

# 2021 Coaching Manual





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## Message from The Texas Success Center Vice President

The Texas Success Center, with generous funding from Achieving the Dream, the Bill & Melinda Gates Foundation, Greater Texas Foundation, Houston Endowment, Jobs for the Future, Kresge Foundation, Lumina Foundation, Meadows Foundation, Michael & Susan Dell Foundation, Philanthropy Advocates, Teagle Foundation, Texas Pioneer Foundation, Texas Higher Education Coordinating Board, Texas Workforce Commission, T.L.L. Temple Foundation, and Trellis Foundation, coordinates Texas Pathways, a statewide strategy focused on building capacity for community colleges to design and implement structured academic and career pathways at scale, for all students. Texas Pathways is committed to equity-mindedness with a focus on improving opportunity and outcomes for Black, Latinx, Asian American/Pacific Islander, and Indigenous students as well as students from low-income communities.

Closely based on the national Pathways Project led by the American Association of Community Colleges and building on emerging research and experience in the field, this project is intentionally designed to dramatically contribute to the state's strategic plan of increasing credentialed young Texans to 60% by 2030. Texas Pathways reflects the Success Center's commitment to support all 50 Texas community colleges districts' student success efforts through a major coherent and comprehensive strategy.

The purpose of this coaching manual is to provide information and guidance for coaches who work with Texas community colleges participating in Texas Pathways. The manual is intended to be a resource for coaches as they support their assigned colleges through Pathways Institutes, virtual coaching, and on-site visits. The manual also provides an orientation to the program design and expectations for colleges based on their cadre assignment.

This manual will describe expectations and responsibilities for coaches, principles of effective coaching, and detailed plans for on-campus coaching, coaching at institutes, and virtual coaching. The manual also includes sections on Texas community college structure, governance, and finance, guided pathways principles, guided pathways research, TRUE workforce initiative, challenges and lessons learned, and logistics such as reporting procedures. This manual will establish greater consistency among Texas Pathways coaches, reinforce effective coaching strategies, and provide tools for coaches to build their skillset.



Cynthia Ferrell, Ph.D.  
Vice President, Texas Success Center

## What Is The “Texas Pathways” Model?<sup>1</sup>

The Texas Pathways model is an integrated, system-wide approach to student success based on intentionally designed, clear, coherent and structured educational experiences, informed by available evidence, that guide each student effectively and efficiently from the selection of a high school program to postsecondary entry through to attainment of high-quality credentials and careers with value in the labor market.

Central to the pathways model are clear, educationally coherent program maps—which include specific course sequences, progress milestones, and program learning outcomes—that are aligned to what will be expected of students upon program completion in the workforce and in education at the next level in a given field. Students are helped from the start to explore academic and career options, choose a program of study, and develop a plan based on program maps. These plans simplify student decision-making and enable high schools, colleges, and universities to provide predictable schedules, frequent feedback, and targeted support as needed to help students stay on track and complete their programs more efficiently. They also facilitate efforts by faculty to ensure students are building the skills across their programs that they will need to succeed in employment and further education.

## Texas Pathways Essential Practices

The four pillars of the guided pathways model and associated essential practices and equity considerations are as follows:



### 1. Mapping Pathways to Student End Goals

- Every program is well designed to guide and prepare students to enter employment and further education in fields of importance to the college's service area.
- Detailed information is provided on the college's website on the employment and further education opportunities targeted by each program.
- Programs are clearly mapped out for students and include connections to high school endorsements and dual credit courses. Students know which courses they should take and in what sequence. Courses critical for success in each program and other key progress milestones are clearly identified. All this information is easily accessible on the college's website.

#### Pillar 1 Equity Considerations

- Are the college's website and program pages easy to navigate and understand for students and families without prior experience with higher education?
- How could the college ensure that access to and use of this information is equitable for students who have been historically minoritized and/or underserved in higher education (e.g., racial/ethnic minority students, students from low-income communities, first-

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<sup>1</sup> The Texas Pathways model and essential practices are based on the work of the Community College Research Center and the American Association of Community Colleges' Pathways Project.





generation students, students with disabilities, formerly incarcerated students, veterans, undocumented students, etc.)?

- How are financial costs, potential debt, and economic benefits of program completion (including paths to program-relevant regional employment, projected earnings, and transfer outcomes) made clear for prospective students? Do program websites clarify differences in earnings potential between related certificates and degrees and across levels of educational attainment?

## **2. Helping Students Choose and Enter A Pathway**

- a. Every new college student is helped to explore career/college options, choose a program of study, and develop a full-program plan as soon as possible.
- b. Special supports are provided to help academically unprepared students to succeed in the “gateway” courses for the college’s major program areas—not just in college-level math and English—as soon as possible.
- c. Required math courses are appropriately aligned with the student’s field of study.
- d. Intensive support is provided to help very poorly prepared students and adult basic learners to succeed in college-level courses as soon as possible.
- e. The college works with high schools and other feeders to motivate and prepare students to enter college-level coursework in a program of study when they enroll in college.

### **Pillar 2 Equity Considerations**

- Does the college assess whether Black, Latinx, Asian American/Pacific Islander students and students from low-income communities are disproportionately enrolled in programs that lead to lower remuneration careers? Has the college considered how it can help marginalized students raise their educational and career opportunities while at the same time meeting immediate economic needs?
- For critical program courses, does the college disaggregate enrollment, pass rate, and subsequent success data by student characteristics? What strategies has the college used to improve overall student success in these courses?
- Does the college proactively partner with feeder high schools that serve predominantly Black, Latinx, Indigenous, and Asian American/Pacific Islander students and students from low-income communities to help students explore academic and career interests and develop viable plans for college? Are dual enrollment opportunities made available to high school students who are deemed “not yet college ready”? Is the college building bridges to high-opportunity college programs for students in adult basic skills programs?

## **3. Keeping Students on A Path**

- a. Advisors monitor which program every student is in and how far along the student is toward completing the program requirements.
- b. Students can easily see how far they have come and what they need to do to complete their program.
- c. Advisors and students are alerted when students are at risk of falling off their program plans and have policies and supports in place to intervene in ways that help students get back on track.
- d. Assistance is provided to students who are unlikely to be accepted into limited-access programs, such as nursing or culinary arts, to redirect them to another more viable path to credentials and a career.
- e. The college schedules courses to ensure students can take the courses they need when they need them, can plan their lives around school from one term to the next, and can complete their programs in as short a time as possible.

### **Pillar 3 Equity Considerations**



- How does the institution support advisors to incorporate engaging, proactive, and culturally relevant advising practices to better support minoritized students' success in their programs?
- How does the college ensure that Black, Latinx, and Indigenous students and students from low-income communities are not disproportionately directed away from competitive, limited access programs?
- How does the college integrate academic and student support services into pathways so that the support is unavoidable and therefore less stigmatized?
- How does the college ensure that low-income students' financial stability needs (e.g., nutrition, transportation, childcare, public benefits, emergency assistance) are being met so they can make progress toward program completion?

#### **4. Students Are Learning**

- a. Program learning outcomes are aligned with the requirements for success in the further education and employment outcomes targeted by each program.
- b. Students have ample opportunity to apply and deepen knowledge and skills through projects, internships, co-ops, clinical placements, group projects outside of class, service learning, study abroad, and other active learning activities that program faculty intentionally embed into coursework.
- c. Faculty/programs assess whether students are mastering learning outcomes and building skills across each program, in both arts and sciences and career/technical programs.
- d. Results of learning outcomes assessments are used to improve teaching and learning through program review, professional development, and other intentional campus efforts.
- e. The college helps students document their learning for employers and universities through portfolios and other means beyond transcripts.
- f. The college assesses effectiveness of educational practice (e.g. using CCSSE or SENSE, etc.) and uses the results to create targeted professional development.

#### **Pillar 4 Equity Considerations**

- How is the college ensuring that minoritized students participate in program-relevant active and experiential learning opportunities?
- As faculty make curricular changes to better align course assignments with program learning outcomes, how does the college support faculty to implement pedagogical changes that better support learning outcomes success for Black, Latinx, Asian American/Pacific Islander and Indigenous students (e.g., culturally responsive teaching)?
- What opportunities exist for faculty or advisors to critically examine their role in advancing equity-minded teaching and advising practices at the college (e.g., critically examining the role of unconscious bias in the classroom or advising that could affect student aspirations for a particular field and/or program selection)?
- Is the college disaggregating program learning outcomes data, program retention and completion data, and other assessment measures by race, income, age, and gender to examine equity gaps? How is this data disseminated and discussed among college staff, with students, and with the outside community? Is asset-based language used to describe and visually display the data?

## Essential Capacities for Guided Pathways Reforms

Research and experience in the field indicate the following capacities are essential for motivating and supporting higher education institutions and systems to undertake the broad-scale institutional reforms involved in implementing guided pathways effectively and at scale.

- Leadership demonstrating skills for managing and sustaining large-scale transformational change
- Broad and authentic engagement of college faculty and staff—particularly advisors—in the design, implementation, evaluation, and ongoing improvement of pathways for students
- Institutional will and capacity to use data and evidence to design academic and career pathways, monitor student progress, and implement needed improvements over time
- Technological tools and infrastructure appropriate to support student progress through guided pathways
- Commitment to the level of strategically targeted professional development that will be required to design and implement pathways at scale
- Policy conditions established at the state, governing board, system, and institutional level that provide incentives, structures, and supports for pathway design and implementation at scale while removing barriers
- A continuing action research agenda that examines the efficacy of guided pathways and develops practical knowledge and tools to support effective implementation at scale

## Texas Pathways Description

Texas Pathways is fundamentally grounded in solving systemic educational problems impeding student success caused by incoherent and misaligned structures that result in far too few Texans prepared for meaningful careers. For the state and its citizens to remain competitive and prosperous, the state's 60x30TX higher education strategic plan calls for 60% of our 25- to 34-year-olds to hold a quality certificate or degree by 2030.

Unfortunately, only 43.5% of young adults in Texas have any postsecondary credential, according to the 2019 Texas Public Higher Education Almanac. Only one of every five 8th grade students in Texas achieves this goal within six years of finishing high school. Worse yet, there are alarming disparities across race and gender. Given the growing Latinx population, inequitable achievement gaps in Texas are likely to widen absent a large-scale strategy to dramatically improve students' paths toward completion.

## Building Capacity for Reform at Scale in Texas Community Colleges

A decade of intensive focus on improving student success in community colleges, both nationally and in Texas, has produced notable effects: a dramatic increase in awareness of the challenges and in commitment to college completion as a critical goal, a sea change in the use of data to assess and monitor student success and institutional performance, a growing body of evidence regarding effective educational practice in community colleges, and increasing numbers of institutions putting that knowledge into practice and demonstrating encouraging results. These promising developments can be attributed to the unprecedented efforts of a collection of philanthropies, national organizations, state systems, and institutions that have worked both collectively and individually to investigate practice, implement change, and produce results.

Now, there is a striking convergence of research and lessons of experience, as these people and their organizations have come to the shared understanding that progress, while evident in some places, is too slow; that the favored solutions of the past decade, while often necessary components of change, do not

adequately address the magnitude of the challenges community colleges and their students face; and that typically, the changes thus far achieved have not been fundamental enough—and certainly not scaled enough—to achieve the improvements in completion of college credentials with strong labor market value, especially among low-income students and students of color, that are necessary to reclaim the American Dream.

Recognizing these realities and affirming the critical role of Texas community colleges, the Texas Success Center supports a statewide strategy focused on building capacity for community colleges to design and implement structured academic and career pathways for all their students. Building on emerging research and experience in the field, Texas Pathways reflects the Success Center's commitment to support all 50 Texas community colleges districts' student success efforts through a major coherent and comprehensive strategy. Based on the American Association of Community College (AACC) Pathways Model, Texas Pathways is an integrated, system-wide approach to student success based on intentionally designed, clear, coherent and structured educational experiences, informed by available evidence, that guide each student effectively and efficiently from the selection of their high school degree program (HB5 endorsements in five academic/career areas) to postsecondary entry through to attainment of high-quality credentials and careers with value in the labor market.

## A System Approach

Texas Pathways boldly targets transforming the educational system across three sectors, starting with community colleges as leads with partners from public schools, adult education providers, four-year institutions, and employers. Texas Pathways is by its definition a system approach to broad scale change including the institutional and state policy support needed to bring about transformation. First, Texas Pathways targets system change across the full spectrum of services provided within the community college and must attend to the entire student experience, rather than to just one segment. As a college-level system, programs, support services, and instructional approaches are redesigned and re-aligned to help students clarify their goals, choose and enter pathways that will achieve those goals, stay on those pathways, and master knowledge and skills that will enable them to advance in the labor market and successfully pursue further education.

Rounding out the full Texas Pathways ecosystem, the strategy also includes state and institutional policy. The Texas Success Center gathers lessons from the pathways work to inform and support the Texas Association of Community Colleges and the Texas Student Success Council on state policies that enable colleges implementing pathways at scale. Additionally, the annual Texas Success Center Board of Trustees Institute informs and challenges institutional policy and engages community college trustees in enabling successful pathways adoption and scale.

## Equity

The Texas Pathways is committed to equity-mindedness and an equity focus on improving opportunity and outcomes for Black, Latinx, Asian/Pacific Islander, and Indigenous students as well as students from low-income communities. Black, Latinx, Asian/Pacific Islander, and Indigenous students face distinct hardships. White students can face hardships, but the origins of those hardships are not linked to their racial identity. They have not experienced the same systematic, unjust disadvantages confronting Black, Latinx, Asian/Pacific Islander, and Indigenous students.

We recognize that other groups including English-language learners, transgender students, and students with disabilities are also marginalized in higher education. The pathways model is designed to benefit all populations.



