

CONNECTED18

The ROI of Student Success

Why Your Retention Efforts Can (and Should) Pay for Themselves





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Our Moral Imperative

Return on Education (ROE)

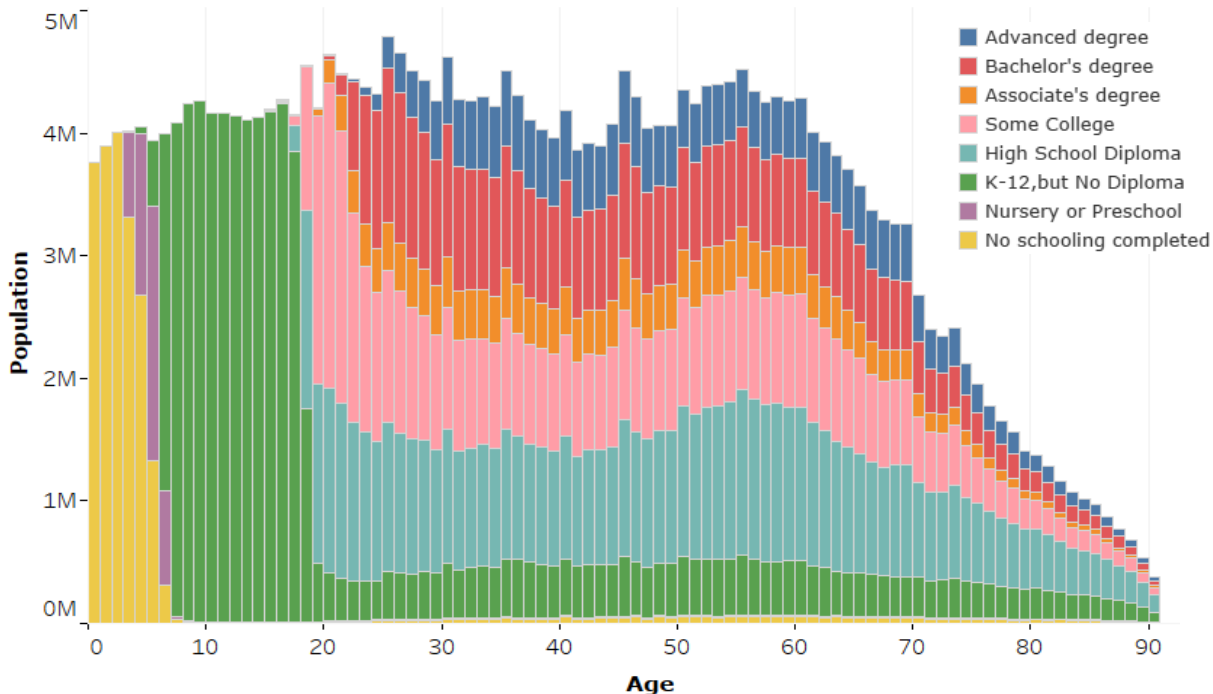
Noun: //

Graduating more students, in less time
and at lower cost, with better
postgraduate outcomes

Are Americans Getting a Return on Education?



American Educational Attainment by Age, 2016



Source: Overflow Solutions analysis of US Census data
<http://overflow.solutions/interactive-visualizations/how-do-americans-differ-by-age-16/>



Far Too Many “Former Customers”

20% of Americans Tried College, but Did Not Get a Return on Education

American Educational Attainment by Age, 2016



Two Sides of the Same Coin

You Cannot Deliver ROE Without ROI

From the perspective
of the student

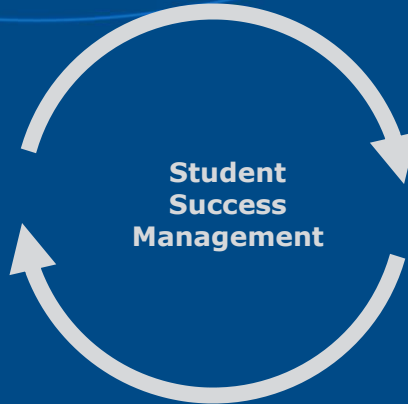
ROE

**Return on
Education**

From the perspective
of the institution

ROI

**Return on
Investment**



Could We Create a Self-Sustaining Student Success Enterprise?



Anticipating Economic Headwinds

SECTION

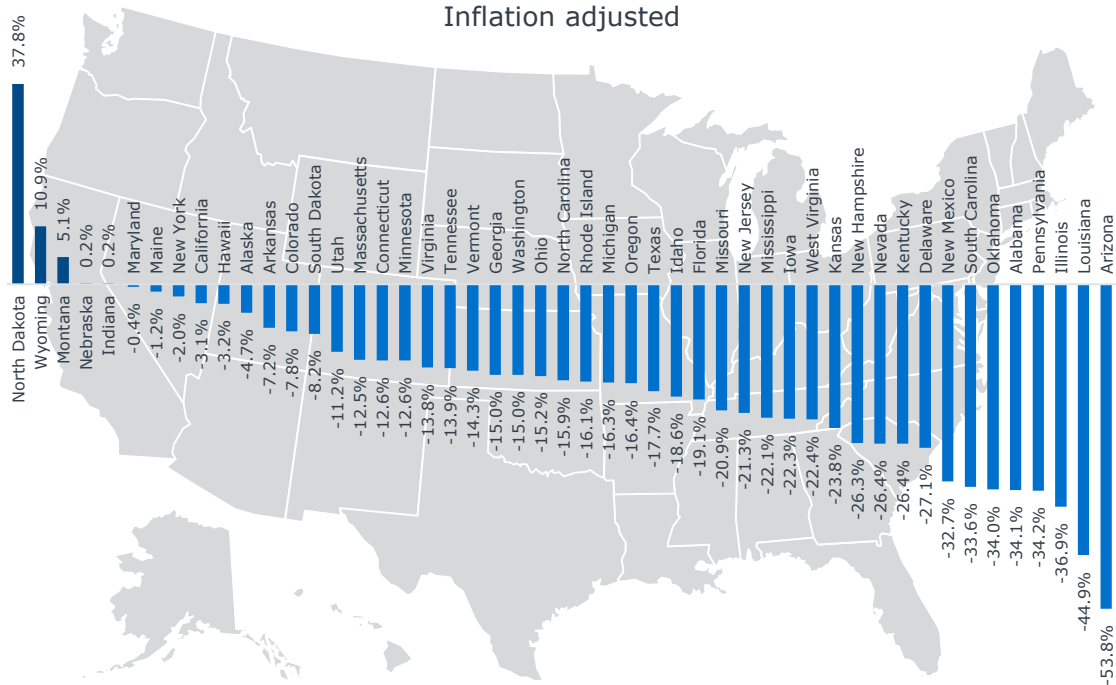
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A Tough Funding Environment



