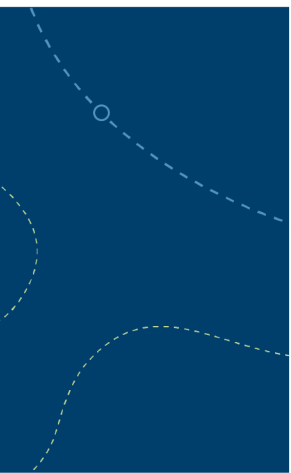
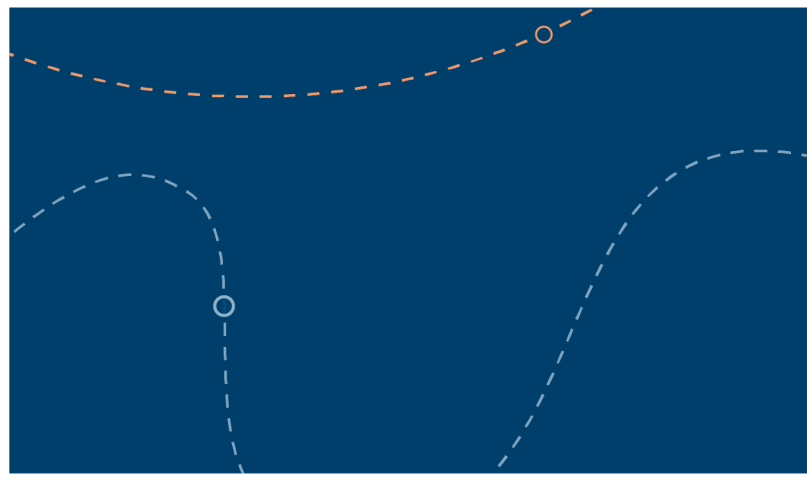


Talent Strong Texas Pathways Institute

# Mapping Pathways to Student Post-Completion Goals

November 1-3, 2023 | Houston, Texas



Texas Success Center



# Table of Contents

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*(The titles below are hyperlinked to their designated page. Please click on your desired resource.)*

- I. Institute Introduction & Purposes
- II. Program Agenda
- III. Problem of Practice
- IV. Team Strategy Time Room Assignments
- V. Team Strategy Time Documents (Online Resource)
- VI. Plenary Speakers
- VII. Coaches
- VIII. Hotel Map

## WIFI

**Network:** Hyatt\_Meeting

**Password:** TPIF23



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**#TSTPI2, #TexasSuccess or #TexasPathways**

# Introduction & Purposes

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## Scaling Talent Pathways

In every community college across our state, the Talent Strong Texas Pathways strategy is being scaled and institutionalized to increase the number of students who reach their end goal of a good career with living wages. With unified support from Texas community college CEOs, the Texas legislature passed historic legislation to overhaul the state's funding of community colleges, and to ensure that colleges have laser focus on serving students. This work is not new. For five years now, the Texas Success Center and member colleges have made great strides in our joint statewide reform effort dedicated to the social and economic mobility of Texans, especially those Texans for whom the educational system has least supported well—Black and Latinx students, and students from low-income backgrounds.

*Mapping Pathways to Student Post-Completion Goals* builds on the past successes of Texas colleges which have been working to break down silos between continuing education, workforce training programs, degree-granting programs, and transfer programs by dismantling barriers to access and success in high-value Talent Pathways. This institute highlights the innovation and evidence-based strategies occurring throughout the state to scale accessible and inclusive Talent Pathways clearly directing students through intentionally designed programs beginning with short-term credentials and early workplace learning, leading toward meaningful employment, further workforce and transfer education attainment, and career advancement.

The Talent Strong Texas Pathways strategy provides support for community college leaders' efforts in implementing and scaling essential pathways practices for improving the inclusive flow of talented workers to good careers by:

1. **supporting students reaching their end goal of good careers** by scaling clear Talent Pathways in key programs at every community college;
2. **actively engaging education and workforce partnerships** building employer-led and labor market-responsive short-term credentials aligned within longer-term workforce and transfer program Talent Pathways to high-demand, high-wage, and valued careers; and
3. **expanding comprehensive student supports**, including basic need supports and a caring college culture that both nurtures students' sense of belonging and aids all students' academic achievement.

The Texas Success Center designed this institute to showcase innovation and evidence-based practices employed by Texas community colleges to achieve large-scale comprehensive institutional reform. College leadership teams participating in this event will consider their role and responsibility for accelerating progress toward these three objectives.

# Introduction & Purposes

## Institute Purposes

As a result of actively engaging in *Mapping Pathways to Student Post-Completion Goals*, college leadership teams will:

- 1 Consider findings and reflections from national experts and successful Texas community colleges to inform and accelerate whole-college redesign efforts and to build Talent Pathways.
- 2 Engage with fellow Texas community college leaders in a peer learning network designed to implement essential practices associated with Pillar 1, “Map Pathways to Student End Goals,” throughout the institution.
- 3 Analyze credential maps, employer partnerships, and labor market data to identify next steps for supporting students in achieving their aspirations.
- 4 Develop detailed action plans for scaling the Talent Strong Texas Pathways strategy to promote improved student outcomes, especially for Black and Latinx students, and students from low-income backgrounds.

## Texas Success Center Signature Events

- **Board of Trustees Institute**, February 27-28, 2024, Lakeway Spa and Resort, Lakeway.
- **Talent Strong Texas Pathways Institute #3**, April 10-12, 2024, Kalahari Resort, Round Rock.
- **Talent Strong Texas Pathways Institute #4**, November 13-15, 2024, Omni Hotel, Fort Worth.



## We Value Your Feedback!

On Thursday afternoon our event evaluation survey opens. Please complete this brief anonymous survey before you leave! We use your feedback to improve our future professional development opportunities.

Scan this QR code or take  
the survey at this link:  
<https://bit.ly/tpi2>



# Wednesday, November 1, 2023

8:00 AM – 2:00 PM

Imperial Foyer

Registration

10:00 AM – 1:30 PM

## Pre-Institute Workshops

(Lunch Provided - Pre-Institute Registrants Only.)

Window Box

### Strategically Improving Employer Engagement Through the BILT Model

(Box lunches provided: Regency Foyer @ 12:15 PM)

Learn how to dramatically improve employer engagement with your technical programs by upgrading your business advisory committees to a Business & Industry Leadership Team (BILT) that puts employers in a co-leadership position, asking them what skills “workforce ready” graduates need to possess, so that graduates are highly-sought-after.

The BILT model provides structured and replicable processes with a group of employer subject matter experts to vote on a list of proforma Knowledge, Skills, and Abilities and listens as employers provide feedback on the skills they value using the real-time results of the voting process. It focuses on future workforce needs with the goal of building new curriculum or modifying existing curriculum in tandem with an ever-changing workforce landscape.

Attendees will learn about the essential elements, benefits, and requirements for successfully implementing the BILT model as well as the various types of benefits that colleges have reported from such implementation. Participants will have opportunities to experience the entire BILT annual process with a case study. A panel of leaders from Texas colleges will engage in a conversation to share their college’s approach to deepening employer engagement and what it takes to sustain and scale collaborative curriculum redesign efforts across programs.

#### Dr. Ann Beheler

Director of Innovation, Center for Occupational Research and Development, and Inventor of the Business & Industry Leadership Team (BILT) Model

Moderator:

#### Dr. Tamara Clunis

Vice President of Academic Affairs, Amarillo College

Panelist:

#### Becky Burton

Associate Vice President of Academic Learning, Amarillo College

Panelist:

#### Dr. Priscilla Camacho

Chief Legislative, Industry & External Relations Officer, Alamo Colleges

Panelist:

#### Dr. Chase Manchen

Dean of Academic and Workforce Instruction, Grayson College

## Implementing & Scaling 8-Week Terms: 2023 Cohort Capstone

(Box lunches provided: Arboretum Foyer @ 11:30 AM)

This workshop is the culmination of a mentorship pairing designed to support six colleges in Cohort 2023 to implement and scale 8-week terms as a catalyst for institutional transformation. Odessa College, Kilgore College, and Grayson College will host this session, along with members of Cohort 2022 who launched new 8-week terms in Fall 2023.

