



# Preventing Early Attrition Implementation Toolkit

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TOOLKIT

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# FAFSA Lab Ambassador Job Description

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## Purpose of the Tool

This tool is an adaptation of a recent job posting for the FAFSA Lab Peer Ambassador position at Fresno City College. The job description provides great detail on the expected duties of the student work-study staff, as well as essential hiring criteria to ensure that well-suited candidates are selected.

## Job Description

**Job Title:** Financial Aid Lab Peer Ambassador

**Supervisor:** Financial Aid Assistant I

**Department:** Financial Aid

**Type:** Part Time

### Supervision Received

Financial Aid Assistant I

**Pay:** \$9.10 *(Based on state-specific student employee compensation regulations)*

**Hours/Week:** 12

### General Statement of Responsibilities

Provides welcome, informational, and support services to current and prospective students regarding financial aid. Acts as central point of contact for in-person financial aid inquiries. Advocates for needs of students, teaches students to access self-service Fresno City College resources. Communicates and acts in accordance with applicable federal and state regulations and institutional policies and procedures.

Assists students and parents with financial aid applications, answers questions, maintains sign-in logs, files, provides customer service.

## Application Details

### Special instructions to the applicant:

To be eligible for student employment, you must be enrolled at Fresno City College in at least 6 credits and have a cumulative GPA of 2.0 for regular student positions or 3.0 for tutor/peer assistant positions.

**Experience:** Experience working with the public highly desired.

**Knowledge of:** Office functions, office machinery, multi-line telephone use needed.

**Ability to:** Work and communicate within a team environment required; pass a criminal background check.

**Required:** Skill to read and comprehend a variety of written material from basic handwritten or typed notes; understand and carry out verbal instructions; verbally convey information on a person-to-person basis; add, subtract, multiply, and divide; interact with students, instructors, classified employees, and administrators from a wide variety of ethnic, cultural, educational, and economic backgrounds; receive and follow oral and written instructions.

**Willingness to:** Work up to 19 hours per week; work occasional evenings, weekends, and during class recess periods; perform routine repetitive duties to completion; attend in-service training meetings; learn college rules and regulations pertaining to the duties of the financial aid lab ambassador position.

**Required Application Packet Documents:** Resume, Cover Letter, Unofficial Transcripts

**Optional Application Packet Documents:** Letter of Recommendation

# FAFSA Lab Ambassador Training Curriculum Outline

## Purpose of the Tool

Work-study student employees hired for the Financial Aid Lab Ambassador position may have intimate familiarity with the financial aid process, but they still require a thorough training on all aspects of financial aid application submission, filing, and more. This curriculum outline is adapted from Fresno City College's financial aid lab ambassador training modules and may be adjusted to include information regarding institution-specific regulations and policies. The outline is meant to be filled in by the trainer with training activities and preexisting material from state- and institution- specific financial aid information. A recommended timeline of optimal seasons for training is also included.

Module One: Financial Aid 101	Topic Area	Recommended Month
Completing the FAFSA: <ul style="list-style-type: none"> <li>Tax transcripts (include examples in reference binder)</li> <li>Completing the FAFSA federal publication</li> </ul>	Aid 101	October (Session 1)
Types of Financial Aid: <ul style="list-style-type: none"> <li>State aid</li> <li>Federal aid</li> <li>Federal work study</li> <li>Loans (subsidized vs. unsubsidized)</li> <li>Scholarships</li> </ul>	Aid 101	October (Session 1)
Basic Eligibility Requirements: <ul style="list-style-type: none"> <li>Social Security Number, Citizenship</li> <li>High school diploma, GED, high school equivalency, ability to benefit</li> <li>Selective Service</li> <li>Loan default</li> <li>Eligible program</li> <li>Make satisfactory academic progress</li> <li>Graduate and professional students</li> <li>Financial need</li> <li>Attending two schools at once</li> </ul>	Eligibility	October (Session 1)
Dependency Status: <ul style="list-style-type: none"> <li>Dependency status questions, proof of independence, special populations (foster youth, orphans, homeless)</li> <li>Dependent children</li> </ul>	Eligibility	October (Session 2)
FAFSA Filing: <ul style="list-style-type: none"> <li>Special cases in financial aid (e.g., My father claimed me on his taxes but I live with my mother)</li> </ul>	Eligibility	October (Session 2)
The Application Process & Cycle: <ul style="list-style-type: none"> <li>FAFSA vs. state aid</li> <li>Institution specific office timeline</li> <li>Emails and notifications</li> </ul>	Process	October (Session 2)
Business Office Holds: <ul style="list-style-type: none"> <li>Review each specific type of hold</li> </ul>	Process	October (Session 2)
Financial Aid Problems: <ul style="list-style-type: none"> <li>Duplicate applications (FAFSAs and State Applications or other records)</li> <li>SSN/PIN problems</li> <li>Mismatched major/location</li> </ul>	Process	October (Session 2)

Source: EAB interviews and analysis.

# FAFSA Lab Ambassador Training Curriculum Outline

Module One: Financial Aid 101 (cont.)	Topic Area	Recommended Month
State, Local, Other Fee Waivers	Process	October (Session 3)
Loans: <ul style="list-style-type: none"> <li>Review institution specific webpage on loans</li> <li>Entrance counseling</li> </ul>	Process	October (Session 3)
Disbursements: <ul style="list-style-type: none"> <li>Understanding award letters</li> <li>Disbursement calendar</li> <li>Calculating your disbursement</li> </ul>	Process	October (Session 3)
Application Periods & Deadlines: <ul style="list-style-type: none"> <li>Appeals</li> <li>FAFSA application deadlines</li> <li>Completing award year files</li> </ul>	Process	October (Session 3)

Module Two: Lab Protocol	Topic Area	Recommended Month
FERPA: <ul style="list-style-type: none"> <li>Department of Education FERPA</li> <li>FERPA release form</li> </ul>	Protocol	October (Session 1)
Lab Protocol: <ul style="list-style-type: none"> <li>Check in/sign in process</li> <li>Allowable use</li> <li>Assisting students do's and don'ts</li> <li>To-do lists</li> </ul>	Protocol	October (Session 1)
Emergency Protocol: <ul style="list-style-type: none"> <li>Rude/disruptive student</li> <li>Violent/aggressive student</li> <li>Active shooter</li> <li>Emergency alerts/evacuations (alarm or announcement)</li> <li>Contacting campus police</li> </ul>	Protocol	October (Session 1)

Source: EAB interviews and analysis.

# FAFSA Lab Ambassador Training Curriculum Outline

Module Three: Satisfactory Academic Progress (SAP)	Topic Area	Recommended Month
<p>Satisfactory Academic Progress:</p> <ul style="list-style-type: none"> <li>• What aid is affected by SAP?</li> <li>• What is SAP applied to?</li> <li>• Minimum standards (GPA, completion rate, maximum time frame)</li> <li>• When is SAP checked?</li> <li>• SAP notices</li> </ul>	SAP	November
<p>Satisfactory Academic Progress Appeals: (Specifically regarding how lab ambassadors should respond to appeals in the lab)</p> <ul style="list-style-type: none"> <li>• When can a student appeal?</li> <li>• Printing degree evaluation reports (if the site is not working)</li> <li>• NSLDS financial aid history (if the site is not working)</li> <li>• Transcripts</li> </ul>	SAP	November

# Public Benefits Screening Form

## Purpose of the Tool

Benefits access programs often utilize a questionnaire during the new student intake process. Students are prompted to fill out several basic questions that provide college staff with indicators of whether or not they may qualify for public benefits assistance.

