

Creating a Culture of Enrollment Management with Collaboration and Data

University System of Georgia
Enrollment Management Symposium
Georgia International Convention Center, Atlanta, GA
Friday, November 14, 2014

Team of Presenters

**Dr. Teresa Thompson, Vice President
Student Affairs and Enrollment Management(SAEM)**

**Mrs. Sarah Smith, Enrollment Management/Special
Projects, SAEM**

**Dr. Jayne Perkins Brown, Senior Associate VP-SAEM and
Director-Office of Strategic Research and Analysis**

Mr. Alan Woodrum, Assistant Provost, Academic Affairs

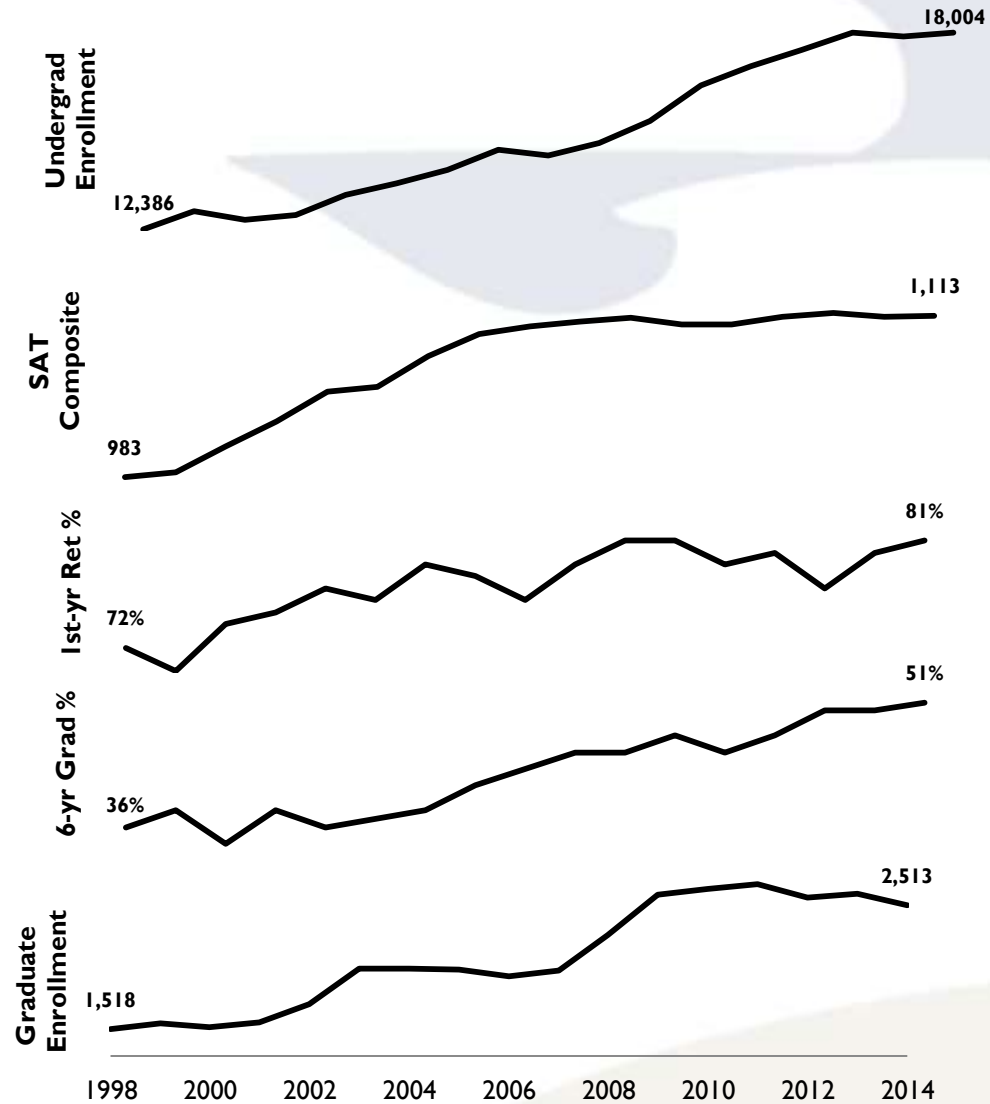
Reminder on...Who We Are Today

- Located in Statesboro, Georgia
- Founded in 1906

- USG Comprehensive University
- Carnegie Doctoral Research University

- **Fall 2014 Enrollment Numbers**
 - **Total Enrollment** **20,517**
 - IPEDS Freshmen Enrollment 3,476
 - Undergraduate Enrollment 18,004
 - Graduate Enrollment 2,513

Acknowledging Institutional Change





“In God we trust. All others must bring data.” – W. Edwards Deming

**Creating a culture of
Enrollment Management
begins with the
Prospective Student in mind.**



2014 Student and Parent Engagement Survey Results

How satisfied are you with your (your child's) overall experience at Georgia Southern?

-91% of students report feeling satisfied

-87% of parents report feeling satisfied

Would you choose Georgia Southern again (for your child)?

-90% of students responded, "Yes".

-90% of parents responded, "Yes."



