ACBO 2017 Spring Conference
Good Luck is the Residue of Good Design

Linda Collins  
Executive Director  
Career Ladders Project

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Vice Chancellor, Institutional Effectiveness,  
CA Community Colleges
The Challenge

• CCCs originally designed to increase access to public higher education at relatively lower costs than four-year institutions.

• A byproduct of this approach was the “cafeteria model,” a confusing menu of choices that students would have to navigate with little guidance and support.

• Recently, California has invested in many strategies to help students identify a major early on, have a clear outline of required courses, and receive consistent guidance and support. Despite these investments, student success across the system has experienced little improvement.

• Unfortunately, only about half of degree-seeking students achieve their educational goal. For Latinos and African-Americans, the rate is even lower.
Bold changes are needed to improve completion rates, narrow the achievement gap and keep pace with an economy that is increasingly demanding more college-educated workers.
The Opportunity & Response

Following the 2010 passage of SB 1143 (Liu) the Student Success Task Force was created.
In its 2012 report, “Advancing Student Success in California Community Colleges,” the Student Success Task Force had 22 recommendations, including creating:

“Structured pathways to help students identify a program of study and get an educational roadmap to indicate appropriate courses and available support services.”
Enter Guided Pathways

The Guided Pathways framework creates a highly structured approach to student success that:

- Provides all students with a set of clear course-taking patterns that promotes better enrollment decisions and prepares students for future success.
- Integrates support services in ways that make it easier for students to get the help they need during every step of their community college experience.
“Guided Pathways” represent a comprehensive approach to improving student completion.

- Focuses on institutional transformation
- Provides an overarching framework to integrate diverse initiatives & reforms underway
- Brings together evidence-based practices into a more coherent whole
- Emphasizes interventions that work at scale
- Creates clear, intentional, well-sequenced curriculum and program design
- Keeps students at the center of the (re)design process
Four Pillars of Guided Pathways

- Create Clear Curricular Pathways to Employment and Further Education
- Help Students Choose and Enter Their Pathway
- Help Students Stay on Their Path
- Ensure that Learning Is Happening with Intentional Outcomes
Key Elements of Guided Pathways

**Programs that are fully mapped out and aligned** with further education and career advancement while also providing structured or guided exploration for undecided students.

**Proactive academic and career advising** from the start through completion and/or transfer, with assigned point of contact at each stage.

**Early alert systems** aligned with interventions and resources to help students stay on the pathway, persist, and progress.

**Structured onboarding process** including improved placement tests and co-requisite instruction that provide students with clear, actionable, and usable information they need to get to the right start in college.

**Instructional support and co-curricular activities** aligned with classroom learning and career interests.

**Redesigning and integrating basic skills/developmental education classes** to accelerate students to college-level classes.
What Guided Pathways Means for Students

- Less confusion and much more clarity
- More guidance (especially for undecided students)
- Accelerated time to and greater likelihood for completion as a result of
  - Improved placement
  - Basic skills/developmental education reform
  - Less “wasted credits”
- Improved chances for transfer and career placement
GENERAL EDUCATION REQUIREMENTS

(Select 12 courses from this list of more than 300)

Basic Liberal Studies Requirements: [2 courses must include the Diversity (D) overlay]

English Communication: 6 credits; 3 credits must be in a writing course
- Writing (ECW): ESL 112, 122 (comprehensive speakers); HPR 326; WRT 104, 105, 106, 201, 227, 235, 302, 303, 304(D), 305(D), 333.
- General (EC): COM 100(D); 110(D); LIB 120; PHL 101.

Fine Arts and Literature (A): 6 credits; 3 credits in Fine Arts and 3 credits in Literature
- Fine Arts: ARH 120(D), 251(D); ART 101, 207; FILM 101(D); 203(D), 204(D), 205(D); HPR 105, 124, 201A, 202A. 324; LAR-201; MUS 101(D), 106(D), 111, 292(D), 293(D), PLS 231; SPA 320(D); THE 103, 111, 351(D), 352(D), 381, 382, 383.
- Literature: AAF 247(D), 248(D); CLA 391(D), 395(D), 396(D), 397(D); CLS 160(D); ENG 116(D), 140(D), 241(D), 242(D), 243(D), 247(D), 251(D), 252(D), 260(D), 262(D), 263(D), 264(D), 265(D), 260(D), 263(D), 302(D), 303(D), 304(D), 317(D), 335(D), 357(D), 358(D); FRN 309(D), 310(D), 320(D); HPR 103, 125, 201A, 202A. RUS 391(D), 392(D); SPA 365(D), 366(D), 370(D), 380(D), WMS 317(D).

