# Institute #6—Policy Meets Pathways: Governing Board Roles and Policy Change

October 26–28, 2017
Motif Seattle
Seattle, Washington

# A G E N D A

**Institute Objectives:**

- Consider implications for institutional policy, procedures, and processes in implementing guided pathways

- Discuss role of trustees in codifying and sustaining institutional implementation of guided pathways

- Consider opportunities for practitioners to influence state policy discussions around student success, affordability, and pathways reforms

- Explore roles of state systems and associations in spurring and managing change

- Examine needs and opportunities for community colleges to enhance partnerships with K–12, workforce, and human service agencies to support pathways for students

- Reflect on college progress and achievements over the course of the Pathways Institute series; plan for next steps in implementation of pathways at scale

# Thursday, October 26

**12:00 p.m. – 3:30 p.m.**    **Registration**                                          Emerald Foyer
                              Refreshments provided                                     3rd Floor

**12:30 p.m. – 1:45 p.m.**    **Pre-Institute Work Session I:**                          Seattle 1
                              **Jobs for the Future's Policy Leadership Trust for**      4th Floor
                              **Student Success: Outcomes and Implications**
                              *Michael Baston, President, Rockland Community College (NY) & Pathways
                              Coach*
                              *Jack Hershey, President and CEO, Ohio Association of Community
                              Colleges (OACC)*
                              *Michael Collins, Vice President, Jobs for the Future (JFF)*
                              *Moderator: David Alstadt, Senior Program Manager, JFF*

                              Description: How can state and federal policy most help
                              institutions and systems bring guided pathways to scale and
                              improve student success? Institutional and systems-level
                              practitioners have been meeting over the past couple of
                              years to identify what good policy looks like. With the support
                              of Jobs for the Future (JFF) and an array of national advisors,
                              the group of practitioners, known as the Policy Leadership
                              Trust for Student Success, have crafted a State Policy
                              Framework that reflects their collective vision for pathways-
                              friendly policies informed by, and supportive of, good
                              practice. In this session, members of the Trust, together with
                              JFF, will present the framework for discussion. Drawing on
                              major themes from the pre-institute policy exercise, panelists
                              will lead a conversation on how practitioners can advocate for
                              good policy.

                              *NOTE: CEOs and governing board members should attend
                              this session.*

## Pre-Institute Work Session II:
### Using the Policy Self-Assessment for Governing Boards to Sustain Pathways Reforms

*Byron McClenney, Consultant, American Association of Community Colleges (AACC)*
*Karen Stout, President and CEO, Achieving the Dream*

Description: Achieving the Dream and the American Association of Community Colleges (AACC) collaborated to develop a policy self-assessment designed to be used with trustees to help identify local board policies that may be barriers to pathways implementation. Additionally, there may be policies that need to be developed and adopted that will support and sustain the institutional reforms implemented as part of the Pathways Project. This session will review both content and process and make recommendations on how to best move forward in a policy review process.

*NOTE: Chief Academic Officers and Chief Student Services Officers should attend this session.*

Belltown
4th Floor

## Pre-Institute Work Session III:
### Managing Change and Supporting Institutional Scaling of Guided Pathways: Roles of State Systems and Associations

*Jan Yoshiwara, Executive Director, Washington State Board for Community and Technical Colleges*
*Shawn Whalen, Senior Program Officer, College Futures Foundation*
*Moderator: Stacey Clawson, Director, Student Success Center Network, JFF*

Description: As guided pathways implementation has scaled across the country in recent years, state systems and other policy support infrastructures, like community college associations, are working with their institutions to leverage and advance the state policy environment to accelerate institutional change. This session will examine state-based efforts in Washington and California and discuss the resources, advantages, and obstacles in advancing a scaled state model of pathways implementation.

*NOTE: Governing board members should attend this session.*

**2:00 p.m. – 3:00 p.m.**      ## Coach, Partner, and Team Facilitator Meeting

Seattle 3
4th Floor

| | | |
|---|---|---|
| **3:30 p.m. – 3:45 p.m.** | **Opening Plenary Session** | Emerald Ballroom |
| | **Welcome and Introductions** | 3rd Floor |

**Opening Plenary Session**

**Welcome and Introductions**

*Kay McClenney, Senior Advisor to the President/CEO & Pathways Project, AACC*
*Michael Collins, JFF*

Emerald Ballroom
3rd Floor

**3:45 p.m. – 4:45 p.m.**

**Opening Town Hall:**

**Benefits and Implications of State Policy Interventions on Advancing Completion Reform**

*Jacob Fraire, President and CEO, Texas Association of Community Colleges*
*Michele Siqueiros, President, The Campaign for College Opportunity*
*Monty Sullivan, President, Louisiana Community and Technical College System*
*Moderator: Kay McClenney, AACC*

Emerald Ballroom
3rd Floor

Description: Community college state policy leaders will discuss the benefits, consequences, and institutional implications of state policies enacted to accelerate or incent higher education reform. Colleges had the opportunity to submit questions for the panelists as part of their advance work.

