CONNECTED19

Leading Your Student Success Enterprise

EAB

EAB Student Success Research Over the Years

2009   **2019**

Timeline markers (above the line):
- Student-centered Advising
- Role of the Faculty
- Proactive caseload management
- Guided Pathways
- Equity

Timeline markers (below the line):
- Early Alerts
- Developmental Education
- Time to Degree
- Financial Aid
- ROI of Student Success
- *…and more*
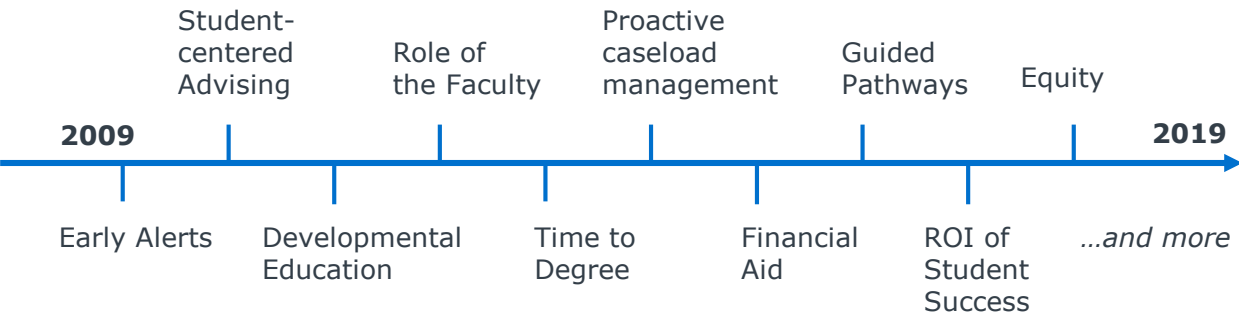
20+ **Research Studies**   **200+** **Best Practices**

The Student Success Playbook

14 strategies to improve student outcomes and ensure financial sustainability across the next decade
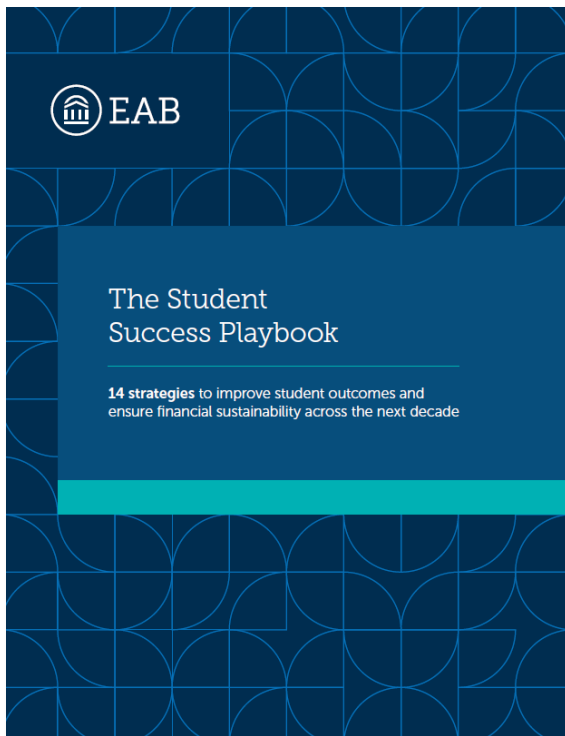
Our Topline Guidance:

» Make it easier for students to enroll and reenroll

» Support students with advising and technology

» Foster confidence and personal belongingness

» Minimize cost from non-productive credits

» Enhance the lifetime value of the curriculum

Pick up your copy at the closing session

What Is...

The Student Success Enterprise

Chief Success Officer (CSO)

Engaged Deans and Faculty

Robust Advising Organization

Aligned Support Resources

Data and Technology

Unsolved Mysteries

Too Early To Answer Key Questions about the Student Success Enterprise

Does realignment improve retention and graduation?

What division (AA, SA, EM) should house the CSO?

What promising ideas have begun to emerge?

EAB

The Chief Success Officer (CSO)

1

What is a CSO?

