and
- Outcomes measurement and how to assess mentoring efforts.

The Sophomore Slump: Strategies for Supporting and Retaining Second-Year Students

Julie Tetley, Chief, Academic Advising and First-Year Programs, The United States Air Force Academy

Over the past 20 years, colleges across the nation have developed extensive programs to support first-year students and, as a result, have witnessed a rise in first- to second-year retention rates and improved academic engagement of first-year students. But, what about the second-year students? While the "sophomore slump" is not a new phenomenon, institutions of higher learning have begun to pay greater attention to this population by means of increased resources, research, and specialized programs. This session focuses on the characteristics, needs, and issues of second-year students, drawing on various psychosocial and cognitive developmental models, and features the latest sophomore-year research and program best practices from across the nation. Participants will leave with ideas for implementation and knowledge about how to better support second-year students.

Increasing Graduation Rates for Minority Males: Creating a Holistic Program That Will Help Them Succeed

Jà Hon Vance, Executive Vice President, JV Educational Consultants

This presentation will examine the critical factors—both external and internal—that are related to creating opportunities for minority male success in higher education. In doing so, the presenter will include user-friendly strategies for measuring and increasing institutional readiness and capacity, as well as how to effectively engage minority males into the campus climate. Additional discussions will focus on creating faculty and staff involvement in minority male programs. The presenter will also discuss how to effectively strengthen the education pipeline for minority males via the use of higher education policy.

Creating a Culture of Service Excellence in Higher Education

Bridget Dewees, Assistant Vice President, Institutional Effectiveness, Claflin University

There is a positive correlation between student satisfaction and retention. Participants will gain tips on how to effectively implement a culture of service excellence in any higher education institution. Starting with a review of your mission, vision, and values, learn how to create a platform that embraces and promotes excellence on your campus. Claflin University will share an eight-year history of using student satisfaction and institutional priorities data to create effective change on its campus.

Why Do Males of Color Leave Our Institution? Creating a Student-Centered Academic Initiative That Retains and Persists Males of Color

Said Sewell, Provost and Vice President for Academic Affairs, Lincoln University of Missouri

For more than 10 years, Dr. Sewell has been traveling around the country helping colleges and universities understand and address issues of retention, especially regarding males of color. This
presentation will not only help institutions understand why males of color are not being retained/graduating from postsecondary institutions, but will also provide attendees with practical insights for developing a student-centered academic initiative along with models that have been successfully implemented at many postsecondary institutions.

**Beyond Retention Planning: The Steps You'll Need to Take to Move Toward Completion Planning**  
*Tim Culver, Vice President, Consulting Services, Ruffalo Noel Levitz*  
For decades we have focused most of our resources on the first year (retention planning) because that is still where most colleges and universities experience the greatest attrition. In recent years, state legislatures, boards of trustees, and multiple nonprofit think-tanks have influenced us to think more broadly and consider a completion effort. Essentially, we need to answer the question: How do all of our student success initiatives and other policies impact the completion rates of our students? This session will discuss steps needed to begin to move beyond the first year and to develop a completion planning agenda at your institution.

**Retention Priority: Responding to the Perception of Tuition as a Worthwhile Investment**  
*Julie Bryant, Assistant Vice President, Retention Solutions, Ruffalo Noel Levitz*  
A top-identified challenge in the national student satisfaction data at four-year private and public institutions is “Tuition paid is a worthwhile investment.” This item speaks to the perceived value of the college education and is a top priority for improvement for many colleges. Stories about rising tuition and reports of students' difficulties with establishing a career after graduation, along with rising student debt levels, all continue to be hot topics in the media. This session will help you consider ways you can counter these negative national messages and reinforce the value of the educational experience you provide in order to better retain your students.

**Retention Strategies for Undecided Students**  
*Stephanie Miller, Executive Consultant, Ruffalo Noel Levitz*  
Undecided/undeclared students may compose a significant number of the student population at your institution. Retention could become an issue if undecided students do not progress to a declared major that best suits their interests and skills. Additionally, institutions may find it difficult to support undecided majors because extensive cooperation must occur among key campus departments. This session will discuss persistence, progression, and retention tracking related to undecided students and how to provide intentional, intrusive, and comprehensive strategies and resources for serving students in transition.

