# Table of Contents

*Prologue* ..... vii
*About the Authors* ..... xiii
*Introduction* ..... xxi

**Section I: Strategic Enrollment Management Approach to Social Networks**

01 **The Journey Towards an Enrollment e-Marketing Strategy:** Cal Poly's Story
JAMES L. MARAVIGLIA ..... 1

The Challenge: Shrinking Budgets, Stiff Competition ..... 1
The Call for Reorganization ..... 2
Goals and Objectives ..... 3
A Shared Vision Brings Innovation ..... 3
Building Relationships ..... 4
Discovering a Need for Technology ..... 4
Collaborating with an Outside Developer ..... 6
Implementation: Transforming Processes ..... 7
*Gathering Data* ..... 7
*The VIP Page: Personalized Online Services* ..... 7
*Communicating Through The VIP Page* ..... 8
*The VIP Page's Inquiry and Viewbook Features* ..... 9
Positive Results ..... 10
Going Beyond Enrollment ..... 11

02 **Tell Me a Story:** The Power of User-Generated Content
PENNY BOUMAN ..... 13

User-Generated Content ..... 14
Wikis ..... 15
Blogs ..... 18

Videos ..... 21
Telling the Right Story ..... 22

03 **Customer Service in a Web 2.0 World:** Delivering "Wow"
PENNY BOUMAN ..... 25

Customer Service Gone Bad—For Everyone on the Web to See ..... 26
Success Through Customer Experience Management ..... 29
Brand Presence through Customer Relationship Management and Citizen Marketers ..... 31
The WOW! Factor at High Point University ..... 32
Personalizing Customer Service: Strategies to Wow Your Audience ..... 33

04 **Admissions Experience Economy**
NANCY PRATER ..... 37

Interactive Initiatives ..... 38
*Experience Ball State Blogs* ..... 38
*Quest* ..... 43
The IT Department: Your Ally, Not Your Enemy ..... 44
Lessons Learned and the Future ..... 45

**Section II: Gaming as A Form of Communication**

05 **Gamers:** The New Majority
KRISTEN SALOMONSON ..... 49

The Gamer Next Door ..... 50
How Does Playing Impact Gamers? ..... 52
Gaming and College Students ..... 55

06 **A History of Video Games and Their Impact on College Curricula**
MIKE KING AND CRAIG WESTMAN ..... 57

Where It All Started ..... 58
The Fall of The Arcade ..... 60
The Advent of Party Games ..... 61
Games Go Online ..... 62
Gamers As Students ..... 63
Game Development as a Career and a Curriculum ..... 63
Remember the Book ..... 64

07 **Campus Gaming Events for Students**
MIKE ALLINGTON ..... 65

What is a LAN Party? ..... 66
Putting a Campus LAN Party Together ..... 66
*Power* ..... 66
*Network* ..... 66
*Computers and Hardware* ..... 67
*Games* ..... 68
*Marketing* ..... 68
*Participants* ..... 68
Student Gaming Organizations ..... 69
Gaming as a Recruiting Tool ..... 69

08 **LAN Parties:** An Effective Recruiting and Retention Tool
JIM LINDSEY ..... 71

The Planning Phase ..... 72
*Location and Guest List* ..... 72
*Hardware, Software, and Logistics* ..... 72
*Promotion and Registration* ..... 73
Game Day ..... 74
Conclusion ..... 74

09 **Educating Gamers:** The Centrality of Computer Technology and Composition
REINHOLD HILL ..... 77

Interactivity: Going Beyond E-Mail ..... 79
*Multi-User Domains and Virtual Environments* ..... 79
*Web-Based Discussion Lists* ..... 80
*Security Considerations* ..... 81
Investing in Technology for Students and The "New" Faculty ..... 82

10 **A Humanities Video Game Prototype:** Dante's Inferno
ROBERT QUIST ..... 83

The Appeal of the Game: Life/Death, Winning/Losing ..... 84
Creating a Humanities-Approved Game: Inferno ..... 86
*Don't Overdo The Violence* ..... 86
*Dante's Warrior-Guides* ..... 86
*A Variety of Ways to Beat The Enemy* ..... 87
*Versatile Role-Playing and Character Development* ..... 87

