

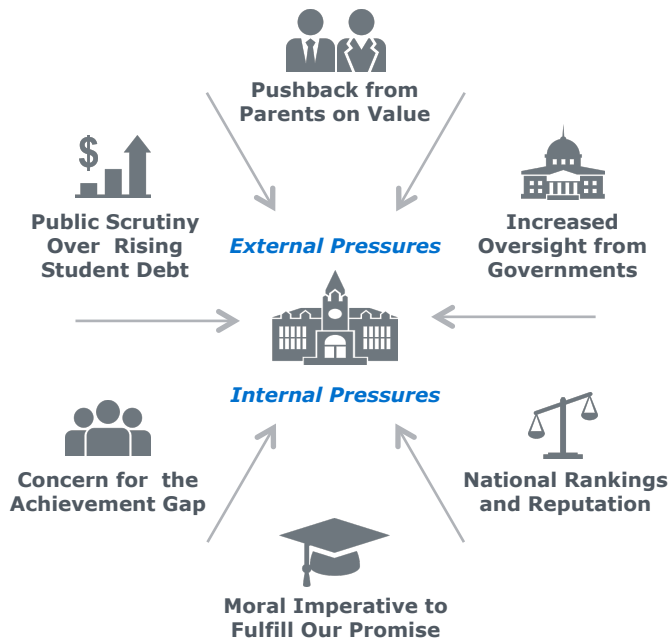


EAB

# Imagining a Population Health Model for Student Success

# Feels Like the Stakes Have Never Been Higher

Intense Pressure to Improve Coming From All Sides



## A Public Crisis of Confidence

**\$ 1 trillion**

Total amount of student loan debt across the nation

**44%**

Underemployment rate for recent college graduates

**32%**

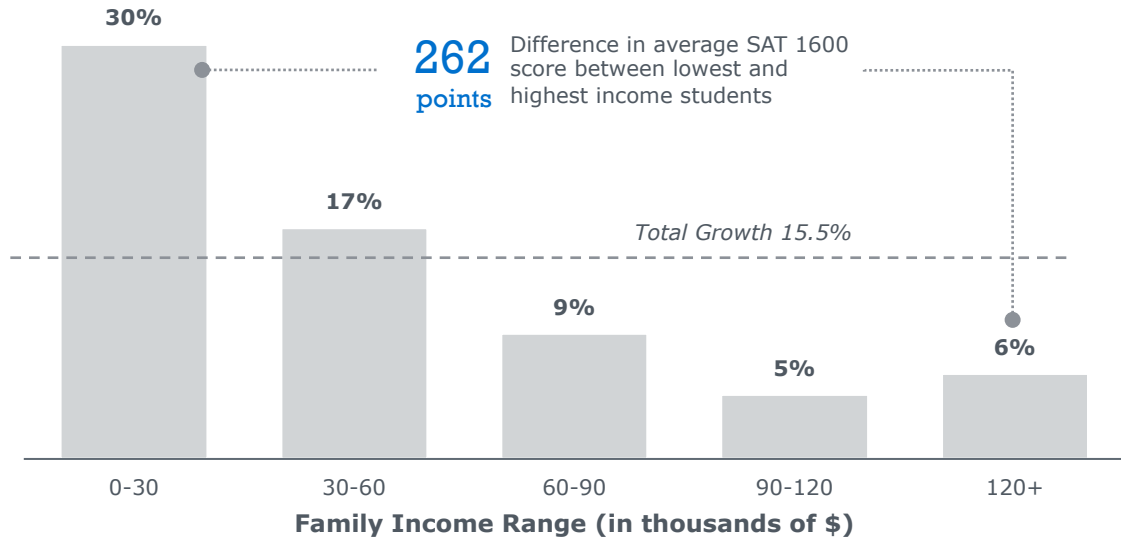
Americans who say that college is worth the investment

