



Institute #4—Ensuring Students are Learning and Progressing Along the Pathway

February 2–4, 2017
Tempe Mission Palms
Tempe, Arizona

A G E N D A

Institute Objectives:

- Promote integration of effective educational practices into pathways.
 - o Encourage contextualization of general education into program curriculum
 - o Provide examples of effective applied learning and other engaging instructional practices
 - o Redesign professional development experiences for faculty and student services staff with a strategic focus on pathways
- Promote redesign of program learning outcomes, starting with the end in mind, where the ends are careers and effective transfer.
- Review current data on students' educational experiences and specify ways that the data can be used to improve current educational practices.
- Highlight effective practices that ensure students in pathways are achieving defined program and general education learning outcomes.
- Enrich college efforts to build cultural competence in classrooms and equitable outcomes across all student groups.
- Build collaborative inquiry about educational quality into college culture and practice.



Thursday, February 2

12:00 p.m. – 3:30 p.m. **Registration** Refreshments provided Ballroom Foyer

12:30 p.m. – 2:30 p.m. **Pre-Institute Work Session** Abbey South

Scaffolding Student Learning Outcomes Through Pathways

Marianne Wokeck, Director, Tuning USA, The Institute for Evidence-Based Change (IEBC)

John Yopp, Director of Strategic Partnerships, IEBC

This workshop introduces participants to the institution-adaptable and faculty-focused approach that the Institute for Evidence-Based Change (IEBC) developed for putting learning outcomes at the center of guided pathways. The approach helps colleges scaffold course-specific SLOs to achieve program-level outcomes that are aligned with occupation-determined competencies in fields related both to arts and sciences and career/technical studies. Thus, participants will learn how O*NET can be used to identify and align SLOs with careers in guided pathways. Please bring your laptop/tablet with wireless Internet capabilities.

NOTE: Faculty and instructional administrators should attend this session. Lunch is not provided at the Pre-Institute Work Sessions.

12:30 p.m. – 2:30 p.m. **Pre-Institute Work Session** Palm F

Improving Student Learning & Mastery via Digital Learning

Rahim S. Rajan, Senior Program Officer for Digital Learning, Gates Foundation

Allison Dulin Salisbury, Director of Higher Education Strategy, EdSurge

This interactive and engaging workshop will introduce key strategies colleges are deploying to improve student success, mastery, and affordability via innovative and high quality digital learning (blended and online learning). This session will include multiple opportunities to engage with and learn from academic and instructional leaders of a movement to improve teaching and learning in U.S. postsecondary education.

NOTE: Professional development leaders, faculty, and academic administrators should attend this session. Lunch is not provided at the Pre-Institute Work Sessions.



1:15 p.m. – 2:30 p.m.

Pre-Institute Work Session

Palm C

CCSSE Online Reporting System Tutorial

Jeff Crumpley, Director of Operations, Center for Community College Student Engagement

This session is designed to help teams become better prepared for the Institute's four College Team Strategy Sessions, during which college participants will examine results from the Community College Survey of Student Engagement (CCSSE) online reporting system. Significant time will be devoted to Q & A. Please bring one laptop per team with wireless Internet capabilities per team.

NOTE: Pathways team facilitators, institutional researchers, and/or anyone who pulled the CCSSE data should attend this session.

2:45 p.m. – 3:15 p.m.

Coaches and Partners Meet With Team Facilitators

Abbey North

3:30 p.m. – 4:00 p.m.

Opening Plenary Session Welcome and Introductions

Palm Ballroom

Kay McClenney, Senior Advisor to the President/CEO and Pathways Project, American Association of Community Colleges (AACC)
Gretchen Schmidt, Executive Director, AACC Pathways Project
Evelyn Waiwaiole, Director, Center for Community College Student Engagement

Objective:

- Offer welcome, preview the institute, and place institute content in the context of the Pathways Model

4:00 p.m. – 5:00 p.m.