Language/Culture (PC): 6 credits
- Demonstration of competence through the intermediate level by examination or successfully completing through 104 (living language) or 302 (classical language)
- Two-course sequence (or one course at the 113 level) in a language: ARB 103, 104; CHN 130, 134; FRN 103, 104; GER 101, 102; HEB 103, 104; ITA 101, 102; JPN 101, 102; KOR 101, 102; LAT 101, 102; POL 101, 102; PORT 101, 102; RUS 101, 102; SPN 101, 102.

Letters (L): 6 credits
- AAF 150(D), 201(D), 355(D); AGG 327; BGS 392(D); CLS 160(D), 235; EGR 316(D); ENG 111(D), 160(D), 243(D), 251(D), 252(D), 280(D), 355(D); FRN 391(D), 392(D), 393(D); HIS 111, 112, 113(D), 114(D), 116, 117, 118(D), 130(D), 132(D), 141(D), 142(D), 145(D), 146(D), 158(D), 160(D), 171(D), 172(D), 180(D), 204, 305, 310(D), 311(D), 314, 323(D), 327(D), 332(D), 333(D), 340(D), 341(D), 346(D), 351(D), 355(D), 356(D), 374(D), 375(D); HPR 107, 201L, 202L, 203L, 207; JOR 101(D); LAW 202(D); LET 131(D), 151(D); MUS 300(D), 301(D), 303(D), 304(D), 305(D), 306(D), 307(D), 308(D), 309(D), 310(D), 311(D), 320(D), 321(D), 322(D), 323(D), 324(D), 325(D), 331(D), 340(D), 346, 355, 356; PSC 341, 342, 347; PSY 310, 310; RLS 111(D), 125, 126, 131(D); WMS 229(D), 313(D), 320(D).

Mathematics (M): 3 credits satisfied by MTH 141

Natural Sciences (N): 6 credits; satisfied by PHY
- AFS 106, 210, 211; AGC 201(D); AST 108, 118; AYS 110(D); BCH 196; ED 101, 102, 105, 206, 286(D); EPS 201; CHM 100, 101, 110, 112; GEO 101(D); GEO 200; HIS 111, 112; MIC 106; MTH 106, 110, 120; PP 109, 201N, 202N; PMC 106; SFS 207; NS 190; OCS 110, 125, 131; PHY 109, 111, 112, 140, 185, 186, 203, 204, 205, 273, 274, 275; PLS 150, 190; TMD 113

Social Sciences (S): 5 credits
- AGP 200(D), 202, 203(D), 301(D), 304(D); CGL 202(D); ECN 100(D); 201, 202, 205, 381(D); EDC 102(D); EDC 105, 310, 356; GEOG 101(D); 104(D), 202(D); HGD 225; HPR 110(D), 201, 202S; HIS 150; JOR 110(D); KIN 123(D); LIN 200(D); MAP 100, 151(D); NUR 150(D); PSC 113(D), 115(D), 274(D), 288; PSY 103(D), 113(D), 232(D); 235(D), 254(D), 255(D), 260(D), 263(D), 273(D), 274(D); TMD 224(D); WMS 150(D).
CAREER + ACADEMIC
COMMUNITIES
at St. Petersburg College

Start your journey today! Choose from one of the ten career and academic communities to see what opportunities await after you graduate. Take the first step now by going to spcollege.edu

CHART YOUR PATH
BUILD YOUR FUTURE

MEDIAN FIRST-YEAR EARNINGS

<table>
<thead>
<tr>
<th>Category</th>
<th>Median Earnings</th>
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<tbody>
<tr>
<td>Career Certificate</td>
<td>$44,770</td>
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<tr>
<td>Associate of Science Degree</td>
<td>$45,062</td>
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<tr>
<td>Bachelor's Degrees</td>
<td>$47,480</td>
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</table>

S P C
St. Petersburg College
Show Students Their Path

Your pathway to success

Follow this checklist to set and achieve clear career goals

Engineering Technology A.S. (ENG-AS)
Biomedical Systems Emphasis with embedded Medical Quality Systems Certificate (MEDQ-CT) and Engineering Technology Support Certificate (ENGETCH-CT)

0 TO 15 CREDITS

ETI 1001 REGULATORY ENVIRONMENT FOR MEDICAL DEVICES ... 3
ETI 3291 RISK MANAGEMENT AND ASSESSMENT FOR MEDICAL DEVICE ... 3
ETI 3902 CHANGE CONTROL AND DOCUMENTATION ... 3
ETI 3711 QUALITY AUDITING FOR MEDICAL DEVICES ... 3
QSS 1010 BASIC COMPUTER AND INFORMATION LITERACY ... 1
ENG 1100 COMPOSITION I ... 3

