

Florida Pathways Institute II
Mapping Pathways to Student Success

February 9-10, 2021 | Virtual

Welcome Letter



Dear Colleague,

On behalf of the Florida Student Success Center, I would like to welcome you to Florida Pathways Institute II: Mapping Pathways to Student Success. Today marks another important step in our journey to dramatically boost completion rates in Florida.

The theme for this institute is mapping program pathways, which aligns with the first pillar of the guided pathways framework. Day one will focus primarily on mapping of the A.A. degree for transfer, and day two's focus will center on mapping career pathways to the workforce. This structure is designed to emphasize the importance of mapping programs with the end in mind. While increasing credential completion is an important goal of our pathways work, the ultimate goal is creating pathways to successful student outcomes after completion.

The event will kick off with a pre-institute session that will allow college teams to review progress to date, and if needed, recalibrate prior to moving forward. Throughout the remainder of the two-day event, you will hear from national experts and have the opportunity to engage in team time breakout sessions with your institutional Core Pathways Teams. These team time sessions serve as the cornerstone of the event, where college teams will complete an action plan to inform continued planning and implantation at your campuses.

The last year has presented the Florida College System with unprecedented challenges, and our colleges have shown remarkable resilience and innovation in addressing these challenges. Thank you for your continued dedication to this work, which is now more crucial than ever.

Sincerely,

A handwritten signature in blue ink that reads "Abbey Ivey". The signature is fluid and cursive.

Abbey E. Ivey,
Director, Florida Student Success Center

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Access the Convening:

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Agenda

Tuesday — February 9, 2021

Day 1—Pre-Institute

10:00 - 11:30 am Reviewing Progress to Date

- Review content of FPI I action plans
- Reflect on progress to date
- Identify if additional steps are needed to recalibrate

Day 1—Mapping the A.A. Degree for Transfer

12:30 - 12:45 pm Welcome

12:45 - 1:30 pm Opening Keynote: Mapping with the End in Mind

Michael Baston, President, Rockland Community College

- Review the main tenets of guided pathways
- Engage campus constituencies with backward design in mind
- Explore creating pathways to student end goals with consideration given to equity and closing gaps
- Discuss the shifting mindset from college-ready students to student-ready colleges

1:45 - 2:45 pm Concurrent sessions

1) **Elevating Transfer—The Florida Consortium Transfer Success Network Partnerships**

Michael Preston, Metropolitan Research University Consortium, Jennifer Bravo, Florida International University, Fai Howard, University of South Florida, & Angelia Smith, University of Central Florida

2) **Resources to Support 2+2 Transfer via Florida Virtual Campus Services**
Nashla Dawahre, Florida Virtual Campus

3) **Tracking and Supporting Students in A.A. Programs**

Rob Johnstone, National Center for Inquiry and Improvement

4) **Cultivating Faculty Leadership for Student Success**

Jonathan Iuzzini, Achieving the Dream
Laurie Fladd, Achieving the Dream

Agenda

Tuesday — February 9, 2021

3:15 - 4:00 pm Afternoon Keynote: Building Equitable Pathways

Tia Brown McNair, Vice President for Diversity, Equity, and Student Success, American Association of Colleges & Universities

- Discuss creating and sustaining a campus culture of equity
- Identify strategies for creating learner-centered program maps grounded in equitable policies and practices
- Encourage continued focus on teaching and learning while designing pathways

4:00 - 5:00 pm Team Time – A.A. Mapping

Agenda

Wednesday — February 10, 2021

Day 2—Mapping Career Pathways

10:00 - 10:15 am **Welcome**

10:15 - 11:15 am **Opening Panel: The Role of Postsecondary Education and Training in Restarting Florida's Economy**

Panelists:

Michelle Dennard, President & CEO, CareerSource Florida

Adrienne Johnston, Director, Division of Workforce Services, Florida Department of Economic Opportunity

