

Florida Pathways Institute III

**Integrating the Onboarding Experience
for Student Success**

St. Petersburg, FL | October 19–20, 2021

Welcome Letter



Dear Colleague,

On behalf of the Florida Student Success Center, I would like to welcome you to Florida Pathways Institute III: Integrating the Onboarding Experience for Student Success. This institute is particularly special, as it is the first time the Florida Pathways Institute (FPI) cohort colleges will be able to engage in person. We are thrilled to see you and look forward to college teams having opportunities to connect and learn from one another over the next two days.

The theme for this institute is onboarding and student supports, which aligns with the second and third pillars of the guided pathways framework. Sessions will focus on providing information, resources, tools and insight around redesigning student intake systems to more effectively support students in entering and successfully completing a pathway.

Throughout the event, you will hear from national experts as well as Florida colleagues who are engaged in this work. Like at previous FPI events, college Core Pathways Teams will also have the opportunity to engage in multiple team time breakout sessions. During these sessions, college teams will review institutional data, college onboarding practices, equity strategies, and plans for next steps. The agenda also includes dedicated time for cross-college peer learning and engagement, as well as a student panel to elevate the student voice.

FPI colleges continue to show their commitment to pathways implementation to promote student success. Thank you for your dedication to this work.

Sincerely,

A handwritten signature in blue ink that reads "Abbey Ivey". The signature is fluid and cursive, with the first name "Abbey" and last name "Ivey" clearly distinguishable.

Abbey E. Ivey
Director, Florida Student Success Center

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Agenda

Tuesday — October 19, 2021

All main sessions and meals will be held in the Executive Boardrooms (1-451, 1-453, 1-455)

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|--------------------------------|--|
| 8:00 a.m. – 8:30 a.m. | Breakfast and Registration |
| 8:30 a.m. – 8:45 a.m. | Welcome
Chancellor Kathy Hebda, Florida College System |
| 8:45 a.m. – 9:30 a.m. | Opening Keynote: Reimagining Program Onboarding to Achieve More Equitable Student Outcomes (and Build Back Enrollment)
Davis Jenkins, Community College Research Center |
| 9:40 a.m. – 10:50 a.m. | Team Time 1: KPI/Momentum Data Review & Analysis
<i>See page 16 for meeting rooms</i> |
| 11:00 a.m. – 12:00 p.m. | Concurrent Session 1
<i>See pages 10-12 for meeting rooms and session descriptions</i> <ul style="list-style-type: none">A. Using College-wide Caseload Management with FTIC Pre-registration to Onboard New Applicants
Bryan Anderson & Kimberly Goulbourne, Broward CollegeB. Creating Data-Driven Interventions for Transfer Partnerships
Brandon McKelvey, Valencia CollegeC. Digital Transformation: Equipping Advisors for the Journey and Students for Success (Virtual)
Kathe Pelletier, EDUCAUSE & Chris Hutt, NACADAD. Transitioning from Secondary to Postsecondary and the Impacts of Poverty on College-Going Behavior
Megan Green, St. Lucie Public SchoolsE. Talent Strong Florida: How Our State Can Support Students on Their Postsecondary Journeys
Kimberly Lent, Florida College Access NetworkF. Reimagining Education and Career Help (House Bill 1507) and Onboarding in Workforce Education Programs
Carrie Henderson, Division of Florida Colleges |
| 12:05 p.m.—12:55 p.m. | Lunch
<i>(Presidents' Lunch with Chancellor Kathy Hebda in room 1-450)</i> |
| 1:00 p.m.— 2:00 p.m. | Afternoon Plenary Session: Show Me the Way: The Power of Advising in Community Colleges
Linda García, Community College Survey of Student Engagement |

Agenda

Tuesday — October 19, 2021

2:10 p.m.—3:20 p.m.

Team Time 2: Onboarding Flowchart

See page 16 for meeting rooms

3:30 p.m.—5:00 p.m.

Peer to Peer Cross Talk

Each topic cluster will be located in the same meeting room for the duration of the session. Colleges teams should split up among the cluster groups. See page 17 for meeting rooms.

Topics:

Cluster 1

- Pathways Implementation and Time Management
- Connecting with FTIC Students/First Year Experience
- Advising and Caseload Management

Cluster 2

- New Student Orientation/Onboarding Redesign
- Communicating the Guided Pathway Plan College-wide
- Career Exploration Tools for Pathway Decision-making

Cluster 3

- Expanding Faculty Involvement
- Focus on Equity and Meeting Students Where They Are
- Application and Admissions Process Redesign

Cluster 4

- Utilizing Meta Majors
- Success Coaching Models
- Doing More with Less: Financial and Staff Resources

Agenda

Wednesday — October 20, 2021

All main sessions and meals will be held in the Executive Boardrooms (1-451, 1-453, 1-455)

8:00 a.m.—8:30 a.m. **Breakfast**

8:30 a.m.—8:45 a.m. **Welcome**
Abbey Ivey, Florida Student Success Center

8:45 a.m.—9:45 a.m. **Morning Plenary Panel: Equity as the Why**
Maria Harper-Marinick, Retired Chancellor, Maricopa Community College District and Senior Fellow, College Excellence Program, Aspen Institute (moderator)
Gregory Haile, President, Broward College
Christina Royal, President, Holyoke Community College
Robert Vela, President, San Antonio College

9:50 a.m.—10:50 a.m. **Team Time 3: Review Strategies to Achieve Equitable Outcomes for All Students**
See page 16 for meeting rooms

11:00 a.m. – 12:00 p.m. **Concurrent Session 2**
See pages 13-15 for meeting rooms and session descriptions

