

## **Guided Pathways Scale Adoption Initiatives**

Revised June 2016

A confluence of economic, demographic, and political factors is causing individual two- and four-year institutions and entire state higher education systems across the United States to transform their programs in ways that create clearer, more educationally coherent pathways to credentials that lead to careers and further education in fields of economic importance to regions and states. These “guided pathways” reforms involve more clearly mapping programs to specify course sequences, progress milestones, and program learning outcomes to ensure that students know what they need to do and learn to prepare for employment and further education in their field of interest. Students are helped from the start to explore career and academic options, choose a program of study, and develop a plan based on the program maps. These plans simplify student decision-making, and they enable institutions to provide predictable schedules, frequent feedback, and targeted support to help students stay on track and complete their programs more efficiently. They also facilitate efforts by faculty to ensure that students are building the skills across their programs that they will need to succeed in employment and further education.

The guided pathways reform movement is spreading. Table 1 and the accompanying map show organized national, regional, and statewide initiatives across the country that are seeking to support the implementation of guided pathways reforms at scale—that is, for all degree-seeking students—within and across institutions. This list includes nearly 400 two- and four-year institutions from a majority of states in the country. It does not include many other institutions that are undertaking similar reforms using their own resources, or that are considering doing so. Taken together, the guided pathways reforms being implemented across the country could benefit students numbering in the millions.

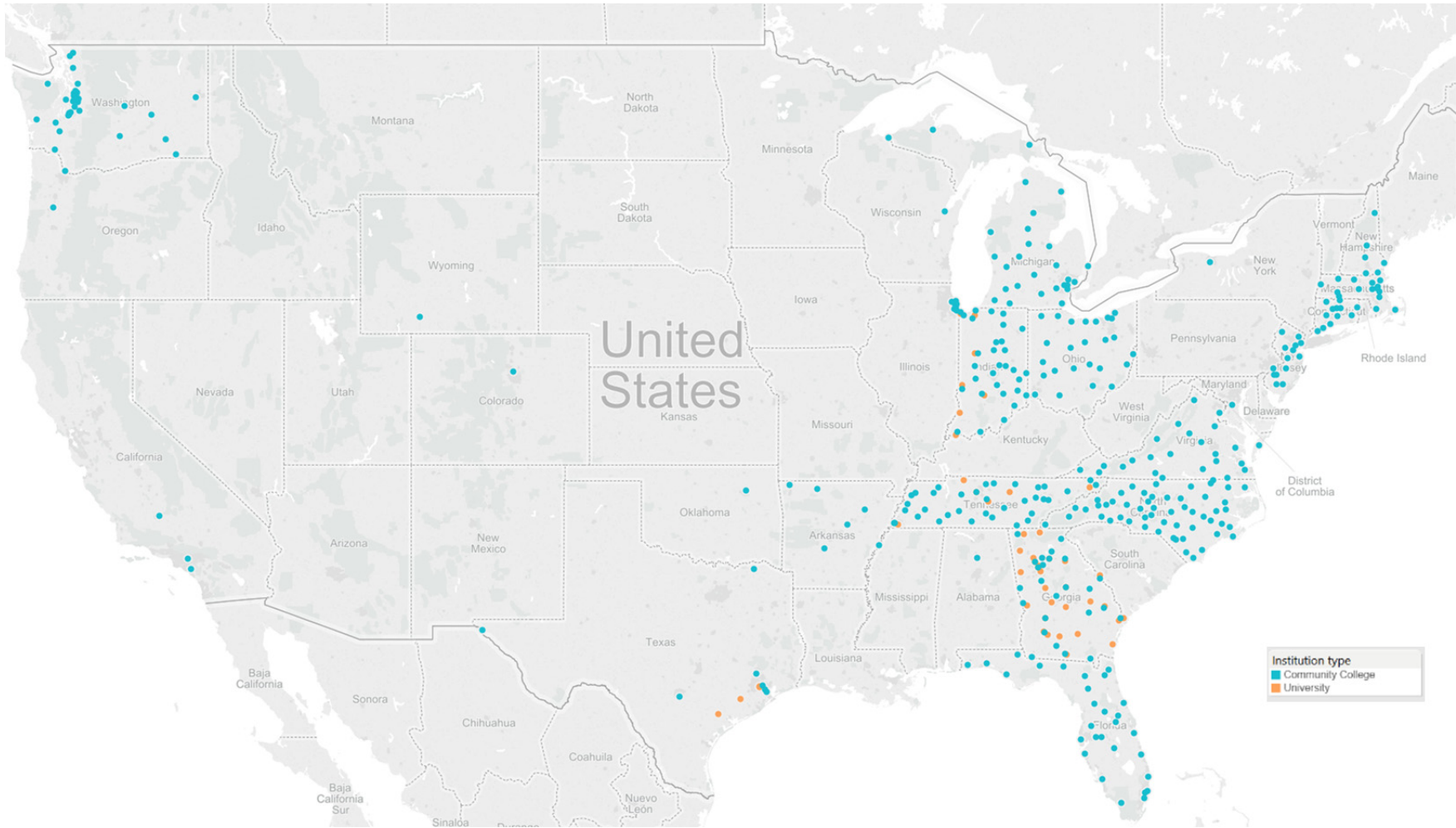
Table 2 provides more information. It lists each initiative; the institutions or systems that are involved; the technical assistance providers and funders; and a brief description of the effort, including CCRC’s role.

