

## Title III goals and milestones for Year 3

### Design Teams Quarterly Updates

#### Goal 1: Continue development of Predictive Analytics Framework/CRM

Milestone: Develop a model to identify success variable for first-year students			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	70%	Continuing data mining for predictive analytics by identifying numerous variables from our Student Information System (Banner); at this time focusing on three major categorical areas (student admission data, student financial aid data and student registration data). The data is in the cleansing stage using python as well as some preliminary correlation analysis to establish relationships to first year retention and first-term GPA.
QT: 2 (1, 2, 3/2021)	On track	75%	Most of the data cleaning is completed; Correlations is completed for outliers; Feature engineering is being worked on prior to testing model accuracy.
QT: 3 (4, 5, 6/2021)	On track	85%	The model was tested against the fall 2020 first-time students for accuracy and is being tested against the fall 2021 first-time acknowledged students
QT: 4 (7, 8, 9/2021)	On track	85%	The model was tested against the fall 2020 first-time students for accuracy and is being tested against the fall 2021 first-time acknowledged students. This is still on-going.

Milestone: Develop a risk score for student retention			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	5%	Work just began.
QT: 2 (1, 2, 3/2021)	On track	20%	We are setting the stage for model testing – This stage will lead to the development of risk scores.

QT: 3 (4, 5, 6/2021)	On track	45%	Preliminary risk scores and success probability within deciles are being tested and analyzed for accuracy.
QT: 4 (7, 8, 9/2021)	On track	85%	Preliminary risk scores and success probability within deciles are being tested and analyzed for accuracy.

## Goal 2: Continue building data warehouse

Milestone: Conduct migration of the 3 systems (Student Information System, Starfish, Blackboard) into data warehouse			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	80%	We have integrated our Student Information System (Banner) with our Learning Management System (Blackboard). We are currently testing data from fall 2012 to Fall 2020. We have provided training to an integrated group of stakeholders. These stakeholders (faculty, coordinators, chairs, and deans) were identified from recommendation of each decanal unit head. The integrated reports are built into Blackboard Collaborate which faculty members have to access through their courses. Predesigned summary reports for advisors, department chairs and deans are available for access.
		10%	Working on the Integration of Starfish and Slate into A4Learn.
QT: 2 (1, 2, 3/2021)	On track	50%	This on-going SIS and Blackboard is integrated. Starfish has proven to be complicated with the lack of certainty on whether the system will still be in the market over the next three years as a result of EAB recent merger.
QT: 3 (4, 5, 6/2021)	On track	50%	The integration between the SIS and Blackboard is completed. The integration between Slate and Starfish is currently on hold. Starfish has proven to be complicated with the lack of certainty on whether the system will still be in the market over the next three years as a result of EAB recent merger. The AVP for Retention is exploring Slate as a RMS.
QT: 4 (7, 8, 9/2021)	At Risk	50%	The integration between the SIS and Blackboard is completed. The College and SUNY System is ending

			<p>the contract with Blackboard and will enter into a contract with D2L. As a result, The integration between Slate and Starfish is currently on hold. Starfish has proven to be complicated with the lack of certainty on whether the system will still be in the market over the next three years as a result of EAB recent merger. The existing integration of Banner and Blackboard has an uncertain future and the new integration of Banner and D2L has not been determined.</p>
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### Goal 3: Pilot Automated Early Alert and Retention Management System (RMS)

Milestone: Noel Levitz College Student Inventory (CSI) results integration with Starfish/Bengal Success Portal (BSP)			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	Achieved	100%	<p>A total of 53% of first year students completed the Noel Levitz College Student Inventory. All individual students' results were integrated into Starfish. Additionally, based on students' individual results, automated flag were raised in Starfish for students that faced 5 or more challenges. The automated flags and access to individual results aid professional advisors and completion coaches in reaching out and helping students. All staff members were trained on how to read individual student results, how to discuss them with students, as well as where to find the Noel Levitz flag and individual students' survey responses in Starfish.</p> <p>Lastly, to aid all first-year students success, access and training was provided to other support programs at Buffalo State (EOP, SayYes, Honors, and International).</p>
QT: 2 (1, 2, 3/2021)			
QT: 3 (4, 5, 6/2021)			
QT: 4 (7, 8, 9/2021)			

