

# **Missouri State University**

## **Provost Academic Advising Council**

### **2024-2025 Annual Report**

#### **Purpose:**

Document the actions, accomplishments, and efforts of the Provost Academic Advising Council (PAAC) for the fall 2024-spring 2025 academic year.

#### **Council Charge:**

*Charge 1* The purpose of the Provost Academic Advising Council (PAAC) is to evaluate the administration and delivery of advising services to all students at Missouri State University and to make recommendations for improvements.

*Charge 2* The PAAC will identify current advising practices that are successful and encourage those practices among more advisors.

*Charge 3* The PAAC will work to enhance consistency and quality within the advising system and support student development initiatives.

*Charge 4* The PAAC is available for consultation as policy decisions are made that affect academic advising practice at Missouri State University.

#### **Membership:**

Representation from each of the six academic colleges, the Academic Advising & Transfer Center and the Provost Office.

**Dr. Ken Brown**, Chief Academic Strategy Officer (chair)

**Sandy Culver**, Director, Business Advisement Center

**Ross Hawkins**, Director, Academic Advising & Transfer Center

**Hillary Mayes**, Director, MCHHS Student Success & Advisement Center

**Juli Panza**, Director, Professional Education Services

**Sophia Raithel**, Academic Advisor I, CNAS Student Success Office

**Kimmy Walker**, Director, DCOA Student Success & Advisement Center

**Darren Wienberg**, Senior Academic Advisor, RCASH Center for Student Success

## Highlights:

1. Created a comprehensive SWOT analysis on the state of advising at the University (see appendix).
2. Viewed and contributed to the ongoing efforts to implement the custom student success platform, ATLAS (Advising Toolkit for Learning & Academic Success).
3. Hosted a brainstorming session with the Office of the Registrar and other members of the academic advising leadership team to offer ideas and input on opportunities for growth and improvement.
4. Provided feedback to the Office of Assessment and Accreditation regarding Criterion 3.D. for upcoming HLC accreditation.
5. Partnered with the Office of Internal Audit and Risk Management to discuss ways to address fraudulent applications and “ghost” students.
6. Continued to work through the advising career ladder promotion process.

## Guests:

**Gates Breedlove-Koepke**, Academic Advisor II, Academic Advising & Transfer Center

- Discussed and demonstrated using AI to enhance academic advising experiences.

**Mary Bohlen**, Assessment & Accreditation Consultant, Institutional Effectiveness

- Asked for assistance with academic advising criteria, models, and success stories for the HLC Accreditation Report.

### Office of the Registrar Staff

- Brainstormed opportunities for improvement, including streamlining processes, providing student centered scheduling clarity, etc.

**Jaime Ross**, Director, Adult Student Services

- Provided an overview of ReUp efforts, including data on students who have returned as a result of this partnership.

**Dr. Kelly Wood**, Associate Provost, Student Success

- Discussed an opportunity to recruit students back to the University who fall outside of the scope of ReUp.

**Natalie McNish**, Director of Internal Audit & Risk Management

- Presented on fraudulent student applications and admissions.

**2025-2026 Opportunities:**

- Identify areas on SWOT analysis to address (short-term and long-term goals).
- Review advisor release policy; consider adding an advisor release requirement for readmitted students who have completed 75+ hours.
- Consider requiring initial advising appointments to be conducted in-person or Zoom with camera on; limit phone and email advising for first-time new in college and transfer students.

## Strengths

## PAAC SWOT Analysis

### Commitment and Engagement

- Investment in advisory roles and student success
- Campus engagement through professional development and University committees and initiatives

### Expertise and Knowledge

- Professional development network and ongoing skill enhancement

### Innovative Structures and Support

- College advising centers enhancing accessibility and efficiency
- Career ladder to provide clear pathways for growth and recognition

### Collaboration and Networking

- Campuswide connection with support systems (i.e., Registrar)
- University-wide initiatives to benefit advising (Provost Academic Advising Council)
- Partnerships including Ozarks Tech/MSU collaboration to support seamless student transitions

### Technology and Tools

- Online booking calendars for appointment scheduling
- Zoom for flexible advising
- Custom applications for record management (i.e., Advising Notes) with reliable in-house support

## Weaknesses

### Faculty/Advisor Connections

- Limited collaboration between faculty advisors and professional advising staff
- Need for stronger partnerships with advisement centers

### Communication and Information Sharing

- Inconsistent communication internally among advisors and between university partners and advisor networks
- Lack of clarity and consistency in communication practices

