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*Becoming a Student-Ready College  
Pioneering Success at Marietta College  
September 22, 2023 - Implementation Update*

*Becoming a Student-Ready College – Pioneering Success at Marietta College*

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**Becoming a Student Ready College – Top 10 Initiatives for Immediate Action**



Purple highlighted boxes indicate the project is in-progress.

**KEY:**  
 COMM refers to Communication Tasks/Projects  
 DATA refers to Data Based Tasks/Projects  
 MISC refers to Miscellaneous Tasks/Projects  
 STAFF refers to Staffing Tasks/Projects  
 SPI refers to Strategic Plan Initiative(s)  
 TRAIN refers to Training Tasks/Projects  
 0-3 represents the order of Priorities for the Tasks/Projects

Priority	Category	Task	Notes	SPI
1	STAFF	Increase ARC staff size to be able to meet the growing academic support needs of our students and campus.	Additional staffing needs include more professionals for Academic Coaching and Peer Mentoring, professionals in Tutoring and Writing Center support Cost:1) Part-time \$15.00/hr * 20 hrs*26 weeks = @\$8,424 (w/8%) 2) Part-time \$15.00/hr * 20 hrs*26 weeks = @\$8,424 (w/8%)	1.1.1 1.3.2
1	STAFF	Hire a full-time position in the office of Diversity & Inclusion to support student engagement.	Further conversation in Planning clarified need for the following: <ul style="list-style-type: none"> <li>Chief Diversity Officer - \$90,000 + \$27,000 (30% benefits)= \$117,000</li> <li>Coordinator/Ass't Director - \$55,000 + 16,500 (30% benefits)= \$71,500</li> <li>Programming &amp; Training - \$30,000</li> </ul> OPPORTUNITY: Make part-time Football hire, full-time with duties in D&I COST: \$20,000 additional + 9,000 (30% benefits on whole position) = \$29,000.00 added to \$10,000 salary for PT FB.	1.1.1 1.1.3
1	STAFF	Hire a Diversity Recruiter position in Admissions with a recruiting budget to support efforts to recruit more diverse populations.	This had been a previous position that lost funding. COST: \$55,000 + 16,500 (30% benefits)= \$71,500	1.1.3 1.2.2



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1	TRAIN MISC	Create and deliver an extended student onboarding experience.	<ul style="list-style-type: none"> <li>• Have more intentional engagement with diversity and cultural training, life skills and college survival, etc. in PioSOAR, HOME, and in PIO 102 for ongoing learning.</li> <li>• All incoming freshmen would benefit from taking elements of PioPREP during HOME.</li> <li>• Faculty: Build into the PioPath and 100 level freshmen courses mandatory use of academic resources.</li> <li>• <b>NOTE:</b> HOME, PIO 101 and PIO 102 Directors are working together to coordinate delivery of scaffolded programming <b>Cost: Additional staff for Student Life \$55,000 + 16,500 (30% benefits)= \$71,500</b></li> </ul>	1.1.1 1.1.3
1	STAFF	Hire additional staff in the Career Center to support and create more opportunities for students to experience career-related activities related to certain majors.	<ul style="list-style-type: none"> <li>• Examples include – bringing in alumni to speak, visiting businesses, getting work-like experiences. <b>Cost: Life Coach \$55,000 + 16,500 (30% benefits)= \$71,500, Programming budget \$20,000, ExEd Scholarship Fund: \$20,000 annually</b></li> </ul>	1.1.1 1.3.1 1.3.3
1	TRAIN COMM	Implement Customer Service Training campus-wide.	<ul style="list-style-type: none"> <li>• Create and publish How-To guides for procedures in one location online (ex. Changing majors, changing email password, creating a club, dropping a class, etc.).</li> <li>• Provide a resource directory with offices, names, and numbers to families so they can help guide their students to the right places.</li> <li>• Designate a single office as the “Help Desk” location to send students to if they aren’t certain where to go. <b>Cost: \$5,000 for print materials</b></li> </ul>	1.1.1 1.1.3
1	TRAIN	Provide and require trainings to be held regularly to students and employees for DEI topics/issues, inclusive of multiple layers of diversity beyond race and ethnicity.	<p>Diverse populations include, but are not limited to: transfer students, commuters, First-Gen, LGBTQ+, Appalachian, socio-economic, BIPOC, neurodiversity, international, etc.</p> <p><b>Cost: \$30,000 annually (duplicate cost from above)</b></p>	1.1.1 1.1.3 1.3.3



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## Becoming a Student Ready College – Priorities for Completion in 0-2 Years

Purple highlighted boxes indicate the project is in-progress.

