Critical Steps to Building Back Enrollments and Engaging Students in Program Choice

Ohio Association of Community Colleges, Fall 2023 SSLI
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September 15, 2023

Presentation overview

1. What we are learning from our research at CCRC on guided pathways

2. The Ask-Connect-Inspire-Plan framework for program onboarding

3. Who Control Who You Enroll: The Four Ts of Enrollment Management

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What are the big goals of guided pathways reforms?

Guided pathways provides a research-based framework for redesigning colleges to meet the twin challenges of increasing equitable outcomes and building back enrollment.

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COVID hit community colleges' enrollment especially hard, but they had already been losing students for a decade before.
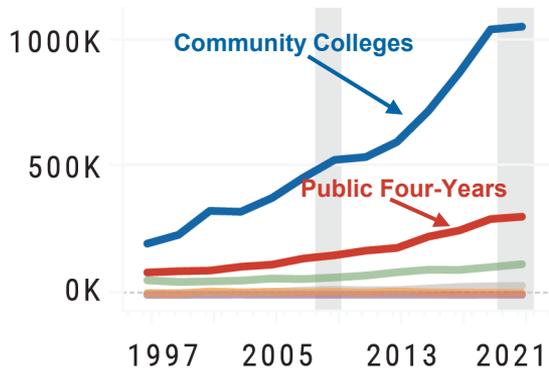

Fall Enrollment Trends by Sector, All Undergraduates
IPEDS Data, 1996-2021

Community Colleges

Public Four-Years

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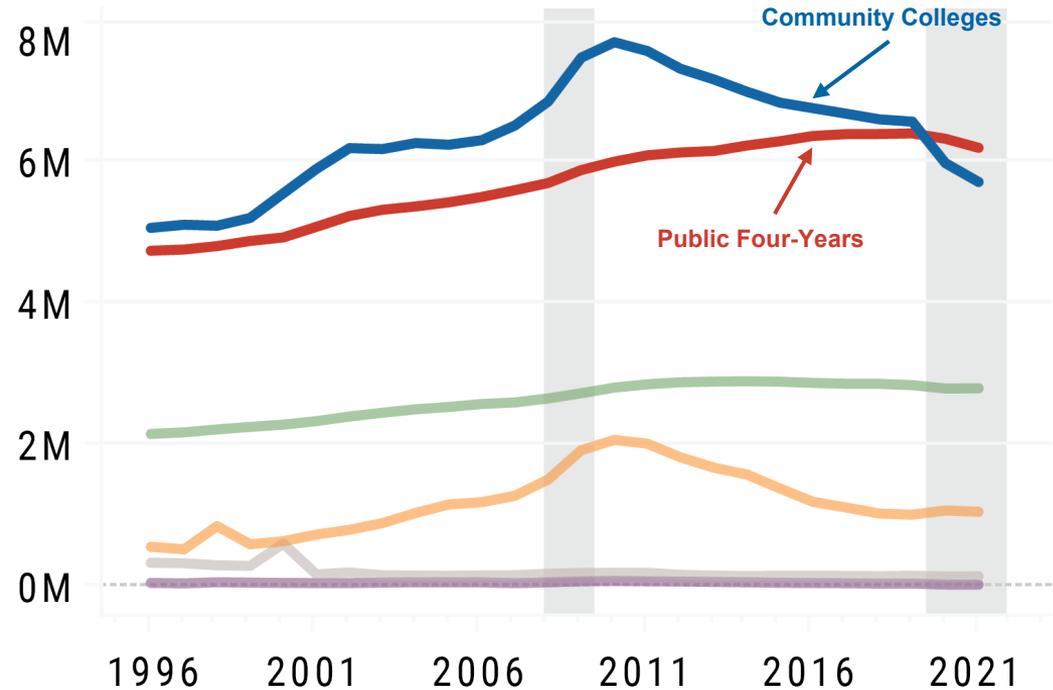
There have been sharp enrollment declines among both older and traditional college-age students.

