



GUIDED PATHWAYS

Glendale Community College

December 2019

YEARS
2016
2017

INTRODUCTION TO CAMPUS COMMUNITY

GOALS

- ✓ Introduce Guided Pathways to the Glendale Community College community
- ✓ Build on multiple measures assessment & placement (MMAPE) implementation momentum to investigate and evaluate potential modifications to placement and developmental education programs
- ✓ Identify aspects of current categorical funding initiatives that are consistent with the goals of Guided Pathways
- ✓ Discuss ways to introduce greater implementation of high-impact practice in counseling and instruction

ACTIONS

- ✓ Held information sessions (SP17 through Title V Abriendo Caminos Grant)
- ✓ Distributed literature to constituencies
- ✓ Engaged widespread discussion and began implementation of MMAPE in math and English
- ✓ Held information sessions for governance committees, including Division Chairs, Academic Affairs, Faculty Meeting, C&I, Cabinet, Master Plan, and College Executive
- ✓ Initiated Integrated Planning meetings that included SSSP, Student Equity, Basic Skills, AEBG, Perkins, Strong Workforce, and Title V
- ✓ Met with faculty development and Title V to plan faculty development for Guided Pathways
- ✓ Presented Guided Pathways overview to the Board
- ✓ Attended statewide and national training and information sessions
- ✓ Investigated infrastructure support platforms

GOALS

- ✓ Establish and communicate specific vision and goals
- ✓ Continue making the case for change
- ✓ Begin modifications to developmental education and placement programs to make them more consistent with effective practice
- ✓ Align Master Plan goals with Guided Pathway
- ✓ Broadly engage faculty and staff in examining current practice and planning redesign
- ✓ Build technology infrastructure for Guided Pathways program
- ✓ Focus and integrate categorical programs and projects to more closely align with Guided Pathways structure and goals
- ✓ Receive Chancellor's Office funding to support Guided Pathways
- ✓ Develop an overall plan for communicating about Guided Pathways with the college community

ACTIONS

- ✓ Established Steering Committee and meeting schedule
- ✓ Acquired platform for infrastructure
- ✓ Master Plan draft aligned with Guided Pathways approved
- ✓ Steering Committee Workgroups established
- ✓ Begin implementation of co-requisite college-level core requirements as an alternative to developmental education
- ✓ Attended required Chancellor's Office Workshop 10/16/17
- ✓ Finalized implementation of MMAP and evaluation processes, and further prepared for Common Assessment Initiative
- ✓ Established working groups for meta-majors, faculty development, compliance, and student focus groups
- ✓ Established faculty, administrator, and staff inquiry groups to design meta-majors

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ACTIONS (CONTINUED)

- ✓ Established work groups for implementation of Guided Pathways infrastructure implementation
- ✓ Published articles regarding Guided Pathways implementation and technology infrastructure in faculty newsletter
- ✓ Held Guided Pathways self-assessment forums for faculty and staff
- ✓ Visited Student Services faculty meetings to explain and discuss Guided Pathways
- ✓ Completed required Self-Evaluation for Chancellor's Office
- ✓ Held kick-off for EAB Navigate
- ✓ Accounts for Guided Pathways have been established
- ✓ GCC team attended IEPI workshop focusing on the Work Plan for the Chancellor's Office
- ✓ Draft of Chancellor's Office Work Plan completed
- ✓ Educational Advisory Board Opportunity Assessments held 3/15/18
- ✓ Multiple Measures Placement established for Math and English
- ✓ Chancellor's Office Work Plan completed
- ✓ Representative attended IEPI Advanced Guided Pathways workshop
- ✓ Focus groups with students held to help determine current areas of strength and weakness where Guided Pathways is concerned
- ✓ Initial approval of Guided Pathways Faculty Coordinator
- ✓ GCC team attended IEPI workshop to share work plans
- ✓ Guided Pathways presentation and panel at CSEA retreat
- ✓ Campus-wide Communications Workgroup discussions of Guided Pathways goals and message
- ✓ Planned faculty engagement to implement high-impact practice
- ✓ Completed initial draft of meta-majors and solicited feedback from Divisions and Senate
- ✓ Began work with categorical funding sources through the Integrated Planning committee to increase awareness of parallels between their missions and Guided Pathways
- ✓ Held Town Hall meetings to discuss Guided Pathways with the campus community

