



Achieving the Dream!

@AchieveTheDream



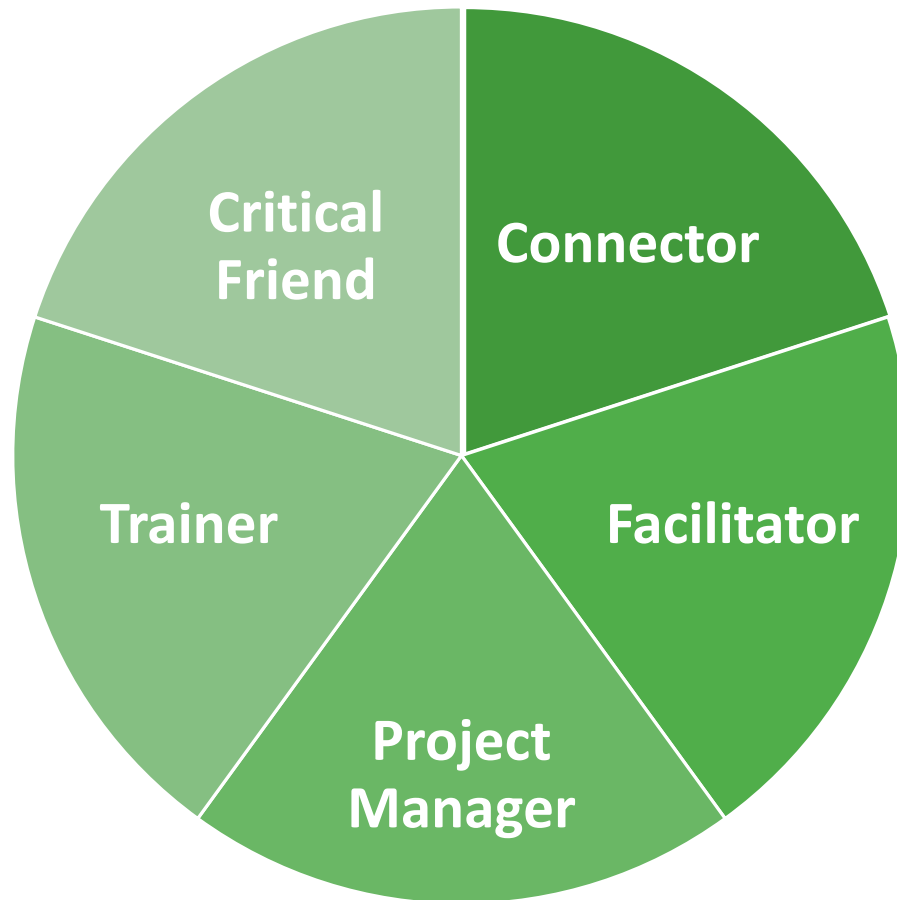
Achieving
the Dream™

BEFORE WE GET STARTED

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WHAT'S YOUR TEAM ROLE?



CONNECTING TO THE BIGGER PICTURE

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GUIDED PATHWAYS REFORMS

“...Best known for their emphasis on program maps to help guide students to graduation and beyond, these **comprehensive reforms** are broad in scope; they are intended to influence all areas of the student experience.

Colleges are thus redesigning their programs and processes, clarifying pathways to educational and career success, reforming developmental education, and strengthening student supports. The reforms address major obstacles to student success and have the potential **to help close equity gaps in college completion.**”

<https://ccrc.tc.columbia.edu/blog/equity-guided-pathways-directors-column.html>

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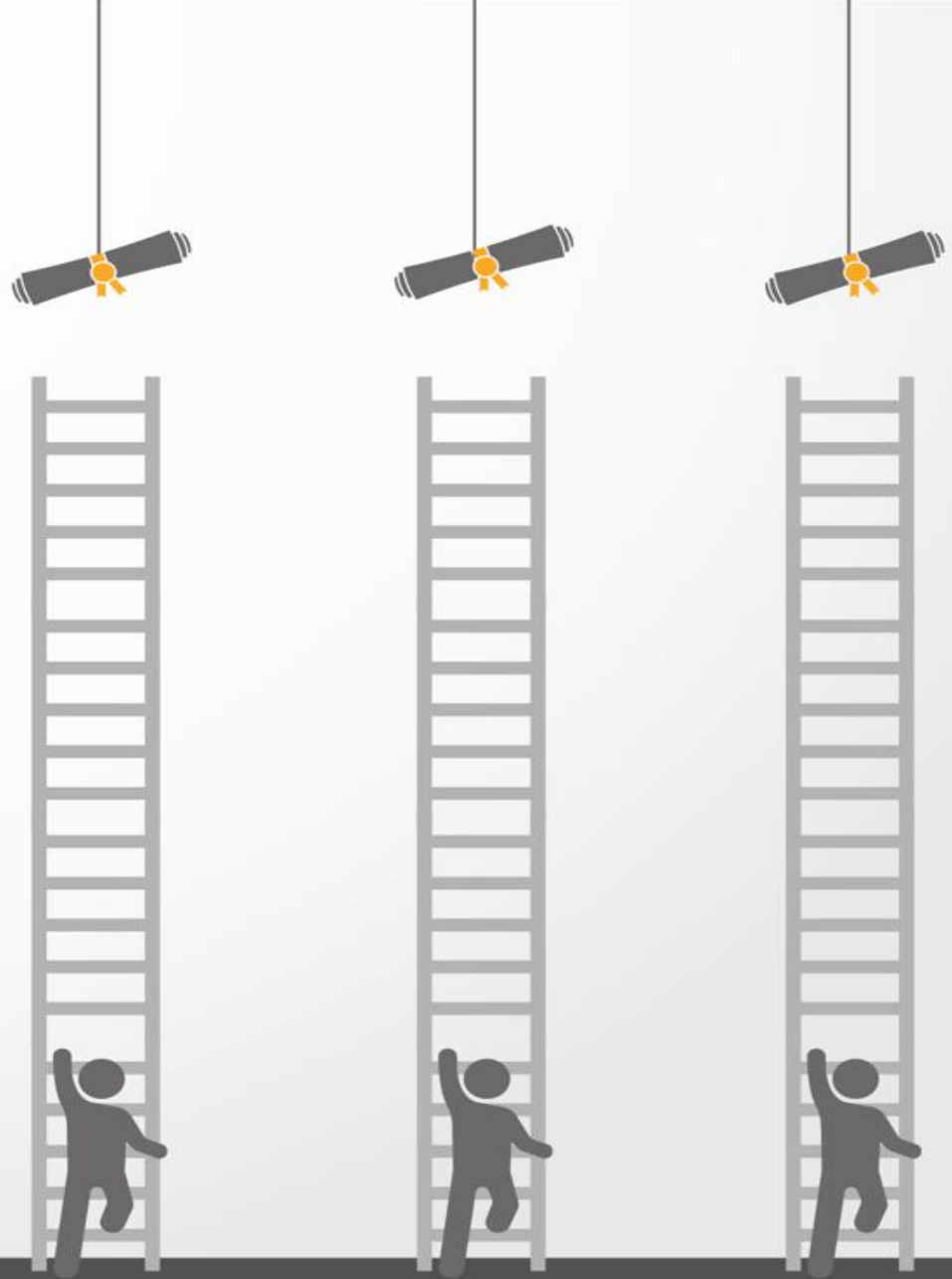
EQUALITY

