

Find your *path* at LCCC



The Pathways Journey at LCCC: Insights and Lessons Learned

Joe Schaffer, President | Bob Salazar, Trustee | Melanie Young, Faculty
Rural Guided Pathways Project Institute 2: Oct 19, 2022



2 out of 10

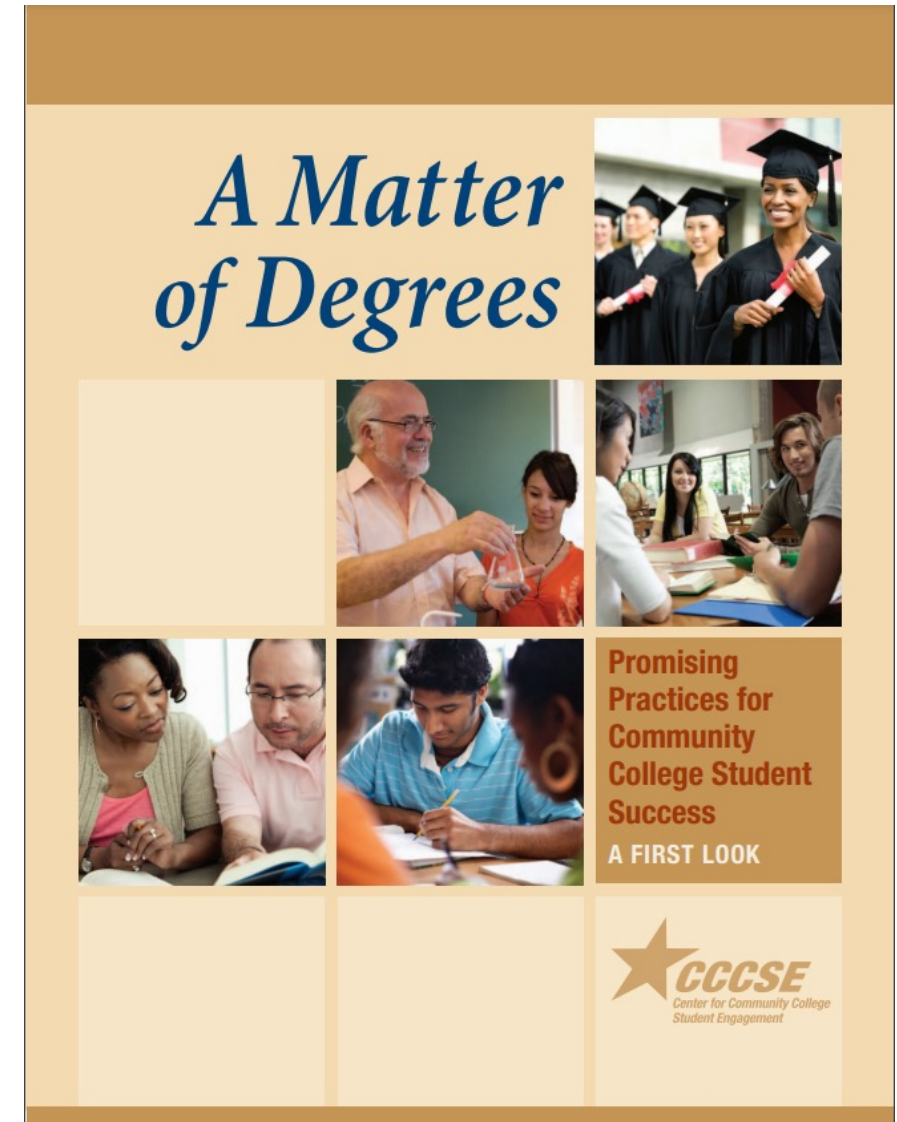
1 out of 4

14%



Promising Practices

- No Late Registration
- Math Emporium Model
- Student Success Course
- Supplemental Instruction
- Tutoring



2013-2020 LCCC Strategic Plan

Goal 1: Completion Agenda for the 21st Century

- **Mandatory Orientation**
- **Case Management Advising Model**
- **Student Success Course**
- **Developmental English Redesign**
- **Math Pathways**
- **New Student Placement**
- **Curriculum rEvolution**
- **Targeted Financial Assistance**
- **Competency-Based General Education**

Goal 2: Connections that Improve Student Transitions

- **Program Articulation Agreements**
- **Gen Ed Articulation with UW**
- **NACEP Accreditation**
- **Service Area Environmental Scanning**
- **Expanded Dual/Concurrent Enrollment**



Early Pathways-esq Work

Clarify the Paths

- Developmental English Redesign
- Math Pathways
- Curriculum rEvolution
- Articulation Agreements
- Gen Ed Articulation with UW
- NACEP Accreditation
- Expanded Dual Enrollment in LCSD#2 and ACSD#1

Help Students Get on a Path

- New Student Placement
- Mandatory Orientation
- Mandatory Student Success Course
- New Advising Model

Help Students Stay on a Path

- New Advising Model
- Need-based Financial Aid
- LCCC Progress Grant
- Early Alert Systems

Ensure Students Are Learning

- New Faculty Academy (CET)
- Academic Program Review Process
- Annual Assessment Planning
- Competency-Based General Education

