NASPA Board Action Items

None at this time

NASPA Mission

To be the principal source for leadership, scholarship, professional development, and advocacy for students.

Leadership

- **2014 Western Regional Conference Report, Andi Simms**
  - Will NOT be in Bay Area due to high hotel costs; not financially feasible
  - Andi Simms has agreed to co-chair 2014 conference
  - Anaheim Marriott has been secured, right across from Disneyland
  - Hotel rate will be $139/night and will be offered pre- and post-conference for three days
  - Timing of conference will change. Instead of Wednesday thru Saturday, 2014 WRC will run Sunday thru Wednesday with the official conference beginning Monday afternoon. This is to take advantage of the Veteran’s Day holiday
  - The dates for the 2014 WRC are November 9th – 12th, 2014.
  - All of the institutes will begin on Sunday afternoon and conclude by lunch on Monday
  - Advisory board meeting will be on Monday the 10th at 1:00 p.m.

- **Treasurer’s Report, Natalie Schonfeld**
  - A subcommittee led by Natalie has developed a funding request form in response to various requests by Region VI members
  - The form was distributed for discussion. It outlines the priorities, criteria, and procedures and will be posted on the website
  - Feedback from the Advisory Board was gathered, and a revised form will be distributed

- **Membership, Marie Minnick**
  - **Current Regional Membership:**
    - Total Individual Members 1938
    - Individual Paying Members 1741
    - Institutional Members 100
    (excludes Honorary, NUFP, Voting members)
Membership by Classification:

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Membership by Geographic Region:

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- *Numbers per February 8, 2013*

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- *Individual Membership*
  - Individual membership continues to grow. There has been a 2.8% increase since last quarter and a 33% increase from a year ago.

- *Institutional Membership*
  - There was a 3.9% decrease in institutional members from last quarter however there was a 6.4% increase from a year ago.

- *Central Office Update*
  - As noted in the past, there were discrepancies in the data (i.e. reports sent from Nathan and what was available on line, within on-line data when it was separated by state, etc.). Nathan has been working with the NASPA IT staff to correct these issues. Some corrections have been made and others are still being attended to.
  - The ability to see regional information that includes a Northern California/Southern California breakdown (and run lists automatically with those designations) should be ready by the national conference in March, if not sooner!
  - There will be a meeting for all regional membership coordinators at the National Conference on Sunday, March 17 at 9am.

- *KC Report, Steve Lerer and Faith Kazmi*
  - The R6 KCs hosted a number of successful events at the regional conference and have received an increase in interest to hold regional representative positions from participants in the conference. All conference calls for the rest of the academic year and have been

**Run the same month, not the same day.** *Added from data recently provided.*
planned. Quarterly reports have been instituted to gather better information from regional reps.

- **Western Regional Conference Events:**
  - **KC Luncheon – Lava Lava Beach Club**
  - 13 Regional Reps were in attendance; future projects and responsibilities at the conference was discussed.
  - **Newcomer Welcome**
    - This event went extremely well. Over 100 people attended with almost every KC represented. Participants were greeting by the Regional Directors and the Conference Chair and then actively engaged in a networking icebreaker.
  - **KC Meetings at the Conference**
    - The KC meetings did not go very well. Only about 30 people attend and many KCs went unrepresented. Only the MMKC, NPGS, Spirituality, Research, API, and Latino/a KC had actual meetings.
  - **KC Night on the Town**
    - About 40 NASPA members participated in the dinner.

- **Future Recommendations for WRC:**
  - **Newcomer Welcome:** Keep the same, people seemed to enjoy the information and activities
  - **KC Lunch:** Keep the same
  - **KC Fair/Meetings:** This event should be revamped and recommend a new program session at the conference called “KC 101” where people learn about specific KCs and how to join. An actual fair like at the national conference instead of 26 meetings should follow this up. Most KCs do not have enough people to hold a real meeting and many KCs are not represented. This makes the event unsuccessful. A fair would work better if the program session happens. KCs who want to have meetings can book supplemental space.
  - **KC Night on the Town:** This event has gotten large enough that it could be coordinated at conference registration. People could sign up as an add on like the institutes and pay a negotiated fee. This way, coordinators can have numbers well in advance at many restaurants, which will eliminate the confusion day of. This event was very stressful and it could be handled more efficiently if coordinated through the registration process.

