

# Implementing the Guided Pathways Model

A Case for Change Management and Transformation

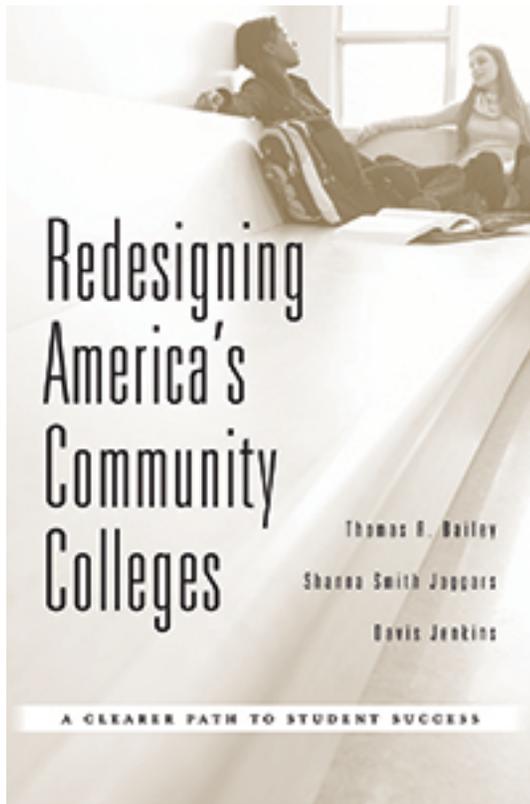
Janie Scott & Russ Frohardt



ALAMO  
COLLEGES

NORTHWEST VISTA COLLEGE

# What is the Guided Pathways Model?



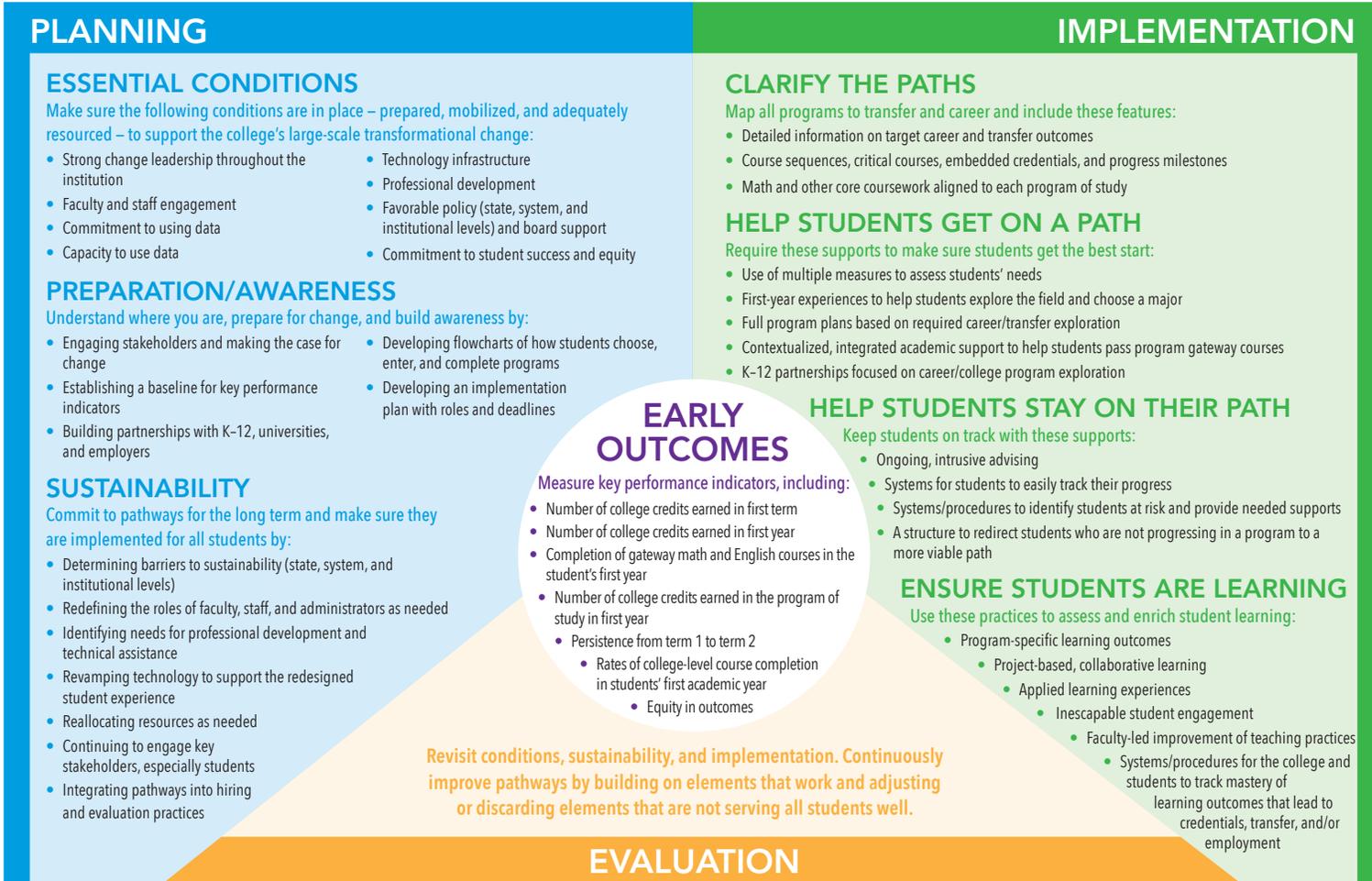
*Create coherent educational pathways for students where the end goals are clear*

