



Texas Pathways Institute #4

Onboarding Reimagined

November 3-5, 2021
Dallas, TX



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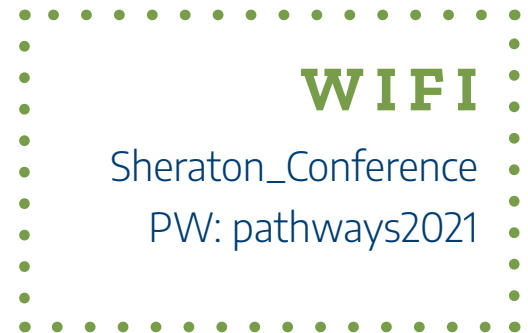
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Join the conversation online

 @TXSuccessCenter
#TPI4
#Onboarding Reimagined

GOALS

Texas Pathways Institute #4: Onboarding Reimagined

- To help more students gain early momentum, by reimagining new student onboarding at multiple starting points and goals with a focus on helping students enter a program of study aligned with their interests, strengths, and aspirations
- To help students choose a program of study and build a full-program educational plan that shows the courses and timeline for completion of AEL, micro-credential, certificate, degree, and further education without loss of time and credit
- To develop procedures designed to seamlessly enable students to move from connection to the first day of class as they enter into a program leading to a high demand occupation with family sustaining wages and further education

8:00 AM - 2:00 PM
Grand Hall

Registration

10:00 AM - 1:00 PM
State Room 4

Coach Orientation

Coach Orientation to the Institute, by invitation only

10:00 AM - 1:30 PM

PRE-INSTITUTE WORKSHOPS
(LUNCH PROVIDED)

Houston A

Transforming Institutional Culture and Adopting 8-Week Terms to Improve Student Success

Odessa College shares their journey to offer the majority of classes in eight-week terms, rather than the traditional semester. Dialogue will include realizing increases in course completion, retention, graduation, enrollment, and in the percentage of full-time students. Attendees will learn the benefits of a compressed course model on student success; hear about the practices, culture change and support needed to implement eight-week terms; as well as identify common challenges and resolutions for implementing the eight-week term model. Table top discussions will occur to help answer specific questions related to areas such as athletic eligibility, state reporting, marketing, scheduling, faculty centric questions such as load, scheduling, and professional development.

ODESSA COLLEGE

Dr. Tramaine Anderson
Vice President, Instruction

Robert Rivas
Chief of Staff

Kim McKay
Vice President, Student Services

Dr. Gregory D. Williams
President

SUGGESTED ATTENDEES

College presidents, other senior leaders, instructional leaders, faculty, advisors, student services leaders

Leveraging Adult Education Career Navigation Resources to Expand Institution Advising Services

The federal adult education and literacy (AEL) program is underutilized by community colleges serving adult students seeking information regarding career and college programs offering family-sustaining wages. Leveraging AEL resources (financial + human capital) in the area of career navigation and advising is proving to be the best starting point for sustainable collaboration. This pre-institute session will highlight exemplary practices that colleges can quickly scale to support the transition and retention of adult education students into programs of study. The session will utilize high impact learning strategies to convey session information. Attendees will generate scalable ideas and create a short-term action plan.

AMARILLO COLLEGE

Dr. Tamara Clunis

Vice President of Academic Affairs

Michelle Lamons

AEL Project Director

SUGGESTED ATTENDEES

Adult education directors and college academic and student affairs leaders

Strategies and Resources to Align Non-Credit and Credit Programs

To accelerate recovery from COVID-19, community colleges must double down on strategies that quickly prepare individuals for work, while also providing them clear next steps for learning and opportunities for growth. Education Strategy Group will share research on how to align non-credit, industry-aligned programs and credit programs at community colleges, why this is important for post-traditional learners, and ways to promote these offerings as the first stop on a pathway to a good job. ESG will outline four models from colleges and systems leading this work, including credit-based workforce training, institutional restructuring to align noncredit and credit programs, and the use of competency-based education and other innovations to create pathways to credit for students in non-credit programs. College teams will be grouped with others from similar sized institutions to reflect on the value and applicability of the different models for their institution, discuss the best “starting points” for their institution with considerations for post-traditional learners, and identify concrete steps to improve alignment at their institutions.

EDUCATION STRATEGY GROUP

Dr. Christine Barrow

Director

Annie Phillips

Associate Director

Brett Visger

Senior Director

SUGGESTED ATTENDEES

CTE and CE leads/faculty. Please have at least 2 people attend this session as there will be time for your college to discuss and plan how to use these strategies and resources.

2:00 - 3:15 PM

OPENING PLENARY

Dallas BCD

Welcome

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

Jacob Fraire
President & CEO, TACC

Dr. Brent Wallace
Chancellor, North Central
Texas College

Dallas BCD

The Next Chapter for Community Colleges

Community colleges are embarking upon a new world of onboarding with students entering the college through many different doors. More short-term credential programs tied to labor market data are the gateway to high value jobs and continued educational opportunities for adults as well as students right out of high school. We will explore an holistic approach to equitable onboarding and career pathways based on lessons learned from research by the Lumina Foundation.

