

Talent Strong Texas Pathways Institute

# Leading Talent Strong Texas Pathways

April 12-14, 2023 | Dallas, Texas



Texas Success Center



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**Network:** Hyatt-meetings

**Password:** success2023



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# Introduction & Purposes

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## Launching Talent Strong Texas Pathways

In every community college across our state, the Texas Pathways strategy is being implemented and scaled to increase the number of students who reach their end goal of a good career with living wages. Over the past five years, this statewide reform effort and associated Pathways Institutes have been dedicated to the social and economic mobility of Texans, especially those Texans for whom the educational system has least supported well—Black and Latinx students, and students from low-income backgrounds.

The Texas Success Center is pleased to launch the next phase of our joint Texas Pathways work with an updated five-year strategic plan and refined Talent Strong Texas Pathways strategy. Talent Strong Texas Pathways builds on the past successes of Texas Pathways and TRUE Pathways work, and re-affirms and codifies the Texas community colleges' shared commitment to building educational pathways designed to eliminate widespread poverty, unemployment, and their heavy impact on Texans and the Texas economy. The foundational values and practices of our pathways work continue, while this institute launches our collective commitment to the new iteration of our strategy. Our shared goal of the Talent Strong Texas Pathways effort is scaling statewide accessible and inclusive talent pathways clearly directing students through intentionally designed programs beginning with short-term credentials and early workplace learning, leading toward meaningful employment, further workforce and transfer education attainment, and career advancement.

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

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

The Texas Success Center designed this institute to both honor and support senior leaders guiding this large-scale institutional reform strategy. Leaders participating in this event will consider their role and responsibility for accelerating progress toward these three objectives.

# Introduction & Purposes

## Institute Purposes

As a result of actively engaging in *Leading Talent Strong Texas Pathways*, college leadership teams will:

- 1 Consider findings and reflections from national experts and successful Texas colleges to inform and accelerate whole-college redesign efforts of pathways.
- 2 Engage with fellow Texas community college leaders in a peer learning network designed to implement essential leadership practices throughout the institution.
- 3 Analyze data to gain insights into credential completion and transfer into 4-year institutions.



## We Value Your Feedback

This year we are offering two ways to provide feedback. Each day of the Institute, attendees can share insights and questions regarding the implementation and scaling of the Talent Strong Texas Pathways strategy through a poster gallery walk. Please stop by the registration desk for more information.

On Friday morning, the Institute evaluation survey opens. Please complete this brief anonymous survey before you leave! We use your feedback to improve our future professional development opportunities.

Scan this QR code or take the survey at this link: [bit.ly/tpi123](https://bit.ly/tpi123)



# Wednesday, April 12

8:00 AM – 2:00 PM

Reunion Foyer

## Registration

10:00 AM – 1:30 PM

## Pre-Institute Workshops

(Lunch Provided - Pre-Institute Registrants Only.)

Pegasus B

### Leading to Scale Dual Credit Pathways: Data DEEP Dive

(Box lunches provided: Pegasus Foyer @ 12:00 PM)

Guided by emerging findings from CCRC’s research on Dual Enrollment Equity Pathways (DEEP) in Texas, Florida, and Ohio, in this session, leaders will identify and apply research-based insights to strengthen the college’s dual credit pathways strategy. Dive into your college’s dual credit data using a series of new Tableau dashboards developed by CCRC and UT-Austin utilizing state-validated data from THECB and TEA on recent Texas high school graduates. Attendees will “beta-test” the dashboards to examine disaggregated data relating to the college (and individual high school partners) on access to dual credit, most popular dual credit courses, dual credit course outcomes, credit and gateway course momentum through dual credit, and post-high school college outcomes among former dual credit students (including top colleges and major enrolled).

In addition to time dedicated to training and guided exploration of the dashboards using a DEEP inquiry guide, the workshop will include facilitated discussions around how college leaders can use data to bolster efforts to build dual credit pathways that increase the rate at which dual credit students enroll at the college and other four-year institutions after high school. Attendees will also be invited to provide input and suggestions for further refinement of the dashboards for future use among Texas colleges and their K-12 school partners. These strategic conversations will inform the college’s action plan for leading Talent Strong Texas Pathways.

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

#### John Fink

Senior Research Associate and Program Lead, Community College Research Center, Columbia University

#### Dr. Lauren Schudde

Associate Professor, Department of Educational Leadership and Policy, University of Texas at Austin

#### Dr. Tatiana Velasco

Research Associate, Community College Research Center, Columbia University

## Leadership for Innovation, Inspiration, and Positive Change

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

Transformational leadership at all levels and across all areas of the college have never been more important, as we take the lessons learned during this recent time of crisis and respond to the need to improve community college outcomes rapidly. Fortunately, while “developing, communicating, and executing collegewide reform strategies is hard work . . . the tools needed to succeed are increasingly well-understood. Teaching those tools to willing institutional leaders can unleash scaled improvements in student success and enable community colleges to better fulfill their vital national mission of activating talent and advancing economic mobility” (Aspen Institute, 2021).

This working session will enable participants the opportunity to learn about what it takes to be a transformational leader, including the top five practices that enable leaders to focus on what matters most, and how to not get distracted from achieving your institution’s goals. Activate your potential to be a transformational leader by engaging in piercing self-reflection regarding your own leadership role and goals, including responding to questions such as, “What is the purpose of your leadership?”, “Why did you choose to be a leader in a community college?”, and “Why does leadership matter now?” This session, designed for designated pathways leaders, complements previous professional development opportunities provided by the Aspen Institute to CEOs at the November 2022 Pathways Institute.

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

### Dr. Mary Rittling

Texas Pathways Coach  
and Senior Fellow at The  
Aspen Institute

Panelist:

#### Dr. Susan Guzmán-Treviño

Provost/Vice President,  
Academic Affairs and  
Student Services,  
Temple College

Panelist:

#### Dr. Donna McDaniel

Vice President of  
Instruction, Texarkana  
College

Panelist:

#### Dr. Laurel Williamson

Deputy Chancellor and  
President, San Jacinto  
College

Reunion EFGH

## Welcome Address

### Dr. Cynthia Ferrell

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

### Dr. Brenda Kays

CEO and President,  
Kilgore College

## Leading with DEEP Mindsets: Rethinking Dual Credit as an Onramp to Talent Strong Texas Pathways

As colleges are expanding on their successful guided pathways reforms to develop a broader workforce and education ecosystem, this session will explore how leaders can build cross-sector partnerships to connect students to high-opportunity dual credit pathways that lead to good jobs and transfer into a baccalaureate program without loss of credit. Building equitable dual credit pathways requires college leaders to shift from offering “random acts” and “programs of privilege,” and instead to intentionally design “Dual Enrollment Equity Pathways” through a DEEP mindset. CCRC’s Davis Jenkins and Maggie P. Fay will present preliminary findings from field research in Texas and Florida on dual credit programs among exemplar community colleges, highlighting robust K-12 partnerships that are rethinking their approach to dual credit to improve college and career access and success for underrepresented students. This session examines changes in mindset among college and K-12 leaders observed through these dual credit partnerships, strategies for providing more effective teaching and personalized advising and support to large numbers of dual credit students, and fiscal and policy incentives (and disincentives) facing colleges and schools as they seek to create more effective and equitable onramps to postsecondary degree and career pathways.

### Dr. Maggie P. Fay

Senior Research  
Associate, Community  
College Research Center,  
Columbia University

### Dr. Davis Jenkins

Senior Research Scholar,  
Community College  
Research Center,  
Columbia University

Speaker Introduction:

**Dr. Lynda Villanueva**  
CEO and President, Lee  
College

3:30 – 4:45 PM

## Team Strategy Time 1

Please refer to your Team Strategy Time Room Assignment.

