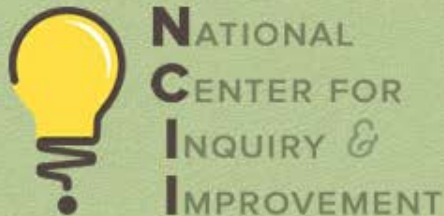


# The Case for Urgency: Economic Mobility, Equity & Guided Pathways

Dr. Rob Johnstone  
May 2018





# Building Urgency and the Case for Change



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# Economic Mobility & Equity...

- It's true that higher education may be about more than just economic mobility. But:
  - ✓ What % of your students attend your college solely because of the love of learning?
    - I would argue 95%+ of your students are “career focused”
    - Doesn't mean liberal arts ed. isn't imp. - might be more so
  - ✓ Economic mobility is particularly important to the lower half of the income spectrum – which describes a majority of our community college and regional 4-year college students
  - ✓ Unfortunate correlation in U.S. between race and income level – this is 100% an exploration of equity

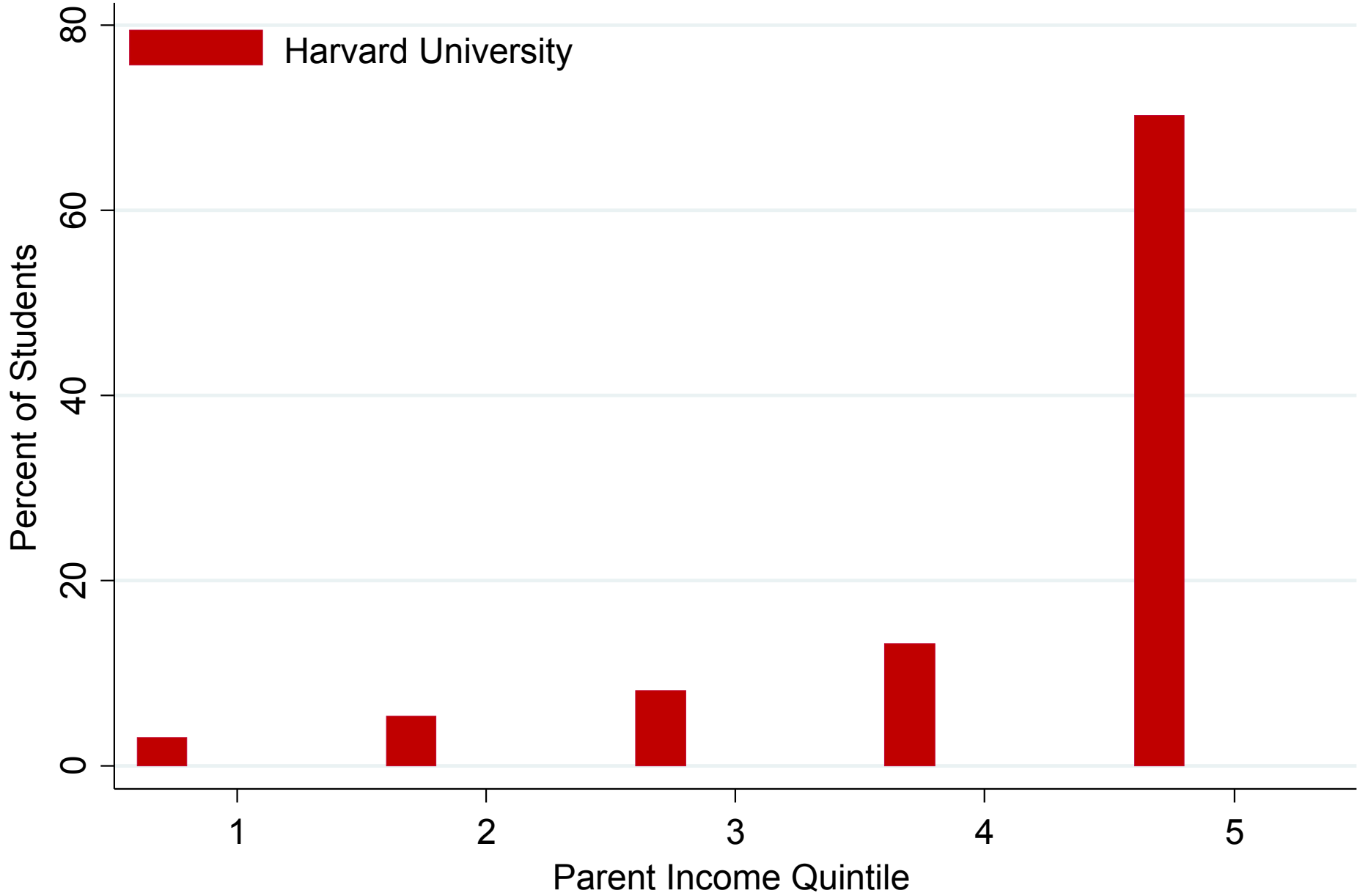


# Incredible work...

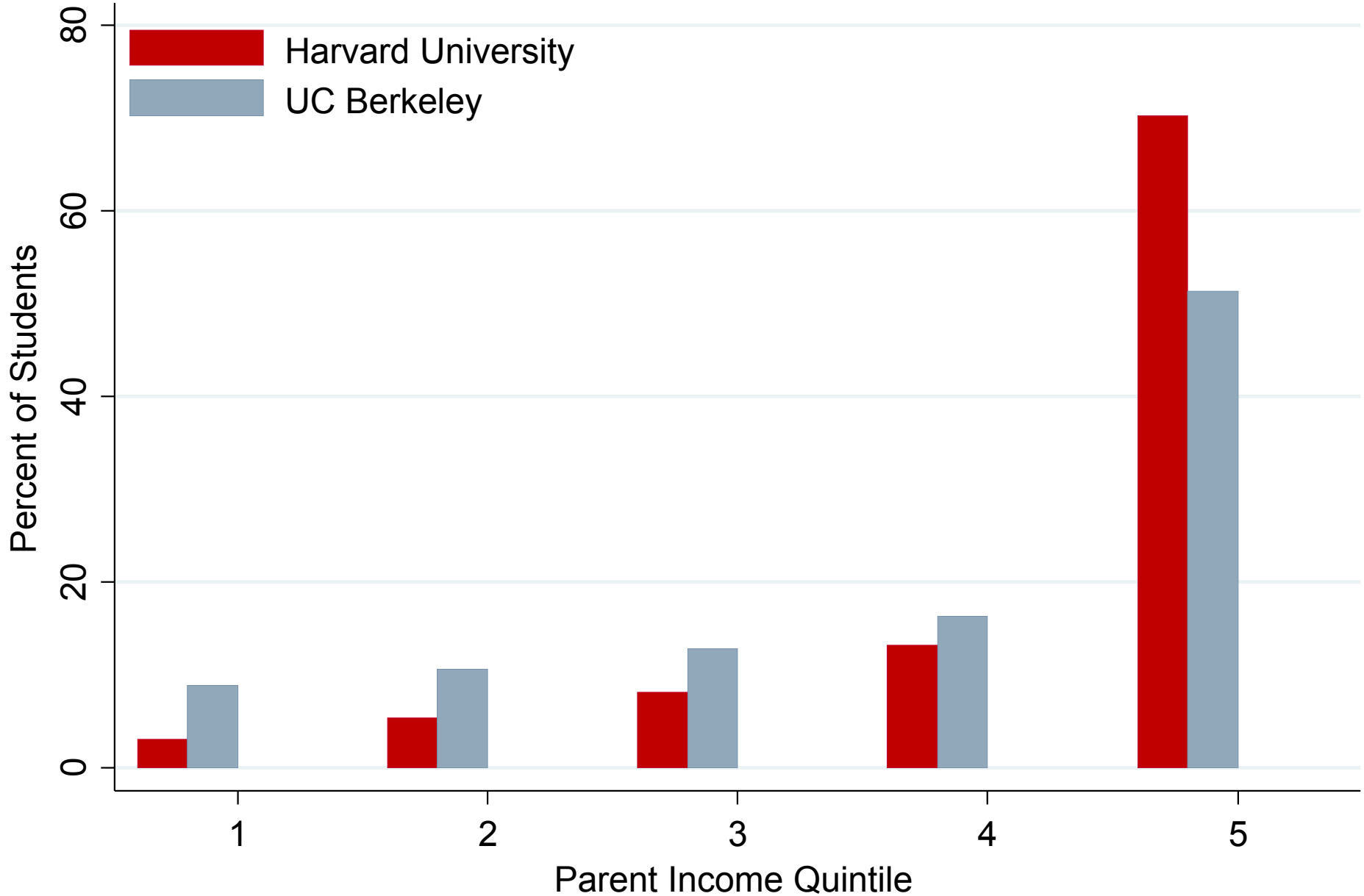
- Check out the resources at <http://www.equality-of-opportunity.org/>
- Collaboration between Stanford, Brown and Harvard
  - ✓ Other contributors – UC Berkeley, MIT, Cambridge
- Papers, slides, executive summaries, data sets



