



**Student Success Initiative
Academic Affairs**

August 10, 2016

Purpose & Today's Focus

Purpose

- Create an outstanding student educational experience through academic excellence.

Today's Focus

- Academic Advising and Mentoring
- Academic Policies and Procedures
- Curriculum and Instruction
- Identifying and Supporting Students at Risk
- High-Impact Practices

Outcomes for the Day

- Understanding of the Student Success initiative including mission, goals, objectives, progress and impact to date
- Alignment on what constitutes an outstanding student educational experience
- Agreement on what needs to be accomplished by next year
- Identification of barriers, obstacles, and constraints and agreement on what we need to stop doing, do differently, and start doing to achieve success
- Start development of action plans and measures for success with timeframes and accountabilities for completion by Fall 2017
- Begin communication plan development through agreement on key messages

Agenda

- Opening – Review of meeting purpose, focus and outcomes 9:00
- Student Success Initiative Mission
 - Progress to date
- What does the Ideal Student Experience look like for Academic Excellence?
 - Identify the current barriers, obstacles, and constraints
- Action Planning, Timelines & Accountabilities
- What's Required to Accomplish Our Mission
 - What's required of each of us?
 - What support is needed from Academic Leadership and Administration?
- Communication Plan Development
 - Identify Key Messages & Audiences
- Next Steps
 - Success measures
- Close 5:00

Ground Rules

- Give your full attention – no computers, iPads, cell phones
- Be accountable – be candid, make requests/ask for what you need
- Listen - listen for understanding not agreement
- Remain open – imagine another’s view is true
- See tension as a good thing
- *Any additional requests of your colleagues?*

Our Commitment to Student Success

At the core of NJCU's mission is Student Success. Each member of the NJCU community is personally dedicated to and accountable for ensuring that each student receives a high-quality education and an outstanding experience that leads to timely graduation with minimal debt, an academically rich degree, and a meaningful future upon graduation.

What does success look like for our students?

- Substantive engagement with faculty through a rich general education and quality learning experiences in the major
- Study abroad experiences, internships, and research with faculty
- Timely graduation with minimal debt
- Career placement or graduate study

The Imperative

(1 of 2)

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- National focus and attention is on student retention, graduation, and success after graduation.
 - The government, accrediting bodies, and the public are demanding accountability and results.
 - Many of our students start NJCU with little understanding of what it takes to succeed in college.
 - Six-year graduation rate for public colleges nationally is 58%. NJCU's is 29%.

The Imperative

(2 of 2)

- Today's students desire personalized, proactive attention to their education. Students are making personal and financial commitments to attend college.
 - Utilize and develop on and off-campus resources
 - Support engagement and best practices for success

Student Success Achievements

(1 of 2)

- Affordability
 - Debt-Free Promise: Over 400 students eligible in Fall 2016
 - Dropped for Non-Payment policies: Over 140 students saved Spring 2016

- Academic Policies
 - 120 credits to graduate
 - Grade Re-computation policy
 - Academic Fresh Start policy

Student Success Achievements

(2 of 2)

- Academic Programming
 - 10 minors and 7 undergraduate programs developed since 2012
 - CxC and QLAC focusing on communication and quantitative literacy
 - General education program developed around student learning outcomes

- Faculty
 - Over 50 new faculty 2013-2015; over 20 in 2016
 - Two national dean searches completed; one in process
 - IDEA, in Spring faculty fostered 33% student participation

Student Success Achievements

- High Impact Practices, 2015-2016
 - Art and Sciences Student Symposium: Twenty panels featuring over 40 students
 - STEM: Over 40 student engaged in research with faculty
 - Almost 300 students participated in internships
 - 85% of graduating students rated their NJCU experience good or excellent

Student Success Achievements

- Advising and Pathways Progress
 - Implemented EAB Student Success Collaborative
 - 60% completion rate on attendance rosters
 - Degree progress reports live
 - Degree maps on the web
 - Registration drive calendars set one year in advance
 - Spring registration drive enrolled over 200 students
 - 84% of undecided students guided to select a major
 - UAC caseloads re-aligned based on best practices