2014 Student and Parent Engagement Survey Results

How well do the following phrases describe Georgia Southern University as a whole?

Phrase	Students	Parents
Welcoming	91%	92%
Opportunities of a large university	86%	92%
Student-Centered	88%	91%
Personal feel of a small college	76%	82%

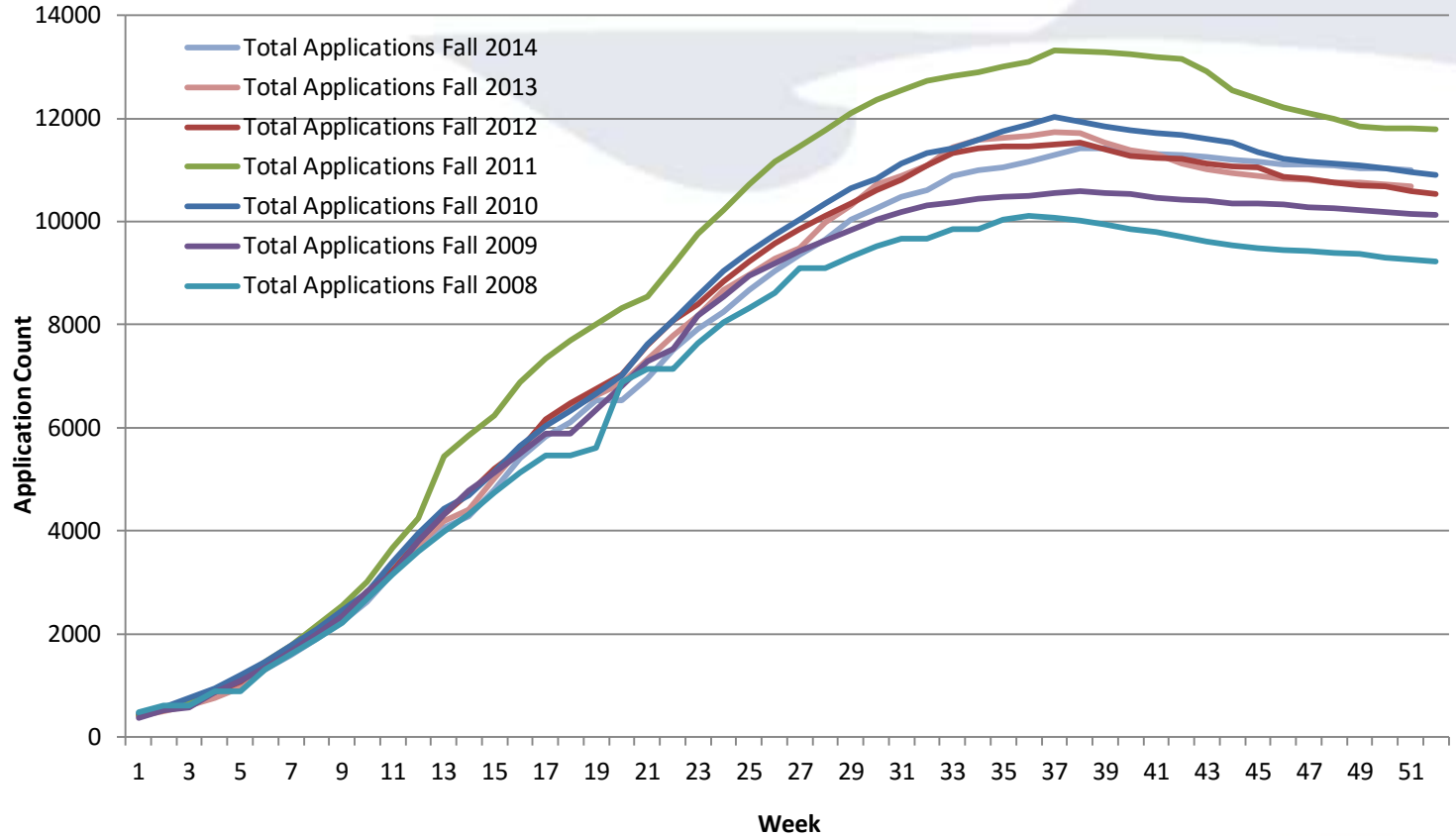
The results depicted are based on the frequencies of respondents choosing 3 and 4 on a 4-point scale, where 1 = completely disagree and 4 = completely agree.



Fall 2014 Enrollment Funnel and Conversion Data

Event Type	Attendees	Accepted Students	Enrolled Students	Yield
Scholarship Events (3)	633	633	455	72%
Open Houses (3)	3,095	1,307	1,072	82%
University Previews(7)	328	125	101	81%
University Receptions(4)	939	386	294	76%
Campus Visits	3,654	1,119	843	75%
College Fairs / High School Visits	14,691	988	605	61%

Freshman Application Growth by Week



Source: Georgia Southern University, Office of Admissions, Data Warehouse, 11.7.14

