

# Becoming a Pathways College: Lessons Learned at Front Range Community College

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Roles: Student Affairs, Onboarding, Advising, Online

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Roles: SSC co-chair, College Leadership

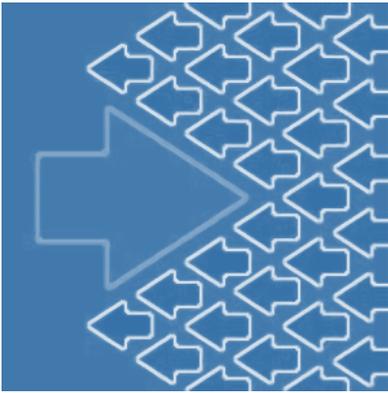
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Roles: MAPs, Career & Academic Communities, faculty involvement

<b>Eight Steps to Transformational Change</b>			
<b>Description</b>			<b>FRCC Examples</b>
<b>1</b>	<b>Establishing a Sense of Urgency</b>	<ul style="list-style-type: none"> <li>✓ Identify, discuss, and highlight crises, potential crises, and/or major opportunities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Shared national, Colorado and FRCC completion data and socio-economic rationale frequently and broadly</li> <li>✓ Brought in external experts (Dr. Rob Johnstone, Dr. Michael Baston, Dr. Kay McClenney, Dr. Mary Wells)</li> <li>✓ College-wide book read</li> <li>✓ Shared national successes with similar work</li> </ul>
<b>2</b>	<b>Forming a Powerful Guiding Coalition</b>	<ul style="list-style-type: none"> <li>✓ Assemble a group with enough power to lead the change effort</li> <li>✓ Encourage the group to work together as a team</li> </ul>	<ul style="list-style-type: none"> <li>✓ Steering committee co-led by Student Affairs / Instructional Dean; President serves as advisor</li> <li>✓ Implementation teams chaired by leaders who cross campus and academic/student affairs boundaries; diverse teams built through application process.</li> <li>✓ Cabinet level advisors, support, visibility</li> </ul>
<b>3</b>	<b>Creating a Vision</b>	<ul style="list-style-type: none"> <li>✓ Create a vision to help direct the change efforts</li> <li>✓ Develop strategies for achieving that vision</li> </ul>	<ul style="list-style-type: none"> <li>✓ Began with <i>Completion by Design</i> framework</li> <li>✓ Crafted a student experience visual</li> <li>✓ Shared AACC Essential Practices (<a href="#">link</a>)</li> <li>✓ Built a common language and held to Guiding Principles</li> </ul>
<b>4</b>	<b>Communicating the Vision</b>	<ul style="list-style-type: none"> <li>✓ Use every possible strategy to communicate the new vision and strategies</li> <li>✓ Teach new behaviors by the example of the guiding coalition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Co-chairs of SSC visited all standing committees, held WebEx and f2f town-hall meetings, contributed to college newsletters, presented at all-college meetings, and became the faces of the work with full and visible support from Cabinet.</li> <li>✓ Frequent updates (over 60 in 2 years) provided from all levels of leadership</li> </ul>

5	<b>Empowering Others to Act on the Vision</b>	<ul style="list-style-type: none"> <li>✓ Address obstacles, systems, and structures that seriously undermine the vision</li> <li>✓ Encourage risk taking and nontraditional ideas, activities, and actions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Built in Cabinet review, timelines and milestones.</li> <li>✓ Used project charters and project management support</li> <li>✓ Addressed resistance and challenges in a timely manner</li> <li>✓ Supported those entrenched in the work without excluding additional voices</li> <li>✓ Worked to clarify roles and empower action by setting college-wide parameters</li> </ul>
6	<b>Planning for and Creating Short-term Wins</b>	<ul style="list-style-type: none"> <li>✓ Plan for visible improvements</li> <li>✓ Create improvements</li> <li>✓ Recognize and reward those involved in the improvements</li> </ul>	<ul style="list-style-type: none"> <li>✓ Many intentional celebrations of progress and the work</li> <li>✓ Continuous communication of progress.</li> </ul>
7	<b>Consolidating Improvements and Producing Still More Change</b>	<ul style="list-style-type: none"> <li>✓ Use increased credibility to change systems, structures, and policies that do not fit the vision</li> <li>✓ Hire, promote, and develop colleagues who can implement the vision</li> <li>✓ Reinvigorate the process with new projects, themes, and change agents</li> </ul>	<ul style="list-style-type: none"> <li>✓ Summer/Fall 2017 – Advising model hiring and training; Supplemental Instruction expansion; required new student orientation; Maps available on the Web; Career &amp; Academic Communities branding and development of events and programming support</li> <li>✓ Transition work from implementation teams into the appropriate business units of the college.</li> </ul>
8	<b>Institutionalizing New Approaches</b>	<ul style="list-style-type: none"> <li>✓ Articulate the connections between the new behaviors and student success</li> <li>✓ Developing the means to ensure leadership development</li> </ul>	<ul style="list-style-type: none"> <li>✓ Connecting the new systems and programs to student success</li> <li>✓ Developing the means to ensure leadership development</li> </ul>

\* LEADING CHANGE: Adapted from *Why Transformation Efforts Fail* (John Kotter, Jan 2007 Harvard Business Review)



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### ***Establishing a Sense of Urgency & Forming a Powerful Coalition***

What needs to change and why must the change happen now?

Who is on your team? Are they the right people? Who else do you need?

### ***Creating a Vision and Communicating the Vision***

*Characteristics of an Effective Vision:*



Practice describing your vision for your change initiative in five minutes or less.  
The reaction to your description should signify both understanding and interest from your colleagues.

