



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 <i>Alison Kadlec, Senior Vice President & Director, Public Agenda</i> 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. <i>NOTE: Faculty and Deans from transfer and CTE programs should attend this session.</i>	Washington 3



3:00 p.m. – 3:30 p.m.

Opening Plenary Session

Salon 3

Welcome and Introductions

Walter Bumphus, President/CEO, American Association of Community Colleges (AACC)

Kay McClenney, 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)

Salon 3

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

See Page 10
for Team Room
Assignments
(Exhibition Level)

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
Refreshments provided
Cash bar available

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

Salon 3

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

See Page 10
for Team Room
Assignments
(Exhibition Level)

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**

Salon 3

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 Oertli, President, South Seattle College (WA)
Dan Phelan, President, Jackson College (MI)
Moderator: Karen Stout, President & CEO, Achieving the Dream

NOTE: For Presidents/CEOs Only



2:45 p.m. – 3:00 p.m.

Break

Refreshments provided

Outside Washington 4

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

Washington 1

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

Washington 3

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

Washington 5

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

Washington 2

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

Washington 6

*Moderators: Kay McClenney, 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

Outside Washington 4

4:15 p.m. – 5:30 p.m.

College Team Strategy Session #3 Making Sense and Moving Forward

Facilitators: Pathways coaches

See Page 10
for Team Room
Assignments
(Exhibition Level)

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.

Salon 3



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 McClenney, AACC

Salon 3

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

See Page 10
for Team Room
Assignments
(Exhibition Level)

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

Salon 3

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:** Salon 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** Salon 3
AACC

College Team Sessions — Room Assignments

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