WELCOME

Workshop Welcome

Drew Melendres, Senior Vice President and Consultant

David Lofthouse, Vice President and Consultant

Alicia Ortega, Vice President, Client Success

Housekeeping items

Introductions
- Name
- Title
- Institution

Agenda Review

Wi-Fi Network Info on Tables

Goals for today

1 We want you to leave today armed with additional context and research focused on:

- Benchmarking data
- Analytics
- Building a foundation for growth

2 Connect and exchange ideas with other university leaders.

3 Leave with tactical and strategic ideas you can implement on your campus.

RNL

1

Shifting Trends for the Traditional Student Population

Changing demographics will create winners and losers in enrollment management.

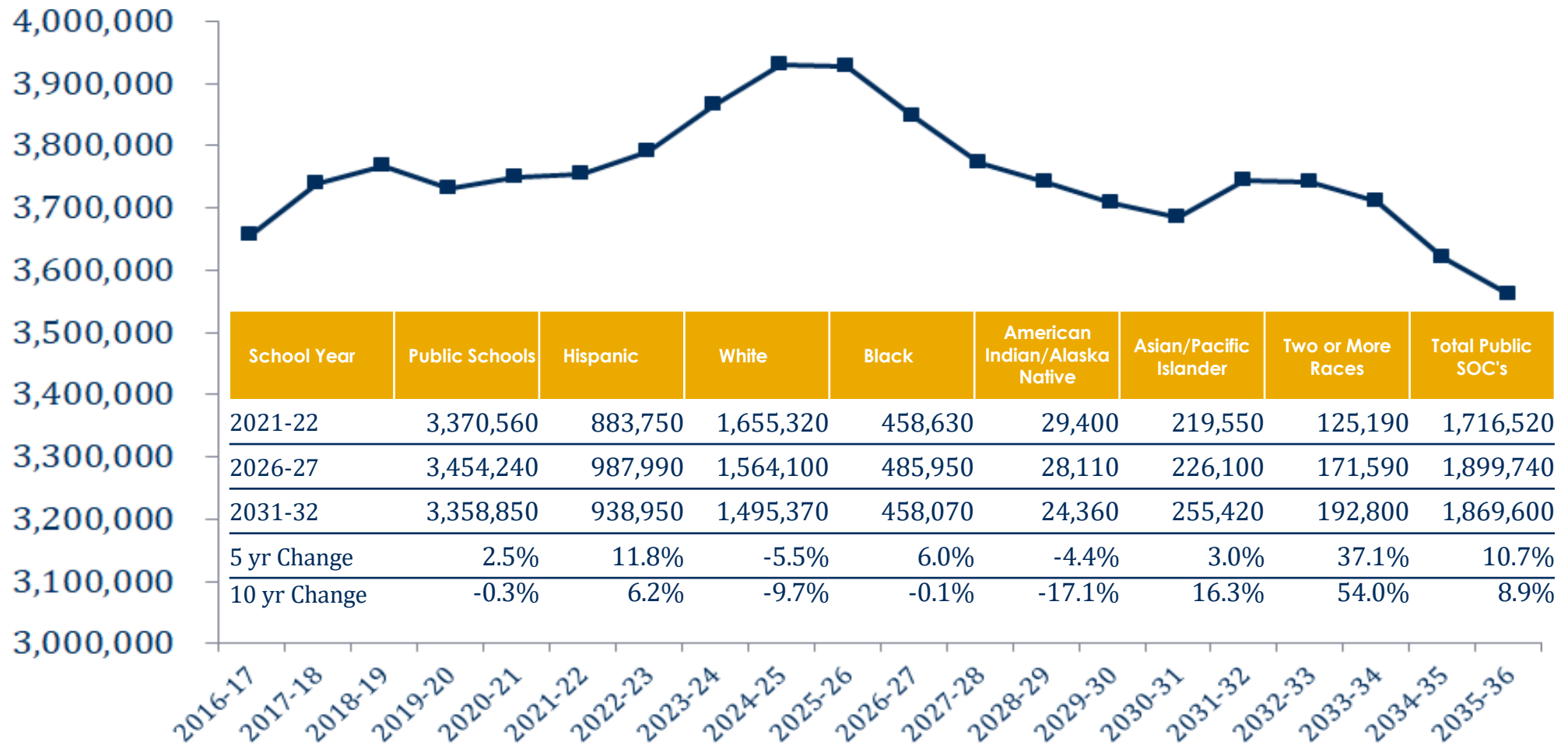**The pie is shrinking, and we need to be ready.**

The time to repair the roof is when the sun is shining...
—President John F. Kennedy

Projected change in high school graduates

School Year	Public Schools	Hispanic	White	Black	American Indian/Alaska Native	Asian/Pacific Islander	Two or More Races	Total Public SOC's
2021-22	3,370,560	883,750	1,655,320	458,630	29,400	219,550	125,190	1,716,520
2026-27	3,454,240	987,990	1,564,100	485,950	28,110	226,100	171,590	1,899,740
2031-32	3,358,850	938,950	1,495,370	458,070	24,360	255,420	192,800	1,869,600
5 yr Change	2.5%	11.8%	-5.5%	6.0%	-4.4%	3.0%	37.1%	10.7%
10 yr Change	-0.3%	6.2%	-9.7%	-0.1%	-17.1%	16.3%	54.0%	8.9%

California

The competition factor

	In-state Counts	Percentage	Rank
2023-24 High School Seniors*	506,900		1
Institutions of Higher Education**	478		1
College Continuation***	348,324	68.7%	19
Leave the State to Go to College***	43,695	8.6%	48

Largest Institutions***	In-state Freshman***	Estimated Market Share^
California State University-Fullerton	5369	8.96%
University of California-San Diego	4808	1.61%
University of California-Davis	4788	1.61%
California State University-Long Beach	4787	1.61%
University of California-Los Angeles	4779	1.60%
University of California-Riverside	4730	1.59%
University of California-Berkeley	4542	1.52%
280,099		

Remaining Students	Remaining Institutions	Students Per Institution
270,827	471	575

What efforts have you taken (or plan to take) to adjust to these shifts while the sun is still shining?