State Funding Remains Below Pre-Recession Levels in Most States

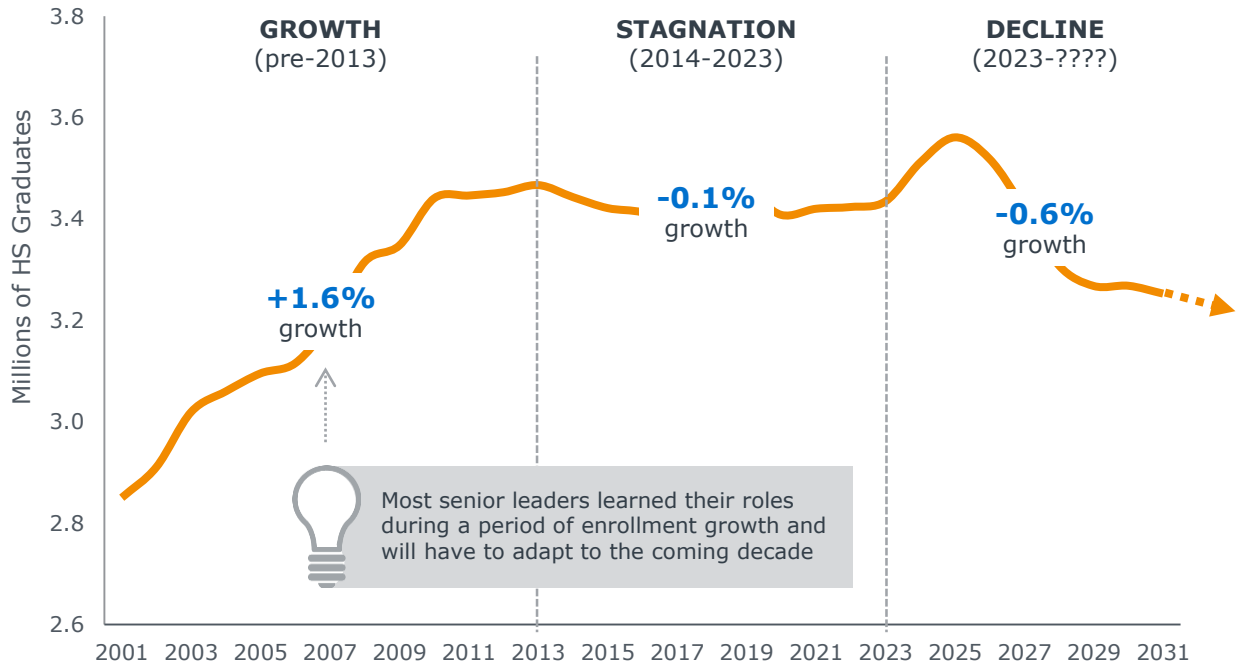
Change in State Spending per Student, 2008-2017 Inflation adjusted

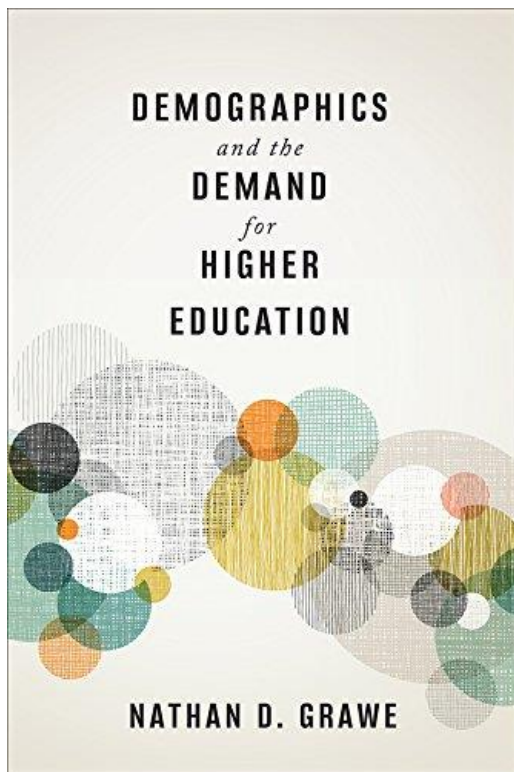


Slowing Growth of High School Graduates

Gen Z High School Graduates Won't Be Enough to Fulfill Growth Goals

Growth in High School Graduates 2001-2031

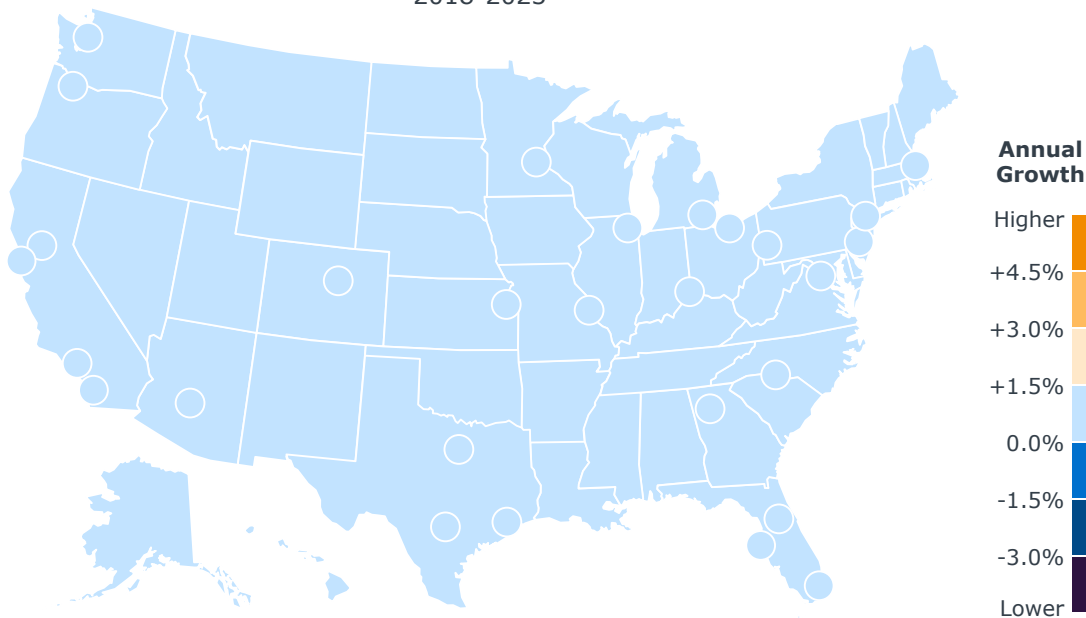




Some Regions More at Risk Than Others



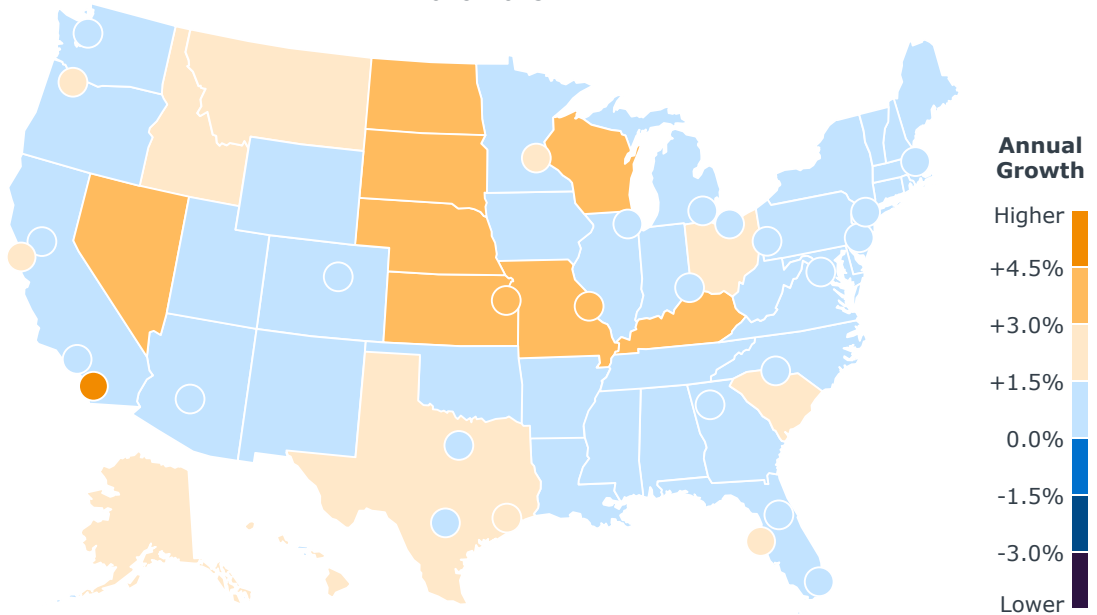
Annual Change in Americans Predicted to Attend 4-Year Colleges
2018-2023



