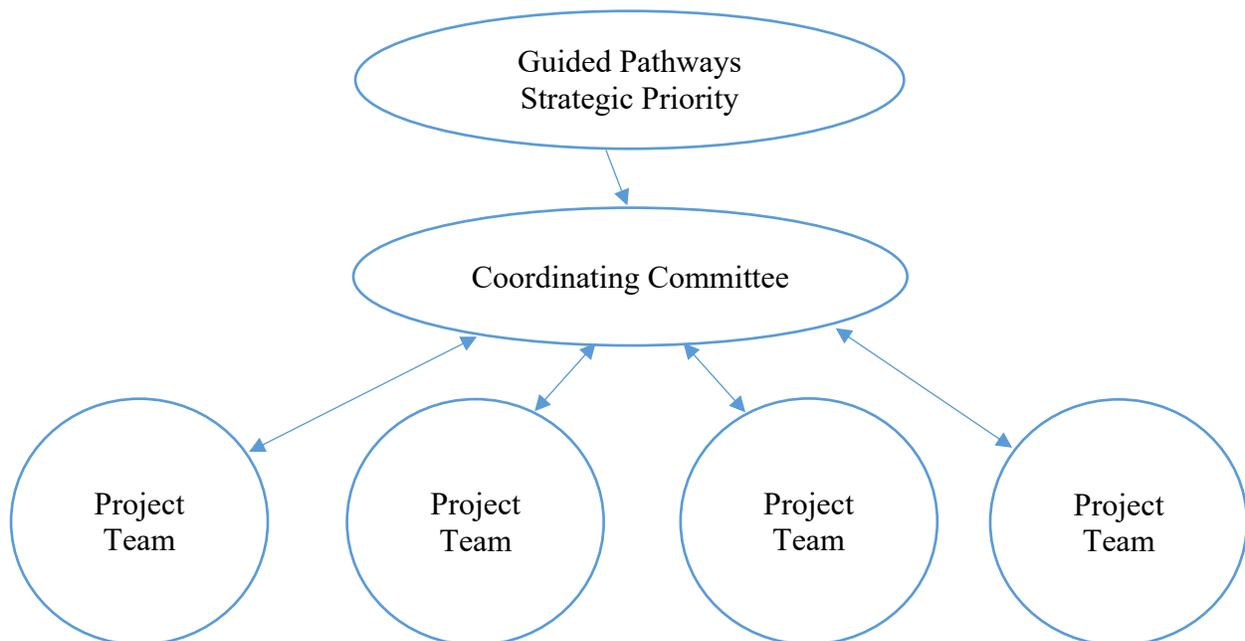**Guided Pathways**
Opportunities for Involvement
January 2019

Guided Pathways, included in Lane's Strategy Map and Strategic Priorities, provides a framework for redesigning a community college to improve students' experiences, from entry through graduation. It is a model of integrated, college-wide approaches to student success based on intentionally designed, coherent, and structured educational and institutional practices. The framework is based in a student-centric viewpoint, and encourages clear pathways for students, focused advising and academic planning, and extensive outreach and communications throughout students' course of study, resulting in increased equity in access, affordability, and student success.

The goal at this time is to initiate a structure which will generate coordination of communication and work, while also supporting teams to work at the appropriate level of the organization and with the necessary membership to be effective. Because the processes and activities of working through a guided pathways framework are broad across the college, multiple project teams within and across areas will be needed. We are seeking participation on a committee and teams in the following structure:

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        │    Guided Pathways      │
        │    Strategic Priority   │
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        ┌─────────────────────────┐
        │  Coordinating Committee │
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   │Project │ │Project │ │Project │ │Project │
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A coordinating committee will organize, manage, and support project teams. The members of this committee, including students, faculty, staff, and managers, will act as project managers for the various project teams. The coordinating committee will not be completing the work of projects; the project teams will identify and achieve specific goals. Because the scope and duration of projects will vary, project teams will have various durations and may be forming or completing on different time lines. Many projects require that teams be formed during Winter

term; others involve previously existing teams and require further discussion to identify the most effective way to proceed in order to align and support ongoing work while avoiding duplication. Please see below for more detailed descriptions of each.

