Implementing Guided Pathways and Technology-Mediated Advising: Lessons from the Field

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Melinda Karp
Community College Research Center

EDUCAUSE Webinar
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@CommunityCCRC
#RedesigningCCs
Guided Pathways Framework
New Students Want to Know

- What are my career options?
- What are the education paths to those careers?
- What will I need to take?
- How long will it take and how much will it cost?
- How much financial aid can I get?
- Will my credits transfer?
90 Applicable College Level Quarter credits: Minimum Cumulative GPA 2.0 Required

Important Notes and Conditions

- A course cannot be credited toward more than one distribution or skill area.
- The BOLDED numbers below are shared (cross listed) courses with other departments. These courses can count only once for credit. Consult course catalog or meet with an advisor.
- "P" grade not allowed in Written Communication, Quantitative/Symbolic Reasoning, Humanities, Social Sciences, and Natural Sciences. Check with your intended transfer university for minimum grade requirements.
- Universities may have other specific admission requirements in addition to those of the transfer degree.
- Courses listed below are subject to change; visit www.bellevuecollege.edu/programs/degrees/transfer for the latest degree updates.

Written Communication: 10 credits

Complete both groups

Group A: English 101

Group B: Choose ONE from English 201, 235, 271 or 272

Quantitative/Symbolic Reasoning: 5 credits

Beginning Summer 2013 all students must meet this QSR requirement.

Choose one from the following:

Mathematics 107, 130, 131, 132, 138, 141, 142, 148, 151, 152, 153, 208, 250, 240, 245, 255

Philosophy 120 (completed Summer 2013 or later)

- Please note: UW may have additional mathematics requirement for admission, that might not be satisfied by some of the above courses. More information at https://admit.washington.edu/Admission/Transfer/CAIDR

Humanities: 15 credits

Choose three different subjects from the following: Maximum 5 credits can be a performance/skills course (indicated by *)

Anthropology 208


Natural Sciences: 15-16 credits

Choose three different subjects from the following: One course with a lab component required (indicated by "L")

Anthropology 208, 215(1)

Biology 100(1), 101(1), 125, 135, 125(1), 150(1), 211(1), 212(1), 240(1), 240(2), 200(1), 275(1), 276(1)

Botany 110(1), 113(1), 120(1)

Chemistry 100, 110(1), 121(1), 123(1), 140(1), 161(1), 162(1), 180(1), 200(1), 211(1), 212(1), 220(1), 225(1)

Environmental Science 100, 105, 110, 207(1), 250(1)

Geology 100, 203(1)

Geology 100(1), 103(1)

Geology 100(1), 107(1), 108(1)

Meteorology 101, 111

Nutrition 101, 101

Oceanography 101(1), 110

Physics 100(1), 106(1), 109(1), 114(1), 115(1), 116(1), 121(1), 122(1), 123(1), 225

Psychology 202

No more than five credits from one of the following subjects allowed in the Natural Sciences distribution:


Electives: 30 credits or sufficient credits to meet degree total.

Two types of electives: Transferable and Restricted

Maximum 15 elective credits with "P" grade

Transferable: All courses listed in Written Communication, Quantitative/Symbolic Reasoning, Humanities, Social Sciences, Natural Sciences, and their 190-199, 290-299, 290-299 series plus the following:

Accounting 201, 202, 203, 210; Business 110; Business Administration 200, 240; Communication Studies 245, 266, 330, 350; Computer Science 101, 201, 211, 212, 250; Criminal Justice 101, 106, 109, 110, 112; Drama 250; Economics 115, 116, 130, 204, 205; Engineering 114, 204, 214, 215, 224, 225, 226, 227, 228, 229, 237, 258


History 101, 102, 103, 110, 115, 120, 146, 147, 148, 185, 207, 209, 210, 211, 212, 213, 214, 223, 230, 234, 242, 245, 246, 250, 260

Humanities 224, 230


Cultural Diversity Requirement

This degree has a set of BC General Education requirements including Cultural Diversity.
Returning Students Ask

- How far along am I toward completing my program? Am I on-schedule?
- How much more will I have to pay?
- What will I need to take next term and what will my scheduled be?
- What if I want to change programs?
- How can I get work experience in my field of interest?
Ideal CC Student Pathways