Some Regions More at Risk Than Others

Growth Through 2023 Will Be Largely Found in Less Populated Areas

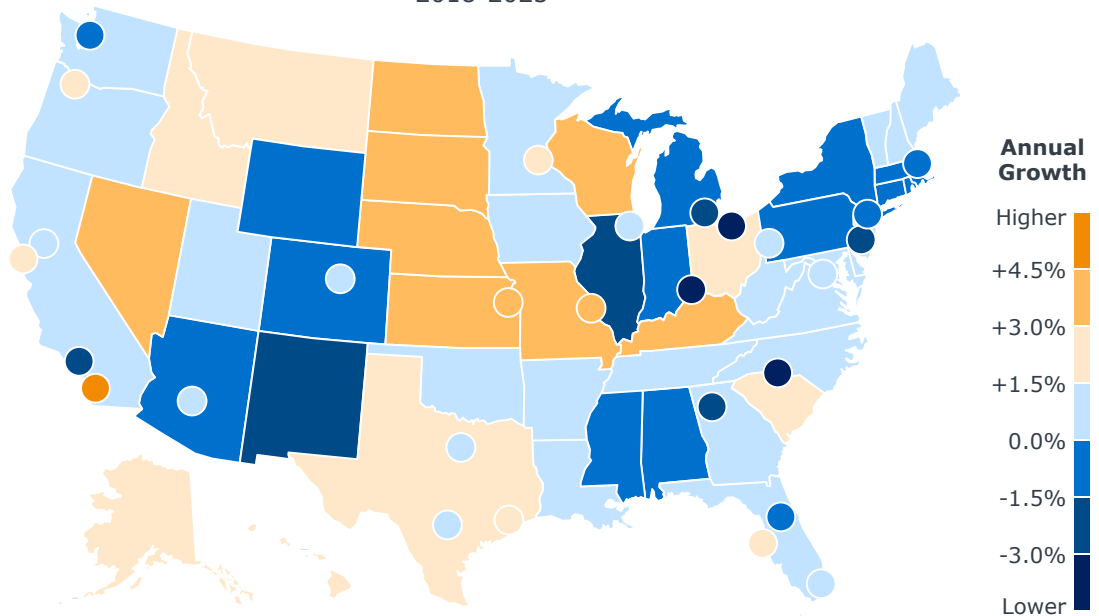
Annual Change in Americans Predicted to Attend 4-Year Colleges
2018-2023



Some Regions More at Risk Than Others

Decline Felt Most Strongly in Urban Centers, Midwest, and Eastern US

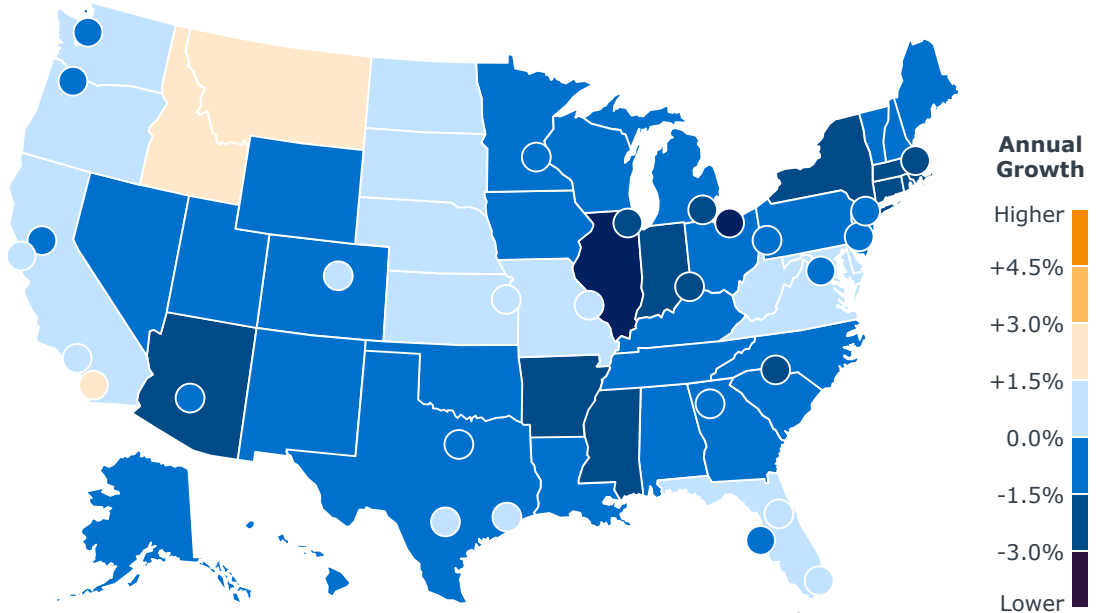
Annual Change in Americans Predicted to Attend 4-Year Colleges
2018-2023



Looking Further Out

Majority of Nation Goes Into Enrollment Decline at the End of the 2020s

Annual Change in Americans Predicted to Attend 4-Year Colleges
2018-2029



Source: Grawe, *Demographics and the Demand for Higher Education*, 2018; EAB analysis.

Will We Be Overbuilt?