imagines an
equal world.

*"I care about all
students equally"*



CENTER *for* URBAN
EDUCATION



But the world
ISN'T EQUAL.



Scholarships

**Educated
Parents**

SAT / ACT Tutors

Middle to Upper Class

**Honors Courses, AP Credit &
Highly Skilled Teachers**

Active Social Networks and Social Capital

**Poorly Funded Schools
Less-Skilled Teachers
Counselor Ratios: 1:1000
Truncated Curriculum**



CENTER *for* **URBAN
EDUCATION**

In contrast, **EQUITY** redirects resources to the pathways with greatest need to fix barriers and intentionally provide support.



CENTER *for* URBAN
EDUCATION



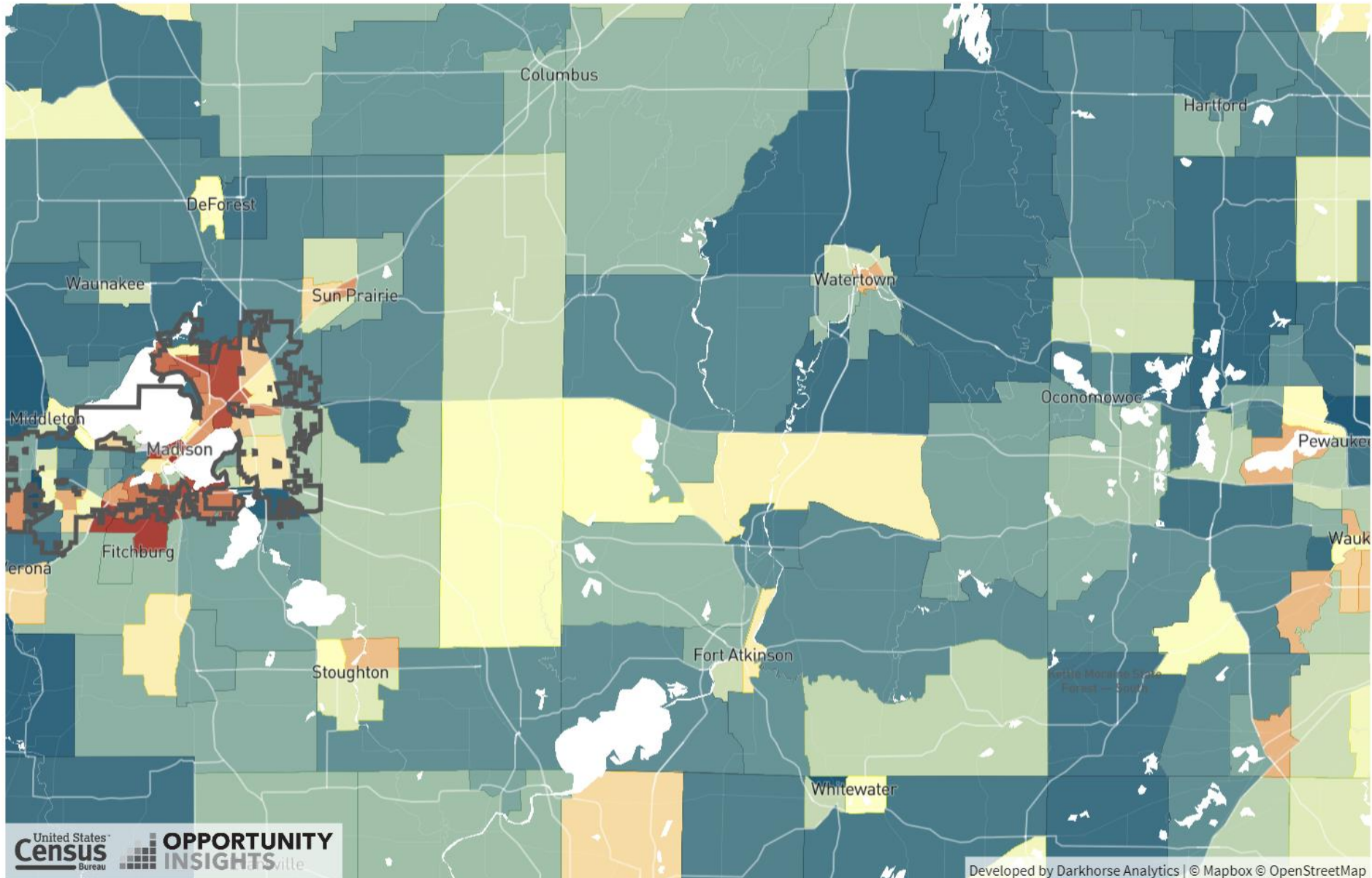
Equity is defined as “the state, quality or ideal of being just, impartial and fair.”¹ The concept of equity is **synonymous with fairness and justice**. It is helpful to think of equity as not simply a desired state of affairs or a lofty value. **To be achieved and sustained**, equity needs to be thought of as a **structural and systemic concept**.



