

# Change Leadership: Moving the Needle on Completion

Dr. Kathleen Cleary  
Associate Provost for Student Completion



June, 2016



# Tale of Two Change Initiatives

- “It was the worst of times, it was the best of times ....”
- Developmental Education Initiative
  - Top down
  - “No time” for engagement
  - Not woven into the fabric of institution
  - Confusion abounds

# Authentic Engagement

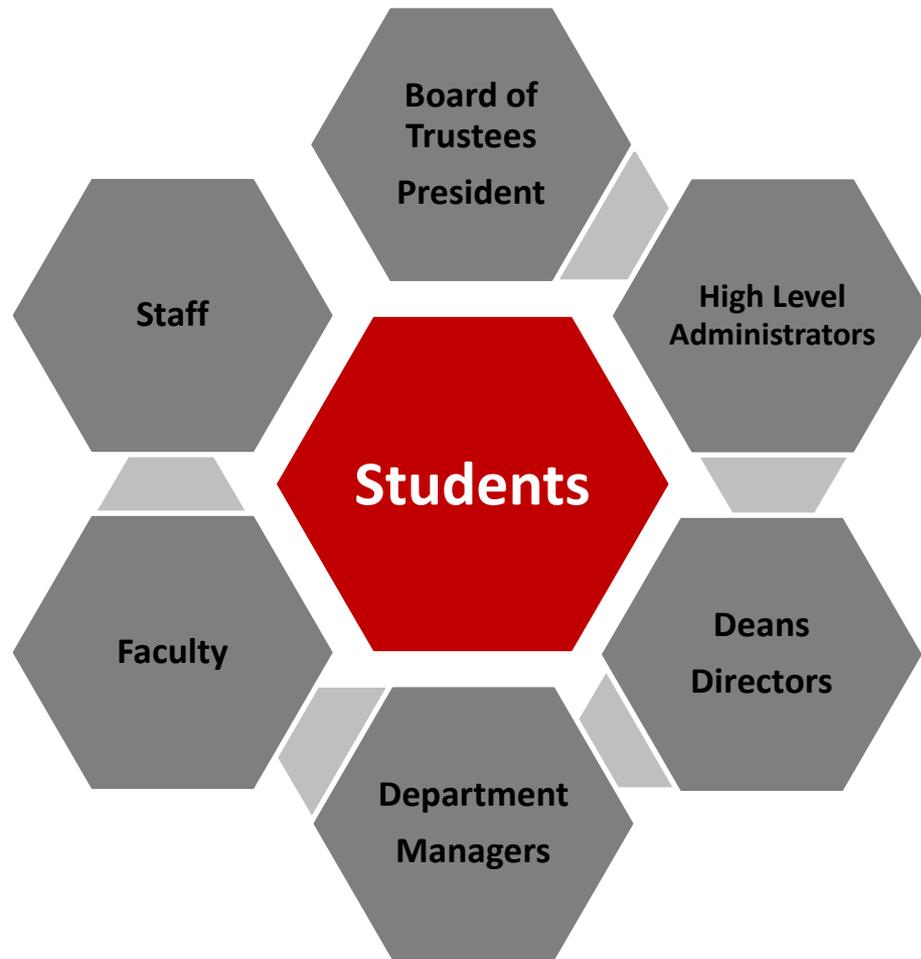
Use it  
or lose it!

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"We asked the employees for more feedback, but after reprimanding those who spoke up, none was forthcoming."

