



Building the Success Network One **Link** at a Time

2017

Volume 10, Issue 1

Celebrating 10 years of 3CSN!

Theory of Change:

If we provide training on networking and use action research methodologies, community college professionals will transform their environments and identities to create communities of practice that will produce powerful learning and working across campuses. This will lead to greater student success.



3CSN

Addressing the needs of underserved students and increasing the capacity of community colleges to help these students succeed in completing certificates, degrees and/or transfer requirements has been the focus of the California Community Colleges Chancellor's Office (CCCCO) professional development initiative, a.k.a., 3CSN, the California Community Colleges' Success Network. Our mission is to develop leaders in California community colleges who have the capacity to facilitate networks of faculty, staff, and students for curricular and institutional redesigns in support of increased student access, success, equity, and completion.

- 3CSN Overview
- Letter from Our Executive Director
- Faculty Teaching & Learning Academy
- Equity Project
- Habits of Mind
- Learning Assistance Project
- Reading Apprenticeship Project
- Threshold Project
- Career and Technical Education
- Regional Networks
- BSILI 2017 PL Hubs
- Spotlights and Events
- Save the Date Calendar
- Coordinator Contacts

3CSN Overview

In late December 2008, the CCCCO awarded its professional development grant to 3CSN largely in recognition of the fact that few of the nearly 100,000 faculty, administrators, and staff in the system had received any type of preparation or training to address the needs of academically underprepared and historically underrepresented students at the classroom, program, or institutional levels (Kozeracki, 2005). 3CSN's successful bid to represent the CCCCO's BSI is also due to a growing awareness of the benefits of collaboration in educational settings, and this has contributed to the growth of professional networks that connect individuals and institutions (Mullen & Lick, 1999) on an ongoing basis—the very essence of 3CSN's approach to professional development.



Our theory of change drives all of 3CSN's activities. It provides the impetus for the infrastructure, workshops and activities, data collection and analysis efforts, the online knowledge-sharing hub, and the leadership institute.

3CSN has built its work primarily through its infrastructure of regional networks and communities of practice:

- **The regional networks** hold regular meetings centered around local needs and best practices, and regional network coordinators provide technical assistance to improve each colleges' capacity to generate research, apply research to program development and evaluation, and to build each college's capacity for ongoing professional development, including participation in local, regional, and statewide communities of practice.
- **The networked communities of practice** center on curricular and institutional redesign and involve empirically studied interventions including Reading Apprenticeship and Habits of Mind as well as commonly identified areas of interest, like Career and Technical Information, Threshold Concepts, Peer Assisted Learning, and Culturally Responsive Teaching and Learning, all of which are focused on equity mindedness.

Both the regional networks and communities of practice are highly coordinated and iterative efforts incorporating academic research and inquiry with engaging and collaborative problem-solving practices to achieve large-scale increases in student pathway completion.



3CSN Overview



By focusing on sustained, ongoing, and robust professional learning in regional and topical networks, 3CSN has redefined professional development in California and is serving as a model nationwide. Over 36,000 community college professionals across the state of California have participated in 3CSN's regional and community of practice learning networks to date. Highlights for 2017-2018 include:

- 3CSN reached **all of the now 114** California community colleges for the third year in a row. There were over **3,400 participants** in the workshops and over **2,000 people** participated in a 3CSN conference presentation. More than half of those participants were new.
- **136 presentations** at conferences, workshops, and events across the state and around the country this year.
- Significant development and expansion of key partnerships including the **RP Group's Leading from the Middle** and **CCCO** on the **Institutional Effectives Partnership Institute (IEPI)**, including the **Professional Learning Network** and the **Change Leadership** initiatives.
- Continued facilitation of **Basic Skills Reporting Sessions** and **Coordinator Events** with a particular focus this year on the Basic Skills and Student Outcomes Transformation (**BSSOT**) Grant.
- Ongoing expansion of the **Reading Apprenticeship Project Community of Practice (RAP CoP)**. This year:
 - ◊ 2nd Annual Statewide Reading Apprenticeship Conference with **186 educators** from **55 colleges** participating from community college and K-12 educational systems.
 - ◊ RAP increased participants through its workshops that now include RA for First Year Experience Programs, Learning Assistance (tutoring), and STEM components.
- Continued strengthening of the **Habits of Mind Community of Practice (HoM CoP)** :
 - ◊ HoM Community of Practice trained over **400 faculty, staff, and administrators** in 2016-2017, making its total number of participants since its launch in 2012 reach **over 1,100** from **97+** colleges in the state.
 - ◊ HoM Leadership Institute in spring 2017 trained **23** participants in the HoM practices and will expand the trainings for the next academic year.
- Development of partnerships between the **Threshold Community of Practice and the CSUs**:
 - ◊ Expansion of partnerships with the CSU Collaborative team, Los Angeles College Promise and the AAC&U's Faculty Collaborative Project.
 - ◊ The Threshold Community of Practice will be assisting the Basic Skills Pilot Partnership Grant to bring CSU, community college, and K12 faculty members together to explore ways to better serve students.
- 3CSN and Leading from the Middle co-planned and co-led **LINKS 2017** (Learning in Networks for Knowledge Sharing), which focused on **Learning as Leadership**. There were **49 attendees** representing **23 colleges**.
- 3CSN's newest CoP, Equity Project, held its first leadership institute in November 2016 at Kellogg-West. **34 participants** representing **21 colleges** attended.
- The Learning Assistance Project (LAP) has increased participation from faculty, staff, administrators, and tutors through **Tutor Expo**, which is now held in both Northern and Southern California. Over **300 participants** representing **52 colleges** attended the events.
- 3CSN supported BSSOT-awarded campuses through uniquely designed workshops to meet their implementation and scale-up needs during the BSI Kick-Off(s). There were **53 attendees** representing **25 colleges**.
- Increased capacity through the use of technology for expanding the 3CSN knowledge-sharing hub via access to online courses and interactive **CCC Confer Zoom webinars**, and also through contributions to the **IEPI Integrated Planning ASK Toolkit**.



Letter from Our Executive Director



Beginning with a retreat immediately following the Strengthening Student Success Conference in October 2007 and over the course of nearly a year, a group of CCC leaders including system representative organizations such as CCCC, ASCCC, CEOs, CIOs, CSSOs, The RP Group, plus expert practitioners, including me, as well as private foundation groups that promote the scholarship of teaching and learning such as Hewlett, and representatives of statewide initiatives like Career Ladders Project, got together for a series of convenings in support of the concept that, as is clear from research literature, professional development contributes to student learning when it is a) ongoing, b) linked to curriculum and instruction, and c) undertaken collaboratively. The group coalesced around the purpose of creating a systematic, collaborative, and permanent network for professional learning that would support and promote increases in student access, success, and equity. Thus, a statewide, networked communities of practitioners concept was conceived, and through ten years, with the CCCC's consistent funding and support, has matured into the vibrant, expansive California Community Colleges' Success Network, a.k.a. 3CSN, which has connected tens of thousands of faculty, staff, students, and administrators across 114 colleges in California.

It has been simultaneously an exhilarating, amazing, and daunting journey as I look back on it. There were four of us at the launch: Anniqua Rana, an ESL instructor from Canada College, Daryl Kinney, an ESL and English Department member of LA City College, Nancy Cook, also faculty in English from Sierra College. And me: I'd been a full-time English professor for over twenty years and the faculty lead for several student success initiatives involving intensive professional development, a Writing Center and Puente director, and only recently had become the dean for student success and institutional effectiveness across the Los Angeles Community College District. This pioneer cohort met over the course of intensive, days-long planning retreats to develop a theory of change and a theory of action; this conceptual model and action plan for building the network over the next few years was formed with the help of our UCLA external evaluation team, Tina Christie and Michael Harnar, and two fellow practitioners who had been central to the initial thinking about creating a statewide professional learning network, Brock Klein from Pasadena City College and Nancy Ybarra from Los Medanos College.