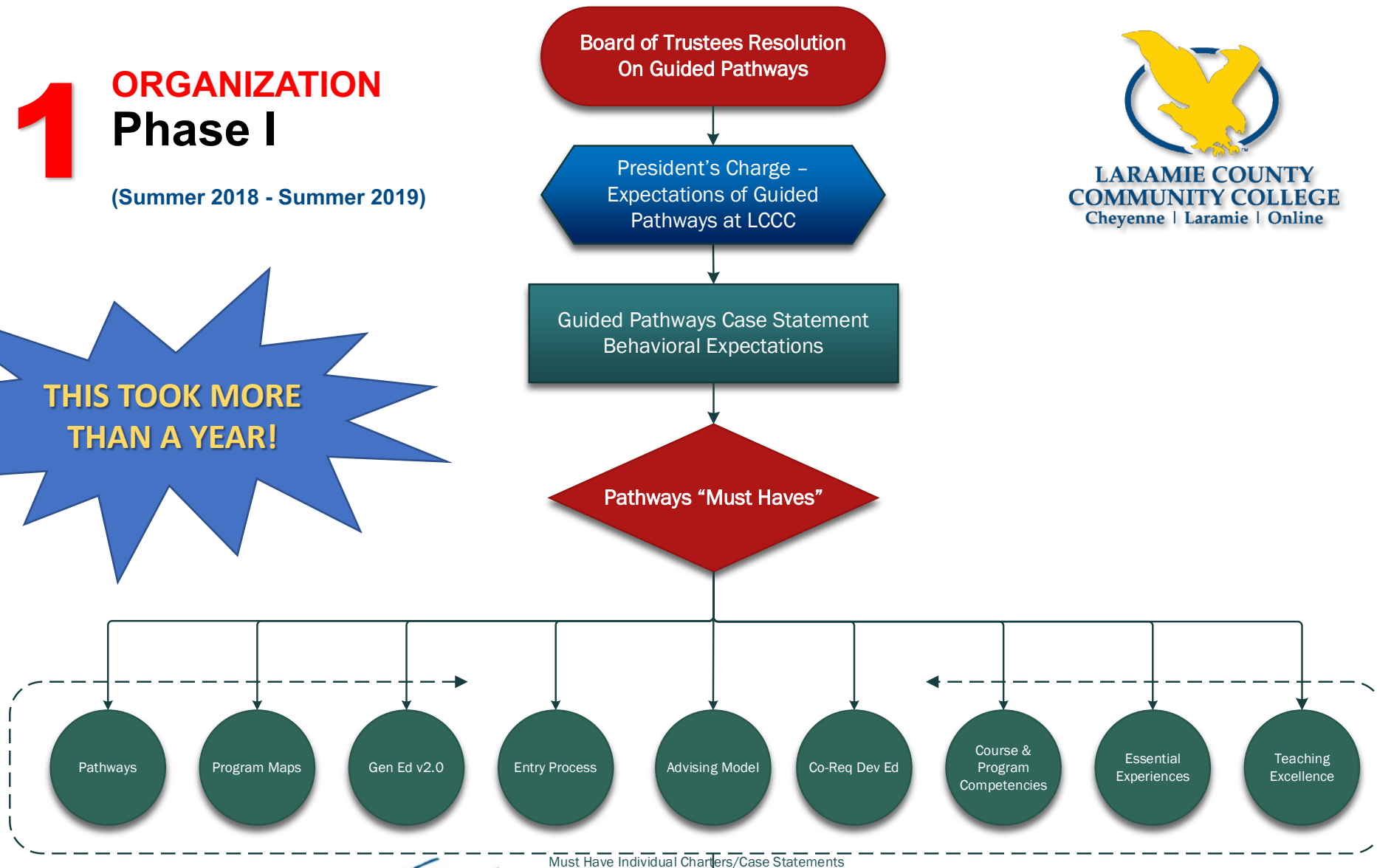


2017 - AACC Pathways 2.0



1 ORGANIZATION Phase I

(Summer 2018 - Summer 2019)



Engagement Strategy and Activities

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2 DESIGN Phase II

(Summer 2018 - Summer 2019)

3 IMPLEMENTATION Phase III

(Fall 2019 – Summer 2020)

Pathways at Scale - Fall 2020



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A Trustee's Perspective: The Board's Role and Expectations

Governing Board must be On Board!

- Deep Understanding and Commitment
- “LCCC Board of Trustees Resolution on Guided Pathways”
- Being Prepared for Challenges
- Have a Board Champion
- What your Trustees Will Expect from You
- Advice for the CEO's

RESOLUTION

A RESOLUTION THE BOARD OF TRUSTEES OF LARAMIE COUNTY COMMUNITY COLLEGE IN SUPPORT OF GUIDED PATHWAYS.

The Board of Trustees of Laramie County Community College (LCCC) is committed to significant institutional transformation centered on the Guided Pathways model. The Board has directed the President to continue facilitating a systemic redesign of the student experience from initial connection to college through to completion, with changes to program structure, new student intake, instruction, and support services.¹

The Board believes higher education is the gateway to a more prosperous future – economically, socially, and intrinsically. Community colleges are a vehicle for social mobility and growth for our students that is both personal and financial. We are responsible to our students, and our community to offer attainable, affordable higher educational opportunities to achieve that social mobility and growth.

The future prosperity of our community, state, and the nation will hinge on our collective ability to raise the educational attainment of more Wyomingites and Americans who will serve as engaged citizens and as productive members of our future workforce. We must be good stewards of our resources and use knowledge to improve our practices.

The Board believes that existing and emerging evidence suggests that the four pillars of Guided Pathways (Clarify the Paths, Help Students get on a Path, Help Students stay on their Path, and Ensure Students are Learning) provide a basis for actions and initiatives the College can undertake to lead to higher levels of student success.

Therefore, it is the Board's collective desire that the College adopt the Guided Pathway model for the future success of our students.

