

Optimizing Student Success Should Be Your Institution's #1 Strategy

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Schedule at a Glance

Category	Time
I. What Do You Expect to Gain From This Workshop?	10 minutes
II. What Do Planners Need to Know?	45 minutes
III. How Can I Craft Strategy to Optimize Student Success Efforts?	45 minutes
IV. Case Studies: What Have Leading Institutions Done to Elevate Student Success to Strategy #1? (1 case study presented)	20 minutes
V. Call to Action: Execute Strategy, Lead and Navigate Change	60 minutes
Workshop Total	180 min

***I. WHAT DO YOU EXPECT TO GAIN
FROM THIS WORKSHOP?***

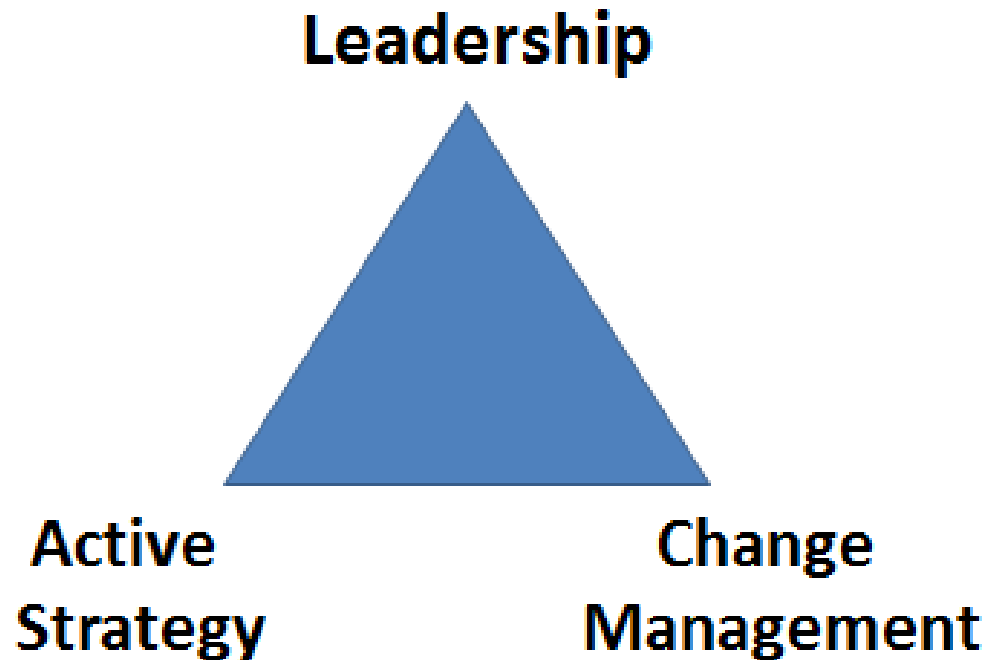


II. WHAT DO PLANNERS NEED TO KNOW?

- TO LAUNCH STUDENT SUCCESS INITIATIVES***
- TO EVOLVE FROM ENHANCING TO OPTIMIZING STUDENT SUCCESS***
- TO ASSESS THE CURRENT STATE OF STUDENT SUCCESS EFFORTS***
- HOW TO MOVE TO SUSTAINABLE ACTIONS***



BRINGING THE PIECES TOGETHER



Taking Action

- 1. Develop a Student Success Initiative Worksheet (Worksheet #1) – revise and enhance throughout the initiative as aspirations rise.*** Think about implementation from the start.
- 2. Raise aspirations to comprehend the potential for Student Success Solutions.***
- 3. Understand the evolutionary path from enhancing to optimizing student success.*** Establish your strategic intent.
- 4. Use frameworks to assess the current state of Student Success Optimization/Analytics***
 - a) Organizational Context/Capacity Framework (Worksheet #2)
 - b) Student Success Optimization Framework (Worksheet #3)

Worksheet #1: Student Success Initiative Outline

Initiative	Describe the initiative in a couple of sentences. Give your initiative a title.
Current State	What is the problem? What's the current state that's not working? (Driver Diagram worksheet)
Goal	How specifically will you measure success? (Goal worksheet)
Data Needs	What data do you need to measure progress?
Other Solutions	What other options are there for solving this problem that might be faster, cheaper, more effective, etc.?
Key Challenges	What key challenges might you face as you proceed with this initiative?
Partners	What partners will be critical to successful implementation?
Implementation	What are the next specific steps we need to take to make this happen? (Implementation worksheet – to be completed throughout the initiative)

Worksheet #1 (Continued): Goal Statement

Elements	Description
<i>Student Success Initiative</i>	
<i>What Will Be Improved (Clear operational directions)</i>	
<i>How much? (measurable, specific, numerical goals)</i>	
<i>By when? (time frame)</i>	
<i>For what/whom? (target population/setting or system/process)</i>	

Worksheet #1 (Continued): Success Drivers

Primary Drivers <i>List the main drivers that will influence achievement of your goal</i>	Possible Interventions <i>List the actions, processes or interventions that when performed correctly will lead to a positive effect on a driver.</i>	Data and Indicators <i>List data/measures needed to understand the impact of the actions/interventions</i>
Driver 1:		
Driver 2:		
Driver 3:		

Raise Aspirations on Student Success Solutions



- Understand the potential of a set of rapidly changing technology tools to support student progress and to
 - Personalize the learning experience for every student
 - Chart individual pathways through course materials
 - Facilitate interventions from faculty, advisors and mentors
 - Systematically and systemically improve student progress and success
 - Capture the impact of curricular, co-curricular, and work experiences
- Integrate the elements of student success across the student learning life cycle
- Move beyond “enhancing” student success to “optimizing” student success
- Make optimizing student success an institutional priority and strategy

