



INSTITUTE *for* EVIDENCE-BASED CHANGE
Informing Decisions · Improving Practice · Increasing Student Success

Caring Campus for Staff Leadership Kickoff

Los Angeles Southwest College
March 11, 2022
Jo-Carol Fabianke

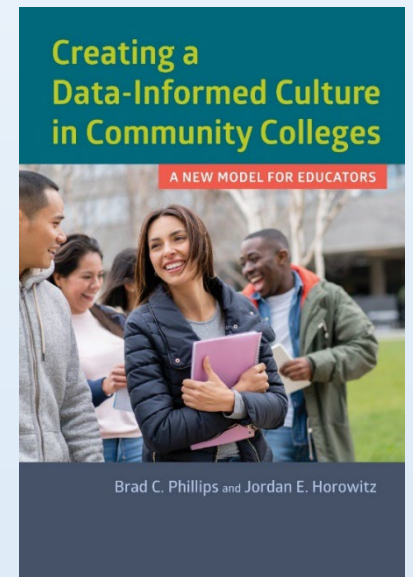
An Exercise

- Start by sharing your name, department, and position
- What is one good thing that happened to you recently?



About the Institute for Evidence-Based Change

- Over 10 years as a 501(c)3
- Started the Cal-PASS Program in California
- Two core initiatives: **Caring Campus** and **Data Informed Education**
- Authors of *Creating a Data-informed Culture in Community Colleges* (Harvard Education Press, 2017)
- Work in 28 states

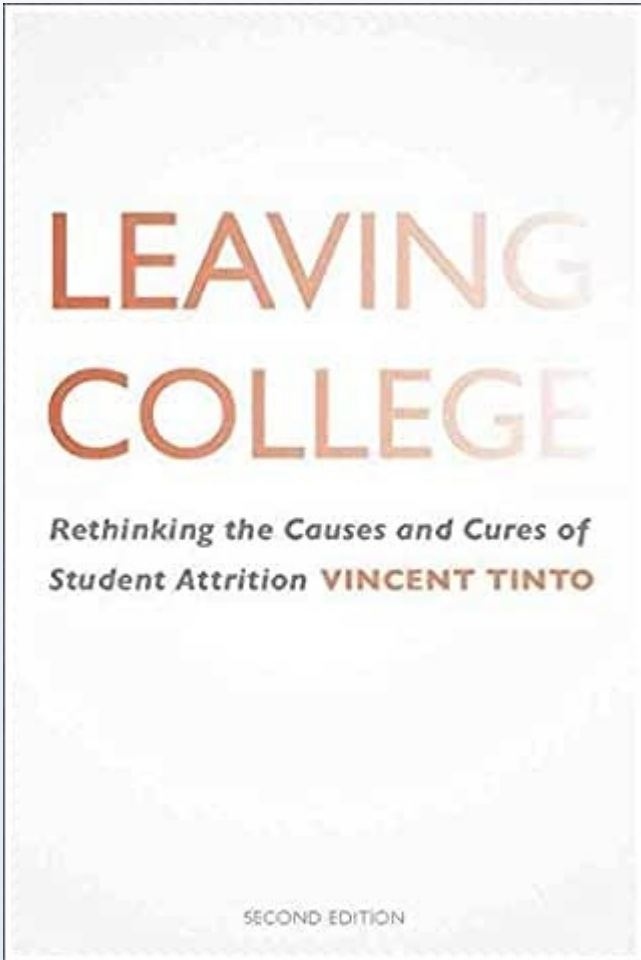


What is Caring Campus?

