Market Context and Pandemic Ripples
Youngstown State University

Leadership Team Presentation
April 11th, 2023
We help schools support students from enrollment to graduation and beyond.

ROOTED IN RESEARCH
8,000+ Peer-tested best practices
500+ Enrollment innovations tested annually

ADVANTAGE OF SCALE
2,100+ Institutions served
9.5M+ Students supported by our SSMS

WE DELIVER RESULTS
95% Of our partners continue with us year after year, reflecting the goals we achieve together

Find and enroll your right-fit students
Support and graduate more students
Prepare your institution for the future
Enrollment In Context

Looking Back and Looking Forward
Pandemic Enrollment and Beyond

The Demographic Cliff Is Already Here

**National Data - First-Year Enrollment**
Cumulative Change Since Fall 2019, Projected v. Actual

- Overall, **-6.3%**
- Four-Year Public, **-2.0%**
- Four-Year Private, **+1.8%**
- Two-Year Public, **-15.2%**

Sources: National Student Clearinghouse "Current Term Enrollment Estimates, Feb 2, 2023"; WICHE "Knocking at the College Door"; Nathan Grawe "The Agile College"; EAB interviews and analysis.
Nearly Universal High School Student Declines

Falling Birth Rates Will Hit Institutions Across the United States

Percentage of Change in the Population of 18-Year-Olds, 2025–2035

Source: Western Interstate Commission on Higher Education (WICHE), Knocking at the College Door, 2016; Grawe, Nathan D., Demographics and the Demand for Higher Education, 2017; EAB analysis.
Demography’s Impact Uneven Depending on Segment

2025 to 2030 Should Be the Real Focus, as Even Elites Will See Declines

Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

"Elite"
Top 50\(^1\) research universities & liberal arts colleges

National
Top 50–100\(^1\) research universities & liberal arts colleges

Regional
Ranked\(^2\) outside of Top 100

No Segment Is Safe from Falling Demand 2025-2030

But 2025 to 2030 Should Be the Immediate Focus

Change in Enrollment Demand 2018 to 2035
(2018 Projection = 100)

-5% "Elite"
Top 50 institutions
research universities & liberal arts colleges

-8% National
Top 50-100 institutions
research universities & liberal arts colleges

-11% Regional
Ranked institutions
outside of Top 100

Sources: Grawe, Nathan D., The Agile College: How Institutions Successfully Navigate Demographic Changes, 2021; EAB analysis.
Your Biggest Competition May Be No Institution

The Non-Consumer Market is Getting Bigger Every Year

Change in Ed. Attainment at 19 (2010 to 2020)

<table>
<thead>
<tr>
<th>Year</th>
<th>Change from 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>-8%</td>
</tr>
<tr>
<td>2012</td>
<td>-6%</td>
</tr>
<tr>
<td>2014</td>
<td>-4%</td>
</tr>
<tr>
<td>2016</td>
<td>-2%</td>
</tr>
<tr>
<td>2018</td>
<td>0%</td>
</tr>
<tr>
<td>2020</td>
<td>+2%</td>
</tr>
</tbody>
</table>

Increase in HS Graduation Rate¹ +7.2%

Decrease in College Enrollment Rate² -5.6%

Pandemic Seems Likely to Increase Nonconsumption

Short-term Disengagement

-2.3M Increase in Absent Students Grades 8-12

17% Of seniors abandoned college plans

Long-term Barriers

25% Of 3rd graders behind in reading catch up by end of HS

Your Enrollment: More Than Demographic Decline

The Critical Threats That Continuously Shape Your Enrollment

Demographic Decline

Decline in number of 18-year-olds, 2025 – 2030

-12%

College-Going Rates

Of 18-24-year-olds graduate HS, don't enroll in college

32%

Market Share

Of enrollment changes explained by market share

63%

Undergraduate Enrollment Outlook

Source: Projections from The Agile College, Dr. Nathan Grawe, 2021; EAB analysis of American Community Survey data; EAB Analysis of IPEDS Fall Enrollment Data.
Looking Back to Look Forward

Where Our Analysis Starts: Historical Enrollments of First-Time Undergrads at Youngstown State University

Fall First-Time Undergraduate Students 2010 to 2021

Historical Enrollments

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
<th>Pct. Chg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010-20201</td>
<td>-1,082</td>
<td>-37%</td>
</tr>
</tbody>
</table>

1) Data captured in graph goes up to 2021, but due to IPEDS data collection limitations, our deep-dive analysis begins in 2020.