- A. Maximizing Momentum in the Pandemic (Virtual)**
Kimberly McKay & Jonathan Fuentes, Odessa College
- B. MDC's Shark Path: A Holistic Guided Pathway Experience**
Adam Porro, Miami Dade College
- C. Aligning Career Pathways for Dual Enrollment Students: Using Data Partnerships to Lead the Way**
Amanda Sterk, Florida SouthWestern State College
- D. How Community Colleges are Using Guided Pathways to Personalize Student Support (Virtual)**
Hana Lahr, Community College Research Center
- E. Pathways to Equity in the Florida College System**
Shanna Autry & Tashi D. Williams, Division of Florida Colleges
Michele Yovanovich, Florida SouthWestern State College
- F. Impact of Senate Bill 366: Increasing Opportunities for Students through Alternative Placement Methods**
Carrie Henderson, Division of Florida Colleges

12:05 p.m.—1:05 p.m. **Lunch**

Agenda

Wednesday — October 20, 2021

1:10 p.m.—2:10 p.m.

Afternoon Plenary: Listening to the Student Voice: Student Panel

Tina Hart, Former Vice President of Enrollment and Student Services,
Indian River State College (Moderator)

KeAndre Chisom, St. Petersburg College

Khanh Mai, Hillsborough Community College

Nick Onishchuck, State College of Florida, Manatee-Sarasota

Mayra Peres Spears, Pasco-Hernando State College

Therese Simoneau, St. Petersburg College

2:20 p.m.—3:30 p.m.

Team Time 4: Next Steps Action Planning

See page 16 for meeting rooms

3:35 p.m.—4:00 p.m.

Closing

Main Session Descriptions

Day One — October 19 2021

Opening Keynote: Reimagining Program Onboarding to Achieve More Equitable Student Outcomes (and Build Back Enrollment)

Room: Executive Boardrooms (1-451, 1-453, 1-455)

Presenter: Davis Jenkins, Community College Research Center

CCRC Senior Research Scholar Davis Jenkins will discuss research-based strategies for rethinking the new student experience as part of larger whole-college guided pathways reforms to ensure that all students are helped to explore career and academic options, connect with faculty, students and others with similar interests, have a light the fire learning experience in term 1 and develop early momentum in a program aligned with their educational and career aspirations.

Afternoon Plenary Session: Aligning Pathways with Integrated Advising and Student Supports

Room: Executive Boardrooms (1-451, 1-453, 1-455)

Presenter: Linda García, Center for Community College Student Engagement

The national dialogue continues to center on college completion. As a response, community colleges are placing more focus on academic advising and its impact on student success. Join us for a look at the findings in a report released by CCCSE, which suggest that students who receive more advising—more time with advisors and more in-depth discussions in their sessions—are more engaged.

Main Session Descriptions

Day Two — October 20, 2021

Morning Plenary Panel: Equity as the Why

Room: Executive Boardrooms (1-451, 1-453, 1-455)

Presenters: Maria Harper-Marinick, Retired Chancellor, Maricopa Community College District and Senior Fellow, College Excellence Program, Aspen Institute (moderator)
Gregory Haile, President, Broward College
Christina Royal, President, Holyoke Community College
Robert Vela, President, San Antonio College

This session will focus on how colleges can bring a strong equity lens to the guided pathways work—from recruitment through retention, completion and post-completion outcomes—to ensure that students are earning degrees of value.

Afternoon Plenary: Listening to the Student Voice: Student Panel

Room: Executive Boardrooms (1-451, 1-453, 1-455)

Presenters: Tina Hart, Former Vice President of Enrollment and Student Services, Indian River State College (Moderator)
KeAndre Chisom, St. Petersburg College
Khanh Mai, Hillsborough Community College
Nick Onishchuck, State College of Florida, Manatee-Sarasota
Mayra Peres Spears, Pasco-Hernando State College
Therese Simoneau, St. Petersburg College

The objective of this session is to help participants better understand the programs and structures that have the most positive impact on student persistence and success. Participants will hear the student perspective regarding their college intake and support experiences, spotlighting the diverse needs of our student populations.

Concurrent Session Descriptions

Day One — October 19, 2021

Concurrent Session 1

11:00 a.m.—12:00 p.m.

Session A

Using College-wide Caseload Management with FTIC Pre-registration to Onboard New Applicants

Room: Tropics Lab

Presenters: Bryan Anderson & Kimberly Goulbourne, Broward College

Located in Southeast Florida, Broward College (BC) serves over 68,000 students and receives approximately 30,000 applications for admission from FTIC, Transfer and Readmission students each year. Our mission at BC is “Transforming students’ lives and enriching our diverse community through academic excellence, innovation and meaningful career opportunities.” This presentation will focus on the tools used to implement process improvement using EAB Navigate as a college-wide caseload management tool, with a dynamic form to assist in FTIC pre-registration to onboard and transform the new student experience.

Session B

Creating Data-Driven Interventions for Transfer Partnerships

Room: Forest Lab

Presenter: Brandon McKelvey, Valencia College

Using the Central Florida Educational Ecosystem Database, a data warehousing and analytics project between the University of Central Florida, Valencia College, Orange County Public Schools and the School District of Osceola County, multiple institutions in Central Florida are working together to build data-driven interventions aligned with college access and transfer goals. This presentation describes current work on the transfer portion of our partnership including linking and analyzing data shared between Valencia College and the University of Central Florida to identify the key indicators of transfer success, early indicators of transfer dislocation or ‘shock’, and ideas on future interventions.

Concurrent Session Descriptions

Day One — October 19, 2021

Concurrent Session 1 (continued)

11:00 a.m.—12:00 p.m.

