

TEACHERS COLLEGE, COLUMBIA UNIVERSITY

# Sustaining momentum on scaling guided pathways during the pandemic

Davis Jenkins, Serena Klempin & Hana Lahr (CCRC) Stephanie Sutton & Lada Gibson-Shreve (Stark State College)

Ohio Success Center Webinar Series: June 11, 2020

### Webinar overview

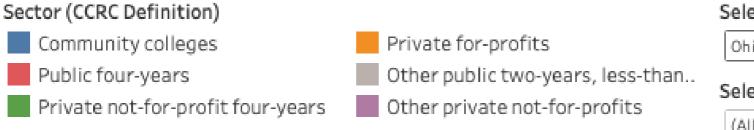
- How Covid-19 might affect enrollments and funding
- Why focus on onboarding?
- How have Ohio colleges redesigned onboarding?
- Updates from Stark State College

# Clues from the Great Recession: How Covid-19 may affect community college enrollments and funding

The **MIXED METHODS** Blog

### Undergraduate Enrollment Trends by Sector

IPEDS Data, 1996-2017



#### CCRC COMMUNITY COLLEGE RESEARCH CENTER

TEACHERS COLLEGE, COLUMBIA UNIVERSITY

### Select a State/Territory

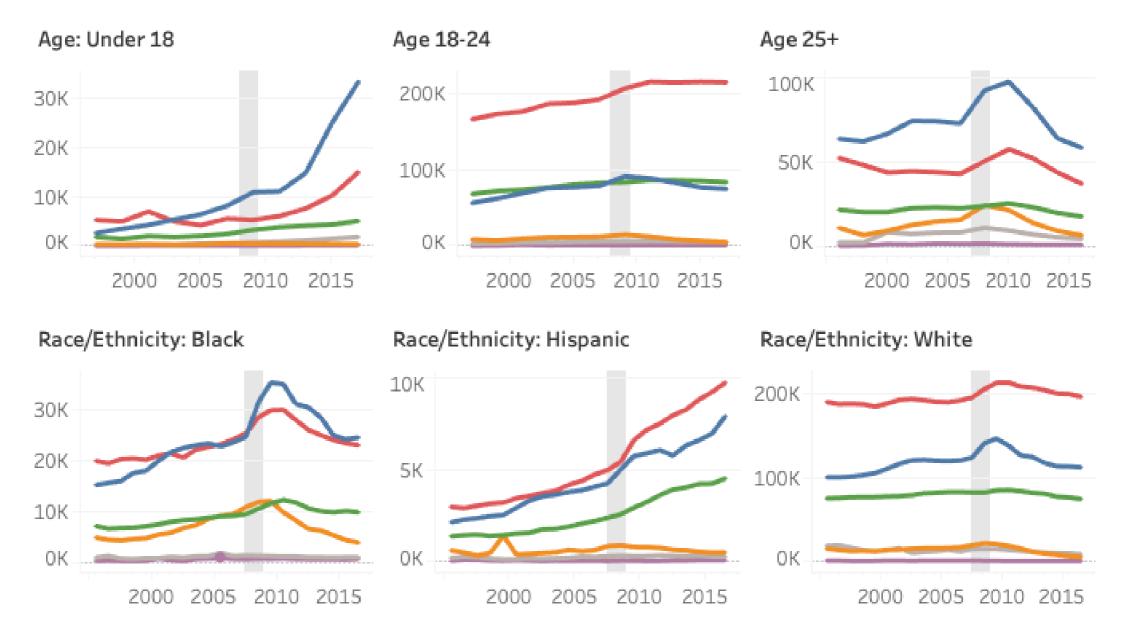


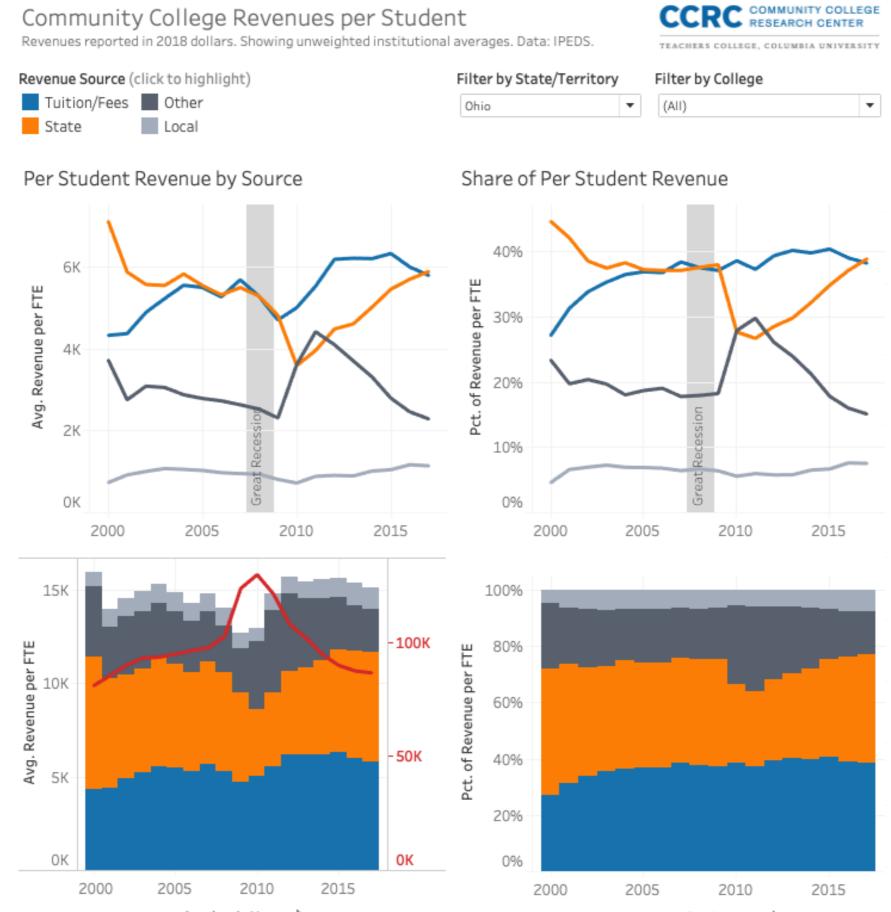
### Select an Institution



### Fall Undergraduate Enrollments

Summary for student age and race/ethnicity





Academic Year 🖈

Academic Year 🖈

# **COVID-related challenges for colleges and students**

- Competition from online degree completion providers, regional public universities, less-selective privates will intensify
- Students will want programs that help them to secure stable jobs in short term and good jobs in longer term—offered in formats/on schedules that work for adults with intense job and family pressures
- Students will be even less able to afford college (and support themselves and their families while enrolled) so they will expect programs that enable them to achieve goals as quickly and affordably as possible
- Demand for HS dual credit offerings that save time and money required to earn a bachelor's degree will increase
- Steep state funding cuts almost certain

# How colleges are rethinking new student onboarding as part of guided pathways

#### CCRC COMMUNITY COLLEGE RESEARCH CENTER RS COLLEGE, COLUMBIA UNIVERSITY

CCRC COMMUNITY COLLEGE RESEARCH CENTER TEACHERS COLLEGE, COLUMBIA UNIVERSIT

