



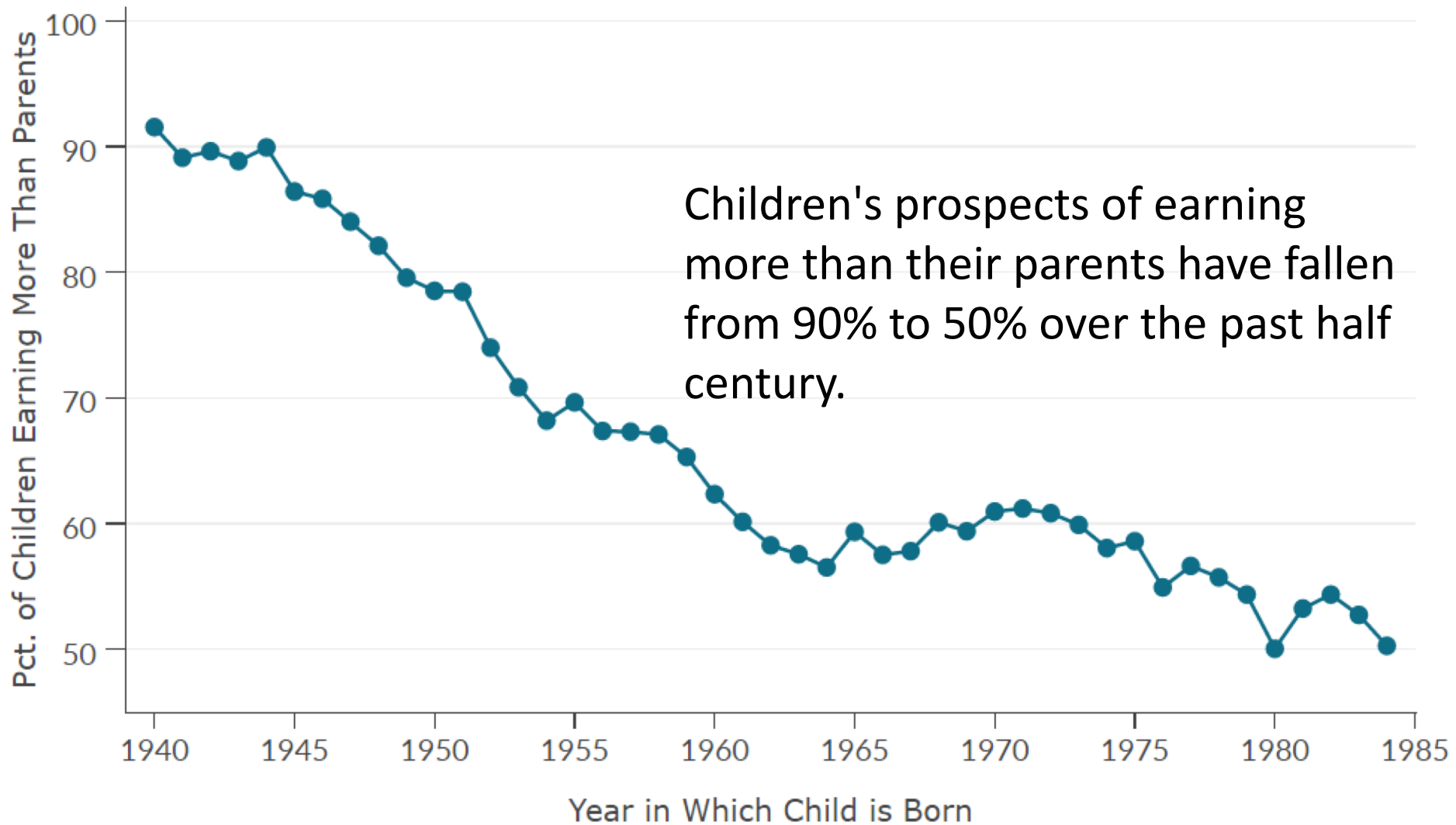
Pathways

PATHWAYS TO EQUITY

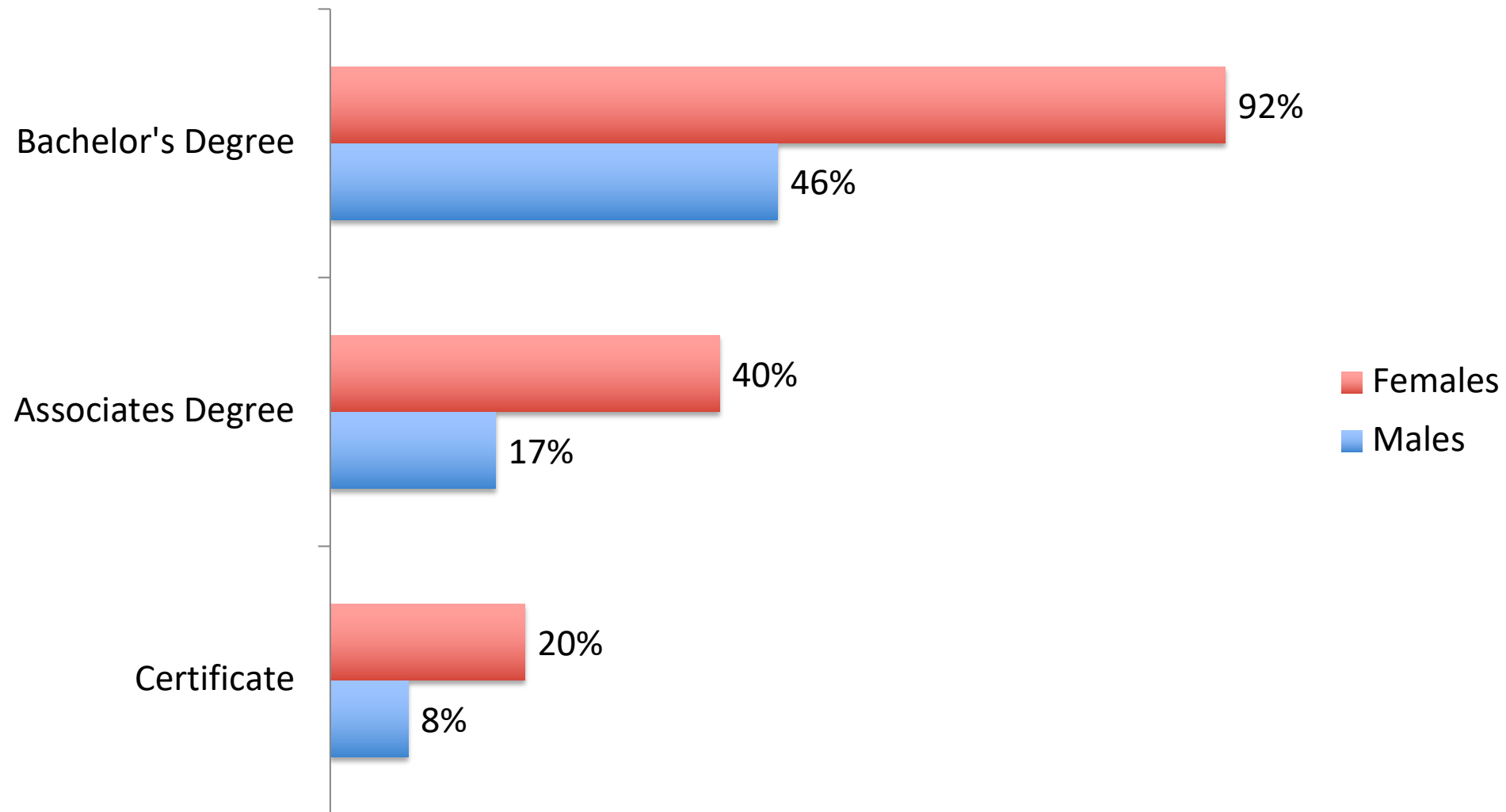
**Achieving Student Success,
Equity,
and Economic Upward Mobility
through Guided Pathways**

The Fading American Dream

Percent of Children Earning More than their Parents, by Year of Birth



Lifetime Earnings Gains by Degree Type (compared to HS only)



Source: NELS Data, Marcotte, Bailey, Borkoski, & Kienzl, 2005, p. 164-165, 170-171.