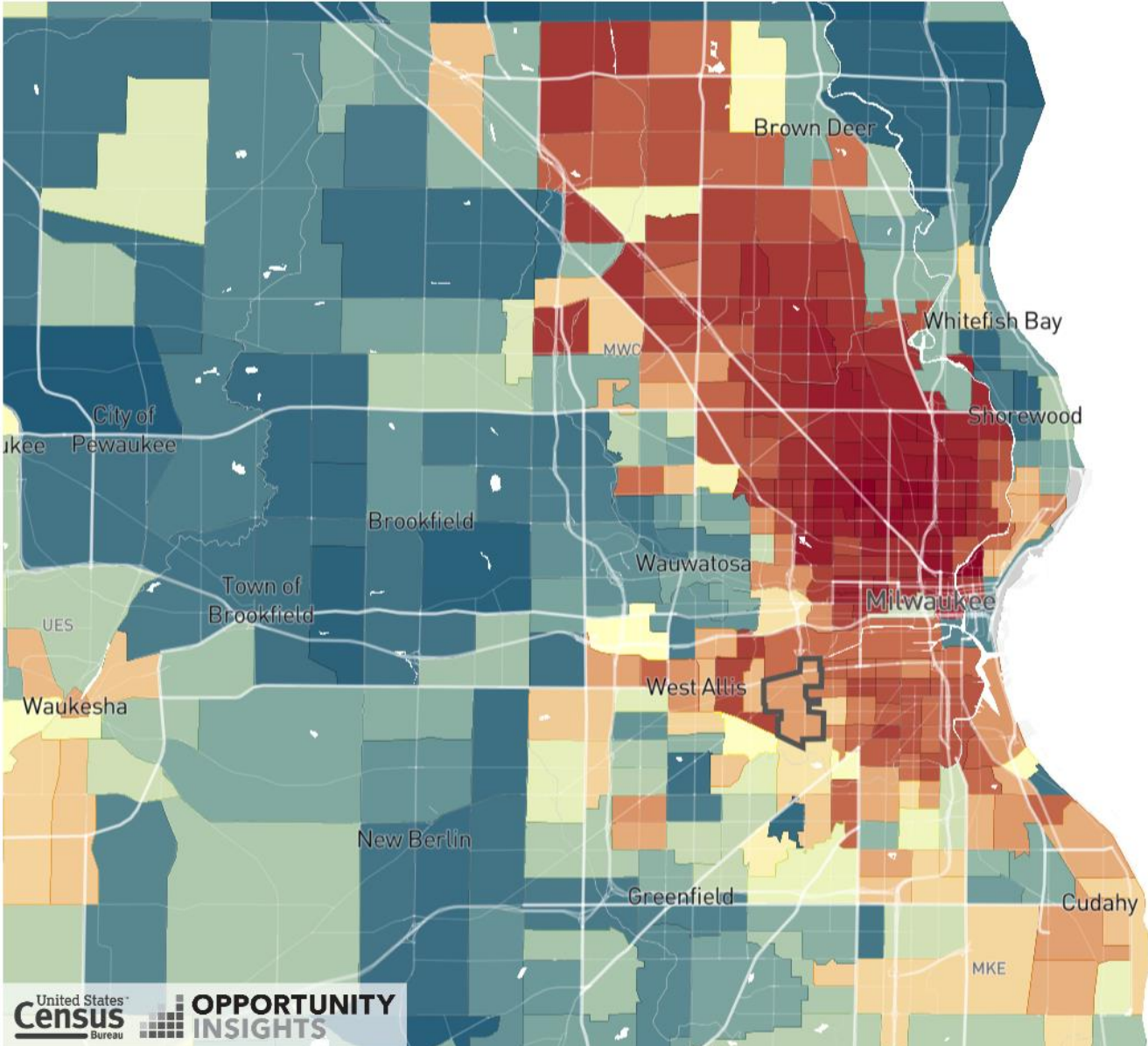
THE ANNIE E. CASEY FOUNDATION



Household Income for Children of Low Income Parents



Household Income for Children of Low Income Parents



OUR FUNDAMENTALS FRAMEWORK

Our **Institutional Capacity Framework** helps us integrate and align 7 essential capacities at all colleges to support a **student-centered culture that promotes student success.**



