


CONNECTED18

The ROI of Student Success

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



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Ed Venit


Managing Director
EVenit@eab.com

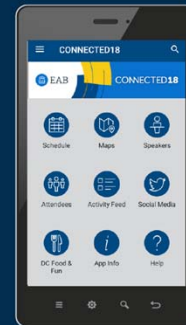
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EXPLORE OUR EVENT APP

Agenda • Networking • Wayfinding

- 1 Download "**CrowdCompass AttendeeHub**" in your phone's App Store.
 - 2 Once it loads, search for "**CONNECTED18**" and click download.
-  Need help with the app?
Stop by the **information desk!**



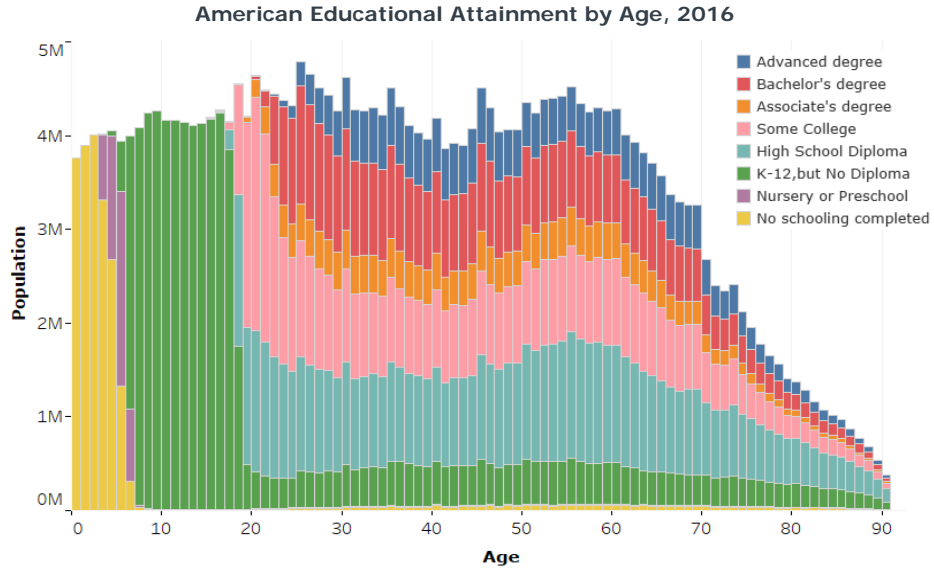
Our Moral Imperative

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?



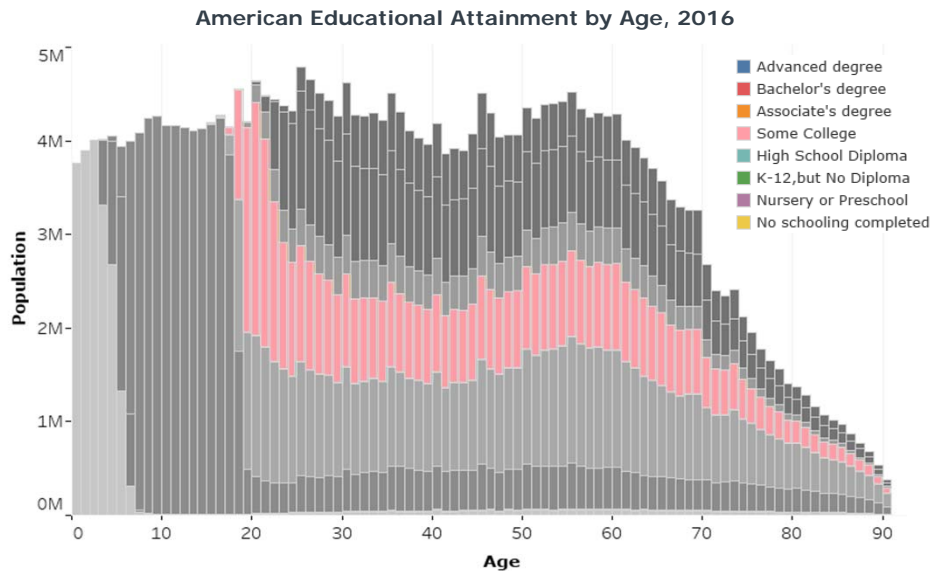
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Source: Overflow Solutions analysis of US Census data
<http://overflow.solutions/interactive-visualizations/how-do-americans-differ-by-age-16/>

Far Too Many "Former Customers"



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



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

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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

Student Success Management

Could We Create a Self-Sustaining Student Success Enterprise?

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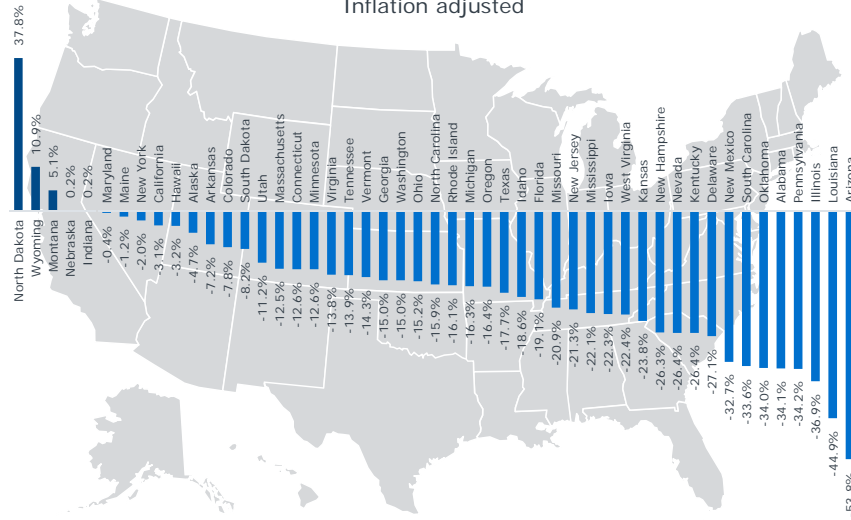
Anticipating Economic Headwinds

