

Leading from the Middle: Changing the College Culture—A View from the Ground

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Session Objectives

- Describe the change the projects that Crafton Hills, Fresno City, and Los Medanos Colleges are engaging in
- Describe why each college is engaging in the change project
- Describe the cultural change strategies being used at each college and they are working

Crafton Hills College

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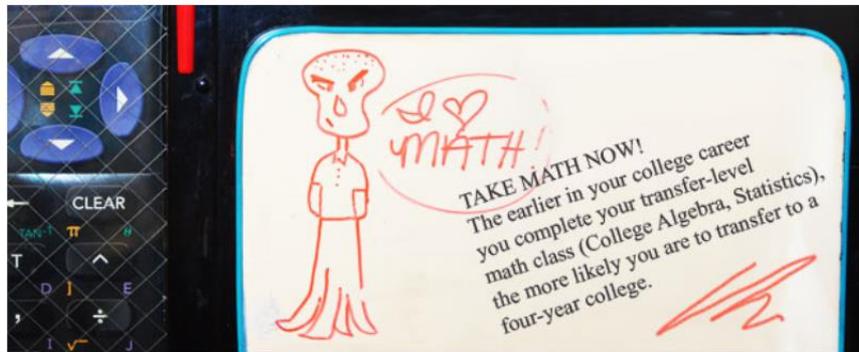
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Hispanic Heritage Profile: Albert Baez

**1912-2007
Physicist, Inventor,
Author, Humanitarian**



[Read Albert's profile](#)

News



["Come to College" Family Fest @ CHC Saturday, October 12, 2013 from 9 a.m. - 3 p.m.](#)



[Have you heard? Priority Registration & Enrollment changes coming!](#)



[Fall 2013 PDF Course Schedule](#)

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CHC

Tweets from a list by CraftonHills

CraftonHills

22m

@MyCraftonHills

Shoutout to Student Life members for pitching in and helping count flyers for the Oct. 12 Family Fest. Boring but necessary. #getinvolved

CHC Transfer Center

40m

@CHC_Transfer

CSU Application workshop at the transfer center, Friday, October 4, 2013.

Crafton Hills College

LFMA Team

- Kirsten Colvey, Dean of Student Services and Counseling
- Raju Hegde, Dean of Math, English, Reading, & Instructional Support
- Robert McAtee, Counselor
- Dean Papas, English Faculty
- Sherri Wilson, Math Faculty
- Keith Wurtz, Dean of Institutional Effectiveness, Research and Planning

Crafton Hills College

What we are doing?

- Integration of instruction and student success (i.e. matriculation) processes
 - SOAR, Left Lane, etc.
- Crafton Policy Changes for Student Success
 - Interaction between students and institution is as easy as possible
 - Financial Aid, access to services, receiving a degree
- Faculty and Staff Culture
 - Make it easier to interact and collaborate
 - Professional Development

Crafton Hills College

What we are doing?

