Improving Student Success Through Data and Institutional Change

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Vice President for Student Engagement & Programs
The Challenge in Front of Us

Baccalaureate Degree Attainment by Age 24 by Family Income Quartile

PERCENT OF LOW INCOME STUDENTS IN U.S. PUBLIC SCHOOLS 2013
National Average: 51%

SOUTHERN EDUCATION FOUNDATION | SOUTHERNEDUCATION.ORG
Data Source: U.S. Department of Education, National Center for Education Statistics, Common Core of Data
34,000 Students on the Atlanta campus
53,000+ Students as of 2016 with Perimeter College consolidation
Graduation Rates by Race & Ethnicity

Where we were: 2003

- **WHITE**: 31.6%
- **AFRICAN AMERICAN**: 25.6%
- **HISPANIC**: 22%

Bar chart showing graduation rates for different racial and ethnic groups in 2003.
Changing Demographics: Race & Ethnicity

Minorities

<table>
<thead>
<tr>
<th>Year</th>
<th>50%</th>
<th>53%</th>
<th>54%</th>
<th>55%</th>
<th>56%</th>
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</tr>
</tbody>
</table>
Low-Income Students

Percent of Georgia State Undergraduates on PELL

20% 25% 30% 35% 40% 45% 50% 55% 60% 65%

Fall 2007  Fall 2008  Fall 2009  Fall 2010  Fall 2011  Fall 2012  Fall 2013  Fall 2014  Fall 2015  Fall 2016  Fall 2017

31% 32% 40% 48% 51% 56% 58% 59% 59% 59% 59%
SAT SCORES

-33 points
Appropriations Cuts

-$40 million
Are We the Problem?
19% Percent of Confirmed Freshmen Who Did Not Enroll Summer 2015
Summer Melt

Fall 2015

Confirmed GSU Freshman Who Never Attended Any College: 278

Non-white 76%
First Generation 45%
Low Income 71%
Avg. High School GPA 3.34
The Hidden Obstacles to Enrollment

- Federal Financial Aid Application
- Verification Request
- State of Georgia Immunization Proof
- Taking Placement Exams
- Registering for Classes
Personalized Interactions Before Enrollment

Help us get to know David...
- I work more than 20 hrs. per week
- I'm first in my family to attend college
- English is my second language
- I'm a parent
- I'm a veteran
- I have a disability

In high school, what was your...
- favorite class?
- hardest class?
- art
- english/writing
- history
- geography

What are you interested in?
- community service
- finance & business
- food & cooking
- music & arts
- professional development
- science & technology
- sports
Portal to Guide Students Through Next Steps

Which resources matter most to you?

- Select any of our student services that interest you, and we'll add appropriate information to your path.

A Few Recommendations:

- **Child Care**
  On campus and nearby child care options to help while you are in class.

- **Commuting Services**
  Learn the different ways you can get to and from campus.

- **First Generation to Attend College**
  Resources to help new students learn the ropes and lingo of college.

- **Student Technologies**
  Get help with all apps, gadgets, and sites that can enhance your campus experience.

All Student Services:

- **Tutoring & Academic Support**
  A great resource for help outside the classroom for your work inside the classroom.

- **Career Guidance**
  Helping you find the right career path and prepare you for the job market. It’s never too early to start!

- **Mentorships**
  Helping you connect with experience students who can help guide your way.

- **Housing Services**
  Resources to help you find a place to stay near campus.

- ** Clubs and Activities**
  Grow and have fun! Get involved in one of our many on-campus activities.

