



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

Fall 2018

## 10 years strong!

### 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.

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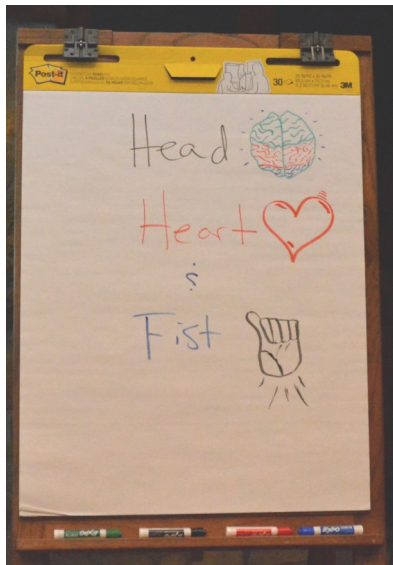


California Community Colleges

# 3CSN Overview

3CSN is excited to announce its new grant award, the *Professional Development Services for CA Community Colleges*, a five-year award from the CCCCCO. During this award period, 3CSN will focus on the principles of the *Vision for Success* and support campuses in their work on implementing these principles through intentional design and inquiry.

3CSN began its work ten years ago when it received the Professional Development grant from CCCCCO in December 2008. 3CSN has continued to provide professional learning support to all 114 community colleges, including CSU and UC faculty and staff, and has provided opportunities for community college students to engage in professional learning activities.



Our theory of change continues to drive 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 college’s 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. This year, we look forward to working with the regional Guided Pathways Coordinators from the CCCCCO, as well as partner organizations, in bringing messages from the field to the state level.

- **The networked communities of practice (CoP)** 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 Threshold Concepts, Peer Assisted Learning, and Culturally Responsive Teaching and Learning, all of which are focused on equity-mindedness. The skills and practices taught by the CoPs have been integrated into all our events. This year, our network CoPs have been infused into the design of our core events, which will be delivered across the state.

Through our highly coordinated and iterative efforts incorporating academic research and inquiry with engaging and collaborative problem-solving practices we can achieve large-scale increases in student pathway completion. 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 46,000 community college professionals across the state of California have participated in 3CSN’s regional and community of practice learning networks to date.



## 3CSN Overview (cont.)



Recent highlights include:

- 3CSN continues to **reach all 114 of California's community colleges for the third year in a row.**
- There were over **3,200 participants in the workshops and over 2,400 people participated in 3CSN conference presentations.**
- **More than half of our participants continue to be new to the 3CSN network.**
- **3CSN provided over 120 presentations** at conferences, workshops, and events across the state and around the country.
- 3CSN's Executive Director, Deborah Harrington and 3CSN coordinator, Nika Hogan have played a significant role in the CCCCCO's **AB705 planning committee.**
- 3CSN is working closely with the **CCCCO's Guided Pathways regional coordinators and partners** in implementing Guided Pathways tools, resources, and work-

shops and is participating in the creation of the new **Vision Resource Center.**

- 3CSN continues to provide assistance to the **Partnership Resource Team (PRTs).**
- This year, the Reading Apprenticeship Project Community of Practice (RAP CoP) trained over 500 faculty, staff and administrators. **RAP has also served all 114 California Community Colleges.**
- The 3rd Annual Statewide Reading Apprenticeship Conference engaged **173 educators** from 18 community colleges as well as participants from CSU and K-12 educational systems.
- HoM Community of Practice **trained over 2, 290 faculty, staff, and administrators** since its launch in 2012.
- Fall 2018, a **HoM Leadership Institute focused on Guided Pathways** began.
- The **Equity Project trained over 200 faculty, staff, administrators and students** this year.
- The Equity Institutes brought **over 150 people, including students, from over 46 community colleges.**
- 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 400 participants representing 55 colleges attended the events.**
- LAP also **held 10 regional events with 808 faculty, staff, administrators, and student tutors** participating this year.
- LINKS (Learning in Networks for Knowledge Sharing) **brought 79 participants from 34 community colleges**
- The **2nd Annual Supplemental Instruction Conference** reached over **244 participants from 24 community colleges.**
- Threshold Project collaborated with the **LA College Promise** to host a series of workshops that brought together **LA Unified School District teaching staff and LA Community College District faculty** to discuss threshold concepts in English and Math.
- 3CSN designed regional workshops focused on: **building coherence** among integrated planning and the **Vision for Success**, using **Key Performance Indicators** for Guided Pathways planning, and embedding MDRC's research on **student behavioral messaging** into College Promise success.



## Words from our Executive Director



For ten years, the California Community Colleges' Success Network (3CSN), under the auspices of California Community Colleges Chancellor's Office (CCCCO), has been dedicated to supporting educators across the state as they learn, pilot, evaluate, share, and scale up research-based best practices for effective instruction and student services. 3CSN has built the capacity of local colleges to embrace sustained professional learning for faculty, staff, and administrators; to leverage, align and integrate college resources associated with state funded mandates; and to adopt an iterative, inquiry-based approach characteristic of networked improvement communities.

3CSN has consistently demonstrated its capacity to provide this professional learning to the entire California Community Colleges system, and, as we enter our next decade, we will be working even more closely with the CCCCCO to assist all 114 colleges as they implement student-centered reforms associated with the Vision for Success such as Guided Pathways, AB 705, and College Promise. Developed, driven, and supported by a network of educational peers, 3CSN specializes in establishing equitable learning environments for students and educators alike to experience productive growth that is critical for each individual, for each college, and for our system as a whole to fulfill its transformative potential. 3CSN's Mission Statement 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.

