

Patrick Henry Community College's Pathways Journey

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Services



1600 Annualized FTE

2800 Headcount

85% Pell-Eligible

Round 1 ATD School

Leader College for 10 years





Leah Meyer Austin Award

ATD Projects

- DEI
- Catalyst
- WSSN
- iPASS
- Adjunct Faculty

SCALE – trained thousands of faculty from over 200 community colleges



Start with WHY?

- Why are we here this morning?
- Why is your institution/state embracing Guided Pathways

History

First Decade of 21st Century

- A series of reports that details the struggles/crisis that America currently faces:
 - Spellings Commission (2006) - *A Test of Leadership*
 - ETS (2007) - *America's Perfect Storm*
 - New Commission on Skills of American Workforce (2007) - *Tough Times*
 - Lumina Foundation (2010) - *A Stronger Nation through Higher Education*

New National Goal

- Lumina Foundation (and others including President) have set the following goal:
 - 60% of all Americans must have some kind of college credential (certificate, associate's degree, or higher) by 2025.
 - Later changed to reflect IRC and redefined as “post high school credential”
 - **Why 60%??**
- **FYI** – Lumina Foundation is the largest educational foundation in the country.

College Completion Initiatives

- Achieving the Dream (ATD)
- Completion By Design (CBD)
- Student Success by the Numbers (SSN)
- Complete College America (CCA)
- Complete to Compete (CC)
- National Coalition for College Completion (NCCC)
- College Completion Initiative (CCI)
- All have the same message – increase the number of college graduates!!!!

Reality Check

- At what percentage is America currently? (What percentage of working age adults has some sort of post high school credential?)
- What state is the “best educated?”
- What country is the “best educated?”
- Where is Washington and what are the percentages for individual service regions?

Frightening Predictions w/in Last 12 Months

- *Disruptive Innovations* - Clayton Christensen predicted that 25% of colleges will close by 2025
- *Business Trends* - 8 reasons why over 50% of colleges will collapse by 2030
- *Moody's* - The number of colleges and universities that close will **triple** in the next decade and **mergers** will double

What Does This Mean?

- More partnerships with local businesses
- Technology and delivery innovations
- Administrators will be tasked with VERY hard decisions
- Counseling and “wrap around” services will become increasingly important
- An increasing focus on credentialing for high-demand, skilled jobs
- Increased competition from private/for profit colleges and training programs
- **Will be FORCED to evolve teaching practices to meet the needs of Millennials, iGENs, and non-traditional students**

Community/Technical College “Pain Points”

- Fall to Fall Retention Rates
- Declining Enrollment Nationally
 - Greater Competition
 - For Profits
 - University “Dipping”
- Birth Rates from the Great Recession
- Costs Associated with Higher Education
- State Mandates – quicker and cheaper





Texas Business Group's billboard right beside the entrance to ACC!

