Working with Student Populations and Retention Strategies:

A deeper dive into collaboration and how to get buy-in for new student success initiatives.

Tracy Crippin-Haake

Way Up Conference

"***Women on the Way Up: Embracing Challenges and Creating Opportunities***"

November 2022

Background Information

- Introduction
  - My path to Higher Education
  - What I have learned along the way
  - Take aways
    - Passion
      - Buy-in
      - Share a retention strategy that had a major impact

January of 2020

We are all replaceable
Be hard to replace

Background Information

- Who we are
  - Iowa Valley Community College District
    - Ellsworth Community College
    - Marshalltown Community College
    - Iowa Valley Grinnell
    - Business and Community Solutions

Background Information

- Ellsworth Community College
- Founded in 1890
  - Located in Iowa Falls, Iowa
  - Student Population-728 students

  Fall 2022 Census Data

Background Information

- Marshalltown Community College
- Founded in 1927
    - Located in Marshalltown, Iowa
    - Student Population-1714

Fall 2022 Census Data

Background Information

- Iowa Valley Grinnell
- Established in 1993
  - Located in Grinnell, Iowa
  - Student Population included In Marshalltown's numbers
- Business and Community Solutions
- Located in Marshalltown, Iowa

- **IVCCD Total Student Population FTE=2,056**
Fall 2022 Census Data

Background Information

ECC and MCC offer one-year and two-year career-technical programs as well as Associate of Arts (AA) and Associate of Science (AS) transfer degrees. Business and Community Solutions offers training for business and industry as well as thousands of adult education programs and services throughout the Central Iowa service area. Iowa Valley Grinnell offers both college credit and adult education programs and services.

Iowa Valley Community College District is a member of the **Iowa Community College Athletic Conference (ICCAC)** and the **National Junior College Athletic Association (NJCCA)**. The District sponsors the Ellsworth Community College Panthers and the Marshalltown Community College Tigers.

Men's Sports
Baseball
Basketball
Football
Wrestling
Women's Sports
Basketball
Cheerleading
Softball
Volleyball

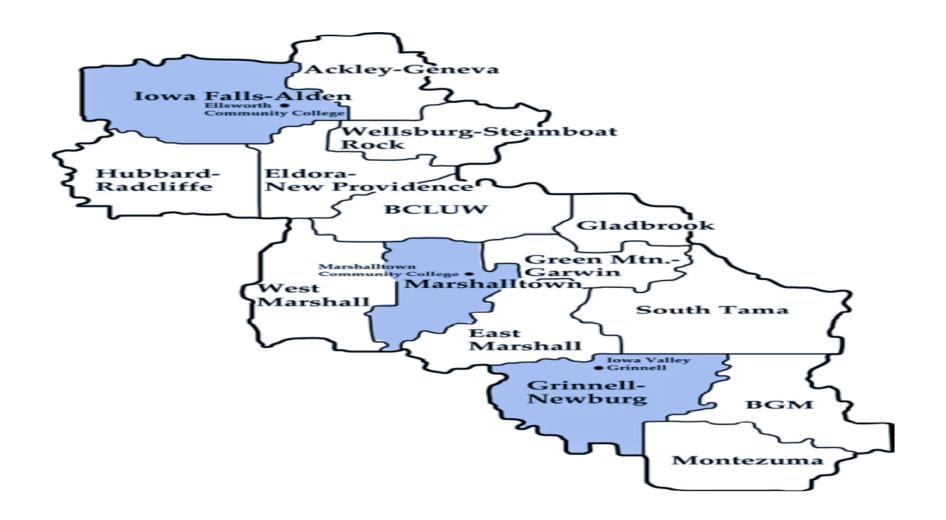**Men's Sports**
Baseball
Basketball
Soccer
Women's Sports
Basketball
Cheer / Dance
Softball
Volleyball

