



Removing Barriers to Adult Learner Enrollment

Next-Generation Employer Partnerships, Part II

Community College Executive Forum

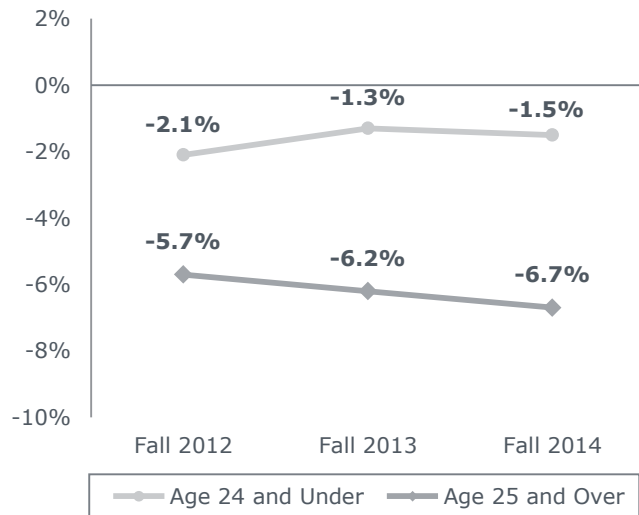


Beneath the Enrollment Headlines

Overall Declines Mask Steep Exodus of Adult Learners

Losing Students Age 25+

Year-Over-Year Enrollment Change at Two-Year Public Colleges



Leaving an Imposing Gap¹

Nationwide, 2012-2014

328K Decline in adult learner enrollments



\$541M Estimated loss in annual tuition revenue

Midsize Community College, 2012-2014
(10,000 students, 50% age 25+)

624 Decline in adult learner enrollments



\$1.0M Estimated loss in annual tuition revenue

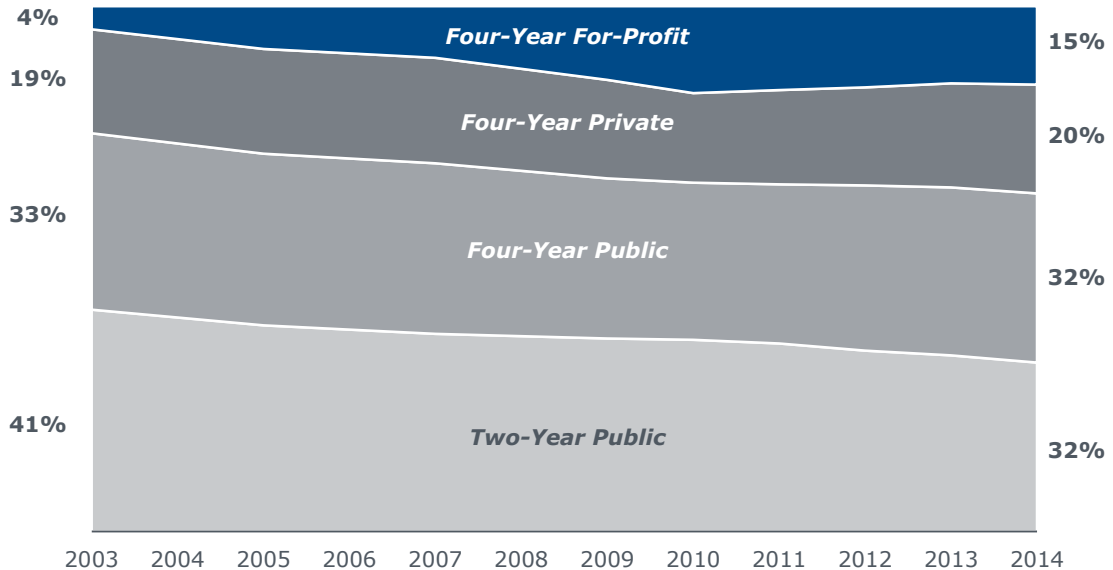
1) Tuition revenue calculations assume each adult learner completed 15 credits per year (6-9 credits per semester) at a cost of \$110 per credit.