By Elizabeth Kopko and Sarah Griffat

Until recently, most community colleges have done little onboarding process to help entering students explore acar choose a program of study aligned to their interests, and d

such a program. This has been the case even though many

such a program, this may been increase with morgin many clear goals or even a good sense of how academic program career areas. Students can visit the campus career center fi this resource and choose to use it. But most students do n until they near graduation, if at all. And while students m

advisor and indeed may be required or encouraged to at

or during their first term, advising is typically focused on

selecting and registering for courses for the uncoming se

selecting and registering for courses for the upcoming sen-tather than on helping student explore interests, develop goals, and build an appropriate educational plan. While it characterizes the situation at many community colleges, it that are undertaking whole-college goided pathways refut (see Jenklins, Lahr, Fink, & Ganga, 2018) are modifying the solution of the situation of the second s

onboarding process to give entering students active supp

edesign their new student onboarding practices. Part 1 of t

why the conventional community college approach to new : unsuccessful in helping students choose and plan a program colleges are rethinking the onboarding process as part of larg

This second part summarizes students' experiences with, a

process as it occurs at two Florida community colleges that l

ractices for degree-seeking students: Indian River State Co College (SPC). We organize the discussion around three key scudents to (1) explore interests and programs of study, (2) g so as to gain confidence in their selected pathway, and (3) en

exploration, goal-setting, and educational planning.

