California Institute of Integral Studies

February 28, 2019

To: WASC Senior College and University Commission
From: Judie Wexler, PhD, President
Re: CIIS Progress Report on Strategic Marketing and Enrollment
Attention: Dr. Mark Goor

Dear Dr. Goor,

This summary report is submitted in response to the Commission's request for a *Progress Report to be submitted by March 1, 2019 to focus on strategic marketing and enrollment*. Detailed reports on Marketing and Communications and Recruitment and Admissions are attached for your review.

We are happy to report that enrollment at CIIS has shown continued growth in both Fall and Spring semesters this year. With a Fall enrollment of 1489 students, CIIS has met its strategic plan target of 1486 students. This is the result of new and continued efforts in marketing and communications, several innovations in our admissions department, diversification of program delivery, and a focus on improving aspects of "customer service" in our student-facing offices. These efforts are all aligned with our institutional goals in our 2018-2021 Strategic Plan.

There is a sense of momentum that is also supported by our numbers for the coming year. A recent Spring Open House (February 9, 2019) brought a record-setting 200 plus prospective students to campus, the highest attendance ever recorded. Admissions staff noted that the audience was also the most diverse group to ever attend an Open House, evidence of progress on another of our institutional strategic priorities, increasing diversity and working towards greater inclusion and equity.

In comparison with the same date last year, total applications for Fall are up by 42%, with a 104% increase in applications currently under faculty review. We, along with our Admissions Director, attribute this to three major factors:

1. We brought in a consultant last summer/fall to help us to clarify the structure and staffing needed for more effective admissions work.
2. There has been a focus on attracting, training, and supporting a strong, cohesive, and nimble admissions team. The department is fully staffed with enthusiastic, competent

counselors who are able to articulate our various programs to prospective students and to guide them through the admissions process.

3. The University invested in a constituent relations management system (CRM), Slate. This was launched in November, in time for the Spring semester admissions cycle. With the current Fall cycle, we are seeing a range of benefits including ease of communicating with prospective students, streamlined faculty review of applicants, and data delivered in clear, easily-comprehensible reports that are being used to refine processes and target outreach efforts.

Admissions activity has also been supported by faculty program and committee work that has placed two programs on hiatus this year to allow for curriculum review and realignment (Masters in Transformative Leadership, Asian Philosophies and Cultures). These actions have been in response to trends identified in admissions and program review data. We have also approved a policy and procedure for program closure, again in recognition of the need to be making decisions that are both data-driven and supportive of our mission and strategic goals.

Our Marketing and Communications team has increased staffing, giving greater capacity to supply digital and print materials and to execute the attached Communications and Marketing plan. Based on surveys and industry trends, the team has enhanced and built out our social media presence. There have been program-specific campaigns to bolster enrollment in targeted areas (e.g. an Oregon campaign for our new online Bachelor of Science in Psychology, a campaign that highlighted our Master of Arts in Counseling Psychology with an Emphasis in Community Mental Health, and campaigns that highlight the American School of Traditional Chinese Medicine, ACTCM). Responding to data, we are running fewer print ads but are working to improve the design and functionality of our website, which is the major point of entry for inquirers and applicants, and to make greater use of video clips that highlight faculty and programs. We have ensured that all digital materials are accessible by computer, tablet, or mobile phone, essential for prospective and current students. We have continued to build "brand recognition" in the San Francisco Bay Area with ads on public transit, in airports, and at community colleges.

Although results are not even across all programs, the overall trend is one of growth. This shows most strongly in the School of Professional Psychology and Health (SPPH), where enrollment has been enhanced by the addition of an online modality for Expressive Arts Therapy, a return to a weekend delivery for Community Mental Health, and a gratifying upturn in applications for the Doctorate in Psychology, which had suffered from a decline in enrollment after deciding to not pursue retaining APA accreditation. In the School of Consciousness and Transformation, growth is notable in the Human Sexuality PhD program, in the online Integral and Transpersonal Psychology PhD program, and in the online Master's in Philosophy, Cosmology, and Consciousness (PCC). Based on the success of the latter, we have been approved to offer an online PCC doctorate for Fall, 2019. In contrast, Asian Philosophies and Cultures will be phased out as a separate program, but the mission-important commitment to the subject area will be maintained as offerings are consolidated in another program.