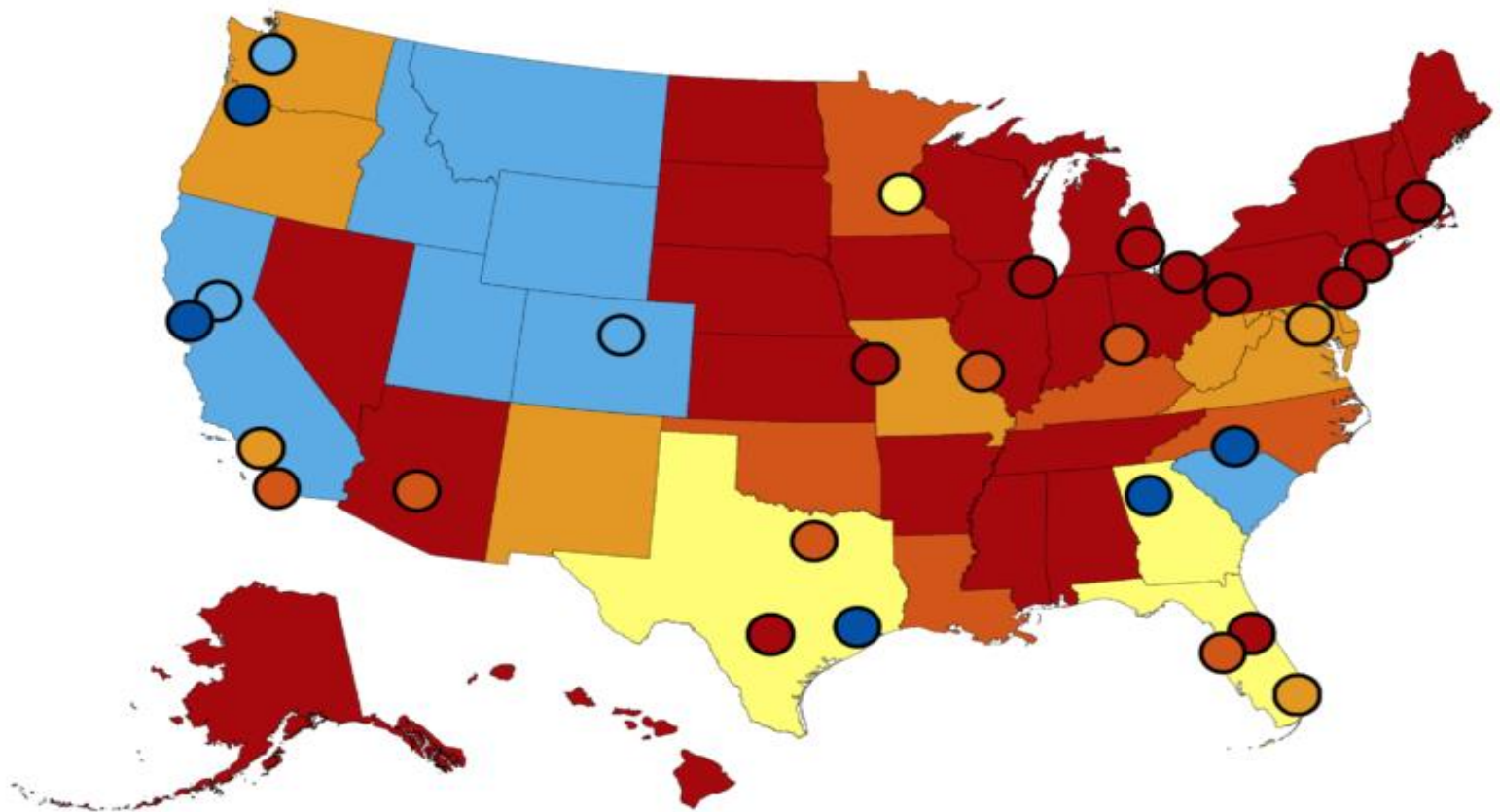
Inside Higher Ed – Summer 2018

Over the last 10 years, out of 100 students who enroll in CC...

- 56 lost during onboarding
- 23 drop out BEFORE completing
- 5 still enrolled in 6 years
- 9 completed associate's degree ONLY
- 7 completed associate's degree AND a bachelor's degree

