The “Faculty Work and Student Learning in the 21st Century” Initiative: Scaling Practices to Support Student Learning

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Session Outline

- Rationale for the “Faculty Work” initiative
- How do you support faculty through the change process?
  - The experience of COPLAC and SEPCHE
- Lessons learned on scaling and sustaining change
- Facilitated exercise and discussion
Distance Mentored Undergraduate Research

- 29 campuses in 27 states and one Canadian province
- Campuses between 800 and 7000 undergraduates
- Growing emphasis on undergraduate research opportunities

Project Goal:
- Expand the range of faculty expertise available to student researchers
Model #1
One-on-One Distance Mentoring

- Twenty students from nine campuses
- Eighteen faculty from 12 campuses

Successes
- Student perceptions
- Grading policy

Challenges
- COPLAC office as facilitator
- Maintaining connection with campus UR Directors
- Building a consortium-wide faculty culture
Model #2
Digital Liberal Arts Research Seminar: Century America

- Two instructors from two campuses
- Twenty-four student researchers from 15 campuses
- Campus and community-based research projects
- Technologies: weekly teleconference, blogs, online modules
Digital Liberal Arts “at a Distance”

**Successes**
- Student response to multi-campus collaboration
- Fusion of traditional research practice and digital scholarship
- Bringing results of community-based research to a wider public
- Scale up during 2016-2018 with 14 additional multi-campus seminars

**Challenges**
- Building long-term Board support
- Maintaining faculty buy-in through appropriate campus reward systems
Scaling and Sustaining Change

- Scale is often not achieved (and sustained) because of leaders’ mindset. The problematic mindset is: “change happens one faculty or staff member at a time.”

- Instead considering change as organizational and embedded in organizational structures and culture leads to scale.
SEPCHE
Building Faculty Capacity for 21st Century Teaching

- 8 institutions in the Philadelphia region
- Campuses between 600 and 2800 undergraduates
- Emphasis on High Impact Practices
How Might We Expand Evidence-Based Teaching?

- Shorter infusions + practice + peer discourse + coaching
- Learning sciences
- Motivation
- Incentives and supports
Structure and Supports

- Proposal process
- Monthly meetings
- Goals and reporting
- Process supports
What Did We Learn?

- Short infusions + practice + coaching support
- Continuous assessment
- System of incentives and supports → expansion + sustainability
Scaling and sustaining change

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Scaling and Sustaining Change

- Consortia, multi-institutional projects, and learning communities are vehicles to propel a broader understanding of change. They also support learning and bolder ideas!
Scaling and Sustaining Change

- Need to get buy-in and motivate change to get off ground and move toward scale – typically a key challenge. What helps:

1. Use data to make the case for the change
2. Develop a compelling narrative and story
3. Frame the change in ways that make it less threatening, even exciting
Scaling and Sustaining Change

- Understanding principles of institutional change also helps to scale:

1. Align with campus mission and priorities
2. Develop shared leadership – bottom up, middle and from the top
3. Create incentives and rewards
4. Align institutional policy and structures
5. And many others in report…

http://tinyurl.com/scaling-change
Scaling and Sustaining Change

- Leadership development helps to facilitate changes – faculty generally do not have leadership skills and you need bottom up leadership to scale and sustain innovation.
Scaling requires a plan – that entails items above:

1. Do we have a vehicle to facilitate a scaled model for change (like working with other campuses or learning communities)?

2. Do we have an approach to develop leaders and considering mindset they bring to change?

3. Do we have an approach for achieving buy in?

4. Do we have an approach for examining policies and practices that support and hinder?
To access the full report “Scaling and Sustaining Change”: http://tinyurl.com/scaling-change

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