



**Short-Term Action Plan  
Pathways Institute #1  
Transformational Leadership for Guided Pathways**

**Institution Name:** \_\_\_\_\_

**Part I-a: Using KPI Data to Understand and Monitor Student Progress**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

*Instructions: Complete and review the accompanying Excel workbook for reporting KPIs. Then discuss the following questions as a team and enter your team responses prior to the institute. **Submit the completed Excel workbook, with this completed cover sheet, to Coral Noonan-Terry (noonan@cccse.org) by January 15, 2016.***

**To be reviewed and augmented during College Team Session #1 at the Institute**

Guiding Questions	College Responses to Guiding Questions
1. After examining our data, what one or two specific student outcomes concern the team the most? Why?	
2. What patterns in our student outcomes suggest the need for greater clarity and structure in our program designs?	
3. Over the next five years, by how much could we increase our rates of student success on these indicators? By how much could we narrow gaps by race/ethnicity or income?	

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**Part I-b: Guided Pathways Essential Practices: Scale of Adoption Assessment Tool**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

*Instructions: Complete and review as a team the accompanying Guided Pathways Essential Practices: Scale of Adoption Assessment Tool. Submit the completed assessment, with this cover sheet, to Coral Noonan-Terry (noonan@cccse.org) by January 15, 2016.*

**To be reviewed and during College Team Session #1 at the Institute**

Guiding Questions	College Responses to Guiding Questions
1. Based on findings from the Pathways Assessment Tool, what are the most important steps we as a college have made that will help us as we launch into our next phase of transformational change?	
2. On which elements of pathways described in the assessment are we most advanced? On which elements of pathways, if any, are we at “ground zero” for reform?	

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Guiding Questions	College Responses to Guiding Questions
3. Consider the people, policies, and structures that make our institution unique: What are our greatest assets as we launch or advance our pathways work?	

**Part I-c: Leadership for Change: Team Assessment of Challenges and Sense of Urgency**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

*Instructions: Discuss the following questions as a team and enter your team responses prior to the institute. **Submit this completed sheet to Coral Noonan-Terry at CCCSE (noonan@cccse.org) by January 15, 2016.***

**To be reviewed and during College Team Session #1 at the Institute**

Guiding Questions	College Responses to Guiding Questions
1. What successes have we achieved that we can celebrate to help build momentum for sustained transformational change?	

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Guiding Questions	College Responses to Guiding Questions
2. On what issues, if any, do we as a college have a broadly shared sense of urgency around improving student outcomes?	
3. In what areas do we need to focus on building urgency and buy-in over the next one-to-two years? Who are the most critical audiences/stakeholders?	

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**Part II: Institutional Case Statement for Guided Pathways at Scale**

**Instructions:** *With your college team, develop a “case statement,” answering the question, “What is the evidence and the experience that convince us it is both urgent and important to commit to work as challenging and transformational as implementing guided pathways at scale, for all of our students? Maximum length: 750 words.*

**To be completed during College Team Session #1 at the institute**

**GUIDED PATHWAYS AT SCALE: CASE STATEMENT FOR [INSTITUTION]**

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**Part III-b: Pathways Implementation at Scale – PRE-MORTEM ANALYSIS**

***Instructions:** Assume that your institutional goal is to implement guided pathways at scale. Now assume that you fail to achieve that goal. Identify below the major causes of that mortality. Then, for each cause, delineate the specific leadership strategies you will employ to anticipate and avert or address the challenges. Add more rows as needed.*

**To be completed during College Team Session #2 at the Institute**

“Why We Failed to Implement Pathways at Scale”	Leadership Strategies to Anticipate and Avert Failure
1.	
2.	
3.	
4. What do you not know now that you need to know about this work? How will you obtain that additional data/information? What are the implications for needed technical assistance and/or professional development for the college?	
5. What other individuals/ groups need to be engaged in this discussion? What strategies will the team use to accomplish that engagement?	

