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Student Success Hub Task Force Report, July 1, 2024

Andrea Gifford  
Associate Dean of Student Life  
Office of the Vice President for Student Life, Diversity, and Inclusive Excellence & Dean of Students

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“Why am I so passionate about a Student Success Center? Recently, a faculty member touched base with a student who was doing poorly academically and found out the student is homeless and feels dirty and embarrassed to come to class. Within minutes, Student Life had set the student up with a meal plan, laundry set, personal care, laundry pods, and access to a residence hall. The student’s first words were ‘I wish I had known you were here a year ago.’ Accurate information and awareness at all levels is key. Let’s get the students what they need as soon as possible.”

Andrea Gifford, Associate Dean of Student Life

Background:

The 2018-2019 First-Year Student Success Initiative charged several working groups with exploring different components of the challenge of first-year retention as well as various strategies for improving first-year success. As part of this initiative, two distinct but interrelated working groups explored opportunities to enhance student success services for first-year students. The first report underscored the necessity of a centralized and visible Student Success Hub, proposing its establishment as a “one stop” shop aimed at consolidating existing services, providing a strategic advantage in expanding support to students. Simultaneously, the second working group focused on student academic support services, proposing initiatives such as a more centralized Academic Success Center, expanded support for high-risk students, a university-wide Testing Center, and addressing the mental health crisis on campus. Both reports emphasized the lack of cohesiveness and accessibility of student support services.

The Charge:

The charge of the Student Success Hub Task Force was to build upon the First-Year Student Success Initiative work, and to reimagine the path forward, leveraging the insights and recommendations of these working groups to create a transformative and holistic framework that fosters enduring success for students as they begin their UMaine journey.

Primary Objective: Defining the Student Success Hub

In pursuit of advancing first-year student success, the primary objective is to define the scope, structure, and services encapsulated within the envisioned Student Success Hub. This pivotal step involves synthesizing insights from the previous reports, benchmarking similar
configurations at peer institutions, and crafting a cohesive vision for a centralized and dynamic resource center that caters to the diverse needs of UMaine's student body. Specifically:

- Identify the array of services to be housed in the Student Success Hub,
- Specify the roles and responsibilities of staff members, including any additional positions and/or reclassifications required for effective operation,
- Determine the technology and tools necessary for efficient service delivery.

Secondary Objective: Locating the Optimal Student Success Hub Site

Following the delineation of the Student Success Hub's essential components, the Task Force's secondary objective is to identify the optimal location for this hub. The strategic placement within the campus landscape is paramount to ensuring accessibility and visibility, contributing to the seamless integration of support services into the student experience. Specifically:

- Evaluate potential locations on campus for optimal visibility and accessibility,
- Consider logistical aspects such as available space, infrastructure, and proximity to high-traffic areas.

The taskforce will provide a report defining the scope, structure and services within the Student Success Hub as well as potential optimal location(s) for this hub. In addition, the Task Force will provide any additional information related to personnel, costs, and/or space reconfiguration required for the successful development and implementation of the hub.

Task Force Membership

Co-Chair Scott Marzilli, Associate Provost Student Success and Innovation  
Co-Chair Daisy Singh, Dean of Libraries  
James Brophy, Honors College  
Eric Chapman, Director of College Success Programs  
Kevin Coughlin, VP for Enrollment Management  
Steven Evans, Associate Professor and Chair of English  
Andrea Gifford, Associate Dean of Students and Director of Student and Administrative Support Services  
Giovanna Guidoboni, Dean of Maine College of Engineering and Computing (MCEC)  
James Jackson Sanborn, Executive Director of Maine InfoNet (Fogler Library)  
Sara Lello, CLAS Faculty & Academic Advisor & Faculty Senate Library Advisory Committee  
Nancy Lewis, Head of Research & Instruction, Fogler Library  
Ariana Mangra, MCEC Student Success Coordinator  
John Mascetta, CLAS Director of the Advising & Academic Services Center and the Explorations Program  
Richard Roberts, Exec. Dir. Academic Program Support & Online Learning, DLL/Online  
Susan Sullivan, ELH Associate Dean for Instruction
Keegan Tripp, Student Representative
Julia Van Steenberghe, MBS Director of Student Success and Recruitment
Ryan Ward, Director of Space and Capital Management, Facilities
Meredyth Waters, Student Representative

Progress of 2018-2019 First-Year Student Success Initiative reports

**Academic Support Services Charge:** “Develop a set of recommendations about ways that student academic support services can better serve first-year students.”

