ROI Campus Forum

Drivers of Financial Planning: Ensuring Success of Students

Tuesday, October 19, 2021

ROI Campus Forums in Spring 2020

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. 22   Drivers of Financial Planning: Stewards of the Public Trust

Resource Optimization Initiative

"[ROI] is important to ensure that UCA remains a choice university and [is] positioned to fulfill our mission and thrive during an era of uncertainty for public and private universities and colleges." – *UCA Convocation, August 2019*

Resource Optimization Initiative

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.

Resource Optimization Initiative (ROI)

2017

Zero Base Budget

Applied the Zero Base Budget methodology to determine the need gap between what departments need (self reported) and the current budget resources.

2018

Modified RCM

Selected the Modified Revenue Center Management (M-RCM).

Accounts for revenues/expenses (direct and indirect) by each of the six colleges

2019

Anaplan

Selected a Budget and Analytical software providing data to be used for ROI and budget.

Analytics help identify the true cost (direct & indirect) of instruction by department and college.

2020

Optimization

Communicate ROI to campus members

Evaluate and implement opportunities to align resources with campus priorities.

2021-2022

Optimization (cont.)

Measure results and continue to evaluate additional investments

- *Budget reserves*
- *Market & Equity/COLA*
- *Key initiatives/positions*

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.

The constants

Main Objectives in Annual Governance & Budgeting 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

Strategic Plan Goals

Support for Student Success

Demonstrated Excellence of Graduates

Position the university to thrive and play a strong role in addressing grand challenges for Arkansas.
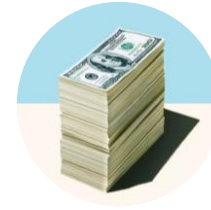
Educational Attainment

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
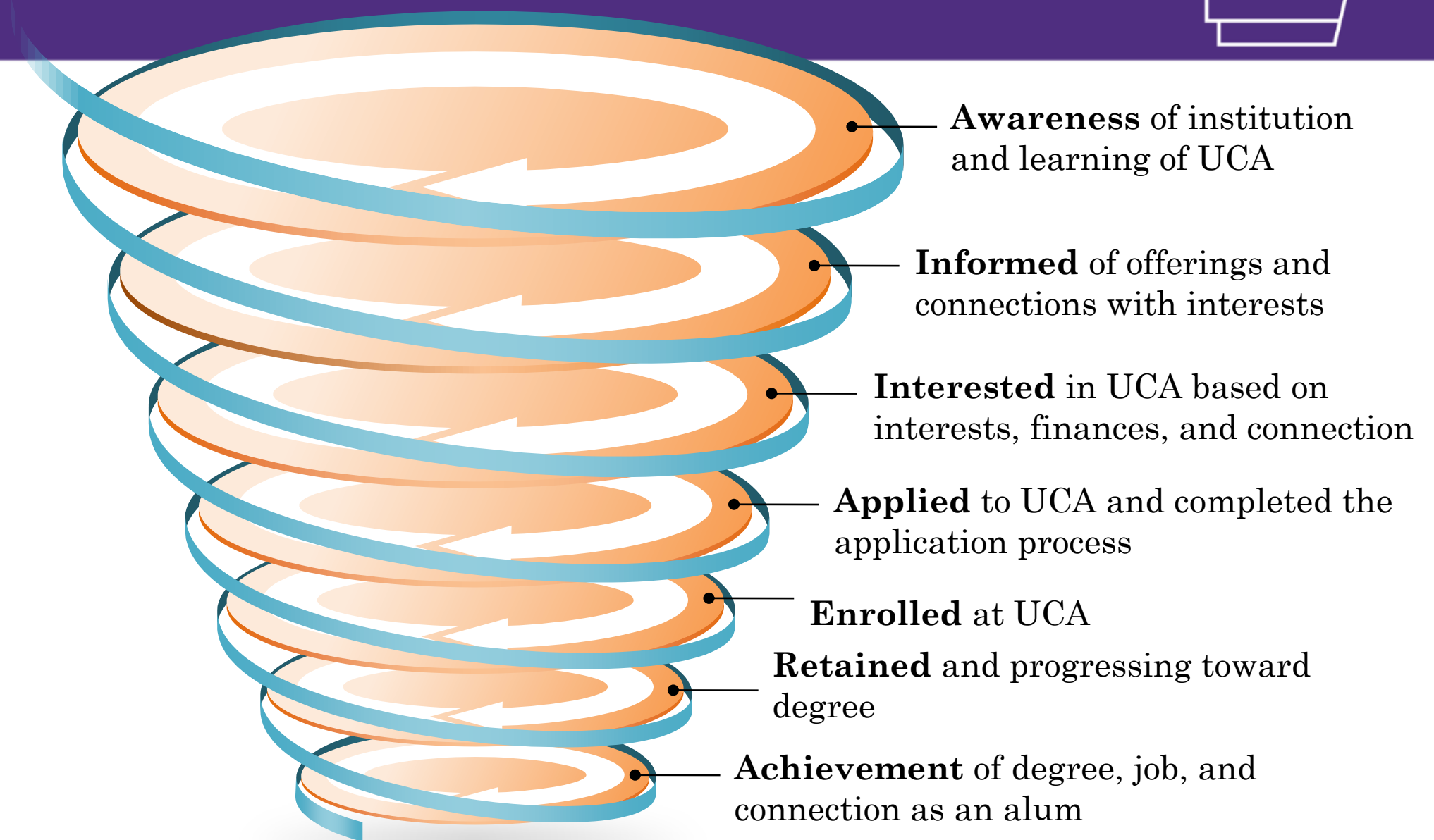
Our mission and core values