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



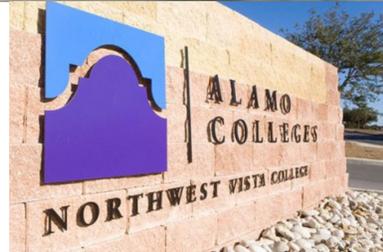
# Guided Pathways: Planning, Implementation, Evaluation

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.**





NORTHEAST LAKEVIEW COLLEGE



San Antonio College

# Alamo INSTITUTES

NORTHEAST LAKEVIEW COLLEGE • NORTHWEST VISTA COLLEGE • PALO ALTO COLLEGE • SAN ANTONIO COLLEGE • ST. PHILIP'S COLLEGE

My journey  
Designed  
for me!

## 1 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.

## 2 Business & Entrepreneurship

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

## 3 Health & Biosciences

Choose a career that lets you **MAKE A DIFFERENCE** – as a nurse, dental hygienist, physician, pharmacy technician, psychiatrist, radiologic technologist, surgical technologist, phlebotomist, biomedical engineer, veterinary technician, speech-language pathologist, physician assistant, physical therapist, respiratory care technician, invasive cardiovascular technician, occupational therapy assistant.



## 4 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.

## 5 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, paralegal, emergency medical technician.

## 6 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 –



ALAMO  
COLLEGES  
DISTRICT



ALAMO  
COLLEGES

NORTHWEST VISTA COLLEGE



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

## ADKAR model

A

Awareness of the need for change

D

Desire to participate and support the change

K

Knowledge on how to change

A

Ability to implement required skills and behaviors

R

Reinforcement to sustain the change

## Discussion:

What does change management mean to you?

What does it mean for your institution?

*Source: [www.prosci.com](http://www.prosci.com)*

Alamo Colleges' Pathways Plan for Full Implementation in Fall 2018

VPs' preliminary plan developed on 11.30.16. VPs additional review and identification of Spring 2017 actions on 12.14.16

