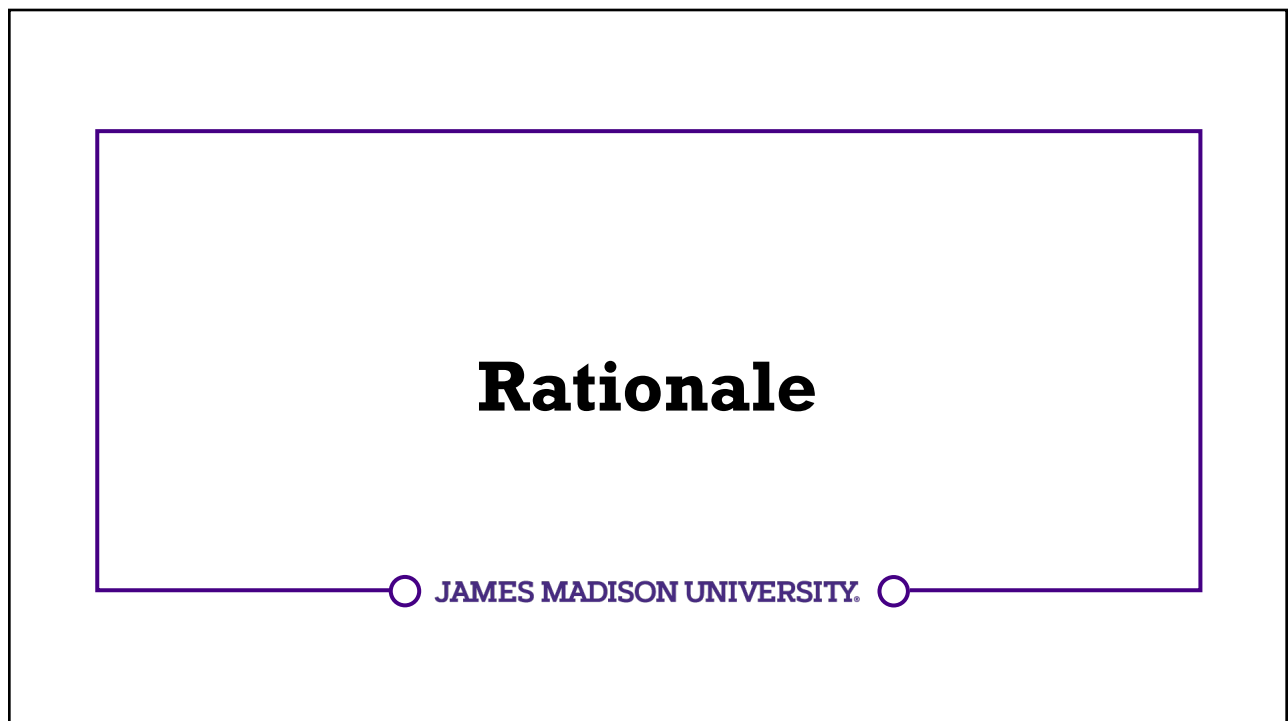
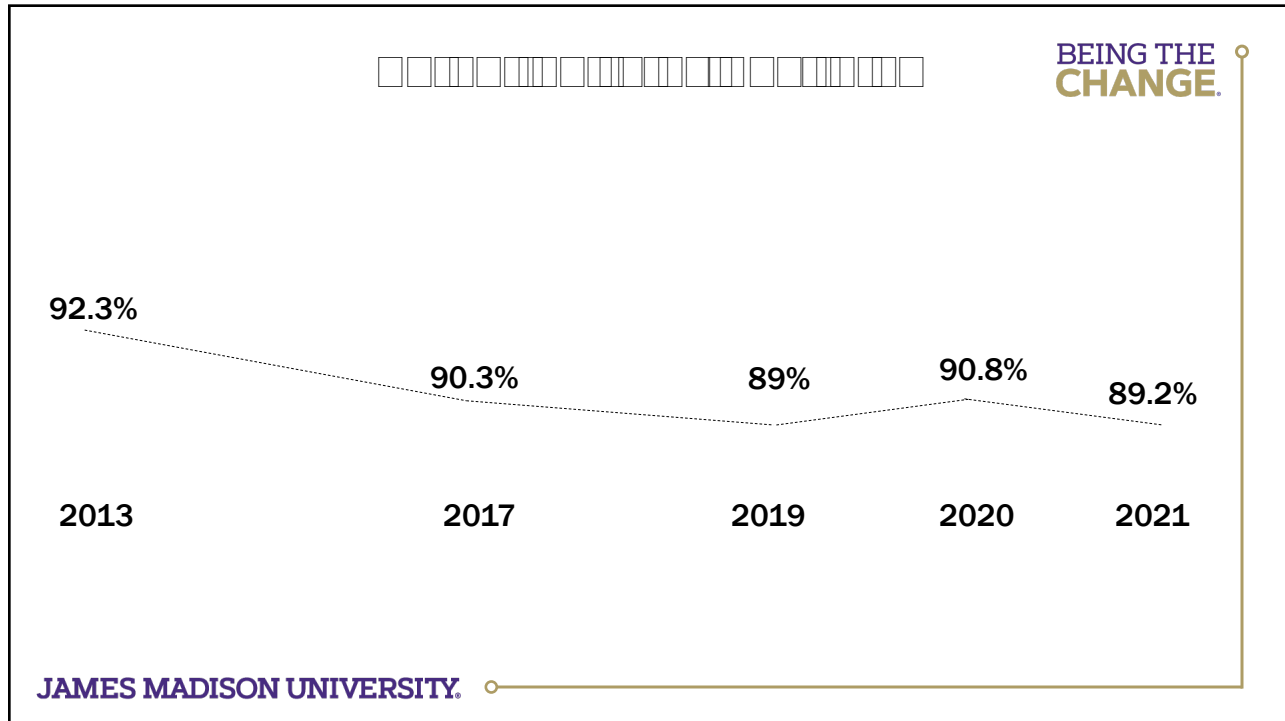