Chauncy Lennon
Vice President for the
Future of Learning and
Work, Lumina Foundation

Speaker Introduction:
Jacob Fraire
President & CEO, TACC

Overview of Team Strategy Session 1

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

3:15 - 3:30 PM

Break

3:30 - 4:30 PM

TEAM STRATEGY TIME 1

Please refer to your
Team Strategy Time
Room Assignment

What does the data tell us about enrollment and completion?

3:30 - 4:30 PM

Dallas BCD

Research Fellows Meeting

By invitation only

Kristina Flores
Director, Research &
Evaluation, Texas Success
Center

5:00 - 7:00 PM

RECEPTION

Foyer

The **North Central Texas College band** will perform from 5:00 - 5:30 PM.
A cash bar and substantial hors d'oeuvres will be available.

THURSDAY | NOVEMBER 4

7:30 - 9:00 AM
Grand Hall/Dallas BCD

Breakfast
Individual teams may meet with coaches

8:00 AM - 2:00 PM
Grand Hall

Registration

9:00 - 10:15 AM

PLENARY SESSION

Dallas BCD

Opening

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

Texas Reskilling & Upskilling through Education (TRUE)

Andres Alcantar
Former Commissioner,
Texas Workforce
Commission

Jon Gustafson
Director Workforce
Partnerships and
Incentives, Lockheed
Martin

Panel Introduction:
Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

Tony Bennett
CEO & President,
Texas Association of
Manufacturers

Dr. Joe May
Chancellor, Dallas College

Overview of Team Strategy Times, Concurrent Session, and Birds of a Feather

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

10:15 - 10:25 AM

Break

10:25 - 11:45 AM

TEAM STRATEGY TIME 2

Please refer to your
Team Strategy Time
Room Assignment

What are the direct opportunities for further education and high value careers by students enrolled and completing programs at our college?

11:45 AM - 1:15 PM

AWARDS LUNCH

Dallas BCD

Christine Bailie
Director, Institutional
Strategy, Texas Success
Center

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

Dr. Martha Ellis
Senior Pathways Lead,
Texas Success Center

Kristina Flores
Director, Research &
Evaluation, Texas Success
Center

1:15 - 1:30 PM

Break

1:30 - 3:30 PM

LEADERSHIP ROUNDTABLE WITH CHAUNCY LENNON (CEOs only)

Cityview 8

Join a frank discussion regarding the role of the CEO in reimagining the future of education. The purpose of this conversation is to explore how to keep community colleges relevant with both workforce and liberal arts programs that enable Texans to build careers with good-paying jobs.

Chauncy Lennon
Vice President for the
Future of Learning and
Work, Lumina Foundation

State Room 1

Expanding Horizons to Support Students Who Never Knew They Had a Choice

Learn how Kilgore College implemented a rural college outreach program by building a community of trust and providing a road map for students to move beyond their perceived limitations.

KILGORE COLLEGE

Sheri Burlingame
Director of High School
Student Success

Dr. Tracy Skopek
Vice President of
Instruction and Chief
Academic Officer

Dr. Brenda Kays
President

Dallas A1

Alamo Colleges District TRUE Initiative Through Targeted Micro-Credentials

Alamo Colleges District leverages its work with micro-credentials to make career pathways for students seeking to work in Information Technology and Advanced Manufacturing Technology.

ALAMO COLLEGES

Ruth Dalrymple
Associate Vice Chancellor
for Academic Partnerships
& Initiatives

Dr. George Railey
Vice Chancellor for
Academic Success

State Room 2

Building Career Pathways from AEL to CTE

Want to learn how to create career pathways that integrate education and training? Learn more about how Navarro College has created pathways from AEL to CE and CTE that benefit students by offering multiple points of entry while providing students with educational opportunities that prepare them for in-demand careers.

NAVARRO COLLEGE

Leslie Hayes
Dean of Continuing
Education; former Director
of Adult Education and
Literacy

Dr. Tara Peters
Executive Director of
Workforce, Career, and
Technical Education

Texas Administrators of Continuing Education (TACE) - Who we are and how we can help!

Continuing Education programming and workforce training can be a challenge! Hear success stories from TACE members who have implemented programs and processes to help their students and learn how you may be able to address current issues and trends at your own college. From networking to providing professional development, TACE can be an incredible resource to help you create or improve onboarding processes and continue to build this important component of the college!

TEXAS ADMINISTRATORS OF CONTINUING EDUCATION

Christina Bergvall

College of the Mainland;
TACE President

Whitney McBee

Panola College; TACE East
Region Representative

Jay Warnick

South Plains College;
TACE West Region
Representative

Designing Program Maps with Career Opportunities and Success

This session will look at the program maps developed by Paris Junior College through their pathways work and the addition of current workforce data including demand and average earnings. This information provides students with the most up to date career information when developing their educational plan.

