



Breaking Down Silos: Collaborating across Campus to Enhance Student Learning and Success

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Session Topics

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Strategies and Best Practices for Cultivating Engagement through the Student Lifecycle

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Question and Answer



Introductions

Chrissy Coley, Ph.D. Background

Experience

- Senior Manager Strategic Consulting – Ellucian since 2008
- Assistant Vice Provost for Student Success Initiatives – University of South Carolina
- Dean of Students – Columbia College
- Director of the Center for Student Involvement and Leadership – Mercer University

Education

- Change Leadership Certificate – Cornell University
- Ph.D. – Higher Education Administration – Georgia State University
- M.Ed. – Higher Education and Student Affairs – University of South Carolina
- B.A. – Interdisciplinary Studies – Gardner-Webb University

Profiled Institution: Universidad de los Andes

- Founded in 1948
- Colombia's first private independent institution of higher education
- 18,000+ undergraduate and graduate students
- Highly-ranked, accredited programs of study
- Ellucian Banner, CRM Recruit, and CRM Advise



Participant Introductions

- Please turn to your neighbor and share your name, your institution, and your role at your institution
- Share one of your interests in learning more about engaging students through their lifecycle as prospects, enrolled students, and alumni
 - For instance, is your interest related to changing student demographics, new accreditation standards or regulatory mandates, changes in revenue sources, or other trends?





Strategies and Best Practices for Cultivating Engagement through the Student Lifecycle

Strategic Enrollment Management Model for Engagement from Prospects to Alumni

“Strategic enrollment management is a concept and process that enables the fulfillment of institutional mission and students’ educational goals.”

*American Association of
Collegiate Registrars and
Admissions Officers – AACRAO*



Participant Discussion

Turn to your neighbor and discuss:

- How would you describe the characteristics of a student who is actively engaged with your institution?
- Based on your experience, what are effective institutions doing to cultivate high levels of engagement through the student lifecycle?



Foundational Theories Related to Student Engagement

- Engagement in Educationally Purposeful Activities – **George Kuh**
- Active Involvement – **Alexander Astin**
- Academic and Social Integration – **Vincent Tinto**
- Mattering – **Nancy Schlossberg**
- First-Year Experience – **John Gardner**

Strategies to Foster Engagement through the Student Lifecycle

Prospects

- Relationships with Recruiters, Faculty, and Current Students
- Participation in Open House and Admitted Student Days
- Engagement on Social Media Platforms

Students

- Relationships with Academic Advisors, Faculty, and Other Students
- Participation in Campus Activities, Organizations, and Leadership Roles
- Engagement in High Impact Practices

Alumni

- Affiliations with Alumni Affinity Groups
- Volunteering to Mentor Current Students and Serve on Alumni Councils
- Attending and Assisting with Campus Events

Timely, Targeted, and Coordinated Communications

High Impact Practices and Educationally Purposeful Activities

Characteristics

- Demand considerable time and effort
- Facilitate learning outside the classroom
- Involve meaningful interactions with faculty and other students
- Encourage collaboration with diverse others
- Provide frequent and substantive feedback

Examples

- New Student Orientation
- Appreciative Academic Advising
- Learning Communities
- Service-Learning
- Research with Faculty
- Internships
- Supplemental Instruction
- Study Abroad
- Culminating Senior Experiences



Next Steps for Institutional Leaders: Establish a Shared Vision of Student Lifecycle Engagement

- Sponsor the development of a clearly-stated, widely-shared desired state of prospect, student, and alumni engagement
- Create common set of definitions, success criteria, and goals through the enrollment funnel
- Specify high-priority constituent segments and develop relevant communication and engagement plans for each
- Align expectations and clarify roles for contributing to students' success through the lifecycle

“We must encourage all members of the university community to understand how their role makes an impact on student success.”

— Universidad de los Andes Student Success Planning Team

Sample Definition of Student Engagement and Success

“Student Success is a joint endeavor among the whole University community that allows our students to develop academic, personal, and social competencies in a supportive and cooperative environment centered on the student.”