**Enhancing Student Success Through Academic Advising**  
*Stephanie Miller, Executive Consultant, Ruffalo Noel Levitz*  
What needs to happen on your campus for academic advising to enhance student success? This session will review some of the key elements of best practice academic advising and encourage you to examine the current state of your advising program. Does your advising program align with your institution’s mission and values? Have you established a definition and set of goals that provide direction for all those involved in advising? Have you created advising expectations for both advisor and advisee? This session is designed for attendees new to advising and student success planning and will provide ideas for starting to establish an effective academic advising program.
Focusing on Second-Year Students to Improve Graduation Rates

Mari Normyle, Assistant Vice President, Retention Solutions, Ruffalo Noel Levitz; Julie Bryant, Associate Vice President, Retention Solutions, Ruffalo Noel Levitz

With more national emphasis on increasing graduation rates, we need to expand our scope beyond first-year initiatives on our campuses. Our sophomores need attention, too! In fact, improving the second-year experience is key to improving graduation rates. But what do we know about our sophomores, beyond our assumptions about the “sophomore slump”? How satisfied are they with their campus experiences, and what are they telling us they need as they move through their second year of enrollment? We will share research and best practices from the emerging “second-year experience” movement and ways in which investing in your second-year students will help you improve graduation rates and revenue to the institution.

Managing Student Success in the Ever-Evolving Digital World: Strategies and Solutions for Online Programs and Competency-Based Learning Programs

Ann McCalley, Academic Advisory Board Member, Copley Systems; Barbara Keener, Copley Systems

With more students than ever enrolled in online and competency-based programs, there is an increased need to support self-paced, distance learning, and non-traditional students. This session focuses on leveraging big data, predictive analytics, and survey information to ensure contact program progress leading to retention and completion through actionable, impactful planning and case management tactics. Attendees will learn to use student, course, and survey data to inform strategies and high-impact practices to target these populations and achieve quantifiable results.

The Benefits of Structured Learning Assistance (SLA)

Karen Royster-James, Supervisor, ASC and SLA, Ferris State University

Structured Learning Assistance (SLA) was developed and piloted at Ferris State University in 1993. The program fosters learning partnerships involving faculty, SLA facilitators, and students. Faculty participate on a voluntary basis and support the program design. The SLA program targets high-risk for failure courses, not students. SLA has data to support funding, which is why the Ferris program continues to grow! One of the key pieces is the collaboration that occurs between the professors and the facilitators running the SLA workshops.

The Completion Agenda: Evaluating and Improving Your Campus

Rory McElwee, Vice President for Enrollment and Student Success, Rowan University

Individual institutions can bolster degree completion rates by implementing policies and programs that support student success while eliminating unnecessary obstacles to student progress. This session will equip participants with guiding questions on myriad dimensions to evaluate and improve their institution’s completion-friendliness. Modeled after the Rowan University Completion Toolbox, the initiatives will be presented in light of empirically-based retention and completion reforms and the national completion agenda. Participants will learn strategies for serving as agents on their campus for structural and cultural change and will also have the opportunity to share their own campus-effective strategies for completion.
From Matriculation to Graduation: IMPACTful Advising Methods for Marginalized, At-Risk Student Populations
Erna Bass, Retention Specialist, Arkansas State University; Adrian Everett, Transfer Coordinator, Arkansas State University
The objective of this presentation is to suggest unique advising methods to improve academic persistence and graduation rates of marginalized student populations. These specific at-risk student populations include students who are from low-income, first-generation, multicultural, and among other non-traditional backgrounds. This also includes students with disabilities. Because of the unique needs of these students, they are at an increased risk of experiencing academic distress, academic probation, suspension, and conduct issues that often lead to the premature and non-credentialed ending of their academic pursuit.

The "Jump Start College" Program: A Dual Enrollment Effort That Produces Real Results
John Kinkella, Dean, Western Nevada College; Kent Jones, Principal, Fernley High School; Scott Morrison, Director, Liberal Arts, Western Nevada College
Learn how, in a state ranked 50th in educational attainment, a dual enrollment partnership was created that has resulted in five semesters of course completion rates of at least 92 percent, re-enrollment rates that have averaged 94 percent, and has produced explosive growth from six original students to 413 current participants from seven Nevada counties. We are anticipating that 100 will attain an associate of arts degree this year.

Sweat the Small Stuff: One Rural Community College’s Retention Journey
Andy Long, Vice President of Student Affairs, Mid-Plains Community College
Attend this session to learn how Mid-Plains Community College increased their fall-to-fall, full-time retention rate from 53 percent to 67 percent over a four-year period. The session will examine how department assessment, the onboarding process, and staff development were used to help in this journey.

