



# Future Presidents Intensive

## President as Student Advocate

October 3, 2023

Future Presidents Intensive  
Fall 23 – Session III

## Zoom Features and Settings

# Update Your Name & Institution

The image shows a Zoom meeting interface. The main window displays a slide with the EAB logo and the text "EAB Virtual Meetings 2020". A "Participants" button in the bottom toolbar is highlighted with a yellow box. An arrow points from this button to a callout box that says "Open Participants menu". To the right, the "Participants (2)" list is open, showing "Test Participant (Me)" and "Meeting Host (Host)". A "Rename" button is highlighted next to "Test Participant (Me)". An arrow points from this button to another callout box that says "Update your name and add your institution". Below this, a "Rename" dialog box is open, with the text "Enter a new screen name:" and a text input field containing "Jane Doe - Institution". The dialog has "OK" and "Cancel" buttons.

Open Participants menu

Update your name and add your institution

# A Preview of the Intensive's Curriculum



## VIRTUAL SESSIONS

**September 19, 2023**

1:00–3:00 pm ET

*Welcome &  
Introduction*

**October 3, 2023**

1:00–3:00 pm ET

*President as  
Student Advocate*

**October 17, 2023**

1:00–3:00 pm ET

*President as  
Storyteller*

**September 26, 2023**

1:00–3:00 pm ET

*President as  
Leader and Coach*

**October 10, 2023**

1:00–3:00 pm ET

*President as  
Enrollment Strategist*

## IN-PERSON SESSION | Day 1 & Day 2

**Monday, October 23, 2023**, at 12 pm ET

**Tuesday, October 24, 2023**, at 9 am ET

*President as  
Visionary*

## OPTIONAL SESSION (VIRTUAL)

**Tuesday, October 31, 2023**

1:00 am–3:00 pm ET

*Search Firms Panel*

# Meet Your Presenter



**Jennifer Latino, Ed.D.**  
EAB Strategic Research  
Senior Director



# Welcome Our Guests!



**Dr. Houston Davis**  
University of Central  
Arkansas  
President



**Song Richardson, J.D.**  
Colorado College  
President

- 1 The Current State of Student Success
- 2 Breakout Discussions
- 3 Q&A with Guest Presidents
- 4 Closing Remarks

# When I'm President...

## Poll

How do you hope to be viewed by students when you are a college or university president?



# The Current State of Student Success

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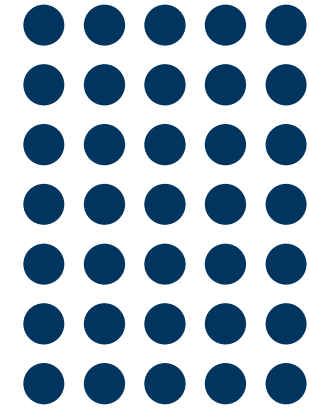




# What Actually Happens to Our Students?

## A True Perspective on Outcomes Demands a New Set of Success Metrics

For Every **100 Students** Who Start a Bachelor's Degree...

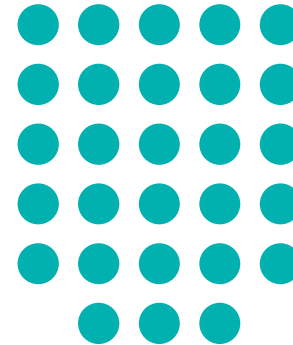
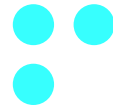
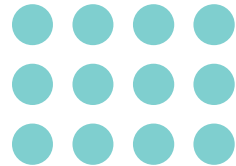
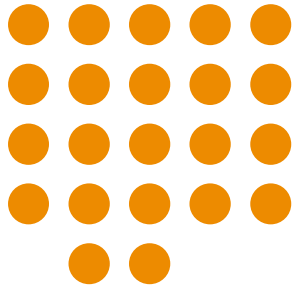


**22** Drop out of college

**12** Still enrolled after six years

**3** Earn an associate's

**28** Graduate but are underemployed



**35** Graduate and are working a job requiring a BA by age 27

**Our new student success mandate:**

**Graduate more students...**

**...in less time, at lower cost...**

**...with better post-grad outcomes...**

**...to deliver a better Return on Education**

## Five Components of Student Belonging

Students' sense of belonging on campus is one of the top factors in their retention and persistence. But belonging is hard to define and even harder to measure. Through a review of academic literature and conversations with university leaders, EAB has broken down student belonging into **five specific, defined components**—each with specific best practices that leaders can put in place. Students who have all five components are much more likely to feel they belong and to stay engaged with the university even after they graduate.



