

Assess, Strategize, and Operationalize (ASO): A Model for Enrollment Success

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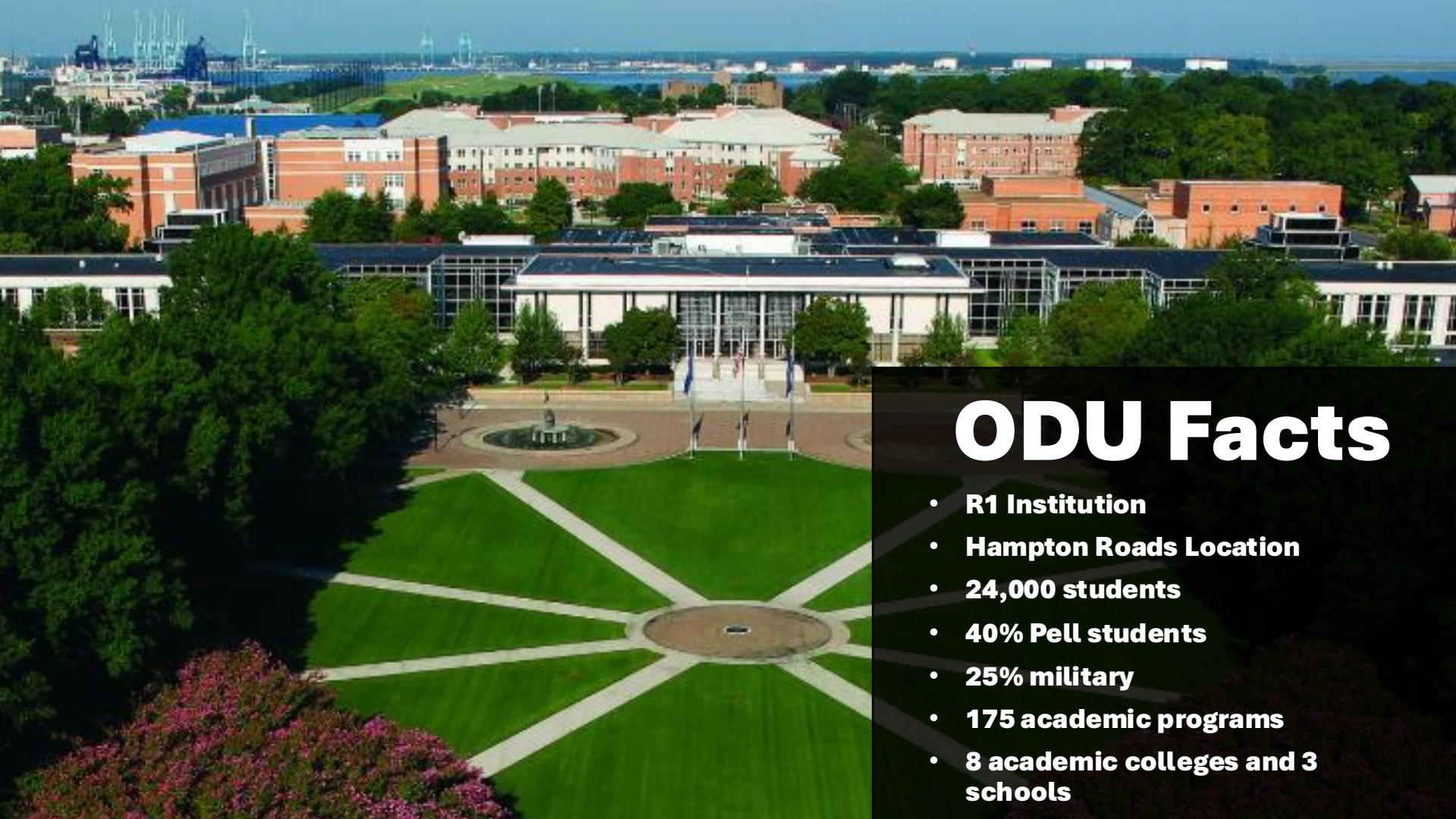
Overview

Overview of ASO

Case Study: Old Dominion University

Case Study: Towson University





ODU Facts

- **R1 Institution**
- **Hampton Roads Location**
- **24,000 students**
- **40% Pell students**
- **25% military**
- **175 academic programs**
- **8 academic colleges and 3 schools**

ODU Strategic Goals



**Lower
Admit
Rate**



**Largest Health Sciences
Institution in the
Commonwealth**



**Increase
Retention
Rate**

A wide-angle photograph of a university campus. On the left, a modern building with a grey metal roof and large glass windows stands prominently. A paved walkway runs alongside the building, where a large group of students is walking. Several flagpoles with various flags are positioned along the path. In the background, more campus buildings and a clear blue sky with a few wispy clouds are visible. On the right side of the image, a semi-transparent dark grey box contains the title and a list of facts.

Towson Facts

- **Univ. of Maryland System**
- **Baltimore County**
- **19,401 students**
- **40% Pell students**
- **110 academic programs**
- **6 academic colleges**

Towson Strategic Goals



**Move to
R2 Status**



**Increase out-of-state
enrollment**



**Improve 4-yr undergraduate
graduation rate**

ASO Origin Story

WHERE TO PLAY

HOW TO WIN

WHAT DID WE LEARN



Source: RNL Strategic Enrollment Planning book

Assess

What's **one** enrollment problem that you are trying to solve at your institution right now?

Try to put it in the form of a question.

Examples

- What does the increase in Pell eligible students mean to our institutional awarding strategy?
- Why are conversion rates for prospects to inquiries decreasing?
- Where are admitted non-enrolled students going and why?
- Who are we retaining well and which groups of students need more support?

Strategize

Now, think of **one strategy** that could address that problem to solve.

Strategy Development

	Low	Medium	High
Impact	0	1	2
Effort	2	1	0
Cost	2	1	0
Resistance	2	1	0

Source: RNL Strategic Enrollment Planning book

Operationalize

Think of **one simple action** step that would move that strategy forward.