In early spring 2009, joined by Lisa Brewster from Miramar College, the now band of four original regional network coordinators set out to invite BSI coordinators at colleges in San Diego/Imperial Valley, Los Angeles, the Central Valley, and the Bay Area to come to a week-long leadership institute, followed by ongoing regional meetings, workshops, and technical assistance to grow the infrastructure for a permanent network devoted to scaling research-driven, high-impact, equity-minded student success and completion practices across California. By May of 2009, thirty-five colleges had joined the network, committing to a year-long leadership community of practice, commencing with the first Basic Skills Leadership Institute—BSILI—held in June at San Francisco State University. By August 2009, we had conducted 123 sessions: 1669 faculty, 511 administrators and staff, and 21 students participated in these professional presentations at conferences, train the trainer events, extended professional learning activities, and initial site visits. We were on our way!



Inaugural Class of BSILI

or on your own campus. Every campus has created some kind of Basic Skills or Student Success Coordinator position, but those brand new coordinators often did not have a model for how to fulfill their role. 3CSN helped these new leaders, long on passion for the cause, but not always experienced with creating and sustaining initiatives, develop the skills they



“TOGETHER, WE CAN”

An Invitation to Pilot the BSI Success Network

You are invited to be part of an exciting professional learning community dedicated to increasing student success. If you choose to participate, your college will connect with other colleges in your area and across California to build a highly coordinated, collaborative network that will expand to include all 110 community colleges over the next five years.

Colleges engaged in this transformational pilot, focused around data and inquiry, will receive the following opportunities:

- Benefits Colleges will Receive
 - Funds for professional learning through the Network, above and beyond BSI funds
 - Sustained, ongoing support from a designated regional network coordinator
 - Participation in a summer leadership institute designed to support successful implementation of your BSI action plans
 - Participation in a post-Leadership Institute project geared specifically toward the needs of your campus and basic skills program
 - Campus visits from the Leadership Institute Mentors, who will answer questions, provide support, and help with your post-Institute project
 - Participation in regional workshops where you'll get to discuss ideas, problems, solutions, and where you'll get to build camaraderie and community with colleagues from regional colleges
 - Participation in not only your own regional networks but in the larger network as well—where you can gain ideas, get insights, and work together to seek answers to thorny questions

Original Network Invitation

needed. 3CSN was designed so that educators could learn about how effective practices worked and get ongoing support to make innovations happen. First the Poppy Copy and next the Student Success Taskforce recognized that we best serve students when we work together—across instruction and student services, across disciplines—but at the time this approach was not the norm at most colleges. 3CSN fosters the kind of collaboration necessary for change and connects educators to each other through regional networks and a host of learning opportunities, from one-day workshops to year-long institutes, that make the process of innovation, within classrooms and programs, transparent. When educators enter the network,

they become part of a whole community of committed innovators, and they help each other learn how to put effective ideas into practice and grow them on their own campuses.

They also tap into a whole new way of understanding and serving our students who have been designated basic skills. 3CSN brings a strengths-based approach to innovation by focusing on practices such as Reading Apprenticeship, Habits of Mind/Growth Mindset and Culturally Responsive Teaching and Learning that help educators recognize and build upon student capacity. This kind of educator transformation and focus on results for students has led to systematic transformation as we rethink the ways we assess and label students in the first place. We recognize that the system has designated 75% students unprepared for college, but perhaps we have just been unprepared for our students. 3CSN changed the

conversation about where the focus of our support for students should be—first and foremost with their persistence and success in mind. This is evident in 3CSN’s conceptualization of the Basic Skills Cohort Tracker, leading colleges to design instructional and academic and student support services based on accelerating student throughput to completing college level English and math. Once the system launched the Student Success and Support and the Student Equity Programs, 3CSN immediately began working with colleges on how to integrate and braid efforts and funding between BSI, SSSP, and SEP—the new state Integrated Plan uses templates from 3CSN’s work. As the pages in this newsletter detail, through highly coordinated training, resources, technical assistance, and leveraging partnerships, 3CSN helps us be better prepared to effectively serve our students.

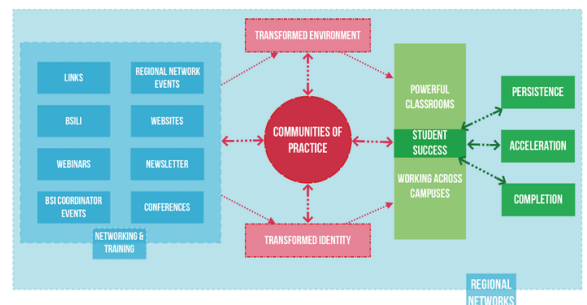


This kind of immersive experience in the network has made it possible for cultures of innovation to flourish on campuses throughout the state. And the same folks who once were inexperienced BSI coordinators or faculty wondering what they could do to improve success in their classrooms are now leaders in the field, presenting at conferences across the nation and sharing what they learned within our state network and in networks beyond California’s borders.

3CSN has reached over 39,000 educators to date. For several years running now, ALL community colleges (113 in 2015 & 2016 and 114 in 2017) have annually engaged with 3CSN in some way.

Our network approach has been so effective that it has served as a model to other organizations looking to foster educational reform: the Helmsley Foundation wanted to impact STEM education, so they worked with WestEd and 3CSN to foster a network of STEM faculty using Reading Apprenticeship to foster deeper science learning. Our summer leadership institute was recognized as a finalist for the national Bellwether Award. We have been asked by multiple systems across the country to help them understand how to create the infrastructure for similar learning networks dedicated to transforming student access, success, and equity; among them, the American Association of College and Universities modeled their nationwide Faculty Collaboratives Project on 3CSN’s network approach. Our coordinators have traversed over a quarter of the United States to share our knowledge and resources with other community college systems and even travelled to China to share our Growth Mindset curriculum.

3CSN Learning Networks



IF WE PROVIDE TRAINING ON NETWORKING AND USE ACTION RESEARCH METHODOLOGIES, TEACHERS WILL TRANSFORM THEIR ENVIRONMENTS AND IDENTITY TO CREATE COMMUNITIES OF PRACTICE THAT WILL LEAD TO POWERFUL CLASSROOMS AND WORKING ACROSS CAMPUSES. THIS IN TURN WILL PRODUCE GREATER STUDENT SUCCESS.

So, I just want to take a minute--as we move into our tenth year as the system’s success network—to directly thank all the

coordinators past and present for all of your tremendous labor and leadership. Every day, you help build these amazing learning networks that all work towards the same vision--student access, success, equity, and completion. I spend a lot of time traveling in different circles across the state, and I recognize the seeds that you have been planting over the past several years, both as network participants and as coordinators. Your work has mattered to educators and by extension to students all across this state.

First Colleges to Join the Network

- American River College
- Butte College
- Cañada College
- City College of San Francisco
- College of the Canyons
- Cosumnes River College
- Cuyamaca College
- East LA College
- Foothill College
- Fresno City College
- Grossmont College
- Imperial Valley College
- LA City College
- LA Harbor College
- LA Mission College
- LA Southwest College
- LA Trade Technical College
- LA Valley College
- Los Medanos College
- Merced College
- MiraCosta College
- Mission College
- Mt. San Jacinto College
- North Centers of the State Center Community College District
- Palomar College
- Pasadena City College
- Pierce College
- Reedley College
- Sacramento City College
- San Diego City College
- San Diego Continuing Education Center
- San Diego Mesa College
- San Diego Miramar College
- Southwestern College
- West LA College

When 3CSN surveyed all of our past leadership institute participants about how their engagement in BSILI had impacted them as educators, we were not surprised to hear that for many, the experience galvanized them to become leaders on their own campuses and throughout the state. They became BSI Coordinators, Staff Development Coordinators, Department Chairs, New Faculty Trainers, Deans, Vice Presidents, and the list goes on.

