EAB

Rethinking Student Success

New Presidents Intensive 2025

July 8, 2025

Please Add Your Institution to Your Screen Name

Update your name and add your institution

Open Participants menu

VIRTUAL INTRODUCTION | 1:00 – 2:00 PM ET

Tuesday, June 17, 2025

IN-PERSON SESSION | EAB HEADQUARTERS | WASHINGTON, DC

Monday, June 23, 2025	**Tuesday, June 24, 2025**
12:00 pm–7:00 pm ET	8:00 am–3:00 pm ET
Reckoning with Relevance	Exploring the Impact of Federal Policy Shifts and Beyond
Dynamic Strategy	Implications of AI for Higher Ed and the Future of Work
Differentiating the Student Value Proposition	Special Presidential Panel
Institutional Self-Assessment	The President as Fundraiser-In-Chief
	Shared Governance 2.0

VIRTUAL SESSIONS | TUESDAYS | 1:00 – 3:00 PM ET

July 1, 2025	**July 8, 2025**	**July 15, 2025**	**July 22, 2025**	**July 29, 2025**
Blueprint for Growth	Rethinking Student Success	Critical Considerations for Achieving Financial Sustainability and Resilience	The New World of College Athletics	Balancing Inclusivity, Free Speech, and Academic Freedom

Meet Your Presenter

Dr. Jennifer Latino

EAB

Senior Director, Research
Advisory Services

JLatino@eab.com

Special Guest President

Dr. Cathy Sandeen

California State University, East Bay

(Chancellor-Emerita, University of
Alaska Anchorage and University of
Wisconsin Colleges and Extension)

① **This moment in Student Success**

Federal Policy Implications

Student Readiness and Well-Being

The Role of AI in Student Success

Things Aren't Like They Used to Be

Shifting Landscape Ramps Up Pressure on Retention and Graduation Rates

A Changing World

- "Hybrid campus" with mixed remote and in-person staff work schedules and classroom pedagogies

- Advancements in generative AI, big data, and other student- and advisor-facing tech

- Volatile political landscape, with some states' policies requiring publics to dismantle org units

- Challenging budget environment, with even the largest and most elite institutions facing deficits

A Changing Student Body

- Demographic shifts toward more urban areas, second-generation college students, older students

- Increasingly prevalent messages around nonconsumption (though Gen Z still trusts colleges)

- Greater student awareness of the role of identity, community, and mental health in education

- Digital natives give way to "smartphone natives": higher tech expectations, lower tech literacy

Source: EAB interviews and analysis.

Insights from EAB's New Research into the Mindset of "Gen P"

Unsure if college will provide what they're looking for

Questioning the
value of a degree

Expecting high-quality
digital experiences

Eager for in-person
connection

Worried about keeping up

Feeling
underprepared

Needing more
mental health support

20%

Of high school students say college isn't "worth the cost" in 2023, up from 8% in 2019.

22%

Of those who opted out of college in 2023 said it was because they weren't mentally ready, up from 14% in 2019.

Source: EAB Student Communication Preferences Survey (n=20,324 participants).
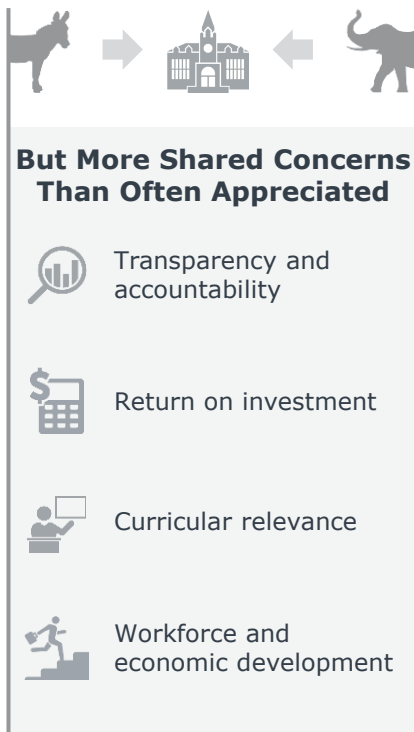
Political Left Critiques Higher Ed on Its Value

- **Rising costs** and hidden fees block access, especially for underrepresented groups

- Lack of accountability for student and **post-graduation outcomes**

- **Low-quality** programs fuel debt crisis and fail to lead to good jobs

- Inadequate support systems hinder **student success**

But More Shared Concerns Than Often Appreciated

Transparency and accountability

Return on investment

Curricular relevance

Workforce and economic development

Political Right Critiques Higher Ed on Its Values

- "Woke" curriculum and faculty suppress **free speech** along with viewpoint diversity

- Discriminatory admissions policies gatekeep access and hinder **meritocracy**

- Inefficient resource use shifts costs onto taxpayers instead of promoting **personal and fiscal responsibility**

- Foreign interference threatens **democracy** and **national security**

Source: EAB interviews and analysis.