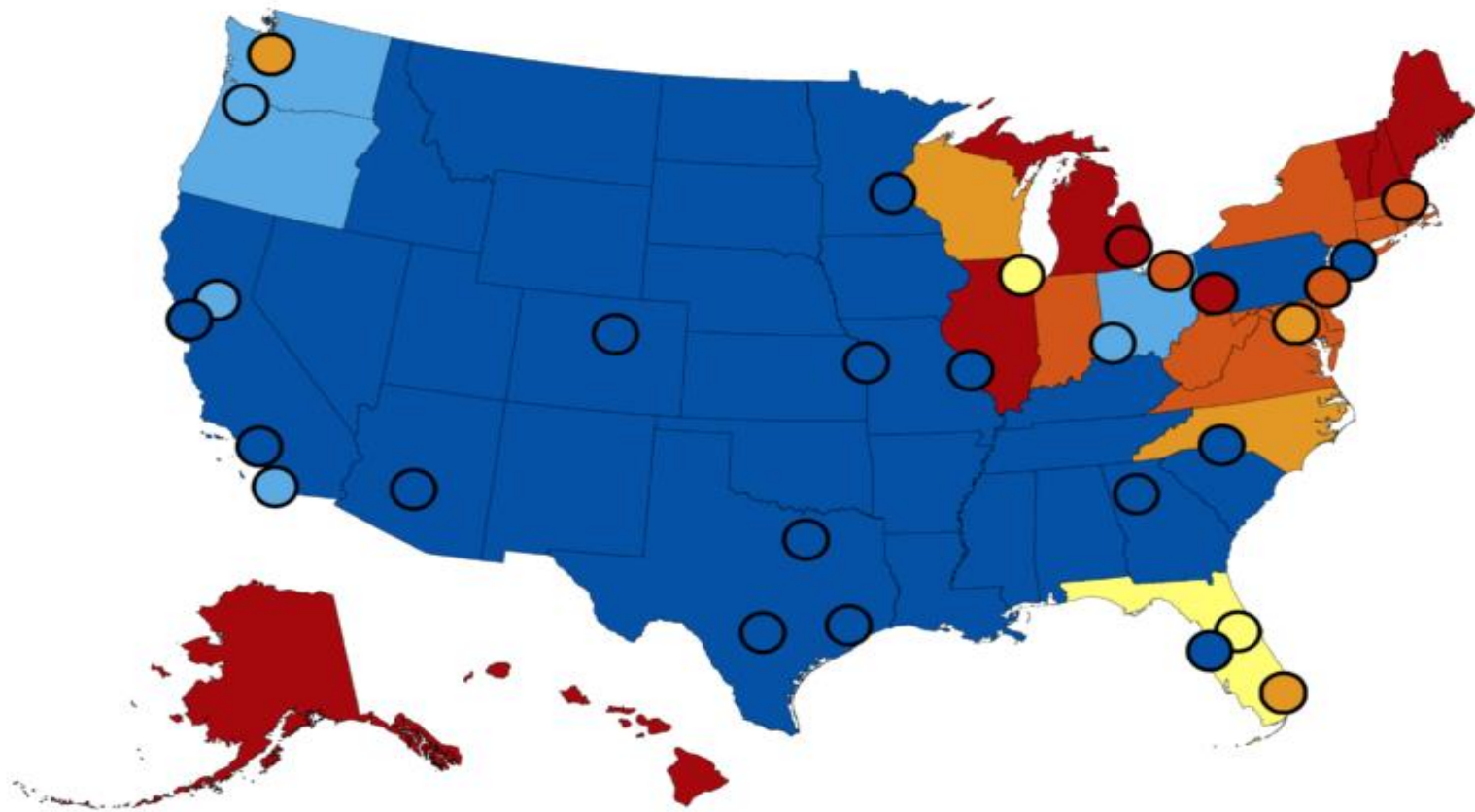
Scary Projections

- Sept 12, 2018; ccnewsnow.com
- *College students predicted to fall by more than 15% after the year 2025.*
- *But high demand and enrollment likely to persist or even increase for top 100 elite institutions.*



Legend for percentage change categories:

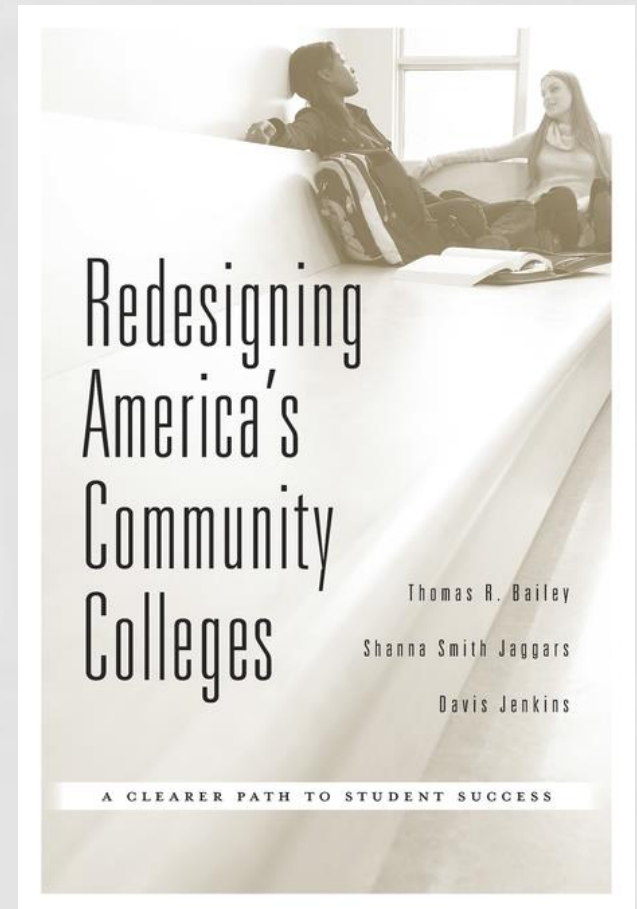
- <-15%
- 15% to -7.5%
- 7.5% to -2.5%
- 2.5% to 2.5%
- 2.5% to 7.5%
- >7.5%



■ <-15% ■ -15% to -7.5% ■ -7.5% to -2.5% ■ -2.5% to 2.5% ■ 2.5% to 7.5% ■ >7.5%

Guided Pathways: The Impetus

- Designed (and funded) for access, not success
- Too many choices, not enough guidance
- Paths to end goals unclear
- Developmental dead-end
- Curricular incoherence
- Student progress not institutionally monitored
- Non-academic barriers



Pathways – Student Perspective

- Explore and choose career path
- Clear program course map
- Easy registration
- Complete



College Perspective- HUGE!!

- *It's like maneuvering an aircraft carrier in the middle of a swimming pool.* (Larry Abele, Provost Emeritus at Florida State University)
- *Culture eats strategy for breakfast.* (Peter Drucker)
- *Culture strangles strategy.* (Faculty from Columbus State Community College)

4 Major Elements to Pathways

1. Clarify the Path

- Define Meta Majors
- Structured Programs
 - i. Produce and provide clear course maps
 - ii. Align first semester/term across meta majors
- Alignment to Employment/Local Jobs



How do we rank???

