

Optimizing Your Persistence & Retention Management Portfolio: Designing Performance Metrics & Effective Communication Plans



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Objectives

- Envisioning transparent data-sharing
- Using information to continually improve
- Tracking, communicating performance metrics
- Leveraging data to effect action
- Strategies for designing, tracking, communicating

Where are we going?

- The MTSU Story
- Leveraging Data
- Data-Informed Cultures
- Communication Plans
- Building Your Plan
- Sample Strategies



Ground Rules

- Speak up anytime!
- Proposed as a presentation/workshop
- Focus on practical applications
- Envision "take-aways"

The MTSU Story

- Student success as a key strategic goal
- The current higher education climate
- Doing more with less....
- A renewed focus on outcomes

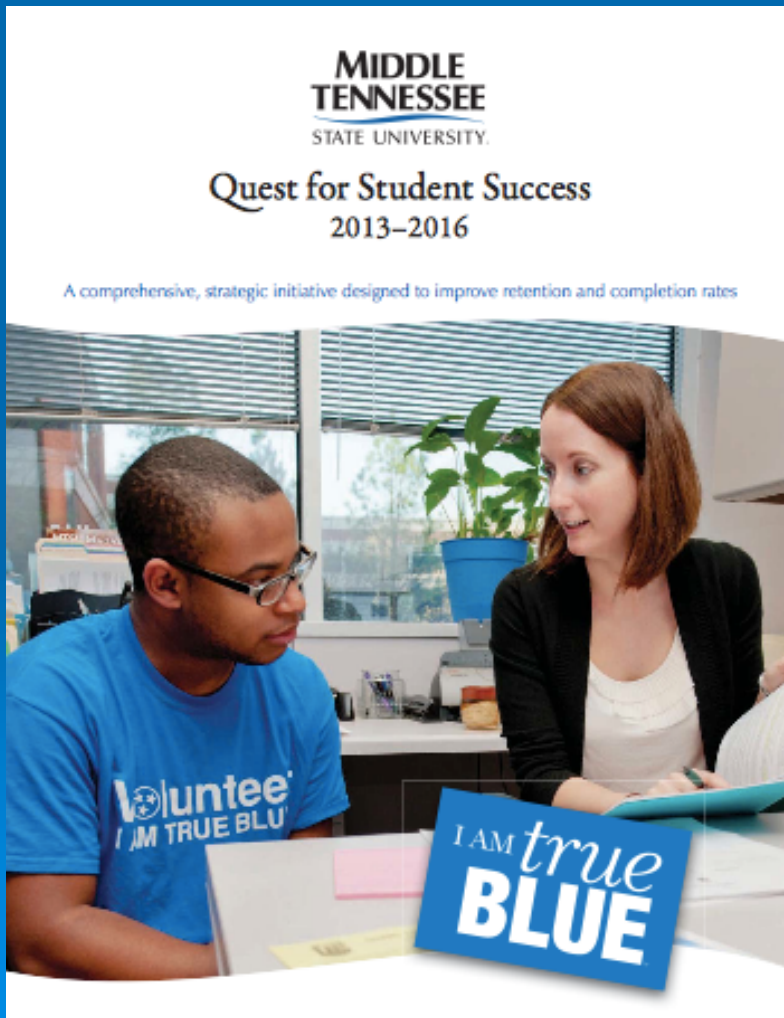
Guiding Principles

- Data-informed (and assessed) practices
- Strategic alignment, coherence, focus
- A one-university, learner-centered model

Student Success Vision Statement

MTSU seeks to become a national thought, practice, and results leader in student success. This endeavor will require joint efforts of the student, faculty and broader campus community and the integration of our student-centered support services and data-informed best practices. The goal is to facilitate degree completion, cultivating students who are committed to critical inquiry and life-long learning in a changing global society.

Quest for Student Success



- A thought, practice, and **results** leader
- Maximizing ROE
- Serving students ethically, responsibly
- A timely workshop

Strategic Initiatives

➤ Advising transformation

➤ Learner Support

➤ Course Redesign

➤ Metric Management

Goal



Leveraging
Action!

Facilitating a Better ROE

Graduating more students.....

in less time.....

at a lower cost.....

with better post-graduate outcomes.



Return on Education



Our New Student Success Mandate

Graduate more students...

...in less time and at lower cost...

...with better post-grad outcomes...

...to ensure a positive return on education


A Temperature Reading

Where is your institution
w/r/t leveraging data?



And why?

Leveraging Data

- Elevate profile
 - Increase awareness
 - Create a healthy sense of urgency
 - Sharpen focus
- 

A Paradox?