Session C

Digital Transformation: Equipping Advisors for the Journey and Students for Success (Virtual)

Room: Water Lab

Presenters: Kathe Pelletier, EDUCAUSE & Chris Hutt, NACADA

Digital transformation (Dx) is a term that appears everywhere these days, especially as changes to the social, economic, technological and demographic landscapes are accelerating. Responses show that Dx really is a student-centered endeavor; many key benefits of Dx are directly focused on student success. When seeking to improve student outcomes, Institutions are increasingly turning to academic advising as both a data source and a solution. Academic advising is increasingly data-informed and data-driven. This session will explore the intersections of Dx and academic advising, the current state of technology-enabled advising and the potential benefits and risks to students and institutions.

Session D

Transitioning from Secondary to Postsecondary and the Impacts of Poverty on College-Going Behavior

Room: Beach Lab

Presenter: Megan Green, St. Lucie Public Schools

Transitioning from Secondary to Post Secondary and the Impacts of Poverty on College-Going Behavior focuses on understanding generational poverty and its role in the decision making of students as they transition from the supports of secondary to post-secondary education. This session will help to identify the barriers that students encounter and effective approaches colleges can utilize to ensure student success.

Concurrent Session Descriptions

Day One — October 19, 2021

Concurrent Session 1 (continued)

11:00 a.m.—12:00 p.m.

Session E

Talent Strong Florida: How Our State Can Support Students on Their Postsecondary Journeys

Room: Workforce 326

Presenter: Kimberly Lent, Florida College Access Network

Florida's SAIL to 60 goal aims to strengthen the state's workforce by increasing the percentage of Floridians ages 25 to 64 with a high-value postsecondary certificate, degree or training experience to 60% by 2030. While the state has made significant progress toward the goal, with 53% holding such training or education, we still have collective work to do. Join FCAN's Assistant Director for Research and Policy, Kimberly Lent, for an update on Florida's progress toward the SAIL to 60 goal, how you can get involved in local efforts to support attainment and the critical role guided pathways play to build a Talent Strong Florida.

Session F

Reimagining Education and Career Help Act (House Bill 1507) and Onboarding in Workforce Education Programs

Room: Workforce 324

Presenter: Carrie Henderson, Division of Florida Colleges

House Bill (HB) 1507, which passed during the 2021 legislative session, coordinates and aligns Florida's workforce development system. The goal of this legislation is to provide Floridians a more coordinated government effort to help them train and obtain a career of their choice. During this session, participants will learn more about the "no-wrong-door" entry strategy as it relates to intake and case management. Additionally, this session will include an overview of other provisions of the REACH Act related to career services and workforce education. This session will discuss how the Florida College System workforce programs will fit into the larger landscape of Florida's unified workforce education system.

Concurrent Session Descriptions

Day Two — October 20, 2021

Concurrent Session 2

11:00 a.m.—12:00 p.m.

Session A

Maximizing Momentum in the Pandemic (Virtual)

Room: Tropics Lab

Presenters: Kimberly McKay & Jonathan Fuentes, Odessa College

As spring break was winding down, Odessa College was preparing to welcome back students to campus for the spring 2 term – and then the pandemic. Learn how Odessa College leveraged 8-week terms and other innovations to maximize enrollment and retention during a global pandemic. Through innovation and determination, the college experienced record, increased enrollment in both the fall of 2020 and the fall of 2021 while ensuring that the campus was a safe place to live, learn, work and play.

Session B

MDC's Shark Path: A Holistic Guided Pathway Experience

Room: Forest Lab

Presenter: Adam Porro, Miami Dade College

Miami Dade College (MDC) is committed to changing lives through accessible, high-quality teaching and learning experiences. The institution's core capacities and culture of innovation, excellence, collaboration and evidence serve as the foundation for sustaining our student success work. MDC has been involved in ground-breaking work associated with guided pathways through its work with the Bill and Melinda Gates Foundation (Completion by Design) and as part of Achieving the Dream. This work helped the College develop a strong culture of evidence and establish a structured guided pathway for First-Time-in-College students. On an annual basis, this accounts for approximately 10,000 new students a year. The College's Shark Path Program offers First Time in College (FTIC) students a holistic guided pathway experience that connects them to their success team members, including personnel from Recruitment, Advisement & Career Services, Financial Aid, Admissions, Learning Resources, faculty and much more. The goal of this presentation is to provide an overview of MDC's Shark Path and its evolution in the past decade, including its ability to swiftly respond to the challenging times we have all experienced for over a year due to Covid-19. The work is grounded on Tinto's Dimensions of Institutional Action, primarily its principles of effective retention and in the commitment to provide students with holistic supports. This includes the institution's commitment to students, offering equitable programs and social and intellectual community. During the presentation, we will discuss key components of Tinto's theory including: transition assistance, early contact and community building, academic involvement, support monitoring and early warning counseling and advising.

Concurrent Session Descriptions

Day Two — October 20, 2021

Concurrent Session 2 (continued)

11:00 a.m.—12:00 p.m.

Session C

Aligning Career Pathways for Dual Enrollment Students: Using Data and Partnerships to Lead the Way

Room: Water Lab

Presenter: Amanda Sterk, Florida SouthWestern State College

As dual enrollment continues to increase throughout Florida so should the development of Career Pathways to better support this unique student population. Through valuable data and deliberate use of partnerships with our K-12 partners, Career Pathways can become an integral part of the high school and college process. Hear how Florida SouthWestern State College has tailored their data and programming to focus on access and retention.

Session D

How Community Colleges are Using Guided Pathways to Personalize Student Support (Virtual)

Room: Beach Lab

Presenter: Hana Lahr, Community College Research Center

This session will provide an overview of how community colleges implementing guided pathways reforms are innovating within the model to provide personalized support during onboarding to help students gain early academic momentum. The session will include an overview of how guided pathways reforms can promote student supports that are both universal (scaled to reach all students) and personalized (customized based on the needs and interests of groups of students as well as individual students), and a discussion of how personalizing supports has the potential to increase equity in student outcomes by better recognizing and meeting the needs of underserved students. This session will include college examples and strategies for how colleges can implement personalized support.