Adult Learner Loss Not Merely Cyclical

Community College Market Share Declined Throughout Last Decade

Share of Postsecondary Enrollments for Students Age 25+¹



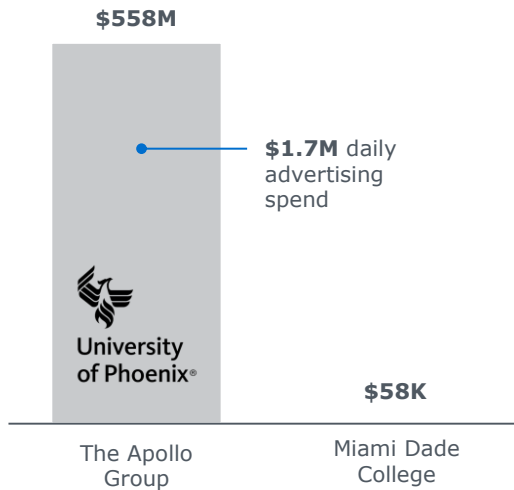
1) Data from 2003-2009 comes from NCES, while data from 2010-2014 come from the National Student Clearinghouse. Percentages do not sum to 100% due to rounding and the exclusion of two-year for-profits.

Source: *Digest of Education Statistics*, 2013, 2011, 2009, 2007, 2005, National Center for Education Statistics; "Current Term Enrollment Report—Fall 2014," National Student Clearinghouse, Dec. 2014; "Current Term Enrollment Report—Fall 2012," National Student Clearinghouse, Dec. 2012; EAB interviews and analysis.

An Obvious Advantage in Advertising

For-Profit Marketing Resources Remain Comically Insurmountable

Annual Advertising Spend¹



Not Where We Want to Compete

“I’m not going to change my spending habits because of what the for-profits can do. There’s no way I can compete with them, nor would I want to...I don’t want to get caught in the game. If I had an extra million dollars or two, I would spend it on full-time faculty.”

*Gail Mellow, President
LaGuardia Community College*



1) As reported in 2010.

Source: “2014 Annual Report,” The Apollo Group; David Moltz, “Knife to a Gun Fight,” *Inside Higher Ed*, July 2010; EAB interviews and analysis.

Giving For-Profits Their Due

Pace-Setters on Convenience—And Encroaching on Affordability



Enhancing Flexibility



Reducing Cost and Risk

**Anytime, Anywhere
Delivery**

**Nontraditional
Calendar**

**Tuition
Discounting**

**Free
Trials**



Multi-Modality

- 74% of students enrolled online only
- 112 satellite locations



Block Scheduling

- One-month terms, one class at a time
- Limits burden without slowing completion



Completion Scholarship

- Available to students entering with 27+ credits
- Up to \$17,000 value



Kaplan Commitment

- Free 3-week introductory period for new students
- Up to \$1,670 value

Four-Years Open Up Second Front

Non-Profit Universities Offer Brand Name Alternative to For-Profits

Undergraduate Institutions with Campuses in Mesa, AZ

Incumbent For-Profits

National



Carrington College



DeVry University



Everest College



Regency Beauty Institute

Local



Arizona College



Grand Canyon University¹

Community Colleges



Mesa Community College

Stuck in the Middle?

- For-profits competing on convenience
- Four-years competing on reputation
- Community colleges at risk of competing on cost alone

Four-Year Non-Profits

In-State

Arizona State University



Northern Arizona University



Out-of-Market

Albright College (PA)



Benedictine University (IL)



Upper Iowa University (IA)



Wilkes University (PA)



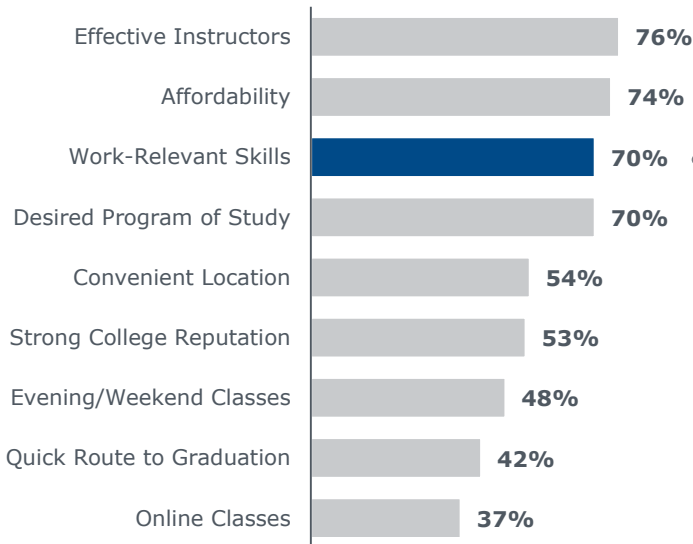
1) Mesa campus slated to open in Fall 2016.