Building Cultural Capital in First-Generation Students of Color Through a Holistic Mentoring Program
Pedro Portillo, Coordinator of Student Success, Tarrant County College; Freddie Sandifer, Coordinator of Student Success, Tarrant County College
National data continue to show gaps in higher education attainment when comparing African-American and Latino males to their white counterparts. First-generation underrepresented students face many challenges when they enter higher education, particularly lack of cultural capital. Come and learn how Tarrant County College institutionalized a male mentoring program targeting African-American and Latino male students. Taking a holistic approach to student development, the program is founded on the three E’s of Engagement, Exposure, and Expectations. Students engaged in the program have proven to be retained at higher levels than non-participants.

Career Advising for All: Integrating Career and Academic Advising Using MI and Salesforce
Myron Shaffer, Senior Academic and Career Advisor, Retention Specialist, Tulane University
Yes, your institution can develop a model to integrate career and academic advising. All academic advisors at Tulane University receive ongoing training in career development fundamentals. Compounded with motivational interviewing techniques, the University has found it easy to incorporate one or more career-related questions into the majority of academic advising
appointments. Results include students from all majors registering for a career development course, thinking about internships earlier, and applying for one-on-one career-centered advising through the Senior Year Experience program. Salesforce serves staff through the sharing of notes and survey results. Overall stronger student-advisor relationships contribute to improve retention.

The Power of Campus Collaboration in Student Success and College Completion
Judith Grimes, Associate Vice President for Student Affairs, Missouri Western State University; Cosette Hardwick, Associate Professor and Academic Coordinator of Clinical Education in the Physical Therapy Assistant Program, Missouri Western State University
The campuswide College Completion Team provides the necessary structure and forum for coordinated planning that is necessary to continually update and enhance strategies for student success and college completion. Strategies will be presented that demonstrate the breadth of the campus commitment and the flexibility for change to adapt to fiscal and social realities.

A Campuswide Commitment to Student Retention: Identification, Innovation, Empowerment and Communication
Edna McCulloh, Dean of Academic Services, Walsh University; Rebecca Coneglio, Associate Dean of Undergraduate Admissions, Walsh University
Learn about Walsh University's Cavalier Connection program, winner of a 2017 Lee Noel and Randi Levitz Retention Excellence Award. The presenters will detail the keys to success of a campuswide commitment achieving nearly a 9 percent increase in first- to second-year retention, including a 5 percent non-incremental increase in one year. This session will describe a program of identification, communication, and innovation, including the role of the enrollment management team in identifying high-risk freshmen, the care team for pursuing student challenges identified by faculty, the retention team's comprehensive tracking system, and the freshman academic advising team's intrusive advising and summer contacts.

The Ten Most Promising Retention-Related Strategies for Community/Technical Colleges
David Trites, Senior Associate Consultant, Ruffalo Noel Levitz
This session will focus on the most promising strategies to increase student success and retention in two-year colleges. It will provide an overview of the latest national two-year college benchmark measures along with emerging evidence supporting the most promising practices. The session will include best practice experience sharing from attendees.

STRATEGIC ENROLLMENT PLANNING
The Strategic Enrollment Planning Imperative: Higher Education Past and Present
Kevin Crockett, Senior Executive, Ruffalo Noel Levitz
Higher education professionals are currently dealing with the most turbulent environment in decades. Fueled by the economic crisis, ongoing demographic shifts, rapid technological change, and increased scrutiny of the postsecondary enterprise by both government and the larger public, the pressure is on to attract, retain, and graduate students in greater numbers than ever before. This session will explore the major environmental trends that are challenging enrollment managers and suggest some potential solutions to these issues.
The Fundamentals of Strategic Enrollment Planning

*Lewis Sanborne, Vice President, Ruffalo Noel Levitz*

The higher education landscape is changing faster than ever, and the competition for students is fierce. Strategic Enrollment Planning provides a disciplined approach to monitor the environment and to develop institution-specific strategic responses. Learn the absolute must-do’s for an effective SEP project, how to distinguish strategic initiatives from annual planning efforts, the steps to take for an effective SEP, and common pitfalls to avoid. We’ll explore these questions and those from participants in this interactive session.