- **KC Representative Vacancies**
  - Had a few resignations due to representatives leaving the region but filled those vacancies almost immediately.
  - Currently looking for representatives for two remaining KCs within the region:
    - Campus Safety
    - Parent and Family Relations (May receive a letter of interest soon)

- **Upcoming Events**
  - MMKC Drive-In Conference, "MEETING COLLEGE MEN AT THE INTERSECTIONS" February 9, 2013 at University of Redlands

- **Community Colleges, Laura Dulgar**
  - Community College Division reception was hosted by Regions V and VI at the Hulihia Conference on Hawaii. Twenty-two attended the hosted reception on Friday, November 9.
  - Community College Division Meeting – Regions V and VI held a CCD meeting on Saturday, November 10 to discuss Region business. Topics covered:
- Nominations for Awards – encourage to nominate colleagues
- NASPA Region VI Business Update
- Recommended NUFP Scholarship CC Representative to committee
  - Landscapes – Purpose-Prospective-Possibilities
    - Approached the Conference Chair about the possibility of having a community college track. Brainstormed with community college members about possible program proposals.
  - Communication
    - Sent a letter to those who attended the CCD meeting at Hulihia Conference.
    - Sending update to Region VI CC members. In the process of researching email addresses.
      - Issue with getting member email addresses from the National Office
    - Following up with members who committed to submitting program proposals to the 2013 Western Regional.
    - Sending reminders to CCD members regarding Online Learning Series.
    - Working with AZ NASPA to host a community college workshop in the fall.

- **Professional Standards, John Hoffman**
  - The program committee for the NASPA Region V-VI conference (Dr. Sherry Mallory, UC San Diego, and Dr. Erin Wright, University of Hawai`i at Manoa served as co-chairs) required session presenters to align their session outcomes with one or two of the 10 professional competencies. The sessions were then marked in the conference program so that attendees could utilize the competencies to help them make decisions about which sessions to attend.
  - For the first time, the assessment committee for the conference (Julie Nguyen, graduate student from Cal State Fullerton, served as the chair) designed the conference evaluation so that we could disaggregate the assessment results for educational sessions by the 10 competency areas.
  - Of the sessions accepted for presentation, nearly half addressed student learning and development, and just over one third addressed equity, diversity, and inclusion; fewer than 10% of the sessions addressed the history, philosophy, and values or law, policy, and governance competencies. Whereas the goal should not necessarily be to offer a similar number of sessions for each of the 10 competencies, this breakdown does suggest reflect an orientation toward entry- and mid-level professionals. This orientation was mirrored somewhat in the average number of participants who attended sessions aligned with the various competency areas: sessions addressing (a) personal foundations, (b) leadership, and (c) human and organizational resources drew the most attendees per session while sessions addressing the law, policy, and governance and history, values, and philosophy drew the fewest attendees.
  - In terms of participant evaluations of “the degree to which the session met its outcomes,” the highest ratings went to sessions addressing (a) personal foundations, (b) leadership, and (c) ethical professional practice. The lowest-rated sessions addressed (a) law, policy, and governance, (b) assessment, evaluation, and research, and (c) equity, diversity, and inclusion.
  - There are several potential implications of these findings – I will highlight two for discussion:
    1. Though over a third of the sessions addressed equity, diversity, and inclusion and the attendance of these sessions was strong, their mean rating was low. Further, there was significant variance as some sessions received high marks while several
others received very low marks. Given the opening of our mission statement – “Grounded in our commitment to diversity” – future conference committees may need greater support in ensuring that there are high quality educational sessions for conference attendees that address this competency.

2. Professional development for senior student affairs officers may also require greater attention, especially given the number impending retirements among our most experienced leaders. We may or may not choose to use the Regional Conference as a venue for these efforts, but some of the limited research that has addressed senior-level competencies reinforces the importance of (a) ethical professional practice, (b) history, philosophy, and values, (c) human and organizational resources, and (d) law, policy, and governance.

