



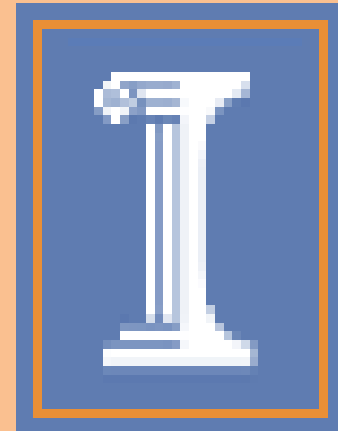
Scaling Innovation: *Guiding Principles to Scale Transformative Change*

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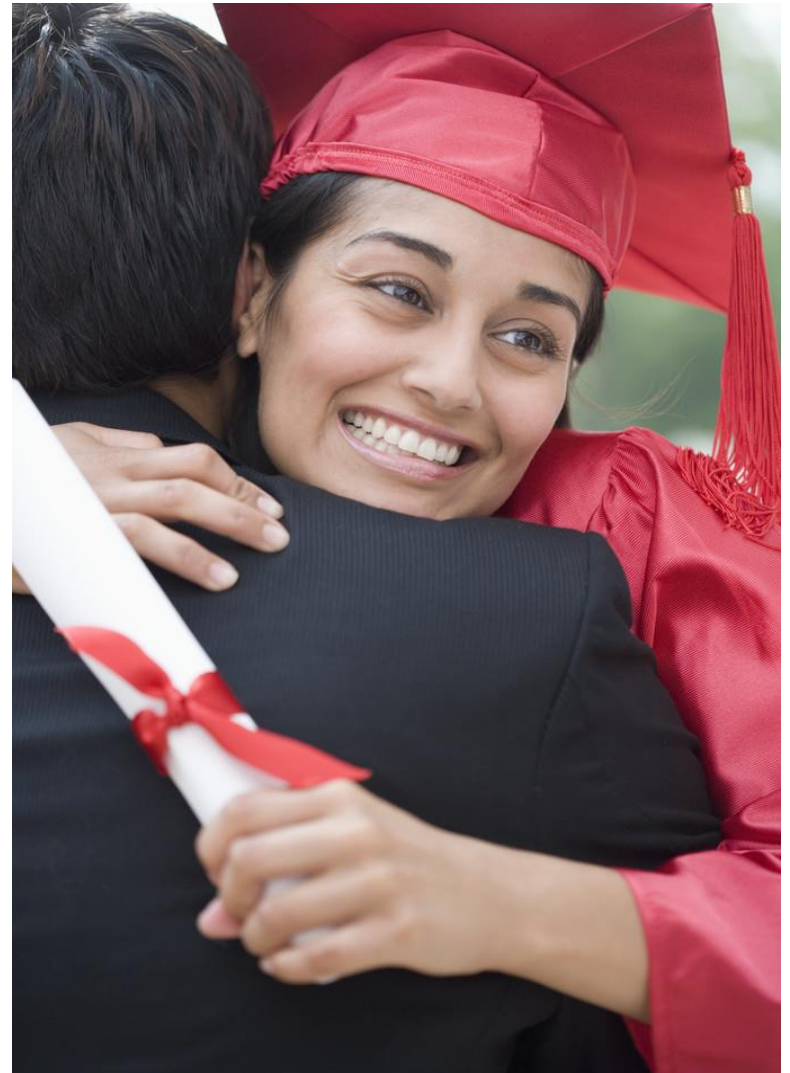
OCCRL

Office of Community College
Research and Leadership



Trade Adjustment Act Community College and Career Training (TAACCCT)

