What percentage of your students receive Pell grants?

Presentation Overview

- Strategic Recruitment & Enrollment

- Student Success (Retention & Graduation)

- Implementation & Sustainability

  - 5-Dimensional Framework: Program, People, Structure, Policy, and Systems

- Outcomes/Impact

- Q&A/Discussion

Learning Objectives

- Create comprehensive recruitment strategies and financial aid programs that enroll Pell-eligible students, enhancing their academic journey from the start

- Utilize predictive analytics and student success metrics to strengthen retention and early intervention strategies for Pell students

- Develop cross-functional support networks to ensure sustained Pell student persistence and ultimately improve graduation outcomes

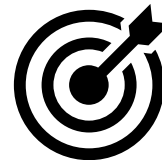# Fueling the Future: Why We Must Enroll More Pell Students

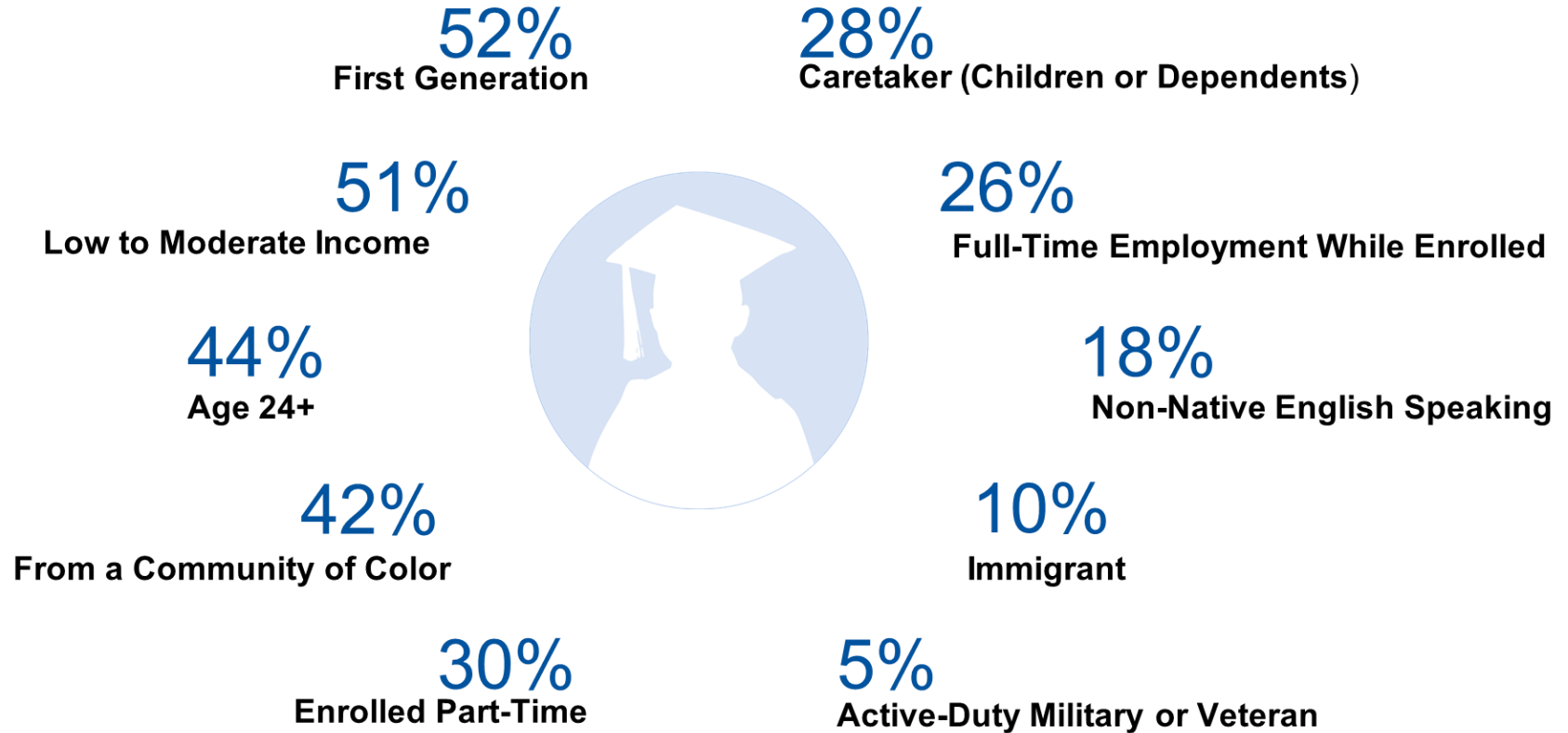Nearly 2/3 of good jobs will require bachelor's degrees
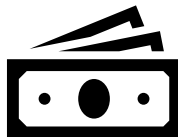
Increased Pell can relax budgetary constraints, allowing for greater investment in the educational experience

