

# WELCOME

**RURAL PATHWAYS PROJECT**

**Institute #1: Creating and Refining an  
Institutional Improvement Culture**

**DAY 1**

**March 19, 2025**



**NATIONAL  
CENTER FOR  
INQUIRY &  
IMPROVEMENT**

# WIFI Information

**Network: MonteleoneMeetingNet**

**Password: meeting2025**

# Gratitude and Introductions



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# Rural Guided Pathways Project Overview

**This is a three-year project with a national cohort of 28 rural community colleges who will work with each other — and with community partners in their regions — to implement pathways to economic prosperity. The goals of the the project are to support participating colleges as they:**

- Design and implement a better student experience at their colleges.**
- Collaborate with key local stakeholders to increase economic opportunity and partner on a cross-sector approach to implement guided pathways.**
- Adopt evidence-based reforms that will address inequities and lead to improved educational and workforce outcomes.**

# Institute #1 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**

# **Institute # 1 Agenda**

## **Creating & Refining an Institutional Improvement Culture**

### **Day 1 – March 19<sup>th</sup>**

- |                      |                                                   |
|----------------------|---------------------------------------------------|
| <b>1:00 – 1:45pm</b> | <b>College Team Leads / Coach Prep Meeting</b>    |
| <b>1:00 – 2:00pm</b> | <b>Institute Check-in</b>                         |
| <b>2:00 – 3:00pm</b> | <b>Welcome, Introductions &amp; Overview</b>      |
| <b>3:00 – 3:45pm</b> | <b>Plenary: Why is This Work Still Important?</b> |
| <b>3:45 – 4:30pm</b> | <b>Plenary: Overview of Community College 3.0</b> |
| <b>4:30 – 4:50pm</b> | <b>Table Discussion &amp; Report Out</b>          |
| <b>5:00 – 5:45pm</b> | <b>Team Time #1</b>                               |
| <b>6:00 – 7:00pm</b> | <b>Opening Reception</b>                          |

# Team Time Sessions Overview

- **Team Time #1 (Day 1): Making the Case for New Definitions of Student Success - w/Leadership Coaches**
- **Team Time #2 (Day 2): Reflections on the Senior Team Assessment Tool - w/Leadership Coaches**
- **Team Time #3 (Day 2): Institutional Priorities for the Project – w/Implementation Coaches**
- **Team Time #4 (Day 3): Identifying Immediate Next Steps – w/Implementation Coaches**

# Institute Norms

- **All events will start on time and end on time**
- **These institutes are working meetings -- and require active engagement from all participants in all sessions**
- **This project values the diverse range of participants that will be attending each institute -- all voices need to be valued and heard**
- **The ultimate success of this project will be measured by scaled changes to the student experience resulting in increased outcomes and goal attainment**
- **The rural focus of this project requires a much more intentional focus on the communities in which the colleges operate; it's our collective responsibility to engage the community partners and integrate their perspectives**
- **Evaluations are important and used; PLEASE complete them**



