



Designing Experiential Learning for Student Success



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Academic Affairs Forum

Managing your audio



Use Telephone

If you select the “use telephone” option, please dial in with the phone number and access code provided.

A screenshot of a software dialog box titled "Audio". It contains the following text: "Audio Mode:" followed by two radio button options: "Use Telephone" (which is selected) and "Use Mic & Speakers". Below this, it says "Dial: +1 800 555 1212", "Access Code: 141-607-114", and "(and [additional numbers](#) ..)". At the bottom, it says "You are connected to audio". A red line is drawn on the left side of the dialog box.

Use Microphone and Speakers

If you select the “mic & speakers” option, please be sure that your speakers/headphones are connected.

A screenshot of a software dialog box titled "Audio". It contains the following text: "Audio Mode:" followed by two radio button options: "Use Telephone" and "Use Mic & Speakers" (which is selected). Below this, there is a status bar with a microphone icon and the word "MUTED" in red, and a speaker icon followed by the number "00000000". At the bottom, there is a blue link that says "Audio Setup".

Managing your screen



3

Questions:

To ask the presenter a question, please type into the question panel and press send.

Questions Panel

File View Help

Audio

Audio Mode: Use Telephone
 Use Mic & Speakers

Dial: +1 800 555 1212
Access Code: 227-984-025
Audio PIN: 70
If you're already on the call, press #70# now.
(and [additional numbers ..](#))

Questions

[Enter a question for staff]

Send

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Designing Experiential Learning for Student Success



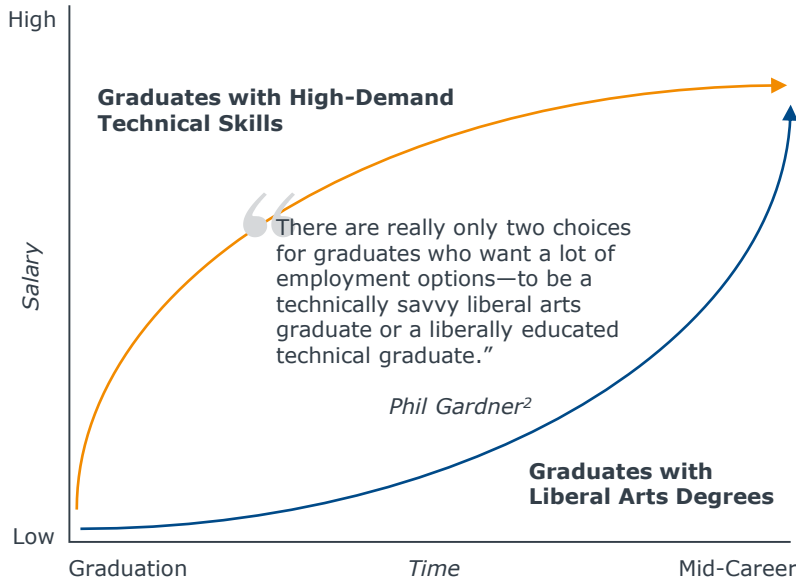
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Academic Affairs Forum

Technically Savvy, or Broadly Educated?

Two Worrisome Trajectories Facing Underprepared Graduates



92%

Of executives¹ say "soft" skills as important or more important than technical skills

89%

Of executives struggle to find candidates with appropriate soft skills

”

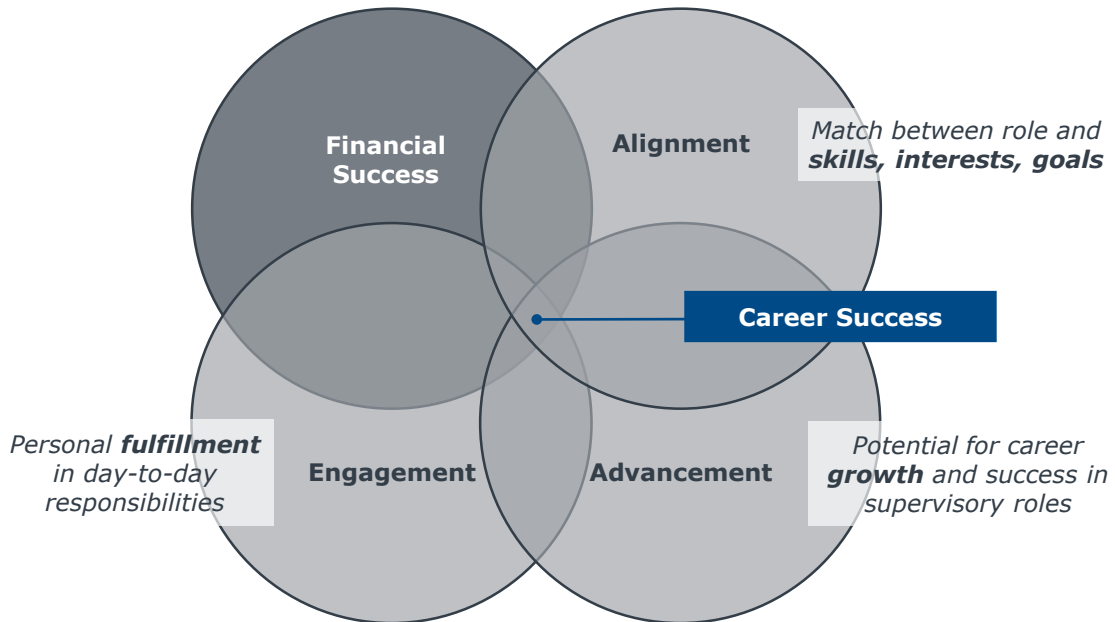
“Among graduates with a baccalaureate degree only, those with humanities and social sciences degrees consistently earn less than anyone else, peaking at about \$58,000 a year.”

