

PRESENTED BY UNIVERSITY OF KANSAS – EDWARDS CAMPUS

Business Methodology in an Academic Setting Transforms Student Outcomes

PRESENTED BY:

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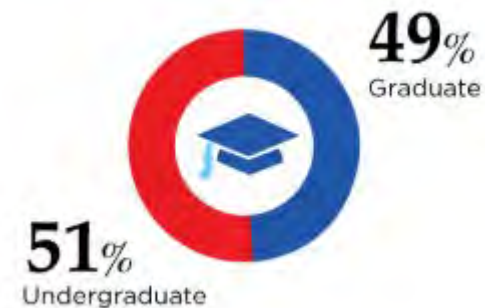
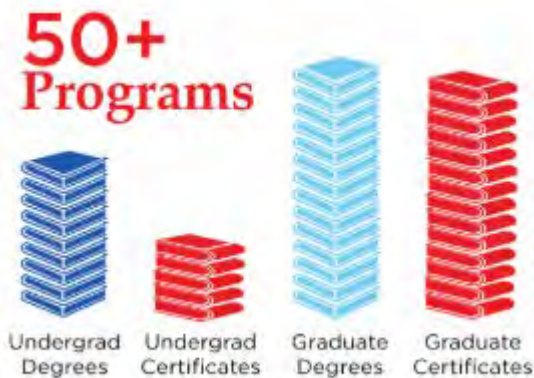
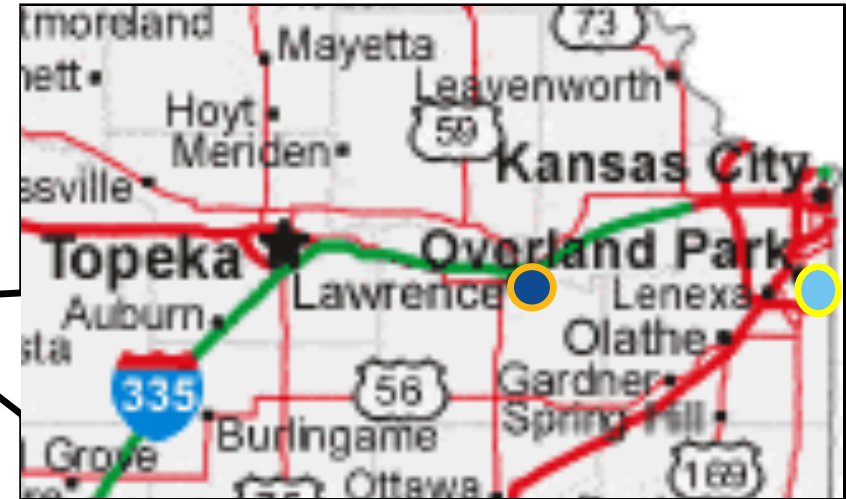
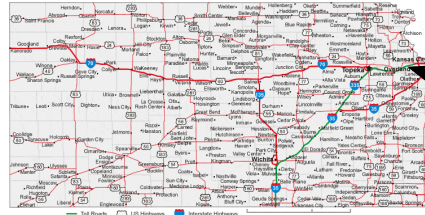
Alex Terwilliger

KU EDWARDS
CAMPUS
The University of Kansas

Campus Location & Stats

Located in Overland Park, KS

- 40 miles east of KU Main campus in Lawrence.
- Large suburb of the Greater Kansas City metro area
- 4-building campus site
- No freshmen/sophomore students
- 3 Community Colleges feeders in the metro



Who Are Students Are: Who We Are

Enrollment Type:

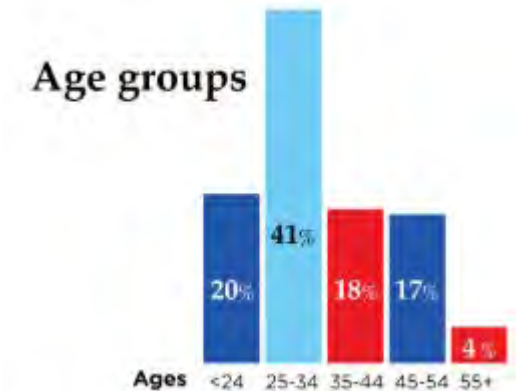
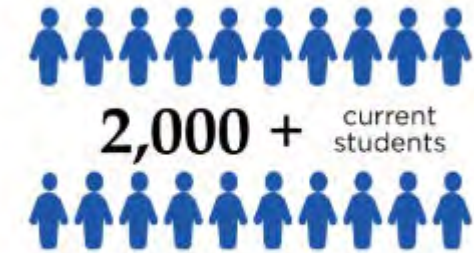
- 64% Part-Time
- 36% Full-Time

Contact Center Team:

- 4 Full-Time
- 1 Part-Time
- Inquiry Conversion
- Current Student Assistance
- Non-Credit Registrations

Ethnicity:

- 6% - Asian
- 7% - Black
- 10% - Hispanic
- 2% - International
- 1% - Not Specified
- 5% - Two or more races
- 69% - White



History of The Problem:

2014 – Declining Enrollment

Major Changes:

- 2015 – New Leadership Group
- 2016 – New Management Group
- June 2017 – New CRM
- 2017-2018 – Cultural Norm Change
- 2018-2019 – Hiring Cultural Norms

What We Had to Do

As a tuition revenue driven campus, that is not funded by state or research dollars, we had to increase enrollment to remain in existence. We did that by saying:



Enrollment Focused

Grow the campus.
Make sure the
light bill gets paid.



Develop Market Based Program

Connecting with
prospective students
that are actively
shopping for a degree.



Student Centric

Connecting with
students with
information. Proactive
and transparent.

How We Approached These Changes



**Enrollment
Focused**



**Develop Market
Based Program**



Student Centric

We looked to the business world, examining strategies to sales, increased customer satisfaction and met consumer needs.

Activity:

What do you think about when you hear the term "Business Sales Strategies?" – Tell The Truth 😊

Challenging Conventional Thought:

STAYING TRUE TO OUR VALUES

1. Education paves the way to academic, professional, personal and civic growth.

2. We respect students, their support systems and our team.

3. Students are our priority; our work, our time and our urgency reflect that belief.

4. We do not take success for granted – we work for it.

5. We communicate directly, accurately and honestly.

6. Ongoing change is fundamental to embracing our innovation value.

7. OUR WORK CHANGES LIVES.

What We Heard Internally About Considering Business Sales Strategies - Macro:

“We are not a business...We are an institutions of higher education and we should not act or engage in that manner.”

“We never had to do this before? I think we are fine. The Lawrence Campus will help us if we need them.”

What We Came Up Against:

STAYING TRUE TO OUR VALUES

1. Education paves the way to academic, professional, personal and civic growth.
2. We respect students, their support systems and our team.
3. Students are our priority; our work, our time and our urgency reflect that belief.
4. We do not take success for granted – we work for it.
5. We communicate directly, accurately and honestly.
6. Ongoing change is fundamental to embracing our innovation value.
7. OUR WORK CHANGES LIVES.

What We Heard Internally Continued - Micro:

**“I don’t want more students, why would I use sales strategies”
– The Suburban Analogy**

**“I don’t think we should have to sell our degree – people should come to us.”
– Ego**

- Set clear expectations / Changed job descriptions / Made enrollment management everyone’s job / Purchased a CRM for accountability and transparency / Supported employee choice – Change or Leave / Created cultural norms through values



LET'S EDUCATE MORE PEOPLE!

What We Found:

Things We Could Adapt:

- Discussed later in this conversation

Things We Partially Adapted:

- Showing customers that our degree works – some programs yes, others...no – Micro focused

Things We Could Not Adapt:

- Telling, not asking.
- Pushing into the wrong degree for the customer.
- Overcommunicating – filling inbox.

