



# **Student Success**

**June 8, 2016**

# Purpose & Focus

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## Purpose

- To create a first-class student experience through administrative: service, systems, and processes from admission through graduation.

## Focus

- Two of the six pillars/markers for Student Success
- Timely graduation with minimal debt
- A degree that is meaningful to the individual

# Today's Outcomes

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- Understand Student Success initiatives including mission, goals, objectives, and impact to date
- Align on what an ideal student experience is for administrative: service, systems, and processes
- Define the ideal and agree on what will be accomplished
- Identify barriers, obstacles, constraints and pain points and agree on what we need to stop doing, do differently, and start doing to achieve success
- Develop strategies, action plans and success measures with timeframes and accountabilities for completion of all tasks by June of 2017
- Initiate communication plan development through agreement on key messages and audiences

# Agenda

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- 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?
  - Definitions for administrative: service, systems, and processes
  - Identify the current barriers, obstacles, and constraints for success
- *Break* 11:00
- Case Study Debriefs
  - Key learnings
  - What needs to be done / done differently?
- *Lunch* 12:00
- Action Planning, Timelines & Accountabilities
- *Break* 3:00
- What's required of each of us?
- Communication Plan Development
  - Identify Key Messages & Audiences
- Next Steps
  - Success measures
- Close 5:00

# Ground Rules

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- 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?*

# Student Success Mission

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We are all accountable for every NJCU student having a high quality education that leads to timely graduation, with minimal debt and an academically rich degree.

We make this possible by providing a first-class student experience from admission through graduation.

***Today's focus is on making this possible through first-class service, systems, and processes.***

# The Imperative

(1 of 2)

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- National focus and attention is on student retention, graduation, and career success.
  - The government, various accreditors, and the public are all demanding accountability and results.
  - Six-year graduation rate for public colleges nationally is 58%. NJCU's is 29%.
  - We owe it to our students to support their success.

# The Imperative

(2 of 2)

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- Many of our students start NJCU with little understanding of what it takes to succeed in college.
  - Many of our students are making enormous financial commitments to attend college.
  - Although on average 60% of our full-time students' need is met, paying the remainder is a burden for many.
  - Students need rich experiences without the run-around. 41% of seniors rated NJCU as excellent for administrative services.
  - Today's students need personalized, proactive attention to their needs. *We must improve retention one student at a time.*



# What does success look like for our students?

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- Timely graduation
- Minimal debt
- Study abroad experiences, internship, and research with faculty
- Rich general education
- Quality learning experiences in the major
- Career placement

# Progress to Date: 2015 Retreat Recommendations and Actions

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- Affordability
- Relevant majors and minors
- High Impact instructional practices
- Retention and outreach office
- Proactive advising and EAB

# Impact

(1 of 2)

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- Affordability
  - Debt Free Promise: Over 400 students eligible in Fall 2016
  - Dropped for Non-Payment policies: 147 students saved in Spring 2016
  
- Relevant academic programs & instruction
  - 20 new faculty 2015; over 20 searches for 2016
  - New programs in Health professions, STEM, Business, Education

# Impact

(2 of 2)

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- Retention and outreach: SOAR opened
    - 30 calling campaigns, over 4200 calls
    - 107 students registered for Spring 2016
    - Fall 2016 retention tracking 3% higher than last year
  - Advising with EAB
    - 71% of freshmen advised through EAB
    - Assisted 520 (out of 620) undeclared students select their major

# Student Success Tool

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- EAB: Platform that consolidates multiple technologies into a single, integrated system that provides a connected and informed student support infrastructure
- Increase student support through campus strategy and decision making.
  - Understand historical patterns of student performance.
  - Identify student opportunities.
  - Focus on individual student success.
  - Ensure institutional accountability and measure outcomes.

