



# Peter Karmel Travel Award Report

# Background

- Director, Student Services and Administration, Unitec Institute of Technology, Auckland New Zealand
- Peter Karmel Travel Award Recipient for 2011 – travelled to the US
- Why I applied

# Project Overview

- **Title** : Constituent Management from first enquiry to alumni – a comparative study of best practice across a range of American universities and institutions.
- University selection process – location, type
- Itinerary developed
- How it actually went

# Universities Visited:

- Nashville Tennessee State
- Washington DC University of the District of Columbia, George Washington
- New York Queens College, St Johns
- Providence Brown
- Boston Boston
- Chicago DePaul

# Universities by Category

## Public Universities:

- Tennessee State – predominately black student body, land grant institution.
- University of the District of Columbia – predominately black student body, land grant institution, green roof.
- Queens College – CUNY conglomerate (24 universities and colleges, 540,000 students.)

# Universities by category c'td

## Private Universities:

- Catholic – St Johns, DePaul
- Major PeopleSoft user – DePaul
- Second tier, residential – George Washington, Boston
- Ivy League, residential - Brown

# University student populations

Institution	Undergraduate	Postgraduate
Tennessee State	9,100	
UDC	6,000	
George Washington	9,500	10,000
Queens	16,559	4434
St Johns	15,700	5,300
Brown	6,000	2,000
Boston	16,000	17,000
De Paul	16,000	9,000

# Student Fees

- Cheapest – public universities Tennessee State \$3,302 p.a.
- Most expensive – George Washington \$63,000 p.a. (includes accommodation)
- Mid range – DePaul \$43,000
- International student fee = domestic fee



# Financial Aid for Fees

- Mix of government, state, university funded
- Open to domestic and international students
- Heaviest support in the Private Universities (DePaul University 80%, George Washington University 66%)
- High fees = high aid

# Effects of the Financial Crisis

- > financial aid provided by private universities (80% of DePaul students in receipt of financial aid)
- Brown University - \$56 million in deferred maintenance, staff redundancies
- Queens College – low fees (approximately \$5,000) and location (New York) = very attractive = 2015 enrolment targets met in 2009/2010

# Student Management Systems

- PeopleSoft – Queens College, DePaul
- Banner – Tennessee State, UDC, George Washington
- In-house Boston, Brown

# Student Recruitment Activities

List buying

Prospect engagement in final two years of high school

On and off campus contact

Focus public v private

# Targeted Recruitment Activities

- minority groups
  - Brown Sydney Frank Scholars
  - Boston Posse Programme
- Preparation for University study
  - Pre-entry Boot Camp Tennessee State

# Application Statistics

Institution	Applications Received	Offers issued	Freshmen places
Tennessee State	Rolling admissions		
UDC	Rolling admissions		
Queens College	Rolling admissions		
George Washington	22,000	7,000	2,300
St Johns	50,000	25,000	2,800
Brown	30,000	2,600	1,600
Boston	40,000	19,000	4,000
DePaul	18,000	11,000	2,400

# Admissions Practices

- Rolling admissions – public universities
- Offer Rounds – private universities
- Offer rounds – engagement activity
- Process centralisation – under/postgraduate

# Student Information/Services Delivery

- Student Central type centres disappeared
- Student Services functions grouped together
- Increasing sophistication of mobile phone apps



# Academic Advising Function

- What it is
- Who attends
- What happens when students opt out

# DePaul 4 P Approach to Retention

- Start with **P**rofile – gpa 2.5
- Support **P**rogress to completion
- Continually refine **P**rocesses to ease navigation through complex institution
- Actively encourage engagement in academic and extracurricular activities to fulfil **P**romise of DePaul education

# Other Retention Activities

- Standard emphasis target groups – first in family, first year of study, black African males, early alert for struggling students
- Early alert systems - missed assignments, low grades
- Personal Guides – George Washington
- Brown, Boston Universities (false positive reporting, Brown up to 6% on academic probation)

# ID Card Tracking as Retention Tool

- St Johns University
- Swipe ID cards to enter all buildings (unforeseen help for late night fire)
- Events redeemable points system
- Points adjustments to increase/decrease attendance

## ID Card Tracking c'td

- Freeze data at 5, 10, 15 weeks in to semester
- Developed at risk student profiles
- Engagement Team work with students who match profiles

# Student Life

- Wide range of student clubs and societies in all universities
- Overseen by student services staff - UDC staff responsible for financial management & daily operations
- Community residence programme – Boston University 46 floors

# 4 Year Graduation Rates

- Lowest to highest:

Tennessee State, Queens College, DePaul, UDC, St Johns, Boston, George Washington, Brown.

- Brown has 96% completion.
- Tennessee State funding is shifting from numbers in to numbers retained.

# Alumni and Giving

- Difference between
- Alumni generally very well established
- Wide range of activities on and off campus
- Alumni is the warm up, giving the hard sell!



# Giving

- The hard sell
- Two types – annual and endowment
- Queens College and Brown raise to cover operating cost shortfalls

# Brown Giving Snapshot

- Staffing 150
- 9 full time prospect development
- Administration costs 0.10 of every \$1.00 raised
- Raised 1.2 Billion in the last 7 year endowment fundraiser programme

# Key Findings

- That we can hold our heads high!
- Significant value in early identification of potential applicants and building relationships with them
- Student Centres providing generic student advice and support have been replaced by web and phone app based information

## Key Findings c'td

- An holistic approach to retention activities works best
- Academic advising is the way of the future
- “Paperless” universities do not =paperless offices!

# Recommendations

- Recognise the value of building relationships with students in their last years of high school
- Very grunty on-line information for prospective and current students frees frontline staff for more value add academic advising activity
- Mobile phone apps are the way of the future

## Recommendations c'td

- An integrated network of support activities works best in ensuring successful completion
- Do not overlook the valuable data the student ID swipe card activity can provide
- Treasure alumni
- If you claim to be paperless, walk the talk!

# Thank You

Thanks very much to Atem for giving me the opportunity to undertake this study - it was the chance of a lifetime.

Thank you for coming along.

Any questions?