Driving Intentional Student Academic Decisions

Activating Guided Pathways Reform, Part II

Community College Executive Forum

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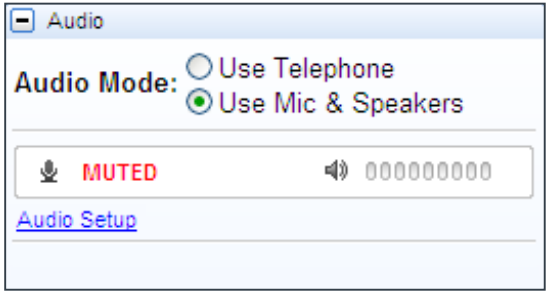
Use Microphone and Speakers



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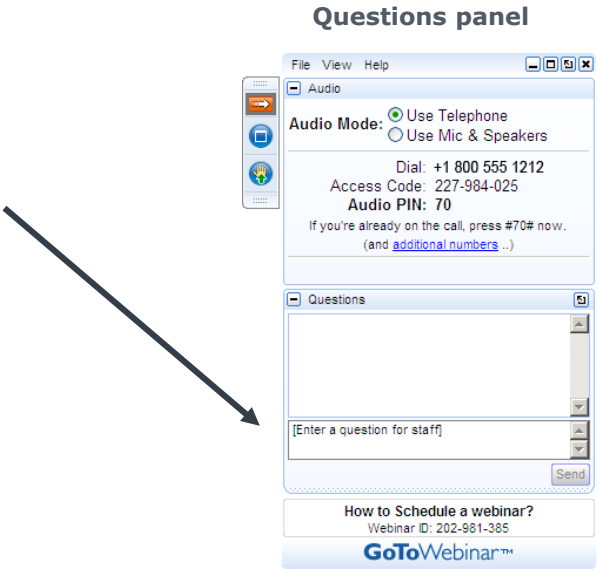

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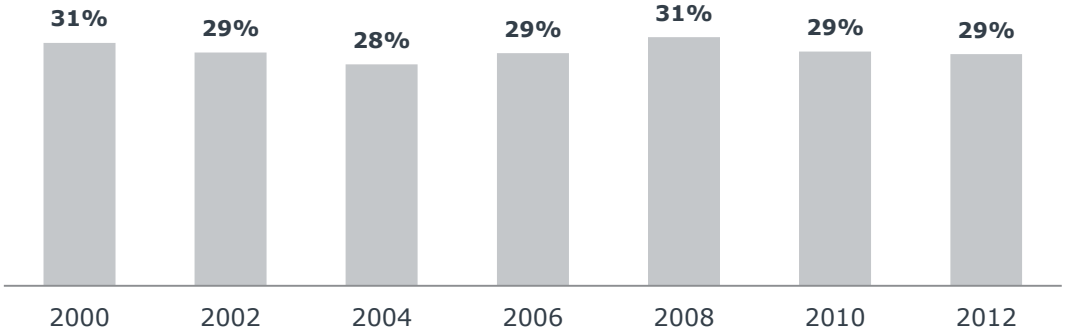
Running to Stand Still

Despite Significant Investment, Graduation Rates Remain Stubbornly Flat

Completion Metrics Not Budging

NCES Three Year Community College Graduation Rate, 2000-2012



Massive Investments Fail to Inflect Completion Outcomes

$2B+

Estimated annual spend on developmental education

$890M

California grant allocation for student success

Source: National Center for Education Statistics, "Beginning Postsecondary Students (BPS)," *Datalab,* Accessed June 7th, 2017; Gordon L, "California 'Student Success' Initiative Slow to Increase Community College Completion Rates," EdSource, Apr., 2017; EAB interviews and analysis.

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Serving an "At Risk" Population

Growing Percentage of Students Associated with Stop Out Attributes

Characteristics of Students Most Likely to Stop Out	Enrollment Driven by Students From Highest Risk Tiers	
Low-income	+91%	*Growth in Pell Grant recipients enrolled in CCs, 2006-07 to 2011-12*
Full-time employment while enrolled	41%	*Part-time students working full-time*
First-generation	36%	*CC students who are first-generation*
Developmental education need	68%	*CC students enrolled in at least one dev ed course*
Part-time enrollment	61%	*Students enrolled part-time in Fall 2016*

Source: "New Pell Grant Numbers Trend Well for Community College Students," American Association of Community Colleges, September 11, 2012; "2014 Fact Sheet," American Association of Community Colleges; "What We Know About Development Education Outcomes," Community College Research Center, January 2014; "Enrollment and Employees in Post-Secondary Institutions, Fall 2015," National Center for Education Statistics; EAB interviews and analysis.