 1/24/18
Board Chairman Bradley S. Barker, III

¹ What We Know About Guided Pathways (2015). Community College Research Center, Teachers College, Columbia University. Available at <https://ccrc.tc.columbia.edu/media/k2/attachments/What-We-Know-Guided-Pathways.pdf>.

Organization: Making the Case

- State the values and beliefs that drew people to work at your institution
- Identify what you strive for
- Tell the hard truth

The Higher Education System is Broken

Through exhaustive research, experts from across the country came to one conclusion: **the people aren't the problem; the system is the problem.** Our LCCC (e.g. developing MCORs, general education, advising, development



Why Guided Pathways at LCCC?

We are committed to the following principles:

1. Community colleges are a vehicle for social and economic mobility and growth for our students that is personal and financial;
2. We strive to be stewards of our community assets; and
3. We are responsible to our students, each other, and our communities to offer an attainable, affordable opportunity towards social mobility and personal growth.

When students enroll at a community college, those colleges, including LCCC, promise students three things.

1. Students can earn a quality credential at a low cost in a reasonable amount of time.
2. Those credentials will lead to opportunities that would not be accessible to them otherwise.
3. Colleges will guide students through this process and inform their choices with support.

However, evidence indicates that often LCCC is not living up to those promises.

1. In seven of the past eight years, LCCC has had the lowest graduation rate of all seven Wyoming community colleges.
2. Only 25 out of every 100 full-time degree-seeking students will earn ANY credential in a three-year period at LCCC.
3. Fewer than two out of every ten students at LCCC will be on track to complete a credential after one year, making it statistically unlikely that they will ever get a credential or transfer to another institution.

People at this institution have worked for years to improve these outcomes, and we've seen some success. These successes are obviously a move in the right direction, but we must do better. Our student success rates are not acceptable.

The Higher Education System is Broken

Through exhaustive research, experts from across the country came to one fundamental conclusion: the people aren't the problem; the system is the problem. Our previous work here at LCCC (e.g. developing MCORs, general education, advising, developmental redesign, program review, orientation, program mapping, etc.) led us in the right direction, but we need help if we are going to significantly improve student success. The Guided Pathways project was created for colleges who were also experiencing unacceptable student success rates despite well-intentioned faculty, staff, and administrators. The structure of post-secondary education was designed over hundreds of years to educate people who had an abundance of time and money. Our students have neither. We have to change the system if we have any hope of significantly changing the outcomes for our students.



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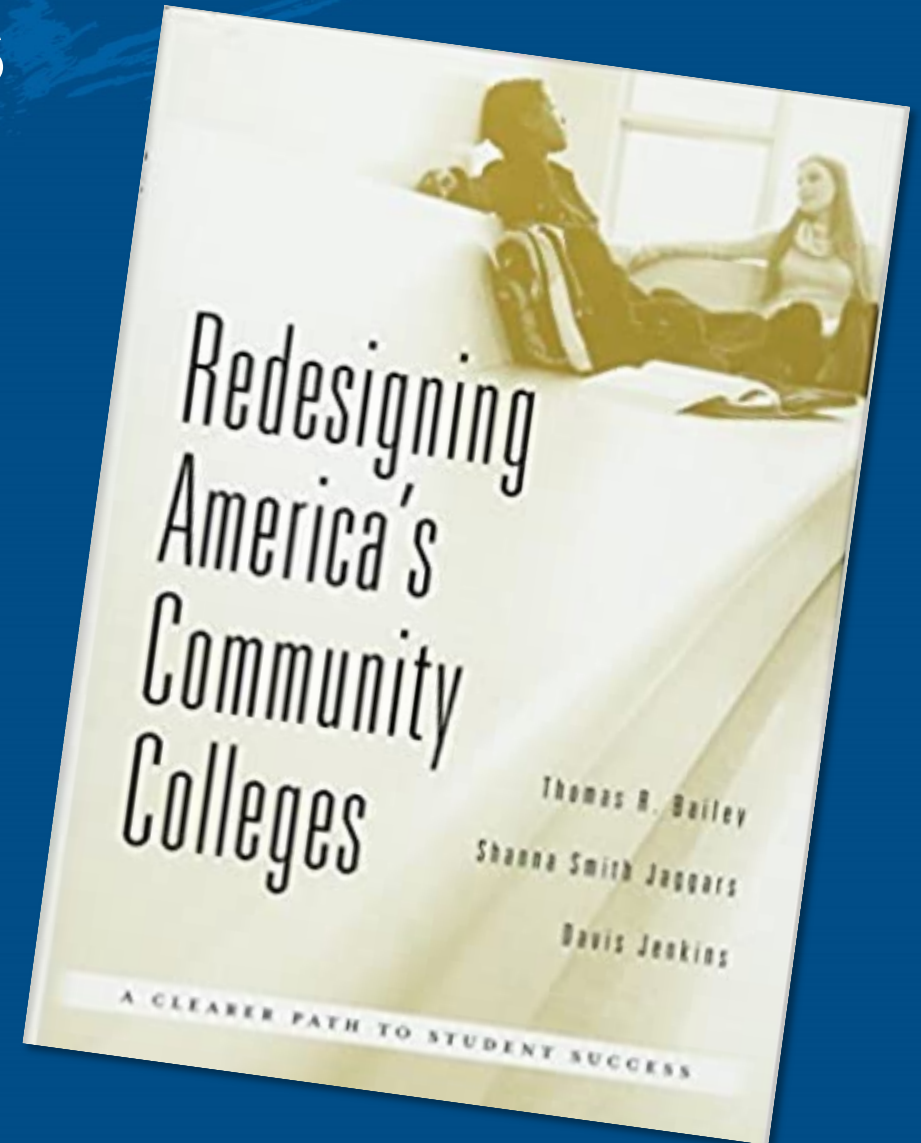


