

LA19 Faculty Academic Resource Innovation Strategy

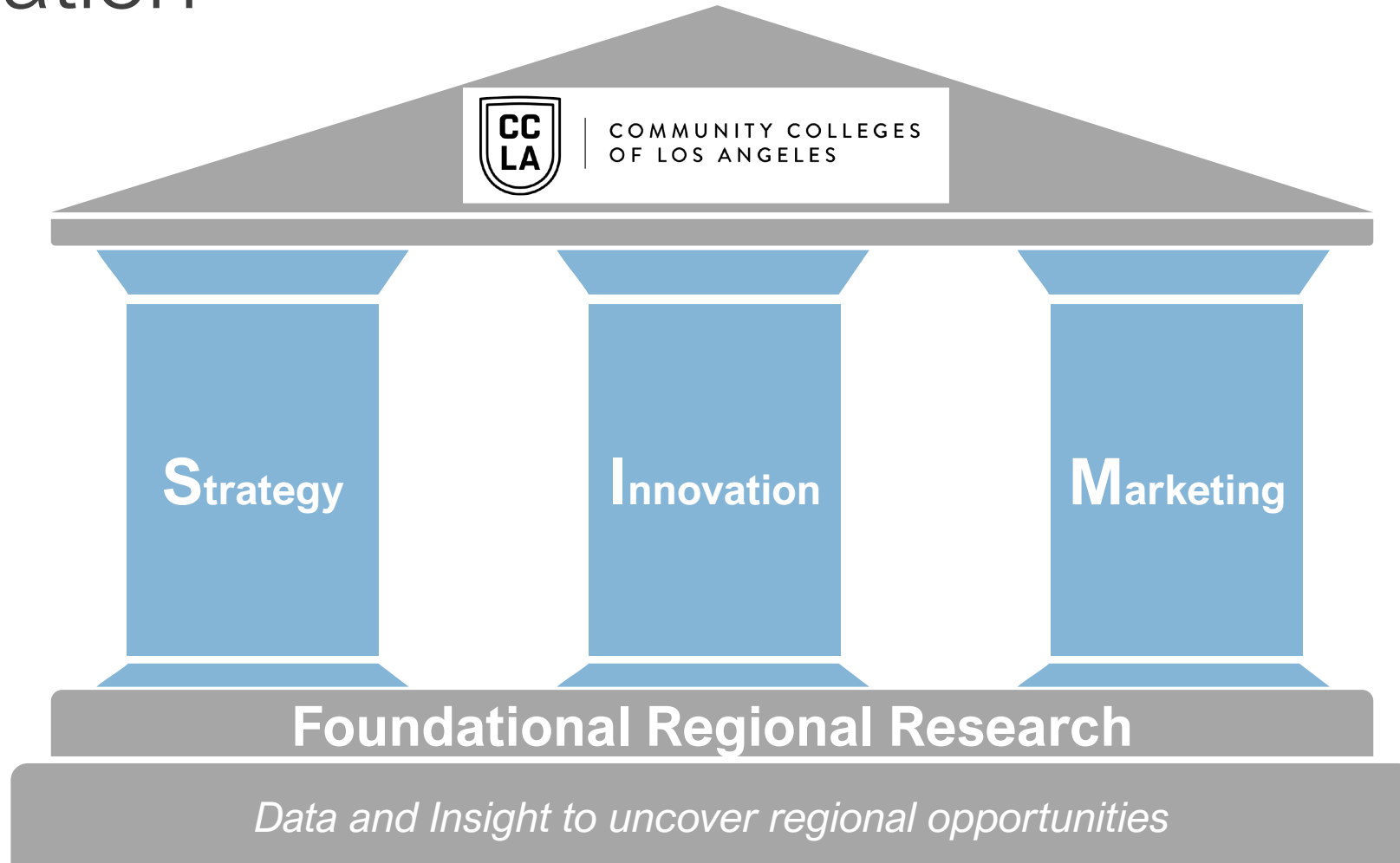
and.....
how we got here!