SECTION 1

A Tough Funding Environment

State Funding Remains Below Pre-Recession Levels in Most States

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



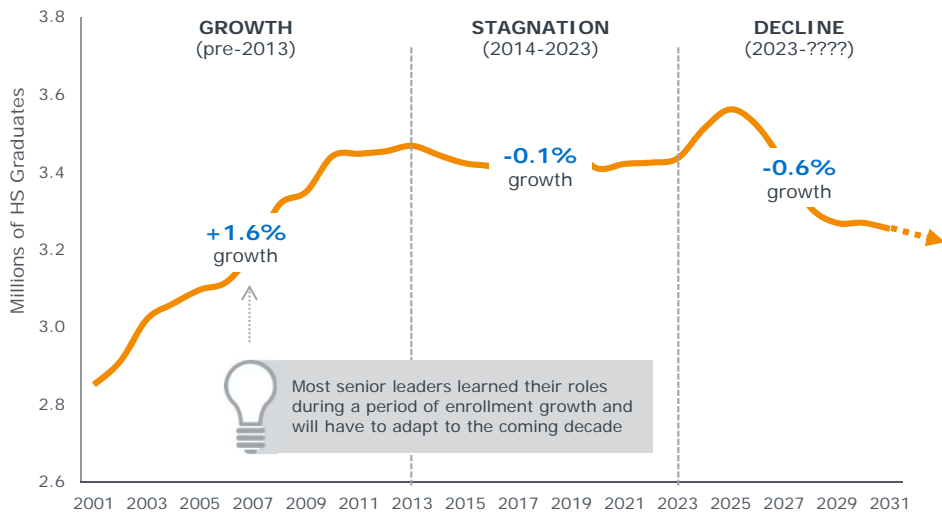
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Source: Center for Budget and Policy Priorities
<https://www.cbpp.org/research/state-budget-and-tax/funding-down-tuition-up>

Slowing Growth of High School Graduates

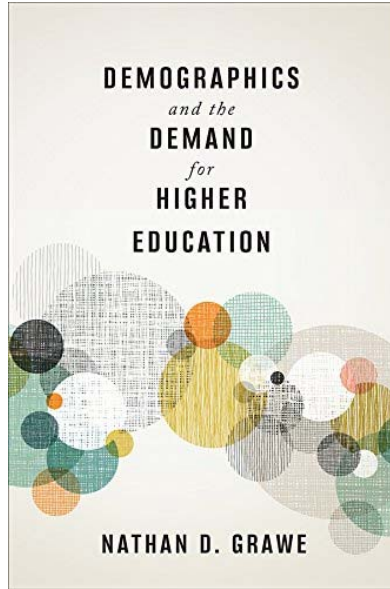
Gen Z High School Graduates Won't Be Enough to Fulfill Growth Goals

Growth in High School Graduates 2001-2031



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Source: EAB analysis of WICHE data.



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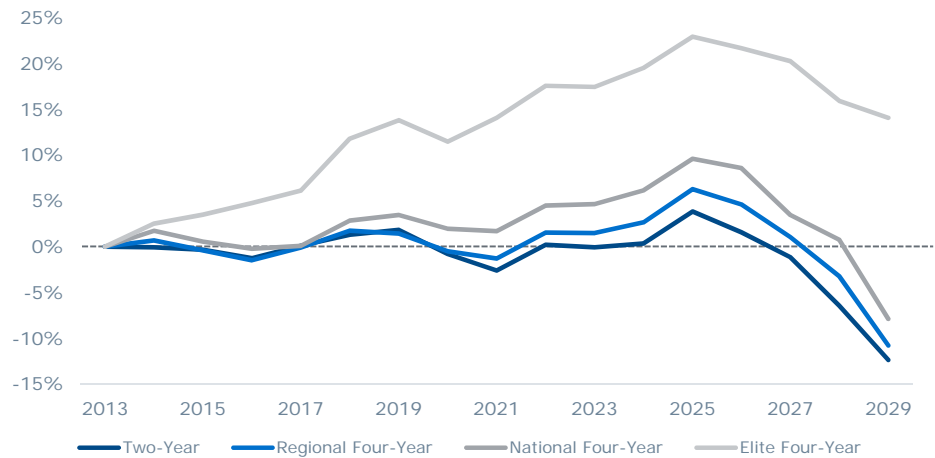
Two-Year Schools to Bear the Brunt



