Finding the Cochise "Way"

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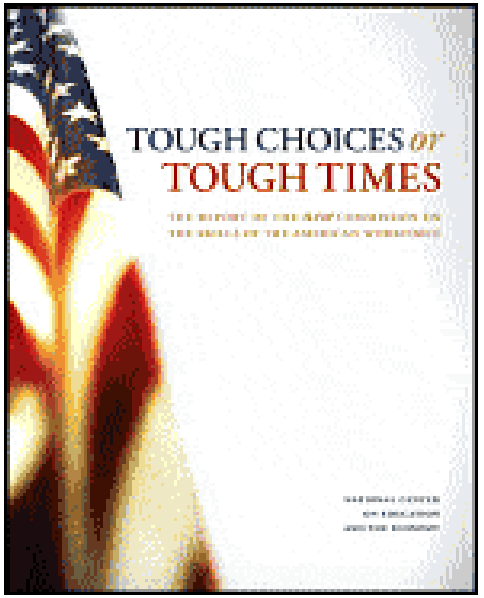
Convocation

August 10, 2009

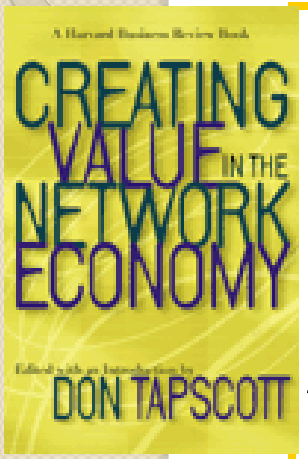
Education in the spotlight



Interesting Insights:

- ***"Whoever desires constant success must change his conduct with the times."***
  ---Machiavelli
- ***"What's past is prologue."***
  ---William Shakespeare
- ***"I skate to where I think the puck will be."***
  ---Wayne Gretzky
- ***"If you don't know where you're heading, you're likely to end up somewhere else."***
  ---Yogi Berra
- ***Things do not change, we change.***
  ---Henry David Thoreau

Things are Changing



"Today we are witnessing the early, turbulent days of a revolution as significant as any other in human history. A new medium of human communications is emerging, one that may prove to surpass all previous revolutions -- the printing press, the telephone, the television, the computer -- in its impact on our economic and social life."

Disruptive Technologies

Date	*Invention*	*Years To Mass Use*
•1873	*Electricity*	*46*
•1876	*Telephone*	*35*
•1886	*Gas Automobile*	*55*
•1906	*Radio*	*22*
•1926	*Television*	*26*
•1975	*PC*	*16*
•1983	*Mobile Phone*	*13*
•1994	*World Wide Web*	*4*
•2001	*iPod*	*3*
•2004	*Facebook*	*2*

Things I'm Having to Explain

- ***A TV Dinner that took 35 minutes to heat was considered a "quick meal"***
- ***"Nuking" something involved large cities being destroyed***
- ***Using a "Cell Phone" meant you had been arrested***
- ***We had to "tune in" our TV – which often involved human antennas and tin foil; and we did these things to receive 3 channels***
- ***Changing channels involved using your legs***
- ***Pong was cool***

Interesting Insights:

- ***Technological change is like an axe in the hands of a pathological criminal.***

  ---Albert Einstein

- ***"They say that time changes things, but you actually have to change them yourself."***

  ---Andy Warhol

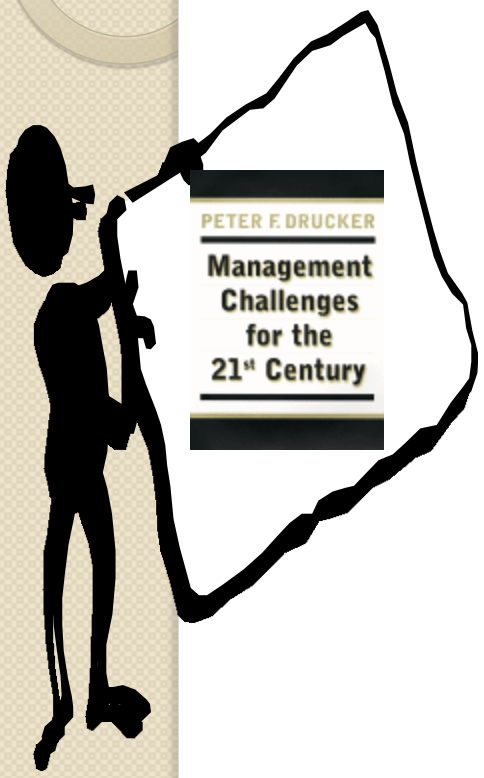
- ***"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. "***

  ---Charles Darwin

- ***"The future has a way of arriving unannounced."***

  ---George Will

Change in Higher Education



"In the next 50 years, colleges and universities will change more and more drastically than they have since they assumed their present form more than 300 years ago when they organized themselves around the printed book."

Peter Drucker

Finding the Cochise "WAY"

A Balanced "Way"

- ***Balance:***
  - ***steady state on a narrow base***
  - ***opposition of equal forces***
  - ***harmony***
  - ***emotional stability***

- ***"Dynamic Balance"***
  - ***Institutional Mission, Vision, and Values***
  - ***"True Believers" and the "Caustic Cynics".***
  - ***Consider many "Best Ways"***
  - ***The Swinging Pendulum***
  - ***Honor the Past as We Move Forward***
  - ***Recognize and Accept Change***

“WAY”

武士道 BUSHIDO

"THE WAY OF THE WARRIOR"

柔道

Judo: the gentle way

the way

Kendo: the way of the sword

Dào

:the way, path or road

道

Dào

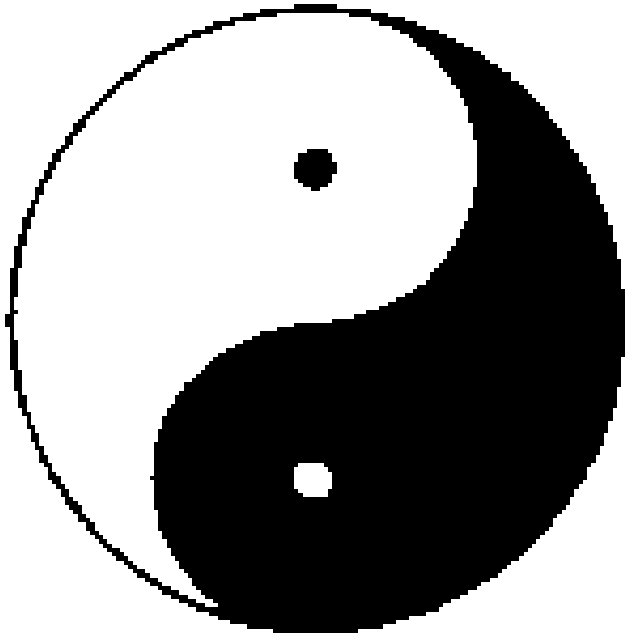
The Tao stresses Harmony and Balance

Yin-Yang is the symbol of Taoism.

道

Dào

Yang			***Yin***
Active			***Passive***
Hot			***Cold***
Life			***Death***
Summer	陽	陰	***Winter***
Male			***Female***
Day	YANG	YIN	***Night***
Odd			***Even***
Sun			***Moon***
Fire			***Water***

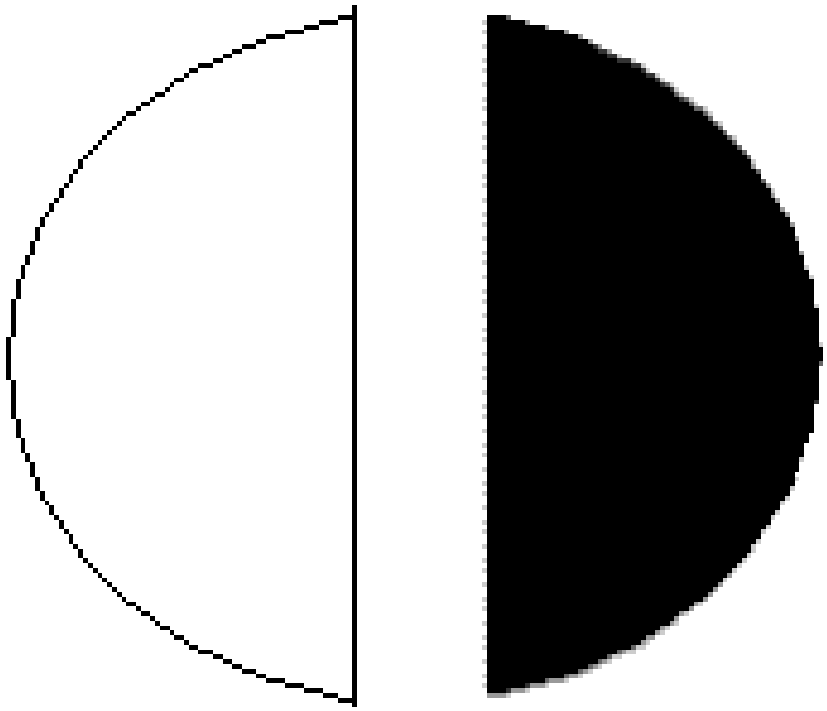


Western thought tends to be more dualistic.