In the School of Undergraduate Studies, growth has exceeded projections for a new, online completion degree, Bachelor of Science in Psychology. We added a second cohort for the Spring semester and are seeing strong interest for the next academic year. Numbers have declined significantly in our original undergraduate program, the BA in Interdisciplinary Studies. Work is underway to review and revise the curriculum, responding to a changing student population. Work is also underway to develop a third degree proposal with plans to submit this to WSCUC in the late fall.

Of our four schools, ACTCM is not yet showing growth. This is partly due to national trends in the field of acupuncture and Chinese medicine and the extensive licensing requirements. We have provided additional marketing resources and are supporting the Doctor of Acupuncture and Oriental Medicine degree with additional scholarship and administrative support. The Transitional Doctorate in Acupuncture and Chinese Medicine will be applying to WSCUC to go fully online, a move that will increase its reach and appeal for working professionals who wish to acquire this additional first professional doctorate.

The CIIS strategic plan enrollment goal is to increase enrollment to 1,700 students. In looking toward this goal we continue to focus our attention on high quality, innovative degree and non-degree programs to meet the needs of a demographically and geographically diverse audience. The offices of Marketing and Communications and Admissions work closely with the academic areas as they develop new ways to bring CIIS to the attention of prospective students and as they assess the efficacy of the various approaches. Inevitably we will see more emphasis on technology (e.g., digital marketing, support for admissions processes) for both the delivery and assessment of our approaches and messages.

Marketing and Communications Progress Report

In accordance with the goals of the CIIS 2018–2021 Strategic Plan, the Institute's marketing and recruitment efforts in 2018 were focused on enrollment growth.

The Marketing and Communications (Marcom) and Admissions departments continued to adopt and leverage data and new technologies to inform decision making as they pertained to enhancing brand visibility and quality lead generation. These efforts resulted in driving new traffic to our website, nurturing prospective students through their enrollment journey, and converting these efforts into applications and ultimately enrolled students.

CIIS refined its techniques and methods to more effectively reach targeted audiences, and tailored print and digital ad campaigns to not only maintain and grow the core market in the San Francisco Bay Area but also to drive enrollment growth from out of state and overseas—especially for online programs. The Marketing and Recruitment Plans for CIIS' four schools continue to evolve in support of growth for both legacy and new degree programs.

There were many successes in 2018, as outlined below, as well as more analysis and information about what CIIS could do more efficiently and effectively. Now with that hindsight and a little bit of breathing room for experimentation, the University heads into 2019 with the primary focus still on brand visibility and growth in conversion of prospects, but with more specific goals and steps for how to implement and achieve them.

The Marcom strategy comprises seven parts: website, search/digital ads, social media, email, print, direct outreach, and in-house efficiencies.

In 2019, CIIS' storytelling and content strategies center on engagement: student voice, alumni careers, events, and the 2019 message of resilience. Ideas, campaigns, and stories will resonate with prospective students around the themes of "See yourself here," "Look who's here," "Program of the week," "#onlyatciis," and "Second acts." They will explicitly state CIIS' unique value propositions and speak to this moment in time culturally, socially, and politically, and in terms of "why CIIS now."

For all degree programs, Marcom is heavily investing resources in social media (which had great returns in 2018, as noted below), and content that "moves" and that is highly visual, alive, and fun. The main focus is video, with professional 1.5-minute and 15-second smartphone quick hits. There are plans to produce serial video content in hopes of virality. Simultaneously, emphasis continues on high dividend ad and print spending for well-trafficked venues such as airports, commuter transit, and college campuses. Additional focus is on well-honed Google search ad campaigns, with careful attention to common keywords across programs so as to avoid internal cannibalization. A rebranding campaign is also underway to enhance brand recognition and uniformity across all collateral.

