



Strategies to Engage, Recruit Back, and Support Student Stop-outs

We help schools support students from enrollment to graduation and beyond

> Find and enroll your right-fit students

> Support and graduate more students

➤ **ROOTED IN RESEARCH**

7,500+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

1,500+ Institutions served

3.7 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

> Prepare your institution for the future



Today's Presenter



Christina Hubbard, PhD

Senior Director,
Strategic Research

Follow me on Twitter:
[@CM_Hubbard](https://twitter.com/CM_Hubbard)

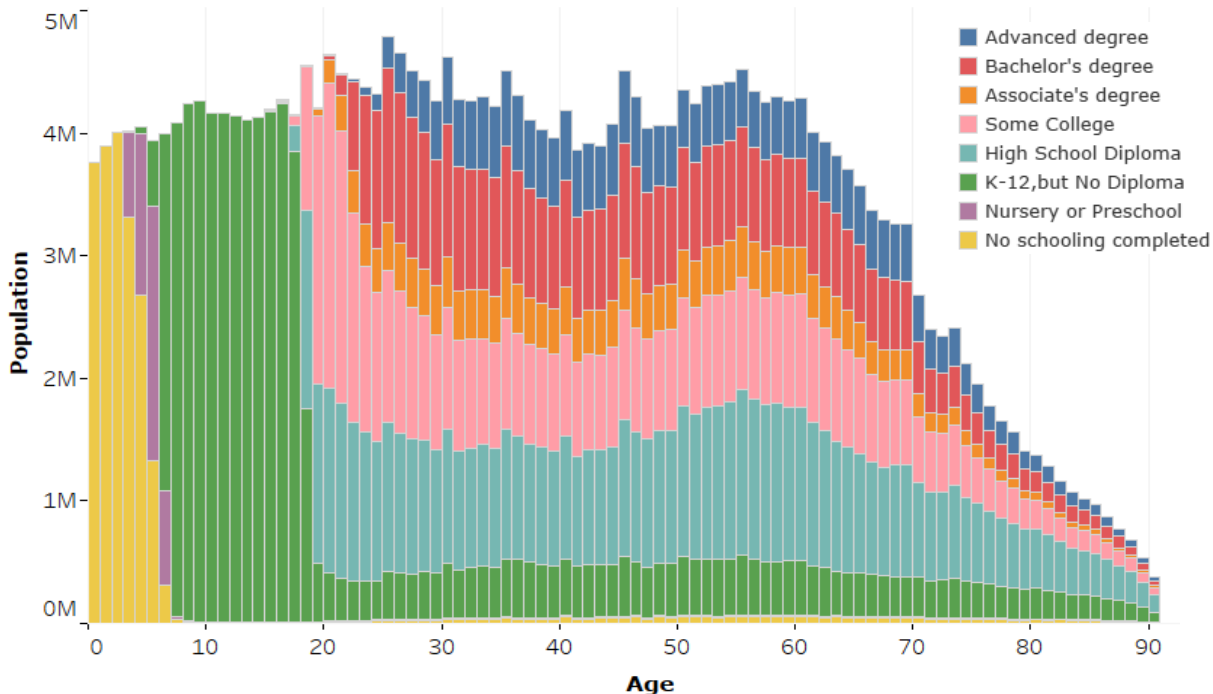


Are Americans Getting a Return on Education?



4

American Educational Attainment by Age, 2016



Source: Overflow Solutions analysis of US Census data
<http://overflow.solutions/interactive-visualizations/how-do-americans-differ-by-age-16/>



Far Too Many “Former Customers”

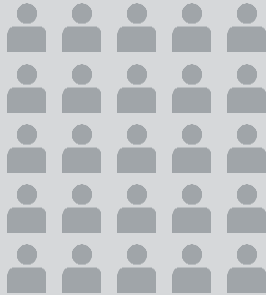
20% of Americans Tried College, but Did Not Get a Return on Education

