Introductions

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Today’s Agenda

1. Student Success Initiative

2. Introduction to Guided Pathways

3. Trustees Leadership Role in Guided Pathways Implementation

4. Questions / Open Discussion
The mission of the Success Center is to advance the CCC Student Success Initiative and significantly improve student outcomes by serving as a hub that promotes the sharing, adoption, and implementation of effective practices and policies across the CCC system.
Student Success Initiative

- Description
I can set up the presentation with an overview of the Vision, what the Chancellor’s Office is doing to implement the Vision and the role that colleges play in meeting the Vision’s goals. I can also cover how we will be measuring progress toward the goals on a statewide level, and the role Trustees can play in supporting their districts in implementing the Vision and GP.
Four Pillars of Guided Pathways

- Clarify the Path
- Enter the Path
- Stay on the Path
- Ensure Learning
10 Meta-Majors

- Agriculture, Nutrition, & Culinary Arts
- Arts, Humanities, & Communication
- Business
- Education
- Health Sciences
- Industrial & Transportation Technology
- Public Safety
- Social, Behavioral, & Human Services
- STEM
- Personal & Career Exploration
Start with the end in mind

• What’s the job?

• What’s the salary?

• How long will it take me to get there?
Strong Workforce

Start with the end in mind

• What’s

• What’s the salary?

• How long will it take me to get there?
Make the work and education relevant

- Internships
- Work-based learning
- Contextualize learning
  - Embed career related content into GE courses
  - Develop applied English and Math courses that meet both CTE and Associate degree requirements
- Student Employment
- Apprenticeship
Strong Workforce

Produce highly-skilled and knowledgeable workforce

• Increase qualified workers
• Meet local workforce demand
• Employer sought hard and soft skills
• Regional coordination
The Trustees Role in Leading Change

• Bill’s slides.
An empty canoe goes nowhere. Not until paddlers get in it and together paddle towards a common destination can it ever serve its purpose.
Fostering Change

• To create change in a large organization such as a community college, it is necessary to overcome the inertia of the existing comfort zone in which staff and faculty currently reside.
Initial Step

• It is important for the Board of Trustees to be educated in and provide their support of both the steps in the change process and the Guided Pathways project.
STEPS IN THE CHANGE PROCESS

Step 1: Establish a Sense of Urgency.

• The administration publicly reviews with the Board student success benchmark data.

• Does the data provided demonstrates a need for improvement?

• If Yes, the Board should direct the administration to develop improvement goals and a plan for achieving these goals such as the Guided Pathways project.
Step 2: Create a Guiding Coalition

- The Board asks the CEO to keep the Board informed of the establishment of a team of leaders from the college(s) who will be charged with leading the desired changes.
- It is important to include representatives of the various college segments including managers, faculty, staff & students.
- The Board will want follow-up reports from the college(s) involved in making changes.
Step 3: Develop a Vision and a Strategy

- It is ultimately the Board’s role to approve the vision of what the change is intended to accomplish.
- Re: Guided Pathways project: The Board identifies the student success goals to be achieved.
- The CEO is responsible for establishing the strategy to accomplish the vision. The CEO will also need to identify any needed policy and/or financial modifications.
- The Board’s role will also be to evaluate such requests and to allocate the necessary resources and adopted the needed policy changes.
- In multi-college districts, the goals for each college may differ.
Step 4: Communicate the Vision

- The Board -through the CEO – is responsible for communicating to the entire District as well as to the public its vision of student success.
- The CEO is responsible for transmitting the Board’s vision to the college(s) and identifying the role of each employee as well as the expected change impact.
- The communications to the college(s) requires the following elements to be effective:
Communication Elements

A. **Keep it simple.** Use easily understandable terminology and focus on the vision. Explain how these changes improve student success and reduce time and money spent by students only taking classes needed for their desired academic goal.

B. **Use metaphors and examples.** Use examples of how the process can help students find their way through the institution in a reduced time and be successful in obtaining a degree or a certificate.

C. **Bring your message to any available forum.** Be willing to attend large and small meetings both on and off campus to spread the message and to describe the vision.

