Creating the Student-Centered University

Wednesday, February 22nd, 2017

- Dr. Susana Rivera-Mills, Vice Provost & Dean for Undergraduate Studies at Oregon State University
- Dr. Ed Ray, President of Oregon State University
- Bridget Burns, Executive Director of the University Innovation Alliance
- Dr. Tim Renick, Vice President for Enrollment Management and Student Success at Georgia State University

@UIAinnovation
#UIAOSU
When universities collaborate, students win.
PERCENT OF LOW INCOME STUDENTS IN U.S. PUBLIC SCHOOLS 2013

National Average: 51%

SOUTHERN EDUCATION FOUNDATION | SOUTHERNEDUCATION.ORG
Data Source: U.S. Department of Education, National Center for Education Statistics, Common Core of Data
Arizona State University
Georgia State University
Iowa State University
Michigan State University
The Ohio State University
Oregon State University
Purdue University
University of California at Riverside
University of Central Florida
University of Kansas
University of Texas at Austin
<table>
<thead>
<tr>
<th></th>
<th>UIA</th>
<th>Ivy League</th>
<th>Top 50 Liberal Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of undergraduates</td>
<td>389,713</td>
<td>65,973</td>
<td>105,108</td>
</tr>
<tr>
<td>Number of annual bachelor's degree awards</td>
<td>81,130</td>
<td>15,325</td>
<td>26,005</td>
</tr>
<tr>
<td>Number of Pell grant students</td>
<td>118,170</td>
<td>10,029</td>
<td>16,160</td>
</tr>
<tr>
<td>Percent of undergraduates receiving Pell</td>
<td>31%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>Number of applicants not admitted</td>
<td>120,380</td>
<td>230,493</td>
<td>201,688</td>
</tr>
</tbody>
</table>

**Data Notes:**
- Enrollment data is the most recently available IPEDS fall 2014 data
- Fall 2013 undergraduate students receiving Pell anytime in the 2013-14 year
- Ivy schools include Brown, Columbia, Cornell, Dartmouth, Harvard, Princeton, U Penn, Yale
- Top Liberal Arts include the US News 2016 National Liberal Arts top 50 ranked schools excluding military academies
Together, the UIA will award more than 860,000 degrees over the next 10 years. 68,000 more graduates. More than half of these graduates will be low-income.
$23 million grant funds

From 3 to 10 campuses with Predictive Analytics

$14.15 million Philanthropic support

5% increase in overall degrees

$8.9 million From FITW

11 Student Success teams

17.9% increase in Pell degrees

72 articles

80+ conference presentations

50+ observers

1 fellows

10+ additional scaled initiatives

7 site visits with 300+ participants

2.5 YEARS
HEY EVERYONE
COME AND SEE HOW GOOD I LOOK!
When universities collaborate, students win.
Creating the Student-Centered University

Timothy M. Renick, Ph.D.,
Vice President for Enrollment Management & Student Success and Vice Provost

Oregon State University
February 22, 2017
The Challenge in Front of Us

Baccalaureate Degree Attainment by Age 24 by Family Income Quartile

• 32,500 Students on the Atlanta campus
• Research University status achieved in 1995
• 50,000+ Students as of 2016 with Perimeter College Consolidation
Graduation Rates by Race & Ethnicity

Where we were: 2003

- **WHITE**: 31.6%
- **AFRICAN AMERICAN**: 25.6%
- **HISPANIC**: 22%
Changing Demographics: Race & Ethnicity

Underrepresented Minorities

- Fall 2008: 53%
- Fall 2009: 53%
- Fall 2010: 54%
- Fall 2011: 56%
- Fall 2012: 59%
- Fall 2013: 60%
- Fall 2014: 63%
- Fall 2015: 65%
Low-Income Students

Percent of Georgia State Undergraduates on PELL

- Fall 2007: 31%
- Fall 2008: 32%
- Fall 2009: 40%
- Fall 2010: 48%
- Fall 2011: 51%
- Fall 2012: 56%
- Fall 2013: 58%
- Fall 2014: 59%
- Fall 2015: 59%
SAT SCORES

-28 points
- $40 million

Appropriations Cuts
Are We the Problem?
The Hidden Obstacles to Enrollment

• Federal Financial Aid Application
• Verification Request
• State of Georgia Immunization Proof
• Taking Placement Exams
• Registering for Classes
Summer Melt

Fall 2015

Confirmed GSU Freshman Who Never Attended Any College: 278

Non-white 76%
First Generation 45%
Low Income 71%
Avg. High School GPA 3.34
Portal to Guide Students Through Next Steps

Which resources matter most to you?