COMMUNITY COLLEGES
OF LOS ANGELES

April 2020

Prior to acting, invest regionally in a strong foundation



Primary research conducted to drive *regional efficiency and at-scale impact - strategy, marketing* campaign and *faculty innovation*

BASE BUSINESS

SMC LA SIM Regional Project Lead & LA SIM Team

STRATEGY

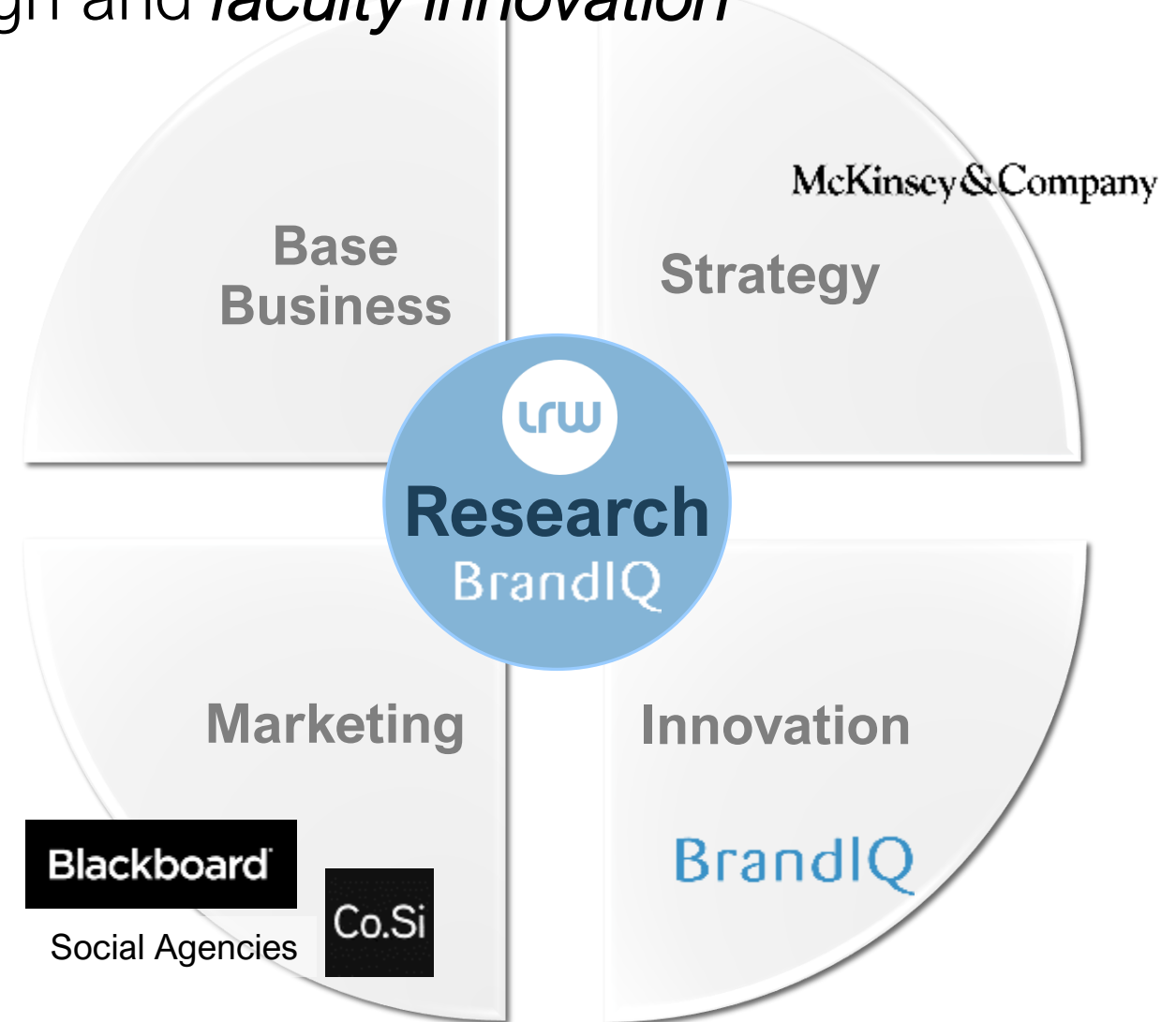
McKinsey Report

INNOVATION

Faculty created and driven Innovation Hub for integration and implementation of regional Academic Resource Innovation strategy and execution

