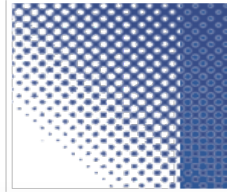


# Exploring the Drivers of Student Success

**NASH**  
National Association  
of System Heads



Taking Student  
Success To Scale



**Jillian Kinzie**

**Indiana University Center for Postsecondary Research**



Access &  
Retention

Student Learning  
& Success

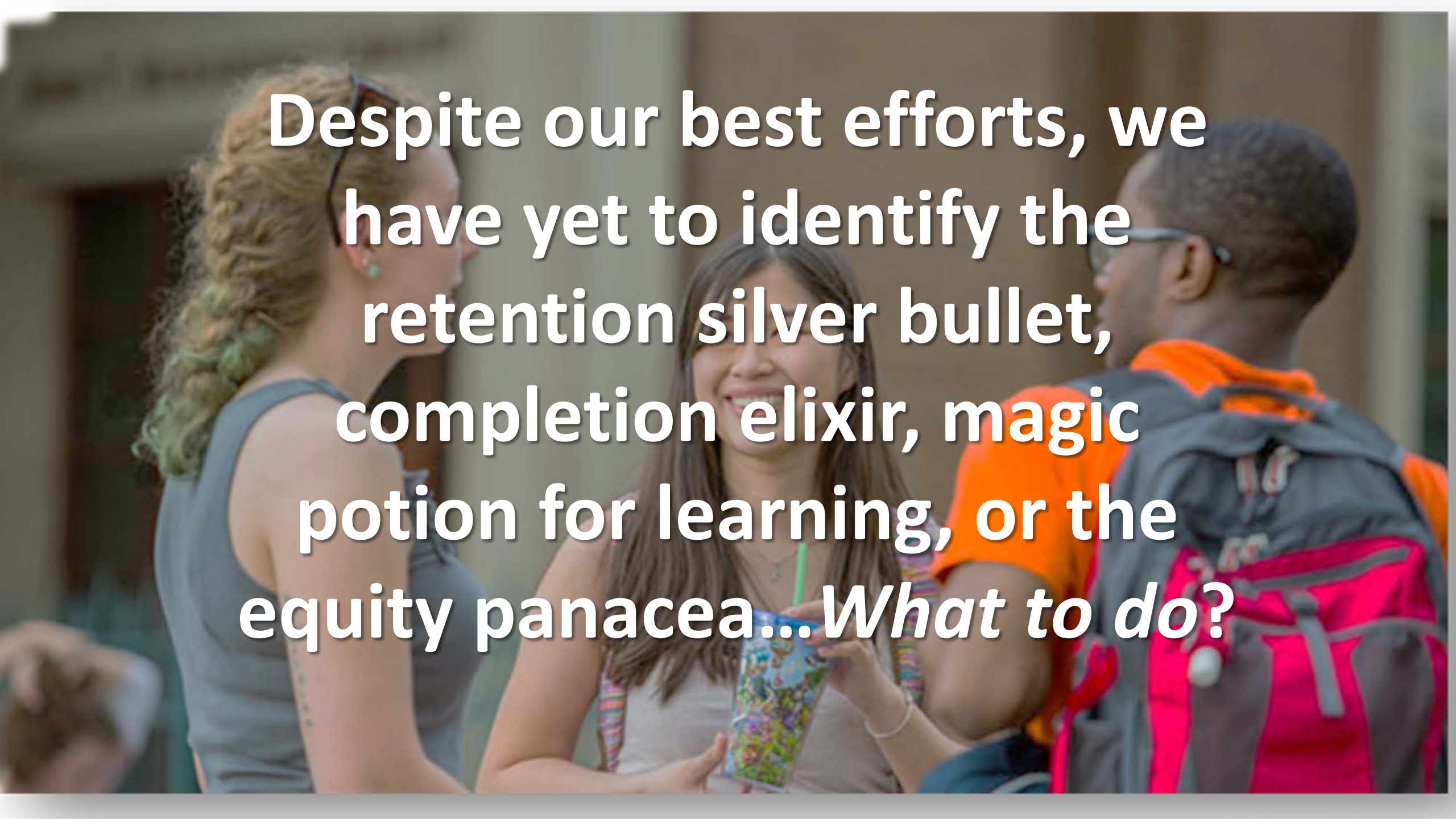
Quality

Equity Completion

Career Ready

# **Student Success Defined**

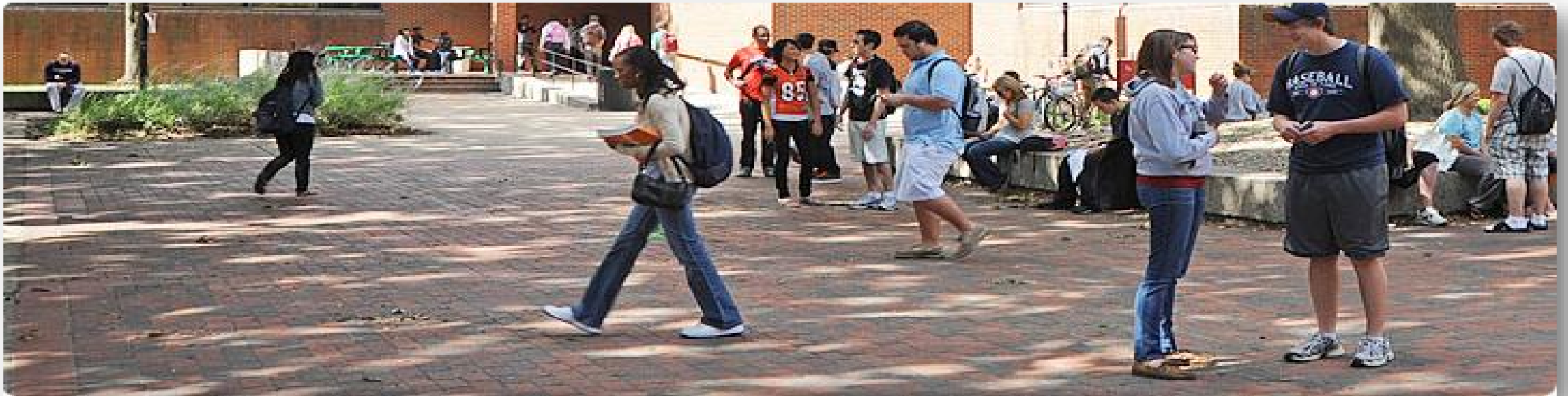
**Increased numbers of diverse student groups participating in high-quality educational experiences, earning high-quality credentials.**

A photograph of three young women in an outdoor setting. The woman on the left has long, curly blonde hair and is wearing a grey tank top. The woman in the center has long dark hair and is smiling while holding a colorful, patterned cup with a green straw. The woman on the right is wearing an orange shirt and a grey backpack with a pink bag. The background is slightly blurred, suggesting an outdoor campus or public space.