PARIS JUNIOR COLLEGE

Dr. Pam Anglin

President

Sheila Reece

Vice President for Student
Access and Success

John Spradling

Vice President for
Workforce Education

TRUE Pathways at Dallas College

Dallas College launched the Texas Reskilling and Upskilling through Education (TRUE) Pathways initiative in early 2021 to support economic recovery in north Texas in the wake of the COVID pandemic. This effort spans academic affairs, student affairs, and workforce development working collaboratively to close skills gaps in displaced workers and equip them to quickly reenter the workforce. This session will provide a high-level overview of this initiative and Q&A.

DALLAS COLLEGE

Linda Braddy

President, Brookhaven
College

Gloria Smith

Associate Vice Chancellor,
Career Connected Learning

Karen Stills

Associate Vice Chancellor,
Student Success

On the Fast Track: Workforce Education at Austin Community College

ACC's chancellor identified annual priorities including Helping Central Texans Return to Work. This priority responded to the large number of individuals who lost employment during COVID 19. ACC reduced the price of 13 continuing education programs aligned with the target occupation list. We expanded this list to 26 in the spring of 2021. In addition, we identified programs that do or will align to Level 1 certificates on the credit side.

AUSTIN COMMUNITY COLLEGE

Gretchen Riehl

Associate Vice Chancellor
Workforce Education

Developing and Implementing Career Accelerator Programs

Amarillo College's career accelerator programs are designed to take the learners with only basic computer skills (but who have a desire to improve their lives) and give them the skills and confidence to be competent technicians ready for the workforce in just 10 weeks. The programs build community by engaging local, regional, and national industries; supporting learners in multiple ways; helping students with job placement; and teaching soft skills that employers are looking for, including teamwork, project management, a lifelong learner mindset, resume building, mock interviews, and much more in a project-based learning environment. Our learners go through an extensive journey of personal and professional development.

AMARILLO COLLEGE

Dr. Tamara Clunis

VP Advanced Academics

Dr. Russell Lowery-Hart

President

Todd McLees

Partner Innovation Outpost

Moving Towards Success One Certification at a Time

Del Mar College identified the need to support the community during the pandemic crisis. In response to the rise of unemployment rates, the DMC CE team quickly went into action to identify and market short-term credential training programs to help get the citizens of the Coast Bend region back to work. The CE team established short term courses that provide individuals with the requisite job skill to gain employment while offering all CE coursework to be "stackable" or matriculate towards an advance certification.

DEL MAR COLLEGE

Melinda Aguilar

Director of Continuing
Education

Rachel Benavides

Director of Adult Education
Initiatives

Rebecca Salinas

Career Training Coordinator

Michelle Avalos

Director of Northwest
Center

Dr. Leonard Rivera

Dean of Continuing & Off
Campus Programs

High School Endorsements and Dual Credit Pathways

From thinking about aligning high school endorsements with our course and program offerings, to attempting to do so, to being legislatively mandated to do so, to actually doing so, this session will offer a guided tour of South Texas College’s journey to compliance with Texas Senate Bill 1276 (86th Legislature), culminating the creation of a near 100-page comprehensive tool “A Student Guide to Completion.”

SOUTH TEXAS COLLEGE

- Dr. Rebecca De Leon**
Dean for Dual Credit
Pathways and School
District Partnerships

Dr. Christopher Nelson
Dean for Liberal Arts

Dr. Anahid Petrosian
Interim Vice President for
Academic Affairs

Solving for the Supply-Side Challenge: Examining Different Approaches within the Educate Texas Workforce & Education Community College Apprenticeship Network of Texas (WE CAN TX)

This session will provide a general overview of the WE CAN TX program, along with perspectives from 11 regions across the state regarding the plans for program enhancement and expansion. WE CAN TX is a statewide peer-learning network convened and supported by Educate Texas that empowers regional partnerships to build education-to-workforce pathways that aims to increase the number of students who earn postsecondary credentials and are working in high-demand industries that pay a livable wage, with a vision of ensuring equitable outcomes for first-generation, low-income students of color across Texas and meeting the talent and workforce demands of businesses. A participating region – Dallas College – will introduce two new strategies with their system to address the supply-side concerns that are common across the entire network.

WE CAN TX

- Anita Bedford**
Director, Experiential
Learning at Dallas College,

Dr. Kenyatta Lovett
Managing Director, Higher
Education, Educate Texas

Erica Simon
Project Manager, Educate
Texas

Unmasking the Impossible Mission: Aligning the Student Experience to Success

Join us on our journey in reimagining Mission Impossible to Mission Possible. We successfully launched a new advising/student success model that includes onboarding programming all while navigating the pandemic. Using a phased-in approach within the Guided Pathways framework allowed us to address the student experience. Onboarding initiatives to be discussed include new student checklist, student orientation, career pathways, caseload advising, and peer mentor program.

VERNON COLLEGE

Criquett Chapman
Student Success Pathway
Director

Amanda Raines
Director of Enrollment
Management, Registrar

Kelly Peterson
Student Success Specialist

Dr. Elizabeth Crandall
Vice President of
Instructional Services

Sjohonton Fanner
Student Success Specialist

2:30 - 2:45 PM

Break

Join colleagues from around the state who share similar professional positions to discuss the Act-Connect-Inspire-Plan framework. Learn how your colleagues are assessing and redesigning student onboarding from multiple starting points to increase the likelihood that students will (1) choose a program that aligns with their interests and goals and (2) develop a well-conceived program completion plan.