Sample Definition of Student Engagement and Success

Student Success is facilitated by providing students with the resources they need to:

- Make well-informed decisions that promote their autonomy
- Manage time effectively
- Persevere through challenges
- Acquire the tools they need to monitor their own learning process
- Take advantage of spaces and resources for their comprehensive development
- Feel a sense of belonging and a bond with the University
- Foster their connections with peers, faculty members, and administrative staff, even beyond graduation
- Develop a sense of ethics for their personal and academic lives
- Graduate from the program they choose as a comprehensive human being
- As alumni, distinguish themselves as active citizens, ethical leaders, and skilled professionals



Sample Prioritized Constituent Segments for Targeted Engagement Plans

- First Semester Students
- Newly Admitted and Continuing Students Who Have Not Registered for Courses
- Students with a Grade Point Average between 3.25–3.4 (on a 5.0 scale)
- Students on Academic Probation
- Students Identified as At Risk through the Early Alert Program



Reflection Questions

- Has your institution clarified a shared vision of how to engage prospects, students, and alumni? If so, how has that vision been communicated and used?
- Who are your institution's key segments of constituents? Have you developed a clear written communication and engagement plan for each key segment?





Opportunities to Effectively Use and Share Data across the Institution

Turning Data into Insights

**“We waste data if we don’t use it to
make decisions and take action.”**

Thomas Davenport, *Keeping Up with the Quants:
Your Guide to Understanding and Using Analytics* (2013)

Participant Discussion

Turn to your neighbor and discuss:

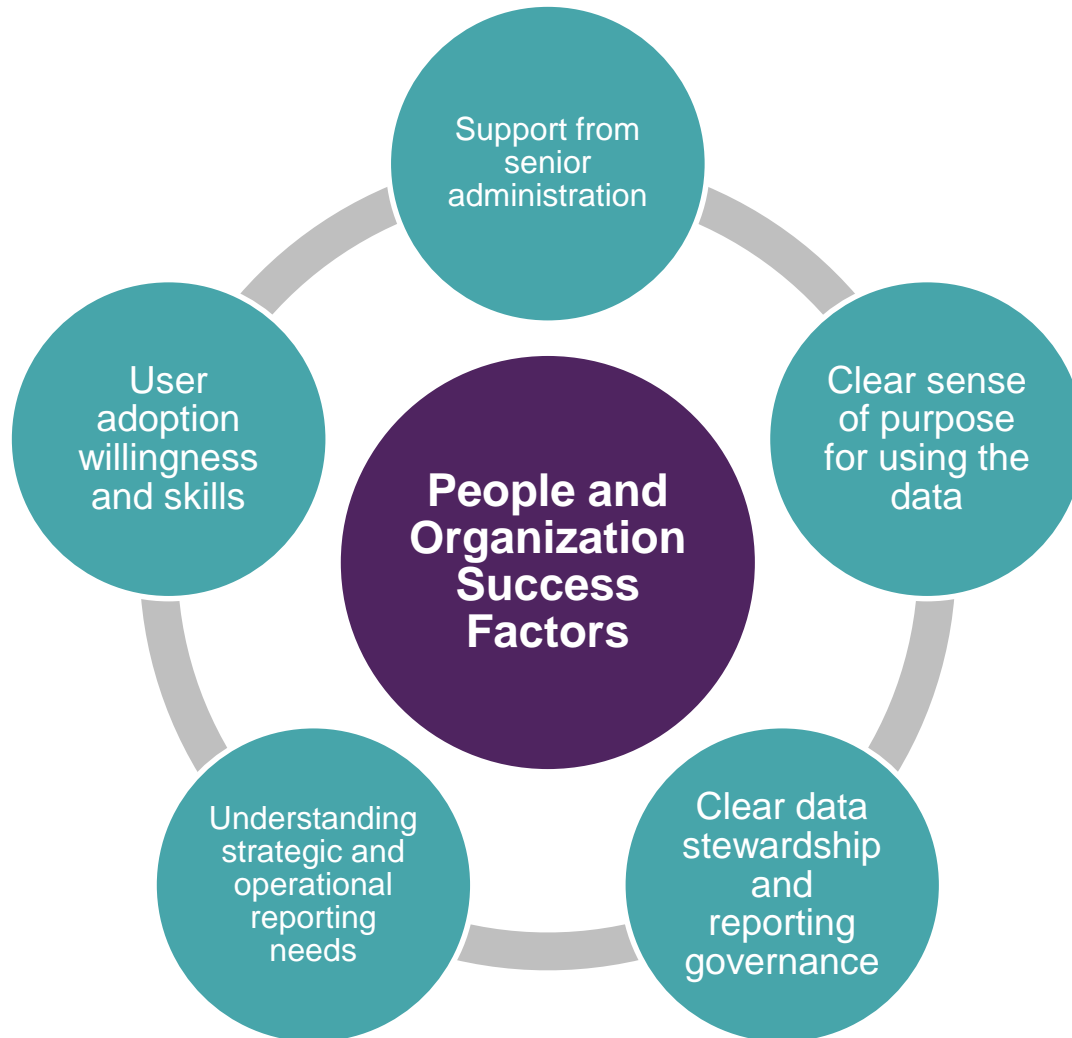
- What data are most important to your institutional leaders in understanding how effectively students are engaging through the enrollment funnel – from recruitment and admissions through graduation and beyond?
- What challenges do your institutional leaders experience in effectively accessing and using these data to make decisions to enhance the student lifecycle?