**Despite our best efforts, we  
have yet to identify the  
retention silver bullet,  
completion elixir, magic  
potion for learning, or the  
equity panacea...*What to do?***

# What to Do to Increase Student Success?

- Theoretical guides
- Empirically-tested approaches
- Time-honored practitioner wisdom



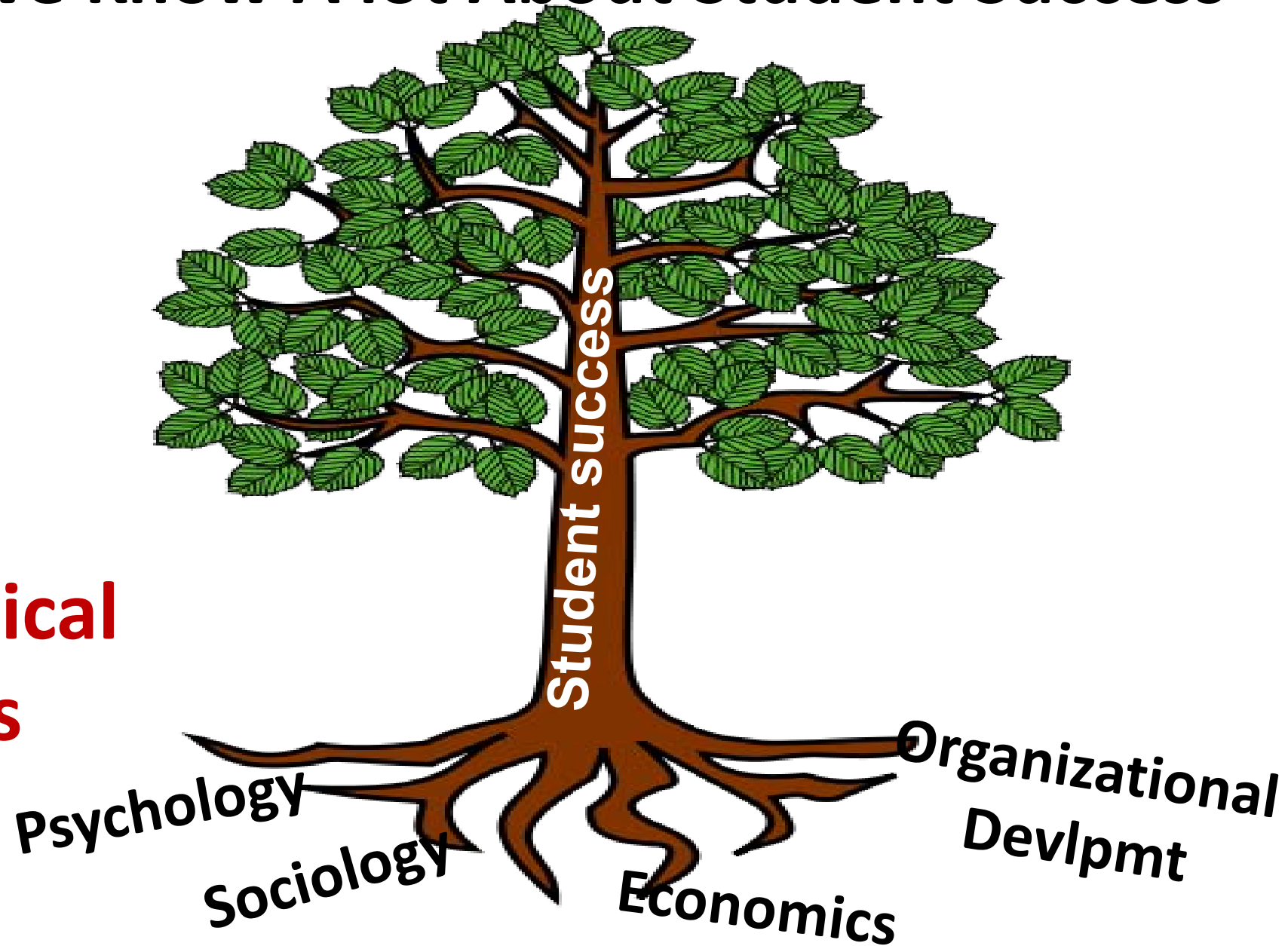


# What is Guiding TS<sup>3</sup>?

**Student Success Theories/Models**  
**Empirically-Tested Approaches**  
**Practitioner Wisdom**

# We Know A lot About Student Success

**Theoretical  
Roots**



# Student Success

Astin 1984, 1993

ECS, 1995

Braxton, 2000

Pascarella & Terenzini, 1991, 2005

Mayhew, Rockenbach, Bowman,  
Seifert, Wolniak, 2016

Tinto, 1975, 1993, 2005

Kuh, et al., 1991

Kuh, et al., 2005/2010

Upcraft, Gardner &  
Barefoot, 2005



# More Theories/Models for Student Success

- Learning-centered
- Talent development
- Student engagement
- Sense of belonging
- Growth Mindset
- Inclusive excellence & equity