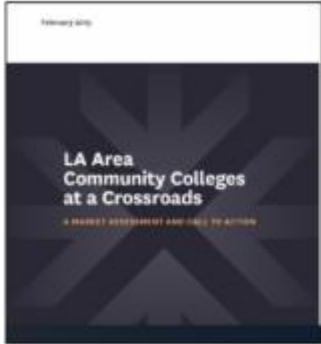
MARKETING

Regional marketing launched on 10/10/19 under the brand CCLA (community colleges of LA)



8 Research Report Deliverables to date

STRATEGY



MARKET RESEARCH: PHASE 1 QUALITATIVE RESEARCH



MARKET RESEARCH: PHASE 2A SEGMENTATION



RESEARCH: COMPETITIVE AUDIT TRENDS ANALYSIS



RESEARCH: INNOVATION AT OTHER INSTITUTIONS



MARKET RESEARCH: LA COUNTY COMMUNITY-BASED ORGANIZATION UNDERSERVED YOUTH



RESEARCH SYNTHESIS: ALL 8 PROJECTS LA SIM COMPREHENSIVE REPORT AND TOOLKIT

Foundational Research
Data and Insight to uncover regional opportunities

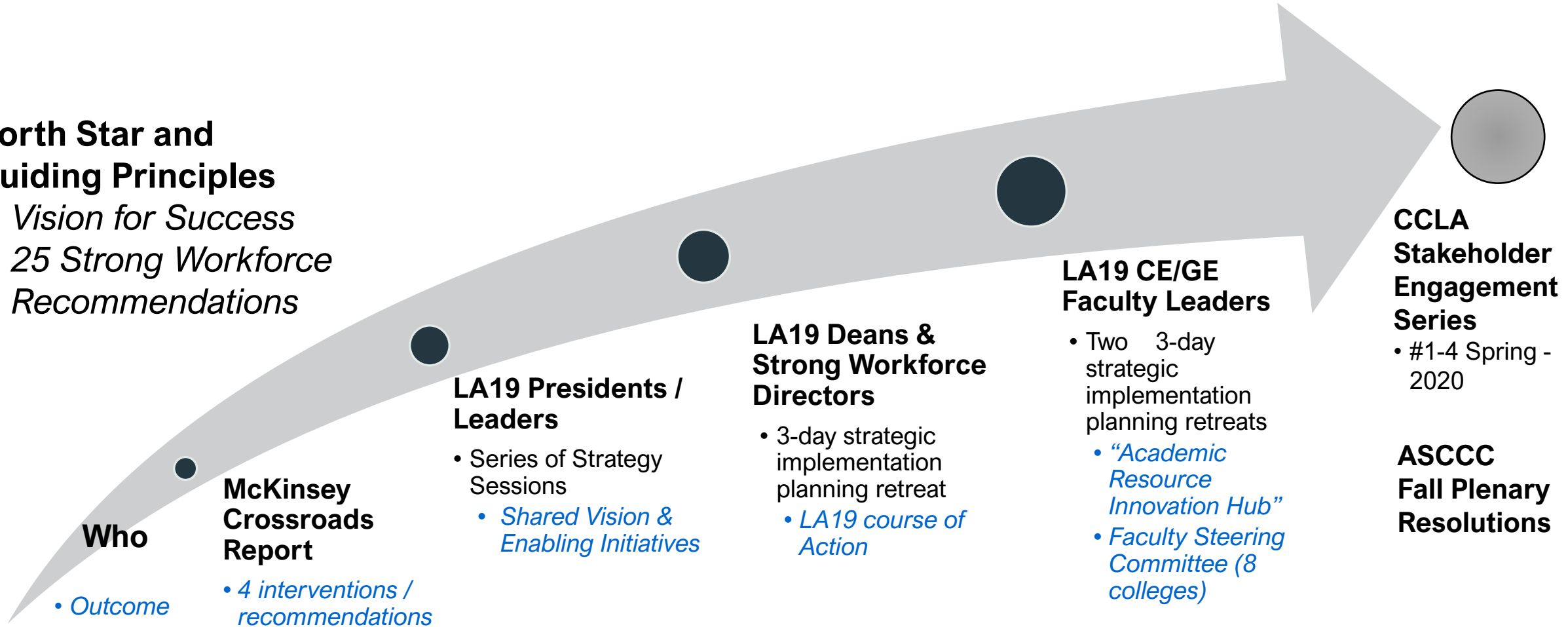


STRATEGY

Regional, collaborative GE/CE, informing and planning iteratively

North Star and Guiding Principles

- *Vision for Success*
- *25 Strong Workforce Recommendations*



LA19 Strategy Planning Deliverables to date

CTE Deans/Strong Workforce Annual Retreat



October 2019 Faculty Strategy Implementation Workshop



February 2020 Faculty Strategy Implementation Workshop





MARKETING

Regional marketing is having strong initial impact



