

Strategic Enrollment Management
Persistence & Completion Academy Minutes
October 07, 2019
FMTZ210 1:00-2:00 p.m.

Present: Kimberly Blea, Maria Sena, Benito Pacheco, Caroline Montoya, Lee Allard, and Leon Bustos

I. Discussion with Dr. Susan Wood, Mentor (Third Year Consultation)

- Committee conducted a zoom meeting with mentor to discuss the third year consultation. Discussion included:
 - Caseload management model. Student Success Coaches have a number of students to monitor. University is using majors to determine which students go to which coach. Each student will be on case by case bases. You will not need to have the same number of touches for every single student. Best practice might be to come up with some criteria to determine which students need more vs less visits with coaches.
 - Model also allows the Student Success Center to contact academic probation students. The Student Success Center is developing a checklist to be used by coaches when they are meeting with them.
 - The Student Success Center will obtain a list of the undergraduate students. The center will focus on students that have a 2.5 GPA or below.
 - Lee indicated that once the criteria is met for these students, he will be able to pull a list of students that meet the criteria.
 - Training for the new Student Success Coaches occurred in the Student Success Center. Caroline, Lead Coach, provided training. A more extensive training will occur later during the fall semester.
 - A procedure manual was created by this office. Changes to the success model will be done next fall. They will give themselves one year to evaluate the current process.
 - The implementation of the TutorTrac system will be able to track student while they are visiting the Student Success Center, engaging in campus activities, etc.
 - Another way to track students will be by analyzing data through Brightspace. However, it needs to be clearly defined on how the data will be obtained.
 - Dr. Wood indicated to the team to focus on one report only. As an example tracking with TutorTrac you are able to determine how many students are using resources. How many students are using our tutoring center and follow that to determine if it is assisting in our retention. Place criteria, as an example, students attending tutoring more the three times are more likely to persist. Dr. Wood indicated that the committee should determine a group as a benchmark. The Writing Center, the Language Learning Center, and other departments need to work closely with the coaches. Committee needs to refine how we can work these departments. Dr. Wood suggested having meetings with each department to figure out how to work together.
 - Dr. Wood indicated that a strategy needs to be developed to keep momentum going. She stated that you have to have internal motivation to keep going. One strategy she has used and seen is to start conversation around data. The data needs to be

understood. Once it is understood, then conversation will follow. Everyone needs to interrupt data the same.

1. What are the facts that these data present?
 2. How do we interrupt the data, what does it mean?
 3. What action might it prompt?
- A forum called Deep Dive into Data and Donuts was a suggestion from Dr. Wood.
 - Recommendations from Dr. Wood include:
 - Create focus group. First thing is to create a toolkit for the group.
 - Create an evaluation plan.
 - Track the implementation of strategies
 - Obtain feedback, having quantitative and qualitative data.

II. Debrief

- Focus on additional cohort of student; ARMAS or students at risk. At Purdue University, they developed a list of indicators that are reviewed by the Student Success Coaches.
- Integrate the greater project and be specific on how the model will look like.
- Suggestion was made by Dr. Wood to pilot his program in the spring with a smaller cohort. Can we do a comparison of students that are accessing the clinic, personal services or other comparison groups.
- Think about ways to engage commuter students. These students have a vested commitment to the university. Most 1st generation are identified on campus. 43% of students.
- Committee agreed to look at 1st generation students.
- Identifying strategies for engagements for success coaches, Language Learning Center, Writing Center, HUE, help desk, Athletics, Housing, ARMAS, CARES, Campus Police, El Centro, Outdoor Recreation, and anything outside of the academic offices.
- Dr. Wood suggested conducting a forum called Data and Donuts.
- Focus groups and data collection plan.
- Training-come up with a training plan. Identify what is needed; this year or next year.