Dallas A1	Chief Academic Officers	Tina Hart, Ph.D.
Dallas A2	Associate VP of Academic Affairs and Campus Academic Affairs VPs or Deans	Jo-Carol Fabianke, Ed.D
Houston Ballroom B	Chief Student Services/ Success Officers	Krista O'Neill
Dallas A3	Continuing Education VPs, Deans, and Directors	Ed Bowling
Houston Ballroom A	CTE VPs, Deans, and Directors	Eileen Baccus, Ph.D.
Houston Ballroom C	Liberal Arts, Transfer Program Deans, Department Chairs, Faculty, and Library	Linda Watkins, Ed.D.
San Antonio A	IR Directors, VPs, and other positions	Ted Wright, Ed.D.
San Antonio B	Advisors, Career Services, Financial Aid, and Registrars	Linda Garcia, Ph.D.
State Room 3	Dual Credit/School Partnership Leads	Christine Bailie
State Room 4	AEL VPs, Deans, Directors	Laura Rittner

3:45 - 4:00 PM

Break

4:00 - 5:00 PM

TEAM STRATEGY TIME 3

Please refer to your
Team Strategy Time
Room Assignment

Onboarding Reimagined

5:00 PM

ADJOURN - Dinner on your own

7:30 - 9:00 AM
Grand Hall/Dallas BCD

Breakfast
Individual teams may meet with coaches

9:00 - 10:15 AM

PLENARY SESSION

Dallas BCD

Opening

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

Hope and Urgency of Equity in Onboarding

Students of color face challenges in their academic and career journeys that simple solutions can't fix. Creating institutional change that truly supports them starts with better understanding their experiences in all their complexity. This talk brings concepts like intersectionality and racialization down to the human level, helping education professionals build more impactful connections with students, starting when they're first entering college.

Because none of this work is easy, much of our discussion will focus on hope and strategies, including where to turn when discouragement creeps in.

Itzel Hayward
Founder of Attuned Living

Speaker Introduction:
Dr. Tamara Clunis
Vice President of Academic
Affairs, Amarillo College

Overview of Final Team Strategy Time

Dr. Cynthia Ferrell
Vice President, Texas
Success Center, TACC

10:15 - 10:30 AM

Break

10:30 AM - 12:00 PM

TEAM STRATEGY TIME 4

Please refer to your
Team Strategy Time
Room Assignment

Action and Assessment Planning

Noon

ADJOURN

TEAM TIME ROOM ASSIGNMENTS

Eileen Baccus

State Room 4

- Alamo Colleges
- El Paso Community College
- Paris Junior College
- San Jacinto College District

Linda Garcia

Houston Ballroom A

- Del Mar College
- Laredo College
- Lee College
- Texas Southmost College
- Weatherford College

Ed Bowling

State Room 2

- Clarendon College
- Frank Phillips College
- Galveston College
- Hill College
- South Plains College

Maria

Houston Ballroom C

Harper-Marinick

- Austin Community College
- Dallas College
- Southwest Texas Junior College

Martha Ellis

Dallas Ballroom A1
Dallas Ballroom A2

- Houston Community College
- Kilgore College
- McLennan Community College
- Tarrant College
- Temple College
- Texarkana College

Tina Hart

State Room 1

- Angelina College
- Northeast Texas Community College
- Odessa College
- Vernon College
- Western Texas College

Jo-Carol Fabianke

San Antonio B

- Blinn College
- Tyler Junior College
- Victoria College
- Wharton County Junior College

Krista O'Neill

Houston Ballroom B

- Cisco College
- Coastal Bend College
- College of the Mainland
- Howard College
- Trinity Valley Community College

TEAM TIME ROOM ASSIGNMENTS

<div>Laura Rittner</div> <div>State Room 3</div> <div><ul style="list-style-type: none">• Brazosport College• North Central Texas College• South Texas College</div>	<div>Ted Wright</div> <div>San Antonio A</div> <div><ul style="list-style-type: none">• Alvin Community College• Central Texas College• Panola College• Ranger College</div>
<div>Linda Watkins</div> <div>Dallas Ballroom A3</div> <div><ul style="list-style-type: none">• Amarillo College• Grayson College• Midland College• Navarro College</div>	

PLENARY SPEAKERS



Andres Alcantar

Andres Alcantar served with great distinction as a public servant building a career that allowed him to be at the forefront of public policy development and implementation in Texas for over two decades. During his career, he was

honored to work on issues impacting every function of state government.

Andres recently served as Executive Vice President and Chief Operations Officer at the Texas Association of Business (TAB), the state chamber of commerce, working to advance policies to support a strong business climate and job creation.