Career Value Trumps Convenience and Brand

Workforce Relevance of Greater Importance to Adults' College Decisions

Adult Learners' Top Priorities in School Choice¹

Percentage of Adult Prospective Students Rating Factor as "Absolutely Essential"



Community Colleges Strongest in Local Industry Alignment



Employer input on curriculum design



Courses taught by industry practitioners



Hands-on training in high-demand skills

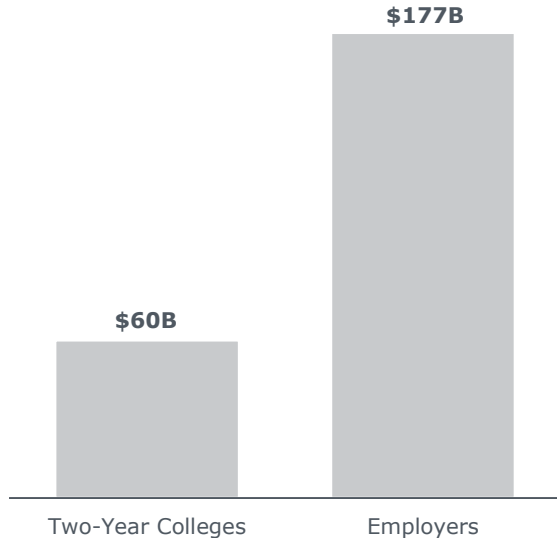
1) N=803 students age 18-55 who are not entering college straight out of high school.

The Tuition Reimbursement Market

Opportunity for Colleges to Enroll Employer-Sponsored Students

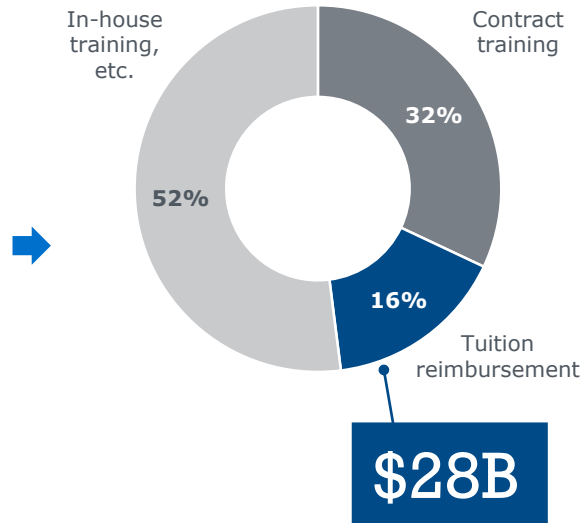
The Invisible Postsecondary Market

Education and Training Expenditures, 2013



A Multi-Billion Dollar Opportunity

Distribution of Corporate Training Spend, 2013



Commonly Available, Yet Rarely Utilized

Few Workers Take Advantage of Education Benefits

A Bottom-Line Strategy for Employers

Why Invest in Tuition Reimbursement?



Recruiting High-Potential Staff

Attracts job seekers with motivation and aptitude to value postsecondary education



Reducing Worker Turnover

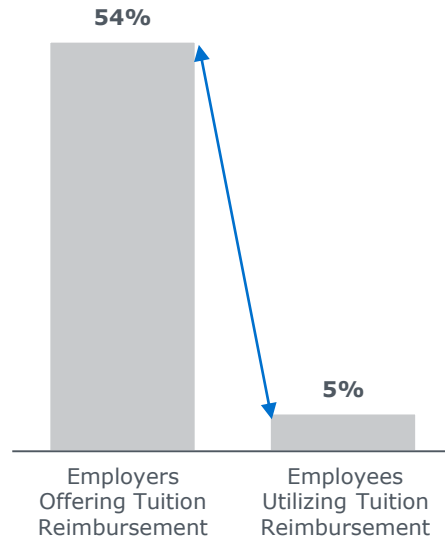
Encourages workers to stay with employer until completion of educational program



Preparing for Advancement

Reduces cost to worker of learning new skills needed for more complex roles at firm

Money Left on the Table



Source: "2014 Employee Benefits," Society for Human Resource Management; "An Analysis of Inquiry, Nonstart, and Drop Reasons in Nontraditional University Student Populations," InsideTrack; "Why You Should Invest in Tuition Assistance," Chief Learning Officer Media; EAB interviews and analysis.

Working Adults Deterred from Enrollment

Upfront Costs and Anxieties Prevent Adult Learners from Upskilling



Greg Smith

- Call center agent
- Earns \$27,000/year
- Left college in 2005 with 9 credits, no credential
- Eligible for up to \$5,250/year in tuition reimbursement



High Upfront Costs

Must pay for courses out-of-pocket until employer reimburses him at end of term

"Is there any way I can pay this \$700 bill after my employer reimburses me?"

