

Undergraduate Affairs: Forward Focus

1.22.26

Why Change?

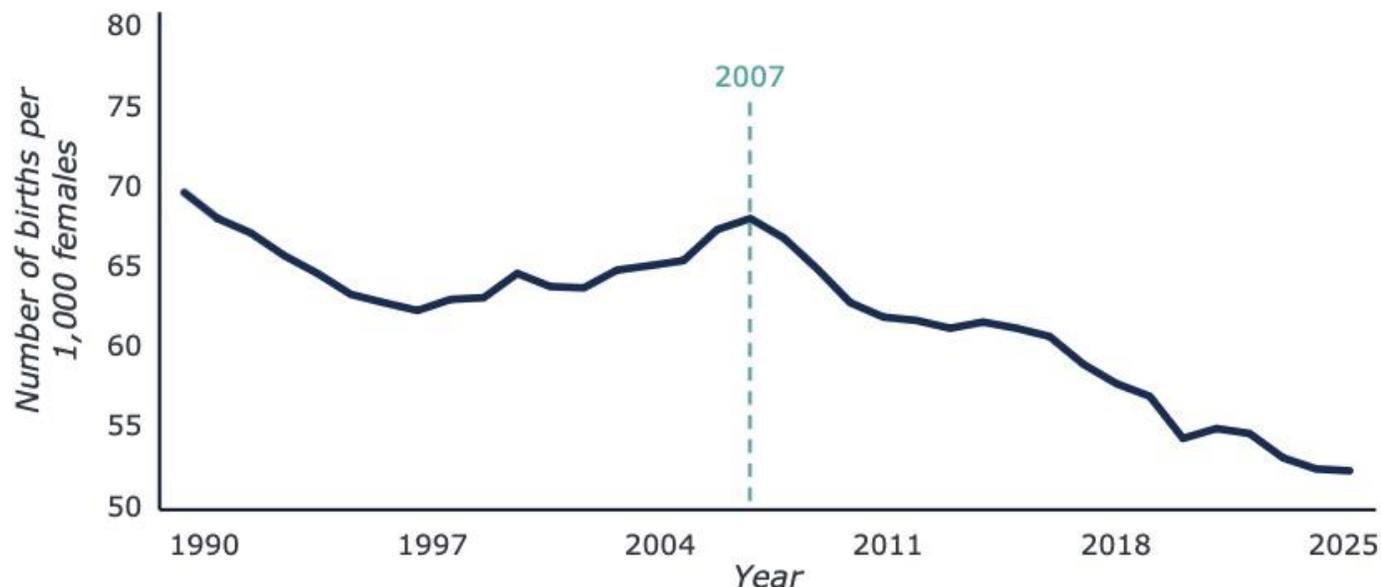
IPEDS Fall 2023

Pac -12 Schools	1 YR FT-FT Retention	4-year Graduation	6-year Graduation
Gonzaga	94	75	85
San Diego State	90	48	76
Oregon State	87	41	68
Colorado State	85	47	69
Washington State	80	37	60
Texas State	78	33	57
Boise State	78	31	53
Fresno State	78	18	57
Utah State	74	29	55

Long-Predicted Demographic Cliff Hits Next Year

Retention May Be Best Way to Increase Revenue as Enrollment Declines

U.S. Birth Rates Continue to Decline, Hitting All-Time Low in 2025



Nonconsumption Trend Compounds Demographic Declines

23%

Of teens have no plans to continue formal education, a 10 pp increase since 2008

12%

Of men aged 16-24 are not in education, employment, or training

Things Aren't Like They Used to Be

Shifting Landscape Ramps Up Pressure on Retention and Graduation Rates

A Changing World



"Hybrid campus" with mixed remote and in-person staff work schedules and classroom pedagogies



Advancements in generative AI, big data, and other student- and advisor-facing tech



Volatile political landscape, with some states' policies requiring publics to dismantle org units



Challenging budget environment, with even the largest and most elite institutions facing deficits



A Changing Student Body



Demographic shifts toward more urban areas, second-generation college students, older students



Increasingly prevalent messages around nonconsumption (though Gen Z still trusts colleges)



Greater student awareness of the role of identity, community, and mental health in education



Digital natives give way to "smartphone natives": higher tech expectations, lower tech literacy

**“unabashed advocacy for
student success”
-President Mortensen**

Inspo

STUDENT SUCCESS CONCEPTUAL FRAMEWORK



EAB's Definition of Student Readiness

11

Four Dimensions of Student Readiness Institutional Leaders Cannot Ignore



Academic Readiness

The foundational literacy and quantitative background, as well as the study and time management skills, needed to **fulfill course requirements**