Though it is optimal for financial aid offices to direct students to the benefits access office directly, staff members must collect more detailed information from students about their financial and family situation to flag potentially eligible students. These questionnaires should be no longer than one page, so as not to deter students from completing the form.

The following questionnaire is an adaptation of several benefits screening forms from colleges profiled in this study.

**Benefits Screening Form**

Date: \_\_\_\_\_

First Name: \_\_\_\_\_ Middle: \_\_\_\_\_ Last Name: \_\_\_\_\_

Address: \_\_\_\_\_

Unit #    City    State    Zip

Student ID: \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

Gender: M or F      Marital Status: \_\_\_\_\_      DOB: \_\_\_\_/\_\_\_\_/\_\_\_\_

Military Service:  Active Duty     Veteran     Never Served

Are you married to, or the dependent of, someone in the military?  Yes  No

Do you receive financial aid? Describe: \_\_\_\_\_

Number of semesters completed: \_\_\_\_\_

Do you need help with groceries?  Yes  No

Are you currently working at least 20 hours per week?  Yes  No

Do you or any member of your family need health insurance?  Yes  No

Please list any benefits (e.g., WIC, SNAP) you are currently receiving: \_\_\_\_\_

\_\_\_\_\_

Please check next to any services which you may be interested in receiving or learning more about:

Legal services\_\_\_\_    Health screening services\_\_\_\_

Filing taxes\_\_\_\_    Child care\_\_\_\_

Include any additional services offered to students in this space

Source: EAB interviews and analysis.

# Public Benefits Screening Providers Evaluation Matrix

## Purpose of the Tool

Community colleges have several options when it comes to implementing a service that screens and refers students to publicly available benefits. This tool is designed to assist in the decision making process by allowing staff to clearly outline the requirements and considerations necessary for each service provider.

This public benefits screening provider evaluation matrix provides the key considerations college leaders should think through when selecting a screening provider. For each question, write down a detailed response and utilize the results in discussion with staff. Staff may consider using this chart to determine which questions require the most consideration when pursuing a screening provider. For each provider, staff should identify how screening services will be administered and the logistics associated with each decision.

Consideration	Homegrown Screening Services	Third-Party Vendor	State or Local Provider
What is the start-up cost?			
Is there room in the budget to accommodate the start-up and annual costs?			
Will we need to apply to participate? Is the provider readily available to us?			
Is the provider currently taking on new college partnerships? Is there a wait-list?			
Will we need to hire additional staff?			
Will this require additional space in one of our current buildings?			
How long will it take to integrate this provider with our current system?			
When will students access the screening services? How frequently?			
Under which departments' responsibility will the provider fall?			

Source: EAB interviews and analysis.

# Implementing Meta Majors On Your Campus

## Meta Majors in Brief

### Purpose of The Tool

EAB experts interviewed hundreds of students who repeatedly expressed frustration about the program selection process. They were overwhelmed by the sheer number of options and often chose programs based on incomplete or inaccurate information. Meta majors were developed as a part of the broader effort to address this problem. EAB consulted hundreds of community college course catalogs from across the country, examining program offerings at technical schools and comprehensive colleges, rural schools as well as urban ones. The result is our Meta Major Taxonomy, a collection of meta majors compiled exclusively for community colleges.

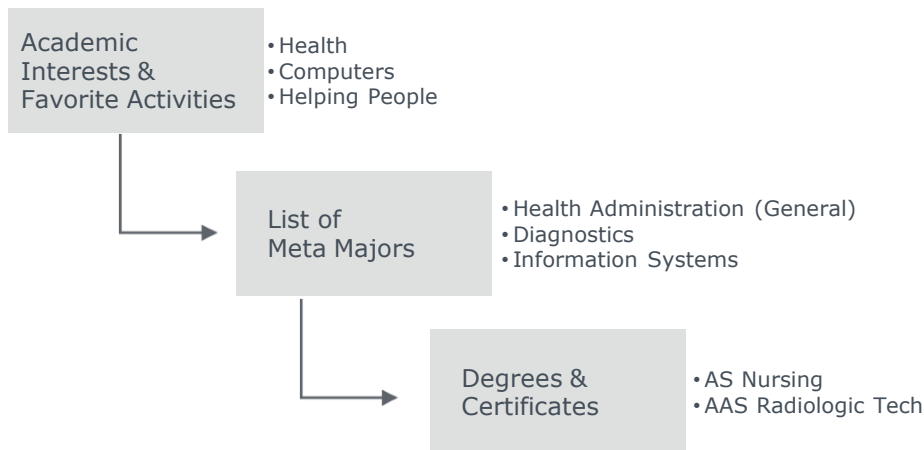
### What Is a Meta Major?

Meta majors are general academic pathways that group together degrees or certificates that share certain commonalities such as common coursework, employment prospects, or general subject matter.

Meta majors are used to help guide the program selection process for students. Instead of being faced with an entire course catalog full of options, students will gradually “drill-down” to a best-fit program that accounts for their unique interests and abilities.

### Guiding Students to a Best-Fit Program

*Meta Majors a Crucial Piece of Drill-Down Process*



Each community college has its own specific set of degree and certificate offerings. For that reason, the EAB Meta Major Taxonomy can be customized for each school. To do this, you will need to select which meta majors are most relevant to you and your students. Any meta majors that are not relevant will be “turned off” for your school; they will not be linked to any degrees or certificates, and students will not be able to see or choose them.



# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

Listed below is the complete EAB Meta Major Taxonomy. This taxonomy is not intended to recommend a specific quantity of meta majors but rather the type and style of descriptions necessary when implementing meta majors. Meta majors are in alphabetical order. For each meta major option, you will see a sample student-friendly description, typical jobs, and sample degree programs that could be linked to that option.

### Accounting

**Description:** Were you always the banker when you played monopoly? The treasurer for your student government? Accounting professionals are organized, analytical people that help businesses and people record and track the flow of their money as it's earned and spent. Accountants know all about tax codes and related local, state and federal regulations as well to make sure all that money is flowing legally! You'll need at least a bachelor's degree to be an accountant, but an AA or AAS can be used for other accounting-related careers.

**Sample Majors:** Accounting Technician, Accounting Specialist, Business Administration

**Sample Jobs:** Audit Administrator, Accounting Clerk, Financial Assistant

**Skills:** You must be highly trustworthy, organized, excellent with numbers, and intrigued by financial statements. Communication skills are also a plus. Many accountants have Bachelor's degrees, Master's degrees, or take additional courses to take the CPA exam to become a Certified Public Accountant.

### Administrative and Support Services

**Description:** Administrative and support services personnel can work in hospitals, small businesses, large companies, or law offices. They help to keep things organized and running efficiently and are great at managing multiple tasks at once. For example, they may keep track of customer or patient records or appointments, manage spreadsheets and databases, and coordinate meetings and events. If you're detail-oriented, comfortable with computers, and enjoy helping people, this field may be a good fit for you.