College Reentry Anxieties

Lacks confidence in his academic and college navigation skills after long break from school

"How will I know if I'm ready to take a test or write a paper again?"

Complex Enrollment Process

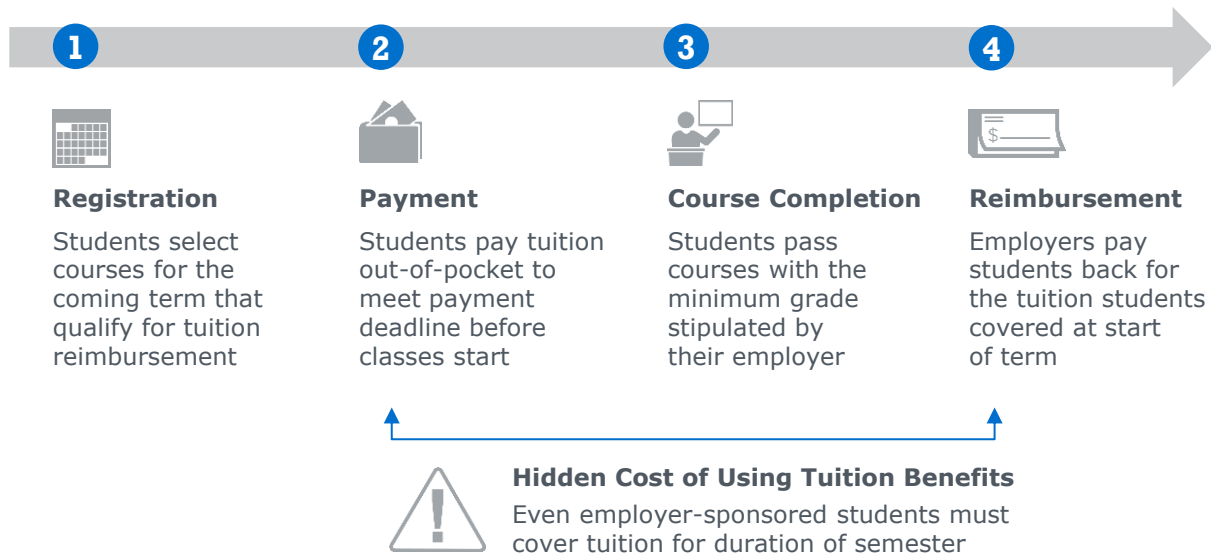
Unable to complete lengthy application process on campus while working 9-to-5

"Do I have to take time off work for a placement test and an advising session?"

Only a Benefit After the Fact

Out-of-Pocket Costs Discourage Use of Tuition Reimbursement

Standard Tuition Reimbursement Process



Deferred Tuition Reimbursement Billing

DMACC Allows Workers to Pay After Employers Reimburse Them

Eliminating Out-of-Pocket Costs



1) Promissory Note: Student submits signed note to college guaranteeing payment for registered courses



2) Bill Deferral: Upon receipt of note, college extends student's payment deadline to 30 days after term ends

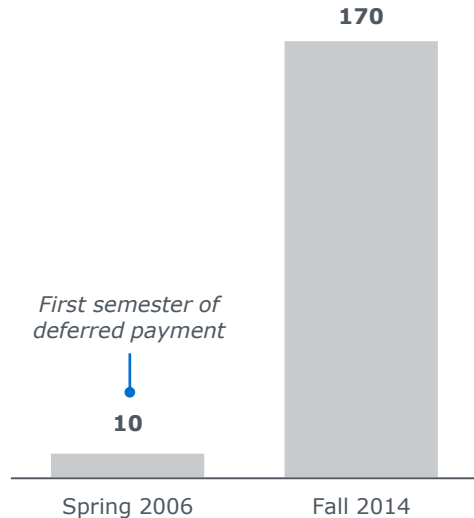


3) Course Completion: Student receives reimbursement from employer after passing courses with satisfactory grade



4) Tuition Payment: After receiving reimbursement, student pays college for courses taken in most recent term

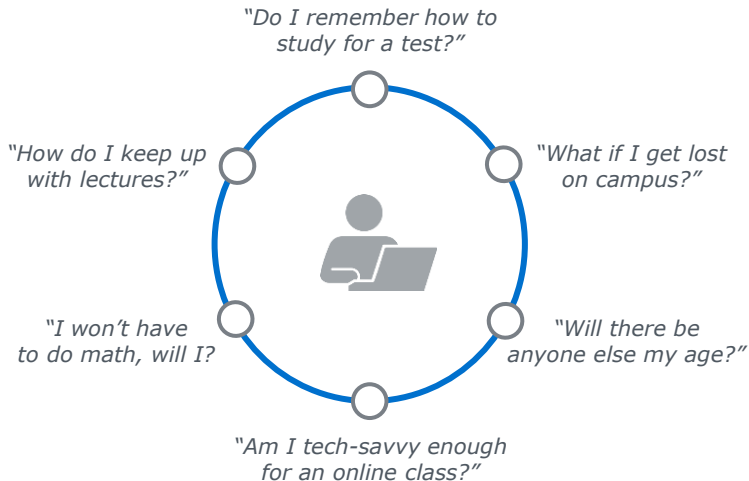
Enrollments in DMACC's Deferred Payment Plan