Things That Would Never Fit Into a Research One Culture:

- Cold Calling
- Hard Selling
- Providing financial incentives
- Providing a guarantee

Sales Strategies Adopted:

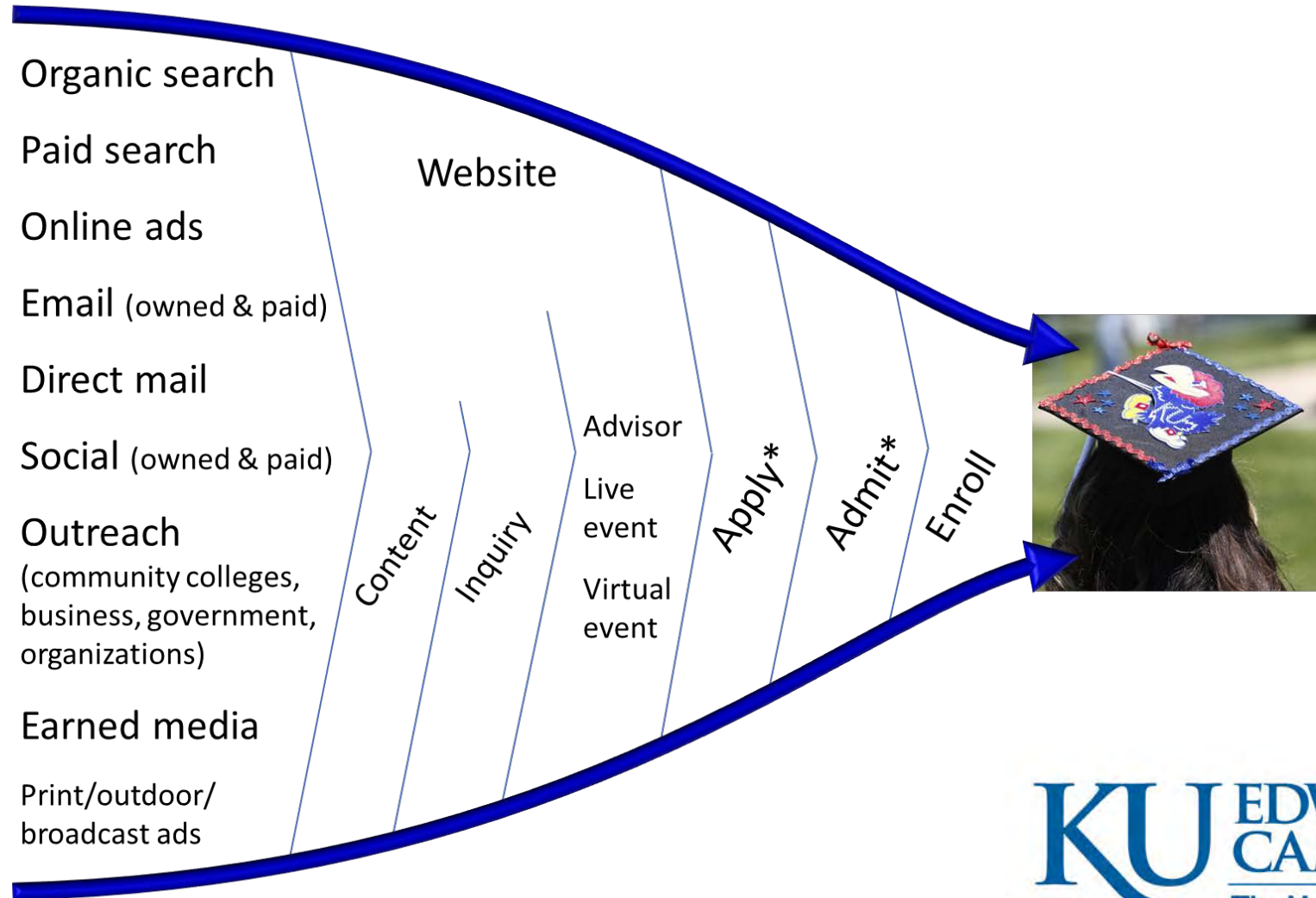
- **Filling the Funnel**
 - More potential to educate more people.
- **80/20 Rule**
 - Listen to hopes, dreams, and aspirations.
- **Changing Communication style**
 - Effective communication.
- **Our Brand**
 - Leveraging a known commodity.
- **Place**
 - Meeting people where they are
- **Showcase**
 - Tell the story, share the experience, discuss all the options.
- **Follow Through**
 - If you say it, do it. Make people feel valued.