As California community colleges become more integrated and focused on student success and equity, 3CSN is also focused on integrating its regional networks and communities of practice. New initiatives such as Guided Pathways, new legislation such as AB705 and AB19, and new systems such as integrated planning all address historical structural barriers and realign resources to maximize the probability of student success, but they also correspondingly deepen the urgency that these efforts be paired with opportunities for academic and student services professionals to learn how their hands-on work every day can better support our students' learning and persistence. Professional learning to support the CCCCCO's Vision for Success must go beyond the nuts and bolts of implementing new procedures to include rigorous and sustained inquiry into the issues that most deeply undergird our attempted transformation. Thus, in the next year, 3CSN leadership, in partnership with our Leadership for Curricular & Institutional Transformation Institute (aka BSILI) colleges, have identified three areas of inquiry critical to the implementation of Guided Pathways, AB 705, and College Promise:

- What do we know about how learning works, and how can we redesign our institutions to best support learning?
- How can all stakeholders, including students, better understand how our systems work and participate equitably in our transformation work?
- As we transform, how do we design for inclusive collaboration?

Designing professional learning opportunities around these areas of inquiry will allow us, as a field, to build the knowledge that we need to achieve our multi-faceted change initiatives while also engaging and building relationships with as broad a swath of stakeholders as possible. In fact, we believe building knowledge and relationships around these questions—studying and learning from our progress as we go—is the only way to achieve the transformative promise of the Vision for Success.

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. 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. And we look forward to continuing to model and facilitate coherence among initiatives and work towards the goals set out in the Vision for Success in our next decade of being the professional learning arm of the California Community Colleges.

# 3CSN's Inquiry Questions & Core Events

These inquiry questions are framing our **core events**, statewide events that are open to all faculty, staff, and students. Using this framework allows us to **build knowledge, build relationships, and provide opportunities for implementation**. Within all of the core events, participants will have the opportunity to build knowledge through text-sets, intentional discussions, sharing, and creating action plans and/or artifacts. An artifact can be a document that you use frequently to engage with student, such as syllabi, brochures, educational plans, campus financial aid forms or letters. Artifacts can also include, committee presentations, integrated plans, strategic plans, etc. Relationship-building continues to be the heart of BSILI Leadership Institute and our goal is to create a space for practitioners to develop relationships amongst each other so that they can build capacity for themselves, their college, and their students.

## 3CSN Inquiry Questions:

- What do we know about how learning works, and how can we redesign our institutions to best support learning?
- How can all stakeholders, including students, better understand how our systems work and participate equitably in our transformation work?
- As we transform, how do we design for inclusive collaboration?

## Join us at our upcoming core events:

- Regional Sharing Summit (LA) – Pasadena City College, October 12, 2018
- SoCal Equity Institute – Grossmont College, October 19-20, 2018
- NorCal Equity Institute – Sacramento City College, November 2-3, 2018
- Supplemental Instruction (SI) Conference – Riverside City College, November 16-17, 2018
- SoCal Tutor Expo – TBD, March 22-23, 2019
- NorCal Tutor Expo – TBD, March 29-30, 2019
- LINKS Two-Day Leadership Conference – Crowne Plaza Hotel, Ventura, April 26-27, 2019
- 4th Annual Reading Apprenticeship Conference – TBD, May 3-4, 2019
- BSILI – UCLA Conference Center, Lake Arrowhead, June 2– June 7, 2019

Registration information can be found at [www.3csn.org](http://www.3csn.org)



BSILI Class of 2018



# 3CSN Communities of Practice

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




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. This year, **thirty-two faculty** from all nine LACCD campuses participated, including Rio Hondo College, in the tenth cohort of LACCD's FTLA.

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 practices that support student-centered classrooms including Reading Apprenticeship, Habits of Mind, and Culturally Responsive Teaching and Learning, and explore ways to incorporate these frameworks into their classroom activities. Participants also embed a student services project into their course assignments. 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. This year, the work of FTLA was presented at ASCCC's Career and Noncredit Institute on May 3-5, 2018 and the Part-Time Faculty Institute on August 2-4, 2018. FTLA's curriculum is the equivalent of a three-unit course, and participants may enroll for course credit. Participants may also be able to apply these units towards an increase in faculty pay.



**I TOLD A CHEMISTRY JOKE**  
THERE WAS NO REACTION

**Chemistry 1A: Fall 16**  
Instructor: Dr. Rosa Nguyen  
Email: [nguyenrosa@fhd.edu](mailto:nguyenrosa@fhd.edu)  
Office Hours: MTuWTh 9:45 AM-10:45 AM  
Room 4413

**Student Learning Outcomes**

- A student who successfully masters the material in Chemistry 1A at Foothill College will apply the scientific method in lab experiences to interpret information and draw conclusions.
- A student who successfully masters the material in Chemistry 1A at Foothill College will demonstrate the ability to think critically and employ critical thinking skills.
- A student who successfully masters the material in Chemistry 1A at Foothill College will be able to read and interpret graphs and data.
- A student who successfully masters the material in Chemistry 1A at Foothill College will demonstrate the quantitative skills needed to succeed in General Chemistry.

**Rosa's Teaching Philosophy**

My teaching philosophy is that any student can be successful in chemistry regardless of their background. I provide an inclusive environment for students to express their strengths and weaknesses in the subject matter. To ensure student success I am clear with my expectations for the course and encourage the mindset that there are no limits for the capacity for growth and improvement. I set high standards for my chemistry courses but will try my best to provide a positive learning experience for each student.



Go to <http://ftla.laccdssi.org> to learn more about last year's institute and to plan to attend in January 2019. FTLA is open to all community colleges. If you are interested in FTLA 2019, please contact us at [info@3csn.org](mailto:info@3csn.org) to request an application. Applications are due November 21, 2018.