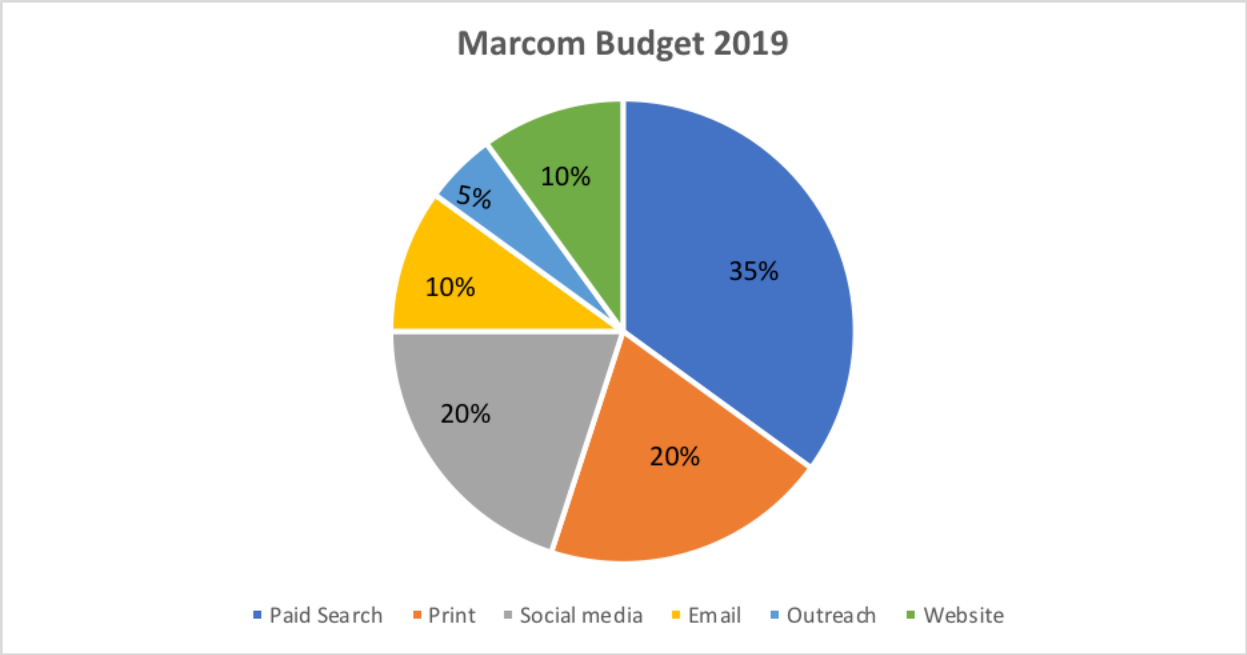
The ideas and strategies outlined above and below will apply to all programs; there is evidence that these are working. With more Marcom staff and more participation from and with programs, it will be possible to do more. In addition, specifically by program:

School of Undergraduate Studies (SUS): Has seen very strong inquiry numbers from digital ad campaigns and mentions of kiosk ads. Those efforts will continue, adding Oregon campuses for the BS Psychology degree (distance program). New video content is in the works for the BS Psychology, and also a campaign for all SUS faculty and their work. One of the SUS faculty will conduct a high-profile panel at the Berkeley Book Festival this spring.

