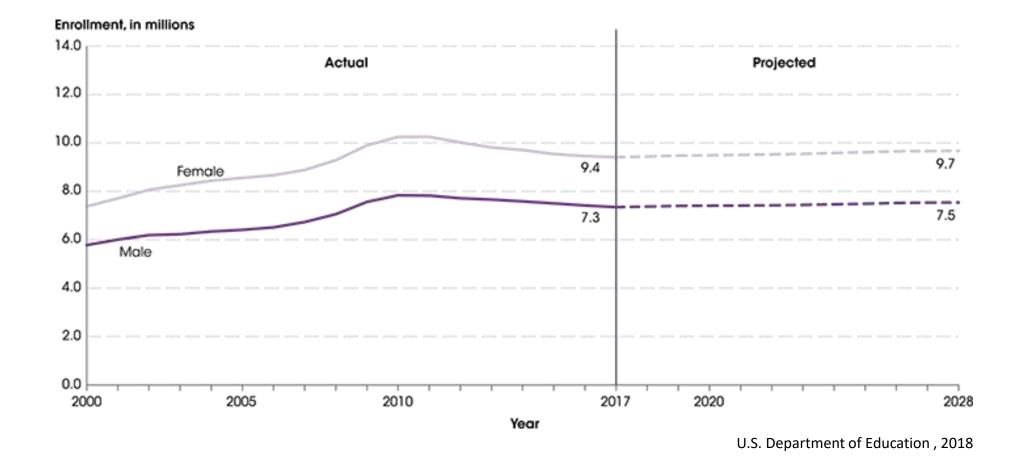
Making the Makers

Designing a Diverse and Dynamic Living Learning Community

> Jane Machin, PhD Associate Professor Marketing Radford University

With a decreasing pool of applicants, and increased degree earning opportunities, student retention is increasingly important.



The **financial burden** to universities of non-returning students is extremely high, making retention efforts even more important.





Direct recruitment per student

Administrative costs \$6,000

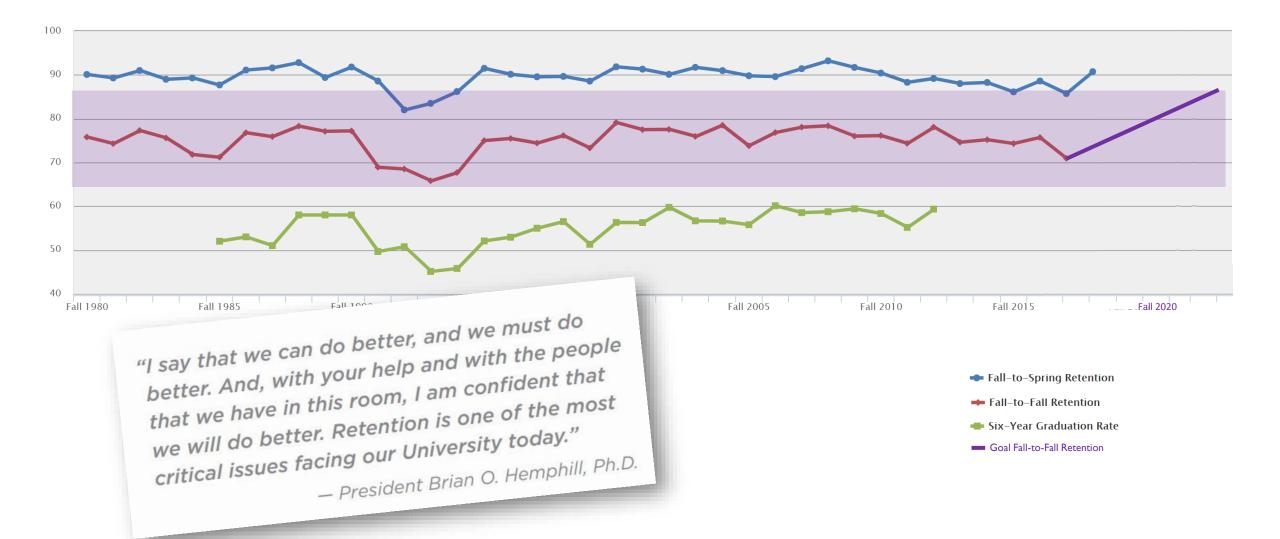
per student



Lost tuition, fees, funds \$30m

annually

Radford University has set ambitious goals, seeking to **improve first year retention from 71% to 85% by 2023**.



Extensive body of academic research and professional consulting on student retention but there still **remains much to understand**.

- Models focus on why students *leave*, not how to help students *stay and succeed*;
- Difference between theoretical *models* and effective *operational practice*;
- Operational practices are *location specific* and *not transferable*.

(References: Bean 2005; Kuh & O'Donnel, 2013; Permzadian 2016; Seidman 2019; Tinto 2006)

Radford University Living Learning Communities

Accelerated Research Opportunities Biology Connections Community of Artists **Community of Makers** ECO Connections Entrepreneurship The Schoolhouse

Increase and diversify enrollment in the Community of Makers and improve student participation and engagement.

- *Grow* enrollment in the Community of Makers by 50%;
- *Increase* the diversity (gender, race and major) of incoming students;
- *Improve* participation and engagement with the Community experiences;
- *Improve* retention rates of students in the Community;
- Develop a *blueprint* to help other LLCs design best local experience.

introducing... design thinking

Harvard Business Review

SEPTEMBER 2015

44 The Elgidea The Organizational "I'm Sorry" Maurice E. Schweitzer et al.

Be Risk Management Cybersecurity: Lessons from the Pentagon James A. "Sandy "Winnefeld Jr. et al.

