

Sub-Subcommittee on Goal Three Recommendations

Structure and Support

- Create a **Vice President for Student Affairs** to lead a new Division of Student Affairs comprised of the following units:
 - Residence Life
 - Registrar
 - Admissions
 - Financial Aid
 - Center for Academic Excellence
 - First Year Experience Program
 - Advising Center
 - Career Services
 - Student Life (Student Services and Student Involvement)
 - Counseling Center/Health Clinic
 - Campus Recreation
 - Multi-Cultural Program

This structure would provide representation for student support services at the highest level of administration, house in a single administrative unit services that need to work together closely, and bring to the same table all the non-academic programs that need to collaborate for us to recruit effectively and improve our rates of retention and perseverance to graduation.

- **Increase staff support in Student Services.** In particular consider dedicated staff to cover ADA/ student disability and the student discipline/judicial process.
- **Expand the Student Support and Retention Council** recently created by President Rallo. The current committee includes representatives for all the units listed above in Recommendation One plus a faculty member and the athletic director. The membership should be expanded to include students and parents and a representative from institutional research. The proposed Vice President for Student Affairs would lead the council. The purpose of the council is to coordinate all student success and retention efforts.

Student Success and Retention Initiatives

- Create a **comprehensive program** of student success and retention programs and initiatives that provide **service to a broad range of students**. Do not focus only on at risk students, but on all students, even honors students. This will not only better serve all our students, but result in better rates of retention and perseverance to graduation than if we focus only on at risk students.
- Expect that all student success and retention programs be **data driven**. Current programs must have clear, measurable objectives, specific goals, and regular review and revision. Proposals for new initiatives must include evidence of the initiative's effectiveness and a process to measure, evaluate, and revise the initiative on a regular basis.

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- **Prior to arrival on campus, administer** to all new students an **instrument** such as the Student Strengths Inventory or the Student Readiness Inventory in order **to identify needs** and provide broad-based, early and intrusive support and retention programs.
- Participate in current studies that allow admissions and financial aid to **focus on post admissions students at moderate risk of not attending** ASU. Admissions yield rates and post-enrollment retention can be improved by spending less time and effort on those post admissions students with either a high or low likelihood of attending ASU.
- Utilize both national and state student data bases to **track students who leave ASU** before they graduate and use the information to create better retention and intervention initiatives.

Admission Standards

- Within the context of our mission and values and our status as a state supported regional comprehensive university, **begin the conversation about** whether or not ASU can attain acceptable rates of retention and perseverance to graduation without **raising admission standards**.

Other Recommendations

- Increase the role of **parents, students, and faculty** in student success and retention programs.
- Provide training for **faculty** on how to **better advise** our students.
- Establish **specific goals for rates** of retention and perseverance to graduation.
- **Seek external grants** that focus on student support, such as TRIO and HSI.
- Consider establishing some kind of **child care facility** to enable students with children to attend ASU more easily.
- **Extend** our academic programs **into more markets**, such as the Hill Country and the military via Goodfellow Air Force Base and the Community College of the Air Force.
- **Examine** how utilizing more **modes of delivery** for our classes and **expanding the class schedule** into evenings and weekends might improve recruitment and retention.
- **Leverage scholarship money** to recruit and retain more students. Access external constituencies (such as Alumni Association, Advisory Councils, Area Foundation, etc.) to increase scholarships and structure them so they can be awarded.

**Sub-Subcommittee on Goal Three
Recommendations**

Please note the following important points:

One:

Many of the suggestions included above came from a report prepared for ASU by Dr. Paul Gore of the University of Utah. Dr. Gore was commissioned to prepare a comprehensive review of our student support and retention efforts and to make recommendations about what we should do. He visited campus for a full week in early March. His final report is expected any day and will be distributed widely around campus.

Two:

Many excellent ideas and suggestions were submitted to the Subcommittee for Goal Three and were included in their original report. Most are included in some form or fashion in the recommendations above.

Some, however, were either not really related to retention or, while they might affect retention, were more appropriately included under a different goal. A good example is increasing faculty salaries in order to hire and retain quality faculty. While hiring and retaining quality faculty has an obvious and direct effect on retention, we felt that idea would be better included under goal one.

As such, we strongly recommend that the following items from the original subcommittee report be relocated to the indicated goal.

Item	Move to Goal:
Increase faculty salaries	1
New buildings	2
Poly-communication classroom	2
Student/study lounge	2
Commuter lounge	2
Offer friendly atmosphere	5
Partner with community colleges	4
Accreditation efforts	4
Interdisciplinary programs	4

Thank you.

Respectfully submitted by:

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