

Using Guided Pathways to Build Cross-Sector Pathways Partnerships

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**NATIONAL
CENTER FOR
INQUIRY &
IMPROVEMENT**

Believe in Your Students.
Believe in Yourselves.

The Purpose of this Session

- Transformational Change
- Importance of Culture
- Cross-sector Pathway Partnership



Transformational Change

*“There comes a time in the life of a community college when the typical strategic changes are not adequate to deal with changing community conditions or internal conditions, **AND** when the executive team must lead those associated with the college away from their comfortable programs, services, structures and systems to reinvent the college.”*

~ Center for Creative Leadership

Challenges / Opportunities

- Pandemic
- Demographics
- Economics
- Technology

- Delivery Modalities
- Student Body
- Learning Outcomes
- Skilled Workforce

Anticipate Change – Embrace Change – Engage Change

Importance of Culture

***Layering new approaches
on top of an old culture doesn't work...***

Change not anchored in cultural change
is just another “project”

Culture

- The transformation of an institutional **culture**
 - **It's about the people!**
 - Management vs. Leadership
 - Intentional transformation
 - Maximizing employee potential
 - Embracing change
 - Reducing drag



"All the conditions are present for things to be exactly the way they are..."

Culture – Mystery to Science

FROM:

- Cautious environment
- Adverse to change
- Settling for where we are
- Guarded in our actions
- Success stems from:

Avoiding Risk

TO:

- Safe & comfortable environment
- Anticipating, Embracing & Engaging Change
- Challenging the status quo
- Authentic & Vulnerable in actions
- Success stems from:

Assuming Risk

Results in EMPOWERING EMPLOYEES to reach their full potential!



Adequate Performance

- 2000: Jumping The Curve
- Mission/Purpose
 - Student Success Most Important
 - Welcome + Embrace Change
 - Quality Enhancement
 - Transformational Change

Peak Performance

2019 #1

External

- Aspen Institute
- AACC Pathways
- CCRC | AIR | NCII
- Frontier Set | CCSSE
- ATD Leader
- Jobs for the Future

LOW Performance

Gap Analysis

Internal

- Buildings & Growth
- Virtual Campus
- Guided Pathways
- 20 Baccalaureates
- Data Utilization
- Math Redesign
- Learning Communities
- Performance Funding
- Equity Agenda
- On-Board Transformed
- Scholarships
- Teaching & Learning
- River Way 2.0 & MORE

2000

1988

1960

- Ethics Complaints
- Bad Audits
- Lawsuits

- Rules
- Regulations
- Standardization

HIERARCHY

COMPLACENCY

CREATIVITY + INQUIRY

Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...

Our Guided Pathways Story...



2019 & on – Momentum data reflects positive impact of Guided Pathways

2016 – Career & Transfer services revamped / Assigned Advisors for all students

2016 - New Student Orientation re-designed and required / Student Success Course required

2016 – FT & PT Guided Pathways created for all programs & required for all degree-seeking students

2015 – AACC Pathways Project: IRSC, SPC, TCC, BC

2007 – Academic Plans available but not required

IRSC INDIAN RIVER STATE COLLEGE
PROGRAM AA- Business Administration Track
Meta Major: Business
2016-2017 Guided Pathway
11080 Credit Hours 65

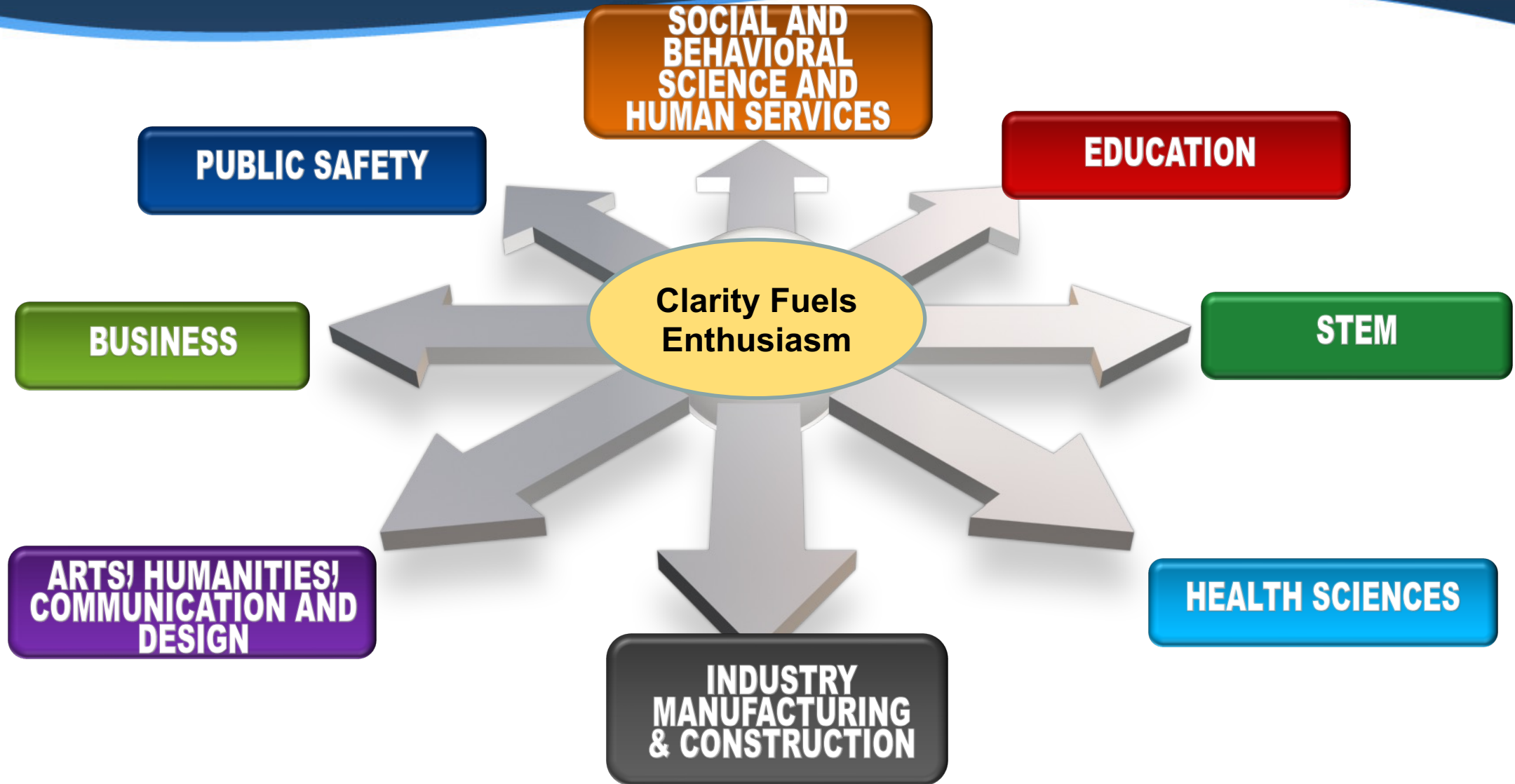
First Semester			
Course Number	Title	Credit Hours	Prerequisite
ENC1101	English Composition I	3	
MAC1103	Intermediate Algebra	3	
SC1101	Life Science	3	
AMH2100	American History: Discover Through Reconstruction	3	
SS1101	Student Success	3	
Total Semester Credit Hours		15	