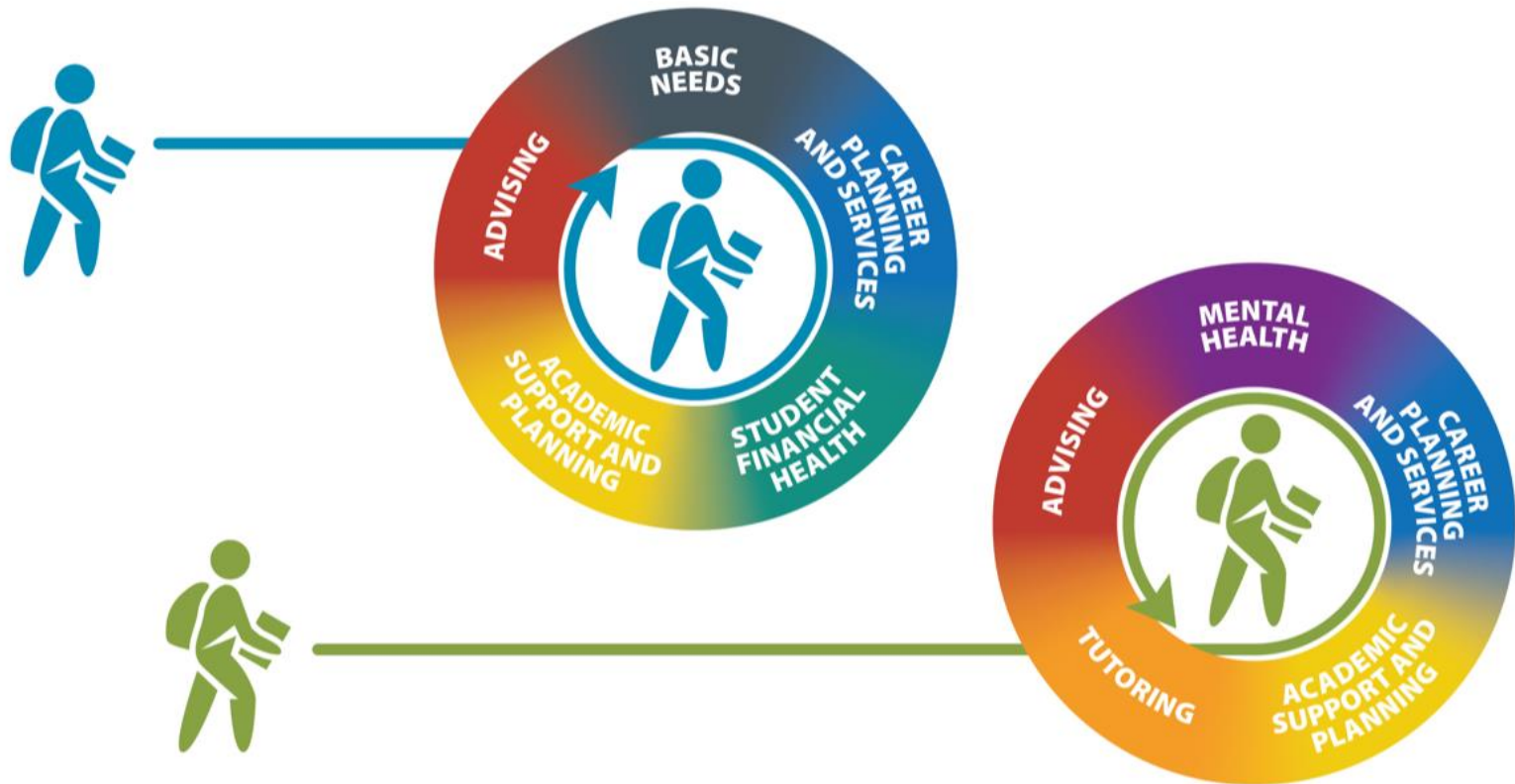
“A holistic student supports approach is the intentional planning and integration of mission critical student academic and personal supports. Providing holistic student supports requires that institutions become student-ready by integrating and enhancing myriad support services into a seamless, timely, and personal experience for every student.”

This is different from simply offering a multitude of disparate services for designated populations of students.



This is foundational work, based on the intentional design of student-centered operations and processes.