Make stop-out reenrollment a real priority

Help graduates in lower-paying jobs advance

Expand career services after graduation

BLOG

What the OBBB and the new Carnegie classification could mean for higher education accountability

June 20, 2025, By Ed Venit, Ph.D., Managing Director

Discussion

Changes in federal financial aid policies, such as income-driven repayment plans or changes to the Pell Grant, will greatly impact student enrollment and retention rates.

What role do you think the institution should play in supporting students through regulatory shifts?

What strategies have you implemented (or is your leadership team considering) to support students in navigating these changes?

Stakeholders Pushing Harder Than Ever on Outcomes

"Will I actually get a good job after I graduate?"

Student

"Are colleges preparing students with the skills we need in the workforce?"

Employer

"Are colleges the economic and social mobility engines that they claim to be?"

State Official

"Will my financial sacrifice give my kid a better life?"

Parent

"Will my gift really make a lasting impact?"

Donor

"Are universities using taxpayer dollars wisely?"

Federal Official

Source: EAB interviews and analysis.

Mixed Emotions About Value and ROI

For Every Positive Headline...

84% of college students rate their education as highly or somewhat valuable

Belief in Value

~**90%** of recent grads said their college prepared them for their next career step

...There's a More Negative Indicator

Only **7%** of college students agree institutions offer a good value for what they charge

Confidence in ROI

Only **44%** of alumni felt their degree was worth the student loan debt

Underlying Drivers of Variation

- How questions are worded (e.g., your vs all institutions, value vs valuable)
- When students are surveyed (e.g., pre- vs post-graduation)
- Respondent demographics and majors

Negativity Has An Outsized Impact

- Each additional negative word in a headline boosts click rates by 2.3%
- People are more likely to remember and give negative news a greater weight

Source: Inside Higher Ed, Career Support Boosts Alumni Perception of College's Value and Students' Fresh Thoughts on Value and Affordability; NACE, College Is Worth It: Class of 2024 Says College Prepared Them Well for Their Careers; Nature, Negativity drives online news consumption; EAB interviews and analysis.

Voting With Their Feet

Behavioral Indicators Trending Towards Higher Pay, Career-Focused Options

Top Three Declines and Increases in Degree Conferrals[1], 2013-2023
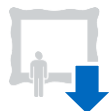
-21K
English conferrals, which is a 33% decrease

+143K
Computer Science conferrals, which is a 194% increase

-12K
History conferrals, which is a 32% decrease

+131K
Health Professions conferrals, which is a 33% increase

-11K
Social Sciences conferrals, which is a 6% decrease

+118K
Business Management conferrals, which is a 23% increase

Enrollment Growth at Polytechnic Schools Outpacing Large Publics, 2013-2023

16% Overall enrollment growth at polytechnic institutions[2]

4% Overall enrollment growth at large publics (>10K students)[3]

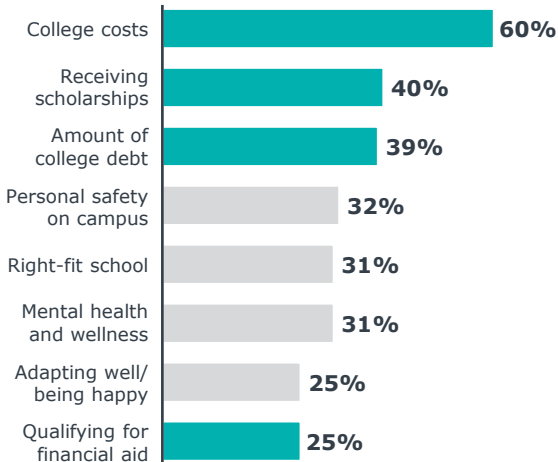1) All degrees/certificates conferred at public and private, non-profit, 4-year institutions.
2) n=37. Representative examples: Cal Poly, Georgia Tech, Worcester Polytechnic Institute, South Dakota Mines.
3) n=363.