1) According to a survey of 900 executives: Kate Davidson, "Employers Find 'Soft Skills' Like Critical Thinking in Short Supply," *Wall Street Journal*, 2016.

2) Director, Michigan State University Collegiate Employment Research Institute.

Success Beyond Salary

Emphasizing Alignment, Engagement, and Advancement in Outcomes



The Six Drivers of Engagement



1

Mentor who encouraged them to pursue their goals and dreams

4

Worked on a long-term project

2

Professor that excited them about learning

5

Extremely involved in extra-curricular activities

3

Professors who cared about them as a person

6

Jobs or internships where they applied what they were learning

Beyond Salary

How Many Graduates Are Engaged in Their Work?

Students who reported having an internship or job that allowed them to apply what they were learning in the classroom during college were **two times more likely to be engaged at work**, but only 29% of students had that experience.

Of the six high-impact experiences identified as contributing to work engagement, **25% of graduates participated in zero, and only 3% participated in all six.**

- 1 Building an Experiential Portfolio to Meet Student Need
 - 2 Facilitating High-Impact Reflection
 - 3 Supporting Self-Direction in Experiential Learning
 - 4 Overview of Additional Resources
-

A Means to an End

Focus Faculty Engagement on Existing Academic Priorities

Experiential Learning



"I don't coordinate internships."



Global Engagement

"My students will change the world."



Undergraduate Research

"We're building students' skills to solve the problems of tomorrow."



Community Service Learning

"We need to help live the mission of the institution beyond the classroom."



Leadership and Civic Engagement

"We are responsible for preparing the citizens and leaders of tomorrow."



Innovation and Entrepreneurship

"Our students need the skills to drive the economy of the future."

An Uneven Playing Field

Abundant Challenges to Engaging All Students in Experiential Learning



Insufficient Local Capacity

Few Community Partners in Immediate Area

- Economics major wants to work in finance but her institution is located in a rural area with few potential finance partners



Resource Constraints

Students Lack Time and/or Funds to Take Part

- Sophomore with full course load cannot leave campus to work at a part-time, unpaid internship



Risk Aversion

Entrepreneurship Requires Significant Personal Investment

- Potential Mark Zuckerberg has a brilliant start-up idea but too much existing debt to finance a new business



Lack of Network

URM and First-Gen Students Have Fewer Industry Contacts

- First-generation student wants an internship in sports medicine but has no existing personal connections to the field



Reputational Risk

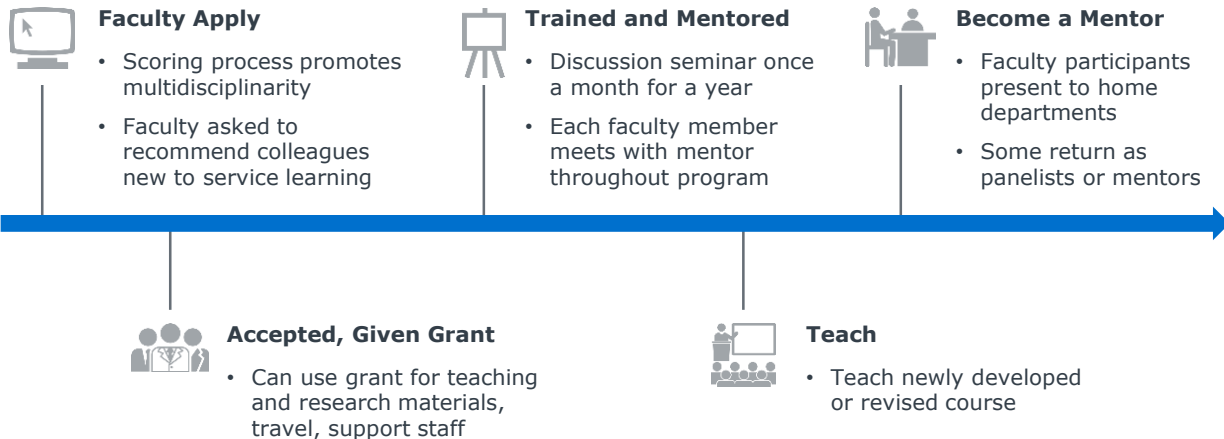
Experience Necessary to Represent the University Well

- Junior unprepared to work in an office environment could risk new relationship with a local employer

Assigning Signal Value

Encourage Faculty Participation Through Recognition and Ongoing Support

University of Alabama – Birmingham Faculty Fellowship



10-12

Faculty accepted each year

\$1,500

Grant awarded to each participant

70

High-demand courses developed or redesigned

Matching Faculty to Community Partners

Dedicated Administrative Staff Streamline Partnership Building

Barriers to Partnership



Faculty Member

"Where would I even start to look for a community partner?"

