



Community College  
Transformative Change Initiative

Scaling Forum

*June 26-27, 2013*

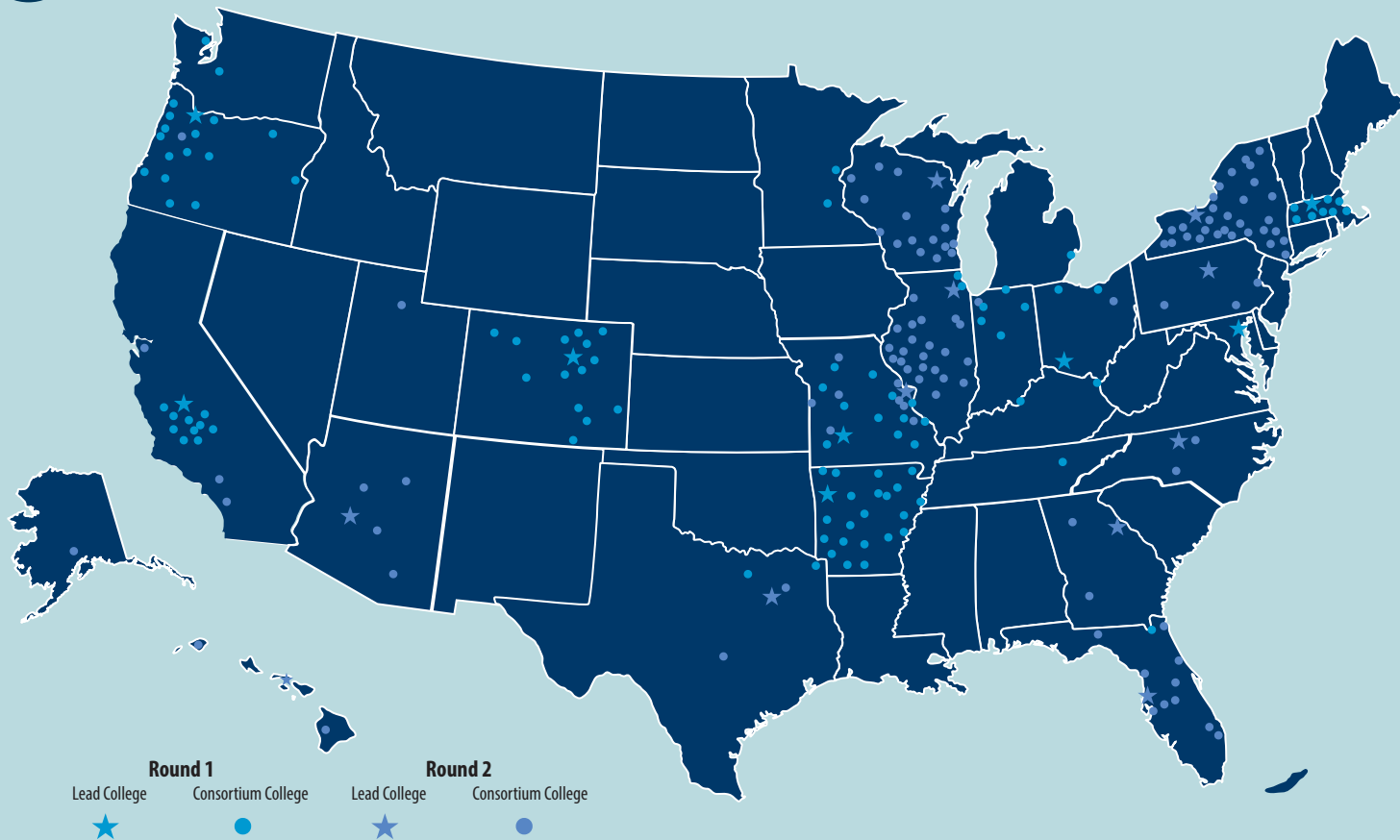
Hotel Allegro, 171 West Randolph Street  
Illini Center, 200 Wacker Drive  
Chicago, IL

## Community College Transformative Change Initiative: Scaling Innovation Across the Nation

Welcome to Chicago and the Scaling Forum. We've arrived at an important place and time in this initiative where we will share your plans to scale the innovations your consortia have worked hard to develop. We appreciate the creative efforts you have contributed so far and the facilitators thank you for allowing us to help guide the process. The map below speaks volumes about the reach and potential of this effort. The dots represent the \_\_\_ CCTCI affiliated colleges from Rounds 1 and 2, including the 19 lead colleges designated with a star. We are confident the day's conversations and exchange of ideas energize you to continue your good work. I know you join us in thanking our sponsors for supporting the opportunity to develop this network: The Bill and Melinda Gates Foundation, The Joyce Foundation, and Lumina Foundation for Education.

