Institute #1—Leadership for Transformational Change: Implementing Pathways at Scale

February 4–6, 2016
Hyatt Regency
San Antonio, Texas

AGENDA

Thursday, February 4

1:00 p.m. – 3:00 p.m.

Pre-Institute Work Session
Metrics for Monitoring Student Progress Through Pathways
Davis Jenkins, Senior Research Associate, Community College Research Center (CCRC)
Hana Lahr, Research Associate, Community College Research Center

Objectives:
- Review the Pathways Project’s Key Performance Indicators (KPIs) and data reporting template that colleges and the project partners will use to monitor implementation of guided pathways.
- Understand the schedule for periodically submitting updated data.

3:00 p.m. – 3:35 p.m

Opening Plenary Session
Welcome and Introductions
Walter Bumphus, President/CEO, American Association of Community Colleges (AACC)
Kay McClenny, Senior Advisor to the President/CEO, AACC
Evelyn Waiwaiolo, Director, Center for Community College Student Engagement (CCCSE)
Josh Wyner, Executive Director, College Excellence Program, Aspen Institute

Objectives:
- Delineate aspirations for the Pathways Project and desired outcomes of the initial institute.
- Reinforce the knowledge base that is foundational for pathways reform.
• Understand how the institute works and begin to build an engaged learning network of Pathways Project colleges.

3:35 p.m. – 4:35 p.m.

**Opening Keynote**

**Why Pathways?**

*Wendy de la Rosa, Lead Behavioral Researcher, Irrational Labs*

*Moderator: Gretchen Schmidt, Pathways Project Executive Director, AACC*

Objectives:

• Understand the compelling rationales for building coherent pathways based on what we know from behavioral science about decision-making and the psychology of choice.

• Understand why more structured choice yields better results.

• Understand the role of “influencers” in choice architecture and implications for academic advising.

4:35 p.m. – 4:45 p.m.

**Break**

4:45 p.m. – 5:55 p.m.

**College Team Strategy Session #1**

**Foundations for Pathways Project Work**

*Facilitators: Pathways Coaches*

Objectives:

• Identify implications of advance work assignment highlighting data on Pathways Project KPIs and college’s status on pathways implementation.

• Develop an evidence-based case statement (maximum one page) for scaled pathways reform, tailoring the statement to college context and accomplishments to date.

• Review and augment Part I of the Short-Term Action Plan.

5:55 p.m. – 6:00 p.m.

**Evaluation #1**

**Thursday Sessions**

Complete the green evaluation form located in your participant binder and submit it to your Pathways coach.

*We need and value your feedback!*

6:00 p.m. – 6:30 p.m.

**Break**

6:30 p.m. – 7:30 p.m.

**Reception**

Refreshments provided
Cash Bar available

**Explore the Riverwalk**

**Dinner on Your Own**
Friday, February 5

8:00 a.m. – 9:00 a.m.  **Full Breakfast**
Continue work from College Team Strategy Session #1 or network with other colleges and Pathways partners. If desired, schedule time with your Pathways coach or a Pathways partner.

9:00 a.m. – 10:15 a.m.  **Plenary Working Session**
**Leadership for Guided Pathways**
*Davis Jenkins, CCRC*
*Moderator: Evelyn Waiwaiola, CCCSE*
*Facilitators: Pathways Coaches and Partners*

Objectives:
- Understand the fundamental elements of pathways design as defined in the Pathways Project, as well as key lessons about implementation of pathways.
- Work with colleagues in similar roles at peer institutions to articulate implementation challenges and opportunities for pathways leadership within specific divisions and functions.
- Begin building a network of colleagues to serve as resources throughout the project.

*Note: Seating for this session is arranged by roles (presidents/chancellors, board members, CAOs, etc.), designated by table signs.*

10:15 a.m. – 10:30 a.m  **Break**
Beverages provided

10:30 a.m. – 12:00 p.m.  **College Team Strategy Session #2**
**Assessing Current Status of Pathways Reforms**
*Facilitators: Pathways Coaches*

Objectives:
- Reflect on the college’s current status on pathways design/implementation completed as advance work.
- Delineate within the Short-Term Action Plan how discrete student success initiatives in place at the college can be integrated with pathways development and implementation work.
- Conduct a “pre-mortem” analysis of scaled pathways reform at the college, reflected in Part II of the Short-Term Action Plan.