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



The Equity Project launched in 2016 with a goal of supporting educators in achieving institutional equity. Coordinators facilitate conversations within the

*“Very interesting and practical; it refreshed my mind and let me know that I am on the right path” - Workshop participant*

California Community Colleges 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 1,400 participants from 64 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.

In 2017-18, The Equity Project served nearly 900 faculty, staff, administrators, and students through on-campus and regional events, which included Equity and Culturally Responsive Teaching and Learning (CRTL) workshops for tutors, student support staff, and faculty. Our BSILI 2018 campus teams began their professional learning hubs by hosting CRTL events, including San Joaquin Delta College, Cañada College, Shasta College, Riverside College, and the College of Marin. Equity workshops focused on engaging discussions and activities that increased awareness and deepened the understanding of equity practices. The Second Annual Equity Institutes took place in SoCal on November 17-18, 2017, at Cal Poly Pomona’s Kellogg West Conference Center, and in NorCal on March 9-10, 2018, at Mission College.



**The 3rd Annual Equity Institute: “Building Equity-Mindedness to Support the Vision for Student Success”** will be held in SoCal on October 19-20, 2018 at Grossmont College and in NorCal on November 2-3, 2018 at Sacramento City College. This year’s institute will focus on learning how to build an equity framework that supports diverse populations and drives implementation of statewide student success legislation. Together we will generate pivotal inquiries and shift those inquiries to action in order to move your campus equity work forward.

Bring a cross-functional team including faculty from both instruction and student services, classified staff, administrators and students, to work on redesigning the classroom and campus experience to be student-centered. We encourage you to include people who are working on your AB 705, Guided Pathways and College Promise plans, as well as those leading the professional learning efforts at your college. Please encourage your students to attend with you.

All participants will have the opportunity to work on transforming an artifact (a document that you use frequently to engage with students). Artifacts can include syllabi, brochures, educational plans, campus financial aid forms or letters, committee presentations, integrated plans, etc. Students can bring any materials they receive from their campus. We will examine and apply an equity lens to our artifacts and transform them together.

Register for SoCal on October 19-20, 2018 at: <https://social.equityinstitute.2018.eventbrite.com>  
Register for NorCal November 2-3, 2018 at: <https://norcal.equityinstitute.2018.eventbrite.com>

## Growth Mindset & Habits of Mind <http://hom.3csn.org>



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>).

*“I am so used to being in a position of power and control; [in this exercise] I had to open myself up and be vulnerable.” -Showcase Participant*

The Growth Mindset and Habits of Mind CoP was hard at work in the 2017-18 academic year. In addition to Introduction to Habits of Mind events in Northern California (NCLN) in November and January, in the spring we held three regional **Showcase of Growth Mindset and Habits of Mind** events at Gavilan College, San Joaquin Delta College, and West LA College designed to honor the important and impressive work undertaken throughout the state. We also offered a workshop at San Joaquin Delta College specifically for tutors. In addition, 3CSN launched an **Infusing Growth Mindset & Habits of Mind into Guided Pathways** leadership community of practice. These practitioners brought together college teams to network, explore, conceptualize and develop campus infusion plans. They will showcase what they have learned and what they are applying on their campuses this spring at Learning in Networks for Knowledge Sharing (LINKS) 2019.



For more information contact Jan Connal ([jan@3csn.org](mailto:jan@3csn.org)) or Scott Sandler ([scotts@3csn.org](mailto:scotts@3csn.org)).

## Threshold Project



Do you ever wish you could just get in a room with local high school and/or university partners, not to mention your own disciplinary colleagues, and have some time to think and talk in depth about **WHAT** we are teaching, **HOW** we are teaching it, and **WHY** we think this is a good idea?

*“It was a wonderful balance of theory and application...I’ve been challenged to think about applying it right away” - Faculty participant*

3CSN’s Threshold Project brings educators from across the disciplines and levels together to have these conversations. Using the framework of “threshold concepts,” we help facilitate collaborative exploration of the core ideas that disciplinary practitioners see through and think with, the ideas they use to ask questions, problem solve and create new knowledge.

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. But as we revise curriculum and instruction in light of **Guided Pathways, AB 705, and College Promise programs, now is the time to connect with our disciplinary colleagues** to consider how we can set up **equitable learning environments** that build on our **students’ strengths and cultural** assets while passing on the distinct perspectives and habits of mind that characterize our disciplines.

The threshold project has assisted colleges in convening high school and post-secondary English and math faculty to begin to explore disciplinary bottlenecks and threshold concepts in both English and Math and to plan ways to work together to increase the success of students as they transition from high school into the community college and on to university.

In 2017-2018, the Threshold Project worked closely with the LA College Promise Program, with faculty from LA Community College District and LA Unified School District. Together, they reached over 65 practitioners, bringing them into the Threshold Project community.



For more information contact Nika Hogan ([nika@3csn.org](mailto:nika@3csn.org)).



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

The Learning Assistance Project continues to steward the cause for the professionalization of postsecondary tutoring and championing of high quality professional learning for tutors, supplemental instruction leaders, and others connected to learning assistance programs and services on their campus.

*“Thank you... [Mark], Crystal, and Danny for starting a movement of professional development in tutoring. I cannot even begin to quantify the impact just in our program.” -Tutor Expo Participant*



Each year, LAP’s flagship event, Tutor Expo, continues to bring more students into professional learning. Tutor Expo 18’ was a success, bringing over 500 participants. Tutor Expo is held both in Northern and Southern CA. Nor Cal Tutor Expo was held at Merced College on March 23, 2018, and sold out with over 200 registered guests, while SoCal Tutor at Santiago Canyon College on April 13-14, 2018, reached capacity with 325 registrants.

