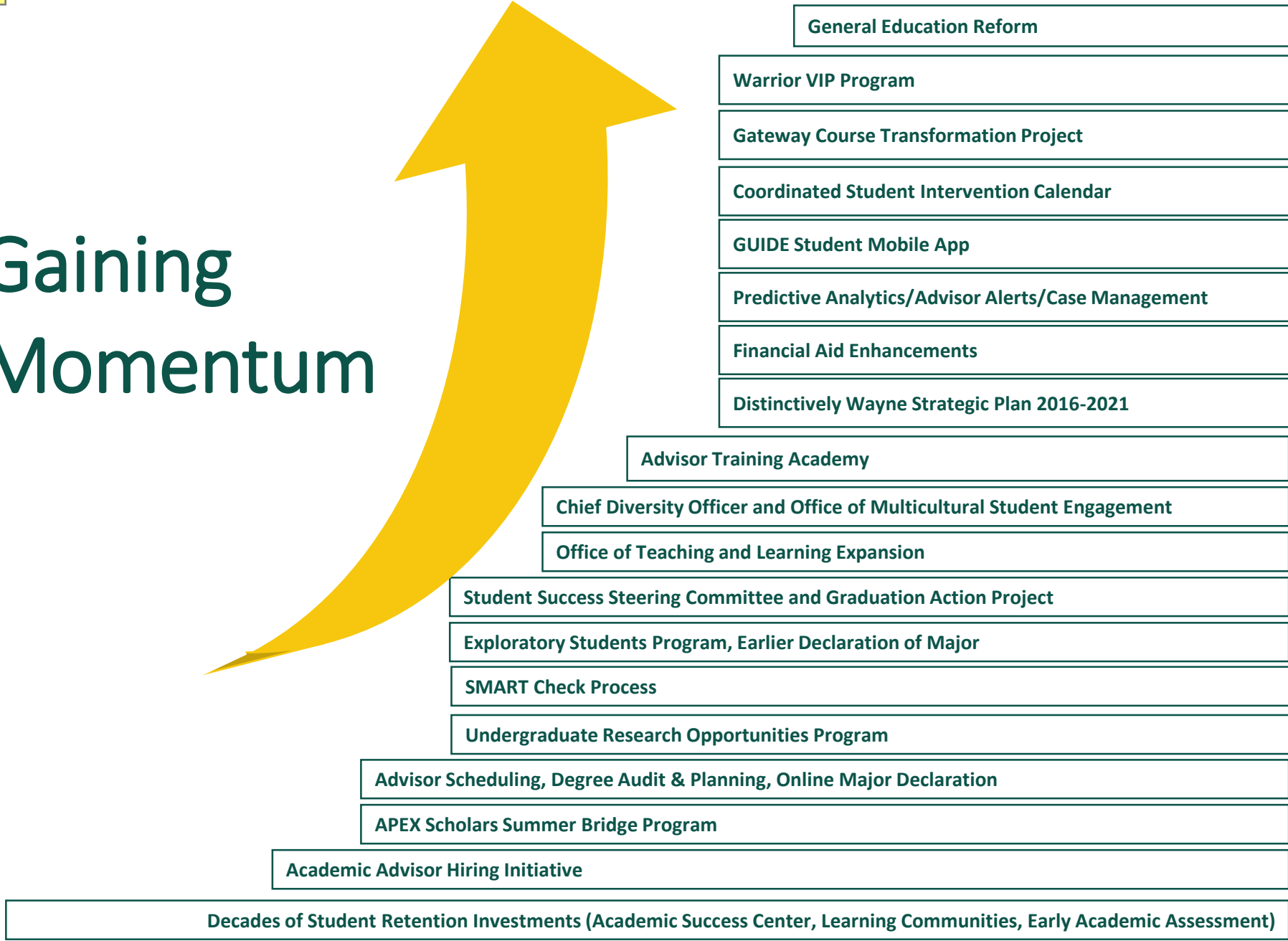
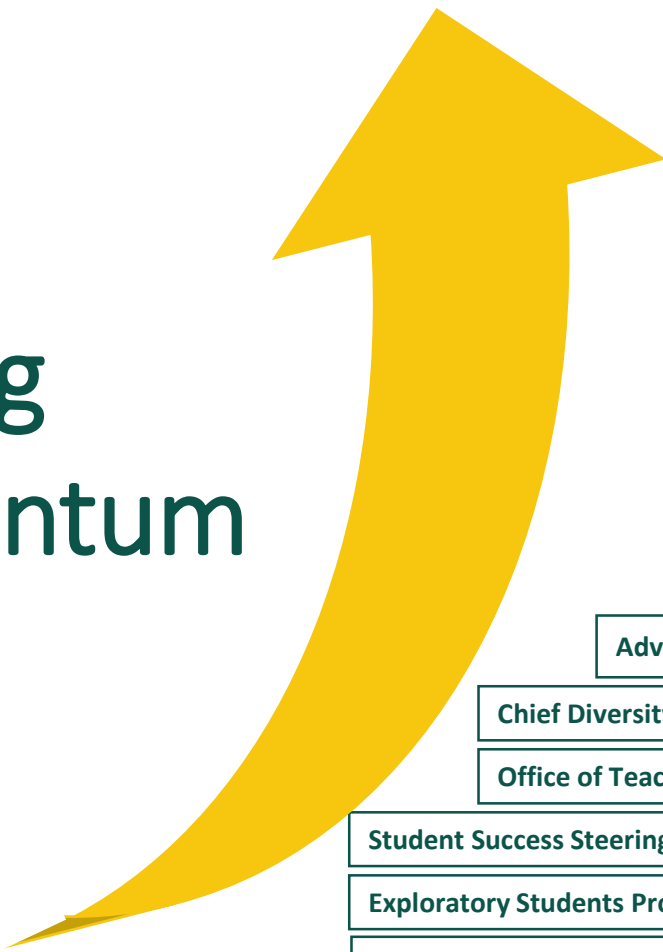