Jerry D. Parrish, Chief Economist and Director of Research, Florida Chamber Foundation

Moderator:

Carrie Henderson, Executive Vice Chancellor, Florida College System

Objectives:

- Provide insight into the current state of Florida's economy as well as the longer-term outlook for the state as it relates to jobs
- Discuss how postsecondary institutions can partner with state, business, industry and community leaders to design career pathways that increase labor participation and improve social mobility
- Identify how postsecondary education and training can be used to create opportunities and close equity gaps for underserved and minoritized populations

11:15 - 12:15 pm **Lunch**

12:15 - 1:00 pm **Keynote: Mapping Postsecondary Pathways to More Equitable Student Success in a Robot Economy**

Davis Jenkins, Senior Research Scholar, Community College Research Center
Ed Massey, President Emeritus, Indian River State College

- Encourage colleges to rethink the content of degree programs and to move away from the sharp division between academic and CTE/ workforce programs
- Discuss strategies to improve educational and employment outcomes for students, particularly those from disadvantaged backgrounds
- Highlight an institutional example of implementing these practices

Agenda

Wednesday — February 10, 2021

1:15 - 2:00 pm **Team Time: Career Pathways Mapping**

2:15 - 3:00 pm **Concurrent sessions:**

- 1) **Equitable Access and Success in Community College Programs**
Gretchen Schmidt, National Center for Inquiry and Improvement
- 2) **Talent Strong Florida: Ensuring Our State is the Ready for the Future Workforce**
Charleita Richardson, Florida College Access Network
- 3) **Accessing Workforce Data**
Jimmy Heckman, Florida Department of Economic Opportunity
- 4) **Developing Responsive Partnerships: Lessons from the Aspen Workforce Playbook**
Tess Henthorne, The Aspen Institute
Daniel Trujillo, The Aspen Institute

3:15 - 4:00 pm **Team Time: Synthesize and Strategize**

4:00 pm **Closing**

Note: All times in Eastern Standard Time

Concurrent Session Descriptions

Day One—February 9, 2021

Concurrent Sessions

1:45—2:45 pm

Session - 1

Elevating Transfer: The Florida Consortium Transfer Success Network

*Presenters: Michael Preston, Executive Director, Metropolitan Research University Consortium
Jennifer Bravo, Director of Transfer and Transition Services, Florida International University
Fai Howard, Assistant Dean, Upper-Level Initiatives, University of South Florida
Angelia Smith, Director, Academic Support Services, University of Central Florida*

This session will be a panel discussion focused on how three metropolitan universities have taken a network improvement approach to elevating transfer success at FIU, UCF, and USF. As policy and assessment standards change in the State of Florida along with a renewed emphasis on on-time graduation data, the panelists will discuss how they are working together with their partner state colleges to use data and process to shorten time to degree.

Session - 2

Resources to Support 2+2 Transfer via Florida Virtual Campus Services

Presenter: Nashla Dawahre, Director of Student Services, Florida Virtual Campus

This presentation will include an overview of the services provided by the Florida Virtual Campus (FLVC), to provide students with comprehensive educational planning tools for admissions, advising, and transfer. This demo will also showcase FLVC's repository of information for online courses, programs and institutions across the state.

FLVC is a statewide hub for delivering innovative educational services that operate collaboratively across Florida's public education institutions and educational systems. Working collaboratively with Florida's 12 public universities, 28 public colleges, 67 K-12 school districts, and other workforce partners, FLVC provides state-funded services to help students go to college, succeed in school, prepare for career success, and thrive in life after graduation.

Concurrent Session Descriptions

Day One—February 9, 2021

Concurrent Sessions

1:45—2:45 pm

Session - 3

Tracking and Supporting Students in A.A. Programs

Presenter: Rob Johnstone, Founder & President, National Center for Inquiry & Improvement

Colleges in Florida and across the country have large numbers of students in "general" A.A. programs; historically research has told us that these students are at the highest risk for (a) not making progress toward their goals, and (b) transferring without junior standing in a given major. While Florida colleges have some advantages due to the statewide articulation agreement, both of these remain persistent problems at many schools. In this session we will (a) explore the challenges that general A.A. students face, (b) explore data points that can be used to track such students; and (c) strategize approaches under a guided pathways framework that would accelerate student progress and increase equitable goal attainment.

