

External Review of Talent Development Response

Topic: Recommendations for the TD Program Mission and Mission Statement

Recommendation:

2.1 Clearly define the TD Program mission in a one-sentence statement. The staff should consider drafting a clear mission statement separate from the TD Program description (“What We Do”) on the website.

Program Response/Action Plan:

2.1 Talent Development will work with staff in Communications and Marketing to develop a new mission statement.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.2 Focus the new TD Program mission on student persistence and completion.

Program Response/Action Plan:

2.2 Talent Development agrees that the new TD Program mission should focus on student persistence and completion.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.3 Work with campus leadership to agree on a TD Program mission that resolves, rather than creates, competing priorities across the functional/activity areas of the program (e.g. recruiting, admissions, summer program, advising, and problem solving). When resources (time, funding, etc.) must be allocated to various functions, the mission should guide decisions about prioritization.

Program Response/Action Plan:

2.3 Talent Development recognizes a need to work with campus leadership on a TD mission that resolves competing priorities across areas of the program. TD staff will meet with key stakeholders to explore resource allocation of program functions.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.4 Relate the new TD Program mission statement to a particular portion of the URI mission statement, “The University is committed to enriching the lives of its students through its land, sea, and urban grant traditions.”

Program Response/Action Plan:

2.4 Talent Development agrees it should relate its new TD Program mission statement to a portion of the URI mission statement. TD staff will create a new TD Program mission statement that includes language consistent with the University’s mission statement and share with key stakeholders for review.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.5 Incorporate the URI core values of “Diversity, Fairness, and Respect” in the TD Program mission statement, as these core values support the need to serve students from “disadvantaged backgrounds” as defined by the TD Program.

Program Response/Action Plan:

2.5 Talent Development agrees the incorporation of URI’s core values of “Diversity, Fairness and Respect” in TD’s mission statement is essential. TD staff will incorporate these core values in the TD Program statement to reinforce support in serving TD participants from “disadvantaged backgrounds” as defined by the program.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.6 Revise the TD Program description (“What We Do”) to include how the program is appropriate in the context of Rhode Island’s land-grant and flagship public University.

Program Response/Action Plan:

2.6 Talent Development agrees with the need to revise the TD Program description to include how the program is appropriate in the context of Rhode Island's land-grant and flagship public University. TD staff will revise its program description ("What We Do") to reflect how it aligns with the context of Rhode Island's land-grant and flagship public University.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.7 In aligning with the URI mission statement, describe how TD programs and services offer "distinctive educational opportunities enriching the lives of (URI) students through (URI's) land, sea, and urban grant traditions. "Questions to consider in aligning with URI mission:

- How can the TD Program guide students to the appropriate major and learning community that fits them?
- How can the TD Program collaborate with graduate and professional programs to provide pathways to post-baccalaureate education?

Program Response/Action Plan:

2.7 Talent Development agrees a description is needed to articulate how its programs and services align with the URI mission statement of enriching the lives of (URI) TD participants through (URI's) land, sea, and urban grant.

- TD staff will work on a description outlining how the TD Program guides TD participants to the appropriate major and learning community that fits them.
- TD staff will work on a description outlining how the TD Program collaborates with graduate and professional programs that provide pathways to post-baccalaureate education.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

2.8 Clarify and formalize the role of the TD Program in supporting students currently

referred to as “adoptees.” The TD Program has historically served, without recognition for its efforts, a host of students who are not TD Program participants but who seek or are referred to program staff. The External Review Team does not have a recommendation specifically to include or exclude these students in/from Program support, but we do recommend that a clear decision be made about how the TD Program interacts with them and supports their success as URI students.

2.8 a Collaborate with the Office of Community, Equity, and Diversity; Gender and Sexuality Center; and the Multicultural Student Services Center to develop a referral and support system for “adoptees” to receive similar advising and problem solving support.

Program Response/Action Plan:

2.8, 2.8 a Talent Development agrees collaboration is needed with the Office of Community, Equity, and Diversity; Gender and Sexuality Center and the Multicultural Student Services Center to clarify and formalize roles in supporting TD participants currently referred to as “adoptees”. TD staff will meet with key stakeholders to discuss clear and formal roles in supporting “adoptees” and their success as URI students.

