



Growing Impact: Scaling Transformative Change
to Expand the Impact of Innovative Practice
Forum for Excellence, September 22, 2015

OCCRL

Office of Community College Research and Leadership



Your Presenters



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Research and Leadership



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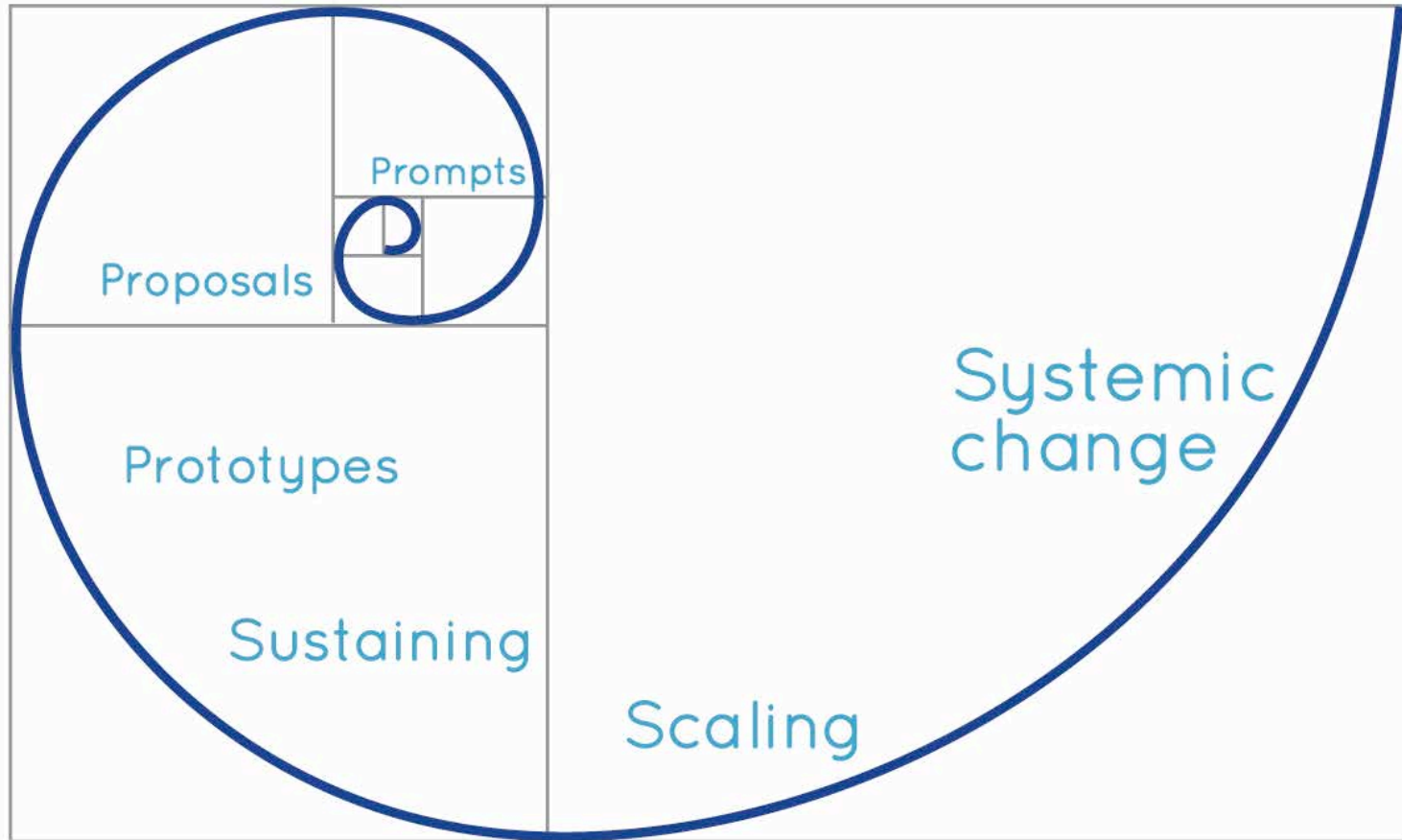
Transformative Change Initiative (TCI)



TCI is dedicated to assisting community colleges to scale up innovations that improve student outcomes and program, organization, and system performance.



Cycle of Innovation



Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The Open Book of Social Innovation*. London, UK: The Young Foundation

Transformative Change



Raising the
individual, organizational, and
system performance of community
colleges to unprecedented levels
without sacrificing their historic
commitment to access and equity.