**Just to Name a Few More  
Student Success Scholars:**

**Shaun Harper (2012)**

**Sylvia Hurtado (2012)**

**Samuel Museus (2013)**

**Laura Rendon (2011)**

**Terrell Strayhorn (2015)**

**Vasti Torres (2009)**

# Student Success Strategies

**COMPLETE  
COLLEGE  
AMERICA**

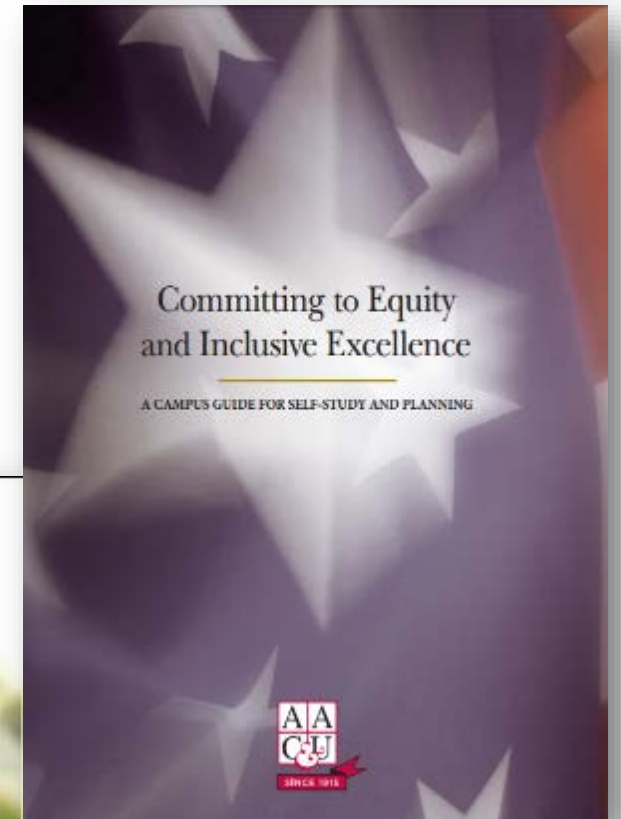
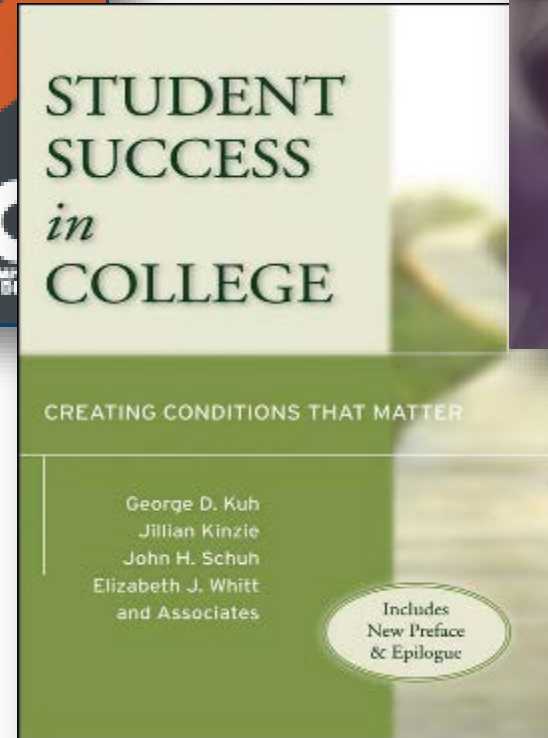
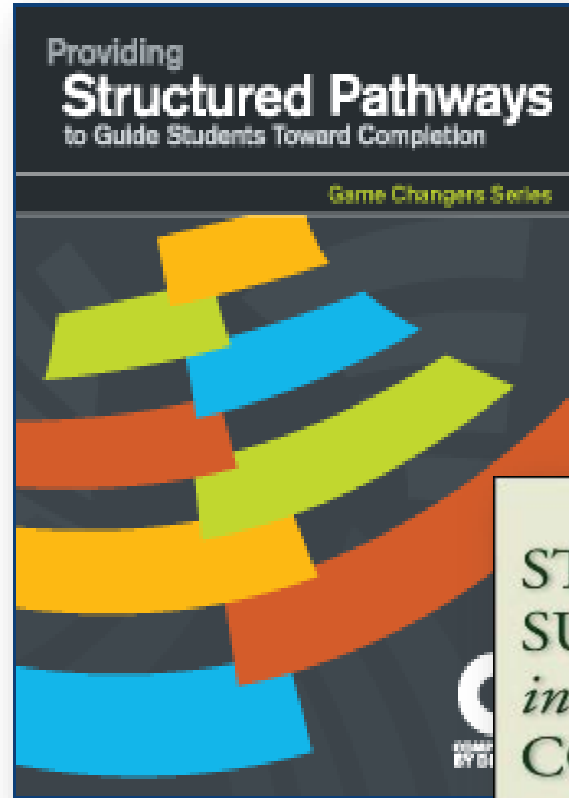
**MATH  
PATHWAYS**

**COREQUISITE  
REMEDIATION**

**FIFTEEN  
TO FINISH**

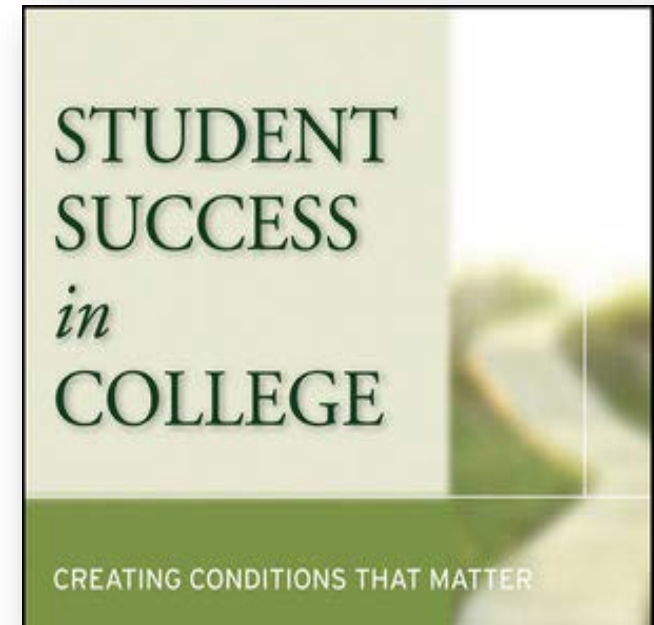
**STRUCTURED  
SCHEDULES**

**GUIDED PATHWAYS  
TO SUCCESS**



# Conditions to Promote Student Success

1. **“Living” Mission & “Lived” Educational Philosophy**
2. **Unshakeable Focus on Student Learning**
3. **Environments Adapted for Educational Enrichment**
4. **Clearly Marked Pathways to Student Success**
5. **Improvement-Oriented Ethos**
6. **Shared Responsibility for Educational Quality**



# High-Impact Practices



- ★ **First-Year Seminars and Experiences**
- ★ **Common Intellectual Experiences**
- ★ **Learning Communities**
- ★ **Writing-Intensive Courses**
- ★ **Collaborative Assignments and Projects**
- ★ **Undergraduate Research**
- ★ **Diversity/Global Learning**
- ★ **Service Learning,  
Community-Based Learning**
- ★ **Internships**
- ★ **Capstone Courses/Projects**
- ★ ***E-portfolios***



Association  
of American  
Colleges and  
Universities



# Gateway Course Redesign:

**“Nothing I’m doing here is in line with how learning works”**

Kelly Hogan, Bio. professor UNC Chapel Hill

## Revised instructional practice...

- Start each class with a question, then T-P-S
- E-poll for understanding
- Quizzes, challenge games



# Pathways to Student Success

## 1. Clarify paths to student end goals

- Simplify students' choices with default **program maps**

## 2. Help students choose and enter a pathway

- Bridge **K12 to higher education** by assuring early remediation; accelerated remediation

## 3. Help students stay on path

- Support students through a strong advising process
- *Embed academic and non-academic supports*

## 4. Ensure students are learning

- Establish program-level learning outcomes
- Integrate internships, & applied learning experiences
- Ensure effective teaching practices

