

Cornell's CRM Playbook

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Chapter 1

The Engagement Ecosystem (not your traditional view of IT)

CRM: The Secret Sauce for Driving Digital Transformation

For many institutions, CRM *is* the digital transformation because it weaves together technology into a personalized digital experience.







Rebecca Joffrey **Innovation Office**







WHAT IS...

DIGITAL TRANSFORMATION?

Dx leverages technologies to create value [for students], innovate, and adapt to changing circumstances.





WHAT IS...

Constituent Relationship Management (CRM)?

CRM is a data and workflow platform.

You can build a single view of the customer, from common data sources, and make that view available for interaction and analysis.



Jobs To Be Done Framework

Communication + Analytics + Workflow + Reporting

Recruitment

Admission

Streamlined
Student Service

Unified Advising Experiences

Student Engagement & Success

Internship, Co-op, Career Development

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Personalized communications & custom journeys

Application management and submission tracking

Consolidate student services & support – "one stop"

Design early alerts & success plans

Streamline communication with nudges, portal, journeys

Internship opportunities

Single, 360-degree view of prospects

Application review & workflow processes

Track student issues and questions

Collaborate holistically to support students

Create portals & integrate into student communication

Externship opportunities

Track yield metrics and trends

Applicant portal and customized communication journeys

Multichannel communications including live chat & chatbot

Enable students to schedule appointments

Digitize processes + calls to action + communication

Full-time career opportunities

Event and campaign management

Campaigns for deposits & orientation

Create a consistent support experience

Collaborate with students on course pathways

Create & deploy surveys, checklists, goal-setting tools

Alumni career networking



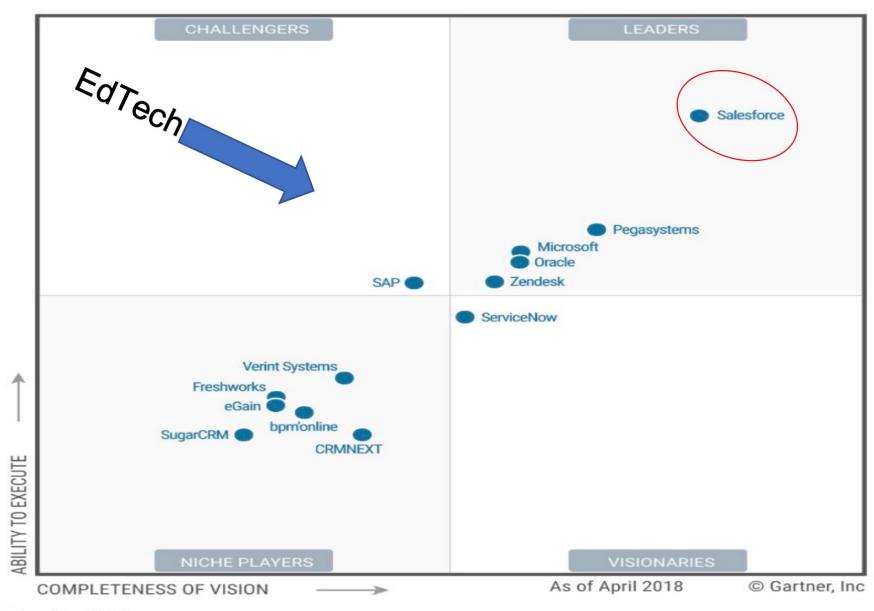
Higher Ed Student Relationship Value Chain

Landscape of Companies Focused on Managing Higher Education Student Relationships



Magic Quadrant

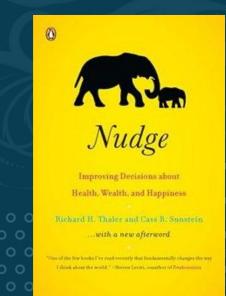
Figure 1. Magic Quadrant for the CRM Customer Engagement Center



WHY CRM?

Easier customer journeys

- 1. You are interacting with a human
- 2. You want to make it easy a human to take an action
- 3. Humans are really smart, sometimes...
- 4. You need to know: for each human, what they need to do next, when to communicate, how to communicate, and enable each human to take the first step RIGHT NOW
- 5. And remember the step has been taken
- 6. And record the "victory" so it can be reported







The world of "MarTech"

Why IT Needs to Pay More Attention to Marketing Technology

Carrie Shumaker and Rebecca Joffrey Educause Review, 2021

Table 1. Collaborative Teams Transform Traditional Communication Tools into Digital Capabilities

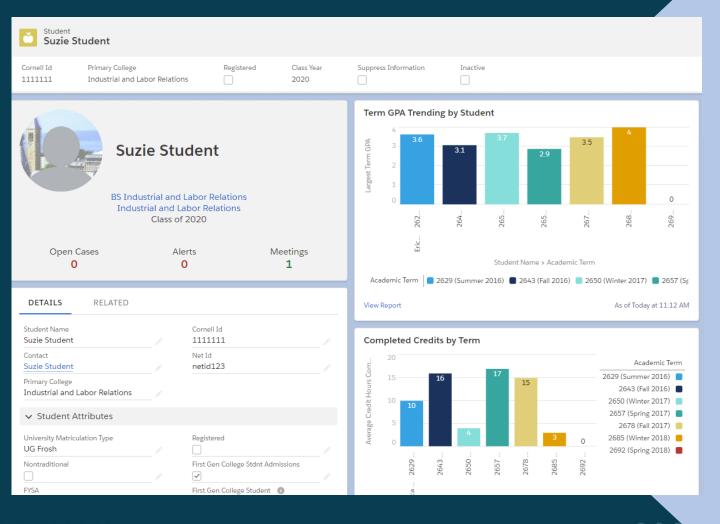
Traditional Communication Tools	Traditional Communication Tools in the Hands of Collaborative Marketing and Technology Teams
Local department call center and front desk	One-stop service with a single front door for a constituent
Email newsletters	Personalized targeted content delivered at the right moment depending on what the constituent needs
Listservs	Dynamic lists that automatically update based on defined criteria
Sending email or snail mail to a purchased list	Lead nurturing to make sure no one who wants something falls through the cracks
Social media posts	Social listening and sentiment analysis
Websites	Communities for support from staff, faculty, and peers
Data visualization	Data activation
FAQs	Conversation design and chatbots
Checklists	Journeys and "nudge technology"

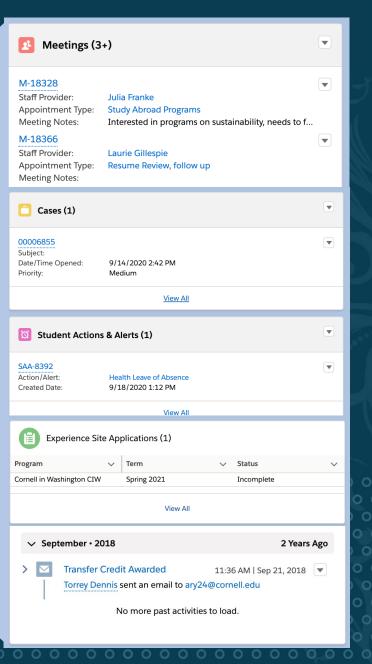
Chapter 2

Why CRM?

WHY CRM?

360° view of the student for advisors

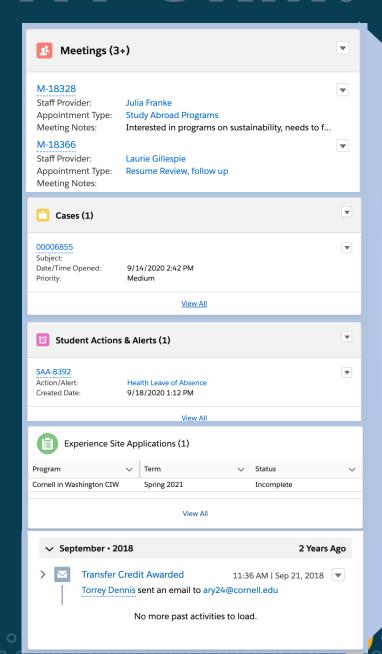


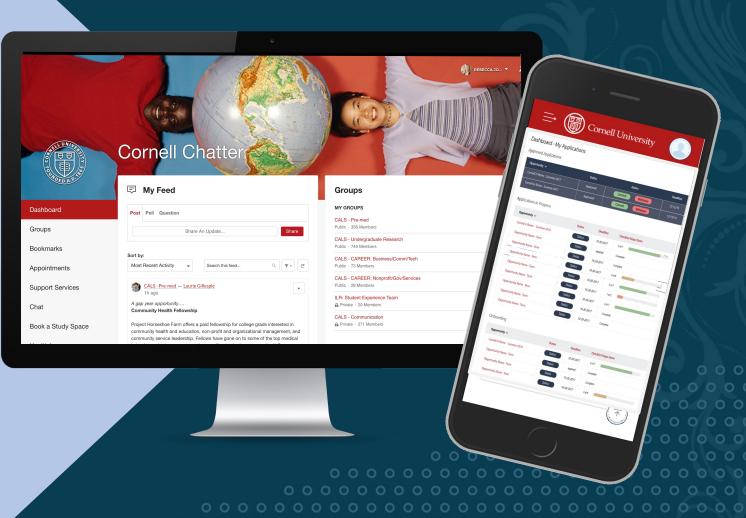






CRM2360° view of the university for students



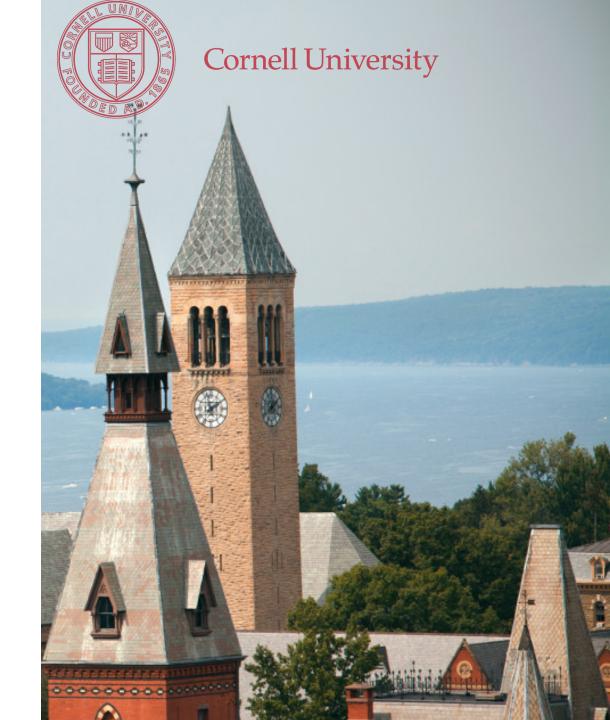


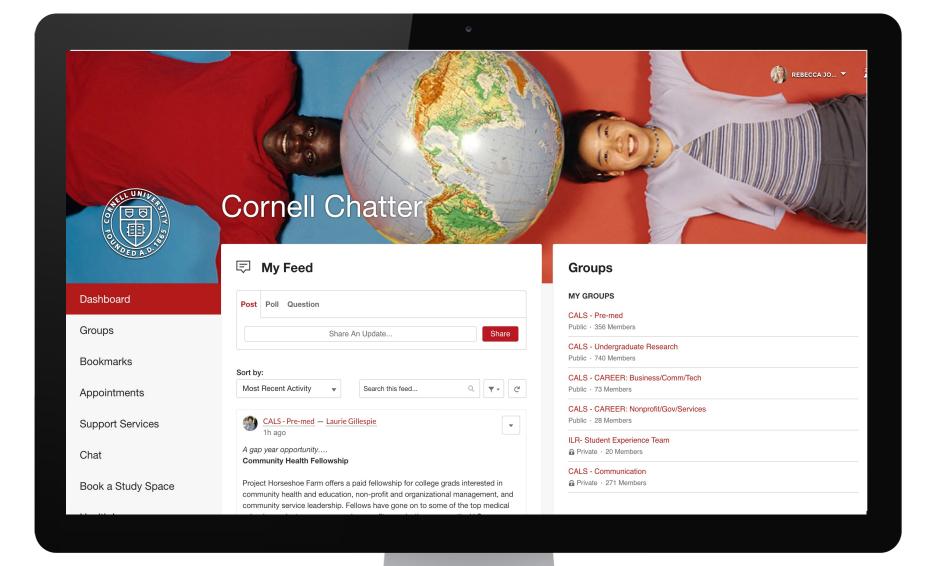


Example:

Job-to-be-done: Campus reactivation

Dx win: Use the "building blocks" to assemble new journeys

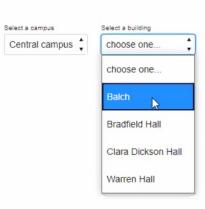






Dashboard Groups Bookmarks Appointments Support Services Book a Study Space Chat Health Leave search Chatter Q

Cornell Mission Statement





Dashboard

Groups

Bookmarks

Appointments

Support Services

Book a Study Space

Chat

Health Leave

search Chatter

0

TEST

Select a campus

Select a building

North Campus

Choose one...

