What Success Looks Like

Part One
- Partnership Overview
- The Thriving Framework
- Strategic Themes

Part Two
- Brainstorming Session
- Submission of Ideas
- Next Steps
Credo at a glance...

- **500+** College, university, and association partners since 1995
- **120** Campuses engaged per year
- **200** Partner projects per year
- **2** Key areas of focus: strategic planning & student success
- **200+** Credo team members around the country
Project Overview: Roanoke College

- **MTN Kickoff**
  - May 2023

- **Board Engagement**
  - September 2023

- **Planning Team 1**
  - Fall 2023

- **Planning Team 2 & Leadership Alignment**
  - Spring 2024

- **Leadership Team Retreat**
  - July 2023

- **MTN Engagement Week & Community Day**
  - September 2023

- **Feedback Sessions**
  - Fall 2023

- **Implementation Support**
  - Spring 2024
About MTN

- 5-year partnership
- Strengths-based approach
- Revenue Share
- Delivered individually and in cohorts
MTN Outcomes

CAMPUS CULTURE & STRATEGIC ALIGNMENT

SYSTEMS, PROCESSES, & EFFICIENCIES

THRIVING STUDENTS
What we are Learning from our Student Success Work

• Retention is the byproduct of a fulfilling student experience
• Long term sustainability comes from collaboration across campus
• Campus wide engagement efforts to minimize summer melt
• Focus on the inescapable opportunities for retention
• Understand the difference - Academic readiness & Academic Agency
• Focus on Family/Parents as Retention Agents
• Earlier billing cycle helps students plan and meet expectations
• Academic Advising may be our greatest area of opportunity
• Data needs – What does success look like?
• Understanding the revenue implications for retention
Assessment Approach

• Quantitative data analysis
• Review of Narrative Data Report and Campus Documents
• Individual Interviews
• Focus Group Interviews
• Involvement of approximately 100+ stakeholders
Foundations for Change

- Institutional accountability for Student Success
- Huge wins for retention gains this year
- Genuine care for students and their experience
- New Student Success organizational structure
- Investment in FYE and ROA101
- Technology Investments
- Staff and faculty with many years of dedication
- Deep commitment to the place across the community

Foundations for Continued Evolution
The Work Ahead

- Communication and Collaboration
- Faculty and Staff working together is the way forward
- Build systems and processes
- Investment in talent development
- Evaluate ROA101 and first year approach to advising
- Continue the rollout of Navigate
- Understanding evolving student population
“Hope is a social gift. It does not happen in isolation. It happens in relationship with others. Our connectedness with others is one of the single strongest predictors of hope.”

Chan Hellman, Ph.D.
Professor of Social Work
Director of Hope Research
University of Oklahoma
What gives you hope for students at Roanoke?
Roanoke College
Community Day
September 14, 2023
a range of institutional partners
The Thriving Framework

WHERE thriving institutions focus their energy

HOW thriving institutions do their work

Vision
Culture of Innovation & Planning
Habit of Reflection & Intentionality
Courageous & Collaborative Leadership
Compelling Vision

Thriving institutions experience momentum through a shared, clearly defined, communicated vision.
Mission
What you do... and is long term.

Values
Why & how you do it... and is long term.

Vision
Where you are going... and how you will translate your mission in a 3-5 year planning period.
Institutional Story

Thriving institutions know who they are, know their constituents and influencers, and communicate clearly and strategically.

Who is your primary audience?
How do they perceive you?
How do you want your primary audience to perceive you?
Where is the disconnect, if any?

Brand

The Real YOU
The Perceived YOU
What (relevant) people want
Thriving institutions recognize that the execution of their mission and vision is dependent upon financial health.

- Metrics are established and used for adding and deleting programs.
- The budget process is conservative and predictive financial models are being used to inform decision making.
- The campus is informed about financial literacy in higher education.
<table>
<thead>
<tr>
<th>The Seven Legal Ways to get Resources</th>
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<td><strong>1</strong> Grow more new students, better retention</td>
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<td><strong>2</strong> Raise annual fund, campaign, major gifts, grants</td>
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<td><strong>3</strong> Borrow bond issue, other forms of traditional financing, borrow from yourself</td>
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<td><strong>4</strong> Shift (the hardest way) stop doing something to do something else and/or do less of one thing to do more of another</td>
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<td><strong>5</strong> Focus get more with existing resources through training and raising awareness</td>
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<td><strong>6</strong> Alternate create new revenue streams</td>
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<td><strong>7</strong> Partner a continuum with cooperation on one end and merger on the other</td>
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Pivotal Years for Higher Education
Strategic Planning at Roanoke College
Relating Strategy to Employees

Only 5% of employees understand their company's strategy

Data from: Kaplan and Norton | The Strategy-Focused Organization
Relating Strategy to Employees

