

Division of Student Success

Summary

As a result of a broadened scope and addition of campus-wide services, *University College* has been renamed the *Division of Student Success*. This reflects its primary purpose as a service unit providing support to the degree-granting colleges and the university as a whole. This division remains in the Office of the Provost and supports the academic mission of the university through four (4) major departments: 1) Academic Support & Foundation Studies, 2) University Academic Advising, 3) University Career Services, and 4) the Student Success Planning Office. Through these units, the Division of Student Success helps establish an ecosystem of programs and services, working with students, faculty and staff, that focuses on educational planning, career development, course completion, persistence, retention, degree attainment, and job and/or graduate school fulfillment.

The proposed changes took effect on May 1, 2018.

Introduction

University College, previously University Division, was created in 1998 to serve as a central service for academic support, first-year programs, and academic advising for intending majors. Although the goal of University College has always been to serve the students, faculty, and staff of the entire university, early in its inception the focus was on new, direct from high-school, first-year students and intending majors. Over time, services of the Academic Success Centers were not only serving new first-time students, but a growing number of transfer students and serving courses at the sophomore, junior, and senior levels. The move to the new Student Success Center, not only allowed these centers to serve more students, it also provided for additional programs in study coaching, expanded Supplemental Instruction, the Learning Assistant program supporting active learning classroom faculty, and significant curricular changes in developmental math (with the creation of the Math Studio) and developmental writing through co-requisite models that have increased student success.

In 2015, the mission statement of University College was changed to better reflect its focus on serving the entire University community in support of the academic mission of all of the degree-granting colleges. It states that University College supports the students, faculty, and staff of the undergraduate programs of the degree-granting colleges, [and] provides ongoing academic support to all undergraduate students throughout their college career at Wright State University while developing the foundations for civic engagement and lifelong learning.

Additionally, the movement of a proactive advising model in University College, which required an increase in advising staff and utilized integrated technologies for more targeted systematic intervention, was implemented with support from a student success grant. In addition to strong outreach focused in serving students, career advisors were also assigned to students through a partnership with Career Services to help students connect their career interests and goals to their academic success. These high-

impact practices began to show how academic advising across the campus would increase student outcomes if there were consistent processes across all advising staff and an equity in advisor caseloads. Last Spring, the Provost determined that academic advising across campus would be centralized administratively under University Academic Advising reporting to the Executive Director for Student Success/Associate Dean of University College which will be fully implemented in spring 2018. The organization of the new University Academic Advising unit also reflects recommendations put forth by the Faculty Senate to “reform duplicative student services to increase efficiency and effectiveness and identify opportunities to consolidate/reorganize units strategically.”

As a result of a broadened scope and addition of campus-wide services, *University College* has been renamed the *Division of Student Success*, effective May 1, 2018. This reflects its primary purpose as a service unit providing support to the degree-granting colleges and the university as a whole. This division remains in the Office of the Provost and supports the academic mission of the university through four (4) major departments: 1) Academic Support & Foundation Studies, 2) University Academic Advising, 3) University Career Services, and 4) the Student Success Planning Office. Through these units, the Division of Student Success helps establish an ecosystem of programs and services, working with students, faculty and staff, that focuses on educational planning, career development, course completion, persistence, retention, degree attainment, and job and/or graduate school fulfillment.

See appendices for organizational charts.

I. Foundation Studies & Academic Support

Foundation Studies serves Wright State University students by preparing them for their college level writing and mathematics courses and their college experience overall. The office offers co-requisite developmental courses in mathematics and composition to assist students in the successful completion of their initial college-level mathematics and writing courses. In addition, the office provides First-Year Programs with credit-bearing coursework in Raider Academy, First-Year Seminars, and Learning Strategies to help students prepare for the rigors of college and help them persist in their academic work.

In addition to first-year seminars, the curricular arm of Student Success teaches development math and English courses and provides support for the Accelerated Learning Program (ALP), the corequisite model for remediation, including funding for the academic directors for developmental writing and developmental math.