Institutions' Common Current State of Analytics Maturity vs. the Desired State

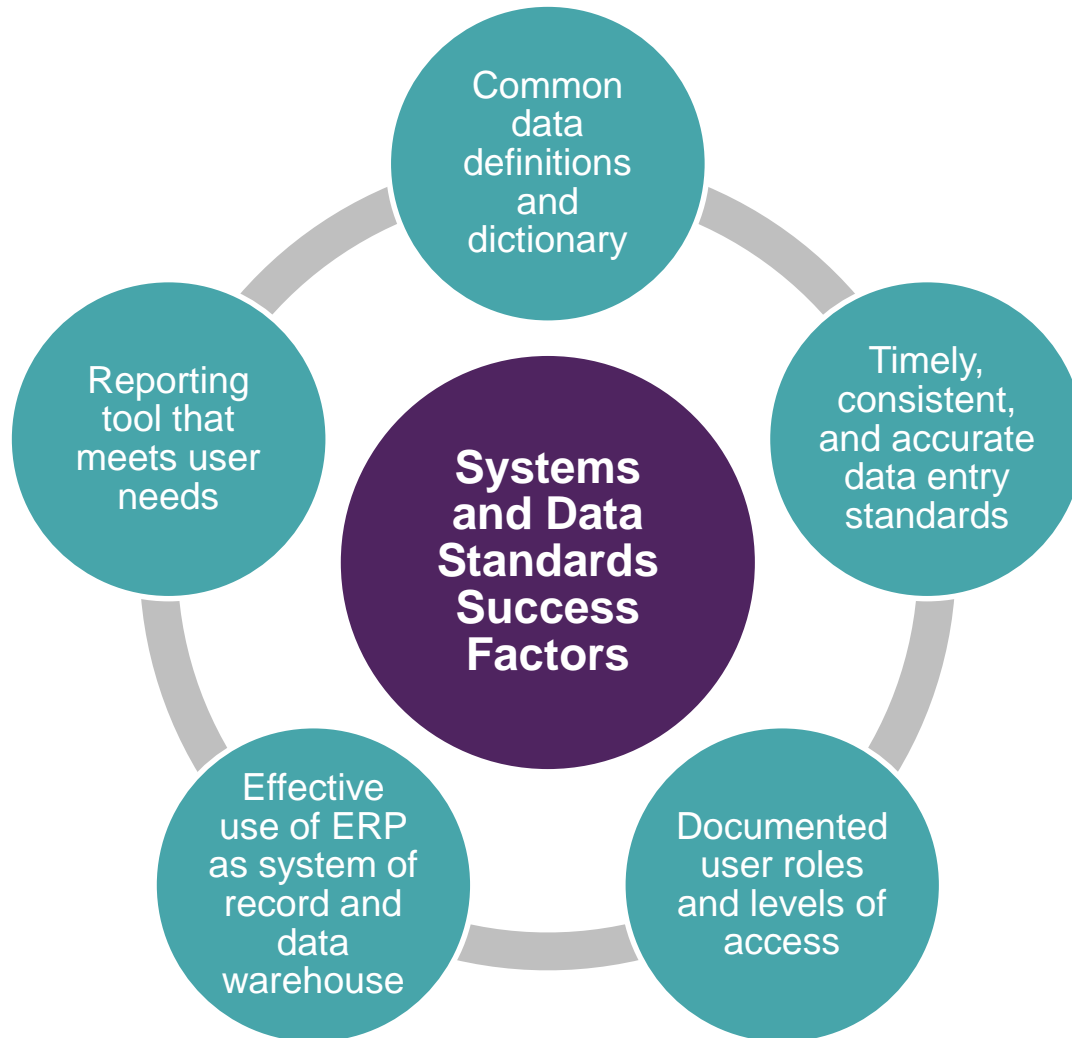
| Common Current State | Desired State |
|--|---|
| <ul style="list-style-type: none">• Resistance to change and lack of trust• Decentralized data systems and practices<ul style="list-style-type: none">○ Under-utilization of the Enterprise Resource Planning (ERP) system as the official system of record○ Lack of access to integrated data from disparate systems○ Proliferation of “shadow systems”• Lack of common data standards and effective data entry practices• Lack of effective reporting and CRM tools | <ul style="list-style-type: none">• Culture of data stewardship rather than ownership• Easy access to role-based data in a centralized system• Trusted, timely, and actionable data |