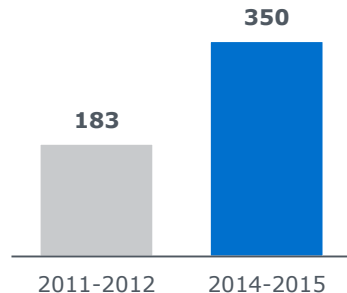


Community Partner

"I used to host lots of students, but my contact at the university left years ago."

University Sees Gains in Community Partners

Number of Partnerships



170

Participating faculty members in 2014-2015

Center for Ethics and Social Responsibility

THE UNIVERSITY OF
ALABAMA

- 5-6 staff members oversee database that enables communication between stakeholders (students, faculty, partners, staff)
- Use database to match faculty with community partners
- Help faculty find funding sources

Easing the Logistical Burden

York University's Experiential Education Toolbox



Experiential Education Toolbox

Experiential Education (EE) is a pedagogical approach that affords students the opportunity to apply theory to a concrete experience in a manner that advances the learning objectives of a course or program.



Course Focused Experiential Education

Reflective Learning Activities

Students apply theory and course content to concrete experiences that encourage reflection and conceptualization.

[Learn More](#)

[Logistics](#)



Community Focused Experiential Education

Community Based Learning (CBL)

Community partners are invited into the classroom to present pre-defined problems, questions or issues to be explored and analyzed.

[Learn More](#)

[Logistics](#)

Community Based Research (CBR)

Students work on a research project that has been developed through collaboration between a community partner and a researcher.

[Learn More](#)

[Logistics](#)

A Comprehensive Resource

Covers every supported experiential learning activity

- Reflective Learning
- Community-Based Learning
- Community-Based Research
- Community Service Learning
- Student Work
- Internships
- Co-Ops

Clarifying Logistical Requirements

Each activity includes links to forms, rules, and information to reduce faculty legwork

Help Me Help You

Full-Fledged Internships Often Prohibitively Difficult to Scale



Local Employers

- ✓ In need of entry-level services
- ✗ No teaching capacity



The University

- ✗ In need of real-world projects for students
- ✓ Plenty of teaching capacity



NACE Position Statement: U.S. Internships

- The internship experience is for the benefit of the student
- The employer provides the training and **derives no immediate advantage from the activities of the intern**
- There is supervision by a professional with expertise and educational and/or professional background in the field of the experience

Lowering the Lift for External Partners

Augustana College's EDGE Center

Augustana College

A private not-for-profit institution of $\approx 2,500$ students; located in Rock Island, IL

Program Beginnings

A student group begins to provide web design services to the community; the career center adopts the program and locates additional support through small grants

Student Type

Students from any major may join the program regardless of prior skill set; previous presidents have been biology and philosophy majors

The EDGE Center



220

Local employers using EDGE services



Offer web-design, e-commerce, public relations, and creative services



Clients pay a small fee that supports program overhead



All skills necessary for client projects (e.g., web development, Photoshop, coding) are taught by faculty experts

Impact Highlights

"Our goal is to turn as many students as possible into 'dual threats'—employees who can work on both the design and coding aspects of web development."



All students develop a portfolio of their web and graphic design projects

Sample Clients



Meeting Them Where You Are

U of Cincinnati Rents Campus Office Space to Partner Organization



← 15 miles →



University of Cincinnati

- ✘ Demand for internships is greater than supply
- ✘ Students cannot access internships due to full course schedule
- ✘ Students lack mode of transport to downtown businesses

Cincinnati Insurance

- ✘ Demand for local UC students as part-time workers
- ✘ Seeking pipeline for better trained entry-level, full-time staff



Cincinnati Insurance Rents Space On-Campus to Access Students

- On-campus space allows students to work flexible, drop-in hours
- Students receive full-time training over the summer and work 20 hours per week during the school year
- Cincinnati Insurance hired 6 of their first 20 interns post-graduation

Enriching Part-Time Work

Turning Jobs of Necessity into Valuable Opportunities




Establish Division-Wide Learning Outcomes

To improve productivity and engagement, determine list of nine skills all student jobs should teach



Pilot Supervisors Submit Job Descriptions

Supervisors in pilot offices send job descriptions to a dedicated career services staff member



Job Duties Reviewed Against Outcomes

Staff member ensures all nine skills are represented or suggests additional responsibilities



Division-Wide Expansion

Gradually expand the program to include all student on-campus jobs

Setting the Tone for Learning

“This whole system is designed to help students understand that their on-campus job—even with occasional mundanity—is actually directly related to their employability after graduation. The learning domains, and this exercise, help students practice articulating their skills to prospective employers.”

*John Austin, Executive Director of Student Affairs
Ryerson University*

The University as Employer

Western Oregon University (WOU) Community Internship Program

Typical Internship Components Also Exist on Campus

- Position within a functioning business
- Reporting line to a professional with expertise in the field
- Assignments target field-specific learning outcomes
- Skills developed are transferable to other organizations or companies
- Access to resources and facilities necessary for learning outcomes



WOU Registrar Data Analyst Internship Proposal



Purpose of the Internship: To support the function of the Office of the Registrar in the area of catalog curriculum.