"I feel like for the first time in my life, someone has pulled me aside and has fostered my desire to be a leader...and has given me ideas on how to be a better one in my life, not just at my school."

- BSILI Cohort 1 participant

The leadership trajectory of participants in the network demonstrates that we are changing the face of our colleges through this project. This touches everything. The leadership that BSI fostered and 3CSN nurtured has transformed our institutions from the inside out.

The Network Works! Cheers, Deborah



BSILI Class of 2017

3CSN Communities of Practice

Faculty Teaching and Learning Academy (FTLA) <http://ftla.laccdssi.org>

By focusing on sustained, ongoing, and robust professional learning in regional and topical networks, 3CSN has redefined professional development in California and is serving as a model nationwide. Over 36,000 community college professionals across the state of California have participated in 3CSN's regional and community of practice learning networks to date.

Los Angeles Community College District (LACCD) FTLA, founded in 2008 by the Student Success Initiative, is a joint effort between the District administration and the District Academic Senate to foster the highest standards of teaching and learning scholarship, and to encourage the development of institutional cultures and environments that are learning-centered and technologically advanced. FTLA has a community of practice that is growing its network by conducting cohorts in other regions.

In the 2016-17 academic year, FTLA had its first northern regional cohort at Foothill College. There were ten participants from Foothill College (all full-time faculty); most (seven) were STEM faculty members, with two English instructors, and one physical education instructor. The Foothill College cohort presented their final projects to their academic senate and to their District Board on June 12, 2017. The participants have decided to continue meeting on a monthly basis, as they continue to apply their FTLA skills in their classroom. The curriculum was presented at the National Institute for Staff and Organizational Development (NISOD) 2017 in the session titled "Creating Student-Centered and Student-Focused Classrooms." FTLA is planning to expand its model to other community colleges in the state.



FTLA is designed to develop a widening community of faculty who:

- Explore and test methods of teaching and learning.
- Facilitate the design of new classroom approaches to student success.
- Increase knowledge and skills in a variety of learning technologies.
- Contribute to an ongoing dialogue about pedagogy, curriculum, and technology.
- Form strategic partnerships that advance learning-centered practices that encourage and reward innovation in teaching and learning.
- Increase their understanding and application of equity minded principles and practices in the classroom.

Faculty should be able to make relevant and useful choices about when and how to teach students, and whether or not students are making progress toward their personal demonstration of accomplishment. Rethinking what we teach must come before rethinking how we teach. The 21st century learning environment needs to focus on relevant and contextual problem and project-based learning designed to develop 21st century skills, and be delivered using a multi-disciplinary approach. FTLA participants learn about 3CSN communities of practice like Habits of Mind, Reading Apprenticeship, and The Equity Project, and they explore ways to incorporate these frameworks into their classroom activities. They also complete a student services project at the end of the year. This project allows them to focus on one particular student service so that they can become an "expert" in that service; they then share what they have learned with the group. FTLA's curriculum is the equivalent of a three-unit course, and participants may enroll for course credit. Participants may be able to apply these units towards an increase in faculty pay.

This year, eleven faculty from four LACCD campuses participated in the seventh cohort of LACCD's FTLA.

Go to <http://ftla.laccdssi.org> to learn more about last year's institute and plan to attend in 2018. Details, including applications and materials for the next institute, will be forthcoming in the new year. Write us at info@3csn.org for more information.



The Equity Project <http://equityproject.3csn.org>

The Equity Project launched in 2016 with a goal of supporting educators in achieving institutional equity. Arnita Porter and Paula Brown facilitate conversations within the California Community Colleges (CCC) that focus on building capacity for equity-mindedness. The continuation of this work involves integrating and embedding principles of equity, cultural humility, culturally responsive teaching and learning (CRTL), and other high-impact practices into daily practice as we work towards achieving institutional equity. Through Appreciative Inquiry and professional learning, this Community of Practice has already served **over 600 participants** from **48 California Community Colleges**. Participants gain resources to transform course design and classroom practices across disciplines, enhance delivery of student services, and change campus culture. Through presentations, workshops, and summits, we provide opportunities for collaboration and networking to ensure our students' needs are met in all aspects of their educational experience.

The **first Equity Institute** took place in November 2016 at Kellogg West, on the campus of Cal Poly Pomona, serving 54 attendees representing 26 different colleges, followed by the **Northern Equity Institute**, hosted by Mission College, in March 2017 serving 54 attendees representing 22 colleges. Other activities include:

- Equity Summit
- Intro to Equity and CRTL Workshops
- Workshops for faculty and classified staff
- Online Learning
- Courageous conversations around race

The Equity Project's **4-part Leadership Series, "Designing a Cohesive, Equity-embedding Framework for Student Success,"** launched in 2016 and focuses on creating a framework with effective strategies for embedding equity and CRTL practices in instruction, student services, and across campus-wide initiatives. It assists in building capacity for creating classrooms, programs, and institutions that are welcoming, supportive, and learning-centered. Future Workshops include Intro to Equity and CRTL for FYE and for Counselors.

We are excited about our **Southern Equity Institute at Kellogg West, November 18-19, 2017**, and the **Northern Equity Institute at Mission College, March 9-10, 2018**. Plans are being made for more summits, regional events, presentations and collaborations with the Learning Assistance Project, Habits of Mind, and other Communities of Practice. As we seek to increase persistence, retention, completion rates, and promote student success, we are committed to addressing disparities and closing achievement gaps by assisting campuses in providing welcoming and supportive environments for all of our students.

For more information about the Equity Project, please contact Arnita (arnita@3csn.org), Paula (paula@3csn.org), or Diana (diana@3csn.org).



"Getting to look at my classroom and interaction with students through the lens of equity has greatly improved my practice. I have seen more students...in office hours in addition to working together outside of class."

- Faculty participant



Habits of Mind <http://hom.3csn.org>

We continue to evolve and grow our Habits of Mind Community of Practice, contributing to the growing focus on student learning and success. Faculty from across the state have been drawn to learn more about cultivating students' academic



“Students and staff have been more engaged in learning. HoM has brought my teaching and training to a whole new level of engagement.”- Workshop participant

mindsets, dispositions and attitudes to enhance their professional practice. A focus on Habits of Mind has provided a powerful new lens for seeing and improving our educational practice. As stated by one participant, educational practices across the state are evolving as a result.

Launched in spring 2012, the Habits of Mind conceptual framework captured the imagination of some sixty attendees. Introductory presentations ensued, providing an orientation to a framework of Habits of Mind concepts and strategies. Practitioners were called upon to develop more “student centered” practices, given the influence that learning experiences, expectations, values, and habits have on what students attend to, questions they ask, choices they make, etc. BSILI 2012 then gave real rise to the “movement” when 23 educators made the commitment to reshape their professional practices to incorporate a Habits of Mind focus into campus activities and classroom instruction. Leaders came from 12 community colleges across the state.

