

Recruiting & Retaining Adult Learners

Formerly Nontraditional Students Report

VOLUME 20, ISSUE 3

DECEMBER 2017

HIGHLIGHTS

GENERATING OPPORTUNITIES

Build a multiyear recruitment strategy that pays enrollment dividends over time. **Pages 6–7**

RESEARCH

New federal data includes outcomes for students other than first-time, full-time enrollees that could provide a better picture of completion rates for adult learners. **Page 8**

LAWSUITS & RULINGS

Review summaries of recent court cases and agency rulings involving adult learners. **Pages 10–11**

LEADERS & INNOVATORS

Lynn Mahoney, Ph.D., provost and vice president for academic affairs at the California State University at Los Angeles, focuses on student needs to boost completion. **Page 12**



THE ADVISORY BOARD SPEAKS

Recruit, retain students in a difficult market

By Joan Hope, Ph.D., Editor

Is your institution or your division for adult learners struggling with enrollment numbers? If so, you're not alone. Spring 2017 undergraduate enrollment across postsecondary education was down 1.9 percent compared to spring 2016, according to National Student Clearinghouse Research Center figures, although graduate enrollments have risen slightly. And adult learners contributed most heavily to the decline. Among students over age 24, enrollment dropped 3.6 percent for the year. That followed a year-to-year enrollment decline of 3.4 percent from spring 2015 to spring 2016, and a drop of 3.6 percent from spring 2014 to spring 2015 ([learn more at *http://bit.ly/2gxOtX0*](http://bit.ly/2gxOtX0)).

Members of *Recruiting & Retaining Adult Learners'* Advisory Board participated in a conference call to share what they have observed on their campuses and what strategies are working to recruit and retain adult learners.

Louis deSalle, associate dean, curriculum and instruction at The College of New Rochelle; School of New Resources; Barbara Randazzo, dean of the

Continued on page 4.

MARKETING

Social media tips: Are you listening?

By Donna Tatarico

What are people saying about your school? What questions about careers and education are people posing to the internet at large that you have answers to? You don't know unless you're listening.

Monitoring social media is more than checking for at-mentions on Twitter and tags on Facebook. Many people — current students, prospective students, employers, and other key audience members — may be talking about you or about things relevant to you. Listening on social media is a good practice for many reasons, including customer service, recruiting, retention, and research.

> **Listening for customer service opportunities.** I recently heard from a friend who manages social media that he found someone who

Continued on page 3.

Recruiting And Retaining Adult Students

Georgianna L. Martin, Michael S. Hevel



Recruiting And Retaining Adult Students:

Recruiting and Retaining Adult Students Peter S. Cookson, 1989 **How to Recruit and Retain Higher Education Students** Tony Cook, Brian S. Rushton, 2009-09-10

How to Recruit and Retain Higher Education Students is an invaluable resource for academic staff administrators and policy makers involved in student recruitment and improving student retention. It offers practical advice on how universities can influence the expectations of prospective students, allowing them to make sensible decisions about careers, courses, and institutions. Many surveys of students who drop out of university show that most do so out of disappointment. Failing to understand what higher education was about quickly enough, they become confused and frustrated. Dropping out seems the best solution. This book describes a series of practices proven to encourage students to stay on, discussing the background research on student attrition. By preparing students better for their higher education experience, the practices in this book are effective not only in recruiting students but also in matching them to the right institutions and programmes. The practices described range from those reaching out in a broad way to communities of potential students to university support for pre-entry examinations to enhanced communication between institutions and applicants. All are described in sufficient detail to allow judgments to be made about how to use and adapt them to suit local needs. How to Recruit and Retain Higher Education Students provides a sound theoretical foundation for research into student retention and provides the necessary underpinning for those academic staff embarking on courses and assists in preparing them for their roles in both teaching and student support.

New Scholarship in Critical Quantitative Research, Part 1: Studying Institutions and People in Context Frances K. Stage, Ryan S. Wells, 2014-06-24

This volume presents work focused on underrepresented persons in a variety of levels of higher education. Each scholar has used critical quantitative approaches to examine access and/or success in the higher education arena. Their scholarship pushes the boundaries of what we know by questioning mainstream notions of higher education through the examination of policies, the re-framing of theories, and measures the re-examination of traditional questions for nontraditional populations. The work is divergent but the commonality of the presentations lies in each scholar's critical approach to conventional quantitative scholarship. Their research highlights inequities and explores factors not typically included in conventional quantitative analysis. This is the 158th volume of this Jossey-Bass quarterly report series. Always timely and comprehensive, New Directions for Institutional Research provides planners and administrators in all types of academic institutions with guidelines in such areas as resource coordination, information analysis, program evaluation, and institutional management.

Research-Driven Practice in Student Affairs: Implications from the Wabash National Study of Liberal Arts Education Georgianna L. Martin, Michael S. Hevel, 2014-09-25

As student affairs units face increasing pressure to use data and evidence to inform planning and decisions, the research related to higher education has become more complex and in some cases less accessible. This issue aims to bridge this gap by drawing implications for student affairs.

programs and practices from the results of the Wabash National Study of Liberal Arts Education an investigation that followed thousands of college students at more than 50 colleges and universities The authors identify research based ways that student affairs practitioners can facilitate educational outcomes including critical thinking moral reasoning and intercultural competence while being sensitive to the needs of specific populations of students This is the 147th volume of this Jossey Bass higher education quarterly series An indispensable resource for vice presidents of student affairs deans of students student counselors and other student services professionals New Directions for Student Services offers guidelines and programs for aiding students in their total development emotional social physical and intellectual

