



Rural Guided Pathways Project
April 10-12, 2024
Omni William Penn, Pittsburgh, PA

Building Structures to Support and Sustain Institutional Change

AGENDA

Meeting Objectives

- Highlight and celebrate institutional accomplishments as part of the project.
- Name future priorities and solicit feedback and strategies from peers about the work still left to be done.
- Hear examples from the field of institutions who have sustained their pathways reforms and the policies, systems and structures that supported sustainability.
- Discuss structures for continuous improvement and models for embedding continuous improvement into the institutional culture.
- Learn from colleges who have been leading the sector in pathways implementation how they keep momentum in their reform efforts.

Wednesday, April 10th

- 9:30am – 12:30pm** **Orientation for Coaches, Subject Matter Experts,
Partners and NCII Team (breakfast at 9:00)
Riverboat**
- 12:30pm – 1:30pm** **College Team Leads/Coach Prep Meeting (Lunch
Provided)
Riverboat**
Only for the Identified College Leads and Project Coaches
- 1:30pm – 2:00pm** **Institute Check-in
William Penn Corridor/Ballroom**
Grab a snack and find your College Team table in the ballroom

2:00pm – 2:15pm

Welcome, Overview of the Institute and What Comes Next
William Penn Ballroom

Chris Baldwin: Senior Fellow, NCII
Gretchen Schmidt: Senior Fellow, NCII

2:15pm – 3:15pm

Guided Pathways Implementation: Lessons Learned, Big Bets and Successful Sustainability Structures
William Penn Ballroom

Davis Jenkins, Senior Research Scholar, CCRC
Hana Lahr, Senior Research Associate, CCRC

Our colleagues from the Community College Research Center will share the results of recently released longitudinal research on colleges that have implemented pathways model reforms at scale. Davis and Hana will discuss institutional outcomes and the strategies (and combination of strategies) that have the most impact on student persistence and completion. They will also share examples of institutions that have sustained and improved their reform efforts over time and provide insight into how successful sustainability structures are embedded into an institutional culture.

3:15pm – 3:30pm

Table Debrief
William Penn Ballroom

3:30pm – 4:15pm

Implementation Lessons Learned within a State Context
William Penn Ballroom

Erica Orians, Executive Director of the Michigan Student Success Center and Pathways Coach
Laura Rittner, Executive Director of the Ohio Student Success Center and Pathways Coach
Moderator: Chris Baldwin, Senior Fellow, NCII

Pathways coaches Erica Orians and Laura Rittner lead state-based institutional reform efforts as Executive Directors of the Student Success Centers in Michigan and Ohio. They will discuss the lessons learned from a state perspective and the factors that contribute to sustainability and continuous improvement. They will also discuss their state policy contexts and how those contexts contribute to or detract from sustained institutional change.

4:15pm – 4:20pm

Break and Transition to Team Sessions

4:20pm – 5:30pm

Team Time #1: College Accomplishments, Lessons Learned, Next Steps in the Work – Part 1

Bowling/Forgette: Sternwheeler

Walsh-Portillo/Lawrence: Conference Center A

Orians/Lawson: Frick

Rittner/Buchele: Conference Center B

In college coaching teams, two colleges will share their advance work slides with their peer institutions. The coaches will facilitate a discussion following each presentation.

6:00pm – 7:00pm

Opening Reception

Bob and Delores Hope Room (Mezzanine)

7:00pm

Dinner on your own

Thursday, April 11th

8:00am – 9:00am

**Breakfast
William Penn Corridor/Ballroom**

9:00am – 10:30am

**Accessing Federal Grant Funds to Support Reform
Implementation
William Penn Ballroom**

*Andy Levin: Distinguished Senior Fellow, Center for American Progress
and Former Congressman from Michigan*

Bruce Rankin: Principal, PPM Associates, LLC

*Moderator: Jim Jacobs, President Emeritus Macomb Community College
and Project SME*

In the past two years, the Biden administration has initiated major legislation to develop both the infrastructure and emerging industrial sectors that provide significant opportunities for rural community colleges. This session will provide a broad overview of these opportunities and more specific information on how rural colleges may seek to obtain funding. This session will serve as a prelude to a future webinar that will discuss, in more detail, what opportunities exist and how best to access the potential funding.