**Sample Majors:** Medical Office Assisting, Paralegal Studies, Clerical Studies

**Sample Jobs:** Paralegal, Administrative Assistant, Medical Office Clerk

**Skills:** You've got to have great people-skills to interact with various professionals, patients, or customers, be comfortable on the computer, and be detail-oriented and organized. Specialized knowledge may be required for certain jobs, such as those in hospitals or law offices.

### Agriculture

**Description:** What is organic food, anyway? People working in agriculture know! Agriculture is the scientific study of the food we grow, the animals we raise, and the natural resources – like water and soil – that we use every day. People in agriculture love science and work in a variety of different jobs. Some might work in a lab, others outdoors, and some might do both! As an agriculture worker, you'll be making our food safer and more nutritious, our livestock healthier, and our environment more suitable and sustainable.

**Sample Majors:** Agricultural Technology, Veterinary Studies, Food Science

**Sample Jobs:** Food Scientist, Farmer, Veterinary Technician

**Skills:** You should have a knack for science and math, and an interest in plants, animals, and possibly nutrition. Depending on your job, you might need to be comfortable in a lab setting or outdoors. Business skills and research skills are also handy.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Animal Science

**Description:** How do we manage our animals and keep them healthy? This is the question people in animal science explore every day. You can expect to be well-trained in the life sciences—biology, biochemistry, and anatomy—as well as animal reproduction, breeding, and nutrition. People in this field work with many types domestic animals, including pets, livestock, exotic animals, and laboratory animals. They also have business sense when it comes to knowing how the agriculture industry operates.

**Sample Majors:** Wildlife Management, Veterinary Technician, Food Science

**Sample Jobs:** Veterinary Technician, Feed Formulator, Breeding Manager

**Skills:** You should be comfortable with numbers, science, and technology. Make sure you're happy working in a lab as well as outside, and of course, be comfortable interacting directly with animals.

### Architecture

**Description:** Ever stared up at skyscrapers and wondered how they came to be? Architecture employees love problem solving as much as they love building things—offices, houses, bridges, you name it. They blend art and mathematics to create a vision for the spaces we live and work. It's not all staring at skylines, though! Be prepared for some challenging math, computerized design, and lots of teamwork!

**Sample Majors:** Architectural Technology, Computer-Assisted Design (CAD), Construction Planning

**Sample Jobs:** Drafter, Facility Manager, Urban Planner

**Skills:** You've got to be a creative problem solver with a knack for math, design, and working with others. Keep in mind that some architecture jobs require a bachelor's degree too!

### Arts

**Description:** Who doesn't love going to the theater? A concert? A painting exhibit? The arts are a haven for creative types who thrive on self-expression. Though many artists continue to pursue careers in traditional arts fields—theater, dance, music, visual arts, etc.—many more are also blending their creative talents with technology, education, or business. These people might teach the next generation of artists, manage exhibits, or work on advertising for a variety of companies.

**Sample Majors:** Arts Education, Visual Arts, Theater, Arts Management, Design

**Sample Jobs:** Graphic Designer, Sales Representative, Film Production Technician, Interior Designer

**Skills:** Depending on your job, you could need skills ranging from design to management. As a rule of thumb, communication skills and basic business skills are useful for most arts-related careers.

### Business

**Description:** Let's get down to business! Businesspeople work in the private sector; they make products or provide services to earn money (profit). There are many different types of businesses that are divided into different categories or industries. For example, Subway is a business in the food industry. Many people who pursue a business career are persuasive, organized team players. They enjoy competition, and aren't afraid of working with numbers. If you're a hard worker with lots of motivation, you might even start your own business as an entrepreneur!

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Business (cont.)

**Sample Majors:** Management, Marketing/Sales, Accounting, Finance, Economics, Entrepreneurship

**Sample Jobs:** Sales Representative, Office Manager, Financial Analyst

**Skills:** Teamwork and communication are highly important for business. You'll also need to be comfortable with computer programs (Microsoft Excel, PowerPoint, etc.), math, and financial analysis for certain roles.

### Communications

*Description:* These days, we hear about things in so many ways: television, radio, newspapers, and of course, websites and apps. Communications professionals are the creators and distributors of all this information. They use their talents to turn ordinary words or complicated ideas into catchy ads, dynamic websites, or moving speeches and articles. Others bring us the news from places near and far. If you're great at taking in lots of ideas and information and boiling them down into a concise, elegant message, communications might be for you!

**Sample Majors:** Graphic Design, Website Design, Journalism, Broadcasting, Advertising

**Sample Jobs:** Graphic Designer, Reporter, Public Relations Associate

**Skills:** You've got to be great with people, writing, and speaking. Some jobs may also require design skills.

### Construction

*Description:* It's not all about laying concrete! Construction professionals combine craftsmanship, business sense, and architecture skills to shape our cities and towns. They oversee blueprints and crunch numbers to make sure our buildings and bridges are built both safely and within budget. They shape the tops of skyscrapers and create family homes. Construction professionals generally love numbers and geometry, get a thrill from building something from the ground up, and work well with all kinds of people building our world takes a lot of teamwork!

**Sample Majors:** Construction Drafting, Construction Management, Construction Inspection

**Sample Jobs:** Project Site Manager, Construction Cost Manager, Residential Remodeling Lead

**Skills:** Be ready to be great with math. You'll need it to calculate the right angles for buildings, as well as to manage the dollars and cents for construction jobs. You'll also need to be a team player who can stay on top of complex, multi-step projects.

### Diagnostics and Medical Technology

**Description:** Sometimes, health is a mystery. We can pick up clues about what might be ailing a patient through questioning and observation, but sometimes we need advanced technology to really figure out what's going on. That's where diagnostics and medical technology come in. These professionals might use science and technology to help pregnant women monitor their baby's growth, help dentists locate cavities, or prepare Xrays that will help doctors heal broken bones. They spend a lot of time in labs using medical equipment, but also collaborate with medical professionals and occasionally work with patients.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Diagnosics and Medical Technology (cont.)

**Sample Majors:** Radiologic Technology, Medical Sonography, Dental Assisting

**Sample Jobs:** Radiologic Technician, Ultrasonography Technician, Lab Technician

**Skills:** You'll need to be trained on specific medical equipment to work in this field. An interest in science and health is a must, as is a great attitude that will help patients feel at ease.

### Digital Media

**Description:** Let's break it down. Media refers to all the things we use to communicate: TV, radio, books, etc. "Digital" has to do with computers and the Internet. So people who work in digital media use our latest and greatest technology to create engaging, interesting communication with people everywhere. Think Facebook ads, tablet apps, animation, audio content, web design. Digital media pros are creative, tech-savvy, and great communicators all in one!

**Sample Majors:** Web Design, Digital Media Production, Digital Marketing

**Sample Jobs:** Web Designer, Multimedia Animator, Social Media Manager

**Skills:** Overall, you must be a computer whiz who's also got talent for creative design and communication. Some jobs will require you to be able to use specific software as well (Dreamweaver, InDesign, etc.).

### Earth/Environmental Science

**Description:** From the air we breathe to the water we drink and the food we eat, our earth and environment have a direct impact on our survival. People in this field figure out the impact that we humans have on our earth, what we can do to preserve it, and how we can use it to benefit our society as a whole. These people enjoy science, research, and while they may, at times, work in a lab, they have a deep appreciation for the great outdoors.

**Sample Majors:** GIS (Geographic Information System) Technology, Environmental Studies, Natural Resource Management

**Sample Jobs:** GIS Specialist, Surveyor, Environmental Research Assistant

**Skills:** You've got to be great with science and also comfortable working with computers. Writing and research skills are often necessary for certain positions.

