



Advancing Equity Through Part-Time Student Success

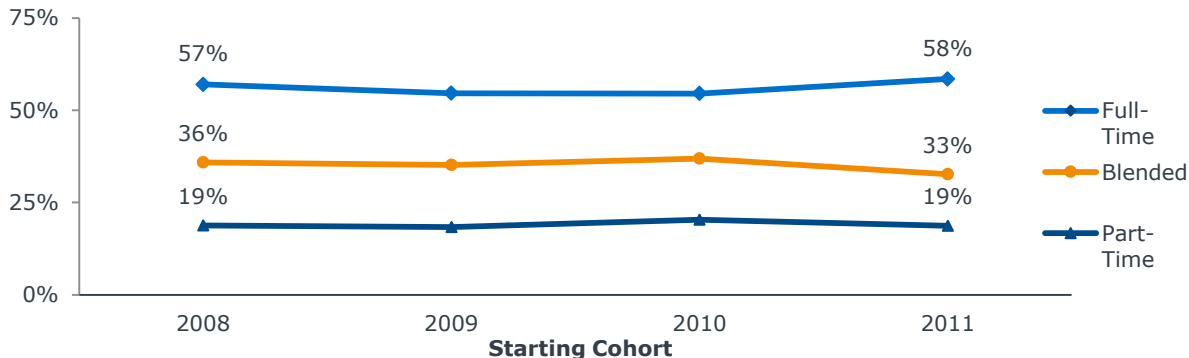
Off-Campus Barriers, On-Campus Consequences



Part-Time Students the Least Likely to Complete

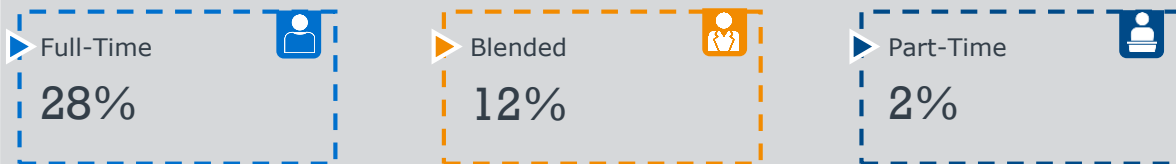
Six-Year Completion Rates Stagnant by Attendance Status

Students Completing a Postsecondary Degree Within Six Years



Part-Time Students Least Likely to Earn a 4-Year Degree

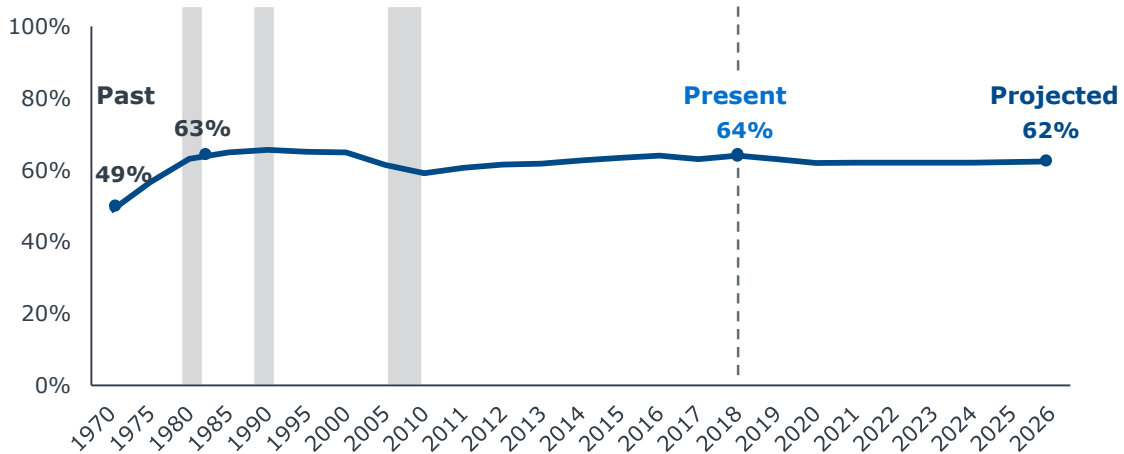
Share of Community College Graduates Who Complete Bachelor's Degree, 2011 Cohort



