



STUDENT SUCCESS COACHING

STRATEGIC PLAN

2023 - 2027



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I HAVE NEVER BEEN HELPED BY ANYONE MORE IN A SCHOOL SETTING THAN BY MY SUCCESS COACH, HE GAVE ME EXTREMELY IMPORTANT ADVICE AND CLEARED ALL OF MY DOUBTS AND CONCERNS.

Student Testimony

**Creation
of Plan**

LETTER FROM DIRECTOR



To the Mason Community:

Since the launch of the Student Success Coaching (SSC) unit in 2019, we have accomplished more than we ever thought possible. In our first year as a unit, we primarily served exploratory, non-degree seeking, and terminated students in an advising capacity as we developed the success coaching program for Mason. We launched our first full year of success coaching in Fall 2020 and have held over 17,000 student appointments since Fall 2019. This incredible accomplishment could not have happened without the amazing efforts of the success coaching team and our campus partners who helped make success coaching at Mason a reality.

We have been fortunate to have internal and external stakeholders who have recognized the value of success coaching and supported my team from the very beginning. We are also fortunate to have stakeholders go from our biggest critics to our biggest champions. Success coaching not only has a profound impact on the Mason student experience, but how we engage with our stakeholders and partners is equally profound. We have had over 100 stakeholders at Mason help make success coaching possible, and I thank everyone who put their time, energy, and care into the development of coaching. We are only successful today because of the assistance you provided in the past and how we are receiving your support in the present. I cannot talk about the success of the coaching program without the efforts of our campus partners.

Supporting students through success coaching has become more important than ever before. The coaches at Mason have played a key role in supporting students in their transition to online learning, navigating the current sociopolitical climate and racial injustice, and providing guidance in the nine key focus areas in of our coaching methodology (academics, well-being, finances, managing commitments, effectiveness, school community, civic engagement, career exploration, and commitment to graduation). The students of today and the future have unique needs and will need additional support to help them achieve their goals, which my team is ready and excited to provide.

Finally, I would like to extend a special thank you and acknowledgement to the SSC team. The SSC team is the most dynamic team I have had the pleasure of working with and I am incredibly thankful for all of the love, energy, and effort they put into helping Mason students along their journey. Although the members of our team have seen many changes to our unit, they never wavered, always held a positive outlook, and refused to let any trials and tribulations affect how they supported Mason students. We have accomplished so much in a short amount of time and I can't wait to see the incredible things we will accomplish in the next phase of success coaching at Mason.

I am excited to present our first success coaching strategic plan for the next four years to the Mason community. Mason has always had lofty goals for its success coaching program and the next four years will be no different. Our team is and will be a key contributor to closing retention gaps for Mason students and providing resources to support degree completion. The SSC team has already accomplished many milestones which you will see throughout our strategic plan, and I am looking forward to the next era of success coaching at Mason.

Sincerely,

Adrienne D. White, Ph.D.

Director, Student Success Coaching

Creating the Student Success Coaching Strategic Plan



Mason has been clear in its strategic plan to provide students with premier transformational experiences that prepare them to participate thoughtfully in our society. Further, Mason is committed to building and leveraging relationships and partnerships with the community. The Student Success Coaching (SSC) unit directly promotes Mason's strategic plan by cultivating a high-quality student experience that embodies Mason's values; promotes student success, well-being, and collaboration; and builds and strengthens partnerships for Mason students. Our strategic plan also connects to the division of University Life's (UL) strategic plan by "developing systems and infrastructures to support students' persistence, completion, and overall success" (p. 5). Most importantly, the Student Success Coaching strategic plan connects to UL's mission that Every Student Succeeds.


To create our strategic plan, we based our outreach to stakeholders on our nine focus areas, ensuring that we were collaborating with stakeholders across the institution with stakeholders who directly connect to the work we are doing collectively to support Mason students. The SSC Leadership Team led working groups consisting of members of the SSC team. Each group centered around one focus area. The team also held student focus groups to ensure the student voice was represented in our plan. The SSC Leadership team was responsible for setting up meetings with each of our stakeholders (see Appendix I).