4-YR Institutions = Economic Mobility Engine

Bottom Line: *Every Pell graduate strengthens our communities, increases tax base, and advances our institutional mission and alumni base*

Profile of Today's Learner

52%
First Generation

28%
Caretaker (Children or Dependents)

51%
Low to Moderate Income

26%
Full-Time Employment While Enrolled

44%
Age 24+

18%
Non-Native English Speaking

42%
From a Community of Color

10%
Immigrant

30%
Enrolled Part-Time

5%
Active-Duty Military or Veteran

Source: Becoming a Student-Ready College

The Equity Gap Imperative

Call to Action

- **Declining value of federal aid relative to college costs**

- **Unmet financial need average of $18.5K for students from lowest income quartile**

- **U.S. fell from 2nd to 18th in bachelor's degree attainment in just two decades (OECD)**

- **Completion gap by low-income and FG status (45 points lower than...)**

$18.5K
Avg. Unmet Need

#18 ↓
Degree Attainment

45%
Completion Gap

Fall Enrollment at Private (left) vs. Public (right) 4-year Institutions by UG Pell Grant Serving Type

Private

Year	High Pell-serving	Medium Pell-serving	Low Pell-serving	Total Enrollment
2019	1,213,512	884,443	518,998	2,616,953
	-	-	-	-
2020	1,181,734	890,228	528,201	2,600,163
	-2.6%	+0.7%	+1.8%	-0.6%
2021	1,190,517	870,946	515,492	2,576,955
	+0.7%	-2.2%	-2.4%	-0.9%
2022	1,196,569	860,122	520,007	2,576,698
	+0.5%	-1.2%	+0.9%	+0.0%
2023	1,206,844	877,977	507,609	2,592,430
	+0.9%	+2.1%	-2.4%	+0.6%
2024	1,207,624	910,549	526,232	2,644,405
	+0.1%	+3.7%	+3.7%	+2.0%

Public

Year	High Pell-serving	Medium Pell-serving	Low Pell-serving	Total Enrollment
2019	1,391,815	1,972,464	2,636,892	6,001,171
	-	-	-	-
2020	1,392,569	1,972,722	2,650,272	6,015,563
	+0.1%	0.0%	+0.5%	+0.2%
2021	1,457,480	2,045,495	2,661,398	6,164,373
	+4.7%	+3.7%	+0.4%	+2.5%
2022	1,475,597	2,070,658	2,702,094	6,248,349
	+1.2%	+1.2%	+1.5%	+1.4%
2023	1,419,666	1,994,153	2,676,036	6,089,855
	-3.8%	-3.7%	-1.0%	-2.5%
2024	1,437,649	2,001,648	2,797,342	6,236,639
	+1.3%	+0.4%	+4.0%	+2.4%

Market Pressure Points/Framework

Accessibility	Affordability	Accountability	Sustainability	Distinctiveness
Who will have access to your institution? This is the convergence of demographic, economic, technological, political, and market forces	**How will students pay for it?** Who can afford college, especially given the demographic shift?	**What outcomes should be expected?** Why is your institution's education worth the investment?	**What resources will your institution provide to enhance quality and maintain access?** How will this be done, even when these may be perceived as competing/ conflicting goals?	**What are the primary sources of distinction and comparative advantages relative to its key competitors** What programs, experiences, and/or outcomes make distinctive?