**CCRC** COMMUNITY COLLEGE  
RESEARCH CENTER  
TEACHERS COLLEGE, COLUMBIA UNIVERSITY



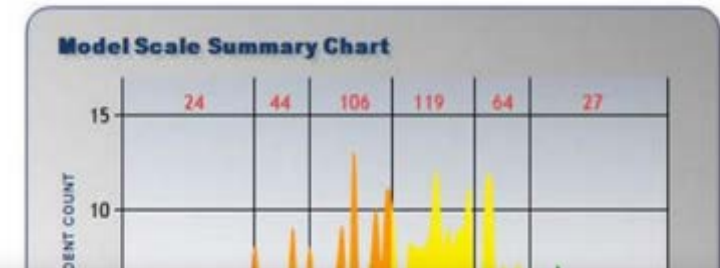
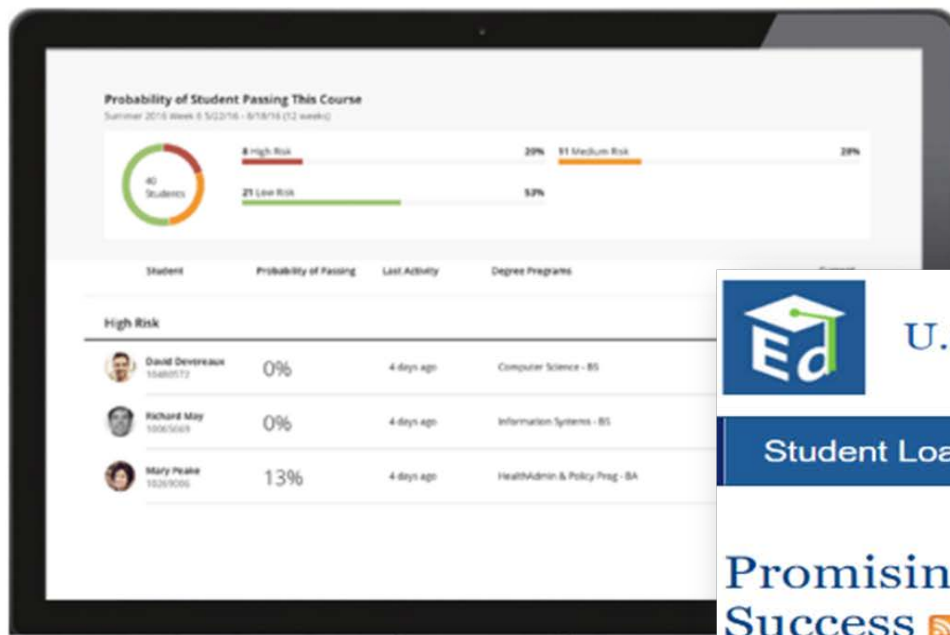
# Predictive Analytics and Data

## Ellucian Student Success and Retention Planning Services

Gather data and generate insights into learners' activity

Predict college student persistence early and identify student retention risk factors through advanced analytics

The Student Retention Predictor combines your institution's enrollment data and data from the Ruffalo Noel Levitz College Student Inventory™ into a powerful statistical model that identifies which incoming first-year students are less likely to persist, and, of these, which students can be influenced to re-enroll.



U.S. Department of Education

Search...

Student Loans

Grants

Laws

Promising and Practical Strategies to Increase Postsecondary Success



*Do I have what  
it takes?*

*Do I really  
belong  
here?*



**Students must build supportive connections  
with others to find a **sense of belonging****

**Cultural Navigators Can Help**

*“Individuals who strive  
to help students move  
successfully through  
education and life”*

*(Strayhorn, 2015)*

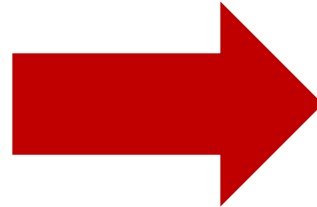


# Power of Growth Mindset: Entering students at UT Austin received growth mindset intervention

## Intervention

Read message about working hard, using resources, from successful UT Austin students

- “I thought I was the only one who struggled.”
- “I was shocked at how hard I had to work.”



## Outcome

- ✓ *More likely to complete a full load of courses, and effect was stronger among at-risk students.*
- ✓ *Students reported use of services, feeling supported*

# We Know A Lot About What Increases Student Success



**PAUSE for reflection: Do you agree we know a lot?  
What is getting in the way of making greater progress  
for student success?**



