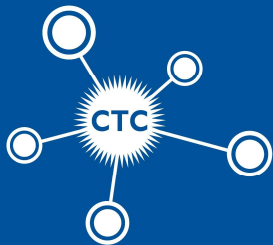# Successfully Developing, Scaling, and Sustaining a Community of Practice

CTC

NATIONAL
CONVERGENCE
TECHNOLOGY CENTER

NSF

AGENDA

TODAY'S TOPICS

Introduction and background

Essentials of successful scaling

What is a community of practice?

The evolution and scaling of the CCN

CCN best practices

CCN "points" and gamification

How to apply these concepts

Questions

WHO WE ARE

NATIONAL CONVERGENCE TECHNOLOGY CENTER

Background

Collin College – Frisco TX

Funded by a grant from the National Science Foundation

Regional ATE Center starting fall 2004

National ATE Center starting fall 2012

Mission

Support IT infrastructure/ cybersecurity programs across the country and align curriculum with employer need
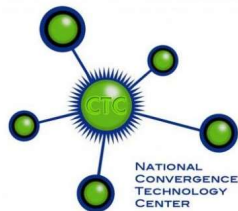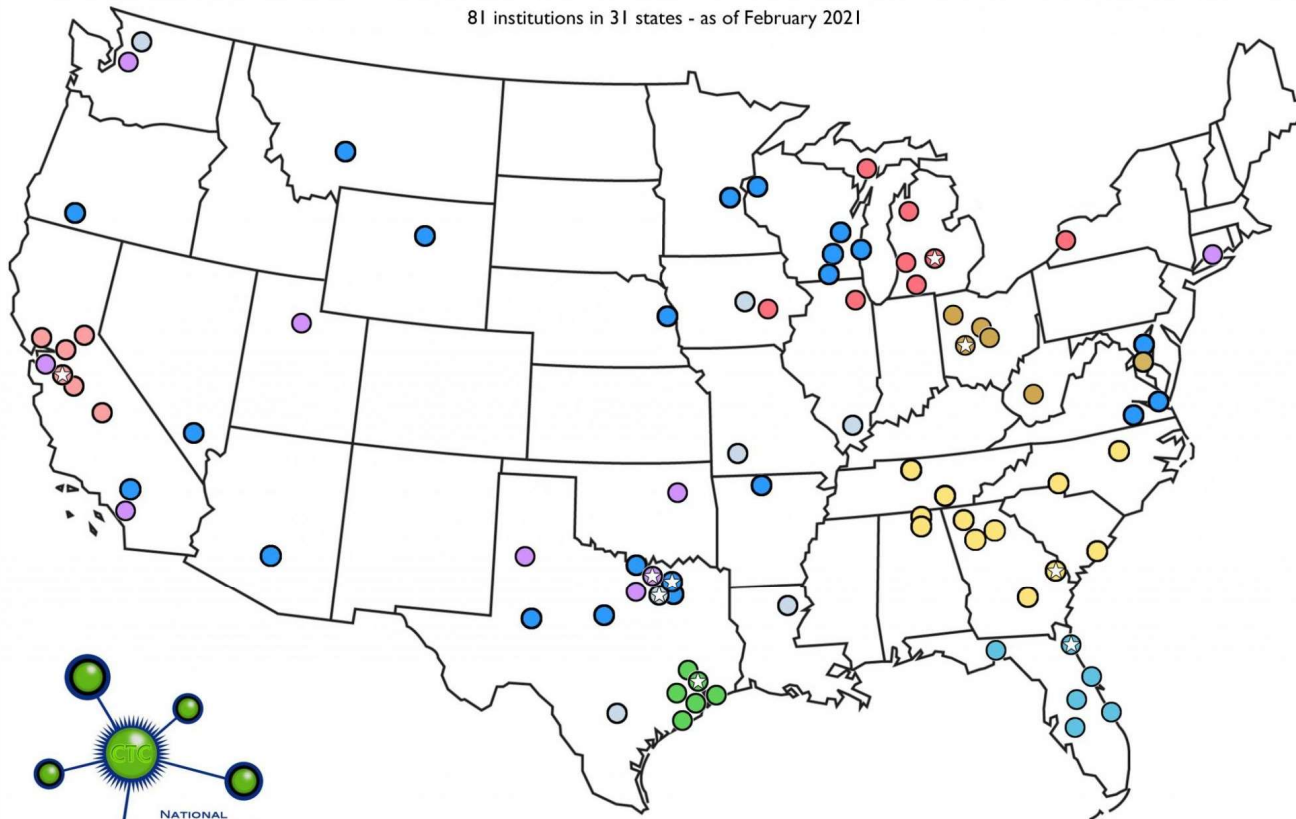
Community of practice – 81 colleges

