

# CREDO

Roanoke College

Community Day

September 14, 2023

# 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

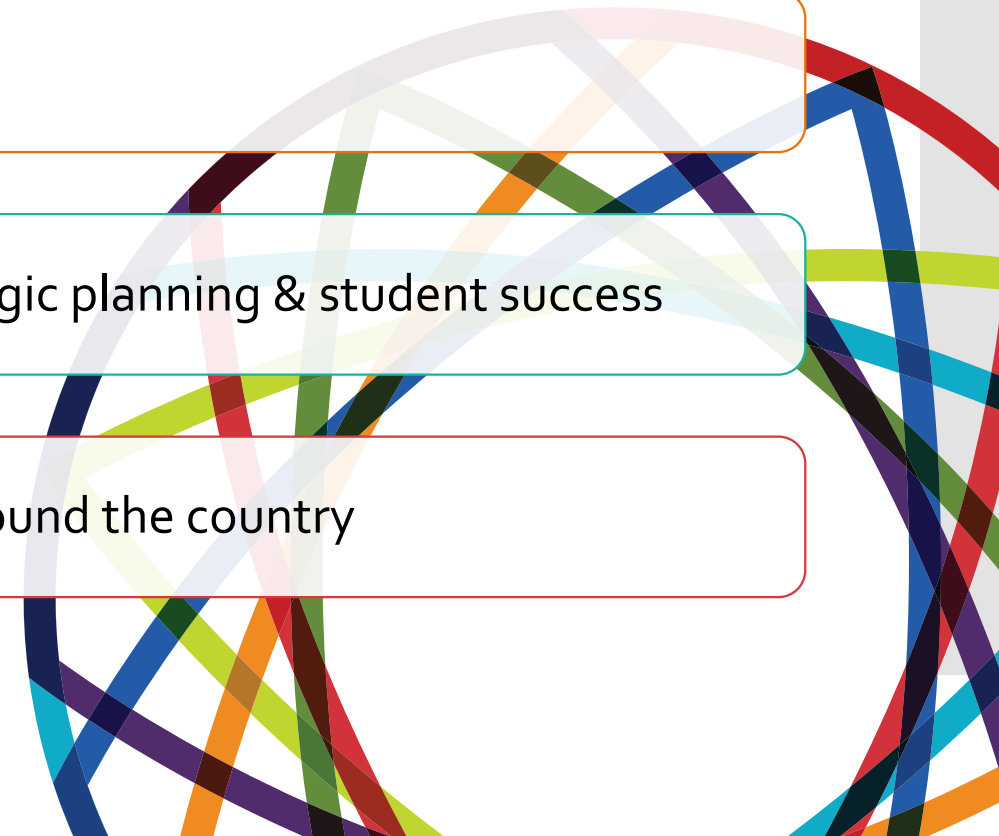
Partner projects per year

2

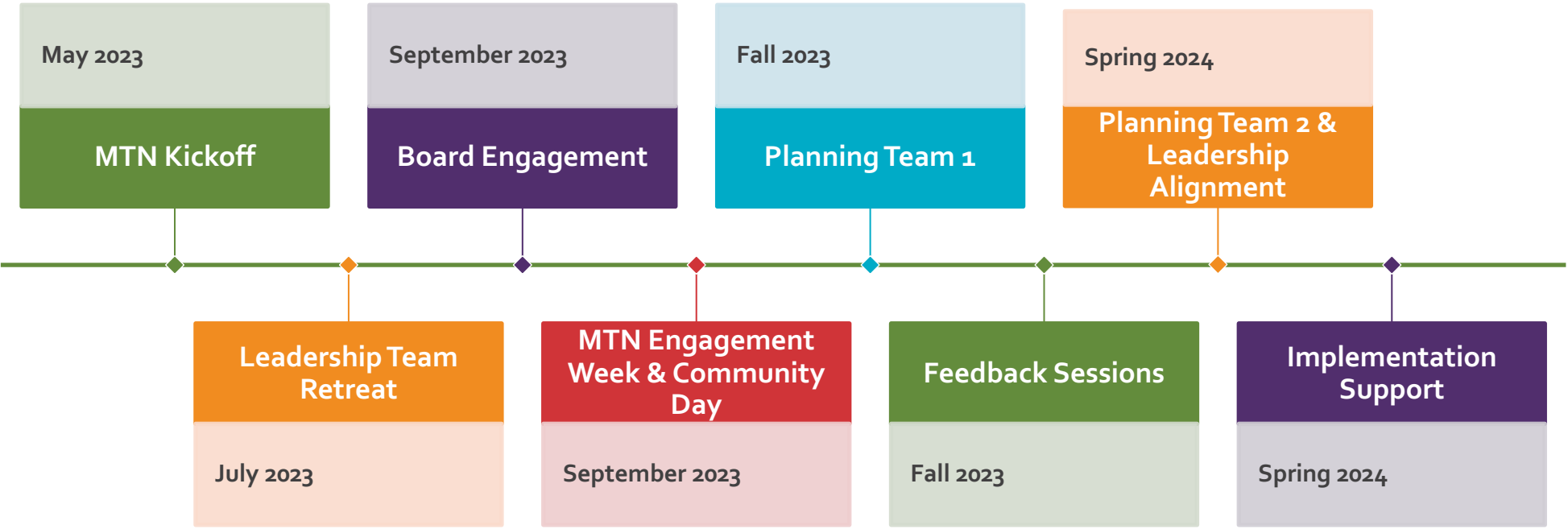
Key areas of focus: strategic planning & student success