Fall Enrollment Trends by Sector and Age
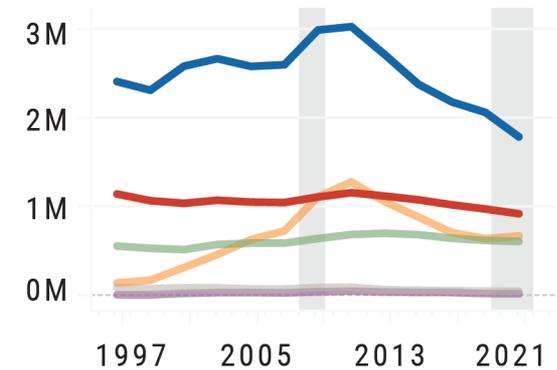*IPEDS Data, 1997-2021*

Age: Under 18

Community Colleges

Public Four-Years

1000K
500K
0K

1997 2005 2013 2021

Age 18-24

4M
2M
0M

1997 2005 2013 2021

Age 25+

3M
2M
1M
0M

1997 2005 2013 2021

HS dual enrollment only growing student segment
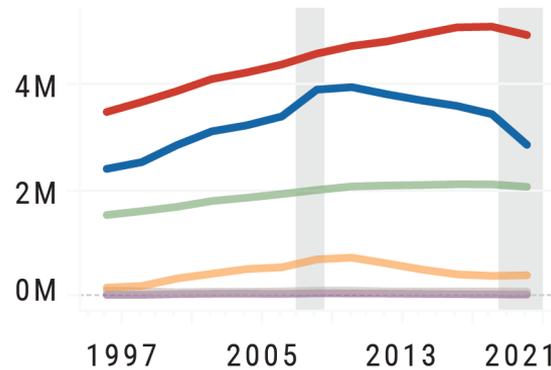
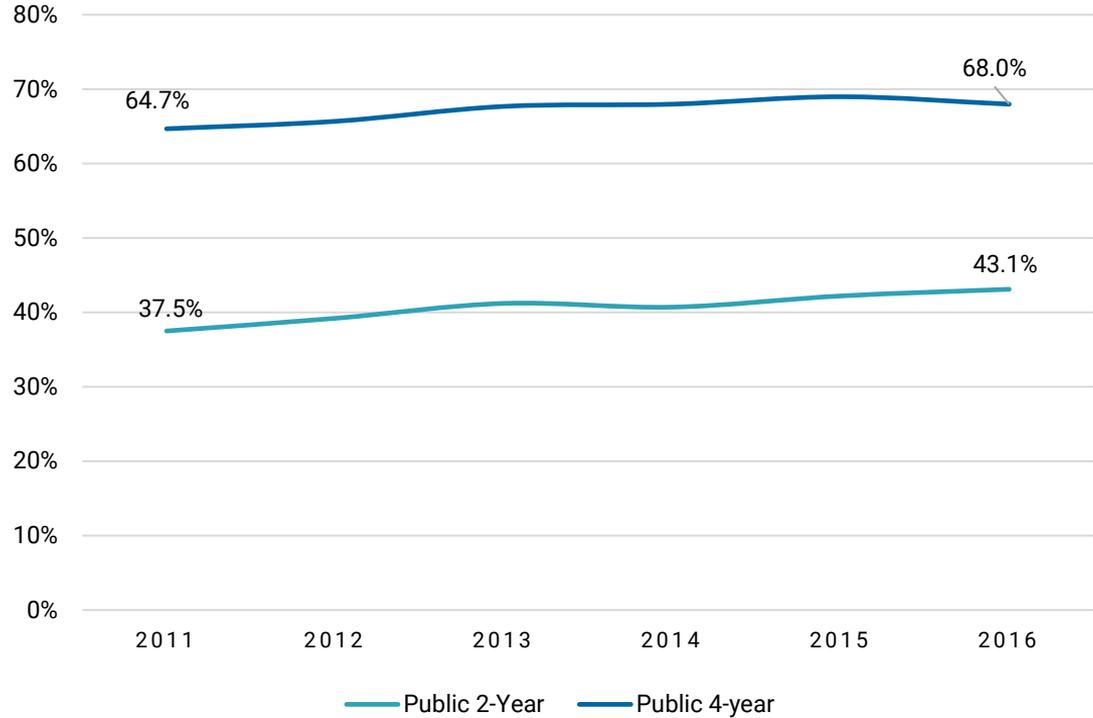**CCs have lost market share to public four-years**

Older student enrollment at historic lows

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Most community college starters do not earn a credential in six years; completion rates for low-income students and students of color are even lower.

