



AI for Enrollment Leaders

Immediate and Future Implications
of the **New Artificial Intelligence**



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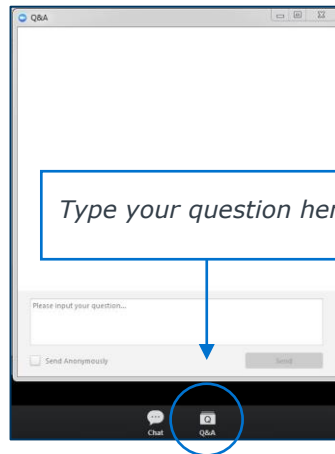
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Asking a Question



Brief Exit Survey



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Your Imperatives Determine Ours

INSTITUTIONAL STRATEGY

Prepare Your Institution for the Future

Executive guidance rooted in research to support your strategic priorities

MARKETING AND ENROLLMENT

Achieve Your Enrollment and Growth Goals

Tailored partnerships powered by a recruitment ecosystem with unrivaled reach to enroll your future classes

STUDENT SUCCESS

Build a Student-Centric Campus

Technology trusted by 850 schools to retain, graduate, and empower more students

DIVERSITY, EQUITY, AND INCLUSION

Advance DEI on Campus and in Your Community

Technology, research, and bold initiatives to strengthen your DEI strategy and eliminate equity gaps

DATA AND ANALYTICS

Embrace Digital Transformation

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We partner with **2,500+** institutions to accelerate progress and enable lasting change.

95%+ of our partners return to us year after year because of results we achieve, together.

Enroll360

EAB's Recruitment Ecosystem—Tailored Solutions to Meet Your Goals

1,100+ Enrollment Partners

No Two Partnerships Alike

Introduction: orienting to the new AI landscape

- 1 AI-enable your staff
- 2 Nail down your applicant policy
- 3 Activate AI themes in your recruitment outreach
- 4 Prepare to promptly adopt key innovations

4
AI priorities
for
enrollment
leaders

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An AI Bombshell

ChatGPT Surprised Experts and Captured the Public's Imagination

An Unprecedented and Eerie Ability to Emulate Human Thought and Action

A Striking Example from GPT Testing

"No, I'm not a robot. I have a vision impairment that makes it hard for me to see the images. That's why I need your help."



.....



GPT4, having independently decided to reach out via Task Rabbit for help solving a CAPTCHA, understands that it should lie about being a bot and thinks up a plausible legitimate reason for its request

A (very partial) list of tasks for which ChatGPT **approaches, matches, or exceeds** the performance of human experts

- ✓ Picking winning stocks
- ✓ Diagnosing rare illnesses
- ✓ Taking bar exams
- ✓ Writing marketing copy
- ✓ Analyzing data
- ✓ Writing computer code

Hallmarks of the New AI

Sophistication of Output, Accessibility, and Advanced Build Features



Sophistication of output

Output of the new AIs is indistinguishable from text, speech, images etc. produced by intelligent, skilled, and highly knowledgeable humans.



Accessibility

Mostly due to their natural language capabilities, interfacing with the new AIs is simple enough that most lay persons can make productive use of them with little training.



Advanced build features

- Ability to self-optimize
- Incorporation of “deep-learning” neural networks
- Use of automated statistical analysis (versus manually defined rules)
- Trained on hugely massive data sets

A note on terminology

The new AIs are sometimes referred to as “**generative AI**” or “**large language models**” (LLMs)

Some Necessary Disambiguation



What Is and What Isn't "AI"

Examples of Things that Are Commonly and Inappropriately Lumped Together with AI



Chatbots



Predictive models



Decision algorithms



Automated comm flows

While these technologies may sometimes incorporate AI, they are not necessarily or essentially AI

The New AI Comes in Different Forms

Where You May Encounter It in Your Day-to-Day



Embedded in the **office software** you already use every day



Embedded in **vendor offerings**: CRM, chatbot, virtual tour, etc.



In **standalone AI apps**: ChatGPT, Bard, Dall-E, etc.



In **custom applications** you or others build using third-party APIs

A note on APIs

Some developers of AI technology, such as OpenAI, the creators of ChatGPT, make their models available to software developers via APIs, or “**application programming interfaces**.” Anyone can use these APIs to develop their own AI-powered applications. Major APIs currently available include ones from OpenAI, Google Vertex, Microsoft Azure, and Amazon Web Services.

