

The Education Alliance Endorsement of Greenwood & Hall

In an effort to maximize impact and attract and retain students in a competitive Higher Education marketplace, institutions are searching for critical expertise to provide student-centered recruitment, retention and services more effectively with fewer resources. Buffeted by the cross currents of a global economic meltdown, intense market competition, fast shifting student demographics and a fickle workforce marketplace, co-sourcing is fast becoming the most effective means of reducing costs, managing risk, assuring financial results, upgrading quality, gaining access to special expertise and increasing student satisfaction.

In a market with numerous higher education co-sourcing options, *The Education Alliance* takes considerable pride in its evaluation and endorsement of *Greenwood & Hall's* education solutions.



Greenwood & Hall

After a six month review of co-sourced enrollment management, retention, financial aid, career advising and student service solutions, *The Education Alliance* found that *Greenwood & Hall's* services are superior to any others in the education solutions market space. *Greenwood & Hall's* total education solution positions them as the firm of choice for increasing the inquiry and applicant pool, increasing persistence, improving enrollment and student service processes, maximizing financial aid eligibility and increasing student satisfaction - significantly promoting positive student outcomes through the full flow of the admissions funnel.

Greenwood & Hall greenwoodhall.com offers colleges and universities a wide array of user-friendly, highly customized support services that provide students and institutional management teams with expertise and responsiveness specifically tailored to the institution. Through available 24/7 on-demand student counseling, prospective and current students are provided one-on-one mentorship, facilitating a transformational, revolutionary learning experience.

Of the companies researched, *The Education Alliance* found that *Greenwood & Hall* is one of the only organizations that provide solutions addressing the entire student lifecycle from lead generation to student counseling to graduation – enabling institutions to focus their precious resources on their core missions of teaching, learning, and community service. *Greenwood & Hall*

Institutions that Greenwood & Hall has had the pleasure to serve...



has experience supporting private, for-profit, online, on-campus traditional and non-traditional institutions. They have the resources and scalability for year-round support, as well as increased support during peak enrollment periods or after hours.

Greenwood & Hall empowers their diverse staff to proactively meet unique client business needs – by providing powerful tools and teaching interpersonal skills for world-class service without obstacles.

What sets Greenwood & Hall apart?

Performance. *Greenwood & Hall* has demonstrated success in increasing enrollments, lowering cost per enrollment, improving return-on-investment, enhancing student satisfaction and improving student outcomes. Performance facts and figures can be found at greenwoodhall.com/results.php.

Value. Partnering with *Greenwood & Hall*, institutions can forego the costly investment, learning curve and direct management of building their own call center and technology platform to support current and prospective students. *Greenwood & Hall's* technology is one of the most scalable, redundant platforms available, built and maintained to support education clients as well as leading non-profit organizations and causes including the *American Red Cross, Stand Up to Cancer* and *Help for Haiti Now*.

Partnership. *Greenwood & Hall* becomes an extension of their partner institutions through immersion, two-way transparent communications, ongoing program review and optimization and involvement of senior leadership throughout each step of the process.

By learning each institution's unique differentiators and training at the school site, *Greenwood & Hall's* leadership team and counselors gain a unique perspective that allows them to better represent the brand and provide unrivaled service to its constituents.

Co-sourcing. *Greenwood & Hall's* unique co-sourcing philosophy allows institutions to gain the operational advantages commonly associated with traditional outsourcing without giving up control or having a negative impact on the institution's workforce. This co-sourcing relationship involves equal collaboration between the institution's employees and *Greenwood & Hall*.

Input from professionals of both parties is necessary to create desired results, such as generating new sources of revenue for an institution,

"Greenwood & Hall became our partner, with their enrollment counselors, managers and leadership adopting our mission and values as their own. Their advice, based on solid data and market research, helped us focus on offering the right academic programs and targeting the right students."

Gary Bracken
Former Vice-President for
Enrollment



or efficiencies that enable an institution’s employees to be more successful in their roles.

Co-sourcing can also bring expensive technologies and expertise to an institution – of which otherwise it could not afford. An article on the benefits of co-sourcing can be found at greenwoodhall.com/cosourcingpaper.php.