Retaining more students, particularly those from underserved groups, would go far in reversing community colleges' enrollment declines.

Six-Year Completion Rate by Starting Institution

64.7%

68.0%

37.5%

43.1%

80%
70%
60%
50%
40%
30%
20%
10%
0%

2011   2012   2013   2014   2015   2016

— Public 2-Year   — Public 4-year

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New research on the adoption and early effects of guided pathways

AACC Pathways Project

- 30 colleges from 17 states participated.

- College teams attended 6 intensive workshops to learn about Guided Pathways and make plans (2016 and 2017).

- CCRC collected data on adoption of guided pathways practices between 2018 - 2022.

- CCRC analyzed changes in EMMs between 2012 and 2020 (capturing four years before and four years after the project start)

Student Outcomes Analysis Focuses on Early Momentum Metrics (EMMs)

- Key indicators:
    - Credit accumulation in term 1 and year 1
    - Completing college-level math and English/college-level math credits completed in year 1
    - Persistence from term 1 to term 2
    - Persistence from year 1 to year 2
- Sample includes all students entering college for the first time.
- We examine EMMs for successive cohorts of students to capture change over time.

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Findings on Adoption of Guided Pathways Practices

11 colleges adopted practices at scale

**12** colleges were in the process of scaling

6 colleges adopted some GP practices but did not scale corequisite math + math pathways
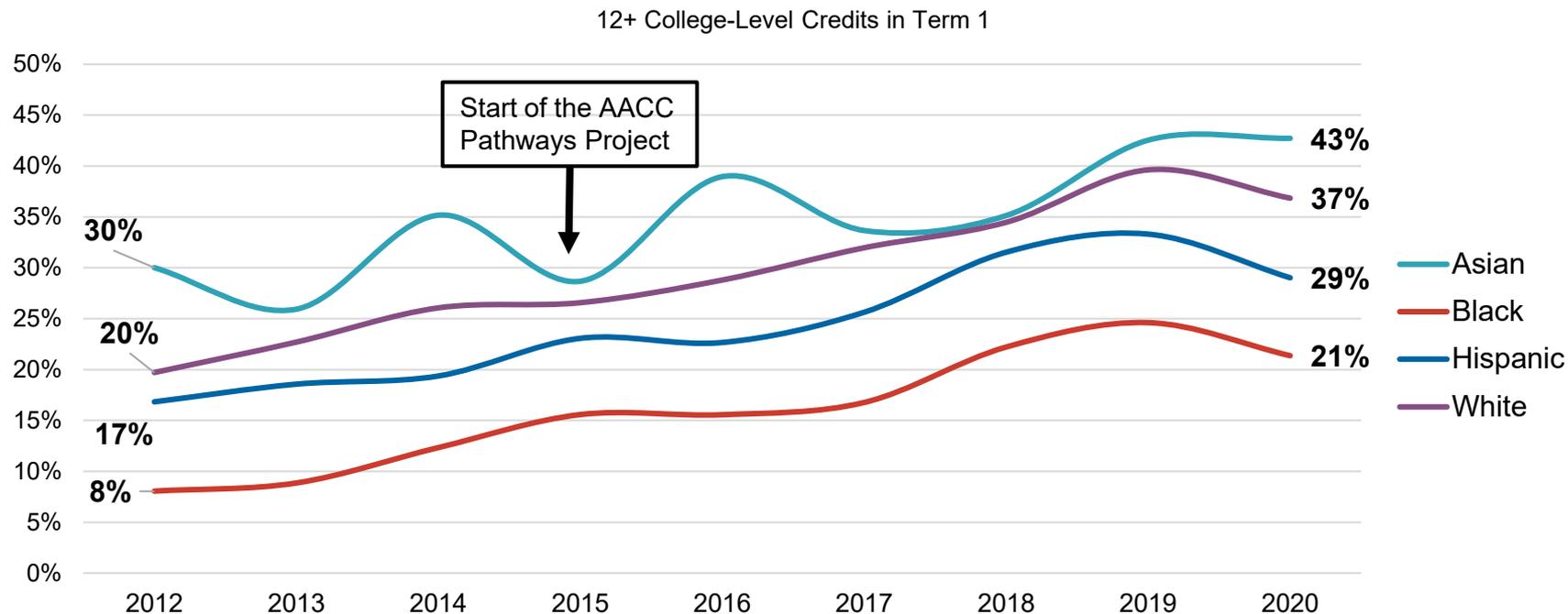
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Findings on Changes Early Momentum Metrics