American College of Traditional Chinese Medicine (ACTCM): Has seen good returns in the form of high open rates on email projects. Plans are to continue employing students who have a Marcom background to assist with ACTCM marketing. This has resulted in clearer language on marketing materials, new blog posts, shared Traditional Chinese Medicine (TCM) knowledge on social media, filmed TCM segments with faculty, and refreshed the ACTCM website. A continuing education (CEU) opioid panel was well received in the community and was important for visibility, although short-term payoff did not match the significant amount of time/money/energy necessary to promote it. Going forward, the focus will be on short online segments with faculty teasers or clips that can then be built into larger video campaigns for the programs. The ACTCM website needs more support to improve updates and monitoring, which is being addressed with new hires underway. A prominent direct link to the ACTCM website from the CIIS website homepage is in process.

School of Professional Psychology and Health (SPPH): Inquiry numbers have been very strong. The school's web pages have been updated and visuals (infographics) have been created to help prospects and applicants differentiate the five Masters of Counseling Psychology concentrations. There is also a new practicum video on YouTube accompanied by an ad. A campaign to highlight the Clinical Psychology (PsyD) program did not get as much traction in paid search as hoped, and advertising within the California Association of Marriage and Family Therapists (CAMFT) for the PsyD program was not immediately effective in terms of inquiries or admissions.

School of Consciousness and Transformation (SCT): This is the most challenging CIIS school to market, due to the wide range of programs within it. Inquiries for several programs exceeded those of last year, but conversions to admission did not match. Interest and page visits have grown. Engagement came through videos and video ads (see below), e.g., 9,100 people watched an ad on a Transformative Learning video. Plans are to produce more videos for a greater variety of SCT programs, especially videos on consciousness; on the Center for Transformative Media, on SCT-related conferences and events. Also underway are a LinkedIn ad and content focus for programs with older students, blogs from different programs, alumni career profiles, and working with SCT staff for more content flow, especially around social media and current student work to highlight.



Website: The CIIS website is by far the University's largest and most important marketing tool, at 30,000+ users monthly. In 2018 there was increased engagement with CIIS web content: Year over year 60,000 new sessions were added (+9.81%), new users increased (+14.21%), and page views increased (+9.83%). Based on site analytics on how users search and the most popular pages, Marcom is optimizing the website for an effective and enjoyable ("non-frustrating") user experience—can people find what they are looking for fast?—with a look and feel, presentation and interactivity that is attractive and effective. It is all part of the "See yourself here" campaign. Marcom envisions spending less time posting longer-form content (such as news articles) and prioritizing blogs.

The following strategies are underway or planned:

- A content management system (CMS) upgrade for faster site speed (load time), functionality, ease of use, and asset management. A redesign of homepage and site navigation for a better user experience and user interface, and access to important information.
- Rebranding of color, font, and logos to enhance brand recognition and uniformity across all collateral.
- Continue pushing growth goals of 8%–10%+ in the leading key performance indicators above, capitalizing on popular certificate programs' site traffic.
- Continue streamlining info-capture forms to ensure completion.
- Make all content intuitive and mobile optimized.
- Leverage the popularity of the Center for Psychedelic Therapies and Research (CPTR) and China Projects.

Search/ Digital Advertising: Google and Social Platforms: In 2018 Marcom experimented heavily with Google Ads, compared with previous years. Search did very well and is the best value for ad spending. A focus was shifted to lead generation, with a reduction in social media marketing because there weren't many new conversions through Facebook and Instagram (CIIS' most active platforms). The strategy changed to mainly use of Facebook/Instagram marketing to promote channels and events, and Google Ads for lead generation, remarketing, and brand awareness.

Organic search is predominantly how people find CIIS, not program by program. Sometimes searches are by schools or by keywords such as psychology. Marcom is adjusting its strategy in accordance, drawing and building on brand strength.

Google Search, Display, and Video (YouTube) ads generated 461 inquiries. The focus for the search ads was on lead generation, for display on remarketing, and for videos on brand awareness.

Google Ads breakdown:

- $56k spent
- $119.50 per inquiry (total)
- $96.41 per inquiry (search)

Video Highlights

- 204,857 views
- 5,519 hours viewed

Display Highlights

- 8,993 clicks to website

Search Highlights

- 21,761 clicks to website
- 454 inquiries; 77 for SUS
- 2.09% conversion rate

Videos did well and generated some inquiries. They also helped develop views and provided support to the videos on the CIIS YouTube channel, gaining 76 new followers.