Session - 4

Cultivating Faculty Leadership for Student Success

*Presenters: Laurie Fladd, Director of Holistic Student Supports, Achieving the Dream
Jonathan Iuzzini, Director of Teaching and Learning, Achieving the Dream*

Faculty play a critical and often under-recognized role in the success of students on campuses. Student success reforms done well engage faculty as leaders in supporting students both in and out of the classroom. In this concurrent session, Achieving the Dream will share lessons learned from colleges engaged in reforms focused on the alignment of holistic student supports and teaching and learning. Participants will explore practical strategies for cultivating faculty leadership and building collaborative partnerships between faculty and student affairs professionals. This session will also include the tools your team needs to plan a successful guided pathways transformation with faculty leading the way.

Concurrent Session Descriptions

Day Two—February 10, 2021

Concurrent Sessions

2:15—3:00 pm

Session - 1

Equitable Access and Success in Community College Programs

Presenter: Gretchen Schmidt, Senior Fellow, National Center for Inquiry & Improvement

It is rare for community colleges to examine enrollment in their programs through an equity lens. Most often, program enrollment is only looked at through traditional retention and completion metrics at the aggregate level. In order to make advances toward equitable outcomes for all students, institutions must have a clear understanding of their enrollment at the programmatic level – e.g. which students are enrolled in which programs? Even more importantly, are low-income students and students of color at the institution enrolled in programs that lead to low-wage positions in the marketplace? Once colleges have this data, what are the next steps?

Session - 2

Talent Strong Florida: Ensuring Our State is the Ready for the Future Workforce

Presenter: Charleita Richardson, Executive Director, Florida College Access Network

In September 2020, Florida College Access Network launched Talent Strong Florida. This statewide campaign compliments Florida's SAIL to 60 goal 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 the year 2030. Join FCAN's executive director, Charleita M. Richardson, for an update on Florida's progress toward the SAIL to 60 goal, how you can get involved in local efforts to support degree attainment, and ways we can work together to build a Talent Strong Florida.

Concurrent Session Descriptions

Day Two—February 10, 2021

Concurrent Sessions

2:15—3:00 pm

Session - 3

Accessing Workforce Data

Presenter: Jimmy Heckman, Economist, Florida Department of Economic Opportunity

The mission of the Department of Economic Opportunity's Bureau of Workforce Statistics and Economic Research is to produce, analyze and deliver economic data to improve decision making. Our statistics are the state's most important economic indicators. Our data isn't just numbers, it's people. With our statistics, individuals and businesses can make informed decisions about their careers, the economy and their investments. Florida Insight is your access to this wealth of data. This presentation will show the functionality of the new Florida Insight website and provide examples of how to utilize the available data and visualizations.

Session - 4

Developing Responsive Employer Partnerships: Lessons from the Aspen Workforce Playbook

Presenters: Tess Henthorne, Program Manager, The Aspen Institute

Daniel Trujillo, Senior Program Manager, The Aspen Institute

Community colleges with excellent labor market outcomes adapt to deliver what employers need and ensure all students graduate with the skills and credentials needed for success in the labor market. This work necessitates developing responsive and mutually beneficial employer partnerships. Through research with dozens of high-performing community colleges, the Aspen Institute College Excellence Program (CEP) explored the practices, processes, and mindsets that lead to effective workforce programs, including developing and maintaining strong partnerships, in *The Workforce Playbook*. The *Playbook* is a practical guide to setting a vision for talent development and economic mobility and implementing practices that balance the needs of students and employers to advance the overall prosperity of their regions. This session will feature effective practices and case studies of community college–employer partnerships and help participants explore strategies to develop these relationships in a variety of geographic and economic contexts.