(CONTINUED)

YEARS
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ENGAGEMENT + HIGH-LEVEL PLANNING

ACTIONS (CONTINUED)

- ✓ Guided Pathways in Action workshop was held on campus and attended by 63 managers, classified staff, and faculty
- ✓ Held meeting to determine the best ways of communicating about Guided Pathways with the faculty, staff, and students
- ✓ Planned integration of Guided Pathways into faculty and classified institute day
- ✓ Filled long-term faculty GP coordinator position and established approval for counseling and classified GP coordinator positions

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IN-DEPTH PLANNING + PILOT IMPLEMENTATION

GOALS

- ✓ Map program pathways for largest programs
- ✓ Scale modifications to developmental education in compliance with AB705 requirements
- ✓ Continue to develop and institutionalize faculty development programs
- ✓ Continue broad collaborations with governance to optimize Guided Pathways
- ✓ Continue focusing and integrating categorical funding initiatives and programs to be consistent with Guided Pathways
- ✓ Communicate regularly through established governance channels and steering committee representatives, soliciting feedback and modifying plans as appropriate
- ✓ Launch EAB Navigate technological infrastructure supporting the Guided Pathways model
- ✓ Establish plan for ongoing inquiry into the student experience
- ✓ Establish college-wide communication campaign focused on changes resulting from MMAP and AB705
- ✓ Establish mechanism for creation of online professional development material focused on Guided Pathways
- ✓ Establish a mechanism for sustainable online professional development focusing on key topics for Guided Pathways implementation
- ✓ Refresh Guided Pathways steering and workgroup structure through a broadly inclusive nomination process and direct involvement of shared governance
- ✓ Formalize a college-wide Scale of Adoption Assessment process to broaden engagement and inform planning
- ✓ Introduce EAB Navigate to counselors and students

ACTIONS

- ✓ Identify priority pathways and establish draft default program maps
- ✓ Redesign intake systems underway

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ACTIONS (CONTINUED)

- ✓ Revise MMAP to ensure optimal results—GCC’s Guided Placement Survey (GPS), consistent with AB705 implementation guidelines, is running at full scale in Assessment Center
- ✓ Completed retroactive re-placement of students using new plans established for retroactive re-placement of students using new AB705 math & English placement rules, including individualized communication campaign
- ✓ Design co-requisite programs in Math and English
- ✓ Evaluate counseling to support timely intervention
- ✓ Evaluate infrastructure to support effective student progress, monitoring, and counseling
- ✓ Continue communications and engagement with the college community regarding Guided Pathways
- ✓ Faculty Institute Day focusing on Guided Pathways
- ✓ Launch test sites of EAB Navigate and Campus technology platforms and coordinate testing, feedback and training among faculty and staff
- Launch EAB Navigate and Campus technology platforms, along with a coordinated information and support campaign for students—test site available to Counselors
- ✓ Host large student focus group and faculty survey, followed by panel discussion and keynote address at faculty institute day
- ✓ Establish team and supporting funds to focus on student voice inquiry
- ✓ Gain approval for funds to support creation of online professional development materials
- ✓ Completed RTEP hiring for counseling and classified coordinators
- ✓ Held information sessions for students and counselors to pilot EAB Navigate

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IN-DEPTH PLANNING + PILOT IMPLEMENTATION

ACTIONS (CONTINUED)

