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ANNUAL



STRATEGIC ENROLLMENT MANAGEMENT CONFERENCE



10 Questions Colleges Should Ask to Understand Their Retention Challenges

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Villanova University

Biography

Brian Galloway

- More than 12 years at Villanova; more than 13 in higher ed
- Admissions and international recruitment for seven years
- Student retention for six
- MA in Strategic Communication; MBA both from Villanova

Presentation Format

10 questions you should ask to better understand retention at your institution

Five minutes per question

I will leave time for questions at the end



Question 1

What does 1% look like
at your institution?

The 1%

$$1677 / 100 = 16.77 \approx 17$$

17 more students retained will increase retention rates by 1%
9 more students would increase 0.5% and allow you to round up

$$\text{NTR}^* \text{ of 1 student} = \$42,700$$

$$\text{NTR of } \$42,700 \times 9 = \$384,300$$

$$\text{NTR of } \$42,700 \times 17 = \$725,900$$

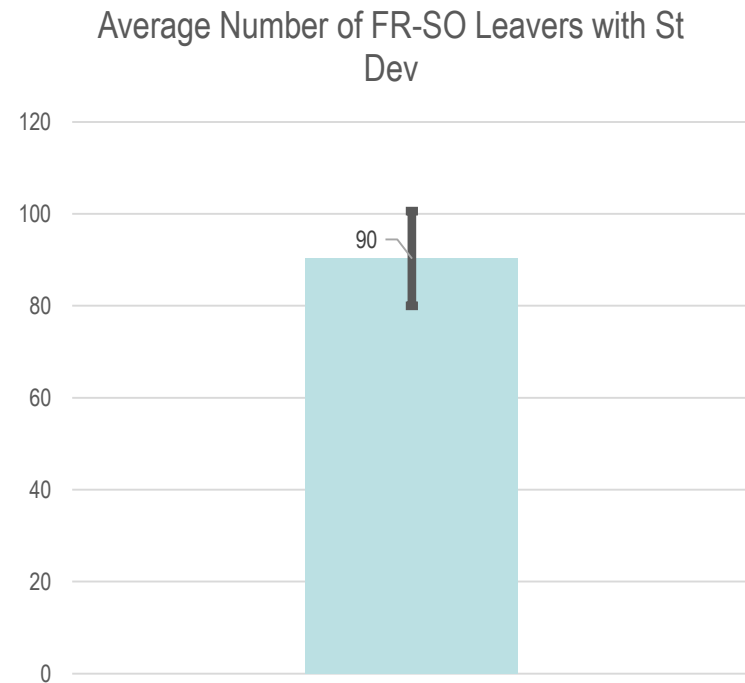
*Net Tuition Revenue assumption of \$61,000 total cost and 30% discount rate

The 1%

When evaluating projects, be specific about goals and assessments

Take a nuanced approach to your numbers

TERM	Fall FTFT	PAST Retention Rates	# returned students	# lost students
FA 2008	1602	94.93%	1521	81
FA 2009	1601	94.13%	1507	94
FA 2010	1640	94.87%	1556	84
FA 2011	1648	93.93%	1548	100
FA 2012	1644	94.23%	1549	95
FA 2013	1640	94.14%	1544	96
FA 2014	1659	93.67%	1554	105
FA 2015	1668	95.86%	1599	69
FA 2016	1699	94.82%	1611	88



The 1%

Threshold for engaging in new project or purchasing new product

Standard Dev + 1 + Additional
Desired Outcome / Time frame

$$10.33 + 1 + 1\% (17) = 28.33 \approx 28 / 3 \text{ yrs}$$

$$\text{NTR of } \$42,700 \times 28 = \$1.2 \text{ million}$$

The 1%

1% is Great For...

1. Presidents and Provosts
2. Boards and Bond Raters
3. Rankings and Revenue
4. Financial Aid

1% is Challenging For...

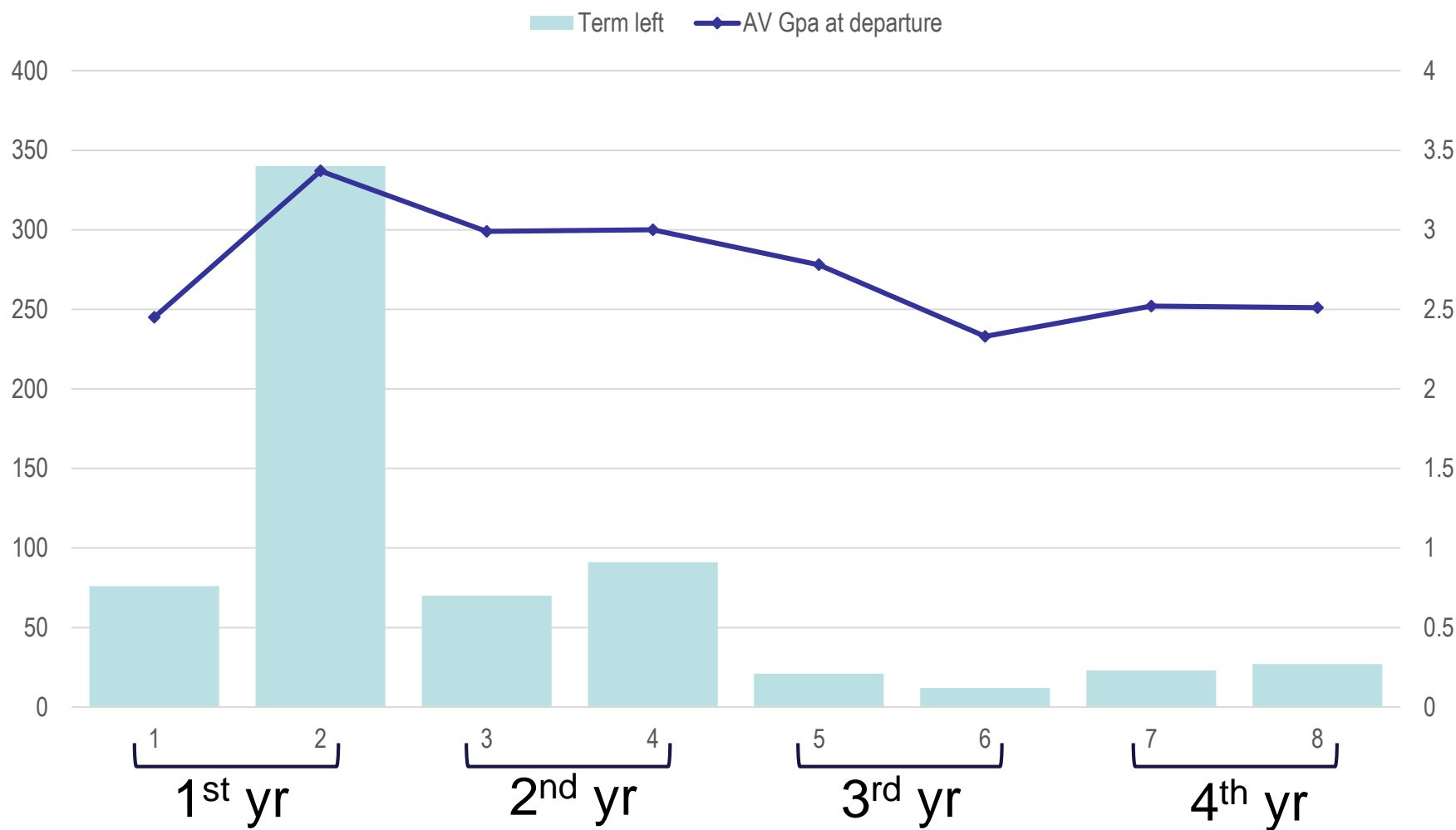
1. Housing and Dining
2. Classroom Space and Faculty
3. Support Services
4. Financial Aid



