



CCLC Annual Conference 2019

A New Theory of Change

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Let's take a quick tour around the room...

Q: What is the biggest challenge facing community colleges today?

Rhetorical Q: How might you have answered that question 10 years ago?



Today's topic: a new theory of change

My Premise: in response to multiple forces, community colleges have quietly, maybe only half-consciously, begun abandoning age-old assumptions on how colleges improve and begun accepting what amounts to a new theory of organizational change.

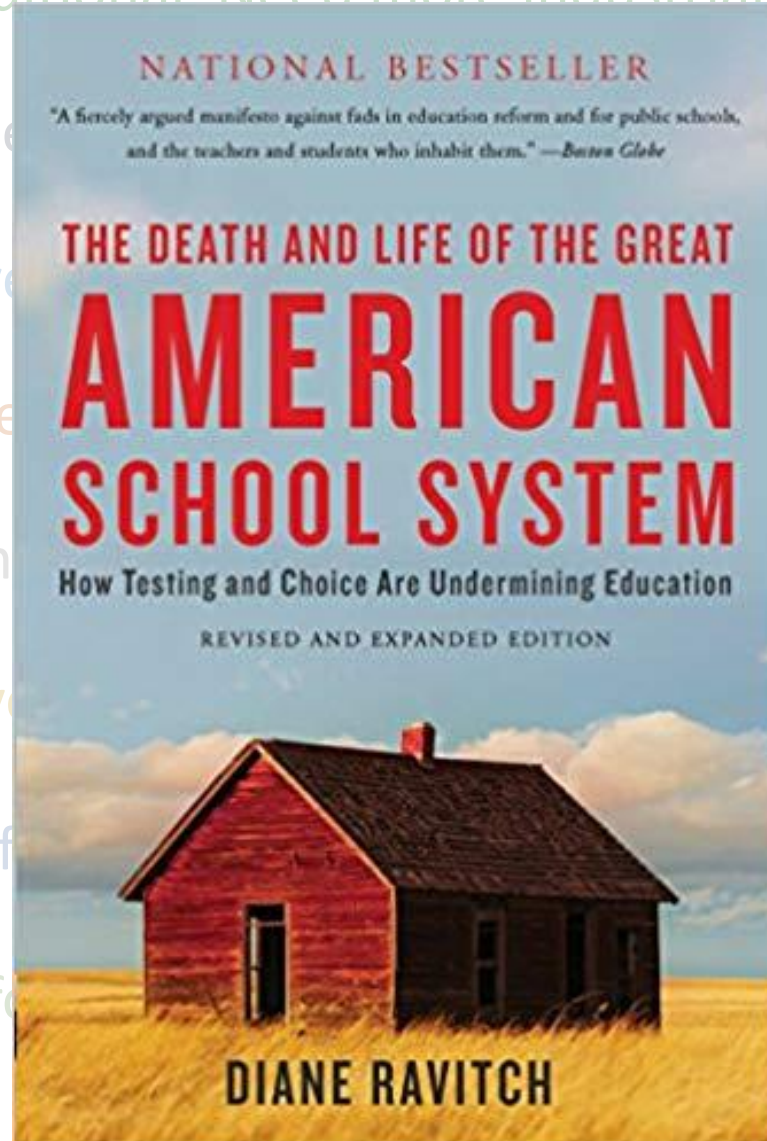
Why change?

“Demands for change occur when something important to a society is perceived as failing to fulfill its promise”

- Alexis de'Tocqueville

K-12 has heard the calls for change for over a 100 years

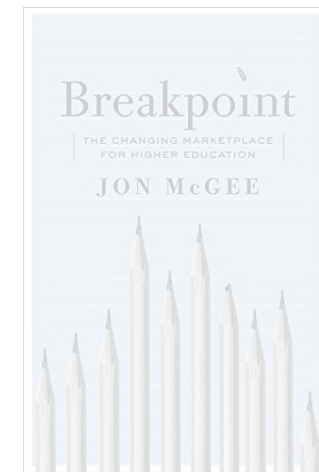
- 1900s** Schools too rigid, traditional. Need more industrial and vocational education.
- 1920s** Not enough seats. Need capital investments
- 1930s** It's time for collective port a new social order.
- 1940s** The federal government on. Not leave to the states.
- 1950s** Too much deferred m to improve infrastructure.
- 1960s** Demand for legislative end segregation in access.
- 1980s** *Nation at Risk*. Need for good teachers, high standards.
- 1990s** Need national goals for teachers, charters, less bureaucracy.
- 2000s** *No Child Left Behind*. More accountability. Better measures. Common standards.



