

Case Study Compendium

Breakthrough Results from EAB's Community College Members





Start with best practices research

- Research Forums for presidents, provosts, chief business officers, and key academic and administrative leaders
- > At the core of all we do
- > Peer-tested best practices research
- > Answers to the most pressing issues

 Then hardwire those insights into your organization using our technology & services

Enrollment Management

Our **Enrollment Services** division provides data-driven undergraduate and graduate solutions that target qualified prospective students; build relationships throughout the search, application, and yield process; and optimize financial aid resources.

Student Success

Members of the **Student Success Collaborative** use research, consulting, and an enterprise-wide student success management system to help students persist, graduate, and succeed.

Growth and Academic Operations

Our **Academic Performance Solutions** group partners with university academic and business leaders to help make smart resource trade-offs, improve academic efficiency, and grow academic program revenues.

1.2B⁺ Student interactions annually

$1M^+$

Individuals on our student success management system

1,200+

Institutions we are proud to serve

Goal: Make education smarter

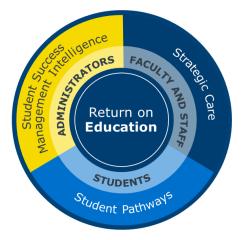


At EAB, we have the privilege of partnering with community colleges across the country to help students reach and surpass their goals. This compendium is a collection of success stories from some of our most forward-thinking members. You will learn how these members leveraged our research, technology, and consulting to achieve breakthrough results including improving the onboarding experience, increasing FAFSA completion rates, maximizing advisor efficiency, decreasing summer melt and generating new tuition revenue. You will also find links to some additional resources throughout the compendium. We hope these resources will be helpful to you to as you continue to strive for student success on your campus.

Our Technology

Navigate is the student success technology solution that is closing the achievement gap with term over term academic planning, an early warning system, communication and case management tools, a direct-to-student application and a predictive analytics engine—all in one seamless Student Success Management System (SSMS).

The SSMS is an enterprise-level technology that links administrators, advisors, deans, faculty, other staff, and students in a coordinated care network designed to help schools proactively manage student success and deliver a Return on Education.



Our Research

EAB's **Community College Executive Forum (CCEF)** provides members with industry-tested strategies, insights, and resources to help them meet their most pressing challenges. CCEF members have unlimited access to original research, market intelligence, customized benchmarking and forecasting tools, member events, implementation toolkits, expert advice, and more. Research topics include: student retention and success, enrollment management, supporting faculty, alumni affairs, diversity and multiculturalism, and first generation students.

CC Members

200+ Total Member Institutions **CC Interactions**

1500 +

Interviews and Visits with Staff and Student

Navigate Utilization

4.1M Interactions with the Platform

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Student Experience

Mt. Hood Community College Clackamas Community College Wake Technical Community College



Automating Admission Process Eliminates Common Enrollment Barriers

Mt. Hood Community College, Public, Associate College in Gresham, Oregon

- **About:** Mt. Hood Community College (MHCC) is a public community college with over 33,000 students across three campuses. The six-year graduation rate is 21%.
- **Challenge:** Prior to fall 2017, 68% of students were lost between application and registration. This high attrition rate was due to a number of outdated workflows. The college's admission process was manual, tedious, and lacked coordinated processing, which resulted in delayed application review and student ID generation.
- **Solution:** In 2015, MHCC leadership cleared up an IT backlog and transitioned new leadership into key roles. A year later, MHCC partnered with EAB to address their admission workflow, automate their enrollment process, and instill a student success culture across campus.
- **Impact:** As a result, the turnaround time for acceptance dropped to less than two hours, and MHCC saw a 3% increase in percentage of applicants who registered within three days.

Impact Highlights

3%

Increase in percentage of applicants who register within three days

<2hrs

Turnaround time for acceptance to Mt. Hood, vs. 72 hours in fall 2015

Overview: Creation of A Shared Student Success Vision

How MHCC Is Transforming Their Culture Year After Year

Revealing campus blind spots

EAB and MHCC leadership examined the onboarding process and determined that the ID provision was the biggest roadblock and opportunity for improvement.

Leadership met with internal staff to look into the "ins" and "outs" of the admission process from the student perspective.

