



Institute #3—Redesigning Student Intake and Support Systems

October 2–4, 2016
Grand Hyatt Denver
Denver, Colorado

A G E N D A

INSTITUTE OBJECTIVES

- Reinforce the case for pathways reforms and the central emphasis on achieving equity.
- Help colleges better enable students to explore career and college options, choose and successfully enter a pathway suited to their interest and aptitudes, and complete the pathway as effectively and efficiently as possible through these changes:
 - o Integrate career and college exploration into the college intake experience to help students choose a pathway that fits with their interests and aptitudes as soon as possible.
 - o Redesign advising and integrate technology to support students in choosing a pathway and to monitor student progress through pathways, providing frequent feedback and support as needed.
 - o Fundamentally rethink developmental education, integrating accelerated and contextualized academic skill development within the college's main areas of study/meta-majors.
 - o Integrate field-appropriate academic and non-academic supports into critical college-level gatekeeper courses in the college's main areas of study.
- Identify and address challenges involved in organizational redesign and the changing roles of faculty and advisors as colleges revamp their processes for student intake, advising, and monitoring of student progress through pathways.
- Produce draft action plans for continuing work on redesign of student intake, progress monitoring, and support processes, with equity in mind.



Sunday, October 2

8:30 a.m. – 2:00 p.m. **Orientation, Learning, and Luncheon for Pathways Coaches, Partners, and Institute Staff** Maroon Peak

1:00 p.m. – 3:00 p.m. **Registration** Colorado Foyer
Refreshments provided

1:30 p.m. – 2:45 p.m. **Pre-Institute Work Session** Mt. Evans
Aligning Guided Pathways With Integrated Advising and Student Supports (Conference Center)
Karen Stout, President and CEO, Achieving the Dream
Mei-Yen Ireland, Associate Director of Data and Technology for Student Success, Achieving the Dream

Leaders from Achieving the Dream will familiarize participants with the approach of integrated advising and student supports and how it explicitly connects to pathways design and implementation. This session will explore how this approach supports implementation of key pathways components including program mapping, intake system redesign, and continuous academic and student supports through completion. Participants will review and discuss the Integrated Advising and Student Supports Readiness Assessment and walk through design principles that emerge from the assessment.

NOTE: Chief Academic Officers and Chief Student Services Officers should attend this session.

1:30 p.m. – 2:45 p.m. **Pre-Institute Work Session** Mt. Elbert A
Developing Leadership for Pathways Throughout the Institution (Conference Center)
Alison Kadlec, Senior Vice President and Director, Public Agenda
Rob Johnstone, Founder and President, National Center for Inquiry and Improvement (NCII)

Recognizing the need for distributed leadership throughout the organization is necessary to scale guided pathways reform. This session will explore how each group—general education faculty, CTE faculty, student services staff, and mid-level administrators—can work with the support of senior leadership to make authentic guided pathways reform happen. Participants will leave with a better understanding of how their role fits in the arc of the larger reform trajectory.

NOTE: Faculty and Advisors should attend this session.



3:00 p.m. – 3:30 p.m.	Opening Plenary Session Welcome and Introductions	Colorado Ballroom
	<i>Kay McClenney, Senior Advisor to President/CEO and Pathways Project, American Association of Community Colleges (AACC)</i> <i>Karen Stout, Achieving the Dream</i>	
	Objectives: <ul style="list-style-type: none"> • Offer welcome, preview the institute, and delineate challenges in changing the traditional ways colleges have designed and implemented the student intake process. 	
3:30 p.m. – 4:35 p.m.	Opening Plenary Session (Continued) Changing Our Own Mindsets	Colorado Ballroom
	<i>Stacey Johnson, Campus President, East and Winter Park Campuses, Valencia College (FL)</i> <i>Moderator: Kay McClenney, AACC</i>	
	Objectives: <ul style="list-style-type: none"> • Challenge traditional assumptions and practices typically present in the community college student intake process. • Focus college discussions on student purpose rather than student placement. • Challenge participants to think about the structural inequities that exist in the design of their intake process. 	
4:35 p.m. – 4:45 p.m.	Break	
4:45 p.m. – 5:55 p.m.	College Team Strategy Session #1 What Would Your Preferred Intake Design Look Like?	See Page 12 for Team Room Assignments
	<i>Facilitators: Pathways coaches</i>	
	Objectives: <ul style="list-style-type: none"> • Review the institution’s flowchart of the existing intake process. • Develop a flowchart outlining the ideal intake process for students, highlighting and addressing the gaps in the current structure. • Create an action plan and timeline for implementing a revised intake process. 	

5:55 p.m. – 6:00 p.m.

Evaluation #1

Sunday Sessions

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

We need and value your feedback!