# A Historic Demographic Shift

Students Coming From Less Affluent and Less Well-Prepared Backgrounds

## Growth in Lower Income Families Outpacing Rest of Nation

Percent Growth, 2000-2013

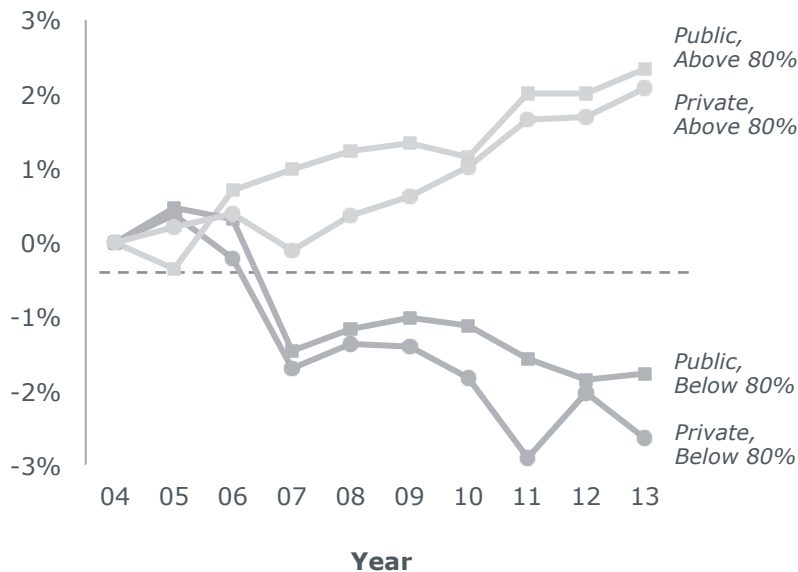


Source: US Census Bureau;  
<http://www.pewresearch.org/fact-tank/2014/01/15/college-enrollment-among-low-income-students-still-trails-richer-groups/>;  
<http://blogs.wsj.com/economics/2014/10/07/sat-scores-and-income-inequality-how-wealthier-kids-rank-higher/>

# Big Changes Already Being Felt

## "Rank-And-File" Universities Disproportionately Affected

### Change in SAT 75<sup>th</sup> Percentile by Sector and Grad Rate



### Are We Prepared to Support Tomorrow's Students?



#### Advising Staff

Already at max capacity, will our advisors be able to take on additional burden?



#### Academic Support

How will we serve a large influx of underprepared and developmental students?



#### Student Services

What new financial, career, and mental health needs might we anticipate?



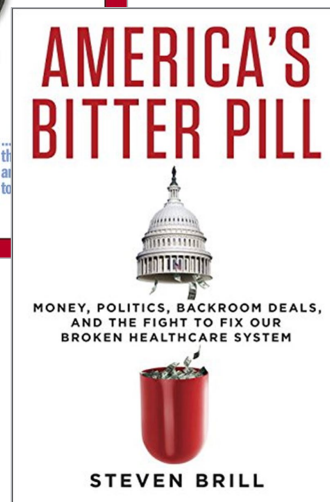
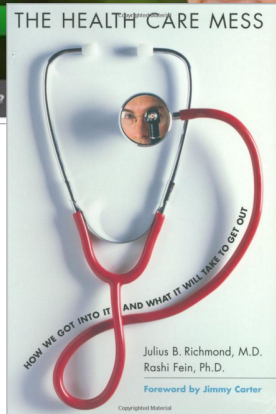
# What Might Health Care Teach Us About Student Success?



