



Postsecondary State Network Meeting

July 18-19, 2018 • Ft. Lauderdale, FL

The Ritz-Carlton Ft. Lauderdale
1 North Ft. Lauderdale Boulevard
Ft. Lauderdale, FL 33304

MEETING GOALS

- Share approaches for connecting guided pathways implementation efforts with regional and state strategies for economic mobility and growth.
- Explore strategies for advancing equity through postsecondary partnerships with adjacent systems that connect to local economies.
- Feature voices of the Student Success Center Network through showcasing innovative state work.
- Promote peer learning and collaboration across the Network.

AGENDA WEDNESDAY, JULY 18, 2018

8:00–8:45 AM	BREAKFAST AND REGISTRATION	BALLROOM FOYER
8:45–9:15 AM	WELCOME AND OVERVIEW	BALLROOM
9:15–10:30 AM	<i>Opening Plenary</i> LEVERAGING COMMUNITY COLLEGES AS A VEHICLE TO PROMOTE ECONOMIC MOBILITY	BALLROOM

Community college presidents and leaders can serve as powerful conveners in broader regional and state efforts to promote equitable economic mobility. This plenary session brings together leaders from higher education systems and institutions to discuss how guided pathways are, or can be, a means to promote equity in educational attainment and advancement strategies. Panelists will reflect on their own institutions' roles in building and promoting pathways that “reach around” to adjacent systems to align efforts to prepare students for the future of work. They will also address the notion of pathways as a mechanism for promoting diverse, consistent talent that strengthens regional economies.

- **Michael Baston**, President, Rockland Community College
- **Morna Foy**, President, Wisconsin Technical College System
- **Tonjua Williams**, President, St. Petersburg College
- **Moderator: Michael Collins**, Vice President, JFF

10:30–11:00 AM

BREAK

11:00 AM–12:15 PM

WORKING SESSIONS ROUND 1 **ALIGNMENT AND PARTNERSHIPS**

1. Connecting the Dots: Building Comprehensive Pathways

FERNCLIFF

Developing comprehensive pathways—ones that meet the needs of all learners—requires alignment across multiple systems, including postsecondary, adult education, and workforce. While many of these systems have their own definitions of the term *pathways*, all share common principles, including the importance of student supports. In this session, we will hear stories of alignment from North Carolina and Wisconsin, including North Carolina’s efforts to make adult education an on-ramp to guided pathways and Wisconsin’s strategies to connect guided pathways reforms to its longstanding career pathways reforms.

- **Gilda Rubio-Festa**, State Director of Adult Education, North Carolina & Associate Vice President for College and Career Readiness, North Carolina Community Colleges
- **Karen Showers**, Education Director, Wisconsin Technical College Systems

2. Building Bridges: Connecting Pathways Between Two- and Four-Year Institutions

ASTOR 1/2

Postsecondary reform efforts that concentrate on bolstering student completion of two-year degrees are critical to both student success and regional and state competitiveness. However, in order for states and systems to strengthen long-term economic and social mobility goals, they must develop the partnerships, strategies, and policies that extend student opportunities beyond two-year degrees. In this session, two Student Success Center executive directors will share their work on engaging four-year institutions in transfer pathways and other associate’s to bachelor’s degree paths.

- **Erica Orians**, Executive Director, Michigan Center for Student Success
- **Naomi Sleap**, Executive Director, Florida Student Success Center, Florida Department of Education

3. It's the Economy, People: Engaging Industry and Employers in Guided Pathways

BALLROOM 3

Guided pathways reforms work to ensure that students are provided with the support and structure necessary to complete their educational goals and earn degrees and credentials with high value. But as states, systems, and Student Success Centers work to implement these reforms, engagement with the industries and employers that underpin the state can be challenging. In this session, hear how Hawai'i's community college system and Ohio's association of community colleges are working to actively engage employers and design strategies to match industry sector opportunity with guided pathways reforms.

- > **Cathy Bio**, Director of Student Success, University of Hawai'i Community Colleges
- > **Suzette Robinson**, Interim Chancellor, Leeward Community College
- > **Mike Snider**, Chief Academic Officer, Ohio Association of Community Colleges
- > **Facilitator: Lucretia Murphy**, Senior Director, JFF

4. Managing Change and Changing Management in California

BEECHWOOD

The California Community College Chancellor has a vision and agenda focused on meeting the state's and its students' educational and economic needs. The state has passed and funded several measures in the last year, including implementation of guided pathways statewide, developmental education reform, funding for a new independent technology-enabled college, and modifying the funding formula to emphasize outcomes. In this session, the California team will present a problem of practice related to partnership and alignment needed to successfully roll out and sustain this work. This session will provide the presenters and participants an opportunity to discuss and think through stakeholder engagement, managing culture change, policy development, and implementation in a decentralized community college system.

