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| ***STUDENT SUCCESS INITIATIVES* – ENROLLMENT AND STUDENT SERVICES – 2020-2021 ANNUAL REPORT** |
| **OVERVIEW** |
| **Unit Mission**: *Student Success Initiatives (SSI) will maximize student retention, persistence, and continued success through strong inclusive outreach and support programs.* |
| **Annual Reflections** (*accomplishments, challenges, circumstances, trends, etc.*):  Despite the challenges of running an entire set of operations remotely for the year, the SSI unit has engaged in some amazing work to grow and strengthen as a leadership team and across the unit. The team has remained motivated and committed to serving students and supporting each other through times in which we faced both professional and personal uncertainties. The care the team has for each other has been evident on numerous occasions where we needed to step in to help each other in order to get the work done. In addition, they embraced the realization that this wasn’t going to be a time of “business as usual” and chose to lean in with creative thinking and enthusiasm. And from that we have learned that we will never go back to where we were. We will instead move forward taking the best of what we have learned from and experimented with during this time and let this inform who we continue to become as a unit and in how we serve our students.  Some accomplishments to point out for the 2020-21 year (please also consult departmental reports for more detail of their accomplishments):   * Under the direction and facilitation of our Division Assessment Consultant, the SSI leadership team and members of the unit worked together to create a strategic plan and ADEI statement for our work moving forward. * Began hosting monthly SSI unit-wide meetings to come together as a team. We invited guest speakers for a number of those sessions to expand our working knowledge of different areas of campus (e.g. Student Life, LGBTQ+, First Year initiatives). * Under the leadership of the Assistant Director for Student Outreach Services, we submitted and were selected to be part of NASPA’s First Gen Forward Coalition for the 2021-22 year. This opportunity allows us to deepen our work supporting first generation students and to increase awareness across campus of the needs of these students. * Career Services Center launched Handshake, a new technology tool to connect students and employers for internship and job opportunities and moved all career fairs to an online format. They also successfully negotiated a new Peace Corps contract with full funding and hired a new Peace Corp recruiter * The Academic Advising Center in partnership with New Student Services/Family Outreach and the Registrar’s office moved an entire in-person Advising & Registration program to remote delivery * In its second year, the Western Success Scholars Program Manager continues to grow participation in the program and exceeded the grant goals for participation within the first six months of the 3-year project. In addition, the Program Manager chaired the regional Passport team, expanded partnerships with supporting agencies and worked with the unit’s Communication Consultant to create and launch a [new website](https://wss.wwu.edu/#:~:text=Western%20Success%20Scholars%20(WSS)%20is,experienced%20foster%20care%20or%20homelessness.) * Implemented a platform upgrade with Navigate and transitioned former SSC users via remote training * Served in ICS Planning Section roles supporting Covid response from March 2020 to June 2021 (both Executive Director and Division Assessment Consultant) * The unit was forced to quickly learn new technologies (e.g. Teams, Zoom, Navigate, Handshake) critical to supporting students in an online environment; our IT specialist was integral to this work and in troubleshooting technology issues |

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| **PERFORMANCE** | | |
| **Unit Goals** *(long-term)*: | **Goal Assessment Measures**: | **Annual Assessment Outcomes** *(this year)*: |
| 1. To increase student retention and success through effective outreach and support services | 1A-1. First-to-second year retention rate of first-year students served | 1A-1. *Assessment to begin Fall 2021* |
| 1A-2. One-year retention rate of transfer students served | 1A-2. *Assessment to begin Fall 2021* |
| 1B-1. Six-year graduation rate of students served | 1B-1. *Assessment to begin Fall 2021* |
| 2. To pursue justice and equity through inclusive programs, policies, practices, and structures | 2A-1. Retention and graduation rates for specialized populations served | 2A-1. *Assessment to begin Fall 2021* |
| 2B-1. Specialized population participation rate and perceptions of services | 2B-1. *Assessment to begin Fall 2021* |
| 2C-1. Campus/community partners receiving SSI ADEI report | 2C-1. *Assessment to begin Fall 2021* |
| 2D-1. Staff participation in ADEI professional development | 2D-1. *Assessment to begin Fall 2021* |
| 3. To provide robust and impactful student professional development opportunities | 3A-1. Overall graduate employment rate | 3A-1. *Assessment to begin Fall 2021* |
| 3B-1. Student staff reporting increased professional competencies | 3B-1. *Assessment to begin Fall 2021* |
| 4. To maximize effectiveness of operations by functioning cohesively as a unified team | 4A-1. Students accessing one or more unit services | 4A-1. *Assessment to begin Fall 2021* |
| 4B-1. On-time marketing/technology request fulfillment and staff satisfaction rates | 4B-1. *Assessment to begin Fall 2021* |

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| **DEVELOPMENT** | |
| **Unit Strategic Priorities** *(for next year)*: | **Supporting Evidence** (*action items, assessment results, or special initiatives*)**:** |
| 1. Complete AAC/SOS reorg and related construction projects; begin hiring additional staff; secure additional programming funds for academic support programs | New structure in place; additional staff hired; construction and office relocations completed |
| 1. Develop SSI brand and website | Launch of new website and identity for our unit |
| 1. Fully implement First-Gen Forward initiatives; assemble First-Gen Collective | Complete goals established for participation in the national First Gen Forward coalition |
| 1. Rollout additional Navigate features; increase faculty use; implement scheduling features | Increased user numbers; establish front desk role and scheduling features |
| 1. Identify permanent funding to sustain WSS program and expand staffing | Submit internal funding request; seek external funding for additional program support |
| 1. In partnership with the VPUE, establish a high- level, strategic planning Student Retention Committee | Draft charter, establish membership, and begin assembling the committee; tie work into NWCCU accreditation activities |
| **Collaborations** (*new and/or expanded unit-level relationships*):   * Engaging in liaison work with the new Vice Provost for Undergraduate Education; will partner in the upcoming year with the new FYE Director, Shurla Thibou * Participating in the national and regional First Gen forward cohorts | |
| **Access/Diversity/Equity/Inclusion** (*new and/or expanded unit-level efforts*):   * Developed SSI ADEI statement: *SSI is committed to pursuing justice and equity through inclusive programs, policies that promote success, supportive practices, and structures that reflect the students we aim to serve.* * Developed SSI ADEI goal and corresponding strategies: *To pursue justice and equity through inclusive programs, policies, practices, and structures*   + Strategy 2A: *Provide targeted programs and services to support specialized populations*   + Strategy 2B: *Eliminate systemic barriers to all unit programs and services to ensure access and inclusivity*   + Strategy 2C: *Advocate for ADEI in related services/processes at WWU and with community partners*   + Strategy 2D: *Provide ongoing, current professional development to all staff in supporting ADEI* * The Executive Director and Director of Career Services participated in an ongoing discussion group regarding additional ways to support BIPOC students * Financially supported 15 members of the SSI unit (half of the unit) to attend the NCORE 2021 conference. * Career Services, in collaboration with WWU’s Tribal Liaison, revised the [Employer Partnership Program](https://www.wwu.edu/careers/employers_partnership.shtml) and added naming conventions respectful of our Indigenous neighbors. * The Division Assessment Consultant participated in a Washington Student Achievement Council statewide committee to develop an assessment tool to measure students’ basic needs. The DAC led much of the work in developing the instrument which will be piloted this academic year across several institutions in the state. | |
| **Professional Development** (*new and/or noteworthy unit-level work*):   * The Executive Director participated in the NASPA conference, the NASPA First Generation conference and attended the EAB Connected Summit * The Division Assessment Consultant attended the ACPA Assessment Conference * NCORE participation: see above | |