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BEING THE CHANGE.

| | 1 st Gen | Out of State | Black | Hispanic | 2+ race | Transfer | Pell |
|------------------|---------------------|--------------|-------|----------|---------|----------|-------|
| 92.3 2013 | 89.6% | 89.4% | 86.7% | 92.3% | 93.2% | 86.1% | 91.4% |
| 90.3 2017 | 87.0% | 88.8% | 87.3% | 85.5% | 90.3% | 84.9% | 88.3% |
| 89.0 2019 | 83.9% | 85.1% | 89.1% | 88.4% | 87.1% | 86.1% | 86.5% |
| 90.8 2020 | 88.9% | 89.6% | 92.1% | 87.3% | 87.1% | 82.7% | 88.5% |
| 89.2 2021 | 83.1% | 87.3% | 84.9% | 86.8% | 84.8% | 79.8% | 84.9% |

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BEING THE CHANGE.

- Cost of retention / not retaining students
 - \$500,000 – \$2,400,000 per 1% in change in overall retention rate

- Establishing student success culture & infrastructure for cohorts to come
 - Equity-minded
 - Holistic approach
 - Intentional & integrated

- Aligns with JMU’s strengths & planning

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Institutional Capacity

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BEING THE CHANGE.

- **Priority #1 Being the Change at Work and in the World**
We will be an innovative engine powering student lifelong learning and providing the skill sets and solutions that education, business, government and other constituents have come to expect from JMU as we are truly being the change.

- **Priority #2 Advancing Diversity, Equity, and Inclusion (DEI)**
We will advance access and affordability for qualified students from all backgrounds, diligently removing obstacles to success.

- **Priority #3 Attracting the Students of Tomorrow**
Our approach to enrollment management will be visionary and innovative, astutely anticipating national demographic trends, meeting community needs and fueling Virginia’s commitment to be the most well-educated state.

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BEING THE CHANGE.

- Task Force for Racial Equity
- Campus Climate Study
- Re-Engineering Madison
- Move to Common Application for Admissions
- Academic Affairs Strategic Plan
- Student Affairs Curricular Integration
- The Reddix Center for First Generation Students
- Fundraising to increase access & improve affordability