Virtually all of these efforts have been informed by CCRC’s research, and CCRC is directly involved in most of them. For more information, contact Davis Jenkins ([davisjenkins@gmail.com](mailto:davisjenkins@gmail.com)), Hana Lahr ([lahr@tc.columbia.edu](mailto:lahr@tc.columbia.edu)), or Melinda Karp ([mjm305@tc.columbia.edu](mailto:mjm305@tc.columbia.edu)).

**Table 1. Institutions Involved in Guided Pathways**

<b>System or Initiative</b>	<b>Number of Institutions</b>	<b>Total Enrollment</b>
American Association of Community Colleges (AACC) Pathways Project	30	743,410
Arkansas Community College System	6	29,228
City Colleges of Chicago	7	100,313
Connecticut State Colleges and University System – Community Colleges	13	80,110
Florida State College System	28	664,327
Houston Guided Pathways to Success	8	301,255
Indiana Commission of Higher Education – Universities	7	170,911
Ivy Tech Community College	1	179,191
Massachusetts Community College System	16	146,503
Michigan Community Colleges	28	309,772
New Hampshire Community College System	7	22,999
New Jersey Council of Community Colleges	13	160,502
North Carolina Community College System	58	348,766
Ohio Association of Community Colleges System	24	278,104
Technical College System of Georgia	26	196,133
Tennessee Board of Regents – Colleges of Applied Technology	26	17,474
Tennessee Board of Regents – Community Colleges	13	123,109
Tennessee Board of Regents – Universities	6	88,468
University System of Georgia	29	290,997
Virginia Community College System	24	274,858
Washington State Board of Community and Technical Colleges	33	292,298
<b>Total – Duplicated</b>	<b>403</b>	<b>4,818,728</b>
<b>Total – Unduplicated</b>	<b>389</b>	<b>4,470,400</b>

## Organized National, State, and Regional Efforts to Implement Guided Pathways at Scale



*Note.* The institutions shown on this map are community colleges and universities involved in organized national, statewide, or regional guided pathways initiatives. A growing number of two- and four-year institutions are implementing pathways on their own.

