

# **Creating a Culture of Innovation**

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**Hudson County  
Community College**

**Terry O'Banion  
September 22, 2010**



# League for Innovation in the Community College

- Chartered 1968
- Over 800 college members
- Hudson County a member
- \$50 million in grants
- 150 corporate partners
- Innovation of the Year Award
- Annual Conference on Innovation



# Foundations for a Culture of Innovation

- **The community college is an American social innovation.**
- **The community college is a crucible of innovation.**



# National Study on Innovation

- **Surveyed 400 winners of the League's Innovation of the Year Award**
- **Videotaped interviews with more than 40 selected award winners**
- **Analyzed 173 innovations**
- **Surveyed 800 CEOs of the Alliance for Innovation about characteristics that encourage and support innovation**



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# **What Can Hudson County Community College Do To Create a Culture of Innovation?**



# Ensure Leadership

- Leaders visibly support and encourage innovation—90%
- Leaders encourage risk-taking—84%
- Leaders encourage faculty/staff to think unconventionally—83%
- Leaders support a variety of innovations—78%



# Settle on a Definition

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- **The development or adoption of new or existing ideas for the purpose of improving policies, programs, practices, or personnel**
- **The creation of new opportunities that are transformative**



# Encourage Teamwork

- 15% of awards to an individual
- 85% of awards to teams
  - Teams of 2-3—32%
  - Teams of 4-6—29%
  - Teams of 7-10—15%
  - Teams of 11 plus—9%
- All employees represented



# Evaluate Innovations

- Faculty/staff testimonies and anecdotes—59%
- Student testimonies and anecdotes—52%
- Student surveys—41%
- Faculty surveys—24%
- No formal/informal evaluations—10%



# Reward/Recognize Innovators

- **Featured in campus publications—51%**
- **Awards ceremony—47%**
- **Travel funds state/national—37%**
- **Incorporated in staff development programs—29%**
- **Certificates/plaques—28%**
- **Written reports distributed—26%**



# Sustain the Innovation

- **Staff assigned responsibility—53%**
- **Scaled up to more students and faculty—44%**
- **Incorporated into budget—40%**
- **Embedded in organization—36%**
- **Championed by critical mass—27%**
- **Evaluated on a regular basis—26%**



# Reflect in Vision & Mission Statements

- Isothermal CC values **innovation**.....
- Central Piedmont CC is an **innovative** college.....
- We value and encourage **innovation** at Modesto Community College.
- Through **innovation**....the CC of Denver enriches democracy and....



# Vision & Mission Statements

- A strategic goal at the Peralta Community College District is to create a **culture of innovation** and collaboration.
- The California State University at Monterey will develop a **culture of innovation** in its overall conceptual design and organization.



# Focus on Learning

- **Does this innovation improve and expand student learning?**
- **How do we know this innovation improves and expands student learning?**



# Innovation and Learning

- Cascadia CC—A community of **learners** pioneering **innovative** pathways to successful **learning**.
- Modesto CC—A student-centered **learning** community by offering **innovative** instructional and student support programs.



# Innovation and Learning

- **Learning** comes first at Johnson County CC—dedicated to the **innovative spirit**.
- The Foothill-DeAnza CCD provides a **learning environment** that fosters excellence, opportunity, and **innovation**.



U.S. vs. JAPAN: SQUARING OFF FOR A TRADE WAR?

# BusinessWeek

FEBRUARY 26, 1994

A MCGRAW-HILL PUBLICATION

\$2.75

# THE LEARNING REVOLUTION

New information technologies  
are helping education  
come alive — at home  
and at school PAGE B0

**SPECIAL REPORT**



FEB. 28, 1994

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**Putting learning at the heart of the academic enterprise will mean overhauling the conceptual, procedural, curricular, and other architecture of postsecondary education on most campuses.**

**Wingspread Group on Higher Education**  
*An American Imperative, 1993*



# Accrediting Associations

- Middle States—”standards consistently **emphasize student learning.**”
- Western—”commitment to a mission that **emphasizes successful student learning.**”



# Perspectives from Lumina

- Oddly enough, the concept of **learning**—a subject that seems critical to every discussion about higher education—is often overlooked in the modern era.
- For us, **learning** doesn't just matter. It matters most of all.
- *It's the **learning**, stupid.*

Jamie Merisotis, 2009



# Wallace State Community College

- Is a world class, internationally recognized, entrepreneurial **learning college**.
- Is a **learning college** that engages students in powerful **learning partnerships** designed to foster richer, deeper, more meaningful **learning experiences**.



# Palomar College

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We will judge ourselves  
henceforth on the **quality**  
**of student learning** we  
produce.



# Special Challenge #1

- **eBooks—Daytona Beach Community College—saves students 80% on costs**
- **Online/Distance Learning**
  - **97% of public 2-year colleges offer online courses**
  - **fall 2007 to fall 2008—22% increase in online enrollment**



# Special Challenge #1

- **Digital Natives**
  - Receive information really fast
  - Like to parallel process & multi-task
  - Prefer graphics before text
  - Prefer random access
  - Function best when networked
  - Thrive on instant gratification
  - Prefer games to “serious” work



# Special Challenge #1

- **Digital Immigrants**
  - Teach slowly
  - Teach step by step
  - Teach one thing at a time
  - Stay in control
  - Print out emails
  - See education as serious business



# The Amazing Human Mind

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# Special Challenge #2

- **14% of CC students do not complete a single credit in first term**
- **Almost 50% drop out by second yr.**
- **60% need remediation**
- **33% recommended for dvlp. studies never enroll in those courses**
- **Only 10% of entering students who want a B. A. ever attain one**



# **Special Challenge #2**

## **The Completion Agenda**

- **Double # completers in 15 years**
- **Create Model Pathways to Success**
- **Milestones and Momentum**



# Practices That Work

- **Dual Enrollment**
- **Accelerated Learning**
- **Contextualized Instruction**
- **Supplemental Learning**
- **Learning Communities**
- **Student Success Courses**
- **Developmental Summer Bridge**



# Special Challenge #3

- **From Survival to Fulfillment**
  - a. FTE increased 140% in 15 years
  - b. Over \$150M campus projects
  - c. Choice of the community
  - d. Most soundly financed in NJ
  - e. Remarkable faculty & staff
  - f. Healthy climate—sound leadership



# The Ultimate Challenge

This is an historic time for Hudson County Community College. The institution is poised on the brink of greatness if we have the vision and the boldness to seize the opportunity before us.

Glen Gabert, President

Hudson County Community College



**Would  
Everyone  
Please Stand**



# **Keep Standing—But**

**Sit down if you have never considered or thought that the work you do in teaching, administration, or support could be done more efficiently or more effectively.**



# **Keep Standing--But**

**Sit down if you have never  
tried a new approach or a  
different way of doing some  
aspect of your job at Hudson  
County Community College.**



# **Keep Standing—But**

**Sit down if you have already  
tried every program and  
every practice possible to  
improve and expand on the  
work you do at Hudson  
County Community College.**



# Creating a Culture of Innovation

- You believe you can improve
- You try new things
- You don't believe you have already tried everything
- You have the momentum to become the champions of innovation at Hudson County



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We are the champions!

We are the champions!

We are the champions!



# Terry O'Banion

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*Ancora Imparo*  
“Still I Am Learning.”

Michelangelo