But what about Higher Education?

American Higher Education has been a source of pride

- In 1993 the US was ranked #1 in the world in higher education and had the highest percent of adults with a college degree
- By 2009, the United States was ranked 19th out of 36 industrialized nations; ranked 18th in the percentage of adults with a degree
- Since the 2009 recession concerns over the cost and the economic return of a college degree have become heated topics*



* 2009 has been marked as a watershed moment by higher education planners & strategists



Perspective is changing

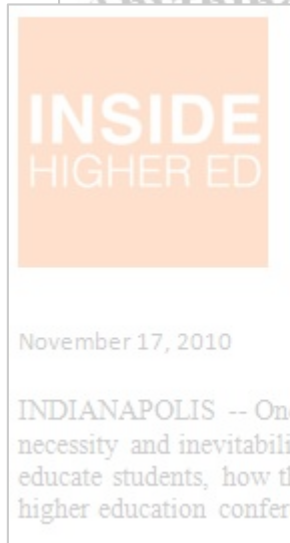
In the past

- High satisfaction with Higher Education
- College was affordable
- Few metrics to reveal any real problems
- The onus was on the student
- “*Trust us*” was accepted regarding questions about academic quality

Today

- Satisfaction waning; crisis talk on the rise
- Cost fatigue (tuition, fees, books, transportation, food, housing)
- Data suggesting room for improvement
- Colleges now asked to own outcomes
- Public demanding proof of good quality

Headlines began touching on the issue 10 years ago

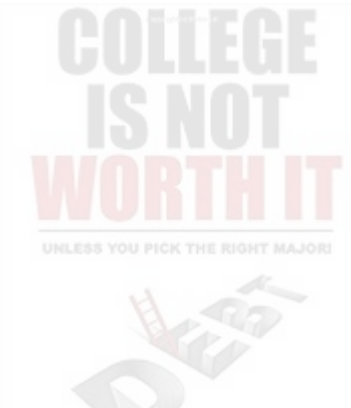


learning, which community colleges must work harder to ensure, says a report released on Thursday by the Center for Community College Student Engagement.

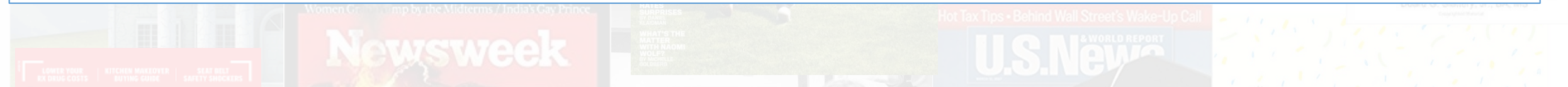
And more recently public satisfaction has begun to wane

Crisis of Confidence Threatens Colleges

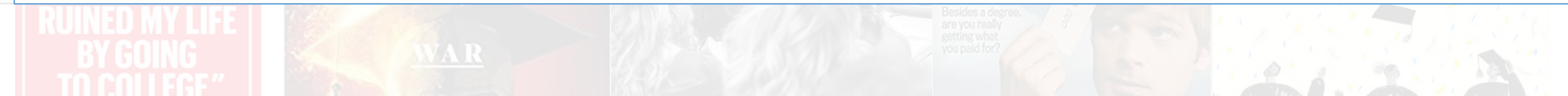
Rising costs test families' faith, while 1 in 3 presidents see academe on wrong road