Speaker Biographies



Michael A. Baston, Ed.D.

President, Rockland Community College

Dr. Michael A. Baston is the 7th President of Rockland Community College. A national leader who helps develop comprehensive supports that foster college completion, Dr. Baston's work has been featured on MSNBC, and in *The Chronicle of Higher Education*, *The Atlantic*, *The Community College Times*, and *Black Enterprise Magazine*.

Additionally, he is a contributing author to *Race, Education, and Reintegrating Formerly Incarcerated Citizens* and *The Handbook for Student Affairs in Community Colleges*.

Dr. Baston was a member of the inaugural class of Aspen Institute Presidential Fellows for Community College Excellence where he explored systemic issues affecting the educational access pipeline and student success. As a national Guided Pathways coach for American Association of Community Colleges, he is noted for his work with college leadership teams around the nation, helping them integrate student success initiatives to advance college completion. Dr. Baston is the incoming Co-Chair of Jobs For The Future's Policy Leadership Trust, a Commissioner of American Association of Community College's Commission on Institutional Infrastructure and Transformation and a member of the National Advisory Board of Center for Community College Student Engagement.

Dr. Baston began his career as a public interest lawyer representing various educational institutions and social justice organizations. His work with academic clients led him to pursue a second career in academia as both a professor of legal studies and business and a student affairs administrator. Dr. Baston holds a BA from Iona College, a JD from Brooklyn Law School, and an Ed.D. from St. John Fisher College.



Jennifer Bravo, Ed.D.

Director of Transfer and Transition Services, Florida International University

Dr. Jennifer Bravo is the Director of Transfer and Transition Services (TTS) at Florida International University. She has over 23 years of higher education experience at both the public state college and university systems in Florida. She has professional experience in the areas of Student Recruitment, Admissions, Enrollment Management, Grant Management, Academic Advisement and was the founding Director of The Honors College Dual Language program at Miami Dade College. In her role as Director of Transfer and Transition

Services (TTS), Dr. Bravo is committed to facilitating student transition through pre-transfer advising, course evaluations, and engagement. FIU's TTS views the transition journey holistically, and responds to the evolving needs of our transfer students so they can meet and exceed their academic goals. Annually the office services over 12,000 students. Dr. Bravo is passionate about working with both freshman and transfer students and assisting them in completing their degrees in a timely manner.

Speaker Biographies



Tia Brown McNair, Ed.D.

Vice President, Diversity, Equity and Student Success, Association of American Colleges and Universities

Dr. Tia Brown McNair is the Vice President in the Office of Diversity, Equity, and Student Success and Executive Director for the Truth, Racial Healing, and Transformation (TRHT) Campus Centers at the Association of American Colleges and Universities (AAC&U) in Washington, DC. She oversees both funded projects and AAC&U's continuing programs on equity, inclusive excellence, high-impact practices, and student success. McNair directs AAC&U's Summer Institutes on High-Impact Practices and Student Success, and TRHT Campus Centers and serves as the project director for several AAC&U initiatives. She is the lead author of *From Equity Talk to Equity Walk: Expanding Practitioner Knowledge for Racial Justice in Higher Education* (January 2020) and *Becoming a Student-Ready College: A New Culture of Leadership for Student Success* (July 2016). In March 2020, *Diverse: Issues In Higher Education* named McNair one of thirty-five outstanding women who have tackled some of higher education's toughest challenges and made a positive difference in their communities.



Nashla Dawahre

Director of Student Services, Florida Virtual Campus

Nashla Dawahre serves as the Director of Student Services for the Florida Virtual Campus. With more than fifteen years' experience in higher education administration and student development, Nashla is passionate about engaging and helping students reach their educational and career goals, and is proud to play a role in preparing the leaders of tomorrow. Prior to joining the Florida Virtual Campus, Nashla led and managed a variety of efforts in Recruitment, Admissions, Orientation, Academic Advising, First-Year Experience, and Retention at the University of Colorado. She has also served as faculty, where she helped pioneer innovations in Online Learning and Freshman Seminar curricula.

