



Education
Advisory
Board

Student Success Collaborative

The Murky Middle Project

A New Perspective on Elevating Student Success



The Student Success Collaborative

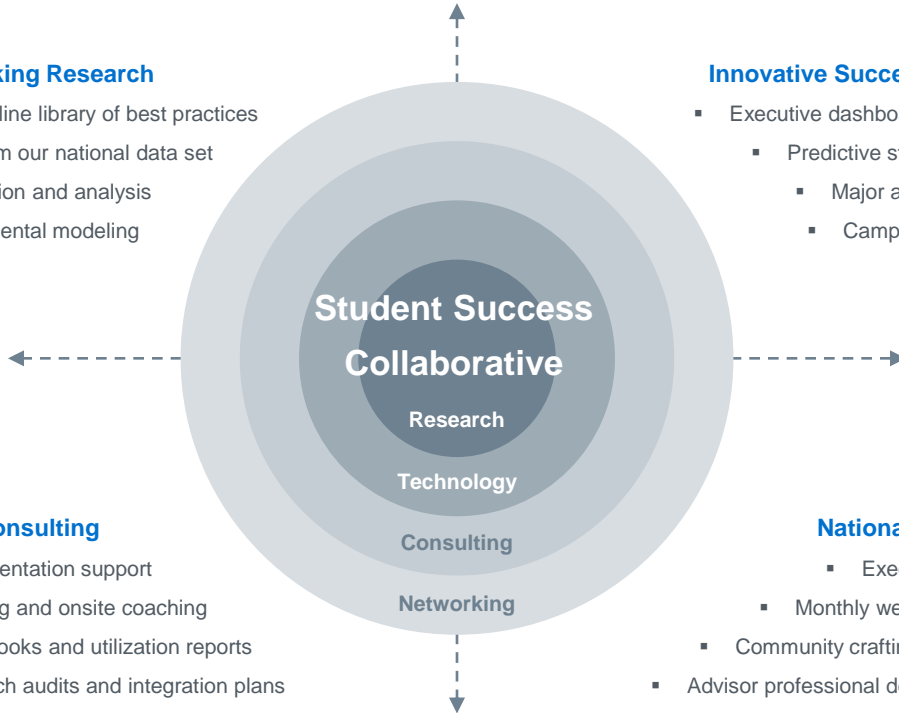
A Comprehensive Solution to Elevating Degree Completion

Groundbreaking Research

- Growing online library of best practices
- Insights from our national data set
- Expert opinion and analysis
- End-user mental modeling

Innovative Success Technology

- Executive dashboards and analytics
 - Predictive student risk models
 - Major and career insights
 - Campaign management



Dedicated Consulting

- Full implementation support
- User training and onsite coaching
- Data workbooks and utilization reports
- Advising tech audits and integration plans

National Peer Network

- Executive roundtables
- Monthly webinars and emails
- Community crafting of new features
- Advisor professional development series



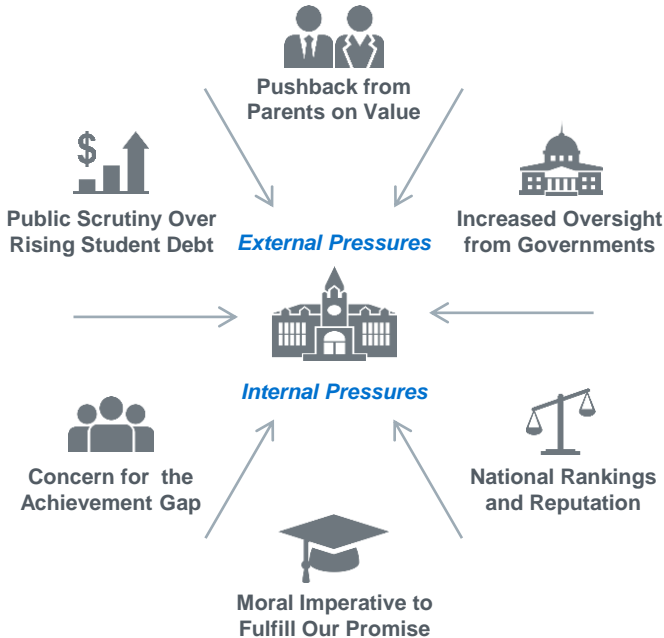
The New Imperative for Student Success

Feels Like the Stakes Have Never Been Higher

Intense Pressure to Improve Coming From All Sides



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A Public Crisis of Confidence