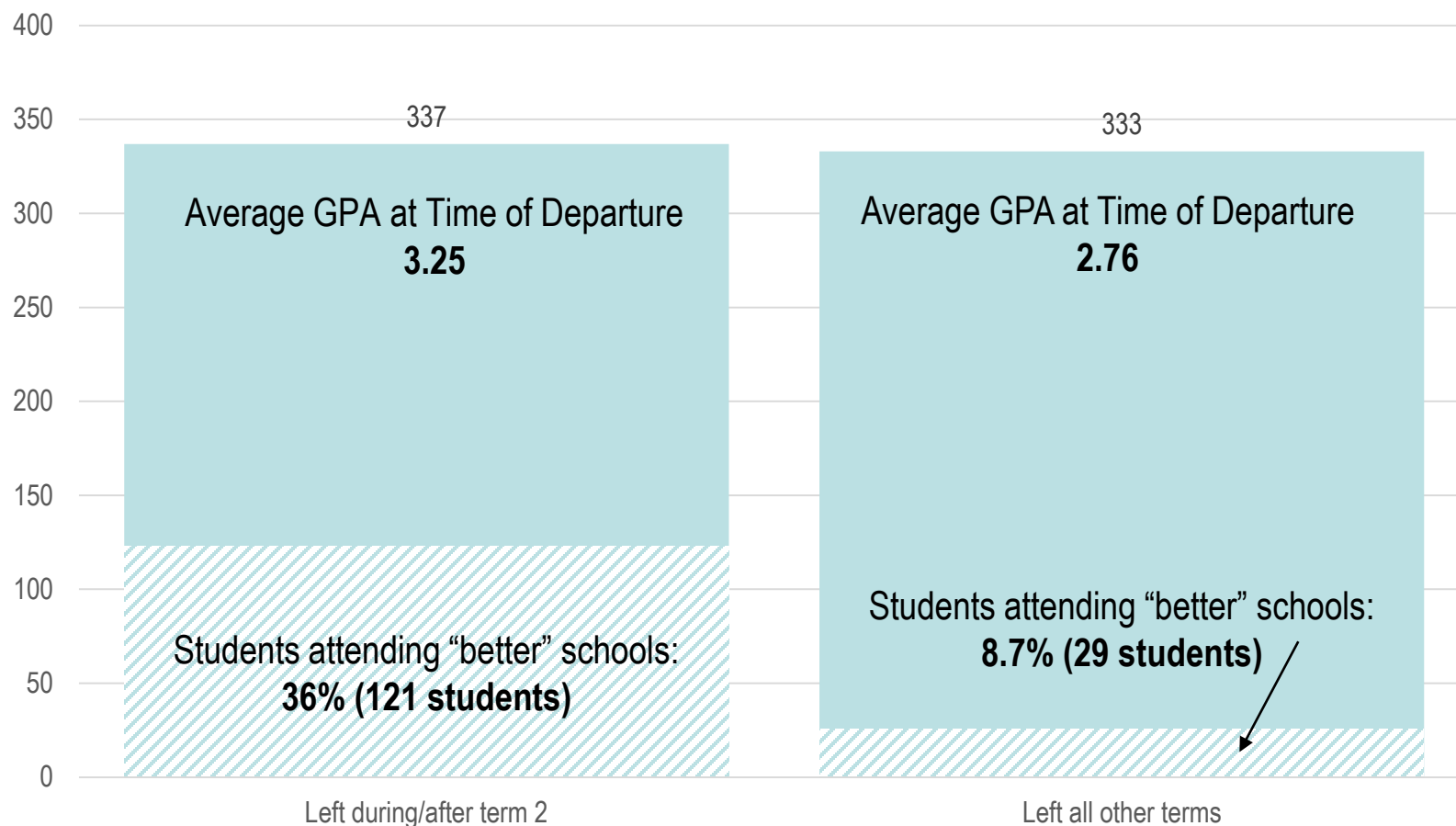
Question 2

When do your students leave you and what can that tell you about how to structure your retention efforts?

When do your students leave you?



When do your students leave you?



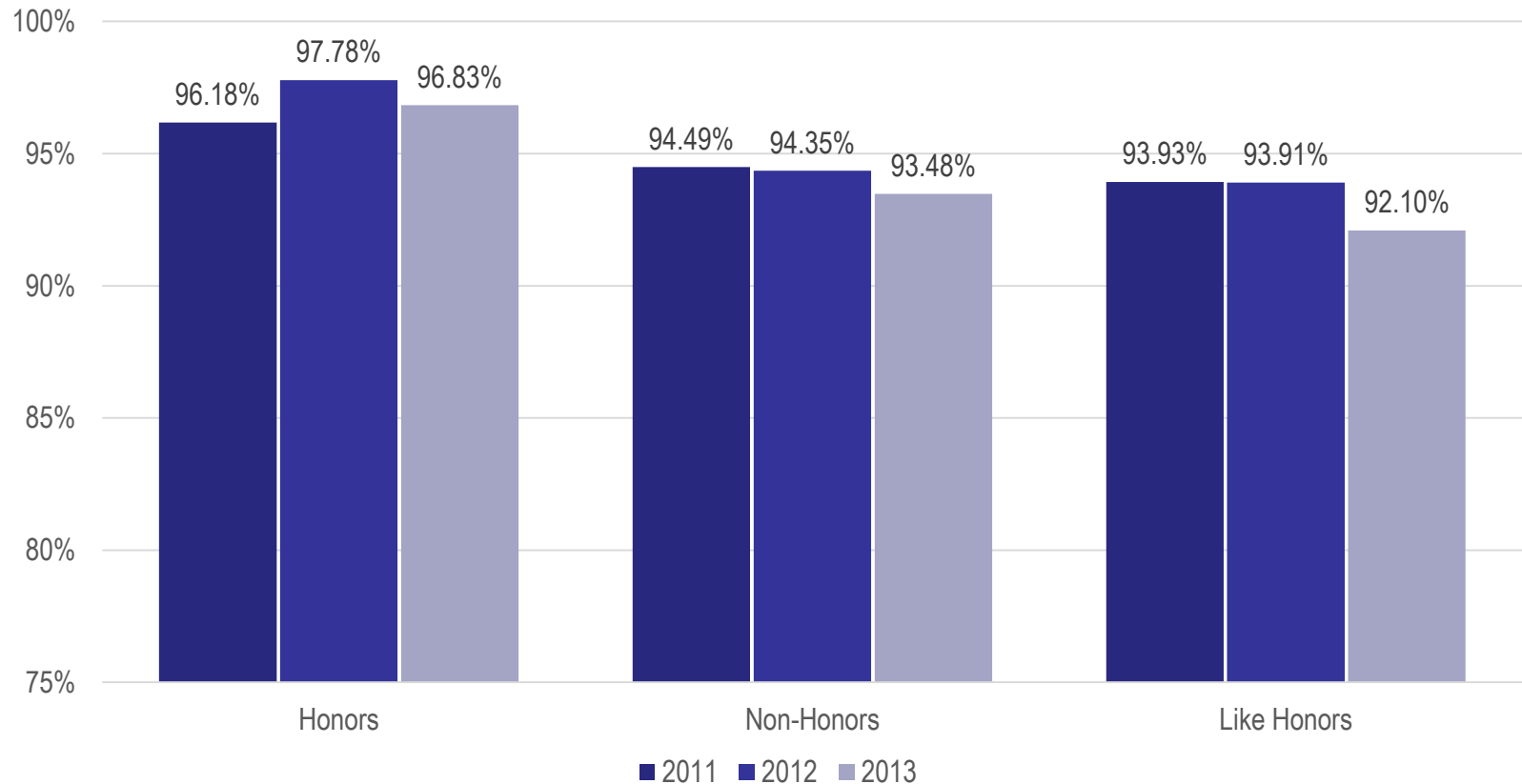
When do your students leave you?

Two groups, two distinct strategies.

- Earlier leavers are:
 - More mobile (financially and academically)
 - Did not have Villanova as their first choice
 - Ended up some place “better” more often
- Later leavers are:
 - Struggling academically (and possibly financially)
 - Rarely landed somewhere “better”
 - Bouncing along the bottom 10% of their cohort by GPA

When do your students leave you?

FR-SO Retention Rates





Question 4

Have you done a self-assessment of your academic support landscape?

Academic Support

What we learned from a self-assessment

Patchwork of at least 8 offices

92% of grads in 2015 found support adequate but...

only 56% of them ever sought support

University was only spending about \$15/student/year but...

some students received as much as \$60/yr

Graduating students of color were both more likely to seek support and less likely to be satisfied

Academic Support

Our plan.