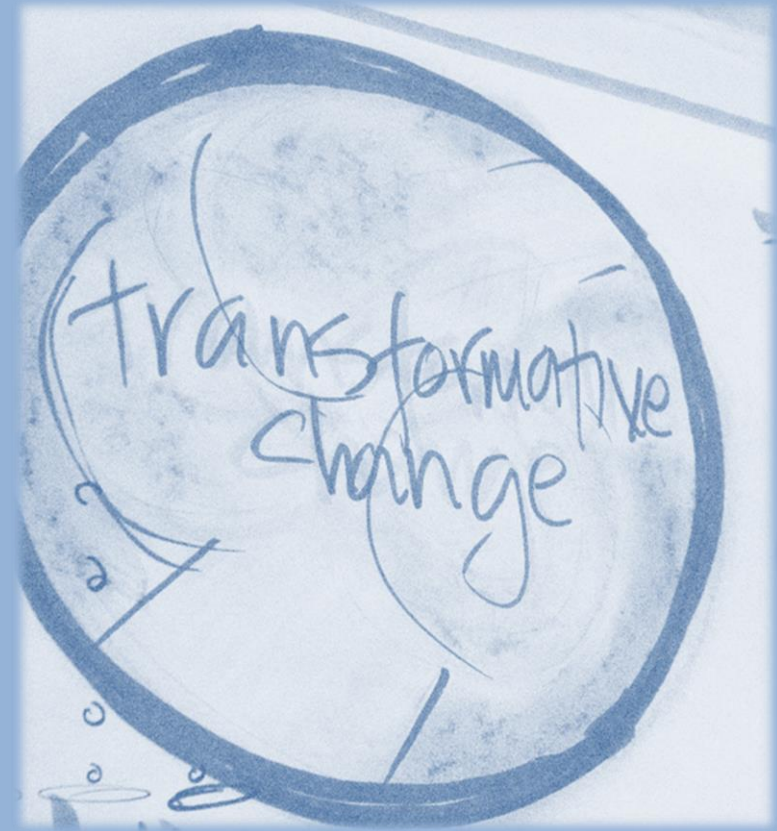
- *College Completion Agenda*
- Unprecedented \$2 Billion
- Large-scale initiatives
- Evidence-based
- Capacity building and sustainability





Transformative Change Initiative (TCI)

TCI is dedicated to assisting community colleges to scale up innovations that improve student outcomes and program, organization, and system performance





TCI Network

- Founding partners (2012-13) = 19 Round 1 and 2 TAACCCT consortia, reaching over 230 community colleges in U.S.
- 2014 = TCI extended to all TAACCCT consortia (Round 1, 2 and 3)
- 2015 = welcomed Round 4 TAACCCT consortia (over 60% of all community colleges in U.S. funded by TAACCCT)

