TRANSFORMING OUR COLLEGES
PROMOTING OUR COMMUNITIES

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SUPERINTENDENT / PRESIDENT, HARTNELL COLLEGE

DR. VICTORIA HINDES
VICE PRESIDENT OF STUDENT SERVICES, WEST VALLEY COLLEGE.
TO BUILD A FIRE
PROJECT THE LARGER VISION
ENGAGE THE HEART
ENGAGE THE MIND

• Forethought to envision the larger context
  YOU NEED OXYGEN

• Ignition to engage the heart & emotional responses
  YOU NEED A MATCH, A SPARK

• Reasoning to engage the mind
  YOU NEED ENOUGH WOOD

FIRE
STEPS OF TRANSFORMATION

1. INITIATE
2. BUILD MOMENTUM
   INNOVATE
3. INTEGRATE

<table>
<thead>
<tr>
<th>STAGE</th>
<th>Information</th>
<th>Support</th>
<th>Direction</th>
<th>Encouragement</th>
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<tbody>
<tr>
<td>REACTION</td>
<td>Denial</td>
<td>Anger &amp; Fear</td>
<td>Acceptance</td>
<td>Commitment</td>
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Accelerate transformation
Reduce impact
Think – Pair – Share

??????
WHAT DID YOU WANT TO ADDRESS?
WHY WAS TRANSFORMATION NEEDED AT HARTNELL?

Dr. Lewallen, Superintendent/President
Hartnell College

- Accreditation probation
- No strategic plan
- No continuous improvement system
- Lack of internal and external communication
- Lack of strong governance system
- Lack of strong organizational structure
- Lack of unifying vision and mission
- **MOST IMPORTANTLY, LACK OF A LASER FOCUS ON STUDENT SUCCESS AND COMPLETION**
Dr. Hindes, VP of Student Services
West Valley College

WHAT DID YOU WANT TO ADDRESS?
WHAT TRANSFORMATION NEEDED TO OCCUR AT WEST VALLEY COLLEGE?

1. Budget cut in half
2. Team decimated
3. Duplication of services
4. Lack of focus,
5. Lack of area goals
6. Audit findings (e.g. TBA)
7. Neglected Reporting
What are the conditions needed to make transformations possible?
1. Who do you need on board (page 3 of the handout)
2. What tools, systems, structure, processes do you think you need to make this transformation happen?
• Who do you need on board?
• Who are they connected to?
• What are their interests and motivations?

About 2 to 3% of the workforce are innovators
Approximately 13 to 14% of workers are early adopters
Another 34% fall under the early majority category
About 34% compose the later majority
And 16% of employees are called resisters
When situation changes, behavior changes

WHAT TRANSFORMATION NEEDED TO OCCUR?
TRANSFORMING THE CONTEXT

West Valley College Library

Checkout desk

access egress

PROCESS ANALYSIS

Checkout desk

Checkout desk

Checkout desk
HOW DID YOU ESTABLISH THE CONDITIONS NECESSARY FOR THE TRANSFORMATION @ HARTNELL?

Dr. Lewallen, Superintendent/President
Hartnell College

Engaged Governing Board in setting strategic priorities:

• Student Success
• Student Access
• Employee Development and Diversity
• Effective Utilization of Resources
• Innovation and Relevance for Educational Programs and Services
• Partnerships with Industry, Business, Agencies, and Education
Developed new vision, mission, and values statements

Assessed organizational structure and created new structure
  ➢ Hired 12 managers in 18 months

Assessed governance and created new governance system/model
  ➢ Created a standing accreditation governance council

Developed and implemented a 5-year strategic plan

Developed and implemented a continuous improvement system
HOW DID YOU ESTABLISH THE CONDITIONS NECESSARY FOR THE TRANSFORMATION?

Continuous Improvement Processes

Hannell’s 30 key CI processes are organized into 5 categories. Each CI process has its own evaluation cycle which can be found here.

A. Organizational Effectiveness
A1. Board Policies & Administrative Procedures
A2. Organizational Structure
A3. Governance System
A4. Internal & External Communications
A5. Organizational Climate

B. Effectiveness of Strategic Planning
B2. Community Research & Environmental Scanning
B3. Long Term Institutional Planning
   B3a. Strategic Plan Development, Review & Revision
   B3b. Long Term Institutional Plans - Development, Review & Revision
B4. Long Term Program Planning
   B4a. Academic Program Establishment, Revitalization & Discontinuance
   B4b. Non-Instructional Program Establishment, Revitalization & Discontinuance
   B4c. Comprehensive Program Review

C. Effectiveness of Strategic Operations
C1. Curricular Development, Review & Revision
C2. Annual Planning & Assessment
   C2a. Annual Program Planning & Assessment
   C2b. Annual SLO Assessment
C3. Budget Development & Resource Allocation
C4. Enrollment Management
C5. Partnership Establishment & Management

D. Performance Evaluation Procedures
E1. Board Evaluation
E2. CEO Evaluation
E3. Manager Evaluation
E4. Classified Staff Evaluation
E5. Faculty Evaluation Processes
   E5a. Probationary Faculty Evaluation
   E5b. Tenured Faculty Evaluation
   E5c. Adjunct Faculty Evaluation
HOW DID YOU ESTABLISH THE CONDITIONS NECESSARY FOR THE TRANSFORMATION?