This is Part 2 of a three-part packet designed to provide gui

#### **Redesigning Co College Studen College Student** Through Guide

#### Part 1: Rethinking New

#### Bu Davis Jenkins, Hana Lahr, and Lauren Pellearino

Apply to college. Take a placement test. See an adv Register for first-term courses. Attend a college orle Start attending classes.

This is the typical experience for the nearly two million fit I must the typical experience for the nearly two matching community college every year. The process is designed to c to start taking college courses right away. But the institution new students, and the process is not well designed to help academic interests, find a program of study that is a good fi completing such a program.

Research generally finds that college students are more like study if they choose a major that aligns with their interests 2010; Tracey & Robbins, 2006). Yet many new comi 2010; Fracey & Robons, 2000). Fet many new comme clear goals. Nearly 40% of community college students: major at the end of their first year (authors' calculations secondary Students Longitudinal Study), and the actu who are truly undecided may be much higher, as students a program of study to qualify for financial aid.

Community colleges, of course, want to help students de goals and find their way. All community colleges have acade gains and that their way. All community cottegers have a star advisors, and most provide career services. Start is often left to seek out these supports. As a result, community colleges and particularly those most in meed of assistance—tend to s catalog, the college website, and friends and family membe education experience themselves) to help them navigate a t for Community College Student Engagement [CCCSE], 20 2003). It is perhaps not surprising, then, that community 1005), it is periagis not surprising, men, mai community or unfusion and frustration with advising and registration, w ook courses they did not need or that would not transfer to lestination college (Kadler & Gupta, 2014; Schudde, Brad

### **Onboarding at Redesigning Co**

Laramie County **Community Colle** 

#### Through Guidec **Key Features of Redesigne** Part 2: Student Perspec

#### Organizing and Introducing Programs by Field of Interest **Practices at Two Florida**

In 2017 faculty staff and the institutional effect In 2017, faculty, staff, and the institutional effectivenes office at LCCC organized the college's programs into seven meta-majors called "pathways."
The college website shows each meta-major's program maps, which include recommended course sequences by semester and indicate decision-making milestones that LCCC calls "choice points." Each map includes a first-term program course, a college mat and English course in the first year, and a required

first-year experience course. Improving Orientation and New Student Advising Students are required to participate in an online orientation and an initial advising appointment before

the start of the first semester. the start of the first semester. • Advisors are organized by meta-major, and students are assigned to an advisor based on their meta-major. During students' initial advising appointment, advisors confirm each student's program direction and facilitate a discussion of their academic and career goals.

Expanding Career and Transfer Advising to All Students

 Students interested in applying to the college are encouraged to use an online tool called Ca Coach to explore their strengths, career goals, and aligned program options. If they are undecided or lack confidence in their choice of program, they are directed to the career center for guidance. The college's first-year experience course is focused on career exploration and educational planning. on career exploration and educational p Students develop full-program education a planning tool implemented in fall 2019

See onboarding profiles of other colleges at

#### **Onboarding at Onboarding at** Alamo Colleges District

**Prince George's Community College** 

Organizing and Introducing Programs by Field of

In 2017, PGCC began organizing its programs into

Improving Orientation and New Student Adv

Incoming students are provided with a one-page, six-step enrollment checklist that explains even

any needed placement tests, and meet with an advisor

before they register for courses. Students complete

with students on program and career exploration and provide support for activities such as resume writing

PGCC mandates advising checkpoints at 15, 30, and

and job searching.

meta-maiors called "academic and ca

#### Key Features of Redesign Organizing and Introducing Programs by Field o

MAY 2020

 In fall 2014, the five Alamo community colleges. leadership from the district, organized their cred and noncredit programs into six meta-majors ca In consultation with area employers and univers Alamo faculty mapped all programs to employm and transfer outcomes. Advisory committees at the district, college, and program level work with university and employer representatives to en that program maps are up-to-date and respo

employer needs. Alamo and seven regional universities formed a "transfer compact" to develop transfer maps in fie of economic importance in the region. Improving Orientation and New Student Advisir

Improving Orientation and New Student Advisin Alamo hird 25 enrollment coaches across all fiv colleges who contact applicants to welcome the and guide them through enrollment, helping thos who get stude. They also confirm each applicant choice of meta-major. Orientation is organized by meta-major, students participate in group advising sessions at orientatic students are assigned an advising version within their meta-major and attend a mandatory advising appointment after completion [5:30 and 46 pred

before they register for courses. Students complete orientation before they take a placement test so they can learn about the test, resources to help them prepare, and testing alternatives. • Orientation includes an introduction to: the meta-majors, student support resources such as tutoring, the use of individual educational plans, and campus clube and activities. • Advisors are embedded within meta-majors and are trained as career courselors through the National Career Development Association. They work intensely with students on program and career exploration and appointment after completing 15, 30, and 45 cred • Each Alamo Institute (meta-major) developed lea outcomes for advising connected to marketable s that are shared with students in an advising syllab

