

# Stakeholder Engagement: Challenges, Tools, and Next Steps

Erin Knepler & Isaac Rowlett

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## Agenda

1. Challenges You Anticipate
2. Overview of Stakeholder Engagement Tools & Resources
3. Value of Engagement
4. Who Should Facilitate?
5. Questions?

## Challenges

- Resources & Time (19)
  - “How can we drive such fundamental shifts in college culture with so little in the way of time and financial resources?”
  - “Time and people power. This is so huge it seems overwhelming.”

## Challenges

- Faculty (16)
  - “Convincing faculty that this is not an evil plot of the emperor's to abolish all autonomy and rule the galaxy.”
- Buy-in (15)
  - "Getting all constituents on board...advisors, faculty, administrators, support staff."

## Challenges

- **Culture & Structure (15)**
  - "Changing the culture fast enough to implement before the 22nd century."
  - "Designing pathways so that student can switch/transfer without wasting credits."
  - "Institutional coordination."
  - "To discuss the initiative to death rather than create timeframe and plan, do, check, and adjust."

## Challenges

- Data (8)
  - "Our blindness with regard to institutional research, meaningful, regular, data, etc."

## Challenges

- **Leadership (7)**
  - "Disengaged leadership that says they want it, but not willing to defray/adjust workload or supply resources."
  - "Can a college that has internal structural issues withstand such large scale transformation change without breaking?"
  - "How can we possibly implement such a major overhaul when everyone's walking on eggshells?"

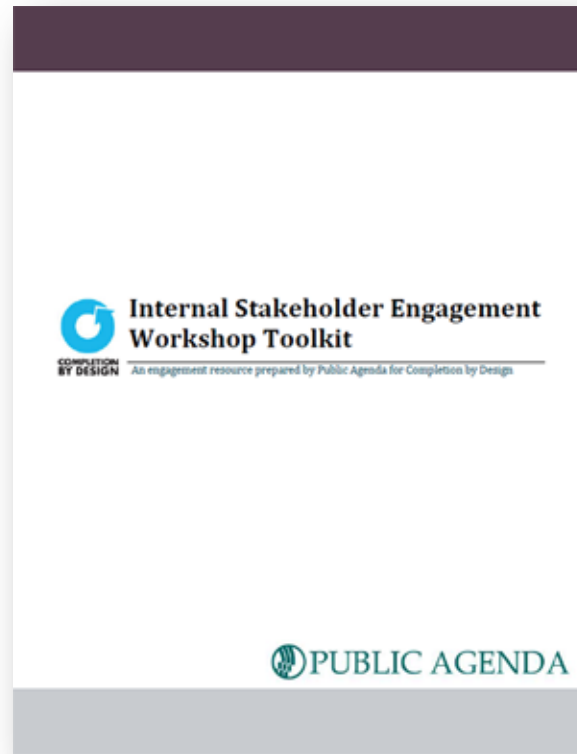
## Stakeholder Engagement Tools

1. Internal **Stakeholder Engagement** Workshop Toolkit
2. Engaging **Adjunct and Full-Time Faculty** in Student Success Innovation
3. Completion by Design **Facilitator's** Handbook
4. Student **Focus Group** Resource Guide
5. **Student Voices** Along the Higher Education Pathway
6. Building Institutional Capacity for **Data-Informed** Decision Making