At FLVC, Nashla has led the implementation and expansion of FloridaShines and MyCareerShines, a legacy statewide education and career planning system. Currently, she oversees the day-to-day operations of FLVC's student services, and directs enhancement, development, maintenance and outreach efforts with her team.

Speaker Biographies



Michelle Dennard

President and CEO, CareerSource Florida, Inc.

Michelle Dennard is president and CEO of CareerSource Florida Inc., the nonprofit, public-private policy and investment board of business and government leaders charged with guiding workforce development for the state of Florida.

Ms. Dennard joined the organization in November 2014 as Vice President of Policy. She provided workforce policy guidance to the CareerSource Florida Board of Directors and the Board's Strategic Policy Council. Ms. Dennard led the development of Florida's unified plan for implementing the Workforce Innovation

and Opportunity Act, the federal legislation that modernizes states workforce systems through a market-driven approach to better serve businesses, workers and job seekers.

A 2019 recipient of Development Counsellors International's prestigious 40 Under 40 Award in economic development, and the Florida Economic Development Council's 2019 Toni Jennings Workforce Professional of the Year, Ms. Dennard is a member of the Florida Chamber Foundation Board of Trustees, the Florida Small Business Development Center Network State Advisory Board, the Florida Talent Development Council and an inaugural member of the Florida Student Success Center's Advisory Board.



Laurie Fladd, Ph.D.

Director of Holistic Student Supports, Achieving the Dream

In this role, Laurie is responsible for the strategic leadership and implementation of ATD's coaching services related to holistic student supports, advising redesign, and transformative institutional change. This role also involves assisting colleges in improving the student experience through the intentional development of scalable comprehensive support services.

Prior to working at ATD, Laurie has spent her career as a practitioner in the community college serving in Science and Mathematics as an adjunct instructor, full time instructor, Department Head, and

Associate Dean. She was recognized as the Manager/Educator of the Year for the South Carolina Technical Education Association in 2016. Most recently, she has served Trident Technical College as the Director of Academic Advising and the project director of the iPASS grant. As project director Laurie and her team worked across academic affairs and student services to transform the student onboarding and advising experience. This transformation involved change leadership at all levels and extensive structural changes involving new software, new positions, and a new Student Hub. The grant also served as the impetus for process changes included new training protocols, implementation of year-round registration, introduction of a new First Year Experience course, and new onboarding processes that transitioned students from a central Navigator to a more specified academic/faculty advisor. Laurie holds a Ph.D. in Educational Leadership from Clemson University. Her dissertation examined distance learning in a community college setting and how student satisfaction varies with interaction. She has an M.S. in Molecular Biology from Clarkson University and a B.S. in Microbiology and Immunology from the University of Rochester.

Speaker Biographies



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.



Jimmy Heckman

Economist, Florida Department of Economic Opportunity

Jimmy Heckman is an Economist with the Florida Department of Economic Opportunity in the Bureau of Workforce Statistics and Economic Research, where he researches a variety of topics including reducing unemployment, long-term growth industries, and in-demand job skills. He is a Florida native and attended Florida State University where he earned his Master's in Applied Economics in 2015.

Speaker Biographies



Carrie E. 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.



Tess Henthorne

Program Manager, College Excellence Program, The Aspen Institute

Tess Henthorne is a program manager at the College Excellence Program. She leads research and workshops aimed at helping community colleges drive strong labor market outcomes for students, including projects on college – employer partnerships and excellence and equity within career and technical education. Prior to joining the Aspen Institute, Tess supported teaching pedagogy workshops for graduate students at the Center for New Designs in Learning and Scholarship.