Some Regions Will See Thousands Fewer Students over the Next Decade



New England

4,000 fewer students each year



Mid-Atlantic

7,000 fewer students each year



Midwest

16,000 fewer students each year

This is the equivalent of

27 mid-sized colleges
1,000 incoming students each





“The easiest and cheapest students to recruit might already be on your campus”

Nathan Grawe

Professor of Economics, Carleton College

Author of *Demographics and the Demand for Higher Education*



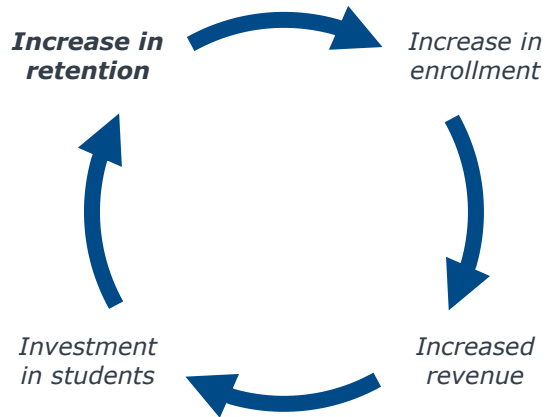
The ROI of Student Success

SECTION

2

Student Success Never More Central to Mission

Not Just for Students, But Also for the Financial Health of Your School



Why We Must Invest Now



Essential for the financial health of your institution



Opportunity to make a generational change

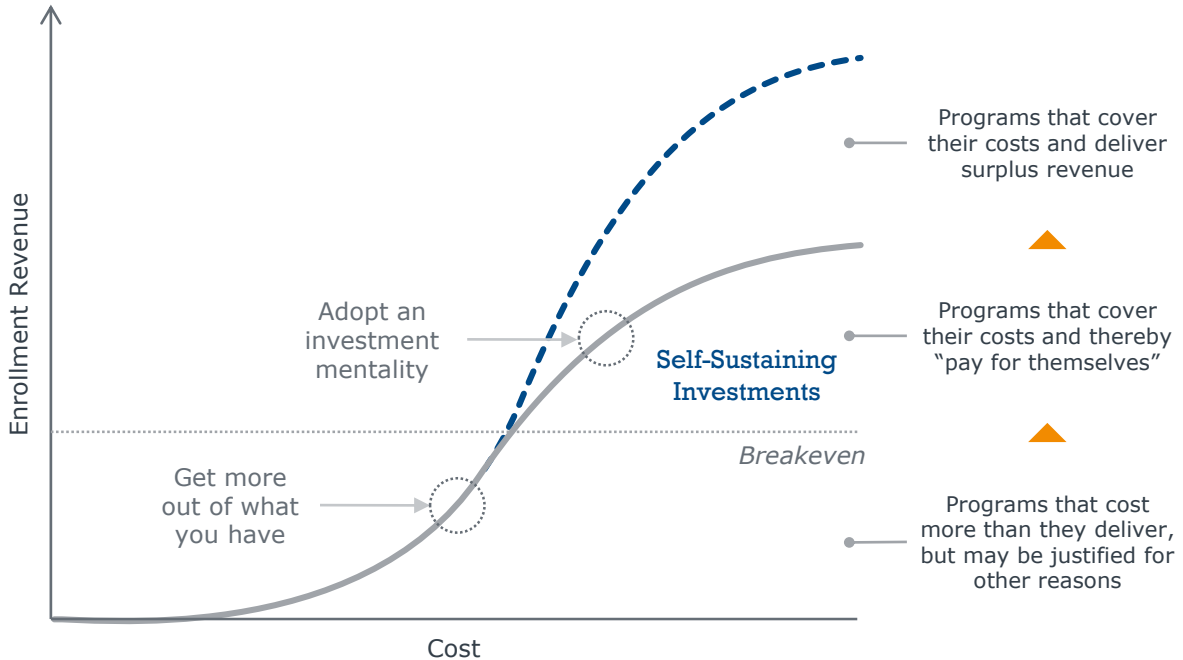


Deliver the outcomes students expect

Empowering Your Investments

Make Your Case in a Budget-Driven Environment by Using an ROI Frame

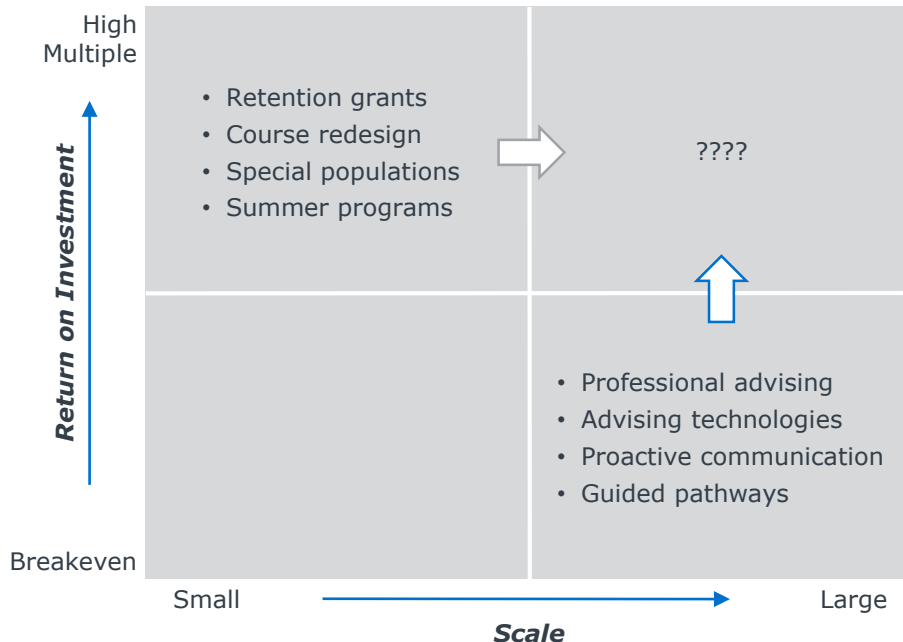
Student Success ROI Curve



So, Where Should I Invest?

Not All ROI Created Equal, You Must Consider the Scale of Impact

A Preliminary Survey of the ROI of Student Success Practices (Your Mileage May Vary)



ROADMAP

ROI of Student Success

Get the Most Out of What You Have

I.

Expand Your
User Base

II.

Organize Staff
Strategically

Adopt an Investment Mentality

III.

Demonstrate
Your Success

IV.

Make
the Case

SSMS Maturity Curve

Moving Up Levels Increases the Impact of Each User

	INTELLIGENCE	STRATEGIC CARE	SMART GUIDANCE	Adoption Stage
Level 7	Continuous review of impact to make improvements	Case data evaluation to improve overall system effectiveness	Students are automatically corrected when they make a mistake	Advanced
Level 6	Using data to track progress and/or accountability	Holistic collaboration between support offices managing at-risk cases	Guidance provided in real-time, including targeted interventions	
Level 5	Using data to inform and drive broad, coordinated interventions	Cases and alerts referred to support offices	Guidance is customized to individual student needs	Intermediate
Level 4	Widespread use of data by individuals to drive day-to-day activity	Strategic campaigns target specific subpopulations	Self-serve guidance is personalized and proactive	
Level 3	Sporadic use of data by individuals to drive day-to-day activity	Proactive, but generic appointment campaigns	Resources are centralized, uniform, and student friendly	Basic
Level 2	Leadership uses basic trends to inform decisions or strategy	Advisors using basic CRM functionality (notes, communications, scheduling)	Resources are centralized but inconsistent	
Level 1	IR or Faculty run institution-specific trends	Advisors reference student record or profile during interactions	Scattered, inconsistent, and passive guidance	Pre
Level 0	Awareness of basic historical trends	No adoption	Self-service resources only accessible offline	