### Student Support and Referrals

- Gaps in knowledge of referral pathways and proper contacts for effective student support
- Weak communication on key resources (i.e., DRC, Bear CLAW, CAST, and Achievement Center)
- Challenges in serving specific populations (athletes, international students, active-duty military/veterans, distance students)

### Processes and Policies

- Inconsistent advisor assignment processes
- Outdated catalogs and curricular information

### Course Scheduling Issues

- Course schedules with non-standard start times and limited availability impact advising and student planning

## Opportunities

## PAAC SWOT Analysis

AI and Technology Enhancements	<ul style="list-style-type: none"> <li>• Leverage AI tools like chatbots and EASi to enhance advising support</li> <li>• Develop custom early alert systems</li> <li>• Improve data management through increased filtering options and integration of inactive students</li> <li>• Expand Boolean search capabilities and enrich .CSV files from Advisee Lists for more tailored outreach</li> </ul>
Advising Events and Initiatives	<ul style="list-style-type: none"> <li>• Host campus-wide advising events</li> <li>• Standardize advising office structures across campus</li> <li>• Expand advisor forums (Master Advisor workshops on trends, best practices, etc.)</li> <li>• Use NACADA consultations and campus climate surveys to identify improvement areas</li> </ul>
Improved Communication	<ul style="list-style-type: none"> <li>• Tailor student communication strategies to foster engagement</li> <li>• Develop clear communication plans to ensure effective information sharing with advisors</li> </ul>
Strengthened Collaboration	<ul style="list-style-type: none"> <li>• Collaborate with Admissions to improve processes for late admits and second-block enrollments, including disclaimers or revised plans</li> <li>• Strengthen ties between advising and GEP 101 to provide cohesive student support</li> </ul>
Retention and Student Success	<ul style="list-style-type: none"> <li>• Elevate advisor roles from transactional tasks to strategic involvement in decision-making</li> <li>• Integrate advisors into online transfer orientation and improve onboarding process</li> <li>• Implement new student success platforms to better track and support progress</li> </ul>
Professional Development and Recognition	<ul style="list-style-type: none"> <li>• Enhance advisor training to ensure well-informed, continually developed professionals</li> <li>• Increase advisor representation on University councils, committees, and decision-making groups</li> </ul>
Course/Curriculum Improvements	<ul style="list-style-type: none"> <li>• Standardize common course section codes and definitions to improve clarity and advising efficiency</li> <li>• Strengthen advisors' influence on course availability and alignment with student needs</li> </ul>

## Threats

Role Clarity	<ul style="list-style-type: none"> <li>• Mission creep in advising roles</li> <li>• Unclear processes and expectations</li> <li>• Non-advisors performing advising duties without proper documentation</li> </ul>
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- Risks of inconsistent or non-collaborative AI usage
- Challenges ensuring smooth FTNIC registration during SOAR
- Cultural resistance to change
- Strain on advisor response times and availability due to students seeking immediate help
- Balancing proactive interventions with advisor workloads
- Advisor turnover due to low salaries (national issue) and difficulty retaining staff

- Current technological systems do not meet advising needs fully
- Limited resources to meet growing demands
- Challenges in maintaining effective advising with enrollment growth
- Limited access to online course and general course availability (advisors must direct students to other organizations to stay on track)
- Inefficiencies that hinder advising practices
- External pressures to endorse specific initiatives, programs, or courses

**Missouri State University's Provost Academic Advising Council (PAAC) Agenda  
November 1, 2024, 2:30-3:45 p.m., Library 206**

**Welcome and Introductions**

Members

- Dr. Ken Brown, Chair, Provost Office
- Sandy Culver, COB Advisement Center
- Ross Hawkins, Academic Advising and Transfer Center
- Hillary Mayes, MCHHS Student Success and Advisement Center
- Juli Panza, COE Advisement Center
- Sophia Raithel, CNAS Student Success Office
- Kimmy Walker, DCOAG Student Success and Advisement Center
- Darren Wienberg, RCASH Center for Student Success

**Announcements**

**Advising Career Ladder**

**SWOT Analysis of Academic Advising at MSU**

**Innovation in Advising**

Demonstration of AI utilization to supplement academic advising. (Gates Breedlove-Koepke, Academic Advisor I, Academic Advising and Transfer Center)

**FYI Readings**

Chamberlain, A. W., & Burnside, O. (2022). A theory of change for advising in the 21st Century. *New Directions for Higher Education*, 2021(195–196), 11–21. <https://doi.org/10.1002/he.20405>