# Identify Champions in Key Stakeholder Groups



# Faculty and Staff Engagement

- Completion Game
- Cost of Poverty Simulation



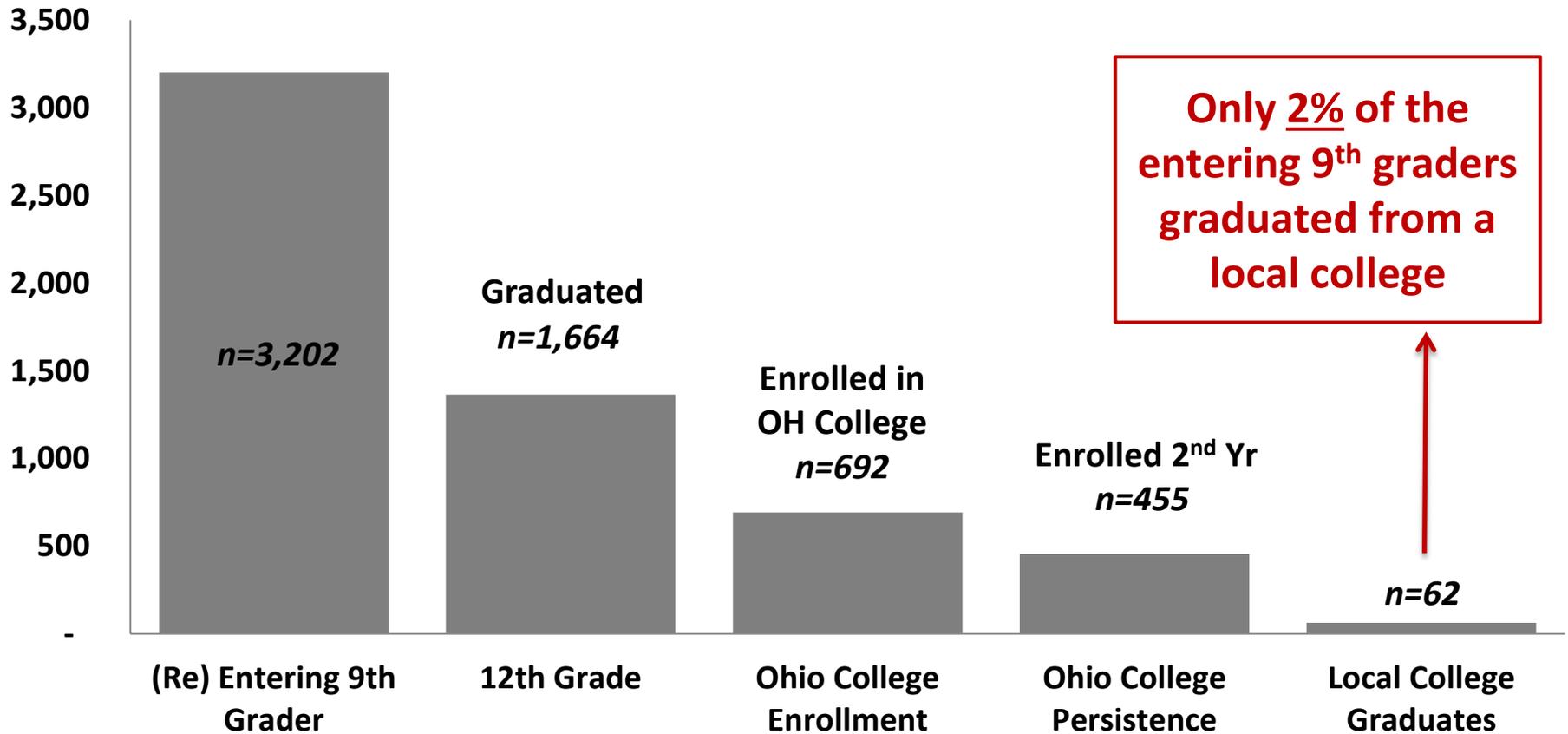
# Making the Case for Change: Why It's Necessary

- Start with a Story
- Gather Qualitative Data
- Show Data

# Why Is Completion a Priority?

- State funding -- 100% based on completion measures
- Commitment by Leadership
- Economic Development & Social Justice
  - Reduce Equity Gap
- It is the right thing to do