American Educational Attainment by Age, 2016



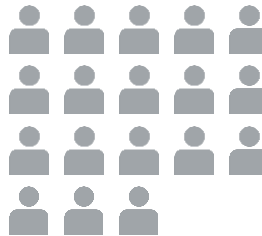
Of 100 Students Who Enroll in College

43 Graduated within six years



57 Didn't graduate within six years

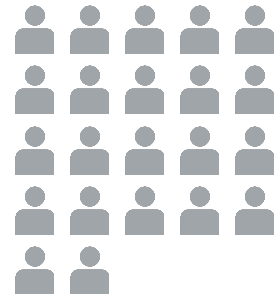
24 Still enrolled after 6 years



33 Dropped out of college

Consequences:

- Debt
- Damaged credit if loans aren't paid
- Lower wages
- Locked out of higher ed if indebted to college



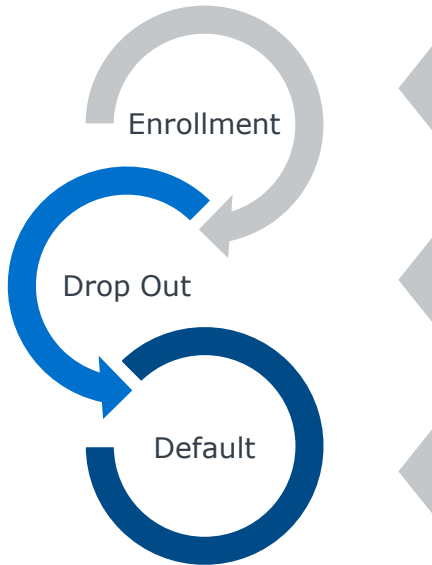
Just **38%** of Black students graduated

Just **45%** of Hispanic students graduated

Fewer than **25%** of students required to take dev ed courses graduated

Perpetuating the Cycle of Poverty

College Can Be a Risky Gamble for Those Who Don't Complete



1 in 5
Americans have some college but no degree

\$9,300
Average student debt at the time of departure (public four-year)¹

17%
Loan default rate for college dropouts

Expensive Consequences of Defaulting

- Federal funds withheld
- Damage to credit report
- Garnished wages
- Inability to receive future aid
- Transcripts blocked
- Loan "acceleration"



1) Private four-year: \$10,900
 Public four-year: \$9,300
 For-profit: \$7,500
 Public two-year: \$5,700

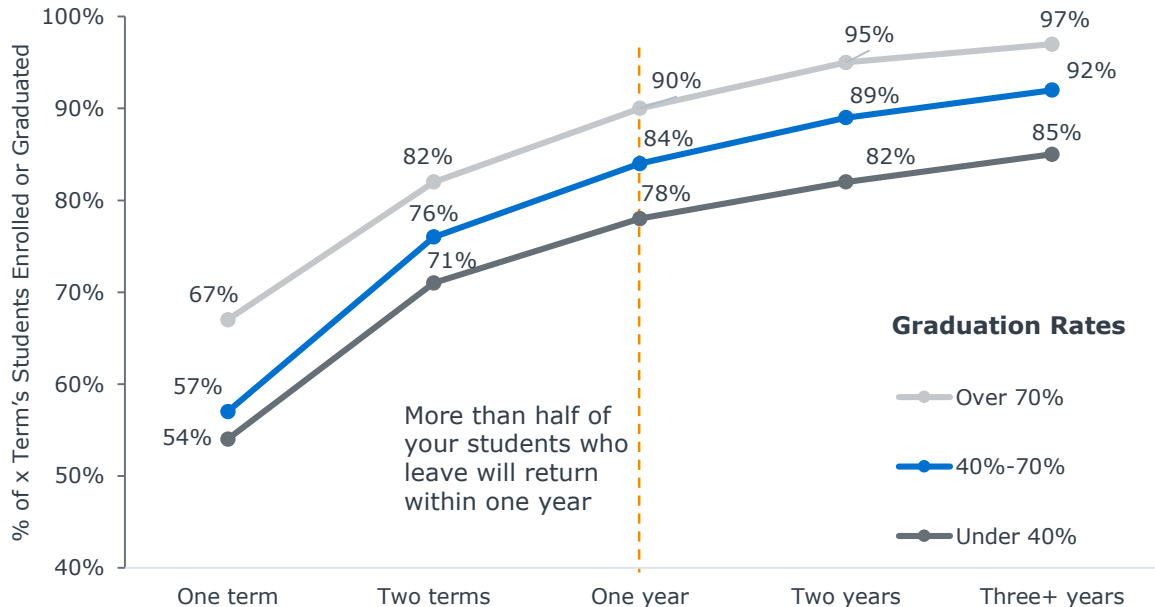


How Many Of Your Students Are Accounted For?

