

A 3D-rendered orange basketball with black lines is positioned on the right side of a wooden basketball court floor. The floor has a light brown wood grain and black court lines. In the background, there is a large, stylized orange shape that resembles a basketball court's key or a similar geometric form. The text is overlaid on the left side of the image.

**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

<b>68,571</b>	<b>Total Students</b>
51%	Transfer Students
47.3%	Minority Students
24%	First-Generation Students

<b>49,161</b>	<b>Degrees Awarded</b>
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

<b>80%</b>	<b>Online Learning at UCF</b>
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

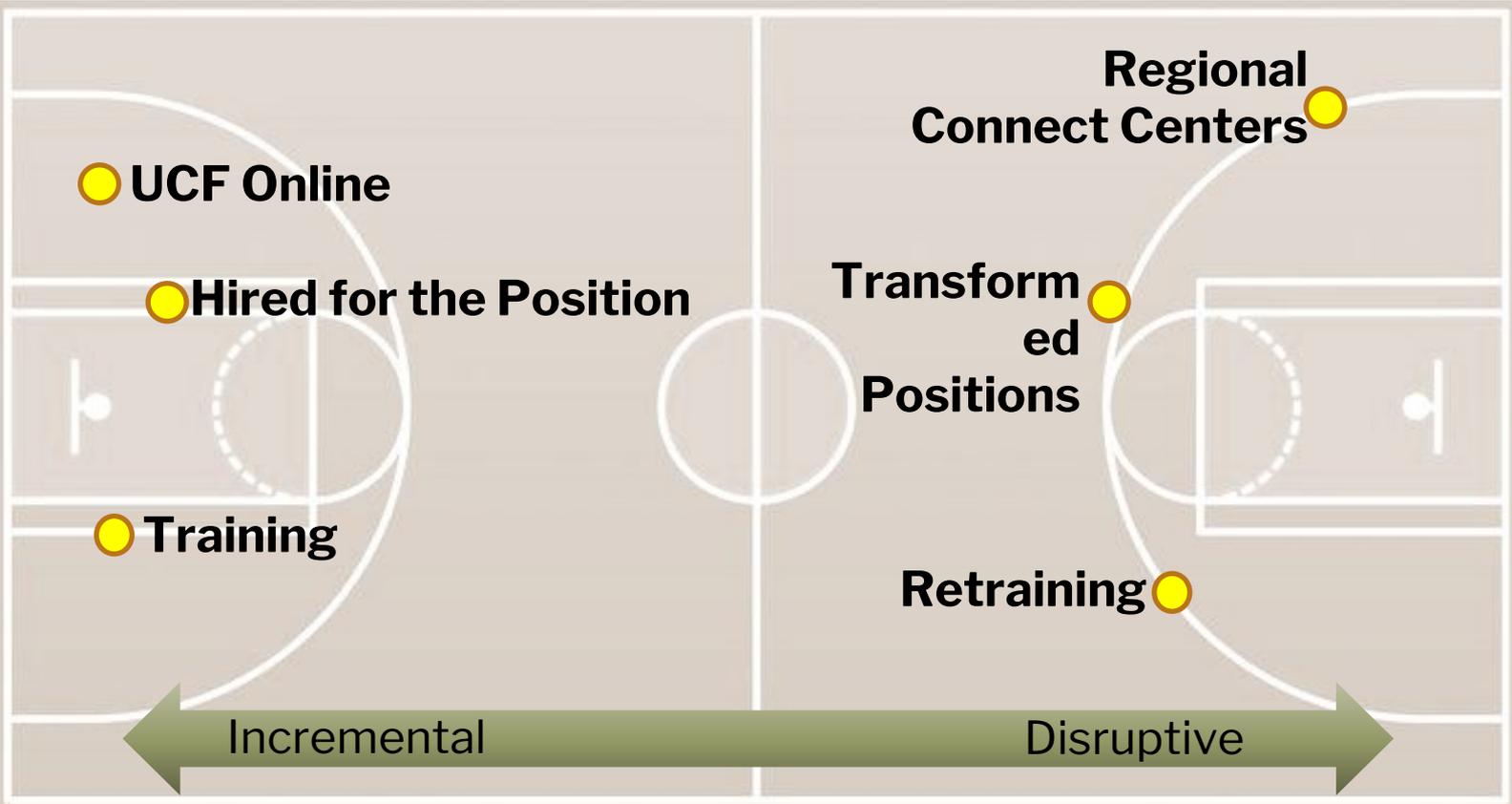
Regional  
Connect Centers ●

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

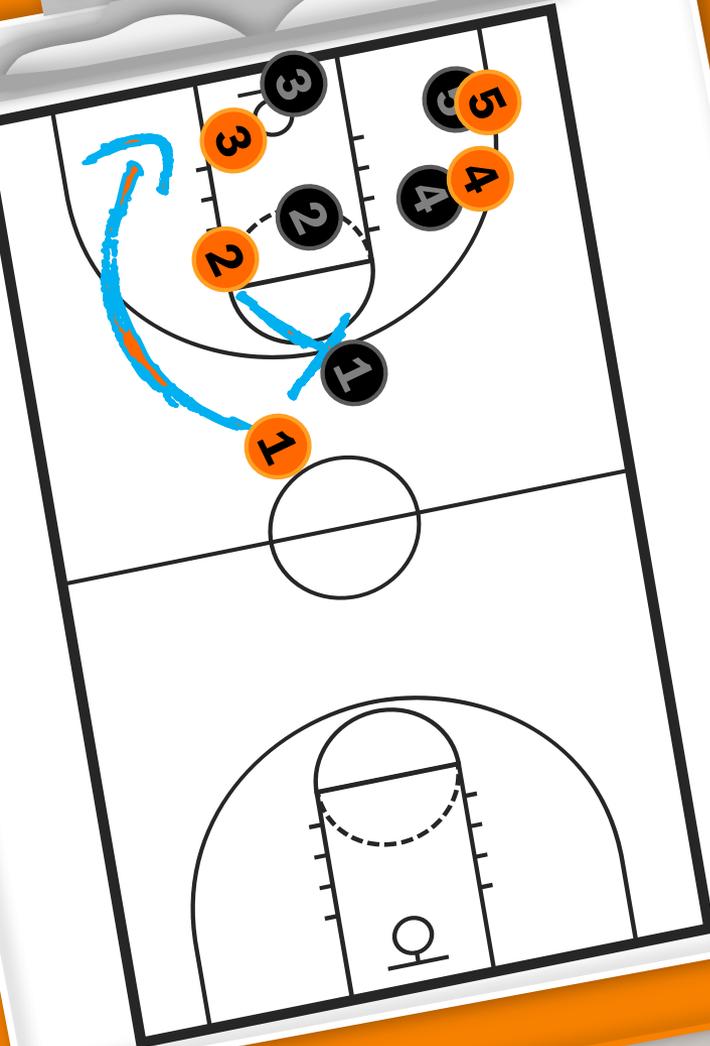
- Coaching Strategy: Phase 1
- Coaching Strategy: Phase 2
- Coaching Strategy: Phase 3

## Sustainability & Scalability

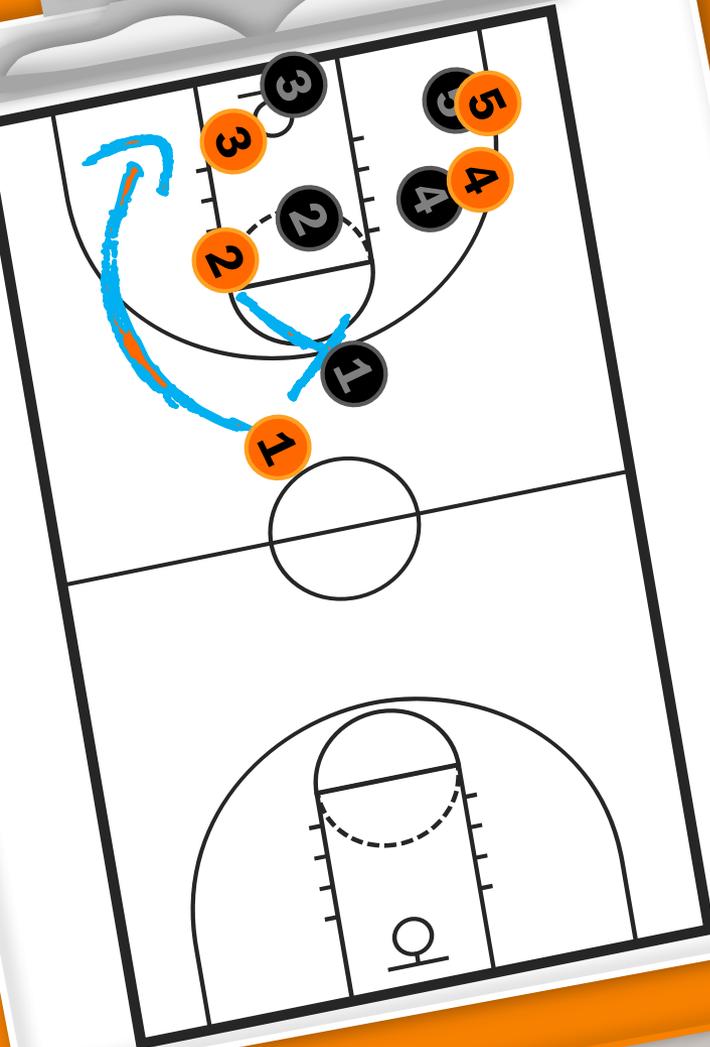
- Expanding Coaching at UCF
- Ongoing Change Management
- Ongoing Training
- Ongoing Quality Assurance

# Pivots: Change Management

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



# Key Plays: Lessons Learned



- **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?!