### Reflecting on Your Talent Strong Texas Pathways Application

5:00 – 7:00 PM

## Reception

Reunion Foyer

Join us for a cashless bar, heavy hors d'oeuvres, and a performance by Dallas College Brookhaven's Jazz Combo.

Director:

**Jisun Huh**

Performers:

**Cole Adams** on guitar

**Kerry Adams** on trumpet

**Connor Cluck** on trombone

**Fred Gleber** on drums

**Joe Merritt** on keyboard

**Scott Murphy** on bass

**Michael Pierce** on saxophone



# Thursday, April 13

7:00 – 8:00 AM

Reunion Foyer &  
Reunion EFGH

## Breakfast

Buffet located in Reunion Foyer. Dine in Reunion EFGH.

8:00 – 8:50 AM

## Plenary

Reunion EFGH

### Fireside Chat: Leadership and Innovation

The Texas Success Center continues to engage the employer community to support regional collaboration efforts to maximize opportunities to enhance student outcomes. As we seek to reimagine Talent Pathways, we explore an example of proactive collaboration in the Central Texas region. Austin Community College has cultivated deep business partnerships with employers in a variety of industry sectors in the community given the dynamic economy it supports including manufacturing and software technology. This panel conversation will examine the commitment and leadership needed to establish, deepen, and sustain innovative partnerships to position our students for success.

**Teresa Grant**

Workforce Development  
and Education Lead, Tesla

**Dr. Richard Rhodes**

CEO and Chancellor,  
Austin Community College

**COL Vito Errico**

Director, Software  
Factory, AFC

Moderator:

**Andres Alcantar M.P.A.**

Senior Workforce Lead,  
Texas Success Center

### Talent Strong Texas Pathways Strategy: Understanding Statewide Trends in Long-Term Outcomes

**Dr. Kristina Flores**

Director of Research and  
Evaluation, Texas Success  
Center

9:00 – 10:00 AM

## Concurrent Sessions

Cotton Bowl

### Wrangling Sectors to Start Talent Strong Pathways with Dual Credit

In this session, CCRC will facilitate a panel discussion among Texas community college presidents about their leadership efforts to ensure that dual credit serves as an onramp to college and career pathways for students, particularly those from underserved communities. Panelists will react to the “DEEP Mindset” findings shared in the opening plenary, detailing their strategies working with K-12, university, and employer partners to leverage the potential of dual credit to expand college and career opportunity in their communities. will examine the commitment and leadership needed to establish, deepen, and sustain innovative partnerships to position our students for success.

#### John Fink

Senior Research Associate and Program Lead, Community College Research Center, Teachers College, Columbia University

Panelist:

#### Dr. Pam Anglin

CEO and President, Paris Junior College

Panelist:

#### Dr. Christy Ponce

CEO and President, Temple College

Panelist:

#### Dr. Laurel Williamson

Deputy Chancellor and President, San Jacinto College

Reunion A

### A Holistic Roadmap to the Ideal Student Experience

How do you overcome five-plus years of inertia and fatigue in the implementation of guided pathways? In just 18 months we overcame stalled degree map creation by shifting the focus to beginning with the end in mind and the ideal student experience. We reimagined guided pathways with equity, quality service, and career and transfer as the foundation of interconnected pillars. We will share our experiences in the development of goal-focused working groups. Leaders will reflect on their own guided pathways implementation and strategize about overcoming obstacles.

#### Dr. Laura Lane-Worley

Co-lead Guided Pathways, Lee College

#### Nicole Tunmire

Co-lead Guided Pathways, Lee College

#### Dr. Lynda Villanueva

CEO and President, Lee College

## Using Wage Data for Continuous Improvement

How do we know the value of our degrees and awards and whether the college is propelling upward mobility for our graduates? Austin Community College has partnered with the Texas Workforce Commission to secure Unemployment Insurance Wage Records. When matched with education administrative records, the college is able to identify the employment and wage outcomes for program completers. New interactive dashboards enable stakeholders from across the college to explore changes in wages (before and after completion), assess outcomes against an established living wage in our community, and understand wage trajectories over time. We examine these career-related outcomes through an equity lens. Leaders will hear about two case studies when this data drove action at the program level.

### **Dr. Jenna Cullinane Hege**

Vice-Chancellor for  
Institutional Research  
and Analytics, Austin  
Community College

## Using DEI Strategies to Improve Student Success

This presentation will focus on collaborative initiatives and projects at Houston Community College aiming to close the equity gap amongst our students. Leaders will learn about wraparound services to address issues that were historically considered “non-academic.” In this interactive presentation, the essential role of partnership to direct community resources is explored in order to address students’ basic needs to improve retention and success.

### **Dr. Darin Baskin**

Officer, Diversity, Equity,  
Inclusion (Interim),  
and Director, Quality  
Enhancement Plan,  
Houston Community  
College

### **Dr. Mahnaz Kolaini**

Director of Counseling and  
Ability Services, Deputy  
Title IX Coordinator,  
Houston Community  
College

Bryan Beeman B

## Partnering for Student Success: How Intentional Internal Collaborations Led to Increased Transfer Outcomes

This session will highlight the collaborative efforts between two teams in two separate divisions: Transfer, Articulation, and Alternative Credit Programs (in Academic Services) and Career and Transfer (in Student Success) that began as we solidified our consolidation into one college; and which has evolved over the year and a half. Session participants will learn about the close nature of our teams' work and the culmination of this collaboration through our continued partnership efforts with our top university partners.

### Dr. Catherine Olivarez

Dean of Transfer, Articulation, and Alternative Credit Programs, Dallas College

### Dr. Clark Wilson

Associate Dean, Career and Transfer Skills Development, Dallas College

Cumberland BC

## Enabling Faculty Leaders to Use Data to Promote Student Success and Persistence

As part of Grayson College's (GC) Quality Enhancement Plan, the planning team utilized a data analytics platform already used by the college to create student success dashboards for Success Coaches and Faculty serving as Faculty Mentors. These user-friendly dashboards pull data from GC's learning management system, such as attendance, login activity, and course grades, into color-coded categories (green, yellow, red) to alert Success Coaches and Faculty on student performance. By sending weekly nudges, students are notified early and directed to resources before problems arise. Join us for a live demonstration of the early alert dashboard by GC faculty members and brainstorm new ideas for use at your campus.

### Vicki Anderson

Business and Accounting Professor, Grayson College

### Sarah Garrett

Speech Professor, Grayson College

### Nancy Luthe

Director of Success Coaches, Grayson College

### Dr. Logan Maxwell

Director of Success Initiatives, Grayson College

## Building Brighter Futures for Latinx Students through Dual Credit

South Texas College (STC) serves more than 95% of Latinx students and partners with 21 school districts to provide academic and workforce dual credit opportunities within its two service counties. A key component of the Programs' success is continuous data evaluation which entails Program Leadership conducting assessments and utilizing data findings to identify interventions through Success Metrics Workshops with partnering school districts. Leaders will learn how STC continuously evaluates dual credit programs to inform continuous improvement and sustained collaboration with school districts to transform the community.

### Dr. Rebecca De Leon

Dean for Dual Credit Programs and School District Partnerships, South Texas College

### Dr. Anahid Petrosian

Vice President for Academic Affairs, South Texas College

## How To Get Faculty Engaged

The session will describe Alvin Community College's focus on achieving faculty buy-in with the process of continuous improvement. We will discuss how to get the faculty involved with the creation and evaluation of assessments including program learning outcomes. We will also discuss the importance of data sharing, and getting data directly to the faculty, so they better understand what happens to the data. We will explore strategies for getting department leadership to involve faculty in the assessment analysis process to assist in continuous improvement.