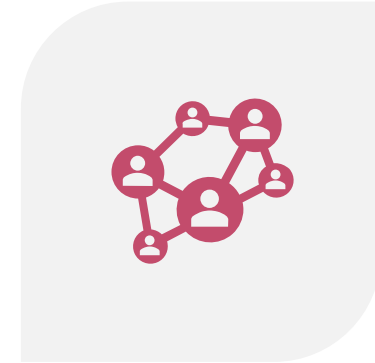
COMMUNITY COLLEGES
OF LOS ANGELES



WELL-DEFINED
TARGET STUDENTS



CREATIVE THAT
RESONATES



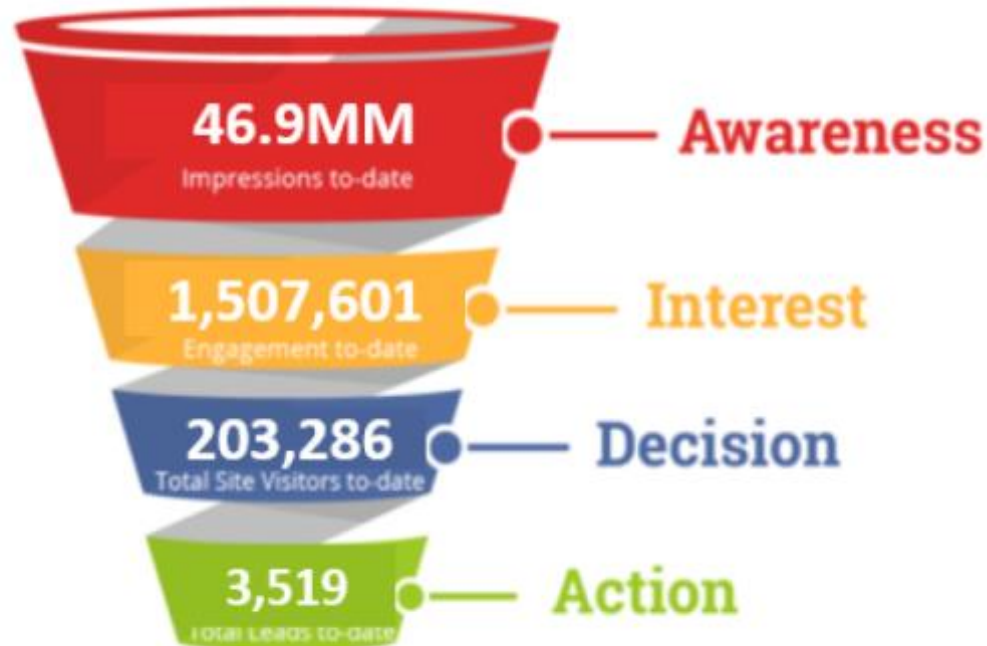
MEDIA (SOCIAL)
“MEETING THEM WHERE THEY ARE”

EXECUTIVE SUMMARY – ALL MARKETING

10/15/19-2/20/2020

Month	Budget	Impressions	CCLA.com site visits	Leads	Transferred Leads
<u>Overall</u>	<u>Total: \$600,278.23</u>	<u>Total: 46.9MM</u> 	<u>203,286</u>	<u>3,519</u>	<u>756</u>

* As of 2/20/2020



AWARENESS

Impressions of our advertisements raises initial brand awareness and presents our 19 Community Colleges as top-of-mind choices for potential students.

INTEREST

We can see active interest through post engagement such as Likes, Comments etc. More often than not, ads with higher engagement lead to higher site visits.

DECISION

While the decision process is not limited to clicks from an ad, a good indicator of consideration is the total visits to our site.

ACTION

The final action is the conversion from a visit to a lead. This action takes place once a user fills out the RFI form on the CCLA site.