Forming crossdepartment teams

To build momentum and increase shared knowledge across departments, MHCC created teams from Admissions, IT, Records, and Registration based on:

- Experience
- Scope and magnitude of project
- Complementary skill sets

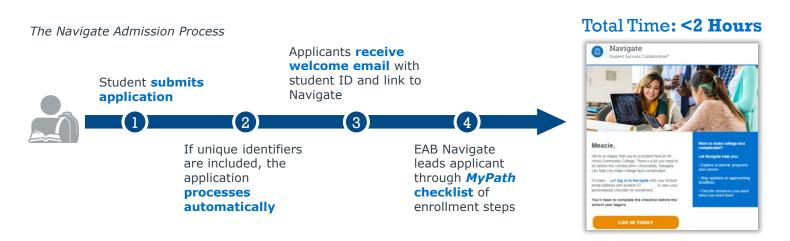
3 Utilizing data to drive institutional change

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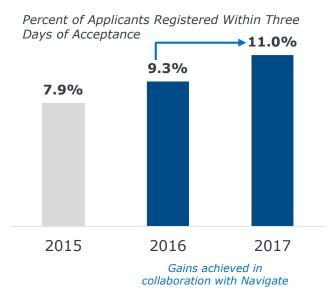
In order to gain buy-in and break silos, the project manager used data as a "teaching moment" to improves the process and empower staff. This enabled MHCC to identify areas where they could automate and increase staff capacity for more essential tasks.

Empowered by Data to Coordinate the Admission Process

Immediate Electronic Notifications Allow Students to Enroll Right Away



Quick Acceptance Motivates Students to Continue Through to Registration



 MyPath Checklist Supports Thoughtful Decision-Making

 Sample Questions

 Image: Sample Questions

 Image: What major do you want to pursue?

 Image: What are your goals coming to college?

 Image: What are you good at? What do you care about?

 Image: What other responsibilities do you have outside of school?

Results After the First Year

11% Fall applicants r

Fall applicants registered within three days of application, compared to 7.9% in 2015

90%

Of applicants receive an ID, welcome letter, and Navigate login within two hours I Love Navigate! It gives students tons of information at their fingertips without the need to dive deep into our website to try to find what they need to know.

-Project Team Member



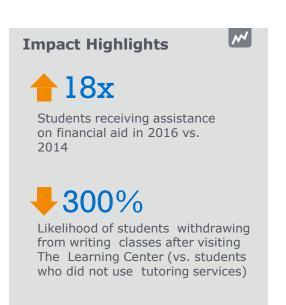




Implementing Student Support Resources with EAB Guidance

Clackamas Community College, Oregon City, OR

- **About:** Clackamas Community College (CCC) is a community college located in the Portland suburb of Oregon City, Oregon, consisting of three campuses and 25,029 students total.
- **Challenge:** As part of CCC's broader efforts to increase graduation rates, the college wanted to add student support services that would positively impact student course persistence.
- **Solution:** With help from EAB's strategic research and toolkits, CCC launched a FAFSA Lab and The Learning Center (which houses a Developmental Math Lab and Writing Center) to increase the number of students receiving FAFSA assistance and reduce student course withdrawals.
- **Impact:** Students receiving financial aid help increased by 18 times across two years and students using The Learning Center were three times less likely to withdraw from their classes.



New FAFSA Lab and Learning Center Support Student Persistence

EAB Resources Leveraged	Actions Taken by CCC	<i>Growth in Number of CCC Stu</i> <i>Receiving Assistance in Financ</i>	
Preventing Early Attrition Practice: FAFSA Lab implementation	> Established a permanent FAFSA Lab across from the admissions office in late 2014.		2,514
		1,34	15
Reengineering Developmental Math	Launched The Learning Center in 2013 to increase	139	
Practice: Developmental Math Lab with solo cups	the number of students who receive academic support in developmental math and English.	2014 201	5 2016

Student Satisfaction Comments Speak to Impact of New Resources

"I love the math lab. If there wasn't a math lab, I would not be in college."

"I don't feel rushed [at The Learning Center]. I am able to ask questions, and get answers that will benefit me in the future."