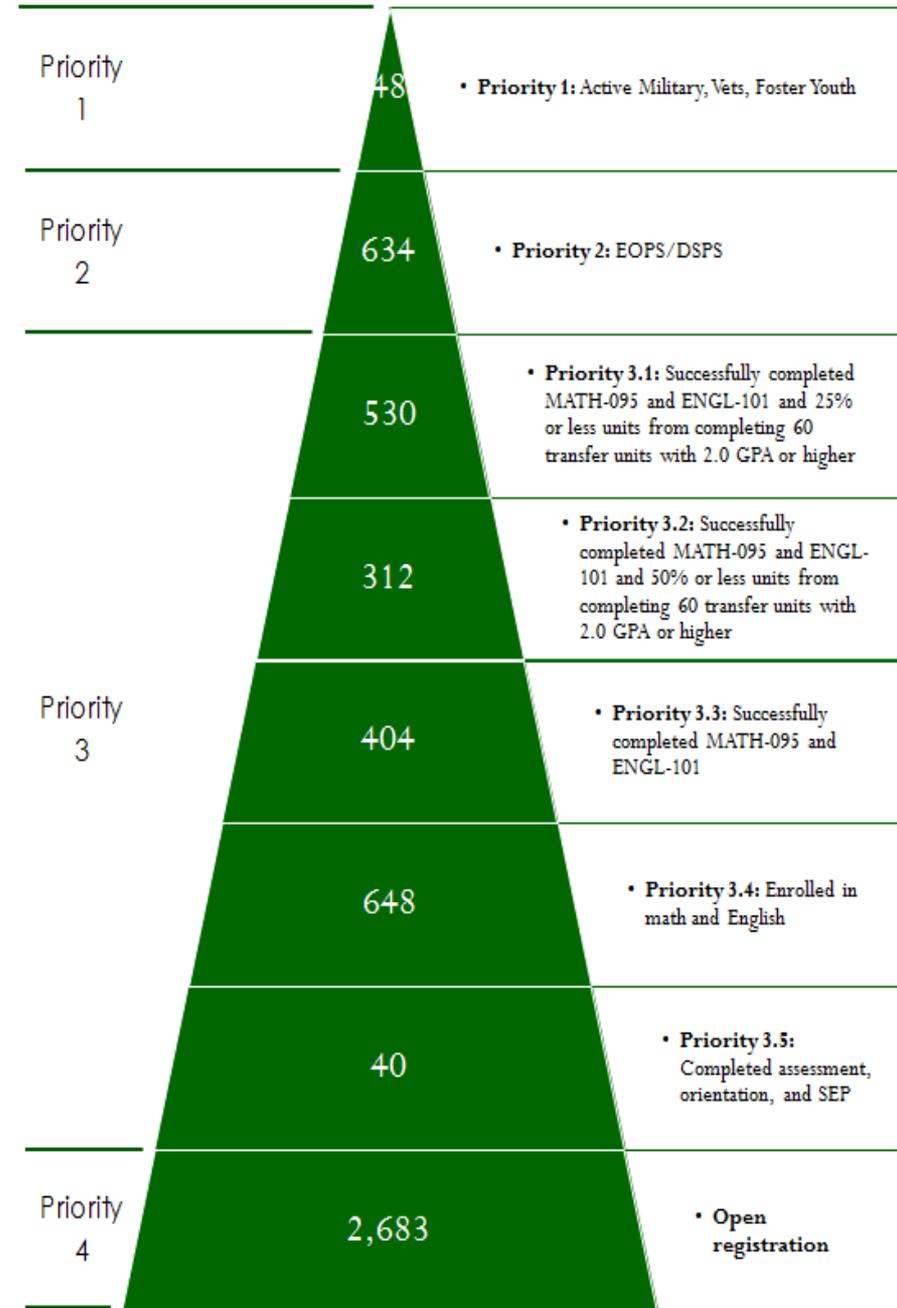
- Student Culture
 - Teach students to ask questions, talk to instructors, stay informed, etc.
- Instruction
 - Professional Development, hiring processes, syllabi template, hope language, reading apprenticeship
- Student Requirements
 - Students don't do optional, what do we need to make students do and when do we need to give them options
 - Priority registration process incentivizes students enrolling in math and English continuously until complete

Crafton Hills College

What we are doing?

- Starting the conversation
 - 37 additional sections of math and 47 of English would be required to meet the need for all Crafton students
 - 15 additional sections of math and 23 of English would be required to meet the need for **first-time Crafton students only**

Figure 2: Number and Percent of Fall 2012 Crafton Students in Each Proposed Priority.



Crafton Hills College

Why we are doing it?

- Institutional Learning – Progress toward becoming an institution where learning is the expected norm for all members of the community (Asera, 2008)
- Striving to become an Institution where faculty, administrators, and staff all continue to learn and grow in ways that support increased student learning
- Implement the initiatives in the Student Success Act
- Expand on the Student Success Initiatives to increase the success of Crafton students

Crafton Hills College

How we are doing?

