PART II
A Framework for Student Success
Cognitive Factors

Social Factors

The Student Experience

Institutional Factors

Financial Aid

Academic Services

Student Services

Curriculum & Instruction

Recruitment & Admissions

Academic-Rigor

Quality of Learning

Content Knowledge

Critical-Thinking Ability

Technology Ability

Study Skills

Learning Skills

Time Management

Academic-Related Extracurricular Activities

Financial Issues

Educational Legacy

Attitude Toward Learning

Religious Background

Maturity

Social Coping Skills

Communication Skills

Attitude Toward Others

Cultural Values

Expectations

Goal Commitment

Family Influence

Peer Influence

Social Lifestyle
The Student Experience

Cognitive Factors

Social Factors

Institutional Factors
What is Your Triangle?
PART III
Five Components of the Student Retention Framework
Five Components of the Student Retention Framework

1. Information dissemination
   1.1 Financial Aid Counseling/Training
      1.1.1 Improve the flow and ease of information to students and families regarding college financing options.
      1.1.2 Ensure that prospective students and families receive accurate and timely information.
      1.1.3 Collaborate with financial management professionals to offer financial management seminars to students and families.
      1.1.4 Provide financial aid counseling with cultural/developmental diversity.
   1.2 Grants and Scholarships
      1.2.1 Increase availability of grant and scholarship aid compared with student loans.
      1.2.2 Create additional avenues of grant and scholarship aid through the private sector.
      1.2.3 Explore that funds are available to provide emergency grants to students as required.
   1.3 Loans
      1.3.1 Educate students and family members about student loan obligations.
      1.3.2 Streamline bureaucracy and forms to simplify loan application process.
      1.3.3 Integrate mandatory career development with student borrowing.
      1.3.4 Provide emergency loans to students in need.
   1.4 Assistantships and Work-study
      1.4.1 Expand assistantships and work-study programs for undergraduates.
      1.4.2 Restrict assistantships and work-study to 15-20 hours per week for full-time undergraduates.
      1.4.3 Partner with area businesses in close proximity to on-campus.
      1.4.4 Create opportunities with public and private businesses that lead to employment after graduation with "loan forgiveness" compensation plans.

2. Increase availability of need-based aid.
2 Recruitment and Admissions

2.1 Student Identification
2.1.1 Collaborates with pre-college programs and high school counselors to identify prospective
recruits.
2.1.2 Develop outreach programs that target the different demographics of interest to the
institution.
2.1.3 Monitor the participation of students enrolled in pre-college programs.
2.1.4 Follow-up contact information activities for counselors and teachers from local secondary
school on their students.
2.1.5 Include academic and success metrics and requirements for college enrollment.
2.1.6 Coordinate recruitment with external partners to identify prospective students.

2.2 Admissions
2.2.1 Identify students' academic and career goals and use

to develop match with those of the institution.
2.2.2 Establish admissions criteria using a holistic approach
for a more comprehensive assessment of students' commitment to college and compatibility with the
institution.
2.2.3 Evaluate the use of college admissions tests in admissions process to ensure an appropriate mix of
elements in the admissions criteria.

2.3 Orientation
2.3.1 Provide opportunities for pre-college secondary
school students to live on campus.
2.3.2 Provide orientation activities for students and families.
2.3.3 Develop on-campus seminars in the student orientation process.
2.3.4 Provide orientation at satellite locations for non-local
students.
2.3.5 Ensure personal communications with students and
families via telephone and visits.
2.3.6 Institute summer orientations as credited course
requirements.

3 Academic Services

3.1 Academic Advising
3.1.1 Provide ongoing professional development opportunities for
counseling staff.
3.1.2 Provide appropriate academic advising and counseling to
students throughout the college experience.
3.1.3 If faculty members act as academic advisors, ensure that
they are properly trained and are cognizant of specific
policies, course structures, and credit requirements within the
institution.

3.2 Experimentation
3.2.1 Encourage the development of peer study groups to foster
learning.
3.2.2 Incorporate peer-produced self-evaluation exercises into courses.
3.2.3 Institute a year-long monitoring or refreshment
learning.
3.2.4 Ensure peer instructors for supplementary instruction, when
appropriate.
3.2.5 Develop academic success courses to provide academic
support for students.
3.2.6 Provide appropriate opportunities for academic
support.