Financial Readiness

The capacity to confidently and realistically pay for and manage **all** the costs of college (not just tuition, room, and board) via a best-fit mix of personal, government, institutional, and external support



Socioemotional Readiness

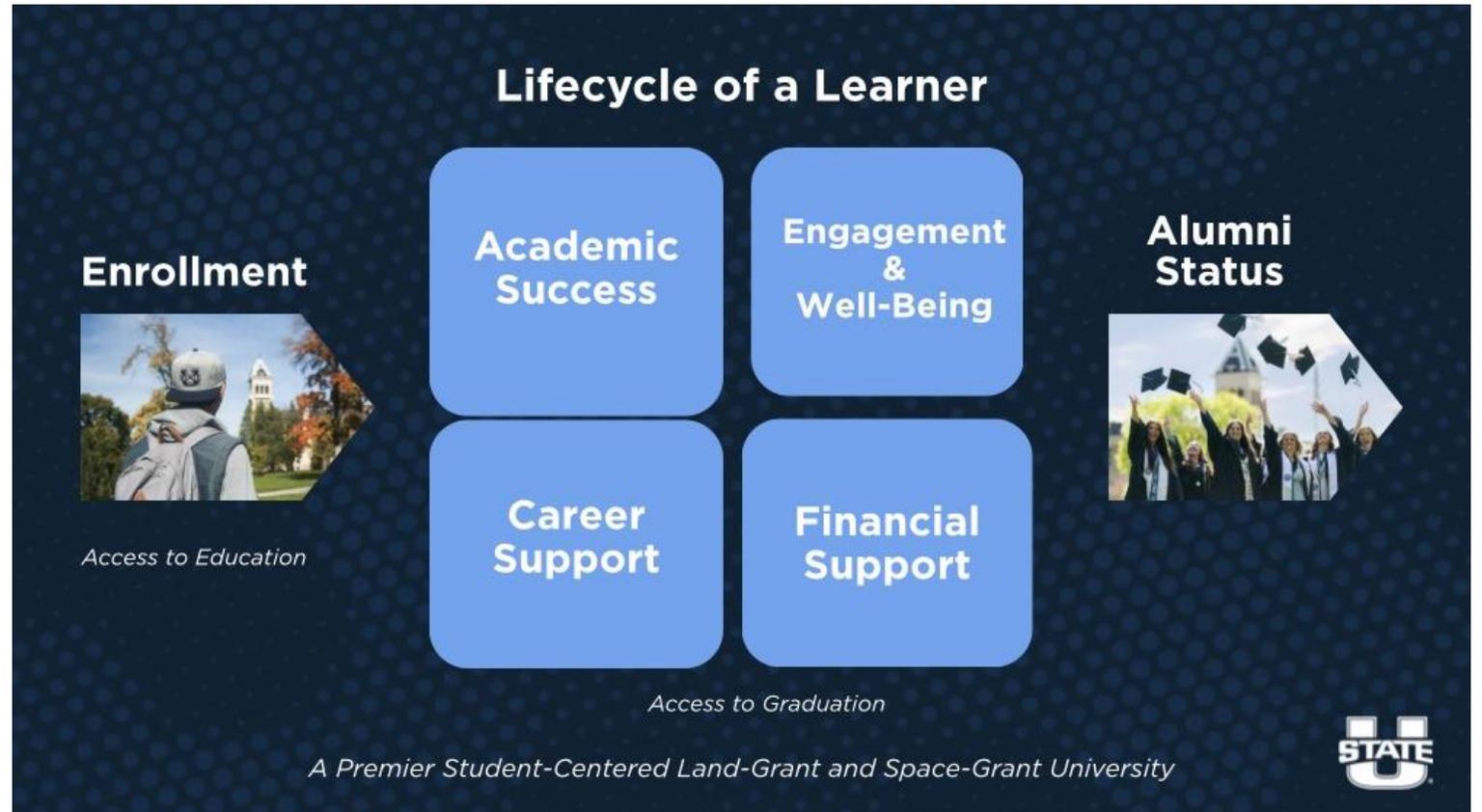
The ability to manage emotions, build and maintain relationships, overcome setbacks, engage in productive discussions, and safely ask for help in order to **feel a sense of belonging** in college



Career Readiness

The industry-specific skills and knowledge, as well as the workplace navigation and communication competencies, required to **find and thrive in a right-fit career**

The How



Undergraduate Affairs Advisory Committee:

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