### Dr. Robert Exley

CEO and President, Alvin Community College

### Philip O'Brien

Director, Institutional Effectiveness, Alvin Community College

## Researching Basic Needs Insecurity at Texas Community Colleges: Lessons for Leaders

Texas community colleges have undertaken exemplary work to understand student basic needs and create programs, policies, and practices to address insecurities from housing and food, to transportation and child care, and across a range of social, emotional, and financial needs. This session will provide an overview of existing literature, including an overview of TSC’s current research agenda which aims to understand barriers to scaling and integrating basic needs supports into existing structures and campus cultures. Finally, attention will be given to the unique role of administrative leadership in advancing the success of students experiencing basic needs insecurities.

### Jeremy Martin

Owner, Greenbelt Consulting LLC

## From Faculty to Chancellor: How Consistent District Communication Led to a Baccalaureate Degree

At San Jacinto College, we are working tirelessly to meet our community and workforce needs. Currently, we are developing another baccalaureate degree, in Education, to meet these needs. In this session, we emphasize the role of college-wide communication while making system-wide changes. We will discuss the important lessons learned and the procedures which have been developed to ensure that, from faculty to the Chancellor, our message is clear, our programs are aligned, and all San Jacinto faculty and staff are guided by our ultimate desired outcome-student success.

### Shelley Rinehart

Assistant Vice Chancellor  
Instructional and Program  
Support, San Jacinto College

### Crystal Tewes

Director, Teaching and  
Learning, San Jacinto College

## Responding to Texas and America's Workforce Needs

This session features the National Science Foundation (NSF)'s Advanced Technological Education (ATE) program strategy to advance STEM workforce education, braiding available funding to support community colleges. Pathways programs connecting industry systems and various educational institutions that respond to high demand STEM workforce needs will be highlighted. Examples of previous initiatives funded will be discussed. Join us to learn more about the resources available and the Community College Presidents initiative, NSF-ATE-STEM.

### **Dr. Christine Hubbard**

President, North Texas  
Community College  
Consortium

### **Dr. Tricia Thomas-Anderson, CGW**

Senior Director, Sponsored  
Programs, Dallas College

### **Dr. Jennifer Wimbish**

Regional Network Chair,  
Community College  
Presidents' Initiative-ATE-  
STEM for Texas, Louisiana,  
and Oklahoma

## Red River Promise: A Network Approach to Produce Stronger Postsecondary Outcomes in Rural Regions

North Central Texas College (NCTC) implemented the Red River Promise Program in 2021 to take a stronger regional coordinating role to support district partners with data and tools to better serve students and access more federal and state dollars to invest in their rural communities. Learn about the approach that NCTC and Red River Promise is piloting to create a scalable rural college Promise model. Regional stakeholders share insights and best practices when partnering to provide more equitable post-secondary options for all.

### **Dr. Amanda Nickerson**

Executive Director  
Enrollment Management,  
The University of Texas  
at Arlington

### **Karen Quintero-Vasquez**

Manager of Partner  
Support, Economic  
Mobility Systems

### **Barbara Stanley**

Director, Red River  
Promise, North Central  
Texas College

### **Dr. Des Stewart**

Superintendent,  
Gainesville ISD

### **Dr. Brent Wallace**

CEO and Chancellor, North  
Central Texas College

## The Leaders' Role in the Ability to Benefit (ATB) Movement

Based on the Department of Education's 2022 ATB usage analysis, students accessing federal aid through the ATB provision for people without a high school diploma has drastically declined from 2016-2021. Synergizing community college and AEL efforts creates equity for our communities by increasing access to career pathways through ATB. Can supporting adult education programs show promising outcomes toward the new postsecondary higher education formula-based funding? Can systematizing ATB be a catalyst to drive the new formula-based funding? Our panel conversation with community college leadership will leave you believing in the hype.

### **Dr. Tamara Clunis**

Vice President Academic Affairs, Amarillo College

Panelist:

### **Kathy Dowdy**

Executive Director, Division of Adult Education, Austin Community College

### **Michelle Lamons**

Adult Education Director, Amarillo College

Panelist:

### **Dr. Jennifer Kent**

President, Victoria College

Panelist:

### **Dr. Leonard Rivera**

Associate Vice President, Continuing Education and Off-Campus Programs, Del Mar College



10:15 – 11:45 AM

## Team Strategy Time 2

Please refer to your Team Strategy Time Room Assignment.

### Exploring Disaggregated Completion and Transfer Data

11:45 AM – 12:45 PM

## Lunch

Reunion Foyer & Reunion EFGH

### Teams Networking Lunch

Buffet in Reunion Foyer, Dine in Reunion EFGH. Individual teams may meet with coaches.

12:00 – 3:00 PM

## CEO Roundtable (CEOs Only)

Aerial Queen

### Leadership in Advancing Excellence for Equitable Student Outcomes: A Data-Informed Vision and Reform Agenda

Talent Strong Texas Pathways includes a focus on strong and equitable rates of both completion and post-completion success. In this roundtable session, Josh Wyner, Executive Director of the Aspen Institute's College Excellence Program, will lead CEOs through a discussion of Aspen's Leadership Theory of Change and a model for leading reform. The session will emphasize how presidents of top community colleges have decided on their immediate reform agenda by analyzing data, institutional readiness, possible regional partners, and models of excellence. The session will also provide practical tools for application and time for group activities and discussion.

#### Josh Wyner, J.D.

Vice President, The Aspen Institute and Founder and Executive Director of the Aspen College Excellence Program Speaker

Introduction:

#### Dr. Martha Ellis

Senior Pathways Lead, Texas Success Center

## Reunion B

**Setting the Vision for Statewide P-TECH Growth**

Educate Texas, with support from the Michael and Susan Dell Foundation, is launching an initiative in collaboration with the Texas Education Agency to expand the number of Pathways to Technology Early College High Schools (P-TECHs) in Texas. This session will explore how community college leadership can engage in efforts to support P-TECH expansion by assessing institutional capacity for growth, strengthening partnerships with school districts and employers, and understanding needs of P-TECH students.

**Dr. David Deggs**

Director, Higher Education Programs, Educate Texas

**Dr. Kenyatta Lovett**

Managing Director, Higher Education and Workforce Development, Educate Texas

**Erica Simon**

Deputy Director, Higher Education Strategy, Educate Texas

**Michelle Wisdom**

Director, College Career Readiness Programs, Educate Texas

## Reunion A

**Pipelines to Careers**

The vision for workforce education at Austin Community College is to create seamless pipelines for students from where they are to where they want to be leading to careers with family sustaining wages. We do this through intentional programming and alignment in the following areas: CE to credit alignments; P-TECHs and Academies with area high schools; earn and learn; transfer to baccalaureate degrees.

**Dr. Shasta Buchanan**

Vice Chancellor for Student Affairs, Austin Community College

**Dr. Gretchen Riehl**

Associate Vice Chancellor for Workforce Education, Austin Community College

**Dr. Gaye Lynn Scott**

Vice Chancellor for Instruction, Austin Community College

**Dr. Mison Zuniga**

Interim Associate Vice Chancellor, College and High School Relations, Austin Community College

## Elevating the Student Voice to Improve Dual Credit

This session extends and deepens leaders’ understanding of the “dual enrollment equity pathway” (DEEP) findings by focusing on the perspectives and voices of dual credit students and how college leaders use this information to enhance the impact of dual enrollment pathway reforms. CCRC and CCCSE presenters will center the student by sharing findings from dual credit student focus groups and a multi-institutional survey of dual credit student experiences. Such findings will focus on the primary concerns among Black, Hispanic, and low-income students. Interactive learning activities will challenge leaders to apply these new insights to their unique context to enhance their college’s dual credit strategy.