Source: Crosta, 2013.
Actual CC Student Pathways

Source: Crosta, 2013.
Redesigning America's Community Colleges

Thomas H. Beiler
Shanna Smith-Jaggers
Davis Jenkins

A CLEARER PATH TO STUDENT SUCCESS
Cafeteria College

Paths to student goals unclear

Intake sorts, diverts students

Students’ progress not monitored

Learning outcomes not defined and assessed across programs

Churning

Early transfer

Completion

Excess credits

Time to degree

Skill building
Guided Pathways College

- Clear roadmaps to student goals
- Intake redesigned as an on-ramp
- Students’ progress closely tracked
- Learning outcomes/assessments aligned across programs

Churning
Early transfer
Completion
Excess credits
Time to degree
Skill building
Guided Pathways
In Practice
## Cool Majors

Do you want to be part of the next big thing? ASU develops innovative, interdisciplinary degrees that address the needs of employers.

<table>
<thead>
<tr>
<th>Major (Concentration)</th>
<th>Degree</th>
<th>Major Map</th>
<th>Campus/Location</th>
<th>Online</th>
<th>College/School</th>
<th>Compare up to 3</th>
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</thead>
<tbody>
<tr>
<td>Accountancy</td>
<td>BS</td>
<td>Major Map</td>
<td>Tempe, West</td>
<td></td>
<td>W. P. Carey School of Business</td>
<td></td>
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<tr>
<td>Aerospace Engineering (Autonomous Vehicle Systems)</td>
<td>BSE</td>
<td>Major Map</td>
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<tr>
<td>Applied Biological Sciences (Applied Biological Sciences)</td>
<td>BS</td>
<td>Major Map</td>
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<td>School of Letters and Sciences</td>
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<td>Applied Science (Accelerated)</td>
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<td>Applied Science (Software and Computing Systems)</td>
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<td>Art (Intermedia)</td>
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</table>
Accountancy, BS

Program Description

The School of Accountancy's undergraduate program offers two tracks during the senior year. The accounting track is followed by most students and is designed to provide a rich educational experience. The accounting master's internship is the track designed for our most highly qualified students who wish to commit to the MAcc program or the MTax program during the second semester of the junior year. The internship provides a particularly rich and individualized educational experience during the senior year. It includes a number of distinct advantages for students:

- a full-time paid internship for credit
- early consideration for scholarships and graduate assistantships
- waiver of the GMAT requirement for admission to the MAcc or MTax program

Additional Program Fee: Yes

Second Language Requirement: No

First Required Math Course: MAT 210 - Brief Calculus.

Program Math Intensity: Moderate

Accelerated Degrees

This degree is also offered as an accelerated degree with:

- Accountancy (MAcc)
- Taxation (MTax)

Acceptance to the graduate program requires a separate application. Eligible students will be advised in their junior and senior years by their academic advisors.
Admission Requirements

General University Admission Requirements:

All students are required to meet general university admission requirements. Freshman | Transfer | International | Readmission

Additional Requirements:

Freshmen admission requirements: 1160 SAT Reasoning OR 25 ACT score, OR graduated in the top eight percent of high school class, OR an overall high school GPA of 3.60 in ASU competency courses (A=4.00).

Freshmen should select an additional major when applying for admission. Additional choices may include any of the W. P. Carey’s business BA programs or any other degree program outside W. P. Carey School of Business. Students who are not admissible to a W. P. Carey Business BS major and who did not select a second major or are not admissible to their second major choice will be placed in a Business BA program in W. P. Carey School of Business.

Readmission requirements: must meet Freshman admission requirements by way of high school GPA, test score or class rank and must have a 3.00 transfer GPA (if applicable) and a 3.00 cumulative ASU GPA.

Transfer admission requirements (30 or more semester hours of credit after high school): 3.00 transfer GPA and one of the following: 1160 SAT score OR 25 ACT score OR the student must have graduated in the top eight percent of high school class.

Transfer students should select an additional major when applying for admission. Additional choices may include any of the W. P. Carey’s Business BA programs or any other business or other degree program outside W. P. Carey School of Business.

Students with fewer than 45 transfer hours who are not admissible to a W. P. Carey School of Business major and who did not select a second major or are not admissible to their second major choice will be placed in Exploratory Social and Behavioral Sciences in the School of Letters and Sciences.