✓ Visit Career Services & complete assessment
✓ Discuss career & research using RAC & WOEN
✓ Explore degree options
✓ Work with Academic Advising to create a M.M.
✓ Familiarize yourself with MySPC, MyCourses & SPC Email
✓ Volunteer & join Student Government or a club
✓ Start a basic resume
✓ Locate scholarship opportunities

ETI 1171 INDUSTRIAL SAFETY ... 3
ETI 3501 MEDICAL DEVICE DESIGN AND MANUFACTURING ... 3
ETI 3922 CONCEPTS OF LEAN AND SIX SIGMA ... 3
MAT 1033 INTERMEDIATE ALGEBRA ... 3
SAC 1105 COLLEGE ALGEBRA ... 3

16 TO 30 CREDITS

✓ Confirm degree plan matches career goals
✓ Modify My Learning Plan (MLP) if needed
✓ Add Volunteer Activities & Clubs to resume
✓ A.S. Programs: Attend events related to program & prepare for industry certifications & exams
✓ A.S. Programs: Determine transfer institution
✓ Make an advising appointment
✓ Visit Career Services to discuss workforce & learning opportunities

ETI 1433 MANUFACTURING PROCESSES AND MATERIALS ... 3
ETI 1625 DEVELOPING & COACHING SELF-DIRECTED WORK TEAM ... 3
ETI 1758 CO-OP WORK EXPERIENCE ... 3
ETI 180C INTRODUCTION TO ELECTRONICS ... 3
ETI 1110 INTRODUCTION TO QUALITY ASSURANCE ... 3

31 TO 45 CREDITS

✓ Gain experience in your field (volunteer/internship)
✓ Build relationships and practice interviewing
✓ Create LinkedIn Profile & clean up your online presence
✓ Complete all required courses for credit intensively
✓ Make plans for transfer or continuing at SPC
✓ Complete major degree audit with an advisor
✓ Update My Learning Plan and resume

ETI 2926 MECH. MEASUREMENT & INSTRUMENTATION ... 3
ETD 1300C INTRODUCTION TO CAD ... 3
PSS 3011 AMERICAN NATIONAL GOVERNMENT ... 3
HUM 2220 HUMANITIES ELECTIVE ... 3

46 TO 60 CREDITS

✓ Research jobs & companies
✓ Get reference & letters of recommendation
✓ Complete a graduation check with advisor
✓ Apply for transfer or continuing with SPC
✓ Apply for graduation & order your cap & gown

SPC 1017 INTRODUCTION TO SPEECH COMMUNICATION ... 3
PH 1100H STUDIES IN APPLIED ETHICS ... 3
ETD 1000C INTRODUCTION TO CAD ... 3
PSS 3011 AMERICAN NATIONAL GOVERNMENT ... 3
HUM 2220 HUMANITIES ELECTIVE ... 3

St. Petersburg College

Total Program Credits: 60
Total Pathway Credits: 64

GRADUATION

D. Jenkins & R. Johnstone
Simplifying Programs with Default Options (Biology)

<table>
<thead>
<tr>
<th>First Semester</th>
<th>Course Number</th>
<th>Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>BIOL B3A</td>
<td>General Biology I</td>
<td>5.0</td>
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</tr>
<tr>
<td>CHEM B1A</td>
<td>General Chemistry I</td>
<td>5.0</td>
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<tr>
<td>ENGL B1A</td>
<td>Expository Composition, Art or Humanities elective</td>
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<th>Course Number</th>
<th>Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>BIOL B3B</td>
<td>General Biology II</td>
<td>5.0</td>
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<tr>
<td>CHEM B1B</td>
<td>General Chemistry and Chemical Analysis</td>
<td>5.0</td>
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</tr>
<tr>
<td>ENGL B2</td>
<td>Advanced Composition and Critical Thinking -or-</td>
<td>4.0</td>
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</tr>
<tr>
<td>PHIL B9</td>
<td>Critical Thinking and Advanced Composition</td>
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<table>
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<th>Third Semester</th>
<th>Course Number</th>
<th>Title</th>
<th>Units</th>
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<tr>
<td>MATH B6A</td>
<td>Analytic Geometry/Calculus I</td>
<td>4.0</td>
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</tr>
<tr>
<td>PHYS B2A</td>
<td>General Physics-Mechanics and Heat</td>
<td>4.0</td>
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</tr>
<tr>
<td>COMM B1</td>
<td>Public Speaking, Art or Humanities elective</td>
<td>3.0</td>
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<tr>
<td></td>
<td>Social or Behavioral Science elective</td>
<td>3.0</td>
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<table>
<thead>
<tr>
<th>Fourth Semester</th>
<th>Course Number</th>
<th>Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>MATH B6B</td>
<td>Analytic Geometry/Calculus II</td>
<td>4.0</td>
<td></td>
</tr>
<tr>
<td>PHYS B2B</td>
<td>General Physics-Sound, Light, Electricity, Magnetism, Modern Physics</td>
<td>4.0, 3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Art or Humanities elective</td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social or Behavioral Science elective</td>
<td>3.0</td>
<td></td>
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</table>
Assessment and placement as an on-ramp to College