Responsible Party: Kevin Smith, *Coordinator*, Talent Development

Anticipated Initiation: December 31, 2017

External Review of Talent Development Response

Topic: Recruitment and Admissions

Recommendation:

3.1 Recruiting and admissions for TD Program participants should be a shared responsibility of the TD Program staff and Undergraduate Admissions.

3.1. a Develop a coordinated, non-duplicative recruiting strategy for the TD Program that involves Enrollment Services, TD Program staff, other campus partners and/or upper class students who are TD applicants.

3.1. b Designate an Undergraduate Admissions Counselor specifically for recruiting students to the TD Program. This Counselor could be a joint report to the TD Program and Undergraduate Admissions, or at minimum meet regularly with the TD Program staff to maintain seamless communication between the units. Ideally, this Counselor would be a URI graduate who participated in the TD Program.

3.1. c Consider developing and training a cadre of URI alums who were TD Program participants who can do community outreach and recruiting at their high schools, meet parents and families, interview students, and so forth.

3.1. d Undergraduate Admissions and the TD Program staff should work jointly, and as efficaciously as possible, to make decisions about which applicants to invite to the TD Program.

Program Response/Action Plan:

3.1 a-d The TD Program concurs with the External Review team that TD and Undergraduate Admission should work together to examine the roles and responsibilities of TD Staff and Admissions Staff as it is related to recruitment and admissions. The outcome of this work will be a clearer definition of roles and responsibilities as related to TD and a reduction in the duplication of effort across the university with emphasis on student success. TD will initiate a meeting to discuss the future of Undergraduate Admissions.

Responsible Party: Gerald R. Williams, *Director*, Talent Development; Ted Shear, *Assistant Director, Talent Development*

Anticipated Initiation: July 31, 2017

Recommendation:

3.2 Conduct a thorough analysis of student success rates based on differences in incoming students high school backgrounds to ensure that the 13-course requirement for TD Program participation (compared to 18 for “regular” admission) provides adequate preparation for success at URI. Examine not only the number of courses but

also whether they are key courses that emerge as “must haves” among those students who persist and graduate; use these findings to inform admissions decisions and work with high schools to inform guidance counselors and encourage prospective TD Program participants to enroll in these courses.

Program Response/Action Plan:

3.2 The TD Program concurs that an analysis should take place. The TD staff will begin recording data immediately. An initial analysis will be to determine the proportion of TD Program participants who do not have the full 18 units.

Responsible Party: *Assistant Director, Assessment and Communication, Talent Development*

Anticipated Completion: Spring 2017

Recommendation:

3.3 Undergraduate Admissions should assess its efforts to recruit underrepresented students to URI and consider what effect changes in recruiting for the TD Program may have on other efforts.

Program Response/Action Plan:

3.3 The TD Program will meet with Undergraduate Admissions to begin discussions on their recruitment initiatives of underrepresented students. The Talent Development staff will meet no later than March 1, 2017 with the Office of Admissions to discuss their recruitment of underrepresented populations.

Responsible Party: Ted Shear, *Assistant Director, Talent Development*

Anticipated Completion: July 31, 2017

Recommendation:

3.4 Key leadership stakeholders should consider the de facto role of TD Program staff in determining a substantial allocation of URI financial aid (students who are accepted into the TD Program and successfully complete the summer Program, who also qualify for financial aid, receive the full tuition scholarship for five years, as long as they stay in good standing).

Program Response/Action Plan:

3.4 Talent Development staff will pull together a university wide team to review this recommendation in depth. Minimally, Talent Development recognizes the need for staff in the department to have training on financial aid.

Responsible Party: Gerald R. Williams, *Director, Talent Development*

Anticipated Completion: June 1, 2017

Recommendation:

3.5 Does this process align with other scholarship Programs on campus? Assess the effect on the “DiMaio students”-those who are admitted through the regular process and therefore not accepted into the TD Program-of not having access to TD Program scholarship or resources as a result of being a “regular” admit.