Opening Plenary Session (Continued) Taking Teaching Seriously

Palm Ballroom

Introduction: Michael Baston, Vice President for Student Affairs and Associate Vice Provost, LaGuardia Community College (NY)
Keynote Speaker: Gail Mellow, President, LaGuardia Community College (NY)
Moderator: Evelyn Waiwaiole, Center for Community College Student Engagement

Objectives:

- Emphasize the centrality of effective educational practice in implementation of high-quality pathways
- Highlight strategies for keeping teaching and learning at the center of pathways reforms

5:00 p.m. – 5:15 p.m.

Break



5:15 p.m. – 6:25 p.m.

College Team Strategy Session #1
What is Our CCSSE Data Telling Us About the Student Experience?

Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

Objectives:

- Review the CCSSE data provided as part of the advance work
- Identify themes and gaps in the student experience
- Identify next steps in closing those gaps—how are you going to make the engagement data actionable with your institution’s stakeholders?

6:25 p.m. – 6:30 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!

6:30 p.m. – 6:45 p.m.

Break

6:45 p.m. – 7:45 p.m.

Reception

Refreshments provided
Cash bar available

Courtyard East

Explore Tempe
Dinner on Your Own

Friday, February 3

7:30 a.m. – 8:40 a.m.

Breakfast Roundtable for CEOs Only
Identifying Community College Needs for Support in Implementing Large-Scale Institutional Change

Moderator: Kay McClenney, AACC

Palm F

Presidents and chancellors, please bring your breakfast to the designated meeting room for an important discussion. AACC and its partners seek CEO perspectives regarding the types of support (e.g., coaching, technical assistance, peer learning, college-to-college learning, etc.) colleges most need as they work to design and implement large-scale institutional change in support of student success and equity. Please add your thoughts and your voice to this discussion!

NOTE: CEOs will make their breakfast plates in the Ballroom Foyer and meet in Palm F.



8:00 a.m. – 8:45 a.m.	Full Breakfast	Palm Ballroom
	Continue work from College Team Strategy Session #1 or network with other colleges and Pathways partners.	
	<i>NOTE: Team facilitators will make their breakfast plates in the Ballroom Foyer and meet with the coaches in Palm C.</i>	
8:45 a.m. – 10:15 a.m.	Plenary Working Session Strengthening Learning Through Enhanced Growth Mindset	Palm Ballroom
	<i>Jacquie Beaubien, Senior Program Manager, PERTS, Stanford University Ronald Sloan, Vice Chancellor of Academic Affairs, Richmond and East-Central Regions, Ivy Tech Community College (IN) Moderator: Gretchen Schmidt, AACC</i>	
	Objectives:	
	<ul style="list-style-type: none"> • Build knowledge regarding impact of growth mindset on student success • Preview the Mindset Kit for community colleges • Discuss an institutional example of how to use growth mindset data to advance student success initiatives 	
	<i>NOTE: Seating for this session is arranged by roles [Presidents and CEOs, CAOs, leaders of professional development, faculty leaders from meta-majors, and student support services leaders (academic support, advising)], designated by table signs.</i>	
10:15 a.m. – 10:30 a.m.	Break	
10:30 a.m. – 12:15 p.m.	College Team Strategy Session #2 Redesigning Student Learning	See Page 12 for Team Room Assignments
	<i>Facilitators: Pathways coaches</i>	
	Objective:	
	<ul style="list-style-type: none"> • College teams should discuss the questions in Part II of the Short-Term Action Plan and provide responses in the second column 	
	<i>NOTE: At the end of this session, decide among the team who will attend each of the afternoon breakout sessions.</i>	
12:15 p.m. – 1:00 p.m.	Lunch and Role-Alike Conversations	Palm Ballroom
	<i>NOTE: Seating for this session is arranged by roles [Presidents and CEOs, CAOs, leaders of professional development, faculty leaders from meta-majors, and student support services leaders (academic support, advising)], designated by table signs.</i>	



1:00 p.m. – 1:15 p.m.

Break (Move to Concurrent Sessions)

1:15 p.m. – 2:15 p.m.