Strategic Enrollment Planning: A Catalyst for Institutional Culture Change

*Brad Goan, Executive Consultant, Ruffalo Noel Levitz*

Most institutions embark on strategic enrollment planning (SEP) for the obvious payoffs—to address immediate or future enrollment challenges and/or achieve a set of enrollment goals. SEP can certainly do these things, but are they the most significant SEP outcomes? This interactive session will examine how well-designed SEP processes create institutional culture change. Specifically, we will discuss how SEP produces lasting, systemic change—well beyond the enrollment function—in the campus vocabulary, in the use of data, in the understanding of the institution’s business model, in faculty/staff engagement, in campus communication and collaboration, and in other campuswide strategic planning processes.

No Surprises Revisited: Assessing What’s Essential for Enrollment Success

*Gary Fretwell, Senior Vice President, Ruffalo Noel Levitz*

The higher education landscape is changing very rapidly. Institutions are being challenged to make strategic and tactical decisions by accessing key data. The answer is not just in having data but determining if it is in a form that becomes actionable information. This presentation will guide you through key data you must use to both forecast and impact your future enrollment results. Do you ever wonder if you have the right data? Do you really know the impact of marketing, recruitment, financial aid, and retention initiatives on your overall enrollment results? Are you confident that your data provides a clear picture of your enrollment situation and an accurate forecast of your institution’s enrollment? This program will address these questions and recommend the data/metrics you should monitor throughout the enrollment process. Come and minimize future enrollment surprises!

Strategic Academic Program Analysis: Maximizing the Revenue Potential of Your Academic Program Mix

*Michael Williams, Senior Executive; Founder of Austen Group, Ruffalo Noel Levitz; Paul (PJ) Woolston, Vice President for Enrollment Management, Marian University*

Money is tight for most colleges and universities. In many cases growth through new programs is not going to be sufficient to create a sustainable financial future. The current academic program mix needs to be examined for opportunities and for efficiencies. This session will walk you through a methodology for analyzing the academic offerings at your institution in light of cost, revenue, and demand; and will provide a framework for various key stakeholders, the president, the board, the chief academic officer, the chief financial officer, and the chief enrollment officer, to discuss what the ideal program mix for the institution should be.
Including Student Voices Into Strategic Planning: A Single College and Systemwide Approach
Cynthia Almendarez, Coordinator of Institutional Effectiveness, Maricopa County Community College District; Busaba Laungrungrong, Coordinator of Institutional Effectiveness, Glendale Community College

Glendale Community College (GCC), one of the ten regionally-accredited colleges in the Maricopa County Community College District (MCCCD), administers the Ruffalo Noel Levitz Student Satisfaction Inventory (SSI) once every three years. The GCC representative will share how the SSI results are used to include the student voice in the strategic planning process. GCC will also share the steps used to analyze the survey results to get a better understanding of the student experience across student characteristics as well as share the actions taken to ensure stakeholders stay engaged. The MCCCD representative will share the system-wide approach used to gain a better understanding of the student perspective across multiple campus locations.

Making the Case for Enhanced Resources: Monetizing Outcomes of Student Success Interventions
Reine Sarmiento, Associate Provost and Vice President of Enrollment Management, Lehman College - City University of New York; Richard Finger, Director, Graduate Studies and Success Initiatives, Lehman College - City University of New York

Dwindling student populations have led many institutions down the path of austerity with little or no funding for new projects. Some institutions have embraced leveraging resources to improve retention and graduation rates as a core function of the institution; others still have not fully realized the value of these initiatives. This presentation is designed to assist administrators in understanding the concept of monetizing improvements in student outcomes and to present some simple formulas for monetizing increases in persistence rates, early-warning intervention impact, etc. Participants will feel more confident inserting a basic cost benefit analysis into requests for funding.

Game Changed? Why International Recruiting Is Still Part of Your SEP
Deborah Pierce, Associate Vice President for International Affairs (ret.), Northern Illinois University; Richard Eastop, Vice President for Enrollment Services Emeritus, The University of Toledo

Are you getting ready for possible changes in the global posture of the United States? How will they affect the enrollment of international students? Despite potential new immigration regulations, trade disputes, and realignment of our alliances, 2017 is still the perfect time to start or re-energize your program of international recruitment. Building value-added relationships now and diversifying your reach as others pull back will bring future benefits for your institution. And to achieve such benefits for our students and for our institutions, thoughtful and strategic enrollment planning within a framework of comprehensive internationalization is crucial.