Achieving Desired State for Using Academic Analytics: People and Organizational Success Factors



Doing Academic Analytics Right: Intelligent Answers to Simple Questions, EDUCAUSE Center for Applied Research, 2011

Achieving Desired State for Using Academic Analytics: Systems and Data Standards Success Factors



Doing Academic Analytics Right: Intelligent Answers to Simple Questions, EDUCAUSE Center for Applied Research, 2011

Key Performance Indicators: Measures that Matter



Linked to Strategy



Easily Understood



Relevant to Goal Attainment (Measures that Matter)



Updated Frequently



Accessible



Quantitative (Unit of Measure and/or Calculation)



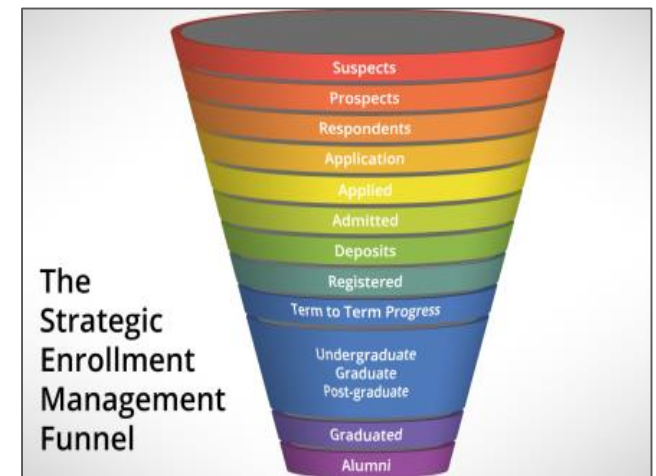
Limited in Number

Source: *Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies* by Paul R. Niven (2008)

Enrollment Funnel KPIs

Track the following metrics overall and broken down by key demographics, student type, and programs of study

- # of prospective students and % converting into applicants
- # of applicants and % yielding into enrolled students
- % of prospective students attending events
- # of new students in the cohort and % persisting term-to-term and completing their degrees
- % of students participating in high impact activities
- % of alumni attending events, volunteering time, or donating funds



Critical Data to Support the Student Lifecycle

Prospects

- Demographics
- Intended major or program of study
- High school involvements and activities
- College activity interests
- High school grades
- Admissions test scores
- High school honors and awards
- Family income
- Accurate contact information
- Social Media platforms
- Enrollment patterns based on student background and interests

Students

- Demographics
- Major or program of study
- College involvements and activities
- Grades and academic performance
- Residence
- Employment
- Scholarships and financial aid
- Honors and awards
- Accurate contact information
- Social Media platforms
- Retention patterns based on student background, involvements, and academic performance

Alumni

- Demographics
- Major or program of study
- College involvements and activities
- Scholarships and financial aid
- College honors and awards
- Current employment
- Accurate contact information
- Social Media platforms
- Alumni participation and philanthropic patterns based on alumni background, college involvements, and career

Using Shared Data to Understand Trends, Engage and Intervene, Launch Initiatives, and Make Decisions

Next Steps for Institutional Leaders: Use Data—Don't Just Collect It

- A successful approach to enrollment management depends on good data, and most institutional leaders expect to see statistics that support defined goals.
- Allow for meaningful measures and actionable assessment
 - What data are most important to measure recruitment, retention, and alumni success? Do your leaders have access to these?
 - How are you capturing, storing, and reporting the data?
 - What are your data standards?
 - How are data used for decision-making and resource allocations?

“Our goal is to enable tools that allow stakeholders to access centralized information, follow up with and provide support to all students, and foster the construction of a culture of student success.”