Academic Support provides programs and services through the Academic Success Centers. The Academic Success Centers serve Wright State students by helping them to become more skilled, confident, and independent learners. The Academic Success Centers provide focused academic support in the critical areas of mathematics and writing through the Math Learning Center and the University Writing Center. More generalized academic support is provided through Tutoring Services, which offers one-to-one and small group assistance to students throughout the curriculum including programs in supplemental instruction. Academic Support services are offered to students free of charge.

What are your unit's primary strengths?

Foundation Studies: Dedicated and knowledgeable staff, faculty, and student employees; innovative co-requisite approach to Developmental Math and Writing.

Academic Success Centers (ASC): Qualified, certified, trained, and committed student employees; dedicated and knowledgeable staff; good new facilities in which to conduct our work supporting students; a commitment from the university to the importance of the work.

Question 2: How does your unit contribute to the mission of the University?

Foundation Studies & Academic Success Centers: Direct impact on the mission to “build a solid foundation for student success . . . through high-quality, innovative programs” and, internally, we “empower all of our students, faculty, [and] staff . . . to develop professionally, intellectually, and personally.”

Question 3: How does your unit measure its success?

Foundation Studies: **Course completion, retention, and time to graduation.** In corequisite program, measuring **completion of gateway math and english courses** in a student's first 12 months of enrollment.

Academic Success Centers: Course completion, retention, and **graduation rates** are primary quality metrics. Also track the volume of **student use in centers**. Measure **percentage of enrollment (the percentage of undergraduate students at the main campus who use ASC services)**.

Question 4: What are your opportunities?

Foundation Studies: With continued funding, **Raider Academy**, a summer bridge program, has the potential to help Pell-eligible students reduce their time to completion and enhance academic success. Similarly, with sufficient university resources, the **co-requisite program** in Math can be brought to scale in a sustainable way, yielding reduced time to completion and increased retention. Reimagining our **first-year seminar** to make it more effective and attractive for first-year students.

Academic Success Centers: Implementation of **integrated technologies** – the **Raider Academic Progress System (RAPS)** – which will facilitate targeted outreach to students and specific interventions. Broader implementation of RAPS among faculty, along with the current implementation among academic advisors, will enhance communication among those most directly involved in students' academic success. Targeted and enhanced **peer/tutor support program** will need continued and renewed commitment to resourcing, particularly in the area of student wages which are critical to the program.

II. University Academic Advising

University Academic Advising is a centrally administered, locally delivered program, which works with students proactively at all phases of their degree attainment. University Academic Advisors promote

student success through early engagement and outreach, experiential learning, and purposeful collaboration with other student-centered units on campus.

The University Academic Advising is a proactive advising model in which professional advisors reach out to students to provide personalized advice to assist in the navigation through the University requirements, selection of a major, or progression through their degree program. Proactive advising is made possible by the effective and efficient use of technology and predictive analytics to alert the advisor of student performance and needs. A key to this model is a commitment to ongoing professional development for advisors where advisors develop strategies for improving student success and retention. As a result, Academic Advisors actively engage students in the learning process by creating an environment that positively encourages students to take ownership of their academic career by acknowledging and utilizing their strengths and skills and by creating action steps to achieve their long term academic goals.

Integrated technology is a centerpiece to implementing a proactive advising model that ensures that advisors have easy access to timely information that help them serve students in a coordinated effort. Additionally, this technology facilitates case management of students to optimize resources and allow for timely response.

Question 1: What are your unit's primary strengths?

University Academic Advising (UAA): Knowledgeable and committed staff dedicated to cultivating student success; innovative technology that facilitates a proactive advising model.

Question 2: How does your unit contribute to the mission of the University?

University Academic Advising: Contributes to the mission of the University of transforming the lives of students and building a solid foundation for student success by fostering a proactive advising model that prioritizes student outreach, intervention, and support.

Question 3: How does your unit measure its success?