# Profile of Colleges

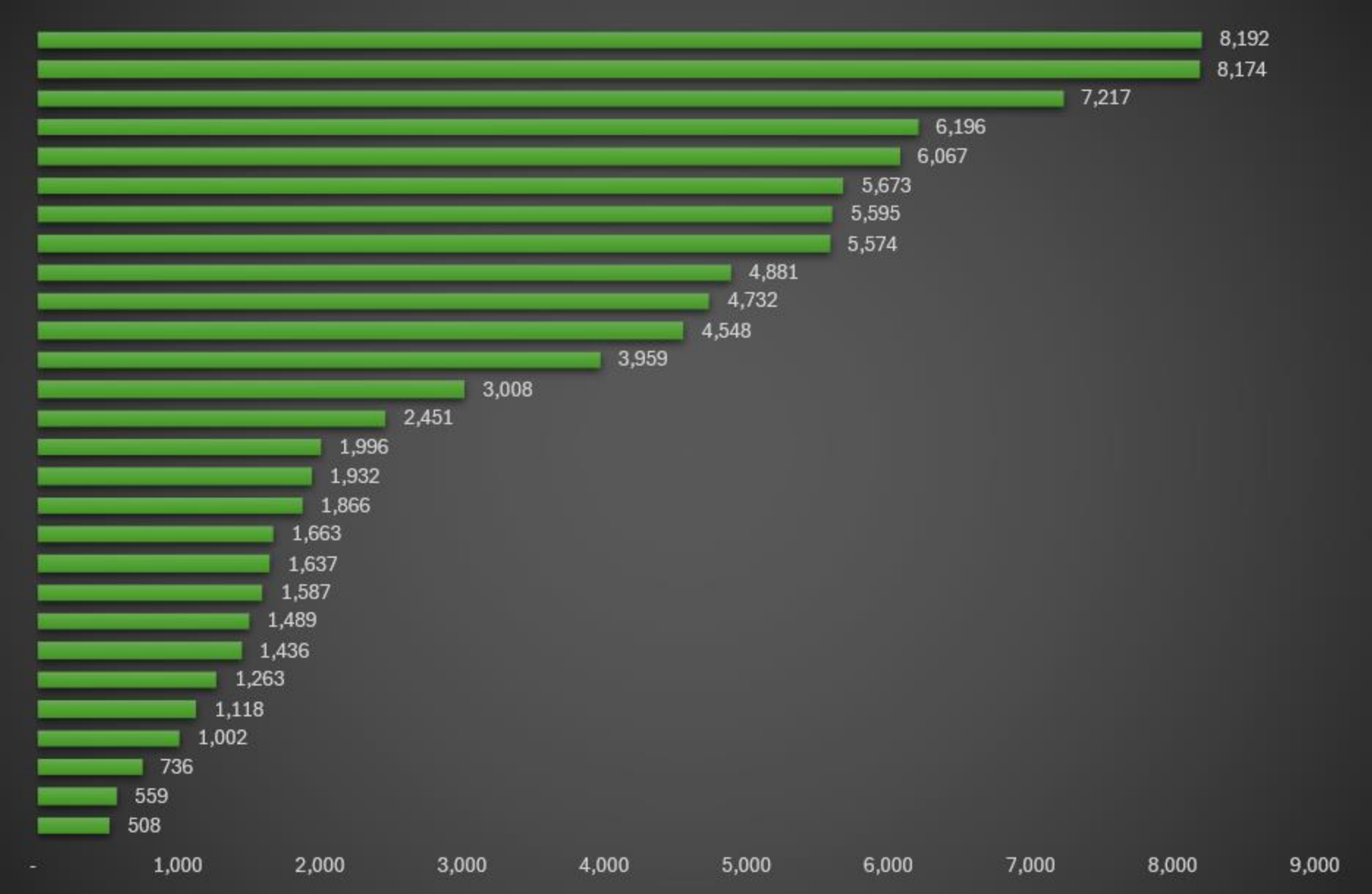
# Rural Pathways Project Colleges

- Bay College (MI)
- Central Carolina Community College (NC)
- Central Texas College (TX)
- Colorado Mountain College (CO)
- Columbia Gorge Community College (OR)
- Davidson-Davie Community College (NC)
- Edison State Community College (OH)
- Grays Harbor College (WA)
- John Wood Community College (IL)
- Kilgore College (TX)
- Linn-Benton Community College (OR)
- Marion Technical College (OH)
- Missoula College (MT)
- McLennan Community College (TX)
- Montcalm Community College (MI)
- Mountain Gateway Community College (VA)
- North Central State College (OH)
- Northeast Community College (NE)
- Patrick & Henry Community College (VA)
- Reedley College (CA)
- San Juan College (NM)
- Southwestern Oregon Community College (OR)
- Temple College (TX)
- Tillamook Bay Community College (OR)
- University of Arkansas CC – Batesville (AR)
- Washington State Community College (OH)
- West Virginia Northern CC (WV)
- White Mountain Community College (NH)

# Rural Pathway Colleges Enrollment Overview

- **Colleges range in size of Fall 2023 enrollment from 500 to 8,200, for a total of over 95,000 students across the 28 colleges**
- **The average percentage of part-time students at the 28 colleges is 70%**
- **Across the colleges, the percentage of students over 25 is 27%**
- **Across the colleges, the percentage of students under 18 is 31%**

# Fall 2023 Enrollments for Rural Pathways Project Colleges



**Notes:**

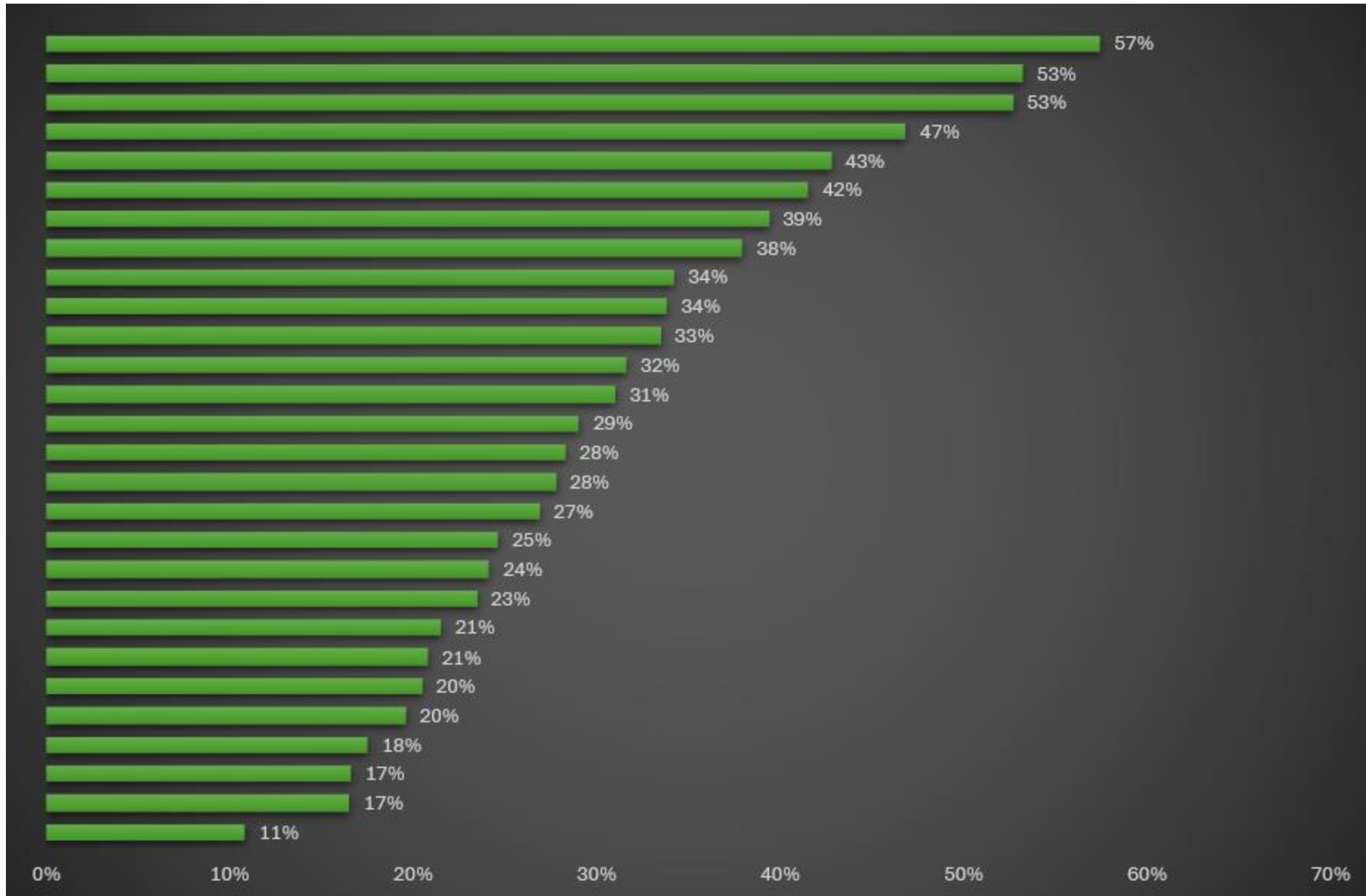
**1. Total Fall 2023 Enrollment = 95,059**