Display had mixed results; more testing will continue. In 2019, and going forward, in order to get more clicks to the website, CIIS will run social media ads instead of display ads.

Planned for 2019:

- Gear digital marketing toward lead generation. This facilitates measuring the impact of marketing efforts and comparing digital marketing campaigns across platforms and with in-person recruitment efforts by comparing the cost per inquiry.
- Continue to focus on the CIIS brand ads. They help with our search engine optimization (SEO) and make it easy for prospective students to find the inquiry form when doing a Google search for CIIS.

- Continue a bidding strategy that maximizes Google's predictive algorithms to show ads to people most likely to complete the inquiry form.
- Continue optimizing ads for lead generation that can be funneled to Admissions. These are people who can be entered into the student system (Jenzabar) and have provided at least a first name, last name, email address, phone number, and program of interest.

Social Media: CIIS steadily grew all of its social media platforms, especially since fall 2018 when a dedicated manager was hired and started posting regularly. Facebook followers grew 10%, to 17,260, exceeding expectations; Instagram rose to 1,730 followers from 1,225 in six months. Twitter, LinkedIn, and YouTube also showed growth.

ACTCM at CIIS engaged via social media through mini interviews with current students and faculty; these profiles had the highest engagement rates, and they were then circulated on all social media channels and repurposed as content for the website, email campaigns, and future brochures. The Instagram account grew from 300 to 1,000+ followers in 2018; Facebook was up 350 followers.

Planned for 2019:

- Increase social ad budgets 25% to drive website clicks and inquiries. The current engagement rate per post on Instagram is 35%.
- Focus less on maximizing reach and more on generating transparent, quality engagement: intimate, meaningful dialogue with smaller, more valuable audience groups, creating communities and sharing insightful and researched content, then getting out of the way and letting passionate users engage with one another.
- Content emphases will be to increase videos and graphics (reach posts) with links to the CIIS website.
- Explore hiring micro-influencers. Continue marrying creativity and targeting savvy. Boost the best performing organic content.
- Continue trainings to help staff and faculty become CIIS brand ambassadors on personal social media platforms.
- Emphasize engagement, supporting enrollment, brand recognition, and brand influence.
- Concentrate on growth-inducing key performance indicators, especially number of mentions in social media and inbound links.

New Video Assets: Create and widely disseminate ads for upcoming videos for Philosophy, Cosmology, and Consciousness (PCC), practicums, online learning, meet SUS faculty, Second Acts, #onlyatciis, Opioid Crisis panel, and Office of Diversity and Inclusion conference and initiatives.

Email Campaigns: The open rate for Admissions emails increased for messages that had copywriting help for subject lines (for example, messages for ACTCM@CIIS rose 13%). All

Admissions related projects with which Marcom assisted with strategy, copy, and visuals showed higher returns. The relaunched CIIS monthly newsletter (10,000 subscribers) had an open rate of 15%-20%, which is higher than the industry average.

Planned for 2019:

- Create a new quarterly newsletter built around niche topics, i.e., psychology, consciousness, tech, diversity.
- Continue monthly personalized, highly targeted email newsletters or messages, a strategy for increasing "open rates."
- Monthly Newsletter—continue as a vehicle for brand awareness and compelling news, with highly optimized linking to the CIIS website.
- Admissions—share links to content for prospective students.
- Feeder schools—help craft content.
- Proprietary lists from popular publications—purchase/solicit target audiences for specific schools/program/events.

Outdoor and Print: 2018 saw a good return and several mentions by prospective students of seeing CIIS outdoor ads. They are expensive but seem worth it for building brand awareness. There was less spending on print magazines; increasingly print will focus on niche markets. There was not a great return on free weekly local papers for program information sessions or Admissions open houses; a better focus will be social media and email. There was continuing collaboration with Admissions on program brochures and postcards.