Tess holds a bachelor's degree in English from the College of Wooster and a master's degree in English from Georgetown University.

Speaker Biographies



Fai Howard, Ph.D.

Assistant Dean, Upper-Level Initiatives, University of South Florida

Dr. Howard received her B.A. in Sociology from Montclair State University in New Jersey. She earned a M.S. in Sociology and a Ph.D. in Public Policy and Administration from Virginia Commonwealth University. Dr. Howard joined Undergraduate Studies the fall semester of 2017. She previously held positions in higher education at J. Sargeant Reynolds Community College, Virginia Commonwealth University, and Edinboro University of Pennsylvania.

Her professional experience and background in the areas of student success, structural reorganization, and strategic planning contribute to meeting institutional goals and, above all, supporting students.



Jonathan Iuzzini

Director of Teaching & Learning, Achieving the Dream

Jon Iuzzini is the Director of Teaching & Learning at Achieving the Dream. In this role he is responsible for managing programs and projects designed to build institutional capacity supporting intentional integration, professional development, and engagement of full-time and part-time faculty in fostering an inclusive, student-focused college culture.

He currently leads the Engaging Adjunct Faculty in the Student Success Movement Initiative and he collaborates with ATD colleagues on related teaching and learning initiatives that support and engage full-time and part-time faculty as change agents in their institutions.

Speaker Biographies



Abbey E. Ivey

Director, Florida Student Success Center

As a higher education professional with experience at both the state and institutional levels, Abbey has years of experience serving Florida College System students in a variety of capacities focused on student access, acceleration, progression and success. Abbey currently serves as the Director of the Florida Student Success Center, leading the center's charge to develop student-centered pathways and increase student completion rates through convenings, technical assistance, coaching, support and measurement. Prior to joining the center, Abbey served as the Director of Articulation and Academic Pathways at Miami

Dade College and as Director of Academic Affairs for the Division of Florida Colleges.

Abbey holds a Master of Science degree in Higher Education from Florida State University and a Bachelor of Science degree in Psychology from the University of Florida. She is currently pursuing a Doctor of Education degree from Florida State University.



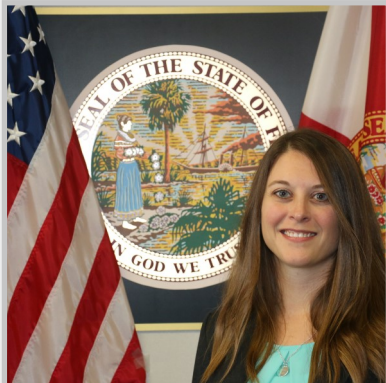
Davis Jenkins, Ph.D.

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.

Speaker Biographies



Adrienne Johnston

Director, Division of Workforce Services, Florida Department of Economic Opportunity

Ms. Adrienne Johnston was appointed Director of the Department of Economic Opportunity's Division of Workforce Services in November 2020. Previously, Ms. Johnston served as Chief of the Bureau of Workforce Statistics and Economic Research (WSER) where her extensive experience in Labor Market Information allowed her to lead the WSER team to deliver quality data analysis, informative data visualizations and applied research to better serve the agency and stakeholders across the state. During her tenure in the Bureau, Ms.

Johnston expanded the role of WSER to provide effective analytics for the entire agency. In her new role as Director, she will continue to institute the same culture of excellence in customer services within the Division.

Prior to joining DEO, Adrienne served as Project Manager for Evergreen Solutions where she analyzed local labor markets and developed custom compensation and benefits plans for community colleges and local government organizations. Prior to holding that position, she served as Labor Market Research Director for Brandt Information Services where she expanded the service portfolio of the unit beyond data collection to include data visualization tools, survey design, and data analysis. Her past experience includes compensation analysis, managing job vacancy and labor turnover surveys, and local labor market analysis for workforce boards. Adrienne holds a Master's degree in Applied Economics from Florida State University.



