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# The Effectiveness of the MOU Partnership



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# Research Problem



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# Research Problem

What are the servant leadership qualities and variable interactions that make the Memorandum of Understanding partnership an effective relationship management strategy that increase application completion, admission into Azusa Pacific, and greater intentionality with students?



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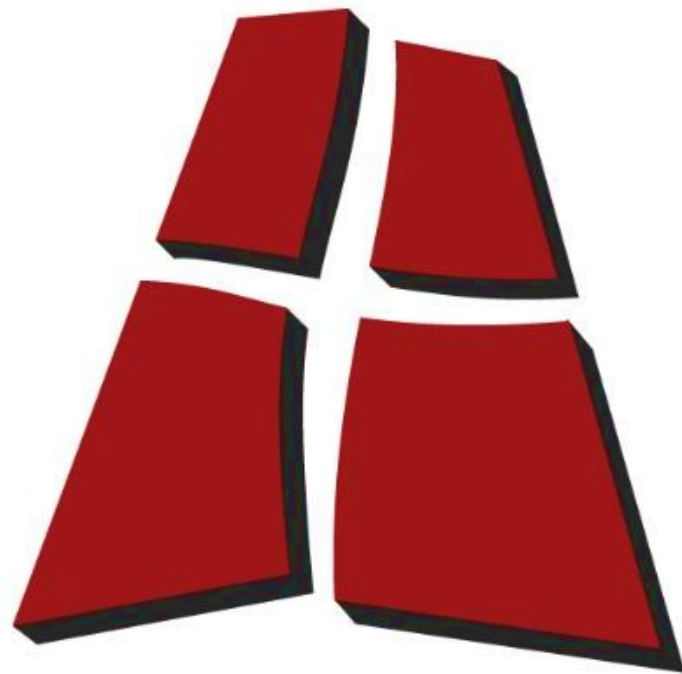
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# Description and Analysis of the Setting

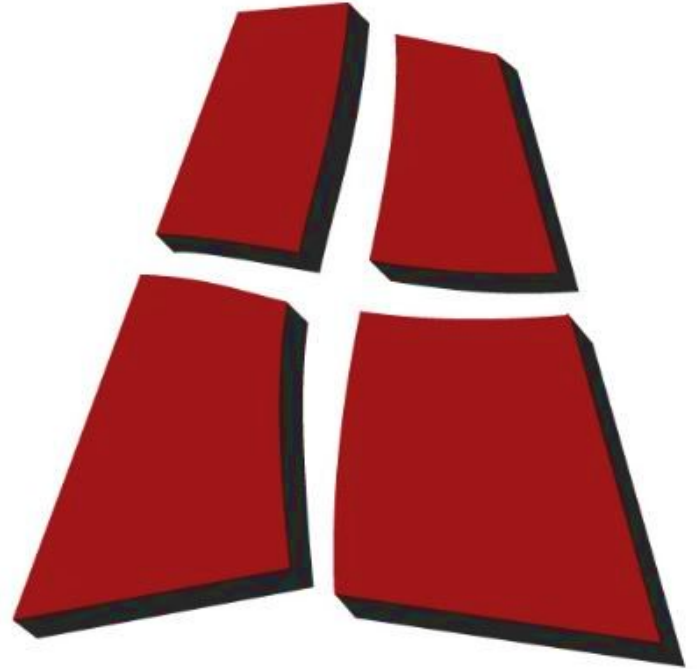


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**Scholarship**  
**Service**  
**Community**



**Choose Joy**  
**Actively Listen**  
**Resolve the Issue**  
**Exceed Expectation**



# The Memorandum of Understanding



- Guarantees admission
- Minimum financial aid package of \$10,000
  - Attended four years at an MOU District
  - Meets minimum requirements
  - Completes A-G requirements
- Application Fee Waiver
- Local Partnerships
  - High School Visits
  - College fairs
  - Financial Aid Nights



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# History and Background of the Problem



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## **Role of Relationships**

- Leader-member exchange
- Transactional vs. Servant leadership

## **Access to Higher Education**

- Economic, human, cultural, and social capital (Engberg and Allen, 2011)

## **Relationship Management (CRM)**

- Contact management
- Campaign management
- Data-driven decision making (Campbell and Roberts, 2007)



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# Literature Review



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# The Role of Relationships



- **Influential Relationships**
  - Counselors and parents
- **Leadership Impact of an Admissions Counselor**
  - Leader-member exchange (LMX)
  - Servant leadership
- **Providing Context, Backing, and Outreach**
  - Community Based Organizations (CBOs)
  - National Association for College Admissions Counseling (NACAC)
  - Student engagement

# Regaining Access to Higher Education



- **Access (Why Can't I Pursue a Four-Year Degree?)**

- Economic Capital
- Human Capital
- Cultural Capital
- Social Capital
- Peer Networks (Engberg and Allen, 2011)

- **Cost (Why Costs Are High?)**

- State budget cuts, shrinking private endowments caused by an unstable economy, and increasing faculty salaries (Washburn and Petroschius, 2004)

- **Quality (Pathways For Education)**

- Student-centered learning communities (Daniel, Kanwar, and Uvalić-Trumbić, 2009, p. 35)
- Importance of location, facilities, image, curriculum, and quality of student body (Washburn and Petroschius, 2004).