Spread and Endurance

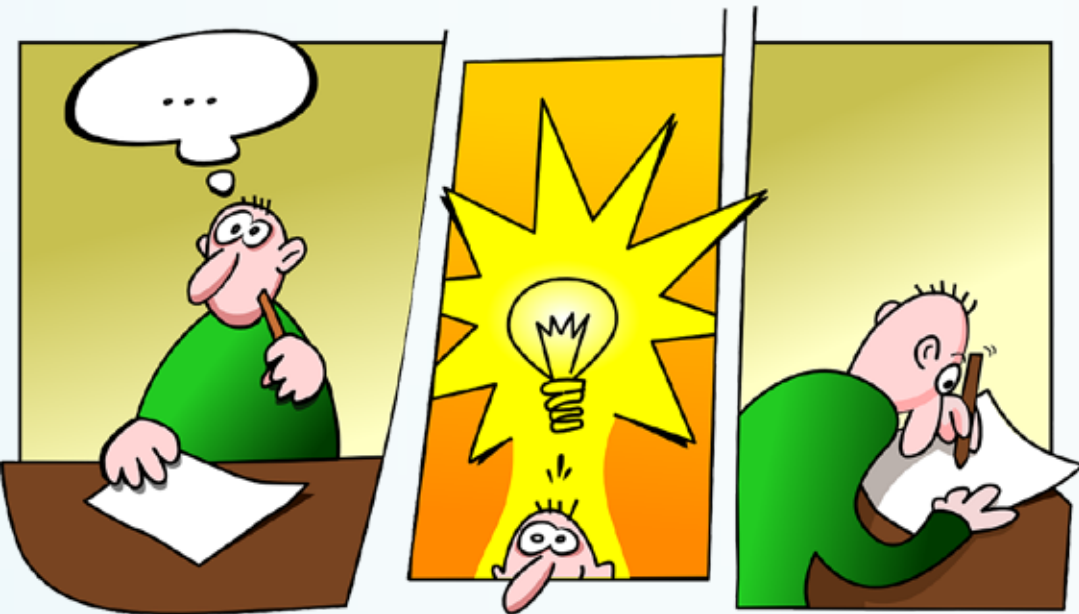
Envisioning how innovation will **spread** and how it will **endure** is key to successful scaling in any context, and especially important in the education context.

Century, J., Rudnick, M., & Freeman, C. (2010). A framework for measuring fidelity of implementation: A foundation for shared language and accumulation of knowledge. *American Journal of Evaluation*, 31, 199-218.



Describing the Innovation

Activity I: Working alone or in small groups, select and describe one innovation that your institution(s) is engaged in that has the potential for greater impact if scaled.



Describing Accelerating Opportunity/ICAPS:

> Adult Students

- *High Intermediate Basic through Adult Secondary Education (grade level 6 to 12.9)*
- *English as a Second Language (High Intermediate to Advanced)*
- *Any adult student lacking basic skills in reading, math, or English language (may have high school credential or not)*



PROGRAM OVERVIEW

Offers students career pathways and educational support leading to industry recognized certificates.

- *One year career technical education programs*
- *Credit-bearing*
- *All over twelve credit hours*
- *Must yield one or more industry-recognized credentials in areas of high labor market demand*
- *Students enroll in same CTE courses (no watered- down curriculum)*





Elgin
Community
College

Bright Choice. Bright Future.



ECC Career Pathways

Welding
CNC Operator
Dental Office Assistant
HVAC

How is Accelerating Opportunity different?



Basic Skills Support Course

- *Contextualized math, reading, writing, and English language instruction in a separate, paired (and free) adult education course.*
- *Cohort Model*
 - *Students remain together for one year.*
 - *Basic skills instructor remains with the cohort for one year.*
 - *CTE programs offer flexibility with admissions standards.*
 - *Basic skills instructor attends CTE classes with cohort minimally 50% of the time.*



CAREER NAVIGATOR



- *Conducts recruitment and student pre-screening*
- *Provides personal student case management; registration, barriers to attendance, etc.*
- *Conducts job-readiness workshops*
- *Assists with financial aid application, WIA eligibility, and/or scholarship application*
- *Coordinates with CTE/Adult Education faculty*

OTHER SUPPORT SERVICES

- *Loaner textbooks*
- *Three credit hour tuition waiver*
- *Job preparation assistance*
- *Clear expectations agreed to in writing, paired with an intrusive counseling approach that helps students stay on course*