# Retaining and Graduating Students: the Business of Student Success

Monica Brockmeyer  
Associate Provost for Student Success



# Gaining Momentum



2011

2017

2021



Sunday Review

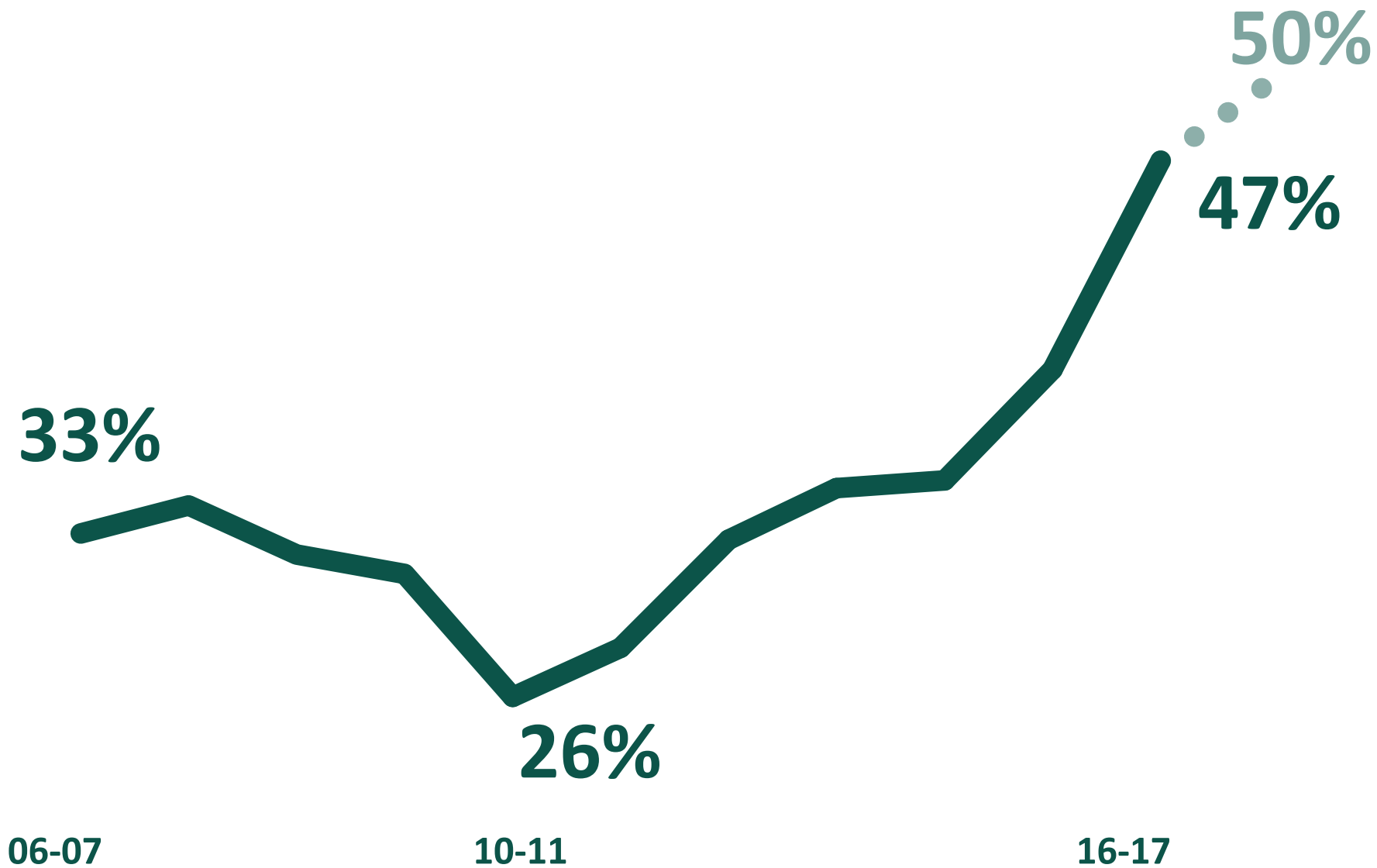
# When Your College Has Your Back



But there has been a turnaround at Wayne State in the past three years. In 2017, 47 percent of the students graduated within six years, making the university one of the nation's fastest improvers. :