Death of Recession-Era Births To Take Drastic Toll on Regional Enrollments

Heading Toward a Cliff

Projections for College-Going 18-year-olds, by Segment



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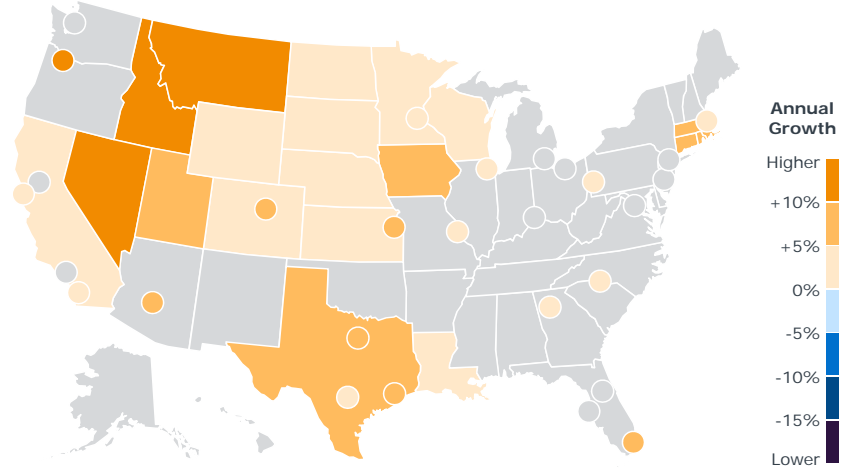
Source: Grawe, Demographics and the Demand for Higher Education, 2018; EAB analysis

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 2-Year Colleges
2018-2023



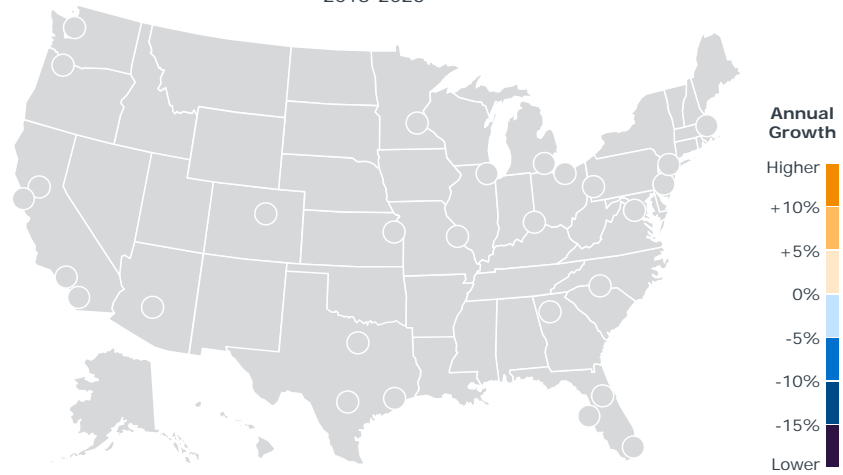
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Source: Grawe, *Demographics and the Demand for Higher Education*, 2018; EAB analysis.

Some Regions More at Risk Than Others

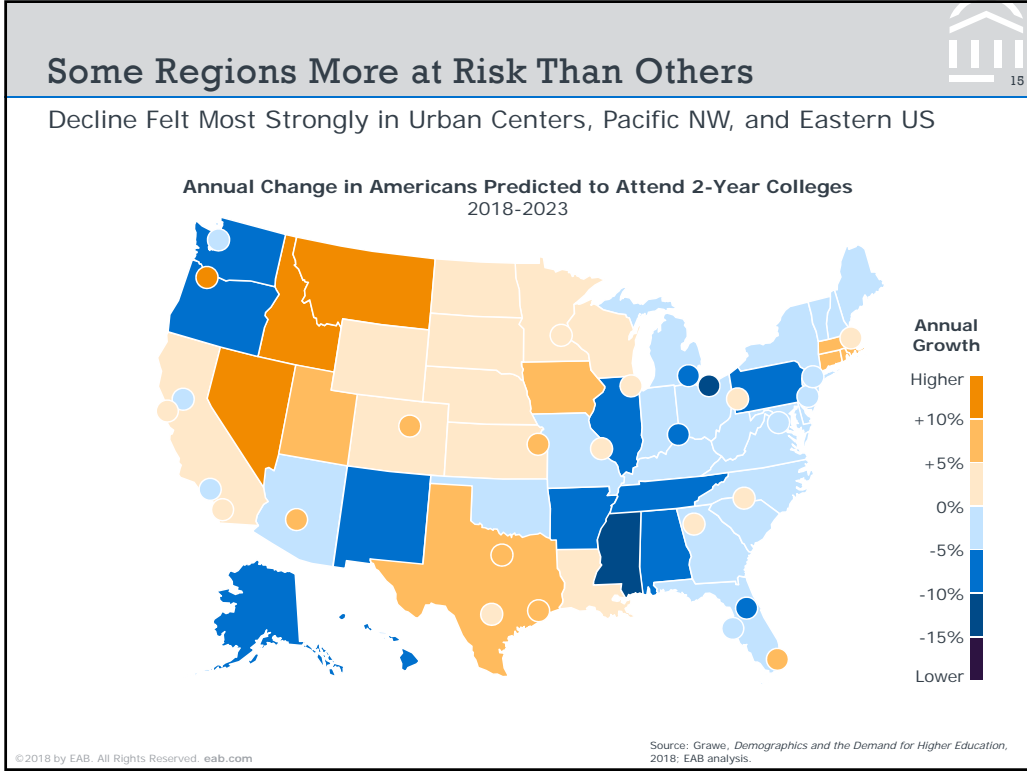


Annual Change in Americans Predicted to Attend 2-Year Colleges
2018-2023



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




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"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*

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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

