

## Transformational Leadership Teams

Impactful Strategies to Advance Student Success Priorities

Strategy Conversation



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## Welcome and Introductions

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Partner Overview and Best Practice Leadership Strategies

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Key Takeaways

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Panel Discussion

## Meet Your Moderators



**Andrina Musser**  
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Connect with EAB

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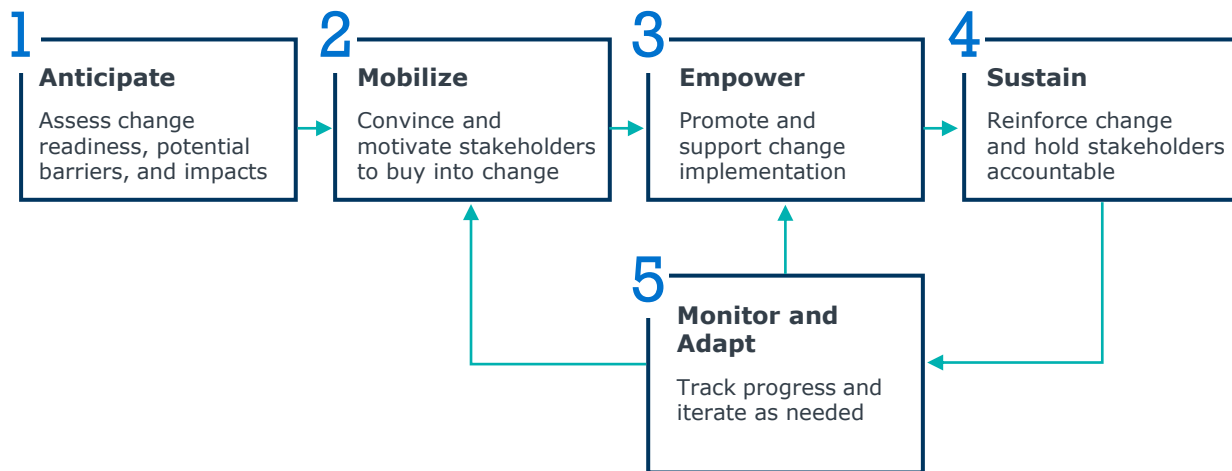
# Structure for the Leadership Team



Leadership Team	Description	Roles
<ul style="list-style-type: none"><li>● <b>Executive Sponsors</b></li></ul>	Ultimate decision-makers for the partnership. Sets the vision for Navigate360 on campus and expectations for value and ROI.	<ul style="list-style-type: none"><li>• Program Sponsor</li><li>• Technical Sponsor</li></ul>
<ul style="list-style-type: none"><li>● <b>Core Leadership</b></li></ul>	Responsible for managing toward goals and priorities. Organizes and owns the ongoing successful operation of Navigate360 on campus.	<ul style="list-style-type: none"><li>• Program Owner</li><li>• App Admin</li><li>• Content Admin</li><li>• AP Admin</li><li>• Technical Owner</li></ul>
<ul style="list-style-type: none"><li>● <b>Process and Workflow Leads</b></li></ul>	Actively support the success of Navigate360 in their own cohort or unit. Define and communicate activities and progress.	<ul style="list-style-type: none"><li>• Care Unit Leads</li><li>• Faculty Champion</li></ul>
<ul style="list-style-type: none"><li>● <b>Key Collaborators</b></li></ul>	Influencers on campus who have an interest in or impact on Navigate360. Provide input and guidance on key decisions and activities.	<ul style="list-style-type: none"><li>• No dedicated role on the leadership team; ad hoc participation</li></ul>