The purpose of our stakeholders meetings was to:

- learn more about their work;
- receive input on future collaborative opportunities;
- identify what Mason staff/students/faculty know about success coaching;
- learn about any potential areas of opportunity for success coaching to help support Mason students.

Three-person teams of SSC staff members coded the notes from the stakeholder meetings to identify themes. Triangulation was used to ensure the reliability and validity of the data. The steering committee then used the codes to create the goals and outcomes seen in the SSC strategic plan.

The SSC strategic plan is a true, collaborative initiative that shows how success coaching supports Mason and UL's goals to ensure students are "receiving a distinctive and inclusive student experience that fosters lifelong engagement" (Mason Strategic Plan p. 15) during their time at the university.



**I'VE BENEFITED
TREMENDOUSLY WHILE
MEETING WITH MY
SUCCESS COACH. I'VE
LEARNED TO BE MORE
STRATEGIC WITH MY
CHOICES, PLAN MORE
EFFECTIVELY, AND
EXPLORE THE MANY
RESOURCES ON CAMPUS
AND BEYOND.**

Student Testimony

BEGINNING

BACKGROUND AND INTRODUCTION OF STUDENT SUCCESS COACHING AT MASON

According to the 2022 Compass Report, Charting the Future of Student Success, coaching, advising, and career services are among the top functional areas of anticipated growth in student affairs where practitioners will assume an increase in the level of student support provided to our students than ever before (Student Affairs Task Force, 2022). Success coaching can be utilized to help students navigate career development issues, wellness, finances, academics, civic engagement, leadership, effectiveness, time management, commitment to graduation, relationships, and goal setting.

The International Coaching Federation's Global Coaching Study (2020) examined the practice of coaching around the world. Comparing their international data from 2015 and to 2019, they found a 33% increase in the number of coach practitioners in that four-year span. They also found a 46% increase in the number of managers and leaders utilizing coaching skills to support their employees.

Even within higher education, coaching is not limited to academic success. In 2020, the American College Health Association published a report on the emergence of wellness coaching in higher education. They conducted a case study of wellness coaching at ten participating institutions, representing a variety of regions and institution types: University of Michigan, The Ohio State University, University of South Carolina, University of Florida, Boston College, Skidmore, University of Northern Iowa, University of New Hampshire, University of South Florida, and Ithaca College. They noted that wellness coaching has had an array of positive outcomes on college students.

Coaching has become a highly-practiced method of support that institutions nationwide (Georgia Tech, Arizona State University, Old Dominion University, University of Denver, Clemson University, Tulane University, University of Washington, etc.) use to support their students holistically. Like many other institutions of higher learning, Mason has committed to providing personalized success coaching to its 7,500 incoming first-year and transfer students.



BACKGROUND AND INTRODUCTION OF STUDENT SUCCESS COACHING AT MASON

Success Coaching at George Mason University

The Student Success Coaching (SSC) unit in University Life at George Mason University was established in May 2019, as the “Mason Care Network” (MCN). The SSC unit is a product of the Student Experience Redesign (SER) which examined the Mason student experience from application through graduation. The results of the SER project recognized a need to provide students with a consistent student experience throughout their time at Mason and streamline students' communication with university offices. Out of the six projects that stemmed from SER, creating a coaching program and improving academic advising became two of the institution's top priorities.

Senior leadership at Mason committed to developing and implementing a success coaching program that would improve the student experience by providing students with a consistent experience during their time at Mason. With this model, students would have a main point of support throughout their time at Mason. The SER Executive Leadership team charged the coaching and advising project with the following goals for success coaching:

- Develop and implement success coaching for all incoming first-year and transfer students
- Define the role of the Success Coach
- Determine Mason's coaching model
- Identify Mason's coaching model
- Develop career progressions
- Establish an in-house training program
- Determine a technology platform for note taking and scheduling appointments

The SSC unit officially launched its success coaching program at Mason during the Fall 2020 semester. Due to the Coronavirus pandemic and staffing constraints during this time, the unit needed to adapt its launch plan for success coaching. Instead of offering success coaching to all incoming students, Mason only offered coaching to incoming first-year students. In the first year of the coaching program, students were assigned a success coach by their academic college, school, or program. Mason also offered two different staff structures for success coaching. Some academic units decided to have their advisors assume additional coaching responsibilities, while other units chose the centralized MCN unit to support their students.

