Student Success Task Force
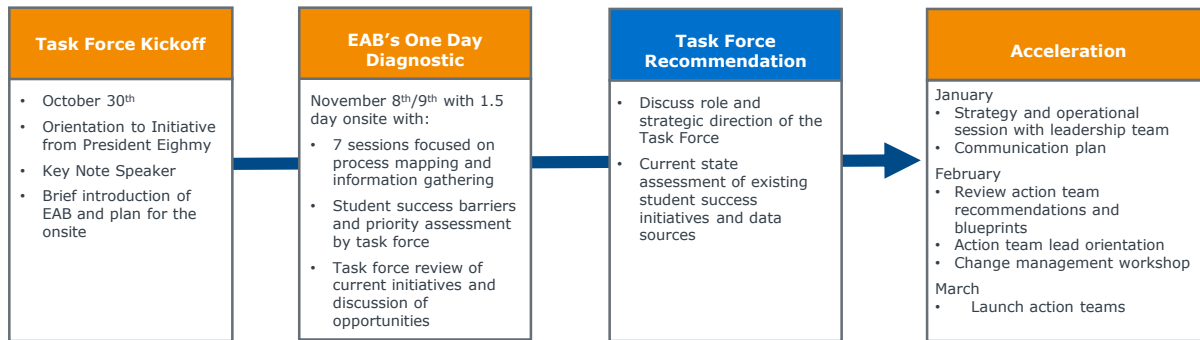
January 10, 2018

1 Evolution of the Student Success Task Force

2 EAB Executive Partnership Approach

3 Role of the Student Success Task Force

4 Creating a Culture of Student Success

Evolution of the Student Success Task Force

Where have we been and where are we headed?

Task Force Kickoff	EAB's One Day Diagnostic	Task Force Recommendation	Acceleration

Task Force Kickoff
- October 30th
- Orientation to Initiative from President Eighmy
- Key Note Speaker
- Brief introduction of EAB and plan for the onsite

EAB's One Day Diagnostic

November 8th/9th with 1.5 day onsite with:
- 7 sessions focused on process mapping and information gathering
- Student success barriers and priority assessment by task force
- Task force review of current initiatives and discussion of opportunities

Task Force Recommendation
- Discuss role and strategic direction of the Task Force
- Current state assessment of existing student success initiatives and data sources

Acceleration

January
- Strategy and operational session with leadership team
- Communication plan

February
- Review action team recommendations and blueprints
- Action team lead orientation
- Change management workshop

March
- Launch action teams

Looking at Student Success Through the Students Eyes

Onboarding	Program and Course Selection	Resources	Advising	Financial Support	Graduation	SS Mgmt.
How does orientation work? How does a student register? What are the challenges in getting students to attend?	When do students select a program? How do students pick courses? How does a student know they are successfully registered?	What resources are available to students? How are resource offerings communicated ?	Is advising centralized or decentralized by college? Do you have advisors that support special populations?	Do you notify students of fin aid milestones? What is the current process of students with unpaid balances?	How are students notified about graduation application process? Are there fees involved with applying for graduation?	How do we track and monitor Student Success? How are we incentivizing and managing against Student Success?

Financial 6
- Socio-economic status
- Parking prices
- Affordable housing (on campus)
- Low socioeconomic students/high needs
- Money
- Family obligations
- Lack of scholarships
- Work outside of school

Faculty / Staff 12
Culture of Ownership
- Student success, no ownership, should be all
- Lack of faculty engagement
- Faculty research focused, not student focused
- Budgeting – funded by students not research
- Need to see students as people
- Lack of compensation so focus off campus
- Lack of collaboration between academic affairs and student affairs
- We don't know reasons for transfer out
- Deficient orientation/faculty attitudes

Belonging 8
- Sense of belonging
- Largely commuter campus – impacts culture
- Inability of administration to address issues
- Limited availability of on campus housing
- Lack of culture/connectedness
- Housing (culture)

Awareness 1
- Siloed orientation/student life is vertical – should be horizontal
- Lack of awareness of resources
- Orientation needs a revamp

Communication 7
- Communication mechanisms methods not relevant
- Conflicting messages
- Unclear messages/ communication jargon
- Lack of coordinated communication
- Lack of context

Transfer In 5
- Lack of awareness about student population
- Transfer students need help too, not student centric
- Lack of onboarding/orientation

Academic Preparedness 5
- Underprepared
- Academic preparedness
- Study skills

Admin Workaround 2
- Holds
- Policies & procedures built in silos not student centric
- Get rerouted b/c staff lack of knowledge
- UTSA run around
- Long lines, phone wait times and drop offs

Inclusive Excellence 4
- Diverse staff/faculty recruitment
- Perception by families
- Need to ease intimidation factors
- Language barriers
- Communication with family
- Family communication styles/methods
- Inclusion of different cultures
- Head and heart – individualized care needed
- Lack of cultural competence (students in classroom)
- Family inclusion