Source: EAB analysis of IPEDS data; EAB interviews and analyses.

Top Parental Priorities: Costs and Careers
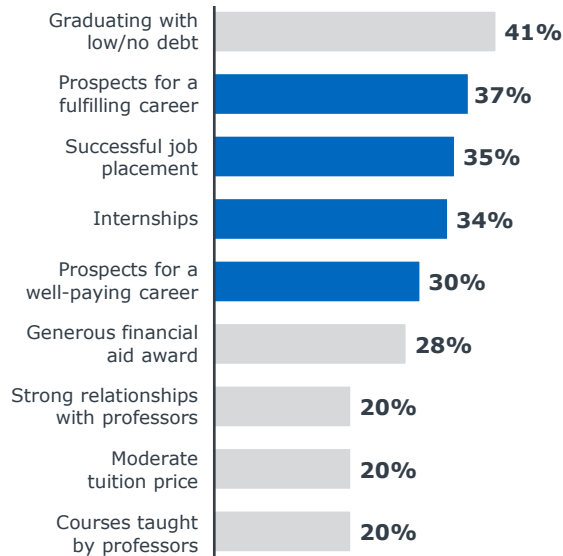
Costs Dominate Parents Top Concerns for Their Students

Responses with 20% or more; Parents could select up to 5 responses; n=1,524

Category	Percentage
College costs	60%
Receiving scholarships	40%
Amount of college debt	39%
Personal safety on campus	32%
Right-fit school	31%
Mental health and wellness	31%
Adapting well/being happy	25%
Qualifying for financial aid	25%

> At least half of parents say "affordable" or "manageable" means little to no debt.

Parents See Careers as Key Indicators of Higher Ed's Value

Responses with 20% or more; Parents could select up to 5 responses; n=1,524

Category	Percentage
Graduating with low/no debt	41%
Prospects for a fulfilling career	37%
Successful job placement	35%
Internships	34%
Prospects for a well-paying career	30%
Generous financial aid award	28%
Strong relationships with professors	20%
Moderate tuition price	20%
Courses taught by professors	20%

Source: EAB, 2024 Parent Survey; EAB interviews and analysis.

What Would Happen If We Asked Employers Directly for Advice?

"We wish they [students] would learn more [life skills] in their colleges...I'm not talking about problem comprehension or analytical problem solving or effective communications. But **listening**, knowing how to **prioritize**, having judgment around **decision making**."

Subha Barry, President, Seramount

Where is the report? I told you the deadline for sending it to the client was yesterday.

I don't remember that, but it's going to have to wait. I've got a lot on my plate.

This is really important for the business, so I need you to prioritize finishing it today.

Well, I really think you and the company need to give me more flexibility and support.

Manager Observations on New Hire

- ***Late to work and meetings...*** *team is frustrated by delays*

- ***Doesn't respond to emails...*** *client contacted me directly after waiting a week for a response*

- ***No practical experience...*** *struggling to apply theoretical concepts to daily tasks*

- ***Poor interpersonal skills...*** *can't meaningfully contribute in meetings or on team projects*

Source: EAB interviews and analysis.

The Problem ▶

4,100
IT jobs in the state of Tennessee

1,000
Qualified graduates to fill them

3,100
Unmet demand for IT graduates

The Solution: BlueSky Tennessee Institute ▶

HAMILTON COUNTY SCHOOLS + Blue Cross Blue Shield of Tennessee + EAST TENNESSEE STATE UNIVERSITY

Fast-launched P3[1] to offer accelerated BS in Computing

Delivered at BCBST[2] headquarters, with BSBST providing space and full-time success manager

Focuses on high school students from local, low-income schools

Curriculum includes paid internship and Google Cloud certificate

Leads to a chance for a good job ($50K+) at BCBST after graduation

The Outcomes

90
Total students enrolled, with first cohort 2x larger than anticipated

50%
Students from under-represented areas of Hamilton County

94%
Retention rate for first cohort

---

1) Public-private partnership.
2) Blue Cross Blue Shield Tennessee.

Source: BCBST, BlueSky Media Kit; BlueSky Tennessee Institute, About; East Tennessee State University, ETSU launching BlueSky Tennessee Institute; Google, Google Cloud joins BlueSky Tennessee Institute to train students for high-demand jobs; EAB interviews and analysis.