Administrative Services Retreat

- A cross-University group met June 2016: Academic Advising (UAC, TLC, OSP, Athletics), HUB, Registrar, Financial Aid, Student Accounts/ Bursar
- Student Success projects were developed for:
 - Financial Aid
 - Academic Advising
 - Student Accounts / Bursar
 - Registrar
- Action Plans were developed with KPIs, timelines and accountabilities

Administrative Services Retreat Projects

Advising/Student Success Coaching

- Comprehensive and Proactive Advising
- Referral Systems
- University-wide knowledge database

Financial Aid

- Financial Aid Literacy

Registrar

- Online Automated Services
- Student-friendly Instructions, error messages

Student Accounts

- Payment plan options
- Wait time and an Apple Store Express concept

Expectations

(1 of 2)

- We each embrace responsibility for student success and can measure our impact.
- We are anticipatory about student needs, and proactive about addressing them.
- We adopt a *high-touch* philosophy through collaboration and shared knowledge within departments and across the University.

Expectations

(2 of 2)

- We fully utilize available tools for student success, to a measured impact.
- We continuously assess our individual, our department, and our University's performance so that appropriate action can be taken to improve.
- We actively develop innovative programs and curricula and we celebrate our successes.

Communication – Key Messages

- Who needs to be communicated with?
- For what purpose / outcome?
- Key messages?

Next Steps

Given the discussions, recommendations, and commitments made during today's meeting:

- What's required for successful implementation?
- What needs to be put in place to achieve success?
- What keeps this from becoming a New Year's resolution?

Next Meeting – September 23

The meeting's purpose is to develop:

- Success Measures
- Implementation Strategies
- Communication Strategies



Student Success Initiative
Academic Affairs

September 23, 2016

Purpose & Focus

Purpose

- Create an outstanding student educational experience through academic excellence.

Today's Focus

- Academic Advising and Mentoring
- Career and Professional Preparation
- Faculty Development, CTL, Innovation
- Supporting Students at Risk
- Tutoring and Supplemental Instruction

Today's Outcomes

- Shared understanding of priority areas
- Shared understanding of success measures (KPIs)
- Strategies, action plans and success measures with timeframes and accountabilities for completion of all tasks by Fall 2017
- Initiate communication plan development through agreement on key messages, audiences and methods

Agenda

- Opening – Review of Meeting Outcomes 9:00
- Debrief of August 10th Meeting
- Today's priorities
- Success measures
- Action Planning, KPIs, Timelines & Accountability
- Communication Strategies and Key Messages
- Next Steps
- Close 12:00

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Our Commitment to Student Success

At the core of NJCU's mission is Student Success. Each member of the NJCU community is personally dedicated to and accountable for ensuring that each student receives a high-quality education and a first rate experience that leads to timely graduation with minimal debt, an academically rich degree, and a meaningful future upon graduation.

What does success look like for our students?

- Engagement with faculty through a rich general education and quality learning experiences in the major
- Study abroad experiences, internships, and research with faculty
- Timely graduation with minimal debt
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Student Success Initiative Progress

- **2015 Summer Retreat**
 - Faculty, Staff, Administrators

- **2016 Summer Retreat**
 - Academic Advisors, Bursar, Financial Aid, Registrar

Progress to Date: 2015 Retreat

Recommendations and Outcomes

- **Affordability**
 - Debt Free Promise; New dropped for non-payment policies; Scholarships
- **Relevant Majors and Minors**
 - New programs in health, STEM, business, others in development
- **Retention and Outreach Office**
 - SOAR
- **Proactive Advising**
 - EAB

2016 Administrative Retreat

Teams and Projects

- **Advising**
 - Referral systems
 - Virtual advising
 - Knowledge database
 - Walk-in model
- **Registrar**
 - Online, automated services
 - Intuitive language for student instructions/ messages
- **Financial Aid**
 - Financial aid literacy
- **Bursar**
 - New & flexible payment plans
 - Improve the student experience at Bursar office

August 10th Meeting Review and Debrief

Some Observations . . .