Presenters provide specialized professional development and help mentee colleges plan for implementation. Colleges from Cohort 2022 will highlight their successes and challenges in launching new courses at their campus. Discussions will focus on lessons learned and the sharing of promising and replicable practices among the participating colleges.

Each of the six participating mentee colleges should plan to bring key members of their Implementation Team to share out their institution's progress and the innovations underway. Each college will prepare a capstone presentation to showcase the progress made to date at their institution along with their next steps for scaling this work to positively impact a broader group of students. Leader Colleges will assist participating colleges in drafting strategic goals and next steps related to scaling 8-week terms to include in College Action Plans.

**Dr. Tramaine  
Anderson-Silvas**

Vice President for  
Instruction, Odessa College

**Kim McKay**

Vice President for Student  
Services and Enrollment  
Management, Odessa College

**Stephanie Martin**

Director of Financial Aid  
and Veteran Services, Grayson  
College

**Dr. Jeremy McMillen**

President and CEO,  
Grayson College

**Dr. Tracy Skopek**

Vice President of Instruction  
and Chief Academic Officer,  
Kilgore College

**Dr. Dava Washburn**

Chief Academic Officer,  
Grayson College

Panelist:

**Joshua Villalobos**

Campus Dean, Mission  
del Paso Campus, El Paso  
Community College

Panelist:

**Dr. Robert Exley**

President and CEO, Alvin  
Community College College

Panelist:

**Dr. Pam Anglin**

President and CEO, Paris  
Junior College



## Recognizing, Validating, and Credentialing Prior Learning

(Box lunches provided: Regency Foyer @ 11:45 AM)

Credit for Prior Learning (CPL) is becoming more mainstream across higher education, but in many cases functions the same way that it has for the past 50+ years. Many of the same barriers and limitations still exist for students. This workshop will examine some of these barriers and limitations and explore further directions for recognizing people for what they know and can do.

Dr. Nan Travers highlights the intersection between research and practice regarding how knowledge is formed, and how it might be recognized. Discussions focus on institutional changes that may most benefit non-traditional students, including changes in assessment and policies and the opportunity to integrate CPL in non-credit coursework as colleges seek to help students build momentum and success along credential pathways. Participants will engage in piercing self-reflection including, “Why are institutional barriers still in place?” and “How are we doing at building stackable credentials for those most in need?”

### Dr. Nan L. Travers

Director, Center for Leadership  
in Credentialing Learning,  
SUNY Empire State College

2:00 PM – 3:15 PM

## Opening Plenary

Imperial Center/West  
Ballroom

### Welcome Address

#### Dr. Cynthia Ferrell

Vice President, Texas  
Association of Community  
Colleges; Executive Director,  
Texas Success Center

#### Dr. Margaret Ford Fisher

Interim Chancellor and CEO,  
Houston Community College

### Strategic Doing: Taking Action and Expanding Opportunities

We are living in the most exciting era of community college reform! As college leaders responsible for cultivating a culture of change, innovation, and continuous learning we must keep learners at the center of all institutional improvement efforts. This session highlights 10 strategies for moving forward into action to expand opportunities for the community you serve and to lean into the promise of House Bill 8 as we scale Talent Strong Texas Pathways.

#### Dr. Michael Baston

President & CEO, Cuyahoga  
Community College

#### Dr. Jennifer Kent

President and CEO, Victoria  
College

**3:30 PM – 4:45 PM**

## **Team Strategy Time 1**

Please refer to your  
Team Strategy Time  
Room Assignment.

## **Institutional Reflection**

**5:00 PM - 7:00 PM**

## **Reception**

Imperial East & Foyer

Join us for a cashless bar, heavy hors d'oeuvres, and a performance by San Jacinto College Central's Brass Ensemble



# Thursday, November 2, 2023

7:00 AM – 8:00 AM

Imperial Center/West  
Ballroom

## Breakfast





Buffet in Imperial Foyer, Dine in Imperial West/Center Ballroom.

9:00 AM – 10:00 AM

## Concurrent Sessions

### Concurrent Session Legend

Please refer to the following legend key to find the concurrent sessions most relevant to your role in fulfilling the student success goals of your college.

	Student-Centered Communications
	Well-Designed Programs
	Community College 3.0
	Outcomes-Based Funding (HB 8)
	Innovation

### Window Box



## College Response to FAST Opportunity: Findings from Statewide Survey

Texas community colleges are seeing historic increases from the state for 24-25 biennium in their funding to support the new community college finance model. This includes funding that was set aside for a new dual credit financial program, Financial Aid for Swift Transfer (FAST), which allows students who are eligible for free and reduced lunch to take dual credit courses at no cost with participating Texas public school districts and colleges. This session will explore the trends in FAST participation, critical pieces related to institutional decision-making, implementation, navigating potential roadblocks and insights for best practices moving forward. A panel of community college presidents will provide their perspectives based on their participation in FAST this fall.

Panelist:

**Dr. Minita Ramirez**

President and CEO,  
Laredo College

Panelist:

**Dr. Jason Smith**

President and CEO,  
Texarkana College

Panelist:

**Dr. Vincent R. Solis**

President and CEO,  
Brazosport College

Moderator:

**Elizabeth Chivers**

Senior Director of Strategy and  
Policy Analysis, Texas Association  
of Community Colleges

## Dogwood



### Align, Adapt, Achieve: Lessons in the Transformation of Non-Credit to Credit Pathways and Credit for Prior Learning

The session will explore lessons learned from San Jacinto College's journey of aligning noncredit to credit pathways and mapping credit for prior learning. In today's rapidly changing educational landscape, adapting to new paradigms that cater to diverse learner needs and evolving workforce demands is crucial. We will highlight promising practices and challenges associated in transcribing credit for certification and/or licensure, continuing and professional development, micro-credentials, and competency-based education. The session brings together a wealth of insights, strategies, and practical experiences that have emerged from this work.

#### Dr. Rhonda Bell

Dean of Health and Natural Sciences, San Jacinto College

#### Kevin Morris

Dean of Business and Technology, San Jacinto College

## Cottonwood



### Integrating Micro-Credentials in Certificate & Degree Programs

Presenters will explore how leaders at the five Alamo Colleges and district support offices are leveraging micro-credentials to enhance the value and relevance of their academic programs. Learn about practical insights and discuss best practices for successfully implementing micro-credentials within certificate and degree programs, and discover how these efforts contribute to student success and preparedness for industry.

#### William Fanning

Dean for Academic Success, Northeast Lakeview College, Alamo Colleges District

#### Dr. Russ Frohardt

Dean for Academic Success, Northwest Vista College, Alamo Colleges District

## Arboretum III-IV



### On the Record: Prior Learning Assessment and Micro-Credentials for all Texans

At Dallas College, prior learning assessment (PLA) and micro-credentials promote equity through education, transform educational spaces, create support for business leaders and teachers, and foster promising futures for students! By participating in this session, you will be able to categorize types of credit for prior learning, explain how students benefit from PLA, explore elements of institutional collaboration, and feel empowered to lead change for your institution.