Concurrent Session Descriptions

Day Two — October 20, 2021

Concurrent Session 2 (continued)

11:00 a.m.—12:00 p.m.

Session E

Pathways to Equity in the Florida College System

Room: Workforce 326

*Presenters: Shanna Autry & Tashi D. Williams, Division of Florida Colleges
Michele Yovanovich, Florida SouthWestern State College*

Educational equity is more than a focus on equal opportunities. It requires a more direct focus on outcomes and results. For this to occur, colleges must have a clear sense of how to systematically build the capacity of their campuses to meet the needs of the students they serve. Join us to learn how federal and state reporting can assist in the development of strategies for improving student success while addressing disproportionality, engaging campus groups in courageous conversations and changing campus culture.

Session F

Impact of Senate Bill 366: Increasing Opportunities for Students through Alternative Placement Methods

Room: Workforce 324

Presenter: Carrie Henderson, Division of Florida Colleges

Traditionally, colleges have used standardized test scores to place students into developmental education courses. However, as research has shown that other measures may be better predictors of success in college-level coursework, states and individual institutions across the nation have begun to implement policies that allow for the use of alternative methods to place students. In Florida, the recent passage of Senate Bill (SB) 366 expands the mechanisms institutions may use to assess readiness for college-level work. In addition to identifying approved common placement tests, SB 366 requires the State Board of Education to adopt rules to develop and implement alternative methods for assessing communication and computation skills. This session will highlight the opportunities this legislation creates to expand access and increase equity in the Florida College System in getting students on pathways to college-level coursework and credential completion.

Team Time Room Assignments

Room	Colleges
Tropics Lab	State College of Florida, Manatee-Sarasota
	Broward College
	Eastern Florida State College
Forest Lab	Seminole State College of Florida
	Florida SouthWestern State College
	Lake-Sumter State College
Water Lab	Pasco-Hernando State College
	Palm Beach State College
	South Florida State College
Beach Lab	Florida State College at Jacksonville
	College of the Florida Keys
	Gulf Coast State College

Peer to Peer Crosstalk Assignments

Room	Topics
Tropics Lab Cluster 1	Pathways Implementation and Time
	Connecting with FTIC Students/First Year Experience
	Advising and Caseload Management
Forest Lab Cluster 2	New Student Orientation/Onboarding
	Communicating the Guided Pathway Plan
	Career Exploration Tools for Pathway
Water Lab Cluster 3	Expanding Faculty Involvement
	Focus on Equity and Meeting Students
	Application and Admissions Process
Beach Lab Cluster 4	Utilizing Meta Majors
	Success Coaching Models
	Doing More with Less: Financial and Staff

Speaker Biographies



Bryan Anderson

District Director of Enrollment Management, Broward College

Bryan Anderson joined Broward College as the District Director of Enrollment Management in 2017. Prior to joining BC, he led admissions and recruitment at Lake-Sumter State College as the Director of Admissions for three years. He has also worked at the University of South Florida, Miami Dade College and Barry University in similar roles, adding up to over 20 years in student services in Florida. Bryan graduated from Northern Illinois University with his bachelor's degree, then joined the Peace Corps and spent two years living in Kingston, Jamaica working with at-risk youth. He earned his master's degree at Barry University in Human Resource Development and Administration.



Shanna Autry, Ed.D.

Director of Student Affairs, Division of Florida Colleges

Shanna Autry serves as the Director of Student Affairs at the Florida Department of Education, Division of Florida Colleges. In this role, she provides leadership over student affairs, student services and equity. Prior to becoming Director of Student Affairs, Shanna served as Dean of Advising and Retention at Tallahassee Community College and other positions at the Division of Florida Colleges, the State University System, Board of Governors and Florida State University. Her interests and experience include equity, educational and career advising, disability student services, international student services, mental health services, former foster care students, students experiencing homelessness, veteran services, athletics, dual enrollment, orientation and admissions, and institutional research.

Originally from Georgia, Shanna holds an Ed.D. in Higher Education Administration and a graduate certificate in Institutional Research from Florida State University, a Diversity, Equity and Inclusion in the Workplace Certificate from the University of South Florida, a Master of Arts in Education from the University of Georgia, and a Bachelor of Arts in psychology from the University of Georgia.

Speaker Biographies



Jonathan Fuentes, Ph.D.

Vice President, Academic Partnerships, Odessa College

Dr. Jonathan Fuentes serves as the Vice President of Academic Partnerships at Odessa College. Before his current position, Dr. Fuentes held previous positions at Odessa College, Pecos-Barstow-Toyah Independent School District, the Texas Senate, and two other governmental entities. He received his B.A. from Harvard and his M.A. and Ph.D. from the University of Michigan. His degrees are in political science with an emphasis in public policy. He previously served as an elected official on the Reeves County Hospital Board of Trustees (Vice-President), president of the Pecos Downtown Lions Club, and director on the Board of Directors for the Pecos Area Chamber of Commerce. Both in his professional work and as his personal passion, Dr. Fuentes spends much of his time thinking about college and career readiness for PK-20 students. He lives in Odessa with his wife, Alma, who is a high school counselor; his three-year-old son; and his eighteen-month-old daughter.



Linda García, Ph.D.

Executive Director, Center for Community College Student Engagement, University of Texas at Austin

Linda García is the Executive Director of the Center for Community College Student Engagement (CCCSE) at The University of Texas at Austin (UT).