- Select any of our student services that interest you, and we’ll add appropriate information to your path.

A Few Recommendations:

- **Child Care**
  - On campus and nearby child care options to help while you are in class.

- **First Generation to Attend College**
  - Resources to help new students learn the ropes and lingo of college.

- **Commuting Services**
  - Learn the different ways you can get to and from campus.

- **Student Technologies**
  - Get help with all apps, gadgets, and sites that can enhance your campus experience.

All Student Services:

- **Tutoring & Academic Support**
  - A great resource for help outside the classroom for your work inside the classroom.

- **Housing Services**
  - Resources to help you find a place to stay near campus.

- **Career Guidance**
  - Helping you find the right career path and prepare you for the job market. It’s never too early to start!

- **Clubs and Activities**
  - Grow and have fun! Get involved in one of our many on-campus activities.

- **Mentorships**
  - Helping you connect with experienced students who can help guide your way.

- **Disability Services**
  - Providing support and equipment to qualified students with physical, mental, or educational needs.
Personalized Interactions Before Enrollment

Help us get to know David...
- I work more than 20 hrs. per week
- I'm first in my family to attend college
- English is my second language
- I'm a parent
- I'm a veteran
- I have a disability

In high school, what was your...
- favorite class?
- hardest class?

- art
- english/writing
- history
- geography

What are you interested in?
- community service
- finance & business
- food & cooking
- music & arts
- professional development
- science & technology
- sports
Nudges and Chat-bots on Smart Devices

Number of Knowledge-Based Texts Sent Over First 3 Months:

201,000
Summer Melt

2015: 18%  2016: 14% (-22%)

For students receiving the full suite of new interventions, Melt was reduced by 51%
# Program Picker

Take control of your future! Explore majors and certificates that work for you.

<table>
<thead>
<tr>
<th>Program</th>
<th>Classes/Credits</th>
<th>Time to Complete</th>
<th>Financial Aid</th>
<th>Total Tuition</th>
<th>Outcomes</th>
<th>Average Salary</th>
<th>Hiring Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nursing A.S.</td>
<td>20 classes / 60 credits</td>
<td>2 years</td>
<td>✅ Selected</td>
<td>$9,176 in state</td>
<td>High rate of transfer to 4-year colleges</td>
<td>$38,500 / $51,100 with BA degree</td>
<td>129 job posts</td>
</tr>
<tr>
<td>Medical Office Assistant Certificate</td>
<td>8 classes / 24 credits</td>
<td>1 year</td>
<td>May not be Financial Aid eligible</td>
<td>$3,641 in state</td>
<td>Students seek employment or another stackable certificate</td>
<td>$29,120</td>
<td>137 job posts</td>
</tr>
<tr>
<td>Radiologic Technology A.A.S</td>
<td>20 classes / 56 credits</td>
<td>2 years</td>
<td>✅</td>
<td>$8,850 in state</td>
<td>Most students seek employment post-graduation</td>
<td>$37,819</td>
<td>459 job posts</td>
</tr>
<tr>
<td>Health Studies A.S.</td>
<td>20 classes / 62 credits</td>
<td>2.25 years</td>
<td>✅</td>
<td>$9,427 in state</td>
<td>High rate of transfer to 4-year colleges</td>
<td>$42,774 / $51,553 with BS degree</td>
<td>661 job posts</td>
</tr>
</tbody>
</table>
Freshman Learning Communities with block schedules of 5 to 6 courses:
95% of non-Honors freshmen (Opt-out model)
Choice Architecture: Meta Majors

Business
Education
Exploratory
STEM
Humanities & Arts
Health Professions
Policy/Social Science
Pre-Calculus, College Algebra, Intro to Statistics

• Prior to Change: DFW rates were 43% Today: DFW rates are 28% (35% drop)

• Number of Students enrolled in courses taught through the MILE, 2014-15: 7,500

Strengthening Math Pathways
Eliminating Bottlenecks: Peer Tutors

Supplemental Instruction (SI)