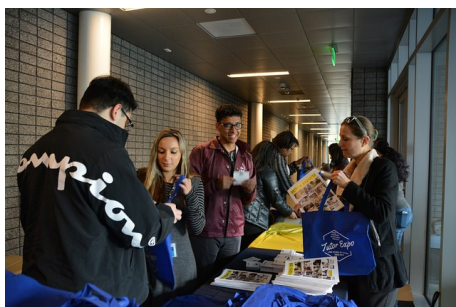
In January, we launched our inaugural **Learning Assistance Project Leadership Institute (LAPLI)** at West LA College. Eleven educators representing seven different colleges were in attendance. Participants shared how to zoom in/zoom out to maintain multiple perspectives to steer their learning assistance programs (e.g., peer tutoring, supplemental instruction) forward as a central driver for student success. There was also focus on developing a theory of change and a supporting logic model, and on discussing how to apply concepts like “appreciative inquiry” and “value creation” to improve learning assistance and its role on campus. Participants also selected topics to create a common, post-secondary tutor training curriculum to be shared statewide and beyond.

In 2019, NorCal Tutor Expo will be held on March 22-23, 2019 and SoCal Tutor Expo will be held on March 29-30, 2019. The focus will be on learning together and sharing about:

- What are successful practices for facilitating one-to-one learning assistance?
- What are differences between small group learning assistance and large group learning assistance?
- How do learning assistance professionals and peer educators assess learning and/or change modalities in response to assessment?
- Why is learning assistance so valuable in the new era?



At Tutor Expo this spring 2019, all peer educators are welcome, including Supplemental Instruction leaders, tutors, course embedded, tutors, mentors, and coaches. They will join faculty, staff, administrators, and other learning assistance professionals as we share, learn, and connect together. At this two-day conference, peer educators and learning assistance professionals alike are encouraged to submit a presentation proposal so they can showcase their wonderful work. Come share on all topics that relate to learning assistance, including: Teaching and learning; peer mentoring; successful programs and strategies; peer leadership; policy and advocacy; evaluation and improvement; building faculty collaborations and campus ownership; and much more.



For more information contact Crystal Kiekel ([crystal@3csn.org](mailto:crystal@3csn.org)) or Mark Manasse ([mark@3csn.org](mailto:mark@3csn.org)).

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

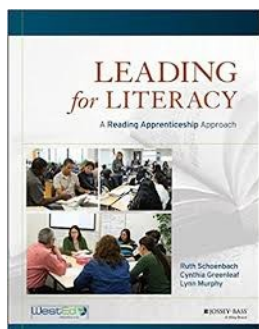


3CSN's Reading Apprenticeship Project (RAP) is a community of practice comprised of educators from across levels and domains—community colleges and CSUs, humanities and STEM disciplines, academic and student services-- all working to help students ignite their capacity by intentionally “apprenticing” them into specialized discourses.

Educators appreciate the opportunity to step back and allow their expertise to reveal itself to them; many participants comment on how eye-opening it is to “uncover” how they make sense of what they are reading/learning.

*“Reading Apprenticeship conferences are ones where PD is done right. We aren’t just sitting and absorbing information; we are actually learning and putting it into practice.” -RA Conference Participant*

In addition to cross-discipline and STEM introductory workshops, regional events this year explored the Reading Apprenticeship framework in a variety of contexts: First Year Experience courses and programs, English Language Learners, tutoring/supplemental instruction, and reading in the digital age.



A highlight of the year was the **3rd Annual Reading Apprenticeship on May 11–12, 2018, at Cal Poly Pomona’s Kellogg West Conference Center, where 173 practitioners representing 18 CA community colleges** as well as instructors from the K-12 and CSU systems gathered to share their innovative and emergent work with this dynamic framework.

This fall, RAP practitioners began a new learning community titled “Integrated Reading and Writing Community.” Faculty from CA community colleges and CSUs are engaging with each other in discussion around pedagogical practices within first year composition courses. There are 70 participants that are working collaboratively in teams and are part of an online course. Throughout the year they will be meeting online and in person.

**Don’t miss the 4th Annual Reading Apprenticeship Conference: “Literacy at the Center of Institutional Change” on May 3-4, 2019, SoCal (TBD)!** Workshops will focus on how the Reading Apprenticeship framework is being used to support AB 705 Implementation in English and Math, Guided Pathways, College Promise/First Year Experience Programs and Equity work.



For more information contact Nika Hogan ([nika@3csn.org](mailto:nika@3csn.org)) or Devon Werble ([devon@3csn.org](mailto:devon@3csn.org)).

# 3CSN Regional Networks



## 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 learning development events within their respective regions that are aligned with 3CSN's inquiry questions and 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.

## Regional Sharing Summits 2018-2019 "Empowering Inclusive Learning"

The regional sharing summits are working sessions in which participants build knowledge, relationships, and learning tools through active engagement and team time in support of the California Community Colleges Chancellor's Office's Vision for Success.