**Table 2. Information About Guided Pathways Projects**

Project/Initiative	Institutions, Technical Assistance (TA) Providers, and Funders	Description
American Association of Community Colleges (AACC) Pathways Project	<p><i>Institutions:</i> 30 community colleges from 17 states</p> <p><i>TA:</i> AACC, Achieving the Dream, Aspen Institute, Center for Community College Student Engagement (CCCSE), CCRC, Jobs for the Future (JFF), National Center for Inquiry and Improvement (NCII), Public Agenda</p> <p><i>Funder:</i> Bill &amp; Melinda Gates Foundation (2015–2018)</p>	<ul style="list-style-type: none"> <li>• Teams from participating colleges will attend six two-and-a-half-day institutes on various aspects of guided pathways.</li> <li>• Colleges will request TA from assigned coaches and TA providers.</li> <li>• <i>CCRC role:</i> (a) collaborate on institute design and delivery; (b) track scale of implementation and KPI trends; (c) conduct in-depth implementation research at six sites.</li> </ul>
City Colleges of Chicago (CCC) Reinvention	<p><i>Institutions:</i> 7 colleges in CCC system</p> <p><i>TA:</i> Civic Consulting Alliance</p> <p><i>Funder:</i> Self-funded</p>	<ul style="list-style-type: none"> <li>• Under leadership of Chancellor Cheryl Hyman, CCC has implemented policies that require new students to enter an academic/career focus area and follow program pathway maps.</li> <li>• <i>CCRC role:</i> (a) interview students and advisors on their experience with and views on pathways; (b) advise CCC Decision Support group on analyzing student progression in pathways.</li> </ul>
Completion by Design (CBD)	<p><i>Institutions:</i> 9 community colleges in 3 states</p> <p><i>TA:</i> CCRC, Coffey Consulting (formerly JBL), JFF, NCII, Public Agenda</p> <p><i>Funder:</i> Gates Foundation (2011–2017)</p>	<ul style="list-style-type: none"> <li>• Teams from colleges participated in planning year in 2011–2012 and institutes during 2012–2015.</li> <li>• TA has been provided at request of most colleges since onset of project.</li> <li>• At least four CBD colleges are implementing guided pathways: Davidson County CC (NC), Miami Dade College (FL), Lorain County CC (OH), and Sinclair CC (OH).</li> <li>• <i>CCRC role:</i> (a) help design and deliver institutes; (b) analyze scale of adoption assessments and KPI data from colleges; (c) serve as a knowledge development partner.</li> </ul>

Project/Initiative	Institutions, Technical Assistance (TA) Providers, and Funders	Description
Florida Pathways	<p><i>Institutions:</i> SB 1720 requires all FL state college students to choose a “meta-major” within 30 credits</p> <p><i>TA:</i> Colleges building TA network</p> <p><i>Funder:</i> Florida Department of Education providing modest funding for convening; otherwise self-funded</p>	<ul style="list-style-type: none"> <li>• Responding to SB 1720, several of the FL state colleges are redesigning their intake systems and creating clearer programmatic pathways following the guided pathways model. Among the institutions at the forefront of this work are Broward College, Indian River State College, Miami Dade College, Santa Fe College, St. Petersburg College, Tallahassee Community College, and Valencia State College.</li> <li>• Three Florida regional universities (FIU, UCF, and USF) have formed a consortium aimed at building educational pathways for their regions, working with state colleges and K-12 schools.</li> <li>• <i>CCRC role:</i> (a) present at institutes; (b) develop research project on strategies for helping students choose a program of study with selected colleges.</li> </ul>
Guided Pathways to Success (GPS) Scaling Project	<p><i>Institutions:</i> GA: University System of Georgia and Technical College System of Georgia</p> <p>IN: 2 community colleges, 7 universities under the Indiana Commission for Higher Education</p> <p>TN: 13 community colleges, 6 universities, and 26 colleges of applied technology under the Tennessee Board of Regents</p> <p><i>TA:</i> Complete College America, CCRC, FutureWorks</p> <p><i>Funder:</i> Lumina Foundation (2013–2016)</p>	<ul style="list-style-type: none"> <li>• Goal is to support institution-wide scaling of Complete College America (CCA) GPS model: degree maps, meta-majors, corequisite remediation, proactive advising, block schedules, math pathways, and transfer pathways.</li> <li>• Teams from institutions attend “GPS scaling institutes” where they plan GPS implementation with facilitation and assistance from expert practitioners.</li> <li>• <i>CCRC role:</i> (a) help design and deliver institutes; (b) assist with TA to Indiana and Tennessee; (c) conduct research on GPS implementation in IN and TN; (d) conduct research on costs and benefits of GPS practices in TN.</li> </ul>

