



### **High Impact Practices Self-Assessment Rubric**

This tool is designed for system and campus leaders to self-assess how high impact practices are being developing across their system or campus. The tool focuses on areas that are key to the early stages of high impact practices, including:

- **Leadership & Consensus**
- **Resources & Support**
- **Taking Inventory**
- **Data & Analysis**
- **Prototyping & Scaling**
- **Building Momentum**

It is intended to be a resource in the design or improvement of high impact practices initiatives at the system or campus levels. We hope to continuously improve this document based on the engagement and feedback of our community members. Questions, comments, and feedback should be shared with Jonathan Gagliardi, Deputy Director of the National Association of System Heads, at [jonathan@nash-dc.org](mailto:jonathan@nash-dc.org).

What?	Key Questions	Undeveloped (1)	Developed (4)
<b>Leadership &amp; Consensus</b>	<ul style="list-style-type: none"> <li>– Has the system/campus clearly expressed its goals related to High Impact Practices?</li> <li>– Has the system and campuses broadcast goals and strategies related to High Impact Practices to internal and external stakeholders?</li> <li>– Are system and campus leaders equally committed to adopting and scaling High Impact Practices?</li> <li>– Is there a common understanding of the qualities of High Impact Practices among system and campus stakeholders?</li> <li>– Does the system/campus have a well-defined leadership team for the High Impact Practices initiative?</li> <li>– Are system and campus leaders of High Impact Practices efforts well connected?</li> <li>– Has the system selected a person who will responsible for the organization and logistics of the team, and is there consensus surrounding the implementation plan and timeline of key actions related to High Impact Practices?</li> </ul>	<ul style="list-style-type: none"> <li>– The system/campus hasn't set a clear goal related to the adoption and scaling of High Impact Practices</li> <li>– The system/campus hasn't shared its High Impact Practices goal(s) with internal and external stakeholders</li> <li>– There is uneven commitment to the adopting and scaling High Impact Practices among System/campus leaders</li> <li>– Ownership of High Impact Practice efforts is murky</li> <li>– Stakeholders disagree on the common qualities of High Impact Practices</li> <li>– Key leaders are disconnected and unable to leverage one another</li> <li>– There is no point person for the implementation and scaling of High Impact Practices at both the system and campus levels, and disagreement surrounding implementation</li> </ul>	<ul style="list-style-type: none"> <li>– The system/campus has a clearly defined goals and strategies related to the adoption and scaling of High Impact Practices</li> <li>– The system/campus has obtained support from an array of internal and external stakeholders in the adoption and scaling of High Impact Practices</li> <li>– System/campus leaders are committed to adopting and scaling High Impact Practices, and clear goals and strategies have been defined</li> <li>– There are clear channels of responsibility and points of accountability within and outside of the organization in relation to the adoption and scaling of High Impact Practices</li> <li>– Stakeholders agree on the common qualities of High Impact Practices</li> <li>– Key leaders are well connected and leverage each other to coordinate efforts to adopt and scale High Impact Practices</li> <li>– There is a dedicated point person for the implementation and scaling of High Impact Practices at both the system and campus levels and there is consensus surrounding implementation plans and next steps</li> </ul>

What?	Key Questions	Undeveloped (1)	Developed (4)
<b>Resources &amp; Support</b>	<ul style="list-style-type: none"> <li>– Have administrators put efforts to adopt and scale high impact practices within the broader context of student success?</li> <li>– Is senior administration making resources available for efforts to adopt and scale High Impact Practices?</li> <li>– Have administrators given team members adequate release time from their normal duties for the purposes of adopting and scaling High Impact Practices?</li> </ul>	<ul style="list-style-type: none"> <li>– Efforts to adopt and scale High Impact Practices have not been contextualized and framed as being complementary to ongoing efforts</li> <li>– Resources have not been made available, and efforts to adopt and scale High Impact Practices will have to compete with others for a scarce pool of resources</li> <li>– Team members are expected to undertake efforts to adopt and scale High Impact Practices in addition to their normal duties</li> </ul>	<ul style="list-style-type: none"> <li>– The system and campuses have clearly outlined and communicated why efforts to adopt and scale High Impact Practices complements work already underway</li> <li>– Dedicated resources have been made available to adopt and scale High Impact Practices</li> <li>– Team members have been engaged in a dialogue about the additional lift and have been released from other duties of lesser priority as appropriate</li> <li>–</li> </ul>