#### Shelly Mencacci

Faculty and Senior Manager, Alternative Credit Programs, Dallas College

## Sandalwood



### Letting Innovation Breathe While Standardizing Micro-Credentials for Scale

As the Skills Lab celebrated its one year in existence, momentum and activity around micro-credentials expanded rapidly throughout the Alamo Colleges District. Leaders of the micro-credentialing strategy will describe the process they followed while innovation was diffusing rapidly. Next steps include focused and funded efforts to create a micro-credentials procedure guide. By sharing strategies, lessons learned, and opportunities for improvement, participants will engage in thought partnership with interactive discussion.

#### Amber O'Casey

Online Learning Coordinator,  
Alamo Colleges District

## Arboretum V



### Embedding a Culture of Caring Within the Talent Strong Texas Pathways Strategy

Stark State College (SSC) began their work on guided pathways in 2011. They became a Caring Campus institution in early 2020. Dr. Stephanie Sutton, a Talent Strong Texas Pathways Coach and VP of Enrollment Management at SSC, will discuss the alignment of guided pathways and Caring Campus and will also detail SSC's implementation and continuation of the Caring Campus initiative. This session will include a panel discussion with leaders of Ranger College and Temple College who are implementing Caring Campus at their institution. Participants will learn how these colleges are embedding the behavioral commitments of Caring Campus within their credential pathways work associated with Pillar 1.

#### Dr. Stephanie Sutton

Vice President, Enrollment  
Management, Stark State  
College; Texas Pathways Coach

Moderator:

#### Dr. Linda Watkins

Texas Pathways Coach

Panelist:

#### Dr. Susan Guzmán-Treviño

Acting President, Temple  
College

Panelist:

#### Derrick Worrels

President and CEO, Ranger  
College

## Conference Room 1



### Solving the Teacher Talent Crisis through Micro-Credentials

As the nation struggles to find qualified talent to fill K-12 teacher vacancies, micro-credentials offer an innovative strategy to attract and retain talent in the field. For entry level educators and those in need of additional support, micro-credentials can offer a lifeline to school districts seeking to get and retain strong talent. This session highlights Houston Community College's efforts to build a teacher talent pipeline. It will focus on how to make this happen so that participants are better prepared to work within their own institutions on developing micro-credentials and to dovetail them within current programming to serve students and industry.

#### Dr. Michael Webster

Associate Vice Chancellor,  
Workforce Instruction,  
Houston Community College

## Conference Room 2



### Building Non-Credit to Credit Pathways

Through collaboration between our Continuing Education Department and our two primary Workforce (credit) Divisions, South Texas College has (so far) constructed 19 non-credit to credit pathways. Come learn how we began this work, how we built these pathways, how they work, and how well they're working for students (we have achieved a 28% conversion rate of students from CE to credit-bearing workforce programs). Participants from other colleges will come away from this session with an established model for building non-credit to credit pathways.

#### Olivia De La Rosa

Dean for Continuing  
Education and Workforce  
Training, South Texas

College

#### Sara Lozano

Dean for Business, Public  
Safety, and Technology,  
South Texas College

#### Dr. Anahid Petrosian

Vice President for Academic  
Affairs and Provost, South  
Texas College

#### Dr. Jayson Valerio

Dean for Nursing and Allied  
Health, South Texas College

### Conference Room 3



## Bridging the Gap Between Continuing Education and Academic Programs to Revolutionize Community Colleges

The current workforce landscape demands innovative solutions to address the requirements of local industries while simultaneously offering employment opportunities to students. Austin Community College (ACC) illustrates how dismantling the barriers between continuing education and academic programs can result in a more robust career pathway for a broader continuum of students. ACC's redesigned framework has established stackable credentials that span from an 8-week employment training program to the attainment of a bachelor's degree and has resulted in a new stream of students into the academic programs.

### Dr. Laura Marmolejo

Associate Dean, Advanced  
Manufacturing, Austin  
Community College

### Conference Room 4



## Pony Tracks - 8th Grade Preview

Panola College's all-inclusive 8th Grade Event is designed to present college and career options through a one-day campus visit. During the event, 8th graders progress through rotations with hands-on activities in various academic and career/technical education program areas (traditional and non-traditional). With the help of interest inventories, 8th graders have the opportunity to explore different career pathways. Students are also able to compare career salaries, workforce trends, and examine the required training/education. Resources such as sample packets and event schedules will be shared with participants so other colleges can adapt them to fit their needs.

### Angie Musgrove

Director of Dual Enrollment,  
Panola College

### Natalie Oswalt

Dean of Arts, Sciences and  
Technology, Panola College

### Mesquite



## Resilient Cities: Embracing Micro-Credentials for Emergency Preparedness

In collaboration with the City of Houston and other industry partners, Houston Community College is designing micro-credentials to prepare the community in resilient practices, along with upskilling micro-credentials for public safety, healthcare, IT and business professionals already in their careers. Presenters will focus on two micro-credentials, "Disaster Literacy 101" and "Team Building and Communication: Your Crisis-Proof Toolkit," providing practical guidance on how other colleges can develop similar initiatives tailored to their local contexts.

### Dr. Michael Edwards

President, Northeast College,  
Houston Community College

### Thom Ronk

Associate Vice Chancellor,  
Workforce Program  
Research & Development,  
Houston Community College

Magnolia



## Texas Playbook for Scaling 8-Week Terms for Pathways Transformation (By Invitation Only for Cohort 2022 & 2023)

In this working session, colleges participating in Cohort 2022 and 2023 will have the opportunity to explore the *Texas Playbook for Scaling 8-Week Terms for Pathways Transformation* with three Leader Colleges and to provide feedback. The *Texas Playbook* organizes our shared learning to date, provides a structured approach which can be utilized as a guidepost for colleges to promote and encourage further cross-systems conversations—which are needed to institutionalize the changes underway within the context of existing Pathways reform efforts—and serves as a primary resource to capture the wide array of artifacts and professional development tools that have been created to date to support this work.

**Note: Computers will be needed for this workshop.**

### Kim McKay

Vice President for Student  
Services and Enrollment  
Management, Odessa College

### Dr. Tracy Skopek

Chief Academic Officer,  
Kilgore College

### Dr. Dava Washburn

Chief Academic Officer,  
Grayson College

10:15 AM – 11:30 AM

## Team Strategy Time 2

Please refer to your  
Team Strategy Time  
Room Assignment.

## Labor Market Data Journey

11:45 AM – 1:15 PM

## Lunch

Imperial Center/West  
Ballroom

## Networking Lunch

Buffet in Imperial Foyer, Dine in Imperial Center/West Ballroom.  
Individuals may network with peers, or College Leadership Teams may meet with their Pathways Coach.

11:45 AM – 3:30 PM

CEO Roundtable (CEOs Only)

Redbud

The Role of the CEO in Delivering Post-Completion Value for Students

Talent Strong Texas Pathways includes a focus on strong and equitable rates of both completion and post-completion success. In this roundtable session, CEOs will reflect on the importance of post-completion success, especially given the new state funding model. Josh Wyner, Executive Director of the Aspen Institute’s College Excellence Program, will lead CEOs through a discussion of how they can ensure that their colleges deliver value to students by strengthening programs and student supports in alignment with their pathways work as they analyze levers for change in leading the college to a stronger focus on post-completion success.

**Josh Wyner, J.D.**  
Vice President, The Aspen Institute and Founder and Executive Director of the Aspen College Excellence Program Speaker






Moderator:  
**Dr. Martha Ellis**  
Senior Pathways Lead, Texas Success Center

1:30 PM – 2:30 PM

Concurrent Sessions

Concurrent Session Legend

Please refer to the following legend key to find the concurrent sessions most relevant to your role in fulfilling the student success goals of your college.

