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MOST

SCALING UP EFFECTIVE
COMMUNITY COLLEGE PRACTICES

Conference on Acceleration in Developmental Education
June 8, 2012

About MDC

MDC helps communities and organizations apply demonstrated solutions to the barriers that separate people from opportunity

Over 40 years of partnerships with community colleges to design, test, and deliver programs that accelerate educational achievement and workplace success

Achieving the Dream and Developmental Education Initiative



Why Scale?



America is counting on community colleges to help all students obtain a credential or degree



Community colleges are facing more scrutiny:

- Status of the economy
- National college completion rates
- Increasing mismatch between available jobs and the skills of those available to work



Colleges are doing innovative things

- But sustaining these services will require colleges to move beyond small programs



We can't just soothe *some* of our educational and economic woes

- Community colleges are being asked to do things “at scale”



What Works: Learning from DEI

- ▶ **Assessment preparation:** More intensive orientation programs, review sessions, re-testing opportunities that better prepare students for placement testing
- ▶ **Contextualization:** Incorporating content from workforce training or academic disciplines into developmental skill instruction
- ▶ **Student supports:** In and out-of-class tutoring, mentoring, intensive advising to connect students with additional resources to help them stay in school
- ▶ **Acceleration:** Moving students through developmental education more quickly; shortening the required sequence of courses; allowing students to complete multiple courses in one semester; dual enrollment in credit-bearing and developmental courses



A Definition of *Scale*

“Increasing the impact a social-purpose organization produces to better match the magnitude of the social need or problem it seeks to address.”

--Greg Dees, founder and faculty director at the Duke Fuqua School of Business's Center for the Advancement of Social Entrepreneurship