Team	Time line for initiating
Coordinating Committee	Winter
Communication and Engagement Team (focused on employees)	Winter
Data Team	Winter
Cross-Content Area Collaborations Team	Winter
Student Engagement and Communication Team	Winter
Student Affairs Systems and Processes Team	Previously existing
Career Communities Team	Previously existing
Program Mapping Team	Pilot team in place; Spring possible new team
Placement Redesign Team	Previously existing Placement Implementation Team

It is anticipated that as guided pathways work progresses, teams may be needed for work which has not yet been identified, or which is not being initiated currently.

The descriptions below outline the purpose, duration, and membership needed for each team. Teams will be comprised of members from a variety of areas with complementary skill sets to accomplish the team purpose. Membership will also be balanced as best as possible to include individuals from a variety of roles, content areas, and departments, full-time and part-time employees, and students.

If you are interested in contributing to a team, please review the description and respond to the team recruitment survey, which will be available mid-January through the end of the month.

Coordinating Committee

Committee Purpose:
- ❖ Coordinate and perform project management for project teams and guided pathways work per the expectations of this work as a Strategic Priority
- ❖ Equity and student-centric focus applied to all guided pathways work
- ❖ Organizing, tracking, supporting, advocating on behalf of, and removing road blocks for, the project teams
- ❖ Orchestrating college-wide communication and engagement based on the strategy and plan developed by the Communication and Engagement Team
- ❖ Data and metric tracking, evaluation, and publication based on the strategy and plan developed by the Data Team

Committee Reports To: President Margaret Hamilton and Vice President Paul Jarrell

Committee Chair: Guided Pathways Co-Chairs: Jenn Kepka and Jennifer Frei

Duration of Committee: Multiple years

Duration of Individual Members' Commitment to the Committee:
- ❖ One academic year. May be extended an additional year if mutually agreed by Chair and member.

Committee Size:
- ❖ 8 – 10 members. To be determined based on fulfilling the roles, skills, and abilities below.
- ❖ Individual members may provide multiple skills; not necessary to have one person per skill.

Roles, Skills, Abilities needed on the Committee:
- ❖ Committee leadership; project management; effective engagement with faculty, college systems and administrative operations (to be performed by the Committee Co-Chairs)
- ❖ <u>All team members:</u> Project management skills or participate in project management training
- ❖ Experience applying an equity lens
- ❖ Student-centric viewpoint
- ❖ Website and newsletter development, production, maintenance
- ❖ Metric and data development, visualization, presentation, tracking, and effective communication of the data with a variety of audiences
- ❖ Report writing
- ❖ Build effective and motivating relationships and genuine two-way communication with:
  - ➢ students. Specifically seeking student member(s); may seek developmental education experience.
  - ➢ faculty members.
  - ➢ classified staff members.
  - ➢ managers.
- ❖ IT available as needed to advise and support coordinating committee and/or project teams

Communication and Engagement Team

Team Purpose:
- ❖ Identify communication, engagement, and knowledge sharing needs within the college (among Lane employees) regarding guided pathways information and work
- ❖ Develop a strategy and plan to meet the identified needs, including how effectiveness will be assessed
- ❖ Develop a strategy and plan for the guided pathways website and newsletter (e.g., what content on each, frequency, etc). Ongoing maintenance of the website and publication of the newsletter will be the responsibility of the Coordinating Committee.
- ❖ Review and discuss these two plans with Coordinating Committee
- ❖ Take action on plan items as agreed upon by the Coordinating Committee and Communication & Engagement Team

Team Reports To: Coordinating Committee

Team Chair: A member of the team to be identified by the team

Duration of Team: One or two academic years

Duration of Individual Members' Commitment to the Team:
- ❖ One academic year. May be extended an additional year if mutually agreed by Chair and member.

Team Size:
- ❖ 8 – 10 members. To be determined based on fulfilling the roles, skills, and abilities below.
- ❖ Individual members may provide multiple skills; not necessary to have one person per skill.

Roles, Skills, Abilities needed on the Team:
- ❖ Team leadership
- ❖ <u>All team members:</u> Ability to build effective and motivating relationships and genuine two-way communication
- ❖ Experience applying an equity lens
- ❖ Student-centric viewpoint
- ❖ Student member(s). May specifically seek developmental education experience.
- ❖ Effective communication techniques
- ❖ Effective engagement techniques
- ❖ Effective knowledge sharing techniques
- ❖ Website conceptualization skills
- ❖ Newsletter conceptualization skills
- ❖ Knowledge and experience with a variety of means of communication and engagement, possibly including internal marketing
- ❖ Strategy / plan development and writing

Data Team

Team Purpose:
- ❖ Develop a recommended set of Key Progress Indicators (KPIs) to be used for tracking outcomes and progress of guided pathways implementation
- ❖ Develop a strategy and plan for TIPSS (Timely Information Promoting Student Success), including recommendations to increase comprehension, engagement, and use of TIPSS throughout the college, and how effectiveness will be assessed
- ❖ Review and discuss the above two plans with Coordinating Committee
- ❖ Once the above are defined, tracking and assessment of KPIs and regular publishing of TIPSS will be the responsibility of the Coordinating Committee.