### **Dr. Courtney Adkins**

Associate Director of Publications, The Center for Community College Student Engagement, University of Texas at Austin

### **Aurely Garcia Tulloch**

Research Assistant, Community College Research Center, Teachers College, Columbia University

## Creating a Shared Vision for Equity and Success Through Data Conversations

For Houston Community College (HCC), embarking upon the journey of building strong student pathways has involved analyses of student outcomes data with a specific focus on identifying gaps in institutional outcomes in order to ensure equitable outcomes for all HCC students. HCC will share strategies for collecting and sharing both quantitative and qualitative data through an equity lens. Emphasis will be on facilitating conversations that lead to institutional insight and action, from a lens that encourages a focus on success across student populations.

### **Dr. Darin Baskin**

Officer, Diversity, Equity, Inclusion (Interim) and Director, Quality Enhancement Plan, Houston Community College

### **Dr. Andrea Burridge**

Associate Vice Chancellor, Research, Analytics, Decision Support, Houston Community College

### **Dr. Misha Turner**

Director, Student Success Decision Support, Houston Community College

## Community College Student Mental Health Challenges: Insights from the UTD-RAND Study

An increasing number of community college students are reporting mental health challenges. In this session, leaders will grapple with defining, understanding, and addressing community college student mental health challenges. Researchers at the Texas Schools Project will highlight initial insights from a joint research project between UT-Dallas and the RAND Corporation. This session will engage leaders around how to define mental health, how to intervene to support mental health, and how to collect mental health data to provide a high-level understanding of their students' mental health needs.

### Dr. Holly Kosiewicz

Research Associate, Texas Schools Project, University of Texas at Dallas

### Dr. Trey Miller

Director, Texas Schools Project, University of Texas at Dallas

## Creating Seamless Pathways through Innovative Partnerships: A Framework that Works

Partnership between institutions and across educational systems are crucial to achieving our common mission to enable students to achieve their goals for educational attainment. While this work can be daunting, effective results can be supported by an effective theory of change. Since 2019, South Texas College has worked with the University of Texas Rio Grande Valley to create seamless pathways for our students. The "STC and UTRGV Collaborative" includes institutional Co-Leads, Workgroups, and Workgroup Co-Chairs to guide progress and achieve shared goals. Join us as we explore STC's partnership framework that works and its essential practices that support student success.

### Dr. Kelli Davis

Director of University Relations, Transfer and Articulation Center, South Texas College

### Dr. Anahid Petrosian

Vice President for Academic Affairs, South Texas College

## Student Mental Health and Provision of Counseling Services at Dallas College

Mental health concerns, essential needs, interpersonal difficulties, among others, directly affect students' abilities to thrive and learn. Join Dr. Kaitlin Hill to review the common challenges and mental health concerns affecting today's college students. Leaders will receive data-driven overviews of these challenges and concerns, inclusive of national, regional, and Dallas College-relevant data. This presentation will conclude with a review of the expansive mental health services available to Dallas College students.

**Kaitlin Hill MS, LPC-S, NCC**  
Associate Dean  
of Counseling and  
Psychological Services  
(CAPS), Dallas College

**Dr. Beatriz Joseph**  
Vice Chancellor of Student  
Success; Interim President,  
Mountain View Campus,  
Dallas College

## Transforming Advising to Incorporate Career Conversations

San Jacinto College has received numerous national accolades, including the Aspen Prize Finalist with Distinction in 2021, for their groundbreaking student success and equity work. Drs. Williamson and Zimmermann will explore how San Jacinto has intentionally woven career exploration into the onboarding experience of their students. Their holistic approach to onboarding connects students to programs of study and identifies potential barriers to student progress and removes them.

**Dr. Laurel Williamson**  
Deputy Chancellor and  
President, San Jacinto  
College

**Joanna Zimmermann**  
Associate Vice Chancellor  
for Student Services, San  
Jacinto College

## Postsecondary Systems Change Through Early College Reform

This session will discuss the findings from two case studies seeking to better understand how partnership across the K-12 and community college sectors can lead to systems change and the elimination of barriers that disproportionately affect students deemed to be unprepared for college. Dr. Bailie shares research conducted for her dissertation that explores the five components of systems change, including: authority, beliefs and mindsets, collaboration, data use, and the reallocation of resources. The ECHS program at Palo Alto College and the P-TECH program at St. Phillip's College are featured as case studies as they have scaled early college programming and have demonstrated exemplar postsecondary completion rates for high school students.

### Dr. Christine Bailie

Director of Institutional  
Strategy, Texas Success  
Center

**2:15 – 3:15 PM**

### **Birds of a Feather**

Please refer to your  
Birds of a Feather  
Room Assignment.

Join colleagues from around the state who share similar professional positions to discuss Leading Talent Strong Texas Pathways in the context of your unique role at your institution. Learn how your colleagues utilize their role to provide leadership for communicating the college's strategic plan and to address ongoing systemic challenges and reflect on your role in fulfilling a unified set of student success goals at your college.

**3:30 – 5:00 PM**

### **Team Strategy Time 3**

Please refer to your  
Team Strategy Time  
Room Assignment.

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

**5:00 PM**

### **Adjourn - Dinner on your Own**

# Friday, April 14

7:30 – 9:00 AM

Reunion Foyer &  
Reunion EFGH

## Breakfast

Buffet located in Reunion Foyer. Dine in Reunion EFGH.  
Individual teams may meet with coaches.

9:00 – 10:00 AM

## Team Strategy Time 4

Please refer to your  
Team Strategy Time  
Room Assignment.

## Action Planning for Transformational Change

10:15 – 11:30 AM

## Closing Plenary

Reunion EFGH

## Building for Completion

Designing a successful pathway is similar to designing a structure. Building teams must agree on design concepts and principles, and a collaboration strategy needs to be in place to move from planning to implementation. Starting with the end in mind, leaders will examine the design concepts and principles to help them build pathways that support diverse students with varying needs for support. They will also explore planning and implementation strategies to build sustainable action plans that drive student completion outcomes.

**Dr. Lenore Rodicio**  
Senior Fellow, College  
Excellence Program,  
Aspen Speaker

Introduction:  
**Dr. Christy Ponce**  
CEO and President,  
Temple College

11:30 AM

## Adjourn



# Team Strategy Time Room Assignments

## Eileen Baccus

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

**Gaston AB**

## Linda Garcia

- Central Texas College
- Laredo College
- Lee College

**Reunion A**

## Ed Bowling

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

**Cumberland BC**

## Maria Harper-Marinick

- Austin Community College
- Dallas College
- San Jacinto College

**Reunion B**

## Martha Ellis

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

**Bryan Beeman A, Bryan Beeman B**

## Tina Hart

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

**Pegasus A, Pegasus B**

## Jo-Carol Fabianke

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

**Cottonbowl**

## Teresa Leyba Ruiz

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

**Sanger AB**

# Team Strategy Time Room Assignments

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## **Krista O’Neill**

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

**Cumberland K**

## **Linda Watkins**

- Amarillo College
- Brazosport College
- Midland College

**Moreno A, Moreno B**

## **Mary Rittling**

- Blinn College
- Del Mar College
- Texas Southmost College

**Reunion C**

## **Linda Welsh**

- Lamar State College Orange
- Panola College

**Reverchon A**

## **Stephanie Sutton**

- Cisco College
- Clarendon College
- Galveston College

**Windsor**

## **Ted Wright**

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

**Shawnee Trail A, Shawnee Trail B**

# Birds of a Feather Room Assignments

Join colleagues from around the state who share similar professional positions to discuss Leading Talent Strong Texas Pathways in the context of your unique role at your institution. Learn how your colleagues utilize their role to provide leadership for communicating the college's strategic plan and to address ongoing systemic challenges and reflect on your role in fulfilling a unified set of student success goals at your college.