Gathered all
support offices
together; partners
in change

Benchmarked
against other
colleges

Provost installed
an AVP for
teaching and
learning

Everyone signed
off on the report's
recommendations

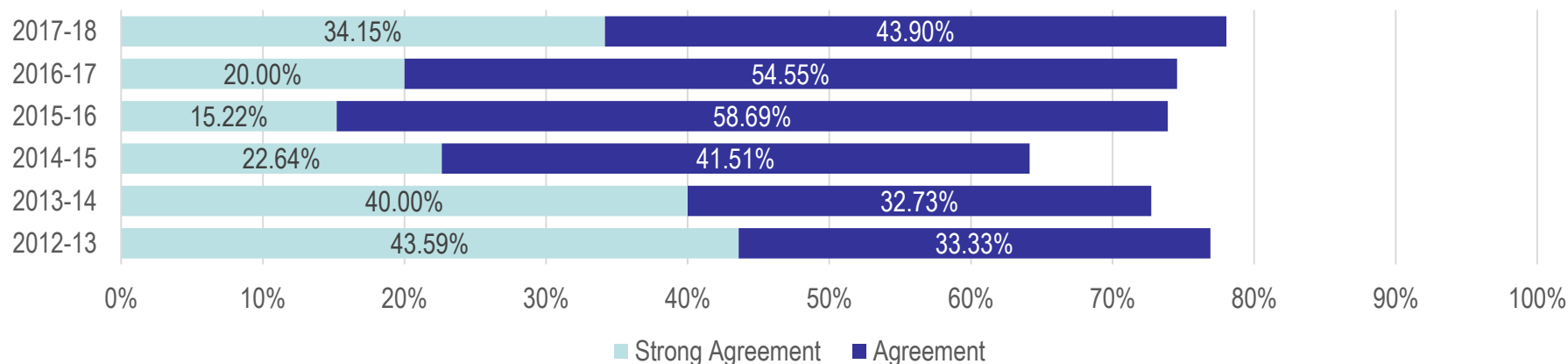
Academic Support



Our Outcomes

- Consolidated delivery methods
- Co-located offices
- Increased budgets
- Hired FTE
- Predicted demand and targeted courses

I Found Easy Access to Academic Support



Academic Support

FALL midterm

SPRING midterm

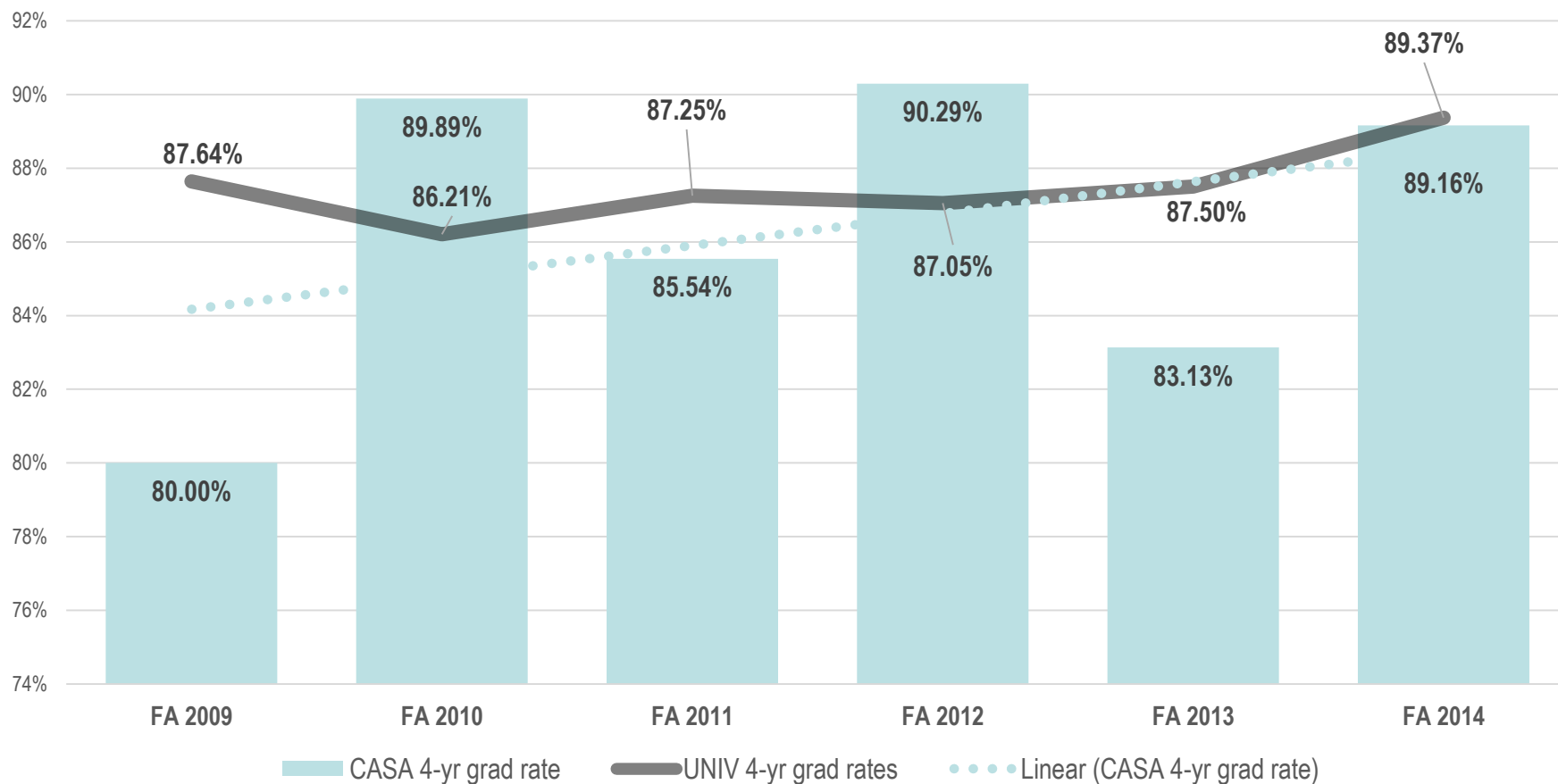
SUBJECT	Percent “not Ideal”	Number Enrolled	Number “not ideal”	SUBJECT	Percent “not Ideal”	Number Enrolled	Number “not ideal”
Intro to Micro	23.01%	591	136	Intro to Macro	19.53%	599	117
Gen Chem I	20.27%	587	119	General Psych	26.93%	375	101
Intermediate Spanish I	18.49%	384	71	General Chem II	27.74%	310	86
General Psych	24.73%	364	90	Corp Resp and Reg	18.42%	304	56
Calculus I	27.30%	337	93	Business Stats	21.69%	272	59
FMR II	33.66%	306	103	Calc II	27.21%	272	74
FMR I	36.60%	306	112	GPE	16.74%	239	40
Organic Chem I	30.89%	246	76	FMR I	43.38%	219	95
Gen Bio I	22.78%	237	54	Organic Chem II	50.46%	218	110
Business Calculus	24.31%	218	53	FMR II	27.19%	217	59



Question 5

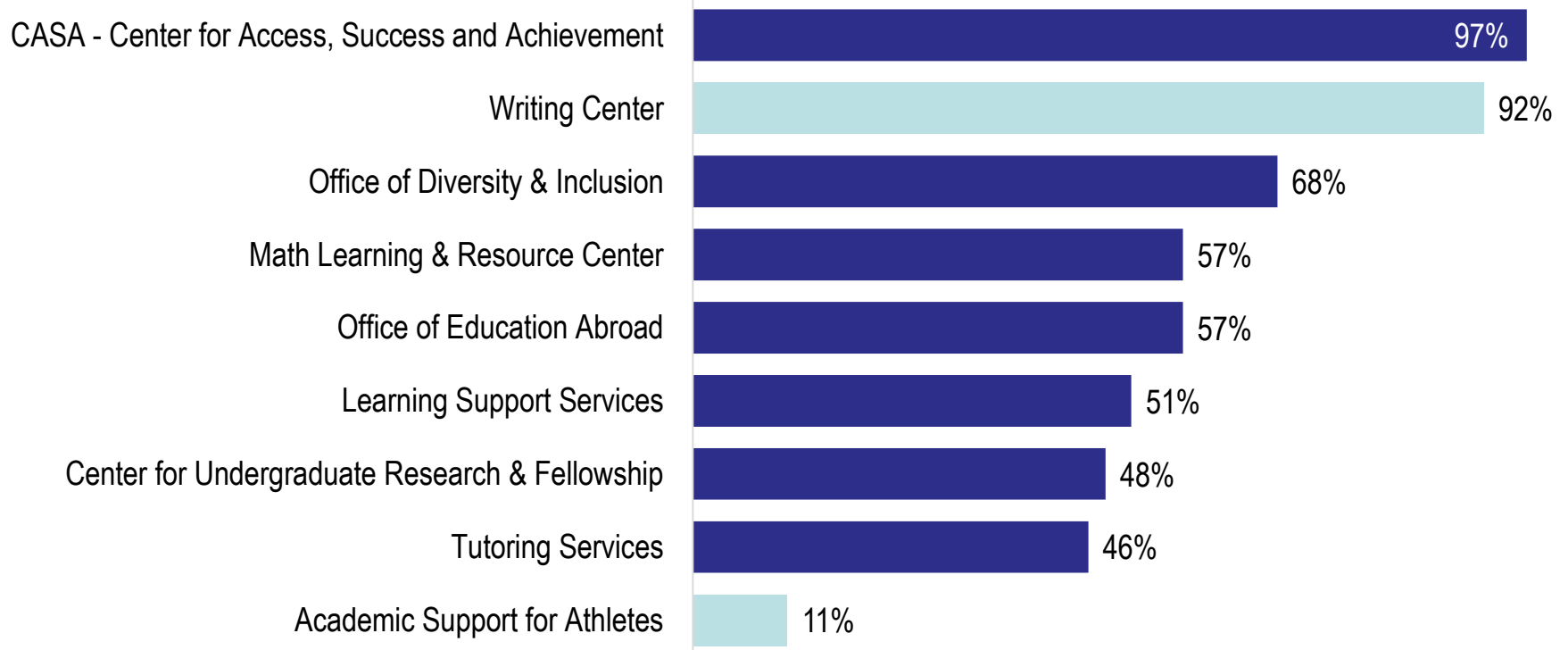
Have you assessed some of
your special population
programming?