- **Disability Services**
  Providing support and equipment to qualified students with physical, mental, or educational needs.
A.I.-enhanced Chatbot: 24/7 Help

Which parent do I use on the FAFSA?
Jan 19 2017 6:38:13 PM

For info on which parent’s information to use on the FAFSA, reply with the option that best describes your parents’ marital status: Never Married Unmarried and both parents living together Married Remarried Divorced/Separated Widowed If none of these options are applicable, check out 1.usa.gov/1OgfTcg

Approved by AdmitHub AI

Divorced
Jan 19 2017 6:38:40 PM

If your parents are divorced, the custodial parent (or the one you lived with the most in the past 12 months) is usually responsible for filling out the FAFSA. Check out this website to learn more: 1.usa.gov/1OgfTcg

Approved by AdmitHub AI

OK and when is it due?
Jan 19 2017 6:39:07 PM

The FAFSA is available starting Oct. 1. Fill it out ASAP! (Use last year’s tax info.) Some aid is first-come, first-served, so don’t delay! fafsa.gov
Hey {First Name}, do you plan to park a car on campus? 🚗

Yes

Cool! Would you like me to help you get a parking permit?

Yes

Visit bit.ly/parking to see parking fees and rates, and to figure out what option will best fit your needs. To register your vehicle and get a permit, please create an account here: bit.ly/parkpermit.

No

Cool! Would you like me to help you get a parking permit?

No

OK. For future reference, visit bit.ly/parking for parking info. 🚗 For other modes of transportation (shuttles 🚌, the metro 🚄, bike shares, Zipcar, etc.) go to bit.ly/transit.
Why A.I.?

Our FAFSA Tutorial
Communicating with Students as Students

Hey **First Name**! Just a reminder your 19/20 FAFSA has been selected for verification.

Check your PAWS account ASAP to see what documents you need to submit to financial aid. Your aid can’t be awarded until you do!
bit.ly/gsu_paws

Hi **First Name**! My friends in Fin. Aid told me your FAFSA is incomplete due to an error on your app. You should have an email from FAFSA with what you need to do.

This needs to be complete to be eligible for your aid. To fix this, see bit.ly/fafsa_gov. If you have questions or need help, submit a Panther Answer Case here bit.ly/panther_answer_ticket

Balance Reminder - 9.3.2019 (Panther Answer)

Hey **First Name**! Balance paymnt is due TODAY, 9/3 @ 5PM. If you've set up a paymnt plan OR you've been awarded & accepted your fin aid, great! If there are any issues, please contact Fin. Aid.
bit.ly/panther_answer
Three-Year Drop in Summer Melt: 37%
Pilot: Continuing Students
Supported by the Dell and ECMC Foundations

Students who started the semester with a balance: **-49%**

Students with Account Balance Who Opened a ticket with Financial Aid: **+33%**

Student meeting with Advisor within one week of being contacted: **+28.5%**
50%  

One-Year Retention Rate for the 10% of the Fall 2011 Freshman Class with the Greatest Academic Risk
Success
Academy

400 highest risk freshmen by academic analytics
Summer session before freshman fall with 7 credit hours
of bachelor’s-level work
Intensive advisement
Academic skills
Financial literacy training
Team/mindset building

Denzel,

Congratulations on your acceptance to Georgia State University! While your acceptance letter makes its way to you via post, we would like to provide you with additional information regarding your specialized admissions status.

As we reviewed your application for fall admission, we recognized you as a perfect candidate for our Success Academy. This is a wonderful opportunity to move on campus early, start using valuable campus resources, meet your peers, and take initiative and develop the skills that will help you make the most of your college education.

You may view your acceptance letter by logging in to the Check Your Status portal. We realize you may have questions about the program prior to enrolling, and we’re here to help! In addition to the Success Academy website, we’ve put together the following Success Academy brochure.