Part-Time Attendance Remains Constant

Part-Time Status Remains Stable Through Boom and Bust Times

Percentage of Students Enrolling Part-Time in the Fall



Vast Majority of Students Enroll Part-Time at Least Once



83%

Of community college students enroll part-time at some point during their community college experience

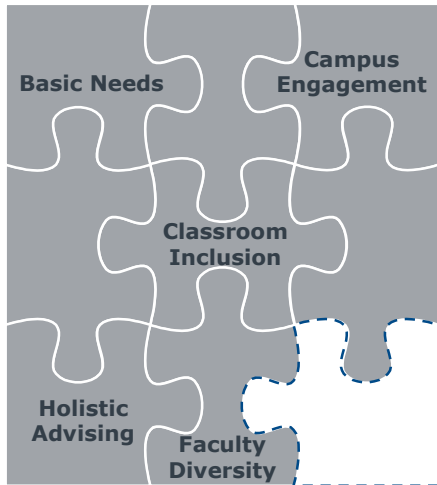
Source: [Digest of Education Statistics](#), National Center for Education Statistics; "[Current Term Enrollment Estimate Spring 2018](#)," National Student Clearinghouse Research Center, May 2018; "Even One Semester," Center for Community College Student Engagement, 2017; EAB interviews and analysis.



An Overlooked Equity Issue

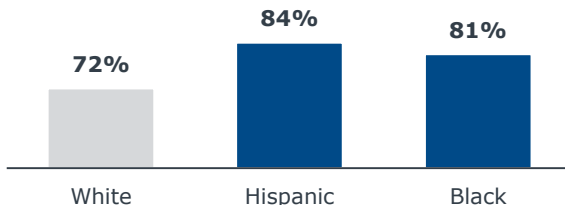
URMs¹ Most Likely to Attend Part-Time—and Least Likely to Complete

Current Equity Efforts Address Many Aspects of the College Experience

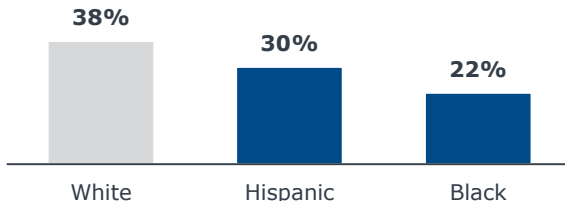


Attendance Status the Missing Piece?

Percentage of Two-Year Students Who Attended Part-Time at Least One Semester, 2011 Cohort



Six-Year Completion Rates of Students Who Attended Part-Time at Least One Semester, 2011 Cohort



1) URM= Underrepresented Minority

Common Part-Time Assumptions Hinder Progress



6

Student Success Efforts Delayed by False Perceptions

Part-Time Student Profile



Part-Time Students Are Adult Students

Part-time students are largely **older**, working adults who attend community college to **build their job-related skill set**, with **no intent to complete**

Most Effective Strategy



Part-Time Students Must Increase Credit Load to Succeed

The only way to ensure success is by **increasing part-time students' credit load** and by incenting them to **attend college full-time**