- In 2011-2012 grew six person BSI Committee to group of more than 20
 - Changed Name of Committee
 - Invited people to attend
- Group comprised of over 40 mid-level administrators, faculty and staff from across college at retreat formulated ideas in 2012-2013 (Rassen, 2013)
- In 2013-2014 conducting second retreat to develop goals, objectives, and implementation plan

Crafton Hills College

How we are doing?

- Strategies that have worked
 - Change has started at middle levels with support from administration (Rassen, 2013)
 - Learning from each other (Tagg, 2012)
 - Created a structure where large numbers of faculty and staff can design the change (Tagg, 2012)
 - Designed committee meeting times to allow for voluntary discussion after meeting ends
 - Knowledge of students (Asera, 2008)
 - LFMA has helped to facilitate the development of more faculty leaders (Asera, 2008)

Crafton Hills College

How we are doing?

- Where we still need to make improvements?
 - In some cases there is a preference for leaving things the way they are (The Status Quo Bias, Tagg, 2012)
 - Include more people in the process of change
 - Professional Development
 - Need to engage instructors over long periods of time and provide opportunities for them to develop and practice new skills (Rassen, 2013)
 - Create Faculty position to coordinate (Asera, 2008)
 - Develop plans at the individual, department, and campus levels (Asera, 2008)

Fresno City College

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California's Premier Community College

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OPEN Class List for Fall 2013
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Access to Student Email
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Calendar of Events
[FCC Water Polo vs. Modesto](#)
10/2/2013
6:30 PM
[FCC Water Polo vs. ARC](#)
10/3/2013
2:00 PM

In The News
[What's On My Mind Art Exhibit](#)
[From Up Here Opens Oct. 4](#)
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Leading From the Middle:

The FCC Team

- Jeremy Brandl, Math faculty
- Alan Razez, Communications faculty
- Lorraine Smith, Outcomes & Assessment Coordinator,
- Tabitha Villalba, Reading & Writing Center, faculty
- Lijuan Zhai, Director of Institutional Research