# Not Exactly a Model Industry...



6

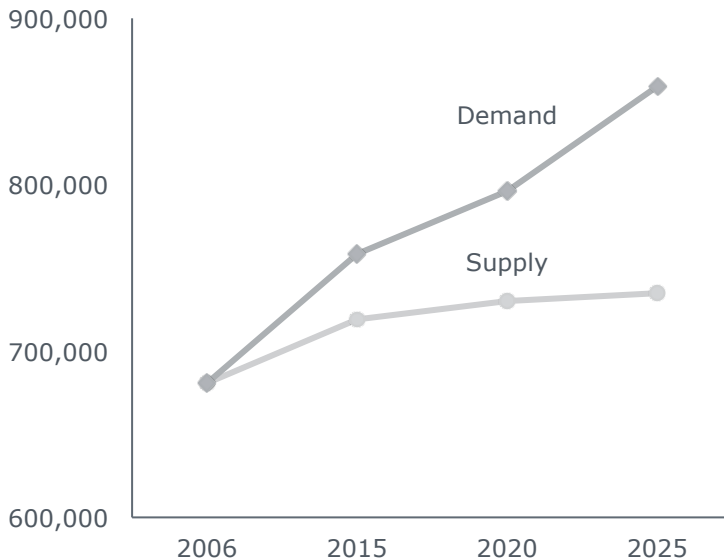


# Straining an Inefficient Health Care Model

Demands of an Aging Population Will Outpace the Supply of MDs

## Shortfall of Physician Supply v. Demand

Projected 2006-2025



### Factors Driving Demand



Population growth



Disease trends and outbreaks



Patient behaviors and choices



**Aging demographics**

Source: Dill, Michael J., and Edward S. Salsberg. AAMC Center for Workforce Studies, "The Complexities of Physician Supply and Demand: Projections Through 2025." Last modified November 2008. Accessed March 21, 2013. <https://members.aamc.org>; Health Care Advisory Board interviews and analysis.

# Why PHM Might Also Work for Higher Education

Care Delivery Follows Very Similar Model... And Shares Similar Problems



8



**Traditional  
Health Care**

## The Almost Eerie Similarities in the Way Care Gets Delivered



**Higher  
Education**



Providers optimized for throughput not outcomes



Care depends on periodic in-person contact



Recipient often not trusted to care for self



Problems addressed reactively, not proactively



Interactions often transactional in nature



Records kept in silos, rarely shared or longitudinal



Recipient must initiate follow-up as needed



Capacity reaching the breaking point



Disruption forced from outside



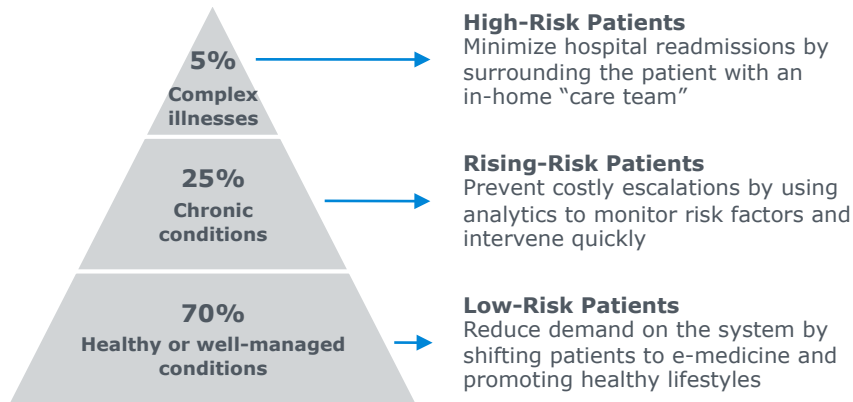




# How Is Healthcare Dealing With Its Own Demographic Crisis?

Faced with an Aging Population, Hospitals Using Risk Segmentation to Deliver Care More Efficiently

## Risk Segmentation Enables Scalable Care



## Reported Results

- ↓ Fewer avoidable hospital visits
- ↓ Fewer patient re-admissions
- ↓ Reduced traffic through the ED
- ↓ Lower cost of care per patient

## Four Pillars of Population Health Management





# Defining Our Differentiated Care Strategy

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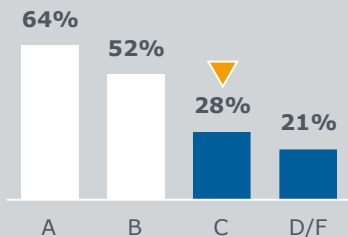


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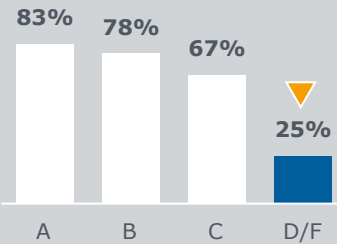
# Data Analytics to Assess Student Risk Level