Team Reports To: Coordinating Committee

Team Chair: A member of the team to be identified by the team

Duration of Team: Winter 2019 term

Duration of Individual Members' Commitment to the Team:
- ❖ Winter 2019 term

Team Size:
- ❖ 5 – 7 members. To be determined based on fulfilling the roles, skills, and abilities below.
- ❖ Individual members may provide multiple skills; not necessary to have one person per skill.

Roles, Skills, Abilities needed on the Team:
- ❖ Team leadership
- ❖ All team members:
  - ➢ Understanding of the purposes and functions of KPIs
  - ➢ Understanding of or ideas about
    - ▪ the types of data which are important to build college awareness about related to guided pathways,
    - ▪ the data interests of Lane's internal audiences,
    - ▪ effective methods and timing for delivery of TIPSS
- ❖ Experience applying an equity lens
- ❖ Student-centric viewpoint
- ❖ In-depth understanding of, and experience with, Lane's data bases, systems, and processes
- ❖ In-depth understanding of, and experience with, Lane's technology programs related to data collection, storage, and use
- ❖ Metric and data development, visualization, presentation, tracking, and effective communication of the data with a variety of audiences
- ❖ Strategy / plan development and writing

Cross-Content Area Collaborations Team

Team Purpose:
- ❖ Facilitate communication among faculty, staff, managers, and students across different content areas.
- ❖ Develop a strategy and plan for building a system and/or structure to host or facilitate communication, collaboration, knowledge sharing, and problem solving among faculty, staff, managers, and students across various academic content areas and functions of the college.
  - ➢ This will be particularly important as a basis for program mapping processes.
- ❖ Include in the plan how effectiveness will be assessed
- ❖ Review and discuss the plan with the Coordinating Committee
- ❖ Implement plan items as agreed upon by the Coordinating Committee and Cross-Content Area Collaborations Team.

Team Reports To: Coordinating Committee

Team Chair: A member of the team to be identified by the team

Duration of Team: At minimum through the end of Academic Year (AY) 19/20

Duration of Individual Members' Commitment to the Team:
- ❖ One academic year. May be extended an additional year if mutually agreed by Chair and member.

Team Size:
- ❖ 10 – 12 members. To be determined based on fulfilling the roles, skills, and abilities below.
- ❖ Individual members may provide multiple skills; not necessary to have one person per skill.

Roles, Skills, Abilities needed on the Team:
- ❖ Team leadership
- ❖ All team members:
  - ➢ Ability to build effective and motivating relationships and genuine two-way communication
  - ➢ Openness to perspectives, thinking, approaches, and ideas different than one's own
  - ➢ Ability to facilitate communication and understanding among others when participants in the conversation bring various perspectives
- ❖ Experience applying an equity lens
- ❖ Student-centric viewpoint
- ❖ Student member(s). May specifically seek developmental education experience.
- ❖ Organize, publicize, and facilitate cross-content area collaborative discussions per the plan
- ❖ Strategy / plan development and writing

Student Engagement and Communication Team

Team Purpose:
- ❖ Identify needs for communication and engagement with students, and the appropriate timing for these, throughout guided pathways projects
- ❖ Assess students' current experience of Lane through focus groups and/or other methods
- ❖ If needed, gather information to assess the degree to which the term "Career Communities" for meta-majors and the names of our eight communities resonate with students, and provide this information to the Career Communities Team.
- ❖ Develop a strategy and plan to address the items above, including how effectiveness will be assessed
- ❖ Review and discuss the plan with the Coordinating Committee
- ❖ Take action on plan items as agreed upon by the Coordinating Committee and Student Engagement Team
- ❖ Help identify students to participate on guided pathways project teams

Team Reports To: Coordinating Committee

Team Chair: A member of the team to be identified by the team

Duration of Team: Multiple years

Duration of Individual Members' Commitment to the Team:
- ❖ One academic year. May be extended an additional year if mutually agreed by Chair and member.