Debra D. Bragg, OCCRL

Mindy Feldbaum, The Collaboratory, LLC



## SCALING FORUM RECEPTION

Wednesday, June 26, 2013

Hotel Allegro, 171 West Randolph Street, Chicago  
Screening Room 1, 3rd Floor

6:00 – 8:00 pm

### WELCOME AND INTRODUCTIONS

Debra Bragg – Director – Office of Community College Research and Leadership (OCCRL), University of Illinois at Urbana-Champaign  
Mindy Feldbaum – CEO – The Collaboratory

### GROUP NETWORKING ACTIVITY

## SCALING FORUM AGENDA

Thursday, June 27, 2013

Illini Center, 200 Wacker Drive, Chicago

8:30 – 9:00 am  
Orange & Blue Room

### COFFEE, TEA & LIGHT BREAKFAST

9:00 – 9:15 am  
Orange & Blue Room

### WELCOME AND INTRODUCTIONS

Debra Bragg – University of Illinois at Urbana-Champaign  
Mindy Feldbaum – The Collaboratory

9:15 – 9:45 am  
Orange & Blue Room

### KEYNOTE: *Pathways to Grow Impact*

Kathleen Enright – CEO, Grantmakers for Effective Organizations

9:45 – 10:25 am  
Orange & Blue Room

### SCALING PLAN SESSION I: PRESENTATIONS WITH TWO ROUND 1 TAACCCT CONSORTIA

- H2P Consortium
- COETC Consortium

10:25 – 10:40 am

### BREAK

10:40 – 11:10 am  
Orange & Blue Room

### SCALING PLAN SESSION I: SMALL GROUP BREAKOUT DISCUSSIONS ON SCALING PLANS

## ROUND 1 TAACCCT CONSORTIA ONLY

11:10 – 11:50 am  
Orange & Blue Room

**SCALING PLAN SESSION II: PRESENTATIONS WITH TWO ROUND 1 TAACCCT CONSORTIA**

- MoHealthWINs Consortium
- CASE Consortium

11:50 am – 12:20 pm  
Orange & Blue Room

**SCALING PLAN SESSION II: SMALL GROUP BREAKOUT DISCUSSIONS ON SCALING PLANS**

## ROUND 2 TAACCCT CONSORTIA ONLY

11:10 am – 12:20 pm  
East & West Boardrooms

**DESIGN LAB SESSION I: DESIGNING AND IMPLEMENTING TAACCCT GRANTS FOR GREATER IMPACT**

12:20 – 1:00 pm

**LUNCH DISCUSSION SESSIONS**

*(Pick up your box lunch in the Orange & Blue Room and head to the discussion group of your choice.)*