“Equity-Mindedness refers to the perspective or mode of thinking exhibited by practitioners who call attention to patterns of inequity in student outcomes. These practitioners are willing to take personal and institutional responsibility for the success of their students, and critically reassess their own practices. It also requires that practitioners are race-conscious and aware of the social and historical context of exclusionary practices in American Higher Education.” (Center for Urban Education, 2019)

“Equity-minded coaches shed light on patterns associated with organizational practices that help colleges to identify, make transparent, and address inequities in the outcomes achieved by different student groups” (Bragg, Bauman, & Wetzstein, 2019, p. 9).

Combining equity-mindedness with dimensions of organizational change offers coaches structured and strategic ways to support institutional equity goals and address equity challenges. Equity-minded coaching is about understanding and supporting all institutional change efforts through the lens of advancing equitable opportunity and outcomes.

JFF and the Student Success Center Network have partnered with Community College Research Initiatives at the University of Washington to develop a series of briefs and tools for [equity-minded coaching](#).

Any new education paradigm must intentionally address inequities in traditional higher education while also ensuring that those inequities are not replicated in emerging practices. Being able to gather disaggregated data through the Texas Pathways model and utilize qualitative research to immediately identify trends or leading measures that might reveal tracking or emerging inequities is critical for this innovative work.

## The Pathways Institute Series

The Texas Success Center hosts a series of institutes based on AACC Pathways Institutes, each two and a half days in length, designed to engage college teams of varying composition. Each Texas Pathways Institute focuses on a critical aspect of institutional change and pathway design and implementation, each requires advance work by the colleges, and each results in products developed by the participating college teams, including action plans.

The institute format combines discussions with experts, technical assistance, and facilitated planning sessions for college teams. The Texas Success Center consults with AACC Pathways Project partners (Achieving the Dream, Aspen Institute, Center for Community College Student Engagement, Community College Research Center, Jobs for the Future, National Center for Inquiry & Improvement, and Sova) to ensure lessons learned in the national model are realized in the development and execution of Texas Pathways Institutes.

### Texas Pathways Institutes, Round 1: Fall 2016-Spring 2019

Institute 1: Leadership for Transformational Change: Implementing Pathways at Scale

- November 2-4, 2016 – Bastrop, Hyatt Lost Pines
- College team members: CEO, pathways team lead, chief academic and student services officers, institutional researcher or Pathways data lead, faculty leader, and head of advising

Institute 2: Mapping Pathways through the Institution

- March 5-7, 2017 – Dallas, Hotel InterContinental
- College team members: CEO, pathways team lead, chief academic officer, chief student services officer, deans and/or department chairs representing meta-majors, and head of advising

Institute 3: Pathways to Transfer and Employment

- November 6-8, 2017 – San Antonio, J.W. Marriott San Antonio Hill Country Resort & Spa



- College team members: CEO, pathways team lead, chief academic and student services officers, college leader for university transfer, college leader for alignment with employers, faculty leader from an arts and science program, a faculty leader from a career and technical program, and head of advising

#### Institute 4: Front Door Academic Success

- April 16-18, 2018 – Houston, Royal Sonesta Houston Galleria
- College team members: CEO, pathways team lead, person primarily responsible for high school partnerships, person primarily responsible for dual credit, academic administrators responsible for developmental education, and Adult Education and Literacy director

#### Institute 5: Supporting Students on the Path

- November 14-16, 2018 – Dallas, Hilton Anatole
- College team members: CEO, pathways team lead, chief academic and student services officers, enrollment services manager, data lead, faculty representative, and key leaders in student support services

#### Institute 6: Ensuring Students Are Learning

- April 24-26, 2019 – San Antonio, Hyatt Regency Riverwalk
- College team members: CEO, pathways team lead, chief academic and student services officers, leader of professional development (center for teaching & learning, etc.), two faculty leaders, one student support services leader (academic support, advising, etc.)

### **Texas Pathways Institutes, Round 2: Fall 2019-Fall 2022**

The Texas Success Center, with generous funding from the Bill & Melinda Gates Foundation, Greater Texas Foundation, Meadows Foundation, Michael & Susan Dell Foundation, T.L.L. Temple Foundation, Teagle Foundation, and Trellis Foundation, kicked off the second phase of Texas Pathways in fall 2019. This ongoing statewide strategy continues to focus on building capacity for community colleges to design and implement structured academic and career pathways at scale and provides additional support for colleges as they implement, evaluate, and improve scaled pathways for all students.

#### Institute 1: Institutional Transformation for Student Success

- November 6-8, 2019 – San Antonio, Grand Hyatt San Antonio
- College team members: CEO, pathways team lead, chief academic and student services officers, faculty leader, institutional researcher, additional college leader with key pathways role

#### Institute 2: Mapping Pathways to Students' End Goals I – Careers

- October-November 2020 - Virtual

#### Institute 3: Mapping Pathways to Student's End Goals II – Transfer & Transitions

- April 2021 - Virtual

#### Institute 4: Helping Students Choose & Enter a Program Pathway

- November 3-5, 2021 - Dallas/Ft. Worth

#### Institute 5: Keeping Students on Path

- April 2022

#### Institute 6: Ensuring Students are Learning

- November 2022



## Four Cadres of Texas Community Colleges

In the Texas Pathways strategy, community colleges are grouped into cadres based on their capacity to implement and scale guided pathways reforms. Colleges were initially sorted into cadres through a competitive application process using the AACC Readiness Assessment adapted for Texas. At the conclusion of the first round of Pathways Institutes, college teams completed an application to join an advanced cadre for the second round of institutes. Descriptions of round one and round two cadres are below.

### Round 1 Cadres

#### Cadre 1: Committed to Implementation at Scale

The Texas readiness assessment identified 12 Texas Association of Community Colleges member colleges that demonstrated serious commitment to, and greatest capacity for, transformational work at scale, as well as strong partnerships with public schools and four-year institutions. Cadre 1 colleges represent all six regions of the state, including institutions of various sizes and settings. This regional distribution builds the foundation for regional leaders, regional support, and regional solutions. See Appendix A for a listing of Texas community colleges by regions and settings.

Texas colleges participating in the AACC Pathways Project were provided the opportunity to join Cadre 1 with the full support of the Texas Success Center. In addition to current support through the national effort, these colleges received additional coaching and assistance tailored to their individual capacity-building needs, complementing existing commitments to the AACC Pathways strategies, advance work, and national institutes.

#### Cadre 2: Committed to Plan for Full Implementation

The Texas Success Center supported a second cadre of Texas community colleges demonstrating pathways readiness in some areas to launch work on pathways readiness, design, and implementation. This broad scaling of pathways supported cadre 2 colleges in building capacities and readiness and beginning to implement pathways reforms at scale.

#### Cadre 3: Committed to Build Essential Capacities for Implementation

The Texas Success Center supported the building of foundational data-related capacities of a third cadre of Texas community colleges to bolster readiness and capacity for pathways reforms. This work targets Texas colleges' capacity (a) to collect, analyze, and use data related to their students' pathways experiences, (b) to create broad engagement of faculty and staff in discussion about those data, and (c) to support baseline work on the case for pathways and rigorous readiness assessment.

#### Cadre 4: Committed to Explore Guided Pathways Implementation

Cadre 4 colleges committed to investigate key elements of guided pathways and to build a case and foundational capacities for implementation.

### Round 2 Cadres

#### Cadre 1+: Committed to Ongoing Improvement of Fully Scaled Pathways

By the conclusion of round 1, colleges in cadre 1+ had laid the groundwork, built urgency, mapped programs, redesigned intake and advising, implemented scaled or nearly scaled guided pathways, and are ready to move to ongoing improvement of fully scaled institutional change.

#### Cadre 1: Committed to Implementation at Scale



By the conclusion of round 1, colleges in cadre 1 had laid the groundwork, built urgency and begun to map programs, redesigned intake and advising, and implemented initial scaling. In round 2, cadre 1 colleges will implement guided pathways at scale.

### **Cadre 2: Committed to Plan for Full Implementation**

By the conclusion of round 1, colleges in cadre 2 had laid the groundwork for broader understanding, engagement, and commitment; gained momentum toward a sense of urgency; and used key performance indicator data to inform change. In round 2, cadre 2 colleges will begin to implement guided pathways at scale.

### **Cadre 3: Committed to Build Essential Capacities for Implementation**

By the conclusion of round 1, colleges in cadre 3 laid the groundwork for broader understanding, engagement, and commitment; created a case for change to bolster a sense of urgency; and planned for increased data capacities necessary to implement guided pathways. In round 2, cadre 3 colleges will build capacities and begin to implement guided pathways essential practices.

## Texas Pathways Coaching Model Description

Because the Texas Success Center is committed to enhancing the capabilities of institutional stakeholders, coaching is an integral component of the five-year Texas Pathways strategic plan. Currently, 49 of the 50 community college districts in Texas, representing 99% of the 730,000+ community college students in the state, have committed to Texas Pathways.

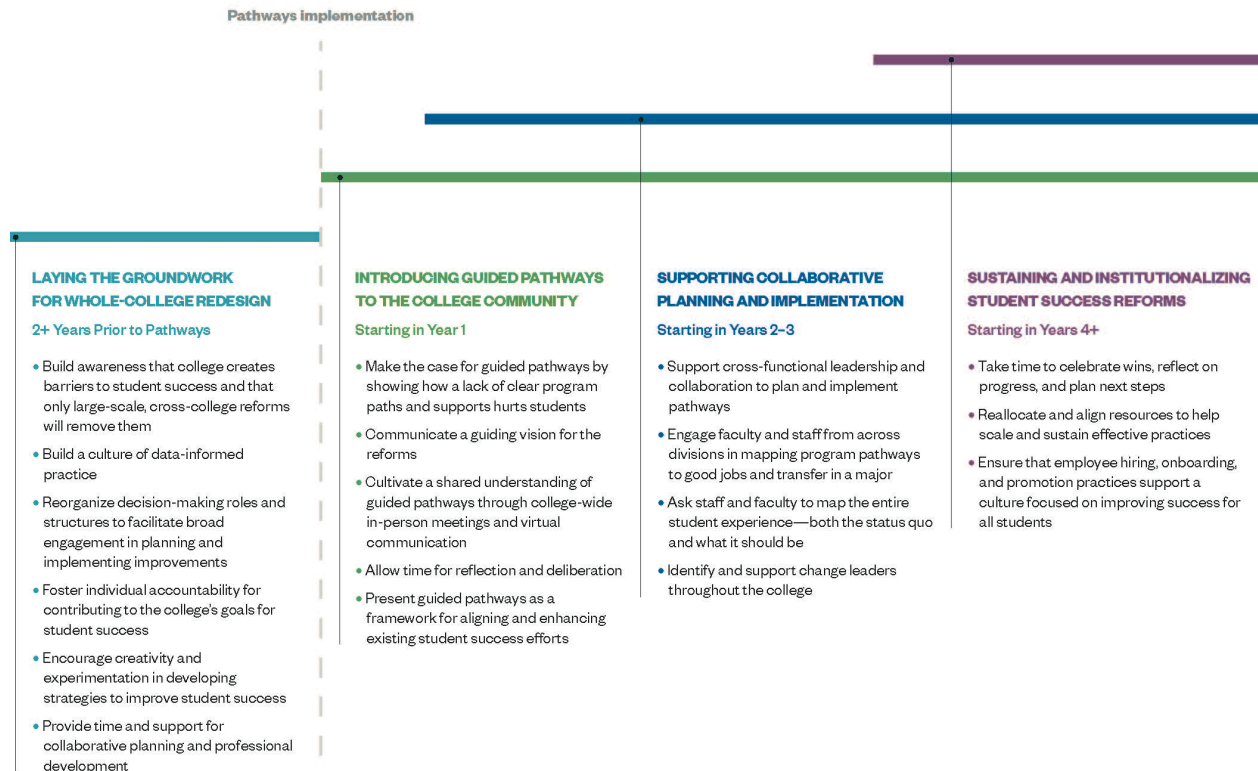
Each college is assigned a coach who supports a team of administrators, faculty, and staff as they prepare advance work prior to institutes and finalize action plans that guide reforms on campus. Coaches engage in person with college teams during four team strategy sessions at semiannual institutes. Texas Pathways coaches are familiar with Texas community colleges, have extensive knowledge of the college completion and equity agenda, and bring presidential or state/system-level perspectives to their work. They have experience supporting colleges as they design and implement guided pathways at scale and understand the strategies and challenges involved in major institutional change. This indispensable experience helps coaches establish credibility and demonstrate empathy, which enables them to effectively challenge college teams (Hawkins & Smith, 2013).

In the Texas Pathways strategy, coaches act as “critical friends” who ask provocative questions, offer alternative lenses through which to examine data (Costa & Kallick, 1993), and help colleges uncover the fundamental beliefs and values that shape institutional practice (Bloom, Castagna, Moore, & Warren, 2005). This view sees coaching as a partnership (Ciporen, 2015) that develops over time as the coach and college team build trust and mutual understanding (Farrell, 2001). Because they are external to the institution, Texas Pathways coaches approach the work of college teams with greater objectivity (O’Brien & Forde, 2011), bringing an outside perspective uncompromised by organizational norms and politics. Texas Pathways coaches provide the challenge and support college teams need to learn and grow (Hawkins & Smith, 2013).

### Guided Pathways Implementation Timeline

Texas Pathways coaches sharpen their practice and increase their coaching knowledge by examining the pace and scope of implementation of early adopters of the pathway model. The following is an excerpt from an [idealized timeline of implementation produced by CCRC](#) based on observations of AACC Pathways colleges. While the authors note that actual implementation is much messier than implied, the timeline’s description of the general progression of colleges from their first efforts in “laying the groundwork” through implementation to “sustaining and institutionalizing student success reforms” informs Texas coaches as they encourage college progress.





## Common Challenges by Guided Pathways Pillar

Early implementers of guided pathways at scale have encountered common challenges in each dimension of the model, as evidenced by research conducted by CCRC and the Texas Success Center. The section below lists CCRC findings from colleges in the AACC Pathways Project and Texas Success Center assessments of Texas institutions. Following the lists of challenges are sample probing questions coaches may use in discussions with college teams.