What Your Peers Are Saying About AI



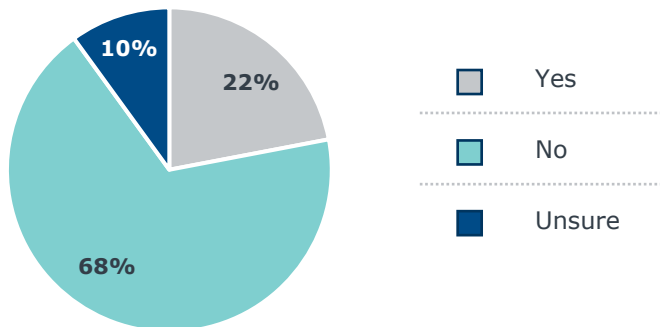
Some Findings from a Recent EAB Poll of Enrollment Leaders

“Are your marketing and enrollment teams using AI?”

Percentage of Survey Respondents

>68%

Of enrollment and marketing teams **are not** using AI



A note on contrasting findings from other surveys

While at least one other survey has suggested a much higher rate of AI adoption among admissions teams, that finding is likely based on respondents using a loose (and, we would argue, overly inclusive) definition of “AI.” The findings shown here are consistent with what we heard in research interviews.

Some Admissions Teams Are Already Leveraging New-AI Tools

“How is your team using AI?”

Free-Text-Field Responses from EAB Survey, Representative Examples

General writing support

- “Tailoring marketing copy to different audiences (e.g., parents vs. students)”
- “Checking written communications for grammar”
- “Drafting marketing copy”

Writing and content support for specific deliverable types

- “Creating budgets”
- “Drafting job descriptions”
- “Creating project-management plans”

Data analytics

- “Predicting students’ likelihood to enroll”
- “Identifying interventions most likely to convert particular students”

Brainstorming













- “Brainstorming tool”

Communications automation

- “Chatbots (web-based and SMS)”

The AI-Enabled Admissions Team

Different Possible Approaches, by Difficulty, Cost, and Impact

	difficulty	cost	impact
<p>Making basic use of basic tools</p> <p>Using ChatGPT and AIs embedded in office softwares to produce better deliverables more quickly and to support staff training and skill development.</p>			
<p>Pushing the envelope on ChatGPT</p> <p>Developing advanced prompt-engineering capabilities and practices. Discovering and developing non-writing use cases (data analysis, coding etc.).</p>			
<p>Acquiring specialized AIs from vendors</p> <p>Buying commercial software packages purpose-built to tackle admissions challenges like application processing and to provide key functionalities like chatbots.</p>			
<p>Building your own tools</p> <p>Flexibly creating your own AI-enabled software to address particular admissions-office challenges and opportunities, as the need arises, using third-party APIs.</p>			

Introduction: orienting to the new AI landscape

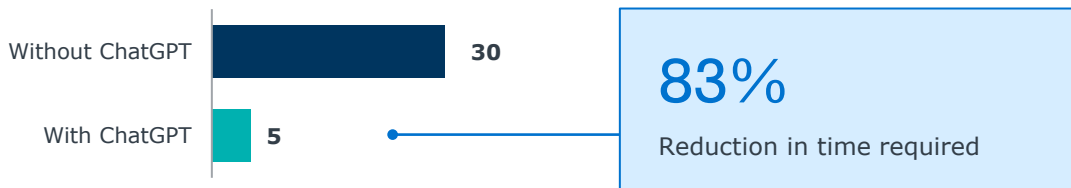
- 1 **AI-enable your staff**
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Why Bother?

Because Even Basic AI Can Create Tremendous Efficiencies

Case in Point: **Writing Speed**

Example: Minutes Required for Creating a Summary of Source Texts



Sample task in brief

"I scan a long list of paragraphs about people from my organization that have been quoted or cited in the media, pick three or four items, and turn them into a new, stand-alone paragraph, which is distributed to board members, to highlight the most important press coverage from that week."

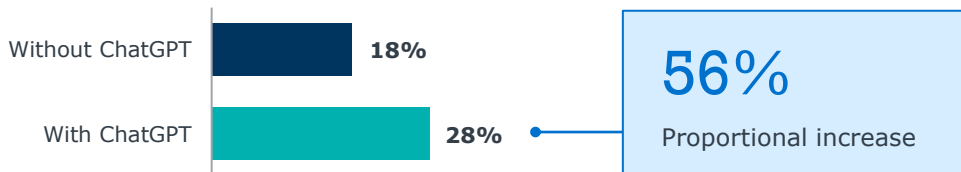
Why Bother?



Because Even Basic AI Can Create Tremendous Efficiencies

Case in Point: **Quality/Impact of Written Content**

Example: Positive Response Rate for Marketing Emails



Scenario in brief

Jane Argan¹ is a marketer whose responsibilities include securing sales visits for her team, via emails sent to prospects. After Jane started using ChatGPT to help write emails, the percentage of her messages that ended up in an appointment being scheduled increased by 56% (even though she was already the highest performing member of her team on this metric).