## Graduation Rate in Biology Major by Course Grade

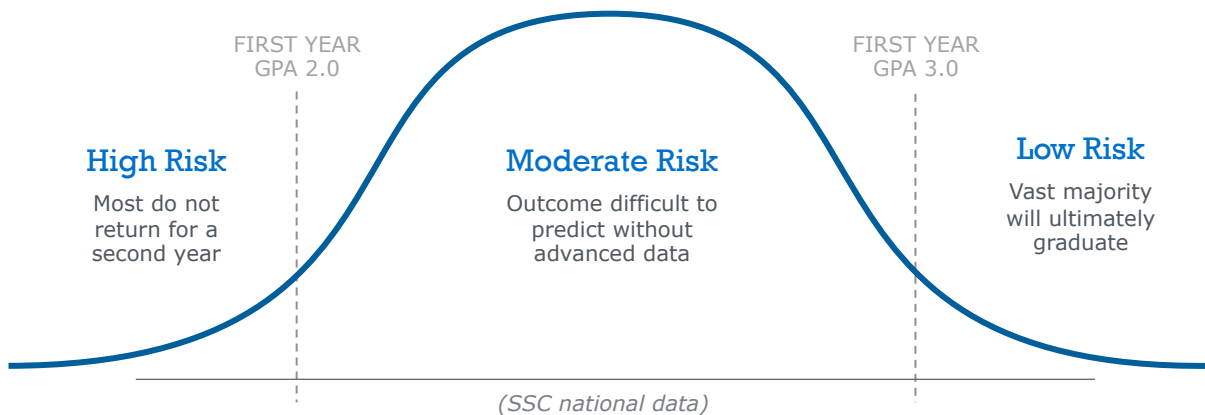
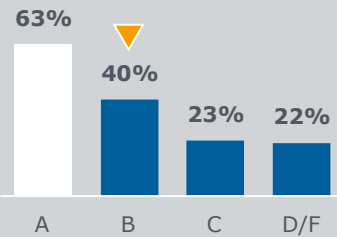
### Precalculus



### Calculus

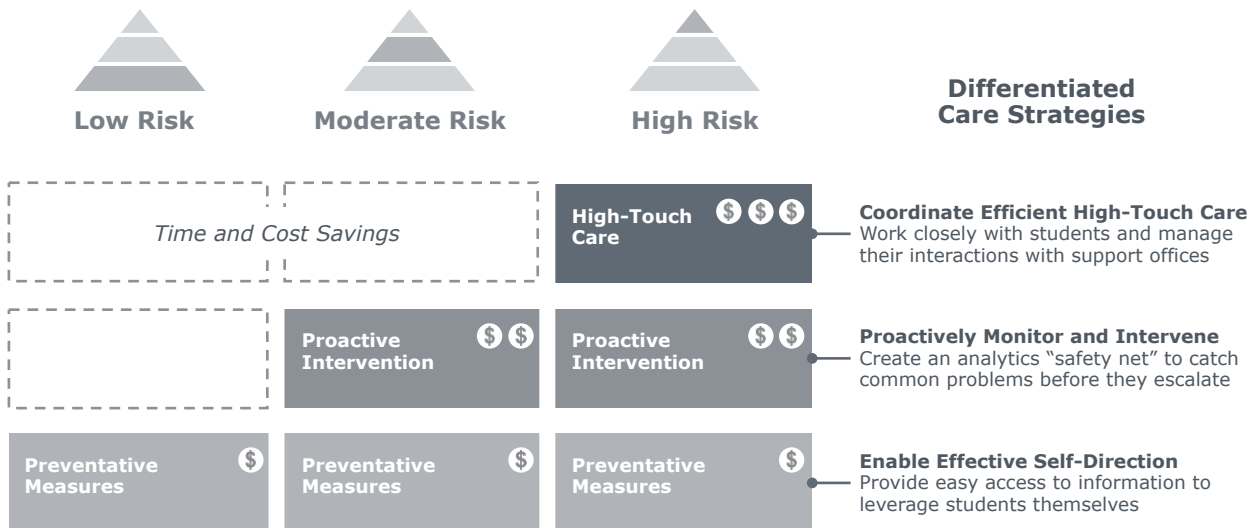


### Introduction to Biology



# Defining a Differential Care Strategy

What Would Population Health Management Look Like in Higher Education?