Practical Leadership Tips

- Start with what you know**
- Involve your teams**
- Build momentum with small wins**
- Share impact stories**



The Case Study: ODU

Minimizing melt
Changing the profile

Minimizing Melt

Fall 2024

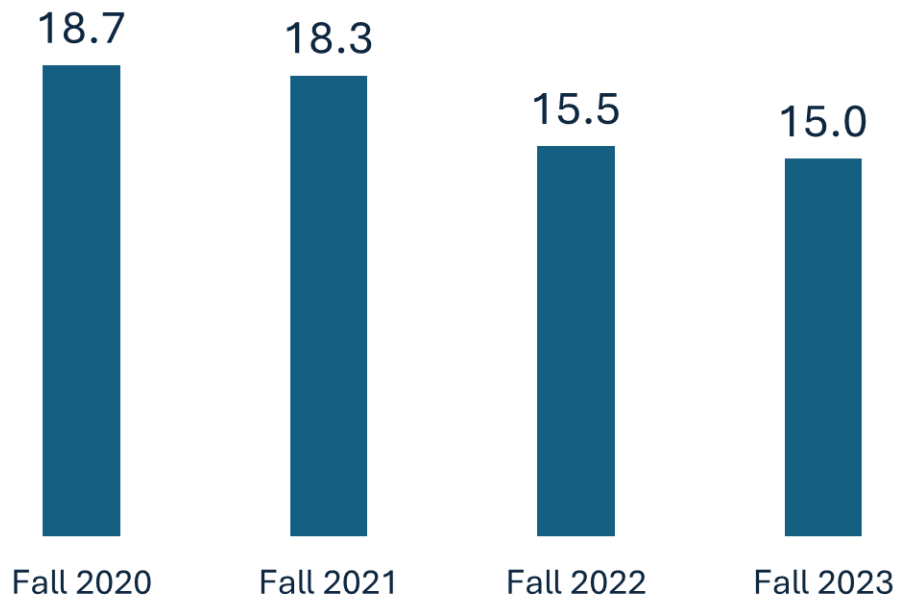
Slight uptick in applications

Lower admit rate

FAFSA delays



Melt Rate



Assess



- Losing ground in NoVA and our ‘backyard’
- Average unmet need of 4,372 for in-state FAFSA filers



Strategize

- ‘Renewable Reign’ Scholarship
- SCHEV Pell Grant
- Financial Aid Videos
- Targeted Communication & Marketing
- Orientation Remix



Grant and Scholarship

- Renewable Reign:
 - Out of 299 students offered, 67 ended up enrolling
- A total of 646 students received recruitment/retention grants
 - 18 new students enrolled after receiving notification of the grant



Financial Aid Videos

- Sent to 6,453 admitted students
- 19.8% view rate
- 10% took some sort of 'post view' action