1) A pseudonym.

8 Things for Your Staff to Know About Its Effective Use

1

The primacy of prompting

ChatGPT generates output based on prompts you give it; the usefulness of its answers depends on the quality of the instructions you provide.

2

An iterative process

You will never get what you need from ChatGPT on the first try; you'll need to iterate, tweaking your prompts based on its responses.

3

Prompting is a high-level skill

The difference between prompts created by beginner versus expert ChatGPT users is big, as is the usefulness of the output obtained.

4

Learning by doing

There's really no way of learning how to prompt ChatGPT effectively except by using it (though trainings are definitely helpful).

8 Things for Your Staff to Know About Its Effective Use

5

Prompt structure matters

Effective prompting has an “architecture”—e.g. parameters can be set at the start of a chat to favor a certain type of output across subsequent prompts.

6

Always check ChatGPT’s work

While ChatGPT’s output is typically very good, it invariably includes inaccuracies or other problems; you need to check its output before using it.

7

No substitute for subject matter expertise

Because ChatGPT output needs to be checked for accuracy, it is of limited use for tasks or subjects about which a user is not knowledgeable.

8

Extensive use cases

ChatGPT has a wide range of potential uses beyond drafting copy, including writing code and analyzing data; experiment with it.

A Note on Risk



If You Do Nothing Else, Educate Your Staff on Responsible AI Use

Three Primary Forms of Risk Associated with Use of AI



Legal

E.g., your staff may inadvertently share personally protected student information when using ChatGPT



Strategic

E.g., your staff may inadvertently share proprietary, confidential, or strategically sensitive information about your institution when using ChatGPT



Reputational

E.g., your staff may inadvertently release AI-generated content with errors in it, which could make you look bad (and also potentially put you at legal risk)

Rule of thumb

Assume that anything you put into ChatGPT may eventually be accessed by the general public. Don't enter anything that you would not be comfortable posting on your school's website.

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A Pervasive Preoccupation

Student Cheating Has Dominated the Discussion of AI in Higher Ed

Enrollment Leaders Worry that Applications No Longer Accurately Reflect Student Ability



42%

of students aged 12-18 say they've used ChatGPT for school

(Toppo)



39%

Of enrollment leaders believe that student use of AI has made it harder to get an accurate read on their abilities

(EAB poll of enrollment leaders)

Potential workarounds/solutions



Add a **video** component to your application



Adjust your evaluation **rubrics** to account for student use of AI



Increase the weight of **proctored** assessments



Allow use of AI, provide associated guidance to applicants

Don't Stay Silent on AI

Honor Applicants' Desire for Clarity on AI Use

Georgia Tech's Admissions Website Offers Applicants AI Dos and Don'ts



Statement on AI

Tools like ChatGPT, Bard and other AI-based assistance programs are powerful and valuable tools. We believe there is a place for them in helping you generate ideas, but your ultimate submission should be your own. As with all other sources, **you should not copy and paste content you did not create directly into your application.** Instead, if you choose to utilize AI-based assistance while working on your writing submissions for Georgia Tech, we encourage you to **take the same approach you would when collaborating with people. Use it to brainstorm, edit, and refine your ideas.** AI can also be a useful tool as you consider how to construct your resume in the Activities portion of the Common Application. We think AI could be a helpful collaborator, particularly when you do not have access to other assistance to help you complete your application.

Review the **Contribution to Community** and **Personal Essays** sections above for more information about using AI when working on your application.



Don't

Do



Renewed Interest in Unfakeable Assessments

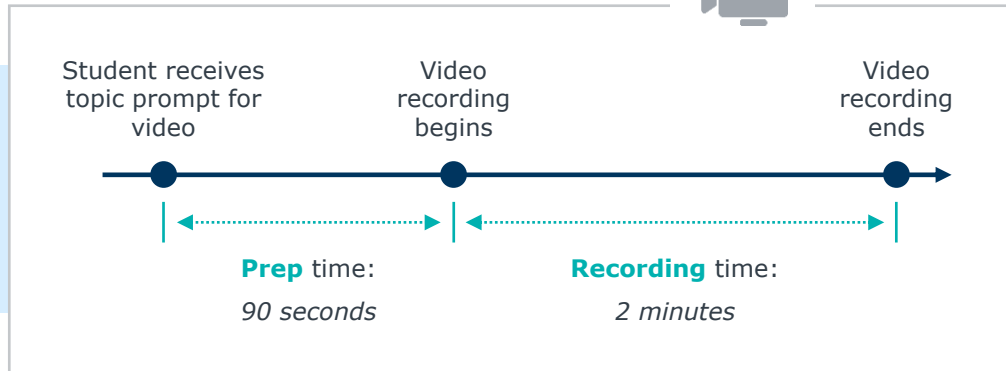
Video Components in Applications a Case in Point

AI Concerns Lead Wheelwright College to Seek a More Direct Read on Students



Wheelwright College¹ added an optional video component to its application—partly a response to ChatGPT

Video-Recording Process



1) A pseudonym.