Students with more than 45 transfer hours who are not admissible to the School of Letters and Sciences will be contacted to select an appropriate major.
Transfer Agreements

ASU has partnered with the following institutions to provide curriculum pathways for transfer to this ASU degree program.

Maricopa County Community College District
Arizona Western College
Central Arizona College
Coconino Community College
Eastern Arizona College
Pima Community College
Yavapai College

If your college or university is not listed, please click here.
Career Opportunities

The major in accountancy includes the essential academic preparation for students who are:

- planning to pursue a graduate degree or attend law school
- pursuing professional careers in public, corporate and governmental accounting
- seeking positions in consulting, or planning to operate a business
- seeking positions in personal financial planning and portfolio analysis

The U.S. Bureau of Labor Statistics' Occupational Outlook Handbook (2010-2011) states, "Employment of accountants and auditors is expected to grow by 22 percent between 2008 and 2018, which is much faster than the average for all occupations. Job opportunities should be favorable; accountants and auditors who have a professional certification, especially CPAs, should have the best prospects."

Example Careers: Students who complete this degree program may be prepared for the following careers. Advanced degrees or certifications may be required for academic or clinical positions. Career examples include but are not limited to the following:

<table>
<thead>
<tr>
<th>Career</th>
<th>*growth</th>
<th>*median salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountants</td>
<td>21.65%</td>
<td>$63,550</td>
</tr>
<tr>
<td>Auditors</td>
<td>21.65%</td>
<td>$63,550</td>
</tr>
<tr>
<td>Budget Analysts</td>
<td>15.09%</td>
<td>$69,280</td>
</tr>
<tr>
<td>Business Intelligence Analysts</td>
<td>15.12%</td>
<td>$81,140</td>
</tr>
<tr>
<td>Business Teachers, Postsecondary</td>
<td>15.02%</td>
<td>$73,660</td>
</tr>
<tr>
<td>Credit Analysts</td>
<td>15.02%</td>
<td>$61,080</td>
</tr>
<tr>
<td>Financial Analysts</td>
<td>19.81%</td>
<td>$76,950</td>
</tr>
<tr>
<td>Financial Examiners</td>
<td>41.16%</td>
<td>$75,800</td>
</tr>
<tr>
<td>Financial Managers, Branch or Department</td>
<td>7.65%</td>
<td>$109,740</td>
</tr>
<tr>
<td>Tax Examiners and Collectors, and Revenue Agents</td>
<td>13.03%</td>
<td>$50,440</td>
</tr>
<tr>
<td>Treasurers and Controllers</td>
<td>7.65%</td>
<td>$109,740</td>
</tr>
</tbody>
</table>

* Data obtained from the Occupational Information Network (O*NET) under sponsorship of the U.S. Department of Labor/Employment and Training Administration (USDOL/ETA).
Financial Examiners

Potential job titles in this career

Credit Union Examiner, Examining Officer, Principal Examiner, Supervisory Examiner

* Additional schooling, certification, or degrees maybe be required for some of the potential careers that are listed.

What will I do?

- Review balance sheets, operating income and expense accounts, and loan documentation to confirm institution assets and liabilities.
- Direct and participate in formal and informal meetings with bank directors, trustees, senior management, counsels, outside accountants and consultants to gather information and discuss findings.
- Review audit reports of internal and external auditors to monitor adequacy of scope of reports or to discover specific weaknesses in internal routines.
- Train other examiners in the financial examination process.
- Review and analyze new, proposed, or revised laws, regulations, policies, and procedures to interpret their meaning and determine their impact.
- Examine the minutes of meetings of directors, stockholders and committees to investigate the specific authority extended at various levels of management.
- Confer with officials of real estate, securities, or financial institution industries to exchange views and discuss issues or pending cases.
- Establish guidelines for procedures and policies that comply with new and revised regulations and direct their implementation.
- Evaluate data processing applications for institutions under examination to develop recommendations for coordinating existing systems with examination procedures.
- Verify and inspect cash reserves, assigned collateral, and bank-owned securities to check internal control procedures.
## Employment Trends