Should you have any additional questions, please feel free to contact Amina Moss, Success Academy liaison.
Success Academy

Changed Outcomes

Academy vs. fall admits

- Greater feeling of belonging
- Fewer HOPE recipients
- More Pell eligible
- More first-generation
- Higher 1st semester retention rate
- Higher year retention rate
- Similar institutional GPA
- Better progression (87%)
- Better graduation
Retention Rate of Success Academy Students

87%

+170 students

Graduation Rate

62%
2.6

Average Number of Majors Cycled Through By Graduating Seniors in 2010
Overwhelming Choices

LOST
CONFUSED
UNSURE
UNCLEAR
PERPLEXED
DISORIENTED
BEWILDERED
Freshmen Learning Communities

- 25 student cohort
- All courses in semester
- Freshmen Orientation
- Mandatory Academic Advisement
- Structured Academic Support
- Started in 1999
  - 11 communities
  - More than 100 today
- Common Experience
Freshman Learning Communities with block schedules of 5 to 6 courses: 95% of non-Honors freshmen (Opt-out model)

**1st Year GPA**

- No FLC: 2.73
- FLC: 2.96

**Retention**

- No FLC: 81%
- FLC: 85%
Structured Choices

Freshmen Learning Communities

- Meta Major Based
  (Arts, Business, Education, Health Sciences, Humanities, Natural Sciences, Policy Studies, Social Sciences)

- Better Information to make major choices

- 50% Opt in vs. 15% Opt out
Block Schedules

- Choice in Schedule Type
  - Days of Week
  - Time of Day

- Better University management of course availability

- Integration of academic advisement based on major

- Better management of course demand

- Easier FLC construction
<table>
<thead>
<tr>
<th>Time</th>
<th>Sunday</th>
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<th>Wednesday</th>
<th>Thursday</th>
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<td>A101</td>
<td>B102</td>
<td>B009</td>
<td>B102</td>
<td>A050</td>
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<td>Math</td>
<td>German</td>
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# Block Schedules (samples)

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<th>Block</th>
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<td>New Student Orientation</td>
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<td>4:00-5:15</td>
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<tr>
<td>Humanities 8</td>
<td>Engl 1101</td>
<td>English Composition I</td>
<td>MW</td>
<td>1:30-2:45</td>
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<td>American Government</td>
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<td>Soci 1101</td>
<td>Introduction to Sociology</td>
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<td>12:00-1:15</td>
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<td>Scom 1000</td>
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<td>9:00-10:15</td>
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<tr>
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<td>Engl 1101</td>
<td>English Composition I</td>
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<td>Math 1070</td>
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Faculty and Department Seed Grants

The Department of History
Skills-Based Approach to U.S. History Survey Courses

• Use Tableau to interpret historical data
• Data viz software as tool for presenting historical findings
• Did NOT require any alteration to existing SLOs
My GSU Experience

Katon Vicknair
Georgia State University student proudly showcasing my work and projects
https://portfolium.com/KatonVicknair

Overview
Education
Studio Concentration - Interior Design (2020) at Georgia State University

Work Experience
Sale Representative at Vector Marketing

Lives In
Atlanta, GA

21 Projects 45 Skills 49 Connections

Skills
Art & Design
Photography

The Other Side of Me
For this project, we were supposed to use mainly cardboard to create a head two times the size of our...

Aperture Demo (Shallow Depth of Field)
Five images with a shallow depth of field (one thing in focus). Only used natural light, no flash. White...

Night Photography: Long Exposure (Pt. 1 of 2)
Ten images during night with long exposures (under 1/15 of a second). Tripod was used to prevent camera...
Meetings of Pre-Seniors with Career Counselors

685% 3-year increase

<table>
<thead>
<tr>
<th>Year</th>
<th>Meetings</th>
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<tbody>
<tr>
<td>2015</td>
<td>809</td>
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<tr>
<td>2018</td>
<td>6,355</td>
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Drop in Major Changes After the Freshman Year

-32%
43% Percent of Students Receiving Non-Passing Grades in Introductory Math Courses in 2008
Strengthening Math Pathways

Pre-Calculus, College Algebra, Intro to Statistics

• DFW Prior to Change: 43%
  DFW Today: 28% (35% drop)

