Campus Collaborations

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Growth of Advising

• Need for good advising is well recognized
• Advising investment driven by public & legislative pressure
  • Driven by education cost & outcomes
  • Historic focus on faculty at center vs. student at the center
  • Student success & performance-based funding models
  • College completion agenda
• Academic & career alignment – employment is the goal

NACADA Membership Growth

1996
4,604 members

2018
14,775 members
That’s ~ $600M growth in advisor investment!

Student Success

• Common Definitions Include
  • Quality Student Experience
  • Graduation
  • Post-graduation and Career Outcomes
  • Closing Equity Gaps
• APLU – Scaling Student Success
  • Proactive Advising & Advising Models
  • Coordinated Services
  • Technology & Analytics
  • Financial Literacy & Unmet Financial Need
  • Mental Health
  • Faculty Development & Curricular Data
  • Time to Degree – Transfer and First Year
  • Campus Climate & Belonging
Advising as Crossroads for Student Success

More Coordination = Better Student Success Outcomes
Drive to Degree 2019, Tyton Partners

College Leadership Question

How do we ensure that our investment in advising pays off?

The Advising Community

Collaboration Between Advisors and the Campus Community is More Needed Than Ever Before

Advising Collaborations Provide the Framework for Student Success

• Advising is the broadest student success resource base and connects with all others
• “Crossroads” of student success
  • Excellence in student support across institution & coordinated services requires more than simple referral
  • Requires work in new ways – connected, transparent, curious
• Where do we need to collaborate?
  • Across divisions (Enrollment Management, Student Affairs, Academic Affairs/UG Education)
  • Among offices (advising & career centers, identity centers, success programs, student services, colleges/curricula, etc.)
The Student Success Community

Collaboration Between Advisors and the Campus Community is More Needed Than Ever Before

Common Barriers to Collaboration

- Lack of respect and trust
- Different mindsets
- Poor listening skills
- Knowledge deficits
- Lack of goal alignment
- Internal competitiveness
- Information hoarding
- Organizational silos
- Physical separation

Importance of Shared Leadership and Collaboration

- Develop shared understanding of mission and philosophy
- Encourage cross-functional activities focused on student success through altered structures
- Tighten the philosophical and operational linkages between academic & student affairs and enrollment mgmt.
- Use celebrations to engage the campus community in conversations about student success
- Create and capitalize on cross-functional and boundary-spanning activities

Rise of Technology & Data in Advising

- Technology expansion beyond SIS/LMS
  - Class schedulers, degree planners, text platforms, attendance trackers, career assessments, appointment scheduling, early alert, caseload management, chatbots ...
  - Tyton Report
- Analytics systems and data-informed advising
- Student Success Mgmt./Intelligence Systems (SSMS/SSIS)
- Next phase: Integrated platforms, aligned advising/career technology
Structure Supports Collaboration

- Formal organizational structure
  - Where does Academic Advising fit?
  - Where do you fit?
- Informal networks
- Structures within advising and beyond advising

Politics & Influence

- Institutional Culture & Context
- Models of Advising
- Reputation of Advising – History, Expertise, Excellence
- Strength, Influence, Who’s Empowered (and Who’s not?)

Skills Needed for Collaboration

- Broad, inclusive perspective
- Relationship building
- Leadership practices
- Management
- Communication
- Recognize your gaps
- Understand your level of empowerment
- Seek mentoring

Behaviors of Collaborative Leaders

1. Silo Busting
2. Building Trust
3. Aligning Body Language
4. Promoting Diversity
5. Sharpening Soft Skills
6. Creating Psychological Safety

“Leaders trigger the “sharing instinct” when they create psychologically safe workplace environments in which people feel secure, valued, and trusted.”
Leadership Fosters Collaboration

The Five Practices of Exemplary Leadership


Other Strategies for Success

- **Reciprocity:** the tendency for individuals to repay what another has provided at an earlier time
- **Commitment and consistency:** the tendency for individuals to remain consistent with what they have committed to
- **Liking:** the tendency for individuals to say yes to those they know and like
- **Social proof:** the tendency for individuals to look to others for validation of their choices
- **Scarcity:** the tendency for individuals to value what is less available

Leadership Lessons for Collaboration

Creating the Circle of Leadership

- Salsa, Soul & Spirit: Leadership for a Multicultural Age (Juana Bordas)

Nine Lies About Work

- Lie #1: People Care Which Company They Work For
- Lie #9: Leadership is a Thing

WE NEED TO HEAR FROM YOU!

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References