Project/Initiative	Institutions, Technical Assistance (TA) Providers, and Funders	Description
Houston GPS	<p><i>Institutions:</i> University of Houston, Houston Community College, Lone Star College, San Jacinto College, Wharton County Junior College</p> <p><i>TA:</i> Complete College America</p> <p><i>Funder:</i> Houston Endowment (2015–2017)</p>	<ul style="list-style-type: none"> <li>• CEOs from all institutions have signed agreement to implement all aspects of CCA’s GPS model at scale by fall 2017.</li> <li>• CCA is staffing task forces from the institutions that are developing plans for redesigning policies and practices in key areas following guided pathways principles: corequisite remediation, math courses aligned to majors, meta-majors, default degree maps with critical path courses, proactive advising, structured schedules, and technology.</li> </ul>
Massachusetts Guided Pathways TAACCCT	<p><i>Institutions:</i> 15 community colleges</p> <p><i>TA:</i> Massasoit Community College (lead college), Complete College America</p> <p><i>Funder:</i> TAACCCT (2014–2019)</p>	<ul style="list-style-type: none"> <li>• \$20 million TAACCCT grant supports adoption of CCA’s GPS practices to build pathways to careers in STEM.</li> <li>• <i>CCRC role:</i> Keynoted at system-wide institute.</li> </ul>
New Hampshire Guided Pathways	<p><i>Institutions:</i> 7 community colleges</p> <p><i>TA:</i> Community College System of NH</p> <p><i>Funder:</i> Self-funded</p>	<ul style="list-style-type: none"> <li>• CCSNH is leading an effort by the system’s seven colleges to adopt guided pathways, including strengthened transfer paths with UNH.</li> <li>• <i>CCRC role:</i> (a) advised on initiative design; (b) keynoted at kickoff meeting.</li> </ul>
North Carolina Student Success Learning Initiative	<p><i>Institutions:</i> 45 community colleges</p> <p><i>TA:</i> Guilford Technical Community College (Ed Bowling, CBD Cadre lead), CCRC, JFF, NCII, Public Agenda</p> <p><i>Funders:</i> Gates Foundation (2014–2017) and Kresge and Gates Foundation Student Success Centers</p>	<ul style="list-style-type: none"> <li>• In addition to the five original NC CBD colleges, teams from 40-some of the 58 NC CCs have participated in three rounds of institutes and light TA to plan guided pathways reforms.</li> <li>• <i>CCRC role:</i> (a) help design and deliver institutes; (b) conduct analysis of state SUR data on transfer and other issues; (c) evaluate related statewide developmental education reform as part of CCRC’s ASDER project.</li> </ul>