### Education

**Description:** If you're reading this, thank a teacher! Educators make sure we all know our ABC's, our 1-2-3's and so much more. Educators can focus on a specific age group (early childhood, for example), a particular subject, or other support services in schools. No matter what, you've got to have a lot of energy, a love of learning, and a passion for helping the next generation flourish. Note that to be a classroom teacher, you'll need a bachelor's degree and possibly other state-required certifications.

**Sample Majors:** Early Childhood Education, Health Education, Arts Education

**Sample Jobs:** Classroom Teaching Assistant, Pre-school Teacher, School Office Administrator

**Skills:** Excellent organizational and communication skills are needed to work in education. And, of course, you've got to be a team player who enjoys working with children and youth.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Engineering

**Description:** What does the future look like to you? Engineers are working on it right now—blending science and technology to invent new things or improve the stuff we use every day. There are different types of engineers who focus on different types of innovations: for example, aerospace engineers design and develop air and space crafts, while chemical engineers manipulate atoms and molecules to create new materials. A two-year degree is a great start to get into math and science careers more generally, or to set a foundation for an engineering major at a four-year school.

**Sample Majors:** Engineering Sciences, Engineering Technology, Manufacturing

**Sample Jobs:** Engineer (with BA), Drafter, Engineering Technician

**Skills:** You've got to be endlessly curious with a strong interest in physical and computer sciences. Be prepared to be work with numbers regularly, and pursue a four-year degree if you want to be a certified engineer.

### Finance

**Description:** From working on Wall Street to working for a school, finance workers are sought after by thousands of organizations worldwide. If you are interested in learning about the stock market and how companies and organizations use, borrow, and lend money, or are just interested in learning about how a business runs from the inside, finance is a powerful way to get your foot in the door. Be prepared to brush up on some tough math and business courses—finance workers are highly analytical people!

**Sample Majors:** Financial Analysis, Budgeting, Corporate Finance, Financial Planning

**Sample Jobs:** Bank Teller, Financial Services Representative

**Skills:** Be comfortable working with numbers, pay attention to detail, and be familiar with Microsoft Excel and/or other software. Depending on the job function, a Bachelor's degree may be required.

### Graphics/Web Design

**Description:** It's where technology meets art. Graphic /web designers are responsible for crafting a business's visual brand—think of the Nike swoosh or the bright red Coca-Cola script. They're creative thinkers with a knack for marketing, able to predict how different designs will make an audience feel. They are also very detail-oriented; from fonts to colors to layout to text content, everything counts when you're responsible for creating the "face" of a company!

**Sample Majors:** Graphic Design, Web Design, Multimedia Arts

**Sample Jobs:** Graphic Designer, Web Designer, Animator, Advertising Associate

**Skills:** You must be detail oriented and artistic to work as a graphic or web designer. You'll also need to know how to use certain software (DreamWeaver, InDesign, etc.) and/or web design tools (HTML, Javascript, etc.)

### Hospitality

**Description:** If you've ever gone on vacation or been to a big wedding, chances are you've met someone who works in hospitality. Hospitality employees provide a variety of services in restaurants, hotels, and travel agencies. If you're looking for a fast-paced career that requires you to meet lots of different people, stay organized, and come up with quick, creative solutions to different issues, a hospitality program might be the right fit for you!

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Hospitality (cont.)

**Sample Majors:** Hotel Management, Culinary Arts, Travel/Tourism

**Sample Jobs:** Hotel Manager, Travel Agent, Chef, Event Planner, Caterer

**Skills:** Excellent customer service skills and business skills are needed for hospitality careers. Depending on your job, you might also need other specialized skills, like cooking or interior design.

### Human Services

*Description:* Human services employees take on a range of roles, but all have one thing in common: they enjoy helping people and improving communities. They can help the elderly, counsel troubled families, care for children, or assist people who are overcoming addiction. If you're compassionate and driven to make a difference in the lives of people in your community, human services could be a good fit for you.

**Sample Majors:** Cosmetology, Psychology, Counseling

**Sample Jobs:** Substance Abuse Counselor, Early Childcare Specialist

**Skills:** Human services requires excellent communication and listening skills. Some jobs may require specialized training for specific skills (i.e., Elderly Healthcare) or further education (i.e., Counseling).

### Information Technology

**Description:** Welcome to the technology era—computer whizzes wanted! As an Information Technology (IT) employee, you might work with networks, making sure computers communicating with one another. Or maybe you'll work with databases, making sure mountains of information can be stored and found at the touch of a button. Or in cybersecurity, policing our technology and keeping it safe from viruses and hackers. Chances are you'll learn a new language—computer code! IT workers are generally analytical people with a love for technology, logic, and problem solving.

**Sample Majors:** Computer Science, Computer Networking, Cybersecurity

**Sample Jobs:** Database Administrator, Computer Programmer, Software Engineer

**Skills:** Must be comfortable with numbers and technology, an adept problem solver, and great at communicating with non-tech people who need your help!

### Language/Ethnic Studies

**Description:** Our world is becoming increasingly connected. People who study languages and other cultures are getting prepared to work with diverse groups of people around the world. Some use their education to teach others about global issues, others pursue research on a specific region or population, and others still go on to careers helping governments and businesses embrace diversity. Some people even go off to work in foreign countries. So if you're curious about the world and its many different people, and you enjoy research, writing, geography and history, you might enjoy this path!

**Sample Majors:** Anthropology, Gender Studies, Foreign Languages, International Relations

**Sample Jobs:** ESL (English as a Second Language) Instructor, Interpreter, Researcher

**Skills:** Be prepared for lots of writing and research. Some jobs will require you to be fluent in other languages. Some teaching or research jobs will require a four-year degree.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Legal Services

**Description:** Shows like *Law & Order* flaunt the drama of the courtroom and its intense lawyers. But in truth, there's a much larger cast of characters in the real legal system – and a ton of different careers. Legal services employees work in government offices, courthouses, and at private legal firms to make sure that our legal system operates fairly and efficiently. They know how to stay calm and professional under pressure, can read complex legal documents, and always write clearly. If you're someone who's detail-oriented, fascinated by law, and thrive in a demanding, professional environment, legal services could be a great fit.

**Sample Majors:** Pre-Law, Paralegal Studies, Legal Administration

**Sample Jobs:** Paralegal, Legal Secretary, Court Reporter

**Skills:** Excellent English language reading and writing skills are a must. You should also be professional and organized with good computer processing skills.

### Liberal Arts

**Description:** Sometimes this is called "Humanities." Essentially, liberal arts degree is interdisciplinary—it covers a mix of academic subjects with the goal of giving you a well-rounded education. Similar to how you studied a range of subjects in high school, a liberal arts path will allow you to study a bit of mathematics, science, arts, history, psychology, etc. You can also focus on any one of these subjects individually.

**Sample Majors:** Psychology, English, Mathematics, Humanities, Political Science

**Sample Jobs:** Educator, Researcher, Nonprofit Organization Coordinator

**Skills:** You should be comfortable researching, writing, and have strong critical thinking skills.

### Life Sciences

**Description:** How do our bodies work? Why do things live and die and change? Life sciences examine living things—plants, animals, humans, microbes – and how they relate to each other and their environments. Employees can choose to focus on any one of many life science fields: biology, medicine, botany, zoology, etc. They work in labs, hospitals, or in research offices. They enjoy posing questions, testing solutions, and conducting research. Fascinated yet? Put on your goggles and head to the lab!