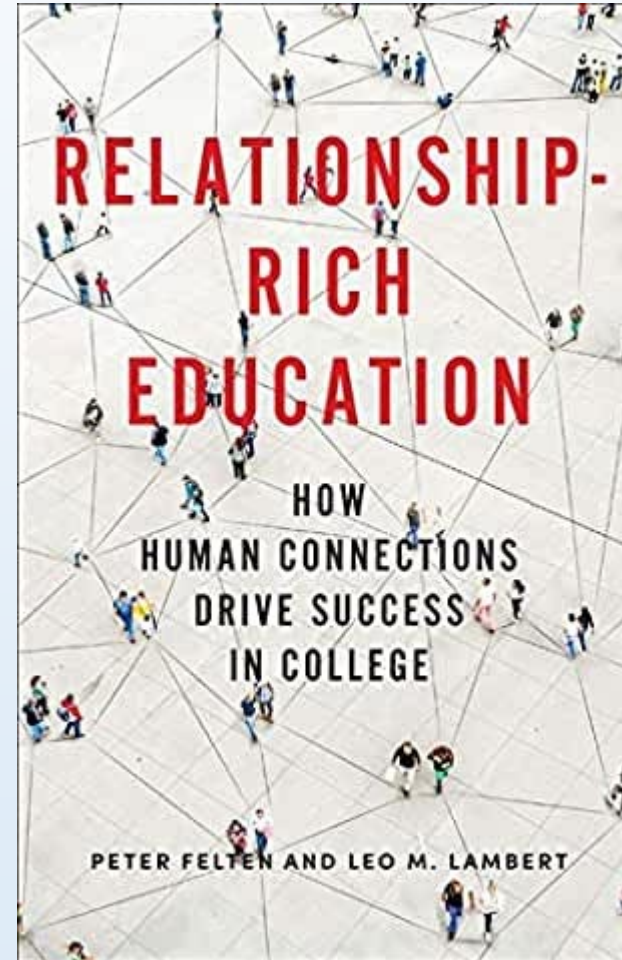
- An intentional effort to make students feel welcome and a sense of connectedness to your college
- Engages the underutilized classified professionals who are typically missing from student success efforts
- Helps classified professionals connect with one another and with other employee groups to create a positive college environment
- Creates behavior change that influences culture change across campus
- Causes the college to reexamine policy barriers to student success
- Currently in 72 colleges around the nation



Research on Retention



“...the secret of effective retention lies not in the types of programs institutions construct for their students, but in the underlying commitment to students that inspires these programs”



“Decades of research demonstrate that peer-to-peer, student-faculty, and student-staff relationships are the foundation of learning. Belonging and achieving in college...effects are particularly strong for students of color and first-generation students.”

Why Focus on Engagement?

- **Doing good and doing well**

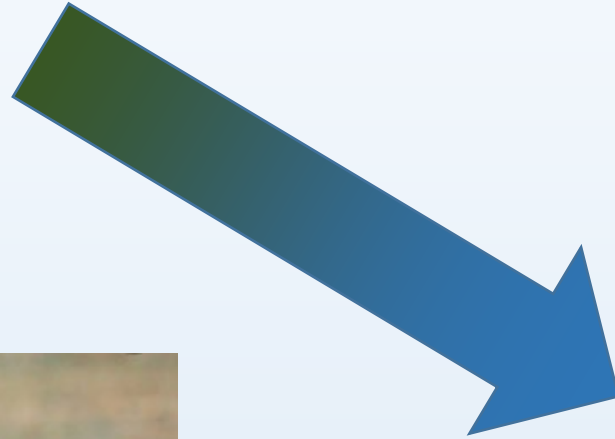
- **The best way to do well (increase our funding) is by doing good (helping students be successful)**
 - It is possible. There are colleges making improvements in student success
 - Funding is mostly based on enrollment, which is decreasing (Grawe, 2018)

- **Engagement works**

- **Not a new concept**
 - Tinto: self-efficacy, sense of belonging, and perceived value of the curriculum
 - Light: engaging with a faculty/staff member is key to persistence
 - Felten & Lambert: Relationship-Rich Education shows the importance of various relationships to student success

What is Caring Campus?

Transactional



Relational



What is Caring Campus?