\$1 trillion

Total amount of student loan debt across the nation

44%

Underemployment rate for recent college graduates

32%

Americans who say that college is worth the investment

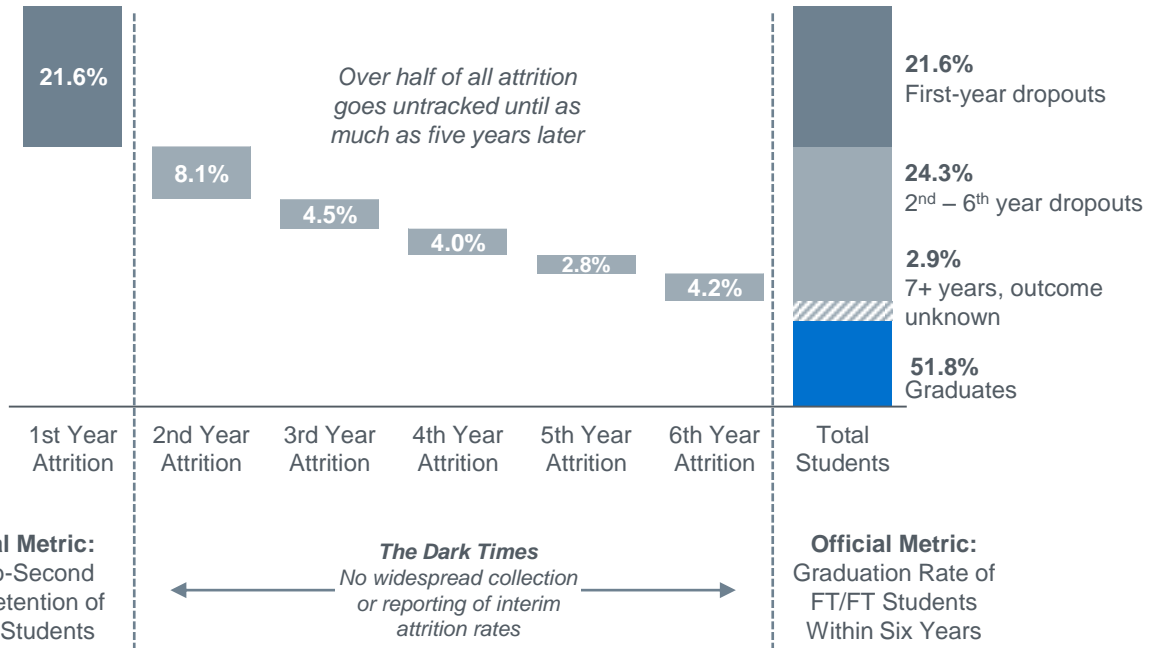
Source: Wall Street Journal, "Public University Costs Soar", 3/16/2013; Federal Reserve Bank of New York.; Survey of 1,006 adults nationally was conducted by the Robert Morris University Polling Institute (March 2014); <http://www.gallup.com/poll/167630/business-leaders-doubt-colleges-prepare-students.aspx>; Federal Reserve Bank of NY.