All work is co-led by IT business leaders

Free professional development for IT faculty (20th year)

CONVERGENCE COLLEGE NETWORK

The National Convergence Technology Center's
CONVERGENCE COLLEGE NETWORK

81 institutions in 31 states - as of February 2021

National
Convergence
Technology
Center

NSF This material is based upon work supported by the National Science Foundation under grant number 1700530. Any opinions, findings and conclusions, or recomendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the National Science Foundation.

WHAT DOES IT MEAN "TO SCALE"?

"Scaling means achieving more efficient, effective, and widespread adoption of an innovation."

"Getting a huge bang for the time and money invested."

From Fast Company "Mapping Out A Successful Scaling Strategy" Paul Bloom, 2012

WHAT DOES IT MEAN "TO SCALE"?

Scaling is the adoption of a successful approach – it's not a recipe.

Must adjust it to work in the new context.

from Edutopia "How to Scale School Success" Chris Dede and Allyson Knox, 2010

"FIVE DIMENSIONS" OF SCALING

DEPTH identify what is essential about the innovation

SUSTAINABILITY focus on the effectiveness of the goal

SPREAD make modifications to lower cost

SHIFT change in ownership

EVOLUTION ready to adapt in next iteration

from Edutopia "How to Scale School Success" Chris Dede and Allyson Knox, 2010

"SIX STEPS" OF SCALING

COMMIT to grow

BUILD management skill set

FOSTER collaborations

ESTABLISH standard processes

IDENTIFY core competence

ARTICULATE strength

from Forbes "The Six Steps to Scaling a Business" Philip Salter, 2016

WHAT IS A COMMUNITY OF PRACTICE?

SHARE a concern, a set of problems, or a passion about a topic

DEEPEN their knowledge and expertise through ongoing interaction and engagement

WHAT IS A COMMUNITY OF PRACTICE?

Middle Age guilds – group of professionals honing knowledge, learning from each other

WHAT IS A COMMUNITY OF PRACTICE?

Xerox repairmen

- Couldn't rely on manual or formal training

- Sharing stories, joint problem-solving

- Knew more about repair together than manuals provided

http://www.digibarn.com/collections/printers/xerox-9700

EVOLUTION OF THE CCN

CONVERGENCE COLLEGE NETWORK

Sharing curriculum, materials, and processes developed by the grant

Disseminated "curriculum in a box"

BUT… one size doesn't fit all – many questions

Find other mentors

Expand community beyond six regional colleges

BUT… 20+ colleges too many for 1:1 mentoring

Share mentoring with more mature members

Mesh connections

Group sharing

CCN BEST PRACTICES

73 community colleges
8 universities

31 states

CCN BEST PRACTICES

BENEFITS

Free professional development

Travel reimbursement help

Robust resource wiki

Plug into active network of IT faculty

Access to National BILT meeting content

Help maximizing local BILT relationship

Virtual labs

Feedback from CTC leaders on grant proposals

CCN BEST PRACTICES

MEMBER RESPONSIBILITIES

Develop an active Business & Industry Leadership Team (BILT) that meets regularly to prioritize KSAs and guide programs