“The power of YET has inspired many on my campus to transform our interactions, with our students, colleagues and selves... For many, this changed the way in which we view ourselves, as not just educators, but academic coaches.” - Workshop participant

Fast forward to 2017 where, due to the good work and advocacy of our pioneering leaders, we have welcomed **more than 1,100 educators to our workshop sessions, institutes and events.**



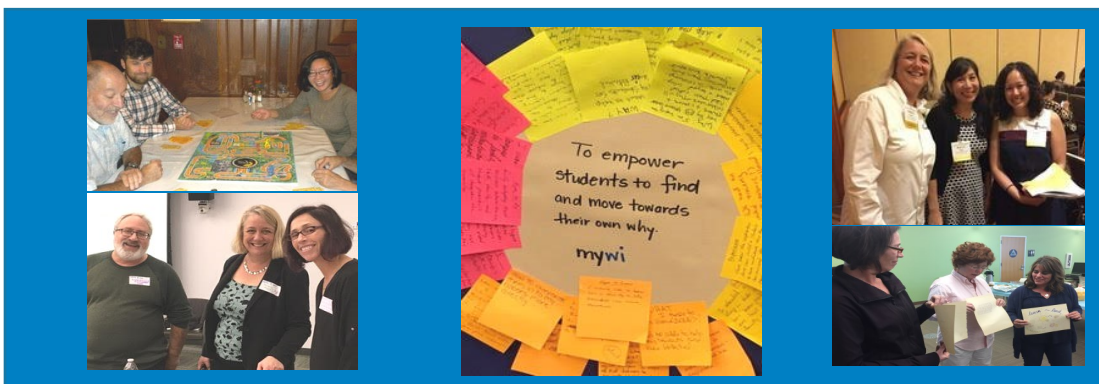
We now offer **Habits of Mind Leadership Institutes each spring** for supporting burgeoning and expanding campus leadership capacity specific to Habits of Mind. To date, thirteen campuses have participated in our Habits of Mind Leadership Community of Practice.

In addition to our Habits of Mind Leadership Institutes, we're excited to be conducting our **4th fall institute for Cultivating a Growth Mindset.** This three-day institute offers training in the practice and cultivation of growth mindsets. Statewide, 27 campuses have completed the training provided by the Institute.

The response to Growth Mindset has been exhilarating. It is producing real changes on campuses from FLEX activities to student workshops to curricular redesign.

In addition to its highly successful institutes, the Habits of Mind Community of Practice continues to offer informative workshops throughout the state to introduce the framework of universal academic dispositions (for more about the framework see <http://instituteforhabitsofmind.com>). Attention to academic habits and dispositions has also been successfully integrated into other 3CSN Communities of Practice (i.e., Acceleration, Reading Apprenticeship, Learning Assistance, Equity).

For more information about Habits of Mind, please contact Jan (jan@3csn.org) or Scott (scotts@3csn.org).



Learning Assistance Project <http://lap.3csn.org>

"The Tutor Expos and SI conference made a massive impact on our students. They even walked differently by the end of the day(s). To see students empowered is not only heartwarming, though; it's making our world and society a better place. Treating our student tutors and SI Leaders as professionals has had a profound impact on me and our tutoring center and SI program."- LAP participant



2016-2017 was a banner year for the Learning Assistance Project (LAP). Now entering its third full academic year, LAP continues to strive to raise the professional profile of learning assistance across the California Community Colleges.

Over the past academic year, LAP held seven events that served approximately **632** participants. **Tutor Expo**, LAP's annual conference, continued to be held in both southern (Pasadena City College) and northern California (San Joaquin Delta College). Additionally, the 2016-2017 year saw the launch of a new conference event, the **Inland Empire Supplemental Instruction Conference**. Over **170** educators representing more than **30** colleges were in attendance.

For two days across the final weekend of March 2017 (Friday, March 31 and Saturday, April 1), hundreds of learning assistance educators convened at the beautiful and serene Pasadena City College campus for **Tutor Expo '17**, the flagship conference event produced by 3CSN's Learning Assistance Project. Attendees represented 54 of the 113 California Community Colleges system. The sold-out conference was divided across two days and featured more than 40 presentations on topics ranging from student equity and student empowerment, to how to handle stress and avoid burnout. Special guests included Kirsten Corbin, Dean of Basic Skills & Noncredit Curriculum for the California Community Colleges Chancellor's Office, who provided opening words and spoke about her experience serving as a tutor which she said served as a first step toward a career in higher education. On Saturday, Dr. Barbara Illowsky, Chief Academic Affairs Officer for the statewide Online Education Initiative, delivered remarks to an eager crowd and also encouraged all tutors in attendance to pursue their degrees, follow their dreams, and recognize the importance of their roles as learning assistance educators. 3CSN's Arnita Porter, Co-Coordinator for the Equity Project, delivered the Friday morning keynote, discussing tutoring as a practice for student equity.

Overall, an emergent theme was respecting the dignity and abilities of all students to achieve their academic goals with the appropriate support and guidance from learning assistance programs and services. Participants remarked about the positive energy and spirit of Tutor Expo and expressed appreciation to their colleagues with whom they learned, shared, and connected.

A Learning Assistance Project (LAP) sponsored regional event that grew to a conference-sized gathering, the **IESI Conference** has emerged as a major event in the LAP menu of offerings. The leadership team from this event attended BSILI 2016 and worked with the SDIVN regional leaders to bring this SI-focused tutoring conference to the Riverside area. The PL Hub participants created a conference leadership team, and already have plans for a 2018 event. Multiple tutors and coordinators presented breakout sessions, with Mark Manasse and Andy MacNeill (both from San Diego Mesa College) acting as keynote speakers focusing on the professionalization of tutoring.



For more information about LAP events and activities, please visit lap.3csn.org or contact Danny (danny@3csn.org), Mar (mark@3csn.org), or Crystal (crystal@3csn.org).

Reading Apprenticeship Project <http://ra.3csn.org>



“Reading Apprenticeship gives me a lot of confidence in my teaching because it provides a reliable framework and a point of reference, which is something I never had before. I have also learned a lot about my personal reading style, and I have had time to reflect on my evolution as an academic reader. I am able to talk to my students about my personal struggles with reading difficult texts and how I overcame these challenges.” - English and First Year Seminar Instructor

It has never been more important to support the development of robust, cross-disciplinary, critical literacy in our students across the disciplines and levels. With that in mind, 3CSN’s Reading Apprenticeship Project supports California educators to create more equitable and impactful learning environments through a focus on academic literacies.

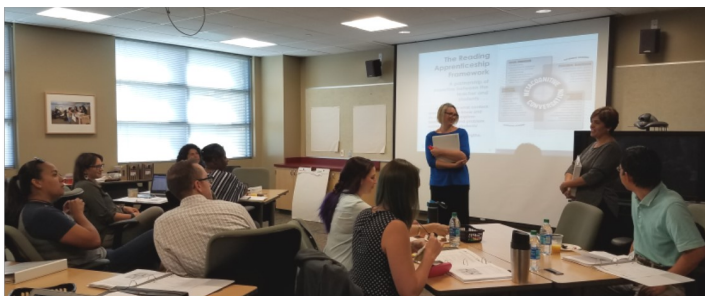
In 2016-17, the Reading Apprenticeship Project continued to grow, introducing more than **500 educators** from California Community Colleges, State Universities, and related non-profits to the community of practice through 21 free regional workshops. Some of these workshops were basic introductions to Reading Apprenticeship, while others represented a more concentrated focus, such as a series of “Math Redesign through Reading Apprenticeship” workshops designed and hosted by members of the Reading Apprenticeship STEM Network. In addition to free regional workshops, 3CSN also supported teams from 16 colleges to take a deeper, year-long dive in Reading Apprenticeship professional learning. Teams began with an online course or summer seminar, met again for two days of facilitated professional learning at the Reading Apprenticeship winter conference, and participated in synchronous online “Making it Real” sessions.



2017 was also the third year of the **Reading Apprenticeship Community College STEM Network**, funded by the Leona M. and Harry B. Helmsley Charitable Trust. Through the 2014-2017 grant period, more than **700 STEM educators** in California studied the Reading Apprenticeship framework as a resource to transform their instruction, thus narrowing the equity gap in STEM course persistence and completion. The STEM educators focused on “Making it Real” and tracking the improvements enabled by Reading Apprenticeship. One participant reported: “I loved using the metacognitive logs and having them write out any points of confusion. This really helped them get used to writing down their thinking. Even for exams, I never experienced so much writing from them on their questions trying to identify what they know and don't know. It was awesome!”