Program Response/Action Plan:

3.5 The recommendation above should be presented to the University as the TD Program does not have access to this requisite data. TD will request an analysis from the Vice Provost of Enrollment Management.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: May 1, 2017

External Review of Talent Development Response

Topic: Academic Advising and Problem Solving

Recommendation:

4.1 Convene stakeholder group (TD Program Director, Dean of UCAS, persons responsible for advising in the colleges and Honors program, student athlete support, any other advising units) to:

4.1 a Undertake process mapping exercise to understand from TD Program participant perspective how advising occurs from pre-admission through graduation; then

Program Response/Action Plan:

4.1, 4.1a TD concurs. We work with campus partners to explore ways to create student success plans as a form of mapping exercise to understand from TD Program participant perspective how advising occurs from pre-admission through graduation. We will explore options for early registration dates for Talent Development Program participants.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: July 31, 2017

Recommendation:

4.1 b Determine who should be TD Program participants' primary academic advisor at what point in their career, what process will be used to communicate this plan to students, and how to make administrative process transitions as necessary; and

Program Response/Action Plan:

4.1 b TD concurs. TD will evaluate our current advising program and explore options for moving forward per the external review recommendation.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: July 31, 2017

Recommendation:

4.1 c Determine shared priorities and a process to resolve competing priorities that all advisors on campus will use in advising students in the TD Program.

Program Response/Action Plan:

4.1 c TD affirms this recommendation as it is critical to student success. TD will convene a meeting with stakeholders to develop a process to resolve competing priorities as it relates to major, general education requirements, etc.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: July 31, 2017

Recommendation:

4.2 Convene stakeholder group regularly to resolve differences/conflicts among advisors; educate stakeholders about TD participants; formulate relationships among TD Program staff, UCAS, and academic college advisors; develop professional development for all advisors.

Program Response/Action Plan:

4.2 TD concurs. TD will begin to meet regularly with colleagues across campus and work alongside them to develop ongoing professional development for Talent Development staff in areas similar to and student success.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: July 31, 2017

Recommendation:

4.3 Evaluate usage of Starfish and other student records systems to ensure that maximum communication occurs across advising units. Train all professionals about what is necessary and appropriate to enter in notes and work to develop trust across units so that the notes system can be as robust as possible while preserving student privacy. Periodically spot audit notes to ensure quality and consistency.

Program Response/Action Plan:

4.3 TD affirms this recommendation and will continue to use Starfish. In addition to this, staff in TD will be held accountable for using Starfish.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: Ongoing

External Review of Talent Development Response

Topic: All University Response for Success of TD Program Participants

Recommendation:

5.1 Convene directors of resource offices on campus (counseling, multicultural student services, housing, financial aid, academic advising, honors, etc.) to create a model for multi-modal student success teams focused on TD Program participants. These teams should meet regularly to discuss specific students who have come to attention as well as potential population level concerns. Teams should include TD Program leadership and/or staff.

Program Response/Action Plan:

5.1 TD agrees. Create a "Council for TD Student Success" from group of stakeholders

Responsible Party: Edward Givens, *Assistant Director*, Talent Development; *Assistant Director* for Assessment and Communication

Anticipated Completion: August 31, 2017

Recommendation:

5.2 Develop specific goals, action, and accountability measures for resource offices vis-à-vis supporting TD Program participants. These goals, actions, and measures should be clearly communicated across resource offices so that they can develop mutually reinforcing, non-duplicative, and non-competing supports for students.

Program Response/Action Plan:

5.2. TD agrees. Assure that outcomes are measureable and communicated throughout the campus community.

Responsible Party: Edward Givens, *Assistant Director*, Talent Development; *Assistant Director* for Assessment and Communication

Anticipated Initiation: August 31, 2017

Recommendation:

5.3 Conduct rigorous assessment of TD Program participant usage of resources (how often, for what purpose, how assessed/referred, outcomes of usage) as a baseline, then set goals for improving annually. More than a simple count of how many TD

Program participants use resources; this kind of kind of assessment can provide information on the depth and reach of the network or resource professionals, with the goal of increasing over time to demonstrate change in culture and more universal adoption of responsibility for success of TD Program participants.

Program Response/Action Plan:

5.3 TD agrees. TD will examine existing software in use at URI to determine its use in helping TD use data and monitoring TD Program participants. If a computer program is not already available at URI, programs will be explored for purchase and implementation.