Incentives 0
- Sub-optimal investment of faculty resources
- Staff resources need consistency
- Competitive staff salaries
- Lack of more granular student success metrics
- Misaligned incentives (ex. Grades)

Competition 0
- Do not have the program
- Competition – other schools, outside work, other commitments

Pedagogy 7
- DFWs
- Integrate & support for adjuncts needed
- Ineffective teaching
- 60% adjuncts
- Ineffective teaching

Pathways 2
- Too much flexibility, in rigid environment
- Need paths/sometimes too many
- Loss time to degree → transfer credit
- Tight degree plans

Student/Personal 2
- Psycho-social factors
- Mental health
- Behavioral issues
- 1st gen = lack of home support
- Lack of cognitive skills
- Bad choices (given freedoms)

Program Selection 2
- Need more robust internship structure
- Need safety not for major switching
- Delay grad because do not have plan/goal setting needed for post-graduation
- Goal oriented choices
- Understand benefits of experiential learning, ex. Study abroad, internships, etc.
- Career choice/major selection – unrealistic expectations

Advising Direction 2
- Inconsistent advising quality
- Inefficient processes & policies
- Advising routing
- Advisor student ratio

Resources 1
- Technology need to automate when possible
- Ability to access services real time
- Misaligned resources
- Support wait times
- Disconnected from resources (downtown campus)
- Class needs/ availability
- Parking (main campus)
- Infrastructure – technology not configured properly
- Commuter students – resources not flexible to their unique schedules
- Class sizes to big
- Co-location of spaces/services
- Study spaces
- Functional student work/study space

= Number of Votes by Task Force Team Member (3 per person allowed)

UTSA is Not Lacking For Good Ideas and Strategies

Summary of Some Key Student Success Initiative "Categories" In Progress Now

- Academic Readiness/Support
- Advising
- Bridge
- Career/Professional Development
- Co-Curricular
- Course Availability

- Course Transformation
- Culture / Belonging
- DACA
- Financial Aid/Funding/Scholarships
- Financial Literacy
- First Generation Students
- High Impact / Experiential Learning

- Infrastructure
- K-12
- Mentoring
- Share
- Student Success Center
- Technology
- Transfer Students

Your CLASS (Coordinated and Linked Approaches to Student Success) Objectives

Onboarding	First Year Experience	Academic Support	Leadership & Professional Preparation	Financial Aid	Advising
• Summer LEAD Academy • Aligning onboarding and advising to support Lead	• Academic Pathway Groups • Pre-set schedules of 9-15 hours of coursework • Revise AIS course	• Expand Math Emporium • Align student support with high DFW • Implement composition peer coaches • Peer Academic/ Tutoring Ladder	• Continuous Career options • Identify and build recent graduate networks • Identify marketable skills in curriculum	• Micro retention grants • Comprehensive emergency funding resources • Align awards with strategic enrollment objectives • Analyze residual need	• Continue technology roll out • Implement Advisor On Call Schedule • Consolidate Advising into central location

90 days   1 year

PHASE I: Accelerator

PHASE II: Action Teams

PHASE III: Assessment & Monitoring

Key Outcomes/Milestones

- Deep dive review of current initiatives underway
- Define role of the SSTF moving forward
- Review findings from onsite/current initiative assessment and organize around key opportunities
- Create sustainable infrastructure to accelerate student success wins
  - Confirm scope and determine participants of each team
- Connect progress/scope to that of the other two Task Forces
- Establish communication plan to increase awareness and buy in
- Launch action teams
- Expand on initial efforts to create a culture of student success
- Provide change management leadership training to key stakeholders

Example Deliverables:

- Current Initiative Assessments
- Action Team Recommendation
- Action Team Leader Training
- Action Team Blueprints
- Action Team Metrics for Success
- EAB research assessment to support your other task forces

Key Outcomes/Milestones

- Action Team meetings on recurring weekly/bi-weekly basis
- Regimented milestone management to ensure that critical path timelines are being met including weekly goals and targets
- Launch pilot efforts for each action team
- Gather initial results for certain work streams/teams
- Partner with each action team leader on progress against their action items
- Customize and develop templates, tools and documents to support rapid implementation

Example Deliverables:

- Leadership Progress Update
- Revised Action Team Blueprints
- Implementation Materials/Documents
- Benchmarks/Goals for individual efforts
- Student Success Scorecard

During this stage launch new teams as identified by the Task Force and focus on action team optimizers including:

- Gaps in desired performance metrics
- Plan to fill gaps
- ROI study
- Lessons learned

Analyze Student Retention & Graduation Data

- Regularly review student retention and graduation data & themes that emerge
- Determine student cohorts to focus additional analysis
- Align resources (student success teams & funding requests) to alleviate barriers identified by outreach to at-risk student groups

Track and Communicate Outcomes

- Monitor Action Team progress
- Stay informed about and track outcomes of additional student success initiatives
- Share updates with leadership and campus community to ensure awareness and buy-in
- Celebrate wins!