# Tool #1

## *Internal Stakeholder Engagement Workshop Toolkit*



# Tool #1

## *Internal Stakeholder Engagement Workshop Toolkit*

**Step-by-step support in planning, conducting and following up on internal stakeholder dialogues**

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## Examples from Tool #1

### *Internal Stakeholder Engagement Workshop Toolkit*

**Part 1: What are “Internal Stakeholder Engagement Workshops”?**

**Part 2: Planning**

Principles & Planning Guidelines

Goal Setting & Success Factors

Before, During and After

**Part 3: Conducting Workshops**

Sample Agenda

Moderator Guide

Discussion Guide

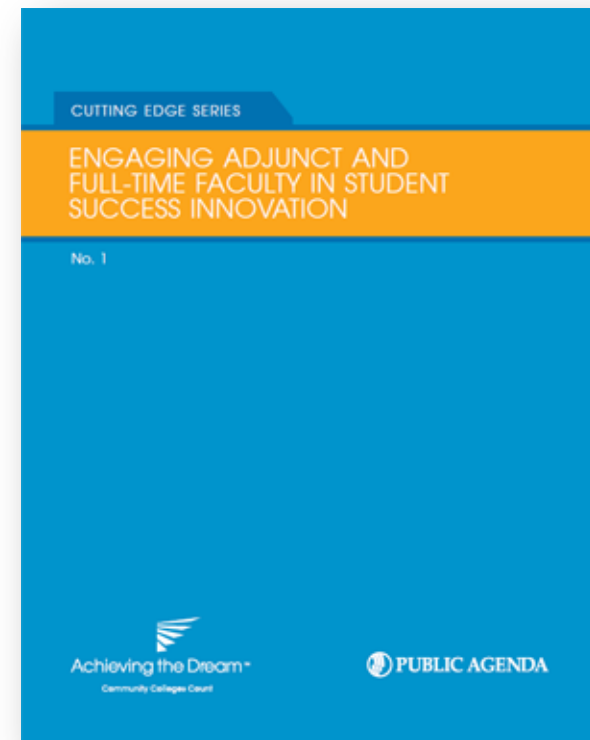
**Part 4: Promising Practices for Facilitating & Recording**

**Part 5: Analyzing, Reporting, and Using Engagement Outcomes**

## Tool #2

### *Engaging Adjunct and Full-Time Faculty in Student Success Innovation*

- Common Pitfalls
  - Ignoring the adjuncts
- Promising Practices
  - Common understanding of the problem



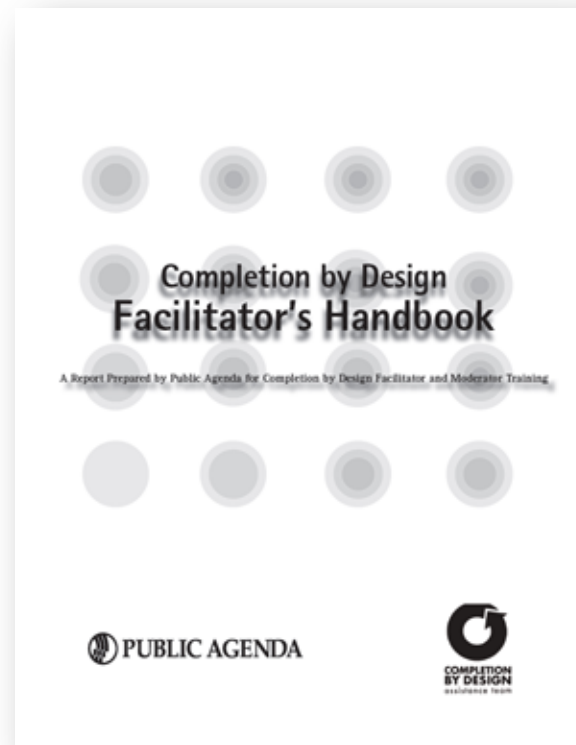
## Examples from Tool #2

### *Engaging Adjunct and Full-Time Faculty in Student Success Innovation*

- This tool is designed to help teams:
  - Foster a sense of shared ownership and responsibility for change efforts
  - Leverage faculty expertise in “what works” to inform, drive and sustain change
  - Minimize faculty resistance to, and improving implementation of, new practices

## Tool #3

### *Facilitator's Handbook*



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"OK, now that we all agree, let's all go back to our desks and discuss why this won't work."