**Recommendations:**

1. Creation of an Academic or Student Success Center staffed by highly knowledgeable and cross trained professional staff and graduate students who triage student needs and provide assistance. We recommend the academic success center be located centrally in the core of the campus where students can readily seek and receive help from an integrated academic support model.

   **PARTIALLY COMPLETED**

   a. The Office of Student Academic Success was created Summer 2023. This office is staffed by three highly knowledgeable and cross trained professionals who currently direct the UMaine Peer Tutoring and UMaine Professional and Peer Academic Coaching.

   b. They triage student needs and provide assistance for UMaine's most vulnerable students entering UMaine. These are first-year students with 2 or more pre-enrollment barriers to academic success.

   c. The Office of Student Academic Success is not centrally located and is housed within Dunn Hall. There is limited space available and it currently does not allow for an “integrated” academic support model.

2. Expand existing academic support services and assistance to high risk students particularly those in courses with high DWFL/First-Year rates. **COMPLETED**

   a. The Office of Student Academic Success has been able to work directly with “high risk” students by implementing the Professional and Peer Academic Coaching program. Student Success and Advising Centers as well as Faculty Advisors should assist with ensuring that students are utilizing services.

   b. Tutoring has been expanded to include 196 Peer Tutors covering 110 courses. This equates to a 206% increase in courses covered and an 188% increase in the number of peer tutors available to support UMaine students from 2022/2023.
3. The creation of a University Wide Testing Center that serves all students who need proctored testing. Currently proctored testing at SAS is only available to students with disabilities. **INCOMPLETE**

   a. The UMaine Student Government passed a resolution supporting the creation of testing centers within Fogler Library independent of the Office of Student Accessibility Services.
   b. There has been no official creation of a Testing Center or series of independent testing centers located in Fogler Library, or on the UMaine campus.
   c. Proctored testing is also a challenge for DLL students. Off-site support for proctored testing should also be expanded.

4. Address the mental health crisis at UMaine, beginning with a campus task force to examine mental health needs, services and assistance that can make recommendations about the best ways to respond to those needs. **PARTIALLY COMPLETED**

   a. In Spring 2024, a Mental Health Task Force was formed to examine mental health needs, services and assistance for faculty, staff and students.
   b. A final report was provided to the Faculty Senate, Executive VP and Provost, and VP of Student Life and Inclusive Excellence that included challenges, opportunities and recommendations.
   c. A plan to implement the recommendations made by the Task Force is ongoing.

5. Create and maintain a comprehensive website where information and links to Academic Support Services on-campus can be located. **COMPLETED**

   a. The virtual Student Success Hub was created Summer 2023 to disseminate information and connect students with access to academic, personal and career services. Taking a human-centered approach, UMaine’s virtual Student Success Hub consolidates existing campus-level interventions and supports, as well as provides additional support, to create comprehensive student assistance bundled in a single virtual location.
   b. To date there have been 10,596 views by 4,143 unique users. The top 5 most searched areas include: Academic Support, Places to Eat on Campus, Advising, Basic Needs, and Health and Well Being.

**Student Success Hub Charge:** “Develop a set of recommendations about ways in which UMaine could develop a centrally-located resource hub for students.”

**Recommendations:**

1. Establish a centralized and visible location for a Student Success Hub within the Memorial Union. Expanding the current First-Year and Transfer Center into the Student Success Hub
would provide an advantage to expand current services already being provided to students at an increased level. **INCOMPLETE**

a. There is no longer the First-Year and Transfer Center within the Memorial Union.
b. There is still the Commuter & Non-traditional Student Program that is housed within the Memorial Union.

