



UNIVERSITY OF
CENTRAL
ARKANSAS

ROI Campus Forum

Importance of Enrollment,
Retention, & Student
Success

February 18, 2020

Campus Forums This Spring

- | | |
|---------|---|
| Jan. 30 | Making Efficient Use of Department Budgets |
| Feb. 18 | Importance of Enrollment, Retention, & Student Success |
| Mar. 3 | UCA's Performance & Prospects with ADHE Productivity Model |
| Mar. 12 | Drivers of Financial Planning: Taking Care of Our People |
| Apr. 2 | Drivers of Financial Planning: Ensuring Success of Students |
| Apr. 16 | Drivers of Financial Planning: Stewards of the Public Trust |

ROI is an ongoing, data-informed, campus-wide effort to optimize our budget in face of unpredictable enrollment trends and limited state funding.

ROI will allow us to align existing resources to support student success, invest in strategic initiatives, build financial reserves, and retain employees at a competitive market salary.

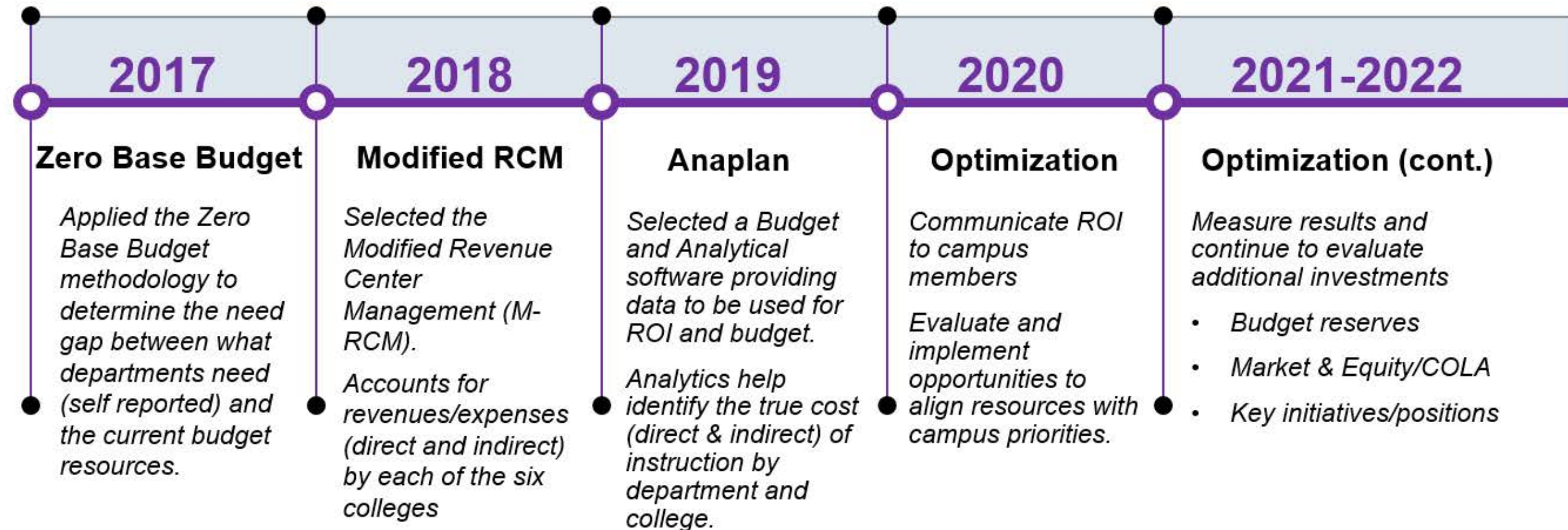
Main Objectives in Annual Budget Process

- Cautious Optimism
- Focus on Student Success
- Maintain Stable Reserves
- Minimize the Financial Impact to Students

Top Leadership Priorities

- Focus on Enrollment & Student Success Initiatives
- Academic Program Improvements & Expansion
- Technology Refresh
- Maximize Scholarship Options & Responsiveness
- Salary Competitiveness & Operational Efficiencies
- Address Rising Facility Costs & Facility Needs
- Fundraising to a New Level

Resource Optimization Initiative (ROI)