Clarifying Expectations

*GP Principles are Universal...
Application is Local*

Expectations Should:

- Specify what will exist at the end
- Communicate the “why”
- Be backed by evidence/research
- Be clear to those leading
- NOT dictate the “How”





LCCC'S Pathways “MUST HAVE’S”

CLARIFY THE PATH

1. Pathways (Meta-Majors)
2. Program Maps
3. General Education v2.0

HELP STUDENTS GET ON and STAY ON A PATH

4. Streamlined, Effective Entry (Eliminate barriers during the onboarding process)
5. Advising Model (Case Management)
6. Co-Requisite Developmental Math & English

ENSURE STUDENTS ARE LEARNING

7. Course & Program Competencies (Outcomes)
8. Essential Student Experiences
9. Excellence in Instruction





Engagement: Organizational Ownership

- Not “Buy-In” - the goal is Commitment through Ownership
- For Commitment, you must provide 3 opportunities to ALL:
 1. Opportunity to become aware (education, understanding, etc.)
 2. Opportunity to be heard (share thoughts/perspectives)
 3. Opportunity to be part of the work

“In organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions.”

— Margaret Wheatley

Engagement activities at LCCC

1. President's visits to all areas
(Note: CEO To Do - Compass Elevator Speech)
2. Meetings with every employee – asked three questions:
 - What do you know about Guided Pathways?
 - What excites you about Guided Pathways?
 - What concerns do you have about Guided Pathways?
3. Taste of Pathways (awareness and team recruitment)
 - Identify potential team members and consultants.





Engagement: Must Have Team Structure

Co-Leads

- Responsible for Leading the Work of the Teams

Team Members

- Individuals interested, and selected to be closely and regularly involved in the design and implementation of the work to achieve the expected outcomes.

Consultants

- Individuals who wanted to be consulted on major aspects of a component's work, but not involved in the day-to-day efforts.

Project Coordinators

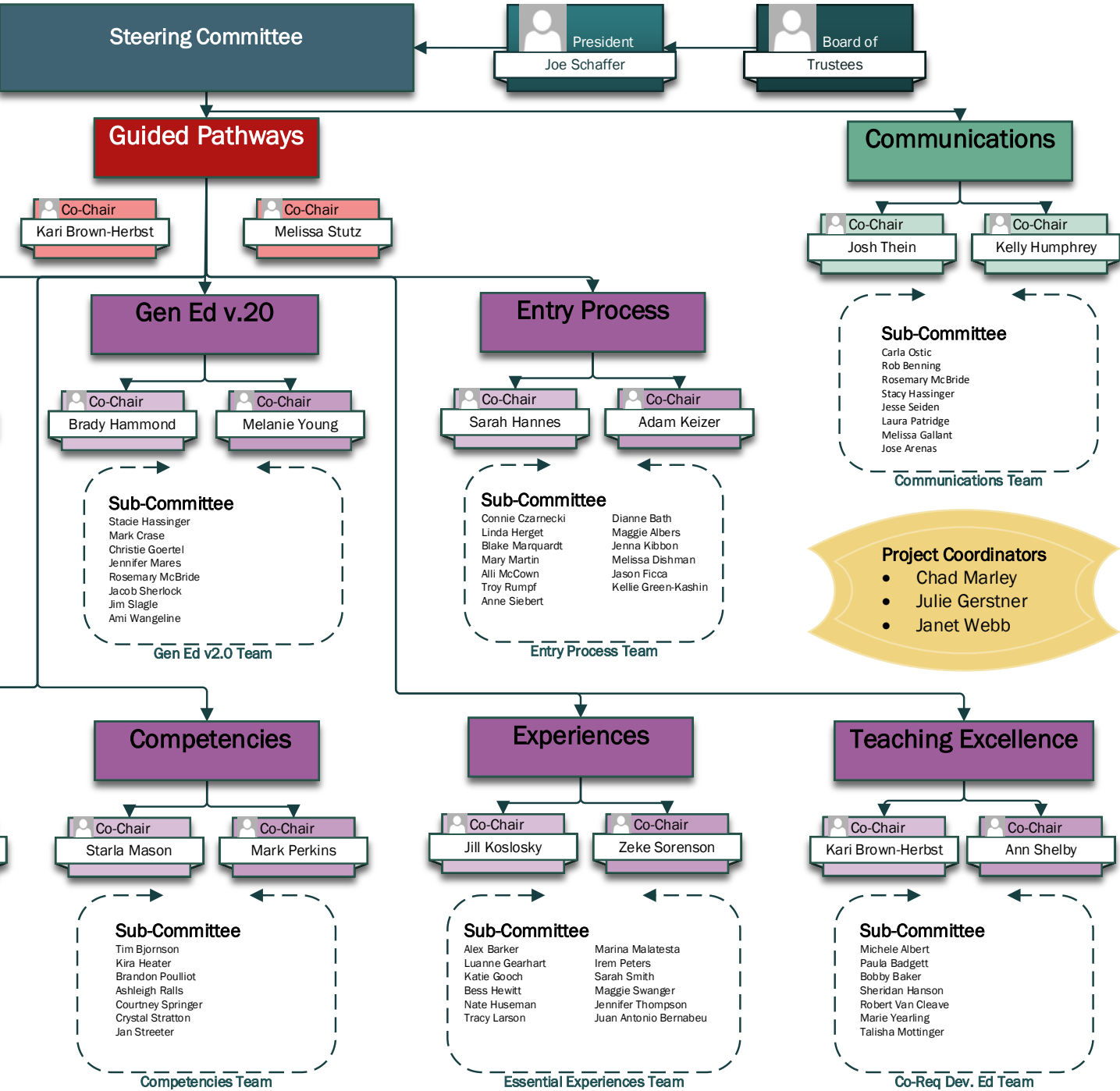
- Individuals assigned to specific components and trained to help co-leads and teams stay on task and apprise leadership on progress, challenges, risks, etc.