Pivot or Persevere? An Agile Approach to Strategic Planning
Brian Kasen, Director of Analytic Solutions, Ruffalo Noel Levitz; Lewis Sanborne, Vice President, Strategic Enrollment Planning; Michael Williams, Senior Executive, Ruffalo Noel Levitz

In today’s competitive and dynamic environment, college and university leaders must continually monitor the alignment and effectiveness of their current strategy. Knowing when to pivot or persevere from a strategy is never an easy decision. When diminishing returns arise, how can one know which strategic pivot will produce the desired outcomes? Unfortunately, you can’t know until you try. Many times, multiple pivots are necessary to re-align with the ever-changing
Taking an agile approach, refined in the startup world, campus leaders will come away with a cost-effective, measured approach that can be applied to curricular, marketing, and student engagement strategies.

**Strategic Enrollment Planning: Developing Effective Academic Program Strategies**
*Brad Goan, Executive Consultant, Ruffalo Noel Levitz*
You have determined the right academic program mix for your institution—now what? How do you build effective strategic enrollment action plans for new and existing academic programs? Specifically, how do you engage faculty? How do you ensure accountability? How do you build and manage program capacity? How do you bring admissions, the faculty, and marketing together to create a benefits-centered marketing plan? How do you create distinction in the marketplace, and how do you develop external program ambassadors? We will tackle these issues and more in a session designed to help you maximize the enrollment opportunities your academic programs present.

**CAMPUSWIDE ENROLLMENT MANAGEMENT**

**The Role of Faculty in Recruitment, Retention, and Mentoring**
*Laurie Fluker, Associate Dean, College of Fine Arts and Communication; Associate Professor, Texas State University*
This presentation challenges the traditional paradigm that faculty members' primary interactions with students should be limited to their offices and the classroom. Faculty members who regularly interact with students in various settings play a vital role in attracting and retaining students. This workshop will explore the historical overview of the faculty role, the paradigm shift for faculty, key features of faculty involvement, and successful case studies. In addition, the workshop will suggest strategies and activities for improving faculty involvement. Having worked in public, private, two- and four-year institutions, as well as historically black and predominantly white institutions, the presenter will share insights into effective strategies for student recruitment and retention that are, and can be, used by faculty. She has won dozens of awards from student groups over the years for her leadership and mentoring and has been recognized by university, state, and national organizations for her outstanding teaching.

**College Affordability Academy™: Making It Real for Staff and Faculty**
*Wendy Beckemeyer, Vice President for Enrollment Management, Robert Morris University; Kellie Laurenzi, Associate Vice President for Enrollment Management, Robert Morris University; Stephanie Hendershot, Director of Financial Aid, Robert Morris University*
Learn more about Robert Morris University’s College Affordability Academy which was developed to provide additional training for staff and faculty who are working with students striving to afford and graduate from college. With eight modules covering trends in student aid, financing higher ed, major and income, lifetime employability, and many other topics, our prospective students encounter highly trained professionals interested in more deeply assisting families through the college decision process.
Professional Credentials: Get Certified With the Ruffalo Noel Levitz Certificate in Enrollment Management
Lauren Way, Director of the Master of Science in Higher Education Administration Program, Bay Path University; John Nies, Program Advisor, Ruffalo Noel Levitz
Learn how to earn your professional enrollment management credentials online with the Degree and Certificate Program in Enrollment Management through Bay Path University and Ruffalo Noel Levitz. Fast-paced changes and accountability challenges throughout higher education call for increasingly skilled enrollment management personnel. This session focuses on empowering EM college and university leaders with cutting-edge marketing, recruitment, and retention tools. Join this discussion where staff and faculty will highlight this masters-level curriculum, the online technology, program requirements, and how the programs can support your institutional and individual professional career goals.

Best Practices in Attracting and Retaining Students at Community and Technical Colleges
Peter Bryant, Senior Vice President, Ruffalo Noel Levitz
These are changing and challenging times for two-year community and technical colleges. Peak enrollment experienced following the economic downturn has declined in recent years as the economy has recovered. This combined with the ever-changing demographics, flat or declining state and local financial support, increased accountability for student success and completion rates, and an extraordinarily competitive marketplace have prompted a more aggressive and strategic enrollment management approach by two-year institutions to attract and retain students. This session will provide an overview of what we see as key elements and initiatives that are essential in meeting immediate and long-term enrollment objectives in the two-year sector. The essentials are based upon our ongoing research regarding effective strategies and tactics as well as several dozen campus-based enrollment opportunity assessments that the presenter has conducted in the last year or two.