The Path to Student Success

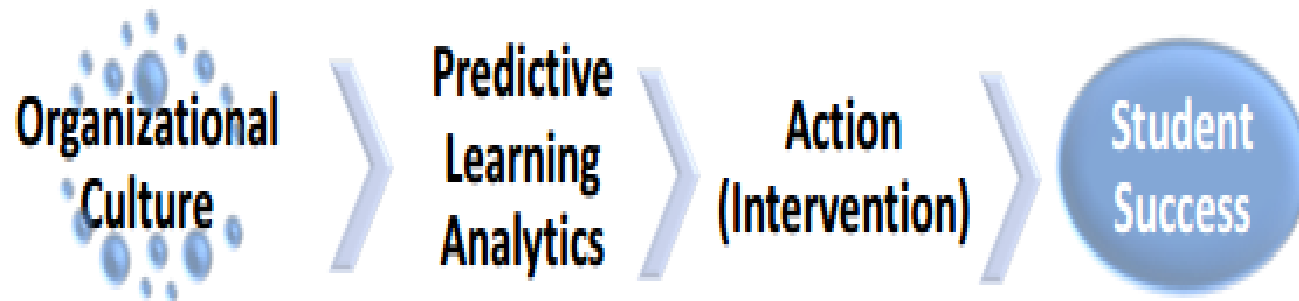
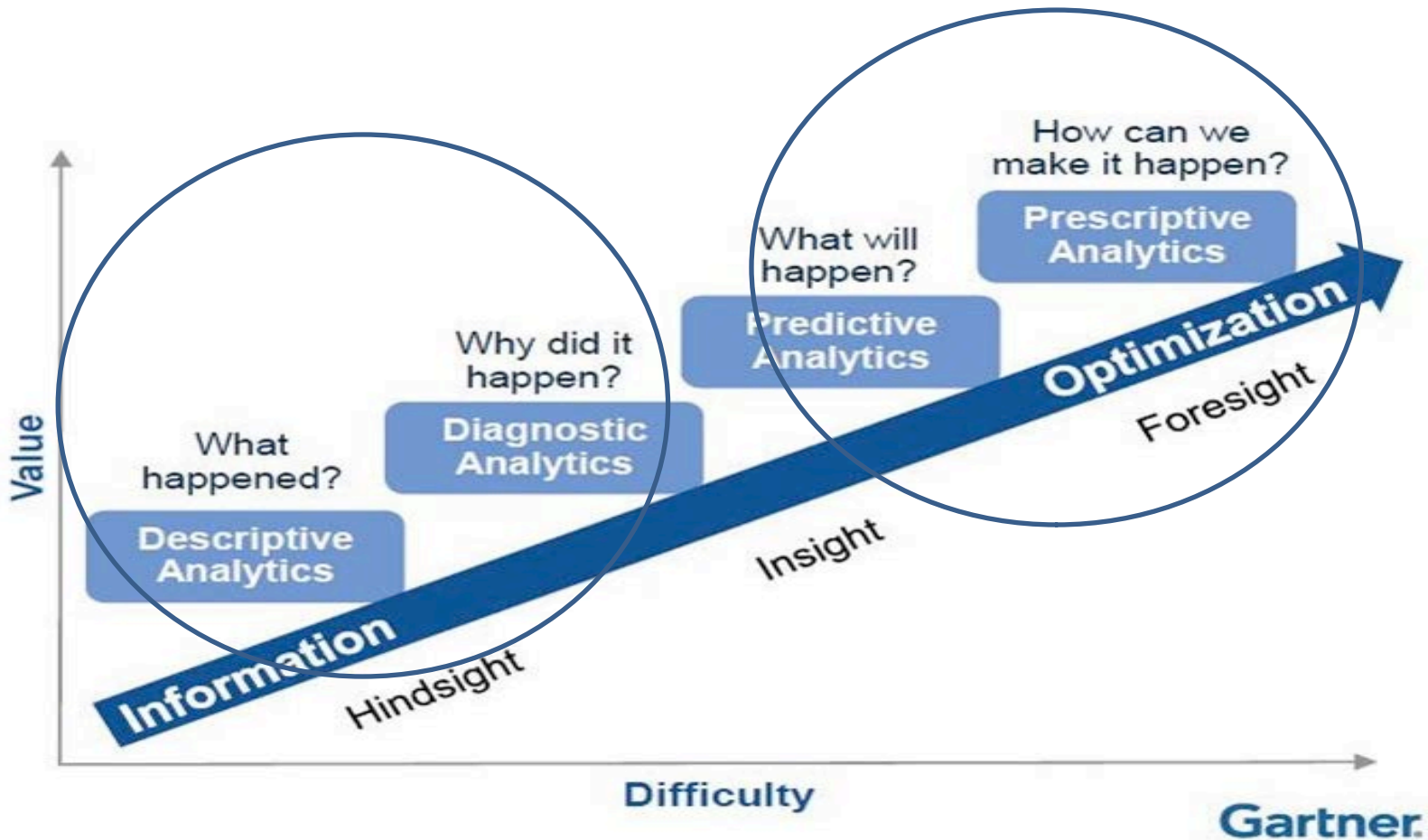


Figure 1. Position of predictive learning analytics in the path of student success

Analytics: Evolving From Hindsight to Foresight



Gartner Analytics Model retrieved August 15, 2016.