	Student-Centered Communications
	Well-Designed Programs
	Community College 3.0
	Outcomes-Based Funding (HB 8)
	Innovation



## Window Box



### Improving Multilingual Learner Access to and Success in High-Value Talent Pathways

Multilingual learners enter post-secondary education at a variety of points in the Adult Ed-Continuing Ed-Community College pipeline. Colleges are developing strategies to improve alignment, smooth transitions and better support these students in order to increase the number of multilingual learners entering into and succeeding in certificate and degree programs. This session will examine evidence-based practices and specific successes and challenges at Amarillo College and Houston Community College. Research findings could inform colleges looking to form effective pathways for multi-lingual learners.

#### **Amy Getz**

Senior Program Associate,  
WestEd

#### **Dr. Vanessa Keadle**

Chief Strategy Officer,  
Student-Ready Strategies

#### **Dr. Desmond Lewis**

Associate Vice Chancellor,  
College Readiness, Houston  
Community College

#### **Guillermo Lopez**

Research Associate, WestEd

#### **Anna Rodriquez**

ESL Coordinator, Amarillo College

## Dogwood



### Micro-Credential Learning Network: Peer-Led Strategic Building of Innovative Credentials

The Texas Higher Education Coordinating Board (THECB) launched the Micro-credential Learning Network (MLN) in Summer 2023 with the aim of creating a peer-led community of practice to leverage institutional expertise and develop digital resources, including a strategic implementation framework, to guide campuses in the development of high-value, industry-aligned micro-credentials. In this session, colleges participating in the MLN will discuss their lessons learned through their work and THECB will share information about resources available to Texas institutions and next steps for this initiative.

Moderator:

#### **Dr. Kylah Torre**

Senior Director, Digital  
Learning, Texas Higher  
Education Coordinating Board

Panelist:

#### **Brenda Martínez**

Director of Continuing  
Education, Laredo College

Panelist:

#### **Kevin Morris**

Dean of Business and  
Technology, San Jacinto College

Panelist:

#### **Amber O'Casey**

Online Learning Coordinator,  
Alamo Colleges District

Panelist:

#### **Dr. Michael Webster**

Associate Vice Chancellor,  
Workforce Instruction,  
Houston Community College

## Cottonwood



### Innovative Model for Designing “Credit to CE” and “CE to Credit” Pathways

Dallas College will share a model for developing industry-aligned CTE Programs that provide flexible on- and off-ramps for FTIC students and adult learners. Learn how a reverse engineering process resulted in “Credit to CE” and “CE to Credit” pathways that support the technician needs of the North Texas Advanced Manufacturing and Semiconductor Industry. Collaboration between internal and external stakeholders led to TRUE Pathways with stackable short-term credentials with embedded industry certifications. Integrated CE to Credit Pathway maps provide guidance to prospective students and industry partners.

#### **Dr. Shawnda Floyd**

Provost and Vice Chancellor  
of Workforce Education,  
Dallas College

#### **Gloria Smith**

Vice Provost, Workforce  
Education, Dallas College

#### **Dr. Veronique Tran**

Vice Provost, School of  
Manufacturing & Industrial  
Technology, Dallas College

## Arboretum III-IV



### Lessons Learned from a Comprehensive Pathways Redesign Project

Career Connect Texas, an initiative of Educate Texas, has worked with seven community colleges over the last year to redesign pathways with a focus on the integration of work-based learning opportunities. That process has enabled colleges to create pathway asset maps that ensure alignment of coursework, work-based learning, and credentials to drive student success outcomes. Representatives from Lee College, South Texas College, and Tarrant County College will share their lessons learned about the redesign of pathways.

#### **Dr. David Deggs**

Director of Higher Education  
Programs, Educate Texas

#### **Michael Esquivel**

Chair of Logistics and Supply  
Chain Management, Tarrant  
County College

#### **Sara Lozano**

Dean of Business, Public  
Safety, and Technology,  
South Texas College

#### **Fran Parent**

Executive Director,  
Industrial and Construction  
Technologies, Lee College

#### **Erica Simon**

Deputy Director of Higher  
Education Strategy,  
Educate Texas

## Sandalwood



### Ready Day One: AlamoBOOKS+

Competing priorities and rising costs of instructional materials continue to be a barrier to students, a majority of whom are categorized as economically disadvantaged. With a focus on equity by eliminating the barrier of access to instructional materials, the Alamo Colleges District implemented AlamoBOOKS+, an innovative program that provides universal access to educational materials, including Open Educational Resources for all students. Presenters will share the framework and proof of concept that were utilized to fully implement this initiative, which serves 60,000 + students.

#### Dr. George Railey

Vice Chancellor for Academic  
Success, Alamo Colleges  
District

## Arboretum V



### How Meta-Major Development Led to the Design of a New Natural Science Degree

Due to our pathways work at San Jacinto College, a new degree and transfer pathway was developed to increase the flexibility in the selection of transfer courses in Fall 2021. The Associate of Science Degree consists of core courses in addition to 18+ credit hours of a transfer path, depending on the student's intended major at the four-year institution of their choice. New program outcomes, defined by science faculty of various disciplines college-wide, describe general education outcomes in the context of the natural sciences. The presentation will cover the new program outcomes, the development of the assessment process, and initial results from Blackboard's EAC Visual Data tool.

#### Dr. Chris Duke

Associate Vice Chancellor,  
Accreditation, Institutional  
Research, and Institutional  
Effectiveness, San Jacinto  
College

#### Dr. Rachel Garcia

Associate Vice Chancellor,  
Teaching and Learning, San  
Jacinto College

## Conference Room 1

### Marketing Strategies for Fostering Connections with Students

Join Victoria College as we share our experiences, challenges, and successes in our journey to foster genuine connections with students. Discover strategies and technologies to engage with students on a deeper level, including marketing campaigns based on behavioral targeting and pathway alignment; personalized email and text communications that connect students with their pathway advisor; and ongoing efforts to map out our students' journeys, foster a sense of belonging, and consolidate technology platforms into one system, providing a holistic view of each student.

**Bobby Cubriel**

Director of Advising,  
Counseling, & Support  
Services, Victoria College

**Darin Kazmir**

Director of Marketing &  
Communications, Victoria  
College

**Sabrina Romo**

Director of Enrollment  
Services, Victoria College

## Conference Room 2



### Scaling Pillar 1 Essential Practices: Exciting Innovations from the Field

Join the Texas Success Center as we showcase the excellent strategies and innovations underway in Texas Community Colleges relating to Pillar 1, Mapping Pathways to Student End Goals. In Spring 2023, Texas Community Colleges completed the Scale of Adoption Assessment to reflect on the progress made in scaling the essential practices of the Texas Pathways strategy. Pathways Leads from each college participated in a follow-up interview to expand upon their college's progress for each practice. During this interview process, reflections regarding emerging innovations and promising practices were shared with TSC's researchers. Come and learn more about mapping pathways to student end goals from your peers!

**Dr. Jo-Carol Fabianke**

Texas Pathways Coach

**Dr. Kristina Flores**

Director of Research and  
Evaluation, Texas Success  
Center

## Conference Room 3



### Strategic Pathway Management for ECHS/P-TECH Students

Dallas College will share strategic management strategies for supporting and scaling ECHS and P-TECH programs. Presenters will share simple strategies and demonstrate a technology that aids in pathway management, ensuring that student progress efficiently through their chosen program to improve student outcomes. Participants will (a) explore simple methods to manage pathways which can be implemented at your college, (b) gain understanding of the benefits of strategic pathway management, and (c) see a new technology which aids in pathway management efficiency.

