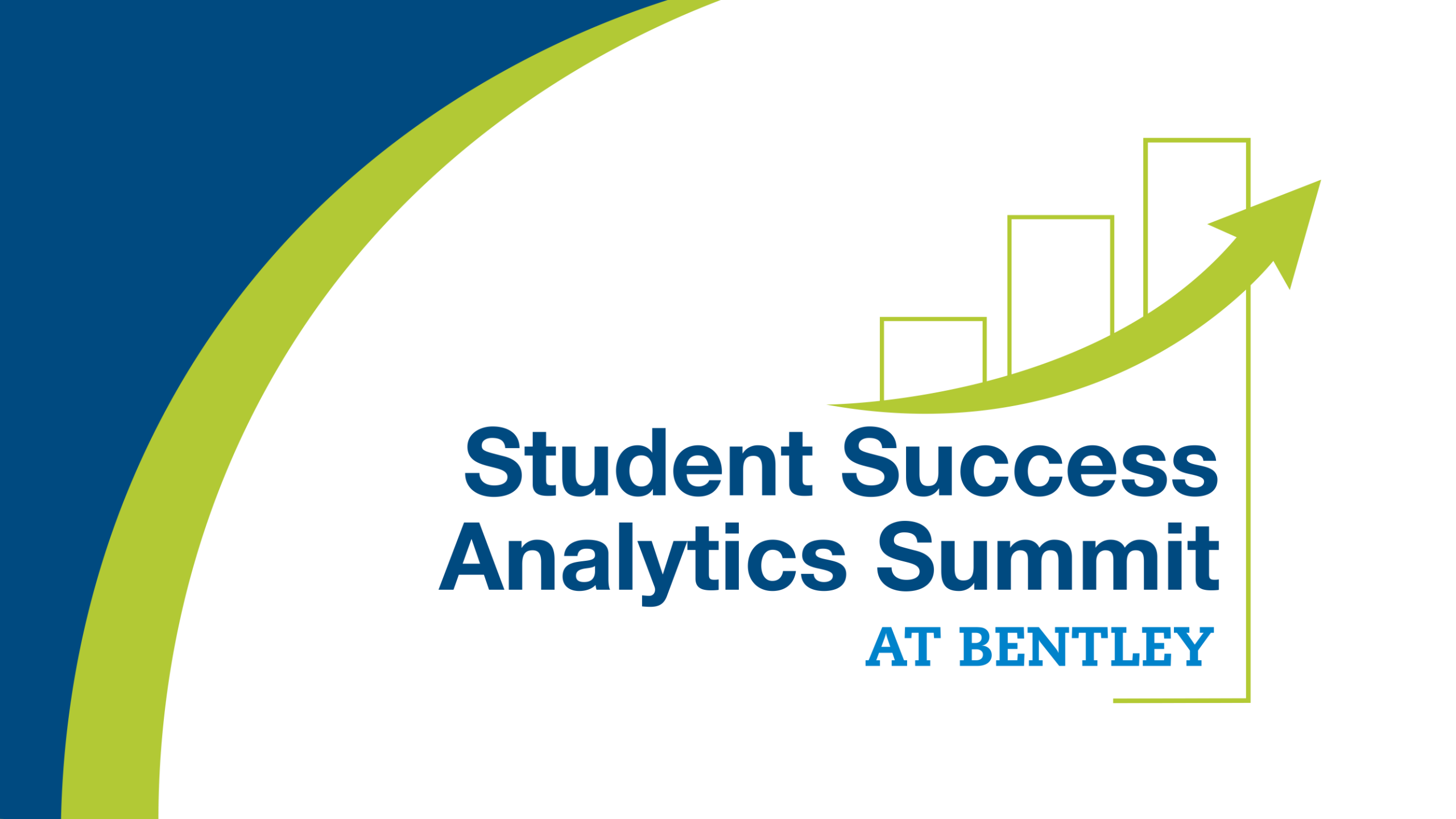




Student Success Analytics Summit

AT BENTLEY

Operationalizing Student Success at Scale

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Operationalizing Student Success at Scale



Two questions to start

How many people at your institution would say student success is a shared responsibility?

Two questions to start

How many people at your institution would say student success is a shared responsibility?

How many could explain how that shared responsibility is operationalized?