Strategic Enrollment Management
Persistence & Completion Academy Minutes
October 8, 2019
12:30-2:00 p.m. FMTZ132

Present: David Esquibel, Kristen Montano, Ricardo Martinez, Benito Pacheco, Caroline Montoya, Kimberly Blea, and Maria Sena

Zoom: Dr. Susan Wood, Mentor, Persistence & Completion Academy

Dr. Susan Wood met with Student Success Coaches (SSC).

I. Student Success Model Discussion with Dr. Susan Wood

- Dr. Wood discussed the coaching model. Some models use peer coaches, however there are challenges with this type of model. Benito indicated that after reviewing the models used by other universities, the professional coaching model was the best coaching model for our university.
- Coaches will visit with peer tutors. Tutors will need to understand the program. SSC have met with the director of ARMAS.
- Coaches need to find all the stakeholders on campus and use as champions.
- Dr. Wood had a conversation with each of the success coaches about how he/she saw his/her role. We need to determine if all coaches are all on the same page. If not, you can be miscommunicating information.
 - Ricardo: help students bridge high school to college, assist with locating other resources for students, and assist students to become successful at highlands by getting their degree.
 - Kristen: assist students to connect them to resources, make students feel comfortable, and help students find answers.
 - David: we are a one stop shop. We are facilitators and we help students with anything that a student needs.
 - Caroline: we are the liaison for the students. We help guide them and connect them with the faculty. We are here to bridge the gap between them and faculty. We help with speed bumps, we are cheerleaders, we provide support and network with them. We can assist with resources on and off campus.
- Benito indicated that they are still developing and molding into what they want to be. He would like to accomplish all the goals that are set for this department. If needed, he will adjust methods to reach these goals.
- One goal is becoming expert on all aspects of the university. Have knowledge base and to be successful in the highlands shuffle.
- Dr. Wood indicated that everyone is on the same page. The conversation we are having now is pretty high level.
- Dr. Wood indicated that the SSC need to identify some low level actions to ensure the model works. Use the vision of the coaches to identify these actions.
- How are you going to address student challenges to use coaches to help them succeed?
 - Contact rate with first time freshmen has been pretty good. New student orientation made connection with 85% of new students. Office is trying to be creative. Communicate with students through social media platforms like twitter, Instagram, etc.

- Coaches should reach out to students on academic probation. Make appointments to meet with them.
- Dr. Wood asked coaches how they plan on attracting students that did not respond to their emails. Coach indicated that the office has created their own zoom links. Students can reach out even if they cannot make it to office.
- Dr. Wood indicated that creating a connection initially with students is very important. Students will often be successful if they have a personal connection.
- Dr. Wood stated that department needs to develop a clear and intentional communication plan. How do this department communicate the coaching model to the campus community? Plan would include emails, text, social media, literature with student support team, and other resources (financial aid, etc). Communication plan needs to be spelled out. If communication is not working with a certain caseload, coaches will need to evaluate and determine how caseload could become successful.
- Benito indicated that the coaching model got off the ground a little late. However, his department has been very intentional. Department has pulled data and has had a conversation about it.
- Dr. Wood recommendations include:
 1. Communication plan to students.
 - a. Consider barriers- what are the barriers you will need to navigate
 - b. Financial aid
 - c. Academic progress
 - d. At risk
 2. Discussion with Administrators
 - a. Benito will meet with EMT. He will discuss program and how results will be shared. Administrators have to be on board.

II. Debrief Discussion after visit with Dr. Wood

- Committee agreed that the program Ad Astra would be a beneficial tool on the academic side. It would prepare course schedules in data informed ways. Program would take personal issues out.
- Committee agreed that the tasks given by Dr. Wood include:
 1. Development of communication plan with students. Toolkit; barriers that exist.
 2. Identifying proactive ways to identify students in need.
 3. Identifying training for other offices.
 4. Find ways to establish communications with other offices.
 5. Brochure with coach information.

