



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

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

A G E N D A

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.

Rio Grande
East

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 McClenney, Senior Advisor to the President/CEO, AACC

Evelyn Waiwaiole, 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.

Regency
Ballroom East



- 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

See Page 9 for
Team Room
Assignments

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

La Vista
Terrace

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.

Regency
Ballroom East &
Foyer

9:00 a.m. – 10:15 a.m.

Plenary Working Session Leadership for Guided Pathways

Davis Jenkins, CCRC

Moderator: Evelyn Waiwaiole, CCCSE

Facilitators: Pathways Coaches and Partners

Regency
Ballroom East

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

Proximal to
Sessions

10:30 a.m.–12:00 p.m.

College Team Strategy Session #2 Assessing Current Status of Pathways Reforms

Facilitators: Pathways Coaches

See Page 9 for
Team Room
Assignments

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

Regency
Ballroom East

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

Rio Grande
East

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

Maverick B

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

Bowie C

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

Seguin

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

Navarro

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 McClenney, 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

Proximal to Sessions

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

Navarro

Karen Stout, President & CEO, Achieving the Dream
Jill Wohlford, Independent Consultant, JKW Consulting; Vice President of Learning & Strategy, Completion by Design
Moderator: Kay McClenney, 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

Bowie C

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

Seguin

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

Rio Grande
East

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.

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.

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 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.

Regency
Ballroom East
& Foyer

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

Regency
Ballroom East

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

See Page 9 for
Team Room
Assignments

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

Regency Foyer

11:00 a.m. – 11:45 a.m.

Closing Plenary Session Commitment to Next Steps

Gretchen Schmidt, AACC
Josh Wyner, Aspen Institute

Regency
Ballroom East

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

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