INNOVATION

LA19 faculty leaders are planning “at-scale” academic resources and program support innovation

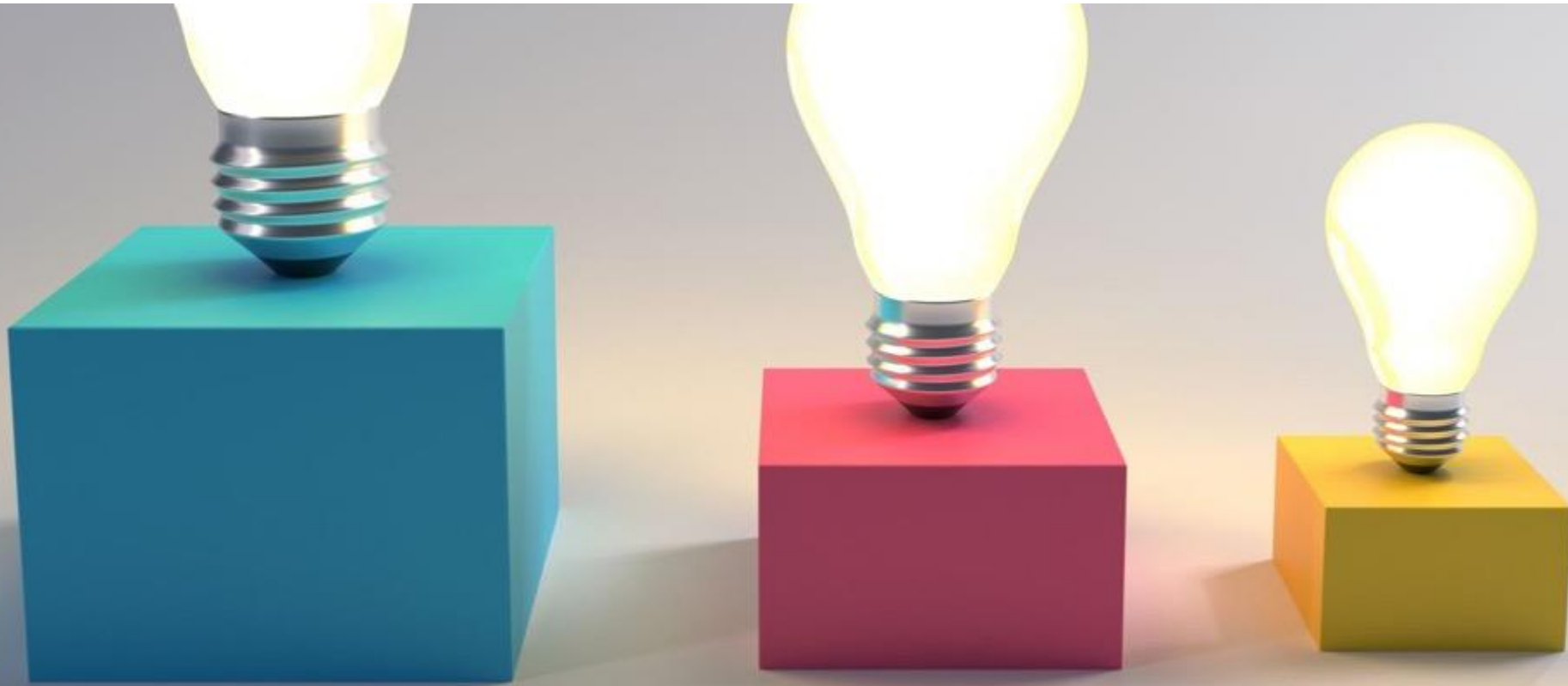
Collective Accountability Network, or CAN

- An LA19 faculty steering committee of representatives for 8 colleges meets weekly in a “results-based” framework moving work forward
- ***A First in LA19 Region: Faculty leadership say they have never worked on a committee across colleges and disciplines weekly, to get a result!***

“This crisis has demonstrated that it is even more critical that faculty design the supports they need to be better prepared to deal with future disruptions”

*“It would be short-sighted for the region to not support something so important, when they have a group of **inspired faculty leaders working on it collaboratively across colleges and disciplines**”*

“It’s exactly the type of initiative that should be lifted-up, supported and touted, as a faculty priority for the region. It is creating something that all colleges (and students) in the LA19 benefit from. It can reduce duplication, increase awareness of the most highly valued programs, and accelerate the break-down of the competitive mindset.”



