



Institute #1

Leadership for Transformational Change: Implementing Pathways at Scale

November 16-18, 2017
The Dupont Circle Hotel - Washington, DC

AGENDA

INSTITUTE OBJECTIVES

- Ensure clarity about Pathways Project goals, expectations of colleges, and supports for participants.
- Establish a common definition for guided pathways and their essential elements, as defined for the Pathways Project, and initiate use of aligned tools that Pathways colleges will use for planning and monitoring progress.
- Reinforce change leadership strategies for implementing pathways at scale.
- Delineate how guided pathways reforms can build on and help to integrate student success strategies already in place in the institution.
- Build a “case statement” for pathways, tailored to individual institution context and current status, that will help build urgency and momentum for transformational change.
- Produce draft action plans that delineate next steps in taking pathways reforms to scale at the institution, specifically incorporating strategies for broad campus engagement and needs for professional development and technical assistance.
- Begin to build an engaged learning network among Pathways colleges.



Thursday, November 16

- 9:00 a.m. – 1:30 p.m.** **Orientation, Learning, and Luncheon for Pathways Coaches, Partners, and Institute Staff** Foxhall
- 1:00 p.m. – 3:00 p.m.** **Registration**
Refreshments provided Dupont Ballroom Foyer
- 1:30 p.m. – 2:45 p.m.** **Pre-Institute Work Session I:
Metrics for Monitoring Student Progress Through Pathways** Georgetown
*Davis Jenkins, Senior Scholar, Community College Research Center
Kent Phillipe, Associate Vice President, Research and Student Success,
American Association of Community Colleges (AACC)
Moderator: Rob Johnstone, Founder & President, NCII*
- Description: Pathways implementation at scale is a transformational process that takes a number of years. The Community College Research Center has developed a set of short-term key performance indicators that will provide the institutions a guidepost on progress during the arc of implementation. The VFA is working to include these metrics as part of the reporting process for VFA colleges. Leaders from CCRC and AACC will discuss the metrics and how institutions can use them in practice.
- Note: College team facilitator should attend.*
- 1:30 p.m. – 2:45 p.m.** **Pre-Institute Work Session II:
Scaled Pathways Implementation – Challenges and Opportunities** Kalorama
*Ed Bowling, Executive Director of Completion by Design NC, Guilford Technical College and Pathways Coach
Mary Rittling, President, Davidson Community College*
- Description: Leaders from the Completion by Design initiative in North Carolina will provide insights and lessons learned from their guided pathways implementation. How have their institutions changed for students? How can Pathways 2.0 colleges learn from their implementation process, build upon their success, and avoid their pitfalls?
- Note: CEO and board chair should attend.*



3:00 p.m. – 3:35 p.m.

Opening Plenary Session: Welcome and Introductions

Walter Bumphus, President/CEO, AACC

Kay McClenney, Senior Advisor to President/CEO & Pathways Project, AACC

Dupont Ballroom

Objectives:

- Delineate aspirations for Pathways 2.0 and desired outcomes of the initial institute.
- Reinforce the knowledge base that is foundational for pathways reform.
- Understand how the institute works and begin to build an engaged learning network of Pathways 2.0 colleges.

3:35 p.m. – 4:35 p.m.

Opening Keynote: Why Pathways?

Tim Renick, Vice Provost and Vice President for Enrollment Management and Student Success, Georgia State University (GA)

Moderator: Gretchen Schmidt, Pathways Project Executive Director, AACC

Dupont Ballroom

Objectives:

- Understand a successful process for implementation and continuous improvement of guided pathways at scale.
- Understand how the student experience changes in a scaled pathways implementation.
- Understand the challenges of implementation and strategies for overcoming those challenges.

4:35 p.m. – 4:45 p.m.

Break

4:45 p.m. – 6:00 p.m.

College Team Strategy Session #1: Foundations for Guided Pathways

Facilitators: Pathways Coaches

See Page 11
for Team Room
Assignments

Objectives:

- Identify implications of advance work assignment highlighting data on Pathways Project KPIs and college's status on pathways implementation.
- Review and begin to answer the questions in Part 1 of the Short-Term Action Plan.

5:55 p.m. – 6:00 p.m.

Evaluation #1: Thursday Sessions

Complete the green evaluation form provided by your Pathways Coach. You may submit the form to your coach, any institute staff member or the institute registration desk.