Attend CCN meetings/activities

Help recruit other schools to CCN

Submit yearly CCN impact report

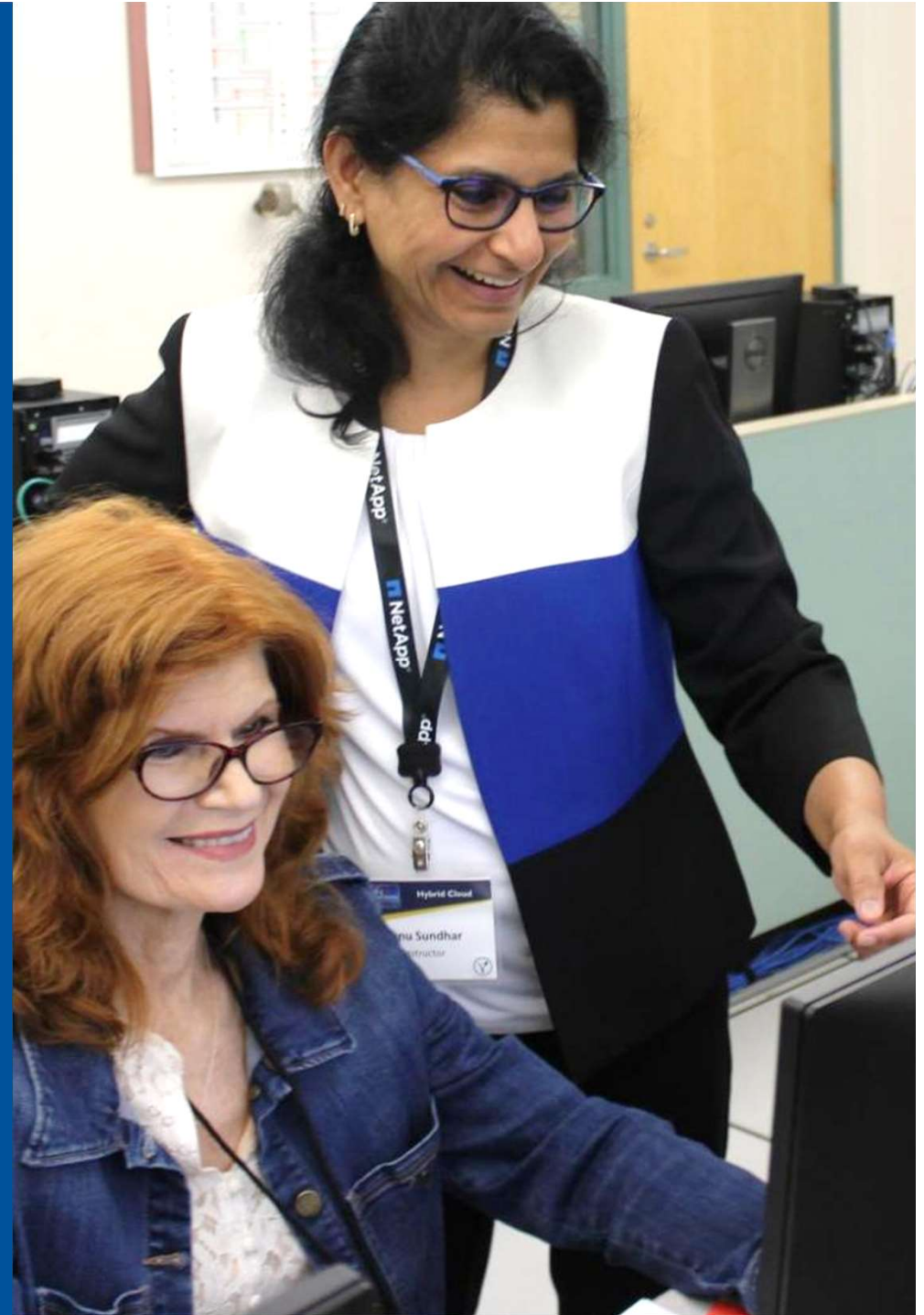Engage with the group/share expertise

CCN BEST PRACTICES

COMMUNITY ENGAGEMENT

- Four quarterly webinars (three web, one in person)
- Special topic webinars
- Conferences
- E-mail strings
- Resource wiki
- Off line

