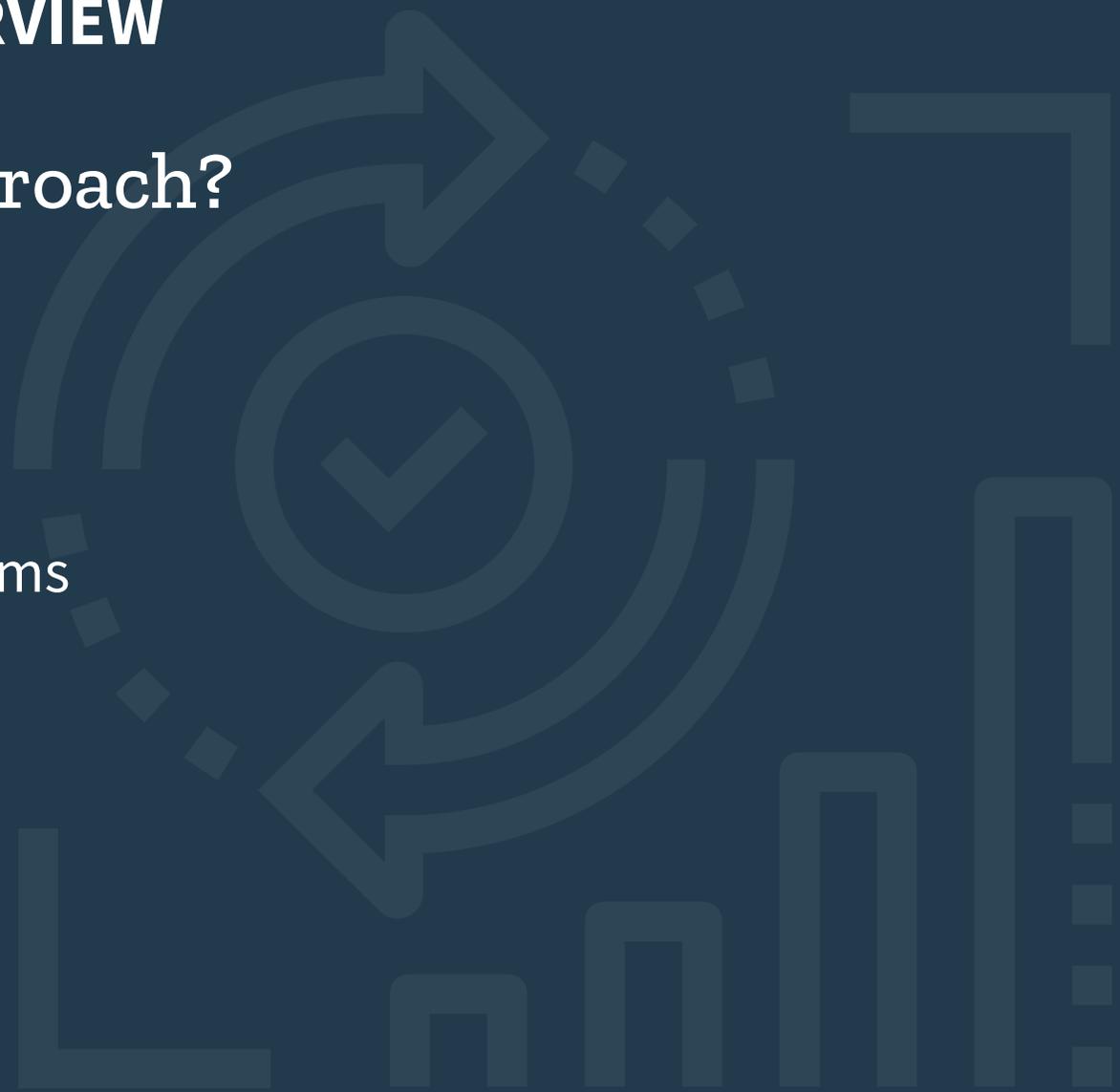




Ohio Strong Start to Finish Virtual Engagement Clinic

OVERVIEW

- Why an "Improvement" Approach?
- Why 90-Day Cycles?
 - Drafting a Charter
 - From Charter to Action: Driver Diagrams
 - Planning a Cycle



Undergirding Assumptions:

Applying an Improvement Mindset to Culture & Climate

- Effective engagement isn't something one does and completes, rather it's ongoing work of building a sense of shared ownership and purpose.
- Successful internal engagement depends on meeting people where they are, and thus must begin with interests and values.
- Institutional culture and climate is largely the product of structures and habits.
- Your work rises and falls according to the quality of relationships that are cultivated in the context of implementing large-scale student success work.

Why an “Improvement” Approach?

- Begins with a concrete challenge, not an abstract one.
- Based on the evidence-based conviction that large complex problems can be broken down into 'bite-sized' pieces.
- Anchors practice in disciplined inquiry (90-day PDSA cycles).
- Is as relevant for 'adaptive' challenges, as it is for technical problems.

Why 90-Day Cycles? A Model of Improvement

- 90-day cycles provide a structure for learning, doing and improving. They also provide a project management ethos, intentionality, and accountability for project teams.
- 90-day cycles work best when they're kept simple, with manageable/realistic charters, and run on an ongoing basis with 1-2 weeks between cycles.
- 90-day cycles are designed to accelerate complex work by forcing early learning and allowing for, and encouraging comfort with, mid-course corrections.



Learn Fast, Fail Fast, Improve Quickly

Elements of 90-day Cycles



For 30, 60, and 90 day intervals and evaluated every 30 days



WHAT?