9 out of 10 organizations fail to execute their strategic plan

Data from: Kaplan and Norton | The Strategy-Focused Organization
## A Framework For The Opportunity Ahead

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<th>Vision</th>
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<th>Incentives</th>
<th>Resources</th>
<th>Action Plan</th>
<th>Trust</th>
<th>Alignment &amp; Success</th>
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Strategic Planning & Implementation

- Strategic Thinking
- Strategic Building
- Strategic Action
Brainstorming Tips & Tricks for Today

- Differentiate between **strategic** and **operational**
  - Operational – something that helps maintain today and requires attention
  - Strategic – longer-term and future-oriented and eventually become operational
- Focus on **significance** - initiatives that will move the organization forward
- Develop a **culture** of planning rather than an episode
  - Strategic initiatives may have phases
  - Accountability cascades to all levels
- Write down all ideas – no need to debate or edit
- Dream without constraints!
- Work breaks into your brainstorming time as needed
Upcoming Theme Areas

- An Exemplary Institution
- Championing Student Potential & Purpose
- Transformative Educational Experiences

and What’s Missing?
Electronic Reporting: One Person per Group

- ACCESS THE LINK BELOW VIA PHONE/OTHER DEVICE
- SELECT THE APPROPRIATE THEME
- FOLLOW THE QUESTION NUMBER(S) 1-4
- TYPE IN YOUR TOP 10 IDEAS
- PLEASE USE NOTATION STYLE – paragraphs, diagrams, and drawings are hard to capture
- CLICK SUBMIT AFTER EACH THEME

https://tinyurl.com/roanokecommunityday
An Exemplary Institution

To be an exemplar of 21st-century education, Roanoke College must revitalize its environments in a way that builds strong connections. Aligning priorities to support and sustain talent is also critical. Cultivating relationships and increasing fundraising must amplify institutional capacity and promote sustainability. The cumulative result must be an elevated awareness of the college that deepens its attractiveness to students, faculty, staff, and external constituents.

With these opportunities in mind, brainstorm these questions:

1. How could Roanoke raise its profile and elevate its reputation? What are 1-3 things that would indicate that Roanoke is an exemplary college that is deeply attractive to students, faculty, staff, and external constituents.
2. If you could pick a single item as a fundraising priority, what would it be? What should Roanoke spend more / less money on? What ideas do you have to promote relationship building with college and external constituents?
3. Beyond what it already does, what is one thing that Roanoke could do to help you do your job better? What ideas do you have to help the college attract, support, and foster the success of students, faculty, and staff? What 1-2 things could Roanoke do better, do differently, or stop doing to improve operational effectiveness?
4. How would you invest in Roanoke spaces and places to revitalize the environment and build connections among students, faculty, staff, and the community?
As a champion of student potential and purpose, Roanoke College must prioritize and restructure its operations and systems for student success. Collaborative solutions that are student-centered are essential. The College must drive affordability and continuously reinvest in student access, experiences, and opportunities so that Roanoke may be an inclusive place of belonging and the foundation for lives of action, impact, and meaning.

With these opportunities in mind, brainstorm these questions:

1. What is the ideal post-graduate outcome for a Roanoke student? What are 1-3 things that the College could do to promote inclusion and enhance belonging?
2. What kinds of things should Roanoke spend money on to promote affordability and increase access?
3. To deliver better services to students, what could Roanoke do more of? Less of? Or stop doing?
4. Beyond what you do already, if you could do one more thing to help students find their purpose and succeed, what would it be? If you could remove one obstacle to student success, what would it be?
To challenge and support its students to extraordinary success, Roanoke must promote faculty and staff development and focus on a future where the College is even more relevant and community oriented. Program innovation and curricular flexibility are imperative. The College must commit to academic growth and fund new directions that advance opportunities for students, faculty, and staff. Pedagogy that evolves to support the varied and complex needs of its community of learners must be a hallmark of the transformative Roanoke experience.

With these opportunities in mind, brainstorm these questions:

1. What can Roanoke do differently or do better to be a student-ready college where every learner is appropriately challenged and supported inside and outside of the classroom?
2. What kinds of experiences and partnerships have the potential to make teaching and learning at Roanoke even more transformative? What investments can Roanoke make to foster academic and personal growth and meet the needs of current and future students?
3. What 1-2 programs or experiences would you retool to optimize their impact on students? If you could choose one program to add and/or one to fortify, which would it be?
4. What are some of the must haves for faculty and staff development at a student-ready college? If you could imagine an ideal future curriculum, what three things must it accomplish? What are some obstacles to curricular change? How would you address them?

Transformative Educational Experiences
Final Brainstorm

Think about the three themes

An Exemplary Institution
Championing Student Potential & Purpose
Transformative Educational Experiences

Is there something missing?
If so, what is it?