



Faculty Senate Archives

Faculty Senate

Academic year 2019-2020

Attachment 2 to Faculty Senate Meeting February 10, 2020

Recruitment and Retention Toolkit

*Recruitment and Retention Toolkit**

Thanks to everyone across campus for sharing their best practices! All of the strategies provided in this Toolkit are being employed effectively by one or more departments on campus. The information in each category is generally organized from the most simple to the more time intensive practices. Nearly all practices emphasize the importance of building community and personal relationships. Departments are encouraged to identify some steps they can take in both the recruitment and retention categories, perhaps stepping up their game if they are already carrying out some of the simpler measures.

There is real value to gathering data whenever possible in order to evaluate the impact of your efforts. This may allow tweaking if things don't go as desired, or allow you to select only those activities that have the most impact instead of spreading yourself too thin with actions that don't have as much impact.

These materials will be maintained by the Office of Academic Affairs. Thanks for continuing to share your effective practices with me.

If there are updates that need to be made, please bring these to the attention of Carolyn.Shaw@wichita.edu

*Previously the "Chairs' Toolkit", but most of these practices can be adopted by anyone and everyone in the department.

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I. Getting Contact Information for Outreach

Class Lists that include email contacts and major of each student

→ <https://wsureporting.wichita.edu/> > Team Content > Registrar-Faculty > WSU Reporting RO00015

Majors / Minors/ Certificates

- <https://wsureporting.wichita.edu/> > Team Content > Registrar-Lists > RO00145 Student List [Chairs have access and can request it for dept advisors]
- Filter by Term, then check your Majors, Field Majors, and General Studies majors (Certificates are included in the list of Majors)
- You can also search Minors or Certificates; but these options will *only* show up IF there are students who have declared a particular minor or certificate as part of their plan of study.
OR
- Use Student Success Collaborative (SSC) <https://wichita.campus.eab.com/> Or MyWSU portal > Teach/Advise tab > SSC Campus in Advisor Links.
 - ◆ Lists/Search (icon with “+ bookmark”) > New Saved Search > Show advanced filters checkbox
 - ◆ Under “Area of Study” > Major in *Any* of these Areas > Major, Field Major, General Studies Major
 - ◆ Be sure to SAVE the list (button at the very top of the page).

Prospective majors

- Contact MaryAnn.Hollander@wichita.edu in Admissions
- Recommendation to request lists in November and March.

Departmental Alumni

- Contact the Office of Planning and Analysis OPA www.wichita.edu/OPA and request a list of departmental alumni with their secondary emails provided (i.e. non-Shocker.edu emails).
Tiffany.Franks@wichita.edu
https://www.wichita.edu/services/planning_and_analysis/Data_Requests.php
- International Education also has contacts specifically for international alumni.
Vince.Altum@wichita.edu

At Risk Students

- <https://wsureporting.wichita.edu/> > Team Content > Academic Advisors > “At Risk Students” (OPA 00017) [Training on understanding risk factors required for access. Contact Kim.Sandlin@wichita.edu]

Select Subgroups of Students

- ◆ Use Student Success Collaborative (SSC) aka Navigate
 - ◆ For access and training contact Kim.Sandlin@wichita.edu, Director of the Office of Student Success
 - ◆ Pull your own filtered list: <https://wichita.campus.eab.com/> Or MyWSU portal > Teach/Advise tab > SSC Campus in Advisor Links.
 - Lists/Search (icon with “+ bookmark”) > New Saved Search > Show advanced filters checkbox
 - Choose desired filters (major, GPA, students who have taken particular classes, class year, students at risk, etc.)
 - Be sure to SAVE the list (button at the very top of the page).

- ◆ Contact your College Success Coach and request a list
 - ◆ Fairmount LAS – Chelsea Dey Chelsea.Dey@wichita.edu
 - ◆ Barton School - Jamie Hollon jamie.hollon@wichita.edu
 - ◆ Fine Arts - Stephanie Cockrell stephanie.cockrell@wichita.edu
 - ◆ Engineering – Stephanie Adams stepanie.adams@wichita.edu
 - ◆ CAS - pending
 - ◆ CHP - pending

Campus Contacts - Share your news with others who can amplify the message

- Academic Affairs - Lydia.Santiago@wichita.edu
- Admissions - MaryAnn.Hollander@wichita.edu
- Strategic Communications - Joe.Kleinsasser@wichita.edu (WSU Today, Academe, Shocker Blast [to students], Campus Connection [to private employers on campus - ie Airbus, etc]) and Matheson.herron@wichita.edu (social media)
- WSU Foundation - Lynn.Deckinger@wichita.edu
- Alumni Office - Connie.White@wichita.edu