Filling the Funnel – Business



Filling the Funnel – KU Edwards

- Top keywords
- Search rankings
- Advertising reach and impressions
- Advertising click rate
- Social followers
- Social engagement
- Website engagement
- Media mentions
- Email database size
- Email open rate
- Email click rate
- Visitor to inquiry rate
- Inquiry to app rate
- Cost per inquiry
- First call turnaround
- Appointment acceptance rate





The Pareto Principle - (The 80/20 Rule)

Pareto Principle of Active Listening:

The most important principle of active listening is to concentrate all attention and energy on the task of listening to and understanding what is being said to you. The 80/20 rule of active listening says that in any conversation the sales rep should spend 80% of the time listening and only 20% of the time talking.

Adjusting Communication Style:

Match your vocabulary to the audience.

- Vocabulary must fit the situation and the person – increases chance of a better connection.
- Adjust words for the persons level of understanding.

Mirror the language and gestures to the person you're speaking with.

- Mimic a few of their word choices. Don't be off-putting to the person.
- Vary your tone to fit the situation.

The Brand:

We show the value of the product (hopes and dreams that can be translated into concrete benefits and rewards).



KU[®]



Externally Funded Research – \$249.8 million

Places - Where Students Engage:

- **Physical Space**
 - Welcome Center – one stop shop
 - Unified Team – transparent work
- **Digital Space**
 - Marketing adds Infront of people at the right time.
- **Communication Preference**
 - Text, chat, email, phone
- **Psychological**
 - Understanding it is not the right time
 - Walking away from a conversation
 - Supporting a student to go somewhere else.

**OUR
CHANT
RISES**

Follow Through – Say it, do it, live it

Set a Reminder on Outlook

Use a CRM

Just in Time Messaging

Write it Down



Connect on important dates

Provide interesting "offers"

Personalize emails with information you know

Email Templates

What Drives KUEEC Sales Strategies?

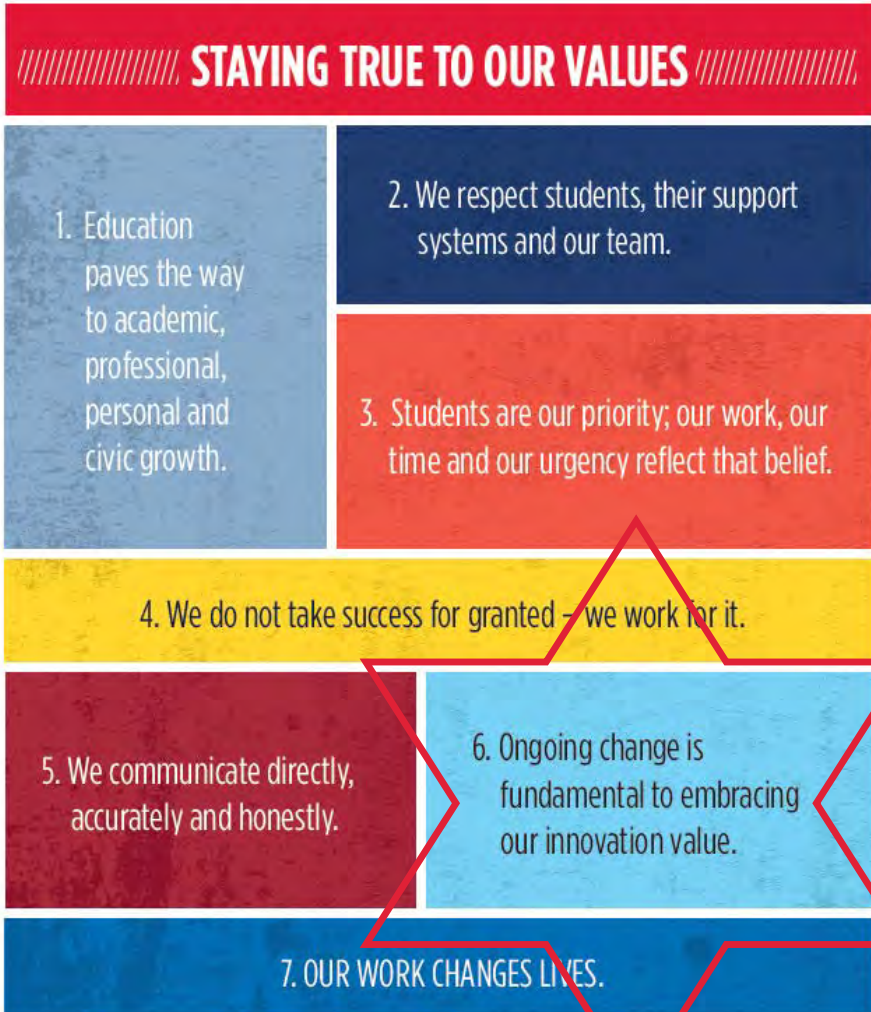
- CRM
- Culture of:
 - Adaptability
 - Transparency
 - Hustle
- Location of Service
- Continuous Evaluation