Included in This Analysis

- Fall first-time degree/for-credit certificate seeking undergrad enrollments
- Full-time and part-time students
- Students who enrolled in college courses during high school

Source: EAB Analysis of IPEDS Fall Enrollment Data.
Which Forces Drove Past Enrollment Shifts?

How Demographics, College-Going Rates, and Market Share Help Explain Past Enrollment Trends For Youngstown State University

Cumulative Change From 2010 by Enrollment Force

Cumulative Impact of Each Force from 2010-2020

Demographic Change
-142 Students

College-Going Rate
-676 Students

Market Share Change
-283 Students

International & Unknown Origin
+19 Students

Overall Enrollment Change
-1,082 Students
-37% change from 2010 levels

Change in First-Time Students

Cumulative Change From 2010 by Enrollment Force

-800 -700 -600 -500 -400 -300 -200 -100 0 +100


Dem. Change College-Going Rates Market Share Intl. & Other

Covid Impact Year

Source: EAB Analysis of IPEDS Fall Enrollment Data, WICHE Knocking at the College Door Data, and American Community Survey Data; EAB Interviews and Analysis.
YSU’s Biggest Competitor is “No College”

<table>
<thead>
<tr>
<th>Top 30 Schools Attended by Non-Enrollees per NSC</th>
<th>2020</th>
<th>Admit 2021</th>
<th>Admit 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>YOUNGSTOWN STATE UNIVERSITY</td>
<td>1,775</td>
<td>1,217</td>
<td>1,189</td>
</tr>
<tr>
<td>Unknown/GAP</td>
<td>1,044</td>
<td>1,280</td>
<td>1,342</td>
</tr>
<tr>
<td>KENT STATE UNIVERSITY</td>
<td>309</td>
<td>295</td>
<td>255</td>
</tr>
<tr>
<td>UNIVERSITY OF AKRON</td>
<td>132</td>
<td>106</td>
<td>133</td>
</tr>
<tr>
<td>OHIO UNIVERSITY</td>
<td>90</td>
<td>106</td>
<td>101</td>
</tr>
<tr>
<td>THE OHIO STATE UNIVERSITY</td>
<td>122</td>
<td>110</td>
<td>90</td>
</tr>
<tr>
<td>BOWLING GREEN STATE UNIVERSITY</td>
<td>76</td>
<td>72</td>
<td>85</td>
</tr>
</tbody>
</table>
How College-Going Rates Have Changed

What Percentage of High School Grads From Ohio End Up Enrolling In College?

HS Grad College-Going Rates for Ohio

College-Going Rate of High School Grads

66% to 60%
change from 2010-2021

1) Estimated using WICHE 10th Grade Total Enrollments from 2-Years Previous
2) College going rate calculated using representative sample from ACS 2010-2021 1-Year data on state residents 19-24-years old that have graduated high school (GED or equivalent included).
Past Non-Consumption in Ohio

Connecting Historical College-Going Rates To First-Time Enrollment Changes in Ohio

Total 18-Year-Old Population, First-Time Students & HS Grad College-Going Rates for Ohio

- College-Going Rate of HS Grads
- 18-Year-Olds1
- First-Time Enrollments

1) Estimated using WICHE 10th Grade Total Enrollments from 2-Years Previous
2) College going rate calculated using representative sample from ACS 2010-2021 1-Year data on state residents 19-24-years old that have graduated high school (GED or equivalent included).

