



Institute #5—Pathway Design II: Pathways to Transfer and Employment

June 22–24, 2017
The Westin Fort Lauderdale Beach Resort
Fort Lauderdale, Florida

A G E N D A

INSTITUTE OBJECTIVES:

- Reinforce the case for pathways reforms and the central emphasis on achieving equity.
- Encourage colleges to better align their programs with career-path jobs of economic importance to their region.
- Help colleges better enable students to transfer seamlessly and easily to baccalaureate institutions with minimal loss of community college credits toward a degree in the student’s major field of study.
- Strengthen student-facing online and print information to help them make informed choices about their career and education pathways.
- Identify and address organizational challenges involved in aligning pathways with transfer and employment.
- Better align “academic transfer” and “workforce” programs to help transfer students build workforce skills and workforce students earn degrees, including bachelor’s and graduate degrees.
- Produce draft action plans for continuing work toward full alignment of all academic and career pathways with transfer and employment with equity in mind.
- Continue building an engaged learning network among Pathways colleges.



Thursday, June 22

12:00 p.m. – 3:00 p.m.

Registration

Refreshments provided

Las Olas Foyer
Conference Center
Mezzanine Level

12:30 p.m. – 1:30 p.m.

Pre-Institute Work Session I:

What Data Should You Ask for to Improve Transfer Outcomes?

John Fink, Research Associate, Community College Research Center (CCRC)

Davis Jenkins, Senior Research Scholar, CCRC

Las Olas III
Conference Center
Mezzanine Level

Description: Drawing on CCRC's recent findings illuminating key barriers to transfer success and measuring college transfer performance using institutional, state, and national data, presenters will showcase example transfer data templates, reports, and analyses colleges can run to inform efforts to improve transfer outcomes. The goal of the workshop is to help attendees develop a plan to take their transfer data work to the next level by advancing their college's collection and use of data on transfer outcomes. CCRC will provide example transfer data templates, analyses, and reports at basic, intermediate, and advanced levels of complexity to help attendees identify next steps in strengthening their college's utilization of transfer outcome data. These resources will be designed for college leaders to share with IR staff and will include instructions on how to do these analyses.

NOTE: Leaders responsible for requesting and using data to improve transfer student outcomes, and if available the administrators/staff responsible for fulfilling those requests, should attend this session.

Pre-Institute Work Session II: Transfer Playbook: Strategies for Strengthening Alignment – Aspen Institute

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

Las Olas IV
Conference Center
Mezzanine Level

Description: This session provides an overview of the alignment strategies from the recently released Aspen Institute *Transfer Playbook*. Examples of model institutional transfer partnerships and the promising practices aggregated across the partnerships will be shared. Participants will collaborate on ways to improve current transfer practices and increase alignment between community colleges and four-year partners, for individual institutions and for the field as a whole.

NOTE: College CEOs, academic and student services leaders, transfer leads, and faculty should attend this session.

Pre-Institute Work Session III: Ensuring That Your Pathway Maps Really Do Lead to Successful Transfer and Employment Outcomes

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

Debra Gilchrist, Vice President for Learning and Student Success, Pierce Community College (WA)

Tonjua Williams, Senior Vice President, Student Services, St. Petersburg College (FL)

Rio Vista
Conference Center
Mezzanine Level

Description: Well-developed program maps need to lead students seamlessly into a program at a partner transfer institution or directly into a job with a family-sustaining wage. College leaders will discuss how they went about developing program maps at their institutions and the difficult decision points in the process. How are these colleges ensuring that the programs are connected to regional labor markets? To regional transfer institutions? Colleges will also discuss next steps in their implementation processes.

NOTE: Academic leaders, employer liaisons for the colleges, and faculty should attend this session.

1:45 p.m. – 2:45 p.m.