Sample Territory Goals - Fall 2014

	Territory Goal Apps	Actual App Count	% Goal	Territory Goal Acceptd	Actual Acceptd Count	% Goal	Territory Goal SOAR	Actual SOAR Reg'd	% Goal	Territory Goal Enrolled	Actual Enrolled Count	% Goal
→ Atlanta	1,399	1,129	80.7%	1,001	755	75.4%	448	331	73.9%	403	306	75.9%
→ CentralGA	1,693	1,646	97.2%	816	855	104.8%	417	461	110.6%	384	424	110.4%
SE GA	1,345	1,483	110.3%	857	978	114.1%	513	635	123.8%	542	664	122.5%
West GA	1,348	1,295	96.1%	772	757	98.1%	399	404	101.3%	369	372	100.8%

**Sustaining a culture of
Enrollment Management
requires informed decisions
supported by meaningful data
and intentional strategies.**

Impacts to Enrollment Foundation

- **Impact of:**
 - Degree Completions
 - Stop outs, Transfers out, Reverse Transfers
 - Academic Policies
- **External factors**
 - Feeder schools: K-12, postsecondary
 - Economy
 - Finances: financial aid/scholarships
 - Work
 - Family

Understanding the challenges

WICHE data – Knocking at the College Door

STATE PROFILES

Use the map or this list to choose a state:

Select location ▼

Change map view to see:

Share non-White graduates ▼

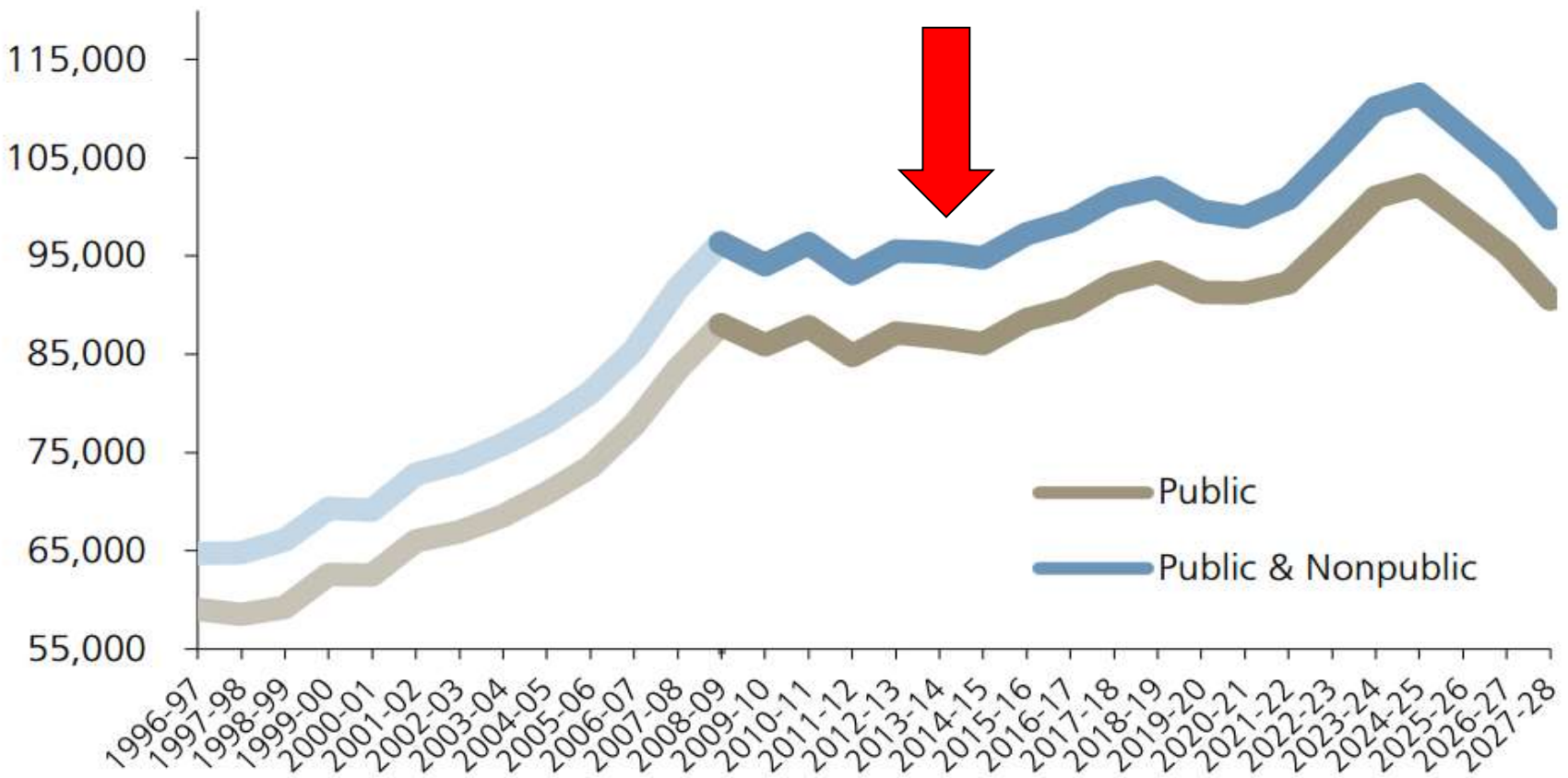
Non-White Share of Public High School Graduates, 2019-20 (Projected)