<table>
<thead>
<tr>
<th>Location</th>
<th>Pay Period</th>
<th>10%</th>
<th>25%</th>
<th>Median</th>
<th>75%</th>
<th>90%</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>Hourly</td>
<td>$20.79</td>
<td>$27.12</td>
<td>$36.44</td>
<td>$51.36</td>
<td>$67.59</td>
</tr>
<tr>
<td>United States</td>
<td>Yearly</td>
<td>$43,240</td>
<td>$56,420</td>
<td>$75,800</td>
<td>$106,820</td>
<td>$140,580</td>
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<tr>
<td>Arizona</td>
<td>Hourly</td>
<td>$20.31</td>
<td>$23.07</td>
<td>$31.40</td>
<td>$43.33</td>
<td>$56.41</td>
</tr>
<tr>
<td>Arizona</td>
<td>Yearly</td>
<td>$42,230</td>
<td>$47,980</td>
<td>$65,300</td>
<td>$90,130</td>
<td>$117,330</td>
</tr>
</tbody>
</table>

Employment (2010) - 29,300 employees

Projected growth (2010 - 2020) - Growing faster than average

Projected job openings (2010 - 2020) - 14,100

* Data obtained from the Occupational Information Network (O*NET) under sponsorship of the U.S. Department of Labor/Employment and Training Administration (USDOL/ETA).
## 2014 - 2015 Major Map
### Accountancy, BS

**W. P. Carey School of Business**  
**Tempe campus, West campus**  
**BAACCBS**

<table>
<thead>
<tr>
<th>Term 1</th>
<th>0 - 16 Credit Hours</th>
<th>Critical course signified by</th>
<th>Hours</th>
<th>Minimum Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIS 105: Computer Applications and Information Technology (CS)</td>
<td></td>
<td>3</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ACC 101: Accountancy LEAP Program</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG 101 or ENG 102: First-Year Composition OR ENG 105: Advanced First-Year Composition OR ENG 107 or ENG 108: First-Year Composition</td>
<td></td>
<td>3</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAT 210: Brief Calculus (MA)</td>
<td></td>
<td>3-4</td>
<td>C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Historical Awareness (H)</td>
<td></td>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Humanities, Arts and Design (HU)</td>
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<td>3</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Minimum 2.00 GPA ASU Cumulative.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Term hours subtotal: 16-17

- An SAT, ACT, Accuplacer, or TOEFL score determines placement into first-year composition courses.
- ASU Math Placement Exam score determines placement in Mathematics course.
- ASU 101 or College specific equivalent First Year Seminar required of all freshman students.
- See academic advisor for appropriate Student Success course requirement if not a first-time freshman.
### Term 2
17 - 32 Credit Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
<th>Minimum Grade</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 232: Financial Accounting I</td>
<td>3</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ECN 211: Macroeconomic Principles (SB) OR</td>
<td>3</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ECN 212: Microeconomic Principles (SB)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAT 211: Mathematics for Business Analysis</td>
<td>3-4</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ENG 101 or ENG 102: First-Year Composition OR</td>
<td>3</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ENG 105: Advanced First-Year Composition OR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG 107 or ENG 108: First-Year Composition</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Science - Quantitative (SQ)</td>
<td>4</td>
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<tr>
<td>Complete ENG 101 OR ENG 105 OR ENG 107 course(s).</td>
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<tr>
<td>Minimum 2.00 GPA ASU Cumulative.</td>
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</table>

Term hours subtotal: 16-17

### Term 3
33 - 48 Credit Hours

<table>
<thead>
<tr>
<th>Course</th>
<th>Hours</th>
<th>Minimum Grade</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>ACC 242: Managerial Accounting I</td>
<td>3</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ECN 211: Macroeconomic Principles (SB) OR</td>
<td>3</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>ECN 212: Microeconomic Principles (SB)</td>
<td></td>
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</tr>
<tr>
<td>ECN 221: Business Statistics (CS)</td>
<td>3</td>
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<td></td>
</tr>
<tr>
<td>COM 230: Small Group Communication (SB)</td>
<td>3</td>
<td></td>
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<tr>
<td>Natural Science - General (SG) OR</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Science - Quantitative (SQ)</td>
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<td></td>
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</tr>
<tr>
<td>Minimum 2.00 GPA ASU Cumulative.</td>
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<tr>
<td>Complete Mathematics (MA) requirement.</td>
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</table>

Term hours subtotal: 16
## Exploratory

Are you ready to start an undergraduate degree program but not sure where to focus your intellectual energy? Do you have a basic idea of what you want to do but not sure which career will get you there? We recommend students declare a major early, as early as the application stage, to stay on track to graduate in four years. But if you just can’t decide on a major and find yourself undecided when you’re ready to start at ASU, the exploratory track may be a good option for you. You will receive support and opportunities to more closely explore majors within a general academic theme and find the one that inspires you and draws on your talents.