8



Improving Enrollment Processes from Start to Finish

Wake Technical Community College, Raleigh, NC

- **About:** Wake Technical Community College is the largest community college in North Carolina, with a main campus near Raleigh, and four other nearby campuses; Wake Tech serves a total of approximately 70,000 students.
- **Challenge:** Wake Tech wanted to identify weaknesses in their enrollment pipeline but struggled to pinpoint what specific obstacles students were encountering.
- **Solution:** EAB conducted a comprehensive enrollment pain point audit that looked across the various parts of Wake Tech's enrollment process, including campus navigation, application and admissions, placement testing, career counseling, and financial aid services.
- **Impact:** The audit helped Wake Tech identify financial aid, career advice, and placement testing as areas of focus. They directed resources to improve student access in these areas.

Impact Highlights

17%

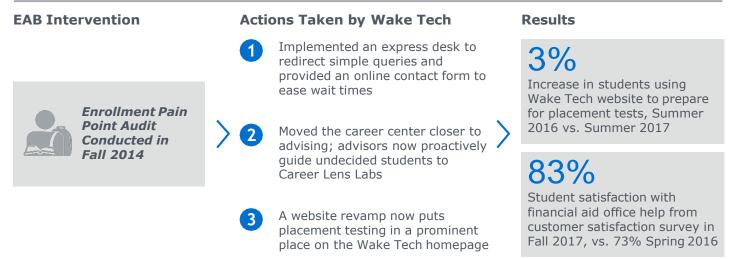
Drop in students having to wait 30+ minutes for financial aid help, Fall 2017 vs. Spring 2016

 \sim

166%

Increase in the number of students served by career development "touches" (includes Career Lens Labs, one-on-one follow-up, industry tours, etc.), Fall 2015 to Spring 2017

EAB Strategic Guidance Helps Wake Tech Improve Resource Communication



Comprehensive Feedback on Improvement Opportunities, and Also What's Working

"What we found most valuable was that it was secret. You were able to see our regular daily approach to business and...even sections that were rated as "good" were helpful because we were able to receive outside affirmation on the effectiveness of our initiatives.

Kevin Brown Associate Vice President for Student Success

More Resources on Student Experience

Best Practice Toolkit	Address the 10 most common student communication mistakes with these 3 interactive tools	
On-Demand Webinar	Listen to EAB's latest research on how to breakthrough the student communication barrier	Î.
Community College Blog	Learn about the challenges that EAB staff faced when going undercover as a prospective community college student	Î.
connunity conege blog		





Marketing

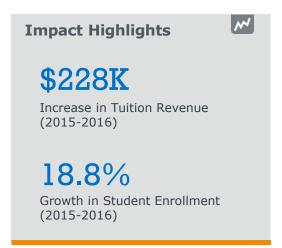
West Hills Community College



Building a Multichannel Digital Marketing Strategy

West Hills Community College, Coalinga, CA

- **About:** West Hills Community College District (WHCC) is a rural college district in Coalinga, CA consisting of three campuses and 6,800 students total.
- Challenge: Enrollment at WHCC dropped 13% from 2011 to 2015.
- Solution: With help from EAB's strategic research and toolkits, WHCC updated their digital branding and enrollment strategy, growing their online community presence and focusing their messaging on student results.
- **Impact:** Enrollment growth of 18.8% in one year; won *nine* National Council for Marketing and Public Relations Medallion Awards.

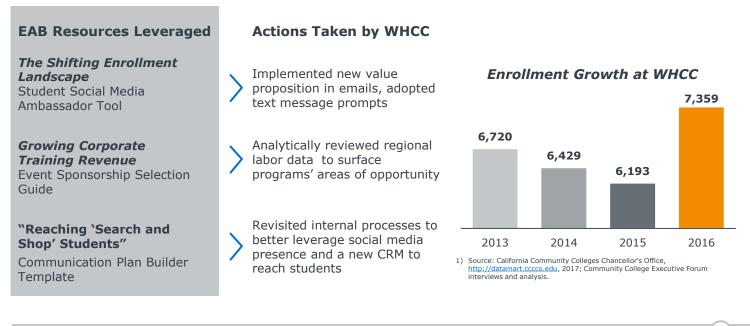


New Digital Marketing Strategy Spurs Impressive Enrollment Growth

EAB Templates Accelerate Digital Implementation

"Colleges are complimentary of the work we produced, and interested in how we accomplish what we do with such a small team. Our work has set the standard high for other community and technical colleges. We used many of the templates provided by EAB to assist us in the design and targeting of these approaches."

