Implementing New Student Onboarding at a Multi-campus Institution

Transforming the student experience and lessons learned along the way!

Presented by: Mary Branton-Housley and Rachel Davis
• Service area covers 8382.54 mi²
• Service area population 2,173,554
27,728 Unduplicated headcount (AY2016)

52% First Generation Students

55% completed the FAFSA (AY2016)
41% of those were Pell Eligible

80% attend part-time (<12 credits)

24% Underrepresented
69% Caucasian
4% Unreported
Socio-Economic Rationale

The Challenge in Front of Us

Baccalaureate Degree Attainment by Age 24 by Family Income Quartile

Institutional Rationale: FRCC (3-year measure)

(Success Rates: 3-year cohort all incoming students, FRCC IR, 2016)
Strategic Priority 1: Student Success

- **Goal 1a:** Increase retention, transfer, and graduation rates
- **Goal 1b:** Close the graduation and transfer gap between white students and students of color
- **Goal 1c:** Ensure that all students have the skills to be successful in either the workplace or further education
- **Goal 1d:** Close the course persistence gap between online and on-campus students
Timeline Development

Student Success Task Force was convened

2014-2015

Developed the Guiding Principles and five proposed initiatives

5 recommendations presented and approved by Cabinet

2015-2016

• Student Success Committee was established and inaugural meeting held
• iTeams established and first meetings held

Accepted into the AACC Pathways Institute

Implementation and rollout

2016-present

Commitment to implement by Fall 2018
Foundational Ideas & Guiding Principles

Moving from SSTF to a Student Success College, initiatives will...

• be college-wide and connected
• break down traditional silos & integrate Instruction with Student Affairs
• stem from a college culture focused directly & significantly on increasing graduation and transfer rates
• will be implemented at scale and assessed
• will be implemented by CW teams with representation from key stakeholders and leadership
Foundational Ideas & Guiding Principles

Student Success Committee Foundational Ideas

• Focus on making FRCC student-ready!
• Design with equity in mind from the onset.
• Design or modify systems and processes that support and simplify the student experience.
• Design to defeat the rubber-band effect.

Guided Pathways Essential Practices

• Clarify paths to student end goals
• Help students choose and enter a pathway
• Help students stay on a path
• Ensure that students are learning
The Student Experience

Student Success Initiatives
moved into implementation

Onboarding

- Supported Registration
  - Register for English with Course
- MAPs Introduced
- Pre-orientation (Admissions & Outreach)
- Orientation (Student Life)

First Semester

- Connect with Faculty in CAC
- Connect with Pathways Advisor 3x in First Semester
- Orientation (Student Life)
- No Late Registration
- 1st Day Counts!

First Year

- Student Success Course in ENG 121
- Math course offered with a Supplemental Instruction leader
- Programming within CAC (Faculty & Student Affairs)
- Active Learning, Growth Mindset Pedagogy in Classroom

30+

- Enhanced Recruitment based on CAC
- Wolf Welcome CAC Intro
- Programming within CAC (Faculty & Student Affairs)
- Development of 30+ Experience
Five Recommendations approved for implementation by Fall 2018

• Implement On-time Registration
• Implement MAPS
• Implement Pro-active Student Support (PASS)
• Implement a mandatory student success course
• Implement a *mandatory onboarding process*
“Setting the Stage”

- Multi-campus coordination of initiatives required
- Must integrate/collaborate with applicable initiatives: MAPs, PASS (Advising model, CACs), On-time registration
- College leadership has given a 6 month timeline from start to roll-out
- You are given existing data about student body, student learning outcomes, and implementation recommendations to guide development of the project
- There is one new staff available for the 3 campuses. This person primarily manages online orientation and to launch new technologies
Implementing an Onboarding Process -
Set Up and Structure

Culture change:

• What might intentional change management look like at this institution?
• What is important when redesigning a college process?
• What would you need from college leadership? What types of decisions are needed and when?

Logistics and coordination:

• What do you want to do for online vs campus-based students?
• What is the target population for Phase 1 of the roll-out?
• How much of the process must be consistent across the college vs. campus-based nuances?
• How do the ideals of the iTeam plan translate to what leadership believes is the best path?
What actually happened at FRCC –
Set Up and Structure

**Culture Change:**
- Encourage leadership to trust the process and the people
- Got a clear understanding of at which points leadership needed to weigh in
- Access decision which lead to the need for NSOs to be interchangeable
- Implemented to scale
What actually happened at FRCC –
Set Up and Structure

**Logistics & Coordination:**
- Cabinet Decisions Made -
  - Length of NSO sessions
  - Target population
  - Online orientation vs in-person orientation
    - Who is required to do which orientations
- Budget
- What processes would live with which offices
- College-wide consistency
- Which offices would be involved and to what extent
- Steering committee/sub-groups
- Identified check in points
Implementing an Onboarding Process - Resources

Culture change:

• How do you identify keys partnerships and in what ways do you develop those partnership across all constituency groups (e.g. faculty, student affairs, etc.)?

• How do you establish urgency on a tight timeline? – think about the level of coordination across 3 distinct campuses

Logistics and coordination:

• What type of resources are needed to accomplish large-scale change?

• What does the workflow look like when multiple offices are involved in the full Onboarding process
What actually happened at FRCC – Resources

Culture Change:

• What human capital needed within Student Affairs? Who would manage the parts of the process?
• Faculty and staff support outside Student Affairs
• Communications to campus
What actually happened at FRCC –

**Resources**

**Logistics & Coordination:**

- Determined how budgeting would be setup
- What needed to be acquired/designated?
Implementing an Onboarding Process -
Managing the Unexpected

Culture change:

• How do you rally and maintain a high level of motivation with involved teams? With the college as a whole?
• What blind spots should the institution be aware of?

Logistics and coordination:

• What are uncontrollable things that impact implementation?
What actually happened at FRCC – Managing the Unexpected

**Culture Change:**

- Faculty Pushback
- Change in roles – “staying in our lanes”
- Sub-team Co-Chair Model
- Gaps in information & understanding of implementation expectations
What actually happened at FRCC – Managing the Unexpected

**Logistics & Coordination:**

- Loss of staffing
- Change in day-to-day work structure
- HLC Accreditation Visit
- Migration of CRM System
What are the **WINS**?

- **5740 Learners Completed Enrollment Checklist**
- **74% registered during the in person NSO – Larimer Campus info only**
- **Approximately 1460 were served at in person New Student Orientations**
- **75% of those who completed the Online NSO are registered**
- **2542 Learners completed Online New Student Orientation**
The Student Experience – what motivates you to complete?

- My family and future
- Financial Security
- To get my degree on the wall
- Knowing I am worth great things
- Investing in myself
- To be greater than the environment I grew up in
- Optimism, hope, hunger, and will
Student Voices – What are you hoping to achieve?

“A better understanding on what college is and what it has to offer me to **better my life goals** and accomplishments.”

“A career that can bring me enjoyment while also being **secure and self-sufficient**.”

“A foundational education to provide me the skills and knowledge to further myself in scientific and healthcare studies. I am hoping to achieve an education, because I believe the **world needs more educated, empowered women**.”

“My goal is to **lead my generation** to go to school to achieve what they want and desire.”

“As of right now I am not planning on attending a 4 year school, however I wanted to take a class at Front Range to try out the college experience and decide if I want to **change my mind** about attending a 4 year school.”
The Foundational Ideas are still true!

• Focus on making FRCC *student-ready*!
• Design with *equity* in mind from the onset.
• Design or modify systems and processes that *support and simplify* the student experience.
• Design to defeat the rubber-band effect.
What will success look like?