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<thead>
<tr>
<th>Major (Concentration)</th>
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<th>Compare up to 3</th>
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</thead>
<tbody>
<tr>
<td>Business Exploratory</td>
<td></td>
<td>Major Map</td>
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<td>W. P. Carey School of Business</td>
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<td>Education Exploratory</td>
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<td>Engineering Exploration</td>
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<td>Ira A. Fulton Schools of Engineering</td>
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<tr>
<td>Exploratory Applied Computing, Mathematics and Technology</td>
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<td>Major Map</td>
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<td>New College of Interdisciplinary Arts and Sciences</td>
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<tr>
<td>Exploratory Health and Life Sciences</td>
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<td>College of Letters and Sciences</td>
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<td>Exploratory Humanities, Fine Arts and Design</td>
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<td>Exploratory Math, Physical Sciences, Engineering and Technology</td>
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<td>College of Letters and Sciences</td>
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<td>Downtown Phoenix, Hawaii, Polytechnic, Tempe</td>
<td></td>
<td>College of Letters and Sciences</td>
<td></td>
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</tbody>
</table>
Start your journey today, choose from one of the eight Career Pathways to learn what you can study and how much you could earn as a new graduate. Take your next step now. Go to www.broward.edu

Median First-Year Earnings (after graduation)

Technical Certificate: $34,628
Certificate: $39,562
Associate of Science Degree: $45,060
Bachelor's Degree: $53,018

Lifelong learning is the key to your success. If you want to continue to earn, you have to continue to learn.

All Florida Public Colleges
Broward College

Business

What's your passion? Are you a strategic thinker, do you have a knack for selling or are you more analytical and structured? If this sounds like you, you need to explore the options Broward College has for you in the business field. In today's fast-paced environment a degree or a certificate from Broward College is what could set you apart from the rest of the crowd.

BACHELOR'S DEGREES
- Supervision & Management
- Supply Chain Management
- Technology Management

ASSOCIATE IN ARTS TRANSFER OPTIONS:
- Business Administration
- Accounting
- Marketing

ASSOCIATE IN SCIENCE DEGREES:
- Accounting Technology
- Business Administration
- Business Analytics - NEW
- Culinary Arts Management
- Hospitality & Tourism Management
- Marketing Management
- Medical Office Specialization
- Office Management Specialization
- Paralegal Studies
- Supply Chain Management Operations

CERTIFICATE PROGRAMS:
- Accounting Technology Management
- Accounting Technology Operations
- Accounting Technology Specialist
- Business Management
- Business Operations
- Business Specialist
- Entrepreneurship
- Event Management
- Food & Beverage Management
- Guest Services Specialist
- Marketing Operations
- Medical Office Management
- Office Specialist
- Office Support
- Rooms Division Management

INDUSTRY CERTIFICATIONS:
- Certified Paralegal/Certified Legal Assistant (CPCLA)
- QuickBooks
- NALA Certification (Legal Assisting)
- Real Estate Sales Associate

ACCELERATED OPTIONS:
- Credit-by-Exam
- Dual Enrollment
- Articulated Credits from High School or Technical College
- Earned Industry Credentials
- Prior Learning Assessment
- Armed Forces Education Experience

www.broward.edu/accelerated

CONTINUING EDUCATION
Don't know if a degree is for you or want to upgrade the skills you already have? Find out about our continuing education courses by visiting:
www.broward.edu/cce

BUILD YOUR EDUCATION
Bachelor's Degree
Associate in Arts/Science Degree
Technical Certificate