SOURCE: <http://www.wiche.edu/knocking-8th>

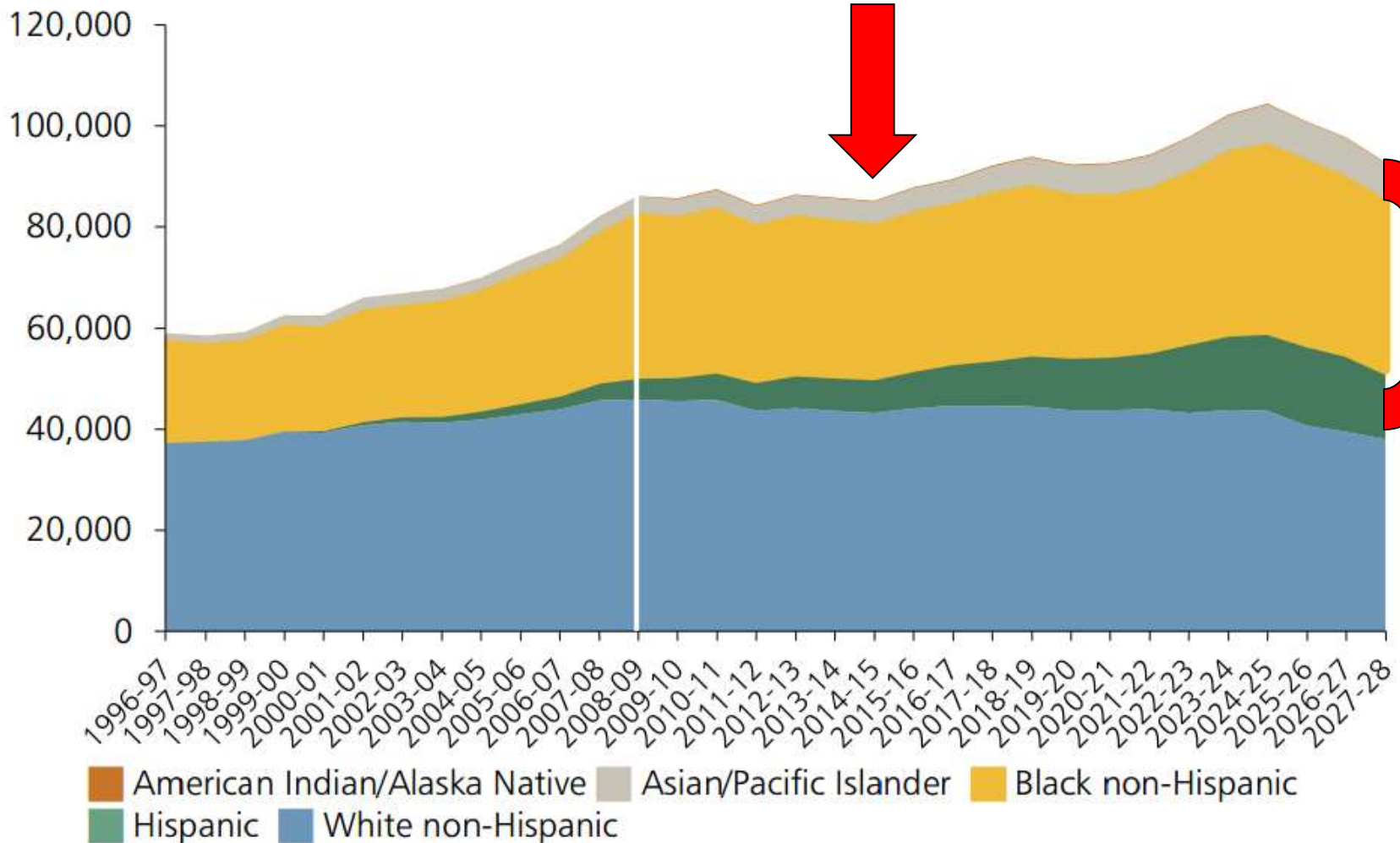
State of Georgia

Production of High School Graduates



State of Georgia

Public High School Graduates by Race/Ethnicity



Analytics at Georgia Southern University

Organizational capacity

- Campus Data Warehouse (DW); Decision Support System
- Comprehensive Program Review online at program/degree level
- Campus Teams

Technical capacity

- Technical support available within each Division and collaboration w/ ITS

Enrollment Management tracking

- USG Data Collections
- Data Reporting (USG and Campus)
- Who reviews Data Interpretations
..the **So What?**
 - Enrollment Management Council
 - Academic Advisement Council

USG/Census data - online

- **Registrar as functional lead - census files**
 - Enrollment
 - Curriculum
 - Graduation records
- **Strategic Research and Analysis support/web options**
 - Academic program data
 - Support on focused groups
- **Census data available**
 - Enrollment, retention, degrees/graduation, gpa, cohorts, transfer, MAP, Honors, other focused groups
 - Trend data

<http://em.georgiasouthern.edu/osra/facts-and-figures/>

<http://em.georgiasouthern.edu/osra/student-enrollment-data/>

http://em.georgiasouthern.edu/osra/rpg_deg/

Enrollment Data

Total Enrollment ▼ --> This selection can change possible choices below

- Total Enrollment
- Average End of Term CumGPA
- High Schools of Beginning Freshmen
- Citizenship
- Class, Age, Gender
- Class, Race, Gender
- College (Fall Semester Only)
- County of Origin
- Housing Status
- Nation of Origin
- Race/Gender
- State (of Current Legal Residency)
- Transfers (undergraduate)