# Relationship Management (CRM)



- **Contact Management**
  - Touch points and record information
  - Track activities and interactions
- **Campaign Management**
  - Proactive and reactive campaigns
  - Process of designing and automating marketing strategies
- **Data-Driven Decision Making**
  - Commitment to Capture, Enhance, & Analyze data
  - Wise decisions and discernment based on good data (Campbell and Roberts, 2007)



- **Customer Life Cycle (ETFS)**
  - Engage
  - Transact
  - Fulfill
  - Serve (as cited in Fayerman, 2002)
- **Five Recommended Activities**
  - Identify information and interaction process
  - Integrate customer service functions
  - Transition from reactive to proactive customer service
  - Shift to a customer-centered organization
  - Measure success and value over time (as cited in Fayerman, 2002)



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# Methodology



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# Results Section



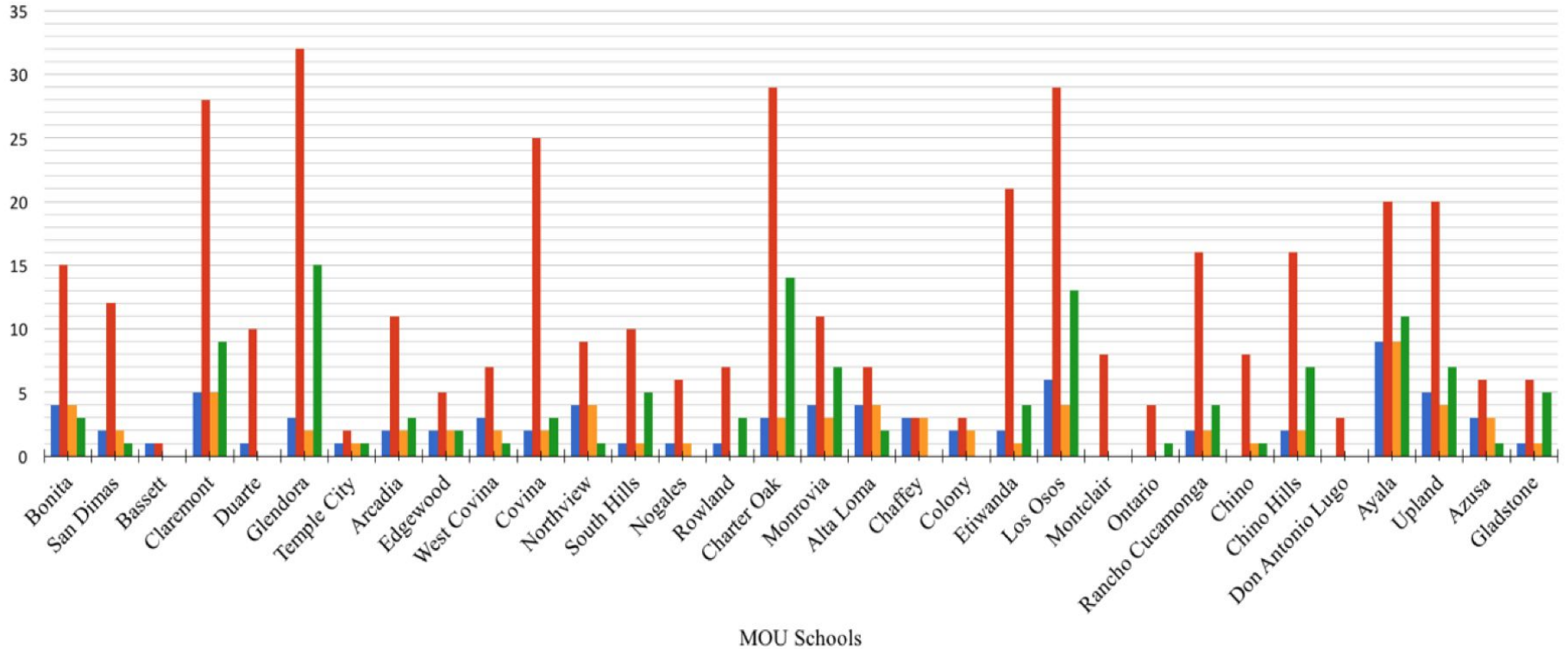
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<b>Applications</b>	Show: All schools
	Date Field: Last Activity equals Custom (8/1/2017 to 11/15/2017)
	Start Term and Year equals Fall 2018,Fall 2017,Fall 2016
	Application Center equals Undergraduate
	School Name: Territory Group equals MOU
<b>Admits</b>	Show: All schools
	Date Field: Last Activity equals Custom (8/1/2017 to 11/15/2017)
	Application Decision equals Admit
	Application Center equals Undergraduate
	School Name: Territory Group equals MOU
	Start Term and Year equals Fall 2018,Fall 2017,Fall 2016