College-Going Rate of High School Grads

66% to 60%
change from 2010-2021

18-Year-Old Population
-11,227 Students
-7% change from 2010-2021

First-Time Students
-27,347 Students
-25% change from 2010-2020

EAB analysis of IPEDS Fall Enrollment by State of Residence Data, American Communities Survey data, WICHE 10th Grade Enrollment Data, and National Assessment of Educational Progress data; EAB interviews and analysis.
Youngstown State has outperformed peers since 2014

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI

Less than 3,000 First Year Enrolls

*Entering Class 2014 to 2022, Indexed Relative to Entering Class 2014*

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Youngstown State</td>
<td>1,704</td>
<td>1,939</td>
<td>2,041</td>
<td>2,167</td>
<td>2,286</td>
<td>1,970</td>
<td>1,771</td>
</tr>
<tr>
<td>Mkt Avg &lt; 3,000 First Year Enrolls, n=90</td>
<td>1,139</td>
<td>1,125</td>
<td>1,085</td>
<td>1,069</td>
<td>1,036</td>
<td>1,001</td>
<td>909</td>
</tr>
</tbody>
</table>

![Bar chart showing Youngstown State's enrollment growth compared to market average.](chart.png)
In recent years, bigger brands have captured greater market share.

Youngstown State First Year Enrollment Indexed vs. Public Institutions in OH, IN, IL, PA, and MI
Entering Class 2014 to 2022, Indexed Relative to Entering Class 2014

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<td>1,069</td>
<td>1,036</td>
<td>1,001</td>
<td>909</td>
</tr>
<tr>
<td>Mkt Avg &gt; 3,000 First Year Enrolls, n=16</td>
<td>5,050</td>
<td>5,155</td>
<td>5,332</td>
<td>5,369</td>
<td>5,506</td>
<td>5,559</td>
<td>5,315</td>
</tr>
</tbody>
</table>
Pandemic Enrollment Declines

Fall 2019 to Fall 2022

Change in Total Undergraduate Enrollment by Segment

<table>
<thead>
<tr>
<th>Segment</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL</td>
<td>-8%</td>
</tr>
<tr>
<td>Private Nonprofit 4-year</td>
<td>-3%</td>
</tr>
<tr>
<td>Public 4-year</td>
<td>-4%</td>
</tr>
<tr>
<td>Public 2-year</td>
<td>-16%</td>
</tr>
</tbody>
</table>

Change in Freshman Enrollments by Segment

- Private Nonprofit 4-Year: +1.8%
- Public 4-Year: -2.0%
- Public 2-Year: -15.2%

Change in First-Year Enrollment by Sector and Selectivity

- **Public 2-Year**
  - 2019: 100%
  - 2020: 84%
  - 2021: 79%
  - 2022: 78%

- **Public 4-Year**
  - 2019: 100%
  - 2020: 94%
  - 2021: 91%
  - 2022: 89%

- **Private 4-Year**
  - 2019: 100%
  - 2020: 93%
  - 2021: 95%
  - 2022: 92%

Source: National Student Clearinghouse.
Freshman Enrollment Outlook

Macro-Environment Trends to Watch
Building A Baseline Future Enrollment Scenario

Adding Up Our Projections for Youngstown State University Through 2035
Cumulative Estimates for Demographics, College-Going Rates, and if Market Share Trends Persist

Historical Enrollment
2020 Enroll. Level

Add: Demographic Impact
-122
Student Change

Add: College-Going Rate Impact
-226
Student Change

Add: If Market Share Trends Persist
+357
Student Change

Overall Projected Change by 2035
+8
Student Change

Non-Consumption and Demography

Source: EAB Analysis of IPEDS Fall Enrollment Data, WICHE Knocking at the College Door Data, and American Community Survey Data; Grawe, Nathan, The Agile College (Data file); EAB Interviews and Analysis.
New Aid Formulas Present Disruption, but Meaningful Pell Opportunity

Notable Changes

- The FAFSA will be considerably shorter
- The FAFSA will rely almost exclusively on information from a family’s recent tax return
- Expected Family Contribution (EFC) will become the Student Aid Index (SAI)
- Potential for Negative Student Aid Index (SAI) up to 1,500

Key Updates:

- Notable increase in number of Pell Grant recipients (10%-20%)
- New SAI will no longer take families with multiple students in college into account
- Small business/farm owners will have those assets considered in SAI calculation
Many Markets Becoming ‘Winner(s)-Take-Most’

Top 50 Firms Now Worth Almost 30% of Global GDP
Stock Market Value to GDP Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Stock Market Value to GDP Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>5%</td>
</tr>
<tr>
<td>2020</td>
<td>28%</td>
</tr>
</tbody>
</table>