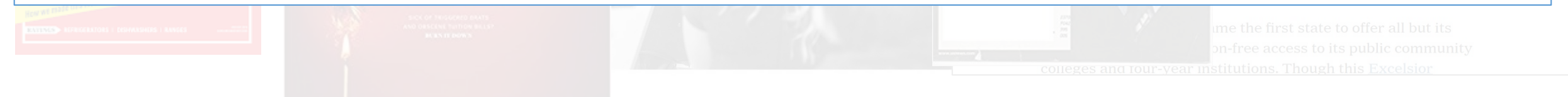
- Roughly half of Americans believe college is a gamble that might not pay off*





- 40% of college presidents say U.S. Higher Ed is heading in the wrong direction*




- 3 of 5 of millennials think higher education is not working well for them*



And the student experience?



 college makes me feel|



What's behind the call for change?

- Is this a story about a perceived decline in the quality of college education?
- Or is society demanding something different from colleges today?



Expectations have changed

(in the past)

Luxury Good

- Earned privilege
- Personal enrichment
- On par with a summer in Europe

decades of enrollment growth

greater relevance to society

(Today)

Necessity Good

- Must be accessible to all
- Economic security
- On par with healthcare and shelter

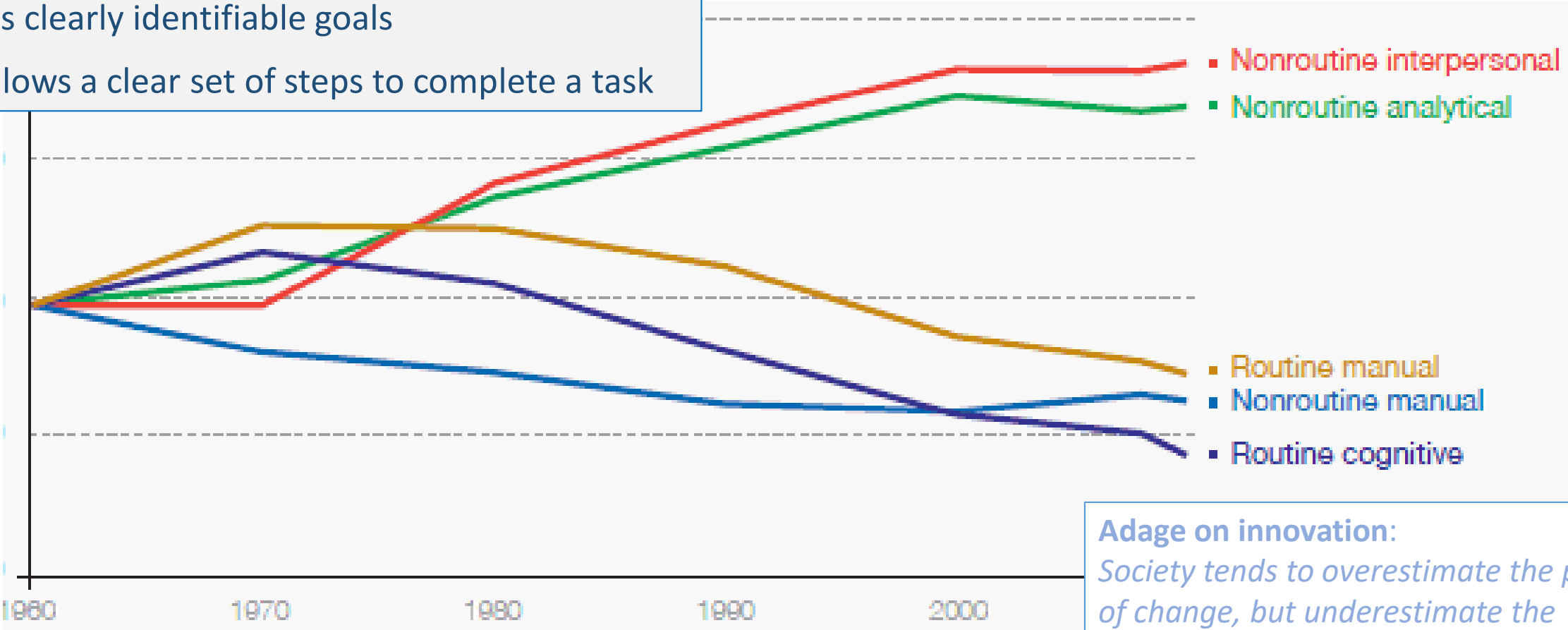
People tend to view a necessity good very differently than they do a luxury good