black or *white*

right ***or wrong***

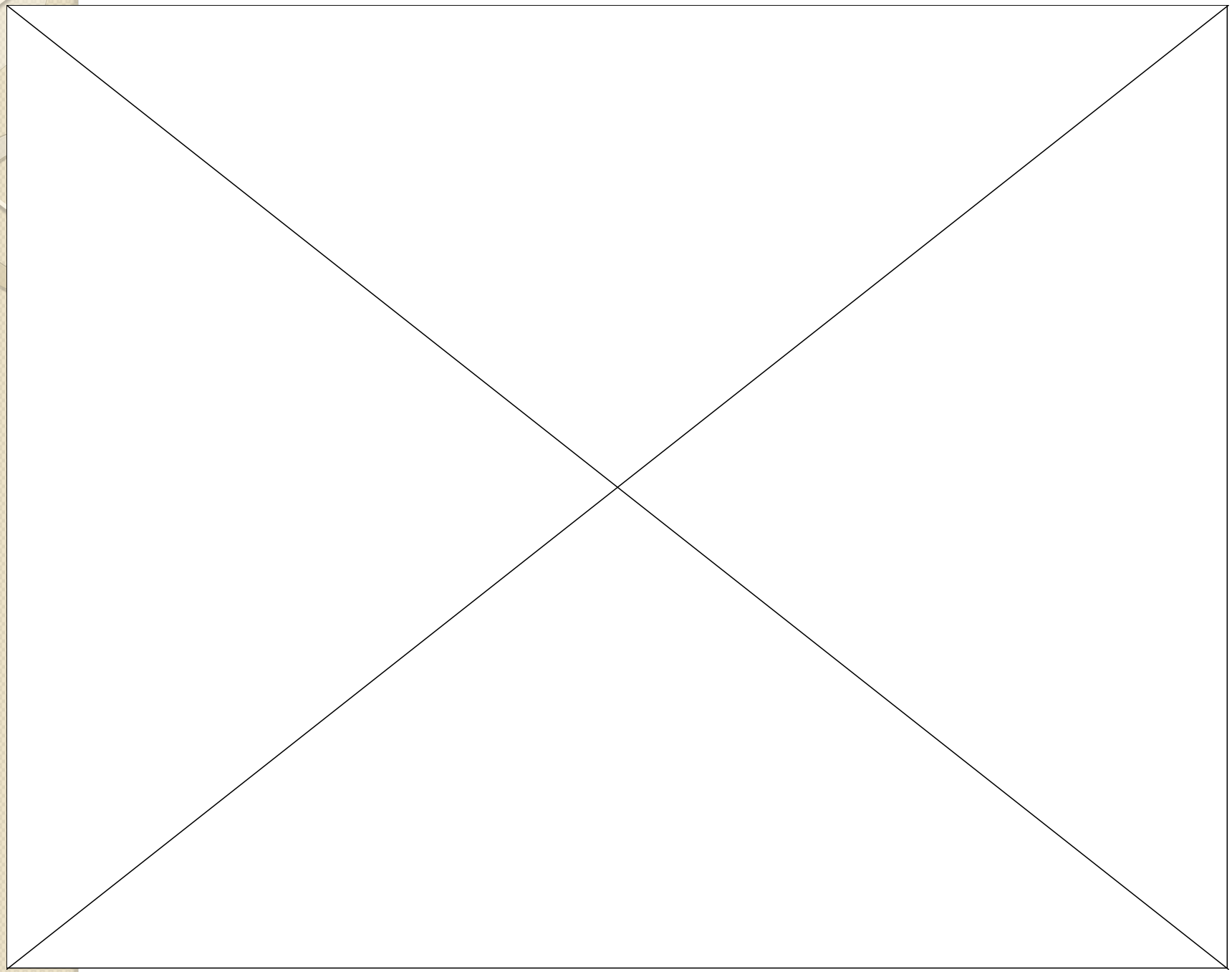
good ***or bad***



Finding the Cochise 道:

Dào

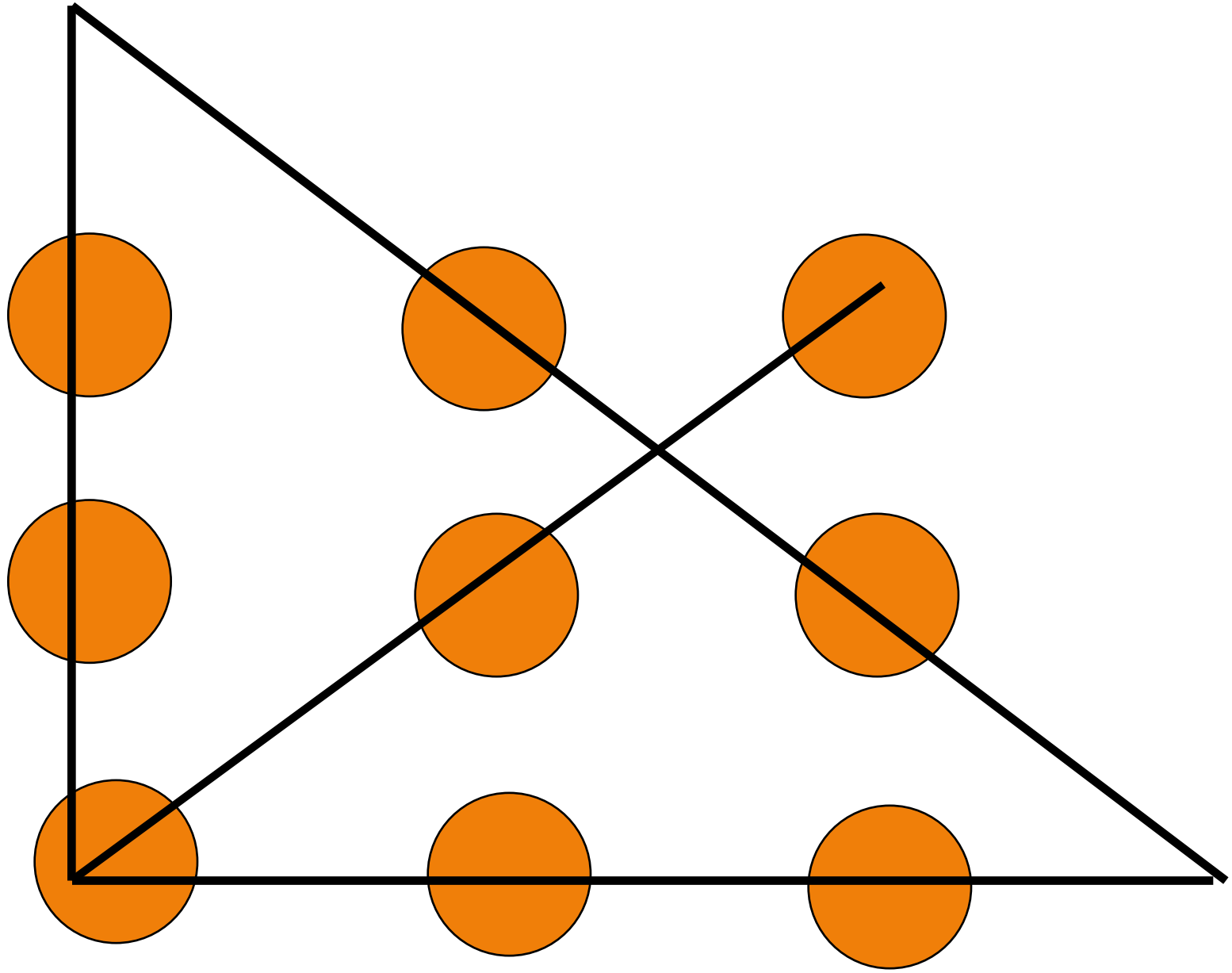
- *Teaching and Learning*



Finding the Cochise 道:

Dào

- *Teaching and Learning*
- *Creativity and Capability*

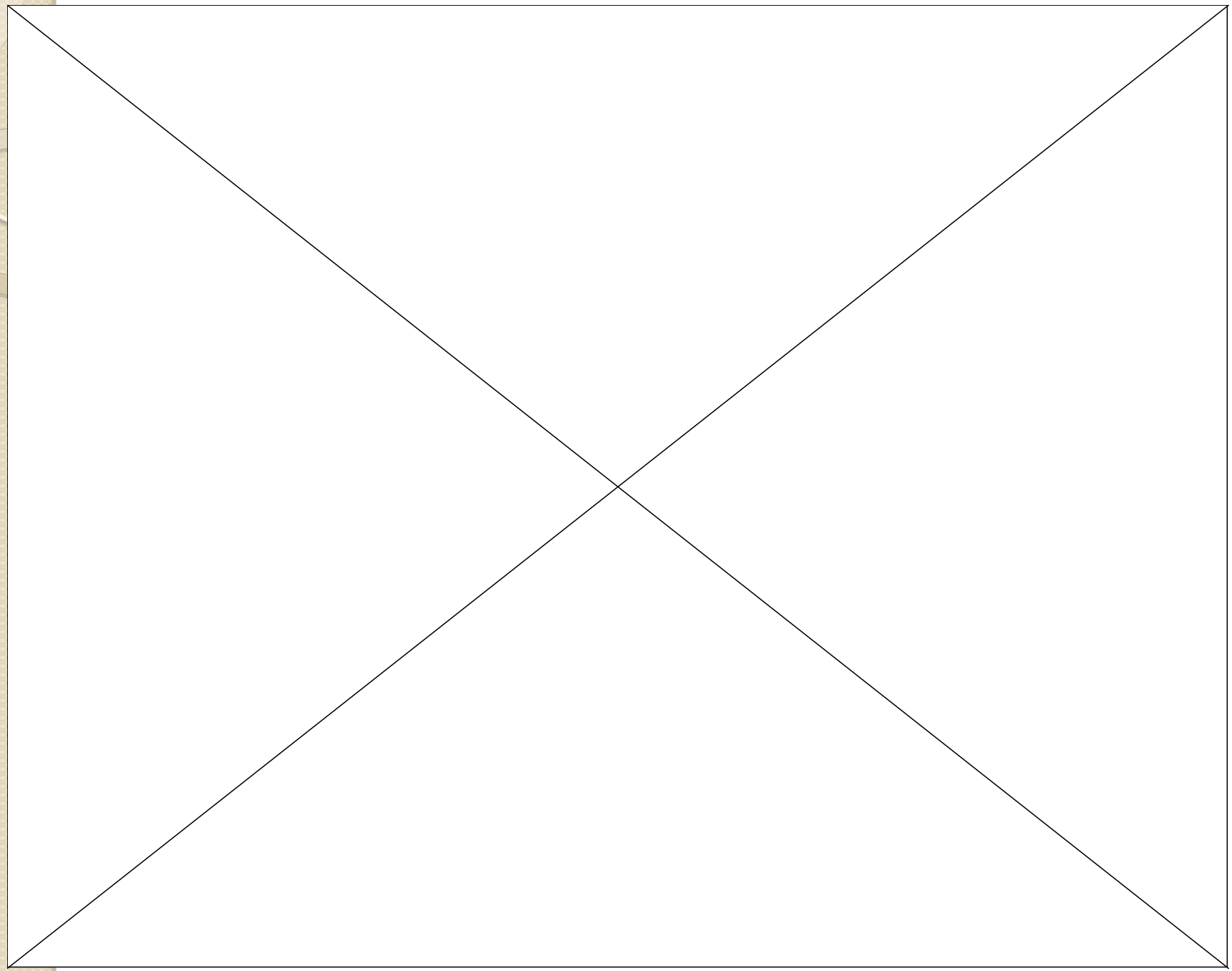


Connect the Dots with 4 lines

Finding the Cochise 道:

Dào

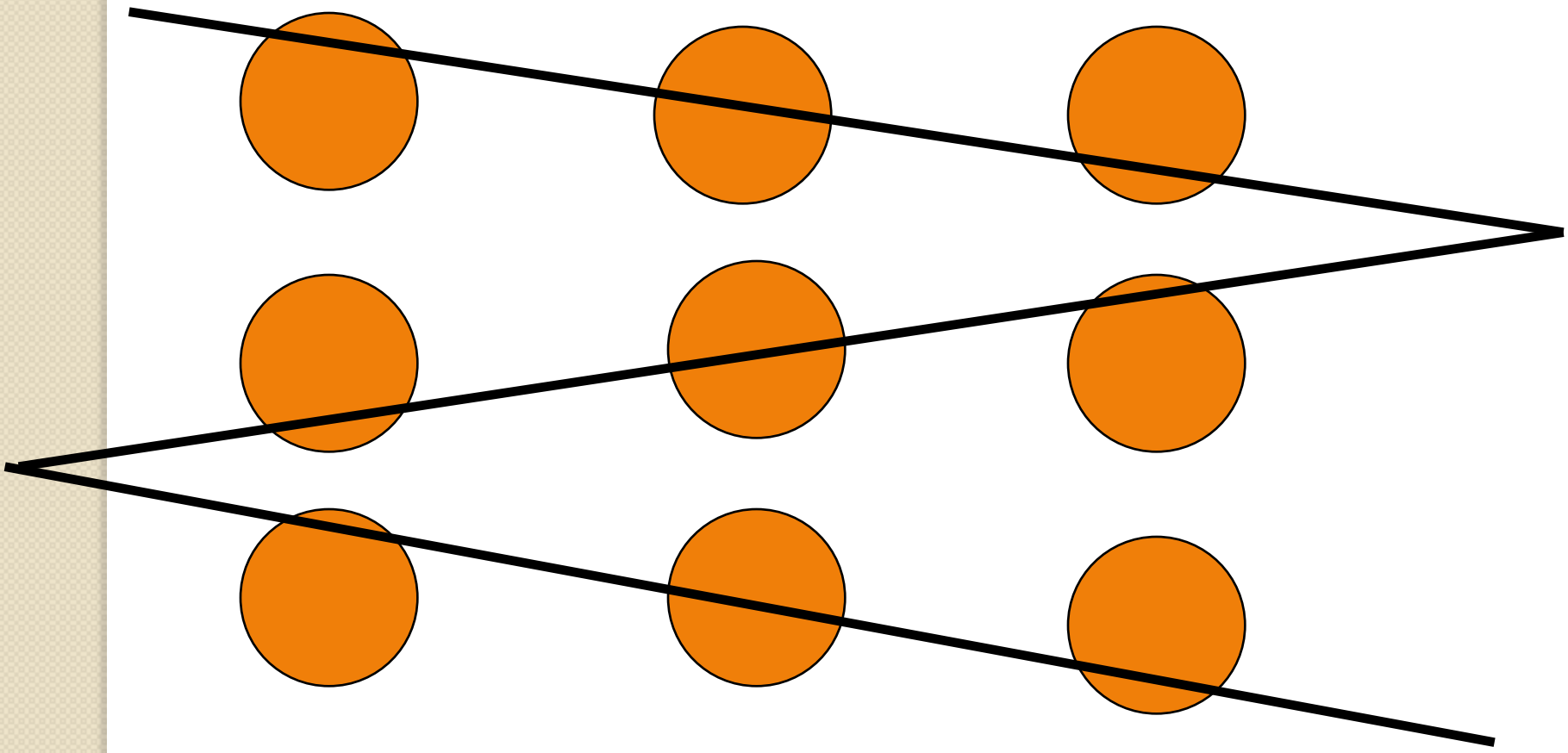
- *Teaching and Learning*
- *Creativity and Capability*
- *Flexibility and Stability*



Finding the Cochise 道:

Dào

- *Teaching and Learning*
- *Creativity and Capability*
- *Flexibility and Stability*
- *Global and Local*
- *Immigrants and Natives*
- *Living Well and Living Free*



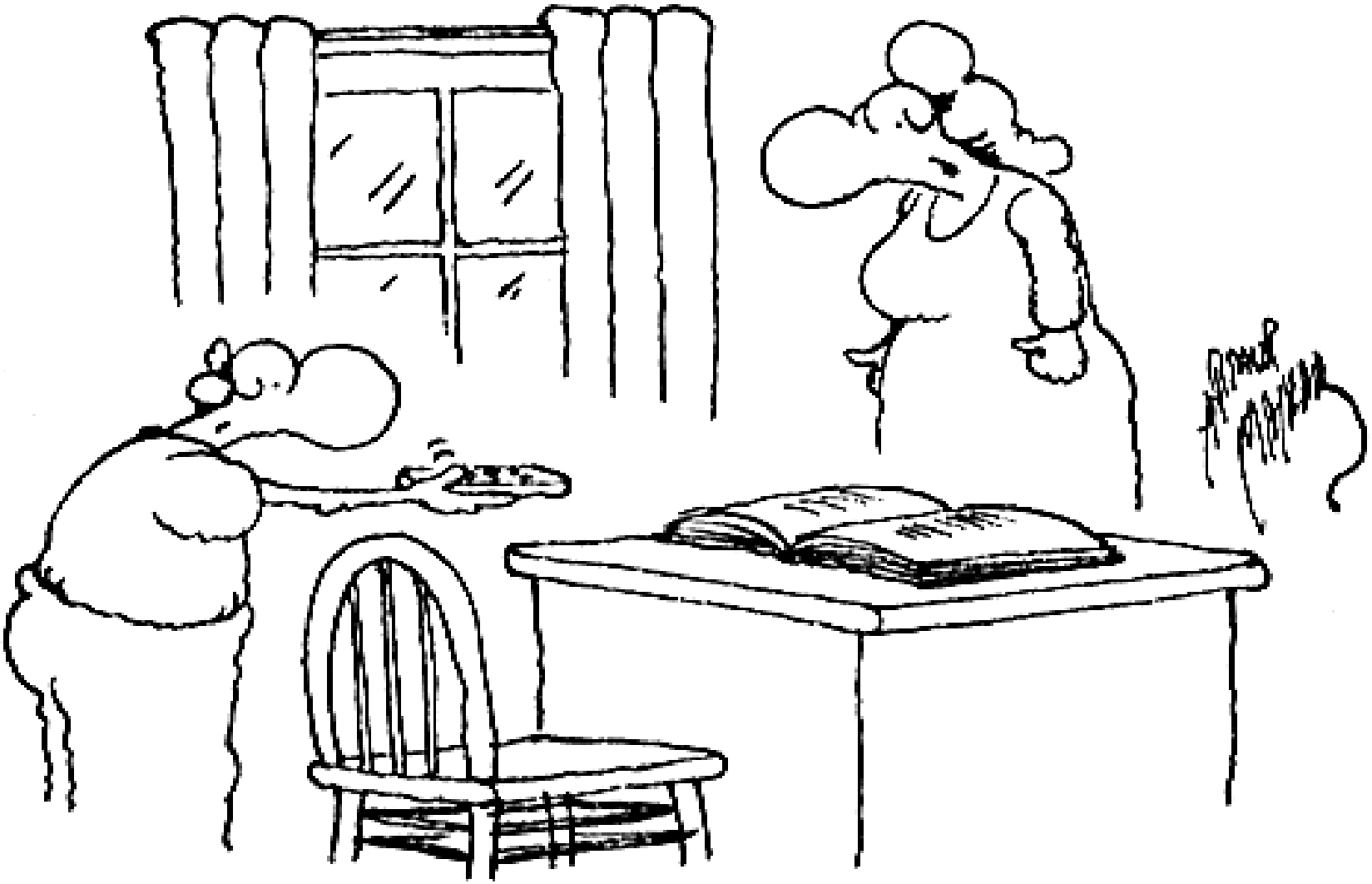
Connect the Dots with 3 lines

Finding the Cochise 道:

Dào

- *Teaching and Learning*
- *Creativity and Capability*
- *Flexibility and Stability*
- *Global and Local*
- *Immigrants and Natives*
- *Living Well and Living Free*
- *Technology and Humanity*

High Tech vs. High Touch



"You have to turn them manually, Vincent."