Two questions to start

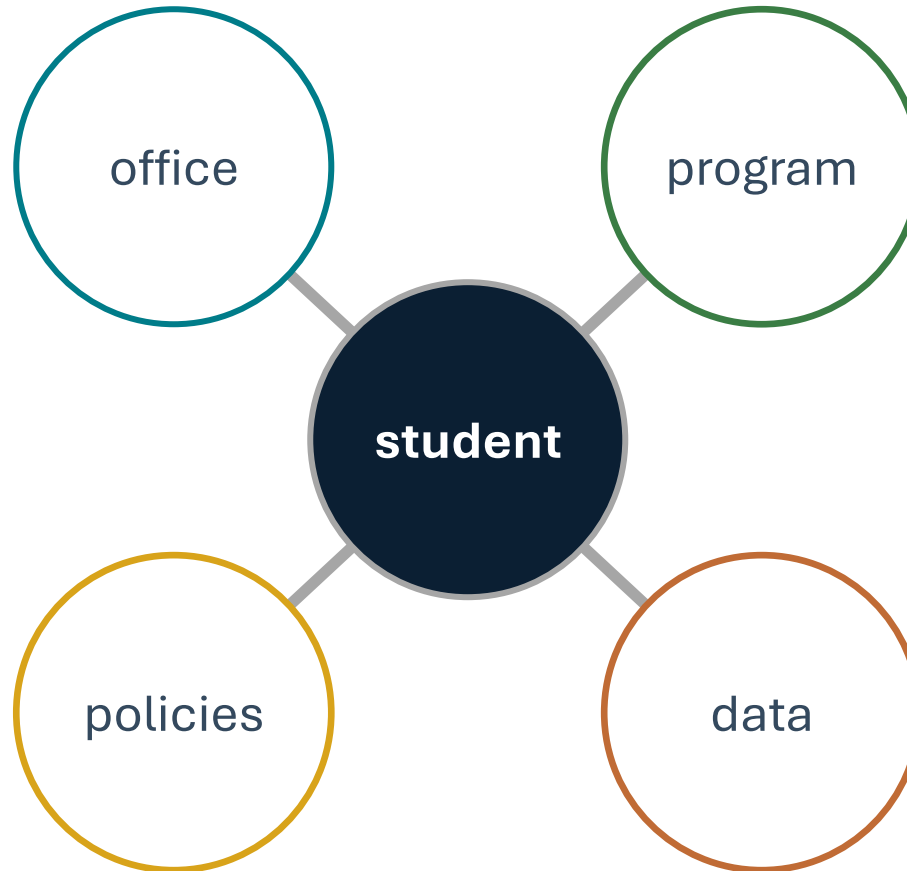
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How many could explain how that shared responsibility is operationalized?

Commitment is common. Coordination is rare.

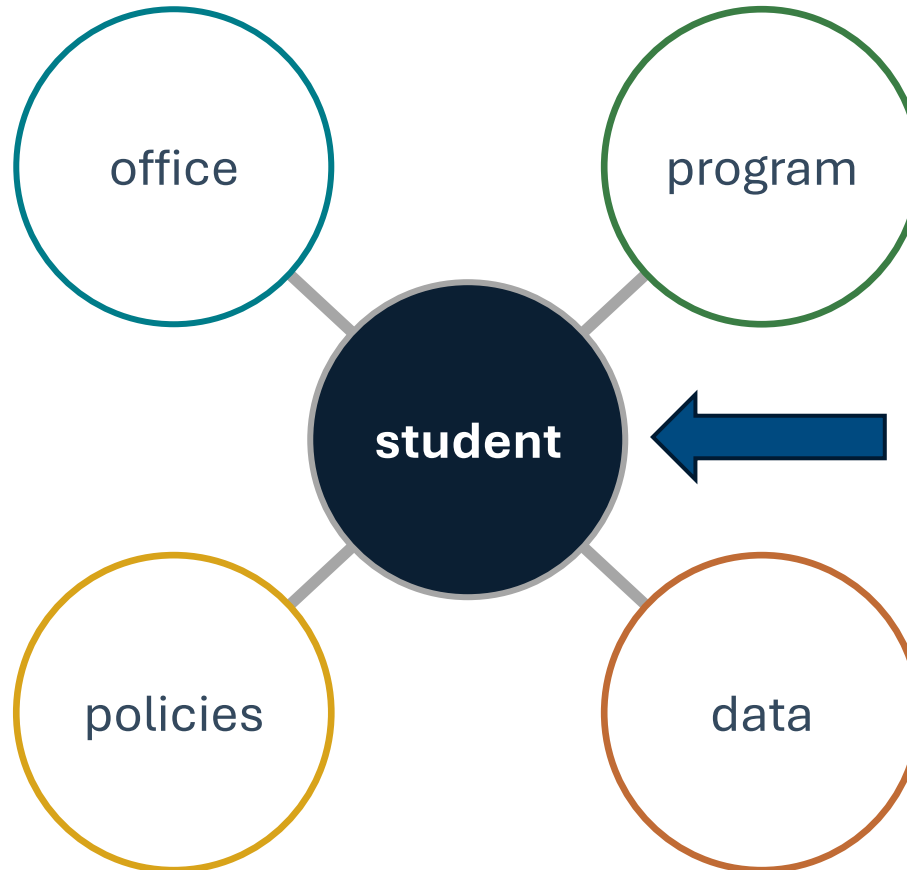
The failure pattern

- Talented people**
- Strong programs**
- Good intentions**
- Growing data**



The failure pattern

- Talented people
- Strong programs
- Good intentions
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**Fragmented work
produces a fragmented
student experience.**

A different premise

**Most institutions treat student
success and retention as a
function of**

offices initiatives
programs platforms

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Student success and retention are *actually* the function of an operating system

the framework through which options are evaluated, decisions are made, and work is coordinated and executed

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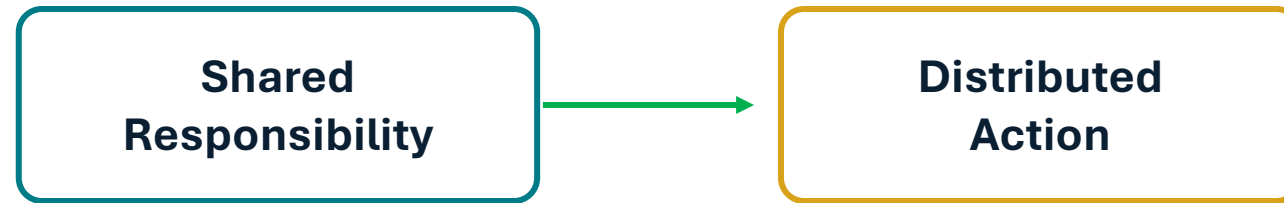
Student success and retention are *actually* the function of an operating system

the framework through which options are evaluated, decisions are made, and work is coordinated and executed

Institutions do not become student-centered by adding programs unless they've become student-centered by organizing themselves around student success and retention.