**Key due dates and action tracker (red font items are new adds or need to be discussed)**

- Nov. 1 – Excellence in Advising Award nominations open
- Nov. 30 – Excellence in Advising Award nominations close
- Dec. 2 – Advisor Forum, Fast-Track Futures: Advising for Accelerated Graduate Programs
- Dec. 5 – Advisor Forum, \*Mindful of Neurodiversity\*
- Dec. 16 – Advising Basics Workshop
- Dec. 16 & 17 – Master Advisor Workshop
- Mar. 5-7 – NACADA Region Conference in Memphis [Region 3 and Region 7 Conference](#)
- Mar. 7 – COTA Conference, Lake of the Ozark [COTA Conference – DHEWD Summit](#)
- Mar. 12 – Kathy J. Davis Master Advisor Reception
- Sept. 2025 – MACADA Conference/MSU Hosting

PAAC Action Tracker				
Date Open	Action	Responsible	Status	Notes

**Future agenda topics**

**Missouri State University's Provost Academic Advising Council (PAAC) Agenda  
December 6, 2024, 2:30-3:45 p.m., Library 206**

**Members**

- Dr. Ken Brown, Chair, Provost Office
- Sandy Culver, COB Advisement Center
- Ross Hawkins, Academic Advising and Transfer Center
- Hillary Mayes, MCHHS Student Success and Advisement Center
- Juli Panza, COE Advisement Center
- Sophia Raithel, CNAS Student Success Office
- Kimmy Walker, DCOAG Student Success and Advisement Center
- Darren Wienberg, RCASH Center for Student Success

**Announcements**

**Advising Career Ladder (cont.)**

**SWOT Analysis of Academic Advising at MSU (cont.)**

**Innovation in Advising**

TCRP-Transfer Credit Reevaluation & Preapproval System Upgrade (Campbell Keele, Coordinator-Transfer Initiatives, Academic Advising and Transfer Center & Ben Metzger, Associate Director, Office of Admissions)

**FYI Readings**

Flaherty, Colleen (2023). Advised and Engaged: Getting Students More Involved in Academic Planning. <https://www.insidehighered.com/news/2023/03/10/eight-ways-boost-student-engagement-advisers>

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- Dec. 5 – Advisor Forum, \*Mindful of Neurodiversity\* (open to MACADA members)
- Dec. 16 – Advising Basics Workshop
- Dec. 16 & 17 – Master Advisor Workshop
- Mar. 5-7 – NACADA Region Conference in Memphis [Region 3 and Region 7 Conference](#)
- Mar. 7 – COTA Conference, Lake of the Ozark [COTA Conference – DHEWD Summit](#)
- **Mar. 10** – Kathy J. Davis Master Advisor Reception
- Sept. 2025 – MACADA Conference/MSU Hosting

PAAC Action Tracker				
Date Open	Action	Responsible	Status	Notes
12/2	Update PAAC webpage	Ross Hawkins		

**Future agenda topics**

**Missouri State University's Provost Academic Advising Council (PAAC) Agenda  
February 3, 2:30-3:45 p.m., Library 206**

**Members**

- Dr. Ken Brown, Chair, Provost Office
- Sandy Culver, COB Advisement Center
- Ross Hawkins, Academic Advising and Transfer Center
- Hillary Mayes, MCHHS Student Success and Advisement Center
- Juli Panza, COE Advisement Center
- Sophia Raithel, CNAS Student Success Office
- Kimmy Walker, DCOAG Student Success and Advisement Center
- Darren Wienberg, RCASH Center for Student Success

**Announcements**

**Advising Career Ladder (cont.)**

**SWOT Analysis of Academic Advising at MSU (cont.)**

**Innovation in Advising**

ATLAS Advising Toolkit for Learning & Academic Success (Brian Edmond, Coordinator-MIS & Melissa Warren, Systems Analyst, Computer Services)

**FYI Readings**

Flaherty, Colleen (2023). Advised and Engaged: Getting Students More Involved in Academic Planning.  
<https://www.insidehighered.com/news/2023/03/10/eight-ways-boost-student-engagement-advisers>



**Criterion 3.D.docx** (Please review for HLC accreditation)

**Office of Assessment and accreditation is asking for help with the following:**

- Please take a look at the section of Criterion 3 and let us know if we are missing anything or if anything is worded incorrectly.
- Are there specific examples from your program or area that would help us tell Missouri State's story?
- HLC requires us to attach evidence to the Assurance Argument. What do you have to provide to the evidence file?