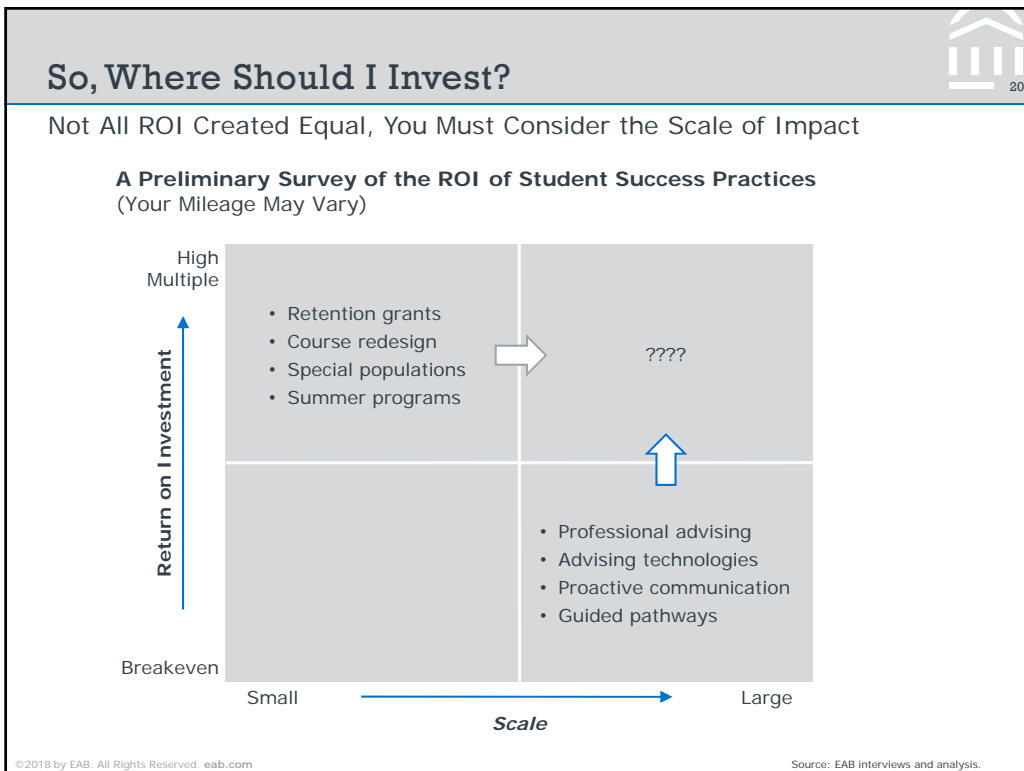
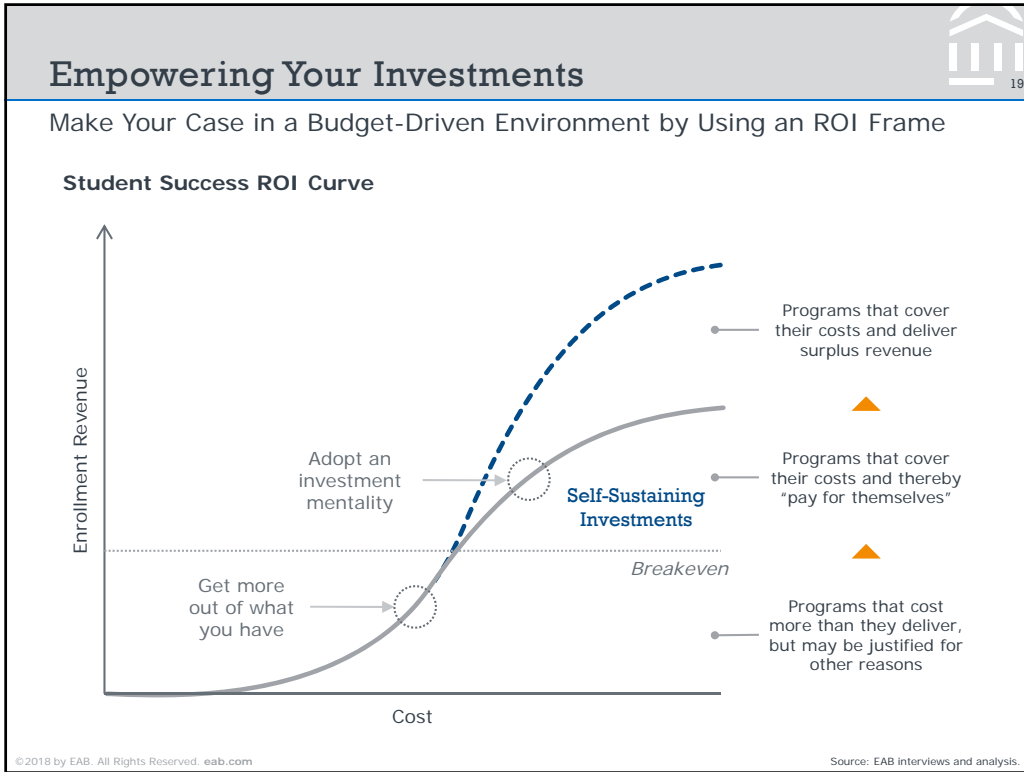