— Universidad de los Andes Student Success Planning Team

Sample Key Performance Indicators to Measure Student Engagement and Success

- % of 1st Semester Freshmen Who See a Faculty Academic Advisor after Week 3 Engagement
- % of 1st Semester Freshmen on Academic Alert at Week 7
- # of 2nd and 3rd Semester Students with a 3.25–3.4 Grade Point Average
- % of Professors who Meet with Referred Students
- # of Total Students on Academic Probation
- % of Academic Probation Students Returning to Good Academic Standing
- % of Academic Probation Students Participating in Support Resources



Reflection Questions

- What data are most important to measure recruitment, retention, and alumni success? How are you capturing, storing, and reporting these data?
- How do you use data for decision-making and resource allocations?
- How effectively are you using data to send targeted and timely communications to key constituents and identify prospects, students, and alumni who need timely attention to stay engaged?





Initiatives to Enhance Collaboration with Campus Partners

Enhancing Collaboration across Campus

Colleges and universities often struggle with cross-campus collaboration due to their complexity, organizational divisions, reward and funding models, multiple priorities, and physical expanse.



Participant Discussion

Turn to your neighbor and discuss:

- What are your institution's current strengths related to collaboration for student lifecycle engagement?
- What are its challenges?



Next Steps for Institutional Leaders: Build Bridges

- Taking a comprehensive approach to recruitment, retention, and alumni relations means finding a way to communicate with every campus stakeholder who holds a piece of the puzzle.
- Ask your leadership team:
 - Which departments, groups, or committees are already collaborating to create a foundation for student engagement?
 - Who are the stakeholders and how can we bring them together?
 - What opportunities exist to collaborate and integrate resources?

“Our goal is to align all policies and regulations to be focused on student success, effectively building awareness, enabling decision-making, and reinforcing the concept of student success.”

— Universidad de los Andes Student Success Planning Team

Sample Cross-Campus Collaboration Committee: Early Alerts Committee

- Vice President for Academic Affairs (co-chair)
- Dean of Students (co-chair)
- Director of Counseling Center, Dean of Students Office
- Director of Admissions and Registration
- Coordinator of Scholarship Programs, Counseling Center
- Director of Office of Planning and Evaluation
- Competitive Intelligence Chief, Office of Planning and Evaluation
- Dean of Faculty of Sciences
- Professor of Economics and Developer of the SPADIES Model
- Chair, School of Economics
- Chair, Mathematics Department
- Professor and Coordinator of the English Course
- Associate Professor, Systems Engineering
- Academic Coordinator Physics Department
- Academic Coordinator, Industrial Engineering
- Academic Coordinator, Chemistry Department
- Director Spanish Center
- Director of IT Services
- Project Manager, IT Office

Reflection Questions

- How effectively do your Admissions, Student Affairs, Academic Support, Career Services, and Advancement/Alumni Relations Departments currently collaborate, coordinate initiatives and events, and share relevant data?
- Compile an inventory of your institution's resources and programs to support the transition from admitted student to enrolled student to graduate. What points of this transition are the most smooth and understandable for students? Where are the gaps or unclear points in this process?





Wrap Up

Wrap Up Questions

- What innovative strategies are currently being used at your institution for growing enrollments, enhancing student success, and engaging alumni?
- Do any of the practices reviewed in this session seem particularly relevant for your institution?
- What is one action item you will plan to take back to your institution?