Orange & Blue Room

*Building the Community College Transformative Change Network*

**Facilitators:**

- Mindy Feldbaum
- Erica Kalata

East Boardroom

*Telling the Transformative Change Story*

**Facilitators:**

- Cathy Kirby
- Miriam Mason

West Boardroom

*Using Evidence to Scale Transformative Change*

**Facilitators:**

- Debra Bragg
- John Cosgrove
- Maggie Cosgrove

## ROUND 1 TAACCCT CONSORTIA ONLY

1:00 – 1:40 pm  
Orange & Blue Room

**SCALING PLAN SESSION III: PRESENTATIONS WITH TWO ROUND 1 TAACCCT CONSORTIA**

- National STEM Consortium
- C6 Consortium

1:40 – 2:10 pm  
Orange & Blue Room

**SCALING PLAN SESSION III: SMALL GROUP BREAKOUT DISCUSSION**

## ROUND 2 TAACCCT CONSORTIA ONLY

1:00 – 2:10 pm  
East & West Boardrooms

**DESIGN LAB SESSION II: DESIGNING AND IMPLEMENTING TAACCCT GRANTS FOR GREATER IMPACT**

2:10 – 2:20 pm

**BREAK**

2:20 – 3:00 pm  
Orange & Blue Room

**SCALING PLAN SESSION IV: PRESENTATIONS WITH TWO ROUND 1 TAACCCT CONSORTIA**

- MACCWDTA Consortium
- PACE Consortium

3:00 – 3:30 pm  
Orange & Blue Room

**SESSION IV ROUNDTABLE DISCUSSIONS ON SCALING PLANS**

3:30 – 4:00 pm  
Orange & Blue Room

**CLOSING PANEL: REFLECTIONS ON THE DAY**

**Moderators:**

- Debra Bragg and Mindy Feldbaum

**Panelists:**

- Marcy Drummond, The Bill & Melinda Gates Foundation
- Parminder Jassal, The ACT Foundation
- Matt Nash, Duke University
- Whitney Smith, The Joyce Foundation
- Lynda Villanueva, Brazosport College
- Holly Zanville, Lumina Foundation for Education

4:00 pm

**ADJOURN**

## SPEAKER BIOGRAPHIES

**Debra D. Bragg** is a Professor of Higher Education in the Department of Educational Policy, Organization and Leadership at the University of Illinois and Director of the Office of Community College Research and Leadership. Her research focuses on P-20 education policy, with a special interest in the transition of youth and adults to college and careers. She has led research funded by federal, state, and foundation sponsors, including examining the participation of underserved students in college transition and career pathway programs. Recent studies funded by Lumina Foundation for Education, the Bill & Melinda Gates Foundation and the National Science Foundation (NSF) include examining transfer and credentialing of students who begin their academic pathways at the community college. Policies promoting programs of study leading to associate and baccalaureate degrees, including applied and community college baccalaureates, are a special area of focus and expertise. Dr. Bragg holds a Ph.D. and master's degree from The Ohio State University, and a bachelor's degree from the University of Illinois at Urbana-Champaign. She is the recipient of the career teaching and distinguished research awards from the College of Education at the University of Illinois, and the senior scholar award from the Council for the Study of Community Colleges.

**Marcy Drummond** serves as a Lead Senior Program Officer, Postsecondary Success at the Bill and Melinda Gates Foundation. Prior to her current position Marcy was at Los Angeles Trade-Technical College (LATTC) where she served in a variety of senior leadership positions including Dean of Research and Planning, Vice President of Academic Affairs, Vice President of Workforce and Economic Development, and most recently as Vice President of Institutional Effectiveness and Innovation. In her roles at LATTC, Marcy demonstrated enormous creativity and drive supporting the postsecondary success of low-income students. She established two workforce development programs – the Regional Economic Workforce Development Institute and the Green College Initiative – both of which have been recognized nationally as models of innovation and excellence. She also was as innovative and energetic in her work on the academic preparation of college students, developing a comprehensive K-20 education pathway model in partnership between LATTC and local middle and high schools. She had significant impact as well improving student success through innovation. Under Marcy's leadership, LATTC adopted state-of-the-art technologies to improve educational effectiveness, including online and hybrid courses, certificate, and degree programs, and a variety of web-based student support services. Marcy is also an expert in institutional research – a skill she applied at LATTC and before that, as Project Manager and Research Associate in the Center for Urban Education at the University of Southern California; and as a consultant in research, evaluation, strategic planning, and program development projects across virtually every sector of US postsecondary education.

Marcy's roots in education run deep. Her journey in college administration began as many do in the classroom. She has taught Applied Psychology at Eastern Washington University, acted as an instructor at Kingman Business University, and was, for a time, a substitute high school teacher in the Spokane, WA public schools.