Academic Resource Innovation Strategy Faculty Retreats Summary, October and February 2020

Approach

The Academic Resource Innovation Strategy Faculty Retreat brought together faculty member representatives from a majority of CCLA19 community colleges.

They were grounded in new insights from regional investments in LA SIM.

The objective of the session was to build on the preliminary work done by the faculty that convened initially in October. We engaged a broader faculty representation.

This session focused on developing an 'initial faculty' driven strategy for regional collaboration for "at-scale" curriculum and academic resources innovation.



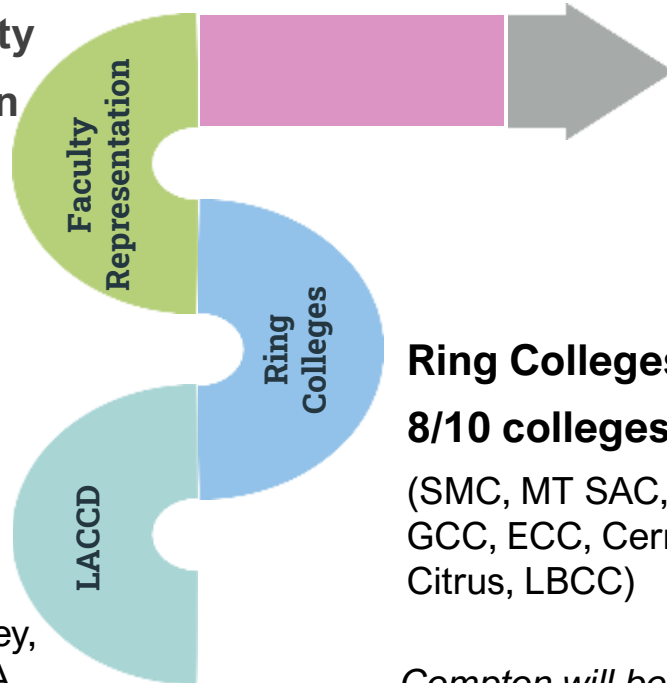
“In the last 30 years, faculty have never convened as a region to collaboratively work on anything, across colleges, across GE/CE, across discipline. This is a first.”

- Sal Veas, Chair of Chairs, SMC

Faculty Participants across two convenings

CCLA19 Faculty Representation

(14/19 colleges represented)



Ring Colleges

8/10 colleges

(SMC, MT SAC, PCC, GCC, ECC, Cerritos, Citrus, LBCC)

Compton will be invited starting in summer 2020

LACCD

6/9 colleges

(LATT, ELAC, Valley, Mission, LACC, LA Harbor)

We have designed the work to cover a wide range of faculty leaders in attendance:

~ 60% CE and 40% GE

- Academic Senate Presidents
- Curriculum Chairs
- Institutional Effectiveness
- CTE Liaisons
- Discipline Chairs
- Senate Faculty
- Strong Workforce Chairs
- Student Equity
- President's Advisory Council
- Faculty Assoc./Union Exec.
- Professional Development Committees
- Guided Pathways Committee

Josh Davies: The Workplace Revolution 2030

“Skills are the best predictor of success in the workplace”

Studies show time and time again the worst predictor of success in the workplace is academic achievement and education levels...

If we aren't delivering students with the skills that are necessary for the jobs that are in our community, we are failing our students, we are failing our employers, and we are failing our mission as community colleges.”

- Josh Davies, The Center for Work Ethic Development

Link to Exec Summary of Presentation (9 min)

<https://vod.ccctechconnect.org/vo/185425/f69af99170a38196f8b70bccf2a34e44579693ac>



Initial Thinking

LA19 Academic Resource Innovation Hub

The following work is grounded in the idea of creating an academic resource innovation hub for LA19 colleges. Faculty discussed the barriers they may face, and the resources they need.



Barriers to Academic Resource Innovation

In this exercise faculty were asked to prioritize potential barriers (previously discussed and identified) with 1 being the most problematic.