4 Major Elements to Pathways

2. Enter the Path

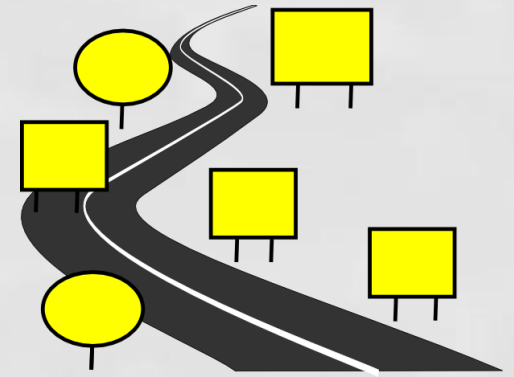
- Clear onboarding steps
 - Application
 - Mandatory Student Orientation
 - Well Informed Advisors
- Optimal schedules - schedules to meet the demand
- *How do we rank?*



4 Major Elements to Pathways

3. Stay on the Path

- Advising at key momentum points
 - Periodic degree audits
 - Early Alerts for “at risk” behaviors
 - Counseling/mentoring embedded throughout
- *How do we rank?*



4 Major Elements to Pathways

4. Ensure Learning

- Assessment of SLOs and Program Effectiveness
- Minimized Choices – what's BEST for the student?
- Graduation Rates, Employment Rates, Salary Rates, Transfer Rates, Transfer Graduation Rates
- *How do we rank?*

Where We Were at PHCC



- Curriculum not stackable
- Some paths to nowhere
- Too many course choices
- Needs were known but resources were scattered
- Students had to travel to different locations on campus to have needs met
- Staff were disconnected from one another
- Onboarding confusing
- Too many choices
- Advising Horror Stories

Kotter's Change Model



The PHCC Sense of Urgency

- The highly touted “stackable credentials” were anything but stackable!
- Of the more than 30 pathways at PHCC, only 1 was fully “stackable!”
- Several CSC’s that were pathways to nowhere!

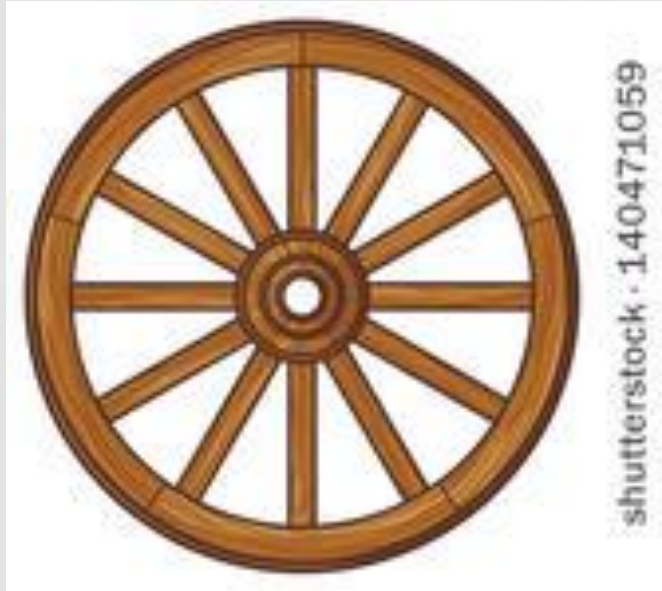
4 Legs of the PHCC “Change”

1. Academic Mapping and Curricular Redesign
 - Stackable Credentials w/Embedded Credentials
 - Workforce to Academic Credentials – “Everything Counts”
2. Technology Enabled Onboarding, Registration, and Alerts
3. Two-Tiered Advising Platform
4. Multi-layered “Wrap Around” Support Services in a Consolidated Location