Alcantar previously served as Chairman and Commissioner Representing the Public at the Texas Workforce Commission (TWC). He was appointed by Governor Rick Perry in 2008 and designated Chairman May 2012. At TWC, Andres helped build and lead the premier workforce development system in the country for a decade. Alcantar worked with leaders across the state to implement customized solutions to meet the needs of Texas' vast array of industries, strengthen regional public-private partnerships, and build education partnerships to advance the development of a skilled, strong, and competitive workforce.

In his various roles, he worked with education leaders, state agencies, local boards, industry associations, chambers of commerce and EDCs, advocacy groups, non-profits, Texas elected officials, and key stakeholders across the state to build a stronger Texas.

Alcantar received a bachelor's degree and a Master of Public Administration from Texas Tech University.



Christine Bailie

As the Director of Institutional Strategy, Christine Bailie supports the Texas Success Center mission and the Texas Pathways strategy for the 50 community college districts in Texas.

Prior to joining the Texas Success Center, Christine has worked in the field of education for 20+ years and brings expertise in the nexus of practice, research, and policy. Christine has served as a high school educator, led state and regional initiatives to redesign institutional systems, conducted policy analysis, designed research studies and professional development to promote capacity-building and knowledge development, and facilitated cross-sector regional partnerships to strengthen and align P-16 pathways.

Christine holds a Master of Public Affairs from the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin, a Bachelor of Science in Economics from Texas A&M University, and is currently an Executive Ed.D. candidate in Higher Education Leadership at the University of Texas at Austin.



Tony Bennett

Tony Bennett is President & CEO of the Texas Association of Manufacturers ("TAM"), an Austin-based industry trade association representing over 600 member companies, including more than 70 of the state's largest industry employers. He

joined TAM as President in 2012 following a 33-year career with Temple-Inland Incorporated where he retired as Vice President of Government Relations.

In 2005, Mr. Bennett was the founding chairman of the Texas Association of Manufacturers, reviving the trade group after a more than 30-year hiatus. He holds both B.S. and M.S. degrees in Forest Management with a Business Emphasis from Stephen F. Austin State University.

Mr. Bennett has served in leadership positions on several state and national industry associations including the National Association of Manufacturers, the American Forest & Paper Association, the Texas Forestry Association, the Texas Association of Business, and the Texas Taxpayers & Research Association.



Cynthia Ferrell, Ph.D.

Dr. Cynthia Ferrell is Vice President of the Texas Success Center, which is housed at the Texas Association of Community Colleges (TACC) and supports the scaling of student success strategies and policies for Texas community college districts. She is

directing Texas Pathways which is designed to provide opportunity and support for all Texas community college districts to implement guided pathways at scale. Dr. Ferrell also directs the Board of Trustees Institute aimed at supporting trustees in their role in enabling student success. Texas Success Center strategies provide training and ongoing support for community college trustees, chancellors, presidents and leadership teams to implement data informed policies and practices to improve the success of all students.

Prior to serving at the Texas Success Center, Dr. Ferrell served as the Director of Student Success Initiatives at The University of Texas at Austin, which included serving as the National Director of Leadership Coaching for Achieving the Dream, Director of the Board of Trustees Institute, Director of Gulf Coast Partners Achieving Success, and, in partnership with ACCT, the UT Director of the Governance Institute for Student Success—all projects aimed at supporting the student success strategies of community college leaders.

She earned her Ph.D. in higher educational administration from the Community College Leadership Program at The University of Texas at Austin.



Kristina Flores

As the Director of Research and Evaluation, Kristina supports the mission of the Texas Success Center by implementing all research and evaluation processes. She manages internal and external collaborations

to ensure projects are high quality, action-oriented, equity-focused and aligned with the Texas Pathways Knowledge Development Agenda. Additionally, Kristina manages Center databases and performs and supervises quantitative and qualitative analyses. She composes reports and other research deliverables, communicates findings with stakeholders, and informs the creation of training, technical assistance, and professional development for Texas Pathways colleges.

Prior to her roles at the Texas Success Center, Kristina taught mathematics for 15 years in high school and community college classrooms. During her 11 years at Austin Community College, she served as assistant dean of academic courses, developmental math advisor, and campus math contact to support improvements in the student experience. Kristina holds a baccalaureate degree in Mathematics from Georgetown University and a master's degree in Mathematics from New York University. She is a Ph.D. candidate in STEM Education at the University of Texas at Austin.



Jacob Fraire

Jacob Fraire serves as President & Chief Executive Officer of the Texas Association of Community Colleges (TACC). Since 2016, Mr. Fraire has provided leadership to TACC, an advocacy organization whose core

mission is to advance state policy, institutional practice, and research in support of Texas community colleges. He serves as chief advocate and strategist for Texas community colleges and their unified policy agenda before the Texas Legislature and policy leaders. In addition to TACC, Mr. Fraire further provides leadership to the Texas Community College Education Initiative (TCCEI), which operates the Texas Success Center, and the Community College Association of Texas Trustees (CCATT), an organization of locally elected trustees and regents.