SHAPING THE STUDENT EXPERIENCE

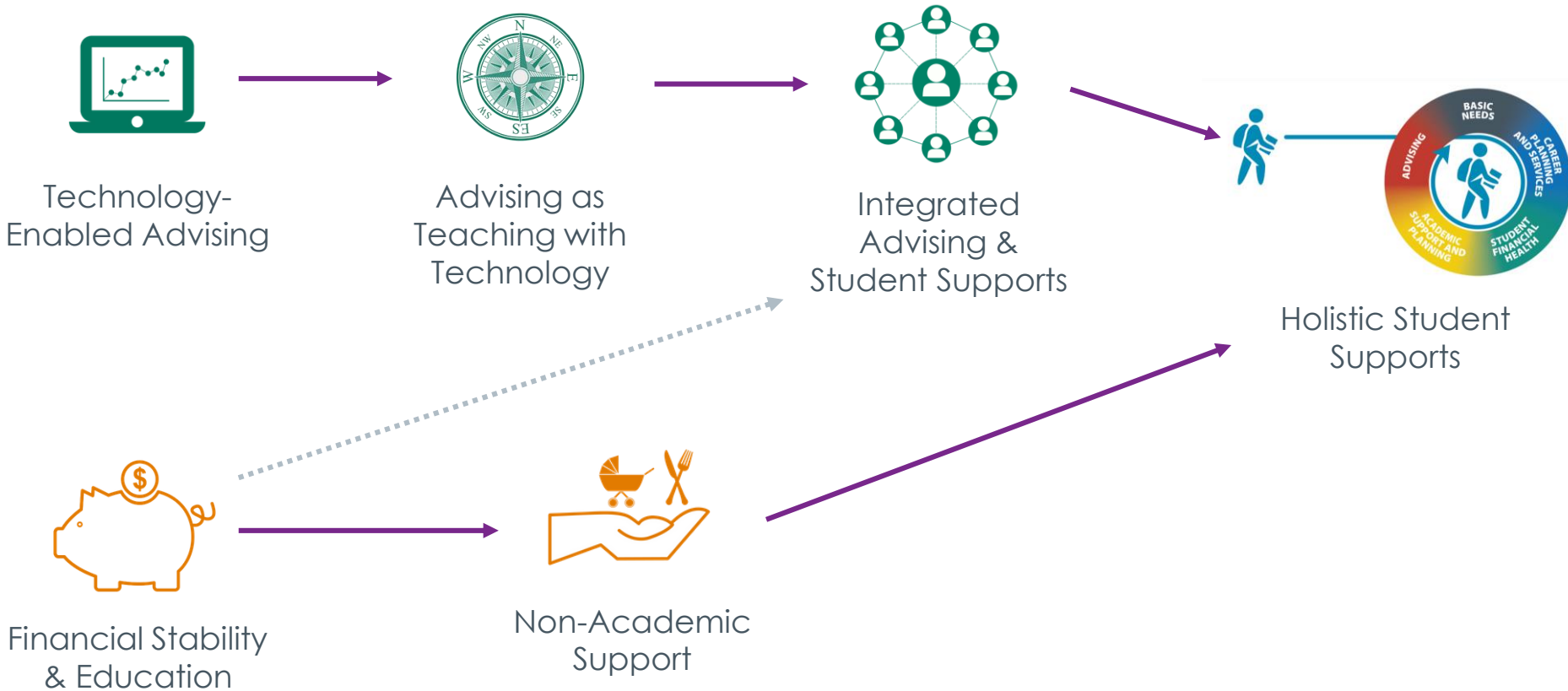


LEADING INTEGRATED STUDENT SUPPORTS

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THE EVOLUTION TOWARD A HOLISTIC STUDENT SUPPORTS APPROACH



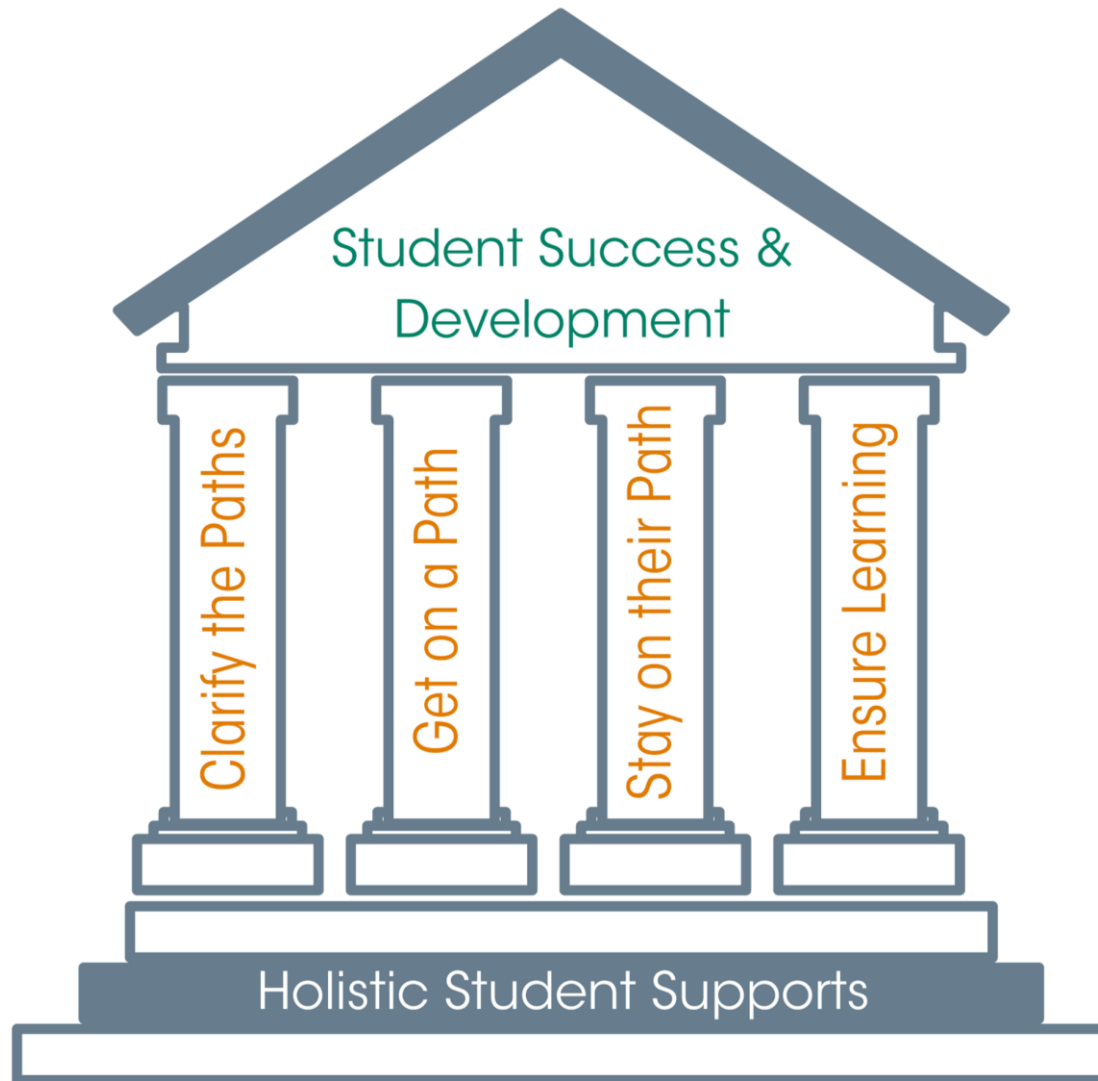
INTENTIONAL FOCUS

- "Supports" defined as the cohesive suite of services that help students address the academic and non-academic factors vital to success.
- Great effort has been made to identify and enhance discrete services
- Holistic Student Supports embody intentional focus on the types of services, the ways in which those services are delivered, and how the students are connected to the services
- HSS is more than a large quantity of disparate services

