

# WELCOME AND SEATING GUIDE

- We invite you to sit at tables according to similar institutional positions/roles to allow for more targeted table discussions.
- The four categories with sample roles have been listed at each table as well as on this slide.
- If you do not see your exact role listed, please feel free to sit at a table of your choosing.

## Institutional Roles

- President, Chancellor/CEO, or CAO
- Student affairs/student success
  - institutional research, advising, etc.
- Academic affairs
  - deans, division leaders, faculty leaders, teaching and learning, etc.
- Finance and registrar
  - CFOs, financial aid, records, etc.

# Leadership for Innovation, Inspiration, and Positive Change

Dr. Mary Rittling, Texas Pathways Coach & Senior Fellow at The Aspen Institute

**Panelists:**

Dr. Susan Guzmán-Treviño, Provost/Vice President, Academic Affairs and Student Services, Temple College

Dr. Donna McDaniel, Vice President of Instruction, Texarkana College

Dr. Laurel Williamson, Deputy Chancellor and President, San Jacinto College

# Presenters and Panelists



Mary Rittling

Texas Pathways Coach & Senior  
Fellow at The Aspen Institute



Susan Guzmán-Treviño

Provost/Vice President,  
Academic Affairs and Student  
Services, Temple College



Donna C. McDaniel

Vice President of Instruction,  
Texarkana College



Laurel V. Williamson

Deputy Chancellor and College  
President, San Jacinto College

# Learning Objectives

- Reflect on the role of leadership and why it is so important for your institution as you work towards excellent and equitable outcomes for students.
- Understand five (5) qualities of transformational community college leaders and assess how these characteristics can impact your leadership practices.
- Begin to develop action steps for further professional development based on an understanding of the five qualities of transformational community college leaders.

# Session Agenda

TIME	ACTIVITY
10:00 - 10:15 AM	Welcome and Session Overview
10:15 - 10:45 AM	Group Activity: Reflecting on the Role of Leadership
10:45 - 11:15 AM	Panel Presentation: Reflections on the Qualities of Transformational Leaders
11:15 - 11:45 AM	Presentation: Aspen's Leadership Theory of Change and the Five Qualities of Transformational Community College Leaders
11:45 AM - 12:15 PM	Lunch Break
12:15 - 12:50 PM	Panel Presentation: Five Qualities of Transformational Community College Leaders
12:50 - 1:20 PM	Group Activity: Application of Five Qualities of Transformational Community College Leaders
1:20 - 1:30 PM	Group Share Out and Close

# Group Activity: Reflecting on the Role of Leadership



# Group Activity: Reflecting on the Role of Leadership

## Part One: Directions

### Independent Reflection (10 minutes)

Answer the following questions in your handout:

- Why did you become a leader?
- Why do you believe your leadership matters?
- How do you define your role as a leader?
- What are your strengths as a leader?
- What areas can you begin to improve upon?

Handout p. 1-2

# Group Activity: Reflecting on the Role of Leadership

## Part Two: Directions

### Group Discussion at Tables (10 minutes)

Consider your notes from the independent reflection and discuss the following with your peers. Jot down additional insights from your conversations.

- Why do you believe your leadership matters?
- How do you define your role as a leader and what big challenges related to student success and equity are you facing?

Handout p. 2



# Q & A: Reflecting on the Role of Leadership

What questions or reflections from the group discussion would you like to elevate?

# Panel Discussion: Reflections on the Qualities of Transformational Leaders



# Panel Discussion: Reflections on the Qualities of Transformational Leaders

Dr. Susan Guzmán-Treviño, Provost/Vice President, Academic Affairs and Student Services, Temple College

Dr. Donna, McDaniel, Vice President of Instruction, Texarkana College

Dr. Laurel Williamson, Deputy Chancellor and President, San Jacinto College

- How long have you been at your college?
- How do you see yourself as a leader?
- How do you define yourself within the context of your leadership role and how are you a change agent?
- What are your continued challenges and areas of growth?