Common Roles and Responsibilities

Chief Success Officer

HELP WANTED

- Provide leadership for programs central to student success

- Participate in institutional planning

- Work collaboratively with faculty

- Expand academic advising

- Partner across the institution

- Align student support resources

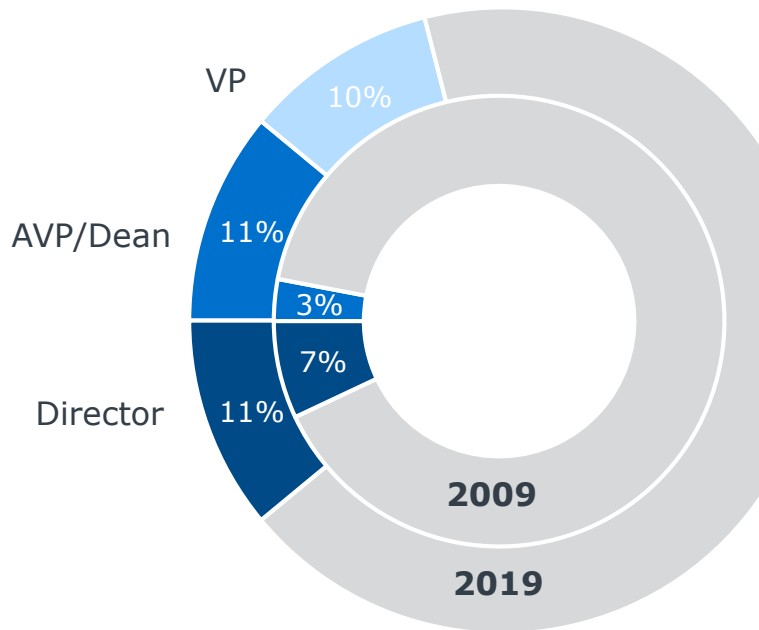- Use data to assess quality and improve effectiveness

- Manage success technology

CSOs Over Time

2009

10% of EAB research interviews were with CSOs (N = 80)

2019

32% of surveyed EAB members have a CSO (N =112)

VP — 10%

AVP/Dean — 11%

Director — 11%

3%

7%

2009

2019

EAB

Engaged
Deans and Faculty

2

Bringing Faculty Experience to the VPSS Role

Tasked to Design Student Success Initiatives Based in Data and Research

A Winning Formula:

UAA UNIVERSITY of ALASKA ANCHORAGE.

Data from IR and EAB technologies + Research mindset and methods + Trust and buy-in from the faculty
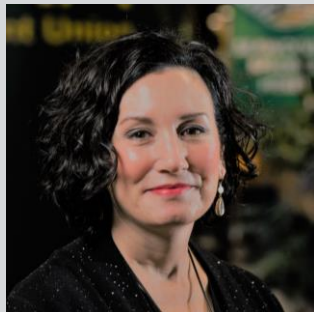
Dr. Claudia Lampman
Vice Provost Student Success

- Psychology professor with 20 years experience

- Six years as director of Psychology department, clinic, and research center

"It helps that the faculty know me and know that I understand their world"

Academic Pathways
Designed ten first-year pathways using data on placement and pass-rate

Course Success
Added academic support to twelve high-DFW sections

Advising and Support
Hired nine staff to launch first-year advising and success program

Early Alerts
Implemented Navigate progress reports across all campuses

Working to Improve Pass Rates

Pass Rate Data Used to Design Pathways and Target Academic Support

UNIVERSITY of ALASKA ANCHORAGE.

	Target courses	What they looked at	Result
Academic Pathways Designed ten first-year pathways using data on placement and pass-rate	Lower division gen ed courses	Courses with success rates over 75% for different levels of college readiness (Math only, Writing only, Both, Neither)	Created pathways recommending GE courses for different levels of readiness
Course Success Added academic support to twelve high-DFW sections	Courses over 100 students Courses with DFW over 25%	DFW benchmarked vs. other schools in EAB Academic Performance Solutions	Worked with faculty to add supplemental instruction and peer learning assistance to 12 high-DFW sections

Student Success 101 for Faculty

A Syllabus of the Things Faculty Most Want (and Need) to Know

I. Demographic and Enrollment Trends

- Demographic breakdown of your students
- Grawe/WICHE enrollment forecasts
- Gen Z mindset and expectations

II. Institutional Success Strategy

- Revenue lost through attrition
- How will revenue from retention be invested?
- Plan to keep up with increases in seat demand

III. Curricular Needs and Interests

- High-DFW courses
- Guided pathways strategy
- Academic early alert process

IV. Faculty Advising and Mentoring

- Support available for students
- When and how to report a concern
- Basics of the financial aid process

EAB
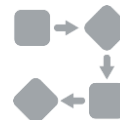
Robust
Advising Organization

3

Question #1

Wrong Question:

Should we have professional advisors, faculty advisors, or both?

