Institute #2—Pathway Design I:
Mapping Pathways Through the Institution

April 14–16, 2016
Washington Marriott Wardman Park
Washington, DC

A G E N D A

Thursday, April 14

1:00 p.m. – 3:00 p.m. Registration
Outside Salon 3
(Lobby Level)

1:30 p.m. – 2:45 p.m. Pre-Institute Work Session:
Engaging Faculty & Staff in Pathways Work—Early Lessons, Looming Challenges
Alison Kadlec, Senior Vice President & Director, Public Agenda

Washington 3

This pre-institute work session is designed to provide an opportunity for teams to share challenges, lessons, and strategies around engaging internal stakeholders in the work of creating clear pathways for students. This workshop is an opportunity to learn from peers, to discuss challenges and opportunities with experienced college actors and engagement experts, and to refine faculty and staff engagement plans.

NOTE: Faculty and Deans from transfer and CTE programs should attend this session.
3:00 p.m. – 3:30 p.m. Opening Plenary Session

Welcome and Introductions
Walter Bumphus, President/CEO, American Association of Community Colleges (AACC)
Kay McClenneny, Senior Advisor to President/CEO & Pathways Project, AACC
Evelyn Waiwaiole, Director, Center for Community College Student Engagement (CCCSE)

Objectives:
• Highlight the necessary components of a program map and desired outcomes of Institute #2.
• Outline the importance of program mapping to implementation of the pathways model as outlined by this project.
• Connect the outcomes from Institute #1 to the outcomes of this institute.

3:30 p.m. – 4:15 p.m. Opening Plenary Session (Continued)

Lessons and Outcomes from a Scaled Pathways Implementation
Timothy Renick, Vice Provost and Vice President for Enrollment Management and Student Success, Georgia State University
Ingrid Thompson-Sellers, Senior Associate Dean and Business Professor, Perimeter College, Georgia State University
Moderator: Gretchen Schmidt, Executive Director, Pathways Project, AACC

Objectives:
• Understand a successful process for implementation and continuous improvement of guided pathways at scale.
• Understand how the student experience changes in a scaled pathways implementation.
• Understand the challenges of implementation and strategies for overcoming those challenges.

4:15 p.m. – 4:30 p.m. Break

4:30 p.m. – 6:00 p.m. College Team Strategy Session #1

Foundations for Pathways Project Work
Facilitators: Pathways coaches

Objectives:
• Synthesize insights gained from analysis of program enrollment and completion data and identify implications for next steps in program mapping.
• Critique the college’s program mapping process in terms of faculty access to user-friendly information about transfer and job/career opportunities at “the end” of community college pathways (i.e., support for “mapping with the end in mind”).
• Consider potential strategies for campus engagement and for technical assistance or professional development that may be needed to support completion of fully developed maps for all college programs [continuing to College Team Strategy Session #2].
• 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**  
Virginia A-C  
(Lobby Level)

**Explore Washington, D.C.**  
**Dinner on Your Own**

---

### Friday, April 15

8:00 a.m. – 9:00 a.m. **Full Breakfast**  
**Salon 3**  
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 with a Pathways partner.

9:00 a.m. – 10:15 a.m. **Plenary Working Session**  
**Guided Pathways Demystified: Exploring 10 Commonly Asked Questions About Implementing Pathways**  
Rob Johnstone, Founder and President, National Center for Inquiry and Improvement (NCII)  
Moderator: Alison Kadlec, Public Agenda  
Facilitators: Pathways coaches and partners
Objectives:
• Review commonly asked questions about pathways design and implementation and potential responses to college stakeholder groups.
• Work with colleagues in similar roles at peer institutions to identify additional responses to stakeholders and anticipate areas where those responses will be challenged.
• Build a network of colleagues to serve as resources throughout the project.

NOTE: Seating for this session is arranged by roles (presidents and CEOs, CAOs, CSSOs, arts and sciences deans, CTE deans, arts and sciences faculty, CTE faculty, and advising leaders), designated by table signs.

10:15 a.m. – 10:30 a.m.  Break

10:30 a.m. – 12:00 p.m.  College Team Strategy Session #2: We Have Our Maps in Place—Now What Comes Next?
Facilitators: Pathways coaches

Objectives:
• Review and refine the institution’s process for developing the program maps for transfer and for CTE programs (advance work for institute).
• For colleges launching program mapping work, develop or refine a process for program mapping at scale (for all programs) and a timeline for implementation.
• For colleges with existing program maps, examine additional components/features to be included in the maps, including identification of critical courses and progress milestones, incorporation of applied learning experiences, and clear articulation of course and program learning outcomes.
• Examine existing advising and student-facing information resources to determine how to clearly communicate the pathways through programs to students and advisors.