Student Stopouts Are Most Likely to Return Within a Year of Departure

Percent of Any Given Term's Enrolled Students Who Continue

Enrollment or graduation tracked across three years



Odds a Student Will Have Reenrolled by

1) students who graduated at the end of the term or ever re-enrolled in a future term

2) n 151: 24 <40% GR, 93 40-70% GR, 34 >70% GR

Source: EAB interviews and analysis

Definition of Student Stopout

For Today's Presentation....



**Disenrolled
for 1+ year**



**Has not already
enrolled elsewhere**



**In good standing
(academic holds,
conduct, etc.)**



How Would You Know?

Program: Student Tracker

Tracks students' enrollment in all types of post-secondary education.

Cost: \$0-\$.10 per student



**National Student
Clearinghouse®**

Not All Student Stopouts Are The Same



New Student



Final Year



Probable Fail Point: finances
academic rigor, adjustment issues



Probable Fail Point: life event,
emergency, or draw to employment



Financial Impact: relatively
low debt amount; little change
in employment



Financial Impact: high debt,
struggles to find work related to
newfound skills



Reengagement strategy:
explain improved service and
majors with high ROI



Reengagement strategy:
Could be as simple as a phone
call explaining path to graduation



Advising approach: concierge
service to provide direction and
support before advisor hand-off



Advising approach: concierge
service to provide direction and
support through graduation

- 1** Finding Your Student Stopouts
 - 2** Incenting Your Former Students' Return
 - 3** Serving Reenrolled Stopouts
 - 4** Putting The Pieces Together
-

Internally Recruit Students Looking to Leave

Suggest Related Program to Students Before They Stop Out



Invite Students to New Program Before Stopping Out



Categorize each major based on student movement



Identify most common major transfer destinations of "donor majors"



Send recruitment letter from sister program in the month acceptance results released



5% Retention goal for recruitment letters

Letters Highlight New Program Acceptance

Program RE Letter (Structure)

- Congratulate student for "acceptance" into new program
- Explain why the student would be a good fit for the program
- Highlight different degree and certificate options
- Invite student to an open house to learn more about the new program
- Provide student with advisor contact information

Strategies For Finding Those Who Left



13



Advantages

- Engaging
- Can be saved



Hard-mailing

- Low-cost
- May include read-receipt



Social Media

- Low-cost
- Expected communication method from college



Email

- Personal contact
- Ability to provide detail



Cold-calling

- No additional staff resources
- Can discontinue if ineffective



External Vendor



Disadvantages

- Costly
- Addresses change

- Response rates are low
- Time-consuming to identify individuals

- Email addresses change
- May get lost in Spam

- People often don't answer their phones
- Many times phone numbers change

- Expensive
- Privacy concerns

What We Know Works

Opening Lines of Communication May Be the Key to Re-enrollment



Update Contact Info

During reenrollment efforts, get personal contact information



Invite to Return

Ask when they'd like outreach and normalize enrollment breaks



Test Communication

Believe that responsibility for their success is their own, not the institution's

Preparing a Plan for Graduation

Florida State University Begins Discussions With Graduation in Mind



FLORIDA STATE UNIVERSITY



Prepare for Outreach

Review advising report,
Navigate notes, transcript to
inform conversation



Discuss What Happened

Call can be a resource
discussion, simple or an in-
depth academic discussion



Plan Path to Graduation

Student may not be able to
physically return. Enroll in
their location or online

Initial Outreach Term	Total Outreach List	Active Engagement/ Enrollment	Degrees Awarded
Spring 2017	182	84	67
Fall 2017	143	48	87
Spring 2018	83	31	29
Summer 2018	336	171	266
Fall 2018	214	91	89
Spring 2019	225	83	90
Summer 2019	406	277	30
Fall 2019	237	96	17
	1826	881	675

“Everybody knows they can make a difference.
It’s a game of inches. Every student matters.”