1.12.17

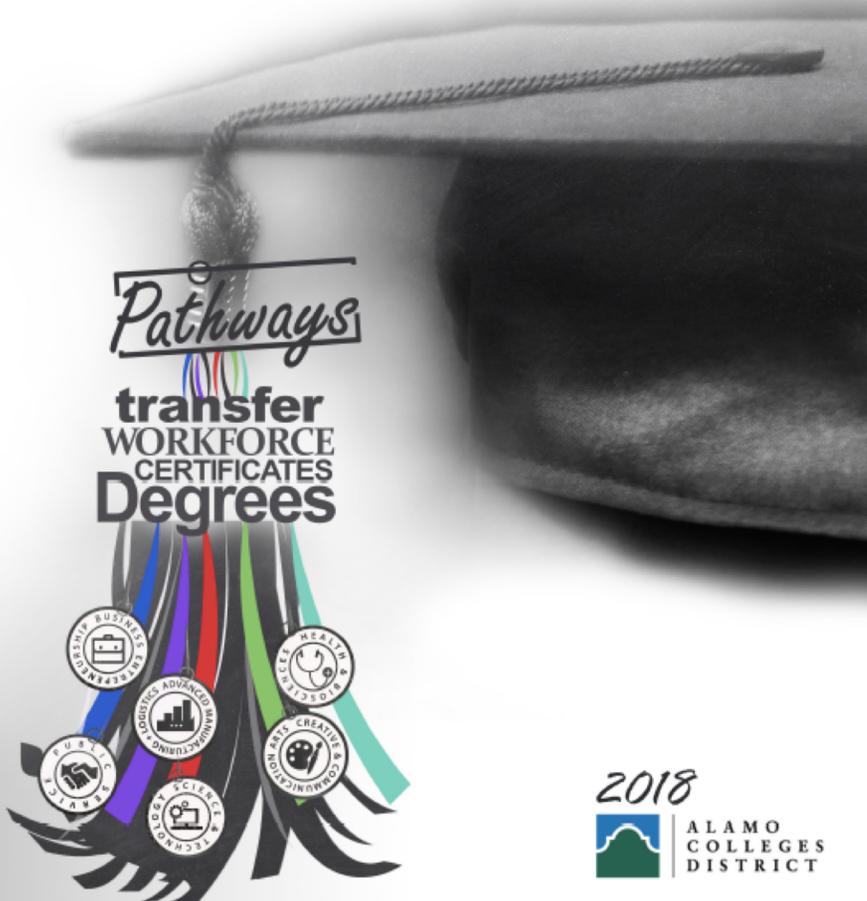
Step	Spring 2017		Summer 2017		Fall 2017		Spring 2018		Summer 2018		Fall 2018
	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	
Step 1: Program Guides/Institutes Common-Optimal Course Sequence	*Complete all Advising Guides, pre-major maps, and *Recommended Institute Default Maps	*Develop format for displaying Guides and Maps within the technology parameters	*Develop training for advisors and faculty on Guides and Maps for the 17/18 academic year *Develop training for high school counselors and start training. Advisor training in late September early October *Begin distributing materials and advertising		*Review and update any identified changes in Guides and Maps	*In October, begin use maps in advising students for Fall 2018 *Training for high school counselors through Spring and possibly summer		*Continue training as needed			FTICs begin using Advising Guide, pre-major map, or recommended default block map (can opt out)
Step 2a: Academic Support	*Inventory of academic support in current courses. *Identify gaps (consider high risk and milestone courses across guides) *Identify what technology needed for capturing			*Directors/Advising Leads incorporate milestone courses into advising processes. *Advisors are updated on academic support provided for milestone and difficult courses	*Follow-up discussion of areas that require academic support. *Submit through curriculum process any required changes as appropriate	*Develop [time management, test taking] programing through the lens of academic support (i.e., 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		All appropriate syllabi will require appropriate academic support

# VPAS & VPSS Plan for Implementation

Step	Spring 2017		Summer 2017		Fall 2017		Spring 2018		Summer 2018		Fall 2018
	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	
Step 2b: EDUC/SDEV	Both AS and SS: *Review & develop EDUC outcomes. *Determine how to offer 8 <sup>th</sup> & below SDEV. *Review and align faculty qualification for teaching EDUC; *Work with Institute Teams to contextualize courses. *Build schedule for fall 2017 to require EDUC of all students who score 9 <sup>th</sup> grade in reading.	Both AS and SS: *Determine how to offer 8 <sup>th</sup> & below SDEV. *Training for advisors on student development requirement for fall 2017 implementation	*Continue developing recommendations for requiring SDEV of all students who score 8 <sup>th</sup> grade or below in reading		*Complete program for SDEV to ensure all entering students can complete Student Success requirement. Offer for new Spring 18 students if possible. *Plan space and faculty needed to require Student Success course (EDUC or SDEV) of all qualified incoming students in Fall 2018 *Handle any curriculum reviews required for EDUC and SDEV courses		*Build sections in schedule for all Fall 2018 incoming students—EDUC and SDEV	*Training for advisors on student success requirement	*Train any new faculty for teaching EDUC		All entering students take revised EDUC or complete an SDEV requirement

Step	Spring 2017		Summer 2017		Fall 2017		Spring 2018		Summer 2018		Fall 2018
	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	Acad. Success	Stud. Success	
Step 3a: Connection/Entry		*Create flowchart of the current connection/entry activities  *EAB steering committee reviews timeline, flowchart, etc.		*Develop a flowchart for proposed Connection through the 2 <sup>nd</sup> term registration. *Determine Common Framework for the Advising Points to work with student to determine a Career Institute/ *Program with goal of determining which math pathway to follow: -Recruitment -Placement		*Continue Summer 17 activities. January 2017 hire someone to help develop place and design of recruitment materials. Implement onboarding process for Fall 2018 new students					All entering students (including dual credit) will go through all advising points