*Punishing the Sinners* ..... 88
*Music* ..... 88
Education by Marrying High and Low Art ..... 89

11 **Instructing Gaming and Animation Students:** Strategies for the Edutainer
WARD MAKIELSKI ..... 91

Becoming an Edutainer ..... 91
Dispelling Fear of Technology ..... 92
Edutainment—Beyond the Sesame Street Generation ..... 93
Play it My Way on My Time Table ..... 93
Information Filters ..... 94
Student Respect Comes from Instructor Skills ..... 95
Communication Interface—Computer First, In Person Second ..... 95
Lessons from Gaming for Education ..... 96
*Skill-Level Assessment* ..... 96
*Asynchronous Learning* ..... 97
*Multiple Solution Paths* ..... 98
*Replayability* ..... 98

12 **Digital Media in Education:** The Cutting Edge of Academic Programs
DON GREEN ..... 99

Considerations for Creating A Gaming Program ..... 100
*Marketing* ..... 100
*Selling a "Teenage Idea" to Boomer Colleagues* ..... 100
*Gaining Respect Among the Established Academic Disciplines* ..... 101
*Inspiring Parental Confidence in the Program* ..... 101
*Filling a Program with Talented and Qualified Faculty* ..... 102
*Providing a Path to Internships and Employment* ..... 102
The Future of Digital Media in Higher Education ..... 103
Media Convergence ..... 103
Simulation ..... 104
Suggested Reading—Resources for Exploring the Role of Digital Media in Education ..... 105
Outlooks in Educational Media ..... 106
Conclusion ..... 107

## Section III: Communication Across Generational Lines


13 **Communicating . . .The Millennial Way**
DANIEL BURCHAM AND MICHAEL CAIRNS ..... 109

Reacting in Real-time ..... 109
Personalization ..... 111
Media Preferences ..... 112
One Voice: Integrating the Campus Message ..... 113
The Messengers: Staffing Considerations ..... 114
Technology, Teaching, and Learning ..... 115
Relating To Millenials: Explaining the Disconnect ..... 116
Maintaining Quality in A Speed-Driven Environment ..... 118

14 **The Evolution of Registration:** A Boomer's Perspective
JOANNE GERST ..... 119

Long Lines at the Registration Desk ..... 119
Telephone Registration ..... 120
The Web Registration Revolution ..... 122
Easing Technology Transitions ..... 123
Multiple Generations, Multiple Needs ..... 124

15 **Taking Business Operations into the Online World**
DAVID ENGELS ..... 127

A Solid Footing: Using Past Experiences ..... 127
Automating A Campus Bookstore ..... 129
Introducing A One-Stop Shop via the Web ..... 130
Continually Enhancing Student Services ..... 131

16 **Programming to Communicate with Different Generations**
BRUCE GILCHRIST ..... 135

Roadblocks to Incorporating Text Messaging ..... 136
Print: It's Not Dead, It's On Demand ..... 137
Blending Traditional and Electronic Communications ..... 137
Electronic Commerce and Communication Regulations ..... 139
*Privacy Laws* ..... 139
*Securing Communications* ..... 141

17 **A New Generation Enters the Workplace:**
Insights from Post-Collegiate Millennials
SARAH JENNINGS AND MARIA SCHALK ..... 143

Part 1: I'm No Card-Carrying "Club Millennial" ..... 144
*I Lived Without a Cell Phone For a Year* ..... 144
*Rethinking Club Millennial: Using Its Tools Makes Admissions More Effective* ..... 145
*Embracing Millennial Preferences* ..... 148
Part 2: A Professional Millennial Thrives in a Multi-Generational Workplace ..... 149
*Millennial Students* ..... 149
*Xer and Boomer Parents* ..... 151
*Non-Millennial Colleagues and Supervisors* ..... 152
*Life on the Technological Edge* ..... 152
*Balancing Both Worlds* ..... 153

18 **Bringing It All Together**
PENNY BOUMAN, TROY TISSUE, AND CRAIG WESTMAN ..... 155