High Tech vs. High Touch

Finding the Cochise 道:

Dào

- *Teaching and Learning*
- *Creativity and Capability*
- *Flexibility and Stability*
- *Global and Local*
- *Immigrants and Natives*
- *Living Well and Living Free*
- *Technology and Humanity*
- ***Present and Future***

Present and Future

- ***"This 'telephone' has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us."*** ***--Western Union, 1876***

- ***"Who the hell wants to hear actors talk."***

  --Warner Brothers, 1927

- ***"Everything that can be invented has been invented."***

  --Charles H. Duell, US Office of Patents, 1899

- ***"The concept is interesting and well-formed, but in order to earn better than a "C", it must be feasible."***

  --A Yale University Management professor in response to Fred Smith's paper proposing reliable overnight delivery.

Present and Future

- *"Computers in the future may weigh no more than 1.5 tons." --Popular Mechanics, 1949*
- *"I think there is a world market for maybe five computers." --Thomas Watson, chairman of IBM, 1943*
- *"There is no reason anyone would want a computer in their home." --Ken Olson, president, Digital Equipment Corp., 1977*
- *"640K ought to be enough for anybody." --Bill Gates, 1981*

Finding the Cochise 道:

Dào

- *Teaching and Learning*
- *Creativity and Capability*
- *Flexibility and Stability*
- *Global and Local*
- *Immigrants and Natives*
- *Living Well and Living Free*
- *Technology and Humanity*
- ***Present and Future***
- ***Curricular and Collegiate Experience***

Student Engagement:

- ***…the amount of time and energy students invest in meaningful educational practices.***

- ***Students are more likely to persist and learn if they…***
  - ***Feel connected to the college***
  - ***Establish meaningful relationships with faculty and staff***
  - ***Establish meaningful relationships with peers***
  - ***Navigate through college systems, processes and procedures***
  - ***Make a connection between now and their future (setting goals)***
  - ***Are active & engaged learners***

Test Your Community College IQ!

- *What percentage of first time U.S. freshmen in colleges and universities enroll in community colleges?*

- *Answer: 44%*

Test Your Community College IQ!

- *What percentage of community college students attend part-time?*
- *Answer: 60% (22% at 4-year colleges)*
- *Cochise College: 75%*

Test Your Community College IQ!

- *What percentage of community college students plan to earn a degree?*
- *Answer: 79% (More than 70% cite transferring as a primary or secondary goal)*
- *Cochise College: 80% (69% cite transferring as a primary or secondary goal)*

Test Your Community College IQ!

- *What percentage of community college students plan to earn a certificate?*
- *Answer: 48%*
- *Cochise College: 58%*

Test Your Community College IQ!

- *Yet…what percentage of community college students earn an associate degree or certificate 3 years after entering college?*

- *Answer: 25%*
- *Cochise College: 17%*

- *Yet…what percentage of community college students actually transfer?*

- *Answer: 25%*
- *Cochise College: 26%*

Good to Great:

THE STOCKDALE PARADOX

Retain faith that you will prevail in the end, regardless of the difficulties.

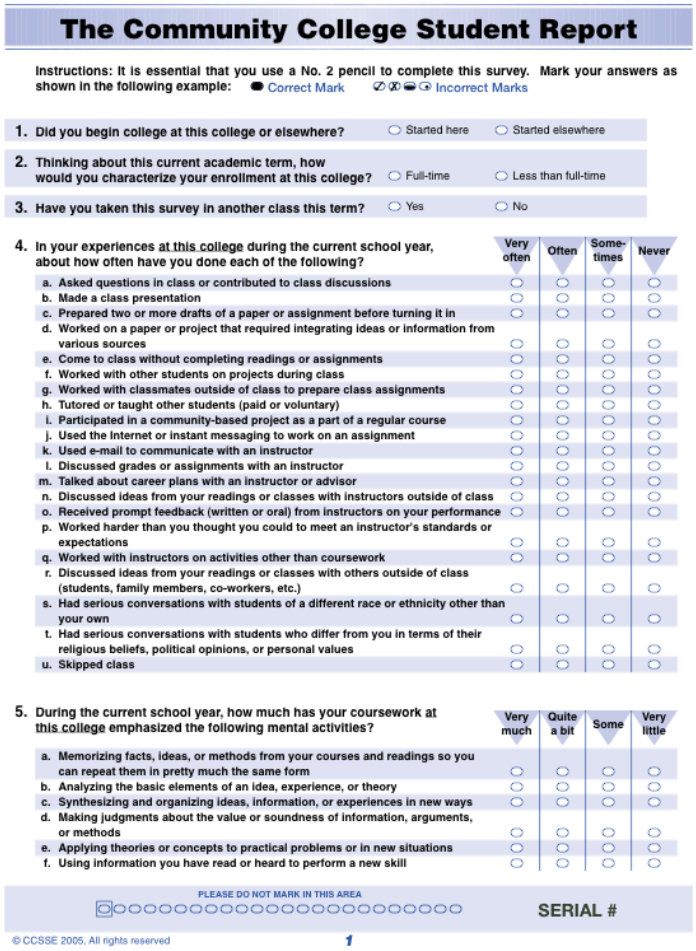
AND at the same time

Confront the most brutal facts of your current reality, whatever they might be.

(Collins, 2001, p. 86)

Community College Survey of Student Engagement (CCSSE)

- *CCSSE* data analyses include a three-year cohort of participating colleges.
  - The 2008 CCSSE Cohort includes nearly 344,000 community college students from 585 community and technical colleges in 48 states, British Columbia, and the Marshall Islands.
  - 147 *CCSSE* colleges are medium (4,500-7,999 students)
  - 342 *CCSSE* colleges are rural



The Community College Student Report

Instructions: It is essential that you use a No. 2 pencil to complete this survey. Mark your answers as shown in the following example: ● Correct Mark ⊘ ⊗ ◒ ◉ Incorrect Marks

1. Did you begin college at this college or elsewhere? ○ Started here ○ Started elsewhere
2. Thinking about this current academic term, how would you characterize your enrollment at this college? ○ Full-time ○ Less than full-time
3. Have you taken this survey in another class this term? ○ Yes ○ No

4. In your experiences at this college during the current school year, about how often have you done each of the following?	Very often	Often	Some-times	Never
a. Asked questions in class or contributed to class discussions	○	○	○	○
b. Made a class presentation	○	○	○	○
c. Prepared two or more drafts of a paper or assignment before turning it in	○	○	○	○
d. Worked on a paper or project that required integrating ideas or information from various sources	○	○	○	○
e. Come to class without completing readings or assignments	○	○	○	○
f. Worked with other students on projects during class	○	○	○	○
g. Worked with classmates outside of class to prepare class assignments	○	○	○	○
h. Tutored or taught other students (paid or voluntary)	○	○	○	○
i. Participated in a community-based project as a part of a regular course	○	○	○	○
j. Used the Internet or instant messaging to work on an assignment	○	○	○	○
k. Used e-mail to communicate with an instructor	○	○	○	○
l. Discussed grades or assignments with an instructor	○	○	○	○
m. Talked about career plans with an instructor or advisor	○	○	○	○
n. Discussed ideas from your readings or classes with instructors outside of class	○	○	○	○
o. Received prompt feedback (written or oral) from instructors on your performance	○	○	○	○
p. Worked harder than you thought you could to meet an instructor's standards or expectations	○	○	○	○
q. Worked with instructors on activities other than coursework	○	○	○	○
r. Discussed ideas from your readings or classes with others outside of class (students, family members, co-workers, etc.)	○	○	○	○
s. Had serious conversations with students of a different race or ethnicity other than your own	○	○	○	○
t. Had serious conversations with students who differ from you in terms of their religious beliefs, political opinions, or personal values	○	○	○	○
u. Skipped class	○	○	○	○

5. During the current school year, how much has your coursework at this college emphasized the following mental activities?	Very much	Quite a bit	Some	Very little
a. Memorizing facts, ideas, or methods from your courses and readings so you can repeat them in pretty much the same form	○	○	○	○
b. Analyzing the basic elements of an idea, experience, or theory	○	○	○	○
c. Synthesizing and organizing ideas, information, or experiences in new ways	○	○	○	○
d. Making judgments about the value or soundness of information, arguments, or methods	○	○	○	○
e. Applying theories or concepts to practical problems or in new situations	○	○	○	○
f. Using information you have read or heard to perform a new skill	○	○	○	○

PLEASE DO NOT MARK IN THIS AREA

SERIAL #

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Benchmarking – Reaching for Greatness

- *CCSSE Benchmarks:*
  - *Active and Collaborative Learning*
  - *Student Effort*
  - *Academic Challenge*
  - *Student-Faculty Interaction*
  - *Support for Learners*

- *The most important comparison:*
  - *Where we are now, compared with where we want to be.*
  - ***"We may be Good, but are we GREAT?***

Benchmarks of Effective Educational Practice

	National	***Medium***	***Cochise***
★ *Active and Collaborative Learning*	*50*	*49.7*	*54.5*
★ *Student Effort*	*50*	*50.0*	*51.9*
★ *Academic Challenge*	*50*	*49.8*	*50.7*
★ *Student-Faculty Interaction*	*50*	*49.8*	*53.2*
★ *Support for Learners*	*50*	*49.6*	*52.8*

Cochise College Benchmark Deciles

	All Students										
2008 *CCSSE* Cohort	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Active and Collaborative Learning	39.8	45.5	47.0	48.0	49.2	50.1	51.1	52.2	53.5	55.6	73.8
Student Effort	40.9	46.1	47.4	48.2	49.2	50.1	51.0	52.0	53.4	55.3	68.3
Academic Challenge	34.5	46.3	47.4	48.3	49.1	49.9	50.6	51.4	52.8	54.7	66.5
Student-Faculty Interaction	40.6	45.7	47.3	48.4	49.4	50.3	51.2	52.1	53.5	56.0	63.5
Support for Learners	38.0	45.1	46.8	48.2	49.2	50.2	51.2	52.4	54.3	56.2	70.8

Medium Colleges	0%	10%	20%	30%	40%	50%	60%	70%	80%	90%	100%
Active and Collaborative Learning	42.3	45.5	47.1	47.7	48.6	49.5	50.2	51.3	52.6	54.3	59.8
Student Effort	42.4	46.6	47.5	48.2	48.8	49.6	50.7	51.2	52.5	54.8	60.7
Academic Challenge	40.8	46.5	47.5	48.4	48.9	49.4	50.3	51.2	52.3	53.3	57.2
Student-Faculty Interaction	42.1	45.2	47.2	48.1	48.8	49.7	50.6	51.3	52.6	54.1	58.1
Support for Learners	41.4	45.0	46.3	47.3	48.2	49.0	50.9	51.6	52.8	54.6	61.1

Active & Collaborative Learning:

Students learn more when they are actively involved in their education and have opportunities to think about and apply what they are learning in different settings.