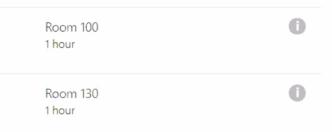
Space Name	Description	Campus	Building	Click to Book	
Balch Hall	North campus dorm - lounge space	North Campus	Balch Hall	Book	
Clara Dickson Hall - 1st Floor	North campus dorm - lounge space	North Campus	Clara Dickson Hall	Book Book	
Clara Dickson Hall - 2nd Floor	North campus dorm - lounge space	North Campus	Clara Dickson Hall	Book	

Cornell Mission Statement



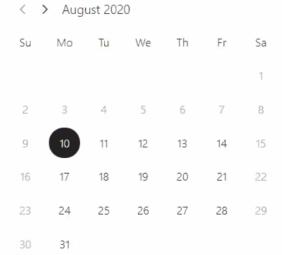
Balch Hall

Room 110



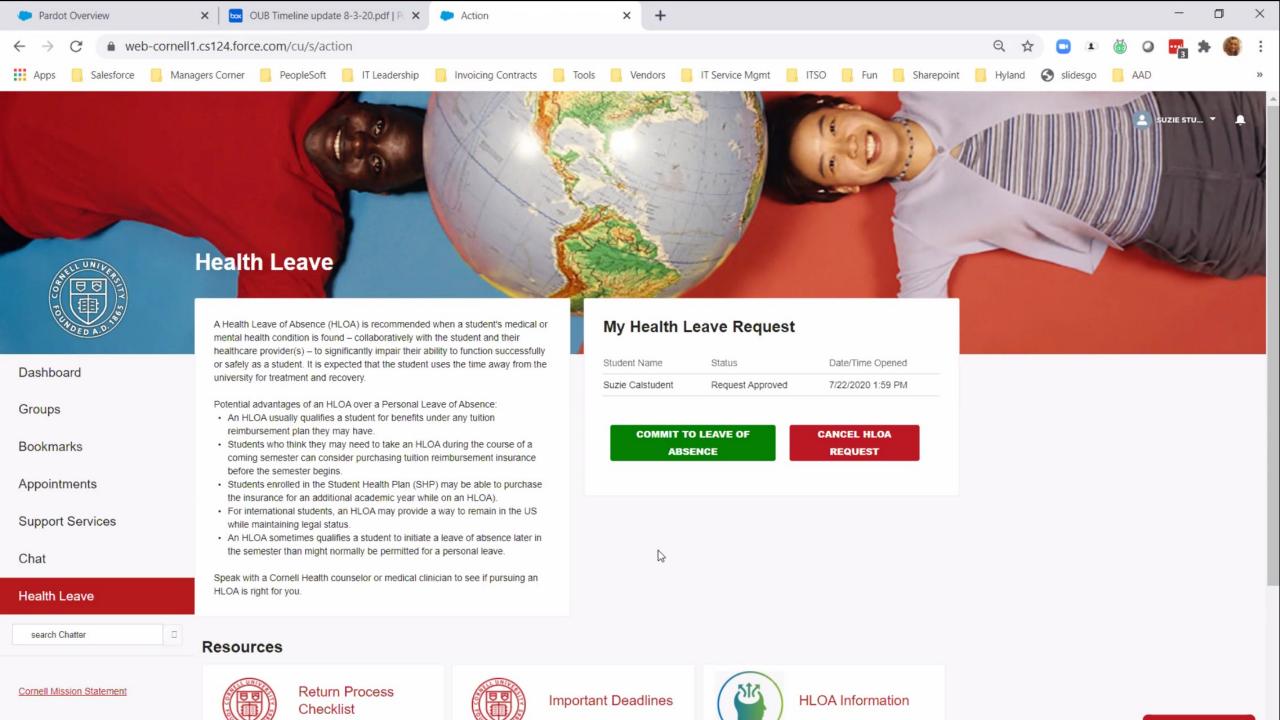


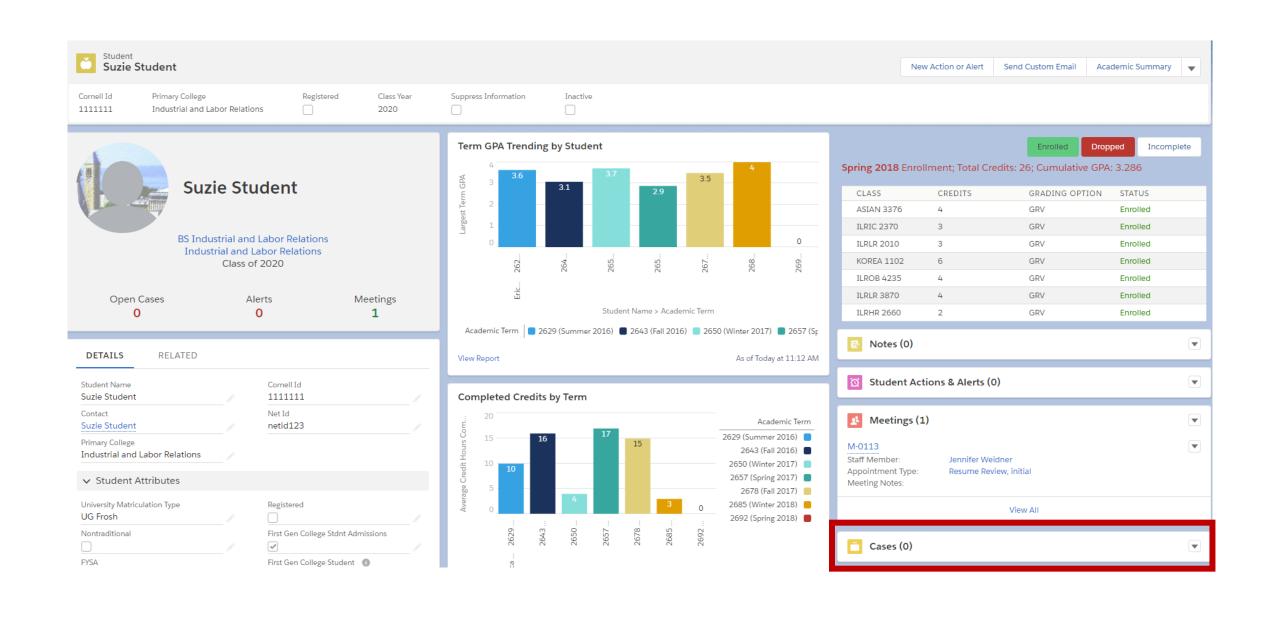
August 10 with Desk 2



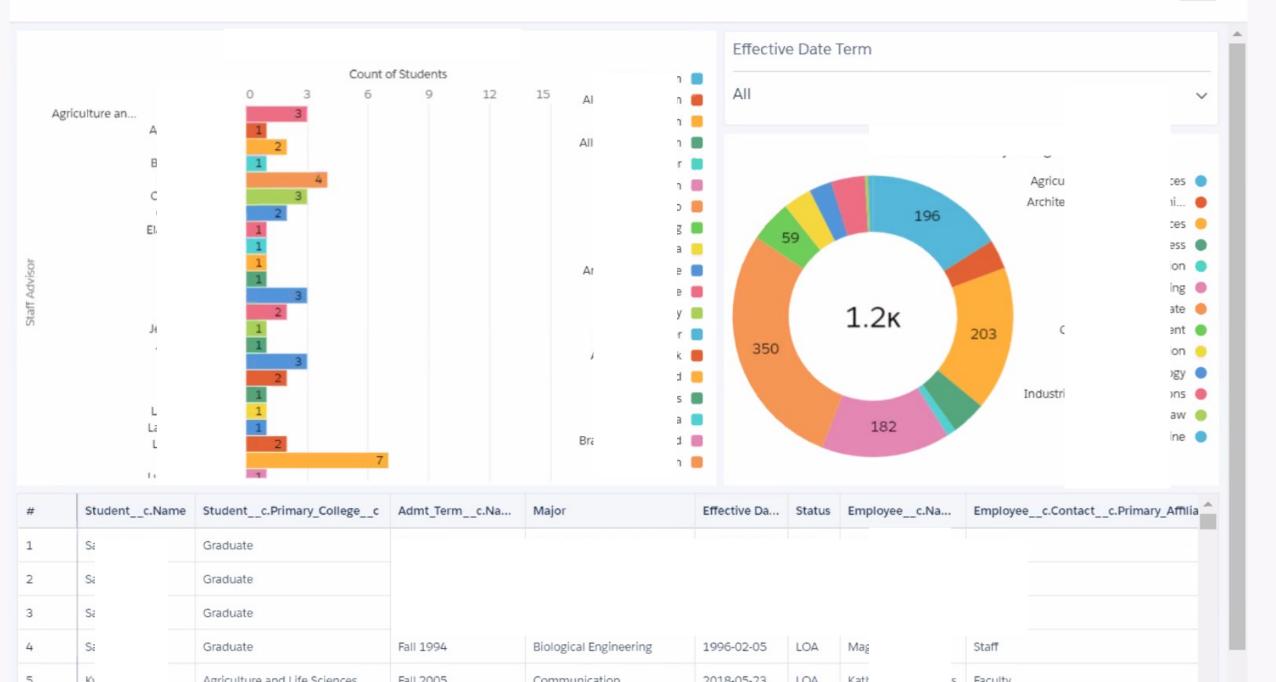
Select staff (optional)











TIPS

Use CRM to enable digital transformation

- Transformations are hard, and digital ones are harder
- The path to modernization begins with making information more accessible across the organization
- First, you need a data platform
- Second, you need to set up your channels for engagement ("building blocks")
- Finally, you have to get started it's okay to start small and iterate



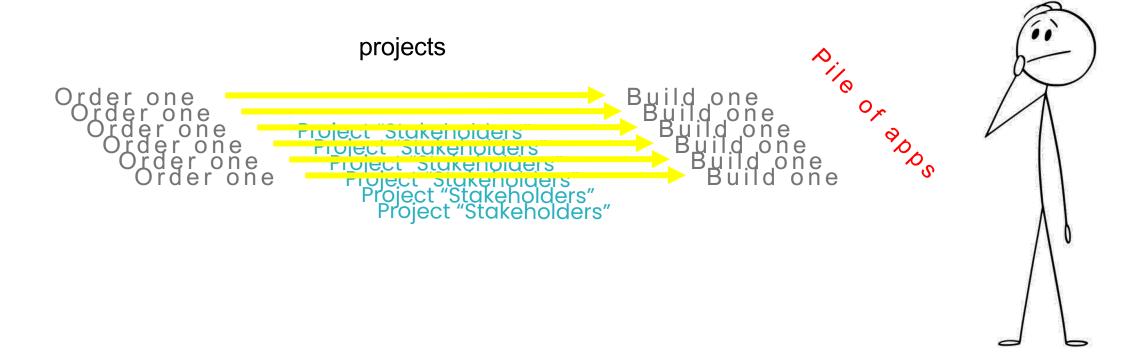


Chapter 3

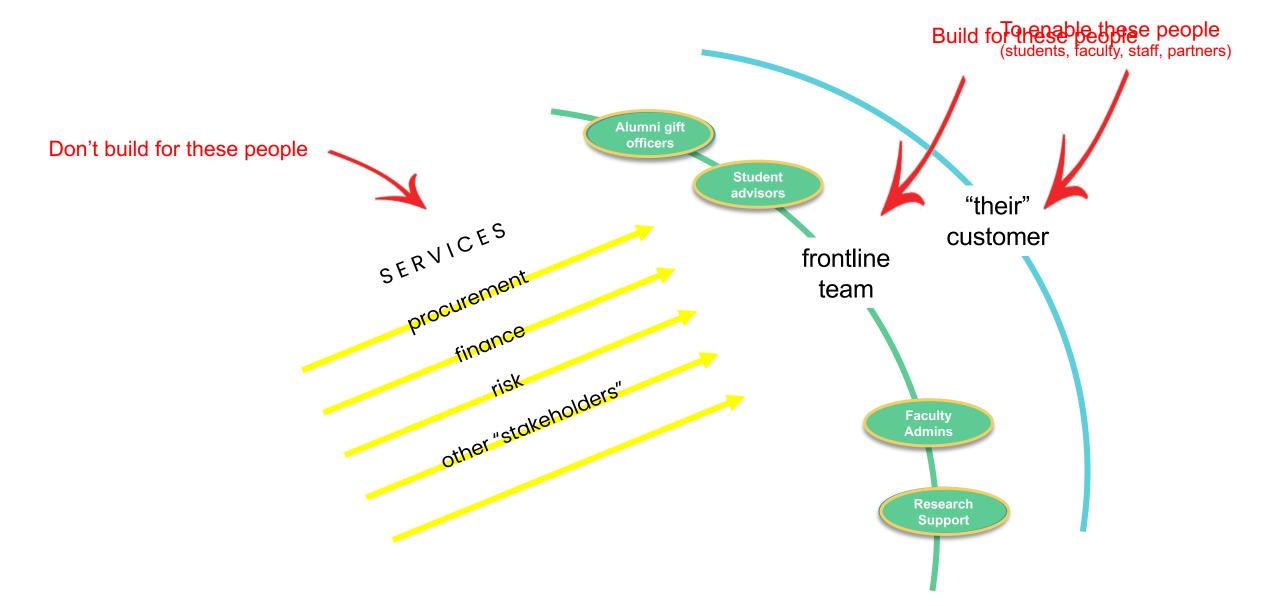
What is Salesforce? (no really, what is it?)



Current state



Who is the customer?



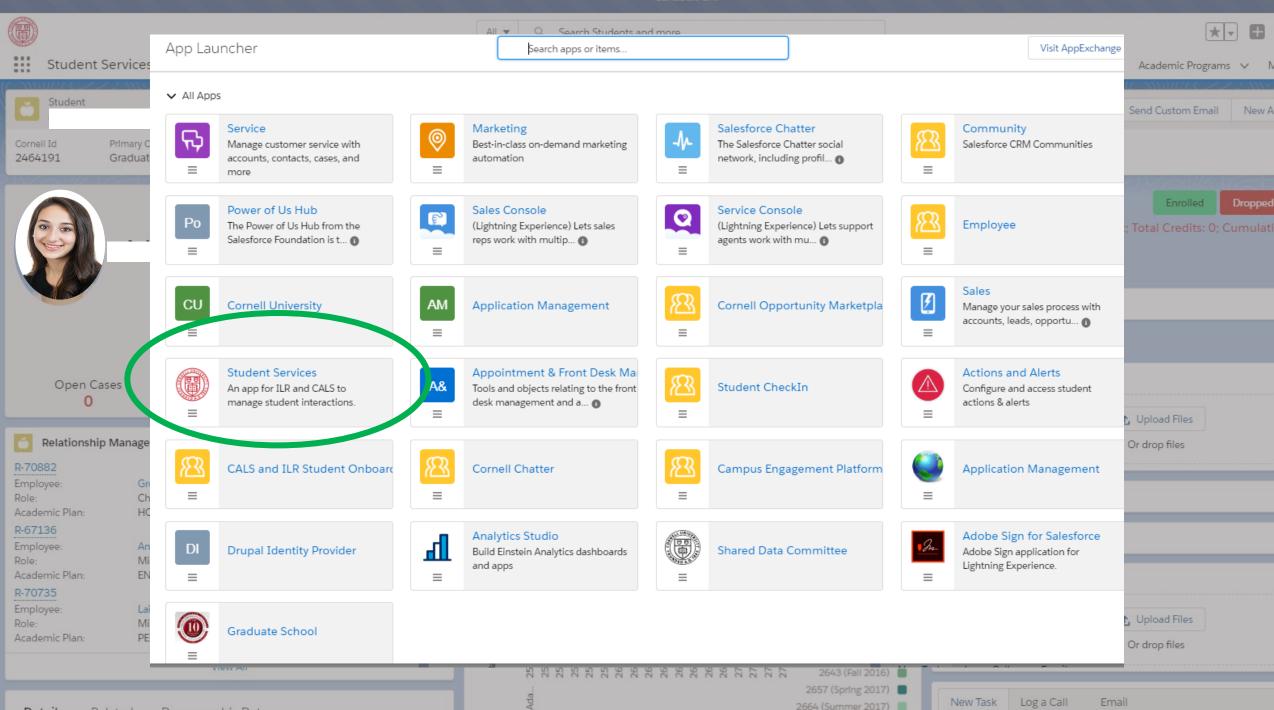
Salesforce Products (aka "Clouds")