**Key due dates and action tracker (red items are new adds or need to be discussed)**

- Feb. 19 – Academic Advisor Forum “Advisors + Algorithms: Turning Concepts into Action”
- Feb. 24 – Academic Advisor Forum “Advising That Isn’t Lost in Translation”
- Feb. 26 – Academic Advisor Forum “The Grad Advising Playbook: Tips & Tools for Grad Degree Progress”
- Mar. 3 – Academic Advisor Forum “General Education Sampler: The Science of Discovery-Navigating University Courses for Today’s Advisors”
- Mar. 5-7 – NACADA Region Conference in Memphis [Region 3 and Region 7 Conference](#)
- Mar. 7 – COTA Conference, Lake of the Ozark [COTA Conference – DHEWD Summit](#)
- Mar. 10 – Kathy J. Davis Master Advisor Reception
- Mar. 13 – Academic Advisor Forum “CORE 42 & You: The Re-Do”
- Mar. 27 – Academic Advisor Forum “Advising Students for Career Readiness: Employers’ Perspective”
- May 8 – Academic Advisor Forum “Technology in Advising”
- May 12-Advising Basics Workshop
- May 12-13 Master Advisor Workshop
- Sept. 12 – MACADA Conference @ MSU



PAAC Action Tracker				
Date Open	Action	Responsible	Status	Notes
1/27	Update PAAC webpage	Ross Hawkins		

#### **Future agenda topics**

- Roundtable discussion with the Office of the Registrar, March 3, 2:30-4

**Missouri State University's Provost Academic Advising Council (PAAC) Agenda  
April 1, 2:30-3:45 p.m., Library 206**

**Members**

- Dr. Ken Brown, Chair, Provost Office
- Sandy Culver, COB Advisement Center
- Ross Hawkins, Academic Advising and Transfer Center
- Hillary Mayes, MCHHS Student Success and Advisement Center
- Juli Panza, COE Advisement Center
- Sophia Raithel, CNAS Student Success Office
- Kimmy Walker, DCOAG Student Success and Advisement Center
- Darren Wienberg, RCASH Center for Student Success

**Announcements (updates from each representative)**

**Innovation in Advising**

ReUp review (data information) Jaime Ross, Director, Adult Student Services  
Mission Diploma 3.0 (Name TBD) Dr. Kelly Wood, Associate Provost for Student Success

**SWOT Analysis of Academic Advising at MSU (cont.)**

**FYI Readings**

Joseph Crawford, Kelly-Ann Allen, Bianca Pani, Michael Cowling (2024). "When artificial intelligence substitutes humans in higher education: the cost of loneliness, student success, and retention"

<https://www.tandfonline.com/doi/full/10.1080/03075079.2024.2326956>

**Key due dates and action tracker (red items are new adds or need to be discussed)**

- May 8 – Academic Advisor Forum "Technology in Advising"
- May 12-Advising Basics Workshop
- May 12-13 Master Advisor Workshop
- Sept. 12 – MACADA Conference @ MSU
- **Oct. 26-29-NACADA Conference @ Caesar's Palace, Las Vegas, NV**

PAAC Action Tracker				
Date Open	Action	Responsible	Status	Notes
1/27	Update PAAC webpage	Ross Hawkins	3/27	COMPLETE

**Future agenda topics**

- Who would you like to hear from?

**Missouri State University's Provost Academic Advising Council (PAAC) Agenda  
May 5, 1:00-2:15 p.m., Library 206**

**Members**

- Dr. Ken Brown, Chair, Provost Office
- Sandy Culver, COB Advisement Center
- Ross Hawkins, Academic Advising and Transfer Center
- Hillary Mayes, MCHHS Student Success and Advisement Center
- Juli Panza, COE Advisement Center
- Sophia Raithel, CNAS Student Success Office
- Kimmy Walker, DCOAG Student Success and Advisement Center
- Darren Wienberg, RCASH Center for Student Success

**Announcements (updates from each representative)**

**Innovation in Advising**

Are you a real student? Natalie McNish, Director of Internal Audit & Risk Management (1:15-1:45)

**SWOT Analysis of Academic Advising at MSU (cont.)**

**FYI Readings**

Omiros Iatrellis, Nicholas Samaras, Konstantinos Kokkinos and Apostolis Xenakis (2024). "Elevating Academic Advising: Natural Language Processing of Student Reviews" <https://www.mdpi.com/2571-5577/7/1/12>

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- Sept. 12 – MACADA Conference @ MSU
- Oct. 26-29-NACADA Conference @ Caesar's Palace, Las Vegas, NV

PAAC Action Tracker				
Date Open	Action	Responsible	Status	Notes
1/27	Update PAAC webpage	Ross Hawkins	3/27	COMPLETE

**Future agenda topics**

- PAAC 2025-2026
- Annual report