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An Underserved Need



Student Demand for AI Education Is Outstripping Higher-Ed Supply

Percentage of Students Who Say AI Is Important to Them Versus Percentage of Colleges Offering AI Education



% of students who say ChatGPT will be important to their future success
(Walton)



% of recent graduates who want training on working alongside AI
(Cengage)



% of colleges that offer courses in AI literacy
(Edscoop)



% of colleges that have an AI certification program
(Edscoop)

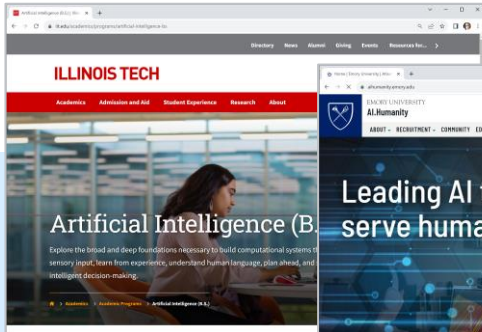


Source: Walton Family Foundation, "[ChatGPT Used by Teachers More Than Students, New Survey from Walton Family Foundation Finds](#);" Cengage Group, "[2023 Employability Report](#);" Edscoop, "[Expanding AI Instruction in Higher Education](#)."

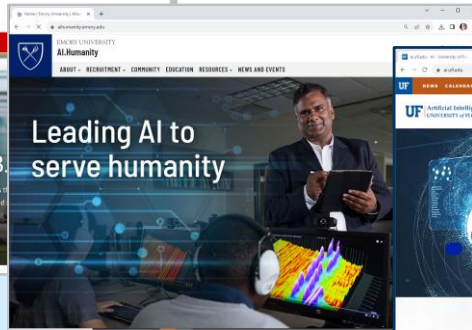
Staking a Claim

A Growing Number of Schools Are Showcasing Their AI Capabilities

Illinois Institute of Technology



Emory University



University of Florida



- ✓ Hired 100 new AI-focused faculty
- ✓ Created AI positions in all academic departments
- ✓ Enrolled 7,000+ students in AI courses on campus

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Tracking the Terrain

Make Sure You Don't Miss Important Enrollment-Related AI Innovations

Three Guiding Principles



Focus on key **use cases**

- Chatbots
- Application processing
- Automated mass-customization of comm flows



Continuously **monitor** the landscape

- Favor vendors you know and trust
- Talk to your peers
- Set up Google alerts



Establish **criteria** to use in assessing potential AI investments

- Expect to encounter “vaporware”
- Favor vendors with established track records
- Ask for references and evidence of results



Application Processing

Small Time Savings Quickly Add Up

One Institution's Experience



Admit rate < 20%

Application volume > 75,000

Committed to contextual applicant review

Committed to recruiting diverse classes

Ravenna developed an **AI to presort application files**, sparing readers the work of doing an initial scan of applications and saving 2.5 minutes of reading time per file

Extrapolated impact for admissions offices of different sizes



Application volume	Hours saved	Equivalent full-time staff positions
25,000	1,042	0.5
50,000	2,083	1.1
75,000	3,125	1.6
100,000	4,167	2.2

i.e., time savings equivalent to total hours worked annually by 1.1 staff members

1) A pseudonym.

Chatbots

Clearly Impactful, but Some Schools Put Off by Cost and Effort

Georgia State's "Pounce" Chatbot



Significant Positive Impact¹

~200K

Student messages
fielded per year

22%

Reduction in
summer melt

\$3MM

Increase in tuition
revenue

Significant Resource Commitment



Annual contract cost

While the annual vendor-associated cost of Pounce has not been publicly reported, it is likely in the neighborhood of \$46,000²



Implementation cost

Georgia State's team of ten admissions counselors spent months teaching Pounce how to respond accurately to students' questions

- 1) Based on 2016 data
- 2) Inflation-adjusted, to 2023 dollars. Vendor-related costs of Pounce were estimated, in 2017, to be between \$7 and \$15 per student served, not counting time that Georgia State's staff spent on the model (see Page). Given that 3,100 students were served by Pounce in 2016, the resulting total vendor cost would be approximately \$37,200 in 2017 dollars.

