

# Sustaining momentum on scaling guided pathways during the pandemic

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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*

**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 ▼

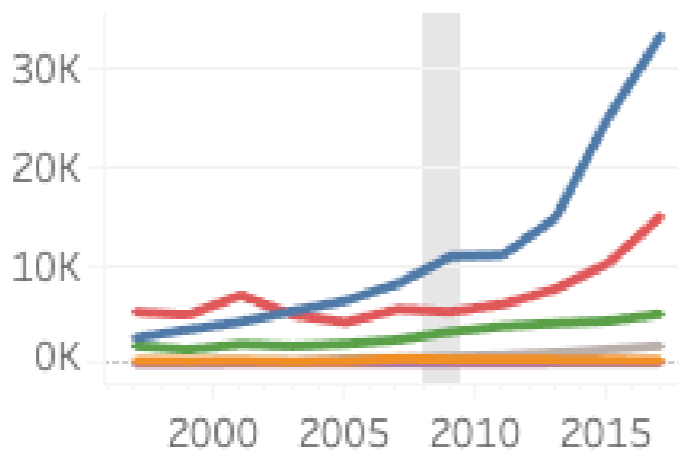
**Select an Institution**

(All) ▼

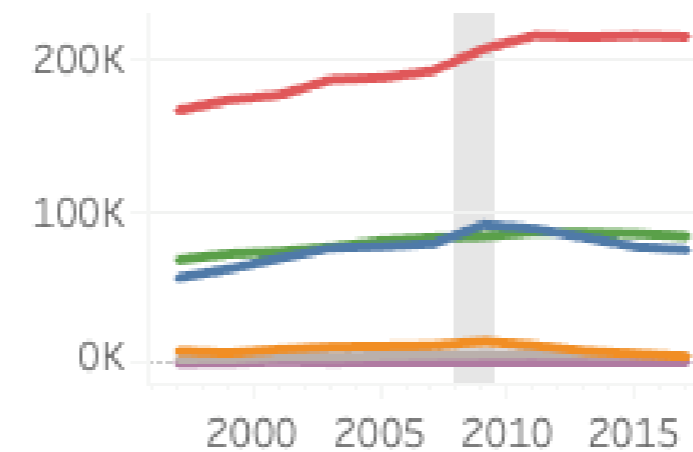
## Fall Undergraduate Enrollments

*Summary for student age and race/ethnicity*

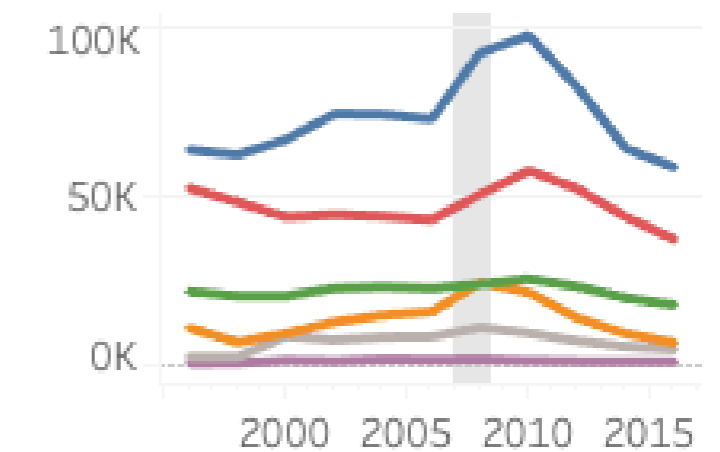
**Age: Under 18**



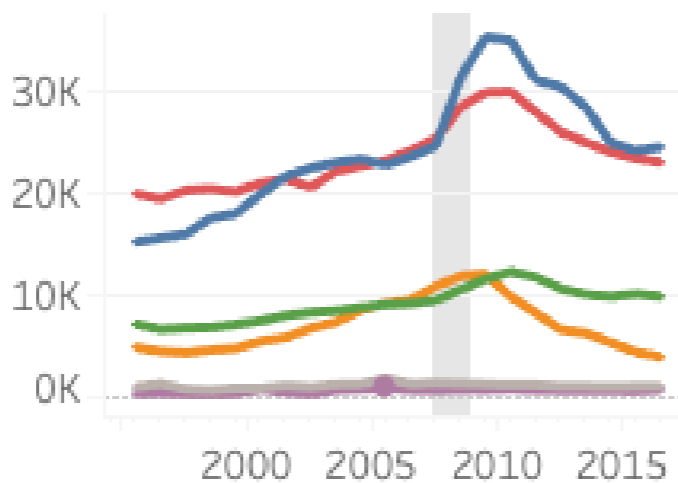
**Age 18-24**



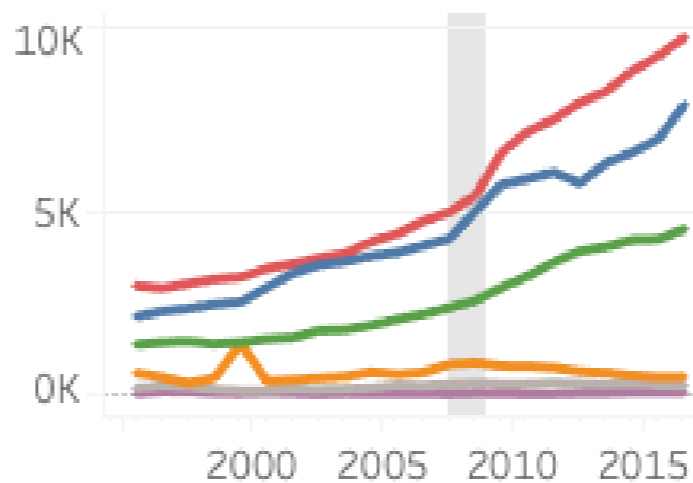
**Age 25+**



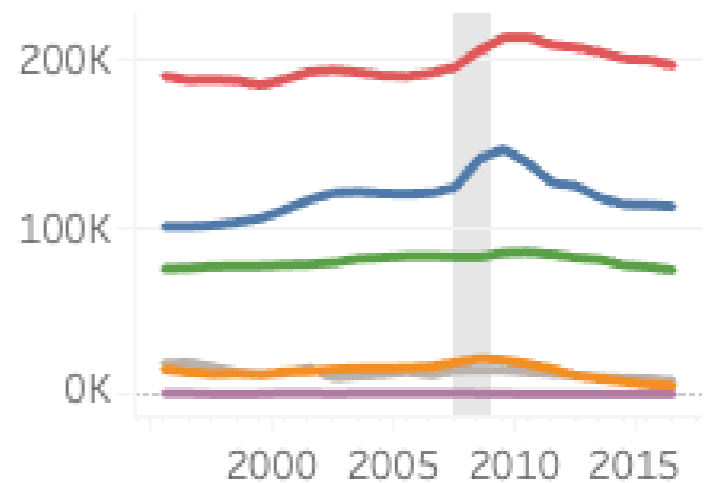
