Coaching at the University of Central Florida

Presented by:
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UCF Online Connect Center
University of Central Florida

- 68,571 Total Students
- 51% Transfer Students
- 47.3% Minority
- 24% First-Generation
- 80% Online Coursework
UCF Online

- Over 20 year history of online learning at UCF
- Launched UCF Online in 2015-2016
- Opens opportunities for students at a distance to completed their UCF degrees in a fully online modality, with the benefits of:
  - 80+ undergraduate, graduate, and certificate programs
  - Reduced university campus-based fees
  - Assigned a Success Coach
UCF Online

ENROLLMENT GROWTH

- Projected
- Graduate
- Undergraduate
- Total

STUDENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Students</th>
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<tbody>
<tr>
<td>2015-16</td>
<td>1016</td>
</tr>
<tr>
<td>2016-17</td>
<td>1483</td>
</tr>
<tr>
<td>2017-18</td>
<td>1654</td>
</tr>
<tr>
<td>2018-19</td>
<td>2243</td>
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</tbody>
</table>

Projected: 2015-16: 130, 2016-17: 132
Graduate: 2015-16: 2, 2016-17: 863
Undergraduate: 2015-16: 130, 2016-17: 791

Supporting Online Learning
Why Coaching?

To meet students where they are

To move from transactions to relationships

To use coaching to elevate student success
Understanding the Environment

• Influencing Factors
  • Collective Impact
  • Enrollment Management
  • Performance Based-Funding
  • Reimaging First Year (RFY)

• Situational Factors
  • Advising Community
  • Information Technology
  • Systems and Processes
  • Paradigms and Cultures
Understanding the Environment

Success Coaches

- "I don’t fit in and I’m stressed at work"
- "I can’t afford to finish my degree"
- "How many courses should I take?"
- "I need a new ID card"

Faculty

- "Which subfield should I study?"
- "I want to switch majors"
- "I need to pick a major"
- "I need to register for classes"

Self-Service

- "I need to register for classes"

Academic Advisors

- "I need a new ID card"
- "I can’t afford to finish my degree"
- "How many courses should I take?"
- "I don’t fit in and I’m stressed at work"

Source: "Who Truly Owns Advising?" EAB Brief, 2018
Coaches and Advisors both support student success, but the approach differs in outreach and content of support. Coaching involves the use of specific techniques to help students prioritize and cultivate strategies, and to strengthen their own self-efficacy and self-advocacy.
# Implementing the Coaching Strategy

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
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</thead>
<tbody>
<tr>
<td>2015 - 2016</td>
<td>2016 - 2017</td>
<td>2017 – 2018</td>
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<tr>
<td>• 3-Day Needs Assessment Review with UCF Stakeholders</td>
<td>• Nashville Site Visit</td>
<td>• Increased Coaching Staff to include 26 additional Success Coaches</td>
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<tr>
<td>• 3-Day Intensive Training Session With Regional Campuses Advising Staff</td>
<td>• 3-Day New Coach Training with Coaches of the UCF Online Connect Center</td>
<td>• Moving to a Case Management Style of Coaching</td>
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<td></td>
<td>• Monthly Coach Trainings</td>
<td>• Developing a Train-the-Trainer Model</td>
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<td></td>
<td>• Monthly Coaching Quality Assurance</td>
<td>• Monthly Training for All Success Coaches</td>
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<tr>
<td></td>
<td>• Monthly Manager Trainings</td>
<td>• Monthly Coaching Quality Assurance</td>
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<td>• Monthly Training for Directors and Managers</td>
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Implementing the Coaching Strategy

**Prospective Student Outreach**
- Performs outreach to inquiries
- Provides general information
- Connects prospective student to a Coach

**Enrollment Coaching**
- Works with the prospective student through the application, admission, orientation, and enrollment processes
- Cultivates a shared understanding of “why”
- Begins to identify the “how”
- Provides connection to University resources

**Success Coaching**
- Understands what is currently happening for the student at each point in the journey
- Builds on the “why” and “how”
- Co-creates a clear success plan
- Motivates and advances the success plan at each meeting
- Works with the student to build accountability and self-advocacy
Our Transformation

Transforming the...

Culture
People
Roles
Technology
Teams
Systems
Processes
Utilizing the Power of Partnerships

Our Transformation

Leadership
Faculty
Students
Internal Partners
External Partners
Data Analysts
IT
Expanding Our Coaching Programs

Startup
- UCF Online
- Hired for the Position
- Training

Transform
- Regional Connect Centers
- Converted Positions
- Retraining

Incremental  Disruptive
Managing the Change

• Assessed Current Understandings
• Scanned for Resistance
• Developed Communication Plans
• Created Various Trainings/Materials
• Established Support Mechanisms
• Planned for Scalability
Lessons Learned

• Lead from the top
• Get everyone to the table
• Use experts/expertise
• Invite students
• Think outside of the box
• Be nimble and flexible
• Be patient
Thank you

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