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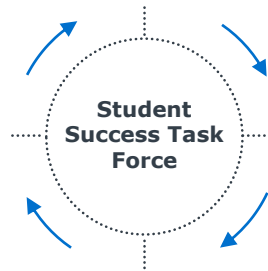
Launch Action Teams

- Implement team's recommendations
- Can be short or long term teams based on needs

Filter Additional Student Success Initiatives

- Keep pulse on campus wide student success initiatives
- Assess, evaluate, and prioritize to ensure collaboration and no duplication of efforts/resources

Time to Breakout into Groups for Discussion (20 min)

Sample Student Success Definitions:

- Improving graduation rates and ensuring students graduate sooner
- Reducing the number of students who drop out
- Making college more affordable
- Helping prospective students understand what it takes to earn their degree

Source: Transforming Facilities to Achieve Student
Success, APPA 2017; California State University

Sample Framework to Establish Plan

Phase 1 | Phase 2 | Phase 3

Intentionality

Getting specific about mission, goals, metrics, and communication plan.

Gather Resources

Identify key people and existing efforts in this area on campus or externally.

Identify various approaches.

Tasks to be Accomplished

Identify specific milestones to be achieved.

Form subgroups if necessary.

Develop feedback mechanisms.

Structure

How can this initiative be supported considering budget, staffing, materials, organizational chart, and barriers?

Milestones

Develop a timeline and meeting plans.

When will follow-ups, reports and reviews occur?

Outcomes

How will we know if we successfully achieve the goals? Metrics matter.

Reflection

Relating the initiative, activities, outputs and outcomes to student success goals, and learning outcomes for graduates.

Discuss strong points in the process and areas in need of improvement.

COMMUNICATION

Adapted from Oregon State University, Division of Student Affairs Strategic Planning Guide for Initiative Groups

Establishing Communication Styles

Discussion Questions

Individual Communication

1. How do you currently receive information from leadership? Is it effective?
2. What is your preferred method of communication?
3. How do you currently share and disseminate information to your colleagues? To your teams?
4. What would make it easier for you to effectively communicate?

Task Force Communication

1. How do/will you communicate and share information amongst the Task Force?
2. How do/will you communicate with other units on campus?

Collaborate on Common Ground

Unite Campus Stakeholders Around a Single Vision of Student Success

Generate Awareness Using a Compelling Infographic or Metaphor

Succinctly communicate purpose and goals of initiative and define leadership expectations of support units
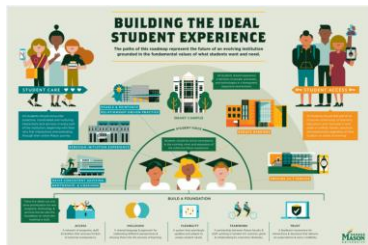

Revise Unit Mission Statements to Support a Common Goal

Pave the way for inter-unit collaboration by aligning the missions of support units around a common goal

The mission of **Career Services** is to **Support Student Retention and Completion** by…

Collaborate with Students to Define a New Approach to Student Care

Use anecdotes from working groups or exit interviews to identify care pain points and solutions

"The Tavi Way reimagines student support personnel as guiding lights who put students first in all things".

-Eric Kirby, AVP Student Affairs

BUILDING THE IDEAL STUDENT EXPERIENCE

The paths of this roadmap represent the future of an evolving institution grounded in the fundamental values of what students want and need.

STUDENT CARE ♥ ♥ ♥

All students should encounter proactive, coordinated and nurturing interactions and services in every part of the institution, beginning with their very first interactions and extending through their entire Mason journey.

STUDENT ACCESS

All students should feel part of an inclusive community of learners, educators and innovators who share in unified, holistic practices and experiences regardless of time, location or mode of learning.

ENABLE & REINFORCE RELATIONSHIP-DRIVEN PRACTICE

SMART CAMPUS

All students should experience a harmony of people, processes, and technologies in a transparent, responsive environment.

STUDENT VOICE

Students should be active contributors to the evolving vision and expression of the collective Mason experience.

REDUCE BARRIERS

REDESIGN INITIATION EXPERIENCE

DRIVE CONSISTENT ADVISING, MENTORSHIP, & COACHING

PROVIDE 24/7 SERVICE

BUILD A FOUNDATION

These five ideals not only drive prioritization for new programs, technology, & services but are also the foundation on which the roadmap is built.

ACCESS	INCLUSION	FLEXIBILITY	TEAMWORK	TRUST
A network of programs, staff, & facilities that removes friction & improves transparency.	A shared language & approach for celebrating different perspectives & infusing them into the process of learning.	A system that seamlessly updates and adapts to unique student needs.	A partnership between Mason faculty & staff working in tandem for common goals & collaborating to overcome obstacles.	A feedback mechanism for interactions & decisions that delivers on expectations & earns credibility.

GEORGE MASON UNIVERSITY