University Academic Advising: **Term-to-term student persistence and fall-to-fall student retention**; executing multiple advising touchpoints to all students on caseloads; monitoring students' **progress towards degree/degree completion**; how many students are seen by advisors each term; (in the future) student survey to measure student **perception of advising services**. Examine number of **credits earned in first year (as well as completion rate of attempted credits)**.

Question 4: What are your opportunities?

University Academic Advising: UAA strives to increase advising resources—both staff and advisor support—in order to help serve more students and manage caseloads to provide for a **proactive advising model**. UAA will continue to optimize its proactive advising model, by improving advising intervention opportunities, utilizing integrated technologies for increased efficiencies, and providing consistency across units to ensure that all students

will have a highly effective advising experience. Continue to invest in advisor growth and development will help to employ high impact proactive practices in advising.

III. University Career Services

University Career Center is the centralized unit responsible for the management of internal and external collaborations designed to maximize: (1) student career outcomes, during the time of degree-completion and at the point of graduation and (2) employer satisfaction regarding preparation of, and access to the talent pipeline. The University Career Center provides student-employment, career development, and access to experiential-learning and career-related employment opportunities guided by the professional standards provided by NSEA (National Student Employment Association), NCDA (National Career Development Association), CEIA (Cooperative Education & Internship Association), and NACE (National Association of Colleges & Employers).

On and off-campus Student Employment programs support college students who need and want to work on-campus Federal Work-Study and regular-pay employment, or off-campus regional job opportunities.

Career Development programs empower students to achieve their career goals through guided identification and assessment of competencies, interests and values related to career choice and work performance. Career Development programs provide occupational information, which aids career and educational planning, career decisions, graduate/professional school plans, and job-search competencies.

Career Management staff facilitate employer relations, linking students and recent graduates with employers and professional organizations to further develop their professional interests and competencies, integrate academic learning with work, and explore professional employment.

The university is in the process of submitting a proposal to the state to implement a career services fee for expanded services that is roughly projected to bring revenue of approximately \$400,000 annually. As such, it is recommended that fee proceeds are used in the first year to hire a Director for University Career Services and to complete the college-related staffing for College of Science and Math and for the new health sciences college. Additionally, in the subsequent year, it is recommend that fee proceeds are used for an additional career counselor. The remaining fee proceeds would fund technology (i.e., Handshake) as well as additional career assessments to provide for a full-scale university wide career services and employer relations function.

Question 1: What are your unit's primary strengths?

University Career Center: Staffed by master's level professionals trained to assist students with career decisions, career preparation and career-related concerns. Staff work closely with the employers. Team members are informed on employment trends, working closely with employers on an ongoing basis. Staff dedicated to professional development. Provide career-related resources connecting students with job and internship opportunities, Career Talks seminar series, information on careers linked with various majors, including employment sector supply and demand information, resources related to specific companies and organizations,

and on-going employer recruitment activities including career fairs and on-campus interviews. Additionally, provide student employment programs, assisting students in obtaining part-time positions, helping students finance their education and gain experience.

Question 2: How does your unit contribute to the mission of the University?

University Career Center: Connects people with people, and people with resources. Empower students to transform their education and ambitions into meaningful work over the course of their lifetime. Educate students to cultivate personal networks that shape their professional journey. Encourage and support the holistic development of our students. Value and promote a diverse and inclusive environment that fosters and inspires students' academic, personal, and professional success; promoting a lifelong relationship with Wright State.

Question 3: How does your unit measure its success?

University Career Center: **Employer satisfaction** surveys. Employer evaluations of **student job interview performance**. Event evaluations. **Student satisfaction surveys**. Student focus groups. Employer focus groups. Analytics of employer and student communication campaigns. Student Employment compliance and data-entry error reporting. Resource utilization analysis.

Question 4: What are your opportunities?