See onboarding profiles of other colleges at See onboarding profiles of other colleges at -college-onboarding-guided-pathway

#### FAST FACTS Location: Largo, MD icity:

#### **Key Features of Redesigned Practices at PGCC**

#### Expanding Career and Transfer Advising to All

 Each semester, advisors facilitate early advising week eer pathways." to help eliminate the bottleneck of students who need Meta-majors cance academic and caree paerways. The college website lists all the possible types of credentials and learning paths within each meta-major, including noncredit certifications and related degrees available at four-year destination colleges. advising to register for the following term. In those sessions, new students work with advisors to identify goals; discuss career options and the characteristics of good employees (such as punctuality, professionalism and integrity); and develop a full educational plan. PGOC has a dedicated hree-person team of transfer advisors for students who plan to transfer. v, rvthing

#### Increasing Engagement With Programs From th

six-step enrollment cnecklist that explains everything a new student needs to do and in what in order, including filling out a combined financial aid and college application to begin planning college financing. • Students are required to complete orientation, take Before the first day of classes in fall and spring, new Before the first day of classes in fall and spring, new students and their families are invited to participate in New Student Convocation. Each "scademic and career pathway" sets up a table where students can meet faculty, staff, and other students and learn about programs and career options within the meta-major.
Students receive career and academic ocunseling from a full-time advisor until they earn 30 credits. After that, they transition to a faculty advisor in their programs. Faculty mentors receive training on topics such as addressing personal bias, career counseling, and interpersonal communication.

 COAST is a high school-to-college pathway program that places dedicated PGCC academic coordinators in targeted Prince George's County high schools.
The coordinators facilitate college readiness, career exploration, and dual enrollment, and they host workshops on topics such as financial aid.
Dual enrollment students can take courses on the ollege campus or at the high school, where they are ught by a certified instructor. ent students have access to full-tuition scholarships to PGCC.

2017-18 enrollment: 16,868 Percent part-time (fall 2018): 73% Black - 71% Asian - 4% Hispanic - 12% White - 4% Percent receiving Pell Grants: 37%

#### Designing Dual Enrollment as an On-Ramp to College

# Rethinking Onboarding From a Guided Pathways Perspective

### FROM

Orientation to college

Optional career and transfer advising and planning

Engaging with programs after prerequisites

À la carte high school dual enrollment coursetaking

### ТО

Orientation to fields of study

Required career and transfer advising and program planning

Engaging with programs from the start

Dual enrollment as an on-ramp to a program pathway

New reports from CCRC on onboarding: <u>https://ccrc.tc.columbia.edu/publications/redesigning-community-college-onboarding-guided-pathways.html</u>

### Why focus on onboarding now?

- Uncertainty about enrollments, in-person vs. online, funding, etc.
- Between 10 and 40% of students who apply don't enroll
- ~40% of all CC students are gone from higher education by the start of year 2; nearly 60% among minoritized students
- Selecting a major is a complex process, yet orientation is often limited to an introduction to the college campus and first-term registration (Jenkins, Lahr, & Pellegrino, 2020).
- Even adults with prior college experience need the opportunity to explore program and career options and confirm their choice (Klempin & Lahr, forthcoming).



# How Small Colleges are Capitalizing on Their Size to Provide Personalized Onboarding

# Benefits and Challenges Facing Small Colleges

### Challenges

- Resource constraints
- Distance and transportation

### Benefits

- Streamlined leadership can implement changes more quickly
- Easier to get to know students

### Mini Case Studies from 3 Ohio Community Colleges

	FTEIC Enrollment (Fall 2018)	Location	Urbanicity
Clark State	452	Springfield	Small city
Edison State	492	Piqua	Rural
Zane State	282	Zanesville	Small town



The career you want. The degree you need.