# EAB's Change Management Framework

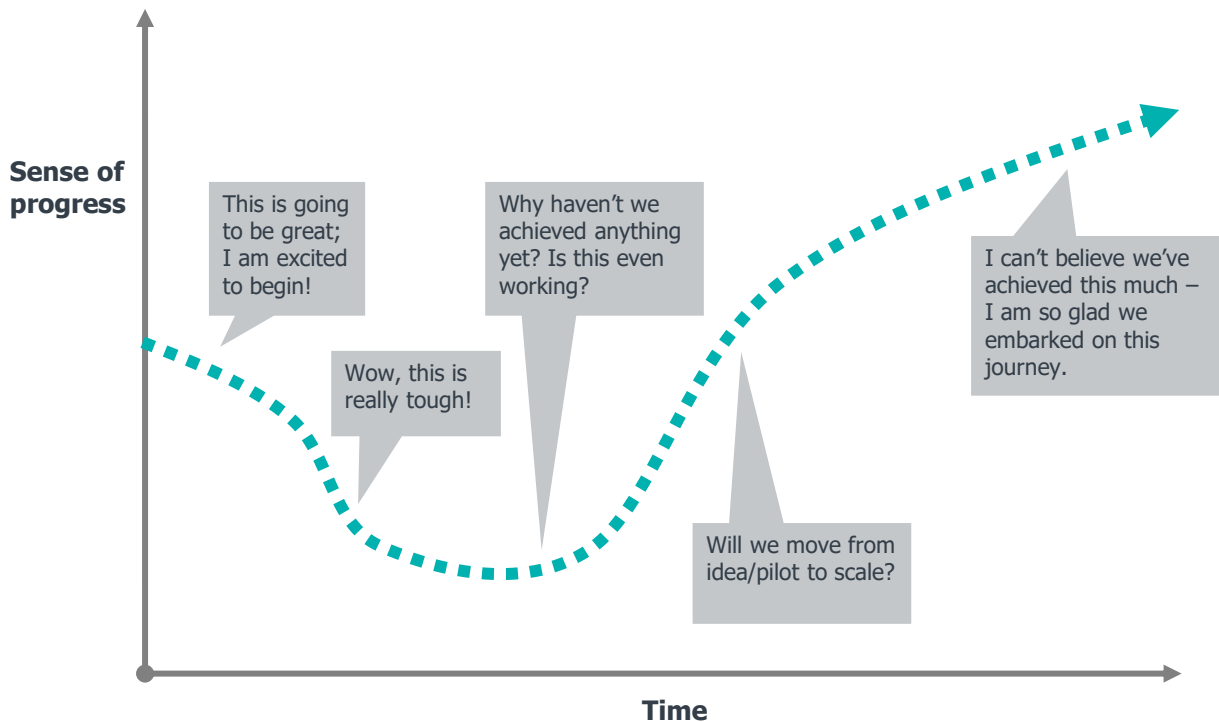
Supporting Higher Ed Leaders Through Change



# Implementing Change: Anticipating Discomfort



Change Management Centers the People and the Goal



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Meet Our Award Finalists

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# Meet the Visionary Leadership Award Finalists



**Dr. Jamii Claiborne**  
*Vice President of Student  
Success*  
Buena Vista University



**Dr. Cheri Maea**  
*Dean of Enrollment Services*  
Germanna Community College



**Dr. Kal Srinivas**  
*Director for Retention and  
Student Success*  
Syracuse University



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## Buena Vista University

Dr. Jamii Claiborne

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# Buena Vista University

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**Dr. Jamii  
Claiborne**

Vice President of  
Student Success



## CASE STUDY

# Buena Vista University

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## Background



Small, private, liberal arts college  
in northwest Iowa



800 Undergraduate  
students and 1,000  
online and graduate  
students



76% retention rate and  
58% graduation rate

## Challenge

- 2017 – unprecedented low in first-to-second-year retention
- Reframing of retention from a student success lens and as an institution-wide effort
- Partnered with EAB and implemented Navigate360 in 2018 and 2019