The year culminated in the second annual **California Statewide Reading Apprenticeship Conference** at the College of San Mateo. The conference, which hosted 200 educators from 45 California community colleges and 6 CSUs, offered full-day workshops as well as shorter sessions. Participants articulated the value of time spent networking, sharing, and collaborating:

“The sessions I attended at the conference were all structured to allow faculty to experience Reading Apprenticeship methods as students would. Concrete experience with a method makes it much easier for me to imagine implementing it. A great discovery for me at the conference was realizing that Reading Apprenticeship can be used with faculty, staff and administrators, not merely to teach them how to incorporate it into their courses but also to enable them to learn together about controversial issues facing their institutions and higher ed in general.”
The **3rd Annual Statewide Reading Apprenticeship Conference** is May 11-12, 2018 in Pomona, CA. We hope to see you there!



For more information about Reading Apprenticeship events and activities, please visit ra.3csn.org or contact Nika (nika@3csn.org) or Devon (devon@3csn.org).

Threshold Project

“I was made aware of how I need to remind myself that I’ve been in the field and my students are new. The threshold concepts are more important than overwhelming them with content. I can focus on providing a safe space where students can engage, teach one another, and develop a growth mindset.”
- Faculty participant

“Threshold concepts” are the core ideas that disciplinary practitioners see through and think with—the ideas they use to ask questions, problem solve and create new knowledge. But what are they? Expert practitioners, having passed through these “conceptual thresholds” themselves, may not remember the details of their own learning journey, let alone use that wisdom to most effectively guide their students.

3CSN’s Threshold Project brings educators from across the disciplines and levels together to consider what these important concepts might be and how they could factor in to curricular redesign projects and other collaborations. We assert that a curriculum that intentionally builds from the cultural assets that students bring with them and focuses on approaching complex social problems through the lens of threshold concepts, can teach students how to problem solve from distinct disciplinary perspectives, to explore the affordances and limitations of different disciplinary habits of mind, and to see the relevance of academic work to their lives and communities. This is an approach to curricular redesign and instruction that can strongly support work on Guided Pathways, College Promise programs, and other structural approaches to more equitable outcomes.



In July, the Threshold Project was proud to support the Los Angeles College Promise’s California Promise Educators first convening of English and Math faculty from Pierce, Mission and Valley Colleges and surrounding San Fernando Valley High Schools, as well as from area California State Universities. Participants explored disciplinary bottlenecks and threshold concepts in both English and Math and began to plan ways to work together to increase the success of LA Valley students as they transition from High School into the Community College and on to University. One participant exclaimed:

“I can’t believe how excited and relieved I feel to see that the college instructors are working on the same questions and problems as we are in the high schools. I can’t wait for the next convening.”

Another new event, offered in partnership with the California Faculty Collaboratives Project (funded by AACU) is “Creating Equitable Learning Environments through Growth Mindset and Disciplinary Apprenticeships.” This two-day workshop focuses on practicing Reading Apprenticeship routines, identifying disciplinary threshold concepts, and building growth mindset into learning activities in order to transform college courses and classrooms into equitable learning spaces.

The workshop has been offered in San Diego Mesa College and at CSU, Northridge, and will be offered again at CSU, Sacramento in December.

If you would like assistance from 3CSN’s Threshold Project for one of your initiatives, contact Nika (nika@3csn.org).

Career and Technical Education

The Community of Practice (CoP) for Career Technical Education (CTE) faculty and staff of California Community Colleges has worked to continue to design and develop this Communities of Practice. The CTE CoP is designed to encourage and support CTE faculty in transforming CTE programs and pathways through the integration of remediation and learning support. Donna Cooper from Fresno City College and the Central Valley Region and Luis Chavez our partner from Career Ladders Project work together to provide professional learning and coaching for our CTE colleagues. The Basic Skills Student Outcomes and Transformation grants (BSSOT) and the new BSI funding formula draw attention to the basic skills needs of CTE students and how to integrate and embed the support students need. The CTE CoP is a great way to help faculty work on curricular, pathway, and institutional redesign. For more information or to request a one-day workshop, contact Donna (donna@3csn.org).





Professional Development in Your Region

3CSN's Regional Networks create a statewide teaching/learning infrastructure for community college faculty, staff, and administrators, inviting them to inquire into and implement effective practices for promoting student success.

Each semester, network coordinators, with the assistance of host colleges, organize several free professional development events within their respective regions that are aligned with 3CSN's Communities of Practice. The network coordinators also facilitate events, workshops, and meetings that focus on regional needs and interests. This infrastructure offers the foundation upon which transformation can occur on our campuses and within our classrooms so that students can succeed.

Central Valley Regional Network (CVRN)

<http://cvrn.3csn.org>

The Central Valley Regional Network (CVRN) spans the vast distance from San Joaquin Delta College in the north to Bakersfield College in the south, Columbia College in the east and West Hills College in the west.

Over the years we have been involved in many professional learning events including Reading Apprenticeship, the Equity Project, Learning Assistance, BSILI, and this past year represented the culmination of that work. Of particular note is the expansion of West Hills College, Coalinga's Habits of Mind efforts. They now have a campus-wide endeavor around their Habits of Mind, **F.L.I.G.H.T.**, including embedding them in tutor training, and this work has helped professionalize and deepen the impact of their peer-to-peer tutoring.



Another success was the **Central Valley Equity Summit** we hosted last spring, bringing together faculty from across the region to discuss the vital issues of race and equity on our campuses. This work highlighted the need for faculty, staff, and administration to have a space to discuss the work we have done--and still need to do--to make education equitable for all students.

For more information about CVRN events and activities, please visit cvrn.3csn.org or contact Donna (donna@3csn.org) or Erik (erik@3csn.org).

Foothill Inland Empire Regional Network (FIER)

<http://fier.3csn.org>

The FIER network continued to make a difference in 2016-17 with dynamic, empowering, life-changing workshops. Perhaps the most impactful event was the **“Designing a Cohesive Equity-Embedding Framework for SI Leaders, Tutors, and Embedded Tutors”** regional event facilitated by Arnita Porter and Paula Brown and hosted by Riverside City College. 60 Supplemental Instruction (SI) Leaders, embedded tutors, tutors, and a host of other student employees attended the event.

“In high school I was constantly harassed because of my nationality. I was locked in a closet where some of the students used paper clips to cut my legs. I lost my faith in humanity, but coming to this workshop has restored my faith in humanity”
- Workshop participant

Participants shared, “In high school I was constantly harassed because of my nationality. I was locked in a closet where some of the students used paper clips to cut my legs. I lost my faith in humanity, but after coming to this workshop it has restored my faith in humanity” and “I decided to come to America to better myself so that I can return to my country to stop a lot of the crimes that happen. In coming to America, I have experienced much racism because I come from Iran. I now know more of how to deal with the racism I have had and also apply this in my life, to my students, and my country when I finish.”

We are thrilled to have been part of this positive, healing change, and can't wait to see what the coming years will bring. For more information about FIER events and activities, please visit fier.3csn.org or contact Rebecca (rebecca@3csn.org).





Northern California Regional Network (NCLN) <http://ncln.3csn.org>

The Northern California Learning Network (NCLN) had a dynamic year in 2016-2017! Eight different colleges sent representatives to Lake Arrowhead last summer for the Basic Skills Initiative Leadership Institute (BSILI), and many of these colleges also hosted professional learning events for their campuses and the region that included such topics as Growth Mindset, Integrated Planning, Reading Apprenticeship, and Equity.