LAN Parties ..... 157
YouTube.com, theU.com and The Rise of Video ..... 157
MySpace, Facebook, Friendster, and Xanga.com–Social Bulletin Boards ..... 159
Web Logs (Blogs) ..... 159
Phone Blasts—Voice Messaging Communications ..... 161
The Importance of Multi-Channel Marketing ..... 162
Diversify Your Communications for Maximum Returns: Good Luck! ..... 163

**Appendices**

Appendix A: "Virtual Worlds as Social-Science Labs" ..... 165
Appendix B: Sample Interactive Messages by Audience ..... 171
Appendix C: Text Messaging Abbreviations ..... 173

*References* ..... 183

# Prologue

For anyone working in marketing and communications today, times are scary and exciting and demanding of change. That applies to the Strategic Enrollment Management world as well.

We don't know quite what the future will bring, but we can see that life as we knew it for the last 20 years or so has vanished. Yes, vanished. Even if many people haven't quite been able to acknowledge it yet, the signs are clear. Marketers and enrollment managers have lost control. The inmates are in charge of our future. We have to communicate as they expect us to communicate. Quickly. Accurately. Honestly.

**Once, we communicated when and how we wanted to communicate.**

Some of us remember the 1980s and the advent of EMAS and Sequitor, the almost magical software systems that gave us the ability to carefully plan and manage communication programs that started when a person first entered our database as an inquiry. No more "big bag of garbage" mailings with everything stuffed into a single envelope. We carefully planned a series of contacts based on what we wanted to send and when we wanted to send it. Yes, we had overrides for people who insisted on a financial aid brochure earlier than we planned to send it, but we hoped that everyone would wait until the designated time.

Of course, many college-bound high school students were kind enough or well-behaved enough to wait until late in their junior year and early in their senior year to start asking colleges for information. We knew when we had to have new viewbooks on hand, fresh from the printer. Life was good.

That was also a time when network TV was supreme, newspapers were more widely read than today, *Newsweek* and *Time* were thick with advertisements, Web sites didn't exist, and the idea of using email for marketing was unheard of.

## Today, everything has changed.

In 2007, network TV and the 30-second TV ad spot are in serious decline, the Wall Street Journal wonders if it will have a print future, Web sites are part of just about everybody's daily life, email marketing sounds ancient to some people, and traditional viewbook content is less and less relevant by the time students receive them.

Communication management systems are still important in student recruitment, but we manage a more complex mix of print and electronic communications and the overall impact on our "formal" marketing communications has diminished. Colleges struggle with the value of print publications while trying to find new resources to build Web sites that match the growing expectations of visitors in a Web 2.0 environment. Life is not quite so good. Change is hard. But the inmates are in control and change we must.

Consider three critical elements today.

- *More and more of our future students don't tell us anything about themselves until they send us an application for admission.* They stay anonymous. They don't ask for information. They visit college Web sites on their own. They read about colleges on social networking sites. They visit RateMyProfessors.com. Then, they send applications to the colleges that have made their "I'm serious about these places" list. For these people, the marketing impact of their first Web site visit is enormous. It can't be underestimated.

  Many college Web sites don't seem to understand this. Whether it's the home page or the first admissions page, very few have content truly designed to engage a new visitor who might want to enroll. That's why I was very happy indeed to see that the MIT admissions page gives front center space to a feature that many colleges are still afraid to use at all: student blogs.[1]

  Everyone who uses blogs knows that they top the popularity charts for future students. And yet so many people I talk to at conference after conference say that fear of what students might publish on their Web sites is the number one reason they don't do blogs. In today's marketing environment, genuine user-generated content has high impact everywhere, including among those searching for the best college. In a world of secret shoppers, colleges that continue to refuse to face that fact handicap themselves in the competition for enrollment.

- *Future students really do start exploring colleges earlier than in the "good old days."* Whether we think that's good or bad from a strategic enrollment management per-

[1] See <www.mitadmissions.org>.

spective, we can't ignore it. Most colleges can't provide an ongoing formal recruitment communications program over an extended time of 36 months or more. This reinforces the need to rely more strongly on Web site navigation that makes it easy to find the information that is of most interest to prospects.

