



Guided Pathways Newsletter

Guided Pathways: A Fundamental Redesign to Improve Equity and Completion

Winter Quarter 2021

Guided Pathways is:

- A strategy to increase student completion rates and close equity gaps
- A student-centered framework designed to increase and diversify the students and communities accessing and earning high-value credentials.
- A systemic approach focused on the development of transparent, clearly structured educational career pathways that effectively support each student from aspiration (deciding on a career pathway) to completion of a high-quality post-secondary credential

Guided Pathways initiatives involve:

- Reforms in advising and registration processes to help all students identify their goals early in their academic careers.
- Improvements in how students are supported throughout their courses of study
- Clear “maps” for each program of study that guide students as they select courses
- Programs that, ideally, are aligned with career opportunities in the labor market.

Guiding Principles:

- Guided Pathways requires urgent, radical, equity-minded transformation and organizational change.
- Guided Pathways requires a culturally responsive commitment to racial and social equity by dismantling systemic policies and practices that perpetuate inequities.
- The voices of students, faculty, staff, and community members are essential to fully engage in adaptive, problem-focused inquiry processes leading to meaningful action and sustained systemic change.
- Guided Pathways requires intentional collaborative learning through partnerships, professional, and resource development.
- Guided Pathways requires a focus on learning and outcomes aligned with community values and industry needs.

[Guided Pathways in Washington](#)

Guided Pathways is a State-wide Initiative

In 2015, SBCTC (Washington State Board of Community & Technical Colleges) joined 13 other states in adopting the AACC (American Association of Community Colleges) movement to implement the Guided Pathways framework within our 34 college system. There are three cohorts. Highline is in the third cohort. In 2017, the State Legislature pledged funding to support Guided Pathways, and despite the impact of COVID-19 on the state budget, in October 2020, Highline College was allocated \$1,440,012 for the 2020-2021 fiscal year to support Guided Pathways implementation. **Funds are supporting guided pathways efforts in all areas of the college**: Academic Affairs, Student Services, Technology, The Office of the President, Institutional Advancement, and Accessibility Services. Funds are going towards faculty stipends (40%), Student Services back fill (15%), payment to students (5%), President's Office equity strategic planning (10%), guided pathways administration (5%), technology tools, one time contracts for consultation and in depth data analysis (18%), accessibility furniture (5%) and web team (2%).

[History of Washington State's Guided Pathways.](#)

Using Data to Understand our Equity Gaps: Collaboration with Hanover Research

The Institutional Research Office is working with Hanover Research to collect and analyze data on Highline students. Our first project resulted in an **Early Warning Dashboard** that will help us find links between student characteristics and behaviors and later outcomes. The Guided Pathways Research team plans to examine the data in this dashboard and share their findings with teams and departments on campus that have the ability to address the findings. The goal is to identify patterns of behavior (for example, enrolling in certain courses early or in combination) that either help or hinder students' progress toward completion.

Another Hanover collaboration in progress is a survey of students who have left Highline, either by dropping their classes mid-quarter, being dropped for non-payment, or by not re-enrolling for the subsequent quarter. The survey aims to learn what factors impacted students' decisions or what circumstances led to their departure. This information will be used to inform intervention strategies meant to better support students and increase retention, and ultimately completion.

What does Guided Pathways mean for Highline?

Pathways means transforming the entire institution, rather than making changes in selected areas of the students' paths to completion. Key components include:

- Reducing barriers to student success
- Creating flexible solutions for students
- Making changes in our policies and procedures so that they are student centered, equity-producing, and focused on improving student transitions on the pathway to completion.
- Adopting and adapting to new technology in ways that students will actually use, rather than in ways that we have become comfortable.
- Pathways means making our college ready for the students, rather than the students ready for college.

Visit the [Guided Pathways webpage](#) to [learn more](#) and stay up to date on the current planning.

Priority Areas and Work Groups

The Guided Pathways work plan approved by the SBCTC is divided into four priority areas. Within each priority area, there are work groups. Each of the 12 work groups has its own work plan with identified deliverables, and consists of a lead or co-leads and a cross-functional team representing faculty and staff from multiple divisions and areas of campus. The work group team leaders meet regularly to collaborate and update each other on their progress.

