

# Learning Conversations 2008 Preconference October 22

*Creating an Action Plan for Supporting  
Adjunct Faculty*

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# Steps to Successful Initiatives

- **Planning**
- **Packaging**
- **Promoting**
- **Implementing**
- **Incentivizing**
- **Evaluating**
- This Session is about Planning, coming up with the best ideas for supporting adjunct faculty and planning for implementation of as many of those ideas as possible.



# Today's Session: Planning

**Today's Preconference Institute is about the Planning process, about coming up with the best ideas for supporting adjunct faculty and planning for implementation of as many of those ideas as possible.**



# Bringing Programs to Scale

## **Dede's Model of Scalability**

Chris Dede, Harvard Graduate School of Education outlines 5 Dimensions of taking and innovation to scale



# Dimension 1

- If a project team is interested in deepening the impact of its work, the team must consider extensive evaluation and research aspects in order to understand and enhance its effectiveness, but the *innovators must avoid getting caught in the trap of endless refinement to seek perfection.*



## Dimension 2

- If the project team is interested in spreading its innovation, the team must look to *reducing costs and expertise associated with implementation,* while not fretting about the introduction of a light version that may have somewhat less impact than a heavily resourced but unscalable original version.



## Dimension 3

- Sustainability requires the project team to develop a robust *design that can withstand pressures* that may compromise its effectiveness, such as changes in organizational leadership



## Dimension 4

- Shift, on the other hand, creates a community of practice with later implementers, but *necessitates that control be transferred* as well. This change in ownership is often not easy when it has taken significant time and effort to realize success.



## Dimension 5

- Evolution reflects *the rethinking of a model based on extensive adaptations* that take place in effective implementation. This requires that the project team *take a fresh look at its products and processes and possibly recast the innovation.*



# Bring Innovations to Scale

James Dearing, Kaiser Permanente:  
**Diffusion (Adoption)**

Diffusion is influenced by three groups of factors:

- How potential adopters perceive the innovation (cost, simplicity and compatibility perceptions are critical)
- What potential adopters think others think about the innovation (recruit trusted informal opinion leaders)
- Windows of opportunity, or what the environment will allow at a given time (timing and fit with organizational priorities)



# Bringing Programs To Scale

## **An Example: The Associate Faculty Program-- Developed via an Innovation Management process:**

In any college there are always “*lots of people doing lots of good things*”. Valencia can’t afford to institutionalize all of those things so we use an Innovation Management process to determine which ideas will have the greatest sustainable impact.



# Innovation Management Phases

- **Phase I: Prototype or Angel Funding Stage: “100 good ideas”**

An innovative practice must be piloted tested and assessed for effectiveness; funding comes from a number of possible sources from president funding to grants.

- **Phase II: Proving or Venture Capital Stage: “10 good ideas”**

Phase I initiatives that show potential to bring systemic change are then funded by a combination of external grants and internal mini-grants and must show increasing levels of effectiveness to be moved forward to Phase III.

- **Phase III: System or Equity Capital Stage: “2-3 good ideas”**

Phase II initiatives selected to move forward are then brought to scale, funded by “hard money” from the operational budget and institutionalized



# Associate Faculty Program Goals

- bring adjunct instructors into the central business of the college, LEARNING, as efficiently as possible
- improve student engagement (performance, persistence) especially in the first year
- provide stability and consistency to the adjunct-led curriculum



# Associate Faculty Program Model

Hybrid professional development model

- Face-to-Face Seminars: *Faculty-to-Faculty*
- Department/Discipline Specific Seminars
- Online Courses:
  - *Teaching in the Learning College*
  - *Succeeding With Online Group Projects*
  - *Doing the Write Thing* (developmental writing faculty)
  - *Making It All Add Up* (developmental math faculty)
  - *Evidence of Learning*
  - *Facilitating Online Learning*
  - *Effect of Affect*
  - *The Global Community College*



# Adjunct Faculty Certification

- Moves from PD stipend model to compensation model
- Increase in pay of \$33 per credit hour after 60 hours of faculty development
- New Title: “Associate Faculty”



# Developing YOUR Plan

- Recruitment and Hiring
- Need-to-know and Orientation
- Professional Development
- Rewards and Retention



# Taking It On Home...

**Summary Document to follow via email.**

**Thank your for your participation!**

*And we all lived happily ever after...*

**THE END**



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