The Problem ▶

4,100
IT jobs in the state of Tennessee

1,000
Qualified graduates to fill them

3,100
Unmet demand for IT graduates

The Solution: BlueSky Tennessee Institute

HAMILTON COUNTY SCHOOLS **+** Blue Cross Blue Shield of Tennessee **+** EAST TENNESSEE STATE UNIVERSITY

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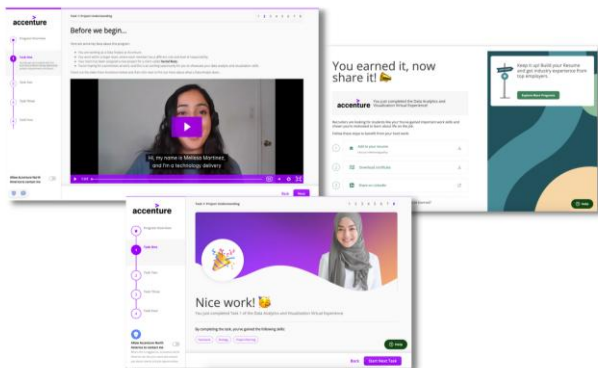
Introducing Forage

Forage

What Are Job Simulations?

Self-paced online learning programs that simulate the work performed in different roles at different companies through interactive hypothetical tasks.

Scalable
Unlimited participation

Engaging
Include hands-on exercises

Inclusive
No barriers to participation

Always on
Available on demand 24/7/365

4M+
students using Forage

300+
job simulations across a variety of careers

130+
employers across diverse industries

3.3x
students are 3x times as likely to land a job after completing a sim

BCG

Deloitte.

Red Bull

BANK OF AMERICA

Walmart

Discussion

As president, what role do you anticipate playing in advocating for policy changes at the state and federal levels that recognize and support the multifaceted ROI of higher education, including its economic, social, and cultural impacts?

How do you plan to articulate a strategic vision for your institution that not only emphasizes ROI but also prioritizes your mission, values and societal contributions?
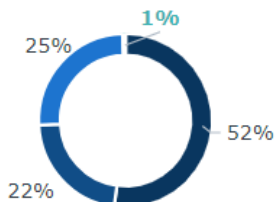
Who responded?

221 student success professionals responded to the survey.
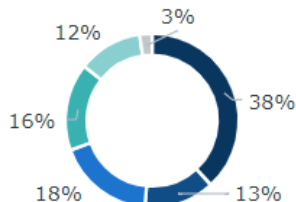

Institution Type

- 1%
- 25%
- 52%
- 22%

Legend:
- 4-year public
- 4-year private
- 2-year public
- 2-year private

Including:
- 14 HSIs
- 9 HBCUs
- 8 Career & technical colleges
- 6 MSIs

Institution Size

- 3%
- 12%
- 38%
- 16%
- 13%
- 18%

Legend:
- <2,499
- 2,500-4,999
- 5,000-9,999
- 10,000-19,999
- 20,000-49,999
- 50,000+

Respondent Role

- 16%
- 1%
- 21%
- 6%
- 56%
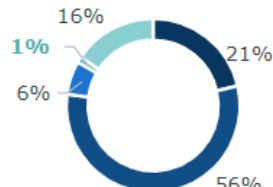
Legend:
- Cabinet-level leader
- Dean/Director
- Advisor
- Financial Aid/Bursar
- Other

This report uncovered four key learnings about AI and student success teams:

Adoption is outpacing coordination

Staff want to learn about AI through collaboration with their peers
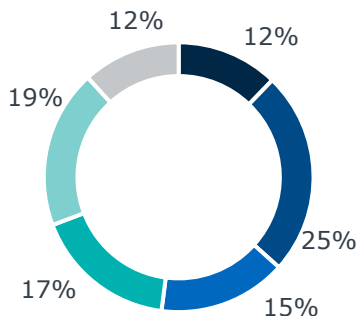
Concern is shifting to how to do AI "right"

Student success professionals think AI can make their jobs easier

How often do you personally use AI in your role?
n=221

■ Daily	■ A few times a year
■ Weekly	■ Never
■ Monthly	■ I don't personally use AI, but other people working in student success do

Highly AI Engaged:

69%

Have used AI in their role

52%

Use generative AI at least monthly

25%

Use generative AI weekly

Which AI-powered strategies does your team use?