Missing Most of the Story

Student Success Metrics Poorly Aligned to Real Attrition Patterns

Timing of Dropout SSC National Data Set

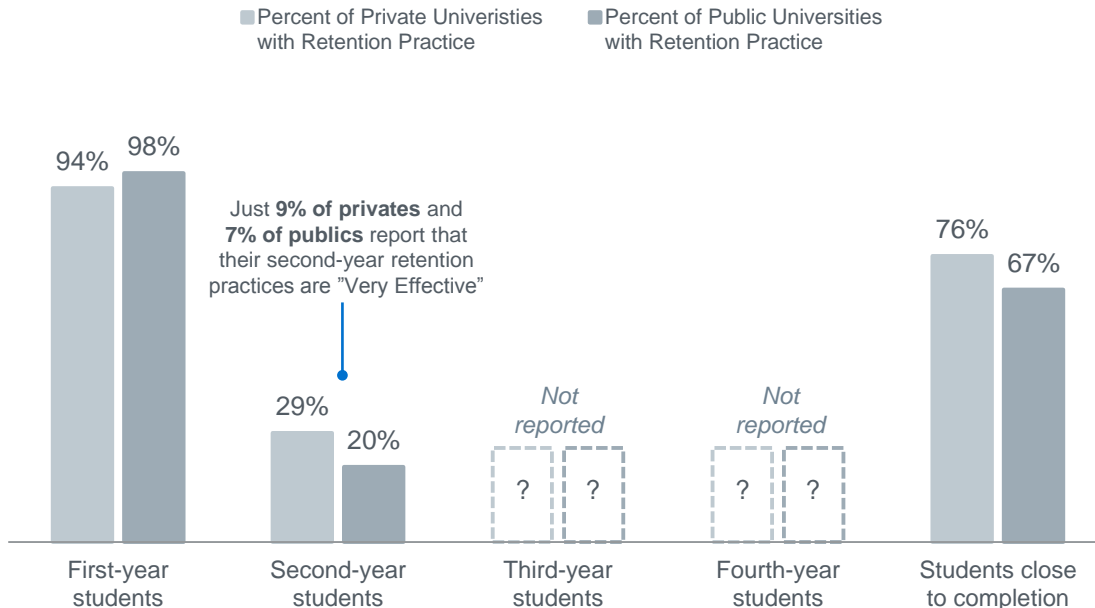


What's Measured Is What Matters

Current Practices Reflect Required Metrics, Not Actual Attrition Patterns



Prevalence of Retention Practices Targeted to Specific Students

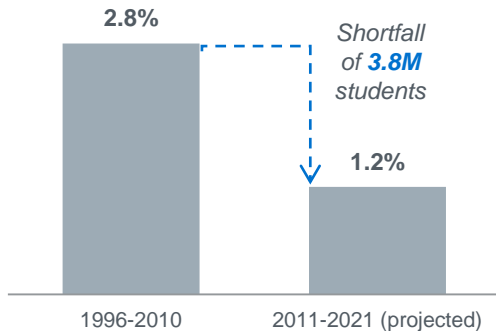




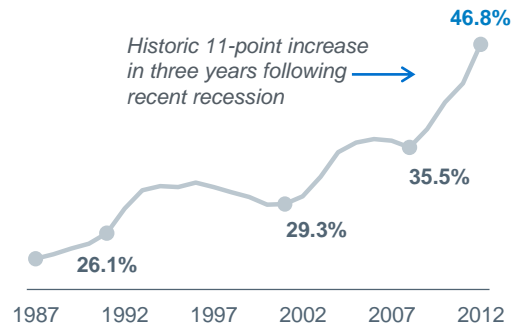
Facing a Tough Enrollment Environment

Slowing Growth and Emerging Alternatives Ratcheting Up Competition

Undergraduate Enrollment Annual Growth



Tuition as a Percentage of Educational Revenues for Public Universities



No Shortage of Alternatives Competing for Students' Attention



Community colleges



Online programs



For-profits



MOOCs(?)

Source: SHEEO, "State Higher Education Finance FY 2012"; NCES, "Projections of Education Statistics to 2021," Jan 2013; NCES, "Table 214," *Digest of Education Statistics*; Education Advisory Board interviews and analysis.

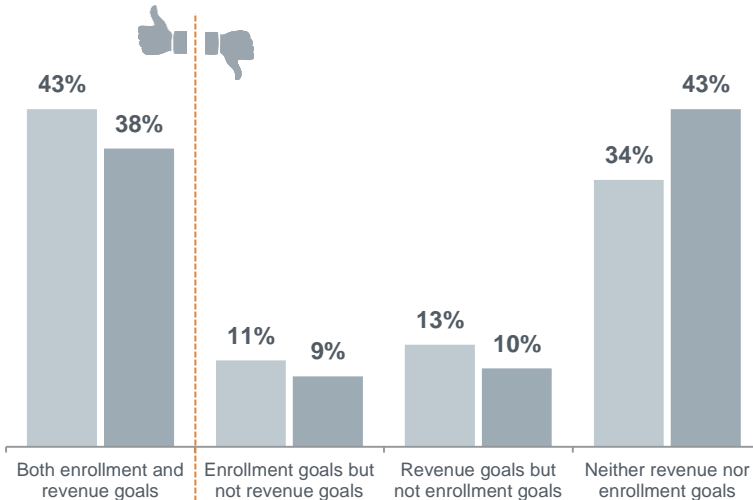


The Enrollment Crisis Hits Hard

Three-Fifths of Institutions Missed 2014 Enrollment or Revenue Targets

Percent of Institutions Meeting Goals

- American Association of State Colleges and Universities
- Council of Independent Colleges



The Chronicle of Higher Education
 “Goals for Enrollment and Tuition Revenue Elude Many Colleges”

October 13, 2014

57%

of surveyed public institutions missed target

62%

of surveyed private institutions missed target

Source: Chronicle of Higher Education, “Goals for Enrollment and Tuition Revenue Elude Many Colleges” 10/13/2014