- ✓ Representatives from the college attended IEPI workshop in February
- ✓ Guided Pathways Coordinators are working with IT to ensure smooth implementation of EAB Navigate.
- ✓ Work with Research and Planning to solidify plans and initiate data collection for evaluation of established key components of guided pathways
- ✓ Establish a dedicated team of student co-designers to be integrated with staff teams throughout implementation of Guided Pathways
- ✓ Restructure Guided Pathways Steering Team for improved coordination, efficiency, and inclusive program design
- Develop Guided Pathways framework for Student Equity and Achievement Program
- ✓ Classified GP Coordinator selected: Frankie Strong
- Implement Program Mapper software to increase access to and visibility of metamajors and program maps
- ✓ Hold Counseling retreat to further engage the division in exploring new modes of operation consistent with Guided Pathways recommendations to better support student success
- ✓ Guided Pathways was the focus of the Division Chairs and Instructional Managers Retreat
- ✓ Create embedded metamajors counselors who will work directly with instructional divisions
- ✓ 49 program maps have been completed

YEARS
2019
2020

INITIAL IMPLEMENTATION

GOALS

- Continue development of meta-majors and default schedules
- Evaluate initial implementation
- Continue broad communications and engagement with governance
- Continue focusing and integrating categorical funding initiatives and programs to be consistent with Guided Pathways
- Increase modifications and improvements to developmental education
- Institutionalize changes to placement and intake processes
- Establish a framework to support an intentional action research agenda that examines the efficacy of Guided Pathways and develops practical knowledge and tools to support effective implementation at scale.

ACTIONS

- ✓ EAB Navigate counselor training modules posted
- ✓ Ensure availability of drafts of default schedule offerings
- ✓ Pilot offerings of drafts of default schedules
- Continue to create default schedules based on meta-majors
- ✓ Re-design onboarding system
- Increase implementation of high-impact counseling practice integrated with Guided Pathways infrastructure
- ✓ Increase co-requisite offerings in Math and English
- Continue to refine and develop faculty development and engagement programs to increase high-impact classroom practice
- Work with categorical funding sources to institutionalize programs associated with Guided Pathways
- Refine evaluation process and criteria

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INITIAL IMPLEMENTATION

ACTIONS (CONTINUED)

- ✓ EAB Navigate live for counselors and students
- ✓ Updated Guided Pathways Website
- ✓ Updated Guided Pathways Comment Box
- ✓ Guided Pathways presentations at Division Chairs, Classified Institute, and CSEA chapter meeting
- ✓ Guided Pathways Chaparral article
- ✓ Establishment of Guided Pathways workgroups
- ✓ Guided Pathways Workgroup leadership established
- ✓ Guided Pathways Workgroup presentation at faculty meeting
- **New:** Created Guaranteed and Priority Pathways Program that includes partnerships with the University of California Los Angeles, Santa Barbara, Davis, Riverside, Merced, Santa Cruz, and Irvine; California State University, Northridge and Los Angeles; Loyola Marymont, University of La Verne, Pacific Oaks College, and Pepperdine's Graziadio School of Business
- **New:** Held meetings with local community college Guided Pathways Coordinators to develop best practices
- **New:** Host guided pathways summit for colleagues in key implementation roles at other colleges in the region



IMPROVE SCALE IMPLEMENTATION

GOALS

- Refine and improve scale implementation of the system from intake to completion.
- Continue faculty and staff development to increase high-impact practice
- Continue communications and engagement with the college community

ACTIONS

- Begin scale implementation of meta-majors and default schedules
- Continue to evaluate and make changes based on previous evaluations



SCALE IMPLEMENTATION

GOALS

- Scale implementation of Guided Pathways
- Institutionalize evaluation and continuous improvement

ACTIONS

- Scale implementation of co-requisite programs in Math and English
- Make modifications based on evaluations

Adapted from: Jenkins, Davis. 2014. *Redesigning Community Colleges for Student Success: Overview of the Guided Pathways Approach*. New York, NY: CCRC p.13.