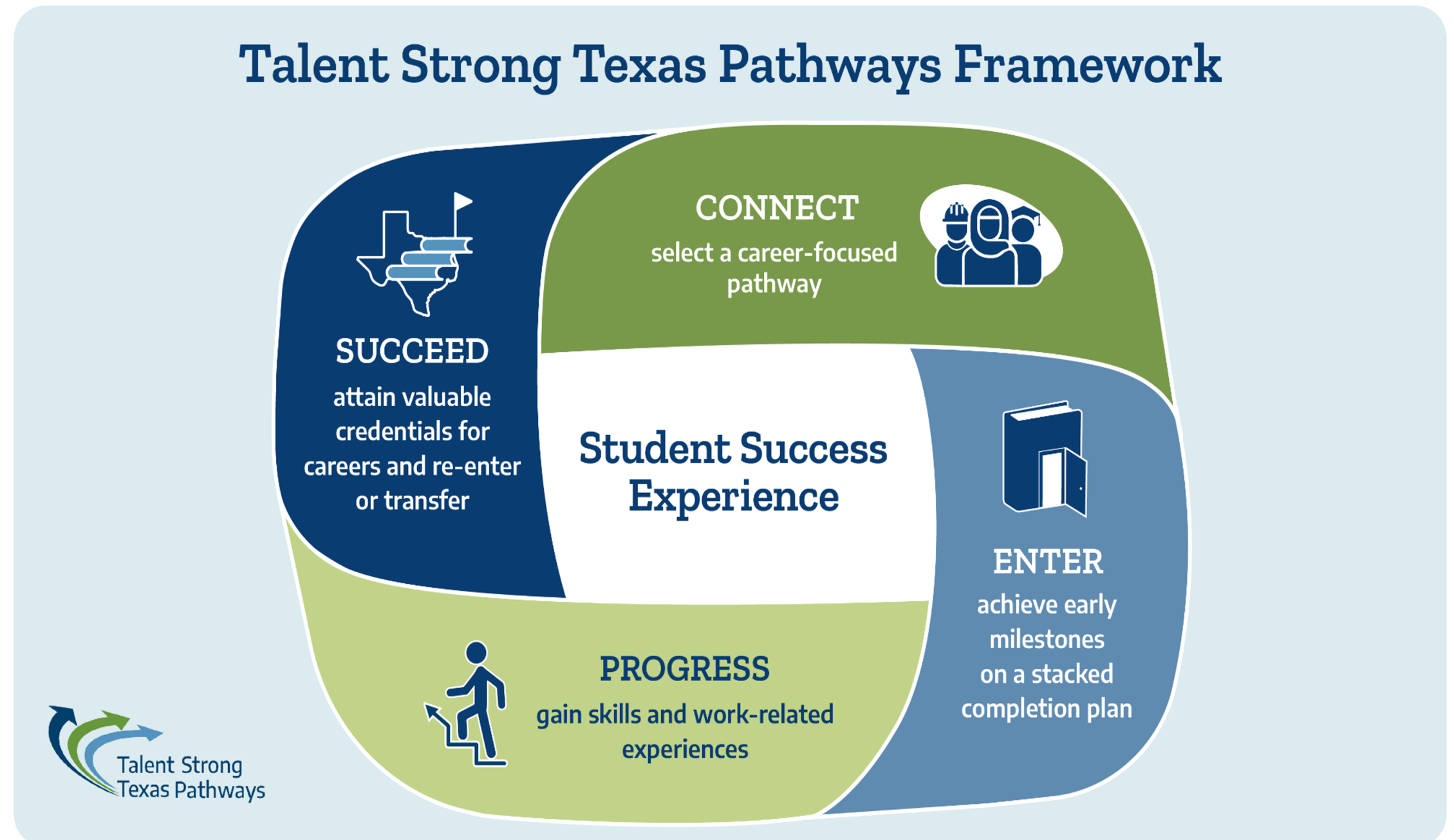
Handout p. 3

# Presentation: Aspen's Leadership Theory of Change and the Qualities of Transformational Leaders



# Talent Strong Texas Pathways

- Texas Pathways strategy 3.0
- Talent Strong Texas Pathways seeks to increase short-term workforce credential programs and equitable completion and post-completion student success
- Institutional transformation is focused on improving the student's experience
- Data informs the work
  - Leading and lagging indicators



# Talent Strong Texas Pathways

## Measures of Student Success

- More first-time-in-college students are meeting early momentum milestones
- Success in the first semester and first year is predictive of long-term success

	Early Momentum Metric	2015 %	2018 %	2020 %	Percentage Change 2015-2020	Percentage Point Difference 2015 - 2020
Enter	Earned 6+ Credits in Term 1	58%	64%	65%	12%	+7%***
	Completed Math in Year 1	29%	34%	38%	30%	+9%***
	Completed Reading in Year 1	54%	59%	58%	8%	+4%***
	Completed Writing in Year 1	46%	53%	53%	15%	+7%***
	Completed All Subjects in Year 1	20%	25%	28%	39%	+8%***
Progress	Persisted from Term 1 to 2	76%	76%	72%	-5%	-4%***
	Earned 15+ Credits in Year 1	44%	48%	50%	13%	+6%***
	Earned 30+ Credits in Year 1	8%	9%	11%	40%	+3%***

Source: Texas Pathways [Key Performance Indicators](#)

# Talent Strong Texas Pathways

## Measures of Student Success

- As Texas Pathways matures, we now have baseline measures for 3-year long-term outcomes
- Completion of a certificate or Associate degree in 3 years shows promising positive trends
- Transfer with 15 college credits in 3 years shows slower, but positive growth