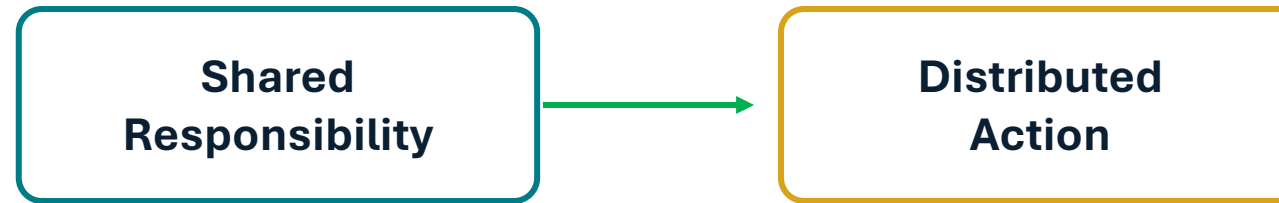
The shared responsibility paradox

“Student success and retention are everyone’s responsibility.”



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“When everyone owns something, no one owns it.”

The shared responsibility paradox

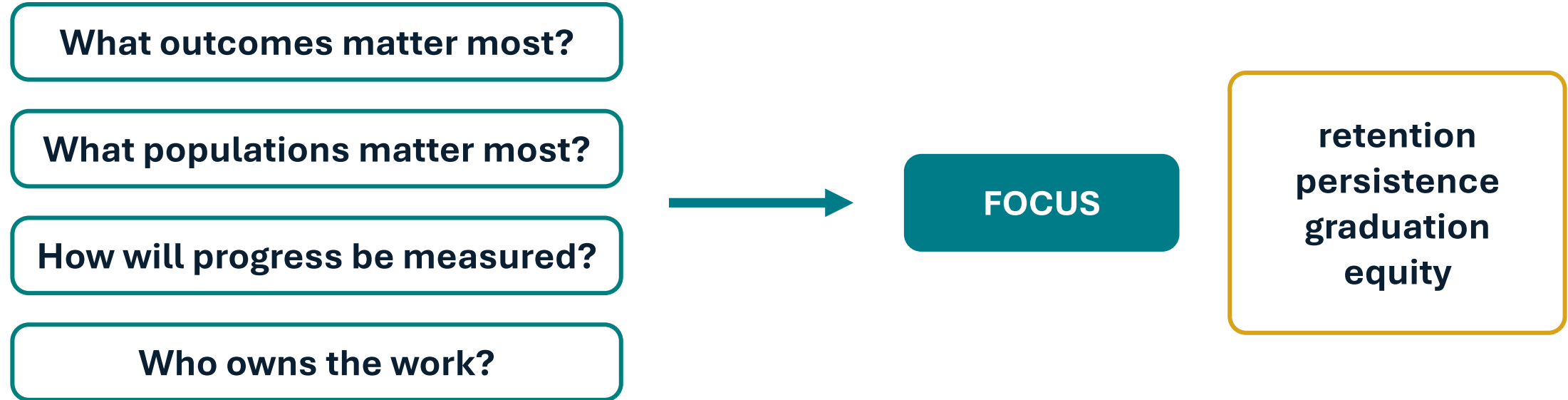
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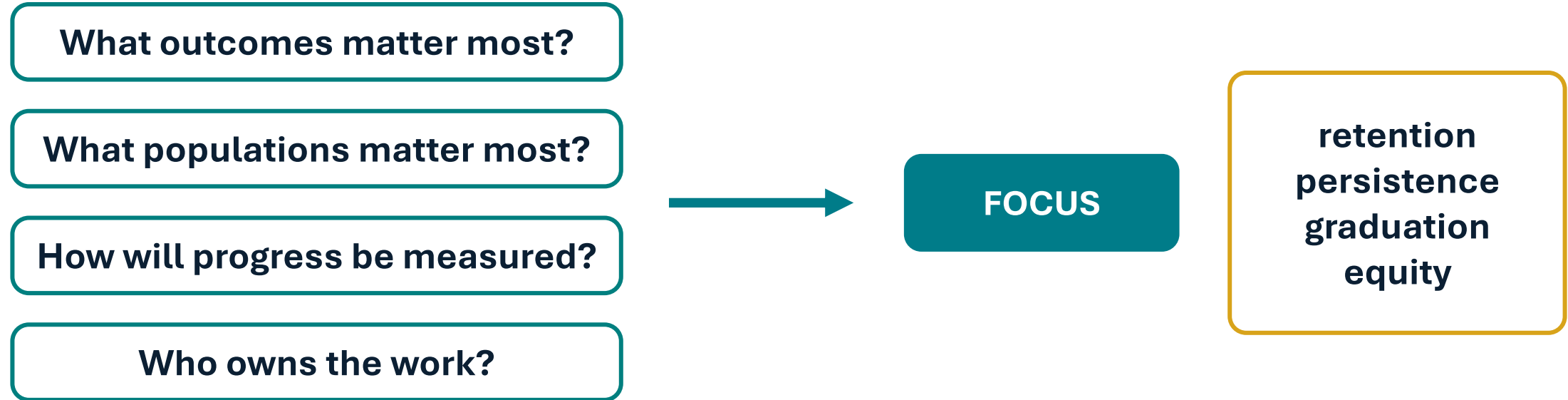
“When everyone owns something, no one owns it.”