2. Form an Advisory Board to work with the director of the Student Success Hub. A point person must be recommended for each academic college and/or departments, academic services, Student Life along with diverse student representatives. **INCOMPLETE**

3. By centralizing the communication and function of the Navigate360 Platform “triage system” the Student Success Hub would have the ability to follow up with students to ensure their concerns have been addressed. **PARTIALLY COMPLETE**

a. The Black Bear Early Alert was initiated Fall 2023 providing holistic support for all first-year students faculty marked as “at risk”. Once flagged, each case was triaged by members of the student’s success team. This resulted in the case management supporting 742 first-year students. This initiative culminated in over 4,000 individual support actions with the goal of supporting UMaine’s first-year students.
b. Navigate360 communication, referral and appointment features have been adopted by all colleges, the Office of Student Academic Success, the Academic Support Services for Student Athletes, the Career Center, the Office of International Programs, and the Libraries (Fogler in Orono and Merrill in Machias). Offices that have yet to adopt this platform include the Registrar, Financial Services (i.e., financial aid, cashier, student accounting), the Writing Center, the Math Lab, and many faculty advisors.
c. If all student support offices, including graduate students, adult learners, etc., utilized Navigate360, the staff within the Student Success Hub could follow students through the process of seeking help on the UMaine campus and ensure the student was supported.

4. Create a strong online presence that would include video tutorials for online resources (i.e., MaineStreet, Brightspace, Navigate) as well as a centralized resource directory website for both academic and student services, and an instant message/chat communication system. **PARTIALLY COMPLETE**

a. The Virtual Student Success Hub provides the centralized resource directory for both academic and student services. Please see above for more information on the Virtual Student Success Hub.
b. The MainStay AI Chatbot, Bananas T. Bear was initiated in Summer 2023 with a complete implementation Fall 2023. To date, the AI Chatbot has handled 15,729
messages, 4041 messages between 5pm - 7am, and 1,485 messages received during the weekend.

c. In addition, UMaine Online has separately created video tutorials (quick-hit videos) within their Concierge Corner. The Task Force sees several opportunities to merge the existing Virtual Student Success Hub and the existing UMaine Online Concierge Corner in support of all types of students.
2024 Student Success Hub Task Force Recommendations:

The 2024 iteration of UMaine’s Student Success Hub is designed as a comprehensive solution, building upon benchmarking across 15 universities (Appendix A), the Task Force conversations (Appendix B), location survey (Appendix C) and the progress made on the First-Year Student Success Initiative working groups (2018-2019) recommendations.

Primary Objective: Defining the Student Success Hub

The most frequently visited sections of the online Student Success Hub are Academic Support, Places to Eat on Campus, Advising, Basic Needs, and Health and Wellbeing. This ranking, combined with the 2018-2019 reports and discussions within this Task Force, guided us in determining the essential services to be offered through the Hub, both physically and via the nexus of support, or “Support Nexus.” While success encompasses more than just academic achievement, academic performance remains the primary metric for gauging success on campus. And a decline in academic standing often indicates underlying issues in other areas, such as mental health, financial stress, or lack of access to basic necessities, highlighting the interconnected nature of student wellbeing and academic success. The proposed Student Success Hub will work to be a single stop to not only directly support academic success, but to also address the aforementioned underlying issues that impact academic success.

In recognizing the limitations of physical space and funding, our initial approach to defining the Student Success Hub is strategic in that it will provide both a physical space as well as a single virtual location to market and increase the accessibility and use of services not physically housed within the hub. This hybrid model allows UMaine to achieve more by centralizing critical academic support services within the hub while leveraging a “Support Nexus” concept for broader student support resource accessibility across campus. The hub will house centralized academic support services such as academic coaching, tutoring, writing and math support, and research literacy. Simultaneously, the “Support Nexus” model ensures students are aware of and can access essential student support resources like diversity and inclusion initiatives, career support, wellness coaching, international student support, college support, and many other critical student support resources available at UMaine.