• Number of Students enrolled in courses taught through the MILE, 2017-18: 8,500

+1,275 Students Passing
## Adaptive Learning at Scale

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Students</th>
<th>Sections</th>
<th>DFW</th>
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<td>POLS 1101</td>
<td>American Government</td>
<td>4694</td>
<td>55</td>
<td>16.3%</td>
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<tr>
<td>MATH 1070</td>
<td>Elementary Statistics</td>
<td>2701</td>
<td>76</td>
<td>25.2%</td>
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<tr>
<td>ECON 2105</td>
<td>Principle of Macroeconomics</td>
<td>2340</td>
<td>38</td>
<td>19.2%</td>
</tr>
<tr>
<td>PSYC 1101</td>
<td>Introduction to General Psychology</td>
<td>2252</td>
<td>26</td>
<td>21.8%</td>
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<tr>
<td>POLS 2401</td>
<td>Global Issues</td>
<td>2250</td>
<td>35</td>
<td>18.9%</td>
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<tr>
<td>FILM 2700</td>
<td>History of the Motion Picture</td>
<td>2226</td>
<td>59</td>
<td>15.2%</td>
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<tr>
<td>ECON 2106</td>
<td>Principles of Microeconomics</td>
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<td>SOCI 1101</td>
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<td>20.2%</td>
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<td>CHEM 1211</td>
<td>Principles of Chemistry I</td>
<td>1096</td>
<td>37</td>
<td>17.2%</td>
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<td>BIOL 1103</td>
<td>Introductory Biology I</td>
<td>1051</td>
<td>48</td>
<td>24.8%</td>
</tr>
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</table>
Pass Rates in Adaptive Sections Compared to Face to Face

- **American Government**
  - Fall 2017 (launch): -4.8
  - Spring 2019: +5.5

- **Macroeconomics**
  - Fall 2017 (launch): -19.6
  - Spring 2019: +1.9
Referrals: Supplemental Instructions and Tutoring

**Supplemental Instruction (SI)**

- BIOL: No SI: 2.41, SI: 2.91
- POLS: No SI: 2.82, SI: 3.24
- PHIL: No SI: 2.60, SI: 2.93
- CHEM: No SI: 2.68, SI: 2.74
- ACCT: No SI: 2.55, SI: 2.64
- PHYS: No SI: 2.15, SI: 2.73
- CRJU: No SI: 2.06, SI: 2.26

Course GPA
- No SI: 2.41
- SI: 2.91

One-Year Retention
- No SI: 83.5%
- SI: 91.2%

Students: 9,700
1,000+ Number of Fully Registered Students Being Dropped Each Semester for Non-Payment in 2010-2011
Who were we dropping

- Seniors
- Academically on track
- Balance below $1,500
Panther Retention Grants

Graduated: 86.5%
Grant Recipients Graduated This Year: 1,321
Panther Retention Grants