Responsible Party: Edward Givens, *Assistant Director*, Talent Development; *Assistant Director* for Assessment and Communication; “Council on TD Student Success”

Anticipate Completion: October 1, 2017

Recommendation:

5.4, 5.4a, 5.4b Undertake an educational campaign on campus to inform faculty, instructors (adjunct, fixed term, and graduate student) staff, and others about the newly defined mission, purpose, and goals of the TD Program. URI alums who participated in the TD Program and now work on campus could be brought on board first, so that they can fully understand the new mission and approach. Some of them may be interested in promoting the newly articulated work of the TD Program. Embedded messages about the TD Program mission within the student success priorities of the University, and include the TD Program when describing student success efforts on campus.

Program Response/Action Plan:

5.4, 5.4a, 5.4b TD agrees. TD will undertake and create new branding and marketing campaign. URI alums who participated in TD Program and now work on campus will assist in encouraging and spreading new campaign to ensure that the University is including TD Program when discussing student success.

Responsible Party: Edward Givens, *Assistant Director*, Talent Development; *Assistant Director* for Assessment and Communication

Anticipated Initiation: August 1, 2017

Recommendation:

5.4c, 5.4d, 5.4e In orientation of new faculty, instructors, and staff, be clear that the land-grant mission of URI includes a commitment to increasing the number of low-

income, first-generation, and underrepresented Rhode Islanders who attend and graduate from URI. In hiring new faculty, ascertain their level of commitment to the land-grant mission of student access and success in general and to the underprepared, underrepresented, low-income, and first generation in particular. Require faculty and staff to undertake training in cultural sensitivity and reducing the effects of implicit bias in their work with students and colleagues. Be specific about the kinds of challenges faced by URI students: homelessness, poverty, undocumented status, previous incarcerations, relationship and family violence, inability to afford courses/majors/books, lack of access to healthcare, food insecurity, mental illness, and disabilities. And, remind them that once URI admits students it is everyone's job to help them succeed, regardless of these circumstances.

Program Response/Action Plan:

5.4c, 5.4d, 5.4e TD agrees. This recommendation is beyond the scope and mission of the Talent Development Program.

Responsible Party: Gerald Williams, Director, Talent Development

Anticipated Completion: August 1, 2017 (this will be ready for new faculty orientation in fall 2017)

Recommendation:

5.5 Senior leadership (e.g., Provost, Vice President of Student Affairs, Dean of UCAS, and other academic deans as appropriate) should convene to determine the optimal organizational location of the TD Program. Considerations should include the integration with other campus programs and services for student success, partnerships on and off campus and resource allocation.

Program Response/Action Plan:

5.5 TD agrees. TD Program leadership will initiate dialogue with VP for Student Affairs along with the University Senior leadership.

Responsible Party: Kathy Collins, Vice President for Student Affairs

Anticipated Completion: May 1, 2017

Recommendation:

5.6 TD Program leadership and staff should conduct environmental scan to identify newly emerging needs of TD Program participants, such as changes in federal financial

aid policy, RI DCYF policies or resources for foster youth, enforcement of federal immigration policy, and any changes to GI Bill, or reductions in state support for public transportation that will affect prospective and current TD Program participants. TD Program staff should lead pro-active campus educational efforts about these new challenges and be involved as appropriate in activating campus-based resources.

Program Response/Action Plan:

5.6 TD agrees. TD Program will head campus efforts about new challenges TD Program participants face. These findings will be discussed with the “Council for TD Student Success”.

Responsible Party: Gerald Williams, Director, Talent Development

Anticipated Initiation: August 31, 2017 – steps are to be in place for fall, 2017

External Review of Talent Development Response

Topic: Recommendations for Leadership of the TD Program

Recommendation:

6.1 Conduct a comprehensive strategic plan, facilitated by someone outside the unit (e.g., a consultant) so that all TD Program staff and leadership are able to participate. The process should include members from the University at large, administration, students, faculty, alums, and community partners. This strategic planning activity is not meant to re-do the Self-Study and External Review, but to use the findings of those processes to map out three and five year goals for the TD Program.

Program Response/Action Plan:

6.1 TD concurs that a comprehensive strategic plan should be conducted by someone outside the department. TD will plan to do so per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

6.1 a Align strategic plan with the mission of the program and the University.

Program Response/Action Plan:

6.1 a TD concurs that the strategic plan should align with the Program mission. TD will plan to align its strategic plan with the mission of the Program and the University per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

6.1. b Align strategic plan with other student success initiatives so as not to create additional/deeper conflicts across units.