The Task Force emphasizes that the limitations of funding and, ultimately, space make this a necessary but only a first step in integrating all support service resources for a campus resource savvy and, therefore, successful student body. Ideally, all student support services will someday be physically centralized in one building so that in-person students feel fully supported.
The Structural Design of the Hybrid UMaine Student Success Hub

The Task Force recommends the following Academic Support resources have a physical presence within the Student Success Hub:

○ Academic Coaching (Peer and Professional) - space for full time in-person staff presence
○ Tutoring - space for full time in-person staff presence as well as for students and tutors to meet
○ Student Success Ambassadors (peer support to help students navigate university and make ‘connections’ with resources) - roving assistants; no office space needed
○ Math Center and/or math support - part-time in-person staff presence; the Math Center doesn’t necessarily need to be relocated here
○ Writing Center and/or writing support in-person staff presence - part-time in-person staff presence; the Writing Center doesn’t necessarily need to be relocated here
○ Other learning centers, e.g., the Physics Learning Center and Chemistry Learning Center that are located throughout campus could have a physical presence
○ Research (library information literacy, not grant-related) Guidance and Support
○ Technology and IT Support (i.e, Brightspace, Software, Laptops, Mainestreet)
○ Space for Academic Success Workshops

The Task Force recommends that there be immediate academic and non-academic support for students within the physical Student Success Hub (drop in). This will require buy-in, uptake, and coordination from all student support units. These support services would provide navigation support, constituting the remote/satellite version of this hybrid Hub.

● Student Support Offices would utilize ZOOM virtual waiting room functionality to support students from within the Student Success Hub.
● Student Support Offices would provide telephone support numbers to be utilized by students within the Student Success Hub.

The Task Force recommends that all other academic and non-academic student success support services in the Student Success Hub be provided via a hybrid triage model - with a staffed in-person concierge desk, possibly supplemented by some level of in-person staffing/tabling from some of these offices only during high traffic times of year. Staff need to be thoroughly trained in order to direct students to all of the support services below:

○ Advising
  ■ College Success Centers
  ■ College Academic and DLL Advising
  ■ Mentoring (Navigating the University)
Basic Needs
- Center for Accessibility and Volunteer Engagement (CAVE) - Basic Needs: housing, food, financial insecurities

Health and Wellbeing:
- Student Wellness Resource Center
- Counseling Center
- Wellness Coaching

Other areas identified by Task Force student representatives:
- Student Business Services (Financial Aid, Cashier, Student Accounts)

Other Areas identified by all Task Force:
- Office of Diversity and Inclusion
- First-Generation Services
- TRIO SSS
- Student Accessibility Services
- International Student Support
- Commuter and Non Traditional Student Programs
- Career Support
- Office of Major Scholarships
- Experiential Learning Opportunity support
- Registrar
- Student Accessibility Services
- Testing Center - listed as important in 2018-2019 reports and by Student Accessibility Services (SAS) Director, who gets requests but cannot fill them unless it's for students registered with SAS

The Task Force recommends that the physical concierge desk be coupled with a check-in kiosk with a short digital intake, ideally linked to a common platform which:
- allows students to identify their problem(s). The Task Force notes that a student typically has more than one concern, so it is essential that any intake form or kiosk allow them to choose from multiple support areas at the same time;
- allows Hub to track support needs and patterns and conduct future assessment;
- allows in-person staff to see students in the correct order if there is a line. Likewise, if the student has an emergency need, in-person staff may be able to glean this quickly for more immediate action.

The Task Force recommends that the University require all student facing areas to adopt the same appointment technology software to allow for a caseload model whereby all offices will track their support of students. This is essential integration that will connect disparate student support services to reduce “student support shuffle.”
• Academic Affairs has been increasingly promoting Navigate360 to various divisions, with uptake, and at student orientations. We recommend that, as a first step, this existing platform be used for full integration of a caseload model.
• This need not preclude offices from using other platforms as well which better suit their internal purposes.
• The Administrative Barriers Task Force (ABT) recently convened has repeatedly cited Navigate360 (and Concur) as an example of a platform that is meant to streamline (academic and student success in the case of Navigate360), but reduces effectiveness and efficiency because it does not work with other existing platforms. The Task Force is relatively agnostic on what platform is chosen and reiterates that this is a first step in the process toward greater awareness and integration of student support services. Navigate360 seems to be the best common platform for a caseload model at present, but our Task Force recommends that the Provost’s Office and our future Student Success Hub Advisory Council (see below) keep ABT recommendations in mind and seek ways to pivot toward a unified platform that allows for the caseload model while also reducing administrative barriers.