### Guided Pathways Pillar 1: Mapping Pathways to Student End Goals

#### Challenges in AACC Pathways Project Colleges

- Mapping transfer pathways
- Connecting programs of study to employment opportunities
- Identifying critical courses and program milestones
- Ensuring that program maps are readily accessible and actually being used in advising and guiding students

#### Challenges in Texas Institutions

Topic	Common Challenges
Meta-Majors	<ul style="list-style-type: none"> <li>• Orchestrating communications and broad engagement, especially in large districts</li> <li>• Starting with too many meta-majors</li> <li>• Managing the cultural shift toward the pathway's intent</li> <li>• Addressing faculty concerns, especially job security</li> </ul>



Program Maps	<ul style="list-style-type: none"> <li>• Developing clear, complete maps with all university with different requirements</li> <li>• Specifying core courses</li> <li>• Dedicating time required to complete the maps</li> <li>• Scheduling regional meetings with universities and multiple colleges</li> </ul>
Math Pathways	<ul style="list-style-type: none"> <li>• Advising to help students identify the appropriate math pathway</li> <li>• Changing culture from a focus on what faculty teach to supporting students across programs</li> <li>• Determining the number of sections needed for various math choices</li> <li>• Coordinating with universities who still use College Algebra as the default course</li> <li>• Balancing the complication of corequisites discussions and decisions</li> </ul>
Website Redesign	<ul style="list-style-type: none"> <li>• Dedicating resources to make time-consuming large-scale changes</li> <li>• Maintaining progress during staffing changes</li> <li>• Securing website resources and expertise</li> <li>• Including specific job information on transfer programs</li> </ul>

## Guided Pathways Pillar 2: Helping Students Choose and Enter a Program Pathway

### Challenges in AACC Pathways Project Colleges

- Providing career and program exploration from the start for all new students
- Ensuring every student has a full-program plan
- Aligning math pathways to program meta-majors and pathways
- Moving from prerequisite to integrated academic support for all college-level critical program courses
- Pushing pathways down into the high schools

### Challenges in Texas Institutions

Topic	Common Challenges
Onboarding with Career and Program Exploration	<ul style="list-style-type: none"> <li>• Utilizing available tools to implement new processes with existing resources</li> <li>• Managing time constraints and scheduling</li> <li>• Redefining staff roles for advisors, career coaches, navigators, and others</li> </ul>
Making an Education Plan	<ul style="list-style-type: none"> <li>• Determining how to record the student's choice of pathway and education plan</li> <li>• Using general maps while finalizing meta-majors and programs to guide students</li> <li>• Utilizing current resources available and adding new resources</li> </ul>
Embedding Support into Gateway Classes	<ul style="list-style-type: none"> <li>• Identifying gateway courses in meta-majors and program maps</li> <li>• Developing corequisite plans with embedded support</li> </ul>
Intensive Support for Poorly Prepared	<ul style="list-style-type: none"> <li>• Overcoming the long-standing divide between AEL programs and college programs</li> </ul>

#### Adult Education & Literacy Students

- Aligning AEL with college-level SLOs to avoid additional cost and time in dev. ed.
- Getting students on the college campus if AEL is located elsewhere
- Gaining access to data on AEL student success

## Guided Pathways Pillar 3: Keeping Students on Path

### Challenges in AACC Pathways Project Colleges

- Ensuring that every student is monitored along his/her plan
- Helping students revise their plans when needed
- Responding to early alerts
- Redirecting students who are unlikely to be accepted to selective programs
- Ensuring that scheduling and registration are linked to students' plans

### Challenges in Texas Institutions

Topic	Common Challenges
Monitoring Student Progress	<ul style="list-style-type: none"> <li>• Capturing individual program plans instead of relying on generic program plans</li> <li>• Redefining advisor roles and adding additional advisors</li> <li>• Separating early alert activities within courses and monitoring the student's progress through program requirements</li> <li>• Identifying specific milestones and establishing a systematic process for reaching out to students was challenging for some colleges</li> <li>• Moving away from "encouraging students to reach out to an advisor" toward "assigning the limited number of advisors available to specific students" was challenging for some colleges</li> </ul>
Course Scheduling	<ul style="list-style-type: none"> <li>• Lack of data from new program maps that would inform faculty and other leadership to build multiple-term schedules</li> <li>• Recent implementation of new tools to capture program maps and limited impact of use of maps in registration practices</li> </ul>

## Guided Pathways Pillar 4: Ensuring Students are Learning

### Challenges in AACC Pathways Project Colleges

- Ensuring program learning outcomes are aligned with the requirements of employers and university major programs
- Providing experiential learning opportunities for students in all programs (not just in select occupational/CTE programs)
- Ensuring faculty use the results of learning outcomes assessment for professional and program improvement

## Challenges in Texas Institutions

Topic	Common Challenges
Ensuring Students are Learning	<ul style="list-style-type: none"> <li>Aligning new program maps with program learning outcomes, success in further education, and employment outcomes</li> <li>Expanding program learning outcomes to transfer programs</li> <li>Providing broad opportunity for students to document their learning to share with employers and universities</li> </ul>

## Coach Questions by Guided Pathways Pillar

### Mapping Pathways to Student End Goals

- How do prospective students learn about career pathways and programs of study?
- You say that you have pathways in place for your CTE pathways, but what about transfer pathways?
- Are your academic programs and faculty actively working with universities to map out transfer programs? Are they doing this by meta-major or just mapping out general education transfer requirements? What are their plans to do so?
- How do you share information about paths to regional employment and projected earnings in the career exploration process?
- In what ways is the college showing or planning to show the connection of all programs—both CTE and college transfer—to employment opportunities?
- What is the status of course sequencing, identification of critical courses, milestones, and co-curricular learning activities for all programs? Has this program mapping work been a collaborative effort involving both academic and student services colleagues?
- How accessible are program maps to students and to what extent are they being used to help all entering students build an educational plan?
- How do you present career and program information on the college's website? How do you make sure students and families unfamiliar with higher education can easily navigate and understand the information?
- How does the college talk to students about programs that lead to low remuneration careers, such as early childhood education?
- How do students learn about the financial costs, potential debt, and economic benefits of program completion?
- Does the college disaggregate program-level student outcome data? How might the college address career exploration and onboarding for programs with a disproportionate number of underrepresented students?

### Helping Students Choose and Enter a Program Pathway

- Are all entering students helped to explore career and college options and choose a direction? Is this process required of all entering students who have not decided on a field or program of interest? Are all students helped to develop a full-program plan (i.e., to program completion and for transfer students to baccalaureate programs in the students' major field of interest)? How are these plans used? Is students' progress on the plans monitored after the plans are set?
- How do students learn about specific programs after they've chosen an area of study? For example, how do students learn about careers other than nursing in the health field?
- How does the college help students, especially underrepresented and high-need students, make program goal decisions as quickly as possible with planned opportunities to reaffirm or reconsider those decisions?



4. What is the scale of your developmental education reforms, and are they aligned with guided pathways work? How are poorly prepared students helped to pass critical program gateway courses?
5. In what ways is the college helping very poorly prepared students take and pass college-level courses within their first year? Are these students helped to explore and choose part of the guided pathways intake redesign, or do students have to go through multiple levels of pre-requisite developmental education before they are considered to be in a meta-major or on a program path?
6. Does the college use multiple measures to assess the academic needs of students?
7. What determines which math pathway students follow when they enter? How are the college's math pathways aligned with guided pathways work?
8. Do all students take a college-level course in their field of interest in their first term?
9. Approximately what percentage of entering students take non-algebra/calculus math courses? How many sections are available in these other pathways (i.e., is this practice at scale)?
10. Does the college actively use its pathways to recruit high school students and ensure that they are prepared not only for college but to enter specific college fields after high school? Are dual credit students exposed to meta-majors and pathways?
11. How does the college partner with high schools to ensure underrepresented and high-need students explore their academic and career interests and understand the college's programs that align with those interests?
12. How do onboarding and ongoing advising help students understand program options that align with their interests, personal needs, and college-readiness assessment? Considerations may include the need to earn a short-term stackable credential and work while pursuing more advanced training, cost of university courses compared to community college courses, and Pell parameters and loan consequences.
13. Does the college require orientation for all students, both full-time and part-time? What about orientation for online students? If you exempt students from orientation, how do you choose which students receive exemptions and how do you know they have the knowledge and skills they would have learned in orientation?
14. Has the college implemented a first-year experience, perhaps including a mandatory course, to help students explore the field and choose a major? If so, who is required to take the course? If there are exemptions, how did you determine who would be exempt? How do you know those students have the knowledge and skills they would have gained in the course?
15. What is the college's late registration policy? If you allow late registration, why? What data did you use to make that determination?
16. Does the college provide contextualized, integrated academic support to help students succeed in program gateway courses?

### **Keeping Students on Path**

1. How does the college structure advising to provide ongoing contact, positive feedback, and connection to address student needs?
2. Who monitors the progress of students along their plans? Is every degree-seeking student's progress monitored? When a student needs to adjust her/his plan (if they change their mind or are not making good progress), what does this process look like? Who identifies these students, reaches out to them, and ensures that they meet with someone to help revise the plan?
3. Can students easily see how far they are on their plan, what courses they've completed, what courses they still need to take, and how long it will take to complete their degree? Is this information kept up to date?
4. What criteria are used to determine a student is at-risk? How does the college contact at-risk students and refer them to supports to help them succeed? How does the college track whether students access supports and determine if the supports serve the students' needs?





5. Does the college have an early alert system to identify students struggling in critical courses? If so, how many courses or sections are involved? What's the process for following up once an alert is triggered?
6. Do advisors/faculty actively identify and redirect students who aren't likely to be accepted into limited access program early in their program?
7. Are students able to schedule their next semester courses based on their customized educational plan? And is the scheduling process tied to registration? Can students register for courses that are NOT on their plan? What happens when they try to do this?
8. Is the college creating class schedules based on the courses in students' plans (as opposed to courses that were rolled over from the previous year's schedule)? During a given semester, can students pre-register for classes in the next semester based on the courses they will need to take next on their plans?
9. How is the college providing or requiring academic support in courses with low success or completion rates?
10. What is the college's process for redirecting students who are not progressing in a program to a more viable pathway?
11. How does the college support low-income students' financial stability needs? How do students, faculty, and staff learn of financial stability supports?

### Ensuring Students are Learning

1. Are program learning outcomes more than just aggregated course learning outcomes? That is, are they aligned with the requirements of employers and universities? To what extent are employers and university colleagues actively involved in defining program learning outcomes?
2. What is the scale of the internships, clinicals, coops, and other experiential learning opportunities available to students? In which programs are they required? Are these activities identified on the program maps?
3. How do faculty assess whether students are mastering program learning outcomes, and how is this information used for program improvement purposes?
4. In what ways are assessments of student learning outcomes used to improve teaching and learning practices?
5. In what ways is the college helping students develop portfolios and other means of demonstrating their learning outcomes?
6. How does the college use disaggregated data on program learning outcomes, program retention and completion, and other assessment measures to examine equity gaps? How are program faculty engaged in these conversations?
7. How does the college support faculty to change pedagogy to better support learning for underrepresented students?
8. How does the college support faculty and student life staff to provide opportunities for students to participate in program-relevant active and experiential learning experiences? How does the college market these activities and ensure underrepresented students participate?

### Core Capacities

1. How does college leadership make the case for guided pathways? How do you emphasize the "why" of pathways reforms?
2. How are college leaders talking about creating or deepening a focus on equity? For example, is equity considered in policies, the strategic plan, and/or regular discussions about serving students?
3. Do faculty and staff believe redesigning the college to incorporate guided pathways principles is urgent work? How do you intend to build or maintain urgency?
4. How can college leadership continue to build skills for managing and sustaining large-scale transformational change?



5. How will the college use lessons learned from previous discrete student success initiatives to inform guided pathways reform?
6. Does the college need to reorganize to better support student success? For example, should reporting lines be modified to better support inter-departmental collaboration?
7. How consistently is the college disaggregating measures of student outcomes by identified student groups?
8. How does college leadership review and discuss disaggregated data? How do those discussions align with specific processes and activities, such as career exploration, advising, and support services?
9. How do you share data with the college community? Is collecting, disaggregating, analyzing, and acting on data a part of the institution's culture? Are all stakeholders committed to using data to inform decision-making?
10. How are key performance indicators, such as those collected for Texas Pathways, used to improve college policies, procedures, and practices to improve student success?
11. How does the college collect qualitative data from students? How is information about the student experience incorporated in planning, implementing, and assessing guided pathways reforms?
12. Does the college periodically evaluate the make-up of the team organizing guided pathways reforms? How does the college determine if the right people are participating in high-level strategy and decision-making?
13. How does the college's strategic plan support guided pathways reforms?
14. Has the college established an ongoing action research agenda to examine guided pathways reforms and develop knowledge and tools to support effective implementation at scale?
15. What technological tools and infrastructure can the college leverage to support student progress through guided pathways? What technology resources does the college need?
16. What is the college's strategy for targeted professional development related to essential practices of guided pathways reforms?



## General Responsibilities & Expectations

Pathways coaches are individuals with expertise appropriate to the work of Texas Pathways. Each coach demonstrates strong experience facilitating group discussions, strong understanding of data-informed planning and decision-making, familiarity with student engagement surveys (CCSSE and SENSE), and strong understanding of longitudinal student cohort tracking and metrics for monitoring student progress and success.