n=220

Improve communication efficiency

38% Reducing the time needed to draft student emails and communications

20% Writing and organizing multi-step communications campaigns

Career Preparation

18% Helping students to write cover letters or resumes

16% Assisting students with career search activities

Fielding questions

31% Using AI powered chatbots to field questions from students

> "I wish more people would realize **AI is our inevitable future**, just like Microsoft Excel made paper spreadsheets obsolete."
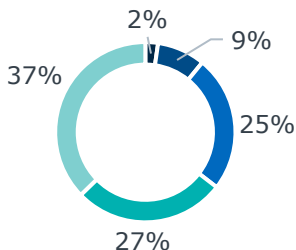>
> *-Survey respondent*

Currently, how often does your institution:

n=220

Encourage student success teams to use AI in their roles?

2%
9%
37%
25%
27%

- ■ Always
- ■ Often
- ■ Sometimes
- ■ Rarely
- ■ Never

Collect information on how student success teams are using AI?

1%
4%
16%
60%
19%
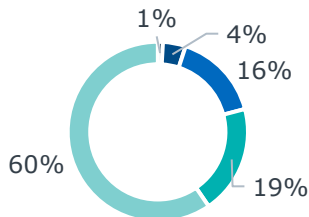
Disengaged Institutional Response:

60%

Never collect information on how teams are using AI

64%

Rarely or never encourage AI usage

59%

Of institutions haven't expressed a position on AI tools

What would make you feel more comfortable using AI in your role?

n=221

62% Time to experiment with AI technology

52% Institutional working groups that explore AI together

62% Examples from peers who are using AI

36% Support from experts outside of the college

Respondents Are Wary of Bias and Miscommunication

What concerns do you have about student success teams using AI in their work?

n=221

Of higher concern   *Of lower concern*

64%
Errors in AI communications could
negatively impact students

13%
AI will render student
success staff redundant

56%
AI-generated content might
contain biases

18%
AI tools and related staff
training will be costly

*Anxiety about job stability
is being replaces by
caution around AI accuracy*

In what ways could AI make your student services role easier? [Select up to three]

n=221

Reducing Repetition

73% Reducing the amount of time spent answering repetitive, high-volume questions

62% Automating repetitive tasks that were once completed manually (ie: running reports)

Pathway Guidance & Interventions

67% Quickly identifying students who may need additional support

62% By automatically nudging students towards personalized milestones

"

"...academic advising would be a great use. This task requires large teams that do repetitive tasks with a pre-determined set of rules... seems like a perfect task to automate using AI. This would reduce the time it takes to get those recommendations as students sometimes have to wait 3-4 weeks for an appointment."

Administrative Assistant

An administrative assistant at Maple University[1] uses Bard to write email responses for scheduling appointments, allowing him **to focus more on executive assignments**.

Provost

Louisiana State University's Provost generated a syllabus for an interdisciplinary AI course in **one hour as opposed to an entire workday** using ChatGPT.

Marketing Officer

A marketing officer at Southern New Hampshire University used ChatGPT to write a commercial script, **drastically cutting time and money spent in production.**

President

A president used ChatGPT to write his 2023 commencement address, which **required minimal edits to personalize**.

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1) Anonymized institution.

Adoption is outpacing coordination

Centralize Your AI Best Practices

- Develop a cross functional working team that collects best practices and AI strategies that are being used across the institution.
- Create an intuitive system for submitting strategies, practices, prompts, and use cases.
- Stress that strategies are being collected so they can be replicated, as opposed to AI usage being monitored for punitive reasons.

Staff want to learn about AI through collaboration with their peers

Develop AI Collaboration Spaces

- Created dedicated time for AI professional development that covers ethics, use cases, and highlights promising practices.
- Promote peer-to-peer "show and tell" where success staff can share strategies that have worked for them.
- Develop sandbox trainings that allow teams to experiment with AI in a controlled, supported environment.

Concern is shifting to how to do AI "right"

Define & Address AI Risks

- Openly address lingering success staff concerns about AI risks and how to use AI ethically.
- Develop examples of tested AI use cases to serve as entry points for cautious success staff.
- Engage your IT security experts in the creation of best practices and guidelines.

