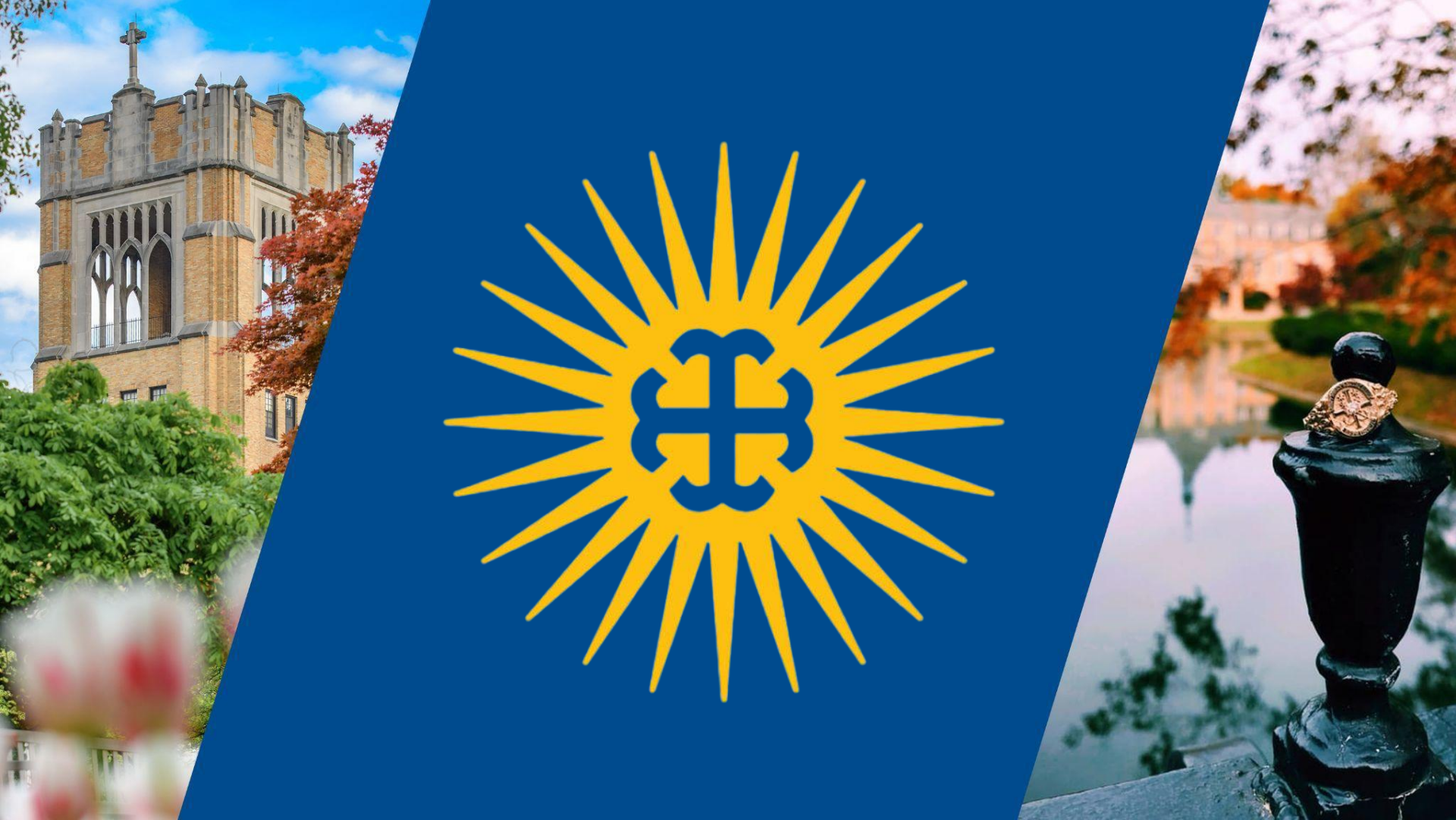
# Designing the Experience While Telling the Story:

## Rethinking Collaboration Across Academic Affairs, Enrollment, and Advancement

Megan Halteman Zwart, Provost and VP
Holly Johnson, VP for Advancement
Lori Johnson, VP for Student Enrollment and Engagement





# Advancement Perspective: Pathway to Growth



**Market-Informed Research**



**Institutional Strategy**



**Presidential & Board Support**



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# Simultaneous Rollout



## Institutional Rebrand

- Defined value proposition based on market research
- Amplified reach through strategic storytelling and content deployment
- Rebranded over 250 promotional pieces including the viewbook, website and digital assets



## Comprehensive Campaign Launch

- $200M+ Campaign
- Securing support for strategic priorities like need-based scholarships, experiential learning, endowed professorships, and capital priorities



## Expanded Impact

- Student access
- Student belonging & success
- Faculty & staff development
- Career readiness (PACE Center)
- Center for Integrated Healthcare Education

# Enrollment Perspective: Market Research Findings

### Market Position

Sustained enrollment growth would require moving market position.

### SMC Leads

Key Strengths:

- Personal attention
- Safety

### Competitors Lead

Most Highly Influential Factors:

- Strong Academics
- Career Outcomes
- Active Social Life
- Affordability

### Other Factors

Institutional identity matters, and is weighed alongside other influential factors.

# Enrollment Perspective: Outcomes 2023 vs 2026

| | | |
|---|---|---|
| New Student Enrollment<br>21% ⬆ | More students reporting SMC is their top choice<br>**Admitted Student Survey** | More students choosing SMC over higher ranked schools<br>**Admitted Student Survey** |
| Applications<br>16% ⬆ | Campus Visits<br>22% ⬆ | Avg NTR/student<br>12% ⬆ |



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# Academic Perspective

**Connecting Strategy to Faculty Commitments:** Emphasizing rigorous academics, access and belonging, and existing faculty strengths

**Taking Faculty Concerns Seriously:** Addressing skepticism, workload concerns, while respecting shared governance

**Building capacity from within and beyond:** Empowering faculty leaders while bringing in targeted outside expertise






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# The Collaboration

## Shared Strategic Judgement

- Executive retreats
- Candid strategic conversations
- Alignment around mission and market research

## Building Trust Through Shared Network

- Regular executive collaboration
- Showing up for one another
- Sharing advice and experience generously

## Collaboration with Clarity

- Early involvement from Enrollment and Advancement
- Engaging faculty leaders
- Building cross-divisional structures and leadership capacity
- Involving alumnae and external stakeholders



# Audience Discussion

