



NC Student Success Center NC Guided Pathways to Success Strategic Plan 2018-2019



NC Student Success Center Goals

- 1. To implement Guided Pathways (NC GPS) practices at the 58 colleges with a series of cohorts (each with 15-20 colleges) with institutes, coaches, and practitioner-facilitators in NICs**
- 2. To engage the 58 colleges in using the Scale of Adoption Self-Assessment (SOAA) as a tool for benchmarking and change across the NCCCS**
- 3. To leverage resources for additional technical assistance and professional development for non-cohort and cohort colleges**
- 4. To create an effective networked improvement community (NIC) with a cadre of trained practitioner-facilitators for cross-college collaboration, collective impact, and continuous improvement**

With the broad support of stakeholders, including college presidents, NCCCS leaders, faculty and staff, and state-level partners, the NC Student Success Center announces the NC Guided Pathways to Success (GPS) Strategic Plan, which also builds on the successes and ongoing work of national completion initiatives Achieving the Dream, Completion by Design, and the AACC Guided Pathways Project. The project will provide colleges with targeted technical assistance, professional development, and coaching in cohorts of 15-20 colleges. Ultimately, all 58 colleges will have an opportunity to participate and will receive customized services.

The Center's plan addresses stakeholder priorities, aligns with the NCCCS Strategic Plan, and incorporates national Guided Pathways recommendations from the Student Success Center Network, Jobs for the Future, Community College Research Center, and other national partners. To extend the plan's reach, the Center will also provide professional development and technical assistance in collaboration with state-level stakeholder associations to advance, scale, and sustain Guided Pathways implementation in North Carolina.

The NC GPS Plan also responds to college needs identified through focus groups, surveys, reports, and conversations with presidents, vice presidents, instructors, and student services staff across the state. Specifically, the Center will provide support for colleges' implementation of essential practices related to:

1. Program mapping and alignment;
2. Advising and student support redesign;
3. Equitable outcomes for underserved (minority, low-income) students;
4. Effective transfer practices and partnerships;
5. Data and research capacity across an institution;
6. Faculty development and professional learning;
7. Financial support for students and colleges; and
8. Demonstrated student learning outcomes.

The NC GPS Plan will share and help replicate student success innovations currently underway at many colleges and will provide much-needed coherence, alignment, and direction for the System.

NC GPS will also provide a way for the System's 35,000 employees to work collaboratively as a community of practice, sharing their insights, talents, and commitment to equitable outcomes in student learning, success,

and completion of credentials. With individual practice-informed knowledge and proven state and national strategies, NCCCS leaders and practitioners will be empowered to help greater numbers of North Carolina's 700,000 community college students gain economic mobility and fulfillment in work that matters.

NC GPS Plan Measurable Outcomes

1. Increased number of program credits earned in a student's first year (progress toward credential)
2. Increased completion of gateway English and math in a student's first year (progress toward credential)
3. Improved credential completion rates
4. Increased evidence of student learning, applied learning experiences, and program outcomes
5. Reduced gaps in all outcomes for underserved (minority, low-income) students
6. Greater alignment of program outcomes with local industry and four-year transfer partners
7. Improved institutional capacity to access and use data to support student success
8. Increased enrollment (headcount and FTE)
9. Greater efficiencies and cost savings for students
10. Greater efficiencies and cost savings for the colleges

NC GPS Plan Implementation Strategies

I. Develop a cohort of 15-20 colleges in a coaching and practitioner-facilitator model for targeted technical assistance, professional development, change management, and organizational development in a networked improvement community (NIC) [January 2018-October 2019]

1. Colleges who wish to join the cohort will complete an application process. [Timeline: TBA]
2. Each college selected will organize a NC GPS Team with **6-10 members**, including the
 - a. **College President**, who will direct and provide oversight of the project with support from a senior administrator, preferably the Chief Academic Officer;
 - b. **Chief Academic Officer**, who will serve as the primary college contact for the project;
 - c. **Faculty member** (at least one full-time instructor);
 - d. **Minority Male Success Initiative Coordinator** (or leader with similar role);
 - e. **Workforce Continuing Education/Career & College Ready/Basic Skills representative**;
 - f. **Student Development/Student Affairs representative**;
 - g. **Advising Center liaison (or person with primary advising responsibilities)**; and
 - h. **Institutional Research/Institutional Effectiveness representative**.

One of these team members will serve as the **NC GPS Facilitator** for the college.

3. College teams will participate in NC GPS Institutes (1-2 days each) as follows:

Institute I	Mapping pathways to student end goals	May 29-30, 2018
Institute II	Helping students choose and enter a pathway	November 2018
Institute III	Keeping students on a pathway	March (or May) 2019
Institute IV	Ensuring students are learning	October 2019

4. Coaches and NC GPS Facilitators will meet with college teams during the institutes and will serve as consultants throughout the cohort timeline.

5. An NC GPS Facilitator from each college team will receive training to serve as a NIC consultant. Facilitators will have preparatory and ongoing professional development in the principles of improvement science, networked improvement communities (NICs), and NC GPS essential practices. [February-May 2018]
6. College teams (and their facilitators) will collaborate in an inter-institutional NIC with access to shared resources and tools for co-learning and continuous improvement across the cohort.

II. Engage the 58 colleges in using the Scale of Adoption Self-Assessment (SOAA) as a tool for benchmarking and change within the NCCCS [Spring 2018]

1. The Center will host a webinar to launch the SOAA project.
2. The Center will invite colleges to participate and will share instructions.
3. College cross-divisional teams will complete the SOAA.
4. Trained coaches will conduct follow-up calls with colleges.
5. Colleges will receive reports with recommendations for technical assistance.
6. Based on state-wide results, the Center will provide technical assistance webinars and regional workshops for all 58 colleges.

III. Provide professional and organizational development in concert with established NCCCS internal professional associations, faculty discipline associations, Advisory Board member organizations, and across all sectors of the System Office [ongoing]

1. Engage Advisory Board members in professional development to advance NC GPS in their organizations and at their colleges
2. Create workgroups within the Advisory Board and partner organizations to implement Guided Pathways to Success professional and organizational development
3. Help organize professional association meetings and conferences, encourage collaboration, and support targeted Guided Pathways professional development
4. Engage the NC Advising Redesign Team and the new NC Community College Advising Association in implementing the Center's plan for advising and student support redesign for the 58 colleges
5. Engage Career Coaches and Basic Skills Plus practitioners in professional development in NC GPS
6. Create capacity within the System Office leadership and at all levels to integrate NC GPS principles and practices throughout the agency

IV. Engage new Guided Pathways to Success Network of advocates to engage stakeholders state-wide across sectors and to inform the Center and Advisory Board in implementation strategies and policy advocacy [2018-2019]

1. Engage the System's 35,000 full-time practitioners from active professional associations as members of a GPS Network
2. Engage the System's 700,000 students in substantive advocacy and implementation of Guided Pathways to Success

IV. Align and integrate the Center's Strategic Plan with the NCCCS Strategic Plan for 2018-2020

NCCCS Goals 2018-2020

- Student Interest and Access
- Clear and Supported Pathways for Student Success
- Economic and Workforce Impact
- Organizational Effectiveness