Leading and Adapting through Change Initiatives

- The Aspen Institute’s student success framework
- Examples of reform efforts from the three of us
- Shared knowledge – interactive exercise and discussion
- How our vision of leadership was shaped by the fellowship
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As a result of attending the session, participants will be able to:

1. Understand and apply the Aspen Institute’s four-part framework for student success to their campus programs or culture
2. Relate leadership themes from the Aspen Fellowship to their own experience as leaders or potential leaders at their college
3. Explain some of the factors that can either promote or inhibit the progress of a transformational change agenda at their own college
Leading and Adapting through Change Initiatives

**Labor Market Outcomes**
Do students find strong employment opportunities in well paying jobs?

**Completion**
Do students earn degrees and other meaningful credentials, and do those who transfer earn bachelor’s degrees?

**Learning**
Do we set expectations for learning, measure what is learned, and use that information for continuous improvement?

**Equity**
Do we strive for equitable access and outcomes for underserved minority and low income students?
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Three Examples of Change Initiatives from the Aspen Fellows

West Hills College – Organizing the institution to achieve Framework for Student Success outcomes

San Jose Evergreen CCD – Repurposing, rebranding, and relocating the Workforce Institute to become the Community College Center for Economic Mobility

San Joaquin Delta College – Transforming the placement process to advance equitable access and success

Reform Efforts
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West Hills College – Organizing the institution to achieve Framework for Student Success outcomes
• Leadership, Capacity, and Culture
• Pathways to Continuing Education and Well Paying Jobs
• Intentional and Purposeful Focus on Teaching and Learning
• Strategic Use of Data to Improve Practice and Close Equity Gaps
• Align Structures and Partnerships to Defined Outcomes
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San Jose Evergreen CCD – Repurposing, rebranding, and relocating the Workforce Institute to become the Community College Center for Economic Mobility

http://www.wi-sjecccd.org/Documents/BrochureCCCEM.pdf
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San Joaquin Delta College – Transforming the placement process to advance equitable access and success

• Sunset of the COMPASS test created the urgency for reform
• Multiple Measures Assessment Placement (MMAP)
• Leading from the Middle team
• Use of MMAP eliminated equity gaps for access to English and math courses
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Use the Aspen Framework for Student Success to identify a change initiative that has been attempted at your college. Spend a few minutes jotting down bullet point summaries of that effort...what was done, who did it, how did it turn out? Describe some of the factors that promoted or inhibited successful implementation. When you are done brainstorming and jotting down your thoughts, share your stories with a neighboring colleague.

We will use the wisdom and narrative stories to discuss some common themes of factors that promote or inhibit successful reform.
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1. The college is what the student experiences and everything you do has got to be about those experiences.

2. Leadership creates the context. What you are doing now will become the narrative 10 years later. Leadership is the strategic vision that creates "our story" at the institution - make space for all the voices.

3. Stop trying to become a certain kind of leader. Leadership requires that you bring your authentic self, build trust, take risks, trust your gut, and know that you will not always know. Make a decision then "make it right".
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William Watson
1. An enriched network (of extraordinarily accomplished leaders) fostered a more expansive vision of possibilities
2. Validation of vision inspired fearlessness with a clarity of purpose
3. Presidential leadership of the past should not be my benchmark for what the future needs; therefore, not only may there be room for me, I may be uniquely suited for the requirements of the future
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Matt Wetstein
1. The college is what the student experiences (Sandy Shugart)
2. Change invokes fear and anxiety – leaders need to be attentive to those concerns and address them head on
3. Failure breeds lessons for success – competitors today are your colleagues and network of support for the future
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Thank you!
Aspen Presidential Fellowship for Community College Excellence

Developing exceptional leaders focused on student success.

Applications for 2018-2019 are now open.