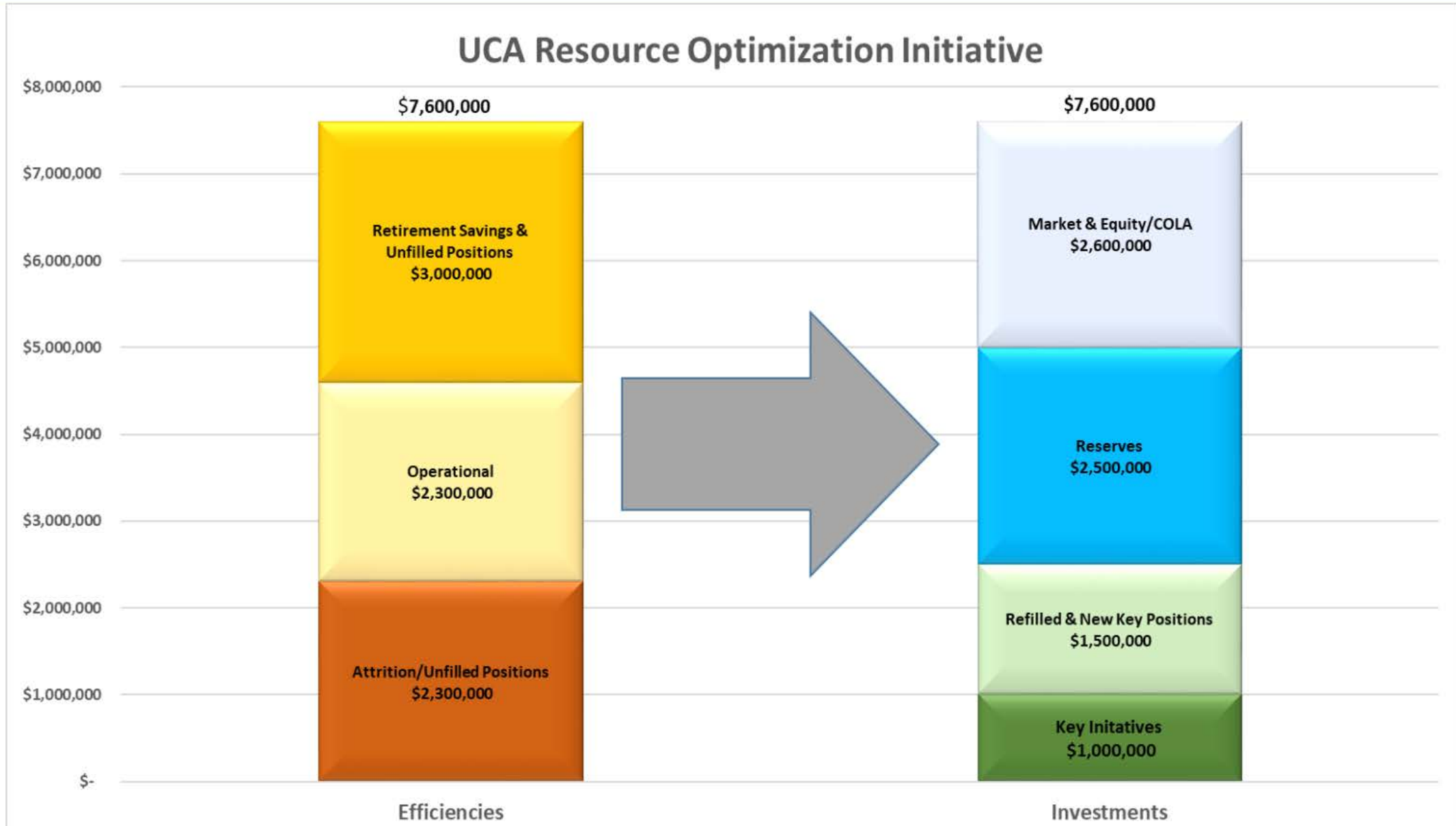


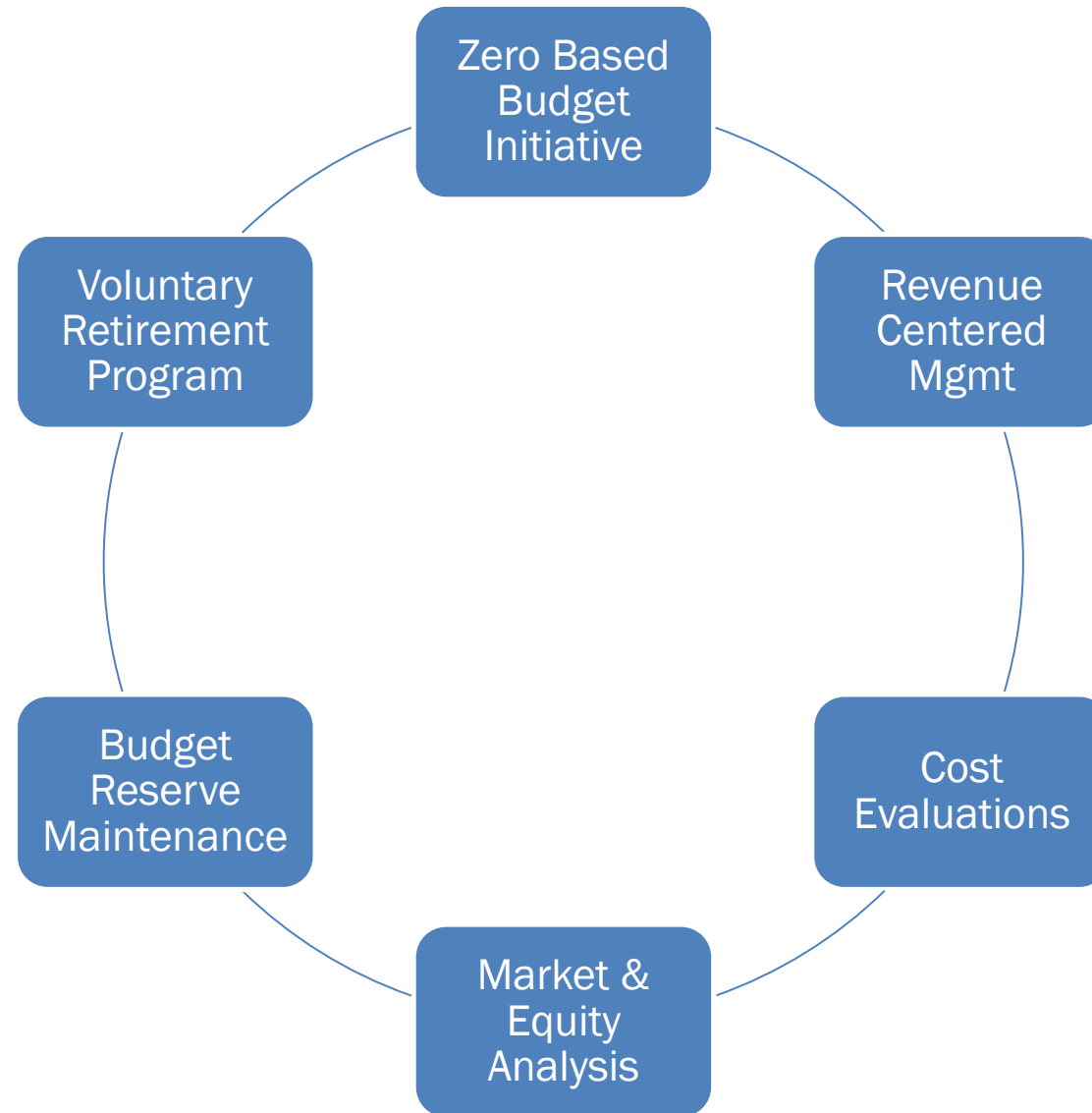
Importance of Optimizing Resources

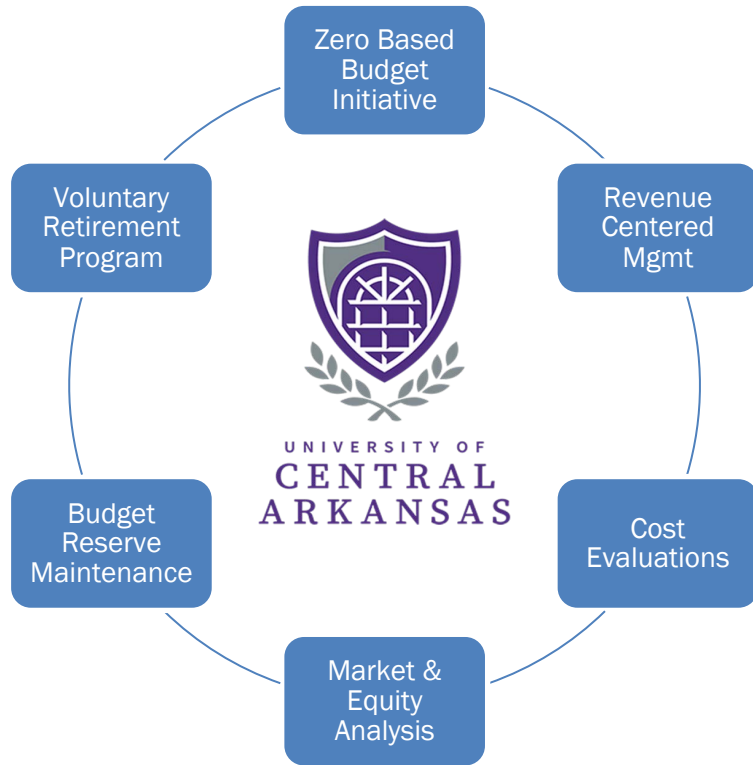
- Enrollment can be unpredictable and forecasted decline for high school graduates in the coming decade require multi-year planning.
- We cannot expect significant additional resources from the state.
- Take proactive measures in order to ensure we can best serve our students and invest in the strategic objectives and needs of the university.

Importance of Optimizing Resources

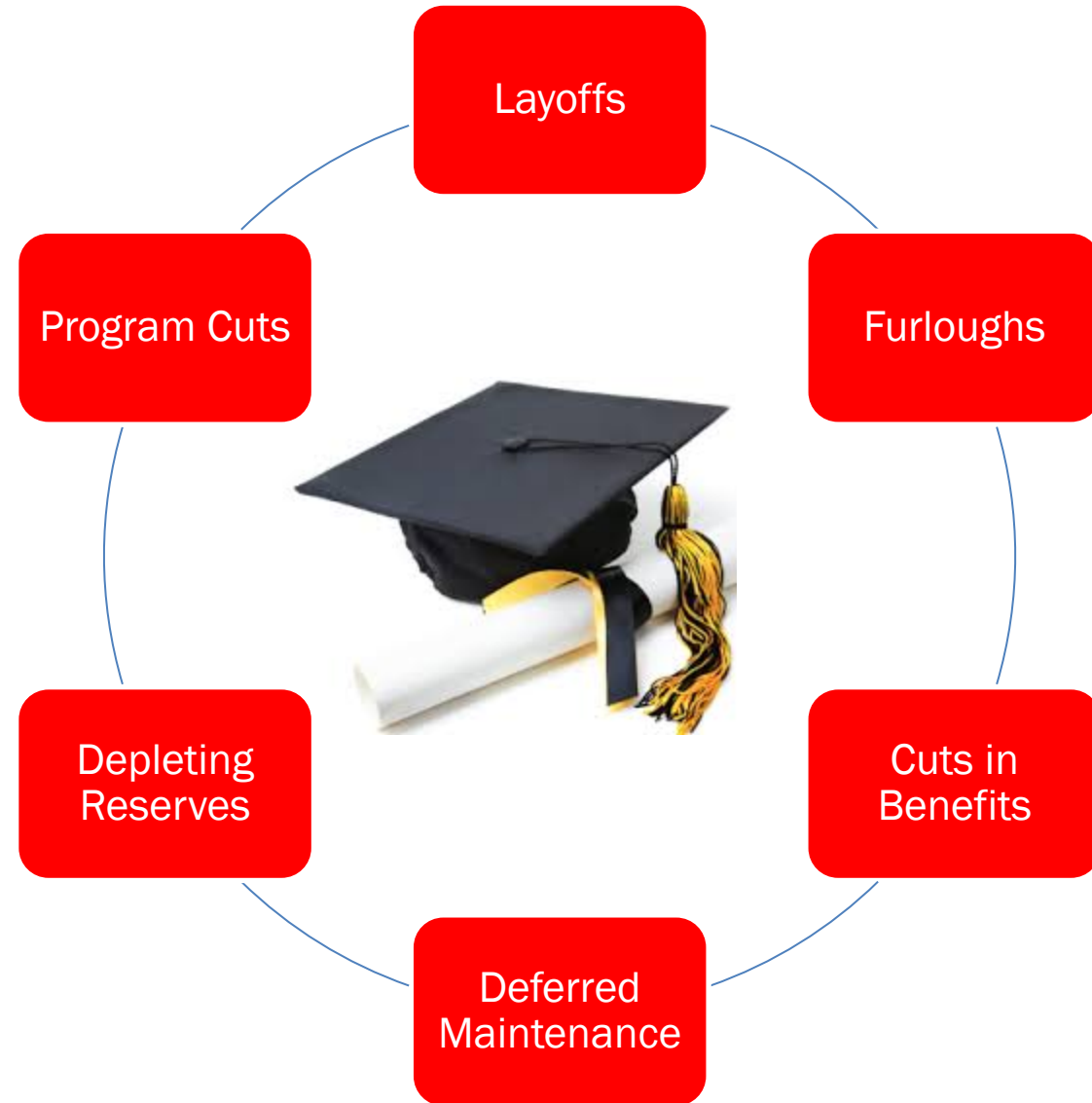
ROI is important to ensure that UCA remains a choice university and positioned to fulfill our mission and thrive during an era of uncertainty for public and private universities and colleges.







ROI places UCA in a significantly better position than our peers in and out of state.





Importance of Enrollment, Retention, & Student Success

Tuesday, February 18
College of Business Auditorium

*Importance of
Enrollment,
Retention, and
Student
Success*

Our mission and core values

The University of Central Arkansas, **a leader in 21st-century higher education, is committed to excellence through the delivery of outstanding undergraduate and graduate education that remains current and responsive to the diverse needs of those it serves.** The university's faculty and staff promote the intellectual, professional, social, and personal development of its students through innovations in learning, scholarship, and creative endeavors.