Coach, Partner, and Team Facilitator Meeting

Oceanside II
South Tower
Mezzanine Level



3:00 p.m. – 3:45 p.m.	<p>Opening Plenary Session Welcome and Introductions <i>Kay McClenney, Senior Advisor to the President/CEO & Pathways Project, American Association of Community Colleges (AACC)</i> <i>Davis Jenkins, CCRC</i> <i>Josh Wyner, The Aspen Institute</i></p>	Las Olas Ballroom Conference Center Mezzanine Level
3:45 p.m. – 4:45 p.m.	<p>Opening Plenary (Continued) Alignment of Programs to Transfer and Employment <i>Tom Bailey, Director and Professor, CCRC</i> <i>Michael Cartney, President, Lake Area Technical Institute (SD)</i> <i>Marie Foster Gnage, Vice President for Institutional Effectiveness and Advancement, Florida State College at Jacksonville</i> <i>Moderator: Josh Wyner, The Aspen Institute</i></p> <p>Description: Recent research reveals wide disparities in the post-graduation success of community college students. Some pathways lead more effectively to transfer and bachelor’s attainment than others, and some have stronger labor market outcomes than others. As community colleges aim to build and counsel students into and through guided pathways, understanding this variability will be important to helping students achieve their post-graduation goals: namely, transfer and bachelor’s attainment or a well-paying job and career. This panel will explore national research on transfer and employment outcomes, and how colleges can examine data about post-graduation success to inform guided pathways design and implementation.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Participants will understand variation in student outcomes after community college in both labor markets and transfer. • Participants will be able to describe strategies that colleges can use to make decisions about pathways that will lead to strong post-college outcomes for students. 	Las Olas Ballroom Conference Center Mezzanine Level
4:45 p.m. – 5:00 p.m.	<p>Break</p>	
5:00 p.m. – 5:55 p.m.	<p>College Team Strategy Session #1 Reflections from the Advance Work <i>Facilitators: Pathways coaches</i></p>	See Page 12 for Team Room Assignments



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

Sky Terrace
Conference Center
Fourth Floor

**Explore Fort Lauderdale
Dinner on Your Own**

Friday, June 23

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.

Las Olas Ballroom
Conference Center
Mezzanine Level

9:00 a.m. – 10:15 a.m.

Plenary Working Session

Equity Case-Making Plenary With Partners Using Speakers and Aspen/Leadership Videos

Dave Harrison, President, Columbus State Community College (OH)

Janie Valdés, Assistant Vice President, Undergraduate Education, Florida International University

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

Rachel James, Student, Florida International University

Moderator: Josh Wyner, The Aspen Institute

Las Olas Ballroom
Conference Center
Mezzanine Level

Description: To achieve completion goals, community colleges increasingly understand the importance of disaggregating student retention, progression, and completion data by income, race, ethnicity, and other factors and then devising strategies to close equity gaps. But equalizing graduation rates is only part of the challenge; disparities persist in transfer and labor market outcomes as well. How can community college leaders—including committed administrators, faculty, and staff—make the case for closing equity gaps in completion, transfer, and employment? How does making that case vary by audience, both within the college and when communicating with external stakeholders? This session will examine the equity case for graduation, transfer, and labor market outcomes that can be made internally and externally as community colleges work to align their pathways with students' post-graduation success.

NOTE: Seating for this session is arranged by roles (presidents/chancellors, college leaders for work on university transfer, college leaders for relationships/alignment with employers, faculty members from arts and sciences programs, and faculty members from CTE programs), designated by table signs.

10:15 a.m. – 10:30 a.m.