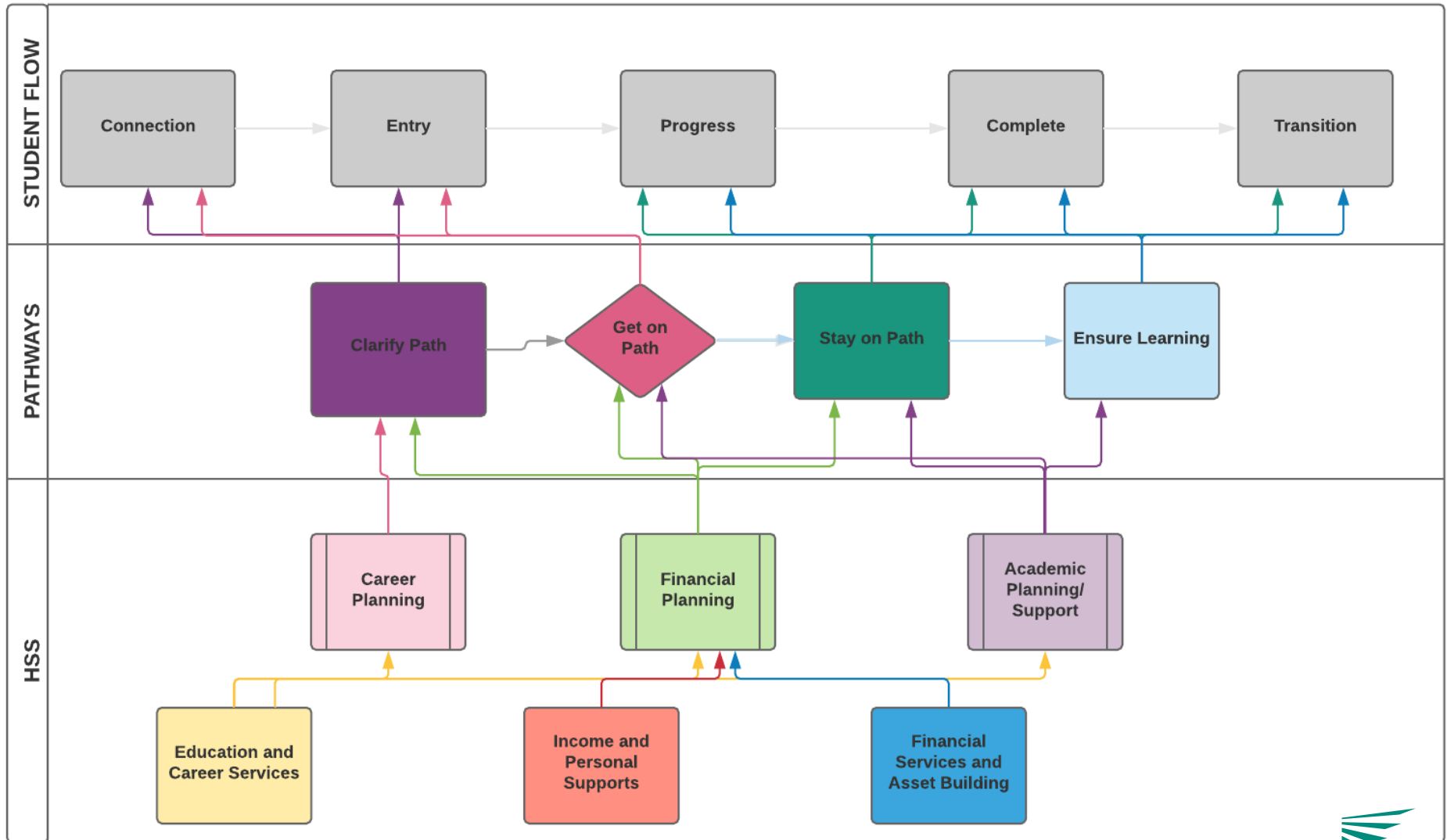
GUIDED PATHWAYS IS STUDENT CENTRIC WORK

“In a pathways approach, colleges intentionally design a student experience that helps students clarify their end goals, choose the most direct path to achieving these goals, and devise proactive interventions to keep students on track to completion”

ALIGNMENT WITH GUIDED PATHWAYS



ALIGNED APPROACHES



QUICK EXERCISE ON MAPPING SUPPORTS TO PATHWAYS FRAMEWORK

THE IMPORTANCE OF A VISION

- Vision setting is one of the most important steps in any transformative change
- A strong vision clarifies what you are aiming to achieve and helps to align the college community around a clear understanding of where the institution is heading
- A strong vision is aspirational and sets the tone for who and what you want to become as a student-centered institution
- A strong vision helps set overarching goals that will move the work forward

WHERE TO START

- Establish a guiding team
 - The vision should reflect the collective understanding of the student needs and reflect the voices that directly and indirectly impact the student experience
- Understand the student experience
 - Requires the intersection of both qualitative and quantitative data
 - Resist the temptation to rely on anecdotal information
- Embed student centered design to build understanding of student experience
 - Uses multiple ways to bring student voices into the analysis of existing processes/policies
 - Generates creative solutions and allows rapid testing and implementation on a small scale
 - Focuses on continuous improvement

IMPORTANT CONSIDERATIONS

➤ Craft a compelling vision

- Align vision with institution's strategic direction
- Make the vision something everyone wants to be a part of
- Use simple, clear language to make vision accessible to everyone
- Leave no doubt that student support is everyone's responsibility
- Ensure vision provides a clear guide for the daily work of faculty and staff and sets a solid commitment to students

➤ Engage the campus in your vision

- Bring students, faculty and staff into the process of creating the vision
- Ensure all team members can effectively convey vision
- Infuse vision into campus life
- Make the community a partner in your vision especially as it relates to student's basic needs