*Note: At the end of this session, decide among the team who will attend each of the afternoon breakout sessions.*
12:00 p.m. – 1:30 p.m.  
**Lunch Plenary Session**

**Engagement Strategies for Pathways Colleges**  
Alison Kadlec, Senior Vice President and Director of Higher Education & Workforce Programs, Public Agenda  
*Moderator: Rob Johnstone, President, National Center for Inquiry & Improvement*

Objectives:
- Understand the “What, Why, and How” of internal stakeholder engagement in pathways work.
- Get an overview of engagement resources created through Achieving the Dream and Completion by Design that are available to Pathways colleges.
- Focus on building urgency for reform and engaging faculty and others in pathways work.

1:30 p.m. – 1:45 p.m.  
**Break (Move to Concurrent Sessions)**

1:45 p.m. – 2:45 p.m.  
**Concurrent Sessions I**

**Pathways Work in Action**

Objectives:
- Understand essential elements of pathways and how they are developed effectively by leading community colleges.
- Promote consideration of next steps for pathways design and implementation in Pathways Project colleges.

1. **Mapping Out the Pathway**  
   *Joyce Walsh-Portillo, Associate Vice President of Academic Affairs, Broward College (FL), and Pathways Coach*
   *Robert Brandon, Dean of Humanities & Social Sciences, Cleveland State Community College (TN)*
   *Moderator: Davis Jenkins, CCRC*

   Begin critically examining existing programs and learn how to map programs in a way that makes pathways to further education and careers clearer to students (pre-cursor to Institute #2 on pathways mapping).

2. **Getting Students on the Pathway**  
   *Sabrina Crawford, Executive Director, Institutional Research and Effectiveness, St. Petersburg College (FL)*
   *Tyjuan Lee, Vice President for Student Services, Prince George’s Community College (MD)*
   *Moderator: Michael Baston, Vice President for Student Affairs and Enrollment Management & Associate Provost, LaGuardia Community College (NY), and Pathways Coach*

   Learn how to rethink the student intake process, including redesigned developmental education, as an on-ramp to a program of study.
3. Helping Students Stay on the Pathway
Mary Locke, Provost / Vice President of Instructional Services, Indian River Community College (FL)
Kathleen Cleary, Associate Provost for Student Completion, Sinclair Community College (OH), and Pathways Coach
Moderator: Rob Johnstone, National Center for Inquiry & Improvement

Learn how to monitor students’ progress providing frequent feedback and timely and effective support when students fall off-path.

4. Ensuring Students Are Learning
Andy Dorsey, President, Front Range Community College (CO)
William Scroggins, President & CEO, Mt. San Antonio College (CA)
Moderator: Evelyn Waiwaiole, CCCSE

Learn how to ensure students are building essential skills across programs and support faculty to improve curriculum and instruction toward this end.

5. Creating Policy and Support for Pathways Reforms: Leadership Roles of College Governing Boards
Roberto Zarate, Trustee, Alamo Colleges (TX); 2015–2016 Chair, Board of Directors, Association of Community College Trustees
Michael Collins, Associate Vice President, Postsecondary State Policy, Jobs for the Future
Josh Wyner, Aspen Institute College Excellence Program
Moderator: Kay McClenny, AACC

Participate in an overview discussion of key governing board roles in establishing policy to support pathways reforms, reviewing data to monitor student progress, and establishing a CEO hiring process to ensure sustainability of effective college work on pathways reforms.

2:45 p.m. – 3:00 p.m. Break
Beverages provided

3:00 p.m. – 4:30 p.m. Concurrent Sessions II
Change Leadership Strategies

Objectives:
• Reinforce critical practices of change leadership and understanding of how they may impact pathways work.
• Consider new or reinforced strategies in leading transformational change to implement pathways at scale.