> Frank Gornick, Chancellor, West Hills Community College



More Resources on Enrollment





Guided Onboarding

Pikes Peak Community College Georgia Piedmont Technical College



Non-Enrolled Students Provide Key Insights Into Reducing Applicant Loss

Pikes Peak Community College, Public Associate College in Colorado Springs, CO

- **About:** Pikes Peak Community College (Pikes Peak) serves approximately 20,000 students across three campuses. Only 20% of students matriculate directly from high school, and 25% have a military affiliation. In 2015, 60% of applicants were lost prior to the first day of classes.
- **Challenge:** After discovering that 93% of non-enrolled applicants did not go on to enroll at another institution, college leadership decided to survey lost applicants. Student responses revealed numerous communication breakdowns, including long turnaround times, unclear messaging, and inflexible practices.
- **Solution:** Once clear about the challenges that applicants were facing, Pikes Peak utilized Navigate to streamline their onboarding process. Key services, such as advising and placement testing, were also redesigned to be more applicant-friendly.
- **Impact:** Through its partnership with EAB, Pikes Peak was able to increase their applicant yield, resulting in \$72k in additional tuition revenue. Pikes Peak also saw a marked uptick in advising appointments for new students; 7% increase from 2016 to 2017.

Impact Highlights 7% Increase in advising

sessions for new students from fall 2016 to fall 2017

\$72K

Additional revenue earned from enrolling a greater proportion of the total applicant pool in fall 2017

Student Survey Shows Significant Room for Onboarding Improvements

Survey of non-enrolled students reveals many preventable barriers to enrollment



Communicating clearly and effectively to students became the top priority

Emails now sent to **personal** email addresses to increase open rates and Navigate logins

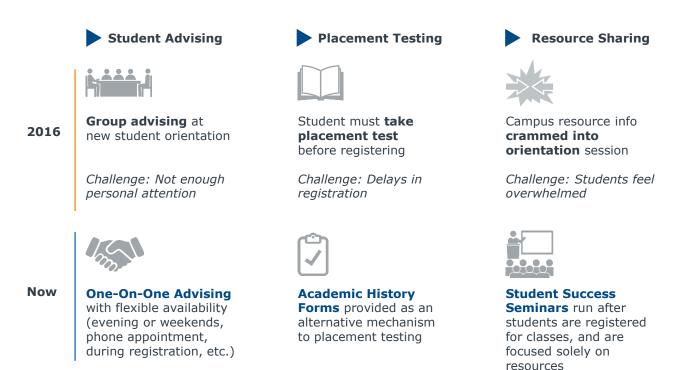
Word count has been reduced to focus students' attention on next steps



Emails contain a singular **call to action** rather than multiple directives

Targeted email campaigns are sent with increasing frequency as the semester approaches

Key Onboarding Steps Redesigned to be More Flexible and Less Overwhelming



Navigate Impacts a Wide Variety of Success Metrics at Pikes Peak

Applicants Were **Twice as Likely** to Register if They Used Navigate

Non-Navigate Users

Navigate Users

50% Registered Of Applicants Did Log in to Navigate

47%

16% Increase in FAFSA

53%

Of Applicants

in to Navigate

Did Not Log

Applications from fall 2016 to fall 2017 with 2,331 FAFSA link clicks from Navigate *MyPath*



27%

Registered

Of applicants for fall 2017 submitted an online **academic history form** with 3,486 link clicks from Navigate *MyPath*



Increase in **advising sessions for new students** from fall 2016 to fall 2017





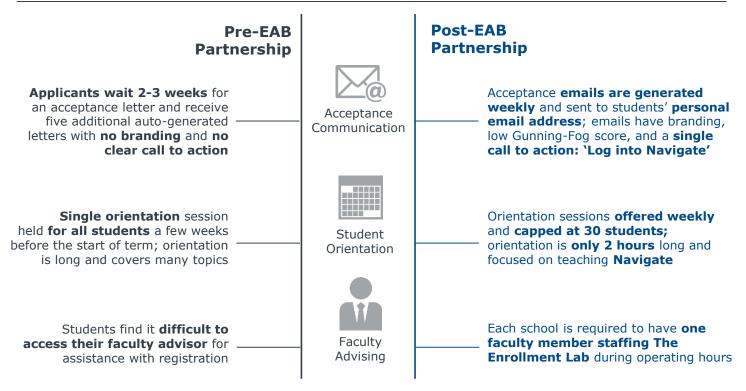
Timely and Personalized Onboarding Guidance Results in Revenue Gains