Program Response/Action Plan:

6.1 b TD agrees that the plan should be aligned with other student success initiatives. TD will plan to align its strategic plan with other student success initiatives per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

6.1 c Incorporate in the plan the use of nationally known good practices and innovations for student success (e.g., predictive analytics, proactive interventions, academic recovery) as well as plans for keeping up to date on these innovations.

Program Response/Action Plan:

6.1 c TD concurs with the use of nationally known best practices for student success. TD will explore nationally best practices by conducting site visits to other institutions of higher learning.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

6.1 d Incorporate assessment/measurement goals into the process and outcome of the strategic plan, to begin to create a culture of assessment and evidence that can serve as a model to other units on campus. Benchmark should be set for every aspect of the TD Program: student success, academic support offerings, number of contacts or touch points with students, partnerships, advising, co-curricular activities and so forth.

Program Response/Action Plan:

6.1 d TD concurs with incorporating assessment/measurement goals into the process and outcome of the strategic plan. TD will conduct a national search for an Assistant Director of Assessment and Communication.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

6.2 TD Program leadership should assess needs for professional development of all TD Program staff and work with staff to create professional development plans, timelines, and accountability measures for ongoing professional development. Consider use of common tools (e.g., 360 MBTI, or Strengths Finder) to determine individual and team attributes in (among others) communication, supervision, assessment, and evaluation.

Program Response/Action Plan:

6.2 TD concurs with the need for professional development for all TD staff. TD will plan to provide the opportunity for all staff to attend professional conferences,

workshops/trainings, seminars, institutional site visits, webinars, etc. per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: September 1, 2017

Recommendation:

6.3 TD Program leadership must identify resources and other needs (e.g., data, institutional research, projections) and advocate effectively for them with appropriate University stakeholders, positioning the TD Program in the context of student success efforts more broadly.

Program Response/Action Plan:

6.3 TD concurs that identifying resources and other needs and advocating effectively for them with appropriate University stakeholders is essential to meeting student success. TD will plan to do so per the External Review's recommendations by collaborating with institutional research, enrollment services, admissions, as well as other stakeholders.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Initiation: December 1, 2017

Recommendation:

6.4 Develop a succession plan for TD Program leadership, which could include cross-training, delegating, and building the pipeline of leadership to move up and perhaps out into larger campus or beyond.

Program Response/Action Plan:

6.4 TD concurs with the need for a succession plan. TD leadership will provide every opportunity for TD staff to be promoted within the program or the University or beyond per the External Review's recommendations. TD leadership will provide leadership opportunities for professional growth.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: December 1, 2017

External Review of Talent Development Response

Topic: Staffing and Staff Roles in the TD Program

Recommendation:

7.1 Move primary responsibility for recruiting and admissions from the TD Program staff to Undergraduate Admissions (See section III).

Program Response/Action Plan:

7.1 TD staff will bring together a team from across the university to examine this recommendation. It should be noted that staff in the TD program are concerned about this recommendation; their concerns will be expressed directly to those involved in this additional assessment.

Responsible Party: Gerald R. Williams, *Director*, Talent Development; Ted Shear, *Assistant Director*, Talent Development

Anticipated Completion: July 31, 2017

Recommendation:

7.2 Benchmark student success programs at other institutions and use national standards and examples of good practice in student support to determine goal for ratio of staff to students, then align desired program size (i.e., number of students) and staff size (number of staff). "Goal ratio" should account for opportunities to develop staff skills in new ways and use technology and human capital, including new configurations of campus partners and allies (e.g., advisory groups campus mentors for students, and so forth), and the timeline for aligning program and staff size must account for transition to new ways of supporting students, developing capacity of current staff, and so forth.

Program Response/Action Plan:

7.2 TD will conduct an analysis of student-staff ratios.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development; Ted Shear, *Assistant Director*, Talent Development

Anticipated Completion: December 1, 2017

Recommendation:

7.3 Develop written performance goals, objectives and outcomes for each year's

performance cycle to be used to plan, review and evaluation work and performance of personnel responsible for delivery of TD programs and services.