AI can make student success jobs easier

Make AI a Strategic Priority

- Invest in AI technologies that can reduce the time spent on repetitive, high volume tasks like running reports and answering student inquiries.
- Promote internal AI literacy as an institutional priority to affirm your alignment with success teams who are already using AI routinely.
- Track the impact of AI best practices on efficiency and job satisfaction.

Discussion

How can you strategically position your institution to be at the forefront of the shifts in AI to support desired student outcomes, operational efficiency, etc?

What ethical frameworks should guide our use of AI technologies in education, and how can we ensure that these technologies enhance rather than compromise academic integrity and equity?
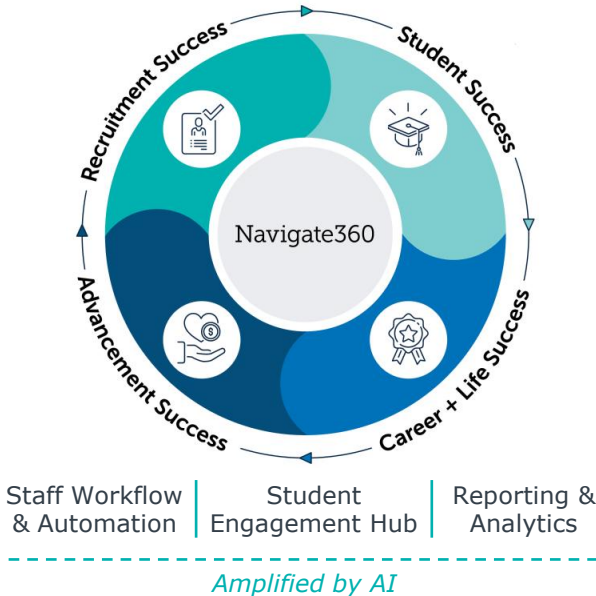
Recruit, Retain, and Empower Students in College and Beyond

Recruitment Success
Student Success
Advancement Success
Career + Life Success

Navigate360

Staff Workflow & Automation | Student Engagement Hub | Reporting & Analytics

Amplified by AI

Transformational Results for Partners

With 10+ years of experience across 850+ schools and 10M students, we help our partners reach their goals.

3-15% Typical graduation rate improvement

2-12% Typical retention rate improvement

5:1 Typical ROI for Navigate360 partners

Beyond Technology: The Student Success Collaborative

Each Navigate360 partner becomes part of the Student Success Collaborative, gaining access to decades of research, an EAB expert dedicated to their success, events designed to share best practices, and a close-knit community of peers.

Generative AI—Such as ChatGPT—Enables Optimization and Personalization

AI-Powered Report Builder

Using natural language prompts, easily create new reports, pivot tables and charts that provide visibility into data.
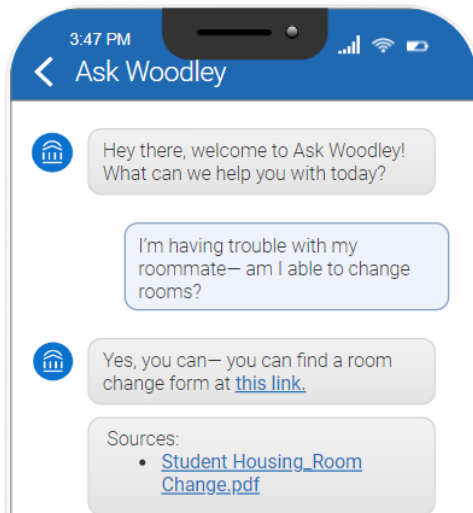
Student Resource Knowledge Bot

Reduce the time spent training chatbots that effortlessly provide students secure access to support, instructions, and FAQs.

Message Content Advisor

Simplify and optimize one of Navigate360's most powerful features, Campaigns, by minimizing the time spent on creating campaign content.

3:47 PM

Ask Woodley

Hey there, welcome to Ask Woodley! What can we help you with today?

I'm having trouble with my roommate— am I able to change rooms?

Yes, you can— you can find a room change form at this link.

Sources:
- Student Housing_Room Change.pdf

- [Student Experience and Well-being Resource Center](#)

- [Student Readiness Diagnostic](#) (Reach out to your SL or NPI facilitator for interpretation and next steps)

- [Student Success in the 2020s: 30 Priorities Infographic](#)

- [Six Drivers Shaping the Future of Student Success Insight Paper](#)

- [Student Success Technology Solutions](#)

Discussion

Changes in federal financial aid policies, such as income-driven repayment plans or changes to the Pell Grant, will greatly impact student enrollment and retention rates.