# Behavioral Nudges

## Proactive Prompts and Nudge Policies Prevent Problems Before They Occur

### University of Hawai'i "15 to Finish" Campaign



YouTube    Radio    Newspaper

Multi-media PR blitz  
promotes benefits of  
taking full 15 credits



**+16%**

Students taking full  
15 credits in first  
year of program

### Cleveland State University Multi-Term Registration



Fall Term    Spring Term

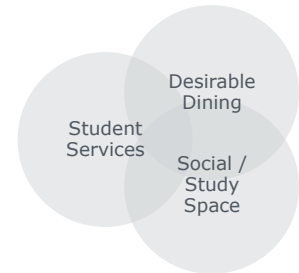
Custom portal prompts  
registration for full year  
of courses all at once



**+3%**

Fall-to-spring  
retention in first  
year of use

### James Madison University Co-Location of Services



Services relocated near  
the things that students  
use every day



**+20%**

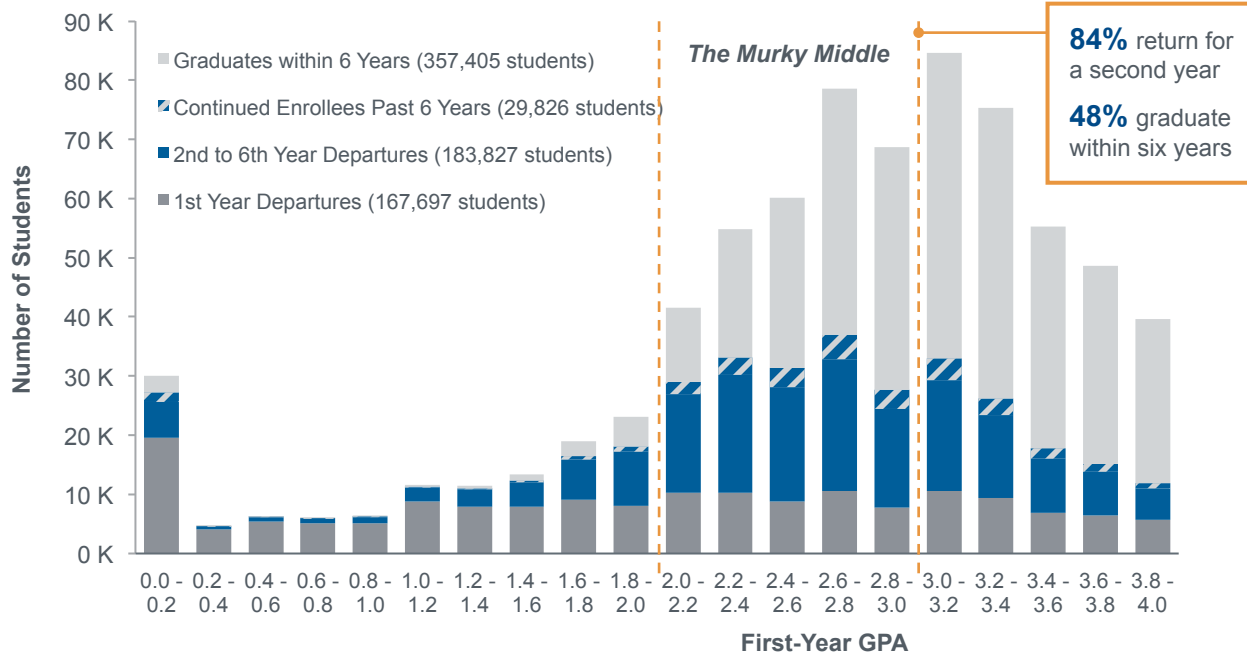
Increase in foot  
traffic to the  
counseling center

