Transformational Change

2018 Wisconsin Technical College System Student Success Summit
Is your college ... GOOD ENOUGH?
Transformational Change is a marathon, not a sprint!

Process, Structure, & Attitude
Structural change occurs when policies, structures, and procedures create a framework for new behaviors that improve the student experiences throughout the institution.

Process change alters how people do their jobs and is transformative when enough individuals change their practices to ensure that large numbers of students encounter new student support interactions.

Attitudinal change occurs when individuals understand their work and view work processes in new ways. Attitudinal change is evident when academic and non-academic supports are naturally and commonly understood to be one interconnected process and essential for the effectiveness of the college’s teaching and learning functions.
"Culture does not change because we desire to change it. Culture changes when the organization is transformed; the culture reflects the realities of people working together every day."

- Frances Hesselbein
Change Leadership

(1) concerns the driving forces, visions and processes that fuel large scale transformation or

(2) is a “style of leadership in which the leader identifies the needed change, creates the vision to guide through inspiration, and executes the change with the commitment of the members of the group.”

John Kotter & BusinessDictionary.com
Seven Capacity Areas for Transformational College Change

- **Leadership & Vision** – The commitment and collaboration of the institution’s leadership with respect to student success and the clarity of the vision for desired change.

Data & Technology — The institution’s capacity to collect, access, analyze and use data to inform decisions, and to use powerful technology to support student success.

Equity — The commitment, capabilities, and experiences of an institution to equitably serve low income students, students of color and other at-risk student populations with respect to access, success, and campus climate.

Teaching & Learning — The commitment to engaging full-time and adjunct faculty in examinations of pedagogy, meaningful professional development, and a central role for them as change agents within the institution. Also, the college’s commitment to advising, tutoring, and out-of-classroom supports as well as restructuring developmental education to facilitate student learning and success.

Engagement & Communication — The creation of strategic partnerships with key external stakeholders, such as K-12, universities, employers and community-based organizations, and internal stakeholders across the institution to participate in the student success agenda and improvement of student outcomes.

Strategy & Planning — The alignment of the institution with the umbrella goal of student success and the institution’s process for translating the desired future into defined goals and objectives and executing the actions to achieve them.

- **Policies & Practices** – The institutional policies and practices that impact student success and the processes for examining and aligning policies and practices to remove barriers and foster student completion.
Anticipate resistance,
Seek to understand the root cause of resistance,
Manage resistance through honesty, consistency, accountability, and communication.
What does this look like at your college?

➢ What is your vision for the changes you want to see?

➢ How will you change to support that vision?

➢ Is your vision a shared vision and is it in alignment with the current experience (student and employee) at your college?
What in the world does this have to do with Guided Pathways within our system?

➢ (1) Guided Pathways is a framework, but you cannot execute the changes to support that framework in absence of intentional and effective change leadership.

➢ (2) To implement a framework for Guided Pathways within the context of your college and college system, you will need to be committed to the long-term focus and execution of efforts.

➢ (3) To improve student outcomes with an emphasis on equity in student success, you will need to have a vision that is in alignment with what you want the student and employment experience to be at your college.
"Culture does not change because we desire to change it. **Culture changes when the organization is transformed**; the culture reflects the realities of people working together every day."

- Frances Hesselbein
THANK YOU

Shauna Davis, Holistic Student Supports Coach

✉️ shauna@achievingthedream.org

🔗 www.achievingthedream.org/HolisticStudentSupports