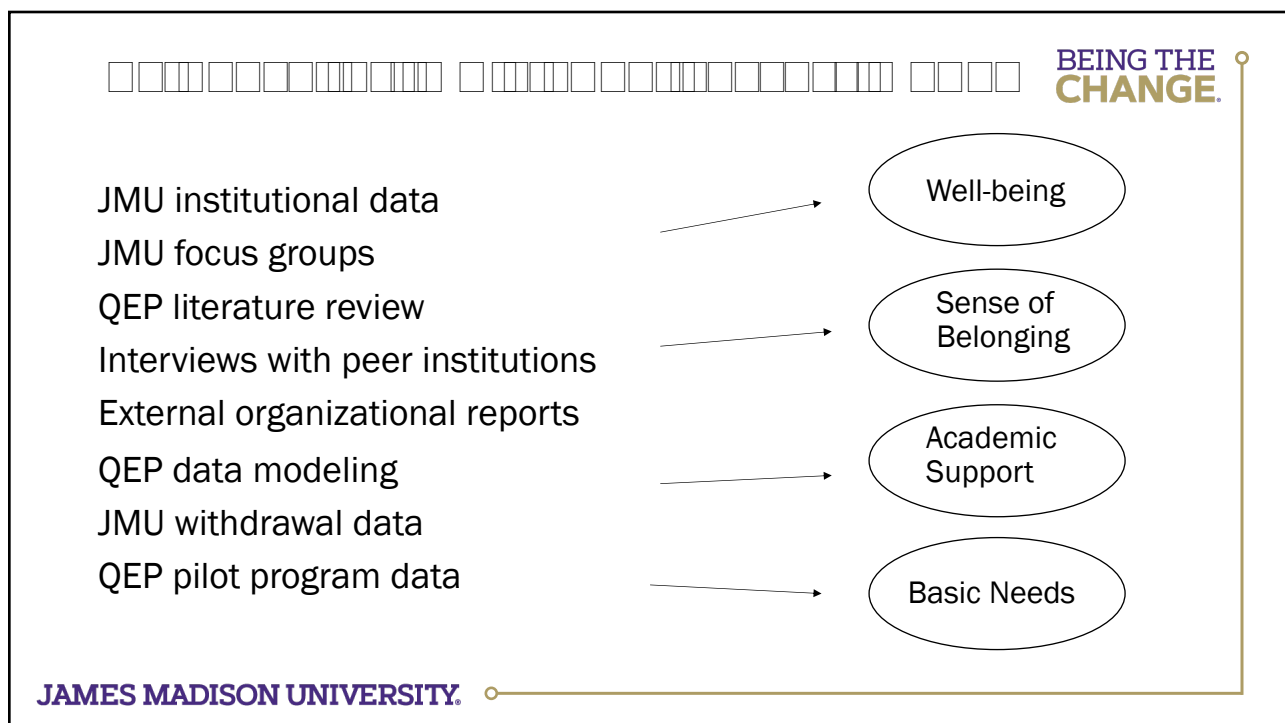
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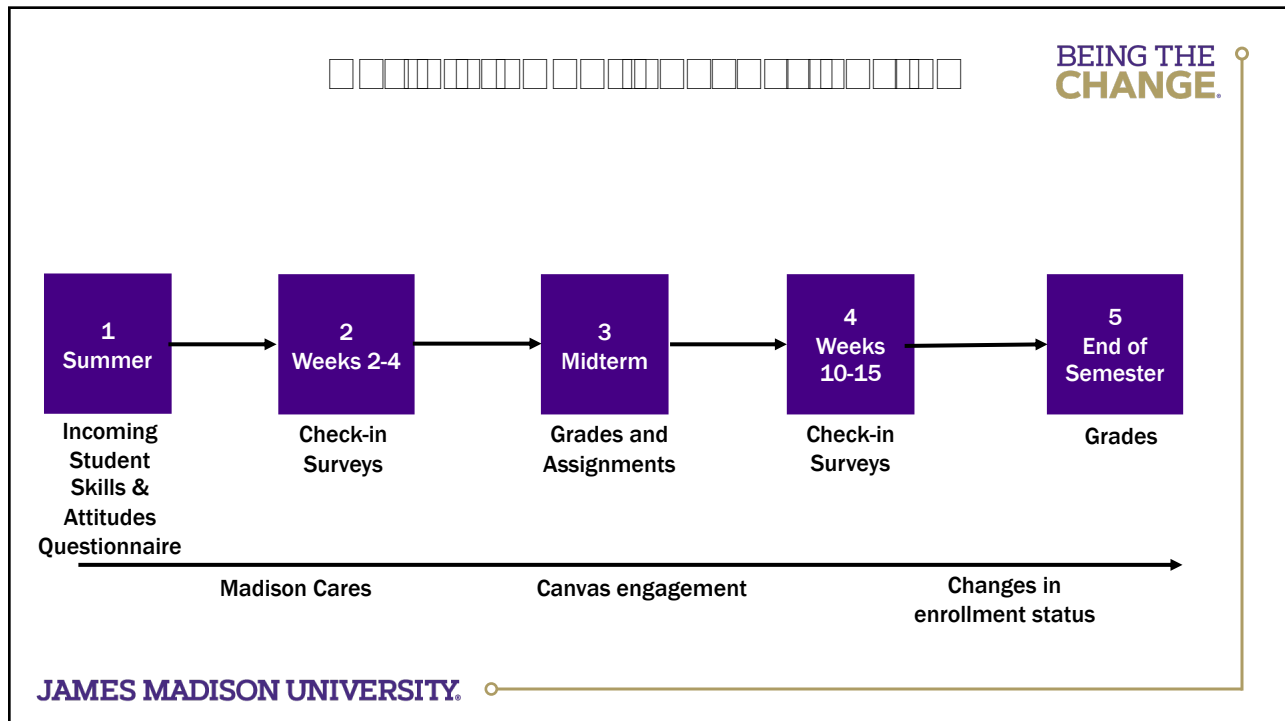
Major QEP Components