Learning Objectives: Gain a strong understanding of how a large scale database works, the interrelated tables, and the importance of quality and complete data in such a system.

Responsibilities: Analyzing data, recommending actions, and inputting complete, accurate data into the Banner student information system. The intern will have set up the system so that we can port curricular data and html tags from the Banner database to webpages and printed materials.

Department Provides Interns, Career Development Provides the Funds

32

Number of internships developed on campus

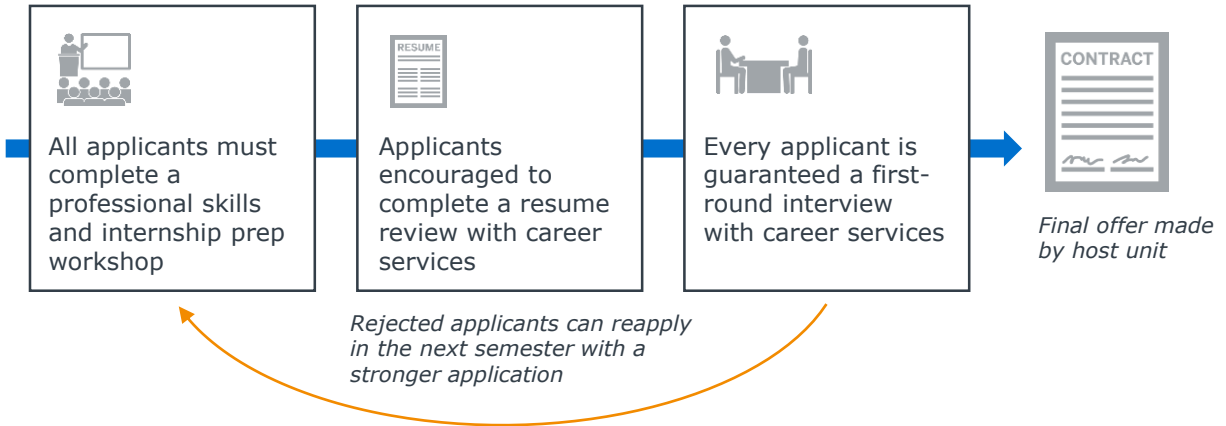
\$1,000

Interns are paid \$10/hour, 10 hours/week for 10 weeks

If at First You Don't Succeed...

Internship Applicants Receive Career Development Regardless of Outcome

WOU Community Internship Application Process



32

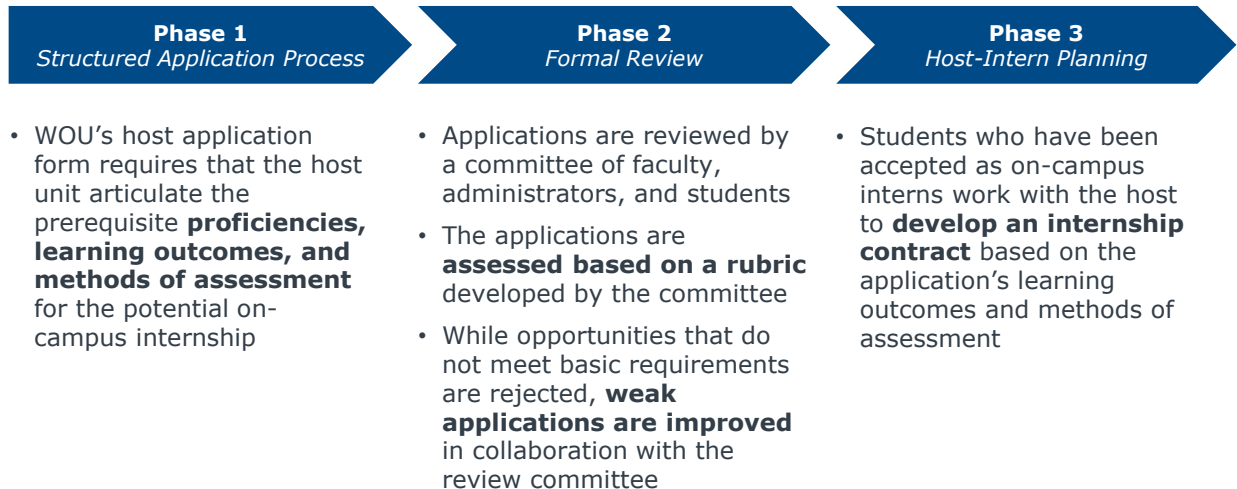
Students received on-campus internships in 2016

110

Students received career development as part of this program in 2016

On-Campus Internship Equivalents

WOU's Three-Phase Submission Process Improves and Ensures Rigor



Bridging the Experiential Achievement Gap

San Jose State's Partnership with Start-Up Targets At-Risk Students



BRAVEN

SJSU SAN JOSÉ STATE
UNIVERSITY

1 Academic and Career Development Course

- Weekly, for-credit, problem-based course develops business skills (e.g., project planning)
- Mentors can teach in-person or virtually