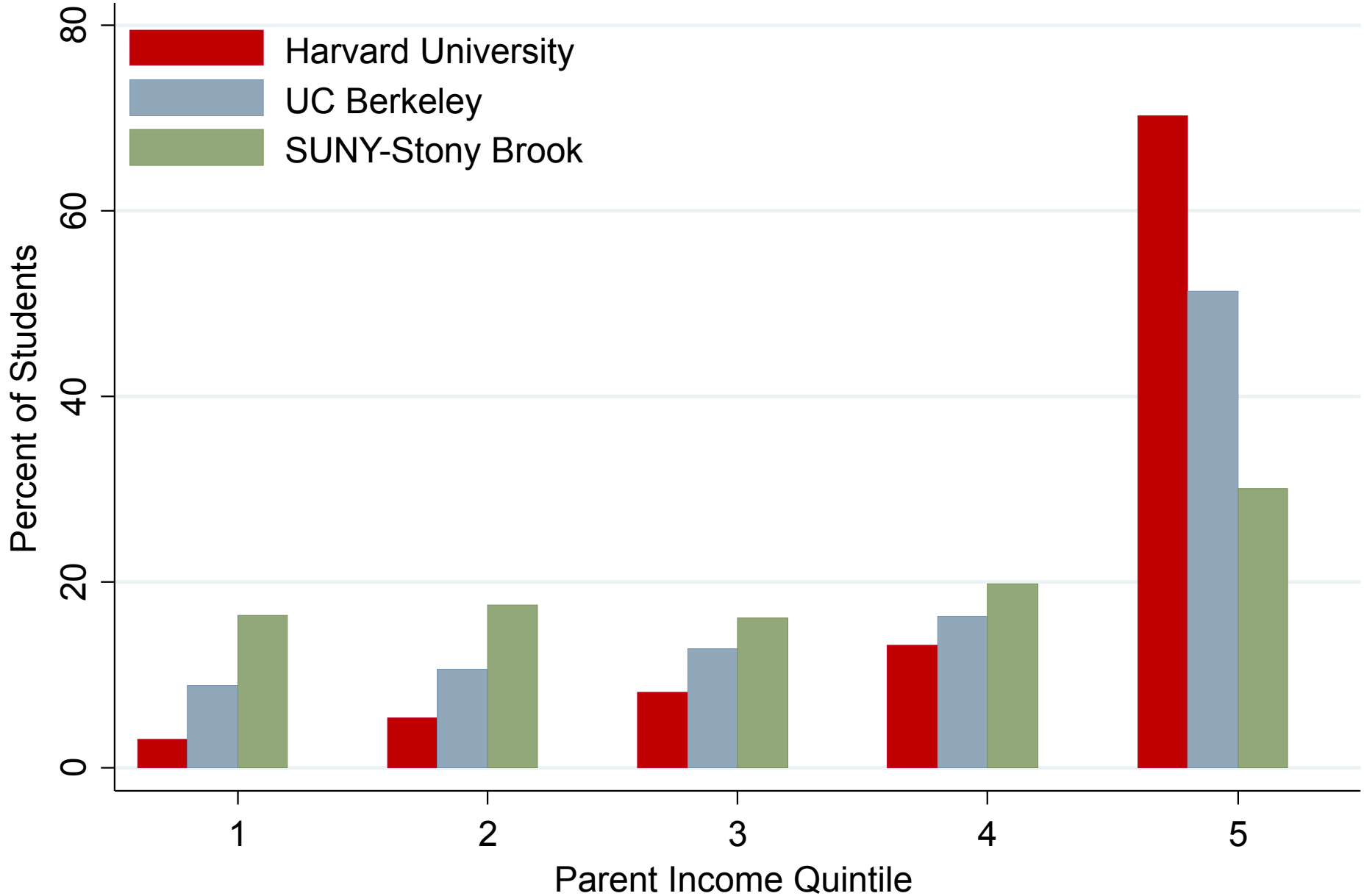
# Parent Income Distributions by Quintile for 1980-82 Birth Cohorts At Selected Colleges



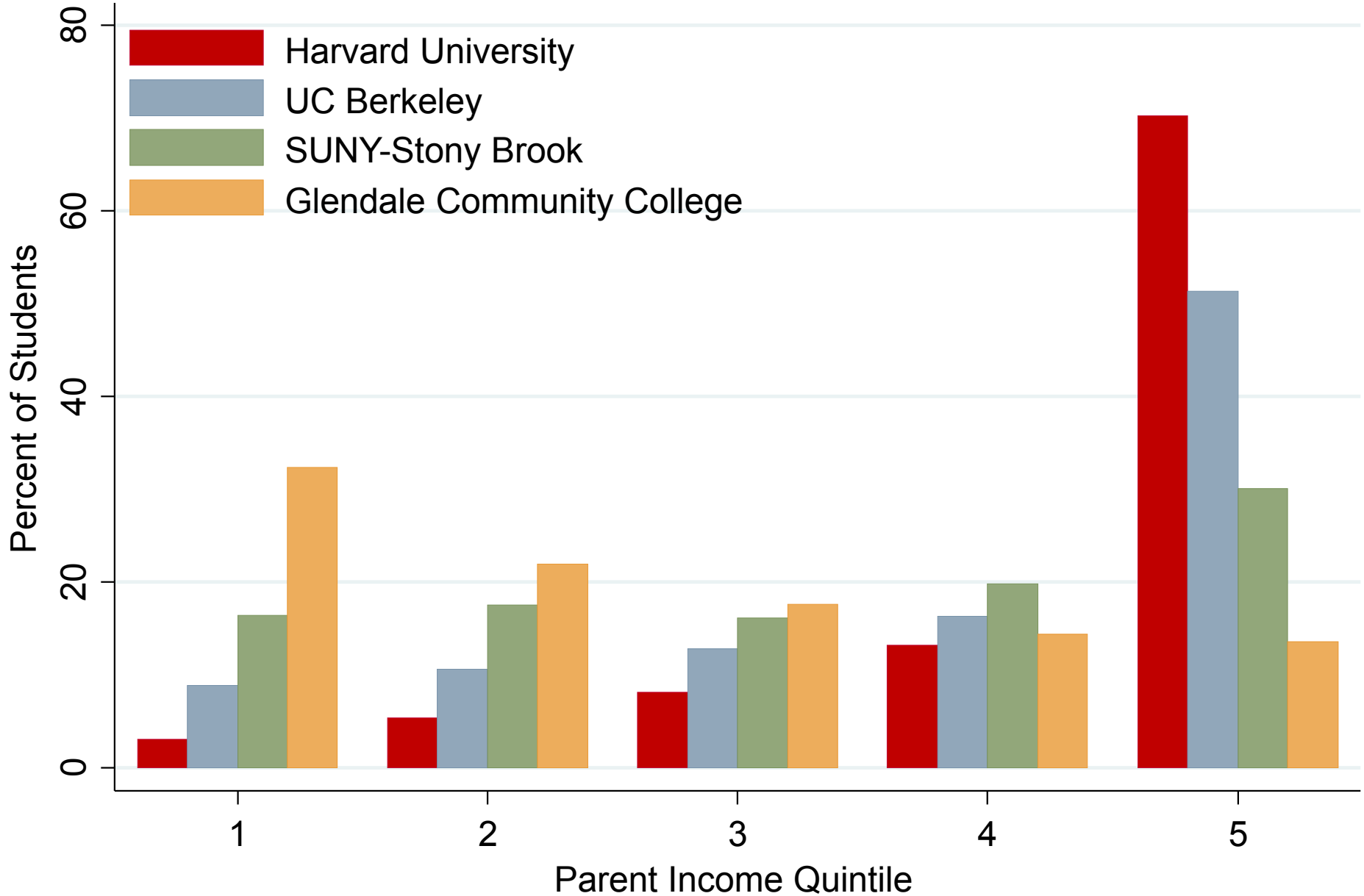
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# Parent Income Distributions by Quintile for 1980-82 Birth Cohorts At Selected Colleges