200+

Credo team members around the country



# Project Overview: Roanoke College





# About MTN



5-year partnership



Strengths-based approach



Revenue Share



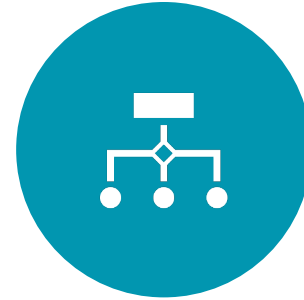
Delivered individually and in cohorts

FAULKNER  
UNIVERSITYOhio  
Wesleyan  
UniversityROBERTS  
WESLEYAN UNIVERSITYROANOKE  
COLLEGEMISERICORDIA  
UNIVERSITYDAKOTA WESLEYAN  
UNIVERSITYSchreiner  
UniversityAVERETT  
UNIVERSITY  
SINCE 1859ANNA MARIA  
COLLEGESIENA HEIGHTS  
UNIVERSITYMount  
Saint Mary's  
University  
LOS ANGELESHBU  
HOUSTON BAPTIST  
UNIVERSITYEMORY & HENRY  
COLLEGELinfield  
UniversityUNIVERSITY OF  
MARY HARDIN-BAYLORwittenberg  
UNIVERSITY

# 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 Continued Evolution

- 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

# 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.**

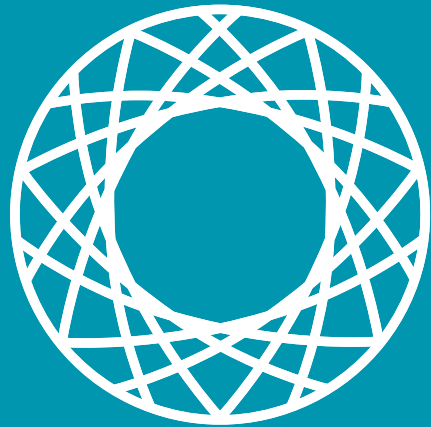
Our connectedness  
with others is one of the  
single strongest  
predictors of hope.”

*Chan Hellman, Ph.D.  
Professor of Social Work  
Director of Hope Research  
University of Oklahoma*





**What gives  
you hope for  
students  
at Roanoke?**



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# a range of institutional partners



Ohio  
Wesleyan  
University



Duke  
UNIVERSITY



wittenberg  
UNIVERSITY



FRANKLIN & MARSHALL  
COLLEGE

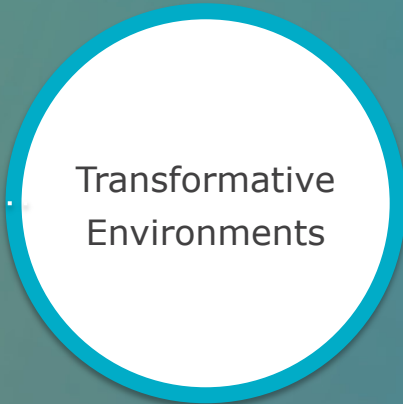


LEWIS  
UNIVERSITY



California  
Lutheran  
University





**WHERE** thriving institutions focus their energy

# The Thriving Framework

**HOW** thriving institutions do their work



# 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 who they are, know their constituents and influencers, and communicate clearly and strategically

