2.0: Who We Left Behind...
Join the Conversation

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@CompleteCollege

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Complete College America
CCA is a bold national advocate for dramatically increasing college completion rates and closing institutional performance gaps by working with states, systems, institutions, and partners to scale highly effective structural reforms and promote policies that improve student success.
A FIELD IS BORN
The growth of the student success agenda.
Behavioral Economics: Default

Organ Donation Rates

Austria (OPT-OUT) 99%
Germany (OPT-IN) 12%
WORK

Building Movements

Transforming Institutions
VALUES

Student-centered institutions

Equitable structures & outcomes

Data-informed decision making

System-wide collaboration

Implementation at scale
COMPLETE COLLEGE AMERICA

THE ALLIANCE

48
**Systems Change**

Reshaping the forces shaping college outcomes

We align policy, perspective & practice so they work together to create more effective and equitable systems.
College Completion Rates Increase In All But Two States
This focus has been aided by initiatives championed and sometimes funded by policy organizations like Complete College America.
Mar 2, 2020

Complete College America declares war on remediation

Placing 'Purpose First' in Higher Education
A new report from Complete College America (CCA) is pushing higher education institutions to rethink their student onboarding and advising ...
Oct 15, 2018

The 15-To-Finish Campaign: Putting The 'Four-Year' Back In Four-Year Degrees
One of its boldest components is the “15-to-finish” campaign, the brainchild of Complete College America, a national alliance dedicated to ...
Mar 4, 2019
Our Alliance members are getting real results — leading to more degrees and credentials for students across the country.

**112,458** additional graduates (4.75 full college football stadiums)

### IMPACT

<table>
<thead>
<tr>
<th>State</th>
<th>Grad Rate Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>City University of NY</td>
<td>+70%</td>
</tr>
<tr>
<td>Colorado</td>
<td>+103%</td>
</tr>
<tr>
<td>Georgia</td>
<td>+65%</td>
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<tr>
<td>Indiana</td>
<td>+270%</td>
</tr>
<tr>
<td>Ohio</td>
<td>+77%</td>
</tr>
<tr>
<td>Tennessee</td>
<td>+88%</td>
</tr>
<tr>
<td>Texas</td>
<td>+83%</td>
</tr>
</tbody>
</table>

2015-2019 Increases in 100% "On-Time" Grad Rate for Public, Two-Year Colleges in Systems with Deep CCA Engagement

Total Graduates - Certificate, Associate, and Bachelor's Programs

- 2015: 1,127,674
- 2019: 1,240,132

+10%
SAME VISION.
SLIGHTLY DIFFERENT APPROACH.
INFLECTION POINT
A fresh look at our impact…and future.

QUESTIONS:
WHAT’S OUR UNIQUE ROLE? + HOW HAS THE LANDSCAPE CHANGED? + WHAT’S OUR EQUITY AGENDA?
SAME MISSION

College success for every student!

WITH A FOCUS ON CLOSING GAPS FOR...
BLACK, LATINX, 1ST GEN., ADULT, AND UNDER-RESOURED LEARNERS.

Ensure our strategies are reaching those who need it most.
The Evolution of the Game Changers

Always working to get it right for students.

2013
- Performance
- Funding & Metrics
- Corequisite Remediation
- Time & Intensity
- Guided Pathways (GPS)
- Structured Schedules

2017
- Structured Schedules
- Corequisite Remediation
- Math Pathways
- GPS Direct

2018
- 15 to Finish
- GPS Direct
- Corequisite Support
- Momentum Year
- Academic Maps & Proactive Advising

NOW?
- + PURPOSE FIRST
- + MOMENTUM PATHWAYS
- + PDP

- WHAT ABOUT PART TIME?
- CONSOLIDATE
- RENAME

+ A Better Deal for Returning Adults
# STRATEGIES

Designing the college experience around students

## PURPOSE

Aligning the college experience to each students' goals for the future

- First-Year Experience
- Career Exploration
- Academic & Career Alignment
- Adult Learner Engagement

## STRUCTURE

Building course road maps that make the path to a degree or valuable workplace credential clear

- Math Pathways
- Meta Majors
- Academic Maps & Milestones
- Smart Schedules
- Stackable Certificates & Credentials

## MOMENTUM

Designing multiple avenues for students to get started, earn credits faster, and stay on track to graduate

- Credit for Competency
- Multiple Measures
- Corequisite Support
- Dual Enrollment
- 15 to Finish/Stay on Track

## SUPPORT

Addressing student needs and removing barriers to academic success

- Active Academic Support
- Proactive Advising
- 360° Coaching
- Student Basic Needs Support

*CCA Game Changers*
TWO THEMES

...and a new way of approaching our work.