# Expectations

(1 of 2)

- 
- We each embrace responsibility for student success and can measure our impact.
  - We are anticipatory about student issues, and proactive about addressing them.
  - We adopt a *one contact for problem resolution* philosophy through collaboration and shared knowledge within and across departments.
  - We epitomize professional customer-service behavior.

# Expectations

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(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 processes, systems, and solutions and we celebrate our successes.

## Next Steps

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*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 New Year's resolutions?



## Next Meeting (June 28<sup>th</sup>)

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*The meeting's purpose is to develop:*

- Success Measures / KPI's
- Implementation Strategies
- Communication Strategies



# **Student Success**

**June 28, 2016**

# Purpose & Focus

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## Purpose

- To create a first-class student experience through administrative: service, systems, and processes from admission through graduation.

## Focus

- Two of the six pillars/markers for Student Success
- Timely graduation with minimal debt
- A degree that is meaningful to the individual

# Agenda

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- Opening – Review of Meeting Outcomes 9:00
- Student Success Initiative Mission / Expectations
- Leading Change
- Debrief of June 8<sup>th</sup> Meeting
- Review of VPs Action Planning Priorities & Recommendations
- Criteria for Success
- Action Planning, KPIs, Timelines & Accountability
- Implementation Strategies
- Communication Strategies
- Next Steps
- Close 12:30

# Today's Outcomes

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- Understand criteria for success measures (KPIs)
- Debrief of June 8<sup>th</sup> meeting and VPs review of action plan recommendations
- Develop strategies, action plans and success measures with timeframes and accountabilities for completion of all tasks by June of 2017
- Initiate communication plan development through agreement on key messages, audiences and methods
- Identify structure and implementation strategies

# Ground Rules

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- 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?*

# Student Success Mission

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We are all accountable for every NJCU student having a high quality education that leads to timely graduation, with minimal debt, an academically rich degree, and meaningful employment or graduate study.

We make this possible by providing a first-class student experience from admission through graduation.

***Today's focus is on making this possible through first-class service, systems, and processes.***

# What does success look like for our students?

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- Timely graduation
- Minimal debt
- Study abroad experiences, internship, and research with faculty
- Rich general education
- Quality learning experiences in the major
- Career placement



# Observations on June 8<sup>th</sup> Meeting

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- You were highly engaged and focused throughout the day
- You developed fabulous out-of-the-box ideas
- You identified low hanging fruit items that can significantly improve the student experience right away
- You are poised to be leaders in this transformation for our students

# Expectations

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- We each embrace responsibility for student success and can measure our impact.
- We are anticipatory about student issues, and proactive about addressing them.
- We adopt a *one contact for problem resolution* philosophy through collaboration and shared knowledge within and across departments.
- We epitomize professional customer-service behavior.

# Expectations

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- 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 processes, systems, and solutions and we celebrate our successes.

# The Eight-Stage Process of Creating Major Change

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## *Establishing a Sense of Urgency*

- Examining our environment and competitive realities
- Discussion of why change is needed – The Imperative

## *Creating the Guiding Coalition*

- Putting together a group with enough power to lead the change
- Getting the group to work together as a powerful team

## *Developing a Vision and Strategy*

- Creating a vision to help direct the change effort
- Developing strategies for achieving that vision

# The Eight-Stage Process of Creating Major Change

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## *Communicating the Change Vision*

- Using multiple methods to constantly communicate the changes
- Having the guiding coalition, leaders and managers to role model the expected behavior

## *Empowering Broad-Based Action*

- Getting rid of obstacles
- Changing systems or structures that undermine the vision
- Encouraging and rewarding risk taking and non-traditional thinking

## *Generating Short-Term Wins*

- Planning for visible improvements in performance, or “wins”
- Creating those wins
- Visibly recognizing and rewarding people who made the wins possible

# The Eight-Stage Process of Creating Major Change

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## *Consolidating Gains and Producing More Change*

- Using increased credibility to change all systems, structures, and policies that don't fit together and don't fit the vision
- Hiring, promoting and developing people who can implement the changes
- Reinvigorating the process with new projects, and change agents

