

# Guided Pathways Efforts in New England: Ideas, Challenges, and Successes







# Guided Pathways at Community College of Rhode Island

Academic and Career  
**PATHS**



Dr. Rosemary Costigan

Vice President of Academic Affairs



Jess Wilkie

Director of Guided Pathways





# Origins of Guided Pathways at CCRI



# Meta Majors and Visual Collateral

7 Academic and Career Paths



Arts and Humanities



Environment and  
Sustainability



Business, Economics  
and Data Analytics



Health and Health  
Administration



Communication,  
Media and Film



Science, Technology,  
Engineering and  
Mathematics



Education,  
Government and  
Human Services

# NCII/Rob Johnstone Consultation



Scale of adoption  
assessment



Campus visits



Stakeholder  
interviews



Laying the  
foundation



Recommendations  
for implementation



# Pathways to Progress

Title III

# The next phase





# Expanded virtual Collateral

[www.ccri.edu/pathways](http://www.ccri.edu/pathways)

# Academic and Career Paths



# Academic and Career Paths

Find your path... Find your future.



## Your future is limitless!

There are lots of options. Explore our seven Academic and Career Paths that will lead you to a rewarding career or prepare you for transfer to a four-year baccalaureate program.

## Choose Your Path



### Arts and Humanities

You are inquisitive, inspired, and creative. You are a thinker, a historian, a writer, pondering where we've come from and where we're going.

[Learn More](#)

## Pathway Links

[Home](#)[The Paths](#)[Pathdays Fall 2021](#)[On Demand Video Library](#)[Guided Pathways at CCRI](#)[Guided Pathways at CCRI](#)[Professional Learning](#)[Work-based Learning](#)[Pathways to Progress, Title III](#)[Coaching 4 Success](#)[Pathway Navigators](#)



## Health and Health Administration



"CCRI opened up the possibility for me to really show my compassion to more people."

-David Mota '20

### Health and Health Administration Jobs and Internships on Handshake

Tue Dec 07 2021

- [FDA Mechanisms of SARS-CoV-2 Cellular Entry Internship at Oak Ridge Institute for Science and Education](#)
- [2022 High Performance Computing Summer Internships at Oak Ridge Institute for Science and Education](#)
- [Red Cross Collegiate Leadership Program at The American Red Cross - NHQ](#)
- [Nutritionist at Camp Skylemar](#)
- [Outdoor Recreation Staff at Camp Skylemar](#)
- [Information & Referral Intern at Autism Society of America](#)
- [Sports/Athletic Counselor at Camp Skylemar](#)
- [Behavior Technician at Prestige ABA Therapy Services Inc.](#)
- [Behavior Technician at Prestige ABA Therapy Services Inc.](#)
- [Behavior Technician at Prestige ABA Therapy Services Inc.](#)

[Load More](#)

### Academic and Career Paths



The Academic and Career Paths are the main body of CCRI's guided pathways implementation. The goal of guided pathways at CCRI is to remove or reduce barriers that stand in the way of students meeting their personal, economic, and career goals while heavily focusing on closing equity gaps within our college community.

[Learn More](#)

### Find your path...

Think Health and Health Administration is a good fit for you? Check out the degrees and certificates offered within this Academic and Career Path.

[Degrees & Certificates](#)

### ...Find your future

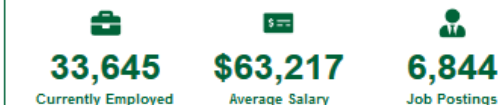
Wondering what careers await you with a degree or certificate in the Health and Health Administration path? Click in the tool box to explore labor market information related to this path.



### Careers in the Health and Health Administration Path


Rhode Island, USA

#### Overview



#### Top Occupations by Income

› Nurse Practitioners	\$116,353
› Diagnostic Medical Sonographers	\$93,608
› Magnetic Resonance Imaging Technologists	\$91,750
› Cardiovascular Technologists and Technicians	\$89,261
› Registered Nurses	\$82,869
› Health Education Specialists	\$77,001
› Dental Hygienists	\$76,368
› Clinical Laboratory Technologists and Technicians	\$66,851

 About this data

#### Find your path TODAY!

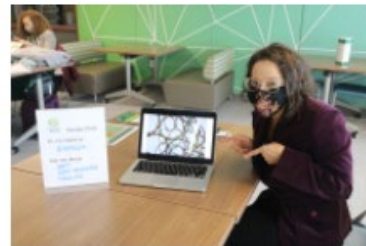
[Click here to explore your interests with MyMajors](#)

# Pathdays

- What does it mean to be in a PATH?
- How do I see my PATH?
- Who are the faculty I will meet along my PATH?
- How do I get support to stay in my PATH?
- Where can I transfer to?
- What careers are possible with a degree in my PATH?



**Thank you for joining us for Pathdays Fall 2021! Recordings from previous Pathdays are available to view in the Pathdays Archive below.**



## [On Demand Video Library](#)

The on-demand library includes interviews with area employers, "A Day in the Job" recordings with CCRI alumni, and tutorial videos for a variety of CCRI software and applications.

## [Pathdays Archive](#)

(view recordings of previous Pathdays events)

# Virtual Pathdays Spring 2021



Today we highlight two of CCRI's seven Academic and Career Paths:

Click on the path logo to visit the path web page



[Business, Economics, and Data Analytics](#)








[Science, Technology, Engineering, and Mathematics \(STEM\)](#)

## March 26 Archived Sessions


































Session	Session Recordings
URI transfer for STEM	<a href="#">Session Recording</a>
RIC transfer for STEM	<a href="#">Session Recording</a>
URI transfer for Business, Economics, and Data Analytics	<a href="#">Session Recording</a>
RIC transfer for Business, Economics, and Data Analytics	<a href="#">Session Recording</a>
Meet the Programs and Faculty: STEM	<a href="#">Session Recording</a>
Career Services for STEM and Business, Economics, and Data Analytics	<a href="#">Session Recording</a>
Meet the Faculty: Business, Economics, and Data Analytics	<a href="#">Session Recording</a>
Meet the Programs: Business, Economics, and Data Analytics	<a href="#">Session Recording</a>

# Pathdays On Demand Video Library

 = Arts and Humanities    = Business, Economics, and Data Analytics    = Communication, Media, and Film  
 = Education, Government, and Human Services    = Environment and Sustainability    = Health and Health Administration  
 = Science, Technology, Engineering, and Mathematics (STEM)







## Career Partner Interviews

CCRI career partners share information about the employment outlook in their fields and what they look for in new employees.

name and role/position	company/org	related paths	video link
Maddie Porier, Content Creation Specialist	Hasbro	   	<a href="#">watch</a>
Mary Halpin, SVP of Human Resources	Centreville Bank	 	<a href="#">watch</a>
Eliana Roque, Healthcare Recruiter	Lifespan	 	<a href="#">watch</a>
Tom Parish, Executive Director	Trinity Repertory Company	 	<a href="#">watch</a>
Jasleen Flewelling, Senior Recruiter	Amica Mutual Insurance Company	   	<a href="#">watch</a>
Jim Ferrara, SVP of Human Resources	Bristol County Savings Bank	  	<a href="#">watch</a>
Rob Lemoi, Administrative Supervisor	The Key Program		<a href="#">watch</a>
Erica Freer, Specialist Recruiter	Citizens Bank	  	<a href="#">watch</a>
Sean Delaney, Mortgage Loan Associate	Embrace Home Loans	  	<a href="#">watch</a>
Lara Salamano, Design and Innovation Hub Lead	Infosys	 	<a href="#">watch</a>
Olivia Capraro, Digital Media Consultant	WPRI	 	<a href="#">watch</a>
Jacqueline Sanchez, Sr. Human Resources Business Partner	BCBS RI	 	<a href="#">watch</a>
Alissa Peterson, Co-founder	Sea Ahead	 	<a href="#">watch</a>
Venice Sterling, Human Resources	CVS Health		<a href="#">watch</a>

## A Day in the Job Interviews

CCRI graduates share their individual path to career

name/position	company/org	related paths	video link
Courtney Sheridan '17, Social Media Coordinator	CCRI	 	<a href="#">watch</a>
Danielle McCalla '12, Career Placement Officer	CCRI	 	<a href="#">watch</a>
Heckerly Flores Maria '18, Guidance Counselor	College Crusade		<a href="#">watch</a>
Rosseline Bencosme '16, Client Services Representative	Santander Bank	  	<a href="#">watch</a>
Mariela Lucaj '18, RN	Rhode Island Hospital		<a href="#">watch</a>
David Mota '20, Radiographic Technologist	Preventative Diagnostics		<a href="#">watch</a>
Phil Johnson, Creative Team	Hasbro	 	<a href="#">watch</a>
Steve Halverson, Research Technician	Teknor Apex		<a href="#">watch</a>



# Guided Pathways at CCRI

## Value Statement

While CCRI has made significant gains in student graduation rates in recent years, still far too many students leave the college without meeting their personal, economic, and career goals. Experience and trends show further gaps in completion rates for students in minoritized populations. If the process through which students must move (non-academically and academically) to meet their goals is too cumbersome, overwhelming, or unclear, they are less likely to succeed.

CCRI has adopted the guided pathways framework in pursuit of reaching our Strategic Plan goals.

The goal of guided pathways at CCRI is to remove or reduce barriers that stand in the way of students meeting their personal, economic, and career goals while heavily focusing on closing equity gaps within our college community.

The guided pathways framework, at its core, is comprised of four pillars:

1. Clarify the paths to student goals
2. Help students get on a path quickly and thoughtfully
3. Help students stay on their path
4. Ensure students are learning

It is our intention to strengthen existing processes and build necessary new tools at the college to help students move through their college career efficiently, ensuring they maximize the resources they invest in a CCRI education. Guided pathways can help streamline and clarify these processes, keeping the student experience at the center of our efforts. All constituents of the college can come together to make sure that students understand

# Professional Learning

## Current Opportunities



*Faculty and Guided Pathways*, from Guided Pathways at CCRI and the Center for Teaching Excellence

Presented by:

**Dr. Beth Anish**, Professor of English, Pathway Navigator for Arts and Humanities & Communication, Media and Film, and CTE Board Member

**Jess Wilkie**, Director of Guided Pathways

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## Previous Opportunities

CCRI will conduct its first all-campus read this fall (2021). Stay tuned for events and other programming from DEI and other college departments and divisions.



