

## Short-Term Action Plan

### Institute #1: Benchmarking, capacity, and transformational change

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

### Part I: Reflecting on the Scale of Adoption Assessment

#### PRE-WORK: TO BE COMPLETED BY THE INSTITUTE TEAM BEFORE THE INSTITUTE

**Instructions:** Discuss the following questions based on your Scale of Adoption Assessment. Record your team responses here.

*Submit your short-term action plan to Renee Dimino ([rdimino@monroecc.edu](mailto:rdimino@monroecc.edu)) by September 24, 2019.*

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

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**Part II: Successes, Challenges, and Building a Sense of Urgency**

**PRE-WORK: TO BE COMPLETED BY THE INSTITUTE TEAM BEFORE THE INSTITUTE**

**Instructions:** Discuss the following questions and record your team responses here.

*Submit your short-term action plan to Renee Dimino ([rdimino@monroecc.edu](mailto:rdimino@monroecc.edu)) by September 24, 2019.*

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

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**Part III-A: Pre-Mortem Analysis**

**PRE-WORK: TO BE COMPLETED BY THE INSTITUTE TEAM BEFORE THE INSTITUTE**

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

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“Why We Failed to Implement Pathways at Scale”	Leadership Strategies to Anticipate and Avert Failure
1.	
2.	
3.	

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**Part III-B: Pre-Mortem Reflection**

**PRE-WORK: TO BE COMPLETED BY THE INSTITUTE TEAM BEFORE THE INSTITUTE**

**Instructions:** After completing the Pre-Mortem Analysis, reflect as a team on the following questions. Record your team responses here.

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	<b>Team Response</b>
1. What do you not know now that you need to know about this work? How will you obtain that additional data/information? What are the implications for needed technical assistance and/or professional development for the college?	
2. What other individuals/groups need to be engaged in this discussion? What strategies will the team use to accomplish that engagement?	



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**Part IV: Institutional Value Statement for Guided Pathways at Scale**

**TO BE INITIATED DURING STRATEGY SESSION #1 AT THE INSTITUTE**

**Instructions:** During team strategy session 1, develop a “value statement” that could be shared with your larger college community. Your value statement should answer the question:

“What evidence and experience convinces us that it is both urgent and important to commit to the challenging and transformational work of implementing Guided Pathways **at scale**, for all of our students?” **Try to make the case in 750 words or less.**

***After the institute, engage your “home team” in this activity as well. Return the completed short-term action plan to Renee Dimino (rdimino@monroecc.edu) by October 20, 2019.***

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**Part V: Institutional Value Statement for Guided Pathways at Scale**

**TO BE INITIATED DURING STRATEGY SESSION #1 AT THE INSTITUTE**

**Instructions:** Utilizing your KPI data (included in your binder) discuss the following questions as a team and record your responses here.

*After the institute, engage your “home team” in this activity as well. Return the completed short-term action plan to Renee Dimino (rdimino@monroecc.edu) by October 20, 2019.*

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

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**Part VI: Synthesizing Institute 1**

**TO BE COMPLETED DURING TEAM STRATEGY SESSION #2 AT THE INSTITUTE**

**Instructions:** Use the following questions to guide discussion about your experiences during this institute. Record your team responses here.

**Return the completed short-term action plan to Renee Dimino ([rdimino@monroecc.edu](mailto:rdimino@monroecc.edu)) by October 20, 2019.**

Guiding Questions	College Responses to Guiding Questions
1. Which issues/approaches/ strategies discussed during the Institute are potentially of greatest interest to the college?	
2. What existing knowledge and/or college work has been reinforced?	
3. Discuss insights the team has gained from these conversations; name 3–5 as a team.	
4. What do you not know now that you need to know about these issues/approaches? How will you obtain that additional data/information?	

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**Part VII: Action Planning—Stakeholder Engagement**

**TO BE INITIATED DURING TEAM STRATEGY SESSION #2 AT THE INSTITUTE**

**Instructions:** Discuss ideas for professional development and/or engagement activities for stakeholder groups at your college. Record your ideas here.

*After the institute, engage your “home team” in this activity as well. Return the completed short-term action plan to Renee Dimino (rdimino@monroecc.edu) by October 20, 2019.*

Idea for Professional Development or Engagement Activities	Timeframe	Person(s) Responsible for Follow-Up

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**Part VIII: Action Planning—Next Steps for Implementation**

**TO BE INITIATED DURING TEAM STRATEGY SESSION #2 AT THE INSTITUTE**

**Instructions:** Discuss priorities and strategies for designing and implementing guided pathways at scale at your college. Record your plans here. Add rows as needed.

*After the institute, engage your “home team” in this activity as well. Return the completed short-term action plan to Renee Dimino (rdimino@monroecc.edu) by October 20, 2019.*

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

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3.							
4.							
5.							
6.							