BACKGROUND AND INTRODUCTION OF STUDENT SUCCESS COACHING AT MASON

The first year of launching any new program comes with challenges to implementation and success coaching was no exception. We ran into several barriers with our model:

- Advisors serving in a dual coach/advisor capacity were overwhelmed by their combined advising and coaching responsibilities.
- Dual role staff members faced challenges balancing both the success coaching certification process and advisor training at the same time.
- There was role confusion among faculty and staff about when to refer students to their academic advisor vs. a success coach.
- If a student was in an appointment with a staff member in a dual role, advising was generally prioritized in their conversation.
- The central MCN unit offered 45 to 60-minute success coaching appointments, whereas the academic unit-based advisors/coaches offered 15 to 20-minute appointments.
- If a student changed their major, program, or unit, their success coach also changed, creating an inconsistent student experience in their support team.
- The Mason community was confused by the unit's name because the coaching and advising project was also referred to as "The Mason Care Network."

In collaboration with Undergraduate Education, the "Mason Care Network" was dissolved in Summer 2021, and the office name was changed to "Student Success Coaching." Additionally, dual advising/coaching roles were eliminated. All coaching services for Mason were moved to SSC and all advising services in the former MCN were moved to Undergraduate Education's newly formed Office of Academic Advising. Students were then assigned a success coach by the first letter of their last name, ensuring that they always had the same success coach, irrespective of area of study. This model is still in effect today.

BACKGROUND AND INTRODUCTION OF STUDENT SUCCESS COACHING AT MASON

Present-Day Success Coaching

Student Success Coaching has been integral to the satisfaction and success of thousands of students at George Mason University since the creation of our unit. Given the wide variety of challenges facing college students today, the SSC unit's dependable and adaptable services have allowed students to write their own success story at Mason. Whether it was helping students adapt to online learning during the early days of the COVID pandemic, connecting students with critical mental health resources, or creating spaces to process the sociopolitical challenges facing many of our students, Success Coaches at Mason have played a key role in supporting the modern college student.

Prior to the creation of a professional success coaching program, Mason had a peer student success coaching program that was started in 2017. Although the peer coaching program grew successfully, students' needs evolved to higher-level concerns which required professional intervention. Since University Life offered several peer-to-peer engagement opportunities, Mason folded the peer program into the professional success coaching program to better serve their students.

Our goals as a unit include increasing persistence and graduation rates, reducing time/credits to graduation, increasing sense of belonging, and increasing students' satisfaction with their Mason experience. In each meeting, Success Coaches support students in discussing the aspects of their life affecting their overall well-being in a 45–60 minute appointment. The Success Coaching team helps students identify resources to enhance their Patriot experiences while they develop and implement personal, career, and academic goals. Success coaching helps students transition to college, make the most of their student experience, and work through their own definition of success while at Mason.

Success Coaches proactively:

- help students develop and set short- and long-term goals;
- support skill building such as time management and self-advocacy;
- support overall student well-being;
- assist with action planning;
- provide students with feedback, support, and best practices to sustain goals;
- inform students about educational resources.



Going Down Memory Lane

Our team started off small, but mighty with one director, an assistant director, and five success coaches. Today we are a team of 35 individuals. Every single person on our team was hired for a specific purpose, but we all have the same end goal in mind: supporting our Mason students and helping them get to the finish line. Since Fall 2019, the SSC unit has held over 17,000 student appointments.

May 2019

Mason Care Network unit founded

August 2020

Success Coaching launched at Mason to first-time freshmen

May 2021

Student Success Coach unit rebranding

August 2021

Success Coaching launched to transfer students

September 2021

First "Meet Your Coach" event

February 2022

Restructured unit to launch coaching career progressions

July 2022

Strategic plan kick off

August 2022

All Mason students have access to a success coach

June 2023

Completion of strategic plan

STAYING FOCUSED

FINANCES



Paying for school and developing an understanding on how to manage finances.

ACADEMICS



Maintaining balance in coursework, projects, and exams. Develop studying skills.