ACTIVITY: CRAFT YOUR DRAFT VISION AND GOALS

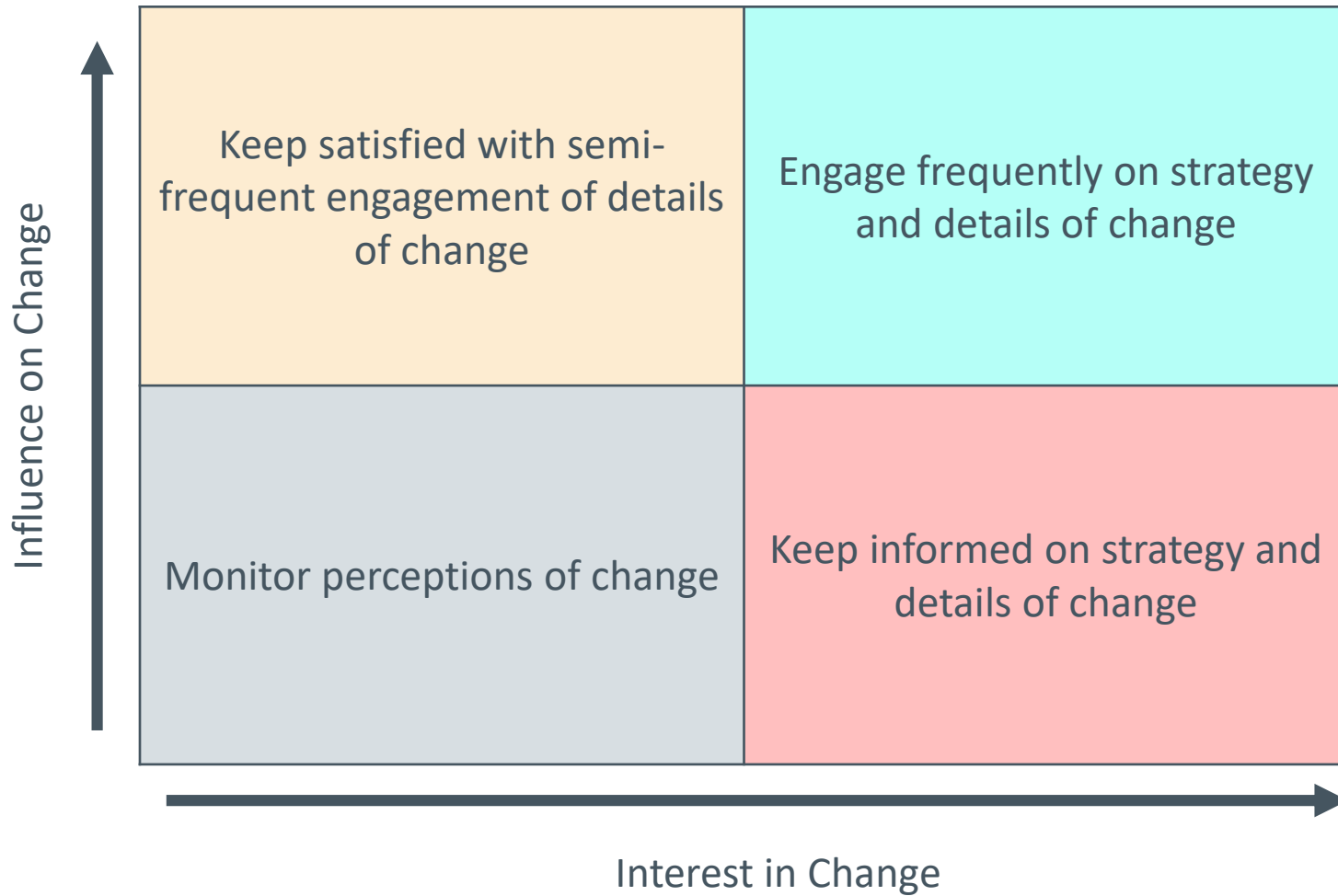
STAKEHOLDER MAPPING

STAKEHOLDER

- Definition: one who is involved in or affected by a course of action
- Question: Who is a stakeholder at your institution with this work?

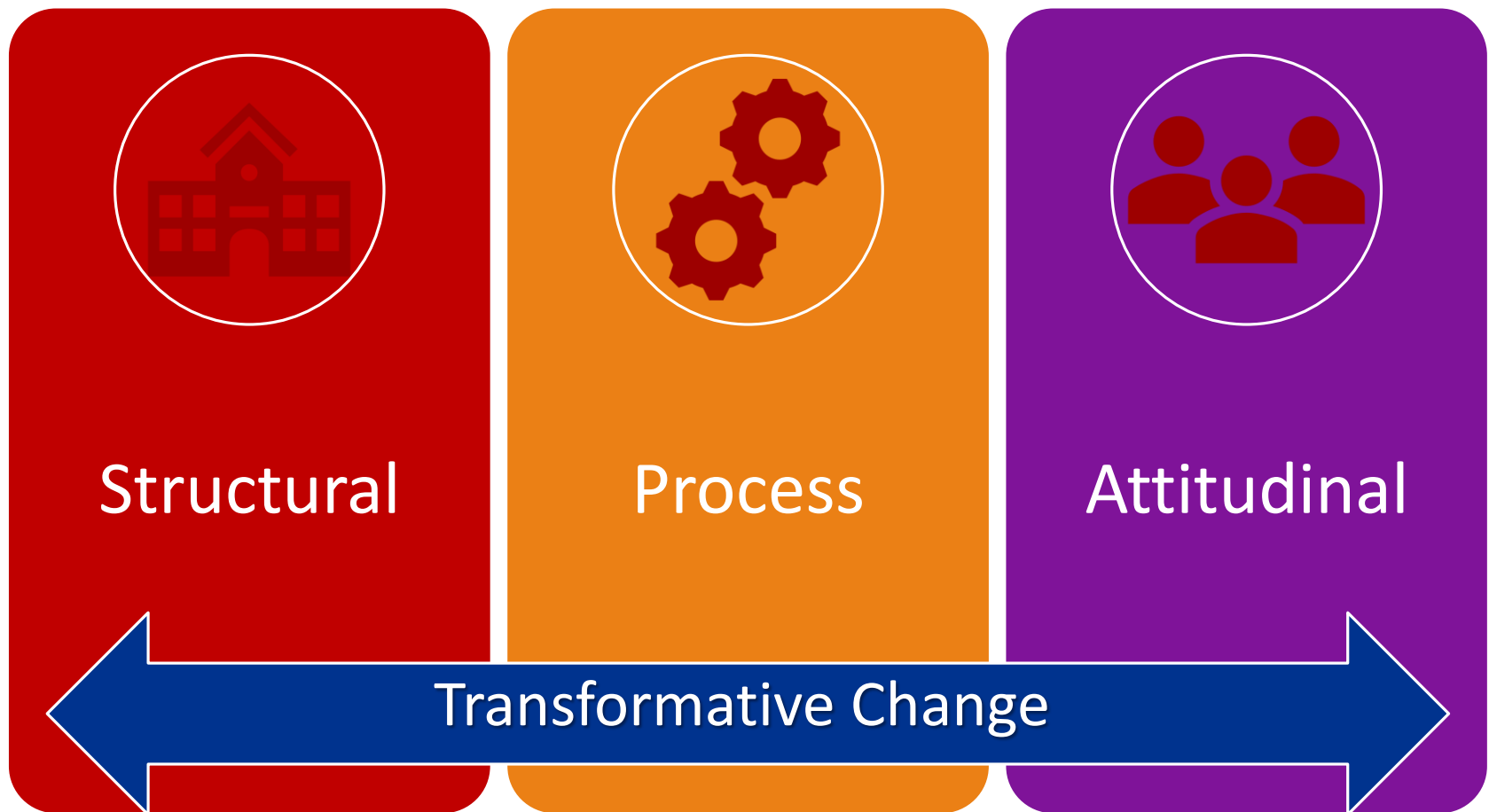
- Stakeholder engagement is influenced by a few factors:
 - Proximity to/interest in the change
 - Influence on the change
 - Role in or around the change