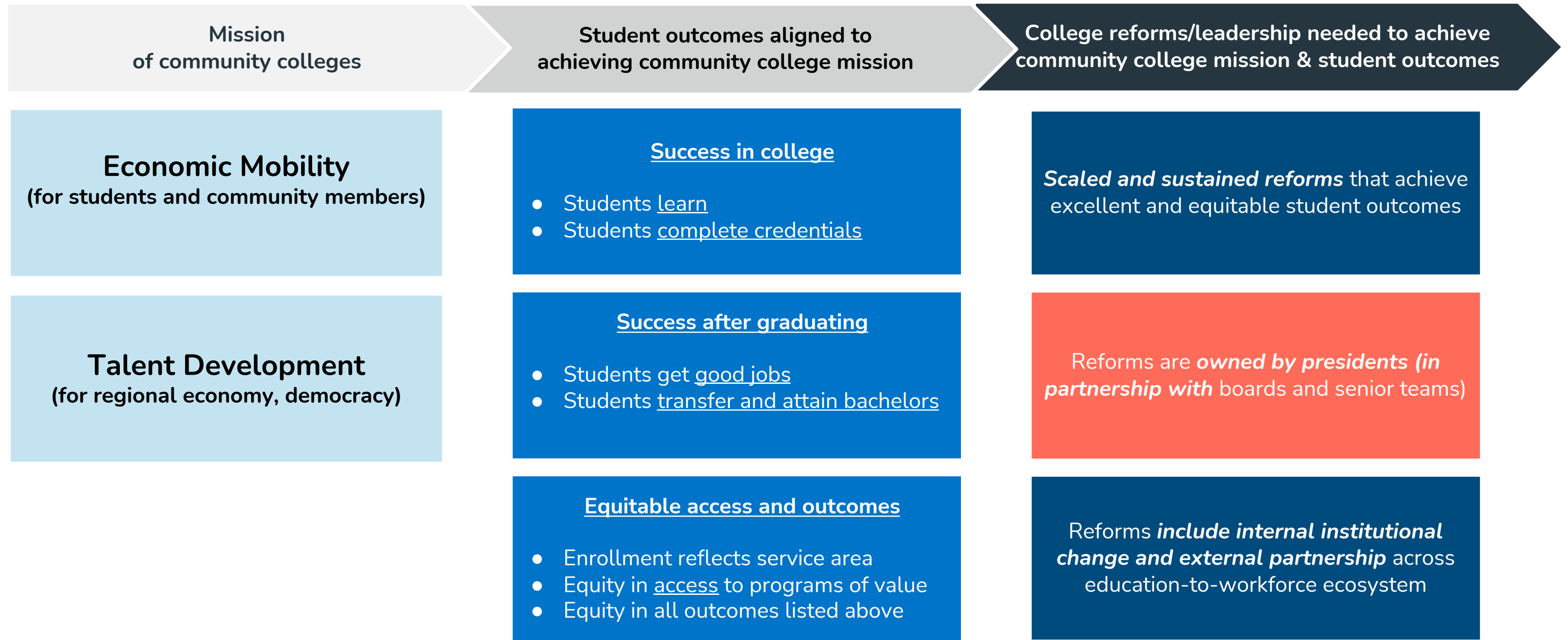
Source: Texas Pathways [Key Performance Indicators](#)

# Guiding Question:

Why does *your* leadership matter to this work and why is it so *urgent and important*?



# Aspen's Community College Leadership Theory of Change



# Five Qualities of Transformational Community College Leaders

Deep commitment to student access and success with excellence and equity

Willingness to take strategic risks to advance student success

Ability to create lasting change within a college

Ability to enact a strong, bold strategic vision for the college and its students reflected in external partnerships

Align resources to student success

*Adapted from research from the Aspen Institute and Achieving the Dream through their joint publication, Crisis and Opportunity: Aligning the Community College Presidency with Student Success, 2013.*

# Five Qualities of Transformational Community College Leaders

Handout p. 5

## Deep commitment to student access and success with excellence and equity

- Drive to engage in the work to create lasting change in community colleges and with external partners that takes into account student success data, community data, and institutional readiness to set a vision for short-term reform and long-term excellence.
  - Data agenda
  - Communication plan
  - Plan of action

# Five Qualities of Transformational Community College Leaders

## Willingness to take strategic risks to advance student success

- Able and willing to take data-informed risks to signal and actualize student-oriented changes, including those that are big, bold, and courageous to significantly impact student success outcomes.
  - Implementing plan of action
  - Evaluation process (leading and lagging indicators)