1

### Seamless Student Experience

- Policy and process audits to reduce pain points
- Single point of contact for holistic student needs
- Improved virtual student service experience

2

### Mental Health and Wellbeing

- Institutional culture of wellbeing and prevention
- Evidence-based activities to develop resiliency
- Help for students facing food/housing insecurity

3

### Active and Engaged Learning

- Active learning pedagogy and classroom design
- Opportunities for small-group learning
- Incentives for faculty to scale learning innovations

4

### Cocurricular and Social Engagement

- Engagement options for every student and major
- Skill-building opportunities for student leaders
- Virtual community building for distance learners

5

### Faculty Mentoring and Support

- Structured faculty-student mentoring programs
- Events that foster connections with faculty
- Resources for faculty to support student wellbeing



Mark all the Components  
of Student Belonging  
where you would give your  
institution a B, B+, or A

1

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# Lifecycle Approach to Enrollment

Steps Your School Can Take to Reduce Barriers to Recruitment and Success



## Challenges Encountered at Each Stage

### Passive Marketing

Reliant on nontargeted methods like billboards and bus stops

### Complex Onboarding

Many steps in the process increase melt before classes start

### Staffing

High turnover and vacancy rates impact ability to serve students

### Manual Processes

Lack of virtualization and automations discourage students

## Proven Practices *\*from EAB Partners Using Navigate*

Outreach to all students who expressed interest in applying in the past several years with **accurate, actionable lists**

Proactively monitor enrolled students to reduce summer melt and support retention with **campaigns, early alerts, and more**

Support students at scale by creating **dynamic academic plans** and coordinating with other staff on **alerts and interventions**

Equip students with personalized to-do lists and other **self-service tools** to engage with campus resources and stay on track