Priority	Category	Task	Notes	SPI
1	COMM	In the Core Values, include the language of student readiness, inclusivity, diversity, and equity.	An emphasis was made on the language we use, the attitudes we hold, and the impact of our words. Using a more positive framework can build our students up. <b>Note:</b> Ongoing part of Customer Service training, Worthington Center workshops, etc.	1.1.1 1.1.3
1	COMM TRAIN	Improve wayfinding with a user-friendly and mobile approach.	<ul style="list-style-type: none"> <li>• Create training for and signage to indicate SUPPORT ZONES similar to SAFE ZONES to allow more diversity in advocacy for students. (Similar to LGBTQIA+ Safe Zones, spaces can be publicized for Veterans, First-Gen Students, BIPOC, Appalachian, etc.) <b>Cost: \$3,000 for training</b></li> <li>• In addition to names and titles on office doors, add signage that indicates “How We Can Help.”</li> <li>• Be sure to emphasize Helping Spaces on the campus tours and offer options on places to visit (Center for Health and Wellness, ARC, D&amp;I, Career Center, etc.).</li> <li>• Create signage for the front of each building that includes a QR code that links to services available in that location. <b>Cost: \$1,000 for new signage,</b></li> </ul>	1.1.1 1.1.3 3.3.3
1	TRAIN	Offer training for faculty to provide specific teaching tools to use in classes that will support students without having to lower academic expectations, and provide training on how to reinforce academic skills (ex. Note-taking, close reading, time	These can be offered in conjunction with the ARC and WCTE. <b>Cost: \$5,000 programming annually</b>	1.1.1 1.3.2



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		management, exam preparation, etc.) to support student success.		
1	COMM	Create video testimonials and social media posts for: students who have used on campus services, experiences that students/alumni have held that propelled them in their career, and parents/families to share their MC stories.	Examples – tutoring support, health & wellness, Career Center, ARC, office hours, campus activities, etc.  Cost: Communication & Brand Management time (Note: While not a direct cost to SRC – All increases of C&BM time warrant an additional staff member \$55,000 + 16,500 (30% benefits)= \$71,500)	1.1.1 1.3.1 1.3.2
1	TRAIN	Provide ongoing training sessions (like the onboarding) for all employees to stay up to date on policies, current practices, resources, campus events, etc.	These need to be required and incentivized. <b>NOTE:</b> Idea was to make this a lunch and learn after convocation in Fall or to add a convocation for all in the spring with breakfast or lunch served: Cost: \$3,500.00	1.1.1 3.3.3
1	COMM	Host a Parent/Family Zoom session at least once per semester for stronger engagement.	Cost: Communication & Brand Management time	1.1.1
1	MISC	Reclaim the 4:00-7:00 cocurricular time for rehearsals and practice.	This requires moving lab times up and assuring no classes meet during this block of time.	1.1.1 1.1.2 3.3.3
1	COMM	Offer sessions for families during H.O.M.E. and Family Weekend as an extended orientation for topics identified as areas of need.		1.1.1 1.3.2
1	COMM	Establish and publish communication expectations and policy.	Examples - Appropriate away messages, response times, chain of command, use of More Marietta, etc.	1.1.1 3.3.3
1	COMM	Use stakeholders for feedback and to reeducate the community, high school counselors, etc. on who Marietta College is.	Share Outcomes.	1.1.1 3.2.1