# Five Qualities of Transformational Community College Leaders

## Ability to create lasting change within a college

- Equipped to strategically lead inclusive planning processes that result in focused, concrete, college-wide plans.
  - Strategic plan undergirds the work

# Five Qualities of Transformational Community College Leaders

**Ability to enact a strong, bold strategic vision for the college and its students reflected in internal and external partnerships**

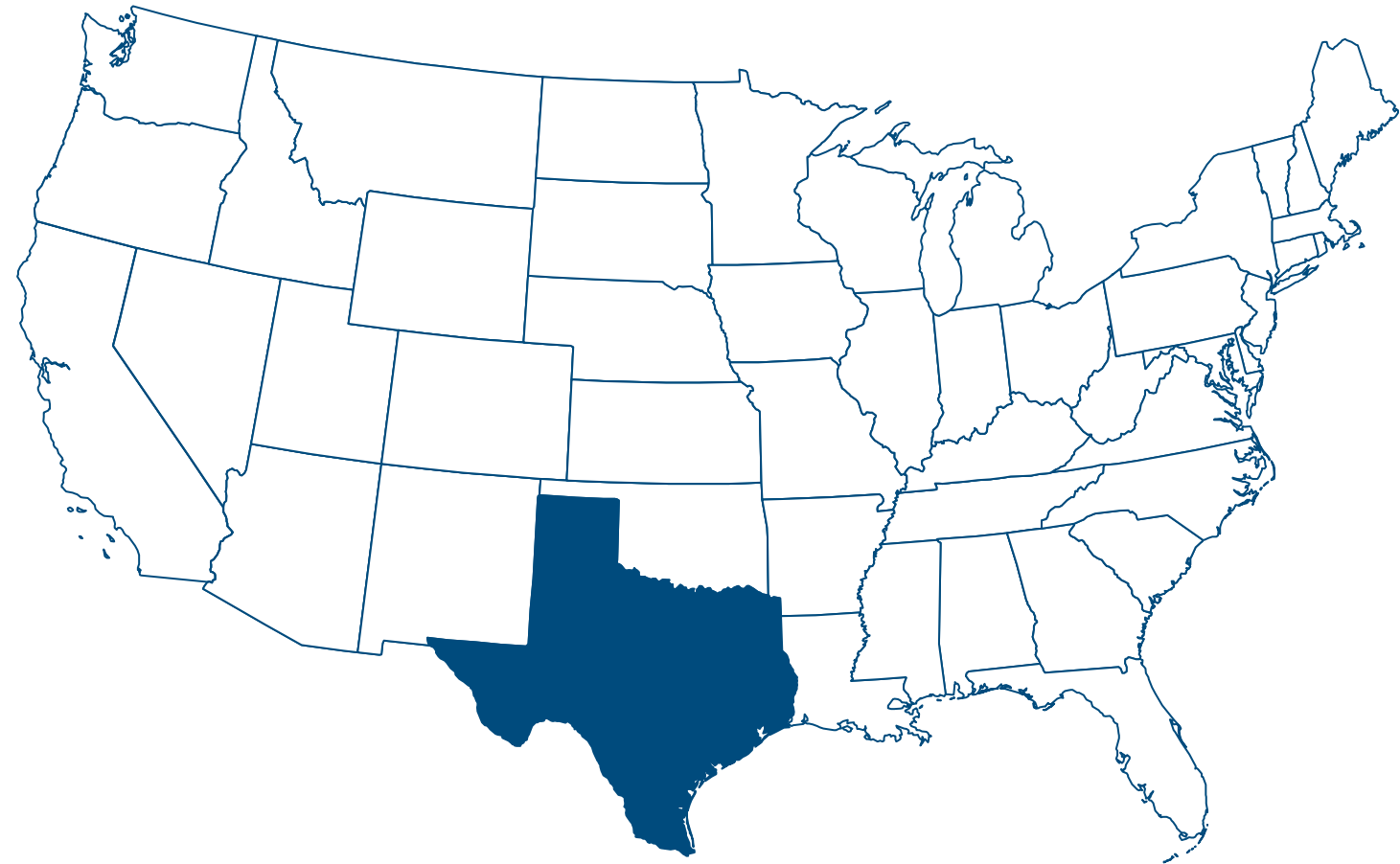
- Possesses a vision that extends beyond the college to achieve broader aims of student success that the college cannot achieve alone.
  - Holistic approach
  - Engaging multiple stakeholders

# Five Qualities of Transformational Community College Leaders

## Align resources to student success

- Align resources to student success in conjunction with the major reform work of the institution and state (i.e. Talent Strong Texas Pathway, HB8, etc.)
  - Human resources
  - Fiscal resources

# Lessons from the field: San Jacinto College



2021 FINALIST  
WITH DISTINCTION

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## Context:

- Data showed 57% of students in general studies associate degree pathways, so the college focused advising on moving students out of low-value pathways