Improved communication both internally and externally

- Weekly report to the Governing Board, students, employees, and partners/stakeholders (posted to college web site)
- Monthly lunches with employees
- Monthly lunches with students
- President’s Forums each semester (state of the college)
- All president’s presentations are posted to the college web site
- All president’s major communications are posted to the college web site
- Monthly meetings between Academic Affairs and Student Affairs leadership (VPs, deans, directors)
Dr. Hindes, VP of Student Services
West Valley College

1. Engaged constituencies in setting priorities focused on “core”
- Student Access*
- Retention*
- Completion*
- Core services
- Fiscal stability

2. Established Organizational Structure (5 Cs, Mission, ASG)

STUDENT SERVICES MISSION
Student Services enriches the educational experience of students by providing programs, services and instruction that engages them in their learning and empowers them to attain their academic, personal and life goals.
HOW DID YOU ESTABLISH THE CONDITIONS NECESSARY FOR THE TRANSFORMATION?

Three centers of success: westvalley.edu/services/

**Gateway Services**
- Admissions & Records
- Assessment
- Financial Aid
- New Student Convocation
- Orientation
- Outreach

**Academic Success**
- CalWORKS
- Counseling
- Disabled Student Services
- EOP&S/CARE
- International Students
- Math Resource Center
- Puente
- SUCCESS
- Transfer Center
  - Articulation Information
- TRiO
- Tutorial Services
- Writing Services

**Student Development**
- Associated Student Organization
- Campus Center
- Campus Clubs
- Career Services
- Family Support Services
- Health Services
- Student Activities
- Student Life
- Veterans Support Services
Communicate with credibility: (1) **Directly:** Always deal with the problem. (2) **Truthfully and accurately:** Tell the whole truth, portray various views even if you don’t agree.

Point to the direction • Set a clear goal

• **Make the idea stick**, use hooks, repeat/repeat/repeat.
• **Celebrate successes**, lighting the way.
• **Publish progress reports**, newsletters.
• **Present** workshops, forums, town hall meetings.
Can you grow your team? Incubate Leaders. Develop a change embracing, innovative culture.

Can you shrink the perceived challenges? Identify FIT. Identify SAMENESS. Break the change in small steps.

Can you engage the mind? Define SMART goals, systems, processes. Gather and provide relevant data. Clarify expectations and responsibilities.
TRANSFORMATION, INTEGRATION AND MAINTENANCE
WHAT ARE THE OUTCOMES?

Forethought to absorb the context • Ignition to engage the heart • Reasoning to engage the mind
DR. LEWALLEN, Superintendent/President
Hartnell College

- Removal of probation sanction, reaffirmation of accreditation 2015
- Passed $167 million facilities bond measure on November 8, 66% voter approval
## TRANSFORMATION, INTEGRATION AND MAINTENANCE
WHAT ARE THE OUTCOMES?

### DEGREES AND CERTIFICATES AWARDED

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<td>578</td>
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<td>747</td>
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<td>963</td>
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<tr>
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<td>521</td>
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<td>TOTAL</td>
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**FTES 2011-12 = 7,106**  
**FTES 2015-16 = 7,294**

91% increase in student degrees and certificates awarded, only 2.7% increase in FTES
TRANSFORMATION, INTEGRATION AND MAINTENANCE
WHAT ARE THE OUTCOMES?

24% increase in transfers, only 1% increase in FTES

TRANSFERS TO FOUR-YEAR INSTITUTIONS
Dr. Hindes, VP of Student Services
West Valley College

- Early adopter of SSSP = Student Success Award, 2013
Access of target groups:
- Veteran population increased fivefold between 2011-16
- Foster youth more than tripled between 2011 to 2016

Retention rates:
- Veterans from 60% in 2011 to 78.3% in 2015
- Foster youth from 42% 2011 to 72.2% in 2015

Completion rates:
First-year, degree seeking students from the 2011-2012 cohort
- Veterans from 52.7% graduation rate compared to 97.30%
- Foster youth from 22.3% to 62.3%
TRANSFORMATION, INTEGRATION AND MAINTENANCE
WHAT ARE THE OUTCOMES?

• **Core Services:** MIS Report Data 2014-15 to 2015-16
  • Assessment of students: Grew by 34%
  • Counseling appointments: Grew by more than 400%
  • Number of Edplan: Grew by 5.3%
  • Use of Follow up services: Grew by 18.3%

• **Fiscal Stability:**
  • Clean audits: No audit findings in Student Services
  • No lay offs
  • 8.1 million $ in grants just in SS acquired since 2010
  • Accreditation commendations and no recommendations for Student Services.
TO BUILD A FIRE AND... KEEP IT ALIVE

QUESTIONS ???

• Build teams rather than relying on individuals to uproot resistance.

• Build habits: When behavior is habitual, it’s “free” – not taxing. It supports improvements & makes processes easier.

• Build ownership: When staff own the change, it is no longer “your” change, it is “our” change.

• Build pride. Celebrate wins. Reward and support success. Ensure the change is seen in every part of the college.

Forethought of the larger context • Ignition to engage the heart • Reasoning to engage the mind