- *Speed.* People using Web sites in the electronic era are very impatient. They expect answers to common questions as close to immediately as possible. E-mail response after completing a form or in response to a question should be immediate.

  Consider something as important as knowing the real cost of attending a college or university. People applying to very elite schools will probably wait to hear about their final cost. That "pass" doesn't apply to the vast majority of other colleges. Maybe that's why The University of Toledo lets people get a bottom line estimate of costs and a projected ROI (return on investment) based on their career choice.[2] Their online estimator works a bit like a game and returns information of high interest to the person using it in just a few minutes. Very few colleges and universities can match this. In an online society, they should be working on it.

## Communication Expectations After Enrollment

What happens after enrollment?

Let me tell a story. About three years ago, I was interviewing first-year undergraduate students at Philadelphia University. One of the things they wanted to talk about was the continuing frequency of email communications from the university after they enrolled, from regular news notices to delays in cafeteria service to weather related problems and more. They talked to their friends at other schools and for them, the experience after enrollment was quite different. Throughout the recruitment phase of enrollment management, communication had been frequent. After enrollment, the communication flow pretty much ended except for "rules and regulations" messages of no special interest.

The message from the Philadelphia story is clear: the recruitment process creates expectations after enrollment. Meeting those expectations will contribute to a better retention rate and better word-of-mouth marketing to parents and friends. So today, as much information as possible has to be available and easy to use online. That includes not only registration, grades, financial aid applications and awards but also sports

[2] See <www.financialaid.utoledo.edu/estimator>.

results, news videos, faculty conversations and questions, capital campaign scholarship results, and more.

SEM communications to current students can build a fine bridge to successful alumni engagement after graduation.

## Meeting the Online SEM Communications Challenge

The purpose of this AACRAO book is to guide the way to a more successful future at every stage of enrollment management, from recruitment through retention to graduation.

In the pages that follow, you will discover a masterful attempt to outline essential electronic solutions to match the expectations of Millennials today and for a few more years to come. Some of the electronic solutions you read about here will be out of date soon after AACRAO releases this book. Don't fret about that. Their value as stepping stones to new techniques will give you great value for the time you invest in reviewing them.[3]

## The Web can be a wonderful place.

To be "wonderful" in Strategic Enrollment Management, college and university Web sites need to offer features similar to those of popular Web sites that teens and parents visit often:

- eBay and Amazon are vastly different today from five years ago, offering personalization and convenience that shape expectations for other Web sites.
- Wikipedia is one of the 10 most popular Web sites in the United States, a status achieved without fancy design but with easy access to valued information contributed by anyone who wants to contribute.
- YouTube and MySpace allow social connections that were impossible three years ago.

College and university Web sites are far from wonderful today. Indeed, some in *academe* probably feel no imperative to have them mirror the best features of the most popular online experiences. At colleges where that attitude prevails, online Strategic Enrollment Management will not fare well.

[3] Further sources on online communications include a survey by Noel-Levitz and partners on "Engaging the Social Networking Generation: How to Talk to Today's College Bound Juniors and Seniors" found at <https://www.noellevitz.com/Papers+and+Research>, and the Pew Internet and American Life series at <www.pewinternet.org/reports.asp>. In it you will find important information on teens and social networking in studies such as "Teens, Privacy and Online Social Networks: How teens manage their online identities and personal information in the age of MySpace," April 18, 2007.

On the other hand, more and more colleges are starting to transform their Web sites and bring them up-to-date with contemporary communication preferences. You'll read about many such outstanding examples in the chapters that follow. Enjoy. Change. Prosper.

*Bob Johnson*
*President, Bob Johnson Consulting, LLC*

# About the Authors

**Mike Allington**

Mike is the Director of Student and Classroom Technology Support at Creighton University. He is originally from Upstate New York and received a Bachelor's in Economics from Hobart College in Geneva, NY. Shortly after graduating, he was hired by Hobart to develop a model for Student Technology Support. After implementing his model, he was recruited by Creighton University where he was hired as the Assistant Director of Student Technology Support. While at Creighton, Mr. Allington developed and implemented a Student Service Desk, Student Computer Purchasing Program, and created Gamefest to recruit new student employees. He has over eight years experience supporting technology in Higher Education with four years leading technology support teams.