Building a Framework for Scaling

Strategy Briefs

Learning Labs

Principle Workgroups

Evaluation Collaborative

Evaluations

Published Research

Integrating Knowledge from Research,
Evaluation, and Practice



Office of Community College Research and Leadership





Spread

Leadership | Adoption & Adaptation | Evidence | Storytelling | Networks | Dissemination | Technology

Endure

How to Scale Transformative Change



Spread and Endure

Scaling of transformative change will occur when innovations are chosen for scaling that show the potential to spread and endure

Design Elements:

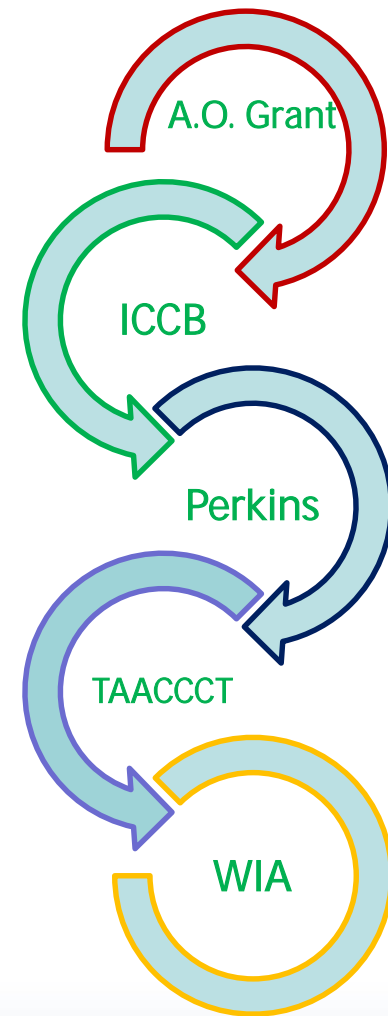
- Make strategic decisions about what to scale and how to engage in scaling
- Understand how reflective (double loop) learning plays a critical role in scaling
- Transfer lessons from scaling one innovation to other innovations so that the scaling process becomes systemic and endemic

SPREAD AND ENDURE: AO/ICAPS EXAMPLE

- >Expanded from one AO pathway in Welding to four over two year period
- >Increased one starting point per year to two (fall and spring starts = twice the number of cohorts running)
- >Added second level Welding certificate (increased length of program)
- >Added a feeder bridge program in Industrial Arts
- >Integrated TAACCCT grant to serve broader student population in manufacturing

SPREAD AND ENDURE: BRAIDED FUNDING

- Accelerating Opportunity Grant
- ICCB Adult Education and Family Literacy Performance Grant
- Perkins Grant
- TAACCCT (iNAM) DOL Grant
- WIA Adult and Dislocated Funding



NEXT STEPS TO SPREAD AND ENDURE

- Apply for grant funds to sustain and scale
- Move initiative to Vice President's office
- Make model available to ALL community college students in pathway
- Add additional pathway options





Leadership

Scaling of transformative change will occur when leaders envision, encourage, and support innovation that supports all learners

Design Elements:

- Advocate for access, equity and opportunity for all students
- Create evidence- & performance-based organizations and systems
- Use democratic strategies to support people and performance
- Communicate how actions and attitudes support change

LEADERSHIP EXAMPLE

- > Assume leaders want to HEAR about and support the program's success – share positive examples
- > Involve leaders in the initiative's success
 - *Presentation by Trustee, President, Dean, and AO Student at ACCT Congress*
 - *Site Visit by USDOE*
 - *Help leaders be your champions*





Adoption and Adaptation

Scaling of transformative change will occur when adoption and adaptation honor and influence the cultures of the settings involved

Design Elements:

- Create clear understanding of core elements of innovation
- Nurture shared understanding of intended effects
- Adapt to student needs, organizational cultures, and local contexts
- Evaluate adaptations to determine efficacy

ADOPTION AND ADAPTION EXAMPLE

>Adapt initiative to fit culture

- *Class auditing model of team-teaching*
- *Selected programs with low or no cut score requirements*
- *Recruit faculty strategically*
- *Modify schedules for students*
- *Added “Thriving in the Workplace” course*