Economic security is dependent upon higher learning

Consider your job at risk if it:

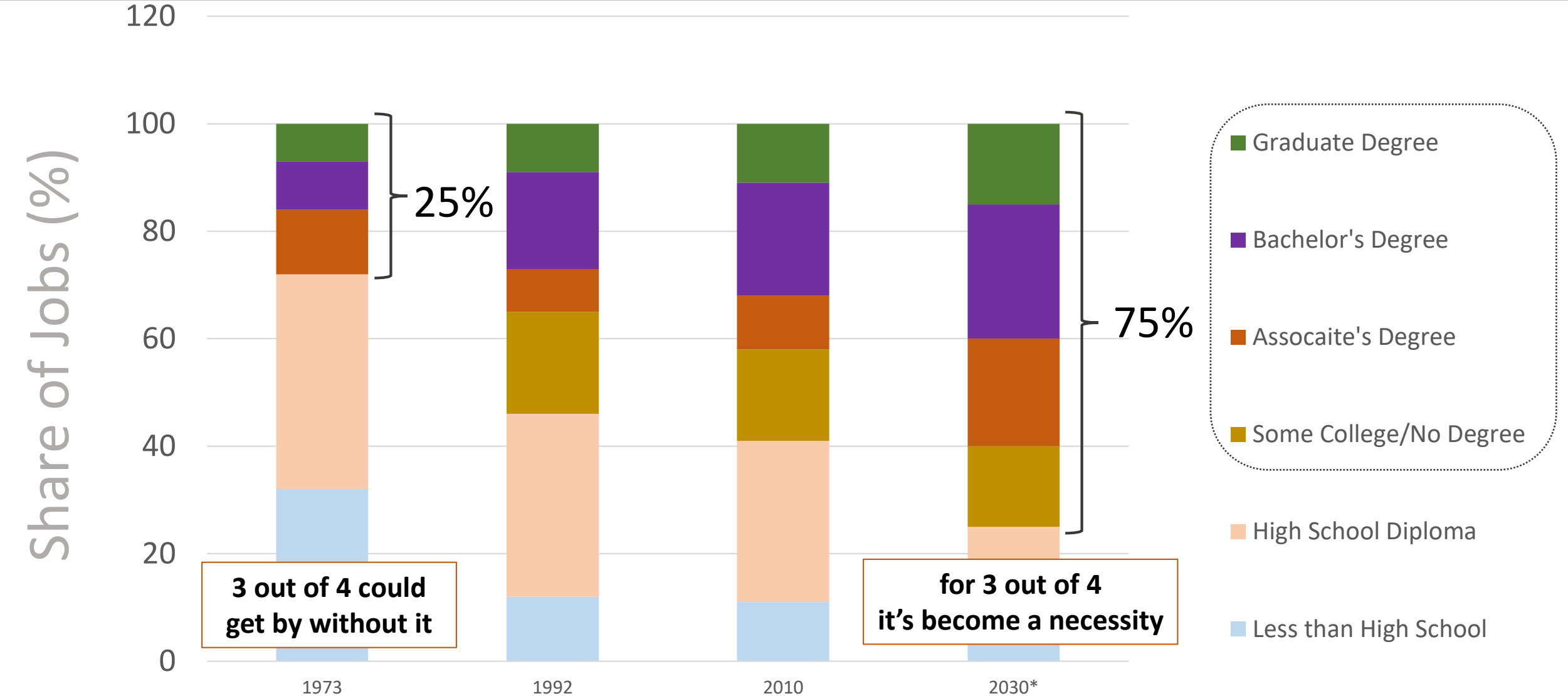
- 1. has clearly identifiable goals
- 2. follows a clear set of steps to complete a task