**Penny Bouman**

In her role as Manager of Enrollment Publications and Communications at Ferris State University, much of Penny's work involves researching topics relative to marketing, recruitment, and enrollment communications in higher education. Those topics include the Gamer and Millennial generations, the impact of Web 2.0, customer relationship management strategies, communication management systems and strategies, storytelling strategies, online communications, and the role of user-generated content. In addition to her research efforts, she manages the creation and production of enrollment communications and publications in both print and electronic media that support the marketing and recruitment efforts of the Institution. Author and editor of numerous books and articles relating to her areas of interest, Ms. Bouman is also a frequent presenter at national and regional conferences. She earned her Associate of Applied Science degree in Office Administration, her Bachelor of Science degree

in Technical and Professional Communication and her Master's degree in Career and Technical Education at Ferris State University.

### Daniel L. Burcham

Daniel currently serves Ferris State University as Vice President for Student Affairs, a position he has held since 1996. Previous to this appointment, Dr. Burcham served as Acting Provost and Vice President for Academic Affairs, Interim Vice President for Student Affairs, Acting Dean of Enrollment Services, Associate Dean of the College of Arts and Sciences, Director of Student Development and in an instructional role as assistant professor of English. His more than thirty years of higher education experience provides him with solid knowledge of the history and future expectations of both the role of student affairs and academic affairs; budgetary planning and allocation; and integrated recruitment, retention, and marketing practices. Dr. Burcham earned a Bachelor of Science and Master of Science (both in English) at Eastern Illinois University and a Ph.D. in Curriculum and Instruction at Michigan State University.

### Michael Cairns

Michael has served in a variety of positions at Ferris State University for over twenty-five years. After teaching in a high school alternative education program for nine years he served as a Ferris faculty member instructing academically at-risk students. He also served as Director of Student Development Services within the College of Arts and Sciences and as Coordinator of Curriculum and Developmental Programs within Ferris' University College. In his current position as Associate Vice President of Student Affairs, he is involved in the overall operation of the division. Dr. Cairns earned his Bachelor's degree in History, a Master's degree in Secondary Education at Indiana University, a Master's degree in Reading Instruction from Grand Valley State University and a Ph.D. in College and University Administration at Michigan State University.

### David G. Engels

David recently retired after sixteen years of service to Ferris State University, where he held the positions of Director of Bookstores, Manager of the Business Office and most recently as Director of Business Operations and Student Customer Service. During that time he assisted in the development of a model for a consolidated student services, which was well accepted by the student population. He was involved in the expansion of the consolidated service center whose mission is to provide improved delivery of customer

service to students and staff. Previous to his employment at Ferris State University he owned and operated a home improvement center and held various positions with United Airlines from 1967 until 1980. He also founded a charter school in Michigan in 1998. Mr. Engels holds a Bachelor's degree in Business Education from Ferris State University.

### Jo Gerst

Jo is a graduate of Ferris State University where she has held a variety of positions over the last twelve years. Currently, she serves as the Associate Registrar. Ms. Gerst enjoys assisting students in consistently refining core e-services and training campus faculty and staff on the student information system enhancements.

### Bruce Gilchrist

Bruce is currently the Assistant Director of Enrollment Technical Services at Ferris State University. In his twenty-five year career, he has worked extensively in the information technology area for accounting, finance and insurance firms. In his position at the University, Mr. Gilchrist maintains academic data, develops reports, and monitors the application process. He holds a Bachelor's of Integrated Studies from Ferris State University, and is currently pursuing his Master's in Information Systems Management.