Responsibilities of pathways coaches include the following:

- Become familiar with Texas Pathways' purpose, institute model, and agendas.
- Participate in pathways coach conference calls and/or webinars when scheduled.
- Remotely coordinate with designated contact persons at assigned colleges to ensure institutional teams are prepared to participate in the forthcoming pathways institute.
- Answer questions and provide support as institutional team members complete advance work.
- Review institutions' readiness assessment and advance work.
- Conduct conference calls with pathways leads prior to pathways institutes to discuss advance work, review institute objectives and agenda, and identify and address concerns and questions.
- Attend each of the two-and-a-half-day institutes, which are core to Texas Pathways.
- Attend a pre-institute pathways coaches and Texas Success Center staff meeting beginning early morning of the first day of each institute, which will in each case require travel on the day before the institute begins. Thus, the time commitment for both institutes, including travel, is 4 days x 2 institutes = 8 days per academic year, plus time to review advance work and post-institute work and to participate in conference calls with the institutions assigned.
- Meet and work with assigned institutions during each team strategy session at the institutes.
- Facilitate dialogue, ensuring that all voices are heard, that teams stay on track, that they engage in thoughtful and courageous conversations, and that they progressively complete the short-term action plan that is a major product of the institute experience.
- Provide expert guidance and assistance as assigned teams review pertinent data and delve into issues associated with design and implementation of guided pathways for students.
- If requested, deliver or moderate breakout session(s) and/or contribute to another type of session as part of the institute agenda.
- Participate in a one-hour debriefing session immediately following adjournment of the institute and complete written evaluations of each institute.
- Remotely coordinate with designated contact persons at assigned colleges to ensure institutional teams have accomplished objectives from the pathways institute.
- Answer questions and provide support as college team members complete post-institute work.
- Review institutions' post-institute work.
- Provide feedback on post-institute work and, as necessary, conduct conference calls with pathways leads to discuss post-institute work and identify and address concerns and questions.
- As scheduling allows, conduct site visits with colleges to extend institute and remote coaching.



## Institute Preparation & Participation

Because Texas Pathways coaches are already familiar with coaching principles and practices, the Texas Success Center provides specific professional development related to Texas Pathways. Prior to each institute, after advance work is issued, coaches and pathways leads participate in a webinar that frames the topic of the institute, describes logistical details about the meeting, explains advance work assignments, and addresses any questions. By participating on this webinar, coaches are familiar with the work expected of college teams and the questions colleges ask.

Coaches receive advance work from colleges about two weeks prior to the institute. Pathways leads upload advance work to the Texas Success Center's website, and coaches download work from their colleges. Coaches review advance work and contact pathways leads prior to the institute to confer about college progress and challenges.

The evening before the institute begins, coaches are invited to an informal dinner so they can better get to know each other, catch up since the last institute, and bond as a group. On the first day of the institute, coaches participate in a structured meeting from 10:00 a.m. to 1:00 p.m. The agenda for this meeting includes discussion about the following topics:

- Institute agenda
- Institute objectives
- Objectives for each team strategy session
- Major news or updates (e.g., changes in executive leadership, restructuring, participation in other initiatives) and potential challenges of individual colleges
- Coaching guides specific to each cadre
- Cadre-specific coaching strategies, with conversations conducted in small groups by coaches supporting colleges in the same cadre

Before the first plenary session of the institute, coaches may meet with leads to talk through the institute agenda, share relevant resources, identify concerns, and locate rooms for team strategy sessions.

Throughout the institute, coaches should reinforce the basic premises undergirding Texas Pathways by reiterating the following:

- Its purpose—to support the socioeconomic mobility of Texas community college students by redesigning students' experiences across educational systems
- Texas Pathways' role as the colleges' 60x30TX plan
- The type and magnitude of institutional change needed to implement at scale
- The imperative of monitoring what matters through wide use of data
- Examples of challenges and successes, especially pathways college efforts to implement at scale

Sometimes, due to space constraints, two coaches share a room during team strategy sessions. Coaches sharing space collaboratively plan team strategy sessions to direct discussions and provide opportunities for teams to learn from each other.

Following the conclusion of the final team strategy session of the institute, coaches meet for a debrief lunch, which involves a structured conversation about elements of the institute including logistics, team strategy time, concurrent sessions, plenary presentations, and follow-up and college engagement. A note-taker records the conversation, and notes are analyzed by Texas Success Center staff and the external evaluator.

Pathways leads submit short-term action plans three to four weeks after the institute. These plans are shared with coaches, who review the teams' work and provide feedback to the colleges via email or phone.

## The Pathways Coaching Role: What It Is, What It Is Not<sup>2</sup>

The Texas Pathways coach serves as a credible, trustworthy, and supportive resource for the colleges with which she/he works. The coach asks probing questions, challenges assumptions, facilitates discussions, questions the status quo, helps the college attain clarity, offers substantive knowledge, provides resources (such as references, links, college examples, referrals), celebrates progress, and occasionally, when appropriate, provides guidance or advice.

On the other hand, the pathways coach is not a consultant, not an expert on every topic, not a therapist, and not ever to be confused with the college CEO. The coach refrains from attempting to set the college's agenda, specify the college's priorities, or solve the college's problems, opting instead to help the people of the college do those things for themselves.

### Guidelines

The following guidelines for effective coaching are experience-based and intentionally succinct. Additional guidance and resources are provided in the [AACCC Pathways Coaching Guide](#).

#### Do the Appropriate Homework

Prior to initial meetings with college leaders and others, review key print and digital materials: the institution's strategic plan, website, catalogue, and documents describing both foundational and advanced work on guided pathways. Continue review of pertinent materials throughout the coaching engagement.

#### Build Trust and Relationships

Time spent with key individuals and small groups in the college pays important dividends in terms of earned trust and strong relationships. Building informal time into coaching engagements—as well as occasional unstructured conversations—is helpful, as are efforts to explicitly acknowledge the college's work, achievements, and challenges. Confidential communications will always remain confidential, even as the coach encourages openness and candor.

#### Listen and Observe Actively

Effective coaching typically involves more listening than talking. Astute listening and observation can produce insights for the coach regarding college culture, as well as about particular factors that may strongly affect approaches to and progress on large-scale institutional change: role definitions, communication and leadership styles, competing priorities, decision-making processes, relationships, and so on. Thoughtful and timely reflection of these insights, delivered with care and in the appropriate setting, may help college personnel recognize aspects of their culture and their organizational behavior and processes that have not always been made explicit.

#### Ask Strong Questions

Central to effective coaching is the art of asking good questions—that is, questions that produce information important to the coach's understanding of the college, and also questions that help to illuminate (for the coach and for the client) college values, achievements, challenges, policies, processes, strategic decisions, and operational choices. Worth noting is that “why” questions often communicate an implied critique, so coaches will be aware of the difference in tone, for example, between “Why would you do that?” and “Please elaborate on your thinking in regard to that decision.”

#### Request, Review, and Refer to Data About Student Progress, Outcomes, and Equity

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<sup>2</sup> This section of the coaching manual was adapted for Texas community colleges by the Texas Success Center from the AACCC Pathways Coaching Guide available at <https://www.pathwaysresources.org/toolkits/pathways-coaching-guide/>





In particular, pathways coaches will strongly encourage colleges to collect, distribute, and discuss key performance indicators that reflect early momentum of students in guided pathways. KPIs typically should include the following:

- Number of college credits earned in students' first term
- Number of college credits earned in students' first year
- Completion of college-level gateway math and English courses in students' first year
- Number of college credits earned in students' programs of study in the first year
- Persistence rate from term 1 to term 2
- Rate of college-level course completion in students' first academic year

To monitor progress toward equity in student opportunity, progress, and outcomes, all of these data will be routinely disaggregated by student race, ethnicity, gender, and (if possible) economic status. Further, colleges should track each entering first-time-in-college student cohort through these early momentum points, including pathway selection and then on to completion (or not) of certificates, degrees, and transfer. Ultimately, the efficacy of guided pathways also will be reflected through strengthened tracking of post-transfer and post-graduation outcomes in transfer institutions and in the labor market.

Coaches will seize the opportunity to model good questions and observations about the data—to understand data definitions and denominators, to commend clear and uncluttered data presentations, to encourage use of short, plain-English explanations of data, and so on. Often coaches will also model facilitation of data discussions, beginning with structured questions about what the data say and progressing to questions about “what else do we need to know?” and “so what?” and “what now?”

#### Help the College Affirm, Celebrate, and Build on Prior Work and Achievements

Guided pathways reform involves institution-wide change and thus extensive work by many people within the college. The tasks of embarking and progressing on that work benefit greatly from frequent messages about the college's prior work, achievements gained in terms of improved student success and equity, and the ways such work can serve as building blocks for the next level of improvement effort. An important step in planning for pathways is in fact to ask cross-functional college groups to map their previous and current initiatives in terms of the pathways model—that is, appropriately categorizing work that helps the college to (a) clarify the paths, (b) help students choose and enter a path, (c) help students stay on their paths, and (d) ensure learning through the pathways. This can permit committed people to see both the fruits of their labor and also how disparate initiatives might be integrated into a clearer and more coherent educational experience for the college's students. Alignment of initiatives around the pathways framework and focus on the student experience is critical to successful coaching for pathways.

#### Promote Campus-Wide Engagement

There can be no substitute for broad, authentic engagement of the college's constituent groups, first in informational and case-making discussions about guided pathways, and then in sessions wherein the work of designing and implementing pathways actually gets done. Good intentions notwithstanding, effective engagement does not happen by itself, but must be intentional and systematic. Further, engagement is not an event, but a continuing and multi-faceted process, and the topical focus will evolve as the work proceeds. Dismantling siloes within the college to promote cross-functional teams in problem solving is optimal as it focuses on the student experience rather than the organizational structure of the college. The pathways coach can provide valuable assistance in prompting development and frequent updating of an explicit engagement plan.

#### Facilitate Discussions

Prospective pathways coaches typically will bring considerable experience in facilitation of discussions and will bear in mind key techniques for these tasks: making clear the purpose of the discussion and the desired

outcomes (information sharing? input on a decision? setting an agenda? solving a problem? developing a proposal? planning an event? making a final decision? etc.); ensuring that all voices are heard and welcomed; keeping discussions on task, on topic, and on time; summarizing the discussion clearly and succinctly; helping the group identify conclusions, decisions, and next steps; and managing emotion and conflict in ways that preserve civility and personal dignity while encouraging openness and candor. These are learned skills, honed through observation and practice; and training/professional development opportunities are available from a variety of sources.

### Support Difficult Discussions

A special kind of facilitation involves the difficult discussions that almost inevitably will need to occur when a college takes on the work of large-scale institutional change—change that involves questioning long-held assumptions, beliefs, and practices; potential shifts in role definitions and daily work; perceived threats to cherished traditions, jobs, teaching load, position power, and/or territory; and so on. The experience of colleges that have worked through these conversations suggests the need to expect a certain amount of genuine and understandable grief as people see that they must let go of past practice in order to emerge better and stronger and ever more student-centered. The grieving process should be recognized, respected, and supported.

Pointedly, most colleges will need also to consider head-on both unacceptably poor student outcomes across the board and the persistent equity gaps that separate groups of students by race, ethnicity, income level, and first-generation status. Helping colleges to identify disproportionate outcomes for certain student groups and then to address potential causes—including unconscious bias and institutional racism—is a central challenge for coaches. Coaches can assist colleges in shifting the language in describing data and student outcomes from deficit- to asset-based language. Assisting the college in identifying and dismantling inequitable structures and policies is paramount in coaching for equity-mindedness.

These conversations are critical and not to be under-estimated or taken on without serious thought and a respectful, non-judgmental approach. Coaches without extensive experience may well wish to seek expert assistance, mentoring, role-playing opportunities, and additional training.

### Provide Support for Change Leadership

This explicitly includes leadership at all levels of the college organization—governing boards, CEOs and their leadership groups, mid-level administrators, faculty, and staff. In each instance, current and prospective leaders will need to understand critical roles that they can play in promoting transformational change with students at the center. Across the institution, leaders will need to be equipped with strategies and tools for key tasks: describing the pathways approach; making the case for large-scale change and creating a sense of urgency; developing systematic plans for continuing and authentic campus-wide engagement in pathways planning and implementation; constructive uses of data depicting the student experience; resource allocation and reallocation aligned with the pathways work; policy review and modification; and effective communication regarding the work, how people can be involved, the timeline, who makes what decisions, and what is being accomplished.

### Lift Up Student Voices

The work of designing and implementing guided pathways is, above all, about students. It is about ensuring effective, efficient, and coherent educational experiences for students. It is not about us (the college, the faculty, the advisors, the administrators, the coach). To keep students at the center of the work requires that colleges listen systematically to students. That is to say, while there may be value in having student representatives on work groups or committees, the greater value is in work that helps faculty, staff and administrators gain understanding of the typical student experience, as contrasted with one student's experience or the best student experience. Thus, the pathways coach will encourage the college to elicit



students' perspectives on their experience through well-designed surveys and focus groups including students from minoritized populations.

### Remember Always Who Is the College CEO

No one other than the college CEO understands so intimately the expectations of the governing board and/or system leader, the political pressures of the job, the competing priorities for limited attention and resources, and the array of disparate challenges that need to be addressed. An effective coach can serve as a sounding board, help to clarify options and priorities, encourage focus, provide examples, and aid in delineating the path forward; but it is the CEO who was appointed to the leadership position and who is accountable for decisions made and actions taken. That position warrants respect and support.

### Other Resources

- The [Facilitation Guide](#) from Sova Solutions is a concise primer for coaches seeking to improve their group facilitation skills.
- Achieving the Dream has developed [training curriculum](#) for coaches focused on guided pathways reforms.