**2. 14 colleges have an enrollment of less than 2,000 and 14 colleges have an enrollment greater than 2,000**

**3. Source: IPEDS**



# Under 18 Percentage of Rural Pathways College Students, Fall 2023



## Notes:

1. This age range is a proxy for dual enrollment rate, and averages 21% nationally

2. Rural Pathways Cohort Two colleges have a higher proportion of Under 18 / dual enrollment students, averaging 31%

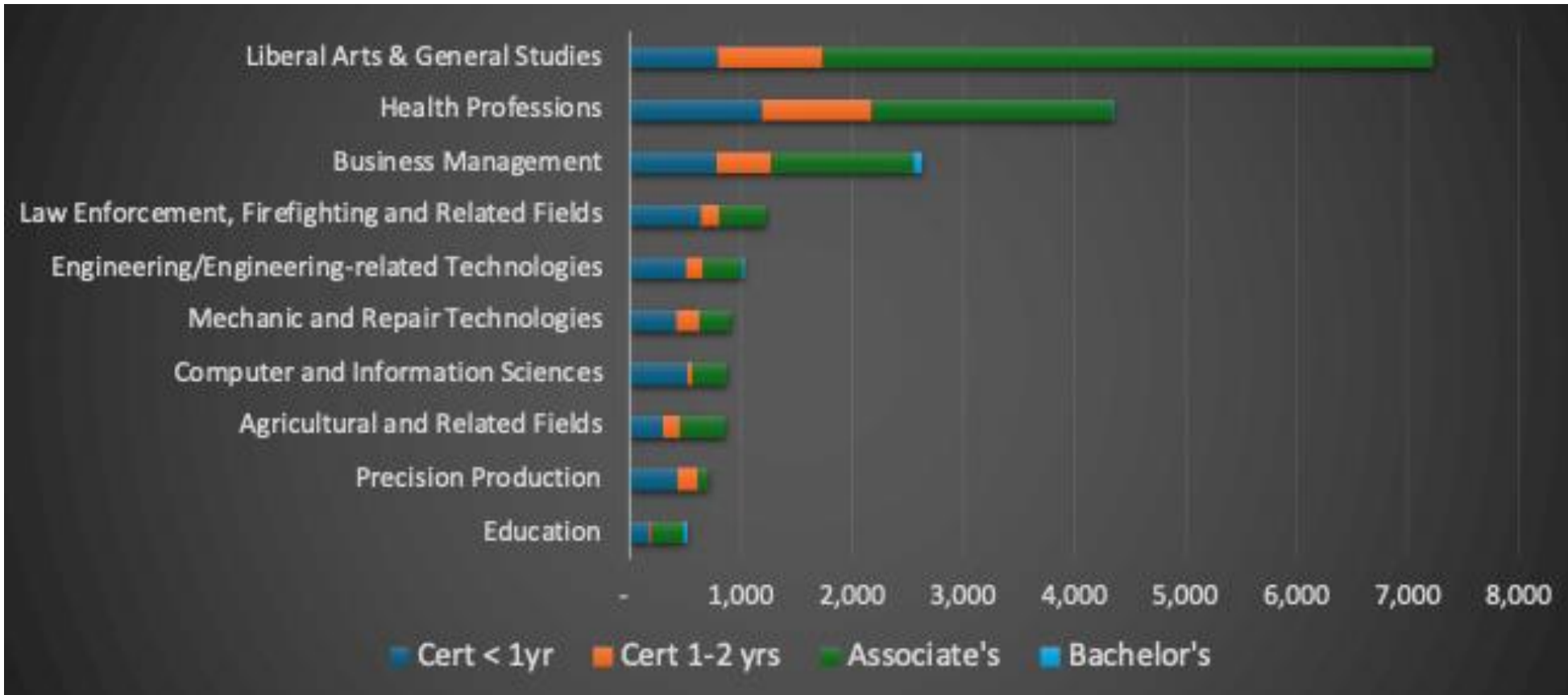
3. Source: IPEDS

# Rural Pathway Colleges Completions

Participating colleges range in the number of 2023 completions from 83 to 2,561, for a total of over 23,643 awards.