What are your goals?
What are the activities to reach your goals?



WHO?

Who is accountable for each goal and activity?



HOW?

How will you know when you have met your goal?



WHEN?

When will you complete each goal and activity?

Create new cycle every 90 days, with ~2 weeks in between for reflection & reset

Drafting a “Charter” – What Do You Want to Do?

- What are we trying to accomplish? (What is the existing condition you hope to improve? What is the evidence that it needs improvement? How good, for whom, by when? How will it pay off?)
- What can we reasonably accomplish in a year? In 6 months? In 3 months?
- How will you know if the change is an improvement? (What are the progress measures? Any unintended consequences?)
- Whose input & support is essential for your progress? What are the likeliest barriers to garnering that support?

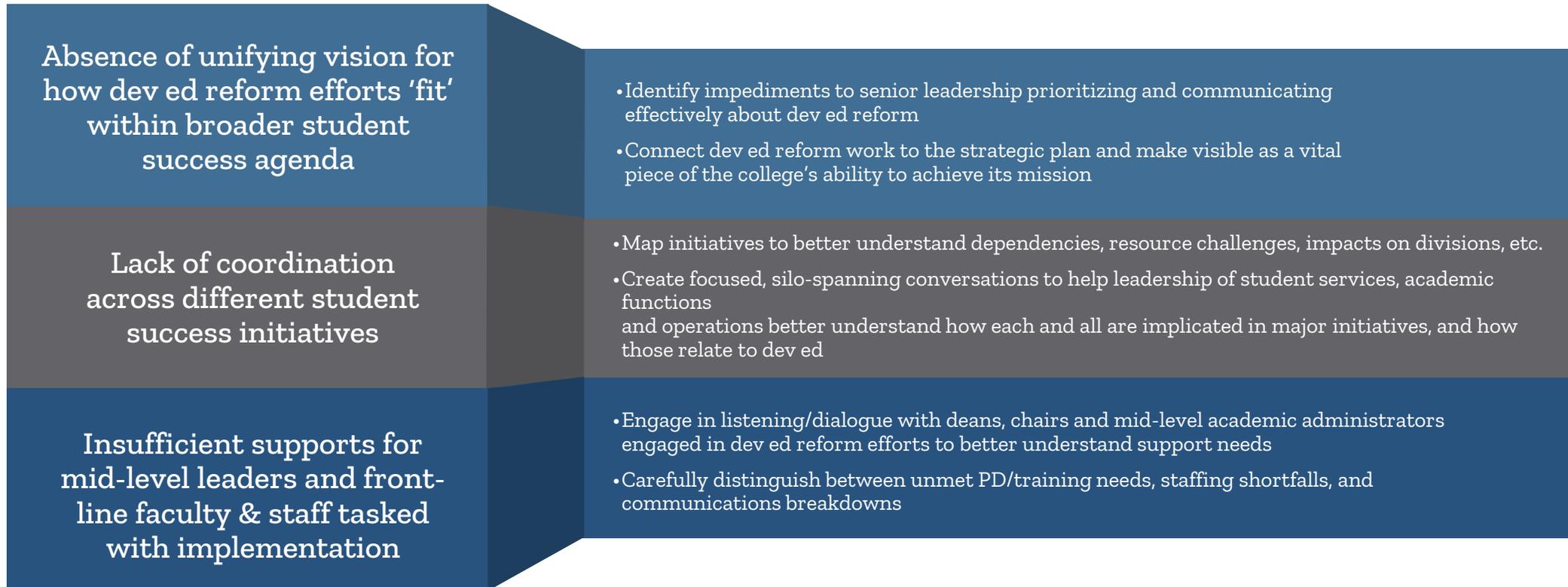
From Charter to Action: Driver Diagrams

A good driver diagram...

- ... forces delineated articulation of key challenges
 - ... serves as the theory of action to guide the creation of an effective 90-day plan.
- ... helps translate a high-level improvement goal into a logical set of underpinning activities or projects.
- ... captures the scope of leading challenges in a snapshot.
 - ... can be a powerful formative assessment and continuous improvement tool (if used well).

Driver Diagram Example

Initiative Fatigue Impeding Progress on Dev Ed Reform



Planning a 90-Day Cycle

30	Activities	Owner	Due Date	Others implicated	Needs	Status
60	Activities	Owner	Due Date	Others implicated	Needs	Status
90	Activities	Owner	Due Date	Others implicated	Needs	Status

90-Day Cycle (example)

30	Activities	Owner	Due Date	Others implicated	Needs	Status
	1) Map initiatives				Template	
	2) Locate dev ed reform w/in strategic plan					
60	3) Document & assess effectiveness of senior leaders' case-making practices around dev ed					
	Activities	Owner	Due Date	Others implicated	Needs	Status
	1) Engage cross-functional team in deliberation about the initiative map & implications for prioritization/implementation					
60	2) Engage Deans & mid-level managers in cataloguing support/training needs					
	3) Re-engage cross-functional team in deliberation to make decisions about prioritization/implementation					
90	Activities	Owner	Due Date	Others implicated	Needs	Status
	1) Summarize leading takeaways, prioritize key messages & leading areas of need					
	2) Engage senior leaders in constructive, action-oriented deliberation about findings				Outside facilitation?	
	3) Deploy college-wide communications strategy to elevate dev ed reform within a comprehensive vision			Comms team		
	4) Prioritize & resource PD/training needs, draft next 90-day cycle charter					



Thank you.
(and onward!)

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