The Enrollment Manager's Dilemma

Bolstering Enrollment Hurts Margins, Reduces Graduation Rates

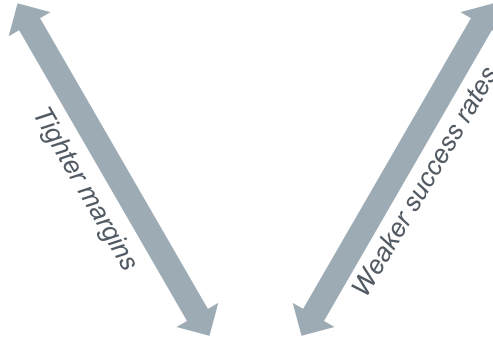
How Do We Break the Enrollment "Iron Triangle"?

Raise Selectivity

Lower Enrollment,
Lower Price

Raise Price

Lower Selectivity,
Lower Enrollment



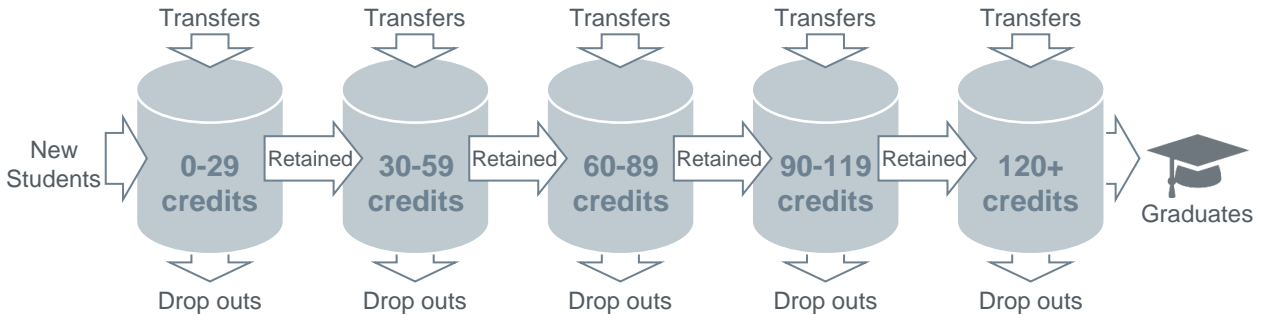
Raise Enrollment

Lower Price,
Lower Selectivity

Retention as a Growth Strategy?

Modeling Enrollment Impact from Improved Retention Rates

EAB's Enrollment Revenue Calculator



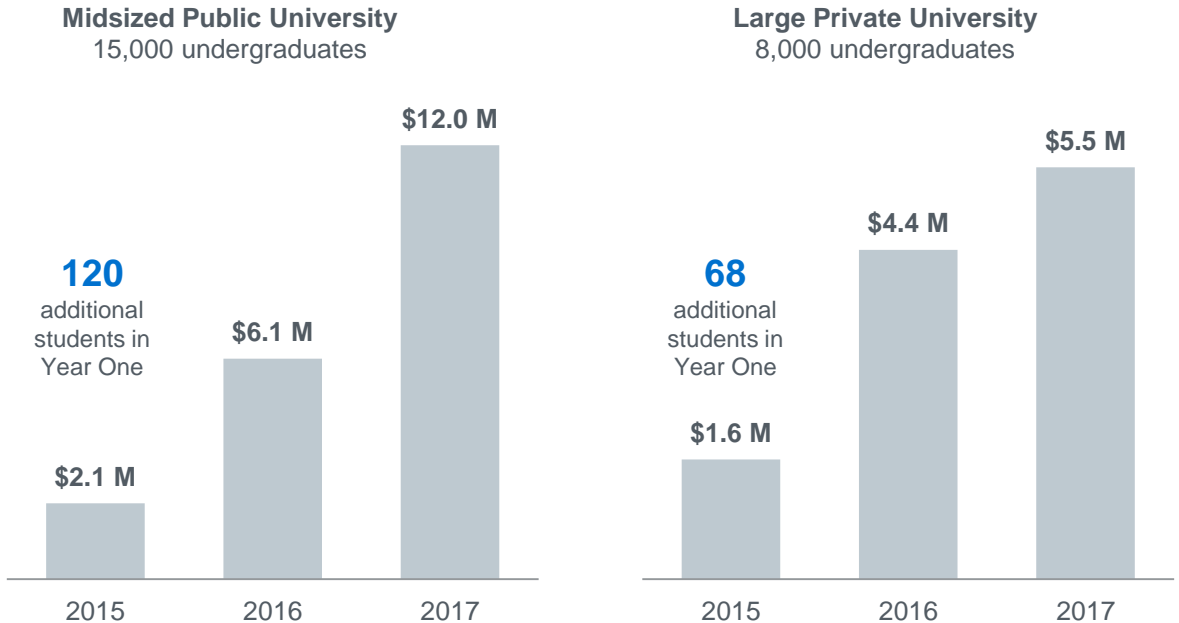
28 Enrollment, flow rate,
and revenue inputs