No BSILI campus has been busier than College of Marin, which is dedicated to focusing an equity lens on all of their professional learning efforts for staff, faculty, administration, and student leaders. To sustain this work, they have partnered with 3CSN to host workshops on Habits of Mind, Culturally Responsive Teaching and Learning (CRTL), and later this semester they will host the third and final installment of the Growth Mindset Institute. In addition, the college answered a call to host an Integrated Planning workshop entitled “SSSP, BSI, and Equity: Integrating and Transforming for Student Success” in early August for more than 30 educators from 9 different Northern California Colleges. Through activities such as a peer review of integrated plans and a discussion of institutional “coherence,” participants discovered that other colleges share many of the same challenges and questions about the new integrated planning and reporting processes, and appreciated learning how other colleges were working through various change initiatives.



“It all begins with personal relationships - building them, supporting them, teaching students to be kind to themselves. It is only within this context that we braid in the content.”
- Miguel Powers, facilitator,
Growth Mindset Institute

The region continues to learn about high-impact pedagogies such as Growth Mindset. More than 30 participants from 11 different colleges are learning about this powerful concept and intervention in a three-session Growth Mindset Institute facilitated by Mary-Jo Arpigo of West Los Angeles College and Miguel Powers of Fullerton College. Mary-Jo and Miguel shared many resources and modeled several interactive “productive play” classroom interventions during the first session. They also told participants that one of the many benefits of a “deep dive” into brain science and Growth Mindset concepts is that doing so in sustained, intentional ways with students has been shown to mitigate the effect of stereotype threat. “It all begins with personal relationships - building them, supporting them, teaching students to be kind to themselves,” Miguel told the group during Session 1 at Gavilan College. “It is only within this context that we braid in the content.”

gins with personal relationships - building them, supporting them, teaching students to be kind to themselves,” Miguel told the group during Session 1 at Gavilan College. “It is only within this context that we braid in the content.”

Many other BSILI schools continue to partner with 3CSN in braiding an equity thread into their ongoing professional learning efforts. On October 17, Cañada College will host a Culturally Responsive Teaching and Learning (CRTL) workshop for staff, faculty, and administrators to learn about strategies for integrating equity-mindedness into everyday practice. This event will be a springboard to even more regional conversations: Chaffey College will host a 1-day CRTL workshop on October 22, and Mission College is helping to present the 2-day Northern California Equity Summit on March 9-10, 2018. For more information about NCLN, please contact Kyle (kyle@3csn.org) and the Far North Regional Network, please contact Jennifer (jennifer@3csn.org).



In striving to move this important work forward, colleges share similar concerns:
How do we engage educators who may already have experience with this type of professional learning? How can we engage and support newcomers? What do we do for those who fall somewhere in between?
That’s why 3CSN is here.

We look forward to continuing to work tirelessly alongside colleges, Communities of Practice, and networks across the state to acknowledge and close equity gaps and support success for all students.

Orange County Learning Network (OCLN) <http://ocln.3csn.org>

The Orange County Learning Network (OCLN) was founded in 2009 in the early days of 3CSN. Jan Connal, Habits of Mind Coordinator, was the first regional coordinator for the greater Orange County region, which currently includes 15 colleges.



Through campus visits, networking, and professional learning activities, Jan assembled an email distribution list (approximately 50 individuals) of Basic Skills leaders and other educators from the above-listed institutions. In total, OCLN served 95 participants drawn from 22 colleges in the 2016-17 academic year. All OCLN events were highly rated by participants for their effectiveness and usefulness. Survey results indicate that OCLN participants would like to have more involvement in various Community of Practice events. There is strong interest in Student Equity, Learning Assistance, Habits of Mind, and Reading Apprenticeship.

A highlight of the year was the **LAP Sharing event** on October 21, 2016, at Santiago Canyon College, an event that was inspired by conversation between OCLN Coordinator Danny Pittaway and the team from Santiago Canyon College at BSILI 2016. Approximately 30 educators (faculty, tutors, administrators, and researchers) representing 17 California community colleges convened at beautiful Santiago Canyon College for a morning of discussion, reflection, and networking to learn about effective practices to grow and sustain tutoring. A showcase of the program at Saddleback Community College was a special highlight. LAP co-coordinator Mark Manasse also delivered a presentation about 3CSN and LAP. "I enjoyed it all," declared one participant. Participants also expressed a desire to learn about the following:

- Online tutoring platforms
- How to centralize tutoring
- How to support non-FTES generating tutoring services
- Tutor training models
- Tutoring coordinator training

This feedback will help to shape OCLN's future efforts as we strive to meet regional needs with CoP activity.

Next year, Southern California Tutor Expo will return to the OCLN. Santiago Canyon College will host this event on April 13-14, 2018. Tutors, administrators, faculty, staff, and other tutoring professionals from throughout southern California will convene in Orange County to explore successful practices and ideas around tutoring, mentoring, and Supplemental Instruction.

OCLN provides ongoing support for regional community colleges, and we look forward to helping you achieve student success goals on your campus. For more information about OCLN, please contact Danny (danny@3csn.org).





3CSN Regional Networks (cont.)

Los Angeles Regional Network (LARN)

<http://larn.3csn.org>

Through the numerous Los Angeles Regional Network (LARN) events offered in the area, faculty, staff and administrators were able to gather, plan, and share their campus efforts centered specifically around integrated planning efforts, BSSOT activities, and first year/College Promise initiatives. For 2016-2017 LARN served 423 participants from 42 colleges. We offer regional summits each year focused on topic chosen by region participants. Summits include spotlight speakers, college panels, and activities that allow for shared learning and tangible take-aways to impact practice. Highlights from the summits include:



Embedded Student Services in FYE Programs at Los Angeles Mission College on March 24, 2017. There were 51 attendees representing 15 colleges. This Summit focused on the importance of embedding student services in FYE programs to further support efforts of increasing student success such as persistence and completion. Guest speaker Dr. Mike Munoz, Dean of Student Services at Rio Hondo College, spoke about how their college designed and implemented a successful College Promise Program.



LARN also hosted the **Southern CA BSI Coordinator's Event: Transforming Student Success Through Appreciation and Integration** at L.A. Trade Tech College, there were 26 participants representing 15 colleges. Colleges discussed how they planned on integrating activities from student success initiatives, including BSSOT into their integrated plan. Participants also shared feedback on their campuses efforts with multiple measures, first year programs, and requested more opportunities to share experiences with implementation efforts.

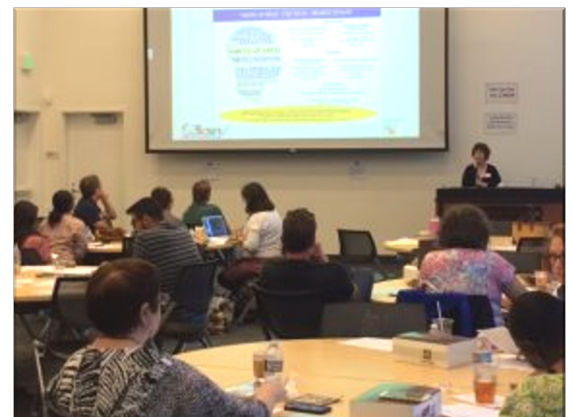
For more information about the LARN, please contact Arnita (arnita@3csn.org) or Diana (diana@3csn.org).

“The Regional networks and events exposed more college faculty and staff to 3CSN resources than I could do on my own, and promoted professional development at the college.” - Workshop participant

San Diego and Imperial Valley Network (SDIVN) <http://sdivn.3csn.org>

The SDIV network is focused on expanding and promoting regional Community of Practice work. The region is comprised of San Diego City, San Diego, San Diego Mesa, Mira Costa, Palomar, Mt. San Jacinto, Grossmont, Miramar, Cuyamaca, Southwestern, and Imperial Valley colleges. The focus across the region will be to continue to build the SDVIN, with the BSILI campuses (Cuyamaca and Mira Costa) in our region acting as satellites for region-wide events including STEM Reading Apprenticeship, Habits of Mind, and Placement for Success.

