What steps can colleges take to foster higher levels of student success?
If you want better results you have to do things differently and change is hard
1. BOT says to the president we have your back, they take a priority of student success
2. Initiating courageous conversations, in order to change things we have to be able to have the difficult conversation
3. Progression through the institution needs to be top priority
4. Willingness to reallocate resources, people, money, space and time-reallocating the way we build agendas and do meetings
5. Leadership needs to be able to mandate things at the front door, make things more prescriptive
6. Thinking about every student walking through the door, achieving equity is not possible unless we have strong leadership
7. Impacting the way policies are created
8. Shared vision through collaborative endeavors every faculty member needs to be engaged with student success agenda
9. There needs to be an integrated approach, this is a leadership issue
10. Professional development most importantly for adjunct faculty
11. Take initiatives to scale
12. Staying relentlessly focused on completions

Josh Wyner-We just can’t look at student success
His book is for sale
It’s not about individual programs being pieced together but about institutional reform
What does student success really look like?
What defines student success in community colleges?
4 factors- focusing on all 4 together
1) Completion of a degree and transfer to a 4 year college
2) Equitable outcomes
3) Learning-i.e. reading for meaning, faculty start at a shared understanding of a learning outcome, deep professional development at becoming a better instructor
4) Post-graduation success, post-graduation labor markets- do they get a BA and a job, are they getting a job with a living wage? Looking at labor market returns. The book address what that looks like.

Davis-
What are structured programs of study?
Faculty across divisions with community partnerships
Building on ramps with service learning that gives them a taste of what it’s like

What’s the evidence?
1) What we have now doesn’t work, student enrollment patterns are chaotic and when we try to figure it out
2) Behavioral economics-force them to choose among 6 or 7 board fields, health care, business, social sciences, give them a chance to explore on a board level, then let them customize their own path,
3) The importance of academic coherence, everything is built towards learning outcomes and if you don’t have this—students aren’t going to be able to write and critically think. Take a look at the Everley Center Carnegie Mellon

4) Organizational Theory—organizations that are really effective align everything to accomplish this mission. We need to get them in the door and get them out. Progression towards outcomes not just completion but further education and employment.

Accelerated Pathways
- Development Ed has been a hindrance for student completions, wasting their time and money
- How do we change this, how do we reform this?
- What’s happening why are they not succeeding?—the long sequences, 2 or 3 semester they may drop out and some complete the first course but doesn’t show up for the next one, so there are these lost points.
- We need to identify their academic wholes more quickly, by developing shorter sequences
- Measuring competency so you fill the whole that need to be filled to get to the next step
- Areas of concern, states are pushing change.

We need to move from a culture of date to a culture of date use
How does all this data make any impact?
Think of it in 3 buckets:
1) Analytics tools— that no one knows how to use them, if we can unpack them and make meaning of it.
2) Human judgment and behavior—integrate psychology and neuroscience of this. WE have to work with human beings on how that data gets in their heads to make judgments of what to do. Feed people, when you begin a meeting, but what is the major problem about how we come together and we are going to talk about data, but we don’t communicate. So we ask that you to do this—ask yourself, what did I do this week to help student succeed? Look at something positive. Kubler Ross—stages of death and dying…. It’s hard to accept a negative truth. So it’s important to frame it with a positive. Always start with a positive, and then switch to the negative make sure people feel safe and positive. Link the data with their jobs.
3) Organizations have habits. But we are not in a habit of presenting data in a recursive pattern. So introduce one piece of data that relates to that agenda and have that conversation.

This is how institutions can then move forward with transformation

Depersonalize decision making
Limiting the set of priorities and then reallocating resources on that

Pathways
You know it when you see it—board areas 6-7 areas
Undecided students then have to choose from one of these to explore and the pathway also shows a default sequence and when you will be taking those courses and what that means financially and where this is going to take you the more the specific the better. If you can lay this out for students for administrators and for BOT then you have a pathway and it’s hard to vet it but you need to make
it compelling enough to explain it in a way that is meaningful and valuable. This is where you are and this where you can be and we are your pathway towards where you want to go.

Union
Town hall meetings
Data summit
Need to engage people
But you cannot do this without a group of committed shared vision
There needs to be courageous leadership
Union
AS
Department Heads
There needs to be a strategy
Human capital strategy-define what it means to be a great instructor, getting the faculty engaged starts to name a north. What are the competencies are we aiming at. Look at Valencia and how they have developed their competencies that faculty decided on. This can affect hiring practices. Can align professional development dollars to this.

When students fail in dev ed class we should not allow students to repeat without an intervention Course re-design helps out with this

Phi theta Kappa- Honors program
Completion contract have students sign it
PTK.org C4