Doing Well by Doing Good



Retention Improvements Promise Meaningful Revenue Gains

Revenue Gains from an Annual 1% Improvement in Institution-Wide Retention Over Three Years



Source: Education Advisory Board interviews and analysis



A New Focus on the “Murky Middle”

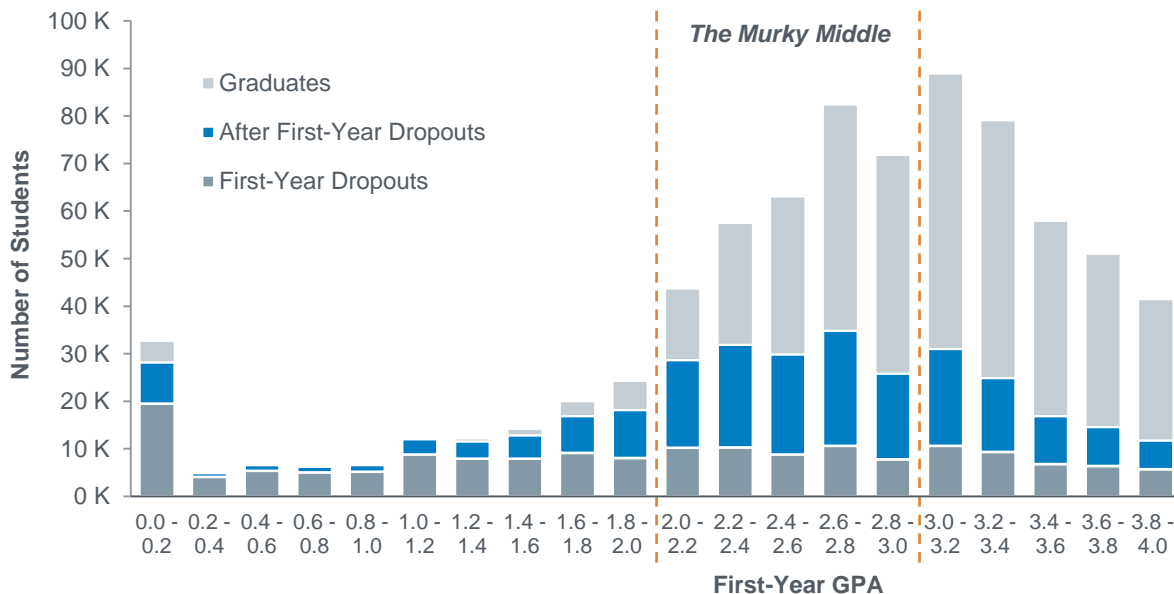
An Untapped Opportunity



Large Numbers of Murky Middle Students Leaving After the First Year

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Histogram of All Students by First-Year GPA
SSC National Data Set



Source: Education Advisory Board interviews and analysis

Best Chance for ROI?

Murky Middle Might Be Relatively Easy to Retain Compared to Others



Predominant First-Year Attrition



Academically Adrift

Severe academic difficulties, may need remediation and time to mature before completing

Too costly to remediate?



Poor Fit for Campus

Not well-matched to campus culture and offerings, will likely transfer to another school

Too difficult to engage?

Second-Year and Third-Year Attrition



Murky Middle

Academically qualified and well-matched to campus, causes of attrition poorly understood

