Change Leadership: Moving the Needle on Completion

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Tale of Two Change Initiatives

• “It was the worst of times, it was the best of times ....”

• Developmental Education Initiative
  – Top down
  – “No time” for engagement
  – Not woven into the fabric of institution
  – Confusion abounds
Authentic Engagement

Use it or lose it!

"We asked the employees for more feedback, but after reprimanding those who spoke up, none was forthcoming."
Identify Champions in Key Stakeholder Groups

- Students
- Board of Trustees
- President
- High Level Administrators
- Deans
- Directors
- Department Managers
- Faculty
- Staff
Faculty and Staff Engagement

- Completion Game
- Cost of Poverty Simulation
Making the Case for Change: Why It’s Necessary

• Start with a Story
• Gather Qualitative Data
• Show Data
Why Is Completion a Priority?

- State funding -- 100% based on completion measures
- Commitment by Leadership
- Economic Development & Social Justice
  - Reduce Equity Gap
- It is the right thing to do
Low-Income High School
Graduating Class Outcomes
(Montgomery County, Ohio)

Only 2% of the entering 9th graders graduated from a local college
Discern Hopes and Fears of Key Stakeholder Groups

- Trustees
- Administrators
- Faculty
- Staff
- Students
What We Heard

• Curriculum Path too confusing
• Make Advising Mandatory
• Career Planning Earlier
• Fix Dev Ed/Placement
• Policies are a Mess
• I don’t belong here
• Data are shocking
Articulating the Vision

• Focus on Teaching and Learning
• MAPs/pathways
• Accelerate Dev Ed/Placement
• Integrate Student Support
• Policy and Practice
• Data Analytics that are Actionable
The Evolution of Student Services

G1
ORIGINAL LEGACY SERVICES

G2
SPECIALIZED DISPERSED SILOS

G3
ONE STOP CENTERS

G4
INTEGRATED HIGH-TOUCH HIGH-TECH WRAP-AROUND SERVICES

COMPLETION-FOCUSED • INNOVATIVE • STUDENT-CENTERED
Core Teams Need to Change at Each Phase

Planning

Implementation

Scale
Balance the Team

- Emotional Intelligence and Analytic Ability
- Stakeholder group representatives
- 50% new and 50% veteran employees
Resources Change at Each Phase

- Planning
  - Research & Development

- Implementation
  - Return on Investment Analysis

- Scaling
  - Marketing
  - Meetings
Implementing on the Fly: Continuous Improvement

- Multiple Iterations: Change is the new normal
- Control for Fatigue
- Positive Reinforcement
- Communicate Early Wins
- Communicate Changes
Sinclair is Moving the Needle on Student Success: The Results
Assign Every Student an Advisor

93% of students in the fall saw an advisor

% of Students Who Met with An Advisor in Fall

- 58% in 2010
- 93% in 2015

93% of students in the fall saw an advisor.
Increase Students with a MAP

83% of all students in the Spring had a MAP, compared to 68% last year.
Fall Withdrawal and Course Completion Rates

- Successful Completion Rate
- Unsuccessful
- Withdrawal Rate

14 16 13 16 11 17 10 16

7% increase in course completion rates in 3 years
29% decrease in course withdrawal rates
No change in F, I, U, Z grades
43% Projected Increase In Degrees and Certificates Earned from 2013 to 2016

Goal: 5,000

*Projected—data will be finalized after summer 2016 term.
Sinclair Graduates See 114% Increase in Earnings the First Year After Graduation
(2012-13 Associates Degree Graduates = 1,477)

Median annual pay before graduation = $17,500

Median annual pay the year after graduation = $37,400

Source: ODJFS and NSC data
Lessons Learned

• Balance Urgency and Patience  
• Composition of Team Needs to Change  
• Participation on a Work Team Builds Buy-In  
• It’s Muddy in the Middle  
• Stop Doing Things That Don’t Work  
• Pilots Aren’t Enough: Plan for Scale and institutionalization
Next Steps: Department-Level

• Pathways 2.0
  – Milestones unique to program
  – Program Orientation
  – Transitions
  – Involvement in Career Community
  – Focus on disaggregated data
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