## *Anchoring New Approaches in the Culture*

- Creating better performance through student- and productivity-oriented behavior, more and better leadership, and more effective management
- Articulating connections between new behaviors and organizational success
- Developing means to ensure individual and leadership development

# Eight Errors Common to Organizational Change Efforts

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## *Common Errors*

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Under communicating the vision by a factor of 10,100 or 1,000
- Permitting obstacles to block the new vision
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the culture

# June 8<sup>th</sup> Meeting Review & Debrief

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*What observations do you have from the meeting?*

## ***Some observations . . .***

- High level of energy and participation throughout the day
- When people work on what matters to them, they participate
- They rolled up their sleeves and got to work right away
- The power of collaboration was consistently demonstrated
- Appreciative of being asked for their input
- Many expressed a desire to have more opportunities to work together on problem solving



# June 8<sup>th</sup> Meeting Review & Debrief

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*Themes . . . Some consistent themes emerged from all of the groups*

- Need for knowledge database and FAQs for students, faculty and staff
- Automation of forms and processes
- Cross-training and professional development
- Student/Customer service
- Revised policies and practices
- Improved communication throughout the University: with the students, within departments and cross departments

# Review of Action Planning with the VPs

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- Priorities
- Resource Requirements
- Next 90 Days
- Low Hanging Fruit

# VPs Recommendations

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## *Actions already started; will continue under current leadership*

- Degree progress reports – Provost, Student Affairs, IT
- Hold on dropping classes – Enrollment Management, Provost, Administration and Finance
- Four-semester course lists – Provost
- Orientation to College – Provost; almost completed
- Website – University Advancement

## *Needs further analysis*

- Tutoring access and prioritization – review in conjunction with SSC campus
- Student experience - student accounts advisor – analysis of resource needs
- Tutoring communication – review in conjunction with SSC campus

# VPs Recommendations

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## *Needs further analysis (continued)*

- Onboarding, meta-major – analysis of resource needs
- Degree completion, financial aid for summer – analysis of policies
- Comprehensive orientation experience – analysis of resource needs

*Updates on progress will be provided*

# VPs Recommendations for Today's Work

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## *Registrar*

- Online/automated services
- Student focus groups on perceptions of current state and needs
- Student friendly scheduling system - intuitive messages, FAQ

## *Student Success Coaches*

- Referral system
- Comprehensive and proactive advisement
- Transparency
- Virtual services

# VPs Recommendations for Today's Work

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## *Student Accounts*

- Increase payment plan options
- Decrease wait time

## *Financial Aid*

- Financial literacy
- Leveraging technology
- Customer service

# Criteria for Success

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## *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

# Criteria for Success

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## *Behavioral Changes*

- Identify the desired behaviors
- What needs to be done / done differently
- Create a baseline measure of behavioral indicators for engagement and change



# Components of a KPI

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*All measures contain four components:*

