



**Short-Term Action Plan  
SUNY Guided Pathways Institute #1  
Transformational Leadership for Guided Pathways**

**Institution Name:** \_\_\_\_\_

**PRE-WORK: Guided Pathways Essential Practices: Scale of Adoption Assessment Tool**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

**Instructions:** Discuss as a team the following questions, based on your Scale of Adoption Assessment findings and enter your team responses prior to the institute. **Submit this completed sheet to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by MARCH 1, 2018.**

*Will be reviewed in advance by the coaching team & discussed during College Team Session #1 at the Institute.*

Guiding Questions	College Responses to Guiding Questions
1. Based on findings from your Scale of Adoption Assessment, what are the most important steps you as a college have made that will help you as you launch into your next phase of transformational change?	
2. On which elements of pathways described in the assessment are you most advanced? On which elements of pathways, if any, are you at “ground zero” to reform?	
3. Consider the people, policies, and structures that make your institution unique. What are your greatest assets as you launch or advance your pathways work?	

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**PRE-WORK: Leadership for Change: Team Assessment of Challenges and Sense of Urgency**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

**Instructions:** Discuss the following questions as a team and enter your team responses prior to the institute. *Submit this completed sheet to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by **MARCH 1, 2018**.*

*Will be reviewed in advance by the coaching team & discussed during College Team Session #1 at the Institute.*

Guiding Questions	College Responses to Guiding Questions
1. What successes have you achieved that you can celebrate to help build momentum for sustained transformational change?	
2. On what issues, if any, do you as a college have a broadly shared sense of urgency around improving student outcomes?	
3. In what areas do you need to focus on building urgency and buy-in over the next one-to-two years? Who are the most critical stakeholders?	

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**PRE-WORK: Pathways Implementation at Scale – PRE-MORTEM ANALYSIS**

**ADVANCE WORK: TO BE COMPLETED BY COLLEGE BEFORE THE INSTITUTE**

**Instructions:** Assume that your institutional goal is to implement Guided Pathways at scale. Now assume you fail to achieve that goal. Identify below the major causes of that mortality. Then, for each cause, delineate the specific leadership strategies you will employ to anticipate and avert or address the challenges. Add more rows as needed.

**Submit this completed sheet to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by **MARCH 1, 2018**.**

*Will be reviewed in advance by the coaching team & discussed during College Team Session #1 at the Institute.*

"Why We Failed to Implement Pathways at Scale"	Leadership Strategies to Anticipate and Avert Failure
1.	
2.	
3.	
4. What do you not know now that you need to know about this work? How will you obtain that additional data/information? What are the implications for needed technical assistance and/or professional development for the college?	
5. What other individuals/groups need to be engaged in this discussion? What strategies will the team use to accomplish that engagement?	

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**COLLEGE TEAM SESSION #1: Institutional Case Statement for Guided Pathways at Scale**

**Instructions:** With your college team, develop a “case statement” answering the question, “What is the evidence and the experience that convince us it is both urgent and important to commit to work as challenging and transformational as implementing Guided Pathways **at scale**, for all of our students?” **Maximum length 750 words.**

To be completed during College Team Session #1 at the institute. *Return this completed action plan to Julie Mills (jmills17@monroecc.edu) by APRIL 13, 2018.*

**GUIDED PATHWAYS AT SCALE: CASE STATEMENT FOR [INSTITUTION]**

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**COLLEGE TEAM SESSION #1: Using KPI Data to Understand and Monitor Student Progress**

**Instructions:** Utilizing your KPI data, included in your team facilitator binder, discuss the following questions as a team and enter your team responses.

**To be completed during College Team Session #1 at the institute. *Return this completed action plan to Julie Mills (jmills17@monroecc.edu) by APRIL 13, 2018.***

Guiding Questions	College Responses to Guiding Questions
1. After examining your data, what one or two specific student outcomes concern your team the most? Why?	
2. What patterns in your student outcomes suggest the need for greater clarity and structure in your program designs?	
3. Over the next five years, by how much could you increase your rates of student success on these indicators? By how much could you narrow gaps by race/ethnicity or income?	