2 Targeted Professional Mentorship

- Volunteer professionals meet one-on-one with students twice per semester

3 Access to a Professional Network

- Mentors connect students to opportunities and industry contacts

Braven Increases Student Success and Engagement



Participating students are more likely to graduate

2x

Likelihood that Braven students will participate in an internship compared to non-Braven students

“The unemployment rates of black and Hispanic college graduates remain much more elevated than those of whites. This suggests **other factors may be in play, such as discrimination or unequal access to the informal professional networks that often lead to job opportunities.**”

The Class of 2015, Economic Policy Institute

1

Building an Experiential Portfolio to Meet Student Need

2

Facilitating High-Impact Reflection

3

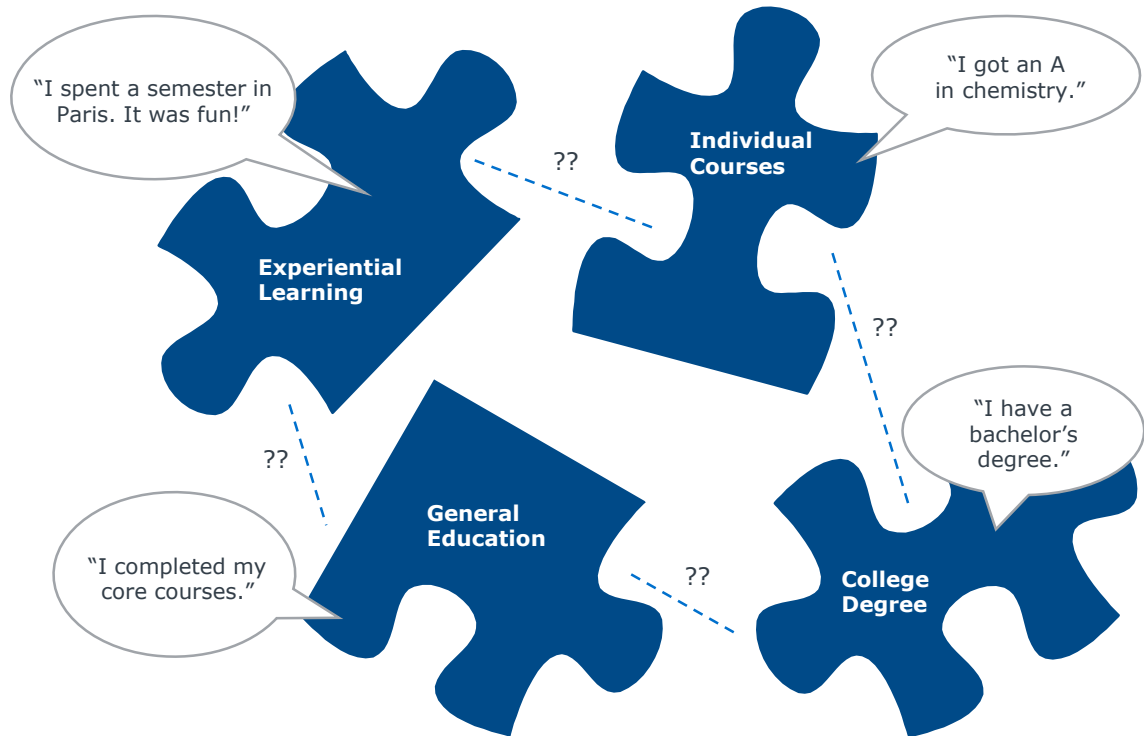
Supporting Self-Direction in Experiential Learning

4

Overview of Additional Resources

'Tell Me Why You're Qualified'

Students Struggle to Articulate Applicability of Academic Experiences



When Preparation Meets Opportunity

Three Ways to Add Academic Rigor to Co-curricular Experiences

Before Experience

During Experience

After Experience

Typical practice



No preparation, or basic orientation covering logistics



No continuous reflection, or an activity journal with little guidance or oversight



Brief essay, required largely as a formality

Best practice



Online “mini-MOOC” focused on NACE¹ competencies



Students complete guided inquiries with faculty advisor throughout co-op



Students complete assessment with employers



Pre-internship career workshop series



Students take an online portfolio development course concurrent with co-op



Co-op employers evaluate student self-reflection pieces



Co-op prep course on professional skills



Faculty engage in site visits with community partners



Post-work learning outcomes discussion with co-op employer

Source: Endicott College, “Endicott College Internship Program Site Supervisor Handbook”; Portland State University, “Student Success”, <http://www.pdx.edu/student-success/>; Connecticut College, “Funded Internship Program,” <https://www.conncoll.edu/career/funded-internship-program/>; Northeastern University, “Cooperative Education and Career Development,” <http://www.northeastern.edu/coop/>; Antioch College, “Cooperative Education Program,” http://www.antiochcollege.edu/academics/co-op_program; George Mason University, “Receiving Internship Credit,” <http://integrative.gmu.edu/current-students/internships/>; EAB interviews and analysis.

1) National Association of Colleges and Employers.