Bryan Beeman B	<b>Chief Academic Officers</b>	Tina Hart, Ph.D.
Shawnee Trail A	<b>Chief Student Services/Success Officers</b>	Linda Garcia, Ph.D.
Cumberland BC	<b>Institutional Effectiveness and Strategic Planning VPs &amp; Directors</b>	Ted Wright, Ed.D.
Reverchon A	<b>Workforce and Community Partnerships VPs &amp; Directors</b>	Mary Rittling, Ed.D.
Moreno A	<b>Dual Credit/CCRSM/School Partnership Leads</b>	Ed Bowling
Moreno B	<b>Liberal Arts Deans &amp; Chairs/Transfer Program Leads</b>	Linda Watkins, Ed.D.
Sanger AB	<b>CTE &amp; Workforce Directors, Deans, &amp; Chairs /Adult &amp; Continuing Education Directors, Deans, &amp; Chairs</b>	Eileen Baccus, Ph.D. and Laura Rittner
Shawnee Trail B	<b>Faculty Senate/CE, Workforce, &amp; Academic Faculty</b>	Linda Welsh, Ph.D.
Bryan Beeman A	<b>Chief Professional Development Officers/ Instructional Services &amp; Innovation/Teaching &amp; Learning Advocacy</b>	Jo-Carol Fabianke, Ed.D.
Baker	<b>Chief Diversity &amp; Inclusion Officers; Directors Relating to Student Belonging or Mental Health &amp; Wellness Programs</b>	Maria Harper-Marinick, Ph.D.
Pegasus A	<b>Academic &amp; Career Advising Directors/ Student Engagement &amp; Success Directors</b>	Krista O'Neill and Teresa Leyba Ruiz, Ed.D.
Windsor	<b>Strategic Enrollment &amp; Retention/Admissions/ Registrar/Marketing &amp; Communications</b>	Stephanie Sutton, Ed.D.

# Birds of a Feather Session

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*“Culture [for improving student success] is built through a compelling vision for purpose and change; effective communications; the execution of comprehensive strategies; and systems to ensure that all college resources—financial, informational, those accessed through external partnerships—are dedicated to the mission.”*

## Why Leadership Matters to Student Success Reform<sup>1</sup>

Institutional excellence cannot be achieved simply by aggregating a series of program initiatives, no matter how proven and no matter how widely they are scaled. Reform strategies require visionary leadership, for several reasons:

- Meaningful reform requires significant changes in multiple parts of the college.
- The way employees are hired, developed, and rewarded matters for student success.
- Building a culture of inquiry and data requires centralized strategy.
- Presidents and their cabinets are essential to changing this dynamic.
- Reforms often require new or reallocated financial resources.
- Deep-rooted structures and cultures perpetuate inequities that require leadership to reverse.
- Effective strategies begin with a clear diagnosis of a problem.

# Birds of a Feather Session

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## Discussion Questions

From your unique position at the college, reflect on your role in fulfilling a unified set of student success goals at your college.

- What leadership role do you play in communicating a compelling reason and comprehensive strategy to change the student experience at your college?
  - What challenges/successes have you encountered coordinating with leaders at multiple levels to promote and communicate the college's shared vision for student success?
  - What actions have effectively promoted inclusive involvement from leaders in multiple areas of the college in communicating the college's vision?
- Does the collegewide strategy for student success articulate a clear comprehensive framework for reform?
  - Do leaders across levels and areas of the college "own" the strategies that are relevant to the framework? How has this been achieved?
  - What strategies and resources are needed to unify institutional silos around a common purpose to change the student experience?
  - Are there opportunities and/or recent innovations that can be used to solve institutional challenges and systemic barriers that were not widely available five years ago?
- In what ways is your college's strategic planning oriented towards results?
  - What institutional data is regularly collected to focus leaders at multiple levels, to measure progress on student success, and to make decisions?
  - How is this key data shared and with whom? What major barriers impede broad data use?
  - How are current practices effective for holding the institution accountable for improvements in student success across multiple student groups?

# Plenary Speakers



## Andres Alcantar, M.P.A.

Andres Alcantar is the Senior Workforce Lead for the Texas Success Center. Alcantar served with great distinction as a public servant building a career that allowed him to be at the forefront of public policy development and implementation in Texas for over two decades. During his career, he was honored to work on issues impacting every function of state government.

Andres recently served as Executive Vice President and Chief Operations Officer at the Texas Association of Business (TAB), the state chamber of commerce, working to advance policies to support a strong business climate and job creation. Alcantar previously served as Chairman and Commissioner Representing the Public at the Texas Workforce Commission (TWC). He was appointed by Governor Rick Perry in 2008 and designated Chairman May 2012. Alcantar also served as Deputy Director of Governor Rick Perry's Budget, Planning, and Policy Division, and as an advisor to former Governor George W. Bush in the Office of Budget and Planning and as a Director for the Texas Health and Human Services Commission.

In these various roles, Alcantar worked with education leaders, state agencies, local boards, industry associations, chambers of commerce and EDCs, advocacy groups, non-profits, Texas elected officials, and key stakeholders across the state to build a stronger Texas. Alcantar has strong, lasting partnerships with leaders across the state and has worked to solve complex issues through his focus on innovation and competitiveness. Alcantar has served on several state and national advisory councils, boards, and commissions.



## Christine Bailie, Ed.D.

As the Director of Institutional Strategy, Christine Bailie supports the Texas Success Center mission and the Talent Strong Texas Pathways strategy for the 50 community college districts in Texas. Prior to joining the Texas Success Center, Christine has worked in the field of education for 20+ years and brings expertise in the nexus of practice, research, and policy. Christine has served as a high school educator, led state and regional initiatives to redesign institutional systems, conducted policy analysis, designed research studies, created professional development to promote capacity-building and knowledge development, and facilitated cross-sector regional partnerships to strengthen and align P-16 pathways.

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



## COL Vito Errico

Colonel Vito Errico serves as Director of the Army Software Factory under Army Futures Command in Austin, Texas. He is a highly decorated active-duty Army officer with front line combat leadership experience in both Iraq and Afghanistan. His academic achievement includes degrees with distinction from West Point, Georgetown, and Yale Universities. In 2013, Vito was selected for the Army's Joint Chiefs of Staff/Office of the Secretary of Defense Fellowship Program.

In 2015, Vito was recognized as a Center for a New American Security Next Generation National Security Leader. During his studies at Yale, Vito worked at the Yale CEO Institute and interacted closely with Fortune 500 CEOs. He was subsequently identified in Forbes Magazine and Poets and Quants "National Top Business School Graduates" annual feature in 2019. Colonel Errico's ongoing work focuses on scaling and empowering the Army's agile software development capabilities.



## Maggie P. Fay, Ph.D.

As Senior Research Associate at the Community College Research Center at Columbia University, Dr. Maggie P. Fay conducts mixed methods research with a focus on the high school to college transition, STEM education, dual enrollment programs, developmental mathematics, reforms to developmental education, and the implementation of guided pathways reforms.

Fay is interested in higher education reforms designed to improve access to and success in higher education and using research to elevate the student voice and student perceptions of challenges and reforms. Fay leads the qualitative data collection and analysis of the research on rethinking dual credit as an onramp to college and career pathways for underserved students, and currently leads a study exploring how a large college system transitions to fully scaled corequisite courses, and how students choose programs of study (or majors) in community colleges.

