Creating a Culture of Innovation and Collegiality to Serve All of Our Students

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Overview

• What is innovation? culture?
• Why is change so hard?
• How to cultivate a culture of engagement and creativity
• Discussion
Innovation & Culture

Innovation: The introduction of something new. A new idea, method or device

Culture: a way of thinking, behaving, or working that exists in a place or organization
Culture

• How would you describe the culture of your college?
• Are there competitive subcultures/fragmentations?
• Who makes decisions and how are they made?
• Is your college hierarchical?
• How does the current culture impact the ability of the college to change to meet the needs of students?
Culture

• Do you like each other?
• Do you value each other?
• Do you have a community of practitioners or a group of similarly assigned individuals?
Why Change?

- Legislatively Compelled
- Incentivized
- Community expectations
- Desire to serve students better
- Desire to be more effective
Innovation

• Completely New Idea
• Implementing something already in use elsewhere
• Can be big (experimental curriculum)
• Can be small (non-astounding teaching device)
Pressure to Innovate

“WE CANNOT SOLVE A PROBLEM BY USING THE SAME KIND OF THINKING WE USED WHEN WE CREATED THEM.

- ALBERT EINSTEIN
Barriers to Innovation or Change

• We can’t do that because...

• What have you heard?
• What do you think?
Innovation

• Innovation occurs in a supportive and safe culture where all voices are valued and creativity thrives.

• Change is scary – need a safe environment to succeed
A Culture that Improves Student Engagement and Success
ACADEMIC SENATE
for CALIFORNIA COMMUNITY COLLEGES

COLLABORATE
(Clan)

Do things together

CREATE
(Adhocracy)

Do things first

CONTROL
(Hierarchy)

Do things right

COMPETE
(Market)

Do things fast

FLEXIBLE

BREAKTHROUGH

PURPOSE

PRACTICE

PEOPLE

INTERNAL

EXTERNAL

INCREMENTAL

FOCUSED

SHORT-TERM PERFORMANCE

LONG-TERM DEVELOPMENT
Build a Community of Learners: Use Data

• Get people to ask questions
• Make sure there’s data to answer the questions
• Different ways to share data
• Work with student focus groups
Build a Community of Learners: Leadership Throughout the Institution

- Use a team approach to professional development
- Tie membership to specific deliverables
- Provide support
Strategies to Improve Culture From the Ground Up

• Mandatory Professional Development in Year 1 of hiring
• Embrace diverse identities
  • Re-think the hiring process! Emphasize engagement as a core value
  • People from different backgrounds approach problems with different viewpoints and world views
• Knowledge is additive
Strategies to Improve Culture From the Ground Up

• Make it safe to take risks
• Don’t ask “Why?” Ask “Why not?”
• Connect idea people with implementation people
• Provide support and get out of the way!
• Embrace failure
• Have fun and play
• Celebrate ideas as successes and allow them to evolve
Strategies to Improve Culture From the Ground Up

- Mentor faculty and staff during evaluation
- Support minority opinions for change
- Encourage observation
- Book Club – Make It Stick
What Can You Do?

• When I get back to my college, I am going to...
Resources

• “Six ideas to promote innovation in your workplace”
  http://www.forbes.com/sites/theyec/2012/12/31/6-ideas-to-promote-innovation-in-your-workplace-this-year/

• ”Leadership Skills and Emotional Intelligence”

• “Clifton Strengths Finder”
  http://strengthstest.com/strengthsfinderthemes/strengths-themes.html

Books for further reading:

• What the Best College Teachers Do by Ken Bain

• Learner Centered Teaching by Maryellen Weimer

• The Engaged Teacher: What Works with Today’s Students by Nancy Vader-McCormick

• Teaching College in an Age of Accountability, Richard Lyons

• Make it Stick: The Science of Successful Learning, P. Brown, H. Roediger, and M. McDaniel
Thank You

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