

March 2022



# STUDENT SUCCESS TEAMS

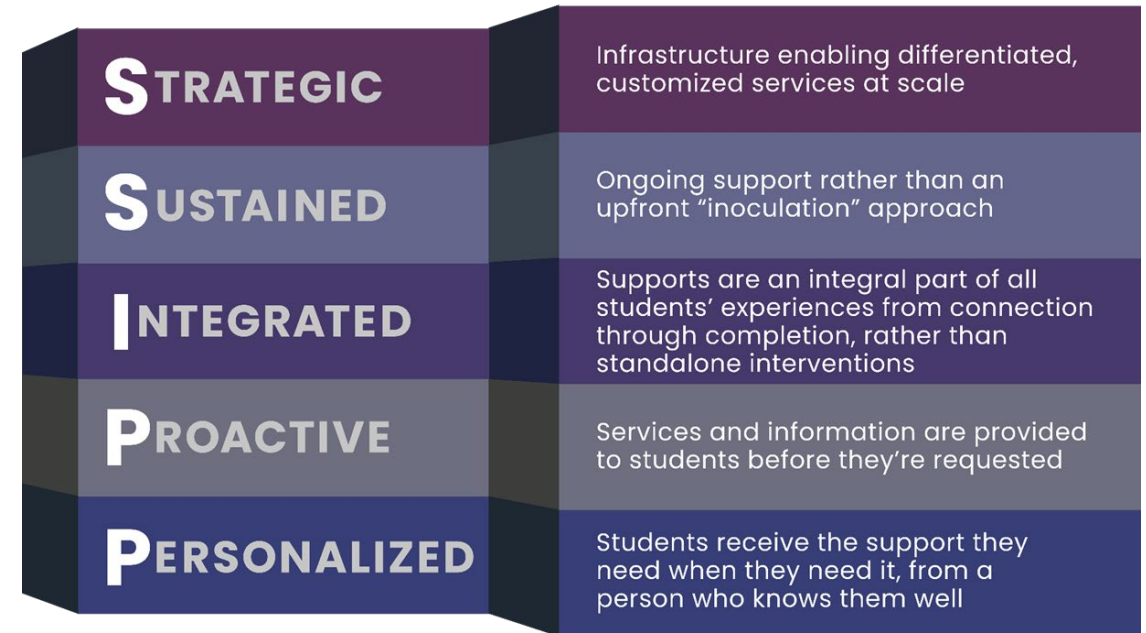
AN IMPLEMENTATION  
GUIDE FOR  
COMMUNITY COLLEGES



# Student Success Teams: Why?

- Students' needs beyond the classroom play an important role in their ability to be effective learners.
- We know that providing a holistic support system that adheres to SSIPP principles improves student outcomes.
- Bringing holistic support systems to scale within a resource-constrained environment requires us to think differently about how we organize service delivery.