MEDIAN BROWARD COUNTY WAGE

<table>
<thead>
<tr>
<th>Job</th>
<th>Median Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bookkeeper</td>
<td>$16.43/hr</td>
</tr>
<tr>
<td>Paralegal</td>
<td>$20.29/hr</td>
</tr>
<tr>
<td>Food Services Manager</td>
<td>$27.11/hr</td>
</tr>
<tr>
<td>First-Line Supervisor of</td>
<td>$26.66/hr</td>
</tr>
<tr>
<td>Transportation</td>
<td></td>
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</tbody>
</table>

Economics Modeling, Inc. Analyst sourced the employment information, 2016

JOB GROWTH OUTLOOK

[Graph showing job growth percentage from 2011 to 2015 for Broward County, Florida, and the Nation]
Educational progression depending on goals

Flexibility for FT and PT with sequencing

Courses that lead to technical or industry certifications
Integrated Planning and Advising for Student Success (iPASS)
Why use iPASS to support Guided Pathways?

Degree planning:
- What is my path?
- What will I need to take?
- Am I on track to graduate?
- What will I need to take next term?

Coaching and advising:
- What are my career options?
- What if I want to change programs?
- What if I run into trouble?

Early alerts:
- Am I on schedule?
- How can I get help?
Degree Planning (example from Ellucian)
Coaching and advising (example from Civitas Degree Map)
Early Alert (Example from Starfish by Hobsons)
Putting Guided Pathways and iPASS Into Practice
Transformative Change Framework

- Structural change
- Process change
- Attitudinal change

(transformative change)
iPASS is an example of transformative change.
Institutional transformation of advising and student support

- **Structures**
  - Focus on enrollment and registration
- **Processes**
  - Advisors as registration clerks
- **Attitudes**
  - Norms of efficiency and non-integrated support

- Policies and procedures that support SSIP
- Advisors as teachers
- Broad ownership of student support, iPASS, and SSIP
Crescent College (no transformation)

- **Structures**: Focus on enrollment and registration
- **Processes**: Advisors as registration clerks
- **Attitudes**: Norms of efficiency and non-integrated support

Policies and procedures that support SSIP
Advisors as teachers
Broad ownership of student support, iPASS, and SSIP

Lakeside College (transformation)

- **Structures**: Focus on enrollment and registration
- **Processes**: Advisors as registration clerks
- **Attitudes**: Norms of efficiency and non-integrated support

Policies and procedures that support SSIP
Advisors as teachers
Broad ownership of student support, iPASS, and SSIP
Supporting transformation: College culture

- Student success is everyone’s responsibility
- Mission
- Decision-making
- Roles
- Professional identity
- Practices
- Policies
Supporting transformation: Urgency and Vision

• Community members agree that it’s time to try something different.

  “We’re doing all this—muscle. It’s supposed to be something, you know, return on that investment, and I think we’ve gone up just about two points…”

• Community members hold a clear, actionable, uniform vision of what they want to accomplish—and how to get there.

  I want you to do [program planning] before you come in and make your advising appointment. That way they will sit down with the advisor and they won’t have to start from scratch. They can open it up and go, “Okay yeah, it looks like you are taking this class, why?”
Supporting transformation: Aligned leadership

- **Visionary**: *Both* institutional leaders *and* project leaders were change-focused.

- **Presidential**: Institutional leaders were change-focused, *but* project-leaders were technically-focused.

- **Divided**: Institutional leaders were technically-focused, *but* project leaders were change-focused.

- **Technological**: *Both* institutional leaders *and* project leaders were technically-focused.
For more information

Please visit us on the web at

http://ccrc.tc.columbia.edu

where you can download presentations, reports, and briefs, and sign-up for news announcements.

We’re also on Facebook and Twitter.

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Teachers College, Columbia University
525 West 120th Street, Box 174, New York, NY 10027
E-mail: ccrc@columbia.edu Telephone: 212.678.3091
# Questions to CCRC from the Field

<table>
<thead>
<tr>
<th>Research Area</th>
<th>Questions</th>
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</thead>
<tbody>
<tr>
<td>Information</td>
<td>What information do students need, when do they need it, and how best to present it?</td>
</tr>
<tr>
<td>Process design</td>
<td>What specific practices are effective as part of an overall redesign of the intake process?</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>What are the effects on student progression and completion rates?</td>
</tr>
<tr>
<td>Change management</td>
<td>How can colleges implement improvements in practice at scale? What are the costs?</td>
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