Designing Surveys

- ◆ WSU has an institutional contract with Qualtrics.
Contact Sandra.Ranney@wichita.edu in the Social Science Lab to create an account or get help with creating a survey.
https://www.wichita.edu/academics/fairmount_college_of_liberal_arts_and_sciences/social_science_research_lab/Qualtrics.php

II. RECRUITMENT

Communication Strategies

- Share / Re-tweet social media content from other university offices
 - ◆ Bobby Gandu / Admissions
 - <https://twitter.com/wheatweet>
 - <https://www.facebook.com/WichitaStateAdmissions/>
 - WichitaStateAdmissions [instagram]
 - ◆ Strategic Communications
 - <https://twitter.com/wichitastate/>
 - <https://www.facebook.com/wichita.state/>
 - Wichita_State_U [instagram]
 - ◆ Foundation
 - <https://twitter.com/WSUFoundation>
 - <https://www.facebook.com/wsufoundation/>
 - WSUFoundation [instagram]
 - ◆ Alumni Association
 - <https://twitter.com/ShockerAlumni>
 - <https://www.facebook.com/ShockerAlumni/>
 - WichitaStateAlumni [instagram]
 - ◆ CAS
 - <https://twitter.com/WichitaStateCAS>
 - <https://www.facebook.com/WichitaStateCAS/>
 - WichitaStateCAS [instagram]
 - ◆ Engineering
 - <https://twitter.com/WSUEngineering>
 - <https://www.facebook.com/WSUEngineering>
 - ◆ Fairmount College
 - <https://www.facebook.com/FairmountCollegeofLiberalArtsandSciences/>
 - ◆ Fine Arts
 - https://twitter.com/WSU_FineArts
 - <https://www.facebook.com/WSUSchoolofPerformingArts/>
 - ◆ Health Professions
 - https://twitter.com/wsu_chp
 - <https://www.facebook.com/wsuchp/>
 - ◆ Business
 - <https://twitter.com/BartonSchoolWSU>
 - <https://www.facebook.com/BartonSchool>
 - WSUBusinessSchool [instagram]
 - ◆ Honors College
 - <https://twitter.com/lindquistghost>
 - <https://www.facebook.com/lindquistghost>
 - ◆ Graduate School
 - <https://www.facebook.com/WichitaStateGradSchool/>
 - ◆ Student Affairs
 - <https://twitter.com/WichitaStateSA>
 - <https://www.facebook.com/wsu.involvement/>
 - WichitaStateSA [instagram]

- Maintain social media site(s) for the department - post 1-2x/week
 - ◆ Share with Strategic Communications [Matheson.herron@wichita.edu]
Admissions [MaryAnn.Hollander@wichita.edu]
 - ◆ Identify a photographer in the department to capture moments digitally to enhance social media content
 - ◆ Engage / employ current majors to create unique/customized content for department's social media account(s).

- Reach out and share dept info with Admissions office - Aaron.Hamilton@wichita.edu
 - ◆ Provide Talking Points / Myth-busting info for Admissions staff. If you could tell a room full of high school students 3 things about your degree program/department, what would they be? Ex: a degree in Political Science does not mean you can only get a job as an elected official.
 - ◆ Share alumni success stories - these are very attractive to prospective students. Ex: <https://www.oberlin.edu/news/collection/after-oberlin>

- Create / Maintain an attractive program flyer for use by Admissions / Advising and department outreach events. Ex: Shocker Ad Lab one pagers. Contact Madeline.McCullough@wichita.edu

- Subscribe to Admissions newsletter to keep up on their latest recruitment efforts. Mandy.Harmon@wichita.edu x5697

- Request to receive information about transfer students who are thinking about coming to WSU in your program. Justin.Petersen@wichita.edu handles all of the requests for dual advising from transfer students. They are put in touch with the advising center, and could also be contacted by your department.

- Schedule/Send brief highlights emails to prospective high school students 1-2x/month.
 - ◆ These can be done through the department, or coordinated with Mary Ann Hollander in the Admissions office. Admissions may also be able to send communications to students' parents who have a significant impact on their college choices.
 - ◆ Emphasize student engagement opportunities, successful alumni, internships, student research and other applied learning opportunities, etc.

- Maintain an attractive and up to date web page that highlights the strengths of your program
 - ◆ Might include applied learning opportunities, potential career paths for graduates, alumni highlights, and student clubs in addition to faculty and curricular details.
 - ◆ Prospective students care about academic reputation when selecting a college - share data to support that your department has a strong academic reputation: Rankings, accreditations, publications, recognitions, etc.