Educational Attainment

Educational attainment measures how many years of education people have completed and what degrees they have earned.



Arkansas ranks 49th in number of adults with a college degree

The Citizen's Guide to Understanding Arkansas Economic Data



Median earnings for HS diploma \$730 a week/Bachelor's degree is \$1,200

U.S. Bureau of Labor Statistics



Make more money
Lower unemployment
More likely to have insurance and retirement options

CollegeBoard.com, U.S. Bureau of Labor

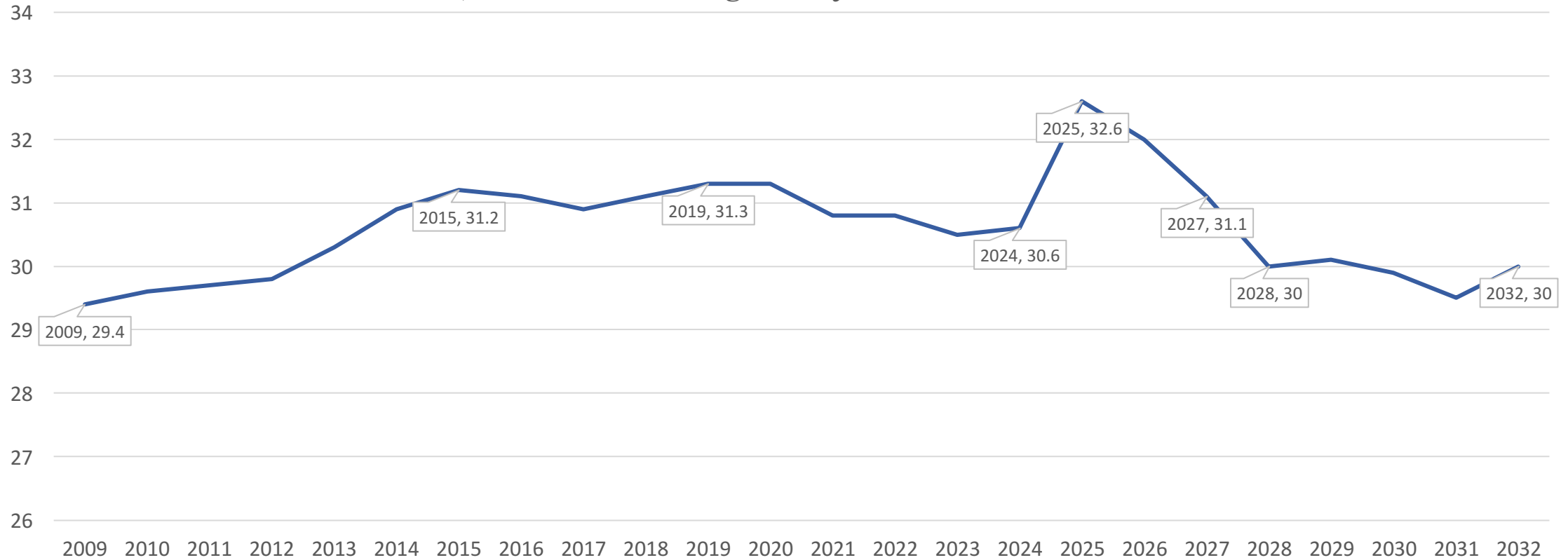
Student Success from two approaches

- Promote an educated citizenry
- Advance opportunities for social, economic and personal agency
- Improve potential for increased health and well-being
- Develop citizens able to lead amid ambiguity
- Support exponential improvement in local, state, and regional stability

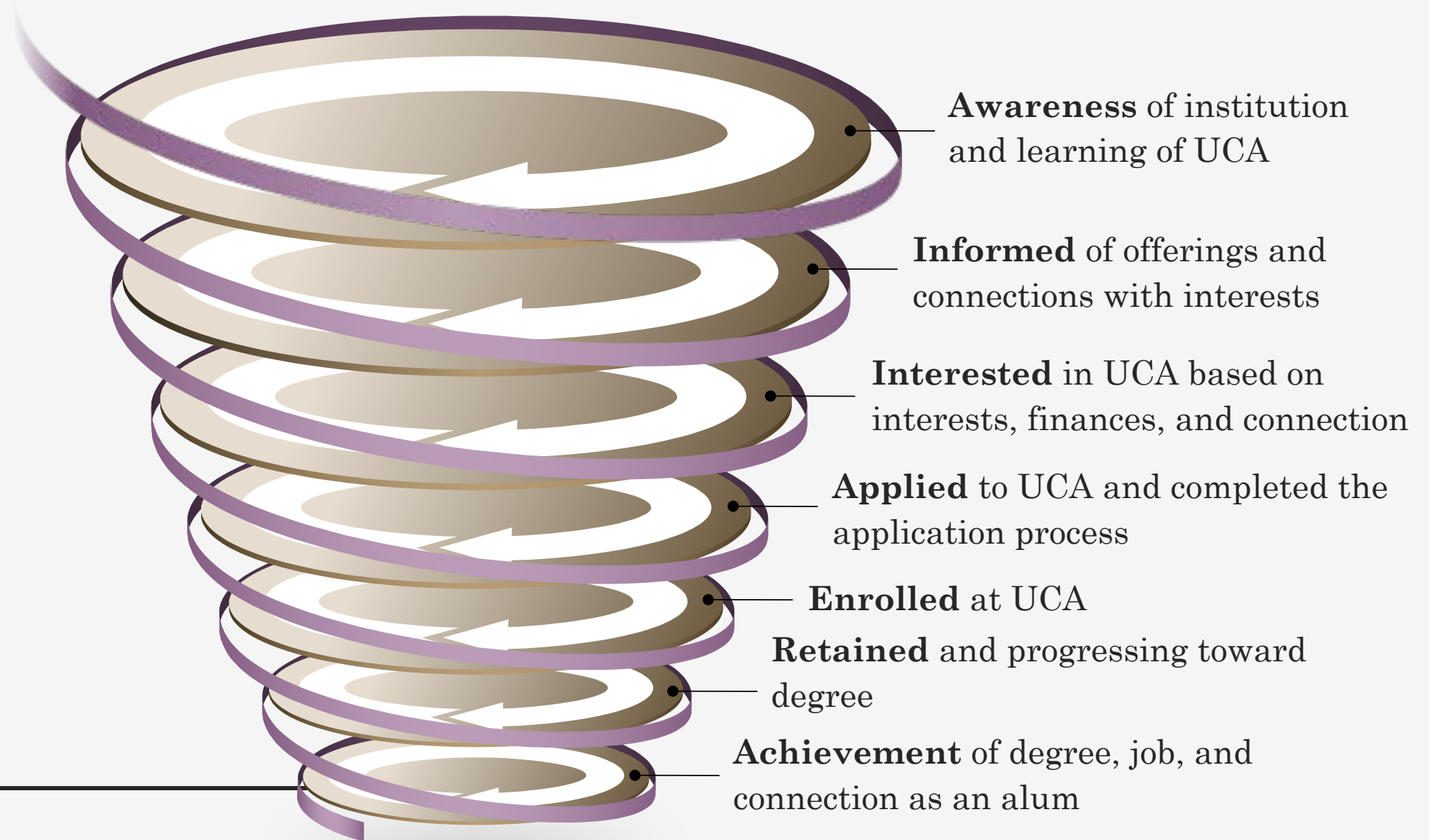
- Support the long-term health and relevance of the University of Central Arkansas
- Safeguard our role in developing opportunities for an educated citizenry
- Ensure we are able to remain financially competitive
- Allow for strategic innovation and leadership

Public & Private Arkansas High School Graduates

Fall 2018 cohort, 88% of incoming first-year students were from Arkansas



UCA Recruitment Funnel





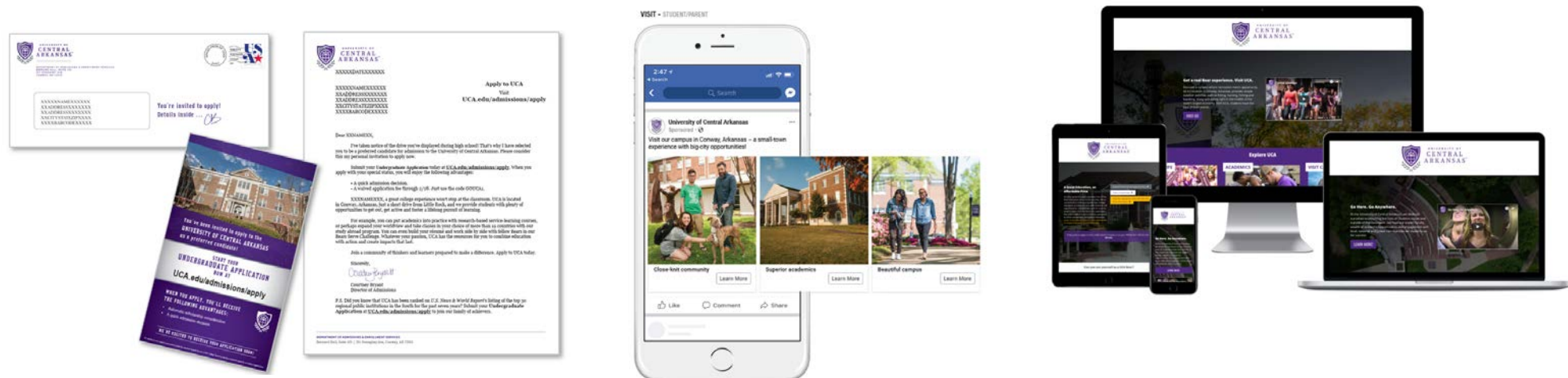
EAB and UCA 2020 Senior Application Marketing Campaign