Pell Grant

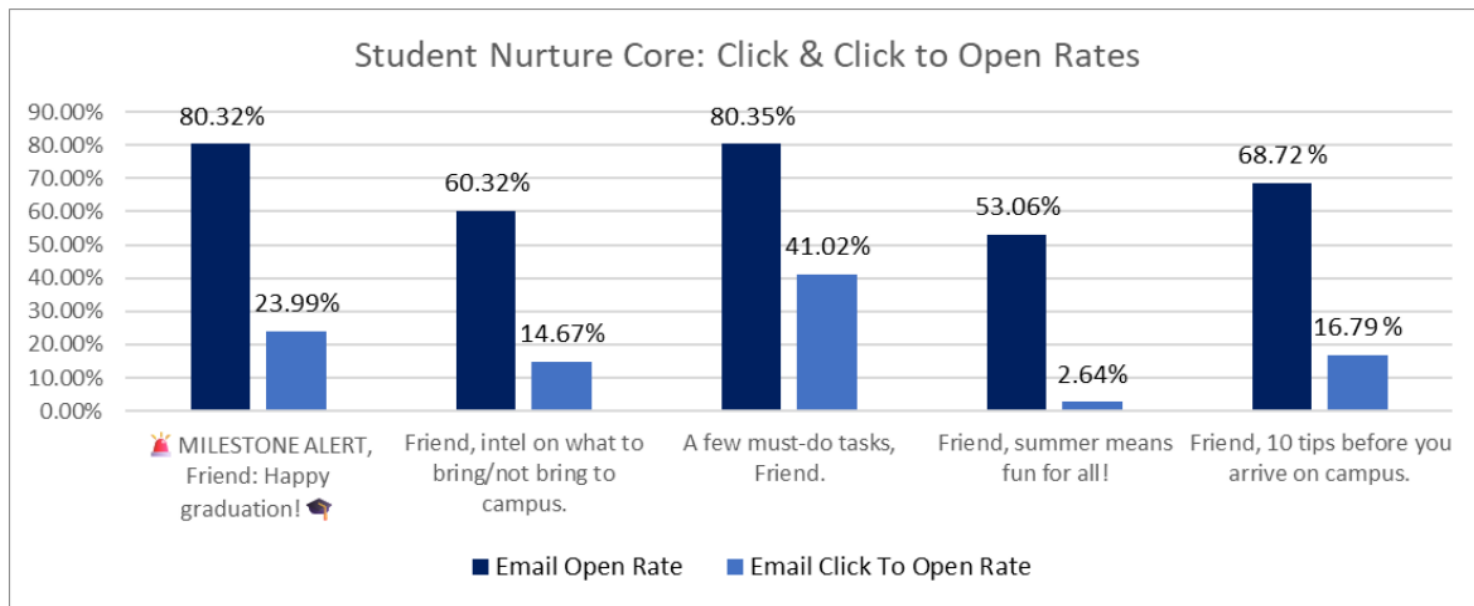
\$6,895



Targeted Communication

Nurture/Anti-Melt Campaign

Primary Student Campaign

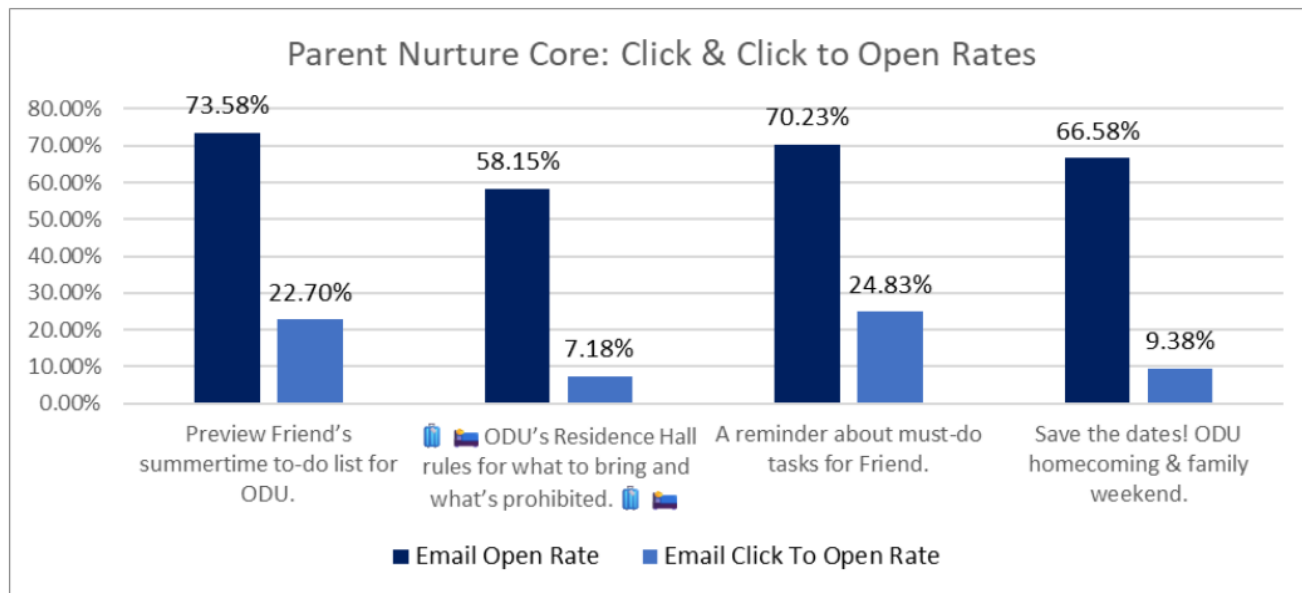


Targeted Communication



Nurture/Anti-Melt Campaign

Primary Parent Campaign



Targeted Marketing



5 Action Items

(If you haven't already...)

- ☐ Visit campus.
- ☐ Register for orientation.
- ☐ Apply for on-campus housing.
- ☐ Take the "Find Your Fit" campus dining quiz to choose the best meal plan for you!
- ☐ Check out campus parking and transportation options.

Find additional information and vital checklists to make your switch to campus life easier.

OLD DOMINION UNIVERSITY

Office of Admissions
5115 Hampton Blvd
Norfolk, VA 23509



Orientation Remix

Explore Your Kingdom

- Online modules that each first-year student completes prior to on-campus orientation

Discover Your Pride

- One-day on-campus orientation experience for new students, parents, and supporters

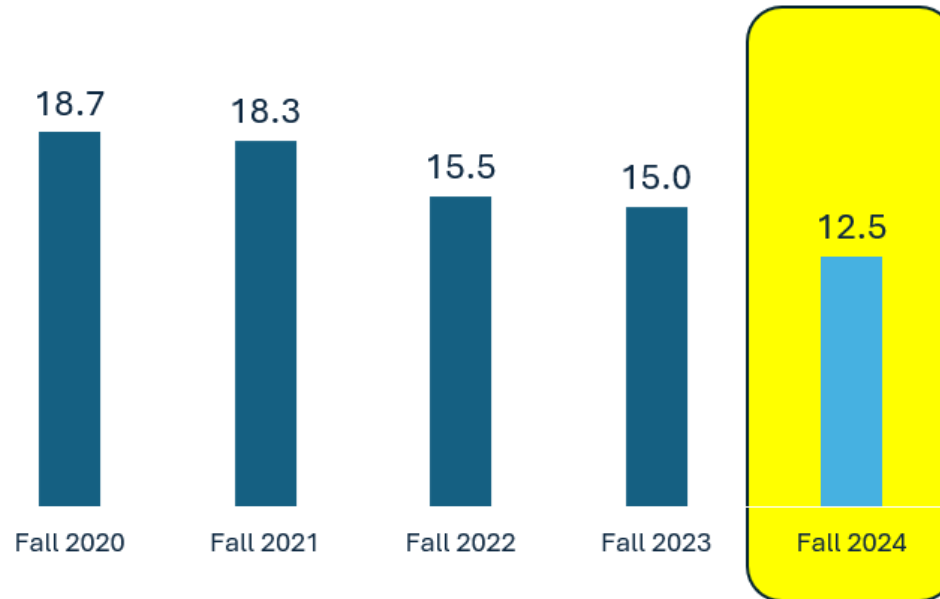
Rule Your Dominion

- Post-orientation experience with webinars and welcome week schedule to prepare for day 1 at ODU

- In-person orientation sessions: **14**
- Online orientation sessions: **4**
- Students attended (freshmen & transfer): **3,078**
- Family members & supporters attended: **2,566**