1	TRAIN	Clarify D&I – role of the office, campus goals, processes, and expectations of how to live the values.	Create an Advisory Board for D&I to include students, faculty, staff, and community members.	1.1.3
1	COMM	Share any feedback from prospective students after their visit.	<i>Partially in progress, led by Admissions.</i>	1.1.1 1.2.2
1	COMM TRAIN	Faculty can consider adding a “Burning Issues” time at the beginning of a class period, in Canvas, etc. to help gauge students’ needs/challenges throughout the term.	Require use of Canvas for the Syllabus, calendar, and grade book. May be a good workshop with WCTE to teach how to effectively use.	1.1.1 1.1.3 1.3.2
1	STAFF	Update and actively recruit and retain a diverse employment base.	This supports the Mirror Image theory.	1.1.1 1.1.3
1	TRAIN	Identify faculty willing to teach online and expand online programs/offerings.		1.1.1 2.2.2
1	STAFF	Make intentional efforts to engage individuals who represent diverse populations to serve on committees.		1.1.1 1.1.3
1	TRAIN	Reconceptualize all employees as educators and experts to bridge any silos between depts.		1.1.1 1.3.2
1	MISC STAFF	Explore Majors/Minors/Certificates attractive to incoming students, local industry, and regional partners. Milestone – Planning Committee Subgroup Work	<ul style="list-style-type: none"> <li>• PHED in EDUC</li> <li>• Criminal Justice</li> <li>• Outdoor Recreation</li> <li>• Sport Information Minor</li> <li>• African American Studies Min.</li> <li>• Leisure &amp; Hospitality Studies</li> <li>• Sport MKTG &amp; Sales Minor</li> <li>• DEI Certificate</li> <li>• Relaunch Sport Broadcast</li> </ul>	1.1.1 2.2.2 2.2.3



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1	TRAIN	<p>Create Peer Mentoring opportunities.  Milestone – Peer Mentoring course with experiential education designation added  Milestone – Peer Mentor Pilot completed in PIO 102 Fall 2022.  Milestone – Peer Mentor Pilot of ARC Peer Mentors in conjunction with Education Studies Internships completed Fall 2022-Spring 2023.</p>	<ul style="list-style-type: none"> <li>• Create opportunities for students to serve as peer mentors to help guide students to resources and information.</li> <li>• Develop a program of student mentors that can be paired with struggling students.</li> <li>• In development for PioPREP, COLL 101 badge, etc.  Cost: \$8,000 to supplement Work study and Blue card money for Peer Mentor stipends of \$400 per student X 20 students</li> </ul>	1.1.1 1.3.2
1	TRAIN	Host WCTE Trainings for Faculty and Staff.	<ul style="list-style-type: none"> <li>• How to develop courses with more intentional scaffolding for first year students to help students build academic skills.</li> <li>• Using various forms of assessment to allow students to show progress toward mastery vs. cut and dried grades for a product and an arc of learning.</li> <li>• How to incorporate multicultural perspectives in the classroom. (Done FL/SP 22-23)</li> <li>• Provide routine trainings for existing technology that we have on campus.(Ongoing)</li> <li>• Cost: Worthington Center Associate (Note: While not a direct cost to SRC – A dedicated Center Director to plan and deliver trainings is essential: Years 1 &amp; 2 = 50% of a faculty salary for a part-time Director @ \$45,000+ \$13,500 = \$58,500 in Year 3 Hire of a full-time director \$65,000 – 70,000 + @21,000 benefits = \$86,000-\$91,000)</li> </ul>	1.1.1
1	COMM	Establish deadlines and a calendar committee that forces the campus to map out events/activities to avoid overlap with other campus events or community activities. This group needs to meet at least three times per year.	<ul style="list-style-type: none"> <li>• Create a daily or weekly newsletter to update information about events, news, highlights and share in highly visible places (such as restroom stalls, bulletin boards in high traffic “wait” areas, etc.).</li> <li>• Also continue to include information the digital bulletin boards throughout campus.</li> </ul>	1.1.1 3.3.3