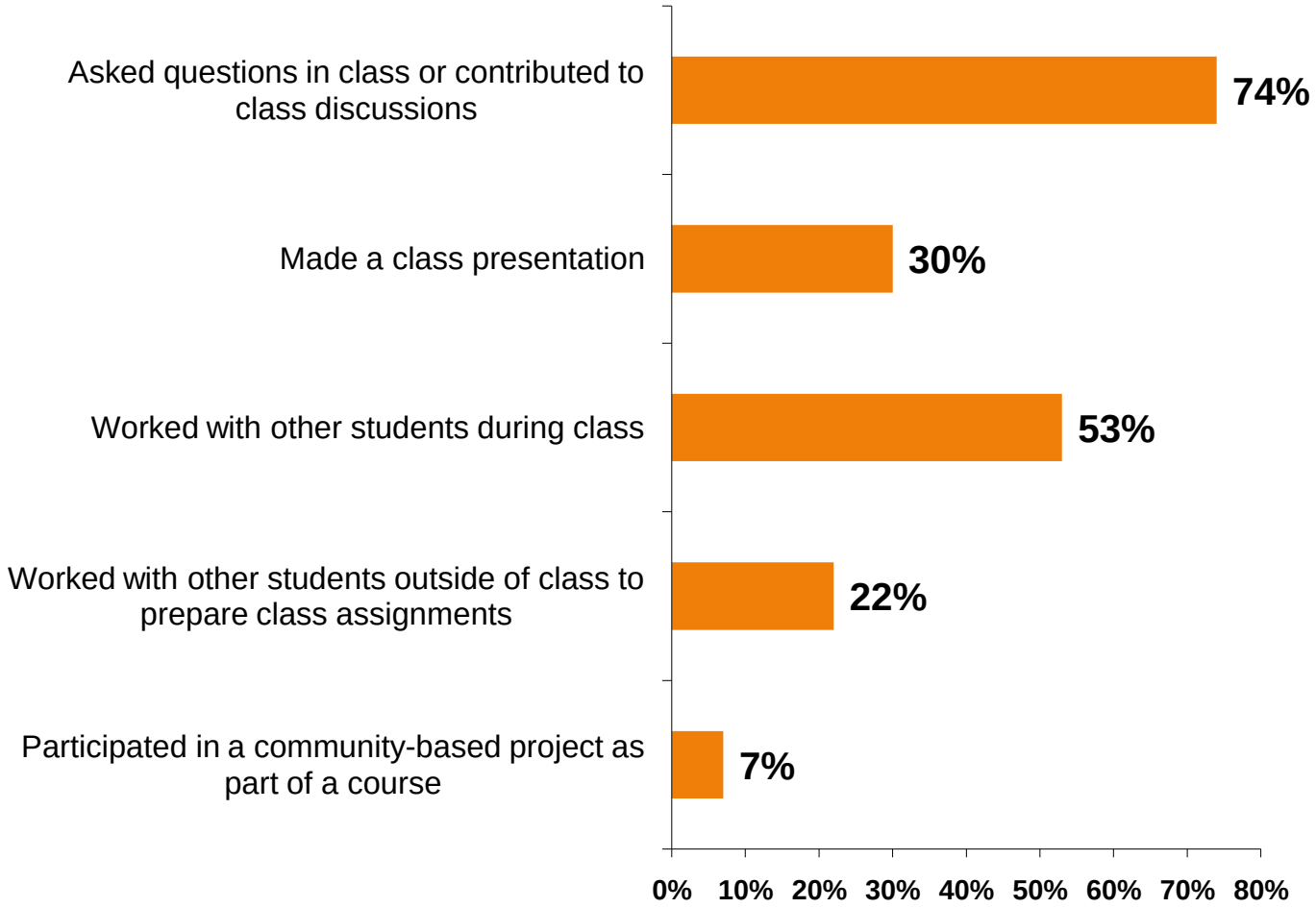
Active & Collaborative Learning:

- *Survey items that contribute to this benchmark include experiences such as:*
  - *Asking questions in class*
  - *Making class presentations*
  - *Working with other students in and out of class*
  - *Participating in community-based projects*
  - *Tutoring or teaching other students*
  - *Discussing ideas outside of class*

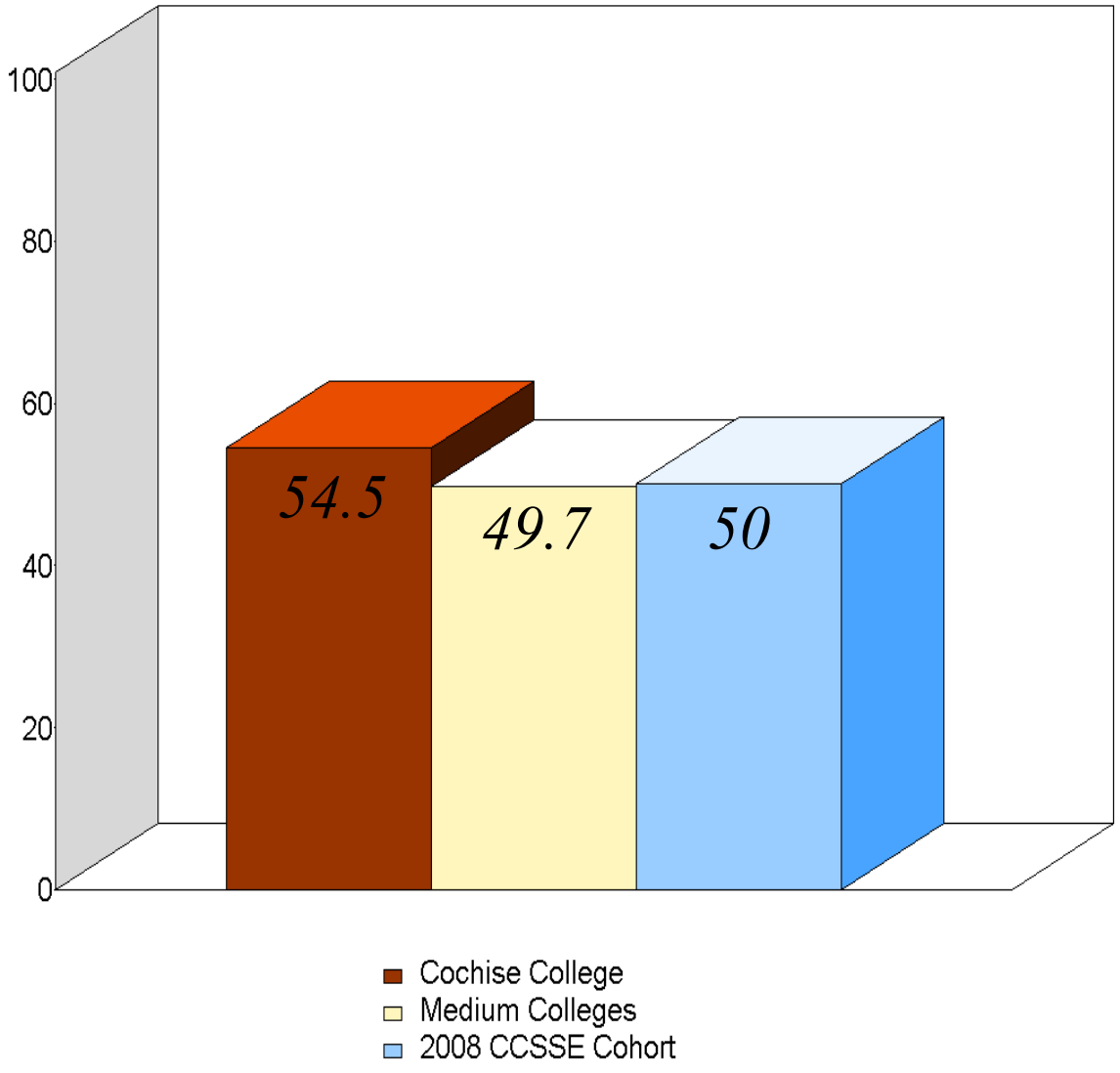
Active and Collaborative Learning	Your College Mean	Other Medium Colleges Mean	Above/ Below Mean	2008 *CCSSE* Cohort Mean	Above/ Below Mean
4a. Asked questions in class or contributed to class discussions	3.08	2.92		2.91	
4b. Made a class presentation	2.12	2.04		2.04	
4f. Worked with other students on projects during class	2.60	2.46		2.47	
4g. Worked with classmates outside of class to prepare class assignments	1.85	1.84		1.86	
4h. Tutored or taught other students (paid or voluntary)	1.47	1.35		1.37	
4i. Participated in a community-based project as a part of a regular course	1.33	1.29		1.30	
4r. Discussed ideas from your readings or classes with others outside of class (students, family members, co-workers, etc.)	2.65	2.56		2.56	

Active & Collaborative Learning:

Cochise College students who often or very often ...