- **Public Policy, Kandy Mink Salas**
  - The Public Policy Division has been busy planning sessions to be presented at the 2013 NASPA National Conference in Orlando, Florida. These sessions will include the annual public policy update, the annual FERPA update, and the Public Policy Breakfast, which will focus on the changing demographics of our students and how the changing student population has an impact on the college completion agenda. We will also once again offer a Public Policy Town Hall session where we will review the work on public policy for the past few years, including the focus on public policy in the NASPA Strategic Plan and the 3 focus areas for NASPA’s 2012 – 2013 public policy agenda, which are:
    - Student Success and College Completion
    - Issues Related to Undocumented Students
    - Cost of and Funding for Higher Education (including accountability efforts)
  - During the Town Hall, we will be seeking input from members on objectives and strategies to address each of these areas.
  - NASPA Region VI co-sponsored an event focused on the needs of undocumented college students entitled “Reaching the Dream Together: Helping AB540/Undocumented Students.” See Professional Development section.

- **Research Division, Cedric Hackett**
  - Award Recipients for 2012-13 award cycle
    - Two proposals were selected to receive research support in the amount of $1000 each. Dr. Helen Chen and her research team (student researchers) were selected for their proposal on “The Partners in Academic Excellence Undergraduate Advising Program at Stanford University: Piloting Electronic Portfolios to Enhance Advising...”
    - Dr. Samuel Museus and his research team (student researchers) were selected for their proposal on “The Culturally Engaging Environments Scale: Environmental Influences on Southeast Asian American and Pacific Islander Success in Higher Education.”
    - The two recipients will be encouraged to submit a workshop proposal on the research, whether completed or in the process of completion. In addition, they will also be encouraged to submit updates to the NASPA Region VI newsletter.
  - Restructuring the Research Division
    - To better meet the needs of members as outlined in the recent NASPA Strategic Plan, NASPA will make changes to Research Division. According to Dr. Sharyn Miller, the important work of research representatives will continue at the regional level, in coordination with Regional Directors, to ensure continued engagement and support for
research projects. However, the Board of Directors has an agenda item in March 2013 to dissolve the Research division as currently constituted.

- With the addition of the NASPA Research and Policy Institute and the approval of the (soon-to-be-announced) NASPA Faculty Assembly Division, two new opportunities for the Association to engage and contribute to scholarly conversations at the national and international levels exist. These new initiatives will allow for unique opportunities for NASPA members to become engaged with and influence scholarly activities that support student affairs professionals, graduate student preparation, and student success activities more broadly.
- At the NASPA Annual Conference in March, Dr. Sharyn Miller will meet with the Research division on Monday, March 18 at 8:30 a.m. to discuss the possibilities for the role of the regional research representatives. Stephanie Gordon, the Vice President for Professional Development, will also be at the meeting to discuss the possible changes in responsibilities.

- **Small Colleges & Universities, Jerry Price**
  - Hampton Hopkins, Dean of Student Services and Enrollment Management at Carolinas College of Health Sciences, has been selected as the new division director beginning with the Orlando conference.
  - SCU Division activities at the annual conference:
    - SCU CSAO Breakfast on Monday, 7:30 – 8:30 am – I will be hosting a western regional table.
    - SCU Division Leadership Team meeting on Monday, March 18, 8:30 – 9:30 am.
    - SCU Roundtable on Tuesday, March 19, 7:15 – 8:15 am
    - 2014 SCU SSAO Institute Planning Committee meets on Tuesday, March 19, 8:30 – 9:30 am
  - I am serving on the Institute Planning Committee
  - SCU Division will participate in the Community Fair, focusing our efforts on informing graduate students about the advantages to working at small colleges.
  - 6 site applications were received for the 2014 SCU SSAO Institute.
    - Chapman is one of the schools that have applied to host.

- **NUFP, Wendy Aleman**
  - We have two recruitment periods for the NASPA Undergraduate Fellowship Program, fall and spring. For the size of our region, we had a fairly small applicant pool this fall. We received approximately 22 applications.
  - At the NASPA Western Regional, we submitted a proposal to the board to provide conference scholarships to our region VI fellows that would support their attendance at the next western regional. This proposal was approved by the board, and we will now be awarding 10 scholarships to our NUFP fellows. I am finishing selecting the committee members, which will represent our region VI subregions and include different college types (private, public, and community college).