## Reforms:

- Advisors met with all of those students and discovered that most were undecided

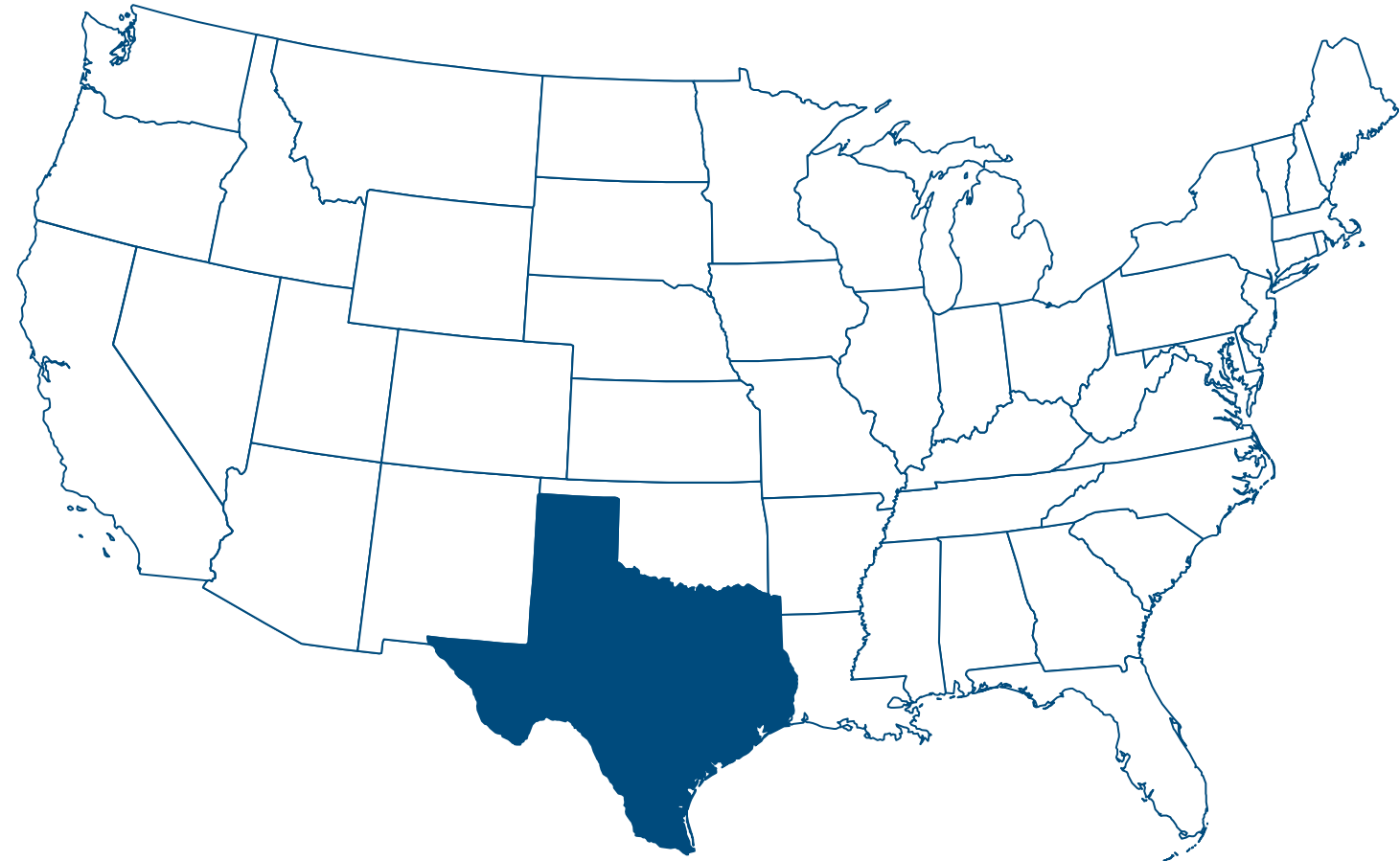
## Results:

- Advisors helped more than half of those students move to pre-major pathways, aligning counseling to choosing a specific four-year destination

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# Lessons from the field: Alamo Colleges