High School Senior Application Campaign

Campaign Timeline: December 5th through May 1st

Contact Audience: 5,000 UCA Senior Inquiries and 25,000 Purchased Senior ACT, SAT, and CBSS Names

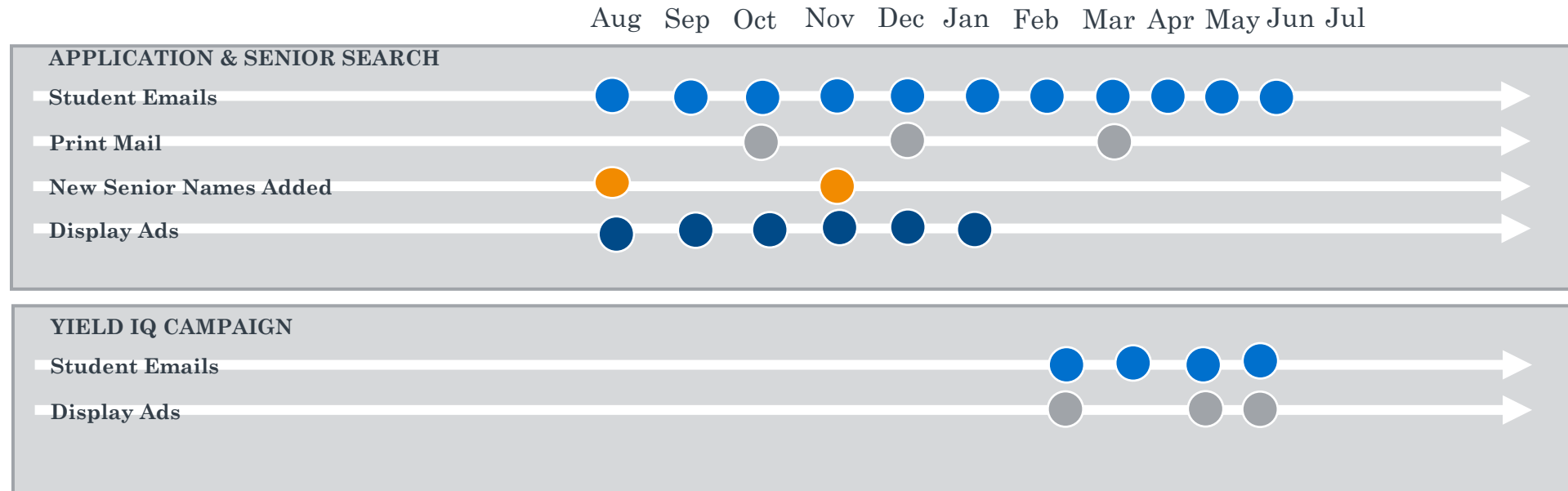
Creative Suite: 2 Paper Mailings, 40+ Student Emails, Ongoing Follow-Up Emails to Non-Applicants, Display Ads



High School Senior Application Marketing Timeline

Best-fitting Senior names will receive a customized, persuasive, and ongoing application marketing experience throughout the fall, winter and spring. Only non-applicants will receive the ongoing follow-up.

Once students have been admitted in the spring, students will be included in the Yield IQ campaign to encourage deposits and help the team manage the larger admit pool to the May 1st deposit deadline.





2020 Sophomore & Junior Campaign

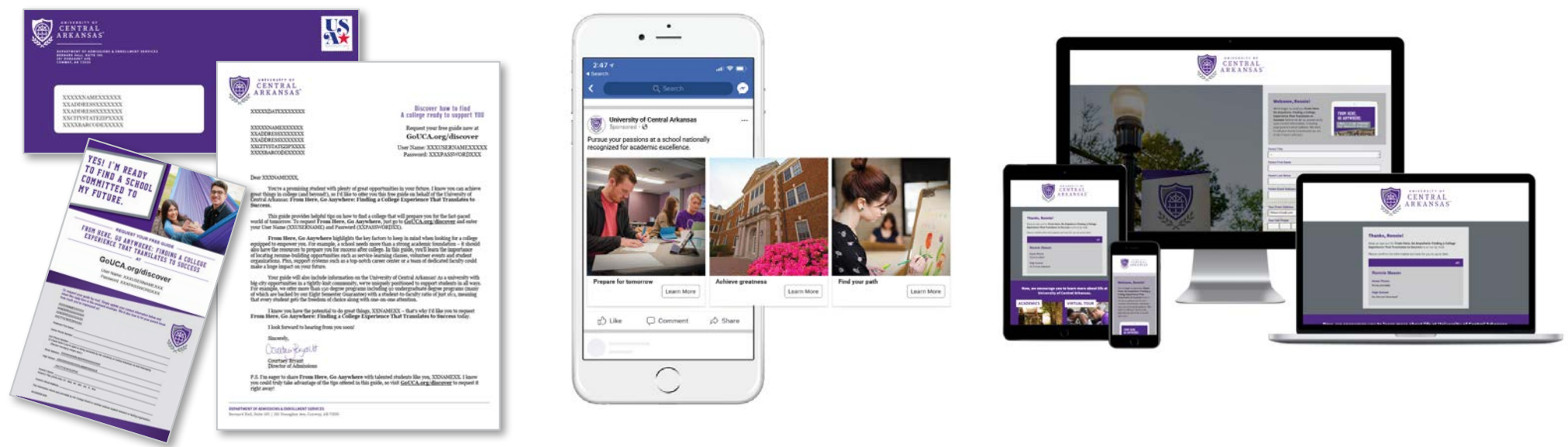
Inquiry Generation - Sophomore & Junior Search



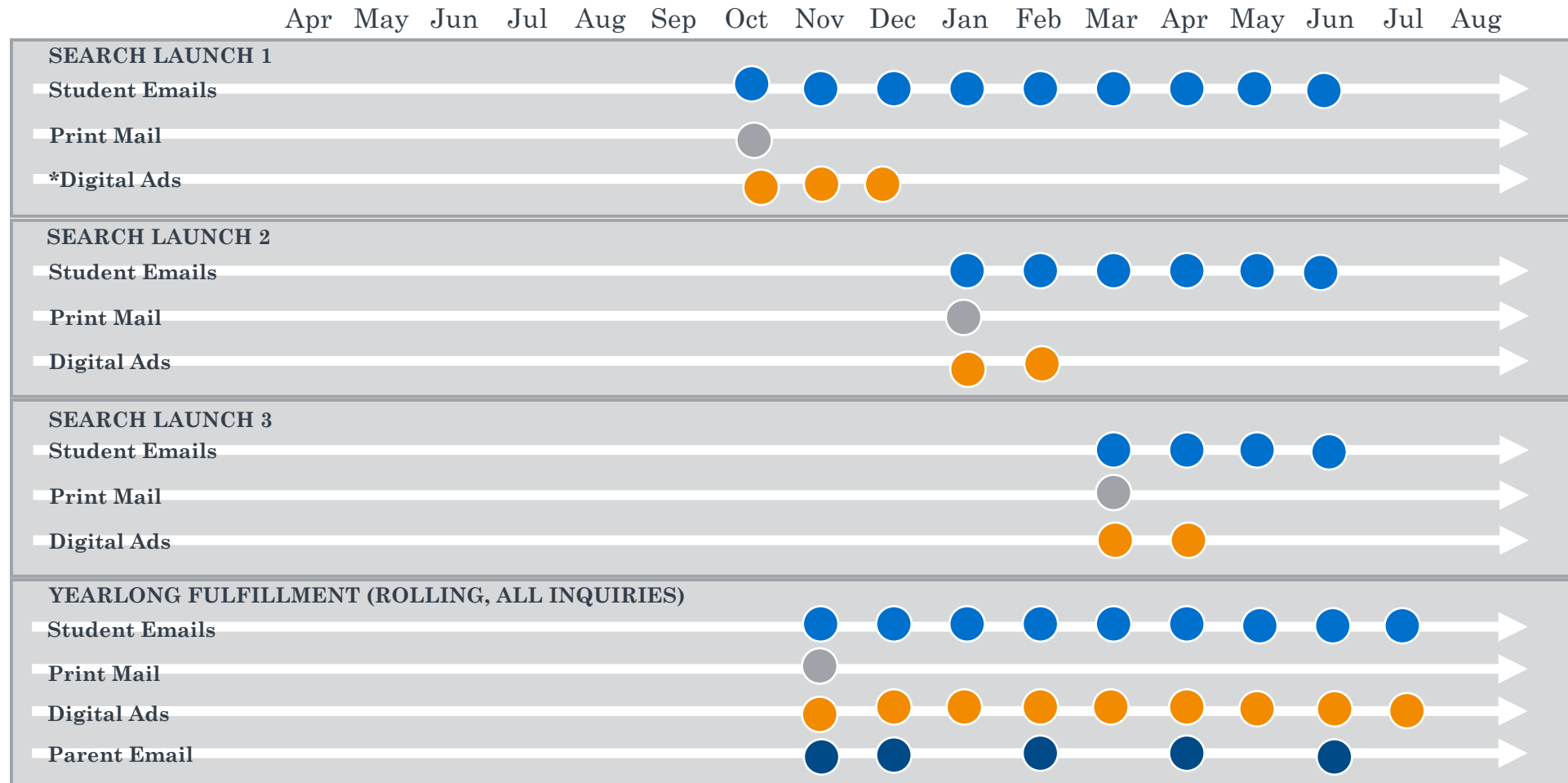
Yearlong Campaign Timeline: Fall through Winter and Spring