Tuition and fees continue to climb with some prospective students wondering if it's worth it

Average tuition and fee charges in constant dollars

Legend: Private four-year, Public four-year, Public two-year

Private four-year: $18,560 (1990-91), $24,100 (2000-01), $31,820 (2010-11), $39,400 (2022-23)

Public four-year: $3,800 (1990-91), $5,260 (2000-01), $9,070 (2010-11), $10,940 (2022-23)

Public two-year: $1,810 (1990-91), $2,460 (2000-01), $3,260 (2010-11), $3,800 (2022-23)
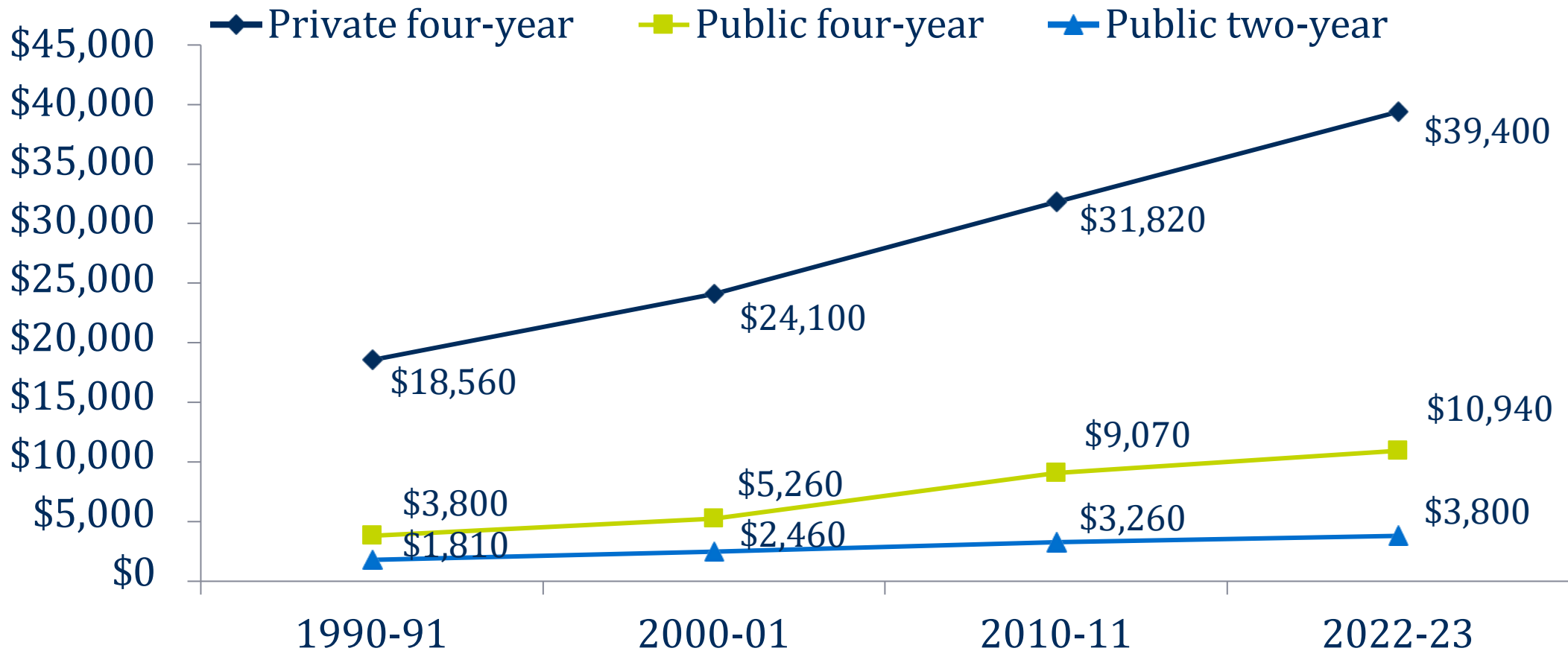
Even with aggressive pricing discounts/strategies, you could be missing out on recruits as 50% of prospective students rule out a school based on sticker price alone.

How has price and discounting played a role in your enrollment strategy?

Increased channels, higher expectations, and on-demand personalization dominate student behavior trends

79 times is the average number of times a student unlocks their phone each day

81% rate their family, friends and online reviews as their top influence when deciding what to purchase

Financially savvy—**debt averse**

99% of parents say they are involved in the college search process

Top channels
- Website
- Email
- Social Media
- Text

Top desired content
- Academic programs
- Cost/Aid/ Scholarships
- What the community is like
- Videos

What new initiatives have you added to engage with students or parents?

How are you keeping up with content and channel expectations from students and parents?

Key takeaways

- Demographic shifts are underway, and a strong strategic plan is necessary for growth.

- The cost of an education is a detractor for some students and should be addressed in the search phase (more on the analytics of this later).

- To be competitive, we must meet students where they are and not expect them to follow the same predictable path as students in the past.

- What are other key takeaways from this session?
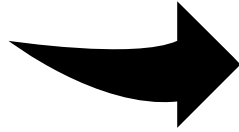
2

The Growing Importance of Student Success

1

Definitions and Framework

Defining Retention
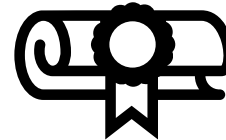
Performance Indicators

Persistence:
Term-to-term return

Progression:
Activity that correlates with persistence, such as course completion and academic probation rates

Retention:
Fall-to-fall return

Completion/Graduation

Student Success Relationship Management Model™: Four-Year School

Who? Which strategies? → Success strategies during enrollment process (transition to the campus community)

Who? Which strategies? → Success strategies during year one (affiliation, engagement, integration, transition)

Who? Which strategies? → Success strategies during year two ("situation", academic affiliation, career, experiential learning)

Etc. → Success strategies in years three and four (academic satisfaction, career, and graduate school)

→ Graduation/completion

Student Success Relationship Management Model™: Two-Year School

Who? Which strategies? → Success strategies during enrollment process (transition to the campus community)

Who? Which strategies? → Success strategies during term one (affiliation, engagement, integration, transition)

Who? Which strategies? → Success strategies during term two ("situation", academic affiliation, career, experiential learning)

Etc. → Success strategies in years two and beyond (academic satisfaction, career, and graduate school)

→ Graduation/completion/transfer

Guiding Questions
Planning for Student Success

- What does student success look like at your institution?