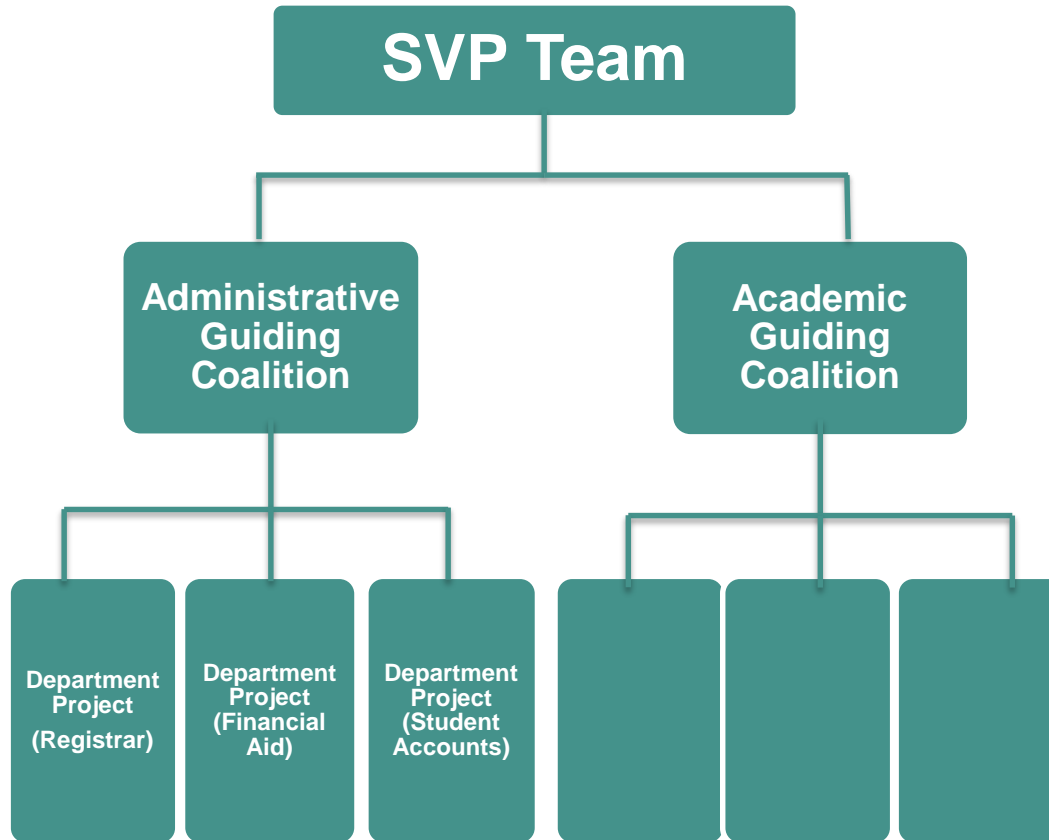
- **Indicator:** what change is to be measured (the movement you want to see)
- **Unit of Measure:** how the indicator is to be quantified, either a number or percent of
- **Baseline:** starting reference level: how many (or %)
- **Target:** desired performance: how many (or %) [All targets have dates associated with them]

# Student Success Initiative

## Structure and Roles & Responsibilities

### Examples of Roles & Responsibilities

- Provides strategic initiative oversight, resource allocation
- Responsible for overall strategy, project and implementation plans
- Project management and reporting
- Development and implementation of the initiative's communications strategy
- Multiple project teams within the functions working on identified priorities
- Each project team is responsible for the implementation plan including timelines, measures for success and deliverables
- The teams will ensure the relevance of the project objectives in forwarding the Student Success mission



# Implementation Strategies

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- What's required for successful implementation? (*Review handout*)
- What's required in each department/function?
  - Information / Knowledge
  - What needs to be communicated?
- 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 Plan & Strategies

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- Review key messages and output from the June 8<sup>th</sup> and today's meetings
- What are the key messages we want to communicate regarding our work?
- Complete the Communication Plan exercise

# Key Elements in the Effective Communication of Vision

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- ***Simplicity***: All jargon must be eliminated.
- ***Metaphors and examples***: A verbal picture is worth a thousand words
- ***Multiple forums***: Big and small meetings, emails and newspapers, formal and informal interaction – all are effective for spreading the word.
- ***Repetition***: Ideas sink in only after they have been heard many times.
- ***Leadership by example***: Behavior from important people that is inconsistent with the vision overwhelms other forms of communication.
- ***Explanation of seeming inconsistencies***: Unaddressed inconsistencies undermine the credibility of all communication.
- ***Give-and-take***: Two-way communication is always more powerful than one-way communication.

# Next Steps

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- Given the discussions and recommendations made during the June 8<sup>th</sup> and today's meetings, what are your recommendations for next steps (30 days)?
- What keeps these from becoming New Year's Resolutions?