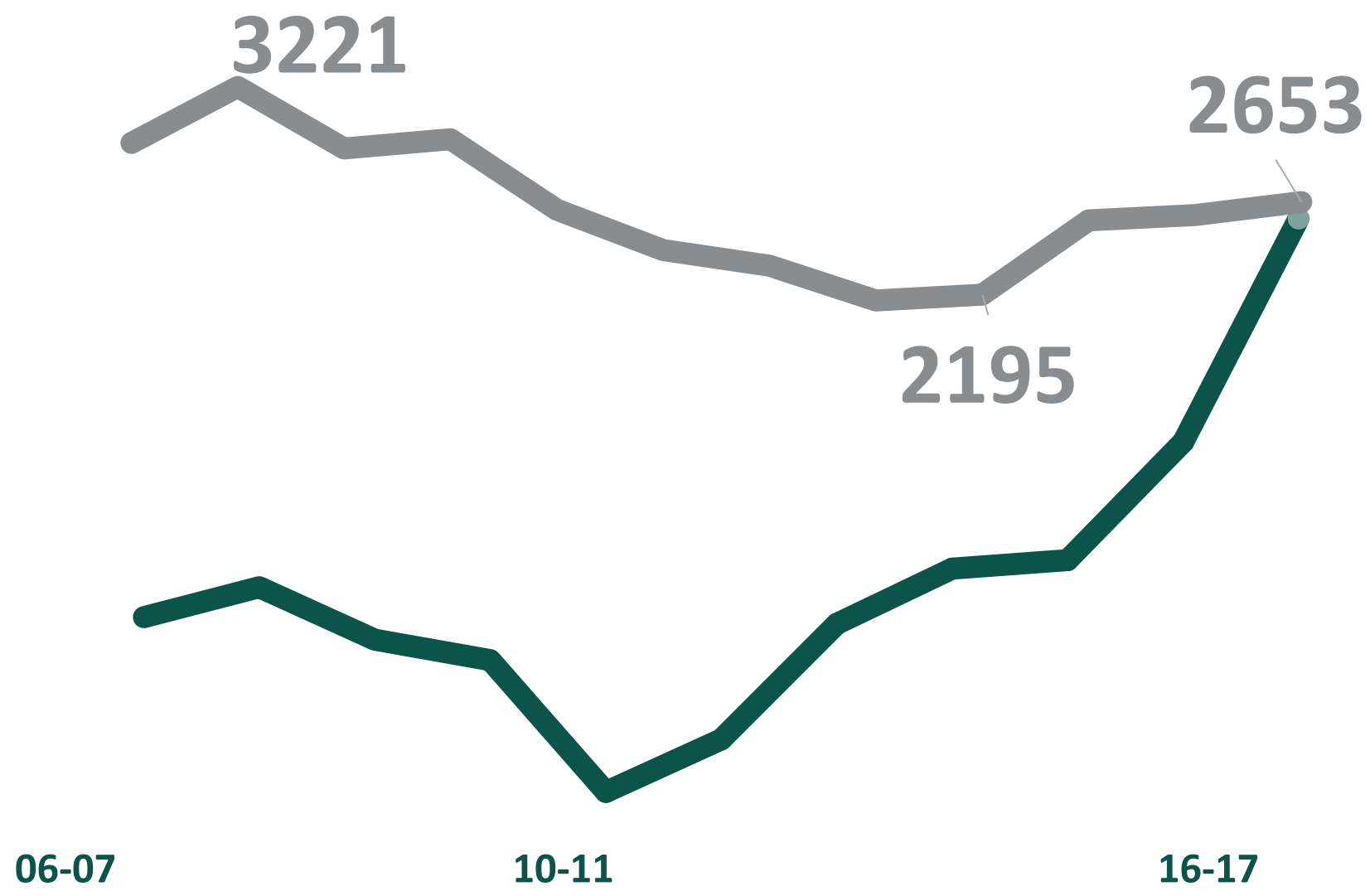


# WSU Graduation Rates



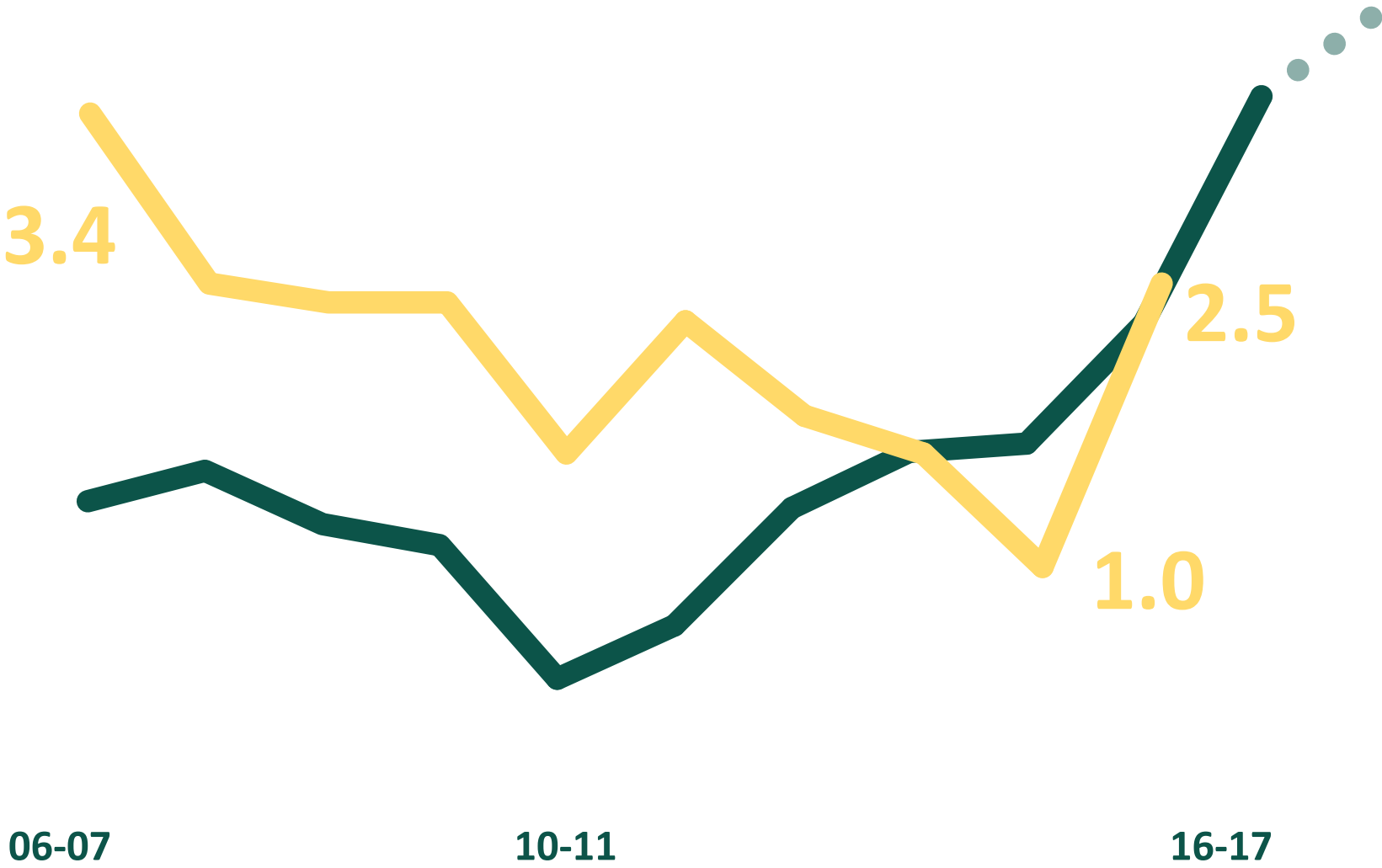


# WSU New UG Students





# WSU Financial Health (CFI)



We will create and advance knowledge,  
prepare a diverse student body to  
thrive, and positively impact local  
~~and global communities.~~