**Goal 4: Pilot Enhanced First-Year Experience**

Milestone: Pilot First Year Advising Plan			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	50%	During October, November, December the advisers conducted regular outreach to students for flags raised in BSP, discussed course withdrawals and pass/fail grading options prior to the deadline. Students had their 2 <sup>nd</sup> formal meeting with their advisees for spring registration (still in process). Professional advisors finished out the fall semester having discussions with students about academic standing and their possible options for spring if they were on academic warning, probation or dismissal. We are currently on track and hitting our milestones as per the FY Advising Plan.
QT: 2 (1, 2, 3/2021)	On track	75%	During January, February, March the advisers conducted regular outreach to students for flags raised in BSP, discussed course withdrawals and pass/fail grading options prior to the deadline. Students were notified via email/BSP that they should schedule their 3 <sup>rd</sup> formal meeting with their adviser for fall 2021 registration (still in process). We are currently on track and hitting our milestones as per the FY Advising Plan.
QT: 3 (4, 5, 6/2021)	On track	95%	During April, May and June the advisers continued regular outreach to students for flags raised in BSP. Advisers also met with students for their 3 <sup>rd</sup> and final, formal advisement meeting with a professional adviser regarding their fall 2021 course registration and also to discuss the transition to a faculty adviser (if they are in a declared major and/or have successfully completed 24 credit hours of student). In addition, they reflected on the successes and challenges of their first year and reviewed the resources they have used along the way. Students verified their usage and understanding of the various BSC systems: Banner, Schedule Planner and Degree Works to register

			themselves for fall courses. We are currently on track and hitting our milestones as per the FY Advising Plan.
QT: 4 (7, 8, 9/2021)	Achieved	100%	During July, August and September the professional advisers conducted one-on-one first year advisement sessions with new, incoming students via phone or by virtual meetings that lasted approximately 30 minutes in length to allow discussion on the basic components of their degree and program requirements, explain the courses they need to take in their first semester, identify important dates/policies, register them for classes and educate them on where they can access their course schedule. We have currently come full circle with the first year Advising Plan pilot and feel as though there have been many great success with it. Students are better educated on their first semester schedule and have a better understanding of their program/degree requirements as well, which in turn reduces the number of errors with schedule changes.

Milestone: Pilot First Year Engagement Team Plan (Completion Coaches and BEAT Peer Mentors)			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	50%	Following COVID-19 safety protocols during the first quarter our 3 Completion Coaches and 25 BEAT Peer Mentors hosted various academic/social programs, such as monthly group study halls, self-care workshops, trivia nights and our new signature engagement program called "The Weekly Walkup." Here students are invited to socially distance and engage with peer mentors and coaches in a walkup manner to obtain quick updates, resources, or ask any questions they may have. Due to COVID-19 face to face interactions are limited, but we are still connecting and working with students. We are hosting "Weekly Virtual Office Hours" to offer one on one opportunities for students to ask questions and seek help. In addition, to encourage that connection we send out e-mails with "Weekly Highlights" that cover topics listed in the First Year Engagement Plan. To ensure students that they can always reach out we end each electronic message with "you may not need us now, but we are here for you whenever you do." Lastly, to manage their caseloads the Completion Coaches prioritize their outreach to students that

			<p>seem to be facing more challenges. Students who are higher risk are engaged more vigorously by their Completion Coach (weekly) and those on the lower end of risk are engaged bi-weekly or monthly regarding setting up meetings. Overall, students feel comfortable reaching out to us for help and are benefiting from learning about various topics that we bring to their attention.</p>
<p>QT: 2 (1, 2, 3/2021)</p>	<p>On track</p>	<p>75%</p>	<p>Currently with regard to Completion Coaches we have 3 coaches hired and recently received approval for a 4<sup>th</sup> coach. Sade is undergoing the train the trainer program, which will be helpful when we onboard the 4<sup>th</sup> coach. We hope to have someone hired by June. We are also in the process of finalizing the new space that coaches will move into late April. Coaches will have access to 2 large offices with privacy walls and 2 coaches will reside in each office. In the middle of the two offices is another large space that we are converting into a Resource Center. Here mentors and students can access this space to hold meetings or receive additional support. We are looking to open the center in the fall 2021 semester. Although engagement is still not quite where we want it, the spring has been much more consistent with student engagement compared to the fall. We believe that maintaining contact over the j-term and the fact that students have now officially experienced one full semester has played a significant role in what we are currently seeing.</p> <p>In the Spring 2021 semester we began a partnership with the school of social work. We currently work with 20 social work students who act as peer mentors for our current first year class. Based on engagement in the fall we have enhanced mentoring strategies to also include passive engagement (Humpday highlights, motivational minutes, bi-weekly walkup, new virtual programming ) mentors take the lead I'm designing and delivering these engagement strategies with the support and direction of completion coaches. Within the last few weeks mentors have seen a slight uptick in student engagement. They are having most of their success from the Humpday highlight which aligns with the FY engagement plan, emails, the motivational minute, and text messaging. We suspect a level of</p>