Active & Collaborative Learning:



Our Comparison:

- *We are above the national average.*
  - *We are in the 80th percentile.*
- *We are above the Medium College average.*
  - *We are in the 90th percentile.*
- *We are good, but…*

…are we GREAT?

Student Effort:

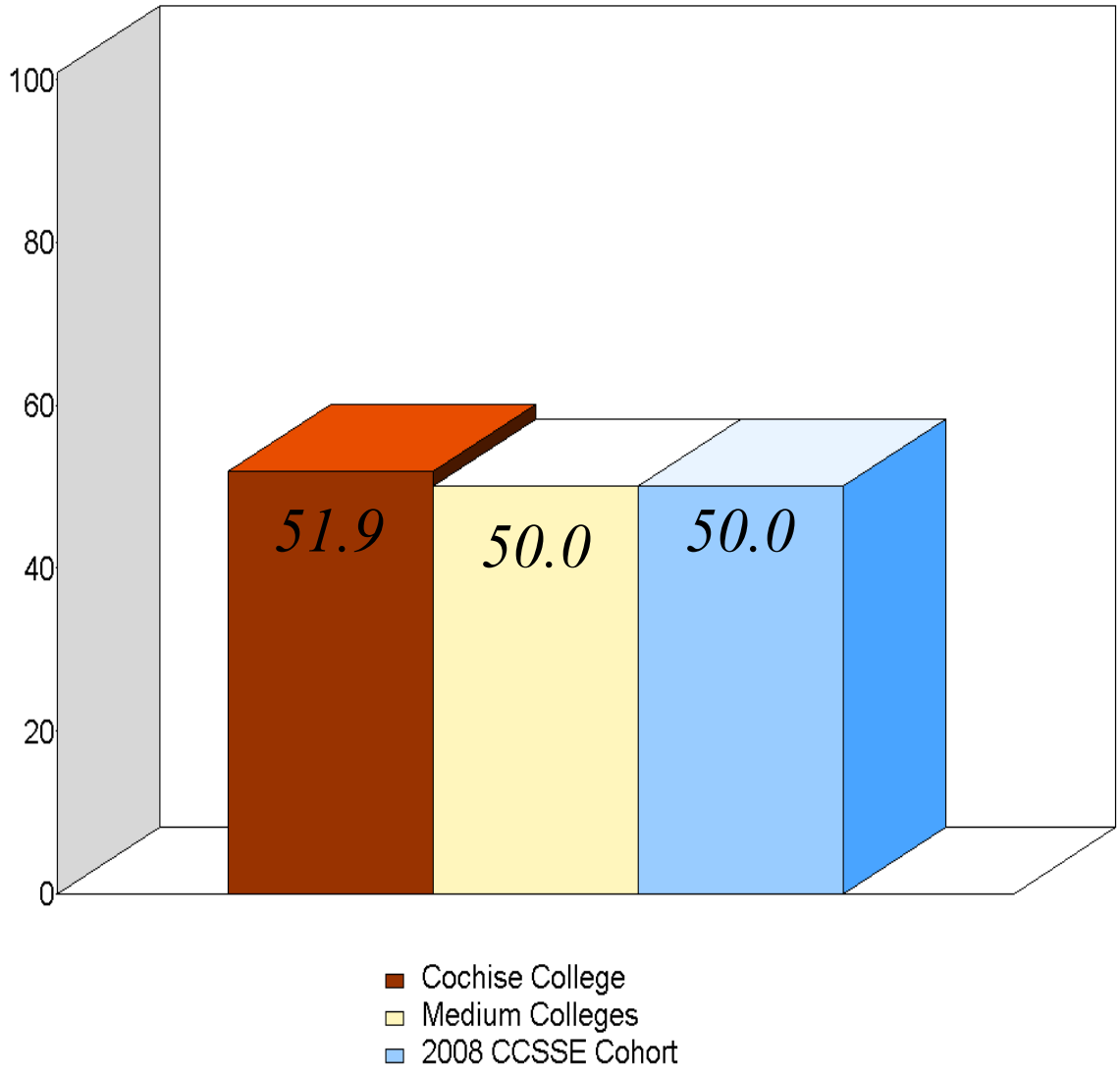
Students' behaviors contribute significantly to their learning and the likelihood that they will attain their educational goals.

Student Effort:

- *Survey items associated with this benchmark include experiences such as:*
  - *Preparing multiple drafts of papers*
  - *Integrating ideas from various sources*
  - *Coming to class unprepared*
  - *Using tutoring services, skill labs, or computer labs*
  - *Hours per week spent studying*

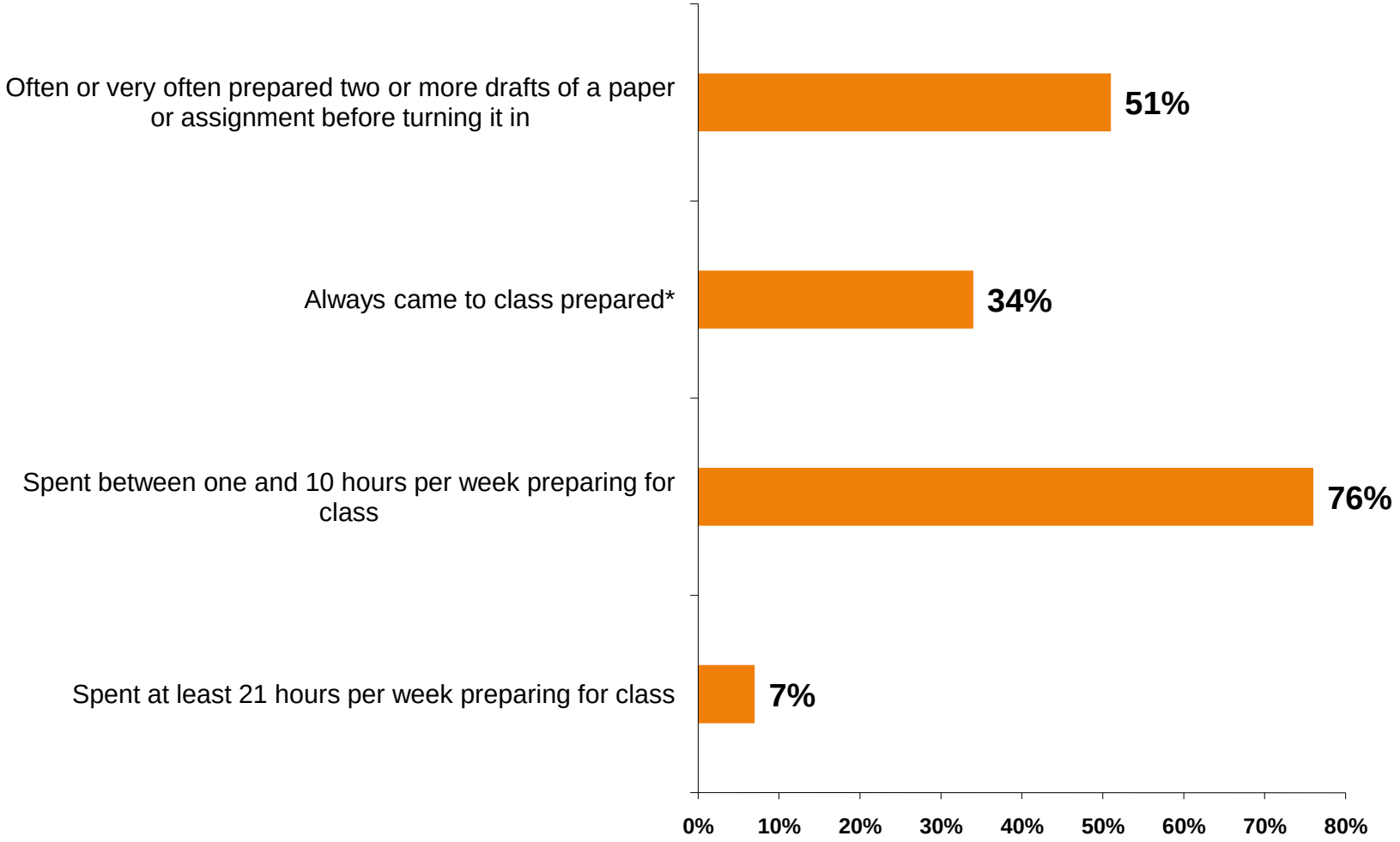
Student Effort	Your College Mean	Other Medium Colleges Mean	Above/ Below Mean	2008 *CCSSE* Cohort Mean	Above/ Below Mean
4c. Prepared two or more drafts of a paper or assignment before turning it in	2.53	2.48		2.47	
4d. Worked on a paper or project that required integrating ideas or information from various sources	2.75	2.71		2.71	
4e. Came to class without completing readings or assignments	1.81	1.87		1.87	
6b. Number of books read on your own (not assigned) for personal enjoyment or academic enrichment	2.23	2.07		2.08	
10a. Preparing for class (studying, reading, writing, rehearsing, doing homework, or other activites related to your program)	1.83	1.91		1.90	
13d1. Frequency: Peer or other tutoring	1.53	1.45		1.46	
13e1. Frequency: Skill labs (writing, math, etc.)	1.75	1.69		1.71	
13h1. Frequency: Computer lab	2.10	2.09		2.10	

Student Effort:



Do our perceptions match our students' experiences?