<table>
<thead>
<tr>
<th>Course</th>
<th>No SI</th>
<th>SI</th>
</tr>
</thead>
<tbody>
<tr>
<td>BIOL</td>
<td>2.41</td>
<td>2.82</td>
</tr>
<tr>
<td>POLS</td>
<td>2.60</td>
<td>3.24</td>
</tr>
<tr>
<td>PHIL</td>
<td>2.68</td>
<td>2.93</td>
</tr>
<tr>
<td>CHEM</td>
<td>2.55</td>
<td>2.74</td>
</tr>
<tr>
<td>ACCT</td>
<td>2.15</td>
<td>2.64</td>
</tr>
<tr>
<td>PHYS</td>
<td>2.06</td>
<td>2.73</td>
</tr>
<tr>
<td>CRJU</td>
<td>1.89</td>
<td>2.26</td>
</tr>
</tbody>
</table>

Course GPA
- No SI: 2.41
- SI: 2.91

One-Year Retention
- No SI: 83.5%
- SI: 91.2%

Students: 9,700
How Well Does First-Year GPA Predict Graduation in Nursing and Health Professions – Nursing and Overall? What opportunities do we see to inflect change?

**Graduation Rates by First-Year GPA FT/FT Students**

<table>
<thead>
<tr>
<th>GPA</th>
<th>Graduated in program</th>
<th>Graduated in any program</th>
<th>University Grad. Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0-2.0</td>
<td>5.4%</td>
<td>5.4%</td>
<td>69.2%</td>
</tr>
<tr>
<td>2.0-2.2</td>
<td>28.0%</td>
<td>28.0%</td>
<td>73.3%</td>
</tr>
<tr>
<td>2.2-2.4</td>
<td>24.0%</td>
<td>24.0%</td>
<td>72.7%</td>
</tr>
<tr>
<td>2.4-2.6</td>
<td>10.3%</td>
<td>10.3%</td>
<td>69.2%</td>
</tr>
<tr>
<td>2.6-2.8</td>
<td>8.0%</td>
<td>8.0%</td>
<td>73.3%</td>
</tr>
<tr>
<td>2.8-3.0</td>
<td>6.7%</td>
<td>6.7%</td>
<td>72.7%</td>
</tr>
<tr>
<td>3.0-3.2</td>
<td>25.0%</td>
<td>25.0%</td>
<td>73.3%</td>
</tr>
<tr>
<td>3.2-3.4</td>
<td>23.1%</td>
<td>23.1%</td>
<td>72.7%</td>
</tr>
<tr>
<td>3.4-3.6</td>
<td>53.8%</td>
<td>53.8%</td>
<td>63.6%</td>
</tr>
<tr>
<td>3.6-3.8</td>
<td>53.3%</td>
<td>53.3%</td>
<td></td>
</tr>
<tr>
<td>3.8-4.0</td>
<td>63.6%</td>
<td>63.6%</td>
<td></td>
</tr>
</tbody>
</table>

N
- 56
- 25
- 25
- 29
- 25
- 45
- 28
- 26
- 13
- 15
- 11
Grants Since 2012: 8,000+

AVERAGE GRANT: $900

Seniors Graduated: 70%

Grant Recipients Graduated 2015-16: 1,257
The Advisement Challenge: The Murky Middle

Student Performance Curve (Illustrative)

- **Obvious Risk Cases**: Mostly Ds and Fs, High Attrition Risk
- **Murky Middle**: Mixture of Bs and Cs, Outcome Still Uncertain
- **The “All-Stars”**: Straight As and Bs, Probable Graduates

Nearly impossible to pick out who might be at risk from a cursory transcript review

GPA 2.0 Academic Performance GPA 3.0

Source: Education Advisory Board
Advisement: GPS Advising

Predictive Analytics Project with EAB

10 YEARS OF DATA | 2.5 MILLION GRADES | 800+ ANALYTICS-BASED ALERTS
144,000 STUDENT RECORDS | 30,000 STUDENTS TRACKED DAILY
## Academic Program Maps: B.S. in Chemistry