Right Question:

Students have advising needs, are we meeting all of them?

"Advisor" Means a Lot of Things

Lack of a Uniform Definition Confuses the Conversation

Traditional Advising

Student Success

Academic Planning
Course selection
Major guidance

Specializations
First-year seminars
Personal counseling
Financial advising
Career advising

Holistic Advising

Academic Planning

Financial Well-Being

Student Success

Career Preparation

Academic Performance

Faculty Advising

Research

Teaching

Scholarship

Service

Advising (Mentoring)
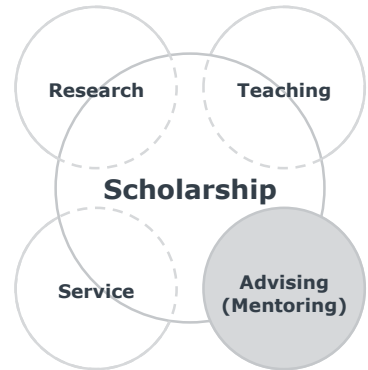
Clarify Who Does What

Formalize the Role of Faculty to Allow Investment in Other Kinds of Advising

Faculty Advisors Will Do	Student Advising Needs	Someone Else Will Do

Faculty Advisors Will Do

Ask the faculty to decide what student needs they can and want to fulfill

Standardizing practice enables better training and a better student experience

Faculty Advisors

Student Advising Needs

- Mentoring
- Career Guidance
- Long-term Planning
- Degree Roadmap Planning
- Gen Ed Course Selection
- Major Course Selection
- Schedule Planning
- Major Declaration
- Registration Support
- Course Articulations
- Early Alert Resolution
- Financial Counseling
- Fostering Belongingness
- Resolving Personal Issues

Someone Else Will Do

Clarifying expectations for faculty advisors allows you to assign remaining the advising needs to others

Professional Advising and Other Support Staff

Making the Case for New Staff

Calculate Advising Capacity Shortage to Argue for New Hires

**How many
more advisors
do we need?**

Advising staffing
pro forma based on
national best practice

Advising records
from Navigate and
other systems

	Undeclared students	Students in majors	Graduating students
Advising touchpoints needed	2,400	2,400	1,000
Current advising touchpoints	1,200	300	0

2 new advisors   **4** new advisors   **1** new advisor

SONOMA
STATE UNIVERSITY

Question #2

Wrong Question:

Should we move to centralized advising?

Right Question:

How do we ensure all students have a baseline standard of advising care?

Standardizing and Centralizing Advising

Negotiations with Deans Pave the Way for a Mutually Beneficial Org Change

OLD

```
              Provost
          ┌─────┴─────┐
      College      AP Student
      Deans        Success
         │       ┌──────┴──────┐
      College    Programs
   Advising (x8) & Support
```

NEW

```
              Provost
          ┌─────┴─────┐
      College      AP Student
      Deans        Success
                ┌─────┴─────┐
             College     Programs
          Advising (x8)  & Support
```