Georgia Piedmont Technical College, Public Associate College in Clarkston, Georgia

- **About:** Part of the 22-member Technical College System of Georgia, Georgia Piedmont Technical College (GPTC) serves over 4,100 students across four campuses. Of all GPTC students, 62% are Pell-eligible, 90% are first-generation, and the six-year graduation rate is 23%.
- **Challenge:** GPTC was losing a significant number of students between application and enrollment, with many non-enrolled applicants enrolling at others colleges. Feedback from the call center revealed that students were confused and frustrated with the onboarding process.
- **Solution:** With EABs help, GPTC reevaluated their onboarding experience from the student perspective and identified three key areas where they could make improvement: acceptance communication, orientation, and faculty and professional advising.
- **Impact:** As a result of this work, students now have a clear understanding of how to transition from admission to enrollment. From 2016-2017, GPTC saw a 26% increase in summer enrollment, and received \$48k in additional tuition revenue.

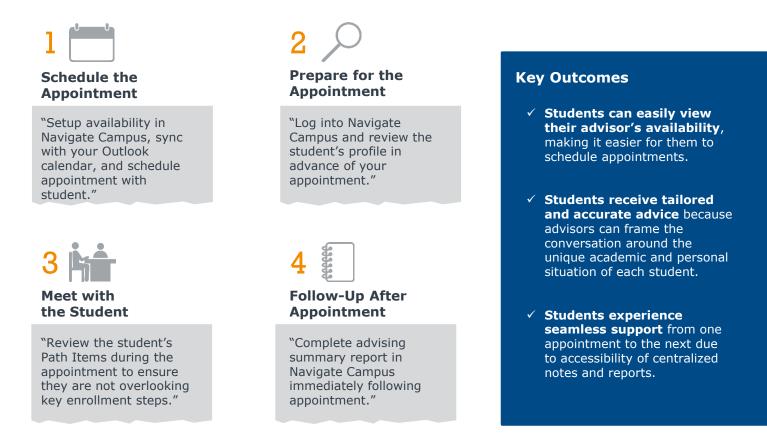


Optimizing the Onboarding Experience



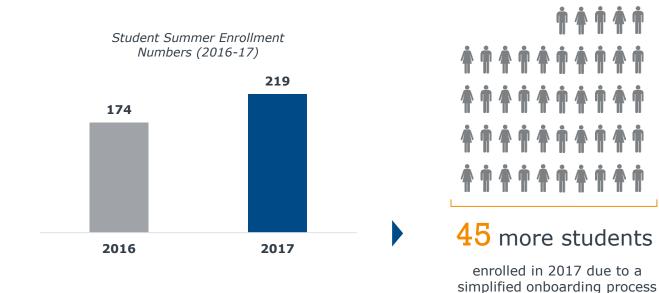
Reimagining The Professional Advisor Role at GPTC

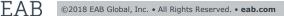
Incorporating Navigate into Advisor Workflow Allows for Holistic Advising



Student-Centered Approach Moves the Dial on Enrollment

Promising Gains Within First Three Months of Launch





More Resources on Guided Onboarding

Infographic	Avoid "fight-or-flight" reactions by redesigning the student onboarding experience	Ĵ
On-Demand Webinar	Learn how to ensure accepted students enroll by reaching them before they get to your campus	Î
Diagnostic	What first impression does your college make? Find out with EAB's New Student Onboarding Diagnostic	Î





Academic Planning

Cerro Coso Community College



Clear Pathways and Course Guarantees Allow Students to Plan Ahead

Cerro Coso Community College, Associate College in Ridgecrest, California

- **About:** Cerro Coso Community College (Cerro Coso) is a rural school with an enrollment of over 5,000 students across five campuses. 60% of Cerro Coso students are enrolled part-time.
- **Challenge**: In several surveys, students were expressing dissatisfaction with the college due to the high number of cancelled classes. The applicant conversion rate was below 45%, and students who enrolled favored online classes over in-person classes.
- **Solution:** Cerro Coso leadership launched a college-wide initiative for pathway redesign and long-term scheduling. Navigate set the transition in motion and enabled the college to complete critical pathway components before launching the technology to students.
- **Impact:** The improvements helped Cerro Coso achieve a 16% increase in applicant conversion, resulting in \$524k in additional enrollment fees in fall 2017.