Book description (from amazon):

# Work-based Learning

Are you a current or prospective Employer partner with CCRI? Click [HERE](#) to view resources just for you.

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Work-Based learning is designed to advance the achievement of student's postsecondary, career and employment goals through planned, structured learning experiences where they can develop and apply academic, technical, and essential skills.

CCRI's Title III grant emphasizes the importance of work-based learning for our students in creating Rhode Island's workforce. We must define how we conceptualize work-based learning at CCRI. Borrowing from the Governor's Workforce Board (GWB) definition of work-based learning from 2018, this definition will be used as a guide for including and promoting work-based learning throughout CCRI courses and programs.

Work-Based learning is a "planned, structured learning experience that provides [students] with real-life or simulated work experiences where they can develop and apply academic, technical, and essential skills; and contributes to the achievement of their postsecondary and employment goal(s)."[1]

While not intended as exhaustive, this list contains some of the most common ways work-based learning can be incorporated. New, creative methods are welcome, and should always be considered.

Examples of work-based learning experiences:

- **Internships:** a student acts as a trainee in an organization to gain experience, closely supervised by the employer. Can be paid or unpaid. Internships are generally at least 120 hours long.
- **Part-time or full-time jobs:** Paid positions related to their field of study where students apply their academic knowledge and gain hands-on experience. This is often connected to college work through formal reflection, or a discussion seminar.
- **Clinical rotations and Practicums:** Often in health fields, students have hands-on experiences while supervised by a professional.



# Coaching 4 Success

CCRI has launched an exciting new initiative, Coaching for Success!

Participants in this program are matched with a coach who is a member of the college's leadership team: the Deans, Assistant Deans, and even President Hughes are members of the coaching roster.

## **Your success coach will:**

- Communicate with you bi-weekly through email
- Support you with academic goal setting
- Advise you through challenging situations in and outside the classroom
- Connect you with additional college resources

In addition to being matched with an amazing coach, you will be invited to a monthly virtual workshop. These workshops are designed to help you cultivate a growth mindset and maximize college and career success. They will help you expand your network by also allowing you to get to know other students in the program and they include guest speakers from the CCRI and surrounding communities.







Think you might benefit from Coaching 4 Success? Fill out [this short survey](#) and we will match you with one of our great coaches as soon as we can!

If you have any questions or would like more information, you can also email us at [coaching4success@ccri.edu](mailto:coaching4success@ccri.edu)

# Pathway Navigators

Pathway Navigators are full-time CCRI faculty who have chosen to dedicate a portion of their time to the Academic and Career Paths. In addition to teaching in their home departments, Pathway Navigators work toward the full integration of guided pathways at the college. Their efforts include:

- Planning and delivering Pathdays events
- Creating and teaching the new First Year Experience Seminar for General Studies Students
- Partnering with Advising and Counseling to better guide General Studies students in course, career, and transfer planning
- Creating professional development opportunities for faculty and staff on guided pathways, student success, and equity
- Collecting and displaying data on Title III grant and guided pathways assessment metrics
- Service on college-wide committees seeking to improve the student experience (including new student onboarding and orientation redesign)
- Communicating with academic departments regarding guided pathways and other student success initiatives

Pathway Navigator	Academic and Career Paths
 Beth Anish, English	 Arts and Humanities  Communication, Media and Film
 Cassandra Brewer, Math	 Business, Economics and Data Analytics  STEM



# How do we know this is working?

Title III metrics

# Pathways to Progress, Title III

In 2019, the US Department of Education awarded CCRI with their first [Title III grant](#).

The primary project goal of *Pathways to Progress* is to:

"To improve degree completion at CCRI through

1. full-scale implementation of the guided pathways model;
2. strengthening of the first year experience; and
3. integration of work-based learning across the academic programs."

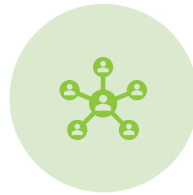
The grant runs October 2019-September 2024.



# *Pathways to Progress* Tasks



FYE course



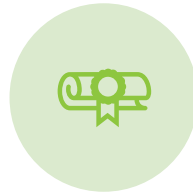
Orientation  
(academic  
connections)