Level of Impact



Part-Time Student Success Requires Massive Overhaul

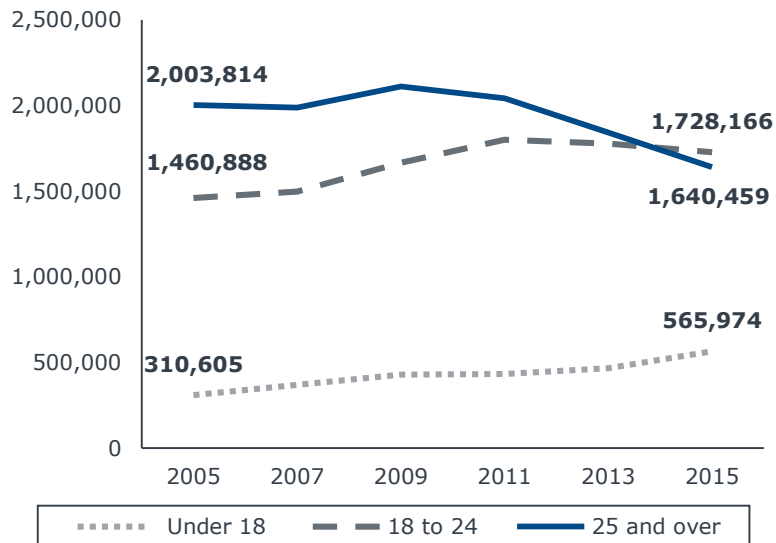
Because they spend less time on campus, it is **impossible to generate** part-time student success at scale without unsustainable investments



Part-Time Students Are Younger Than You Think

Majority of Part-Time Students Are Young...

Part-Time Students Enrolling in the Fall by Age, 2005-2015



...And Trending Younger



18- and 19-year-olds enrolling part-time from 2005 to 2015



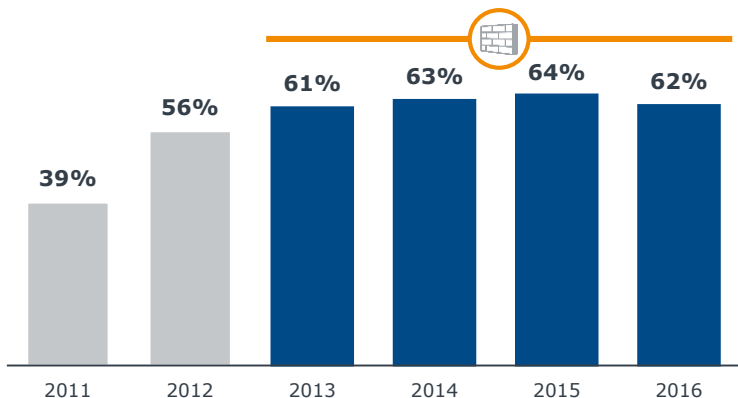
Part-time students in Fall 2005 vs. 2015 between the ages of 18 and 24



Full-Time Campaigns Eventually Plateau

Lessons Learned from Hawaii Enrollment Campaign

Percentage of First-Time Freshmen Taking 15 or More Credits in Initial Fall Semester at University of Hawaii at Manoa



A Much Lower Ceiling for Community Colleges

16%

Of University of Hawaii Community College students who took 15+ credits in 2016

60+%

Proportion of all community college students projected to enroll PT in the Fall through 2026

...Leaving Significant Share of Students Behind

40%

Of University of Hawaii at Manoa students take fewer than 15 credits despite the university's enrollment campaign



Student Realities Necessitate Part-Time Status

Full-Time Enrollment Not Feasible for Most Part-Time Students

Full-Time Worker



"I have a full-time, 9-to-5 job. My boss tells me that I'm close to promotion, but I need some data analysis skills first. I want to take some classes at my local college, but **I don't want to spend two or more years getting these credentials, and I can't attend full-time while working.**"

37%

Of part-time students **work full-time**

Young Shift Worker



"I'm a student, but I also work as a babysitter, a waitress, and an Uber driver so that I can help my family pay our rent. **Money is tight, so working has to be my priority.** My work schedule is unpredictable, and sometimes it interferes with me getting to my day-time classes."

29%

Of part-time students are **aged 18 to 21**

Caretaker



"I'm a single mom trying to pass my classes while working part-time. **I don't have a lot of time to spend on campus, and I'm worried that I won't be able to find the support I need.** I want to succeed and get an education to provide a better future for my son."