Adaptability + Justice

MEET THE DEMANDS OF A CONSTANTLY CHANGING FIELD

CREATE NEW STRUCTURES THAT LEAD TO EQUITABLE OUTCOMES
WORK: Transforming Institutions

1. Identify challenges & opportunities
2. Convene & equip a diverse team
3. Rally around a shared vision
4. Create an action plan
5. Implement & refine
Our national attainment goals are unattainable unless we think about state SYSTEMS change & equitable outcomes

~ Complete College America
Data As A Driver
WHEN IT COMES TO DATA, WE’VE MADE PROGRESS—BUT NOT ENOUGH.
No one wants to hear, “We’re going to give you data a decade from now.”

//

Gregory DeSantis

Associate Vice President of Student Success and Academic Initiatives
Connecticut State Colleges and Universities
YOU HAVE NO WAY OF KNOWING WHAT’S WORKING—AND WHAT ISN’T.

TOO LITTLE TOO LATE

The typical lag between student enrollment and the reporting of most outcomes data.
YOU CAN’T BE SURE WHERE TO FOCUS YOUR TIME AND MONEY.

- Metrics that **exclude large numbers** of students
- **Data that can’t be sorted** according to unique student populations
- 10 million+ students who don't fit the "full-time first-time" mold, and who are **often overlooked** as a result.
YOU CAN’T QUANTIFY THE REAL LONG-TERM VALUE YOU PROVIDE TO STUDENTS.

MISSING METRICS MISREPRESENT SUCCESS

Metrics measured by major data initiatives fail to consistently measure what matters most to students.
PARTNER WITH CCA & THE POSTSECONDARY DATA PARTNERSHIP.

PDP METRICS

**Enrollment**
Count of new first time and transfer students

**Credit Accumulation Rate**
% of full-time students who complete sufficient credits each year

**Gateway Course Completion**
% of full-time students who complete required gateway courses by grade

**Credit Completion Ratio**
Average ratio of credits attempted to credits earned

**2-Year Retention**
% of students enrolled (or completed a credential) at any institution by their 2nd year

**Term-to-Term Retention**
Proportion of students enrolled (or completed a credential) at any institution on a term-to-term basis

**Transfer**
The rate at which students transfer to another institution and whether they earn a credential before or after they transfer

**Credential**
% of students completing a credential at any institution

CCA STRATEGIES

**Returning Adult Outreach**

**Concurrent Enrollment**

**Career Advising**

**Credit for Competency**

**15 to Finish**

**First-Year Experience**

**Corequisite Support**

**Math Pathways**

**Meta Majors**

**Academic Maps & Milestones**

**Proactive & Purpose-Driven Advising**

**360° Coaching**

**Smart Scheduling**

**Active Academic Support**

**Student Basic Needs**

**Stackable Certificates & Credentials**

**Academic & Career Alignment**
A GOLDMINE FOR STATE POLICY LEADERS.

- Better policy requires **better data**
- Current economic crisis is creating new challenges that pose a threat to student success, making **every investment crucial**.
- PDP can track students across states, to **better track transfers**.
Appropriations today

1. Many states have moved to accountability student success measures
2. Existing metrics in PBF/OBF sometimes rely on lagging indicators, or game-able completion numbers
3. There is insufficient research on how much student success reforms cost
4. Student success formulas often follow inequitable schemes

Funding for adequacy and equity tomorrow

1. Colleges need to maintain attention to these metrics and their efficient delivery while having enough money to hit attainment goals
2. Metrics that line up with student success reforms and predict college completion are ideal for growing grad rates, especially when disaggregating for demography and sector
3. Costs must optimize technical efficiency to drive appropriations sufficiency
4. Action research must consider local limitations and best avenues for advocacy
PURPOSE FIRST

$550,000 Grant To Help Inform Kentucky Students of Career
36% would choose a different major
HOW ARE STUDENTS CHOOSING MAJORS?

#PurposeFirst
THE PURPOSE FIRST EXPERIENCE

RECRUITMENT & ADMISSIONS
- Recruitment
- Career interest assessment
- Resources on career & major

ONBOARDING
- New student orientation
- Registration in meta-major

FIRST YEAR & ADVISING
- Advising on career, major, & academic map
- Career-aligned math & English courses
- Declaration of major

Application to college
College decision
First day of class
End of first year
Project Goals

1. Transform advising & onboarding to support student choice
2. Strengthen employer engagement
3. Connect competencies to programs of study
4. Review institutional and state policies
NO MIDDLE GROUND

ADVANCING EQUITY THROUGH PRACTICE
INNOVATION IS STIFLED AND INEQUITABLE OUTCOMES PERSIST.