Prior to this role, she served as the Assistant Director of College Relations at CCCSE. Previously, Linda was Vice President of Community College Relations at the Roueche Graduate Center at National American University and she has worked at Lone Star College, Maricopa Community Colleges, and The University of Texas at Brownsville and Texas Southmost College. Linda's experience includes student development, instructional support, grant writing, 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 Bachelor of Journalism with a concentration in broadcast and a doctorate in higher education administration with a specialization in community college leadership from The University of Texas at Austin. Her Master of Arts in Interdisciplinary Studies degree is from The University of Texas at Brownsville.

Speaker Biographies



Kimberly Goulbourne

Associate Dean for Student Services, Broward College

Kimberly Adams Goulbourne is an Associate Dean for Student Services at Broward College with 17 years of higher education experience, having worked within the admissions, registration and financial aid departments. Kimberly earned her Bachelor's degree at Florida International University and Master of Business Administration at Nova Southeastern University. Kimberly specializes in process improvement, particularly the student onboarding experience using progressive systems and applications. Kimberly is a powerful force in the workplace and uses her positive attitude and tireless energy to encourage others to work hard and succeed. As an immigrant from the Caribbean, Kimberly is inspired to change students' college experience and their lives. In her free time, Kimberly likes to travel and offers amazing travel tips to her friends and colleagues.



Megan Green

Director of Secondary Curriculum, St. Lucie Public Schools

Megan Green is the Director of Secondary Curriculum for St. Lucie Public Schools in St. Lucie County, Florida. In this role, she focuses on providing quality resources and instructional support to teachers and leaders for all schools across the district serving grades 6-12. Prior to her current role, she was a turnaround principal in Duval County Public Schools where she served as a school administrator at both the middle and high school levels. Megan is skilled in teacher training, differentiated instruction, staff development and educational leadership.

Speaker Biographies



Gregory Haile, J.D.

President, Broward College

Gregory Adam Haile is the seventh president of Broward College. He assumed the role on July 1, 2018. Broward College serves 63,000 students with approximately 5,000 colleagues. The institution is part of the Florida College System and was named a Top Ten finalist for the prestigious Aspen Prize for the years 2013, 2017, 2019, and 2021. Since becoming Broward College's President, the College has significantly expanded its business model. Broward College has added more than 15 new education locations (via no-cost facilities partnerships) into the heart of the

communities with the highest unemployment rates, lowest post-secondary attainment rates, but Unlimited Potential. The business model expansion is known as Broward UP. In addition, Broward College has transformed its financial model by embracing a priority-based budgeting framework (with decision-making grounded in the evidenced based returns to the students and to the community) and deploys monetization strategies to drive private sector resources to the College. Further, the College has materially advanced its culture of collaboration, as exemplified by the adoption of Shared Governance Principles and Practices. All while ensuring that the success of all students remains primary.

He has served in over 40 board or committee capacities and in over 20 Chair or Vice-Chair capacities. He currently serves on the boards of Leadership Florida, the Federal Reserve Bank of Atlanta, BBX Capital, the Florida Chamber, Pace Center for Girls, the Broward Workshop, the United Way of Broward County, the Greater Fort Lauderdale Alliance, and he is a member of the Orange Bowl Committee and the Council of Foreign Relations. He has also twice received appointments by Governor Ron DeSantis: first, to the Department of Education Career and Technical Education Advisory Committee, and second, to the Re-Open Florida Task Force.

As an educator, Mr. Haile takes time annually to teach a self-designed 4-credit course in Higher Education Law and Policy at Harvard University (Summer School). He previously served as an adjunct professor with Broward College, teaching Business Law and Ethics, and with Miami Dade College, teaching Business Law. He has received dozens of recognitions for his leadership, service, and excellence in his profession. He routinely serves as a keynote speaker, primarily speaking on the transformational power of higher education.

Mr. Haile was educated at the Columbia University School of Law, where he was a Harlan Fiske Stone Scholar and served as the Editor-in-Chief of the National Black Law Journal and as an Editor of the Journal on Gender and Law. He received his bachelor's degree from Arizona State University, where he graduated magna cum laude and received the Most Outstanding Graduate award in his college. He received an Honorary Doctorate of Humane Letters from Nova Southeastern University and is also a fellow of the Vanderbilt University Higher Education Management Institute.

Speaker Biographies



Maria Harper-Marinick, Ph.D.

Retired Chancellor, Maricopa Community College District and Senior Fellow, College Excellence Program, Aspen Institute

Dr. Maria Harper-Marinick is a national leader in higher education and a strong advocate for access to opportunity, equity and student success. She served the Maricopa Community College District for almost 30 years in a variety of leadership roles, most recently, since 2016, as Chancellor. The Maricopa District is one of the largest community college systems in the nation and serves nearly 200,000 students with the support of 10,000 faculty and staff members across 10 colleges. She is a Senior Fellow for the College Excellence Program, The Aspen Institute, and a Guided Pathways Coach for Texas Student Success Center.

Dr. Harper-Marinick is very committed to service in the community and has actively engaged in national and local boards including American Council of Education (ACE), American Association of Community Colleges, Hispanic Association of Colleges and Universities, League for Innovation in the Community College, National Community College Hispanic Council, Arizona Commerce Authority, Greater Phoenix Economic Council (GPEC), Arizona Chamber of Commerce, and Expect More Arizona. She currently serves on the Boards of Excelencia in Education (Vice Chair), Creighton University, Valley of the Sun United Way (Vice Chair), YWCA Metropolitan Phoenix, Hispanic Chamber of Commerce (Vice Chair), Teach for America Regional Board, New Pathways for Youth Advisory Board, and Valley Leadership Impact Makers Advisory Council. She served on the Federal Advisory Committee on Student Financial Assistant, twice as Chair, by appointment of then U.S. Secretary of Education Arne Duncan. She is an Aspen Institute Ascend Fellow and a Distinguished Fellow of the ASU Morrison Institute for Public Policy.