**The goal is not centralized control.
The goal is coordinated execution.**

Strategy turns values into choices



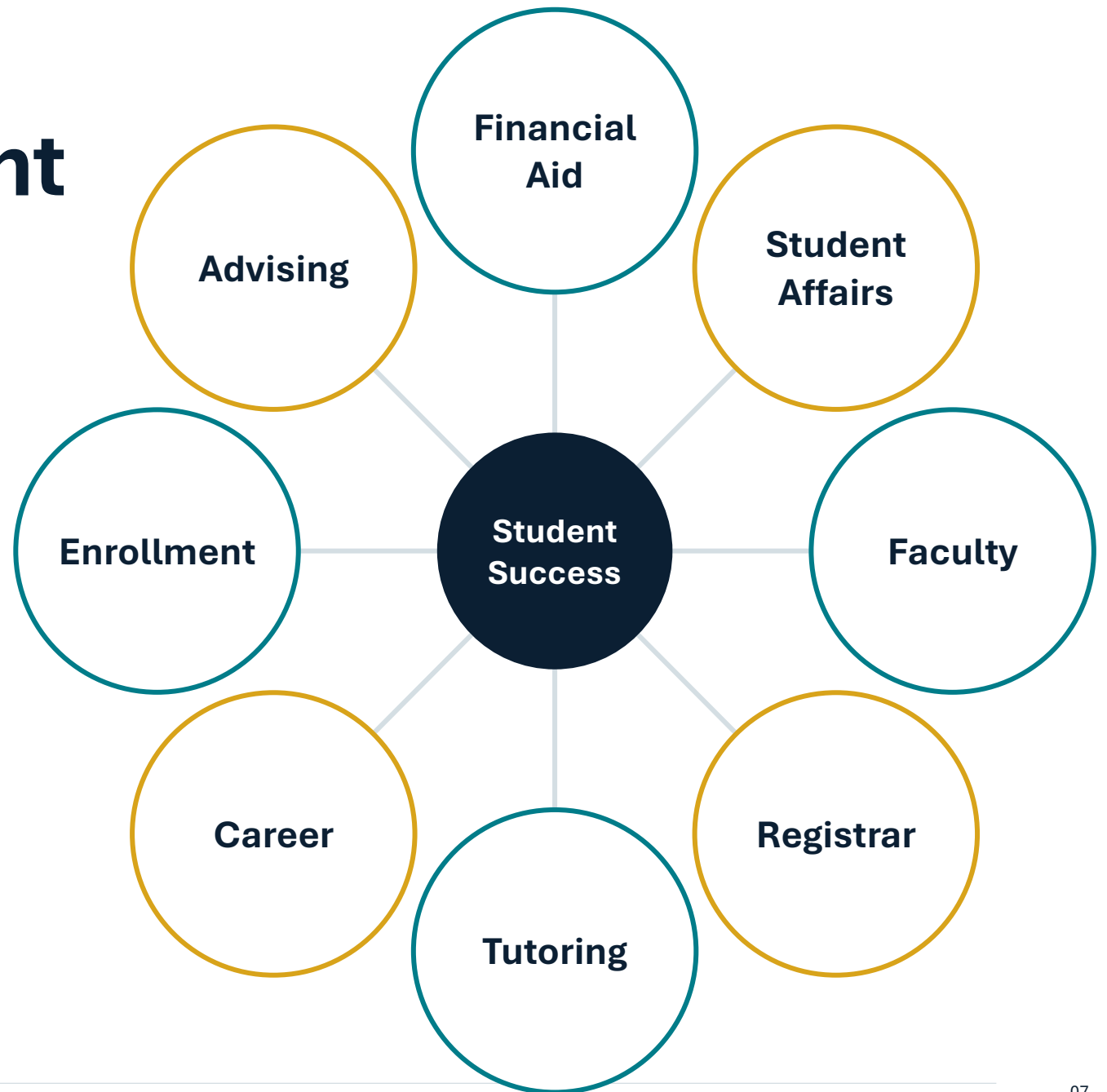
Strategy turns values into choices



Strategy determines where the institution invests its attention, time, energy, and resources.

