



Community College Campus Change Network

“California Tomorrow has been instrumental in helping community colleges in this state focus on diversity and equity.”
Phillip Maynard, President Academic Senate, Mt. San Antonio College

Initiative Overview

With the support of the William and Flora Hewlett Foundation and the Ford Foundation, California Tomorrow launched the Campus Change Network (CCN) as a way to partner with and support campus leaders strengthen, expand and institutionalize campus change efforts around issues of diversity, access, and equity.

Seven Community Colleges¹ participated in the first year of the Campus Change Network and are using the resources and tools provided to move diversity, access, and equity issues from the periphery to the center of their institutions planning, programs and services. The CCN has proven to be a useful resource for colleges that wish to jumpstart and/or connect and broaden existing diversity, access and equity efforts into a more comprehensive college-wide strategy. These colleges have become more responsive colleges – listening to their students, considering their college’s research that uncovers unequal patterns of achievement and participation among different groups of students and are working more cohesively together across college roles and responsibilities to develop solutions.

“The most important thing is to keep the momentum going. California Tomorrow has provided the support and expertise. They have given us “permission” to discuss these issues statewide. California Tomorrow is a true partner. They are there every step of the way. They are leading us to sustainability. They are changing the institutional culture based on what we need to do for the future of California and for all students. We need to sustain movement and dialogue forward to create a paradigm shift. With the leadership from California Tomorrow we can expect institutional change.”
Philip Hartley, President of West Valley College

We know these type of systemic reform efforts do not happen overnight -- they happen as a result of leaders who are committed and understand that creating change takes a long journey requiring more than a year, two or even three years. It takes time to create the structures to support advocacy and leadership, to build the habits of using data and to listen to student voices, to build on what works and to consider and institutionalize new ways of doing things.

With continued support, we are able to expand the Campus Change Network to include 6 to 8 additional colleges. We would like to invite your college to join your peers and colleagues to continue building and strengthening a state-wide learning and support network of campus leaders working more intentionally to address access and equity issues on their campuses and who are pushing their institutions to ensure the success of all students.

¹ San Diego City College, West Valley College, Las Positas College, Hartnell College, City College of San Francisco, Skyline College and Golden west College made up the first group of colleges to participate in the Campus Change Network.

Colleges will be selected, via an application process, to participate in the Campus Change Network. The initiative will begin in Fall of 2006 and end in the Spring of 2008.

Benefits of Participation

“California Tomorrow has been the catalyst and instigator in building awareness on issues of student equity at the campus level and provided a momentum to sustain dialogue surrounding these issues. They have provided a service that contributes efforts towards instituting real institutional change from the top down”. Faculty

“We rely heavily on the outside facilitators from California Tomorrow in order to help us affect change. It wouldn't be nearly as effective to rely on our own in-house people. An outside consultant/facilitator is more useful because they are objective. We couldn't have done it without them. The outsider gives us momentum and builds strength.” Larry Brown, Vice President of Student Services, San Diego City College

Campus teams will have an opportunity to:

- **Deepen and hone** their understanding of access and equity issues as they relate to campus capacity to serve an ever-growing diverse student body.
- **Benefit from peer support** by having a dedicated venue to hear from a wide range of perspectives and experiences around access and equity strategies and practices that succeeded and lessons from those that fell short. In addition, peer support will help **motivate, inspire and energize** people to overcome political, bureaucratic and intra-personal barriers to change.
- **Develop Leadership Capacity** to lead campus change efforts by:
 - **Establishing direction:** through a shared vision of what practices and policies can move community college campuses to be more accessible and equitable institutions and finding strategies on how to work differently to achieve and implement this vision.
 - **Aligning people within the campus:** deciding on the appropriate level of participation for creating the vision, and communicating the vision to those who have not participated to generate campus buy-in and commitment to an access and equity agenda at all level.
- **Model and share** a number of collective experiences in campus wide change efforts with other campuses in the system so that overtime a clear picture can emerge of what access and equity change looks like.
- **Communicate the value of working on access and equity issues within the CCC system through:** a coordinated effort and a stronger voice advocating for change within the CCC system and individual campuses which will emerge through the relationships built, a shared history and the common understanding that is forged through the peer learning network activities.