Experiential Learning Reflection Toolkit

Exercises to help students translate their curricular and co-curricular experiences into skills and career-oriented competencies

- Learning assessment rubrics
- Work experience reflection templates
- In-course evaluation surveys



Example resource: Student learning outcomes assessment rubric (George Mason University Students as Scholars program)

Discovery of Scholarship Rubric				
QEP Student Learning Outcomes	Level of Competence			
	4 Advanced	3 Proficient	2 Emerging	1 Novice
Students will understand how knowledge is generated and disseminated through scholarship, and the importance of scholarship to society.				
1. Distinguish between personal beliefs and evidence.	Consistently make accurate distinctions among personal beliefs, opinions, claims and evidence-based understanding.	Usually make accurate distinctions among personal beliefs, opinions, claims and evidence-based understanding.	Occasionally make accurate distinctions among personal beliefs, opinions, claims and evidence-based understanding.	Unable to make distinctions among personal beliefs, opinions, claims and evidence-based understanding.
2. Articulate how scholarship influences society.	Explain multiple implications of new knowledge and societal impact.	Explain some of the implications of new knowledge and societal impact.	Explain a few of the implications of new knowledge and societal impact.	Explain none of the implications of new knowledge and societal impact.
3. Understand epistemological or historical perspectives of a specific body of knowledge.	Demonstrate understanding and professionally express the method, validity or scope of a specific body of knowledge.	Demonstrate some understanding and be able to express the method, validity or scope of a specific body of knowledge.	Demonstrate limited understanding of the method, validity or scope of a specific body of knowledge.	Demonstrate little or no understanding of the method, validity or scope of a specific body of knowledge.
4. Evaluate credibility of source information.	Use a wide range of criteria that are appropriate to the discipline to judge the quality and validity of the source information; distinguish among a wide range of different types of source information, including primary and secondary sources; and clearly demonstrate how each type of source information can be useful for scholarly inquiry.	Use some criteria that are appropriate to the discipline to judge the quality and validity of the source information; distinguish among some types of source information, including primary and secondary sources; and demonstrate the use of some types of source information in scholarly inquiry.	Use limited criteria that are appropriate to the discipline to judge the quality and validity of the source information; distinguish between primary and secondary sources.	Be unable to use criteria that are appropriate to the discipline to judge the quality and validity of the source information; be unable to distinguish between primary and secondary sources.
5. Understand research methods used in a discipline.	Consistently identify appropriate methodologies for exploring a range of research questions; explain the design of the methodologies used in previously conducted research in the field; and recognize advantages and limitations of different methodologies.	Generally identify appropriate methodologies used for research in the field; describe the methodologies used in previously conducted research in the field; and recognize some advantages and limitations of different methodologies.	Occasionally identify appropriate methodology used for research in the field; identify some key elements of the methodologies used in previously conducted research; and recognize some advantages and limitations of a particular methodology.	Demonstrate only a limited awareness of appropriate research methodologies used in the field; identify few elements of the methodologies used in previous conducted research.
6. Understand how knowledge is transmitted within a discipline, across disciplines, and to the public.	Explain various pathways for dissemination of scholarship; be able to make explicit connections between early scholarship and later work; and analyze the transition and adaptation of scholarship within and across a variety of contexts.	Explain some pathways for dissemination of scholarship; be able to make some connections between early scholarship and later work; and describe the transition and adaptation of scholarship within and across a variety of contexts.	Explain a few pathways for dissemination of scholarship; demonstrate awareness of early scholarship informing later work; and recognize some transitions and adaptations of scholarship within and across contexts.	Be unable to identify pathways for dissemination of scholarship; have minimum awareness of how early scholarship influences later work; and recognize few transitions and adaptations of scholarship within and across contexts.