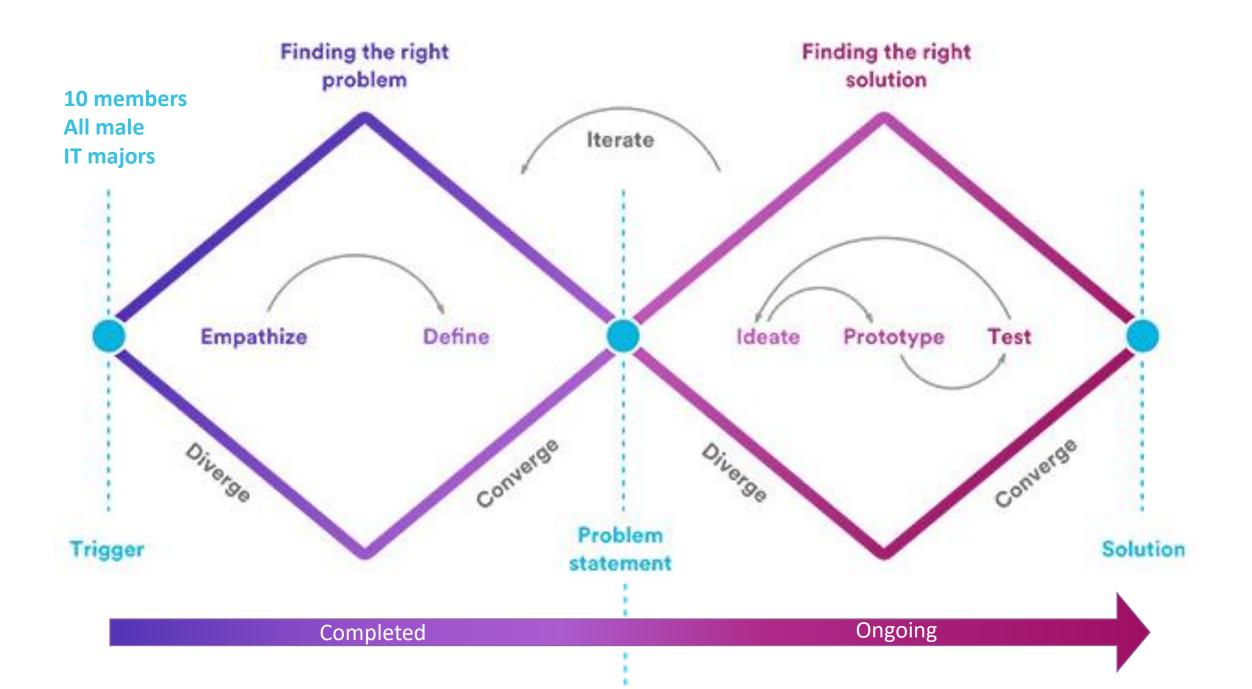
How to Embrace Complex Change

Not just for designers

 THE

 EVOLUTION

 <



Cooking Matheds for Observing Human Experience

ETHNOGRAPHIC RESEARCH: Studying human behavior in its narural setting



Interviewing

direct disloger

Fly-on-the-Wall Observation As approach to comburing theid search in an

Contextual Inquiry Walk-a-Mile As approach to interviewing Immersion A way of building cospetty for people through firsthand

PARTICIPATORY RESEARCH: Learning from people through cooperative design activities



Buy a Feature

What's on Your Radar? An exercise in which people personal significance

Build your Own As problem in which people

Journaling An activity that increase 2010/01/01

EVALUATIVE RESEARCH. Examining the metidiness and mathility of solutions



Think-Aloud Testing on too rubor of thurst-low a given task



System Usability Survey and works constructive loodback



THE REAL

2

PEOPLE & SYSTEMS: Synthesizing and summarizing knowledge



na informed summary of the minder, needs, and goals typically held by key stak-thelders

Concept Mapping Experience Diagramming A way of excepting a perjourney through a set of circumscours or tasks

PATTERNS & PRIORITIES: Mentifying relationships and determining significance



PROBLEM FRAMING: Characterizing the situation to address







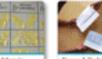




a of B

0







20 Thumbnail Creative Matrix Sketching ideas or the internet times of A states of small drawings used to-quickly explore a variety of ideas

Round Robin As anticky in which ideas Alternative Worlds A way of using different

MODELING & PROTOTYPING: Envisioning solutions in the service of people



Rough & Ready Schematic



Appearance Models iches that emphasizes the

DESIGN RATIONALE: Promoting new and improved solutions





Mock-up

Guide

Concept Poster



in our











6 191

new idea that approximates

Prototyping



ing the key principles and ele

Quick Reference



Bull's-eye Diagramming A way of ranking hours in



Difficulty Matrix

spiniors

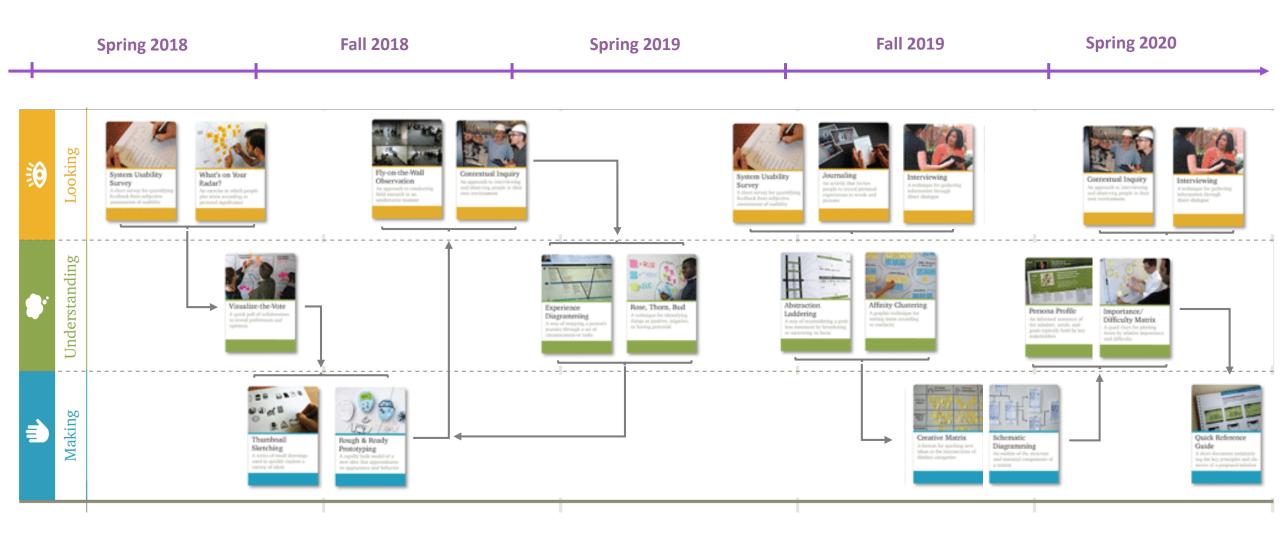
Visualize-the-Vote

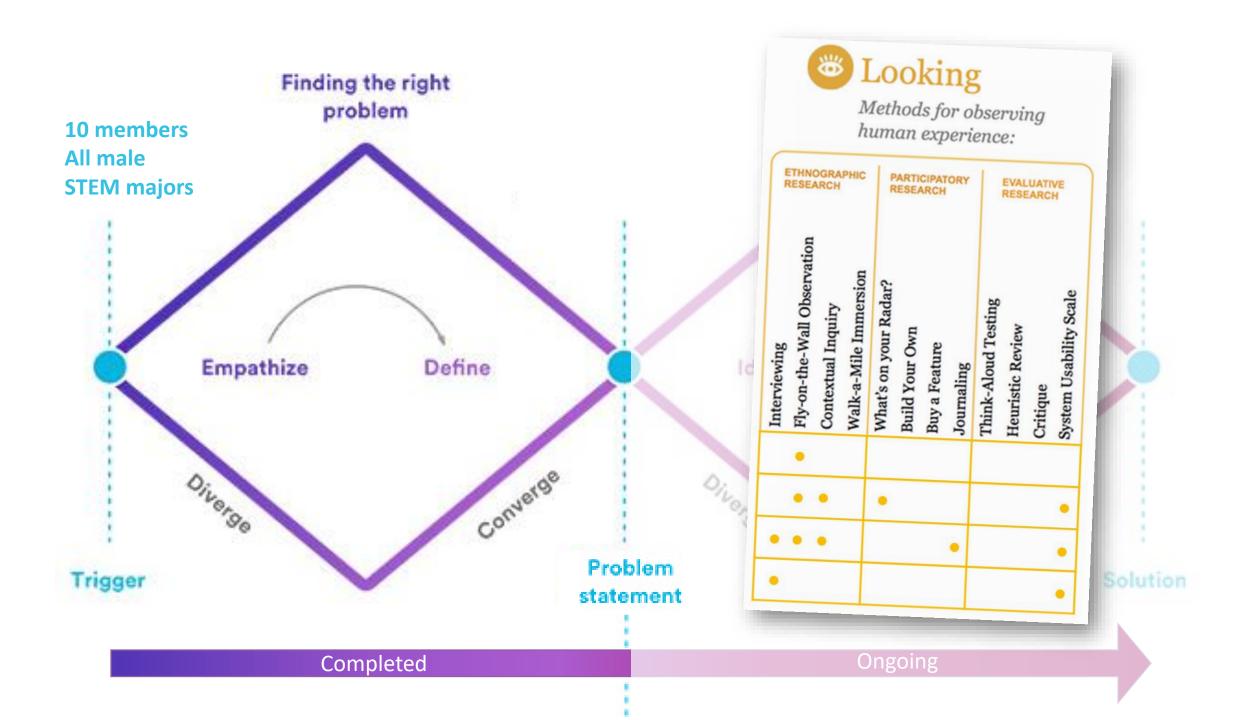
and differences



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Publications Research

Understand current theories, models and recommendations on recruiting women to male dominated fields from academic and practitioner journals & organizations.

