Identifying Critical Shifts to Navigate Collaborative Institutional Change

The SCIENCE Collaborative
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The Student-Centered Institutional Enhancement and Co-Learning Exchange Collaborative

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Why are we here today?

Purpose

Share a framework and strategies for sustainable institutional change.

Outcomes

- **Connect:** Gain a deeper connection though understanding how and why we navigate change.
- **Align:** Appreciate the challenges of sustainable institutional change.
- **Learn:** Develop a shared understanding of what critical shifts are, how they relate to developing a powerful shared intent, and why these tools are key to emergent strategy design for collaborations.
- **Make:** Draft a critical shift to guide your change effort.

Change is hard. Why do it?

Connect & Align

Think - Activity 1

Consider a time when a big change was needed. What challenges did you overcome to drive that change? Why did you take action, despite the challenges?

Share - Activity 1

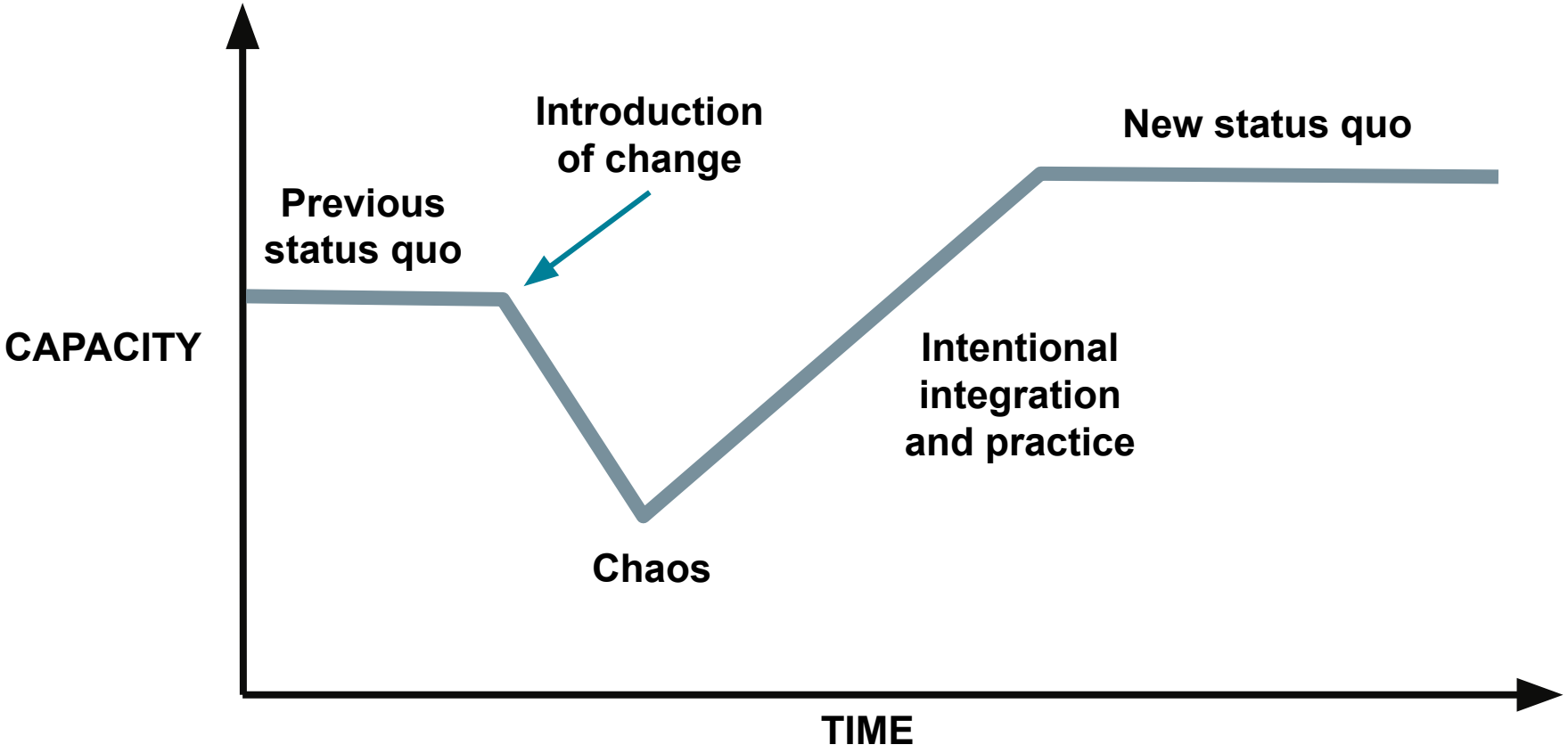
1. What was the change?
2. What were the challenges?
3. Why did you do it anyway?