## Coach Site Visits

Following the first year of Texas Pathways, the Texas Success Center determined remote coaching does not provide sufficient support for the transformational change required to implement and scale guided pathways. To help coaches understand their colleges' context well enough to be effective critical friends, the Texas Success Center engages coaches in professional development and provides explicit structure and expectations for each visit such as the following:

- Meetings with CEOs reinforcing the imperative role of CEO of board of trustees to support the institutional transformation required for full implementation of guided pathways at scale.
- Discussions with core leadership teams to support data collection, analysis, and use, including explicit support for the use of:
  - Disaggregated KPIs, reinforcing the equity discussion throughout
  - Student voices
  - K-12 and dual credit student entry data
  - Entry data for students who are designated as underprepared
  - Adult Education & Literacy student entry data
  - Progress data
  - Transfer data
  - Completion data
  - Workforce data
- Progress on pathways action plans and components of the Scale of Adoption Assessment as a living comprehensive guide to implementation at scale
- Meaningful completion of advance work and post-institute short-term action plan
- Institution-wide engagement and professional development

The center will design on-site visit objectives, and coaches are expected to assist colleges in setting visit agendas that allow for robust discussions that press colleges to go beyond basic report-out sessions to substantive working sessions with the coach asking thoughtful probing questions that require colleges to identify gaps in their reform efforts and to plan for sustainable implementation at scale. Through regular site visits, coaches will develop stronger relationships with college teams, resulting in more effective interventions and improved student outcomes.

### Site Visit Expectations for Coaches

This section outlines activities and expectations of site visit coaching including pre-visit preparations, activities associated with on-site visits, and post-visit follow-up. Texas Pathways coaches' site visits include a minimum of 12 hours over two days on campus engaged in coaching activities in addition to four hours of remote coaching and reporting to the Texas Success Center. Coaches will use site visit agenda templates provided by the center that are contextualized within the ongoing Texas Pathways strategy.

#### Pre-Visit Preparations

After reviewing the colleges' most recent advance work and Scale of Adoption Assessment (SOAA) results, site visit preparation planning begins with a consultation between the coach and the pathways lead for the college. This may occur during the pathways institute when the coach is working with the college team or during a follow-up call with the college and/or team leadership following the institute. Planning for the site visit should include the selection of specific dates that will optimize the engagement between the coach and appropriate college representatives, including the CEO. The coach will request entry and exit interviews with the college CEO; some CEOs may also invite the pathways lead for the college to participate in these meetings.

In addition to selecting the dates for the visit, the pathways coach should initiate the development of the visit agenda based on a template provided by the Texas Success Center. Rather than a series of meetings that without thoughtful planning could degenerate into a college “show and tell,” each site visit agenda template will relate to and reinforce the topics covered by the institutes preceding and following the visit, will include discussions based on the SOAA, and will utilize SOAA-related coaching questions from the coaching manual. These site visit agenda templates are intentionally designed to guide deep critical friend discussions with identified leads and various teams to encourage focused action planning and to support ongoing engagement in institutional transformation including addressing gaps in equity opportunity and student outcomes. Establishing an agenda is critical to a successful site-visit. Coaches should work closely with the pathways lead to establish a comprehensive semi-customized agenda designed for the greatest impact for the college.

Although the 12 hours of in-person coaching may span any combination of 12 active coaching hours across two days, a typical site visit has been organized for eight hours on the first day and four hours on the second day. In this model, coaches typically plan to arrive the day prior to the first full day on campus. The same travel guidelines provided to pathways coaches for their work at the institutes will apply to site visits, and the coach may select lodging that is convenient for the visit to campus. Air travel assistance is available through the Texas Success Center if necessary. As part of the preparation for the first site visit, the pathways lead may be asked to provide recommendations for lodging and/or local transportation. Some college leads may offer to provide car service to and from campus from the hotel for the convenience of the coach. These logistical considerations should be discussed once the visit schedule is determined.

Site visit planning should be completed several weeks prior to the actual site visit, if possible. This allows time to make adjustments to the schedule and prepare as the needed.

### On-Site Activities

As noted above, the site visit will involve, at a minimum, a day and a half or 12 hours face-to-face with the college. The first day will typically involve a series of meetings with different stakeholders including teams tasked with implementing various strategies related to the pathways model. Such meetings usually involve a status report on strategy progress and a discussion about challenges and next steps. The coach will facilitate the discussion, as appropriate, and will ask questions about the execution of the strategy and suggest action steps designed to help move implementation forward. Team members will typically ask the coach for observations about team progress. Questions may focus on organizational issues, staffing, resources, and tactical planning. The coach should be viewed as a thought partner and critical friend to the college and the initiative. The coach should be prepared to introduce difficult conversations that are necessary to achieve a breakthrough for the institution. College representatives may ask for clarification about the pathways model, and the coach should be prepared to explain the strategic framework in detail. Teams will also ask the coach for examples from other colleges that have had similar challenges or barriers to success. While real world examples are helpful, the coach should also be prepared to direct teams to resources, including those available on the Texas Success Center website.

Coaches should generally focus their coaching activities around the overarching goals of the college’s cadre assignment. For example, cadre 1+ coaches will be primarily concerned about the college’s full implementation and continuous improvement of the pathways model at scale and continuous improvement. Cadre 1 coaches will focus on issues related to planning for full implementation of the model and execution of the plan. Cadre 2 coaches will help colleges develop a culture of evidence and inquiry to support their plan for implementing pathways, and colleges in cadre 3 will build their understanding of the model, increased data capacity, and plan for adoption. More specifically, coaches should refer to cadre competencies to identify areas of coaching. The overarching goals for each cadre leading into round 2 are as follows:





<b>Cadre 1+</b>	By the conclusion of round 1, colleges eligible to participate in cadre 1+ in round 2 will have completed laying the groundwork, building urgency, mapping programs, redesigning intake and advising, implementing scaled or nearly scaled guided pathways, and are ready to move to ongoing improvement of fully scaled institutional change.
<b>Cadre 1.2</b>	By the conclusion of round 1, colleges eligible to participate in cadre 1 in round 2 will have completed laying the groundwork and building urgency. They will have begun mapping programs, redesigning intake and advising, and implementing initial scaling. They should be ready to move toward implementing at scale in round 2.
<b>Cadre 2.2</b>	By the conclusion of round 1, colleges eligible to participate in cadre 2 in round 2 will have laid groundwork for broader understanding, engagement, and commitment; gained momentum toward a sense of urgency; and used key performance data to inform change.
<b>Cadre 3.2</b>	By the conclusion of round 1, colleges eligible to participate in cadre 3 in round 2 will have made progress laying the groundwork for broader understanding, engagement, and commitment; created a case for change to bolster a sense of urgency; and planned for increased data capacities necessary to implement guided pathways.

While most college team members will focus on problem-solving and moving the work forward during the visit, coaches may encounter individuals who are skeptical or even negative about the implementation of the model. These individuals will typically raise questions about institutional authority and decision-making or the value added by coaches to thwart momentum and maintain the status quo. The coach should be supportive of the leadership for the initiative without confronting the negative behavior directly, although egregious behavior should be noted and discussed with the college leadership in private.

The coach should consult the Texas Pathways Coaching Manual to review examples of effective coaching strategies. Building trust with the college, especially with the pathways lead and CEO, cannot be overstated. Becoming a critical friend of the college can begin before the site visit but will be further reinforced when spending time on campus.

The final meeting of the site visit may be with the college CEO. At this meeting, the coach should provide a general evaluation of the visit as well as specific issues observed by the coach. Use this meeting to explain next steps for the initiative and specific problems that need to be addressed. Also share, in general terms, any suggestions or recommendations that will be included in the follow-up memo to the CEO. The leader may ask for your assessment of specific organizational matters related to the initiative as well as suggestions for leadership for various components of the model. If the CEO expresses serious concerns about the project, advise that the issue will be brought to the attention of the Texas Success Center leadership who will follow up directly with the CEO.

### Post-Visit Follow-Up

Site-visit coaches will prepare a brief site visit report following the completion of the visit. The Texas Success Center will provide a report template that should be used to note the significant activities or breakthroughs that occurred. The template will include coach recommendations for the college. The coach will also send a follow-up memo to the college CEO. This memo should include observations, concerns, and recommendations related to the work on pathways, as discussed during the site visit. These may address issues related to planning, leadership, and action steps as well as organizational issues and communication. The memo should close with an offer to discuss any items or any other issues related to the initiative or the site visit. To support ongoing momentum, this memo should be sent within **two** weeks of the visit.

The pathways coach will follow up with the pathways lead following the site visit in an email and/or conference call. Even as quick touchpoints, these follow-ups will be important opportunities to conduct remote coaching and help sustain momentum for the initiative.

### Site Visit Expectations for CEO and Pathways Leads

This section outlines activities and expectations of CEOs and pathways leads during pre-visit preparations, activities associated with the site visit, and post-visit follow-up. Leadership is critical to the successful planning, implementation, and assessment of the Texas Pathways work.

#### Pre-Visit Preparations

As the college enters Round 2 of Texas Pathways, the role of the CEO and pathways lead become even more important.

Expectations for CEO	Expectations for Pathways Lead
<ul style="list-style-type: none"> <li>Identify date of site visit based on CEO availability</li> <li>Collaborate with pathways lead to establish vision and objectives for site visit</li> <li>Communicate urgency for participation and need for transparency during site visit</li> <li>Commit to participate in entrance and exit interviews during site visit</li> <li>Communicate whether pathways lead will join CEO in entrance and exit interviews with coach</li> </ul>	<ul style="list-style-type: none"> <li>Participate in call with coach following institute</li> <li>Establish date of site visit with coach based on CEO availability</li> <li>Discuss and draft agenda in collaboration with coach based on objectives provided by CEO</li> <li>Collaborate with pathways team to review agenda and establish expectation for participation</li> </ul>

#### On-Site Activities

The site visit will involve, at minimum, a day and a half or 12 hours of face-to-face time with the college. The first day will typically involve a series of meetings with different stakeholders including teams tasked with implementing various strategies related to the guided pathways model. Such meetings usually involve a status report on strategy progress and a discussion about challenges and next steps.

Expectations for CEO	Expectations for Pathways Lead
<ul style="list-style-type: none"> <li>Participate in entrance interview on day 1</li> <li>Establish urgency by participating in as many meetings as time allows</li> <li>Debrief with pathways lead on day 1 activities and adjust schedule if necessary</li> <li>Follow up with key stakeholders, if necessary, to ensure participation in meetings with coach</li> <li>Participate in exit interview on day 2</li> </ul>	<ul style="list-style-type: none"> <li>Review agenda and logistics with coach for day 1 and day 2</li> <li>Participate in entrance interview on day 1 if recommended by CEO</li> <li>Follow up with key stakeholders, if necessary, to ensure participation in meetings with coach</li> <li>Debrief with coach and CEO if available at the end of day 1 and adjust schedule if necessary</li> <li>Participate in exit interview on day 2</li> </ul>



### Post-Visit Activities

Site visit coaches will prepare a brief site visit report following the completion of the visit. This will include observations, recommendations, and next steps for the college. The coach will also send a follow-up memo to the college CEO. If the site visit occurs before the application deadline for Round 2 of Texas Pathways, the coach will consult with the college on completion of the application.

Expectations for CEO	Expectations for Pathways Lead
<ul style="list-style-type: none"><li>• Review observations, recommendations, and next steps outlined in post-visit letter from coach</li><li>• Participate in post-visit call with coach, if necessary</li><li>• Discuss with pathways lead implications of report to determine how to prepare for application for Round 2 of Texas Pathways</li><li>• Communicate to pathways team next steps to prepare for application</li><li>• Sustain urgency for pathways work on campus</li><li>• Review application for Round 2 and determine who should participate in completing application</li><li>• Participate in as many pathways team meetings as possible during completion of application</li><li>• Review final application to be submitted to the Texas Success Center</li><li>• Collaborate with pathways lead to respond to any follow-up questions from Texas Success Center</li></ul>	<ul style="list-style-type: none"><li>• Review observations, recommendations, and next steps outlined in post-visit letter from coach</li><li>• Participate in post-visit call with coach to discuss next steps and timeline for application for Round 2</li><li>• Establish timeline for completing application</li><li>• Convene pathways team to collaborate to complete the Round 2 application</li><li>• Contact coach for support if necessary</li><li>• Review and discuss application with CEO</li><li>• Submit final application to Texas Success Center</li></ul>

## Coach Professional Development

The Texas Success Center is committed to continually improving services provided by Texas Pathways coaches and enriching their professional development. Coach feedback has indicated many college teams have not fully grasped the paradigm shift that must occur to truly implement and scale guided pathways. To be effective, Texas Pathways coaches will need to help colleges understand that acting on good intentions within their current worldview is insufficient to accomplish transformational change (Hawkins & Smith, 2013). To help Texas Pathways coaches deepen their skills and augment their impact, the Texas Success Center has expanded coach training, more fully integrating best practices, and explicitly incorporating the experiential learning cycle (Kolb & Kolb, 2005), as described in Figure 1. As coaches continue to learn, they refine skills, improve their ability to critically reflect and solve problems, and validate their own professional practice (Hobson, 2003).

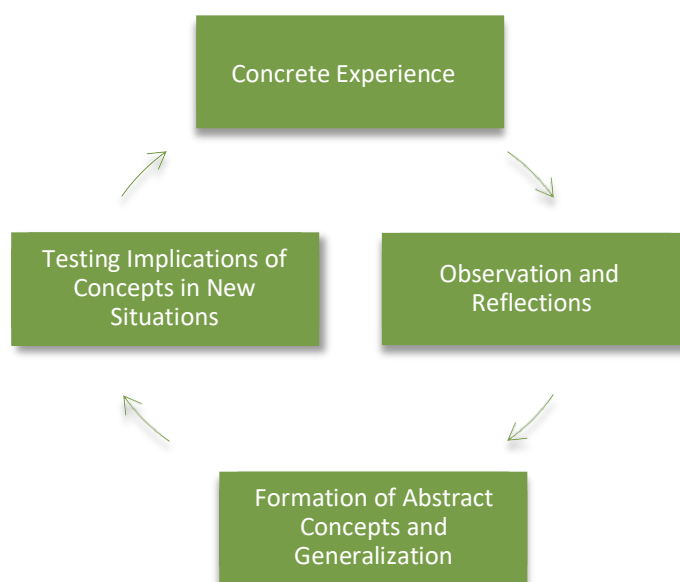


Figure 1. Experiential Learning Cycle (Kolb & Kolb, 2005)

Over the first year of the five-year Texas Pathways strategic plan, the Texas Success Center has learned more about the variation in readiness and capacity to implement and scale guided pathways reforms among Texas community colleges. As coaches have worked with cadres of college teams, they have realized each cadre needs more customized support. In addition to the information and resources provided in this manual, the Texas Success Center emphasizes “just-in-time” learning (Hawkins & Smith, 2013) by holding coach meetings at intervals throughout Texas Pathways Institutes rather than only at the beginning and conclusion of events. Sharing experiences and conferring on real issues in real time deepens coaches’ learning and improve their practices (Hawkins & Smith, 2013). With many experienced coaches, the Texas Success Center has a unique opportunity to strengthen coaching capacity through peer learning. Knowledge developed through peer learning will be incorporated into future editions of this coach manual and field guide.