- Keywords identified include: women, female, girls; STEM, science, engineering, construction, police, computing, making; success, best practice, grow, increase, hinder, prevent; recruit, attract, keep, retain.
- Academic searches completed on Google Scholar, ProQuest and Web of Science. Forward and backward citation searches of relevant articles.
- Google searches identified private and public, national and regional organizations whose primary goal is to recruit more women into STEM fields. Most are specific to one domain, for example, in information technology there is The Anita Borg Institute, TechWomen, National Center for Women & Information Technology, Women in Technology international and Girls in Tech to name but a few.









Analogous Industries

Identify local and regional best practices within industry, education and recreation fields that traditionally also have low female participation rates.

- Interviewed Dr. Rhett Herman, Professor of Physics at Radford University; Nancy Artis, VP and Co-Founder of Performance Associates (a software engineering and technology firm); Veronica Spradlin, Teaches Drafting and Engineering at Blacksburg High School; Jordan Eagle, Graduate student in physics at Clemson University; Susan Dana, Chemistry teacher at Blacksburg High School; Jesse Hilmandolar, Owner and Head Coach at Trebel Fitness Solutions.
- Social listening on social media sites and discussion boards dedicated to women in traditionally male fields. For example, the Institute of Women in Trades, Technology and Science maintains a list of female role models in various industries who have shared their biography.

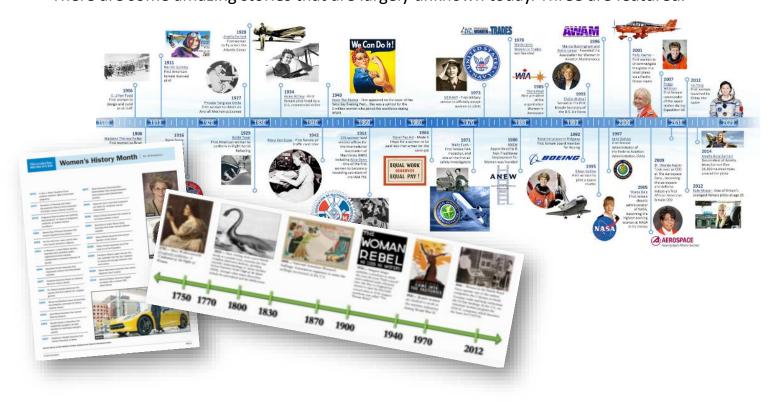
| Selected Quotes from interviews and social listening | I've never had a woman think that I job. Most of the time, it's men who isn't capable of taking care of a situa actually had men thank me and sha when I leave. It's all in how you pres Female Pest Control Technician. | think a woman ation. But, I've ke my hand | If a man took five trie dock, they'd say, 'That an awful time.' If I too they'd say, 'Look at the She can't even back up Female truck driver. | : guy is having k two pull-ups, at dumb broad. | I was usually the only woman on the job. Because of their cultural training, sometimes I found that men wanted to help me more than they should. <i>Female welder</i> . |
|---|---|---|--|--|---|
| When I'd go to the drivers' sections at the truck stops, 99 times out of 100 someone would say, 'You'll have to move This is for drivers only.' <i>Female truck driver</i> . | | were from my o were quick to w off, mansplain b | n I ever experienced wn male peers who rite me off, cut me asic physics <i>le graduate student in</i> | teamm team w they go | professor who asked my pates if they thought their yould be okay because of stuck with the only girl. <i>e Student in VT Building</i> <i>m</i> |



History of Women in Science

Understand the key events, organizations and stakeholders who have influenced the role women play in STEM related fields

Reviewed a variety of timelines already constructed including the examples below.
There are some amazing stories that are largely unknown today. Three are featured.





Augusta Lovelace was an English mathematician and writer known for her work on Charles Babbage's mechanical generalpurpose computer. She is recognized as the first computer programmer.



Hedy Lamarr was a Hollywood actress who invented Spread Spectrum, which is the basis for today's Bluetooth and wifi technologies.



Grace Hopper was an American computer scientist and United States Navy rear admiral. She was a pioneer of computer programming who invented one of the first compiler which revolutionized the way we interact with computers.

Visualize the RU Maker LC application process

Contextual Interviews Attend a high school recruitment fair (and/or QWEST) to understand the cognitive, emotional, physical, social and cultural aspects of the application experience

- Attended the Radford University Open House on October 11.
- Hosted the Maker Learning Community Table with Robert Blankenship.
- Brought a supply of less technological making equipment (e.g. lego, lollipop sticks).
- Greeted parents and high schoolers and asked them about their "making" activities and gathered feedback on the Learning Community.
- Visited the other departmental booths at the event.
- Surveyed current Maker LC students
- Interviewer current Maker LC students



| Power T | oois | Hand To | ois | Teo | | | rafts |
|----------|------|-----------------|-------|---------|-------|-------------------|----------|
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| Drill pr | | Hand drill/ Bit | brace | Stepper | motor | Cutti | ng fabri |
| | 1 2 | | 1 | | | 1 | 4 |
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| | | Screwdriv | | | inter | | inting |
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| | 2 | | 2 | | | 2 | 1 |
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| Jigsav | | Vice grip | | Sketd | n-up | | stitchin |
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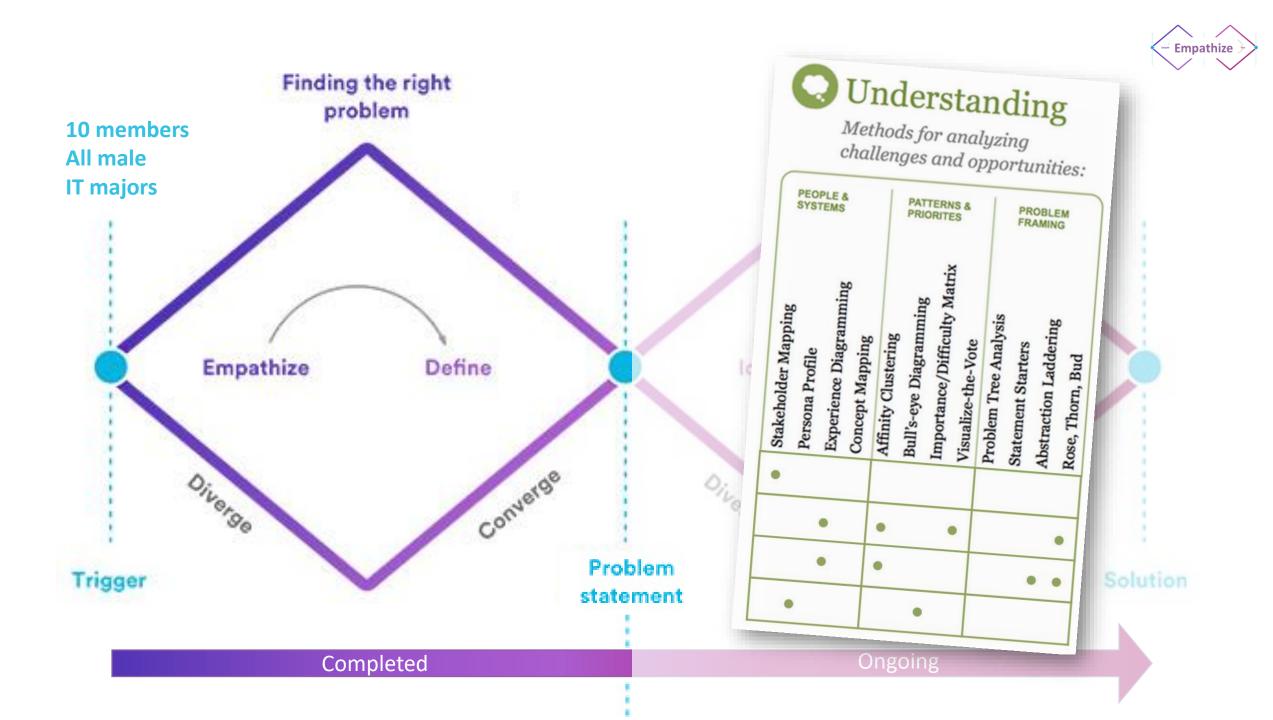
Empathize

Radford University Expert Interviews Interviews

Understand the current RU freshman application process from multiple perspectives; understand what RU Learning Communities offer and the needs they fulfill.