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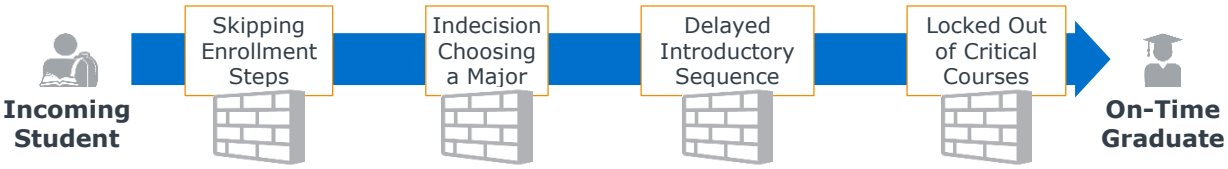
A Problem of Our Own Making

Self-Inflicted Barriers Caused by Complex College Structures

Common Roadblocks on Path to Graduation



What We Heard From Student Research

Help Me Find My Way

"The first few days are so overwhelming, I almost felt like quitting before I got started. I just wish there was more help."

I'm Struggling to Set Goals

"There are so many [program] choices, I don't know which I'm supposed to pick. What if I pick wrong? How would I know?"

My 'Plan A' Fell Through

"I thought I could do it all, but then I ran into money problems and needed to pick up extra shifts at work. I felt desperate."

Give Me What I Want

"The college bureaucracy is frustrating. But if I get what I need from this experience, this will all be worth it."

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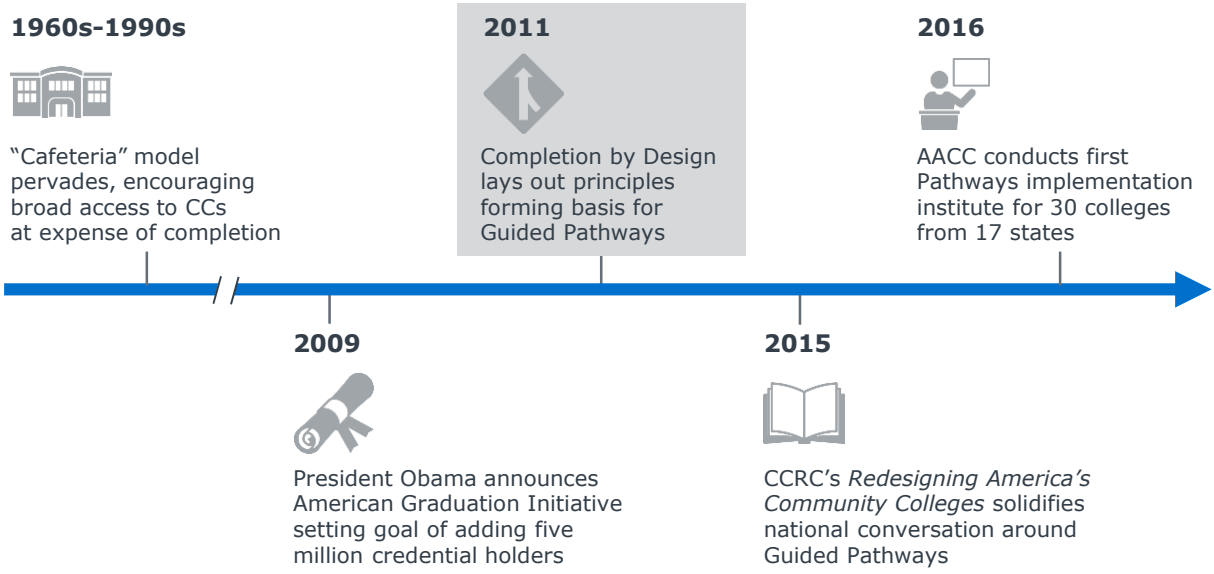
Source: EAB interviews and analysis.