Special Population Assessment



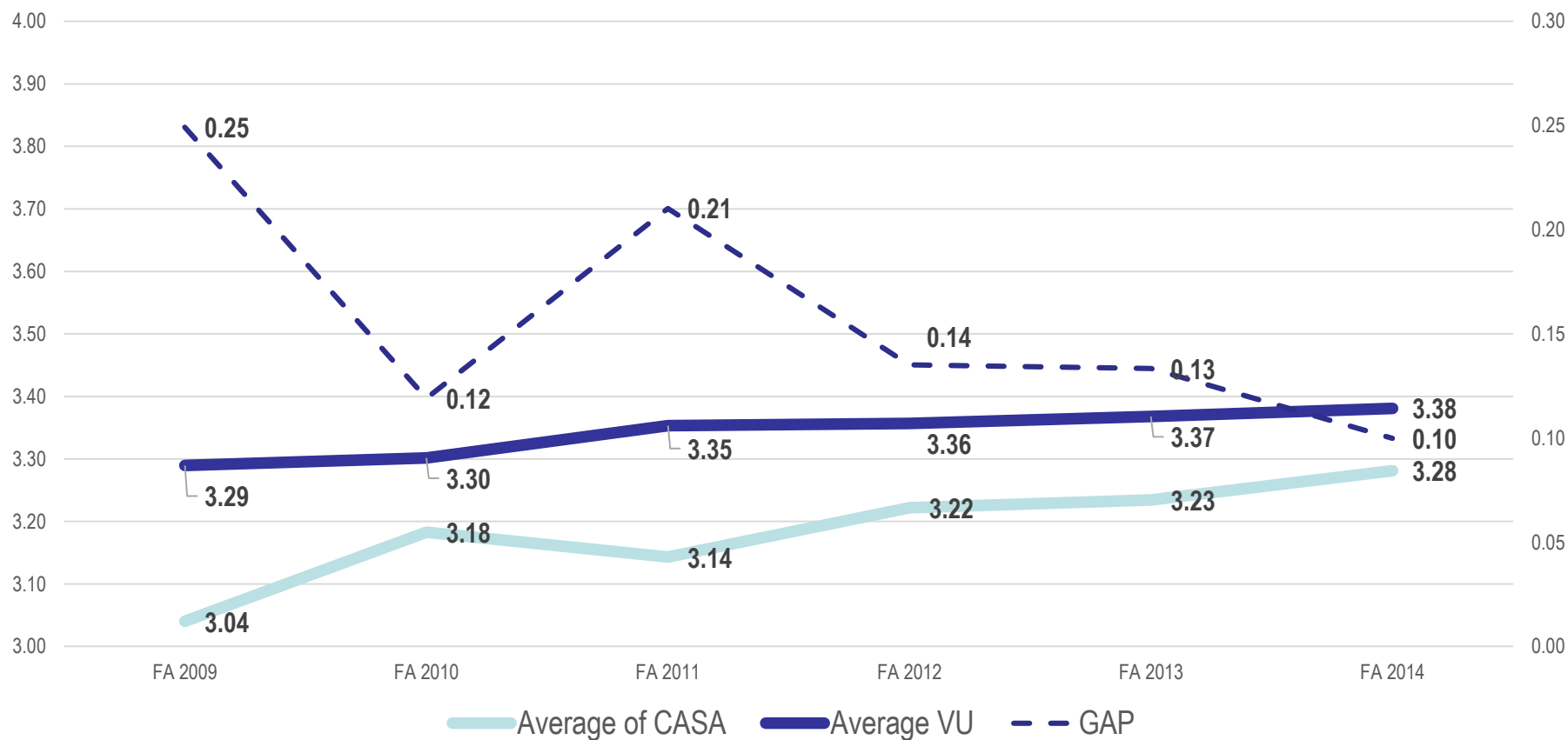
Special Population Assessment

Dark Blue = CASA Seniors reporting participation rates at least 10% higher than comparison group