What?	Key Questions	Undeveloped (1)	Developed (4)
<b>Taking Inventory</b>	<ul style="list-style-type: none"> <li>- Has the system/campus taking the time to identify work related to High Impact Practices currently underway?</li> <li>- Is the system/campus aware of support and opposition, and opportunities and challenges related to the adoption and scaling of High Impact Practices?</li> <li>- Has the system/campus identified bright and dark spots to focus early High Impact Practices adoption efforts?</li> </ul>	<ul style="list-style-type: none"> <li>- There have been few efforts to understand current efforts to adopt and scale High Impact Practices at/across system/campuses</li> <li>- The system/campus does not understand the opportunities and challenges related to adopting and scaling High Impact Practices</li> <li>- The system/campus has not identified where early adoption efforts to adopt and scale High Impact Practices hold the greatest potential for success</li> </ul>	<ul style="list-style-type: none"> <li>- The system/campus has completed an exhaustive inventory of existing efforts to adopt and scale High Impact Practices and understands what can be augmented and what must either be created/changed/dropped</li> <li>- The system/campus has a clear sense of the support and opposition, as well as the opportunities and challenges related to the efforts to adopt and scale High Impact Practices</li> <li>- The system/campus has identified where early adoption efforts to adopt and scale High Impact Practices hold the greatest potential for success</li> </ul>
<b>Data &amp; Analysis</b>	<ul style="list-style-type: none"> <li>- Are there uniform qualitative and quantitative definitions of High impact practices at both the system and campus levels?</li> <li>- If data does exist, is it used to state your case, and monitor and track the progress of adopting and scaling High Impact Practices?</li> <li>- Is data being used to support continuous improvement in the application of High Impact Practices?</li> </ul>	<ul style="list-style-type: none"> <li>- High Impact Practice data is defined differently and is of inconsistent quality across campuses</li> <li>- Little data on High Impact Practices exists, and that which does is sparsely used or shared among key stakeholders at all levels of the organization</li> <li>- A culture of inaction leads to ineffective use of data and a lack of understanding regarding High Impact Practices</li> </ul>	<ul style="list-style-type: none"> <li>- There are standard qualitative and quantitative definitions of High Impact Practices developed collaboratively across the system and campuses</li> <li>- Data is used to identify best practices and areas of improvement related to the adoption, scaling and implementation of High Impact Practices across the system, and shared among key stakeholders across the organization</li> <li>- High Impact Practices are rigorously evaluated and assessed to maintain quality, improve performance and drive down costs</li> </ul>

What?	Key Questions	Undeveloped (1)	Developed (4)
<b>Prototyping &amp; Scaling</b>	<ul style="list-style-type: none"> <li>– Does the system understand each campus culture, and where there are similarities and differences?</li> <li>– Has system identified past efforts that have fallen short of expectations, and taken the time to understand why?</li> <li>– Does the system understand its campuses capacities to take on this project? Has the system identified where it can provide the greatest value to campuses interested in undertaking this effort?</li> <li>– Has the system created a subset of campuses that are representative of the system in its entirety?</li> <li>– Is there a process in place to bring more institutions to the initial prototype of High Impact Practices?</li> <li>– Has the system developed tools and frameworks related to the adoption and scaling of High Impact Practices that can be shaped by institutional knowledge?</li> </ul>	<ul style="list-style-type: none"> <li>– The system is largely unaware of the cultures and contexts of each of the participating campuses</li> <li>– The system has not reflected on past efforts at adopting an scaling High Impact Practices and has little understanding of what has worked and what hasn't in the past</li> <li>– There is little understanding of the strengths and areas of improvement for each campus related to adopting and scaling High Impact Practices. As such, the system is largely unaware of how it can add contextualized value for this effort</li> <li>– In designing the prototype, the system has not accounted for the diverse nature of its campuses and students</li> <li>– The system does not have a process in place to recruit new cohorts for adopting and scaling HIPs</li> <li>– The system has a very narrow approach that cannot be contextualized based on campus needs</li> </ul>	<ul style="list-style-type: none"> <li>– The cultures and contexts of each of the participating campuses are well understood</li> <li>– Reasons for successes and failures of previous efforts to adopt and scale High Impact Practices are understood and have been embedded into planning</li> <li>– There is a strong understanding of the strengths and potential areas of improvement for each campus. As such, the system understands how it can add contextualized value to efforts to adopt and scale High Impact Practices</li> <li>– In designing the prototype, the system has accounted for the diverse nature of its campuses and students</li> <li>– The system has a comprehensive process in place to recruit new cohorts for adopting and scaling High Impact Practices</li> <li>– The system has provided tools and frameworks that are applicable to the adoption and scaling of High Impact Practices and are customizable based on campus contexts</li> </ul>

What?	Key Questions	Undeveloped (1)	Developed (4)
<b>Building &amp; Sustaining Momentum</b>	<ul style="list-style-type: none"> <li>– Is there a clear outreach and communication plan that is contextualized to stakeholders to help in the adoption and scaling of High Impact Practices?</li> <li>– Have communications toolkits been designed for key stakeholders to engage in the promotion of High Impact Practices?</li> <li>– Does the system leverage its convening power?</li> <li>– Does the system use incentives (e.g. cash, experts, release time, etc.) to promote the adoption and scaling of High Impact Practices?</li> </ul>	<ul style="list-style-type: none"> <li>– Communications are scattered and inconsistent, and not framed in contextualized ways</li> <li>– There are no communication kits put together that allow engaged stakeholders to easily engage in advocacy and planning of the adoption and scaling of High Impact Practices</li> <li>– The system leaves each campus to manage the adoption and scaling of High Impact Practices to do it alone, without coordination</li> <li>– The system offers no incentives to promote the adoption and scaling of High Impact Practices</li> </ul>	<ul style="list-style-type: none"> <li>– There has been a clear communication and engagement plan that engages multiple stakeholders in contextualized ways</li> <li>– As part of the communication plan, kits related to the adoption and scaling of High Impact Practices have been created that allow engaged stakeholders to answer key questions from their perspective</li> <li>– The system hosts convenings that bring together experts, share campus success stories and provide tools and training that aid in the adoption and scaling of High Impact Practices</li> <li>– The system offers no incentives to promote the adoption and scaling of High Impact Practices</li> </ul>