- > **Sandy Fried**, Executive Director, California Success Center
- > **Laura Hope**, Executive Vice Chancellor of Educational Services and Support, California Community Colleges Chancellor's Office
- > **Facilitator: Julita Bailey-Vasco**, Program Manager, JFF

12:15–1:15 PM

LUNCH

BALLROOM FOYER

1:15–2:00 PM

STATE INNOVATION SPOTLIGHT

BALLROOM FOYER

JFF is featuring the Postsecondary Network states in a State Innovation Spotlight poster session. This is an opportunity to share a visual showcase of innovative state work with the larger Postsecondary State Network and for Network states to learn from and strategically connect with each other. A designated state representative will be at each poster to answer questions during this dedicated networking time.

2:00–3:00 PM

Plenary

BALLROOM

NAVIGATING STATE AND FEDERAL POLICY ENVIRONMENTS AND OPPORTUNITIES

Policy environments can have a significant impact—sometimes positive and sometimes negative—on our ability to implement guided pathways and student success reforms at scale. The 2018 election promises to shake up the landscape again, bringing new governors, state legislators, and perhaps a new Congressional majority into office. This plenary session will explore the role that state and federal policy and political environments play in creating or diminishing opportunities to advance postsecondary reform efforts.

- **Lexi Barrett**, Senior Director, National Education Policy, JFF
- **Lara Couturier**, Principal, HCM Strategists
- **Patrick Dillon**, Partner, Hilltop Public Solutions
- **Moderator: Marty Alvarado**, Senior Director, JFF

3:00–3:15 PM

BREAK

3:15–4:30 PM

WORKING SESSIONS ROUND 2 POLICY AND ADVOCACY

1. Exploring Policy Levers for Supporting Student Financial Stability

FERNCLIFF

College students are not the first image that comes to mind when most people think about individuals who are living paycheck to paycheck, figuring out how to pay their rent, buy food, and cover other basic needs. However, research over the past several years puts in plain sight the fact that many of today's college students, especially those at community colleges, face economic insecurities that impede their ability to persist at and complete a postsecondary credential. In this session, we will examine state policy levers that bolster student financial stability through helping community colleges expand services and supports to students in need.

- **Mei-Yen Ireland**, Director of Integrated Student Support Strategies, Achieving the Dream, Inc.
- **Michael Meotti**, Executive Director, Washington Student Achievement Council
- **Van Wilson**, Associate Vice Chancellor, Virginia Community College System
- **Jan Yoshiwara**, Executive Director, Washington State Board for Community and Technical Colleges
- **Moderator: Cynthia Liston**, Principal, Liston Consulting, LLC

2. Metrics, Money, and Systems Alignment: A Policy Agenda for Improving Student Success

BEECHWOOD

At this meeting, JFF is releasing a series of policy papers that offer a range of strategies for reshaping how states measure educational attainment, fund institutions, align systems, and support students—all in the name of improving student success, catalyzing systems change, and scaling guided pathways. This series of papers builds on the design principles and policy framework of JFF's Policy Leadership Trust for Student Success. In this session, the authors of the policy papers will share their policy ideas and state examples and will discuss the opportunities and challenges in achieving policy change.

- **Grant Blume**, Affiliate Faculty, Community College Research Initiatives, University of Washington
- **Nate Johnson**, Principal Consultant, Postsecondary Analytics
- **Nicole Washington**, Education Policy Consultant
- **Moderator: David Altstadt**, Associate Director, JFF

3. Implementing Pathways Amid Policy Shifts: The Role of College Presidents

ASTOR 1/2

In this session, college presidents will share their experiences with the changing federal and state policy landscape, including the ways that policy can both help and hinder efforts to implement reforms, improve student success, and serve and strengthen their communities. The panel will discuss how they maintain momentum for change in a shifting policy environment.

- **Leigh Goodson**, President & CEO, Tulsa Community College
- **Camille Preus**, President, Blue Mountain Community College
- **Richard Rhodes**, President & CEO, Austin Community College District
- **Moderator: Amy Loyd**, Associate Vice President, JFF

4. Understanding and Assessing State Political and Policy Landscapes

BALLROOM 3

Understanding the policy and political dynamics at play in your state is a critical step on the path to creating supportive state-level conditions for improving student success. In this session, participants will hear case studies of the role of politics and policymaker priorities in several states in ushering in reforms to postsecondary education. Participants will also gain insight into the broader national environment for state postsecondary policy and learn strategies for assessing their own state's contexts.