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

NOTE: Seating for lunch is arranged by roles (presidents and CEOs, CAOs, CSSOs, arts and sciences deans, CTE deans, arts and sciences faculty, CTE faculty, and advising leaders), designated by table signs.
1:30 p.m. – 1:45 p.m.  Break (Move to Concurrent Sessions)

1:45 p.m. – 2:45 p.m.  Concurrent Sessions I
Institutional Examples of Processes for Program Mapping

Objectives:
• Understand successful processes for developing and implementing the components of a program map.
• Promote consideration of next steps for pathway design and implementation in Pathways Project colleges.

1. Faculty Leadership for Mapping Programs  Washington 1
   Mary Wells, Associate Professor, Psychology & Campus Co-Lead, Sinclair Community College (OH)
   Arlen Garcia, Senior Associate Professor, Psychology & Student Life Skills, Miami Dade College (FL)
   Megen Saez, Department Chair, Business, Cleveland State Community College (TN)
   Moderator: Alison Kadlec, Public Agenda

2. Starting With The End in Mind: Aligning Programs of Study With Careers and Employment  Washington 2
   Lynn Vosler, Director, Workforce Development, Front Range Community College (CO)
   Emily Templin Lesh, Assistant Director, Policy & Industry Partnerships, Colorado Workforce Development Council
   Joyce Walsh-Portillo, Associate VP, Academic Affairs, Broward College (FL), and Pathways coach
   Moderator: Michael Collins, Associate Vice President, Postsecondary State Policy, Jobs for the Future (JFF)

3. Defining and Aligning Learning Outcomes  Washington 3
   Jonathan Hymer, Professor of Electronics, Mt. San Antonio Community College (CA)
   Bruce Fraser, Associate Dean of Communications, Humanities, & Social Sciences, Indian River State College (FL)
   Moderator: Evelyn Waiwaiole, CCCSE

4. Aligning Instruction and Student Services Around Pathways  Washington 5
   Margaret Bowman, Director of Curriculum Services, St. Petersburg College (FL)
   Rosie Rimando-Chareunsap, Vice President of Student Services, South Seattle College (WA)
   Tonjua Williams, Sr. Vice President, Student Services, St. Petersburg College (FL), and Pathways coach
   Moderator: Hana Lahr, Research Associate, Community College Research Center (CCRC)

5. CEO Roundtable: Prioritizing Pathways Design  Washington 6
   Gary Oerli, President, South Seattle College (WA)
   Dan Phelan, President, Jackson College (MI)
   Moderator: Karen Stout, President & CEO, Achieving the Dream

NOTE: For Presidents/CEOs Only
3:00 p.m. – 4:00 p.m. **Concurrent Sessions II**  
**Addressing Broader Institutional Impact from Pathways Design**

Objectives:
- Consider the systems and structures at the institution that will be impacted when pathways are implemented at scale.
- Develop strategies to realign systems to support implementation and advance the work.
- Address system challenges and discuss potential strategies to eliminate structural barriers to implementation and sustainability.

1. **Restructuring the Institution Around Meta-Majors/Communities of Interest**  
   Marcia Ballinger, Provost/Vice President for Academic Affairs, Lorain County Community College (OH), and Pathways coach  
   Andrea Wade, Provost & Vice President, Academic Services, Monroe Community College (NY)  
   Moderator: Gretchen Schmidt, AACC

2. **Analyzing the Return on Investment (ROI) of Pathways Implementation**  
   Davis Jenkins, Senior Research Associate, CCRC  
   Dan Phelan, President, Jackson College (MI)  
   Timothy Renick, Georgia State University  
   Moderator: Evelyn Waiwaiole, CCCSE

3. **Using Data as a Lever for Transformational Pathways Reform**  
   Craig Hayward, Director of Research, Planning & Accreditation, Irvine Valley College (CA)  
   Tricia Leggett, Vice President for Student Success, Zane State College (OH)  
   Nathan Venske, Assistant Dean of Student Services, Jackson College (MI)  
   Moderator: Josh Wyner, Executive Director, College Excellence Program, Aspen Institute

4. **Redesigning Developmental Education as the Onramp to Programs of Study**  
   Thomas Bailey, George and Abby O’Neill Professor of Economics and Education and Director, CCRC  
   Pamela Anglin, President, Paris Junior College (TX)  
   Jenna Cullinane, Strategic Policy Lead, Higher Education, New Mathways Project, Charles A. Dana Center  
   Moderator: Karen Stout, Achieving the Dream
5. **Equity by Design: Discerning Unintentional Barriers in Pathway Design and Implementation**

*Moderators: Kay McClenny, AACC  
Michael Baston, Vice President for Student Affairs & Associate Provost, LaGuardia Community College (NY), and Pathways coach  
Michael Collins, JFF*

4:00 p.m. – 4:15 p.m  
**Break**  
Refreshments provided

4:15 p.m. – 5:30 p.m.  
**College Team Strategy Session #3**  
**Making Sense and Moving Forward**  
*Facilitators: Pathways coaches*

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.
- Develop 2-3 questions about program mapping implementation for the presidents on the Saturday morning panel.