- **Newsletter/Communications Report, Ashlea Wilson**
  - Fall Newsletter Submissions included 19 contributors from 16 different institutions
  - Upcoming Newsletter Deadlines:
    - **2013 Summer Edition:**
      - Call for Articles: Thursday, June 13th & June 27th
Submission Deadline: Tuesday, July 12th by 5pm
Newsletter Distribution: Thursday, July 18th

2013 Fall Edition:
- Call for Articles: Thursday, September 12th & September 26th
- Submission Deadline: Friday, October 8th by 5pm
- Newsletter Distribution: Thursday, October 10th

2014 Winter Edition:
- Call for Articles: Thursday, January 9th & January 23rd
- Submission Deadline: Friday, February 7th by 5pm
- Newsletter Distribution: Thursday, February 13th

- Northern California, Michael Marion
  - NASPA NorCal Region VI Drive-In Conference at Drexel University on Friday, February 1, 2013 is a great opportunity to focus on professional development and networking with Northern California colleagues. This year’s theme, "Gateway to Success" is designed for both seasoned professionals and those interested in or new to the Student Affairs profession.
  - The NASPA NorCal Region VI Drive-In Conference is an annual gathering and a great opportunity for current and prospective Student Affairs professionals to explore and discuss current issues, challenges, and accomplishments. The conference offered workshops and discussions on:
    - Budgeting in the current climate
    - Technology and online student services
    - Successful collaborations between student affairs and instruction
    - K-12, community college and 4-year institutional partnerships
    - Preparing for the profession
    - Current events impacting higher education in California and our region
  - The conference was designed to address a number of interests including those of current graduate students who will have an opportunity to meet professionals and discuss the skills and abilities needed to be successful educational leaders.
  - A final report will be submitted at the next meeting

- Southern California, Dyrell Foster
  - “Still Looking for a Job in Student Affairs” - Drive-in Session Friday, November 30th, 2012, UC Irvine
    - There were 36 participants and 13 facilitators/panelists in attendance. The participants provided positive feedback; and they truly appreciated the opportunity to connect with others and they shared that they received great advice and insight from our guest facilitators/panelists.
    - A special thanks to all of our guest speakers/facilitators: Kim Burdett, UC Irvine; Rameen Talesh, UC Irvine; Jill Halvaks, UC Irvine; Alisia Kirkwood, Village Life Management; Joy Hoffman, Whittier College; Larry Martin, CSU, Fullerton; Aimee Nelson, CSU Fullerton; and members of the SoCal Exec. Board in attendance: Jean Bennett, UC Irvine; Gilbert Fugitt, Concordia University; Nancy Ramirez, CSU Long Beach; Juanita Razo, CSU Fullerton; Marcus Rodriguez, CSU Los Angeles; and Sabrina Sanders, CSU, Office of the Chancellor.
“Stand Out in the Crowd: Preparing for the Job Search” – Drive-in Session
Friday, February 1st, 2013, Chapman University
- Awaiting final report. The presentations included “Tips for a Successful Job Search” with sessions on mock interview, resume reviews, roundtable discussions, and a panel of experts.
- Registration was limited to 75 due to facility capacity.
- The committee also sponsored a no-host networking/social following the event

- Arizona, Laurie Silver and Liz Frost
  - Our goal was to host a drive-in conference spring semester and invite professionals who submitted proposals for the regional conference that were not selected, to present. As we started planning and calling around to possible schools to host, we discovered that another professional organization (subset of AIMHO) was looking to host a drive-in (housing) as well on the same date we were looking at. We asked about the possibility of co-sponsorship and they decided that if we did a co-sponsorship, it would be too large of an event. (Liz will be attending the housing drive in conference and will report back).
  - Laura Dulgar evaluated the possibility of hosting a community college focused drive-in this semester and decided that fall semester would be better due to professional work load. She will be meeting next month with other Deans within Maricopa systems to solidify a date for the fall.
  - Embry-Riddle has verified that they possess the technology to host/broadcast webinar-type events. Looking at the possibility to start a brown-bag lunch series that might be a better avenue for the time being.