## MOU Schools' Applications & Admits from 8/1 to 11/15

■ 2017 Applications ■ 2018 Applications ■ 2017 Admits ■ 2018 Admits





## Early Action Excitement

- Number of Applications in 2016: 79
- Number of Applications in 2017: 360

## Intangible Outliers

- Signings: Basset, Rowland, Temple City, & West Covina
- Visits: Lunch visits at Chaffey High School
- Demographics: Azusa Unified- 154/632 college ready, 107/632 approaching prepared, & 83% socioeconomically disadvantaged

## Applications to Admits

- Number of Admits in 2016: 70
- Number of Admits in 2017: 124



## **Current Impact of the MOU Partnership**

- Excitement: Building greater trust as a valued connection and champion
- Awareness: Clarity to the partnership districtwide

## **Interactions with MOU Counselors**

- Trust: Becoming a trusted resource
- Communication: Professional and personal dynamics
- Understanding: Realization of counselor caseloads

## **Email Exchanges with Counselors**

- Transactional: Scheduling, straightforward, factual, professional, and transactional undertone
- Clarifying: Providing information, emailing transcripts, business tones, scheduling, and clarifying information



## Outreach Strategies

- Personal: ZipScript, holiday cards, coffee connects, and MOU personalized marketing
- Local: Application and scholarship workshops, application and admit pizza parties, financial aid nights, and lunches with counselors
- Organizational: MOU campus visits

## Creative Initiatives

- Dialogue: Understanding to opportunities

## Regaining Access

- Motivation: Removing mythbusters, creating possibilities and pathways
- Deferment: Becoming a guide and partnering toward a new hope



## Effects of Territory Management

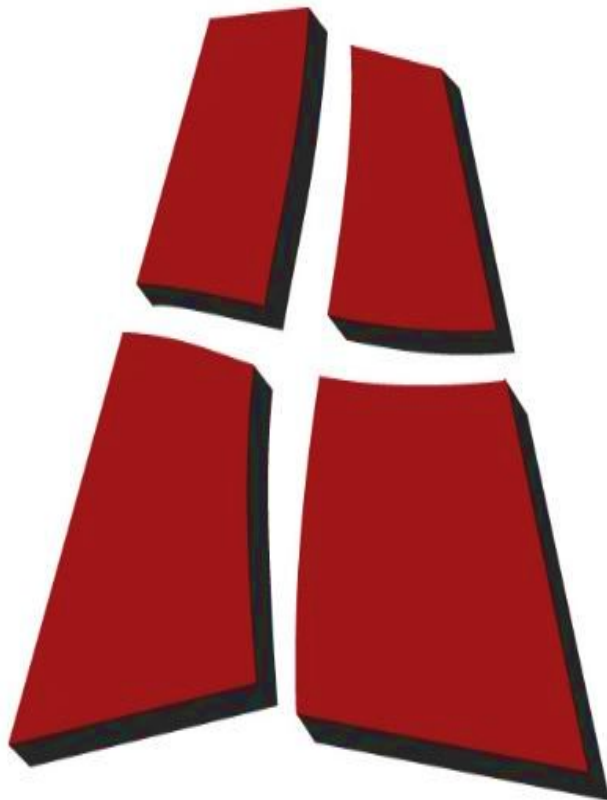
- Proximity: Proactively planning out of area territories
- Priorities: Balance and flexibility

## Improvements

- Clarity: Centralized and unified with expectations and clarification on outreach strategies
- Communication: Developing word sets that can help communicate foundational MOU components

## Six Non-negotiables

1. Servant Leadership
  - a. Agapao love
  - b. Vision
  - c. Trust
  - d. Empowerment
  - e. Service
2. Generational Leader
3. Contextualization
4. Effective Communication
5. Time Management
6. Self-Care





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# Recommendations & Interventions



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# Recommendations & Interventions

## Interventions

- Yield Gaps
- Best Practices of an Admissions Counselor
- Best Practices for Communication and Clarity for Territory Management
- FAQ Sheet for MOU Schools
- MOU Event
- MOU Video

## Recommendations

- Demographic Factors
- Yield Gaps
- Six Non-negotiables
- Best Practices for MOU Relationship Management





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