Source: Adapted from Breakpoint: The Changing Marketplace for Higher Education (McGee)

Institutional Context

Bellarmine University

Louisville, Kentucky
Independent Catholic, Liberal Arts
2,900 Students
Bellarmine IMPACT

Goucher College

Baltimore, Maryland
Liberal Arts
2,000 Students
Inspiring Global Changemakers

Strategic Alignment

Leadership Buy-in, Guiding Principles, & Strategic Plan

- Senior/Executive-level prioritization of Pell student enrollment and success (i.e., Cabinet and Board support and alignment) to ensure sustainability

- Guiding principles alignment (mission, vision, core values)

- Cross-functional collaboration model – breaking down departmental/divisional silos (campus partner ecosystem mapping)

- Role clarity and accountability mechanisms

TRADITION AND TRANSFORMATION
Focusing on student success, inclusion, and academic innovation
OUR STRATEGIC PLAN

GOUCHER COLLEGE
STRATEGIC PLAN 2021-2026
GOUCHER FORWARD
FROM CULTIVATING GLOBAL CHANGEMAKERS TO GOUCHER FORWARD

How visibly committed are your senior leaders to Pell student success? What evidence do you have?

1. STRATEGIC RECRUITMENT & ENROLLMENT

Comprehensive Financial Aid and Affordability Innovation

Transformational Impact

Bellarmine HOPE Kentucky Scholars Program

- 20-point growth in Pell FY
- 10-point increase in First Gen
- 12-point uptick in BIPOC
- Two of the largest incoming FY cohorts since FA18 (FA25 and FA23)

Goucher's Maryland Advantage Program

- Pell distribution increase (+9 points since 2023)
- More than 2X increase (49, up from 21 in FA23)
- 3-point yield increase in-state Pell
- Record % of First Gen (40%)

38%

Bellarmine grew from 23.6% UG Pell recipients in Fall 20 to 37.7% by Fall 24, they are on track to 50% by Fall 25.

Institutional Financial Aid Policies & Practices

Policy and Practices

Strategic Aid Design	Enhanced Communication	Comprehensive Coverage
• Predictive Aid Models • Front-Load/Upfront Awarding Strategy	• Clear Aid Communication • Multilingual Support • Multi-faceted Approach	• Reduce Need/Meet Full Demonstrated Need • Minimize Student Loans • Workforce/Employer-Sponsored Funding

Simplified Application and Enrollment

Programs and Practices

Direct admission approaches

FAFSA completion support strategies

Application Fee Waivers

Strategic Recruitment

## Community & Partnership Ecosystem

- Develop comprehensive pathways from K-12 through career, with particular emphasis on supporting Pell-eligible and underrepresented students through financial aid, mentoring, career development, and community engagement opportunities.

- High school and community-based organization strategies

- On-site support examples (app workshops, financial aid days)

- Transportation solutions for campus visits

- Data on partnership effectiveness

Partnership Category	Description	Key Focus Areas
K-12 Education	Partnerships with Title I public schools and Catholic secondary institutions	College pathway programs, scholarship opportunities, early engagement
Community Organizations	Collaborations with local non-profits, community-based organizations, and family support services	Mentoring, wraparound services, student support, community engagement
Government & Foundations	Federal grant partnerships, public school districts, and educational foundations	STEM funding, access initiatives, scholarship support, program development
Industry & Workforce	Corporate partnerships spanning accounting, healthcare, retail, and technology sectors	Career pipelines, internships, professional development, post-graduation opportunities
Higher Education	Community college transfer agreements and graduate-level professional partnerships	Transfer pathways, discounted tuition, completion programs, career advancement

Data-Informed Outreach

Systems

- Consumer data utilization

- Targeted communications for "Likely Pell" students

- "DART" segmented communication

    o Tailored comms/creative illuminating MD
      Advantage
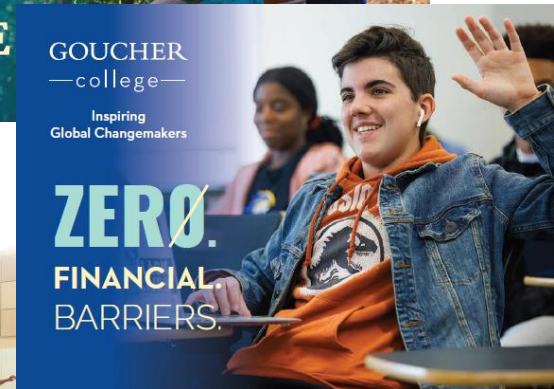
Strategic Recruitment & Enrollment