- How do you measure student success?

- To what extent are you meeting the goals that you have established to-date?

  – Are these goals appropriate for the specific populations you wish to impact?

- What barriers exist in working toward your goals?

- How do you communicate progress toward and achievement of student success goals?

Effectiveness of key strategies

Practice	Institution Type	Using Method	Very or somewhat effective
Using student satisfaction assessments to make changes to address attrition	4-Year Private	89%	75%
	4-Year Public	77%	71%
	2-Year Public	90%	68%
Using an incoming student assessment to identify students' needs	4-Year Private	63%	70%
	4-Year Public	64%	72%
	2-Year Public	43%	61%

Incoming First-Year Students

Key Findings from our latest research

- Nearly 30% of students question whether college is worth it.

- 75% of incoming students want to meet new friends at college.

- About 1 in 6 want to talk to a counselor.

- Two-thirds of students want help selecting an educational plan that will help them get a good job.

- Nearly all students are committed to college.

www.RuffaloNL.com/FirstYear
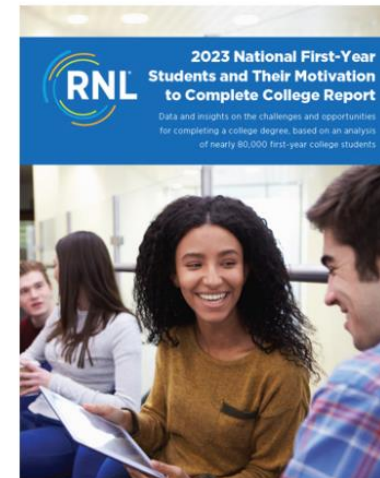
Students' perception of value: Change over time

Question: "I often wonder if a college education is worth the time, money, and effort that I'm being asked to spend on it."

4-YEAR PRIVATE	4-YEAR PUBLIC	2-YEAR PUBLIC	OVERALL
27%	28%	30%	28%

26%
2021
(mid-pandemic)

25%
2019
(post-recession)

17%
2009
(mid-recession)

Top Ten Requests for Assistance: New Students

Friends, Study Habits, and Degree Planning

Incoming students: Top 10 requests for assistance

1. Would like to meet new friends at an informal gathering **73%**
2. Help selecting an educational plan to get a good job **69%**
3. Receive help to improve study habits **67%**
4. Talk about qualifications needed for certain occupations **67%**
5. Find out more about clubs and organizations at college **66%**
6. Would like instruction on how to take college exams **65%**
7. Talk with someone about getting a scholarship **63%**
8. Talk with someone about salaries for future occupations **58%**
9. Meet an experienced student to seek advice **55%**
10. Help selecting an occupation suited to my interests **54%**

Graduation Rates for Institutions Conducting Motivational Assessments vs. Institutions Not Assessing, Across Institution Types
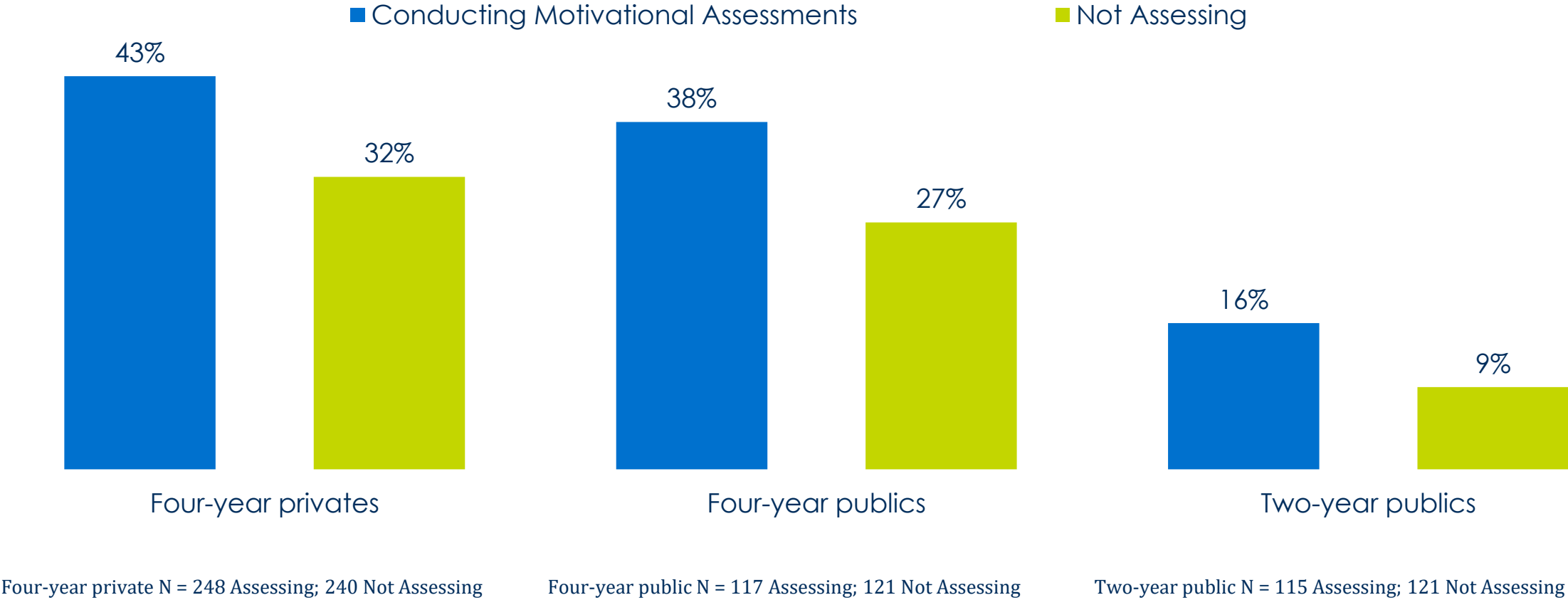
■ Conducting Motivational Assessments   ■ Not Assessing

Four-year privates: 43% Conducting, 32% Not Assessing
Four-year publics: 38% Conducting, 27% Not Assessing
Two-year publics: 16% Conducting, 9% Not Assessing

Four-year private N = 248 Assessing; 240 Not Assessing   Four-year public N = 117 Assessing; 121 Not Assessing   Two-year public N = 115 Assessing; 121 Not Assessing

27

Student Perceptions Across Class Levels

Key Findings from our latest research

- Students at two-year community colleges have higher satisfaction than students at four-year private and public institutions.