## Tool #3

### *Facilitator's Handbook*

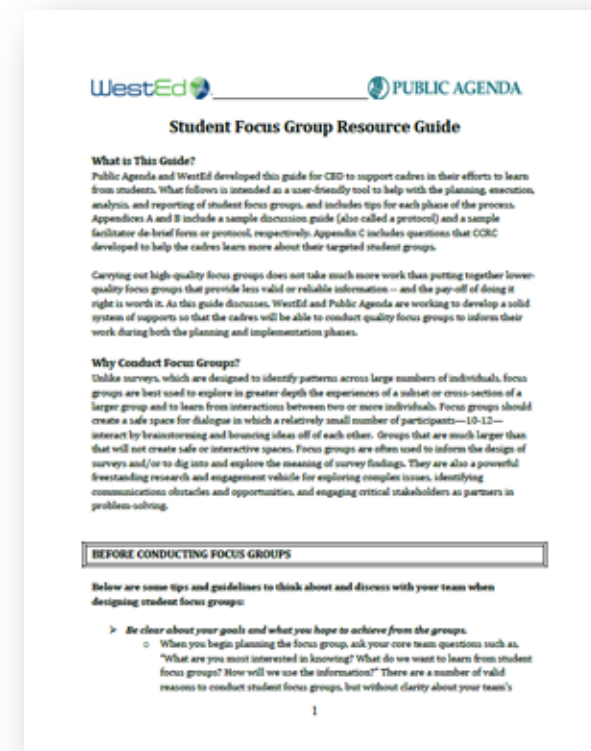
- This handbook was created as a ready-made, practical reference guide to support facilitators
- This tool highlights:
  - Specific tips for managing different types of meetings and personalities
  - Strategies and techniques for creating productive environments for dialogue and problem solving



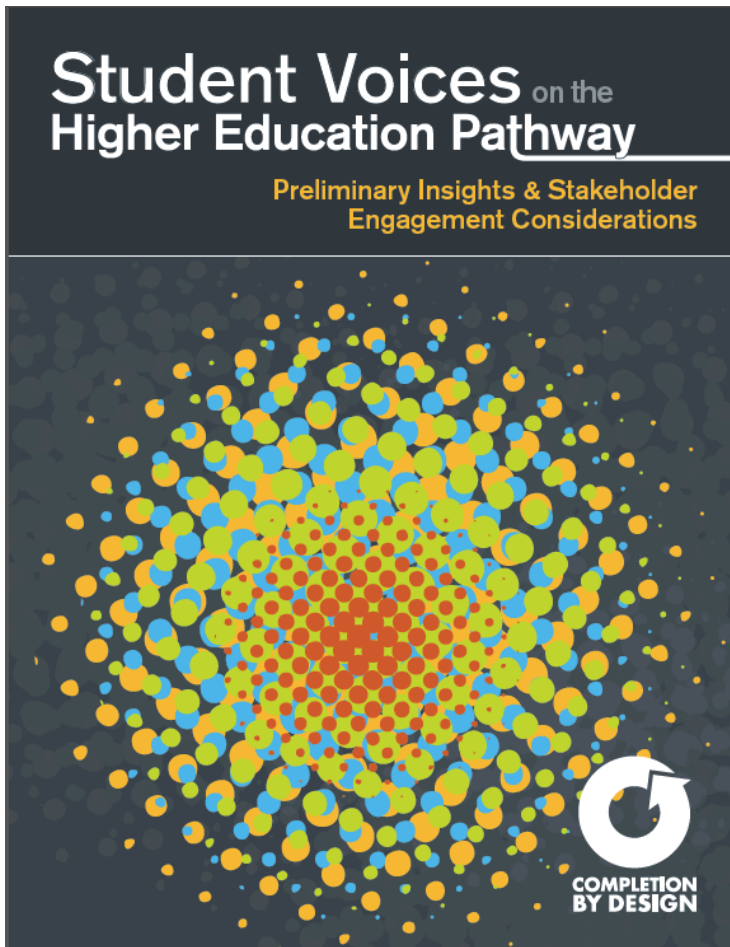
# Tool #4

## Student Focus Group Resource Guide

- Tips for conducting effective, useful student focus groups
- Sample protocols with questions about student pathways