**4:45 p.m. – 5:00 p.m.**

**Break**

**5:00 p.m. – 5:55 p.m.**

**College Team Strategy Session #1**

**Review of Advance Work and Implications for Implementation and Sustainability**

*Facilitators: Pathways coaches*

See Page 12
for Team Room
Assignments

**5:55 p.m. – 6:00 p.m.**

**Evaluation #1**

**Thursday Sessions**

Complete the green evaluation form located in your participant binder and submit it to your Pathways coach.

**We need and value your feedback!**

**6:00 p.m. – 6:30 p.m.**

**Break**

**6:30 p.m. – 7:30 p.m.**

**Reception**

Refreshments provided
Cash bar available

Emerald 1
3rd Floor

**Explore Seattle**
**Dinner on Your Own**

# Friday, October 27

| | | |
|---|---|---|
| **8:00 a.m. – 9:00 a.m.** | **Full Breakfast**<br>Continue work from College Team Strategy Session #1 or network with other colleges and Pathways partners. If desired, schedule time with your Pathways coach or with a Pathways partner. | Emerald Ballroom<br>3rd Floor |

**9:00 a.m. – 10:15 a.m.**    **Plenary Working Session**    Emerald Ballroom
                                                                 3rd Floor

**Codifying the 3Ps: Pathway Policies, Procedures, and Processes**

*Marcia Ballinger, President, Lorain County Community College (OH)*
*Byron McClenney, AACC*
*Dan Phelan, President and CEO, Jackson College (MI)*
*Moderator: Karen Stout, ATD*

Description: The successful implementation and sustainability of guided pathways reforms is going to be dependent on the review and revision of the institution's local policies and business practices that define the student experience. Panelists will discuss how to identify the policies and practices that require rethinking and then the process to go about prioritizing what needs to be changed.

**NOTE: Seating for this session is arranged by roles (presidents/chancellors, trustees, chief academic officers, and chief student services officers) designated by table signs.**

**10:15 a.m. – 10:30 a.m.**    **Break**

**10:30 a.m. – 12:00 p.m.**    **College Team Strategy Session #2**    See Page 12
                                                                       for Team Room
                                                                       Assignments

**Leveraging State Policy and Structures to Advance and Sustain Reform**

*Facilitators: Pathways coaches*

*NOTE: At the end of this session, decide among the team who will attend each of the afternoon breakout sessions.*

**12:00 p.m. – 1:00 p.m.**    **Lunch**    Emerald Ballroom
                                           3rd Floor

**1:00 p.m. – 1:15 p.m.**    **Break (Move to Concurrent Sessions)**

Pathways

**1:15 p.m. – 2:15 p.m.**

## Concurrent Sessions I:
**Policy Revision and Implementation: How-To and So What?**

Description: This group of sessions not only focuses on identifying policy and institutional practice barriers to the implementation and sustainability reforms, they also focus on the change process that follows once the barriers are identified.

1. **Engaging Faculty and Staff in Changes to Institutional Policy and Practice**

   Seattle 2
   4th Floor

   *Ed Bowling, Executive Director, Completion by Design-NC, Guilford Technical Community College (NC) & Pathways Coach*
   *Kathleen Cleary, Associate Provost for Student Completion, Sinclair Community College (OH) & Pathways Coach*
   *Stephanie Sutton, Associate Provost of Enrollment Management and Student Services, Lorain County Community College (OH) & Pathways Coach*
   *Moderator: Gretchen Schmidt, Executive Director, Pathways Project, AACC*

   Description: As part of their Completion by Design work, Guilford Technical Community College, Lorain County Community College, and Sinclair Community College completed a comprehensive review of their institutional policies and practices through the lens of student progress and completion. As a result, the institutions all made significant changes to existing policies, revised business processes, and added policies that supported their pathways implementation. Presenters will provide details about the process and discuss the policy and practice changes at their institutions and the resulting impact on students.

### 2. Equity Implications of Pathways Policies

*Josh Wyner, Executive Director, College Excellence Program, The Aspen Institute*
*Nicole Edgecombe, Senior Research Specialist, Community College Research Center (CCRC)*
*Moderator: Michael Collins, JFF*

Belltown
4th Floor

Description: One of the greatest promises of pathways reforms is to close equity gaps for students of color, those from low-income backgrounds, and others who have been historically underserved by community colleges. As teams work to implement pathways reforms, it is essential to monitor equity gaps and course-correct where gaps are not being addressed or widening. This session will provide a framework for assessing and responding to equity gaps and setting equity goals relevant to pathways reforms, as well as making the case for sustained pursuit of equity goals. In addition to disaggregated success data for progression and completion, the framework covers access to particular programs of study and high-impact practices, as well as students' post-graduation success in transfer and labor markets.