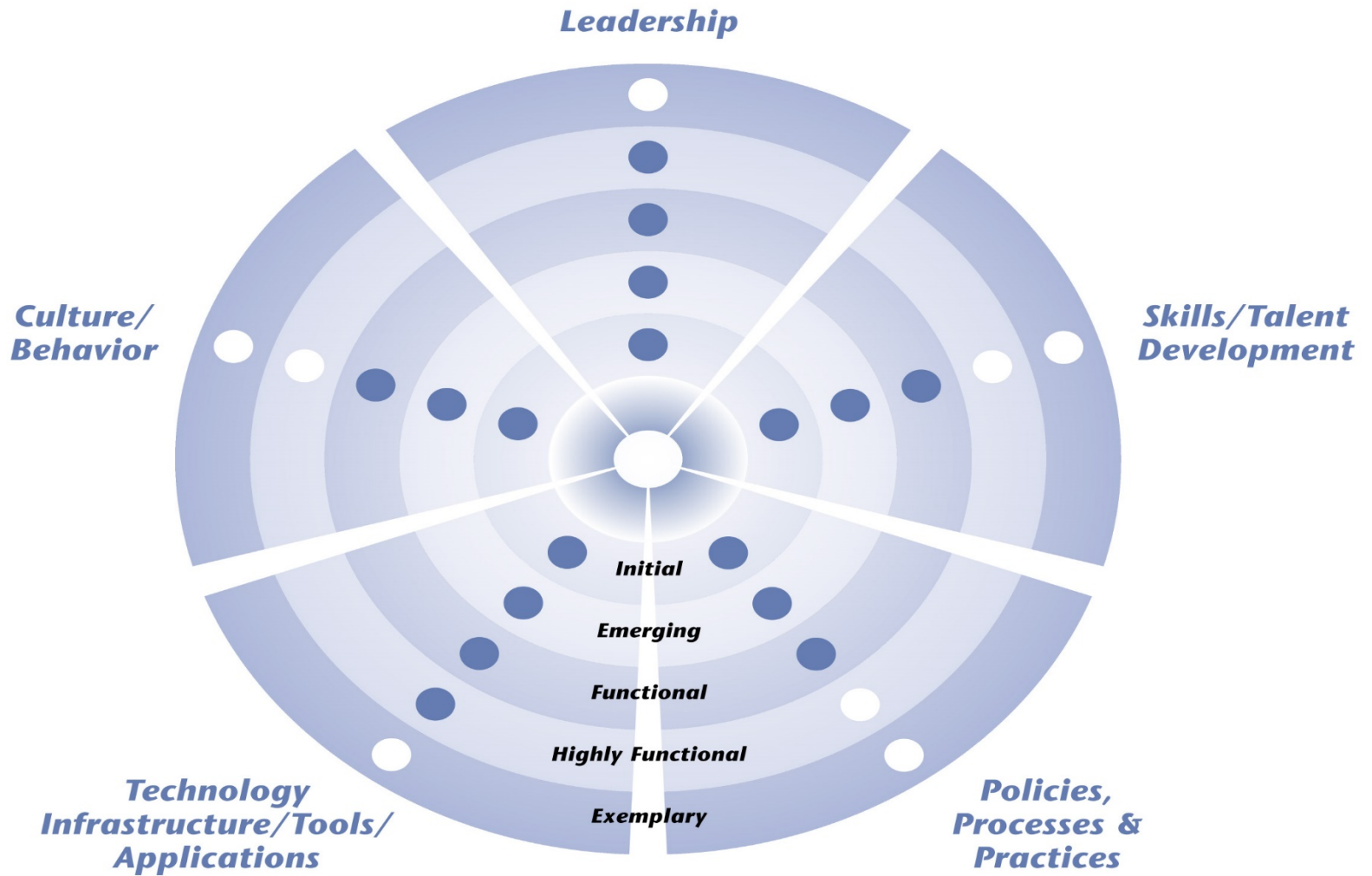
<http://timoelliott.com/blog/2013/02/gartnerbiemea-2013-part-1-analytics-moves-to-the-core.html>

Frameworks to Assess the Current State of Student Success Optimization/Analytics

1. Organizational Context/Capacity Framework (Worksheet #2)
2. Student Success Optimization Framework (Worksheet #3)

Organizational Context/Capacity

- Leadership
- Culture/Behavior
- Technology/Infrastructure/Tools/Applications
- Policies, Processes, Practices
- Skills and Talent Development



Dimensions of Organizational Capacity

Worksheet #2

Organizational Context/Capacity Framework

Readiness Dimension	Description –“As Is” (For each element)	“Will Be”
Leadership		
Culture & Behavior		
Technology Infrastructure, Tools & applications		
Policies, Processes & Practices		
Skills & Talent Development		

Examples of Dimensions of Capacity

1. Leadership

- Committed top management
- Analytics has senior-level champion
- Commitment to evidence-based decision making
- Appropriate funding and investment

2. Culture/Behavior

- Culture favors performance-based evidence
- Recognize & practice action analytics
- Collaboration in student success efforts; everybody's job
- Integrating student success includes curricular, co-curricular, work and talent development

3. Technology Infrastructure/Tools/Applications

- Data capacity
- Computing power for big data support
- Security protocols
- Data governance yields data quality
- Integrate and unify data sources
- Adequate ability to support analytics-driven interventions

Adapted from Unleashing the Power of Learning Analytics, forthcoming in the Handbook of Learning Analytics.
Linda Baer & Donald Norris

Examples of Dimensions of Capacity

4. Policies, Processes, and Practices

- Institutional policies and data stewardship met federal, state and local laws
- Workflows for student success are documented
- Guiding coalition and cross-disciplinary teams in place
- Fully integrated planning, resourcing, execution and communication

5. Skills and Talent Development

- Student Success Innovation/Collaboration Skills
- Specific learning analytics skills
 - Data science, Programming/Vendor products for data mining,
 - Data Literacy, predictive models and algorithms
 - Research expertise
 - Intervention Science
 - Instructional Design for embedded predictive analytics
- Capacity for reinvention of student life cycle process

Student Success Optimization Framework

Dimensions	Purpose
1. Manage the Student Pipeline	Mitigate risks of at-risk students (based on past performance)
2. First Year Experience, Best Practices	Reduce risky-structures, policies and practices (based on past performance)
3. Dynamic, Embedded Predictive Analytics	Intervene in risky behaviors (real time behaviors)
4. Individual Planning and Advising for Student Success (iPASS)	Reduce risky choices, select proven success paths, reduce procrastination.
5. Personalized, Adaptive Learning and/or Competence-Based Learning (Embedded Analytics in courses)	Enable substantive, learning-based interventions in real time.
6. Integrated Data Science	Intervene in real time using data science-based insights.
7. Expand the Definition of Success to include Employability Factors	Reduce risk of bad career choices.