**Mark Flanagan**

Chief Technology Officer,  
Economic Mobility Systems

**Dr. Kimberly Flanders**

Dean, Educational  
Partnerships, Dallas College

**Dr. Tiffany Kirksey**

Vice Provost, Educational  
Partnerships, Dallas College

## Conference Room 4



### Assessing Short-Term Credential Value across Program Design, Student Experience, and Completion Outcomes

Based on best-practices research gathered through a research fellowship in partnership with the Texas Success Center, this session provides an evidence-based framework for evaluating short-term credentials in terms of program design, student experience, and completion outcomes. Relevant metrics and aligned data sources are included. Using the characteristics of TRUE credentials as a reference, participants will be able to apply the information presented to career and technical workforce credentials more broadly, including to credit and non-credit/continuing education pathways.

#### Susan Goll

Director, Educational Policy,  
Houston Community College/  
University of Houston

## Mesquite



### Finding and Living Your Purpose: Interactive Career Exploration at the Make It Center

Austin Community College's Make It Center (MIC) provides the ultimate hands-on career exploration experience, exposing guests to career pathways they may never have considered before. The MIC informs, inspires, and engages students and members of our community, through collaborative partnerships and highly engaging experiences, to discover career pathways that merge passions and strengths and lead to well-paying, in-demand jobs that allow one to live their purpose. At the MIC we communicate with passion, with strengths, and with purpose.

#### Dr. Willie Martinez

Associate Vice Chancellor  
Student Engagement &  
Academic Success, Austin  
Community College

## Magnolia



### 8-Week Co-Requisites: A Round Table Discussion

This session will feature San Jacinto College's 8-week co-requisite model, with developmental education courses paired with academic courses. We will discuss the lessons we learned, resources needed, teacher and student perspectives, and ideas for future implementation. Presenters provide a unique perspective as they are College Preparatory English and Math professors and faculty leaders. Participants will engage in collaborative discussions about ideas and best practices for offering co-requisite courses in an 8-week term.

#### Dr. Mary Orlando

College Preparatory INRW  
Professor, San Jacinto College

#### Cindy Rivas

College Preparatory Math  
Professor, San Jacinto College

**2:45 PM – 3:45 PM**

## **Problem of Practice**

Please refer to  
Team Strategy Time  
Assignments.

Join your Pathways Coach and fellow peers from around the state to discuss an institutional problem of practice in the context of the Talent Strong Texas Pathways strategy. A problem of practice is a dilemma that you face in your work that you cannot easily solve. During Team Strategy Time 1, each college will identify a specific institutional problem or challenge relating to scaling Talent Strong Texas Pathways to unpack during this session. The goal of this session is to surface new and unique ways of looking at a complex challenge and to help your peers from other institutions explore new approaches to address the issues presented that may inform their strategic action planning during Team Strategy Time 4.

**4:00 PM – 5:00 PM**

## **Team Strategy Time 3**

Please refer to  
Team Strategy Time  
Assignments.

### **Connecting the Dots to Move Toward Action**

**5:00 PM**

## **Adjourn - Dinner on Your Own**

# Friday, November 3, 2023

7:30 AM – 8:50 AM

Imperial Center/West  
Ballroom

## Breakfast

Buffet in Imperial Foyer, Dine in Imperial West/Center Ballroom.  
Individuals may network with peers, or College Leadership Teams may meet  
with their Pathways Coach.

9:00 AM – 9:45 AM

## Closing Plenary

Imperial Center/West  
Ballroom

### Welcome from Student Success Center Network

#### Marty Alvarado

Vice President, Jobs for the  
Future

### Celebration of Texas Pathways Strategy

#### Dr. Cynthia Ferrell

Vice President, Texas  
Association of Community  
Colleges; Executive Director,  
Texas Success Center

#### Dr. Kristina Flores

Director of Research and  
Evaluation, Texas Success  
Center

### Awards Ceremony

#### Dr. Christine Bailie

Director of Institutional  
Strategy, Texas Success  
Center

Featuring:

**Talent Strong Texas  
Pathways Coaches**

10:00 AM – 11:30 AM

## Team Strategy Time 4

Please refer to your  
Team Strategy Time  
Room Assignment.

### Action Planning for Transformational Change

11:30 AM

## Adjourn



# Problem of Practice Protocol

*Robert Kegan designed Step-Back Consulting in January 2002 to promote productive and focused group discussion of messy, complex problems in graduate seminars at Harvard Graduate School of Education. In this session, we will use an abbreviated Problem of Practice protocol to think through puzzles and dilemmas that college leadership teams identify in their work, and to approach them as if they were our “own.” We will use the pronoun “we” as a critical practice in using this protocol, as it shifts the conversation from telling someone what they ought to do, to having a very different kind of conversation – one in which we have a stake in possible “solutions.”*

The goal of this session is to surface new and unique ways of looking at a complex challenge and to help your peers from other institutions explore new approaches to challenges presented that may inform their strategic action planning during Team Strategy Time 4. This session provides the opportunity to participate within a trustworthy learning environment, to be vulnerable, and question underlying assumptions.

## Step 1: Getting Set Up (10 minutes)

- Understand Roles in a Consultancy:
  - **Facilitator:** The Pathways Coach will explain the roles, keep time, and move consultancy forward.
  - **Presenter:** Each college will select one presenter from their college to present a challenge/dilemma for their group to consider.
  - **Consultants:** All members of the group, except the designated presenter, will serve as consultants. Their role is to ask questions of the presenter, and to make suggestions.
- Introduce Problems of Practice: Presenter introduces their problem of practice.
- Move to a Problem of Practice: Presenter remains at their table to host the consultancy. Attendees move to a table with a problem of practice to explore.

## Step 2: Consultancy (50 minutes)

- **Facilitator:** Invite each member of the group to introduce their name, college, & title.
- **Presenter:** Provide an overview of the problem of practice. Include a brief summary of the challenge/dilemma, present data to further explain the challenge, and frame a question for the consultancy group to consider.
- **Consultancy Group:** Ask *clarifying* questions of the Presenter to better understand the challenge/dilemma.
- **Consultancy Group:** Ask *probing* questions of the Presenter to prepare to “take on” the challenge/dilemma.
- **Consultancy Group:** Discuss the challenge/dilemma to recommend potential solutions. (Presenter remains silent, actively listens, and takes notes.)
- **Presenter:** Summarize what you learned from the conversation, how your thinking has evolved through the consultancy process, and the recommendations you will take back to your college.
- **Presenter:** Debrief with peers to share your problem of practice conversation and next steps.

# Team Strategy Time 1-3

## Wednesday and Thursday Room Assignments

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### Eileen Baccus

- Alamo Colleges
- El Paso Community College
- Tarrant County College

**Sandalwood**

### Linda Garcia

- Central Texas College
- Laredo College
- Lee College

**Arboretum V**

### Ed Bowling

- Frank Phillips College
- Hill College
- North Central Texas College
- Paris Junior College

**Dogwood**

### Maria Harper-Marinick

- Austin Community College
- Dallas College
- San Jacinto College

**Regency**

### Martha Ellis

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

**Cottonwood & Mesquite**

### Tina Hart

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

**Arboretum III-IV**

### Jo-Carol Fabianke

- Grayson College
- Tyler Junior College
- Victoria College
- Wharton County Junior College

**Window Box**

### Teresa Leyba Ruiz

- South Texas College
- Southwest Texas Junior College
- Weatherford College

**Arboretum I-II**

# Team Strategy Time 1-3

## Wednesday and Thursday Room Assignments

---

### Krista O'Neill

- Coastal Bend College
- Howard College
- Trinity Valley Community College

**Conference Room 3**

### Linda Watkins

- Amarillo College
- Brazosport College
- Midland College

**Conference Rooms 1 & 2**

### Mary Rittling

- Blinn College
- Del Mar College
- Texas Southmost College

**Magnolia**

### Linda Welsh

- Lamar State College Orange
- Panola College

**Willow**

### Stephanie Sutton

- Cisco College
- Clarendon College
- Galveston College

**Live Oak**

### Ted Wright

- Alvin Community College
- College of the Mainland
- Ranger College

**Conference Room 4**

# Team Strategy Time 4

## Friday Room Assignments

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### Eileen Baccus

- Alamo Colleges
- El Paso Community College
- Tarrant County College

**Conference Rooms 3 & 4**

### Linda Garcia

- Central Texas College
- Laredo College
- Lee College

**Conference Room 10**

### Ed Bowling

- Frank Phillips College
- Hill College
- North Central Texas College
- Paris Junior College