24%

Of part-time students spend over 20 hours per week **caring for dependents**



Part-Time Success Is Challenging but Possible

And Requires the College to Adapt to Realities of Students' Lives

Four Major Obstacles and Solutions to Part-Time Success



The Race Against Time

The longer a student spends in a degree program or even a single course, the greater the likelihood that he or she won't complete



Condense Credit Accumulation



Scheduling Misalignment

Working hours often conflict with course availability, and when forced to choose, the need to work and support a family wins



Align Delivery to Part-Time Lifestyle



Inaccessible Services & Resources

Critical resources are often offered during traditional business hours and are strictly available in person



Expand Access to Support Services



Seemingly Inevitable Stop-Out

A majority of part-time students stop out at least once, and many never to return to the college because of various financial, personal, and psychological barriers



Incent Stop-Out Reenrollment

A Strong Imperative for Success

"At the end of the day, we need to simplify these things and **get down to the fundamentals of providing people the opportunity...to advance in society.**"

Eloy Oakley
Chancellor, California Community Colleges

Adapt the College to Promote Part-Time Success



Support Part-Time Students Through Responsive Institutional Practices

Part One

1

Align Programming to the Reality of Students' Lives



1. Five-Week Hybrid Courses
2. Weekend-Based Associate Degree
3. Dual Modality Course Guardrails

2

Reengage When Life "Gets in the Way"



4. Targeted Reenrollment Campaigns
5. GPA Fresh Start

Part Two

3

Expand Access to Support Services



6. Advisors on the Go
7. In-Time Advising Triage
8. Bursar Hold Override
9. Peer-to-Peer Financial Advising
10. Off-Hours Virtual Tutoring
11. Virtual Support Services

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The Part-Time Student Engagement Problem

Students in Need of Services and Resources Struggle to Access Them

Student Services Critical for Part-Time Success

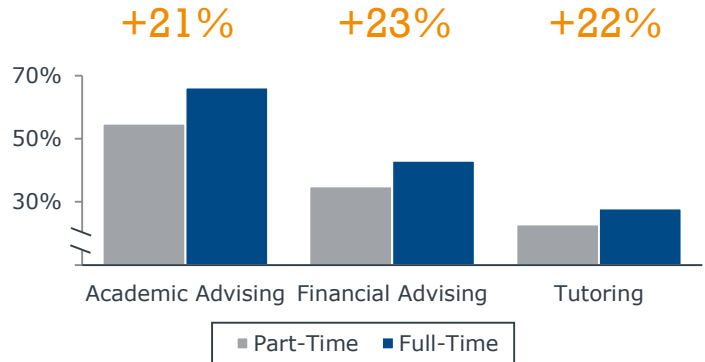
81%



Successful part-time transfer students who say **they relied on student support services** while at community college

But Access Is Skewed Toward Full-Time Students

Percentage of Students Who Use Services More Than Once



A Constant Struggle to Engage

“Making it a point to be on campus is kind of hard. **Utilizing anything like the writing lab, the math lab, or anything like that is tough** because I have two other jobs outside of this.”

Part-Time College Student

Many Barriers to Part-Time Student Advising

Part-Time Students Face Academic Advising Deficit Despite Heightened Need



Part-timers require awareness of right-fit credit opportunities

May be uninformed regarding scheduling and program-specific advice



Part-time students lack confidence in academic decisions and plans

May feel intimidated or uncertain of process when seeking help



...but have limited access to advising due to sporadic presence on campus and greater time constraints

Part-Time Students See Value but Lack Access

67%

Of part-time students say that **academic advising is very important**

1.6x

Likelihood that part-time (vs. full-time) students have **never met with an advisor**

Mobile Advising Supports Part-Time Students

Assisting Students at Convenient Times and Locations



Easy Access to Advisors...

- ✓ Advisors set up temporary tables in high-traffic areas (e.g., hallways) of academic buildings
- ✓ Advisors spend at least 2 hours per week in their designated buildings during peak class hours

Mobile Advising Station



Temporarily Relocates to Each Academic Building

...Improves Part-Time Student Awareness and Confidence

- ✓ Advisors notify students of upcoming deadlines and critical academic decision points
- ✓ Advisors assist students between classes with questions and become “go to” person for help and support