PRIORITY AREA 1: All programs (degrees and certificates) prepare students for better jobs, further education, and increased opportunities.

• **Program mapping: Raegan Copeland, Paulette Lopez & Elizabeth Word, Leads**

Team members: Helen Burn, Renata Cummings, Erich Elwin, Tony Johnson, Jessica Neilson, Briana Quintanilla, Blake Stagner

• **Exploratory sequence in each pathway: Justin Dampeer & Elizabeth Word, Leads**

Team members: Aleyda Cervantes, Raegan Copeland, Donna Enguerra-Simpson, Rus Higley, Eileen Jimenez, Jennifer Johnston, Laura Manning, Julie Pollard, Wendy Swyt, Ilesha Valencia, Krystal Welch, Nicole Wilson

• **Math Attainment: Razmeher Fardad/Barbara Hunter & Shannon Waits, Leads**

Team members: Sarah Adams, Emily Coates, Justin Dampeer, Eileen Jimenez, Jennifer Johnston, Rashmi Koushik, Terry Meerdink, Khoi Nguyen, Skyler Roth, Ay Saechao, Karen Steinbach, Dusty Wilson

PRIORITY AREA 3: Highline faculty and staff have the competencies, skills and experience to support student success in and out of the classroom in an equitable manner.

• **Ensuring learning-program learning outcomes: Shawna Freeman & Aaron Moehlig, Leads**

Team members: Lisa Bernhagen, Ellen Bremen, Hara Brook, Natalie Hughes, Diego Luna, Jennifer Ritchey, Colleen Sheridan

• **Ensuring learning-inclusive pedagogy: Tarisa Matsumoto-Maxfield & Robert Scribner, Leads**

Team members: Jennifer Sandler

PRIORITY AREA 2: All students have the support they need to explore career options, become part of a community, and complete programs efficiently.

• **Advising: Chantal Carrancho & Aleya Dhanji, Leads**

Team members: Jessica Crockett, Renata Cummings, Jennifer Johnston, Rashmi Koushik, Chase Magillocca, Kathy Nguyen, Cisco Orozco, Shelly Page, Briana Quintanilla, Robert Scibner, Wendy Swyt, Justin Taillon, Bevin Taylor, Sarah Trimm

• **Intake: Patrick Fernandez & Shannon Waits, Leads**

Team members: Loval Allen, Fawzi Belal, Eileen Jimenez, Lilly Oh, Tim Wrye, Laura Yanez Alvarez

• **Scheduling: Gabrielle Bachmeier & Marco Lopez-Torres, Leads**

Team members: Kili Cambra, Justin Farris

PRIORITY AREA 4: Highline College continually builds institutional capacity to implement Guided Pathways as a strategy for increasing student completions and closing equity gaps.

• **Communications and Faculty & Staff Engagement: Emily Coates & Gabrielle Bachmeier, Leads**

Team members: Marlina Aferetti, Laurinda Bellinger, Ellen Bremen, Bobby Dutreix, Jack Harton, Tony Johnson, May Lukens, Tanya Powers, Gerie Ventura

• **Students as stakeholders in learning/student voice: Justin Dampeer & Paulette Lopez, Leads**

Team members: Mariela Barriga, Thomas Bui, Aleyda Cervantes, Jeff Hsaio, Eileen Jimenez, Rashad Norris, James Peyton, Ay Saechao, Monica Twork

• **Technology: Laurinda Bellinger & Tim Wrye, Leads**

Team member: Marc Lentini

• **Research: Yay-Hyung Cho & Skyler Roth, Leads**

Team members: Eric Baer, Samora Covington, Nicole Filler, Tanya Powers, Austin Roberts, Jennifer Sandler



Get involved!

Implementing Guided Pathways is a campus-wide effort. **Contact May Lukens**, Program Manager for Guided Pathways, to learn more about the individual work groups and getting involved.