Sustainable beyond the grant through creation of regional hubs (after the CTC sunsets)

Shared passion

CCN POINTS & GAMIFICATION

TWO LEVELS OF ENGAGEMENT

Frequent flyer program - more engagement and participation provides more benefits

- 20 "Level 1" member colleges
- 61 "Level 2" member colleges

How to decide who's in which level?

CCN POINTS & GAMIFICATION

"LEVEL 1" CLASSIFICATION

Quantify who qualifies for "Level 1" benefits

From January-December, to classify as "Level 1" colleges must...
- Conduct at least two BILT meetings
- Discuss and vote on entry-level job skills with their BILT
- Submit an annual report on activities and enrollments
- Score minimum points

"FIVE DIMENSIONS" OF SCALING

DEPTH identify what is essential about the innovation

- Supporting IT programs through mutual sharing of know-how

- Connecting faculty and employers to solve common problems

"FIVE DIMENSIONS" OF SCALING

SUSTAINABILITY focus on the effectiveness of the goal

- No "one size fits all" – engagement and participation depends on the college

- Variations are a good thing

"FIVE DIMENSIONS" OF SCALING

SPREAD make modifications to lower cost

- Evolution of the CCN from 1:1 mentoring to a mesh network

- Low-cost digital tools

"FIVE DIMENSIONS" OF SCALING

SHIFT change in ownership

- Leadership and BILT helps steer group

- Member colleges help drive meeting agendas

"FIVE DIMENSIONS" OF SCALING

EVOLUTION ready to adapt in next iteration

- Regional hub development will shift centralized administration

- Evaluate this ongoing evolution to find possible improvements

"SIX STEPS" OF SCALING

COMMIT to grow

- Engaged, motivated faculty members

- Share the same vision

"SIX STEPS" OF SCALING

BUILD management skill set

- Assemble team of champions

- Share expertise across membership

- Leadership team developing regional hubs to continue the work

"SIX STEPS" OF SCALING

FOSTER collaborations

- Frequent meetings strengthen member relationships

- Engagement outside of the meetings (e-mail strings, in-person "break room" conversations)

"SIX STEPS" OF SCALING

ESTABLISH standard processes

- Regular meetings with repeated agenda formats

- BILT model processes and tools

- Leadership team developing regional hubs to continue the work

"SIX STEPS" OF SCALING

IDENTIFY core competence

- A unique community of faculty from 80 colleges sharing know-how and solving common problems

- Supporting and encouraging BILT model adoption – keep curriculum aligned with workforce needs

"SIX STEPS" OF SCALING

ARTICULATE strength

- Clearly communicate successful impacts of the CCN

- Be sure membership understands the value

- Involve members in meeting agendas and webinar content

WHAT CAN YOU DO?

- Understand why your program works

- Commit to growing and scaling

- Assemble a team of champions

- Identify ways to make adjustments without losing effectiveness

- Develop and teach clear processes

- Foster networking and collaboration

- Look for ways to encourage a "shift" in ownership

- Be ready to next iteration

- Share your success stories

RESOURCES

"How to Scale School Success," Chris Dede and
Allyson Knox, Edutopia.org
https://www.edutopia.org/scale-processes-replication-strategy

VIDEO: "Big Thinkers: Chris Dede on Scaling
Success," Edutopia.org
https://www.edutopia.org/video/big-thinkers-chris-dede-scaling-success