# Low-Income High School Graduating Class Outcomes (Montgomery County, Ohio)





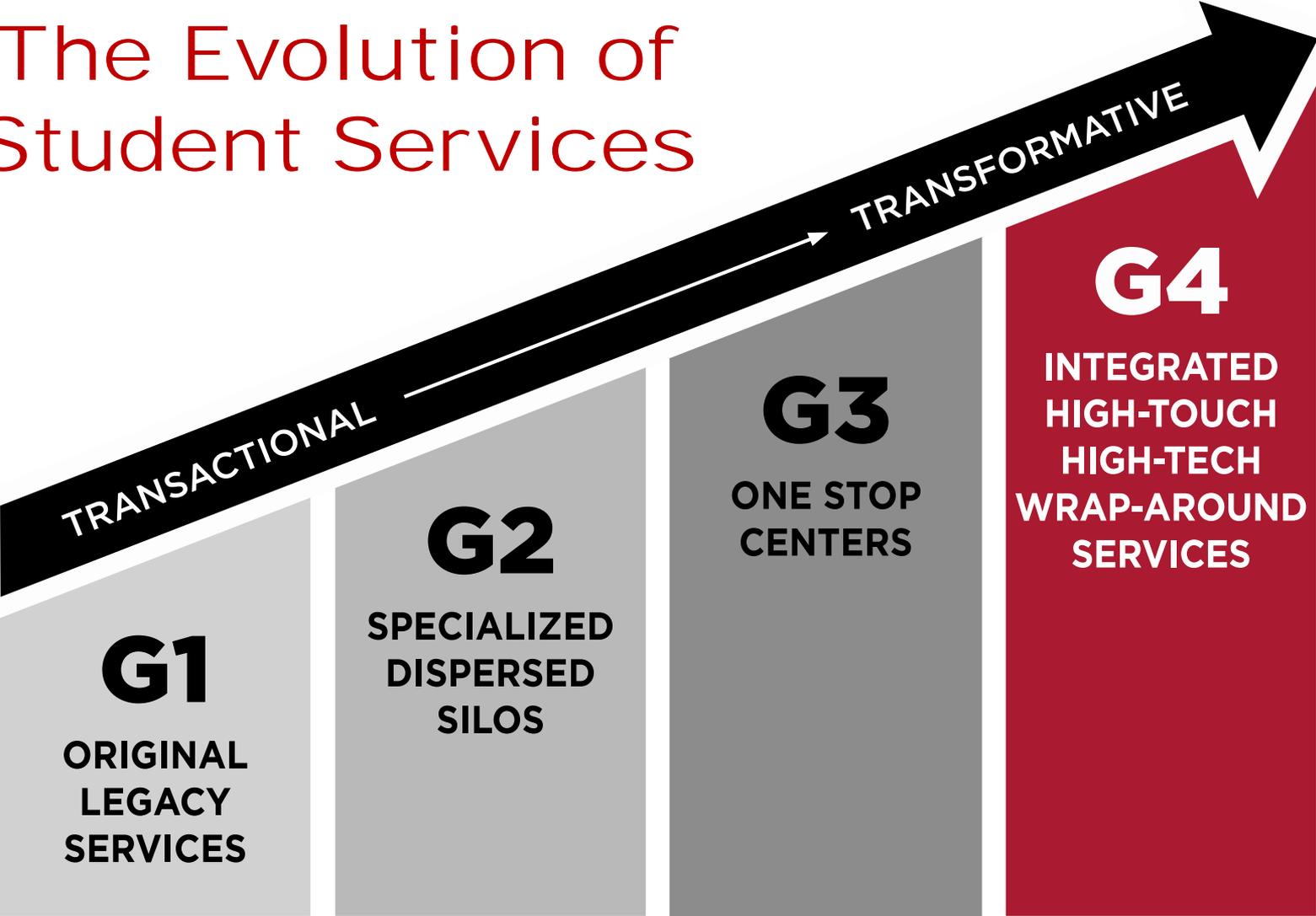
# What We Heard

- Curriculum Path too confusing
- Make Advising Mandatory
- Career Planning Earlier
- Fix Dev Ed/Placement
- Policies are a Mess
- I don't belong here
- Data are shocking

# Articulating the Vision

- Focus on Teaching and Learning
- MAPs/pathways
- Accelerate Dev Ed/Placement
- Integrate Student Support
- Policy and Practice
- Data Analytics that are Actionable