Institutional Context Matters

Task Force Implementation

Cross-functional team with regular monitoring

Data-informed decision making and targeted interventions

Focus on recruitment, retention, and student support

Key Strategic Initiatives

Market-informed outreach to admitted non-matriculants and stop-out students

Proactive campaigns

Enhanced financial support

Strengthened academic support services

Integrated omni-channel communication strategy

LAUNCH Scholars Network Diversity and Connections

Supporting First-Generation & Pell-Eligible Students

100+ total scholars across 4 cohorts

78% BIPOC students

Alumni connections

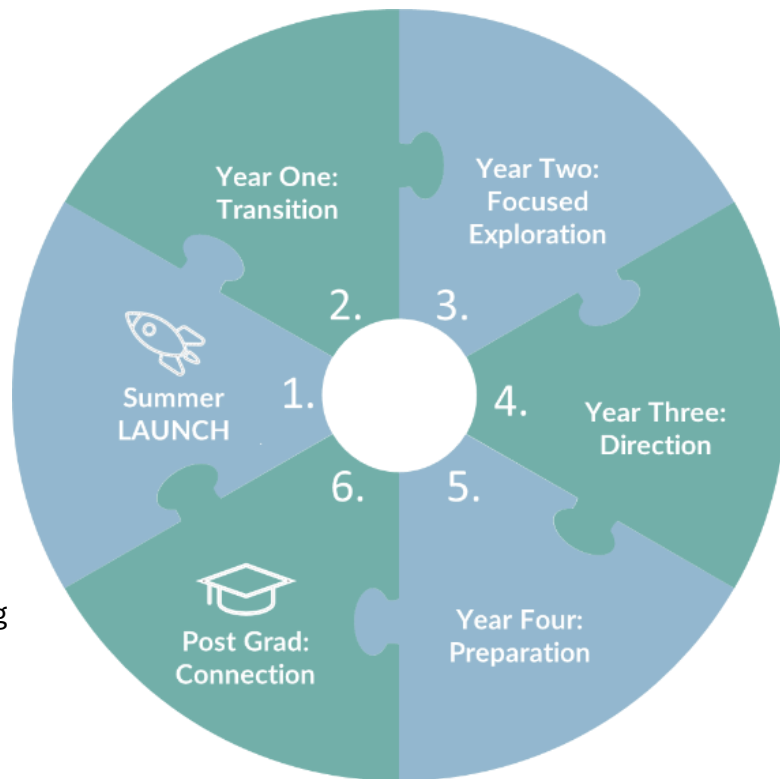# What is your institution's biggest barrier to enrolling more Pell student?