- ◆ Contact Tim.Hart@wichita.edu in Strategic Communications for additional web page design tips and support.
- Contact “undecideds” in your intro classes with info about your major and invite them meet with a faculty member or advisor to learn more
 - ◆ <https://wsureporting.wichita.edu/> > Team Content > Registrar-Faculty > WSU Reporting RO00015
 - ◆ OR Student Success Collaborative (SSC) > Lists/Search (icon with “+ bookmark”) > New Saved Search > Show advanced filters checkbox > Course data (select term and your intro course number) > Area of Study/Major (“select LAS – Undecided”)
 - ◆ See sample email #1 in the Appendix
- Make a video highlighting value of your programs (collaborate with Shocker Ad Lab Madeline.mccullough@wichita.edu), distribute in emails to prospective students, post on your dept home page;
- Develop recruitment materials for target audiences (beyond traditional freshmen) that may be particularly attracted to your program (i.e returning adults, veterans, etc.)

Personal Connection Strategies

- Always find someone in the department who can meet with campus visitors when they request it. The more unique contacts a visitor makes, the more likely they are to choose to attend WSU.
 - ◆ Think about what the brief visit to your department feels like and how it might translate to the experience of being a student in your department.
 - ◆ Keep display cases and/or bulletin boards up to date; have proper department/university signage and a fresh look.
 - ◆ Provide hospitality for visitors. Ex: Social work offers every visitor bottled water (with a social work label on it).
- Support/encourage department faculty to serve as Recruitment Faculty Fellows
 - ◆ Contact Recruitment Faculty Fellow coordinator Aaron.Hamilton@wichita.edu
- Support/encourage department faculty, current students, and alumni to engage with and recruit students during their trips to other locations or to their home countries
- Use Student Success Collaborative (SSC) to send targeted messages to different groups of students:
 - ◆ First Gen students – send a welcome message from one of your faculty who is first gen.
 - ◆ <https://wichita.campus.eab.com/> Or MyWSU portal > Teach/Advise tab > SSC Campus in Advisor Links.

- Encourage your current majors with engaging personalities to participate in the Student Ambassadors program through the Admissions office. They attend recruitment events and send personalized follow-up messages to prospective students after visits. SAS coordinator: Sarah.Brill@wichita.edu
- Identify majors who have transferred from other institutions (community colleges, etc) and invite them to help with recruitment from those schools. Providing a 'book scholarship' might be a helpful incentive. Contact Sheelu.Surrender@wichita.edu in Financial Aid for more information.
- Provide booths / sessions for Black and Yellow days and other Admissions recruitment events. Contact Mandy.Harmon@wichita.edu x5697 for a full schedule.
 - ◆ Prepare a stock of materials, take turns among department members attending.
- Engage with high performing students and their parents through the Distinguished Scholarship Invitational (DSI) each November.
 - ◆ Coordinator Mandy.Harmon@wichita.edu
- Encourage department student organizations to engage with prospective students. (Peer recruitment).
- Invite various support offices on campus to provide information to prospective students that you host on campus. (ie Admissions rep for a high school conference event)
 - ◆ Contact Maryann.hollander@wichita.edu
- Partner with support offices on campus when you visit high schools (ie financial aid rep)
- Reach out to local middle schools, high schools, and community colleges to provide guest lectures for their classes. Ex: the Elliott School of Communication visits journalism and yearbook classes to talk about communication majors, careers in journalism, etc.
 - ◆ collect names/information of students in the classroom to pass back to admissions for later follow-up. Admissions can provide broad-based WSU handouts to distribute to the classrooms. Contact Maryann.hollander@wichita.edu
- Engage with students through local organizations such as Girl Scouts or Boy Scouts. Ex: Geology and camping connections.
- Extend an invitation to summer TRIO Talent Search and Upward Bound or GearUp high school students to tour your department facilities (labs, etc), or to attend a special performance during their time on campus. Larry.Ramos@wichita.edu TRIO program support office.
- Invite local AVID students to visit campus for a mock college class in your program and a campus tour. Michelle Drumright, USD 259 coordinator, mdrumright1@usd259.net

- Visit undergraduate programs at other institutions that may provide students to your graduate programs. Ex: Pre-PA clubs at KU, KSU, UMKC, Fort Hays State and Pitt State.
- Host an Open House for prospective students showcasing the work of current students. Ex: College of Engineering Open House
- Host a high school conference (ex: Science Olympiad)
 - ◆ The admissions office can help run your event registration process online so that they can provide follow-up with the students later.
- Host a summer camp for high school students. (ex: Debate camp).
- Pursue articulation agreements with community colleges in Kansas and neighboring states where students who complete two years in community college can complete their degree seamlessly at WSU. (ex: Anthropology, and many others)
- Provide a Readiness check sheet for prospective incoming students (professional degree programs)
- Explore emerging trends in higher education and your discipline to identify where programs might be adapted to meet changing needs in society.
- Create little ways to thank faculty for their retention and recruitment efforts beyond annual review evaluations and T and P comments.
 - ◆ Provide campus meal cards as a thank you for meeting with campus visitors. Catering director: natalie.doom@compass-usa.com x5978
 - ◆ Allocate additional conference travel funds.
 - ◆ Publicly recognize their contributions in department meetings, newsletters, in updates to the Dean, etc.