Guided Pathways, The Path Forward

A Condensed History of Guided Pathways

Steady Progress Towards Acceptance and Adoption



Source: Bailey T, et al, *Redesigning America's Community Colleges: A Clearer Path to Student Success,* CCRC, 2015; Barack Obama, "Investing in Education: The American Graduation Initiative," Obama White House Achieves, 2009; AACC, "The Movement Towards Pathways," 2016; EAB interviews and analysis.

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From Theory to Implementation

Where We Must Focus Our Attention to Implement Guided Pathways

Can we steer students to productive credits while preserving exploration?

Can we ensure seat availability without costly excess capacity?

Can we improve our advisory delivery model without breaking the bank?

Can we make offerings more flexible to match reality of students' lives?

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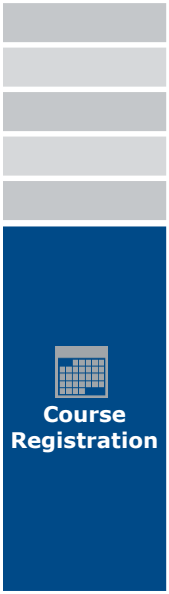
Source: EAB interviews and analysis.

What's Wrong With This Picture?

Instead of Student Goals, Advising Dominated by Registration

Advisors Traditionally Focused on Transactional Tasks…

Traditional Advising



… But Ideally Should Be Trained to Support Student Goals

Professional Advising

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Source: EAB interviews and analysis.

Achieving Pathways Goals

1 Designing Student Centric Pathways

1. Sticky Note Speed Sequencing
2. Crowdsourced Program Maps
3. Community-Endorsed Career Clusters
4. Expedited Course Overlap Identifier
5. Jargon-Free Map Design

Coda: Dev Ed Integration

Outcome Metric: Design Speed

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Outcome Metric: Course Availability

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Outcome Metric: Advising Touches

4 Flexing Pathways for Off-Pace Students

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15. Year-Round Default Mini-Mester

Outcome Metric: Credit Load

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Getting the Run Around

Siloed Advising Knowledge Deters Students From Seeking Guidance

Answers In Different Locations Adds Time and Confusion

Students Must Make Separate Appointments to Tap Distinct Knowledge Sources

Advisor Knowledge

- Provides information about registration, transfer, and other college policies
- Refers questions about financial aid and other common student services

Student Constraints

- ✕ **Time:** Commuting and working students unable to make appointments
- ✕ **Knowledge:** New students may not know of advisor function
- ✕ **Confidence:** Many students feel intimidated asking for help

Faculty Knowledge

- Answers questions about academic and course-specific concerns
- Shares insights about possible career options and the employer landscape

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Source: EAB interviews and analysis.

Right Place, Right Time

All Day Advising Event Aggregates Advisor and Faculty Advice

YAKIMA VALLEY COLLEGE

Converting Nascent Interest Into Concrete Choice

Abbreviated Walkthrough of Sample Advising Day

Multiple Start Times

Repeats up to four times to help working students attend

Faculty Introductions

Student rosters help faculty speak to or refer every student

Arts & Humanities Advising Day

1. *Welcome and Introduction*

   Students convene in the Deccio Higher Education Center

2. *Break Into Program Rooms*

   Students proceed to rooms based on program of study interest

3. *Faculty Advisor Discussion*

   Students learn from faculty about programs, major, and career options

4. *Registration*

   Faculty advisors guide students at computer terminals using pathway maps as resource

Knowledge Exchange

All related program personnel present to share information

Concrete Next Steps

Students select program of study and register for next term

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Source: EAB interviews and analysis.

Enticing Students With Economies of Advice

Four Benefits of Yakima Valley's Advising Day

Scaled Guidance

- Single focal point for advisors and faculty to help students make career-oriented decisions
- Related faculty close by to help

Logistical Efficiency

- Quarterly advising sessions reduce the frequency of one-on-one appointments
- Dedicated day, free of classes gives part-time students chance to attend

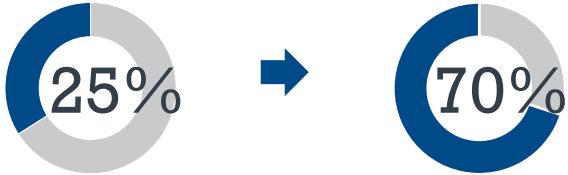
Just-in-Time Advice

- Intentionally planned around registration deadline to focus conversations
- Provides enough lead time to make changes

Community Building

- Pathway specific environment builds relationships with peers and faculty
- Enables students to ask questions and support academic decision-making

Event Raised YVC's Advising Participation Rate



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Source: EAB interviews and analysis.