Please share the time so we can learn from everyone in the group.

Why do we experience discomfort and challenges with change?

Learn

Satir Model of Change Describes Challenges



Satir, et al., 1991; Martinez, et al., 2011

What can we do to drive change through challenge?

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Learn

What are critical shifts, and how can we use them?

Clear and shared critical shifts:

- **Get everyone to agree on the problem** before jumping to solutions.
- **Provide a strategic way to identify the most critical leverage point** to maximise social return on investment.
- **Provide a clear problem-solving space** to focus on the development of solutions.
- **Help avoid favored solutions** by focusing on the needs first.
- **Provide a basis for evaluating possible solutions over time** and avoiding solutions that are not paying off.

A critical shift is…

a WHAT statement comprised of (1) what things look like now in a part of the system and (2) what that part of the system needs to look like in the future to achieve our goal.

Simply put: “Here’s what’s happening now and here’s what that should look like in the future.”

A critical shift is not…

A problem-solution statement or an assertion about HOW we would achieve the future state.

An Example of One of Our Critical Shifts

Shift	Current State	Future State
Community	Students are **solely responsible for their campus and STEM pathway community experience**, resulting in some and especially BIPOC students feeling isolated, under-supported and questioning their ability to be successful.	Faculty, staff and students have a **shared sense of responsibility** for intentionally creating and maintaining a community experience where all members (students, faculty, staff) feel included, connected, supported, and confident in their ability to succeed in their OWN STEM pathway.

The Envisioned Future States for Our Critical Shifts

	Shift	Future State
1	**Inherent Beliefs/Belonging**	Students and faculty perceive the STEM pathway as available to anyone and all students feel welcome, valued and successful. Everyone in the classroom values and appreciates diversity, being sensitive to cultural contexts. Using the growth mindset as a foundation, students see themselves with the STEM identity.
2	**Community**	Faculty, staff and students have a shared sense of responsibility for intentionally creating and maintaining a community experience where all members (students, faculty, staff) feel included, connected, supported, and confident in their ability to succeed in their OWN STEM pathway.
3	**STEM Culture**	An empowered/ing community of scholars and mentors working together to identify and solve problems and advance the human condition. Each scholar and mentor is valued for the individual attributes, experiences and possibilities they bring to the community. Teamwork, collaboration, and a culture of “calling in” is celebrated and rewarded.
4.	**STEM Academic Opportunities**	There are multiple entry points into STEM majors and courses. Academic struggles are normalized and resources for learning to learn are readily available and known. (across divisions). Multiple opportunities to persist and succeed in courses, majors and pathways and to demonstrate mastery of learning objectives.
5.	**Coursework**	Inclusive first-year STEM curricula provide students the opportunity to succeed through multiple, flexible pathways of exploration, pedagogy and assessment accounting for diverse student backgrounds and life experiences.
6.	**Pathways to Success**	There are flexible and evolving pathways to success for students based on their experiences before and throughout their coursework. Students are aware of pathways to a range of careers and experience their classes as places where they are met where they are in their educational journey.

Design your own critical shift to guide change

Make

Think - Activity 2

Consider your identified change. What is the current state? What is your desired future state?

Embrace sketching and good enough – this will be messy! Expect incompletion.

