ENROLLMENT MANAGEMENT AND RETENTION
ANNUAL REPORT
2015-2016
2015-2016

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A NOTE FROM THE VICE PROVOST

Thank you for taking the time to review the Enrollment Management and Retention Division’s inaugural Annual Report. Much has been accomplished in the past year, and I am eager to share the work that our team has done to advance our goals.

The Enrollment Management and Retention Division (EM&R) has focused on building an organization that recognizes the distinct roles and expertise of each individual department, while also identifying opportunities for collaboration. Over the past year, our team has worked hard to be strong stewards of GW resources, both human and fiscal, and advance key proposals and initiatives alongside partners across the university.

This year, the undergraduate admissions team oversaw the implementation of the university’s new test-optional policy, which resulted in the university’s most diverse class in its history. The first-year class of 2016 saw a 33% increase in underrepresented students, a 14% increase in first-generation student, and a record number of international students. Additionally, this year’s class continued the four year trend in an increase of the median academic GPA. It is important to note that our incoming graduate students also reflect these increases in diversity and quality.

With the increase in applications, and the need to enhance our business processes, staff members from across the division have collaborated with DIT to enhance our systems and processing infrastructure. We have implemented powerful new CRM and ECM systems that are better integrated with other university processes. Across the board, the CRM has allowed for more robust communication flows that allow for focused segmentation and messaging, as well as event registration tools that have benefited recruitment activities. At the graduate level, the CRM includes the admissions application and the ability for improved review processes.

After two years of data collection and analysis, we determined the need to create an office specifically focused on improving retention. By reallocating funds our Retention Office was founded this year with three staff members who will perform research, develop assessments, and collaborate with campus partners to enhance programming initiatives.

This is just a sample of the work that EM&R staff undertook over the past year. We have also enhanced the transfer pipeline, the hiring process, communication within our division, and more. Our team is dedicated to the work that we do, and are making real progress toward laying the foundation for long-term success for the university.
GOALS AND VALUES

2016-2017 ACADEMIC YEAR

Our division is motivated by a number of values and goals, agreed upon by the Enrollment Leadership Team.

Values expected of staff members within EM&R include: integrity; innovative thinking; agility; efficiency; proactive approach to projects; data-driven work; accountability; collaboration; reflection; positive restlessness; stewardship.

Divisional Goals for the 2016-2017 academic year include:

-- Develop comprehensive short- and long-term strategies for undergraduate retention, led by the Retention Office with input from EM&R departments and other university partners.

-- Continue the university’s strategic focus on recruiting, enrolling, retaining, and graduating outstanding undergraduate, graduate, and pre-college students who will bring diverse perspectives and experiences to GW. This includes students from international and underrepresented (students of color, low income, first generation, etc.) backgrounds.

-- Enhance yield of undergraduate students and support efforts of graduate admission offices to do the same.

-- In order to strengthen prospective and current students’ experiences with university administrative processes while maintaining our commitment to stewardship, particularly at a time of university budget constraints, identify opportunities for greater efficiencies, interdepartmental collaboration and integration, innovative and expanded use of technology, and streamlined business processes.

-- Enhance connections, communications, and transparency within the division and with key stakeholders throughout the university (trustees, deans, faculty, staff, students, parents, and alumni) in order to build a deeper understanding of institutional and national practices and issues in all areas of enrollment management and retention.

-- Identify and, where appropriate, leverage divisional expertise to create professional development opportunities for staff within the division, the university, and externally.

Additionally, each member of the Enrollment Leadership Team has identified goals for their own organization. These goals are meant to be pursued in concert with the larger division goals, while also promoting efficiencies and collaboration.
Historically, Undergraduate Admissions (UGA) has spent most of its energy and resources on tackling issues that have plagued UGA and on short-term initiatives designed to enroll one class at a time. Fortunately, the office has spent the past two years rebuilding its admissions infrastructure, which includes restructuring leadership and implementing new systems (ECM and CRM) to support the many initiatives designed to meet the university’s enrollment goals.

UGA has made positive and transformational changes designed to support the university’s long-term growth and success. The commitment to diversity by focusing on the accomplishments of students in the classroom rather than solely relying on a test score and a GPA allows application reviewers to create a fair application review process that broadens its reach well beyond students that are good at taking standardized tests.

Over the past year, each area of the office has experienced growth and made progress on goals and process improvements.

**Operations and Technology**
-- UGA operations continues to find greater efficiencies through the full implementation and utilization of the CRM and ECM
-- Maintain a continued focus on data integrity and quality while providing greater transparency and access to information.