Joe O’Shea
Assistant Provost, Student Success

- 1 Finding Your Student Stopouts
 - 2 **Incenting Your Former Students' Return**
 - 3 Serving Reenrolled Stopouts
 - 4 Putting The Pieces Together
-

The Usual Suspects Are to Blame

The Usual Suspects Are to Blame, but Which Affect Your Students



Parking issues



Lack of finances



Mental health



Athletes who go professional



Academic under preparedness



Caring for dependents



Working full-time



Internal sanctions



Transportation



Physical health








Incarceration

Reach Out and Reengage

Several Successful Models to Incent Students Who Left 2+ Years Ago

Targeted Reenrollment Campaign Components

College or University	Student Qualifications	Financial Incentive	Annual Institutional Costs	ROI
 Wayne State University	 <ul style="list-style-type: none"> GPA of 2.0 or better Completed FAFSA 	 <i>Up to \$1,500 in across three terms</i>	 \$0K Annual budget allocation	 \$500K+ net revenue earned in one year after debt buyout
Pueblo Community College	<ul style="list-style-type: none"> 30+ credits Owe college <\$1,000 	<i>One-time debt forgiveness up to \$1,000</i>	\$79K Spent in student debt repayments	\$300K+ net revenue earned in 2018-19 after debt repayments
Bossier Parish Community College	<ul style="list-style-type: none"> Within 20 credits of graduation Reenroll full-time 	<i>Tuition waiver for one free course</i>	\$30K Annual costs of reenrollment campaign	\$500K+ Net revenue after waivers and outreach

Tackling Transportation

Offering Free Transportation Through Community Partnership

Collaboration Removes Obstacles

► Challenge

Transportation barriers caused stopouts across a large rural service area

1

Collaborate

Administrators partnered with bus service to create a pass paid as an enrollment fee

2

Negotiate

Proposal failed to earn majority support from student government, a necessary step

3

Communicate

Supporters saw the close margin an opportunity to educate and inform students and conducted a campaign

► Outcome

Proposal passed with **62% in favor** of the new enrollment fee

Student fee of **\$9.95 paid by all students** for unlimited bus access



Low-Cost, Simple Changes Have Outsized Effect

Basics Incentives Every College Needs

Low-Cost Incentives



No (re)application fee

Eliminate financial barriers and create time-sensitive action



Simplified (re)application

Streamline application and processing to eliminate barriers



Priority registration

Demonstrate commitment to graduate returning students



Free Parking

Incent off-peak enrollment which is when most returning students enroll



Graduation Plan

Reveal course path to graduation in original or new major



Returning Stopouts Need a Graduation Plan That:

- Is personalized
- Shows fastest path to graduation
- Includes potential sources of credit for prior learning
- Highlights stepping stone or industry-recognized credentials
- Has been vetted through faculty for any substitutions/waivers
- Includes course availability

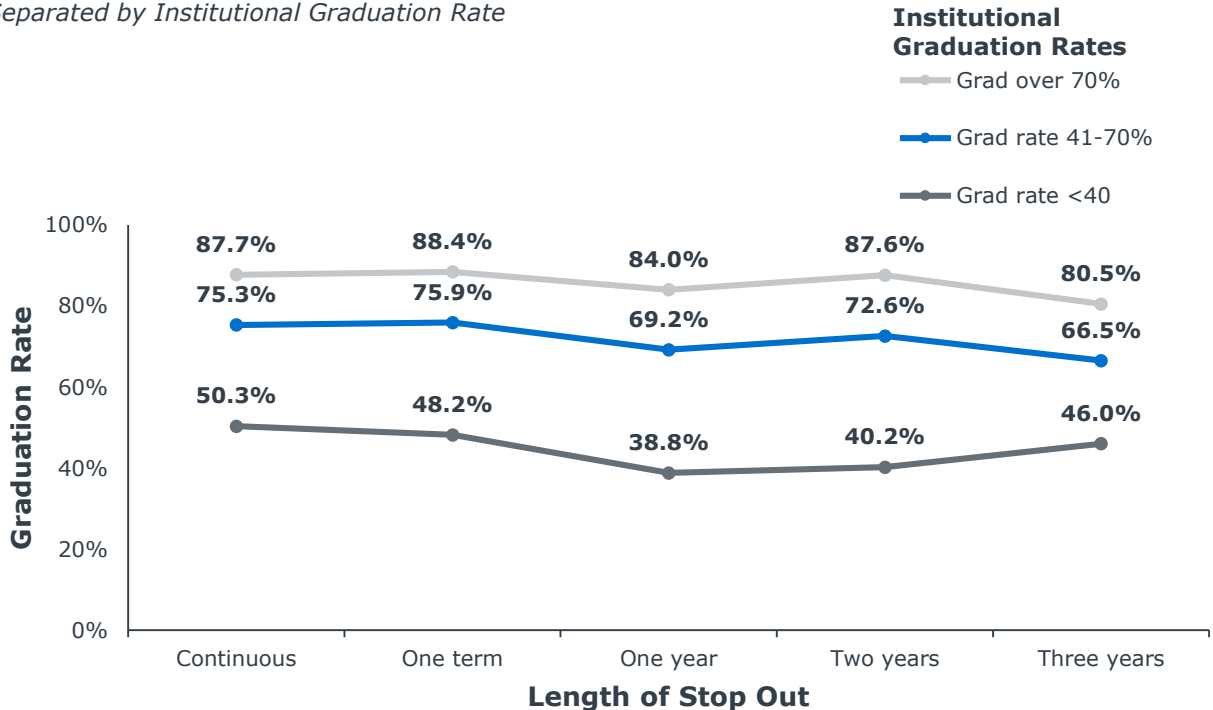
- 1 Finding Your Student Stopouts
 - 2 Incenting Your Former Students' Return
 - 3 **Serving Reenrolled Stopouts**
 - 4 Putting The Pieces Together
-