1. Change Management Lessons From Achieving the Dream and Completion by Design
Karen Stout, President & CEO, Achieving the Dream
Jill Wohlford, Independent Consultant, JKW Consulting; Vice President of Learning & Strategy, Completion by Design
Moderator: Kay McClenny, AACC

Learn about effective strategies for leading and managing change based on the experiences of Achieving the Dream and
Completion by Design colleges, and consider how to communicate the need for new large-scale strategies while also emphasizing pathways as the next level of existing reform efforts.

2. **Making the Case & Building Urgency**  
*Rob Johnstone, National Center for Inquiry & Improvement*  
*Anne Kress, President, Monroe Community College (NY)*  
*Moderator: Josh Wyner, Aspen Institute*

Learn strategies for building urgency and sustaining momentum to implement reform at scale, including defining the problem clearly, creating a disciplined approach to asking key questions, and using data as a tool for change.

3. **Change Leadership vs. Change Management**  
*Alison Kadlec, Public Agenda*  
*Moderator: Diane Troyer, President, DKT Solutions, and Pathways Coach*

Understand the distinction between change leadership and change management and the implications for practice, including advance thinking about constructing/refining an explicit engagement strategy (as required in the Short-Term Action Plan).

4. **Aligning Resources to Pathways Reform**  
*Warren Nichols, Vice Chancellor of Community Colleges, Tennessee Board of Regents*  
*Denise King, Vice President for Academic Affairs, Cleveland State Community College (TN)*  
*Moderator: Davis Jenkins, CCRC*

Understand the major resource implications associated with multi-year pathways implementation and strategies for aligning resources accordingly.

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Description</th>
<th>Room</th>
</tr>
</thead>
</table>
| 4:30 p.m. – 4:45 p.m. | **Break**  
Refreshments provided | Proximal to Sessions |
| 4:45 p.m. – 5:30 p.m. | **College Team Strategy Session #3**  
Making Sense and Moving Forward  
*Facilitators: Pathways Coaches* | See Page 9 for Team Room Assignments |

Objectives:
- Discuss insights gained by college team members through participation in the day’s sessions.
- Delineate concrete implications of the college data work and strategies highlighted in the day’s discussions for next steps at the college.
- Complete Part III of the Short-Term Action Plan.
Evaluation #2
Friday Sessions

Complete the yellow evaluation form located in your participant binder and submit it to your Pathways coach.

We need and value your feedback!

Explore San Antonio
Dinner on Your Own

Saturday, February 6

7:00 a.m. – 8:00 a.m. Full Breakfast
Continue work from College Team Strategy Session #3 or network with other colleagues. If desired, schedule time with your Pathways coach or a Pathways partner.

8:00 a.m. – 8:45 a.m. Breakfast Plenary Session
Lessons From Effective Transformational Change in Higher Education
David Armstrong, President, Broward College (FL)
Marcia Ballinger, Provost and Vice President for Academic Affairs and Learner Services, Lorain County Community College (OH), and Pathways Coach
Charlene Dukes, President, Prince George’s Community College (MD)
Moderator: Karen Stout, Achieving the Dream

Objectives:
• Hear from college leaders about their challenges, strategies, and successes as they’ve implemented transformational change efforts.
• Begin to think about critical next steps and ask questions of panelists to help spur discussion and planning in College Team Strategy Session #4.

8:45 a.m. – 9:00 a.m. Break

9:00 a.m. – 10:30 a.m. College Team Strategy Session #4
Engagement and Action
Facilitators: Pathways Coaches

Objectives:
• Engage in creative team activity based on design thinking to envision the students’ college experience within a successful guided pathways redesign.
• Complete development of the Short-Term Action Plan (Part IV), including specific next steps in pathways work, a written
campus engagement plan, and delineation of needs for professional development and technical assistance.

- Complete the Commitment to Next Steps Template for Closing Plenary Session.
- Introduce first advance work assignment for Institute #2—Pathway Design I: Mapping Pathways Through the Institution (analysis of enrollment and student progress by program area).