**Sample Majors:** Biology, Biochemistry, Botany, Zoology

**Sample Jobs:** Research Technician, Lab Technician, Medical Assistant

**Skills:** Excellent at science, comfortable with technology and research. To work in research labs, you may need a further education.

### Maintenance and Repair

**Description:** Are *you* that handy person people call when something's broken? Maintenance and Repair careers rely on people who have a lot a different skills—a "jack of all trades." No two days are alike—you'll fix an electrical problem one day, and be up on a roof the next. If you enjoy working with your hands, helping people, and solving new problems each day, this path could be a great fit.

**Sample Majors:** Plumbing, Electrical Repair, HVAC



# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Maintenance and Repair (cont.)

**Sample Jobs:** Plumber, Carpenter, Electrician, HVAC specialist

**Skills:** You can pursue a broad set of skills, or focus on one specialization, depending on your interests. Either way, you've got to be good with mechanics and have exceptional customer service skills.

### Manufacturing Trades

**Description:** Look around you. A manufacturer has been involved in most things you see. People in manufacturing or production make everything from our computers to our clothes and furniture. Some manufacturers like to be hands-on, making the things we use or to operating the complex production machinery. Many love mathematics – they work with computers and calculate *how* things should be made to ensure high quality and of course, workers' safety. Both types of people often work with the latest production technology, like 3-D printing!

**Sample Majors:** Welding, Skilled Trades, Hydraulics and Motors, Engineering Technologies

**Sample Jobs:** Facilities Manager, Machine Operator, Floor Assembly Supervisor, Product Manager

**Skills:** You should enjoy math, technology, and for some jobs, physical science. For managerial positions, people skills are a must, as is attention to detail, especially when it comes to safety.

### Marketing/Sales

**Description:** Could you sell a bicycle to a fish if you really tried? Are you upbeat and energized about meeting lots of people? Marketing and sales might be for you. Marketers and salespeople are charmers. They get along with a lot of different people, and know how to craft a message to land a sale. It's a little bit business, a little bit psychology with a dash of creativity and enthusiasm. Some of these people work in business offices to create marketing strategies. Others are on the road, traveling to meet with clients, recruit new employees, and make business happen!

**Sample Majors:** Marketing, Business, Sales, Human Resources

**Sample Jobs:** Sales Associate, Marketer, Business Representative, Human Resources Representative

**Skills:** You must be a great communicator with exceptional customer service skills. Business skills are also a plus, so you've got to be comfortable with numbers and computers as well.

### Mathematics

**Description:** Math – the universal language! It's true. Being a whiz with numbers is a skill that's valued in many different careers around the world. Generally, people pair this interest with another area of study to help guide their path. Some will go into business, using their math skills to drive profits. Others mix math with technology to manage large computer information systems. No matter how you choose to use your math skills, with all the opportunities out there, you can be sure that things will add up nicely!

**Sample Majors:** Calculus, Mathematics, Engineering, Business, Computer Technology, Education

**Sample Jobs:** Math tutor, Engineering Technician, Business Analyst, Budgeting Officer

**Skills:** Have an analytical mind, and an interest in applying math to various other fields. For some jobs, you'll need additional specific skills related to math, like financial analysis for business.



# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Nursing

**Description:** Are you a people person with a passion for health care? Nurses are hands-on health professionals who help prevent sickness, care for patients, and advocate for health. They can work in clinics, hospitals, or other health care centers. To be a nurse, you've got to love science and math, and enjoy teamwork. Keep in mind that recently there's been a national push for nurses to have higher levels of education, including bachelor's degrees (BSN) and, for some jobs, master's degrees.

**Sample Majors:** Nursing Assistant, Nursing, Pre-Health

**Sample Jobs:** Registered Nurse (RN), Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN)

**Skills:** You've got to be great at working with people—both patients and your team of colleagues. Excellent communication skills, math, and science knowledge, and an ability to stay organized, efficient, and detail-oriented are also expected.

### Nutrition and Wellness

**Description:** It's all about diet and exercise! People who work in Nutrition and Wellness professions focus on keeping communities healthy. Some do this by helping people eat the right foods, others do it by figuring out exercises to get people in shape or help people recover from injuries. They enjoy helping people, and tend to study health and science – especially subjects like biology and physiology. People in this profession can work in health care centers, build their own nutrition or wellness-related business, or travel around helping individuals (like athletes, children, or the elderly) maintain their health and fitness.

**Sample Majors:** Rehabilitation Therapy, Sport Science, Biology, Nutrition Science

**Sample Jobs:** Physical Therapy Assistant, Physical Trainer, Massage Therapist, Health Educator, Dietitian

**Skills:** Generally, you should have great customer service and communication skills. Business and math skills can also come in handy. Some jobs also require specialized skills (i.e., massage therapy, physical trainer) or certifications.

### Personal Care Services

**Description:** Everyone needs a helping hand or some pampering now and then. Personal care professionals take care of that, and so much more. They're the customer service pros who make everyone's day a little better. You can find them working at the spa, the salon, clinics, gyms, hotels...just about anywhere there are people who need help looking and feeling their best. Prefer working with our furrier friends? Some personal care professionals also specialize in pet care!

**Sample Majors:** Cosmetology, Early Childhood Development, Mortuary Science, Culinary Arts

**Sample Jobs:** Makeup Artist, Manicurist, Hotel Concierge, Pet Groomer, Funeral Home Manager

**Skills:** Customer service skills are VERY important in this line of work. Depending on your career, you may also need specific licenses or certificates as well.

### Physical Sciences

**Description:** These are sometimes called "Earth and Space Sciences," and rightly so! Physical sciences examine the forces that affect our planet: Why do oceans have waves? What causes volcanic eruptions? You'll study the math and science behind each of these questions and so many more. People in this field may go on to work in labs, assisting scientists, or in national parks, educating the public about the mysteries of the earth around them. Others go on to pursue four-year degrees in Engineering or another science area in order to become scientists themselves.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Physical Sciences (cont.)

**Sample Majors:** Chemistry, Geology, Astronomy, Physics

**Sample Jobs:** Geothermal Technician, GIS Specialist, Civil Engineering Practitioner

**Sample Skills:** You should love science, math, and technology. Specialized skills may be needed for certain jobs (i.e., Geographical Information Systems [GIS]).

### Programming

**Description:** If computers ever really do take over the world, programmers would be the ultimate rulers. Programmers write the rules (code) that computers follow in order to work correctly. Programmers work on a wide variety of technology—from the apps on your phone to the program you’re using right this moment, programmers played a role. Programmers are highly logical thinkers and problem solvers. They tend to be great with math and have the patience to work through complex processes. Some work in offices, but many programmers are also allowed to work on their computers from home as well.

**Sample Majors:** Computer Science, Computer Engineering, Coding, Programming

**Sample Jobs:** Mobile Application Developer, Programmer, Systems Analyst, Software Engineer

**Skills:** You will have to learn various coding languages (Java, SQL, HTML, Visual Basic, etc.). You should also be comfortable with new technology, math, and problem solving.