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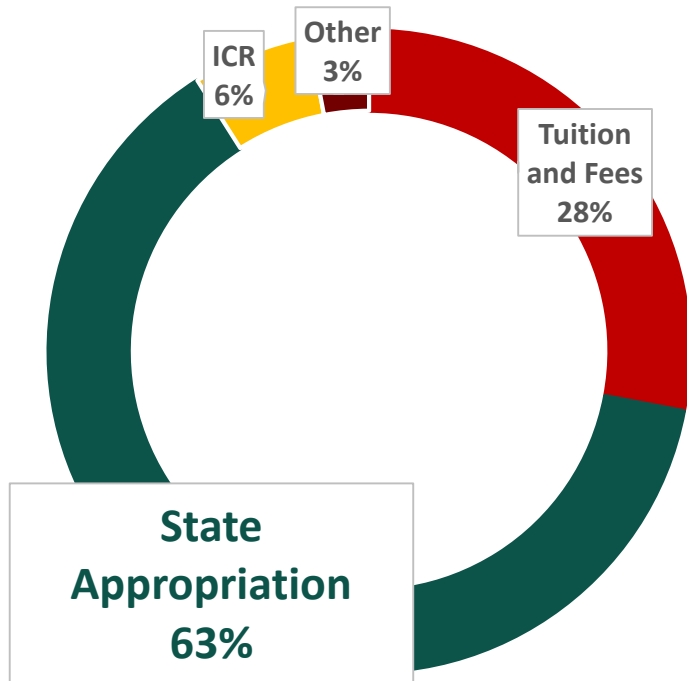
**Student Success is central  
to our mission  
but it's good for our  
financial health as well.**

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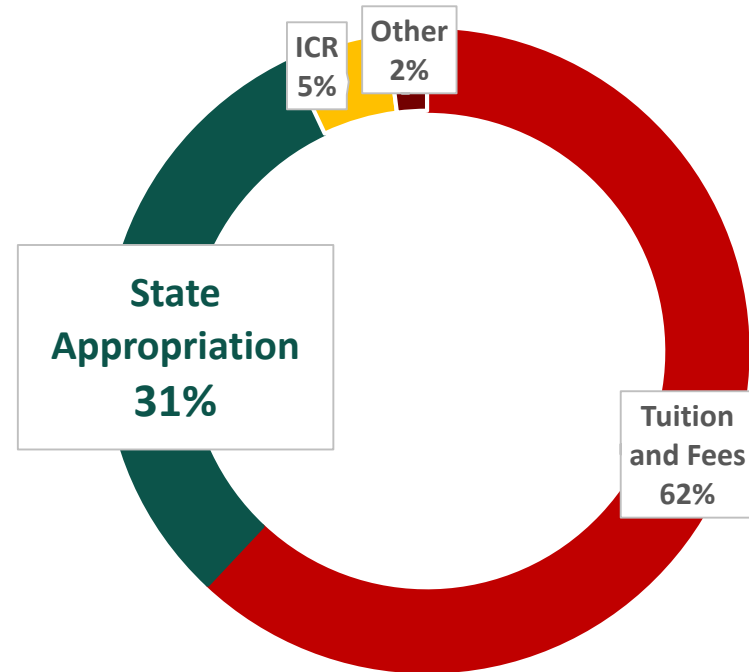