<table>
<thead>
<tr>
<th>SEMESTER 1</th>
<th>SEMESTER 2</th>
</tr>
</thead>
</table>
| - Complete 1 of ENGL 1101, ENGL 1102 or ENGL 1103 (C or Better)  
- Complete MATH 1113 or Higher (B- or Better)  
- Complete CHEM 1211K (B- or Better) | - Complete ENGL 1102 or 1103 (C or Better)  
- Complete MATH 2211 or Higher (B- or Better)  
- Complete CHEM 1212K (B- or Better)  
- Maintain a cumulative GPA of 2.25 or Better |

<table>
<thead>
<tr>
<th>SEMESTER 3</th>
<th>SEMESTER 4</th>
</tr>
</thead>
</table>
| - Complete CHEM 2400 (B- or Better)  
- Complete MATH 2212 (C or better)  
- Complete PHY 2211k (C or better) | - Complete CHEM 3410 (C or better)  
- PHY 2212k (B- or Better) (C or better)  
- Maintain a cumulative GPA of 2.25 or Better |

<table>
<thead>
<tr>
<th>SEMESTER 5</th>
<th>SEMESTER 6</th>
</tr>
</thead>
</table>
| - Complete CHEM 4000 with a C or Better  
- Complete CHEM 4110 with a C or Better | - Complete CHEM 4010 with a C or Better  
- Complete CHEM 4120 with a C or Better |

<table>
<thead>
<tr>
<th>SEMESTER 7</th>
<th>SEMESTER 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Complete CHEM 4160 with a B- or better</td>
<td>- Complete CHEM 4190 with a C or Better</td>
</tr>
</tbody>
</table>
Alerts Based on Historical RPG Data

Graduation Rate in Major by Introductory Course Grade

Introduction to Chemistry  
Natural Science majors

Comparative Politics  
Political Science majors

Music Theory I  
Music majors

A  B  C  D/F

Introduction to Chemistry
70.0%  66.7%  39.5%  8.3%

Comparative Politics
81.8%  73.9%  25.0%  6.2%

Music Theory I
66.7%  55.5%  12.5%  0.0%
Linking Academics to Career Pathways
Drill-Down, Live Data on Individual Careers

MAJOR EXPLORER

ACADEMIC SUMMARY

<table>
<thead>
<tr>
<th>COURSE GRADE or D/F</th>
<th>0</th>
<th>REPEATED COURSES</th>
<th>0</th>
<th>COURSE WITHDRAWALS</th>
<th>0</th>
<th>Notifications</th>
<th>0</th>
</tr>
</thead>
</table>

< Back to Major Options

Biochemist

Studies the chemical composition of cells and organisms and conducts research using advanced technologies. Studies the chemical interactions involved in biologic processes such as metabolism, reproduction, and growth, or the effect of drugs or hormones.

Related titles: Research Manager, Wildlife Biologist, Chemist, Food and Agricultural Scientist / Technologist, Soil / Plant Scientist

Salary

$55K - $112K *

* From U.S. Bureau of Labor Statistics

Salary

Hiring Demand

Low

Education & Experience Requirements

Minimum education and experience levels typically required by employers.

Education

<table>
<thead>
<tr>
<th>Degree</th>
<th>Experience</th>
<th>&lt;2 years</th>
<th>2-5 years</th>
<th>5-8 years</th>
<th>&gt;8 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor's Degree</td>
<td>80%</td>
<td>15%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate/Prof. Degree</td>
<td>20%</td>
<td></td>
<td>49%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Foundation Skills, Most Requested by Employers

1. Research
2. Communication Skills
3. Writing
4. Organizational Skills
5. Problem Solving
6. Creativity
7. Leadership
8. Detail-Oriented
9. Quality Assurance and Control
10. Planning
11. Multi-Tasking
12. Presentation Skills

National Hiring Statistics

Provided by Burning Glass

Statistics for this career, and its related titles, are derived from nationwide, online job postings from the last 12 months.
Increased Average First Term Retention
Fall to Spring Retention

- Fall 2010: 83.4%
- Fall 2011: 84.6%
- Fall 2012: 87.9%
- Fall 2013: 89.0%
Rapidly Improving Progression Rates