*Deans for Academic Success as*  
**Catalysts for Pathways**



## Dean for Academic Success Revised Job Description

### JOB TITLE: DEAN FOR ACADEMIC SUCCESS

#### Job Summary:

Collaborate with the Vice President and Vice Chancellor for Academic Success, and other College and District administrators, to provide principle-centered leadership of the AlamoINSTITUTES through planning, development, and evaluation of academic and instructional support programs. Foster participatory leadership through a culture of collaboration, mutual respect, innovation, and continuous improvement throughout the College and Alamo Colleges District; encourage professional excellence among the faculty and staff, as well as promote an organizational culture of ethical decision-making, customer service, creativity, and quality service. Facilitate, lead and support collaborative partnerships between the College and external service area entities, including independent school districts, colleges/universities and community agencies to increase student enrollment and provide educational training and educational opportunities. Promote and support tutorial services, selected academic success strategies, learning communities and other motivational services to nurture a campus climate conducive to the success of educationally and socio-economically diverse current and prospective students. Ensure compliance with a variety of applicable laws, rules, regulations and requirements related to community college instruction and pathways. This position reports to the Vice President for Academic Success.

#### Essential Job Functions:

- Provide transformational leadership that will utilize communication, collaboration, resources and innovation.
- Work collaboratively with faculty and university partners to ensure alignment.
- Engage with regional employers to strategically maximize their expertise through engagement on the Alamo Institute Advisory Committees.

#### Clarify paths to meet student goals

- Coordinate the design, implementation, and sustainability of the Alamo Institutes. Work collaboratively with the Vice Chancellor for Academic Success to ensure coherence and clarity of transfer advising guides (TAGs), pre-major maps, and institute default maps, with ongoing review to optimize credit transfer and minimize loss of time to completion.
- Use data and evidence to ensure AlamoINSTITUTES is flexible in responding to internal and external influences.

#### Help students choose and enter a guided pathway

- Work collaboratively with Student Success to help students choose the appropriate pathway.
- Work with K-12 partners in Dual Credit and Early College High School to strengthen bridges that include innovative, contextualized remediation pathways and support.

#### Support student persistence

- Coordinate with faculty mentors and certified advisors to support students at key touch points, provide ongoing guidance, and support at-risk students.
- Provide a robust menu of embedded, contextualized academic and non-academic supports.

#### Ensure student learning

- Ensure educational coherence by providing support for course and program level student learning outcomes, effective teaching practices, and professional development opportunities.
- Identify, utilize, and monitor the effectiveness of technological tools and infrastructure to support students' journey.

**3-D Animation**  
**Accounting**  
**Advanced Materials Tech (Nano)**  
 Anthropology  
 Art  
 Biology  
**Business Administration**  
**Business Computer Info Systems**  
 Chemistry  
**Clinical Research Coordinator**  
**Community Health Worker**  
**Computer Science**  
**Computer Support Specialist**  
 Criminal Justice  
**Customer Service/Sales Ops**  
 Dance  
**Digital Media**  
**Digital Video & Cinema Prod**  
 Drama  
 Economics  
 Education  
 Engineering  
 English  
 English as a Second Language  
**Game Concept Art**  
**Game Devel - Production**  
**Game Devel - Programming**

Geography (+ ENVR)  
 Geology (+ ASTR)  
 Government  
 History  
 Humanities  
**Info Assurance & Cyber Security**  
 Kinesiology  
 Languages  
 Mass Communication  
 Mathematics  
 Mex-American Studies  
 Music  
**Network & Cloud Architecture**  
**Network Administrator**  
**Personal Fitness Trainer**  
**Pharmacy Technology**  
 Philosophy  
 Physics  
 Psychology  
 Reading  
 Sociology  
**Software Development**  
 Spanish  
 Speech  
**Tech Dir/Auditorium Mgr**  
**Water Resource Science**  
**Windows Programming**

## Before Pathways...



**Workforce  
& Business  
Dean**



**Arts &  
Sciences  
Dean**

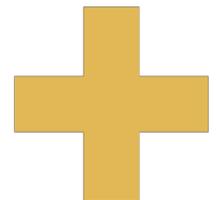
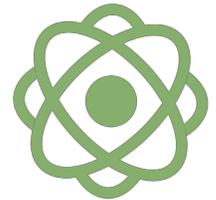
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 Music  
 Network & Cloud Architecture  
 Network Administrator  
 Personal Fitness Trainer  
 Pharmacy Technology  
 Philosophy  
 Physics  
 Psychology  
 Reading  
 Sociology  
 Software Development  
 Spanish  
 Speech  
 Tech Dir/Auditorium Mgr  
 Water Resource Science  
 Windows Programming