The Task Force recommends the following staffing:
• In-person staff member(s) with responsibility for the Student Success Hub
• Since all support services would not report to the above staff member(s), the Provost Office and Student Life must message and achieve buy-in from all support services referenced to ensure that caseload technology is taken up and that all offices cooperate and coordinate in terms of rotational staffing, Zoom drop-ins, and compliance with online response rate of 24 hours.
• Graduate Student(s) to support
• Interns (Social Work, Teaching, etc.)
• Student Success Ambassadors
• Virtual Staffing. This is currently being delivered via AI Chatbot Bananas T. Bear, but UMaine Online has created an online concierge corner (as well as videos) and offer human-supported chat service between 8am-8pm. UMaine Online staffers should be consulted for all virtual aspects of the Hub and lessons learned.
• A Student Success Hub Advisory Council to ensure correct information and campus wide synergy. The Task Force stresses that this is the first step in an ongoing process that should be assessed and be adjusted based on updated information, procedures, and lessons learned about current best practices. The Student Success Hub Advisory Council shall keep equity for all types of students (DLL, Machias, commuter, international, veterans, those with accessibility needs etc.) in mind as this Hub evolves.
• Ongoing and current training of staff
• Open beyond 8:00am - 4:30pm, with in-person staffing
**The Task Force recommends** SLAs (Service Level Agreements) that will delineate expectations from all offices involved. The Task Force stresses that campus-wide integration and accountability are key. All student support offices must be in full agreement to a single caseload technology, a culture of prompt response times (UMaine Online has a 24-hour turnaround rate), and a culture of availability. There is only one chance to make a good first impression.

**The Task Force recommends** that staffers who are moved into the Hub (or the staffers’ supervisor) have a “dotted line” to the existing administrator of said space and a SLA be drafted related to use of space and communication expectations. In this case, we are using the phrase “dotted line” not as accountability to the existing administrator, who will not necessarily be the coordinator of the Center. Rather, the “dotted line” means that the Center’s on-site staff should consistently meet with the administrator to make them aware of changes in procedure, protocol, etc.

**Naming & Messaging Concern:** Some members expressed concern about naming the hub a “Student Success Center” or “Student Success Hub,” because the word “success” may further marginalize students who are in most dire need of support and may think they should be doing very well to receive services at a center named “success.”

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**Secondary Objective: Location for Student Success Hub Site**

Conscious of the holistic approach the University is embarking on with respect to campus spaces - including the recently convened Space Advisory Committee, related Big Idea Initiative and the Strategic Re-envisioning Initiative, the Task Force has agreed that the best course of action is to share the Hub’s fundamental characteristics and model, with suggested locations for consideration.

**The Task Force recommends** that the Provost and the VP of Student Life share this report with the Space Advisory Committee and confer with their membership about possible locations, in light of all the other space-related conversations - including rubrics and processes - being finalized therein.

**The Task Force recommends** that the central Student Success Hub have a physical location with the following characteristics:

- Welcoming - You know when you walk in this is about Supporting Your Success!
- Centrally located
- Preferred high traffic location
- Extended hours of operation
- Information area (kiosk sign in to track usage)
- Space for Student Success Hub staffing (see above)
  - At least 1 private office
• Space for Academic Support (see above)
  ○ At least 3 private offices (Tutoring and Academic Coaching)
  ○ Available space for peer academic coaching
  ○ At least 1 office (IT Support)
  ○ At least 7 offices, two of which need to be private (Research Guidance and Support)
  ○ Access to a conference room
• Student support signage throughout (i.e., Nexus of Support-see above)
• Open and collaborative spaces
• Study spaces
• Lounges
• Private rooms or spaces for escalated conversations
• Food availability (this is the second most visited section in the online hub, food fills a basic need, and food helps make connections)

The Task Force recommends that if space is not available for the entirety of the Student Success Hub, as envisioned above, that at a minimum, the Student Success Hub would consist of the following academic support with the IT, and Research Guidance and Support becoming part of the “Support Nexus” as described above:
  • Academic Coaching (Peer and Professional) - space for full time in-person staff presence
  • Tutoring - space for full time in-person staff presence as well as for students and tutors to meet
  • Student Success Ambassadors (peer support to help students navigate university and make ‘connections’ with resources) - roving assistants; no office space needed
  • Space for Academic Success Workshops