Undergraduate & Graduate Level ▼

Selections until changed

Undergraduate & Graduate Level Enrollment By Fall Semesters

	Fall Semesters																			
	2004		2005		2006		2007		2008		2009		2010		2011		2012		2013	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Undergraduate Level	14,092	87.5	14,650	88.0	14,483	88.2	14,854	88.2	15,490	87.2	16,486	86.4	17,044	86.6	17,525	86.7	17,993	87.5	17,904	87.3
Graduate Level	2,008	12.5	1,996	12.0	1,942	11.8	1,987	11.8	2,274	12.8	2,600	13.6	2,647	13.4	2,687	13.3	2,581	12.5	2,613	12.7
Total	16,100		16,646		16,425		16,841		17,764		19,086		19,691		20,212		20,574		20,517	

Note. From Census Enrollment Files.

Fall Semesters Enrollment Summary

[Download to Excel](#)

Note. Click on area of interest to see details.

▼ Headcount

	Fall Semester									
	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Headcount	16,100	16,646	16,425	16,841	17,764	19,086	19,691	20,212	20,574	20,517
First Time Students	3,547	3,644	3,181	3,419	3,738	4,161	4,304	4,259	4,357	4,280
New Transfers	835	853	862	876	914	1,080	1,033	1,160	1,083	1,031
Continuing Students	11,718	12,149	12,382	12,546	13,112	13,845	14,354	14,793	15,134	15,206

▶ Student Level

▶ Gender

▶ Load Type

▶ Regents FTE

▶ Classification

▶ Ethnicity

▶ State of Current Legal Residence

▶ Credit Hours

▶ Beginning Freshmen

▶ Retention/Graduation (IPEDS)


▶ SAT Averages (of Beginning Freshmen)

1st Year Retention Rates by College With Pell and HOPE Eligibility Status

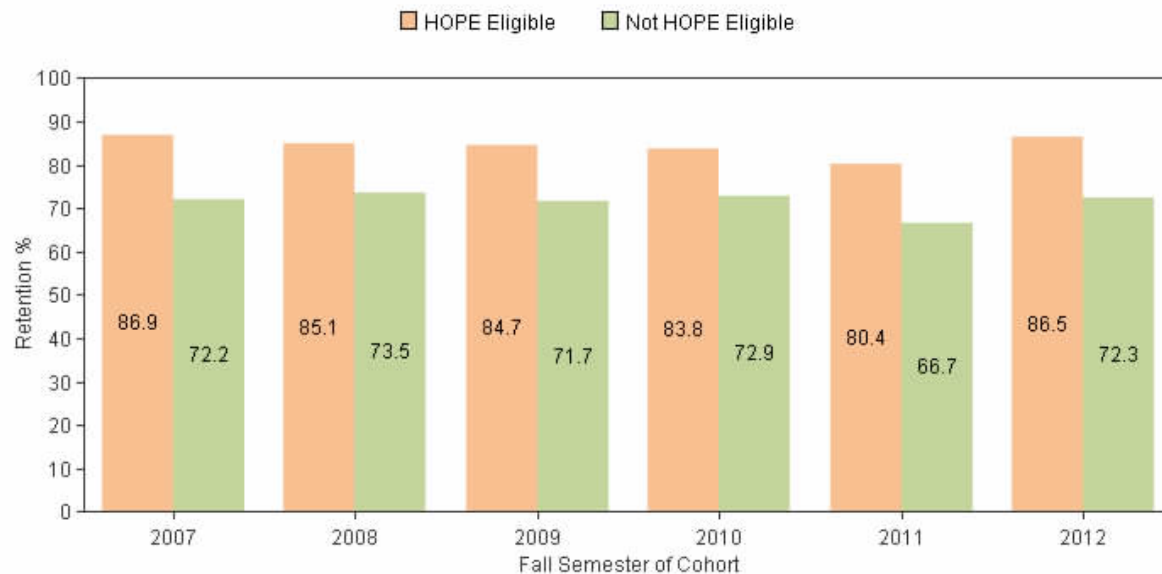
This web page shows 1st Year Retention rates of IPEDS First-time Freshmen by HOPE Eligibility and Pell Grant Status. Rates are provided for the University overall and by College rates such as by individual majors, groups of majors, and other cohorts such as transfers are available [here](#)

Retention by HOPE Eligibility ▾

CLASS ▾

[Click here to print](#) [Download to Excel](#) 

College of Liberal Arts & Social Sciences Retention By HOPE Eligibility



College of Liberal Arts & Social Sciences Retention by HOPE Eligibility

	Fall Semesters																	
	2007			2008			2009			2010			2011			2012		
	Cohort	n	Retention %	Cohort	n	Retention %	Cohort	n	Retention %	Cohort	n	Retention %	Cohort	n	Retention %	Cohort	n	Retention %
College of Liberal Arts & Social Sciences	604	483	80.0	607	487	80.2	701	552	78.7	700	556	79.4	676	504	74.6	650	528	81.2
Hope Eligible	320	278	86.9	350	298	85.1	379	321	84.7	420	352	83.8	388	312	80.4	408	353	86.5
Not Hope Eligible	284	205	72.2	257	189	73.5	322	231	71.7	280	204	72.9	288	192	66.7	242	175	72.3

Note. From the USG Census Enrollment Files and Banner Financial Aid Tables. Retention is to the University; not necessarily to the same college or major. Data reflects the following eligible exclusions (d Fall 2009 (2) and Fall 2011 (1).