The summits focus on:

- Developing and building relational trust with colleagues
- Deepening knowledge around 1) Learning about learning, 2) Designing for inclusive collaboration, and 3) Empowering students
- Connecting to the larger California Community College network through shared learning

*"To get student involvement, I heard great ideas about bring them to meetings & SI leader training on AB705"*

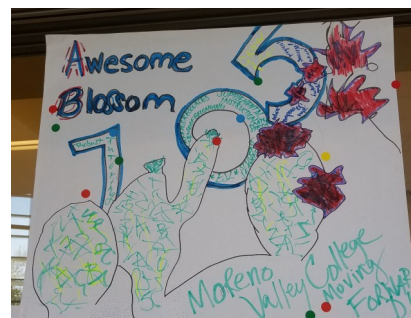
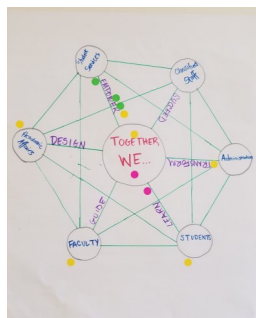
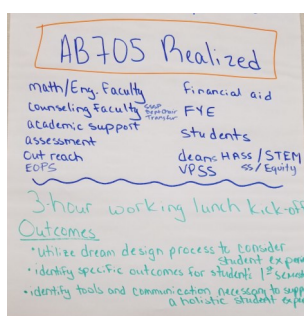
- Regional Sharing Summit Participant



Participants are encouraged to bring cross-functional teams including faculty from instruction and student services, classified staff, students and administrators and including people who are working on AB 705, Guided Pathways, and College Promise plans as well as those leading the professional learning efforts on campus. Students are encouraged to attend as active participants of the team.

Our fall 2018 summits were hosted by Gavilan College, Moreno Valley College, and San Diego Continuing Education.

On October 12, 2018, Pasadena City College will host the last fall summit. Register at: [https://regionalsharing18\\_learn.eventbrite.com](https://regionalsharing18_learn.eventbrite.com)



## Northern California Regional Network (NCLN)

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



The Northern California Learning Network (NCLN) is moving with momentum toward Guided Pathways! Colleges have been working to shift mindsets, pedagogical practices, and campus cultures in order to help our students flourish and finish more quickly. The most common thread among Northern California events this academic year has been equity. Campuses have been focusing on ensuring that equitable practices are integrated into classroom practices and content, not just delivered as a topic of conversation in a silo. Northern California community welcomed the **2nd Annual NorCal Equity Institute** at Mission College on March 9-10, 2018. Over 100 community college staff, faculty, and students participated in a day of immersive learning.

Gavilan College, Hartnell College, and San Joaquin Delta College hosted Habits of Mind (HoM) and Growth Mindset events geared to help campuses build skills in more conscientious practices for engaging students and approaching challenges and questions in the classroom. Habits of Mind CoP is helping teams collaborate and work through the integrated planning process as colleges strive to bring multiple initiatives together in a more cohesive way. Gavilan College, West Valley College, and College of Marin all hosted events in the fall to demonstrate that mindset + effort = results! These efforts in building megacognition were supported by regional Reading Apprenticeship (RA) events hosted in the NorCal region. Merced College hosted the **3rd annual NorCal Tutor Expo** on Friday, March 23, 2018. This event featured presentations on tutoring trends, techniques, and best practices delivered by faculty, instructional support staff, and tutors. This fall, Gavilan College hosted 3CSN's first fall Regional Sharing Summit: "Empowering Inclusive Learning" on September 14, 2018.

For more information about NCLN, please contact Kyle Hull ([kyle@3csn.org](mailto:kyle@3csn.org)) or Jordan Giannoni Harless ([jordan@3csn.org](mailto:jordan@3csn.org)); for the Far North Regional Network, please contact Jennifer McCandless ([jennifer@3csn.org](mailto:jennifer@3csn.org)).

## 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. Due to our centralized location, CVRN also acts as a bridge for colleges on the outskirts of other regions, creating a wide web of college interaction and support. In the past we have been involved in so many professional learning events, including Reading Apprenticeship, the Equity Project, Learning Assistance, and BSILI. Recently, the Central Valley has been focused on implementing AB 705 and redesigning English and math pathways to promote and support student success. At the start of the spring we, in collaboration with the California Acceleration Project, hosted an AB 705 event for both disciplines, encouraging colleges to think about and plan for the future. This work is continuing, and in collaboration with the Central Valley Higher Ed. Consortium (CVHEC) and the CCCCO, which have hosted multiple collaborative events focused on Guided Pathways and AB705 implementation. This year, CVRN plans to work closely with the Guided Pathways coordinators from the CCCCO to support the professional learning in the area and pilot many of the Guided Pathways tools.



For more information about CVRN, please contact Erik Armstrong ([erik@3csn.org](mailto:erik@3csn.org)).

## Los Angeles Regional Network (LARN)

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

The Los Angeles Regional Network (LARN) was a hub of activity in the 2017-18 academic year. We provided three "Student Success Summits," which are regional events that speak to the interest and needs of local faculty, staff, and administrators. The first summit "**Developing Early Alerts in FYE/Promise Initiatives**" was held on October 27, 2017, at Los Angeles Mission College. There were 36 participants, representing 13 colleges. This all-day summit helped practitioners,

administrators, staff, and students learn about implementing a student-centered early alert system, by creating early alert teams to improve student outcomes. MDRC presented on *behavioral messaging* strategies to improve student response rates and provide clear messaging for students in FYE programs. The second summit, “**Coaching and Mentoring**” was held on February 23, 2018, at Los Angeles Pierce College. 63 educators, including peer mentors, from 13 different community colleges, attended to learn and discuss ways to support students in their transition into college. The series concluded with “**Data Sharing Summit**” on March 23, 2018 at Los Angeles City College. 27 participants representing 9 colleges gathered for this essential summit focusing on how to access and use data in an engaging way that can support campuses work with Key Performance Indicators (KPIs) as well as College Promise. MDRC presented on what successful college promise programs in community colleges are looking at in terms of benchmark data. West LA College also presented on their “Data Summit,” which was a project that stemmed from their BSILI work in 2016.