Community-University Engagement: A Process for Building Democratic Communities Tami L. Moore, 2014-04-29 As the emphasis on economic development through community university engagement intensifies educators and policy makers must learn to think differently about the engagement process This is particularly true when a narrowly defined group of leaders sets the engagement agenda and those who are traditionally underrepresented continue to be marginalized in the conversations about their own futures Emphasizing the importance of community as a context for engagement and building strong relationships over time Moore calls on institutional leaders to intentionally facilitate broad participation by all members of a community in discussions about how and in what direction the community will develop This is the second issue of the 40th volume of the Jossey Bass series ASHE Higher Education Report Each monograph is the definitive analysis of a tough higher education issue based on thorough research of pertinent literature and institutional experiences Topics are identified by a national survey Noted practitioners and scholars are then commissioned to write the reports with experts providing critical reviews of each manuscript before publication

Creating Successful Multicultural Initiatives in Higher Education and Student Affairs Sherry K. Watt, Jodi L. Linley, 2014-01-02 Looking for practical tips and useful guidelines for designing and implementing successful multicultural initiatives This resource will help you to set up a program and or a set of strategies that promotes skill development to better manage difference on a personal institutional community or societal level It also introduces diversity as a value versus diversity as a good as a conceptual lens for which to view multicultural initiatives Using this conceptual lens will assist educators in identifying the philosophical foundation of a given initiative College educators can ask themselves the fundamental question Is their multicultural initiative grounded in surface level outcomes or in far reaching change By sharing concrete examples of multicultural initiatives the authors in this sourcebook are inviting readers into a conversation that might spark change or a new initiative on the reader's own campus This is the 144th volume of this Jossey Bass higher education quarterly series An indispensable resource for vice presidents of student affairs deans of students student counselors and other student services professionals New Directions for Student Services offers guidelines and programs for aiding students in their total development emotional social physical and intellectual

The Routledge Handbook on Postsecondary Student Success Shouping Hu, Joe O'Shea, 2025-09-15 The Routledge

Handbook on Postsecondary Student Success offers a comprehensive and authoritative examination of student success in postsecondary education. This handbook addresses critical issues in student success such as student engagement, mental health, and degree completion to provide valuable insights on promoting student success holistically and systematically for students from different backgrounds or in different institutional contexts. It also offers a robust understanding of how to study and enhance student success by exploring the significance of data analytics and various research methods. Using evidence-based insights and practical strategies and offering key concepts, theories, and best practices, this handbook serves as a guide to promoting overall student success and closing success gaps. With forty chapters authored by leading thinkers in higher education, this handbook is an indispensable resource for postsecondary administrators, faculty, staff, practitioners, graduate students, researchers, and policymakers. It informs and inspires efforts to improve student outcomes and create more supportive environments so students everywhere can succeed and flourish.

The College Completion Agenda: Practical Approaches for Reaching the Big Goal Brad C. Phillips, Jordan E. Horowitz, 2014-02-03. This volume provides practical ways colleges can focus on the College Completion Agenda. Originally begun as an economic workforce issue for the Obama administration, the College Completion Agenda has been adopted by myriad educational institutions, public and private funders, and others. The identified Big Goal is to increase the proportion of Americans with high-quality college degrees and credentials from 39% of the population to 60% by 2025. To date, much advice has been offered to colleges about what the issues are and what needs to be done. However, there is considerable work being done at colleges around the country to address the identified issues. This volume introduces some of these policies and practices, the thinking behind them, research supporting them, roles to be fulfilled, and impact on the student experience. This is the 164th volume of the Jossey-Bass higher education quarterly report series, an essential guide for presidents, vice presidents, deans, and other leaders in today's open-door institutions. This quarterly provides expert guidance in meeting the challenges of their distinctive and expanding educational mission.

New Scholarship in Critical Quantitative Research, Part 2: New Populations, Approaches, and Challenges Ryan S. Wells, Frances K. Stage, 2015-05-04. This volume is the second in a two-part series on differentiating approaches to quantitative research from more traditional positivistic and postpositivistic approaches. While the first volume provided an expanded conceptualization of critical quantitative inquiry, this volume concludes the series by applying critical quantitative approaches to new populations of college students who are rarely addressed in institutional and higher education research, such as American Indian/Alaska Native and students with disabilities, applying the principles of quantitative criticalism to advanced methods of statistical analysis and discussing the variety of challenges to overcome and presenting a future research agenda using these methods. This work is of interest to institutional and higher education researchers who want to expand and critique new ways of thinking about the broad array of populations participating in and served by higher education while keeping in mind the goals of revealing inequity, challenging marginalization, and helping all

students to succeed This is the 163rd volume of this Jossey Bass quarterly report series Timely and comprehensive New Directions for Institutional Research provides planners and administrators in all types of academic institutions with guidelines in such areas as resource coordination information analysis program evaluation and institutional management

The State of the College Union: Contemporary Issues and Trends Tamara Yakaboski, Danielle M. De Sawal, 2014-03-18 The college union is the living room and community center for students faculty staff alumni and visitors and serves as a learning laboratory for students through employment engagement and leadership opportunities Senior level administrators and college union professionals need to be aware of the trends and issues facing college unions in the 21st century This volume addresses implications for college unions of changing Student characteristics Student engagement Facility design and the creation of community Fundraising Technology Globalization of higher education In addition this volume explores the need for additional assessment evaluation and research for this important component of college campuses This is the 145th volume of this Jossey Bass higher education quarterly series An indispensable resource for vice presidents of student affairs deans of students student counselors and other student services professionals New Directions for Student Services offers guidelines and programs for aiding students in their total development emotional social physical and intellectual

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