Program Response/Action Plan:

7.3 TD will work alongside URI Human Resources and create an evaluation tool for TD staff to measure deliverables.

Responsible Party: Ted Shear, *Assistant Director*, Talent Development

Anticipated Completion: January 1, 2018

Recommendation:

7.4 Result of individual personnel evaluations should be used to recognize personnel performance, address performance issues, implement individual and/or collective personnel development and training programs, and inform the assessment of TD programs and services.

Program Response/Action Plan:

7.4 TD agrees that regular performance evaluations are essential to a well-managed organization. The Director will hold individual monthly reviews in addition to a yearly review with each member of the staff to assess progress and provide feedback.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Implementation: The Director will begin monthly meetings to share feedback with staff in March 2017

Recommendation:

7.5 Personnel should engage in continuing professional development activities to keep abreast of the research, theories, legislation, policies, and developments that affect TD programs and services. These programs can be readily available through low-cost online webinars, discussion groups and media, in addition to long term approaches to professional development budget forecasting.

Program Response/Action Plan:

7.5 TD concurs with the need for professional development for all TD staff. TD will plan to provide the opportunity for all staff to attend professional conferences, workshops/trainings, seminars, institutional site visits, webinars, etc. per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: Immediately

External Review of Talent Development Response

Topic: Summer Contingent Admission/Bridge Program

Recommendation:

8.1 Align the goals of this program with the mission of the TD Program and a student success philosophy that extends beyond access.

Program Response/Action Plan:

8.1 TD affirms this recommendation. TD will clearly define mission of the TD Program and create a success philosophy to increase Program outcomes.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development; Ted Shear, *Assistant Director*, Talent Development

Anticipated Initiation: May 31, 2017

Recommendation:

8.2 Convene a curriculum council of faculty and advisors from colleges and UCAS to advise on course offerings for the TD Summer Program.

Program Response/Action Plan:

8.2 TD concurs. TD Program will initiate a Council for TD Student Success (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: August 31, 2017

Recommendation:

8.2 a Determine by meta-majors which courses will best prepare students for success.

Program Response/Action Plan:

8.2 a TD affirms this recommendation (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: December 1, 2017

Recommendation:

8.2 b Determine how to address developmental education needs, for example through co-requisites.

Program Response/Action Plan:

8.2 b TD concurs. TD Program will work with campus partners to develop and use best practices to determine which courses will prepare students for academic success, address developmental educational needs (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: December 1, 2017

Recommendation:

8.2 c Quantitative literacy and math preparation, in particular, should be considered, including creative thinking how to de-couple the risk of students' GPAs with the need for adequate quantitative/math preparation.

Program Response/Action Plan:

8.2 c TD affirms this recommendation. TD will initiate faculty group to develop quantitative literacy and math preparation (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: January 1, 2018 (for summer 2018 implementation)

Recommendation:

8.3. Consider offering courses during both summer sessions.

Program Response/Action Plan:

8.3 Based on the graduation dates of graduating high school seniors and the dates of summer sessions, offering courses during both sessions is not possible. TD Program will explore alternate ways to extend TD Summer Program and course offerings.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: August 31, 2017

Recommendation:

8.4. Explore ways to offer on-campus employment, ideally related to students'

academic/professional interests, during the summer.

Program Response/Action Plan:

8.4. TD staff will examine this recommendation and have a recommendation completed by December 1, 2017

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: December 1, 2017

Recommendation:

8.4 a Set aside small grants for faculty researchers and campus support offices to hire TD program participants during the summer program.

Program Response/Action Plan:

8.4 a TD will examine this recommendation and have a recommendation completed by December 1, 2017

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: December 1, 2017

Recommendation:

8.5 Convene an advisory council for “student success skills/knowledge” summer curriculum.

Program Response/Action Plan:

8.5 TD concurs (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: August 31, 2017

Recommendation:

8.5 a Benchmark content and delivery against leading summer bridge programs.

Program Response/Action Plan:

8.5 a TD affirms this recommendation (See 5.1 Council for TD Student Success). TD staff will visit leading campuses with leading summer bridge programs.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: August 31, 2017

Recommendation:

8.5 b Assess students pre-and post- Summer Program to ascertain learning of students success skills/knowledge.

Program Response/ Action Plan:

8.5 b TD affirms this recommendation (See 5.1 Council for TD Student Success).