- Students at their first-choice institution have higher satisfaction than students attending their second- or third-choice institution.

- Cost, financial aid and academic reputation are top factors in the decision to enroll for students across institution types.

- Campus climate items (how students feel at the institution) are strongly linked with overall satisfaction levels and the likelihood to be retained.

- The quality of instruction, the availability of faculty outside of the classroom, timely feedback on student progress and access to classes are areas that are very important to students.

www.RuffaloNL.com/Satisfaction

How satisfied are college students?

Student Satisfaction

53% Four-year privates
54% Four-year publics
68% Community colleges
60% Adult students
73% Online learners

Satisfaction

- ■ Four-year privates
- ■ Four-year publics
- ■ Community colleges
- ■ Adult students
- ■ Online learners
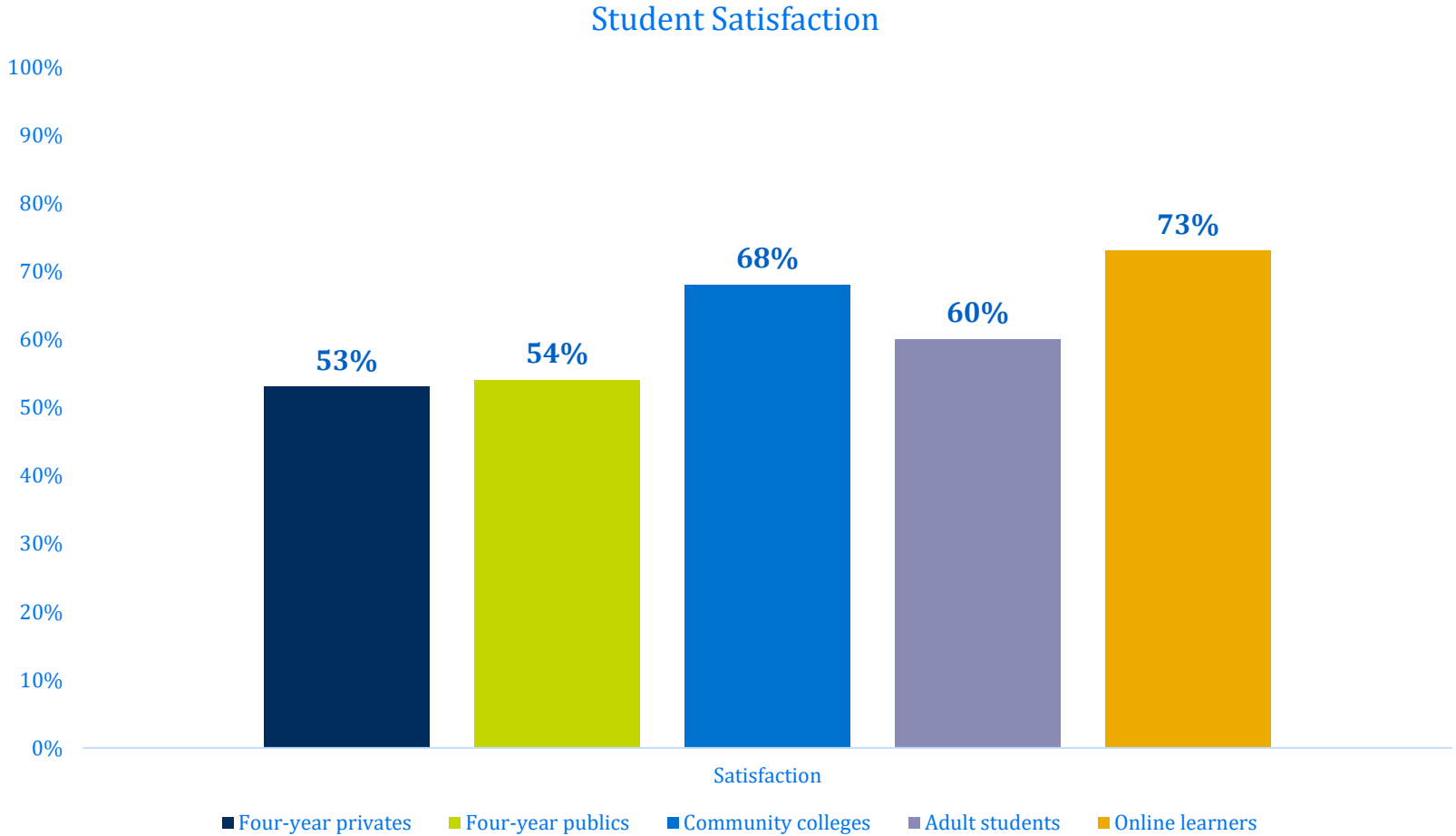
Rate your overall satisfaction with your experience here thus far

SCORING ⇕

Not satisfied at all

Not very satisfied

Somewhat dissatisfied

Neutral

Somewhat satisfied

Satisfied

Very satisfied

Percentages indicates the proportion of "satisfied" or "very satisfied" scores

What percentage of students indicate they are attending their first-choice institution?