10:30am – 11:15am

**Aligning Technology with Student Success Strategy
William Penn Ballroom**

Brittney Davidson: Principal, The Ada Center

The Ada Center helps higher education leaders navigate technology and business process decisions in an increasingly complex environment. Today, hundreds of new software tools promise a more personalized, smarter education experience. But for many institutions, navigating this new sea of vendors and jargon—finding the right software solution, setting an implementation up for success, creating an integrated student experience, and engaging faculty and staff—can be daunting. The Ada Center combines software and higher education expertise to support institution and system leaders in planning for and making the most of their technology investments. Brittney Davidson will share recently released Ada Center resources on how to best leverage technology integration to support institutional change.

11:15am – 11:30am

**Break and Move to Team Time
William Penn Corridor/Ballroom
Refreshments provided**

11:30am – 12:45pm **Team Time #2: College Accomplishments, Lessons Learned, Next Steps in the Work – Part 2**
Bowling/Forgette: Sternwheeler
Walsh-Portillo/Lawrence: Conference Center A
Orians/Lawson: Frick
Rittner/Buchele: Conference Center B

In college coaching teams, the remaining two colleges will share their advance work slides with their peer institutions. The coaches will facilitate a discussion following each presentation.

12:45pm – 1:30pm **Lunch**
William Penn Corridor/Ballroom

1:30pm – 2:15pm **The Components of a Sustainable Cross-Sector Partnerships**
William Penn Ballroom

Tessa LeSage, Chief Impact Officer, Collaboratory (Southwest Florida)
Chandra Scott, Executive Director, Alabama Possible
Moderator: Dakota Pawlicki, Director of Talent Hubs, CivicLabs and Project SME

Sustaining and improving the pathways work at the institution requires a marked change in culture and practice at the college. Dakota will lead a conversation with collective impact leaders from outside higher education to identify the components of a sustainable cross-sector partnership and strategies for building those components into partnerships between colleges and their communities.

2:15pm – 2:30pm **Break and Move to Concurrent Sessions**

2:30pm – 3:30pm **Concurrent Sessions**

1. National Examples of Sustained College Reform Efforts
Carnegie III

Davis Jenkins, Senior Research Scholar, CCRC
Hana Lahr, Senior Research Associate, CCRC

Davis and Hana will provide additional examples of institutional sustainability and provide a forum for questions about their recent research and how it could influence institutional practices.

2. Business Office Processes and Policies that Promote Student Success

Conference Center A

Jessica West: Business Office, West Kentucky Community and Technical College (KY)

Moderator: Octavia Lawrence, Pathways Coach

The business office plays an important role in student success that is often overlooked. Payment practices, drops for non-payment, student account balances, and communication of deadlines all impact student persistence and completion. Jessica will discuss the policies and practices at WKCTC and how they are focused on keeping students enrolled and moving forward while keeping the college fiscally sound.

3. Transitioning to a Scaled 8-week Schedule

Frick

Brenda Kays: President, Kilgore College (TX)

Tracy Skopek: Vice President Instruction/Chief Academic Officer, Kilgore College (TX)

Moderator: Erica Orians, Pathways Coach

Kilgore College has fully implemented an 8-week schedule at scale and has seen a remarkable impact on student persistence and completion, particularly for students of color. In this session, President Kays and Tracy will discuss their institutional change process and lessons learned, which will be followed by a KC-led virtual workshop on the 8-week conversion on April 29th.

4. Leveraging Multiple Funding Sources to Support Institutional Change

Conference Center B

Greg Hodges: President, Patrick and Henry Community College (VA)

Moderator: Laura Rittner, Pathways Coach

President Hodges will discuss how Patrick and Henry Community College leverages more traditional forms of funding (state appropriation and tuition) along with philanthropic funding, local and regional workforce funding, federal grant dollars, and other sources to help move the college forward with a common vision for student mobility and success and regional economic development.

5. Question and Answer Session – Ada Center

Technology Resources

Sternwheeler

Brittney Davidson: Principal, The Ada Center

Moderator: Ann Buchele, Pathways Coach

Brittney will lead a question-and-answer session about the Ada Center technology resources and expand on lessons learned from their work in the field.