Picking Major Early Not Always Beneficial

Uninformed Major Selection Weakens Completion Chances

Common Reasons for Changing Majors…

Undecided Student

Selects first major presented to them without refined understanding of interests or goals

"We have an unusually high number of accounting majors because it's listed first in the course catalogue."

VP of Student Services, Community College (Southeast)

Nursing Student

Declares nursing based on scattered advice from family, friends and limited career knowledge

"Rigor is one thing, but many of our nursing students switch because they discovered they do not like blood."

Curriculum Dean, Community College (Mountain West)

…Leads to Negative Outcomes

Delayed Completer

2.5 Average number of majors changed during community college

21 Average number of excess credits accumulated

5.6 Average elapsed years needed to obtain associate degree

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Source: EAB interviews and analysis.

Discovering Best Fit on Their Own

Embedded Career Experiences Connect Student Interest with Majors

Designing a FYE Pathways Curriculum

1 *Career and Pathway Exploration*

- Personality and work value assessment
- Guest lectures in related fields

2 *Connecting Pathway to Career*

- Guest lectures in related fields
- Internship application assistance

3 *Post-Community College Mapping*

- Transfer college research project
- Advisor-approved career plan

Not Just Your Typical College 101

Worth More Credits: Three credit hours provides more chances for project activities

Iterative Degree Planning: Advisors revisit academic plans using Microsoft SharePoint

Transfer School Comparison: Students research four-year options for career potential

Average FYE Course Impact

15% Percentage decrease in time to degree compared to non-FYE peers[1]

1) According to Pascarella & Terenzini 2015

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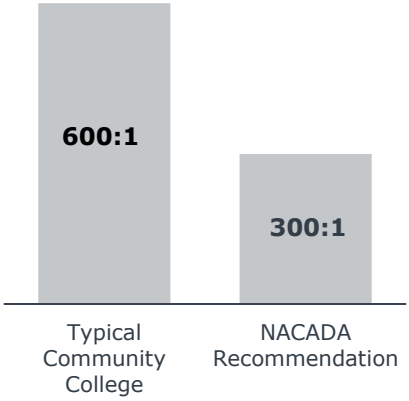
Source: EAB interviews and analysis.

Cannot Provide Personalized Attention

Adding Advising Personnel Often Becomes Prohibitively Expensive

Average Advisor Capacity Lags Behind Recommended Ratio



Appointments Too Brief for Goal-Based Conversations

- 5 to 30 Minutes during orientation
- <30 minutes during each semester

Shrinking Ratio an Expensive Proposition for All Community Colleges

Large Institution (~30,000 Students)

35+	$1.75M	1.3%
Needed Advisors	Cost Per Year	Percent of total budget

Mid-Size Institution (~15,000 Students)

20+	$1M	4.2%
Needed Advisors	Cost Per Year	Percent of total budget

Smaller Institution (~3,000 Students)