Institutional Choice Percentages

- Four-year privates: 1st choice 63%, 2nd choice 26%, 3rd choice or lower 11%
- Four-year publics: 1st choice 64%, 2nd choice 26%, 3rd choice or lower 10%
- Two-year community colleges: 1st choice 75%, 2nd choice 19%, 3rd choice or lower 6%

■ 1st choice ■ 2nd choice ■ 3rd choice or lower
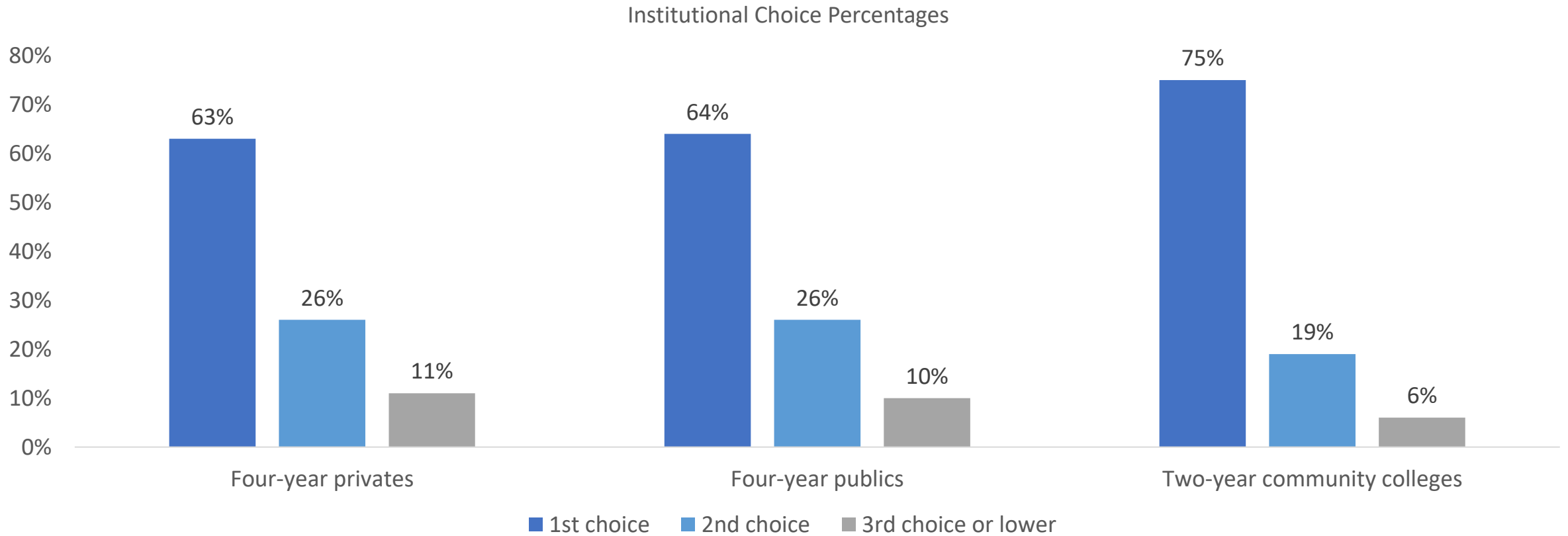
Satisfaction Levels by Institutional Choice

First choice students are the most satisfied overall

Percent Satisfied/Very Satisfied by Institutional Choice

Four-year privates
- 1st choice: 60%
- 2nd choice: 44%
- 3rd choice or lower: 30%

Four-year publics
- 1st choice: 64%
- 2nd choice: 49%
- 3rd choice or lower: 29%

Two-year community colleges
- 1st choice: 73%
- 2nd choice: 58%
- 3rd choice or lower: 38%

Legend: ■ 1st choice ■ 2nd choice ■ 3rd choice or lower
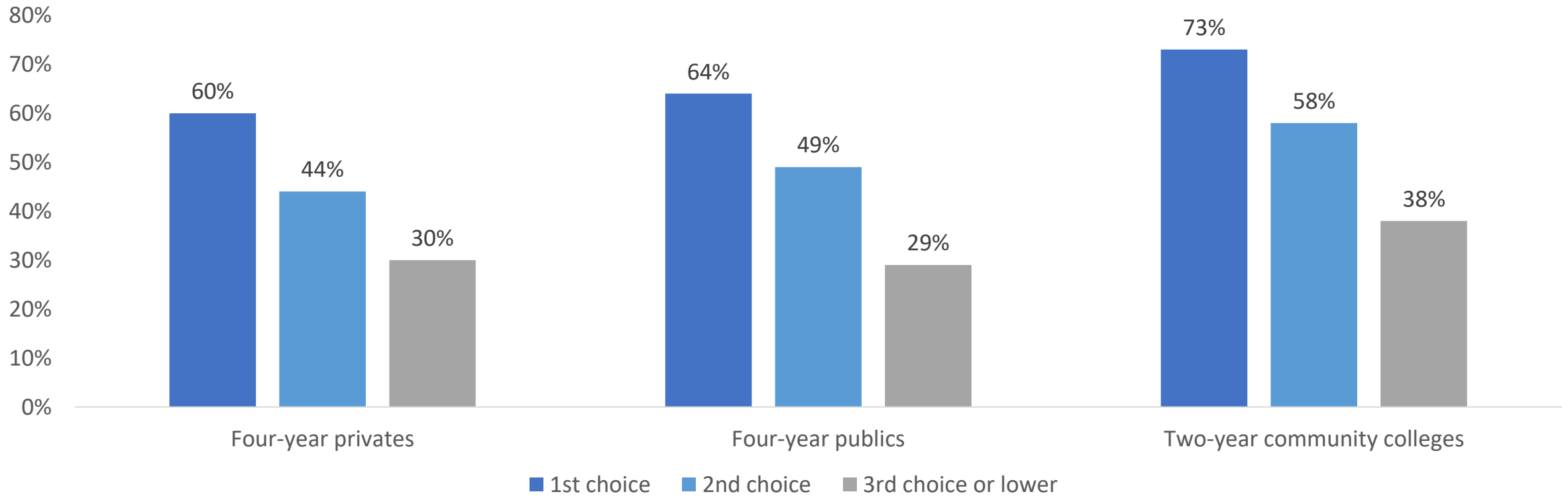
The recruitment / retention connection