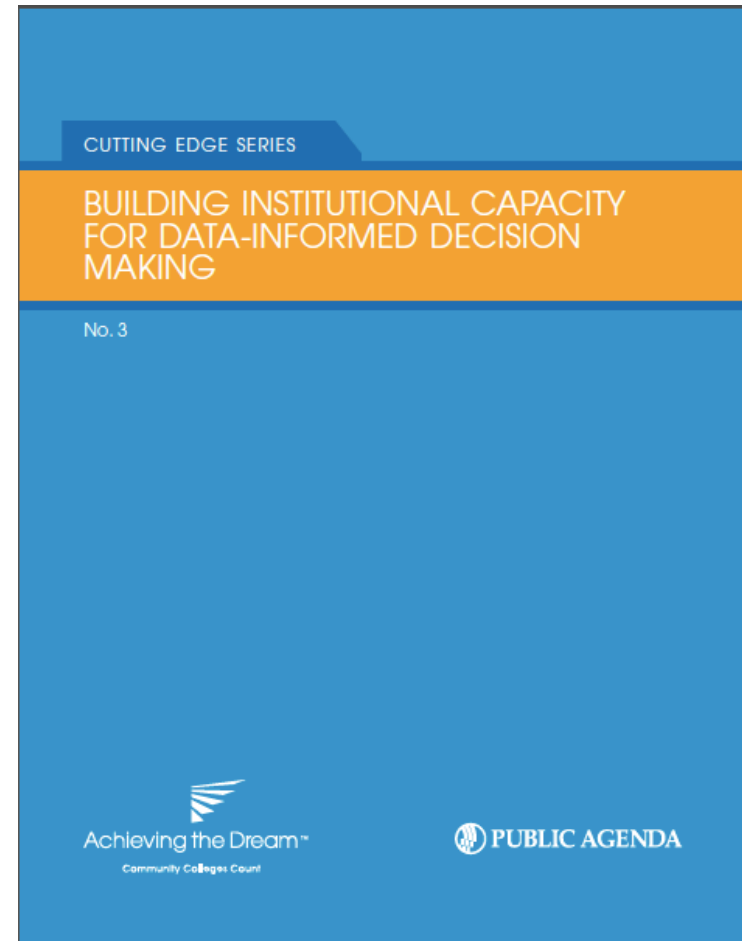
## Tool #5



- Bottom line: Students want structure!
- Juicy quotes from currently enrolled students and non-completers about pathways

## Tool #6

- Common Pitfalls
  - Assuming the data speaks for itself
- Promising Practices
  - Engage IT personnel early



## Why is stakeholder engagement important?

- Foster **collective ownership**
- Find **champions**
- Spark **creativity**
- Tap into **Practitioner expertise**
- Identify **unintended consequences**
- Identify implementation **barriers and opportunities**
- Build **trust** and **repair relationships**
- Limit **misunderstandings, rumors, and anxiety**

## Principles of Stakeholder Engagement

- Start by **listening** and understanding **starting-point attitudes**
- **Meet people where they are**, not where you want them to be
- Clearly communicate which **decisions have and haven't been made**
- Engagement is an ongoing **process**, not an event
- Treat faculty, staff and administrators with **respect**
- **Follow up** and **follow through**

## Who Should Facilitate?

- Internal vs. External
- Neutral
- Listening Skills
- Can Create Safe & Comfortable Environment



Questions?



Thank you!

If you have additional questions, please contact:

Erin Knepler  
**([eknepler@publicagenda.org](mailto:eknepler@publicagenda.org))**  
Isaac Rowlett  
**([irowlett@publicagenda.org](mailto:irowlett@publicagenda.org) )**



# Thank You!



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