Transfer-level Placement

- English: 37% (Historic), 59% (MMAP)
- Math: 26% (Historic), 37% (MMAP)
Spring/Fall 2016 Placement into Transfer English

<table>
<thead>
<tr>
<th></th>
<th>Pre-Reform</th>
<th>Post-Reform</th>
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<tbody>
<tr>
<td>Overall</td>
<td>62%</td>
<td>77%</td>
</tr>
<tr>
<td>Asian</td>
<td>65%</td>
<td>79%</td>
</tr>
<tr>
<td>African American</td>
<td>49%</td>
<td>63%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>52%</td>
<td>69%</td>
</tr>
<tr>
<td>PI</td>
<td>59%</td>
<td>67%</td>
</tr>
<tr>
<td>White</td>
<td>72%</td>
<td>83%</td>
</tr>
</tbody>
</table>

Overall Asian African American Hispanic PI White
What Guided Pathways Means for California Community Colleges

• Integration, Integration, Integration

• Clarity for colleges in focusing classroom & support services

• Strategic Vision for CA Community Colleges – deliver the accountability / outcomes needed by the State

• Alignment with Administration and Legislative partners
<table>
<thead>
<tr>
<th>Program</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Success and Support Program</td>
<td>$285 million</td>
</tr>
<tr>
<td>Student Equity Plans</td>
<td>$155 million</td>
</tr>
<tr>
<td>EOPS</td>
<td>$123 million</td>
</tr>
<tr>
<td>DSPS (disabled student services)</td>
<td>$115 million</td>
</tr>
<tr>
<td>Basic Skills Initiative</td>
<td>$50 million</td>
</tr>
<tr>
<td>CalWORKS Student Services</td>
<td>$44 million</td>
</tr>
<tr>
<td>IEPI</td>
<td>$28 million</td>
</tr>
<tr>
<td>Technology Projects (CAI/EPI)</td>
<td>$14 million</td>
</tr>
<tr>
<td>Fund for Student Success</td>
<td>$6 million</td>
</tr>
</tbody>
</table>
A National Movement
### CA Guided Pathways

1. American River
2. Butte
3. Cabrillo
4. Canyons
5. Cosumnes River
6. Chaffey
7. Cuyamaca
8. LA Trade Tech
9. Long Beach
10. Miracosta
11. Modesto
12. Norco
13. Reedley
14. Rio Hondo
15. Riverside
16. San Joaquin Delta
17. Santa Ana
18. Santa Barbara
19. Southwestern
20. Yuba

### National Project:
**American Association of Community Colleges (AACC)**

- Bakersfield College
- Irvine Valley College
- Mt. San Antonio College
California Guided Pathways Demonstration Project

- Institute-based model (AACC)
- $4.2 million funded by Gates and Teagle Foundations
- 20 CCCs selected via a competitive process
- Selected colleges will pay fee of $45,000 to participate
- Project runs from 2017 - 2019
State of California Approach

- Largest system of higher education in the nation
- The CA Strategy will be as unique as the state
- CA has resources – significant one-time and ongoing
R4S at Sierra College

• Winter 2016 - data disaggregation showed that 50% of SC students were dropping out every year
• Spring 2016 - Reengineering for Success (R4S) Task Force developed
• SC recognizes that implementing pathways is a “moral imperative”
• SC plans for graduation rates to double by 2021 as a result of improving student onboarding, remapping programs, and using predictive analytics for class scheduling
Skyline College Promise

• Comprehensive Diversity Framework
• “Facing the Brutal Facts” with “Fierce Urgency”

• Skyline Promise: 75% of students will “Get In, Get Through, Get Out . . . On Time!”