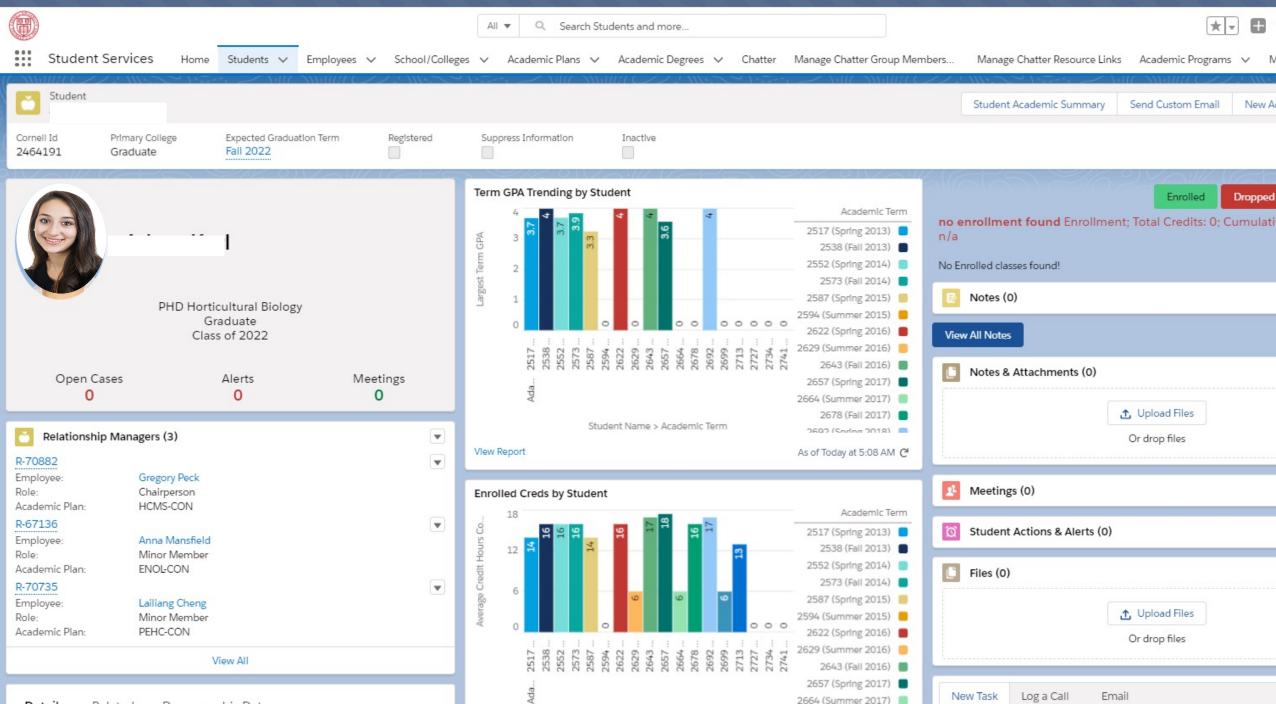
1 Sales	Service	Marketing	Community	Analytics	Apps
Account Contact Leads Opportunities Case	Sales Cloud + Knowledge Live Agent Web to Case	Marketing Cloud Pardot Social Studio	Data visibility to the outside world, enabling collaboration around business processes Chatter Mobile Publisher Groups Topics Custom Lightning Components	The ability to take action on insights is what makes Salesforce unique Einstein Prediction Builder	via the App Exchange Conga Composer Form Assembly Qualtrics Connnector Docusign

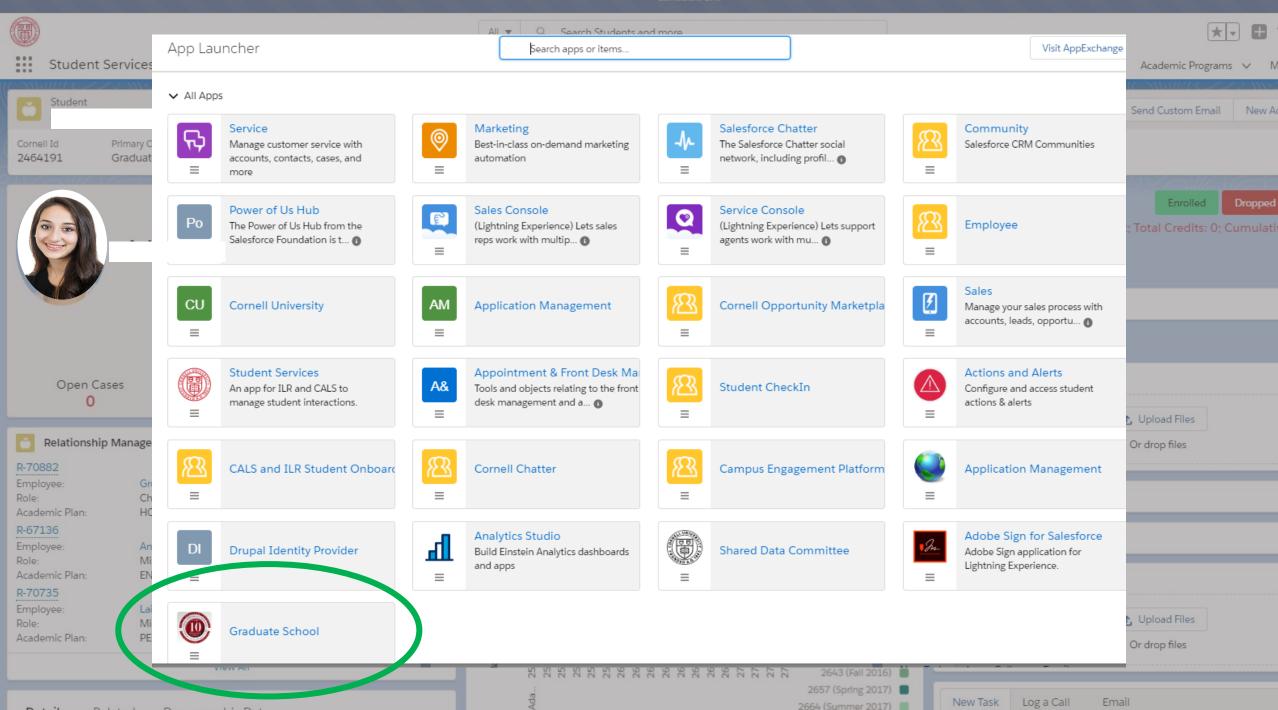
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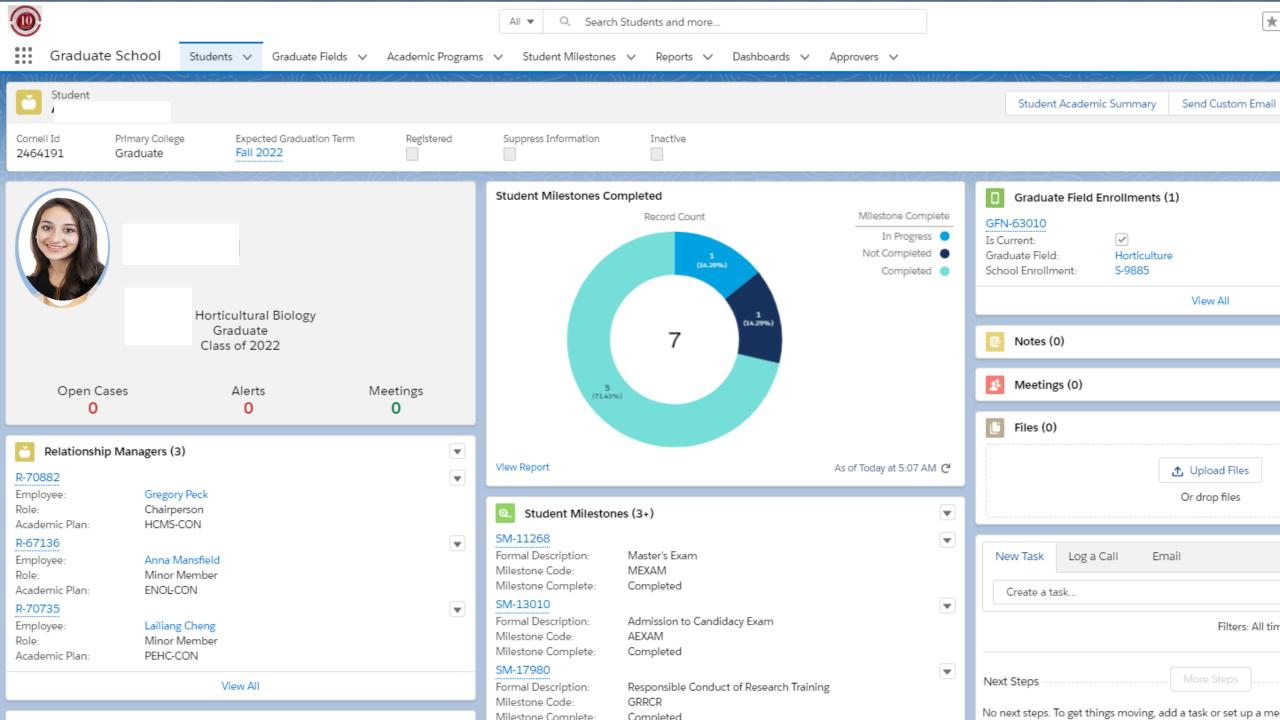
Salesforce Products (aka "Clouds")

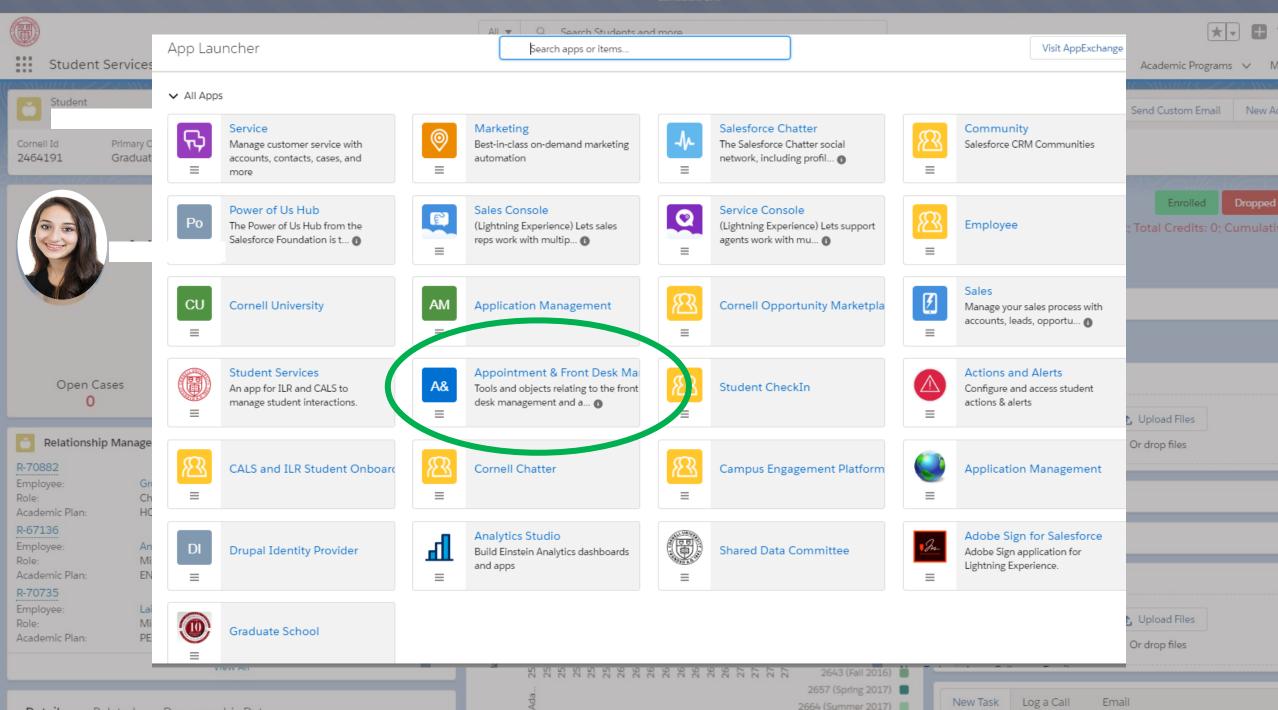


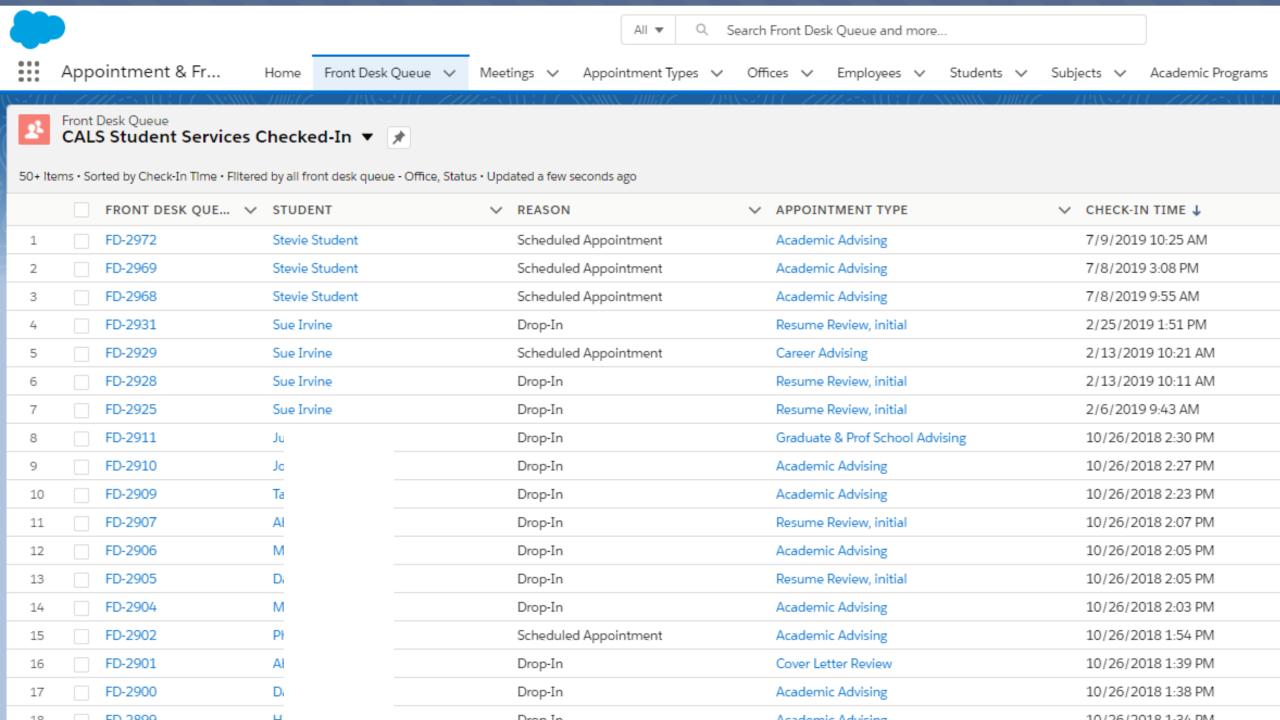












Re-define "Student Success"

DATA WE HAVE:

- 1) ACADEMIC
- 2) CAREER
- 3) DEMOGRAPHIC

WELL BEING:

- 1) FINANCIAL SECURITY
- 2) SOCIAL AND COMMUNITY SUPPORT
- 3) PURPOSE AND ENGAGEMENT



Pre-College

What pre-college factors affect student success?