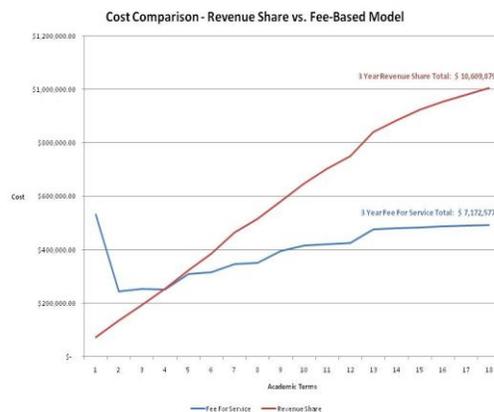
Customized solutions. *Greenwood & Hall* takes the time to learn about each institution’s goals and challenges in order to develop solutions tailored to each institution’s unique needs. Services are available as a fully integrated end-to-end solution, standalone or in combination.

Flexible pricing. *Greenwood & Hall* strives to understand each institution’s financial position, and is flexible in offering the most appropriate pricing model while optimizing the school’s return on investment and minimizing contract length. *Greenwood & Hall’s* goal is to create a mutually beneficial relationship to ensure the greatest level of profitability and cost effectiveness.

The recommended pricing model for *Greenwood & Hall* partner institutions is the fee-for-service model - where services are paid for as incurred. For marketing and recruiting, the fee-for-service model allows institutions to take advantage of *Greenwood & Hall’s* expertise and superior marketing and recruiting benefits while maintaining control and retaining the majority of tuition revenue. Fee-for-service models typically provide the highest level of institutional long term return on investment, and are generally profitable within the first two years of operation.

The graph at the right represents a recent profitability projection of a *Greenwood & Hall* client, comparing a fee-for-service model against a revenue share model.

While the revenue share model may be initially appealing, a fee-for-services model clearly provides the greatest long-term return on investment.



“The quality of their service meets our highest level expectations. Their ability to handle the sheer volume of calls with professional service is extremely impressive.

On a scale of 1-10, I would rate them a 9+. Sorry no one gets a 10 – there’s always room for improvement.”

Ronnie Creel
Director of Educational Technology Services



Becoming the voice of the institution. *Greenwood & Hall* fully embraces the responsibility of representing the institution and its brand. Counselors fully immerse themselves into understanding each partner's mission, students and programs.

Experience. *Greenwood & Hall's* leadership has over 150 years of call center and education experience, including education administration, marketing, enrollment management, financial aid and student service. They have supported traditional and non-traditional student populations online and on-ground at non-profit, for-profit and state institutions.

Greenwood & Hall enrollment and retention advisors come from traditional campus positions, and hold Bachelor's, and in many cases, Master's degrees. This wide array of experience allows *Greenwood & Hall* to better understand its institutions and the students they serve, improving enrollment management and student service operations.

Bios of *Greenwood & Hall's* leadership can be found at greenwoodhall.com/leadership.php.

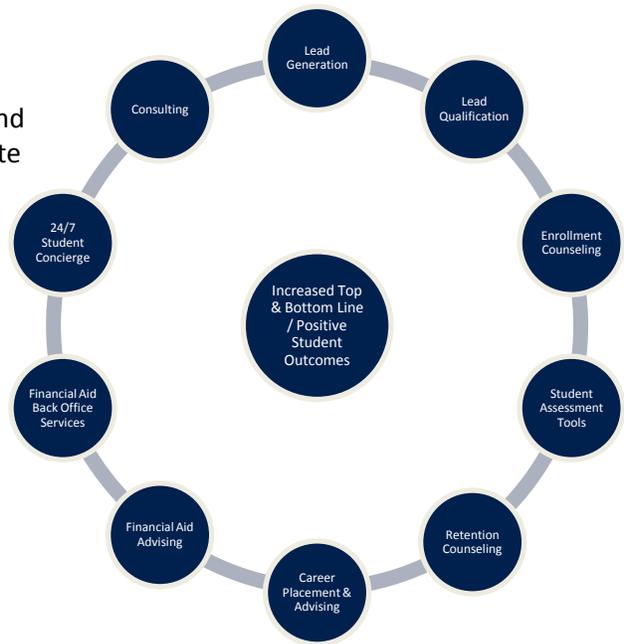
Contact management experience. *Greenwood & Hall* started as a firm providing direct response marketers with customized state-of-the-art, scalable call center solutions with the most flexible and responsive support available in the industry. They've leveraged this call center expertise, exceptional support and technology to expand into customer relationship management, lead generation, media, fulfillment and event management services. Today, they support educational institutions, consumer brands, major non-profit organizations and governmental agencies.