Award Type	Cohort Total	% of Total	Colleges w/Awards	College Range
Certificates < 1 year	6,682	28%	24	2% to 60%
Certificates 1 to 2 years	3,869	16%	26	3% to 46 %
Associate's degree	12,924	55%	28	30% to 84%
Bachelor's degree	168	1%	3	3% to 8%

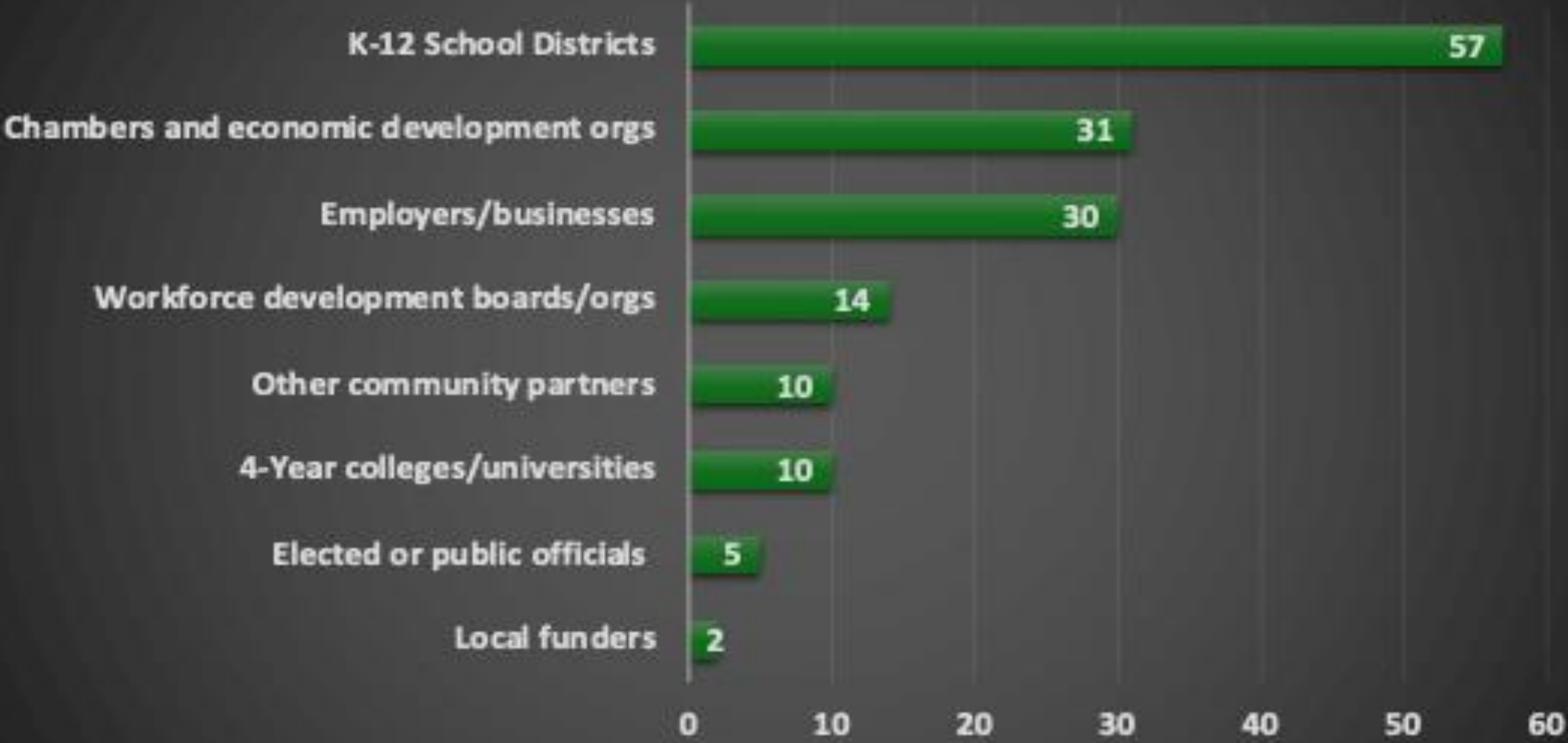
# Rural Pathways Colleges - 2023 Completions - Top 10 Programs