Accommodating the Busy Lives of Part-Time Students

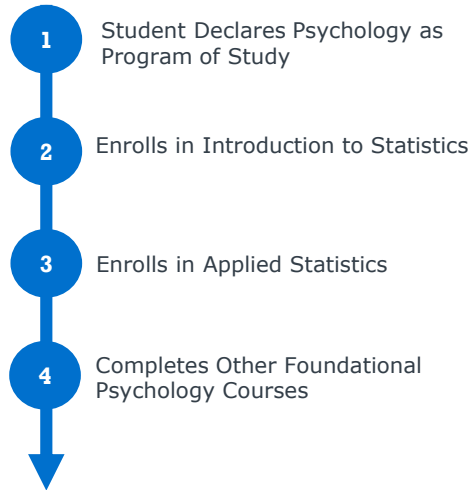
“We’ve found that this program works really well because students who may not come to the advising center will stop in the hall to chat. **We’ve put advisors in the places where the students are, which is especially important for part-time students who may not typically see advisors** as often.”

*Rhonda Coats, VP of Student Affairs
Davidson County Community College, NC*

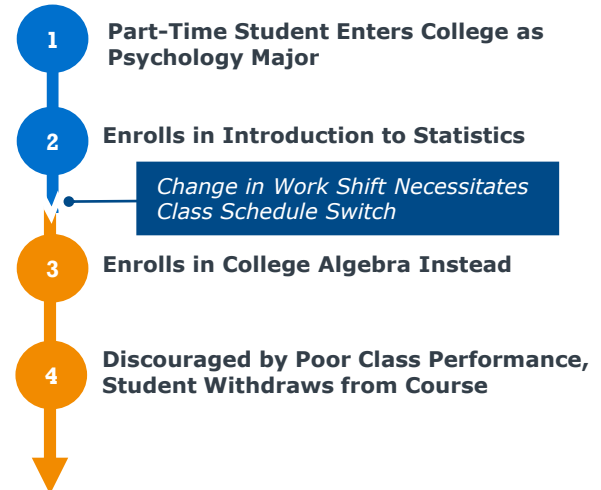
Just-in-Time Advice Needed to Stay on Track

College-Recommended Pathways...

Semester 1



...Are Not Always Feasible Given Part-Time Student Realities



“**Course selection is too often based on work schedule or availability**, and not based on the math that is best for students’ careers. When we place everyone in the same math course, 60% of our students don’t succeed.”

Debi Gaitan
 VP of Student Success, Northwest Vista Community College, TX



Offer Just-in-Time Advice Before Students Detour

NVC's Advising Triage Center Provides Immediate, Comprehensive Support

Easy Access During Introductory Class Services Students with Highest Need



1 Faculty Participation

On the first day of every math course, faculty outline which majors belong in that course

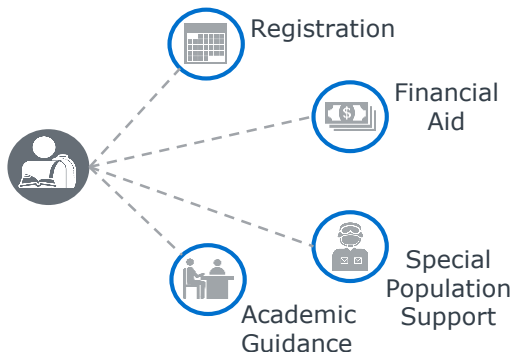
2 Facilitated Advising

Students who have enrolled in an introductory course that is misaligned with their pathway are given a "ticket" to visit the advising triage center

3 Easy Access

NVC's advising triage center is set up in close proximity to math classrooms, and tickets provide immediate entrance without appointment

Advising Triage Center Provides Holistic, Just-in-Time Student Support



Advising Triage Reroutes Students Who Have Fallen Off Track

1,007

Students rerouted by beginning-of-course advising efforts

Necessary Classes Come at a Premium

And Are Often Unavailable to Part-Time Students Who Need Them Most

Smaller Course Load Places Greater Weight on Right Course, Right Time

Common Registration Challenges Resulting in Part-Time Delay or Attrition



Courses Already Filled



Unexpected Financial Barriers



Last-Minute Cancellations



“I wasn’t able to register for classes on time because there was a **financial hold on my account for a \$45 fee**. When it was finally removed, the class I needed was filled.”