CAREER



Recognizing the connection between graduation and career opportunities.

CIVIC ENGAGEMENT



Engaging with the local community efforts in service learning, volunteering, and advocacy.

Throughout a student's journey at Mason, they face new challenges, obstacles, and opportunities. Success Coaching guides students through the multitude of experiences they face and helps them advance their goals and feel confident in their post-graduation aspirations. These are the nine focus areas that Success Coaches utilize to assist students throughout their Mason journey.

EFFECTIVENESS



Help with staying concentrated, completing tasks, and being punctual with deadlines.

COMMITMENT TO GRADUATION



Personal motivation for completing school and striving throughout your academic years.

WELL-BEING



Developing practices that are beneficial to ones mental, emotional, and physical wellness.

SCHOOL COMMUNITY



Finding your community, feeling connected to the institution, understanding expectations and rules.

MANAGING COMMITMENTS



Successfully balancing school with competing priorities. (family, work, etc.)

Patriot Experience



The **Patriot Experience (PE)** launched at Mason in 2017. The program started off as a three-level scaffolding and co-curricular experience specifically focused on well-being, civic learning and community engagement, global and multi-cultural competency, and career readiness. In this model, students chose a pathway to complete, while moving through each level, which increased in area competencies.

In 2019, PE rebranded as Mason moved technology platforms to Mason360 and the structure of the program was not compatible with the new platform. The program streamlined the experience for students, eliminated scaffold, and made the program available for all students to choose their preferred track(s). Additionally, PE rebranded pathways to a track-based experience using more student-focused language, moving from four pathways to three tracks: Live Your Best Life, Design Your Dream Career, and Change the World. In 2019, PE's mission and vision were created to provide purpose and guidance for the program.

GLOBAL
CITIZENSHIP


WELL-BEING

CAREER
READINESS

TRANSFER
TRACK

Today's version of PE consists of four core tracks: Global Citizenship, Well-Being, Career Readiness, and a Transfer Track. We also launched the First-Year Challenge to encourage our incoming Mason students to engage with the campus environment. In the Fall 2022 semester, Mason students completed more than 69,000 items in the program, a significant increase from the first student engagement tracks seen in the Fall of 2017, when less than 100 students were engaging in the program.



A photograph of three young women standing outdoors in front of a dense green hedge. They are all smiling warmly at the camera. The woman on the left has long braids and is wearing a dark top. The woman in the middle has curly hair and glasses, wearing a red and white striped shirt. The woman on the right has glasses and is wearing a dark top and a light-colored bag. They are holding various documents and papers. One document in the foreground is titled "Welcome For Postpon" and contains some text and graphics.

**IT WAS NICE HAVING
SOMEONE TO WORK OUT
STUFF THAT GETS SIDELINED
BY ACADEMICS. THEY WERE
VERY HELPFUL WITH GOING
ABOVE AND BEYOND
FINDING RESOURCES FOR ME
AND ANSWERING ALL MY
QUESTIONS AND
CONCERNS.**

Student Testimony

**MISSION
VISION
VALUES**

UNIVERSITY LIFE MISSION, VISION, AND VALUES

UL MISSION

University Life cares for the whole student by promoting inclusive well-being and fostering lifelong learning to prepare ethical leaders for the world.

VISION

Every Student Succeeds

VALUES

Together, we achieve our mission through an unwavering commitment to our values:

Inclusion and Equity

We are committed to cultivating an environment of engagement, connection, and belonging that is respectful and fair for everyone.

Leadership for Positive Change

We are committed to cultivating leaders who critically examine and understand the potential impact of their decisions and act ethically.

Well-Being

We are committed to cultivating an environment of understanding and fulfillment of both individual and community well-being that promotes purpose, vitality, engagement, and resilience.

Collaborative Community

We are committed to cultivating a supportive network of colleagues that shares, ideas, learns and creates together, and develops authentic connections.

Strategic Transformation

We are committed to dynamic action in creating meaningful solutions to anticipate and meet the needs of an ever-changing community.

STUDENT SUCCESS COACHING MISSION

MISSION STATEMENT

Student Success Coaching supports every student in developing and achieving goals toward their own version of success throughout their Mason journey.



