Leading Change, Sustaining Progress
A Conversation with Practitioners Involved in “Implementation Forums”

OHIO STRONG START TO FINISH // DECEMBER 3, 2020
Our Values

- We are dedicated to advancing genuine socioeconomic mobility for more through reform of higher education.
- We believe positive change is made and sustained through visionary leadership and the creative commitment of faculty, staff, and administrators at all levels.

What We Do. Our team brings expertise in:

- Adaptive change management
- Strategic communications & will-building
- Process improvement

Our work focuses on supporting the creation of healthy, high-functioning, effective, and adaptive institutions capable of thriving in the mission to better meet the needs of today’s learners.
Implementation Forums

Structured working groups of faculty & staff tasked with identifying:
- Best practice research
- Examples of successful implementation
- Opportunities for state policy improvement
- Key areas of professional development

Topics

- Advising
- Co-Req English + Co-Req Math
- Data
- Equity & Inclusion
- Placement

www.ohiohighered.org/SSTF/forums

Today’s Panelists

**Equity & Inclusion Forum**

Desiree Polk-Bland, Vice President of Student Affairs at Columbus State Community College, dpolkbla@cscc.edu

**Placement Forum**

Jessica Ruffner, Manager, Prior Learning Assessment at Owens Community College, jessica_ruffner@owens.edu

**Advising Forum**

Stephanie M. Sutton, EdD, Vice President for Enrollment Management, Stark State College, ssutton@starkstate.edu
Cross-Cutting Change Leadership Themes

1. **Consider the whole system and connect the dots**: Leaders at multiple levels must purposefully connect the dots between discrete initiatives and the broader imperative of student-focused, whole-institution redesign.

2. **Practice the essentials of clear and consistent communication**: When it comes sustaining large-scale change, nothing is more important than the ability to ground people in and develop co-ownership around a sense of shared purpose and efficacy.

3. **Attend with great care to supporting those tasked with implementation**: The quality of implementation hinges on the quality of support provided to mid-level managers and frontline faculty & staff.

4. **Cultivate strong & effective teams through smart use of data & evidence**: High-functioning, cross-functional teams grounded in the shared commitment to data and evidence are the engines of lasting change.
Equity & Inclusion Implementation Forum

Charge of the Forum

- Identify leaders in closing equity gaps that could be helpful in providing models for other campuses;
- Capture evidence-based practices for both institutional efforts and state policies, which result in closing attainment gaps among diverse populations;
- Recommend technical assistance that could be used for system and institutional improvements;
- Advise the Ohio SSTF leadership teams on ways to ensure equity and inclusion are at the forefront of the initiative.

Guidance to Campuses (from report)

- Define key terms for the college/university community
- Understand perspectives and perceptions of key stakeholders
- Communicate institutional expectations and goals frequently
- Develop transparent, data-informed accountability metrics and publish progress
- Include opportunities for self-examination and reflection
- Leverage qualitative and quantitative data
- Use national experts purposefully
Learning from Colleagues

- Fred Aikens, Central State University
- Matt Boaz, Wright State University
- Michael Carter, Sinclair Community College
- Loleta Collins, Edison State Community College
- Ron Gordon, Clark State Community College
- Jaquelyn Hagerott, Hocking College
- Glenna Heckler-Todt, Shawnee State University
- Primrose Igonor, Marion Technical College
- Angela Lash, Ohio University
- Matthew Mercado, Lorain County Community College
- Desiree Polk-Bland, Columbus State Community College
- Chila Thomas, The Ohio State University
- Monique Umphrey, formerly Cuyahoga Community College
- Cheri Westmoreland, University of Cincinnati
- Jeff White, Hocking College

The Importance of Facilitation

- Derrick Tillman-Kelly, Ohio SSTF Equity and Inclusion Implementation Forum Facilitator
- Thomas Sudkamp, Ohio SSTF Director, Ohio Department of Higher Education
- Kathleen Cleary, former Ohio SSTF Director, Ohio Department of Higher Education
- Mark Cortez, Ohio SSTF Representative, Ohio Department of Higher Education
- Brett Visger, SSTF Representative, Ohio Department of Higher Education
- Stephanie Davidson, SSTF Representative, Ohio Department of Higher Education
Equity & Inclusion Implementation Forum

Insights from Behind the Scenes: Struggles

Scope and the Urgency

- Goal Setting (context and perimeters)
- Acknowledgment of other “urgent goals” and what this work IS and IS NOT
- Understanding related and intersecting issues around equity and inclusion

Benchmarking Best Practices

- Institutional acceptance that you are a best practice

The Importance of Partnerships

- Understand where your institution is starting from – Climate Survey
- Training (who, what, when, where, why)
Summary of Recommendations (from report)