Concurrent Sessions I

College Strategies to Ensure Students are Learning and Progressing Along the Pathway

Objectives:

- Examine scaled institutional practices that focus on engaging faculty in teaching and learning as part of coherent program of study
- Discuss faculty-led models for assessing student learning through a lens of continuous improvement not accreditation compliance
- Review institutional examples of embedding applied learning experiences for students as part of their program pathway
- Consider ways to integrate project-based and cooperative learning into programs of study
- Discuss the leadership and practices needed to meaningfully connect programs of study with workforce programs in the region

1. Reaching for Scale on Essential Pathway Practices: Teaching and Learning

Joshua Tree

Kate Thirolf, Director of Instructional Innovation, Jackson College (MI)

Matt Lewis, Professor of Mathematics, San Jacinto College District (TX)

Moderator: Hana Lahr, Research Associate, Community College Research Center (CCRC)

CCRC's Scale of Adoption Assessment instrument is collecting and compiling institutional practices that have been implemented at scale during the course of the project. Presenters will provide details about these implemented teaching and learning practices.

2. Ensuring That Students are Learning: Faculty-Led Models for Assessing Student Outcomes

Abbey North

Janet Fulks, Interim Dean of Institutional Effectiveness, Bakersfield College (CA)

Josh Kimber, Assistant Professor of Philosophy, Broward College (FL)

Moderator: John Nixon, Pathways coach

Continuous improvement in student learning in courses and programs is most effective and authentic when the structure is developed and implemented by faculty. Faculty from two institutions that have developed a culture of faculty-led improvement models will discuss the structure and impact on student learning and achievement.

3. Integrating Applied Learning Into Pathways

Abbey South

Don Huffman, Associate Professor of Computer Information Systems, Lorain County Community College (OH)
Diane Stiles, Vice President, Lake Area Technical College (SD)
Moderator: Rob Johnstone, Founder and President, National Center for Inquiry & Improvement

Presenters will provide examples of how institutions have integrated applied learning experiences, such as work study and internships, into program requirements as part of pathways.

4. Collaborative and Project-Based Learning Within Pathways

Palm F

Karl Ewald, Adjunct Professor of Engineering, Cabrillo College (CA)
Cindy Magruder, Associate Professor of Geosciences, Northwest Vista College, Alamo Colleges (TX)
Moderator: Evelyn Waiwai, Center for Community College Student Engagement

Part of the rethinking of the student experience in pathways implementation is to adjust the delivery of content for students. Presenters will provide examples of how faculty within their programs have used collaborative and project-based learning to reinforce the student learning outcomes.

5. Aligning Student Learning Outcomes With Jobs and Careers

Palm C

Marianne Wokeck, IEBC
John Yopp, IEBC
Edwin Massey, President, Indian River State College (FL)
Moderator: Chris Baldwin, Senior Director, Jobs for the Future

It's not enough to have coherent, well-articulated pathways through the institution. These pathways must connect in a meaningful way to careers that provide students with a living wage upon completion. Participants will discuss how to have an ongoing dialogue with employers that is then translated into changes in program and course learning outcomes.

2:15 p.m. – 2:30 p.m.

Break

Proximal to Sessions

Refreshments provided



Concurrent Sessions II

Institutional Supports for Educational Quality and Equity in Pathways Reforms

Objectives:

- Provide a forum for CEOs to discuss questions and concerns raised about educational quality as part of pathways implementation
- Discuss concrete ways that Achieving the Dream (ATD) institutions have leveraged ATD and the AACC Pathways project to advance a transformative completion agenda
- Explore ways that colleges can engage and empower adjunct faculty to play an important role in pathways implementation
- Consider the impact of pathways implementation on the general education curriculum and the need for a more thoughtful integration of general education into programs of study
- Provide a working session for student services professionals to focus on their role in advancing student learning

1. Presidents' Roundtable: On Educational Quality

Joshua Tree

Moderator: Kay McClenney, AACC

This session will allow presidents and chancellors to discuss the educational quality concerns that are being raised by stakeholders as part of their pathways implementation. Strategies for meaningfully engaging faculty and student services staff in ways that address quality concerns and authentically measuring student learning will be explored.