• Interviewed Dr. Rhett Herman, Professor of Physics at Radford University; Nancy Artis, VP and Co-Founder of Performance Associates (a software engineering and technology firm); Rebecca Moreau, Resident Director Housing & Residential Life, Robert Blankenship, Maker LC graduate, James Penven, Dir Housing & Res Life, Housing & Residential Life; Jeanne Mekolichick Asst Provost for Academic Prog Academic Programs; Emily Ewoldt, Assistant Director Admissions; Mallory Griffith, CRM Administrator Admissions; Dana Trask, Asst Director of Advising Visual & Performing Arts; Charley Cosmato, Dir. Innovative Teach & Learn Center of Innovative Teach/Learn; Steve Childers, Prof Management, lain Clelland, Chair of Management Department; Jeremy Wojdak, Professor of Biology.





Provost & VP for Academic Affairs Kenna Colley (interim)



Assistant Provost of **Academic Programs** Jeanne Mekolichick



Niels Christensen Director Honors Academy









Joel Haga Dana Trask, Community of Professor **Biology LC** Artists

Brock Cutler Professor Eco LC

Rhett Herman Professor Maker LC

Students Maker Robert Blankenship **Brandon Hunter** Troy Chaconas Patrick Drennan Maker

Faculty Kat Keller Design

Jerred Lakey Ben McClure Zach French Jason Griffin

VP Student Affairs

Susan Trageser (interim)

Andrea Zuschin

Interim Dean of Students

Jeremy Wojdak Biology

Evan Walker Ryan Wolff **Dalton Young**

Andrew Ray ITECH

Key Stakeholder Map

These are the faculty and staff stakeholders at Radford University. Other key stakeholders not plotted include high school students, teachers and guidance counselors. While important, understanding their perspectives in detail was beyond the scope of this project.

Resident Director

Erin long Assistant Director for Retention Programming

Jawarne Thomas

Rebecca Moreau.

James Penven **Director Housing**

& Residential Life;

Peery Hall



VP for Enrollment Management

Kitty McCarthy

Allison Pratt, Interim Dean, Admissions Empathize

Emily Ewoldt,

Asst. Director Admissions

Other Assistant Directors

,Amaya, Katherine Coker, Skye

Merchant, Jazzmine Williams

responsible for different regions Erin Sheehan, Heather Stuart, Kevin

Heasley, Michael James, Shayna Lyle,

James Riley, Charles Salyers, Opal



Travis Carter,

Freshmen Admissions

Assoc. Director

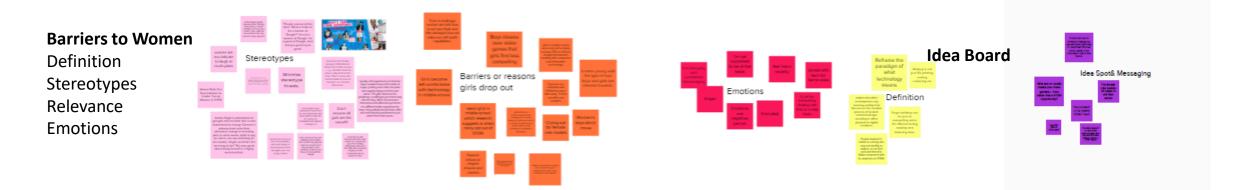
Visually organize the information into key themes



To organize and condense the masses of information collected into some master themes and identify strategies from those key research findings.

Empathize



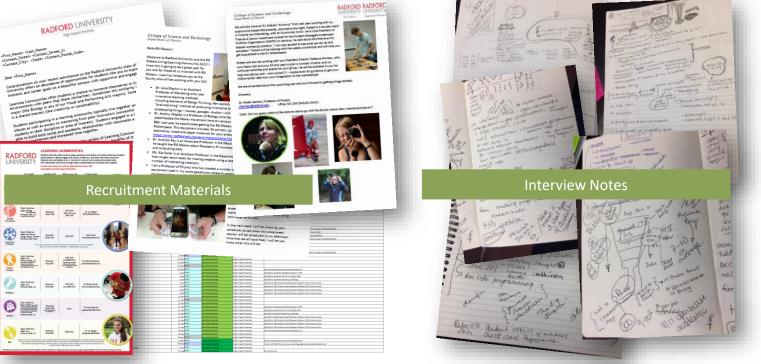


Experience Map

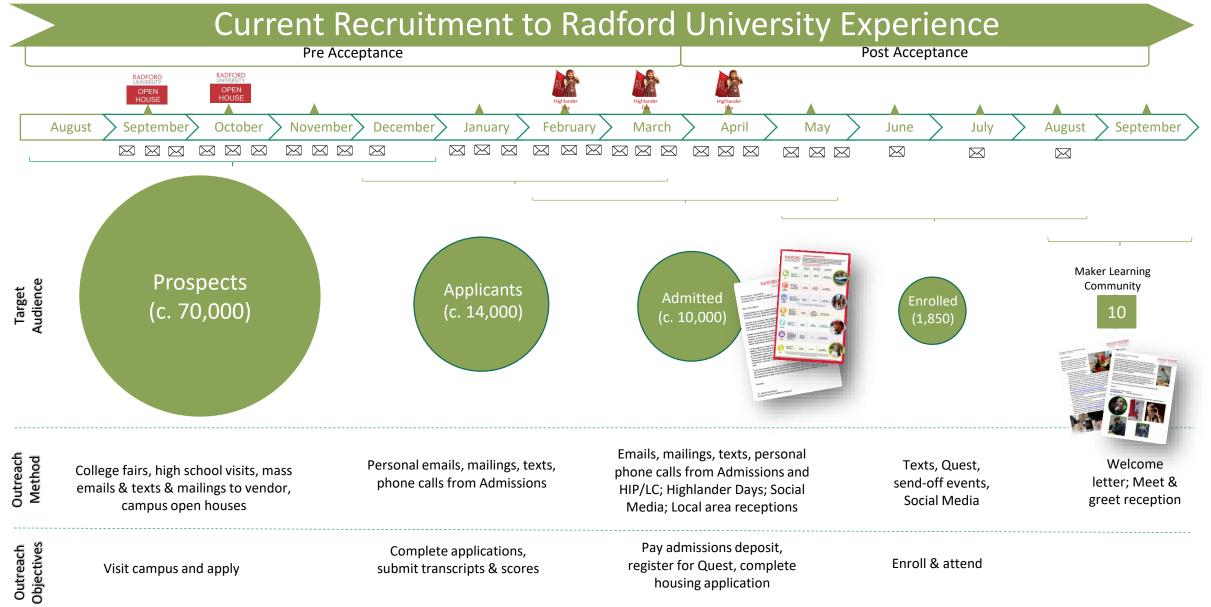
Visualize the RU LC application journey to identify key decision points, exit points and opportunities for new and/or improved touchpoint experiences