Pre-College Dashboard

Post-College

What are students pursuing after college?



Post-Graduate Dashboard

Transfer Students

How do transfer students perform?



Transfer Student Dashboard

Non-Graduates

What is the makeup of students who are not graduating?



Non-Graduate Dashboard

Coursework

Are PreMed and PreVet students on track with required classes?



Coursework Dashboard













Browse

Student S... X

CALS Stud... X

Pre-Colleg... X

Coursewo... X

Post-Colle... X

Post-Colle... X

ALL APPS

DASHBOARDS

LENSES DATASETS Search Dashboards...

19 results

Create



Dashboards



AP Math & MATH 1920

Sue Irvine Jan 3, 2017 at 3:39 PM



Student Services Cases

Sue Irvine Jan 6, 2017 at 8:04 AM



Employer Snapshot

Sue Irvine Sep 16, 2016 at 9:24 AM



Post-College Dashboard: Geographical

Sue Irvine Jun 21, 2016 at 3:51 PM



Post-College Dashboard: Industry

Sue Irvine Jun 21, 2016 at 3:51 PM



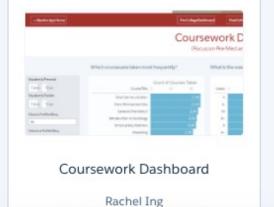
Post-College Dashboard: Home

Sue Irvine Jun 21, 2016 at 3:51 PM



Pre-College Dashboard

Sue Irvine Jun 21, 2016 at 3:51 PM

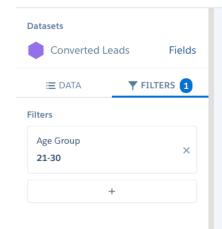


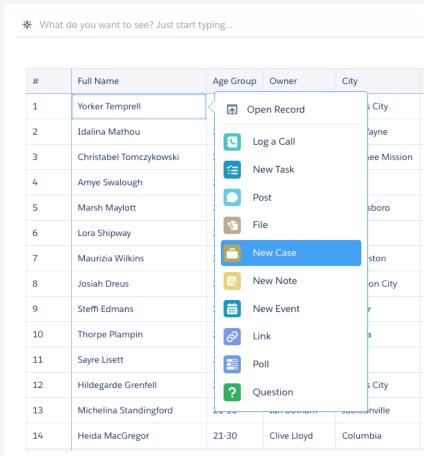
Sep 23, 2016 at 12:46 PM

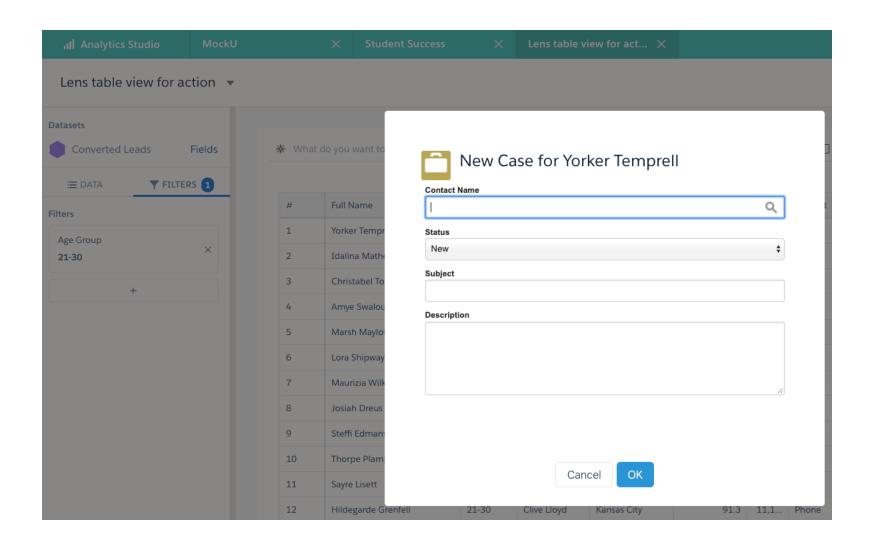


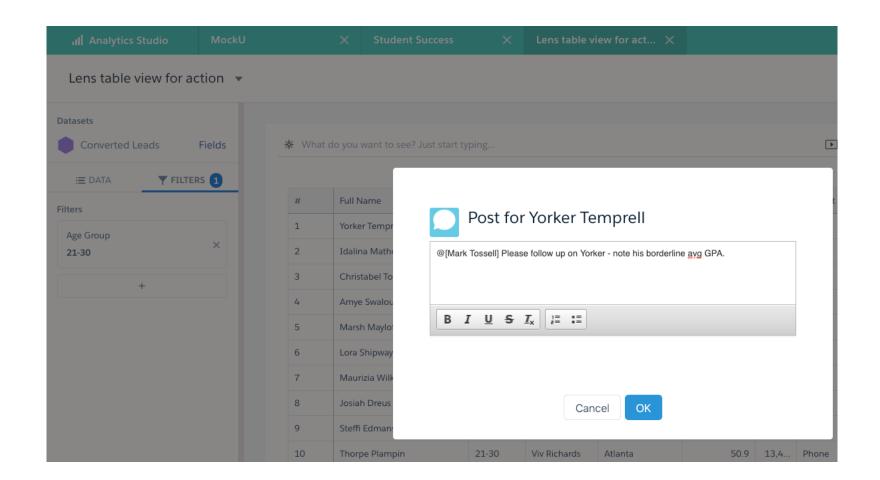


Lens table view for action ▼









Select the appropriate pre-determined risk factors on the left, and your "at risk" student list will update accordingly.

Student Count

75

Persistence

At Risk

Select Risk Factor/s

Admissions Program

Low Current Credits

High Service Cases

Major

Segment

Excessive Time Taken (%)

Criminology/Criminal Justice

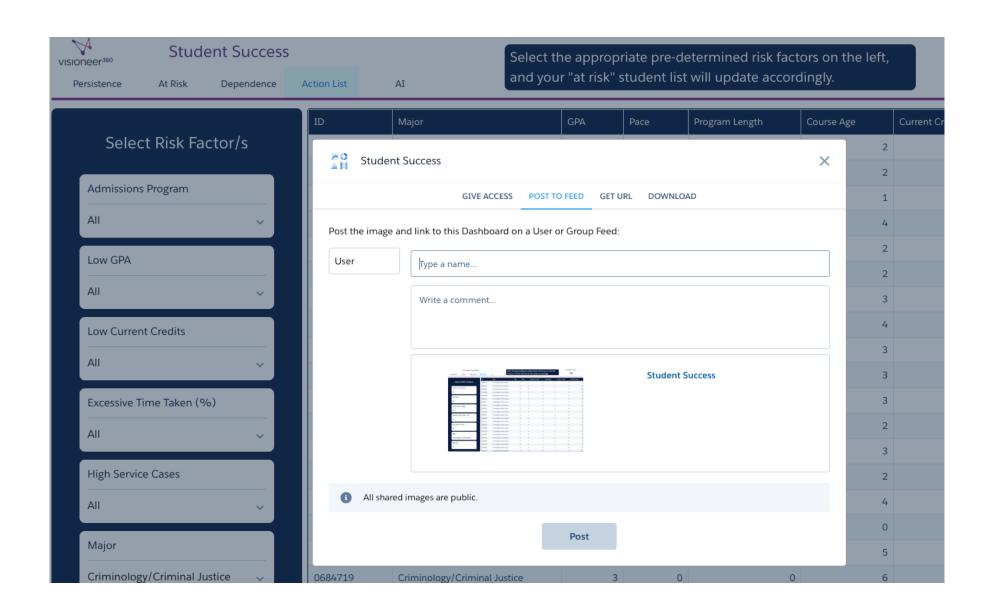
Low GPA

Dependence

Action List

ΑI

ID	Major	GPA	Pace	Program Length	Course Age	Current Credits	Service Cases
0855416	Criminology/Criminal Justice	0	0	6	2	0	♣ Set Notification
0855417	Criminology/Criminal Justice	0	0	6	2		Annotate
0814667	Criminology/Criminal Justice	0	0	6	1		★ Explore
0759892	Criminology/Criminal Justice	0	0	0	4	0	0
0798305	Criminology/Criminal Justice	0	0		2		6
0828525	Criminology/Criminal Justice	0	0	Global Actio		3	0
0782601	Criminology/Criminal Justice	0	0	added to	3	0	12
				picklist he	ere:		
0726650	Criminology/Criminal Justice	0	0		4	0	4
0767392	Criminology/Criminal Justice	2	0	6	3	10	9
0792644	Criminology/Criminal Justice	3	0	6	3	12	5
0782071	Criminology/Criminal Justice	2	0	6	3	0	3
0826931	Criminology/Criminal Justice	2	0	6	2	0	5
0772421	Criminology/Criminal Justice	1	0	6	3	0	9
0825683	Criminology/Criminal Justice	3	0	6	2	0	4
0736668	Criminology/Criminal Justice	3	0	0	4	13	9
0794120	Criminology/Criminal Justice	0	0	6	0	0	27
0708510	Criminology/Criminal Justice	3	0	0	5	0	5
0684719	Criminology/Criminal Justice	3	0	0	6	9	5
0780466	Criminology/Criminal Justice	3	0	0	4	15	4
0652078	Criminology/Criminal Justice	3	0	6	1	12	0
0788263	Criminology/Criminal Justice	3	0	6	3	15	17
0756579	Criminology/Criminal Justice	3	0	6	3	9	18



Chapter 4

How to Think About Implementation IT perspective

43

When a business unit needs technology, what are the options?

Option	Pros	Cons		
No solution	No IT cost	Indirect costs; lack of reporting capabilities		
Stand-alone solution(s)*	One unit/one purpose	Need multiple systems; data becomes silo'd		
Platform solution	Leveraged spend via common "apps" and common data retrieval for multiple units	Takes more time; requires compromise and adoption; added apps can mean added cost		

^{*}can be custom app development, 3rd party application or independent implementation of Salesforce

- 4	

		Actions & alerts			
"Apps"	Experience Cornell	Outlook synch	Opportunity tracking		
	Application engine	Meeting mgnt	Activity tracking		
	Form Assembly	Front desk check-in	Case	Career Services	
	Pardot	Student community	Texting	Corporate Engagement	
Platform	Operational metrics	Microsoft Bookings	Tableau	Basic CRM	Marketing Cloud
	Data infra	astructure		Data infrastructure	Data infrastructure
	Integrations (34)			Integrations (9) D&B	Integrations (7)
	Operations		Data cleanser		
	Sec	urity			

^{*}The Marketing Cloud implementation benefited from the \$ spent under the Corporate and Covid projects to install data cleansing tools; and from the integrations built in the student project.

45

Value proposition of a shared platform

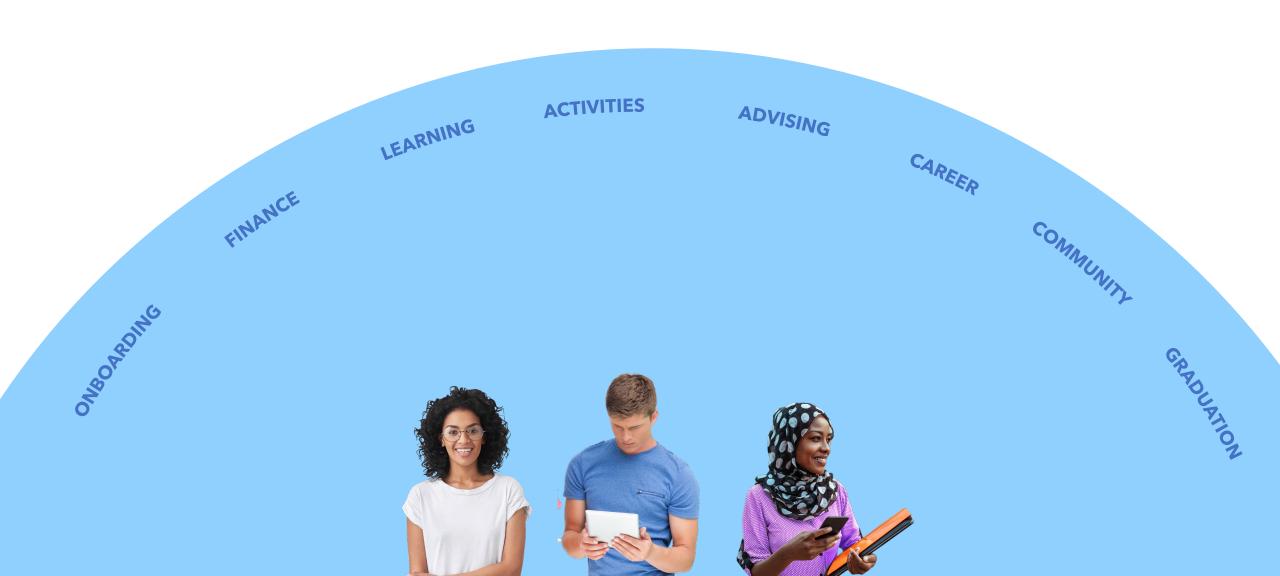
 "Repeatable technology" equals reduced development costs