University Career Center: Increased connections and data-sharing with University Advancement division. Completion of college-specific career services model, **centrally managed by the University Career Center**, locally delivered, and integrated with each of the colleges' culture of career development activities, including faculty and employer engagement. Delivery of **early-intervention career education** content via sections of the First Year Seminar courses. Utilize a **Career Service Management Platform (Handshake)** and additional staff resources to enhance employer development and adopt a campus-wide integration of expanded student/employer engagement, **enhanced internships and career opportunities**, and campus-wide data collection and **reporting of first-destination outcomes**.

IV. Student Success Planning & Administrative Offices

The Student Success Planning office provides analysis of data on current high-impact practices in student success. It oversees the planning and technology needed to establish and maintain an efficient and sustainable data collection system; coordinate the collection of and analysis of Wright State University's student success data; and establishes reporting requirements and standardize metrics for student success. Using a strong data-driven approach helps ensure a continuous improvement process that provides agility in the strategic planning process aimed at student success.

The Executive Director for Student Success oversees the division including strategic planning, data reporting, and budgets. The Executive Director's leadership team includes the Assistant Dean for Academic Success, the Director for University Academic Advising, the Director for University Career Services, and the Program Director for Student Success Planning, who together provide the guidance, management, and day-to-day operational oversight of the programs and services of the division.

Question 1: What are your unit's primary strengths?

Student Success Planning: Combining innovation, collaboration, and strategic processes to facilitate and assess student academic success; utilization of technology and data to support student academic achievement; and building cooperative partnerships with campus offices of Institutional Research (IR) and Information Technology (CaTS).

Question 2: How does your unit contribute to the mission of the University?

Student Success Planning: Providing strategic support and assessment of initiatives within the Division of Student Success facilitates cooperative and consistent efforts to uphold the university's mission of transformation and achievement of potential for all students. Supporting an enterprise student success management system (SMSS) helps engage the university community in holistically identifying opportunities to help students achieve greater academic success.

Question 3: How does your unit measure its success?

Student Success Planning: Using data to assess programs and services, developing new initiatives, and researching higher education trends in student academic success. Encouraging campus **utilization of SMSS technology** and ultimately improving student metrics of **persistence, graduation, learning, and career outcomes**.

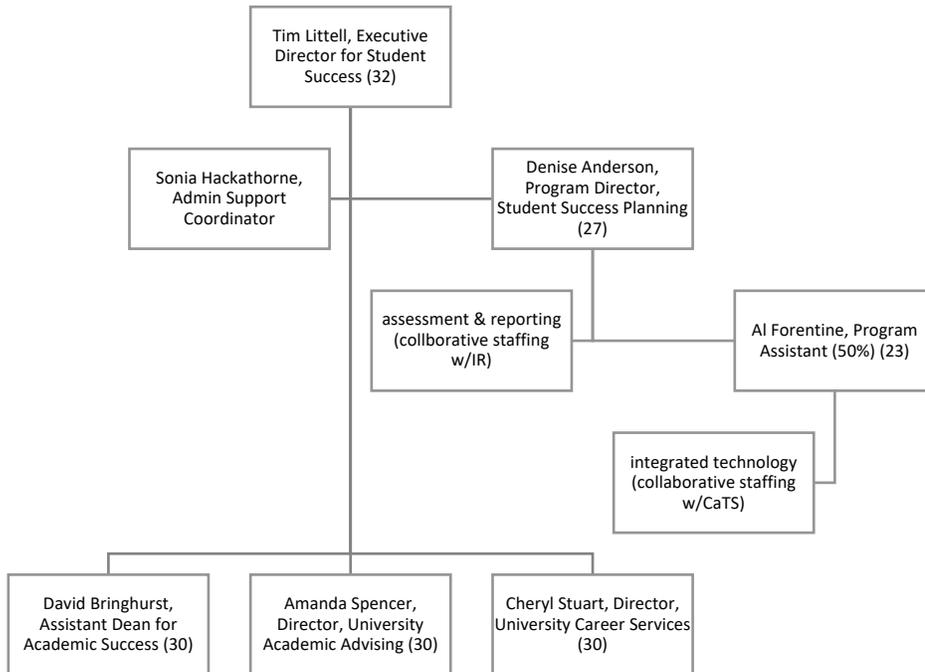
Question 4: What are your opportunities?