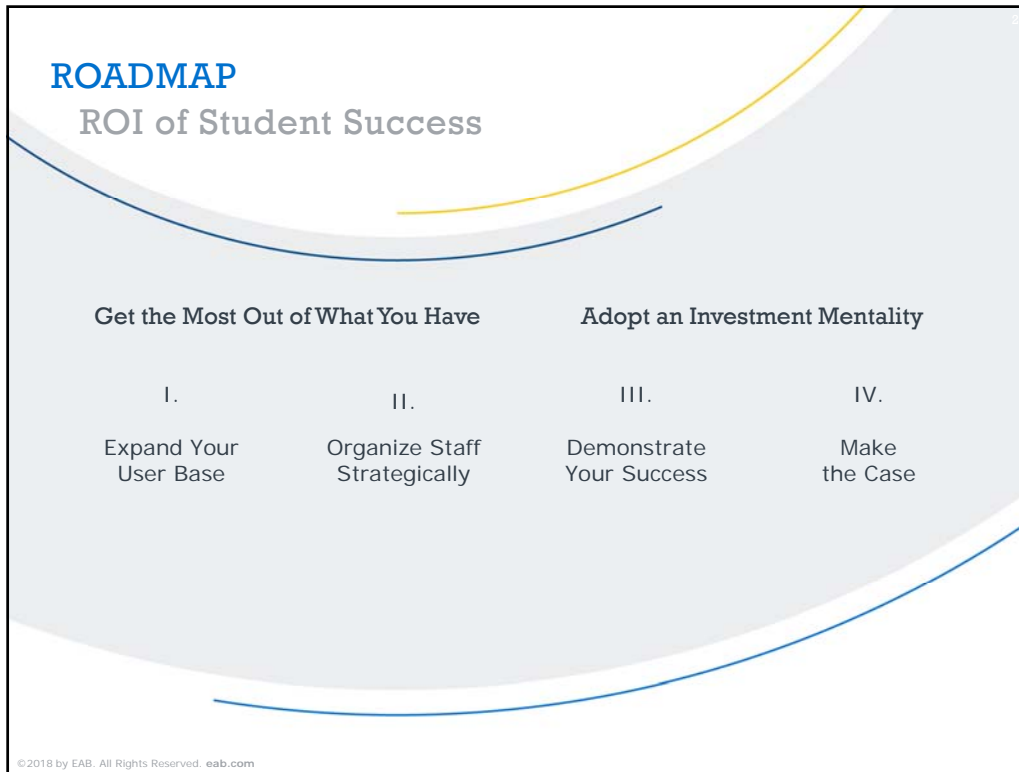
Increase in retention → *Increase in enrollment* → *Increased revenue* → *Investment in students* → *Increase in retention*

Why We Must Invest Now

-  Essential for the financial health of your institution
-  Opportunity to make a generational change
-  Deliver the outcomes students expect

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SSMS Maturity Curve

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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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ROADMAP

ROI of Student Success

Get the Most Out of What You Have Adopt an Investment Mentality

- I. Expand Your User Base**
- II. Organize Staff Strategically
- III. Demonstrate Your Success
- IV. Make the Case

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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

Revenue

Technology costs

ROI

User Base and Retention Impact

As more students are retained, the cost to retain each one goes down

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Source: EAB interviews and analysis.


Student Promotion Leads to Widespread Adoption 25

Adoption Climbs Even Faster After Appointment Scheduling is Introduced


Key Promotion Activities

- ✓ **New Student Welcome Email**
Asks students to log into Navigate to keep track of all enrollment steps
- ✓ **New Student Orientation**
Required for all new students; students asked to complete Intake Survey during orientation
- ✓ **First Year Experience Seminars**
Optional for new students; Navigate incorporated into skills-building curriculum
- ✓ **Advising Website**
Navigate instructions and advisor assignments added to the student-facing website
- ✓ **Appointment Scheduling**
Replaced old appointment method in student portal with a direct link to Navigate

44K




Number of students who logged into Navigate between March 2017 to August 2018




54%

Are repeat Navigate users



42%

Completed the Major Explorer



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Activating Advisors and Staff 26