Table 1 describes the sequence of current and proposed activities through the fall of 2022. The Texas Pathways strategy will continue through the fall of 2022.

Table 1: Sequence of Events

Date	Event
February-March 2019	<ul style="list-style-type: none"> <li>Texas Success Center administers Scale of Adoption Assessment, distributes additional advance work, and conducts webinar about institute and advance work.</li> </ul>
April 2019	<ul style="list-style-type: none"> <li>Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> <li>Texas Success Center updates coaching manual and field guide.</li> <li>Colleges engage in in-person coaching at Texas Pathways Institute #6.</li> <li>Coaches participate in orientation, just-in-time meetings, and debrief sessions.</li> </ul>
May 2019	<ul style="list-style-type: none"> <li>Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #6 and communicate with college teams remotely via email and phone.</li> <li>Texas Success Center analyzes and shares with coaches participant evaluations.</li> <li>External evaluator submits annual report.</li> <li>Texas Success Center updates coaching manual and field guide.</li> </ul>
July-July 2019	<ul style="list-style-type: none"> <li>Texas Pathways coaches conduct site visits and engage college teams on campus.</li> </ul>
July 2019	<ul style="list-style-type: none"> <li>Colleges submit application to advance to subsequent cadre.</li> </ul>
September 2019	<ul style="list-style-type: none"> <li>Cadre selections announced.</li> <li>Texas Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> <li>Expert coaches create first draft of curriculum in coaching manual and field guide for 2019-2020 coaching activities.</li> <li>Texas Success Center updates coaching manual and field guide.</li> </ul>
October 2019	<ul style="list-style-type: none"> <li>Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
November 2019	<ul style="list-style-type: none"> <li>Colleges engage in in-person coaching at Texas Pathways Institute #1.2. Coaches participate in orientation, just-in-time meetings, and debrief sessions.</li> </ul>
December 2019	<ul style="list-style-type: none"> <li>Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #1.2 and communicate with college teams remotely via email and phone.</li> <li>Texas Success Center analyzes participant evaluations, shares results with coaches, and updates coaching manual and field guide.</li> </ul>
January-February 2020	<ul style="list-style-type: none"> <li>Texas Pathways coaches conduct site visits and engage college teams on campus.</li> <li>Texas Success Center administers Scale of Adoption Assessment, distributes additional advance work, and conducts webinar about institute and advance work.</li> </ul>
March 2020	<ul style="list-style-type: none"> <li>Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
April 2020	<ul style="list-style-type: none"> <li>Postponed institute due to COVID-19</li> </ul>
May 2020	<ul style="list-style-type: none"> <li>Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #2.2 and communicate with college teams remotely via email and phone.</li> <li>Texas Success Center analyzes participant evaluations and shares results.</li> <li>External evaluator submits annual report.</li> </ul>



	<ul style="list-style-type: none"> <li>• Texas Success Center updates coaching manual and field guide.</li> </ul>
	<ul style="list-style-type: none"> <li>• </li> </ul>
September 2020	<ul style="list-style-type: none"> <li>• Texas Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> </ul>
October 2020	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
October-November 2020	<ul style="list-style-type: none"> <li>• Colleges engage in virtual coaching for Texas Pathways Institute 2.2. Coaches participated in virtual team time meetings</li> </ul>
December 2020	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #2.2 and communicate with college teams remotely via email and phone.</li> <li>• Texas Success Center analyzes participant evaluations and shares results with coaches</li> </ul>
February 2021	<ul style="list-style-type: none"> <li>• Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> </ul>
March 2021	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
April 2021	<ul style="list-style-type: none"> <li>• Colleges engage in virtual coaching for Texas Pathways Institute #3.2 Coaches participate in virtual orientation, team time meetings, and debrief sessions.</li> </ul>
May 2021	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #3.2 and communicate with college teams remotely.</li> </ul>
June-August 2021	<ul style="list-style-type: none"> <li>• Texas Pathways Coaches engage college teams in virtual site visits</li> </ul>
September 2021	<ul style="list-style-type: none"> <li>• Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> </ul>
October 2021	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
November 2021	<ul style="list-style-type: none"> <li>• Colleges engage in in-person coaching at Texas Pathways Institute #4.2. Coaches participate in orientation, just-in-time meetings, and debrief sessions.</li> </ul>
December 2021	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #4.2 and communicate with college teams remotely via email and phone.</li> <li>• Texas Success Center analyzes participant evaluations and shares results with coaches</li> </ul>
February 2022	<ul style="list-style-type: none"> <li>• Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> </ul>
March 2022	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
April 2022	<ul style="list-style-type: none"> <li>• Colleges engage in in-person coaching at Texas Pathways Institute #5.2. Coaches participate in orientation, just-in-time meetings, and debrief sessions.</li> </ul>
May 2022	<ul style="list-style-type: none"> <li>• Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #5.2 and communicate with college teams remotely via email and phone.</li> </ul>
June-August 2022	<ul style="list-style-type: none"> <li>• Texas Pathways Coaches conduct site visits engage college teams on campus</li> </ul>
September 2022	<ul style="list-style-type: none"> <li>• Success Center distributes advance work, including KPI reporting requirements, and conducts webinar about institute and advance work.</li> </ul>



October 2022	<ul style="list-style-type: none"> <li>Texas Pathways coaches review advance work submitted by colleges and communicate with college teams remotely via email and phone.</li> </ul>
November 2022	<ul style="list-style-type: none"> <li>Colleges engage in in-person coaching at Texas Pathways Institute #6.2. Coaches participate in orientation, just-in-time meetings, and debrief sessions.</li> </ul>
December 2022	<ul style="list-style-type: none"> <li>Texas Pathways coaches review short-term action plans submitted by college teams following Texas Pathways Institute #6.2 and communicate with college teams remotely via email and phone.</li> </ul>

## Data, Evidence, & Evaluation

The Texas Pathways strategic plan includes a detailed explanation of how the Texas Success Center uses evidence, inquiry, and evaluation to advance and support strategic college change efforts. Effective coaching contributes to positive changes on each of these measures. The Texas Success Center has created a culture of assessment to continually monitor and improve services to colleges. To measure college progress and the impact of programming, the Texas Success Center uses multiple strategies, including the following:

### Cadre Advancement Targets

Whether and when colleges move into a more advanced cadre will indicate the level of progress colleges have accomplished and sustained.

### Student Success Points

In Texas, community colleges are funded in part based on performance through measurable attainments called Student Success Points. Colleges earn Student Success Points, with corresponding funding, as their students become college ready; successfully complete their first college-level math, reading, and writing courses; successfully achieve credit hour benchmarks; earn a postsecondary credential; or transfer to a senior institution with at least 15 semester credit hours. The Texas Success Center uses these data as indicators of college progress. See Appendix F for details of funding and success points.

### Key Performance Indicators

Each year, the Texas Success Center collects key performance indicator (KPI) data from colleges. KPI data demonstrate student outcomes along the continuum of their college experiences. Because these are longitudinal cohort data, the Texas Success Center can compare the impact of change over time. Colleges report data disaggregated by student preparedness, dual credit attainment, sex, and race/ethnicity and use these data to examine equity in student outcomes. The Texas Success Center is exploring using Postsecondary Data Partnership (PDP) tools that will standardize KPIs with those collected across the country.

### Scale of Adoption Assessment

Texas community colleges complete the Scale of Adoption Assessment annually to document progress in the implementation and scaling of guided pathways essential practices. The Texas Success Center analyzes these data by college and by cadre and has conducted phone calls to validate college responses on the instrument. The Texas Success Center will continue to administer the Scale of Adoption Assessment annually and will review the online version of the tool to determine whether to transition to the web-based platform.

### College Engagement Scans and Qualitative Reports

As part of their advance work, colleges have completed worksheets measuring the engagement in pathways reforms of different campus populations (e.g., faculty, staff, executives) and the proportion of impacted students using quantitative data. This year, the Texas Success Center will collect qualitative



reports of colleges' curricular reforms, use of data, successes, and challenges as they implement and scale guided pathways.

### **External Evaluation**

The Texas Success Center contracts with an external evaluator who analyzes center leadership, operations, events, resources, and data collection and analysis. Reports from the external evaluator are used to improve practices and are shared with coaches, funders, and other stakeholders.

### **Participant Evaluation**

After each event coordinated by the Texas Success Center, participants are surveyed for feedback about the utility of the event's content and the efficacy of its structure. We will incorporate questions about coach interaction and support in future evaluations to gauge participant perceptions of the impact of coaching. We will provide this feedback to coaches to reinforce what they are doing well and to offer constructive input about how they can be more effective partners to college teams. This feedback will be used to update the Texas Success Center coaching manual and field guide.

The Scale of Adoption Assessment, KPI data, engagement scans and qualitative reports, and other college-generated materials are components of advance work that are reviewed by coaches and discussed with college teams. During the coach orientation prior to each institute, in groups organized by cadre, Texas Pathways coaches discuss common challenges and strategies to assist their assigned colleges.

## Coaching Resources

- [Student Success Center Network Coaching Toolbox](#)

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## Appendix A: Texas Community Colleges by TACC Region & IPEDS Setting

Community College	Region	Setting
Alamo Colleges District	South	City: Large
Alvin Community College	Southeast	Suburb: Large
Amarillo College	West	City: Midsize
Angelina College	East	Town: Remote
Austin Community College District	Central	City: Large
Blinn College	Central	Town: Distant
Brazosport College	Southeast	Suburb: Small
Central Texas College	Central	Suburb: Midsize
Cisco College	North	Town: Remote
Clarendon College	West	Rural: Remote
Coastal Bend College	South	Town: Distant
College of the Mainland	Southeast	Suburb: Midsize
Collin College District	North	Suburb: Midsize
Dallas County Community College District	North	City: Large
Del Mar College	South	City: Large
El Paso Community College	West	City: Large
Frank Phillips College	West	Town: Distant
Galveston College	Southeast	Town: Fringe
Grayson College	North	Rural: Fringe
Hill College	Central	Town: Distant
Houston Community College	Southeast	City: Large
Howard College	West	Town: Distant
Kilgore College	East	Town: Fringe
Laredo College	South	City: Large
Lee College	Southeast	City: Small
Lone Star College System	Southeast	City: Large
McLennan Community College	Central	City: Midsize
Midland College	West	City: Midsize
Navarro College	Central	Town: Distant
North Central Texas College	North	Town: Distant
Northeast Texas Community College	East	Rural: Distant
Odessa College	West	City: Midsize
Panola College	East	Town: Distant
Paris Junior College	East	Town: Remote
Ranger College	North	Rural: Distant
San Jacinto College District	Southeast	Suburb: Large
South Plains College	West	Town: Distant
South Texas College	South	City: Midsize
Southwest Texas Junior College	South	Town: Remote
Tarrant County College District	North	City: Large
Temple College	Central	City: Small
Texarkana College	East	City: Small
Texas Southmost College	South	City: Midsize
Trinity Valley Community College	East	Town: Distant
Tyler Junior College	East	City: Midsize
Vernon College	North	Rural: Fringe
Victoria College	South	City: Small
Weatherford College	North	Town: Fringe
Western Texas College	West	Town: Remote
Wharton County Junior College	Southeast	Town: Distant