Stopouts Are More Likely to Graduate Than Not

Surprisingly High Graduation Rates for Stopouts

Probability of Graduation Based on Lapse in Enrollment

Separated by Institutional Graduation Rate



York Technical College's Return to Earn Program

Filling Critical Workforce Needs And Graduating Stopouts



One year of funding to finish existing or new program



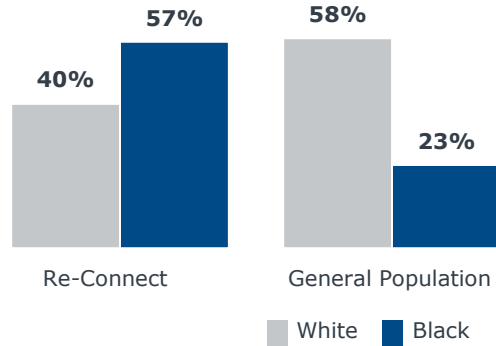
50+ Credit and continuing education programs



250 Students enrolled via Re-connect in Fall 2019

Student Demographics, Fall 2019

Re-Connect Versus General Student Population



How does Navigate help?

Tag Students

Academic
Planner

Targeted
Communication

Coordinated Care

Incentivize Reenrollee Success

Revised Transcript Offers a One-Time Refresh Opportunity

Sample Fresh Start Transcript



Student: J. Smith	Course	Grade	
	MAT 1470	D	D/F/W grades are not calculated into GPA
	PSY 2205	B+	All courses remain on the transcript
	ENG 1101	C+	Transferability of credits is unchanged
	HIS 2218	F	
	Recalculated GPA*	2.80	Recalculated GPA includes grades above D

* The Fresh Start Policy has been applied for academic work taken at Sinclair prior to Fall 2014

“In my cumulative GPA I had two semesters from back in 1995. I would have had to pay to retake these courses that wouldn't apply to my program and I can't afford that.

Community College Student

Student Qualifications:



Stopped out for 3+ years



Reenrolled in a degree program

A+

Completed at least 6 credits upon reenrollment



Met with an advisor to discuss the details like effects on SAP and fin aid

Returning Students Likely to Enroll Online

Online Offerings and Resources are Critical for Stopout Support



Student Life

- Cocurricular activities
 - Common reader
 - Blogs
 - Meet-ups in the area
 - Virtual student union
 - Live-streaming college speakers

Instruction

- Curricular Offerings
 - Most programs are available
 - Various term lengths
 - Consistent course shells with ID support
 - Training and support for faculty
 - LMS technical support

Advising

Virtual Guidance

- Academic advising
- Career counselors
- Counselors for students with disabilities
- Transfer advising
- Veteran services

