

How to Design a World-Class Coaching Center to Transform Your Organization



Game Plan: Our Agenda for the Conversation

To detail how our team
developed our coaching
centers, and transformed our
organization

To discuss with you your
unique situation, and your goals
for your own organizational
transformation



Statistics: Team Performance

The University of Central Florida

*Fall 2018

DirectConnect to UCF®

*Success Since 2006

UCF Online

*Success Since 2016

68,571	Total Students
51%	Transfer Students
47.3%	Minority Students
24%	First-Generation Students

49,161	Degrees Awarded
382%	Increase in Degrees Earned by Minority Students
378%	Increase in Degrees Earned by Hispanic/Latinx Students
369%	Increase in Degrees Earned by African-American Students
372%	Increase in Degrees Earned by Pell-Receiving Students
195%	Increase in Degrees Earned by First-Generation Students

80%	Online Learning at UCF
4822	Online Exclusive Students
42%	Increase from Spring 2018



Tip Off: Why a Coaching Center

To meet students where they are

To move from transactions to relationships

To use coaching to elevate student success



Brackets: The Areas We Needed to Consider

THE INFLUENCERS

Institutional
Factors

Situational
Factors

The Needs

Startup
Connect Center

Modified
Connect Centers

THE STRUCTURE

Strategy

Cultural

THE PLAN

Implementation

Sustainability &
Scalability



THE INFLUENCERS



Institutional Factors

- Collective Impact
- Enrollment Management
- Performance-Base Funding
- Reimagining University Advising and Coaching

Situational Factors

- Academic Programs
- Advising Community
- Information Technology
- Systems & Processes

The Needs



Start-Up

Modification

● UCF Online

● Hired for the Position

● Training

Regional
Connect Centers ●

Transform
ed
Positions ●

Retraining ●

Incremental

Disruptive



THE STRUCTURE

Strategy

● **Partnerships**

● **Ecosystem**

● **Systems Alignment & Integration**

● **Reformulating Processes**

Culture

Roles/Behaviors ●

Symbols ●

Structures ●

Systems ●

Stories ●



THE PLAN

Implementation

- Coaching Strategy: Phase 1
- Coaching Strategy: Phase 2
- Coaching Strategy: Phase 3

Sustainability & Scalability

- Expanding Coaching at UCF
- Ongoing Change Management
- Ongoing Training
- Ongoing Quality Assurance

Pivots: Change Management



- **Assessed Current Understandings**
- **Scanned for Resistance**
- **Developed Communication Plans**
- **Created Various Trainings/Materials**
- **Established Support Mechanisms**

- **Lead from the top**
- **Get everyone to the table**
- **Use experts/expertise**
- **Invite students**
- **Think outside of the box**
- **Be nimble and flexible**
- **Be patient**

Buzzer Beaters: Results of Our Work Thus Far



Created a “Unified Gold Standard Experience”

- Reformed the student funnel and student Journey
- Transformed positions and operations
- Implemented new systems and system alignment
 - CRM/Salesforce
 - Phones
 - Technologies
- Impacting UCF Online learners:
 - Persistence: 74.43% compared to 58.21% for non-UCF Online
 - Retention: 80.6% compared to 67.5% for non-UCF Online
 - Course Success: 89.3% compared to 87.7% for non-UCF Online
- *Becoming an aspirational leader for coaching and organizational change*

Fast Break: Discussion of Your Unique Situation

- What is the situation you'd like to consider?
- Is your focus to:
 - Solve a problem?
 - Enhance an existing situation?
 - Create a New Idea yet explored?
- Design thinking:
 - What Is?
 - What if?
 - What wows?!