Project/Initiative	Institutions, Technical Assistance (TA) Providers, and Funders	Description
Student Success Centers (SSCs)  <i>(particular state efforts follow)</i>	<i>TA:</i> JFF (project coordination)  <i>Funders:</i> Kresge and Gates Foundations	<ul style="list-style-type: none"> <li>• JFF, which is coordinating the SSCs, has adopted guided pathways as a framework for the TA provided to the centers.</li> <li>• <i>CCRC role:</i> present on guided pathways at meetings of SSC directors.</li> </ul>
Arkansas Guided Pathways	<i>Institutions:</i> 6 community colleges  <i>TA:</i> Arkansas Community Colleges (lead), CCRC, NCII, Public Agenda  <i>Funders:</i> The Kresge Foundation (2014–2016) and Kresge SSCs	<ul style="list-style-type: none"> <li>• Teams from participating colleges engage in biannual planning with TA through periodic site visits and phone office hours.</li> <li>• <i>CCRC role:</i> (a) help design and deliver institutes and on-site and phone TA; (b) monitor implementation of guided pathways at participating colleges; (c) analyze statewide unit record data on transfer and labor market outcomes.</li> </ul>
Connecticut Guided Pathways	<i>Institutions:</i> 13 community colleges  <i>TA:</i> Connecticut State Colleges & Universities, CCRC, JFF, Public Agenda  <i>Funder:</i> Kresge SSCs	<ul style="list-style-type: none"> <li>• Institutes and planning meetings attended by teams from participating colleges.</li> <li>• <i>CCRC role:</i> present at institutes.</li> </ul>
Michigan Pathways Initiative	<i>Institutions:</i> 12 community colleges in Round 1 (started 2014) and 11 in Round 2 (started 2015)  <i>TA:</i> Michigan Community College Association (MCCA), CCRC, JFF, NCII, Public Agenda  <i>Funders:</i> The Kresge Foundation (2015–2017) and Kresge SSCs	<ul style="list-style-type: none"> <li>• Biannual planning meetings attended by teams from participating colleges, with TA from MCCA and national partner staff on request.</li> <li>• <i>CCRC role:</i> (a) help design and deliver institutes; (b) assist with webinars.</li> </ul>

Project/Initiative	Institutions, Technical Assistance (TA) Providers, and Funders	Description
New Jersey Guided Pathways	<p><i>Institutions:</i> 13 community colleges</p> <p><i>TA:</i> NJ Association of County Colleges, CCRC, JFF, NCII</p> <p><i>Funder:</i> Kresge SSCs</p>	<ul style="list-style-type: none"> <li>• Regular institutes and planning meetings attended by teams from participating colleges.</li> <li>• <i>CCRC role:</i> (a) present at institutes; (b) assist with phone office hours.</li> </ul>
Ohio Student Success Leadership Institute	<p><i>Institutions:</i> 23 community colleges</p> <p><i>TA:</i> Ohio Association of Community Colleges</p> <p><i>Funder:</i> Great Lakes Foundation</p>	<ul style="list-style-type: none"> <li>• Institutes and coaches hired from Ohio colleges implementing pathways.</li> <li>• <i>CCRC role:</i> (a) advise on institute design; (b) present to various constituent groups.</li> </ul>
Virginia Guided Pathways	<p><i>Institutions:</i> 23 community colleges</p> <p><i>TA:</i> Virginia Community College System</p> <p><i>Funder:</i> Kresge and Gates Foundation SSCs</p>	<ul style="list-style-type: none"> <li>• VCCS leading effort by the system’s 23 colleges to adopt guided pathways.</li> <li>• <i>CCRC role:</i> (a) advise on initiative design; (b) keynote at kickoff meetings.</li> </ul>
Washington Guided Pathways	<p><i>Institutions:</i> Five vanguard institutions in 2016–2019; five additional colleges in 2019–2022; all 32 community colleges participate in statewide events</p> <p><i>TA:</i> Washington State Board for Community and Technical Colleges</p> <p><i>Funders:</i> College Spark Washington (2015–2022) and Kresge and Gates Foundation SSCs</p>	<ul style="list-style-type: none"> <li>• \$7 million, eight-year grant from College Spark will support scale implementation of guided pathways at 10 colleges (five over first four years, and additional five for next four years).</li> <li>• WA SBCTC building capacity to provide TA to its colleges.</li> <li>• <i>CCRC role:</i> (a) advise on initiative design; (b) present at kickoff institutes.</li> </ul>