



Building Buy-in: Heritage's Model for Sustainable CCA Implementation

Implementation Timeline

Summer 2023

- Heritage University joined Complete College America.
- HU Team attended Building Awareness & Desire: A Change Management Approach to Postsecondary Institutional Transformation presentation.

Fall 2023

- Complete College Accelerator launched; team identified; campus communications began.
- HU Team attended Annual Convening 2023.

Winter/Spring 2024

- HU completed **Institutional Transformation Assessment**.
- HU hosted sense-making to determine ITA priorities with stake holders on campus, including: President, all vice presidents and associate vice presidents, Center for Intercultural Learning and Teaching, Academic Skills Center, Washington Student Achievement Council, all department chairs/faculty senate, student support services.
- Began engagement with ITA priorities **Digital Learning** and **Institutional Research**.

Fall 2024

- Washington State **Data Days** with all WA institutions in attendance.
- HU Team attended Annual Convening 2024.

Spring/summer 2025

- Began engagement with ITA priorities **Developmental Education Reform** and **Advising**.

Strategic Plan Integration and Campus Community Buy-in

Strategic Plan Jan 2023 – Dec 2026 with annual strategic initiatives. “We intentionally developed broad outcomes to guide our progress within each strategic direction. It is vital that staff and faculty are involved with the development and implementation of initiatives that impact their daily work. As such, staff, faculty, and administration will develop specific activities and initiatives aligned to the outcomes on an annual basis.” Strategic Plan Years 2023-2026, p. 5. All University Days served as the mechanism for employees to develop and own strategic initiatives.

HU systematically selected ITAs that already aligned to strategic plan and employee-developed initiatives. Administration needed data visualization, achieved through participation the Postsecondary Data Partnership (PDP) in order to make data-driven decisions, in alignment with accreditation standards and effective practices (Institutional Research ITA). Analysis of PDP data indicated a need for developmental education reform (dev ed ITA), which aligned to HU’s strategic plan. Student success initiatives in the strategic plan necessitated researching effective models and practices, which were provided to HU through AdAstra’s Strategic Scheduling and the Advising Success Network (Digital Learning ITA and Advising ITA).



CCA Team Members

SaraBecca Martin, Associate Vice President of Accreditation, Compliance, & Institutional Effectiveness, CCA Lead

David Wise, Vice President of External Affairs, CCA Co-lead

Corey Hodge, Vice President of Academic Affairs

Gloria Jones-Dance, Co-chair, Center for Intercultural Learning and Teaching (CILT), University 101 Coordinator, Associate Professor

Jim Dugan, Co-chair, Center for Intercultural Learning and Teaching (CILT), Chair, Department of Literature & Languages

Tamera Wiley-Fauth, Director of Institutional Research

Blake Stonecker, Chair, Department of Humanities/Ted Robertson Professor, Faculty Senate Past President

Institutional Research – ResearchEd

Postsecondary Data Partnership (PDP) data collection and upload training. Open office hours are available to assist outside formal trainings provide added support. Began fall 2024 and continues through the present.

Developmental Education Reform – Developmental education consultant/specialist

Development of developmental education project plan for English. Informed self-placement pilot project launched summer 2025. Mathematics project is planned for 2026.

Advising – Advising Success Network

Kick-off project began in June 2025. Implementation of re-visioning and redesign of our advising model planned for 2026. Cross-functional team includes VP Student Affairs, AVP Academic Affairs, VP Admissions, registrar's office, admissions office, TRiO support services advisors, financial aid, faculty advisors, and retention specialists.

Digital Learning – AdAstra, Strategic Scheduling

Joined initial cohort in 2024. Engaged in data collection, benchmarking sharing of data with CCA team and all department chairs. Student forums to begin in 2026. Schedule revision work by Strategic Scheduling Team (SST) will begin in early 2026. SST includes VP and AVP Academic Affairs, VP Student Affairs, department chairs, registrar, advisors, financial aid, regional campus staff. (Consider visiting the panel discussion Tuesday, November 18 from 3:15-4:15, Hopkins – 3rd floor.)

Digital Learning – Every Learner Everywhere

Plan to begin participation in transforming gateway courses through digital learning in 2026