# Further Evidence of the Challenge...

- Make sure you're sitting down for this one...
- Good news: from 2013-2016, median net worth increased 46% for Hispanic families, 29% for Black families, and 17% for White families...
- BUT...In 2016, the actual median net worth:
  - ✓ White citizens was \$171,000
  - ✓ Hispanic citizens was \$20,700
  - ✓ African-American citizens was \$17,600





# Our Best Chance for Equity: Guided Pathways & Financial Stability Approaches



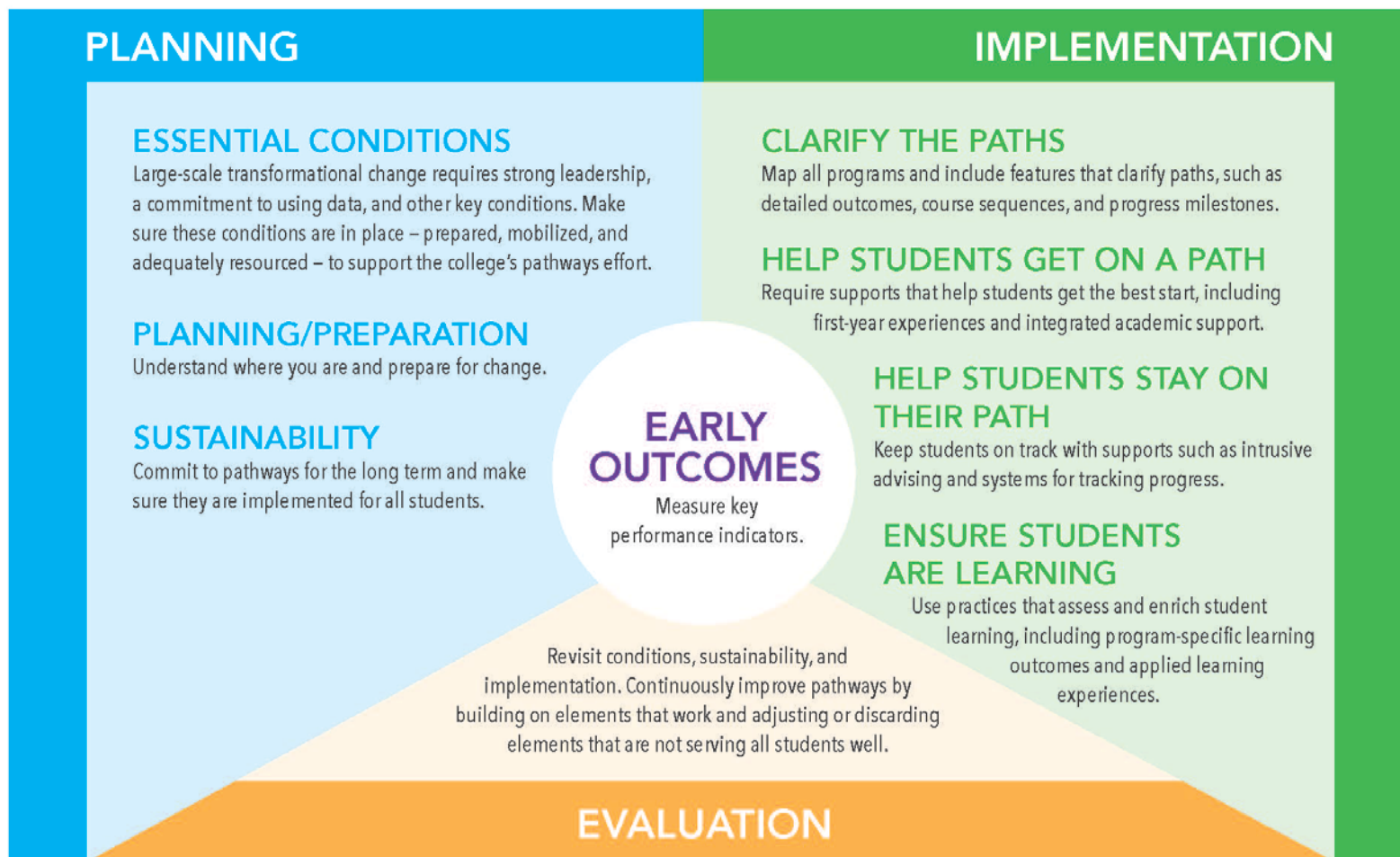
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# Guided Pathways: Planning, Implementation, Evaluation