Support

Campus Services Online

- Tutoring
- Library services
- Test proctors
- Student success coaches
- Financial aid



- 1 Finding Your Student Stopouts
 - 2 Incenting Your Former Students' Return
 - 3 Serving Reenrolled Stopouts
 - 4 **Putting The Pieces Together**
-

University of Kentucky Project Graduate



Institution Profile

- Lexington, KY
- 23,700 Students
- 65% Six-year graduation rate
- Project Graduate Launched 2015
- 13,000 former students qualify
- .5 FTE staff working Project Graduate

Outreach



- FastPeopleSearch.com provides them postal addresses for free
- Promotes the Bachelor of Liberal Studies (BLS)
- Details time to degree in a personal call with expert advisor



Returning Student Support

- Concierge service provided by Associate Registrar with handoff to advisor
- Online course offerings

Outcomes



- **178 students** unaware they had ALREADY met the degree requirements for BLS (92 found)
- **353 degrees** awarded to date

Pueblo Community College's Return to Earn

Returning Stopout Lifecycle in Return to Earn

Outreach

Program Director contacts stopped out near graduates

Advising

Student goes to advising center for guidance

Ongoing Support

Program offers continued support through graduation

Readmission

Program serves as one-stop shop (i.e. fin aid, enrollment, holds, etc.)

One Time Scholarship

Program participants receive grant **after** successful completion



Institution Profile

- Pueblo, CO
- 6,200 Students
- 19.4% Six-year graduation rate
- Return to Earn Launched 2016
- 1 FTE staff working Return to Earn

320

Reenrolled Stopouts

4 yrs

Ave stop out length

34

Ave age of participants

207

Graduates to date

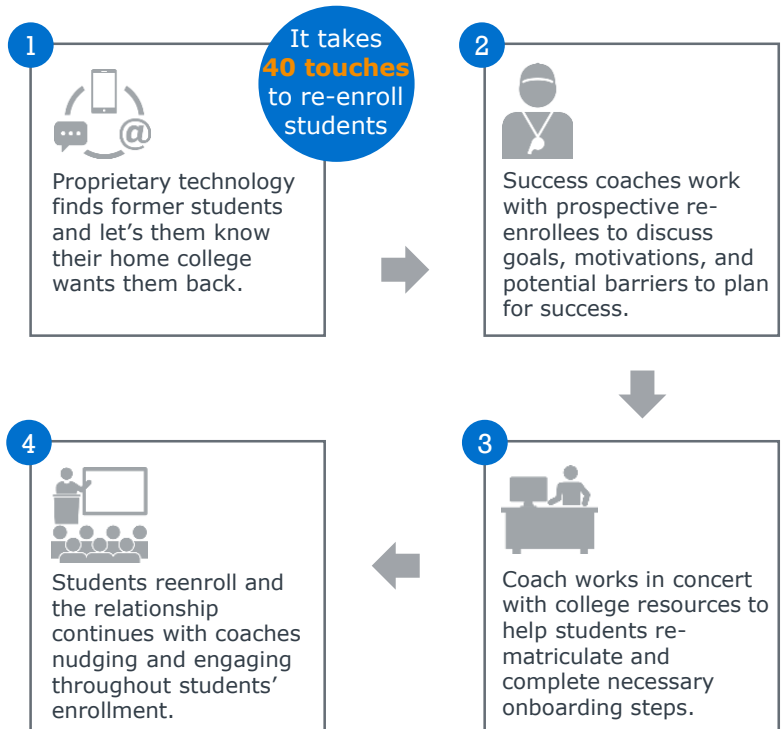
Does It Make Sense to Outsource?

ReUp Recruits and Serves Stopouts Using Predictive Analytics and Coaching



- ▶ Launched in 2015
10,000 students reenrolled
1,000 graduates
\$35 million in tuition recouped
40+ community college and university partners

- ▶ Services are paid as a proportion of returning students' tuition.



Adapting Our Institutions To Our Students

“We have to look at the systems we put in place to support a changing demographic of students....

We may not have considered these students college ready, but **how do we adapt our institution to make them college successful?”**

*-Dawn Medley
Associate Vice-President of
Enrollment Management*

Wayne State University



Washington DC | Richmond | Birmingham | Minneapolis

202-747-1000 | eab.com