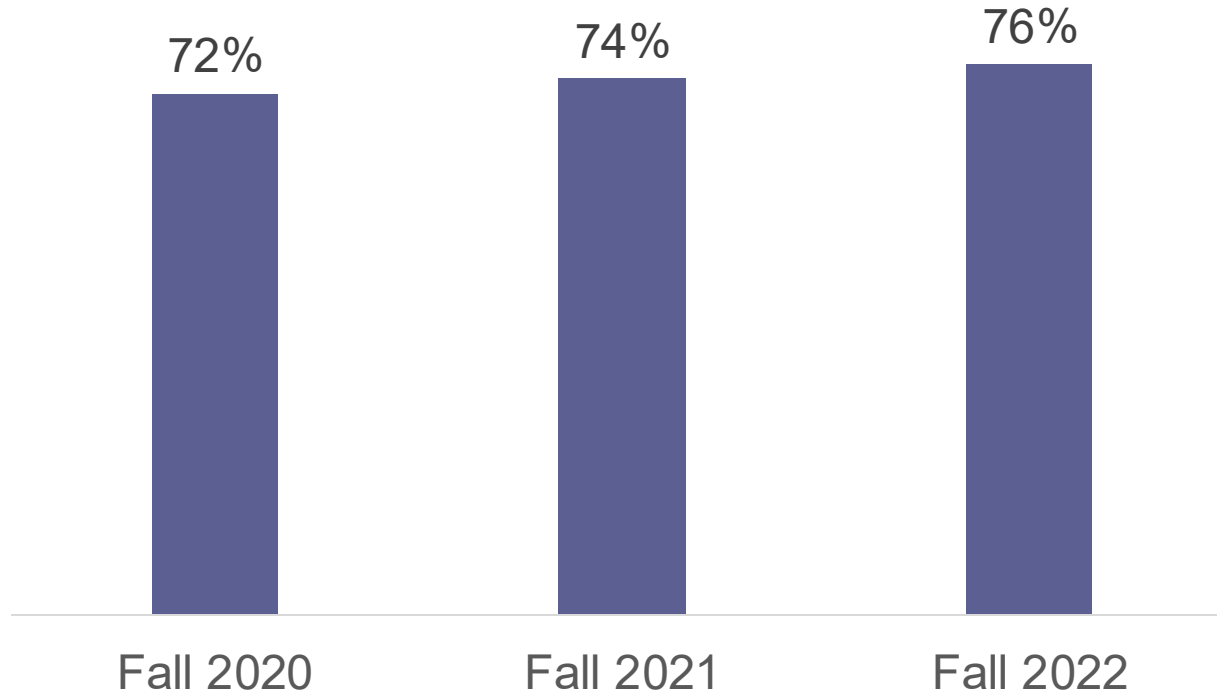


Melt Rate

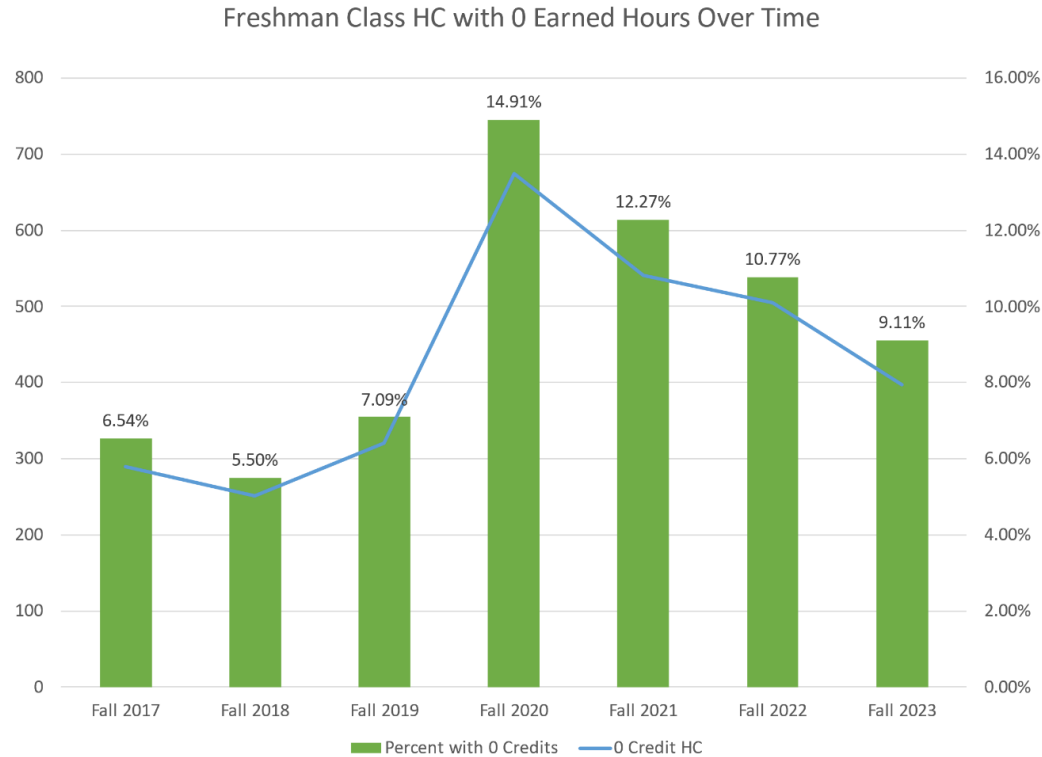


Changing the Student Profile

Retention: FTF Cohort



Freshmen Class: 0 Credit Hours Earn



R1 Designation

- ODU became an R1 institution in December 2021
- At that time, only 146 (about 4%) of degree granting institutions held that designation.
- In Virginia, George Mason, UVA, VCU, and VT are the other universities who have an R1 designation.



Strategies

- Scholars' Receptions
- Personalized (1:1) Outreach to Top Scholars
- Newly formed Office of Undergraduate Research



Strategies

- Increased Latine marketing
- Specific events/initiatives



**OLD DOMINION
UNIVERSITY**

**Tu futuro:
A Latino Monarch
Experience!**

**Sept. 28,
2024**



Register Now >

Tu Futuro: A Latino Monarch Experience

Join us for "Tu Futuro," a special event designed to connect you with the vibrant Latino community at ODU and guide you through the college admissions process. You'll have the chance to meet dedicated admissions representatives, hear why they chose ODU, and get answers to all your questions in both Spanish and English. This event is tailored for you and your family, so register today to secure your spot and start planning your future as a Monarch!

REGISTER NOW



FECHAS IMPORTANTES

Estudiantes de primer año

Dec 1	Aplicación del fasa abre*
Dec 1	Acción Temprana (sin compromiso)
Feb 1	Plazo Regular para el Otoño
Mar 1	Fecha de prioridad del FAFSA para ODU*

*Codigo Federal de ODU para el FAFSA: 003728

Transferir a ODU

Dec 1	Aplicación del fasa abre*
Jan 1	Plazo Regular para la primavera
Mar 15	Acción Temprana (sin compromiso)
Aug 1	Plazo Regular para el Otoño

**Una universidad
galardonada y accesible**

En Virginia, la matrícula de ODU para los residentes de Virginia es la más accesible entre instituciones que realizan Investigaciones Doctorales. Es firme nuestro compromiso a mantener la matrícula económica y sin la calidad comprometida. De hecho, el número de profesores en el campus que han recibido un reconocimiento del State Council of Higher Education for Virginia es de los más altos entre las universidades del estado.

Conoce Mas | Learn More
 Escanea para Recursos de Admisiones
 para Estudiantes Hispanos y Latinos
 Scan for Hispanic and Latino
 Admissions Resources



COSTO ANNUAL ESTIMADO

2024-25	Residente de Virginia	Residente de otro estado
Matrícula y tasas académicas	\$12,750	\$33,780
Alojamiento y comida	\$14,714	\$14,714
	\$27,464	\$48,494



Profile of Class

28

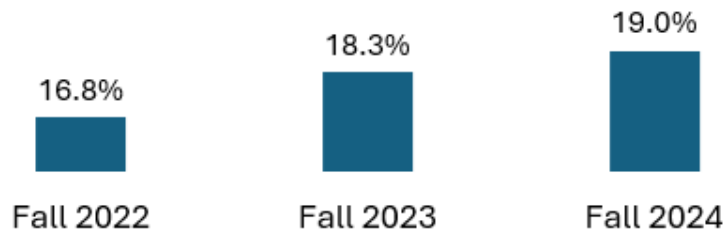
Valedictorians and Salutatorians

(Fall 2023: 20)



FTF Enrolled Students

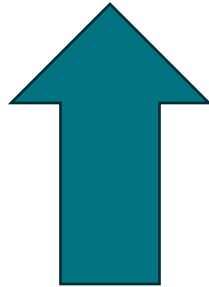
**Increased yield
among those with a
4.0 or higher**