15,600+
Grants awarded since 2011
5,760

Students Who Dropped Out of Georgia State in 2010
Advisement: GPS Advising

Predictive Analytics Project with EAB

10 YEARS OF DATA | 2.5 MILLION GRADES | 800+ ANALYTICS-BASED ALERTS

144,000 STUDENT RECORDS | 30,000 STUDENTS TRACKED DAILY
## B.S. in Chemistry

<table>
<thead>
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<th>SEMESTER 1</th>
<th>SEMESTER 2</th>
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<td>• Complete 1 of ENGL 1101, ENGL 1102 or ENGL 1103 (C or Better)</td>
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<tr>
<td>• Complete MATH 1113 or Higher (B- or Better)</td>
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<tr>
<td>• Complete CHEM 1211K (B- or Better)</td>
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</tr>
<tr>
<td>• Complete ENGL 1102 or 1103 (C or Better)</td>
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</tr>
<tr>
<td>• Complete MATH 2211 or Higher (B- or Better)</td>
<td></td>
</tr>
<tr>
<td>• Complete CHEM 1212K (B- or Better)</td>
<td></td>
</tr>
<tr>
<td>• Maintain a cumulative GPA of 2.25 or Better</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER 3</th>
<th>SEMESTER 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete CHEM 2400 (B- or Better)</td>
<td></td>
</tr>
<tr>
<td>• Complete MATH 2212 (C or better)</td>
<td></td>
</tr>
<tr>
<td>• Complete PHY 2211k (C or better)</td>
<td></td>
</tr>
<tr>
<td>• Complete CHEM 3410 (C or better)</td>
<td></td>
</tr>
<tr>
<td>• PHY 2212k (B- or Better) (C or better)</td>
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</tr>
<tr>
<td>• Maintain a cumulative GPA of 2.25 or Better</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER 5</th>
<th>SEMESTER 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete CHEM 4000 with a C or Better</td>
<td></td>
</tr>
<tr>
<td>• Complete CHEM 4110 with a C or Better</td>
<td></td>
</tr>
<tr>
<td>• Complete CHEM 4010 with a C or Better</td>
<td></td>
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<tr>
<td>• Complete CHEM 4120 with a C or Better</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>SEMESTER 7</th>
<th>SEMESTER 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complete CHEM 4160 with a B- or better</td>
<td></td>
</tr>
<tr>
<td>• Complete CHEM 4190 with a C or Better</td>
<td></td>
</tr>
</tbody>
</table>
Performance in ‘Marker’ Courses

Graduation Rate in Major by Introductory Course Grade

**Introduction to Chemistry**  
Natural Science majors

- A: 70.0%
- B: 66.7%
- C: 39.5%
- D/F: 8.3%

**Comparative Politics**  
Political Science majors

- A: 81.8%
- B: 73.9%
- C: 25.0%
- D/F: 6.2%

**Music Theory I**  
Music majors

- A: 66.7%
- B: 55.5%
- C: 12.5%
- D/F: 0.0%
Results: Increased Retention

Increased Average First Term Retention
Fall to Spring Retention

- **Fall 2010**: 83.4%
- **Fall 2011**: 84.6%
- **Fall 2012**: 87.9%
- **Fall 2013**: 89.0%
Results: Decline in Time to Degree

Credit Hours at Completion: All Bachelors Students

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Hours</td>
<td>140</td>
<td>140</td>
<td>141</td>
<td>141</td>
<td>138</td>
<td>135</td>
<td>133</td>
</tr>
</tbody>
</table>
Savings to the Class of 2019 in tuition and fees when compared to the Class of 2012

$18 million
Confounding Expectations

STEM Degrees Conferred Since 2011 (with enrollment change)

Black
+167% (50%)

Black Male
+221% (54%)

Hispanic
+388% (118%)
2011:

750:1-1200:1
No tracking
No common record keeping
No coordination
Complicated structure
300:1
Professional Advisors
Clear Structure
Common Tracking
Common Record Keeping
Comprehensive Metrics
The Advisement Challenge: The Murky Middle

Student Performance Curve (Illustrative)

Obvious Risk Cases
Mostly Ds and Fs
High Attrition Risk

Murky Middle
Mixture of Bs and Cs
Outcome Still Uncertain

The “All-Stars”
Straight As and Bs
Probable Graduates

Nearly impossible to pick out who might be at risk from a cursory transcript review

Source: Education Advisory Board
Student-Centered Advising

What is Student-Centered Advising?