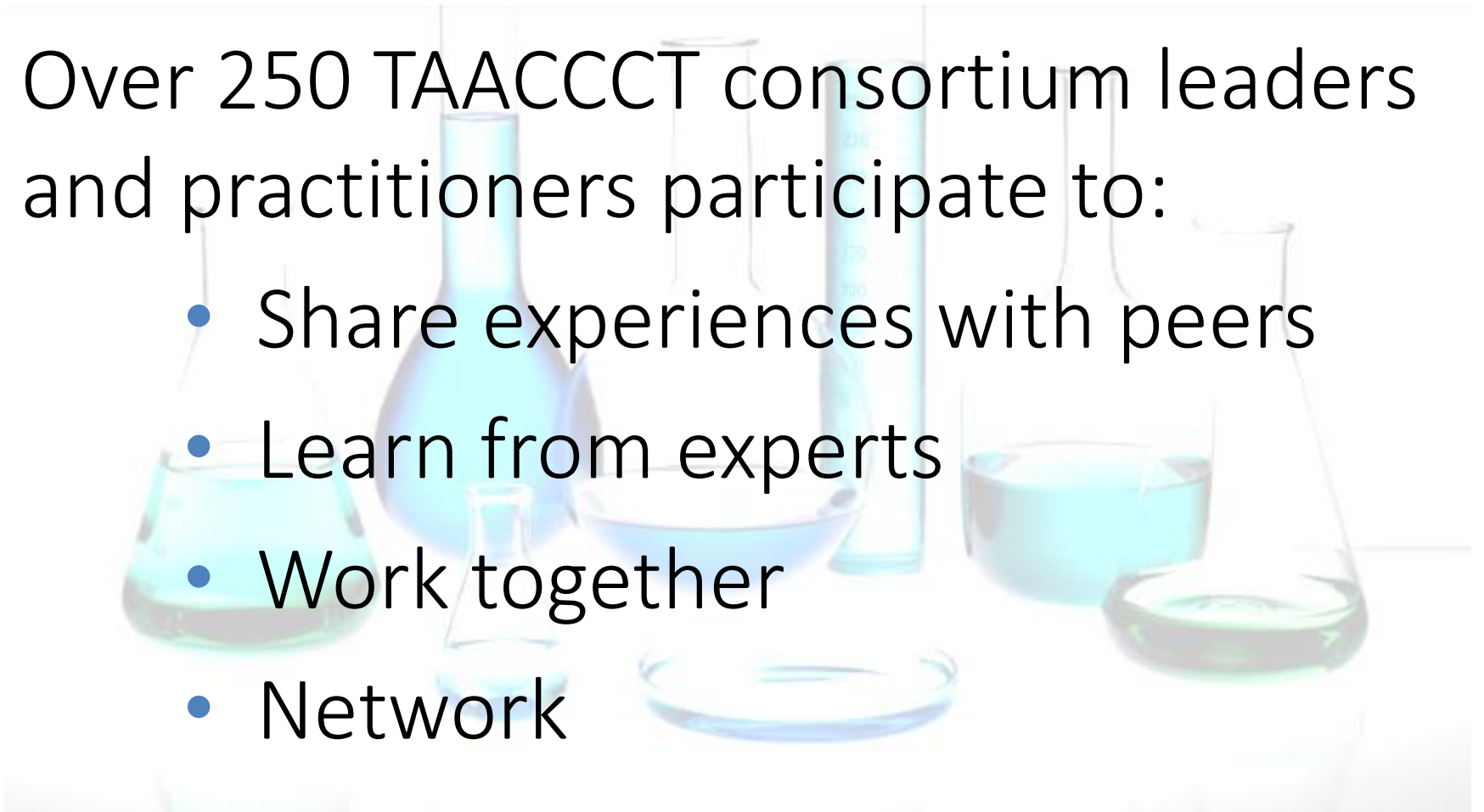
Learning Labs



Learning Labs

Over 250 TAACCCT consortium leaders and practitioners participate to:

- Share experiences with peers
- Learn from experts
- Work together
- Network





Transformative Change Knowledge Center

- Guiding Principles
- Scaling Toolkit
- Webinars
- Strategy Briefs
- Bibliographies
- Podcasts

Strategy Briefs

- Accelerated training & block scheduling
- Bridges
- Business industry leadership teams
- Career pathways
- Competency-based education
- Core curriculum
- Contextualized developmental education
- Developmental education redesign
- Education, workforce & industry partnerships
- Storytelling
- Student engagement through technology
- Transformative Leadership



Strategies for Transformative Change

OFFICE OF COMMUNITY COLLEGE RESEARCH AND LEADERSHIP

Transformative Change Initiative Overview

The Transformative Change Initiative (TCI) is dedicated to assisting community colleges to scale-up innovations that improve student outcomes and program, organization, and system performance.

Transformative Change Definition

TCI defines transformative change as follows: Raising the individual, organizational, and system performance of community colleges to unprecedented levels without sacrificing their historic commitment to access and equity.