This fall, LARN will provide its regional student success summit beginning on November 30, 2018 at Los Angeles Pierce College. LARN also continues to expand its integration of Threshold Concepts with the LA College Promise Educators, which is a group of educators from the LA Community College District and the LA Unified School District that are engaged in discussions around discipline practices and concepts as it pertains to students transitioning from high school to college.

For more information about LARN, please contact Diana Bonilla Hein ([diana@3csn.org](mailto:diana@3csn.org)) or Crystal Kiekel ([crystal@3csn.org](mailto:crystal@3csn.org)).

## 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.

The Orange County region was proud to host **Tutor Expo '18** on April 13-14, 2018. Santiago Canyon College, a longtime campus supporter of 3CSN, hosted this year's LAP extravaganza that celebrated all things related to tutoring and learning assistance within the California Community Colleges. The event was co-sponsored by Pearson Smarthinking and Link System's Net Tutor. Keynote addresses by the two tutors who received LAP's Tutor of the Year award in 2017 were a major highlight. The member colleges of the Orange County region have embraced learning assistance and the pivotal role of tutoring on community college campuses as a driver of student success.

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 Rebecca Moon-Stone ([rebecca@3csn.org](mailto:rebecca@3csn.org)).



## Foothill Inland Empire Regional Network (FIER)

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

The FIER network has been “on fire” over the past academic year! Much of the focus has been on developing and supporting Supplemental Instruction (SI) leaders. This academic year we have already served 183 participants from a total of 24 community colleges, CSUs, and universities.

A key highlight was the **2nd annual Inland Empire SI Conference** on November 17-18, 2017 at Mt. San Jacinto College. Guest speakers included Kirsten Korbin from California Community Colleges Chancellor's Office and Julie Collins, Ed.D., Director, Academic Support & Mentoring, Executive Director, The International Center for Supplemental Instruction. Dr. Julie Collins was accompanied by Megan Cross, Assistant Director of Academic Support & Mentoring, and Jessica Elam, SI Coordinator.

## 3CSN Regional Networks (cont.)

Participants overwhelmingly reported wanting more! When asked for specifics, they asked for more of the following:

- How to improve skills for SI Leaders in their sessions.
- Have different majors present what they do in their sessions.
- For sessions with a small number of students, how do you increase.
- Expanding SI Program and tutoring techniques.

**Equity in Leadership Development: “From Perseverance to Powerful Impact”** at Riverside City College was another tremendous success in the region. The one-day workshop introduced tools to support transformational leadership. There were **approximately 80 student participants** who reported coming away with a deeper understanding of how to infuse equity practices into their disciplines as well as their role in transforming communities and institutions into welcoming, supportive, and student-centered spaces where all can thrive and succeed.



This year, FIER is preparing for the **3rd Annual Inland Empire SI Conference on November 16-17, 2018 at Riverside City College**. The conference brings peer educators, faculty, staff, administrators and other learning assistance professionals to engage in sharing and knowledge building around supplemental instruction and peer tutoring models that enhance community colleges' efforts in building student capacity. Come share with us and bring a team of peer tutors.



For more information about FIER, please contact Rebecca Moon-Stone ([rebecca@3csn.org](mailto:rebecca@3csn.org)).

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

The SDIVN is comprised of the community colleges within the San Diego and Imperial Valley region and is focused on expanding and promoting regional professional learning that meets the needs of the local colleges. Our focus is to continue to build the SDIVN, with BSILI campuses in our region. This past year, Cuyamaca College and Mira Costa College were the sites for many professional learning activities, including STEM Reading Apprenticeship, Habits of Mind, Culturally Responsive Teaching and Learning, and regional sharing events.

Highlights in our region also include the **LAP Regional Sharing Event** at Mesa San Diego Community College on January 19, 2018 and an **ESL RA Training for tutors and SI Leaders** at San Diego City College on March 9, 2018. The LAP event brought together 30 tutor and staff participants from San Diego City College, San Diego Miramar College San Diego Mesa College, Copper Mountain Canyon College and CSU San Marcos to continue the work of raising the professional profile of the work our great students and staff in the region.



Over fifty faculty, staff, and tutors attended the San Diego City College one day Reading Apprenticeship workshop, which focused on how to apply the Reading Apprenticeship framework to create more equitable learning environments for students in the ESL classroom.

This year, SDIVN is being led by Roy Ramon, a new regional coordinator from Mt. San Jacinto College. As a faculty member, he has worked extensively on student success initiatives on his campus. This fall, he is working closely with **Moreno Valley College and San Diego Continuing Education** campus, both BSILI 2018 campuses, in hosting regional sharing events. The regional network hopes to be responsive to the needs of the local campus and work to enhance the professional learning opportunities in the area.

For more information about the SDIVN, please contact Roy Ramon ([roy@3csn.org](mailto:roy@3csn.org)).



# bsili Leadership for Curricular & Institutional Transformation

<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 2017-2018, the Professional Learning Hubs from the 2015, 2016, and 2017 BSILI CoPs sponsored **141 events** with over **3,000 educators** in attendance.

*“Total nourishment for my heart, soul, and mind.; giving me the fuel to continue the work”-BSILI 2018 Participant*

*“I’m growing my network of equity-minded educators across CA”-BSILI 2018 Participant*

At BSILI 2018, a major focus for campus teams was implementing Guided Pathways, College Promise, and AB705 and integrating those implementation efforts into existing student success efforts. **There were 12 BSILI teams with over 60 participants.** The team’s areas of inquiry were grouped into three categories: 1) Learning about learning; 2) Designing for inclusive collaboration, and 3) Student participation and perspective. The CCCCO joined us during our week long institute. Guests included Laura Hope, Executive Vice Chancellor of Educational Services and Support, Alice Perez, Vice Chancellor of Academic Affairs, and Rob Rundquist, Senior Executive for Guided Pathways, and Chantée Guiney, Academic Affairs Specialist.

