

# Steering through the Storm.

## Prioritization, Integration and The Five Cardinal Experiences

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# New Leadership in times of change.

(Life in the President's Office.)

- Otterbein College  
2010
- Challenges
- Prioritization
- Five Cardinal  
Experiences
- Student Retention



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# Academic Focus (Life in the Provost's Office.)



- Strategic planning
- College Wide Learning Outcomes
- Semester conversion



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# Trying to get it all done.

(Life in the Dean's office)

- Challenges and Successes:

Integrative Studies

FYE/SYE

HIPS: Five Cardinal Experiences

E-portfolio



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# Trying to get it all done.

(Life in the Dean's office)

- Goal- Integrated curricular experience
- Once in a career opportunity to transform curriculum (and co-curriculum).
- Small- flexible/nimble (Sailboat instead of an ore ship.)



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# Trying to get it all done.

(Life in the Dean's office)

- But not just changing curriculum for semesters.
- Also re-organized Academic Affairs (Two schools- Four Deans: Arts and Sciences, Professional Studies, College Programs, Student Services)
- New President
- New VP Advancement
- Implementing Banner (New CIO)



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# Trying to get it all done.

(Life in the Dean's office)

- Developing pieces over the past seven years- now we just need to connect them all.
- Easy peasy.



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# Timeline for context:

- 2003 Found Center for Community Engagement and Center for Teaching and Learning.
- 2005 Shared Futures Project: Global Learning and General Education- kick start Integrative Studies Program
- 2006: New Academic Dean begins.
- 2007 Adopt new strategic plan: Names new vision/ new core values/Global Citizenship/5 Cardinal Experiences. 4-1-4 calendar
- 2007: Focus curriculum development as Outcomes based model.



# Timeline for context:

- 2007: Establish Office for Institutional Effectiveness. Emphasis on assessment and accountability.
- 2007: Otterbein receives the Presidential Award from the President's Higher Education Community Service Honor Roll. Given each year to only three institutions and is the highest federal recognition a college or university.
- 2008: \$250,000 McGregor Grant for Integrative curriculum.
- 2008: Senate vote for semester conversion.
- 2009: CWLO



# Timeline for context:

- 2009: President Krendl begins.
- 2009: New Deans begin.
- 2009: Establish Center for International Engagement and Global Education (CIEGE)
- 2009: Focus on Five Cardinal Experiences/Integrative Learning at Fall conference.
- 2009: Senate vote to support new I.S. Curriculum
- 2009: New task forces convened to continue development of FYE/ Five Cardinal Experiences and E-portfolio





## Challenges:

- 1969 established program and over 40 years we stopped asking about intentionality and integration. We experienced mission drift.
- The disconnect between rhetoric and reality  
Resurgence of disciplinarity. (Junior faculty)
- Founder's syndrome
- Struggle over language (LEAP helped!)
- Professional accredited majors



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## Integrative Studies Program

### Successes:

- Tactical!
- The launch of a “shadow curriculum”
- The pursuit of a McGregor Fund Grant
- The decision to leverage semester conversion



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# The Process: Multi-tiered approach

a) We focused on Faculty Development and Curricular Development.  
Campus wide Faculty Workshops

b.) Professional Learning Communities (PLC's) to help model Global Learning in Integrative Studies and Majors courses.

c.) We built a Shadow Curriculum. In 2007-08, 22 classes in our INST curriculum were taught with an intentional focus on Global Learning and a set of defined global learning outcomes.



# The Process: Multi-tiered approach

d.) The McGregor Fund Grant: Transformation Project on Integrative Learning

e.) We continued to use Integrative Studies Advisory for vetting and support.

f.) We talked to everyone as many times as they asked us to and more.

- Multiple open faculty meetings and forums
- Individual department visits
- Ning website
- Met with Student Senators
- Administrative Assembly



# Success?

- Process for approval
  - Integrative Studies Advisory Vote
  - School of Professional Studies Review vote
  - School of Arts and Sciences- Review vote
  - Curriculum committee
  - Full Senate (Faculty, Administrators, Students)

Passed in November 2009



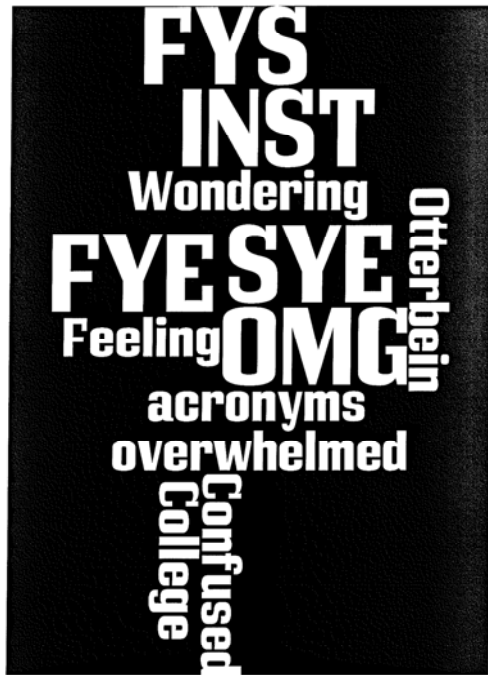
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# Next steps

- Implementation and course design
- Curriculum development: Summer 2010 McGregor Grants for support
- Faculty workshops: June 2010
- Launch Fall 2011



# FYE and SYE



Curricular bookends

- FYE-New
- SYE-Not new Past focus on ethicality and social responsibility
- Now major focus of four year I.S. program





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Senior Year Experience (SYE)

New focus

**ART**

- Action
- Reflection
- Transition

Outcomes focused



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# First-Year Experience

- Pilot co-curricular now
- Building FYS for new IS curriculum
- Already approved as part of IS curriculum
- McGregor Grants for curriculum development



# Five Cardinal Experiences: High Impact Practices

- Research and Creative Work
  - Internships and Professional Development
  - Community Engagement
  - Global Engagement
  - Leadership
- 
- AAC&U: George Kuh also cites Integrative Learning, FYE and SYE (HIPS)



# Five Cardinal Experiences: High Impact Practices

- Not instituting new programs. Long history of commitment to experiential learning, but it's been inconsistent in student opportunity and not tracked.



# Five Cardinal Experiences: High Impact Practices

- Goal is with semester conversion to add opportunities for each cardinal experience across the curriculum and then track student participation.
- Goal every student will have at least three. (Plus FYE, IS, SYE)



# E-Portfolio

Launch Student Learning/Integration focused e-portfolio in 2011 with FYS, then add incoming class until complete campus initiative in 2014.

Experiential transcript for Five Cardinal Experiences.

Space for specific reflection and integration across curriculum.



# Broad Challenges:

- Shallow pool of faculty/staff to cover all initiatives
- Maintaining connections to avoid redundancy
- Establishing process (forecasting order of events/interconnections)
  - Ex: curriculum approval: New Schools/curriculum committee/senate?



# Lessons Learned:

- Having infrastructure in place invaluable.  
(CTL/ CCE/ CIEGE/ Office Institutional Effectiveness/  
IS and SYE Advisories)
- Calendar change forces change.
- Outcomes based curriculum design.
- Commitment to campus communication and response.
- Leadership in tough times.
- Endurance.





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