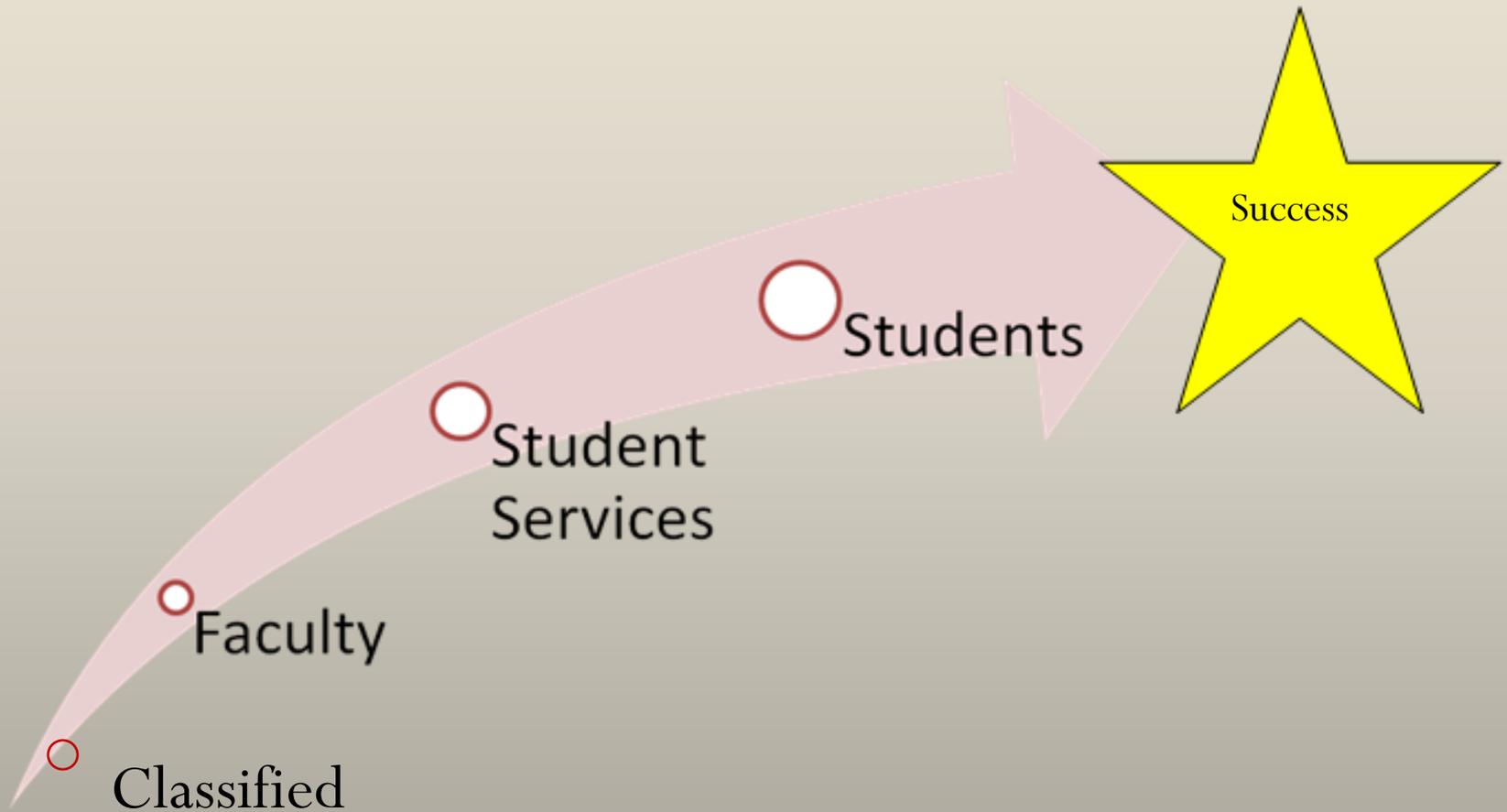
Supported by:

Renee Craig-Marius, Counselor

Donna Cooper, Basic Skills Coordinator

What We're Doing...

A Culture of Connections



Why...

Fresno City College - Data



- 100+ years old
- 22,000+ students
- over 16,000 on financial aid
- 318 FT/931 PT faculty
- 8 instructional divisions
- 772 courses/2,123 sections
- administration turn-over
- numerous committees and task forces
- CCSSE Student Engagement Survey
- RP Group Study of Student Success (Re)Defined



Student Success

**Leading From the Middle
Planning Activities**

Purpose:

FCC has lower graduation rates than California and the nation. One factor contributing to student success is the level of study-faculty interaction. The Leading from the Middle proposal attempts to create a culture of connections on campus.

Activity	Rationale	Contact	Date	Status
Survey	Conduct a survey <ul style="list-style-type: none"> • department chairs – what activities or non-instructional support is provided to students by your department • student services – what services are provided in collaboration with faculty to support students 	Lijuan Zhai	March 2013	completed
Focus Groups	Follow-up to survey; obtain more in-depth ideas about how faculty and student services work together to support students	L. Zhai and LFM representatives	May 2013	
Inventory of Services	FCC currently provides a wide range of services to support students; in order to promote options and communicate more effectively, a matrix of current activities should be updated	Donna Cooper	May 2013	in progress
Create a Presentation introducing initiative	Revise Statement of the Problem and ideas from LFM Academy; communicate and garner support for LFM initiative by presenting concepts to various constituencies on campus including: <ul style="list-style-type: none"> • Department Chair meeting • President’s Council • Opening Day 	Alan Razee and LFM representatives	April/May 2013	presented to President’s Cabinet and faculty during Opening Day
Research other Campuses	Review best practices from other colleges to develop ideas that might benefit FCC	LFM representatives		in progress

What We're Doing...