3.3 Tutoring/Peer Learning
3.3.1 Provide regularly scheduled, easy access tutoring to students for all courses.
3.3.2 Use Teaching Assistants (TAs), Research Assistants (RAs), and graduate
undergraduate mentors to tutor.
3.3.3 Encourage peer tutoring and group studying within class populations.
3.3.4 Encourage faculty members to support the academic development of students outside of class.
3.3.5 Provide incentives for faculty participation in tutoring programs.
3.3.6 Recruit a diverse mentoring staff of students, faculty, and staff.

3.4 Research Opportunities
3.4.1 Support the development of faculty-student
research projects.
3.4.2 Integrate research activities into curricula.
3.4.3 Develop partnerships with industry for research
opportunities.
3.4.4 Collaborate with business and industry on
conference presentations and experiments.

3.5 Bridging Programs
3.5.1 Develop pre-college programs at elementary and
middle school levels.
3.5.2 Offer pre-college programs on and off-campus
for middle school and undergraduate programs.
3.6.3 Monitor the progress of students during
and after the bridging program.

3.6 Summer Programs
3.6.1 Provide summer academic and social support for
students enrolled in additional programs during the
summer before matriculation.
3.6.2 Monitor and provide academic support to students during
and after the bridging program.
3.6.3 Monitor all students' progress in bridging programs.

3.7 Student Retention
3.7.1 Establish a comprehensive student retention plan.
3.7.2 Implement strategies to improve student retention
rates.
3.7.3 Monitor and evaluate the effectiveness of student
retention programs.
3.7.4 Provide professional development opportunities for
retention staff.

3.8 Student Life
3.8.1 Promote a sense of community and belonging.
3.8.2 Foster a culture of inclusion and diversity.
3.8.3 Encourage student involvement in campus activities.
3.8.4 Support student organizations.
3.8.5 Provide opportunities for leadership development.

3.9 Career Services
3.9.1 Provide career counseling and placement services.
3.9.2 Offer workshops and seminars on career-related topics.
3.9.3 Maintain a strong network of employers.
3.9.4 Prepare students for job interviews.
3.9.5 Provide continuous support for graduates.

3.10 International Student Services
3.10.1 Provide support and services to international students.
3.10.2 Foster cultural awareness and understanding.
3.10.3 Promote international exchange programs.
3.10.4 Offer language and cultural classes.
3.10.5 Provide academic support services.

3.11 Disability Services
3.11.1 Ensure equal access to all college programs and
campaigns.
3.11.2 Provide accommodations and services for students with disabilities.
3.11.3 Foster an inclusive and supportive learning environment.
3.11.4 Collaborate with faculty and staff to meet the
special needs of students.
3.11.5 Promote awareness and understanding of disability issues.

3.12 Athletics
3.12.1 Offer a wide range of athletic programs.
3.12.2 Promote healthy lifestyles and physical fitness.
3.12.3 Foster team spirit and character development.
3.12.4 Provide opportunities for intercollegiate
and intramural competition.
3.12.5 Support student-athlete welfare and academic
success.

3.13 Spiritual Life
3.13.1 Provide spiritual and religious support services.
3.13.2 Foster a sense of community and belonging.
3.13.3 Promote diversity and inclusivity.
3.13.4 Offer opportunities for faith expression.
3.13.5 Support student engagement in spiritual activities.

3.14 Leadership Opportunities
3.14.1 Provide opportunities for student leadership.
3.14.2 Foster student involvement in campus governance.
3.14.3 Encourage student participation in student organizations.
3.14.4 Support student leadership development.
3.14.5 Provide opportunities for student research.

3.15 Community Engagement
3.15.1 Foster community partnerships and collaborations.
3.15.2 Provide opportunities for students to serve the community.
3.15.3 Encourage students to engage in community service.
3.15.4 Support student involvement in community-based projects.
3.15.5 Promote awareness of community issues.

3.16 Alumni Relations
3.16.1 Foster relationships with alumni.
3.16.2 Provide opportunities for alumni to support the
institution.
3.16.3 Encourage alumni involvement in campus governance.
3.16.4 Support alumni engagement in student programs.
3.16.5 Promote awareness of alumni issues.

4 Student Affairs
4.1 Housing
4.1.1 Provide a safe and welcoming living environment.
4.1.2 Offer a variety of housing options.
4.1.3 Foster a sense of community and belonging.
4.1.4 Support student involvement in housing programs.
4.1.5 Promote awareness of housing issues.