- Many “institutions with the most advanced analytics are not necessarily [the] most sophisticated at using them.....”
- The paradox of prioritizing
 - Only 12% of Presidents?????
- Individual responsibility, personal accountability
 - More than “Work hard, do your best.....”
 - Shifting to “What’s your number?”

Lessons Learned

- Think big!
 - Integrated strategies/initiatives
 - Who did we forget?
- Think phases
 - An evolution, not a revolution
 - Iterate, assess, refine
- Focus on communication
 - The “head” and the “heart”

Data Transparency

- Quick Reflection – Think, Pair, Share
 - What is the current state of data sharing or transparency on your campus?
 - How do you know this?

Data-Informed Cultures

➤ What do they look like?

- Who?
- When?
- How?
- What?
- And always, why?



Who?

- Who is responsible for student success?
 - If everyone is responsible.....
 - Then no one is accountable.

- To whom should data be distributed?
 - Limited audiences?
 - Broader audiences?
 - Wide open?
 - Campus vetting prior to distribution?

When?

- When should we share data? How often?
 - Consider rhythms, cycles of the year.
- When is the best time to start?
 - Now!
- What measures/reports should we share on campus right now?

How?

- How can we get started?
 - Annual report
 - Semester report?
 - Weekly report?
 - Special report?

- Through which media?

What?

➤ The "right" measures

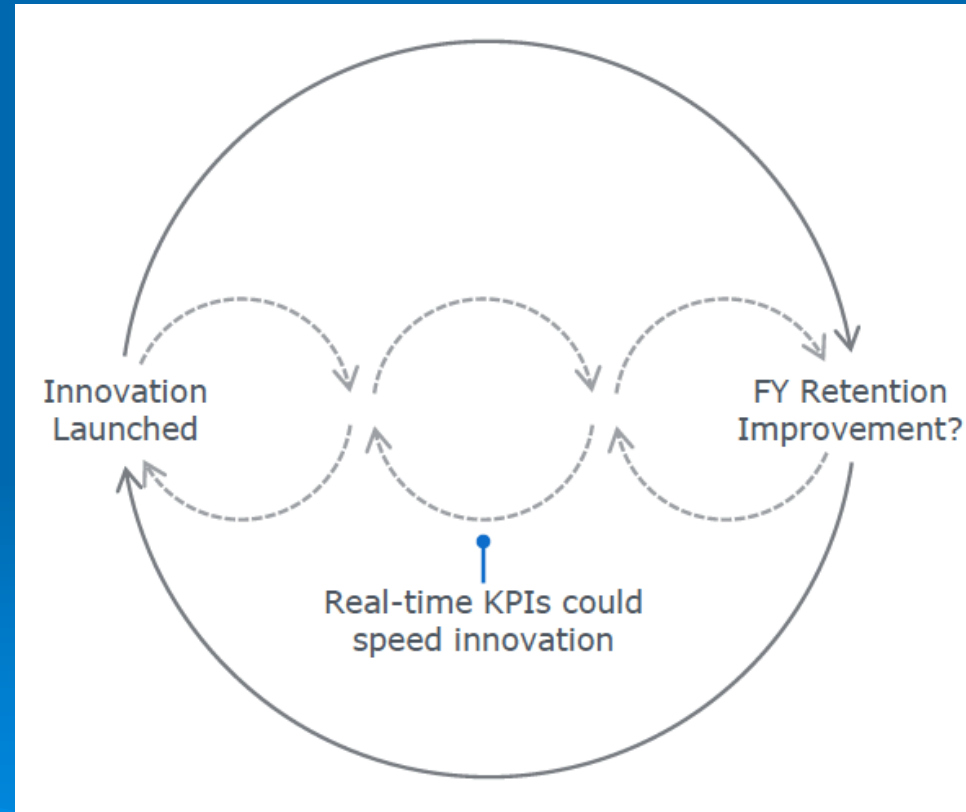
- Same format, each time, every time
- Less is more, simpler is better
- Visualization tools
- Customize to colleagues' respective roles
 - Deans, chairs
 - Advisors

➤ Revisit data frequently

- Tell the story, revisit the "why," sharpen focus.

The first step.....

- Measurement and tracking!
 - Which metrics?
- Avoiding tunnel vision
 - Don't "manage the metric"
 - Beware full-cycle, lagging
- New KPIs
 - Fast-cycle, real-time, leading
- The goal: strategic intervention, referral



Select Your Measures

- Identify one or more strategic objectives at your home institutions.
 - Or develop your own!
- Which metrics best assess these objectives?
 - Think leading, fast-cycle, real-time.
 - Focus on complementarity.
- Why did you select these specifically?