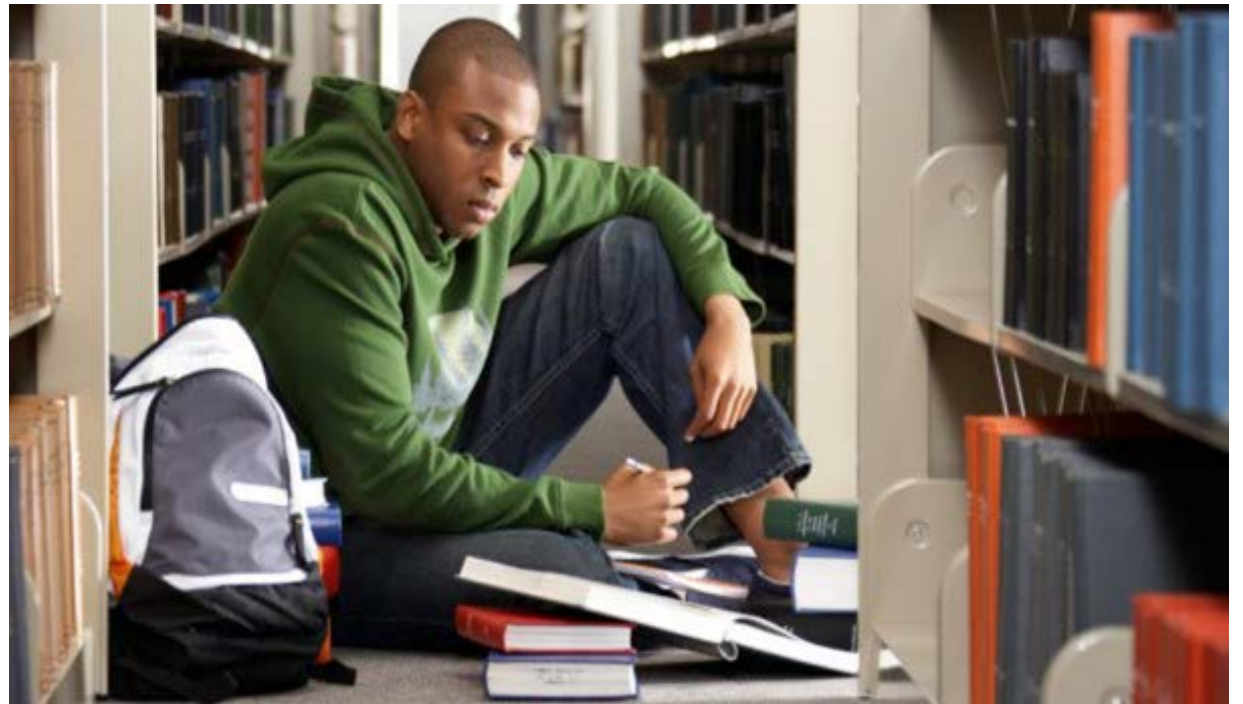


# “Know-What” Challenges

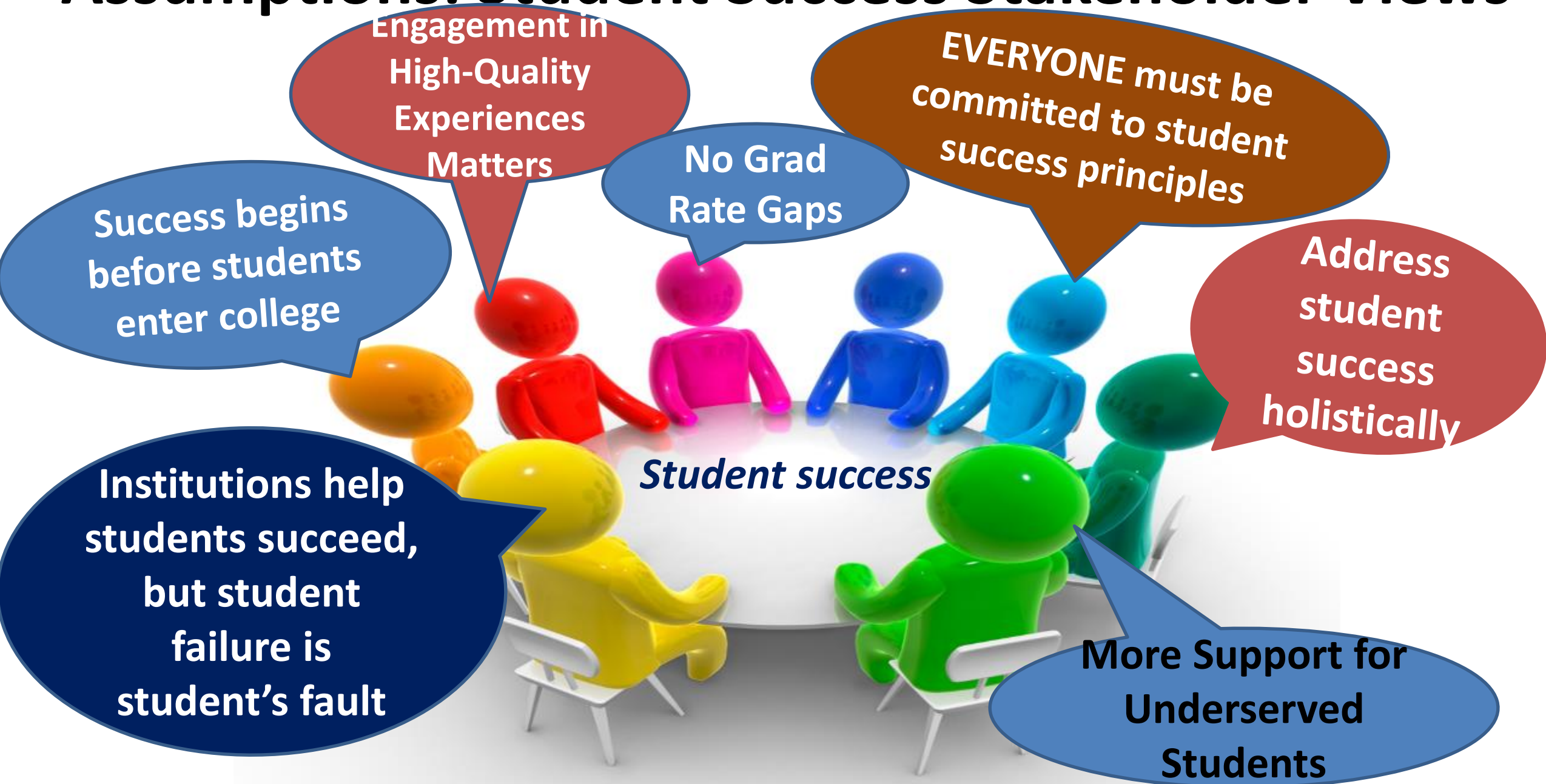
- Uneven application across institutions & among students
- **Lack of integration across efforts**
- Expansion of discrete, disconnected programs
- **Leap to implement before developing a clear sense of the problem, or the unique aspect of the context  
...“solutionitis”**

# To Make Greater Strides to Improve Student Success

- **Re-examine assumptions about improving student success**



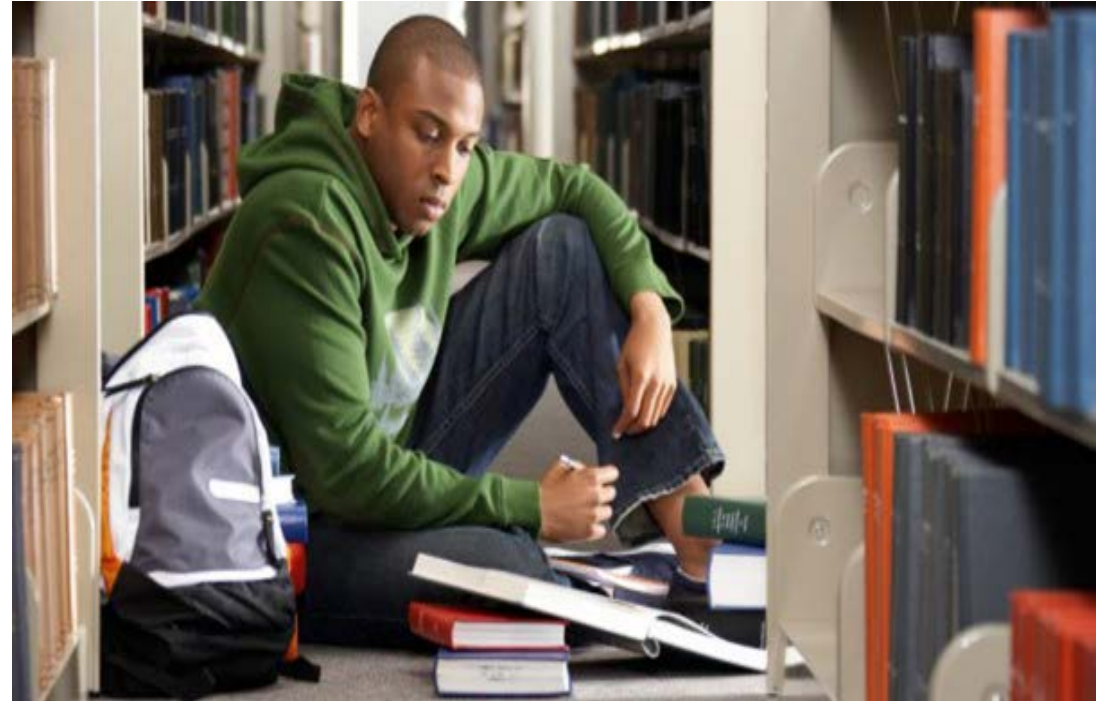
# Assumptions: Student Success Stakeholder Views