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: August 31, 2017

Recommendation:

8.6 Consider a pilot year of decoupling summer course grades from admissions and tuition grant eligibility.

Program Response/ Action Plan:

8.6 TD concurs. TD will revisit Summer Program requirements and anticipate modifying per the External Review recommendations.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development; Ted Shear, *Assistant Director*, Talent Development

Anticipated Completion: May 1, 2018 (for summer 2018)

Recommendation:

8.6 a Educate students and families about the implications of completing Summer Program below 2.0.

Program Response/ Action Plan:

8.6 a Refer to 8.6.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: May 1, 2018 (for summer 2018)

Recommendation:

8.6 b Use frequent real-time course data and feedback from instructors to intervene early with students who are not on track to achieve a 2.0 in any course.

Program Response/ Action Plan:

8.6 b TD agrees and will develop a feedback program from instructors to intervene early with students who are not on track to achieve a 2.0 for immediate implementation.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: Immediately

Recommendation:

8.6 c Develop a structured, intensive, personalized protocol for working with any student who begins fall term below 2.0 to maximize likelihood of positive academic outcomes.

Program Response/ Action Plan:

8.6 c TD agrees and will develop a protocol immediately. TD will examine best practices happening around the country.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: Immediately

Recommendation:

8.6 d Develop metrics for determining if this pilot is successful before repeating. Metrics should include number and percent of students who matriculated in fall with a GPA below 2.0 and their outcomes, including subsequent academic performance and student loan borrowing.

Program Response/ Action Plan:

8.6 d TD agrees

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Initiation: August 1, 2017

Recommendation:

8.7. Consider instituting a residency requirement for students to live on campus throughout the Summer Program.

Program Response/Action Plan:

8.7 TD agrees with the value of living on campus. TD will work along side campus partners as it relates to the residency requirement and students living on campus during the summer program.

Responsible Party: Edward Givens, *Assistant Director*, Talent Development

Anticipated Completion: August 1, 2017

Recommendation:

8.8. Deepen and broaden collaboration with college access and success programs to ensure coordination of programs and services in the transition from high school to Summer Program to college.

Program Response/Plan of Action:

8.8. TD concurs. This will be examined in terms of any additional staffing needs this may create across the program.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: May 31, 2017

External Review of Talent Development Response

Topic: Academic Year Programs (Advising, Student Development, etc.)

Recommendation:

9.1 Convene a cross-unit committee to develop a multi-year co-curriculum for TD Program students.

9.1 a Identify intended learning and developmental outcomes for TD Program participants.

9.1 b Identify metrics for assessing co-curriculum.

9.1 c Identify implementation strategies and responsible parties/collaborators to achieve intended outcomes.

Program Response/Action Plan:

9.1 a-c TD concurs. TD staff will visit leading programs at other institutions and attend national conferences to assess for co-curriculum programs.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: May 1, 2018

Recommendation:

9.2 Create plan using available data and predictive analytics to customize “advising” approach in first year in TD Program.

9.2 a Reduce/eliminate duplication with UCAS and college/major advising by shifting academic responsibility to UCAS and college/major advisors.

9.2 b Identify functions that only TD Program staff can do- the unique value added by the Program.

9.2 c Incorporate academic early alerts and team-based approach to interventions.

9.2 d Incorporate national best practices in professional support for student success.

Program Response/Action Plan:

9.2 a-d TD agrees to reevaluate the TD Program advising program. TD staff will visit leading programs at other institutions and attend national conferences to assess

student success and support programs. TD will develop a new plan

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: July 1, 2018

Recommendation:

9.3 Create plan for TD Program staff to collaborate with other campus resources on academic recovery for students on probation and those returning from dismissal. Formalize relationships and educate campus how TD Program staff collaborates with others to ensure appropriate support for TD Program participants.

Program Response/Action Plan:

9.3. Initiate a comprehensive plan to support at risk and students on probation or returning from dismissal. Collaborate with Early Alert, UCAS and degree granting colleges to evaluate persistence and retention.