## Notes:

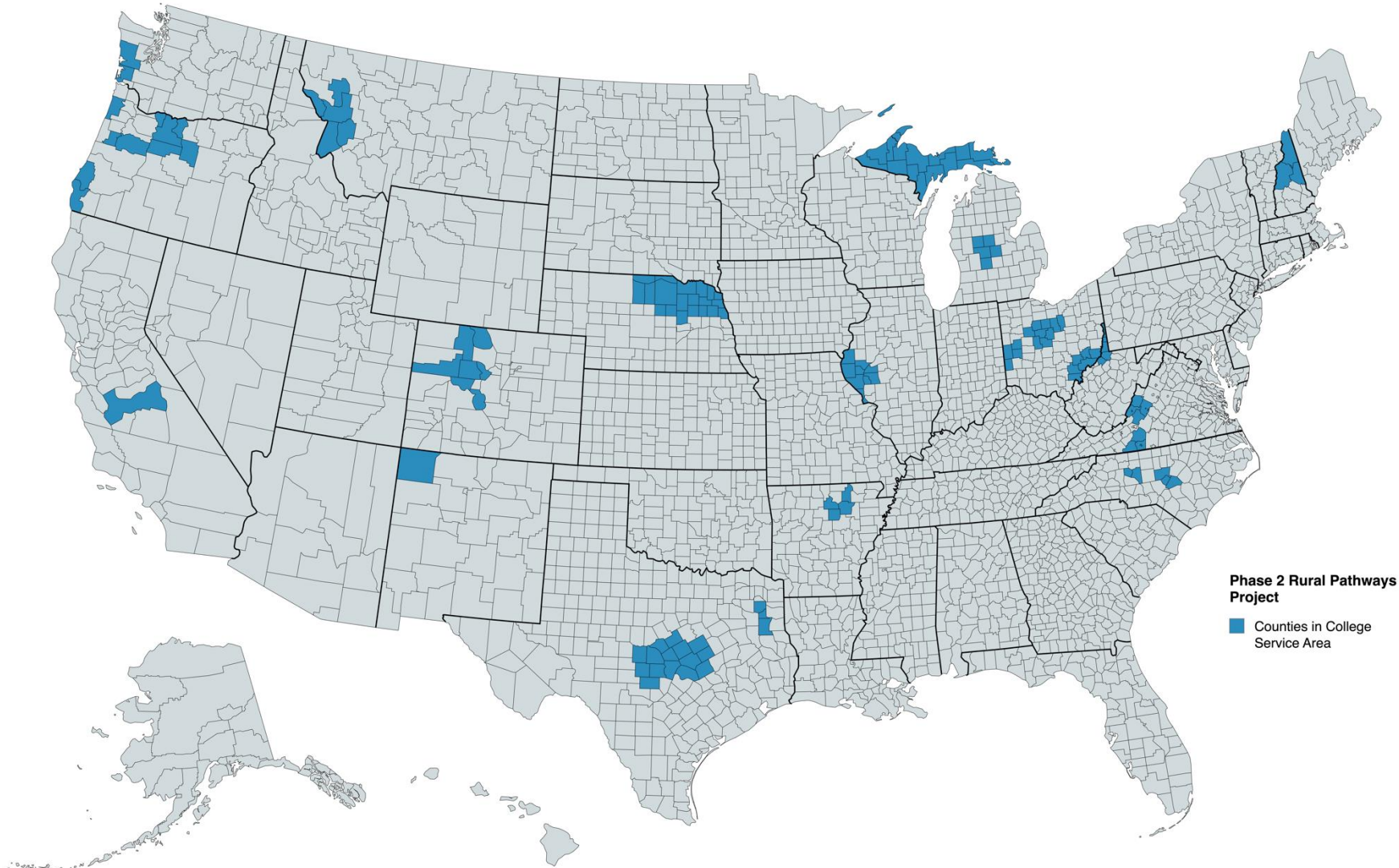
1. There were 20,309 awards in these 10 programs at the rural colleges, which represents 87% of all awards
2. Liberal Art & General Studies awards alone represented 33% of all awards in 2023.
3. Source: IPEDS