**Visits, Events, and Customer Service**
-- Added customer service training for both students and admissions staff. Expanded hours for prospective students and families to connect with UGA during peak times.

**Communication and Marketing**
-- The communications team is developing a long-term communications flow for sophomore, junior, and senior prospects, inquiries, applicants, and admitted students. This will include traditional print and email, ad buys, along with social media.

**Recruitment and Outreach**
-- In the past year, the office has expanded UGA’s outreach to a broader group of community-based organizations and secondary schools.
-- Expanding the office’s regional model, and coordinating additional joint-college programs.
Graduate Enrollment Management’s (GEM) effectiveness and success is based on the strength of its collaborations with offices throughout the University in providing centralized support for school-based marketing, recruitment, admissions, and student services. Key examples include the graduate CRM and online application system, University-wide recruitment materials, GW’s coordinated presence at select domestic and international recruitment fairs, and the University’s graduate website.

In Fall 2016, enrollment of graduate and professional students reached an all-time high of 15,486. GW has also been successful in continuing to strengthen the diversity of the graduate and professional student population. The percent of both under-represented minorities and international students also are at an all-time high, representing 29.9% and 18.5%, respectively, of all graduate and professional students.

In June 2016, Graduate Enrollment Management launched the TargetX CRM, a recruitment and admissions system which includes email campaign functionality, event management, an application for admission, applicant portal, and online application review. This replaces eight separate systems used across the university for admissions and recruitment, and supports all graduate programs offered by seven of the university’s schools, along with several undergraduate and non-degree programs.

Given the increasingly competitive environment, changing demographics, and fiscal constraints, the coming years will be challenging. However, we are confident that the collaborate efforts of GEM, the schools, and other units throughout the University will ensure the strength of GW’s graduate programs and the academic and professional success of our graduate students.

**Ten Year Graduate Enrollment Trend**

| 200+ Masters, doctoral, and certificate programs offered |
| 60% of GW graduate students are women |
| 23,000+ Applications for admission for the Fall 2016 semester |
| 140+ Home countries of more than 2,800 graduate students |
The Office of Financial Assistance (OSFA) assists students and parents by providing a supportive environment to help families apply for and receive financial aid resources to assist in meeting their GW expenses.

This year, OSFA staff identified new ways to collaborate with divisional colleagues, as well as campus partners. Working with the newly created Office of Enrollment Retention, OSFA supported the Summer Pathways program.

Additionally, OSFA staff continued to expand and strengthen our partnership with the Office of Admissions, coordinating with admissions staff on decision release, to ensure that financial aid packages were included with admissions packages. An updated website also provided increased transparency regarding important financial aid information.

Finally, many members of the OSFA staff were involved in the implementation of new systems and processes in anticipation of changes to the financial aid application. The Early FAFSA impacts undergraduate and graduate students, and involved staff members from throughout our organization, as well as discussions with members of our division.

**Institutional Aid Awarded**

- $134,979,741
- $49,774,606

**Federal Aid Awarded**

- $6,703,696
- $1,752,917
- $2,002,992
- $4,910,299

- Pell Grant
- Perkins Loan
- Work Study
- Supplemental Grant

74,913
Total number of FAFSAs received and processed.

11,046
Total number of CSS Profiles received and processed.
GRADUATE STUDENT ASSISTANTSHIPS AND FELLOWSHIPS

The Office of Graduate Student Assistantships and Fellowships (OGSAF) provides general information on fellowship opportunities for graduate students at GW. These opportunities include general internal funding processes, special internal competitions, as well as national and international fellowship competitions. The Office is also responsible for policies and procedures relating to all forms of awards: assistantships, tuition fellowships/scholarships and fellowship stipends.

This year, OGSFA worked to increase graduate student participants in national competitions such as Fulbright, Fulbright-Hays, Boren, and the NSF Graduate Research Fellowship Program. This outreach resulted in five graduate student Fulbright and seven Boren Fellowship winners.

A second area of responsibility relates to GAs and GRAs hiring processing, OGSFA staff worked to improve the processing of Graduate Assistant (GA) and Graduate Research Assistant (GRA) hires, establishing a vetting process that resulted in appropriate hires and timely payments. Over 700 new and returning GAs and GRAs were processed. The Office has also assumed some responsibilities related to federal regulations related to Employment Verification (I-9 forms) and Affordable Care Act’s (ACA’s) maximum work hour requirements.