10+	$0.5M	6%
Needed Advisors	Cost Per Year	Percent of total budget

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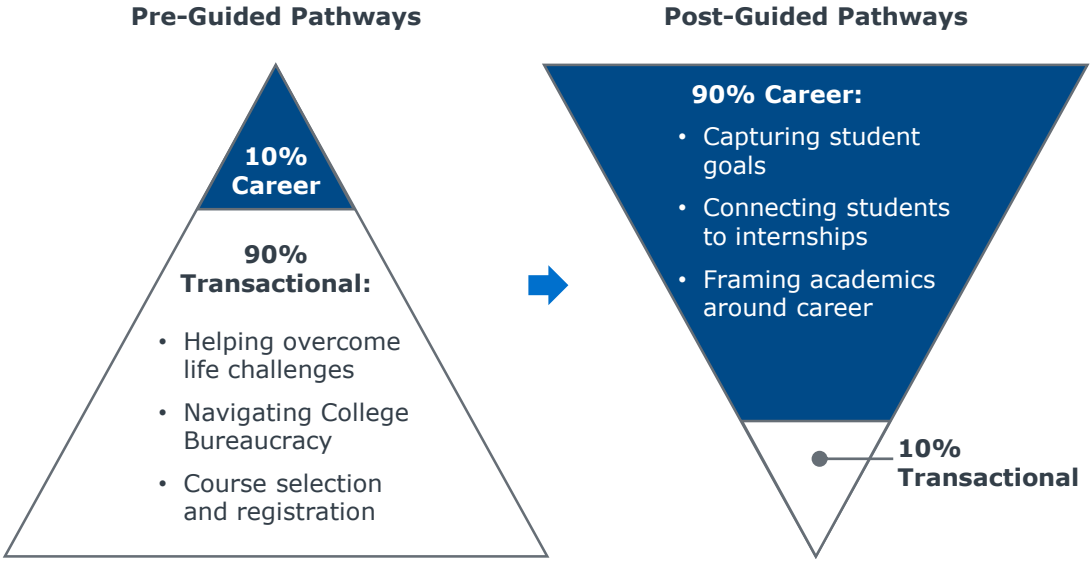
Source: EAB interviews and analysis.

Flipping Advising On Its Head

Guided Pathways Should Allow Advisors to Focus on Student Goals

Spending More of Their Time on Goal-Setting Conversations

Percent of Advisors' Time Spent on Career vs. Transactional Topics



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Source: EAB interviews and analysis.

Technology Accelerates Advising Transformation

New Advising Platforms Features Replace Transactional Advisor Function

Technological Solutions Arise to Solve Student Problems

Can't Find The Way

"The first few days are so overwhelming, I felt like quitting before I got started. I wish there was more help."

Hard to Set Goals

"There are so many [program] choices, I don't know which I'm supposed to pick. What if I pick wrong?"

Plan Falls Through

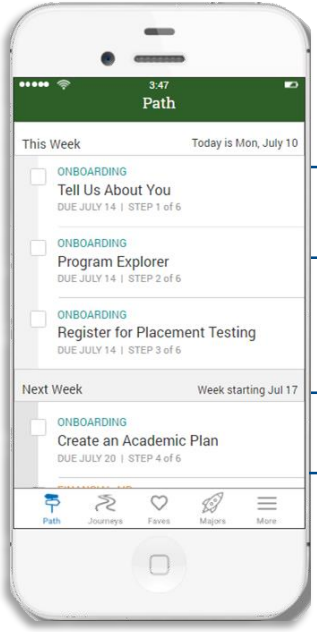
"I thought I could do it all, but then I ran into money problems and needed to pick up extra shifts at work."

Feeling Blocked

"The bureaucracy is frustrating. But if I can graduate with what I need it'll be worth it."