PARTNERSHIP TRIFECTA: EDUCATION, WORKFORCE, AND INDUSTRY

About the Florida TRADE Consortium

The Florida TRADE Consortium represents 12 state and community colleges that came together under TAACCCT Round 2 to improve upon Florida's training and education system in advanced manufacturing. This mission is accomplished through improved alignment of partnerships and resources. By offering access to accelerated training, the Consortium seeks to address the growing critical skilled workforce shortage faced by the state's manufacturing industry and related industry clusters. Florida TRADE was developed using several evidence-based models and is designed to provide short-term training that results in stackable or latticed industry-specific credentials that articulate statewide to related associate degree programs that lead to entry- and mid-level jobs in advanced manufacturing.

Partnership Trifecta for Change

A strength of Florida TRADE is its ability to drive change through the partnership trifecta of education, workforce, and industry. Throughout the states of program design and implementation, the Consortium sought broad engagement of key stakeholders, including college presidents, academic deans, and corporate college directors; state and local workforce board representatives; and small and large manufacturers and industry associations. The input from these groups provide a broad range of perspectives to determine the best approach to achieve success in the proposed programs of study. By coming together and collaborating, the key players are seeking transformative change in education and workforce systems.

Major Theme: Building Trust with Shared Foundational Principles

Many stakeholders involved in the project noted the commitment to workforce development as the driver for the partners to work together. And, the trust that was built from the shared foundational principles enabled the Consortium to achieve results. The Consortium leadership cites Stephen M. R. Covey, "How the Best Leaders Build Trust," "When trust is low, in a company or in a relationship, it places a hidden "tax" on every transaction: every communication, every interaction, every strategy, every decision is taxed, bringing speed down and sending costs up. My experience is that significant distrust doubles the cost of doing business and triples the time it takes to get things done."¹

Florida TRADE has adopted the belief that principle-centered action is necessary for true success. From program inception to implementation and sustainability planning, the Consortium has shared three foundational principles:

- **Transparency:** Florida TRADE is branded as a team, a single identity no one institution or partner is highlighted above another. All team members are empowered to share their opinion and leadership opportunities exist at multiple levels. Each individual is tasked with being open and honest about motives and decision-making.
- **Communication:** The Consortium operates using clear and

consistent communication. In establishing processes, consortium members consider various perspectives, including those of students, instructors, workforce personnel and industry representatives. For example, input from each of these groups was incorporated when developing the participant application form. And, a clear communication path is followed between program manager, recruiter, and industry representative to see that the participant moves seamlessly through the placement process.

- **Flexibility:** As a Consortium representing 12 regions, it is important that members remain flexible in decision-making, planning, and implementation. The one-size-fits-all approach does not work. Florida TRADE has set parameters for the overall program, yet maintains flexibility for regions to work within those parameters to meet performance objectives. Reflecting this principle, not all colleges offer the same training courses. The selection of courses is dependent on a region's in-demand targeted occupations, which may also fluctuate from year to year.



¹ Covey, S. (2009). *How the Best Leaders Build Trust*. Retrieved from <http://www.leadershippro.com/CoveyOnTrust.html>