## BSILI 2018 Teams

- Chaffey College
- Mission College
- Moreno Valley College
- LA City College
- West LA College
- El Camino College
- Sierra College
- Pasadena College
- Shasta College
- Victor Valley College
- LA Community College District
- San Diego Continuing Education

*“ We built bridges between our campus silos, we connected and collaborated, we struggled and supported one another.”-BSILI 2018 Participant*



Go to <http://bsili.3csn.org> to learn more about last year’s institute. Thinking about assembling a team to attend in 2019? 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](mailto:info@3csn.org).

## Facilitator Learning Community

This year, **BSILI 2018 participants and their colleagues are participating in 3CSN's new Facilitator Learning Community (FLC)**, a year-long learning community to support BSILI 2018 colleges to plan and facilitate the professional learning (PL) experiences they need to help their campuses design and implement their change initiatives. The FLC launched on September 8, 2018 with 25 participants.



Over the course of the FLC, participants will:

- Use a backwards design framework to refine/ revise PL Hub plans and logic models;
- Plan, implement, evaluate, and revise at least one PL event/ experience;
- Develop experience and expertise in facilitating PL in ways that build collegial relationships and foster learning;
- Provide input into 3CSN events to make sure that these maximize the kind of learning you need for your projects; and
- Identify and be supported to access resources necessary to implement your college's PL hub.

The inquiry questions they are exploring are:

1. How do you design PL experiences in ways that build relationships and build knowledge using the principles regarding how people learn?

How do you honor, activate, and build from people's prior experience?

How do you create opportunities for them to organize and build their own knowledge?

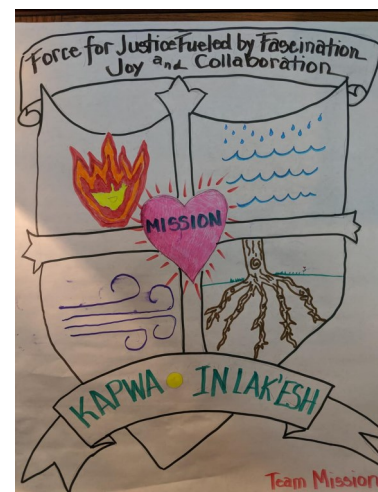
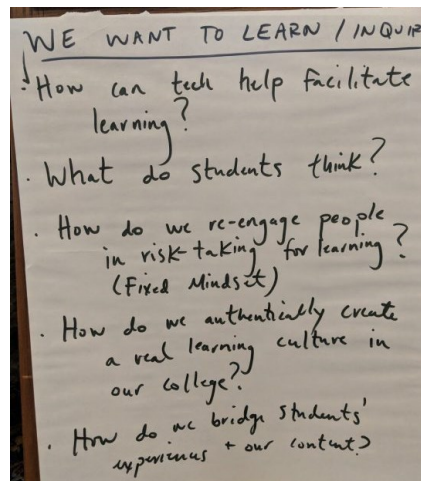
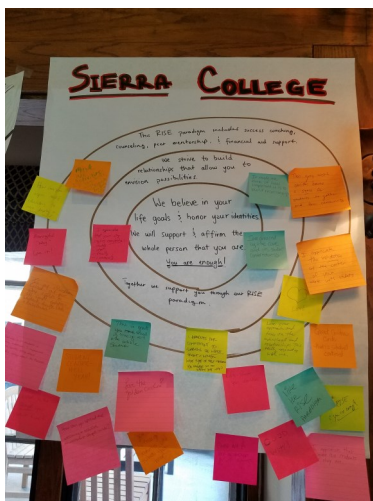
How do you support metacognitive reflection?

2. How do you create PL experiences that are relevant and meaningful to and inclusive of people from across campus, including students?

3. How do you facilitate PL experiences in ways that manage and intervene in power dynamics so that everyone is an equal participant?

4. How do we collect artifacts to assess learning and to deepen/ further learning?

The FLC participants will be sharing their work throughout the year and will showcase their learning at LINKS 2019 Leadership Conference on April 26-27, 2019 in Ventura, CA.





## Spotlight: Integrated Reading and Writing Community

This fall, 3CSN is sponsoring a year-long learning community on Integrated Reading and Writing (IRW) in first year composition courses to support educators in maximizing the transformative potential of the widespread changes currently underway in CCC and CSU English departments. This learning community will be considered a kind of “Think Tank”; after intensive knowledge-building in the fall semester, teams will pursue individual inquiry projects in the spring semester to be presented at conferences such as the Reading Apprenticeship Conference, LINKS 2019 Leadership Conference, and and/or prepared for publication. This inaugural group has 70 participants who have previously done deep work in Reading Apprenticeship in their classroom and on their campus. The participants are meeting in person and online. Together, they are building knowledge from the fields of composition and literacy studies about how we most effectively and equitably teaching reading and writing. We will also be building community to support and scaffold our work as we bring that knowledge to bear on redesign of English curriculum.