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

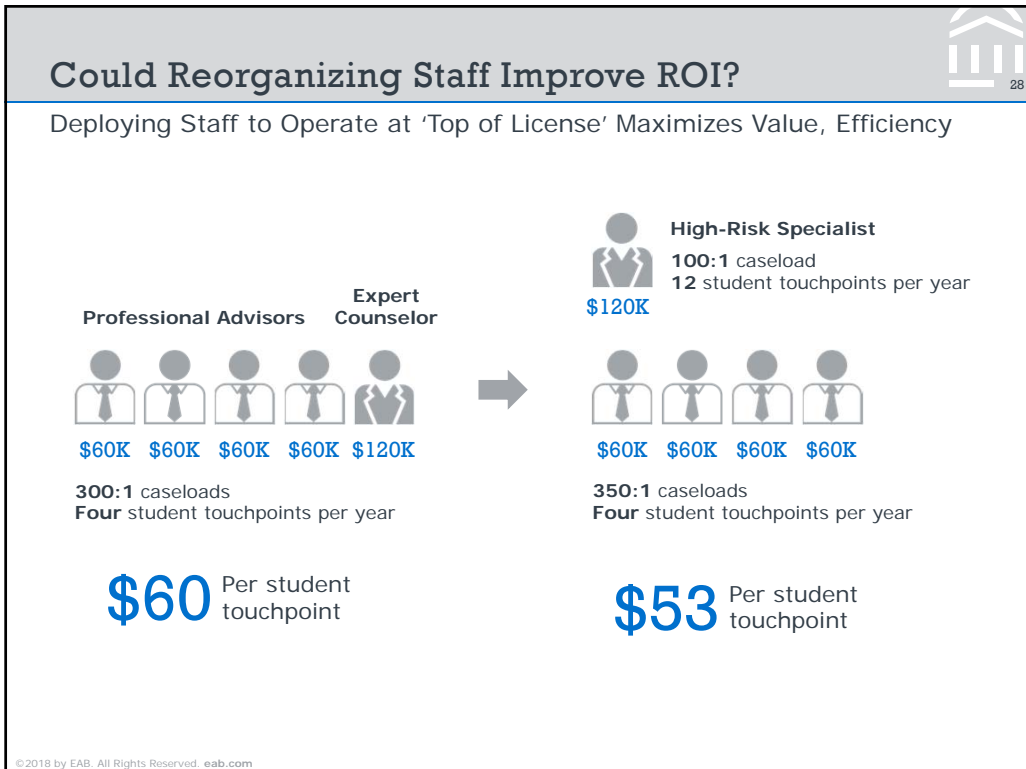
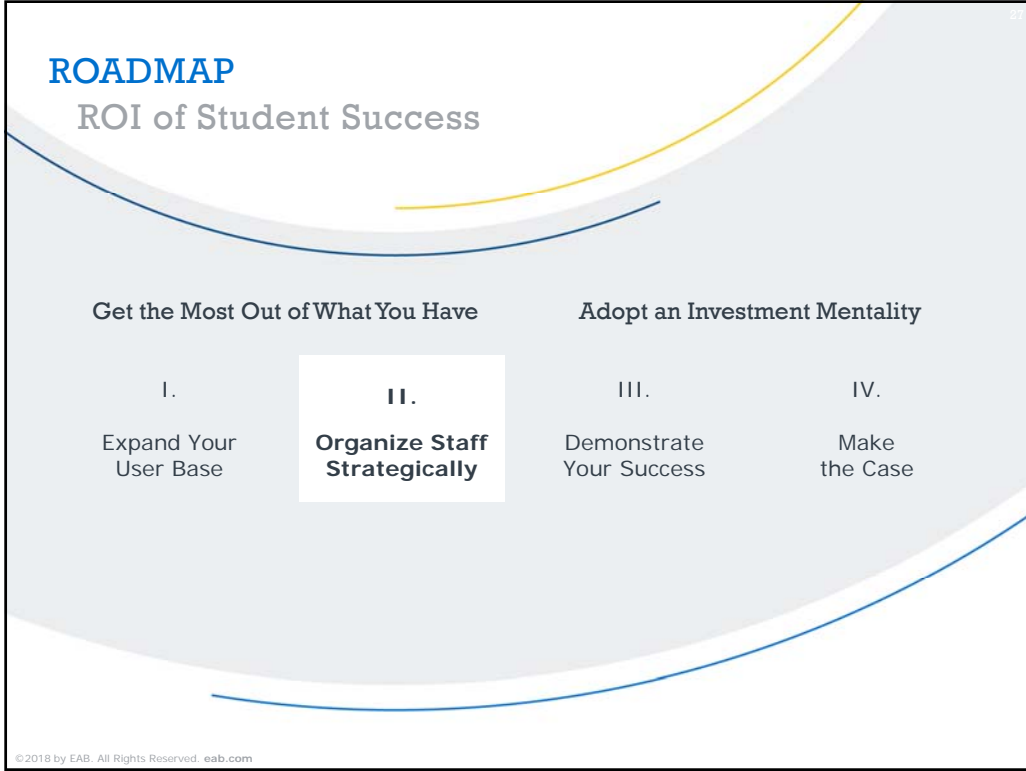