The Art of Keeping Things Done: Creating Your Own Easy Button 2017
Lane McMullen, Senior Systems Administrator, Ruffalo Noel Levitz
The concept behind NCSRMR is to share successful strategies and technologies to assist you at your own institution. What better way to do that than with software you already have and use on your computer every day. Wouldn’t you like to use your technology to manage your workday by working smarter, not harder? Through live demos, this session will continue to build on tips and tricks that you can use to save time and increase your productivity by letting the technology do the work for you. There are many easy buttons within technology that can help save you time when working with Outlook, Word, Excel, and PowerPoint for PC that will make working with information faster and easier. You will save time by implementing just one or two of these time-saving tips.

The Lifecycle Map: A Student’s Journey
Kimbrea Browning, Vice President of Enrollment Management, Union Institute and University
This session will take you through the creation of a pipeline map that will showcase the student’s journey from inquiry to graduation. Seeing this framework of the student experience will help you take a step back and understand the funneling route of your student population throughout each key department. This will provide insight to assist you with analyzing activities and responsibilities within your department as well as align this with your institution’s strategic plan.
High School Counselors' Role in College Planning With a Growing Diverse Population
Raquel Bermejo, Associate Vice President, Market Research and Planning, Ruffalo Noel Levitz
Attendees will hear a summary of the most important data pieces from our second national high school counselors survey and will have a chance to hear four high school counselors talk about their experiences with college planning, specifically with first-generation students and their families. We will also show different ways in which colleges can use what they are already doing to better connect with counselors.

ACT Annual Update: Maximizing Your Use of the ACT Score Report
Don Pitchford, Director of Strategic Partnerships: Higher Education, ACT
This interactive session will provide you with an annual update on innovation at ACT that can assist you with your enrollment management strategy. Specific attention will be given to the data-rich ACT score report so you can analyze what data fields you are currently utilizing and what additional data elements may be useful in your admissions, placement, and retention efforts.

Gaining New Analytic Insights: The Importance of Fostering a Data-Driven Culture
Lindsey Yoast, Statistical Analyst, Ruffalo Noel Levitz; Sean Greenwalt, Director of Business Intelligence, Ruffalo Noel Levitz
In today’s world, the importance of data is ever-growing. As a result, the ability to use this data for analytics has proven itself to be a vital part of business performance and future predictions. But why is this data so important for higher education? The ability to maintain, create, and report on data allows institutions to explore, research, and perform various analytics to uncover new insights. Creating and maintaining quality data sources will help institutions understand their student body and their reactions to change. The potential uses for data in higher education is increasing and can be used to understand the ever-changing student behaviors to help institutions optimize the student experience.

A Must for Enrollment Managers: You Have Challenges, We Have Answers
Jennifer Stenander, President, Stenander Group
This interactive session will present enrollment managers with solutions to respond to new pressures facing institutions today. The conversation will focus on gaining an understanding of the most important aspects of recruitment, marketing, student persistence, and completion, and will include practical examples/solutions to challenges. Attendees will have the opportunity to share their current challenges followed by discussion of solutions to take back to campus.

Unlock Your Enrollment Potential: Recruitment and Retention Strategies From Various Institutions
Gisele Abron, Interim Associate Vice President for Enrollment Management and Registrar, Bennett College; Pashuan Armond, Campus Director, Strayer University
The complex system of higher education is faced with challenges due to declining high school graduation rates, declining college enrollments, and declining state appropriations. This shift has forced institutions to change strategies surrounding the recruitment, enrollment, and retention of students. This presentation will uncover strategies to recruit, enroll, and retain students more effectively. The presentation will also highlight challenges with personnel that may prohibit growth.
Women in Higher Education: Strategies for Success  
*Moderator: Julie Bryant, Associate Vice President, Retention Solutions, Ruffalo Noel Levitz*  
Back by popular demand, this year’s session will bring together a panel of professional women in higher education for an interactive discussion of strategies for negotiation, communication, and networking, plus managing the tides of change to effectively develop a successful career in higher education. In this session, the panel will explore practical strategies to create opportunities for career enhancement and advancement.

Expanding Into Adult, Online, and Graduate Spaces  
*Kevin Crockett, Senior Executive, Ruffalo Noel Levitz*  
Thirty-one percent of all undergraduates and 76 percent of all graduate students are 25 years of age or older. Given a relatively flat outlook for high school graduates over the next decade, more and more schools are expanding into online, graduate, and adult populations. This session will explore several dimensions of this strategy including: aligning academic programs to market demand, marketing and recruitment strategies, and organizational considerations. If you are just starting this journey on your campus or you are a seasoned veteran on these topics, join us for this lively discussion.