**Decreased number
enrolled with a 2.5
or less**



Hispanic/Latino Students

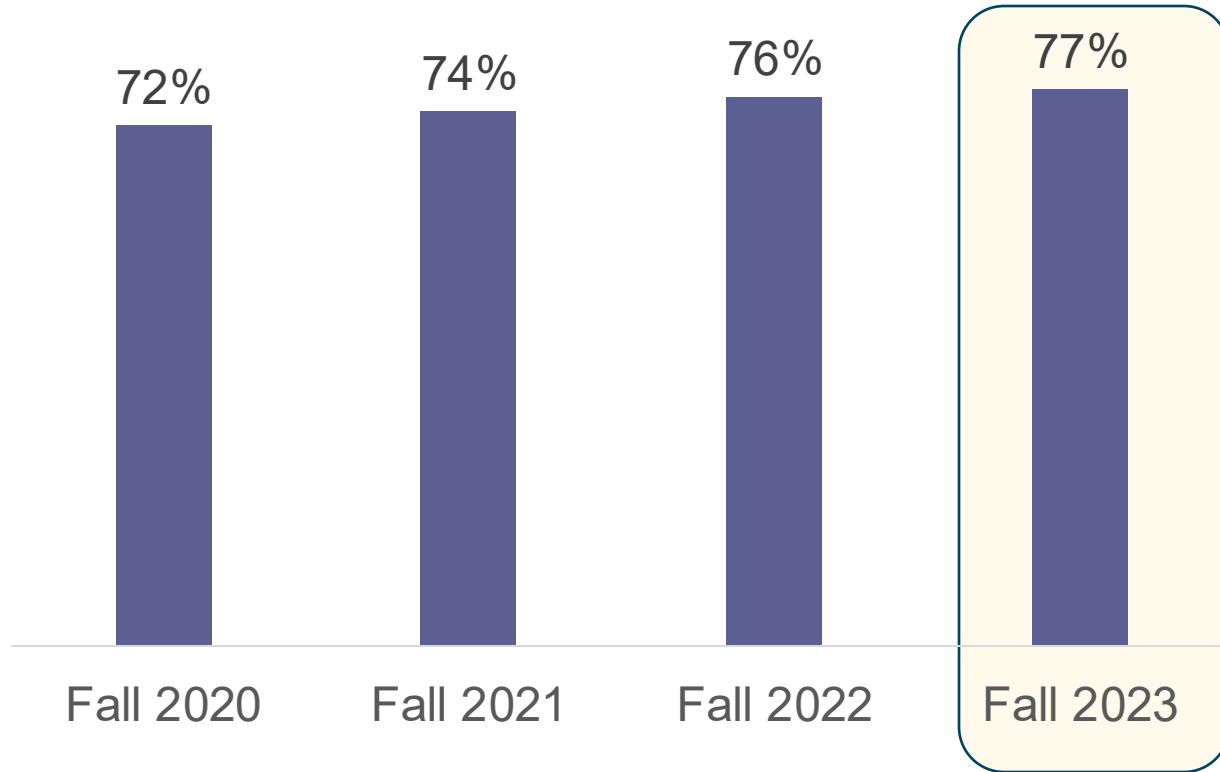


9%

FTF and Transfer Enrolled Students
(compared to Fall 2023)



Retention: FTF Cohort





The Case Study: Towson University

4 Week Intervention

Black & Gold Scholarship

4-Week Student Intervention

University Strategic Planning



2030



86%

1st year retention rate

2023

83%

Fall 2022 Cohort



51%

4-year graduation rate

45%

Fall 2019 Cohort



73%

6-year graduation rate

68%

Fall 2017 Cohort

EDUCATE

INNOVATE

ENGAGE

INCLUDE

SUPPORT

SUSTAIN

<https://www.towson.edu/about/mission/strategic-plan/one-undergraduate-retention.html>