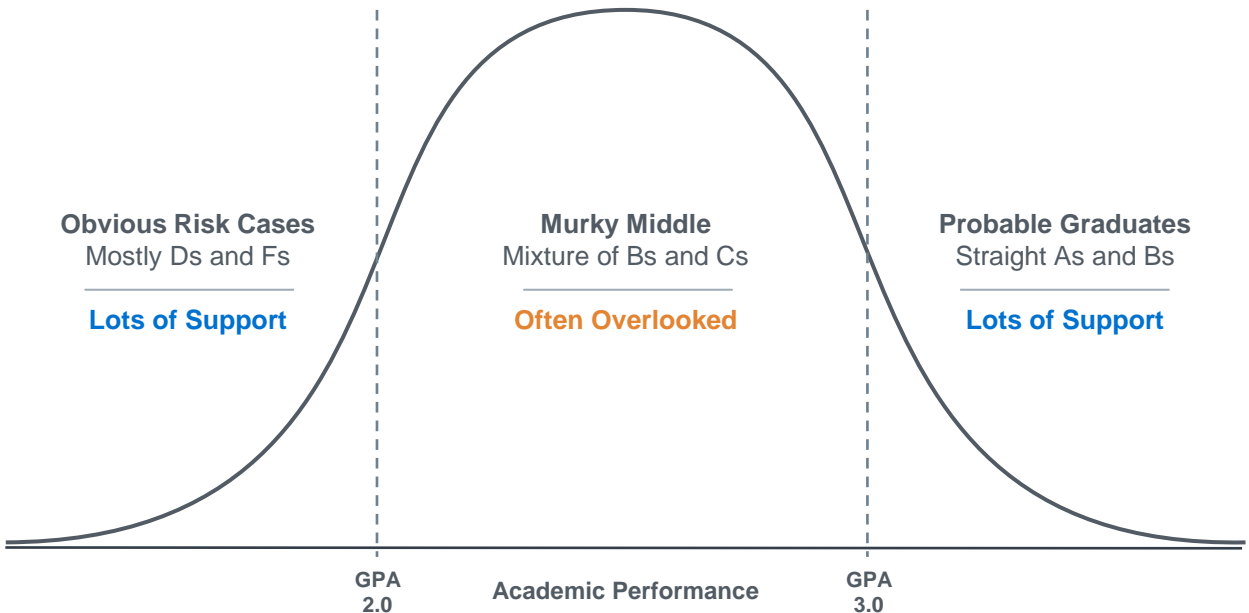
Best chance for ROI?

Flying Under the Radar



At Present, Murky Middle Students Often Getting the Least Attention

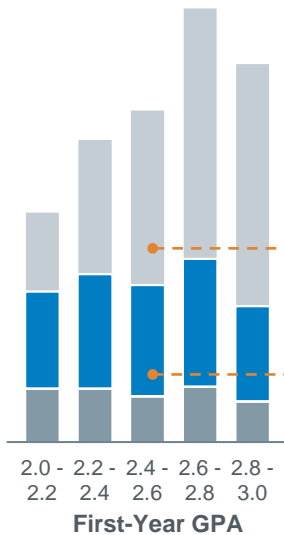
Which Students Get the Most Support?



The Central Dilemma of the Murky Middle

Very Difficult to Differentiate Who Will and Won't Graduate

A Tale of Two Students



Billy

- Biology Major
- 2.5 First-Year GPA
- 30 Earned Credits
- **Eventual Graduate**




Bobby

- Biology Major
- 2.5 First-Year GPA
- 30 Earned Credits
- **Eventual Dropout**

Watch Out for the Killer Cs

SSC Finding: It Matters Which Courses Students Get Their Cs


Who Will Graduate?



2.5 GPA
 B in Precalculus
 B in Intro Biology
 C in Calculus
 C in Intro Chem

Billy

- OR -

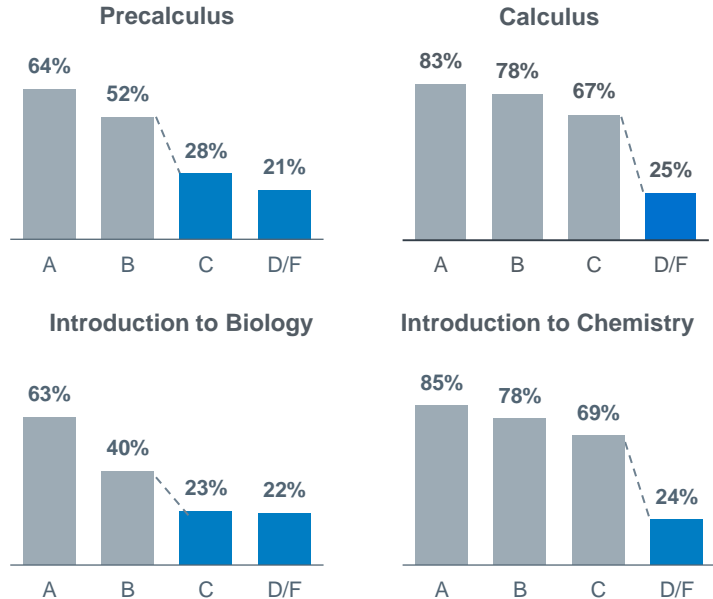


2.5 GPA
 C in Precalculus
 C in Intro Biology
 B in Calculus
 B in Intro Chem

Bobby

Graduation Rate in Biology Major by Course Grade

Large Public University (69% Overall Graduation Rate)