### Donald Green

Don serves Ferris State University as the Dean of the College of Professional and Technological Studies and as Vice Chancellor for all off-campus programs. His principal area of work is the development of unique degree programs for future labor markets. Prior to his work at FSU he served as Academic Dean for Davenport University and had his own firm advising corporations, governmental organizations, and educational institutions on increasing non-traditional student access to education. Dr. Green holds a Doctorate in Educational Leadership from Western Michigan University, a Master's in Labor and Human Resource Management from Ohio State University and a Bachelor's in Public Administration from Michigan State University. He lives with his wife and three children in West Michigan. He believes higher education must become more accessible and entrepreneurial.

### Reinhold Hill

Reinhold serves both as Interim Associate Dean of the College of Arts and Sciences and Associate Professor in the Department of Languages and Literature at Ferris State

University. He earned his Ph.D. in English with a focus on folklore, rhetoric, composition, and ethnographic writing from the University of Missouri-Columbia. Dr. Hill has a wide variety of teaching experiences in composition, folklore, American literature, and world literature. He is an avid computer gamer and technology enthusiast.

### Sarah Jennings

In her first year as Admissions Officer and a Greek Life Advocate at Ferris State University, Sarah has her work cut out for her. Not only is she working on these jobs separately, but also jointly by looking for ways to continually recruit students and retain them through co-curricular activities. Ms. Jennings also aids in creating the content for many enrollment publications. In her spare time she volunteers for the Mecosta-County United Way Allocation Panel, her local church, and for the Detroit Red Wings Alumni Association. She is a 2006 graduate of Ferris State University and earned a Bachelor of Science degree in Psychology. Ms. Jennings is currently working on a Master of Science degree in Higher Education Administration and Organizational Leadership with a concentration in Enrollment Services at Drexel University.

### Bob Johnson

Bob is president of Bob Johnson Consulting, LLC. He specializes in creating online marketing programs that increase enrollment and fundraising conversion levels, with an emphasis on "Writing Right for the Web." He chaired the AMA's annual Symposium for the Marketing of Higher Education from 1994 until 2003, during which time attendance grew from just over 100 people to more than 500. His popular email newsletter, *Your Higher Education Marketing Newsletter* started in 1995 and today is sent monthly to 3,900 people at more than 923 colleges and universities in the United States and around the world. Dr. Johnson is the author of "Advancement and the Web: Thriving in a New World" and "Transforming Your Web Site into a Collaboration Marketing Tool." He earned his Bachelor's degree from Alfred University and his Ph.D. in Political Science from the University of Massachusetts-Amherst.

### Mike King

Mike is a long-time video game aficionado. Currently, he works as a Game Programmer at Flagship Studios, working on the PC game *Hellgate: London*. Prior to starting work at Flagship, he worked as an Engineer at Backbone Entertainment, where he worked on *Mechassault: Phantom War* and another unannounced title for the Nintendo DS, as

well as *Charlie and the Chocolate Factory* for GameBoy Advance. Mr. King also authored *GunKid*, a winner in the 2004 GBADev.org development competition. Prior to joining the game development industry, he worked in computer programming for higher education for more than ten years.

### James A. Lindsey

James acts as the Enrollment Services Information Systems Analyst at Ferris State University. He is responsible for upgrading and maintaining all computers within Enrollment Services and designing and printing all in-house banners, posters, magnets, brochures and booklets. Mr. Lindsey began his career at Ferris in 1995 as a programmer in the information systems department. Since 1998, he has provided high-level direct support for most computer and printing needs within enrollment services. Mr. Lindsey holds an Associate's degree in Computer Information Services from Davenport University.

### Ward Makielski

Ward is an Instructor and Program Director in the College of Professional and Technological Studies at Ferris State University–Grand Rapids. He has directed the Digital Animation and Game Design (DAGD) program since 2005. Mr. Makielski has over 12 years experience in software production, game design, digital animation and interactive art. He has produced over 20 edutainment software titles for various companies including Disney Interactive. He holds a Bachelor of Fine Arts from the University of Illinois at Urbana-Champaign.