Freshmen with 30-hours of Passing Credit After 12 Months

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>47%</td>
</tr>
<tr>
<td>2013-14</td>
<td>53%</td>
</tr>
<tr>
<td>2014-15</td>
<td>56%</td>
</tr>
<tr>
<td>2015-16</td>
<td>63%</td>
</tr>
</tbody>
</table>
Confounding Expectations

STEM Degrees Conferred Since 2011

Black

Black Male

Hispanic

+69%

+111%

+226%
Results: Decline in Time to Degree

Credit Hours at Completion: All Bachelors Students

- 2009-10: 140
- 2010-11: 140
- 2011-12: 141
- 2012-13: 141
- 2013-14: 138
- 2014-15: 135
- 2015-16: 133
ROI for Students

$15 million

Savings to the Class of 2016 in tuition and fees when compared to the Class of 2013
MAAPS
$9 Million RCT Study Funded by DOE/First in the World
UNIVERSITY INNOVATION ALLIANCE

The Ohio State University
The University of Texas at Austin
Kansas University
Oregon State University
Purdue University
University of Central Florida
University of California Riverside
Georgia State University
Michigan State University
Arizona State University
Iowa State University
Number of Advising Sessions: First 3 Months

Unprecedented Data Sets: Projected 100,000 contacts
Why This Work Matters
Contributing to the Research Literature
Georgia State Degree Conferrals

2008-09: 5,857

2014-15: 7,601

INCREASE: 1,744 (+30%)
<table>
<thead>
<tr>
<th>Year</th>
<th>African American</th>
<th>Pell</th>
<th>Hispanic</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>1,001</td>
<td>1,298</td>
<td>196</td>
</tr>
<tr>
<td>2010-11</td>
<td>1,322</td>
<td>1,648</td>
<td>300</td>
</tr>
<tr>
<td>2011-12</td>
<td>1,440</td>
<td>1,835</td>
<td>328</td>
</tr>
<tr>
<td>2012-13</td>
<td>1,550</td>
<td>2,007</td>
<td>372</td>
</tr>
<tr>
<td>2013-14</td>
<td>1,692</td>
<td>2,052</td>
<td>414</td>
</tr>
<tr>
<td>2014-15</td>
<td>1,825</td>
<td>2,501</td>
<td>435</td>
</tr>
</tbody>
</table>

5-Year Change:
- African American: 82%
- Pell: 93%
- Hispanic: 123%
Graduation Rates by Race & Ethnicity (Clearinghouse Data Added)
#1 in Degrees Conferred to African Americans

## Top 100 Degree Producers: Non-Profit Universities

2014 African-American Bachelor's - All Disciplines Combined

<table>
<thead>
<tr>
<th>Institutions</th>
<th>State</th>
<th>Total</th>
<th>%Grads</th>
<th>%Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Georgia State University</td>
<td>GA</td>
<td>1645</td>
<td>35%</td>
<td>8%</td>
</tr>
<tr>
<td>2 FAMU</td>
<td>FL</td>
<td>1475</td>
<td>95%</td>
<td>6%</td>
</tr>
<tr>
<td>3 North Carolina A &amp; T State University</td>
<td>NC</td>
<td>1214</td>
<td>87%</td>
<td>7%</td>
</tr>
<tr>
<td>4 University of Central Florida</td>
<td>FL</td>
<td>1195</td>
<td>10%</td>
<td>2%</td>
</tr>
<tr>
<td>5 University of Maryland-University College</td>
<td>MD</td>
<td>1073</td>
<td>26%</td>
<td>5%</td>
</tr>
<tr>
<td>6 University of Memphis</td>
<td>TN</td>
<td>1016</td>
<td>34%</td>
<td>9%</td>
</tr>
<tr>
<td>7 Jackson State University</td>
<td>MS</td>
<td>987</td>
<td>90%</td>
<td>11%</td>
</tr>
<tr>
<td>8 Howard University</td>
<td>D.C.</td>
<td>966</td>
<td>94%</td>
<td>-15%</td>
</tr>
<tr>
<td>9 The University of Texas at Arlington</td>
<td>TX</td>
<td>951</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>10 Florida Atlantic University</td>
<td>FL</td>
<td>905</td>
<td>18%</td>
<td>-2%</td>
</tr>
</tbody>
</table>

Source: Diverse Issues in Higher Education
Graduation Rates by Pell Status

Georgia State
Creating the Student-Centered University

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