			<ul style="list-style-type: none"> <li>• More Marietta needs to be augmented by more directed communication via social media, email, etc.</li> <li>• <b>Currently in progress – led by Ellen Campbell.</b></li> </ul>	
1	MISC	Invest in technology and Internet connectivity.	<b>Currently in progress, led by Aaron Cowdery.</b>	1.1.1 3.3.1
1	MISC	Support the continuation of the Mental Health Club so it does not disappear once the students who initiated it graduate or grant ends.	New grant funding is being sought. <b>Cost: \$20,000 annually</b>	1.1.1 1.1.3
2	COMM TRAIN	Create a Student Employment policy and procedure to assure equal access to on campus jobs.	<ul style="list-style-type: none"> <li>• <b>A task force is currently working on this</b></li> </ul>	1.1.1
2	MISC	Create an online Skills Library.	MCPD would like to add a Canvas resource page.	1.1.1
2	DATA	Share results of surveys with appropriate offices (PIO 101 faculty, ARC staff, OCL, Campus Involvement, etc.)	Ongoing	1.1.1 1.1.3
2	COMM	Create videos with messages from parents/families TO parents/families and post them on the Admissions site.	<b>Cost: Communication &amp; Brand Management time</b>	1.1.1 3.3.3
2	MISC	Continue to explore financial aid resources and creative ways to award students.	Example - added awards for academic excellence during their time at MC.	1.1.1
2	TRAIN	Conduct an audit of processes (ex. Registration, student employment, internships, tutoring, bill pay, joining orgs., getting event tickets, choosing a new academic advisor, changing/adding/dropping majors or minors, etc.), to look for potential	<p>We need to ask:</p> <ol style="list-style-type: none"> <li>1. Have you ever done this before?</li> <li>2. Do you understand this process?</li> </ol> <p style="text-align: center;">Do you know where you go or what to do next?</p>	1.1.1



		obstacles, with special consideration for underserved populations. <b>Milestone</b> – Fall Break training for Staff <b>Milestone</b> –Bi-weekly Meeting of Records, Student Accounts and Financial Aid to access and streamline policies.		
2	TRAIN COMM	Communicate and clarify the accessibility of educational experiences such as study abroad, field trips, conferences, job shadowing, etc.	<ul style="list-style-type: none"> <li>• Create opportunities for internships on campus for students to learn and serve on-site. Example – marketing or graphic design majors working to promote departments or running social media accounts.</li> <li>• There would need to be training for department supervisors to assure the learning contract is completed and honored according to the learning objectives and outcomes.</li> </ul> <p>3. This was primarily raised as an issue for student-athletes. Offer pre-season meetings to invite offices to come to meet teams to introduce resources.</p> <p><b>Cost: ExED Coordinator \$55,000 + 16,500 (30% benefits)= \$71,500</b></p>	1.1.1 1.3.1 1.3.3
2	TRAIN DATA	Schedule and hold regular focus groups/surveys to gather feedback and to evaluate needs for change on an ongoing basis rather than only when there is an issue.	<ul style="list-style-type: none"> <li>• Examples – campus events and activities, etc.</li> </ul> <p><b>Note:</b> Navigate surveys are being used for this purpose.</p> <p><b>Cost: Incentives for Students: \$1,000</b></p>	1.1.1 3.3.3
3	MISC	Include community businesses in the Involvement Fair to advertise local jobs.		1.1.1 1.3.1
3	TRAIN	Offer a seminar/bootcamp for students to help navigate everyday tasks and soft skills.	OCL reengaged with educational workshops in res. halls. Need to include commuters.	1.1.1
3	DATA	Digitize forms and provide easy access online.	<i>Records Office is in process. Financial Aid is in process.</i>	1.1.1 1.3.2



			<i>Student Accounts is in process.</i>	
3	MISC	Create a standard bereavement policy to be used by employees and students with considerations of cultural/religious differences.	This led to a discussion of absence policies in general.	1.1.1 1.1.3
3	COMM	Using existing marketing tools, emphasize the services and resources available to students as a “premium” package included in their current fees.	Ex. Free health and wellness appointments, tutoring, career services, activities and events, etc.	1.1.1 1.3.2

### Becoming a Student Ready College – Priorities for Completion in 3-5 Years

Purple highlighted boxes indicate the project is in-progress.