			<p>“zoom fatigue” as students are still not showing up to virtual meetings.</p> <p>Engagement overall is still the larger issue. We are currently planning for the fall and will be making several changes in an effort to increase engagement. An introduction to campus supports email will go out on April 1<sup>st</sup> and this will mention the Roar 2 Success program. First year student orientation will also have breakout sessions with some being led by completion coaches. Caseloads are expected to be confirmed in late May early June. As a result our plan is to connect with students earlier. We will also explore a cohort model, this way students have a higher sense of connection to their coaches and mentors. We have prepared a postcard campaign and calling campaign to welcome students and let them know about the program. These efforts will culminate with the start of Countdown to College. We will once again be partnering with the school of social work; currently have 18 mentors confirmed for the fall. Mentors will also begin training in early June to allow them to build their skills prior to the start of the semester and to assist with the above initiatives.</p>
<p>QT: 3 (4, 5, 6/2021)</p>	<p>On Track</p>	<p>90%</p>	<p>Currently we are in the process of hiring 2 new completion coaches which will complete hiring of the coaching team. We are hoping to have these new hires in place before the commencement of the Countdown to College (OSEP 2021 program). We have been working with the BSP team and completion coach student caseloads have been identified based on major. Banner is running a nightly report and gradually updating the BSP caseloads for coaches to use immediately to connect with incoming students this summer. The summer engagement plan for coaches begins in July. Additionally, we are continuing with our school of social work partnership and have secured 19 senior social work students as peer mentors for the 2021-2022 academic year. Mentors are being trained on responsibilities, title ix, and diversity during the week of June 28<sup>th</sup>. Service will commence 7/5/21.</p>
<p>QT: 4 (7, 8, 9/2021)</p>	<p>Achieved</p>	<p>100%</p>	<p>All completion coaches were hired and currently working with their assigned students. The plan has been fully piloted.</p>

Milestone: Implement training from Inside Track			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	25%	During the first quarter various Buffalo State staff members participated in 3 Coach Trainings. Specifically, the Completion Coaches, Professional Academic Advisors, EOP Counselors, and SayYes Counselors took part in monthly Ongoing Coach Training and their supervisors participated in monthly Manager Development training. In addition, the three Completion Coaches participated in Coaching Quality Development sessions.
QT: 2 (1, 2, 3/2021)	On track	50%	All trainings listed above are continuing as plan. In addition, three staff member (two from Academic Affairs and one from Student Affairs) started the Observer certification training.
QT: 3 (4, 5, 6/2021)	On track	75%	All trainings listed above are continuing as plan. The three staff member (two from Academic Affairs and one from Student Affairs) are progressing through the Observer certification training, and two staff member started Trainer certification training.
QT: 4 (7, 8, 9/2021)	Achieved	100%	All training has been completed and the College now has two certified trainers and three certified observers that are ready to work with the College staff and faculty.

Milestone: Assess and improve First Year Advising Plan (summer 2021)			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	Not started	0%	
QT: 2 (1, 2, 3/2021)	On track	25%	Professional advisers were given 2 surveys—1 for them to take in order to assess the FY Advising Plan so far; and another for them to give to their advisees to take regarding their assessment of the FY Advising structure and FY Engagement Plan.
QT: 3 (4, 5, 6/2021)	On track	50%	During the 3 <sup>rd</sup> quarter, a survey was deployed to the fall 2020 freshman intended to measure the student's first year advising experience, so that possible adjustments can be made for the fall 2021 freshman. There was a very small participation rate from the fall 2020 students, which did not provide enough feedback on the experience. Another survey was administered to the professional advisers to share their experiences of the First Year Advising Plan and



			there was a 100% response rate. A lot of good feedback was collected relative to streamlining the advisement sessions based on the most relevant topics and improving the collaboration of the first-year success team, specifically pertaining to professional advisers and completion coaches.
QT: 4 (7, 8, 9/2021)	Achieved	100%	During the 4 <sup>th</sup> quarter, there was discussion of minor adjustments that could be made to the FY Advising plan that would allow for greater efficiency, structure and stronger outcomes during these advisement sessions. A lot of these ideas came from the various strategies and techniques that the advisers learned through the Inside Track Foundational Coach Training program that they completed in fall 2020 and have continued throughout 2021.