**SAN ANTONIO  
COLLEGE  
2021 WINNER**

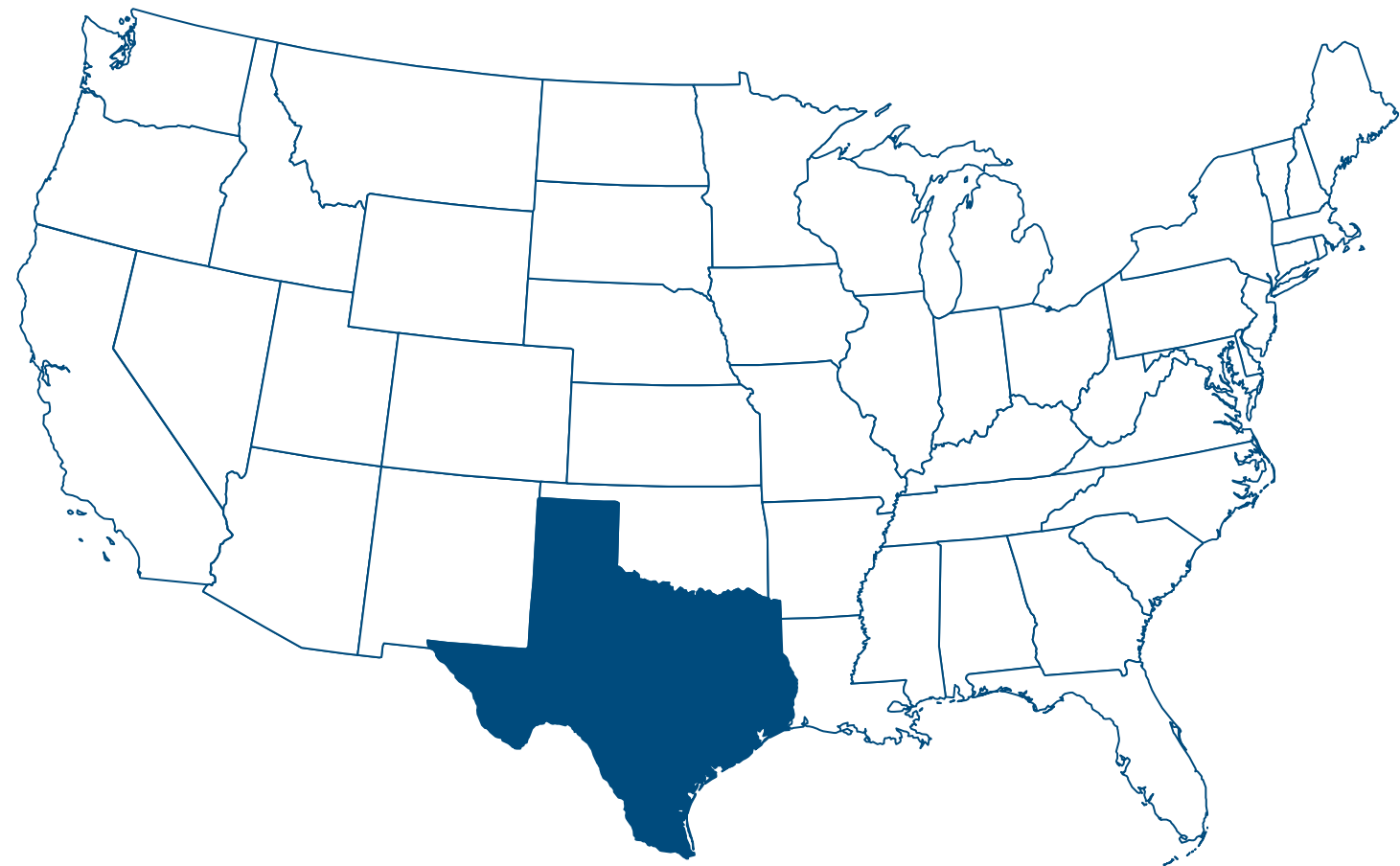
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## Context:

- Very low college going/attainment rates in San Antonio
- Largely transfer-focused system of five colleges
- Seven university destinations for transfer students, no common pathways among them
- Single digit graduation rates
- Student-advisor ratio was 900:1 and faculty did much advising
- Unclear pathways that caused very high credit loss on transfer (TX average was 90 credits among associate completers)

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# Lessons from the field: Alamo Colleges



**SAN ANTONIO  
COLLEGE  
2021 WINNER**

**ASPEN  
PRIZE**  
FOR COMMUNITY  
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aspen institute

## Reforms:

- Strong dual enrollment and early college partnerships so thousands of student participate
- Created Alamo ADVISE and Alamo Institutes for entire 90k student system so all students have clear pathways to all degrees (and transfer)
- Robust systems for advising with six mandatory touchpoints; strong advisor training and student-advisor of 350:1