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.

UCA Recruitment Funnel

Awareness of institution and learning of UCA

Informed of offerings and connections with interests

Interested in UCA based on interests, finances, and connection

Applied to UCA and completed the application process

Enrolled at UCA

Retained and progressing toward degree

Achievement of degree, job, and connection as an alum

Full-time, First-time Undergraduate Summary												
		Retention Rates						**Graduation Rate**				
		Fall to Spring		Fall to Fall (1 Year)		Fall to Fall (2 Year)		100%/4 Year		150%/6 Year		
Term	Cohort	#	%	#	%	#	%	#	%	#	%	
Fall 2003	2,414	2,133	88.4%	1,700	70.4%	1,371	56.8%	527	21.8%	988	40.9%	
Fall 2004	2,216	1,929	87.0%	1,606	72.5%	1,303	58.8%	471	21.3%	938	42.3%	
Fall 2005	2,429	2,122	87.4%	1,746	71.9%	1,362	56.1%	470	19.3%	973	40.1%	
Fall 2006	2,352	2,047	87.0%	1,666	70.8%	1,345	57.2%	540	23.0%	960	40.8%	
Fall 2007	1,763	1,535	87.1%	1,279	72.5%	1,027	58.3%	363	20.6%	741	42.0%	
Fall 2008	2,075	1,793	86.4%	1,480	71.3%	1,184	57.1%	445	21.4%	927	44.7%	
Fall 2009	1,753	1,551	88.5%	1,287	73.4%	1,030	58.8%	409	23.3%	788	45.0%	
Fall 2010	1,828	1,625	88.9%	1,261	69.0%	1,001	54.8%	448	24.5%	762	41.7%	
Fall 2011	1,940	1,706	87.9%	1,361	70.2%	1,091	56.2%	437	22.5%	800	41.2%	
Fall 2012	2,130	1,872	87.9%	1,486	69.8%	1,193	56.0%	483	22.7%	876	41.1%	
Fall 2013	2,177	1,907	87.6%	1,522	69.9%	1,237	56.8%	610	28.0%	945	43.4%	
Fall 2014	2,154	1,939	90.0%	1,560	72.4%	1,241	57.6%	663	30.8%	985	45.7%	
Fall 2015	1,986	1,786	89.9%	1,447	72.9%	1,178	59.3%					
Fall 2016	1,867	1,632	87.4%	1,347	72.1%	1,116	59.8%					
Fall 2017	1,927	1,717	89.1%	1,427	74.1%	1,212	62.9%					
Fall 2018	2,023	1,815	89.7%	1,512	74.7%	1,285	63.5%					
Fall 2019	1,838	1,645	89.5%	1,449	78.8%							