Contact Audience: 50,000 Purchased Sophomore and Junior ACT, SAT, NRCCUA and CBSS Names

Creative Suite: Paper Mailing, 12 Student Emails, Landing Page, Ongoing Follow-Up Emails to Students & Parents, Fulfillment Mailing Package, Display Ads



Inquiry Generation Campaign Timeline





2020 Yield IQ Campaign – March

Yield IQ: Understanding Admitted Student Intentions



Decision IQ Survey Methodology Helps Predict Whether or Not Students Will Enroll

1 Soliciting student thoughts

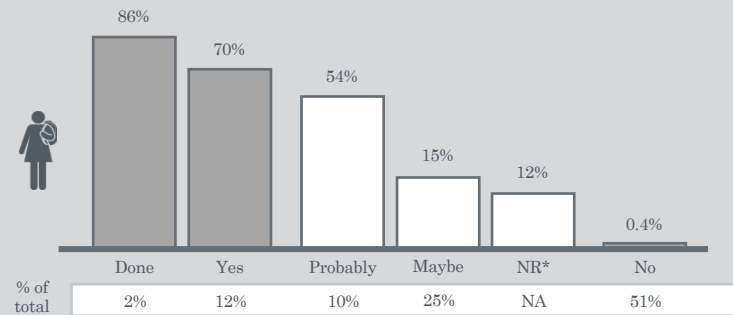
- EAB uses proprietary methodologies to survey students regarding their intentions (and factors influencing those intentions)
- *Persistent email campaign*



55%-65%
response rate typical

2 Predicting who will enroll

Likelihood to Enroll, by Response to the Question "Do You Intend to Enroll?"



3 Improving admissions workflow

- *Online portal tracks Decision progress by the minute*
- Track key performance indicators
- Discover student intentions
- Triage student follow-up



4 Boosting competitive intelligence



- *Learning from non-yielding students*

- Key competitors
- Key decision drivers
- Key lessons on messaging

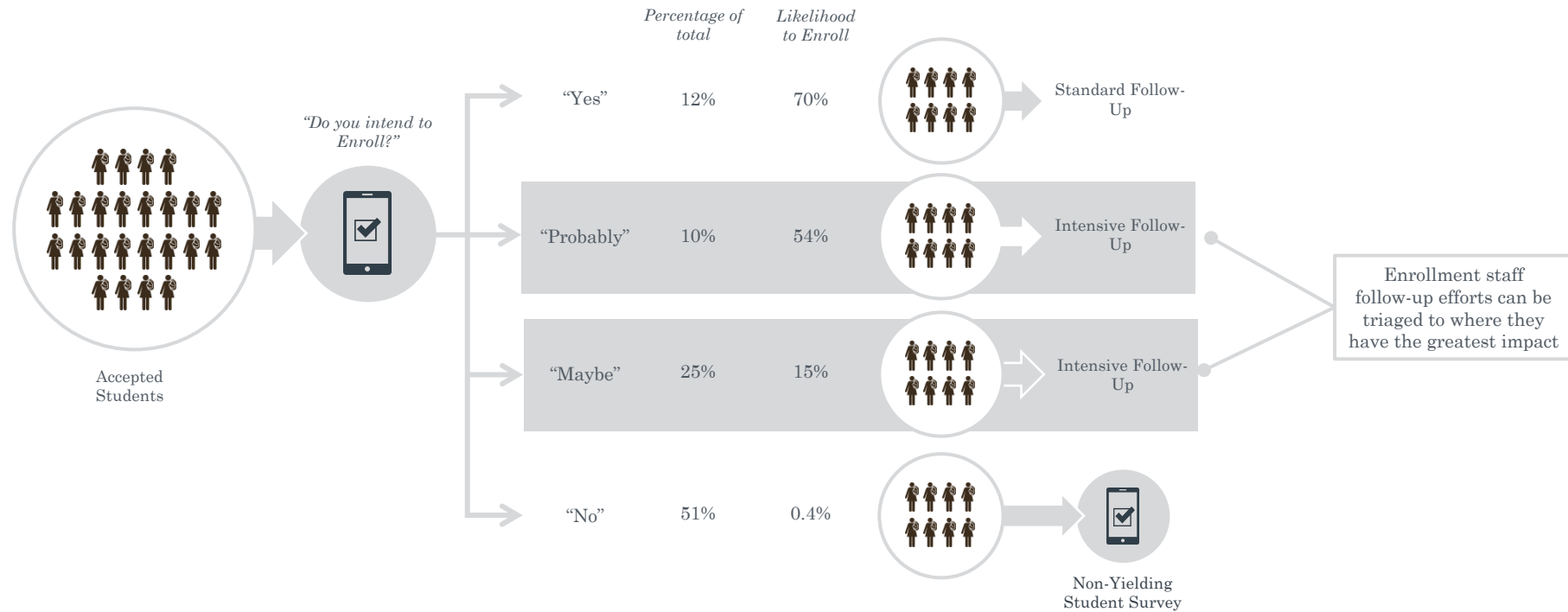
78%
of students complete exit survey

Decision IQ: Focused Engagement On Students You Can Motivate

Helping Focus Staff's Attention Where It Will Have the Greatest Impact

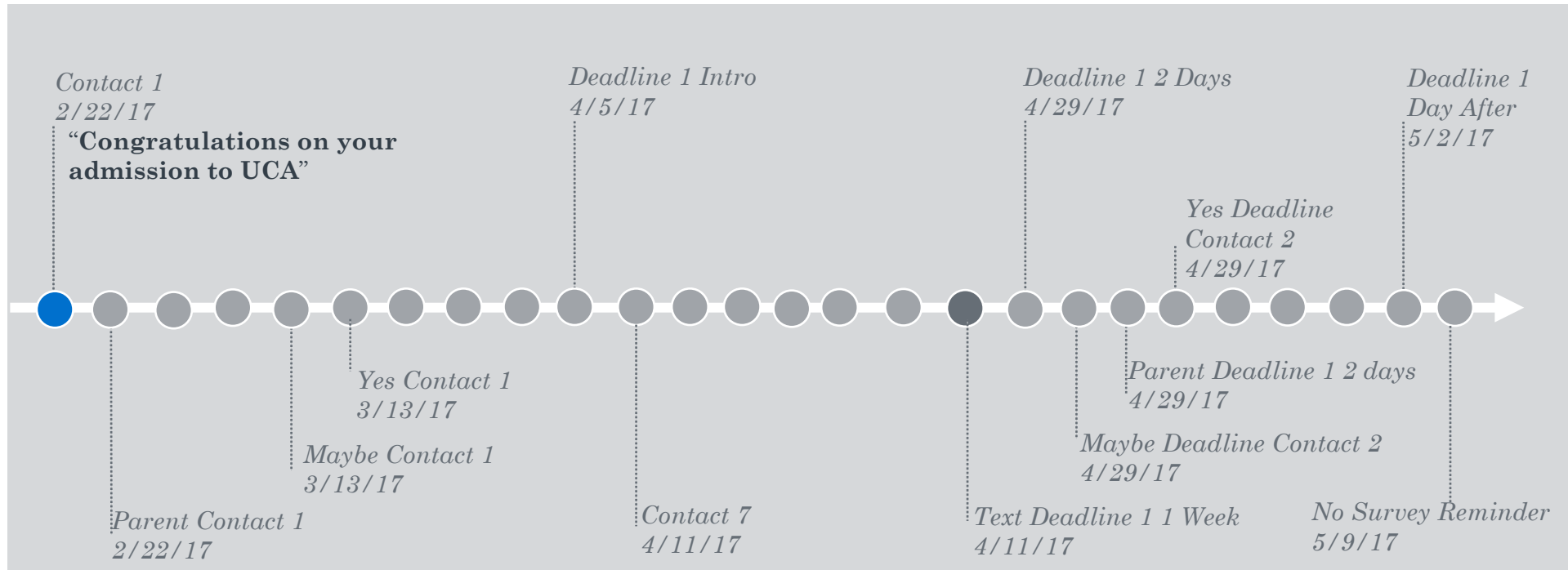
Student Surveys Generate Actionable Insight

Outreach and Analytical Methodologies



Precise timing and persistence of emails positively influences desired student behaviors

Yield IQ Sample Campaign Calendar:

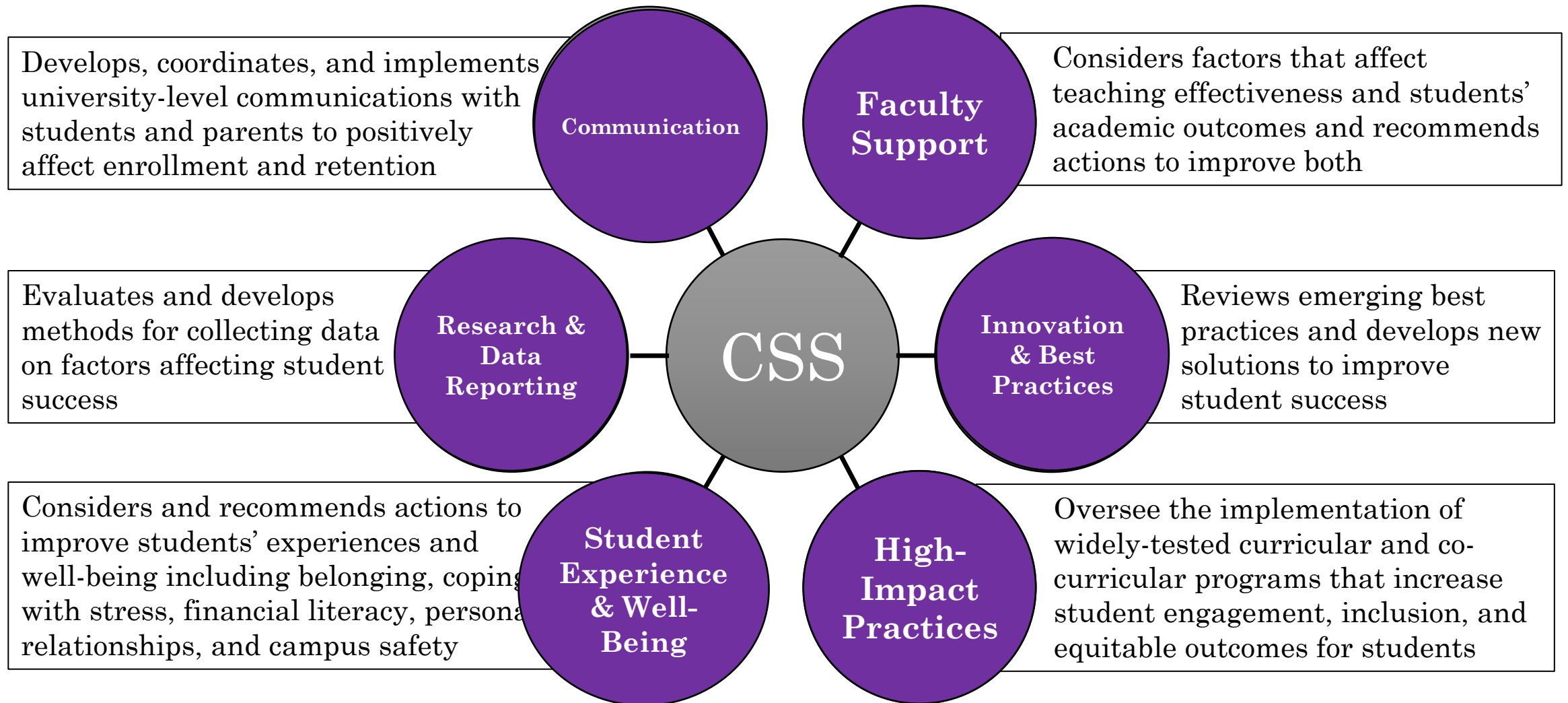


Summary:

- 25 Emails

- 7 Contacts
- 4 Yes Contacts/Reminders
- 4 Maybe Contacts/Reminders
- 3 Parent Contacts/Reminders
- 7 Deadline reminders
- 1 submission contact

Council for Student Success (CSS)



UCA Momentum Year

15 to Finish

Boost the number of students who are on track for on-time graduation by encouraging enrollment in 15 credits each semester (30 credits per year, including summers).

Professional staff academic advisors located within each UCA college and advising the student from entry to commencement on their path toward student success.

Embedded Academic Advising

Ensure all students enroll in and complete gateway math in their first year by designing math courses that are aligned with the skills students need for their chosen program of study.

Guided Math Pathways

MetaMajors

Groups of individual majors under a larger academic umbrella. These programs provide students with a clear pathway to graduation, and help them make connections between their studies and different career tracks.

Gateway Courses (G2C)

Institutional plan for improving student learning and success in high-enrollment courses that have historically resulted in high rates of Ds, Fs, Withdrawals, and Incompletes especially for low-income, 1st generation and underrepresented students.

Increase gateway course completion within the 1st year by enrolling entering students into the college-level math and English courses, providing those who need additional help a course or lab that offers just-in-time academic support.

Co-Requisite Courses

Living and learning occurs outside the classroom as well. Focused and purposefully activities to engage students in growth and learning opportunities to strengthen their connections to UCA.

Co-Curricular

Academic Growth Mindset

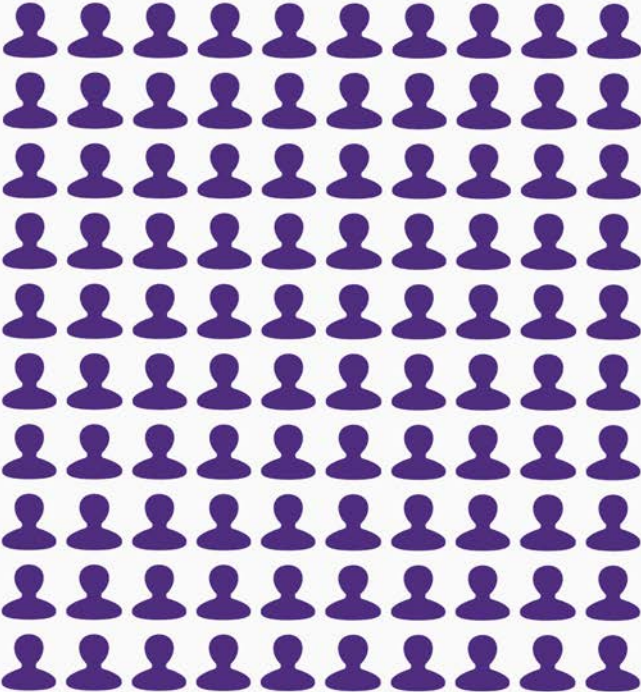
The Academic growth mindset is an exploration of our knowledge of student achievement, and ways that such achievement might be improved.

Momentum Year

National Data from Complete
College America (CCA)

- Students taking 12 credits were 3 percentage points less likely to earn a bachelor's degree in six years than those taking 15 credits.
- **The average student GPA based on credits completed after one year is a 3.03 for 30 hours completed, 2.74 for 20 – 30 completed, and 2.07 for less than 20 hours completed.**
- After six-years, first-year momentum students earned 27 more credits and were 19 percentage points more likely to earn a degree or certificate (57% versus 38%) than non-momentum students
- 53% of students earned at least nine semester credits in their academic focus area in year one completed a college credential in six years, compared to 35% who did not attempt nine credits in their focus area.
- **First-year momentum students paid 20% less per degree in tuition and fees but generated, on average, \$4,890 more in tuition and fees than non-momentum students.**