2. INTERGRATED, HOLISTIC STUDENT SUCCESS
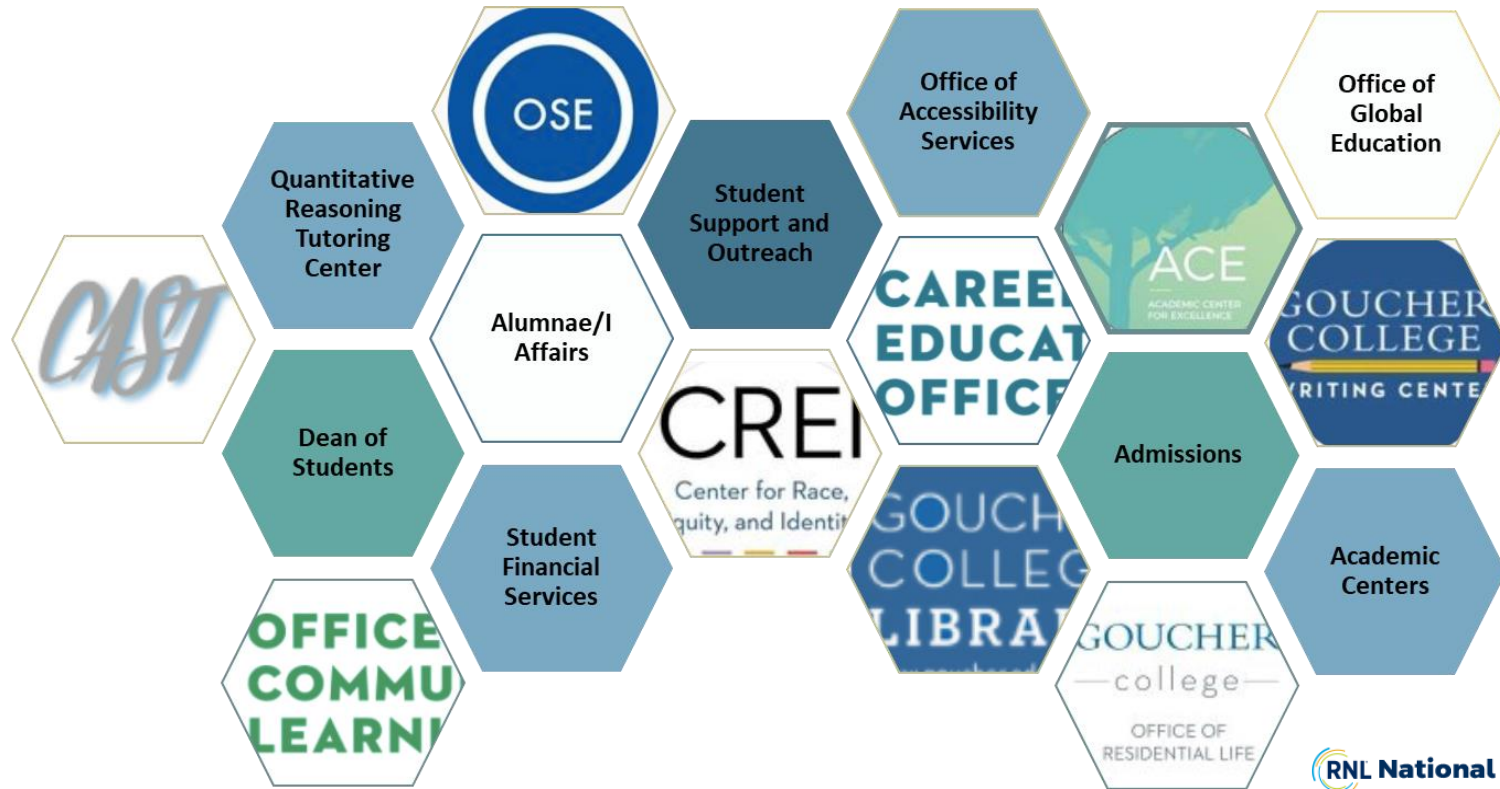
Holistic Student Support Networks

Program Design

- Put together a cross-campus visioning and planning committee
  - Determine key focus areas: engagement, belonging, wellness, purpose
  - Integration of academic and co-curricular support
  - Roles that each unit will play; determine overall staffing for support network
  - Secure funding
- After first pilot of program: Create an ongoing cross-campus Steering Committee or Advisory Board
  - Develop relationships across campus
- As program grows, create new traditions & partnerships

Campus Partnership Ecosystem

People and Systems

OSE

Quantitative Reasoning Tutoring Center

Student Support and Outreach

Office of Accessibility Services

Office of Global Education

CAST

Alumnae/I Affairs

CAREER EDUCATION OFFICE

ACE ACADEMIC CENTER FOR EXCELLENCE

GOUCHER COLLEGE WRITING CENTER

Dean of Students

CREI Center for Race, Equity, and Identity

Admissions

Student Financial Services

GOUCHER COLLEGE LIBRARY

Academic Centers

OFFICE COMMU LEARNI

GOUCHER college OFFICE OF RESIDENTIAL LIFE

Student Success Units

Structure

- Create organizational models for Pell student support and First-generation student support
    - Learning Communities
    - Alert Systems
- Create reporting structures and accountability systems
    - Identify potential barriers early using retention data
   - Close the loop of success

Faculty and Staff Development

People

- Enhance Capacity-Building/ Professional Development Workshops for Faculty/Staff

- Assess Curricular, Pedagogical, and Co-Curricular Programming

- Identify and Address Student Success Gaps

- Quantify Impact of Student Success on Retention and Financial Stability

Campuswide Involvement: Enhancing Student Success to Drive Retention and Financial Stability