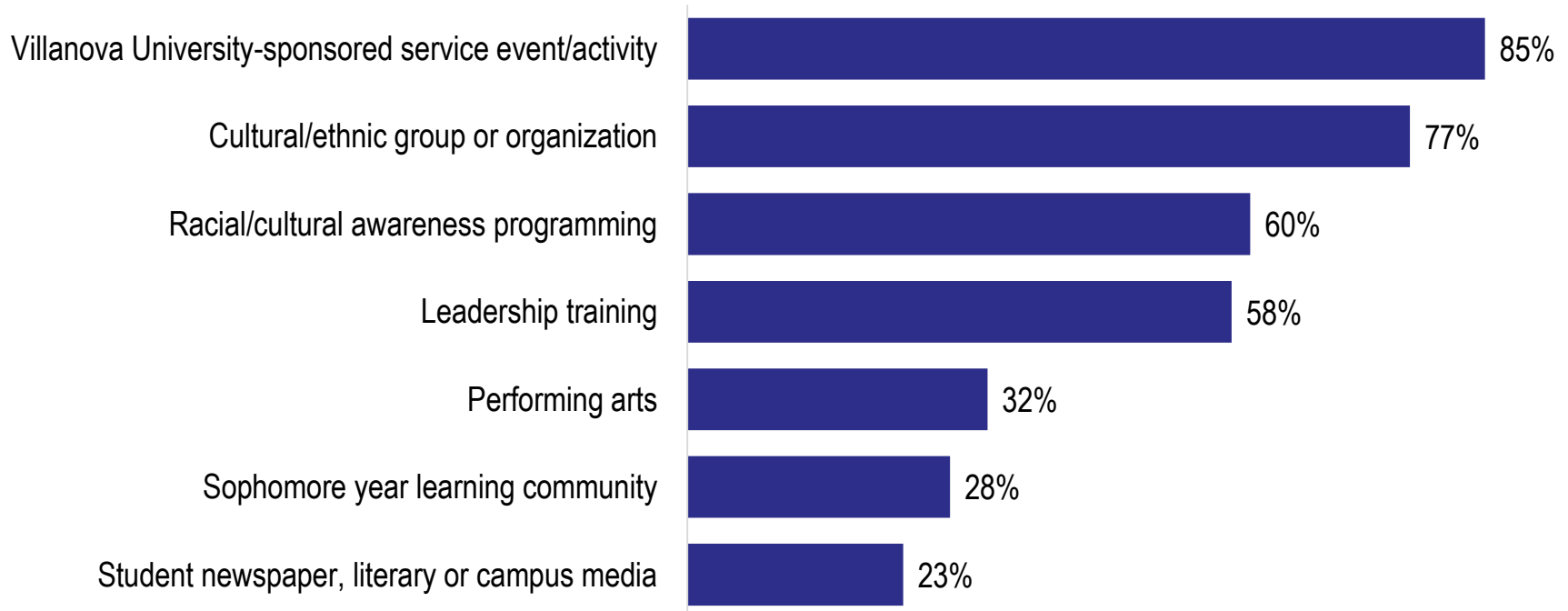
Special Population Assessment

Closing the GPA gap



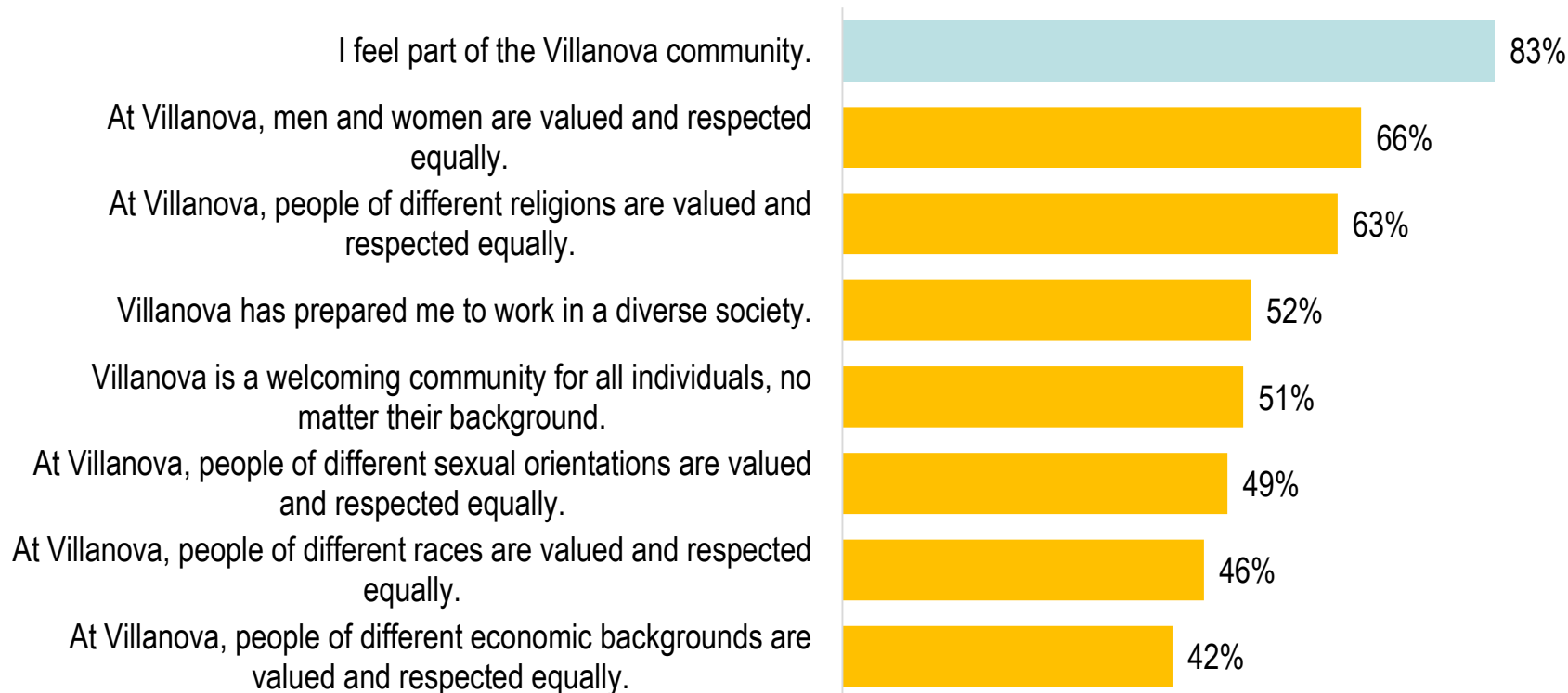
Special Population Assessment

Dark Blue = CASA Seniors reporting participation rates at least 10% higher than comparison group



Special Population Assessment

Orange Bars = CASA Seniors reporting satisfaction rates at least 10% lower than comparison group



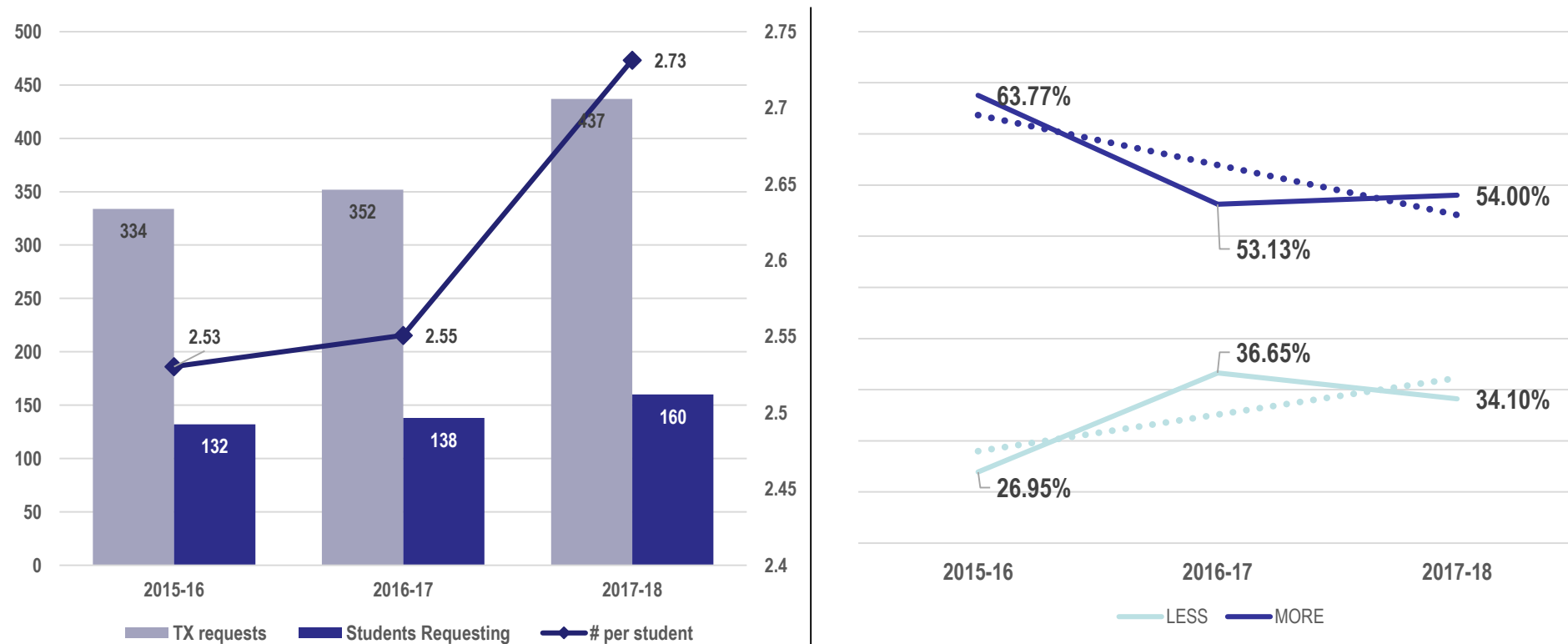


Question 6

How do you connect with
students who demonstrate
no “at-risk” behavior?

Demonstrating No “At Risk” Behavior

Transcripts tell us who is interested in possibly transferring and where they are applying



Demonstrating No “At Risk” Behavior

Pull requests together every Monday

Email students to come in for
confidential chat

More than
50% come in

Identify

Troubleshoot

Listen

Demonstrating No “At Risk” Behavior

50% of those who request a transcript actually stay enrolled

We held focus groups with these students to see why they stayed

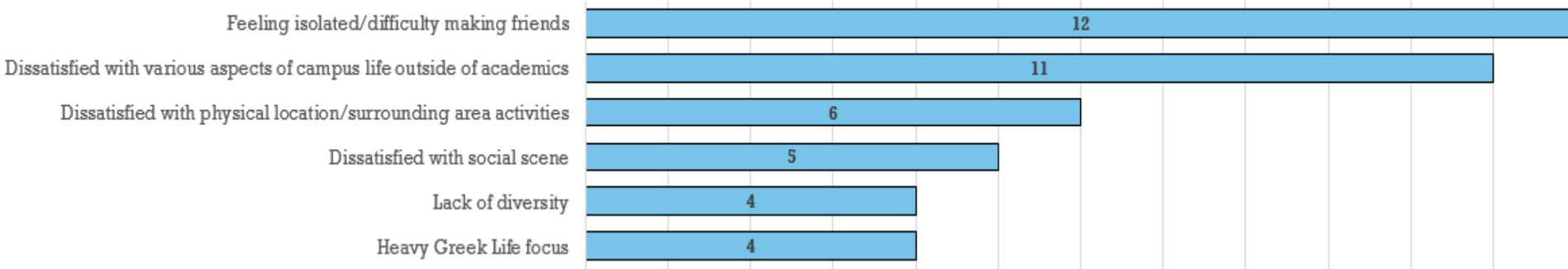
Dear Mr. Galloway,

I spoke to you in your office a few months ago about some of my concerns regarding the university and why I was thinking of transferring. I just wanted to let you know that after much thought and consideration of other options, I decided to stay at Villanova. I wanted to thank you because your receptive and understanding nature played a part in my decision to stay.