Mr. Fraire serves as Board Chair of the Institute for Higher Education Policy and on the Advisory Board for the Community College Research Center. He has previously served on multiple state and national boards to include, Texas Transfer Working Group, Texas Dual Credit Task Force, Grantmakers for Education, Corporate Advisory Committee of the Council for Opportunity in Education, and the federal Advisory Committee on the Measures of Student Success. He serves as Ex-Official of the TACC Business Advisory Council.

Mr. Fraire holds a Bachelor of Science degree from St. Edward's University and a Master in Public Affairs degree from the University of Texas at Austin.



Jon Gustafson

Jon Gustafson is Director of Workforce Partnerships and Incentives for Lockheed Martin Corporation. He is based in Fort Worth, where he leads efforts to maximize opportunities for workforce and other economic development incentives to lower

costs and increase the skills of the company's present and future workforce. Mr. Gustafson also directs the company's apprenticeship resource function.

In addition to his primary responsibilities, Mr. Gustafson serves on multiple local boards dealing with workforce development and education, including the Tarrant County Workforce Development Board, which he was the Chair (Oct 2016 – Oct 2020), and the DFW Regional Aerospace Consortium. Within the consortium, Mr. Gustafson works with representatives from Airbus Helicopter, Bell Helicopter, Elbit Systems, Hillwood Properties, Alliance Airport, Triumph Aerostructures Vought Aircraft Division - to name a few of the employer consortium members - The Arlington and Fort Worth Chambers of Commerce, Workforce Solutions for Tarrant County, and the Texas Manufacturing Assistance Center to develop and sustain programs that provide a skilled and prepared workforce of entry-level aerospace engineers and advanced manufacturing workers. Educational partners are engaged in designing and implementing the industry led training programs, based on industry needs. Mr. Gustafson also serves on the American Association of Community College's Apprenticeship Task Force.

Mr. Gustafson holds a Master of Science in Instructional and Performance Technology from Boise State University; a Bachelor of Science in Education, Training and Development from Southern Illinois University; and an Associate of Applied Science in Aircraft Maintenance Technology from the Community College of the Air Force.



Itzel Hayward

Itzel Hayward is a coach, consultant, and trainer working at the intersection of love and social justice. After serving as a public policy lawyer for 13 years, Itzel left her legal career and founded Attuned Living, a mindfulness and wellness organization

that helps individuals heal the sense of separation they feel from others—or even from themselves. Her unique work—based on the teachings of yoga, radical self-love, mindfulness, and compassionate communication—ranges from promoting social justice work within organizations and communities to guiding individuals on their search for personal and professional fulfillment. Today, Itzel holds retreats, classes, trainings, and private one-on-one sessions online, over the phone, and in person with people from all over the world. Her mission is to gently remind you of your individual wholeness and your interconnectedness with others and all of life. You can learn more about Itzel at attunedliving.com.



Chauncy Lennon, Ph.D.

Chauncy Lennon, Ph.D., is the New York-based vice president for learning and work at Lumina Foundation, an independent, private foundation in Indianapolis that is committed to making opportunities for learning beyond high school available

to all. He came to Lumina in 2018 after nearly five years as a managing director and leader of workforce strategy at JPMorgan Chase & Co., where he drove the firm's \$350 million investment in philanthropic initiatives. He previously led large portfolios of work at the Ford Foundation related to economic advancement and workforce development.

Since 2015, Lennon has served on the national advisory board of the College Promise Campaign, a nonpartisan national initiative to build public support for funding the first two years of higher education for working students, beginning with community colleges. He also serves on the New York City Workforce Development Board, providing oversight of the city's policies and services for youths, adults, job seekers, and employers.

Lennon is a graduate of Williams College, where he earned a bachelor's degree in anthropology. He holds a master's in social sciences from the University of Chicago and a doctorate in anthropology from Columbia University. He taught urban studies at Barnard College and Columbia's School of International and Public Affairs.



Brent Wallace, Ph.D.

Dr. G. Brent Wallace assumed the duties of the 11th President and 1st Chancellor of the North Central Texas College District in August 2014, after serving as the Vice President of Instruction and Chief Academic Officer for the

North Central Texas Community College District. As the Vice President of Instruction, Wallace was responsible for managing all instructional units, including academic transfer, career and technical education, continuing education, adult education, adult basic education, libraries, and the addition of tutoring, Office of Students with Disabilities, and TRIO. Before coming to NCTC Dr. Wallace served as Dean of Instruction for Cisco College.

Dr. Wallace currently serves on as Secretary/Treasurer for the Texas Association of Community Colleges (TACC) as well as the Chair of the CTC Joint Formula Funding Advisory Committee. Previously Dr. Wallace has served as the North Regional Representative for the Executive Committee of the TACC.

Wallace is a native of West Texas where he attended high school and college. He holds a Bachelors in Business Administration from Hardin Simmons University, a Master of Arts in Human Communications from Abilene Christian University, Graduate Certification in Conflict Resolution and Mediation from Abilene Christian University, and a Doctor of Philosophy in Higher Education Administration from Texas Tech University.



Joe May, Ed.D.