# The Evolution of Student Services



COMPLETION-FOCUSED • INNOVATIVE • STUDENT-CENTERED

# Core Teams Need to Change at Each Phase

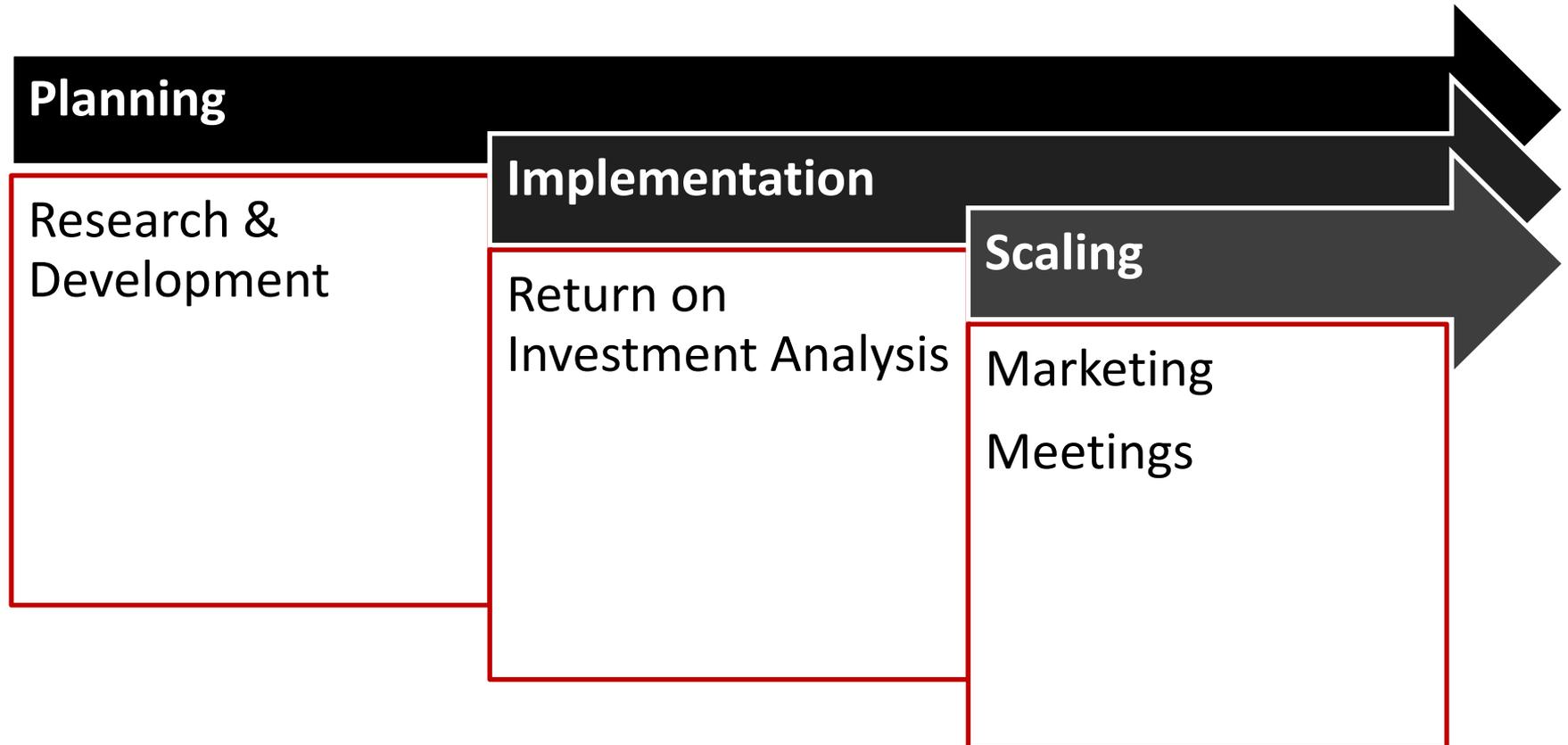


# Balance the Team

- Emotional Intelligence and Analytic Ability
- Stakeholder group representatives
- 50% new and 50% veteran employees

