

**FHSU Student Success Reorganization
Spring 2025 (with edits made to the Collaboration Team List)**

Philosophy

Student Success is about developing a university philosophy that is student centric, cross functional, and grounded in institutional data. It is a philosophy that looks at the entirety of the student's experience with the understanding that each student will chart their own journey. Key elements in this journey include the academic and personal growth of the student as they move toward their post-graduation life. These elements form the basis of the institutional approach and organization structure dedicated to student success. Every part of the university plays a significant role in the student's success.

Fort Hays State University is committed to a student-centered environment where all students will find the support and the opportunities they need to succeed in every aspect of their experience.

Definition

Student success at FHSU means intentionally supporting students' academic journey, personal growth, and engagement in learning, while helping them reach their goals and contribute positively to society. While timely program completion, graduation, and gainful employment are important indicators, FHSU defines student success more broadly to include:

1. Academic mastery in their field.
2. Personal development and resilience.
3. Active engagement in learning and university life.
4. Social responsibility as engaged global citizens.
5. A commitment to lifelong learning/progress toward a student's goals (personal, academic, and/or career).
6. A positive impact on the region and beyond with regard to economic, social, and cultural growth.

NOTES: This is a draft definition. Once a definition and assessment measures are finalized, a visual model will be solidified.

Student Success does not belong to one office/one person/one division/one goal theme. There must continue to be intentional opportunities and support for all students, whether online, on-campus and/or cross-border. Student Success at FHSU is a faculty, staff, and student partnership.

Timeline for Existing Plan Roll Out

- Complete Personnel Searches for Summer 2025 starts
- Finalize budgets for new cost centers and office locations– before end of FY25
- New Teams Begin to Meet and Finalize the Student Success Definition and Framework – through remainder of FY25 and in to FY 26
- New titles/appointments/structure officially begin in late July with new appointment year
- Physical office moves will occur in late July 2025

NOTE: The University Administration is committed to no additional reorganization in the Student Success areas for three years.

Primary Aims of the Reorganization

Streamline processes

- Create One Stop Shop – This will be housed in the FWCSS. Once office locations are solidified, more details for this will be finalized.
- Develop groups of responsibilities that address student needs and provide opportunities for learning and engagement.

Optimize our effectiveness in student engagement and support

- Provide a leadership structure that includes shared training and regular feedback around the groups dedicated to student success.

Ensure accountability and clarity in reporting to the Board

- Identify and utilize existing assessments in the Strategic Plan.
- Identify any gaps in data and recommended opportunities to resolve the issues.

New structure is expected to reinforce our data-informed decision-making strategy and augment the coherence of our efforts to achieve student success.

- To better understand the pathways to student success the University will engage in continuing research to establish and improve the experience of the student no matter the major, background, needs or interests. The Institutional Effectiveness and Quality Improvement Office will be a key collaborator in identifying current needs of students and any gaps in the data to improve student success.

Plan

Create a Collaborative Student Success Accountability Team

-Led by the Assistant Provost for Student Success. This team will include individuals from the three groups named below, as well as the key partners for student success (see page 9).

Key Focus Area for Team: Every student belongs, persists, and succeeds beyond graduation

- Maintain the core elements of belonging, retention and persistence
- Add the crucial career/future preparation dimension as a key benchmark
- Keep students at the center
- Recommend strategic stopping and actions
- Acknowledge that student success extends prior to and beyond their time at FHSU
- Connect current student experience with future outcomes

The collaborative team will assist in driving the message that student success isn't just about getting to graduation - it's about preparing students for meaningful careers and lives after they leave the University. When making decisions, team members can ask: "Will this help our students belong, persist, and succeed both now and after graduation?"

Create an Assistant Provost for Student Success (existing open line) reporting to the Provost/VP for Academic Affairs

- Search is ongoing with the goal of a July 2025 appointment
- Will be located on the First Floor in the FWCSS

Key Focus: Strategic Plan Goal Theme Two Outcomes

-Collaboratively provide leadership, advocacy, coordination, and recommendations for academic and non-academic initiatives supporting student success at FHSU.

-Provide vision, direction, best practices and assessment of and for FHSU student success initiatives.