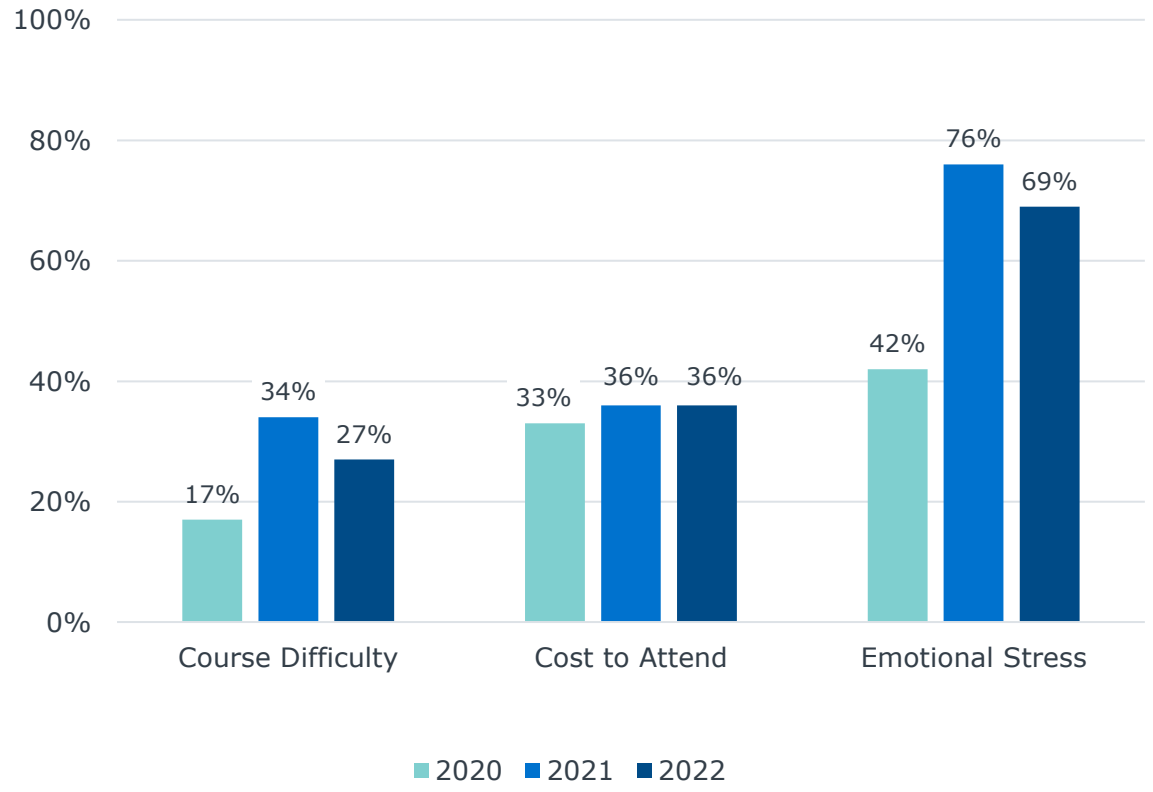
# Our Top Student Success Challenge

More Students Consider Stopping Out; Emotional Stress Is the Big Driver

## BA/BS students who considered stopping out in the prior 6 mos



## Top reasons cited by BA/BS students for why they considering stopping out

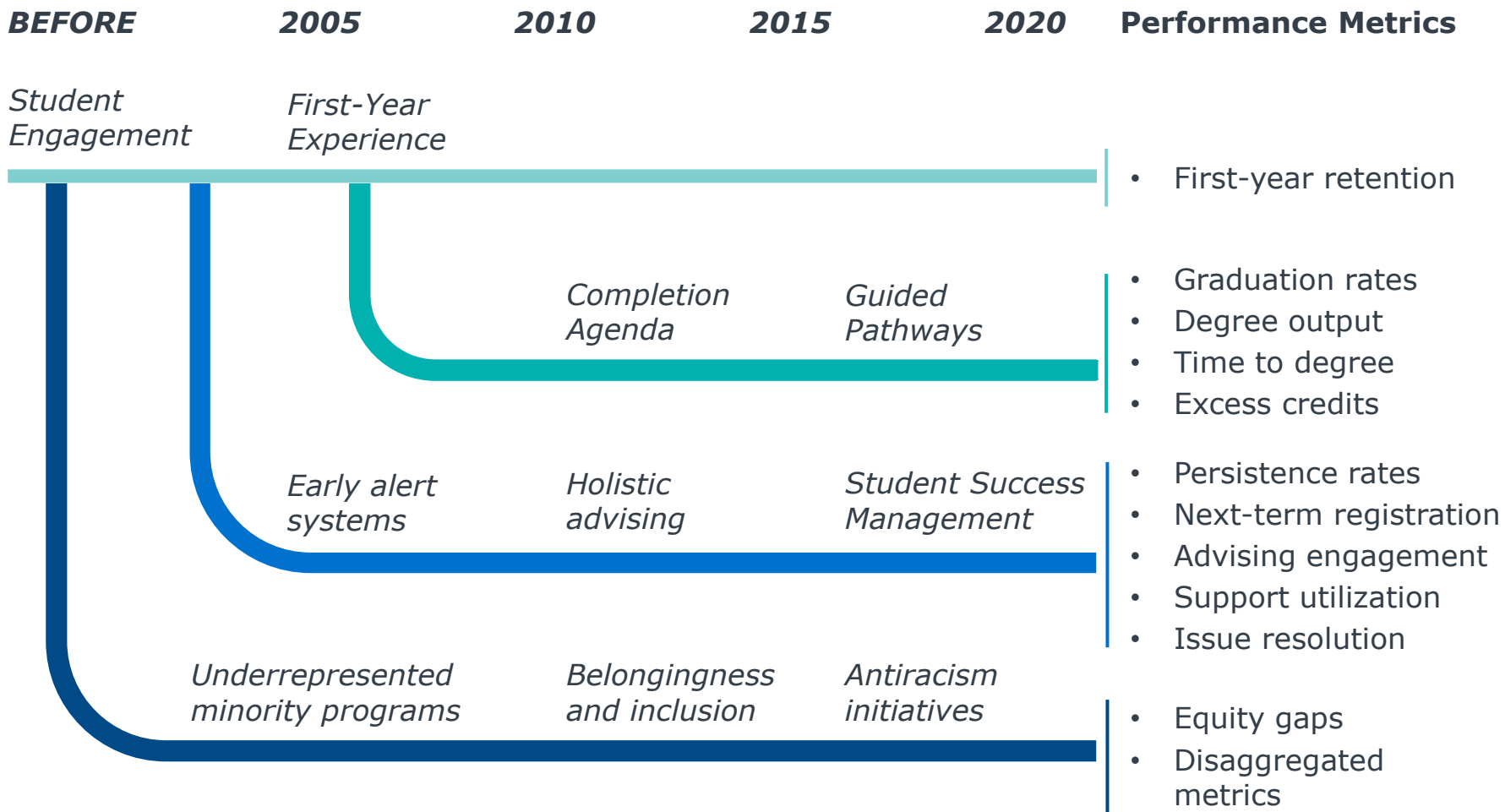


Source: Gallup [The State of Higher Education 2022 Report](#); Gallup [The State of Higher Education 2023 Report](#); EAB interviews and analysis.



# Evolution of How We Measure Student Success

Our Focus Has Expanded Over Time, as Have Our Key Performance Metrics



## Chat In

How do you **define student success** beyond retention and graduation rates?



# The Urgency Around Student Mental Health

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# Shining a Stark Spotlight on Mental Health

A Newly Urgent Priority for University Leaders Due to Pandemic Impact

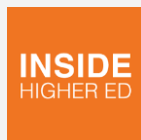
## Mental Health Took Center Stage across the Past Two Years



*Did Covid Break Students' Mental Health?*



*College Students Suffering from Mental Health Issues at a Higher Pace during Pandemic*



*One-Third of Students Seek Counseling for Pandemic Effects*



*College Students Brace for the 'Second Curve' of COVID-19 – Its Mental Health Impact*

## Most Pressing Challenges Facing Presidents Due to COVID-19

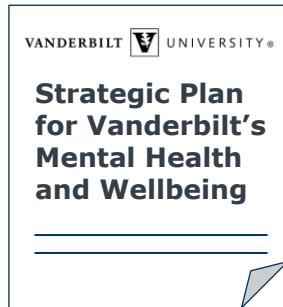
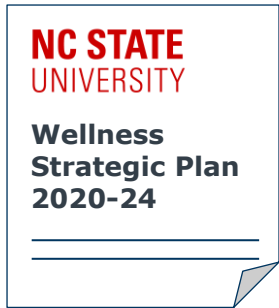
*ACE Survey of U.S. College & University Presidents, Feb. 2021*

- 1** Mental health of students
- 2** Mental health of faculty and staff
- 3** Long-term financial viability
- 4** Enrollment numbers for spring semester 2021
- 5** Racial equity issues