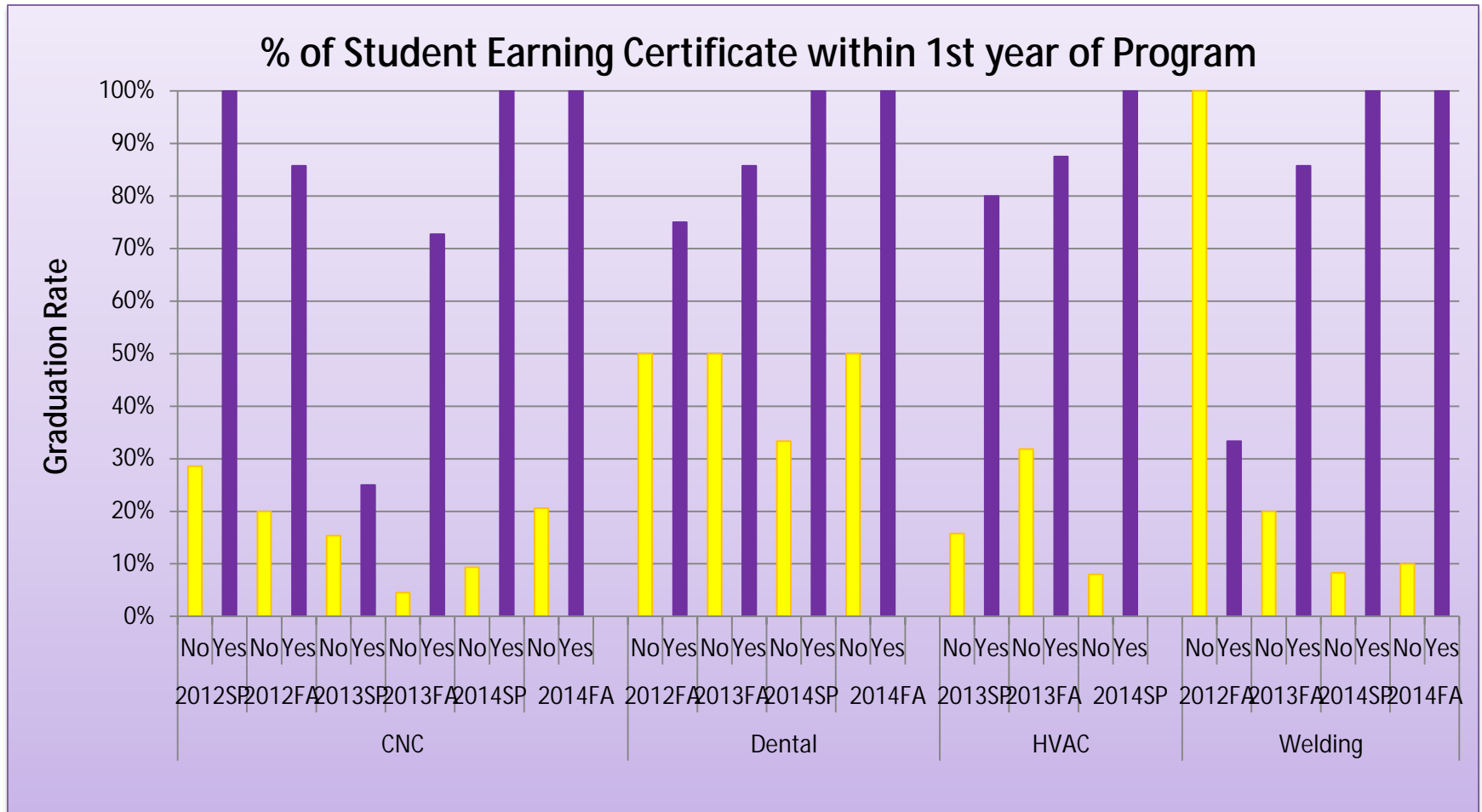
Evidence

Scaling of transformative change will occur when evidence collected through ongoing and responsive evaluation is used strategically

Design Elements:

- Commit resources to collect, analyze, and share evaluation results
- Use a variety of evidence to measure processes, performance, perspectives, and impact
- Use evaluation to demonstrate the value of innovations
- Use evidence to inform decision making on all levels

Share Evidence of Success





Storytelling

Scaling of transformative change will occur if storytelling is used to facilitate learning about innovation and transformative change

Design Elements:

- Invite storytellers from a variety of backgrounds and ability to communicate with diverse audiences
- Encourage storytelling that features a variety of stakeholder groups, especially students and faculty
- Tell compelling stories that include rich description, local context, and critical facts (who, what, when, where, and why)

STORYTELLING – HIGHLIGHT SUCCESSES



SHARE STUDENT STORIES

- > "I'm a graduate now and I would not have graduated without the Accelerating Opportunity class," said Casick. "My kids thought I was crazy to go back to school at this age. But I've been in and out of incarceration and that has stopped now. I'm riding this wave."
- > "I dreaded the thought of coming back after being out of school such a long time," said Funderburgh, the 49-year-old dental student. "There was so much to catch up on. I don't think I would have made it through without the extra support I got from this program."
- > Ryan Kaesberg, 26, of Streamwood, said he got into some trouble when he was in high school in Elgin School District U46 and ended up being sent to what is now the Gifford Street High School for problem students. But he said that after finishing the ECC welding program, he works as a pipe fitter, traveling to job sites all over the Midwest.