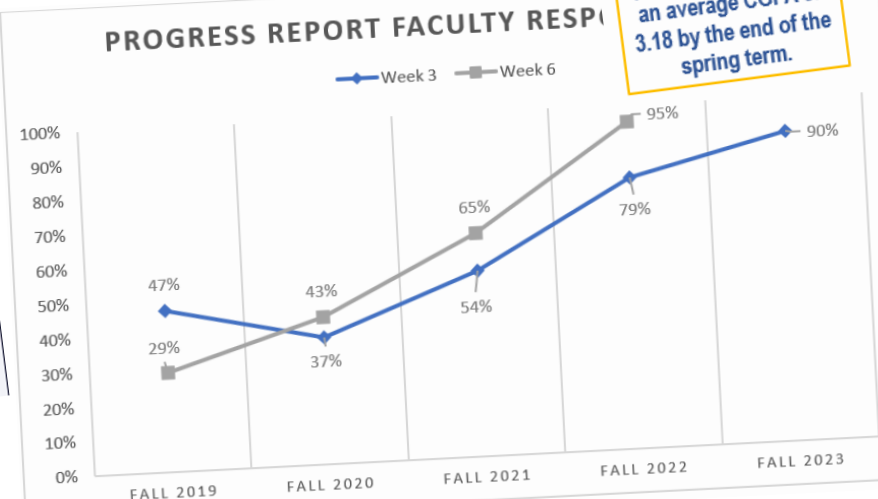
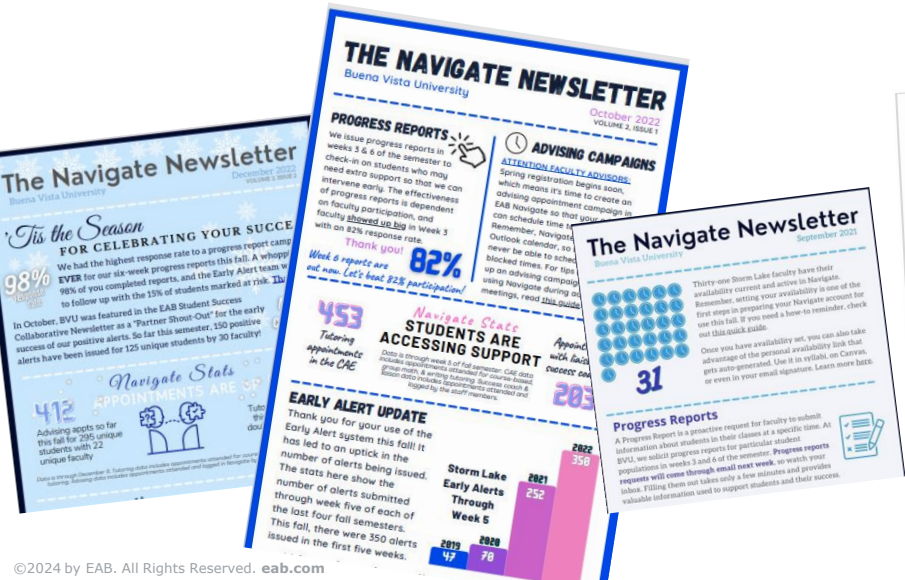
# Framing Tech as Empowering

## Build Buy-In for Faculty

- Sold Navigate360 as faculty's personal advising data hub, as *the* place to go
- Established early-alert case management practices that ensured action + loop closing
- Built trust through transparency + feedback (fall workshops, advisory group)
- Implemented progress reports, set goals, and challenged them to do even better
- Sent Navigate360 Newsletters – share data, feature tech tips, highlight their successes
- Saw the power of positivity – High Five alerts

97%

Students who had a High Five positive alert in 2022-23 had 97% fall-to-spring persistence rate and an average CGPA of 3.18 by the end of the spring term.