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**Part III: Making Sense and Moving Forward**

***Instructions:** Use the following questions to guide team discussion. Identify divergent and convergent perceptions within your team, as you seek team consensus.*

**To be completed during College Team Session #3**

Guiding Questions	Response
1. Which issues/approaches/strategies discussed in the day's sessions are potentially of greatest interest and relevance to the college?	
2. What existing knowledge or college work has been reinforced? Are there any ways we would consider modifying our approaches to strengthen or add momentum to our pathways work?	
3. What insights the team has gained from the institute sessions and team conversations? List 3–5 as a team.	

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**Part IV-a: Action Planning and Next Steps**

**To be initiated during College Team Strategy Session #4 and finalized with other college personnel**

***Instructions:** At this point, your team has reviewed and discussed a) data depicting student progress; b) your progress on pathways reforms and ways to integrate current initiatives; c) the case tailored to your institution for guided pathways at scale; and d) what you have learned and can act upon based on experience at the institute. Now comes an opportunity for the team to reflect on its learning, think through options for the college's strategic approach to designing and implementing guided pathways at scale, and establish new or refined priorities for the work on campus. The college team should discuss next steps: whom to involve, how to communicate findings and broaden engagement on campus (see part IV-b), and how, when, and by whom follow-up steps will be taken. Once you've engaged key college constituencies in discussion of the action plan components, **return the completed action plan to Coral Noonan at CCCSE ([noonan@cccse.org](mailto:noonan@cccse.org)) by February 22, 2016.***

<b>PRIORITIES: NEXT STEPS</b>	<b>BY WHOM</b>	<b>BY WHEN</b>

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**Part IV-b: Action Planning – Engagement Strategy**

**To be initiated during College Team Strategy Session #4 and finalized with other college personnel**

***Instructions:** In this section, delineate specific strategies for intentional engagement of college stakeholder groups as follow-up to this institute and preparation for Institute #1. **Return this completed action plan to Coral Noonan-Terry at CCCSE ([noonan@cccse.org](mailto:noonan@cccse.org)) by February 22, 2016.***

ENGAGEMENT STRATEGIES: NEXT STEPS	BY WHOM	BY WHEN

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**Part IV-c: Action Planning – Professional Development and Technical Assistance**

**To be initiated during College Team Strategy Session #4 and finalized with other college personnel**

***Instructions:** In this section, delineate your institution's needs for targeted professional development and/or technical assistance at this stage in your work on designing and implementing guided pathways at scale. **Return this completed action plan to Coral Noonan-Terry at CCCSE ([noonan@cccse.org](mailto:noonan@cccse.org)) by February 22, 2016.***

PROFESSIONAL DEVELOPMENT OR TECHNICAL ASSISTANCE PRIORITIES	TIMEFRAME	PERSON(S) RESPONSIBLE FOR FOLLOW-UP

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### Part IV-d: Action Planning and Next Steps (cont.) — Working the Plan

**To be completed and augmented with other college personnel**

**Next Steps:** *This template is provided for more detailed planning in regard to identified priorities/strategies for designing and implementing guided pathways at scale. Once you've identified and collaborated with key people on your campus, **return this completed action plan to Coral Noonan-Terry at CCCSE ([noonan@cccse.org](mailto:noonan@cccse.org)) by February 22, 2016.** Add rows as necessary.*

Priority	Goal(s)	Activities Tasks	Responsible Person(s)	Timeline		Resources	Potential Issues or Concerns
				Implement date	Formative evaluation date		
Identify the top priorities for next steps in the work	Based on these priorities, name specific desired student outcome	List the steps required to accomplish these priorities	Who will assume leadership responsibility?	Implement date	Formative evaluation date	What resources (time, people, facilities, and money) need to be allocated/reallocated?	What challenges do you anticipate?
1.							
2.							

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3.							
4.							
5.							
6.							

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