# Institution-Wide Mental Health Strategy

Rise of Institutional Collaboration on Mental Health and Wellness

## Strategic Wellness Plans Unite Stakeholders Across the Institution



## CWO Role is Dedicated to Unifying Mental Health Strategy



Chief Wellness Officer



Associate Dean of Health and Wellness



Vice Provost for Student Health & Well-Being



Assistant Vice President for Student Health & Wellbeing

“[The Campus Wellness Committee]’s a **full range of folks** that are **engaged in this dialogue** and they’re problem solving in real-time. We’re beginning to **think differently about how we should operate in all departments.**”

*Marlene Tromp, President  
Boise State University*

# Thriving in a Competitive Enrollment Landscape

## Growing Expectations Among Students and Families

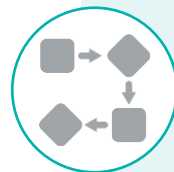


### A New Competitive Advantage

It's more and more common to hear **parents and families asking about the availability of mental health and well-being resources** on campus during the admissions process. This creates a lot of pressure to make sure we're prepared to answer those questions and provide support that will be compelling to students and their parents."

*Dean of Students  
Private College*

## Institutions Rise to the Occasion



### WVU's Long-Term Mental Health Clinic

Clinic Fills Gap for Long-Term Student Mental Health Needs



### Baylor's Eating Recovery Center

Investments to Fight Eating Disorders Through Comprehensive Care Approach



### Wake Forest's Well-Being Collaborative

Multidisciplinary, Multi-Institution Effort to Promote Lifelong Well-Being



### Ryerson University's Thriving in Action Course

For-Credit, Research-Backed Course Offered to Target Student Resilience

# Increasing Alumni Affinity and Giving

Investment in Well-Being Generates Post-Grad Success & Engagement

## Investing in Well-Being of Students Is Linked to...



Increased confidence in students in how successful they will be as a candidate in the job market



Higher engagement and well-being in the workplace

“

**Graduates who were emotionally supported during college -- who had a mentor who encouraged their hopes and dreams and professors who cared about them as people and made them excited about learning -- are three times as likely to have thriving well-being after college.**

*Gallup*



University of Colorado  
Boulder

CU Boulder's parent leadership society has raised **\$2M** to support university mental health initiatives

**Carnegie  
Mellon  
University**

CMU received a **\$35M gift** to support the construction of a new student health, wellness, and athletics center



# Building an Institution-Wide Culture of Well-Being

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# Define What Well-Being Means on Your Campus

Equip Faculty, Staff & Students to Engage in Campus Well-Being Efforts

## Establish a Common Language



A common well-being **language gives the campus community the tools they need to engage** in well-being work on campus



Equipped with a shared well-being language, institutions can effectively;

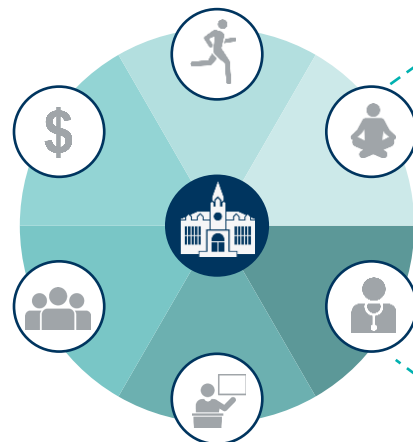
▶ **Define well-being** and clarify how your campus will support well-being

▶ **Build awareness** of campus well-being strategy

▶ Collectively **celebrate progress** towards well-being goals

## Institutions Often Use a Framework to Define Institution Support for Well-Being

*Frameworks are typically structured around 5-8 of the below categories*



- Physical
- Financial
- Social
- Emotional
- Community
- Psychological
- Fulfillment
- Career



# UBC's Well-Being Strategic Framework

The Who, What, Why, When, and How

## The Strategic Plan Has 6 Priority Areas...



Priority Area: **1 Collaborative Leadership**

### Each Priority Area Section Includes:

- ▶ A description of **why this matters and what long-range success looks like**
- ▶ Sample **actions in progress**
- ▶ **Links to associated institution strategies** and plans
- ▶ 2025 **targets** and indicators



# How UBC Uses Well-Being Metrics to Drive Action

## Unpacking UBC’s Mental Health & Resilience Targets

**Priority Area:**

**Mental Health & Resilience**

**Targets:**

**Indicators:**



**Mental health literacy**  
10% increase for students, faculty, and staff by 2025

- % of students, staff, and faculty who:
- Report knowledge of support resources
  - Report an ability to manage stress
  - Feel the campus climate encourages free and open discussions about mental health



**Increase community members who feel mental health is a UBC priority**  
by 2025

% of students, staff, and faculty reporting mental health is a UBC priority

### Sample Action Steps in Progress:



**Embed mental health literacy in student programs** (orientation and student leader training) and curriculum



**Expand mental health literacy for faculty, staff, and postdoctoral fellows** through evidence-based programming and health promotion activities



# Helping Leaders Envision Their Role in Well-Being

UBC's Workshop Assist Senior Leaders in Identifying Unit-Specific Goals

## President's Leadership Forum

**120** UBC Leaders

- President, executives, provosts; faculty, staff, and student leaders from all 3 campuses
- **Gather annually to consider ways to embed well-being & other university priorities into their portfolios at a systems level**

### Sample Agenda:

- Come to a shared understanding of UBC's commitment to well-being
- Facilitated discussion to help plan specific actions and goals for your unit
- Identify opportunities for collaboration across units



### Outcomes:

**46 system-wide commitments** across **6 well-being priority areas** were made

## Keys Elements



### President Keynote

Underscores that well-being is a top priority and that senior leaders are expected to play an active role



### Dedicated Time to Plan

Creates space for discussion among senior leaders and a mechanism for identifying key unit goals and priorities



### Follow Up

Ensures leaders are aware of supporting tools, resources, and best practices

## Reflection

What are the key opportunities you see to advance your institution's efforts to support student mental health and well-being?