Worksheet #3: Student Success Optimization – Current Deployment

Dimensions	Tools – “As-Is”	Interventions – “As-Is”
1. Manage Pipeline		
2. First-Year Experience, Best Practices		
3. Dynamic, Embedded Analytics		
4. Individual Planning and Advising for Student Success (iPASS)		
5. Personalized, Adaptive, & CBE initiatives		
6. Embedded Data Science		
7. Employability Success		

III. HOW CAN I CRAFT A STRATEGY TO OPTIMIZE STUDENT SUCCESS EFFORTS?

- STRATEGIES FOR OPTIMIZING STUDENT SUCCESS**
- CRAFTING STUDENT SUCCESS OPTIMIZATION'S FUTURE**
- DIMENSIONS OF ORGANIZATIONAL CAPACITY FOR STUDENT SUCCESS**



Strategies to Move from Enhancing to Optimizing Student Success

Dimension	<i>Developmental</i> Enhancing Student Success	<i>Maturity</i> Optimizing Student Success
Intent	Enhance student success using proven best practices	Commit strategically to raise student success, achieving “the best that can be achieved today” (optimization)
Performance measurement	Deploy diagnostic & descriptive analytics	Utilize more advanced analytics - predictive and prescriptive - to optimize outcomes at the individual, cohort/program & institutional levels.
Best practices → Optimized practice	Copy & refine best practices from other institutions	Extend beyond best practice. Use data science to tailor solutions that meet the unique needs of the institution, programs, and individuals.
Strategy	Student success is embedded in other institutional strategies.	Elevate “Optimizing Student Success” to Institutional Strategy #1, supported by targeted capacity building and a change management roadmap.
Organizational focus	Fragmented student success efforts, pilots, and innovations not taken to enterprise scale.	“Connect the dots” to link student success efforts across all seven elements of the student success framework. Unify data across the enterprise and achieve end-to-end reinvention of student life cycle processes. Achieve pervasive, collective effort in change management.

Turning Optimizing Student Success into Institutional Strategy #1

Previous Conditions

- Fragmented student success efforts
- Peaks and valleys of analytics
- Leadership does not fully appreciate the capacity to Optimize Student Success
- Student success analytics pilots, projects, and scattered excellence

After “Connecting the Dots”

- Fully integrated student success efforts spanning the student life cycle
- Strong student success analytics across all dimensions
- Leadership grasps the potential of Optimizing Student Success
- Optimizing Student Success is elevated to Institutional Strategy #1 with *change management support*



5 Strategies for Optimizing Student Success

- 1. Develop Unified Data, Information and Predictive Learning Analytics for Student Success**
- 2. Integrate Planning, Resourcing, Execution and Communication (PREC) for Student Success**
- 3. Advance Individual Planning and Advising for Student Success (iPASS)**
- 4. Integrate Personalized Learning and Competence Building into Institutional Practice**
- 5. Integrate Employability and Workforce Data into Institutional Practice**

Worksheet #4

Stretch Goals for Student Success Optimization

Dimensions	As-Is (From Worksheet #3)	Will-Be
1. Manage Pipeline		
2. First-Year Experience, Best Practices		
3. Dynamic, Embedded Analytics		
4. Individual Planning and Advising for Student Success (iPASS)		
5. Personalized, Adaptive, Competency-based Initiatives		
6. Integrated Data Science		
7. Employability Success		

Worksheet #5

Building the Student Success Roadmap

SSO Framework Dimensions	Time 1	Time 2	Time 3	Time 4	Time 5
<i>1. Manage Pipeline</i>					
<i>2. First Year Experiences, Best Practices</i>					
<i>3. Dynamic, Embedded Analytics</i>					
<i>4. Individualized Planning & Advising iPASS</i>					
<i>5. Personalized, Adaptive, Competency-based initiatives</i>					
<i>6. Integrated Data Science</i>					
<i>7. Employment Success</i>					

IV. CASE STUDIES: WHAT HAVE EXEMPLAR INSTITUTIONS DONE TO ELEVATE STUDENT SUCCESS TO INSTITUTIONAL STRATEGY #1?

- ST. CLOUD STATE UNIVERSITY**
- AUSTIN COMMUNITY COLLEGE**
- COLORADO STATE UNIVERSITY**

St. Cloud State University
Case Study



ST. CLOUD STATE
U N I V E R S I T Y™

St. Cloud State University (I)

Dimension	Actions	Outcomes/Results/Metrics
What Stimulated Strategic Commitment to Student Success?	<ul style="list-style-type: none"> • System office placed priority on student success • Student outcomes as key performance indicators • Enrollment management pressures 	<ul style="list-style-type: none"> • Retention by category: <ul style="list-style-type: none"> ✓ Credit-taking behavior ✓ Credit completion ratio ✓ Avg. GPA • Opportunity gap: • Graduation rate:
Student Success as an Institutional Strategy	<p>Student Success key element of Strategic Action Plan:</p> <ul style="list-style-type: none"> • Admissions Pathway Redesign • Integrated Student Success • Re-imagining the First-year • Direct Declare project • Scholarship campaign • College/school targets • Strategic Transfer partnerships 	<ul style="list-style-type: none"> • Data used to inform overall strategy and outcomes • Targeted metrics and measures

St. Cloud State University (II)