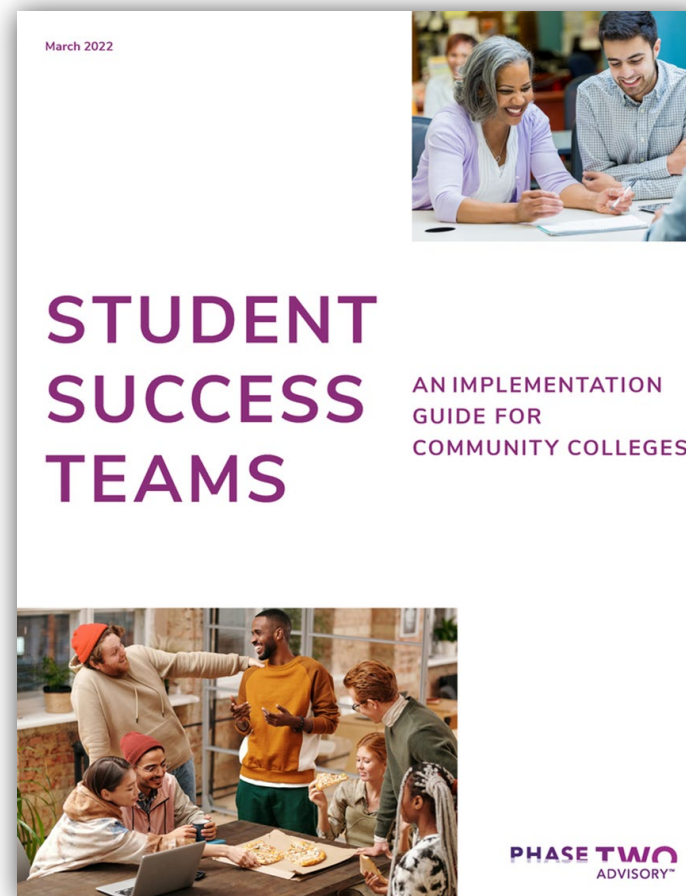
## SSIPP Design Principles



Phase Two Advisory, 2021

# Student Success Teams: How do we know?

- Detailed exploration of SST implementation at 9 colleges around the country
- 48 interviews with 81 individuals across the institutions
- Colleges were leaders in SST development, but varied in their location, demographics, and approach





# Student Success Teams: What?

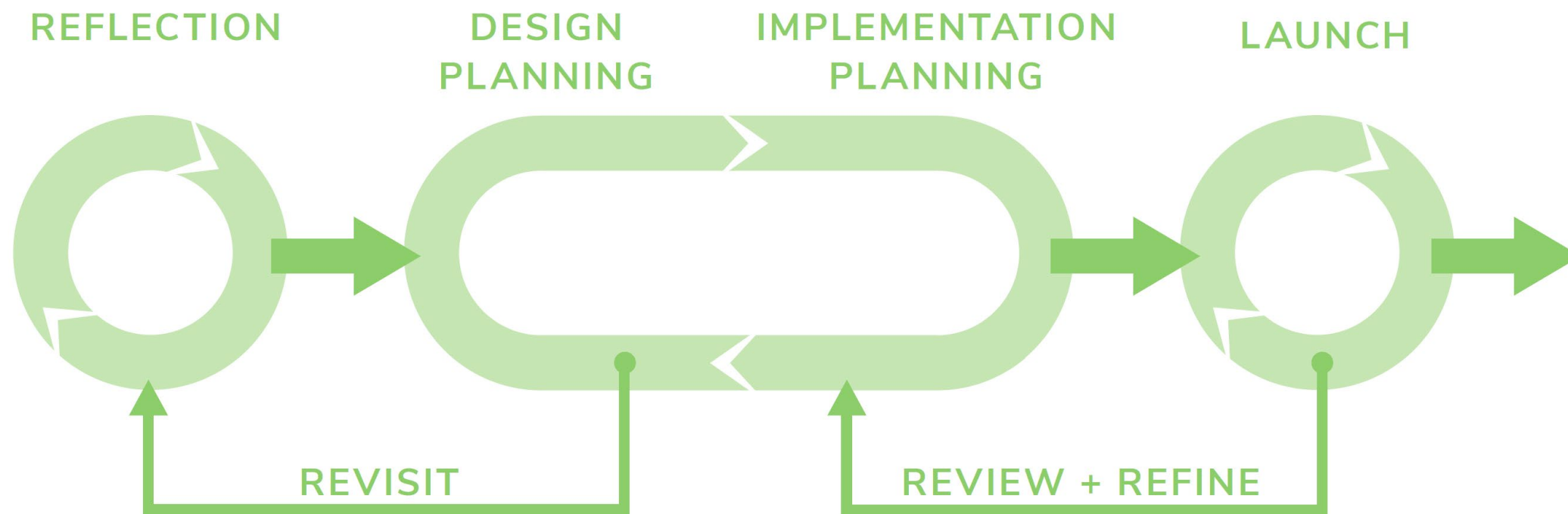
Cross-divisional teams of individuals who collaboratively engage in cohort management to support and assist a group of students from entry to completion, with a focus on equitable outcomes.

- Build on the success of equity-focused programs to scale holistic support throughout an institution.
- Creates campus structures to build systems of holistic support.
- Students experience streamlined supports that promote equitable outcomes by helping them get what they need to be successful learners, when they need it.
- Colleges have multiple teams, each serving a different group of students—ideally, each student is connected to a team.