Dynamic data

- **Information Technology Systems role**
 - Resources-technical support, development/training
- **Functional units' roles**
 - Resources; Identification of critical elements/data; Data validation; Dashboards and reports
 - **Enrollment Management**
 - UG Admissions, Graduate Admissions
 - Advisement
 - Registrar
 - Financial Aid, Bursar
 - University Housing
 - First-Year Experience
 - Academic Success Center
 - Marketing and Communications
 - Alumni support

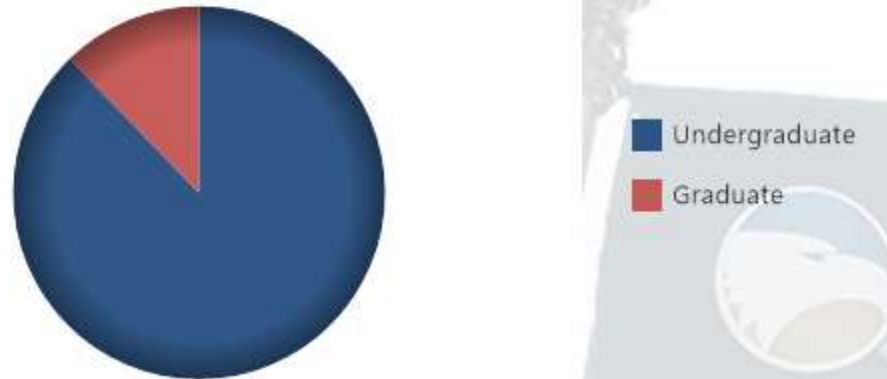
Term

College

Program Indica

Enrollment by Level Chart

Distinct Students



Enrollment by Level Scorecard - Copy2

	Prior Year	Term	Indicator
All Student Levels - Copy	20,522	20,514	↓ 0.0%
Undergraduate - Copy	17,905	18,001	↑ 0.5%
Graduate - Copy	2,617	2,513	↓ -4.0%

Comparisons
Year to Year
by Day

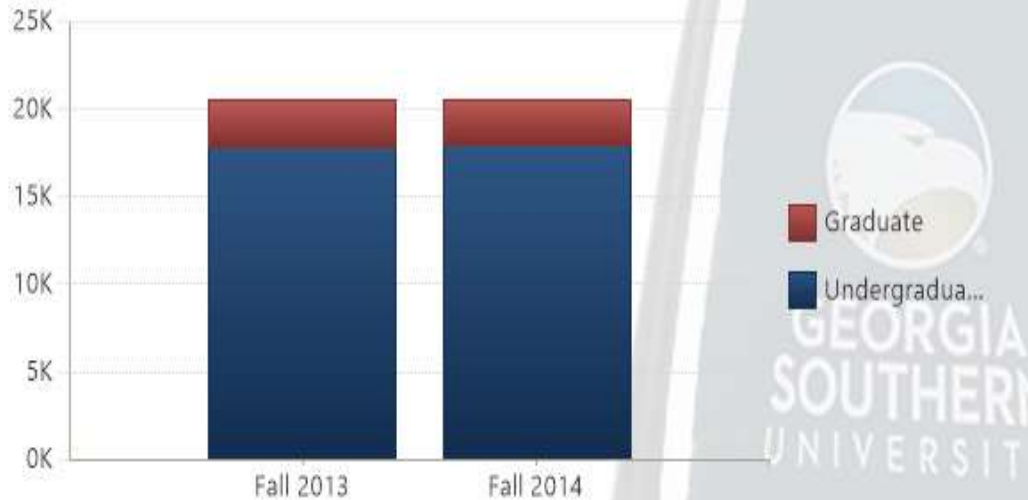
Term-Multi

College

Program Indicator

Citizenship

Enrollment by Level Comparison Chart - Copy



Enrollment by College Comparison - Copy

	Fall 2013	Fall 2014
College CollegeAcronym	▸ All Student Levels	▸ All Student Levels
▸ All College Acronyms	20,522	20,514
CEIT	2,706	2,946
CHHS	3,416	3,444
CLASS	4,761	4,640
COBA	3,404	3,489
COE	2,271	2,175
COPH	411	382
COSM	1,991	1,915
COGS	5	7
Provost	14	31
Provost/VPAA	891	921
VPSAEM	652	564