Creating guided pathways requires managing and sustaining large-scale transformational change. The work begins with thorough planning, continues through consistent implementation, and depends on ongoing evaluation. Colleges should assess their readiness for intensive, broad-based change before beginning this work.



The Pathways Project is led by the American Association of Community Colleges in partnership with Achieving the Dream (ATD), The Aspen Institute, Center for Community College Student Engagement (CCCSE), Community College Research Center (CCRC), Jobs for the Future (JFF), The National Center for Inquiry and Improvement (NCII), and Public Agenda. It is funded with support from the Bill & Melinda Gates Foundation.

# Essential Pathways Practices

- Organize programs into “meta-majors,” map programs to career-path jobs and transfer in majors
- Help all students explore career/academic options and develop a full-program plan by end of term 1
- Make schedules and monitor progress based on students’ plans
- Integrate academic support into college program gateways
- Integrate experiential learning into every program
- Build pathways into high schools, starting with dual enrollment

# Rethinking Mapping Programs

*From:*

*To:*

Alphabetical program list



Academic / career communities  
("meta-majors")

A la carte courses (distribution requirements and electives)



Program maps with course sequences, critical courses, co-curricular requirements

Algebra as default math path



Program/field-specific math paths

Certificates vs. degrees



Degree pathways with embedded certificates/certifications

Connections to careers & transfer unclear



Career & transfer opportunities/requirements clearly specified

# Rethinking Student On-boarding

*From:*

*To:*

Job/transfer support for near completers



Career/college exploration and planning for all from the start

Current semester schedule



Full-program plan

Academic assessment



Holistic assessment

Pre-requisite remediation



Co-requisite academic support

Algebra and English comp



Critical program courses

A la carte dual HS credit



Exploration of program pathways beginning in HS

# Rethinking Student Advising

*From:*

*To:*

Info “dump” at orientation



**JIT support for major decisions  
along the path**

Scheduling available courses  
to suit college schedule



**Scheduling courses on the student’s  
plan to fit their schedule**

Full-time vs. part-time



**On-plan vs. off-plan**

Advising vs. teaching



**Advisors teach and faculty advise**

# Rethinking Teaching and Learning

*From:*

*To:*

Gen ed learning outcomes



Meta-major learning outcomes

Generic gen eds



Contextualized gen eds

In-class learning



Curricular + co-curricular learning

Student transcripts



Portfolios



# Find Out More

- **NCII & CCRC websites:**

[www.ncii-improve.com](http://www.ncii-improve.com) & [ccrc.tc.columbia.edu](http://ccrc.tc.columbia.edu)

- **Dr. Davis Jenkins, Sr. Research Fellow, CCRC**

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- **Dr. Rob Johnstone, Founder & President, NCII**

[rob@ncii-improve.com](mailto:rob@ncii-improve.com)





THE COLLEGE SYSTEM  
*of* TENNESSEE

# Using the Guided Pathways Framework to Foster Student Success

Dr. Randy Schulte  
Vice Chancellor for Academic Affairs  
Tennessee Board of Regents  
[Randy.Schulte@tbr.edu](mailto:Randy.Schulte@tbr.edu)



NO IDEA

VAGUE

SOMEWHERE

THAT WAY

THIS WAY

AROUND

AMBIGUOUS

ELUSIVE

???

# GUIDED PATHWAYS TO SUCCESS

- Creating clearly structured, educationally coherent program pathways that lead to students' end goals.
- Rethinking instruction and student support services in ways that facilitate students' learning and success as they progress along these paths.