- 2. Speed of implementation once the platform is in place
- 3. Growing repository of actionable data
 - System of record integrations (build them once!)
 - Engagement data
 - Process data

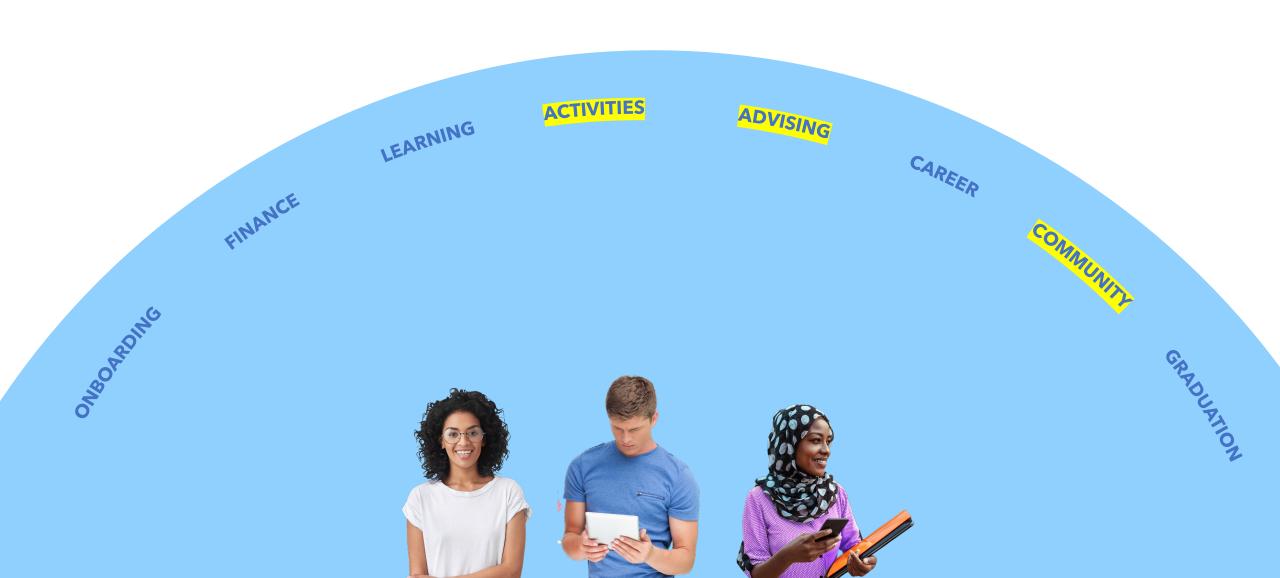
Chapter 4

How to Think About Implementation Project perspective

"The student experience"



"The student experience"



Campus Engagement Platform

Student Activities (co-curricular lens)

Give students the tools to find and participate in university programs. Give program managers the tools they need to run those programs.

Student Advising (curricular lens)

Give advisors the tools they need to strengthen student engagement, understand student needs more deeply, collaborate efficiently, and build stronger paths through graduation.

Student Community

Give students the tools they need to feel connected to the institution.

Analytics

Give senior leaders access to important trends and information that can be used for decision-making.

Goal

Unified customer experience Delivering a seamless customer experience built around a 360-degree view of the customer that is shared companywide so that customers experience coordinated digital and human interactions that are useful, enjoyable, and efficient in immersive, engaging environments.

Source: Deloitte

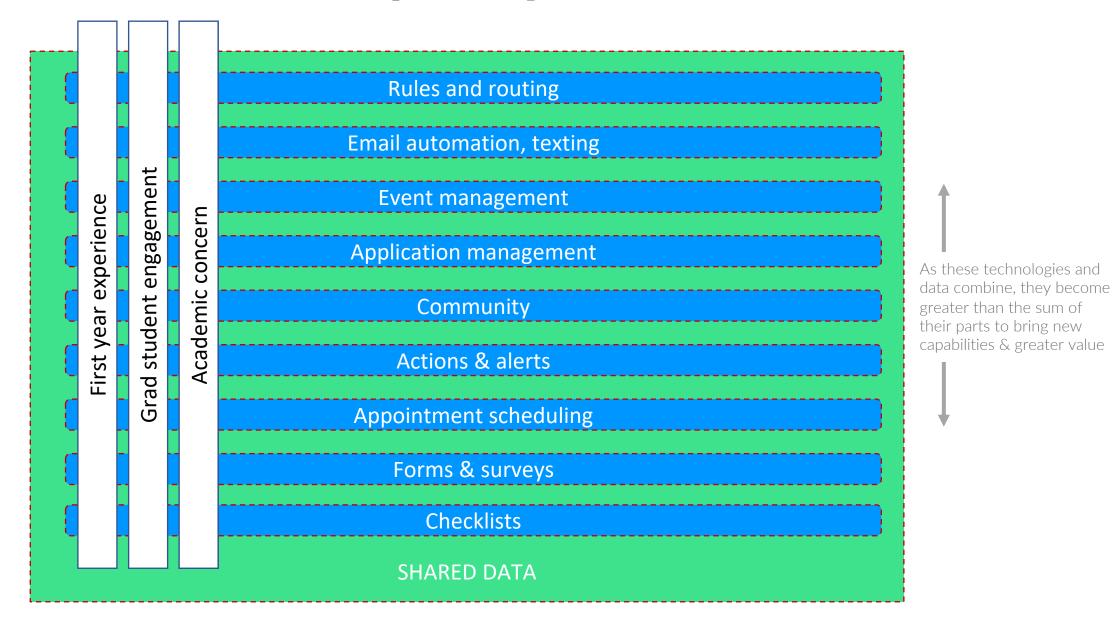
Cornell Strategy

- 1. Enable the advising community with shared data and engagement tools to support students at Cornell not just their overall journey but all their micro-journeys
- 2. Create a real-time profile of student engagement, preferences, and activity (e.g, preference center, progressive profiling, check-in system, interventions) and establish a 'sensor network' to provide key signals that students are getting what they need
- 3. Make insights widely available to people and processes across the University so those on the front lines can take action

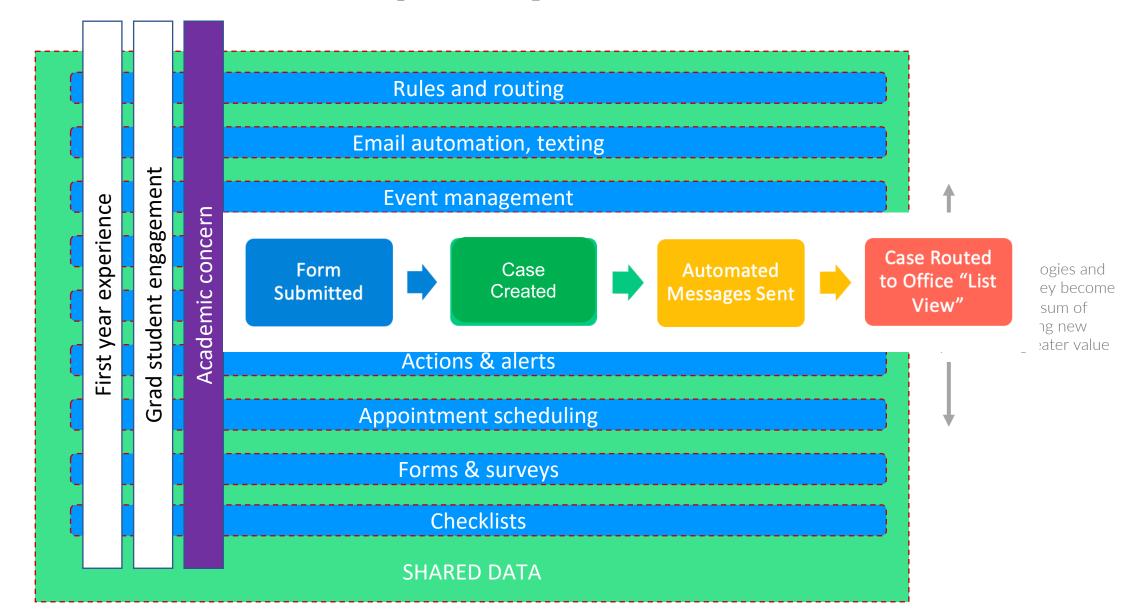
Chapter 5

Thinking in Terms of Capabilities

Capability Stack



Capability Stack



Cornell Student Experience Initiative

Student Activities

Give students the tools to find and participate in university programs. Give program managers the tools they need to run those programs.

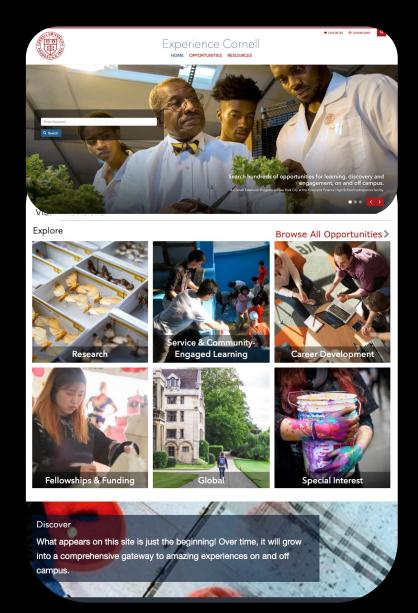


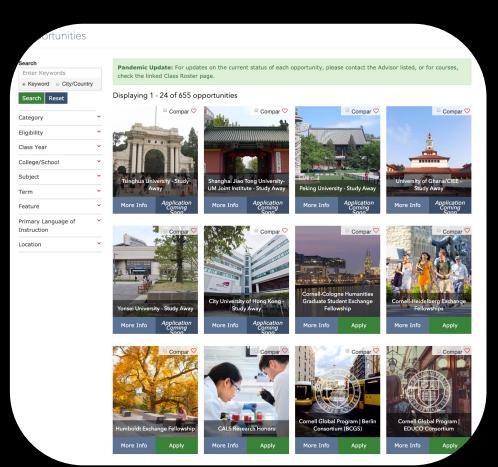
Includes:
opportunity marketplace,
application engine,
administrator dashboards,
student dashboards.



Roadmap:
leverage data for advising,
program planning and
investment, travel registry
needs, housing projections,
donor reporting, and
measuring student outcomes.

Experience.cornell.edu





Application Engine

Collect, manage and review applications to programs and run reports on program participation.



Opportunities

Dashboard

Program

Off-Campus Opportunity Fund (OCOF)

Application Information

Academic Background

Funding and Financial Aid

Off-Campus Program Information

Application Checklist

Engaged Cornell: Community-Engaged Student Travel Grant Program

Global Learning: Student Travel Grants

Office of Academic Diversity Initiatives (OADI)

Off Campus Program and Partner Information

Personal Statement

Budget Estimate

Resume

Letter of Support

Pre-Departure Workshop

Application Checklist

Global Learning: Student Travel Grants

The Office of Global Leaning provides sponsorship to undergraduate and graduate students to support international travel associated with the student's course of study. The goal of the grant is to make international experiences financially accessible to all students across the University.

Eligibility:

- . This funding is eligible for Winter, Spring (starting in 2020) and Summer programs
- This opportunity is available to full-time, registered undergraduates from all of Cornell's colleges OR full-time, registered graduate students pursuing the following degrees: Professional degrees, business, law, medicine, and veterinary medicine
- · Demonstrated financial need;
- Participation on a formal curricular, for-credit, international experience that is managed by the Office of Global Learning during winter break, spring break (starting in 2020), or summer. See below for a current list of eligible programs:
 - Summer 2019 Global Health Summer Program in Dominican Republic, Global Health Summer Program in Tanzania, Global Health Summer Program in Zambia
 - Winter Break 2020 To be announced
 - Spring Break 2020 To be announced

FAVORITES 💍 DASHBOARD

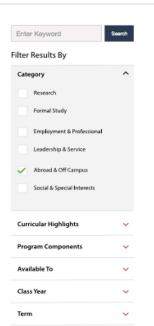
View:



Website Name

OPPORTUNITIES RESOURCES

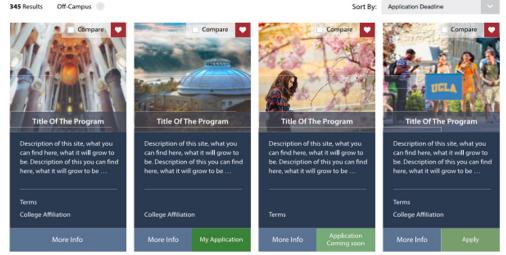
Home > Opportunities >

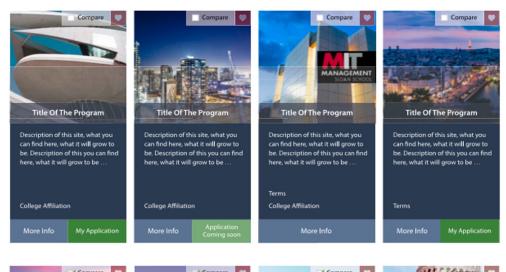


How to Use:

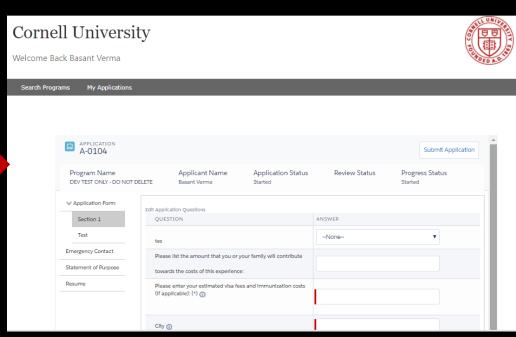
Location

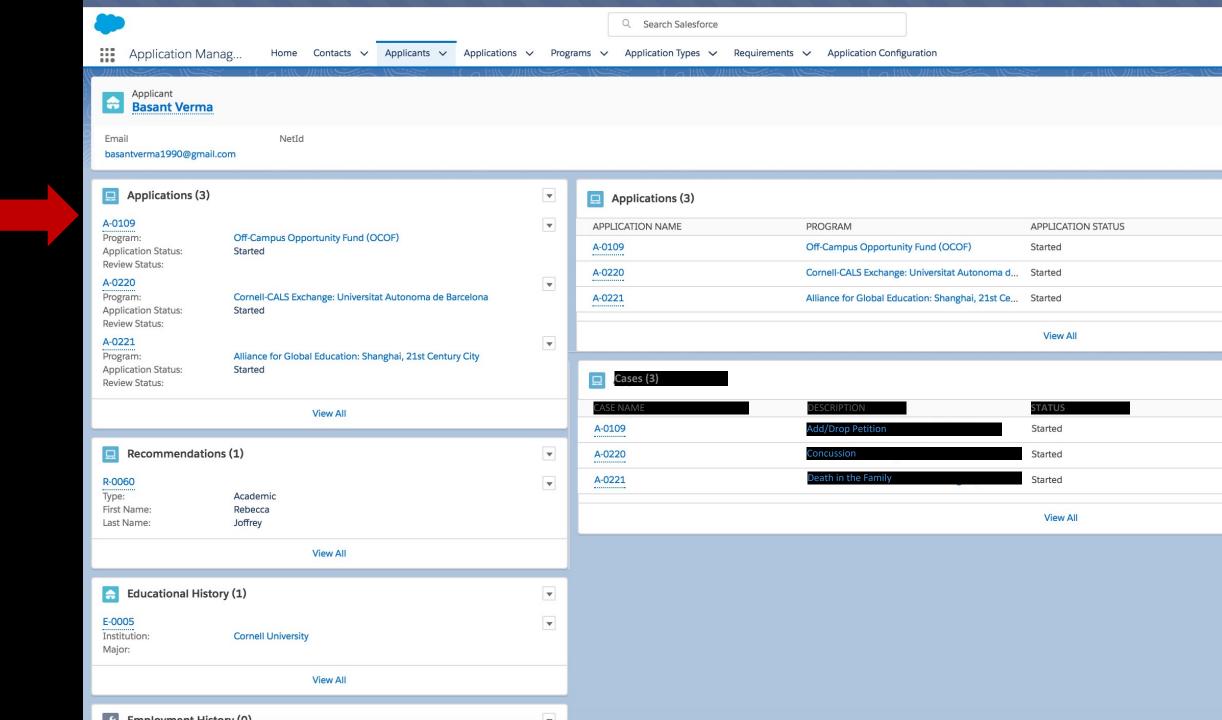
Description of this site, what you can find here, what it will grow to be. Description of this you can find here, what it will grow to be. Description of this site, what can find here, what it will grow to be. Description of this site, what can find here.