# The Celebrity Risk Population of 2015

## Large Numbers of “Murky Middle” Students Leaving Later in College

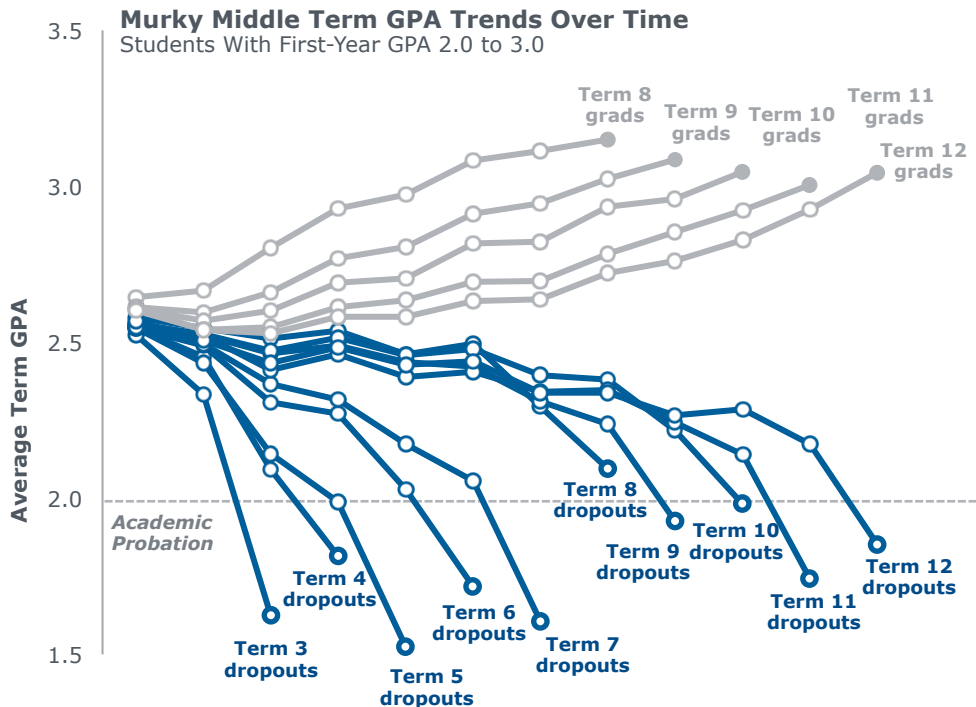
### Histogram of All Students by First-Year GPA

SSC National Data Set



# Is This What Rising Risk Looks Like?

Murky Middle GPA Trends Foreshadow Departure Several Terms in Advance



1

Problems appear well in advance of attrition

2

Trends cut across demographics and programs

3

What other key indicators should we monitor?

# Big Incentive to Catch Rising Risk Early

Delayed Corrective Action Often Requires Much Higher Levels of Support





# The SSC Risk Factor Safety Net

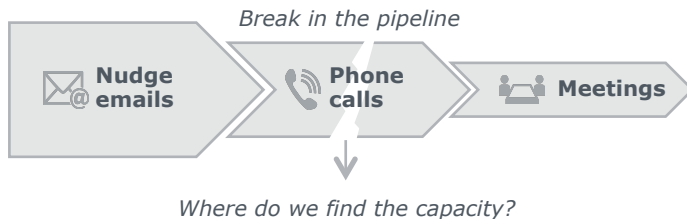
Schools Should Monitor a Multitude of Indicators to Spot Rising Risk

## Creating a Comprehensive Risk Indicator Safety Net

- ✓ Late-Stage Undeclared
- ✓ Missed Success Marker
- ✓ Earned 120+ Credits
- ✓ Change in Risk Score\*
- ✓ Success Marker Grade
- ✓ Midterm Grade
- ✓ Faculty Early Alerts
- ✓ Unregistered for Next Term
- ✓ Registration Hold\*
- ✓ Incomplete FAFSA\*