MIND THE GAPS

Percentage of Americans with an associates degree or higher, by year.

Share of students who graduate from 4-year universities within six years, by the year they entered college.

Lumina Foundation

Washington Post
The Power of Words

Under-resourced schools

MOMENTUM

SUPPORT

Purpose

INEQUITY

Commitment

Student

Equity

LGBTQ+

Historically excluded

Institutional performance gaps

STRUCTURE

Under-resourced communities

College

Purpose

BILPOC

Commitment
CCA and Equitable Outcomes
Why CCA Is Focused on Equity

- Long-standing educational structures were designed for the dominant culture.
- These structures limit opportunity for other students.
- Inaction allows flawed systems to endure.
HOW INEQUALITY MULTIPLIES
Colleges and Equity
Colleges and Equity

- Colleges are not responsible for rectifying centuries of systemic problems.
- But colleges can own their own role in the current narrative.
- Colleges can assess their own practices using an equity lens.
EQUITY 101

Women in STEM FULL

Guidance for Veterans FULL

Figuring It Out As I Go

Men of Color Program FULL
EQUITY 201

Welcome!

Academic Maps
Flexible Scheduling
Career Exploration

Basic Needs Support
Corequisite Support
360° Coaching

Office of Multicultural Inclusion
Office of Religious Tolerance
Office of LGBTQ+ Support
Advancing Equitable Outcomes Through Practice
PURPOSE

Aligning the college experience to each student’s goals for the future
PURPOSE Strategies

- First-Year Experience
- Career Exploration
- Academic & Career Alignment
- Adult Learner Engagement
Examples of PURPOSE Practices

- Assess recruiting and onboarding.
- Provide anti-bias training.
- Connect students to mentors.
- Ask students about their onboarding experiences.
Anti-Bias Training

• Implicit bias or unconscious bias refers to unconscious attitudes or stereotypes that affect our actions.

• They are unintentional and can be deeply ingrained.

• They can influence our actions more than our conscious values do.

• When we become aware of these unconscious thoughts and attitudes, we can address them.
Building course road maps that make the path to a degree or valued workplace credential clear
STRUCTURE Strategies

- Math Pathways
- Meta Majors
- Academic Maps & Milestones
- Smart Schedules
- Stackable Certificates & Credentials
Examples of STRUCTURE Practices

- Create pathways that include rich, engaging content and lead to credentials with high earning potential.
- Create meta-majors with multiple entry points.
- Recruit BILPOC students and women into STEM majors.
- Have a diverse faculty.
- Schedule courses at flexible times.
Designing multiple avenues for students to get started, earn credits faster, and stay on track to graduate.
MOMENTUM Strategies

- Credit for Competency
- Multiple Measures
- Corequisite Support
- Dual Enrollment
- 15 to Finish/Stay on Track
Examples of MOMENTUM Practices

▪ Use an asset-based approach to build on each student’s potential.
▪ Limit—or eliminate—placement tests.
▪ Train faculty and staff to be aware of—and avoid introducing—stereotype threat.
▪ Teach students and their families about time to degree.
▪ Ask students about their experiences.
SUPPORT
Addressing student needs and removing barriers to academic success
SUPPORT Strategies

- Active Academic Support
- Proactive Advising
- 360° Coaching
- Student Basic Needs Support
Examples of SUPPORT Practices

- Make sure students are aware of and know how to access services.

- Use disaggregated data to determine if certain student groups are more or less likely to use campus support services.

- If you find gaps, take actions to close them.

- Require students to use academic supports if faculty members recommend them.
Next Steps
The Ongoing Work of Equitable Outcomes

- CCA’s work on equity continues to evolve.

- We encourage colleges to:
  - Be open to learning information that is challenging.
  - Make changes when needed.
  - Ask a broad range of students to discuss their college experiences and act on the information they share.
COMPLETE COLLEGE AMERICA
WORK: Transforming Institutions

How We Work

1. Identify challenges & opportunities
2. Convene & equip a diverse team
3. Rally around a shared vision
4. Create an action plan
5. Implement & refine
YOUR DECISIONS MATTER MORE THAN EVER.

65% of working-class Americans say that a bachelor’s degree isn’t worth the cost

20-40% higher unemployment rates for Latinx, Black and Asian workers than for white workers, as of June 2020

$765 Billion is the estimated cumulative state budget shortfall over the next three years
October 27, 2017

Account Number: 16 2000 2002

#BWBCFT
#B078 8616 4810 27L7#
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4400 NEWPORT LNDC