## Appendix B: Texas Pathways Cadres, CEOs, & Pathways Leads

College	Cadre	CEO Name	CEO Title	Pathways Lead Name	Pathways Lead Title
Alamo Colleges	1+	Mike Flores	Chancellor	George Railey	Vice Chancellor, Academic Success
Alvin Community College	1	Christal Albrecht	President	Cynthia Griffith	Vice President, Instruction
Amarillo College	1+	Russell Lowery-Hart	President	Frank Sobey	Associate Vice President, Academic Affairs
Angelina College	3	Michael Simon	President	Sarah Simon	Vice President, Academic Affairs
Austin Community College	1+	Richard Rhodes	President	Charles Cook	Provost & Executive Vice President, Academic Affairs
Blinn College	1	Mary Hensley	Chancellor	Max Hibbs	Academic Dean, Division of Mathematics, Business, Engineering and Technology
Brazosport College	1+	Millicent Valek	President	Jeff Detrick	Provost & Vice President, Academic & Student Affairs
Central Texas College	1	Jim Yeonopolus	Chancellor	Ellen Falkenstein	Faculty, Mathematics
Cisco College	3	Thad Anglin	President	Carol Dupree	Vice President, Instruction
Clarendon College	3	Texas "Tex" Buckhaults	President	Brad Vanden Boogaard	Vice President, Academic Affairs
Coastal Bend College	3	Justin Hoggard	President	Christi Morgan	Faculty, English
College of the Mainland	2	Warren Nichols	President	David Knopp	Director, Academic Planning & Innovation
Collin College	3	Neil Matkin	District President	Jon Hardesty	Vice President & Provost
Dallas County Community College District	1	Joe May	Chancellor	Catherine Olivarez	Associate Vice Chancellor, Educational Policy & Student Success
Del Mar College	2	Mark Escamilla	President	Kristina Wilson	Associate VP of Planning and Institutional Effectiveness
El Paso Community College	1+	William Serrata	President	Angeles Vazquez	Manager, Institutional Research
Frank Phillips College	3	Glendon Forgey	President	Shannon Carroll	Associate Dean, Academic Support Services
Galveston College	3	Myles Shelton	President	Sandra Metoyer	Director, Title V Pathways Project
Grayson College	1+	Jeremy McMillen	President	Dava Washburn	Vice President, Instruction
Hill College	2	Pam Boehm	President	Jessyca Brown	Vice President, External Affairs
Houston Community College	1+	Cesar Maldonado	Chancellor	Betty Fortune	Executive Director, Success and Completion
Howard College	2	Cheryl Sparks	President	Cindy Smith	Dean, Student Success
Kilgore College	1+	Brenda Kays	President	Staci Martin	Vice President, Institutional Planning
Laredo Community College	3	Ricardo Solis	President	Marisela Rodriguez	Provost/Vice President of Academic Affairs
Lee College	1	Lynda Villanueva	President	Douglas Walcerz	Vice President, Instruction
Lone Star College System	1	Steve Head	Chancellor	Jamie Posey	Associate Vice Chancellor, Office of Completion
McLennan Community College	1+	Johnette McKown	President	Fred Hills	Vice President, Instruction
Midland College	1+	Steve Thomas	President	Michael Dixon	Dean, Instructional Support Services
Navarro College	2	Kevin Fegan	District President	Carol Hanes	Vice President, Academic Affairs
North Central Texas College	1	Brent Wallace	Chancellor	Sara Flusche	Dean, Instruction Science & Teacher Education
Northeast Texas Community College	2	Ron Clinton	President	Kevin Rose	Director, Institutional Effectiveness & Research
Odessa College	1+	Gregory Williams	President	Kimberly McKay	Vice President, Student Services
Panola College	2	Gregory Powell	President	Billy Adams	President
Paris Junior College	1+	Pam Anglin	President	Pam Anglin	President
Ranger College	2	William Campion	President	Dayna Prochaska	Vice President, Instruction
San Jacinto College District	1+	Brenda Hellyer	Chancellor	Laurel Williamson	Deputy Chancellor and College President
South Plains College	3	Robin Satterwhite	President	Ryan Gibbs	Vice President, Academic Affairs
South Texas College	1+	David Plummer	Interim President	Christopher Nelson; Nancy Garcia	Assistant Dean, Humanities; Director, Comprehensive Advisement & Mentoring Services
Southwest Texas Junior College	1	Hector Gonzales	President	Mark Underwood	Vice President, Academic Affairs
Tarrant County College District	2	Eugene Giovannini	Chancellor	Candy Center	District Director, Curriculum and Educational Planning
Temple College	1+	Christy Ponce	President	Susan Guzmán-Treviño	Vice President, Academic Affairs
Texarkana College	1	Jason Smith	President	Donna McDaniel	Vice President, Instruction
Texas Southmost College	2	Jesus Roberto Rodriguez	President	Joanna Kile	Vice President, Instruction
Trinity Valley Community College	2	Terry King	President	Kristin Spizziri	Vice President, Academic Affairs
Tyler Junior College	1	Juan Mejia	President	Terry Peterman	Assistant Vice President, Academic Affairs
Vernon College	2	Dusty Johnston	President	Lisa Crandall	Vice President, Instruction
Victoria College	2	Jennifer Kent	President	Cindy Buchholz	Vice President, Instruction
Weatherford College	3	Tod Allen Farmer	President	Mike Endy	Executive Vice President, Financial & Administrative Affairs
Western Texas College	2	Barbara Beebe	President	Stephanie Ducheneaux	Dean, Instructional Affairs
Wharton County Junior College	2	Betty McCrohan	President	Leigh Ann Collins	Vice President, Instruction





## Appendix C: Texas Pathways Coach Contract Sample

This Temporary Service Contract (the “**Contract**”) states the terms and conditions that govern the contractual agreement between the Texas Community College Education Initiative (**TCCEI**), having its principal place of business at 1304 San Antonio St., Suite #201, Austin, Texas, and COACH (the “**Contractor**”), whose primary place of residence is, ADDRESS, who agrees to be bound by this Contract. TCCEI and the Contractor (individually, each a “Party” and collectively, the “Parties”) agree as follows:

### I. **Services**

TCCEI shall employ the Contractor as a Texas Pathways Coach for the Texas Success Center (the “Position”). The Contractor accepts employment with TCCEI on the terms and conditions set forth in this Temporary Service Contract and agrees to the performance of her/his duties under this Contract. The Contractor will provide the services as set for in **Exhibit A**, Statement of Work, attached hereto and incorporated for all purposes (“the Services”), to the satisfaction of TCCEI.

### II. **Term**

The term of this Temporary Service Contract shall commence on DATE and continue through DATE. The Texas Community College Education Initiative (TCCEI) agrees to contract with the Contractor for a part- time, temporary contract position.

### III. **Termination**

At any time, either party may terminate contract with written notice to the other Party.

### IV. **Compensation**

Upon fulfillment of the Pathways Coaches responsibilities outlined in **Exhibit A**, the Contractor shall be compensated with a stipend of \$X (“Fee Cap”). TCCEI will also reimburse for travel costs associated with attending the institute, not to exceed a maximum of \$X (“Expense Cap”) without the prior written approval of TCCEI.

The Fee Cap and the Expense Cap are sometimes collectively referred to as the “Contract Amount.” The total Contract Amount will not exceed \$X per institute.

### V. **Payment Schedule**

Upon completion of each Pathways Institute, the Contractor will submit an invoice for services to CONTACT, along with a travel reimbursement form, provided by TCCEI, that must be signed and submitted with receipts for meals, transportation, and any other travel expense. For mileage reimbursement, a mileage map must also be provided.

### VI. **Nature of Position**

As a part-time and temporary contractor, the Contractor is not eligible to participate in any organizational benefit programs. The Contractor understands that the part-time and temporary status does not entitle the Contractor to any special consideration for permanent or full-time employment.

### VII. **Return of Property**

Within seven (7) days of the termination of this Temporary Employment Contract, whether by expiration or otherwise, the Contractor agrees to return to TCCEI, all products, samples, or models, and all documents, retaining no copies or notes, relating to TCCEI’s business obtained by the Contractor while representing TCCEI.



**VIII. No Modification Unless in Writing**

No modification of this Contract shall be valid unless in writing and agreed upon by both Parties.

**IX. Applicable Law**

The Temporary Service Contract and the interpretation of its terms shall be governed by and construed in accordance with the laws of the State of Texas and subject to the exclusive jurisdiction of the federal and state courts located in Travis County, Texas.

In WITNESS WHEREOF, each of the Parties has executed this Temporary Service Contract, both Parties by its duly authorized officer, as of the day and year set forth below.

[signatures of TCCEI CEO and pathways coach]



## Appendix D: Texas Success Center Corporate Travel & Expense Policy for Coaches & Consultants

The Texas Success Center will reimburse Coaches & Consultants for reasonable expenses incurred for travel on official Texas Success Center business.

### General Documentation

Travelers must complete the attached Travel Expense Form listing all travel-related expenses (hotel, ground transportation, airfare, meals, etc.) and email the completed form with itemized receipts to Sway Youngston ([syoungston@tacc.org](mailto:syoungston@tacc.org)) within 30 days after the business travel is completed.

### Transportation

**Air Travel:** Air travel is limited to the coach accommodation level. While travelers are permitted to book their own airfare, they are also permitted to work with Corporate Travel Planners for flights related to Institute travel. Any accommodation above coach must be approved by the Texas Success Center's executive assistant prior to booking. Airfare receipts are required and must be included with the Texas Success Center Travel Expense Form upon submission.

**Personal Vehicle:** Travelers using their personal vehicle will be reimbursed at the IRS approved mileage rate. The mileage rate includes compensation for fuel; separate fuel charges will not be reimbursed for travelers using a personal vehicle. A mileage map showing the distance between the origin and destination shall be included with the Travel Expense Form. Google Maps is the preferred tool for calculating mileage. The Texas Success Center is not responsible for insurance coverage on travelers' personal vehicles, nor for any expenses resulting from any automobile accidents.

**Rental Car:** Rental cars are acceptable. Travelers are responsible for securing a reasonable rate. A receipt for the rental vehicle and all gas receipts must be included upon submission. Travelers are allowed to purchase insurance coverage for a rental vehicle through the rental agency at the time of rental.

**Taxi/Shuttle/Rideshare (Uber, Lyft, etc.):** The Texas Success Center will reimburse ground transportation costs to and from destinations or meeting sites. The Texas Success Center will reimburse the ride cost and additional tip or gratuities incurred. Travelers are encouraged to use the most cost effective, safe mode of transport. Receipts listing fare and tips are to be included in submission.

### Lodging

For most meetings, the Texas Success Center will provide a hotel master bill to cover guestroom and tax. In the event no master bill is used, travelers will be reimbursed by the Texas Success Center for standard lodging expenses.

The Texas Success Center will reimburse for a standard room or a room at a comparable cost. Suites and executive rooms will not be reimbursed unless otherwise approved by the Texas Success Center.



## Meals

If not already provided during the event, the Texas Success Center will reimburse for meal expenses incurred during travel. Itemized meal receipts must be submitted. The Texas Success Center does not have a per diem policy; only actual expenses will be reimbursed.

## Miscellaneous Expenses

- Wi-Fi: Wi-Fi that is purchased and used for business purposes while traveling is a reimbursable expense.
- Tips: The Texas Success Center will reimburse tips and gratuity up to 20% of the total bill.

## Non-reimbursable Expenses

The Texas Success Center will not reimburse:

- Personal expenses incurred while traveling (laundry, dry cleaning, traffic violations, personal entertainment, in-flight movies, loss or theft of personal property, hotel health club, personal grooming, etc.)
- Expenses of meals consumed at a time when a meal option at the meeting or conference is provided
- Airline tickets purchased with frequent flier miles

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## Appendix E: Evolution of Texas Pathways







## Appendix F: Overview of Community Colleges in Texas

Coming soon

## Appendix G: Texas Reskilling and Upskilling through Education (TRUE)

A record number of Texans, more than 4 million filed initial claims for unemployment insurance since March 14, 2020 (as of December 2020). Many of these workers lack skills for quick reemployment. The pandemic impact has been severe with deep employment reductions in several industry sectors and an 8.1 percent unemployment rate in November (TWC, December 18, 2020). This is more than double the 3.5 percent rate one year ago. Workers with only a high school diploma reached an unemployment rate of 19.2 percent in April 2020 that now declines but remains significantly higher than credentialed workers. The unemployed and incumbent workforce need new skills.

### TRUE: A Call to Action

TRUE is a proposed **\$50 million investment in Texas community colleges** to reskill and upskill the Texas workforce, put Texans back to work in high demand occupations, and accelerate the Texas economic recovery. The initiative is a priority of the Texas Association of Community Colleges (TACC), an association comprised of CEOs of community colleges across the state. The program would be administered by the Texas Higher Education Coordinating Board.

Texas community colleges are the lead and eligible entities under TRUE. Texas colleges play a critical role in our state's economy and provide over 90 percent of career and technical education enrollments and certificates in Texas. They provide accessible and affordable (4th most affordable in country) high quality education and training critical to meeting regional workforce needs across the state.

TRUE is demand driven with employer engagement and labor market data informing education and training. TRUE will also have a legislative component to establish it in statute and to secure state level financing. It includes:

- Employer engagement through **a new statewide Business Advisory Council** and through local public private partnerships
- Data infrastructure (local, regional, & state) informing skills-based education and training program development and delivery that meets employer workforce needs
- Under TRUE Legislation funds will be invested to provide training in new or redesigned accelerated programs; develop new industry-aligned, high-demand certification programs; or build institutional capacity.

The TRUE initiative will generate important outcomes, including:

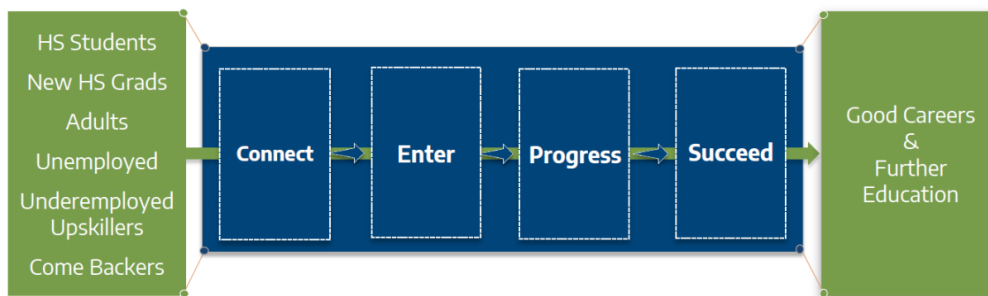
- TRUE Training: Colleges work and coordinate with state (TWC, THECB, others) and local partners (LWDBs, Chambers, others) to put Texans back to work.
- TRUE Credentials: Workforce reskilling and upskilling aligned with good careers. Credentials that target existing and merging skills gaps informed by labor market demand, employer insight, and regional and statewide targeted occupations lists
- New accelerated employment training will lead to living-wage occupations through high-demand credentials that can be completed in weeks or less than six months.
- Short term credentials will be increased and recognized under 60x30TX plan closing current completion gaps to meet the goals of Texas higher education plan.
- TRUE Pathways: Sustainable talent pipelines to meet future local and regional workforce needs by leveraging existing Texas Success Center (TSC) Guided Pathways work

The TRUE initiative is fully embedded into the Texas Pathways model as shown in the following two graphics.