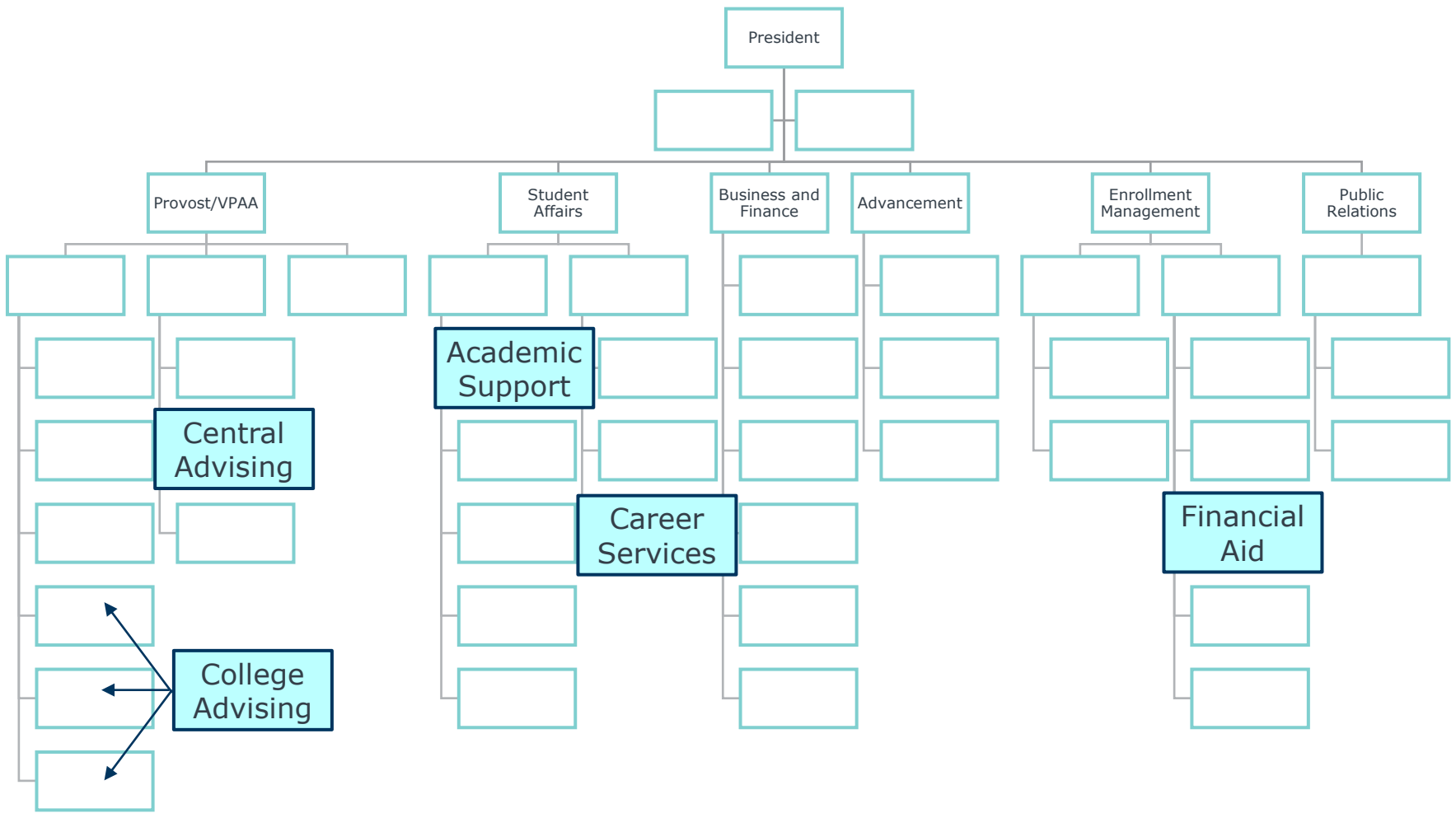


# Building a Student Centric Environment

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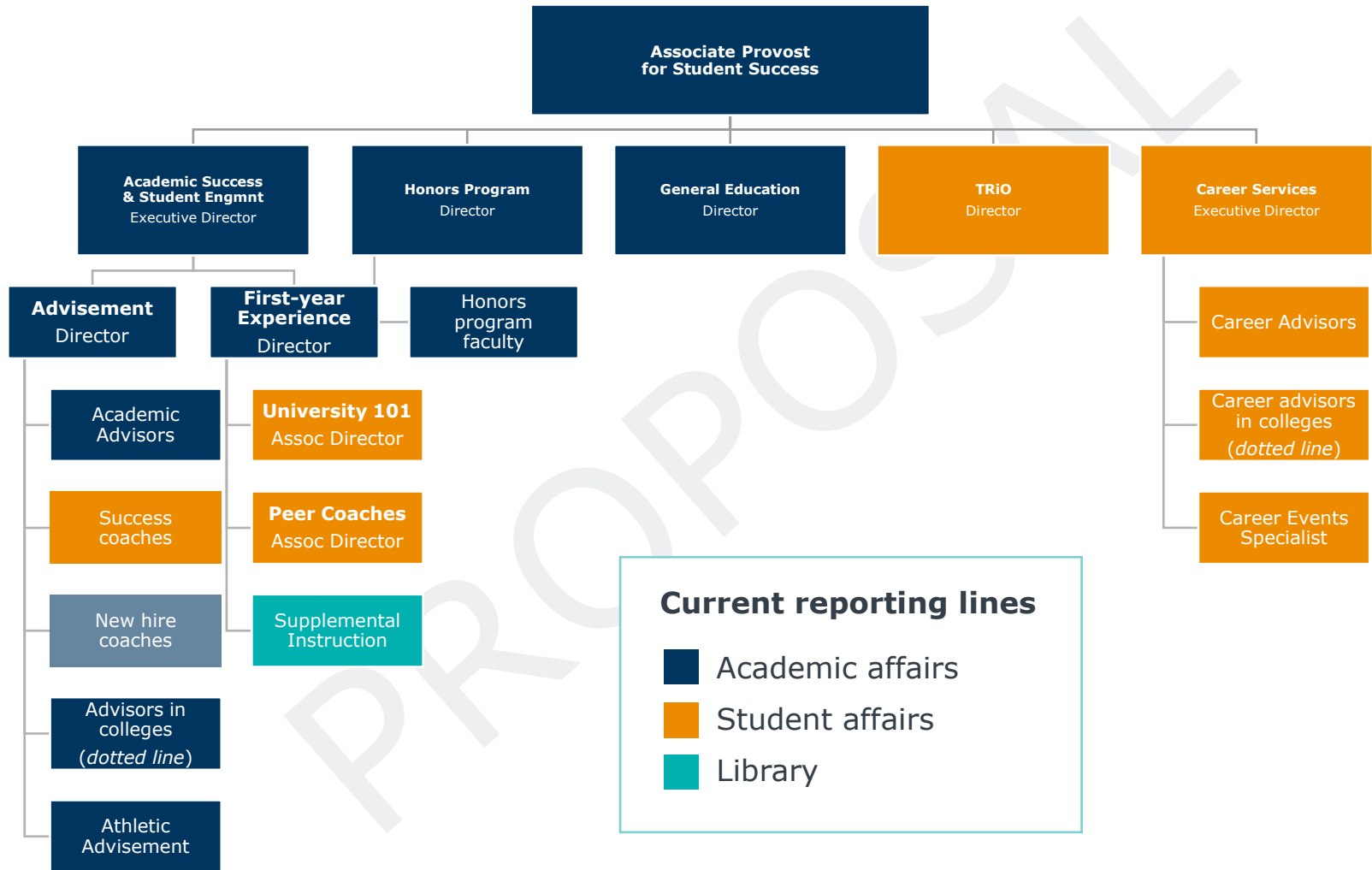
# Care Is Rarely Organized Around Students