Communication Planning

1. Create a vision, tell your story.
 - Clear, concise, and mission-driven
 - Sense of urgency
2. Analyze stakeholders, assess barriers.
 - Leveraging the former, addressing the latter
3. Identify key audiences, internal & external.
 - “Drawing the circle as wide as possible”

Communication Planning

4. Develop key messages.
 - Adaptable, customizable, understandable
 - Repeat, repeat, repeat

5. Develop a workplan/schedule.
 - Build a plan, stay on schedule
 - Assign or assume ownership

Communication Planning

6. Celebrate wins!

- And identify new opportunities.

7. Keep pressing!

- Anchoring change

Building Your Plan

➤ If you were to build your own communication plan, what would it look like?

- Remember:

- Who?
- When?
- How?
- What?
- Why?

MTSU Strategies

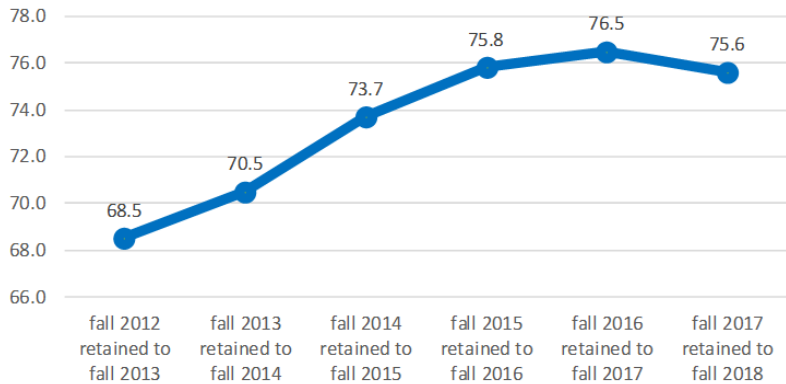
- Building blocks for completion
 - Persistence, progression, retention
- Start with the end in mind.
 - Why are we doing this?
 - What are our goals?
- Making new friends
 - ITD, IR, Records, etc.

Implementation & Outcomes

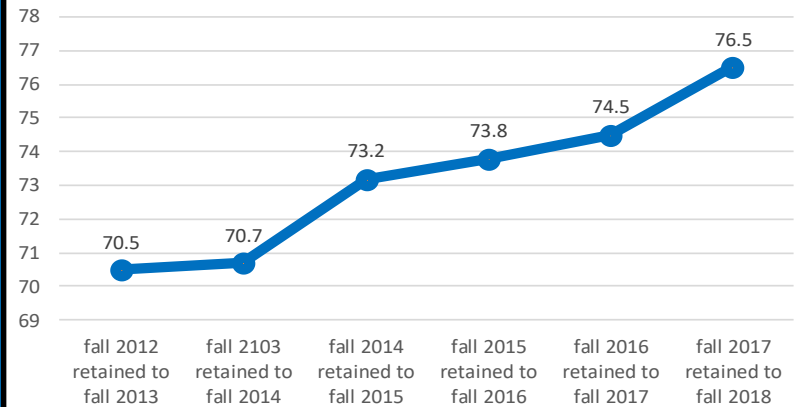
- Weekly measurement
 - By college, department, program
- Tracking and reporting relentlessly
 - Delivery to broad sets of stakeholders
- Record persistence & retention levels
 - About \$2.5M additional revenue per semester