Full-time, First-time Undergraduate 1-Yr Retention Rates	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019
Hispanic	65.7%	66.4%	72.7%	68.3%	75.2%
American Indian/Alaskan Native	78.6%	88.9%	57.1%	87.5%	77.8%
Asian	90.0%	88.6%	65.8%	86.8%	86.4%
Black	71.5%	72.8%	73.1%	71.5%	81.5%
Native Hawaiian or Pacific Islander	50.0%	-	100.0%	100.0%	100.0%
Two or more races	65.0%	69.7%	61.3%	69.5%	72.8%
Minority Rate	**71.0%**	**72.6%**	**70.4%**	**71.7%**	**79.1%**
White	73.2%	74.4%	75.2%	76.0%	78.5%
Non-resident Alien	85.4%	44.1%	83.3%	79.2%	79.5%
Unknown	80.0%	0.0%	100.0%	100.0%	100.0%
Non-Minority Rate	**73.7%**	**71.9%**	**75.6%**	**76.1%**	**78.6%**
Male	71.2%	70.9%	70.9%	71.8%	75.5%
Female	73.9%	72.9%	75.9%	76.4%	80.7%
All Full-time, First-time Undergradua	**72.9%**	**72.1%**	**74.1%**	**74.7%**	**78.8%**

Full-time, First-time Undergraduate 6-Year Graduation Rate	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Hispanic	31.3%	36.1%	44.3%	44.7%	42.5%
American Indian/Alaskan Native	11.1%	34.6%	16.7%	46.7%	28.6%
Asian	64.3%	54.5%	50.0%	62.1%	63.6%
Black	24.9%	26.7%	28.8%	27.6%	26.0%
Native Hawaiian or Pacific Islander	50.0%	-	25.0%	-	50.0%
Two or more races	43.6%	33.3%	26.2%	35.1%	45.7%
Minority Total	**28.3%**	**31.1%**	**30.9%**	**32.6%**	**33.2%**
White	46.9%	45.1%	45.5%	48.2%	51.3%
Non-resident Alien	58.5%	59.6%	70.6%	70.5%	71.4%
Unknown	37.3%	37.7%	37.8%	38.5%	60.0%
Non-Minority Total	**46.8%**	**45.1%**	**45.9%**	**48.6%**	**52.3%**
Male	37.1%	26.2%	27.6%	26.7%	40.5%

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.

Retention Rate Fall 2021

Race/Ethnicity

Black/African American	60.78%	**-20.41%**
Hispanic	70.97%	**-3.37%**
Two or More Races	69.57%	**-4.22%**
White	73.64%	**-5.35%**
Totals	**71.53%**	**-7.47%**

Student Success Initiatives - *ROI*

- **EAB Recruitment**

- **Slate -** *graduate, undergraduate, international*

- **Navigate - graduate and undergraduate, international**

- **Alignment of Facilities**

- **Office of Student Success**

- **Office of First Year Experiences (Student Affairs)**

- **CETAL**

- **Inclusive Pedagogy support**

- **Affinity Circles for Faculty**

- **Professional development of student success staff**

- **Embedded Professional Advisors**

- **Registrar staffing**

- **Counseling Services**

- **Online, Transfer and Returning Student Services**

Purpose of Navigate

Navigate is a "comprehensive student success management system that links administrators, faculty, staff, and advisors in a **coordinated care network** to support students from enrollment to graduation and beyond."