1. Multiple-measure placement should happen within a larger context of helping students identify career paths/majors & enroll in appropriate courses
2. ODHE should adopt a uniform electronic transcript for high school students that’s compatible with college/university SISs
3. Institutional IR offices should examine the effectiveness of the placement process at least every two years (and include consideration of GPA & high school course taking)
4. Training for advisors & faculty detailing the placement process, linkage of gateway courses to career pathways/majors, and the impact placement on student persistence and progress should be provided
5. Clear & consistent communication to students about placement policy, review/appeal processes
6. Regular/formal meetings between advisors & high school counselors to review curricular pathways, institutional placement policies and to foster strong relationships
7. Colleges and universities sponsor regular/formal meetings between math & English faculty with high school faculty to ensure that college entry expectations are understood by the high school faculty
Placement Implementation Forum Members

- **Kitty Burroughs**, Bowling Green State University
- **Peggy Chalker**, Southern State Community College
- **Carol Copenhefer**, Central Ohio Technical College
- **Amy Gordon**, Youngstown State University
- **Holly Hall**, Belmont College
- **Adam Hintz**, The University of Toledo
- **Judith Huber**, Kent State University
- **Pam Robison**, North Central State College
- **Jessica Ruffner**, Owens Community College
- **Amber Selhorst**, Edison Community College
- **Sue Sepela**, Miami University
- **Ivan Soprunov**, Cleveland State University
- **Aaron Weiss**, Lorain County Community College

- **Thomas Sudkamp**, Ohio SSTF Placement Implementation Forum Facilitator
- **Kathleen Cleary**, former Ohio SSTF Director, Ohio Department of Higher Education
- **Brenda Haas**, Ohio SSTF Representative, Ohio Department of Higher Education
- **Brett Visger**, SSTF Representative, Ohio Department of Higher Education
Placement Implementation Forum

Insights from Behind the Scenes

**Timing**

When high school transcripts are received can impact the ability of placing students in courses using multiple measures

**Communication**

The communication and partnerships within institutional departments and with high school partners is crucial
Advising Implementation Forum Team

- Yasmine Bachar, Owens Community College
- Stephanie Beck, Miami University
- Peggy Chalker, Southern State Community
- Adam Hintz, The University of Toledo
- Jenny Klein, Ohio University
- Karla Knepper, Sinclair Community College
- Ryan Rieder, Hocking College
- DeVona Smith, Bowling Green State University
- Lakeysha Smith, Central State University
- Amanda Spencer, Wright State University, Co-Chair
- Stephanie Sutton, Stark State College, Co-Chair
- Kathy Temple-Miller, Washington State Community College
- Amy Treboni, The Ohio State University

- Sandy Paxton, SSTF Representative, ODHE
- Thomas Sudkamp, Ohio SSTF Director, ODHE
- Stephanie Davidson, SSTF Representative, ODHE
Advising Implementation Forum: Report Format

- 19 recommendations woven into specific sections
- Statewide initiatives section
- Glossary of advising terms
- Full report on ODHE website

See the full report at:
Advising Implementation Forum: Report Sections

- Communications – recommendation 1
  - Prior to acceptance
  - Prior to start of term
  - Initial advising meeting
  - Common topics to cover

- Impactful Advising Practices – recommendations 2-5
  - Appreciative advising
  - Student outcomes
  - Administrative outcomes
  - Advising checklist
# Advising Implementation Forum: Report Sections

## Caseload management – *recommendations 6 & 7*
- Assignment of students to advisors
- Cross training
- Coaching
- Meta-major advising
- Student outreach

## Late registration – *recommendations 8 –13*
- Adopt policies that facilitate success at the start of the term
- Limit/manage the ability of returning students to change their schedule after the 1st day of term
- Consider “late starting” courses
- Analyze and utilize your student data in setting policies
- Ensure sufficiency of sections for students to make degree progress
Leveraging technology – recommendations 14 & 15

- Effective use of technology critical to advising
- Consider all stakeholders as you evaluate technology solutions
- Determine what the product can and cannot do
- Provide choice of virtual advising for students

Advising as a profession – recommendation 16

- Provide a career ladder for professional advising
- Examples of career ladders at Ohio universities
Statewide initiatives – recommendations 17-19

- 33% of Ohio students transfer between institutions
- Create path to appeal transfer decisions
- Create additional guarantee transfer pathways
- Institute system for electronic high school transcripts

Glossary of terms

- 25 advising terms
- Clarifies higher education jargon
Cross-Cutting Change Leadership Themes Recap

1. **Consider the whole system and connect the dots:** Leaders at multiple levels must purposefully connect the dots between discrete initiatives and the broader imperative of student-focused, whole-institution redesign.

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3. **Attend with great care to supporting those tasked with implementation:** The quality of implementation hinges on the quality of support provided to mid-level managers and frontline faculty & staff.

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Discussion Questions

1. As you reflect on the cross-cutting themes presented, what most resonates with your own work and your experience with the implementation forum work?

2. If you could go back, is there anything in your forum report that you would change (modify, remove, stress, de-emphasize)?

3. Based on your own work at your home institution, as well as your work on the implementation forum project, what’s your most important advice to others seeking to implement, sustain, and scale student-focused innovation?
Thank you!

Please join Sova, some of our panelists, and your peers for open change leadership “office hours” tomorrow 10am-12pm

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For more information about the forums:
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Stephanie Sutton: ssutton@starkstate.edu