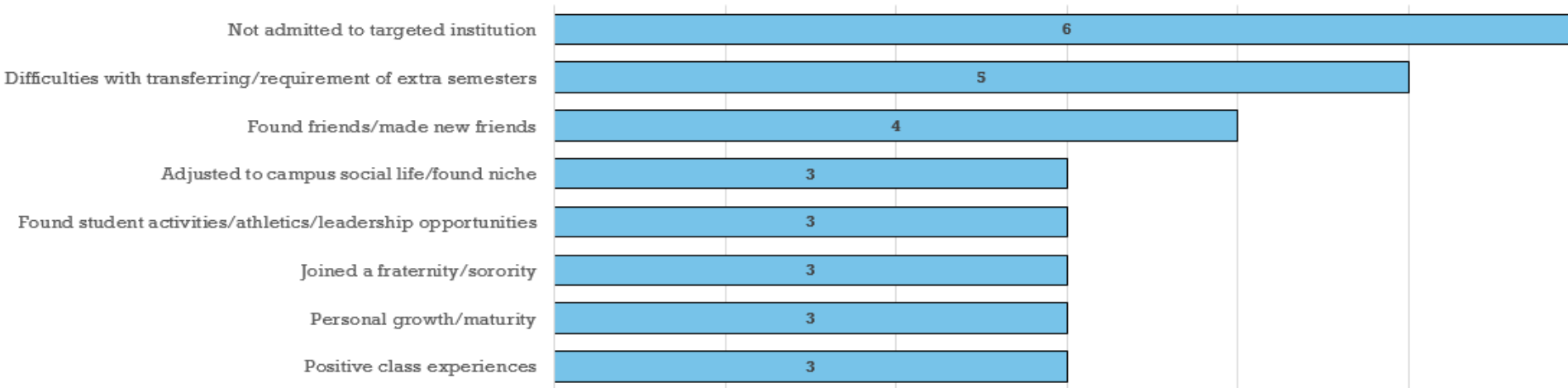
I hope you have a great summer.

Demonstrating No “At Risk” Behavior

"Factors that prompted me to consider transferring from Villanova"



"Factors that influenced me to remain at Villanova"





Question 7

Do you have an
effective exit
interview process?

Exit Surveys

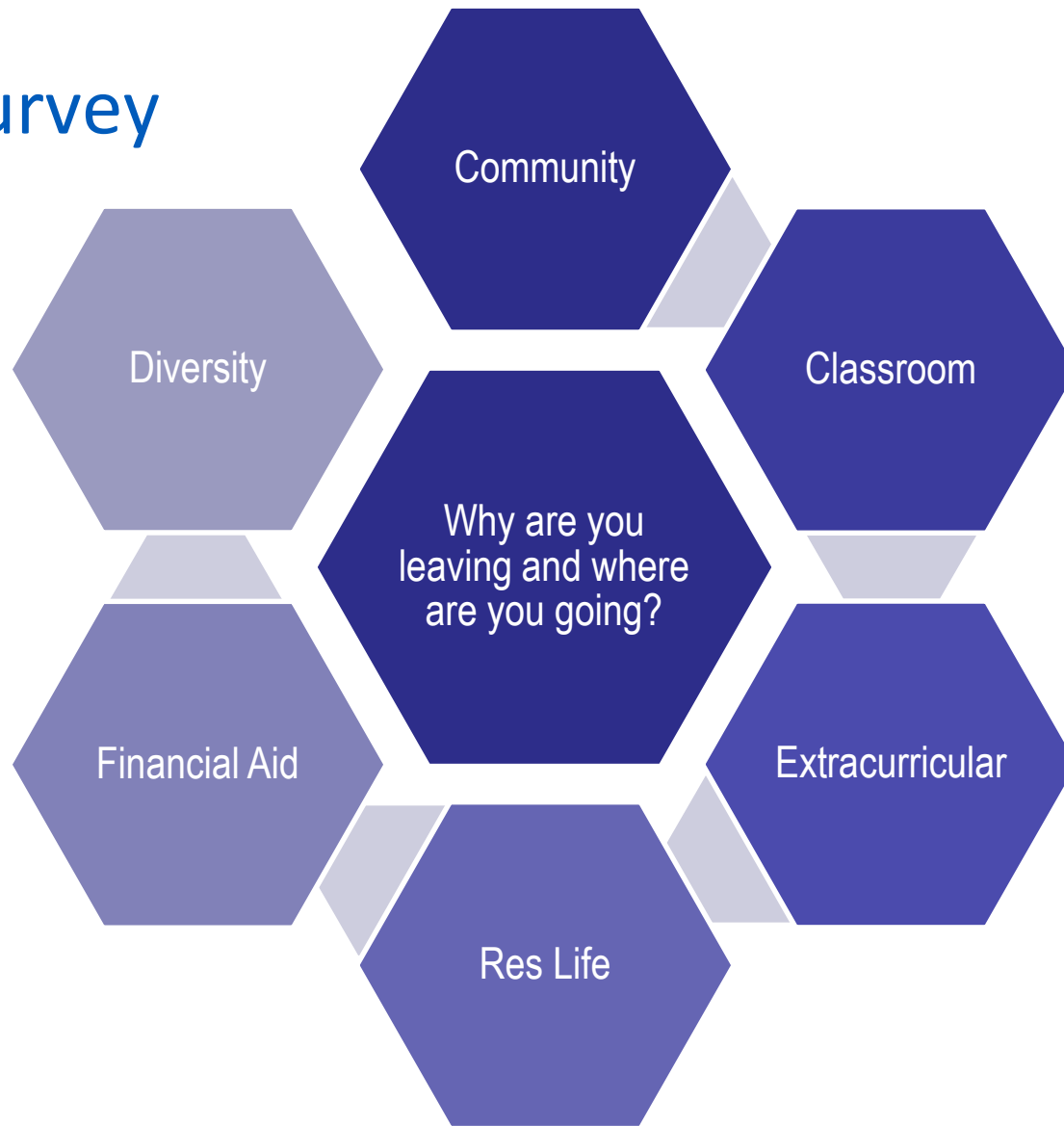
We record a response rate higher than 50% for surveys of our voluntary leavers

We do not survey students taking a leave or those who are dismissed

Our survey responses skew white, female, and financially/academically mobile (measured by GPA and EFC)

Collected via Qualtrics

Exit Survey



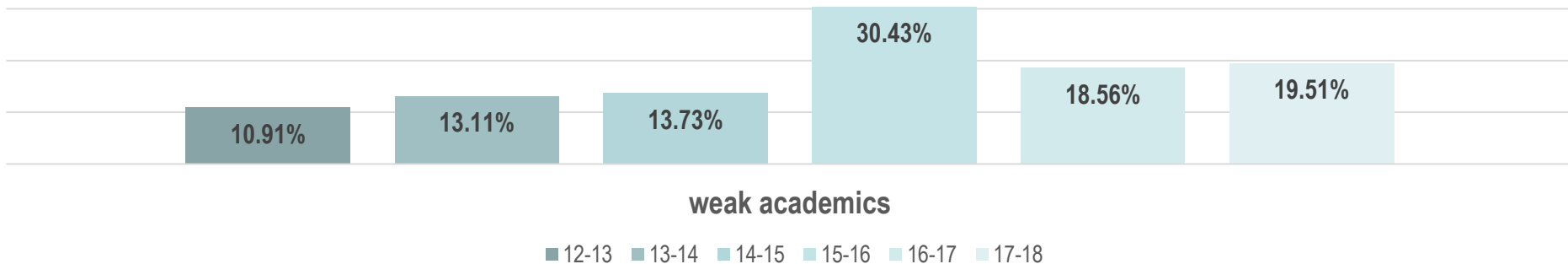
Exit Survey

Nuggets of learning throughout the years

VU's academic reputation and the "best school" I got into now account for 78% of all #1 reasons for choosing to enroll at VU, up from 68% five years ago