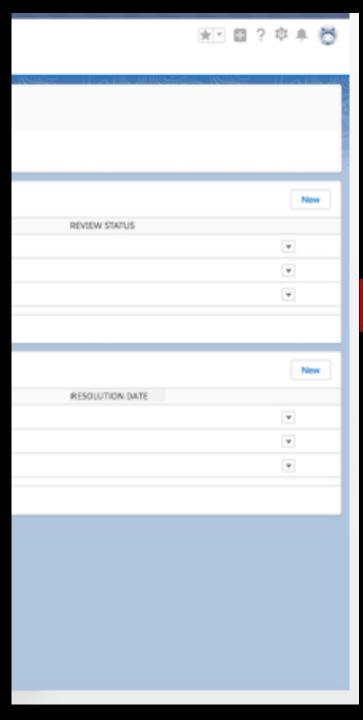




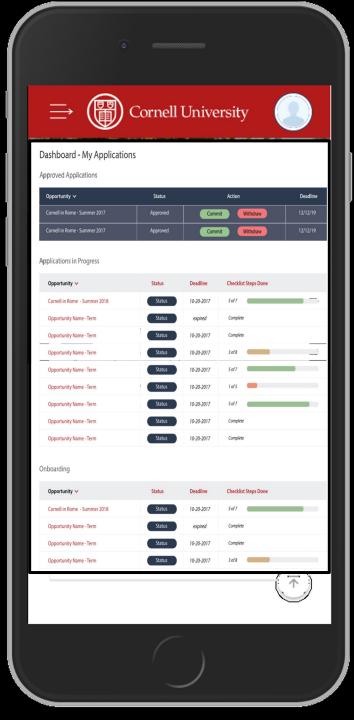
Program Application in Salesforce





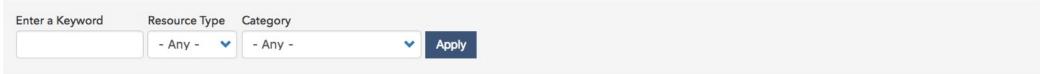


Student Dashboard



Resource Library

Resources



уре	Resource Name	Category	CU Affiliate
nttp ⊲⊳	CALS Student Petitions Students with extraordinary or extenuating circumstances that prevent meeting college standards (enrollment requirements, CALS distribution requirements, etc.) may be eligible to submit a petition to the Committee on Academic Achieveme	Academics	Agriculture and Life Sciences
nttp 	CALS Application to update Degree Standing Request for early graduation, delayed graduation, or dual enrollment in another degree program at Cornell.	Academics	Agriculture and Life Sciences
nttp >	CALS DUST Degree Progress and Course Enrollment Forms and Tools Academic tools&course enrollment forms.	Academics	Agriculture and Life Sciences
nttp >	Career Profiles: AgCareers.com The AgCareers.com Career Profiles were created as a resource to increase learning and understanding around the great variety of opportunities in agriculture and food.	Career	Agriculture and Life Sciences
nttp <>>	Pre-vet Planning Blackboard Site The CALS Career Team and Animal Science faculty have collaborated to develop a new planning site for students who are applying to vet school. This site will help students organize information and begin reflection on experiences.<	Career	Agriculture and Life Sciences



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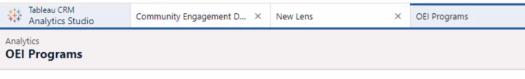
Run App







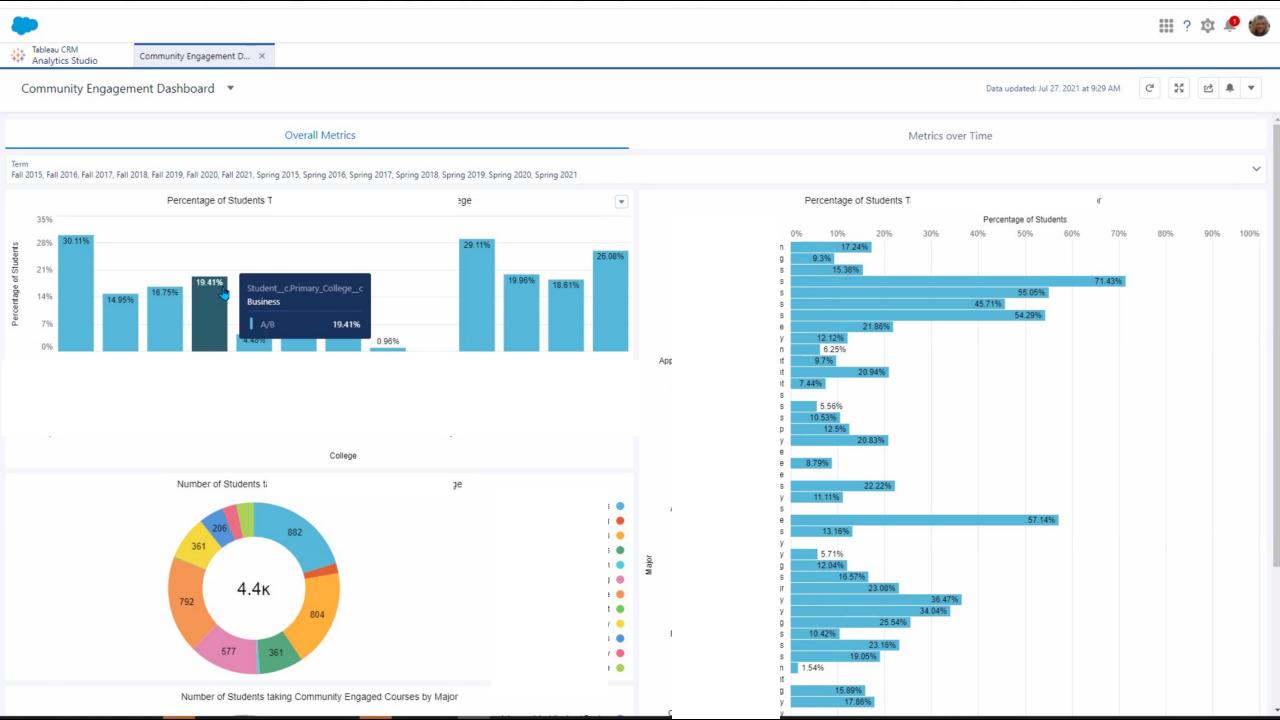






Q Search OEI Programs then press Enter								
ALL ITEMS DASHBOARDS LENSES DATASETS DETAILS								
Dashboards								
Title	Created By	Last Modified By	Last Modified	Data Refreshed				
Community Engagement Dashboard	Andrew Jenkins	Andrew Jenkins	08/26/21, 9:43 AM	07/27/21, 9:29 AM	•			
EC Program Dashboard	Andrew Jenkins	Andrew Jenkins	09/16/21, 9:24 AM	09/21/21, 1:19 PM	•			
Datasets								
Title	Type	Created By	Last Mod	ified By	Last Modified	Data Refreshed		

Title	Туре	Created By	Last Modified By	Last Modified	Data Refreshed
OEI Program Data	Standard	Andrew Jenkins	Integration User	09/16/21, 8:38 AM	09/16/21, 8:38 AM



Student Advising

Give advisors the tools they need to strengthen student engagement, understand student needs more deeply, collaborate efficiently, and build stronger paths through graduation.



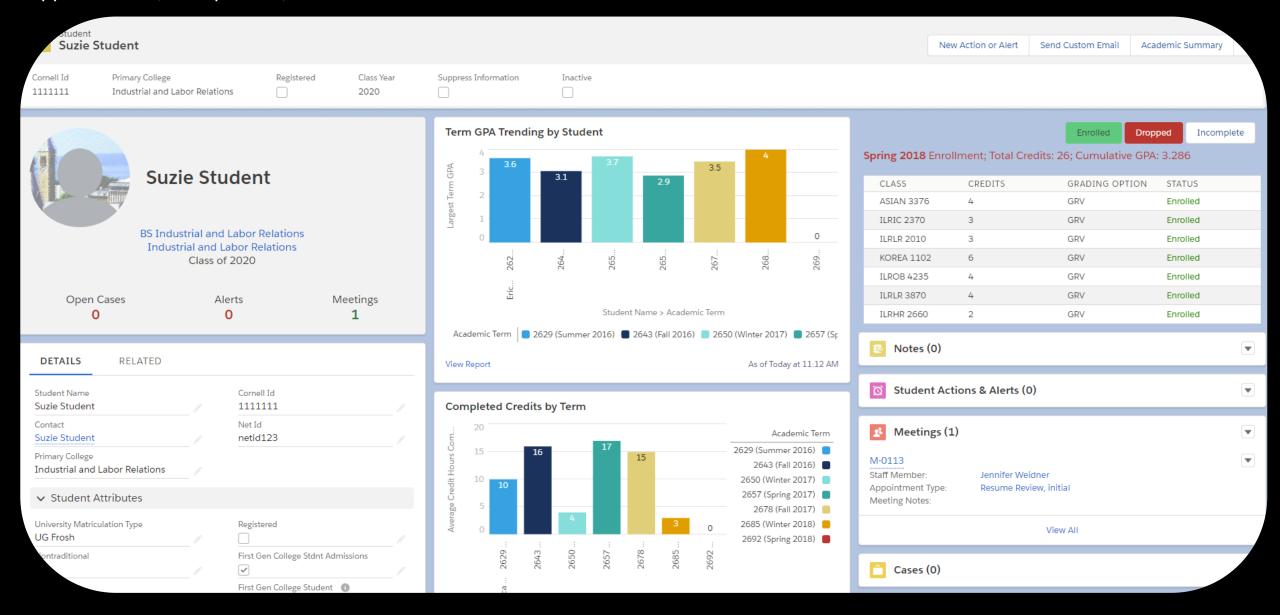
Includes:
appointment management,
case management, advising
record, actions and alerts, prebuilt analytics



Roadmap: success teams, success plans, predictive analytics

Student Record

Manage your day-to-day interactions with students over time from a single screen. You can take notes, track activities and appointments, set up alerts, and collaborate with other Student Services teams.



Appointment Scheduling

Schedule meetings without the back and forth of email. You can set your availability. Students then pick from a list of services and team members and the event is added to your calendar.



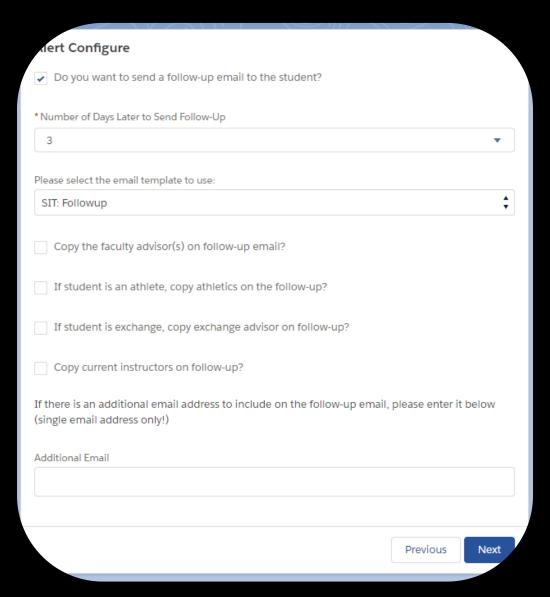
Front Desk Check-In

Track student visitors – appointments, drop-ins, and no-shows – and alert team members when someone arrives.



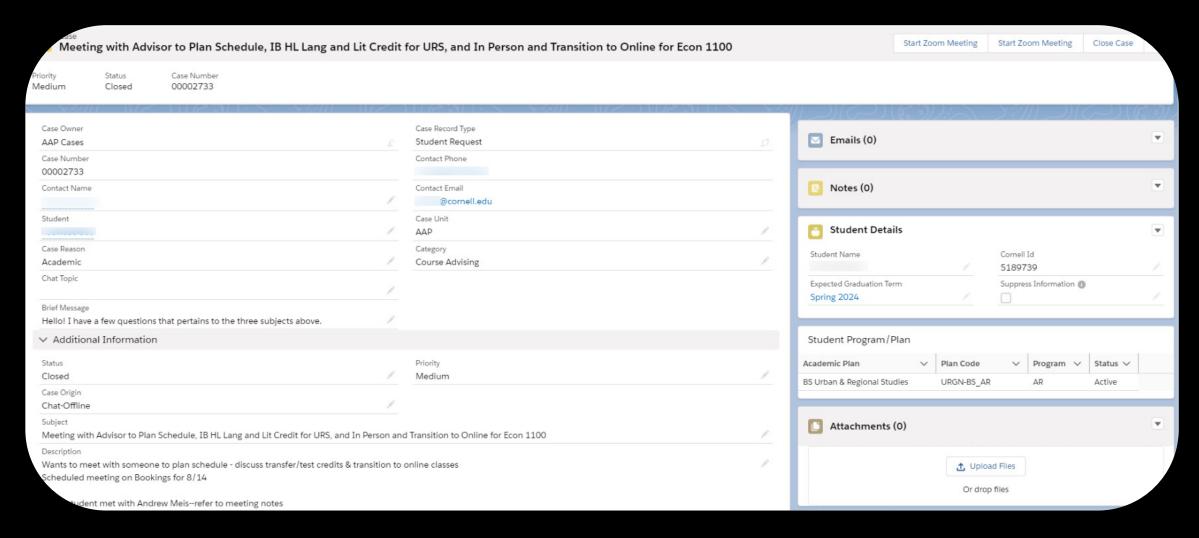
Actions & Alerts

Automate student outreach for issues such as academic probation or milestone reminders. Minimize the need on your part for manual followup, and ensure all the right people are in the loop.