10:30 a.m. – 11:00 a.m.  
**Break**  
Refreshments provided

11:00 a.m. – 11:45 a.m.  
**Closing Plenary Session**  
**Commitment to Next Steps**

*Gretchen Schmidt, AACC*
*Josh Wyner, Aspen Institute*

Objectives:
- Share the most significant next-step commitment for each college team.
- Identify helpful ways to follow up on institute work.

11:45 a.m. – 11:55 a.m.  
**Evaluation #3**  
**Saturday Morning Sessions & Overall Institute**

Complete the blue evaluation form located in your participant binder and submit it to your Pathways coach.

We need and value your feedback!

11:55 a.m. – 12:00 p.m.  
**Closing Comments**  

Adjourn
## College Team Sessions — Room Assignments

<table>
<thead>
<tr>
<th>College</th>
<th>Room</th>
<th>Lead Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alamo Colleges (TX)</td>
<td>Bowie A</td>
<td>Tonjua Williams</td>
</tr>
<tr>
<td>Bakersfield College (CA)</td>
<td>Bowie C</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>Broward College (FL)</td>
<td>Navarro</td>
<td>Michael Baston</td>
</tr>
<tr>
<td>Cleveland State Community College (TN)</td>
<td>Regency Ballroom East</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Columbus State Community College (OH)</td>
<td>Maverick A</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>Community College of Philadelphia (PA)</td>
<td>Seguin</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Cuyahoga Community College (OH)</td>
<td>Maverick A</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>El Paso Community College (TX)</td>
<td>Bowie B</td>
<td>Ed Bowling</td>
</tr>
<tr>
<td>Front Range Community College (CO)</td>
<td>Rio Grande East</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Indian River State College (FL)</td>
<td>Navarro</td>
<td>Marcia Ballinger</td>
</tr>
<tr>
<td>Irvine Valley College (CA)</td>
<td>Seguin</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Jackson College (MI)</td>
<td>Maverick B</td>
<td>Cynthia Ferrell</td>
</tr>
<tr>
<td>Lansing Community College (MI)</td>
<td>Maverick A</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>Linn-Benton Community College (OR)</td>
<td>Regency Ballroom East</td>
<td>Kathleen Cleary</td>
</tr>
<tr>
<td>Monroe Community College (NY)</td>
<td>Bowie C</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>Mt. San Antonio College (CA)</td>
<td>Seguin</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Northeast Wisconsin Technical College (WI)</td>
<td>Maverick B</td>
<td>Cynthia Ferrell</td>
</tr>
<tr>
<td>Paris Junior College (TX)</td>
<td>Bowie B</td>
<td>Ed Bowling</td>
</tr>
<tr>
<td>Pierce College District (WA)</td>
<td>Rio Grande East</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Prince George’s Community College (MD)</td>
<td>Bowie C</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>San Jacinto College (TX)</td>
<td>Bowie A</td>
<td>Tonjua Williams</td>
</tr>
<tr>
<td>Skagit Valley College (WA)</td>
<td>Rio Grande East</td>
<td>Laura Rittner</td>
</tr>
<tr>
<td>South Seattle College (WA)</td>
<td>Rio Grande East</td>
<td>Laura Rittner</td>
</tr>
<tr>
<td>St. Petersburg College (FL)</td>
<td>Navarro</td>
<td>Marcia Ballinger</td>
</tr>
<tr>
<td>Stanly Community College (NC)</td>
<td>Regency Ballroom East</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Tallahassee Community College (FL)</td>
<td>Navarro</td>
<td>Michael Baston</td>
</tr>
<tr>
<td>Tulsa Community College (OK)</td>
<td>Rio Grande East</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Wallace State Community College (AL)</td>
<td>Regency Ballroom East</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Western Wyoming Community College (WY)</td>
<td>Regency Ballroom East</td>
<td>Kathleen Cleary</td>
</tr>
<tr>
<td>Zane State College (OH)</td>
<td>Maverick B</td>
<td>Cynthia Ferrell</td>
</tr>
</tbody>
</table>