# To Make Greater Strides to Improve Student Success

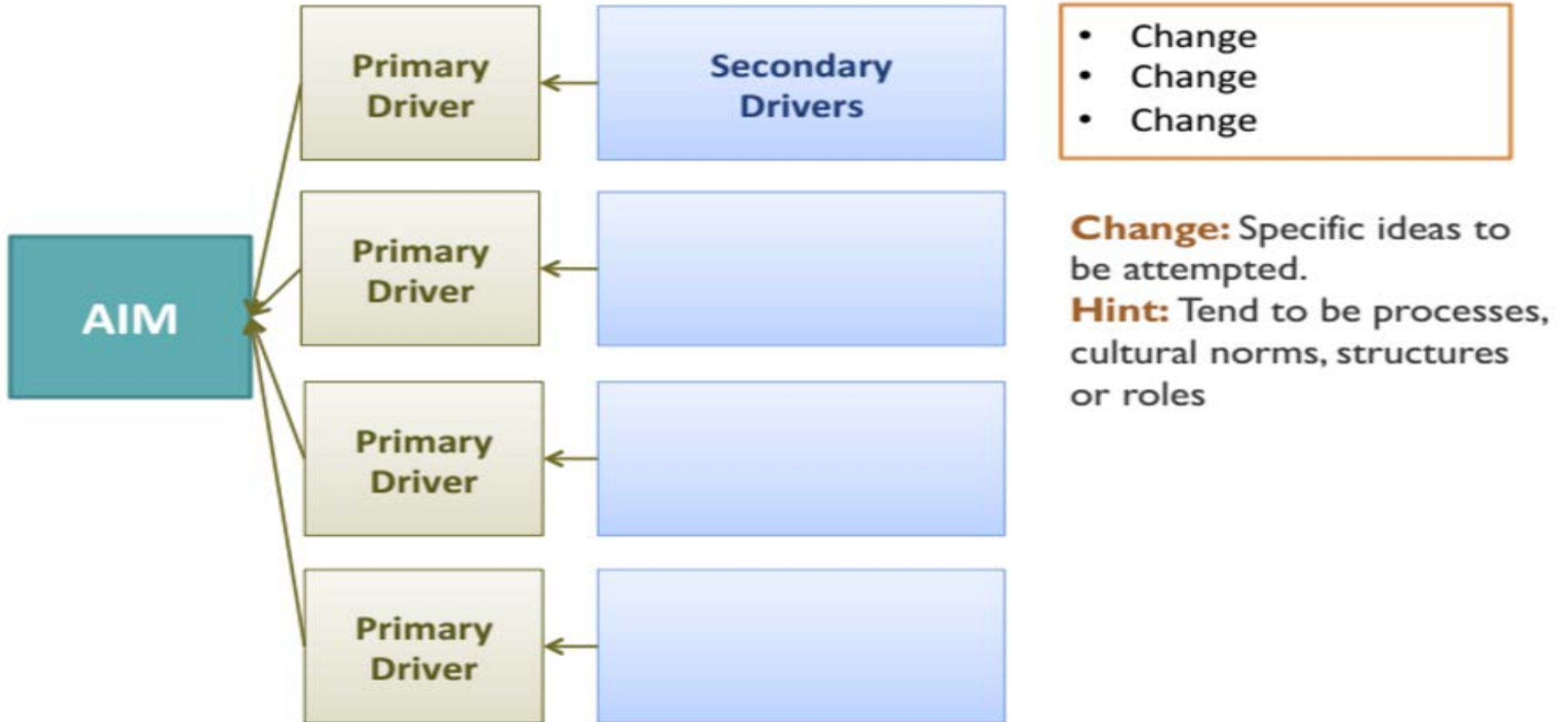
- Re-examine assumptions about improving student success
- **Represent our theory about “how” to increase student success**



# Conceptual Representation for Increasing Student Success

Today's agenda for student success needs a **better representation** -- a **conceptual structure that offers a comprehensive representation of the key operational components for student success**, emphasizing *how* student success will be achieved and the extent to which **efforts are aligned and integrated**.

# Driver Diagram: a tool for building and testing theories for improvement



# Conceptual Representation for Increasing Student Success

- **Visual representation of a proposed solution path to address a particular problem or challenge**
- **Structured logic chart, broader framework**