Rob Johnstone, Ph.D.

Founder & President, National Center for Inquiry & Improvement

Dr. Rob Johnstone is a national leader in the higher education reform movement and is the Founder & President of the National Center for Inquiry & Improvement (NCII). He created NCII in 2013 to help 2-year and 4-year colleges create structures, processes and cultures that increase student completion, learning and labor market outcomes. His unique & engaging approach to inquiry & improvement fuses the world of foundations, initiatives, and system-level policy changes with the ground-level work of college practitioners and senior college leaders.

He has worked on the ground with over 400 colleges around the country in 38 states both directly under the NCII's A2I2 cohort model and on key national and statewide projects such as the AACC Pathways Institutes, the Aspen Prize, Jobs for the Future's Student Success Centers in 16 states, Gates' Completion by Design, Lumina's Beyond Financial Aid, a variety of state-level and local college projects, and by providing keynote speeches and one-day introductory workshops at colleges.

He served as a Director, Dean and Vice President at two colleges in the California community college system for over a decade and worked as a strategic consultant in industry prior to shifting to higher education. He brings a unique dual perspective with over 25 years of consulting experience in industry and higher education, and brings an energy and passion for authentic change to optimize the student experience to improve outcomes.

Speaker Biographies



Ed Massey, Ph.D.

President Emeritus, Indian River State College

Under Dr. Ed Massey's leadership, Indian River State College was named the number one college in the nation in April 2019, winning the Aspen Prize for Community College Excellence, the signature recognition of high achievement and performance among America's community colleges. Dr. Massey was appointed as Indian River State College's third president in 1988. He earned his Ph.D. in Zoology, with an emphasis in Marine Biochemistry from the University of Southern Mississippi and completed advanced studies in Evolutionary Biochemistry at Duke University.

Dr. Massey is a fixture of leadership on the local, state, and national level. He currently serves as the Chairman of the Florida Articulation Coordinating Committee and has served on several boards including the American Association of Community Colleges, National Association for Community College Entrepreneurship, Southern Association of Colleges and Schools Commission on Colleges and others. In recognition of his outstanding leadership, Dr. Massey has received the 2013 Association of Community College Trustees Southern Regional Chief Executive Officer Award and Marie Y. Martin Chief Executive Award, the 2013 Peter Hegener Leadership Award and the 2008 Phi Theta Kappa International Honor Society Shirley B. Gordon Award of Distinction. In addition to leading IRSC, Dr. Massey is a devoted family man to his wife, Jo, three children and six grandchildren.



Jerry D. Parrish, Ph.D.

Chief Economist and Director of Research, Florida Chamber Foundation

Dr. Jerry D. Parrish is the Chief Economist and the Director of Research for the Florida Chamber Foundation. In that role, he is responsible for conducting in-depth analyses on the Florida economy and on solutions to help secure Florida's future. He regularly publishes research reports and articles on the Florida economy and Florida's competitiveness.

Dr. Parrish is also currently an Adjunct in the Masters in Applied Economics Program at Florida State University. He earned a B.S. in Agricultural Business and Economics from Auburn University, an M.B.A. from Bellarmine University, an M.S. in Economics from the University of North Carolina at Charlotte, and a Ph.D. in Economics from Auburn University.

Speaker Biographies



Michael Preston, Ed.D.

Executive Director, Florida Consortium of Metropolitan Research Universities

Dr. Michael Preston has served as Executive Director of the Florida Consortium of Metropolitan Research Universities since July 2015 where he works with The University of Central Florida, The University of South Florida, and Florida International University on collaborative projects designed to increase retention, improve graduation rates, and ensure graduates are career ready. Previous to taking on this unique role, Dr. Preston served the students of The University of Central Florida since 2011 as the Director of the Office of Student Involvement where he

oversaw a comprehensive involvement program including entertainment programming, student organizations, volunteer and service programs, and student government.