# Tuition Dependence

FY 2002



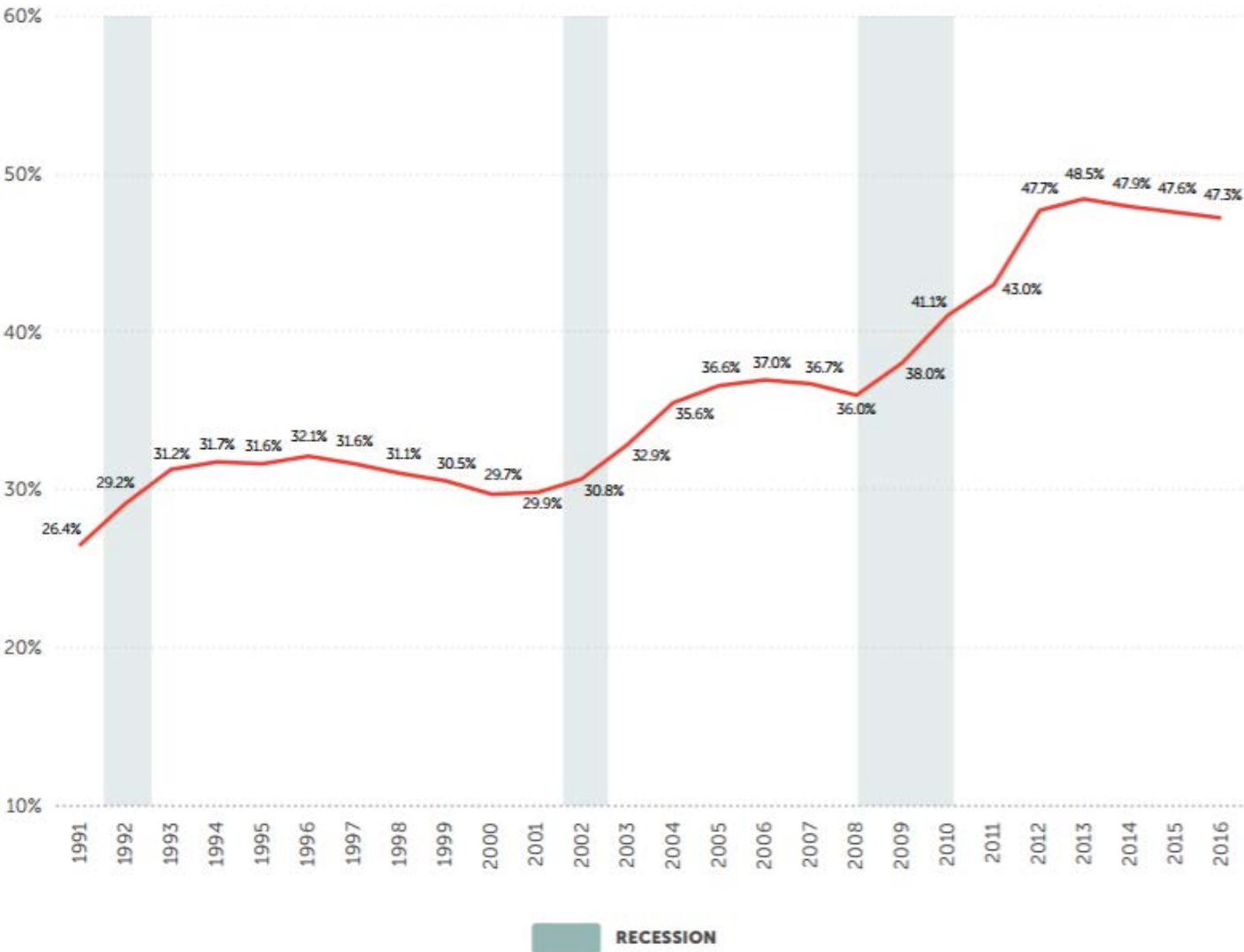
FY 2018



[https://budget.wayne.edu/budget\\_book/fy\\_2018\\_current\\_funds\\_budget\\_book.pdf](https://budget.wayne.edu/budget_book/fy_2018_current_funds_budget_book.pdf)