### James Maraviglia

Jim has served in the Cal Poly Admissions Department since 1991, holding the positions of Director, Executive Director and Assistant Vice President. Previously, Mr. Maraviglia worked with a series of institutions, including Central Washington University, Triton College and Chicago State University. During his career, he has been responsible for re-engineering the workplace of two very different institutions, has won awards from several professional associations and written numerous papers on enrollment planning, admissions, recruitment and reengineering the workplace through technology. In addition to his work at Cal Poly, he serves as a professional consultant, helping other institutions interested in implementing similar solutions for recruitment and enrollment. Mr. Maraviglia received his Bachelor's in Business Administration from Elmhurst College and his Master's in Education from Chicago State University.

### Nancy Prater

Nancy is the University Web Coordinator at Ball State University, a mid-size institution in Muncie, Indiana. In this role, she provides leadership in the conceptualization, coordination, and creative development of externally oriented portions of the Web site. Ms. Prater is a frequent speaker about Ball State's student recruitment blogs, launched in September 2005. She has been at Ball State since 1999 and in this newly-created position since 2004.

### Robert Quist

Robert serves as Visiting Professor of Humanities at Ferris State University. He currently teaches introductory and survey courses in Humanities and Film. His areas of interest include the arts and philosophies of the Renaissance and Twentieth Century, and musical styles of modern Scandinavia. Dr. Quist holds a Ph.D. and a Bachelor's in Humanities, and a Master's in both Musicology and Library and Information Studies.

### Kristen E. Salomonson

Kristen is the Associate Dean of Enrollment Services and Director of Institutional Research and Testing at Ferris State University. She began her career as a faculty member at the University of Michigan and then moved to a number of positions in higher education administration. In her current position, Dr. Salomonson serves as the University's primary resource on research methods, survey design and statistics. Her work focuses on harnessing the capability of data to assist in recruiting and retaining students. She frequently speaks at conferences and is the recipient of a number of research grants and fellowships from such organizations as the National Association of Student Financial Aid Administrators, the National Collegiate Athletic Association, and the Pew Charitable Trust. Dr. Salomonson earned her Ph.D. from Michigan State University in Communication Research.

### Maria Schalk

Maria attended Ferris State University from 2002 to 2006 where she graduated summa cum laude with a Bachelor of Arts in Communication and a Bachelor of Business Administration. She is currently pursuing her Master's degree in Business Administration at Ferris and plans to go to law school. Since August of 2006, Ms. Schalk has worked as an Admissions Recruiter as well as a Senior Admissions Recruiter

in the College of Business. The most rewarding part of her job is helping both students and their family become comfortable with and excited about their educational and professional future.

### Troy D. Tissue

Troy Tissue is the Coordinator of Admissions Officers for Ferris State University. Prior to joining the admissions staff at Ferris he served in the United States Navy, retiring after twenty-two years of service, fourteen of which were in the arena of recruiting. As a Navy Master Training Specialist, he trained recruiters in numerous capacities including verbal and nonverbal communication techniques, territory analysis, telephonic prospecting skills, public speaking, online recruitment methods and recruiting management practices. Having delivered presentations throughout the nation, Mr. Tissue is a unique speaker, blending recruiting fact with humor, all the while tailoring his delivery style to meet the needs of his audiences. He received his Master of Science in Career and Technical Education (Postsecondary Administrative) from Ferris State University, Bachelor of Science in Political Science from Regents College and Associate's degree from Gavilan Community College.

### Craig Westman

Craig began his career in higher education at Florida State University, where he served as the registrar for the University's Center for Professional Development. He has served in several capacities at Ferris State University, including University Registrar, interim Director of Admissions and Recruitment, Associate Dean for Enrollment Management and finished his tenure as the interim Assistant Vice President for Student Affairs and Dean of Enrollment Management. In his current position as Associate Vice Provost for Enrollment Management at The University of Texas at El Paso, Dr. Westman oversees Admissions and Recruitment, the Enrollment Services Center, Financial Aid, New Student Orientation, Registration and Records, and Student Assessment and Testing. He is a frequent speaker at conferences, and has authored and edited numerous books and articles on communications technology and its relation to enrollment. He has been a consultant to numerous colleges and universities on issues relating to strategic enrollment management. Dr. Westman earned his Bachelor's and Master's degrees in British Literature at Florida Atlantic University and his Ph.D. in American Literature and Humanities at Florida State University.