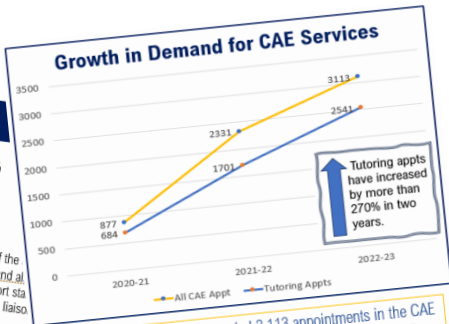
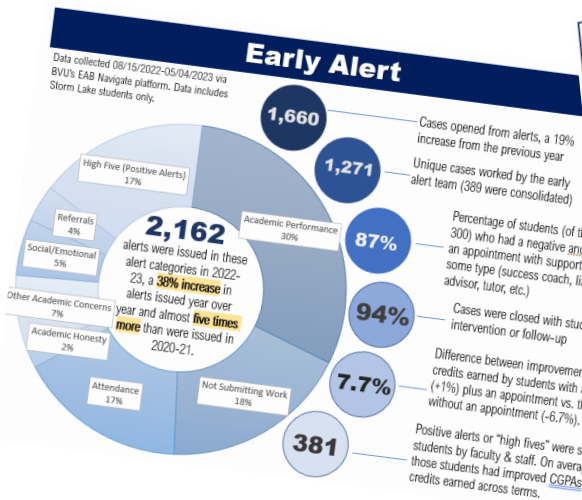
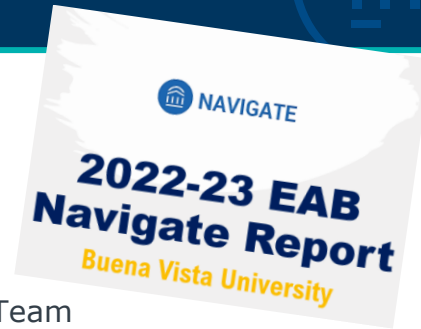




# Collecting, Analyzing, and Sharing Data

## Build Buy-In for Leadership

- Established a data strategy fed by curiosity and improvement mindset
- Data for discovery; data for decisions
- Embraced Navigate360 reports and analytics
- Regular cadence of data reports—semesterly, annually, longitudinally
- Included platform utilization data, plus addition of effectiveness and equity data
- Shared with all levels of leadership—Deans Council, President’s Council, Executive Team



**91%** of students who participated in at least one success coach or liaison meeting persisted from Fall 2022 to Spring 2023

**74%**

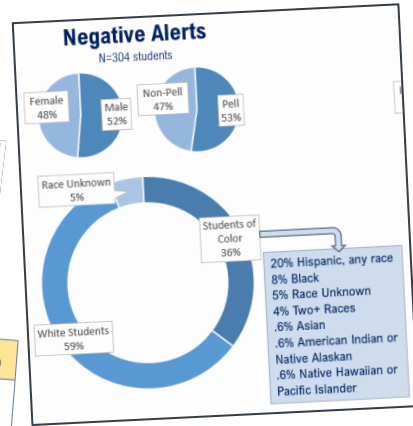
Students who had at least one tutoring appointment during the 2022-23 academic year achieved a final course grade of B- or better in 74% of their classes.

**2.3%** **57%**  
Students who had at least one success coach or liaison appt in 2022-23 improved their CGPA 2.3% from the previous term and 57% had a term GPA at or higher than their CGPA.

**12.6** **87%**  
Students who had at least one appt with a success coach or liaison finished an average of 12.6 credits, or 87%, of their 2022-23 credit hours.

**3,113** Students attended 3,113 appointments in the CAE in 2022-23, an increase of 34% from 2021-22 and 255% from 2020-21.

**2,541** Over 2,500 of the appointments were for academic tutoring, a 49% increase in tutoring from 2020-21 and 272% increase from 2020-21.