## Results:

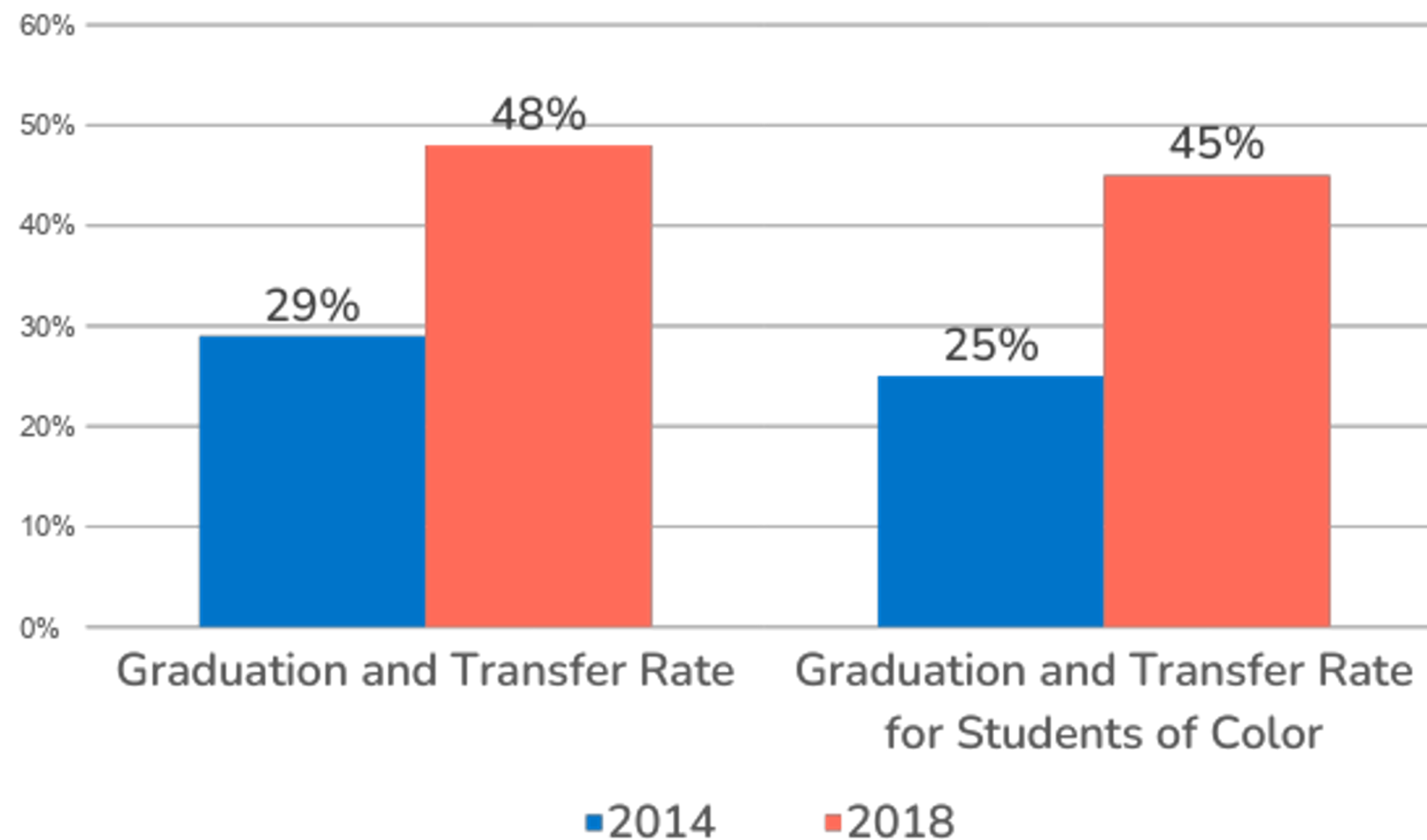
- Rapid increase in graduation and transfer outcomes, both overall and for students of color
- 23% enrollment increase over last decade

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# Lessons from the field: Alamo Colleges