*"If we want to make students feel like they are cared for by their college or university, the first step is to ensure that they feel like everyone on their **care team**—advisors, faculty, coaches, tutors—are truly working together as a team." (EAB)*

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UCA NOW
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ARKANSAS
& BEYOND
NAVIGATE

How Navigate Can Help Us Support our Students

Reduces the Student-Office Shuffle

- Success teams share information on each student
  - 24/7 and real-time

- Students don't have to "repeat their story"

- Increases sense of "one care team/one university"

How Navigate Can Help Us Support our Students

Allows for communication with
- Individual students
- Student cohorts
- All students

Communications sent via
- Email
- Text
- Push notifications (Navigate Student app)
- Quik Polls

(Communications archived and summarized!)

How Navigate Can Help Us Support our Students

Provides a shared dashboard and repository for student support information

- academic history
- support services record
- event participation
- appointment history
- advising and <u>tutoring</u> notes
- Campaigns
- Student interventions

Banner (SIS) + Navigate (SSMS)

How Navigate Can Help Us Support our Students

Navigate Student app and **myUCA**

Gives students quick access to:

- Campus resources
- Campus updates/hold information
- Study Buddies
- Staff appointment availability
- Class schedules
- MyMajors
- To-Dos and Events

A Coordinated Care Tool
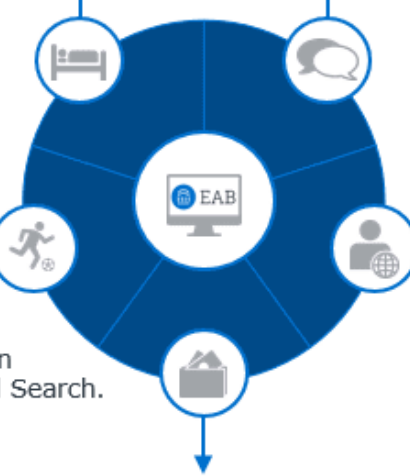
Care Units and support tools - Fall 2021

Advising
Athletics
Campus Resources & Services
Faculty Office Hours
Financial Aid
Library
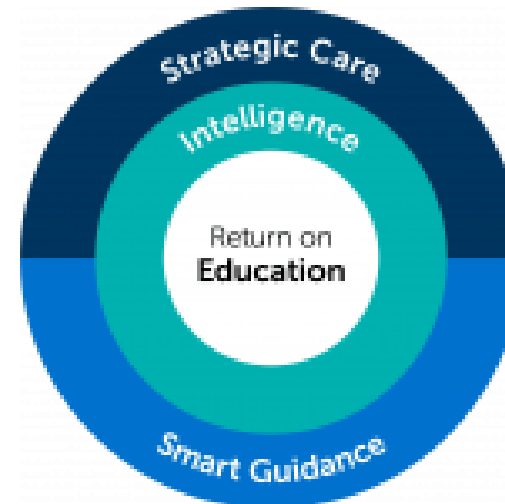Student Accounts
Study Buddies
Student Success & Coaching
Tutoring & Supplemental Instruction

CETAL

Faculty instructional development

- **Service-Learning Institute**
  - 2 Facilitators
  - 9 Participants

- **Global-Learning Institute**
  - 1 Facilitator
  - 10 Participants

- **Teaching Excellence Institute**
  - 14 Facilitators
  - 24 Participants

- Total Participants for all 3 Institutes (including facilitators): 60
- Total Participants for all 3 institutes (minus facilitators): 42

- **40 people** attended New Faculty Orientation

- **40 people** attended the Adjunct Academy

- **Focus on student success, knowing our students, and inclusive pedagogy**

Office of Student Success

- Supplemental Instruction Program
- Success Coaching Program and **Peer Coaching & Satellite Tutoring Lab**
- FirstGen@UCA Program and **UCA F1RSTs Center**
- UCAN Program for Students on First Suspension
- Academic Success Workshops
- Navigate Application Administration
- Summer Academy & Summer Start Programs
- **5 Graduate Student offices**
- 6 Full-time Staff offices