### 3. What Good Policy Looks Like: Advancing Practitioner-Informed Policy Through the Policy Leadership Trust's State Policy Framework

*Marcia Ballinger, Lorain County Community College (OH)*
*Jan Yoshiwara, Washington State Board for Community and Technical Colleges*
*Moderator: David Alstadt, JFF*

Pioneer
4th Floor

Description: How can state and federal policy most help institutions and systems bring guided pathways to scale and improve student success? In this session, institutional and systems-level leaders serving on the Policy Leadership Trust for Student Success will share their perspectives on what makes for good policy and how they have leveraged policy to support scaling of guided pathways. With the support of Jobs for the Future and an array of national advisors, the Policy Leadership Trust has recently unveiled a State Policy Framework to reflect their collective vision for pathways-friendly policies informed by, and supportive of, good practice. Drawing on major themes from the pre-institute policy exercise, the panel will lead a conversation on how practitioners can advocate for pathways-friendly policy.

4. **Student Financial Stability: Structures for Students to Access Public Benefits and Wraparound Financial Supports**

*Michael Baston, Rockland Community College (NY) & Pathways Coach*
*Jeff Rafn, President, Northeast Wisconsin Technical College*
*Moderator: Rob Johnstone, Founder and President, National Center for Inquiry and Improvement (NCII)*

Description: More institutions are examining and implementing holistic financial supports for their students that include not only federal financial aid but also access to public benefits to support housing, food, transportation, and child care. By helping students address their food and housing insecurities at the same time as supporting their educational goals, institutions are finding that they increase the likelihood that their most at-risk students will persist and succeed. Institutional changes that are needed to support a more holistic approach to student aid will be highlighted.

5. **Trustee & CEO Session—The Governing Board Role in Sustaining Pathways: Advocacy and Institutional Policy Change**

*Byron McClenney, AACC*
*Dan Phelan, Jackson College (MI)*
*Moderator: Kay McClenney, AACC*

Description: Trustees and CEOs will participate in a guided discussion about the policy vision that is necessary to support and, maybe more importantly, sustain the institutional changes implemented as part of the scaled guided pathways reform.

**2:15 p.m. – 2:30 p.m.**  **Break**
Refreshments provided

**2:30 p.m. – 3:30 p.m.**

## Cross-Institution Working Sessions:

These working sessions provide an opportunity for team members to work with colleagues from other institutions with facilitation by pathways partners and coaches. The CEOs and trustees will have a session focused on sustainability. In response to multiple requests for guidance on the purchase of technology to support pathways implementation, the partners have developed a guiding framework for institutions. The third session is an open forum facilitated by the coaches where team members can ask questions and receive guidance from Pathways coaches and colleagues from other institutions.

1. ### CEO and Trustee Working Session: Supporting and Sustaining Pathways Implementation
   *Byron McClenney, AACC*
   *Moderator: Josh Wyner, The Aspen Institute*

   Seattle 3
   4th Floor

   Description: This working session for CEOs and trustees is focused on long-term sustainability and refinement of guided pathways reforms. Topics will include rethinking resource allocation strategies and measuring the return on investment of pathways implementation, promoting equity through policy, strategic planning as the foundation for large-scale institutional change, and the CEO/Board relationships in navigating large-scale institutional change.

2. ### Demystifying Student Success Technology
   *Davis Jenkins, Senior Research Scholar, CCRC*
   *Rob Johnstone, NCII*
   *Sarah Zauner, Executive Director, The Ada Center*

   Seattle 2
   4th Floor

   There have been ongoing requests for guidance for institutions on the technology supports needed as they implement the pillars of guided pathways. Partners in the Pathways Project have developed a technology adoption framework that provides institutions with an instrument to guide thinking before making decisions on a particular software or vendor. Partners will review the framework and lead a discussion with institutions about how to use it effectively with their stakeholders.

**3. Pathways: Peer-Assisted Problem Solving**
*Facilitators: Pathways coaches*

Seattle 1
4th Floor

This is an opportunity for an open discussion with colleagues from other Pathways colleges and coaches to ask implementation questions, give and receive implementation advice, and think through what comes next for the institution as the project ends.

**3:30 p.m. – 3:45 p.m**

**Break**
Refreshments provided

On Either Side of
Pioneer
4th Floor

**3:45 p.m. – 4:55 p.m.**

**College Team Strategy Session #3**
**Institutional Policy Review and Change Process**
*Facilitators: Pathways coaches*

See Page 12
for Team Room
Assignments

**4:55 p.m. – 5:00 p.m.**

**Evaluation #2**
**Friday Sessions**
Complete the yellow evaluation form located in your participant binder and submit it to your Pathways coach.