# Lessons Learned

## Strive for culture change and stakeholder buy-in by ...

- ▶ Demystifying technology
- ▶ Framing benefits
- ▶ Building trust
- ▶ Being transparent
- ▶ Seeking feedback
- ▶ Showing gratitude
- ▶ Setting goals
- ▶ Sharing data
- ▶ Celebrating success



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## Germanna Community College

Dr. Cheri Maea and Dr. Frank Cirioni

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CASE STUDY

# Germanna Community College

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**Dr. Cheri Maea**

Dean of Enrollment  
Services



**Dr. Frank  
Cirioni**

Dean of Student  
Development



# Germanna Community College



## Background



Midsized associate's college in Fredericksburg Region, VA, part of Virginia Community College System (VCCS)



10,000 + enrollment



65% retention rate and 41% graduation rate

## Challenge

Prior to VCCS's system-wide Navigate360 implementation, Germanna Community College (GCC) struggled with a muddled onboarding process, as well as inefficient advising that didn't focus on long-term academic planning. **"Students were more confused than they were educated."** GCC implemented Navigate360 in 2018.

## Challenge

Use Navigate360 technology to onboard students more effectively to decrease runaround and create smooth and student-friendly processes

### Executive Support and Onboarding



Inclusive Care Units

### Onboarding Redesign and ONE DOOR



Coordinated Care Network

### Application for Graduation



## Solution

Germanna Cares program extends to all current and prospective students and their families, as well as all faculty, staff, administrators, community partners, and guests.

# How We Navigate

Through Many Campus Culture Shifts, Germanna Community College Uses Navigate360 for Everything Now

## BEFORE



## AFTER



- ✓ Early alerts in critical courses
- ✓ Faculty raise alerts across all courses and programs
- ✓ Advising and counseling appointments
- ✓ Enrollment appointments and campaigns
- ✓ Student messaging via Navigate360 email and text messages
- ✓ Student Profile Review in Behavioral Intervention Team (BIT) and Threat Assessment Team (TAT) meetings

# Holistic Student Support

Campus Optimization Work Increased Capacity for Student Support Through Creation of *Germanna Cares* Program

## Germanna Cares

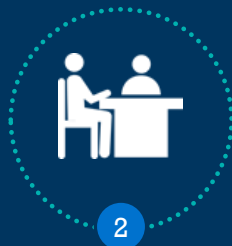
- ★ Childcare Assistance Programs
- ★ Clothing and Personal Hygiene
- ★ Emergency Funding
- ★ Fresh and Nutritious Food
- ★ Housing Resources and Assistance
- ★ Mental Health Support via *TimelyCare*
- ★ Technology
- ★ Transportation



# Strategic Sharing of Success Metrics



Applicant conversion rates increased by **2.89%** Fall 2023 compared to Fall 2022 and **10.75%** Spring 2023 compared to Spring 2022



**27%** increase in Student Services appointments from Spring 2022 to Spring 2023



**301** new households served with a total of **\$2,784,497** since 8/1/23 through the Single Stop program, through which students can make an appointment with a Single Stop counselor

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## Syracuse University

Dr. Kal Srinivas and Hopeton Smalling

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# Syracuse University

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**Dr. Kal Srinivas**

*Director for Retention and Student Success*



**Hopeton Smalling**

*Functional Business Analyst*



## CASE STUDY

# Syracuse University

## Background



13 schools and colleges offering over 200 majors and 200 advanced degree programs



**Undergraduates: 15,421**  
**Graduates: 6,552**

- First-Generation - 18%
- Veteran - 6%
- Students of Color - 30%
- International Students - 13%
- 82% of all students receive financial support



**Cohort Fall 2017 6-Year Graduation Rate – 81.4%**

**Cohort Fall 2022 Retention Rate – 91.4%**

## The Challenge

- Partnered with Starfish in Fall 2015 in response to student demand for an improved advising experience
- *Balancing Act – Students as "data" and students as "humans"*