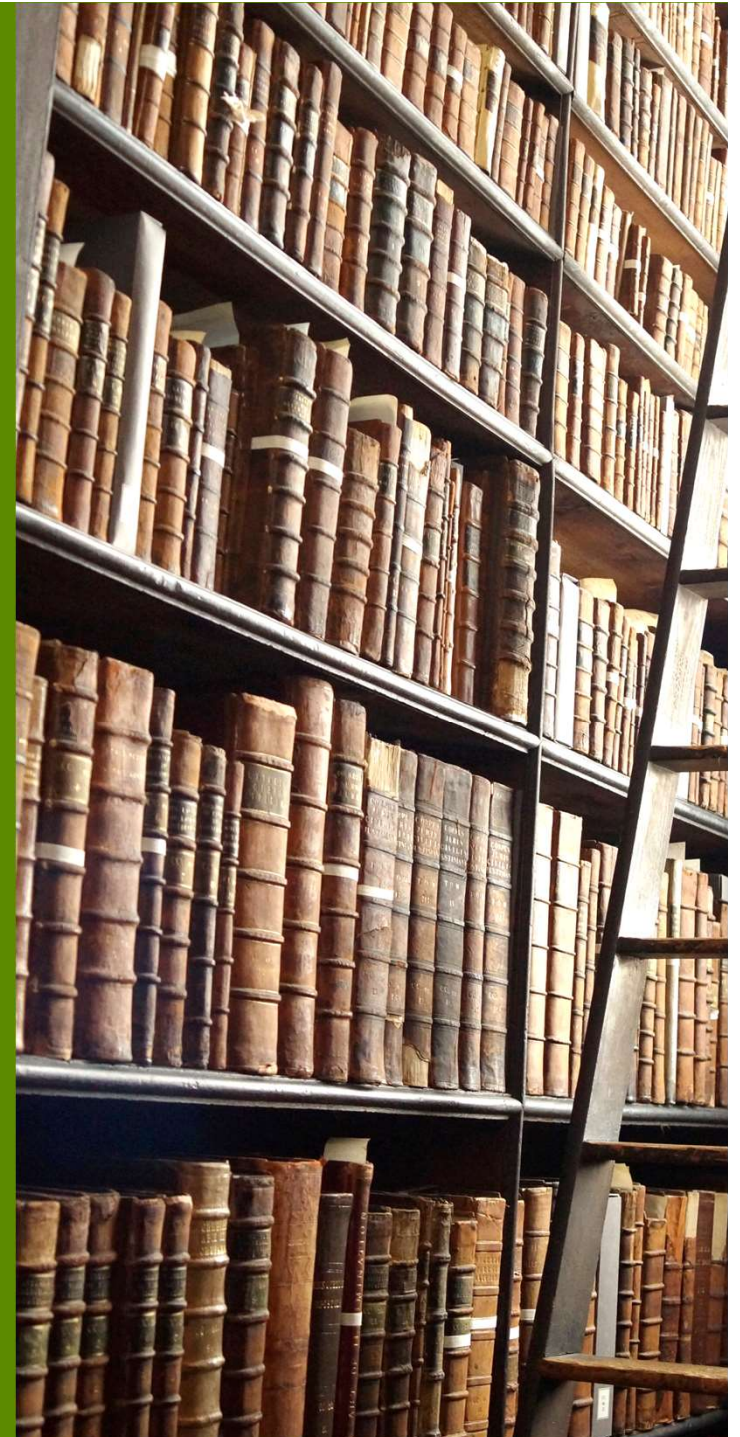"Mapping Out a Successful Scaling Strategy,"
Paul Bloom, FastCompany.com
https://www.fastcompany.com/1844268/mapping-out-successful-scaling-strategy

"The Six Steps to Scaling a Business," Philip
Salter, Forbes.com
https://www.forbes.com/sites/philipsalter/2016/05/02/the-six-steps-to-scaling-a-business/#551cc20e1ca9

"Scale-up UK: Growing Businesses, Growing
Our Economy," Barclays
https://home.barclays/content/dam/home-barclays/documents/who-we-are/our-strategy/Scale-up-UK-Growing-Businesses-Growing-our-Economy.pdf

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