Responsible Party: Kristina Moyet, *Associate Director*, Talent Development

Anticipated Completion: August 1, 2017

External Review of Talent Development Response

Topic: Assessment of the TD Program

Recommendation:

10.1 Develop metrics for student success and persistence, including as much historical data for the TD Program participant population as is available, and at minimum, data dated to 2000. Some metrics should be descriptive (i.e., not compared to other entering URI students, but compared year-to-year in TD Program to look for patterns and improvement). Metrics should include but not be limited to:

- Pipeline from recruitment to TD Program acceptance to pre-matriculation orientation, Summer Program, and matriculation in first-year class;
- Performance in summer courses
- Performance in fall courses (by course, course combination, overall GPA, and credits attempted/completed);
- Performance in first-year spring courses (same as previous);
- Yearly performance (same as previous, plus student debt accrual over time);
- 4-, 5-, 6-year graduation rates, disaggregated by college;
- College/major migration patterns of TD Program participants;
- Academic recovery from probation or return from dismissal for academic reasons; and
- Outcomes for students who leave URI to transfer to RIC or CCRI

Program Response/Action Plan:

10.1 TD concurs and an Assistant Director of Student Success will be hired who will develop the metrics per the recommendations of the External Review Committee.

Responsible Party: Gerald Williams, Director, Talent Development

Anticipated Completion: May 1, 2018

Recommendation:

10.2 Create comparison cohort of students, perhaps from the DiMaio scholarship group or some other “near peer” comparison within the University. There is likely to be no identical comparison group, but statistical estimates and controls can be used to create panels for comparisons to identify contributions of TD Program participation.

Program Response Action Plan:

10.2 TD agrees with creating a data set and will do so by visiting other institutions to

make comparisons between groups.

Responsible Party: Gerald Williams, Director, Talent Development

Anticipated Completion: May 1, 2019

Recommendation:

10.3 TD programs and services should develop monthly, quarterly, and annual assessment plans and processes. Assessment plans should articulate an ongoing cycle of assessment activities. Plans for programs and services must have access to adequate fiscal, personnel, and technological resources to develop and implement assessment plans.

10.3 a TD assessment plans for programs and services should:

- Specify program goals and intended outcomes;
- Specify student learning and development outcomes;
- Employ multiple measures and methods;
- Develop manageable processes for gathering, interpreting, and evaluating data;
- Document progress toward achievement of goals and outcomes;
- Interpret and use assessment results to demonstrate accountability;
- Use assessment results to inform planning and decision-making;
- Assess effectiveness of implemented changes;
- Provide evidence of improvement of programs and services; and
- Report aggregated results to respondent groups and stakeholders

Program Response/Action Plan:

10.3/10.3a TD agrees and will begin to develop monthly, quarterly, and annual assessment plans and processes that articulate an ongoing cycle of assessment activities.

Responsible Party: Gerald Williams, Director, Talent Development

Anticipated Completion: May 1, 2019

External Review of Talent Development Response

Topic: Resources for the TD Program and TD Program participants

Recommendation:

11.1 Conduct a formal financial audit of the TD Program

Program Response/Action Plan:

11.1 TD concurs that a financial audit of the TD Program is needed. TD will plan to do so per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: December 1, 2017

Recommendation:

11.2 Develop communication plan for sharing results of audit and for describing program costs (summer, academic year, program, scholarships, etc.) in the future.

Program Response/Action Plan:

11.2 TD concurs that sharing the results of the audit of the TD Program is needed. TD will plan to do so per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: December 1, 2017

Recommendation:

11.3 Considering covering students' full tuition and course fees, regardless of major.

Program Response/Action Plan:

11.3 Covering students' full tuition and course fees, regardless of major is essential to student success. TD will partner with stakeholders on campus per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: June 30, 2018

Recommendation:

11.4 Consider ways to ensure that students have access to books/media/course keys.

Program Response/Action Plan:

11.4 Ensuring students have access to books/media/course keys is essential to student success. TD will partner with stakeholders on campus per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: June 30, 2018

Recommendation:

11.5 Convene an advancement team (URI Foundation, TD Program leadership, Student Affairs, Academic Affairs, Communications and Marketing, and /or others) to identify and develop TD Program opportunities for annual giving, upcoming campaign, and any other appropriate opportunities to increase resources TD Program and/or its participants.

Program Response/Action Plan:

11.5 TD concurs with convening an advancement team to identify and develop TD Program opportunities for annual giving, upcoming campaign. TD will partner with stakeholders on campus per the External Review's recommendations.

Responsible Party: Gerald R. Williams, *Director*, Talent Development

Anticipated Completion: May 1, 2018