What REALLY Transfers

Transfer Equivalents for Each Institution									
Content Area	Courses	CNU	GMU	JMU	LU	NSU	ODU		
Communication	ENG 111	ENGL 123	ENGH 101	WRTC 100	ENGL 150	ENG 101	ENGL 110		
	ENG 112	ENGL 223	ENGH 101	WRTC 103	ENGL ELE	ENG 102	ENGL 211		
	ENG 125	ENGL 100 ELE	ENGH 201	HUM ELE	NO EQ	NO EQ	ENGL 112		
	CST 100	COMM 201	COMM 100	SCOM 122	COMM 101	SCM 285	COMM 101		
	CST 110	COMM 201	COMM 100	SCOM 121	COMM 101	NO EQ	COMM 101		
	CST 126	COMM 211	COMM 101	SCOM 320	COMM ELE	NO EQ	COMM 112		
	ART 101	FNAR 201	ARTH 200	ARTH 205	ART 160 OR 201	FIA 270	ARTH 211		
	ART 102	FNAR 100 ELE	ARTH 201	ARTH 206	ART 160 OR 201	FIA 271	ARTH 212 OR HC 1REQ		
	ART 201	FNAR 201	ARTH 200	ARTH 205	ART 261	FIA 270 OR HUM 210	ARTH 211		
	ART 202	FNAR 202	ARTH 201	ARTH 206	ART 262	FIA 271 OR HUM 210	ARTH 212		
CST 130	THEA 100 ELE	THR 101	THEA 210	THEA 101	DRM 113 OR 114	THEAR 241			
CST 151	COMM 200 ELE	ENGH L372	ENG ELE	NO EQ	NO EQ	COMM OR THEA 270			
CST 152	THEA 200 ELE	FAVS ELE	ENG ELE	NO EQ	NO EQ	COMM OR THEA 270			
ENG 241	ENGL 200 ELE	ENGH 200 ELE	ENG 247	ENGL 203	ENG 341	LIT 1REQ			
ENG 242	ENGL 200 ELE	ENGH 200 ELE	ENG 248	ENGL 203	ENG 342	LIT 1REQ			
ENG 243	ENGL 200 ELE	ENGH 200 ELE	ENG 235	ENGL 202	ENG 315 OR HUM 210	LIT 1REQ			
ENG 244	ENGL 200 ELE	ENGH 200 ELE	ENG 236	ENGL 202	ENG 316 OR HUM 210	LIT 1REQ			
ENG 251	ENGL 200 ELE	ENGH 200 ELE	ENGL 239	ENGL 201	ENG 207	LIT 1REQ			
ENG 252	ENGL 200 ELE	ENGH 200 ELE	ENGL 239	ENGL 201	HUM 210	LIT 1REQ			
ENG 278	ENGL 200 ELE	ENGH 200 ELE	ENG 221	ENGL 361	NO EQ	ENGL ELE			
ENG 279	ENGL 200 ELE	ENGH 200 ELE	ENGL ELE	ENGL 356	NO EQ	ENGL ELE			
HUM 201	FREE ELE	HIST 101	HUM 250	ENGL 200 ELE	HUM 210	HC 1REQ			
HUM 202	NO EQ	HIST 102	HUM 251	ENGL 200 ELE	HUM 210	HC 1REQ			
MUS 121	MUSC 100 ELE	MUSI 101	MUS 200	MUSC 224	NO EQ	MUSC 264			
MUS 122	MUSC 100 ELE	MUSI 101	MUS ELE	MUSC 224	NO EQ	MUSC 264			
PHI 100	PHIL 100 ELE	PHIL 100	PHIL 101	PHIL 200	NO EQ	PHIL 110			
PHI 101	PHIL 100 ELE	PHIL 100	PHIL 101	PHIL 200	LOG 210 OR HUM 210	PHIL 110			
PHI 102	PHIL 100 ELE	PHIL 101	PHIL 101	PHIL 200	HUM 210	PHIL 110			
PHI 211	PHIL 201	PHIL L301	PHIL 101	PHIL 210	HUM 210	PL 1REQ			
PHI 212	PHIL 202	PHIL L302	PHIL 101	PHIL 210	HUM 210	PL 1REQ			
PHI 260	PHIL 200 ELE	RELI 212	HUM 252	NO EQ	NO EQ	PHIL 250			
REL 100	NO EQ	RELI 100	NO EQ	NO EQ	NO EQ	REL 100 ELE			
REL 200	RSTD 200 ELE	RELI ELE	REL 201	NO EQ	REL 320	REL 200 ELE			
REL 230	RSTD 211	RELI 100	REL 101	RELI 242	REL 200	PHIL 250			
REL 231	RSTD 211	RELI 212	REL 101	REL 242	NO EQ	PHIL 250			
Social/Behavioral Science	ECO 201	ECON 201	ECON 104	ECON 200	ECON 111	SOC 101	ECON 201		
	ECO 202	ECON 202	ECON 103	ECON 201	ECPM 218	SOC 101	ECON 202		
	GEO 210	GEOG 210	GGG 103	GEOG 280	GEOG 241	SOC 101 OR GEO 130	GEOG 100		
	GEO 220	GEOG 210 OR 211	GGG 101	GEOG 200	GEOG 352	GEO 141	GEOG 250		
	GEO 221	GEOG 201	GGG 100 ELE	GEOG 200	GEOG 100 ELE	SOC 101	GEOG 250		
	GEO 222	GEOG 202	GGG 100 ELE	GEOG 200	GEOG 100 ELE	SOC 101	GEOG 250		
	HIS 101	HIST 100 ELE	HIST 101	HIST 201	HIST 100	NO EQ	HIST 102		
	HIS 102	HIST 100 ELE	HIST 102	HIST 202	HIST 110	NO EQ	HIST 102		
	HIS 112	HIST 112	HIST 125	HIST 102	HIST 130	HIS 101	HIST 100		
	HIS 121	HIST 121	HIST 121	HIST ELE	HIST 221	HIS 102	HIST 104		
	HIS 122	HIST 122	HIST 122	HIST ELE	HIST 222	HIS 103	HIST 104		
	PLS 135	GOVT 101	GOVT 103	POSC 225	POSC 150	NO EQ	POLS 101		
	PLS 140	GOVT 200 ELE	GOVT 133	POSC 240	POSC 255	NO EQ	POLS 102		
	PLS 211	GOVT 101	GOVT 103	POSC 225	POSC 150	SOC 101 OR POS 100	OPOLS 101		
	PLS 212	GOVT 202	GOVT 100 ELE	POSC 100 ELE	POSC 150	SOC 101 OR POS 360	POCS 101S		
	PLS 241	GOVT 200 ELE	GOVT 132	POSC 230	POSC 100 ELE	SOC 101 OR POS 360	POCS 100S		
	PLS 242	GOVT 200 ELE	GOVT 100 ELE	POSC 370	POSC 100 ELE	SOC 101 OR POS 360	POCS 100S		
	PSY 120	PSYC 100 ELE	PSYC ELE	NO EQ	PSYC ELE	NO EQ	PSYC ELE		
	PSY 200	PSYC 201	PSYC 100	PSYC 101	PSYC 101	NO EQ	PSYC 201		
	PSY 201	PSYC 201	PSYC 100 ELE	PSYC 002	PSYC 101	PSY 210	PSYC 201S		
	PSY 202	PSYC 202	PSYC 100	PSYC 002	PSYC 101	PSY 211	PSYC 200 ELE		
	PSY 231	PSYC 207	PSYC 100 ELE	PSYC 002	EDUC 245	PSY 215 OR 228	PSYC 203S		
	PSY 232	PSYC 208	PSYC 100 ELE	PSYC 002	EDUC 245	PSY 215 OR 228	PSYC 203S		
	SOC 200	SOCL 205	SOCI 101	SOCI 101	SOCL 101	NO EQ	SOC 201		
	SOC 201	SOCL 205	SOCI 101	SOCI 101	SOCL 101	SOC 101 OR 110	SOC 201S		
	SOC 202	SOCL 200 ELE	SOCI 100 ELE	SOCI 100 ELE	SOCL 102	SOC 101 OR 110	SOC 201S		
	SOC 211	ANTH 203	ANTH 120	ANTH 195	ANTH 101	SOC 101 OR 110	ANTR 110S		
	SOC 212	ANTH 200 ELE	ANTH 114	ANTH 100 ELE	ANTH 101	SOC 101 OR 110	ANTR 110S		
	Natural Sciences	BIO 101	BIOL 108 & 108L	BIOL 103	BIO 140	BIOL 101	BIO 110	BIOL 121 & 122	