A key event we are excited to highlight emerged from a Learning Assistance Project (LAP) sponsored regional event that grew to a conference-sized gathering of 178 participants from 32 colleges. The **Inland Empire SI Regional Conference (IESI)** was developed by the leadership team from the 2016 BSILI and worked with the SDIVN regional leaders to bring this SI-focused tutoring conference to the Riverside area. Multiple tutors and coordinators presented breakout sessions, with Mark Manasse and Andy MacNeill (both from San Diego Mesa College) acting as keynote speakers focusing on the professionalization of tutoring. The Professional Learning Hub participants created a conference leadership team and planned an upcoming 2017 event to be held at Mt. San Jacinto College in November.



For more information about the SDIVN, please contact Roy (roy@3csn.org) or Lauren (lauren@3csn.org).

Basic Skills Leadership Institute (BSILI) & Professional Learning Hubs



"I've learned more about the challenges my colleagues are facing in their department. I've solidified my relationship with my dean and colleagues...I feel and know our math departments in our district [are] unified." - BSILI participant

<http://bsili.3csn.org>

BSILI is a week-long leadership institute that supports campuses in developing and planning for the professional learning that is needed for their campuses' initiative. This community of practice consists of teams across the state, each of which is focused on planning and facilitating their chosen student success initiatives and the professional learning needed to move those initiatives forward. Teams have included cross-district teams that are working on a similar student success initiative. These teams build Professional Learning Hubs (PL Hubs) at their campuses or across their districts that enable campus change and that extend the statewide network of support. The PL Hubs **facilitate professional learning events** that support their campus student success initiatives. The PL Hubs also host regional professional learning events to support statewide BSI goals, such as integrating student services and instruction or aligning BSI, Equity, and SSSP planning efforts. In 2016-2017, the Professional Learning Hubs from the 2015, 2016 and 2017 BSILI CoPs sponsored **106 events** with over **2,000 educators** in attendance.

"I hope that what I learned here makes me a better collaborator, whether at my work, in my family or in my community."
-BSILI participant

This year's BSILI 2017 was the largest cohort to date; 3CSN supported the work of **15 college teams**, which included three cross-district teams. There were 56 participants at BSILI, which included guests: Laura Hope, Mike Howe, Janet Fulks, and Kirsten Corbin. College teams focused on a variety of student success initiatives, each striving towards coherence around student equity, embedding successful practices, and working across their districts. Examples of initiatives include: One book/One campus, scaling of First Year Experience programs, Guided Pathways development, re-design of math sequence, peer tutoring, and creating networks with high school and CSU partners. Throughout the week, facilitators and participants focused on understanding and communicating their inner "why" and shared "why" with one another. We discussed the resistance that we sometimes experience by other colleagues; one participant described it as "dancing with conflict." Tools that participants value included: logic modeling, peer reviews/CAT feedbacks, Habits of Mind, videos, Klein's matrix, and appreciative inquiry approach.

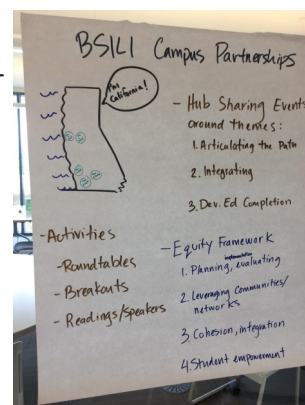


One main takeaway for many was the **relationships** that were formed at BSILI. One participant wrote, "I've learned more about the challenges my colleagues are facing in their department. I've solidified my relationship with my dean and colleagues...I feel and know our math departments in our district [are] unified." Another asserted, "**I am learning how to lead as opposed to how to herd.**"



Participants left the event invigorated and **ready to apply their learning**. One attendee exclaimed, "I am returning to my institution with a renewed energy and insight. This conference helped me realize how I want to write my curriculum this summer."

BSILI campus teams quickly began hosting 3CSN events, including SSSP, BSI, Equity: Integrating and Transforming for Student Success at College of Marin, which BSILI participants co-facilitated. Other campuses, such as Laney College, Riverside City College, Mission College, and College of the Desert will be hosting large scale events that include the CR series and HoM LCoP events.



Go to <http://bsili.3csn.org> to learn more about last year's institute. Thinking about assembling a team to attend in 2018? Details, including applications and materials for the next institute, will be forthcoming in the new year. Contact your regional coordinator for more information, or write us at info@3csn.org.

Spotlight: 3CSN and the RP Group



Since the beginning of the Strengthening Student Success Conference (SSSC), 3CSN has been a collaborative partner with the RP Group and continues to be on the SSSC planning committee. Our relationship goes beyond the annual SSSC, and includes work on the IEPI Integrated Planning ASK, co-partnered professional learning events with Leading from the Middle, and exploring transformational leadership curriculum. As part of the CA Community College Chancellor's Office, 3CSN integrates its frameworks and tools with the needs of the state, districts, and campuses. If you have questions, email jessica@3csn.org.

Spotlight: LA College Promise

3CSN is excited to support the Los Angeles College Promise by providing professional learning and technical assistance. As College Promise programs grow across the state, we look to expand this support to additional regions by creating a Community of Practice focused on College Promise, Guided Pathways and First Year Experience programs. If you have questions, email joanna@3csn.org.



Spotlight: 3CSN, LFM, & LINKS



3CSN and Leading from the Middle (LFM) have continued to collaborate this year. After the success of LINKS 2017 "Building Leadership Networks: Learning to Lead, Leading to Learn" both organizations decided to continue the discussion on leadership by providing regional convenings this November. Please join us for "Transformational Leadership: Developing Organizational Coherence for Students," November 3rd at Gavilan College, November 4th at Chaffey College, and November 17th at American River College. These workshops are focused on building campus leadership to create coherence as colleges being the implementation work of guided pathways.

Please register at: https://transformational_leadership_and_coherence.eventbrite.com. And please join us at LINKS 2018 on April 20-21, 2018 at Ventura Crowne Plaza. If you have questions, email jessica@3csn.org.

Join Us @ the Equity Institutes

Join 3CSN and the Equity Project's 2nd Annual Equity Institute in Southern and Northern CA. The Southern Equity Institute at Kellogg West, Nov. 18-19, 2017 and the Northern Equity Institute at Mission College, March 9-10, 2018. This year campus teams will delve deeper into bringing an equitable framework to all areas of the college from classroom practices to integrated planning. If you have questions, email us: arnita@3csn.org or paula@3csn.org.



Join us @ Tutor Expo 2018



Come help us showcase the work of postsecondary tutors and coordinators/directors toward the goal of student success and the professionalization of postsecondary learning assistance. Join us for this day dedicated to all things tutoring. Topics include tutor training, online tutoring, course embedded tutoring, tutor integration into campus culture & success initiatives, and data management and accountability – just to name a few. Peer educators, tutoring coordinators, faculty, staff, and administrators are encouraged to attend, participate in the poster session, or submit a proposal

to present a session. If you have questions, email us: crystal@3csn.org, danny@3csn.org, or mark@3csn.org.