”

Financial Aid Delays and Account Holds Unnecessarily Complicate Registration

“We looked at our records and noticed an emerging pattern: students who had priority registration but had not yet received financial aid were being dropped due to non-payment. They would reregister only to have it happen again. **Many stopped out, and those who persisted were not enrolling in the classes they needed.**”

Wes Bryan, President, Golden West Community College

Prevent Drops Due to Non-Payment

Multi-Office Intervention Removes Unnecessary Financial Barriers



Four-Step Registration Assurance Process

1 Identify Students at Risk of Registration Penalties

Enrollment Center sends a list of students who are at risk of being dropped for non-payment (DNFP) to Financial Aid

2 Intervene on Behalf of Aid-Eligible Students

Financial Aid office reviews FAFSA records for DNFP students and prevents students who are aid-eligible from being dropped

3 Alert Students to Complete Financial Aid Documents

Aid-eligible students are contacted via multiple channels to complete outstanding documents

4 Provide Payment Options for Remaining Balance

Students are provided with payment plan options depending on the amount owed

Helping Students Claim Funds Left on the Table

22% Of eligible CA community college students don't receive Pell funding

Golden West's Multipronged Approach to Raise Financial Aid Awareness



Email



Phone Call

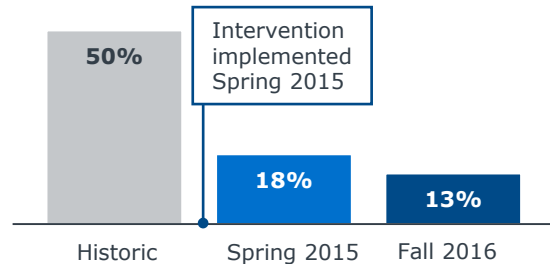


Text Messaging



Multilingual Workshops

Dramatically Reducing DNFP Rates¹



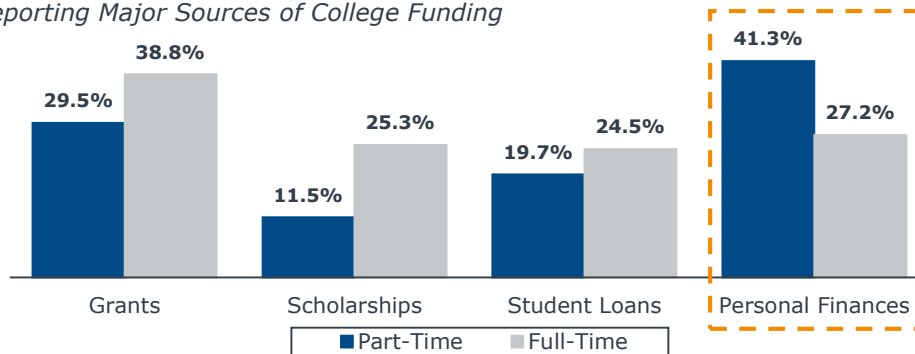
1) Calculated by dividing number of students dropped by number of those originally placed on DNFP list ©2016 by EAB. All Rights Reserved. eab.com.

Lack of Financial Advice Hinders Success

And Part-Time Students Are More Likely to Feel the Burden

Part-Time Students Have More Skin in the Game When Funding Their Education

Students Reporting Major Sources of College Funding



But, Like Many, They Lack Critical Guidance



“Whenever financial aid refund checks went out, students were very happy at first, but then after a week or so, their attitude dropped and student culture shifted. At that time, students would wait 2 hours for the financial aid office, since the office met at least 100 students a day. **There was no approach to help students spend their money. They would get their aid, spend it, and then didn’t know what to do next.**”

Ilia Cordero, Assistant Director of Financial Aid Services
Valencia College

Financial Learning Made Easy

Peer-to-Peer Ambassadors Provide Financial Literacy Education

Implementation of a Financial Learning Ambassadors Program

VALENCIA COLLEGE



Recruit Student Ambassadors

Employ Work-Study and Part-Time Students

Interview and hire part-time students who may be seeking engagement opportunities with the college and who could themselves benefit from financial literacy education



Provide Student Training

Equip Students with Essential Financial Literacy Knowledge

Conduct summer training using GradReady® and in-house training materials. Educate ambassadors on college finance options, budget- and goal-setting, and long-term student loan repayment.