4.2 Dining
4.2.1 Provide nutritious and diverse dining options.
4.2.2 Foster a sense of community and belonging.
4.2.3 Support student involvement in dining programs.
4.2.4 Promote awareness of dining issues.

4.3 Student Health Services
4.3.1 Provide comprehensive health services.
4.3.2 Foster a sense of well-being.
4.3.3 Support student involvement in health programs.
4.3.4 Promote awareness of health issues.

4.4 Recreational Services
4.4.1 Provide a variety of recreational options.
4.4.2 Foster a sense of community and belonging.
4.4.3 Support student involvement in recreational programs.
4.4.4 Promote awareness of recreational issues.

4.5 Student Life Services
4.5.1 Provide a variety of student life services.
4.5.2 Foster a sense of community and belonging.
4.5.3 Support student involvement in student life programs.
4.5.4 Promote awareness of student life issues.
### 4 Curriculum and Instruction

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<thead>
<tr>
<th>4.1 Curriculum Review and Revision</th>
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<tr>
<td>4.1.1 Design curricula with interdisciplinary and real-world emphasis to stimulate interest and profound understanding on behalf of students.</td>
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<td>4.1.2 Develop a continuous review process of curricula utilizing faculty, student and outside consultation.</td>
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<td>4.1.3 Integrate current and innovative methodologies into the curriculum.</td>
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<tr>
<th>4.2 Instructional Strategies</th>
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<td>4.2.1 Incorporate interactive, student-involved, inquiry-oriented instruction.</td>
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<td>4.2.2 Establish learning communities.</td>
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<td>4.2.3 Integrate Supplemental Instruction into the curriculum.</td>
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<td>4.2.4 Provide students with short and long-term research and application assignments.</td>
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<td>4.2.5 Utilize educational technologies to complement instruction.</td>
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<th>4.3 Assessment Strategies</th>
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<tr>
<td>4.3.1 Develop assessment instruments that require students to utilize diverse cognitive skills.</td>
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<tr>
<td>4.3.2 Perform regular student testing and assessment to monitor student progress (e.g., standardized tests, lab assignments, out-of-class assignments, observations, portfolios, etc.).</td>
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<td>4.3.3 Implement early intervention programs to identify and assist students experiencing academic difficulty in each semester.</td>
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<td>4.3.4 Develop digital monitoring system for instant trend analyses of student achievement as determined by assessment tools.</td>
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<th>4.4 Faculty Development/Resources</th>
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<tr>
<td>4.4.1 Provide appropriate in-service development opportunities for teaching faculty.</td>
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<td>4.4.2 Establish teaching faculty reward system.</td>
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<td>4.4.3 Create a center for teaching excellence to support faculty development.</td>
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<td>4.4.4 Identify and provide grant opportunities for classroom research.</td>
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### 5 Student Services

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<th>5.1 Campus Climate</th>
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<td>5.1.1 Build a supportive pluralistic environment for students by embracing multiculturalism through campus leadership, faculty, staff, student enrollment, curricula, programming, and campus activities.</td>
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<td>5.1.2 Provide a safe campus for all students, faculty, staff, and visitors.</td>
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<td>5.1.3 Support campus student organizations that enhance diversity and promote a sense of community.</td>
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<td>5.1.4 Fosters a culture that values and prohibits non-discrimination and harassment among all campus constituencies, e.g., traditional, students, faculty, staff, visitors, etc.</td>
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<th>5.2 Housing</th>
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<td>5.2.1 Ensure affordable housing and meal plans.</td>
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<td>5.2.2 Encourage on-campus residency for undergraduates.</td>
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<td>5.2.3 Provide the appropriate number of housing units to meet the needs of the student body.</td>
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<td>5.2.4 Provide on-campus housing opportunities for all undergraduate students.</td>
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<td>5.2.5 Promote involvement in residential life programs and ensure leadership integration.</td>
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<td>5.2.6 Incorporate special living arrangements for students who are further academically integrate students.</td>
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<th>5.3 Counseling</th>
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<td>5.3.1 Provide counseling, psychological, and other health services to students to enhance coping strategies.</td>
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<td>5.3.2 Provide career counseling that connects academic and financial advising to ensure students are following the proper path to reach their goals.</td>
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<td>5.3.3 Offer counseling services cultural and racially sensitive.</td>
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<tr>
<td>5.3.4 Offer a variety of counseling resources (e.g., legal services and family counseling) to address diversity and incorporate distance learning technologies and practices to broaden and support student participation and allow increased flexibility of courses schedules.</td>
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