Remain located in colleges

GEORGIA SOUTHERN UNIVERSITY
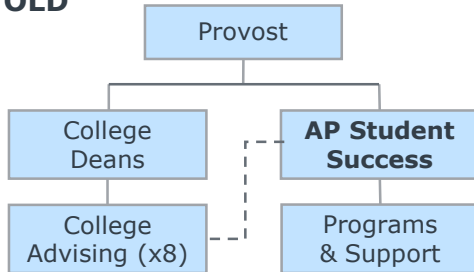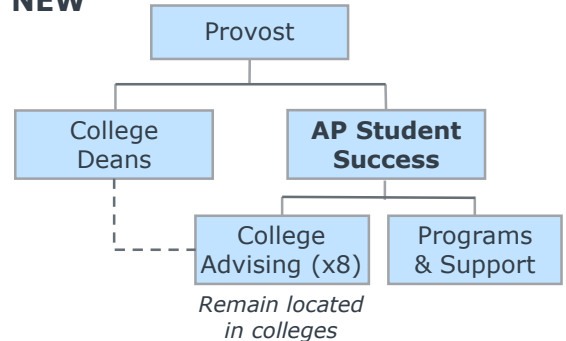
Formal Partnership Agreement
What the Deans Negotiated for:

- Advisors remain in colleges
- Collaboration with departments
- Defined roles and responsibilities
- **Budget and mindshare relief**

EAB

Aligned
Support Resources

4

Care Is Not Organized Around Students

Key Support Units Often Lack Common Leadership and Coordination

President

Provost/VPAA | Student Affairs | Business and Finance | Advancement | Enrollment Management | Public Relations

Central Advising

College Advising

Academic Support

Career Services

Financial Aid
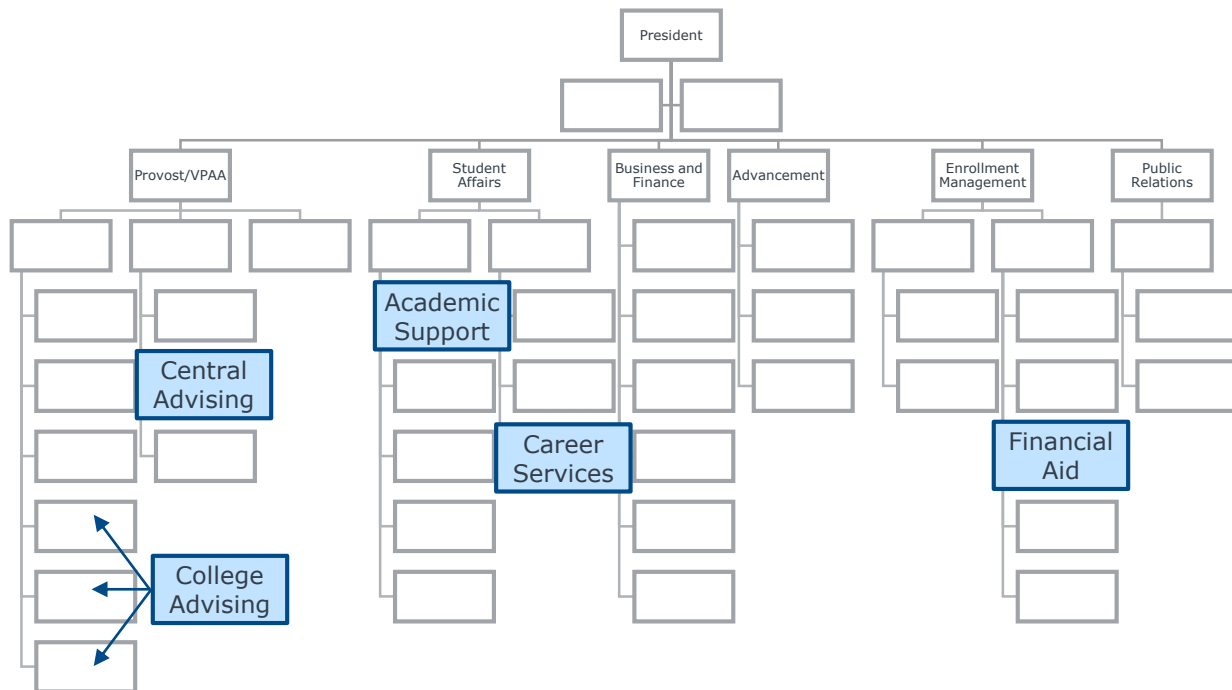
Aligning Support Under a Single Owner

Example Proposal for Creating a Student Success Enterprise

Associate Provost for Student Success

- **Academic Success & Student Engmnt** — Executive Director
- **Honors Program** — Director
- **General Education** — Director
- **TRiO** — Director
- **Career Services** — Executive Director