1

Funding/funding allocation

2

Bureaucratic processes

3

Competition/territorialism between and across departments and schools which drives significant inefficiency and duplication

4

Fixed mindset

5

Lack of strategic and tactical industry partnerships

6

Lack of understanding of the future of work

7

Lack of collaboration

8

Lack of communication

Resources Needed for Academic Resource Innovation

Professional Development

1

Release time/financial compensation for upskilling faculty

Rationale:

- Learn from others (globally and locally)
- Build in Accountability
- Foster culture that “innovation” is part of job and responsibility
- Need to learn how to effectively teach online classes

2

Leadership/equity academy

Rationale:

- Gets faculty onboard to increase understanding and decrease resistance
- **Allows for the development of professors to their highest potential**
- Empowers professors to be role models for students
- Benefits students where needed the most

3

Cross-disciplinary professional development team

Rationale:

- New ideas and fresh insight
- Breaks down outdated silos
- Momentum to create better contextualized learning
- Provides flexibility and encouragement to students who have an open mind on having a broad background

4

Effective teaching practice coursework available for faculty

Rationale:

- To improve teaching practices which will lead to increased student success

*Faculty were asked, “If you had a million dollars to spend on one resource in faculty professional development, which one would you choose?”
Resources are prioritized by importance level, with **1 being most important.***

Resources Needed for Academic Resource Innovation

Leadership

1

Commitment to investing and supporting faculty that want to innovate

Rationale:

- Creates time and space for innovation to happen
- Empowers faculty to be change agents
- Creates a new standard and culture of curriculum innovation
- Demonstrates what the institution values “growth mindsets”
- Confirms that there is an agreed-upon direction for the region
- Communicates the importance of cooperation and collaboration to success of programs

3

Presence and involvement

Rationale:

- Shows they care and are making an effort
- Want them to know what we are doing

2

Professional project managers

Rationale:

- Removes barriers to making ‘at-scale’ innovations happen
- Reduces timeline to development/approval
- Will help ease faculty workload on tasks such as: taking care of curriculum, projects, marketing, and being an industry liaison.
- Department managers can focus on the program, lessen project neglect, and boost enrollment and student success
- Time management
- Outside perspective, but discipline-specific

4

Results-driven actions

Rationale:

- Ensures accountability of “what’s next,” even if it’s incremental with reasonable goals

*Faculty were asked, “Which of these leadership items are most important?”
Resources are prioritized by importance level, with **1 being most important.***

CCLA Faculty Innovation Hub

How could it help improve outcomes in ‘academic resource innovation’?

Collaboration

- Creates regional academic resource strategic plan that applies to, and adds value to **ALL** CC19
- Reduces competition mindset, and facilitates ‘first-ever’ collaboration between CC19 which will create significant efficiency, reducing duplication and having greater impact
- Collaborate on CE/GE projects
- Address priority barriers to innovation in partnership with administration
- Hub acts as a regional advisory board
- Shared best practices across faculty, by discipline, across colleges
- Industry liaison
- A gathering ‘space’/headquarters that links CC19 physically or virtually



CCLA Faculty Innovation Hub

How could it help improve outcomes in ‘academic resource innovation’?

Regional Acceleration Focus

- Eliminate some local advisory boards, and replace with regional boards through the Hub
- Streamline curriculum development/program review
 - “Quick Check” Is this new proposal likely to be redundant, or filling large need?
- Create frameworks to accelerate regional roll-outs
- Develop system for ‘Split credit’ for student completion across multiple colleges
- Develop system to track data that funding is tied to
- Go beyond English and Math
- Communicating/marketing around community college innovations/advocacy
- Research that compliments what currently exists
- Regional Marketing of new regional programs to drive enrollment
- Addressing high-cost community services

CCLA Faculty Innovation Hub

How could it help improve outcomes in ‘academic resource innovation’?



Space for Faculty and Student Development

- Professional development for faculty
 - Showcase leaders and participants with a new “badge” system for faculty
- Service-learning programs for students (regional)

Expertly Informed

- Expert task force groups, that create regional programs that can align disciplines across CC19
- Modify courses to better align with industry
- Industry plays an advisory role in trends
- Hand-picked faculty from CC19 part of the advisory board in the Hub

Winning Hearts and Minds of Stakeholders

A steering committee of passionate faculty leaders from various CE and GE disciplines representing eight colleges have been meeting weekly to plan and execute **4 primary initial faculty created strategies:**

- 1 - “Engage and coalition-building” Campaign
- 2 - ‘Pilot’ Academic Resource Project
- 3 - Frame Faculty Release Time and Request
- 4 - Summer/Fall Innovation Hub planning retreats



Next Steps: 2020 Action Plan*

**Only some of this desired work is included in Round 3 Strong Workforce Funding*

