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
Undergraduate Enrollment Trends by Sector
IPEDS Data, 1996-2017

Sector (CCRC Definition)
- Community colleges
- Public four-years
- Private not-for-profit four-years
- Private for-profits
- Other public two-years, less-than...
- Other private not-for-profits

Select a State/Territory
Ohio

Select an Institution
(All)

Fall Undergraduate Enrollments
Summary for student age and race/ethnicity

Age: Under 18

Age 18-24

Age 25+

Race/Ethnicity: Black

Race/Ethnicity: Hispanic

Race/Ethnicity: White
Community College Revenues per Student
Revenues reported in 2018 dollars. Showing unweighted institutional averages. Data: IPEDS.

Revenue Source (click to highlight)
- Tuition/Fees
- Other
- State
- Local

Filter by State/Territory
- Ohio

Filter by College
- (All)

Per Student Revenue by Source

Share of Per Student Revenue
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
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

TO

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

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

<table>
<thead>
<tr>
<th>Institution</th>
<th>FTEIC Enrollment (Fall 2018)</th>
<th>Location</th>
<th>Urbanicity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clark State</td>
<td>452</td>
<td>Springfield</td>
<td>Small city</td>
</tr>
<tr>
<td>Edison State</td>
<td>492</td>
<td>Piqua</td>
<td>Rural</td>
</tr>
<tr>
<td>Zane State</td>
<td>282</td>
<td>Zanesville</td>
<td>Small town</td>
</tr>
</tbody>
</table>
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
- 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
Zane State College

Mass orientations for all new students

Small orientations based on meta-major
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  
lshev@starkstate.edu

Dr. Stephanie Sutton, Vice President for Enrollment Management  
ssutton@starkstate.edu
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

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?

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 learning 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?

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?

Stark State College
www.starkstate.edu/academics
# Advising Placemat

## Stark State College

### Career Communities

<table>
<thead>
<tr>
<th>Administrative Services and Legal Assisting</th>
<th>Business and Accounting</th>
<th>Computer Science, Information Technology, Security and Digital Media</th>
<th>Culinary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary Comparison</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carbon wage: $34,000 - $36,000</td>
<td>Carbon wage: $62,500 - $68,000</td>
<td>Carbon wage: $42,600 - $45,000</td>
<td>Carbon wage: $36,400 - $43,000</td>
</tr>
<tr>
<td>Alone wage: $36,100 - $38,000</td>
<td>Alone wage: $56,800 - $68,000</td>
<td>Alone wage: $45,000 - $47,000</td>
<td>Alone wage: $43,300 - $50,000</td>
</tr>
</tbody>
</table>

**Notes:**
- Organizational skills: Attention to detail, ability to interact with people, efficiency, accuracy.
- Administrative office professional, judicial court reporting, legal assisting.

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

<table>
<thead>
<tr>
<th>Salary Comparison</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon wage: $35,000 - $42,000</td>
<td>Interest in how things function, hands-on experience.</td>
</tr>
<tr>
<td>Alone wage: $36,100 - $43,000</td>
<td>Technical problem-solving, able to find better solutions.</td>
</tr>
</tbody>
</table>

**Notes:**
- Industrial automation technology, electrical maintenance technology, civil engineering technology, automotive technology, environmental health and safety technology.

### Health

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Carbon wage: $61,100 - $68,000</td>
<td>Understanding and working with human body.</td>
</tr>
<tr>
<td>Alone wage: $64,000 - $71,000</td>
<td>Requires hands-on skills.</td>
</tr>
</tbody>
</table>

**Notes:**
- Dental hygienist, registered nurse, orthodontic assistant, surgical technologist, medical laboratory technologist.

### Human Services, Social Services and Public Safety

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<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon wage: $28,600 - $32,000</td>
<td>Emergency fire services, emergency medical services, police science.</td>
</tr>
<tr>
<td>Alone wage: $32,000 - $35,000</td>
<td>Requires strong foundation for a career that may require additional education.</td>
</tr>
</tbody>
</table>

**Notes:**
- EMT, firefighter, social service assistant, substance abuse counselor, direct patient care, medical assisting, expanded functions dental auxiliaries, massage therapy.

### Liberal Arts

<table>
<thead>
<tr>
<th>Salary Comparison</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon wage: $49,000 - $52,000</td>
<td>Strong foundation for a career that may require additional education.</td>
</tr>
<tr>
<td>Alone wage: $52,000 - $55,000</td>
<td>Requires strong foundation for a career that may require additional education.</td>
</tr>
</tbody>
</table>

**Notes:**
- Behavioral analyst, mental health counselor, customer service representative, public relations specialist, writer.

### Mathematics and Sciences

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Carbon wage: $87,300 - $94,000</td>
<td>Requires strong foundation for a career that may require additional education.</td>
</tr>
<tr>
<td>Alone wage: $94,000 - $100,000</td>
<td>Requires strong foundation for a career that may require additional education.</td>
</tr>
</tbody>
</table>

**Notes:**
- Actuary, chemical technician, statistician, mathematician.

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**Additional Notes:**
- 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 means for your future.
- Call 330-966-4545 or email careerservices@starkstate.edu.
- Stop in main campus - M104.
## Advising Placemat

<table>
<thead>
<tr>
<th>Administrative Services and Legal Assisting</th>
<th>Canton Wage</th>
<th>Akron Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Assistant</td>
<td>34,000</td>
<td>35,100</td>
</tr>
<tr>
<td>Insurance Processing Policy Clerk</td>
<td>37,100</td>
<td>37,300</td>
</tr>
<tr>
<td>Medical Secretary</td>
<td>30,000</td>
<td>32,700</td>
</tr>
<tr>
<td>Paralegal; Legal Assistant</td>
<td>40,200</td>
<td>49,400</td>
</tr>
<tr>
<td>Receptionists/Information Clerks</td>
<td>25,500</td>
<td>25,900</td>
</tr>
</tbody>
</table>

- Organizational skills
- Attention to detail
- Ability to interact with people
- Efficiency
- Accuracy

🌟 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

Sources: high demand from 2018.2 QCEW employees; all other fields Bureau of Labor Statistics 2018 from JobsEQ
Stark State College

virtual open houses

Tuesday, June 16
Math and Science

Thursday, June 18
Education
Liberal Arts

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

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
Thank you!

Presentation links:

Enrollment blog: https://ccrc.tc.columbia.edu/easyblog/covid-community-college-enrollment.html