Planned for 2019: Continue the following:

- Airport kiosks at SFO and OAK
- Kiosks at select California colleges and universities, adding Oregon for the online BS Psychology
- BART and MUNI ads
- Publications—selective, special issues
- Brochures, postcards

Outreach: In 2018 Marcom continued building local and national partnerships by establishing selected faculty and the University President as experts in their field, and by expanding visibility and the scope of services to the local community (primarily CIIS' ten counseling and acupuncture clinics).

Planned for 2019:

- Community Building—work with the Offices of Diversity and Inclusion and Advancement to amplify their efforts.
- Media/Faculty Expertise: push for online social presence, local and national media-ready response, and a speakers' bureau. Help staff and faculty become CIIS brand

ambassadors on personal social platforms. Pitch/write press releases to local and national outlets. Op-eds on related pedagogy or topics by faculty.

- Office of President: podcast series with President Wexler, enhance her web and media presence as an expert in higher education.
- Continued participation and visibility in the annual San Francisco Pride Parade.
- Participation and visibility in the Berkeley Book Festival.
- UPCEA (Association for Professional, continuing, & Online Education) – institutional membership and faculty/staff members to become active in national organization.
- Counseling and Acupuncture Clinics—increase visibility and revenue.
- Enhance engagement with the San Francisco Chamber of Commerce.
- Contest entries—research, enter, and win awards to feature in promotional material.

In-House Efficiencies: In line with the Strategic Plan, 2018 saw increased productivity of staff, especially in assisting student-facing departments to produce clear and effective communications.

Planned for 2019:

- Financial Aid and Business Offices—continue creating infographics and refining email to students. Enable text messaging.
- Meet regularly with Admissions, Office of Diversity and Inclusion, and Student Services to keep current with needs of current and prospective students.
- Trainings—continue educating faculty and staff on latest tech and Marcom trends; survey staff regularly to help with related needs.

Recruitment and Admissions Progress Report

The goals for 2017-2018 were to qualify leads, nurture relationships with very qualified prospects, and increase the conversion rate from inquiry to application. With an increase in exposure and the higher number of leads generated through Marcom's efforts (and the concomitant increase in unqualified leads), there's been an even greater need for Admissions to quickly assess which leads are viable and then to focus on those most likely to convert to applicants.

Although the conversion rate for fall 2018 did not increase (despite a notable increase of inquiry count through marketing campaigns by Marcom), there was success in boosting the completion rate for applications and the yield rate, resulting in a higher headcount in fall 2018 than previous years (see below).

Year & Semester	**Inquiry Count**	**Conversion Rate**	**Completion Rate**	**Yield Rate**	**Admissions Headcount**
	3242	15.85%	86.10%	73.90%	354
Fall 2017	3357	15.85%	84.58%	78.93%	397
Fall 2018	4407	12.98%	89.94%	78.58%	422

To build toward enrollment growth, Admissions strategy comprises four parts:

1. Enhance the ability to make data-driven decisions through the integration of multiple systems in one platform and the analysis of data.
2. Qualify leads efficiently and effectively (i.e. learning to focus on the parts of the enrollment funnel where there can be the most impact while mindful of limited time and resources).
3. Improve the prospect and applicant experience (e.g. targeted, relevant, and personalized messages, as well as greater ease in applying).
4. Persuade prospects of the value of an integral education at CIIS through effective communication and clear messaging.

Tactics include:

1. Deploy and build out enrollment technology, utilizing Slate.
2. Automate parts of the enrollment funnel through building out an extended communication flow in Slate.

3. Provide outstanding customer service and high touch guidance to qualified prospective students via greater virtual accessibility and enhanced campus experiences.
4. Train admissions staff in sales techniques.