Dr. Harper-Marinick has been the recipient of various awards and recognitions, including: 2019 Herozona Foundation Education Award, 2018 Most Admired Leaders in the Valley, 2018 YWCA Tribute to Leadership, 2018 Leon Grant Spirit of Community Award, 2017 Valley Leadership Woman of the Year, 2016 Athena Public Sector, 2017 One of the Valley's Most Admired Leaders, 2017 One of the top 10 CEOs in the Valley (Phoenix Business Journal), 2016 Valle del Sol award for having taken a dramatic and courageous stand on an issue affecting Hispanics, 2016 Community Service Award from FBI and LULAC for outstanding service to the community, 2015 Woman of the Year from the Arizona Hispanic Chamber of Commerce, Diamondbacks Hispanic Community Leadership.

Dr. Harper-Marinick was featured in *Diverse: Issues in Higher Education* magazine as one "25 women who have made a difference in the world by tackling some of higher education's toughest challenges and exhibiting extraordinary leadership skills", in the "Women Making their Mark" issue of *International Educator*, in *Arizona* by the *AZ Business Magazine* as one of 25 Most Influential Hispanic Business Leaders, and in *Revista Mercado* (Dominican Republic), *Phoenix Magazine*, *Latina Styles*, and *Hispanic Executive*.

Dr. Harper-Marinick is originally from the Dominican Republic and came to Arizona in 1982 as a Fulbright Scholar to complete graduate work at Arizona State University (ASU). She holds Master and Ph.D. degrees in education from ASU. She has been a teacher and a mentor to many, especially women, has authored scholarly articles and chapters, and is a sought-after speaker at national conferences.

Speaker Biographies



Tina Hart, Ph.D.

*Former Vice President of Enrollment and Student Services,
Indian River State College*

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 from 2016-2021, leading a division which included student services on all five campuses. Passionate about student success, she remains an avid student advocate eager to

expand access for underserved students, mentoring many students throughout the years. An educational consultant, Dr. Hart 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. She holds a Ph.D. in Higher Education Leadership, a master's degree in Counselor Education from Florida Atlantic University and a Bachelor of Science degree in Social Work from Florida State University.



Kathy Hebda

Chancellor, Florida College System

Kathy Hebda has committed more than 30 years to improving education for students in Florida across all educational sectors. As Chancellor of the Florida College System's 28 institutions, she continues to advocate for open access for all Floridians to a high-quality, affordable postsecondary education.

Chancellor Hebda began her educational career teaching music in Florida and Georgia's public school systems. She came to the Florida Department of Education in 1992 and served in a number of roles in the Division of Public Schools, including educator certification, preparation and professional development. She was named Deputy Public Schools Chancellor for Educator Quality in 2008, providing leadership and support for school districts and higher education institutions to increase student success through continuous improvement in teaching and learning. Before being named Chancellor of the Florida College System by Commissioner Richard Corcoran, Hebda also served as Chief of Staff for the Department of Education for Florida's previous Commissioner of Education, Pam Stewart. Chancellor Hebda earned her master's degree in Music Education from Florida State University and a bachelor's degree in Music Education from Newberry College in South Carolina.

Speaker Biographies



Carrie Henderson, Ph.D.

Executive Vice Chancellor, Division of Florida Colleges

Dr. Carrie E. Henderson serves as the Executive Vice Chancellor of the Florida College System. In this role, she provides leadership over academic and student affairs, research and analytics and financial policy. Prior to becoming Executive Vice Chancellor, Dr. Henderson served as Associate Vice President for Institutional Effectiveness and Accreditation at Florida State College at Jacksonville and as Associate Director of Programs at Achieving the Dream, Inc. Her interests and experience include institutional effectiveness, strategic planning, resource development and institutional research.

Dr. Henderson holds a Ph.D. in Higher Education Administration and a graduate certificate in institutional research from Florida State University, a Master of Public Administration from the University of North Carolina at Chapel Hill, and a Bachelor of Arts in History and Political Science from the University of Central Florida.



Chris Hutt, Ph.D.

Assistant Director, NACADA—The Global Community for Academic Advising

Chris Hutt currently serves as the Assistant Director for NACADA: The Global Community for Academic Advising. In this role, he leads the association's global initiatives and serves as NACADA's primary representative to the Advising Success Network, a dynamic network of five organizations who are partnering to support educational change and improved student outcomes through a holistic approach to addressing the operational, programmatic, technological and research needs of colleges and universities in direct support of a more equitable student

experience.

Prior to joining the NACADA executive office in early 2020, Chris spent over 20 years on campus in various academic advising roles, including as the Assistant Vice President for Academic Advising. His professional and research interests include academic advising and student success strategies, the role of technology in advising and redesign initiatives that promote student success.

Speaker Biographies



Davis Jenkins, Ph.D.

Senior Research Scholar, Community College Research Center

Davis Jenkins is a senior research scholar at the Community College Research Center at Columbia University's Teachers College. He works with colleges, schools, community groups and employers in communities and states across the country to find ways to improve educational and employment outcomes for students from groups that have been poorly served by the U.S. educational system. 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 a national "guided pathways" whole-college reform movement. For the past five years, Jenkins has led research involving over 100 colleges nationally on the implementation of pathways reforms and their effects on student outcomes, equity and college performance. More recently, Jenkins and his team are studying the efforts of colleges that were early adopters of guided pathways to partner with employers, universities, and K-12 schools in creating cross-sectoral education pathways designed to advance economic mobility and workforce development in their communities. Jenkins earned a Ph.D. in public policy analysis from Carnegie Mellon University and a bachelor's in religion from Princeton University.



Hana Lahr, Ph.D.