Under Academic Success & Student Engmnt:
- **Advisement** — Director
  - Academic Advisors
  - Success coaches
  - New hire coaches
  - Advisors in colleges (*dotted line*)
  - Athletic Advisement
- **First-year Experience** — Director
  - **University 101** — Assoc Director
  - **Peer Coaches** — Assoc Director
  - Supplemental Instruction
- Honors program faculty

Under Career Services:
- Career Advisors
- Career advisors in colleges (*dotted line*)
- Career Events Specialist

Current reporting lines
- Academic affairs
- Student affairs
- Library

Eliminating Silos Allows for More Efficient and Effective Care

Advising support

Academic support

Financial support

Personal support

Career support
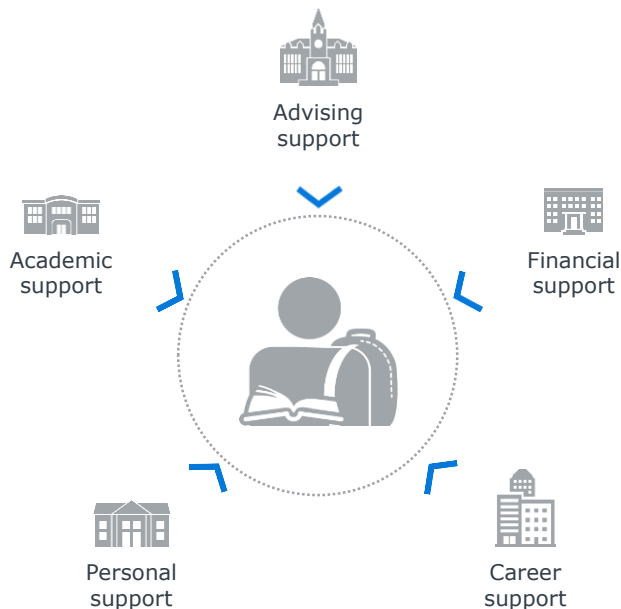
Benefits of Alignment

- Eliminate conflicting priorities and goals

- Foster clear decision making and accountability
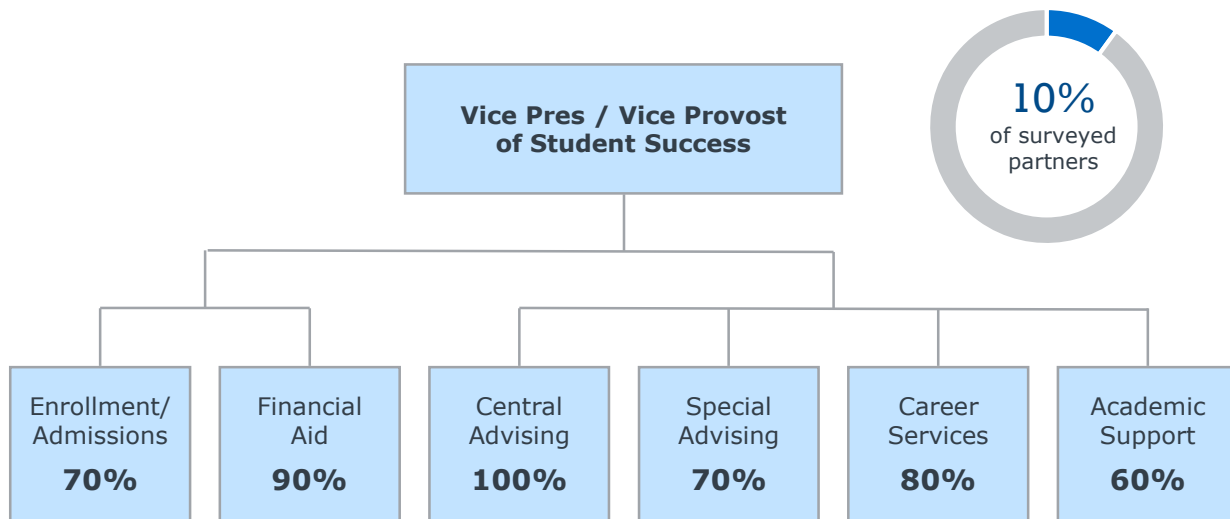
- Simplify points of contact for students

