“Impacting Cultural Change from the Department to the College:

EFFECTIVE LEADERSHIP PERSPECTIVES FROM MIDDLE MANAGERS”

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Impacting Cultural Change from the Department to the College:

Problem: How do we best prepare college freshmen as they enter their first year at our two-year college?
Answer: A bridge program needed to be designed which would interest, retain, and make students persist through the first year of college.
Summer RUSH (Ramping Up Successful Habits) Program – at Victor Valley College

- Learning Communities Model
- Summer 2015 – Paired English 50 w/Guidance 50 for small cohort
- Positive Impact – Increased interaction, Embedded tutoring, Integration of “College Skills” w/core content
- Improvement Opportunities – Ancillary Activities, More Planning
- Future – Winter 2016: Offering additional paired courses, establishing endowment funding, peer mentors, evolve into First Year Experience program
Summer RUSH (Ramping Up Successful Habits) Program

- **Direct Debates:** Open and honest discussion was facilitated as managers and faculty worked through the program’s conception.
- **Mindful Listening:** Complete attention to successes and suggestions.
- **Team Flexibility:** No silos; people brought together based upon strengths.
Summer RUSH (Ramping Up Successful Habits) Program

- De-briefing session – Led by Counselor
  - Things with positive impact that should be maintained as feasible
    - Lots of faculty-student interaction due to smaller class size
    - Embedded tutor in academic area who follows students to GUID course to provide additional peer support
    - Integrating GUID-50 content on building ‘college knowledge’ & related research skills and academic core content
Summer RUSH (Ramping Up Successful Habits) Program

- De-briefing session
  - Things that could be better or “Opportunities For Improvement (OFIs)”
    - Lead time and better planning
    - Need more time to conduct comprehensive ed plans
    - Explore possibility of offering capstone experience for students (e.g., Dolores Williams’ college scholarship seminars)
    - Invite guest speakers for GUID class from various programs/service areas across campus to inform students
    - Seek out funding from VVCF (e.g., proposal to establish endowment fund for “Project RUSH” so ongoing funding is available for continued experimentation and development of student success innovations)
Summer RUSH (Ramping Up Successful Habits) Program

- **Valuably Fail**: Risk-taking is part of the formula. When we fail, we shift to learning and getting better from the experience.

- **Relentless Learning**: How we enable to expand our minds and our eyes to explore, research, to think how we can be better and do better. Then by this having conversations with other team members - to gain their perspectives, insights, and knowledge.

> I have not failed, I've just found 10,000 ways that won't work.

- Thomas Alva Edison
Summer RUSH (Ramping Up Successful Habits) Program

- De-briefing session
  - **Things to do NOW in preparation for AY 2015-2016**

- For Winter 2016, offer paired courses in core competencies (Deans with faculty):
  - MATH-42 + GUID-50 (w/ embedded tutor)
  - ENGL-50 + GUID-50 (w/ embedded tutor)

- Explore possibility of CIS-101 + GUID-50 (w/ embedded tutor)
- Explore possibility of CMST-109 + GUID-50 (w/ embedded tutor)

- Develop proposal to VVCF to establish *endowment funding* for “Project RUSH” (Moran with today’s attendees)

- Explore possibility of peer mentors and/or mentors (volunteers from VVC workforce)
- Explore possibility of continued ‘programming’ for RUSH cohorts through an entire year
Attendees discussed the **student development model** that guides how we approach intervention design and evaluation: how an intervention (its activities, services, strategies, et al.) contributes to moving students along the **student development continuum**.

*includes academic and social integration (Tinto, 1987)*
Impacting Cultural Change from the Department to the College:

- Problem: How do we improve the quality of DE (online and hybrid) courses at our college?
DE (Distance Education) Academy

Answer: DE Training of faculty
100% Real Action: We started to make decisions; we knew we had to create an initiative and that it would build on a team environment.

Soul Full: Leading from within - tapped our values and inner spirit to show strength of character in all that we do. We became real, soulful persons.

Crux: In the middle of it, we brought people, actions, values, direction, and results all together to move forward!
DE Academy at Victor Valley College

- Entering 8th semester
- Started with outside speakers, now local faculty
- Started with VVC faculty, now 3-4 other colleges attend
- VVC became one of 24 pilot OEI colleges
- State OEI officials, publishers, and LMS trainers attend
DE Academy at Victor Valley College

Future planning:
- More LMS Training
- More workshops from local faculty
- Local certification process created
- Build overall quality improvement in DE courses and faculty teaching the courses
- Potential move to new LMS
Impacting Cultural Change from the Department to the College:

- Examples of programs that caused institutional cultural change due to leadership from the middle
  - Summer RUSH (Ramping Up Successful Habits)
  - DE Academy
THE END

Questions?