- **Patrick Dillon**, Partner, Hilltop Public Solutions
- **Lisa Gray**, Ohio Advocacy Consultant, Bill & Melinda Gates Foundation and Education Project Director, Philanthropy Ohio's Education Initiative
- **Dale Shimasaki**, CEO, Strategic Education Services
- **Moderator: Sidney Hacker**, Senior Program Officer, Bill & Melinda Gates Foundation

4:30–5:30 PM

TEAM TIME

This is an opportunity for state teams to discuss actionable strategies that build on their state's guided pathways and student success work, tying in lessons learned from the first day of the meeting. JFF will provide teams with guiding questions and additional support to state teams if needed.

See below for assigned team time locations; if you are sharing a space look for a table sign. Please let JFF staff know if you will be meeting elsewhere.

Arizona BALLROOM

New York FERNCLIFF

Arkansas BALLROOM

North Carolina BALLROOM FOYER

California ASTOR 1/2

Ohio BEECHWOOD

Connecticut BALLROOM FOYER

Oregon BALLROOM FOYER

Florida BALLROOM

Texas BALLROOM 3

Hawai'i BALLROOM

Virginia BALLROOM

Michigan BALLROOM 3

Washington BALLROOM

New Jersey BALLROOM FOYER

Wisconsin BALLROOM

6:30–7:30 PM

RECEPTION

POOLSIDE, 7TH FLOOR

THURSDAY, JULY 19, 2018

7:30–8:30 AM	BREAKFAST	BALLROOM FOYER
8:30–9:15 AM	OPENING REMARKS > Maria Flynn , President and CEO, JFF	BALLROOM
9:15–10:15 AM	Plenary OPERATIONAL READINESS FOR GUIDED PATHWAYS: THE SYSTEMS ROLE Embarking on a guided pathways implementation journey requires some essential conditions that go beyond just the academic and advisory elements for systems and institutions. It requires support structures that include fiscal and business processes, technology infrastructure, and change management. As institutions take on this important work, it is imperative that they have the needed operational capacity to adequately support the instructors, students, and administrators. This plenary session will focus on the key foundational elements that guided pathways require and how administrators at the state and institution level can support what will be a large-scale transformational change. > Johanna Duncan-Poitier , Senior Vice Chancellor, Community Colleges and the Education Pipeline, The State University of New York System Administration > Christina Hart , Vice President of Enrollment and Student Services, Indian River State College > Sally Johnstone , President, National Center for Higher Education Management Systems > Moderator: Ed Bowling , Executive Director for Completion and Performance, Guilford Technical Community College	BALLROOM
10:15–10:45 AM	BREAK	

WORKING SESSIONS ROUND 3**CASE STUDIES AND WORKSHOPS ON ELEMENTS OF GUIDED PATHWAYS IMPLEMENTATION****1. Putting the “T”eacher in Transformation:
Empowering and Engaging Faculty to Be Leaders
in the Guided Pathways Movement****BALLROOM 3**

Nationally, teaching and learning has been the least-emphasized pillar within the guided pathways movement. However, engaging faculty and improving teaching and learning practices will have the most direct impact on student success outcomes. This interactive session will share practical strategies to engage and empower faculty to (1) see themselves as campus leaders and student mentors and (2) redesign courses to engage students and improve learning. Participants will walk away with an action plan to implement at their college or the state level.

- **Cathy Bio**, Director of Student Success, University of Hawai'i Community Colleges
- **Christine Harrington**, Outgoing Executive Director, Center for Student Success, New Jersey Council of Community Colleges

**2. Student Success Center
Approaches to Implementing the Scale of
Adoption Assessment****ASTOR 1/2**

The Michigan and Connecticut Student Success Centers are using the Community College Research Center's Scale of Adoption Assessment (SOAA) to support their statewide guided pathways implementation. During this session, representatives from each Center will discuss strategies for encouraging institutions to participate in the assessment; processes used to prepare institutions to complete the assessment; and practices for gathering, analyzing, and reporting data. Attendees will hear lessons learned from the Centers as well as how these Centers will use SOAA information to guide future efforts as their states move forward in implementing guided pathways.

- **Greg DeSantis**, Interim Executive Director of the Student Success Center and Academic Initiatives, Connecticut State Colleges and Universities
- **Lindsey Norton**, Assistant Director, Student Success Center, Connecticut State Colleges & Universities
- **Jenny Schanker**, Director of Research and Institutional Practice, Michigan Center for Student Success

3. Let's Not Reinvent the Wheel: Sharing Strategies and Tools for Guided Pathways Implementation

BEECHWOOD

Engaging in guided pathways implementation can be a daunting process for systems and their colleges. Guided pathways reforms take many years, and there is no one right way to go about them. Fortunately, the Network has many states that have tried many strategies from whom we can all learn. During this working session, Student Success Center executive directors will share their experiences developing their guided pathways implementation approaches as well as their strategies for framing guided pathways work within the larger context of student success initiatives in their states. Attendees should come to this session with questions and challenges for discussion with the larger group.