They've played roles in major national events of interest, including the 2000, 2004, and 2008 United States Presidential campaigns, the National Museum of the Marine Corps dedication, the United Nations Global AIDS Fund, as well as providing significant support for organizations involved in the response to the earthquake in Haiti, September 11th attacks on America, the devastating Tsunami in Southeast Asia and Hurricane Katrina.

Non-profits, governmental agencies, consumer brands and causes that Greenwood & Hall has had the opportunity to serve...



Breadth of Services. *Greenwood & Hall's* end-to-end enrollment management solution is a complete suite of integrated co-sourced services that address the entire student lifecycle from inquiry to enrollment and reenrollment. Integrated systems allow real-time ongoing campaign optimization, lead qualification within minutes of inquiry and hot-transfer of qualified leads to enrollment counselors to move prospects to application. And, *Greenwood & Hall* offers numerous solutions to ensure students are administratively ready to start class, receive exceptional financial aid support, student service and career counseling.



- **Lead Generation.** In partnership with US Interactive Media usinteractivemedia.com, *Greenwood & Hall* provides customized interactive lead generation services on a cost per lead and cost per action basis utilizing proprietary web portals, select publisher partners, search engines, traditional media and recruiters to deliver measurable results.
- **Lead Qualification.** A fully integrated and seamless solution ensuring that each online inquiry immediately receives a live telephone call, with qualified leads immediately warm-transferred to *Greenwood & Hall* enrollment counselors – or to the institution’s team.
- **Enrollment Counseling.** Dedicated enrollment counselors build relationships with prospective students to move them to application and enrollment, ensuring they are administratively ready to *start class*, including class registration, orientation, payment, financial aid, logging into class, purchasing textbooks, etc. Over 90% of *Greenwood & Hall's* enrollment counselors have a bachelor’s degree and most hold a master’s degree.
- **Student Assessment Tools.** In partnership with *Essentials LLC* essentialsllc.com, *Greenwood & Hall* offers a fast, easy to administer and powerful assessment tool measuring key behavioral attributes and motivators of incoming students for use by retention teams to council at-risk students to persist or by advisors to better understand their students and provide enhanced guidance.
- **Retention Counseling.** *Greenwood & Hall's* retention counselors are the student’s single point of contact, developing ongoing relationships to ensure students are administratively ready each term to start class. Counselors are assigned to students for the life of their program and proactively contact students each term, ensuring they have selected classes, registered, logged in, have purchased their textbooks and have taken care of payment arrangements or financial aid. Counselors hold Bachelor’s and Master’s degrees, and *Greenwood & Hall* retains over 90% of their retention counselors year-to-year.

- **Career Advising & Placement.** Augments job posting, career center, resume writing and similar career services by providing proactive career advising services that coach and motivate students to persist and graduate. *Greenwood & Hall* Career Service Advisors work with assigned students starting in the student's first term, working in tandem with the student's retention counselor and academic advisor to develop a career plan for each student based on their interests, current employment path and career ambitions.
- **Financial Aid Advising.** Dedicated advisors provide one-stop advising and answers to student's financial aid and loan questions. Greenwood & Hall offers state-of-the-art contact center technology and the flexibility and scalability to address off-hour and peak demand.
- **Financial Aid Consulting & Back Office Services.** In conjunction with its affiliates and partners, *University Financial Aid Solutions* ufas.us.com and Mapping Your Future mappingyourfuture.org, *Greenwood & Hall* provides institutions unique services to maximize student financial aid eligibility, meet regulatory requirements, enhance student loan counseling, improve default management, generate positive audits, improve institutional revenue streams while lowering costs, provide high levels of student service cost effectively, improve financial aid and billing processes and improve interdepartmental communications.
- **24/7 Student Concierge.** Provides students with professional support for a wide range of issues including financial aid, student payments, password resets, portal support, registration assistance, career assistance, and guidance when they need it most day or night, maximizing learning outcomes, improving retention and student satisfaction.
- **Enrollment Management Assessment & Consulting.** *Greenwood & Hall's* enrollment management experts offer in-depth market, program, process and operations assessments to determine strengths, weaknesses, opportunities and threats, providing recommendations for institutions to set priorities and implement internal or co-sourced solutions.