III. RETENTION

We know from surveys done of students who have left the university that academic performance is only part of the challenge to retaining students. Students also face personal challenges that might be alleviated through support from Counseling and Testing, Financial Aid, Student Success Office, and other support offices. Over 40% of students indicate that they face financial difficulties that make persistence difficult, so by employing work study students, ensuring full use of scholarship funds, providing internship experiences and other placement assistance, and removing unnecessary barriers to completion, we can help keep these students at WSU to complete their degree.

Retention - For struggling students

- Regularly use SEAS Early Alert System as an easy communication tool to let students know they are underperforming in one or more areas and need to change their behavior or see the instructor for help.
- Engage in targeted outreach campaigns to particular groups of students with helpful advice to direct them to services or advising as appropriate.
 - ◆ Those who have failed a class
 - ◆ Those who are missing pre-requisite courses or required courses
 - ◆ See sample email #2 in the Appendix
- Be familiar with the variety of resources to help struggling students:
 - ◆ [Writing Center](#)
 - ◆ [Math Lab](#)
 - ◆ [Center for Excellence in Oral Communication](#)
 - ◆ [Shocker Learning Center](#)
 - ◆ [GEEKS](#)
 - ◆ [TRIO Student Support Services](#)
- Encourage students to contact their instructor as well as financial aid before withdrawing from a course. They may think they cannot make it through, but have not sought help from the instructor, nor recognized the impact on their financial aid. Financial Aid contact courtney.lockhart@wichita.edu
- Reach out to students who have dropped a class to express concern and interest in their success.
 - ◆ See sample email #3 in the Appendix
- Examine courses with high D/F rates to consider redesign or providing additional student support resources such as tutors, Supplemental Instruction (SI), or tutorial software.
 - ◆ WSU Reporting > Team Content > Academic Advisors > OPA00008 “At Risk Courses”
- Utilize your college’s Success Coach. Each college has a dedicated Success Coach. Your coach can help you develop student messages on a range of topics from requesting tutoring and support to utilizing financial resources to study skills and time management coaching, among others. You may refer students in need of more intensive support and they can help identify students in your major or classes who may be in danger of not persisting to graduation based on data from the At-Risk Report and SSC Navigate. Find the coach assigned to your college on the [Student Success website](#).

- Invite a member of the Counseling Center to speak to department about student mental health - promote awareness and educate about available resources.
marci.young@wichita.edu x3440.
 - Promote professional development for faculty to take training related to understanding different populations. These courses take 1 ½ to 2 ½ hrs each.
 - ◆ <https://www.wichita.edu/administration/diversity/training/>
 - Safe Zone LGBTQ Training
 - Gender Diversity Training
 - Engaging a Multigenerational workforce
 - Diversity and Inclusion in the Workplace
 - Ability Ally
 - Green zone (military and veteran focus)
 - First Generation
 - Mental Health First Aid
- https://www.wichita.edu/student_life/wesupportu/Mental_Health_First_Aid.php

Retention - Outreach to Majors / All students

Communication Strategies

- Share the Provost's weekly tips on Bb/email with all classes. Emailed weekly to all instructional faculty and also on <https://blogs.wichita.edu/sem/faculty-toolbox/>
- End all of your written communications to students with an invitation to contact you if they have questions. This creates an open environment for greater engagement (that may or may not be realized).
- Send encouraging "You are halfway there!" messages to your sophomores who are moving into their junior year.
- Send reminders to students about key dates/deadlines
 - ◆ FAFSA renewal - opens Oct 1 each year; deadline Dec 1
 - ◆ Academic College scholarships – deadlines vary by college.
 - ◆ Last day to drop with 100% refund and with "W"
 - ◆ Beginning of Open Registration
 - ◆ Reminder to complete Senior Form / Application for Degree (AFD)
 - ◆ Finals schedule