LCCC Guided Pathways Org Structure



Organizational Structure
UPDATED





Design and Implementation

If you cede control of the HOW...

**you need structure to ensure
continuity of the work.**



Design & Implementation: Project Management

THE PROJECT CHARTER - **CRITICAL!**

- Institutional Need
- Project Description
- Scope Statement
- Requirements/Deliverables
- Objectives
- Assumptions
- Constraints
- Risks
- Stakeholder Identification
- Budget
- Project Milestones
- Project Team Members
- Communication Plan
- Evaluation / Assessment Plan





Communications

- Guided Pathways vs Specific Initiative Plans
- Purpose of High Level Communications:
 - Tell important stories (e.g., students, staff, community, etc.)
 - Keeping stakeholders and campus informed;
 - Publicly celebrating successes and progress; and
 - Helping shift culture (through language, norming, etc.).



Structuring Choice: Programs

Find your **path** at LCCC



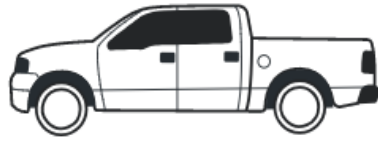
Irrationality, Paralysis and Choice Architecture

1. More isn't necessarily better. Too many choices lead to:
 - Poor or irrational decisions,
 - or worse, paralysis (we don't choose at all)
2. But, as humans we want the ability to choose.
3. Therefore, how we structure choices becomes critical.





SUV



Truck



Sedan



Van



Coupe



Wagon



Convertible



Sports Car



Diesel



Jeep® Cherokee

Crossover



Luxury Car



Hybrid/Electric



Mercedes-Benz

Certified Pre-
Owned

Earth's biggest selection



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Gino Fazio opened his first Shack in 1959. Soon, Gino's Pizza Shack became a favorite hangout for anyone seeking generous servings of simple, authentic Italian dishes made from scratch and served with love. A visit to Gino's Pizza Shack was more than a meal; it was an experience to be anticipated and savored. Gino soon outgrew his original Shack, and his son Toto helped him build a new Shack and a growing business. Now at the helm, the third generation continues to honor Gino's passionate commitment to serving fresh, homemade Italian comfort food in a welcoming setting.

Buon appetito, from Gino's Family to yours!

SOUPS & SALADS

Gino's salad dressings are packed with flavor and made from scratch each day.

Gino's Signature Salad \$10.00

Sliced salami, grated mozzarella, marinated three-bean salad, hard-cooked eggs, sliced beets and fresh carrots, mushrooms, tomato and red onion on a bed of iceberg lettuce.

Caesar Salad \$9.00

Romaine lettuce, fresh Sonoma sourdough croutons and grated parmesan cheese tossed with Gino's special Caesar dressing.

Italian Chopped Salad \$9.65

Juliened salami and pepperoni, grated parmesan, sliced olives and garbanzo beans all tossed with shredded lettuce and our famous homemade Sonoma Italian dressing.

Homemade Soup of the Day \$8.50

Made from Gino's own family recipes, and changing with the day and the season. Served with fresh bread.

PASTAS & ENTREES

Add a soup or salad to any pasta entrée for just \$3.

GINO'S GIANT MEATBALLS

Spaghetti with a Giant Meatball \$10.95

Straight from Gino's Original Shack. A giant homemade meatball on spaghetti or rigatoni tossed with our old world meat sauce.

"He & She" \$7.50

Named after a beauty salon near the original Shack, two giant meatballs topped with our old world meat sauce and melted mozzarella.

STUFFED WITH FLAVOR

Meat or Cheese Ravioli \$10.95

Choose your favorite. Hearty meat or cheese ravioli tossed with Gino's old world meat sauce or homemade marinara sauce.

BAKED TO PERFECTION

Gino's Classic Lasagna \$11.45

Sheets of pasta layered with Italian sausage, salami, mozzarella and ricotta cheeses, topped with meat sauce and melted mozzarella.

SANDWICHES

Add a soup or salad to any sandwich, pasta or entrée for just \$3.

Meatball Sandwich \$9.50

Two giant meatballs smothered in Gino's authentic old world meat sauce and topped with melted mozzarella cheese, served open-faced on a Sonoma sourdough roll.

Gino's Pizza Dough Hot Dog \$3.85

A favorite of kids big and small, an all-beef hot dog and mozzarella cheese wrapped in Gino's homemade pizza dough, and baked to golden perfection.

Grilled Chicken Sandwich \$7.95

A grilled chicken breast topped with Gino's Italian dressing, mayonnaise, red onions, lettuce and tomato, all on fresh focaccia.

Italian BLTA \$7.45

We amp up the flavor on this classic sandwich with sliced avocado, melted provolone cheese and Gino's Italian dressing on our fresh focaccia.

PIZZA

Four sizes to choose from:

Bambino 9" - \$10, Small 11" - \$12, Medium 13" - \$15, Large 16" - \$18

LEGENDARY COMBINATIONS

Gino's Combination

Loaded with all that's good: salami, pepperoni, cotto salami, mushrooms and Italian sausage with our legendary pizza sauce.

Toto's Combination

Salami, pepperoni, cotto salami, linguica, Italian sausage, mushroom, onions, bell peppers, olives and our pizza sauce.