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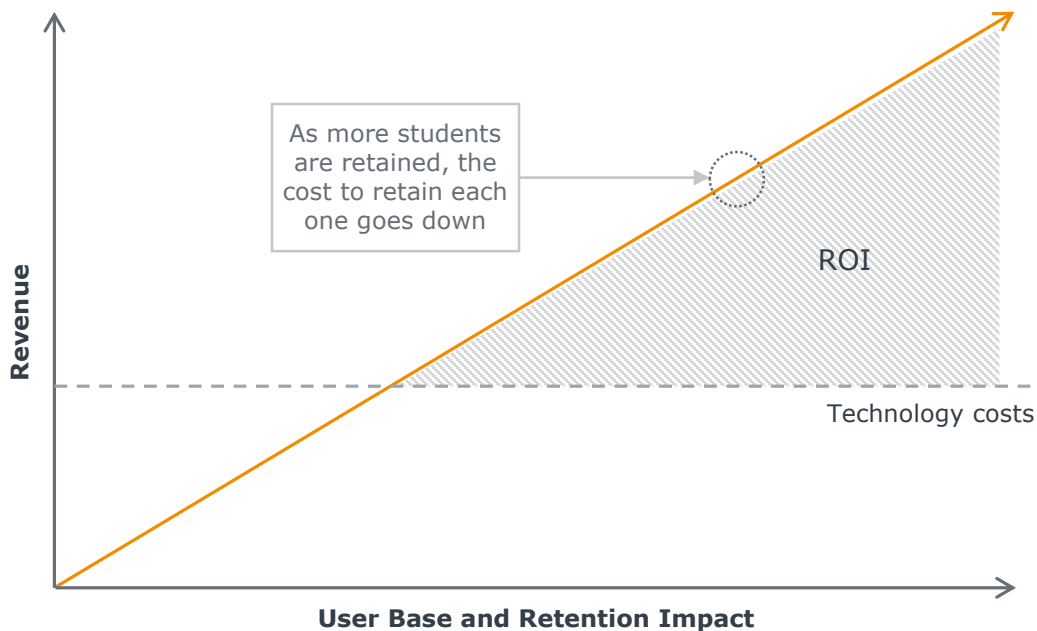
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An Easy Path to ROI

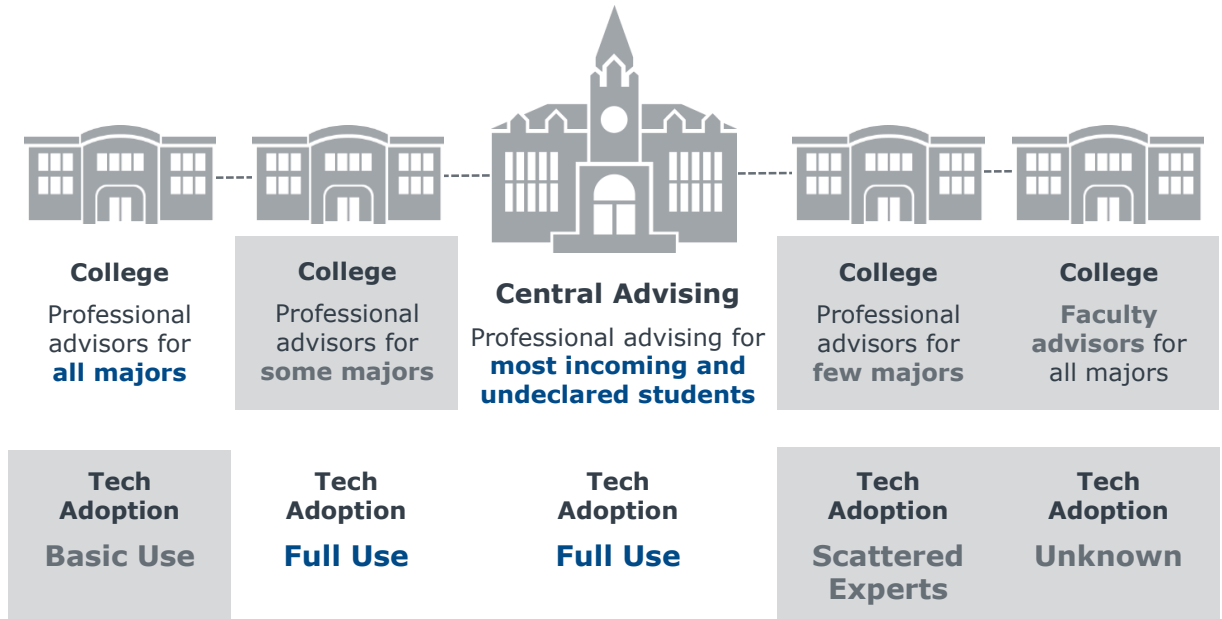
Expanding the User Base Increases the ROI of a Fixed-Cost Technology

Retention Impact Scales with User Base, but Tech Costs Hold Stable



Does This Look Like You?

Most Members Have Ample Opportunity to Expand Tech-Enabled Advising



Activating Advisors and Staff

Lessons on Scaling Your User Base from Our 2018 Case Study Members

Formally Mandate Standard Use of Tech



Advising Tech MOU

To create a seamless experience for students, USC advisors agreed to common standards for use of tech, formalized by a campus-wide MOU

All 12

Advising offices signed on to MOU

Make User Training More Accessible



Stackable Training

GVU has four levels of training, encouraging access and then growth

- Quick Start
- Basic
- Intermediate
- Advanced

95%

Of faculty participate in 1+ training sessions

100%

Of success coaches attend 2+ training sessions

Bring Other Support Offices into the Fold



UNIVERSITY AT ALBANY

State University of New York

Customize Use Plans

Before training support offices, Albany observes their normal workflow and designs a custom plan around their needs, encouraging adoption

40

Support offices now using the platform

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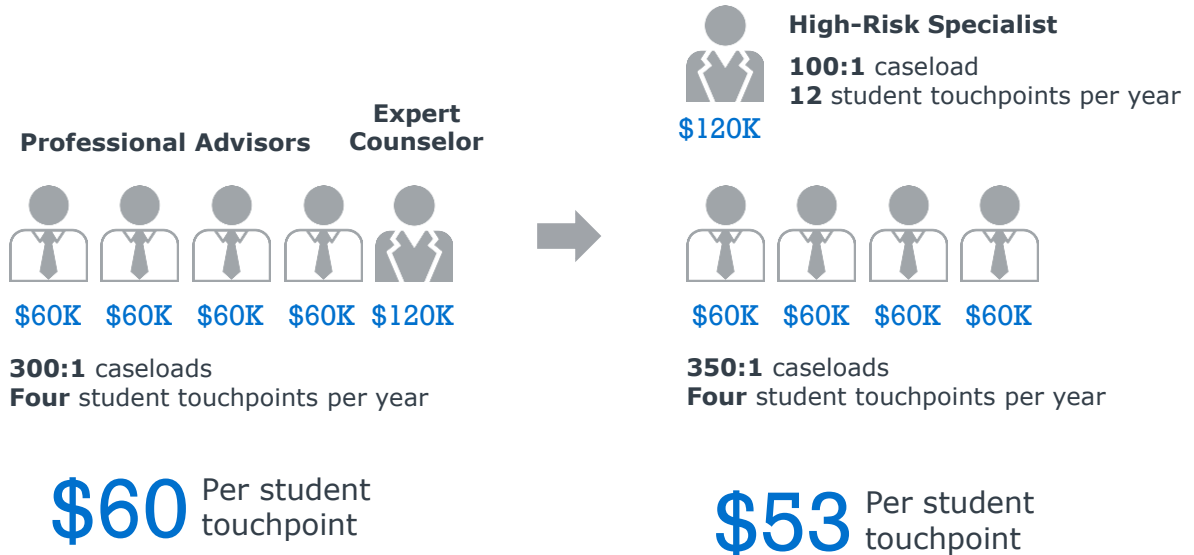
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Could Reorganizing Staff Improve ROI?