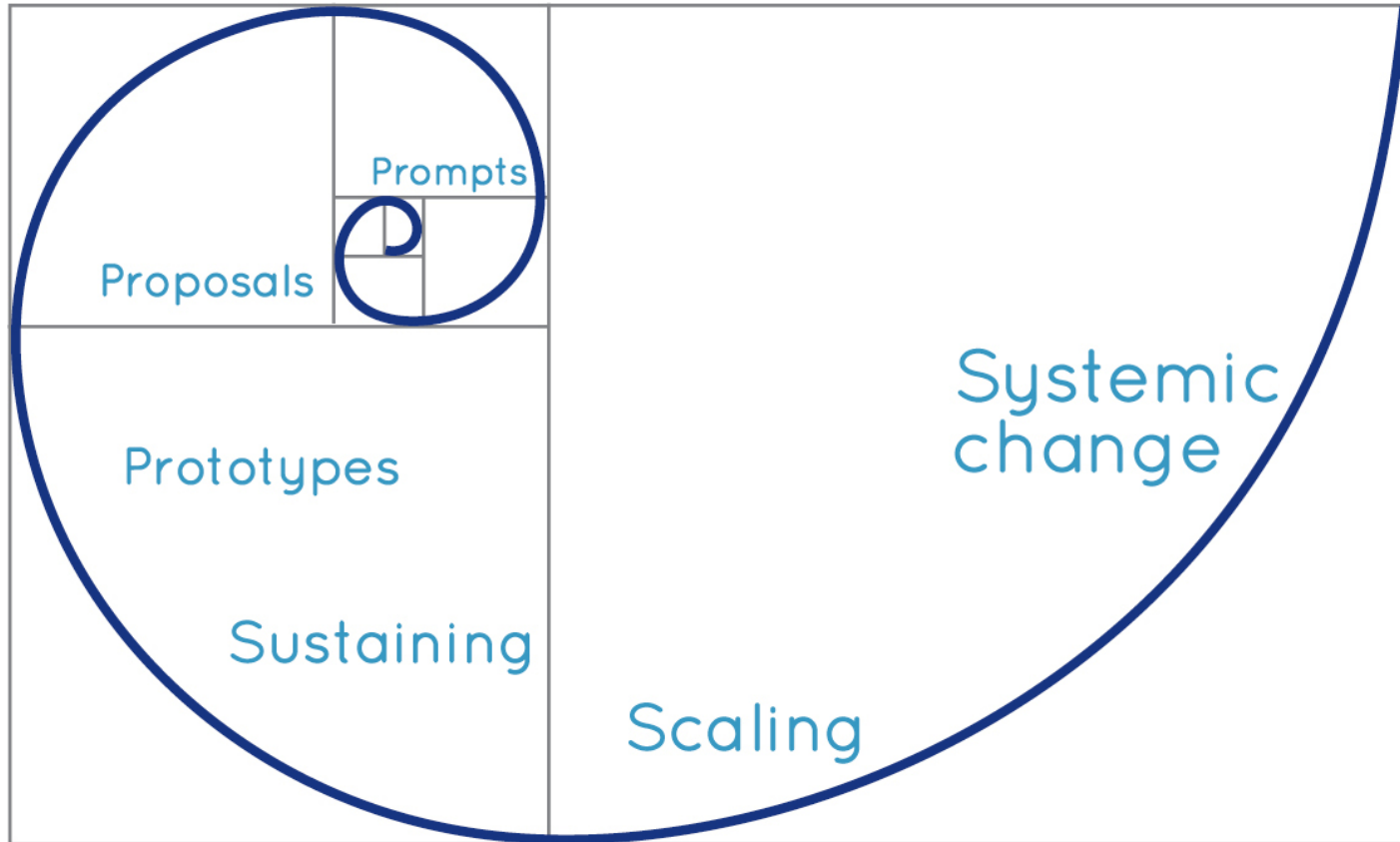
Evaluation Collaborative

Over 130 TAACCCT evaluators:

- Network
- Share expertise
- Collaborate
- Find solutions

How Does Scaling Happen?

Cycle of Innovation



Scaling Transformative Change



Raising individual, organizational and system performance to unprecedented levels without sacrificing the historic commitment to access and equity.

Scaling

Spread

Leadership | Adoption & Adaptation | Evidence | Storytelling | Networks | Dissemination | Technology

Endure

How to Scale Transformative Change

Guiding Principles

- Leadership
- Adoption and adaptation
- Storytelling
- Evidence
- Networks
- Technology
- Dissemination
- Spread and endurance





Leadership

Scaling of transformative change will occur when leaders envision, encourage, and support innovation that supports all learners

Design Elements:

- Advocate for access, equity and opportunity for all students
- Create evidence- & performance-based organizations and systems
- Use democratic strategies to support people and performance
- Communicate how actions and attitudes support change



Adoption and Adaptation

Scaling of transformative change will occur when adoption and adaptation honor and influence the cultures of the settings involved

Design Elements:

- Create clear understanding of core elements of innovation
- Nurture shared understanding of intended effects
- Adapt to student needs, organizational cultures, and local contexts
- Evaluate adaptations to determine efficacy

What is your “best idea” for bringing about transformative change?