Impact

Community College Research Center Study of Caring Campus (2021)

- ✦ Caring Campus successfully positions classified professionals as respected change makers.
- ✦ Caring Campus cultivates a sense of unity.
- ✦ Caring Campus enhances classified professionals' knowledge.
- ✦ Classified professionals are also able to build their leadership skills and strengthen interpersonal relationships in ways that can lay the groundwork for future innovation and student-centered practices.
- ✦ Caring Campus has the potential to improve equity.

What Classified Professionals Are Saying (n=123)

Survey Item	Strongly Agree/Agree
I appreciated being included in <i>Caring Campus California</i>	97.3%
<i>Caring Campus California</i> confirmed the value of Classified Professionals at my college	95.6%
The <i>Caring Campus California</i> work will be valuable to my college	98.2%
Our behavioral commitments will lead to improved sense of connectedness for our students	99.1%

What Staff Are Saying

“It made me feel like employees at all levels wanted to care more about our students. It was nice to have buy-in from management.”

“I am just so grateful to have been and continue to be a part of this Caring Campus initiative and to see its positive impact on the campus as a whole.”

“Personally, the most impactful part of participating in Caring Campus was being able to work with other classified staff and my institution. I was able to meet more peers and collaborate on a project that could only benefit our institution.”

What is Caring Campus?



Caring Campus

Facilitated Coaching

- Not your typical “one and done” professional development
- Coaches share knowledge about the fundamentals of what can be done to increase student success
- Coaches help to develop a strategy, grounded in commitments, that is easily implemented campus-wide
- Behavior commitments are generated and plans are developed by participating staff who then obtain feedback from their colleagues for the next session



Caring Campus Process



Caring Campus Process



Introduce coach

Orient leadership to the process

Affirm leadership commitment to the work

Answer any questions leadership has

Consult with CC liaison

Your Caring Campus Liaison: Connecting to IEBC

- Your liaison: Kristi Blackburn, Dean of Academic Affairs
- Maintain communication with IEBC coach and classified professionals
- Maintain roster and communication with coaching participants
- Plan and schedule coaching sessions
- Advocate for Caring Campus
- Represent the college at Caring Campus events



Caring Campus Process



Objective 1: Orientation, identify behavioral commitments

Objective 2: Develop behavioral commitment implementation plans

Objective 3: Develop monitoring plans

Objective 4: Develop communication plans, joint session planning

Top Five Behavioral Commitments



Top Five Behavioral Commitments

Commitment 1: Ten-Foot Rule

Whenever a student is within 10' and seems to need assistance take the initiative to approach them. Say hello, smile, and use a positive tone



Top Five Behavioral Commitments

Commitment 1V: Reaching Out

If your college allows, reach out to students via phone, email, and text to let them know you're available to answer questions, respond to concerns, etc.



Top Five Behavioral Commitments

Commitment 2: Nametags

Wear name badges or lanyards with the college name on them so that students will know who to approach with questions.



HELLO
my name is

Top five reasons to wear a name badge:

- An invitation for friendliness
- Is a disarming gesture
- Personalizes & humanizes someone
- Reduces psychological distance
- Is a mini-sacrifice

Top Five Behavioral Commitments

Commitment 2V: Give your information up front

Start each contact with your name & department. Ask for student's name and contact info in case you get disconnected



Top Five Behavioral Commitments

Commitment 3: Cross-department awareness

Learn about other departments so you know where to send students. Maintain accurate and up-to-date detailed directories.



Top Five Behavioral Commitments

Commitment 3V: Cross-department awareness

Learn about other departments so you know where to send students. Maintain accurate and up-to-date detailed directories.



Top Five Behavioral Commitments

Commitment 4: Warm Referrals

Call ahead or walk student to the office they need to get to.
Follow up to ensure the student got there.



Top Five Behavioral Commitments

Commitment 4V: Warm Referrals

Use the student's callback info to call the receiving office, make the connection on the student's behalf, and ask them to contact the student. Follow-up



Top Five Behavioral Commitments

Commitment 5: First Week Greetings

During the first week of classes set up information tables and meet students in the parking lot, welcome students to the college.