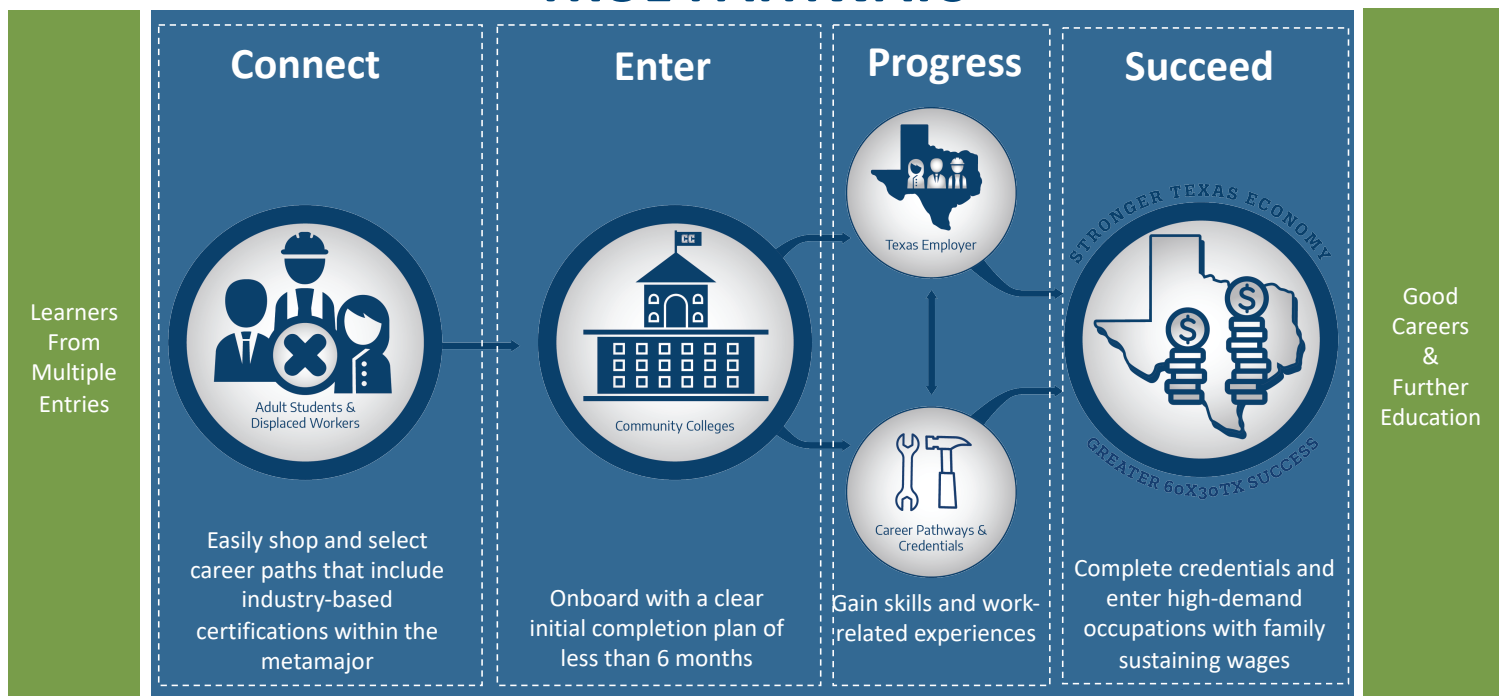


## Texas Pathways: A critical framework for scaling TRUE statewide

- Dedicated to socioeconomic mobility through career-focused postsecondary success, Texas community colleges are committed to supporting adult learners through the Texas Pathways strategy.
- This whole-college redesign of the student experience builds pathways to high-demand occupations through credentials leading toward higher wages.
- TRUE expands the strategy by bundling quality short-term industry-based certifications and certificates within associate degree pathways programs.
- Colleges' success and momentum scaling Texas Pathways provides the foundation needed to build sustainable talent pipelines.



## TRUE PATHWAYS





## Short-term Credential Goals

1. Industry validation by engaging industry in targeted cross-sector partnerships
2. Accelerated employment training by expanding the opportunities the colleges provide to maximize the value of upskilling and reskilling postsecondary options
3. Sustainability by laying the foundation for statewide talent pipelines that improve completion and employment outcomes

## Micro-credentials Development

- Design alternative and supplement to traditional certificate, associate, and bachelor's degrees that lead to high value credentials
  - a. Labor market value for upward economic mobility and prosperity for students
  - b. Equitable access and outcomes for minoritized students including students from low-income communities
  - c. In-demand credentials based on labor market data and industry input
- Complete the credential in less than 6 months
- Develop competencies sought by employers grounded in quality of higher education
- Develop competency-based assessments reflected on a transparent learning record
- Design multiple on- and off-ramps at certain milestones with coherent pathways to advanced certifications and degrees including bundling of micro-credentials and non-credit to credit sequencing

## Two Phases

The methodology for the TRUE initiative is based on the cadre model used to implement Texas Pathways. The TRUE workforce initiative is launching in two phases with 12 colleges as evidence proof sites in Phase 1 with the other 38 colleges participating in phase 2.

Phase 1: January-August 2021 with 12 selected Texas community colleges

Goals:

1. Identify high-priority credentials and foundational career specific skills.
2. Design and implement high-quality short-term and micro-credentials aligned with regional demand.
3. Create program maps to credentials, including opportunities for careers, further education, and related wages.

Deliverables:

1. Develop 3 short term (less than 6 months) micro-credentials of high labor market value (meet demand of industry and provide family living wage for students) embedded (part of credit courses) and/or stackable (start in continuing education and articulate into credit courses) utilizing Texas Pathway framework. These micro-credentials are relatively low cost-\$3000 and under.
2. Develop/Redesign 3 modernized certificate programs (these may be pathways for the 3 micro-credentials or redesign of current certificates such as bundling of current micro-credentials or short-term certificates such as certified nurse aid, phlebotomy, EKG technician into a patient care technician certification).

Phase 2: September 2021-August 2024-scale to all community colleges

Goals:

1. Leverage business and industry partnerships to market new offerings.
2. Utilize Texas Pathways Strategy for statewide scale to all community colleges.



3. Develop an online TACC platform to connect students with:
  - a. Colleges' short-term credentials aligned with further education.
  - b. Employers ready to hire completers with in-demand skills.
4. Advocate for state and federal policy for a stronger Texas economy and a stronger Texas workforce.

## Examples

### Profile: Statewide

Key Occupation: Heating, Air Conditioning, and Refrigeration Mechanics and Installers\*\*



Texas Association of  
Community Colleges



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TECHNOLOGIES

**9,235**

Job Postings  
Dec 1, 2019 - Nov 30, 2020

**\$45,510**

Median Salary  
Based on BLS data for Texas

**16%**

Projected Growth  
Estimated growth in  
employment, 2020-2030

**38%**

Entry Level  
Percent of job postings calling for 0-2  
years of experience

**0%**

BA+ Level  
Percent of job postings  
calling for a BA or higher

**65% (Med)**

Automation Risk  
Based on Osborn and Frey's  
methodology

#### Top 5 Specialized Skills

1. HVAC
2. Repair
3. Plumbing
4. Ventilation
5. Predictive/Preventative Maintenance

#### Top 5 Certifications

1. Drivers License
2. Environmental Protection Agency Certification
3. EPA/CFC/HCFC Certification
4. North American Technician Excellence (NATE)
5. Occupational Safety and Health Administration Certification

#### Top 5 Employers

1. Sears
2. TDIndustries
3. Lochridge Priest Industries
4. Johnson Controls Incorporated
5. Cxc Talent Solutions

This occupation is  
important to the  
following industries:

Construction  
Manufacturing  
Retail Trade

\*License typically required  
+Texas Workforce Commission Target  
Occupation

### TRUE Pathways Map

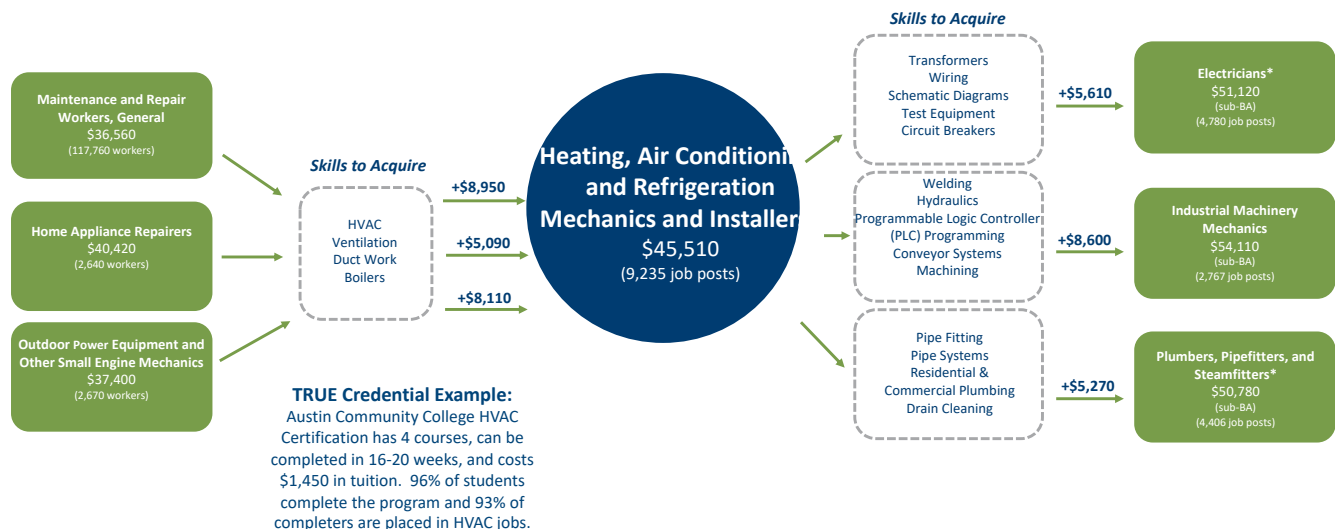
Industry Area of Study: Design, Manufacturing, Construction & Applied Technologies



Texas Association of  
Community Colleges



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TECHNOLOGIES



\*License typically required





## Profile: Statewide

Key Occupation: Computer User Support Specialists



Texas Association of  
Community Colleges



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TECHNOLOGIES

**25,593**

Job Postings in Region  
Dec 1, 2019 - Nov 30, 2020

**\$47,970**

Median Salary  
Based on BLS data for Texas

**19%**

Projected Growth  
Estimated growth in  
employment, 2020-2030

**52%**

Entry Level  
Percent of job postings calling for 0-2  
years of experience

**45%**

BA+ Level  
Percent of job postings calling  
for a BA or higher

**65% (Med)**

Automation Risk  
Based on Osborn and Frey's methodology

### Top 5 Specialized Skills

1. Technical Support
2. Customer Service
3. Help Desk Support
4. Repair
5. Printers

### Top 5 Certifications

1. Certified A+ Technician
2. Driver's License
3. IT Infrastructure Library (ITIL) Certification
4. CompTIA Network+
5. Security Clearance

### Top 5 Employers

1. Best Buy
2. IBM
3. Walmart / Sam's
4. JP Morgan Chase Company
5. Softcom Systems

This occupation is  
important to the  
following industries:

Professional, Scientific,  
and Technical Services  
Finance and Insurance  
Manufacturing

## TRUE Pathways Map

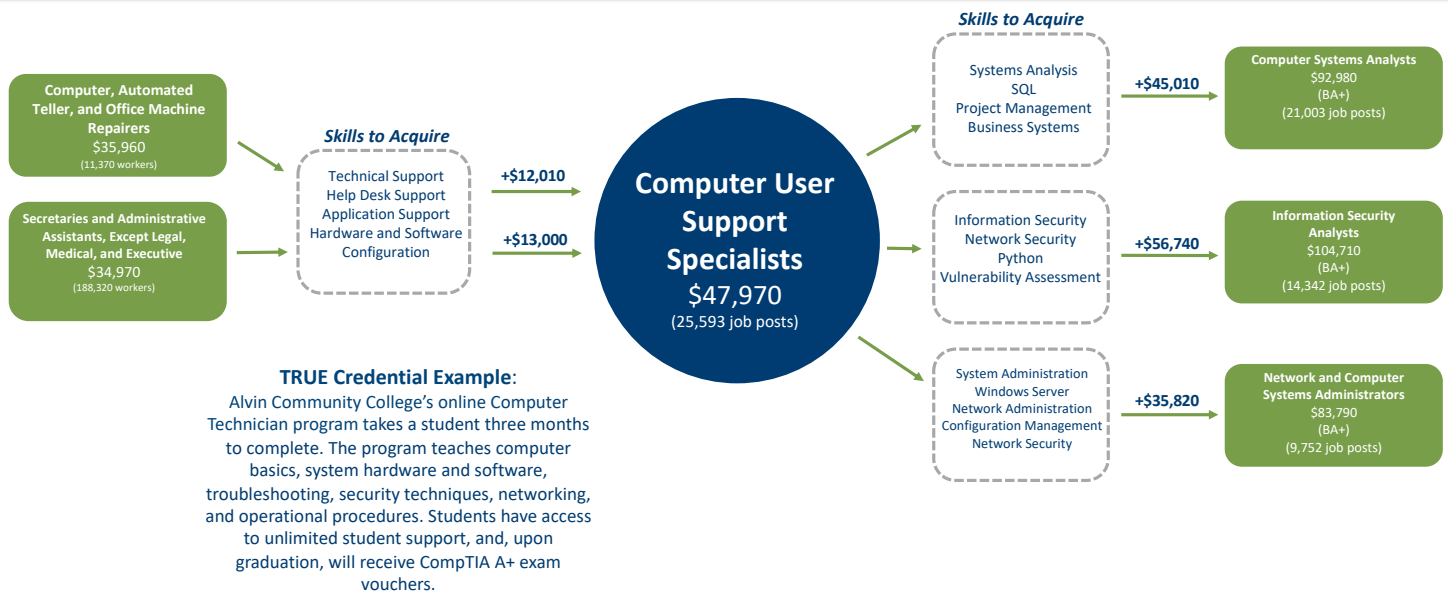
Industry Area of Study: Information Technology



Texas Association of  
Community Colleges



burningglass®  
TECHNOLOGIES





**Texas Success Center**

**[tacc.org/tsc](http://tacc.org/tsc)**