Student Retention

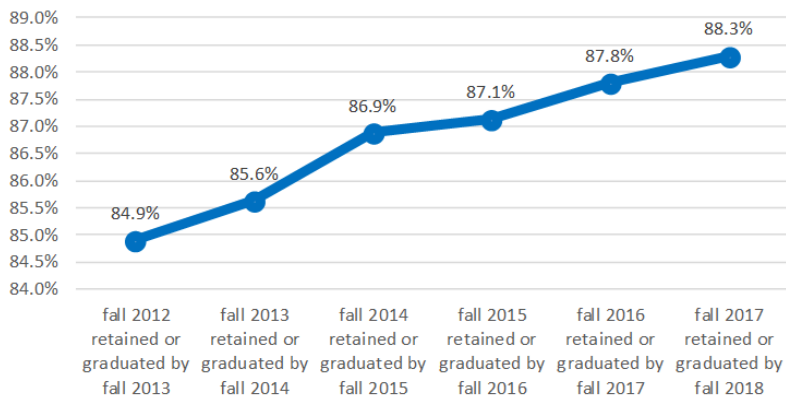
FT/PT Freshmen Retention Rate



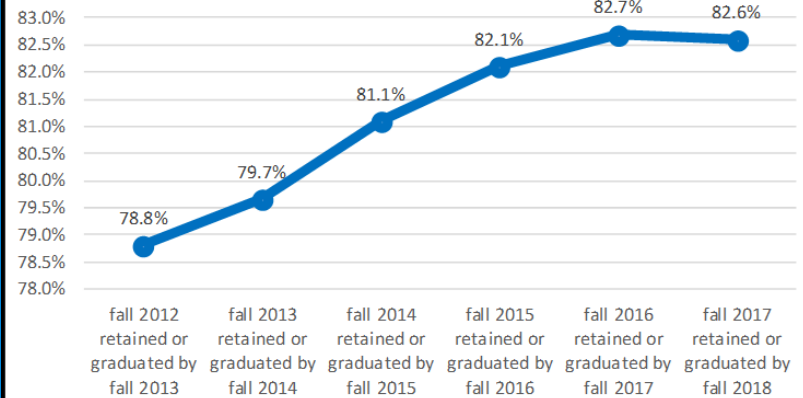
PT/FT New Transfer Retention Rate



FTPT Senior Retention Rate*

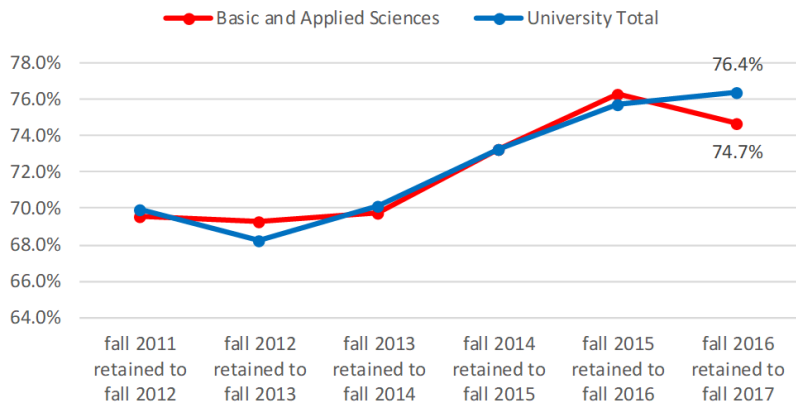


FTPT All Undergrads Retention Rate*

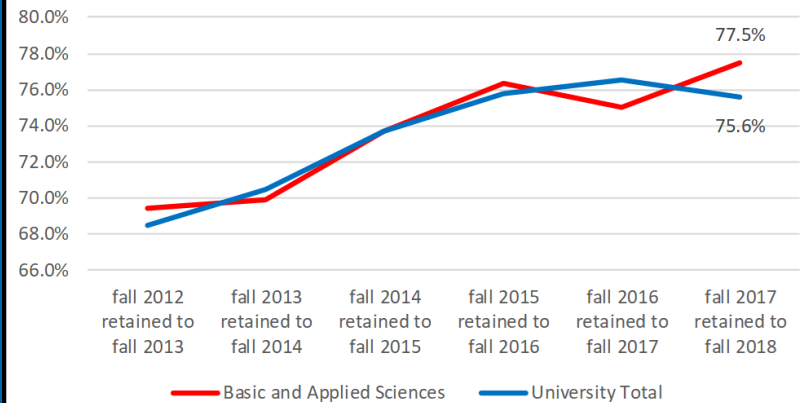


Student Retention, by College

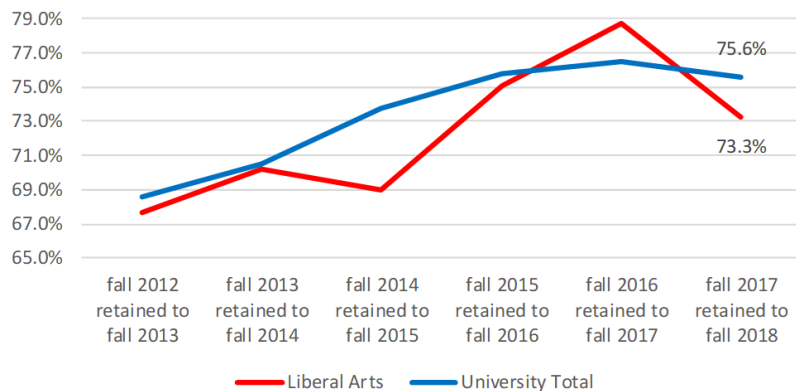
Basic and Applied Sciences, Freshmen



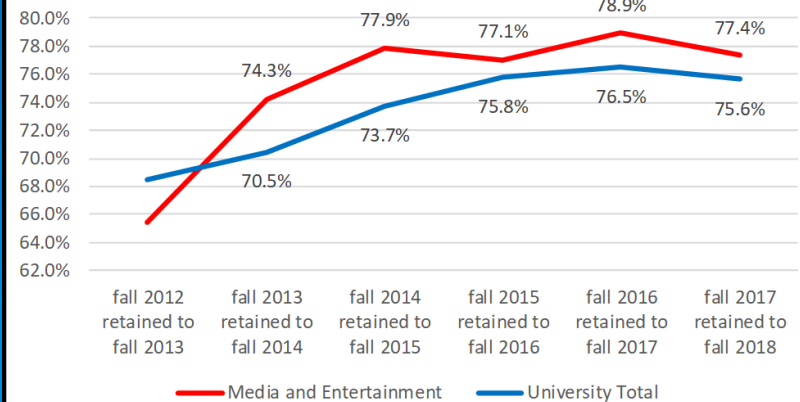
CBAS Freshmen



CLA, Freshmen



CME, Freshmen



Weekly Updates

First-time Freshman Retention as of 6-10-19						
	Week 22, Percent of Fall 2016 Students Registered for Fall 2017	Week 22, Percent of Fall 2017 Students Registered for Fall 2018	Week 22, Percent of Fall 2018 Students Registered for Fall 2019	% point diff from prev year	Number of Students in Cohort fall 2018	Number Enrolled as of 6-10-19
First-time Freshmen	74.5	73.7	74.9	1.2	2,897	2,171
CBAS	72.3	75.1	74.2	-0.9	973	722
CBHS	72.9	70	74.7	4.7	648	484
COB	77	74	73.6	-0.4	296	218
COE	79.7	77	84.3	7.3	70	59
CLA	77.4	73.3	78.1	4.8	320	250
ME	77.4	76.2	74.4	-1.8	406	302
UC	74.3	72.3	73.9	1.6	184	136

Sophomore Retention as of 6-10-19						
	Week 22, Percent of Fall 2016 Students Registered for Fall 2017	Week 22, Percent of Fall 2017 Students Registered for Fall 2018	Week 22, Percent of Fall 2018 Students Registered for Fall 2019	% point diff from prev year	Number of Students in Cohort fall 2018	Number Enrolled as of 6-10-19
All Soph	76.3	75.7	78.1	2.4	3,551	2,773