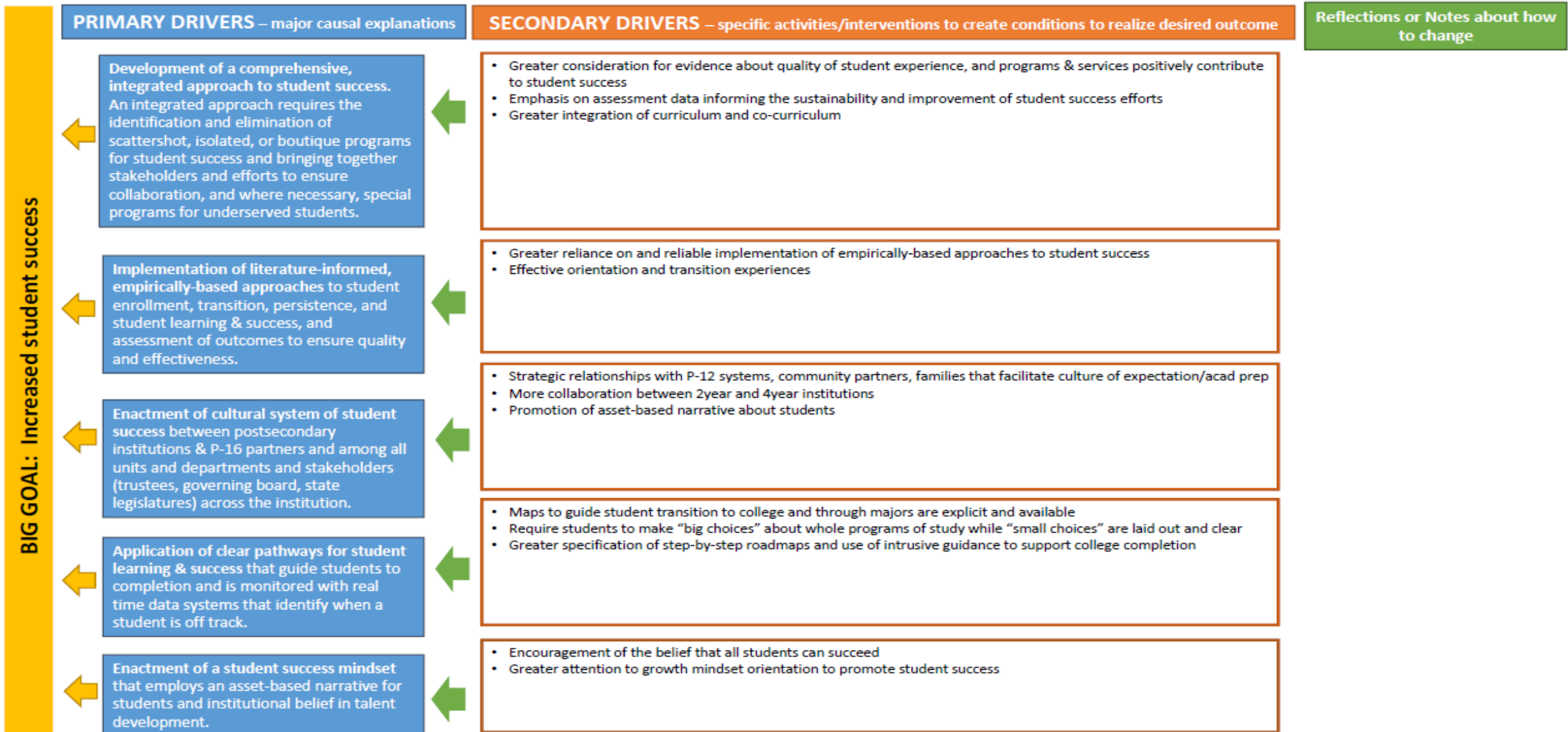
**3 or more levels including:**

**description of a goal or desired outcome**

**specification of major causal explanations (drivers) to reach or realize the goal**

**specific activities or interventions (secondary drivers) that could create conditions to realize desired outcomes**

Today's agenda for student success needs a better representation of the what and how of student success. The "Increased Student Success" driver diagram\* is a conceptual structure that offers a comprehensive representation of the key components for student success, emphasizing how student success will be achieved and the extent to which efforts are aligned and integrated. **How aligned is TS<sup>3</sup>?** Map the connections between primary drivers and your activities associated with TS<sup>3</sup> interventions: Guided Pathways Using Predictive Analytics, Redesigning the Math Pathway, and High Impact Practices for All Students. Are all your TS<sup>3</sup> activities connected to a primary driver? Which drivers have the strongest connections? What would help increase connections between your TS<sup>3</sup> activities and the primary drivers for Student Success?



\* Driver diagrams are a visual representation of a proposed solution path to address a particular problem or challenge. It is a type of structured logic chart with 3 or more levels including (a) description of a goal or desired outcome, (b) specification of the major causal explanations (drivers) to reach or realize the goal, and (c) specific activities or interventions (secondary drivers) that could create the conditions to realize the desired outcomes

**BIG GOAL: Increased student success**



**Enactment of a student success mindset**



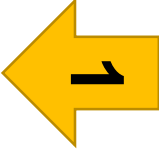
**Application of clear pathways for student learning & success**



**Enactment of cultural system of student success**

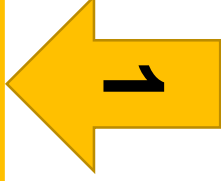
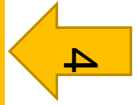


**Implementation of literature-informed, empirically-based approaches**



**Development of a comprehensive, integrated approach to student success.**

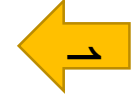
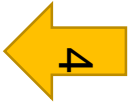
## BIG GOAL: Increased student success



**Development of a comprehensive, integrated approach to student success.**

An integrated approach requires the identification and elimination of scattershot, isolated, or boutique programs for student success and bringing together stakeholders and efforts to ensure collaboration, and where necessary, special programs for underserved students.

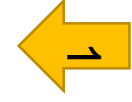
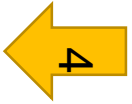
**BIG GOAL: Increased student success**



**Implementation of literature-informed, empirically-based approaches to student enrollment, transition, persistence, and student learning & success, and assessment of outcomes to ensure quality and effectiveness.**

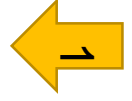
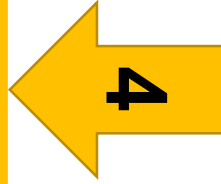


**BIG GOAL: Increased student success**



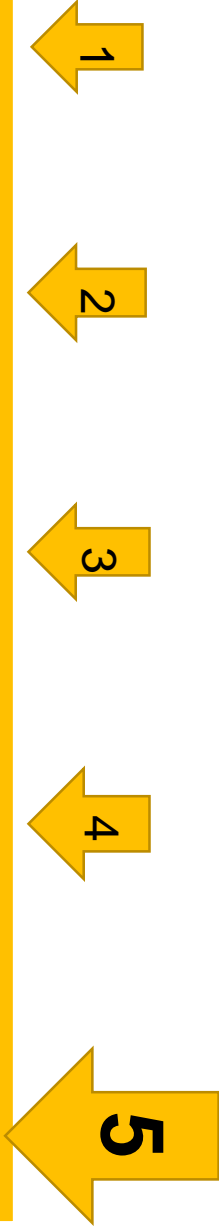
**Enactment of cultural system of student success between postsecondary institutions & P-16 partners and among all units and departments and stakeholders (trustees, governing board, state legislatures) across the institution.**

## BIG GOAL: Increased student success



**Application of clear pathways for student learning & success that guide students to completion and is monitored with real time data systems that identify when a student is off track.**

**BIG GOAL: Increased student success**



**Enactment of a student success mindset that employs an asset-based narrative for students and institutional belief in talent development.**

**BIG GOAL: Increased student success**

1

Development of a comprehensive, integrated approach to student success.



**SECONDARY DRIVERS**

- Greater consideration for evidence about the quality of student success
- Emphasis on assessment data informing the sustainability and improvement of student success
- Greater integration of curriculum and co-curriculum
- More interconnected policies and programs, less isolated initiatives
- Enhanced relationships between faculty, staff and student affairs

2

Implementation of literature-informed, empirically-based approaches



- Greater reliance on and reliable implementation of empirically-based approaches
- Systematic early college exposure and support networks with P-12
- Effective orientation and transition experiences
- Reformed gateway courses and developmental education
- Greater use of engaging pedagogies

3

Enactment of cultural system of student success



- Strategic relationships with P-12 systems, community partners, and industry
- More collaboration between 2-year and 4-year institutions
- Greater attention to transitions between high school and college
- Promotion of asset-based narrative about students
- More communication with prospective students about enrollment

4

Application of clear pathways for student learning & success



- Maps to guide student transition to college and through majors and careers
- Require students to make "big choices" about whole programs of study
- Greater specification of step-by-step roadmaps and use of intrusive advising
- Greater use of student information such as past performance and curricular involvements, and other beneficial experiential learning
- More comprehensive data and information systems accessible to students

5

Enactment of a student success mindset



- Encouragement of the belief that all students can succeed
- Greater attention to grit, growth mindset orientation to promote success
- Faculty and staff development to foster student success mindset
- Pervasive culture of student support across faculty, administrators, and staff
- Involvement of students in success planning and in institutional assessment

**BIG GOAL: Increased student success**



**Enactment of a student success mindset**



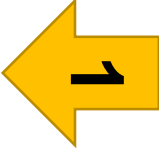
**Application of clear pathways for student learning & success**