- Bailey, Jaggars, Jenkins 2015

# Guided Pathways to Success

I. Clarifying Curricular Paths

II. Helping Students Get On a Path

III. Keeping Students On a Path

# ARCHITECTED TED PROGRAM CHOICE

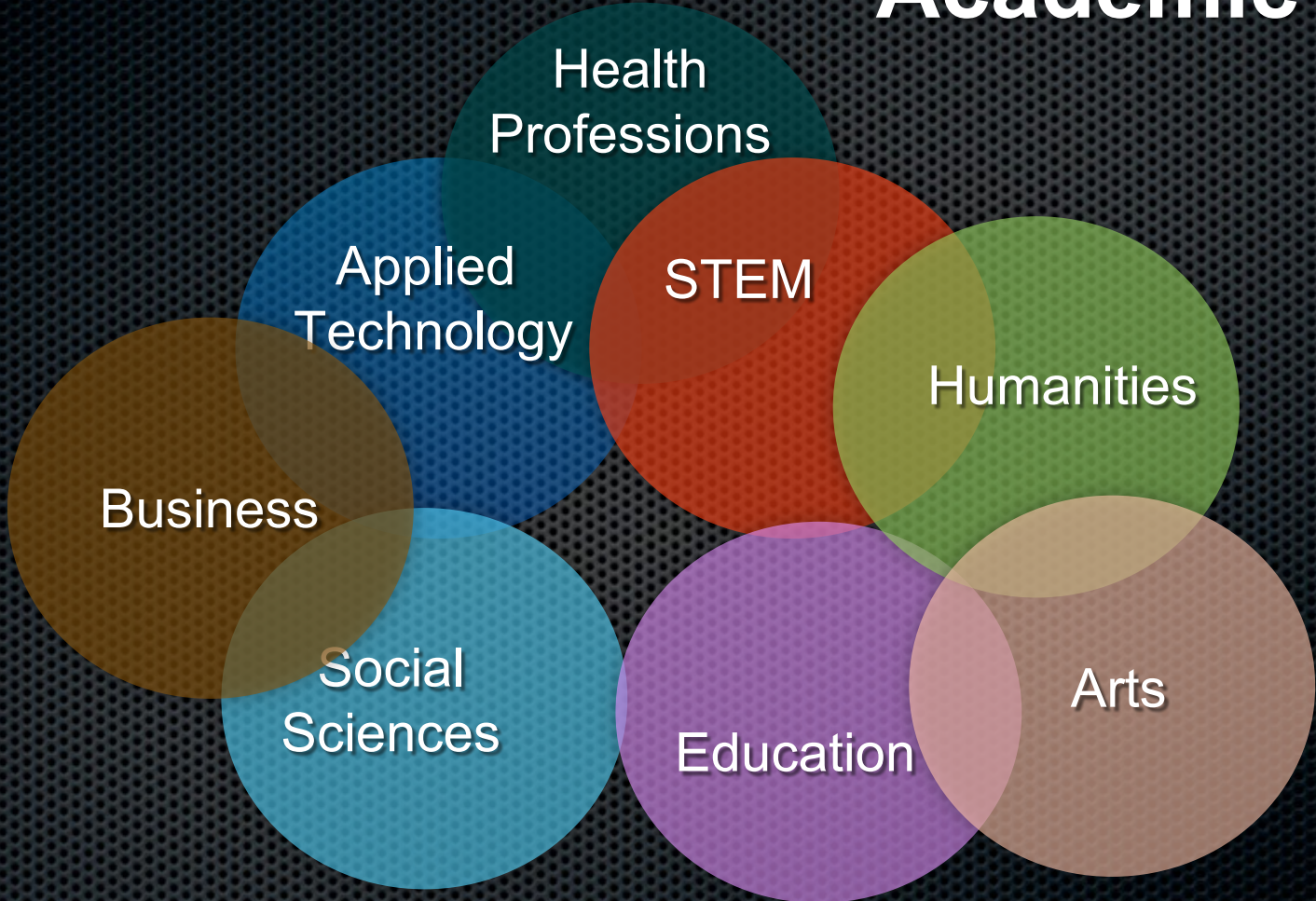


# **ARCHITECTED CHOICE**

## *FROM UNDECIDED (AKA CHOICE PARALYSIS) TO FOCUS AREA*

▪ Accounting	▪ Concrete Industry Management	▪ Interdisciplinary Studies, K-6, 6-8	▪ Physics	▪ Recording Industry, Music Business
▪ Actuarial Science	▪ Construction Management	▪ Interior Design	▪ Plant and Soil Science	▪ Social Work
▪ Advertising (and Public Relations)	▪ Consumer Education (Family and Consumer Studies)	▪ International Organizational Leadership	▪ Political Science	▪ Sociology
▪ Aerospace, Administration	▪ Criminal Justice (Administration)	▪ International Relations	▪ Pre-Chiropractic (Health Science)	▪ Spanish
▪ Aerospace, Flight Dispatch	▪ Cultural Geography	▪ Japanese	▪ Pre-Dental (Health Science)	▪ Special Education
▪ Aerospace, Maintenance Management	▪ Early Childhood Education	▪ Journalism	▪ (Pre-)Diagnostic Medical Sonography (Health Science)	▪ Speech-Language Pathology and Audiology
▪ Aerospace, Professional Pilot	▪ Economics	▪ Leisure, Sport, and Tourism Studies	▪ Pre-Engineering	▪ Teacher Preparation (Interdisciplinary Studies)
▪ Aerospace, Technology	▪ Engineering, Mechatronics	▪ Liberal Studies	▪ Pre-Health Information Management (Health Science)	▪ Theatre
▪ Aerospace, Unmanned Aircraft Systems Operations	▪ Engineering Technology	▪ Management	▪ Pre-Law	
▪ Agribusiness	▪ English	▪ Marketing	▪ Pre-Medical (Health Science)	▪ Video and Film Production (Electronic Media Communication)
▪ Animal Science	▪ Entrepreneurship	▪ Mathematics	▪ Pre-Medical Technology (Health Science)	▪ Visual Communication
▪ Animation	▪ Environmental Sustainability and Technology	▪ Mechatronics Engineering	▪ Pre-Nuclear Medicine Technology (Health Science)	
▪ Anthropology	▪ Exercise Science	▪ Media Management (Electronic Media Communication)	▪ Pre-Occupational Therapy (Health Science)	
▪ Apparel Design	▪ Fashion Merchandising	▪ Media Studies	▪ Pre-Pharmacy (Health Science)	
▪ Art, Studio	▪ Finance	▪ Music, Composition (Theory-Composition)	▪ Pre-Physical Therapy (Health Science)	
▪ Art Education	▪ Forensic Science	▪ Music, Instrumental Music Education	▪ Pre-Radiation Therapy Technology (Health Science)	
