



Rural Pathways Project Institute 1
March 19-21, 2025
Hotel Monteleone -- New Orleans, LA

Creating and Refining an Institutional Improvement Culture

AGENDA

Meeting Objectives

- Introduce Phase Two of the Rural Pathways Project and familiarize attendees with the project's key players, initiatives, and goals.
- Explore the concept of Community College 3.0, focusing on the post-graduation success of the students we serve.
- Facilitate collaborative discussions among college teams to develop new definitions of student success and identify actionable ideas for implementation throughout the institute.
- Enhance understanding of effective leadership that emphasizes mission-driven accountability and a shared vision for promoting economic mobility for all students.
- Understand how to cultivate a culture of inquiry and institutional improvement that encourages engagement between leadership and front-line practitioners to enhance student outcomes.
- Develop clear institutional priorities for the project, ensuring alignment with overall goals for improvement and student success.

Wednesday, March 19th

9:00am – 11:00am **Orientation for Implementation Coaches, Partners and NCH Team (breakfast at 8:30)**
Queen Anne Ballroom

11:00am – 12:30pm **Leadership Coach Planning Meeting (Lunch Provided)**
Queen Anne Ballroom

1:00pm – 2:00pm **Institute Check-in**
Iberville Ballroom- snacks provided

1:00pm – 1:45pm **College Team Leads/Coach Prep Meeting (Lunch Provided)**
Only for the Identified College Leads and Project Coaches
Royal Salon

- 2:00pm – 3:00pm** **Welcome, Introductions and Overview of the Project and the Institute**
Chris Baldwin: Senior Fellow, NCII
Gretchen Schmidt: Senior Fellow, NCII
Iberville Ballroom
In this session, project co-directors Chris Baldwin & Gretchen Schmidt will welcome the colleges and the attendees, introduce the project's key players, and provide an overview of the project and Institute #1.
- 3:00pm – 3:45pm** **Why Is This Work Still Important?**
Kay McClenney, Senior Fellow, NCII
Iberville Ballroom
The community college field is now over a decade into the Pathways journey across the country. Reflecting on where we've been and where we're going, Kay McClenney will share her unique perspective on the evolutions in the field and make the case for the importance and the centrality of the work to rural colleges and their communities.
- 3:45pm – 4:30pm** **Overview of Community College 3.0, Case-Making, and Lessons from the Field**
Josh Wyner, Executive Director, Aspen College Excellence Program
Iberville Ballroom
In this session, Josh Wyner of the Aspen Institute College Excellence Program introduces Community College 3.0: how community colleges can move beyond access and completion towards a focus on post-graduation student success. The presentation will include exemplars from Aspen Prize-winning community colleges.
- 4:30pm – 4:50pm** **Table Discussion in College Teams**
Iberville Ballroom
- 4:50pm – 5:00pm** **Report-out and Discussion**
Iberville Ballroom
- 5:00pm** **Transition to Team Time**
- 5:00pm – 5:45pm** **Team Time #1 -- Making the Case for New Definitions of Student Success**
LED BY LEADERSHIP COACHES
See Page 8 of Agenda for Room Assignments
- 6:00pm – 7:00pm** **Opening Reception**
HOSTED BAR AND HORS D'OEUVRES
Carousel Bar
- 7:00pm** **Dinner on your own**

Thursday, March 20th

8:00am – 9:00am

Breakfast
Iberville Ballroom

9:00am – 10:00am

Presidential Panel: Building a Leadership Structure for Improvement

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

Joe Schaffer, President, Laramie County Community College (WY)

Tim Stokes, President, South Puget Sound Community College (WA)

Moderator: Pascale Charlot, Managing Director, Aspen College Excellence Program

Iberville Ballroom

These strong leaders will discuss their insights on developing an inclusive leadership structure that is mission-driven, rooted in personal and collective accountability, and focused on creating a shared vision for economic mobility for all students in their colleges.

10:00am – 10:15am

Table Discussion
Iberville Ballroom

10:15am – 10:45am

Collaboration and Common Purpose for Senior Teams

Josh Wyner, Executive Director, Aspen College Excellence Program

Iberville Ballroom

In this session, Josh Wyner will articulate strategies for building common purpose & collaboration on the senior team to advance the work of high-value guided pathways.