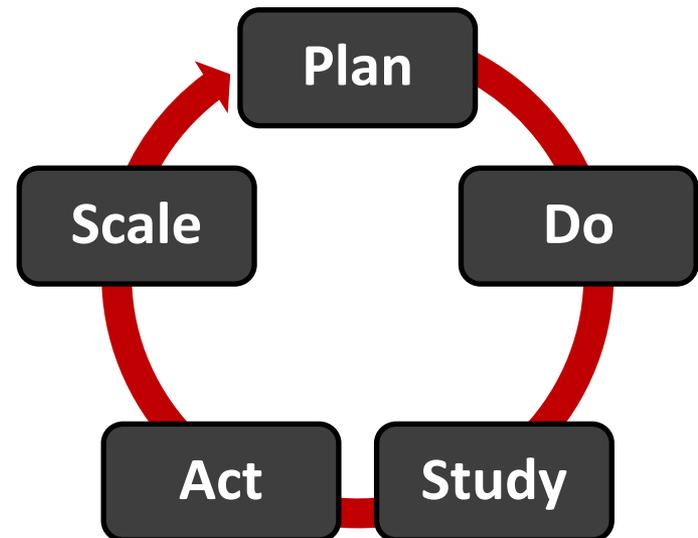


# Resources Change at Each Phase



# Implementing on the Fly: Continuous Improvement

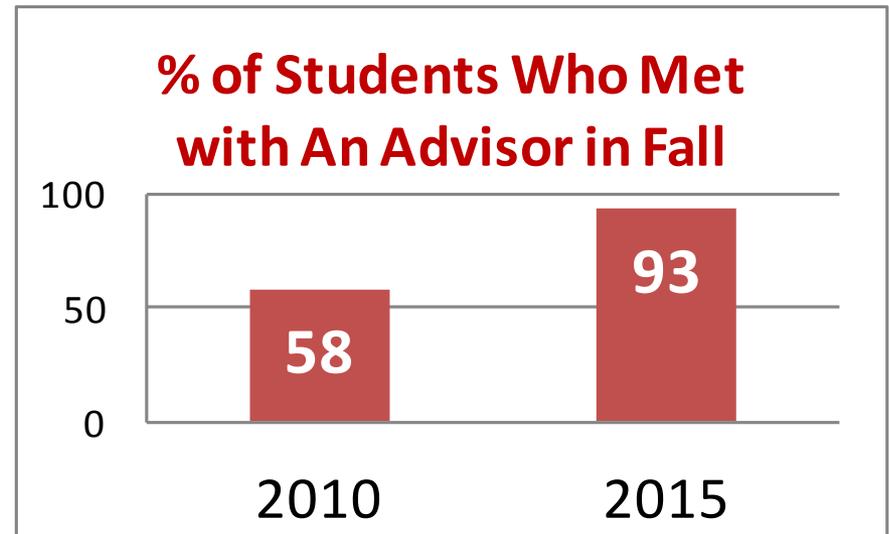
- Multiple Iterations: Change is the new normal
- Control for Fatigue
- Positive Reinforcement
- Communicate Early Wins
- Communicate Changes