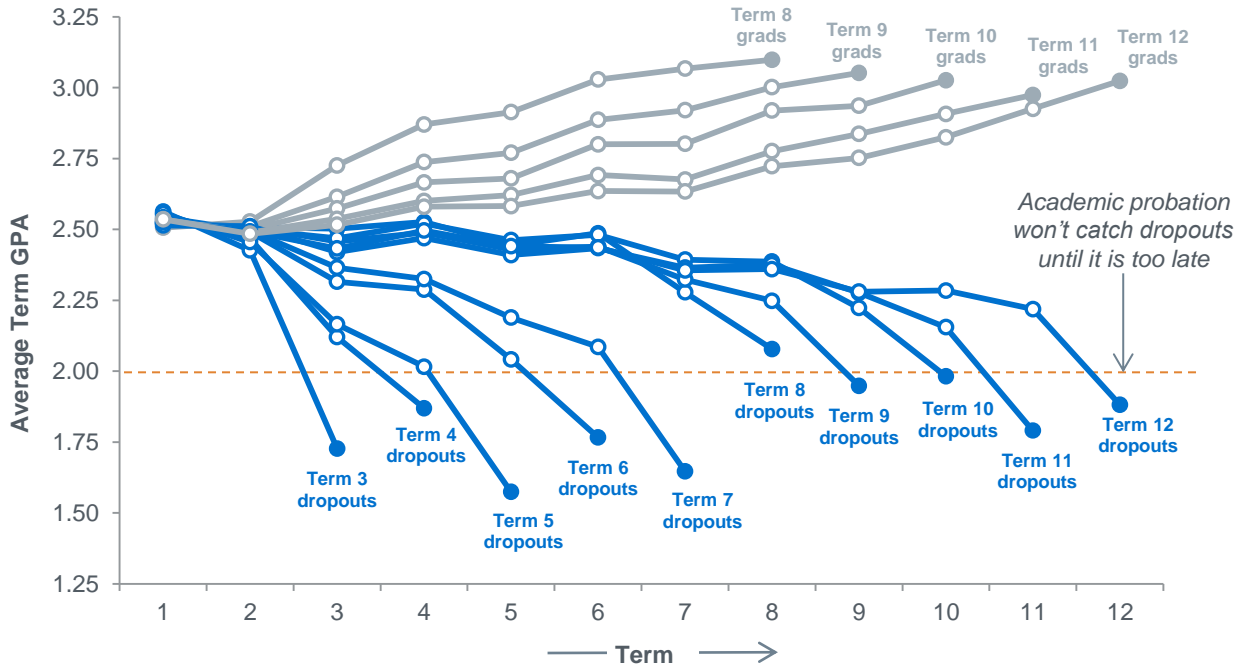


Struggles Evidenced in GPA

Future Dropouts Can Be Detected Several Terms in Advance



Term GPA Trends by Dropout Cohort



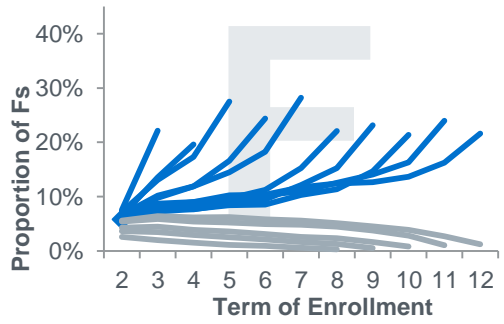
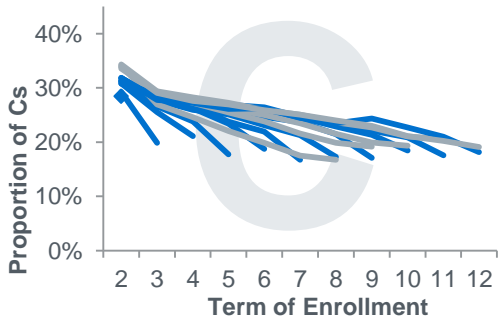
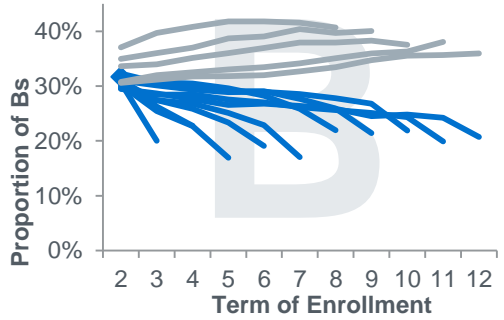
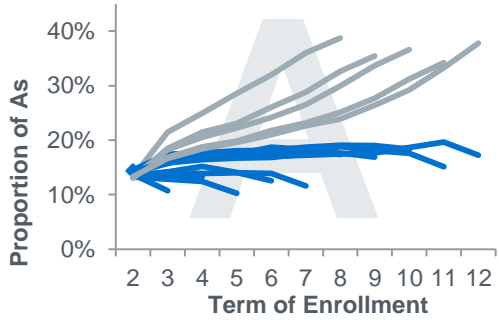
Source: Education Advisory Board interviews and analysis