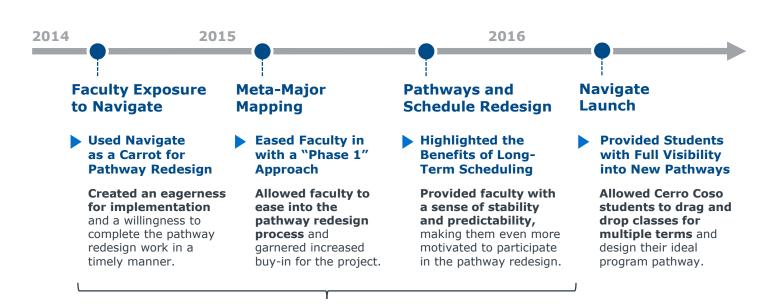
Impact Highlights

16%

Increase in applicant conversion rate from fall 2015 to 2017

\$524K

Additional enrollment fees from enrolling a greater proportion of the total applicant pool in fall 2017



Navigate: A Catalyst for Faculty Engagement and Rapid Pathway Progress

Key Considerations for Faculty Engagement

New Scheduling Process Creates Guarantees for Students

Current Scheduling Process Previous Scheduling Process Create schedule for **one semester** Create schedule for four semesters Review enrollment levels and evaluate against breakeven points Cancel classes below Guarantee classes regardless of enrollment threshold enrollment levels

Psychology Associate in Arts Degree for Transfer (AA-T)



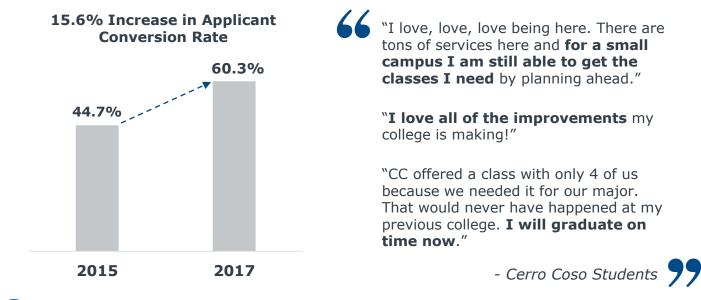
This program consists of classes offered at Ridgecrest/IWV, KRV Lake Isabella, ESCC Bishop & Mammoth Lakes, and CC Online.

Courses do not have to be completed in the order listed, except for listed prerequisites.

It is expected that the student will have completed MATH Co53 or Co55 and ENGL Co70 or the equivalent before attempting this major.

News	-	F	Ridgecr	est/IW	N	К	RV Lak	e Isabe	lla		ESCC B	Bishop	ł	E	SCC M	ammot	h		cco	nline	
New program	Courses - Complete the following courses	Fall 2016	Spring 2017	Fall 2017	Spring 2018																
	MATH C121 (4 Units) Prerequisite: MATH C053 or C055																				
highlight	or MATH C121H (5) Prerequisite: MATH C053 or C055																				
guaranteed	PSYC C101 (3)																				
courses by	or PSCY C101H (4) Prerequisite: ENGL C070											Į									
campus and term offered	PSYC C271 (3) Prerequisites: MATH C121																				

Student-Centered Design Increases Enrollment and Improves Student Experience





More Resources on Academic Planning





Community College Blog

Learn 4 strategies to support (and reengage) stopouts - before they become dropouts







Advising

Wiregrass Georgia Technical College Trident Technical College



Using Technology to Flip the Advising Appointment and Create Enrollment Gains

Wiregrass Georgia Technical College, Public, Associate College in Valdosta, Georgia

About: Part of the TSCG System, Wiregrass Georgia Technical College serves over 4,000 students on four campuses. In June 2016, Wiregrass joined the Student Success Collaborative and in April 2017, they launched Navigate.

Challenge: Prior to 2017, students had minimal insight into the academic planning process and relied on ARC advisors to create an optimal class schedule. With long advising appointments, advisors did not have adequate capacity during peak enrollment times.