Built
through and by
community

GMU 2022

**I THINK MY COACH IS VERY
HELPFUL. BUT ON TOP OF IT
ALL, I LIKE THEIR
PERSONALITY THE MOST,
THEIR PATIENCE AND THEY
GENUINELY CARE FOR
STUDENTS. I REALLY FEEL
LIKE THEY REALLY WANTED
TO HELP ME.**

Student Testimony

**SSC
STRATEGIC
GOALS**



MAPPING OUT SUCCESS

These tables demonstrate how our goals support the strategic plans of George Mason University and division of University Life.

George Mason University Goals

	Students	Community		Faculty/Staff
SSC GOALS	Goal 1: Deliver a distinctive and inclusive student experience that fosters lifelong engagement	Goal 3: Expand partnerships for economic and social impact	Goal 4: Exemplify a university culture of diversity, equity, and inclusion	Goal 5: Investin faculty and staff success
Student Support				
Training and Professional Development				
Communication and Marketing				
Assessment				

University Life Goals

	Students	Community	Faculty/Staff	
SSC GOALS	Goal 1: Inclusive Thriving Community	Goal 2: Engage All Students	Goal 3: Holistic Student Support Services	Goal 4: Organizational Excellence
Student Support				
Training and Professional Development				
Communication and Marketing				
Assessment				

Goal 1 – Student Support

Statement:

We will ensure that all Mason students receive a premier student experience through transformational engagement opportunities and coaching conversations to ensure that every student succeeds.

Context:

The SSC unit is committed to supporting all Mason students achieving their personal, academic, and career goals through enhanced co-curricular opportunities, providing a sense of belonging at the institution, and supporting students to degree completion. Leveraging our internal and external partnerships, we will continue to enhance the coaching program to ensure all Mason students have access to a Success Coach.

Goal Alignment:

Mason: Goal 1, Goal 3, Goal 4

University Life: Holistic Student Support Services, Inclusive Thriving Community, Engage All Students, Organizational Excellence

Desired Outcome 1

Strategically align coaching resources to support our underserved students and ensure all under-graduate and graduate students at Mason have an assigned Success Coach.

Strategies:

- Identify the students that are not engaging with success coaching, determine barriers to utilization, and implement outreach;
- Identify student populations that are underserved and of-promise at Mason and implement coaching strategies to support their success;
- Leverage technology to increase engagement with students.

Desired Outcome 2

Strengthen and build our strategic partnerships with Mason stakeholders to promote student success, well-being, and collaboration.

Strategies:

- Strengthen and leverage relationships with current and future strategic partnerships, while creating best practices to ensure student needs are being met;
- Expand programmatic efforts with campus partners;
- Strengthen and leverage partnerships with academic stakeholders to support student success.

Goal I – Student Support

Desired Outcome 3

Reimagine intervention support to ensure all Mason students who are struggling with food/shelter/safety insecurities, sense of belonging, persistence, and/or academic concerns receive support.

Strategies:

- Review current intervention practices and identify gaps where students need high-level support from success coaching;
- Create best practices to support Mason’s intervention outreach;
- Strengthen and leverage intervention partnerships with CAPS, SSAC, academic units, Learning Services, Center for the Advancement of Well-Being, etc. to support student success.

Desired Outcome 4

Increase student engagement with the Patriot Experience.

Strategies:

- Identify intentional ways to engage students in the spring semester and review fall engagement opportunities;
- Create an academic track.



Goal II – Training and Professional Development

Statement:

We will ensure that the SSC team receives training and professional development opportunities to excel in their jobs and create opportunities for advancement.

Context:

The SSC unit is committed to providing a positive workplace culture and environment by offering transformational professional development opportunities for our team and educating our stakeholders on how to leverage our coaching methodology in their daily work.

Goal Alignment:

Mason: Goal 1, Goal 4, Goal 5

University Life: Holistic Student Support Services, Organizational Excellence, Engage All Students

Desired Outcome 1

Expand opportunities for professional growth for staff.