The Task Force recommends that the minimum central Student Success Hub have a physical location with the following characteristics:
  • Welcoming - You know when you walk in this is about Supporting Your Success!
  • Centrally located
  • Preferred high traffic location
  • Extended hours of operation
  • Information area (kiosk sign in to track usage)
  • Space for Student Success Hub staffing (see above)
    ○ At least 1 private office
  • Space for Academic Support (see above)
    ○ At least 3 private offices (Tutoring and Academic Coaching)
    ○ Available space for peer academic coaching
  • A conference room
  • Student support signage throughout (i.e., Nexus of Support-see above)
- Open and collaborative spaces
- Study spaces
- Lounges
- Private rooms or spaces for escalated conversations
- Food availability (this is the second most visited section in the online hub, food fills a basic need, and food helps make connections)

Understanding that the Task Force’s work is finite and that the Provost and the VP of Student Life, as well as Space Advisory Committee (should they be involved) would benefit from knowing the Task Force’s recommended locations, an anonymous survey was provided to all Task Force members.

The Task Force recommends that the Student Success Hub should be located in either the Memorial Union or the Fogler Library.

Memorial Union had a total of 8 recommendations as the first choice and 5 as the second choice. The Union was highlighted for its central location, high traffic, and the presence of numerous student services, making it a convenient, accessible, and known student hub for all majors and years. Proponents argue that the Union's versatile environment, combining academic and non-academic spaces, can cater to a wide range of student needs.

Fogler Library had a total of 5 recommendations as the first choice and 2 as the second choice. Fogler is praised for its strong academic atmosphere and existing study and tutoring infrastructure. Supporters emphasize the Library's ability to create a synergistic environment that aligns with the recommended Structural Design of the Hybrid Student Success Hub, offering a visible and centralized location already familiar to students seeking academic support.

For a verbatim copy of survey results, including comments, please see Appendix C. Location Survey Results below.

The Task Force recommends separate branded student success hub kiosks & staffed concierge desks could be available in other spaces on campus that are highly trafficked by all, including college success centers, advising locations, etc. This may involve a slow roll out when staffing is available for these satellite kiosk/concierge desks.
Appendix A. Benchmarking

- **OneStop** (Florida International University)
  
  Whom does it serve?
  Who provides the service?
  What services are included?
  
  Location: “The MMC campus OneStop location is in the SASC building, which also houses the Student Financials department, Office of International Student & Scholar Services department, etc. It is near the student union, but it is not in the student union. There is a library and a student union on campus, but they are not attached to OneStop.”

- **One Stop Student Services** (University of Tennessee, Knoxville)
  
  Whom does it serve?
  Who provides the service?
  What services are included?
  
  Location: Library

- **The One Stop** (UMass Boston)
  
  Whom does it serve?
  Who provides the service?
  What services are included? “The One Stop is a student services center staffed with a team of professionals who represent three essential offices: Financial Aid Services, the Registrar's Office, and the Bursar's Office.”
  
  Location: Campus Center (“Yes, our Campus Center is much like a student union. It contains our primary cafeteria, book store, lots of space for students to gather and hold events and activities, and many critical student services departments such as the Dean of Students Office, Student Activities, Advising, One Stop, Registrar's Office, Bursar's Office, Financial Aid, Veteran Affairs, Disability Services to name a few. The Library is in a different building. I hope this helps!”)

- **One Stop** (LSU Office of Retention & Student Success)
  
  Whom does it serve?
  Who provides the service?
  What services are included? “The Student Success One Stop will assist you in answering any questions you may have. We have professional and student staff available to resolve your concerns, give you guidance & support, and connect you to the best campus resources. Our goal is to help you overcome any potential obstacles that may stand in the way of your graduation. The Student Success One Stop is here to help ensure your success!”
  