The Psychological Cost of Enrollment

Many Adult Learners Fear Reentering Classroom After Decades Away

No Shortage of Reasonable Anxieties



The First Step Is Hardest

"We hear all the time from adults that it takes them hours, weeks, even months of sitting in the parking lot to work up enough courage to walk in the door and ask about enrolling."

*Barb Dreger,
Director of Marketing
Fox Valley Technical College*

Noncredit-to-Credit Course Discount

Snead State Provides Free Trial on Credit-Bearing Courses



Complete Noncredit "Ready to Work" Course

8–10 week training teaches job search and workplace behavior skills to unemployed and underemployed workers

Receive Free 3-Credit Course

Job seekers who finish Ready to Work receive a free course (\$426 value) in a field of their choice

Continue Toward Certificate or Degree

Students pay for further courses after gaining confidence in ability to do college-level work

A More Accessible Door to Campus

"Noncredit education is appealing to students who prefer simplified enrollment procedures, flexible schedules, less formal and less intimidating classroom environments."

*Michelle Van Noy,
Associate Director, Educational and Employment Research Center
Rutgers University*

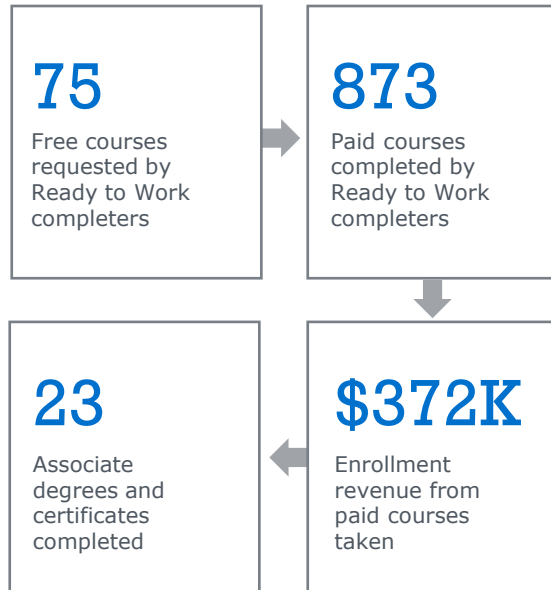


A Bridge to a Degree

Free Three-Credit Course Incentivizes Trainees to Enroll Long-Term

Small Incentive, High Returns

Program Outcomes at Snead State, 2010-2014



Promoting Free Courses To Qualifying Students



Advertised as a \$426 value in Ready to Work program brochure



Promoted by instructors in class during Ready to Work



Mentioned in follow-up call instructors place to students two months after course ends



Promoted on listserv of Ready to Work graduates maintained by program director

Navigating the Enrollment Process

College Admissions Especially Taxing for Working Adults



Application Process

Admissions steps and terminology remain unclear to adults with limited college experience

"I finished my application online, but I never got a student ID. Have I been admitted, or do I need to fill out the form again?"



Financial Aid

Lengthy and highly technical forms overwhelm adults with requests for information

"I made it through the first page of FAFSA, but I have another 80 questions to go. Where can I find my adjusted gross income?"



Transcript Requests

Adults must track down records from institutions they attended many years ago

"I graduated from high school in 1986 and took two college classes the next year. Do these schools even have my records on file?"



Work Commitments

Professional obligations limit access to student services during the workday

"I took a day off last week to take placement exams, but now I need to meet with my advisor. I can't leave work again for this."