Enrollment by Level Comparison - Copy

Targeted, predictive analytics

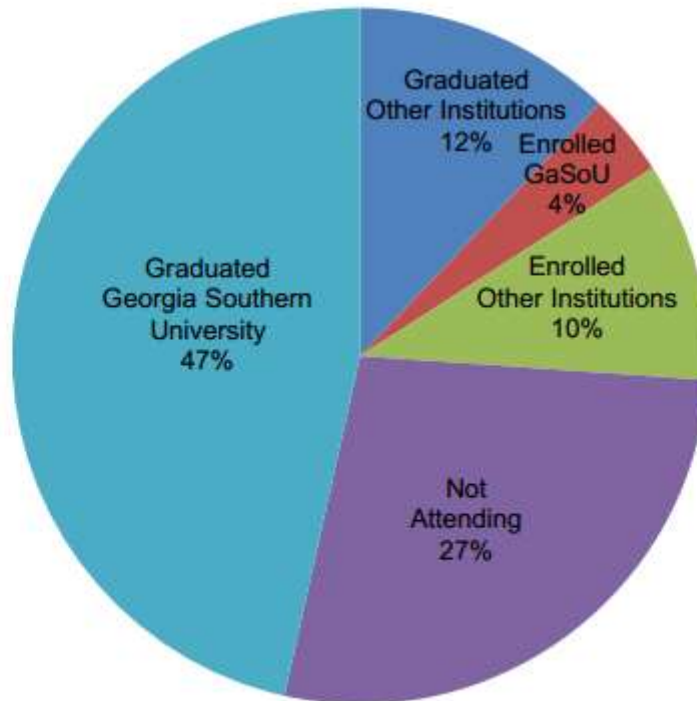
- **OSRA/Functional leads-Sources/Definitions determined**
- **Select examples, Targeted inquiries**
 - Academic at-risk, by Colleges
 - First Generation students
 - Transfer students and cohorts
 - Part-time students
 - Military students
 - Honors
 - Freshmen cohorts, including National Student Clearinghouse
 - Distance from Home (GIS)
 - Alternative Break
 - Campus Recreation/facilities

Table 1. Six Year Graduation Rates and Still Enrolled Percentages of the Fall 2005 IPEDS First-time Freshman Cohort

Cohort n	Georgia Southern Institution-specific				USG System-wide				State of Georgia non-USG				Out of State				Total			
	Still Enrolled		Graduated		Still Enrolled		Graduated		Still Enrolled		Graduated		Still Enrolled		Graduated		Still Enrolled		Graduated	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
3,123	119	3.8	1,453	46.5	179	5.7	329	10.5	61	2.0	7	0.2	78	2.5	41	1.3	437	14.0	1,830	58.6


Note. From the Fall 2005 Student Information Reporting System (SIRS) file, the Fall 2005 - Summer 2011 SIRS and Academic Data Mart (ADM) G records tables, and the National Student Clearinghouse Subsequent Enrollment Search. Graduated is with a baccalaureate degree as of Summer 2011. Still Enrolled is at the undergraduate level, as of Fall 2011, and not having received a baccalaureate degree as of summer 2011 (according to the NSC file). The Cohort is less 2 exclusions per IPEDS definition.

Figure 1. Six Year Graduation Rate and Still Enrolled Percentages of the Fall 2005 IPEDS First-time Freshman Cohort



IPEDS Transfer Cohorts - Retention and Graduation Rates

Student Classification upon Entry ==> *This selection can change possible choices below.*
 Race, Ethnicity, and Overall
 Student Classification upon Entry 2009
 College upon Entry
 Transfer GPA upon Entry
 Transfer Hours upon Entry
 State (of Current Legal Residency)
 Select Full-Time/Part-Time Status: Full-Time/Part-Time

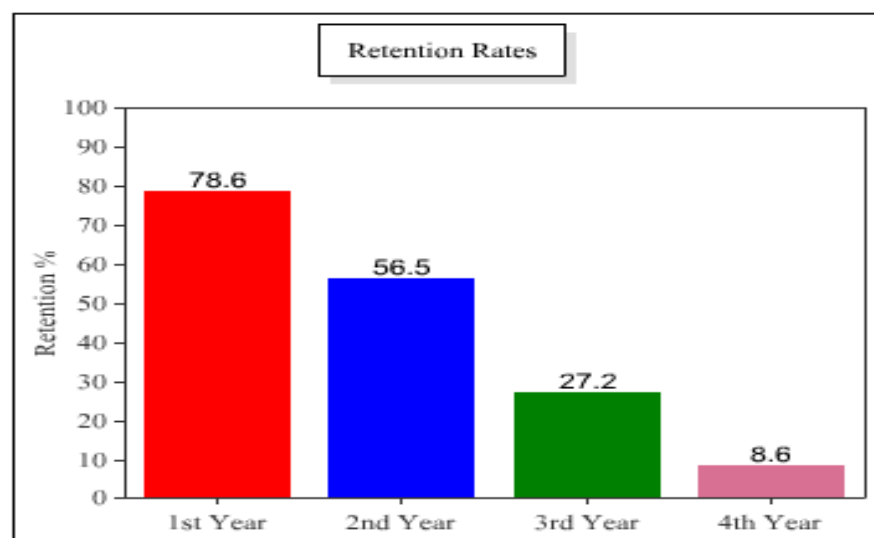
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Fall 2009 IPEDS First-time, Degree-seeking Transfer Cohort Yearly Retention Rate by Student Classification upon Entry