Pathway  
Navigators

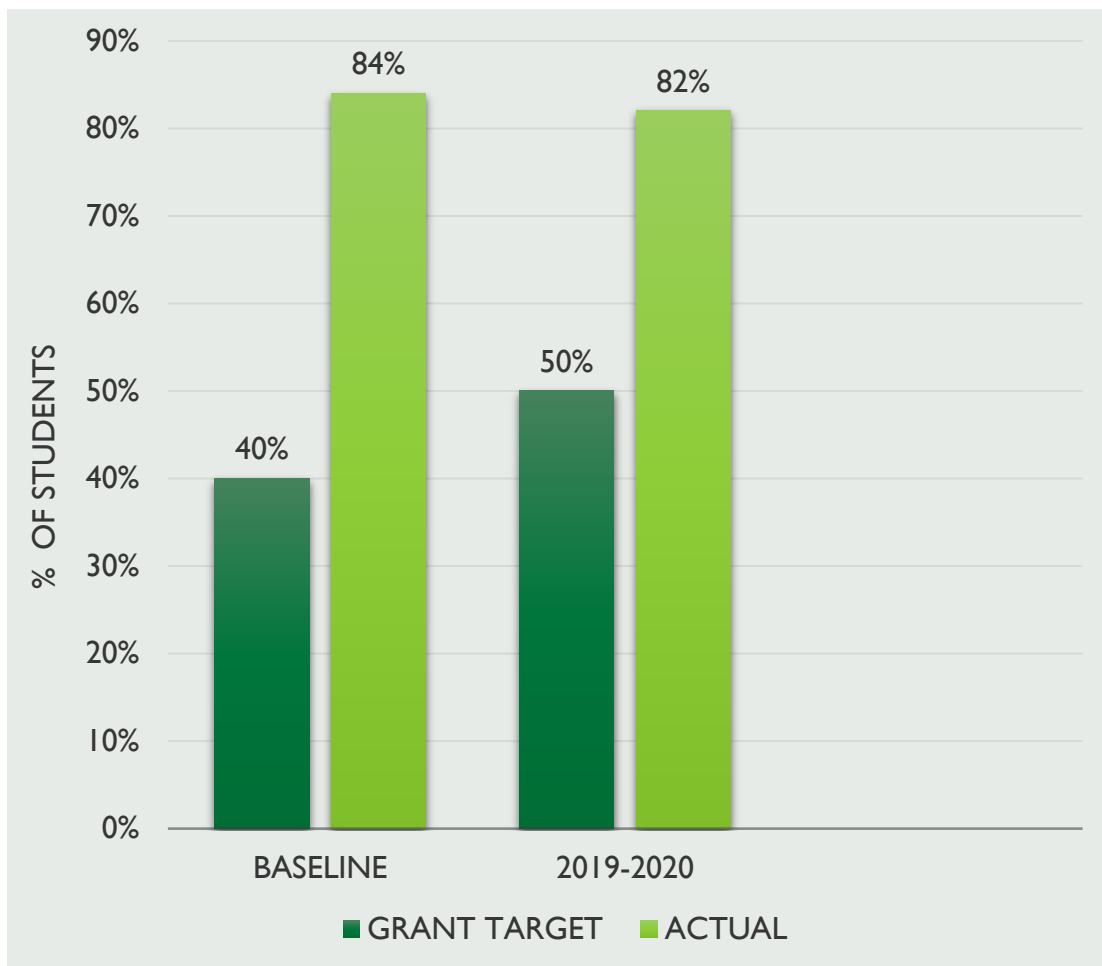


Work-based  
Learning

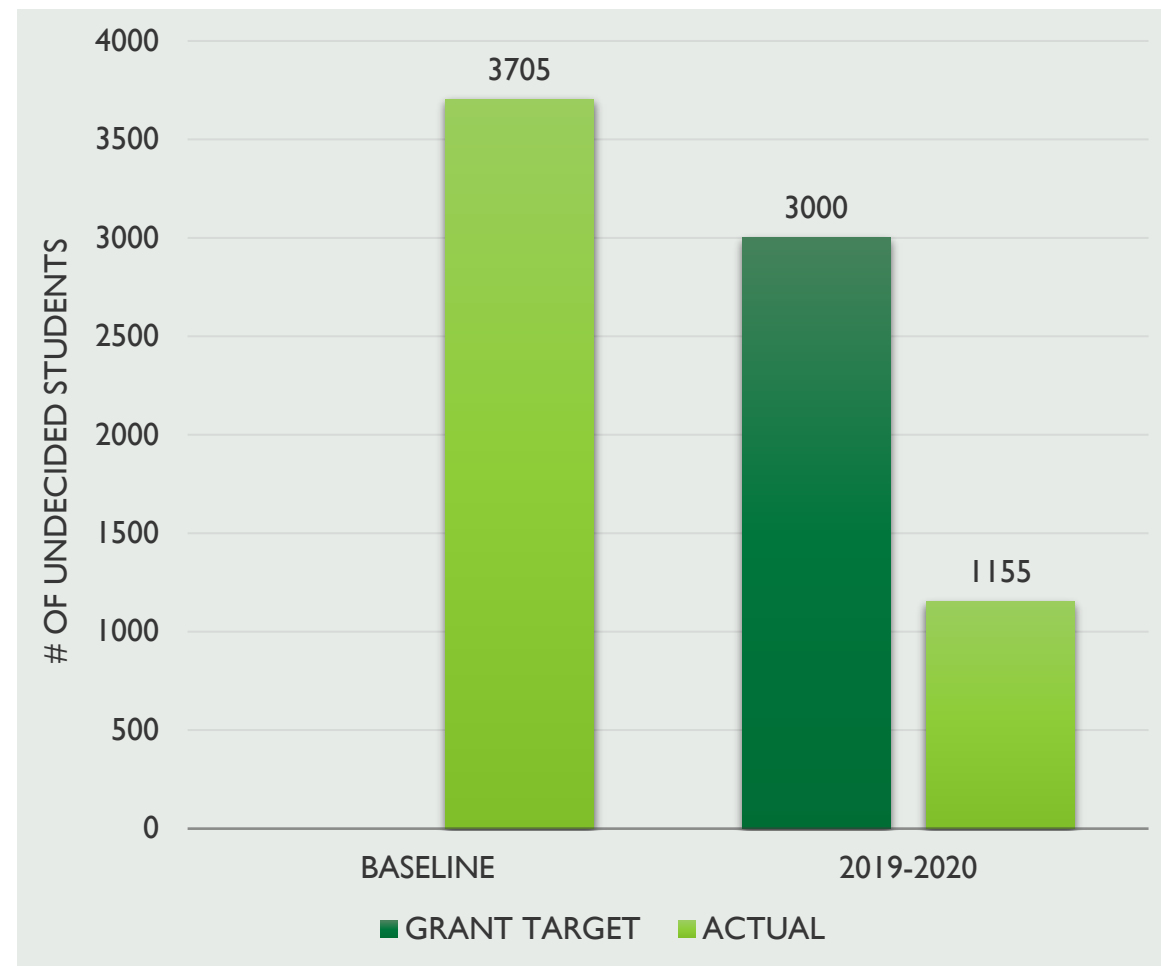


Professional  
Development  
(faculty and staff)

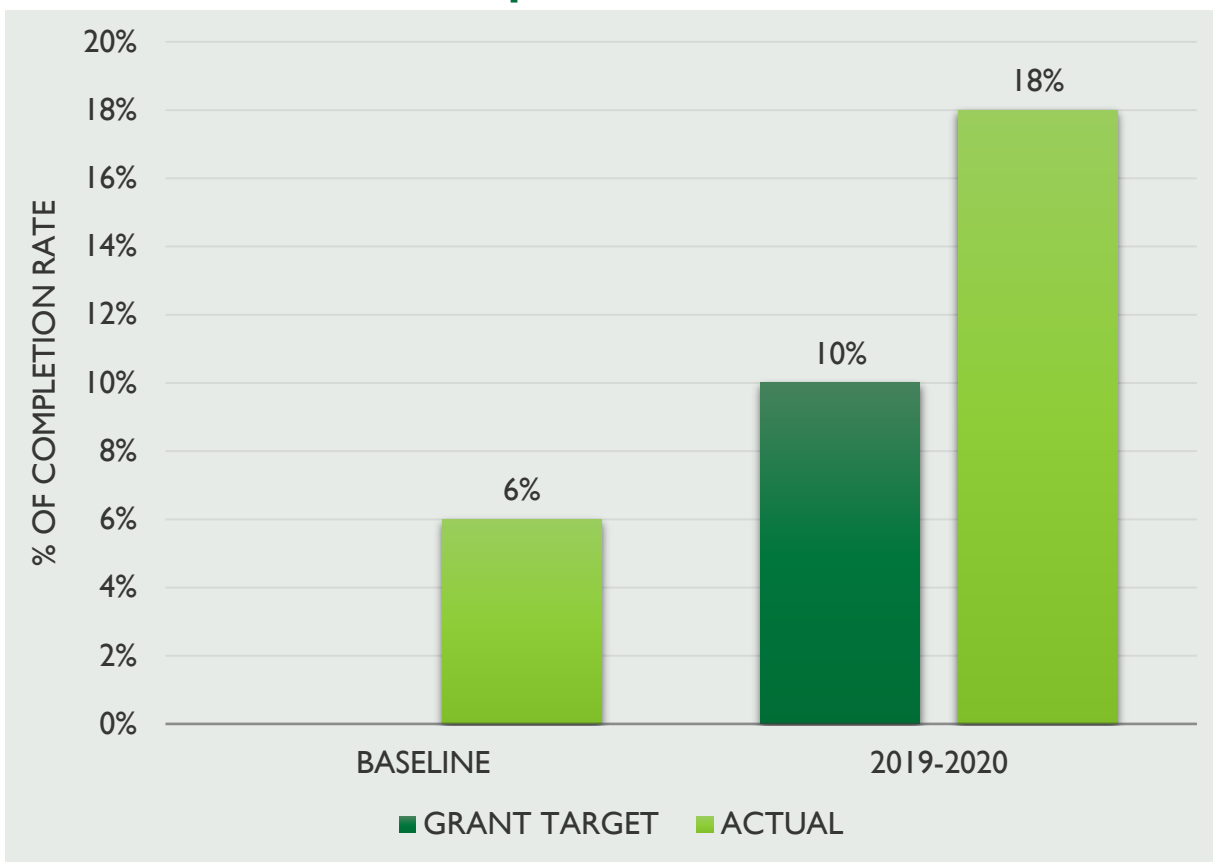
## % of Students in Academic and Career Paths