Employer-Based Enrollment Advisor



Gateway's Onsite Advisor Helps Adults Enter College Without Leaving Work

Responsibilities of Onsite Advisor



Works 20 hours per week at Citi call center



Introduces new hires to education benefits during company orientation

Assists workers with college enrollment process:

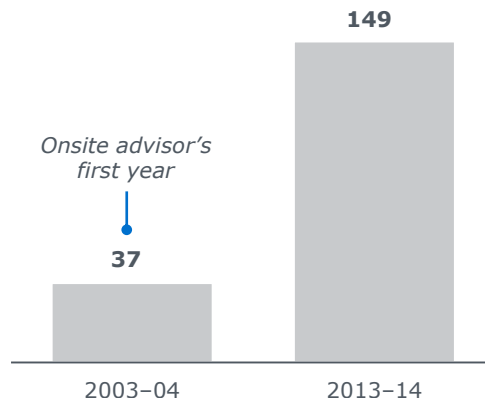


- Online applications
- Financial aid forms
- Transcript requests
- Course registration



Promotes services through weekly information table outside cafeteria

Number of Citi Workers Enrolled at Gateway



\$66K

Approximate tuition revenue from Citi workers, 2013-14¹

98

Certificates and degrees completed by Citi workers since Fall 2003

1) Calculation assumes each Citi employee took one 3-credit course.

Removing Barriers to Enrollment

Choosing the Right Solutions for Your Campus

The Win-Win-Win

College



Enrolls working adults seeking to enhance their skills through ongoing education

Employer



Expands use of education benefits that promote worker retention and advancement

Student



Receives an affordable training option that can lead to career advancement

Quick Wins



Deferred Tuition Reimbursement Billing

Excuse students expecting employer tuition reimbursement from paying out-of-pocket by delaying their bill until end of term

Noncredit-to-Credit Course Discount

Incentivize short-term training completers to pursue degrees or certificates by offering a free course upon their return

Employer-Based Enrollment Advisor

Place part-time advisors at employer sites to help workers apply for college, secure financial aid, and register for courses

Long-Term Differentiators

Program Options Misaligned with Career Goals

Too Much Content Irrelevant to Promotion—Or Redundant with Prior Learning



Donna

- 4 years of experience as retail supervisor
- Seeks promotion to marketing manager at corporate office
- Works full-time; has two school-age children

A.A.S. in Business Administration: Degree Plan

Introduction to Business	Introduction to Management	Principles of Sales
Business Economics	Marketing Theory	Customer Service Management
Small Business Management	Decision Making	Business Ethics



Not relevant to next promotion



Not relevant to career track



Already mastered on the job

Promoting Adult-Centered Program Design

Adults Seek Programs Aligned with Career Goals and Time Constraints

Understanding Adult Learner Priorities



Overwhelmingly Motivated by Career Factors

Nearly all adult learners return to college for professional advancement, not personal enrichment



Competing Commitments Leave No Time to Waste

Between work and family, students cannot afford to spend time on training irrelevant to their career goals

81%



Share of adult undergraduates who primarily enroll in college to start, change, or advance in their careers¹

#1



Rank of “competing commitments” among adult learners’ top reasons for dropping out of college²

Innovations Raise Enrollment Questions



Stackable Certificates

How do we encourage certificate completers to return for their next credential?



Prior Learning Assessment

How do we market PLA to adults who would not return to college without it?

1) N=unknown. Data comes from a survey of students age 25+ in 20 locations nationwide.

2) N=102,000.