Milestone: Assess and improve First Year Engagement Team Plan (summer 2021)			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	Not started	0%	
QT: 2 (1, 2, 3/2021)	On track	25%	All first-year students that worked with a Professional adviser or FY Engagement Team are being asked to complete a survey about their experience working with this support staff. This feedback will be used to assessment FY Advising Plan and FY Engagement Plan.
QT: 3 (4, 5, 6/2021)	Achieved	100%	Data taken from the fall and spring were used to gradually improve the communication of services, and program engagement. This information was also used to enhance OSEP for summer 2021
QT: 4 (7, 8, 9/2021)			

**Goal 5: Offer Enhanced Onboarding**

Milestone: Assess and improve Online Summer Engagement Program (OSEP) – “Countdown to College” from summer 2020			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	20%	<p>At the end of the OSEP – “Countdown to College” students were asked to complete a four questions survey. Out of the 869 students that accessed the program 123 (14%) completed the survey and shared positive feedback. For instance, 89% agreed or strongly agreed that after participating in this program they felt more connected to Buffalo State and 85% agreed or strongly agreed that they felt more ready to start the fall semester. In the open-ended questions (with a total of 83 responses) 40 students shared that the best part of this program was feeling more connected and another 40 felt that they received useful information. The last open-ended question asked if we should change or add anything else to this program. There was a total of 74 responses and 52 of them stated that nothing needs to be changed or added. Another 5 suggested more information such as tutoring and access to help; and other 5 asked for more connection/interactions with other students and faculty/staff. This is information plus data about student performance during fall semester will be used to enhance summer 2021 version of this program.</p>
QT: 2 (1, 2, 3/2021)	On track	75%	<p>Based on the survey that was sent in the fall we received preliminary feedback, which has been taken into account with the upcoming Countdown to College program. We are now using an all video based platform called flip grid. The pre-orientation tutorial is also housed in this platform so students will be familiar with using it by the time Countdown to College begins. This platform is very user friendly, easy to access, and social media-like, plus there is an app for it. We are hoping this will entice students to participate more. We have also added some additional live sessions to reinforce information, challenge completion is now connected to weekly</p>

			raffles and giveaways, we will also utilize the SLE Ig account to engage students over the summer. Mentors will also help with more student-centered video content in the platform. A focus group is also scheduled for next week and additional information from these sessions will be taken into consideration.
QT: 3 (4, 5, 6/2021)	Achieved	100%	Data collected from the fall 2020 survey and spring 2021 focus group were used to enhance the program. We have since switched platforms, utilized student centered content, focused on content that students identified this past fall as most beneficial. Additionally, peer mentors will be used this summer to enhance awareness of the program and engage students to participate through the use of weekly live zoom events and other social media engagement. Coaches will also maintain a summer outreach schedule to provide immediate support and program awareness. The platform also has a built in final evaluative module with scheduled focus group for September 30 <sup>th</sup> . The platform is currently scheduled to go live on July 12 <sup>th</sup> .
QT: 4 (7, 8, 9/2021)			

Milestone: Offer OSEP - "Countdown to College" during summer 2021			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	Not started	0%	
QT: 2 (1, 2, 3/2021)	On track	45%	Development is underway. We have two coaches who have worked closely to outline the content to be covered this summer. Our GA is now starting the process of creative development. Current mentors will help to create introductory content for the program and the incoming mentors will create the rest this summer. There is a live session for all 8 weeks which collaborates with a different office on campus weekly. We plan to live stream these sessions to make them more visible and accessible. The survey solicitation and focus group participation has also been built into the planning process this time, to hopefully allow for a greater response rate.
QT: 3 (4, 5, 6/2021)	On Track	75%	The flipgrid version of Countdown to College underwent development starting in April 2021 and

			was finalized on June 2021. The new version of the program has been enhanced with video content, live sessions, and campus partnerships. The newest version of Countdown to College goes live 7/12/21. Additionally, its contents and concept were shared with the EOP, Honors, and Say Yes programs for protentional adoption within their programs.
QT: 4 (7, 8, 9/2021)	Achieved	100%	This summer we targeted all incoming first year students that were not part of another program. From the students that were invited we yielded more than 100% unique access rate (2460 views) which shows that students went back to view the content multiple times. We also yielded a 19% (316 students) unique participation rate for this summer.

