



The Council of
Independent Colleges

Building Places
of Promise:
Unlocking
Student
Success

2025 Institute for Chief Academics Officers with
Chief Student Affairs Officers and Chief Student Success Officers
November 1–4, 2025 🗝️ JW Marriott, Indianapolis, IN

Creating Mission-Driven and Cross-Divisional Approaches to Strengthen Student Success from Pre-Enrollment through Graduation

Liz Lambert and Heather Maldonado
Chair: Peter Testori



The Council of
Independent Colleges

2025 Institute for Chief Academics Officers with
Chief Student Affairs Officers and Chief Student Success Officers



Building Places of Promise:
Unlocking Student Success

Presenters

- Liz Lambert
Vice President for Student Development, Keuka College
- Heather Maldonado
Provost and Vice President for Academic Affairs
Keuka College
- Chair: Peter Testori
Associate Vice President for Student Engagement and Academic
Resources, Bay Path University



The Council of
Independent Colleges

2025 Institute for Chief Academics Officers with
Chief Student Affairs Officers and Chief Student Success Officers



Building Places of Promise:
Unlocking Student Success



Session Agenda

- Introductions: Presenters and Keuka College
- Challenges and Opportunities
- Intentional Culture Change
- Targeting and Assessing Change Initiatives
- Collaboration and Navigating Power Dynamics
- Key Takeaways and Action Planning



Challenges and Opportunities

- Challenges
- Opportunities
- Keuka College Context



Intentional Culture Change

- Culture Change around Core Values
- Identity and Readiness for Change
- Theoretical Frameworks
- Institutional Reflection



Collaboration and Navigating Power Dynamics

- Collaboration
- Navigating Power Dynamics
- Keuka College Context



Targeting and Assessing Change Initiatives

- Targeting Change Initiatives
- Assessing Change Initiatives
- Institutional Reflection



Key Takeaways

- Understanding unique challenges
- Data-informed strategies to guide intentional action (discuss initiatives and assessment)
- Finding and leveraging grant opportunities
- Engaging stakeholders for sustainable change



Keuka College Initiatives and Outcomes Data

- Pre-enrollment
- First Year
- Second Year – NEW! ✨
- Field Period®
- Graduation



Action Planning

- Key Takeaways
- Post Conference Action Plan



Citation

- Lugg, C., Champagne, A., & Maldonado, H. (2024). Changing institutional culture to change student outcomes: Grant funding, change management, and student success at small institutions. *New Directions for Student Services*.

Q & A



The Council of
Independent Colleges

2025 Institute for Chief Academics Officers with
Chief Student Affairs Officers and Chief Student Success Officers



Building Places of Promise:
Unlocking Student Success

Thank you for attending this session!

Please connect with us:

- Liz Lambert

- ealambert@keuka.edu
- [linkedin.com/in/elizabeth-lambert-ed-d-b4653143](https://www.linkedin.com/in/elizabeth-lambert-ed-d-b4653143)

- Heather Maldonado

- hmaldonado@keuka.edu
- [linkedin.com/in/dr-heather-d-maldonado](https://www.linkedin.com/in/dr-heather-d-maldonado)



The Council of
Independent Colleges

2025 Institute for Chief Academics Officers with
Chief Student Affairs Officers and Chief Student Success Officers



Building Places of Promise:
Unlocking Student Success