Solution: Wiregrass partnered with EAB to implement a student success technology that would streamline the onboarding experience and reshape the advising appointment.

Impact: Both advisors and students are more satisfied with the new advising process and advisors have increased capacity to run 'success workshops' on critical topics. These technology-enabled changes contributed to a 4% increase in applicant conversion, resulting in 79k in additional revenue.

Impact Highlights

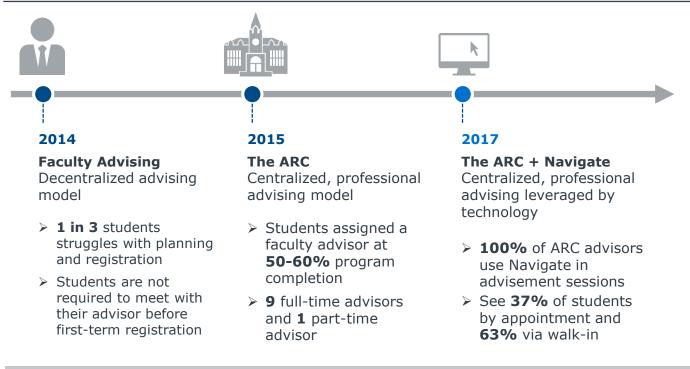
4%

Increase in enrollee conversion rate from fall 2016 to 2017

\$79K

Additional revenue earned from enrolling a greater proportion of the total Wiregrass applicant pool

The Journey Toward Smart Academic Planning

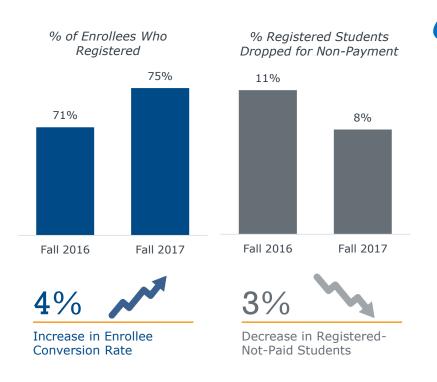


Navigate Facilitates The Move to Relationship-Based Advising

Post-Navigate Advising Pre-Navigate Advising Multi-Day Process Single-Day Process 40-Minute Advising Appointment 25-Minute Advising Appointment **Discuss Academic** Goals, Campus Resources, and Enrollment Steps **Discuss Academic** Goals, Campus Resources, and Enrollment Steps **Create Class Schedule Provide Navigate Tutorial** on Chromebook **Post-Advising** Appointment **Schedule Creation Bring Students to Computer Lab to Register** and Registration

Schedule creation dominated the advising appointment because students did not have the tools they needed to take charge of their academic planning. With Navigate, students are empowered to independently plan their schedule and register for classes after the advising appointment is complete.

Applicant Conversion Rate on the Rise in 2017



I'm able to do it on my own time instead of having to set an appointment to do everything. I can kind of get a jump start before meeting with my advisor."

-Wiregrass Student

"Using this with students has been awesome. I used to note all their classes on a piece of paper, which they promptly lost.... If they didn't register with me, who knew if they would follow up or follow my advice? Now, I can back up our conversations with Navigate and I feel more comfortable that students will stay on track because it's all right there for them.

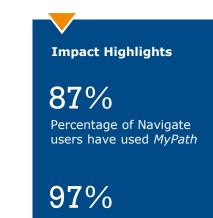
-Wiregrass Advisor



Coordinating Shared Advising Around Technology Improves Student Satisfaction

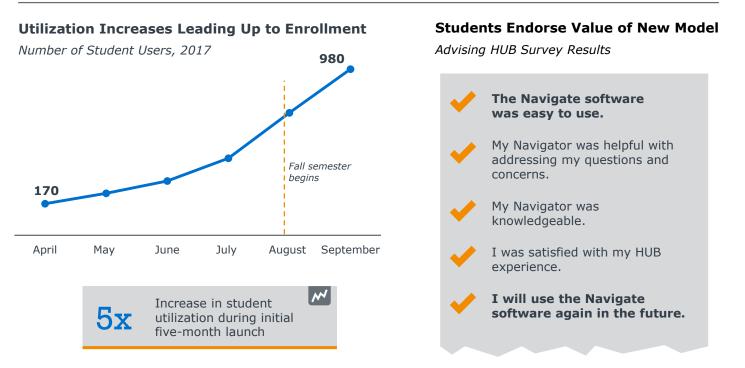
Trident Technical College, Public, Associate College in Charleston, SC