Dimension	Actions	Outcomes/Results/Metrics
Role of Culture and Leadership	<ul style="list-style-type: none"> • Student success topic of monthly “Campus Conversations on Student Success” by Provost • It has set stretch goals and performance targets and has invested in its student success infrastructure at all levels in the university. • It emphasizes the importance of the co-curricular development of its students in leadership, service, entrepreneurship and other developmental activities. 	<ul style="list-style-type: none"> • Data shared at each meeting to guide discussion of strategy • Student success outcomes on of 3 strategic outcomes that MUST be addressed in annual unit work plans • Primary topic of summer leadership retreat each year
Use of Analytics	<ul style="list-style-type: none"> • Descriptive and diagnostics analytics widely used – performance metrics; HuskyData; program milestones • Predictive analytics in particular applications – pipeline, retention, gateway courses, program milestones 	<ul style="list-style-type: none"> • Moved to data-informed decision making • Connection to resource planning • Expanding use of predictive analytics
Processes, Policies and Practices	<ul style="list-style-type: none"> • Redesigned admissions pathways and student support referrals • Improved community college admission partnership • Identified gateway courses and design interventions • Pushed performance targets to program level 	<ul style="list-style-type: none"> • Key metrics for students in each admissions category • Gateway course probabilities • Completion rate by program

St. Cloud State University (III)

Dimension	Actions
1. Manage the Student Pipeline	Admissions pipeline redesign Community College Connections program Conditional admission with targeted academic interventions
2. Eliminate Bottle-necks & Barriers	Husky First Four - Orientation redesign Redesigning the First-Year - Gateway Course Redesign; First-Year Seminar; meta-majors Course availability – Demand analytics and availability tracking
3. Dynamic Interventions	Interventions in Specific Population – Students of Color; Students with financial need; transfer students Transition Programs - Web-Based Early Warning (MapWorks); Direct Declare pilot with milestones
4. Leverage IPAS	Academic Support - Student Relations Coordinators, Expanded Advising Capacity, Early Identification and Intervention (MapWorks)
5. Next Gen Learning	No major initiatives as of yet
6. Unified Data	MicroSoft Azure and Power BI
7. Academic & employability Success	Our Husky Compact Learning Dimensions Assessment data alignment E-portfolio pilot

Austin Community College District

Case Study



Austin Community College District (I)

Dimension	Actions	Outcomes/Results/Metrics
What Stimulated Strategic Commitment to Student Success?	<p>The new president , Richard Rhodes, arrived at ACC with high concern over the low retention and graduation rates. Texas Higher Education Commission adopted a 60X30 goal of 60% of Texans 25-34 would have a degree by 2030 which included financial incentives for campuses to meet targeted goals.</p>	<p>TX metrics</p> <ul style="list-style-type: none"> • At least 60% of Texans 25-34 will have a certificate or degree by 2030; 550,000 students; marketable skills <p>Degree Map tool for mapping student academic pathways</p>
Student Success as an Institutional Strategy	<p>Austin Community College (ACC) has been engaged in a multi-year student success initiative focused on improving participation, persistence, graduation and transfers across all student categories. A cross-institutional team was developed that included the President and Vice President.</p>	<ul style="list-style-type: none"> • Significant problem with persistence and completion. Achieving the Dream reported 3-year degree completion for FTIC students of 2.4% and 8.4% for 5-years completion rate. • Today, ACC’s graduation rate for full-time, credential-seeking FTIC students increased from 4 percent to 8 percent in the most recent IPEDS three-year graduation rate data. • Degree, certificate, and other completions rose 71 percent overall from AY10 to AY15 (5,851 compared with 3,428). Specifically: <ul style="list-style-type: none"> • Academic degrees increased 102 percent. • Core curriculum/field of study completions rose 113 percent. • Skills awards increased 87 percent.

Austin Community College District (II)

Dimension	Actions	Outcomes/Results/Metrics
Role of Culture and Leadership	<p>A cross-institution guiding coalition for optimizing student success was established including the President and VP, advisors, counselors, representatives from Admissions, and IT. A partnership was established with Civitas Learning data scientists and engineers.</p>	<ul style="list-style-type: none"> • Changes in leadership roles relating to student success – from executive leadership to the front line. • Meetings involved multi-disciplinary teams, including President and CEO, advisors, counselors, Admissions and IT, along with Civitas Learning’s team. An ethnographic study with Civitas Learning staff observing more than 200 hours of ACC student-advisor sessions. Changes in institutional culture.
Use of Analytics	<p>Through an ethnographic study, the campus had a descriptive picture of advising sessions. A new advising tool, Degree Map, was jointly developed with gaming-like features that allowed students to see at a glance the pathway to completion and allowed for exploring choices. Adoption of the tool grew rapidly.</p>	<p>Re-sults of a study of Degree Map’s impact: revealed that students who used Degree Map to track their degree progress, plan courses, and evaluate degree options, showed a 2.42 percentage point increase in persistence over similar students* who did not use Degree Map.</p>
Processes, Policies and Practices	<p>ACC changed the overall advising process using the Degree Map tool. They transitioned to totally digital records.</p>	<p>Students who used Degree Map 2+ times showed a 3.3 percentage point increase in persistence, increasing by up to 7.3 percentage points when used 5+. Moreover, students who went through with taking the courses they planned using Degree Map added, on average, another 1.9 percentage points compared to similar students who did not use Degree Map.</p>

Austin Community College District (III)

Dimension	Actions
1. Manage the Student Pipeline	Open admission. Manage the student pipeline.
2. Eliminate Bottle-necks & Barriers	ACC reengineered the advising process. Outcomes on bottlenecks and best practices Time with advisors was now spent on direct services to students to improve decision making. Because of improved academic and career mapping, students were more likely to sign up for the right courses in a timely manner which contributed to more persistence and completion.
3. Dynamic Interventions	Outcomes from dynamic interventions included more understanding of the academic and career pathway the student is on and far more focus on what courses are taken when to advance more timely completion. Students are now taking and paying for courses they need.
4. Leverage IPAS	Leverage tools and advising capacities across the student learning life cycle and incorporate co-curricular elements, as well.
5. Next Gen Learning	No progress yet
6. Unified Data	Partnership with Civitas aims to achieve unified data
7. Academic & employability Success	Extend the definition of success to include employability and develop analytics that span into the workplace. Study and detail success paths and competence paths for students and assess the competences needed for the emerging jobs of today and tomorrow. Incorporate the competencies and skills sets for 21st century workers since there will be many career changes.