Using the CRM – Embedding it into the work

1. It is our connection point – Each student is unique with specific questions and desires.
2. It is our information facilitator – All employees can see what everyone else sees with easy navigation.
3. It holds us all accountable – Tasks are reminders to connect with students. Each is an opportunity to educate more humans.



Adaptability, Transparency, and Hustle are Critical:



What We Adjusted To:

- Team expansion – Adjusting to Change.
- Relocated to A Space that Aligned with the KU brand – Did not want to be a “Call Center” – Adjusting to Change
- Transparency in communication – When you are student centered it is not about the employee it is about the student.
Honest Communication – Transparency
- Advisors and Student Services Working as one in a transparent system
- The Language of “We” – not “I” – All working for the betterment of students.

Continuous Evaluation

- **Ask The Hard Questions**
 - Is this about making it easier for me or easier for the student?
- **Student Centered Approach**
 - What is best for the student?
- **Evaluating What Sales Strategies Are Working**
 - Example: Date and Time Specific calls to action.
- **Professional Judgment**
 - If a student has not engaged, be okay with letting go.
 - There are loses and wins. Know that we analyze the loses to get to more wins.
 - Rather than email and go back and forth – just pick up the phone and call.
 - Regular Call sequence versus Modified call Sequence





WHAT DOES ALL THIS MEAN?



WE EDUCATE MORE HUMANS!

Results:

Fall 2017
+ 6.2%
SCH YOY

Spring 2018
+ 10.4%
SCH YOY

Fall 2018
+12.5%
SCH YOY

Spring 2019
+5.3%
SCH YOY

Results:

Fall 2017
+ 6.2%
SCH YOY

Fall 2019
+4.2%
SCH YOY

Spring 2019
+5.3%
SCH YOY

Its Your Turn - Evaluation Tool -

Fill this out on your own. Each of the boxes will help you determine the most appropriate areas to look at and tackle first. Remember that it took the KUEC Edwards campus FIVE years to change. Where will your campus be in five years?

	Truth	I Agree	I Disagree	Why or Why Not?	Do I Think This is Important?	How Can I Influence a Change?
Enrollment Focused Truths:						
1	My campus values enrollment growth?					
2	My campus values change?					
Cultural Norms Truths:						
3	My campus is student centric?					
4	My campus has living, breathing core values?					
5	My campus values the students they serve?					
Sales Strategy Truths:						

Questions & Contact Information ?



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