- **Survey & Focus Groups**
- **Inventory of Services**
- **Presentations**
- **Opening Day & Flex Day Activities**
- **Research Other Campuses**
- **Faculty Connections**



Los Medanos College

Creating a Community of Educators

The screenshot shows the Los Medanos College website homepage. At the top left is the college logo. To the right is a 'QUICK LINKS' search bar. Below the logo is a navigation menu with links for Calendar, Library, News, A-Z Index, Directory, Español, Online Classes, and InSite. A secondary navigation bar contains buttons for Future Students, Current Students, Alumni & Donors, Business & Community, and Faculty & Staff. The main banner features a photo of a man in a dark shirt standing in front of a red fire truck, with the text 'DEGREES OF SUCCESS' and a call to action '>> Explore our degrees & certificates'. Below the banner are three columns: 'Campus Spotlight...' with a 'NATIONAL MEDIA SURVEY ENTER TO WIN!' promotion; 'ALERTS:' with a list of three items; 'LMC Campus news' with a photo of three women and a news item about new instructional deans; and 'Important Dates' with two key dates for graduation and admission.

LOS MEDANOS COLLEGE

QUICK LINKS

Calendar Library News A-Z Index Directory Español Online Classes InSite

Future Students Current Students Alumni & Donors Business & Community Faculty & Staff

DEGREES OF SUCCESS

>> Explore our degrees & certificates

Campus Spotlight...

NATIONAL MEDIA SURVEY

ENTER TO WIN!

ALERTS:

- ▶ Attempted robbery near LMC Lake
- ▶ Course Repeatability Information for Students
- ▶ Map of public access during construction

LMC Campus news

LMC Announces Three New Instructional Deans Hired

President Bob Kratochvil announced the appointments after a thorough and inclusive search process, and the approval by the Contra Costa Community College District (CCCCD) Governing Board. <more...>

Important Dates

- » **Oct 1:** Last day to apply for Fall 2013 Graduation
- » **Oct 1:** Begin accepting online applications for admission for Spring

WHAT

2012-2013 – Initiative Development and Coalition Building via a series of professional development events for LMC classified, faculty, and managerial educators



2013 Opening Day –

- Student Success Lives HERE!
- “I am an LMC Educator”
- *Habits of Mind* Break-Out Sessions

Fall 2013 – Bringing *Habits of Mind* to LMC Students

- Transfer Academy Welcome Day
- ACS-010 *Becoming a College Scholar*
- Tutor Training
- IMPACT LMC Leadership Retreat



WHY

To enhance our institutional culture by working to build an inclusive, innovative, and inspiring means for across-the-campus

COLLABORATION

which will lead to improved understanding of our interconnected work and greater collegial

RESPECT

which will in turn increase our and our students'

PREPAREDNESS

which will ultimately lead to more

STUDENT SUCCESS

&

COLLEGE SUCCESS

HOW

LFMA 1/13

- Expanded LMC *HoM* team
- Enlarged network
- Increased knowledge base



Do

Opening Day FA13

- Professionalized materials
- Showcased *HoM*
- Celebrated Student Success
- Increased interest/intrigue

BSILI 2012

- Joined *HoM* CoP
- Learned *AI*
- Began 2 network

Communicate Up

Reflect & Upcycle

Design

- Implemented "It's not what you do; it's WHY you do it!"
- Created LMC Golden Circle

Do²

- Targeted student groups
- Integrated into curriculum

Co-constructed Opening Day w/ Creative Elegance

Do³ SSSC 2013

SU12

FALL 2012

SPRING 2012

SU 13

FALL 2013

Discover

- Implemented *Each one - Reach one*
- Introduced *HoM*
- Inspired CORE

Dream

- Increased awareness
- Focused on possibilities
- Connected



Develop

- Mapped *HoM*, people & college structure onto student life cycle
- Shaped & structured