- Generally, all colleges made improvements on EMMs.
- Colleges that made more progress in scaling guided pathways reforms made greater improvements on the EMMs.
- All racial/ethnic groups benefited, but equity gaps did not close.
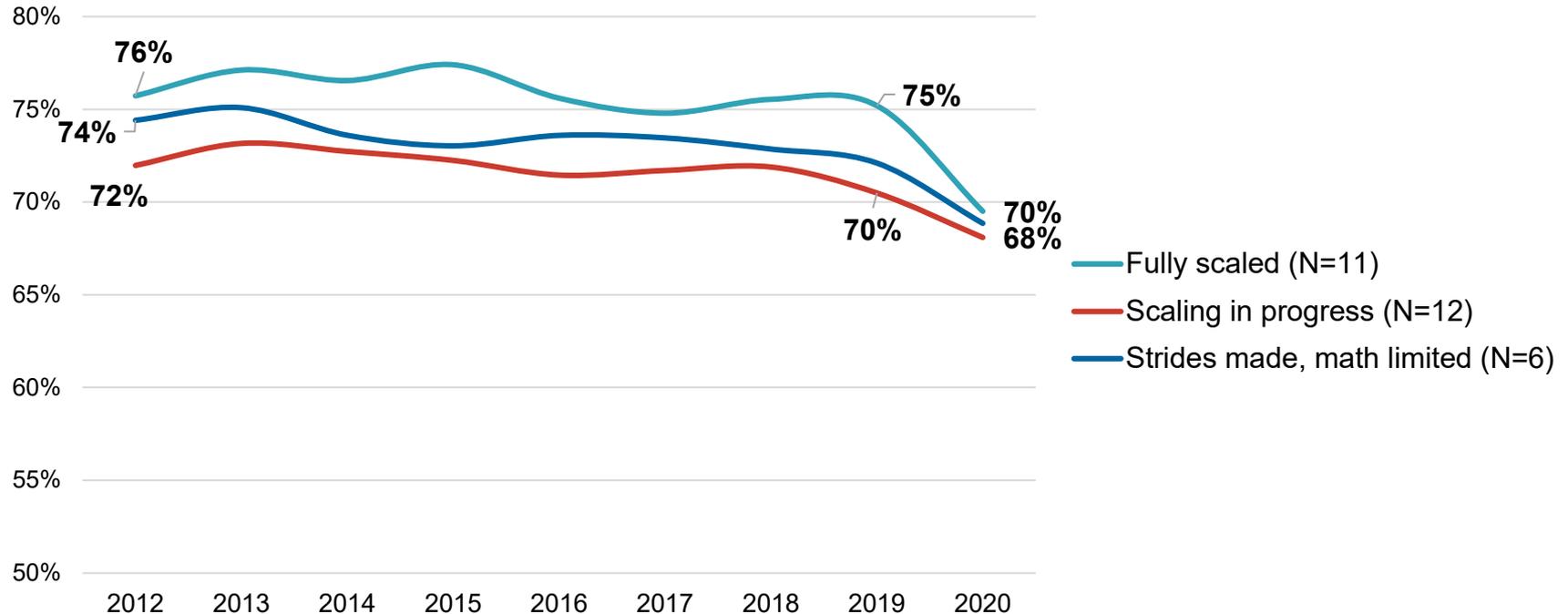- Term-to-term persistence declined, mainly due to Covid.