STAKEHOLDER MAP



TEAM TIME: BREAK OUT ROOMS 1PM – 2PM

BEHAVIOR AND ATTITUDINAL CHANGE



Learn more about how colleges use this approach to transform student support at:
<http://ccrc.tc.columbia.edu/publications/how-colleges-use-ipass-transform-student-support.html>

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REFRAMING OUR PERSPECTIVE

"Transformation is a mindset not an initiative"

"Structure can get in the way of success"

"We can't fix what we don't understand"

"We can't design for what we don't understand"

"Perfect is the enemy of progress"

“Execution is the result of thousands of decisions made every day by employees acting according to the information they have and their own self-interest.”

---HBR: “Secrets to successful strategy execution”

KOTTER'S CHANGE MANAGEMENT MODEL

8 step model – John Kotter



<http://tie575changemodel.wikispaces.com/Kotter's+8-step+model>

ACTIVITY:
WHAT CHANGES ARE NECESSARY TO
REACH THE GOAL

PAGE 7 IN YOUR HANDOUT



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End Day One



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IDENTIFYING CHANGES, ACTIONS, AND INDICATORS

PAGES 12-14 IN YOUR HANDOUT

4 PHASES OF REDESIGN

1. **Discovery and Design:** becoming familiar with student needs and institutional capacities and processes. Includes development of vision and initial planning.
2. **Early Implementation:** Implementation of early plans, data collection, and plan refinement, includes communicating for ownership and culture change.
3. **Mature implementation:** Regular professional development/training of all employees to reinforce changing roles and responsibilities. Involves continued communication and sharing of data to reinforce value of work.
4. **Institutionalization and sustainability:** scaling the work across the institution to serve all students in all areas. Involves continuous improvement, communication, and celebration of wins to keep momentum going.

VALUE OF AN ACTION PLAN

- Moving an institution toward transformative change includes intentionally addressing structures, processes, and attitudes
- Planning helps determine well-defined tasks and ensures all members of the team are aware, engaged, and accountable
- There may not be a lot of visible “action” during the planning period but this time is critical for communicating about the plan, why the goals matter, and who is involved
- Also the perfect time to garner input from stakeholders to inform the progression of the work forward

COMPONENTS OF AN ACTION PLAN

1. A compelling vision
2. Detailed work plans with timelines and roles specified and resources identified
3. Detailed communication strategy
4. Plan for providing professional development and training to everyone affected by the changes
5. Plan for tracking progress throughout the execution of the redesign strategy, making adjustments as required
6. A plan for refining and sustaining the new approach

IMPORTANT PLANNING PRACTICES

- Begin with the student in mind
- Keep equity at the center
- Be strategic about how services are offered
- Use common definitions, language and coding of services to simplify data collection and utilization
- Find committed champions to lead your work and ensure this work has clearly defined leadership
- Balance student need with realistic institutional capabilities

TWEETS

To ensure student progress isn't hindered by financial barriers, we will help each student develop a financial plan prior to enrollment

8 week advantage = student success #NWTC #HolisticStudentSupports

Meet you where you are at... we can do that! #allstudentsucceed

Intentional, personalized, consistent and equitable learning journey for all MPTC students #MPTCjourney

There is no question we can't answer #nowrongdoor #studentsupportisourdeal

OVERCOMING BARRIERS THROUGH COMMUNICATION

PAGES 9-11 IN YOUR HANDOUT

PURPOSE OF A COMMUNICATION PLAN

- Strong communication is important to generate ownership for these important transformative changes
- Communicating your vision and plan everywhere and often demonstrates transparency
- A successful communication strategy creates excitement around the work
- Creating customized communication allows you to share your messages using different media for maximum impact

STEPS TO BUILDING A COMMUNICATION PLAN

1. Revisit your vision and goals
2. Analyze stakeholders and barriers
3. Define the purpose and goals of the communication strategy
4. Identify your key audiences
5. Develop key messages
6. Identify the communication media
7. Identify evaluation metrics
8. Develop a work plan
9. Evaluate and adjust as necessary

WTCS VIRTUAL CONSULTING EXPLAINED

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THANK YOU!

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