MAY 29 PROFESSIONAL DEVELOPMENT DAY
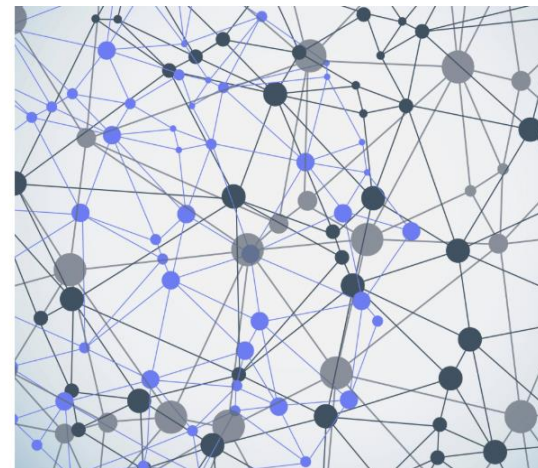
"Impact is really providing Bellarmine the framework of what we already doing by being better able to express it to our students and the public in a way that is digestible." - Dr. Liz Todd Byron

Career Development Integration

Program Design

- Develop early career connection strategies

- Analyze Early Outcome Data to measure success on career outcomes specific to Pell students
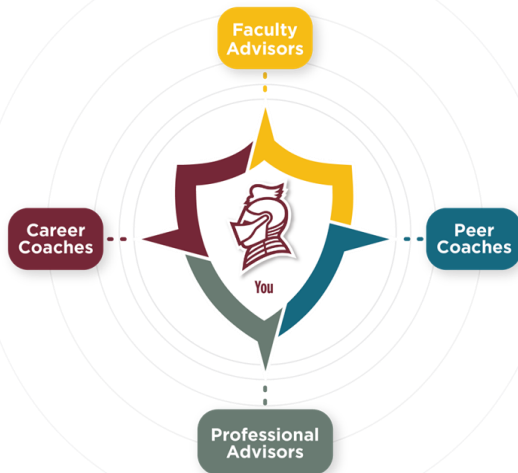
71%

Pell Eligible Students working, while 28% continue their education. Up four points since 2022.

Administrative and Financial Policies/Strategies

Policies, Strategies, & Practices

| TRACK AND ENHANCE PROGRESSION, RETENTION, GRADUATION, AND PLACEMENT	CONNECT STUDENTS WITH COMMUNITY RESOURCES	ANALYZE OFF-PEAK ENROLLMENT SUCH AS SUMMER AND WINTER SESSIONS	REVIEW DFIW COURSES AND IDENTIFY ANY BARRIERS FOR SUCCESS
ANALYZE EXPERIENTIAL LEARNING AND DEVELOP PERSONALIZED EXPERIENTIAL LEARNING MAJOR MAPS	REDUCE FINANCIAL BARRIERS (RETENTION/COMPLETION GRANTS)	CONDUCT A STUDENT JOURNEY AUDIT	REVIEW POLICES AND PROCEDURES CREATING FRICTION FOR STUDENTS