▪ Art History	▪ French	▪ Music, Instrumental Performance	▪ Pre-Veterinary Medicine	
▪ Astronomy	▪ Geoscience	▪ Music, Vocal/General Education	▪ Professional Studies	
▪ Athletic Training	▪ German	▪ Music, Voice Performance	▪ Psychology	
▪ Biochemistry	▪ Global Studies	▪ Music Industry	▪ Public Administration	
▪ Biology	▪ Graphic Design (Art)	▪ New Media Communication	▪ Public Relations (and Advertising)	
▪ Business Administration	▪ Healthcare Administration	▪ Nursing	▪ Real Estate	
▪ Business Education	▪ History	▪ Nutrition and Food Science	▪ Recording Industry, Audio Production	
▪ Chemistry	▪ Horse Science	▪ Organizational Communication	▪ Recording Industry, Commercial Songwriting	
▪ Child and Family Studies (Family and Consumer Studies)	▪ Industrial/Organizational Psychology	▪ Organizational Leadership		
▪ Communication Studies	▪ Information Systems	▪ Philosophy		
▪ Community and Public Health (Computer) Information Systems	▪ Information Technology	▪ Photography		
▪ Computer Science	▪ Insurance	▪ Physical Education		
	▪ Integrated Studies			

# Academic Foci

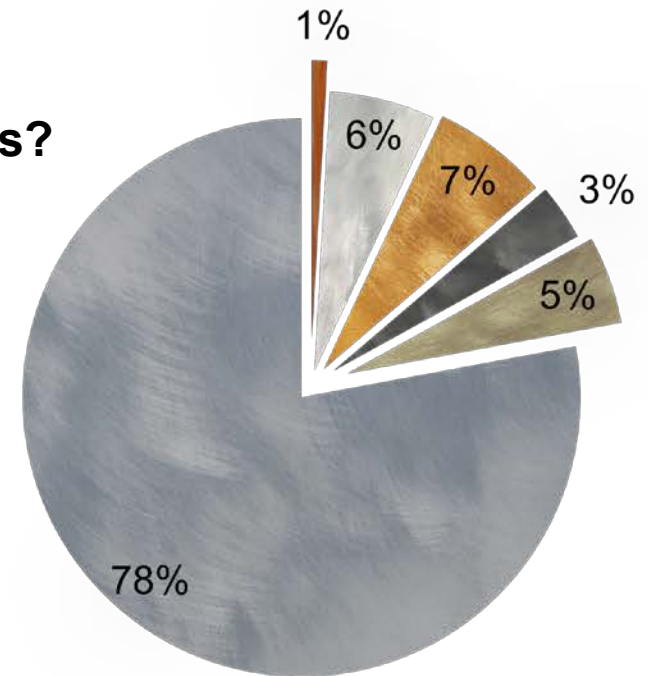




How did the existence of academic foci affect student program choice?

### Why did you pick your program or academic focus?

- I Had to Pick Something
- I have not selected a final major yet
- The salary potential is attractive to me
- I know someone who majored or works in this field
- My parents or an advisor suggested this choice
- My interests lie in this area



# Guided Pathways to Success

I. Clarifying Curricular Paths

II. Helping Students Get On a Path

III. Keeping Students On a Path



Creating a Clear  
Path to Success

# Tennessee Transfer Pathways

- Identify Baccalaureate major for prospective TTP
- Identify TBR and UT universities that offer that degree major
- Meet face-to-face to develop the degree curriculum and guided pathway
- Affirm with each institution
- Outcomes: Curriculum and **four-semester CC degree map**



Common Course Libraries

Creating a Clear  
Path to Success

# Nursing

## Associate of Applied Science

### A day in the life

Nurses typically work shifts in hospitals, but they also work in medical offices. Expect to be on your feet a lot and to work at a quick pace. Yes, you will deal with blood.