### Protective Services

**Description:** People in protective services tend to have a high degree of integrity; they help to keep our communities safe, enjoy public service, and have a great respect for the law. There are many positions in this area, including police officers, correctional officers, and firefighters. In most positions, you should be prepared to be great under pressure, and several of these jobs have certain health and physical fitness requirements. Certain positions may also require special training, such as police academy.

**Sample Majors:** Fire Science, Police Academy, Criminal Justice

**Sample Jobs:** Firefighter, Police Officer, Correctional Officer

**Skills:** You should be ready to get physically fit and become very familiar with the different rules and laws. Specialized skills and training are often required for certain jobs (ex: Fire fighter, Police Officer).

### Social Sciences

**Description:** People in social sciences are curious about human nature itself: why do we do the things we do? How do societies become what they are? You can learn about politics, economics, and psychology through the social sciences. People who study social sciences can go on to a variety of careers, depending on their focus. They may work in schools, government offices, or as human resource professionals in various companies. However, many of these careers may require a four-year degree. Social science provides a broad education, with coursework that requires a lot of reading, writing, and math.

**Sample Majors:** Economics, Political Science, Sociology, Psychology

**Sample Jobs:** Counselor, Social Worker, Sales Manager, Researcher

**Skills:** You should be curious about people and interested in helping them. Strong reading and writing skills are often necessary.

# Implementing Meta Majors On Your Campus

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## EAB Meta Major Taxonomy

### Sports and Recreation

**Description:** Who wants to go to the ball game? People in this field generally have a great appreciation for the outdoors and athletics. Jobs in this field range from managing the daily operations of community centers and parks, to organizing sports programs and keeping athletes in top form. You should enjoy working with people, excel at keeping things organized, and, in some positions, have an understanding of health science and athletic training.

**Sample Majors:** Recreation Management, Therapeutic Recreation, Sports Management

**Sample Jobs:** Personal Trainer, Youth Program Coordinator, Sports Announcer

**Skills:** You should have great communication, management, and organizational skills. Some positions require specialized skills or knowledge (ex: sports rules and regulations, health science, etc.)

### Technical Trades

**Description:** Technical trades include a wide span of careers for people who generally enjoy fixing things and working with their hands. For example, you might work in machine repair or as an electrician. These jobs are sometimes known as “skilled trades” because each requires a specialized skill set. Many people will work for companies, keeping our buildings, roads, and equipment in working condition. Others opt to be their own boss and offer up their skills to a wide variety of clients. If you choose to do this, you’ll also need to have some business savvy, as well as customer service and marketing skills.

**Sample Majors:** Carpentry, Electronics, Repair Mechanics

**Sample Jobs:** Automotive Technician, Carpenter, Plumber

**Skills:** Each trade has a different skill set, but in general, expect to be good at problem solving, communicating with others, and working outdoors. Understanding basic business and management skills is also useful.

### Transportation and Logistics

**Description:** Planes! Trains! Automobiles! People who enjoy logic, math, and marvel at the buildings, machinery, and roads around them are a great fit for Transportation and Logistics majors. People in this field may learn specific technical skills to build and fix the cities around us. Others enjoy working in offices on the business side of things; they help companies figure out the best ways to get products from one place to another—from the moment someone clicks “buy” online to the moment that package arrives on their doorstep. If you enjoy solving puzzles, working with technology, and don’t mind doing a bit of math, this area could be a good fit for you.

**Sample Majors:** Aviation Science, Supply Chain Management, Automotive Electrical Systems

**Sample Jobs:** Crane and Tower Operator, Aviation Inspector, Distribution Manager

**Skills:** You should be good with math and technology. For many jobs, specialized skills may be needed to operate or manage specific machinery.



# Completion Mapping Course Curriculum Builder (cont.)

**Step 2:**

Utilize the brainstorming from the previous page to group together learning outcomes. Based on staff expertise, determine the optimal thematic order of the curriculum and input into following table.

Session (include date)	Topic	Current Assignments (e.g., reading, writing, exercises, etc.)	Desired Learning Objectives
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			

Source: EAB interviews and analysis.

# Non-Cognitive Student Needs Intake Survey

## Purpose of the Tool

Colleges collect a wide range of information on student profiles during the student application process but rarely utilize the information collected to tailor student interventions. The following sample student intake survey provides a template for a basic student intake survey that is mapped to the non-academic resource matrix on the following page. These survey questions may be integrated into the application itself or included as an addendum to the application.

<b>Student Intake Survey</b>		
<b>1</b>	<b>Do you need information about housing options?</b>	
	No	Unsure Yes
<b>2</b>	<b>Are you comfortable using a computer on a daily basis?</b>	
	No	Unsure Yes
<b>3</b>	<b>Do you have regular (daily) access to a reliable computer with reliable Internet access?</b>	
	No	Unsure Yes
<b>4</b>	<b>Do you plan on joining any social or extracurricular groups?</b>	
	No	Unsure Yes
<b>5</b>	<b>Would you like to learn more about accommodations from Disability Services?</b>	
	No	Unsure Yes
<b>6</b>	<b>Do you have reliable transportation to and from class?</b>	
	No	Unsure Yes
<b>7</b>	<b>Do you feel confident in your major and/or career pathway selection?</b>	
	No	Unsure Yes
<b>8</b>	<b>Are you sure of your declared program/major?</b>	
	No	Unsure Yes
<b>9</b>	<b>Do you plan to work while attending college?</b>	
	No	Unsure Yes
<b>10</b>	<b>Do you have a financial plan to pay for all present and future semesters?</b>	
	No	Unsure Yes
<b>11</b>	<b>Are you responsible for the care of children and/or other dependents?</b>	
	No	Unsure Yes
<b>12</b>	<b>Are you or a family member a veteran or a current member of the armed forces?</b>	
	No	Unsure Yes
<b>13</b>	<b>Do you or a family member need assistance understanding English?</b>	
	No	Unsure Yes
<b>14</b>	<b>Do you have trouble feeding yourself or a family member?</b>	
	No	Unsure Yes
<b>15</b>	<b>Do you feel comfortable managing stress?</b>	
	No	Unsure Yes

Source: EAB interviews and analysis.

# Non-academic Resource Matrix

## Purpose of the Tool

Fill out this worksheet with all contact information for all resources in the column titled "Suggested Resources" as well as any other institution-specific resources identified on your campus. Once the table is as comprehensive as possible, formalize the information into a handout for *all* faculty and staff; urge them to keep the handout in plain sight in their offices. Student responses to the survey questions in Tool 7 should guide faculty and staff toward appropriate resources with which students should be connected. In addition, staff and faculty should refer to the handout whenever a student expresses a non-academic need.

Consider the student intake survey as only one supplemental aspect of understanding student profiles, and ensure that faculty and staff continue to gather pertinent information on student needs.