Shifting Toward Short-Term Credentials

Stackable Certificates Create Need to Facilitate Repeat Purchases

Example: Manufacturing Technology—Welding



Three-Way Value Drives Adoption of Stackable Certificates



Student

Counts incremental learning toward long-term degree



Employer

Provides accelerated route to a credentialed workforce



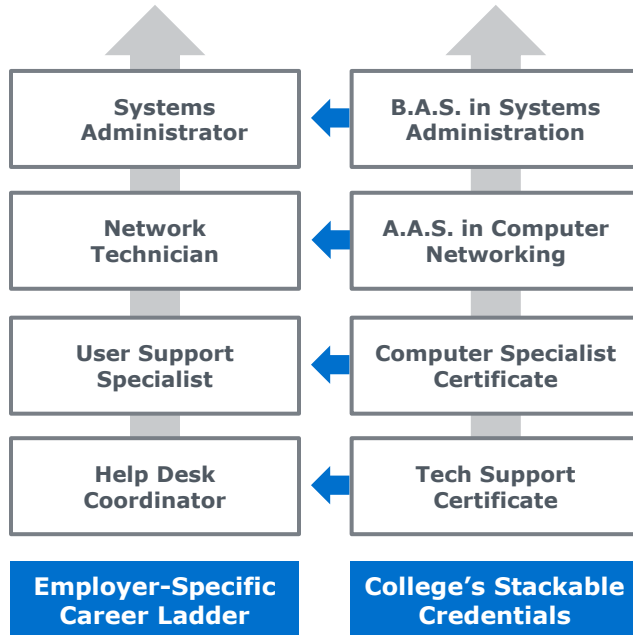
College

Increases completions from short-term credentials

Stackable Certificate Career Roadmap

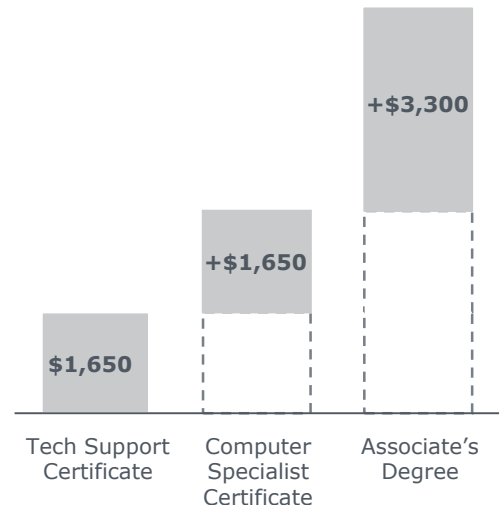
Connecting Credentials to Employer-Specific Promotion Opportunities

Sample Career Roadmap: Networking



Greater Revenue Potential From Repeat Purchase

Estimated Tuition Per Student¹



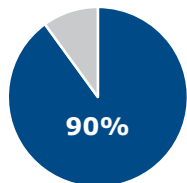
1) Calculation assumes each credit costs \$110, certificates include 15 credits, and degrees include 30 credits.

New Life for an Old Idea

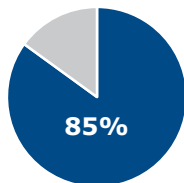


Prior Learning Assessment Commonly Offered but Rarely Utilized

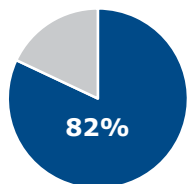
Percentage of Community Colleges Offering PLA by Method



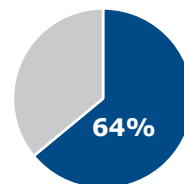
CLEP



Challenge Exams



Military Credit



Portfolio Assessment

Available, Yet Not Accessible

“Credit for prior learning isn’t promoted at our colleges. There’s no one place you can go to for information on all the credit for prior learning options. It’s everywhere—our senate rules, our policies, our catalog—in pieces and parts. And it isn’t at all student-friendly. Our charge is to take it out of academic language, put it in easily understood language, and then use it as a recruitment tool for adults.”

*Director for Workforce Solutions
Community College System*

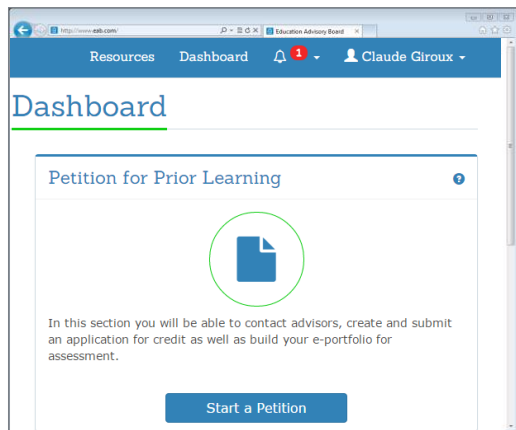
Centralized Prior Learning Portal

Pennsylvania's New Platform Appeals to Prospective Adult Learners

The First Statewide PLA Portal



Launched in February 2015 to standardize and streamline prior learning assessment practices across 14 community colleges



Benefits of a Centralized Resource



Student-Facing Instructions:

Aggregates information on all forms of PLA in language students understand



Streamlined Portfolio Review:

Provides shared platform for students to build and faculty to review e-portfolios



Promotional Opportunity: Launch accompanied by news stories and on-campus events publicizing PLA