Moving the Needle on Retention & Graduation Rates



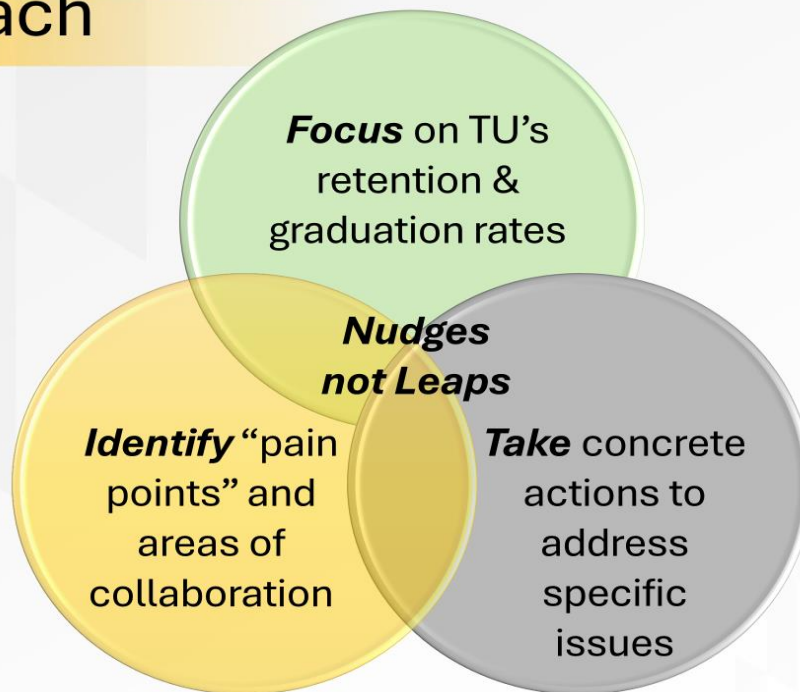
- Approach

- Data, Facts, Evidence

- Initiatives

3

The Approach

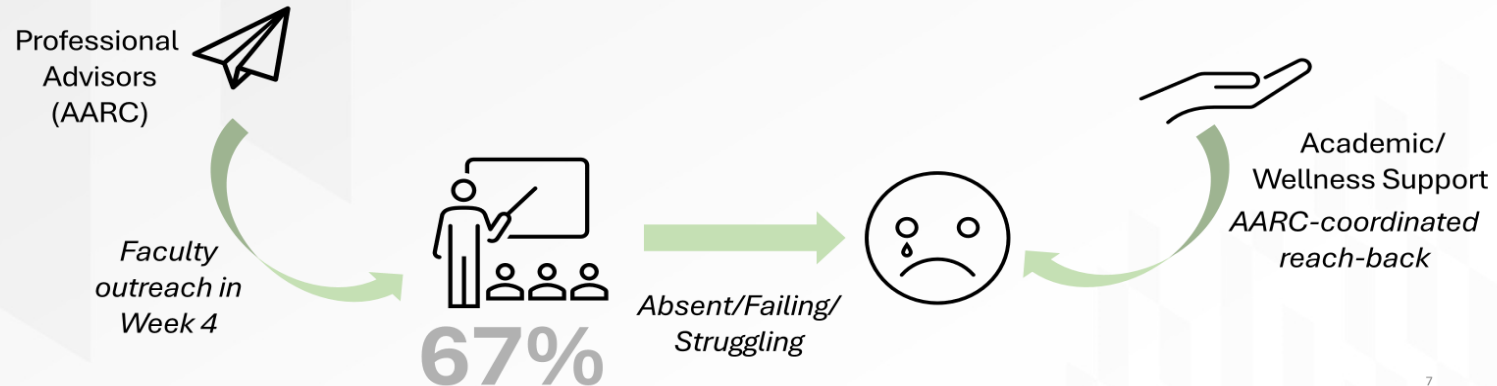


Early Alert Initiative

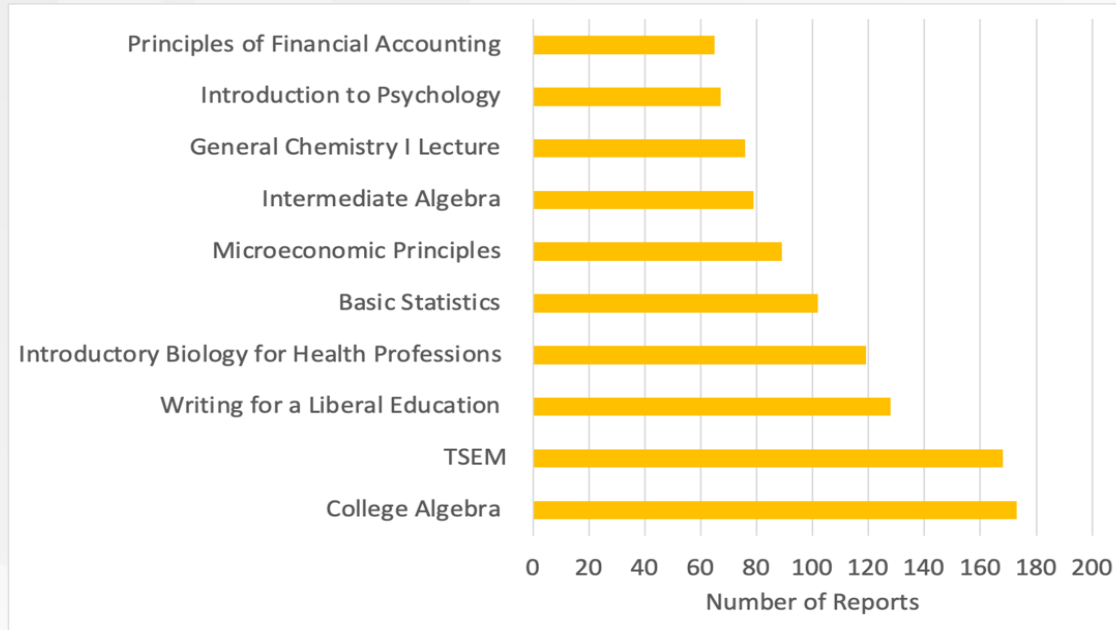
4th week alert report requested for:

- FYE
- First-semester transfer
- Student Athletes
- Students on AW/AP First-time

23,000 requests
15,000 responses



High-Reporting Courses (Spring 2024)



Academic
advising
support can be
focused on
high-reporting
courses

Results (Spring 2024)



67%

Faculty response rate
23K reports sent
15K responses



34%

6,401 unique student pre-identified
2,239 **students confirmed at-risk by faculty**
Students receive electronic communication



39%

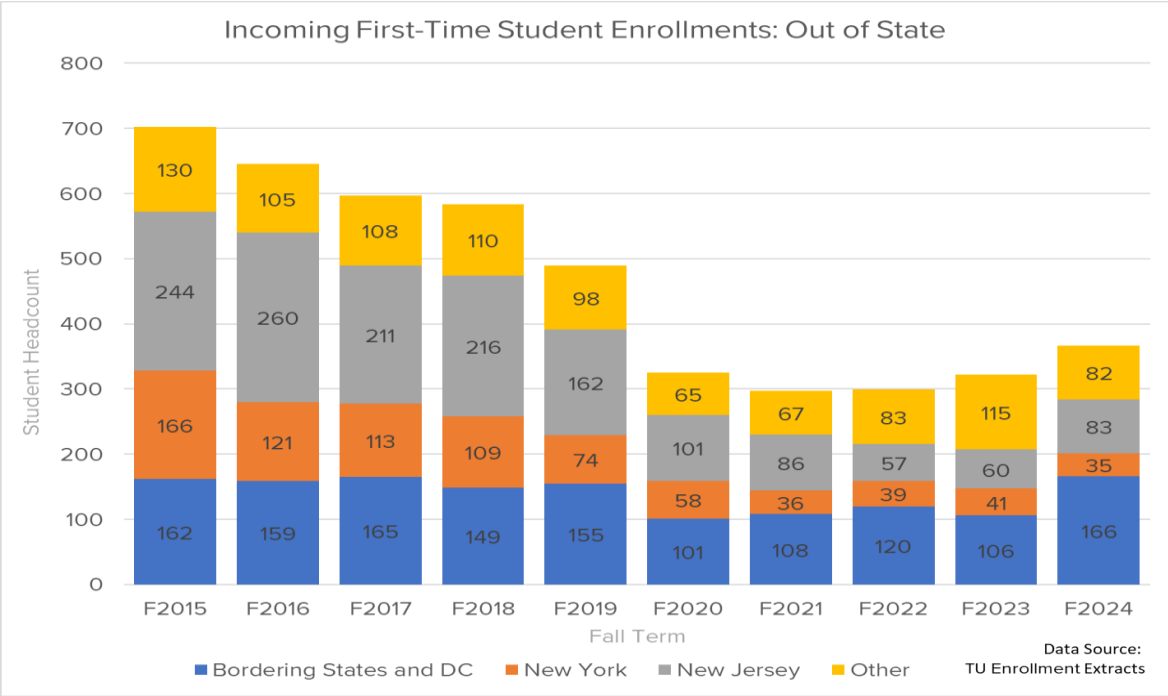
Students who receive electronic communication with **higher final grade** compared to grade at time of report.