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

Glover Park

Friday, November 17

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.

Dupont Ballroom

9:00 a.m. – 10:15 a.m. **Plenary Working Session:
Pathways 101
Leadership for Guided Pathways**
Rob Johnstone, Founder and President, NCII
Gretchen Schmidt, Pathways Project Executive Director, AACC
Facilitator: Kay McClenney, Senior Advisor to President/CEO & Pathways Project, AACC

Dupont Ballroom

Objectives:

- Understand the fundamental elements of Pathways design as defined in the Pathways 2.0 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 (trustees, presidents/chancellors, CAOs, etc.), designated by table signs.

10:15 a.m. – 10:30 a.m. **Break**
Beverages provided

Dupont Ballroom



10:30 a.m.–12:00 p.m.

College Team Strategy Session #2: Drafting a Case Statement

Facilitators: Pathways Coaches

See Page 11
for Team Room
Assignments

Objectives:

- Reflect on the college's current status on pathways design/implementation completed as advance work.
- Develop an evidence-based case statement (maximum one page) for scaled pathways reform, tailoring the statement to college context and accomplishments to date.

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: Building an Effective Engagement Strategy for Pathways Colleges

Alison Kadlec, Founding Partner, SOVA

Moderator: Davis Jenkins, Senior Scholar, CCRC

Dupont Ballroom

Objectives:

- Understand the “What, Why and How” of internal stakeholder engagement in pathways work.
- Focus on building urgency for reform and engaging faculty, student services staff, and other institutional stakeholders in pathways implementation.

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 pathway design and implementation in Pathways 2.0 colleges.

1. Mapping Out the Pathway

Joyce Walsh-Portillo, Associate Professor Business Administration, Broward College and Pathways Coach

Lori Suddick, Vice President for Learning, Northeast Wisconsin Technical College and Pathways Coach

Moderator: Davis Jenkins, Senior Scholar, CCRC

Foxhall A

Description: Begin critically examining existing programs and learn how to map programs in a way that makes pathways to university partners and careers clearer to students.



2. Getting Students On the Pathway

Foxhall BC

Jesse Corragio, Vice President, Institutional Effectiveness and Academic Services, St. Petersburg College

Mei-Yen Ireland, Director of Integrated Student Support Strategies, Achieving the Dream (ATD)

Moderator: Michael Poindexter, Vice President of Student Services, Sacramento City College, and Pathways Coach

Description: Learn how to rethink the student intake process including redesigned developmental education, as an on-ramp to a program of study.

3. Guided Pathways Demystified: The Top Implementation Questions Asked by Colleges

Georgetown

Rob Johnstone, Founder and President, NCII

Moderator: Alison Kadlec, Founding Partner, SOVA

Description: Discuss the most commonly asked questions by stakeholders as part of the guided pathways implementation process. Learn from national Pathways Partners ways to honor the questions and respond in a way that further engages faculty and staff in the pathways work.

4. Creating Policy and Support for Pathways Reforms: Leadership Roles of College Governing Boards CEOs and GOVERNING BOARD MEMBERS ONLY

Kalorama

Moderator: Kay McClenney, Senior Advisor to President/CEO & Pathways Project, AACC

Description: 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

Dupont Ballroom

3:00 p.m. – 4:00 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. Making the Case & Building Urgency

Foxhall A

Ed Bowling, Executive Director of Completion by Design NC, Guilford Technical College, and Pathways Coach

Davis Jenkins, Senior Scholar, CCRC

Moderator: Gretchen Schmidt, Pathways Project Executive Director, AACC

Description: 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.

2. Working with College Stakeholders to Develop a Long-term Engagement Strategy

Foxhall BC

Alison Kadlec, Founding Partner, SOVA

Moderator: Diane Troyer, Pathways Coach

Description: Delve deeper into the development of a long-term engagement plan for your institution. Discuss how to meaningfully engage all stakeholder groups and develop leaders at all levels of the organization.

3. Equity by Design: Discerning Unintentional Barriers in Pathway Design and Implementation

Georgetown

Moderators:

Kay McClenney, Senior Advisor to President/CEO & Pathways Project, AACC

Michael Poindexter, Vice President of Student Services, Sacramento City College, and Pathways Coach

Description: As we reorganize the institution's programs and intake processes, we need to ensure that we are not tracking low-income, minority and first-generation students into programs that lead to low-paying positions in the labor market. How do we recognize the potential issues and mitigate them on behalf of our students?