Folded into these strategies and tactics are the creation of in-house efficiencies--for Admissions and academic departments. Training and retaining the right admission staff members are among the most important concerns in reaching these goals and require dedicating more time to coaching staff, which was begun in August 2018 and continues in 2019.

2018 Accomplishments, Insights, and Changes

- Successful launch of Slate online application system on November 15, 2018.
- Reached out to prospects and inquiries more quickly and more consistently.
- Called prospects more consistently but noticed that calls that come too early in the exploration process are not effective, nor desired by many prospects; calls most effective with applicants come at a more advance stage.
- Revised stage 10 email structure (away from counselor-specific to program-specific) in response to inquiry request.
- Generated 25 program-specific first email messages for all programs.
- Launched online calendar scheduling for admissions counselors, creating greater convenience for prospects to connect with counselors by phone or in person for appointments (and greater efficiency for counselors, eliminating multiple emails back-and-forth).
- Changed the event structure of Open Houses for more enlivening and CIIS-spirit-rich content.
- Developed year-round calendar and new deadline structure and language to push for earlier applications (it is too soon to assess the results of this change).
- Reorganized staff structure and built a new dedicated and engaged team.
- Enhanced Gradschools.com and Masterstudies/PhDstudies.com profiles and renewed campaigns. This is a good cost for high quality leads (greater yield can be expected through integrating into Slate and automating email marketing campaigns).
- Administered the Diversity Scholarship in collaboration with the offices of Financial Aid and Diversity and Inclusion, which compelled earlier completed applications and a greater number of applicants from culturally marginalized backgrounds than the previous year.
- Offered more team trainings to clarify the enrollment funnel and the CIIS mission, to develop shared understandings and language about CIIS and its programs, as well as support for public relations challenges.
- Thanked personal referrals through complimentary Public Programs tickets (this will be expanded in 2019).

- Produced nine new marketing materials together with academic programs and Marcom.
- Attended fewer recruitment events (as these have not proved successful - see note below).

One of the previously articulated recruitment strategies that is becoming less important is spreading awareness of the CIIS brand through participation in fairs and events. Although assessing recruitment trips and event participation has been made difficult through the lack of integrated technologies and inefficient measurement tools, applicant data and counselor feedback show that recruitment fairs are not an effective tool.

Generally, the trend in Admissions and among student interest has seen a decrease in the attendance at fairs. In 2016, CIIS attended fewer fairs due to staffing shortages and there was no noticeable difference in volume of prospects and applicants. Data in the Jenzabar student system, combined with counselor assessments after each trip, persuaded Admissions to cut back on trips in 2018. Seeing the increase in high quality contact that can be generated through remaining on site, with prospects who are finding CIIS through online search, has led to planning further reductions in travel for 2019 (thus freeing up fiscal resources for more optimal investment).

Fair Attendance by Type and Year:

	2015 Fairs	**2016 Fairs**	**2017 Fairs**	**2018 Fairs**
Idealist	11	7	10	8
Transfer	35	18	32	20
Grad	25	13	17	10
Other	6	10	6	7
Total	77	48	65	45

In applicant data in Slate for fall 2019, there are two very clear top referral sources, neither of which stem from recruitment travel.

Among applicants who opened an application, these are the top referral sources (>1%):

Personal Referral (Family/Friend/Colleague/Neighbor)	273	37.81%
Google Search	257	35.60%
Therapist Referral	25	3.46%
CIIS/ACTCM Faculty	20	2.77%
Academic Advisor/Counselor Referral	16	2.22%
Masterstudies.com	11	1.52%
Faculty/Alumni Publication	10	1.39%
CIIS Public Programs Event	9	1.25%

Among the applicants who submitted their application, these are the top referral sources (>1%):

Personal Referral (Family/Friend/Colleague/Neighbor)	146	45.63%
Google Search	92	28.75%
CIIS/ACTCM Faculty	12	3.75%
Therapist Referral	12	3.75%
Academic Advisor/Counselor Referral	10	3.13%
CIIS Public Programs Event	5	1.56%
Professional Conference	4	1.25%
Academic Conference	4	1.25%
NADTA	4	1.25%
Gradschools.com	4	1.25%

Based on these clear trends and the overall trend in higher education, budgetary and human resources will be focused on converting leads into applicants, rather than focusing on outreach travel.