IVCCD Student Housing

Ellsworth Community College	Marshalltown Community College
Wall Hall	*MCC Student Apartments*
Co-educational	North & South building
104 Student Capacity	12 Suites Each
Thompson Hall	Four residents per suite
Men's Residence Hall	East building
192 Student Capacity	15 Suites
College Apartments	Four residents per suite
Co-Educational	156 Total Student Capacity
Four residents per apartment	All Co-educational
76 Student Capacity	
College Suites	
Co-Educational	
39 Student Capacity	
Three single units	
Four residents per suite	

Strong Support

- Foundation offices
- Bond Referendum passed in 2019
- Student Support Services-wrap around-align as a district

Embracing our Challenges: As we continue to see declining graduation rates and declining enrollment rates in higher education across the country, it is even more vital to retain the students we recruit.

1. Where do we begin, 2. How do we get buy-in from across campus, 3. what best practices truly are best practices for our institutions and how do we know what works?

Where to begin?

IVCCD Mission, Vision, and Core Values

IOWA VALLEY COMMUNITY COLLEGE DISTRICT

MISSION

Iowa Valley Community College District is committed to providing quality learning experiences,
ensuring student success, responding to diverse community needs, and building community partnerships.

VISION

We will serve our communities as the essential catalyst for educational and economic vitality.

CORE VALUES

Educational Excellence We believe in helping students achieve their goals by offering distinctive educational programs and support services in a stimulating environment, accommodating different learning styles, valuing diversity, and preparing them to be successful citizens in a global society.

Leadership & Communication We believe in challenging everyone to take responsibility for demonstrating frequent, effective, and transparent communication. Our strength and integrity depend on our willingness to be accountable and respectful to each other and our stakeholders.

Partnerships We believe in constructive effective alliances to create educational opportunities, strengthen our communities, and foster economic development

Recognition & Success We believe in recognizing our students, employees, and community members for contributions and outstanding achievements that align with our Vision, Mission, and Core Values.

Growth We believe in maximizing resources and encouraging innovation and planning to meet the evolving needs of students and stakeholders.

Quality We believe in continuous quality improvement in all that we do.

IVCCD KEY CORE COMPETENCIES

- Commitment to student success
- Cultivating stakeholder engagement
- Dedicated workforce
- Excellence through continuous quality improvement

Personal Core Values

- Authenticity
- Accountability
- Achievement
- Adventure
- Authority
- Autonomy
- Balance
- Beauty
- Boldness
- Compassion
- Challenge
- Citizenship
- Community
- Competency
- Collaboration

- Contribution
- Creativity
- Curiosity
- Determination
- Fairness
- Faith
- Fame
- Friendships
- Fun
- Growth
- Happiness
- Honesty
- Humor
- Influence
- Inner Harmony

- Justice
- Kindness
- Knowledge
- Leadership
- Learning
- Love
- Loyalty
- Meaningful Work
- Openness
- Optimism
- Patriotism
- Peace
- Pleasure
- Popularity

- Recognition
- Religion
- Reputation
- Resilience
- Respect
- Responsibility
- Security
- Self-Respect
- Service
- Spirituality
- Stability
- Success
- Status
- Trustworthiness
- Wisdom

My Core Values-what are yours?

❖Leadership and communication

❖Partnerships

❖Recognition of staff and students

❖Growth and sustainability

❖Continuous quality improvement-Excellence

❖A diverse and inclusive culture

How to get Buy-In?

Buy-In

- Have a clear vision/proposal

- Let others know their value

- Explain the why behind the project

- Let others know the process and not just the result

- Follow your mission, vision, and core values

- The Tribal Leadership Model

- A personal connection to your work

Buy-In

All 4 must exist regardless of OUR role

- Expectations

- Support

- Assessment and Feedback

- Involvement (faculty, staff, and peers)

Expectations

- If students need clear and high expectations and so, do the rest of us!

- Student Success does not occur by chance

- Along with our students we must be:
  - Intentional
  - Structured
  - And have systematic processes that involve everyone!