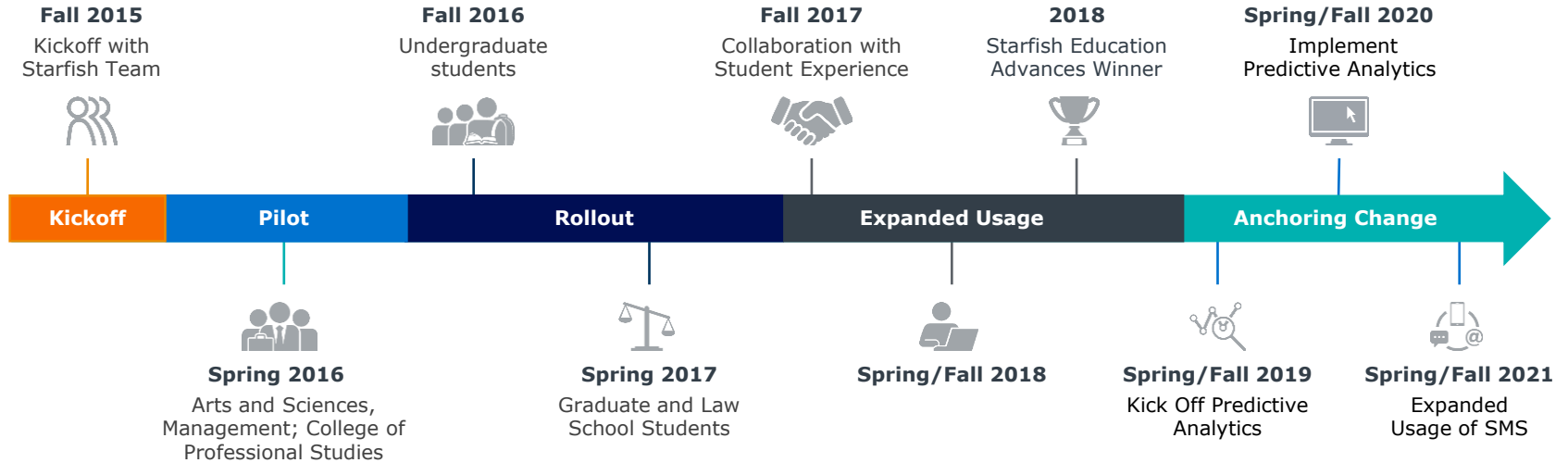


# Early-Alert System—Mapped to Kotter's 8 Steps for Managing Change and EAB Research



# Implementation of Orange Success (Starfish)

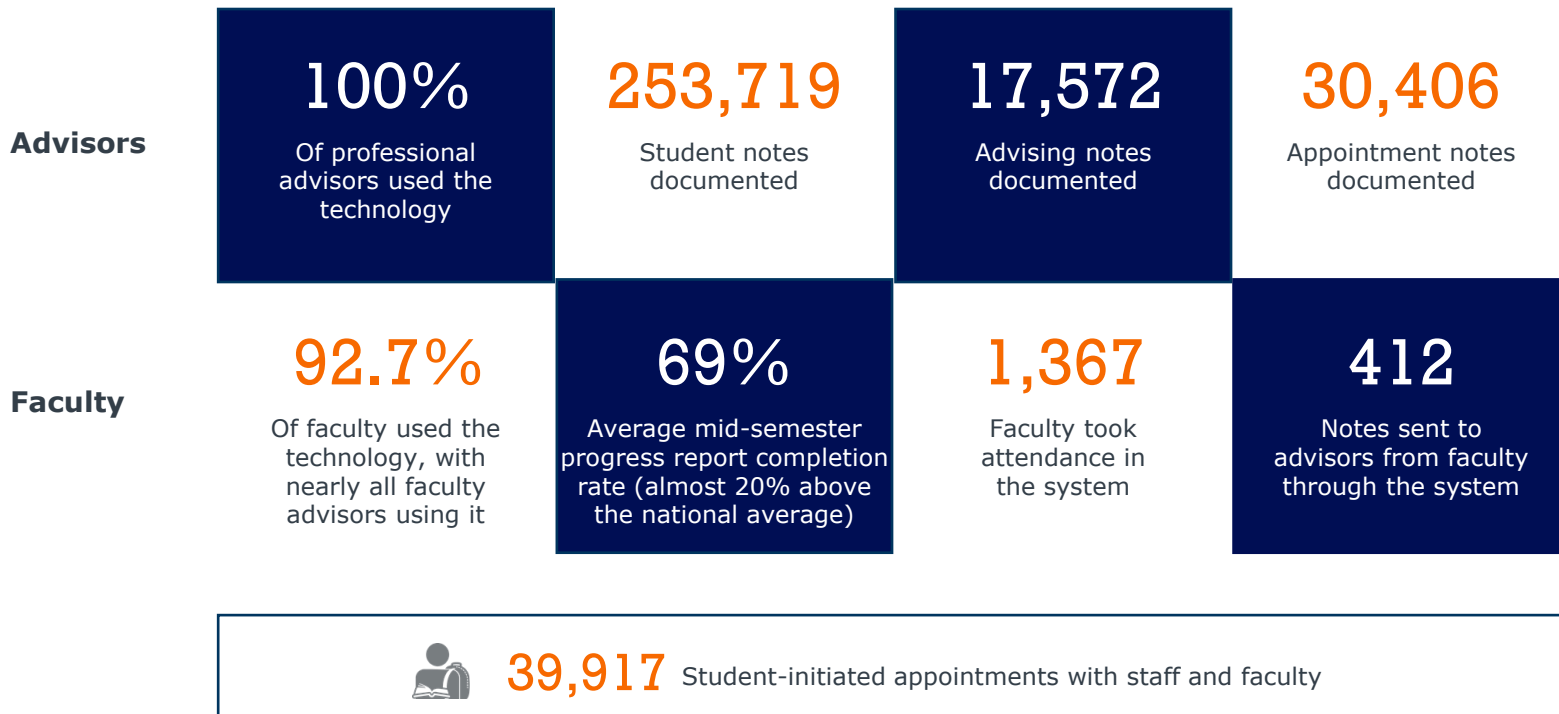
## Sequenced Deployment of Starfish Across the Institution



Accessibility Issues addressed View Orange Success **Accessibility Updates** on the [Orange Success website](#)

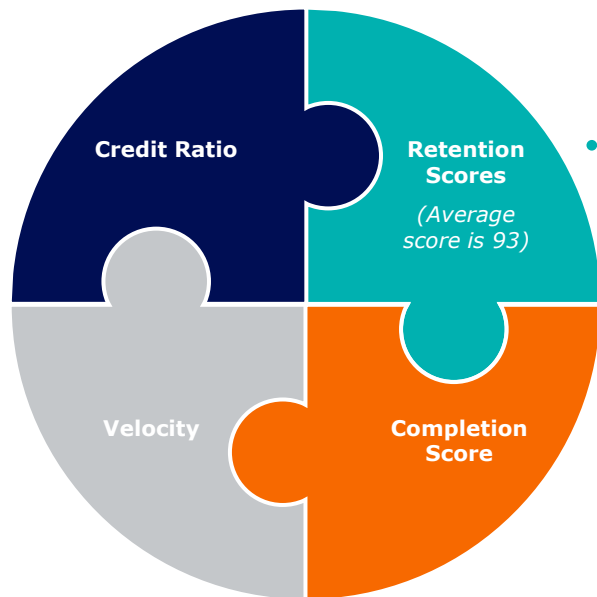
# 2022-2023 Adoption

## Tracking Key Process Metrics to Understand Utilization



# Retention Scores Should Be Viewed Among Other Data Points

Guidance Provided by IR Indicates Leavers Exist in All Retention Score Bands



## Guidance on the Use of Retention Scores

- ▶ 93 to 100: (mean=93): 72% of all students;  
**6% of leavers**
- ▶ 90 to 92: 14% of all students;  
**14% of leavers**
- ▶ 80 to 89 ("murky middle"): 10% of all students;  
**42% of leavers**
- ▶ 70 to 79: 2% of all students;  
**16% of leavers**
- ▶ 0 to 69: 3% of all students;  
**22% of leavers**