Black & Gold

Scholarship

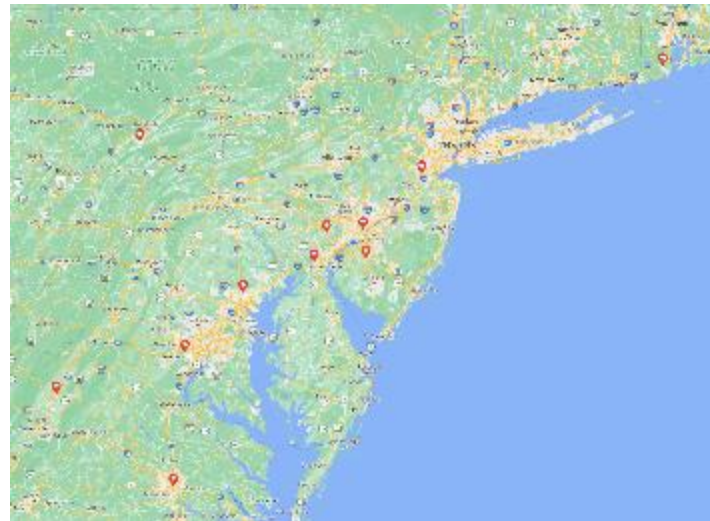
Out of State

First-Time Enrollments

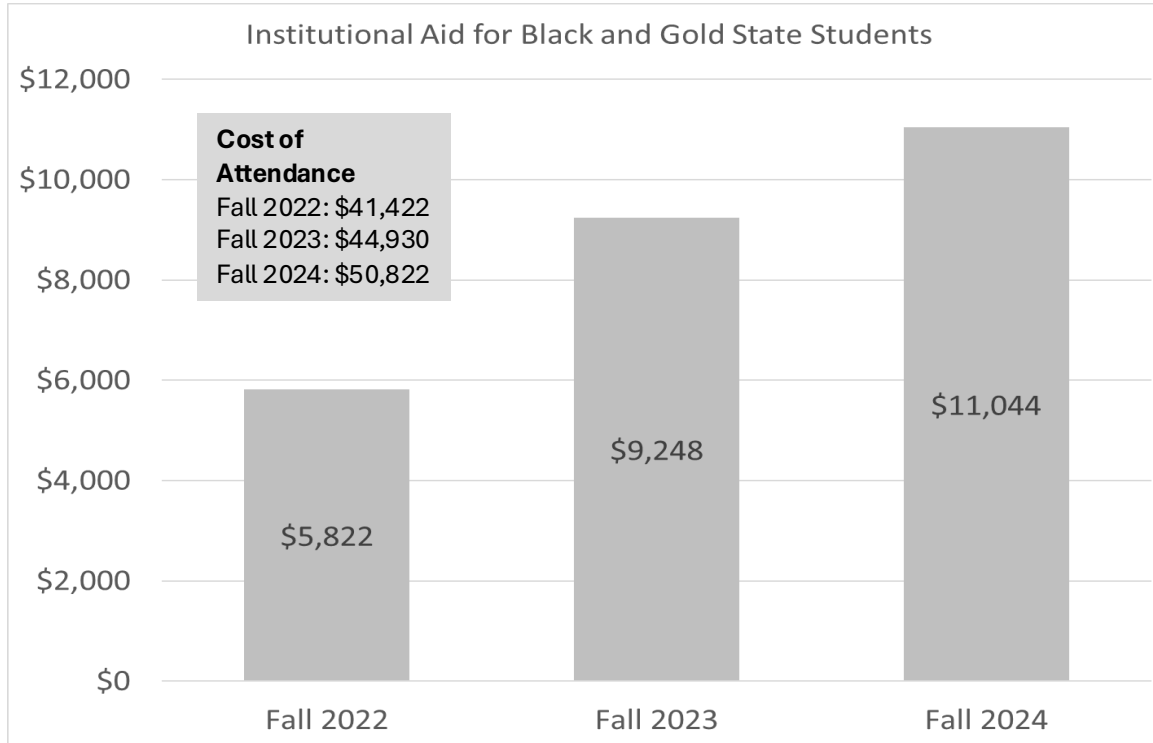


Black and Gold Scholarship Overview

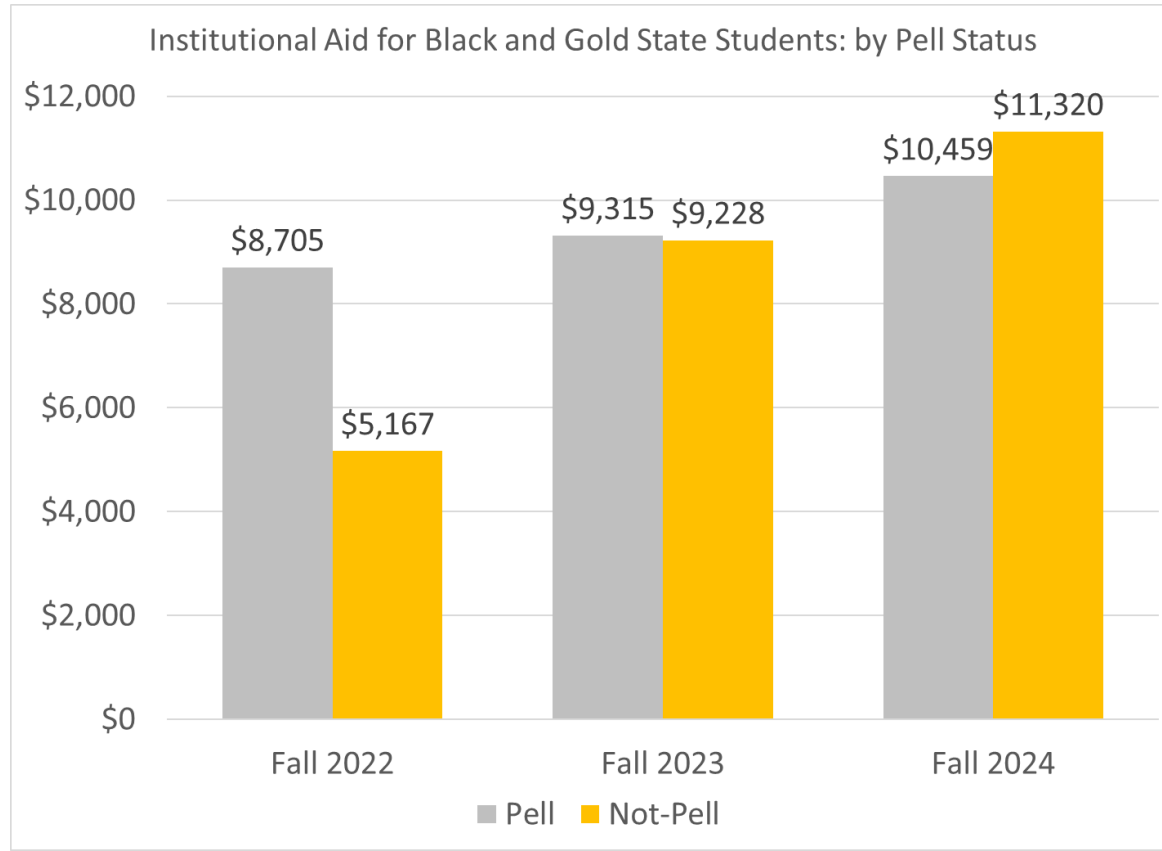
- Targeted Maryland's Bordering States, New York, and New Jersey.
- \$10,000 award for incoming first-time and transfer admitted applicants
- Effectively halved difference between in-state and out-of-state tuition