Top Five Behavioral Commitments

Commitment 5V: Reach out to students



At key times such as the first week of classes, as course drop dates and filing for degrees approach; especially first time in college students, to ensure they have the information they need



A Conversation

What are your thoughts about the behavioral commitments?

- Are any especially relevant for your college?
- Which already occur, but need to be more intentional and campus-wide?

Caring Campus

Caring Campus Top Five Staff Behavioral Commitments

Caring Campus is based on staff identifying behavioral commitments to be implemented intentionally and campus-wide at their colleges. Following identification, staff develop implementation, monitoring, and communication plans. Among colleges implementing *Caring Campus* for staff, the following are the most common behavioral commitments.

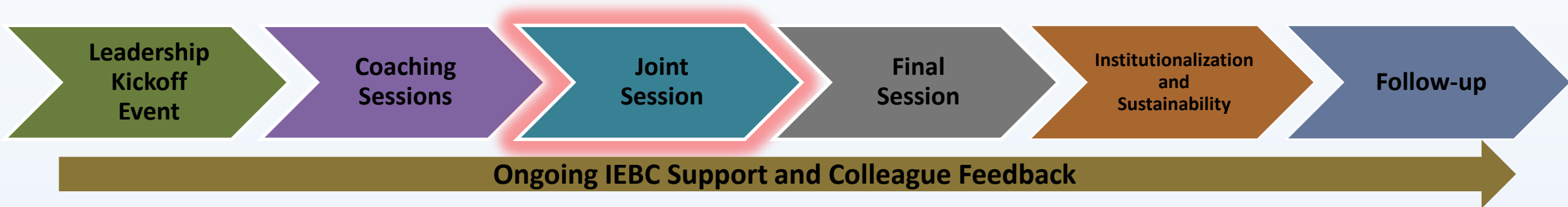
Face-to-Face	Virtual Environment
Ten Foot Rule: Whenever a student is within 10' and seems to need assistance take the initiative to approach them. Say hello, smile, and use a positive tone.	Reaching Out: If your college allows, reach out to students via phone, email, and text to let them know you're available to answer questions, respond to concerns, etc.
Names tags: Wear name badges or lanyards with the college name on them so that students will know who to approach with questions.	Give Your Information Up Front: Start each contact with your name & department. Ask for student's name and contact info in case you get disconnected.
Cross-Department Awareness: Learn about other departments so you know where to send students. Maintain accurate and up-to-date detailed directories.	Cross-Department Awareness: Learn about other departments so you know where to refer students. Maintain accurate and up-to-date detailed directories.
Warm Referrals: Call ahead or walk student to the office they need to get to. Follow up to ensure the student got there.	Warm Referrals: Use the student's callback info to call the receiving office, make the connection on the student's behalf, and ask them to contact the student. Follow-up.
First Week Greetings: During the first week of classes set up information tables and meet students in the parking lot, welcome students to the college.	Reach out to students: At key times such as the first week of classes, as course drop dates and filing for degrees approach; especially first time in college students, to ensure they have the information they need.

THE INSTITUTE FOR EVIDENCE-BASED CHANGE (IEBC)
The Institute for Evidence-Based Change (IEBC) is a nonprofit organization dedicated to helping education stakeholders — community colleges, universities, K-12 school systems, employers and others — use coaching, collaboration and data to make informed decisions and craft solutions that improve practice and dramatically increase student success. We partner with our clients to successfully implement customized evidence-based solutions to today's most pressing issues.