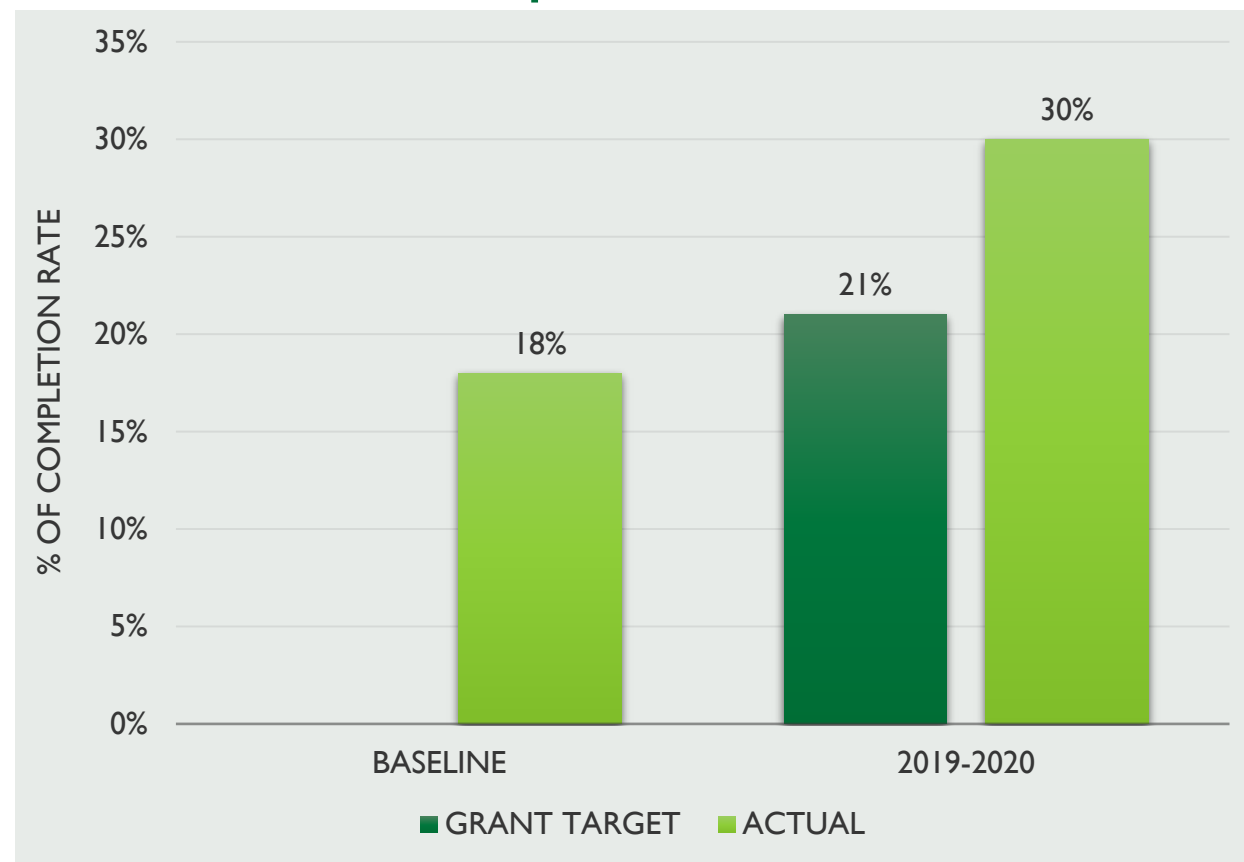
## Undecided Students



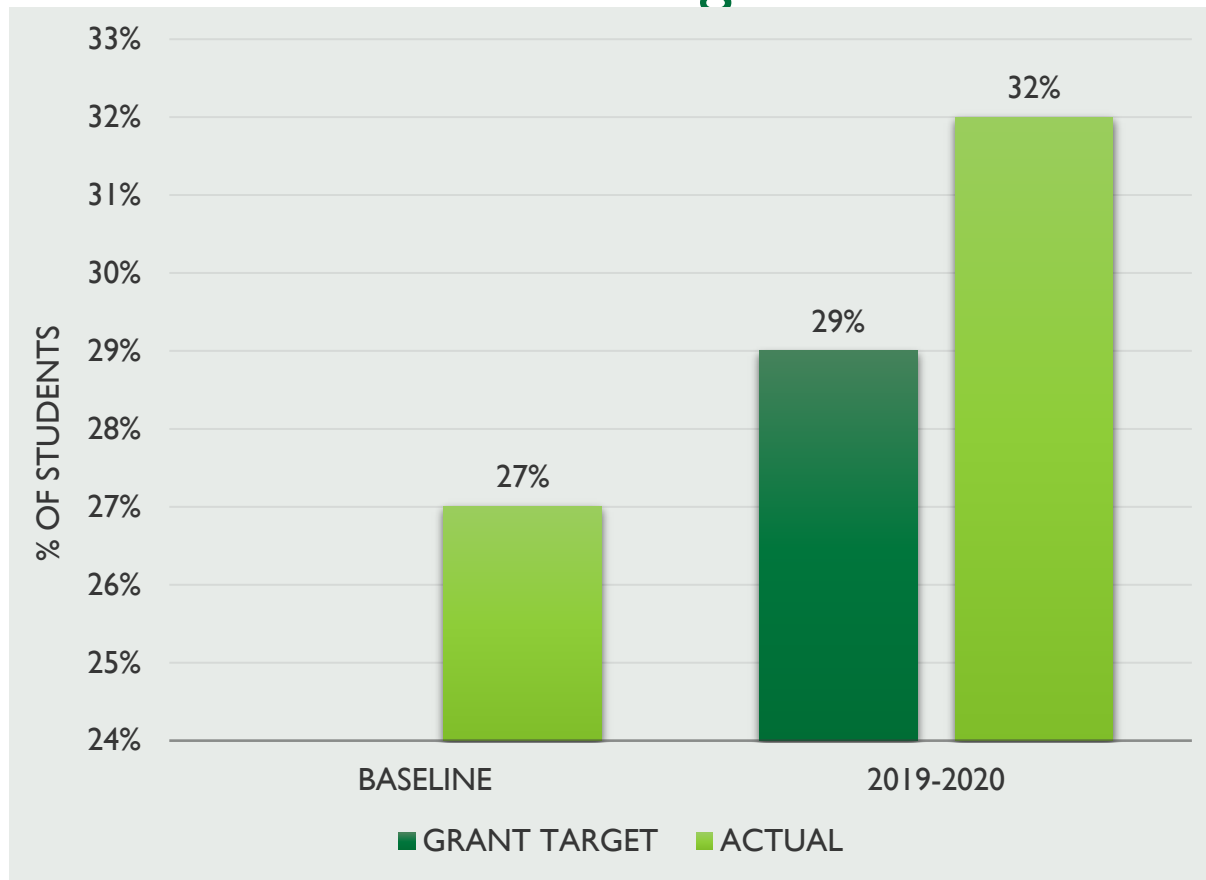
## Two-year degree completion rate



## Three-year degree completion rate



## % of Transfer Students who Earn a Degree

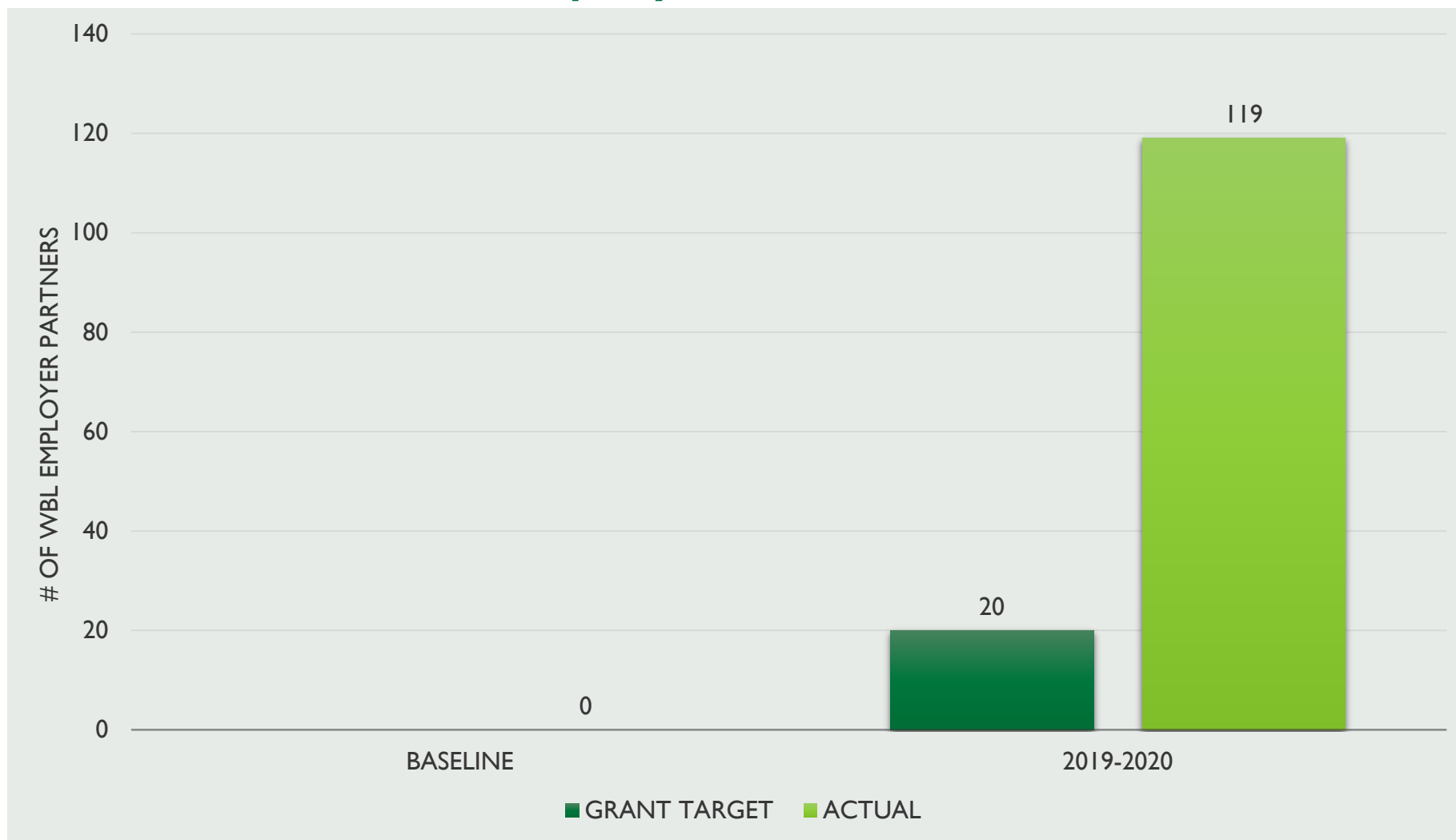


## Degrees Awarded Annually





# Work-Based Learning Employer Partners



# Current Endeavors



First Year Experience Seminar for General Studies



General Studies course maps



Accelerate and CTE connections



Faculty Professional Development



CCRI Reads!



Refocusing new student onboarding systems



Aspen Institute/Ascendium Transfer Student Success and Equity Intensive



Academic and Career  
**PATHS**

[www.ccri.edu/pathways](http://www.ccri.edu/pathways)

[pathways@ccri.edu](mailto:pathways@ccri.edu)

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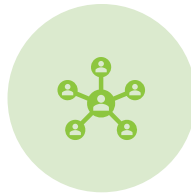
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# *Pathways to Progress* Tasks



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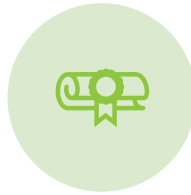
Orientation  
(academic  
connections)