1

Building an Experiential Portfolio to Meet Student Need

2

Facilitating High-Impact Reflection

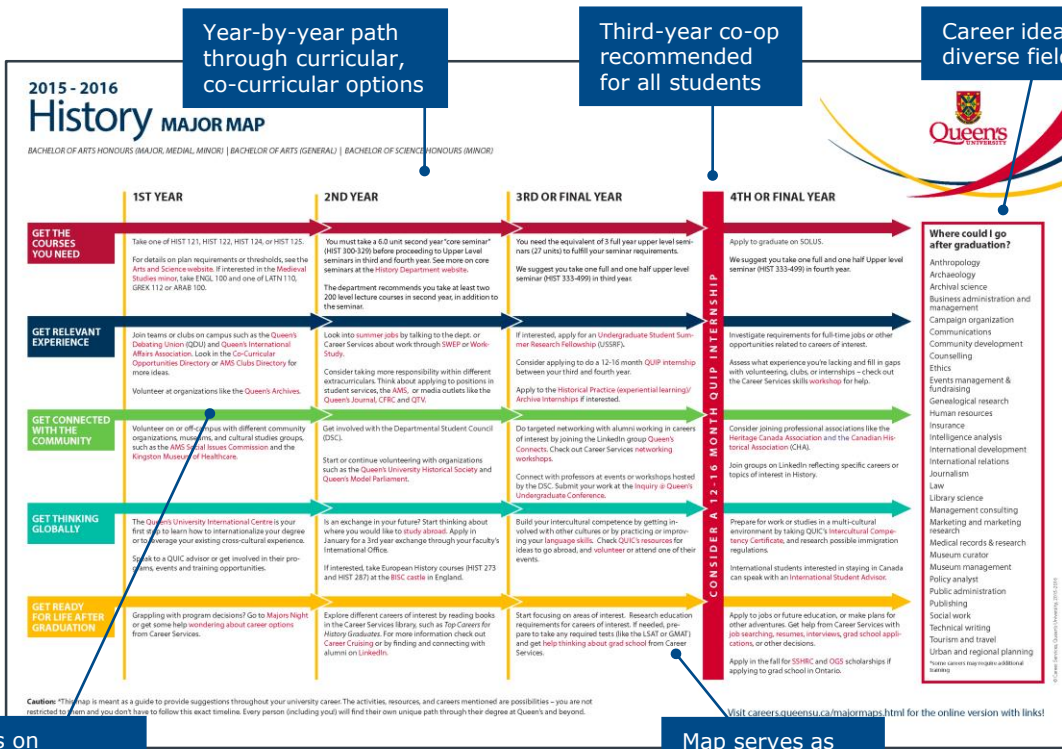
3

Supporting Self-Direction in Experiential Learning

4

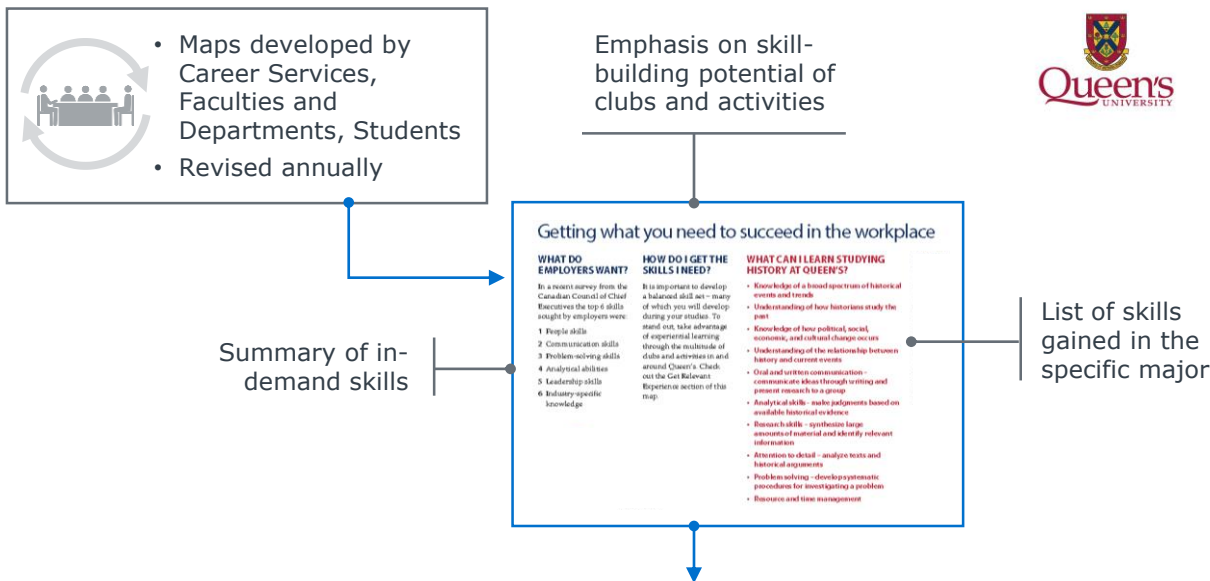
Overview of Additional Resources

Beyond the Degree Plan



Emphasizing High-Demand Skills

Integrated Maps Emphasize the Value of Experiential Learning



65K+

Views in the first year

95%

Of surveyed students agreed that the maps help them understand the skills and careers associated with programs


89%

Of surveyed students agreed that the major maps help them be more aware of experiential learning opportunities



Introducing Experiential Major Maps Workbook

A How-To Guide for Designing and Deploying Experiential Major Map



Who Would Read

- Academic
- Career Services
- Student Success Services
- Deans and Chairs

Experiential Major Maps Workbook

A How-To Guide for Designing and Deploying Experience Guides

8 Ways to Use This Resource

- Distribute to Career Services and/or student success leaders to support the development of experience guides
- Inventory curriculum and experiential learning opportunities on campus
- Identify programs and departments wanting to work with student-led curricular opportunities

Academic Affairs Forum

<p>Month 1</p> <p>Identify and collect necessary information for guides</p> <p>2 Responsible Parties: Career Services, Program Chairs, Advisors</p> <p>Month 2-3</p> <p>Request guides with collected information</p> <p>3 Responsible Parties: Career Services</p> <p>Month 3-4</p> <p>Send draft guides to departments for approval</p> <p>4 Responsible Parties: Program Chairs</p> <p>Month 4-5</p> <p>Incorporate feedback on guides with the draft guides</p> <p>5 Responsible Parties: Career Services</p> <p>Month 5-6</p> <p>Finalize and distribute guides to:</p> <ul style="list-style-type: none"> • Students • Career • Academic • Faculty <p>6 Advisors</p> <p>Month 12/13/14</p>	<p>1 Review and collect necessary information for guides</p> <p>2 Request guides with collected information</p> <p>3 Review and collect necessary information for guides</p> <p>4 Review and collect necessary information for guides</p> <p>5 Review and collect necessary information for guides</p> <p>6 Review and collect necessary information for guides</p>
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Tool 2A: Academic Department Questionnaire

Information presented in experience guides only across the map allows faculty to create the content, gathering the information on the underlying resources. Information also enables conceptual or content alignment. For example, faculty from one department may engage a course or experiential experience from another department, but the student department information lists to help you think through what information needs to be collected from the academy only in order to populate the experience guide.