Having served seven years as Chancellor of Dallas College, Dr. Joe May brings a strong commitment to improving the Dallas economy and growing regional jobs. Under his leadership, the College is taking responsibility for many of

the community's most challenging issues, including regional workforce needs, growth of minority-owned businesses, the negative impacts of income disparity, and providing opportunity equality. To help meet the needs of Dallas County students, May led the consolidation of seven separate colleges into a single institution. Previously known as the Dallas County Community College District, Dallas College now serves over 150,000 North Texas students.

A native of East Texas, May earned his Doctorate in Education from Texas A&M-Commerce. He also holds a Masters of Education and a Bachelor of Science degree from Stephen F. Austin State University in Nacogdoches, Texas.

COACHES



Eileen Baccus, Ph.D.

Eileen Baccus serves as a consultant to institutions of higher education and continues coaching a significant number of Achieving the Dream colleges in their efforts to improve the retention and

graduation rates of low-income students and students of color since the initiative's inception.

Previously, Eileen was the president of Northwestern Connecticut Community College and the former Thames Valley State Technical College. She also held administrative positions at the University of Connecticut. Having served on numerous Boards, Commissions, and Advisory Committees for AACC, ACE, and the College Board, she is currently in her second term on the Board of the National Student Clearinghouse and NSC's Research Center Board of Directors.



Ed Bowling

Ed Bowling is the executive director for completion and performance at Guilford Technical Community College in North Carolina, and served as the managing partner director for Completion by Design

in North Carolina from 2011-2018. Before joining GTCC as a developmental education adjunct instructor in 2006, Ed held a senior management position at a large bank. In 2010, he became the Developmental Education Initiative grant director, overseeing the scaling of three core programs and two smaller projects under the DEI grant.

Ed has engaged in state and national guided pathways work since 2011. In addition to his leadership with Completion by Design, an initiative of the Bill & Melinda Gates Foundation, Ed has provided coaching and consulting to institutions in seven states through the North Carolina Student Success Learning Institute, AACC Pathways Project and Pathways 2.0, Texas Pathways, and the National Center for Inquiry and Improvement. Furthermore, he shares the work and outcomes of Completion by Design and guided pathways at state and national conferences. Ed received the BB&T Staff of the Year Award for the North Carolina Community College System in 2014. Ed earned a Master of Arts in Liberal Studies from the University of North Carolina at Greensboro.



Martha Ellis, Ph.D.

Martha Ellis is the senior pathways lead for the Texas Success Center, Achieving the Dream Leadership Coach, leadership development consultant and professor in residence at the University of Texas at Austin bringing deep experience,

substantive knowledge, and research-based innovation to leaders as they confront the challenges and opportunities facing higher education today and in the future.

Martha has 35 years of experience in a variety of leadership positions at universities and community colleges in Texas, New Mexico, and Oklahoma. Martha was Managing Director for the Charles A. Dana Center at the University of Texas at Austin and Associate Vice Chancellor of Academic Affairs for the University of Texas System. She was president of Lee College and Texas State Technical College. Ellis has won numerous teaching awards, has scholarly publications, served on national boards and is an invited presenter at national conferences. Ellis was recognized by the U. S. Congress and Texas House of Representatives for her leadership in community colleges.



Jo-Carol Fabianke, Ed.D.

Jo-Carol Fabianke retired from Alamo Colleges after five years as vice chancellor for academic success. In this role, she led district-wide academic and instructional efforts and provided

leadership in implementing board policy and cross-college operational procedures for academic success. Additionally, Jo-Carol guided the development and implementation of cross-college programs and services to accomplish the district's strategic goals, and led efforts to achieve academic targets, benchmarks, and outcomes. Previously, Jo-Carol served as executive assistant to the chancellor, vice president of academics at Northwest Vista College, associate vice chancellor for academic partnerships and initiatives, and professor at San Antonio College, all in the Alamo Colleges district.

Jo-Carol contributed to local, state, and national guided pathways reform strategies as the Alamo Colleges district's lead for Texas Completes and the American Association of Community Colleges Pathways Project. As a coach for AACC Pathways 2.0, Jo-Carol supports colleges that are committed to transformational work at scale to improve college completion and equity in student outcomes. Furthermore, Jo-Carol works as a coach with the Institute for Evidence-Based Change's Caring Campus Program.



Linda Garcia, Ph.D.

As executive director at the Center for Community College Student Engagement, Linda oversees the Center's research and outreach.

Linda previously served as the assistant director of college relations at CCCSE and the vice president of community college relations at the Roueche Graduate Center at National American University. She has also worked at Lone Star College, Maricopa Community Colleges, Texas Southmost College, and the University of Texas at Brownsville. Linda's experience includes student development, instructional support, and teaching. She served as a coach for the American Association of Community Colleges Pathways 2.0 and continues in this same role for the Texas Pathways Project.

Linda earned a Ph.D. in Higher Education Administration with a specialization in Community College Leadership from the University of Texas at Austin.



Maria Harper-Marinick, Ph.D.

Maria Harper-Marinick served the Maricopa Community College District in Arizona for almost 30 years in a variety of leadership roles, including nearly four years as chancellor.