**Kathleen P. Enright**, President and CEO of Grantmakers for Effective Organizations, a national coalition of grantmakers that promotes grantmaker practices that improve nonprofit results. Kathleen speaks and writes regularly on issues of nonprofit and grantmaker effectiveness at national and regional gatherings of foundation executives and trustees. Previously, Enright served as the group director, marketing and communications for BoardSource, a project manager for the National Association of Development Organizations Research Foundation, and a communications specialist for Lexmark International. She currently serves on the advisory boards of The Center for Effective Philanthropy and the Midge Smith Center for Evaluation Effectiveness. She holds a bachelors' degree in English from the University of Illinois at Urbana-Champaign and a master's of public administration from The George Washington University.

**Mindy Feldbaum**, CEO of The Collaboratory, LLC, brings more than 22 years of experience and expertise in education and workforce development policies, strategies, and initiatives. Her work includes managing multiple projects focused on the TAACCCT grants, serving as the Principal Investigator for a National Science Foundation study examining the employment outcomes of community college graduates, and directing green workforce development projects for the U.S. Departments of Justice and Education and the American Association of Community Colleges. Prior to The Collaboratory, Ms. Feldbaum served as Senior Director of Workforce Development at FHI360 and Program Director at the U.S. Department of Labor's (DOL), Employment and Training Administration. At DOL, Ms. Feldbaum directed four major discretionary grants programs and was involved in developing the investment strategy, creating and managing solicitations for grant applications, assisting with award process, providing guidance on programmatic, policy, and grants management issues, implementing technical assistance plans, establishing knowledge and performance management systems, and program evaluation. Ms. Feldbaum also served as the Director of the Employment and Training Council, advocating on behalf of big city mayors on a variety of workforce and education initiatives. In 2011, Feldbaum was awarded the Australian Executive Endeavour Award to work on the US-Australia Green Skills Network and Learning Exchange. Ms. Feldbaum started her career working at Oakland Community College in Michigan. She holds a Masters in Public Policy/Public Administration from The George Washington University and a B.A. in Psychology from the University of Maryland.

**Parminder Jassal** is the founding Executive Director of the ACT Foundation and is building her team in anticipation of a Fall 2013 launch of the Foundation. Dr. Jassal previously served as a Program Officer supporting postsecondary success for low income young adults at the Bill & Melinda Gates Foundation. Most recently, she envisioned a college operating model titled "Pathways to Credentials and Careers" and led the "Learn and Earn" movement among employers and education providers. Throughout her career, Dr. Jassal has leveraged the social enterprise model to create transformative change through business creation and expansion, and by "internetworking" isolated operations. Fluent in Hindi, Punjabi and English, Parminder completed high school in India, and is a product of public US higher education. She earned an associate's degree from Southwestern Community College in Iowa, a bachelor's degree in Market Research and Information Technology from the University of Northern Iowa, a master's degree in Market Research and Higher Education from the University of Alaska Anchorage, and a doctorate in Higher Education Leadership from the University of Louisville.

**Matthew T.A. Nash** is Center Director of the Social Entrepreneurship Accelerator at Duke University (SEAD, [www.DukeSEAD.org](http://www.DukeSEAD.org)), an USAID development lab for scaling innovations in global health. Formerly the Executive Director of the Center for the Advancement of Social Entrepreneurship at Duke's Fuqua School of Business (CASE), Matt currently serves the Duke Innovation and Entrepreneurship Initiative as the Managing Director for Social Entrepreneurship. Matt leads the Executive Certificate in Nonprofit Leadership program for Duke Continuing Studies and he has been a visiting lecturer at Duke's Sanford School of Public Policy. Prior to joining the CASE team, he was a senior consultant in strategy and change management with the public sector practice at IBM Business Consulting Services (formerly PricewaterhouseCoopers Consulting). In this position and previous consulting capacities, Matt served a diverse set of clients including large agencies such as World Vision, UNICEF and the U.S. Agency for International Development. Previously, Matt led the Leadership Institute at Yale's Center for Public Service and volunteered with the U.S. Peace Corps in Romania. Matt is a graduate of the Yale School of Management (MBA) and Yale College (BA), where he received the graduation prize for public service. A recipient of Vice President Al Gore's "Hammer Award" for reinventing government, Matt was awarded the inaugural "Member Achievement Award" by Net Impact, the global network of business professionals seeking to use their skills for social, environmental, and economic impact. For his work in founding and leading the Global Consulting Practicum in Social Entrepreneurship course at Duke, he received the first "Award for Innovation in Social Entrepreneurship Education," from Ashoka, the global network of leading social entrepreneurs.