A third area of responsibility is the Graduate Assistants Orientation and Oral English Proficiency Screenings and the GTA Certification course, UNIV0250.DE required for all first-time GAs at GW. The Program is run in the fall and spring semesters. For the academic year, 112 international students went through the Oral English Proficiency Screenings and 291 participated in the orientation and completed the online certification course.

864 doctoral students receiving financial support

1,620 master's students receiving financial support

$12,764,705 assistantships and fellowships distributed to students

700 new and returning GA and GRA hires processed
The Office of the Registrar maintains academic records from enrollment through graduation and offers a wide range of services in the areas of classroom scheduling, enrollment verification, registration, requirements tracking, transcripts, and degree conferral. We support the university’s mission to promote lifelong learning by administering the various academic policies of the university and providing support to students, faculty, administrators, and alumni.

Highlights of the past year include projects both large and small. The successful import of the Corcoran College academic history records into the Banner system have ensured that the transcripts of the Corcoran alumni will be preserved and accessible permanently.

The Preferred First Name project created functionality that allows a student to update their preferred moniker through GWeb at any time, and to have that preference appear on class lists and in Blackboard. While available for all students to use, this option serves to make GW a more welcoming place for transgender students.

Some of the most rewarding work of the Registrar’s Office team is done in partnership with our Enrollment Management colleagues. This year, that work included the cross-divisional project to look at Transfer students and their experience with the process to become a fully matriculated GW student.
This year, organizational alignment of Summer and Nondegree Programs and International Enrollment combined to form Strategic Enrollment Initiatives (SEI). SEI’s collective efforts with campus, community and international partners, resulted in a robust summer session growth in revenue-generating special programs, and expanded infrastructure to support international degree-seeking enrollments. This year is emblematic of SEI’s capacity for collaboration and innovation producing mission-serving programs and effective international strategies that yield tangible outcomes for the division, the University and the community.

SEI participated in a number of community initiatives, awarding scholarships to 132 School Without Walls Exposure program students, enrolling 283 community members in evening and weekend art enrichment courses, and launching the Cisneros Hispanic Leadership Institute’s Caminos Al Futuro program which welcomed 38- diverse and talented students from around the world to our campus.

The SEI team focused on strengthening infrastructure for international students and expanding enrollments in programs such as GW Pre-College, International Summer at GW and Corcoran Continuing Education. To better manage recruitment in international markets, the organization pooled resources, both financial and personnel, and worked collaboratively with stakeholders in schools and units university-wide. International enrollment within degree-granting programs increased by more than 6% from Fall 2014 to Fall 2015, and an additional 9% from Fall 2015 to Fall 2016.

Recruitment efforts resulted in expanded collaborations with international partners yielding an additional 103 visiting students in general study and custom programs. International Enrollment worked on development of a formal system of support for our 250+ sponsored students and 60+ sponsoring organizations.

21,559
Summer 2016 on-campus credit hours

150%
Increase in visiting international summer program enrollments

12
International yield events, hosting 278 admitted students

9%
Increase in international degree-seeking students

40
Corcoran continuing education courses offered
ENROLLMENT RETENTION

A consistent message from University leadership stating that “retention is everyone's job” provided the impetus to develop a coordinating entity to bring academic and administrative units, as well as administrators, faculty, staff and students together to ensure that those who matriculate at GW succeed. As a result, the Enrollment Retention office was created in January 2016.

Enhancing the student experience is vital to improving retention and graduation rates, accordingly, the Enrollment Retention office is committed to providing strategy, research, and advocacy that focus on student success.

The focus of the office for the first year has been on data collection and analysis that will help inform long-term planning and prioritization. The office has worked hard to build relationships with campus partners and help identify existing initiatives and programs that contribute to student retention across the University.

A cohort-wide survey was introduced exploring student attitudes and behaviors related to academic engagement and social connections students have made with other members of the GW community. The office piloted a summer support program that provided incoming and continuing DC area students financial and academic support to aid with degree progress.

The office also provided direct student support through a partnership with the Columbian College of Arts and Sciences and enhanced the support of cohorts formed on GW’s campus.

In the upcoming year the office will continue to examine data and assess the impact of programs already in existence, and partner with other entities on initiatives designed to enhance student success.

HIGHLIGHTS OF SUMMER PATHWAYS

| Returning students who were behind in credits or GPA (opt-in invite) | 37 |
| New Students from SJT and District Scholars cohorts (“required”) | 21 |
| Would recommend the Summer Pathways Program to a Friend | 93% |
| Participants who received a "B" or better in their summer course | 74% |