4. Restructuring the Institution: Developing Meta-Majors and the Structures that Support Them

Kalorama

Jo Carol Fabianke, Vice Chancellor for Academic Success, Alamo Colleges, and Pathways Coach

Lori Suddick, Vice President for Learning, Northeast Wisconsin Technical College, and Pathways Coach

Moderator: Linda Garcia, Assistant Director of College Relations, CCCSE, and Pathways Coach

Description: Understand how to reorganize the institution's programs into a limited number of program clusters (called "meta-majors" in the literature and differently named by institutions so that they make sense to students and colleges). What does this reorganization mean for students, advising, the intake process and business policies and processes?



4:00 p.m. – 4:15 p.m.	Break Refreshments provided	Dupont Ballroom
4:15 p.m. – 5:30 p.m.	College Team Strategy Session #3: Making Sense and Moving Forward <i>Facilitators: Pathways Coaches</i>	See page 11 for team room assignments
	Objectives: <ul style="list-style-type: none"> • 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 provided by your Pathways Coach. You may submit the form to your coach, any institute staff member, or the institute registration desk.	
	We need and value your feedback!	
	Explore Washington, D.C. Dinner on Your Own	
6:00 p.m. - 7:30 p.m.	CEO and Board Chair Dinner <i>[invitation only]</i>	Glover Park

Saturday, November 18

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 with a Pathways Partner.	Dupont Ballroom
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8:00 a.m. – 9:30 a.m.

**Breakfast Plenary Session:
Strengthening Equity Through Cultural Change
and Redesigned Community College Practices**

David Dodson, President, MDC

*Moderator: Kay McClenney, Senior Advisor to President/CEO & Pathways
Project, AACC*

Dupont 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.

9:30 a.m. – 9:45 a.m.

Break

Beverages provided

Dupont Ballroom

9:45 a.m. – 11:00 a.m.

**College Team Strategy Session #4:
Developing a Work Plan for Pathways Design and
Implementation**

Facilitators: Pathways Coaches

See page 11 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.
- Begin the work planning document for the Pathways 2.0 Project.

11:00 a.m. – 11:30 a.m.

Break

Refreshments provided

Dupont Ballroom



11:30 a.m. – 12:00 p.m.

**Closing Plenary Session:
The Change Leadership Needed for Scaled
Institutional Reform**

Dupont Ballroom

*Josh Wyner, Executive Director, Aspen Institute College Excellence Program
Moderator: Gretchen Schmidt, Pathways Project Executive Director, AACC*

Objectives:

- Discuss the leadership necessary, by CEOs and board members, to implement and sustain guided pathways reform.
- Discuss the need to develop leadership throughout the organization during the implementation process.
- Learn strategies for leading through transformational change.

11:50 a.m. – 12:00 p.m.

**Evaluation #3:
Saturday Morning Sessions & Overall Institute**

Complete the blue evaluation form provided by your Pathways Coach. You may submit the form to your coach, any institute staff member, or the institute registration desk.

We need and value your feedback!

12:00 p.m. – 1:00 p.m.

**Debrief Session for Pathways Coaches and
Partners**

Foxhall A



College Team Sessions

Room Assignments

College	Room	Pathways Coaches
Arapahoe Community College	Glover Park A	Diane Troyer
Borough of Manhattan Community College	Kalorama	Michael Poindexter
Central Arizona College	Foxhall A	Linda Garcia
Community College of Denver	Glover Park A	Diane Troyer
Clark College	Foxhall BC	Lori Suddick
Gateway Technical College	Glover Park B	Joyce Walsh-Portillo
Laramie Community College	Foxhall A	Linda Garcia
Milwaukee Area Technical College	Glover Park B	Joyce Walsh-Portillo
Mohawk Valley Community College	Foxhall BC	Lori Suddick
Passaic County Community College	Kalorama	Michael Poindexter
San Juan College	Georgetown	Jo-Carol Fabianke
Santa Monica College	Georgetown	Jo-Carol Fabianke
Tarrant County College	Douglas	Ed Bowling