# As Alamo-Institutes Northwest Vista College Deans for Academic Success



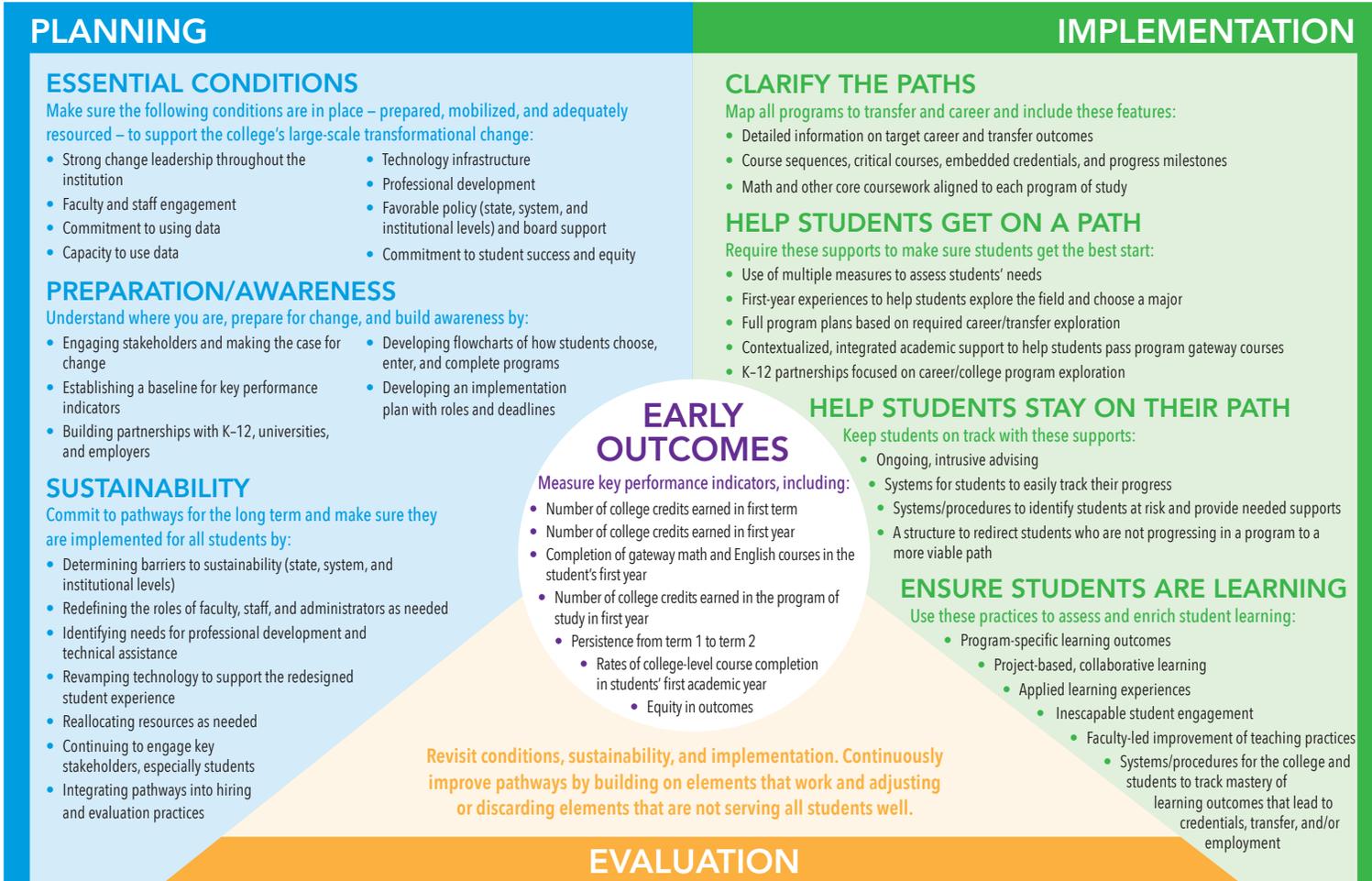
**Academic**  
**Support**  
 Library  
 Dual Credit  
 Labs  
 Tutoring  
 Community Outreach  
 Teaching w/Tech





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# 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



A wide-angle photograph of a modern campus featuring several large, multi-story buildings with brick and metal facades. In the foreground, a calm body of water reflects the sky and buildings. A rainbow flag is visible on a building in the distance. The sky is filled with dramatic, dark clouds.

# Thank You!

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