- Hawai‘i, Lori Ideta
  - Still recouping from WRC
  - Increase in interest due to conference

- Awards, Sarah Wibe Norris
  - Retirees updated and sent to the National Office
  - NASPA awards will be recognized at the Annual Conference
  - A new awards timeline has been created, and the new Awards deadline will be Monday June 17th, 2013 at midnight.
  - Goals:
    - Form a nomination and Award Committee for 2013 that is: representative of all the sub-regions in Region VI, representative of a variety of institutions and a variety of midlevel and SSAOs.
    - Utilize the regional newsletter, regional website, and facebook to advertise the nominations and awards deadlines.
    - Receive nominations for every award category.
    - Recognize award recipients in the conference booklet, website, facebook, newsletter, and awards luncheon.
    - Recognize award recipients in a way that is meaningful, appreciative and inspiring.
    - Work with WRC Conference Committee and Region V to hold an engaging, and cohesive awards recognition luncheon.
    - Assess nomination and awards process timeline and address submission system to assure ease of use for all members.
• **Member-at-Large, Association Liaison, Kim Burdett**
  
  This Member-at-Large position is new for Region VI, and consequently much of the time so far has been spent working to find the right role for this position to play on the board. The focus has been on two different areas. The first is to develop a list of organizations and associations serving higher education or serving roles that would be of interest to our constituents in higher education. Although an initial list has been developed and is included at the end of this report, the list will be amended as other organizations are added. The second was to develop opportunities to collaborate with other organizations or institutions to provide additional occasions to enhance the professional growth of the membership in Region VI.

  Over the past several months, there have been several opportunities to engage in activities with other associations or institutions. The following list identifies some of those opportunities:

  - **Black Male Student Success Symposium** – May 17, 2012 at UC Irvine
  - **Gender Symposium: Connecting Religion, Race and Culture** – May 19, 2012 at Cal Poly State University – San Luis Obispo
  - **REACHING THE DREAM TOGETHER: Helping AB 540 and Undocumented Students** – September 28, 2012 at California State University, Fullerton
  - **Leveraging Technology to Support Students, Faculty, and Staff** – October 12, 2012 in Los Altos Hills, CA
  - **California Unified Collegiate Recovery Conference** – October 20 & 21, 2012 at UC Riverside
  - **Financial Literacy and College Persistence Conference** – January 18, 2013 at Menlo College in Atherton, CA

  Although nothing has been identified at this point for a later date, Kim continues to make contacts and look for various avenues for additional collaborations.

  A List of Higher Education/Education-Related Professional Organizations has been compiled

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### Scholarship

• **Research Division Report, Cedric Hackett**

  The Region VI Research Division hosted a Webinar on “Understanding the Region VI Research Application process on Wednesday, June 13, 2012 from 1-2pm PDT, which highlighted the National Research Agenda, the nuts and bolts of submitting a grant, and our decision making process. Also included was launching our new online submission process.

  27 NASPA members participated in the webinar, in addition to the facilitators: Dr. Kandy Mink-Salas, Dr. Lori Ideta, Dr. Sharyn Slavin Miller (National Chair), and Dr. Cedric Hackett (Region VI Research Division Representative)

  To view the Webinar, click on [https://www2.gotomeeting.com/register/341442378](https://www2.gotomeeting.com/register/341442378).
The Research Division will host the 2\textsuperscript{nd} annual Webinar on “Understanding the Region VI Research Application process” in June 2013

- **Research Grant Opportunities (Region VI) 2013**
  - The Region VI Research and Grant competition will began advertisement on *Thursday, June 14, 2013*.
  - The grant opportunity will also be advertised in the Region VI summer newsletter *July 2013* and reminder email will be sent to Region VI members in August 2013.

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### Professional Development

**2012 Western Regional Conference, Chair Report, Lea Jarnagin**  
*November 7-10, 2012 *  
* Waikoloa Marriott, Waikoloa, Hawai‘i *

- **Registration** (estimated: 350)
  - Total attendees: 503 (does not include sponsors and exhibitors)
    - Students: 100 (estimated 30)
    - Professional Member: 348
    - Professional Non-Member: 55
    - NUFP Institute: 15
  - NPGS Institute: 27
    - Mid-Level Institute: 39
    - SSAO Institute: 31
  - Exhibitors: 7
    - Sponsors: 8

- **Revenue** (estimated $142,050)
  - Total revenue generated from all sources: $223,900
  - Revenue generated from registration: $148,235
  - Revenue generated from guest meal tickets: $7,905
  - Revenue generated from institutes: $12,760
  - Revenue from sponsors: $47,000
  - Revenue from exhibitors: $8,000

- **Conference Totals**
  - Conference Income: $223,900 (estimate: $142,050)
  - Conference Expenditures: $213,286 (estimate: $174,162)