**Enactment of cultural system of student success**



**Implementation of literature-informed, empirically-based approaches**



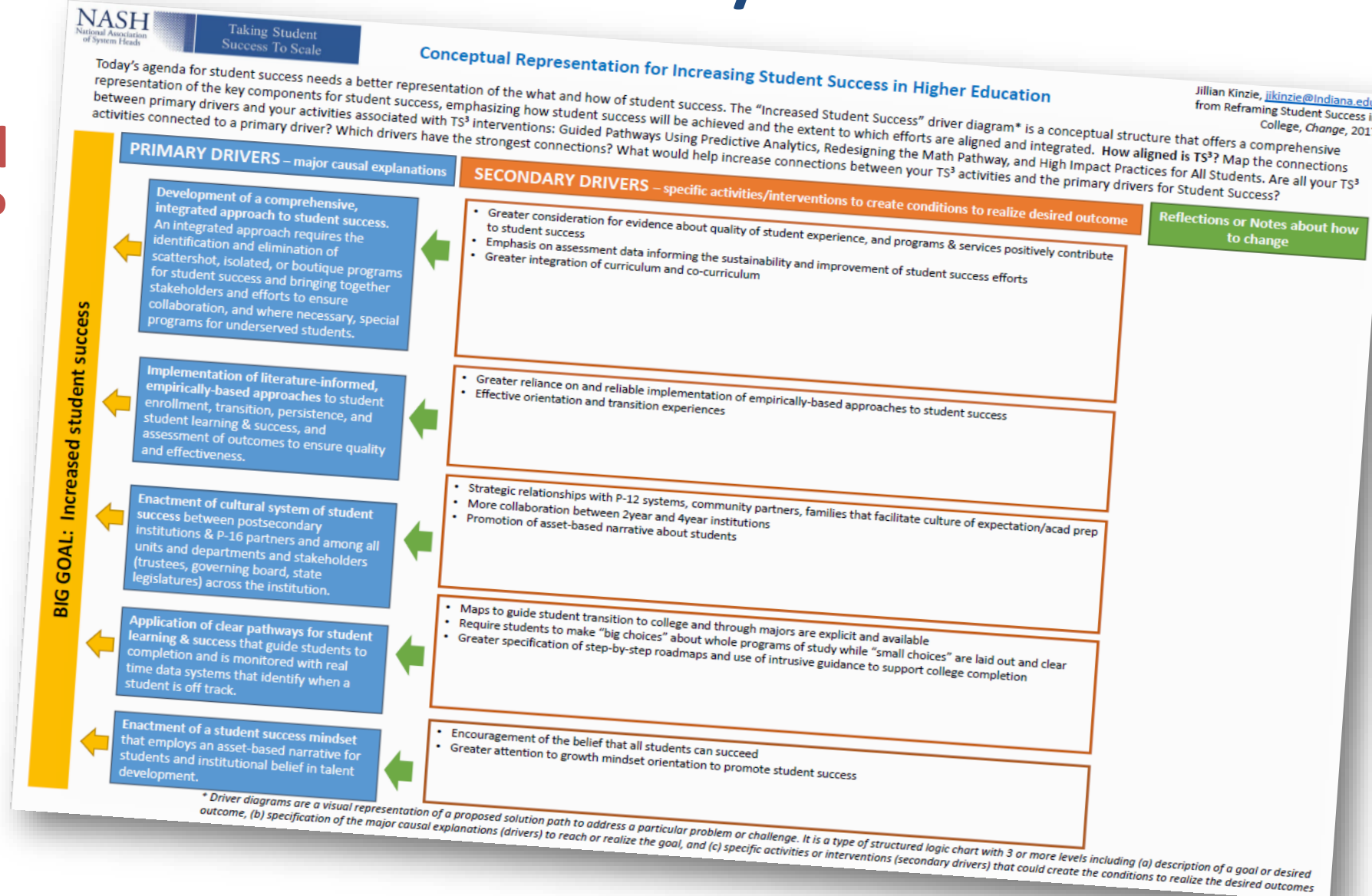
**Development of a comprehensive, integrated approach to student success.**

# Examples of Institutional Practices that Exemplify Drivers to Increase Student Success

- 1 ■ **Cleveland State University: interconnected policies including multi-term registration; guaranteed placement of community college degree-holders into desired program; “last dollar” scholarships.**
- 4 ■ **Meta-majors with career planning, educational pathway enhancements**
- 3 1 ■ **Creation of food pantries**
- 2 ■ **University of Maryland: redesign of 70 gateway courses to increase faculty capacity to employ active learning approaches**

# How Aligned is TS<sup>3</sup>? Map Connections Between Primary Drivers and Your Activities/Interventions

- Are all your TS<sup>3</sup> activities connected to a primary driver?
- Which drivers have the strongest connections?
- What would help increase connections between primary drivers and TS<sup>3</sup> activities?



# **Student Success Driver Mantra**

**We are doing these things**

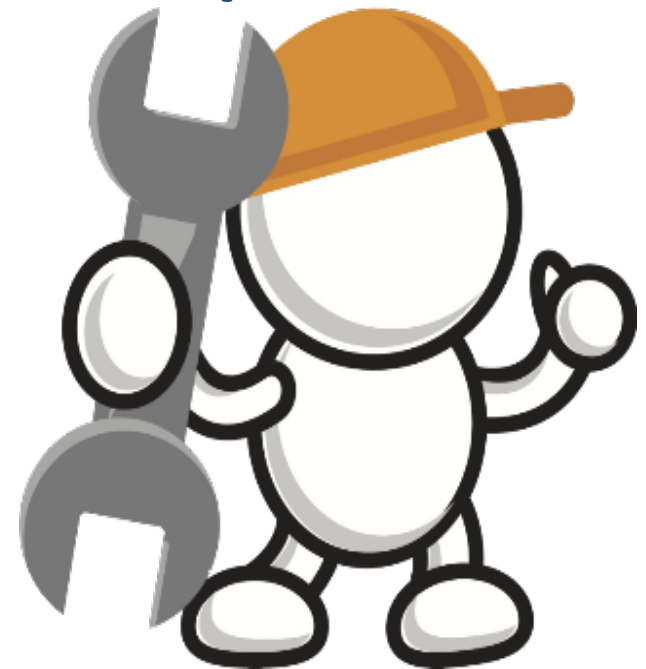
**because they exemplify**

**the 5 drivers for student success**



# Address Shortcomings to Mobilize Higher Education for Student Success

- a success narrative that too easily blames students,
- conceptions of student success that focus too narrowly on completion, without equal attention to educational quality,
- a deficiency of illustrations of equity-minded practices, and
- piling on solutions instead of implementing problem-focused, integrated, improvement-oriented strategies.



*Thank You.*

*Know what student success research is salient, align activities to drivers, and monitor & learn from local research on what makes a difference*

**Jillian Kinzie, PhD., NSSE Institute Indiana University  
Center for Postsecondary Research, [jikinzie@indiana.edu](mailto:jikinzie@indiana.edu)**

