Using Design Thinking to Enable Student Success and Build Community

Planning, Piloting, and Operating University of Miami’s Learning Commons

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introductions

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University of Miami Libraries

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Founder and CEO
brightspot strategy

Adam Griff
Managing Director
brightspot strategy
our challenge

How can disparate academic service providers come together – culturally, organizationally, physically, and digitally – to better support students?
why student services matter...

Integrating student services to enable student success is a pressing problem for many institutions. Here are a few statistics about why this matters.

- The cost of student services has increased 22% in the last 10 years (Delta Cost project)
- 60% of students graduate in six years at non-profit public and private institutions (National Center for Education Statistics)
- Only 38% of U.S. graduates think their education was “worth the cost” (Gallup-Purdue Index)
- Only 33% of U.S. faculty and staff are engaged at work (Gallup)
- Since 2012, students from the bottom 40% of income brackets have 20% less access to selective colleges (Equality of Opportunity Project)
- Nationally, only 66% of students rate academic services as “good” or “very good” (brightspot Student Experience Snapshot™)
agenda

Introduction 2mins
The Opportunity 5min
Poll and Group Discussion: Opportunities on your campus 10mins
The Solution 5mins
Poll and Group Discussion: Solutions for your campus 10mins
Lessons Learned 3mins
Q&A 10mins
The Opportunity
new leadership facilitates partnerships

We set out to build community across differing service providers for better student experience and improved learning, positioning the library as facilitator and host.
differing steering committee perspectives

Participatory-planning process exposed differing perspectives but a shared service model created common ground. Innovation amongst peers helped to catalyze action.
changing student demographics

In the 10 year preceding the planning, the racial diversity of the student body increased 20% and international students increase 466% from 3% to 14% of entering freshman.
shared commitment to student success

Groups from across the campus were all committed to enabling student success and removing the physical or management barriers to doing so.
separated service providers

The services we wanted to bring together were separated organizationally in terms of reporting structures, culturally in terms of service philosophy, and physically.
poll: opportunities on your campus
What's the biggest challenge for student success on your campus?

- New leadership: 6%
- Differing leadership perspectives: 28%
- Changing student demographics: 3%
- Physical separation of service providers: 6%
- Organizational separation of service providers: 47%
- Cultural differences among service providers
- Other: 11%

Respond at PollEv.com/brightspot
Text BRIGHTSPOT to 22333 once to join, then A, B, C, D, E...
discussion (7 minutes)

At your tables, discuss the challenges to collaboration for student success on your campus?

What’s the biggest challenge on your campus?

- New leadership
- Differing leaderships perspectives
- Changing student demographics
- Physical separation of provider
- Organizational separation of service providers
- Cultural differences among service providers
The Solutions
design the process

A participatory process with tiers for input > recommendations > decision enabled us to get better ideas and build consensus along the way.
assess the user needs

Through interviews, observations, workshops and an online survey, we evaluated current satisfaction, and pain points, as well as future needs and desired experiences.

Undergrad Students

Approx. 11,000 students

Finding a sense of direction

Support work and life interests

Developing skills (academics+)

Work/Life balance

Grad Students

Approx. 5,000 students

Using the best tools and tech

Getting their work published

Developing skills (academics)

Work/Life balance

FRESHMAN
Working on their first individual project

INTERNATIONAL STUDENT
Preparing an oral presentation

GRADUATE STUDENT
Writing and publishing a dissertation

FACULTY
Preparing a grant proposal
create the vision

Building on the research and through sessions with leadership, we created the vision to act as the “North Star” for the project and help make decisions and prioritize.

Our vision:

Help students become effective and independent learners with the ability to identify, critically analyze and apply relevant information and technologies as well as the skills necessary to communicate across disciplines and cultures.
develop the service model

We worked collaboratively and iteratively to categorize services to create a shared organizational structure for both staff and students.
define how to partner

We worked together to determine how different groups would work in the Commons in terms of the space, organizational relationship, and delivery model.

<table>
<thead>
<tr>
<th>HEADQUARTERS</th>
<th>SATELLITE</th>
<th>VISITING</th>
<th>SUPPORTING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-service, based in the Commons</td>
<td>Selected services, based elsewhere, full-time</td>
<td>Selected services, based elsewhere, part-time</td>
<td>Behind the scenes support to operate the Commons</td>
</tr>
</tbody>
</table>

- Student Tech Support
- Access Services
- Digital Media Lab
- GIS Services
- Math Lab
- Writing Center
- Learning Innovation
- Tutoring
- Digital Strategies
- Learning & Research Services
- Student Tech Support
- Distinctive Collections
- Subject Specialty Libraries
- Systems
- Facilities
- Communications
- Web & App Development
prototype services and pilot spaces

Prototypes are structured tests of your hypotheses that can help improve new services in an iterative manner, build buy-in, and train staff for their new roles.

- **read-through**
  - service script

- **walk-through**
  - low-fi mock-up

- **dress rehearsal**
  - staff actors

- **pilot**
  - real users
reimagine how staff work

With the service model, service points, and partnership approach defined, we then defined which roles to **add**, **enhance**, or **retain** as is.