- **About:** Trident Technical College (TTC) is a public associate college with a total enrollment of approximately 13,000 students across seven campus and site locations. The six-year graduation rate is 10%.
- **Challenge:** TTC's faculty advising model was increasingly strained due to high student demand. The recent introduction of a compressed minisemester schedule further reduced faculty availability. Many students indicated via survey that they were either unable to schedule appointments or their interactions didn't further their academic goals.
- **Solution:** In 2016, TTC partnered with EAB Navigate to improve the student onboarding experience, which included replacing their traditional orientation with Navigate *MyPath*. Navigate also supported TTC's transition to a shared advising model, which allows students to readily access Navigators (onboarding and enrollment experts) and schedule appointments with faculty advisors (program experts).
- **Impact:** With the help of Navigate, student satisfaction increased. Additionally, 87% of students used *MyPath*, and student usage of the HUB doubled, allowing advisers to provide guidance and support.



Percentage of students who plan to use Navigate again

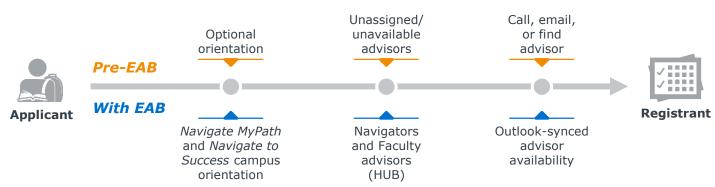
Navigate Usage and Adoption Leads to Increase in Overall Student Satisfaction



Creating A Coordinated Care Network for All Students

Students Value Navigates' Ease of Use, Especially Tools for Course Planning and Scheduling





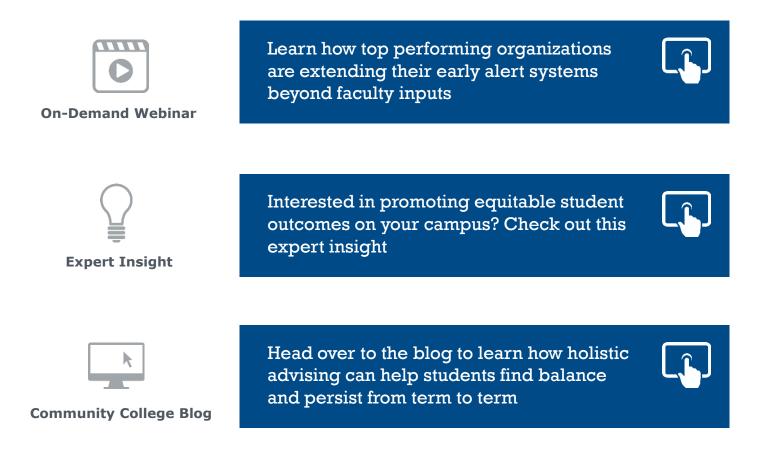
IUB - Pilot Advising Model Inte	grates Professional and Faculty Advisors	Key Improvements
•		 ✓ Online orientation through MyPath
Ŵ		 ✓ Optional on-campus group orientation
Navigator** Onboarding Expert	Faculty Advisor Program Expert	 Assigned advisors with contact information (email an phone)
0-30 CREDITS (Determined by Progr Contact new applicants to provide guidance and support.	ram) 30+ CREDITS (Determined by Program) Transition student after reaching programmatic threshold.**	✓ Outlook appointmen capability
		10
 Responsibilities: Schedules faculty appointments Trains students on Navigate Answers common first-time 	Responsibilities: • Answers specific programmatic questions about courses, transfer, and prerequisites	Navigators partially funded by Title III and iPASS award
student questions and provide information on available campus resources	 Meets with students for scheduled appointments and office hours 	2,751
 Assists in building student plan Monitors student progress 		Advisor appointments scheduled through Navigate
helpful. She	r] was so enthusiastic and was the best person for me irst actual conversation with	100% Alignment and suppor of <i>Trident Tech</i>

Trident Technical College

**Navigators are available to all students to answer general questions.



More Resources on Advising





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