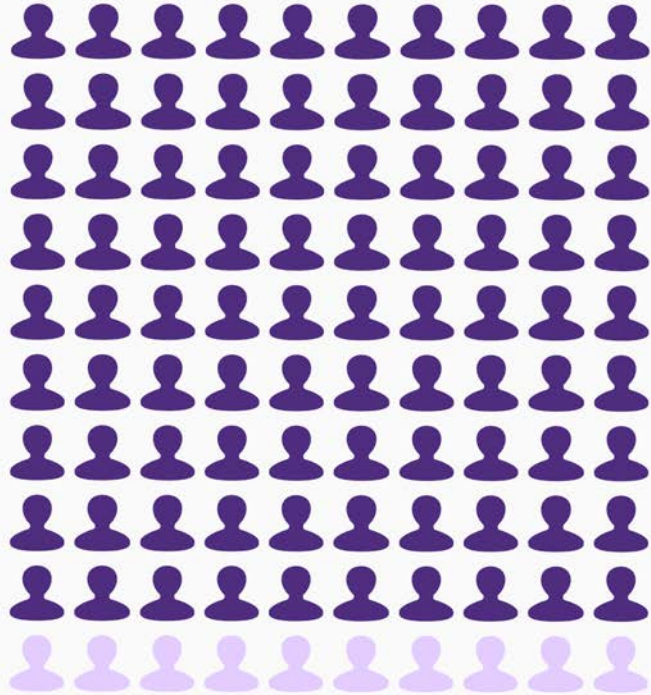
Fall 2018 Cohort



100%

of 2,023 UCA students

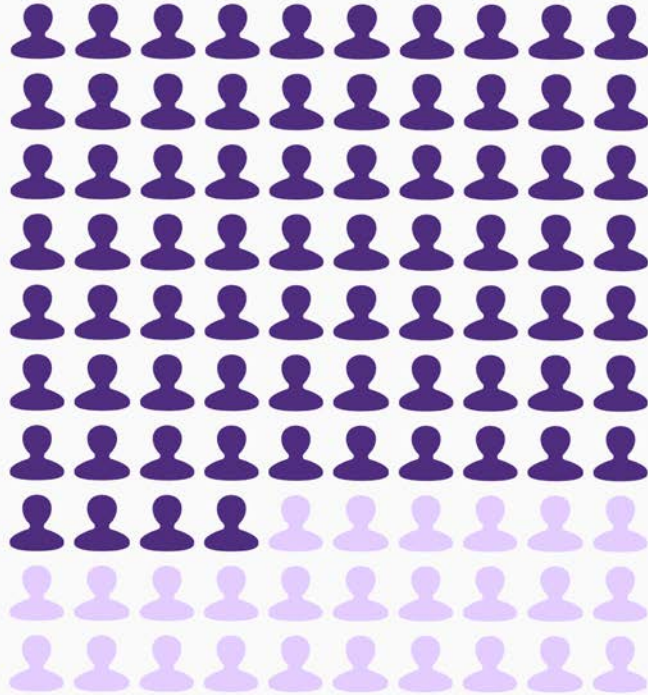
Fall 2018 Cohort



89.7%

retained to spring 2019

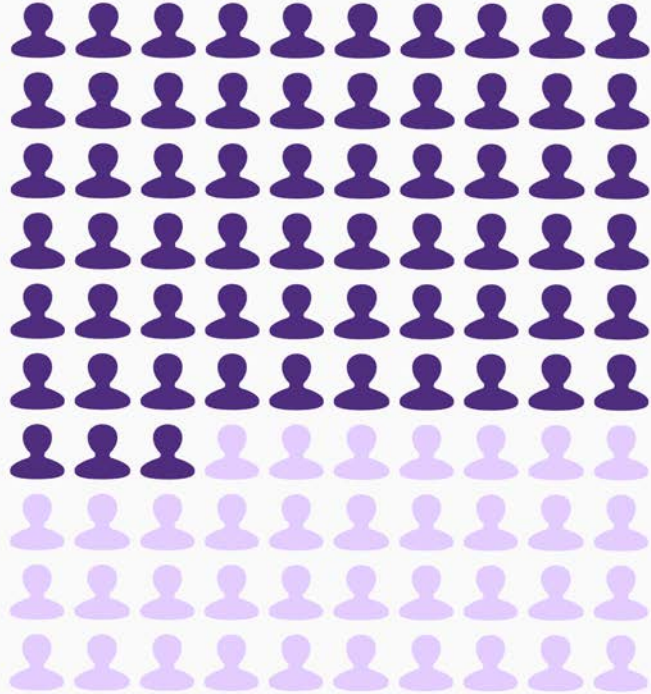
Fall 2018 Cohort



74.7%

retained to fall 2019

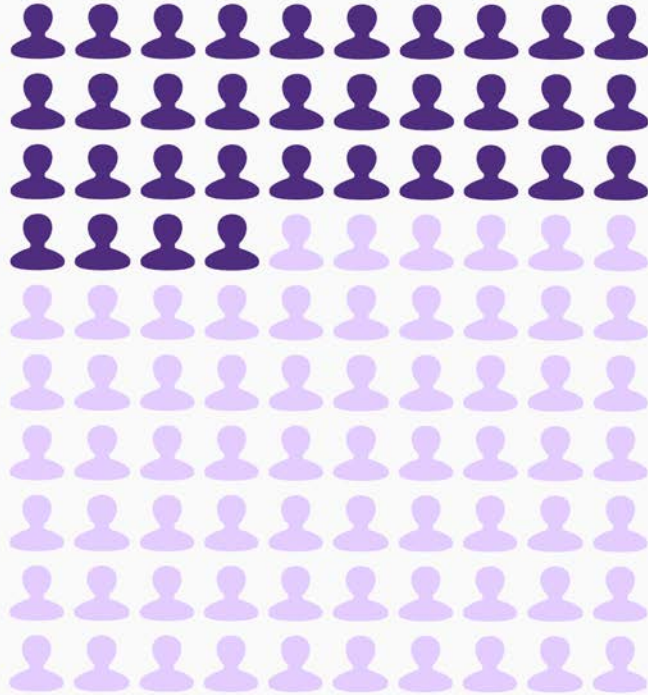
Fall 2017 Cohort



62.9%

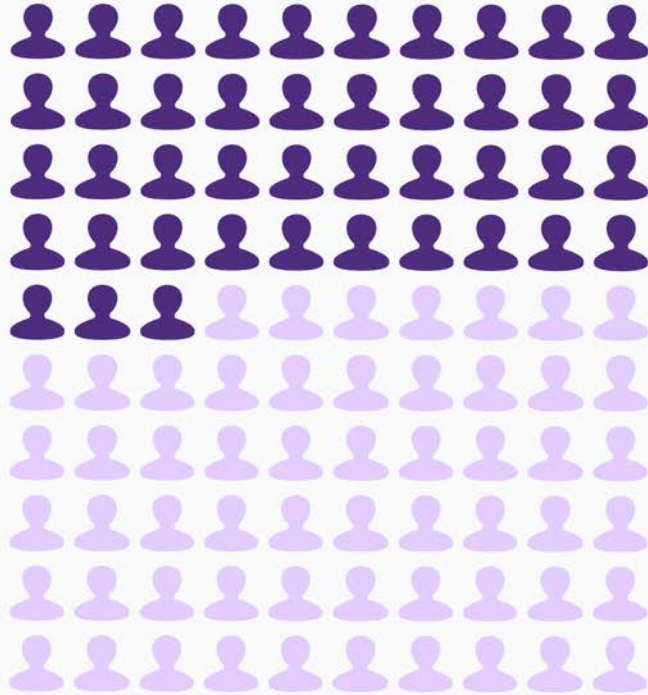
retained to fall 2019

Fall 2015 Cohort



33.9%
graduated in four years

Fall 2013 Cohort



43.4%

graduated in six years

Potential Lost Revenue

One-Year at UCA

01

1 Year, 1 Student

\$19,433

Based on the projected tuition and fees schedule (and including projection for books and supplies), a student will pay \$19,433 to attend UCA for one year. The loss of one student, who is not receiving institutional or foundation scholarships is at minimum \$19,433 for one year.

10

1 Year, 10 Students

\$194,330

Based on the projected tuition and fees schedule (and including projection for books and supplies), a student will pay \$19,433 to attend UCA for one year. The loss of ten students, who are not receiving institutional or foundation scholarships is at minimum \$194,330/year.

100

1 Year, 100 Students

\$1,943,300

Based on the projected tuition and fees schedule (and including projection for books and supplies), a student will pay \$19,433 to attend UCA for one year. The loss of one-hundred students, who are not receiving institutional or foundation scholarships is at minimum \$971,650/year.

511

1 Year, 511 Students

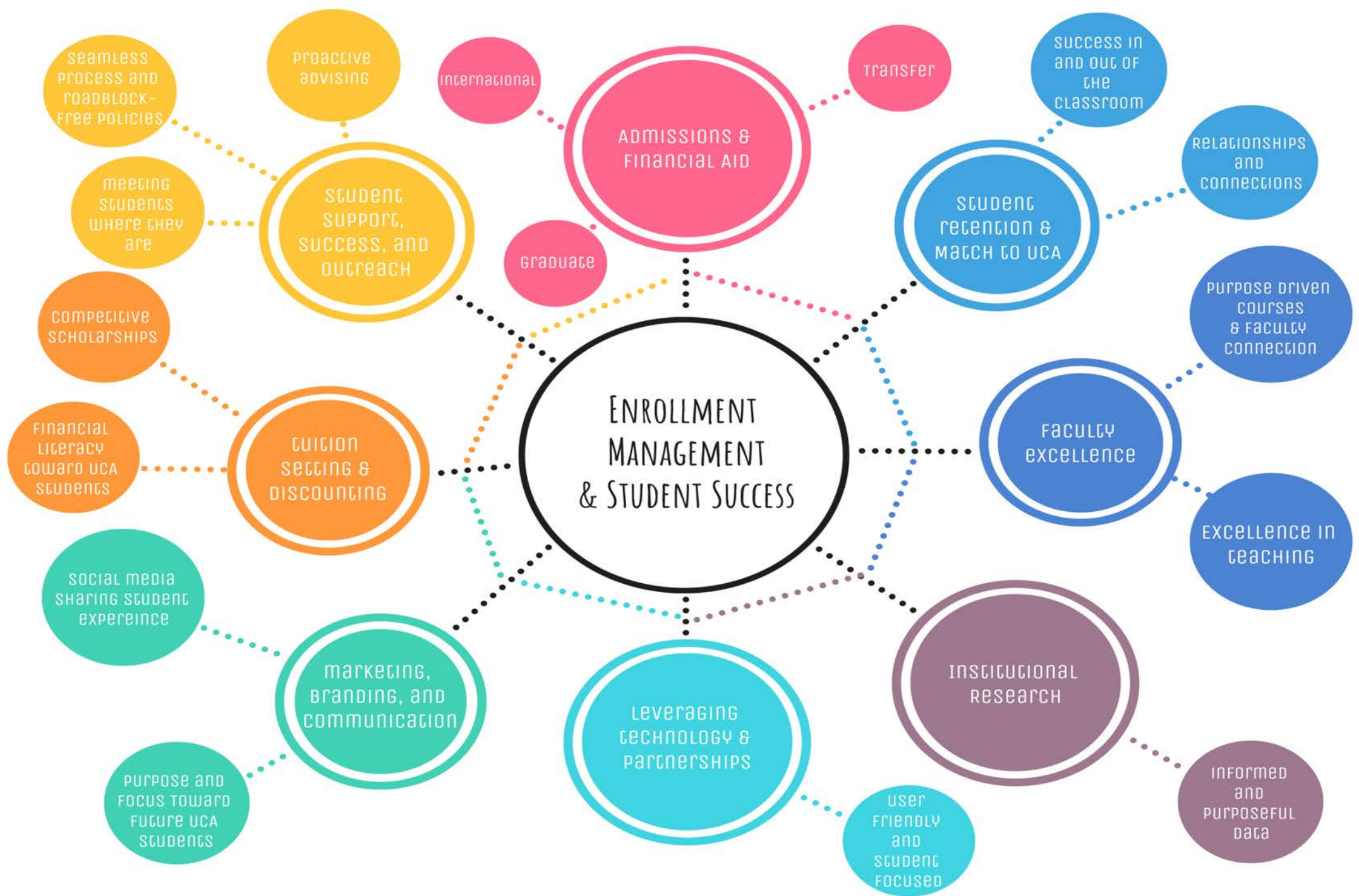
\$9,930,263

The UCA fall 2018 cohort had 2,023 students. After one year, five-hundred and eleven students have left UCA. Their departure from UCA, in year two, is a financial impact of \$9,930,263. Even if you assume a discounting of 35% to these students, it is a loss of \$6,454,671 to UCA.