A Systems Approach to Marketing and Managing Successful Online and Adult Programs  
*William Husson, Academic Dean Emeritus, Regis University*  
Colleges and universities now look to the expanding adult graduate and undergraduate market to assure the long-term enrollment growth of their institutions. There are a number of critical success factors required to ensure steady growth and profitability in a volatile marketplace. This presentation will provide a strategic overview of the key success factors for both classroom-based and online programs including organization of the marketing and recruiting functions, data collection and analysis, market research, faculty and curriculum development, retention strategies, and management mechanisms.

Navigating the Post-Traditional Student Landscape: Realities, Trends, Benchmarks, and Opportunities  
*Christopher Nicholson, Senior Director of Enrollment and Marketing, University of Denver*  
Post-traditional students are the majority of today’s college student population, and represent an essential alternative revenue stream for most colleges. As institutions seek to implement or expand programs targeted to post-traditional learners, challenges and opportunities abound. This session will examine the current state of the post-traditional market, emerging environmental trends shaping post-traditional education, operational enrollment and marketing benchmarks for post-traditional programs, and opportunities to leverage the continued growth within this market.
FINANCIAL AID

How to Set Price and Distribute Aid: Tools That Build Confidence
Scott Bodfish, Vice President, Marketing and Research Services, Ruffalo Noel Levitz
In today's highly competitive marketplace, it is not surprising that an increasing number of college administrators are looking for better data to inform their decisions about tuition pricing and financial aid allocation. In particular, they want answers to such questions as:

- How much can we raise tuition without negatively impacting enrollment?
- How does our tuition impact market share or preference?
- How do prospective students and parents perceive the institution's current brand value?
- How much financial aid do we need to spend to meet our enrollment goals?
- Are we targeting our aid effectively and efficiently?

This session will address two methodologies—tuition pricing studies and predictive modeling—that will provide clarity and insight into these questions.

The Aftermath of Early FAFSA: What Have We Learned?
Roberto Santizo, Enrollment Management Consultant, Ruffalo Noel Levitz
Early FAFSA filing aimed to allow prospective students to have knowledge of financial aid eligibility earlier in the admissions process. There were several intricate organizational and operational processes that institutions needed to modify in order to successfully implement this change. Surveys showed that most schools did not reach consensus on when to award students but most agreed sometime between November 2016 and January 2017. Did those able to send aid packages starting in November enjoy a competitive advantage? Were those not as nimble left in the dust, or did they benefit from seeing how things played out for early adopters?

Where Have All the Transfer Students Gone?
Jennifer Wick, Vice President, Ruffalo Noel Levitz
There are several reasons institutions should continue to make transfers a priority: they fit in where there is excess capacity in upper-level courses, are often less price sensitive and hence have lower discount rates, and place less of a drain on housing. However, we have recently seen many institutions struggle to meet transfer student enrollment targets. We'll explore national trends to better understand why transfer recruitment has become so challenging, and describe strategies campuses have used to remain competitive for transfer students.

Explain This to Me Like I'm a 16-Year-Old: Communicating Financial Aid, Affordability, and Value to High School Students
Chad Cooper, Senior Creative Writer, Ruffalo Noel Levitz
Pragmatic. Prudent. Pessimistic. All apt descriptions for Generation Z’s attitude toward financing their college education. We’ll discuss the traits and mindset of these students and break down what they do and don’t know about the financial aid process. Then, we’ll cover the most effective ways to cut through the jargon and communicate with students about financial aid while simultaneously building a strong value proposition.

Prior-Prior: Impact and Possibilities for Future Financial Aid Reform
Brent Benner, Director of Enrollment Management, The University of Tampa; John Baworowsky, Vice Provost for Enrollment Management, Marquette University
Although the exact impact of "Prior-Prior" won't be known for months and years to come, certain trends are already becoming evident. We will explore these trends and the impact of prior-prior on universities, students/parents, high schools, and the federal government. While the new policy may help students receive financial aid awards earlier, there are still significant problems with current financial aid policy. This presentation will examine additional reform measures that will address other problems with financial aid and student loans. The presentation will focus on the positive and negative impact of these changes on universities, students/parents, high schools, and the federal government.