• Individualized Education Planning
• Pro-active Risk targeting
• Personalized interventions

Goal: Organize advisement in a manner that gives students the information that they need to make decisions that lead to increased retention, progression and graduation.
Impacts
Growing Recognition
Recognized Leader

Most innovative
1. Arizona State University
2. Georgia State University

Best Undergraduate teaching
1. Princeton University
2. Georgia State University
The Calculus of Student Success: ROI

1-point increase in retention = 325 students

Average student tuition & fees annually/student = $9,800

ROI for each 1-point increase = $3.18 million/year
Georgia State Undergraduate Degrees Awarded

2010-11: 4,222  
2018-19: 7,303

INCREASE: 3,081 (+73%)
<table>
<thead>
<tr>
<th></th>
<th>2009-10</th>
<th>2018 - 19</th>
<th>Change</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>African American</strong></td>
<td>1,001</td>
<td>2,241</td>
<td>+1,039</td>
<td>+124%</td>
</tr>
<tr>
<td><strong>Pell</strong></td>
<td>1,298</td>
<td>3,711</td>
<td>+1,659</td>
<td>+186%</td>
</tr>
<tr>
<td><strong>Hispanic</strong></td>
<td>196</td>
<td>567</td>
<td>+313</td>
<td>+189%</td>
</tr>
</tbody>
</table>
Graduation Rates by Race & Ethnicity

- **White**
  - 2003: 32%
  - Today: 50%
  - Today, with Clearinghouse Data Added: 78%

- **African American**
  - 2003: 26%
  - Today: 58%
  - Today, with Clearinghouse Data Added: 78%

- **Hispanic**
  - 2003: 22%
  - Today: 57%
  - Today, with Clearinghouse Data Added: 81%
#1 in Degrees Conferred to African Americans

**Top 100 Degree Producers: Non-Profit Universities**

2018 African-American Bachelor’s - All Disciplines Combined

<table>
<thead>
<tr>
<th>Institutions</th>
<th>State</th>
<th>Total</th>
<th>%Grads</th>
<th>%Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgia State University</td>
<td>GA</td>
<td>1,930</td>
<td>38%</td>
<td>7%</td>
</tr>
<tr>
<td>FAMU</td>
<td>FL</td>
<td>1,477</td>
<td>95%</td>
<td>-7%</td>
</tr>
<tr>
<td>University of Central Florida</td>
<td>FL</td>
<td>1,401</td>
<td>24%</td>
<td>-1%</td>
</tr>
<tr>
<td>University of Maryland-University College</td>
<td>MD</td>
<td>1,443</td>
<td>11%</td>
<td>8%</td>
</tr>
<tr>
<td>Howard University</td>
<td>D.C.</td>
<td>1,194</td>
<td>78%</td>
<td>0%</td>
</tr>
<tr>
<td>North Carolina A &amp; T State University</td>
<td>NC</td>
<td>1,227</td>
<td>91%</td>
<td>6%</td>
</tr>
<tr>
<td>Florida International University</td>
<td>FL</td>
<td>1,087</td>
<td>19%</td>
<td>7%</td>
</tr>
<tr>
<td>Florida Atlantic University</td>
<td>FL</td>
<td>1,054</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>University of Memphis</td>
<td>TN</td>
<td>1,011</td>
<td>33%</td>
<td>3%</td>
</tr>
<tr>
<td>The University of Texas at Arlington</td>
<td>TX</td>
<td>992</td>
<td>13%</td>
<td>-7%</td>
</tr>
</tbody>
</table>

Source: Diverse Issues in Higher Education, 2018
2017 Brookings Institution Social Mobility Ranking

#1 Georgia University
#25 University in the United States

Student Income Growth from College Entry to Mid Career
Georgia State has been reimagined, amid a moral awakening and a raft of data-driven experimentation, as one of the South’s most innovative engines of social mobility.”

The New York Times, May 2018
Perimeter College 3-Year Graduation Rates

2018 Perimeter 3-Yr Grad + Transfer Rate:  58%

Consolidation with Georgia State
State Farm LIFT Program at Perimeter

2017 Entering Cohort: **100%** Pell, **100%** URMs

- Learning communities
- Predictive-analytics tracking
- Proactive advising
- Scholarships, Panther Retention Grants
- Near-peer mentoring, SI

2-year Associate Rate: **85%**