### Three reasons you'll love it.

1. You make a difference in people's lives.
2. You learn a lot about how the human body works.
3. Starting salaries tend to be good, and jobs are in demand.

### Before you sign up, make sure you understand ...

1. You must love biology. Your interest in biology must be as strong as your desire to help people.
2. You are on your feet a lot as a nurse. It's a physical job.
3. You may deal with trauma, including bad wounds. Ask yourself if you are ready for this. Also, you will physically touch people. We know this seems obvious, but think about how comfortable you are with physical contact with patients.

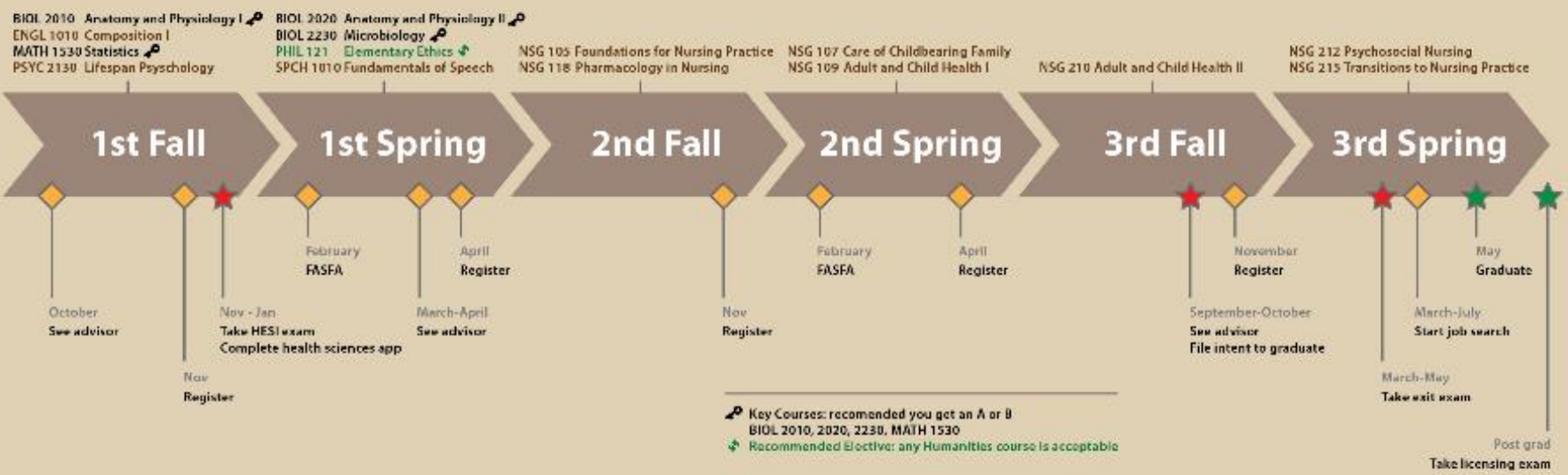
### By the numbers

Entry wage: \$44,296\*  
 Median wage: \$56,083\*  
 Job placement rate: 100%\*\*

\*Tennessee Department of Labor  
 \*\* For 2013 graduates



**Roane State**



# Guided Pathways to Success

I. Clarifying Curricular Paths

II. Helping Students Get On a Path

III. Keeping Students On a Path

# Key Ingredients for Guided Pathways

- Critical Courses – English, Math & Focus Area
- High Impact Practices Embedded in Pathways
- Academic Mindset
- Momentum Recipe for Success



# TBR Momentum Year

Creating a *productive* Academic Mindset

Making a *purposeful* program choice

Attempting *9 hours* in Academic Focus

Complete initial *English* and *Math*

Attempting *30 hours*

# ***GUIDED PATHWAYS TO SUCCESS***

## ***HOW TO IMPLEMENT SYSTEM-WIDE***



### **Set Goals and Respond to Challenges**

- Complete College Tennessee Act 2010
- Governor's *Drive to 55* campaign
- Outcomes-based Funding Formula
- Chancellor-directed *Completion Delivery Unit*

# ***GUIDED PATHWAYS TO SUCCESS HOW TO IMPLEMENT SYSTEM-WIDE***

## **Use Data Analytics to**

- Establish the need
- Justify the initiative
- Make a compelling argument
- Support the outcomes
- Anticipate what is needed next



you make me feel  
**statistically  
significant**

# ***GUIDED PATHWAYS TO SUCCESS HOW TO IMPLEMENT SYSTEM-WIDE***

☀️ **Communicate**

☀️ **Interact**

☀️ **Engage!**

**NASH**  
National Association  
of System Heads



Taking Student  
Success To Scale

# ***Guided Pathways to...***





THE COLLEGE SYSTEM  
*of* TENNESSEE

For more information contact  
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