Horizontal alignment

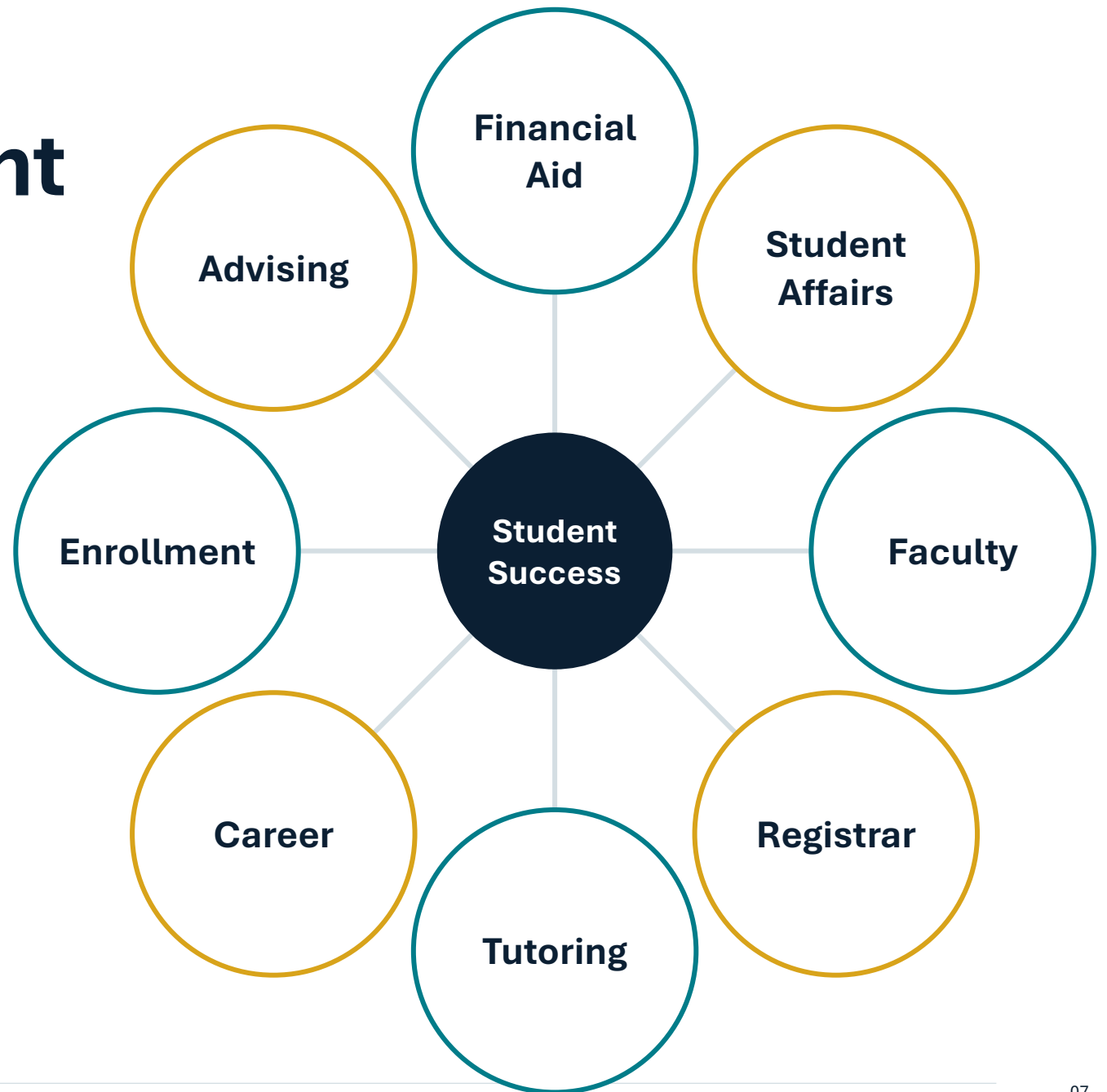
Many institutions have talented people doing good work.