Break



10:30 a.m. – 12:00 p.m. **College Team Strategy Session #2**
Identifying the Gaps That Still Exist in the College’s
Transfer and Workforce Alignment Work
Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

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

12:00 p.m. – 1:00 p.m. **Lunch**

Las Olas Ballroom
Conference Center
Mezzanine Level

1:00 p.m. – 1:15 p.m. **Break (Move to Concurrent Sessions)**

1:15 p.m. – 2:15 p.m. **Concurrent Sessions I:**
Strengthening Transfer

Objectives:

- Address issues involved in strengthening and expediting student transfer
- Provide examples of college work with transfer institutions

1. What Data Should You Ask for to Improve Transfer Outcomes?

John Fink, CCRC
Davis Jenkins, CCRC

Bonnet
South Tower
Mezzanine Level

Description: CCRC will provide example transfer data templates, analyses, and reports at basic, intermediate, and advanced levels of complexity to help attendees identify next steps in strengthening their college’s utilization of transfer outcome data. These resources will be designed for college leaders to share with IR staff and will include instructions on how to do these analyses.

2. Leveraging Transfer Pathways Work to Change the System

Bruce Leslie, Chancellor, Alamo Colleges (TX)

Jo-Carol Fabianke, Vice Chancellor for Academic Success, Alamo Colleges (TX)

Andy Dorsey, President, Front Range Community College (CO)

Moderator: Gretchen Schmidt, Executive Director, AACC Pathways Project

Las Olas III
Conference Center
Mezzanine Level

Description: This session will discuss the leadership and vision needed to create regional transfer partnerships that help foster a culture of shared support of students' movement among and across education sectors.

3. Developing Transparent and Efficient Transfer Program Maps

Janie Valdés, Florida International University

Avis Proctor, Campus President, Vice President, Academic Affairs, Broward College (FL)

Moderator: Alison Kadlec, Senior Vice President and Director, Higher Education & Workforce Engagement, Public Agenda

Oceanside II
South Tower
Mezzanine Level

Description: Broward College and Florida International University have developed program maps that clearly outline the transfer students' 4-year pathway through both institutions. Leaders from the institutions will discuss how these maps are developed and maintained.

4. Ensuring Alignment of Learning So Students are Successful in Competitive Majors at Transfer Institutions

Jim Roche, Associate Provost, Enrollment Management, UMass Amherst

Mark Broadbent, Coordinator of Transfer Affairs and Articulation, Holyoke Community College (MA)

Moderator: Hana Lahr, Research Associate, CCRC

Las Olas IV
Conference Center
Mezzanine Level

Description: The partnership between UMass Amherst and Holyoke Community College is highlighted in the *Transfer Playbook*. Leaders from these institutions will discuss how their partnership goes beyond general admission for students to transfer student connections to competitive admissions programs.

5. CEO Session – Strategies for Integration and Alignment of Workforce and Transfer Education

Moderators: Kay McClenney, AACC and Josh Wyner, Aspen Institute

Rio Vista
Conference Center
Mezzanine Level

Description: This session will facilitate a conversation among CEOs about how to best maximize relationships with transfer and workforce partners to create more efficiently aligned higher education and workforce systems.

2:15 p.m. – 2:30 p.m.

Break

Refreshments provided

2:30 p.m. – 3:30 p.m.

Concurrent Sessions II: Strengthening Connections to Employment

Objectives:

- Address issues involved in strengthening pathways to employment
- Provide examples of college work on alignment of pathways with labor market needs

1. Using Technology to Provide Labor Market and Connected Career Information

Peter Quigley, Associate Vice President for Academic Affairs,
University of Hawai'i Community Colleges

Jason Krupp, Director of Workforce Services, St. Petersburg College
(FL)

Moderator: Rob Johnstone, Founder & President, National Center for
Inquiry and Improvement (NCII)

Las Olas III
Conference Center
Mezzanine Level

Description: Model resources for providing and displaying real time labor market information will be shared. Leaders will discuss how these resources are developed, financed, and maintained.

2. **Aligning Program Learning Outcomes With Employer Expectations**

Laurel Williamson, Deputy Chancellor & College President, San Jacinto College (TX)

Jo Ann Baria, Vice President of Workforce, Economic and Professional Development, Pierce Community College (WA)

Hana Lahr, CCRC

Las Olas IV
Conference Center
Mezzanine Level

Description: It is not enough to just connect programs of study at community colleges to positions in the regional labor market. Students need to have developed the knowledge, skills, and abilities needed for these positions as part of their academic programs, preparing them to go directly into positions with a family sustaining wage. College leaders will discuss how they actively work with regional employers to align expectation with curriculum and learning outcomes.