Veterans Resources

- **Student Veterans Resource Center (computer lab, study lounge, game therapy room, kitchen & lounge, staff office)**
- VA Coordinator's office
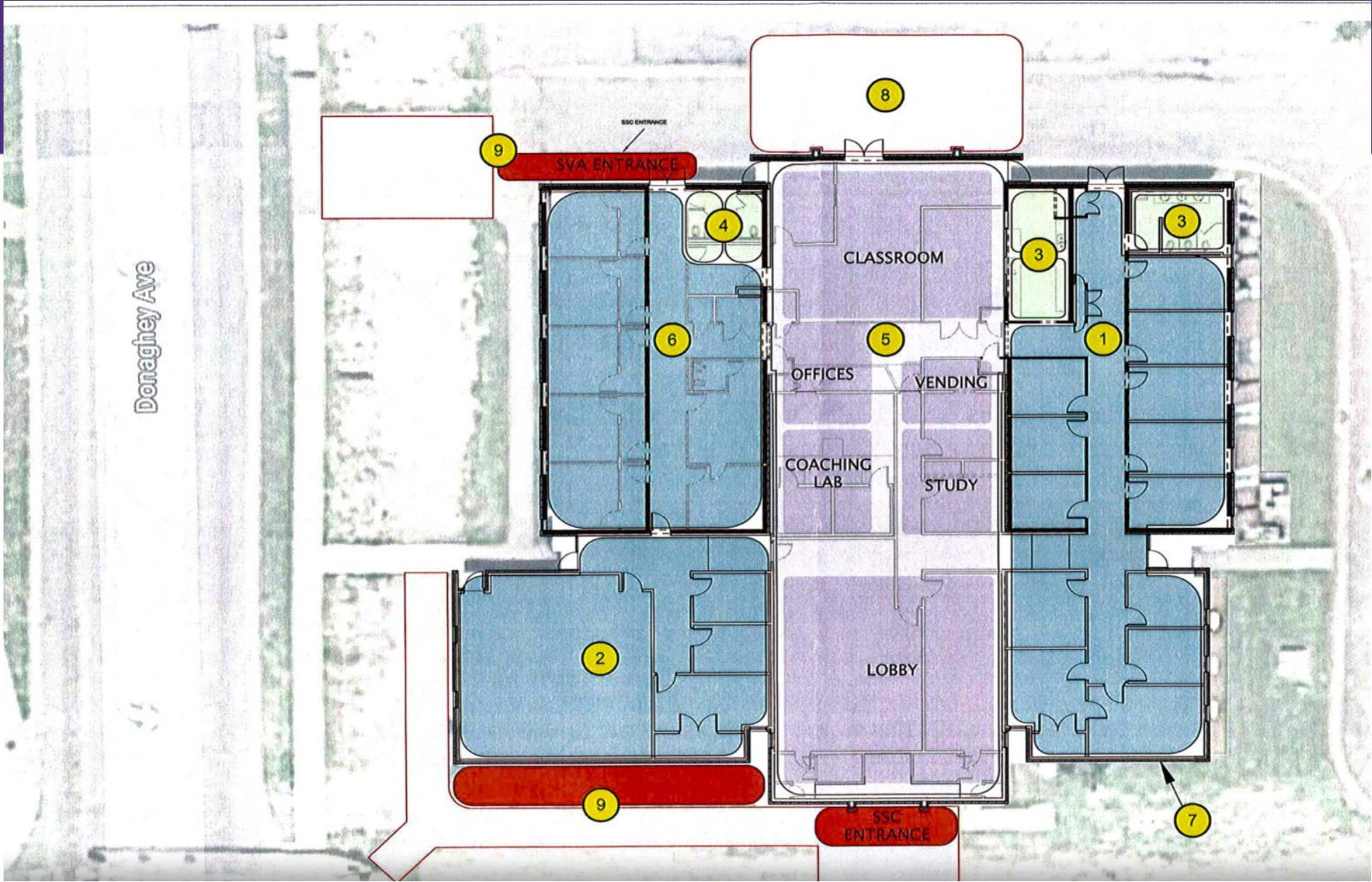
2 Classrooms / Event Rooms

Staff Break Room

Conference Room

4 Unisex bathrooms

Student Atrium -- with Conversation Areas and Study Nooks (Lobby off of Bruce Street)