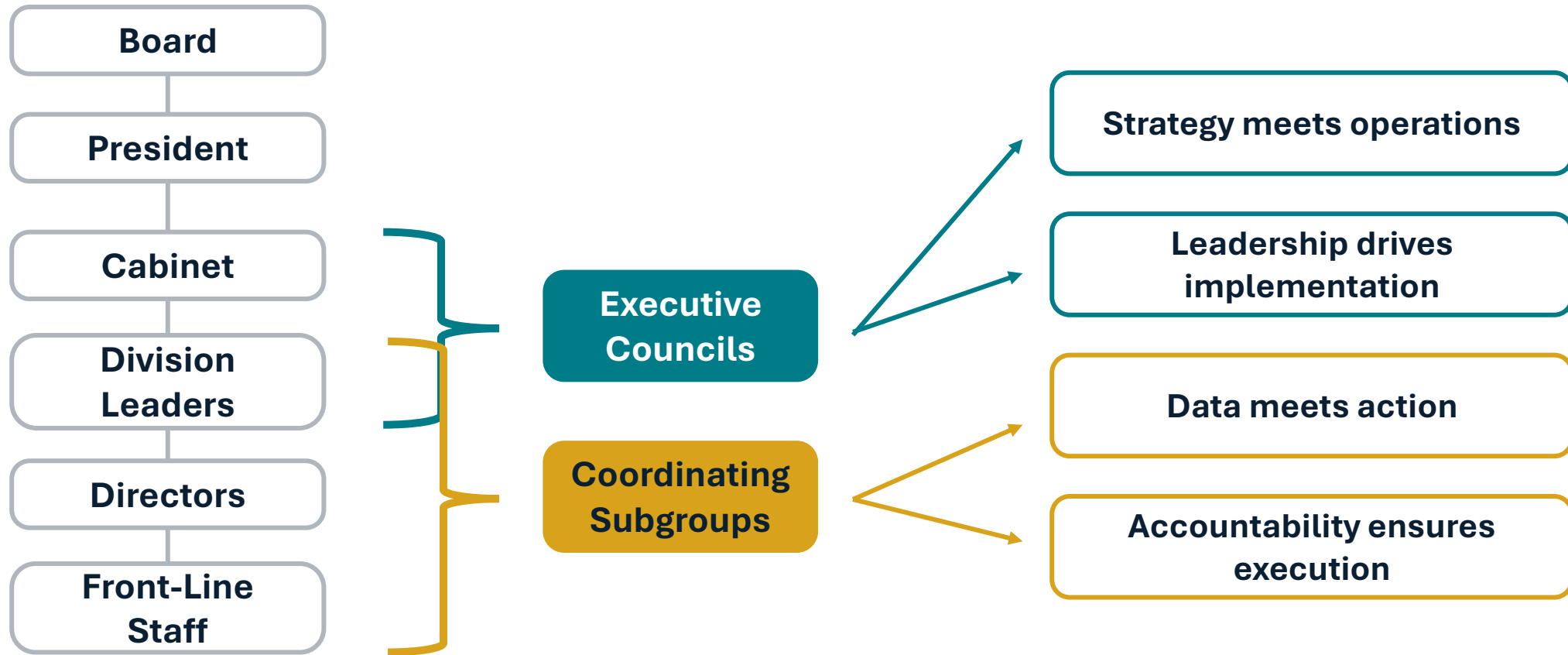
Horizontal alignment

Many institutions have talented people doing good work.

The challenge is coordination.



Vertical alignment needs intersection points



Alignment is both a reporting structure *and* a set of intentional relationships that connect strategy to action.

What alignment looks like in practice



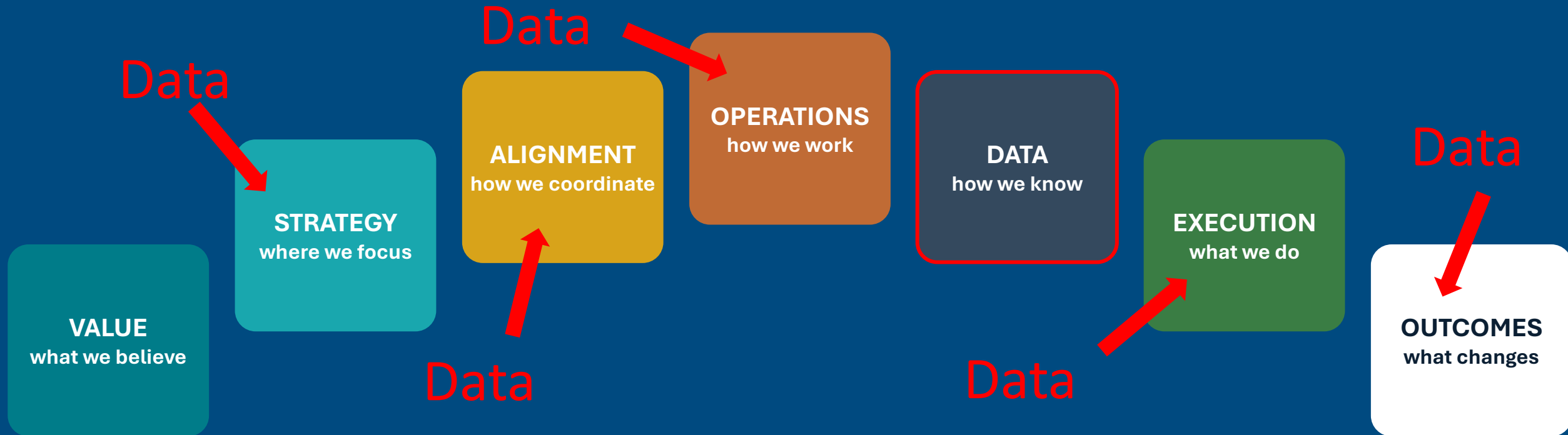
Alignment should be built into the institution's operating structure.

The Success & Retention Operating Model



**Most institutions focus on interventions.
The more important work is designing the system
that makes interventions possible.**

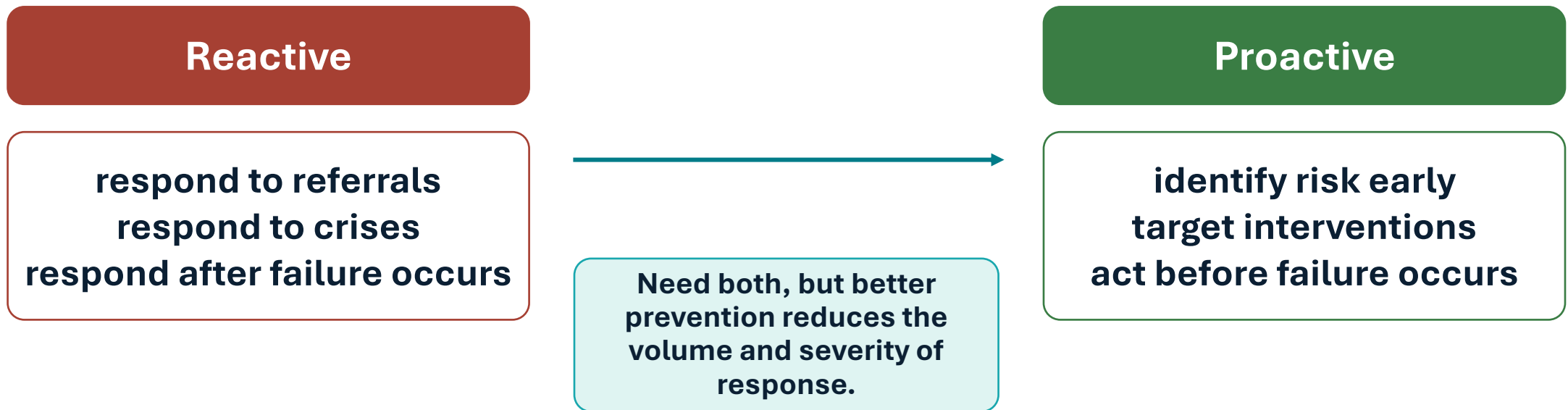
The Success & Retention Operating Model



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Operational readiness

Are student-facing offices designed to support proactive success work?