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Expectations

"Effective institutions provide a clear template for the actions of all its members: students, faculty, and staff alike, they establish structures within which various parts of the organization relate to each other and together impact student success. They address systematically each of the conditions shaping student success and do so over the full course of student progression through the institution. Finally, they are proactive."- Vincent Tinto

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Expectations

- Expectations in all areas is broad
- Examples
  - The colleges as a whole
  - Program of Study
  - Success in a Course
  - Service outside of classes

Best Practices and Buy-In

- Best practices are only best practices if they work for your institution.

- Academic Engagement in the classroom
- Social Engagement outside of the classroom

Both matter

Tried and True Best Practices – Buy-In

Onboarding, Orientation, advising sessions, financial aid, and financial support, college experience, academic support, technology support, office hours, social support, peer mentoring, early alerts, strategic plans, service learning, staff, and faculty development, food pantry, housing, communication, language resources, DEI, campus safety, mental health, community support and family support. (the list is and should be never-ending…..)

"ACCESS WITHOUT SUPPORT IS NOT AN OPPORTUNITY"-Vincent Tinto

But First….

Please share your own experiences at your institutions.

- Share a few of your top student success strategies

- Name 1 student success initiative you would like to implement on your campus

- 1 Representative will share from each table

Expectations

- Think about your role
- One major student success strategy

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Leadership

- You can't lead where you won't go,
- You can't teach what you don't know,
- You can't be what you are not,
- You can't give what you don't have.

Make it personal……..

October of 2022-ICCLI

Making it Personal

- Share a picture of your favorite child
- Why do you love this child?
- 60 Seconds

 (Credit goes to Dr. Jessie Ulrich, President, Iowa Central Community College).

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Build your Tribe/Team

Tribal Leadership

Leveraging Natural Groups to Build a Thriving Organization

Dave Logan, John King, & Halee Fischer-Wright

What is Tribal Leadership?

Disclaimer-"In the West, the word 'tribe' is increasingly being used to represent a social unit, bigger than a group but smaller than a society."

- Every organization is like a small town

- Tribal leaders focus their efforts on building the tribe and upgrading the culture

- Tribes and leaders create each other

- A small college is a tribe, a large college is a tribe of tribes

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What is Tribal Leadership?

- You only focus on 2 things
  - <mark>The words people use and the types of relationships they form</mark>
- You can move forward only by bringing your team with you. Teams are more influential than individuals
- People collaborate and work toward a noble cause propelled by their core values
- The entire team shifts to seeking out leadership
- The sense of belonging leads to employees who stay
- The tribe or team teaches each other, and tribes and teams become more alive

Tribal Leadership Stages

- Stages
  - Stage 1-Life Sucks
  - Stage 2-My Life Sucks
  - Stage 3-I am great
  - Stage 4-We are great
  - Stage 5-Life is great

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Stages

- Stage 1-Life Sucks-Alienated from others
- Stage 2-My Life Sucks-Separate from others but surrounded by people who seem to have some power
- Stage 3-I am great-you are not (people striving for dominance)
- Stage 4-We are great-even if I am not great, we are great
- Stage 5-Life is great-these folks form ever-growing networks

Suggestions to move Stages

- Stage 1-Life Sucks- Encourage this person to go where the action is
- Stage 2-My Life Sucks-Encourage them to make friends with stage 3 and how their work makes an impact
- Stage 3-I am great-Encourage them to work on projects that require a team to accomplish
- Stage 4-We are great-Encourage bigger projects and work with a network with the same aspirations
- Stage 5-Life is great-Everyone takes great pride in the Tribe/Team and sets an example of leadership

Tribal Leadership

- A large team will have several cultures and stages operating at one time-start small. Depends!
- NO matter what stage we are all valued-we all have gifts
- Work one-on-one with people and build trust
- We never address anyone by the stages
- Sometimes we must move people at certain stages to other positions
- BUT we never change the goal
- Let every one lead with their own core values and that of the institution

What?