Institute for Evidence-Based Change
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Caring Campus Process



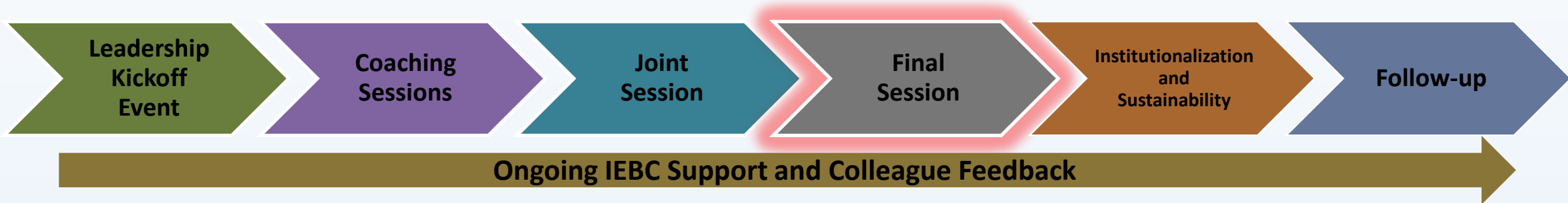
Classified professionals and leadership meet together

Classified professionals introduce behavioral commitments & draft plans

Leadership identifies behaviors to support, monitor, and celebrate commitments

Focus on institutionalization

Caring Campus Process



Final session varies based on needs:

Meet with all classified professionals

Meet with supervisors

Address any outstanding issues

College-wide convocation

Celebrating the work

Caring Campus Process



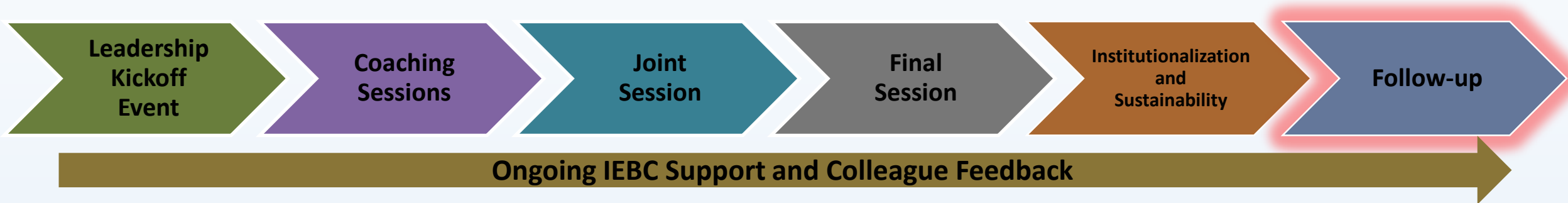
Coaching group moves from a task force who identify issues and solutions to a working group focused on implementation

