



California Guided Pathways

June 19, 2017

Greetings Pathways Trailblazers!

On May 24, 2017 was the [second statewide Guided Pathways Summit](#) hosted by Bakersfield College. This summit was titled “[Leadership Matters](#): Re-Imagining Leadership to Sustain Transformative Change to Advance Student Success & Equity”. We had over over 300 people from around the state making it to the summit in person and over 475 tuning in via the web. Incredible attendance.



Thank you Shawn Whalen from the College Futures Foundation for funding both the first Guided Pathways Summit in Feb 2016 and again the second one in May 2017.

With one year of work completed in developing the [California Guided Pathways Project](#), [\\$150 million of one-time funding in the Governor’s budget for implementing Guided Pathways at all of the California community colleges, and an excellent slate of speakers and panelists, we knew the summit was going to be well-attended!](#)

We in California have been working on a vision of educating many more students who are creative and critical thinkers, creative problem solvers, and creative and effective communicators. Students who are engaged citizens that want to build

economically strong and healthy communities. We have been working on this vision for over a decade, sculpting this vision through various initiatives such as SSSP, Equity, accelerated remediation, multiple-measures placement, and others. The work has been precise, it has been done with many hands, many minds, and many hearts across our institutions and across the state, constantly focused on making this vision take shape.

[Guided Pathways](#) is the integrating framework that makes this vision take shape. We are starting to see the angel in the marble and like Michelangelo, we are sculpting to set this angel free! While Guided Pathways provides the integrating framework for all the initiatives, it does not dictate the details. The speakers and panelists showed how they are implementing Guided Pathways in their unique environments. One thing they all have in common is their institutions realized that their systems need to be transformed and although substantial change is never easy, it can be done when all have the same vision, when all work together to set this angel free.

I'm so thankful that [Chancellor Eloy Oakley](#) agreed to come to Bakersfield and launch the summit. With great passion he made it very clear why Guided Pathways is critical to the future of California Community College System in the eyes of the state legislature and how there is no other institution better positioned to help California move forward than our 113 colleges. The value of higher education is taking the individuals in our community and putting them in positions where they can earn a better living, improve their family outcomes, participate in their community, and bring value to their community. That's the value we create—economic and social mobility—and [no one does it better and at a larger scale than the California Community College System. No one!](#)



However, despite the work of the past ten years, completion rates have remained flat at slightly less than 50%. We know that a community college can transform lives (Chancellor Oakley shared how Golden West College saved his life) but those transformed lives are the lucky few. You shouldn't have to be lucky to be successful. Our systems fail too many students. It is not the college employees

who fail the students; it is the *systems* that fails the students and that is why the *systems* need to change.

For the entire one hour and 12 minutes of Chancellor Eloy Oakley, view the YouTube video at <https://www.youtube.com/watch?v=BUZtZOBo5CM>



The first session of the [Leadership Matters summit](#), “Change Leadership” explained how leaders build urgency and college wide ownership for change. Moderated by [Josh Wyner](#), Executive Director of the College Excellence Program at the [Aspen Institute](#), three leaders from three different constituencies described their communication strategies to establish urgency and share a vision for long-term and scalable change: from the trustee perspective, [Bill McGinnis](#) (trustee, Butte-Glenn Community College District); from the faculty perspective, [Julie Bruno](#) (Professor of [Communication Studies at Sierra College](#) and President of the [Academic Senate for California Community Colleges](#)); and from the administration perspective, [Wolde-Ab Isaac](#) (President of [Riverside City College](#)).



Josh Wyner of the Aspen Institute has been a great partner helping develop the curriculum for Transformative Change Leadership. For more on this session, click

<https://www.youtube.com/watch?v=v2qFY6FLzJo>

Deputy Chancellor of CCCCCO, Erik Skinner gave us some of the broader policy context coming out of Sacramento (from the legislature, Board of Governors, and the Chancellor's Office) as well as the nuts and bolts on the Guided Pathways state framework going forward. After lunch, we had some Q/A with Erik Skinner and the first panel.

See the video
at: <https://www.youtube.com/watch?v=EriRTaZjuCw>



Then Greg Stoup, president of the RP Group's Executive Board, gave us some more context at both the national and state level for what we're doing from a research and planning perspective. I appreciated his point that it takes more than integrated planning and a thriving culture of evidence to create institutional effectiveness in today's world. It requires changes in our leadership approaches and in how we frame our activities. Rather than scaling up what we've done before, we need to change the system.



The second session “Psychology of Change” moderated by [Angelica Garcia, Vice President of Student Services at Skyline College](#), focused on the deeper level at which change leadership must be cultivated and exercised. [Cleavon Smith \(Professor of English at Berkeley City College\)](#), [Irene Malmgren \(Vice President of Instruction at Mt. SAC\)](#), and [Andrea Neptune \(Professor of English and Academic Senate President at Sierra College\)](#) shared how they were able to get authentic engagement and establish trust among faculty and trust that led to co-ownership for the systems change occurring at their colleges.

While Guided Pathways is the integrating framework, the panelists showed how the details of creating the change depend on the particular history and culture of the college.

For more on panel 2 click <https://www.youtube.com/watch?v=goas9ll7z5w>



The third session moderated by Josh Wyner was titled “Aligning Resource to Support and Sustain Change”. Three leaders focused on how their institutions are realigning and repurposing existing resources to ensure organizational capacity for transformational student success work: [Glenn Roquemore](#) (President of [Irvine Valley College](#)), [Ann Ransford](#) ([Trustee from Glendale Community College District](#) and [President of the California Community College Trustees](#)), and [Jennifer Johnson](#) (professor at Bakersfield College). Ann Ransford shared with us the [three questions that governance board members need to ask staff at public board meetings](#) : “What is the urgency for initiating a Guided Pathways program now?”, “What are the benefits to students of a Guided Pathways approach?” and “What resources are necessary in adopting a Guided Pathways program?” She expanded on that in her recap of the summit to the entire trustee listserv from the [Community College League of California](#) .

For more on panel #3 click <https://www.youtube.com/watch?v=4CqzJgmfiIc>



[Laura Hope](#), co-director of the [RP Group's "Leading from the Middle"](#), gave us the wrap-up by having us share with the person next to us and then the whole gathering, the why—why guided pathways right now, why are we going on this difficult journey to move this framework forward?

The presentation slides from the summit are posted at the [Leadership Matters website](#) (select the "Summit Resources" tab) and a transcript is posted on the [3C Media Solutions site](#) (note that it was generated through a computer, so the transcription can be a bit garbled or amusing in places).

I'll close with two last resource:

First, you will definitely want to study as you plan for the systems change at your institution is Jenkins, et

al.'s ["Implementing Guided Pathways: Early Insights from the AACC Pathways Colleges"](#) that came out in April. The first two-thirds is about the Pathways Colleges' first-year progress on Guided Pathways with an in-depth look at six colleges (no California ones, though). The last third is about managing the change process. The findings of that section will be very familiar to those who attended the summit. Jenkins, et al. provide very helpful insights on how colleges create a climate for change, engage and enable the whole organization, and implement change that is sustainable.





Talking about Davis Jenkins, he was the keynote speaker for the first Guided Pathways Summit in February 2016 when this whole conversation started taking root in California.

For more on the first summit

click <https://www.bakersfieldcollege.edu/conference/redesigning-community-colleges>

Second, our BC students did a MTV style short interviews, 10-30 second videos, of some of the participants. They are quite fun. Find them at: <https://www.bakersfieldcollege.edu/conference/leadershipmatters/perspectives>

With much warmth and collegiality,

Sonya

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