Where We Are Now



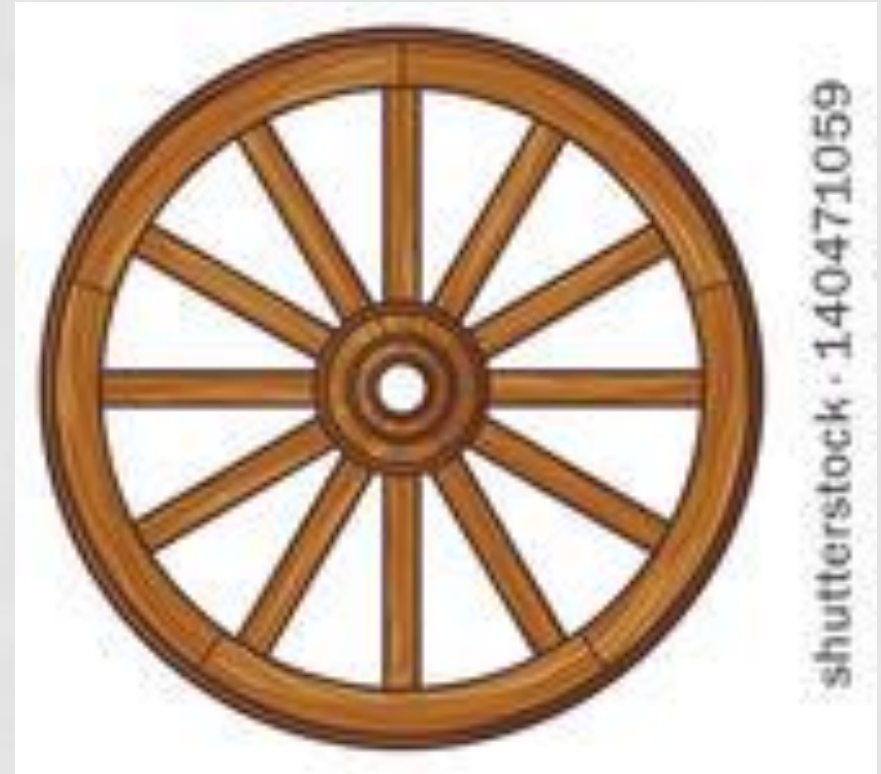
- Clearly mapped curriculum based on industry needs and “What REALLY Transfers.”
- Highly functional wrap-around services in a central location
- A new technology-driven onboarding, registration, scheduling process which also provides “Early Alerts” regarding student success.
- Two-tiered Advising