Key Support Units Often Lack Common Leadership and Coordination



# Aligning Support Under a Single Owner

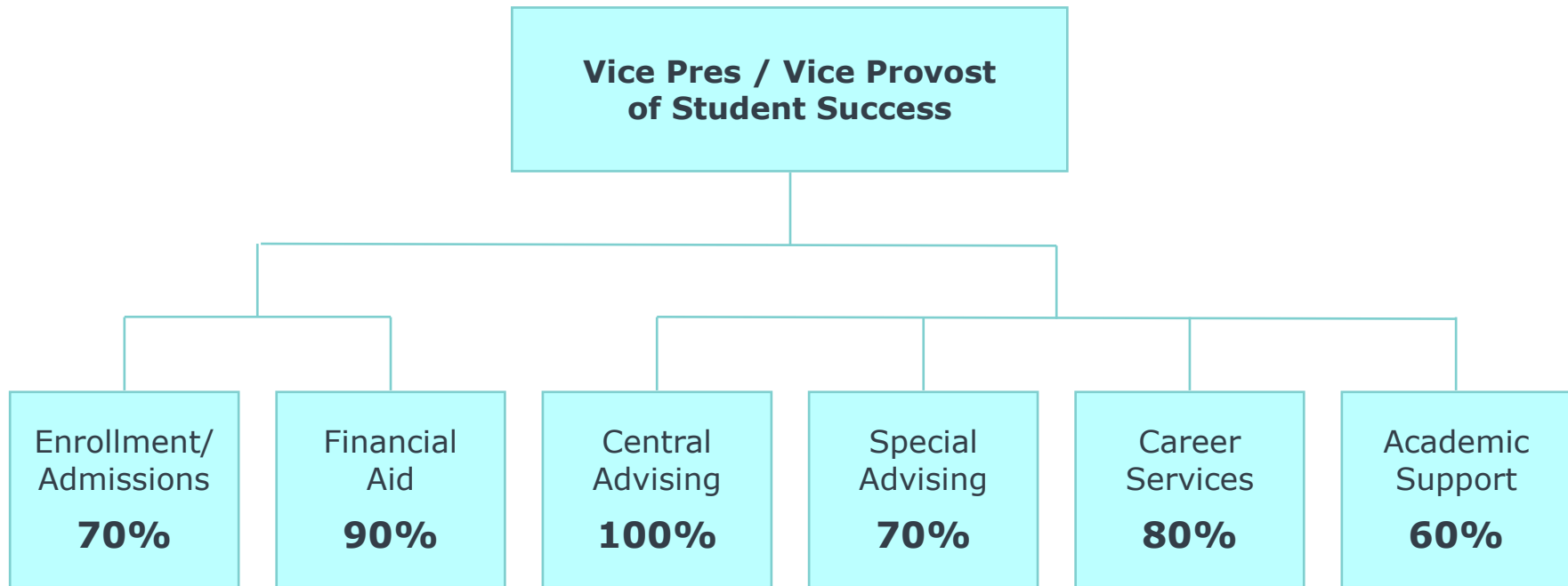
Example Proposal for Creating a Chief Student Success Officer (CSSO)