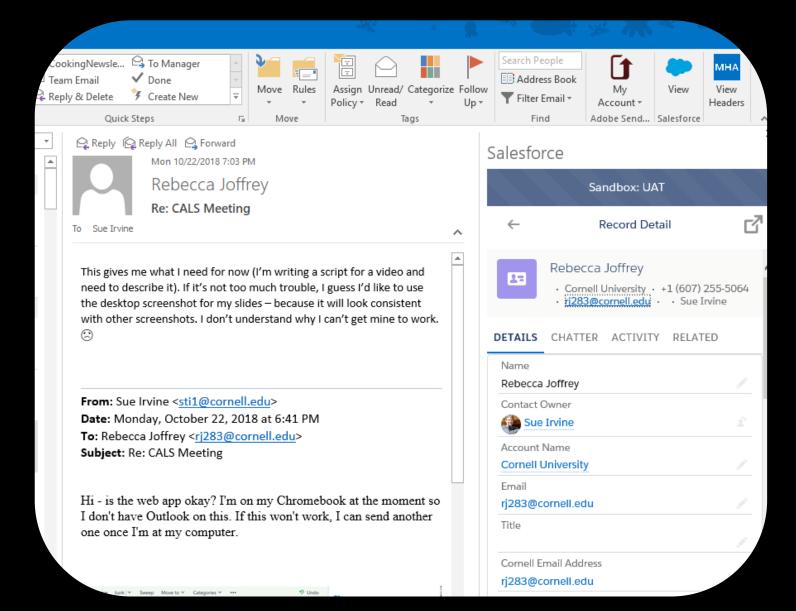
Case Management

Manage a student issue, inquiry or incident until it is resolved – collect record details, collaborat with other members of the case team, correspond with the student, and track the progress of work.



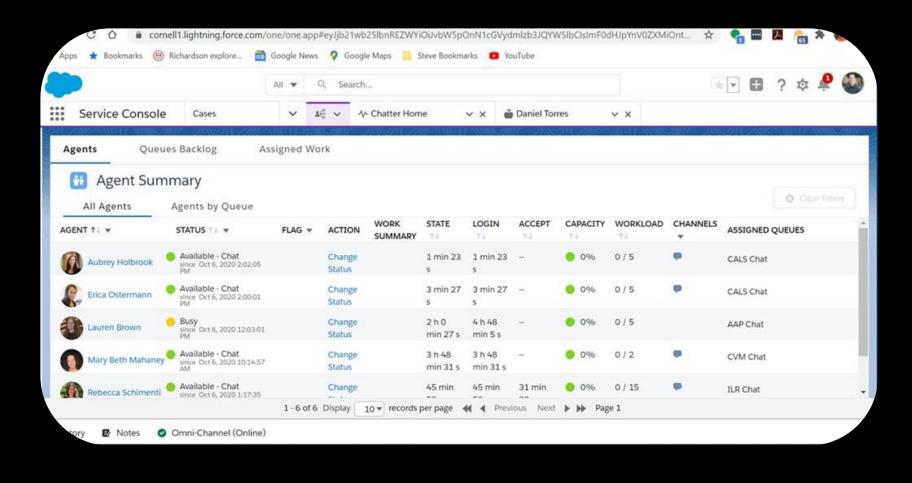
Outlook Synch

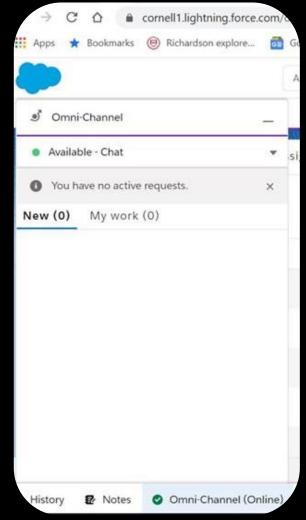
See background details about the student you are emailing right in Outlook and synch communications so you don't have to cut and paste to save interactions in the Student Record.



Live Chat

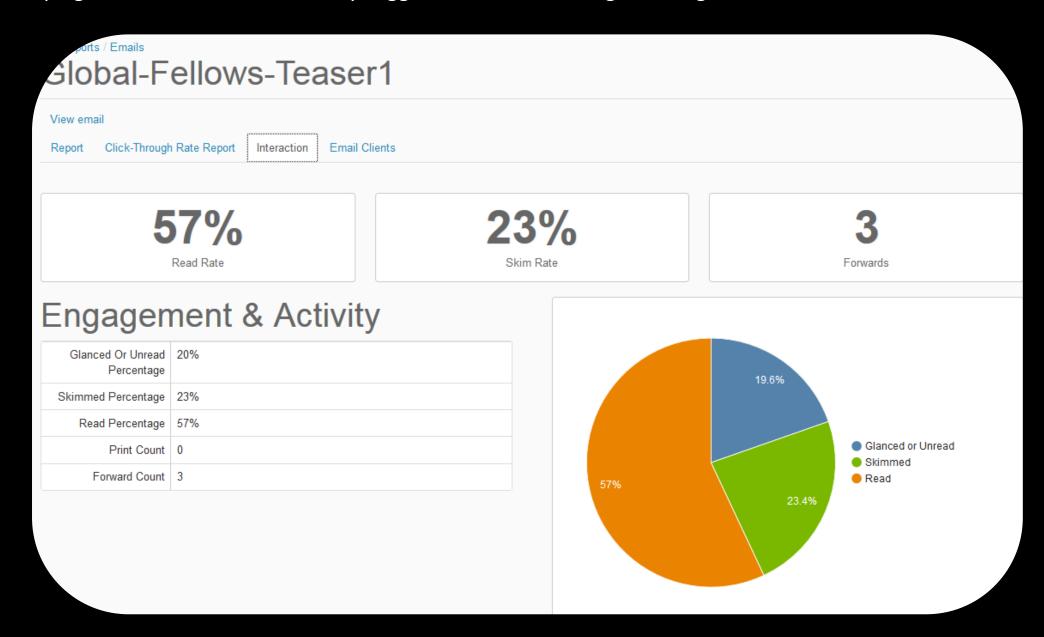
Communicate in real-time with students for office hours, first point of contact, and website interactions and inquiries. You can set up a chatbot customized for your team, manage numerous simultaneous customer interactions from just the one screen, access case history upon incoming interactions, and store the transcripts for future reference.





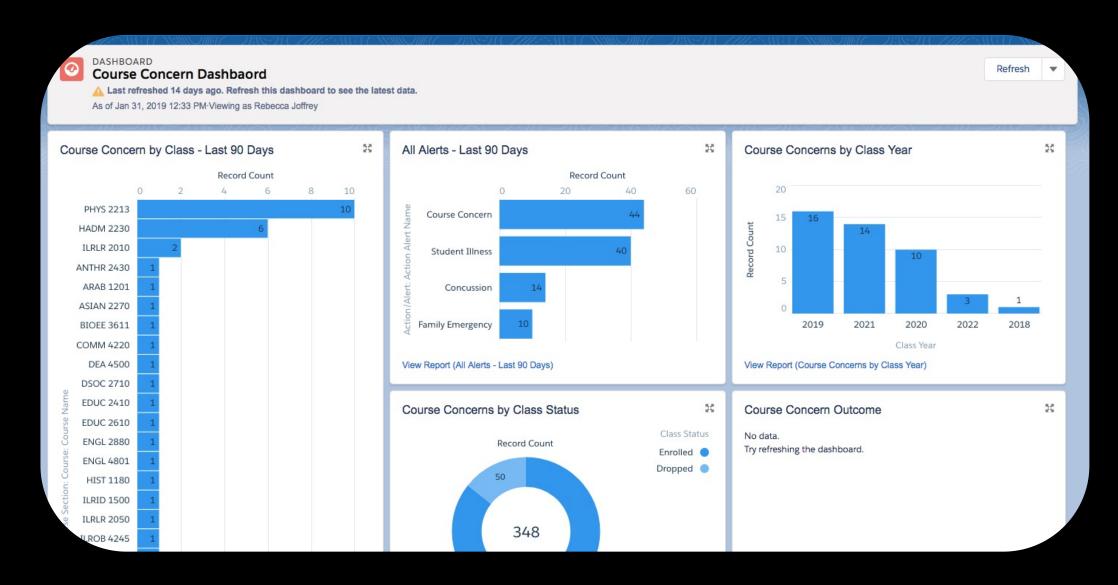
Pardot

Set up email campaigns that can be automatically triggered based on timing or changes in student status



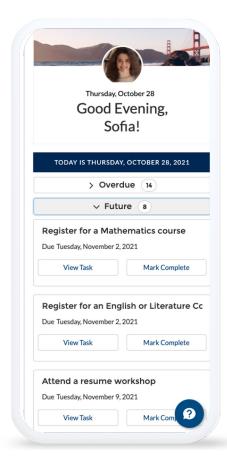
Operational Metrics

Choose from a set of pre-defined Student Services and Student Activities reports and set up a view for yourself or your team. You can also run your own reports.

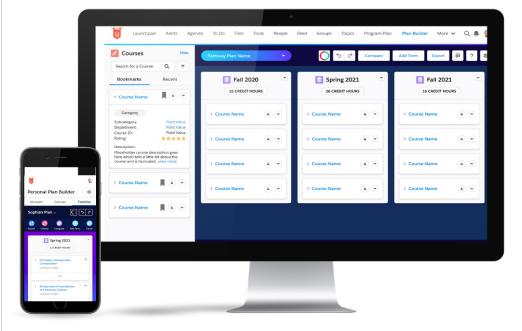


Roadmap

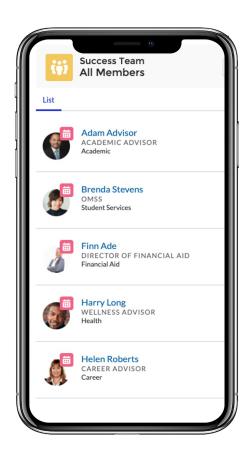
Next Best Actions



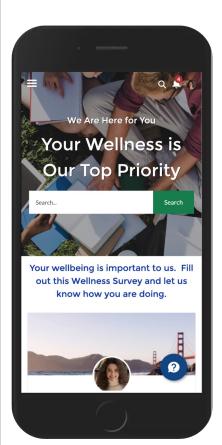
Success Plans



Success Teams



Sentiment Surveys



Education Cloud **Product Roadmap Themes**





Connected Student Experience

a personalized journey from recruitment through graduation



Admissions Connect Student Success Hub



Institutional Success

connected solutions for insight and action across institutional ops



Accounting Subledger

Tableau: Higher Ed Edition



Conversation First

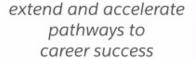
communicate with stakeholders where, when & how they want



Pre-Built, Integrated Einstein Bots

> Slack for Digital Campus







EDA: Learner-Centric, Standards-Aligned

Portable Learner Records & Credentials

Professional Learning Suite



Salesforce Easy

simplify and accelerate integrations and implementation



Data Mover

In-App Guidance, Starter Content

Content Libraries for SSH



Student Community

Give students the tools they need to feel connected to the institution.



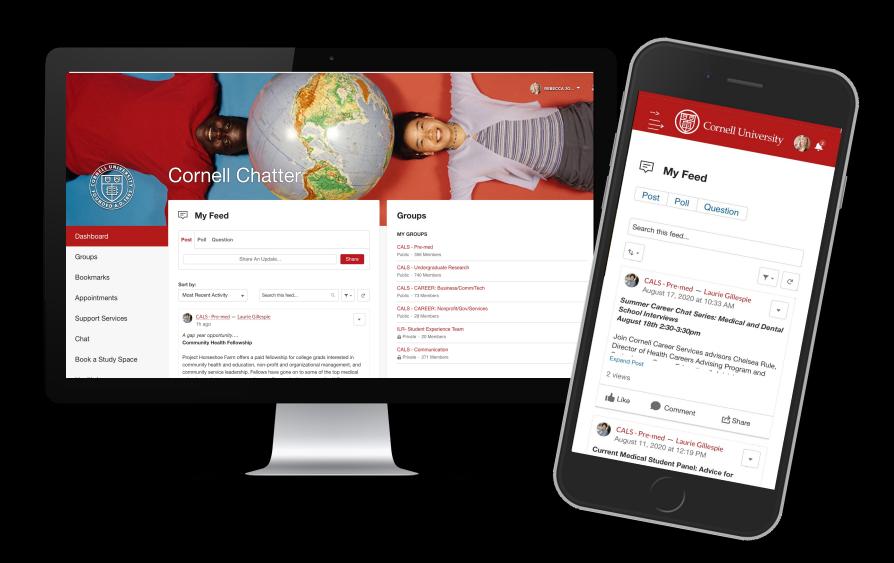
Includes:
mobile app, appointment
scheduling, quick-links, college
feeds, forms



Roadmap:
links to new services as they
are digitalized, student
analytics

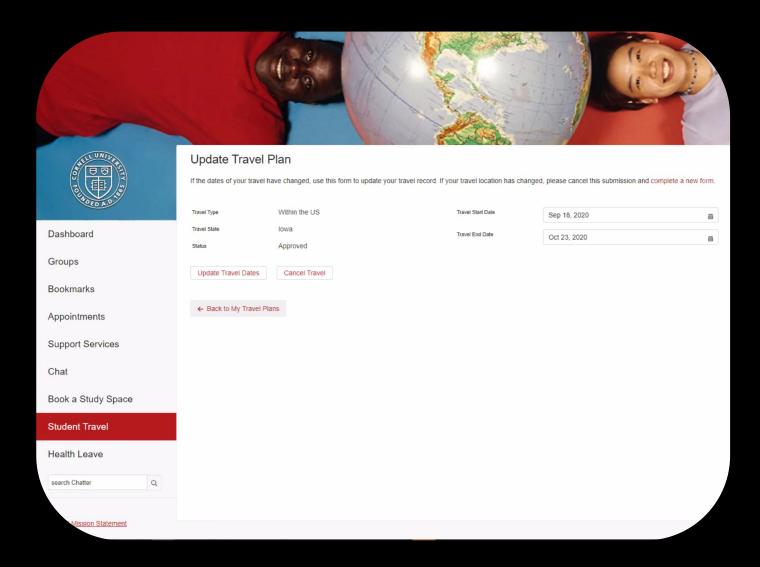
Student Community

Empower students with a self-service app so they can ask questions, find resources, and make appointments. Use the app to support initiatives like new student onboarding, transfer student support, publicizing new courses, and connecting students to interest groups.