Predictive Analytics and Early Alert

Integrated Technological Ecosystem

- Technology implementation strategies
- Early alert response protocols
- Faculty engagement approaches
- Key metrics monitored in systems
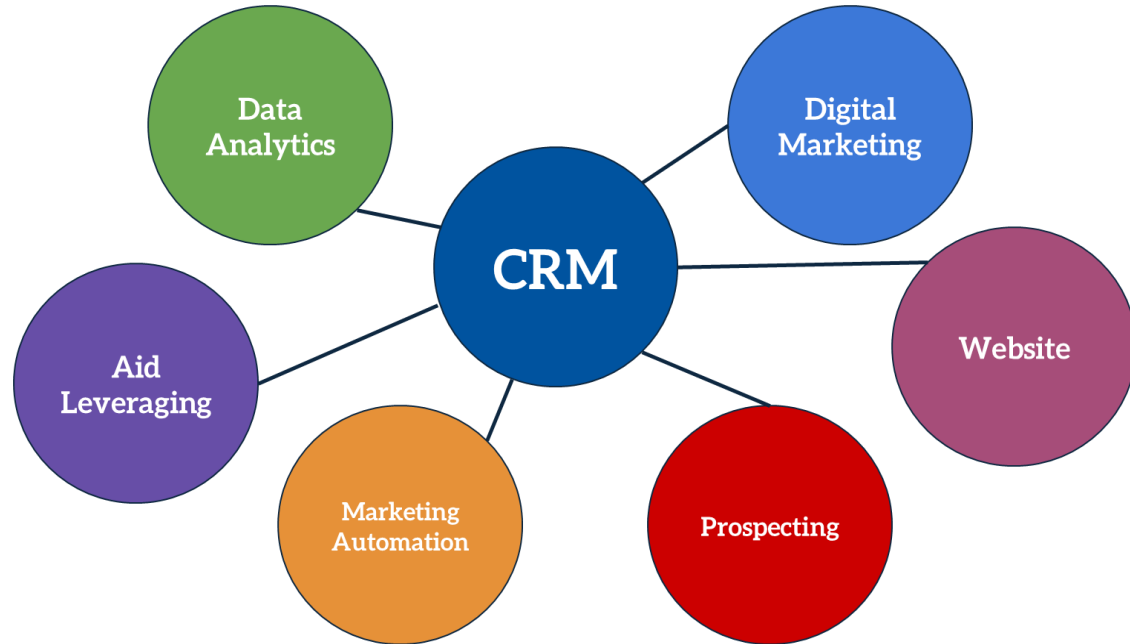
Retention-Focused Approach

Program Design

- Coaching model – point person serves as a touchstone (in addition to academic advisor and other campus resources)

- Summer introduction to college-level work; faculty-taught math and writing workshops

- Relationship building with campus resource officers

- Cohort building through workshops and fun activities

- Scaffolded experiences pertinent to the college journey

85%

Retention Rate vs. 74% non-Launch First Gen and Pell

Retention-Focused Approach

First-Year and Second-Year Retention Outcomes

Cohort	Launch Scholars	Non-Launch First Gen/Pell	Delta
2021	83.9%	69.2%	+14.7%
2022	81.3%	76.7%	+4.6%
2023	83.8%	75.0%	+8.8%
Average	83.0%	73.6%	+9.4%

Cohort	Launch Scholars	Non-Launch First Gen/Pell	Delta
FA21	80.7%	58.5%	+22.2%
FA22	71.9%	61.1%	+10.8%
Average	76.3%	59.8%	+16.5%

Key Takeaway: Launch Scholars maintain a sizable advantage in first- and second-year retention with an average delta of +9.4% and +16.5% percentage points, respectively, over their non-Launch First Gen/Pell peers.

What cultural strengths can you leverage for Pell student success?

3. IMPLEMENTATION & SUSTAINABILITY
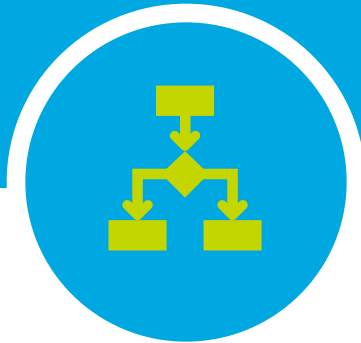
Implementation Five-Dimensional Framework

Bringing It All Together

Program: Designing effective, innovative student-ready initiatives

People: Leadership buy-in, cross functional teams, capacity building

Structure: Coordinated, integrated enrollment and student success models

Policy: Financial policies, administrative streamlining

Systems: Data governance, regular tracking and reporting cadence

Which of the five dimensions (Program, People, Structure, Policy, Systems) represents your biggest gap?

Implementation Timeline

Bringing It All Together

Year 1: Foundation Building

Year 2: Program Implementation Priorities

Year 3: Scaling and Recalibration Focus

Key Success Metrics

Do you have the necessary resources (financial, human, technological) for Year 1? What's missing?