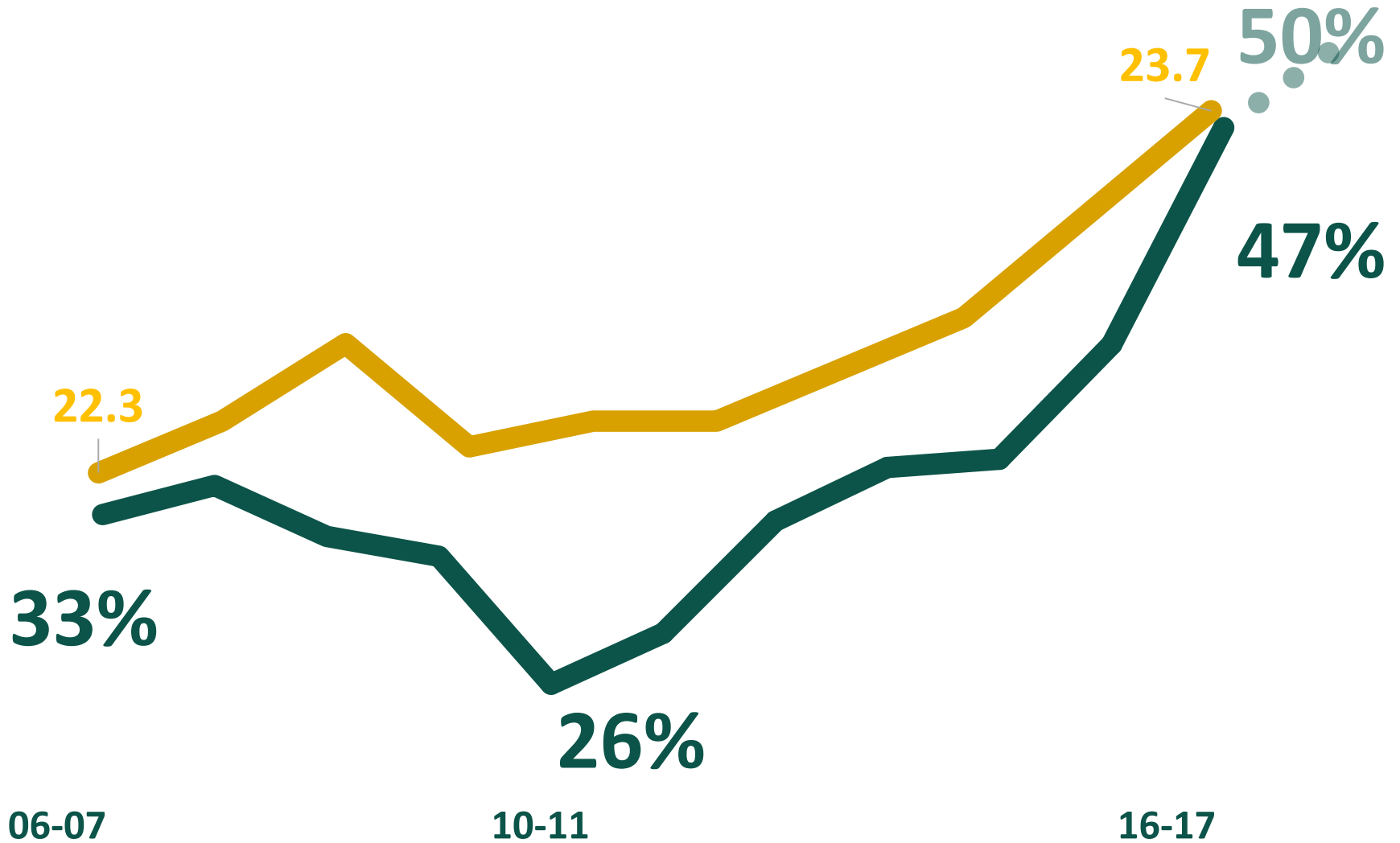
# A national phenomenon



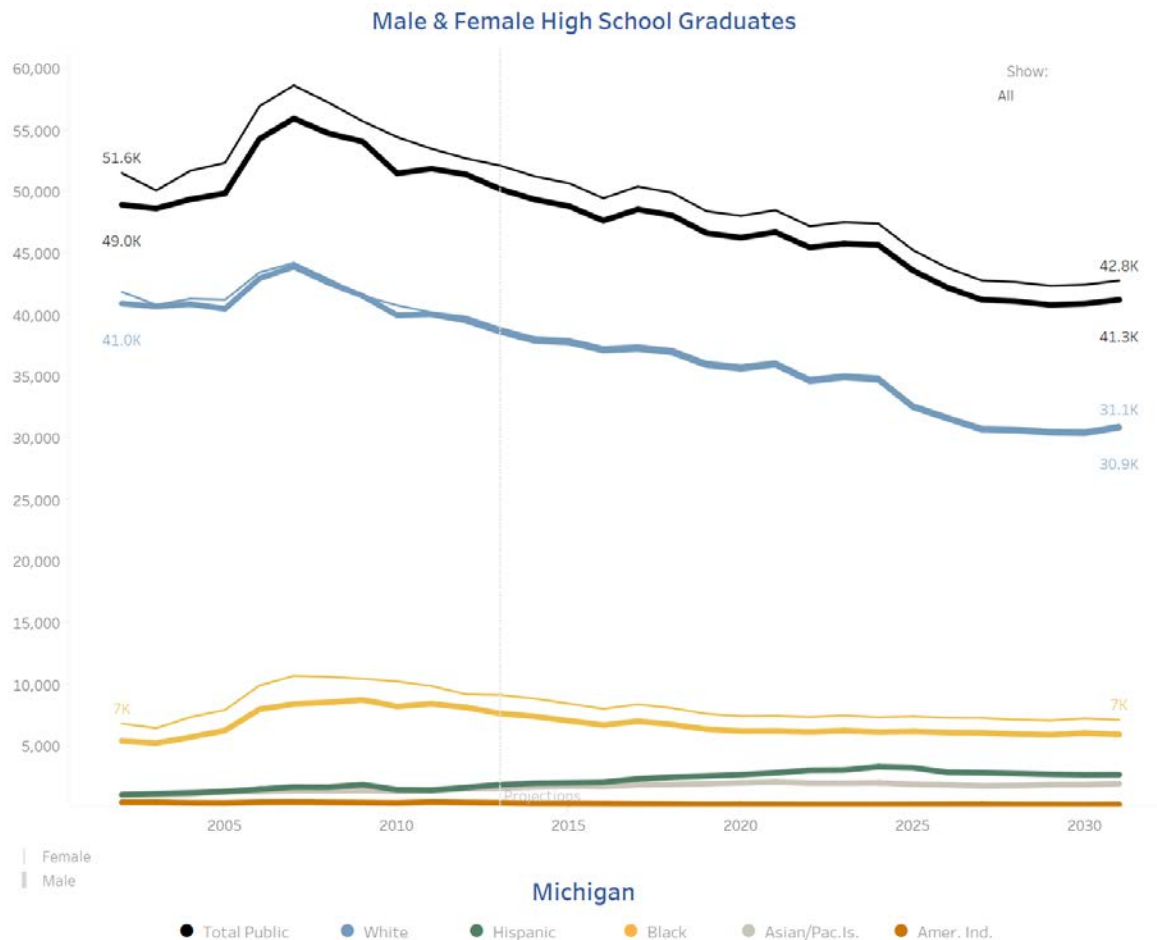


# WSU UG Credit Load

(Fall & Winter, Average # credits per registered UG student)



# Recruiting Michigan Students isn't enough on its own...



Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 9th edition, 2016, and subsequent releases at <https://www.knock>.

- The number of HS graduates in MI is declining.
- 98% of our UG students come from within 100 miles.
- As we expand our recruitment range, recruiting will grow more expensive.
- Retaining students will be even more important.

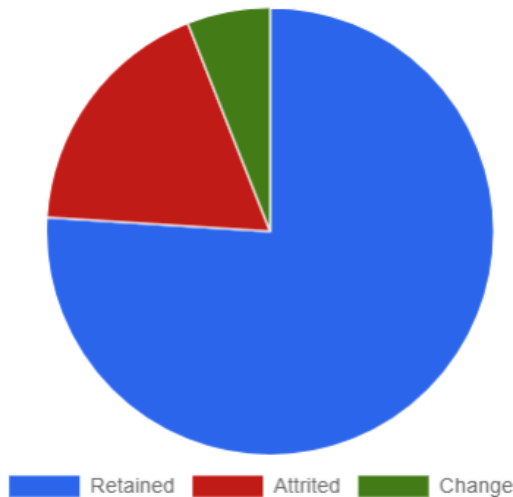
<https://knocking.wiche.edu/male-female-hsgs/>