# A Continuum: Three types of Student Success Teams

ROOTED IN EQUITY + STUDENT EXPERIENCE		
<b>BACKEND COORDINATING</b>	Work behind the scenes to coordinate support for students as a group; help streamline and improve programming and policies.	Students do not always know there is a team working behind the scenes on their behalf. The team's impact is felt in smoother policies, stronger programming, and engaging activities and workshops.
<b>NETWORKED SUPPORT</b>	Create an easily identifiable network of people students can go to for a variety of supports; build communication channels across team members to streamline and integrate their activities.	Team members are listed in a student's portal. Students receive targeted messaging from members of their team. When students reach out, the team member they contact has information to guide the conversation.
<b>NETWORKED SINGLE POINT OF CONTACT</b>	Provide personalized, holistic case management; ensure the single point of contact has access to behind-the-scenes data and resources to enable holistic engagement.	Students have a single "go to" for questions and concerns, and that person reaches out to regularly. That person helps to connect students to others as necessary with a warm hand off and follows up to ensure support was received and student issues are resolved.

# Student Success Teams: How do colleges develop and implement them?



ROOTED IN EQUITY + STUDENT EXPERIENCE



# Student Success Teams: What do colleges think about?



- Equity considerations need to be foregrounded within every phase if a college is to truly make SSTs a strategy to close gaps across racial or economic student groups.
- The considerations identified in the guide play out in different ways and at different times for each college—but all are critical.
- Planning for these considerations in advance helps colleges overcome roadblocks to design and implementation.



# Thinking about: Keeping equity at the center

An equity-forward perspective means looking beyond aggregate success rates to find ways to use SSTs to help ensure that students' backgrounds do not predetermine their outcomes.

SSTs can and should promote equity...but only if you intentionally design them to do so.

- ✓ Make sure you have clear definitions of “equity” and “equitable outcomes.”
- ✓ Integrate the student perspective.
- ✓ Build equity-forward learning into SST development.
- ✓ Embed team members whose role it is to focus on equity.
- ✓ Learn from and build on existing cohort programs.





## Thinking about: Leading the work



SST implementation is effective when senior and mid-level leaders are aligned in the goals for SSTs, understand and support their respective authorities, and work together to achieve both planning and launch.

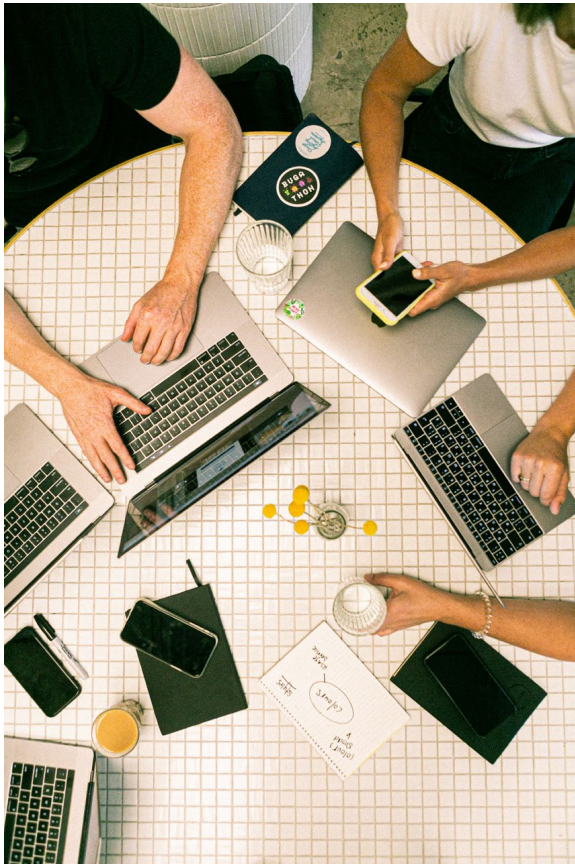
# Thinking about: People

“Thinking about people” means thinking about three distinct things:

1. Professional roles, and how they evolve to meet the SST approach
2. The time it takes for practitioners to do the work required, during and after launch
3. Learning to provide equity-forward holistic support in a team environment



# Thinking about: Infrastructure



Successful SSTs rely heavily on a robust data and technology infrastructure. Regardless of SST type, this infrastructure requires substantial time and attention during design and implementation to make sure underlying systems work in the ways needed by team members.