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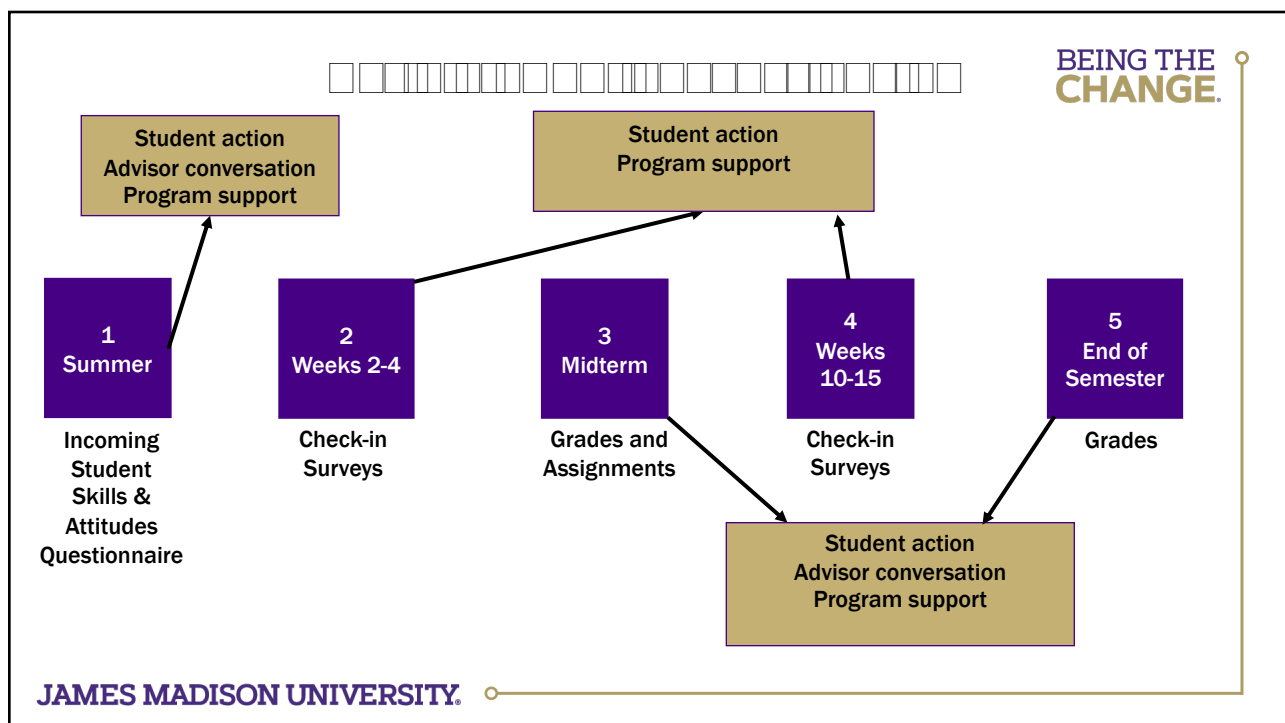
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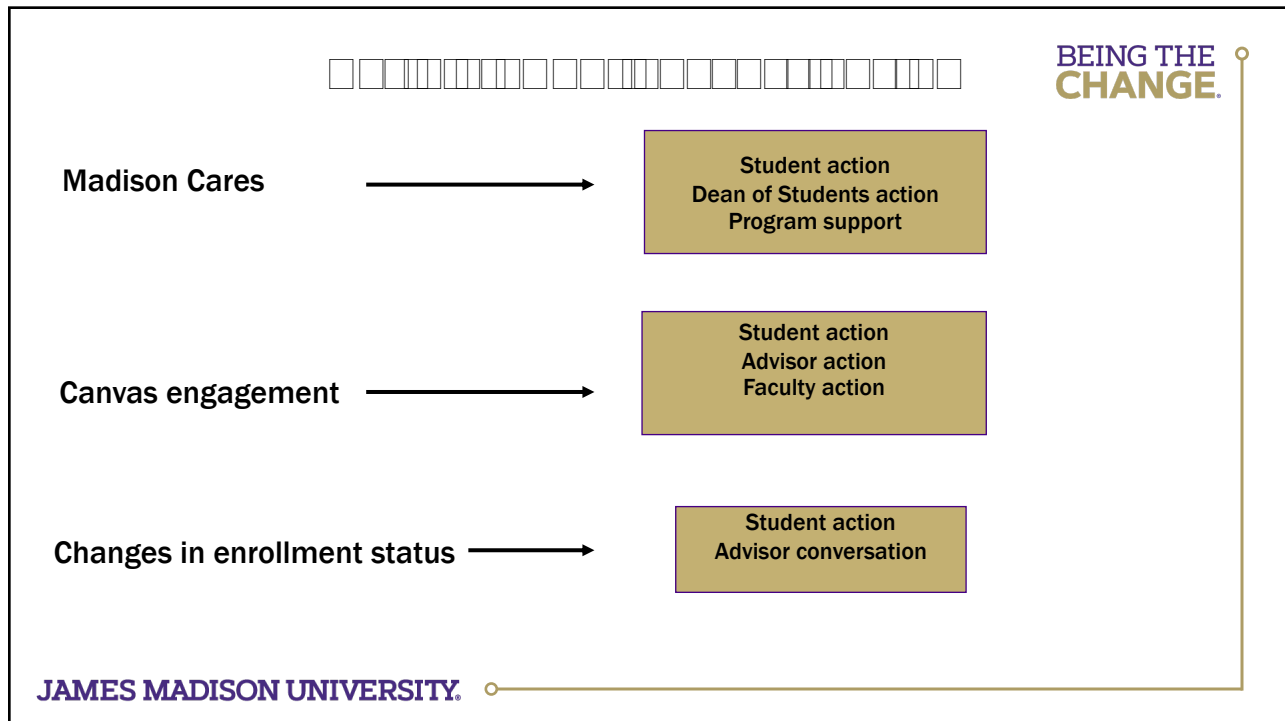