Recruit 1st choice students

Higher satisfaction levels

Students with higher satisfaction levels more likely to persist

Matrix for prioritizing action

Very Important

Institutional Challenges

Institutional Strengths

Very Dissatisfied

Very Satisfied

Very Unimportant
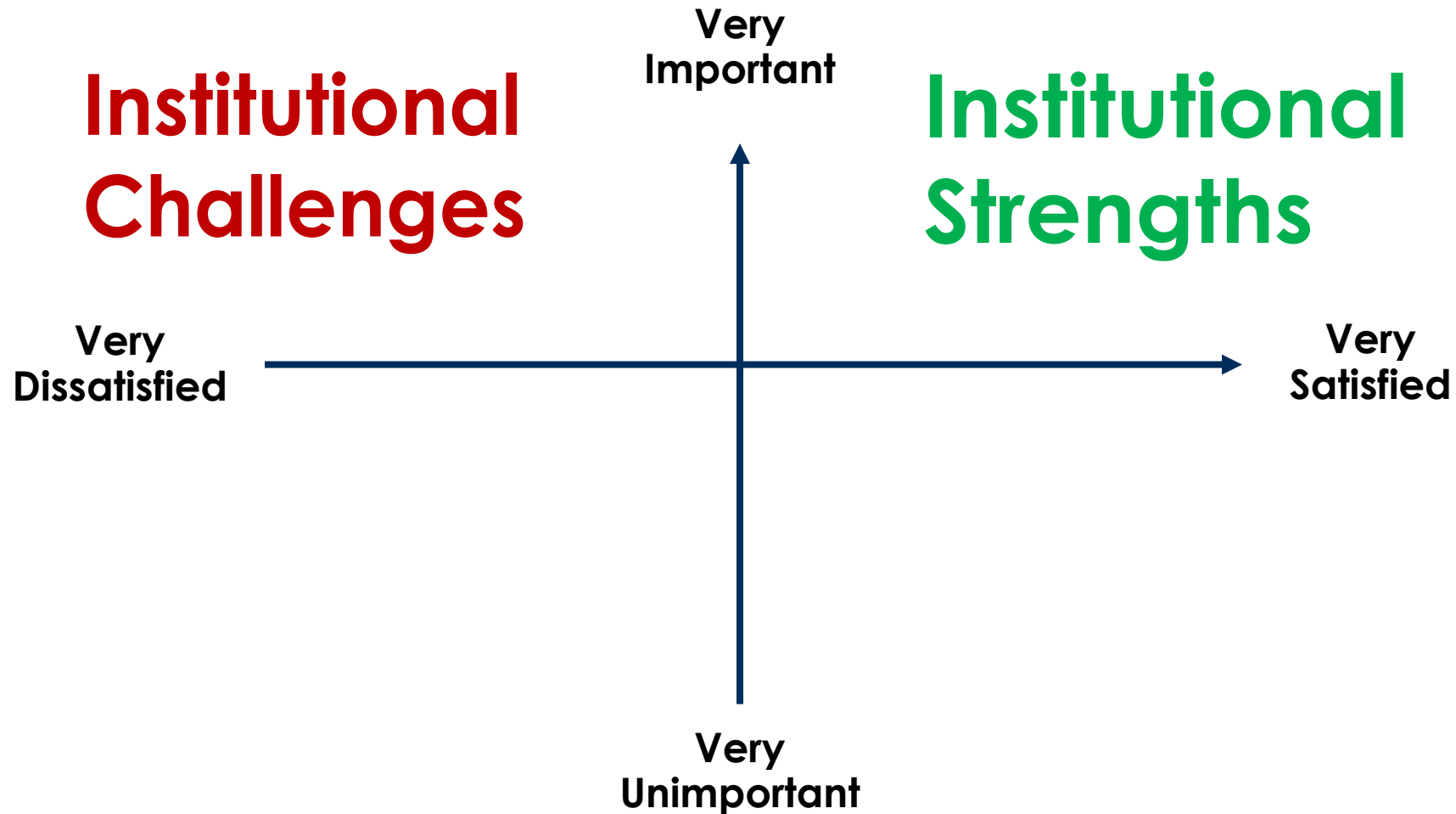
Examples of Student Perceptions

Typical Strengths

- Nearly all faculty are knowledgeable in their field.

- I am able to experience intellectual growth here.

- My advisor is knowledgeable about requirements in my major.

- Major requirements are clear and reasonable.

- The campus is safe and secure for all students.

Typical Challenges

- I am able to register for classes I need with few conflicts.

- It is enjoyable experience to be a student on this campus.

- Tuition paid is a worthwhile investment.

- Adequate financial aid is available for most students.

- Faculty provide timely feedback about student progress in a course.

Student Satisfaction is linked with:

Individual student retention

(higher)

Institutional graduation rates

(higher)

Institutional alumni giving

(higher)

Institutional loan default rates

(lower)

RuffaloNL.com/assessment

Graduation Rates for Institutions Assessing Student Satisfaction vs. Institutions Not Assessing, Across Institution Types
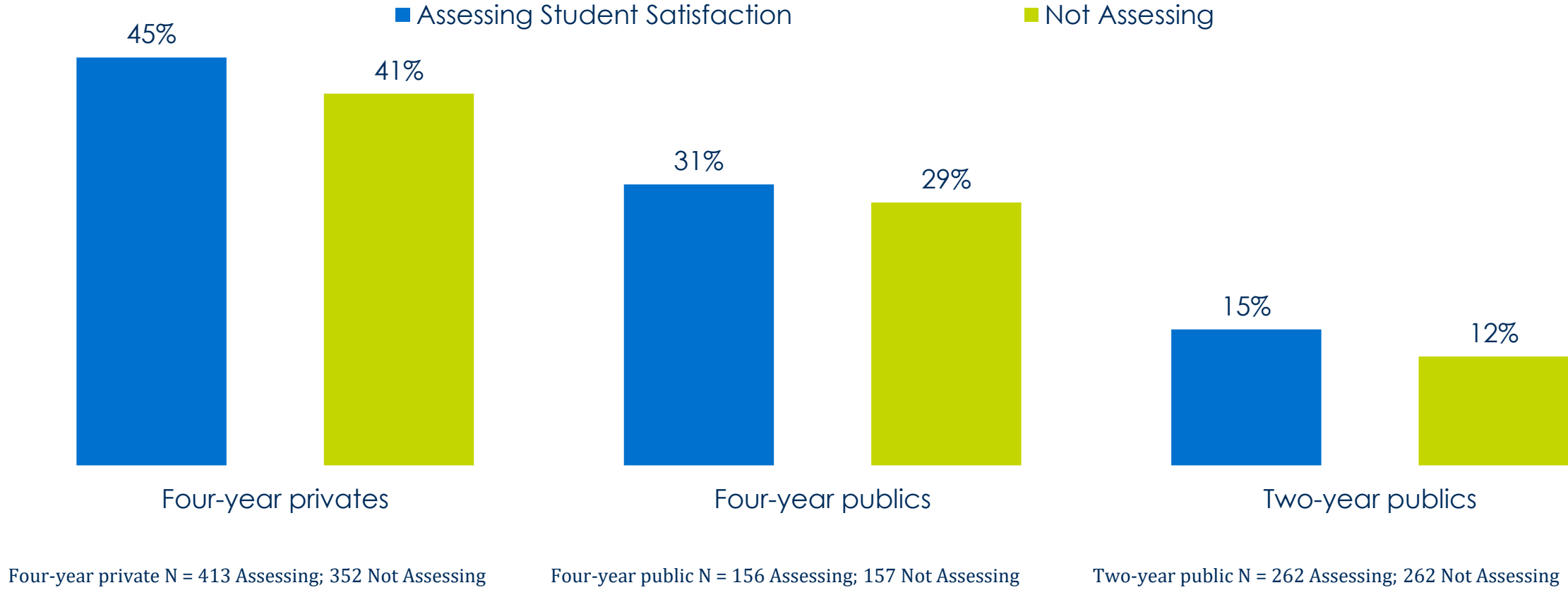
Legend: ■ Assessing Student Satisfaction ■ Not Assessing