Strategies:

- Maximize the Senior Success Coaches in creating opportunities to grow their skill set in mentoring and supervision;
- Expand on the established career progressions to create a program for staff interested in progressing to leadership positions;
- Implement opportunities for professional staff to attend, engage, and support professional associations in higher education;
- Continually review and adapt existing success coach training to the needs of Mason students and our professional staff;
- Continue to prioritize training in diversity, equity, and inclusion for all SSC staff.

Goal II – Training and Professional Development

Desired Outcome 2

Expand opportunities for professional growth for student staff and graduate assistants.

Strategies:

- Implement opportunities for student and graduate assistant staff to attend, engage, and explore professional development networks;
- Provide opportunities for the student and graduate assistant staff to attend and engage with professional staff training.

Desired Outcome 3

Create and implement modified coach training for Mason stakeholders.

Strategies:

- Determine the important elements of coach training that are relevant to the work of our stakeholders and create a training that allows them to utilize coaching methodology in their work.

Goal III – Communications and Marketing

Statement:

The SSC unit will ensure that success coaching and co-curricular experiences are embedded into the fabric of the Mason community through creative and innovative outreach to students, staff, faculty, and our stakeholders.

Context:

The SSC unit is committed to creating a unified and authentic voice to support Mason's contemporary students. SSC will leverage technology, social media platforms, and our partnerships to develop specific content to strengthen the communication and marketing infrastructure which supports the lifecycle of how the Mason community engages with our services.

Goal Alignment:

Mason: Goal 1, Goal 3, Goal 4, Goal 5

University Life: Holistic Student Support Services, Organizational Excellence

Desired Outcome 1

Build a communication and marketing infrastructure that supports the lifecycle of how the Mason community engages with the Success Coaching unit in an evolving climate.

Strategies:

- Implement a success coaching communications group to leverage the best methods for students, staff, and community partners to receive information;
- Identify, develop, and implement best practices for student outreach;
- Partner with SSC stakeholders to cross-promote services and outreach to students.

Desired Outcome 2

Develop a reciprocal referral process with campus stakeholders.

Strategies:

- Review and update the current referral process to and from the coaching team;
- Develop a faculty academic outreach plan to educate them on success coaching and the referral process.

Goal III – Communications and Marketing

Desired Outcome 3

Embed success coaching and the Patriot Experience into the fabric of Mason's culture.

Strategies:

- Partner with the Office of Admissions, New Student and Family Programs, and other units that work with prospective and incoming students to market and promote success coaching to all students upon their enrollment at Mason;
- Develop strategies with our campus partners to integrate success coaching into key campus services (Mason Student Services Center, Housing and Residence Life, student leader support, etc.);
- Partner with Human Resources to embed success coaching resources into new staff and faculty onboarding;
- Increase staff engagement with the Patriot Experience by connecting with UL and Academic Affairs units to promote the program.

Goal IV– Assessment and Knowledge Dissemination

Statement

The SSC unit will ensure that we are creating a data-informed decision-making culture by improving communication and transparency, while adapting to the evolving needs of the Mason community.

Context

The SSC unit is committed to creating a culture of assessment and dissemination of best practices to continue to be a leader in the field of success coaching and co-curricular development. We will use assessment to continuously improve our services and programs to ensure optimal efficiency and effectiveness.

Goal Alignment:

Mason: Goal 5

University Life: Organizational Excellence, Holistic Student Support Services

Desired Outcome 1

Create an assessment plan for University Life and Student Experience Redesign (SER) efforts.

Strategies

- Maximize the new assessment platform for assessment efficiency;
- Strengthen and expand partnership with OIEP to assess coaching services and support Mason's retention efforts;
- Review and implement the assessment plan for the Patriot Experience.

Desired Outcome 2

Develop a coaching assessment plan to ensure our services are effective while achieving our goals.

Strategies

- Review and adapt the current post-coaching survey;
- Create and implement best practices for the pre-coaching assessment;
- Create and implement an assessment plan for success coach training.

Goal IV- Assessment and Knowledge Dissemination

Desired Outcome 3

Develop a historical archive of past Student Success Coaching efforts to enhance student retention and operational efficiency.

Strategies

- Identify and implement strategies to retain knowledge from previous coaching models;
- Determine how the information will be continuously updated;
- Incorporate historical knowledge into professional staff training.