- Email or call students who have not enrolled for upcoming semester. Get report from WSU Reporting. This list can be filtered by major to get just your department's students. (You need to do this after enrollment has opened for the next semester.)
 - ◆ WSU Reporting > Team Content > Registrar/Registration > OPA000144 "Current Degree Bound Students without Future Enrollment"
 - ◆ Extend an invitation to contact the department/college advisor to talk about scheduling or career planning.
 - ◆ Check their transcript or SSC records to determine if they've had a rough semester and might be considering withdrawing, or if they are simply late in getting enrolled. Tailor your message accordingly.
 - ◆ See sample email #4 in the Appendix

- Encourage students to take "Think Thirty" 30 hrs/year - to finish their 120 hr degree in four years.
 - ◆ See sample email #5 in the Appendix

- Coordinate Freshman socials/activities to build cohort connectedness.

- Create peer mentoring partnerships among majors with upperclassmen and new majors.

- Make sure students know who to contact for advising or mentoring in the department, and be available regularly for office hours (aka "student hours"). Consider drop in or group advising.

- Create a Bb organization for majors to provide important information.

- Send Weekly/Bi-weekly newsletters to majors
 - ◆ Content could include: advising reminders, scholarship and other application deadlines, pre-req / course sequencing reminders, guest speakers/dept events, internship/employment opportunities, social/club activities, student or faculty spotlight news,
 - ◆ News might also be posted to a department webpage with the URL shared through an email message.
 - ◆ Ex: Tuesday News Flash - sent to all Engineering people

Personal Connection Strategies

- Encourage personalized advising when possible. Send reminders to majors when enrollment starts and invite them to make an advising appointment so they stay on track.

- Recognize / Celebrate student successes: research, scholarships, publications, etc.

- Cultivate a sense of belonging and shared identity with college / dept swag: t-shirts, lanyards, mugs, etc. (can also be used for campus visitors)

- Support student organizations where students can feel connected to their peers and the department.
 - ◆ Encourage faculty to serve as engaged advisors / mentors
 - ◆ Provide departmental meeting space and funding as available.

- Use Student Success Collaborative (SSC) to send targeted messages to different groups of students:
 - ◆ Returning Adults – share info about the [Adult Learning Center](#). Or hold a social where non traditional students can meet each other.
 - ◆ High performing students: create a special topic discussion group
 - ◆ <https://wichita.campus.eab.com/> Or MyWSU portal > Teach/Advise tab > SSC Campus in Advisor Links.

- Support departmental Honors societies and create special opportunities for high performing students (we don't just lose students who are performing poorly; 1/3 of students who don't return are high achievers).

- Identify Junior and Senior level students who would be willing to partner with Freshmen and Sophomores to serve as mentors in the field. Meet 1x/month. Consider providing meal cards as an incentive. (ex: Undergraduate Peer Partners (UPP) in Engineering)

- Organize faculty/staff in your department to visit students' events together.
 - ◆ Ex: many of the fraternities and sororities host special meals that benefit either the organization or the organization's primary philanthropy. This sends a message of interest and engagement if numerous people from a department/area attended these events together.

- Attend Welcome Events for international students. Help these students connect on campus and feel at home. Contact Tonya.Baldwin@wichita.edu for dates/times.

- Host career exploration events for majors / prospective majors.
 - ◆ Help students explore career readiness. The [career competencies list](#) helps students reflect on how to be the best job candidate they can
 - ◆ Collaborate with the Director of the Career Development Center: Sara.Muzzy@wichita.edu

- Partner with Housing and Residence life to create a thematic Living Learning Community (LLC) in the residence halls to cultivate relations with new students.

Structural Assessments and Adjustments

- Help students find the right major that fits their skills and interests. This may mean steering them in a new direction in a different program, or encouraging a minor instead of a major. Better that we keep them at the university than lose them because they are not in a program that fits their needs.

- Make sure you do not have bottle neck classes (required courses that are full / difficult to get into)
 - ◆ Review “Closed Courses” report provided by Office of Planning and Analysis (OPA) several weeks after registration begins. Three year overview of enrollment by course with data to inform increasing quotas or adding sections.
 - ◆ <https://wsureporting.wichita.edu/> > Team Content > Wichita State University> OPA > Student Related > OPA00023 “Near Capacity CRN” - List of courses that are are 90% or more capacity.

- Provide flexibility in scheduling to meet student needs
 - ◆ Pre-sessions, 8 wk courses, *Second 8 week courses (particularly effective for general education courses), online, hybrid.
 - ◆ Online summer sessions enroll far better than face to face, consider offering summer courses in online format.

- Develop First-Year Seminar courses to cultivate student success practices and introduce freshmen to engaging new topics in your field.