Personal Advisor in Your Pocket

Description of EAB Navigate Platform



Easy Onboarding
Turns intake process from maze into straight line

Academic Planning
Matches students to best-fit careers and relevant courses

Advisor View
Allows frontline staff to quickly reach cohort

Data Dashboard
Gives leaders data to serve students and report results

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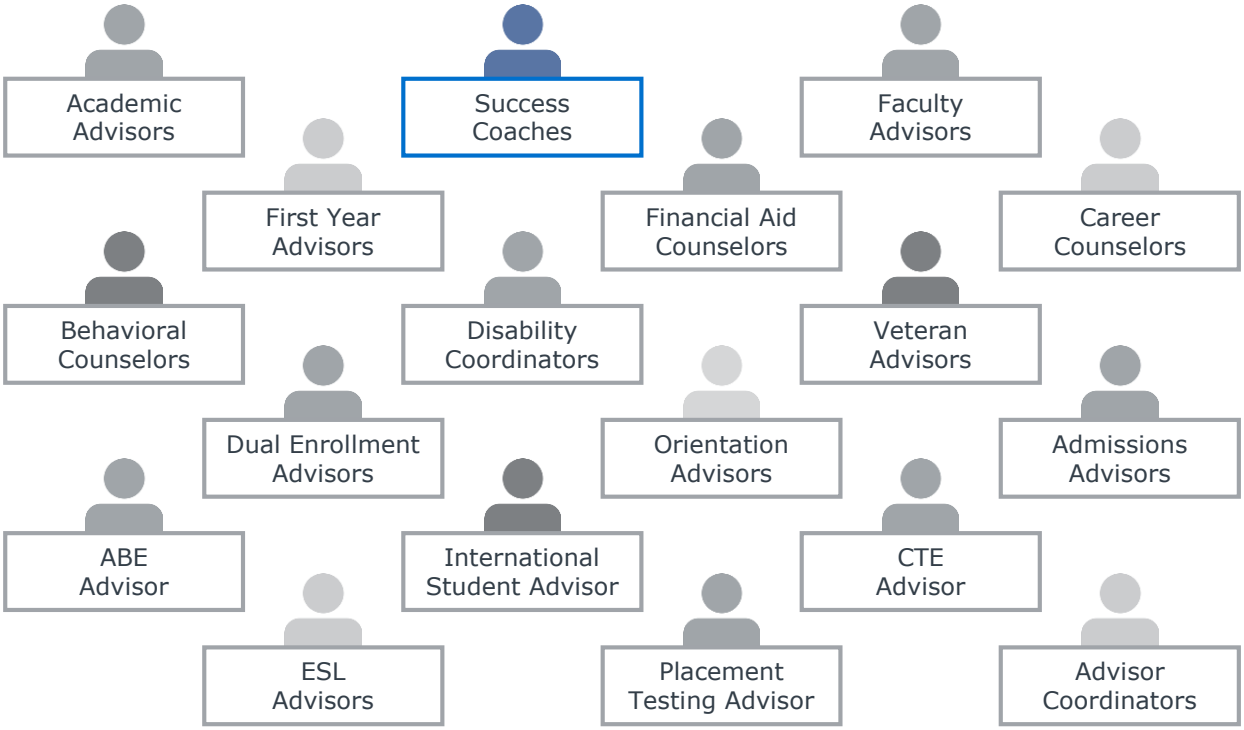
Source: EAB interviews and analysis.

No Shortage of Advising Models Available

Success Coaches Gain Prominence But Uncertain Value



Source: King P, "Organizing and Delivering Advising: Models for Success," *NACADA;* EAB interviews and analysis.

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Responsibilities of Advising Changed

Advisor Job Descriptions Capture New Responsibilities

Contrast in Top Line Functions Reveal New Professional Role

Typical Advisor Job Listing

Sample Community College

Key Responsibilities

- Help students with registration and scheduling
- Answer transfer and articulation policy questions
- Understand institutional policies and procedures

Transactional
Exchanges basic information with students

Redundant
Answers questions available online

Alamo College's Certified Advisors

ALAMO COLLEGES DISTRICT

Key Responsibilities:

- Provides advising to students from entry to completion
- Provides career/pathway exploration and career planning
- Implements academic advising strategies and achievement of student learning outcomes

Comprehensive
Guides students throughout college experience

Goal-Oriented
Connects academic choices to career goals and interests

Source: Bruens R, "Academic Advisor: Job Requirements and Salary Info," Oct. 5, 2016; Alamo Colleges District, "Advisor-Student Success Job Description," Accessed May 25, 2017; EAB interviews and analysis.

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Professionalization not Proliferation

Alamo Colleges' Curriculum Reorients Advising Around Student Goals

ALAMO COLLEGES DISTRICT

Codifies Goal-Based Outcomes

Simplified Advising Curriculum

Learning Objectives:

- ☑ Incorporate pathways process
- ☑ Learn labor market info
- ☑ Structure conversations around key touch points

Curriculum Overview:

- 60 Hours in total
- $1,000 certification pay
- Offered in-person and online

Simultaneously Elevate Advising Function

Top of license: Ensures advisors operate at their highest possible capacity

Unified: Instills all advisors with same competencies, skills, and measurable objectives

Targeted: Encourages all advising staff to learn essential pathway knowledge

46% Percent increase in number of certified advisors

12% Percent decrease in credits at graduation

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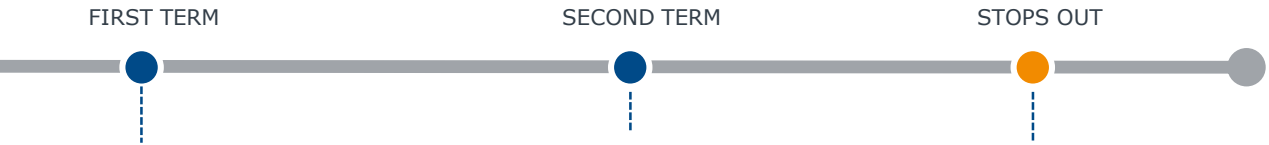
Source: EAB interviews and analysis.