Adage on innovation:
Society tends to overestimate the pace of change, but underestimate the impact and reach of that change



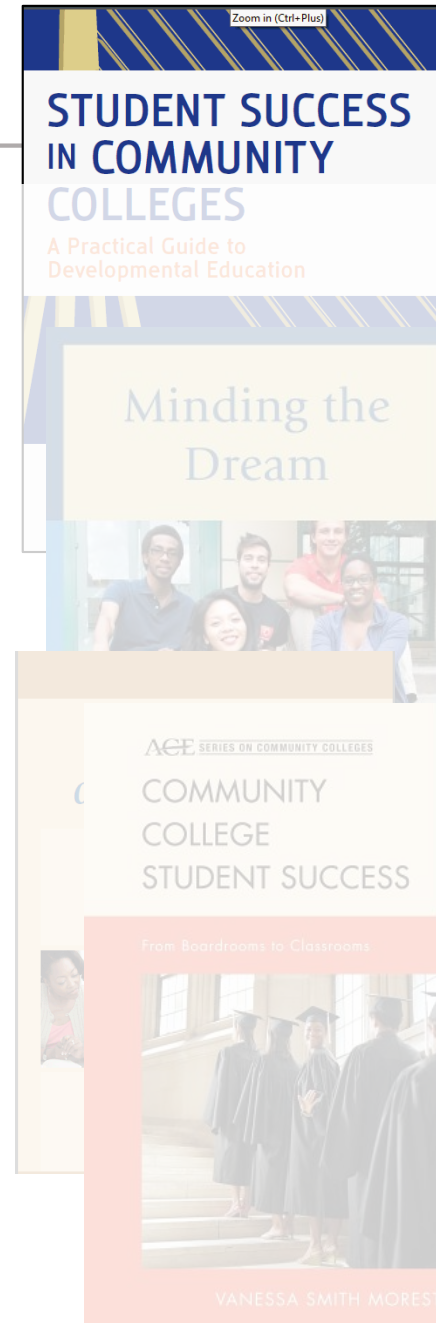
A college education is becoming a requirement





Our initial response to the call for change

- What Works at Community Colleges (2009)
- A Practical Guide to Developmental Education / The Poppy Copy (2009)
- Achieving the Dream (2010)
- Completion by Design (2011)
- Aspen Prize for Community College Excellence (2011)
- Association of American Community Colleges, 21st Century Report (2012)*



* This report was one of the first calls to action for a redesign of college processes.



The recurring theme from the first wave response

The path to improvement:

*Identify successful local innovations and
bring them to scale*

But innovation didn't lead to scale improvements

Past efforts to improve student outcomes have typically produced one of two scenarios:

- Innovations that had a small impact on large numbers of students
- Innovations that had a large impact on small numbers of students



What prevented these innovation from reaching scale?

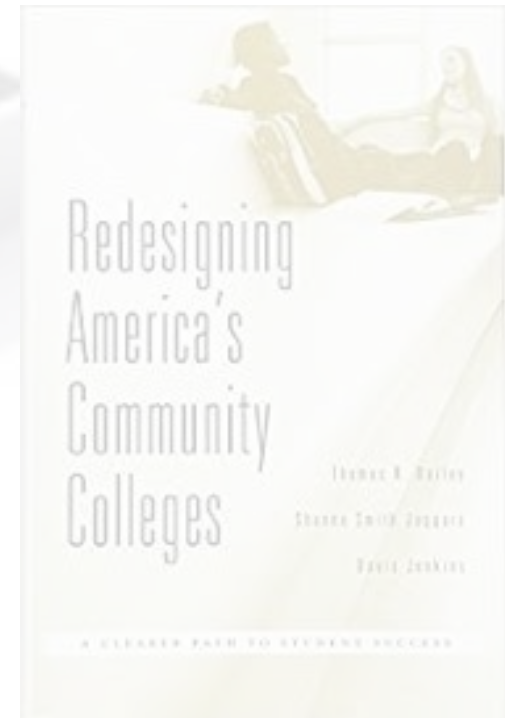
Fragmented systems cannot be brought to scale