- Promote High Impact Practices in your program and beyond: <https://www.aacu.org/leap/hips>
 - ◆ First-Year seminars
https://www.wichita.edu/student_life/resources/ofdss/FY_Seminar.php
 - ◆ Study abroad <https://www.wichita.edu/academics/studyabroad/>
 - ◆ Writing intensive courses
 - ◆ Internships/Cooperative Education
https://www.wichita.edu/student_life/careerdevelopment/Students/Cooperative_Education_Internships.php
 - ◆ Service learning
https://www.wichita.edu/student_life/servicelearning/service_learning_champions.php
 - ◆ Collaborative learning
 - ◆ Capstone courses
 - ◆ Field camp, Practicum, lab experience
 - ◆ Undergrad research
https://www.wichita.edu/academics/research/urcaf/General_Information.php
- First-Year Research Experience (FYRE)
<https://www.wichita.edu/academics/research/undergradresearch/fyre.php>
- McNair Scholars Program
https://www.wichita.edu/academics/gradschool/mcnair/about_us.php

- Provide employment opportunities in your department/discipline when possible. Ex: Shocker Ad labs for Communication Majors
- Conduct regular Exit survey or Alumni survey - find out what made a difference to students who have come through your program and where they think you could do better.
 - ◆ Sandra.Ranney@wichita.edu in the Social Science Lab can help with creating a Qualtrics survey.
- When traveling to a conference, consider visiting a local campus to learn about potential new practices being adopted in your area that you could bring back to campus (this could be a simple stealth visit, or something more).
- Provide opportunities for (and respond to) substantive student input and feedback by creating College or Dept Student Councils
- Consider curricular reforms that might allow for stacking of several certificates toward a degree (ex: Engineering Technology)

Classroom Practices

Note: Additional best practices are in the Online Instruction section below

- Hold office hours > “Student Hours” in comfortable places where students are likely to pass through. Ex: Starbucks, C-space in the library, etc. Students may accidentally stumble into you and you’ll have a conversation you might have missed otherwise.
- Provide early and timely feedback so students can determine if they are on track to succeed in the class, or need to consider taking a different class instead.
- Consider using Open Education Resources (OERs) that significantly reduce the financial burden of buying textbooks for students. <http://libraries.wichita.edu/oer>

Retention - Online Instruction

- Provide students with information to assess their readiness to be successful in an online class:
https://www.wichita.edu/services/mrc/elearning/online_orientation/online_self_assessment.php.
- Also:
https://www.wichita.edu/services/mrc/elearning/online_orientation/AboutOnlineLearning.php

- Be sure to inform new majors if your program will require that they take some courses online.
- Make a personal connection with each student early in the class to convey approachability, engagement, and interest in their success.
 - ◆ Post introductions on a class wiki - respond to each of their posts with a personal note of welcome.
- Get to know your students. Establish a one-on-one connection with your students from the first day. It will help them stay engaged in your course. Learn about your students- especially their names. Use their names when corresponding with them.
- Personalize your Blackboard and email signature. Add your picture and a video so they have a mental image of you during class.
- Reach out when students are not participating with a emphasis on making sure everything is ok. Have references handy for financial assistance and other resources.
- Design content using the Adaptive Release option that requires completion of content sequentially (ie they must read and take a quiz on the syllabus before being able to work on further assignments).
- Post reminders in Announcements and opt to “send email” so students will receive two forms of communication.
- Help students connect with each other. Encourage them to make connections with their peers, so they can support and help each other throughout your course.
 - ◆ Create “cloud communities” where online students can feel connected to their peers and to the university community.
 - ◆ Include a “Send Email” button in Bb allowing them to contact their classmates.
- Include online office hours/Skype appointments. Having a short face-to-face meeting in the first week of class can remove a barrier for students who are not comfortable contacting someone they have not “met.”
- Hold consistent virtual office hours a.k.a. “student hours”. Consider forwarding your office phone to your mobile during normal business hours. Offer virtual office hours through Zoom conferences or various social media platforms.
- Give regular assignments. Regular assignments encourage student participation and engagement. Provide very clear instructions regarding due dates and assignment submissions.
- Promote study groups or group tutoring. Tutoring can help retain students and contribute to their success. WSU offers online tutoring on a case-by-case basis.
https://www.wichita.edu/student_life/resources/ofdss/Students/tutoring.php

- Constantly ask if students have questions. Some students believe they should learn by themselves. Let them know that you're there to provide guidance if needed.
- Set clear expectations for success
 - ◆ online does not equal easier course content.
 - ◆ students must intentionally carve out time for the course.
- Take professional development courses that enhance the quality of online delivery. Ex: QM-Quality Matters

Retention - Graduate programs

Graduate programs, especially at the master's level, should utilize many of the same resources that are employed at the undergraduate level. We often believe that graduate students are more "knowledgeable," but this is often not the case. They need the same advising, mentoring, and encouragement that is often associated with undergraduates. One difference, though, is that *faculty, and their graduate coordinators* are often the most effective in reaching out.