Internal structures and potential barriers

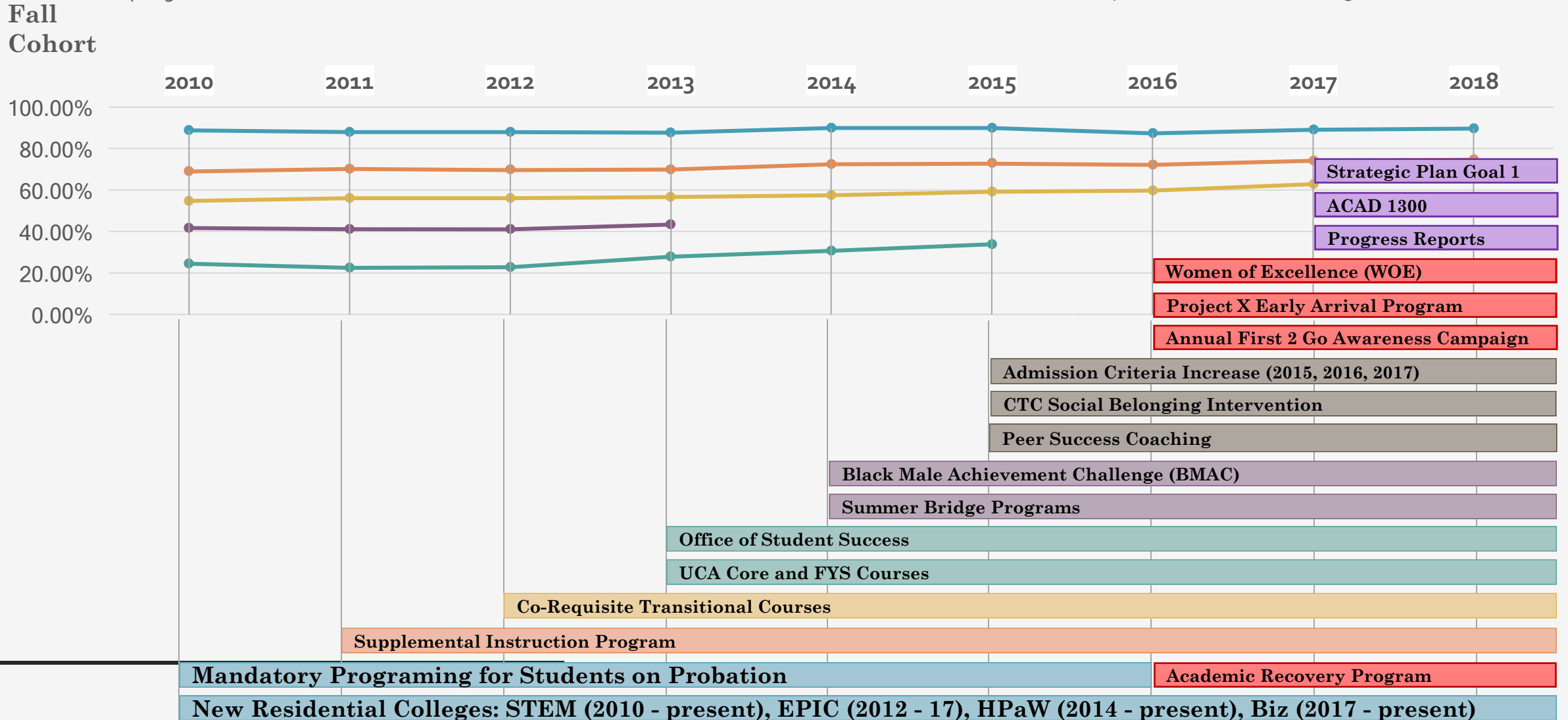
How many holds currently prevent a student from registering for courses?

106



First-Time Undergraduate Retention and Graduation Rates

● Fall to Spring (1st Term) Retention
 ● Fall to Fall (1 Year) Retention
 ● Fall to Fall (2 Year) Retention
 ● 100% (4 Year) Graduation
 ● 150% (6 Year) Graduation






*Excellence in
teaching*

University of Central Arkansas

*College,
department,
individual*

- Analyze, at the department level, DFWI rates
 - *Be willing to identify and address biases*
 - Equity in approach and content
 - *Analyze and adjust opportunities for experiential learning*
 - Review T&P documents
- 

*Galvanize
around
Student
Success*

- Consider issues of equity in the classroom and content
- Review and apply SOTL
- Engage in SOTL
- Engage in development and support through CTE
- Revamp your syllabus

Center for
Teaching
Excellence
and
Institutional
Diversity &
Inclusion



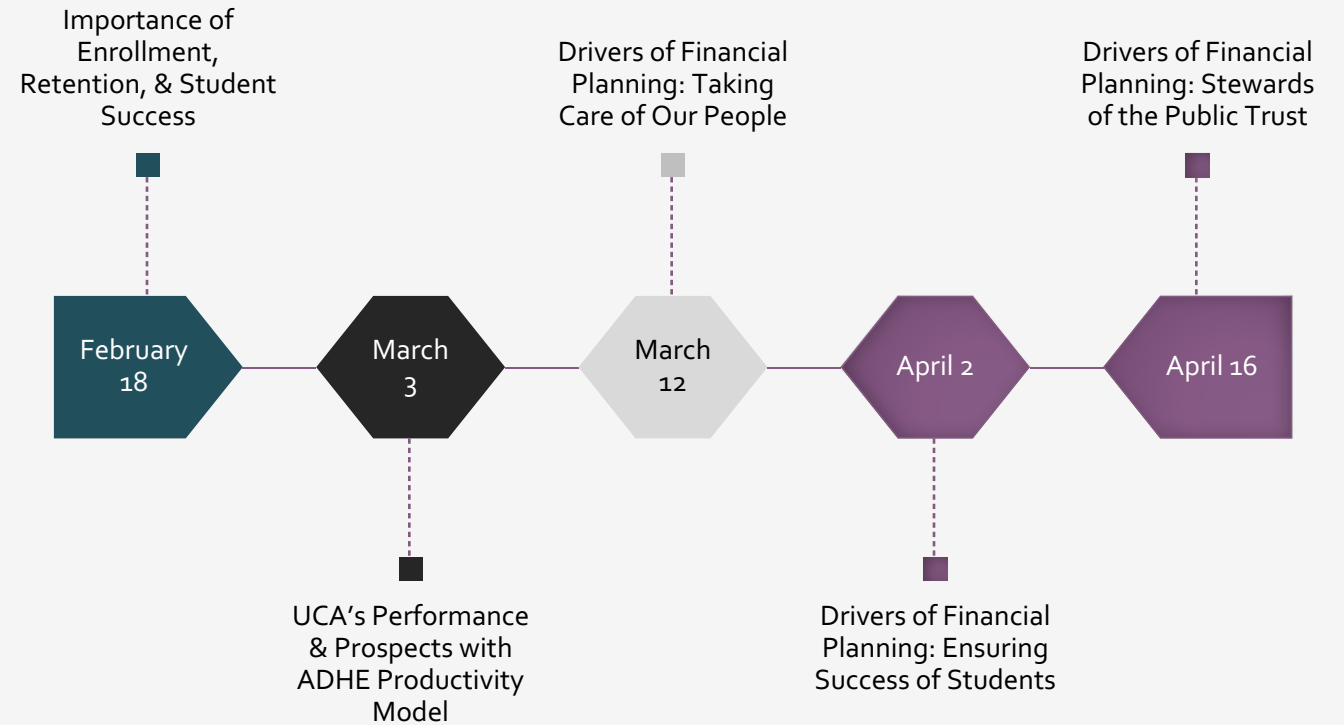
What are our goals?

Whose voice echoes in us?



Questions

uca.edu/roi/campus-forums/



Key Takeaways from Today

- ROI is a campus-wide effort for stakeholders to shape the future of the university.
- Enrollment management is a collective, university-wide effort that involves every single UCA faculty and staff member.
- Student success is a metric for which we are all responsible.
- We are all part of the lift, but what happens in the classroom is of paramount importance.

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Questions