Evidence

Scaling of transformative change will occur when evidence collected through ongoing and responsive evaluation is used strategically

Design Elements:

- Commit resources to collect, analyze, and share evaluation results
- Use a variety of evidence to measure processes, performance, perspectives, and impact
- Use evaluation to demonstrate the value of innovations and their influence on policy and practice
- Use evidence to inform decision making on all levels



Storytelling

Scaling of transformative change will occur if storytelling is used to facilitate learning about innovation and transformative change

Design Elements:

- Invite storytellers from a variety of backgrounds and ability to communicate with diverse audiences
- Encourage storytelling that features a variety of stakeholder groups, especially students and faculty
- Tell compelling stories that include rich description, local context, and critical facts (who, what, when, where, and why)

What story can you tell about improving individual, organizational and/or system performance?





Networks

Scaling of transformative change will occur when individuals engage in networks to gain access to expertise, professional development, and other vital resources

Design Elements:

- Connect people with diverse perspectives and areas of expertise
- Improve communications and awareness of relationships
- Expand leadership, increase inclusion, and encourage collaboration
- Create a sense of shared identity and trust
- Operate with a high level of transparency



Technology

Scaling of transformative change will occur when effective and appropriate technology is used to strengthen resources and expertise

Design Elements:

- Connect people, resources, ideas, and data in new ways
- Create collaborative environments and provide access to a variety of perspectives
- Accelerate information-sharing to reduce costs
- Enable, energize, and support professional development and technical assistance



Dissemination

Scaling of transformative change will occur when dissemination is led by individuals with deep knowledge of their settings

Design Elements:

- Target and engage users at multiple levels and multiple times
- Help users rethink existing understandings of innovation
- Support the translation of innovation across different settings
- Disseminate evidence to show how innovation changes over time



Spread and Endure

Scaling of transformative change will occur when innovations are chosen for scaling that show the potential to spread and endure

Design Elements:

- Make strategic decisions about what to scale and how to engage in scaling
- Understand how reflective (double loop) learning plays a critical role in scaling
- Transfer lessons from scaling one innovation to other innovations so that the scaling process becomes systemic and endemic

TCI Strategy Briefs

MoHealthWINs

- Intrusive student supports & contextualized developmental education

Health Professions Pathways

- Healthcare core curriculum

Consortium for Healthcare Education Online

- Building student engagement through technology

Health eWorkforce Consortium

- Centralized curriculum process for Health Information Technology (IT)

Health Professions Pathways (H2P) (TAA Round 1)

“The H2P Consortium will dramatically improve health professions training via career pathways and the development of core curriculum and core credentials.”

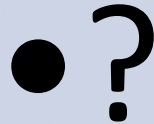
- Sustainability and scaling built into TAACCCT proposal
- National Advisory Council leads and supports:
 - Partnering with professional associations and employers
 - Identifying existing and new competencies
 - Validating competencies
 - Developing, piloting, implementing, and scaling core curriculum

Consortium for Healthcare Education Online (CHEO) (TAA Round 2)

CHEO focuses on “creating or redesigning quality online and hybrid courseware for healthcare programming and developing leading edge technology to deliver remote web-based science labs offering students greater learning options and employment opportunities.”

- Scaling authentic learning simulations and scenarios by:
 - Partnering with North American Network of Science Labs Online (NANSLO)
 - Promoting collaboration and “collective impact”
 - Developing instructor understanding

**Virginia
RETHINKS
Health
Sciences
Education**



What Have You Learned?



Contact Information

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OCCRL: <http://occrll.illinois.edu>

Learn more at http://occrll.illinois.edu/projects/transformational_change