Letting Bright Ships Pass In The Night

Persistence Interventions Fail to Capture Discouraged High Flyers

No Reason to Intervene Until It's Too Late

Prospective Nursing Student Stops Out Despite Guardrails



Excels at Intro Courses

Student earns a cumulative 3.84 GPA…

… Embedded health care pathway advisor pleased with progress

Remains in Top Quartile

Performance dips in some science classes, but averages a 3.74 GPA…

… Faculty inundated with struggling student early alert flags

Waitlisted for Nursing

Transcript does not meet competitive 3.85 GPA average…

…Withdrawal prevention system does not include stop outs

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Source: EAB interviews and analysis.

Internally Recruit Students Looking to Leave

Suggest Related Program to Students Before They Stop Out

Invite Students to New Program Before Stopping Out

- Categorize each major based on student movement
- Identify most common major transfer destinations of "donor majors"
- Send recruitment letter from sister program month acceptance results released

5% Retention goal for recruitment letters

Letters Highlight New Program Acceptance

Program RE Letter (Structure)

- ☑ Congratulate student for "acceptance" into new program
- ☑ Explain why the student would be a good fit for the program
- ☑ Highlight different degree and certificate options
- ☑ Invite student to an open house to learn more about the new program
- ☑ Provide student with advisor contact information

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Source: EAB interviews and analysis.

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CCEF Webconferences

Our Upcoming Fall and Winter Offerings

Providing Continuous Pathways Support

1

Optimizing Course Capacity Management amid Pathways Reform

September 13, 3-4pm ET

Best practices for creating schedules that prioritize course availability based on student completion

2

Driving Intentional Academic Decisions

September 28, 1-2pm ET

Steps to proactively guide students to their best decisions throughout career and program selection

3

How to Build Student-Led Program Maps

October 5, 1-2pm ET

Step-by-step guidance on creating program maps and meta-majors with student outcomes at the center of design

4

Winning Faculty Engagement in Pathways Reform

December 5, 1-2pm ET

Best practices to increase individual faculty participation and committee effectiveness in pathways reform

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Source: EAB interviews and analysis.

Sign Up for Our 2017 Meeting Series

Unparalleled Source of Innovative Strategies and Practices

Paving Pathways to Excellence

State of the Sector

Achieving Pathways Goals with Student-Centered Design

Becoming an Employer-Responsive Community College

Roundtable Breakouts – Networking and Hot-Topic Discussions

Save the Date

Cabinet Leadership Summit

- October 13, 2017; Marina del Rey, CA

Sign Up for the Next National Meeting

"I can't wait to bring these practices back to campus. Everything we covered is exactly what I'm working on now."

President, Mid-Atlantic Community College

"Great value! The research presented was relevant and easy to digest."

President, Northeast Community College

"Enormous amount of quality, food for thought, and action. Well done!"

President, Mountain West Community College

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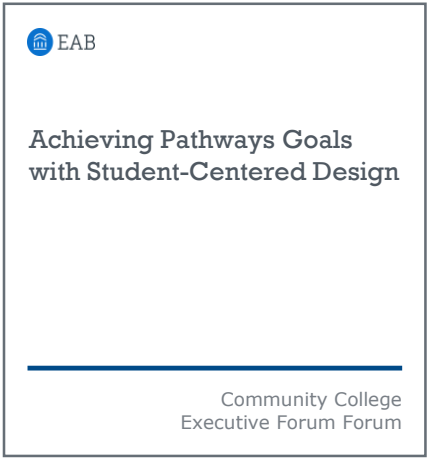
Providing Continuous Pathways Support

Activate Guided Pathways on Your Campus



- Full publication contains all 15 Guided Pathways best practices
- Includes corresponding tools to facilitate implementation
- Unlimited copies available to members

Questions on Today's Material?

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