Consolidation Comes for Every Industry

US market share of largest three firms

Pharmacies & Drug Stores

<table>
<thead>
<tr>
<th>Year</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>37%</td>
</tr>
<tr>
<td>2017</td>
<td>67%</td>
</tr>
</tbody>
</table>

Home Improvement Stores

<table>
<thead>
<tr>
<th>Year</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>47%</td>
</tr>
<tr>
<td>2017</td>
<td>87%</td>
</tr>
</tbody>
</table>

75% of US industries have experienced concentration over past two decades

Source: Bloomberg, "World-Dominating Superstar Firms Get Bigger, Techier, and more Chinese," May 2021 (link); Grullon et al., "Are US industries becoming more concentrated?" Review of Finance, July 2019; Open Market Institute; EAB interviews and analysis.
Ultra-Winners Come to Higher Ed?

Instead of ‘Disrupting’ Concentration Reshaped the Market

Pandemic Accelerated UG Enrollment Flight to Larger Institutions

Percentage Change in UG Enrollments\(^1\) 2012 to 2020

<table>
<thead>
<tr>
<th>Public 4-Yr Institutions</th>
<th>Large Publics Grew Rapidly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large, More Selective(^2)</td>
<td>(+16%)</td>
</tr>
<tr>
<td>Large, Less Selective</td>
<td>(+19%)</td>
</tr>
<tr>
<td>Small (All Selectivity)</td>
<td>(+1%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Private 4-Yr Institutions</th>
<th>Less-Selective Privates Shrank</th>
</tr>
</thead>
<tbody>
<tr>
<td>More Selective</td>
<td>(-4%)</td>
</tr>
<tr>
<td>Less Selective</td>
<td>(-14%)</td>
</tr>
</tbody>
</table>

Concentrated Growth in Research, Endowment Funds

- \$27.6B in federal research funding was allocated to the top 50 institutions in FY2020 (compared to \$18.5B for all other institutions)
- \(19\%\) of institutions hold 83.7% of all endowment assets\(^1\)

\(1\) Of institutions that responded to a national survey.

Optimism in a Challenging Time

1. You have agency to build marketshare
2. YSU is well-positioned to manage FAFSA changes
3. Most severe pressure is on regional *privates*
4. Your academic mix and tuition positioning are favorable
5. Demography improves a bit in 2030
6. College-going rate may have bottomed out
7. A strong staff and enrollment operation
8. Sophisticated marketing to students and parents
The Pandemic Ripple Effects

A Long-Term Perspective on Student Success Following the Pandemic and What Actions You Can Take Now
Ed Venit
Managing Director
EVenit@eab.com
Follow me on Twitter
@HigherEdVenit
KEEP HOping FOR A RETURN TO THE PAST

BUILD A NEW EXPERIENCE FOR TOMORROW
Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, but It’s Far Too Early to Know the Extent

Class of 2023
High School Seniors

Critical Milestones

High School Graduation

High School Graduation Rate Held Steady... Again
Brookings Institute

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>86.5%</td>
</tr>
<tr>
<td>2017</td>
<td>86.3%</td>
</tr>
<tr>
<td>2018</td>
<td>87.1%</td>
</tr>
<tr>
<td>2019</td>
<td>87.5%</td>
</tr>
<tr>
<td>2020</td>
<td>88.1%</td>
</tr>
<tr>
<td>2021</td>
<td>87.8%</td>
</tr>
<tr>
<td>2022</td>
<td>?</td>
</tr>
</tbody>
</table>

However...