“....the community college mission has evolved considerably ... and when colleges encounter a mismatch between operations and their mission, systems begin to fragment as they try to accommodate a more diverse set of needs and great number of purposes”

-21st Century Commission (2012)

The message today

Achieving improvements at scale will require redesign





Design is a signal of intent

Consider the design features of:

Access-focused college

- Enrollment is the core indicator
- Promotes ease of entry, exit, re-entry
- Expand choice; multitude of courses
- Forward-facing design

Completion-focused college

- Core indicator is credential/transfer
- Put students on pathways to their goal
- Provides structured choice and tailored supports
- Backward engineered design



A new narrative in California...

Yesterday's message

*Each college excels in some practices.
Identify them, bring them to scale
and share what you've learned.*

The tools:

- Technical assistance
- Seed funding
- Venues to share best practices

Today's message

*We all know where we need to go.
Here are some tools and a blueprint.
Make it your own.*

The new tools:

- A framework
- Focused initiatives
- New resources
- Professional development

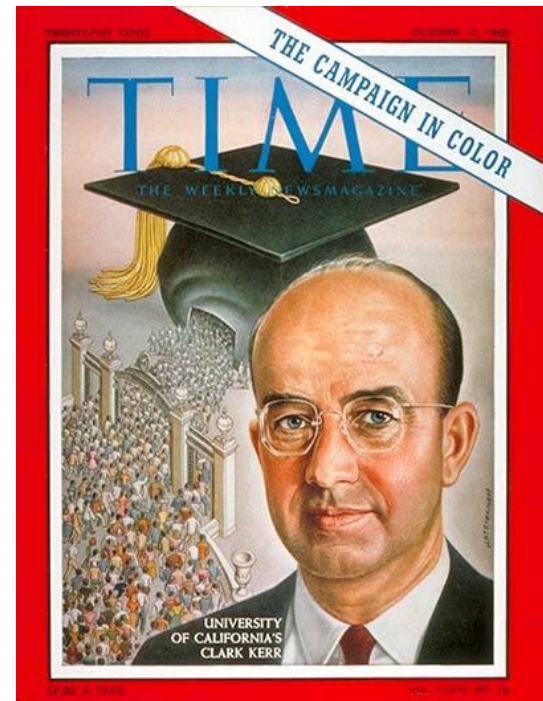


Today's focus

Implementation

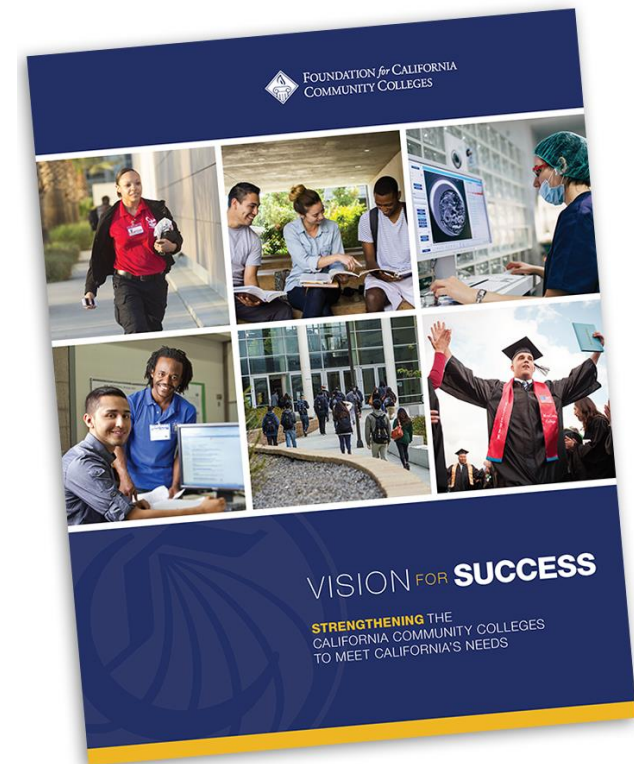
COMMUNITY ACTION- ACCESS
ACCOUNTABILITY BASIC SKILLS
EVIDENCE-BASED PRIORITIZE
PATHWAYS CRITICAL DEGREE/CERTIFICATE
THINKING GREATER FOCUS
EQUITY COMPLETION
PROFESSIONAL DEVELOPMENT TEACHING
SUCCESS CULTURE EXCELLENCE
LEARNING
CAREER/WORKFORCE
INNOVATIVE INTEGRITY COLLABORATION
SUSTAINABILITY STUDENT-CENTERED
IMPROVEMENT TRANSFER INCLUSION COMMUNICATION
STUDENT SUCCESS ACADEMIC
TRADITION