Student Success Planning: Developing **stronger and more cooperative relationships** with IR and CaTS strengthens overall university **integrity, governance, and utilization of data**. Enhanced **integration with existing systems fosters faculty and student engagement** with technology to support the academic mission of the university. Strategic support for the Division of Student Success increases efficiencies and provides resources dedicated to helping students achieve their highest academic potential.

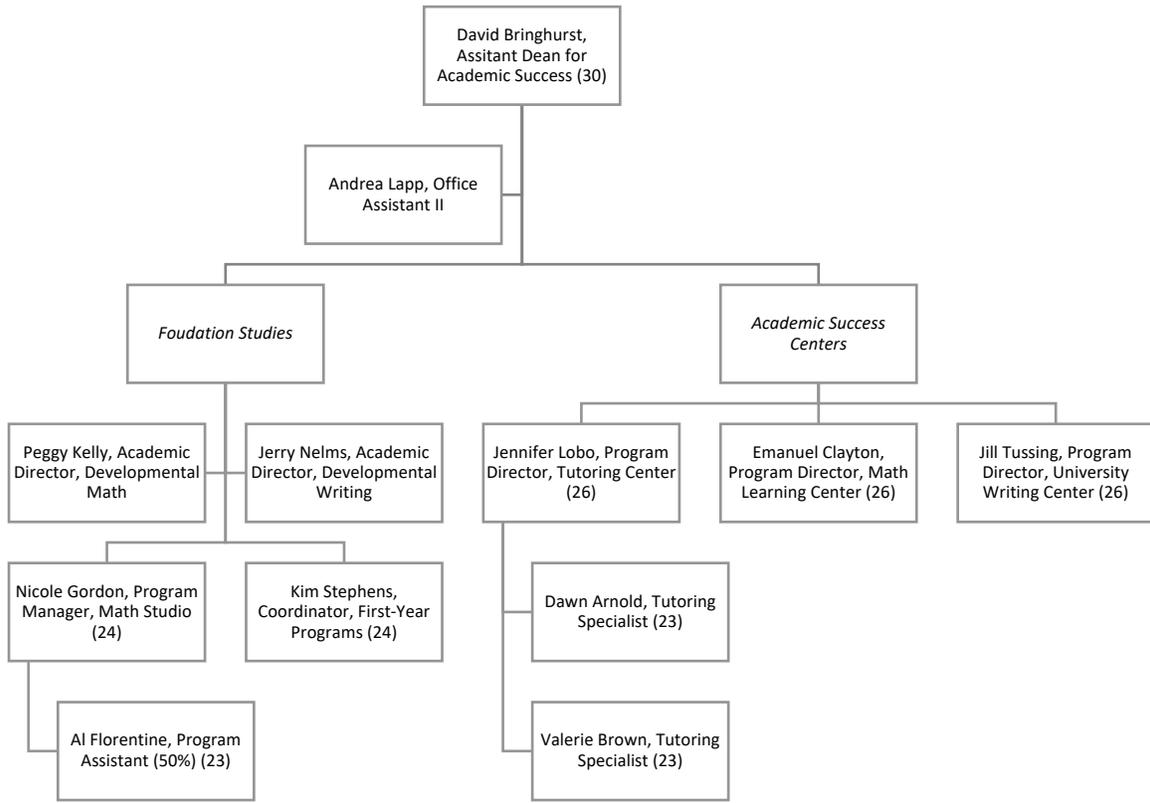
Closing

The Division for Student Success supports the academic mission of the university and supports the strategic plan as it relates to the academic mission of the institution. Alignment of these service units, not only provides for increased efficiencies of programs and services campus-wide, but also allows for synergies that help develop, facilitate, monitor, and achieve the University's student success goals.