3. **What Are the Emerging Labor Markets and What Does That Mean for Programs Community Colleges Should Offer?**

Clive Belfield, Research Affiliate, CCRC

Jeff Rafn, President, Northeast Wisconsin Technical College

Moderator: Karen Stout, President & CEO, Achieving the Dream

Oceanside II
South Tower
Mezzanine Level

Description: Presenters will discuss strategies for actively monitoring the development of new industries and new and changing jobs. How can community colleges regularly monitor this information and more nimbly respond to labor market needs?

4. **Student Services Working Session: Getting Students on the Path to Transfer and Employment**

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

Bonnet
South Tower
Mezzanine Level

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

5. Pathways to Employment and Careers in Rural Regions

Vicki Karolewics, President, Wallace State Community College (AL)
Karla Leach, President, Western Wyoming Community College
Moderator: Gretchen Schmidt, AACC

Rio Vista
Conference Center
Mezzanine Level

Description: Rural community colleges play a central role in the economic development of the communities that they serve. The viability of the institutions and the community is dependent on strong partnerships and the ability to quickly adapt programs as changes are made to labor market. Leaders from rural institutions will discuss the leadership needed to foster these partnerships and also to maintain them.

3:30 p.m. – 3:45 p.m

Break

Refreshments provided

3:45 p.m. – 4:55 p.m.

College Team Strategy Session #3 Strategies for Closing the Gaps That Still Exist

Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

4:55 p.m. – 5:00 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!

5:45 p.m. – 7:00 p.m.

Dinner for CEOs Only

Siren's Restaurant

Explore Fort Lauderdale Dinner on Your Own



Saturday, June 24

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.	Las Olas Ballroom Conference Center Mezzanine Level
8:00 a.m. – 9:00 a.m.	Breakfast Plenary Session From Guided Pathways to Regional Talent Ecosystem: Northern Virginia Pathways to the Baccalaureate <i>Karin Hilker-Balkissoon, Executive Director, Pathways to the Baccalaureate, Northern Virginia Community College</i> <i>Amy Takayama-Perez, Executive Director and Dean of Admissions, George Mason University (VA)</i> <i>Moderator: Davis Jenkins, CCRC</i> Description: Northern Virginia Community College and George Mason University have developed a robust transfer partnership that extends to their K-12 and workforce stakeholders. College leaders will outline the development of that close working relationship, what is practically involved in maintaining the partnership, and the benefits of that partnership to the students that both institutions serve.	Las Olas Ballroom Conference Center Mezzanine Level
9:00 a.m. – 9:15 a.m.	Break	
9:15 a.m. – 10:30 a.m.	College Team Strategy Session #4 Next Steps and Timeline Development <i>Facilitators: Pathways coaches</i>	See Page 12 for Team Room Assignments
10:30 a.m. – 11:00 a.m.	Break Refreshments provided	Las Olas Foyer Conference Center Mezzanine Level

11:00 a.m. – 11:55 a.m.

Closing Plenary Session

Orienting Pathways to Life After College

Brenda Hellyer, Chancellor, San Jacinto College District (TX)

Guy Generals, President, Community College of Philadelphia (PA)

Moderator: Kay McClenney, AACC

Las Olas Ballroom
Conference Center
Mezzanine Level

Description: College is very much about what comes after it. This session addresses the necessity of work that intentionally aligns students' educational pathways to what comes next—both transfer and employment (whether directly from the community college or following transfer). Further, though, data and discussion will address concerns about how to ensure that the pathways we design strongly support the goal of promoting economic upward mobility for much larger numbers of diverse students.

11:55 a.m. – 12:00 p.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 Center for Community College Student Engagement staff will collect the manila envelopes.

We need and value your feedback!



College Team Sessions — Room Assignments

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