But not a small one



“...the Vision for Success is the single most important change in the California education system since the 1960 Master Plan ...”

-Hans Johnson
Senior Fellow, Public Policy Institute for California (PPIC)*



* Podcast interview (Sept 2017)

What to expect

What will remain important:

- College mission
- Student-focused
- Strength of the Academy / Quality of instruction
- Access, outcomes & equity

What to expect

What will be more valued:

- Program thinking
- Implementation skills, team-building, project mgmt
- Relationship w/ system office
- Bounded innovation (within the box)

Let's consider....

What is the potential impact on:

Consequences to:

- Instruction
- Support services
- College culture
- The pace of change

- Models of Leadership?
- Operations and processes?
- Hiring practices?
- The student experience?

The impact on:

- Trustees
- Presidents
- Senates
- Middle Managers

In-demand Skills:

- Project mgmt
- Team building
- Relationship mgmt
- Communication

Imagine an immersive environment designed for learning, where learning is reinforced in each encounter with students.
What does that look like?



Discussion

Q: What challenges do see on the horizon?

Q: How will you have to change to meet them?

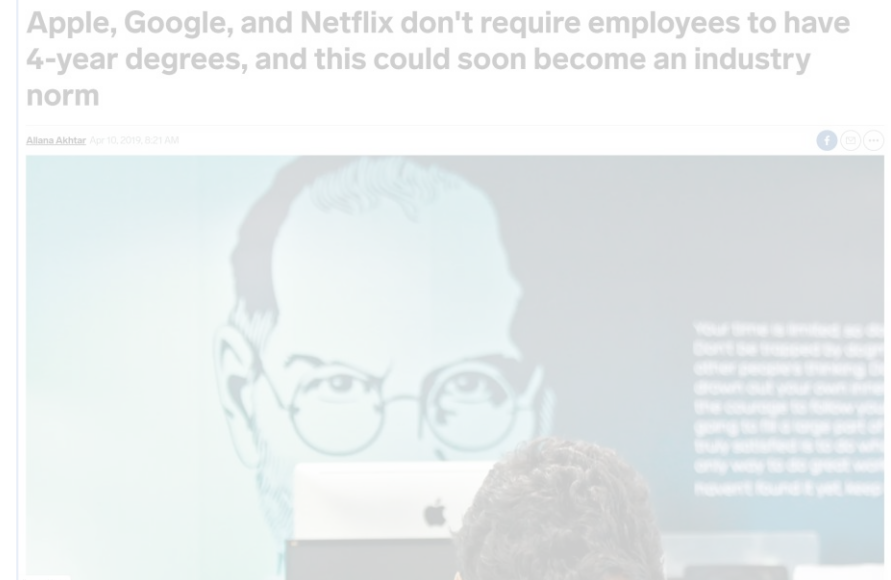
The pace of change in Higher Ed

filopietistic

Def: *of or relating to an excessive veneration of tradition often manifesting itself in persistent resistance to change*

Meanwhile, the world moves on...

“Experiencing little progress in three meetings with the college on the development of a new employee training program, the frustrated company rep stood up and said, never mind, we’ll do it ourselves.”





thoughts, comments, reactions?



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It has been a pleasure

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