Deploy Ambassadors as Peer Mentors

Ensure Part-Time Access by Utilizing Required Courses

Designate time in required classes for student ambassadors to present on financial literacy. Ambassadors lead a student Q&A and discussion during first-year experience class meetings.

Peer-to-Peer Financial Learning Ambassadors by the Numbers

~50

Student ambassadors across Valencia's 6 campuses, all funded by work-study

25

Student-facilitated presentations on how to utilize aid and pay for college each semester





Comprehensive Training Builds Expertise

Components of GradReady® Financial Literacy Training

VALENCIA COLLEGE



Ambassadors Learn the Ins and Outs of Finance...

...And How It Impacts Students' Long-Term Goals

Paying for College

- Educational funding options
- FAFSA process
- Federal versus private loans
- Budgeting tips

Module
1

Budgeting Practice

Editable calculator assesses personal finances, weighing costs of college tuition/fees and living expenses against aid and income

Money Management

- Banking
- Building credit
- Managing debt
- Identity theft

Module
2

Debt-O-Meter

Leveled meter evaluates future debt in comparison to projected income and reveals estimated monthly repayments

Real-World Finances

- Savings and future planning
- Careers and income
- Mortgages
- Loan repayment and interest

Module
3

Electronic Loan Counselor

Responsive template weighs financial options, such as loan deferment and forbearance, and suggests manageable payment amounts



Financial Literacy Improves Monetary Management

23

Peer-Led Initiative Makes Financial Learning Accessible for All



Maximum Utilization of Financial Aid Office

- Delegates financial literacy training to student ambassadors, creating greater advising capacity
- Low-cost, scalable solution

Increased Access for Part-Time Students

- Part-time students hired as ambassadors
- Financial learning occurs during required classes
- Activities hosted on evenings, weekends

Improved Student Engagement

- Interactive social and recreational programming (e.g., 5k races, haunted houses, and fashion shows) embeds financial learning into campus culture
- Peer outreach likely to capture students' attention

Financial Literacy Interventions Support Better Student Decisions



19% → 13%

Drop in Valencia's **cohort default rate** since program launch in 2009



Peer-Initiated Outreach Assists Students Applying for Summer Pell Grants

Economic Burdens Require Intensive Support

High Part-Time Financial Stakes Heighten Need for All-Inclusive Advising

Many Part-Time Students in Precarious Financial Situations...

...But Have Limited Access to Financial Advice

45% Part-time borrowers who **took out their annual maximum Stafford loan** in 2011–2012

46% Of part-time students report **never using financial advising services**

46% Of current part-time students report being **likely to withdraw from college due to finances**

1.5x Likelihood that part-time students will **visit an academic vs. a financial aid advisor**

Upping the Ante on Academic Advisors to Provide Holistic Support
Biggest Areas Financial Aid Representatives Wish Academic Advisors Understood



Financial Aid
Deadlines



Satisfactory
Academic Progress








Aid Types
Available

Easily Integrate Academic and Financial Services



Leverage Technology to Provide Comprehensive Support

Address a Variety of Student Needs with Various Services

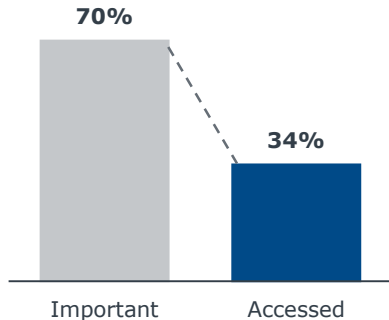
Technology 	Features 	Benefits for Part-Timers 
	<ul style="list-style-type: none"> • Extensive library of financial aid-related videos • AI-based chat function to answer common student questions 	<ul style="list-style-type: none"> • Provides quick answers to common financial aid questions • Accessible from anywhere
<p>Blackboard STUDENT LIFECYCLE SERVICES</p>	<ul style="list-style-type: none"> • Virtual one-stop for student support resources • Institution-specific financial aid information and support 	<ul style="list-style-type: none"> • Easy access to a variety of support resources • Information integrated with Blackboard LMS
	<ul style="list-style-type: none"> • Advisor dashboard tracks student information and behavior • Proactively provides students with tailored resources 	<ul style="list-style-type: none"> • Facilitates meaningful advising conversations • Anticipates student needs and provides relevant support