Student Classification (upon Entry)	Cohort	1st Year			2nd Year			3rd Year			4th Year		
		n	%	CumGPA	n	%	CumGPA	n	%	CumGPA	n	%	CumGPA
Freshman	156	114	73.1	2.53	91	58.3	2.71	73	46.8	2.60	25	16.0	2.38
Sophomore	657	517	78.7	2.65	429	65.3	2.71	202	30.7	2.54	67	10.2	2.39
Junior	330	273	82.7	3.02	145	43.9	2.82	53	16.1	2.62	10	3.0	2.76
Senior	65	45	69.2	2.96	18	27.7	3.01	1	1.5	3.46	2	3.1	2.13
Overall Totals	1,208	949	78.6	2.76	683	56.5	2.74	329	27.2	2.57	104	8.6	2.42

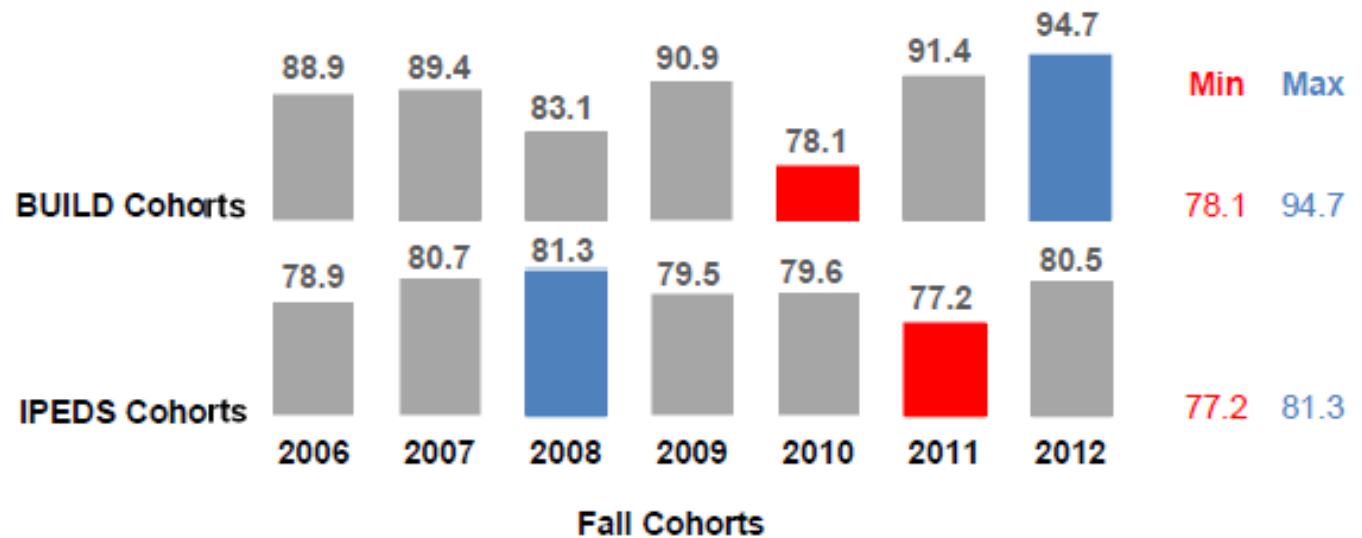
Note. These reports use the Integrated Postsecondary Education Data System (IPEDS) First-time, Degree/Certificate-seeking, Transfer cohort. The cohort includes 1) students who entered the institution for the first time but previously attended a postsecondary institution at the undergraduate level. Enrollment in the prior summer term, and 3) entered the institution for the first time but previously attended a postsecondary institution at the undergraduate level. Enrollment year Cumulative Grade Point Average from the fall Enrollment Census file (reflects last CUMGPA prior to Fall).

Georgia Southern University, Office of Strategic Research and Analysis, Retention Report



Cohort Groups

Figure 1. First-Year Retention Rates



Note. From the Enrollment Census files.

It's All About the Relationships!

- Student Relationships
- Campus Collaboration

Why focus on Relationships?

“In life you’ll realize there is a purpose for everyone you meet. Some will test you, some will use you, and some will teach you. But most importantly, some will bring out the best in you.”

Unknown

Positive and Consistent Relationships through Academic Advisement

Academic Advising at Georgia Southern

- Decentralized
- Required Advisement
- Four-Year Professional Advising
- Campus Involvement

Campus Collaboration

“Collaboration naturally inspires a sense of community within an organization, meaning that employees feel almost like they are a part of a family. Additionally, collaboration allows employees to learn from each other and the bosses.”

The Importance of Collaboration in Today's Workplace

Brooke Campbell

Keys to Campus Collaboration

- Respect
- Persistence
- Grow Together

Examples of Campus Collaboration

- Recruitment
- Retention
- Progression
- Graduation

One Goal...One Team

“Alone we can do so little; together we can do so much.”

Helen Keller

“If two men on the same job agree all the time, then one is useless. If they disagree all the time, both are useless.”

Darryl F. Zanuck

In closing...

“Numbers have an important story to tell. They rely on you to give them a voice.”

Stephen Few