Drilling Into GPA Trends

Downward Trends Driven by Fs, not an Overall Decline in Grades

Grade Distribution for Murky Middle Students Over Time
SSC National Data Set

— Graduates — Dropouts



Source: Education Advisory Board interviews and analysis

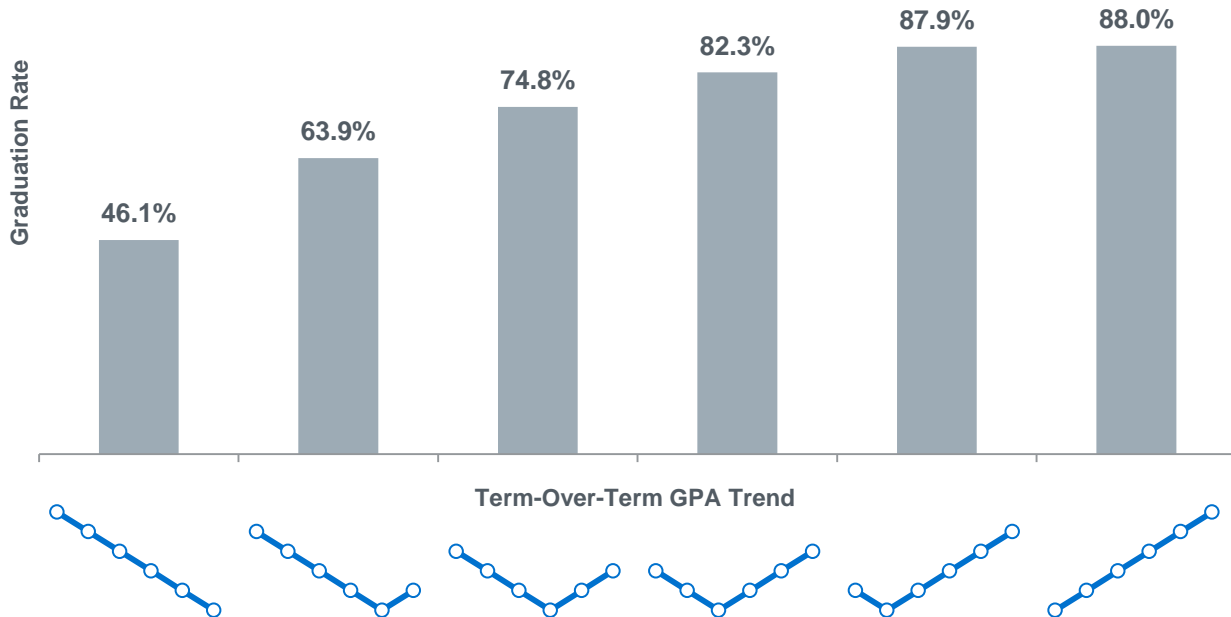
Hope on the Horizon



Outcomes Dramatically Improve If Downward Trend is Reversed

Term GPA Trends vs. Graduation Outcomes

Students Who Complete At Least Six Terms



A New Perspective on Student Success



Supplement Typical Strategy with Focused Approach Beyond First Year

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Typical Approach to Student Success

Focus efforts and programs on first-year students

Optimize strategy to first-year retention rate

Target resource intensive support services and staff to highest risk students

Deploy staff to cover broad populations of students



Expanded Approach to Student Success

Address sophomore and upper division attrition

Optimize to enrollment and institutional persistence

Recognize “murky” middle students as attrition risks with opportunity for improvement

Focus proactive outreach efforts on strategic subgroups



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