### AREA OF RESPONSIBILITY

<table>
<thead>
<tr>
<th>ROLES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Training</strong></td>
</tr>
<tr>
<td>(N) Training Lead</td>
</tr>
<tr>
<td><strong>Partner Coordination</strong></td>
</tr>
<tr>
<td>(N) Commons Coordinator</td>
</tr>
<tr>
<td>(E) Partner Liaisons</td>
</tr>
<tr>
<td><strong>Spaces, Technology, and Tools</strong></td>
</tr>
<tr>
<td>(E) IT Support</td>
</tr>
<tr>
<td>(E) Facilities Team</td>
</tr>
<tr>
<td>(Ex) Systems Administrator</td>
</tr>
<tr>
<td>(Ex) Technology Strategist</td>
</tr>
<tr>
<td><strong>Collections Development &amp; Access</strong></td>
</tr>
<tr>
<td>(E) Access Services</td>
</tr>
<tr>
<td>(E) Learning and Research Services</td>
</tr>
<tr>
<td>(E) Writing Center</td>
</tr>
<tr>
<td>(Ex) Access Services</td>
</tr>
<tr>
<td>(Ex) Learning and Research Services</td>
</tr>
<tr>
<td><strong>Service Delivery</strong></td>
</tr>
<tr>
<td>(N) Library Research Scholars Program Manager</td>
</tr>
<tr>
<td>(N)* Library Research Scholars</td>
</tr>
<tr>
<td>(E)* Learning Commons Guide (staff and students)</td>
</tr>
<tr>
<td>(E) Learning Commons Expert</td>
</tr>
<tr>
<td>(E) Content Specialist</td>
</tr>
<tr>
<td>(E)* DML Team (staff and students)</td>
</tr>
<tr>
<td>(Ex) Information Specialists</td>
</tr>
<tr>
<td>(Ex)* Technology Guide (staff and students)</td>
</tr>
<tr>
<td>(Ex) Subject Librarians (from Fl. 3)</td>
</tr>
<tr>
<td>(Ex) GIS Team</td>
</tr>
<tr>
<td>(Ex) ARC Receptionist</td>
</tr>
<tr>
<td>(Ex)* ARC Tutors</td>
</tr>
<tr>
<td>(Ex) ARC Learning Specialists</td>
</tr>
<tr>
<td>(Ex)* Math Lab Team</td>
</tr>
<tr>
<td>(Ex) Writing Center Receptionist</td>
</tr>
<tr>
<td>(Ex) Writing Center Director / Asst Director</td>
</tr>
<tr>
<td>(Ex)* Writing Center Tutors (instructors and grad students)</td>
</tr>
<tr>
<td>(Ex)* Writing Center Student Assistants</td>
</tr>
</tbody>
</table>
poll: solutions for your campus
What's the biggest challenge for student success on your campus?

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- New leadership: 6%
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- Physical separation of service providers: 6%
- Organizational separation of service providers: 47%
- Cultural differences among service providers: Other: 11%
At your tables, discuss which of the solutions for student success might work best on your campus?

What solution would you most like to implement on your campus?

- Design the process
- Assess user needs
- Create the user needs
- Develop the service model
- Prototype services and pilot spaces
- Reimagine how staff work
results and lessons learned
getting help…
consulting with peers...
showcasing collections...
whiteboarding...
working with data…
creating in the studio…
## the Commons by the numbers...

<table>
<thead>
<tr>
<th>Research</th>
<th>Write</th>
<th>Learn</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,038 workshop attendees</td>
<td>5,138 writing consultations</td>
<td>2,693 peer tutoring sessions</td>
</tr>
<tr>
<td>11,639 questions answer</td>
<td>1,610 new learners</td>
<td>823 students to math lab</td>
</tr>
<tr>
<td>40,000 guide pageviews</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Create</th>
<th>Communicate</th>
<th>Analyze</th>
</tr>
</thead>
<tbody>
<tr>
<td>358 large format prints</td>
<td>7 languages tutored</td>
<td>784 consultations</td>
</tr>
<tr>
<td>967 equipment loans</td>
<td></td>
<td>2,029 workshop attendees</td>
</tr>
<tr>
<td>34 workshop participants</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaborate</th>
<th>Tech Support</th>
<th>Access</th>
</tr>
</thead>
<tbody>
<tr>
<td>73% peak usage</td>
<td>3,035 students helped</td>
<td>898,586 visits</td>
</tr>
<tr>
<td>13,091 hours used</td>
<td></td>
<td>78,617 check outs</td>
</tr>
</tbody>
</table>

|                  |                  | 959,509 website views                     |
lessons learned

Institutions can consider our lessons learned as you move ahead rethinking your student services, spaces, and staffing.

Learning by doing

Peer-to-peer learning

Creative problem solving

Showcasing student work changes minds

Piloting can be low cost and raw and build momentum

Participation improves morale and inevitability
how to get started

Institutions can follow these steps to get started to collectively enable student success on your campus.

1. Conduct a needs assessment – look internally and externally, qualitatively and quantitatively

2. Use the insights to generate solutions with your users in a workshop

3. Find ways to prototype (e.g., mock-up, role play, etc) as well as pilot the space and service ideas

4. Gather feedback and use it to make the case for broader change as well as to refine your ideas.
questions and answers
Thank you!

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