# Michigan's Performance-Based Funding Model

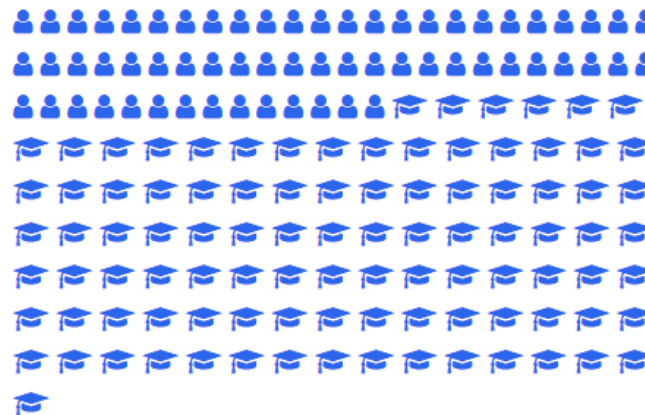
- Michigan has had “performance based funding” since FY2013.
- This means our share of whatever increase is approved by the legislature is allocated according to the following metrics:
  - **Undergraduate degree completions in critical skills areas (STEM).**
  - Research & development expenditures
  - **Six-year graduation rate**
  - **Total degree completions**
  - Institutional support expenditures as a percentage of core expenditures.
  - Percentage of students receiving Pell grants.

# Every student we retain generates revenue for several years...

Retention Efforts ⓘ



Additional Students Retained ⓘ



Additional Students Retained with Changes ⓘ

159

Change in Tuition Revenue ⓘ

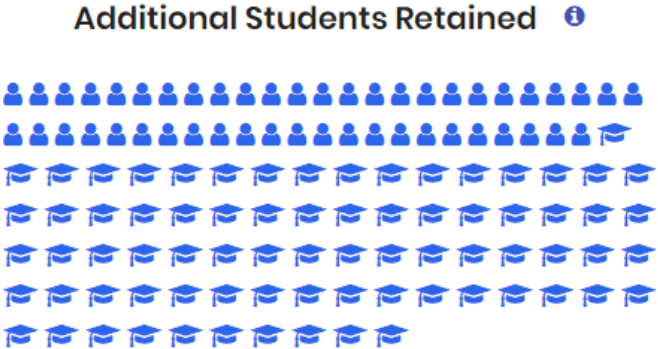
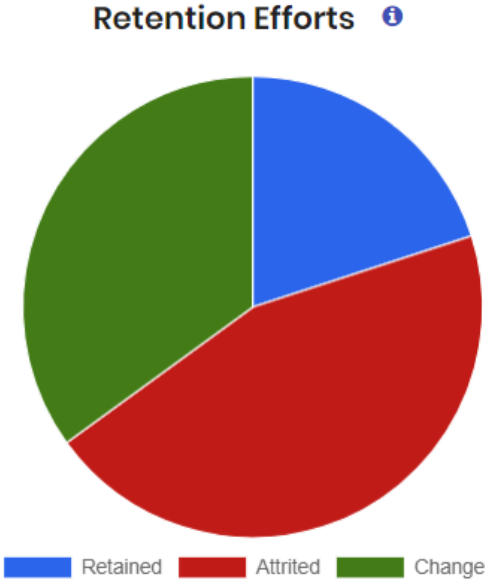
\$2,414,812

**WSU's 1<sup>st</sup> ton 2<sup>nd</sup> year increase from 76% (2011) to 82% (2016) retention rate generates at least<sup>1,2</sup> \$2.4M in revenue with each incoming class.**