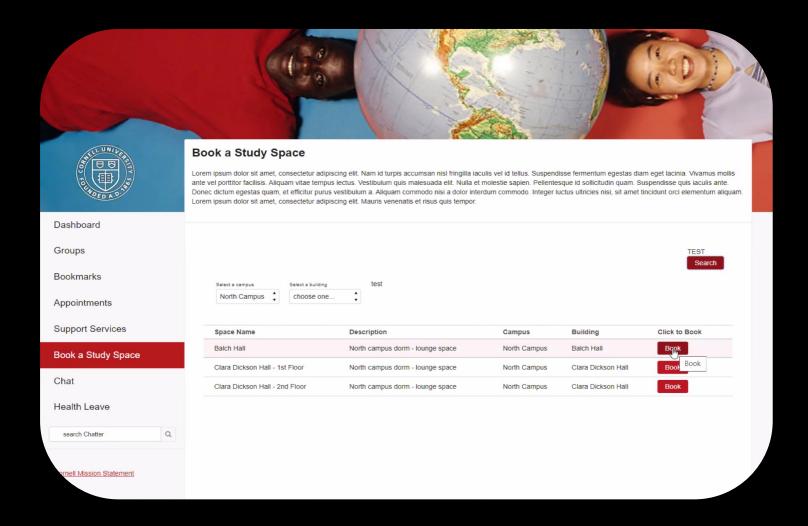
Covid Workflows

Use the "building blocks" of CRM to assemble new journeys – this is key to Cornell's digital transformation efforts.



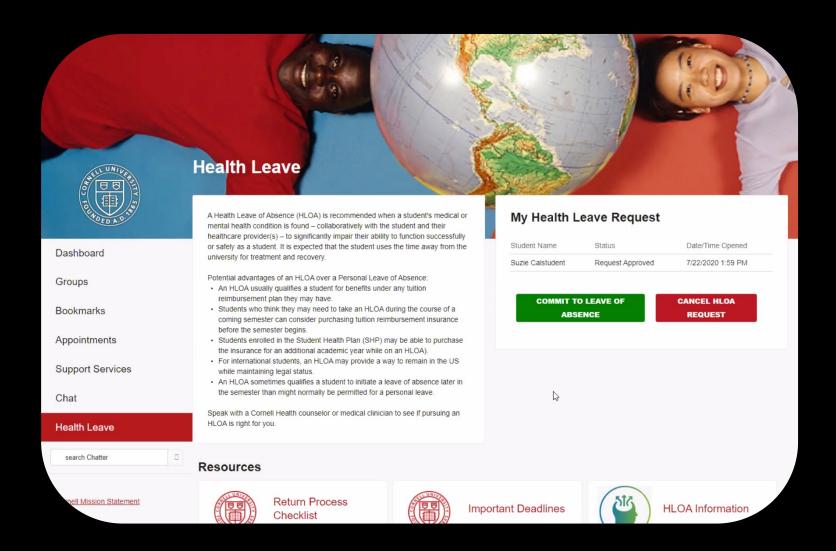
Covid Workflows

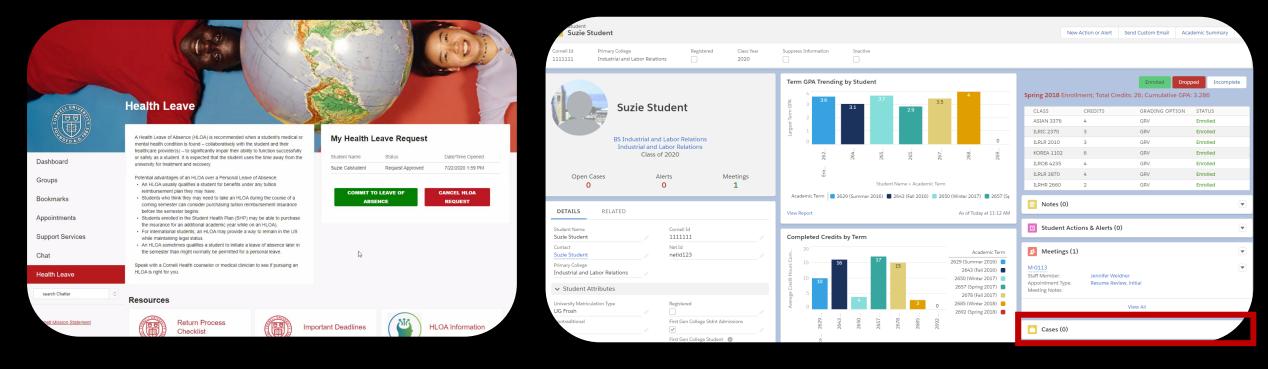
Use the "building blocks" of CRM to assemble new journeys – this is key to Cornell's digital transformation efforts.



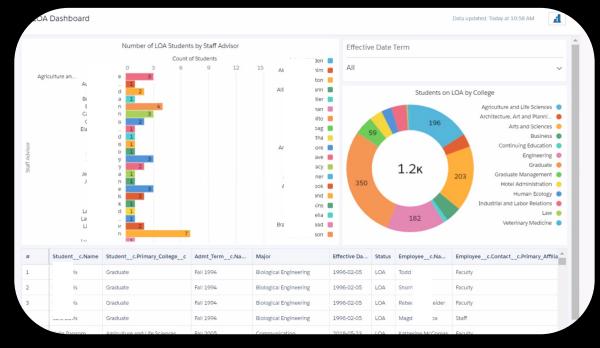
Covid Workflows

Use the "building blocks" of CRM to assemble new journeys – this is key to Cornell's digital transformation efforts.





Students take action in the "app"



Advisors work with students in the "console"

Leaders monitor activity and take action in the "dashboard"

Analytics

Give senior leaders access to important trends and information.



Includes: operational metrics for users



Roadmap:
predictive analytics, business
intelligence to support things
like personalization of
communications, internal
planning, and external
reporting

Re-define "Student Success"

DATA WE HAVE:

- 1) ACADEMIC
- 2) CAREER
- 3) DEMOGRAPHIC

WELL BEING:

- 1) FINANCIAL SECURITY
- 2) SOCIAL AND COMMUNITY SUPPORT
- 3) PURPOSE AND ENGAGEMENT



Pre-College

What pre-college factors affect student success?



Pre-College Dashboard

Post-College

What are students pursuing after college?



Post-Graduate Dashboard

Transfer Students

How do transfer students perform?



Transfer Student Dashboard

Non-Graduates

What is the makeup of students who are not graduating?



Non-Graduate Dashboard

Coursework

Are PreMed and PreVet students on track with required classes?



Coursework Dashboard













Browse

Student S... X

CALS Stud... X

Pre-Colleg... X

Coursewo... X

Post-Colle... X

Post-Colle... X

ALL APPS

DASHBOARDS

LENSES DATASETS Search Dashboards...

19 results

Create



Dashboards



AP Math & MATH 1920

Sue Irvine Jan 3, 2017 at 3:39 PM



Student Services Cases

Sue Irvine Jan 6, 2017 at 8:04 AM



Employer Snapshot

Sue Irvine Sep 16, 2016 at 9:24 AM



Post-College Dashboard: Geographical

Sue Irvine Jun 21, 2016 at 3:51 PM



Post-College Dashboard: Industry

Sue Irvine Jun 21, 2016 at 3:51 PM



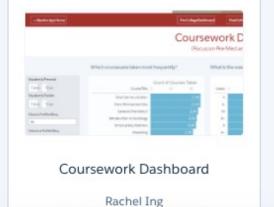
Post-College Dashboard: Home

Sue Irvine Jun 21, 2016 at 3:51 PM



Pre-College Dashboard

Sue Irvine Jun 21, 2016 at 3:51 PM

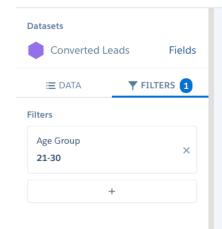


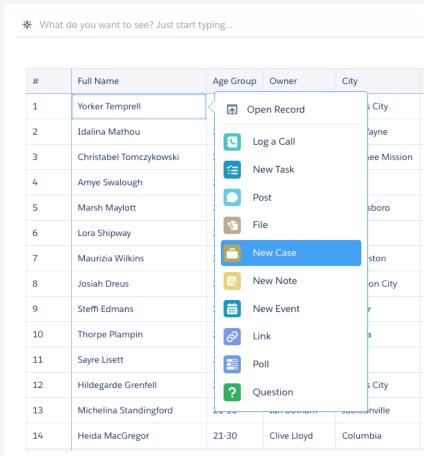
Sep 23, 2016 at 12:46 PM

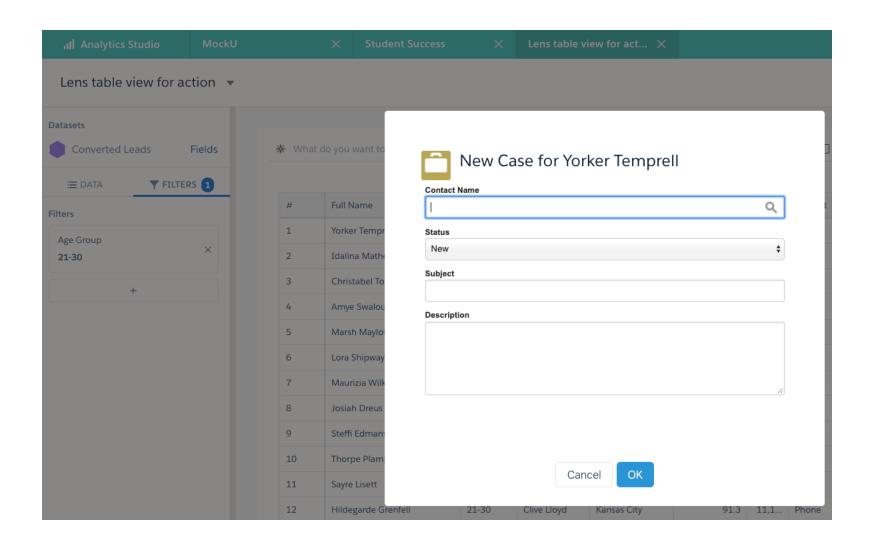


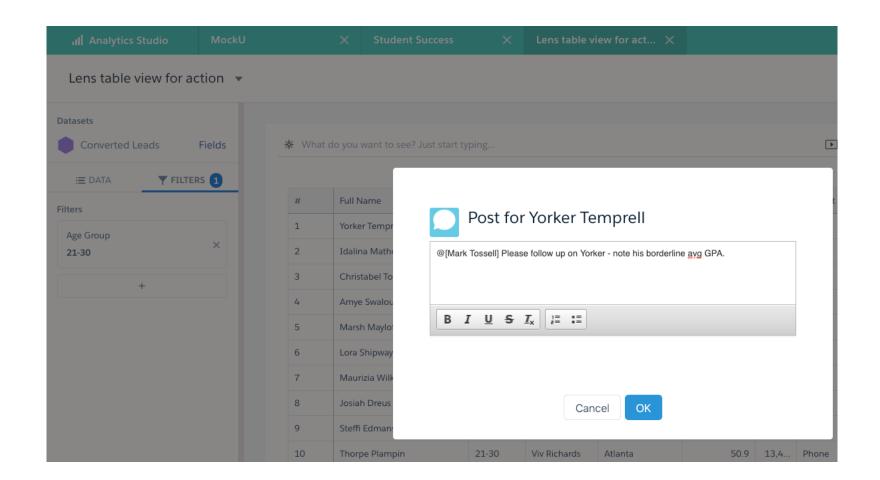


Lens table view for action ▼









Select the appropriate pre-determined risk factors on the left, and your "at risk" student list will update accordingly.

Student Count

75

Persistence

At Risk

Select Risk Factor/s

Admissions Program

Low Current Credits

High Service Cases

Major

Segment

Excessive Time Taken (%)

Criminology/Criminal Justice

Low GPA

Dependence

Action List

ΑI

ID	Major	GPA	Pace	Program Length	Course Age	Current Credits	Service Cases
0855416	Criminology/Criminal Justice	0	0	6	2	0	♣ Set Notification
0855417	Criminology/Criminal Justice	0	0	6	2		Annotate
0814667	Criminology/Criminal Justice	0	0	6	1		★ Explore
0759892	Criminology/Criminal Justice	0	0	0	4	0	0
0798305	Criminology/Criminal Justice	0	0		2		6
0828525	Criminology/Criminal Justice	0	0	Global Actions are added to the picklist here:		3	0
0782601	Criminology/Criminal Justice	0	0		3	0	12
					ere:		
0726650	Criminology/Criminal Justice	0	0		4	0	4
0767392	Criminology/Criminal Justice	2	0	6	3	10	9
0792644	Criminology/Criminal Justice	3	0	6	3	12	5
0782071	Criminology/Criminal Justice	2	0	6	3	0	3
0826931	Criminology/Criminal Justice	2	0	6	2	0	5
0772421	Criminology/Criminal Justice	1	0	6	3	0	9
0825683	Criminology/Criminal Justice	3	0	6	2	0	4
0736668	Criminology/Criminal Justice	3	0	0	4	13	9
0794120	Criminology/Criminal Justice	0	0	6	0	0	27
0708510	Criminology/Criminal Justice	3	0	0	5	0	5
0684719	Criminology/Criminal Justice	3	0	0	6	9	5
0780466	Criminology/Criminal Justice	3	0	0	4	15	4
0652078	Criminology/Criminal Justice	3	0	6	1	12	0
0788263	Criminology/Criminal Justice	3	0	6	3	15	17
0756579	Criminology/Criminal Justice	3	0	6	3	9	18

