

Becoming a Pathways College: Lessons Learned at Front Range Community College

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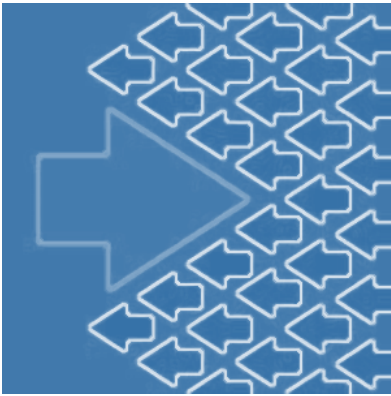
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Roles: MAPs, Career & Academic Communities, faculty involvement

Eight Steps to Transformational Change			
Description			FRCC Examples
1	Establishing a Sense of Urgency	<ul style="list-style-type: none"> ✓ Identify, discuss, and highlight crises, potential crises, and/or major opportunities 	<ul style="list-style-type: none"> ✓ Shared national, Colorado and FRCC completion data and socio-economic rationale frequently and broadly ✓ Brought in external experts (Dr. Rob Johnstone, Dr. Michael Baston, Dr. Kay McClenney, Dr. Mary Wells) ✓ College-wide book read ✓ Shared national successes with similar work
2	Forming a Powerful Guiding Coalition	<ul style="list-style-type: none"> ✓ Assemble a group with enough power to lead the change effort ✓ Encourage the group to work together as a team 	<ul style="list-style-type: none"> ✓ Steering committee co-led by Student Affairs / Instructional Dean; President serves as advisor ✓ Implementation teams chaired by leaders who cross campus and academic/student affairs boundaries; diverse teams built through application process. ✓ Cabinet level advisors, support, visibility
3	Creating a Vision	<ul style="list-style-type: none"> ✓ Create a vision to help direct the change efforts ✓ Develop strategies for achieving that vision 	<ul style="list-style-type: none"> ✓ Began with <i>Completion by Design</i> framework ✓ Crafted a student experience visual ✓ Shared AACC Essential Practices (link) ✓ Built a common language and held to Guiding Principles
4	Communicating the Vision	<ul style="list-style-type: none"> ✓ Use every possible strategy to communicate the new vision and strategies ✓ Teach new behaviors by the example of the guiding coalition 	<ul style="list-style-type: none"> ✓ Co-chairs of SSC visited all standing committees, held WebEx and f2f town-hall meetings, contributed to college newsletters, presented at all-college meetings, and became the faces of the work with full and visible support from Cabinet. ✓ Frequent updates (over 60 in 2 years) provided from all levels of leadership

5	Empowering Others to Act on the Vision	<ul style="list-style-type: none"> ✓ Address obstacles, systems, and structures that seriously undermine the vision ✓ Encourage risk taking and nontraditional ideas, activities, and actions 	<ul style="list-style-type: none"> ✓ Built in Cabinet review, timelines and milestones. ✓ Used project charters and project management support ✓ Addressed resistance and challenges in a timely manner ✓ Supported those entrenched in the work without excluding additional voices ✓ Worked to clarify roles and empower action by setting college-wide parameters
6	Planning for and Creating Short-term Wins	<ul style="list-style-type: none"> ✓ Plan for visible improvements ✓ Create improvements ✓ Recognize and reward those involved in the improvements 	<ul style="list-style-type: none"> ✓ Many intentional celebrations of progress and the work ✓ Continuous communication of progress.
7	Consolidating Improvements and Producing Still More Change	<ul style="list-style-type: none"> ✓ Use increased credibility to change systems, structures, and policies that do not fit the vision ✓ Hire, promote, and develop colleagues who can implement the vision ✓ Reinvigorate the process with new projects, themes, and change agents 	<ul style="list-style-type: none"> ✓ Summer/Fall 2017 – Advising model hiring and training; Supplemental Instruction expansion; required new student orientation; Maps available on the Web; Career & Academic Communities branding and development of events and programming support ✓ Transition work from implementation teams into the appropriate business units of the college.
8	Institutionalizing New Approaches	<ul style="list-style-type: none"> ✓ Articulate the connections between the new behaviors and student success ✓ Developing the means to ensure leadership development 	<ul style="list-style-type: none"> ✓ Connecting the new systems and programs to student success ✓ Developing the means to ensure leadership development

* LEADING CHANGE: Adapted from *Why Transformation Efforts Fail* (John Kotter, Jan 2007 Harvard Business Review)



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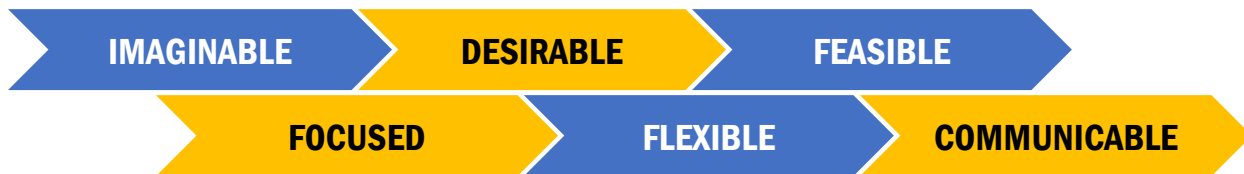
Establishing a Sense of Urgency & Forming a Powerful Coalition

What needs to change and why must the change happen now?

Who is on your team? Are they the right people? Who else do you need?

Creating a Vision and Communicating the Vision

Characteristics of an Effective Vision:



Practice describing your vision for your change initiative in five minutes or less.
The reaction to your description should signify both understanding and interest from your colleagues.

Empowering Others to Act on the Vision & Preparing for and Creating Short-term wins

The Role of Short Term Wins:

1. Provides evidence that sacrifices are worth it
2. Rewards change agents with pats on the back
3. Helps fine tune vision and strategies
4. Undermines cynics and resisters
5. Keeps leadership on board
6. Builds momentum

What short-term wins can you plan for now? How will you celebrate those wins?

What obstacles can you foresee? How will you address those?

Consolidating Improvements & Institutionalizing New Approaches

Letting up before change is institutionalized can prove disastrous. Without considering ways to consolidate improvements and institutionalize new approaches, you may lose momentum and/or regress to earlier behavior.

What aspects of your culture will need to change to sustain this initiative/program?

What communities/constituencies do you need to reconnect with to keep the initiative moving forward?