6. Career Communities as a Framework for Change and Sustainability

Conference Center C

Kristi Short: Vice President/Chief Academic Officer, Central Carolina Community College (NC)

Moderator: Ed Bowling, Pathways Coach

Kristi will provide an overview of the Career Communities at Central Carolina Community College and what that structure means for the student experience. She will also address how the Career Communities have influenced the expansion and sustainability of the college's pathways implementation.

7. CEO Session

Phipps

CEOs only, please

3:30pm – 3:45pm

Break

William Penn Corridor/Ballroom

Refreshments provided

3:45pm – 4:45pm

Team Session #3

See page 10 of Agenda to find your College Team room assignments

4:45pm

Dinner on your own

Friday, April 12th

8:00am – 8:45am

CEO Breakfast
Sternwheeler

8:00am – 8:45am

Breakfast
William Penn Corridor/Ballroom

8:45am – 9:30am

Scaling Pathways Implementation while Creating a Culture of Continuous Improvement
William Penn Ballroom

Dan Phelan: President, Jackson College (MI)

Ashley Van Heest: Interim Chief Student Services Officer/Executive Director, Student Success and Retention, Jackson College (MI)

Moderator: Erica Orians, Pathways Coach

Jackson College was one of the 30 original AACC Pathways Colleges and an early adopter of meta-major structures and a revised onboarding experience for students. President Phelan will talk about embedding a continuous improvement structure in place where ongoing evaluation and refinement of practice are built into everything they do at the college. Ashley will provide the perspective on what that continuous improvement culture means for the frontline staff and faculty at the college and, most importantly, what it means for the student experience.

9:30am

Move to Team Time

9:30am – 10:15am

Team Time #4

See page 10 of Agenda to find your College Team room assignments

10:15am – 10:45am

Break and Room Checkout
William Penn Corridor/Ballroom
Refreshments provided

10:45am – 11:45am

Reimagining a College around a Shared Vision for Student Success
William Penn Ballroom

Marcia Ballinger: President, Lorain County Community College (OH)

Jonathan Dryden: Provost/Vice-President of Academic Affairs and the University Partnership, Lorain County Community College (OH)

Moderator: Gretchen Schmidt, Senior Fellow, NCII

Lorain County Community College has been part of the pathways movement since 2011 when they were selected as one of the Completion by Design College, the inaugural guided pathways scaled implementation effort. President Ballinger has been a field leader in pathways implementation. As their work has evolved in the last 13 years, she has extended their robust institutional reforms with their K -12 and transfer partners and evolved relationships with regional employers. She and Jonathan will talk about their initial vision for their pathways work, how it has evolved over time, and what LCCC's priorities are now and for the future.

11:45pm – 12:00pm **Closing Thoughts and Evaluation**
William Penn Ballroom

COLLEGE	BALLROOM TABLE ASSIGNMENT	TEAM TIME ROOM ASSIGNMENT	COACHES
BIG SANDY COMMUNITY & TECHNICAL COLLEGE	8	Conference Center A	Adrienne Forgette
COLORADO MOUNTAIN COLLEGE	7	Vandergrift	Erica Orians
KILGORE COLLEGE	6	Vandergrift	Erica Orians
LINN-BENTON COMMUNITY COLLEGE	5	Conference Center C	Kenny Lawson
MARION TECHNICAL COLLEGE	4	Phipps	Ann Buchele
MISSOULA COLLEGE	3	Conference Center C	Kenny Lawson
NORTHEAST NEBRASKA COMMUNITY COLLEGE	2	Oliver	Octavia Lawrence
PATRICK & HENRY COMMUNITY COLLEGE	1	Carnegie III	Ed Bowling
REEDLEY COLLEGE	16	Conference Center B	Joyce Walsh-Portillo
SAN JUAN COLLEGE	15	Conference Center B	Joyce Walsh-Portillo
SOUTHWESTERN OREGON COMMUNITY COLLEGE	14	Frick	Laura Rittner
TEMPLE COLLEGE	13	Oliver	Octavia Lawrence
UNIVERSITY OF ARKANSAS COMMUNITY COLLEGE AT BATESVILLE	12	Phipps	Ann Buchele
WASHINGTON STATE COMMUNITY COLLEGE	11	Carnegie III	Ed Bowling
WEST VIRGINIA NORTHERN COMMUNITY COLLEGE	10	Conference Center A	Adrienne Forgette
WHITE MOUNTAINS COMMUNITY COLLEGE	9	Frick	Laura Rittner