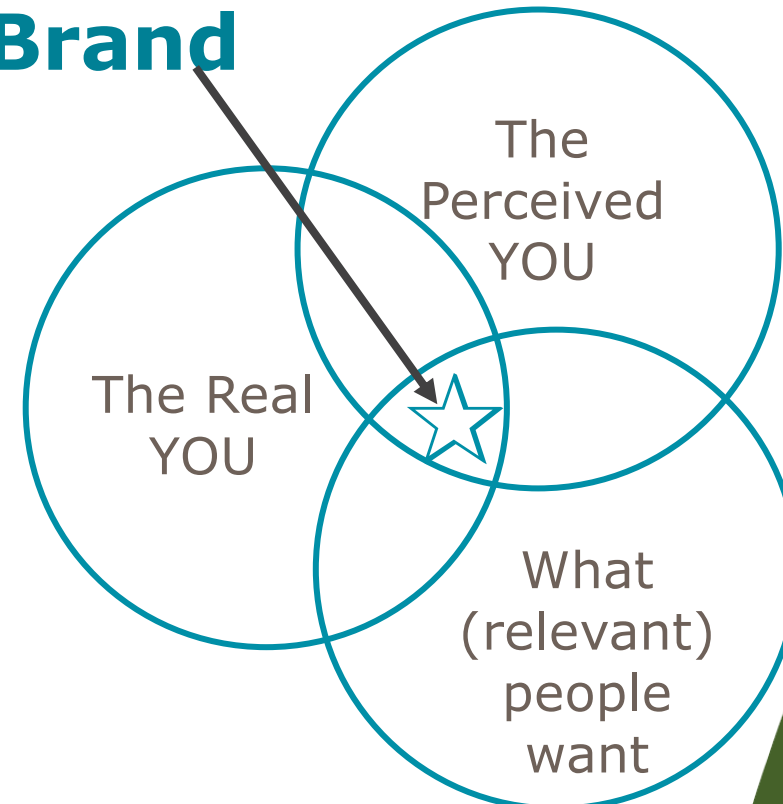
Who is your primary audience?

How do they perceive you?

How do you want your primary audience to perceive you?

Where is the disconnect, if any?

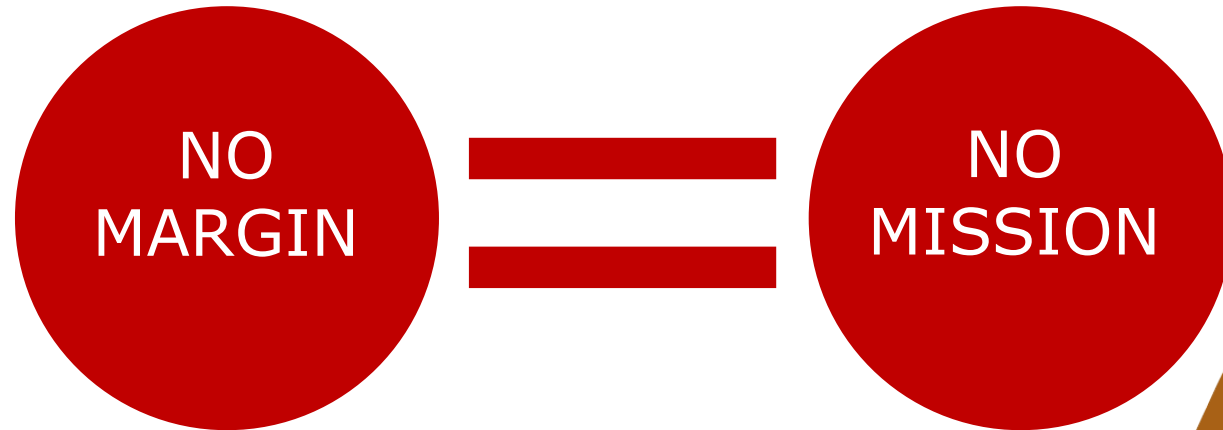
## Brand



# Net Revenue & Strategic Finance



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.