10:45am – 11:00am

Break and Move to Team Time

11:00am – 12:15pm

Team Time #2: Reflections on the Senior Team Assessment Tool

LED BY LEADERSHIP COACHES

See Page 8 of Agenda for Room Assignments

12:15pm – 1:15pm

Lunch
Iberville Ballroom

1:15pm – 2:15pm

Building and Refining an Institutional Improvement Culture

Michelle Andreas, Vice President of Instruction, South Puget Sound Community College (WA)
David Hyde, Faculty Senate Chair, South Puget Sound Community College (WA)
Holly Clendenen, Chief Student Services Officer, Southwest Wisconsin Technical College (WI)
Matt Schneider, Advisor, Southwest Wisconsin Technical College (WI)
Moderator: Gretchen Schmidt, Senior Fellow, NCH

Iberville Ballroom

These leaders will share their experiences in developing, maintaining, and evolving improvement structures that are focused, authentic, and clear the way for scalable change to enhance the student experience and outcomes. The panel will further explore how these structures succeed when they actively engage both leaders and front-line practitioners.

2:15pm – 2:30pm

Break and Move to Team Time #3

2:30pm – 3:30pm

**Team Time #3: Institutional Priorities for the Project
LED BY IMPLEMENTATION COACHES**

See Page 8 of Agenda for Room Assignments

3:30pm – 3:45pm

Break
Snacks Provided

3:45pm – 4:30pm

Setting Goals and Using Them to Structure Implementation

Jason Wood, President, Southwest Wisconsin Technical College (WI)
Moderator: Doreen Larson, Retired President, Edison State College (OH)

Iberville Ballroom

Jason Wood and Doreen Larson will discuss the goal-setting process at Southwest Wisconsin Technical College, which was inspired by their involvement in Unlocking Opportunity. They will explain how the leadership team at SWTC took the institutional goals and transformed them into strategic priorities for all areas of the college. Finally, Jason will also address the "radical accountability" culture that has been established at the institution and its importance in achieving the institutional goals.

4:30pm – 5:30pm

**Table Exercise: Prepping for Project Goal Setting
Iberville Ballroom**

Friday, March 21st

7:30am – 8:15am

CEO Breakfast

Kay McClenney, Senior Fellow, NCII

**CEOs pick up breakfast at Iberville Ballroom and
Move to Queen Anne B**

7:30am – 8:15am

Breakfast

Iberville Ballroom

8:15am – 8:30am

Using Data for Improvement by Role

Tina Hart, Retired Vice President, Enrollment Management and Student Services, Indian River State College (FL)

Rob Johnstone, Founder and President, NCII

Iberville Ballroom

Tina Hart and Rob Johnstone will discuss the role of a culture of inquiry in the improvement process at colleges. They will differentiate between a culture of inquiry and a culture of evidence, emphasizing the importance of transforming insights into actionable steps for targeted improvement.

8:30am

Move to Role Alike Sessions

8:30am – 10:00am

Role Alike Sessions – Data Use for Improvement by Leadership Role

- **CEO (Facilitators: Pascale Charlot and Josh Wyner)**
 - **Queen Anne Parlor**
- **Academic Affairs Vice-Presidents and Deans (Facilitator: Tina Hart)**
 - **Royal Salon**
- **Administrative Services - Business Services - Enrollment - Finance - Registrar – Admissions (Facilitator: Doreen Larson)**
 - **Queen Anne A**
- **Advancement/Foundation (Facilitator: Kay McClenney)**
 - **Queen Anne B**
- **External Partners / Dual Enrollment / Marketing / Recruiting (Facilitator: John Fink)**
 - **Orleans B**
- **Faculty (Facilitator: Davis Jenkins/David Hyde)**
 - **Royal C**
- **Human Resources (Facilitator: Marcia Ballinger)**
 - **Royal D**
- **Institutional Research/Information Technology (Facilitator: Rob Johnstone)**
 - **Royal B**
- **Student Services Vice-Presidents and Deans (Facilitator: Holly Clendenon/Jason Wood)**
 - **Bienville C**
- **Workforce Vice-Presidents and Deans (Facilitator: Joe Schaffer)**
 - **Bienville B**

