



BOARD OF GOVERNORS

Student Affairs Committee

May 4, 2018

Minutes

The meeting was called to order at 12:07 p.m. by Governor Trent in Room BC at the McGregor Memorial Conference Center. Secretary Miller called the roll. A quorum was present.

Committee Members Present: Governors Busuito, Gaffney, Nicholson, O'Brien and Trent; Naida Simon, Faculty Representative, and Rachel Pawlowski participated as the substitute Faculty Alternate Representative; Stuart Baum, Student Representative and Anthony Eid, Student Representative

Committee Members Absent: Victoria Dallas, Faculty Alternate Representative and Kristina Curtiss, Student Alternate Representative

Also Present: Governors Dunaskiss, Kelly, and Thompson; and President Wilson; Provost Whitfield; Vice Presidents Burns, Decatur, Hefner, Lanier, Lessem, Lindsey, Staebler, and Wright; and Secretary Miller

APPROVAL OF MINUTES, FEBRUARY 2, 2018

ACTION: Upon motion made by Ms. Simon and supported by Governor O'Brien, the Minutes of the February 2, 2018 meeting of the Student Affairs Committee were approved. The motion carried.

RETAINING AND GRADUATING STUDENTS: THE BUSINESS OF STUDENT SUCCESS

Governor Trent called on Provost Whitfield for the introduction to the Student Success report. Provost Whitfield talked about the University's continued commitment to student success and strategic growth in terms of graduation rates. A number of investments have taken place as the University has intensified its focus and efforts on the success of its students and those outcomes have attracted national attention. He lauded the efforts of Associate Provost Monica Brockmeyer, and introduced her for the presentation.

Ms. Brockmeyer highlighted changes in culture, gains in numbers and programs and long term investment including in advising, technology support for advising, multicultural student engagement, teaching and learning, process improvements and financial aid enhancements that have occurred over the past 7 years. Ms. Brockmeyer described the

support of the Board and campus as the foundation for the achievements that the University has been able to make during this period, which were highlighted in a New York Times article about improvement in graduation rates.

Ms. Brockmeyer noted that graduation rates were up from 2006-2011 and student success together with enrollment management were the economic engine of the University. Student success impacts revenue and financial health for universities. Ms. Brockmeyer highlighted some trends, and showed that nationally, the percentage of general fund revenues from state funding for public higher education went up between 1991 and 2016. Michigan Universities are more dependent on tuition than some other states.

Since 2006 the average number of credits not including spring/summer, has gone from 22.3% to 23.7%, a big step toward students graduating in a timely manner. To enable students to graduate in 4 years, that number should be much closer to 30%, and student success is supporting that move forward. This is good for students, because they are able to get done in a shorter period of time, and also brings an increase in revenue. In the last two years, there was a two million dollar increase in revenue. Ms. Brockmeyer noted that the University has relied on the recruitment of Michigan students and returning students, and advised that with the declining population of college age students in the state of Michigan some new strategies will be needed.

The increase in student success and graduation rates were credited with corresponding progress on Michigan's performance based funding model. Three of six areas in the model directly relate to progress in student success. Undergraduate degree completion, the critical skills area, six year graduation rate, and total degree completion values were calculated on a three year rolling over the past two years. Gains for this year in graduation rate have not yet been realized. The expectation is that there will be a continued increase in the amount of money from performance based funding.

Ms. Brockmeyer went on to discuss the value of retention rate increases. There was an increase from 76% retention in 2011 to 82% in 2016. The increase from 76% to 82% retention for incoming FTIAC's yielded \$2.4 million in additional revenue for that and subsequent classes, not including transfer students. Improvements made in transfer students showed them persisting as well, with each percentage point gained paying off for many years in the future. There were educational disparities between black and white students that represented an opportunity lost. If graduation rates for black students and white students were equalized, an additional \$3 million dollars could be realized for each class through their time at the University. Investments in this area would continue to have benefits for the University's students, reputation, mission, and financial health. The shift in financial aid strategy started in 2016 spread institutional aid out more equitably across a broader range of students. The shift enabled more students to get money through the Wayne Promise award and the Wayne Access award. Along with fewer students needing loans and having unmet need gaps, the change in strategy was critical to achieving future graduation rate gains. The financial gains also led to a lower discount rate.

Two years ago, the University's net tuition revenue for each undergraduate student was \$4,900. Currently, it is \$7,300. There is more revenue per student, and the university is able to better support students. The university has also received improved reputational benefits, and improved its rank in the U.S. News and World Reports College Survey, with graduation rates and retention rates a major factor. The 7% gain achieved this year will set the path for upward momentum in the subsequent years. Investments in students have yielded greater retention and graduation rates and improved reputation, making recruiting easier and leading to increased revenue.

The return on investment, which was made possible by the commitment of the Board to these initiatives over the last 7 years, has shown the graduation rate up 21%. The entering undergraduate class is up 458 students in three years, the composite financial index is up 1.5 and fall to winter credit hours are up 6720 in 2 years. Credit hours per student were up 1.4, retention in first to second year is up 6%, and performance based funding is rising readily. Ms. Brockmeyer thanked the Board for their support in helping Wayne State become a national model for excellence.

Governor Gaffney asked whether equitable financial strategy included or excluded increases. Ms. Brockmeyer noted that it included increases. The vast majority of the increase in net tuition was from the decrease in the discount rate and the increase in revenue from the increased in tuition cost. Governor Dunaskiss asked if there were any opportunities for capturing students wanting skilled trades training. Ms. Brockmeyer noted that it was essential that students with an interest in skilled trades attend college because skilled trades will be automated in the future. The University is recognizing this evolution through articulations and relationships with community colleges.

Governor Thompson asked about the dip in retention rates between 2016 and 2017, and whether there is a gap in coverage for students after their first year with the Wayne Access award. Ms. Brockmeyer noted that she would return with additional information on those figures on retention rate at a later date. Dawn Medley noted that the FTIAC's were over 1100. The Wayne Access awards program followed students throughout their time at the University and transfer scholarship opportunities were also available. The University's finances were unable to support something similar for continuing students, but there have been competition grants with foundational support, as well as emergency funds available through Kresge.

Ms. Simon noted that Ms. Medley's office had been generous with completion grant money for students that have exhausted all of their financial aid and who are one to three courses from graduation.

Mr. Baum asked about the Guide App which is going to be expanded to be available to all students instead of just freshmen, and asked if there were students on the Student Success committee. Ms. Brockmeyer noted that content for the App is up and can be downloaded now. Full-scale marketing on the App will be launched with the incoming freshmen class during the summer. Ms. Brockmeyer also noted that she would be happy to work with the Student Senate to add student representation.

Governor Nicholson, Mr. Baum and Governor Trent praised Ms. Brockmeyer's office for their success.

Governor Trent asked whether students were taking spring and summer courses to stay on track and whether that had made a difference. Ms. Brockmeyer noted that through the work of the advisors and that of the student success steering committee, which drill down to identify students who need those spring/ summer classes to graduate, the graduation rates between the May numbers and August numbers are expected to increase 5-6%.

Mr. Baum asked about efforts to get students who left Wayne State to return. Ms. Medley noted that she will be discussing that effort at a later time.

ADJOURNMENT

There being no further business, the committee adjourned at 12:39 p.m.

Respectfully submitted,



Julie H. Miller
Secretary to the Board of Governors

DRAFT