Colorado State University
Case Study



Colorado State University (I)

Dimension	Actions	Outcomes/Results/Metrics
What Stimulated Strategic Commitment to Student Success?	<ul style="list-style-type: none"> • 2005 Request from the President. Campus-wide study, plan launched in 2007, by 2014, 75% implemented. 2014: New targets set for 2020. • Intentional structuring of the environment in the interest of learning • Curricular + co-curricular • Systematic alignment of policies and strategies • Embedding the focus on learning and student success in the individual and institutional consciousness - and making it everybody's business – every individual is responsible. 	<ul style="list-style-type: none"> • 2007 target - 70% 6-year graduation rate, eliminate minority achievement gap • 2020 target: 90% Retention; 60% Four-Year Graduation; 80% Six-Year Graduation
Student Success as an Institutional Strategy - One student at a time - One group of students at a time - One system at a time	<ul style="list-style-type: none"> • Created a VP for Student Success and a “Guiding Coalition” linking academic and administrative efforts. • Several strategic principles have guided CSU’s actions. “Unshakeable focus on student learning” across the curriculum and co-curriculum, with graduation and retention as fortunate related outcomes • Comprehensive approach • Planning with student diversity in mind • Data used to inform strategy • Sustained effort, focusing on the structure of the learning environment 	<ul style="list-style-type: none"> • Data used to inform strategy and measure results

Colorado State University (II)

Dimension	Actions	Outcomes/Results/Metrics
Role of Culture and Leadership	<ul style="list-style-type: none">• CSU has developed a culture of evidence, focusing on optimizing student success.• It has set stretch goals and performance targets and has invested in its student success infrastructure at all levels in the university.• It emphasizes the importance of the co-curricular development of its students in leadership, service, entrepreneurship and other developmental activities.	<ul style="list-style-type: none">• Data on student engagement and participation is widely used at all levels.• Student success data and responsibility is embedded in all units, academic and administrative
Use of Analytics	<ul style="list-style-type: none">• Descriptive and diagnostics analytics widely used.• Predictive analytics in particular applications – pipeline, dropout analysis	<ul style="list-style-type: none">• Pervasive use of data• Growing use of analytics• Threshold of predictive analytics
Processes, Policies and Practices	<ul style="list-style-type: none">• Realign processes, policies and practices to achieve student success objectives• Pipeline and first-year – centralized focus• Sophomore – senior year - Strategies by college and major.	

Colorado State University (III)

Dimension	Actions
1. Manage the Student Pipeline	Preparing the Pipeline and Assuring Success – reach out programs, bridge program, reconfigure financial aid and work study
2. Eliminate Bottlenecks & Barriers	Student Engagement – inside the classroom and co-curricular Academic Initiatives – Course Redesign, Experiential Learning. First-Year Course Offerings, Learning Community Infrastructure, Comprehensive Learning Community
3. Dynamic Interventions	Interventions in Specific Population - Students in the Life Sciences & Undeclared Students Transition Programs - Increasing Retention Capacity of Student, Diversity Programs and Services, & Web-Based Early Warning
4. Leverage IPAS	Academic Support – a Rich Set of Investments -Academic Support Coordinators, Advising Capacity, Early Identification and Intervention Initiatives, Intervention with Students in Academic Difficulty, Support for Nationally-Competitive Scholarships, Learning Center (TILT) --Undergraduate Research & Learning Programs
5. Next Gen Learning	Personalized Learning efforts are a work in progress
6. Unified Data	Work in progress
7. Academic & Employability Success	Career planning and engagement – a key ingredient in co-curricular development

V. CALL TO ACTION: EXECUTING STRATEGY, LEADING AND NAVIGATING CHANGE

- 5 FACTS ABOUT CHANGE MANAGEMENT**
- ANSWER THE CALL TO LEADERSHIP**
- IMPLEMENT YOUR STUDENT SUCCESS CHANGE AGENDA**
- BRINGING THE PIECES TOGETHER**
- Q&A WITH PARTICIPANTS**



“ It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. ”

CHARLES DARWIN

Taking Action

- 1. Leading for the Long Term -Answer the Call to Leadership***
- 2. Changing the Organizational Culture***
- 3. Developing a Change Management Plan (Worksheet #6)***
- 4. Bringing the Pieces Together – Leadership, Active Strategy, Change Management***



5 Facts

About Change Management

1. DECIDE WHERE ARE YOU GOING

- Understand the goal state
- Know why you want to go there
- Learn from aspirational peers

What are the hallmarks of a data-informed institution?

2. DON'T UNDERESTIMATE THE IMPORTANCE OF CHANGE MANAGEMENT STRATEGY

- Senior executives report that only 54% of change management initiatives succeed.

Where is higher ed in planning for change management?