\* 2016 under development

## Phone Calls Are the Rate-Limiting Step to Implementing Escalating Interventions



### Central Michigan University Student Call Center

**6+** Student workers      **\$8.15** Hourly pay rate



# High-Risk Coaching

## How Do We Scale Proven High-Risk Strategies Via Coordinated Care?

### Northeastern University Academic Persistence Specialist

#### Identifying the cohort

##### *Automatic*

Provisional admits

Probationary students



**150:1**  
case load

##### *By Referral*

Students with 2+ early alerts

Referred by other advisors



#### **Frequent Interactions**

Often weekly or bi-weekly meetings



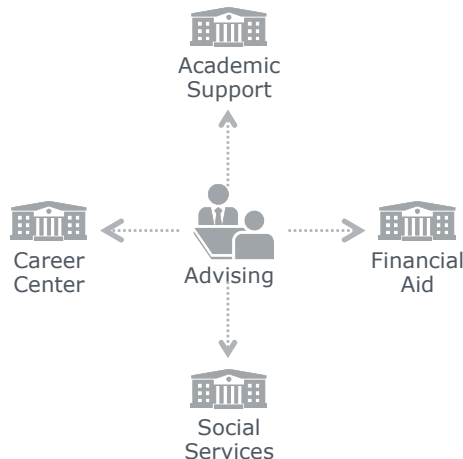
#### **Pivot Point to Other Services**

Improves student access to support

#### **Next Challenge:**

Scaling to cover more students

### Could Coordinated Case Management Extend Capacity of High-Risk Coaches?





# Student Success Ownership and Accountability

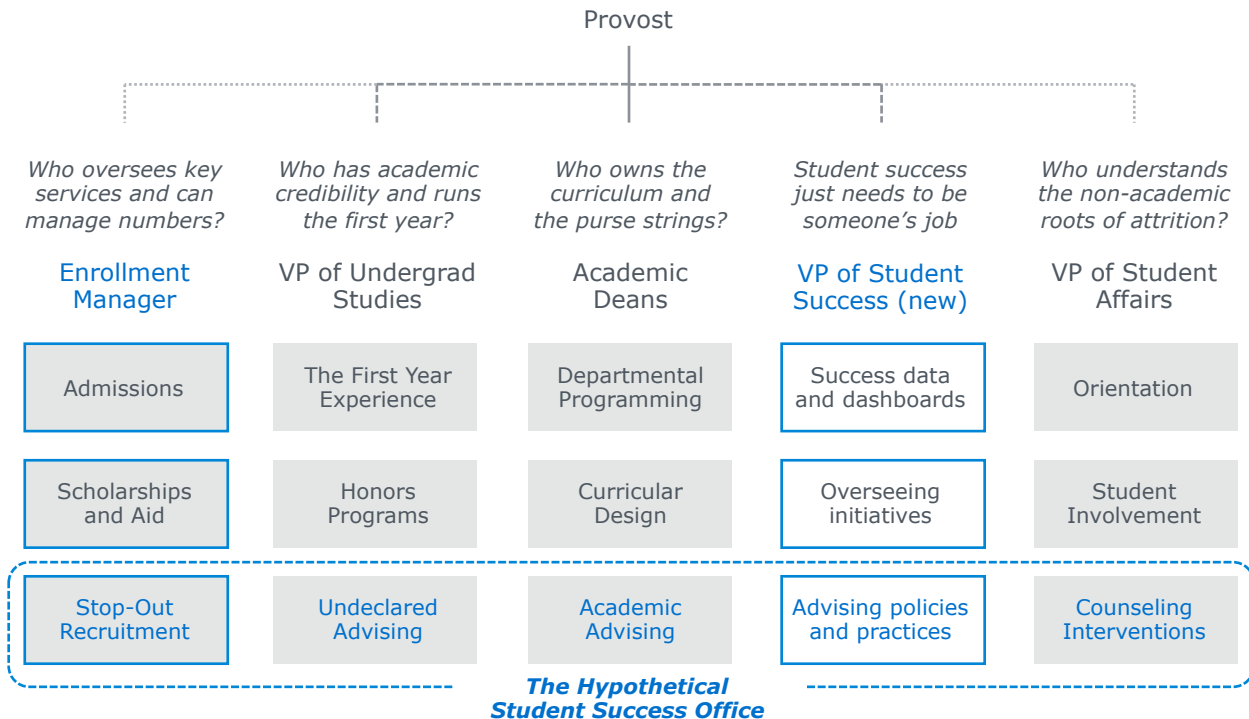
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# Who Owns Student Success?