CBAS	75.9	76.9	78.7	1.8	951	748
CBHS	76.9	73.1	78.9	5.8	912	720
COB	72.5	73.5	76.7	3.2	498	382
COE	77	78.7	83.8	5.1	105	88
CLA	80.9	78.2	77.1	-1.1	441	340
ME	80.8	79.8	81	1.2	521	422
UC	63.3	67.8	59.3	-8.5	123	73

Weekly Updates

Junior Retention as of 6-10-19						
	Week 22, Percent of Fall 2016 Students Registered for Fall 2017	Week 22, Percent of Fall 2017 Students Registered for Fall 2018	Week 22, Percent of Fall 2018 Students Registered for Fall 2019	% point diff from prev year	Number of Students in Cohort fall 2018	Number Enrolled as of 6-10-19
All Juniors	75.4	76.6	76.8	0.2	4,500	3,458
CBAS	79.9	80.4	81.7	1.3	1,002	819
CBHS	75.2	75	74.9	-0.1	1,071	802
COB	75.1	77.8	78.5	0.7	715	561
COE	69.9	78.8	76	-2.8	179	136
CLA	76.3	79.4	78	-1.4	572	446
ME	81.8	77.7	82.2	4.5	646	531
UC	51	56.5	51.7	-4.8	315	163

New Transfer Student Retention as of 6-10-19						
	Week 22, Percent of Fall 2016 Students Registered for Fall 2017	Week 22, Percent of Fall 2017 Students Registered for Fall 2018	Week 22, Percent of Fall 2018 Students Registered for Fall 2019	% point diff from prev year	Number of Students in Cohort fall 2018	Number Enrolled as of 6-10-19
All Transfers	66.9	71.7	70.8	-0.9	1,967	1,393
CBAS	66.7	74.1	71.2	-2.9	503	358
CBHS	65.4	72	70.9	-1.1	413	293
COB	70.2	74.9	76.1	1.2	331	252
COE	69.4	75.6	77.1	1.5	96	
CLA	71.7	75	71.6	-3.4	229	164
ME	78.3	73.9	75.4	1.5	232	175
UC	44.3	46.1	47.2	1.1	163	77

Thank You!

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