Our Approach

The Campus Change Network uses an inquiry-based change model to work with a core leadership team from each participating campus to promote both personal and organizational change around access, equity and diversity. The network's model is designed in such a way as to accommodate adaptation at each campus. The process relies on data and values driven dialogue as tools for building each leadership team's capacity to guide a broader group of peers to reach consensus on an agenda for change on their college campus. The approach helps each campus determine priorities for change, clarify their college's values and principles around diversity and equity, and shed light on the most appropriate change strategy to strategically address the diversity and equity concerns that are most urgent to increase the success of the students served by each college's service area.

More specifically, the tools and resources developed for the Campus Change Network will assist each team to undertake and move the following inter-connected elements of a collective change process:

- Developing and supporting a core leadership group from each participating college to lead a campus-wide change effort around issues of diversity and equity;
- Engaging team members in a process of dialogue and reflection on access, equity, diversity and inclusion practices on their campuses;
- Clarifying and affirming institutional values, vision and principles about diversity and equity on each campus;
- Collecting and assessing data on diversity and equity issues and practices;
- Framing and articulating important strategies and goals for the future (developing a plan of action that is feasible and manageable in moving your campus towards its access, equity and inclusion goals);
- Supporting personal, professional and organizational learning;
- Allocating the time and resources necessary to support change;
- Connecting with and supporting peers across campuses also involved in leading change efforts;
- Drawing upon technical assistance; and
- Celebrating and sharing stories of success with other colleges

The Campus Change Network's facilitation team consists of California Tomorrow staff along with campus leaders, such as you, to form a diverse group with extensive experience leading change related to access, equity and diversity issues. This strategy helps us to insure our facilitation is far-reaching, includes a deeper set of experiences and skill sets, and promotes cross-pollination of new ideas and *promising practices* between participating colleges.

Structure and Process

The Campus Change Network is designed to convene and engage 6 - 8 teams of community college faculty, administrators, staff and student leaders to discuss, share and learn from practices and models that have created fundamental campus reforms around access and equity. To this end, the Campus Change Network is designed around two principle strategies two and a half day cross-campus meetings along with individualized technical assistance.

Network Meetings

Colleges will participate in four, two and a half day meetings from the Fall of 2006 through the Spring of 2008 (one meeting a semester). The first of the four network meetings will take place in late September to early October 2006.

A combination of modalities (workshops, collective reflection, strategic planning work groups, best practices and dialogue) will ensure that content based-expertise, hands-on strategic planning, and reflection are interwoven to build the capacity of each team to lead access and equity focused campus-wide reform efforts. Over the life of the initiative, each team will identify pressing access and equity priorities on their campus and plan and/or strengthen an action plan that will serve as a guide for the implementation of their change efforts. In addition, the teams will benefit from peer support, multiple perspectives, and the exchange of ideas and best practices that can serve as catalyst for their campus change efforts.

We will dedicate one of the four meetings to focus on teaching and learning and on what happens in the classroom as well as the critical links to supports services that strengthen and support student success. This meeting will also include members from the colleges that participated in the first year of the Campus Change Network.

Consultation & Technical Assistance

In the interim, between the Campus Change Network meetings, California Tomorrow staff and or mentors, from the first group of colleges that participated in the network, will support each team through technical assistance. Technical assistance will be tailored to the requests of each leadership team to meet the needs of individual campuses and will be provided by phone, e-mail, campus visits and through the development of additional tools, facilitated workshops and research of additional resources.

Commitment and Expectations of Participating Campuses

Campus Leadership Teams:

Systemically, addressing access and equity issues at a campus-wide level requires the involvement, commitment and collaboration of a wide range of college faculty and staff from across the institution. For these reasons each campus will be expected to assemble a core leadership team of six to eight members that can commit themselves to the process for the duration of the initiative (Fall 2006 -- Spring 2008). Colleges may later chose to grow their teams further and have additional faculty and staff participate in Campus Change Network meetings, but this core group is an essential anchor to ensure efforts are sustained over the long-term.