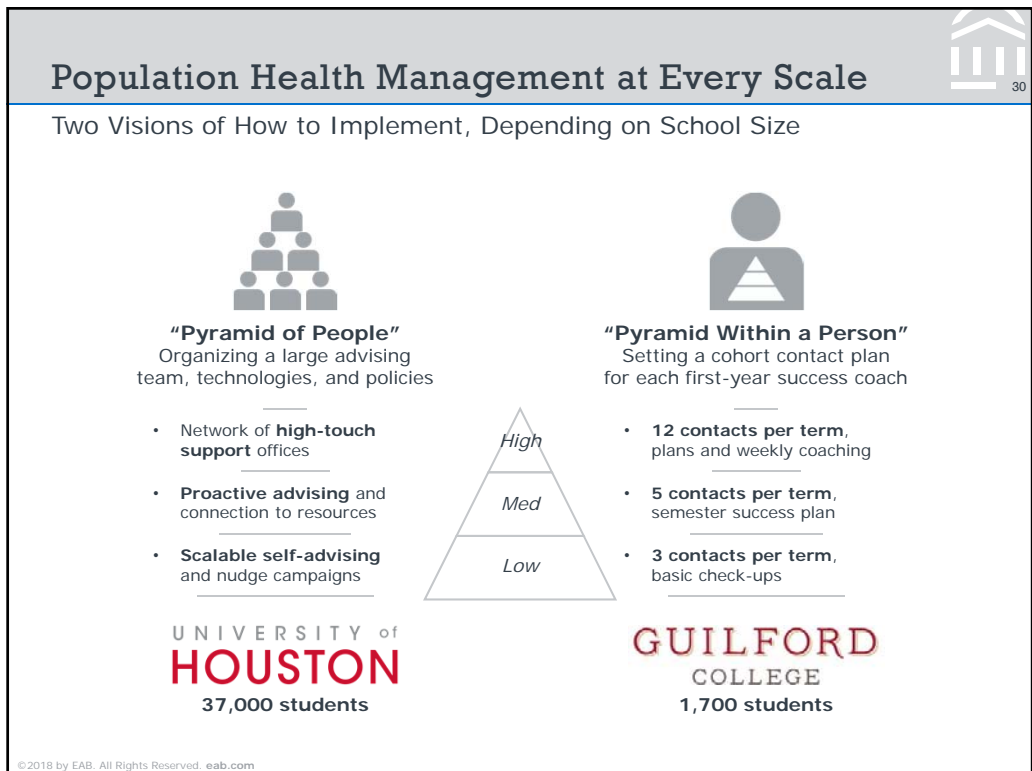
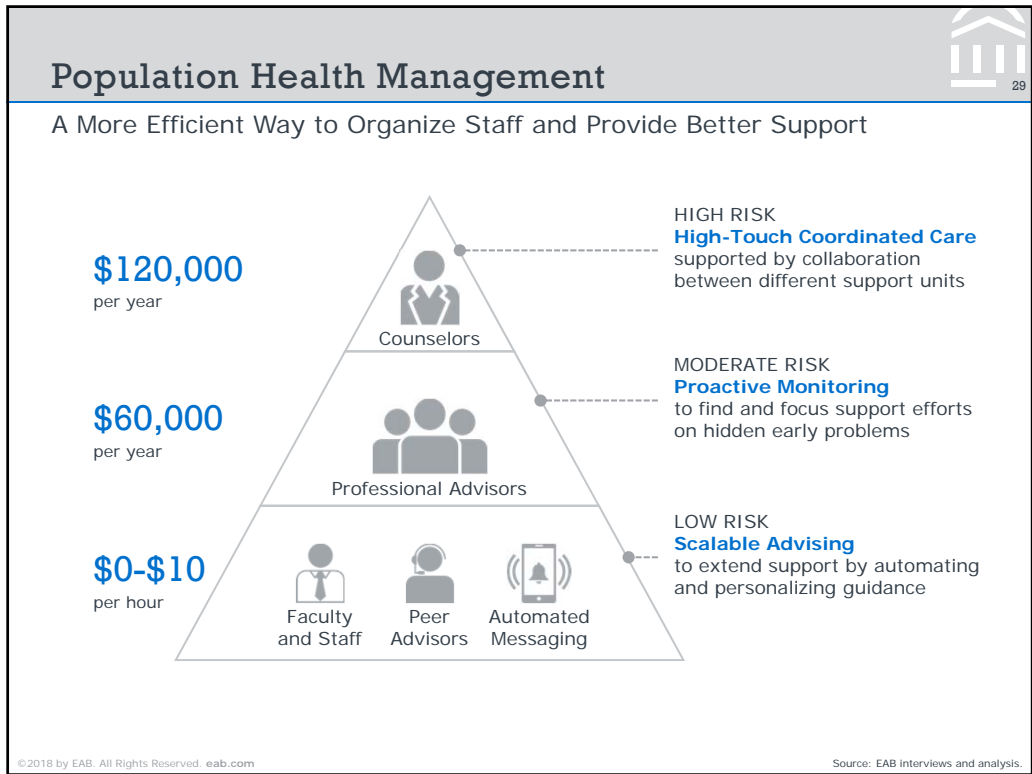
Customize Use Plans
Before training support offices, Albany observes their normal workflow and designs a custom plan around their needs, encouraging adoption

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Support offices now using the platform

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ROADMAP

ROI of Student Success

Get the Most Out of What You Have		Adopt an Investment Mentality	
I.	II.	III.	IV.
Expand Your User Base	Organize Staff Strategically	Demonstrate Your Success	Make the Case

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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

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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

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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**.

99.7%	12	9	\$531K	59	\$58K	5.6	68%	6
12.1	5%	8	94%	3.5	273%	60	14	7.6
45	1.4	10	\$500K	0.29	3	0.22	9.2	24%

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**.

Ample Indications of Amazing Results

Over 200 Examples on the Books, with More Every Day

Year	Number of Case Studies
2014	5
2015	16
2016	44
2017	45
2018 (YTD)	103+

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

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Not Always That Simple 37

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	\$2.7M
Additional tuition revenue from increased retention	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

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Source: EAB Interviews and analysis.

Finding the Signal in the Noise 38

Good Assessments Planned from the Beginning Can Help Pinpoint ROI

Six Steps to Assessing the True Financial Return of Your Initiative

Design your assessment plan before you launch

Track retention directly attributed to initiative

Consider the lifetime value of the student

Be intentional about the data you are collecting

Identify a baseline or control group for comparison

Consider cost and revenues to estimate ROI

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Source: EAB Interviews and analysis.

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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Source: EAB interviews and analysis.

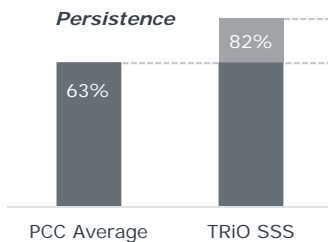
Using Pilot Results to Expand Advising



Enrollment Gains from High-Touch Used to Argue for Advising Expansion

	Standard Advising	TRiO Coaching + Navigate (3.5 coaches)	Proposed Expansion (14 coaches)
Advisor to Student Ratio	800:1	70:1	200:1
Persistence Rate	63%	82%	???

High-Touch TRiO Program Pays for Itself



14 additional retained students per TRiO coach

\$62,000 net tuition
 \$60,000 cost/advisor
\$2,000 surplus

+\$600,000

Expansion costs covered by Colorado Opportunity Scholarship Initiative for two years

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ROADMAP

ROI of Student Success

Get the Most Out of What You Have

I.

Expand Your User Base

II.

Organize Staff Strategically

III.


Demonstrate Your Success

IV.