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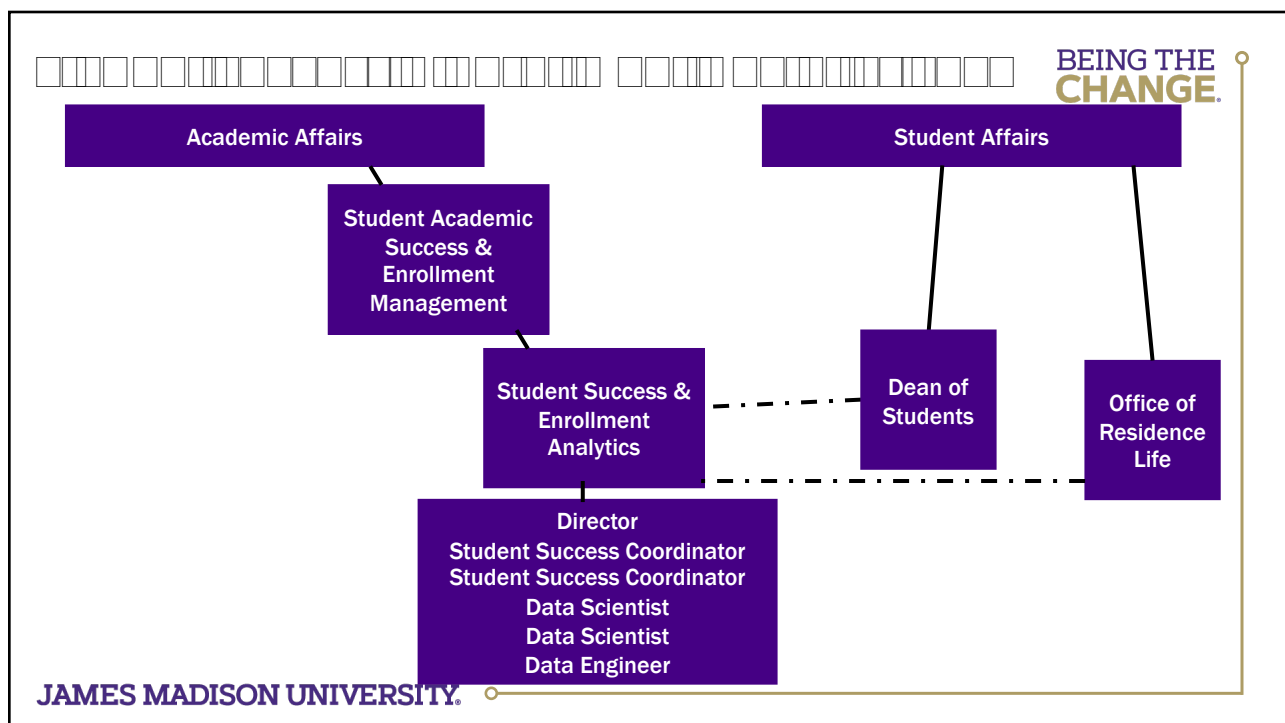
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BEING THE CHANGE.