2. Leveraging Achieving the Dream and AACC Pathways Project to Accelerate Implementation

Abbey North

Daniel Phelan, President, Jackson College (MI)

William Serrata, President, El Paso Community College (TX)

Karen Stout, President and CEO, Achieving the Dream

Moderator: Diane Troyer, Pathways coach

Achieving the Dream has played a foundational role in preparing institutions to take on scaled pathways reforms. ATD presidents will discuss how they leverage their ATD coaching and priorities to advance their pathways implementation.

3. Adjunct Faculty: Strategic Inclusion in Pathways Integration

Palm C

Evelyn Waiwaiole, Center for Community College Student Engagement

Catherine Pellig, Vice President, Westminster Campus, Front Range Community College (CO)

James Stevens, Professor of Health Sciences, Front Range Community College (CO)

Moderator: Gretchen Schmidt, AACC

At many institutions, more than half of the courses offered are taught by adjunct faculty members. If pathways reforms are to be successfully implemented and sustained, adjunct faculty need to be engaged and empowered to support students as they enter and progress along a path. How can colleges support adjunct faculty so they are a meaningful part of the process?

4. Developing an Integrated Approach for General Education That is Aligned With Program Curriculum

Abbey South

Jackie Freeze, Administrator Emeritus, Western Wyoming Community College (WY)

Sam Hirsch, Vice President, Academic and Student Success, Community College of Philadelphia (PA)

Moderator: Kathleen Cleary, Pathways coach

Presenters will discuss how mapping programs of study at their institutions extended into a discussion about the role of the general education curriculum in the pathways framework.

5. Student Services Working Session—Teaching and Learning Outside of the Classroom

Palm F

Moderators: Michael Baston, Stephanie Sutton, and Tonjua Williams, Pathways coaches

Student services professionals have to undergo a significant shift in their roles and responsibilities as pathways are implemented at scale. This session will provide an opportunity for student services professionals to learn from each other and apply promising practices in their own institutional context.

3:30 p.m. – 3:45 p.m.

Break

Proximal to Sessions

Refreshments provided

3:45 p.m. – 5:25 p.m.

College Team Strategy Session #3 Priorities in Focus

See Page 12
for Team Room
Assignments

Facilitators: Pathways coaches

Objective:

- Based on conversations during College Team Strategy Sessions, information learned from concurrent presentation sessions, and data collected through the advance work process, colleges should 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!

6:00 p.m. – 7:30 p.m.

Dinner for CEOs Only
Explore Tempe
Dinner on Your Own

Cloister Room

Saturday, February 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.

Palm Ballroom

8:00 a.m. – 8:30 a.m.

Breakfast Plenary Session
Framing the Equity Challenges

Richard Prystowsky, Provost and Senior Vice President of Academic and Student Affairs, Lansing Community College (MI)

Michael Baston, LaGuardia Community College (NY)

Linda García, Assistant Director, Center for Community College Student Engagement

Moderator: Gretchen Schmidt, AACC

Objectives:

- Provide insight into equity challenges that exist at community colleges from an academic, student services, and research perspective
- Frame the changes in culture that are needed to meet the equity challenges

Palm Ballroom

8:30 a.m. – 8:45 a.m.

Break



8:45 a.m. – 9:45 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 this morning's Breakfast Plenary Session
- Delineate concrete implications of the college focus groups and CCSSE data and outline the next steps at the college
- Work on Part IV of the Short-Term Action Plan

9:45 a.m. – 10:00 a.m.

Break

Refreshments provided

Ballroom Foyer

10:00 a.m. – 11:45 a.m.

Closing Plenary Session Strengthening Equity through Cultural Change and Redesigned Community College Practices

David Dodson, President, MDC

Moderator: Kay McClenney, AACC

Palm Ballroom

Objectives:

- Discuss how to build equity-focused cultures that are grounded in powerful practices
- Identify why and how all members of the college community mindfully assume responsibility for the success of all students
- Identify inherent equity biases that often pervade students' experiences and strategies for combatting such biases

NOTE: Seating for this session, designated by table signs, is arranged for college teams, to enable guided team discussions during the session.

11:45 a.m. – 11:50 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!

11:50 a.m. – 12:00 p.m.

Closing Comments and Adjourn

Kay McClenney, AACC

Palm Ballroom



College Team Sessions — Room Assignments

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