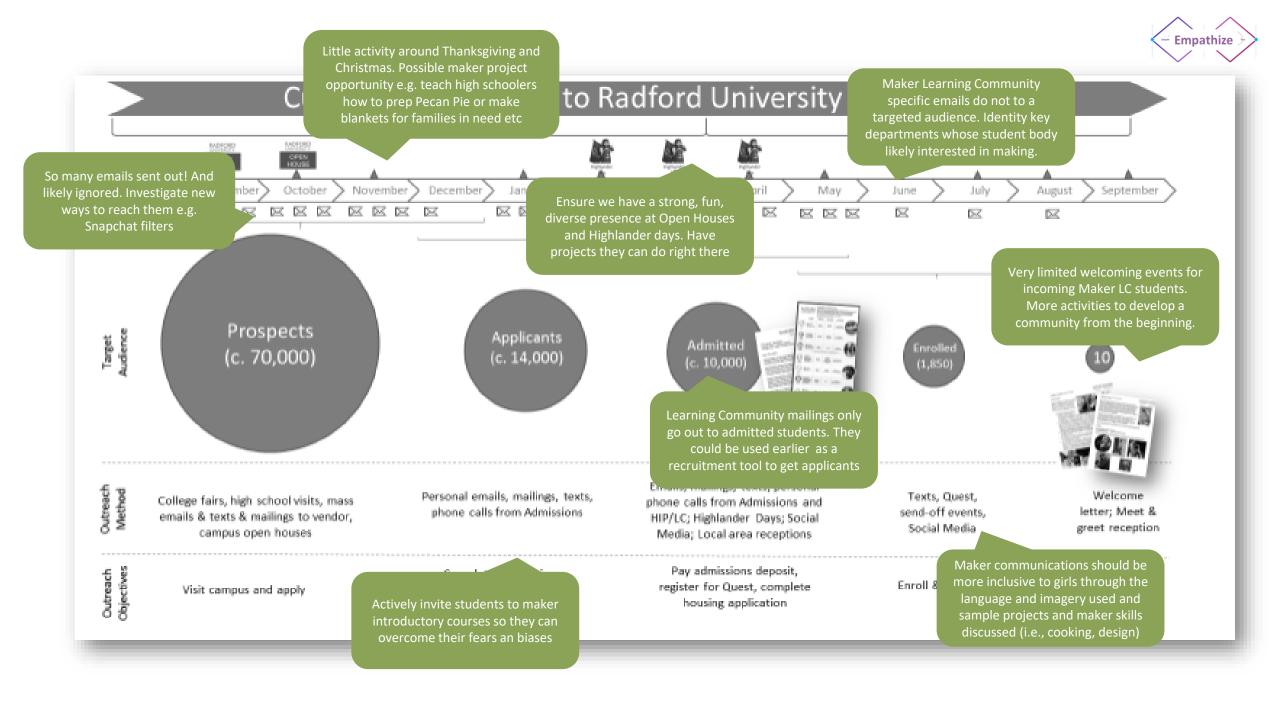
- Interviewed Allison Pratt, Dir of Ops for Enrollment Mgmt Admissions; Travis Carter, Assoc Dir Adm Freshmen Recruit Admissions; James Penven, Dir Housing & Res Life, Housing & Residential Life; Emily Ewoldt, Assistant Director Admissions; Kate Rancourt from the Girl's Garage in CA; Kiersten Herman; Jeanne Mekolichick Asst Provost for Academic Prog Academic Programs
- Reviewed recruitment documents and mailings.

| rom: Herman, Rhett ent: Sunday, October 8, 2017 12:04 PM o: Machin, Jane < <u>jmachin@RADFORD.EDU></u> c: Kirsten Herman < <u>kdbherman@gmail.com</u> > < <u>kdbherman@</u> wbjeet: an introduction | @gmail.com> |
|--|--|
| li Jane, | |
| want to electronically connect you with mount of the second secon | rhymes with "ear"). Kirsten is a counselor who got he scado's) and she deals with people whose everyday liv |
| Sun 10/8/2017 11:16 AM | Grave Gravent Gravent |
| Machin, Jane | MJ Machin, Jane |
| Machini, Sance Maker Learning Community | W. Fallow CSN 700 student |
| Penven, James Herman, Rhett ear Jamie, | Scheduling |
| ear Jamie, am an Assistant Professor in Marketing here at Radford Uni am an Assistant Professor in trying to recruit more women to | balant #2 Fellow (SA 720 student) |
| re particularly interested in dynamics and of them, not just the M nside the Learning Communities (all of them, not just the M | Endangs to driven with your other through the issence (concerning application, application, application, being and decision processes to be shown. The <u>learning</u> communities excellented power hybride hoppens may it has uping access down throughout the "Line beam biding through motion" through your of the bod with the the displant biding through the through the transmission. The learning is a bulk through the transmission of the bod with the the displant biding through instead of the bod with the through the processing application of the bod with the through the th |
| Would it please be possible to set up a time to chat with you | A la a she peak to lak hi Nex worket bit would be keene liekdekk. Anderst Har throad for Academic Pagman, and jamk Preena Cincida of Houling The jamk peakes the kard commonliek including back, evolutions, and a shalling and a docubergreen commonlike. The including the law back must be commonliewing the processing of the law of the peaker the law of t |
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| Jane Machin, PhD Assistant Professor Marketing | |





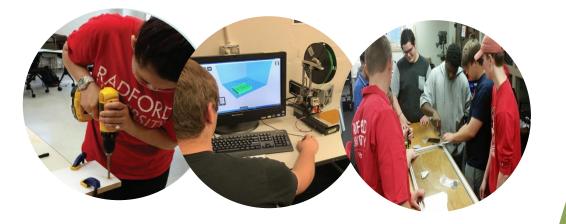






Current Radford Maker Learning Community Experience

Culture & Support



Support

Designated RA for Peery Meet and greet on first day Two pizza and movie nights Informal gatherings Low faculty interaction

Culture

Male dominated – "guys" About electronics and tools Need prior experience Unmotivated

Relevant Research Findings

Don't just welcome, create *welcoming* spaces More social activities that involve faculty Involve the local community Create a safe space through team building exercises Offer strong counseling, advising & academic support early on Presence of female (or supportive male) role models Encourage and reward failure Partner with diverse student groups Celebrate successes (especially the small ones) Meet students where they are at Formal and informal mentoring Early warning systems Stereotype bias training Intentional creation of a diverse making community Change the peer culture of the community



Current Radford Maker Learning Community Experience

Programming & Methods

Relevant Research Findings

Offer credit for the workshops Peer-led team learning Build on existing competencies Increased opportunities for collaborative learning Link material to student experiences Find out student capabilities and knowledge first Pair programming Meaningful making Little D Projects (repaint doors, replace windows) Move outside the lab Solve problems that make a difference in society Make technology a part of solving the problem (rather than learning technology being the end goal)

Maker Workshops

1 hour, Monday evenings No credit Various instructors

Projects

3D printing Arduinos and LEDs Programming Design Thinking Laser Cutting Build a lightboard Build a cannon