Senior Research Associate & Program Lead, Community College Research Center

Hana Lahr is a Senior Research Associate and Program Lead at the Community College Research Center. Her research focuses on the implementation and evaluation of whole-college guided pathways reforms. Prior to joining CCRC in 2011, she worked in student life and was an advisor at Harrisburg Area Community College and Metropolitan College of New York.

Speaker Biographies



Kimberly Lent

Assistant Director for Research and Policy, Florida College Access Network

Kimberly Lent joined FCAN in 2016. Her work focuses on K-12 and higher education data and policy analysis while also providing technical assistance to FCAN partners. She has experience in community-based participatory research, program evaluation and policy analysis in public health and K-12 education settings. Kimberly holds a bachelor's degree in political science with a certificate in public affairs and nonprofit management from University of Florida, and a master's degree in public health from University of South Florida. She is currently earning a doctorate in measurement and evaluation from University of South Florida's College of Education.



Kimberly McKay

Vice President, Student Services and Enrollment Management, Odessa College

Kim McKay currently serves as Vice President of Student Services and Enrollment Management and provides leadership and oversight for all aspects of enrollment and student services including marketing and media relations, campus police, records, recruitment, admissions, financial aid, testing, student and resident life, and athletics. A graduate of Stephen F. Austin State University and Lamar University, Kim's past work experience includes end-user-training for the state's electronic benefits transfer program and for Raytheon Corporation. Prior to entering the field of higher education, she worked in fund development for Easter Seals Rio Grande Valley. As the Dean of Enrollment Services at South Texas College, Kim's success included a 37% increase in admissions applications, a 28% increase in enrollment, and a 47% increase in credentials awarded. At Odessa College, Kim worked closely with the Vice President of Instruction to implement 8-week courses district wide. The implementation of accelerated terms has led to a 25% increase in enrollment and a 65% increase in credentials awarded over the past five (5) years.

Kim and her husband, Garrett, reside in Odessa, Texas with their two teenage children, Gus and Georgia.

Speaker Biographies



Brandon McKelvey, Ph.D.

Vice President, Analytics and Planning, Valencia College

Brandon is an experienced educational administrator with expertise in data analysis, planning and research. He earned a bachelor's degree in sociology from the University of Florida and attended Florida State University as a Presidential Fellow, earning a master's and doctorate of science in sociology. Brandon completed a two-year fellowship with Harvard University and the Center for Education Policy Research through the Strategic Data Project and has served as a member of national and statewide committees supporting the implementation of standardized assessment changes, accountability

systems and statistical models.

Prior to accepting his role at Valencia, Brandon served as the associate superintendent of research, accountability and grants at Orange County Public Schools (OCPS). He also served as the senior director for accountability, research and assessment at OCPS and as a data analyst at Seminole County Public Schools.



Kathe Pelletier, Ed.D.

Director, Teaching and Learning Program, EDUCAUSE

With nearly 20 years of experience in higher education with positions in areas such as academic advising, learning assistance, curriculum design and competency-based education, Dr. Kathe Pelletier currently holds the role of Director, Teaching and Learning Program with EDUCAUSE. She brings an expertise for combining traditional higher education best practice with innovative delivery models. She has been recognized by the International Center for Supplemental Instruction for starting and scaling the first online Supplemental Instruction programs and has won a second award for

a framework that creates a structure for creativity yet insures consistency and quality in hybrid program and course delivery. Through her career, Kathe has accomplished such things as building an online student success center from scratch, establishing a competency-based curriculum model that became an anchor for a self-paced CBE program, developing and launching a holistic assessment and outreach system that delivered personalized resource recommendations to incoming students, and optimizing a faculty community of practice that was not only engaging and satisfying to the faculty participants but also increased student learning outcomes and success metrics.

Speaker Biographies



Adam Porro

Director of First Year Success, Miami Dade College

Adam Porro has been part of the Miami Dade College family for almost 20 years. In his current role as Director of First Year Success, Adam works closely with Academic and Student Affairs on the development of strategies to help students from the point of inquiry through completion. With a focus on data analysis and interpretation, Mr. Porro is committed to improving student success processes and serves as a key member on a variety of college-wide Enrollment Management committees. Finally, Adam has represented Miami Dade College on many national initiatives through his participation in projects such as Completion by Design and Achieving the Dream.



Christina Royal, Ph.D.

President, Holyoke Community College

Dr. Christina Royal is the fourth president of Holyoke Community College (HCC), and the first woman, multi-racial, and queer leader to serve in this capacity. She has served in progressively responsible roles in both academic (community college and private four-year institutions) and corporate environments. Prior to her presidency at HCC, she served as the Provost and Vice President of Academic Affairs at Inver Hills Community College.

Growing up as a first generation and low-income college student, she understands some of the challenges our students face and the importance of having an inclusive environment where everyone can thrive. She believes that representation matters, and our students must see aspects of themselves reflected in college to form a connection to the institution. It is this diversity that creates a culturally rich ecosystem of learning and strengthens our communities and region. Her success as a leader throughout her career has stemmed from a future-oriented mindset coupled with an approach based on collaboration and teamwork.

Dr. Royal was recognized by BusinessWest as a 2020 Woman of Impact. She was also recognized for outstanding leadership on the issues of diversity, equity and inclusion by the Association of American Colleges and Universities (AAC&U) and Cengage in 2021. Dr. Royal is also the recipient of the 2012 United States Distance Learning Association International Award for Outstanding Leadership by an Individual. Dr. Royal earned a Bachelor of Arts degree in Mathematics and a Master of Arts degree in Educational Psychology, both from Marist College and a Doctorate in Education with a specialization in instructional design from Capella University.

Speaker Biographies



Amanda Sterk, Ed.D.