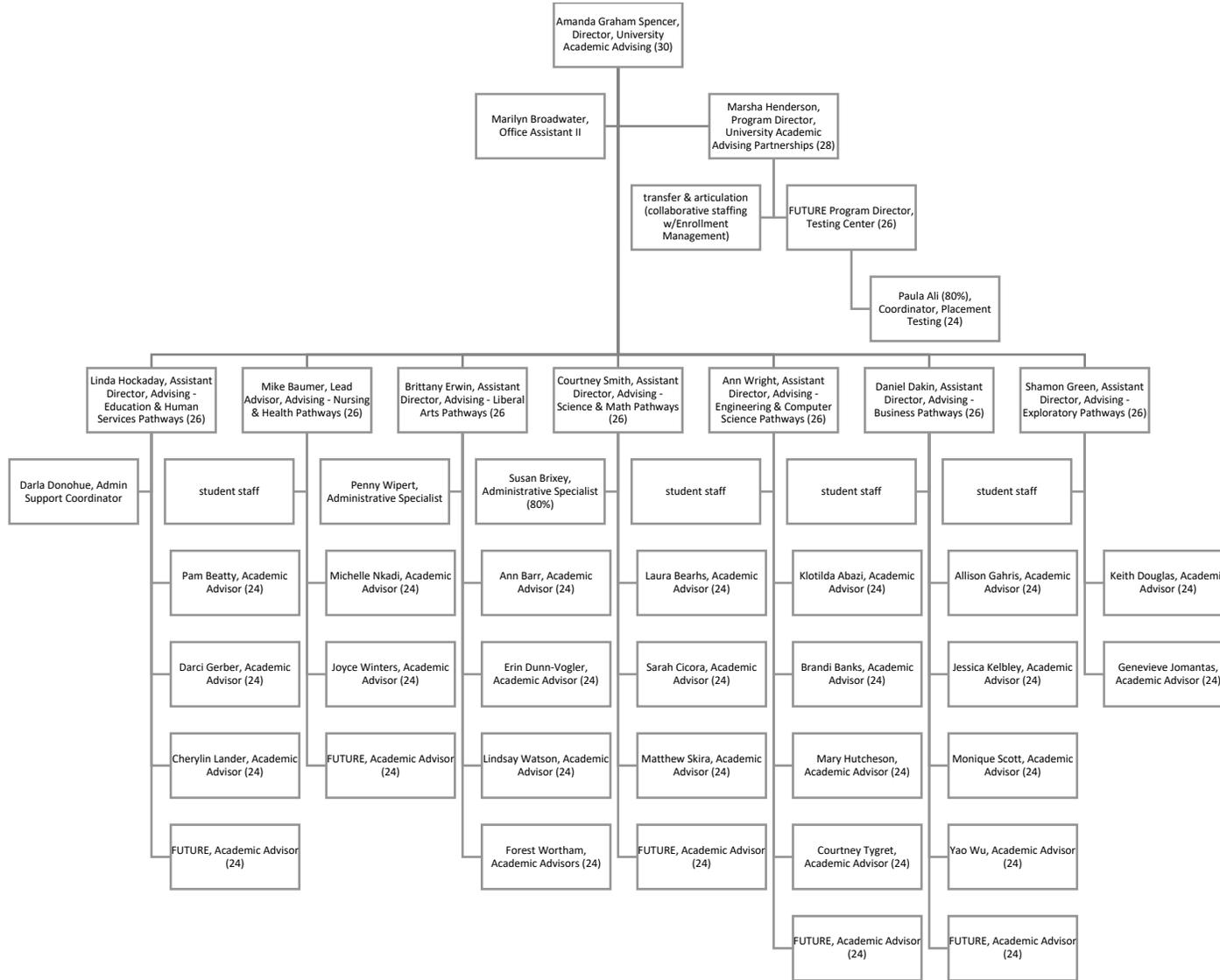
Appendix A –Student Success Planning & Administrative Offices



Appendix B – Academic Support & Foundation Studies



Appendix C – University Academic Advising



Appendix D – University Career Services