UNIV 100

1 hour, Tues/Thurs For credit Charley Cosmato

Methods

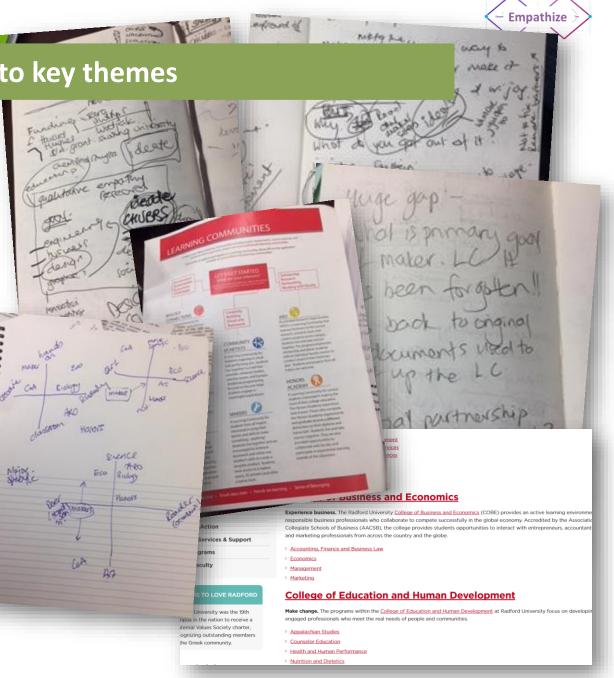
Faculty directed Pre-planned Self-selection by experience into specific activities Instructional Inside the makerspace Semester long projects

Visually organize the information into key themes

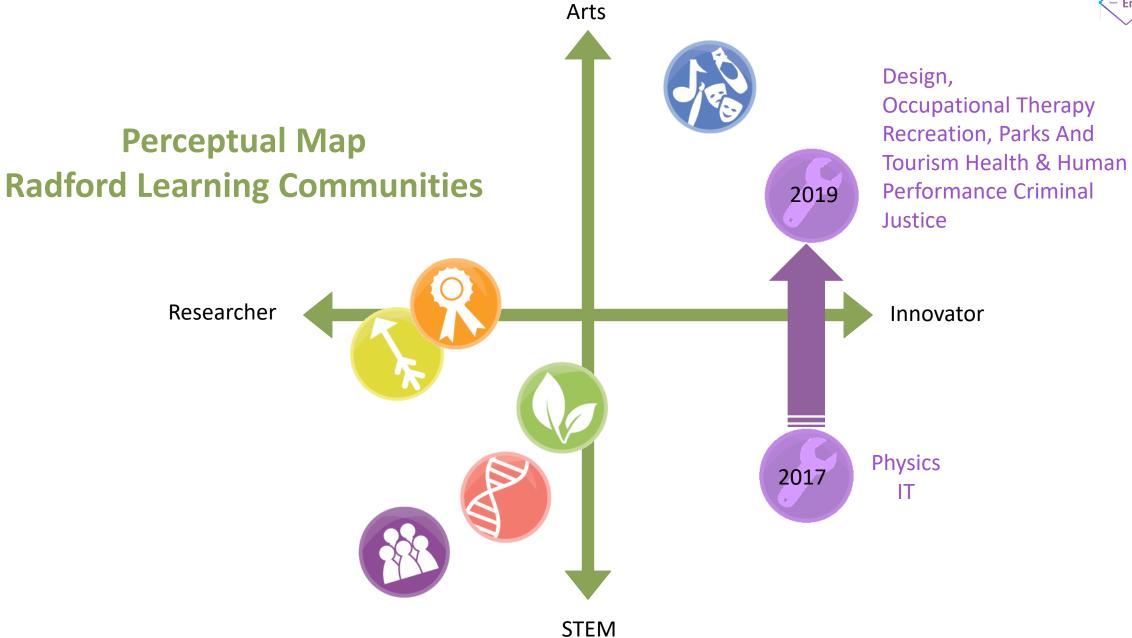
Perceptual Map

To identify potential areas of opportunity among "competing" learning communities to better position the Maker Learning Community to attract applicants.

- Attended Learning Community Committee Meetings where the faculty lead for each community updates their activities. In both meetings the recruitment of accepted students to Learning Communities was discussed. Some communities are very focused (e.g. Biology Connections and The Community of Artists).
- Opportunity to reach students who are (1) not being targeted and (2) likely to have an above average interest in a Maker LC.
- Reviewed all colleges and departments on Radford's campus to identify possible students to target without stepping on the toes of any other Learning Community. These might include design (they are not specifically targeted within the CofA and that LC is always full), occupational therapy, recreation, parks and tourism, health & human performance, criminal justice, military science, geospatial science, physics, information technology.