# The Seven Legal Ways to get Resources

1

**Grow**  
more new  
students,  
better  
retention

2

**Raise**  
annual  
fund,  
campaign,  
major  
gifts,  
grants

3

**Borrow**  
bond  
issue,  
other  
forms of  
traditional  
financing,  
borrow  
from  
yourself

4

**Shift**  
*(the hardest way)*  
stop doing  
something  
to do  
something  
else and/or  
do less of  
one thing  
to do more  
of another

5

**Focus**  
get more  
with  
existing  
resources  
through  
training  
and  
raising  
awareness

6

**Alternate**  
create new  
revenue  
streams

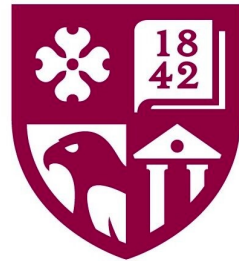
7

**Partner**  
a continuum  
with  
cooperation  
on one end  
and merger  
on the other



# Pivotal Years for Higher Education

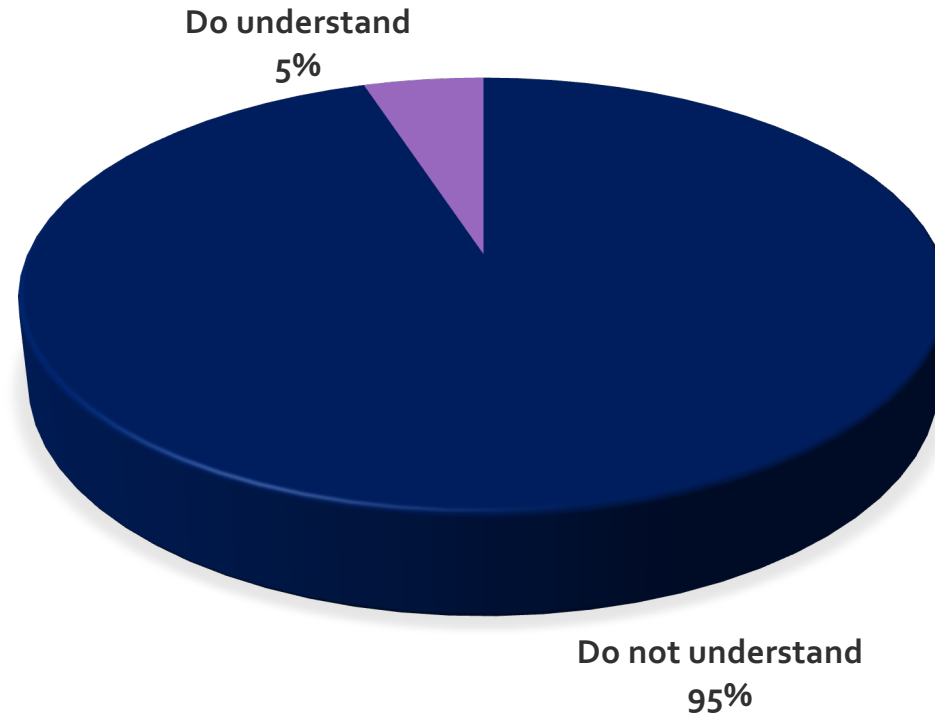
# Strategic Planning at



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**

# A Framework For The Opportunity Ahead

Vision	Skills	Incentives	Resources	Action Plan	Trust	=	Alignment & Success
Vision	Skills	Incentives	Resources	Action Plan	Trust		Sabotage
Vision	Skills	Incentives	Resources	Action Plan	Trust		False Starts
Vision	Skills	Incentives	Resources	Action Plan	Trust		Frustration
Vision	Skills	Incentives	Resources	Action Plan	Trust		Resistance
Vision	Skills	Incentives	Resources	Action Plan	Trust		Anxiety
Vision	Skills	Incentives	Resources	Action Plan	Trust		Confusion



# Strategic Planning & Implementation



# 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 21<sup>st</sup>-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?

# Championing Student Potential & Purpose

*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?

# Transformative Educational Experiences

*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?

# 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?