# Sinclair is Moving the Needle on Student Success: The Results

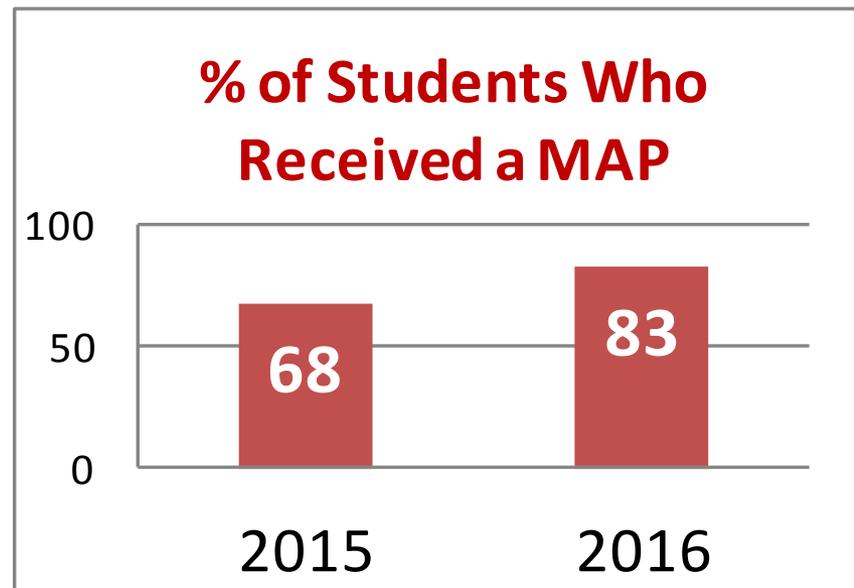
# Assign Every Student an Advisor

**93% of students  
in the fall saw  
an advisor**

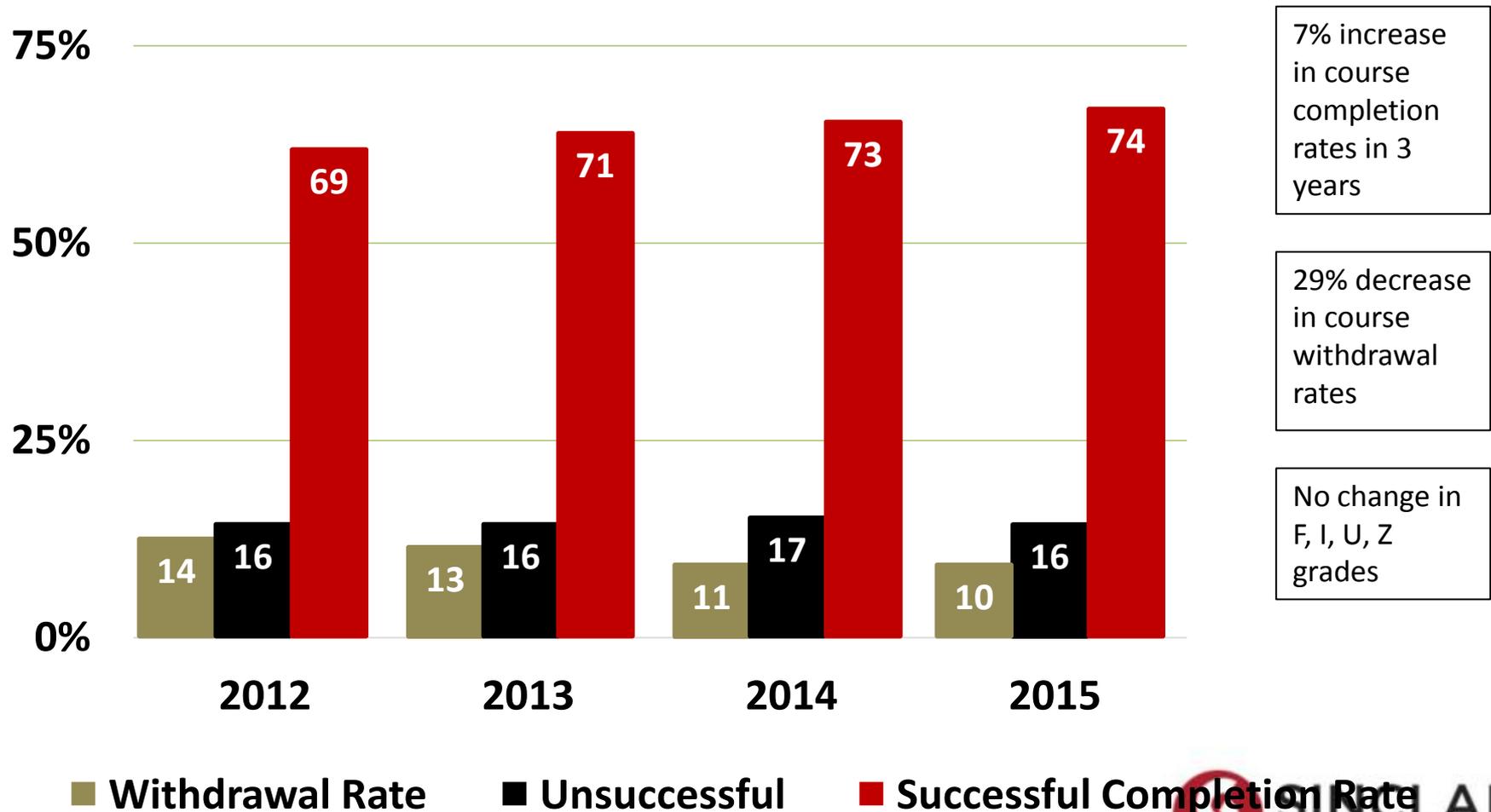


# Increase Students with a MAP

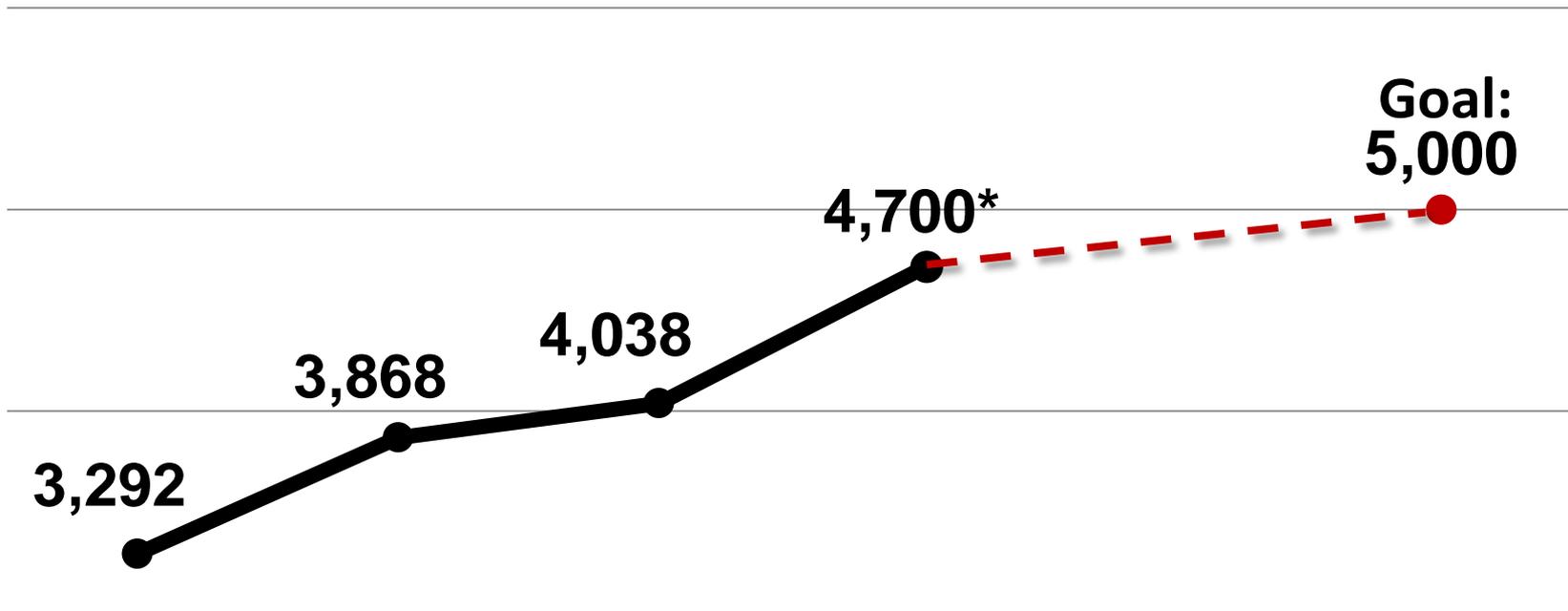
**83% of all students in the Spring had a MAP, compared to 68% last year**



# Fall Withdrawal and Course Completion Rates



# 43% Projected Increase In Degrees and Certificates Earned from 2013 to 2016



\*Projected—data will be finalized after summer 2016 term.

FY13

FY14

FY15

FY16

FY17

# Sinclair Graduates See 114% Increase in Earnings the First Year After Graduation

(2012-13 Associates Degree Graduates = 1,477)

**Median annual pay  
before graduation = \$17,500**

**Median annual pay the  
year after graduation = \$37,400**

Source: ODJFS and NSC data

# Lessons Learned

- Balance Urgency and Patience
- Composition of Team Needs to Change
- Participation on a Work Team Builds Buy-In
- It's Muddy in the Middle
- Stop Doing Things That Don't Work
- Pilots Aren't Enough: Plan for Scale and institutionalization

# Next Steps: Department-Level

- Pathways 2.0
  - Milestones unique to program
  - Program Orientation
  - Transitions
  - Involvement in Career Community
  - Focus on disaggregated data

# Contact Information

**Dr. Kathleen Cleary**

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[kathleen.cleary@sinclair.edu](mailto:kathleen.cleary@sinclair.edu)