# Cabinet-Level CSSO

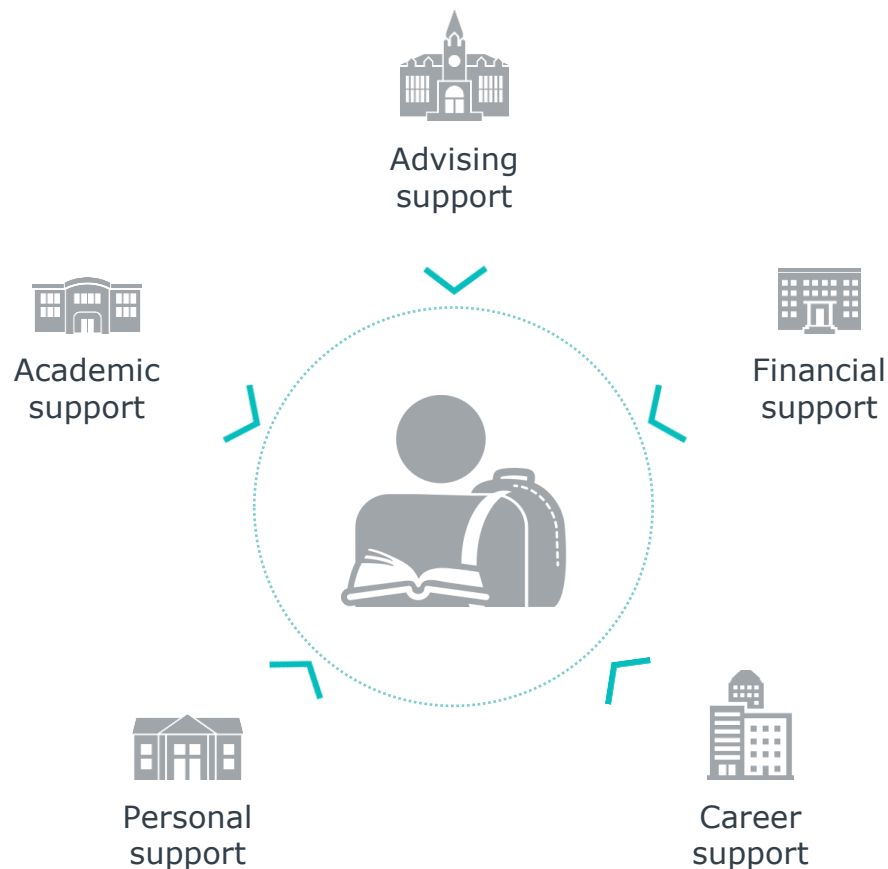


Many Schools Are Aligning Retention with the Full Enrollment Lifecycle



# Key Governance Considerations

Eliminating Silos Allows for More Efficient and Effective Care



## Key Questions for Presidents to Ask With Their Student Success Teams:

- Are most of our services aligned under a single owner / CSSO?
- Does the CSSO have authority to affect cross-institutional change?
- Are student success services connected by tech to other services?
- What metrics do you (or should you) monitor as KPIs for accountability and continuous improvement?

## Working with Your Colleagues



### Breakout Discussion

What are the challenges with **measuring and reporting** student success beyond retention and completion rates?

How well is student success/student experience **organized** at your institution from a **governance and accountability** standpoint?

Where do you see your institution **strengths and areas of opportunity** across student success capabilities?



# This Week's Journal Questions

Take a few minutes to reflect in advance of next week...

- Describe a situation at your current institution that does not feel very student-centric. (No one is reading this but you!) What steps might you take within the bounds of your current roles and responsibilities to create a different student experience?
- What do you think will be the largest, most consequential factors impacting enrollment in the coming three years? Do you think those dynamics represent temporary or permanent shifts in the marketplace?