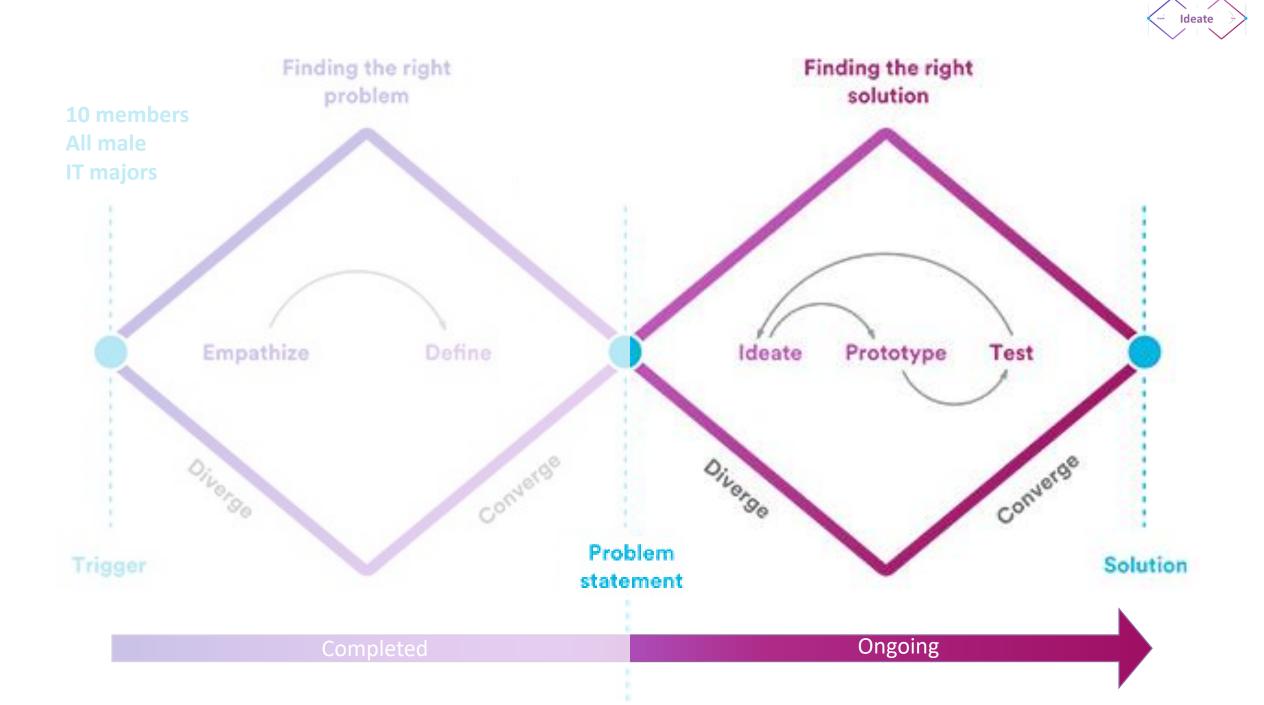


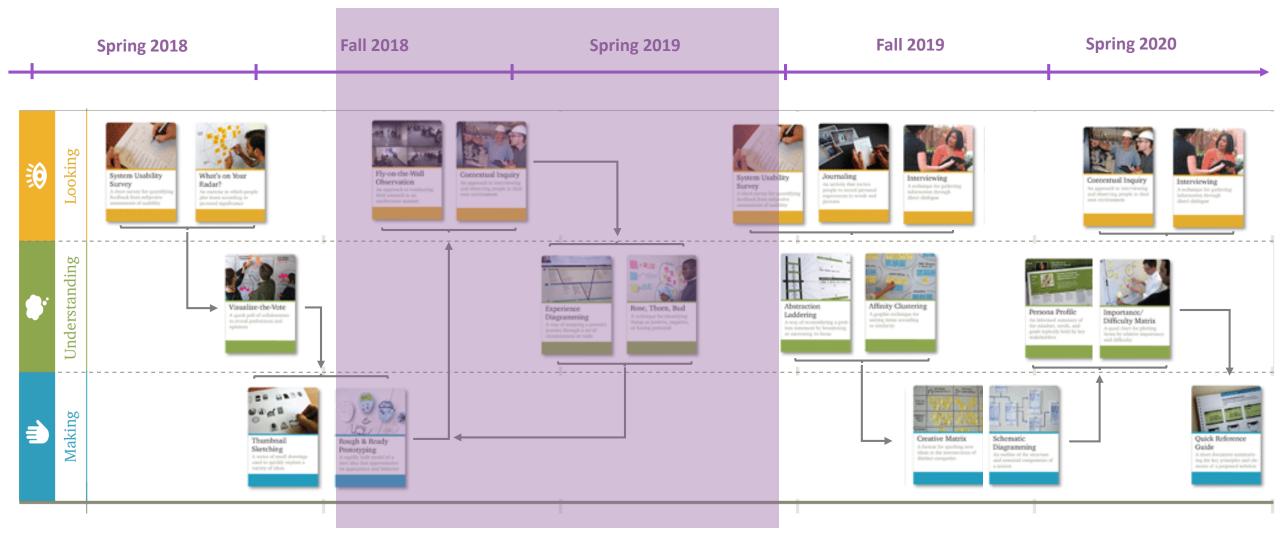


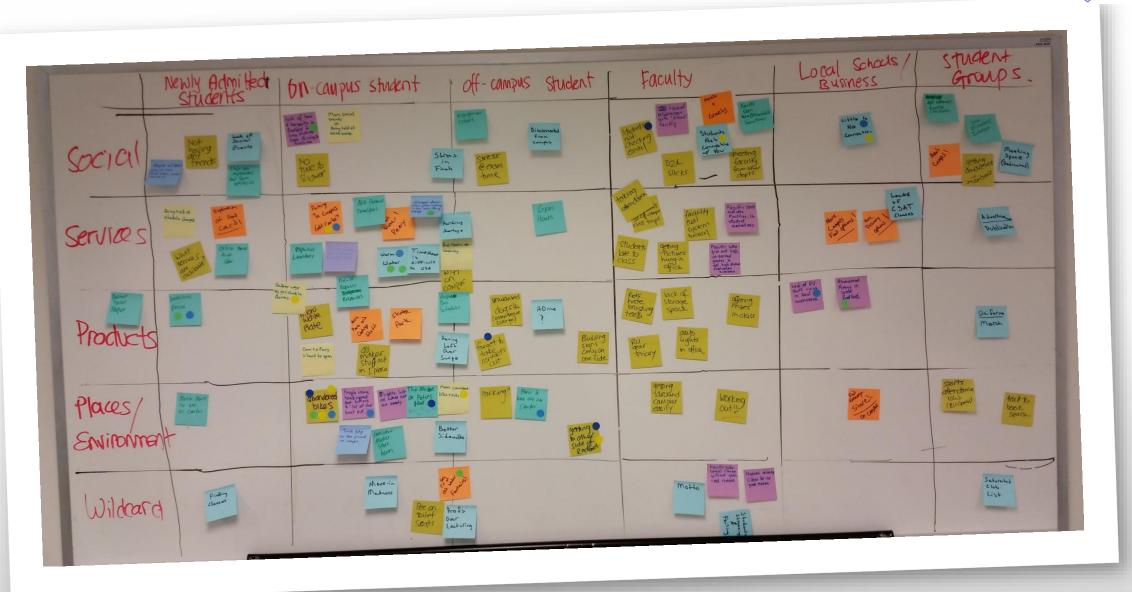




| finition Peop | le involved in culinary arts or textiles etc feel excluded from Maker Movement | |
|--------------------|--|--|
| Make | Girls don't want to master technology <i>itself</i> ; they want to learn technology <i>in order to</i> solve a problem | |
| Making Relevant | Make projects <i>meaningful</i> ; motivate with problems that <i>make a difference</i> to society | |
| Tackle | Identify and promote minority role models and mentors | |
| Gender Bias | Training to minimize stereotype threat Cultural and gender sensitivity training | |
| | | |
| lingible | tify quick and rewarding "Little D" projects k projects into multiple steps, each with a tangible result at the end | |







Ideate



Change Maker Definition

Making currently seen as 3D printing, video game coding and playing with tools People involved in culinary arts or textiles etc feel excluded from Maker Movement













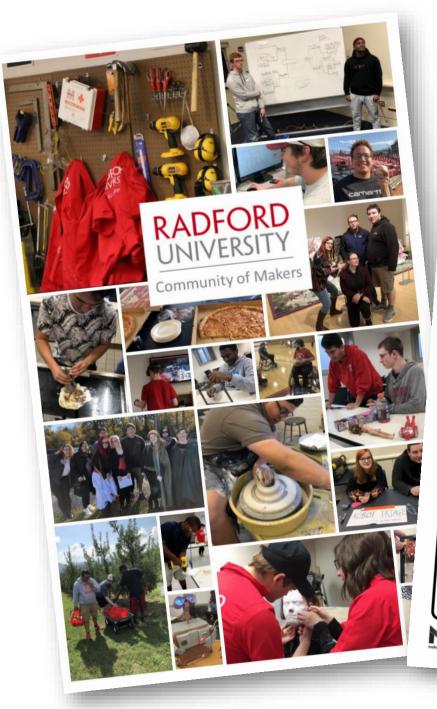


Doe Creek Farm Apple Picking

INIVERSITY



Caramel Apple Making



RADFORD UNIVERSITY

Community of Makers





Prototype

The Community of Makers is a Living Learning Community for students who learn best by doing! Living together in Peery Hall, an air-conditioned residence hall in the center of Radford's beautiful campus, you have access to a high-tech Makerspace to design and build almost anything you can imagine! Close faculty relationships, sophomore mentors who also live in Peery Hall, and experiential programming help you develop new skills in a safe and supportive environment.

The Makerspace, on the garden level of Peery Hall, is open over thirty hours each

week and staffed by students trained to help you use all the equipment. Want to laser cut leather jewelry? Etch a design on your phone? 3D print a broken chair part? Sew a Halloween costume? Make your residence hall motion sensitive? We can help you do

Maker students get priority registration in Maker-themed versions of UNIV 100, CORE 101 and CORE 102 and MAKE 100. In addition, you get to take part in lots of Makerthemed activities, classes and trips. Below are some of the events we have done in

 Pottery • Bookbinding • Weaving • Ice-cream making • Arduino programming • Game nights • Carolina Renaissance Faire • VR experiences • Escape Room • • Wheelchair basketball • Community service projects • Apple picking • Hiking •

• Baseball cookout • Movies in the RU Planetarium • Tom Tom Festival •

The Community of Makers, open to all majors, is a great way to find friends who share your passion for building, tinkering, crafting, creating, and experimenting. Do you belong with us? Join the Community of Makers today! Use the QR code or go to: www.radford.edu/content/high-impact/home/learning-communities.html

For more information, please contact Dr. Jane Machin: jmachin@radford.edu

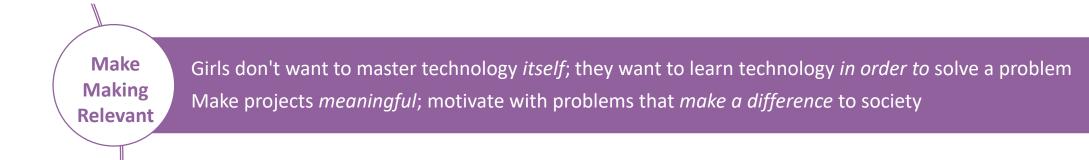
Design! Build! Program! Print! Craft! Create!

