### Occupational Definition: The ideal Pathway Director facilitates and operationalizes collaborations to create and sustain pathways from K-12 to college and career success.

<table>
<thead>
<tr>
<th>DUTIES</th>
<th>TASKS</th>
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<tbody>
<tr>
<td><strong>1. CULTIVATES PARTNERSHIPS</strong></td>
<td>1A. Promotes shared vision and goals. 1B. Develops outreach plan to partners. 1C. Initiates contact with potential new partners. 1D. Develops understanding of partner systems. 1E. Convenes meetings for logistical and action planning. 1F. Facilitates communication among stakeholders. 1G. Ensures partner needs are met in a timely manner. 1H. Engages partners to fulfill their commitments. 1I. 1J. 1K.</td>
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<td><strong>2. OPERATIONALIZES PATHWAY COMPONENTS AND REQUIREMENTS</strong></td>
<td>2A. Researches best practices. 2B. Identifies pathways that support labor market. 2C. Facilitates design of pathways. 2D. Aligns pathways to existing courses. 2E. Engages faculty, advisory committee and SMEs in pathway work. 2F. Implements existing multi-level institutional support structures into pathway design. 2G. Manages program budget. 2H. Monitors program outcomes. 2I. Maintains repository of agreements.</td>
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<td><strong>3. FACILITATES PATHWAY DELIVERY</strong></td>
<td>3A. Creates templates that establish parameters for delivering programs. 3B. Facilitates discussions to confirm selection of course offerings. 3C. Develops schedule of offerings. 3D. Coordinates plan for high school facilities. 3E. Requests textbooks. 3F. Integrates multi-level student support structures into pathway operations. 3G. Integrates career pathways with counseling and student support initiatives. 3H. Integrates multi-level student supports into pathway structures/resources are in place to start delivery. 3I. 3J. 3K.</td>
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<td><strong>4. PROVIDES TECHNICAL ASSISTANCE</strong></td>
<td>4A. Conducts needs assessments. 4B. Develops technical assistance framework. 4C. Assists partners to align student success metrics and reporting. 4D. Documents existing tools and resources. 4E. Adapts existing resources. 4F. Develops regional tools, templates and toolkits. 4G. Ensures pathways are aligned to regional labor market. 4H. 4I. 4J. 4K.</td>
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<tr>
<td><strong>5. PROMOTES EVIDENCE-BASED PROGRAM IMPROVEMENT</strong></td>
<td>5A. Collects local and regional data. 5B. Consults with regional and state organizations (e.g. OC Center of Excellence). 5C. Facilitates creation of data sharing agreements. 5D. Uses data to identify gaps and opportunities. 5E. Shares data with stakeholders. 5F. Prepares reports on program effectiveness. 5G. Disseminates reports on program effectiveness. 5H. 5I. 5J. 5K.</td>
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<tr>
<td><strong>6. ENSURES REGULATORY COMPLIANCE</strong></td>
<td>6A. Creates partnership agreements (e.g. CCAP, instructional services...) 6B. Monitors compliance with statutes and collective bargaining agreements. 6C. Verifies that data required for student matriculation is completed. 6D. Verifies that data required for faculty is submitted. 6E. Submits required reports to state. 6F. Keeps current with legal and regulatory changes. 6G. 6H. 6I. 6J. 6K.</td>
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</table>

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Skills and Knowledge

**Skills in:**
- Conflict resolution/mediation
- Customer service
- Data systems and analysis ++
- Develop and maintain personal relationships
- Facilitation++
- Listening
- Microsoft Office Suite Applications
- Multi-tasking
- Navigating complex organizations
- Negotiating agreements +
- Organization
- Planning
- Presentation techniques
- Prioritizing
- Problem solving
- Project management
- Public speaking
- Report and technical writing +
- Research +
- Time management

**Knowledge of:**
- California Education Code, Title 5 Regulations ++
- Collective bargaining agreements +
- Communication
- Curriculum development and alignment
- Data systems (state and local)
- Evaluation concepts and techniques
- FERPA
- High school structures
- Instruction and student support services in K-12 and community colleges
- K-12, community college, university systems +++
- Labor market information
- Methods of class scheduling
- Local and regional institutions
- Pathway concepts and models +
- Project management +
- Regional industries and trends
- Research methods
- Scheduling
- Secondary/Higher Education funding models

**Worker Behaviors**

*An Ideal Pathway Director is...*

- A convener
- A deal closer
- A good listener
- A problem solver+
- A resource broker +
- A story teller
- An able sales promoter+
- Able to manage time
- Able to multi-task
- An advocate
- Collaborative +
- Competent
- Creative
- Customer service oriented
- Diligent
- Focused
- Network oriented +
- Organized
- Patient
- Persistent
- Results oriented +
- Self-confident

**Equipment/tools/supplies**

- Google Drive
- Information systems ERPs (e.g. Banner)
- MS Office Suite (Word, Excel, PowerPoint, Outlook)
- Mobile devices
- Newsletter
- Project management software and platforms (e.g. Basecamp)
- Presentation/AV equipment
- Scheduling tools (e.g., Doodle)
- Shared document management platforms/software (e.g. SharePoint, Google Docs)

**Challenges**

- Assess and revise profile and job description based on field pilot.
- Clarification needed as to where the position is best situated within institutions.
- Consistency in job descriptions and compensation on a regional basis.
- Dissemination and outreach needed to insure wider stakeholder buy-in.
- Explore opportunities for sustaining position through funding generated by student enrollment.
- Need for adaptability based on different cultures and contexts of pathway partners.
- Need to insure sustainability and institutionalization of role.

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**Profile of an Ideal Pathway Director**

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**Panel**

- Mary Anstadt
  - Manager
  - CTE Transitions & OC Pathways
  - Saddleback College

- Naomi Castro
  - Director
  - Careers Ladders Project
  - Gustavo Chamorro, Ed.D.
  - Orange County Director
  - LAOC Regional Consortium

- Diane Donnelly-Toscano, Ed.D.
  - Director of Curriculum & Instruction
  - Anaheim Unified High School District

- Dennis Harkins, Ph.D.
  - President
  - Orange Coast College

- Henry Hua, Ed.D.
  - Dean of Business and Dual Enrollment
  - Cypress College

- Sylvia Kaufman, Ed.D.
  - Assistant Superintendent
  - Fullerton Joint Union High School District

- Jose Ramon Nunez, Ph.D.
  - Vice-President of Instruction
  - Fullerton College

- Andreea Serban, Ph.D.
  - Vice-Chancellor Educational Services and Technology
  - Coast Community College District

**Project Director**

- Stephanie Feger

**Profile Facilitators**

- Joseph Ippolito
  - Education Development Center
  - Cleveland, Ohio

- Joyce Malyn-Smith, Ed. D.
  - Education Development Center
  - Newton, Massachusetts

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**April, 2018**