## IV: President as Enrollment Strategist

Tuesday, October 10 | 1 – 3 pm ET (virtual)



**Jon Alger**

James Madison University  
President



**Madeleine Rhyneer**

Vice President of Consulting Services  
and Dean of Enrollment Management



**Kevin Ross**

Lynn University  
President



# Appendix

Additional EAB Resources





# The Student Success Strategy Playbook

14 recommendations to improve student outcomes and ensure financial sustainability across the next decade



# How will we measure student success in the 2020s?

A review of how student success metrics have evolved over time  
—and where they might go in the future



# Additional Support on Your Belonging Journey

EAB Services to Improve Student Belonging on Your Campus

## ***On-Demand Web Resources***

### **1 Student Belonging Resource Center**



- [Learn more best practices on the five key components of belonging to enhance student connection at your institution](#)

### **2 Belonging for Black and Latino Men Compendium**



- [Learn how to build a sense of belonging for Black and Latino men at your institution](#)

## ***Facilitated Virtual or On Campus Workshop***

*Contact your Strategic Leader to schedule a session*

### **3 Student Mental Health & Well-Being Collaborative**



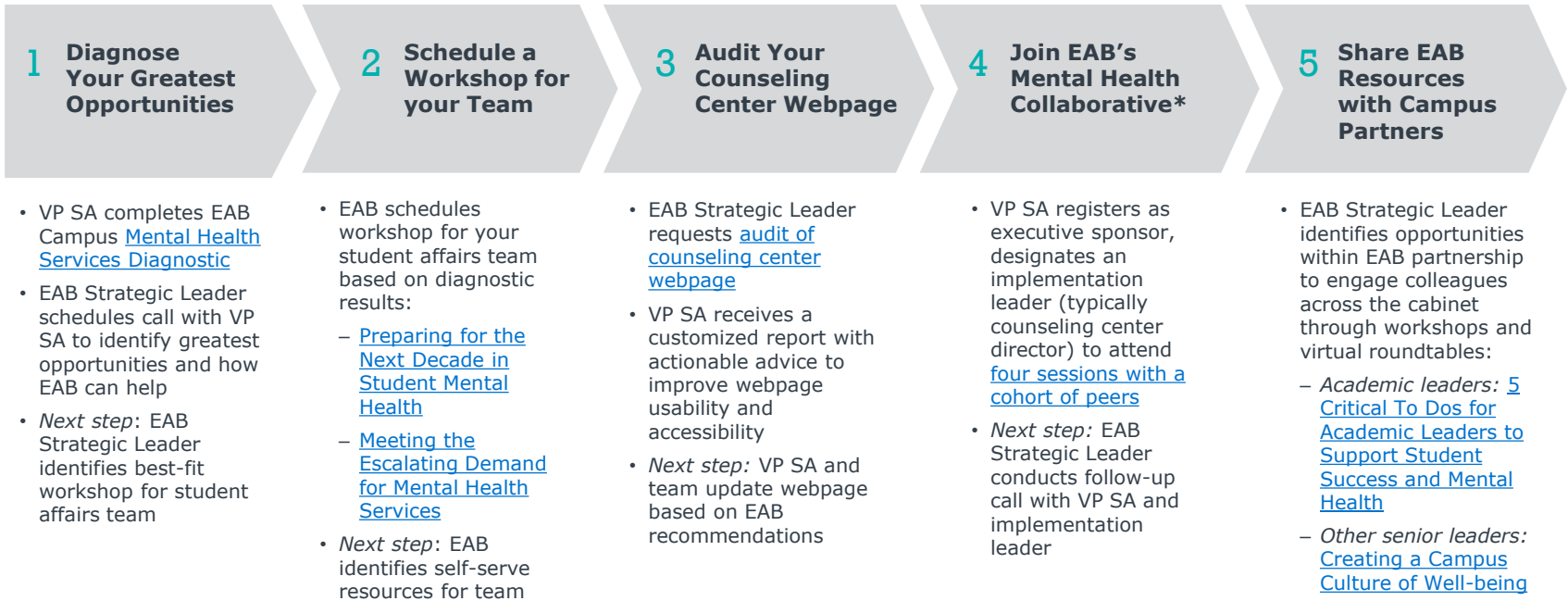
- [EAB convenes institutional leaders together to advance student mental health and support systems](#)

### **4 Integrated Academic and Career Development**



- Learn how to scale experimental learning and incorporate meaningful career exploration for students

# Develop Your Mental Health Strategy with EAB



*\*Open to eligible Strategic Advisory Services partners*

**▶ On-Demand Resources Available at Any Time**



**Mental Health Resource Center**  
EAB's one-stop shop for curated resources on campus mental health and wellbeing

*For executives:*  
**Sample Bite-size Best Practices and Insights**

- [3 Ways to Leverage Peer Support to Meet Mental Health Demand](#)
- [How To Support Well-being As A Campus Leader](#)
- [Bolster Mental Health For Graduate Students](#)
- [3 Ways To Equip](#)

*For teams:*  
**In-depth Decision and Implementation Support**

- [Establishing a Sustainable Scope of Service](#)
- [How Vanderbilt Created the Student Care Network](#)
- [The Rise of the Chief Wellness Officer](#)
- [Working with Faculty to](#)



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