- Improve information flow (student records and data)

Alignment at the Highest Level

A Handful of Schools Have Aligned Support Across the Full Lifecycle

Vice Pres / Vice Provost of Student Success

10% of surveyed partners

Enrollment/ Admissions	Financial Aid	Central Advising	Special Advising	Career Services	Academic Support
70%	**90%**	**100%**	**70%**	**80%**	**60%**

Mid-Level CSOs Oversee a Common Set of Support Units

22%
of surveyed partners

AVP/Dean/Director of Student Success

Central Advising **80%**

Special Advising **60%**

Career Services **50%**

Academic Support **50%**

Financial Aid **0%**

e.g. TRiO. veterans, disabilities
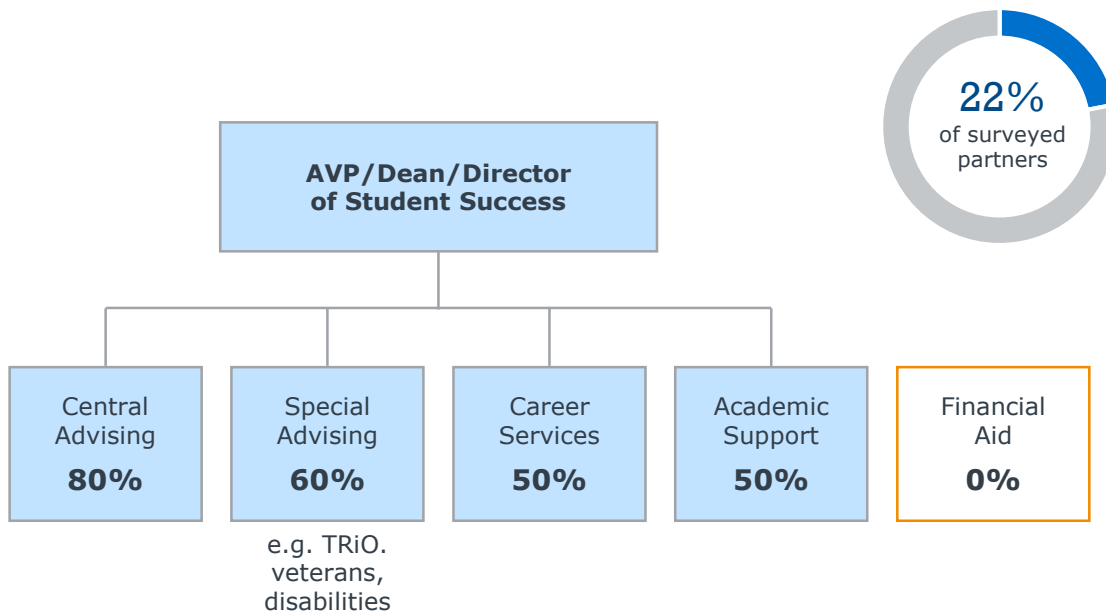
Advising Financial Liaison

Addressing financial concerns via outreach, advocacy, and supplemental aid

Student Success Center

During term

40

Case referrals

Financial Liaison

Between terms

400

Outstanding balances

Success Coaches

Bursar

Student advocacy

Tools of the Trade

Personalized counseling

Discretionary grant aid

FASFA verification

Proactive nudges

Payment plans

How Navigate Helps:

Appointment scheduling, financial concerns alerts, shared notes, advanced search, reporting

Financial Aid

XAVIER UNIVERSITY

Adapting Navigate to Financial Aid

SSMS Helps Financial Aid Provide Better, More Strategic Service

IOWA STATE UNIVERSITY

Financial Aid Office

First student affairs office to go live (Spring 2018)

Navigate records from 2018-19 academic year:

6,880 appointments

4,860 students helped

Special use cases ▶

1 **SAP** Compliance
- Advising records and notes verify compliance for students on probation

2 **FAFSA** Campaigns
- Campaign tools used for outreach to students with incomplete applications

