Implementing the Guided Pathways Model: A Case for Change Management and Transformation

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Implementing the Guided Pathways Model

A Case for Change Management and Transformation

Janie Scott & Russ Frohardt
What is the Guided Pathways Model?

Create coherent educational pathways for students where the end goals are clear

1. Create clear pathways for transfer and employment
2. Help students get on a path
3. Keep students on the path
4. Ensure that students are learning
Guided Pathways: Planning, Implementation, Evaluation

Creating guided pathways requires managing and sustaining large-scale transformational change. The work begins with thorough planning, continues through consistent implementation, and depends on ongoing evaluation. The goals are to improve rates of college completion, transfer, and attainment of jobs with value in the labor market; and to achieve equity in those outcomes.

**PLANNING**

**ESSENTIAL CONDITIONS**
Make sure the following conditions are in place – prepared, mobilized, and adequately resourced – to support the college’s large-scale transformational change:
- Strong change leadership throughout the institution
- Faculty and staff engagement
- Commitment to using data
- Capacity to use data

**PREPARATION/AWARENESS**
Understand where you are, prepare for change, and build awareness by:
- Engaging stakeholders and making the case for change
- Establishing a baseline for key performance indicators
- Building partnerships with K-12, universities, and employers

**SUSTAINABILITY**
Commit to pathways for the long term and make sure they are implemented for all students by:
- Determining barriers to sustainability (state, system, and institutional levels)
- Redefining the roles of faculty, staff, and administrators as needed
- Identifying needs for professional development and technical assistance
- Revamping technology to support the redesigned student experience
- Reallocation of resources as needed
- Continuing to engage key stakeholders, especially students
- Integrating pathways into hiring and evaluation practices

**IMPLEMENTATION**

**CLARIFY THE PATHS**
Map all programs to transfer and career and include these features:
- Detailed information on target career and transfer outcomes
- Course sequences, critical courses, embedded credentials, and progress milestones
- Math and other core coursework aligned to each program of study

**HELP STUDENTS GET ON A PATH**
Require these supports to make sure students get the best start:
- Use of multiple measures to assess students’ needs
- First-year experiences to help students explore the field and choose a major
- Full program plans based on required career/transfer exploration
- Contextualized, integrated academic support to help students pass program gateway courses
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Keep students on track with these supports:
- Ongoing, intrusive advising
- Systems for students to easily track their progress
- A structure to redirect students who are not progressing in a program to a more viable path

**ENSURE STUDENTS ARE LEARNING**
Use these practices to assess and enrich student learning:
- Program-specific learning outcomes
- Project-based, collaborative learning
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**EARLY OUTCOMES**
Measure key performance indicators, including:
- Number of college credits earned in first term
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- Persistence from term 1 to term 2
- Rates of college-level course completion in students’ first academic year
- Equity in outcomes

Revisit conditions, sustainability, and implementation. Continuously improve pathways by building on elements that work and adjusting or discarding elements that are not serving all students well.

**EVALUATION**
Creative & Communication Arts
Choose a career that lets you EXPRESS YOURSELF — as an art director, artist, graphic designer, actor, choreographer, dancer, musician, broadcast news analyst, editor, photographer, technical writer, reporter, fashion designer, desktop publisher, craft artist, multimedia artist, camera operator.

Business & Entrepreneurship
Choose a career that lets you TAKE THE LEAD — as a manager, computer and information systems manager, human resource manager, management analyst, event planner, audit clerk, executive assistant, procurement clerk, financial advisor, budget analyst, actuary, credit analyst, food service manager, chef, travel guide, real estate broker, public relations specialist.

Health & Biosciences
Choose a career that lets you MAKE A DIFFERENCE — as a nurse, dental hygienist, physician, pharmacist, medical assistant, medical laboratory technologist, surgical technologist, phlebotomist, biomedical engineer, veterinary technician, speech-language pathologist, physician assistant, physical therapist, respiratory care technician, invasive cardiovascular technician, occupational therapy assistant.

Advanced Manufacturing & Logistics
Choose a career that lets you MAKE THE WORLD GO ’ROUND — as an architect, civil engineer, landscape architect, carpenter, electrician, hoist and winch operator, plumber, dental laboratory technician, tool and die maker, welder, mechanical drafter, commercial pilot, aircraft mechanic, motorcycle mechanic, air traffic controller, drafter, transportation consultant, warehouse distribution director.

Public Service
Choose a career that lets you SERVE YOUR COMMUNITY — as an educator, archivist, librarian, farm and home management advisor, interpreter, special education teacher, teacher assistant, financial examiner, radar and sonar technician, counselor, social worker, funeral service manager, firefighter, correctional officer, court reporter, parole officer, emergency medical technician.

Science & Technology
Choose a career that lets you TRANSFORM EVERYTHING — as a food scientist, animal breeder, geological technician, environmental protection technician, water and wastewater treatment plant operator, computer programmer, chemical engineer, chemist, physicist, statistician, mathematician, hydrologist, geographer, economist, historian.

~ Start your journey ~
alamo.edu
Institutes

Department Chair
Transformational Leadership

Characteristics:
- Authenticity
- Creativity
- Vision

Definition:
The ability to influence the values, attitudes, beliefs, and behaviors of others by working with them in order to accomplish the college’s mission and purpose. *(Roueche, 1989)*

Discussion:
What does transformational leadership mean to you?
What does it mean for your institution?
Change Management

Discussion:

What does change management mean to you?

What does it mean for your institution?