**Imperial East**

### Maria Harper-Marinick

- Austin Community College
- Dallas College
- San Jacinto College

**Sandalwood**

### Martha Ellis

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

**Conference Rooms 5 & 6**

### Tina Hart

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

**Magnolia**

### Jo-Carol Fabianke

- Grayson College
- Tyler Junior College
- Victoria College
- Wharton County Junior College

**Conference Rooms 1 & 2**

### Teresa Leyba Ruiz

- South Texas College
- Southwest Texas Junior College
- Weatherford College

**Holly & Cedar**

# Team Strategy Time 4

## Friday Room Assignments

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### Krista O'Neill

- Coastal Bend College
- Howard College
- Trinity Valley Community College

**Conference Room 9**

### Linda Watkins

- Amarillo College
- Brazosport College
- Midland College

**Live Oak & Willow**

### Mary Rittling

- Blinn College
- Del Mar College
- Texas Southmost College

**Redbud**

### Linda Welsh

- Lamar State College Orange
- Panola College

**Ebony**

### Stephanie Sutton

- Cisco College
- Clarendon College
- Galveston College

**Conference Room 8**

### Ted Wright

- Alvin Community College
- College of the Mainland
- Ranger College

**Conference Room 7**

# Plenary Speakers



## Marty Alvarado

Marty Alvarado is Vice President of Postsecondary Education and Training at Jobs for the Future, playing a pivotal role in shaping the organization's strategic direction and spearheading initiatives that create meaningful impact in the education and workforce landscape. With a deep commitment to equity and social justice, Marty focuses on developing inclusive strategies that address systemic barriers and empower individuals from a diverse array of backgrounds to thrive.

A highly accomplished and visionary professional, Marty has a proven track record of driving innovation and leading transformative initiatives, and extensive expertise in education, workforce development, and systems change. With a keen understanding of the complex challenges facing education and workforce systems, Marty leverages her expertise to design and implement innovative solutions. Her leadership is characterized by a collaborative and cross-sector approach, engaging stakeholders from academia, industry, government, and community organizations to drive sustainable change. By fostering partnerships and cultivating relationships with key stakeholders, Marty ensures that JFF's initiatives align with the demands of the labor market, while promoting equitable access to quality education and training.



## Christine Bailie, Ed.D.

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, created 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 baccalaureate degree in Economics from Texas A&M University and a Master of Public Affairs from the Lyndon B. Johnson School of Public Affairs at The University of Texas at Austin. She also earned an Executive Ed.D. in Higher Education Leadership & Policy from the University of Texas at Austin.



## Michael A. Baston, J.D., Ed.D.

Dr. Michael Baston is the fifth president of Cuyahoga Community College (Tri-C®) in Cleveland, Ohio. He is a national thought leader on the role of community colleges in shaping educational success; supporting regional workforce needs and economic growth; championing diversity, equity and inclusion reforms; and developing executive leadership teams. As Tri-C president, Baston focuses on strengthening the College's nearly 60-year mission of providing high-quality, affordable and accessible education and services. Since becoming president in July 2022, he has promoted access and success for the 41,000 credit and noncredit students attending Tri-C's four campuses and other locations throughout the Cleveland area.

As a national Guided Pathways and Equity Transfer Initiative coach for the American Association of Community Colleges (AACC), Baston is noted for his work with leadership teams at two- and four-year colleges across the nation, helping them integrate student success initiatives to advance college completion and labor market entry success. Among many other professional honors and activities, Baston is co-chair of Jobs For the Future's Policy Leadership Trust and a member of the AACC Board of Directors Executive Board, chairing its Audit and Finance Committee. He received the National Council on Student Development's Terry O'Banion Gold Prize in 2015 and the NAACP Community Leadership Award in 2010.

Baston holds a baccalaureate degree from Iona College, a J.D. from Brooklyn Law School and an Ed.D. from St. John Fisher College.



### **Cynthia Ferrell, Ph.D.**

Serving jointly as the Executive Director of the Texas Success Center and the Vice President of the Texas Association of Community Colleges (TACC), Dr. Cynthia Ferrell supports the implementation and scaling of student success strategies and policies for member community college districts in Texas.

Prior to joining the Texas Success Center, Cynthia served as director of Student Success Initiatives at the University of Texas at Austin, as well as national director of leadership coaching for Achieving the Dream, director of the Board of Trustees Institute, director of Gulf Coast Partners Achieving Student Success, and UT director of the Governance Institute for Student Success. In these roles, she provided 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.

Formerly the director of the Texas Developmental Education State Policy Initiative, Cynthia supported strategies jointly developed by TACC and the Texas Higher Education Coordinating Board (THECB) to scale successful innovations statewide and establish policy supports to improve developmental student success.

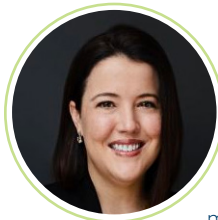
Cynthia earned a Ph.D. in higher education administration from the Community College Leadership Program at The University of Texas at Austin.



### **Josh Wyner, M.P.A., J.D.**

As Joshua Wyner is founder and Executive Director of the College Excellence Program at the Aspen Institute, where he also serves as a Vice President. The Program aims to advance higher education practices, policies and leadership that significantly improve student outcomes. Wyner has spent the past two decades initiating organizations aimed at improving and equalizing educational outcomes. Wyner has authored numerous publications about education, including a book, *What Excellent Community Colleges Do: Preparing All Students for Success* (Harvard Education Press, 2014).

Wyner earned a baccalaureate degree from Vassar College, a M.P.A. from Syracuse University, and a J.D. from New York University School of Law.



### **Kristina Flores, Ph.D.**

As the Director of Research and Evaluation, Dr. Kristina Flores 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 the Knowledge Development Steering Committee, Community College Research Fellowships, 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.

Kristina brings 15 years of teaching and administrative experience to her role. During her 11 years at Austin Community College, she served as an associate professor of mathematics, assistant dean of academic courses, developmental math advisor, and campus math contact to support improvements across the student experience.

Kristina holds a baccalaureate degree in Mathematics from Georgetown University, a master's degree in mathematics from New York University, and a Ph.D. in STEM Education from the University of Texas at Austin.



# Coaches



## Eileen Baccus, Ph.D.

Dr. 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.

Dr. 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. Most recently, Martha has served as the interim CEO for the Texas Association of Community Colleges. She has also served as 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. Martha has won numerous teaching awards, has scholarly publications, served on national boards and is an invited presenter at national conferences. Martha was recognized by the U. S. Congress and Texas House of Representatives for her leadership in community colleges.



## Jo-Carol Fabianke, Ed.D.

Dr. 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, Dr. Linda Garcia 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.**

Dr. 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.

Tina 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.



### **Mary Rittling, Ed.D.**

Dr. Mary Rittling served as president of Davidson County Community College (DCCC) from 2003 to 2018 and was named North Carolina Community College President of the Year in 2012. During her tenure, DCCC was recognized as a leader in the guided pathways movement through its work with Completion by Design and Achieving the Dream.

Prior to joining DCCC, Mary served four years as regional vice president of West Virginia University, where she also was president of Potomac State College of West Virginia University. In addition, Mary spent seven years as a senior administrator at the State University of New York at Delhi, where she served as interim president of the College of Technology and vice president for academic programs and services, among other roles. Mary's teaching experience includes eight years as a professor and associate professor of nursing at the State University of New York College of Technology at Delhi.

