Agenda

8:30 AM  Welcome and Introductions
8:45 AM  Setting the Context for Student Success
9:15 AM  Redesign the Student Experience
12:15 PM Lunch
1:30 PM  Ensure Successful Initiatives
3:30 PM  Focus Forward
4:00 PM  Adjourn / iPASS Networking Reception

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Welcome

PRESENTED BY:
John O’Brien, President and CEO, EDUCAUSE
Deloitte.

Thank you to the 2017 Diana G. Oblinger Innovation Forum sponsor and those present today from Deloitte’s Higher Education Team.

Allan Ludgate
Managing Director

Betty Fleurimond
Managing Director

Cole Clark
Executive Director

Jen Tutak
Manager
Setting the Context for Student Success, Part 1

PRESENTED BY:
Diana G. Oblinger, President Emeritus, EDUCAUSE
Setting the Context for Student Success, Part 2

PRESENTED BY:
Ana Borrany, Director of iPASS Implementation Services, EDUCAUSE
The Evolution of STUDENT SUCCESS and 200+ Best Practices to Help You Adapt

The definition of student success has evolved considerably since the mid-20th century, when the issue first emerged in earnest. Looking back 50+ years, EAB identified six areas and ten practices that define student success theory and response. For those tasked with leading student success, the scope of responsibility during this time has expanded dramatically. New practices seem to accrue upon the old, rather than replace them.

In the last decade, the pace of change has accelerated due to student demographic shifts, technological innovations, and the economic fallout from the Great Recession. In response, EAB has amassed a growing library of student success research, including more than 200 proven, replicable practices to help colleges and universities adapt to the evolving landscape. Explore this framework to help contextualize how your own student success strategy is evolving.

Key to EAB Best Practices
Bar height represents quantity of practices available in our library

1930s to 1960s
Pre-history of Student Success
In the late 1930s, the federal government surveyed 50 schools in the first ever study of “student morale.” Best war efforts resulted in a rush of the GI Bill and baby boom until the late 1960s. In the absence of research, colleges and universities marketed their institutions with the effects of student morale to generate the first widespread concern over student attendance.

1970s
The Dawn of Retention Theory
Willett Spady and Vincent Tinto develop the first widely recognized theories of college student retention. These sociological models describe how a student’s commitment to earning a college degree hinges on their engagement and environment. This unit will form the Intellectual Brain for subsequent student engagement programming and practice.

1980s
Bridging the Achievement Gap
Declining enrollments in the 1980s lead to the advent of enrollment management in the 1980s. Administrators often collect more information on student backgrounds, interests, and aspirations and implement programs to support specific student populations.

1990s
(Over-)Investment in the First Year
Attention shifts to supporting students through academic transitions, particularly from high school to college. In response, institutions invest heavily in first-year experiences and orient new cohorts, and in the development of dedicated first-year experiences programs. The emphasis on first-year retention rates begins to curtail graduation rates.

2000s
A Technological Revolution
New early alert technologies allow administrators for the first time to understand who is at risk in terms of behaviors, not just demographics. Early alert returns to graduation rates, and long-term degree planning becomes more common. Some institutions even use these data to predict graduation rates years in advance. Programs such as college graduation goals, degree progress, and developmental education reforms launch to the forefront at many schools.

2010s
An Era of Rapid Change
The diversifying needs of a new generation of students emerges and the financial pressures of the Great Recession to dramatically accelerate change. Advising offices transform into student success offices. Concerns over the rising cost of college and an increased emphasis on shortening time to degree, and reported rates of underachievement among students contribute to the rise of student success programs. These programs are now part of the student success ecosystem. Today, the challenge for leaders is to continually innovate and deploy new grants to support persistence.

Explore over 200 ideas and best practices in student success
eab.com/studentsuccesslibrary

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

What Actually Happens to Our Students?

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

Source: Shapiro D, et al., “Completing College: A National View of Student Attainment Rates – Fall 2010 Cohort (Signature Report No. 12)” National Student Clearinghouse Research Center (2016); Federal Reserve Bank of NY: https://www.newyorkfed.org/research/college-labor-market/college-labor-market_underemployment_rates.html; EAB interviews and analysis
Who is responsible for Student Success?
Addressing Student Success with Technology-Enabled Advising - iPASS

Degree Planning + Coaching & Advising + Early Alerts & Risk Targeting

- Visit tutor
- Multiple absences
- Attend office hours
- Financial aid issue
- Submit schedule
Redesign Your Student Experience

Design Thinking for Higher Education: Applied

PRESENTED BY:
Holly Morris, J.D. M.Ed., Director of School Incubation,
Washington State Charter Schools Association

#EDU17
start here

Desirability

Feasibility

Viability
Point of View
The best designs are human-centered.

Innovation is born from the clash of ideas.

The difference between creative people and innovative people is action.

Framing the problem is the foundation to the design.

Showing is better than telling.
“Could a greater miracle take place than for us to look through each other’s eyes for an instant?”

— Henry David Thoreau

**Empathize**
Empathy
If we solve the **wrong problem** on time and on budget, it **doesn’t** matter
brain-storm

/ˈbrānˌstôrm/

Verb

Gerund or present participle: brainstorming

Produce an idea or way of solving a problem by holding a spontaneous group discussion.