# Early Data on the Positive Effect of Nudges

## Early-Alert Review Across 13 Semesters

- Without Nudge Program: Fall 2008 to Fall 2015
- With Nudge Program: Spring 2016 to Spring 2023

## Nudge Program (Spring 2016 to Spring 2020)



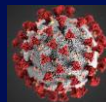
5%

Decline in *F*s received

16%

Decline in *D*s received

## COVID-19 Pandemic Impact (Spring 2023)



13%

Decline in *F*s wiped out

Decline in *D*s received



75.4%

2016 incoming cohort graduation rate –  
the highest since 1989!

## Encouraging Student outcomes (Spring 2023)

23%

Decline in *F*s compared to Fall 2020

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## Key Takeaways

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## Suggestions from Our Panelists

*"Make student success everyone's job and using technology to make that job easier."*

*Jamii Claiborne*

*"Germannanna succeeded for two reasons, we employed the key strategy of using Navigate to speak the language of the student and we were not afraid to change and to try something new."*

*Cheri Maea*

*"**Orange Success** is only a Tool...it is not the tool that supports the student; it is the people using the tool who support the student."*

*Kal Srinivas*



## Technology-Enabled Workflows

- Align to Institutional Strategy
- Redesign and Iterate
- Faculty Adoption



## Strategic Interpretation and Sharing of Data

- Who reviews data?
- How often?
- What is done as a result?
- Feedback and Goal-Setting
- Assessment



## Optimization Work

- Change Management
- Listening and Learning
- Maintaining Momentum
- Navigating Barriers
- Technology Trust
- People and Culture



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## Panel Discussion

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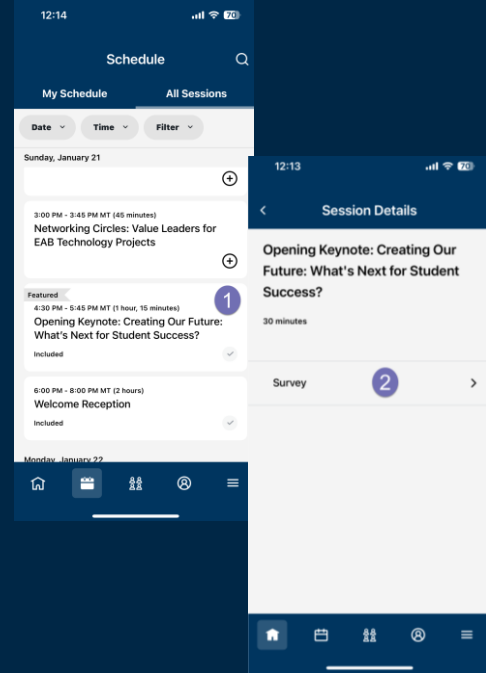
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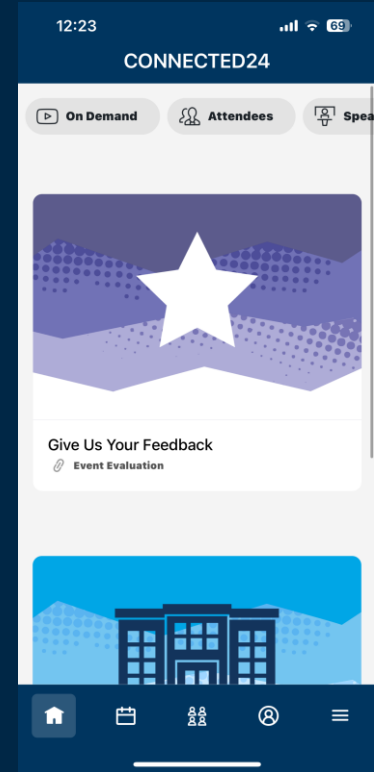


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