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

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

AGENDA

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

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

**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**

3:30 p.m. – 4:00 p.m.  **Opening Plenary Session**

**Welcome and Introductions**  
*Kay McClenny, 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**  
*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**
College Team Strategy Session #1
What is Our CCSSE Data Telling Us About the Student Experience?
Facilitators: Pathways coaches

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?

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!

Break

Reception
Refreshments provided
Cash bar available

Explore Tempe
Dinner on Your Own

Friday, February 3

Breakfast Roundtable for CEOs Only
Identifying Community College Needs for Support in Implementing Large-Scale Institutional Change
Moderator: Kay McClenny, AACC

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**  
Continue work from College Team Strategy Session #1 or network with other colleges and Pathways partners.

*NOTE: Team facilitators will make their breakfast plates in the Ballroom Foyer and meet with the coaches in Palm C.*

8:45 a.m. – 10:15 a.m.  **Plenary Working Session**  
**Strengthening Learning Through Enhanced Growth Mindset**

*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*

Objectives:
- 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

*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.*

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**

*Facilitators: Pathways coaches*

Objective:
- College teams should discuss the questions in Part II of the Short-Term Action Plan and provide responses in the second column

*NOTE: At the end of this session, decide among the team who will attend each of the afternoon breakout sessions.*

12:15 p.m. – 1:00 p.m.  **Lunch and Role-Alike Conversations**

*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.*
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 a 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**  
   *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**  
   *Karl Ewald, Adjunct Professor of Engineering, Cabrillo College (CA)*  
   *Cindy Magruder, Associate Professor of Geosciences, Northwest Vista College, Alamo Colleges (TX)*  
   *Moderator: Evelyn Waiwaiole, 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**  
   *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**  
Refreshments provided

*Abbey South*

*Palm F*

*Palm C*

*Proximal to Sessions*
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
Moderator: Kay McClennen, 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
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**
   Evelyn Waiwaiole, Center for Community College Student Engagement
   Catherine Pellish, 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**
   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**
   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.

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**3:30 p.m. – 3:45 p.m.**

**Break**

Refreshments provided

**3:45 p.m. – 5:25 p.m.**

**College Team Strategy Session #3**

**Priorities in Focus**

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

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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**
Cloister Room

- **Explore Tempe**
- **Dinner on Your Own**

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**Saturday, February 4**

7:00 a.m. – 8:00 a.m. **Full Breakfast**
Palm Ballroom

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.

8:00 a.m. – 8:30 a.m. **Breakfast Plenary Session**
Palm Ballroom

**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 Garcia, 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

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*

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*

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 McClennen, AACC*

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 McClennen, AACC*
## College Team Sessions — Room Assignments

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