D. **Repetition.** Make the case over, and over again as it will take time for the message to sink in and for listeners to understand the strength of your commitment to the vision.

Continued:
Communication Elements (con’t)

E. **Walk the talk.** Support the Guided Pathways project through all your decisions. Nothing will undermine the project quicker than the Board making comments and decisions contrary to the vision of the project.

F. **Explain any inconsistencies quickly.** Remove any doubts of your support of the Guided Pathways project if any unintended actions or decisions seem to be at odds with the vision. Clarify quickly how your support of the Guided Pathways project remains your primary focus.

G. **Discuss and do not dictate.** Be willing to engage in conversations about the importance of the Guided Pathways model and its implementation and listen to the concerns expressed by others.

It may be necessary for the Board to restate the vision especially during budget discussions and when annual goals are approved by the Board.
Step 5: Eliminate Barriers and Support Student Success Actions.

As barriers are identified to the implementation of the Guided Pathways project:

- Support the CEO’s elimination of administrative barriers.
- The Board should modify policies as needed to eliminate policy barriers.
- The Board should schedule a periodic review to assure that Board actions have had the anticipated results.
- If other changes are identified by the CEO to support the Guided Pathways project, the Board needs to promptly consider such requests and provide support whenever possible.
Step 6: Generate and Celebrate Short Term Wins

- Celebrating successful changes and outcomes is essential to modifying the culture of the college(s) and gaining acceptance of the changes that have been made to date.

- RE: student success changes; short term benchmarks that support long-term results should be identified and if accomplished, should be celebrated by the Board to allow the college(s) to know that progress is happening.

- Publicize student examples of how the Guided Pathways project has had a positive impact upon their learning goals.
Step 7: Consolidate Gains and Produce More Change

• As smaller changes needed in the Guided Pathways project are accomplished illustrate the improvements at Board meetings and use their success for making the additional changes needed to implement the Guided Pathways program.

• Use public media to illustrate to the community how the Guided Pathways project is helping students succeed and to reduce their time & expenses.
Step 8: Anchor New Practices in the College’s Culture.

As Sir Winston Churchill once said: “Never, never, never give up.”

- As changes are made it is critically important to cut off any ways to returning to the old way of doing business.
- Once the Guided Pathways project is fully implemented make sure the college(s) does not retreat.
- The Board’s role will be to continually review student success progress and to continually support proposed improvements in the process to allow for continued student successes.
- The Board can also support the continuation of the Guided Pathways project by including in their annual goals statement the monitoring and support of the Guided Pathways project.
Stay Committed!

- Such changes are not for the “faint of heart.”
- The process will take time to fully implement so again, never, never give up.
- Any let up by the Board before the project is fully implemented will be seen by opponents as an opportunity to regress to the old ways.
Cut them off at the pass!

- To create change it is necessary to move the college(s) out of their comfort zone.
- As changes to the way the college(s) operates occur, employees will experience the discomfort of having to do things differently. Allowed a fallback, employees will go there because it is comfortable for them to do so.
- Without the fallback being available, employees will make the changes needed to accomplish the Board’s vision.
- Trustees need to understand this potential and be ready to stand up against pressure to abandon the new program.
- The Board’s continued support of the CEO is crucial to the success of the Guided Pathways project.
5 Successful Board Habits to Support Change

1. Willingness to take risks and try new approaches to solving problems.
2. Willingness to perform honest self-reflection through the Board’s annual self-evaluation process.
3. Be open to the input from others as part of the self-reflection process.
4. Carefully listen to input from others and use such input to again determine if additional changes are needed.
5. Finally, the willingness to change based upon data, the input from others, and self-evaluation.
Policy Evaluation Process

1. Establish Board Goals
2. Discuss Data Results & Determine Impacts
3. Measure Impacts
4. Establish Policies
5. Implement Policy

Establish Measurements
Your colleges will never be perfect. Because once you achieve today’s future goals; the demands of tomorrow will require new goals and new futures. In spite of this, never give up!