Reasons Change Management Initiatives Fail



Change fatigue also widely known as initiative fatigue



Too little investment in operational improvements

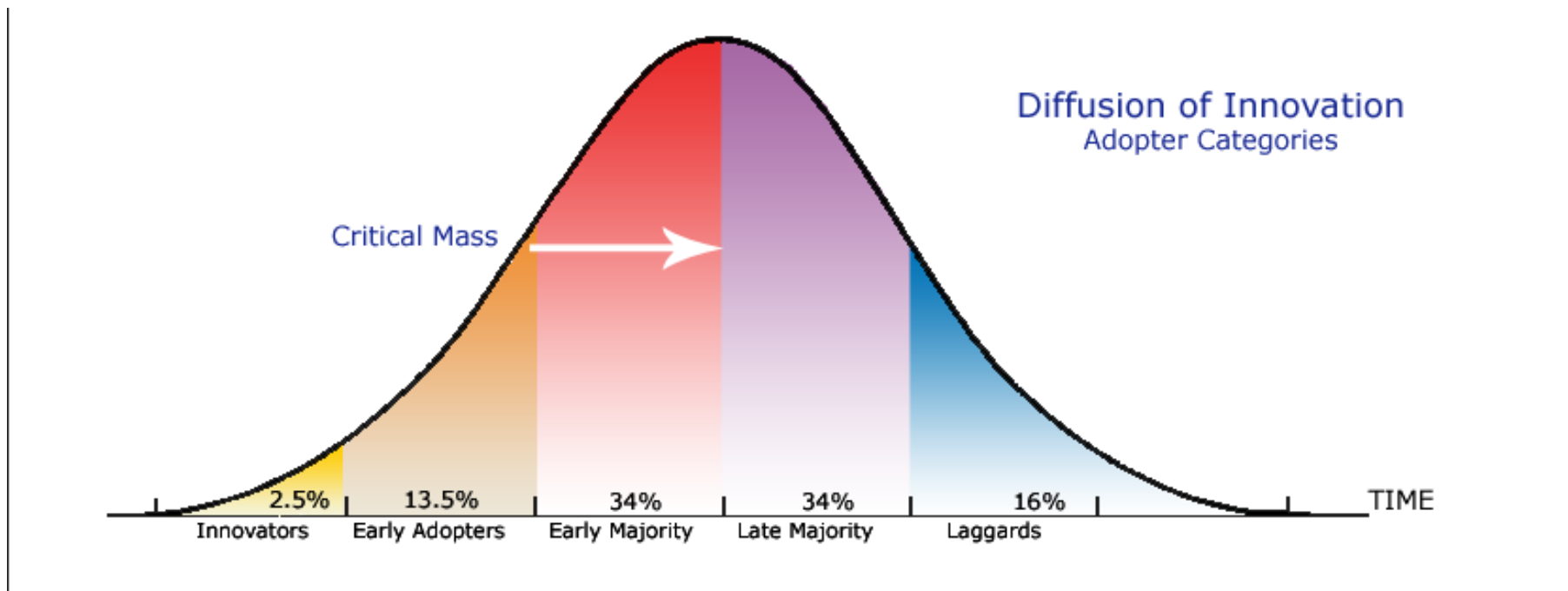


Lack of skills to ensure the change can be sustained over time



Too much top-down decision making, and too little input from others

3. RECOGNIZE THAT PEOPLE MAKE OR BREAK THE SUCCESS OF CHANGE INITIATIVES



4. UNDERSTAND THE ORGANIZATIONAL DNA OF CHANGE

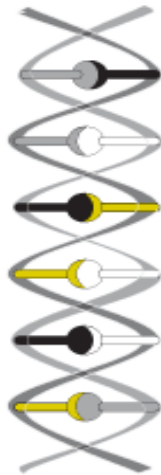
The Four Building Blocks of Organizational DNA

Decision Rights

Who decides what ... and how?

Motivators

What objectives, incentives, and career alternatives do people have?



Information

How is performance measured?
How are activities coordinated and knowledge transferred?

Structure

What does the overall organization model look like, including the "lines and boxes" on the organization chart?

- Decision Rights
- Motivators
- Information
- Structure

5. LEAD FOR THE LONG TERM



Bold Vision

Student Success IQ

Partnerships for Solutions

Connect the Dots

Cross Campus Team

Support Systems

Culture of Student Success

Reinvent Processes

Return on Investment

Lead in the Age of Analytics

Changing Organizational Culture for Student Success in the 21st Century

Dimension Of Culture	Traditional Institutional Culture	Transformed Institutional Culture
Use of Data in Decision Making	Culture of Reporting	Culture of Evidence/Performance Imperative of Knowing
Innovation	1,000 Points of Light	Successful Innovations Are Taken to Scale
Collaboration	Individual Faculty Autonomy	Student Success is Everyone's Job Community of Practice
Scope of Student Success	Academic Achievement and Development	Fully Integrated Success Assessment - <ul style="list-style-type: none"> • Academic/Curricular Achievement • Co-Curricular Development • Work-Related Experiences • DIY Competence Building • Other Elements

Worksheet #6

Implementing Your Student Success Change Agenda

Aligning Organizational Context: Connect your Student Success Initiative(s) to your institutional context

Collaboration:

What campus teams will need to be involved? How will you engage them in the design and implementation of your initiative?

Campus Culture:

How does your initiative align with your current campus culture and strategic priorities? How can you improve alignment?

Leadership and Institutional Support:

What role is leadership currently playing? What resources will you need to support success?

Worksheet #6

Implementing Your Student Success Change Agenda

Connecting Current Activities: How will you connect your Student Success Initiative to your current student success activities and data systems?

Integration:

What are current student success initiatives currently underway on your campus? How could you integrate/connect these efforts?

Data Resources:

What student success data are currently available? What additional data would you need?

Responsibility:

Who is responsible for implementation of your initiative? How will this person/office interface with your leadership structure?

Worksheet #6

Implementing Your Student Success Change Agenda

Changing Attitudes and Practice: How will you engage faculty and staff in your Student Success Initiative and build capacity for practice improvement?