### **Clark State Community College**

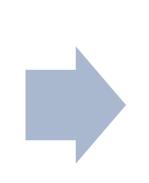
Mass orientations (80 students) Smaller, more frequent orientations

### **Benefits of Smaller Orientations at Clark**

- More attentive to student needs
- More time for establishing relationships with students
- More time to connect students to resources
- Greater opportunities to discuss long-term career goals

### **Edison State Community College**

Professional advisors as generalists



Career pathways advisors

### **Career Pathways Advisors at Edison State**

Assigned based on meta-major

CCRC

- Schedule an initial hour-long advising appointment with each student *prior* to orientation
- Ask students to complete a short version of the Holland Career Assessment and discuss the results during the initial advising appointment



Career Pathways



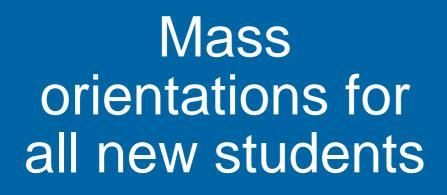


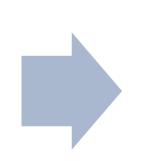






### Zane State College





Small orientations based on metamajor

### Meta-Major Orientations at Zane State

- Organized based on meta-major into multiple small group sessions
- Offer up to 30 orientations over a six-week period
- Each orientation may have only 10 students
- Both advisors and faculty participate

### Discussion

- Identifying additional resources and support needed by small colleges
- Applying lessons learned from small colleges in larger institutions
- Maintaining personalized onboarding experiences in an online environment

Dr. Lada Gibson Shreve, Provost & Chief Academic Office <u>lshreve@starkstate.edu</u>

Dr. Stephanie Sutton, Vice President for Enrollment Management <u>ssutton@starkstate.edu</u>



### **Career Communities at Stark State**

https://www.starkstate.edu/academics/

- Not quite sure where you want to land in your career? We can help.
- Our 10 Career Communities help you take a look at clusters of occupations that align with your interests, skills, goals and career plans.
- Whether you have your sights set on a specific career pathway or are exploring your options, Career Communities offer a better way for you to find your career calling amongst the more than 230 degrees and certificates available at Stark State.
- Admissions application redesigned
  - Undecided students choose between 10 exploratory majors instead of 200+ degrees/certificates
  - Undecided as a major is no longer an option

### career communities

### find success in a profession that's the right fit for you

Career Communities help match you to potential career pathways and occupations where employees share common interests and skills.

You'll be placed in the career community that best aligns with your strengths and interests. If you prefer to explore all your options within that community before you commit to one major, you can first choose an exploratory major to get an overview of a variety of fields.

#### Benefits

- an advisor specializing in your area of interest
- programs to help you learn the skills you need to be competitive
- emails with jobs and internships, professional development opportunities and industry advice
- alumni and employer connections

Stark State



#### Administrative Services, Legal Assisting and Court Reporting

Do you pride yourself on your organizational skills, attention to detail and ability to interact with a diverse set of people? Do you enjoy executing a process with efficiency and accuracy, keeping proper documentation at each step of the way?

#### **Business and Accounting**

Would you characterize yourself as a leader, problem solver, and persuader? Are you focused on the importance of numbers, data and accuracy?

### Enjoy

#### Computer Science, Information Technology, Security and Digital Media

Enjoy being creative with accuracy and precision? Like being presented with a technical problem and troubleshooting to find the solution? Thrive on change and leaning the newest technology and techniques?

#### Culinary

Love food and cooking, being creative, working with your hands, and performing with precision?

#### Education

Is your passion people? Want to help them grow to find their potential and support them through the course of that journey?

#### Engineering Technology, Industrial, Automated Manufacturing and Automotive Technologies

\* Are you interested in the way things function? Do you enjoy working with your hands, fixing technical problems and finding better solutions?

#### C Health

Have a desire to help, heal, and care for others? Do you have strong communication skills, endurance, and enjoy working as a team? Whether you prefer working directly with people or behind the scenes in a lab setting, the health field offers something for all.

#### Human Services, Social Services and Public Safety

Motivated by a desire to serve others and your community? Enjoy hands-on or field work, planning, organizing, managing and research? Human and public services are filled with professions for those with a strong desire to help improve people's lives, making it safer, easier and more fulfilling for others.

#### Liberal Arts

Desire to create a strong foundation for a career that may require additional higher education? These programs start your pathway to careers in communication, English, humanities, psychology, sociology, technical communications and transfer programs with more than 40 colleges and universities.



#### Mathematics and Sciences

Do you enjoy complexity and problem solving? Are you analytical, detailed and have a desire to continuously investigate and learn? Do you enjoy working in a mixed setting offering independent and team environments?