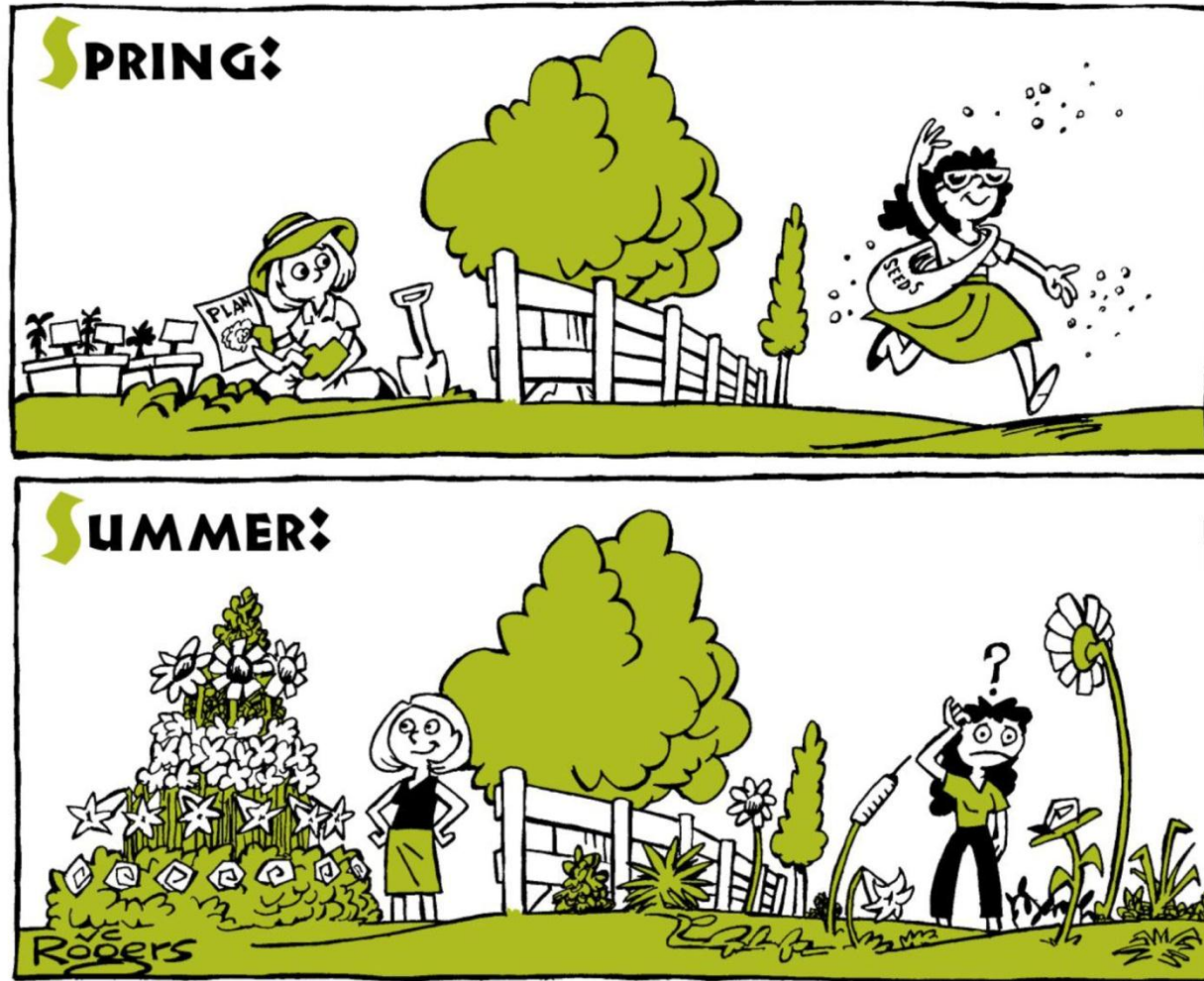
Challenges

There is no silver bullet; no “one best way” to scale

- ▶ There are few sorting mechanisms for promising innovations, making it difficult for true best practices to rise to the top.
- ▶ There is little investment specifically targeted to scaling efforts.
- ▶ Existing funding models for this work outside the private sector are inadequate.
- ▶ Navigating the politics of change within any human system is critical—and difficult.



Planning for Scale



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Scaling up effective
community college practices

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More to Most Roadmap



Step 1: Getting Started.

Form your team and take some time to discover what your institution already knows about successfully scaling effective programs.



Step 2: Determine Program Value.

Define the problem, collect your evidence, and set your criteria for effectiveness.



Step 3: Determine Scaling Strategy.

Define your scaling goal and design a strategy to reach it.



Step 4: Determine Feasibility.

Assess your institution's capacity to implement the scaling strategy you have designed. Decide to move forward or to pursue an alternative method. At this step, you'll apply the SCALERS model to evaluate your proposed method and to evaluate your institution's ability to implement it.



Step 5: Determine Plan of Action.

Make a plan for building institutional capacity and implementing your scaling strategy.



SCALING with EQUITY

FEATURING:

4 APPROACHES TO SCALE ON 2 DIMENSIONS

More Breadth:

More Depth:



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SCALERS



- ▶ Staffing
 - ▶ Communicating
 - ▶ Alliance-Building
 - ▶ Lobbying
 - ▶ Earnings Generation
 - ▶ Replicating
 - ▶ Stimulating Market Forces
- ▶ Adapted from Duke University's Center for the Advancement of Social Entrepreneurship and translated to the community college sector

General Scaling Strategy

1. Write a short description of the current program; include number of participants, location, delivery method, and professional development offered.
2. Write a short description of how you intend to expand this program; consider breadth vs. depth and the different approaches to scaling up



SCALERS Readiness Assessment

1. Consider the scaling strategy you just developed and assess each SCALERS driver individually
 - ▶ How important is this driver to achieving your scaling goal?
 - ▶ How effectively can your organization deploy this driver?
2. Make a determination about importance (high/low) and capacity (high/low) and plot the driver in the appropriate quadrant on the Importance/Capacity matrix.



Scaling as Sustainability

Scaling impact within the complex system of a community college requires continued adaptation, incorporation of new ideas, and refinement of existing programs.

- ▶ What have you learned in going from some to more that will help you get to most?
- ▶ What new capacities have you developed? What capacities have you strengthened?
- ▶ How will you institutionalize this kind of planning so that it becomes a part of the way you approach any new program?



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