Make the Case

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Make a Better Business Case

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Collect and Use Data to Link Your Initiative Directly to Revenue

Less Effective Way to Make a Case

Student Success Initiative




Institution-wide Retention Impact


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

A More Effective Way


Student Success Initiative



Granular Process Metrics



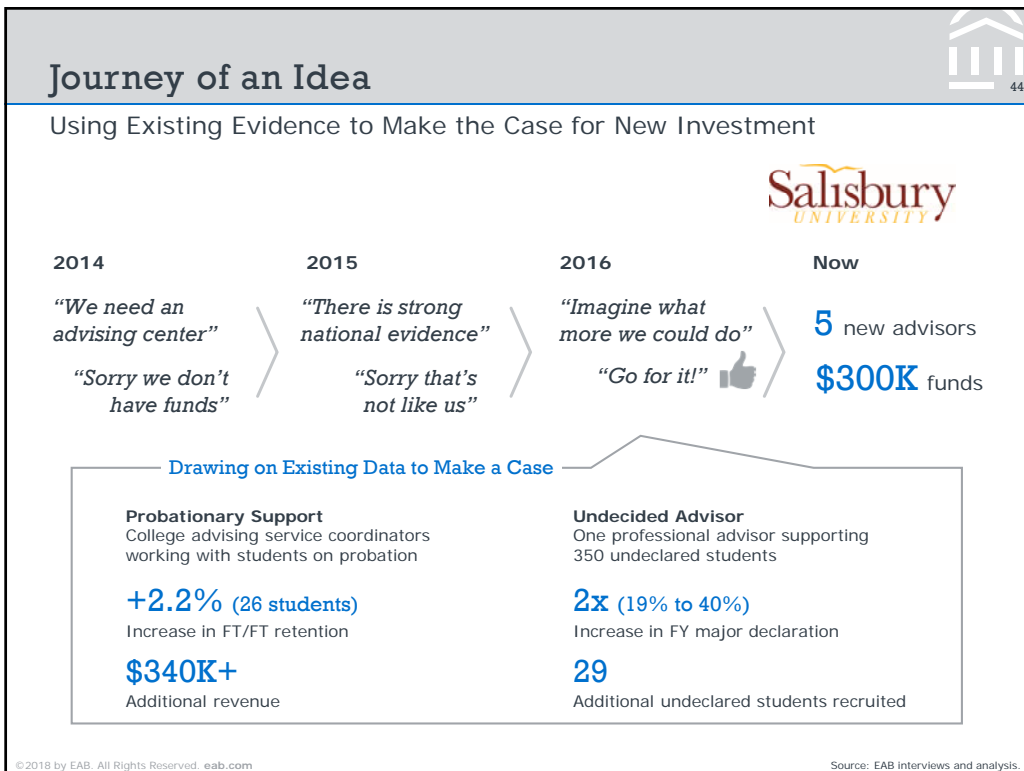
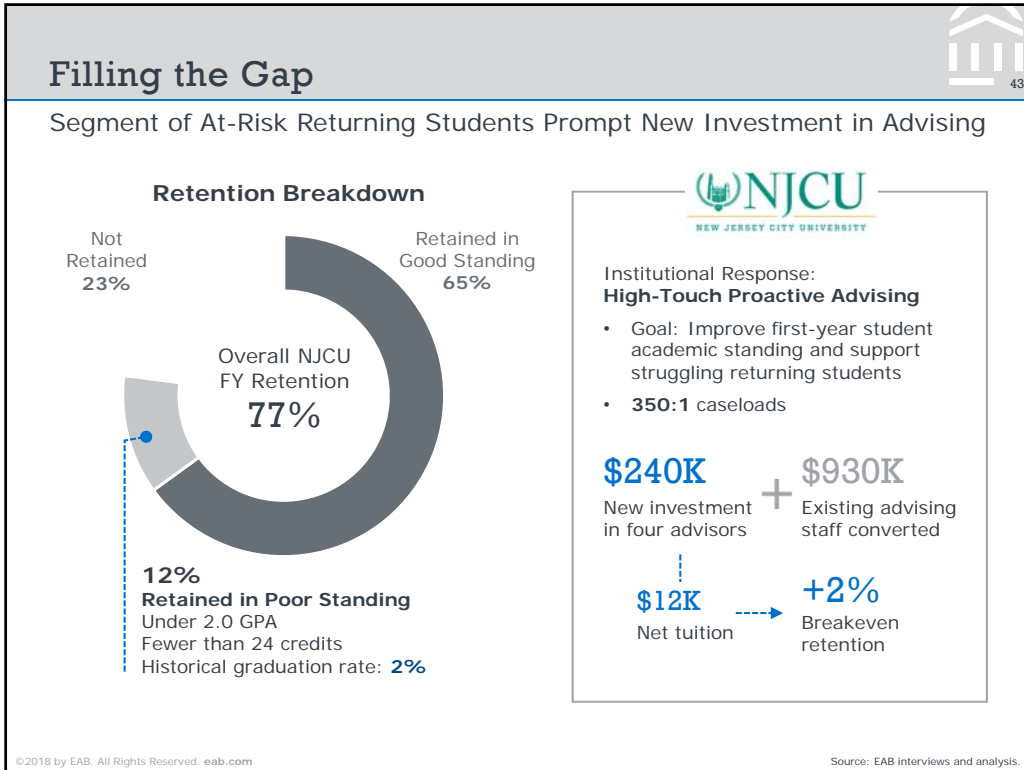
Directly Attributable Retention Impact



Budget Impact

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

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Vision of the Future

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

An Ideal Student Success Management Structure

College	College	Central Advising	College	College
Professional advisors for all majors	Professional advisors for all majors	Professional advising for all incoming and undeclared students	Professional advisors for all majors	Professional advisors for all majors
300:1	300:1	200:1	300:1	300:1

University-wide advising standards

Tech-enabled proactive advising

Population health management

Coordinated care network

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ROE
Return on Education


ROI
Return on Investment

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This Is Your Moment

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