1. States reduced requirements
   - Credits
   - Testing
   - Attendance

2. Teachers made accommodations

3. College-going fell
   - 2YR down 16%
   - 4YR down 6%

Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, But It’s Far Too Early to Know the Extent

Class of 2023
High School Seniors

Class of 2027
Eighth-Graders

Critical Milestones

High School Graduation

High School Algebra

Foundational Math Further Declined in 2022
Percentage of Students Achieving Fundamental Math Skills

<table>
<thead>
<tr>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
<th>Grade 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>63%</td>
<td>54%</td>
<td>49%</td>
<td>43%</td>
</tr>
<tr>
<td>55%</td>
<td>47%</td>
<td>42%</td>
<td>40%</td>
</tr>
<tr>
<td>52%</td>
<td>44%</td>
<td>40%</td>
<td>37%</td>
</tr>
</tbody>
</table>

Historical | Spring 2021 | Spring 2022

Source: Brookings Institute, How Has the Pandemic Affected High School Graduation and College Entry?
Curriculum Associates, The State of Student Learning in 2022;
Elaine Allensworth and John Q. Easton, The on-track indicator as a predictor of high school graduation, UChicago Consortium on School Research, 2005;
Ann E. Casey foundation (2010), "Early Warning: Why Reading by the End of Third Grade Matters"; EAB interviews and analysis.
Unfinished K-12 Learning

Disruptions Could Ripple Through Education for Years, but It’s Far Too Early to Know the Extent

Class of 2023
High School Seniors

Class of 2027
Eighth-Graders

Class of 2032
Third-Graders

Critical Milestones

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Grade K</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Graduation</td>
<td>79%</td>
<td>68%</td>
<td>60%</td>
<td>74%</td>
</tr>
<tr>
<td>High School Algebra</td>
<td>74%</td>
<td>58%</td>
<td>52%</td>
<td>70%</td>
</tr>
<tr>
<td>3rd Grade Reading</td>
<td>74%</td>
<td>59%</td>
<td>51%</td>
<td>67%</td>
</tr>
</tbody>
</table>

Early Reading Showed No Improvement in 2022
Percentage of Students Achieving Fundamental Reading Skills

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RIPPLE 2

STUDENT MENTAL HEALTH
How Has Student Mental Health Changed?

Trending Upward, but Most Students Still Not Feeling Their Best

When was your overall mental health the best?
College Pulse Survey, Spring 2022

Just 27% of students said their mental health was at a high point in Winter 2022

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Source: College Pulse survey of 2,000 college students, March 16-22, 2022; EAB interviews and analysis.
A Growing Threat to Retention

In the Past 6 Months, Have You Considered Stopping-Out Due to Emotional Stress?

Gallup/Lumina Survey

<table>
<thead>
<tr>
<th></th>
<th>Fall 2020</th>
<th>Fall 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two-Year Students</td>
<td>63%</td>
<td>24%</td>
</tr>
<tr>
<td>Four-Year Students</td>
<td>76%</td>
<td>42%</td>
</tr>
</tbody>
</table>

Source: Gallup *The State of Higher Education 2022 Report*; EAB interviews and analysis.
Stepped Care Model

1. Screening
   - triage & assessment
   - action plan
   - relies on existing resources
   - built to scale
   - often not HIPAA protected

2. Referral to campus supports
   - campus ministries
   - career center
   - group fitness
   - health services
   - intercultural student development
   - mentoring program
   - residence life
   - student success
   - relies on existing resources
   - built to scale
   - often not HIPAA protected

3. Referral to peer supports
   - peer listener program
   - active minds
   - relies on existing resources
   - built to scale
   - often not HIPAA protected

4. Self-help psychoeducation
   - apps & websites
   - TAO modules
   - relies on existing resources
   - built to scale
   - often not HIPAA protected

5. In-person psychoeducation
   - emotional wellness workshops
   - Thrive! Programming
   - relies on existing resources
   - built to scale
   - sometimes not HIPAA protected

6. Therapeutic consultation
   - single session
   - one problem, one solution
   - relies on expensive specialists
   - does not scale
   - HIPAA protected

7. Group therapy
   - 5-14 week commitment
   - in-depth education, exploration, & group support
   - relies on existing resources
   - built to scale
   - often not HIPAA protected

8. Online therapy
   - weekly videoconference sessions
   - TAO modules, logs, mood surveys, text reminders
   - relies on expensive specialists
   - does not scale
   - HIPAA protected

9. Individual therapy
   - customized session length & frequency
   - ongoing symptom measurement
   - requires full diagnostic assessment
   - relies on expensive specialists
   - does not scale
   - HIPAA protected

10. Off-campus referral
    - long-term, intensive, or specialized treatment
    - psychological testing
    - relies on expensive specialists
    - does not scale
    - HIPAA protected