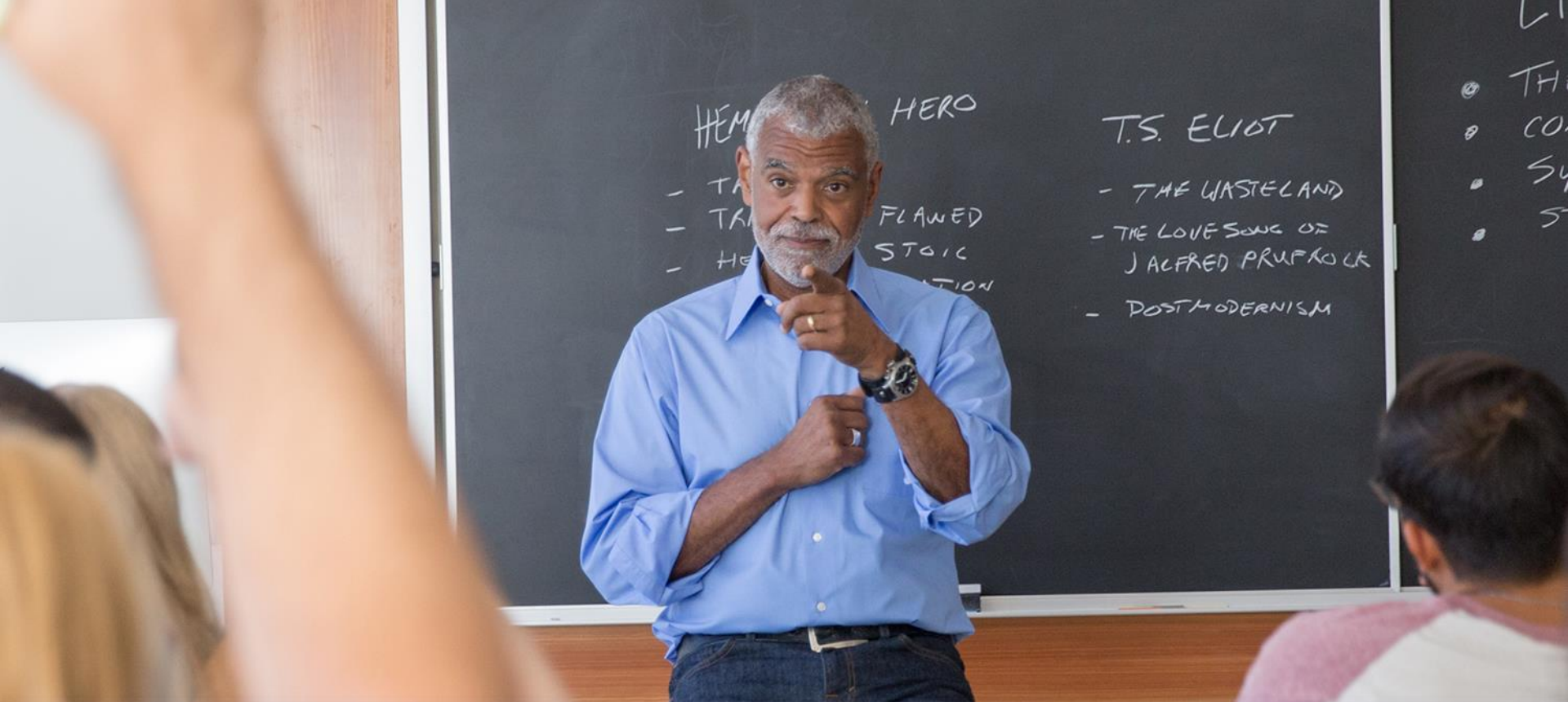
Final Step for Institutional Leaders: Start Small and Grow

Starting small provides a way for you to put systems into place—referral programs, intervention tactics, measures of success, reporting mechanisms—for more comprehensive efforts.

- Where should your student lifecycle engagement initiative begin (with which departments, programs, cohorts, etc.)?
- Who are your allies there?
- What do you hope to achieve?
- How can you measure, monitor, and report success?
- How can the program improve and grow in the future?

“The keys to effectively growing a program are to focus initially on a specific population, foster faculty and staff buy-in and involvement, and demonstrate success.”

—Executive Director of Student Success and Engagement, Mercy College



Q&A

Ellucian Management Consulting White Papers and Blogs

Student Lifecycle Engagement

- <http://www.ellucian.com/Insights/Sharing-data-to-enhance-the-student-lifecycle-from-prospect-to-alumni/>

Recruiting and Admissions

- <http://www.ellucian.com/Blog/Engagement--the-secret-to-savvy-higher-ed-recruiting/>
- <http://www.ellucian.com/Blog-Authors/William-Kartsimas/>

Student Success

- <http://www.ellucian.com/Insights/Retention-and-student-success--Implementing-strategies-that-make-a-difference/>
- <http://www.ellucian.com/White-Papers/Evolving-from-early-alerts-to-early-engagement/>
- <http://www.ellucian.com/White-Papers/Peer-Leadership-harnessing-its-power-at-every-stage-of-the-student-lifecycle/>

Advancement

- <http://www.ellucian.com/White-Papers/Turning-prospects-into-donors--Do-you-have-the-right-moves/>

Analytics

- <http://www.ellucian.com/Blog-Authors/Dr--Henry-DeVries/>

Thank you!

ellucian.

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