Suddenly, “Owned by Everyone, Owned By No One” No Longer Applies

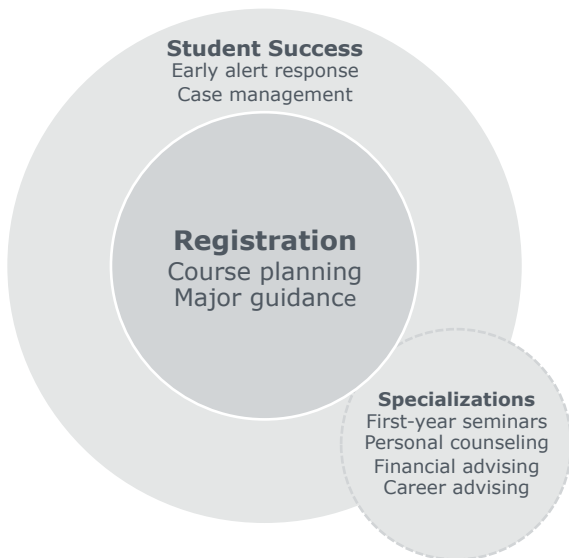


# The Evolving Role of the Advisor

## Moving Beyond Registration to Put Student Success at the Core

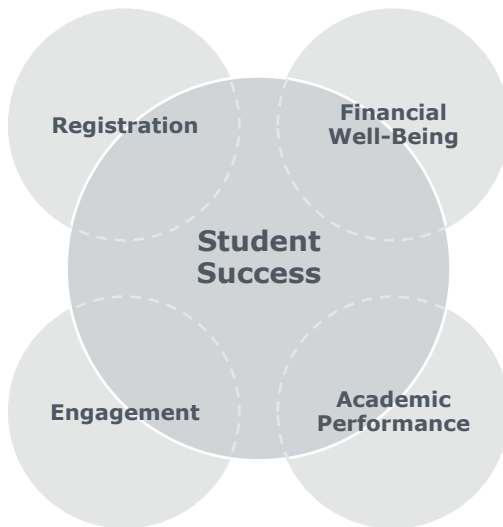
### How Many Advisors View Their Role...

Student success often seen by advisors as an add-on responsibility to registration



### ...And How that Role is Evolving

Advisors increasingly asked to play many roles, with student success at the center



# Building Ownership for Student Success

Even the Best Technologies Will Fail Without Proper Institutional Alignment

## Six Common Pathologies Hindering Student Success Efforts



### Senior Leaders

Lack of clear ownership by a single senior leader



### Advising

Balkanized institution-wide advising organization



### Faculty

Unclear role of the faculty and departments



### Ownership

No assigned responsibility for cohort success



### Metrics

Lack of KPI metrics and oversight



### Incentives

Lack of incentives to reward performance

## EAB Assets Help You Address Your Toughest Change Management Challenges



### EAB Research Experts

Work across the Collaborative to identify best practices and provide expert guidance that fits your needs



### Your Dedicated Consultant

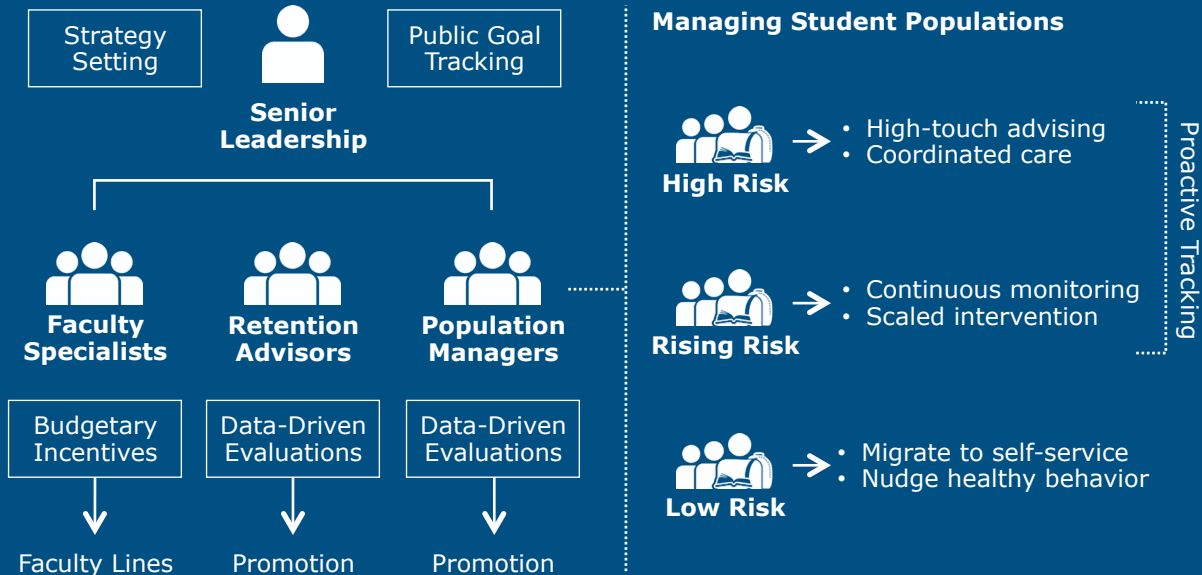
Serves as your single point of contact for the project, from implementation to training, and on an ongoing basis



### Network of Peers

Facilitated calls, webconferences, and summits foster idea exchange and collaboration among cohort institutions

# The New Blueprint for Student Success





EAB

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