## Five lessons from the colleges in our study

- Make equitable outcomes the north star for your efforts. Start by clearly defining what equity will look like on your campus, and design SSTs to support that definition.
- Set a clear vision for your SSTs. Understand the type of team you are building, why, and how you will know your teams are functioning effectively.
- Lead together. Middle and senior leaders both have critical roles to play in designing and launching SSTs.
- People are the heart of the work. Professional roles and expectations may shift, and so you need to plan for changed workflows and capacity.
- You need a strong data and technology infrastructure. It takes time and intentionality to build systems that will support the “people side” of SSTs.

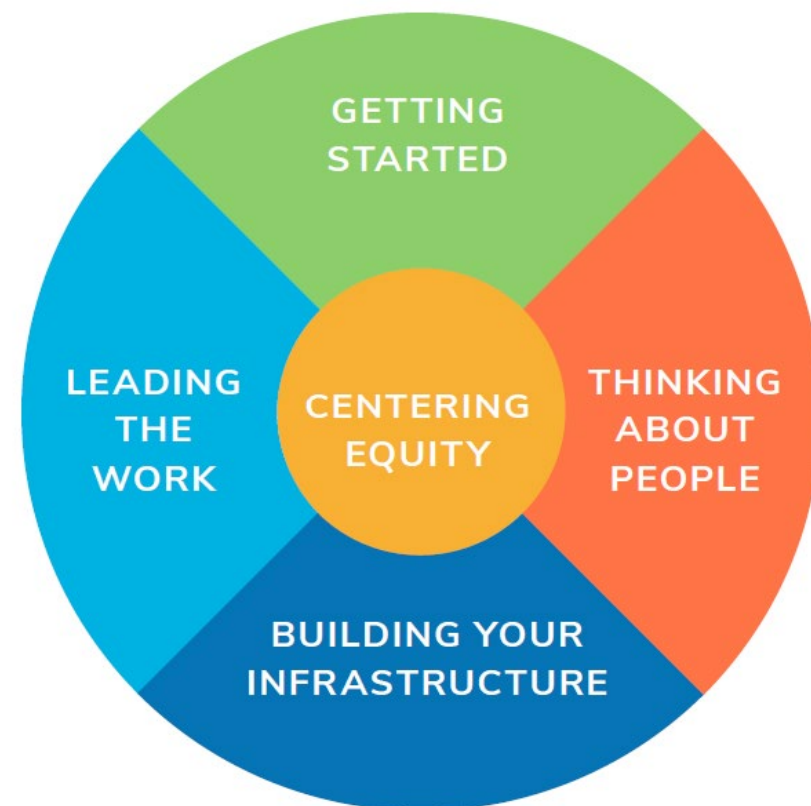
# Using the Guide

Each section includes some combination of:

- Why the consideration matters
- What it looks like when it goes awry
- Two to three sub-topics within the consideration
- Strategies used by the colleges in our study

Potential uses:

- Share with stakeholders to generate an understanding of the phases
- Identify priority considerations in your context
- Review subsections and/or vignettes as a group and discuss reactions
- Ask, “What does or can this look like here?”
- Integrate considerations and unsticking strategies into your implementation plan
- Get ideas for overcoming a challenge in your current planning or implementation work



- To access the full guide:  
<https://www.phasetwoadvisory.com/sst-guide/>
- To sign up for our listserv to be notified when new resources are released:  
<http://www.phasetwoadvisory.com/sst-contact>
- For more information and support, please reach out!  
[Suzanne@phasetwoadvisory.com](mailto:Suzanne@phasetwoadvisory.com)  
[Melinda@phasetwoadvisory.com](mailto:Melinda@phasetwoadvisory.com)