Fay earned her Doctor of Philosophy degree in Sociology from The City University of New York.



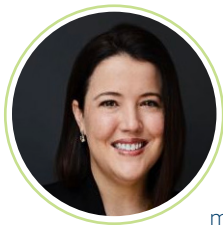
### Cynthia Ferrell, Ph.D.

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

Prior to joining the Texas Success Center, Cynthia served as director of Student Success Initiatives at the University of Texas at Austin, as well as national director of leadership coaching for Achieving the Dream, director of the Board of Trustees Institute, director of Gulf Coast Partners Achieving Student Success, and UT director of the Governance Institute for Student Success. In these roles, she provided training and ongoing support for community college trustees, chancellors, presidents, and leadership teams to implement data-informed policies and practices to improve the success of all students.

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

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



### Kristina Flores, Ph.D.

As the Director of Research and Evaluation, Dr. Kristina Flores supports the mission of the Texas Success Center by implementing all research and evaluation processes. She manages internal and external collaborations

to ensure projects are high quality, action-oriented, equity-focused, and aligned with the Texas Pathways Knowledge Development Agenda. Additionally, Kristina manages the Knowledge Development Steering Committee, Community College Research Fellowships, Center databases, and performs and supervises quantitative and qualitative analyses. She composes reports and other research deliverables, communicates findings with stakeholders, and informs the creation of training, technical assistance, and professional development for Texas Pathways colleges.

Kristina brings 15 years of teaching and administrative experience to her role. During her 11 years at Austin Community College, she served as an associate professor of mathematics, assistant dean of academic courses, developmental math advisor, and campus math contact to support improvements across the student experience. Kristina holds a baccalaureate degree in Mathematics from Georgetown University, a master's degree in Mathematics from New York University, and a Ph.D. in STEM Education from the University of Texas at Austin.



### Teresa Grant

Since joining Tesla in 2015, Teresa Grant has experienced the company's incredible growth from a single product to a global powerhouse in sustainable energy products and electric vehicles. Grant works on the Public Policy and Business Development team focusing on workforce development and education programs.

In her 8-year tenure, Grant has worked on various national recruiting and workforce efforts from major hiring ramps to developing education and apprenticeship programs across the company. Grant specializes in identifying talent gaps and creating internal and external training program frameworks to promote employees and give opportunities to community members. In addition to education programs, Grant enjoys leading efforts with Tesla for "Introduce a Girl to Engineering Day" and other outreach opportunities involving K-12 students.

Grant was educated between the United States, Honduras and Canada; she holds a Bachelor of Communication Studies from Capilano University.



### Davis Jenkins, Ph.D.

As Senior Research Scholar at the Community College Research Center at Columbia University's Teachers College, Dr. Davis Jenkins works with colleges and states across the country to find ways to improve educational and employment outcomes for students, particularly students of color and those from low-income families.

Together with Thomas Bailey and Shanna Jaggars, he co-authored Redesigning America's Community Colleges: A Clearer Path to Student Success (Harvard University Press, 2015), which has helped to catalyze the national guided pathways reform movement. Recently, Jenkins collaborated with the Aspen Institute to research transfer outcomes and create The Transfer Playbook.

Jenkins currently leads research involving 120 colleges nationally on the implementation of pathways reforms and their effects on student outcomes, equity, costs, and college performance. Additionally, he is leading research on improving baccalaureate degree outcomes and strengthening high school dual enrollment as an on-ramp to college for underrepresented students. Jenkins earned a baccalaureate degree in religion from Princeton University and a Ph.D. in public policy analysis from Carnegie Mellon University.



### **Dr. Richard Rhodes, Ed.D**

Since joining the Austin Community College District (ACC) as CEO in September 2011, Dr. Richard Rhodes has worked to improve pathways into higher education, strengthen awareness of the community college mission, and give students the tools to accomplish their educational, professional, and personal goals. Prior to joining ACC, Rhodes served as President of El Paso Community College for 10 years and as Vice President of Business Services at Salt Lake Community College in Salt Lake City, Utah, for seven years.

His professional associations include Chair of the American Association of Community Colleges; Board Member of the Texas Workforce Investment Council; and Past Chair of the Texas Association of Community Colleges. Rhodes also is a Board Member for the Trellis Company, Chair of the Trellis Foundation, Vice Chair for the Capital Area Council of Boy Scouts, and Board Member of the League for Innovation.

Rhodes received his Bachelor of Business Administration in Accounting and Master of Arts in Educational Management and Development from New Mexico State University. He earned his doctorate through the Community College Leadership Program at the University of Texas at Austin, receiving its Distinguished Graduate Award in 2001.



### **Lenore Rodicio, Ph.D.**

Dr. Lenore Rodicio is a nationally recognized higher education leader and strategist. The daughter of Cuban immigrants and a native of Miami, Florida, Rodicio is currently engaged as a Senior Fellow for transformation initiatives funded by the Bill & Melinda Gates Foundation, a Senior Fellow at the Aspen Institute College Excellence Program, and a strategy coach for Achieving the Dream. Rodicio previously served as Executive Vice President and Provost at Miami Dade College (MDC).

Most of Rodicio's work has centered on student access, success and achievement; the recruitment of underserved populations to the STEM fields; increased access to liberal education for all students; and continuous improvement of the teaching and learning process. She has led many projects to implement comprehensive solutions to improve completion rates, while upholding the highest standards of quality teaching and learning. Under her leadership, MDC developed alternative pathways to college credentials, including non-credit crosswalks to credit programs, prior learning assessment and competency-based education. Rodicio's transformational work in student success and achievement has led to significant improvements in retention and graduation and earned MDC the 2019 Aspen Award for Community College Excellence.

Rodicio holds a Bachelor of Science degree in Chemistry from Barry University, and a Doctor of Philosophy degree in Chemistry from Louisiana State University.



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

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

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



# Coaches



## Eileen Baccus, Ph.D.

Dr. Eileen Baccus serves as a consultant to institutions of higher education and continues coaching a significant number of Achieving the Dream colleges in their efforts to improve the retention and graduation rates of low-income students and students of color since the initiative's inception.

Previously, Eileen was the president of Northwestern Connecticut Community College and the former Thames Valley State Technical College. She also held administrative positions at the University of Connecticut. Having served on numerous Boards, Commissions, and Advisory Committees for AACC, ACE, and the College Board, she is currently in her second term on the Board of the National Student Clearinghouse and NSC's Research Center Board of Directors.



## Ed Bowling

Ed Bowling is the executive director for completion and performance at Guilford Technical Community College in North Carolina and served as the managing partner director for Completion by Design in North Carolina from 2011-2018. Before joining

GTCC as a developmental education adjunct instructor in 2006, Ed held a senior management position at a large bank. In 2010, he became the Developmental Education Initiative grant director, overseeing the scaling of three core programs and two smaller projects under the DEI grant.

Ed has engaged in state and national guided pathways work since 2011. In addition to his leadership with Completion by Design, an initiative of the Bill & Melinda Gates Foundation, Ed has provided coaching and consulting to institutions in seven states through the North Carolina Student Success Learning Institute, AACC Pathways Project and Pathways 2.0, Texas Pathways, and the National Center for Inquiry and Improvement. Furthermore, he shares the work and outcomes of Completion by Design and guided pathways at state and national conferences. Ed received the BB&T Staff of the Year Award for the North Carolina Community College System in 2014. Ed earned a Master of Arts in Liberal Studies from the University of North Carolina at Greensboro.



## Martha Ellis, Ph.D.

Dr. Martha Ellis is the senior pathways lead for the Texas Success Center, Achieving the Dream Leadership Coach, leadership development consultant and professor in residence at the University of Texas at Austin bringing deep experience, substantive knowledge, and research-based innovation to leaders as they confront the challenges and opportunities facing higher education today and in the future.