Topic	Questions	Suggested Resources	Additional Space (include phone number and website)
<b>Housing</b>	1	<ul style="list-style-type: none"> <li>• Student housing</li> </ul>	
<b>Technology</b>	2-3	<ul style="list-style-type: none"> <li>• Help Desk</li> <li>• Computer Skills Training Workshops</li> <li>• Library</li> <li>• Open Computer Labs &amp; Hours</li> <li>• College Email Support</li> <li>• Technology-Related Grants and Scholarships</li> </ul>	
<b>Connecting with Campus</b>	4	<ul style="list-style-type: none"> <li>• Student Activities Center</li> <li>• Clubs &amp; Organizations</li> <li>• Intramural Sports</li> <li>• Student Counseling</li> <li>• Social Media Resources</li> </ul>	
<b>Disabilities</b>	5	<ul style="list-style-type: none"> <li>• Disability Services</li> <li>• Assistive Technology</li> <li>• Student Counseling</li> </ul>	
<b>Transportation</b>	6	<ul style="list-style-type: none"> <li>• Transportation Hotline</li> <li>• County/City Transit</li> </ul>	
<b>Academic Decisions</b>	7-8	<ul style="list-style-type: none"> <li>• Career Counseling</li> <li>• Advising</li> <li>• Mentor Programs</li> <li>• Occupational Outlook Handbook (Often state/region specific)</li> <li>• Career Coach (EMSI) or other Labor Market Software</li> <li>• Interest Inventories</li> <li>• Career Assessments</li> <li>• Student Success Coach</li> <li>• Internship Opportunities</li> </ul>	

## Non-academic Resource Matrix (cont.)

Topic	Questions	Suggested Resources	Additional Space (include phone number and website)
<b>Finances</b>	9-10	<ul style="list-style-type: none"> <li>• Financial Aid Office</li> <li>• Veterans' Benefits</li> <li>• Money Management Workshop</li> <li>• Financial Literacy Programs</li> <li>• Benefits Access Support</li> <li>• Loan Counseling</li> <li>• Pre-loan Debt Management Workshop</li> <li>• Scholarships</li> <li>• Textbook Vouchers</li> <li>• Student Employment</li> <li>• Tax Filing Support</li> <li>• TRIO</li> </ul>	
<b>Family</b>	11-13	<ul style="list-style-type: none"> <li>• College Child Care Services</li> <li>• Veteran Services</li> <li>• Translation Services</li> <li>• ESL Classes</li> <li>• ESL Office</li> <li>• ESL Support Groups</li> </ul>	
<b>Health</b>	14-15	<ul style="list-style-type: none"> <li>• College Health Center</li> <li>• Fitness and Wellness Services</li> <li>• Counseling</li> <li>• Food Pantry</li> <li>• Community Clinics</li> <li>• Public Benefits Office</li> </ul>	



# Tips for Texting Students and Parents

## Purpose of the Tool

The following list of best practices for texting students and parents was compiled by experts at Signal Vine, a text messaging provider that works with many colleges, school districts, and community-based organizations nation-wide. These tips are intended to provide additional context for practitioners when devising text messaging calendars, schedules, and content.



### 1 Frequency

The recommended number of prescheduled or programmed messages is 2-5 per month. We discourage more than that, but strongly encourage back-and-forth conversation if a student replies to the message.

### 2 Personalization

Make sure that the messages are personalized and include relevant student information (e.g., student's first name, grade, school, etc.) and the counselor/advisor's name, especially in the first message. The more personalized the message, the higher the response rate.

### 3 Relevancy

The content of the messages should be relevant to the particular recipient's needs. Colleges often filter messages to only those students who meet certain criteria that would make the message relevant. We strongly discourage mass texting where everyone receives the same message.

### 4 Action

Include "calls to action" in the text messages that will nudge students and/or parents to complete their necessary tasks or to take an action which moves forward in the process. For example, you might include a short link (e.g., bit.ly or goo.gl) to a resource or have a student respond back to answer a question about their progress.

### 5 Urgency

When possible, create urgency by using dates and sending messages about 3 days prior to deadlines. Make sure that you send the message on a date that is not too close to the deadline (so recipients aren't overwhelmed) but that also is not too far away from the deadline (so they don't forget about the deadline).

### 6 Timing

Timing can impact the rate of student responses to text messages. During the school year, K-12 students reply most frequently before school (7am) or after school (4-7pm). College student messaging should begin between 10-11am; the lunch hour is popular and we have found no need for class-day limitations.

### 7 Interactive

Ensure that the conversations are two-way and interactive, and that counselors are responding to students' messages by answering questions in a timely manner. Prepare staff to monitor/reply to messages the hour after a programmed message is sent. Most student replies will be sent back within the first 15 minutes.

### 8 Programmed

Productivity increases when time is spent up-front to design a program of messages around key dates, which reduces the pressure on staff to remember when to engage specific students. We have seen a 4x-10x increase in counselor capacity when they are able to readily respond to student replies from programmed messages.

Source: EAB interviews and analysis.

## Tips for Texting Students and Parents (cont.)

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### 9 Opt-Out

Recipients need to be able to opt out of receiving text messages. In the first message, let students know that they always have the option to text back STOP or CANCEL to stop receiving messages. They can always opt back in at a later time and start receiving text messages again.

### 10 Introduction

It's best to begin the engagement with an introduction message that introduces the counselor and solidifies the connection. We also recommend that you suggest students save the number and text anytime they need help.

### 11 Prepared Responses

To further productivity, prepare responses to common or anticipated questions in advance to avoid duplicative or inconsistent work on behalf of staff.

### 12 Prepared Links

Often students would be best suited to utilize an online resource, rather than including all of the content in a text. Make these links readily available for counselors to send students to improve productivity and responsiveness.

### 13 Link Shortening

When including web links, we find using a link shortener like bit.ly or goo.gl to be useful in conserving characters in programmed messages.

### 14 Less is More

The 160-character limit can be challenging for some organizations that want to send two- and three-part messages. Do not exceed the 160 character limit: the process of honing the content of a text message down to its main point ensures students are able to digest the content quickly.

### 15 10-Digit Personal Touch

Although short codes (3-6 digit numbers) are popular for marketing companies and some may consider sending texts via email (from an email address), students are most likely to trust a 10-digit phone number.

### 16 Ad-Hoc Messages

Programmed messages can only cover the expected communications, so counselors should text students with one-off, ad-hoc messages as necessary. This keeps the texting informal and relevancy high.

### 17 Ask Questions

The best interactions happen when you ask students a question that invites a response. Messages that contain questions have 30%-40% higher response rates, and they are a great way to get information from students.

## Tips for Texting Students and Parents (cont.)

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### **18 Limited Automation**

There is value in automating some student messages, but students are perceptive and therefore quickly recognize when a “computer” has taken over the conversation. We generally advise no more than 2-3 automated messages in a row if you’re looking to keep the relationship personal.

### **19 Group Messaging**

Messaging students in large groups may save time up-front, but it’s important that each message is still sent one-on-one to avoid unintended connections being made between text message recipients.

### **20 Multi-language for Parents**

When messaging parents, determining the parent’s language of choice is important when engaging them, or you can give them an option to select their native language.

# Sample Text Message Nudge Calendar

## Purpose of the Tool:

The following text message nudge calendar is taken directly from a calendar utilized at a college in West Virginia. This tool is meant to serve as an example of the quantity and type of text messages as they pertain to specific times in the student life cycle. Text messages have a 160-character limit and this college sends 31 text messages in total across a 14-month period.