200

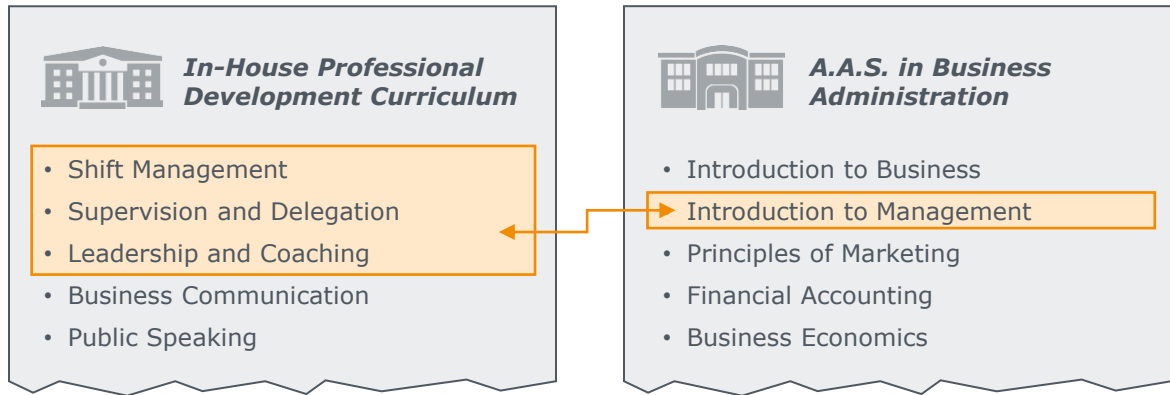
Number of active users (primarily prospective students age 35-55) one month after portal's launch



Reducing Duplication of Effort

Emerging Need to Facilitate Credit for Formal Corporate Training

Common Overlap Between Corporate and Classroom Curricula



Characteristics of Leading In-House Corporate Training Programs



Curriculum standardized across sites



Trainees assessed on set of defined learning outcomes



Evaluated for credit by third-party organization (e.g., ACE, NCCRS)

Corporate Training Credit Crosswalk

Ivy Tech Pre-Approves Credits for McDonald's Management Modules

In-House Corporate Training Mapped to College Courses

	
McDonald's Training	Ivy Tech Course
<ul style="list-style-type: none"> • Dept. Management • Guest Service • Kitchen Functional • Intro to Management • Dept. Manager Capstone 	BUSN 101 Introduction to Business
<ul style="list-style-type: none"> • Shift Management • Operations Supervisor • Dept. Management • Intro to Management 	BUSN 165 Techniques of Supervision
<ul style="list-style-type: none"> • ServSafe • Shift Management 	HOSP 101 Sanitation and First Aid

Crosswalk Streamlines Credit Conferral for Students

- 1 Complete Online Application**
 Ivy Tech provides a dedicated landing page for McDonald's employees to fill out their application and learn about financial aid
- 2 Submit McDonald's Transcript**
 Incoming students send ACE transcript of completed Hamburger University modules to a specialized advisor trained to interpret the credit crosswalk
- 3 Receive Credit for Training**
 Hamburger University trainings are worth up to 21 credits toward an Ivy Tech degree or certificate in business administration or general studies

Generating Leads, Accelerating Completion

Credit Crosswalk Provides a Dual-Purpose Solution

Integrated into Student Recruitment Process



Education Fairs: Ivy Tech representatives set up information tables onsite at Hamburger University



Crosswalk Display: At info tables, employees can browse the crosswalk to see how many credits they qualify for



Inquiry Cards: Employees interested in further information on Ivy Tech's programs leave behind contact info



Outreach from Advisors: Ivy Tech staff contact those who submit inquiry cards to guide them through enrollment



A National Enrollment Pipeline

140

Number of inquiries generated during first five months of recruitment

75%

Approximate share of inquiries coming from out-of-state students

Students Save a Full Semester

14

Average number of credits incoming students bring in from Hamburger University trainings

Aligning Program Options with Career Goals

Choosing the Right Solutions for Your Campus

The Win-Win-Win

College



Recruits and retains working adults in programs aligned with career goals

Employer



Gains accelerated options to upskill current workers for promotion

Student



Completes only those courses relevant and necessary to advance their careers

Quick Wins



Stackable Certificate Career Roadmap

Map each certificate in a stackable sequence to a more advanced position available with an employer partner

Centralized Prior Learning Portal

Compile all prior learning assessment resources into one student-facing platform to reduce burden of seeking credit

Corporate Training Credit Crosswalk

Develop articulation agreements for in-house corporate training to accelerate attainment for workers ascending the career ladder

Long-Term Differentiators

Upcoming Webconferences

Next-Generation Employer Partnerships Series



Marketing Corporate Training Solutions

On-demand webinar archived at eab.com

How can community colleges scale employer outreach to recruit and retain corporate training clients?



Removing Barriers to Adult Learner Enrollment

Tuesday, December 15 from 1-2pm EST

How can community colleges reduce the financial, psychological, and administrative costs that deter workers from upskilling?



Facilitating the Hiring Process

Tuesday, February 16 from 1-2pm EST

How can community colleges broker matches between job seekers who need training and employers who need talent?

Additional Webconferences

- **Minimizing First Semester Drop Out**
Archived at eab.com
- **Guiding Intentional Academic Decisions**
Tuesday, January 19 from 1-2pm EST