  Location: Student Union

- **One Stop** (The University of Minnesota-Morris)
Whom does it serve?
Who provides the service?
What services are included? One Stop Student Services provides quality, professional service in support of students’ academic and financial objectives. The unit provides students with access, information, and resources to achieve the student’s educational goals. The department promotes campus and systemwide communication and collaboration while respecting the needs, values, and diversity of our students, parents, and colleagues.
Location: 105 Behmler Hall

- **Student Success Center** (The University of Minnesota-Morris)
  Whom does it serve?
  Who provides the service?
  What services are included? The UMN Student Success Center is your campus hub for all things related to student support. At the SSC, our goal is to provide resources to support student’s success both at UMN Morris and in their future careers. We are the place to come for career support, learning assistance, transfer student support, disability resources, and academic support.
  Location: 240 Rodney A. Briggs Library

- **Student Success Center** (Utah Tech University)
  Whom does it serve?
  Who provides the service?
  What services are included? Students have access to the Student Success Center, a one-stop resource hub on campus. We have computers, free printing, study tables, a lounge area, games, and snacks; and most importantly, the people to answer your questions…Success Advisors and Peer Coaches.
  Location: Centennial Commons Building (Houses registration, financial aid, advising, counseling, library, etc.)

- **The Center for Student Success** (St. John’s University)
  Whom does it serve?
  Who provides the service?
  What services are included? The Center for Student Success is a one-stop hub of resources for first-year students, inclusive of academic and career advising, academic achievement resources and tutoring, mentoring and other first-year transition programs. Our dedicated team seeks to initiate and maintain an on-going relationship with students focused on achieving success at St. John’s University both inside and outside of the classroom.
  Location: St. Augustine Hall (University Library)

- **Student Success Center** (Eastern Kentucky University)
  Whom does it serve?
Who provides the service?
What services are included? Located on the first floor of the Crabbe Library, the Student Success Center is designed to serve as a one-stop-shop where students can get assistance with an array of areas like coursework, financial aid, study skills, choosing a major, course registration, stress management, and much more.
Location: Library

- **Student Success Center** (Bowie State University)
  Whom does it serve?
  Who provides the service?
  What services are included? The Student Success Center is committed to the academic growth and success of Bowie State University students. BSU students can take advantage of a variety of satellite services that are under the Student Success Center. Tutoring, writing center, math lab, etc.
  Location: Thurgood Marshall Library

- **Student Success Center** (Carson-Newman University)
  Whom does it serve?
  Who provides the service?
  What services are included? Student Success is committed to student’s academic success from their first research paper to their first job interview. Located on the second floor of the library, the Student Success Center provides academic support and career counseling for all students. Services include: academic coaching, academic skill enhancement, career development, peer tutoring, student resources, etc.
  Location: Library

University of Cincinnati **Learning Commons**
Whom does it serve? – “all students”
Who provides the service? – seems a mix of staff and student workers
What services are included? - Offers academic coaching, writing help, “learning assistance” and learning communities, peer facilitation and tutoring, success skills
Location: Has four sites (four campuses) two in academic buildings, two in libraries

Smith College **Learning Commons**
Whom does it serve? undergraduates
Who provides the service? Staff and student workers
What services are included? Library research services, writing center, quantitative learning assistance, peer tutors, disability services
Location: library

- **Learning Commons** (University of Southern Maine)
Whom does it serve? All Students
Who provides the service?
What services are included? The spaces, services, and resources of The Learning Commons are designed to foster collaborative and active learning. Located in the University of Southern Maine Libraries, The Learning Commons is also home to USM's peer academic support services. In addition to subject-based tutoring, we offer academic coaching, technology assistance, and research guidance, as well as reservable group study spaces and community computers.
Location: University of Southern Maine Libraries

- Student Success Hub (University of Pittsburgh)
  Whom does it serve? All Students
  Who provides the service?
  What services are included? The spaces, services, and resources of Student Success Hub are designed to reduce equity gaps in learning. The resources include Academic Coaching, a workshop series, Complete U, First at Pitt, Kessler Scholars, Provost Academy, Study PALS and the TRIO McNair Scholars Program
  Location: 217 Langley Hall
Appendix B. Meeting Minutes

2024 SSC Task Force Meeting #1 Minutes
2024 SSC Task Force Meeting #2 Minutes
2024 SSC Task Force Meeting #3 Minutes
2024 SSC Task Force Meeting #4 Minutes
2024 SSC Task Force Meeting #5 Minutes
2024 SSC Task Force Meeting #6 Minutes
2024 SSC Task Force Meeting #7 Minutes
2024 SSC Task Force Meeting #8 Minutes
Appendix C. Location Survey Results

Copy of Survey Results