- Provide regular and frequent advising to graduate students in your program
- Be familiar with the Graduate Coordinator Handbook (*forthcoming* Fall 2019) to help promote a robust graduate culture and support the coordinator in their role.
- Conduct robust Orientation sessions at the program level and encourage students to attend the Graduate School's Orientation
 - ◆ Might include advising on academics and financial aid, advice from current students in the program, completing a plan of study, a meal, introductions to the full faculty, etc.
- Create a culture that promotes early course selection and registration. This is crucial for new graduate students, especially international students who often arrive in late July and early August. Ensure someone is on hand to welcome them and answer their questions.
- Make sure your graduate coordinator has sufficient assistance from faculty so that regular and frequent advising occurs.
- Consider complementing One-Stop campaigns (when done) with direct contact from appropriate faculty.
- Make sure your program has well defined "buckets" of restricted electives, and use DegreeWorks effectively so that students can utilize the what-if functionality.

- Work with your graduate coordinator, when needed, to maintain good communication with the Associate Dean regarding student progress. The Associate Dean has tools in her/his toolbox that might be helpful in difficult situations.
- Seek out information about job fair opportunities done by the Career Development Center and consider co-hosting a new fair and/or providing other formal mentorship opportunities to help graduates become career-ready both inside and outside of academia.
- Host a mini job fair - help with preparation for employment following graduation.
- Promote the Graduate School's Professional Development series to students and faculty (also includes career-readiness). Students place value in what they perceive their department prioritizes.
- Seek and secure grants to support graduate assistants.

IV. Maintaining / Enhancing Alumni Relations

Strong relations with our alumni provide many benefits to our current students and programs, as well as serving as an obvious resource for recruiting new students to the university. Visit with Courtney.Marshall@wichita.edu in the Alumni Association office about ways to connect with alumni.

Collect post-graduation contact information for your graduating seniors to enable continued engagement with the department; Share these student names, myWSU numbers and emails with the Foundation office (foundation.updates@wichita.edu) so when you request lists of alumni, you will get their updated contact info.

- ◆ This can be done through an exit survey, or just an email campaign.
- ◆ Sample of how these stories might be used:
<https://www.oberlin.edu/news/collection/after-oberlin>
- Invite your star alumni to join the Shocker Recruitment Network. The Admissions team extends invitations to them to attend college fairs or connect with prospective students in the cities where they live (beyond the Wichita area). New students love to hear about recent students' experiences at WSU. wichita.edu/shockerrecruiter
- Request a copy of the Shocker Recruiter handbook for your own department's use – it has lots of helpful information about the university to share with prospective students. Elisha.Satterfield@wichita.edu
- Cultivate lasting alumni relationships with department and the university - promote a sense of connection.
 - ◆ Send annual departmental newsletters to alumni (and current students)
 - ◆ Host reunion gatherings

- Send personalized email 1x/yr inviting alumni to share their latest news (this might go in a newsletter or webpage, or be used to promote connections between alumni and current students). ITS offers training in “Word Essentials” to use a mail merge function.
- Highlight alumni successes (on dept webpage, in university communications, to other alumni, current students and prospective students) - this raises the profile of the department, show alumni that we value their successes, and attracts prospective students.
- Turn over your dept/college twitter feed/instagram account to an interesting alumnus to “hijack” for a day/week. Increase your following and feature engaging work of a variety of alumni. Ex: performing arts
- Let the Foundation know when you are traveling for a conference. They may have an alumnus/prospective donor that you could have a meal and conversation with. Sharing news about campus helps alumni stay connected and cultivates deeper relationships.
- Have departmental scholarship recipients send thank you notes (hand written is great) to the scholarship donors. Encourage the recipients to attend donor dinners so they can meet their donors. Include the background information of the scholarship in the award letters that come from the college or department to recognize donors and allow students to connect meaningfully <https://foundation.wichita.edu/spirit-of-the-gift>
- Invite alumni to visit campus to provide advice to current majors - grad school application process, job preparation, career tips, etc.
- Create an Advisory Panel/Council to provide support and recommendations to the department.
- Invite alumni with capacity to take on practicum students or employ students as interns by posting positions on Handshake.com
https://www.wichita.edu/student_life/careerdevelopment/Resources/Handshake.php
- Identify potential partners for mentoring current students. Contact Sara.Muzzy@wichita.edu in the Career Development Center about developing a mentoring program.