Mary completed the Harvard University Institute for New Presidents in 1999 and earned a Doctor of Education degree in Higher and Adult Education from Columbia University.



### **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.



### **Teresa Leyba Ruiz, Ed.D.**

Dr. Teresa Leyba Ruiz has served students, faculty, staff, and the community as an educator for over 30 years. She retired as the President of Glendale Community College in the Maricopa County Community College District in January 2023 after 27 years of service in higher education. Her administrative experience includes serving as a Vice President of Student Affairs, Associate Vice President for Academic & Student Affairs, and Dean of Academic Affairs. In her role as an executive leader, she has developed partnerships with community colleges, universities, municipalities, high tech industry, and nonprofits that have benefited students and the community.

Teresa was an Aspen Presidential Leadership Program fellow in 2018, an Executive Leadership Institute fellow from the League for Innovation in 2015, and a fellow of the National Community College Hispanic Council Leadership Program in 2010. She is recognized for her commitment to students and the community as the recipient of several awards including the Edith Sayre Auslander Outstanding Support of Hispanic Issues in Higher Education (2021) and the Alfredo de los Santos Award for Teaching/Service in Higher Education (2016), both from the Victoria Foundation, and the Mother of the Year award from Valle del Sol (2019).

Teresa holds a Bachelor of Arts in Secondary Education from Arizona State University, a Master of Education from Northern Arizona University, and Doctorate in Higher and Post-Secondary Education from ASU.



### **Stephanie Sutton, Ed.D.**

Dr. Stephanie Sutton has over 30 years of higher education experience with leadership responsibility for enrollment management, admissions, financial aid, registration, and institutional research along with advancing student services and success initiatives. Stephanie serves as the Vice President of Enrollment Management for Stark State College in North Canton, Ohio. She previously served as Associate Provost of Enrollment Management and Student Success at Lorain County Community College in Elyria, Ohio. Stephanie is a proud graduate of the community college system and worked in various other positions including Director of Financial Aid and Dean of Enrollment, Financial, and Career Services. Stephanie also served as an adjunct faculty member.

Stephanie prides herself on providing student-centered leadership for student equity, access, and success. She takes an evidence-based approach in collaborating across campus and is an advocate for systems-thinking and change management. Stephanie presents and coaches at the state and national level on financial aid, enrollment services, guided pathways, advising redesign, change management and other college reform initiatives. Stephanie also served as a past president for the Ohio Chief Student Affairs Officers and past president of the Ohio Association of Student Financial Aid Administrators. Removing barriers and finding ways to say "yes" to students is her passion!



### **Linda Watkins, Ed.D.**

Dr. 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.



### **Linda Welsh, Ph.D.**

Dr. Linda Welsh is a consultant in early childhood and higher education. She recently served as the Houston/Southeast Texas Regional Coordinator for Scaling Mathematics Pathways and Transfer initiatives for the Charles

A. Dana Center at the University of Texas at Austin, where she also was a Math Pathways to Completion consultant with the state of Missouri.

Previously, Linda was the Dean of Graduate Students and Academic Support for the Roueche Graduate Center's Community College Leadership Program at National American University. As Child Development Chair at the Austin Community College District, she led the department through national accreditation and served a term as President for the Faculty Senate. Prior to that Linda was the Early Childhood Coordinator for the City of Austin, Texas where she facilitated community-wide planning and program development for the early childhood system of Austin.



### **Ted Wright, Ed.D.**

Dr. 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.

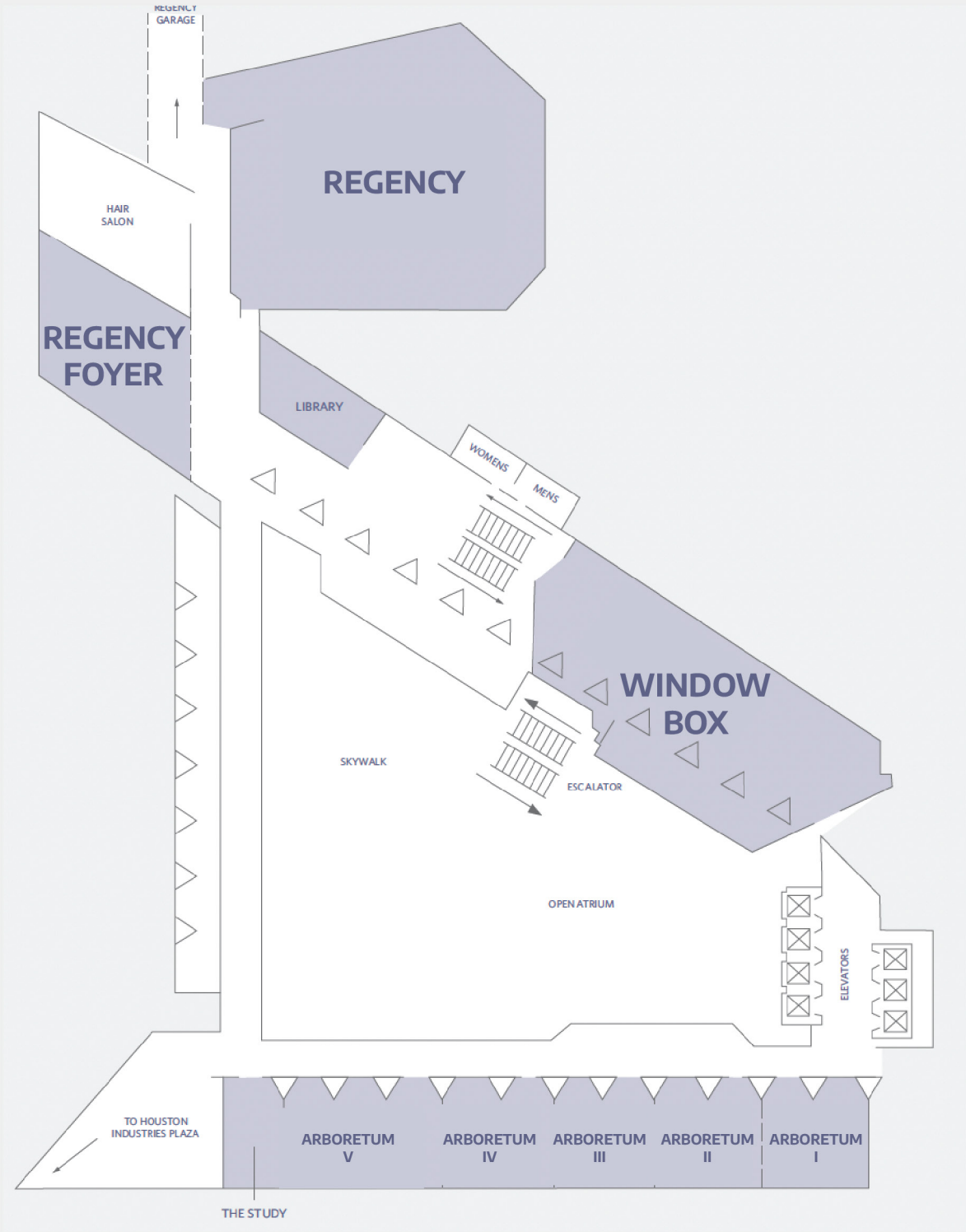
Ted brings 35 years of higher education experience to this role having served as an institutional researcher, administrator, and adjunct faculty member prior to retiring from his position as special assistant to the president for Broward Community College in Ft. Lauderdale, Florida in 2007. In addition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