- **Estimated Conference Profit:** $10,614* 

- **Notes:**
  - *$4,000 place holder expenditure for credit card charges; not yet posted by NASPA*
  - *$6,000 savings on hotel room costs realized from room block credit*
  - *1,547 room nights sold from November 3\textsuperscript{rd} through November 13\textsuperscript{th}*
  - *Original commitment: 600 room nights*
  - *All reports received from committee members; final conference report being finalized*
• **Professional Development Day, Member-at-Large (Senior Leadership) Report, Jeanne Ortiz**  
  *January 25, 2013 ◊ University of San Diego, San Diego, CA*  
  Dr. Carmen M. Vasquez, Vice President, Student Affairs at the University of San Diego invited senior student affairs leaders in the southern California area to attend a presentation and discussion of USD’s Student Affairs Assessment Model. Dr. Margaret Leary, Associate Dean of Students, was the major presenter. This activity is designed to help senior student affairs leadership, especially at small colleges and universities, develop a model for implementation on their own campuses. Results from professional development day will be shared in next report.

• **Reaching the Dream Together: Helping AB540/Undocumented Students, Public Policy Report, Kandy Mink Salas**  
  *September 28, 2012 ◊ California State University, Fullerton, Fullerton, CA*  
  - Attendance: 450  
  - NASPA Members: 45  
  - Audience: College and university staff, administrators, counselors, faculty, and students. Community members, parents, high school principals, teachers, and counselors.

• **Still Looking for a Job in Student Affairs, Southern California Report, Dyrell Foster**  
  *Friday, November 30th, 2012 ◊ UC Irvine, Irvine, CA*  
  - 36 participants  
  - 13 facilitators/panelists

• **Stand Out in the Crowd: Preparing for the Job Search, Southern California Report, Dyrell Foster**  
  *Friday, February 1st, 2013 ◊ Chapman University, Orange, CA*  
  - Registration was limited to 75 due to facility capacity  
  - Presentations included “Tips for a Successful Job Search” with sessions on mock interview, resume reviews, roundtable discussions, and a panel of experts  
  - A no-host networking/social following the event was sponsored by the committee

• **Gateway to Success, Northern California Report, Michael Marion**  
  *February 1, 2013 ◊ Drexel University, Sacramento, CA*  
  - Final report pending  
  - Workshops and discussions on following topics:  
    - Budgeting in the current climate  
    - Technology and online student services  
    - Successful collaborations between student affairs and instruction  
    - K-12, community college and 4-year institutional partnerships  
    - Preparing for the profession  
    - Current events impacting higher education in California and our region

• **Student Support, Safety and Success at the Smallest of Smalls, SCU Report, Jerry Price**  
  *November 27, 2012, Teleconference*  
  - 45 NASPA members participated
• **Public Policy Issues for Small Colleges & Universities, SCU Report, Jerry Price**  
  *February 6, 2013, Teleconference*
  - Focused on legislative and regulatory updates, status of discussions on Title II and Title IX, NASPA’s public policy agenda, the work of the Public Policy Division, and insights into current federal policy-making processes
  - Final report pending

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### Advocacy

- **Legislative Updates:**
  - In California, Assembly Bill 131 took effect on January 1, 2013 and allows undocumented students who are attending state colleges under AB540 to have access to state financial aid programs. In response to many questions about how this process will be implemented, the California Student Aid Commission has launched [www.caldreamact.org](http://www.caldreamact.org). This Web site contains the California Dream Act Application for Financial Aid, a description of the new Dream Act law and valuable links and resources for students and anyone else seeking information about the California Dream Act of 2011.
  - Also in California, Assembly Bill 1434 took effect on January 1, 2013. This bill “adds employees of a public or private institution of higher education, as to child abuse or neglect occurring on that institution’s premises, to the list of individuals who are mandated reporters”. Many campuses are now in the process of insuring compliance with this new law.

- **Federal Government Resource:**
  - The Office of Personnel Management, a cabinet-level federal agency charged with the recruitment, hiring and development of civilian federal employees, is re-focusing efforts on recruiting student interns and recent graduates. This renewed effort has a focus on recruiting students and new graduates from diverse communities. President Obama signed an Executive Order putting in place new and more accessible pathways last summer and the Office of Personnel Management is reaching out to colleges and universities to promote these programs. More information can be found at [http://www.opm.gov/hiringreform/pathways/](http://www.opm.gov/hiringreform/pathways/)