Second Semester			
Course Number	Title	Credit Hours	Prerequisite
ENC1102	English Composition II	3	ENC1101 (C or higher)
MAC1105	College Algebra	3	MAC1103 (C or higher)
SC1101	Introduction to Cosmography	3	
AMH2100	American History: Reconstruction to the Present	3	
ACC2001	Financial Accounting I	3	
Total Semester Credit Hours		15	

Third Semester (Summer)			
Course Number	Title	Credit Hours	Prerequisite
OSL1100	Info to Computer Applications for Business	3	
Total Semester Credit Hours		3	

Customized Guided Pathways

Meta-Majors



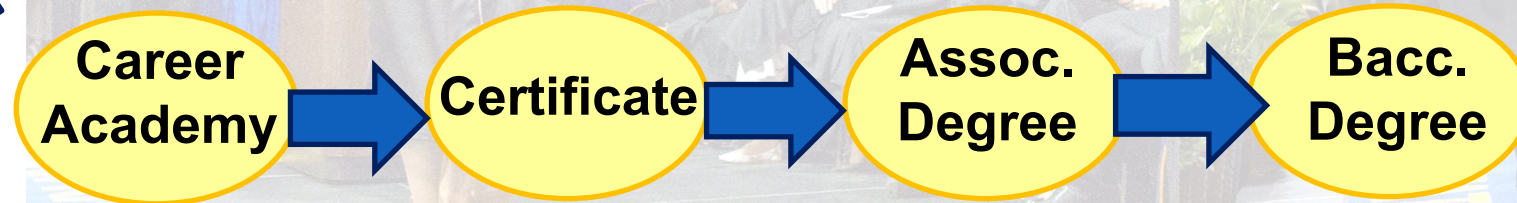
K-12 Connections

Goal: Inspire students into STEM careers

HIGH SCHOOL CAREER ACADEMIES



- Alignment with IRSC STEM Programs & Degrees
 - Digital Media
 - Aeronautics
 - Allied Health /Nursing
 - Engineering
 - Entrepreneurship
 - Biotechnology
 - Information Tech.
 - Oceanographic
 - Veterinary
 - Manufacturing
- 116 academies total in four-county service region



K-12 Connections

- **Great Explorations**

- Annual IRSC Event in Partnership with Quad-County Career Pathway Consortium and Four-County School Districts
- Close to 1000 high school students participating in more than 50 interactive career exploration activities.

- **Annual Counselors Conclave**

- Middle School, High School & College Advisors

- **Dual Enrollment Opportunities**

- All DE students have assigned advisors & Guided Pathways

Basis for IRSC Growth Model



STATE OF FLORIDA

- Alignment with FL's Business/Economic Growth Enterprise Florida – Targeted Industry Clusters
- Recognition of State Workforce Trends
- Articulation with State Universities

LOCAL COMMUNITY

- Strong Partnerships with Business & Industry
- Economic Dev. Recruitment
- Current Need/Reactivity : Good
Future Need/Proactivity : Great
- Private Fundraising

INTERNALLY

- Healthy Innovative and Entrepreneurial Culture
- Emphasis on High Quality Results
- Abundance Mentality/"Can-Do" Attitude



Regional Center for Nuclear Education and Training



- **NSF ATE Funded – Nation's 1st RC-NET hosted at IRSC**
- **50+ Education, Industry, and Governmental Agency Partners**
- **GOAL: address the need for 41,000 skilled nuclear employees by 2030**
- **High direct entry success**

University Partnerships

- Importance of Relationships
- 2 + 2 Articulation Agreements
- Pathways post-Associate Degree
- Begin with the end in mind.



Questions?

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*Chapter 8: Realizing Potential
for Transformational Change*