Coaches are responsible for collecting evaluations—please ensure you have evaluation forms from all of your team members at the end of College Team Strategy Session #1. We need all team members to complete an evaluation for funder reporting purposes. Forms should be returned to Registration (Colorado Foyer), or to the Information Table (Conference Center).

6:00 p.m. – 6:30 p.m.

Break

6:30 p.m. – 7:30 p.m.

Reception

Refreshments provided
Cash bar available

Capitol Peak Room,
38th Floor

Explore Denver Dinner on Your Own

Monday, October 3

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 with a Pathways partner.

Colorado Foyer

9:00 a.m. – 10:15 a.m.

Plenary Working Session

Redesigning the On-Ramp: The Core Principles— The Case and Implications for Practice

*Thomas Bailey, Director and Professor, Community College Research Center (CCRC): **The Research-Based Case***

*Robin Ozz, President, National Association for Developmental Education (NADE), and Director of Developmental Education/English Faculty, Phoenix College (AZ): **Teaching Reflections***

*Bruce Vandal, Senior Vice President for Results, Complete College America: **Action Research***

Moderator: Nikki Edgecomb, Senior Research Associate, CCRC

Facilitators: Pathways coaches and partners

Colorado Ballroom



Objectives:

- Build on College Team Strategy Session #1 around core principles with the research view, a classroom view, and a results view.
- Emphasize strategies for integration of academic skill-building into gateway courses, accelerated and contextualized within pathways.

NOTE: Seating for this session is arranged by college enrollment size. We ask that colleges distribute their teams across multiple tables so tables are integrated by role.

10:15 a.m. – 10:30 a.m. **Break**

10:30 a.m. – 12:00 p.m.

College Team Strategy Session #2 Developmental Education Redesign Action Planning

Facilitators: Pathways coaches

Objectives:

- Advance thinking and action around developmental education redesign integrated within pathways.
- Action planning for integrating developmental education into programs of study.
- Complete 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 and Plenary Session Advising Redesign and Pathways Alignment

Chad Brown, President, Zane State College (OH)

Lori Suddick, Vice President of Learning, Northeast Wisconsin Technical College (WI)

Jennifer Roberts, Associate Vice President for Academic and Student Success, Community College of Philadelphia (PA)

Moderator: Karen Stout, Achieving the Dream

The session will address strategies focused on integrating redesigned advising with pathways. Each of the Pathways/Integrated Advising and Student Supports colleges will then offer key advice on how to align pathways with educational planning and advising redesign—helping students choose, enter, and stay on a path.

NOTE: Seating for this session is arranged by college enrollment size. We ask that colleges distribute their teams across multiple tables so tables are integrated by role.

1:30 p.m. – 1:45 p.m.

Break (Move to Concurrent Sessions)

See Page 12
for Team Room
Assignments

Colorado Foyer &
Ballroom



1:45 p.m. – 2:45 p.m. **Concurrent Sessions I Choosing and Entering a Path**

Objectives:

- Examine successful structures for getting students on a path early in their time at the institution.
- Understand ways to redesign developmental education so it is an effective and accelerated on-ramp to programs of study.
- Explore changing roles and responsibilities that result from redesigning developmental education and program pathways.
- Consider the barriers to implementing the new structure and discuss mechanisms for successfully addressing them.

1. Advising to Help Students Choose and Enter a Path: Research and Practice

Stacey Johnson, Valencia Community College (FL)

David Prince, Policy Research Associate, Washington State Board for Community and Technical Colleges

Moderator: Davis Jenkins, Senior Research Associate, CCRC

Having pathways in place is not enough; it is essential to support students as they make career and transfer choices that get them on the right path. This starts up front as students consider what path to enter; in addition to exploring student interests, the process must also focus on the relationship between career/program choice and the ability to ensure a living wage for students and their families.

2. A Deeper Look: Alignment and Implementation of Integrated Advising, Student Supports, and Pathways

Jamie Clark, Director of One Stop, Zane State College (OH)

Heidi Thomas, Associate Dean of General Studies, Northeast Wisconsin Technical College (WI)

Jennifer Roberts, Community College of Philadelphia (PA)

Moderator: Karen Stout, Achieving the Dream

Representatives from Pathways colleges that are also Integrated Advising and Student Supports colleges will reflect on how they are redesigning the student experience with simultaneous implementation of guided pathways and Integrated Advising and Student Supports.

3. Rethinking Placement

John Hetts, Senior Director of Data Science, Educational Results Partnership

Susan Burlison, Vice President, Student Success and Communications, Davidson County Community College (NC)

Moderator: Thomas Bailey, CCRC

Participants will discuss ways colleges are revising their placement processes and policies using multiple measures, default placement strategies, and other alternatives to high stakes testing.