CHICKEN FAVORITES

Buffalo Chicken

Chicken tossed in spicy Buffalo sauce, with lots of mozzarella cheese and fried onion strings.

Tuscan Garlic Chicken

Roasted garlic sauce, grilled chicken, caramelized onions and mozzarella, finished with a drizzle of olive oil.

FROM THE GARDEN

Quattro Formaggio

A cheese pizza with pizzazz. Fresh marinara sauce, topped with mozzarella, parmesan, provolone and asiago cheeses.

Classic Vegetarian

A garden pizza with mushrooms, onions, bell peppers, olives and fresh garlic with our homemade pizza sauce.



GINO'S BEVERAGES

•Bottled Beverages \$2.75

•Pepsi

•Diet Pepsi

•Sierra Mist

•Mug Root Beer (20 oz)

•Aquafina Water

•San Pellegrino



LCCC's 8 Pathways



Agriculture & Equine

Interested in farm- and ranch-related careers? Students in the Agriculture & Equine Pathway can explore many industry opportunities related to plants and food production, business and technical skills, as well as raising and training animals.



Business & Accounting

Prepare for a career in the global economy with the Business & Accounting Pathway. Students gain accounting, financial and management skills to help employers and organizations function efficiently and plan for the future.



Human & Public Services

Explore how people think, feel and interact, both as individuals and as groups. Students in this pathway learn about discovering the past, solving social issues, teaching, improving quality of life, and planning for the future. Those who thrive while helping others may find this pathway ideal.



Science, Technology, Engineering & Math

Develop your intellectual curiosity and logical reasoning skills as you expand your understanding of how the world works. Students in this STEM pathway research people, animals, machines, buildings and the universe as they learn about emerging technologies and prepare for continued education in their career paths.



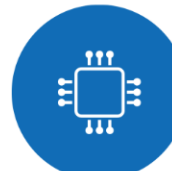
Communication & Creative Arts

If you have a passion for creating, performing or sharing your ideas, the Communication & Creative Arts Pathway may be a great choice for you. These programs study human creativity and communication, while providing hands-on methods of expression, with options for a variety of careers.



Health Sciences & Wellness

Ready to learn skills to improve people's lives, keep them healthy, and assist in emergencies? Explore the Health Sciences Wellness Pathway. To meet the expanding demand for qualified health professionals, these programs combine classroom instruction, laboratory experience and clinical practice to assure that students obtain current, high-level skills.



Information Technology

Information Technology is a rapidly-growing high-demand area that supports nearly all industries. It applies technology such as computer software, hardware, data and support in a variety of different ways to meet the needs of businesses and organizations.



Trades & Technical Studies

Do you like to work with your hands? Do you enjoy figuring out how things work and fixing problems? The high-demand jobs in Trades & Technical Studies may be a good fit for you. These programs study mechanics and construction of buildings, automobiles and more.

140 - Closures - Hiatus + Pathway Degrees = 76



Find your *path* at LCCC

Guidance for Paths and Programs

Program Maps

- All degree programs designed to encourage full-time attendance (15-16 credits per semester), but without significantly more credits by using summer semesters as needed.
- All degree programs designed for students to complete college-level Math and English within the first year.
- All degree programs should be designed so students can attempt at least nine (9) credits associated with the discipline/occupational area within the first year.
- Key program milestones that students must achieve to stay on path towards completion should be clearly denoted.
- Programs should use the summer semester to help developmental students, and first year students that fall off course (e.g., fail or withdraw from a course) get back on path.





Guidance for Paths and Programs

Pathways

- All Pathways have one general degree option (AA, AS, or AAS)
- Goal - Common First Semester:
 - Programs in a Pathway all have a common, but contextualized, Student Success Course
 - Shared first semester coursework (9 credits) including success course
 - Programs in a Pathway include other credits (6-7) as elective or required courses
- Consolidation of options/concentrations within a field when only minimal coursework differentiates them



Guidance for Paths and Programs

Discrete (Named) Degrees

- Applied programs (AAS) must demonstrate alignment with real occupational outcomes that students are likely to attain within the region (substantiated by data/evidence).
- Certificate programs must demonstrate direct alignment with real occupational outcomes that students are likely to attain within the region (substantiated by data/evidence).
- Transfer programs (AA/AS degrees) must demonstrate articulation with a 4-Year where students are most-likely to transfer
 - Those institutions should have demonstrated ability to get students to completion and occupational placement within the field.
 - For named AA/AS programs to have a designated concentration, it must have 15 credits of unique coursework specific to the concentration.





Guidance for Paths and Programs

Program Competencies

- All degree/credential programs will have well-defined program competencies and assessable outcomes aligned directly with careers/occupations and/or transfer requirements at partner four-year institutions.

General Education

- To the extent possible, degree programs within an Academy should have similar general education courses selected for their alignment with the academy/occupational areas.
- Math coursework selected should be appropriate for the major/occupation.
- General education courses selected should be those most commonly enrolled by students pursuing programs within the Academy.