Director of Accelerated Programs at Florida Southwestern State College

Dr. Amanda Sterk is the Director of Accelerated Programs at Florida Southwestern State College, where she works with students, parents, school counselors, and school districts to understand and participate in accelerated learning programs in SW Florida. She is the founding member and President of the Florida Alliance of Dual Enrollment Partnerships (FADEP). Dr. Sterk authored the college step-by-step guide for Florida students called College UnMazed which brings her passion for helping students realize their full potential through academic planning and college decision-making.

Robert Vela, Ed.D.

President, San Antonio College



Robert Vela, Ed.D. currently serves as the 12th President of San Antonio College in San Antonio, Texas. One of the largest single-campus community colleges in Texas, and one of the biggest in the nation, San Antonio College is the flagship institution in the Alamo Colleges District, which is made up of five distinct colleges. Vela assumed the role of President in August 2014, after serving as the Dean of Student Affairs, Vice President of Student Affairs, and Vice President for Student and Academic Success for nearly six years. During that time, he also served as the Interim District Director for the Alamo Colleges District Center for Student Information in 2010.

With more than 20 years in higher education administration, Vela brings a wealth of experience and knowledge to the position as President. Before moving to San Antonio College, Vela held the position of Dean of Student Development at San Jacinto College-North Campus in Houston, Texas from 2005-2008. As well, he served as a Coordinator/Advisor at Coastal Bend College. Earlier in his career, he held several positions at Texas A&M University-Kingsville, including: Assistant Director of Upward Bound Math and Science, Director of Teacher Development Center, Director of Texas TEACH and Coordinator of New Teacher Recruitment. He has also served as adjunct faculty for Texas A&M University-Kingsville, Texas A&M University-San Antonio, Texas State University, University of Texas Pan American, Sam Houston State University, and the University of the Incarnate Word, among others.

Speaker Biographies

Vela Robert, Ed.D. (continued)

Dr. Vela's personal philosophy is grounded in servant leadership, which is evident in his involvement with numerous professional organizations. He serves as President of the National Community College Hispanic Council, an affiliate council of the American Association of Community Colleges, where he also serves on the Commission for Diversity, Equity & Inclusion. His other organizational involvement includes: National Council on Student Development, the Texas Public Policy Committee Representative for NASPA III, National Association of Student Personnel Administrators, American College Counseling Association, Texas Association of Chicanos in Higher Education, Hispanic Association of Colleges and Universities, National Institute for Staff & Organizational Development, American Counseling Association, National Association of Developmental Education, Texas Community College Teachers Association, Rotary Club of San Antonio, and the San Antonio Hispanic Chamber of Commerce.

His honors include the 2021 Aspen Institute Prize for College Excellence, 2019 Malcolm Baldrige Award for Performance Excellence, 2015 Distinguished Alumni from Texas A&M University-Kingsville, 2008 National Community College Hispanic Council Leadership Fellows Program, the National Institute for Staff and Organizational Development Excellence Award in Teaching, Leadership and Learning in 2007, and the Javelina Emotional Intelligence Program Award by the American College Personnel Association in 2003. He maintains his certifications as a Licensed Professional Counselor and a National Certified Counselor, and he holds an Ed.D. in Educational Leadership from Texas A&M University-Kingsville and Corpus Christi, M.S. in Counseling and Guidance and a B.A. in Psychology from Texas A&M University – Kingsville.

Speaker Biographies



Tashi D. Williams

Deputy Director of Equity and Civil Rights Compliance, Division of Florida Colleges

Tashi D. Williams is the Deputy Director of Equity and Civil Rights Compliance for the Florida College System. Tashi is responsible for providing technical support to the 28 State Colleges of Florida, where he provides oversight of policies and procedures that enforce Florida Statutes and federal government regulations related to civil rights and accessibility. He conducts reviews of colleges to ensure compliance with state and federal civil rights laws. In addition, Tashi provides information to students, employees and the general public related to civil rights.

Prior to joining the Florida College System, Tashi served as the Director of Quality Assurance and Compliance for the Division of Career and Adult Education within the Florida Department of Education. Tashi received both his Bachelor of Science in Business Administration and Master of Science in Public Administration from Florida Agricultural and Mechanical University.



Michele Yovanovich, Ph.D.

Vice Provost for Student Affairs, Florida SouthWestern State College

Dr. Michele Yovanovich is a native Floridian and community college graduate. After Central Florida Community College, she earned her B.A. from Stetson University and master's from University of Georgia. Her dissertation work at Argosy University centered on student engagement practices that lead to retention. Her special interests include first generation and diverse student engagement, leadership development and crisis management. Dr. Yovanovich is the Vice Provost for Student Affairs which includes housing, enrollment services and athletics at

Florida SouthWestern State College.

Navigator Assignments

FPI College	Pathways Navigators
Broward College	Sabrina Crawford crawford.sabrina@spcollege.edu
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Florida Pathways Institute Cohort 1

Broward College
College of the Florida Keys
Eastern Florida State College
Florida SouthWestern State College
Florida State College at Jacksonville
Gulf Coast State College
Lake-Sumter State College
Palm Beach State College
Pasco-Hernando State College
Seminole State College of Florida
South Florida State College
State College of Florida, Manatee-Sarasota

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Post-Institute Survey

Tell us how we did!

Scan the QR code below to take our post-institute survey.



If You Have an iPhone

1. Open the camera app.
2. Select the rear-facing camera in Photo mode.
3. Center the QR code you want to scan on the screen and hold your phone steady for a couple of seconds.
4. Tap the notification that pops up to open the link. (You will need to be connected to the internet to do this.)

If You Have an Android Phone

1. Open the camera app.
2. Select the rear-facing camera in Photo or Camera mode.
3. Center the QR code that you want to scan on the screen and hold your phone steady for a couple of seconds.
4. Tap the notification that pops up to open the link. (You will need to be connected to the internet to do this.)

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