



**INSTITUTE for EVIDENCE-BASED CHANGE**  
Informing Decisions · Improving Practice · Increasing Student Success

## **An IEBC Scope of Work to City Colleges of Chicago** ***Caring Campus for Faculty*** **April 2022**

The Institute for Evidence-Based Change (IEBC) is pleased to submit this scope of work to implement *Caring Campus for Faculty* at Richard Daley (RD), Malcolm X (MX) and Harold Washington (HW) Colleges.

### **Overview**

The City Colleges of Chicago have been implementing *Caring Campus for Faculty* at Harry S. Truman, Kennedy-King, Olive-Harvey and Wilbur Wright colleges over the last two years. These colleges have begun a journey to help every student feel connected to their college, feel welcome and have a sense of belonging.

Research has documented students leave college because they do not feel connected to the institution (Tinto, 1993; Felten & Lambert, 2020). The objective of *Caring Campus* is to increase student retention and success in community colleges by increasing and cultivating a *Caring Campus* environment through intentional behaviors by faculty and staff to improve students' sense of caring and connectedness to the college. Faculty and staff interactions with students can set the stage for successful enrollment, persistence, and completion. It is particularly important for students from underserved populations, students less familiar with college, non-majority students, students from low-income households, and first-generation students to feel welcome and that they belong in college. IEBC as the sole provider of *Caring Campus* is successfully implementing this process at more than 80 community colleges/district nationwide.

### **The Approach**

With *Caring Campus*, IEBC combines our facilitation expertise with a unique coaching model to ensure the deep involvement of faculty. Participating faculty are identified using a three-step process, described below. Instructional leadership and institutional research directors remain involved throughout the coaching process. An experienced *Caring Campus* coach guides the development of faculty-specific behavioral commitments and implementation plans. Behavioral commitments are easily implemented by faculty in every department campus-wide. *Caring Campus* colleges are experiencing positive impact on a number of student success indicators and closing achievement gaps.

## The Proposed Work

*Caring Campus for Faculty* is highly scripted. Typically, our process begins with a leadership orientation to *Caring Campus*. Next, we ask for an anonymous data set of three-semester of faculty course retention and success data. IEBC works with the college's institutional research department to identify faculty members with high rates of course retention and success. These faculty members are interviewed by designated college leadership using an IEBC protocol to explicate their non-instructional behaviors that promote student connectedness and success. Each college designates a *Caring Campus* liaison who acts as IEBC's point person; scheduling meetings, transmitting communications, and participating in coaching sessions.

Once faculty members and initial behaviors have been identified, IEBC's coach meets virtually for two-hours with the team seven times over the course of one term. This is a measured process designed to set up *Caring Campus* for success, based on our experience implementing *Caring Campus* at over 80 colleges around the country.

Five of the coaching sessions focus on background about *Caring Campus* and related research and how these faculty excel, as well as identifying and codifying behavioral commitments and developing implementation and communication plans. The sixth session brings together department chairs, deans and senior leadership to engage with the faculty on their efforts and seek support of middle management, including Deans and Department Chairs.

The seventh session is the Implementation Kickoff /Rollout. Once the behavioral commitments are set and plans are completed for implementation, training, communication, and resources, IEBC works with the faculty team and college leadership to rollout the work campus-wide. The manner in which this is done complements the culture of the college to further support successful implementation. Typically, implementation coincides with a convocation.

IEBC's involvement does not end with rollout. We are deeply committed to supporting institutionalization and sustainability of a *Caring Campus* culture of student connectedness. The coach will continue to work with college leadership to address institutionalization issues that might arise. We also work to develop sustainability plans that fully integrate *Caring Campus* behavioral commitments into the day-to-day operations of the college.

Finally, throughout the process there is an emphasis on supporting diversity, equity and inclusion (DEI). Before the first meeting, we ask to be connected with the leadership involved in DEI efforts at the college to ensure we are supporting the college's efforts throughout the *Caring Campus* process. We ask that all college plans and materials that support DEI efforts be sent to IEBC for review and integration into *Caring Campus*.

## Timeline

We propose a timeline of July 2022 to June 2023 to complete the work in all areas. The schedule can be found in Table One (*below*).

### Table One

*Caring Campus for Faculty Implementation at Richard Daley, Malcolm X, and Harold Washington Colleges*

Activity	Anticipated Dates
Leadership orientation	July 2022
Data collection and analysis	July - August 2022
Collection, review and consultation on DEI	September 2022
Faculty interviews	September – October 2022
<i>Caring Campus</i> Coaching Sessions Held	October – December 2022 6 Sessions scheduled approximately 2-3 weeks apart.
Final session/Implementation rollout	January 2023
Institutionalization and sustainability activities	January – June 2023

## Cost

IEBC’s budget is designed to ensure all work can be completed efficiently and result in the desired outcomes. The budget is based on IEBC’s experience with similar projects.

The cost for the proposed efforts is \$167,500. This is a fixed-cost project to be invoiced with 50% due upon signing, 25% in December 2022 and the remaining 25% in June 2023.

*IEBC is a nationally-recognized nonprofit organization dedicated to helping education stakeholders—K-12 school systems, community colleges, universities, employers, and others—use data and collaboration to make informed decisions and craft solutions that improve practice and dramatically increase student success.*