Pathway  
Navigators

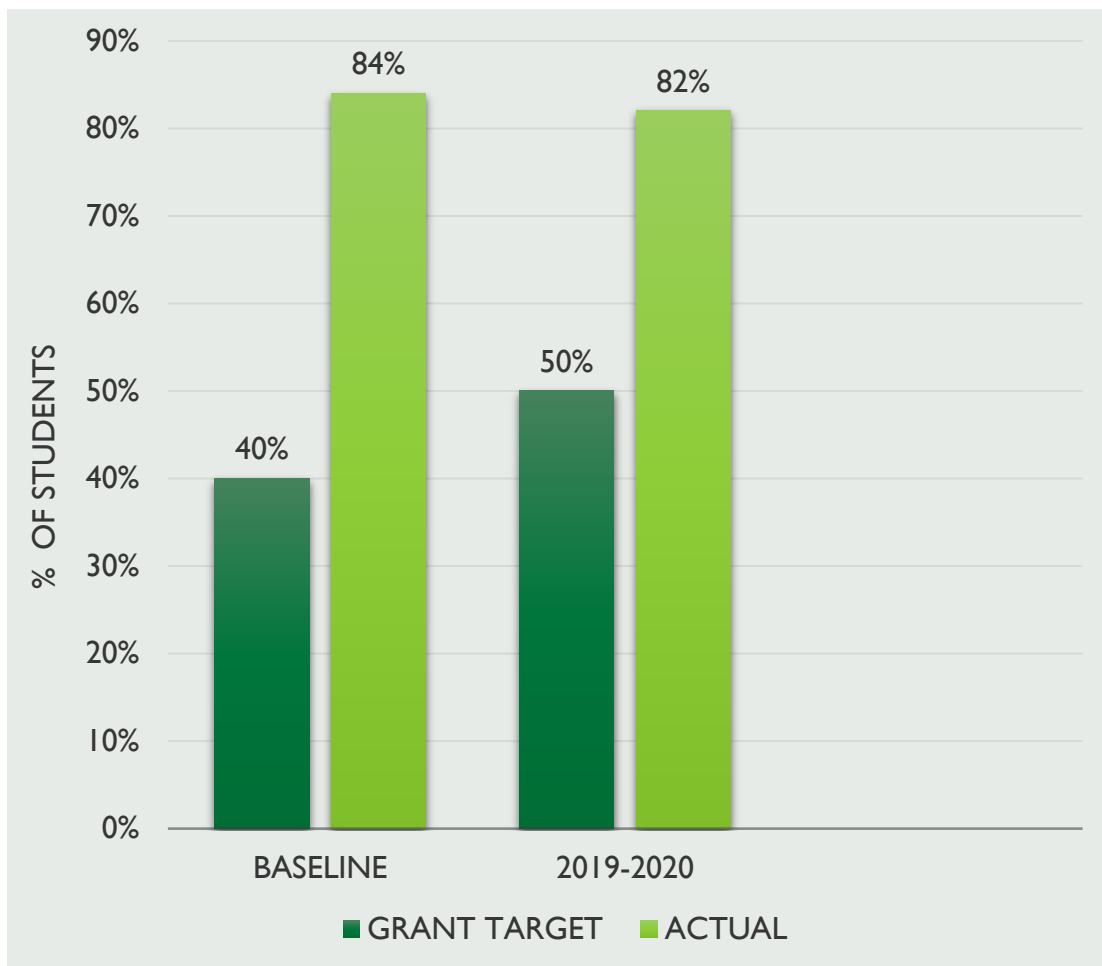


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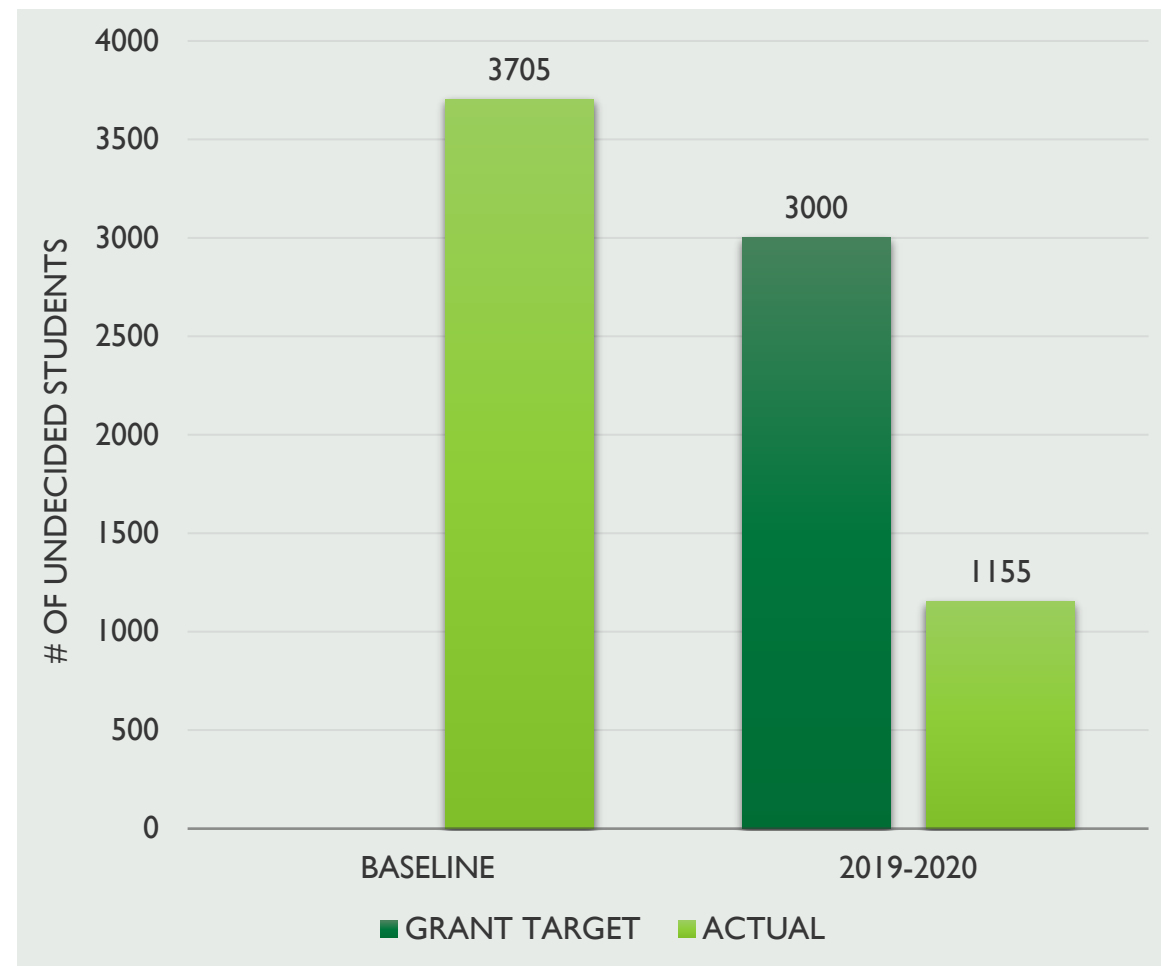


Professional  
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(faculty and staff)

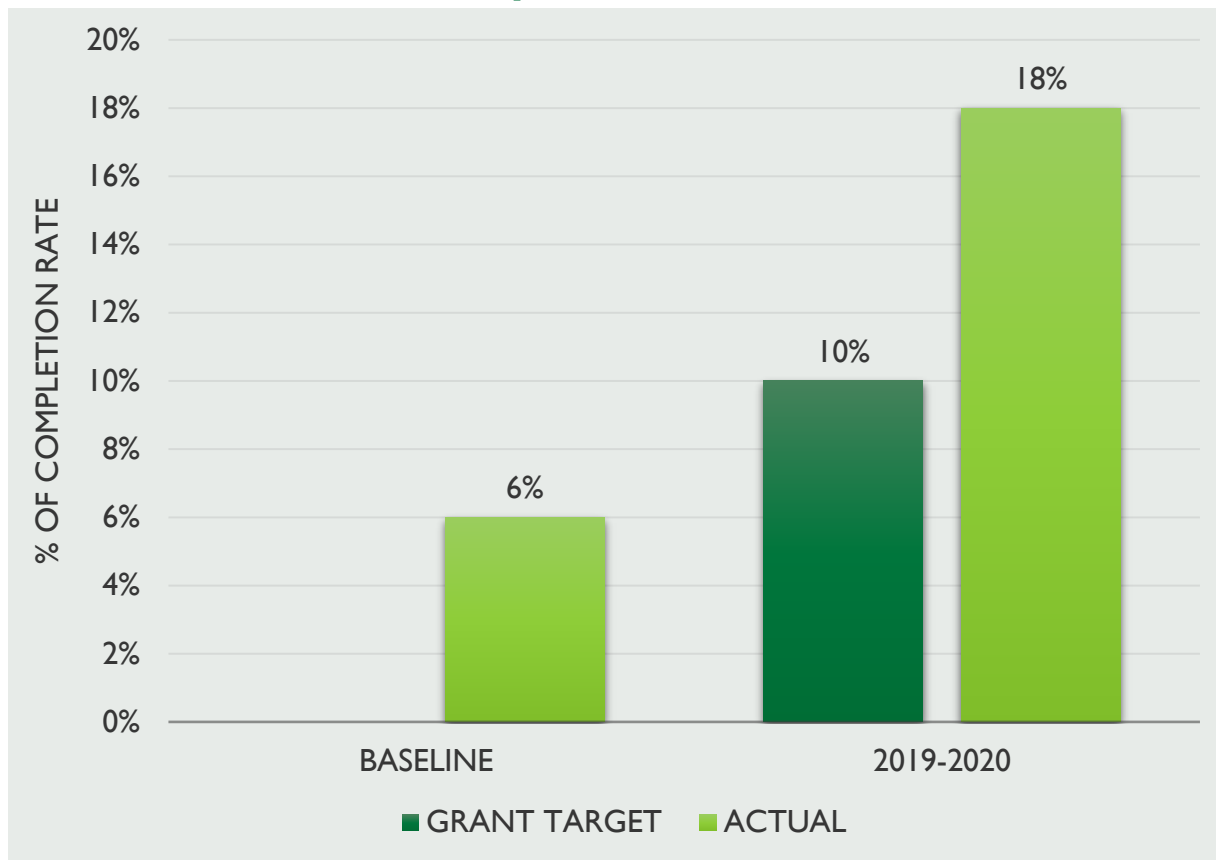
## % of Students in Academic and Career Paths