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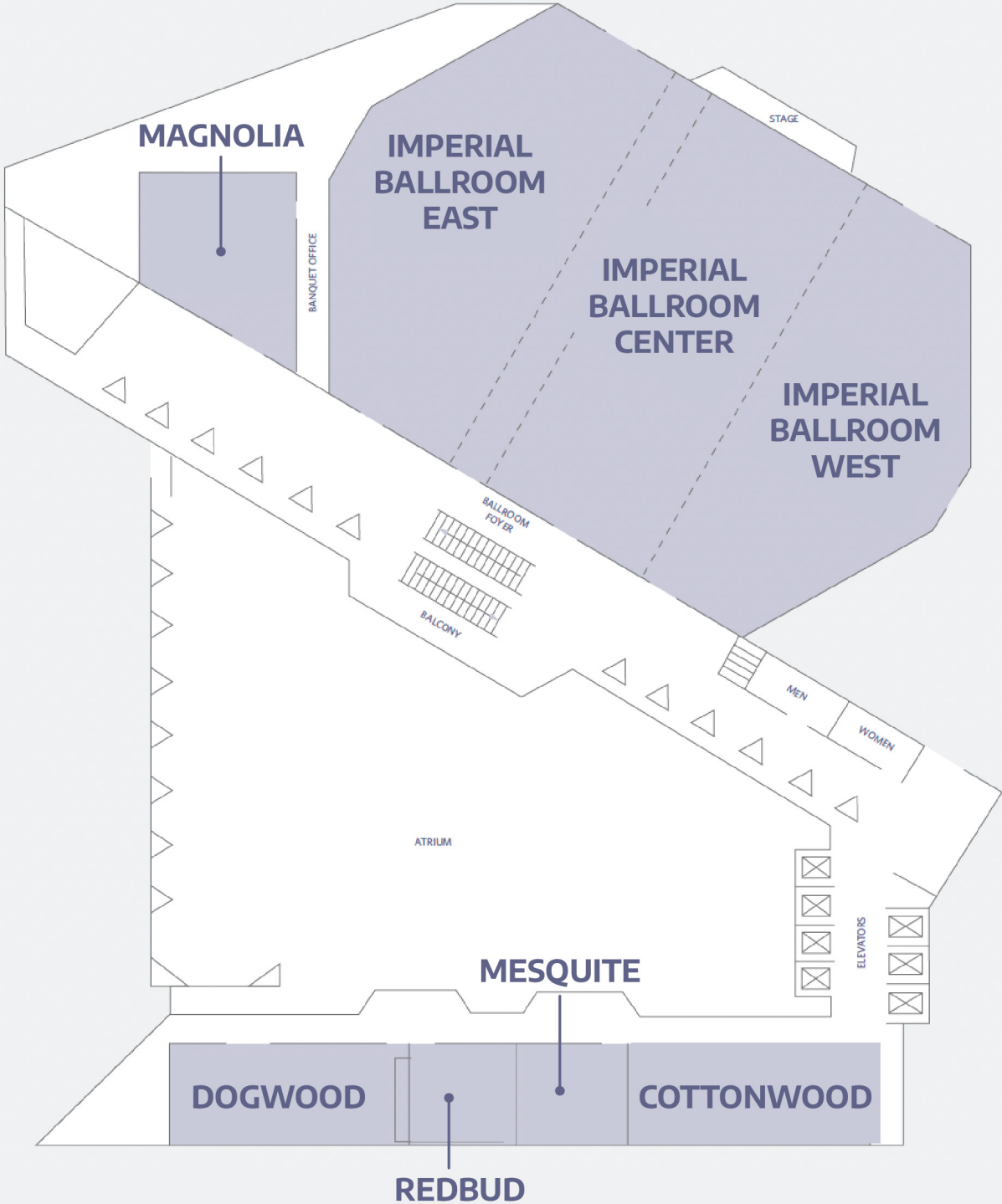
FLOOR PLAN  
Second Level



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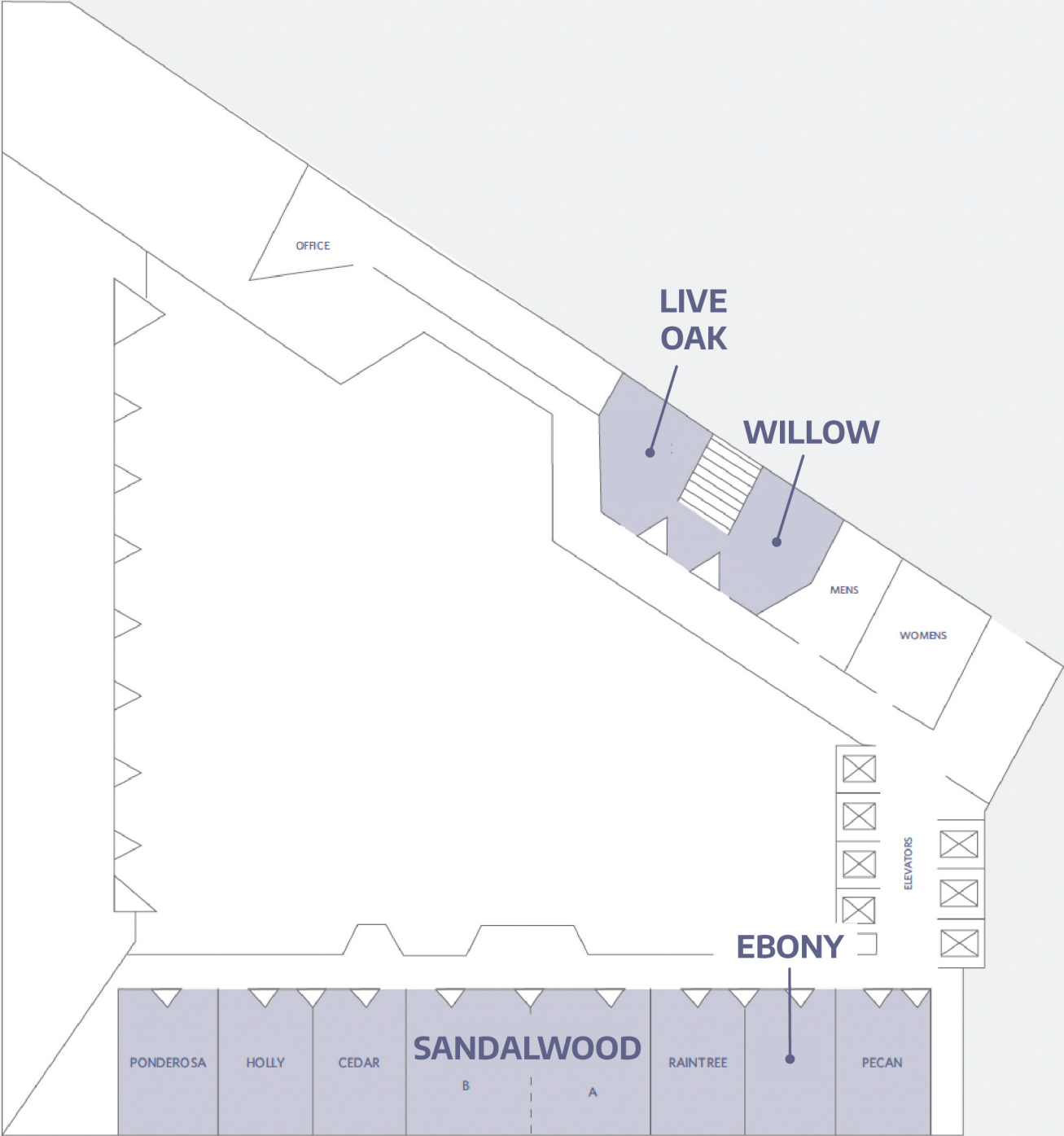
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Third Le



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FLOOR PLAN  
Fourth Level





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FLOOR PLAN  
Sixth Level