Desired Outcome 4

Share success coaching best practices regionally and nationally.

Strategies

- Engage with the NASPA Success Coaching Knowledge Community to help lead the efforts on establishing national best practices for success coaching;
- Identify additional spaces in higher education to share best practices for creating success coaching program.



I FEEL A LOT BETTER EXPRESSING THE HABITS THAT PREVENT ME FROM GETTING ASSIGNMENTS DONE AND FEEL CONFIDENT TO COMPLETE THE TASKS I HAVE WITH THE STRATEGIES I DISCUSSED WITH MY SUCCESS COACH. ADDITIONALLY MY COACH WAS VERY HELPFUL AND INSIGHTFUL ON ADVICE AND PROVIDING FEEDBACK ON WAYS I CAN IMPROVE THE NEGATIVE MINDSET AND ENCOURAGING MYSELF MORE ON COMPLETING MY TASKS.

Student Testimony

APPENDIX

University and Divisional Goals

Mason's Strategic Alignment

Goal 1: Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Strategy 2: Improve the student engagement experience within the Mason community.

- **2.1:** Fortify lasting connections for Mason learners through expanded opportunities for lifelong mentoring, networking, and high-quality relationships.
- **2.3:** Collaborate with student groups to foster participation and engagement in the Mason experience, both virtually and in person.

Strategy 4: Modernize the student services experience.

- **4.2:** Provide a holistic student support framework, inclusive of advising, coaching, and mentorship opportunities, that builds on strengths to create an enriched learning and sustained experience.
- **4.3:** Strengthen learning well-being, mental health, and accessibility services for learners.

Goal 3: Expand partnerships for economic and social impact

Strategy 1: Expand national and global partnerships to broaden Mason's reach.

- **1.3:** Utilize Mason Korea as a hub to expand Mason's global presence.
- **1.4:** Strengthen partnerships to make global engagement more accessible to all students.

Strategy 2: Expand community outreach activities and programs to drive impact and add value in the communities we serve.

- **2.2:** Inspire K-12 students to actively pursue higher education by intensifying already successful outreach efforts.

University and Divisional Goals

Mason's Strategic Alignment

Goal 4: Exemplify a university culture of diversity, equity, and inclusion.

Strategy 1: Achieve and sustain a diverse and inclusive population of students, faculty, and staff

- **1.2:** Execute a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students.
- **1.4:** Provide opportunities and resources to foster equitable experiences among the communities most in need (e.g., marginalized, disabled, veterans, etc.)

Goal 5: Invest in faculty and staff success.

Strategy 1: Be a work culture and workplace environment that attracts and retains top talent.

- **1.5:** Enhance the performance management framework to expand career pathing, professional development, and succession planning for a more fulfilling work experience for faculty and staff.
- **1.6:** Strengthen existing offices and programs to create awareness, communication, training, and other opportunities to consistently reinforce Mason's values-based culture.

University and Divisional Goals

UL's Strategic Plan Alignment

Inclusive Thriving Community

Outcome 1: Build an infrastructure across the division that supports the development, engagement, and success of historically marginalized populations, by identifying and reducing systemic barriers to access.

- **Strategy:** Increase faculty and staff competency through an integrated professional development series related to anti-racism, diversity, equity, and inclusion.

Outcome 2: Build an integrated sequence of learning experiences — in person and virtually — that contribute to identity development, dialogue across differences, racial justice, and community transformation for students at varying levels of engagement.

- **Strategy:** Leverage technology to expand diversity training and education workshop delivery to asynchronous, virtual, and hybrid modalities.

Engage All Students

Outcome 1: Transform the student co-curricular experience through innovative academic partnerships.

- **Strategy:** Promote career preparation through intentional connections between academic and career partners.

Outcome 2: Elevate student participation, voice, and leadership through a modernized Mason engagement experience.

- **Strategy:** Identify and enhance gateways to student engagement across the division.

Outcome 3: Reimagine access, engagement, and belonging among contemporary student populations in an increasingly technological learning environment.

- **Strategy:** Enhance sense of belonging among transfer, off-campus, and online students through intentional engagement strategies and interventions;
- **Strategy:** Leverage technology to increase engagement among student organizations and other groups.