"a brainstorming session"
IDEO Brainstorming Rules

• Defer judgment
• Encourage wild ideas
• Build on the ideas of others
• Stay focused on the topic
• One conversation at a time
• Be visual
• Go for quantity
Brainstorming Rounds

- Burst 1: Bad ideas
- Burst 2: Flipped bad ideas
- Burst 3: Building on ideas
- Burst 4: Wild Ideas
- Burst 5: Free form
Prototype
How will you know whether to stop, modify or scale your idea?

Write 3-5 metrics.
Gallery Walk and Closing

• Please complete the session evaluation

• Check out the great ideas you all generated!
Revised Agenda

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What do we mean by sustainable innovation?

“We’ve made progress in giving students from all backgrounds access to college – but we haven’t finished the all-important job of helping them achieve a degree...we must move with urgency to reinvent American higher education to meet the needs of the new majority of students on our campuses, delicately balancing the jobs they need with the education they desire” — Complete College America
1. **No silver bullets...but integration matters!**

2. Requires investment in tools & technology, as well as infrastructure such as change management, talent, etc.

3. Two timeframes: Long-term trajectory needed while also building immediate momentum for present challenges
Successful innovation is planned.

Innovation Planning with Transformation Models:
The Ten Types of Innovation for the Social Sector
Spot the Innovation: TED, founded 1984

7 TYPES:

- Economic Model
- Network
- Structure
- Process
- Program Performance
- Program System
- Support Services
- Channel
- Brand
- Engagement

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Innovation and ROI: Michigan State’s “Neighborhoods”
Innovation Planning with Transformation Models:  
*Ten Types in Action within Michigan State’s Neighborhoods*

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<tr>
<th>Structure</th>
<th>Program Performance</th>
<th>Support Services</th>
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<td>5 pillars bring key functions in matrix organization</td>
<td>Assessment and research in support of student success</td>
<td>Math Learning Centers, Academic Advising, Well &amp; Wellness, Dining, etc. all in a one-stop shop</td>
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**Network**  
Strong team of advisors, residence life, medical professionals, faculty, and others with students

**Engagement**  
Students can more readily access resources in a comprehensive, personalized way
“It’s how we were trained to do it.”
Glenavlon
France II
Preussens
Thomas W. Lawson
Ensure Successful Initiatives, Part 2

PRESENTED BY:
Rick Staisloff and Bryan Setser, rpk GROUP
Why do we need to think differently?

1998:
- Don’t get into strangers’ cars
- Don’t meet people from the internet

2017:
- Literally summon strangers from the internet to get into their car
What do we mean by ROI?

Transitioning to an ROI lens requires three fundamental shifts.

1. A holistic understanding of resources
2. A focus on unit cost
3. A connection between student success and financial sustainability

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Creating Successful Innovation

Managing Complex Change

Vision + Skills + Incentives + Resources + Action Plan = CHANGE

Innovation without ROI cannot be sustained!

Adapted from A Framework for Thinking About Systems Change (2000), Knost T., Vila R., and Thousand J.

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Innovation and ROI: Tech Enabled Advising

$700,000
Spending averaged more than $700,000, but largely reflects a reallocation of existing resources.

26%
Personnel costs were the largest expenditure; only about one-quarter of spending was to purchase technology/software.

Costs per student decline as additional students have access to and benefit from these systems.

Increases in retention generate average ROI of $1 million annually

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Creating a Culture of Innovation and ROI
Dive Deeper in Breakouts

TOPIC A: Creating Sustainable Innovation with Deloitte Hi Ed Team

TOPIC B: Return on Investment with rpk GROUP

• Separate from your partner to join separate discussions
• Discussion groups will swap places in 40 minutes
• Segment wraps with whole group discussion
Focus Forward

PRESENTED BY:
Sondra Smith, Director of Special Projects, EDUCAUSE

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Focusing Forward on Students

- Student success continues to evolve; the newest driver is **what actually happens to our students?**

- **Student-centered design** ensures developing the right perspective for solving the right problems.
Focusing Forward on Innovation

• **Integration is critical**: invest in innovation tech and tools and in capacities (e.g. change management, talent)

• Consider innovation opportunities: **recognize when disruption is happening** and **frame the problem** correctly

• **Return on Investment (ROI)** + innovation leads to **sustainable innovation**.
Focusing Your Team Forward

• Jot down your team take-aways
• Refine your focus area
• Identify your on-campus stakeholders
• Develop conversation schedule / sequence
• Set realistic goals: where do you go from here?
  – 1-2 months, 3-6 months, 12 months
Resources for Focusing Forward

Confirm your institution’s participation in the EDUCAUSE Core Data Service to inform IT strategic planning and management. (Deadline: Nov. 10)

- Study your IT organization with metrics
- Benchmark against past performance
- Assess your institution’s digital capabilities
- Look at trends over time
Inspiration for Focusing Forward

iPASS Networking Reception, 4:00 – 4:50 pm
Marriott Hotel, Fourth Floor, Meeting Rooms 401-403
More Resources for Focusing Forward