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**COLLEGE TEAM SESSION #2: Making Sense and Moving Forward**

**Instructions:** Use the following questions to guide team discussion. Identify divergent and convergent perceptions within your team, as you seek team consensus.

**To be completed during College Team Session #2 at the institute. *Return this completed action plan to Julie Mills (jmills17@monroecc.edu) by APRIL 13, 2018.***

Guiding Questions	College Responses to Guiding Questions
1. Which issues/approaches/strategies discussed in the day's sessions are potentially of greatest interest and relevance to the college?	
2. What existing knowledge or college work has been reinforced? Are there any ways you would consider modifying your approaches to strengthen or add momentum to your pathways work?	
3. What insights has the team gained from the institute sessions and team conversations? List 3-5 as a team.	

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**COLLEGE TEAM SESSION #2: Action Planning and Next Steps**

To be initiated during college team strategy session #2 and augmented with other college personnel

***Instructions:** At this point, your team has reviewed and discussed a) data depicting student progress; b) your progress on pathways reforms and ways to integrate current initiatives; c) the case tailored to your institution for guided pathways at scale; and d) what you have learned and can act upon based on experience at the institute. Now comes an opportunity for the team to reflect on its learning, think through options for the college's strategic approach to designing and implementing Guided Pathways at scale, and establish new or refined priorities for the work on campus. The college team should discuss next steps: who to involve, how to communicate findings and broaden engagement on campus (see part IV-B), and how, when, and by whom follow-up steps will be taken. Once you've engaged key college constituencies in discussion of the action plan components. **Return this completed action plan to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by **APRIL 13, 2018.**** Add rows as necessary.*

PRIORITIES: NEXT STEPS	BY WHOM	BY WHEN

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**COLLEGE TEAM SESSION #3: Action Planning – Engagement Strategy**

To be initiated during College Team Strategy Session #3 and finalized with other college personnel

**Instructions:** In this section, delineate specific strategies for intentional engagement of college stakeholder groups as follow-up to this institute and preparation for Institute #2. **Return this completed action plan to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by **APRIL 13, 2018**.**  
*Add rows as necessary.*

ENGAGEMENT STRATEGIES: NEXT STEPS	BY WHOM	BY WHEN

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**COLLEGE TEAM SESSION #3: Action Planning – Professional Development and Technical Assistance**

**To be initiated during College Team Strategy Session #3 and finalized with other college personnel**

**Instructions:** In this section, delineate your institution’s needs for targeted professional development and/or technical assistance at this stage in your work on designing and implementing Guided Pathways at scale.

**Return this completed action plan to Julie Mills ([jmills17@monroecc.edu](mailto:jmills17@monroecc.edu)) by **APRIL 13, 2018.****

*Add rows as necessary.*

PROFESSIONAL DEVELOPMENT OR TECHNICAL ASSISTANCE PRIORITIES	TIMEFRAME	PERSON(S) RESPONSIBLE FOR FOLLOW-UP

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## Short-Term Action Plan SUNY Guided Pathways Institute #1 Transformational Leadership for Guided Pathways

**Institution Name:** \_\_\_\_\_

### POST-WORK: Action Planning and Next Steps (cont.) — Working the Plan

To be completed and augmented with other college personnel

**Next Steps:** This template is provided for more detailed planning in regard to identified priorities/strategies for designing and implementing guided pathways at scale. Once you've identified and collaborated with key people on your campus, **return this completed action plan to Julie Mills (jmills17@monroecc.edu) by APRIL 13, 2018.** Add rows as necessary.

Priority/Strategy	Goal(s)	Activities Tasks	Responsible Person(s)	Timeline		Resources	Potential Issues or Concerns
Identify the top priorities for next steps in the work	Based on these priorities, name specific desired student outcome	List the steps required to accomplish these priorities	Who will assume leadership responsibility?	Implement date	Formative evaluation date	What resources (time, people, facilities, and money) need to be allocated/reallocated?	What challenges do you anticipate?
1.							
2.							

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3.							
4.							
5.							
6.							

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