"It was important that our partner understand who we are and could represent our brand in each and every communication.

Greenwood & Hall's enrollment counselors and leadership immersed themselves into learning our institution, culture, mission, core values, programs, admission requirements and marketing benefits so they could professionally represent us with prospective students and transition these prospects to application and enrollment."

Dr. Mark Wahlers
Provost



Greenwood & Hall Major Competitor Overview

	Lead Generation	Enrollment Management	Retention Management	Financial Aid Advising & Consulting	Student Concierge
Greenwood & Hall greenwoodhall.com		✓	✓	✓ Advising	✓
US Interactive Media usinteractivemedia.com	✓				
University Financial Aid Solutions ufas.us.com				✓ Consulting & Back Office Services	
Mapping Your Future mappingyourfuture.org				✓ Loan Counseling, Default Management, Financial Literacy	
Essentials LLC essentialsllc.com			✓ Student Behavioral Profiling		
Academic Partnerships academicpartnerships.com		✓	✓		
eduinteractive eduinteractive.com / BEST barkereducation.com	✓	✓			
Global FAS globalfas.com /CARS collegiatersvp.com		✓		✓	
CMD cmdosi.com					✓
Colloquy colloquy360.com / CUnet cunet.com	✓	✓			
Deltak deltak-innovation.com	✓	✓			
Embanet embanet.com		✓			
ESM esm-sls.com		✓			
Presidium presidiuminc.com		✓		✓	✓
Sungard sungardhe.com	✓	✓	✓		

Greenwood & Hall and its partners and affiliates offer co-sourced solutions addressing the entire student lifecycle from initial marketing to graduation, including lead generation, lead qualification, enrollment counseling, student assessments, retention counseling, financial aid counseling, financial aid back office services, default management, 24/7 student concierge, career advising and consulting.

About The Education Alliance

The Alliance is a nationally recognized full service higher education consulting firm specializing in academic planning and program development, enrollment management, campus, multi-campus and system wide change management, strategic alliances, new academic program development, executive leadership search and organizational development, international education and distance learning. The Alliance offers a broad range of services to education clients throughout the world. Members of the Alliance form an interdisciplinary team of experienced and talented educational leaders and management consultants, academic planners, program developers, and accreditors, regulatory merger and acquisition experts, architects and engineers, institutional advancement specialists, communications and distance education experts, executive search consultants, and library and information technology specialists.



The paramount mission of the Alliance is to provide public, independent and for-profit institutions with the shared resources of a world class education consulting firm, offering its clients a unique combination of consulting excellence, innovation and experience.

Dr. James E. Samels is the Founder and Chief Executive Officer of *The Education Alliance*.

Dr. Samels is also the founding partner of *Samels Associates*, a law firm serving independent and public colleges, universities, foundations, non-profit and for-profit higher education organizations across the nation and overseas, and *StonegateAlliance*, a full service firm providing research, technical assistance, and support to institutions seeking to create or upgrade pro sports management and collegiate athletic programs and facilities.



Dr. Samels has served on the faculties of the *University of Massachusetts* and *Bentley College*, and as a guest lecturer at *Boston University* and *Harvard University*. Prior to his appointment at the University of Massachusetts, Dr. Samels served as the Deputy and Acting State Comptroller in Massachusetts, Special Assistant

Attorney General, Massachusetts Community College Counsel and General Counsel to the Massachusetts Board of Regents.

Dr. Samels holds a Bachelor's degree in Political Science, a Master's degree in Public Administration, a Juris Doctor degree and a Doctor of Education degree.

Dr. James Martin was the first consultant to join *The Education Alliance* in the late 1980s. Since that time, Dr. Martin has joined Dr. Samels in writing, lecturing and consulting for institutions of higher education and other non-profit organizations - nationally and internationally.

Dr. Martin holds a Bachelor's degree in English Literature, a Master of Divinity degree and a Ph.D. in Interdisciplinary Studies.

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