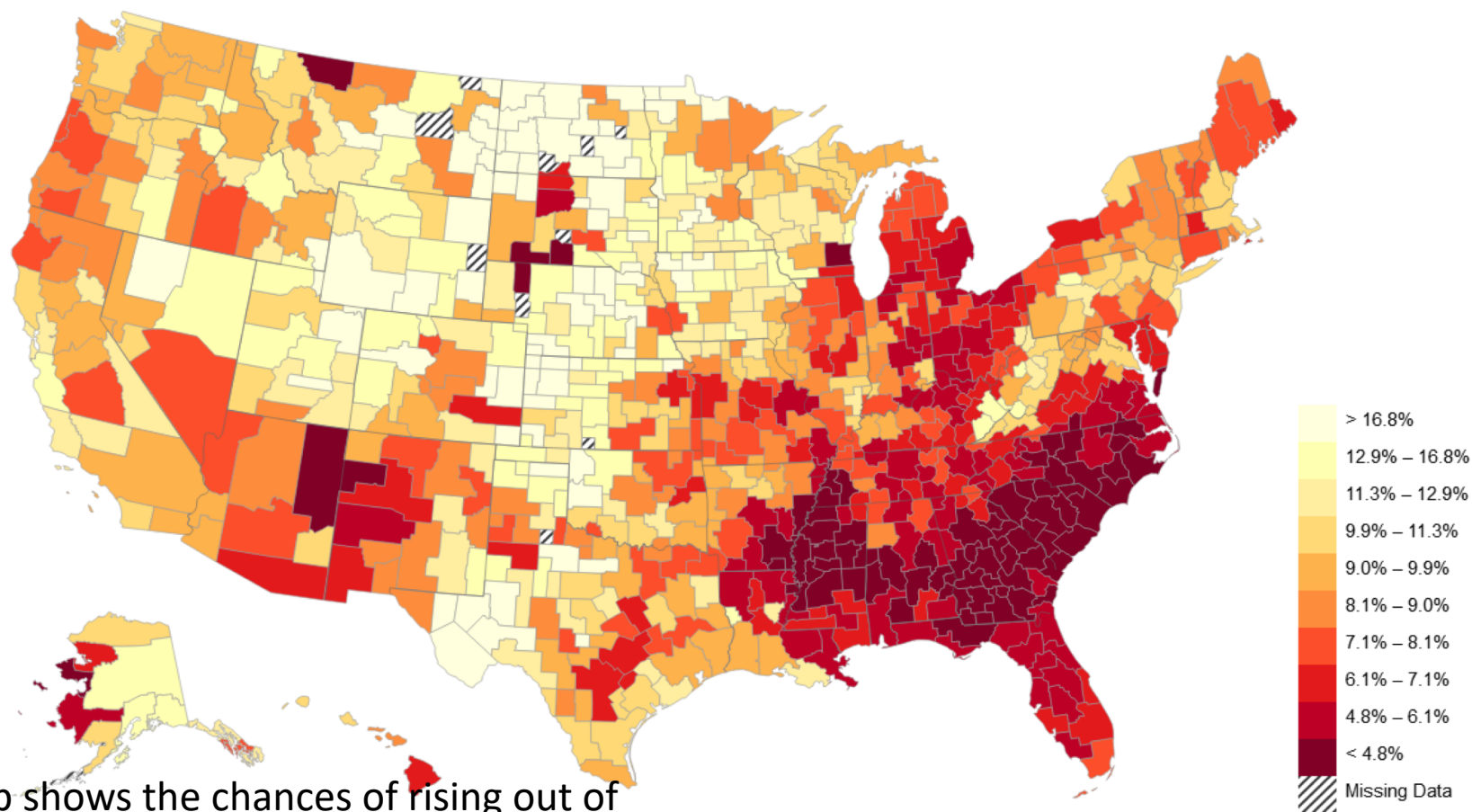
The Equality of Opportunity Project

Study of intergenerational mobility in the U.S.
using administrative data on 40 million children

“The question of whether the U.S. is the “land of opportunity” does not have a clear answer.”

- Substantial variation in intergenerational mobility *within* the U.S.
- Some lands of opportunity and some lands of persistent inequality
- Much variation across colleges in “mobility rates” --

The Geography of Upward Mobility in America



The map shows the chances of rising out of poverty to the top of the income distribution based on where children grew up.

The Equality of Opportunity Project

In the nation as a whole, **children from the highest-income families end up 30 percentiles higher in the distribution of individual earnings on average than those from the lowest-income families.**



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. **The goals are to improve rates of college completion, transfer, and attainment of jobs with value in the labor market — and to achieve equity in those outcomes.**

PLANNING

ESSENTIAL CONDITIONS

Make sure the following conditions are in place – prepared, mobilized, and adequately resourced – to support the college's large-scale transformational change:

- Strong change leadership throughout the institution
- Faculty and staff engagement
- Commitment to using data
- Capacity to use data
- Technology infrastructure
- Professional development
- Favorable policy (state, system, and institutional levels) and board support
- Commitment to student success and equity

PREPARATION/AWARENESS

Understand where you are, prepare for change, and build awareness by:

- Engaging stakeholders and making the case for change
- Establishing a baseline for key performance indicators
- Building partnerships with K-12, universities, and employers
- Developing flowcharts of how students choose, enter, and complete programs
- Developing an implementation plan with roles and deadlines

SUSTAINABILITY

Commit to pathways for the long term and make sure they are implemented for all students by:

- Determining barriers to sustainability (state, system, and institutional levels)
- Redefining the roles of faculty, staff, and administrators as needed
- Identifying needs for professional development and technical assistance
- Revamping technology to support the redesigned student experience
- Reallocating resources as needed
- Continuing to engage key stakeholders, especially students
- Integrating pathways into hiring and evaluation practices

EARLY OUTCOMES

Measure key performance indicators, including:

- Number of college credits earned in first term
- Number of college credits earned in first year
- Completion of gateway math and English courses in the student's first year
- Number of college credits earned in the program of study in first year
 - Persistence from term 1 to term 2
 - Rates of college-level course completion in students' first academic year
 - Equity in outcomes

Revisit conditions, sustainability, and implementation. Continuously improve pathways by building on elements that work and adjusting or discarding elements that are not serving all students well.

EVALUATION

IMPLEMENTATION

CLARIFY THE PATHS

Map all programs to transfer and career and include these features:

- Detailed information on target career and transfer outcomes
- Course sequences, critical courses, embedded credentials, and progress milestones
- Math and other core coursework aligned to each program of study

HELP STUDENTS GET ON A PATH

Require these supports to make sure students get the best start:

- Use of multiple measures to assess students' needs
- First-year experiences to help students explore the field and choose a major
- Full program plans based on required career/transfer exploration
- Contextualized, integrated academic support to help students pass program gateway courses
- K-12 partnerships focused on career/college program exploration

HELP STUDENTS STAY ON THEIR PATH

Keep students on track with these supports:

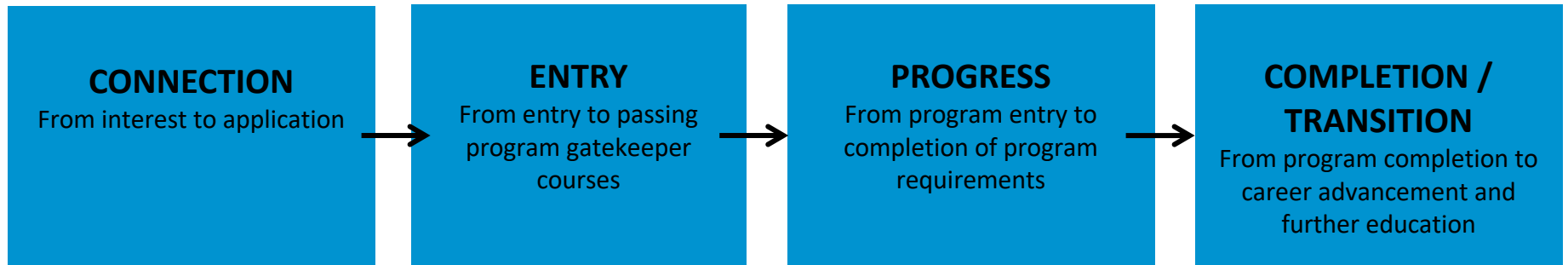
- Ongoing, intrusive advising
- Systems for students to easily track their progress
- Systems/procedures to identify students at risk and provide needed supports
- A structure to redirect students who are not progressing in a program to a more viable path

ENSURE STUDENTS ARE LEARNING

Use these practices to assess and enrich student learning:

- Program-specific learning outcomes
 - Project-based, collaborative learning
 - Applied learning experiences
 - Inescapable student engagement
- Faculty-led improvement of teaching practices
- Systems/procedures for the college and students to track mastery of learning outcomes that lead to credentials, transfer, and/or employment

Major Decisions Along the Path




- What are my career options?
- Which college offers programs in my field of interest?
- How much will it cost and how will I pay?
- How will I get the financial supports I need to be able to attend/succeed?

- What are my program options?
- What are program requirements?
- Which program is a good fit?
- What will I take?
- Will credits transfer?
- How much time and money to finish?
- What if I change my mind about a major?

- Am I making progress?
- How do I get related work experience?
- What if I want to change majors?
- What if I am struggling academically?
- How much time and money to complete?
- How do I balance my other obligations?

- How do I transfer?
- How do I get a job in my field of interest?

ACHIEVING EQUITY

- Won't happen by itself.
- Is accomplished through change in the educational experience designed for students – as it incorporates the best of what we've learned about what matters.
- Requires getting well past disaggregation of data...to the difficult work of uncovering and the addressing sources of institutional racism and unconscious bias.
- Equality  Equity

ACHIEVING EQUITY

- Reviewing processes through which we support students in exploring options and making choices.
- Integrating dramatically redesigned developmental education into pathways.
- Embedding academic support within courses
- Attending to financial stability/collective impact



Pathways

QUESTIONS? COMMENTS?

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