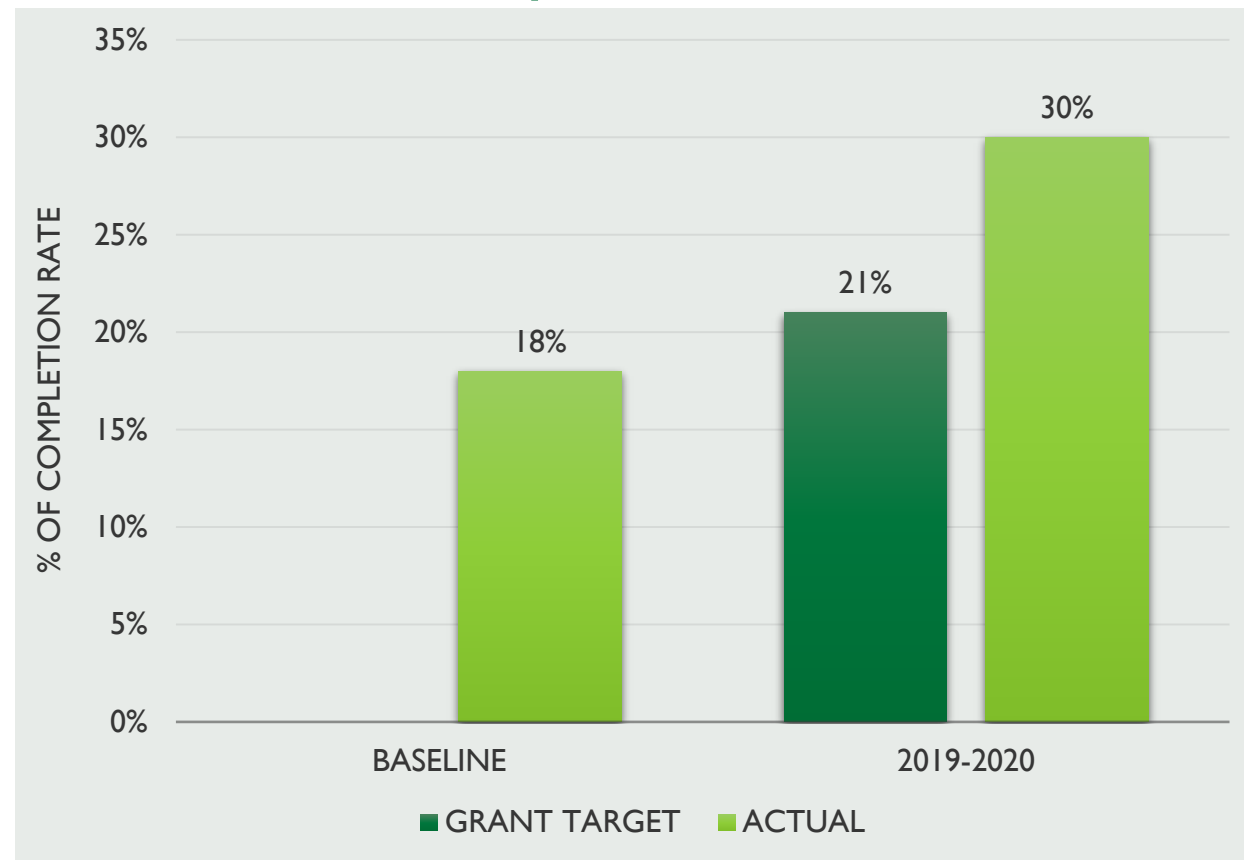
## Undecided Students



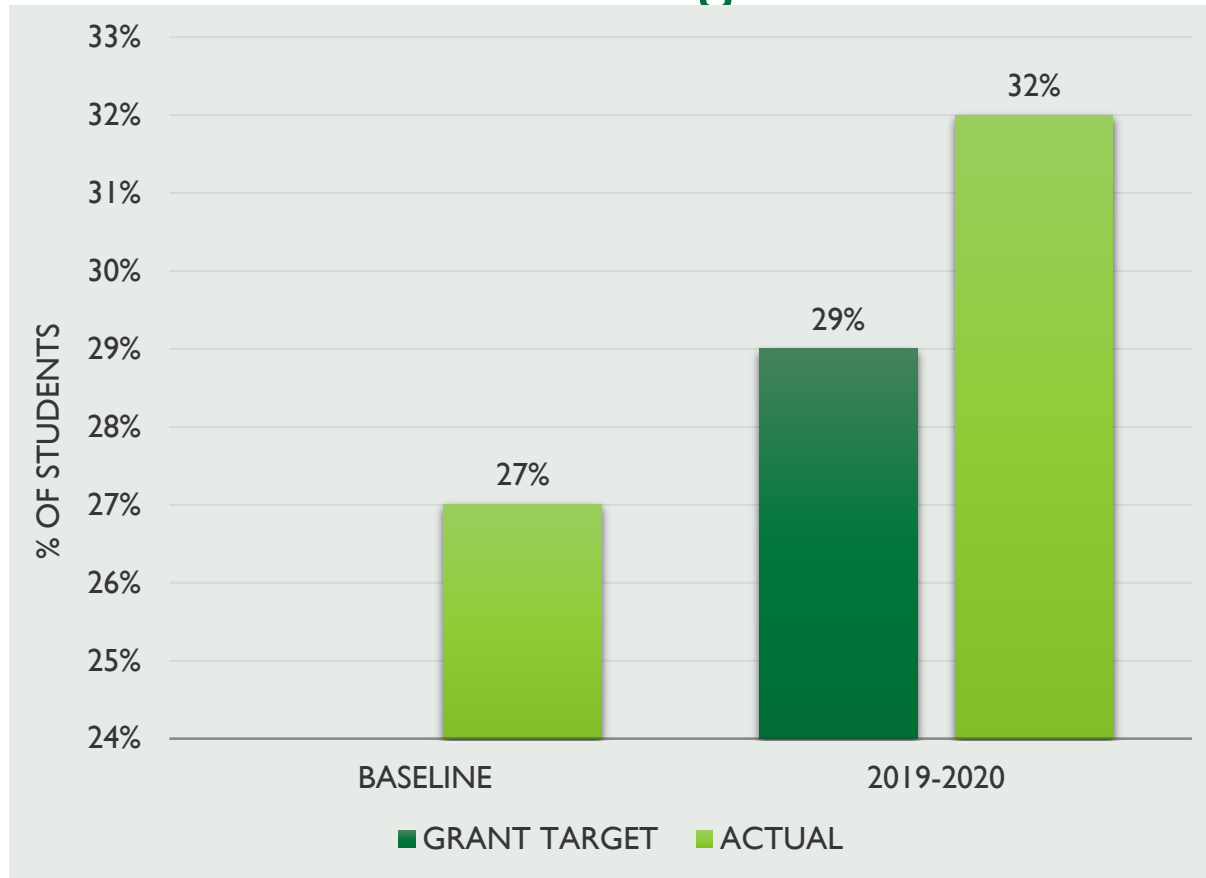
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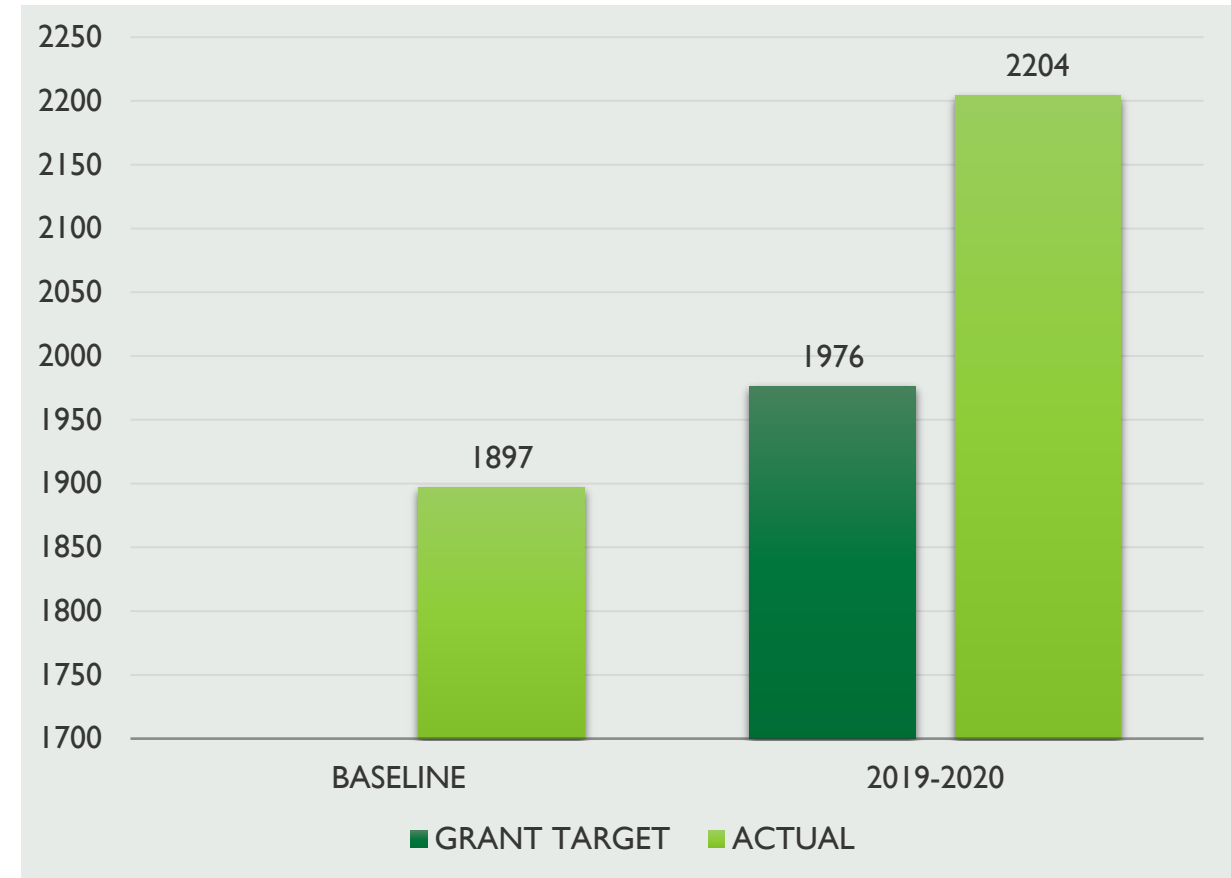
## Three-year degree completion rate