**Race/Ethnicity: Black**



**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
- State
- Other
- Local

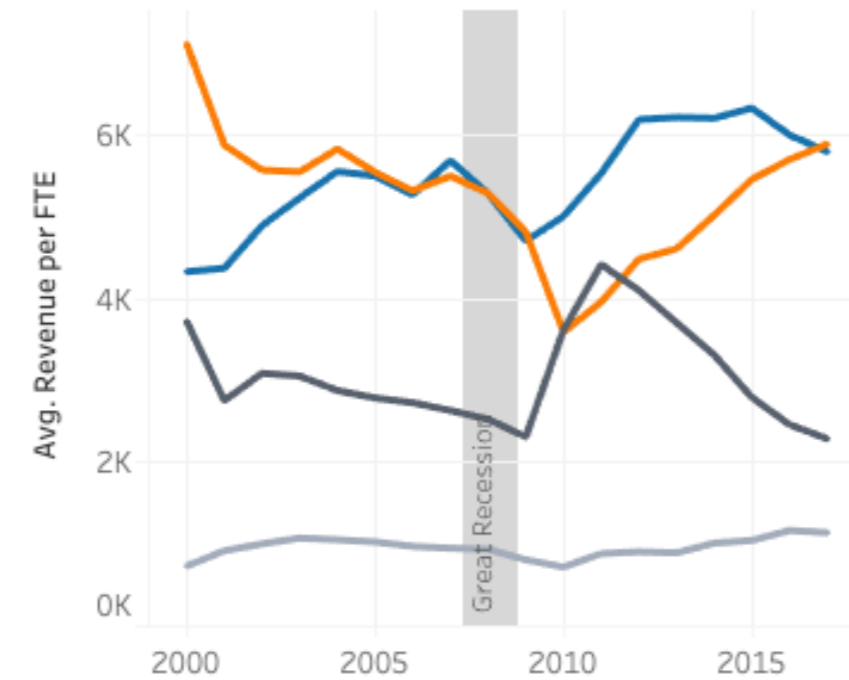
Filter by State/Territory

Ohio

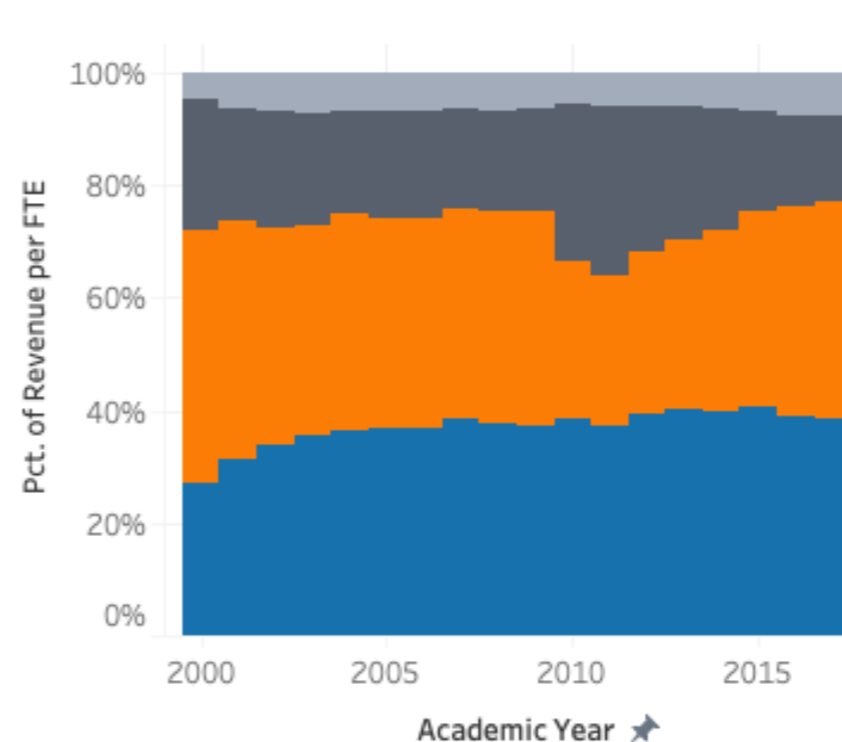
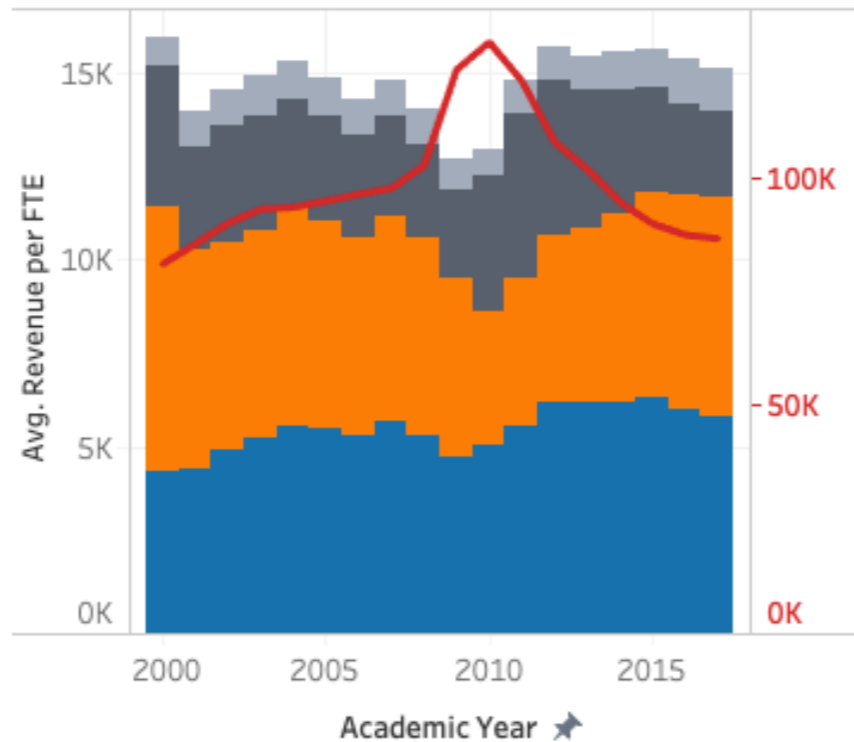
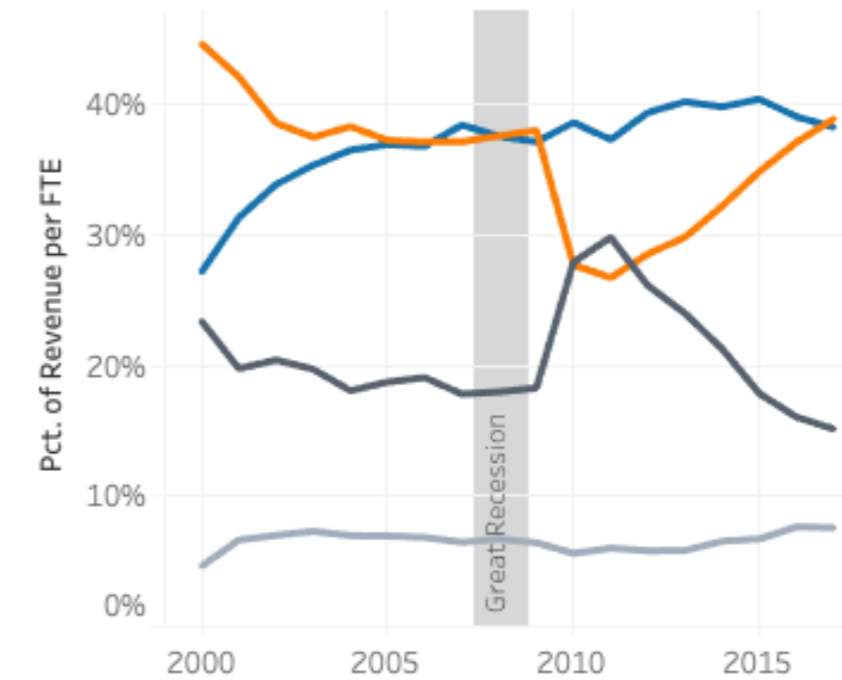
Filter by College