4. Co-Requisite Remediation: Promise and Challenges

Terry Bubb, Director of Advising and Testing, Volunteer State Community College (TN)
Shawna Van, Chair of Rhetoric, Languages, and Philosophy, Front Range Community College (CO)
Andrea DeCosmo, Department Chair, Mathematics, Front Range Community College (CO)
Moderator: Michael Collins, Associate Vice President, Jobs for the Future

Participants will discuss models of co-requisite remediation in both English and mathematics, processes for implementation of co-requisite structures, the impact on student progress, and the connection to programs of study.

5. The Changing Role of Developmental Education and Gateway Course Faculty

Sarah Roberts, Vice President of Academic Affairs, Nashville State Community College (TN)
Robin Ozz, NADE and Phoenix College (AZ)
Moderator: Alison Kadlec, Public Agenda

Participants will discuss how changes in structures for offering remediation have changed the roles and responsibilities of developmental education faculty, the professional development needed to support them and ways that developmental education faculty and college-level math and English faculty are collaborating to make transitions more efficient for students.

2:45 p.m. – 3:00 p.m.

Break

Refreshments provided

Proximal to Sessions

3:00 p.m. – 4:00 p.m.

Concurrent Sessions II Helping Students Stay on a Path

Objectives:

- Examine programs and supports for keeping students on their pathway.
- Discuss academic and student supports shown to successfully monitor student progress.
- Consider ways to help students make informed decisions about their program choice.
- Discuss the changing role of advisors as new systems and structures are implemented and how best to provide the needed supports for the institution's advisors in the transition.

1. Embedded Student Supports

Rebecca Goosen, Associate Vice Chancellor for College Preparatory, San Jacinto College District (TX)
Sharmaine Y. Pechac, Director, AmeriCorps College Completion Coaches, Ohio Association of Community Colleges
Moderator: Michael Baston, Vice President for Student Affairs and Associate Vice Provost, LaGuardia Community College (NY)

Participants will discuss models for embedding student support services in remedial and college-level courses. Program leaders will discuss program structure, staffing and supports, and student impact.

2. Promising Models of Remediation for the Most Underprepared Students

Ramón De Los Santos, Director, Accelerated Study in Associate Program, LaGuardia Community College (NY)

Greg Brazell, Director, Center for Engagement and Learning, Pierce College District (WA)

Moderator: Kay McClenney, AACC

Most of the leading reforms in math and English around the country have had early results suggesting that they are much more effective than the traditional model. Given that, there are still 40-50% of students who struggle under the new models. While this represents a vast improvement over the 20-25% success rates of the past, we must still explore models and approaches that will serve the most underprepared students.

3. Monitoring Student Progress

Erin Barzen, Manager of Retention and Completion, Project Finish Line, South Seattle College (WA)

Dale Hayes, Department Chair, Instructional Advisement, Indian River State College (FL)

Moderator: Rob Johnstone, NCII

Colleges implementing guided pathways reforms need to take a more active role in monitoring student progress and intervening when students fall off their path or encounter barriers. This session will explore both the Success Coach model originated in Washington State and approaches to monitor progress electronically.

4. The Changing Role of Advisors

Adelina Silva, Vice Chancellor for Student Success, Alamo Colleges (TX)

Kellie Ziemak, Student Services Project Coordinator, St. Petersburg College (FL)

Moderator: Evelyn Waiwaiole, Director, Center for Community College Student Engagement (CCCSE)

As holistic pathways reforms are implemented at community colleges, the role, tools, and resources for advisors are changing. Advising leaders will discuss that shift and how work and workload are changing as pathways are implemented at scale.

5. Presidents Only Session—Organizational Design Challenges in Scaling Redesigned Intake Systems

Moderator: Josh Wyner, Executive Director, College Excellence Program, The Aspen Institute

This session will allow presidents to reflect on the challenges faced in implementing new advising and intake systems for students. Strategies for changing structures, roles and responsibilities of staff, technology systems, and resource allocation will be explored.

NOTE: For Presidents/CEOs only

4:00 p.m. – 4:15 p.m.

Break

Refreshments provided

Proximal to Sessions

4:15 p.m. – 5:25 p.m.

College Team Strategy Session #3 Optimizing Your Approach to Advising to Support Scaled Pathways Implementation

Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

Objectives:

- Review the Integrated Advising and Student Supports Readiness Assessment.
- Complete Part III of the Short-term Action Plan.

5:25 p.m. – 5:30 p.m.

Evaluation #2 Monday Sessions

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

We need and value your feedback!

Coaches are responsible for collecting evaluations—please ensure you have evaluation forms from all of your team members at the end of College Team Strategy Session #3. We need all team members to complete an evaluation for funder reporting purposes. Forms should be returned to Registration (Colorado Foyer), or to the Information Table (Conference Center).

Explore Denver Dinner on Your Own

Tuesday, October 4

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.