## % of Transfer Students who Earn a Degree

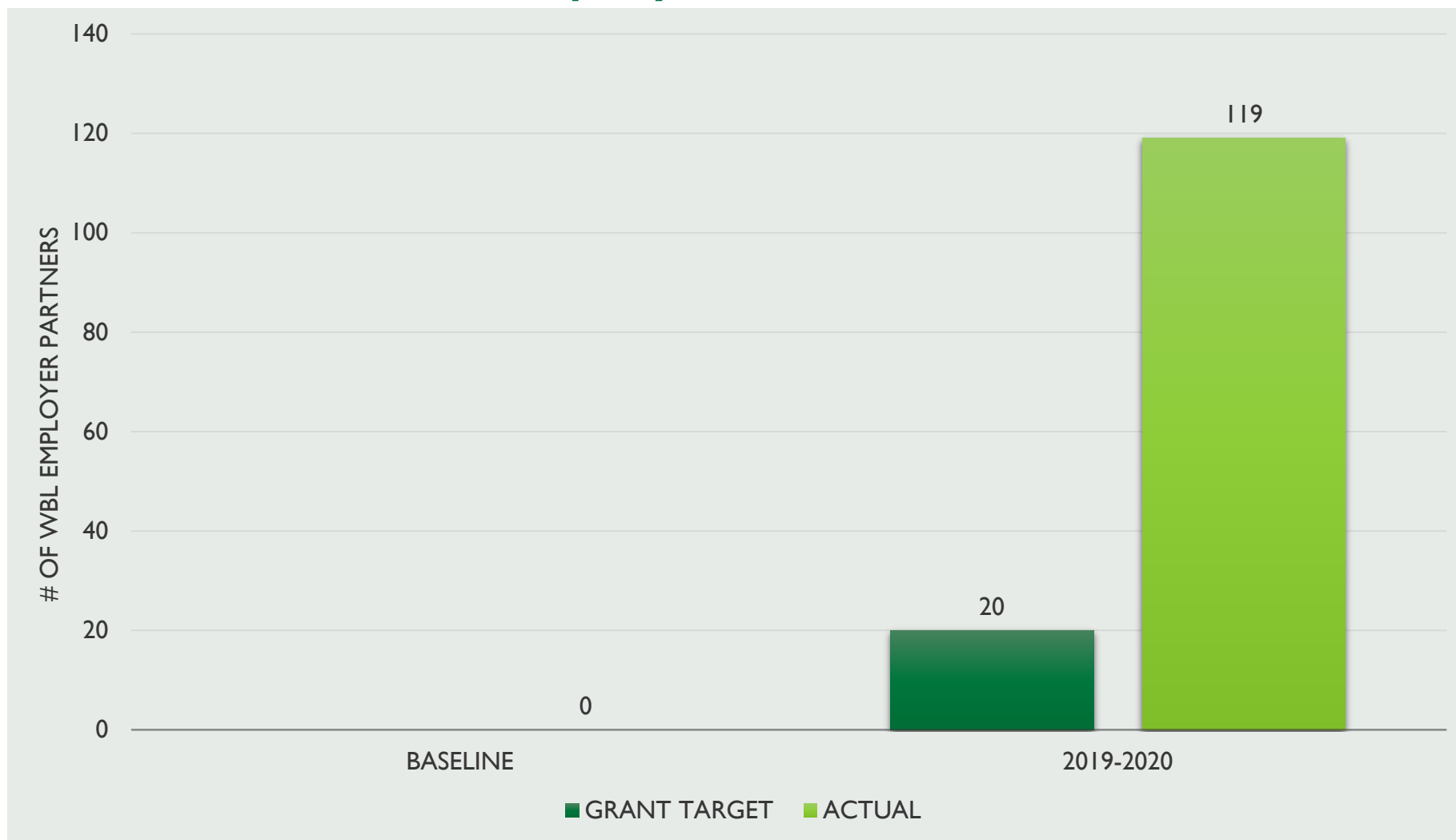


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Academic and Career  
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[pathways@ccri.edu](mailto:pathways@ccri.edu)



# Guided Pathways at GCC

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Lessons From Early Planning  
Phase





# CCRC Summer Institute

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- Team of Student & Academic Affairs leaders participated in the 2021 CCRC Summer Guided Pathways Institute
- Our aim was to develop a preliminary plan to begin our GP work
- This work underscored the importance of identifying “Light the Fire” courses and a plan for revising developmental education







# Laying a Solid Foundation

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- Evaluating current program structure
  - Financial viability
  - Enrollment
  - Completion metrics
  - Gen Ed v. Program course ratio
- Reducing course offerings and complexity of catalog
- Shifting to co-requisite developmental skills model
- Simplifying course schedule

# Developmental Reform

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- Of the students who were enrolled in a developmental math or English class in Fall 2018, 25% were unsuccessful (N = 110)
- A co-requisite model will route students into a gateway math course based on their major and will provide structured support to those who need it
- GCC's Math Studio will provide individualized support



# Reducing Complexity

- GCC will recalibrate its current menu of program offerings to match student demand and employer/transfer needs
- Faculty and staff are currently doing an in-depth analysis of the course schedule to simplify and create a timetable that represents student need and an array of modalities







# Next Steps for Guided Pathways

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- Develop Meta Majors by 2024
- Create onramps from Workforce Development by 2024
- Develop robust program review process by 2022
- Revise current college governance model by 2022
- Identify and market “Light the Fire” courses by 2023





- One of seven colleges in the Community College System of New Hampshire (CCSNH)
- Nashua Community College (NCC) offers 33 associate degree and 21 certificate programs
- Enrollment – Academic Year 2019-2020 had 2,184 students, 69% part-time and 31% full-time
- Gender – 53% female/47% male
- Age – Average 25 years, ranging from 14 to 76 years with 68% of students under 25 years
- Ethnicity – White: 72%, Hispanic/Latino: 16%, Asian: 2%, Black/African American: 3%

# NASHUA COMMUNITY COLLEGE



The Community College System of NH (CCSNH) and the University System (USNH) introduced **65 by 25**, a goal to help ensure that 65 percent of adults 25 and older in New Hampshire will have some form of post-secondary education, from certificates to advanced degrees, by 2025.

## Why 65?

Approximately  
65% of jobs in NH  
by 2025 will require  
postsecondary  
education

—Georgetown U. Center on Education  
and the Workforce

**IN 2016, CCSNH LAUNCHED GUIDED  
PATHWAYS TO SUCCESS (GPS) TO SUPPORT  
65 X 25 INITIATIVE**

# HOW DO WE DEFINE GPS?

An iterative  
framework that  
guides retention  
and completion  
initiatives at NCC  
and other  
community  
colleges in New  
Hampshire

When NCC first launched GPS in 2016, our efforts focused on implementing individual strategies to improve student outcomes.

Complete College America termed these strategies “The Game Changers”



## THE GAME CHANGERS

15 to Finish

Math Pathways

Corequisite Support

GPS Direct

Structured  
Schedules





**Focus Area: History and Political Science**  
**Pathway: Social, Educational & Behavioral Sciences**  
**Transfer to: [four year college]**  
Visit Your Academic advisor, [advisors@nashua.edu](mailto:advisors@nashua.edu) or your college's Transfer Center for more information  
Catalog Year: 2017-2018 Degree Code: AA0210

Map it, learn it, and earn it in two years! Earn your Associate's Degree in Human Services at NCC in two years, and seamlessly transition your credits to [four year college] to graduate with your Bachelor's in four years.

The following map is the recommended sequence of courses you need to graduate on time.

### 2- Year Program Plan For Full-Time Students

All classes must be passed with a XXXX or better to transfer to [4-year college]



SEMESTER 1	CATEGORY	ACHIEVEMENTS and NEXT STEPS
ANTH 105N - Ethnography of Work OR General Education Core Requirement (3)	Behavioral Social Science	DO THIS - Meet with advisor to discuss academic goals and plan coursework
ENGL 101N - Composition (4)	Arts/Humanities/Comm	
MATH 106N - Statistics I (4)	STEM	DO THIS - Visit your campus Transfer Center
SOC SCI 102-General Course II (3)	Behavioral Social Science	
14 CREDIT HOURS		
SEMESTER 2	CATEGORY	ACHIEVEMENTS and NEXT
General Education Elective OR Core Requirement (3)	Arts/Humanities/Comm	
POLI 106N - Citizen and Society OR	Behavioral Social Science	
POLI 101N Introduction to Political Science (4)	STEM	DO THIS - Meet with advisor to confirm plan
General Education Core Requirement: Science (3)	Behavioral Social Science	
GEOG 110N - World Regional Geography OR		
GEOG 130N - Human Geography (3)	Behavioral Social Science	
HIST 102N - Western Civilization from 1600 to Present (3)		
16 CREDIT HOURS		
SEMESTER 3	CATEGORY	ACHIEVEMENTS and NEXT STEPS
ECON 202N - Macroeconomics (3)	Business	DO THIS- Meet with advisor and discuss upcoming deadlines for graduation
General Education Elective OR Core Requirement: History and Politics (3)	Behavioral Social Science	
General Education Elective OR Core Requirement: History and Politics (3)	Behavioral Social Science	DO THIS - Complete application for [4-year college]
General Education Elective OR Core Requirement: Science (4/3)	STEM	
General Education Elective OR Core Requirement: Global Awareness (3)	Behavioral Social Science	
16/15 CREDIT HOURS		
SEMESTER 4	CATEGORY	ACHIEVEMENTS and NEXT STEPS
General Education Elective OR Core Requirement: History and Politics (3)	Behavioral Social Science	DO THIS - Apply for Graduation
General Education Elective OR Core Requirement: Humanities/Fine Arts (3)	Arts/Humanities/Comm	
General Education Elective OR Core Requirement: Behavioral Social Sci (3)	Behavioral Social Science	COMPLETION of Associate in Arts
General Education Elective OR Core Requirement: Global Awareness (3)	Behavioral Social Science	
HIST 285N - Introduction to Historical Research Methods (3)	Behavioral Social Science	

15 CREDIT HOURS

MINIMUM TOTAL DEGREE CREDIT HOURS: 60  
WRITTEN PATHWAY CREDIT RANGE: 60/61



#### Arts, Humanities, Communication & Design

For students interested in creative expression, philosophical endeavors, and communicating ideas.



#### STEM & Advanced Manufacturing

For students interested in innovation, strategizing, and logical thinking.



#### Business

For students interested in practical application of theory, problem-solving, and critical thinking.



#### Social, Educational & Behavioral Sciences

For students interested in teaching, helping others, and learning about human behavior (past and present).



#### Industry & Transportation

For students interested in diagnostics, hands-on training, and theoretical and practical experience.



#### Hospitality & Culinary

For students interested in creativity, working on a team, and providing hospitality.



#### Health Sciences & Services

For students interested in health care, math and science, and caring for others.

- Academic Focus Areas/Meta Majors
- Program Maps
- Math Pathways
- "15 to Finish"



PURPOSE



MOMENTUM



STRUCTURE



SUPPORT

**AS NCC'S GPS EFFORTS EXPANDED, WE  
REFRAMED OUR WORK TO ALIGN WITH FOUR  
OVERARCHING THEMES IDENTIFIED BY  
COMPLETE COLLEGE AMERICA**



**Purpose:** Ethnography of Work

**Momentum:** Corequisite  
Remediation at Scale

**Structure:** New Scheduling  
Process

**Support:** EAB Early Alerts

# NCC HIGHLIGHTS 2017-2019

Several thin, white, parallel diagonal lines are positioned in the bottom right corner of the slide, extending from the bottom edge towards the right edge.