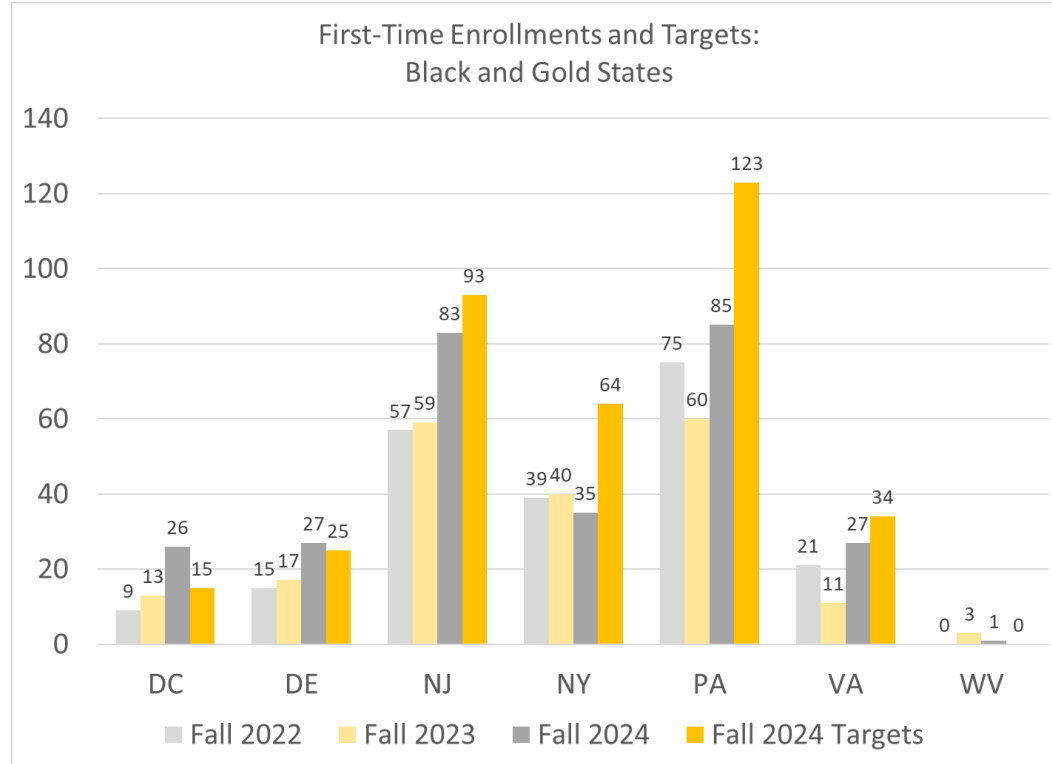
Black and Gold Scholarship Net Effect on Average Awards



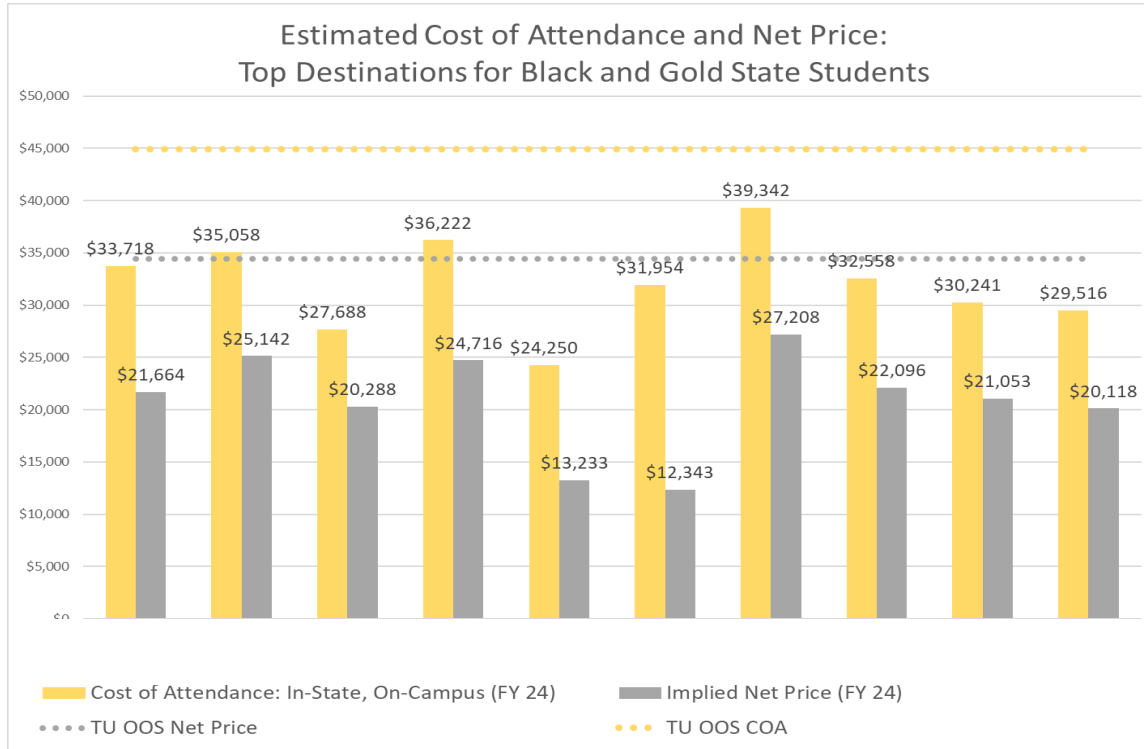
Black and Gold Scholarship Net Effect on Average Awards



Black and Gold Scholarship Targets and Results



Competitor Institutions' Estimated* Cost of Attendance and Estimated* Net Price



*FY24 COA estimated from published tuition and fees. Net price estimated from FY21 discount, applied to FY24 COA.

Yield by Award Size

Institutional Grants and Aid	Fall 2022			Fall 2023			Fall 2024		
	Not Enrolled	Enrolled	% Enrolled	Not Enrolled	Enrolled	% Enrolled	Not Enrolled	Enrolled	% Enrolled
0 - 5000	1583	100	6%	83	5	6%	185	7	4%
5000.01 - 8000	730	45	6%	2301	100	4%	37	7	16%
8000.01 - 10000	158	12	7%	471	44	9%	2029	161	7%
10000.01 - 12000	15	15	50%	61	16	21%	512	36	7%
12000.01 - 14000	3	3	50%	1	4	80%	50	22	31%
14000.01 - 15000	3	5	63%	5	4	44%	8	5	38%
16000.01 - high	2	17	89%	1	16	94%	92	24	21%



Any Questions?