Academic Department Information Form

Academic Program Requirements and Opportunities

- What are the academic requirements of the program?
- What activities are available to students in the program?
- What are the most notable intern, certification, double majors, and activities for students in the program?
- What courses, double majors, or courses should students consider to develop additional skills sets outside the program of study?

College and Department for Curriculum Requirements and Opportunities

- What are the program requirements for the department from third institutions (third service learning, fielding experiences, etc.)
- What curriculum opportunities does the department provide to students directly (e.g. Honors do not have to be in another department or non-academic work program)?
- Are there any distinctive opportunities that are not presently available to students in the program that develop or enhance experiential, leadership or leadership program?

Why develop during the program? Use the back below for suggestions.






- Student learning
- Leadership
- Career/Professional
- Team management
- Personal knowledge/skills to be achieved (i.e. business acumen, international experience, etc.)
- Networking
- Learning potential of experiential

Career Outcomes

How do academic activities from the unit connect to the career or to broad or specific career outcomes for graduates of the program program? Do, participate, become, meet or provide to the students are a variety of different paths to be taken.

• An experiential activity, or based on most guidelines presented for a through academic career with cultural, field, and staff.

Included Tools and Resources:

- 
Development Roadmap
 - 
Experiential Map Template
 - 
Information Collection and Feedback Forms
 - 
Experience Guide Infographic
 - 
Webinar: Navigating Student Success in Three Dimensions
- Visit www.eab.com to access resources

From Passive Guide to Active Exercise

Incentives Encourage Student Action on Major Map Recommendations



Activities and point values tracked in co-curricular transcript accessible through SIS



Near- and Long-Term Incentives

20+ points *per term*

- Priority registration
- Celebratory dinner
- Semester award

120+ points *total*

- Recognition at graduation
- Designation on transcript
- Special banquet

Results

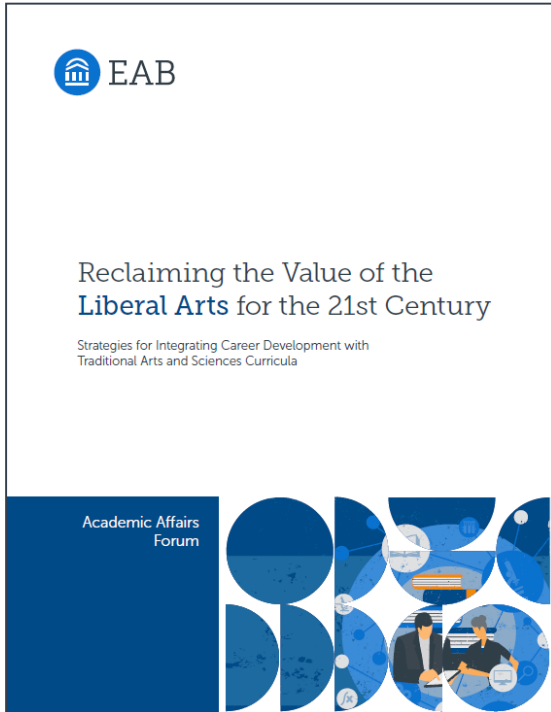
1,143

Additional hours of student-initiated¹ experiential learning projects in 2013-14

1) Defined as a semester-long project initiated by students and consisting of both attendance at events and pre- and post-reflection.

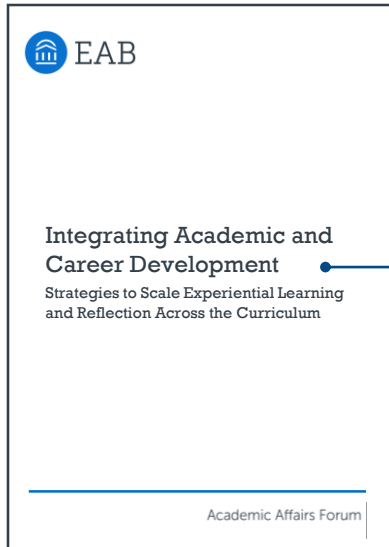
- 1 Building an Experiential Portfolio to Meet Student Need
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-

For More Information and Examples...



The Full Scope of EAB Support

Research and Tools to Maximize the Reach and Impact of Opportunities



27 Best Practices for Integrating Academic and Career Development

7 Graduate Student Specific Best Practices

Implementation Resources

Comparison Chart of Key Career Services Platforms

Experiential Learning Reflection Toolkit

Experiential Learning Impact Analysis

Experiential Learning Impact Bibliography

Experiential Learning Faculty Support Resource Center

Thank you for
your time!



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