Strategic Enrollment Management
Persistence & Completion Academy Minutes
October 15, 2019
Presidents Conference Room

Attendance: Kimberly Blea, Maria Sena, Benito Pacheco, Sam Minner, Max Baca, Ian Williamson, Roxanne Gonzales, and Susan Wood via Telephone

I. Third Year Consultation Review with Administration

- Dr. Susan Wood, Mentor indicated that The Persistence & Completion Academy started in 2016 with Edward, Maria, and Benito. The NMHU team has always been open to suggestions and determining what fits the campus. Dr. Wood indicated that NMHU has a hard working team.
- PC&A project started with the summit conducted by Ruffalo Noel Levitz. During that summit, five cohorts of students were identified. All students were first time freshmen. After reviewing the data and determining the retention impact, the P&CA Committee decided to revamped the program.
- Committee reviewed the retention efforts from Georgia State. Georgia State has a lot more resources than NMHU. Also, the screening of the film unlikely was viewed at a statewide event. This film focused on Georgia State and their retention efforts.
- NMHU has implemented the Student Success Coaching model. The university will look at data this year to potentially add additional supports. The Student Success Center was staffed with one additional full time employee. All coaches will be assigned to main campus and to the undergraduate population. Benito indicated that their office is in the process of meeting with all the Deans and Chairs. Benito stated that there are a few departments that are reluctant to meet. However, his office will focus on the 85% that want to move forward. He indicated that they are off to a good start. They have made progress in professional development. Over 1000 student contacts have been made in the office and face to face. This number does not include telephone or email.
- Dr. Wood indicated that the purpose of this third year consultation is to make plans for the last year of this academy. She is here to offer suggestions and to ensure that there is a plan in place to complete the work. She needs to confirm that there is a sustainability in place, coaches are hired and kept busy, refine data collection, and ensure no barriers are in place.
- Dr. Wood stated that a Sustainability(Communication) Plan needs to be developed. All of the elements are part of communication plan, including the ongoing communication with departments that are providing push back. Student in these departments will be effected. This time next year we will have data. Data can be shared with departments that are not onboard. The critical measure will be how the university is doing. The ultimate measure is retention of the students.
- Retention of faculty and staff confirms that staff and faculty are wanting to be here.
- Investing in human coaches and they connect with students. If you combine that with data, you will have a solid argument.
- Committee needs to communicate to faculty that coaches are supporting them and their efforts. Pieces most valuable to student are career advisement, graduate school, and being on the right track. Other pieces ogment and supplement. Leaving more time to be mentors to students.

- Benito indicated as the model moves along, they will do check-ins with faculty. Coaches are embedded and tied with departments.
- Benito also indicated that he will do monthly check-in at Faculty Senate. We can provide as one of the updates.
- Dr. Wood indicated that routine campus message, two or three lines, can be sent out to communicate the success.
- Dr. Wood would like to see this model presented at the state level and at the HLC Pre-Conference, and/or HLC Conference, this year 2020 or 2021.
- Communication plan-sustainability plan completion.
- Maybe a graphic that represents both ways coaching vs advising. The more information we provide the more successful it will be.
- But with one FTE will be sustainable with years to come. Communicated with tutoring, financial aid, accessibility services, all of those pieces and student affairs.
- Coaching model information will be implemented the upcoming academic year's orientation. Connection between coach and student will be made upon admissions. Undeclared are assigned a specific coaches and might have to transition once student declares a major.
- Communication plan needs to include staff, budget, process for personnel and student barriers. To avoid the highlands shuffle, communicating with academic unit is key. This will reduce impact to students.
- Dr. Wood indicated that highlands needs to stay in front of the dialogue. This model is working on behalf of the student and advocating for students in the end.
- Dr. Wood indicated that in the three conversation she has had with our university, she felt confident. All the questions and concerns have been addressed. Coaches are in place and Lee will provide data. Susan states that the university has clearly done a ton of works getting academic side on board.