**ROUND 1 TAACCCT CONSORTIA**

**Whitney Smith** joined the Joyce Foundation as the Director of the Employment Program in November 2005. To date, she has shepherded nearly \$50 million dollars in grant-investments to improve labor market outcomes of low-income, underprepared adults in the Great Lakes region. Ms. Smith has broad experience on welfare, workforce, and adult education policy. Prior to coming to Joyce, she served as the Associate Director of the Chicago Jobs Council and developed a job training program for low-income women in New York City. She is currently serving as co-chair of the Chicagoland Workforce Funders Alliance; a member of the National Workforce Matters Funder Network steering committee; a member of the National Fund Partnership Council; and an adviser to the Clinton Global Initiative. In her free time, Ms. Smith serves as the President of the Board of Directors for the Oak Park Regional Housing Center and is the busy mom to six year old twins. She holds a bachelor's degree from Bowdoin College and a master's degree from the School of Social Service Administration at the University of Chicago.

**Lynda Villanueva** serves as the Vice President of Academic and Student Affairs at Brazosport College and is a Data Coach for Achieving the Dream. As Vice President, she serves as the College's Chief Academic and Student Affairs Officer. As an Achieving the Dream Data Coach, Dr. Villanueva consults with two Michigan and three Washington colleges with a particular interest in student success courses, college readiness, and developmental education. She is also the Achieving the Dream Core Team Leader and College Readiness Special Advisor for Brazosport College, a Round 3 ATD Leader College. Her research interests include counterproductive work behavior, occupational health psychology, and the development and evaluation of standards in education. Prior to Brazosport College and her role with Achieving the Dream, she was an organizational consultant for various organizations, specializing in the areas of personnel selection and organizational development. Dr. Villanueva holds a B.S. in Psychology from Colorado State University, a Master of Arts degree in Industrial/Organizational Psychology from the University of Houston, and a Ph.D. in Industrial/Organizational Psychology from the University of Houston.

**Suzanne Walsh**, Senior Program Officer at the Bill & Melinda Gates Foundation, leads the Foundation's institutional redesign strategies. Before joining Gates, Suzanne worked at two other foundations: Lumina Foundation for Education in Indianapolis where she managed the Making Opportunity Affordable Initiative, which was aimed at increasing college productivity by bringing about fundamental change in the way higher education does business; and, The Heinz Endowments in Pittsburgh where her diverse portfolio included community colleges, universities, workforce development, tech commercialization and transfer, city/ county consolidation, immigration and regional economic development. She got her start in community college work as the Coordinator of Special Projects at Cuyahoga Community College. Suzanne has her juris doctorate and masters in social work from Case Western Reserve University, a Bachelor's of Science from Cornell University, and an Associate's Degree in Applied Science from Hudson Valley Community College. She is a member of the Grantmakers for Effective Organizations board and on the advisory boards for Roadtrip Nation, as well as education start-ups Uncollege and Sokanu. She is also a proud judge for Dance Your Ph.D.

**Holly Zanville**, Strategy Director at Lumina Foundation, leads the development of plans and strategies to help create new systems of quality credentials and credits defined by learning and competencies rather than time, clear and transparent pathways to students, high-quality learning, and alignment with workforce needs and trends. Her portfolio also includes a focus on improving outcomes of developmental education, increasing degree completion for returning adults with prior college/no credential, and statewide approaches to reverse-transfer degrees through the national Credit When It's Due initiative. Zanville's work experience spans the educational pipeline with prior service in K-12, community colleges, universities, and higher education governance systems. Most recently, Zanville served as Coordinator of Oregon's Joint Boards K-20 Redesign Initiative; Senior Academic Officer, Washington Higher Education Coordinating Board; and Associate Vice Chancellor for Academic Affairs, Oregon University System. Zanville received her Ph.D. in Educational Administration from the University of Minnesota; MA in English from the University of Wisconsin-Madison, and BA in English and Biology from Lindenwood University.

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