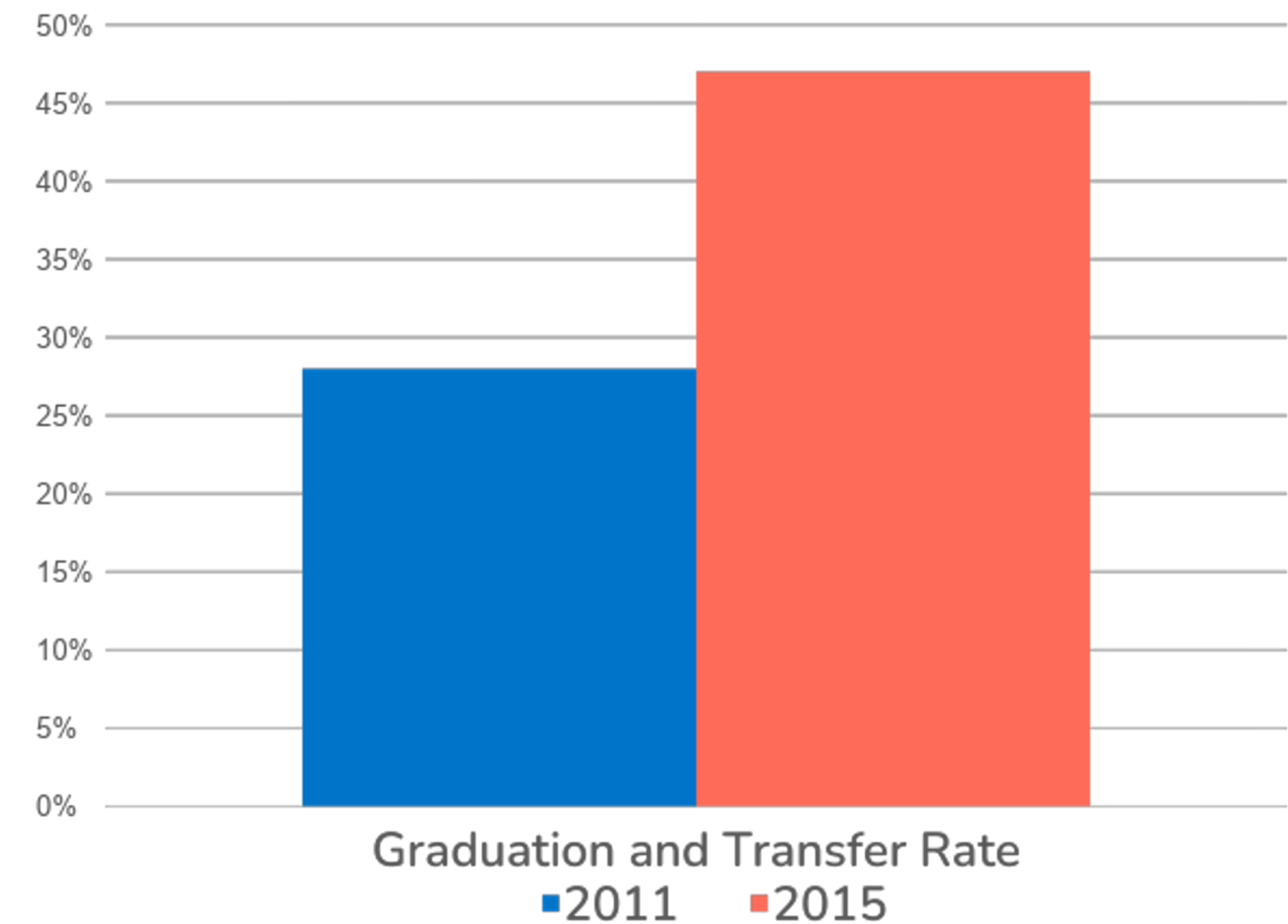
## San Antonio College

2021 WINNER



## Palo Alto College

2019 RISING STAR



# Guiding Question:

How can you adopt these leadership qualities and lessons from the field and apply them to your current role within your institution? How can you leverage them to continue Pathways reforms?

# Lunch

We will break for lunch from 11:45-12:15.

# Panel Discussion: Five Qualities of Transformational Community College Leaders



# Panel Discussion: Five Qualities of Transformational Community College Leaders

Dr. Susan Guzmán-Treviño, Provost/Vice President, Academic Affairs and Student Services, Temple College

Dr. Donna McDaniel, Vice President of Instruction, Texarkana College

Dr. Laurel Williamson, Deputy Chancellor and President, San Jacinto College

- What is an example of a time you took a strategic risk?
- How did you strategically lead a major institutional change?
  - What was your communication strategy?
  - How do you engage your team / mid level managers in the work, messaging, and evaluation?
- How did you leverage data to tell the story of your reform work?
- How are you thinking about resource management?
- How is HB8 impacting / changing your thinking as a leader?

Handout p. 6

# Group Activity: Application of Five Qualities of Transformational Community College Leaders





# Group Activity: Application of Five Qualities of Transformational Community College Leaders

## Directions

- Please take five (5) minutes to reflect on the questions in the toolkit and take notes. You may also want to look at the sample traditional-transformational roles at the end of the handout (p. 8-13) for additional consideration.
- Then, spend the remaining time (25 minutes) discussing your responses with your peers at your table.
  - Where do you think you still have the most room for growth in order to become a truly transformational leader?
  - As you consider the application of the five qualities of transformational community college leaders, where do you anticipate your biggest risks? Challenges? Opportunities?
  - What skills can you leverage as you deepen guided pathways work at your institution?
  - What is one thing that you will consider doing differently as a leader given the conversations today?

# Group Share Out

- What is one thing that you will consider doing differently as a leader given the conversations today?
- Make note of this in your handout as well as any initial actions you can take to begin implementing this change.
- We invite you to share your ideas with the group.

# Session Survey and Close

- Any final questions or reflections?
- Please take a moment to complete the session survey using the QR code below.



THANK YOU!