## Spotlight: ASCCC and 3CSN

3CSN has been partnering with the Academic Senate for California Community Colleges (ASCCC) to support their statewide events for faculty, such as The Part-time Faculty Leadership Institute and the Career and Noncredit Education Institute, which brings hundreds of practitioners from around the state. 3CSN coordinators assist with the planning of the breakout sessions and facilitate sessions throughout the institutes. New and experienced faculty participated in lively discussions that incorporated strategic questions and assessment while advancing professional growth. This year’s topics included :

- *Pedagogy: Classroom Management and Communicating with Building Equity-Minded Classrooms*
- *The First Two Weeks: How You Can Foster Student Success*
- *Team Building and Leadership: I, Us, And Them*
- *Schema Theory: Helping Us Help Learners*



## Spotlight: “The Fierce Urgency of Now: Preparing for Change”-LINKS 2018

This past year, LINKS (Learning in Network for Knowledge Sharing) brought 79 participants from 34 community colleges and CSUs together to explore leadership inquiry. The event was held at the Crowne Plaza Hotel, in Ventura on April 20-21, 2018. Keynote presentations included CCCCO Vice Chancellor Laura Hope and Dr. Cynthia Olivo, Vice President of Student Services at Pasadena City College. Breakout sessions explored case studies, practices, and tools, and shared how campuses across the state are: Preparing for change at multiple levels, embedding leadership and learning into campus culture, building coherence among all stakeholders to create systemic change, and coping with the chaos of ever-changing mandates. LINKS is a partnership with Leading from the Middle (LFM) and brings together LFM and BSILI alumni to present their professional learning and leadership initiatives. Join us at next year’s LINKS 2019 on April 26-27, 2019 at the Ventura Crowne Plaza Hotel.



**Help Wanted!** Are you a 3CSN superfan located in Orange County or the Central Valley? Do you have excellent facilitation and coordinating skills? We are currently accepting applications for OCLN and CVRN coordinators. Please contact Jessica Cristo ([jessica@3csn.org](mailto:jessica@3csn.org)) for more information.

# Join Us @ Our Upcoming 2018-2019 Events



## SAVE the DATES: 2018-19

For the most up-to-date information and to register for any of the events listed here, please visit: [3csn.org](http://3csn.org) or email us at [events@3csn.org](mailto:events@3csn.org)

### Core Events

#### Regional Sharing Summits- Empowering Inclusive Learning\*

9/14/18	Northern CA Learning Network- Gavilan College
9/21/18	Foothill Inland Empire Regional Network/Orange County Learning Network- Moreno Valley College
9/28/18	San Diego Imperial Valley Network- San Diego Continuing Education
10/12/18	LA Regional Network- Pasadena City College

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

#### BSILI: Leadership & Learning for Student Success

10/4/18	Strengthening Student Success Conference (SSSC)- Orange County, Hyatt Regency- 3CSN Reception	5:30pm-7:00pm
10/5/18	Showcase of Growth Mindset & Habits of Mind Practices & Programs-Post conference at SSSC	9:00am-2:00pm
10/5/18	Transformational Leadership Begins with Preparing Ourselves to Serve Students- Post conference at SSSC	9:00am-2:00pm
10/5/18	Naming Ourselves and Others: Bring Equitable Campus Conditions into Being through Use of Mindful, Strategic, Strengths-Based Language- Post conference at SSSC	9:00am-2:00pm
4/26/19-4/27/19	LINKS - Crowne Plaza Hotel, Ventura, CA	1:00-4:00pm, 8:30-4:00pm

#### Equity Project-Building Equity-Mindedness to Support the Vision for Success\*

10/19/18-10/20/18	2-Day Equity Institute- Grossmont College
11/2/18-11/3/18	2-Day Equity Institute- Sacramento City College

\*All Equity Institutes are from 8:30am-5:00pm (day 1) and 8:30am-3:00pm (day 2)

#### Learning Assistance Project (LAP) -Concurrent Support for Achieving the Vision for Success

11/16/18-11/17/18	SI Conference- Riverside College	1:30pm-7:30pm, 8:30am-5:30pm
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#### Tutor Expo 2019 -Peer and Near-Peer Support for Student Success

3/22/19-3/23/19	SoCal Tutor Expo-TBD
3/29/19-3/30/19	NorCal Tutor Expo-TBD

\*All Tutor Expos are from 8:30am-4:00pm (day 1) and 8:30am-1:00pm (day 2)

#### LINKS 2019: 2-Day Leadership Conference\*

4/26/19-4/27/19	Crowne Plaza Hotel-Ventura, CA	1:00pm-4:00pm, 8:30am-4:00pm
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\*In collaboration with Leading from the Middle



**BSILI 2019: Leadership for Curricular and Institutional Transformation – June 2-7, 2019 @ UCLA Conference Center in Lake Arrowhead**

#### Reading Apprenticeship Project (RAP) – Building Student Capacity through Inquiry-Based Problem Solving

5/3/19-5/4/19	4th Annual RA Conference-TBD	8:30am-3:30pm
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California Community Colleges

## Meet Our Coordinators

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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	460+	90
LINKS - Cohesive workshops focused on student completion	2,044+	105+
BSI Coordinator's Convenings - Focused on action plans, data, and evaluation	898+	100+
RA CoP - Reading Apprenticeship community of practice	3,607+	114+
HoM CoP - Habits of Mind community of practice	2, 291+	100+
LAP CoP-Learning Assistance Project	2,328+	91+
Equity Project-focused on system, college, and classroom equitable practices	1,413+	64+
Threshold Project – intersegmental community of practice	618+	40+
Regional Learning Networks & Events	14,952+	114+
Topical & Extended Professional Learning Activities	17,577+	114+



+This addition represents the UC, CSU, K-12 participants that have participated in 3CSN. To date we have also served 18 of the 20 CSU campuses.

**That's over *46,000* educators in the 3CSN network.  
... and there is always room for more....**

### Join Our Mission

To develop leaders in California Community Colleges who have the capacity to facilitate networks of faculty, staff, and students for curricular and institutional redesign in support of increased student access, success, equity, and completion.



California Community Colleges