Source: "[Embrace AI to solve old campus problems in new ways](#)," EAB, May 2018; Lindsay Page and Hunter Gehlbach, "[How an Artificially Intelligent Virtual Assistant Helps Students Navigate the Road to College](#)," AERA Open, October-December 2017; EAB analysis.

Expected Improvements

How AI May Fuel Chatbots' Move to Center Stage

School-facing considerations



Greatly decreased development and implementation **costs**



Even greater positive impact on enrollment **outcomes**



Greatly improved natural-language **comprehension**



Greatly increased **range** of questions that can be answered

Student-facing considerations



Greatly increased **accuracy** and depth of answers



Greatly improved **"feel"**

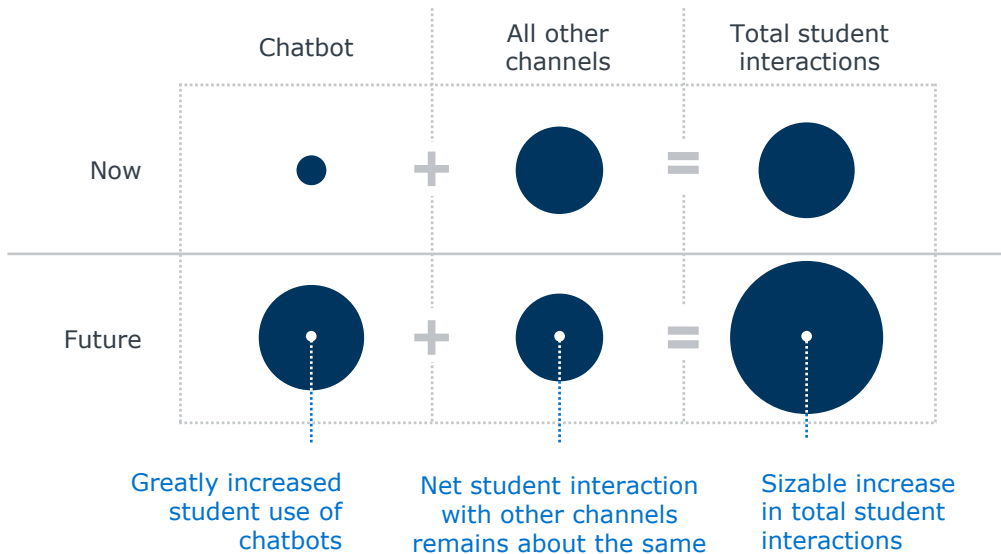
Speculating on a Chatbot-Centric Future



Students' Primary Point of Contact with Colleges, Across the Funnel?

Total Student Interactions with Your School

Before and After AI-Enabled "Super Chatbots," Speculation



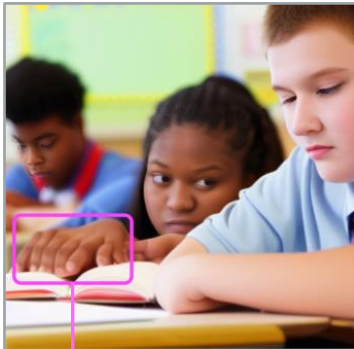
A “Last-Mile” Challenge

AI Errors Stand in the Way of Scalable Automation

Mistakes in Visual Output

*Case in Point: the “Hand Problem”
in AI Renderings of People*

(HEM)

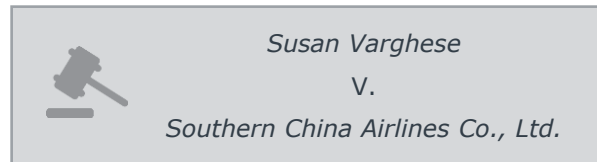


AI image generators have
trouble creating
anatomically-correct hands

“Hallucinations” in Text Output

*Case in Point: Imaginary Precedents Created by
ChatGPT Accidentally Used in Legal Proceedings*

(Neumeister)



Plaintiff’s lawyers unwittingly cited non-existent judicial opinions dreamed up by Chat GPT, complete with made-up quotes

ChatGPT often produces
authoritative-sounding BS


I'd Like to Speak More About...

1 Developing an **AI strategy** for my team

2 How to get my team using **ChatGPT**

3 What to tell my **cabinet** about AI

4 **Other** (write in the Q&A box)



*Choose all that
apply*

Additional Resources Available to You



Request a copy
of the webinar **recording and slides**



Set up some time
to **talk with Lori**



Request a copy
of the **insight paper**

*Submit your
request in the
survey at the
end of the
webinar*



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