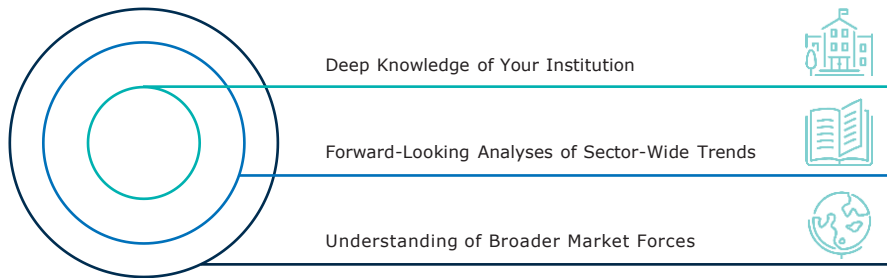What role do you think the institution should play in supporting students through regulatory shifts?

What strategies have you implemented (or is your leadership team considering) to support students in navigating these changes?

Expert Support and Services to Help Higher Ed Leaders Implement Change with Confidence

Deep Knowledge of Your Institution

Forward-Looking Analyses of Sector-Wide Trends

Understanding of Broader Market Forces

Core Components of Strategic Advisory Services

1

Best Practice and Future-Focused Research
Annual research agenda set and guided by the sector's most meaningful challenges

2

Diagnostics and Decision Tools
Tools to support the planning and implementation of best practices uncovered in the research agenda

3

Implementation and Change Management Support
Ongoing advisory and implementation support for campus-wide initiatives

4

Global Peer to Peer Networking
In-person and virtual convenings to drive alignment and share best practices across the sector

A Relentless Focus on Finding the Right Answer

Recent Research Initiatives	2024-2025 Research Agenda

Reckoning with Relevance
- Anticipate evolving stakeholder needs
- Benchmark administrative effectiveness
- Meet new challenges in student activism

Differentiate Your Student Value Proposition
- Map institutional strengths to student benefits—in students' language
- Build market awareness and differentiation capabilities

AI and the Future of Higher Education
- Maximize the impact of AI investments
- Learn the five transformative opportunities of AI

Becoming a Modern Anchor Institution
- Learn four key imperatives to helping your institution drive undeniable economic impact and reclaim the public good mantle

Case Studies in Organizational Transformation
- Deep dive on profiles of higher ed institutions that have achieved administrative transformations, sharing details of the changes and lessons learned

Program Revitalization and Innovation
- Explore new strategies for revitalizing academic programs to align with market demand and launching new interdisciplinary degree programs

Our Research Inputs that Generate Actionable and Proven Recommendations

Continuous Discourse with Sector Leaders	Rigorous Root Cause and Data Analyses	Out-of-Sector Perspectives	Actionable and Proven Recommendations

Embrace the Future of Student-Centric Recruitment

enroll 360
by EAB

Cultivate
Affinity-Building Inquiry and Nurture Campaigns

Apply
Demand-Generating Application Marketing Campaigns

Aid
Data-Driven Policy Creation and Financial Aid Optimization

Yield
Actionable Analytics to Drive Conversion-Boosting Campaigns

Intersect
Connection Point to Millions of Naviance Users

Appily Leads
High-quality Inquiries and Candidates from Apply

Appily Tours
Best-in-Class Digital Experiences

Appily Match
Today's Top Direct Admission Platform

First-Year — *Underrepresented* — *International* — *Transfer*

The Enroll360 Difference: Higher Education's Largest Student Dataset + Insights and Campaigns Driven by Enterprise-wide AI + A Team of Experts Ready to Help You Make the Right Calls

See You Next Time!
Tuesday, July 15th, 2025 | 1:00 pm – 3:00 pm ET

Dr. Richard Helldobler

William Patterson University

(Former Interim President, Northeastern Illinois University)

Dr. Alison Morrison-Shetlar

University of Lynchburg

Dr. David Vuletich

EAB

Managing Director, Research Advisory Services

Topic

• Critical Considerations for Achieving Financial Sustainability and Resilience

EAB Presenter

• Dr. David Vuletich, Managing Director, Research Advisory Services

Special Guest Presidents

• Dr. Alison Morrison-Shetlar | University of Lynchburg
• Dr. Richard Helldobler | William Patterson University