• Remove financial barriers: Promise Scholarship
• Address Remediation: Summer Scholars Institute; Multiple Measures; Co-Requisite instruction.
• Redesign curriculum and programs
• Integrate intrusive support services
• Integrate comprehensive technology infrastructure
• Launch Guided Pathways in FA 2018
• Offer courses based on student demand
Looking Ahead

The Governor’s proposed budget of $150 million in one-time funds, in addition to ongoing resources, uniquely positions California to implement Guided Pathways on all CCC campuses.
California Guided Pathways Program

- State grant program
- $150 million in one-time funds available to all CCCs
- Up to 10% for technical assistance
- Progress towards Guided Pathways implementation expected to be made by early 2020s
California Guided Pathways Program

• Build on IEPI to create system infrastructure to support GPs
  • Capacity building for centralized professional development & technical assistance
• Integrations at all levels – Chancellor’s Office & colleges/districts
• Five Year Time Horizon
  • Colleges annual allocation dependent upon measure of progress in coordination with professional development and technical assistance resources
Institutional Effectiveness Partnership Initiative

http://iepi.cccco.edu/
Composition of Partnership

- CCC Chancellor’s Office
- College of the Canyons
- Academic Senate
- Foothill College
- Chabot-Las Positas CCD
- Representatives from 22 Statewide Organizations
- Success Center for California Community Colleges
ALL ON PLN

• Data Disaggregation
• Integrated Planning
• Strategic Enrollment Management (In Development)

IEPI Applied Solution Kits (ASK)

Data Disaggregation ASK
Data disaggregation (DD) has been a focus for years. Now, its role in supporting student decision-making is more apparent. DD can help reveal differences between subgroups, which can be used to improve decision-making.

Strategic Enrollment Management ASK
How Your College Could Benefit from Strategic Enrollment Management (SEM)
California Community Colleges face challenges. And they must continue to adapt and change to maintain the changing needs of our institutions and our students. The SEM ASK resources will benefit everyone on campus who has a stake in strategic enrollment management.

Integrated Planning ASK
How Your College Could Benefit from Integrated Planning
By implementing Integrated Planning (IP) and working across departments, institutions can potentially decrease redundant efforts, increase efficiency, and improve student outcomes. Through integrated planning, institutions can increase institutional effectiveness, a key component in accreditation evaluation. What’s not to love about improving your college’s accreditation processes?

A Deeper Look at the Integrated Planning ASK
After meeting with nearly 200 California Community College professionals and conducting an intensive literature review, the resources for the initial launch were created and selected by subject matter experts. Some of the IP ASK materials include: templates, rubrics, dashboards, literature, and reporting tools.

Integrated planning is the linking of vision, priorities, people, and the physical institution in a flexible system of evaluation, decision-making and action. It shapes and guides the entire organization as it evolves over time and within its community.

—Society of College and University Planning

Phase I: Inform
During this phase of the ASK development, the committee reviewed the literature and prioritized the areas of need.

Contact Us
ASK@ccpcc.org
Access the DISK
Visit the PLN website

California Community Colleges Chancellor’s Office

Integrated Planning (IP)
RESOURCES

- Promising Practices
- Emerging Practices
- Lynda
- Skillsoft
Next Steps for State Guided Pathway Program

- Await final action on state budget

- Assess colleges’ readiness to implement Guided Pathways reforms

- Develop and provide technical assistance to aid colleges where they are

- Determine indicators to ensure colleges are staying the course

- Evaluate activities – “is it working?”
Questions?

What excites you about Guided Pathways?

What concerns you about Guided Pathways?

What are the challenges to moving toward GPs?

How can we build on the all the work you’ve done?

What kind of support do you think your college would need to consider moving toward GPs?
To begin implementing them?
Contact Information

IEPI/Guided Pathway ASK:

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Darla Cooper
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Julie Bruno
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Clarify the Path

- Strong Workforce Program
- Priority Enrollment
- Dual Enrollment
- Student Equity Planning
- Student Transfer Achievement Reform Act (ADT)
- California Promise

Enter the Path

- Basic Skills Initiative
- Education Planning Initiative
- Adult Education Consortium Program
- Prior Learning Credits
- Student Success Initiative
- Common Assessment Initiative
- Multiple Measures Assessment Project
California Based Initiatives

Stay on the Path
- College Scorecard
- Institutional Effectiveness Partnership Initiative (IEPI)
- Innovation Grants

Ensure Learning
- Online Education Initiative
- Strong Workforce Program
- Institutional Effectiveness Partnership Initiative (IEPI)