10:00am – 10:30am **Break and Room Checkout**

10:30am – 11:00am **Team Session #4 – Identifying Immediate Next Steps**
LED BY IMPLEMENTATION COACHES
See Page 8 of Agenda for Room Assignments

11:00am – 11:45am **More Essential Than Ever: Community College**
Pathways to Educational and Career Success

John Fink, Senior Research Associate and Program Lead, CCRC
Davis Jenkins, Senior Research Scholar, CCRC

Iberville Ballroom

*During this session, CCRC leaders will discuss the research featured in their upcoming book, *More Essential than Ever: Community College Pathways to Educational and Career Success*. Davis and John will emphasize the importance of scaling community college reforms and will outline strategies for doing so. They will also provide steps that colleges and state agencies can take to effectively plan for and implement their reform priorities.*

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

<i>College Name</i>	<i>Iberville Ballroom Table Assignment</i>	<i>Leadership Coach</i>	<i>Implementation Coach</i>
Bay de Noc	1	K. McClenney	A. Forgette
Central Carolina	25	T. Hart	R. Johnstone
Central Texas	19	T. Hart	K. Jones
Colorado Mountain	17	M. Ballinger	H. Lahr
Columbia Gorge	26	K. McClenney	R. Johnstone
Davidson – Davie	13	J. Wood	S. Sutton
Edison State	20	T. Hart	K. Jones
Grays Harbor	11	M. Ballinger	O. Lawrence
John Wood	21	D. Larson	L. Rittner
Kilgore College	15	K. McClenney	E. Cox Brand
Linn-Benton	9	J. Schaffer	E. Bowling
Marion Tech	5	T. Hart	A. Buchle
McLennan	14	D. Larson	S. Sutton
Missoula	16	J. Schaffer	E. Cox Brand
Montcalm	23	J. Wood	M. Karp
Mountain Gateway	10	T. Hart	E. Bowling
North Central State	24	K. McClenney	M. Karp
Northeast Nebraska	3	K. McClenney	J. Walsh Portillo
Patrick & Henry	18	J. Wood	H. Lahr
Reedley	4	M. Ballinger	J. Walsh Portillo
San Juan	27	K. McClenney	V. Torres
Southwestern Oregon	22	J. Schaffer	L. Rittner
Temple	12	M. Ballinger	O. Lawrence
Tillamook Bay	7	J. Schaffer	C. Wikstrom
UACCB	6	D. Larson	A. Buchle
Washington State - Ohio	28	J. Wood	V. Torres
West Virginia Northern	2	D. Larson	A. Forgette
White Mountains	8	D. Larson	C. Wikstrom

College Name	Breakout Room Team Times 1 & 2	Breakout Room Team Times 3 & 4
Bay de Noc	Royal CD	Royal D
Central Carolina	Royal AB	Queen Anne A
Central Texas	Royal AB	Royal C
Colorado Mountain	Queen Anne A	Royal C
Columbia Gorge	Royal CD	Queen Anne A
Davidson – Davie	Queen Anne Parlor	Queen Anne B
Edison State	Royal AB	Royal C
Grays Harbor	Queen Anne A	Royal Salon
John Wood	Royal Salon	Royal B
Kilgore	Royal CD	Queen Anne B
Linn-Benton	Queen Anne B	Royal Salon
Marion Technical	Royal AB	Queen Anne Ballroom
McLennan	Royal Salon	Queen Anne B
Missoula	Queen Anne B	Queen Anne B
Montcalm	Queen Anne Parlor	Royal B
Mountain Gateway	Royal AB	Royal Salon
North Central State	Royal CD	Royal B
Northeast Nebraska	Royal CD	Royal D
Patrick & Henry	Queen Anne Parlor	Royal C
Reedley	Queen Anne A	Royal D
San Juan	Royal CD	Queen Anne A
Southwestern Oregon	Queen Anne B	Royal B
Temple	Queen Anne A	Royal Salon
Tillamook Bay	Queen Anne B	Queen Anne Ballroom
UACCB	Royal Salon	Queen Anne Ballroom
Washington State - Ohio	Queen Anne Parlor	Queen Anne A
West Virginia Northern	Royal Salon	Royal D
White Mountains	Royal Salon	Queen Anne Ballroom