# Rural Pathways Colleges - Community Partners





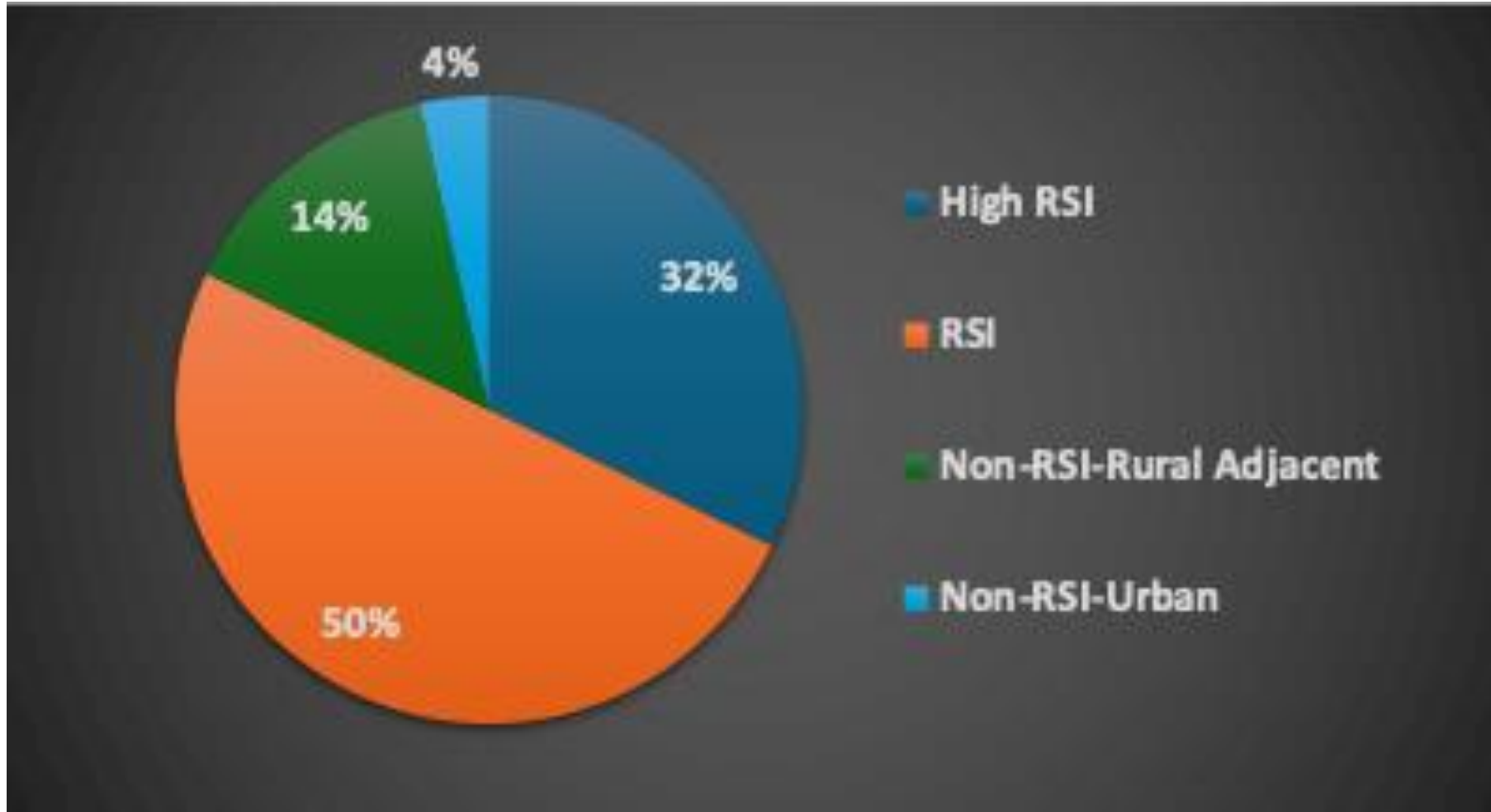
# Rural Pathway College Service Areas



## Notes:

1. 28 colleges in 16 states serving 140 counties.
2. A few colleges support a single county while one serves 20 counties.
3. The colleges service areas cover 157,200 square miles (over 97 million acres).
4. Service areas range in size from 834 to 41,152 square miles.
5. Source: College Project Applications & U.S. Census

# Rural Pathways Colleges – Rural-Serving Status



## Notes:

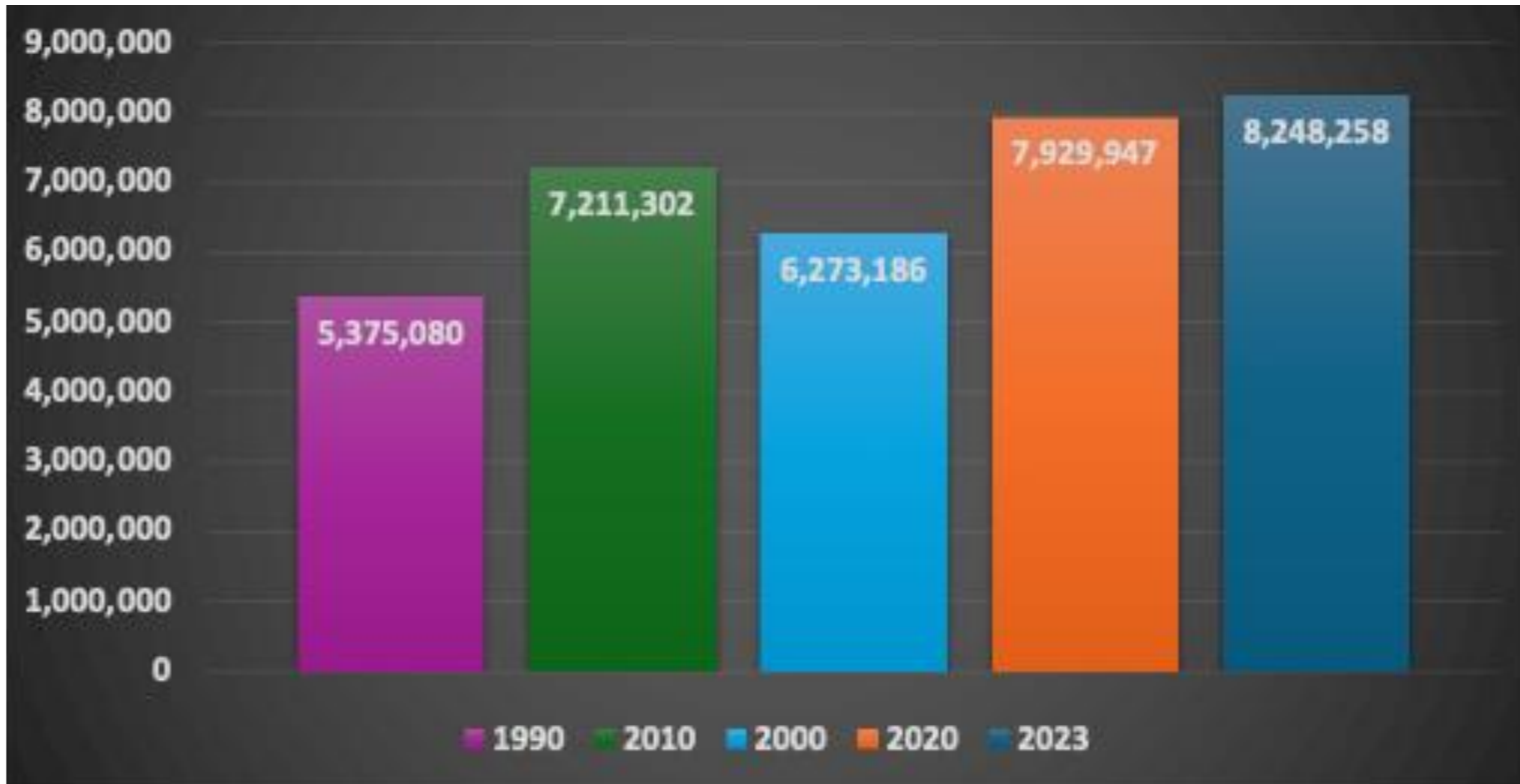
1. Alliance for Research on Regional College's *Rural Serving Institution* tool.

2. 9 High RSI colleges and 14 RSI colleges

3. 5 colleges that are "Non-RSI" also have large portions of the service areas that are rural.