BSILI 2013

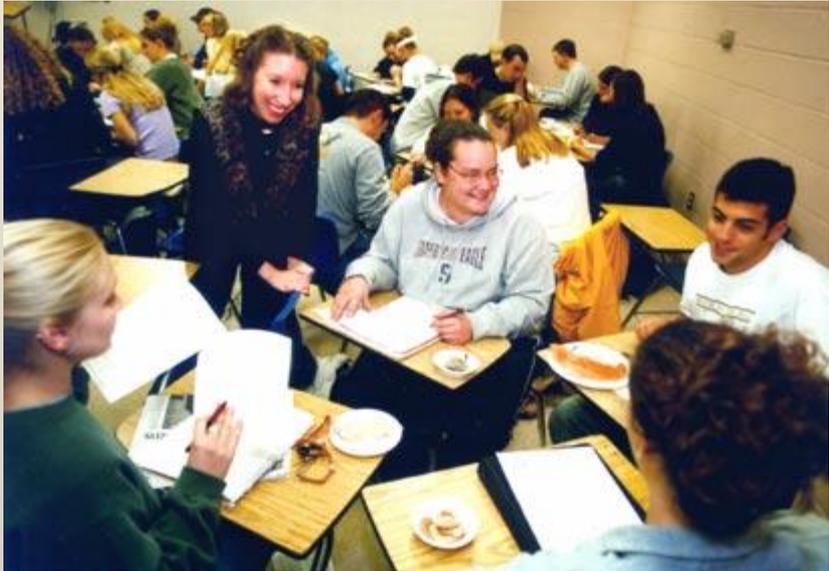
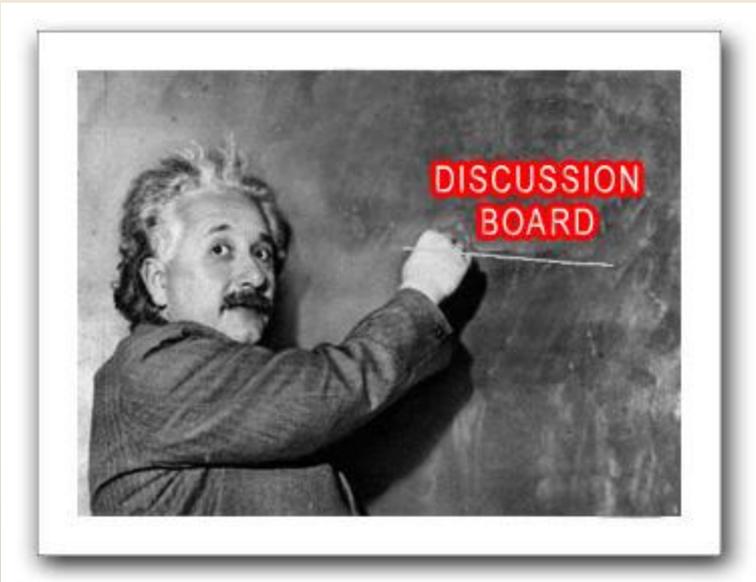
- Motivated by model PLH
- Began building Logic Model

LMFA 6/13

- Planned for resisters
- Received support & motivation

Classified Leadership Institute

- Promoted new leadership
- Spread the *Pandemic of Positivity*



References

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- Rassen, E. (2013). A guide to transforming basic skills education in community colleges, inside and outside the classroom. The RP Group and UC Berkeley School of Education. Retrieved October 3, 2013 from http://www.saddleback.edu/uploads/la/documents/transforming_basic_skills_0.pdf
- Tagg, J. (2012). Why does the faculty resist change? *Change*. Retrieved October 3, 2013 from <http://www.changemag.org/Archives/Back%20Issues/2012/January-February%202012/facultychange-full.html>