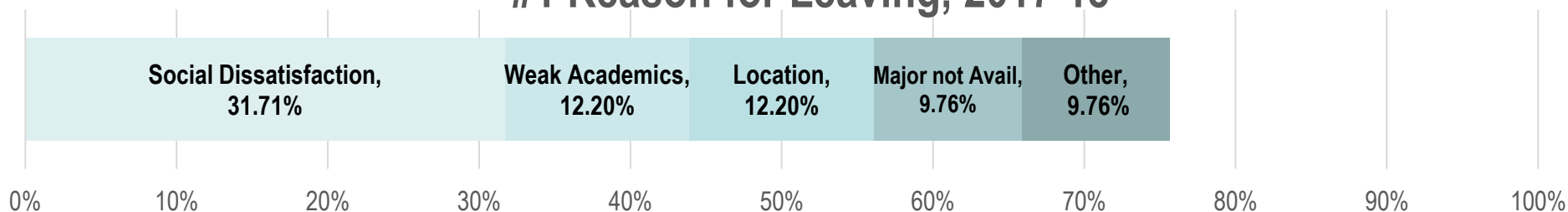
Weak academics continues to rise as a reason students cite for leaving and was the second most cited as the #1 or #2 reason for leaving this year



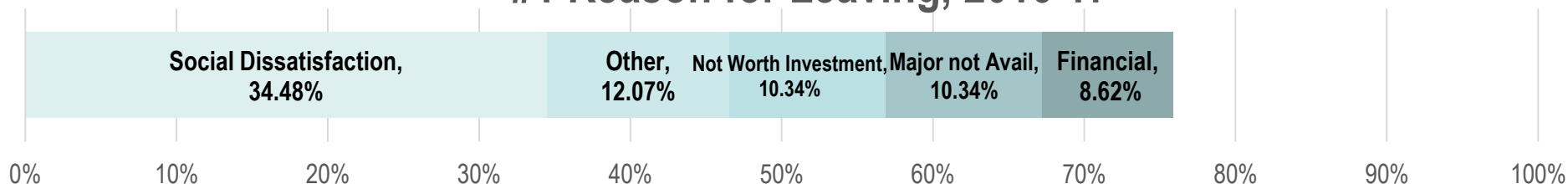
Exit Survey

Nuggets of learning throughout the years

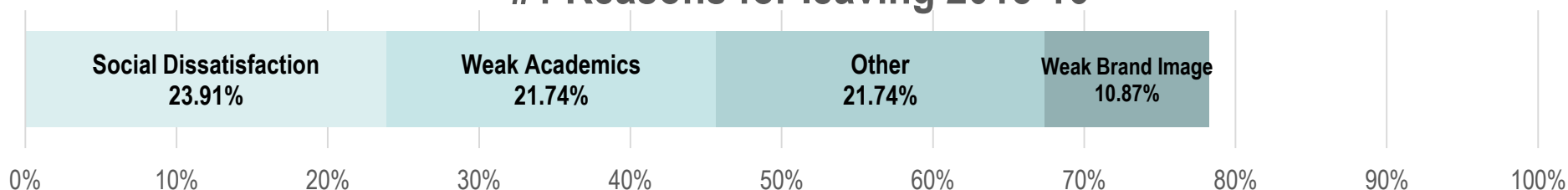
#1 Reason for Leaving, 2017-18



#1 Reason for Leaving, 2016-17



#1 Reasons for leaving 2015-16



Exit Surveys

“There was tutoring for math and writing for the whole school, but hardly anything for sciences, econ, or research classes.”

“Tutoring was very accessible, but the quality was not good.”

“Some professors were very helpful, one even agreed I was making right decision.”

“Many of the clubs create an elitist type of mindset-not an inclusive community.”

“Again, lack of diversity was a huge motivator for me to transfer.”

“Nightlife does not exist outside of Greek life and bar scene if 21”

Exit Surveys



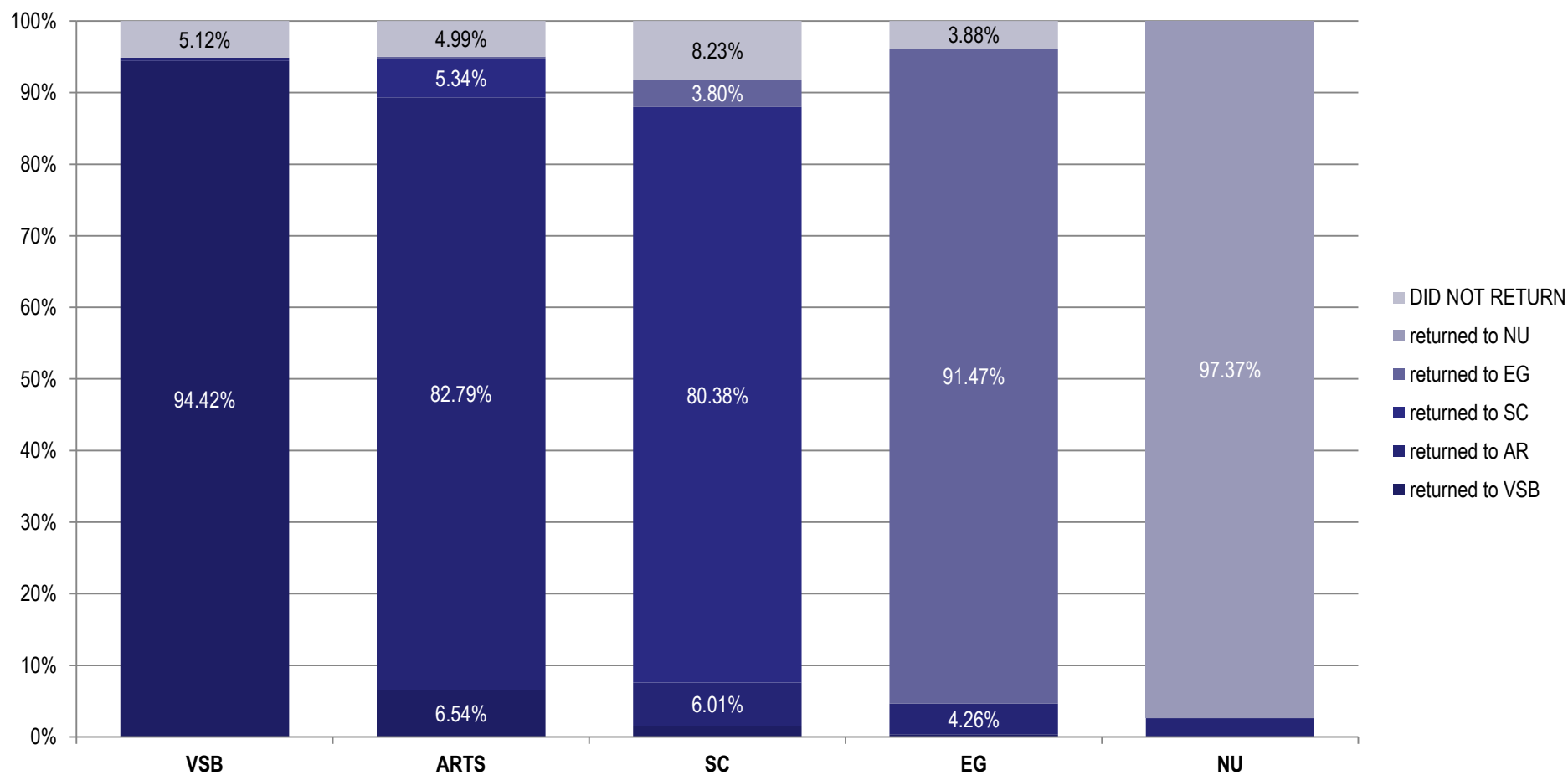


Question 8

How do your retention and graduation rates differ across academic colleges, departments, and majors?