4. Source: ARRC Tool

# College Service Areas – Population & Change



## Notes:

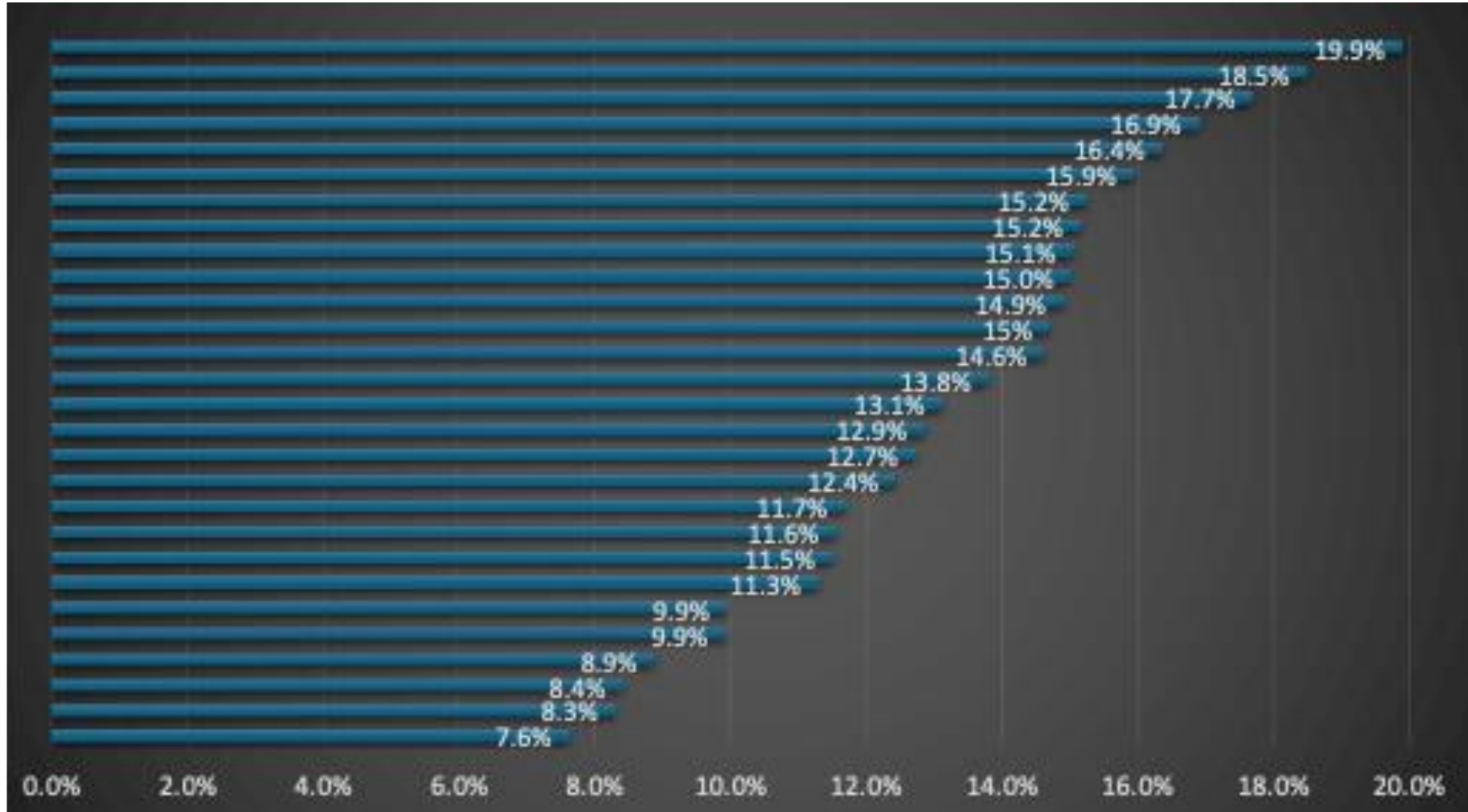
1. The total 2023 population across all college service areas was 8.2 million with the smallest just over 27,000 people and 3.3 million in the biggest.

2. And the population across the 28 college service areas grew by 2.9 million people between 1990 and 2023.

3. However, this growth masks differences with the population in 5 service areas declining consistently since 1990, and 6 others having decreases since the COVID pandemic.

4. Source: U.S. Census

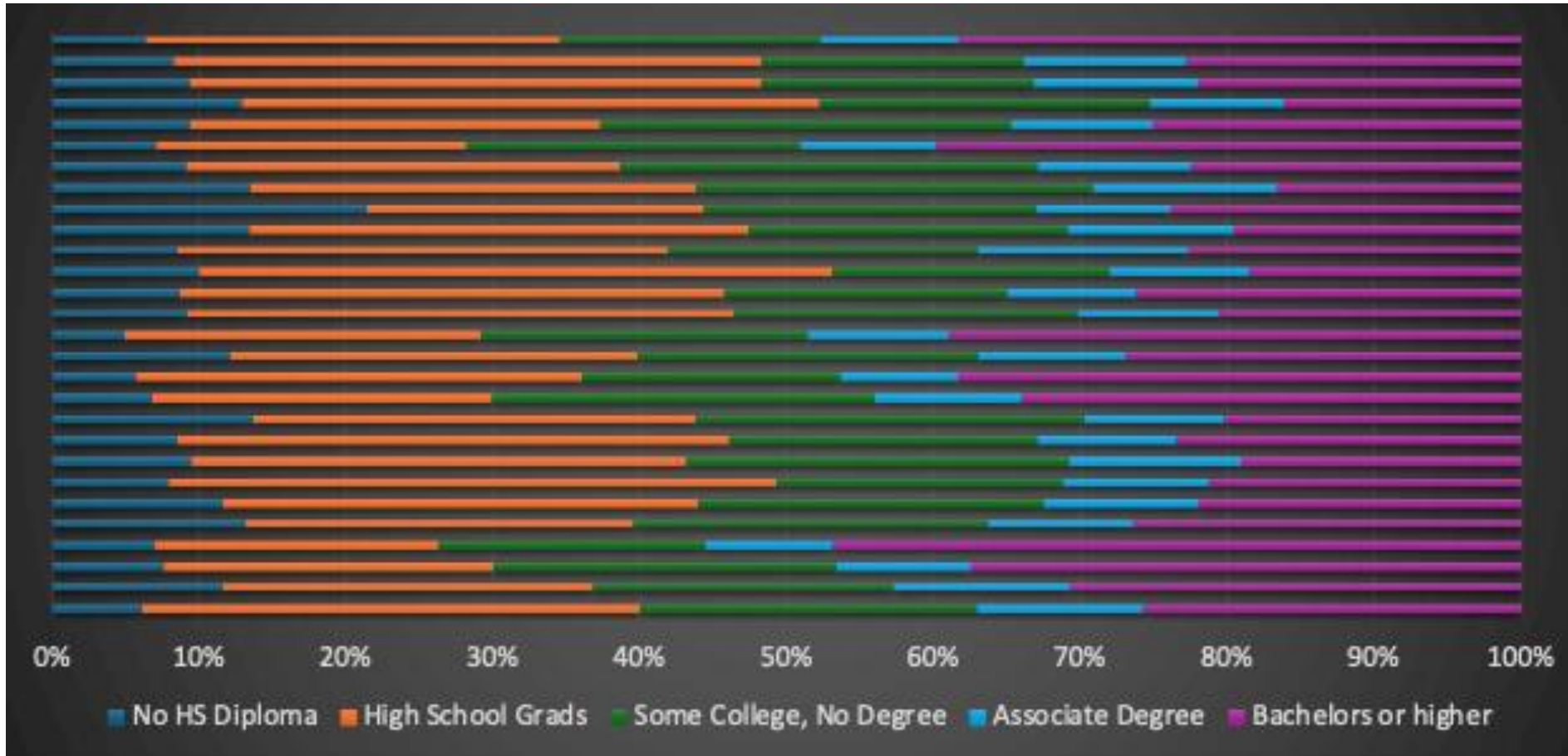
# College Service Areas – 2023 Poverty Rates