Maria has served on the boards of the American Council of Education, American Association of Community Colleges, Excelencia in Education, Hispanic Association of Colleges and Universities, and many other organizations. She chaired the Federal Advisory Committee on Student Financial Assistance and is an Aspen Institute Ascend fellow and a distinguished fellow of the Arizona State University Morrison Institute for Public Policy.

Diverse: Issues in Higher Education named Maria one of 25 exceptional women leaders who have made a difference in higher education.

Maria is originally from the Dominican Republic and came to the U.S. as a Fulbright Scholar.



Tina Hart, Ph.D.

Dr. Tina Hart's career in higher education spans service in a variety of roles including Student Activities/Development; Athletics; Employee Development; Grants; Accreditation; Institutional Effectiveness and

Student Services. Most recently she served as the Indian River State College, Vice President of Enrollment and Student Services 2016-2021, leading a division which included student services on all five campuses. While serving as the vice president of institutional effectiveness at IRSC, Tina was responsible for leading federal and state grants and contracts, accreditation, planning and assessment, institutional research, and employee development and served as the federal liaison for legislative/funding issues and opportunities.

An educational consultant Dr. Hart currently serves as a Pathways Coach with the Texas Pathways initiative and is a member of the Achieving the Dream cadre of coaches. She works with colleges, higher education organizations, and student success centers when her assistance, expertise and involvement is requested. Tina holds a Ph.D. in Higher Education Leadership from Florida Atlantic University.



Krista O'Neill

Krista O'Neill recently retired as the coordinator of advising and counseling services at Lorain County Community College (LCCC), a position she held since 2010. In addition to managing enrollment services and

advising, Krista advised students for 32 years, working primarily with dismissal students returning to LCCC.

In 1995, Krista was nominated by LCCC and honored by the National Academic Advising Association as one of thirteen Outstanding Advisors nationally. A certified college alliance Bridges Out of Poverty trainer, Krista was a key contributor to LCCC's Completion by Design and Achieving the Dream initiatives. Krista provided leadership for LCCC's redesign effort whereby all students are assigned to an advisor and advisors work in specialty advising teams. Using a case management model infused with predictive analytics and early identification of students at risk, the advising redesign has contributed to the 79% increase in LCCC's graduation rate since 2011. Krista currently serves as an advising redesign coach for the Ohio Association of Community Colleges.

Krista graduated with a Bachelor of Arts degree in English from Hiram College in 1985 and is a member of Phi Beta Kappa honor society.



Laura Rittner

Laura Rittner serves as executive director of the Ohio Association of Community Colleges' Student Success Center in Columbus, Ohio. In this role she oversees the OACC's student success initiatives including

Ohio's guided pathways project for community colleges, the Student Success Leadership Institute, Completion by Design statewide policy and scaling work, and the AmeriCorps College Completion Coaches program. The Student Success Center's portfolio of grants has grown to include over \$8 million in state, federal and private foundation investments under Laura's leadership. She has engaged many national partners in the OACC's student success efforts and served as an inaugural coach for the American Association of Community College's Pathways Project from 2016-2017.

Laura has 13 years of experience in community college leadership. After serving as Director for Institutional Research for 7 years at Lakeland Community College in Kirtland, OH, Laura joined the OACC in 2013 as Director of Research and Data Analysis. Laura holds a Bachelor of Arts in Political Science and Psychology from Miami University in Oxford, OH, and a Master of Public Policy from The George Washington University in Washington, DC.



Ted Wright, Ph.D.

Ted Wright currently serves as a Data Coach for a variety of colleges and universities participating in Achieving the Dream. Dr. Wright began his work with Achieving the Dream in 2004 as the Data Team and

Core Team Leader while at Broward Community College, a Round One institution. Beginning in 2006, Dr. Wright was invited to consult as a Data Coach for the University of Houston-Downtown and Prairie View A&M University in Texas.

Dr. Wright brings 35 years of higher education experience to this role having served as an institutional researcher, administrator, and adjunct faculty member prior to retiring from his position as special assistant to the president for Broward Community College in Ft. Lauderdale, Florida in 2007. In addition to his current work with Achieving the Dream, Dr. Wright serves as a resident faculty for the Board of Trustees Institute.



Linda Watkins, Ed.D.

Linda Watkins began community college work after receiving degrees from The University of Texas at Arlington and Texas A&M-Commerce. She has taught at the high school, community college, and university

levels. She began her work with community colleges as a faculty member in Sociology, with an emphasis on organizational behavior. Her doctorate degree provided her an opportunity to focus on leadership and organizational management in secondary and higher education. Linda moved into administration, serving as a Dean at Tyler Junior College and then as a Vice President and President with the San Jacinto College District in Houston, Texas. After retiring as a President, Linda continues to work as a Texas Pathways Coach and as a Leadership Coach with Achieving the Dream. She has worked with many colleges across the nation, including colleges in Illinois, Michigan, Texas, Washington, Oregon and New Mexico. She continues to stay abreast with current research and to make presentations at National and International conferences. Linda is committed to building economic vitality through a skilled workforce and to the success of community college students.

SHERATON DALLAS VERTICAL MAP