Priority	Category	Task	Notes	SPI
1	STAFF	Hire a dedicated staff member to recruit international students.	This would require a recruiting budget as well. Cost: \$55,000 + 16,500 (30% benefits)= \$71,500 Cost: Recruitment Budget: \$25,000	1.1.1 1.1.3
1	STAFF	Create a position to work with CCP and the Choose Ohio First grant to assure compliance and to provide outreach to guidance counselors.	Maybe in Admissions or Academics? <b>Note:</b> A Director position over Continuing Education, Graduate recruiting, Executive programs could absorb this work. Cost: \$52,000 + 15,600 (30% benefits) = \$67,600.00, (Could be combined with Diversity recruiter position)	1.1.1 3.2.3



1	MISC	<p>Create funds to support students in their experiential education requirements. Stipends for unpaid internships, gas cards for EDUC students to attend field placement, stipends for housing, Summer Research Fellowships, etc.</p> <p><b>Milestone</b> – The Rinard Grant for Education Abroad, donor-funded grant in the Career Center for internship opportunities</p>	<ul style="list-style-type: none"> <li>• Stipends for unpaid internships \$2,000/student X 40 = \$80,000</li> <li>• Summer research fellowships \$5,000/student X 10/yr 1&amp;2 and \$5,000 per faculty X 10 = \$100,000 with a goal of increasing over five years to 20 students and faculty engaged</li> </ul>	1.1.1 1.3.1 1.3.3
1	MISC	Explore initiatives to support non-traditional learners.	<ul style="list-style-type: none"> <li>• Night and weekend classes</li> <li>• A 3-year plan for CCP students.</li> <li>• A 5-year plan for those who need a slower pace or have to work. Online programs. <b>Note:</b> See Director of Continuing ed program above</li> </ul>	1.1.1 2.3.1
2	STAFF	Staff group study sessions (ARC study tables) with professional monitoring and support.	Cost: Part-time \$15.00/hr * 26 weeks * 5 hrs = \$1,950.00 + \$156 (8% tax) = \$2106	1.1.1 1.3.2

**Becoming a Student Ready College – Tasks Identified as Unnecessary (already exists, not feasible, etc.)**

Priority	Category	Task	Notes	SPI
0	MISC	Provide wrap-around support services that intentionally help students find their place at Marietta College and beyond.	This is too vague to address.	NA
0	COMM	Add kiosks around campus with digital access for “how-to” information.	This is an expensive project that can be met with other technology (QR codes, video links, etc.).	NA
0	COMM	Remove the stigma of online education.	This doesn’t seem to be an issue at MC.	NA
0	TRAIN	Add Conflict Management back into the PIO 102 curriculum.	It will be included in the curriculum this year.	NA



0	MISC	Create a Parent/Family Committee	Not sure where this may belong or if this is necessary with the Family Newsletter.	NA
0	MISC	Allow part-time students to live on campus.	This is a current practice.	NA
0	COMM	Create or purchase an app that connects students, employees, and families to all campus resources, events, etc.	Navigate may be able to accomplish these goals for students. PioHUB was not a successful tool and it was quite pricey.	NA
0	MISC	Make the MATH 070/080 courses 100 level to award credit toward graduation.	These courses are high school level material and should not be awarded college credit.	NA
0	MISC	Create and deliver a secondary PioPREP Academy to be delivered during the summer between the first year and sophomore year to support academic success and retention.	This would be delivered immediately following Spring Semester to offer an academic recovery program to assist students on academic probation. <b>NOTE:</b> Further exploration in Planning agreed there are better ways to address these needs.	1.1.1 1.3.2

### Becoming a Student Ready College – COMPLETED

Priority	Category	Task	Notes	SPI
1	DATA	Survey students at PioSOAR regarding their perceived needs.  <b>COMPLETED June, 2022</b> <b>Incorporated into PioSOAR for future years.</b> <b>Data collected by ARC for future reference needs.</b>	<ul style="list-style-type: none"> <li>42% indicated that they were assigned 0-10 pages of reading each week in high school and 69% replied that this came in the form of worksheets, followed by short fiction pieces/excerpts as the second type.</li> <li>75% of the group said that they study 1-2 days or the night before the test.</li> <li>56% reported that they weren't sure or did not use a planner of some sort.</li> </ul>	1.1.1
1	DATA	Survey parents at PioSOAR regarding their perceived needs, and those of their students.  <b>COMPLETED June, 2022</b>	The top 5 areas of concern that parents or families shared were:	1.1.1