Source: www.prosci.com
### VPAS & VPSS Plan for Implementation

#### VPAS & VPSS Plan
- **Step 1: Program Goals/Integrate Course Sequence**
  - Complete all advising guidelines.
  - Develop format for displaying guides and maps within technology parameters.
  - Develop training for advisors and faculty on guides and maps for the 2018-2019 academic year.
  - Develop training for high school counselors and start training.
  - Begin distributing materials and advertising.
  - In October, begin mapping student advising.
  - Training for high school counselors through spring and possibly summer.
  - Continue training as needed.

#### Step 2: Academic Support
- Inventory of academic support in current courses.
- Identify gaps (transfer, high risk, and remediation courses across guides).
- Identify what technology needed for capturing.
- Directors/Advising leads incorporate mentorship courses into advising process.
- Faculty are updated on academic support provided for remediation and difficult courses.
- Follow-up discussions of areas that require academic support.
- Submit through curriculum process any required changes as appropriate.
- Develop new management, testing strategies, and programming through the use of academic support (e.g., speakers, how to be successful, anxiety, etc.).
- Discussion with faculty about inclusion in Fall 2018 syllabi to require academic support.
- Add Academic Support to Fall 2018 syllabi.

#### Step 3: EDIC/DEV
- Both A4 and A5:
  - Review and develop EDIC outcomes.
  - Determine how to offer B & below EDIC.
  - Review and align faculty qualification for teaching EDIC.
  - Work with institute Teams to contextualize courses.
  - Build schedule for Fall 2017 to require EDIC of all students who score B grade in reading.
  - Continue developing.
  - Complete program for DEV to ensure all entering students complete Student Success requirement. Offer for new Spring 18 students, if possible.
  - Plan space and faculty needed to require Student Success course (EDIC or DEV) of all qualified incoming students in Fall 2018.
  - Any curriculum reviews required for EDIC and DEV courses.
  - Submit recommendations for requiring DEV of all students who score B grade or below in reading.

#### Step 4: Connections/Entry
- Create flowchart of the current connection/entry activities.
- Establish steering committee review.
- Develop a flowchart for proposed Connections through the 2nd-year registration.
- Develop 2018-19 framework for the Advising Points to work with students to develop a Career Plan.
- Program with goal of determining which Math pathway to follow.
- Continue Summer 2017 activities. Hire someone to help develop place and design of recruitment materials.
- Implement onboarding process for Fall 2018 new students.

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<table>
<thead>
<tr>
<th>Step</th>
<th>Spring 2017</th>
<th>Summer 2017</th>
<th>Fall 2017</th>
<th>Spring 2018</th>
<th>Summer 2018</th>
<th>Fall 2018</th>
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Catalysts for Pathways

Dean for Academic Success

Revised Job Description

JOB TITLE: DEAN FOR ACADEMIC SUCCESS

JOB SUMMARY

Collaborate with the Vice President and Academic Success and other College and District Administrators to provide effective and innovative solutions for issues relating to student success. Foster an environment of collaboration, mutual respect, and innovation.

Essential Job Functions:

- Ensure that students receive the best educational experience possible by fostering a learning environment that promotes intellectual rigor, critical thinking, and lifelong learning.
- Establish and maintain effective partnerships with student affairs, faculty, and staff to support student success.
- Collaborate with the Vice President and Academic Success and other College and District Administrators to provide effective and innovative solutions for issues relating to student success.
- Foster an environment of collaboration, mutual respect, and innovation.

Qualifications:

- Bachelor's degree in a related field is required. Master's degree preferred.
- Experience in higher education administration, student affairs, or related field.
- Strong interpersonal and communication skills.
- Ability to work effectively in a team-oriented environment.
- Excellent organizational and time management skills.

Application Deadline:

Applications will be accepted until the position is filled.
Before Pathways...

Workforce & Business Dean

Arts & Sciences Dean
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<tr>
<th>Department</th>
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<tbody>
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<td>3-D Animation</td>
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<td>Accounting</td>
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<tr>
<td>Advanced Materials Tech (Nano)</td>
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<td>Clinical Research Coordinator</td>
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<td>Community Health Worker</td>
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<td>Digital Video &amp; Cinema Prod</td>
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<td>Game Devel - Production</td>
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<td>Game Devel - Programming</td>
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<td>Mass Communication</td>
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<td>Mex-American Studies</td>
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<td>Network &amp; Cloud Architecture</td>
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<td>Network Administrator</td>
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<td>Personal Fitness Trainer</td>
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<td>Speech</td>
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<td>Tech Dir/Auditorium Mgr</td>
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<td>Water Resource Science</td>
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<td>Windows Programming</td>
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</tbody>
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As Alamo-Institutes
Northwest Vista College
Deans for Academic Success

Academic Support
Library
Dual Credit
Labs
Tutoring
Community Outreach
Teaching w/Tech
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- Strong change leadership throughout the institution
- Faculty and staff engagement
- Commitment to using data
- Capacity to use data
- Technology infrastructure
- Professional development
- Favorable policy (state, system, and institutional levels) and board support
- Commitment to student success and equity

PREPARATION/AWARENESS
Understand where you are, prepare for change, and build awareness by:
- Engaging stakeholders and making the case for change
- Establishing a baseline for key performance indicators
- Building partnerships with K-12, universities, and employers
- Developing flowcharts of how students choose, enter, and complete programs
- Developing an implementation plan with roles and deadlines

SUSTAINABILITY
Commit to pathways for the long term and make sure they are implemented for all students by:
- Determining barriers to sustainability (state, system, and institutional levels)
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Activity

How would you implement Guided Pathways at your institution using a transformational leadership framework and a change management model?

Each table develop plans for ONE component of the model
Thank You!

Janie Scott & Russ Frohardt
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210-486-4136