Wrap Around Services

- Emergency Transportation
- Access to Benefits
- Career Services
- GED instruction
- Tutoring
- FAFSA completion
- Patriot Pantry (food pantry)
- Patriot Clothes Closet (Interview Attire)
- Financial Coaching
- Financial Literacy
- Loaner Program for Laptop, Textbooks, Graphing Calculator
- Free Tax Preparations



What does culture change look like?

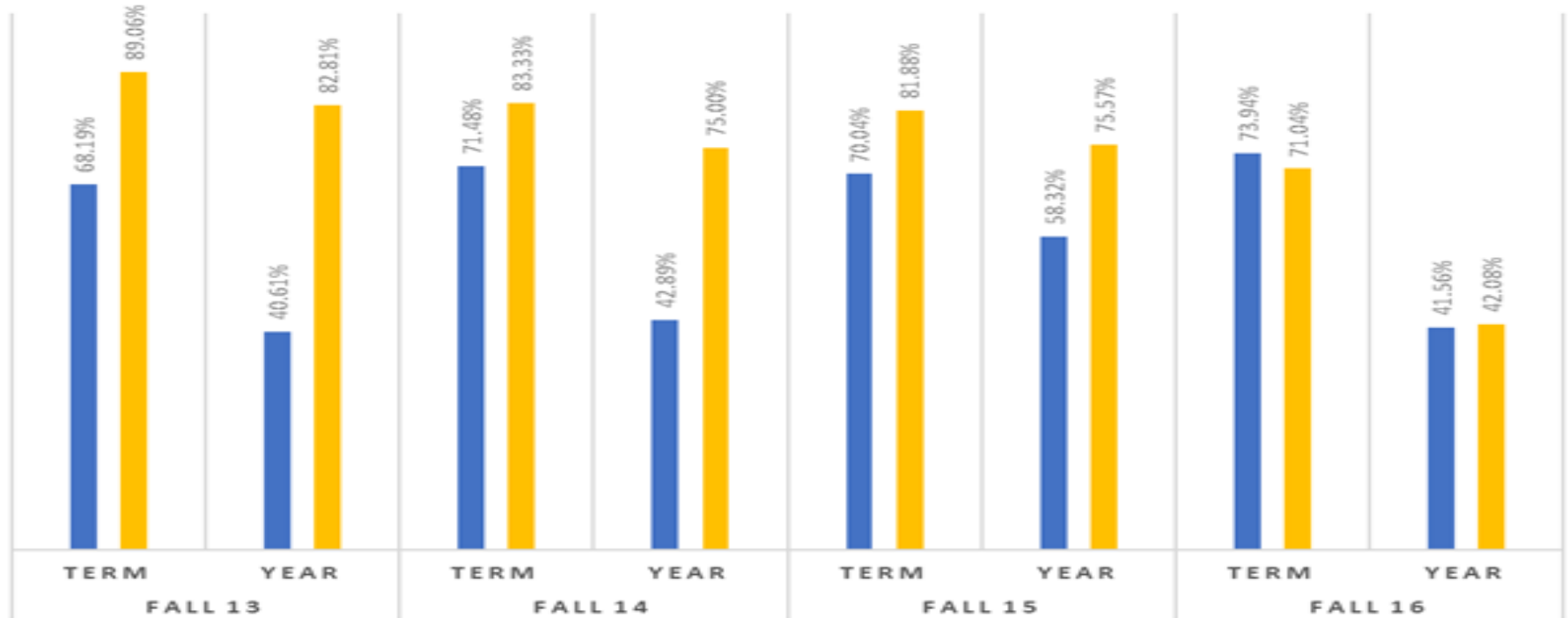


Student Retention

	Fall 13		Fall 14		Fall 15		Fall 16	
	Other	WSSN	Other	WSSN	Other	WSSN	Other	WSSN
Term	68.19%	89.06%	71.48%	83.33%	70.04%	81.88%	73.94%	71.04%
Year	40.61%	82.81%	42.89%	75.00%	58.32%	75.57%	41.56%	42.08%

