

Cross-Functional Collaboration

Cross-functional collaboration is essential for equitable, holistic advising redesign. This type of redesign will involve stakeholder collaboration with a focus on the students, process, and technology. The process may involve formal and informal practices, in which key constituents from various service areas review qualitative and quantitative data, assess and meet student needs, and conduct a form of strategic implementation to realign the institution's advising structure, culture, and business model.

Senior leadership must **begin with setting a strong vision for cross-functional collaboration in holistic advising redesign.** This enables cross-functional teams to collectively move toward the same shared goal and purpose that ultimately produces clear pathways to success.

Why Cross-Functional Collaboration?

- Senior leadership holds a unique responsibility to incentivize and sponsor cross-functional teams to achieve a shared advising vision.
- Inclusive perspectives engage diverse stakeholders' knowledge and experiences to develop advising strategies.
- Team perspectives allow advisors to feel valued, which leads to increased satisfaction and positive impact on productivity.
- Enhanced communication dismantles silos interdepartmentally and creates a unified advising approach.
- When teams from different backgrounds come together, they bring new perspectives and innovative solutions.

LEADERSHIP BRIEF

January 2024



CLEAR RETURN ON INVESTMENT

The return on investment for cross-functional collaboration can be significant. Setting clear goals and objectives and using data to identify trends and patterns can increase productivity and efficiency while creating new ways of advising. This process can save time and money while improving the quality of work.

IMPROVES KEY PERFORMANCE INDICATORS

A cross-functional collaboration approach allows for teams to work together effectively with clear communication to achieve common goals. Stakeholder satisfaction may indicate that employees feel that cross-functional collaboration has value and helps them be more productive. Cross functional teams are better able to plan, execute, and deliver projects effectively and efficiently.

ADDRESSES RACIAL & ECONOMIC DISPARITIES

Advising touches every student — elevating and improving advising's role in student success allows for closer examination and opportunities for leadership to align advising policies and practices to the institution's mission and core values that seek to advance diversity, equity, inclusion, and social justice.

Stakeholders in Cross-Functional Collaboration?

Stakeholder engagement supports a culture of collaboration, cross-functional training, and teamwork. This method fosters both macro- and micro-level communication with input from faculty, staff, and students. It is essential to identify the roles and responsibilities of each stakeholder to execute the charge and a timeline to complete the work of holistic advising redesign. Specific roles commonly engaged in cross-functional advising redesign include:

- Academic administrators—deans and/or department chairs
- Academic advisors/advising council members
- Institutional research
- Faculty
- Student affairs (residential life, counseling services, student health services)
- Library services
- Accessibility services
- Enrollment/admissions
- Financial Aid
- Institutional development (scholarship leveraging)
- Registrar
- Information Technology services
- Psychological and Social Work Services
- Athletic coordinator

Benefits of Cross-Functional Collaboration

- Fosters a culture of collaboration in which a department can provide innovative, efficient, and successful advising.
- Creates a seamless integrated experience for students when teams from other departments work together.
- Increases both student satisfaction and revenue and profitability.

Effective Implementation

- Create equitable and effective advising redesigns that meet the needs of all students.
- Create program maps to ensure that all advisors provide students with the same information and available resources.
- Develop a data-driven approach to advising. Identify areas where advising needs improvement and monitor the success metrics.
- Evaluate outcomes for success and adjust plans based on campus need.



ASN Resources + Assets Related to Cross-Functional Collaboration

- [The Role\(s\) of Stakeholders in the Implementation of Advising Technology](#)
- [The Elevation of Advising as a Promising Practice](#)
- [Integrating Career Advising for Equitable Student Success](#)
- [Integrating Career Advising for Equitable Student Success: A Toolkit](#)
- [Senior Leaders Guidebook for Holistic Advising Redesign](#)
- [NACADA's Advising Principles](#)

Read more at advisingsuccessnetwork.org