-This position will supervise the two groups identified on the next two pages (Retention and Student Success/Support and Career Development) and the Honors College.

-More specifically the position will drive larger student success initiatives/report on KBOR and University Strategic Plan metrics/facilitate the student success collaborative team/co-lead goal theme two/create and facilitate student success training and development at FHSU/oversee faculty mentoring professional development/coordinate suspension and probation/supervise the Honors College/participate in and facilitate professional development in student success at FHSU/Enhance student success culture at FHSU/Co-coordinate One Stop Shop concept with student success accountability team.

Continue to Focus on Advising/Mentoring Plan

Key Focus: Continue implementation and refinement of professional advising and faculty mentoring model for students at FHSU

-Professional advising and faculty mentoring will remain under the supervisory leadership of the Deans and Chairs.

-International/Non-Degree Student Advisor (Vicki Johansen) will report to Global Affairs.

-Director of Academic Systems and Advising Development (Patti Griffin) will report to the Provost and VP for Academic Affairs

Key Focus: Training and professional development for professional advisors; Workday Academic Affairs maintenance and solutions; Advising report and cohort building

Group 1 – Academic Success

- Organizationally reports to Academic Affairs – Assistant Provost for Student Success
- Located on the First Floor of FWCSS

Group One is responsible for the following major activities and initiatives:

- Retention
- Tutoring
- Success Coaching
- Parent Portal
- Navigate
- Orientation
- Living Learning Communities (LLCs)*

Group Members: Detailed titles and individual responsibilities could change as the group develops strategies.

- Kathleen Cook - Director
- Megan Schoendaler - Administrative Specialist
- Erica Meneses – Assistant Director
- Emily Roth – Interim Assistant Director
- Nikki Heitmann – Assistant Director
- Diane Hernandez-Ramirez – Coordinator

Key Focus: Retention and Persistence of All FHSU Students (Online and On-Campus)

This straightforward focus encompasses:

- The ultimate goal of retention through the students' educational goals
- The purpose of support services like tutoring and success coaching
- The reason for providing tools like Navigate and Parent Portal

This key focus keeps everyone centered on student success and persistence. When evaluating any program, initiative, or decision in these areas, staff should ask: "Will this help our students persist and meet their educational goals?"

Retention and Student Success/Support Draft Main Metric: Final Metrics will be determined by Group One in consultation with Provost/VP for Academic Affairs and Assistant Provost for Student Success

- Retention and persistence for all students (broken down by key segments of students)

*Living Learning Communities will remain in Student Engagement through the current cycle, before fully transitioning to Group 1, allowing for cross-training and collaboration.

Group 2 – Career Development

- Organizationally reports to Academic Affairs – Assistant Provost for Student Success
- Located on the First Floor of FWCSS

Note: The search for a director has begun with the goal of a director being hired and in place in July 2025.

Group Two is responsible for the following major activities and initiatives:

- Exploratory Students
- Career Services
- Career Exploration
- Faculty Mentors and Graduate Advisors are critical here – but will not report to/in this group

Group Members: Detailed titles and individual responsibilities could change as the group develops strategies.

- Lisa Karlin - Interim Director
- Amanda Russell – Administrative Specialist
- Note: Amanda will also serve as support to the AP for Student Success*
- Nikki Brown – Assistant Director
- Abby Kennemer – Interim Advisor
- Current Open Line – Will search after Director is hired

Career Development Key Focus: Collaboratively assist all students in developing focused career objectives with wrap around services or empowering every student to build a meaningful career path.

This straightforward focus keeps the FHSU student at the center of everything while encompassing all essential career services activities. While staff in this grouping will not facilitate all of these activities, it is critical for them to see the linkages between student employment, undergraduate and graduate research, apprenticeships, internships, leadership development, and career. When considering any new initiative or current practice, career focused staff, faculty mentors, and graduate advisors can simply ask: "Does this help empower our students to build meaningful career paths?"