## Notes:

1. The poverty rate for all college service areas is 12.4% with over 1 million students below the poverty level.
2. The poverty rate in the college service areas ranges from 7.6% to 19.9%.
3. Source: U.S. Census

# College Service Areas – Educational Attainment



## Notes:

1. This chart reflects those people who are 25 years or older and there are 5.4 million that fall into this category across all service areas.

2. 10% of this group doesn't have a HS diploma, 28% have a HS diploma or GED, 22% have some college, 10% have an associates, and 30% have a BA or higher.

3. 13 service areas have BA (or higher) attainment over 25%, and 15 are under that.

4. 10 college service areas have over 10% of their over 25 population without a HS diploma.

5. Source: U.S. Census

**RURAL PATHWAYS PROJECT**  
**Institute #1: Creating and Refining an**  
**Institutional Improvement Culture**  
**DAY 2**  
**March 20, 2025**



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# **Institute # 1 Agenda**

## **Creating & Refining an Institutional Improvement Culture**

### **Day 2 – March 20<sup>th</sup>**

<b>8:00 – 9:00am</b>	<b>Breakfast</b>
<b>9:00 – 10:15am</b>	<b>Presidential Panel: Building a Leadership Structure for Improvement</b>
<b>10:15 – 10:45am</b>	<b>Plenary: Collaboration &amp; Common Purpose for Senior Teams</b>
<b>11:00 – 12:15pm</b>	<b>Team Time #2</b>
<b>12:15 – 1:15pm</b>	<b>Lunch</b>
<b>1:15 – 2:15pm</b>	<b>Plenary: Building and Refining an Institutional Improvement Culture</b>
<b>2:30 – 3:30pm</b>	<b>Team Time #3</b>
<b>3:45 – 4:30pm</b>	<b>Plenary: Setting Goals and Using Them to Structure Implementation</b>
<b>4:30 – 5:30pm</b>	<b>Table Exercise: Prepping for Project Goal Setting</b>

**RURAL PATHWAYS PROJECT**  
**Institute #1: Creating and Refining an**  
**Institutional Improvement Culture**  
**DAY 3**  
**March 21, 2025**



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# **Institute #1 Agenda**

## **Creating & Refining an Institutional Improvement Culture**

**Day 3 – March 21<sup>st</sup>**

- |                        |                                                                         |
|------------------------|-------------------------------------------------------------------------|
| <b>7:30 – 8:15am</b>   | <b>CEO Breakfast</b>                                                    |
| <b>7:30 – 8:15am</b>   | <b>Breakfast</b>                                                        |
| <b>8:15 – 8:30am</b>   | <b>Plenary: Using Data for Improvement by Role</b>                      |
| <b>8:30 – 10:00am</b>  | <b>Role Alike Sessions: Data Use for Improvement by Leadership Role</b> |
| <b>10:00 – 10:30am</b> | <b>Break &amp; Room Checkout</b>                                        |
| <b>10:30 – 11:00am</b> | <b>Team Session #4</b>                                                  |
| <b>11:00 – 11:45am</b> | <b>Plenary: Preview of CCRC Book</b>                                    |
| <b>11:45 – 12:00pm</b> | <b>Closing Thoughts &amp; Evaluation</b>                                |

# Following the Institute

- **Send Institute #1 team time documents to Sarah Cale ([sarah@ncii-improve.com](mailto:sarah@ncii-improve.com)) by May 2<sup>nd</sup>**
- **Initial submission of the Key Performance Indicators and the Cross-Sector Cross-Sector Guided Pathways Self-Assessment – Due May 15<sup>th</sup>**
  - **Templates will be provided after the institute**
- **Set implementation goals for the duration of the project – Summer 2025**
- **First Implementation Coach Site Visit before October 2025**

# Safe Travels!

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