University and Divisional Goals

Holistic Student Support Services

Outcome 1: Create exceptional experiences for contemporary students by providing effective services in priority areas (mental health, coaching for student success, and career readiness).

- **Strategy:** Assess and improve effectiveness of current service delivery models for contemporary student populations in priority areas (mental health, coaching for student success, and career readiness).

Outcome 2: Expand capacity for student services by capitalizing on vendor partnerships, virtual service delivery, technology, and emerging methodology and practices in priority areas (mental health, coaching for student success, and career readiness).

- **Strategy:** Identify and implement service solutions in priority areas that engage vendors, leverage virtual service delivery and technology, and emerging methodology to expand capacity for student services in priority areas.

Outcome 3: Provide excellent student services that meet or surpass relevant standards, and expand the definition of our professional roles beyond direct service provision by providing training for faculty, staff, and students in preventative lay interventions in priority areas (mental health, coaching for student success, and career readiness).

- **Strategy:** Implement targeted training for faculty, staff, and students who can augment professional interventions in priority areas (mental health, coaching for student success, and career readiness).

Outcome 4: Ensure the physical and emotional well-being needs of historically under-represented students (students of color and first-generation students) are met.

- **Strategy:** Identify specific well-being needs of historically under-represented students (students of color and first-generation students) and implement interventions designed to meet their needs.

University and Divisional Goals

Organizational Excellence

Outcome 1: Cultivate positive staff experiences and develop professional and technological competencies to better support evolving student growth, development, and success need.

- **Strategy:** Build out a professional development framework, ripe with opportunities for training and development, that aligns professional competencies including leadership; social justice and inclusion; and technology as they relate to roles and evaluation processes.

Outcome 2: Develop a flexible, forward-looking organization through effective communication, change management and resource prioritization plans that increase transparency, enhance efficiencies, and eliminate silos to adapt to the evolving landscape of higher education.

- **Strategy:** Develop and implement a division-wide communication plan that communicates divisional impact on student success.

Outcome 3: Enhance a data-informed culture of evidence which informs continual process improvement and sound assessment principles and planning.

- **Strategy:** Continuously improve programs and services through consistent assessment and planning through a student learning and success outcomes lens.

Strategic Planning Team



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STRATEGIC STAKEHOLDERS

Thank you to all of our stakeholders for your insight, feedback, and collaboration during the creation of our strategic plan!

Academic Partners

- Undergraduate Education
- School of Business
- College of Education and Human Development
- Honors College
- Schar School of Policy & Government Campus
- Jimmy and Rosalynn Carter School for Peace and Conflict Resolution
- Academic Advising Leadership Council
- College of Humanities and Social Sciences
- Bachelor of Science in Nursing Program
- ADVANCE
- Graduate Division
- University Studies

Mason Partners

- Mason Korea
- Women and Gender Studies
- Office of Institutional Effectiveness and Planning
- Parking and Transportation
- Mason Student Services Center
- Office of Admissions
- Enrollment Management
- Dining Services

External Partners

- District of Columbia College Access Program (DC-CAP)
- Advancement Via Individual Determination (AVID)
- Dream.Us



University Life Partners

- LEAD
- Learning Services
- Office of Disability Services
- UL Project Management
- Student Support and Advocacy Center
- Counseling and Psychological Services
- Center for Well-Being
- Mason Recreation
- Housing and Residence Life
- Student Involvement
- Regional Campuses
- Office of Military Services
- Contemporary Student Services
- Graduate Student Life
- University Career Services
- UL Human Resources
- New Student and Family Programs
- Student Conduct
- Academic Integrity
- First Gen+ Center
- Center for Culture Equity and Empowerment
- LGBTQ+ Resources Center
- Early Identification Program
- University Life Cabinet
- Office of International Programs and Services
- UL Technology
- Student Centers
- Mason Students
- Student Success Coaching



Student Success Coaching

References

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American College Health Association (2020). *Wellness Coaching: An ACHA White Paper*. https://www.acha.org/documents/resources/guidelines/ACHA_Wellness_Coaching_White_Paper_Feb2020.pdf



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