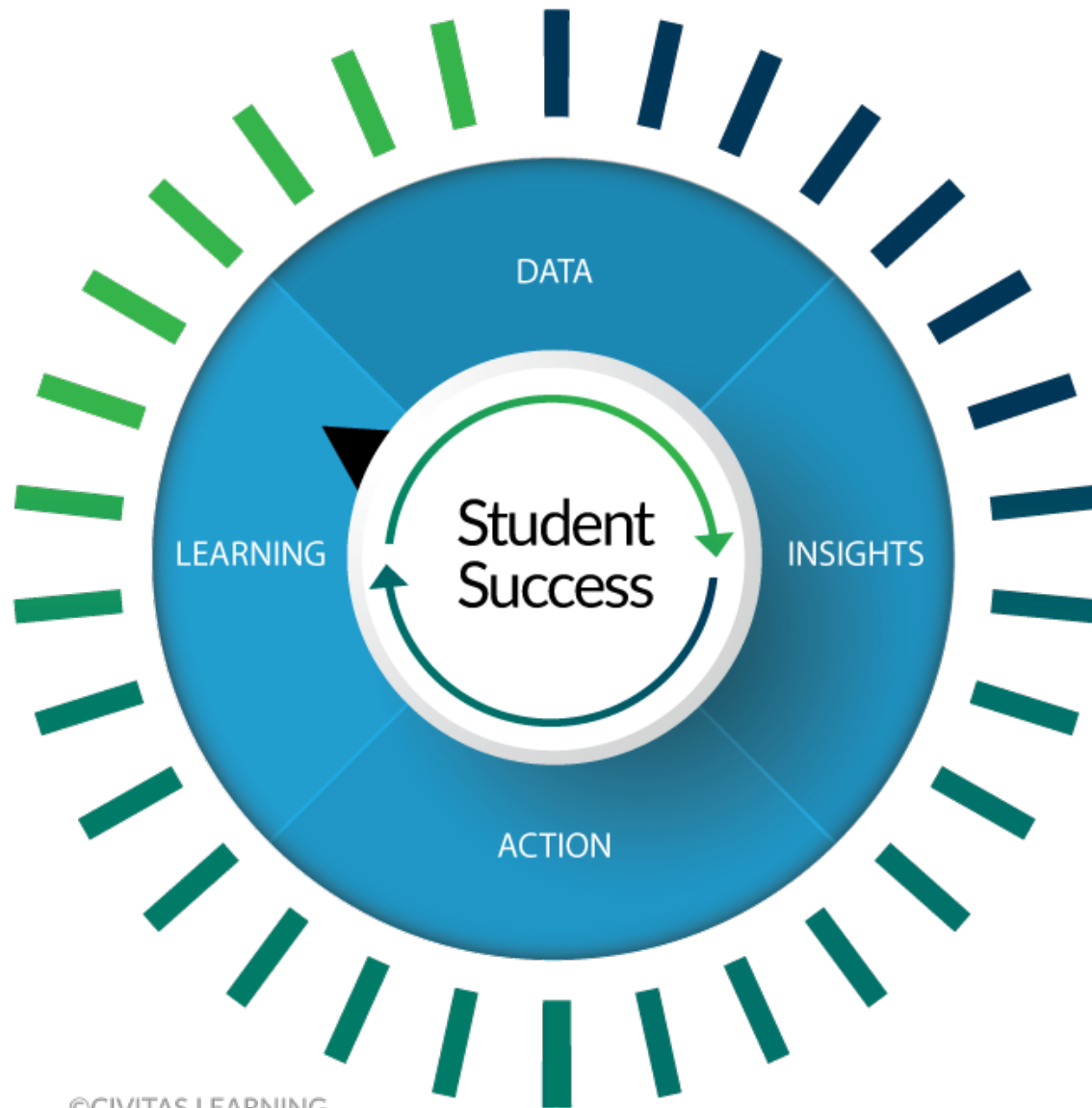
Communication:

Who are the key stakeholders? How will you keep them informed about the initiative and celebrate success?

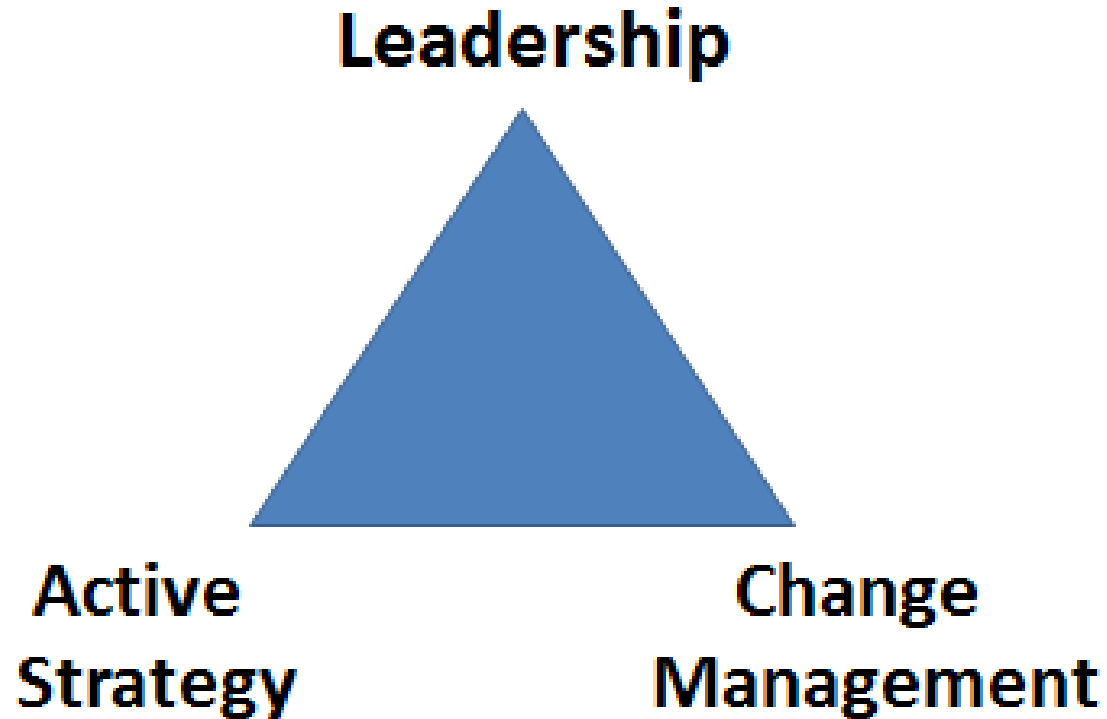
Professional development and training:

What type of professional development is available to support faculty and staff in implementing your initiative?

Turning the Dial on Student Success



BRINGING THE PIECES TOGETHER



Q&A Session with Participants

Contacts

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Resources

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