Cochise College students who …



Our Comparison:

- *We are above the national average.*
  - *We are in the 70th percentile.*
- *We are above the Medium College average.*
  - *We are in the 70th percentile.*
- *We are good…*

…but are we GREAT?

Academic Challenge:

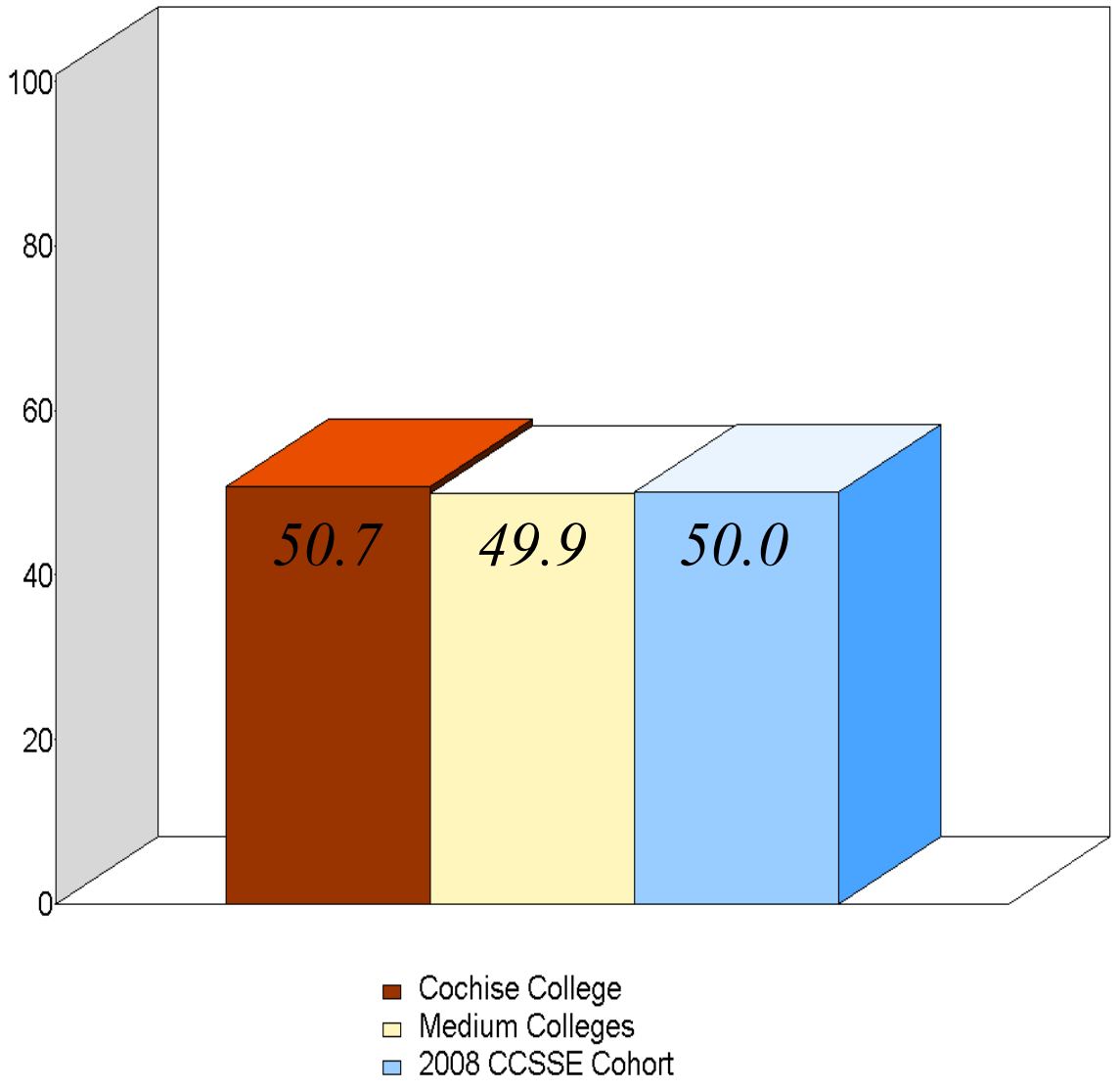
Challenging intellectual and creative work is central to student learning and collegiate quality.

Academic Challenge:

- *Survey items associated with this benchmark include experiences such as:*
  - *Working harder than you thought you could to meet an instructor's expectations*
  - *Whether coursework emphasizes synthesis and analysis as opposed to memorization*
  - *Number of assigned textbooks and papers*
  - *Extent to which examinations challenged students to do their best*

Academic Challenge	Your College Mean	Other Medium Colleges Mean	Above/ Below Mean	2008 *CCSSE* Cohort Mean	Above/ Below Mean
4p. Worked harder than you thought you could to meet an instructor's standards or expectations	2.58	2.53		2.53	
5b. Analyzing the basic elements of an idea, experience, or theory	2.89	2.84		2.84	
5c. Synthesizing and organizing ideas, information, or experiences in new ways	2.79	2.71		2.71	
5d. Making judgments about the value or soundness of information, arguments, or methods	2.55	2.54		2.55	
5e. Applying theories or concepts to practical problems or in new situations	2.65	2.63		2.64	
5f. Using information you have read or heard to perform a new skill	2.81	2.73		2.75	
6a. Number of assigned textbooks, manuals, books, or book-length packs of course readings	2.77	2.85		2.86	
6c. Number of written papers or reports of any length	2.73	2.82		2.83	
7. Mark the box that best represents the extent to which your examinations during the current school year have challenged you to do your best work at this college	5.09	5.01		5.00	
9a. Encouraging you to spend significant amounts of time studying	2.96	2.95		2.96	

Academic Challenge:



Our Comparison:

- *We are basically at the national average.*
  - *60th percentile.*
- *We are basically at the Medium College average.*
  - *60th percentile*
- *We are average.*
- *What do we need to do to be good?*
- ***What do we need to do to be GREAT?***

Student-Faculty Interaction:

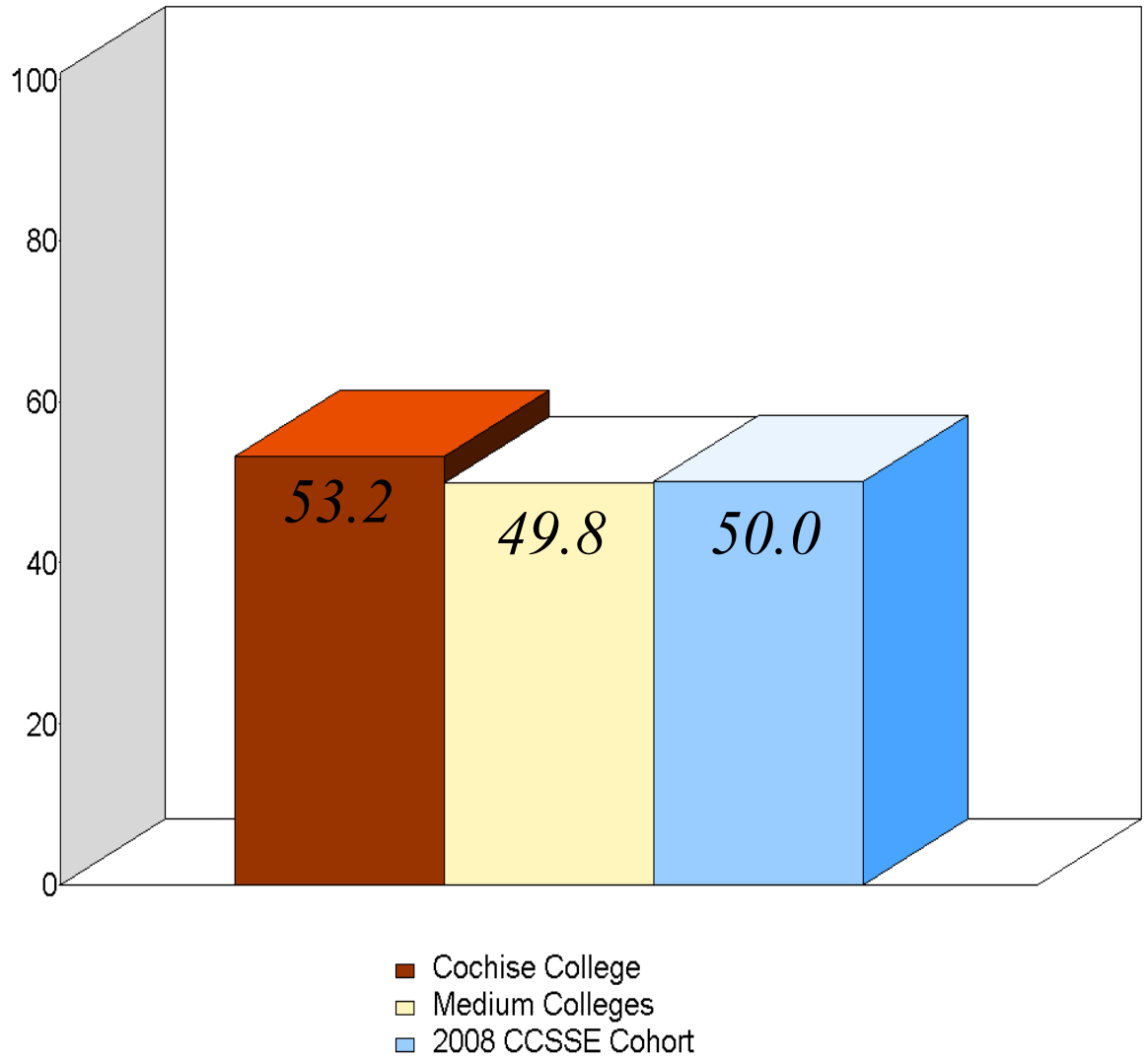
In general, the more interaction students have with their teachers, the more likely they are to learn effectively and persist toward achievement of their educational goals.