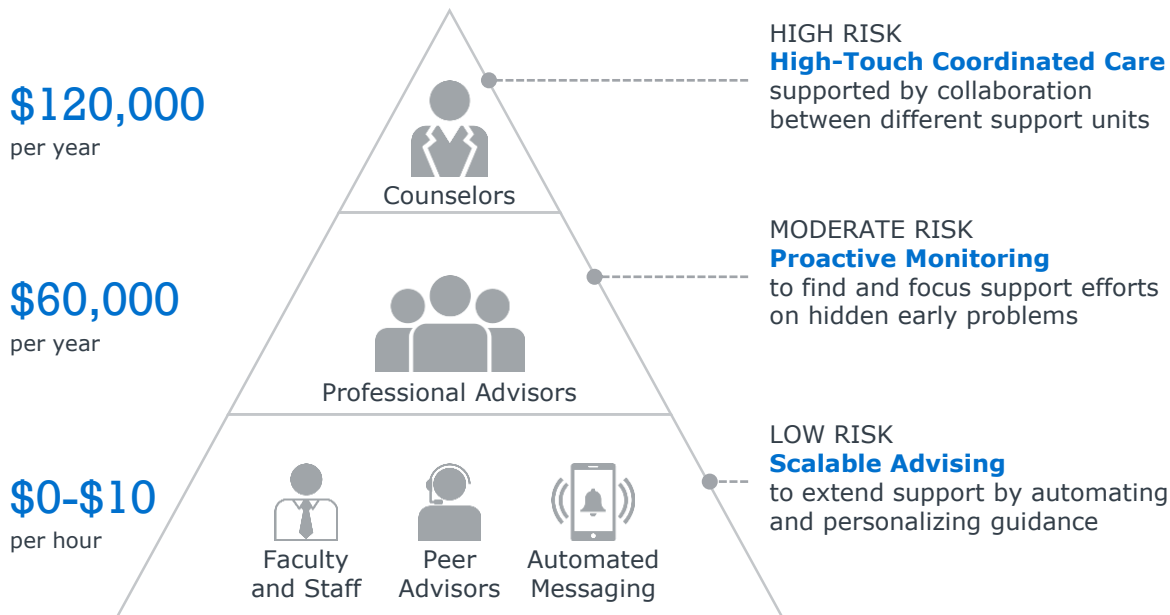
Deploying Staff to Operate at 'Top of License' Maximizes Value, Efficiency



Population Health Management



A More Efficient Way to Organize Staff and Provide Better Support



HIGH RISK
High-Touch Coordinated Care
supported by collaboration
between different support units

MODERATE RISK
Proactive Monitoring
to find and focus support efforts
on hidden early problems

LOW RISK
Scalable Advising
to extend support by automating
and personalizing guidance

Population Health Management at Every Scale

Two Visions of How to Implement, Depending on School Size



“Pyramid of People”

Organizing a large advising team, technologies, and policies

- Network of **high-touch support** offices
- **Proactive advising** and connection to resources
- **Scalable self-advicing** and nudge campaigns

UNIVERSITY of
HOUSTON
37,000 students

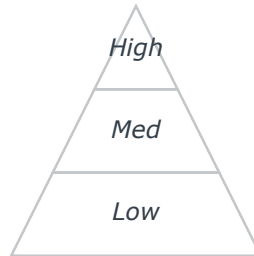


“Pyramid Within a Person”

Setting a cohort contact plan for each first-year success coach

- **12 contacts per term**, plans and weekly coaching
- **5 contacts per term**, semester success plan
- **3 contacts per term**, basic check-ups

GUILFORD
COLLEGE
1,700 students



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On the Need for Innovation

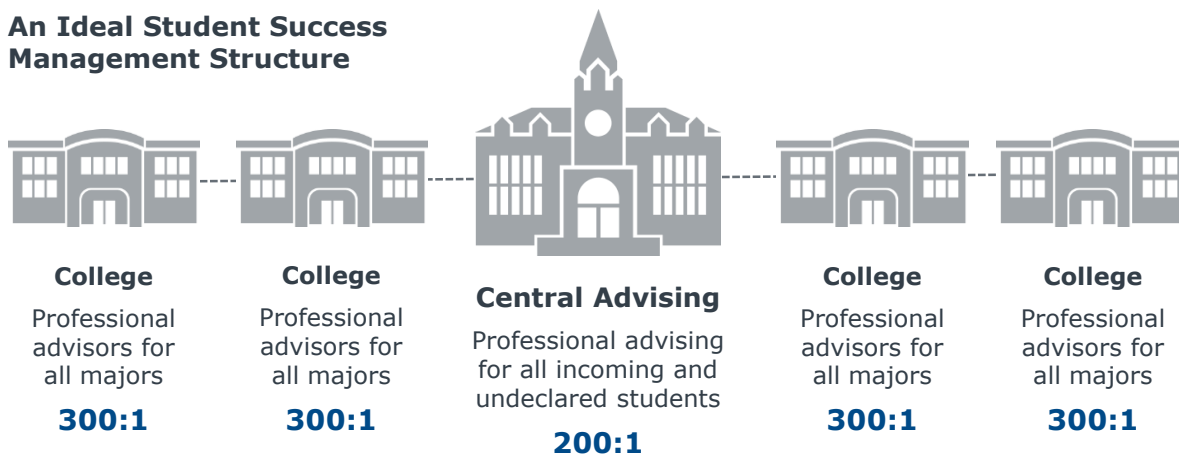
Adopt an Investment Mentality

“The enterprise that does not innovate ages and declines. And in a period of rapid change, the decline will be fast.” - Peter Drucker

Vision of the Future

A Model of a Robust Advising Organization for Weathering the 2020s

An Ideal Student Success Management Structure



University-wide advising standards



Tech-enabled proactive advising



Population health management



Coordinated care network

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99.7%

Faculty registration rate for weekly Progress Reports, increased with a customized stakeholder training plan

12

percentage point increase in on-time graduation due to several initiatives, including partnerships with EAB and train in four efforts

9

percentage point increase in four-year graduation associated with S&S, SSAT, among other factors

\$531K

in additional business revenue from an increase in percentage of students advised through a campaign

59

percentage point higher retention for students who met with both a business coach and an academic advisor

\$58K

in additional revenue due to an increase in credit hours completed by students using Navigate

5.6

percentage point increase in retention following a campaign targeting non-registered freshmen

68%

increase in faculty response to negative S&S, TRC, program reports when sent through Navigate

6

percentage point increase in retention for students advised through EAB, SSAT

12.1

percentage point increase in faculty registration for fall to the end of the spring term following multiple EAB campaigns

5%

increase in completion for TRC students following new advising protocols, including targeted assessment campaigns

8

percentage point increase in retention following improvements to campus-wide communication efforts

94%

of targeted Murphy students met their retention and course completion goals

3.5

percentage point increase in retention rate credit hour completions following targeted train in four efforts

273%

increase in the number of advising appointments scheduled within the days of EAB advice was launched