Describing the Innovation

Activity II: Identify the core elements of the innovation.





Networks

Scaling of transformative change will occur when individuals engage in networks to gain access to expertise, professional development, and other vital resources

Design Elements:

- Connect people with diverse perspectives and areas of expertise
- Improve communications and awareness of relationships
- Expand leadership, increase inclusion, and encourage collaboration
- Create a sense of shared identity and trust
- Operate with a high level of transparency



Technology

Scaling of transformative change will occur when effective and appropriate technology is used to strengthen resources and expertise

Design Elements:

- Connect people, resources, ideas, and data in new ways
- Create collaborative environments and provide access to a variety of perspectives
- Accelerate information-sharing to reduce costs
- Enable, energize, and support professional development and technical assistance



Dissemination

Scaling of transformative change will occur when dissemination is led by individuals with deep knowledge of their settings

Design Elements:

- Target and engage users at multiple levels and multiple times
- Help users rethink existing understandings of innovation
- Support the translation of innovation across different settings
- Disseminate evidence to show how innovation changes over time

DISSEMINATION TACTICS

> Become a “Yes” Man

- Site Visits
- Mentoring
- Reviewing Tools
- Serving on Committees

> Presentations to:

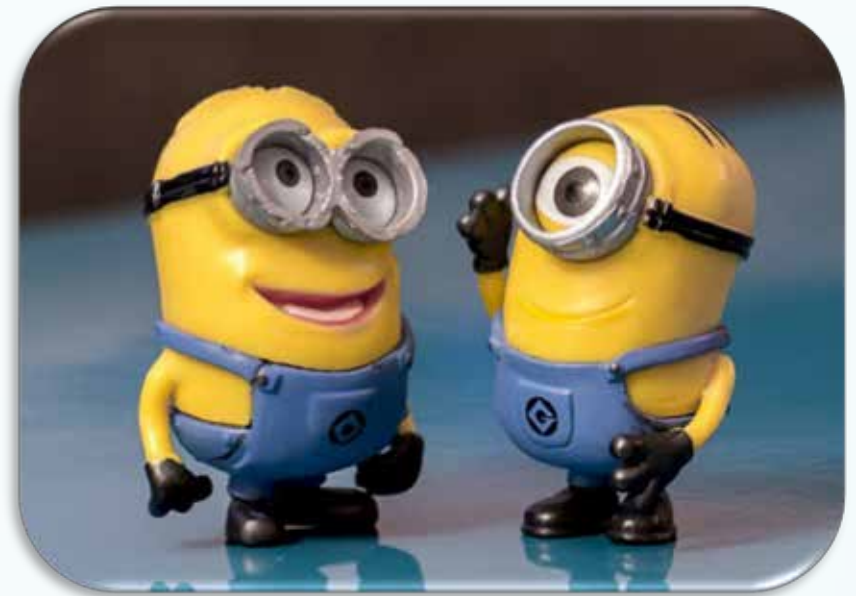
- Board of Trustees
- Foundation Board
- Community Groups
- Local, State, and National Conferences





Describing the Innovation

Activity III: Develop a short paragraph that answers the question “What is the innovation that you’ve identified to scale?”






Transformative Change Knowledge Center



- Guiding Principle Overviews
- Scaling Toolkit
- Strategy Briefs
- Podcasts
- Webinars
- And MORE

 **"Leadership"**
Northeast Resiliency Consortium
 MICHAEL POWELL, THE EXECUTIVE DIRECTOR OF THE CENTER FOR CONTINUING EDUCA...

00:00 00:00

1. "Leadership" — MICHAEL POWELL, THE EXECUTIVE DIRECTOR OF THE CENTER ... 8:30
2. "Networks" — MARIANNE KRISMER, NATIONAL DIRECTOR 11:20

<http://occrl.illinois.edu/projects/tci>



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