**College Financing Information That Leads to Decision Making: One Size Does Not Fit All**

*Raquel Bermejo, Associate Vice President, Market Research and Planning, Ruffalo Noel Levitz; Mari Normyle, Assistant Vice President, Retention Solutions; Julie Bryant, Assistant Vice President, Retention Solutions, Ruffalo Noel Levitz*

Our changing demographics demand that we communicate information regarding college financing earlier than ever and in different ways. Institutions also need to execute well-planned financial aid programs and communications to continuing students in order to improve graduation rates. This session will share students’ perceptions regarding college financing issues spanning from high school to college, based on several national studies. Participants will learn how perceptions vary by ethnicity as students move through their college experiences. Emphasis will be on strategies to effectively and positively influence students’ decisions to enroll and re-enroll based on their college financing perceptions and resources.

**Optimizing Financial Aid Packaging Through Data Science**

*Tim Schuldt, Research Manager, Ruffalo Noel Levitz*

With rising tuition rates and an increase in admission competition, higher education institutions are struggling to meet the competing demands of a competitive tuition discount rate while maintaining a prestigious academic profile. Pressure to maintain and even increase enrollment numbers year after year adds to the complexity. What happens if enrollment increases, but the academic profile of the institution is compromised? What will happen to the tuition discount rate? In this session you will hear how campuses across the country have implemented a mathematical optimization model to explore various options around keeping their school fiscally healthy while also setting attainable enrollment goals.

**Financial Aid for Rookies**

*Wes Butterfield, Vice President, Ruffalo Noel Levitz*

Understanding the many moving parts that are included in financial aid is daunting enough, let alone taking this information and building a strategic plan to use these dollars. This session will introduce attendees to the basics of financial aid (Financial Aid 101) while introducing additional fundamentals when building your own strategy. The session is geared toward professionals who may be new to financial aid and more experienced professionals wanting to learn the basics of building an aid strategy.

**Using IPEDS and Clearinghouse Data to Understand Your Position in the Marketplace**

*Katherine Cooper, Executive Consultant, Ruffalo Noel Levitz*

How does an enrollment manager compare the positioning of the institution among its competitor or peer institutions? What data resources are available to help determine strategies to impact enrollment, academic quality, or institutional strategic plans? The data available to
institutions through the National Student Clearinghouse “Student Tracker” and National Center for Education Statistics IPEDS can help individual campuses identify enrollment trends; improve the ability to target, recruit, and retain students; and better understand how to position the institution among competitor or peer institutions. Our discussion will focus on strategies to help drive recruitment and marketing messages.

Win, Grow, Retain: How Admissions and Financial Aid Impact Athletic Recruitment

Todd White, Senior Consultant, Ruffalo Noel Levitz

The role of athletics on the college campus is complex, covering aspects of student life, academic affairs, and alumni relations, as well as recruiting and financial aid. This session will:

- Review the importance of recruiting student-athletes in meeting overall enrollment goals;
- Examine the role of roster sizes, junior varsity programs, and new programs in creating opportunities for additional enrollment;
- Explore how planning, training, and communication can help your institution improve enrollment; and
- Look at examples of tools you can use to include athletic student recruiting goals in overall admissions goals.

Join us as we review various ways campuses can organize the financial aid framework to monitor merit and talent scholarship cost for student-athletes. Note: This session will concentrate on techniques useful to NAIA and NCAA Division II and III institutions.

RNL Discounting Report 2017: The KPIs That Influence the Industry

Galen Graber, Vice President, Ruffalo Noel Levitz

This session will explore the rich data that is in the 2017 RNL Discounting Report and go beyond the numbers in order to explore the significance of the various key performance indicators (KPIs). The 2017 report included, for the first time, data on transfer students and also regional break-outs. Additionally, it now reports on four years of public institution data (both resident and non-resident). The report compiles averages, and often simple averages do not tell the whole story. Therefore the session will also explore the minimums, maximums, median, and quartiles behind the reported data.

When Any Debt Is Too Much

Mary Piccioli, Enrollment Management Consultant, Ruffalo Noel Levitz

It has been more than five years since total outstanding student loan debt cracked the $1 trillion mark. High levels of indebtedness have been portrayed as the "albatross" around higher education's neck. Not all borrowing is bad; however, underemployment and unemployment rates of recent college graduates have been making loan repayments difficult. In turn, this has made it harder for colleges to demonstrate return on investment. This session looks at the numbers behind the numbers of student loan debt and will discuss the importance of aligning degree offerings with employers' needs along with the necessity of articulating a strong value proposition to combat "the-sky-is-falling" beliefs about student debt.