4.5

point reduction in missing level of program descriptions, helping students to find job req programs more easily

14

percentage point increase in retention of middle-ability students participating in a mentoring program where faculty members used EAB, SSAT

7.6

percentage point higher retention rate for first-time students who downloaded EAB's mobile app

45

advising hours saved during peak enrollment period due to proactive advising appointment campaigns

1.4

percentage point increase in TRC retention after addressing gaps in advisor student communication with EAB, SSAT

10

percentage point increase in retention after incorporating targeted, early advising practices and running targeted registration campaigns

\$500K

in additional tuition revenue from an increase in percentage of students retained with campaigns

0.29

higher GPA for returning at-risk students who met with their advisor following a targeted at-risk assessment campaign

3

percentage point increase in retention rate due to better communication around quantitative and qualitative student data

0.22

higher GPA for students who utilized the Success Success Center powered by EAB's SSAT

9.2

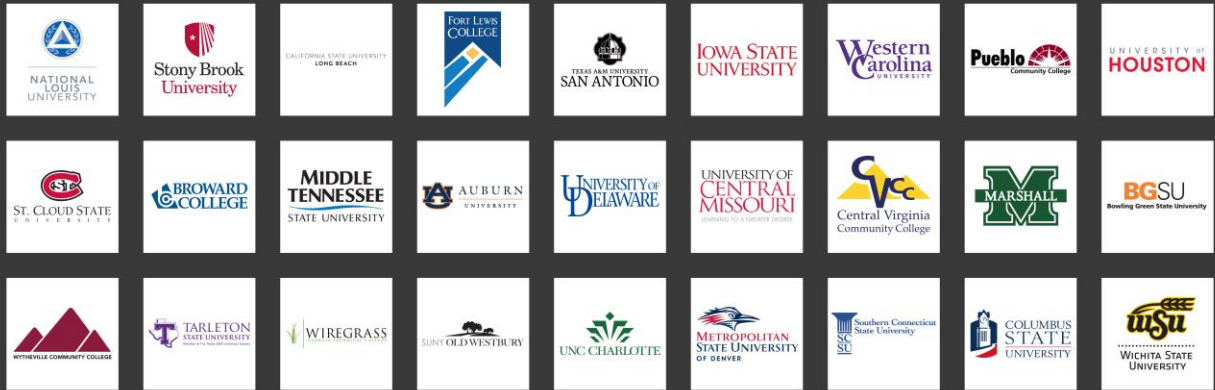
percentage point increase in retention after integrating EAB's SSAT into targeted student care protocols

24%

higher yield among users of EAB's Transfer Portal

COLLABORATIVE IMPACT WALL

Across the past year, Student Success Collaborative members achieved results across a wide array of metrics from short-term student outcomes to long-term institutional improvement. Explore this wall to learn how your peers are helping their students see a **return on education**.



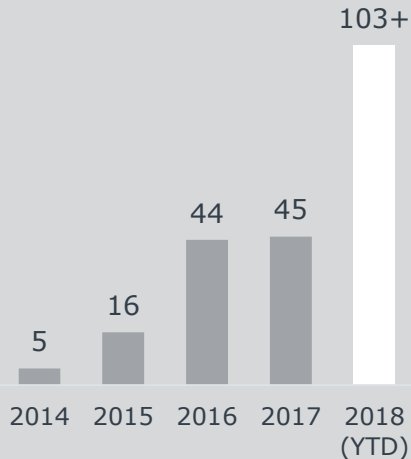
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Ample Indications of Amazing Results

Over 200 Examples on the Books, with More Every Day

Number of Student Success Collaborative Impact Case Studies



Many Paths to a Return (Not All Are Financial)

Student success rates

- Improved retention rates
- Improved graduation rates
- Shortened time to degree
- Closed equity gaps
- Reduced DFW

Enrollments

- Next term registration
- Credit attempts

Process

- Improved staff efficiency
- Progress report submitted
- Cases closed

Intangibles

- Improved student experience
- Changed culture

Not Always That Simple

Difficult for Most Schools to Disentangle the Impact of All Their Initiatives

WSU Doing a Ton on Student Success

- General education reform
- Warrior VIP Program
- Gateway course transformation
- EAB mobile app (Guide)
- Predictive analytics / alerts
- Case management
- Financial aid enhancements
- Success steering committee
- Advisor training academy
- Chief diversity officer
- Office of Teaching and Learning
- Exploratory students program
- Undergraduate research
- Summer bridge
-and more

But Which Initiative Gets the Credit?

\$2.4M

Additional tuition revenue from increased retention

\$2.7M

Additional revenue from increased credit hour enrollment



“I can tell you the ROI of all our student success initiatives. But I cannot tell you the ROI of any individual one.”

Monica Brockmeyer, Senior Associate
Provost for Student Success

WAYNE STATE UNIVERSITY

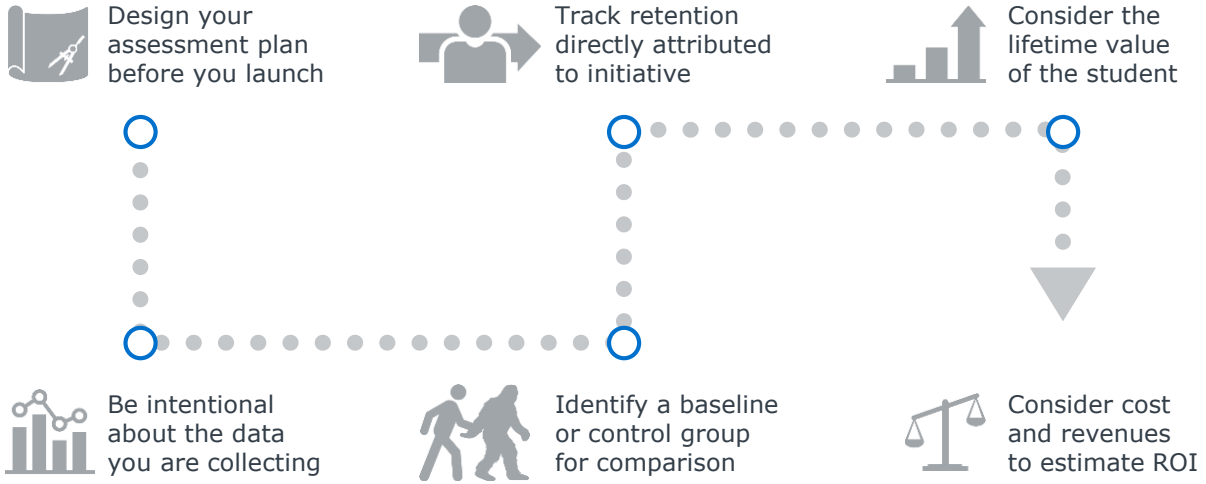


WAYNE STATE
UNIVERSITY

Finding the Signal in the Noise

Good Assessments Planned from the Beginning Can Help Pinpoint ROI

Six Steps to Assessing the True Financial Return of Your Initiative



A Better Way to Measure Things

Case Study: Multi-Year Advisor ROI Assessment from East Tennessee State

East Tennessee State University

- 12,000 undergraduates
- \$8,000 net tuition per student
- 12 new FY advisors hired in 2014
- 3% sustained FY retention improvement