- > **Elizabeth Cox Brand**, Executive Director, Oregon Student Success Center
- > **Cynthia Ferrell**, Vice President, Texas Success Center, Texas Association of Community Colleges

4. Advising Redesign Approaches: Lessons from Coaching Models

FERNCLIFF

In this session, representatives from the New Jersey and Ohio Student Success Centers will share their approaches to redesigning advising and student supports with their colleges, highlighting lessons they are learning from launching college coaching models that complement in-state advising institutes. Participants will also explore what leadership and support are needed at the college and state levels to align advising redesign work with overall guided pathways efforts and carry this work forward to ensure impact for students.

- > **Laura Rittner**, Executive Director, Student Success Center, Ohio Association of Community Colleges
- > **Donna Rogalski**, Assistant Director, New Jersey Center for Student Success
- > **Moderator: Julia Lawton**, Associate Director, Integrated Student Support Strategies, Achieving the Dream, Inc.

12:00–12:45 PM

LUNCH

BALLROOM FOYER

WORKING SESSIONS ROUND 4

JFF'S STRATEGIC PROVIDER NETWORK

1. Building Strategic External Partnerships to Advance Student Success

FERNCLIFF

To deliver and resource the education that students need in the face of rapidly changing expectations and conditions, some community college leaders are developing new strategic partnerships with other cross-sector organizations in the education-to-employment ecosystem. In this interactive session, The Aspen Institute will explore the dynamics of building effective partnerships between colleges and the neighboring organizations that share complementary missions within the context of guided pathways reforms, highlighting partnerships with community-based organizations and four-year institutions.

- > **Josh Wyner**, Executive Director, College Excellence Program, The Aspen Institute
- > **Respondent: Scott Ralls**, President, Northern Virginia Community College

2. Assessing Equity in Guided Pathways Implementation and Developmental Education Reforms

BALLROOM 3

Closing the achievement gap is a fundamental component of student completion efforts. Understanding the challenges around academic underpreparedness can help institutions begin to address the needs of their diverse student populations. Successful guided pathways implementation requires a commitment to equity on the part of systems and their colleges, including a commitment in their approach to reforming developmental education. This session will guide attendees through an activity that will allow them to reflect on how their guided pathways work supports equity in their systems and/or institutions and develop a plan for continuing those efforts.

- > **Nikki Edgecombe**, Senior Research Scientist, Community College Research Center, Teachers College, Columbia University

3. Guided Pathways: Promising Evidence from Early Adopters

ASTOR 1/2

Since the release of *Redesigning America's Community Colleges* in 2015, CCRC has been conducting research across the country to better understand how community colleges and systems are designing, supporting, and implementing essential guided pathways practices and the effect of these changes on student outcomes. This session will review evidence from early pathways adopters, focusing on the Tennessee community colleges. We will share how the colleges are redesigning programs of study, onboarding, corequisite remediation, and advising, as well as present promising early indicators of student success. Finally, this session will discuss a new method for how colleges and systems can set targets for improvement in student outcomes.

- > **John Fink**, Senior Research Associate, Community College Research Center
- > **Davis Jenkins**, Senior Research Scholar, Community College Research Center
- > **Hana Lahr**, Senior Research Associate, Community College Research Center

4. Evidence-Based Coaching for Change in the Student Success Center Network

BEECHWOOD

In this session, the CCRI team will discuss early learnings from the Student Success Center Network's coaching work, from pilot projects to scaling evidence-based coaching for change. The strategic decisions of three Student Success Centers will be featured, including factors that influenced key decisions about why, what, and how coaching is being used to enhance guided pathways implementation. Future plans of CCRI to expand and deepen work with more Centers to enhance the impact of strategic coaching designs will be shared with the group.

- **Debra Bragg**, Director, Community College Research Initiatives
- **Katie Kovacich**, Research Coordinator, Community College Research Initiatives
- **Lia Wetzstein**, Research Scientist, Community College Research Initiatives

2:15–3:00 PM

Closing Plenary

BALLROOM

MEETING REFLECTIONS FROM THE STUDENT SUCCESS CENTER NETWORK LEADERSHIP TEAM

We will close with an opportunity to reflect on the Postsecondary State Network meeting in a discussion led by the Student Success Center Network Leadership Team. Together, we will examine critical questions surrounding guided pathways policy and practice while drawing together leading insights and takeaways from the meeting.

- **Greg DeSantis**, Interim Executive Director of the Student Success Center and Academic Initiatives, Connecticut State Colleges and Universities
- **Cynthia Ferrell**, Vice President, Texas Success Center, Texas Association of Community Colleges
- **Jennifer Miller**, Director of Community College Support & Executive Director, NY State JFF Student Success Center, The State University of New York
- **Moderator: Stacey Clawson**, Senior Director, JFF

3:00 PM

ADJOURN