Design operations to prevent problems, not just respond to them.

Making data matter

dashboards

reports

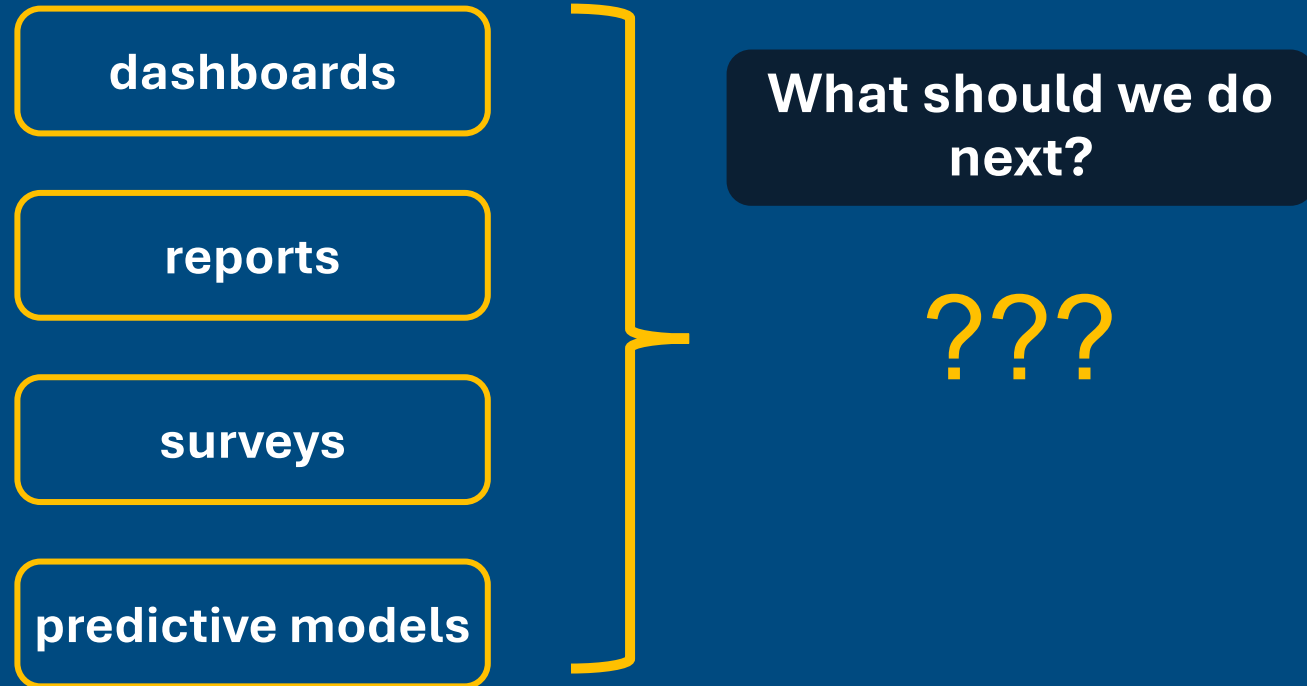
surveys

predictive models

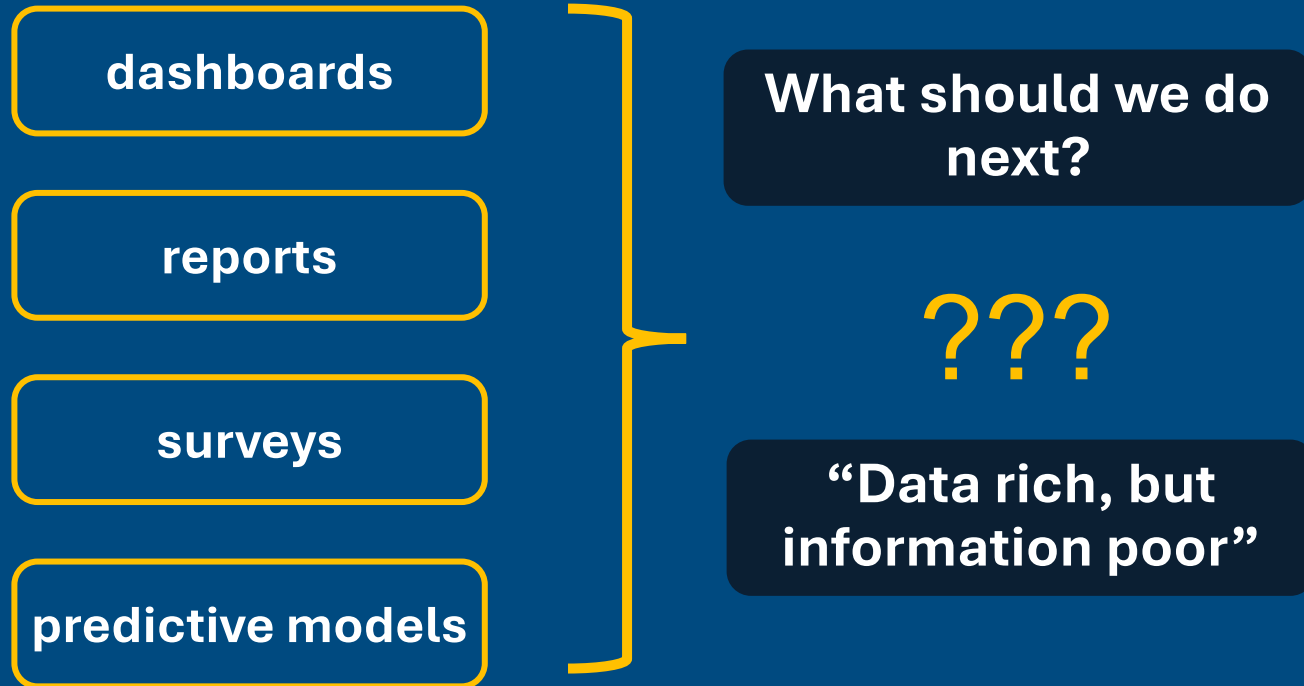
Making data matter



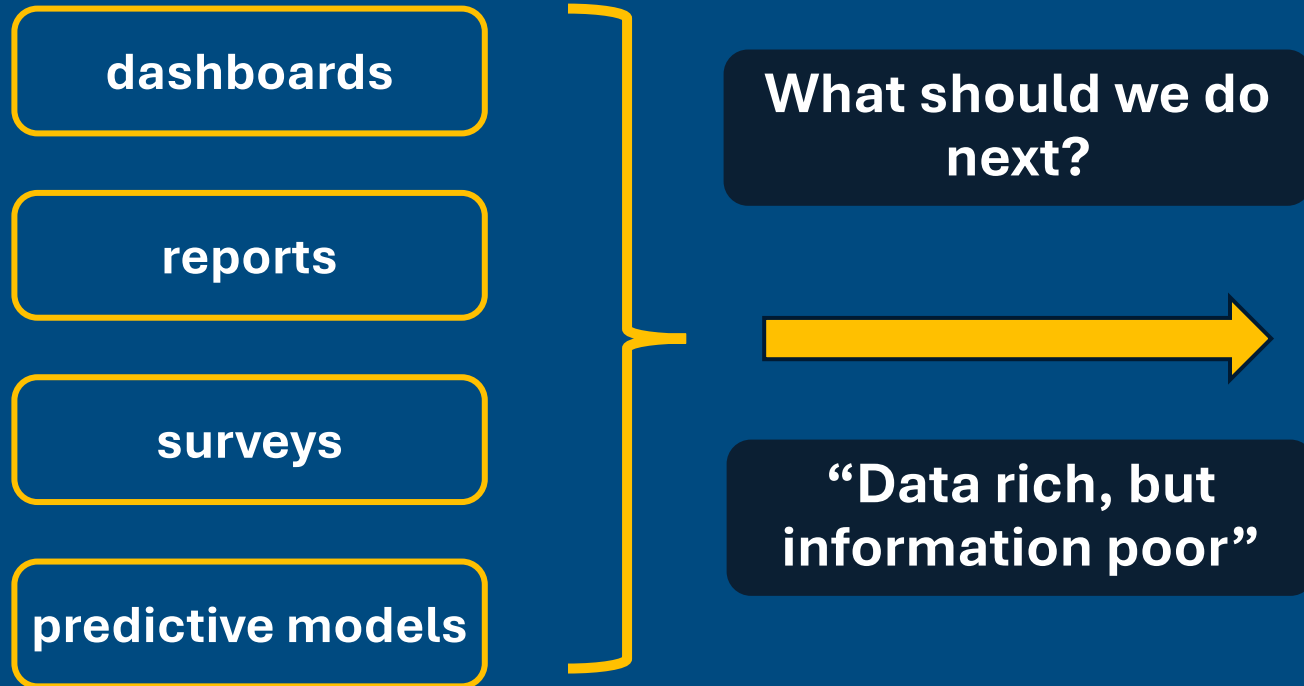
Making data matter



Making data matter



Making data matter



Data only becomes valuable when it changes decisions, behavior, actions, outcomes

“Data rich, but information poor”

Making data matter



Actionable analytics: how to make data matter

MICRO ANALYTICS

interventions
advising priorities
coaching targets
population outreach

MACRO ANALYTICS

resource allocation
policy development
organizational design
strategic priorities

Both must answer: what action follows the data?

Analytics should be judged by the quality of the decisions they facilitate.

Technology is an execution layer

Strategy

Alignment

Operations

Data

**EAB Navigate / CRM Advise/ Education Cloud
workflow & communication systems**

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**Technology enables execution. It does not
create student success.**

**Technology accelerates whatever system
already exists.**

The missing question

Who owns student success & retention?

Every institution needs a "CEO" of student success and retention.

assess progress

measure whether the institution is moving

coordinate efforts

connect work across units

prioritize interventions

decide where to focus energy

work with IR

turn data into next steps

measure outcomes

understand what changed

improve the system

adjust strategy and execution

If student success is everyone's responsibility, someone must still be accountable for ensuring the work is coordinated, measured, and continuously improved.

Questions to take back

**If we think about student success and retention not as programs to be managed,
but as an institutional operating system to be intentionally designed,
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Questions to take back

If we think about student success and retention not as programs to be managed, but as an institutional operating system to be intentionally designed, coordinated, and continuously improved...

Where is your institution strongest?

Where is your institution struggling most?

Who is empowered to serve as the "CEO" of student success and retention?

What structures connect strategy to action?

What element of the success and retention ecosystem is missing in your institution?