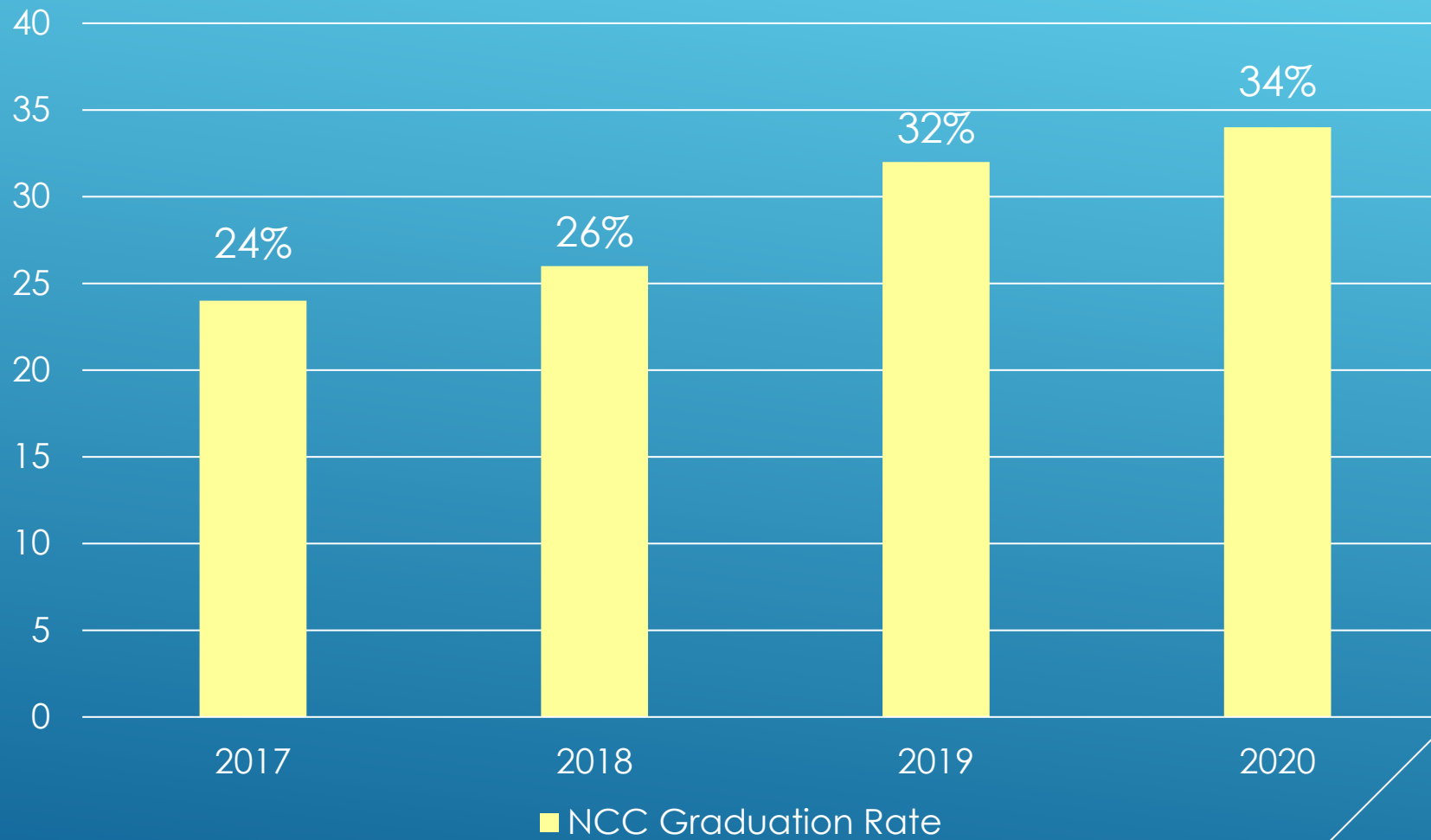


WITH THE GUIDANCE OF  
OUTSIDE ORGANIZATIONS,  
AND THE HARD WORK OF  
FACULTY AND STAFF, OUR  
EFFORTS APPEARED TO  
POSITIVELY INFLUENCE  
STUDENT OUTCOMES.

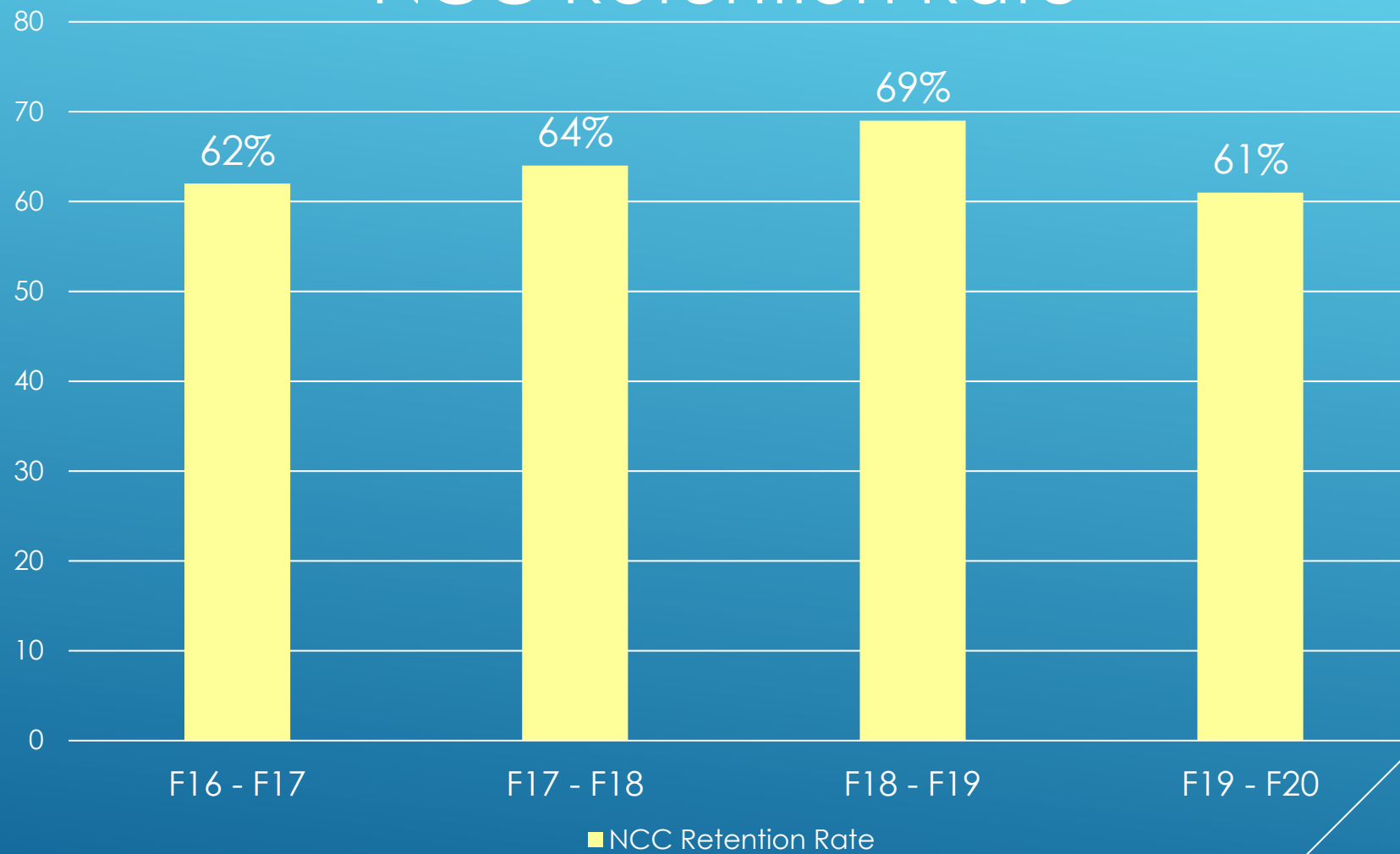


**CCRC** COMMUNITY COLLEGE  
RESEARCH CENTER

# NCC Graduation Rate



# NCC Retention Rate




**Purpose** – Adult Learner Engagement,  
Exploratory Program, Embedded Credentials

**Momentum** – Prior Learning Assessment  
including non-credit equivalencies

**Structure** – Program Planner Tool/EAB  
Navigate, Canvas Template

**Support** – Coordinated Care Network/EAB  
Navigate, NoLo/OER

# NCC'S FOCUS FOR 2021-22

Several white lines of varying lengths and angles are positioned in the bottom right corner of the slide, creating a modern, abstract graphic element.



Consider implementing GPS strategies at scale – possible multiplier effect



GPS framework provides direction, but implementation must be faculty and staff driven



Assessment is essential for continuous improvement – data secures faculty and staff buy-in

## TAKEAWAYS

- ▶ American Association of Community Colleges. (2020, November 2). *DataPoints: Promising completion rates*. <https://www.aacc.nche.edu/2020/11/02/datapoints-promising-completion-rates/>
- ▶ Complete College America. (n.d.). *Strategies*. Retrieved from <https://completecollege.org/strategies/>
- ▶ Nashua Community College. (2020). *Snap facts*. Retrieved from <http://www.nashuacc.edu/about/snap-facts>
- ▶ National Student Clearinghouse Research Center. (2021, July). *Persistence and Retention*. <https://nscresearchcenter.org/wp-content/uploads/PersistenceRetention2021.pdf>

**THANK YOU!**

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# NECHE

## 2021 Annual Meeting



December 8-10, 2021 | Fairmont Copley Plaza

Refreshment Break  
2:45 – 3:15 pm  
Sponsored by