Four-year privates: 45% / 41%
Four-year publics: 31% / 29%
Two-year publics: 15% / 12%

Four-year private N = 413 Assessing; 352 Not Assessing

Four-year public N = 156 Assessing; 157 Not Assessing

Two-year public N = 262 Assessing; 262 Not Assessing

36

Guiding Principles for Effective Retention Efforts

Build your strategies on a foundation of student success

Be intrusive and intentional	Integrate with other programs	Gather and integrate student feedback
Provide quality classroom engagement	Ensure student-centeredness	Empower students to develop relationships

Steps for retention planning

Conduct a SWOT analysis, including data collection
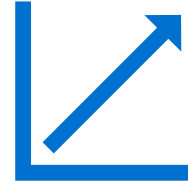
Set goals

Formulate strategies
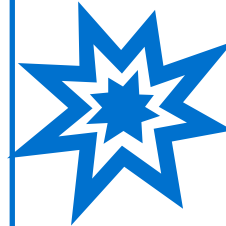
Develop action plans

Celebrate wins!

Develop Action Plans

Keep your goals at the forefront

What exactly are you going to do?

- Specific description of the activity that is generally quantifiable and measurable

When will it be completed?

- Timetables that clearly show key dates and deadlines

Who will be responsible?

- Clear assignments of responsibility for performing important tasks

How much will it cost?

- Budget information showing the cost of implementation

How will you know whether it has been accomplished?

- The methods of assessment, evaluation, or control that will be used to monitor progress, or measure success or failure of the actions

Retention is one part of Student Success

So much more than a metric!

It's an outcome of what you do

Relies on quality programs and services

Student Success

Is data-driven and evidence-informed

Is about developing effective relationships with students and their families

41
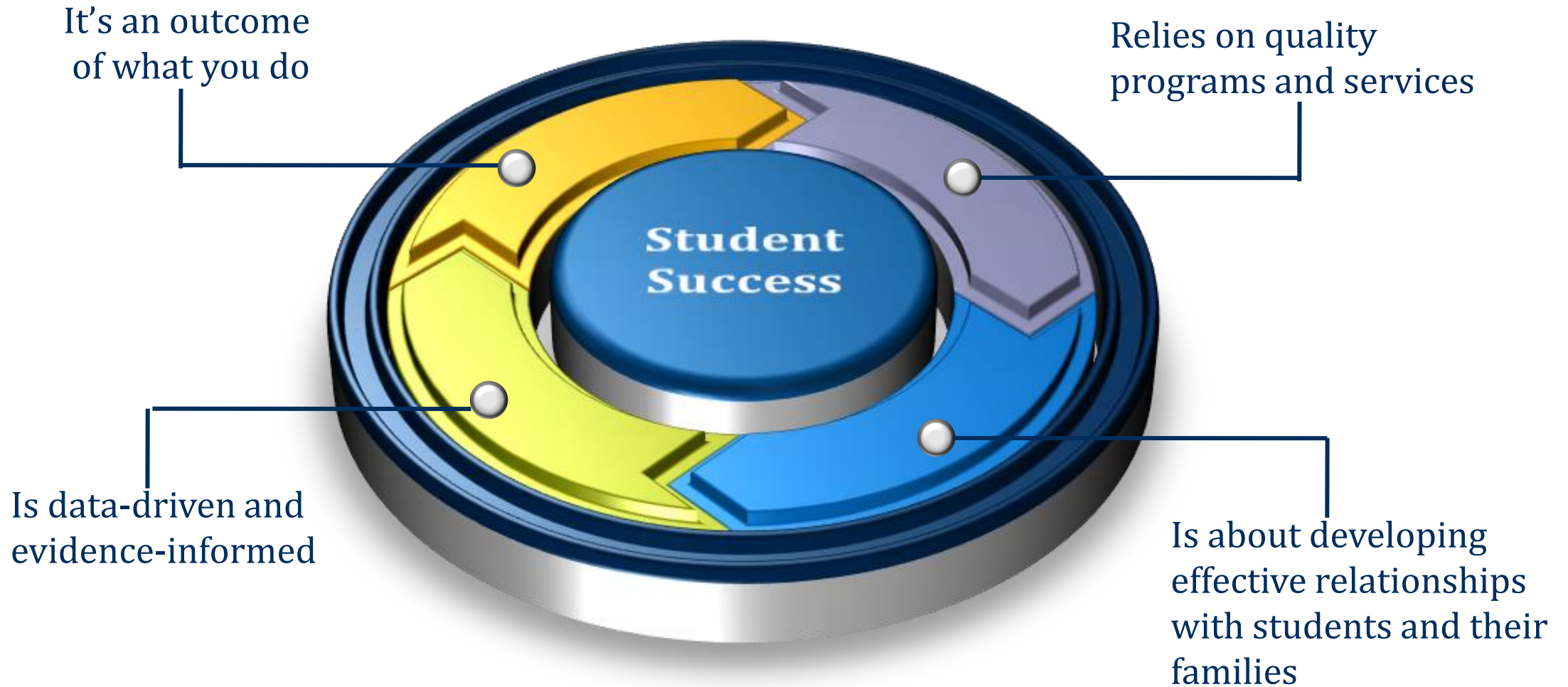
Six Guiding Principles for Effective Student Success Efforts

Integrate with other programs and services

Rely on student feedback and integrate effectively

Provide quality classroom engagement

Ensure student centeredness

Empower students to develop relationships

Be proactive and intentional

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A Few Effective Practices for Retention and Student Success

- Review current **recruitment and marketing** plans
  - Are there clear bridges to retention within these plans?