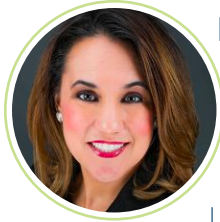
Martha has 35 years of experience in a variety of leadership positions at universities and community colleges in Texas, New Mexico, and Oklahoma. Most recently, Martha has served as the interim CEO for the Texas Association of Community Colleges. She has also served as Managing Director for the Charles A. Dana Center at the University of Texas at Austin and Associate Vice Chancellor of Academic Affairs for the University of Texas System. She was president of Lee College and Texas State Technical College. Martha has won numerous teaching awards, has scholarly publications, served on national boards and is an invited presenter at national conferences. Martha was recognized by the U. S. Congress and Texas House of Representatives for her leadership in community colleges.



## Jo-Carol Fabianke, Ed.D.

Dr. Jo-Carol Fabianke retired from Alamo Colleges after five years as vice chancellor for academic success. In this role, she led district-wide academic and instructional efforts and provided leadership in implementing board policy and cross-college operational procedures for academic success. Additionally, Jo-Carol guided the development and implementation of cross-college programs and services to accomplish the district's strategic goals, and led efforts to achieve academic targets, benchmarks, and outcomes. Previously, Jo-Carol served as executive assistant to the chancellor, vice president of academics at Northwest Vista College, associate vice chancellor for academic partnerships and initiatives, and professor at San Antonio College, all in the Alamo Colleges district.

Jo-Carol contributed to local, state, and national guided pathways reform strategies as the Alamo Colleges district's lead for Texas Completes and the American Association of Community Colleges Pathways Project. As a coach for AACC Pathways 2.0, Jo-Carol supports colleges that are committed to transformational work at scale to improve college completion and equity in student outcomes. Furthermore, Jo-Carol works as a coach with the Institute for Evidence-Based Change's Caring Campus Program.



### **Linda Garcia, Ph.D.**

As executive director at the Center for Community College Student Engagement, Dr. Linda Garcia oversees the Center's research and outreach.

Linda previously served as the assistant director of college relations at CCCSE and the vice president of community college relations at the Roueche Graduate Center at National American University. She has also worked at Lone Star College, Maricopa Community Colleges, Texas Southmost College, and the University of Texas at Brownsville. Linda's experience includes student development, instructional support, and teaching. She served as a coach for the American Association of Community Colleges Pathways 2.0 and continues in this same role for the Texas Pathways Project.

Linda earned a Ph.D. in Higher Education Administration with a specialization in Community College Leadership from the University of Texas at Austin.



### **Maria Harper-Marinick, Ph.D.**

Dr. Maria Harper-Marinick served the Maricopa Community College District in Arizona for almost 30 years in a variety of leadership roles, including nearly four years as chancellor. Maria has served on the boards

of the American Council of Education, American Association of Community Colleges, Excelencia in Education, Hispanic Association of Colleges and Universities, and many other organizations. She chaired the Federal Advisory Committee on Student Financial Assistance and is an Aspen Institute Ascend fellow and a distinguished fellow of the Arizona State University Morrison Institute for Public Policy.

Diverse Issues in Higher Education named Maria one of 25 exceptional women leaders who have made a difference in higher education. Maria is originally from the Dominican Republic and came to the U.S. as a Fulbright Scholar.



### **Tina Hart, Ph.D.**

Dr. Tina Hart's career in higher education spans service in a variety of roles including Student Activities/ Development; Athletics; Employee Development; Grants; Accreditation; Institutional Effectiveness and Student Services. Most recently she served

as the Indian River State College, Vice President of Enrollment and Student Services 2016-2021, leading a division which included student services on all five campuses. While serving as the vice president of institutional effectiveness at IRSC, Tina was responsible for leading federal and state grants and contracts, accreditation, planning and assessment, institutional research, and employee development and served as the federal liaison for legislative/funding issues and opportunities.

Tina currently serves as a Pathways Coach with the Texas Pathways initiative and is a member of the Achieving the Dream cadre of coaches. She works with colleges, higher education organizations, and student success centers when her assistance, expertise and involvement is requested.

Tina holds a Ph.D. in Higher Education Leadership from Florida Atlantic University.



### **Krista O'Neill**

Krista O'Neill recently retired as the coordinator of advising and counseling services at Lorain County Community College (LCCC), a position she held since 2010.

In addition to managing enrollment services and advising, Krista advised students for 32 years, working primarily with dismissal students returning to LCCC.

In 1995, Krista was nominated by LCCC and honored by the National Academic Advising Association as one of thirteen Outstanding Advisors nationally. A certified college alliance Bridges Out of Poverty trainer, Krista was a key contributor to LCCC's Completion by Design and Achieving the Dream initiatives. Krista provided leadership for LCCC's redesign effort whereby all students are assigned to an advisor and advisors work in specialty advising teams. Using a case management model infused with predictive analytics and early identification of students at risk, the advising redesign has contributed to the 79% increase in LCCC's graduation rate since 2011. Krista currently serves as an advising redesign coach for the Ohio Association of Community Colleges.

Krista graduated with a Bachelor of Arts degree in English from Hiram College in 1985 and is a member of Phi Beta Kappa honor society.



### Mary Rittling, Ed.D.

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

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

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



### Laura Rittner

Laura Rittner serves as executive director of the Ohio Association of Community Colleges' Student Success Center in Columbus, Ohio. In this role she oversees the OACC's student success initiatives including Ohio's guided pathways project for community colleges, the Student Success Leadership Institute, Completion by Design statewide policy and scaling work, and the AmeriCorps College Completion Coaches program. The Student Success Center's portfolio of grants has grown to include over \$8 million in state, federal and private foundation investments under Laura's leadership. She has engaged many national partners in the OACC's student success efforts and served as an inaugural coach for the American Association of Community College's Pathways Project from 2016-2017.

Laura has 13 years of experience in community college leadership. After serving as Director for Institutional Research for 7 years at Lakeland Community College in Kirtland, OH, Laura joined the OACC in 2013 as Director of Research and Data Analysis.

Laura holds a Bachelor of Arts in Political Science and Psychology from Miami University in Oxford, OH, and a Master of Public Policy from The George Washington University in Washington, DC.



### Teresa Leyba Ruiz, Ed.D.

Dr. Teresa Leyba Ruiz has served students, faculty, staff, and the community as an educator for over 30 years. She retired as the President of Glendale Community College in the Maricopa County Community College District in January 2023 after 27 years of service in

higher education. Her administrative experience includes serving as a Vice President of Student Affairs, Associate Vice President for Academic & Student Affairs, and Dean of Academic Affairs. In her role as an executive leader, she has developed partnerships with community colleges, universities, municipalities, high tech industry, and nonprofits that have benefited students and the community.

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

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



### Stephanie Sutton, Ed.D.

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

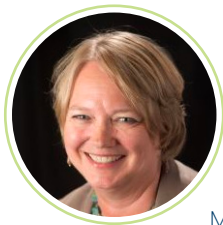
Stephanie prides herself on providing student-centered leadership for student equity, access, and success. She takes an evidence-based approach in collaborating across campus and is an advocate for systems-thinking and change management. Stephanie presents and coaches at the state and national level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



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

Dr. Linda Watkins began community college work after receiving degrees from The University of Texas at Arlington and Texas A&M-Commerce. She has taught at the high school, community college, and university levels. She began her work with community colleges as a faculty member in Sociology, with an emphasis on organizational behavior. Her doctorate degree provided her an opportunity to focus on leadership and organizational management in secondary and higher education. Linda moved into administration, serving as a Dean at Tyler Junior College and then as a Vice President and President with the San Jacinto College District in Houston, Texas.