Team Size:
- ❖ 8 – 10 members. To be determined based on fulfilling the roles, skills, and abilities below.
- ❖ Individual members may provide multiple skills; not necessary to have one person per skill.

Roles, Skills, Abilities needed on the Team:
- ❖ Team leadership
- ❖ <u>All team members:</u> Understanding of, and experience with, Lane's students, particularly related to the types of information which will be important for them to understand, effective methods of communicating for students to receive the information, and ideas about effectively engaging students
- ❖ Experience applying an equity lens
- ❖ Student-centric viewpoint
- ❖ Student members
  - ➢ Transfer focus
  - ➢ Career technical focus
  - ➢ Developmental education experience
  - ➢ Additional to be identified as needed
- ❖ Strategy / plan development and writing

Previously Existing or Future Teams

The following four projects involve previously existing teams in some manner. Through the guided pathways coordinating committee, the goal is to build on work already started at the college, and to align and support ongoing work while avoiding duplication. Teams in these four areas are important contributors to guided pathways work. Further discussion is needed among the Coordinating Committee and the teams already in place in these areas before recruiting new members or initiating new teams. If you are interested in participating on a team in one of these areas, please complete the team recruitment survey, keeping in mind that the team structures are yet to be delineated based on clarifying, supporting, and aligning current and previous work/teams.

Student Affairs Systems and Processes Team

There is much work within Student Affairs that has been accomplished in the past few years and is currently in process which provides a foundation for further work within a guided pathways framework. Once the Coordinating Committee is formed, the Committee and Student Affairs will identify how past and current Student Affairs work can be most effectively aligned with and supported by the guided pathways framework.

Current teams with Student Affairs may remain in place. If there is need to broaden or adjust the scope of the work, team membership may be adjusted as appropriate, or if the scope is different enough a new team may be formed. If changes are made to the scope or team, a process similar to that which is happening now for other teams will be used, including delineation of the team purpose and recruitment based on the skills needed among team members.

Some of the areas of focus with Student Affairs which are important in a guided pathways framework are:

❖ Process mapping the student experience
❖ Clarifying transfer options
❖ Integrating holistic student supports effectively at Lane

Career Communities Team

Much work has been accomplished in the past few years to organize Lane's programs into Career Communities. Once the Coordinating Committee is formed, the Committee and those involved in with Career Communities will identify the next steps to integrate Career Communities throughout Lane's processes and materials and how the guided pathways framework can support this.

Current teams may remain in place. If there is need to broaden or adjust the scope of the work, team membership may be adjusted as appropriate, or if the scope is different enough a new team may be formed. If changes are made to the scope or team, a process similar to that which is happening now for other teams will be used, including delineation of the team purpose and recruitment based on the skills needed among team members.

Some of the areas of focus related to Career Communities which are important in a guided pathways framework are:

- ❖ Ensure that the term "Career Communities" resonates effectively with Lane's students
- ❖ Ensure that the terms for the eight Career Communities resonate effectively with Lane's students
- ❖ Integrate Career Communities throughout college processes and materials as appropriate, possibly including
    - ➢ Building understanding with students and employees
    - ➢ Branding and marketing
    - ➢ First Year Experience (FYE)
    - ➢ Admissions process

Program Mapping Team

Before the first version of programs maps can be completed as a large-scale college project, a pilot program mapping project is underway to evaluate multiple possible mapping templates and identify what resources, information, and support will be necessary to complete version one of college-wide program maps.

There is currently a team of four programs engaged in the Pilot Program Mapping project. This project is scheduled to be completed during Winter term.

It is anticipated that either late Winter or early Spring there will be sufficient information from the pilot mapping to form a team which will guide and support version one program mapping throughout the college. When the project has reached this point, a team will be formed through a process similar to that which is happening now for other teams, including delineation of the team purpose and recruitment based on the skills needed among team members.

Placement Redesign Team

Last year, through Achieving the Dream, a Placement Implementation Team was formed to support and coordinate the transition to the ALEKS test for math placement and various updates and changes to writing placement. The team will remain in place through this academic year and will be re-assessed for its purposes and needs at the end of Spring term.

If there is need to broaden or adjust the scope of the work, team membership may be adjusted as appropriate, or if the scope is different enough a new team may be formed. If changes are made to the scope or team, a process similar to that which is happening now for other teams will be used, including delineation of the team purpose and recruitment based on the skills needed among team members.