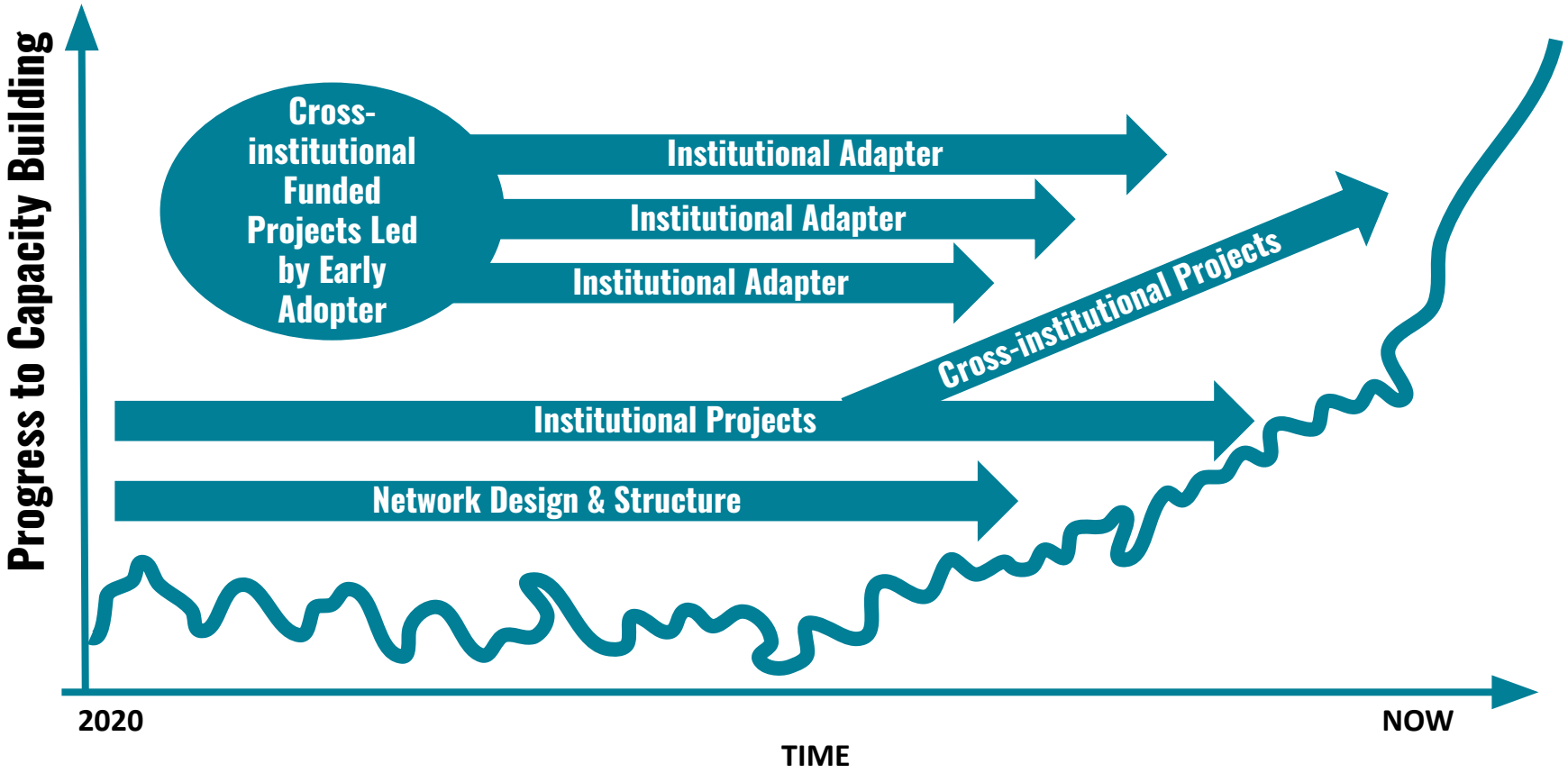
Share - Activity 2

1. What was the change?
2. What is your current state?
3. What is your desired state?

How does the SCIENCE Collaborative use our Critical Shifts?

Learn

Critical Shifts Anchor Our Decision Making



Thank you!

Questions?

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