Data Informed Decision-Making and Dashboard

Systems

Prospect Dashboard

Counselor: Odessa Armstrong	**Year & Term: 2025 Fall** **Text Permission: Yes**	**Engagement Score** 6
Carnegie **Dart: Creative Includer** **Motivator: Strength** **Lead Score: 10**	**HCRC Likelihood to Apply** **Decile: 10** **Percentile: 99.8%**	**HCRC Wealth Scoring** **Decile: 1** **Percentile: 4.2%**

Counselor: Odessa Armstrong	**Year & Term: 2025 Fall** **Text Permission: Yes**	**Engagement Score** 6
Carnegie **Dart: Future-focused Achiever** **Motivator: Strength** **Lead Score: 10**	**HCRC Likelihood to Apply** **Decile: 9** **Percentile: 81.2%**	**HCRC Wealth Scoring** **Decile: 1** **Percentile: 2.8%**

4. OUTCOMES/IMPACT

Program Perspectives

Student Voices

"[M]y transition to college hasn't been easy, but I'm happy to say that the supportive LAUNCH Scholars Network has given me the confidence to proudly call myself a Gopher!"

"I'm a shy person, so it was difficult finding friends right off the bat. But after two weeks of being in the LAUNCH Scholars Network Program, I've found five incredible friends that I am blessed to have to this day. They have made my Goucher experience amazing."

"Before I came to Goucher, I wanted to make sure I felt supported academically and financially. Goucher met and then exceeded those expectations."

Data Governance and Decision-Making

SYSTEMS

- Make resource allocations for a data-informed structure

- Create regular reporting cycles on Pell outcomes and data for the community at large

- Set goals for the impact you wish the programs to have on your campus
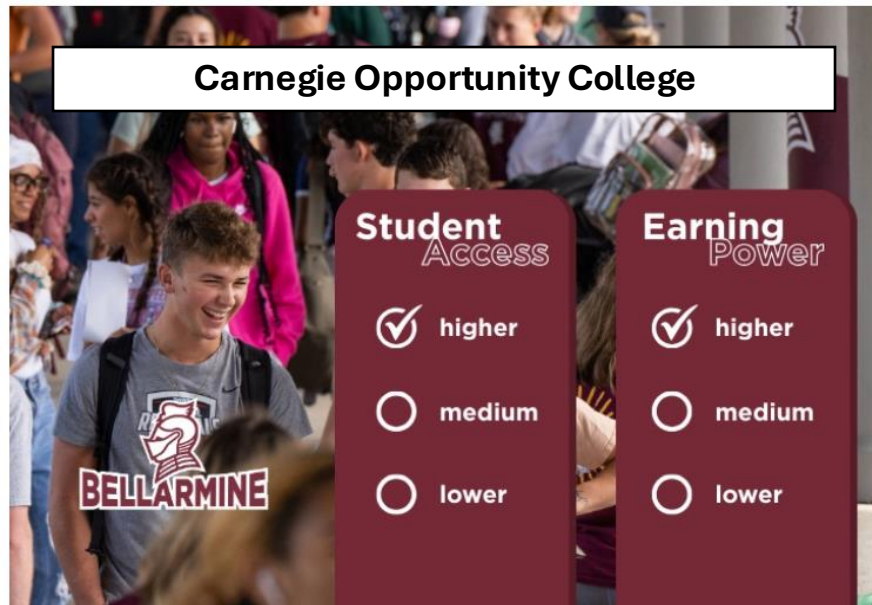
Q & A

Let's Review and Discuss the Questions

Reflection/Discussion

- How visibly committed are your senior leaders to Pell student success? What evidence do you have?

- What is your institution's biggest barrier to enrolling more Pell students?

- What cultural strengths can your institution leverage for Pell student success?

- Which of the five dimensions – program, people, structure, policy, systems – represents your institution's biggest gap?

- Do you have the necessary resources (financial, human, technological) for Year 1? What's missing?

Key Takeaways

Recap

$ We Must Enroll More Pell/Low-Income Students

Strategic Leadership/Alignment and Cross-Functional Collaboration are Essential

Comprehensive Financial Aid and Recruitment Innovation Drive Enrollment

Holistic Student Support Networks are Critical for Retention/Student Success

Data-Informed Decision Making and Personalization

Five-Dimensional Framework Supports Sustainability

THANK YOU

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STRATEGY

IMPACT

CONNECTION

INNOVATION

RNL NC
ALTERING the
LANDSCAPE

JULY 22-24, 2025
Atlanta, GA

RNL

The 39th Annual National Higher Education Conference