(All)

Per Student Revenue by Source



Share of Per Student Revenue

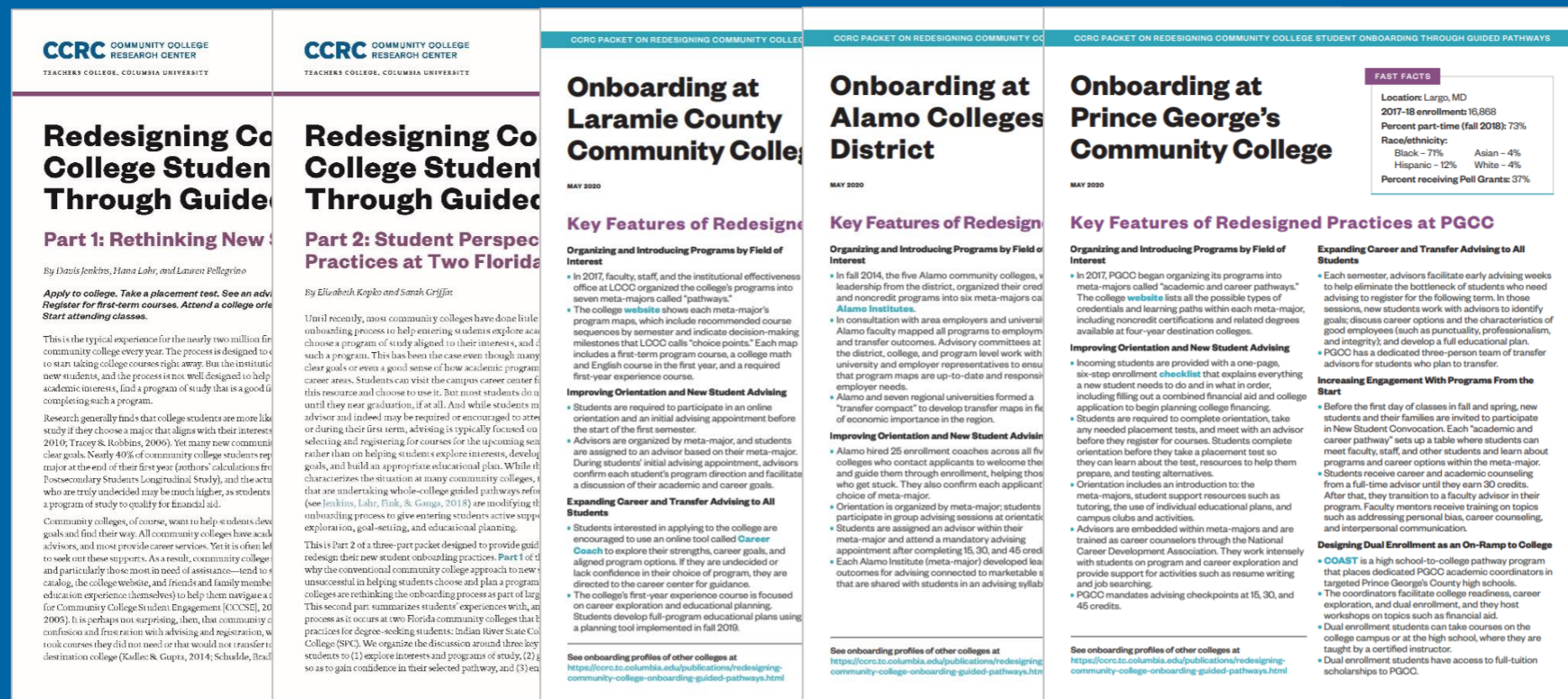


# COVID-related challenges for colleges and students

- 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

	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
- 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

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# 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?

# Career Communities Overview



# Advising Placemat



**ADMINISTRATIVE SERVICES AND LEGAL ASSISTING**

	Canton wage	Akron wage
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  
*administrative office professional, judicial court reporting, legal assisting*

**BUSINESS AND ACCOUNTING**

	Canton wage	Akron wage
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

• leader • problem solver • persuader • focused on numbers, data, accuracy  
*certified public accountant, accounting-corporate, business management, marketing and sales management, corporate finance*

**COMPUTER SCIENCE, INFORMATION TECHNOLOGY, SECURITY AND DIGITAL MEDIA**

	Canton wage	Akron wage
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

• creativity • accuracy • troubleshooting technical problems • change • new technology and techniques  
*cyber security and computer forensics technology, computer science and engineering technology, web design and development, music production and engineering*

**CULINARY**

	Canton wage	Akron wage
chef	36,400	43,700
first line supervisor/food prep	31,800	34,700
food service manager	45,600	52,300

• love of food and cooking • creativity • hands-on • precision performance  
*culinary arts*

**EDUCATION**

	Canton wage	Akron wage
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*

**ENGINEERING TECHNOLOGIES, INDUSTRIAL, AUTOMATED MANUFACTURING AND AUTOMOTIVE TECHNOLOGIES**

	Canton wage	Akron wage
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

• interest in how things function • hands-on • technical problem-solving • look for better solutions  
*HVAC technology, electrical maintenance technology, civil engineering technology, automotive technology, environmental, health and safety technology*

**HEALTH**

	Canton wage	Akron wage
dental hygienist	61,100	66,500
licensed practical nurse	39,300	41,700