STUDENT RETENTION

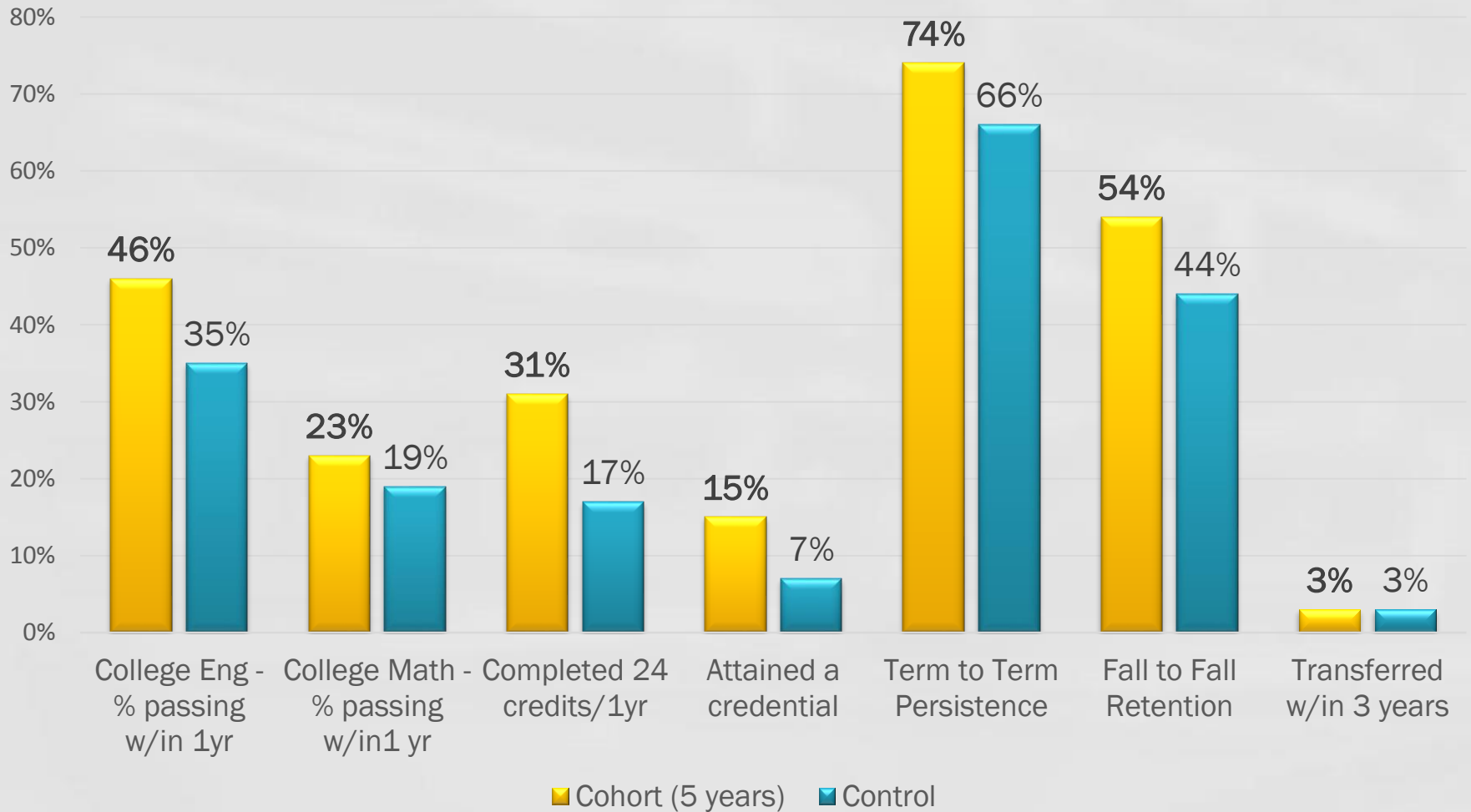
■ Other ■ WSSN



iPASS - Technology

- Major Changes:
 - Tiered Advising Model
 - Tier 1 – Up to 15 credits (Advising Center/Advising Staff)
 - Tier 2 – 15+ Credits (Faculty Advisors)
- “Coaching Model” for Student Success
 - Case load – 100 students/coach
 - Current staff of 6 coaches

College Success Coaches



Team Conversations

- Where are we on the GP elements?
- Just how STACKABLE are our credentials?
- What REALLY transfers where?
- Based on our current rankings, where are we?
What are our next steps?
- Based on Kotter, what is our SENSE OF URGENCY?