On the garden level of Peery Hall, where students in the Community of Makers live, is a high-tech Makerspace. It is open over 30 hours each week and staffed by students trained to help you use all the equipment, including state of the art 3D printers, Glowforge laser cutter, sewing machine, building materials, crafting tools, power tools and circuitry components, to bring your creative ideas to life!

Radford University is part of the MakeSchool Alliance, a national shared knowledge base & higher education community helping to improve the value and impact of maker culture in universities.











Toys Like Me





Identify and promote minority role models and mentors Training to minimize stereotype threat

Cultural and gender sensitivity training



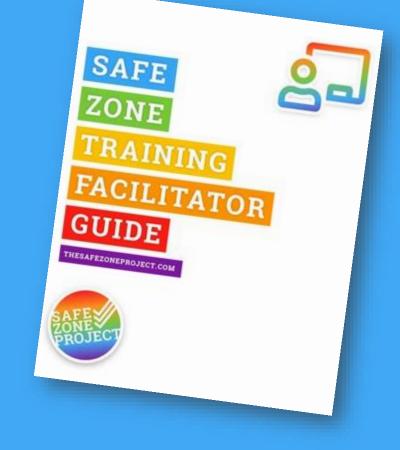
THE SAFE ZONE PROJECT IS A

FREE ONLINE RESOURCE FOR

POWERFUL, EFFECTIVE LGBTQ

AWARENESS AND ALLY TRAINING

WORKSHOPS









Weaving Class

Stephanie Fallon, Taubman Museum of Art











Wheelchair Basketball



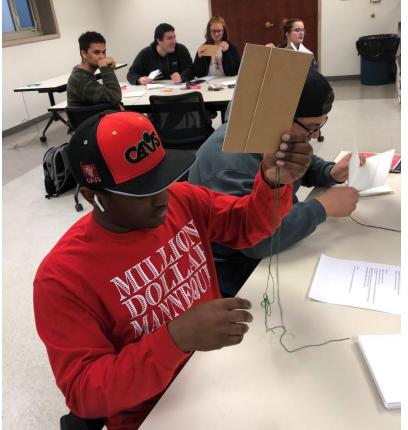


Tangible Results Identify quick and rewarding "Little D" projects

Break projects into multiple steps, each with a tangible result at the end

Pop-Up card workshop with renowned artist Colette Fu, Roanoke





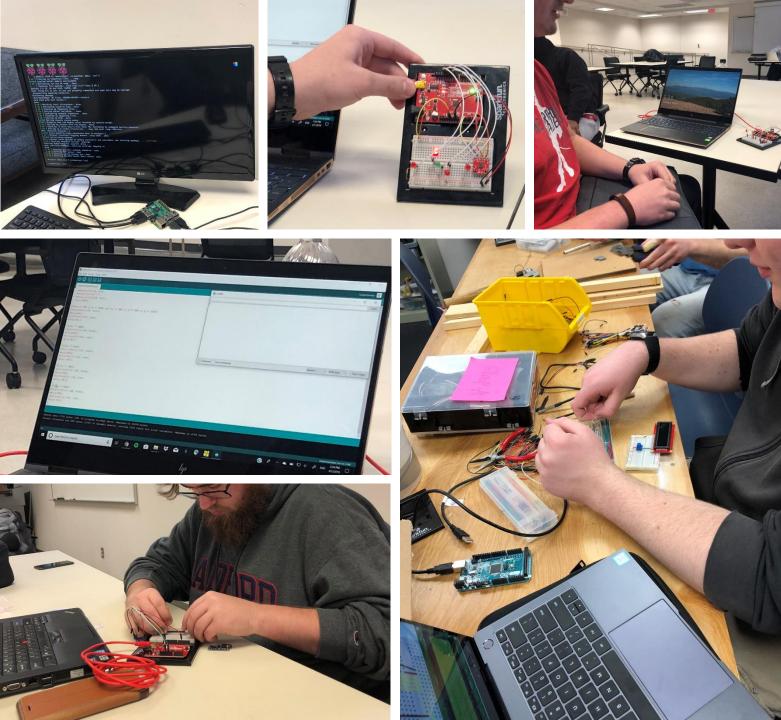








Book Making Class

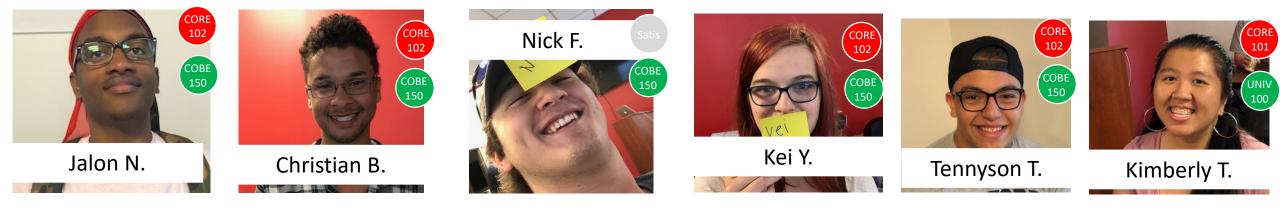


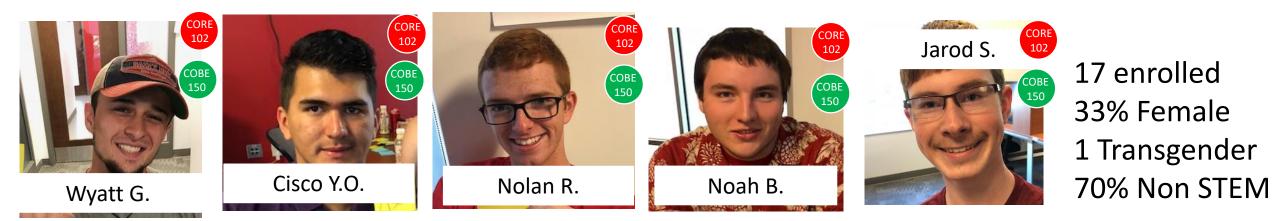
Programming Arduino to solve real problems

- Can crusher
- Level measure
- Light sensor heater control
- A/C Controller
- Game parts
- Interactive costume parts
- FM Transmitter

Increase and diversify enrollment in the Community of Makers and improve student participation and engagement.

- *Grow* enrollment in the Community of Makers by 50%;
- *Increase* the diversity (gender, race and major) of incoming students;
- *Improve* participation and engagement with the Community experiences;
- *Improve* retention rates of students in the Community;
- Develop a *blueprint* to help other LLCs design best local experience.



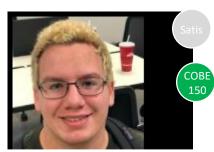




Lilly D.







Wellington D.



Lucas Frank



W. Joshua Peaden