V. Additional Information/Data to Inform Decision-making

Wichita State University has institutional membership with EAB (Educational Advisory Board) and Hanover Research. These organizations conduct extensive research on issues and practices in higher education. Department Chairs are encouraged to create an account and explore these studies that might provide new insights into challenges that your department, or our institution is facing.

- Hanover: <https://hanoverresearch.secure.force.com/customerportal/Home>
 - ◆ Request an account from Mark.Porcaro@wichita.edu
 - ◆ Reports, plus a “data lab” of dashboard reports using iPeds data.
- EAB: <https://www.eab.com/members/register>
 - ◆ Create a new login account:
 - ◆ Enter location info > select Wichita State > enter personal info > submit

Sample Email Communications

These messages might come from the Department Chair, or from the department's Undergraduate Advisor, depending on the circumstances. Once you have modified them to fit your needs, be sure to save the template so you can readily pull them up again as needed.

Tips from Strategic Communications on best practices for email communication

→ https://www.wichita.edu/services/strategic_communications/strategy.php

1. Contact “undecideds” in your intro classes with info about your major and invite them meet with a faculty member or advisor to learn more

Hello,

My class records indicate that you have not yet decided on your major at WSU. I note that you've been doing a good job in your intro to X class in our department. If you've enjoyed this class and would like to learn more about offerings in [department], feel free to check our our webpage [hyperlink], or stop by my office to learn more about the major. I'm available regularly from _ to __.

Wishing you a good semester!

Prof. X

2. Engage in targeted outreach campaigns to particular groups of students with helpful advice to direct them to services or advising as appropriate.

Hello,

I wanted to reach out to you regarding your performance in [X class] last semester. Although you've faced a setback with your final grade, I want to make sure that you realize that you can re-take a class and replace your failing grade with an improved grade. There are also a number of resources available to help you improve your performance, including the tutoring center www.wichita.edu/tutoring [insert other resources as appropriate]. If you have any questions, I'm happy to answer them.

Sincerely,

Prof. X

Hello,

I have recently been checking student records and note that you have not yet taken [insert course #]. This course is required for your major and it's important that you complete it in a timely manner so you stay on track for graduation. We are offering several sections of the course in the coming semester. Check the catalog for days and times. If you have additional questions, please feel free to contact me.

Prof. X

3. Reach out to students who have dropped a class to express concern and interest in their success.

Dear _____,

It has come to my attention that you have recently withdrawn from [class #]. While it is sometimes necessary for students to drop a class for academic or personal reasons, I wanted to encourage you to visit with a financial aid representative if you haven't already done so. Changes in the number of hours you are taking can impact your financial aid package. In addition, if you would like to visit with me about your need to withdraw, I'm happy to talk with you. There may be additional resources I can direct you to on campus to help you succeed at WSU.

Wishing you well,

Prof. X

4. Email or call students who have not enrolled for upcoming semester (listed provided by One Stop Director: Lisa.Hansen@wichita.edu) Extend an invitation to contact the department/college advisor to talk about scheduling or career planning.
 - ◆ Check their transcript or SSC records to determine if they've had a rough semester and might be considering withdrawing, or if they are simply late in getting enrolled. Tailor your message accordingly.

Dear _____,

I'm writing to follow up with you regarding your enrollment for the Spring/Fall semester. I know you had a challenging time this past semester, so I wanted to encourage you to schedule an advising appointment so we can help you get on track for graduation moving forward. You can enroll online through the MyWSU portal. If you have additional questions, please let me know.

Prof. X

Dear _____,

I'm writing to follow up with you regarding your enrollment for the Spring/Fall semester. I notice that you have not yet registered for next semester. I want to encourage you to get this taken care of so you can get into the classes that you need to stay on track for graduation. If you have advising questions, please make an appointment or stop by during walk in hours. The advising center is located in _____ [building, room number].

Looking forward to seeing you next semester!

Prof. X

5. Encourage students to “Think 30” – take 30 hrs/year - to finish their 120 hr degree in four years.

Hello,

Just a reminder that registration for the next semester starts on [insert date]. I want to encourage you to see an advisor and get signed up for your classes right away. In order for students to stay on track to graduate in four years, you need to take a total of 30 credit hours a year. This might be 15 hours in the Fall and Spring, or it might be 12 in the Fall, 12 in the Spring, and 6 during the summer, or whatever makes the most sense for you. If you need help planning out your courses, or tracking your progress toward degree, be sure to visit the advising center [building room #] [or contact the dept undergrad advisor].

Looking forward to seeing you next semester!

Prof. X