1. This is a very conservative model.

2. Transfer students are not considered. Increased retention of transfer students probably adds another \$1.5M.

# Closing our educational disparities would generate even more revenue...



**Additional revenue generated if Black students were retained and graduated at the same rate as White students.**

Additional Students Retained with Changes ⓘ

123

Change in Tuition Revenue ⓘ

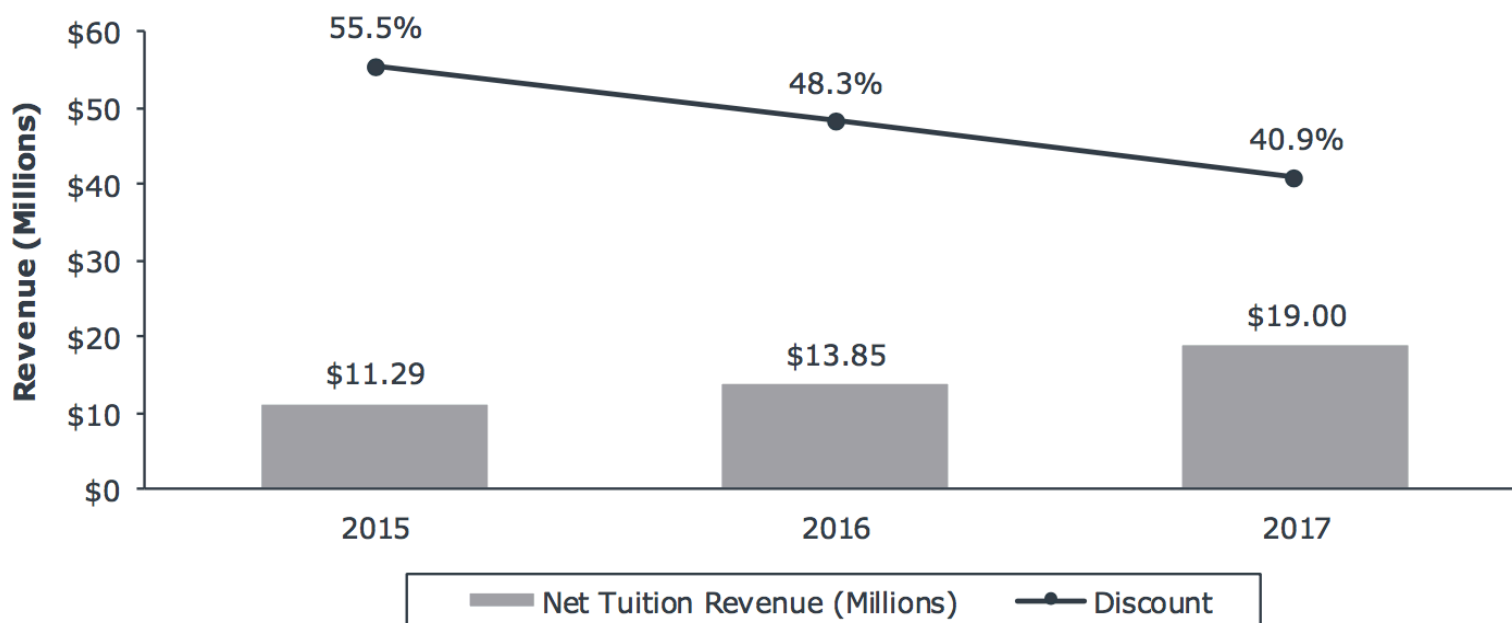
\$3,100,781.25



# A smart financial aid strategy helps students AND increases revenue

- What we did:
  - Wayne Promise Award spreads our institutional aid to meet the needs of more students.
  - Wayne Access Award covered any gap between scholarships, grants, and cost of tuition/fees with no out of pocket costs for ~900 incoming FTIACs (out of 2653) with low family income.
- Results:
  - More students got financial aid or scholarships.
  - Fewer students needed loans just to cover tuition.
  - Fewer students had unmet need gaps.

# An Equitable Financial Aid Strategy is paying off ...



<i>Freshmen Enrollment:</i>	2,303	2,407	2,572
<i>Avg Net Tuition Rev Per Student:</i>	\$4,904	\$5,754	\$7,386

# Reputational benefits

- As our graduation rates and retention rates climb, it becomes easier and easier to recruit

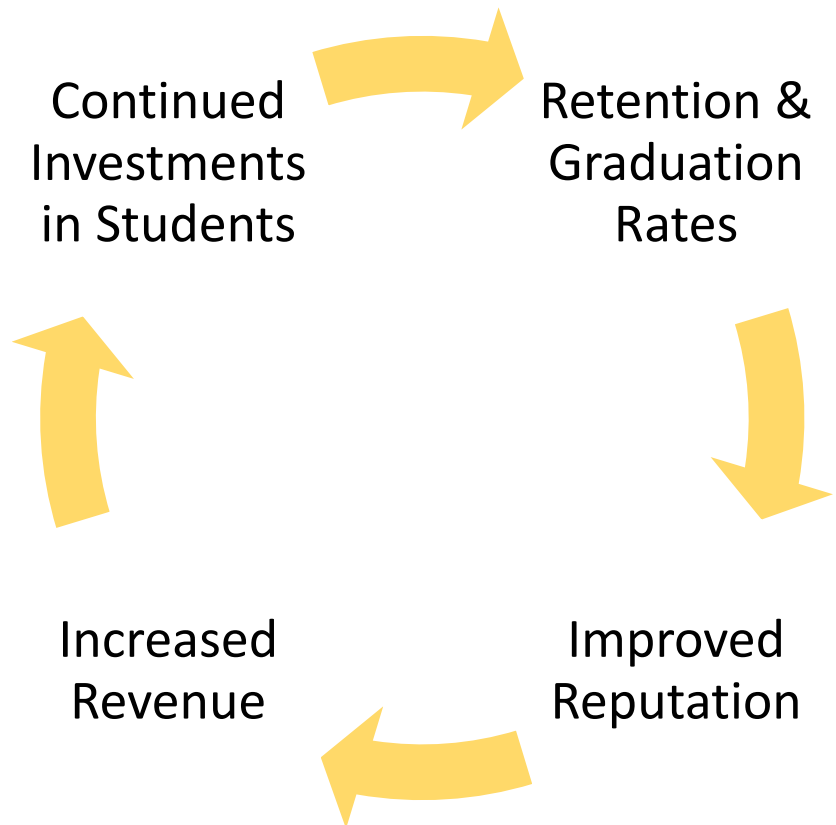
## US News and World Reports

- WSU is ranked for the first time ever.
- Graduation rate and retention rate changes were a major contributor.

🏆 #223 (tie) in [National Universities](#)

🏆 #228 (tie) in [High School Counselor Rankings](#)

🏆 #129 (tie) in [Top Public Schools](#)



# Return on Investment

- Graduation Rate: UP 21 percentage points in six years
- Entering UG class: UP 458 students in three years  
UP 1.5 in one year
- Composite Financial Index: UP 6,720 in two years
- Fall/Winter UG credit hours: UP 1.4 in six years
- Credit hours per student per year UP 6 percentage points in 5 years  
resulting in \$2.4 million in revenue per entering class
- UG 1<sup>st</sup> to 2<sup>nd</sup> year retention Rising steadily
- Performance based funding metrics DOWN 14 percentage points in two years  
resulting in +\$2482 per entering student
- Net tuition revenue for entering class #233 – UP from unranked
- US News and World Reports Have the potential to yield +\$3.1 million with each entering class if closed.
- Educational disparities

# Return on Investment

Graduation Rate:	UP 21 percentage points in six years
Entering UG class:	UP 458 students in three years
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Performance based funding metrics:	Rising steadily
Net tuition revenue for entering class:	DOWN 14 percentage points in two years resulting in +\$2482 per entering student
US News and World Reports:	#233 – UP from unranked
Educational disparities:	Remain, but have the potential to yield +\$3.1 million with each entering class if closed.

# Our investment is paying off...



... not only for our students, but financially and as a national model for excellence.