Gen Ed 2.0

- Competencies, not Courses

- Oral Communication
- Written Communication
- Quantitative Literacy
- Natural Sciences
- Human Cultures
- Human Society and the Individual
- Creative Expression

- Unwind the Proliferation of Options

- Coherence across General Education

Four Cross-Cutting Practices

1. Exploration, Research, and Problem Solving
2. Creativity and Innovation
3. Empathy and Integrity
4. Communication and Collaboration





Trustee Salazar's Guiding Principles

1. "Go Slow... to Go Fast"
2. "Get the Ugly Out... Early"
3. "Don't Let Roadblocks... Be Roadblocks"
4. "Bear Catchers are not Bear Skinners"



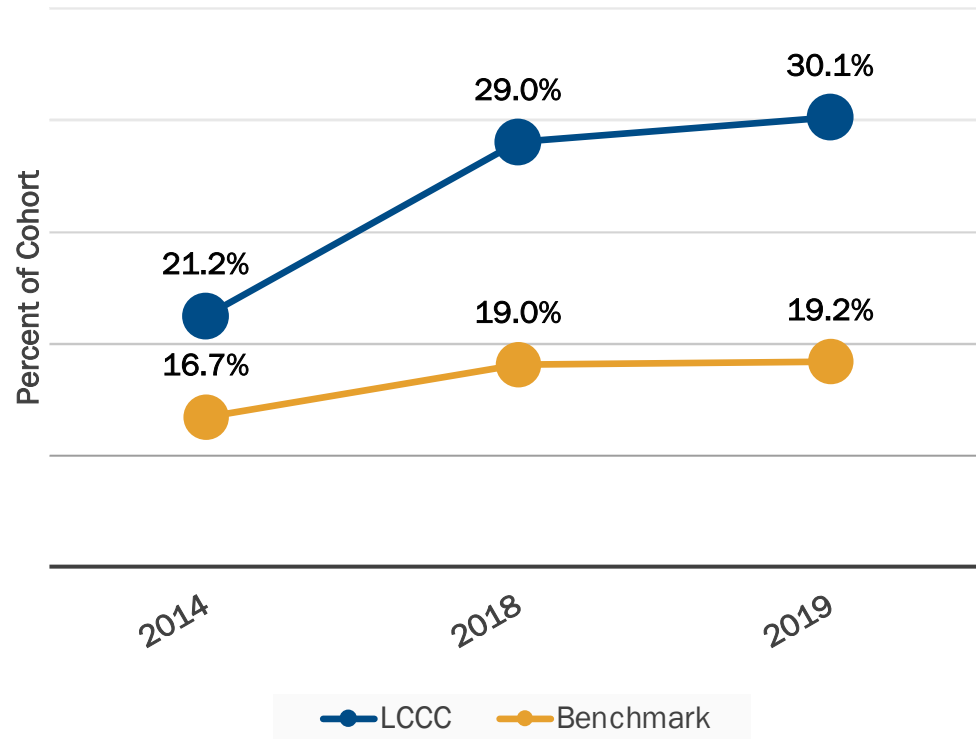
**This Work Works!
Celebrate Progress**

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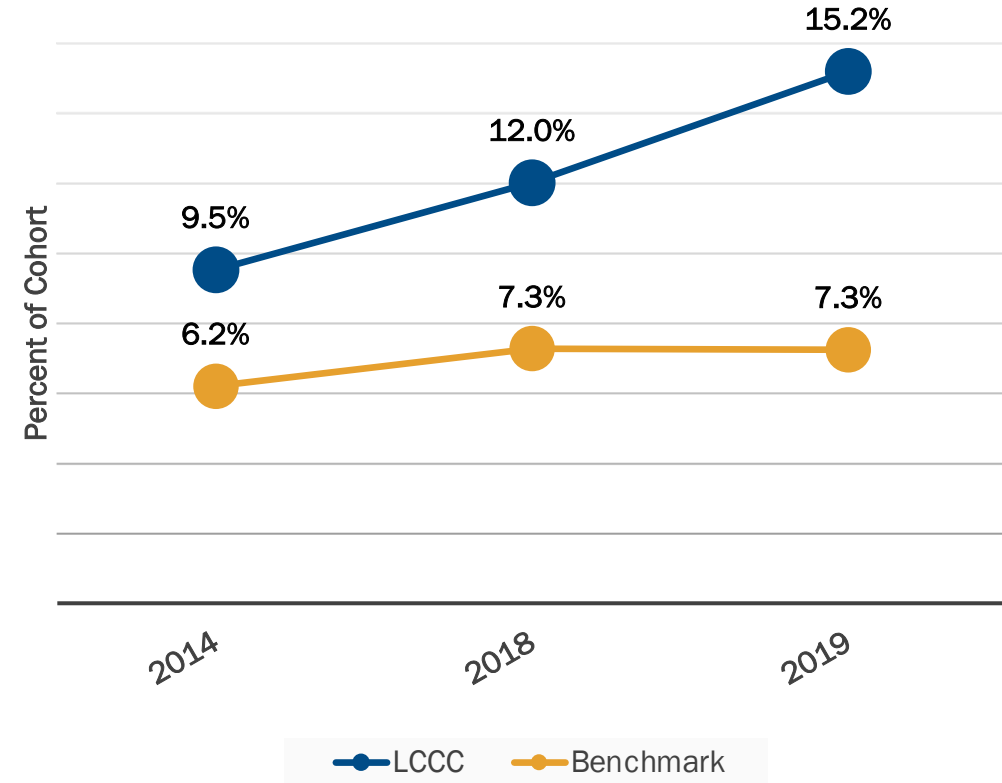