January of 2020-Time of change

An example of at-scale change that needed to happen

- Grades and attendance at IVCCD
- Only a few had access to attendance data
- Only a few had access to grades and grades were only tracked twice
  - ❑ Midterm
  - ❑ Finals

How?

New to the institution

- Change at scale?

- Learn the culture!

- Build relationships (paying attention to language and behavior (Stages)

- Start small- get some wins to build trust

- Rinse and repeat

BIG at Scale Change

EAR
Cohort Reports

EAR 2.0

EAR 2.0

Built into our Learning Management System (Canvas)

A + Attendance

Started with a Beta Product and a pilot group in the summer of 2021

IVCCD EAR 2.0

We wanted a holistic view of our students <mark>(all in)</mark>

- Student's contact information (phone, address, email)
  - Schedule
  - Grades
  - Attendance
  - Advisor
  - Risk Factors/Holds
  - Picture
  - Athlete
  - TRIO SSS
  - Campus Housing

EAR 2.0 cont.

- Email the student within the alert
- Multi Update
- Automatic updates
- We can get a clear picture of the student's status in one screen
- If a student is failing one class, chances are they are failing another.

EAR 2.0 cont.

- Reporting tools
- And back-end assignments for early alert managers
- In the future we will be able to text a student and share our calendars to make appointments. (J1 upgrade)

- And the best part? This was all done at IVCCD.
- Rolled out to everyone Fall 2021
- But there is more…..

IVCCD Cohort Report

- Alerts are a wonderful tool - Reactive
- But we need to track our students <mark>weekly</mark> - Proactive
- The first 3 weeks of the semester are THE most crucial
- We do not want any student to fall through the cracks
- Cohorts keep us accountable

IVCCD Cohort Report

- Pulls data out of Canvas and A+ attendance built out of our EAR 2.0 system
- Automatically generated and sent to every advisor/coach in the district every MONDAY
- From week ONE throughout the semester
- Holistic view of our students every week (not at midterm)
- Faculty to update grades and attendance weekly (Friday)

IVCCD Cohort Report-Example

IVCCD Cohort Report

Color Coded

Pink-Grades

Orange-Attendance

Red-Grades and Attendance

This allows us to prioritize contact

Feedback Both Tools

- "This makes our lives easier"
- "This is a game changer"
- "Pictures help us get to know students"
- "Because of the pictures I can find students in the café and the Hub"
- " We used to have to have the student in our office to see their   grades and now we can see their grades when needed"
- "We can see the contact information in seconds"
- "Wow"
- "We have seen a huge uptick in the number of students we are seeing for tutoring services"

Results

- At ECC academic Terminations (students dismissed for failing to reach academic progress) went from 65 students in the fall of 2020 to 39 in the fall of 21, a drop of 40%.

- At MCC academic terminations fell from 84 students in the fall of 2020 to 51 in the fall of 2021, a drop of 39%

- While we can all agree that there are multiple factors involved in student success and retention at an individual and institutional level. And that this is just a piece of the larger puzzle, the reduction in dismissals was so significant and similar at both campuses, that we may strongly suggest that the new systems have had a positive impact on student success.

What We Learned

- We have to take our time and build trust
- Get small wins first to build trust
- Communicate (know your tribe)
- Training, training, and more training
- Make it easy!
- What can you do for them to help them, help students?
- We are a tribe/team with the same goal. Life is great and we are winning!

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What We Learned

- Mission, Vision, and Core Values

- Expectations

- Assessment

- Feedback-listen to other ideas

- Use criticisms to your advantage

- Leadership

- Rinse and repeat

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What is Next?

- Organize your time and manage it as best you can so you can continue as leaders to work on the bigger picture

- Do not get bogged down by small tasks

- Ask your leadership team for support once you have that buy-in so you can move to the next big shift and project.

- Never stop leveling up and learning
  - This is how you become hard to replace

- Finally
  - This is how you become the college you send that child you love to

Final Thoughts

- How to build relationships for buy-in
- Move the needle on student success
- Embrace Challenges
- Create Opportunities

Questions and Discussion

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THANK YOU!

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