**Goal 6: Continue implementation of Digital Supplemental Instructions Modules (DSIM)**

Milestone: Implement Cohort 1, year 2			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	Achieved	100%	Even amid a pandemic and the realities of remote learning, our cohort continued to create and refine their supplemental materials. One instructor, for example, created additional supplemental videos and added in-video quizzes. Another instructor spent time repackaging existing Open Educational Resources. The cohort continues to share with colleagues to expand the reach of the supplemental materials. Some materials were shared with instructors from other sections of the same courses. Some found that upper division courses were adopting and finding success using them despite the fact the materials were originally designed for introductory courses. One department chair even expressed an interest making supplemental materials available to all members of the department.
QT: 2 (1, 2, 3/2021)			Cohort 1 continues to refine materials and share them with colleagues. The scaling up has been slowed by the shift to remote instruction, but it is still moving forward.
QT: 3 (4, 5, 6/2021)			
QT: 4 (7, 8, 9/2021)			

Milestone: Develop digital repository for DSIM			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	35%	The design team continues to work on a digital repository that will make supplemental materials available to all faculty for use in their courses. We are just now approaching a time when materials have been tested, refined, and ready to be placed in a repository.
QT: 2 (1, 2, 3/2021)	On track	45%	A software solution has been identified and Butler library has offered their assistance. Materials will be solicited from cohort 1 starting in June 2021 and uploaded through the summer to be ready for fall 2021.
QT: 3 (4, 5, 6/2021)	On track	50%	Technology has been identified. The structure is being created and materials beginning to be collected
QT: 4 (7, 8, 9/2021)	On track	55%	Begun collecting materials and we are now organizing them.

Milestone: Plan Cohort 2, year 1			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	10%	Because of the shift to remote learning, Cohort 2 year 1 will be folded into the programming for Cohort 3 year 1 (see below).
QT: 2 (1, 2, 3/2021)	On track	20%	Recruitment will begin in April 2021 for programming during summer 2021.
QT: 3 (4, 5, 6/2021)	On track	75%	Cohort 2 was combined with Cohort 3. (See update for Cohort 3 Year 1)
QT: 4 (7, 8, 9/2021)	On track	100%	17 faculty/staff participated in module design and implementation workshops in summer 2021 in addition to multiple individuals' consultations. Early Fall semester Faculty/staff participating in a "report out" session on their module implementation progress.

Milestone: Plan Cohort 3, year 1
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Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	10%	As with Cohort 1 year 1, the design team will be offering programming during the summer to help instructors from high DEW and “gateway” courses to redesign their courses and locate the “pain points” or “bottlenecks” within their courses. These are the places where students routinely struggle and places that are ripe for supplemental materials. The team will also provide a variety of resources that will help faculty to discover and design supplemental materials.
QT: 2 (1, 2, 3/2021)	On track	20%	Recruitment for both cohorts will begin in April 2021 for programming during summer 2021.
QT: 3 (4, 5, 6/2021)	On track	75%	17 Faculty/Staff were recruited to participate in DSIM Cohorts 2/3.  Faculty participated in 4-1/2 virtual workshops in addition to a 1-hour individual consultation on the design of their Digital Supplemental Instructional Modules.  Faculty and Design Team will be scheduling an additional 1-hour individual consultation with the DSIM faculty in early July to discuss the final steps for implementation of Modules in the Fall 2021 semester.
QT: 4 (7, 8, 9/2021)	Achieved	100%	17 faculty/staff participated in module design and implementation workshops in summer 2021 in addition to multiple individuals’ consultations. Early Fall semester Faculty/staff participating in a “report out” session on their module implementation progress.

**Milestone: Assess Cohort 1, year 2**

Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	10%	The design team will exam institutional data (e.g., retention, grades) related to student performance in courses employing DSIM. Because of the realities of remote instruction, we elected not to survey faculty and students as we did in year 1.

QT: 2 (1, 2, 3/2021)	On track	20%	Cohort 1 will be assessed, and institutional data collected (same as year 1).
QT: 3 (4, 5, 6/2021)	On track	25%	Course CRNS for Year 2 (Expand/Scale-up) has been collected. Data from courses will be retrieved and analyzed by Title III Data Analysts.
QT: 4 (7, 8, 9/2021)	Achieved	100%	The data has been pulled and reviewed. Since this is the first cohort and many aspects have changed due to the pandemic, the Design Team concluded that we need data from Cohort 2 and 3 to draw any meaningful conclusions.

### Goal 7: Design plan for targeted tutoring

Milestone: Design plan for targeted tutoring			
Quarter	Status	% completed	Progress update
QT: 1 (10, 11, 12/2020)	On track	25%	The first draft of the plan has been completed.
QT: 2 (1, 2, 3/2021)	On track	50%	Final draft of the plan is completed and will be shared with various groups on campus for feedback.
QT: 3 (4, 5, 6/2021)	Achieved	100%	The plan was shared with various groups on campus and feedback was very positive. The plan is ready to be piloted during 2021-2022 academic year (Year 4 of the grant).
QT: 4 (7, 8, 9/2021)			