- At least four full-time advisors
- Retention Task Force
- Data Task Force



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Expected Outcomes & Evaluation

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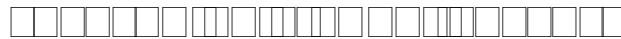
BEING THE CHANGE.

Increased numbers of diverse student groups participating in high-quality educational experiences, earning high-quality credentials (Kinzie & Kuh, 2017)



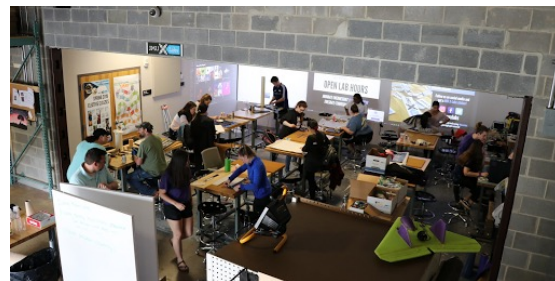
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BEING THE CHANGE.

Increased numbers of diverse student groups participating in high-quality educational experiences, earning high-quality credentials (Kinzie & Kuh, 2017)




We see it at James Madison University, a leader in sharing information to help families make wise choices. As their Web site says, 'Some say their educational programs are successful. At JMU, we can prove it!', I love that!

(Spellings, 2008)

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BEING THE CHANGE.

| | 2022-2023 (Year 0) | | | | 2027-2028 (Year 5) | | | |
|--|--------------------|----------------|-------------------|------------|--------------------|-------------------|------------|-------------------------------|
| | Sample size | Retention rate | Students retained | Equity gap | Retention rate | Students retained | Equity Gap | Increase In students retained |
| Overall retention | 4770 | 89.2% | 4255 | N/A | 91.2% | 4350 | N/A | 95 |
| Black students | 205 | 84.9% | 174 | 4.3% | 87.9% | 180 | 3.3% | 6 |
| First-Gen students | 544 | 83.1% | 452 | 6.1% | 86.5% | 471 | 4.7% | 18 |
| Hispanic students | 341 | 86.8% | 296 | 2.4% | 89.4% | 305 | 1.8% | 9 |
| More than 1 race/ethnicity students | 256 | 84.8% | 217 | 4.4% | 87.8% | 225 | 3.4% | 8 |
| Out of state students | 1009 | 87.3% | 881 | 1.9% | 89.8% | 906 | 1.4% | 26 |
| Pell-eligible students | 684 | 84.9% | 581 | 4.3% | 88.0% | 602 | 3.2% | 21 |
| Transfer students | 774 | 79.8% | 618 | 9.4% | 83.8% | 649 | 7.4% | 31 |

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Discussion

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