**We need and value your feedback!**

**5:45 p.m. – 7:30 p.m.**

**Reception and Dinner for CEOs and Trustees Only**

Emerald 2
Foyer and Ballroom
3rd Floor

**Explore Seattle**
**Dinner on Your Own**

Pathways

# Saturday, October 28

**7:00 a.m. – 8:00 a.m.**

### Full Breakfast
Continue work from College Team Strategy Session #3 or network with other colleges. If desired, schedule time with your Pathways coach or with a Pathways partner.

Emerald Ballroom
3rd Floor

**8:00 a.m. – 9:00 a.m.**

### Breakfast Plenary Session
**Strategic Finance and Return on Investment: Bridging the Gap in Community College Funding**
*Jack Hershey, OACC*
*Jeff Boudouris, Senior Vice President & Chief Financial Officer, Sinclair Community College (OH)*
*Madeline Pumariega, Chancellor, Florida College System*
*Moderator: Gretchen Schmidt, AACC*

Description: In this session, panelists will consider the inadequate levels of resources that community colleges have available for supporting student success. They will examine state policy and institutional implications of different funding models.

Emerald Ballroom
3rd Floor

**9:00 a.m. – 9:15 a.m.**

### Break

**9:15 a.m. – 10:30 a.m.**

### College Team Strategy Session #4
**Work Planning**
*Facilitators: Pathways coaches*

See Page 12
for Team Room
Assignments

**10:30 a.m. – 11:00 a.m.**

### Break
Refreshments provided

Emerald Foyer
3rd Floor

**11:00 a.m. – 11:55 a.m.**

### Closing Plenary Session
**Reflecting and Celebrating**

Emerald Ballroom
3rd Floor

**11:55 a.m. – 12:00 p.m.**

### Evaluation #3
**Saturday Morning Sessions & Overall Institute**
Complete the blue evaluation form located in your participant binder and place it in the manila envelope provided on your table. The Center for Community College Student Engagement staff will collect the manila envelopes.

**We need and value your feedback!**

Emerald Ballroom
3rd Floor

# College Team Sessions — Room Assignments

| College | Room | Lead Coach |
|---|---|---|
| Alamo Colleges (TX) | Pioneer | Tonjua Williams |
| Bakersfield College (CA) | Seattle 3 | Diane Troyer |
| Broward College (FL) | Belltown | Michael Baston |
| Cleveland State Community College (TN) | Seattle 2 | Donna Dare |
| Columbus State Community College (OH) | Seattle 1 | Darla Cooper |
| Community College of Philadelphia (PA) | Seattle 3 | Diane Troyer |
| Cuyahoga Community College (OH) | Seattle 1 | Darla Cooper |
| El Paso Community College (TX) | Pioneer | Ed Bowling |
| Front Range Community College (CO) | Emerald Ballroom | John Nixon |
| Indian River State College (FL) | Belltown | Stephanie Sutton |
| Irvine Valley College (CA) | Seattle 3 | Joyce Walsh-Portillo |
| Jackson College (MI) | Seattle 1 | Cynthia Ferrell |
| Lansing Community College (MI) | Seattle 1 | Darla Cooper |
| Linn-Benton Community College (OR) | Seattle 2 | Kathleen Cleary |
| Monroe Community College (NY) | Seattle 3 | Joyce Walsh-Portillo |
| Mt. San Antonio College (CA) | Seattle 3 | Diane Troyer |
| Northeast Wisconsin Technical College (WI) | Seattle 1 | Cynthia Ferrell |
| Paris Junior College (TX) | Pioneer | Ed Bowling |
| Pierce College District (WA) | Emerald Ballroom | John Nixon |
| Prince George's Community College (MD) | Seattle 3 | Joyce Walsh-Portillo |
| San Jacinto College District (TX) | Pioneer | Tonjua Williams |
| Skagit Valley College (WA) | Emerald Ballroom | Laura Rittner |
| South Seattle College (WA) | Emerald Ballroom | Laura Rittner |
| St. Petersburg College (FL) | Belltown | Stephanie Sutton |
| Stanly Community College (NC) | Seattle 2 | Donna Dare |
| Tallahassee Community College (FL) | Belltown | Michael Baston |
| Tulsa Community College (OK) | Emerald Ballroom | John Nixon |
| Wallace State Community College (AL) | Seattle 2 | Donna Dare |
| Western Wyoming Community College (WY) | Seattle 2 | Kathleen Cleary |
| Zane State College (OH) | Seattle 1 | Cynthia Ferrell |

Pathways