Student-Faculty Interaction:

- *The items used in this benchmark include experiences such as:*
  - *Using e-mail to communicate with an instructor*
  - *Discussing grades, assignments, and career plans with an instructor*
  - *Receiving prompt feedback from instructors*
  - *Working with instructors on activities other than coursework*

Student-Faculty Interaction	Your College Mean	Other Medium Colleges Mean	Above/ Below Mean	2008 *CCSSE* Cohort Mean	Above/ Below Mean
4k. Used email to communicate with an instructor	2.53	2.53		2.52	
4l. Discussed grades or assignments with an instructor	2.49	2.51		2.52	
4m. Talked about career plans with an instructor or advisor	2.10	2.01		2.02	
4n. Discussed ideas from your readings or classes with instructors outside of class	1.78	1.72		1.73	
4o. Received prompt feedback (written or oral) from instructors on your performance	2.83	2.66	▲	2.66	▲
4q. Worked with instructors on activities other than coursework	1.55	1.39	▲	1.40	▲

Student-Faculty Interaction:



Our Comparison:

- *We are above the national average.*
  - *We are in the 80th percentile.*
- *We are above the Medium College average.*
  - *We are the 80th percentile.*
- *We are good, but…*

…are we GREAT?

Support for Learners:

Students perform better and are more satisfied at colleges that are committed to their success and cultivate positive working and social relationships among different groups on campus.

Support for Learners:

- *The items that contribute to this benchmark include:*
  - *Whether the college provides the support students need to succeed*
  - *How much the college helps students cope with nonacademic responsibilities*
  - *Students' use of academic advising/planning and career counseling services*

Support for Learners	Your College Mean	Other Medium Colleges Mean	Above/ Below Mean	2008 *CCSSE* Cohort Mean	Above/ Below Mean
9b. Providing the support you need to help you succeed at this college	3.06	2.95		2.95	
9c. Encouraging contact among students from different economic, social, and racial or ethnic backgrounds	2.61	2.46		2.47	
9d. Helping you cope with your non-academic responsibilities (work, family, etc.)	1.98	1.90		1.93	
9e. Providing the support you need to thrive socially	2.14	2.09		2.11	
9f. Providing the financial support you need to afford your education	2.48	2.38		2.39	
13a1. Frequency: Academic advising/planning	1.76	1.74		1.75	
13b1. Frequency: Career counseling	1.53	1.42		1.43	

Support for Learners:

- *What are your Most Important Services?*
- *How often do students use them or how satisfied are they?*

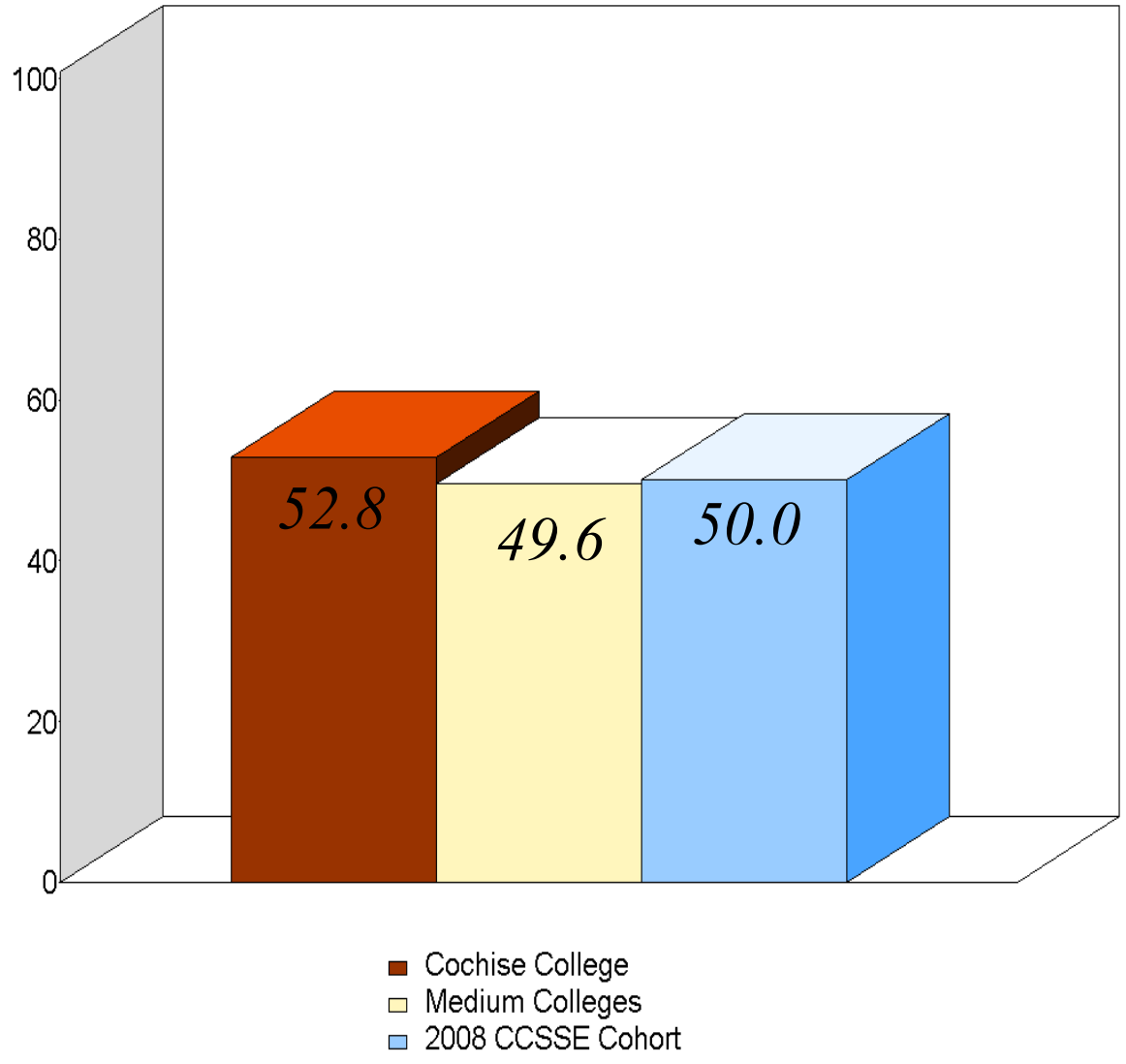
Support for Learners:

- *Most Important Services: [very or somewhat important]*
  - *88% Academic Advising and Planning*
  - *82% Computer Lab*
  - *80% Financial Aid Advising*
  - *78% Career Counseling*
  - *77% Skills Lab*
  - *73% Peer and other tutoring*
  - *70% Transfer Credit Assistance*
  - *64% Job Placement*

Support for Learners:

- *How often do students use their "Most Important Services": [sometimes or often]*
  - *57% Computer Lab*
  - *55% Academic Advising and Planning*
  - *42% Skills Lab*
  - *42% Financial Aid Advising*
  - *34% Career Counseling*
  - *28% Peer and other tutoring*
  - *24% Transfer Credit Assistance*
  - *14% Job Placement*

Support for Learners:



Our Comparison:

- *We are above the national average.*
  - *We are in the 70th percentile.*
- *We are above the Medium College average.*
  - *We are the in the 80th percentile.*
- *We are good, but…*

…are we GREAT?

How do we find the Cochise "Way"

- *Identify our strengths and build on them.*
- *Target weak areas and design strategies to improve them.*
- *Start with the benchmarks.*
- *Look at individual survey items.*
- *Disaggregate the data.*
- *Distinguish between "good" and "great."*

What must "we" do?

1. *Must remain Student-centered!*
2. *Must maintain High expectations!*
3. *Must remember that Active and Collaborative learning -- in class and outside of class -- is Key!*
4. *Must remember that Relationships are key – every day, in every way!*
5. *Must remember that Improvement is a constant journey!*
6. *Must remember that Institutional Effectiveness is central to our mission!*

"Rules for finding the Cochise "WAY"

1. *The center of our work is student learning, persistence, and success.*
2. *We can't get better at what we're not willing to look at.*
3. *Every program, every service, every academic policy is perfectly designed to achieve the exact outcome it currently produces.*
4. *If nothing changes, nothing changes.*
5. ***"Good is the enemy of GREAT!"***

20 Tips for "US" to become GREAT!

1. *Show evidence of college pride;*
2. *Emphasize quality in all aspects of the college;*
3. *Be willing to invest in the future;*
4. *Participate in decision making;*
5. *Maintain and encourage a cooperative spirit;*
6. *Be realistic in appraisal of future opportunities;*
7. *Be aware of our competitive advantages;*
8. *Recognize and celebrate our physical environment;*
9. *Be active in economic development opportunities;*
10. *Develop others as a future leaders;*

20 Tips for "US" to become GREAT!

11. *Accept and celebrate diversity in all areas of the college;*
12. *Believe in and support education;*
13. *Be a problem-solver;*
14. *Promote life long learning;*
15. *Be a presence in the communities we serve;*
16. *Help maintain our infrastructure;*
17. *Be prudent in the use of resources;*
18. *Become a sophisticated user of information;*
19. *Be willing to seek help from others;*
20. *Recognize that, in the long run, it is our responsibility.*

Here's to a great year as we find "OUR" Way!

Connect the Dots with 1 line