3 **Loan** Education
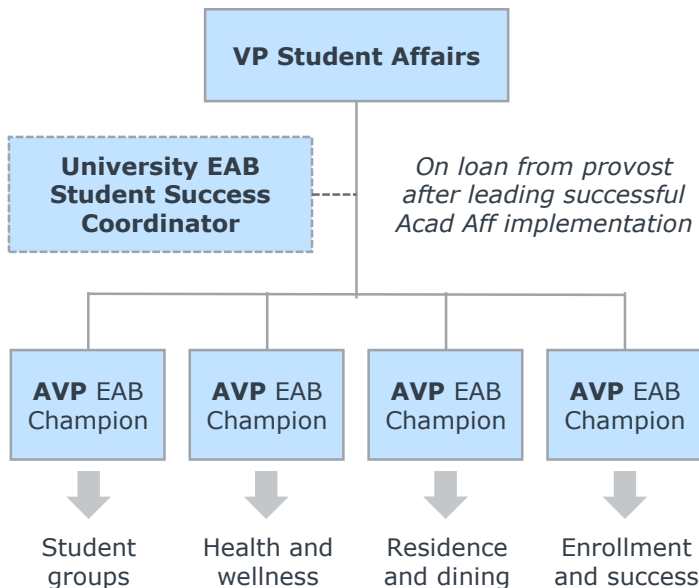- Advising notes help match students to alternatives that better meet their needs

4 **Referrals** (next up)
- Cases will create a closed loop referral system with advising offices

Building Out a Coordinated Care Network

Responding to VPSA Mandate to Get All Student Affairs Units on Navigate

Navigate Expert Leads SA "EAB Champions"

VP Student Affairs

University EAB Student Success Coordinator

On loan from provost after leading successful Acad Aff implementation

AVP EAB Champion

AVP EAB Champion

AVP EAB Champion

AVP EAB Champion

Student groups

Health and wellness

Residence and dining

Enrollment and success

IOWA STATE UNIVERSITY

Unit Onboarding Process

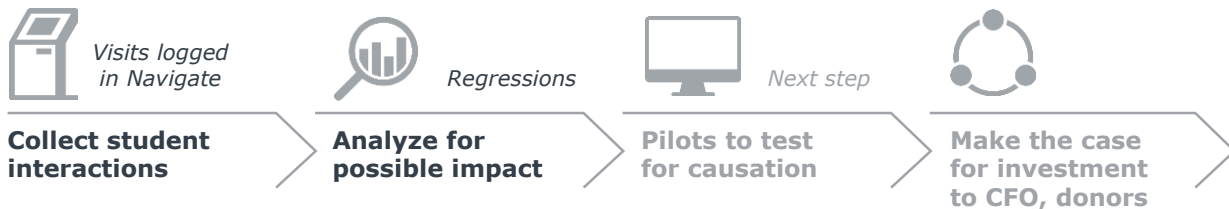|	
Preplan	Discuss what to anticipate
Customize	Create use plans matched to need
Reassure	Set guidelines for student privacy
Optimize	Focus on staff satisfaction

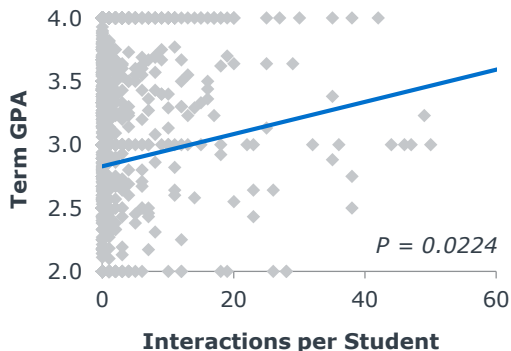**25** Student Affairs units onboarded in 12 mos

Understanding Your Impact

Arapahoe CC Analyzing Navigate Data to Make the Case for Investment

Visits logged in Navigate

Collect student interactions

Regressions

Analyze for possible impact

Next step

Pilots to test for causation

Make the case for investment to CFO, donors

Example: Tutoring Care Unit

Term GPA (y-axis: 2.0, 2.5, 3.0, 3.5, 4.0)

Interactions per Student (x-axis: 0, 20, 40, 60)

P = 0.0224

28 types of support analyzed

8 correlate with higher GPAs

ACC — ARAPAHOE COMMUNITY COLLEGE

Examples:
- Writing center
- Transfer advising
- Resume development

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