First Year Credits

Earned 24+ College Credits in First Year

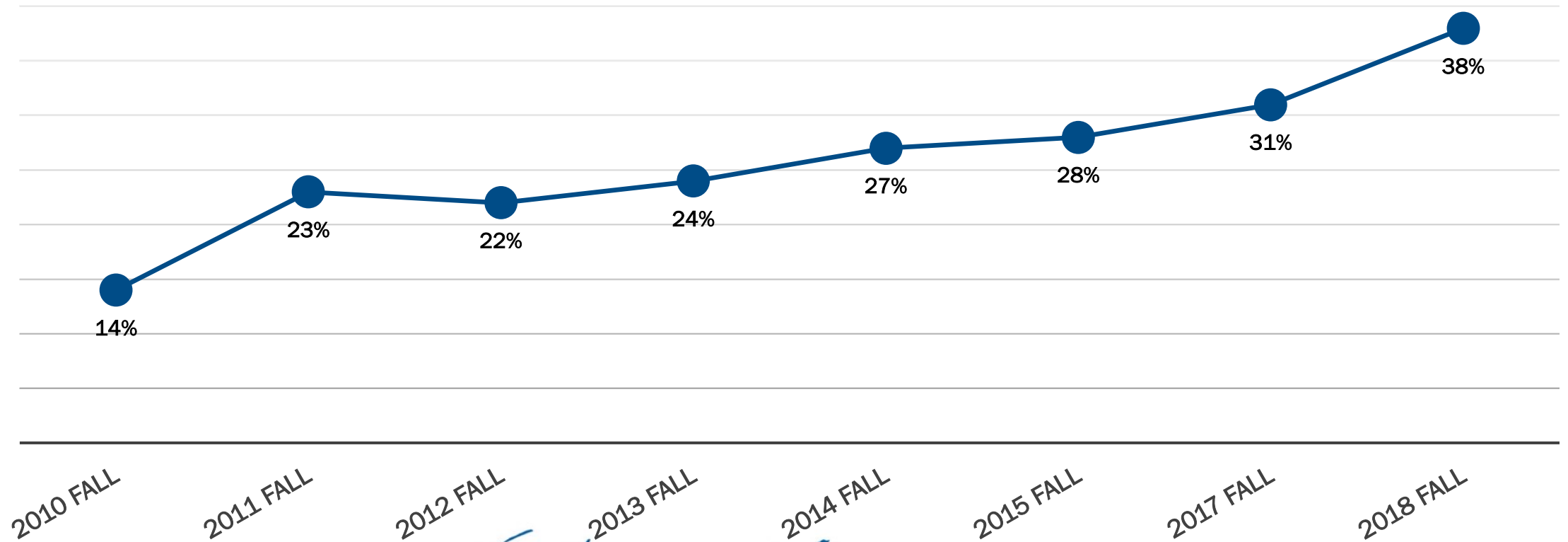


Earned 30+ College Credits in First Year



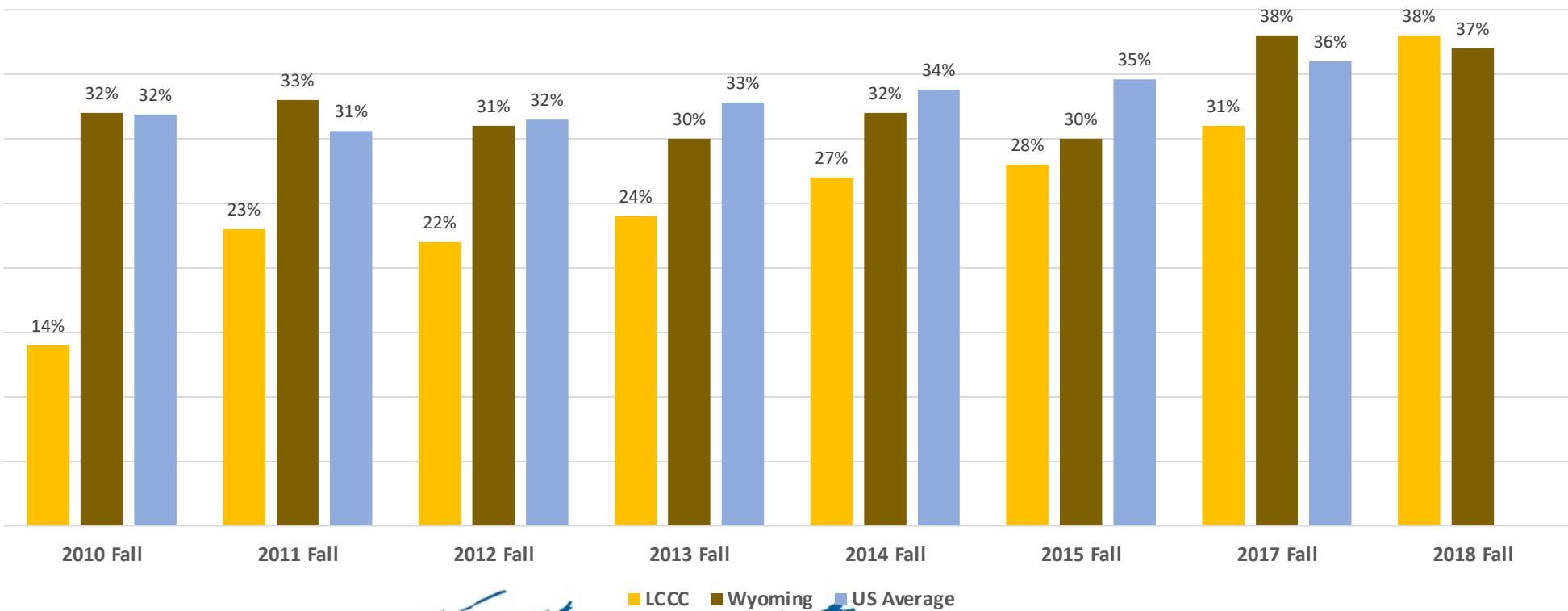
Student Completion

LCCC Graduation Rates
(Entering Cohort 150% of Time)



Wyoming CC Grad Rates

Graduation Rates of Public Two-Year Colleges
(150% of Normal Time)



Questions?

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