New Enrollment Technology

In 2018, the Admissions Office purchased new enrollment technology, Slate Technolutions, with the goal of hosting the new application cycle for fall 2019 online via Slate's online application system. Admissions reorganized its staffing, designated a team lead, and formed a launch team to build an entirely new application system that was successfully launched on November 15, 2018. The new online application environment has greatly enhanced the user experience, reduced the need for manual processing of applicant materials and thus freed up staff time, and increased the ability to auto-generate reminder messages to applicants about missing materials or marking other milestones. Admissions trained and continues to train academic departments on using Slate Reader to review applications in a secure online environment, without the need to copy and scan materials, which has cut down on the workload of Program Coordinators/Managers and student workers and provides greater ease and convenience for faculty. The hope is that this will shorten the response time to applicants.

At present, the entirety of the application cycle is not yet in Slate, as we are building each admissions process in Slate from the ground-up. There is realistic optimism about being able to

decommission the Admissions Jenzabar module within the next six months. Furthermore, there is excitement about the gains in more time-sensitive and relevant messages that can be sent to prospects and applicants. Slate's tools will allow automated and personalized communications and assess which inquiries are the most qualified to pursue. It will provide the ability to automate and integrate processes that were previously spread over multiple platforms and tools and thus be able to better assess Admissions interactions, communication campaigns, and information session attendance and how these contribute to greater conversions and yield. Slate will allow for more data-driven, smart decision-making, and thus, ultimately, increases in enrollment.

The most recent Open House, on February 9, 2019, the first using Slate, brought a record-setting 200+ prospective students to campus, the highest ever recorded. Moreover, the prospective student audience was the most diverse group ever to attend an Open House. Post-event evaluations had a 95% overall rating of 4 or 5 stars (good or excellent), and 74% of respondents indicated plans to apply to CIIS. As of late February (2/22/2019), applications for the upcoming fall semester were running 42% ahead of the comparable time last year (511 vs. 359 applications) and completed applications were running 142% ahead of last year, with a 104% increase in those applications already in the faculty review stage.

2019 Goals

- Transfer entire application cycle and systems into Slate within next six months (phase out use of Jenzabar Admissions Module, MyCIIS, MailChimp, Zoom, Google Drive).
- Create responsive inquiry form in Slate and automate response communications.
- Build out new communication flow in Slate in 2019 (3-5 program-specific emails).
- Build out data-driven decision making, based on integration of campaigns and data in Slate.
- Collaborate with Marcom to tie website activity to prospects in Slate (Bing Analytics) to further qualify leads.
- Create email funnel and assess data points so Slate will qualify prospects and inquiries so admissions counselors are providing high-touch outreach (including phone calls) to most qualified prospects.
- Train admissions staff in sales techniques.
- Generate clarity about estimated cost of program and place on each program's micropages in collaboration with Marcom and Academic Deans & Programs.
- Enhance on-campus visit experience through check-in system and assess effectiveness through automatic post-visit surveys (collaborate with Operations & Facilities).
- Develop admissions staff understanding of our competitors.
- Train faculty on using Slate Webinar for info sessions (integrated attendance tracking).
- Follow up info session attendance with surveys and personalized phone calls.

- Increase diversity of applicant pool through more systemic recruitment outreach to particular audiences and populations through collaboration with the Office of Diversity and Inclusion.
- Train staff to understand barriers that are in place for first generation students and populations underrepresented in higher education.
- Partner with academic departments to provide high touch outreach to most qualified applicants.
- Create guiding videos for applicants and prospects (assess whether Camtasia is feasible to use for this).