Source: https://calvin.edu/dotAsset/9f069284-8678-40e7-9e15-964ee48af96
RIPPLE 3

STAFFING

TURNOVER
The Great Resignation

Extreme Levels of Employee Turnover Leaving Student Success Managers Struggling to Keep Up

Employee Turnover in Higher Education
Percentage change in total employees, seasonally adjusted

-11% decline in 2020
+10% growth in 2021

280% increase in job postings, Mar’20-May’22

-12%
-10%
-8%
-6%
-4%
-2%
0%
2%

Jan-20 Jan-21 Jan-22

With more to come

Staff Exploring Out-of-Sector Options

- Another Higher Ed Institution: 68%
- Private For-Profit Company: 64%
- Non-Profit Outside Higher Ed: 51%

Student-Facing Staff Suddenly Very Mobile

- Staff have transferable skills in high demand
- Competency-based hiring reduces barrier to entry
- Industry offered better salary and flexibility

Speculating About the Future
When Will We Feel the Ripples?

Current Day
- Enrollment and Equity
- Virtual High School
- Transfer Enrollment
- Student Mental Health

Early Decade

Late Decade
- Impact of Unfinished Math

Beyond
- Impact of Unfinished Reading

Demographic cliff intensifies
Preparing for the Ripples

Extend Impact of Limited Staff Capacity with a Technology-Enabled Coordinated Care Network

Post-Pandemic Students

- Faculty referral
- Proactive outreach

Advising, Faculty, and Outreach Teams

- Frontline Support
- Self-Serve Technology
- Case referrals
- Shared notes

Support Offices and Essential Services

- Academic Support
- Financial Aid
- Career Center
- Residence Life
- Athletics
- Other Services

Data on student needs, barriers, attitudes, and performance

Data on appointments, communications, and other interactions

Data on the accessibility, scope, and impact of support services
Rebalance Support with Differentiated Care

A More Efficient Way to Organize Staff and Provide Better Support

### A Few Different Ways You Can Rebalance Efforts

<table>
<thead>
<tr>
<th>Level of Need</th>
<th>Number of Students</th>
<th>Touchpoints</th>
<th>Communication</th>
<th>Interventions</th>
<th>Staff Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intense Care</strong></td>
<td>Coordinate care among a network of support offices</td>
<td>8-10 per term</td>
<td>Live contact (F2F, call, zoom)</td>
<td>Top priority</td>
<td>Specialist</td>
</tr>
<tr>
<td><strong>Active Monitoring</strong></td>
<td>Surface problems early and proactively focus support</td>
<td>4-6 per term</td>
<td>Combo of live and messaging</td>
<td>Second wave</td>
<td>Experienced</td>
</tr>
<tr>
<td><strong>Baseline Support</strong></td>
<td>Rely on scalable, self-serve, and automated guidance</td>
<td>1-3 per term</td>
<td>Text and email, w/ occasional live</td>
<td>Lowest priority</td>
<td>Early career</td>
</tr>
</tbody>
</table>

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**More Equitable Support**
Student needs are met with customized support rather than a “one size fits all” approach

**Staff Time Savings**
Time is allocated based on the degree of student need rather than standard expectations

**Cost Savings**
Scalable support is focused on the entire population, while expert and in-depth care only on those in need
Strengthening Your Early Warning System

Essential Investments to Prepare for Supporting Elevated Academic Needs in the 2020s

- Alerts prioritized based on student needs
- Triage system and case management adopted
- Limited use in isolated advising units
- Limited faculty buy-in

- Alerts aligned to strategic goals
- Widespread use across institution
- Alerts preplanned and stakeholders informed
- Faculty bought-in and reminded to participate

- Stakeholders celebrated for their impact
- Assessment drives continuous improvement
- Closed feedback loop with alert referrers
- Cases are coordinated with other support units

Early Alerts and Case Management

Level 4
Transformative

Level 3
Strategic

Level 2
Expanded

Level 1
Limited

Level 0
Absent

Level 4
Transformative

Level 3
Strategic

Level 2
Expanded

Level 1
Limited

Level 0
Absent
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