- High level of participation and engagement
- Commitment to student success and to change
- Power of collaboration consistently demonstrated
- Discussion gravitated toward areas of relevance despite topic
- Alignment with the administrative retreat

August 10th Meeting Review and Debrief

Themes – some consistent themes emerged from the groups

- Need for collaboration: faculty, advisors, tutors, and student services
- Need for multiple, coordinated touch points with students
- Use of EAB for communication with and about students
- Need for faculty professional development and recognition
- Innovation
- Website
- Improved communication throughout the University

Review Process - Action Planning Topics

- Common Topics – Prioritization
 - What you gravitated toward
- Input/Review: Provost Council, VPs, President
- Screening criteria
 - New project initiative
 - Faculty driven
 - Resource requirements
 - Can begin in next 90 days
- Low Hanging Fruit

Other Recommendations

- Already completed / needs communication
- In Process/An Identified Priority
- Needs further analysis
- Project from Administrative Retreat

Areas

Programs, courses, curriculum
Scheduling
Website
Student progress toward degree

Communication / Engagement
EAB
Environment / Experience
Information / Knowledge

***Handout describes current status on these areas
There will be a Town Hall for more information.***

Topics for Today's Work

- Academic Advising and Mentoring
- Career and Professional Preparation
- Faculty Development, Center for Teaching and Learning, Innovation
- Supporting Students at Risk
- Tutoring and Supplemental Instruction

Criteria for Success

Milestone

- A distinct activity planned for completion on a scheduled date
- Performance measure targets should be supported by a set of milestones intended to move you toward those targets

Outcome Measures / Key Performance Indicators (KPIs)

- Define success based on mission and desired outcomes
 - The true result – not the activities
- Focus on quantity, quality or timelines of services delivered
- Answer the questions:
 - Why are we doing this? / What are we ultimately trying to achieve?
- Number of KPIs should be kept to a minimum

Recommended Actions and Tasks

Must include . . .

- Student voice
- Administrative division voice
- Faculty voice
- Shared meaning
- Best practices
- Building from what exists
- External environment

Commitment and Requests Debrief

What is required?

- Commitment and accountability
- Implementation of strategies and plans
- Being open to new ideas
- Collaboration
- Better use of technology
- Improved communication
- Leading by example

Commitment and Requests Debrief

What new knowledge, skills, or attitudes?

- Need to learn EAB and other technologies/social media
- Leadership and communication skills
- Knowledge of best practices
- Openness to change
- Increase communication and sharing of information
- Follow through

Commitments and Requests Debrief

What support is needed?

- More resources – financial support
- Opportunities for training and development
- Encourage faculty collaboration
- Better communication among departments and administration
- Clear and transparent communication about the what's and the why's
- Recognition and support of innovative programs and dedicated faculty

What's Required for Successful Implementation

- What's required for successful implementation?
- What needs to be put in place to achieve success?
- Recommendations
 - Top 3 actions for the next 90 days
- What's our role as Student Success advocates?

Communication

- What are the key messages for the following groups?
 - Students
 - Faculty
 - Staff
- By what methods?

Next Steps

- The Provost Council, VPs, President review initial draft action plans and provide input
- **PC Facilitators** bring groups together **within two weeks** to complete action plans and identify **Overall Project Lead** (*not to be confused with lead accountability for activities and tasks*)
 - *Engage colleagues and / or subject matter experts as necessary (for consultation or to join the group)*
 - *Develop Key Performance Indicators (KPIs) / Success Measures*
- Action Plans implemented through appropriate Vice Presidents
- **Project Leads** will meet with the groups and at **30/ 60/ 90** days review and report progress to the Provost Council, VPs, President and Coordinating Committee