# Career Communities

# Overview

www.starkstate.edu/academics

Admissions | 330-494-6170 ext. 4228 | 1-800-797-8275 | info@starkstate.edu Career Services | 330-966-6459 | careerservices@starkstate.edu

# **Advising Placemat**



### Stark State career communities

### Canton wage Akron wage

	-	-	
ADMINISTRATIVE SERVICES AND LEGAL ASSISTING			
administrative assistant	34,000	35,100	
insurance processing policy derk	37,100	37,300	
medical secretary	30,000	32,700	
paralegal; legal assistant	40,200	49,400	
receptionists/information derks	25,500	25,900	

· organizational skills · attention to detail · ability to interact with people • efficiency • accuracy

administrative office professional, judicial court reporting, legal assisting

o,	

ENGINEERING TECHNOLOGIES, INDUSTRIAL, AUTOMATED MANUFACTURING AND AUTOMOTIVE TECHNOLOGIES			
automotive service technician 35,000 42,200			
engineering technician	49,900	54,400	
HVAC installer	47,200	43,500	
machinist	34,300	31,700	
welder	37,100	40,100	

Canton wage Akron wage

· interest in how things function · hands-on

· technical problem-solving · look for better solutions

HVACR technology, electrical maintenance technology, civil engineering technology, automotive technology, environmental, health and safety technology

#### \* may require further education bulleted items - critical characteristics Italics - sampling of SSC majors

	~	-
BUSINESS AND ACCOUNTING		
advertising sales agent	62,500	56,900
bookkeeper	37,300	38,200
customer service representative	29,800	36,900
human resources assistant*	34,200	40,000
loan officer*	54,900	69,300
a balance allowed as a second sector of the		

Carton wate Akron wate

Akron wage

 leader • problem solver • persuader • focused on numbers, data, accuracy

certified public accountant, accounting-corporate, business management, marketing and sales management, corporate finance

<b>3</b>	Canton wage	Akron wag
EALTH		
ental hygienist	61,100	66,500
censed practical nurse	39,300	41,700
redical lab technician	54,700	50,400

HEALT dental

license

medical lab technician	04,700	00,400
physical therapy assistant	56,200	58,700
radiation therapist	72,700	81,600
registered nurse*	60,300	67,700
surgical technologist	47,500	42,100

· help, heal, and care for others · communication skills · endurance · teamwork

direct patient care: medical assisting, expanded functions dental auxiliary, massage therapy, opthalmic technology, respiratory care

indirect patient care: surgical technology, health information technology, medical instrumentation sterilization technology, dietary manager

sources: high demand from 2018.2 QCEW employees; all other fields Bureau of Labor Statistics 2017 from JobsEQ

high-demand, good-paying occupation: at least 1,000 job openings projected through 2028 in the Northeast Ohio region (10 counties in Akron, Canton and Cleveland MSAs); jobs pay \$15/hour or more

.

	-	-	
COMPUTER SCIENCE, INFORMATION TECHNOLOGY, Security and Digital Media			
computer support specialist	42,600	45,700	
software applications developer*	91,300	84,400	
graphic arts designer*	41,100	44,200	
web developer	42,500	65,700	
security management specialists	58,700	65,500	

Carton wage Akron wage

Airon water

 creativity • accuracy • troubleshooting technical problem · change · new technology and techniques

cyber security and computer forensics technology, computer science and engineering technology, web design and development, music production and engineering

·	Canton wage

HUMAN SERVICES, SOCIAL SERVICES AND PUBLIC SAFETY			
EMT 28,600 32,700			
firefighter	38,400	48,400	
police officer	48,000	60,100	
social/human service assistant	28,900	31,800	
substance abuse counselor*	47,200	49,500	

 serve others and the community to make life safer hands-on field work • planning • organizing • managing research

emergency fire services, emergency medical services, police science, human and social services, chemical dependency



culinary arts

CUL INARY chef

first line supervisor/food prep

· love of food and cooking · creativity · hands-on

food service manager

precision performance

LIBERAL ARTS		
behavioral analyst; mental health counselor*	49,500	47,200
customer service representative	29,800	36,900
market research analyst*	64,600	64,600
public relations specialist*	50,100	59,300
writer*	38,800	49,800