Charleita Richardson

Executive Director, Florida College Access Network

Charleita M. Richardson joined FCAN in 2020 to lead the organization as it works towards the statewide *SAIL to 60* goal. Prior to joining FCAN, Charleita served for 14 years as President and CEO of Partnership for the Future (PFF), a direct college access and success service provider in the metropolitan Richmond, Virginia area. She previously worked for the City of Richmond establishing a workforce training program for area high school students, as well as the Capital Area Workforce Investment Board as its Youth Programs Manager for the seven counties surrounding Richmond. Charleita holds a B.A. in

Accounting from Randolph-Macon College. She also holds an MBA in Management from Strayer University, as well as a certificate in Nonprofit Management from Virginia Commonwealth University.

Speaker Biographies



Gretchen Schmidt, Ph.D.

Senior Fellow, National Center for Inquiry and Improvement

Dr. Gretchen Schmidt is a national leader in higher education transformation. A champion for equity and social justice, she has led national and state-based higher education reform efforts for over a decade, most recently leading all guided pathways support work at the American Association of Community Colleges. Before beginning her tenure at NCII in 2020, Dr. Schmidt led the original three-year grant initiative funded by the Bill and Melinda Gates Foundation designed to create a national model for scaling guided pathways reforms. She worked with leaders of seven national partner organizations to develop the delivery model, coaching model, resources and materials to support guided pathways change processes at 30 project institutions that are now being used as resources by hundreds of institutions today. Based on the learnings from the first cohort of colleges, she then evolved the original model and the supporting resources for a second cohort of institutions at AACC in the Pathways 2.0 Project.

She has supported change efforts at hundreds of institutions through cohort-based projects and deeper work via direct relationships with individual institutions. She has served as a national expert and resource to the Aspen Prize for Community College Excellence, the California Guided Pathways Initiative, Texas Pathways, Jobs for the Future's Student Success Centers, Gates' Completion by Design, Lumina's Beyond Financial Aid, a variety of state-level and local college projects. Dr. Schmidt is a passionate speaker on improving student success and has provided keynote speeches and workshops at institutions in over 25 states.

Gretchen served as a program director for Jobs for the Future's Postsecondary State Policy team and she was instrumental in creating the Student Success Center network which now serves institutions in 16 states. Before JFF, she spent five years in the Virginia Community College System—first as educational policy director, then as assistant vice chancellor for academic and student services. She also served on the staff of state college boards in Arizona and taught undergraduate and graduate courses in Virginia and Arizona.



Angelia Smith

Director, Academic Support Services, University of Central Florida

With over 24 years of experience in Higher Education, Angelia serves as the Director, Academic Support Services, UCF Connect within the Division of Student Learning and Academic Success. In this role, Angelia focuses on the area of Transfer Success by collaborating with partnering institutions on matters pertaining to transfer services, curriculum, success coaching/advisement matters, and student development and support services initiatives. She also provides oversight for the coordination of the Transfer Orientation program for UCF Connect and UCF Online through partnerships with colleges and campus stakeholders. Angelia has been working for UCF since 2003.

Speaker Biographies



Daniel Trujillo

Senior Program Manager, College Excellence Program, The Aspen Institute

Daniel Trujillo is senior program manager at the College Excellence Program, leading projects that promote excellent and equitable pathways into the labor market and foster economic opportunity for all. Prior to joining CEP, Daniel analyzed national education policies and provided policy advice to countries as a consultant with the OECD Directorate for Education and Skills. He also previously worked at Jobs for the Future supporting states and regions in the development of college and career pathways, and he supported school turnaround efforts across the country while working at Mass Insight. Daniel began working in education as a chemistry and music teacher and administrator at a small public high school, leading efforts to develop and implement college and career pathways in the arts. Daniel holds a B.S. in chemical biology and a B.A. in music from the University of California (Berkeley), an M.A. in educational administration from the California State University (Los Angeles), and an M.P.A. from Sciences Po (Paris).

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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