Career Development Draft Main Metrics: Final Metrics will be determined by Group Two in consultation with Provost/VP for Academic Affairs and Assistant Provost for Student Success

- Career Plan Completion Rate
 - Percentage of students who have completed a structured career development plan
- Post-Graduation Success Rate
 - Percentage of graduates employed in their field of study or pursuing further education within 6 months of graduation
 - KBOR talent pipeline and student return on investment for Baccalaureate Degree benchmarks (Program Review)

Group 3- Student Engagement (Group is working together on a new name)

- Reports to VP for Student Affairs
- Remains on the Second Floor of FWCSS

Group Three is responsible for the following major activities and initiatives:

- Student Engagement
- Greek Life
- Student Organizations
- Student Government Association (SGA)
- Freshmen Seminar – This will stay in Student Engagement for three more years and then be evaluated.
- Online Student Government Association (OSGA)
- Co-curricular Assessment
- Living and Learning Communities (LLCs)*

Group Members: Detailed titles and individual responsibilities could change as the group develops strategies.

- Dale Ano, Interim AVP for Student Affairs
- Raneem Ghunaim, Administrative Specialist
- Brett Meyer, Assistant Director
- Ali Colwell, Assistant Director
- Hugo Perez, Assistant Director
- Open Position

Key Focus: Sense of belonging for All FHSU students (Online and On-campus)

Creating belonging through meaningful connections

This true north focuses on the heart of student engagement - helping students find their place and purpose in the university community. Every program listed contributes to students building connections, developing leadership skills, and feeling like they belong. When considering any engagement initiative, staff can ask: "Does this help students create meaningful connections and feel they belong here?"

Student Engagement Draft Main Metrics: Final Metrics will be determined by Group Three in consultation with VP for Student Affairs and Interim AVP for Student Affairs

- Student participation rate in University activities/organizations by online and on-campus students campus by semester (broken down by key segments of students)
- Annual or bi-annual belonging pulse survey deployed by Student Engagement to all on campus and online students (broken down by key segments of students)

Key Partners in Student Success (Part of the collaboration team)

Note: This list is in constant development.

Health and Wellness

Residential Life/Community Assistants

Admissions

FHSU Online

Financial Aid

Registrar

Honors College

Writing Center

Global Affairs/International Student Services

Teaching Innovation and Learning Technologies (TILT)

Institutional Effectiveness and Quality Improvement (IEQI)

Strategic Plan Goal Two

Student Government

Online Student Government Association (OSGA)

Faculty Senate Student Affairs Committee

Professional Advisors

Faculty Mentors

Graduate School

Julie Grabbe

KAMS/AMS

Affiliation Partners

Department Chairs

Forsyth Library

Technology Services

Student Fiscal Services

Student Employment Office

Athletics

Draft Student Success Plan Success Metrics: *Final Metrics will be determined by Provost and VP for Academic Affairs and VP for Student Affairs in consultation with the President*

Organizational Culture is key to this plan and a theme that was heard as being very important throughout the interviews and focus groups. A culture assessment will be conducted each year through the three years of implementation.

Year One 2025-26

- End of year culture assessment
- Project/Activity/Process Audit – Make strategic stopping decisions
 - Identify duplicative programs and practices and develop a model to better target student needs
- Finalize hiring of open positions
- Finalize institutional data metrics to identify strengths, opportunities, and at-risk populations
- Develop communication model between Academic Affairs and Student Affairs/Student Success staff and Collaborative Partners
- Develop a one-stop resource center for students
- Offer a series of educational/training programs for Student Success staff and Collaborative Partners
- Establish a collaborative team to meet monthly to reflect on programs and initiatives with representation from Student Success staff and Collaborative Partners inclusive of both Student Affairs and Academic Affairs members.
- Begin collaborative learning for LLC transition
- Evaluate key metrics from each area

Year Two 2026-27

- Evaluate initiatives from Year One with recommendations for continuation of programs and development of additional initiatives
- Living Learning Communities move to Academic Affairs (group coordinating TBD)
- Institute initiatives to improve student experiences with career development
- Develop targeted training programs across FHSU
- Create communities of practice to share information and knowledge related to student success
- End of year culture assessment
- Project/Activity/Process Audit – Make strategic stopping decisions
- Evaluate key metrics from each area

Year Three 2027-28

- Evaluate data from the first two years of the program and its alignment with institutional and KBOR goals
- Co-curricular assessment results are reported for HLC assurance argument
- End of year culture assessment
- Evaluate key metrics from each area

FHSU Student Success Organizational Chart

As of May 2025