Student Patio (covered area on the north side of the building with outdoor furniture; adjacent to classroom/event space)

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

Council for Student Success (CSS)

Develops, coordinates, and implements university-level communications with students and parents to positively affect enrollment and retention

Communication

Faculty Support

Considers factors that affect teaching effectiveness and students' academic outcomes and recommends actions to improve both

Evaluates and develops methods for collecting data on factors affecting student success

Research & Data Reporting

CSS

Innovation & Best Practices

Reviews emerging best practices and develops new solutions to improve student success

Considers and recommends actions to improve students' experiences and well-being including belonging, coping with stress, financial literacy, personal relationships, and campus safety

Student Experience & Well-Being

High-Impact Practices

Oversee the implementation of widely-tested curricular and co-curricular programs that increase student engagement, inclusion, and equitable outcomes for students

Key takeaways from today

- ROI is critically important to budgeting responsibly, supporting initiatives that lead to increased student success.

- Student success is achieved by **all individuals** employing a variety of intentional, research-based, and generative strategies

- Competitive salaries and compensation considerations are the driving reasons that ROI has set targets for existing funds to be reallocated over the next two budget cycles.

- Retention of effective and engaged faculty and professional staff is central to student success initiatives

- Building upon budget reserves not only protects against uncertain enrollment cycles but also positions us to think across several budget cycles about what UCA can do proactively -- regardless of the state's funding outlook.

November 2

Stewards of the Public Trust

Update on Drivers of Financial Planning: Taking Care of People

Our greatest assets are our talented faculty and staff. We must work to retain our talent.

Faculty Senate and Staff Senate have made compensation and competitive salaries an operational and planning priority.

Our Board of Trust joins us in declaring that we have to find a way forward.

UCA NOW | IMPACT ARKANSAS & BEYOND

- # FY 2020-21
  - November 2020 2% Bonus for employees making $85K or less; $500 cap
  - December 2020 Health Benefit Holiday for Dental and Health plans
  - No increase in health insurance premiums for CY 2021

- # FY 2021-22
  - $1.8 million toward FY22 2% COLA for all UCA employees
  - $220k for FY22 faculty salaries for promotions & advancement
  - $200k for FY22 adjustments based on Market and Equity analysis
    - Update at 2nd ROI forum on October 19th

Combined effort of Office of Institutional Research (IR) and Office of Human Resources and Risk Management (HR) to review of all faculty, non-classified, and classified positions.

In FY'19, we were able to distribute $122,307 to 34 employees in order to address those individuals whose salaries were farthest away from their market rate. These salary adjustments resulted in all employees being at least 78.7% of their market salary.

ROI goal of getting all employee salaries to at least 90% of the market value. Getting employees to 90% of their market salary is a medium-term goal, and we are committed to working toward that goal as we are able.

At the beginning of this fiscal year we set aside an additional $200,000 to further address market salary inequities. These funds were in addition to the $1.8 million for a COLA of 2% for all employees.

By working with supervisors across all departments, we were able to update the salary study by identifying comparable positions at similar institutions in the state, as well as pulling salary data from regional and national higher education data sources (CUPA primarily) when available.

These data points were used to set the market salary for each position, and vice presidents worked closely with IR and HR to validate and affirm the comparable positions and market salary.

Target	# of Employees Below	$ to Reach Target	Additional $ to Next Tier
83% of Market	**79**	**$246,636**	
85% of Market	118	$349,249	$102,613
88% of Market	196	$793,022	$546,386
90% of Market	246	$1,164,379	$917,742
100% of Market	750	$4,766,454	$4,519,818

Notification to the 79 employees whose positions will be receiving a market salary increase. [35 Non-Classified; 3 Classified; 41 Faculty]

Want to ensure that UCA is providing competitive salaries for employees, and these salary adjustments will result in all UCA employees being paid at a minimum of 83% of their market salary.

Will notify the employees that effective November 1, 2021, their new annual base salary is $X.

There is nothing that they or their department needs to do in response to this notification. Their new salary will be automatically processed by Human Resources and the Budget Office.