5:25 p.m. – 5:30 p.m.  
**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 Washington, D.C.**  
**Dinner on Your Own**

---

**Saturday, April 16**

7:00 a.m. – 8:00 a.m.  
**Full Breakfast**  
Continue work from College Team Strategy Session #3 or network with other colleges. If desired, schedule time with your Pathways coach or with a Pathways partner.
8:00 a.m. – 8:45 a.m. **Breakfast Plenary Session**
**Leadership for Transformational Change: Program Mapping at Scale**
*Thomas Bailey, CCRC*
*Steven Johnson, President, Sinclair Community College (OH)*
*William Law, Jr., President, St. Petersburg College (FL)*
*Moderator: Kay McClenny, AACC*

Objectives:
- Hear from college leaders about their challenges, strategies, and successes as they’ve implemented program maps at scale.
- Consider critical next steps and ask questions of panelists to 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, Communication, and Action**
*Facilitators: Pathways coaches*

Objectives:
- 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 Commitment to Next Steps Template for Closing Plenary Session.

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*
*Davis Jenkins, CCRC*

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 place it in the manila envelope provided on your table. The Pathways coaches will collect the manila envelopes.

*We need and value your feedback!*

11:55 a.m. – 12:00 p.m. **Closing Comments and Adjourn**
*AACC*
<table>
<thead>
<tr>
<th>College</th>
<th>Room</th>
<th>Lead Coach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alamo Colleges (TX)</td>
<td>Washington 6</td>
<td>Tonjua Williams</td>
</tr>
<tr>
<td>Bakersfield College (CA)</td>
<td>Washington 4</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Broward College (FL)</td>
<td>Washington 1</td>
<td>Michael Baston</td>
</tr>
<tr>
<td>Cleveland State Community College (TN)</td>
<td>Washington 5</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Columbus State Community College (OH)</td>
<td>Washington 3</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>Community College of Philadelphia (PA)</td>
<td>Washington 4</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Cuyahoga Community College (OH)</td>
<td>Washington 3</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>El Paso Community College (TX)</td>
<td>Washington 6</td>
<td>Ed Bowling</td>
</tr>
<tr>
<td>Front Range Community College (CO)</td>
<td>Washington 2</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Indian State River College (FL)</td>
<td>Washington 1</td>
<td>Marcia Ballinger</td>
</tr>
<tr>
<td>Irvine Valley College (CA)</td>
<td>Washington 4</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>Jackson College (MI)</td>
<td>Washington 3</td>
<td>Cynthia Ferrell</td>
</tr>
<tr>
<td>Lansing Community College (MI)</td>
<td>Washington 3</td>
<td>Darla Cooper</td>
</tr>
<tr>
<td>Linn-Benton Community College (OR)</td>
<td>Washington 5</td>
<td>Kathleen Cleary</td>
</tr>
<tr>
<td>Monroe Community College (NY)</td>
<td>Washington 4</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>Mt. San Antonio College (CA)</td>
<td>Washington 4</td>
<td>Diane Troyer</td>
</tr>
<tr>
<td>Northeast Wisconsin Technical College (WI)</td>
<td>Washington 3</td>
<td>Cynthia Ferrell</td>
</tr>
<tr>
<td>Paris Junior College (TX)</td>
<td>Washington 6</td>
<td>Ed Bowling</td>
</tr>
<tr>
<td>Pierce College District (WA)</td>
<td>Washington 2</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Prince George’s Community College (MD)</td>
<td>Washington 4</td>
<td>Joyce Walsh-Portillo</td>
</tr>
<tr>
<td>San Jacinto College (TX)</td>
<td>Washington 6</td>
<td>Tonjua Williams</td>
</tr>
<tr>
<td>Skagit Valley College (WA)</td>
<td>Washington 2</td>
<td>Laura Rittner</td>
</tr>
<tr>
<td>South Seattle College (WA)</td>
<td>Washington 2</td>
<td>Laura Rittner</td>
</tr>
<tr>
<td>St. Petersburg College (FL)</td>
<td>Washington 1</td>
<td>Marcia Ballinger</td>
</tr>
<tr>
<td>Stanly Community College (NC)</td>
<td>Washington 5</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Tallahassee Community College (FL)</td>
<td>Washington 1</td>
<td>Michael Baston</td>
</tr>
<tr>
<td>Tulsa Community College (OK)</td>
<td>Washington 2</td>
<td>John Nixon</td>
</tr>
<tr>
<td>Wallace State Community College (AL)</td>
<td>Washington 5</td>
<td>Donna Dare</td>
</tr>
<tr>
<td>Western Wyoming Community College (WY)</td>
<td>Washington 5</td>
<td>Kathleen Cleary</td>
</tr>
<tr>
<td>Zane State College (OH)</td>
<td>Washington 3</td>
<td>Cynthia Ferrell</td>
</tr>
</tbody>
</table>