Date	Content Theme	Text Message Content
3/5	Welcome to EABCC	We're excited you are joining us at EABCC! Thanks for choosing us for the next stage in your education. Check out our website at <a href="http://www.eabcc.edu">www.eabcc.edu</a>
3/20	Advising	Look for your scheduled advising date. Be sure to confirm your appt. with the EABCC Admissions office @ 202-555-5551. What to expect at this session: <a href="http://goo.gl/Wkssr">http://goo.gl/Wkssr</a>
4/2	Summer Employment	Need a summer job? Career services is hosting an open house tomorrow from 1-4 pm. Details: <a href="http://bit.ly/asle283j">http://bit.ly/asle283j</a>
4/7	Admissions	Don't forget to fill out and return the forms in your admissions packet
5/15	Incomplete Financial Aid	Hi [student name]! It looks like you might be missing some financial aid paperwork...give us a call ASAP at 202-555-5555
5/17	High School Graduation	Only a few more days until your graduation! EABCC is gearing up for commencement too. This will be you in two years! Watch graduation here today: <a href="http://eabcc.edu">eabcc.edu</a> (commencement link)
5/26	Portal	Check your MyEABCC account and EABCC email regularly for updates. Go to <a href="http://myeabcc.edu">http://myeabcc.edu</a> Click here to find your user information: <a href="http://goo.gl/bsoeri2">http://goo.gl/bsoeri2</a>
6/4	Educational Planning	Still undecided on a major? Visit <a href="http://goo.gl/aw9342n">http://goo.gl/aw9342n</a> and log in via MyCU and your login.
6/9	High School Transcripts	Make sure to request and send all final official transcript including those for dual enrollment to EABCC Admissions.
7/1	Financial Aid	How are you paying for college? A payment plan may be available (upon request) at 202-555-5552 or <a href="mailto:acctsrec@eabcc.edu">acctsrec@eabcc.edu</a>
7/23	Loan Borrowers	First-time loan borrowers must complete their Entrance Counseling and Master Promissory note. Visit <a href="http://www.studentloans.gov">www.studentloans.gov</a> . Questions: 202-555-5553
8/15	First Days Check List	First days at EABCC. What to do: Orientation, campus map ( <a href="http://goo.gl/werns93k">http://goo.gl/werns93k</a> ), buy books ( <a href="http://eabcc.bkstr.com">http://eabcc.bkstr.com</a> )
8/18	Advising	Get off to a great start. Introduce yourself to your Advisor. Request a tutor (202-555-5556)
9/1	Emergency Alert System	Remember to enroll in the Emergency Alert System <a href="http://sms.eabcc.edu">http://sms.eabcc.edu</a>
9/15	Advising	How's the beginning of your semester going? Have a question? Ask your student success course instructor, your advisor, or call the advising center.
10/6	Mid-terms	Are you ready for mid-terms?!
11/3	Registration	Meet with your advisor to obtain your online PIN for access to Spring Registration.
11/24	Contact Information	Happy Thanksgiving break! Is your address and contact information up-to-date in MyEABCC?
12/5	Library	Looking for a study stop? Check out the library. It's open 24 hours during exams. Good luck!

Source: EAB interviews and analysis.

## Sample Text Message Nudge Calendar (cont.)

Date	Content Theme	Text Message Content
12/27	Application Referrals	Reconnecting with friends over break? Encourage them to apply to EABCC! Send them a text by going to <a href="http://goo.gl/aSirm23">http://goo.gl/aSirm23</a>
1/12	Welcome	Welcome back and happy New Year! Do you have all your textbooks for the semester?
1/29	Business Office	Last day to pay fees is 2/15. Check with the Business Office with questions or concerns.
2/9	Tutoring	Feeling overwhelmed in class? To get a tutor for extra help, contact Academic Success Center (202)555-5557. Or <a href="mailto:asc@eabcc.edu">asc@eabcc.edu</a> . Drop-in tutoring ( <a href="http://goo.gl/PN234I">http://goo.gl/PN234I</a> )
2/27	Summer Employment	Think Summer... employment. Check out the spring job fair to get a head start.
3/9	Academic Advising	Do you know if you're on track to complete your major? Check in with your advisor to make sure you're on track.
3/13	Advising	Look for your scheduled advising date. Be sure to confirm your appt. with the EABCC admissions office @ 202-555-5552. What to expect at this session: <a href="http://goo.gl/WRksdr">http://goo.gl/WRksdr</a>
3/13	Spring Break	Enjoy your Spring Break!
3/30	Financial Aid	Get your FAFSA in by April 15 to qualify for more \$\$\$ -- <a href="http://www.fafsa.gov">www.fafsa.gov</a>
4/1	Registration	Meet with your advisor to obtain your online PIN for access to Fall Registration.
5/1	Summer Semester Push	No summer plans? Check out our on-campus and online course offerings
5/13	Summer	Go forth, have a good time, get experience. See you in August! Need anything? Contact us at 202-555-5555 or <a href="mailto:asc@eabcc.edu">asc@eabcc.edu</a>

# Compressed Mini Semester Business Case Template

## Purpose of the Tool

Developing a sound business case for the mini-semester model is the first step toward robust implementation; it is critical for determining whether compressed semesters are a viable and reasonable solution for an institution. Without a business case as a guideline, administrators may underestimate costs, downplay risks, or overlook barriers to success. A business case also helps garner buy-in from campus constituents.

This compressed mini-semester business case template guides users through the key factors that should influence the decision to implement (or not) compressed mini-semesters at their institution.

## Anatomy of a Business Case

The diagram below depicts the components of a business case that guide the decision of whether to transition to compressed mini-semesters.



## Developing a Business Case

Fill out the following tables to collect the information needed to develop a sound business case for compressed mini semesters. In each table, the first consideration has been filled in with a sample response. Each table also includes customizable cells for considerations that are not already listed.

### 1. What Are the Business Drivers?

Consideration	Inputs that Impact the Driver
Opportunity to increase enrollment by targeting students who apply late during summer period	<ul style="list-style-type: none"> <li>Targeting students who enroll past the enrollment deadline for registration in second mini-semester classes</li> <li>Providing additional enrollment support during early weeks of first mini-semester to ensure late applicants enroll in second mini-semester</li> </ul>
Increased tuition revenue from students who may otherwise withdraw mid-semester	
Custom:	
Custom:	
Custom:	
Custom:	

Source: EAB interviews and analysis.

# Compressed Mini Semester Business Case Template

## 2. What are the Projected Benefits?

Consideration	Inputs That Impact the Driver
Increased course completion among current students	<ul style="list-style-type: none"> <li>• Conversion to compressed course pedagogy</li> <li>• Development of new financial aid disbursement schedule</li> </ul>
Faster rate of developmental student enrollment in college-level courses	
Reduced cost of mid-semester withdrawal for students facing unexpected life events	
Custom:	
Custom:	
Custom:	

## 3. What are the Associated Costs?

Consideration	Estimated Cost
Faculty stipend funds (faculty may utilize for professional development)	
Custom:	
Custom:	
Custom:	
Custom:	

# Compressed Mini Semester Business Case Template

## 4. What Are the Potential Risks?

Consideration	Risk Drivers	Ways to Avoid Risk
Students do not understand the new scheduling format, errors occur	<ul style="list-style-type: none"> <li>Lacking appropriate advising for students who take compressed mini-semester courses</li> <li>Awareness campaign unsuccessful at informing students of changes</li> </ul>	<ul style="list-style-type: none"> <li>Advertise changes early and provide adequate resources for students to ask follow-up questions</li> <li>During initial transition, implement additional safeguards to ensure students understand the new scheduling format</li> </ul>
Students struggle with new financial aid format		
Faculty frustration with implementation of compressed mini-semesters		
Custom:		
Custom:		
Custom:		