		<b>Incorporated into PioSOAR for future years. Data collected by ARC for future reference needs.</b>	1. Time management, 2. Study Skills, 3. Exam Preparation, 4. Tutoring for math, and 5. Work Study.	
1	STAFF TRAIN	Develop a 2-Advisor system with one faculty and one non-faculty advisor. <b>COMPLETED August, 2022</b>	Partially in-progress. This is not intended to replace Direct Connects.	1.1.1 1.3.2
1	TRAIN	Create a Mentor training for employees to be able to serve in leadership roles as facilitators <b>COMPLETED Summer, 2022</b>	<i>Launching July 16, 2022, led by Linda Roesch.</i>	1.1.1 1.3.2
1	TRAIN	Develop and offer Mental Health coaching programs to provide training and education for employees to make referrals, help calm situations <b>COMPLETED Summer, 2022</b>	<i>Currently in progress, led by Suzy Zumwalde.</i>	1.1.1 1.1.3
1	COMM	Improve the Exit Interview process and include shared information with necessary employees to inform and improve practices. <b>COMPLETED September, 2022</b>	Completed by Financial Aid, OAA, OCL, Records, and Student Accounts	1.1.1
1	COMM	Host an in-house Open House for UNDE students. <b>COMPLETED Fall 2022</b>	<ul style="list-style-type: none"> <li>Perhaps by offering COLL 201 again.</li> <li>Partnership with PioPREP</li> </ul>	1.1.1 1.3.2
1	COMM	Demonstrate the value of both on and off campus learning. <b>Milestone – Fall Experiential Ed Day COMPLETED Fall 2022</b>	<ul style="list-style-type: none"> <li>The Fall Experiential Education Showcase will support this task.</li> </ul>	1.1.1 1.3.3
1	TRAIN COMM	Improve training and resources for academic advising. <b>COMPLETED Fall 2022 AND SPRING 2023</b>	<ul style="list-style-type: none"> <li>Include more detailed information in the student profiles to assist advisors in connecting students to resources across campus.</li> <li>Discuss summer transfer courses with advisees to help provide opportunities at MC and/or to ensure credits will transfer back.</li> </ul>	1.1.1 1.3.2
1	TRAIN COMM	Implement Customer Service Training campus-wide. <b>COMPLETED Spring, 2023</b>	<ul style="list-style-type: none"> <li>Crosstrain staff using a How-To FAQ directory sheet to help students in need.</li> </ul>	1.1.1 1.1.3

			<ul style="list-style-type: none"> <li>• Use the acronym H.E.L.P. to assist employees in consciously demonstrate a belief in students. (Highlight, Empower, Listen, Partner)</li> <li>• Related to the College Core Values, focus on words and actions that demonstrate such a culture that creates positive experiences for all students and employees.</li> </ul>	
1	STAFF	Review office schedules to be sure that they are appropriate to serve students first. <b>COMPLETED Spring, 2023</b>	Examples – having coverage during the lunch hour, late nights, etc.	1.1.1
1	COMM TRAIN	Use the “encouragement” feature more in Beacon (soon to become Navigate). <b>COMPLETED Spring, 2023</b>	Phase 1 of Navigate Implementation completed Spring 2023.	1.1.1 1.3.2
3	MISC	Explore a common hour. <b>COMPLETED Spring, 2023</b>		1.1.1 3.3.3
1	STAFF	Hire additional staff in the Center for Health and Wellness for counseling and mental health support. <b>COMPLETED Summer, 2023</b>	Additional staffing for Counselors will support the growing demand for mental health wellness services.	1.1.1 1.1.3
1	STAFF	Fill current ARC vacancies (Full-time Disability Services and Full-time Academic Coach) and increase staff size to be able to meet the growing academic support needs of our students and campus. <b>COMPLETED Summer, 2023</b>	Additional staffing needs include more professionals for Academic Coaching and Peer Mentoring, professionals in Tutoring and Writing Center support	1.1.1 1.3.2
1	COMM	increase and advertise the number of online courses we offer in summer. <b>IMPLEMENTED Summer, 2023</b>	<ul style="list-style-type: none"> <li>• Attention needs to be given to assure a variety of courses in each summer term.</li> </ul>	1.1.1
1	COMM	Use the College Catalog in PIO 101/102 as a resource for information. <b>COMPLETED Summer, 2023</b>	Under consideration by the PioPATH committee.	1.1.1