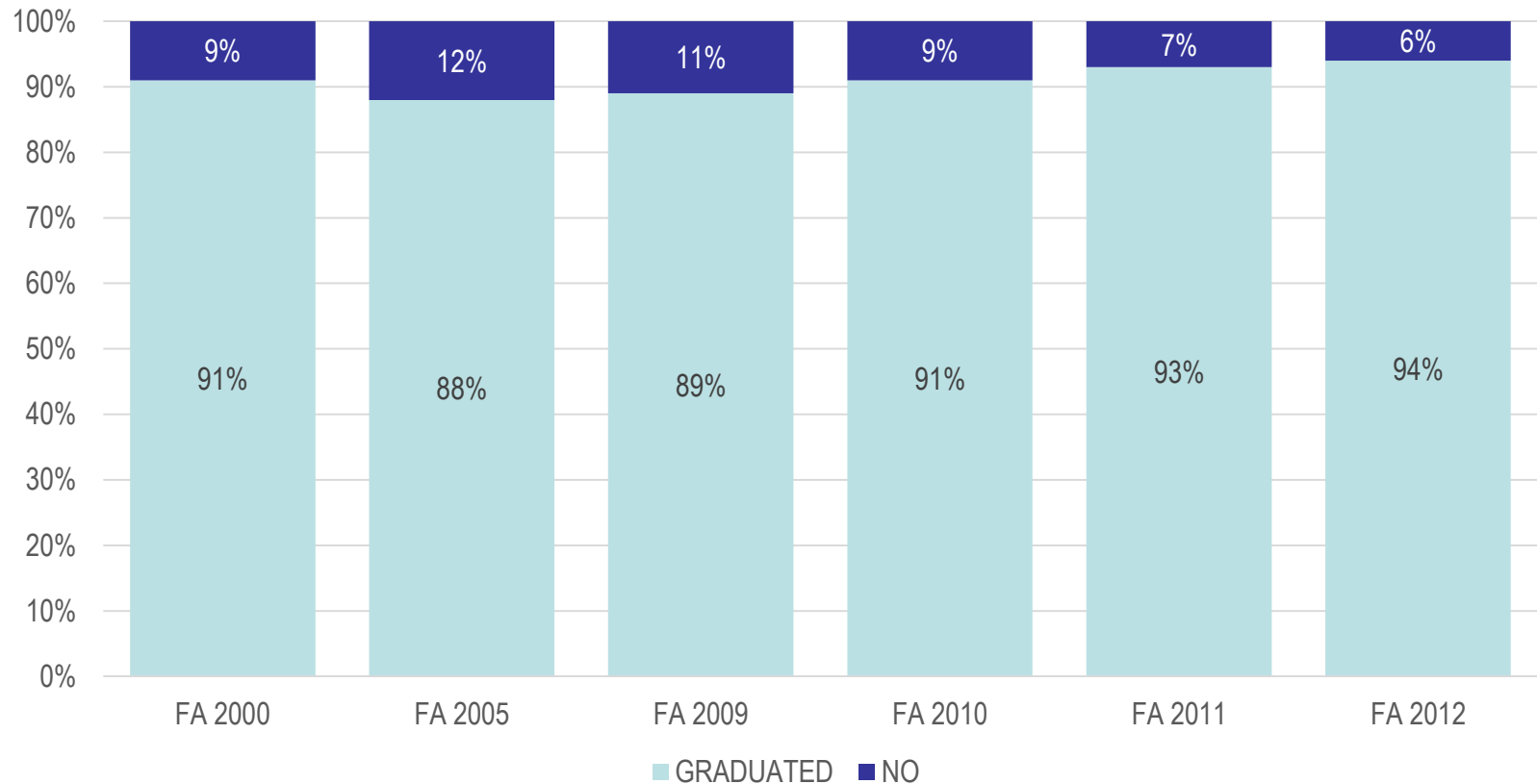
Rates Across Departments or Colleges

COHORT ENTERED FA 2015; RETURNED FA 2016



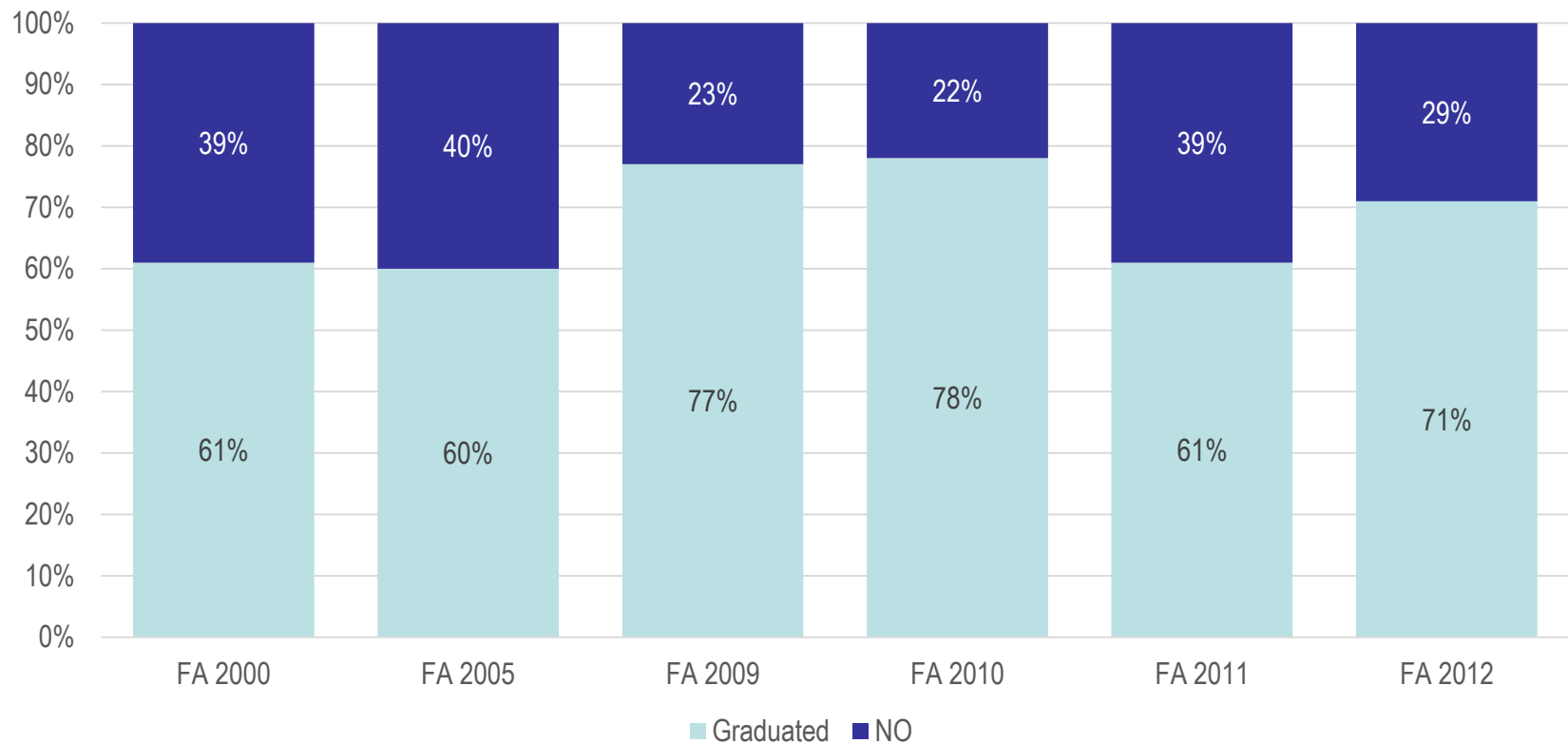
Rates Across Departments or Colleges

Student who enter the Biology Department have been graduating from *Villanova* at higher rates



Rates Across Departments or Colleges

But the percent of students who started in BIO *graduating with a science degree* has barely moved



Rates Across Departments or Colleges

Must take an
average of 18 CR
for first 6 terms

That means
overloading from the
start

College is hard
enough to adjust to

Students who bring in lots of APs are better
positioned

This
disproportionally
affects students of
color

What can we do to make this better?



Question 9:

How warm is
your campus?

How Warm is your Campus?

What does this mean?



Our Black Cultural Society Leaders



First Generation Student Celebration Week



Question 10:

Is your office positioned
to deliver nuanced
information related to
outcomes?

Delivering Timely Information

Retention
and
Graduation
across
science
majors

Success of
the Honors
program

International
Student
outcomes

How much
does your
retention
contribute to
the
University's
bottom line?

How do
special
populations
like athletes
and
legacies
persist and
succeed

What
constitutes
“at risk”?



BONUS Question 11:

Do you have a
retention council?

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Questions?

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