

Beyond Adoption:

Strategies to Scale EdTech Impact
and Drive Campus-wide Engagement

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Hello!

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Rachel Kruzel
Strategic Customer Success Manager -
Higher Education
Everway

Email: r.kruzel@everway.com

Phone: 651-245-3128

Agenda

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1. Introduction & Agenda
 2. Adoption, Impact, Usage & Engagement
 3. The 'Messy Middle'
 4. Stakeholder Mapping
 5. Change Management Checklist
 6. Discussion & Questions

Where are you on
your implementation
journey?

Adoption $\neq$ Impact

Adoption = tool is acquired or turned on

Adoption is:

Signed contract, integration completed, permissions configured, first steps around promotion and training

Impact = improving learning, access, student success in measurable ways

Impact is:

Demonstrable benefits, barriers reduced, changing instructional, institutional or accessibility practices, measurable gains, positive feedback, problems being solved

Usage ≠ Engagement

Usage = logging in or clicking a feature

Usage is:

Student used the tool once and didn't again, uneven use amongst department, basic actions without understanding the full benefits, usage only when incentivized

Engagement = meaningful and consistent use which creates value

Engagement is:

Regular use due to the benefits of the tool, integration into pedagogy and courses, embedding in study routines, use for decision making, demand expands organically

At the Core

Usage is technical or administrative step(s).

You can have adoption without impact.

This is the most common implementation failure point in higher education.

Usage is often accidental, minimal or non-sustained.

Engagement is purposeful, repeated and outcome-driven.

Why Framing Matters

The work ahead

Adoption is 40% of the work the adoption and integration, the remaining 60% of the adoption is what's ahead

Premature Success Celebrations

Celebrating success too early: tool purchase, single user(s), early interest usage not sustained long-term

Meaningful change is not guaranteed

False starts, use by small subset of the populations, reach doesn't impact intended and users needing the tool, struggle to demonstrate ROI, loss of support during budget reviews

Activity ≠ Outcomes

Only data and impact can be called outcomes

Change Agent



Go beyond:

How do we get people to try this?



Toward:

*How do make this something people rely
on every day?*

The Messy Middle of EdTech

Defining the Messy Middle

Difficult, uncomfortable, uncertain, challenging part of any process, project or journey when you've moved past the initial idea and excitement but you haven't reached the end yet

Dubbed 'Day 2'

- Day 1 = initial excitement
- Day 3 = the final outcome

The Beauty of The Messy Middle

Growth through challenges

When we're forced to persevere we develop and learn

Non-negotiable part of the process

It can't be skipped over, the messy middle is part of any story or journey to growth (think of any story book or movie)

Transformation Point

Grow, learn, build grit and resilience by leaning into what is the uncomfortable unknown

"The middle is messy but it's also where the magic happens."

Why is the middle messy?

Adoption versus implementation versus long-term integration

Barriers to integration and scaling use:

- Limited bandwidth
- Limited prioritization
- Siloed decision-making and support
- Lack of awareness
- Lack of expertise for implementation
- Lack of buy-in or executive support

What is your
biggest
implementation
challenge?

Build Awareness: Create Campus-wide Visibility

Different messaging for different
personas

Students, faculty, staff, leadership, IT

Multi-channel communication plan

Emails, LMS banners, workshops, student ambassadors

Leverage Early Adopters and Champions

Diffusion of Innovation Theory

Connect your efforts to Institutional
Priorities

Increases visibility, buy-in, and rationale

What are some
effective
awareness
campaigns you've
experienced on
campus?

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Stakeholder Mapping

Partnerships & Shared Responsibility

Cross-functional support is key

Resources, influence, power, expertise; shared ownership

Influencers enable and drive institutional change

Scope and reach of influencers on subsets of the population; champions

Understanding why and how behavior changes

Culture, incentives, buy-in, persuasion

Reduce friction, integrate into embedded systems and workflows

Maximize possibility of use and awareness

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Stakeholder Mapping Exercise

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Stakeholder Mapping Reflection

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Change Management Planning

Long-Term Planning

Ongoing efforts

Not episodic; iterative, ongoing and continued campaigns to build awareness and drive use

Multi-channel approach

Based on persona and varied ways people engage with information

Cyclical practice

Academic year, semester, key points during semester, turnover in students, faculty and staff

User-centered reinforcement

Messaging, professional development, ongoing awareness refreshers

Data as an Asset

Usage versus engagement metrics

Clicks and logins versus qualitative and quantitative metrics of engagement

Leading versus lagging indicators

Areas where it's excelling versus areas of growth and opportunity; using data to identify gaps, departments needing support, and "white space" opportunities

Benchmark your data

Design iterative improvements

Connect data to Institutional Priorities

Shows impact to the mission and vision, increase resource and stakeholder support

Storytelling with data

Showcase your wins to stakeholders and leadership; sustained support

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Change Management Checklist

Checklist Focus Areas

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1. Pre-Launch: clarity, alignment, readiness
 2. Awareness & Communication Strategy: what is it, why it matters, and how to use it
 3. Training & Capacity Building: empowerment, confidence, support
 4. Launch Execution: roll out with clear guidance and visibility
 5. Engagement Monitoring: what's working & what is not
 6. Sustainment & Long-Term Integration: move from new to routine

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Discussion & Questions

Let's Connect!



Rachel Kruzel, ATP
Strategic Customer Success Manager –
Higher Education
Everway

Email: r.kruzel@everway.com

Phone: 651-245-3128

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