· strong foundation for a career that may require additional higher education

associate of arts degree, communication, English, psychology, sociology



Canton wage Akron wage

Canton wage Akron wage

EDUCATION		
elementary school teacher*	57,100	61,300
high school teacher*	62,500	61,500
middle school teacher*	54,800	64,500
preschool teacher*	23,400	24,900
teacher's assistant	25,400	29,500

· people-oriented · promote growth and support for others creativity and organizational skills

education, early childhood education

<b>\$</b>
MATHEMATICS AND SCIENCES
and some the

87,300 94,000 actuary chemical technician\* 43,500 42,000 mathematician\* 75,200 80,700 75,300 80,800 statistician\*

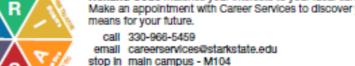
· complexity · problem solving · analytical · detailed · desire to investigate and learn

associate of science, biology, chemistry, mathematics, pre-medical professional concentration



Holland Code matches your interests to your ideal career and work environment. Make an appointment with Career Services to discover your code and what it call 330-966-5459

SSC Akron - Gateway Student Services



Canton wage Akron wage

Canton wage Akron wage

43,700

34,700

52,300

36,400

31,800

45,600



# Advising Placemat



	Canton wage	Akron wage			
ADMINISTRATIVE SERVICES AND LEGAL ASSISTING					
administrative assistant	34,000	35,100			
insurance processing policy clerk	37,100	37,300			
medical secretary	30,000	32,700			
paralegal; legal assistant	40,200	49,400			
receptionists/information clerks	25,500	25,900			

organizational skills
attention to detail
ability to interact with people
efficiency
accuracy

Image: marginal content of the second sec

sources: high demand from 2018.2 QCEW employees; all other fields Bureau of Labor Statistics 2018 from JobsEQ



### virtual open houses

|--|

Tuesday, June 16 Math and Science

0

Thursday, June 18 Education

Liberal Arts



Tuesday, June 23 Engineering technologies, industrial, automated manufacturing and automotive technologies

1		
	1	
	COLUMN DESIGNATION	
1	_	
	-	

Thursday, June 25 Computer science, information technology, security and digital media



Tuesday, June 30 Administrative services, legal assisting and court reporting

-	•	

Thursday, July 9 Business and accounting Culinary



Tuesday, July 14 Human services, social services and public safety



Thursday, July 16 Health

### starkstate.edu/openhouse

### **SSC First-Year Experience**

### Welcome Week

- Students provided with campus information to ensure a great start
- Snacks provided
- Daily drawings
- Student Involvement Fair
  - Student Organizations
  - Community Resources
- Jump Start
  - Habits of Highly Effective Student
  - Academic Support Services and Campus Resources
  - Introduction to Academic Faculty
- SSC101 Course and Career Services

### Pathway Advising Model

- Gateway Advising (0-15 credits)
  - Hand-off from Gateway Advising
- Faculty Advising (15+ credits)
  - Starfish
  - ► MAP
    - Career Communities
    - All Certificates and Degree Programs
  - Advising Training
    - Blackboard Course
      - SSC Advising Process
      - ► Faculty Tools
      - Advising a Student
      - Resources
      - Certificate of Completion

### **Guided Pathways 2.0**

### Design Teams

- Gateway and Faculty Advising
- Equity in Student Outcomes
- Teaching and Learning
- Adult 25+ Recruitment and Success
- Communications
- University Transfer
- Student Financial Stability

### **Caring Campus Initiative**

- Competitive grant initiative of the Institute for Evidence-Based Change (IEBC)
- Funded by Ascendium Education Philanthropy
- Engages and supports staff members in developing behavioral commitments to ensure that students feel welcomed and connected
- Guides all staff in developing strategies that can easily be implemented campus-wide
- In these uncertain times, more important now than ever that students feel that sense of welcome and belonging
- Includes strategies for remote operations
- In alignment with Guided Pathways 2.0, strategic vision, and overall student-success
- Coaching sessions June & July kicks off Fall 2020



TEACHERS COLLEGE, COLUMBIA UNIVERSITY

# Thank you!

### **Presentation links:**

Enrollment blog: <u>https://ccrc.tc.columbia.edu/easyblog/covid-community-college-enrollment.html</u> Funding blog: <u>https://ccrc.tc.columbia.edu/easyblog/community-college-funding-covid-19.html</u> Onboarding packet: <u>https://ccrc.tc.columbia.edu/publications/redesigning-community-college-</u> onboarding-guided-pathways.html