- Address **students' need for connection** in and out of the classroom

- Provide **remediation for gaps** that may exist in students' academic preparation as a result of the pandemic

- Gather **student perceptions** on experiences inside and outside of the classroom and be prepared to respond accordingly

- Assess your **adult and online student population** needs as well as your traditional students

Learn more on the RNL Website

RNL Student Success

Maximize student retention and completion with the most comprehensive approach to student success for higher education.

Complimentary Consultation

Home › Enrollment Management Solutions › Student Success › RNL Student Success

Increase Student Success and Strengthen Institutional Sustainability

Student success is central to your success

Your institution is only as successful as your students. Completion rates, net revenue, student outcomes, alumni giving, institutional sustainability...student success has a major impact on every substantial measure of campus success.

Student success is critical to enrollment and fiscal health

RNL Student Success nurtures and develops students from enrollment through graduation

RNL Student Success is a holistic, 360° approach to college student retention and completion. It's an encompassing approach that provides comprehensive support at the most critical junctures of a student's college career, helping students progress and persist so they remain on the path to completion.

3

Group Discussion

PollEv.com/drewmelendres290

What keeps you up at night?

4

The Foundational Framework for Growth

Building a strong foundation for growth

Decisions driven by data and analytics

Direction guided by a comprehensive strategic plan

Culture of investment
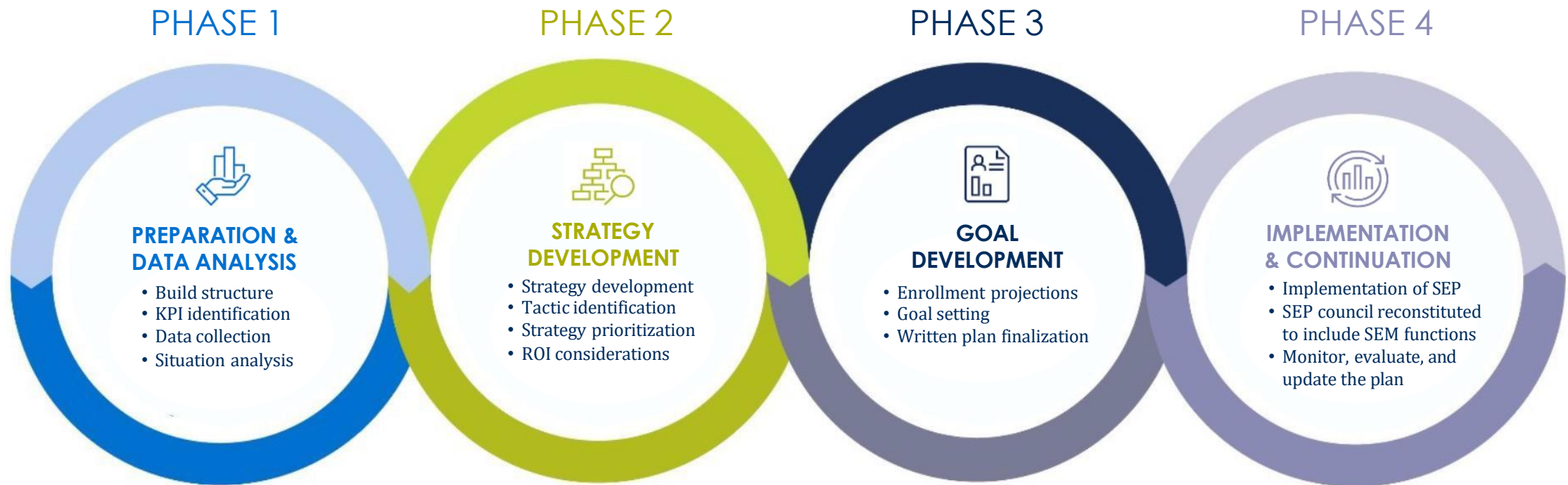
Remember your mission

RNL

Strategic enrollment planning involves:

- **Program** (academic, co-curricular, services, support)

- **Place** (on-site, off-site, online, hybrid)

- **Price and Revenue** (tuition, fees, discounts, incentives)

- **Promotion** (marketing, recruitment, web presence)

- **Purpose and Identity** (mission, distinctiveness, brand)

- **Process** (data-informed, integrated planning)

Strategic enrollment planning

SEP is a dynamic, continuous, and scalable process

PHASE 1

PREPARATION & DATA ANALYSIS
- Build structure
- KPI identification
- Data collection
- Situation analysis

PHASE 2

STRATEGY DEVELOPMENT
- Strategy development
- Tactic identification
- Strategy prioritization
- ROI considerations

PHASE 3

GOAL DEVELOPMENT
- Enrollment projections
- Goal setting
- Written plan finalization

PHASE 4

IMPLEMENTATION & CONTINUATION
- Implementation of SEP
- SEP council reconstituted to include SEM functions
- Monitor, evaluate, and update the plan

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What types of strategic plans exist at your institution?

Do they help drive results?
Why or why not?

Thank you for attending!

EVALUATION FORM

Please complete evaluation form and leave at the table or hand to an RNL staff member

RESOURCES

Resources are at the check-in table and online. An email will be sent out with a copy of the slides from today.

CONNECT WITH RNL

Connect with an RNL staff member if you are interested in talking through:

- Modern lead generation
- Enhancing our conversion strategy

- Finance aid leveraging
- Retention and student success services