Systemic reform requires top level leadership; therefore, we strongly encourage the college president to be a part of the core leadership team. However, if unable to, we ask that a member of the president's leadership team (vice president of instruction and/or student services) be selected as a member of this team. From past experience students have played an important role and we ask that each college also select a student to be a member of the team.

Other team members we suggest include:

- the president of the academic senate
- additional faculty to have a balance of representation from both academic, occupational and developmental programs
- support services staff
- a member of the board of trustees
- director of institutional research
- deans of one or more academic divisions
- classified staff

We recognize that positions will differ from college to college and each campus should determine who is best to serve on their team, however all teams should include leadership from multiple levels of the college. In addition, one person from the campus leadership team must be designated as the team leader and be willing to be the main contact person between the college and California Tomorrow.

For consideration... Working on access, equity and diversity issues can be challenging and emotional at times. Because, some of the activities used to facilitate a collective change process require some personal reflection and exploration of values and beliefs around these issues, we strongly suggest that the members chosen for your leadership team demonstrate a willingness and openness to engage in this type of deeper work.

Participation and Engagement

Each campus will be expected to support their leadership team's participation in four Campus Change Network meetings (to be held once a semester over a 2 year period).

Each campus leadership team must be willing to use their Student Equity Plan and or other institutional mechanism (s) to identify an area (s) where there is disproportionate impact in terms of student access, equity and success and be willing to engage in the planning and implementation of a campus-wide change process to address these priority areas.

The model we use is based on developing a strong peer based learning and support network. Therefore we expect each campus leadership team to actively contribute to the peer-based learning process through dialogue facilitation, leading a workshop and or other methods.

Financial Commitment:

California Tomorrow has sufficient grant funding from the Hewlett and Ford Foundations to cover the cost of project staff and coordination, convening and technical assistance expenses. In partnering with us to work collaboratively on access and equity issues, California Tomorrow is asking participating colleges to provide a match to our existing funds by covering the travel (accommodations, airfare and some meals) expenses of individuals on their campus leadership team

to attend the four network meetings. We try our best to find inspirational, but yet affordable venues for each meeting.

For this second round of the Campus Change Network, we were able to build in a limited pool of resources to help off-set some of the travel costs for colleges that might be precluded from participation due to financial constraints. We will work with each college on an individual basis if this poses a barrier to participation.

Commitment and expectations of California Tomorrow

California Tomorrow will:

- Take the lead role in coordinating the Campus Change Network, including all logistics, curriculum, resources and other materials to be used over the course of the initiative.
- Facilitate and participate in all meetings of the network.
- Provide staff expertise, capitalize and coordinate the peer-based expertise within the network's participating colleges and or broker local/regional consultants to provide technical assistance. (Due to limited resources technical assistance will be limited to a select number of visits per college and will be tailored to meet the needs of each participating campus. If campuses wish to work further with a particular consultant they may make separate arrangements to do so).
- Create a publication to capture learnings and promising practices
- Seek opportunities to disseminate what is learned as a result of the process undertaken by participating community colleges.

Application Process:

Colleges interested in being considered for the Campus Change Network should submit their application no later than **June 5, 2006**.

Completed applications should include (forms enclosed):

- A list of participating team members
- A college statement that addresses 1) how this initiative can strengthen and/or support your college in addressing access and equity issues that have surfaced from the data collected in your college's Student Equity Plan; 2) what access and equity efforts or initiatives are already underway at your college; and 3) what outcomes does your team expect will come about as a result of participating in the Campus Change Network?
- An MOU signed by the campus president demonstrating commitment to the initiative
- A copy of your college's Student Equity Plan

Please send completed applications to:

California Tomorrow
Attention: Ileri Valenzuela-Vergara
1904 Franklin Street, Suite 300
Oakland, CA 94612

Fax (510) 496-0225 or e-mail ireriv@californiatomorrow.org

If you have questions or would like to receive an electronic copy of this packet please do not hesitate to call Ileri Valenzuela-Vergara at (510) 496-0220, ext. 315

All colleges will receive notification regarding the status of their application by **July 31, 2006**.

**The Community College Campus Change Network is a project of California Tomorrow's
Community College Access and Equity Initiative**