Colorado Foyer



8:00 a.m. – 8:45 a.m.

Colorado Ballroom

Breakfast Plenary Session Choice Architecture, Academic Foci, and Guided Pathways

Tristan Denley, Vice Chancellor for Academic Affairs, Tennessee Board of Regents

Moderator: Rob Johnstone, NCI

Objectives:

- Present recent research in Tennessee about student choice and connections to academic programs.
- Discuss non-cognitive placement options and the predictive qualities of non-cognitive assessments.
- Offer examples of colleges working to address noncognitive issues.
- Provide resources and tools colleges can use to assess non-cognitive readiness of students.

8:45 a.m. – 9:00 a.m.

Break

9:00 a.m. – 10:30 a.m.

College Team Strategy Session #4 Short-Term Action Planning: What's Next?

Facilitators: Pathways coaches

See Page 12
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 IV of the Short-Term Action Plan.

10:30 a.m. – 11:00 a.m.

Break

Refreshments provided

11:00 a.m. – 11:45 a.m.

Closing Plenary Session: Student Voices

Panel: Students from Front Range Community College (CO)

Moderator: Evelyn Waiwaiole, CCCSE

Colorado
Ballroom

Objectives:

- Hear perspectives of students on their college intake and support experiences.
- Understand the programs and structures that have the most positive impact on student persistence and success.



11:45 a.m. – 11:55 a.m.

Colorado Ballroom

Evaluation #3

Tuesday 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!

Coaches are responsible for collecting evaluations—please ensure you have evaluation forms from all of your team members before leaving the Closing Plenary Session. We need all team members to complete an evaluation for funder reporting purposes. Manila envelopes should be returned at the Debrief Session.

11:55 a.m. – 12:00 p.m.

Colorado Ballroom

Closing Comments and Adjourn

*Karen Stout, Achieving the Dream
Kay McClenney, AACC*

12:00 p.m. – 1:00 p.m.

Maroon Peak

Debrief Session for Pathways Coaches and Partners

College Team Sessions — Room Assignments

College	Room	Lead Coach
Alamo Colleges (TX)	Grays Peak A/B (Conference Center)	Tonjua Williams
Bakersfield College (CA)	Mt. Evans (Conference Center)	Diane Troyer
Broward College (FL)	Maroon Peak	Michael Baston
Cleveland State Community College (TN)	Mt. Elbert B (Conference Center)	Donna Dare
Columbus State Community College (OH)	Colorado Ballroom	Darla Cooper
Community College of Philadelphia (PA)	Mt. Evans (Conference Center)	Diane Troyer
Cuyahoga Community College (OH)	Colorado Ballroom	Darla Cooper
El Paso Community College (TX)	Grays Peak A/B (Conference Center)	Ed Bowling
Front Range Community College (CO)	Mt. Elbert A (Conference Center)	John Nixon
Indian River State College (FL)	Maroon Peak	Stephanie Sutton
Irvine Valley College (CA)	Mt. Evans (Conference Center)	Joyce Walsh-Portillo
Jackson College (MI)	Colorado Ballroom	Cynthia Ferrell
Lansing Community College (MI)	Colorado Ballroom	Darla Cooper



Linn-Benton Community College (OR)	Mt. Elbert B (Conference Center)	Kathleen Cleary
Monroe Community College (NY)	Mt. Evans (Conference Center)	Joyce Walsh-Portillo
Mt. San Antonio College (CA)	Mt. Evans (Conference Center)	Diane Troyer
Northeast Wisconsin Technical College (WI)	Colorado Ballroom	Cynthia Ferrell
Paris Junior College (TX)	Grays Peak A/B (Conference Center)	Ed Bowling
Pierce College District (WA)	Mt. Elbert A (Conference Center)	John Nixon
Prince George's Community College (MD)	Mt. Evans (Conference Center)	Joyce Walsh-Portillo
San Jacinto College District (TX)	Grays Peak A/B (Conference Center)	Tonjua Williams
Skagit Valley College (WA)	Mt. Elbert A (Conference Center)	Laura Rittner
South Seattle College (WA)	Mt. Elbert A (Conference Center)	Laura Rittner
St. Petersburg College (FL)	Maroon Peak	Stephanie Sutton
Stanly Community College (NC)	Mt. Elbert B (Conference Center)	Donna Dare
Tallahassee Community College (FL)	Maroon Peak	Michael Baston
Tulsa Community College (OK)	Mt. Elbert A (Conference Center)	John Nixon
Wallace State Community College (AL)	Mt. Elbert B (Conference Center)	Donna Dare
Western Wyoming Community College (WY)	Mt. Elbert B (Conference Center)	Kathleen Cleary
Zane State College (OH)	Colorado Ballroom	Cynthia Ferrell