medical lab technician	54,700	50,400
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, ophthalmic technology, respiratory care*  
*indirect patient care: surgical technology, health information technology, medical instrumentation sterilization technology, dietary manager*

**HUMAN SERVICES, SOCIAL SERVICES AND PUBLIC SAFETY**

	Canton wage	Akron wage
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*

**LIBERAL ARTS**

	Canton wage	Akron wage
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*

**MATHEMATICS AND SCIENCES**

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

• complexity • problem solving • analytical • detailed • desire to investigate and learn  
*associate of science, biology, chemistry, mathematics, pre-medical professional concentration*

\* may require further education  
 bulleted items – critical characteristics  
 italics – sampling of SSC majors  
 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 2017 from JobsEQ



**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 330-966-5459  
 email [careerservices@starkstate.edu](mailto:careerservices@starkstate.edu)  
 stop in main campus - M104  
 SSC Akron - Gateway Student Services



# Advising Placemat



Canton wage    Akron wage

ADMINISTRATIVE SERVICES AND LEGAL ASSISTING		
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- 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*



## virtual open houses



**Tuesday, June 16**  
Math and Science



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



**Thursday, June 18**  
Education



**Thursday, July 9**  
Business and accounting



Liberal Arts



Culinary



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



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



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



**Thursday, July 16**  
Health

[starkstate.edu/openhouse](http://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>

**Funding blog:** <https://ccrc.tc.columbia.edu/easyblog/community-college-funding-covid-19.html>

**Onboarding packet:** <https://ccrc.tc.columbia.edu/publications/redesigning-community-college-onboarding-guided-pathways.html>

 [ccrc.tc.columbia.edu](https://ccrc.tc.columbia.edu)  CommunityCCRC  CommunityCCRC

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