After retiring as a President, Linda continues to work as a Texas Pathways Coach and as a Leadership Coach with Achieving the Dream. She has worked with many colleges across the nation, including colleges in Illinois, Michigan, Texas, Washington, Oregon, and New Mexico. She continues to stay abreast with current research and to make presentations at National and International conferences. Linda is committed to building economic vitality through a skilled workforce and to the success of community college students.



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

Dr. Linda Welsh is a consultant in early childhood and higher education. She recently served as the Houston/Southeast Texas Regional Coordinator for Scaling Mathematics Pathways and Transfer initiatives for the Charles A. Dana Center at the University of Texas at Austin, where she also was a Math Pathways to Completion consultant with the state of Missouri.

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



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

Dr. Ted Wright currently serves as a Data Coach for a variety of colleges and universities participating in Achieving the Dream. Dr. Wright began his work with Achieving the Dream in 2004 as the Data Team and Core Team Leader while at Broward Community College, a Round One institution. Beginning in 2006, Dr. Wright was invited to consult as a Data Coach for the University of Houston–Downtown and Prairie View A&M University in Texas. Ted brings 35 years of higher education experience to this role having served as an institutional researcher, administrator, and adjunct faculty member prior to retiring from his position as special assistant to the president for Broward Community College in Ft. Lauderdale, Florida in 2007. In addition to his current work with Achieving the Dream, Ted serves as a resident faculty for the Board of Trustees Institute.

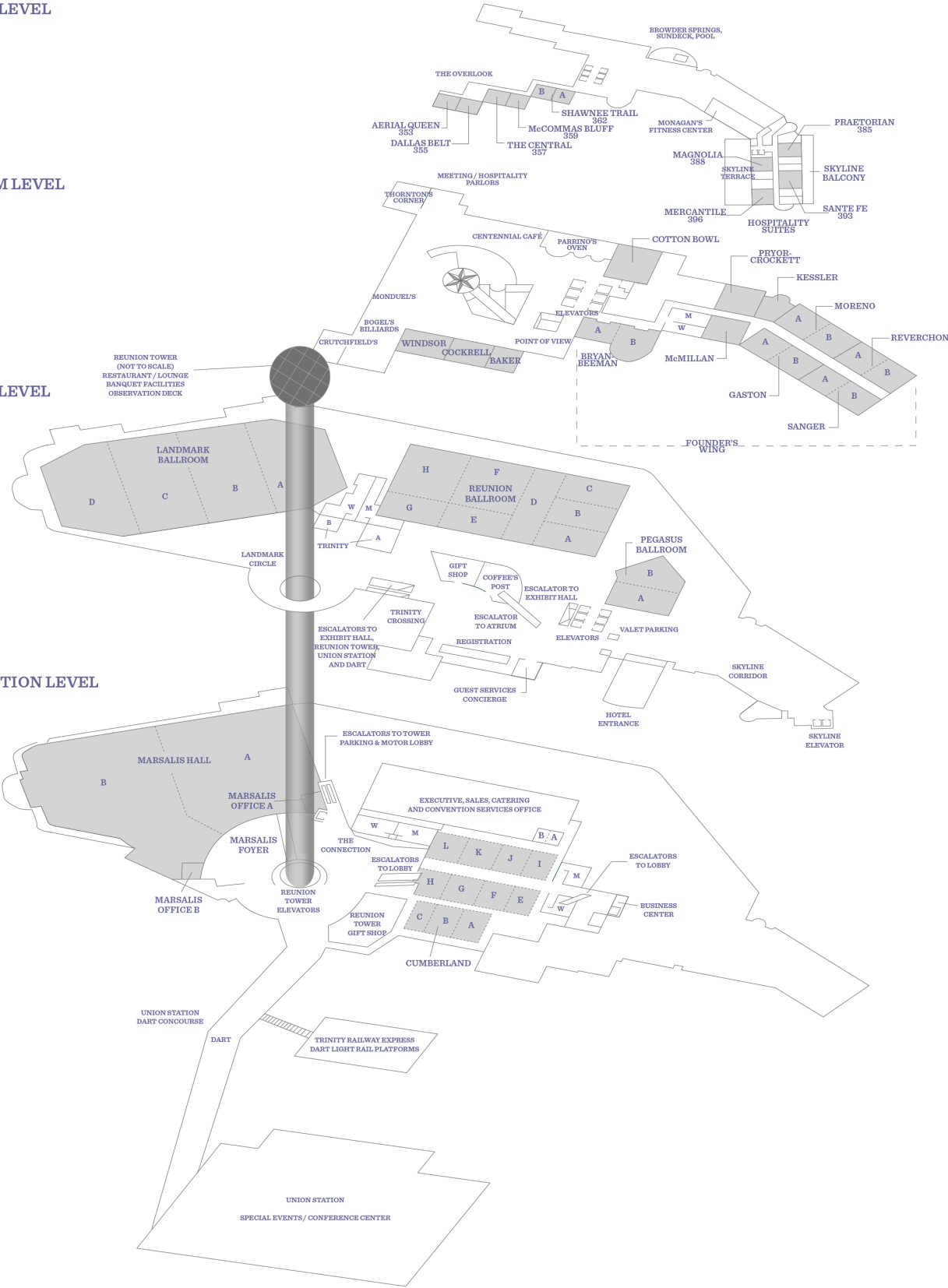
# Hotel Map

THIRD LEVEL

ATRIUM LEVEL

LOBBY LEVEL

EXHIBITION LEVEL



# Texas Success Center Important Dates

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- **Talent Strong Texas Pathways Institute #2** - November 1-3, 2023, Hyatt Regency, Houston.
- **Board of Trustees Institute** - February 27-28, 2024, Lakeway Spa and Resort, Lakeway.
- **Talent Strong Texas Pathways Institute #3** - April 10-12, 2024, Kalahari Resort, Round Rock.
- **Talent Strong Texas Pathways Institute #4** - November 13-15, 2024, Omni Hotel, Fort Worth.

## Other Important Dates and Opportunities

- Texas Success Center Leadership Academy - Cohort 1 Nominations due April 17, 2023 (by invitation).
- Scale of Adoption Assessment - Due May 1, 2023. Submit here: <https://tacc.org/tsc/events/2023-scale-adoption-assessment-due>.
- Texas Pathways Institute Action Plan - Due May 1, 2023. Submit here: <https://tacc.org/tsc/events/texas-pathways-institute-1-leading-talent-strong-texas-pathways>.
- Texas Association of Chief Academic Officers meeting - May 2, 2023 (virtual).
- Trellis Company's Basic Needs Summit - May 25-26, 2023. San Antonio College. For more information: [https://trellis.qualtrics.com/jfe/form/SV\\_3Rgg3GeDDZeLHr8](https://trellis.qualtrics.com/jfe/form/SV_3Rgg3GeDDZeLHr8).
- Texas Association of Chief Academic Officers meeting - June 13, 2023. Held at the Texas Community College Instructional Administrators' Summer Leadership Conference, Gaylord Texan Hotel, Grapevine, Register here: <https://rb.gy/tfbf>.
- Dual Enrollment Equity Pathways Partnership Workshops - June 2, August 1, or August 2 (virtual).
- Trellis Student Financial Wellness Survey – Commit to Participate in Fall 2023 Administration: <https://www.trelliscompany.org/research/student-financial-wellness-survey/get-started/>.
- Administration of the Trellis Student Financial Wellness Survey – October 23, 2023.
- Texas Success Center Leadership Academy - Cohort 2 Nominations due April 1, 2024.