With time, implement additional behavioral commitments

Agendize Caring Campus and model behaviors

Culture change

Caring Campus Process

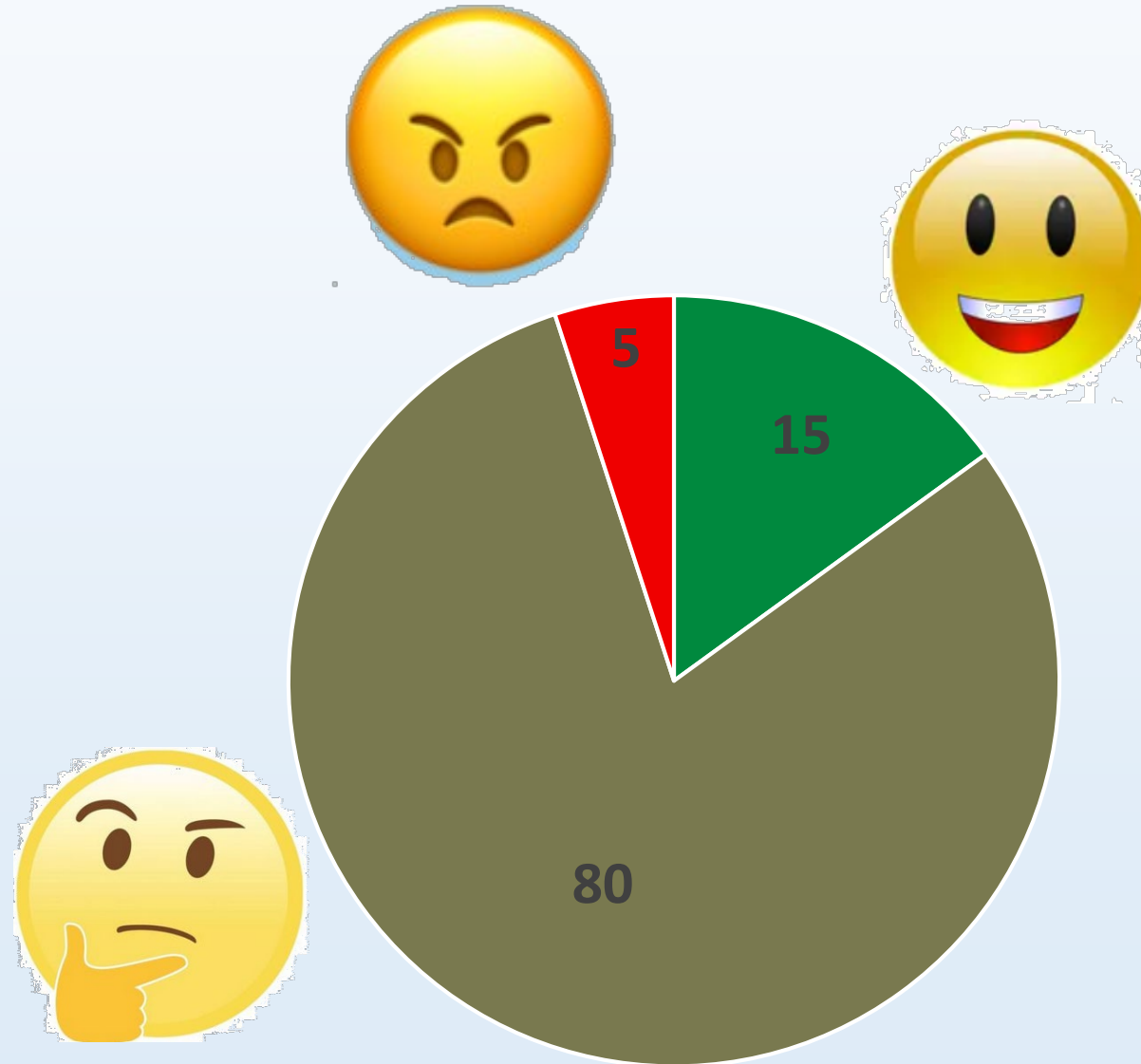


Understanding process and impact
On-line survey of coaching session participants
Support institutionalization
Success stories

Selecting Classified Professionals to Participate

- Each student-facing department should send one classified professional representative
- The classified professional should be an influencer in the department. Remember, they are going to bring the work from each meeting back to their colleagues for feedback.
- The classified professional is not participating to “be trained” but rather is there as a leader to support the effort in your department
- Make sure to include student services, facilities, security, etc.
- Send your recommendation to the liaison by **end of day March 18**

Working with Colleagues



A Final Reflection

What positive impacts can Caring Campus have on the culture at Los Angeles Southwest College?



Questions About Caring Campus



IEBC's YouTube Channel

<https://bit.ly/3yeTxpz>

The image shows a screenshot of the IEBC Now YouTube channel page. At the top, there is a search bar with 'iebcnow' entered. Below the search bar, there are four video thumbnails. The first thumbnail shows a woman speaking into a microphone. The second thumbnail shows the IEBC logo. The third thumbnail shows a group of people standing outdoors. The fourth thumbnail shows a woman smiling. Below the thumbnails, the channel name 'IEBC Now' is displayed with a profile picture and '32 subscribers'. To the right of the channel name is a red 'SUBSCRIBE' button. Below the channel name, there are navigation tabs: HOME, VIDEOS, PLAYLISTS, CHANNELS, DISCUSSION, and ABOUT. At the bottom, there is a section for 'Uploads' with a 'PLAY ALL' button. A red arrow points from the 'Please subscribe' text to the 'SUBSCRIBE' button.

Please subscribe

How Did Today Go?

<https://www.surveymonkey.com/r/936RDZ8>

Contact Information

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