EAST TENNESSEE STATE
UNIVERSITY

	F14 cohort additional students	F15 cohort additional students	F16 cohort additional students	Total additional students	Total Revenue Increase	Cost of 12 new advisors (\$60,000/yr)	Net Tuition Revenue
2015	60			60	\$480,000	\$720,000	(\$240,000)
2016	51	60		111	\$888,000	\$720,000	\$168,000
2017	43	51	60	154	\$1,232,000	\$720,000	\$512,000

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Make a Better Business Case

Collect and Use Data to Link Your Initiative Directly to Revenue

Less Effective Way to Make a Case



- Insufficient link between initiative and retention
- Retention impact not converted to dollars

A More Effective Way

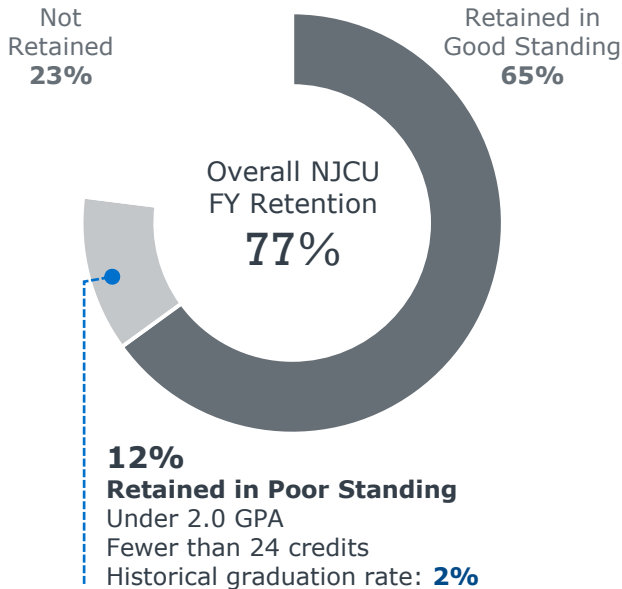


- Initiative plausibly linked to gains
- Process metrics explain how this happened
- Retention gains expressed as financial ROI

Filling the Gap

Segment of At-Risk Returning Students Prompt New Investment in Advising

Retention Breakdown



Institutional Response: High-Touch Proactive Advising

- Goal: Improve first-year student academic standing and support struggling returning students
- **350:1** caseloads

\$240K + **\$930K**
 New investment in four advisors + Existing advising staff converted

\$12K → **+2%**
 Net tuition → Breakeven retention

Journey of an Idea



Using Existing Evidence to Make the Case for New Investment

Salisbury
UNIVERSITY



Drawing on Existing Data to Make a Case

Probationary Support

College advising service coordinators working with students on probation

+2.2% (26 students)

Increase in FT/FT retention

\$340K+

Additional revenue

Undecided Advisor

One professional advisor supporting 350 undeclared students

2x (19% to 40%)

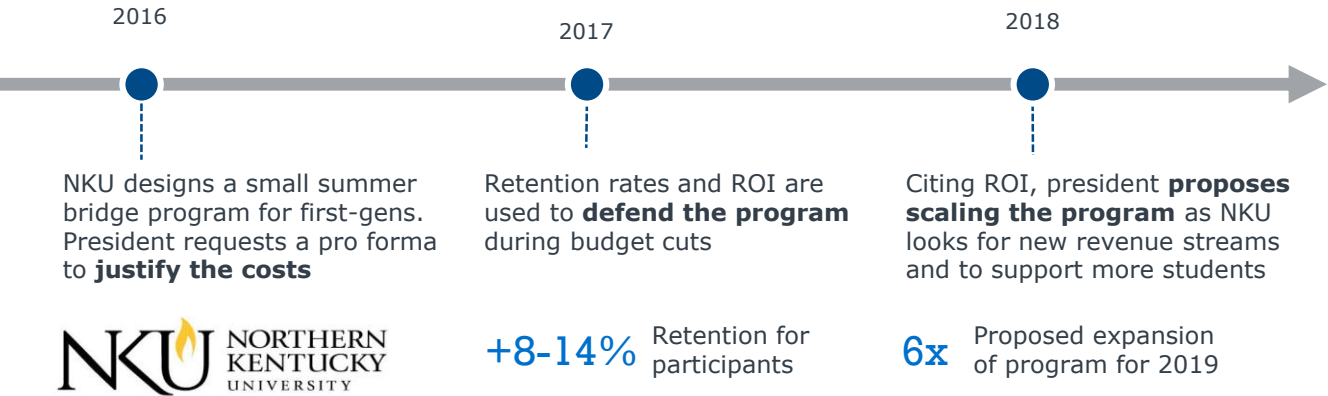
Increase in FY major declaration

29

Additional undeclared students recruited

A Bridge to ROI

Summer Bridge Program Asked to Scale Up After Demonstrating ROI



NKU "Summer Spark" Pro Forma

(\$40,000)

Personnel and operating cost



\$19,600

Program fees



\$40,000

Net tuition gain from retention



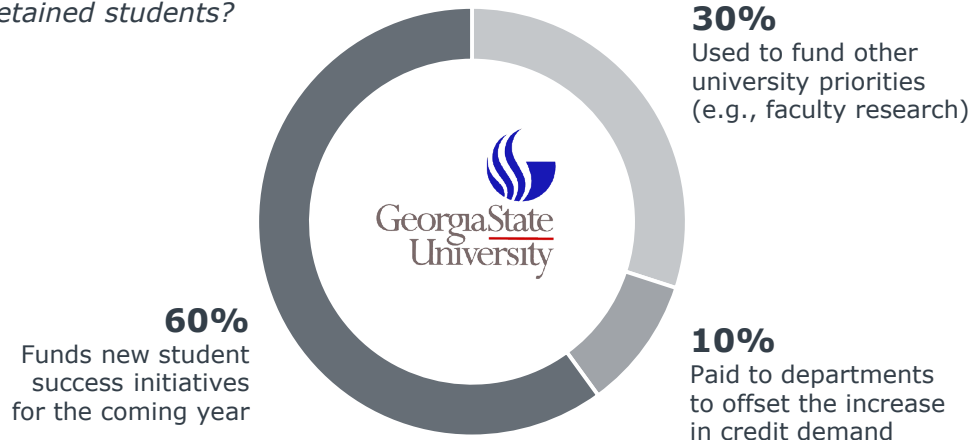
1.5x

Return on investment

Paying for Itself – And More

GSU Reinvests Their Enrollment Gains into Additional Success Initiatives

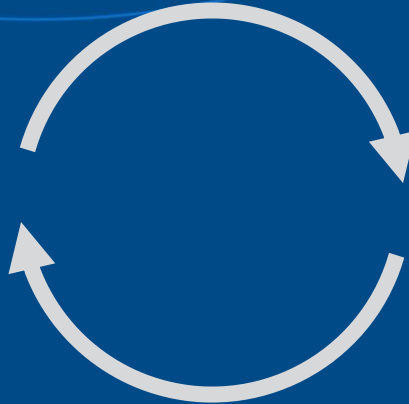
What happens to the additional tuition revenue from an increase in retained students?



NOTE: Funding becomes permanent in subsequent years if retention gains hold

ROE

Return on
Education



ROI

Return on
Investment

This Is Your Moment



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