Join Us @ Any of Our Upcoming 2017-2018 Events:



SAVE the DATES: 2017-2018

For the most up-to-date information and to register for any of the events listed here, please visit: 3csn.org

L.A. Regional Summits*

10/27/17	Developing Early Alerts in FYE/Promise Initiatives-LA Mission College
2/16/18	Peer Coaching and Mentoring –LA Pierce College
3/16/18	Data Management Systems for Student Success-LA City College

All Regional Summits are from 8:30am-3:00pm

Reading Apprenticeship Project (RAP)

8/14/17-8/15/17	RA for Adult Learners – Santa Rosa Junior College	8:30am-4:00pm
8/16/17	RA Showcase – American River College	8:30am-12:30pm
8/21/17-8/23/17	RA for Course Designing-East LA College	8:30am-3:30pm
9/22/17	Intro to RA – Hartnell College	9:00am-4:00pm
9/29/17	Intro to RA – Saddleback College	10:00am-3:00pm
9/29/17	Intro to RA – East LA college	8:30am-3:30pm
10/20/17	Intro to RA –East LA College	8:30am-3:30pm
11/17/17	RA for STEM Half Day Workshop at East LA College	12:00pm-4:00pm
5/11/18-5/12/18	3 rd Annual RA Conference* - Kellogg West	TBD
8/16/18	RA as a Framework for Supplemental Instruction	8:00am-12:00pm

BSI/SSSP/Equity Coordinators' Event*

3/1/18-3/2/18	BSI/SSSP/Equity Event* Sacramento, Ca	TBD
---------------	---------------------------------------	-----

*In partnership with CCCCCO

Equity Project

9/8/17	Intro to CRTL – LA Southwest College	8:30am-2:00pm
9/29/17	Intro to CRTL – Riverside City College	12:00pm-4:00pm
10/4/17	Intro to CRTL –College of Marin	8:30am-2:00pm
10/17/17	Intro to Designing a Cohesive, Equity-Embedded Framework	2:30pm-5:00pm
10/26/17	Intro to CRTL –Laney College	8:30am-2:00pm
11/17/17-11/18/17	SoCal Equity Institute – Kellogg West	8:30am-3:00pm
3/9/18-3/10/18	NorCal Equity Institute-TBD	8:30am-3:00pm

Learning Assistance Project (LAP)

9/29/17	LARN LAP Sharing Event – West LA College	9:00am-2:30pm
10/20/17	OCLN LAP Sharing Event – Santiago Canyon College	8:30am-12:00pm
10/20/17	LAP Regional Sharing Event-Sierra	8:30am-2:30pm
10/20/17	LAP Regional Sharing Event – Santa Barbara City College	8:30am-2:00pm
10/27/17	LAP Sharing Event – Skyline College	8:30am-2:30pm
11/17/17-11/18/17	Supplemental Instruction Conference – Mt. San Jacinto	8:00am-5:00pm
1/19/18	LAP Regional Sharing Event – San Diego CCD	8:30am-2:00pm
4/6/18-4/7/18	Tutor Expo – Santiago Canyon College	8:30am-4:00pm, 8:30am-1:00pm



SAVE the DATES: 2017-2018 (cont.)

For the most up-to-date information and to register for any of the events listed here, please visit: 3csn.org

SSSP, BSI, Equity: Integrating & Transforming for Student Success*

8/18/17	LA Regional Network-LA City College
8/25/17	Central Valley Regional Network-Clovis College
8/25/17	Northern CA Learning Network- College of Marin
9/8/17	Foothill Inland Empire Region-Fullerton College

*Workshops are from 8:30am-2:30pm

Habits of Mind (HoM)

2/23/18	SoCal HoM LCoP Session 1 – College of the Desert	10:00am – 4:00pm
3/23/18	SoCal HoM LCoP Session 2-TBD	10:00am – 4:00pm
4/27/18	SoCal HoM LCoP Session 3-TBD	10:00am – 4:00pm

BSILI

10/12/17	Strengthening Student Success Conference-San Francisco-3CSN Reception	5:30pm-7:00pm
10/13/17	Learning as Leadership: How to Build Organizational Capacity and Coherence from the Ground Up-Post Conference at SSSC	9:00am-1:00pm
4/20/18-4/21/18	LINKS* “Building Leadership Networks”- Crown Plaza Ventura	TBD

*In collaboration with Leading from the Middle

Part time Faculty Series*

8/4/17-8/5/17	ASCCC:Part time Faculty Institute – Double Tree Anaheim, CA	8:30am-3:30pm
---------------	---	---------------

*In partnership with ASCC

Threshold Project*

9/8/17-9/9/17	Creating Equitable Learning Environments through Growth Mindset & Disciplinary Apprenticeships – CSU Northridge	8:30am-3:30pm
---------------	---	---------------

*In partnership with California Faculty Collaborative

LINKS 2018: 2-Day Conference Building Leadership Networks*

4/20/18-4/21/18	Crown Plaza Hotel-Ventura	TBD
-----------------	---------------------------	-----

*In collaboration with Leading from the Middle



BSILI 2018: Leadership for Curricular and Institutional Transformation –June 10-15, 2018

@ UCLA Conference Center in Lake Arrowhead

Applications for upcoming Communities of Practice will be due Spring 2018

Meet Our Coordinators

Erik Armstrong erik@3csn.org
Central Valley Regional Network Co-Coordinator

Diana Bonilla diana@3csn.org
Los Angeles Regional Network Co-Coordinator

Paula F. Brown paula@3csn.org
Equity Community of Practice Co-Coordinator

Jan Connal jan@3csn.org
Habits of Mind Coordinator

Donna Cooper donna@3csn.org
Career Technical Education Community of Practice
Coordinator & Central Valley Regional Network
Co-Coordinator

Jessica Cristo jessica@3csn.org
Network Director

Lauren Halsted lauren@3csn.org
San Diego/Imperial Valley Regional Network Co-Coordinator

Deborah L. Harrington deborah@3csn.org
Executive Director & Project Administrator

Nika Hogan nika@3csn.org
Reading Apprenticeship Project Coordinator &
Threshold Project Coordinator

Kyle Hull kyle@3csn.org
Northern California Regional Network Coordinator

Crystal Kiekel crystal@3csn.org
Learning Assistance Project Co-Coordinator &
Los Angeles Regional Network Co-Coordinator

Kelan Koning kelan@3csn.org
Communications and Reporting Coordinator

Emily Magruder emily@3csn.org
Threshold Project Co-Coordinator

Mark Manasse mark@3csn.org
Learning Assistance Project Co-Coordinator

Jennifer McCandless jennifer@3csn.org
Far North Regional Network Coordinator



Rebecca Moon-Stone rebecca@csn.org
Southern California Network Coordinator &
Foothill Inland Empire Regional Network Coordinator

Daniel (Danny) Pittaway danny@3csn.org
Orange County Regional Network Coordinator &
Learning Assistance Project Co-Coordinator

Arnita Porter arnita@3csn.org
Equity Community of Practice Co-Coordinator &
Los Angeles Regional Network Co-Coordinator

Miguel Powers miguel@3csn.org
Threshold Project Co-Coordinator

Roy Ramon roy@3csn.org
San Diego/Imperial Valley Regional Network Co-Coordinator

Scott Sandler scotts@3csn.org
Habits of Mind Co-Coordinator

Eddie Tchertchian eddie@3csn.org
Technology Consultant

Joanna Zimering Towne joanna@3csn.org
Guiding Paths for Student Success

Betina Vallin betina@3csn.org
Program Specialist

Devon Werble devon@3csn.org
Reading Apprenticeship Co-Coordinator



Visit us at <http://3csn.org>



Our Journey So Far...



Learning Network	Total # of Participants	Total # of Colleges (Unduplicated)
BSILI - Annual, week-long Summer Leadership Institute & year-long community of practice	396+	85
LINKS - Cohesive workshops focused on student completion	1,972+	100+
BSI Coordinator's Convenings - Focused on action plans, data, and evaluation	805+	100+
RA CoP - Reading Apprenticeship community of practice	2,704+	100+
HoM CoP - Habits of Mind community of practice	1,622+	89+
LAP CoP-Learning Assistance Project	647+	76+
Equity Project	527+	45+
Threshold Project – intersegmental community of practice	375+	35
Regional Learning Networks & Events	14,532+	114
Topical & Extended Professional Learning Activities	15,426+	114



**That's over 39,000 educators in the 3CSN network.
... and there is always room for more....**

Join Our Mission

To find out more, visit us @
3csn.org or email
info@3csn.org



3CSN is an initiative of the California
Community Colleges Chancellor's Office