Off-Campus Academic Support Hard to Come By

Part-Time Students Can't Access On-Campus Tutoring Resources

Part-Time Students See Tutoring as Important, but Few Have Access

Percentage of Part-Time Students Who Value Tutoring Versus Those Who Report Accessing It



Traditional Academic Resources Housed Exclusively on Campus

✓ Tutoring and Academic Support Centers

✓ Peer and Faculty Tutoring Programs

⊘ Flexible, Off-Campus Support
(e.g., mobile services, online tutorials)

“We know that a lot of our students work full-time or are single parents and they can’t always come back to campus at night or on Sunday afternoons for tutoring. We have to recognize that **there’s a need to take these services directly to our students.**”

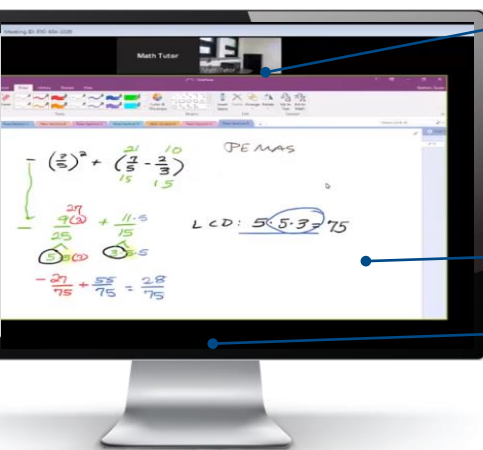
*Vice President of Academic and Student Affairs
Community College, Southeast*



21st Century Tutoring: Online and Off-Campus

Expand Access to College Tutoring Through Digital Platforms  

Interactive Video Conferencing Offers Tutoring in an Accessible Format



Students have the option to share video feed and have discussions with tutors

Tutors share screens for step-by-step tutorials

All sessions are recorded, allowing for later reference



Convenient Night and Weekend Hours



Targeted Support from Trained Expert Tutors



Easy Access Through School-Issued LMS

1,806

Students visits to the virtual tutoring portal in its first semester

15%

Higher course pass rate for those who have accessed virtual tutoring (vs. those who haven't)

Virtual Support Does Not Stop at Tutoring

No Limit to Number of Services Students Can Access Virtually

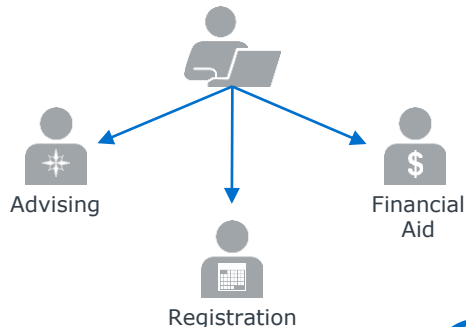
Keys to Successful Virtual Services



Strategic Implementation Creates Student-Centric Experience

- 1 **Tech-Friendly Providers**
PSC tutors undergo a semester of technology training and supervision
- 2 **Flexible Availability**
Sessions available at times convenient for part-time students
- 3 **Targeted Marketing**
Service hours advertised online, in student portals, and in classrooms
- 4 **Maximized Impact**
Virtual options offered for bottleneck and gateway processes

Leverage Technology to Put the College at Your Students' Fingertips



Expand Scope, Not Cost

- ✓ Use open-source video conferencing platforms, such as BigBlueButton
- ✓ Repurpose existing hardware
- ✓ Allow campus staff to work remotely



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