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AACC Pathways Colleges: Completion of 12+ College-Level Credits in Term 1
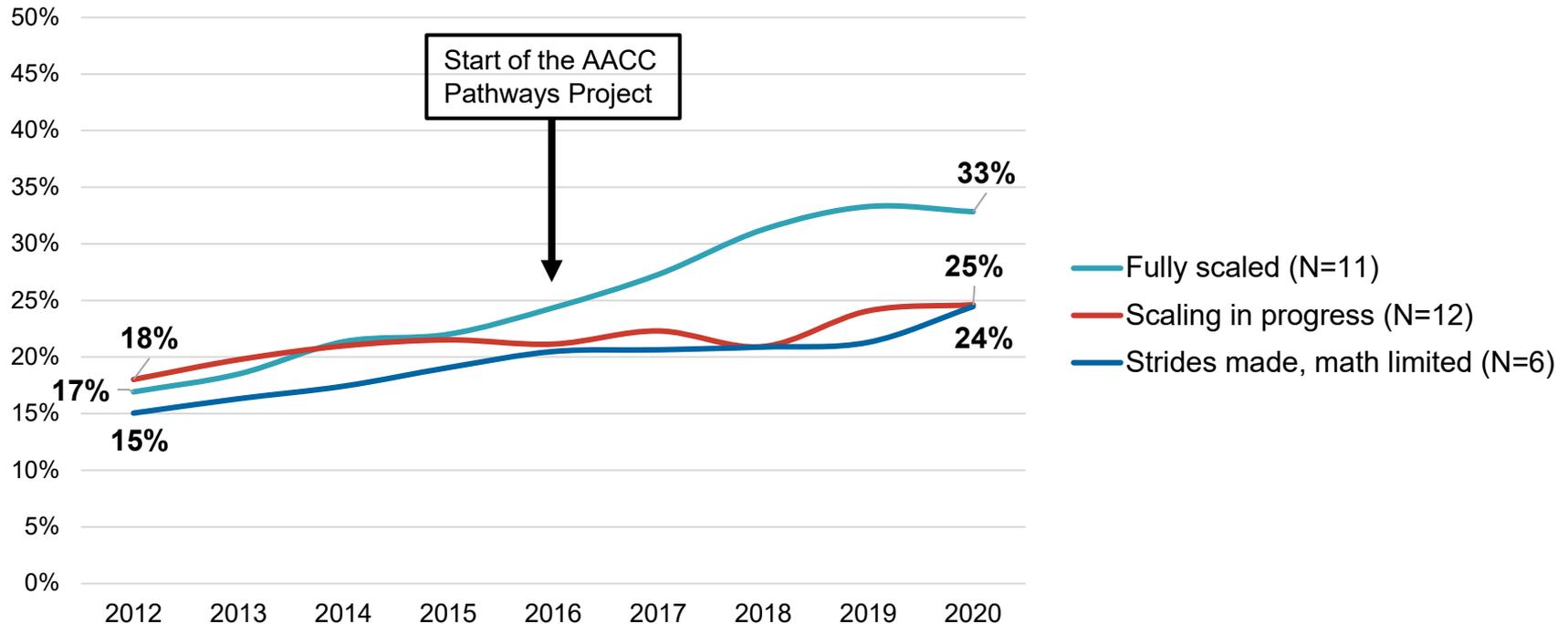
AACC Pathways Colleges: Disaggregated Trends, Fully Scaled Group (N=11)

AACC Pathways College: Persisted from Term 1 to Term 2

Line chart showing persistence rates from Term 1 to Term 2, 2012–2020, for three groups:

- **Fully scaled (N=11)** — begins at 76% in 2012, rises to about 77%, ends at 75% in 2019 and drops to 70% in 2020.
- **Scaling in progress (N=12)** — begins at 72% in 2012, declines to 70%, ends at 68% in 2020.
- **Strides made, math limited (N=6)** — begins at 74% in 2012, ends at 70% in 2020.

What's next based on our guided pathways research?

Gaps in the *Redesigning* model and early GP implementation

Too much focus on
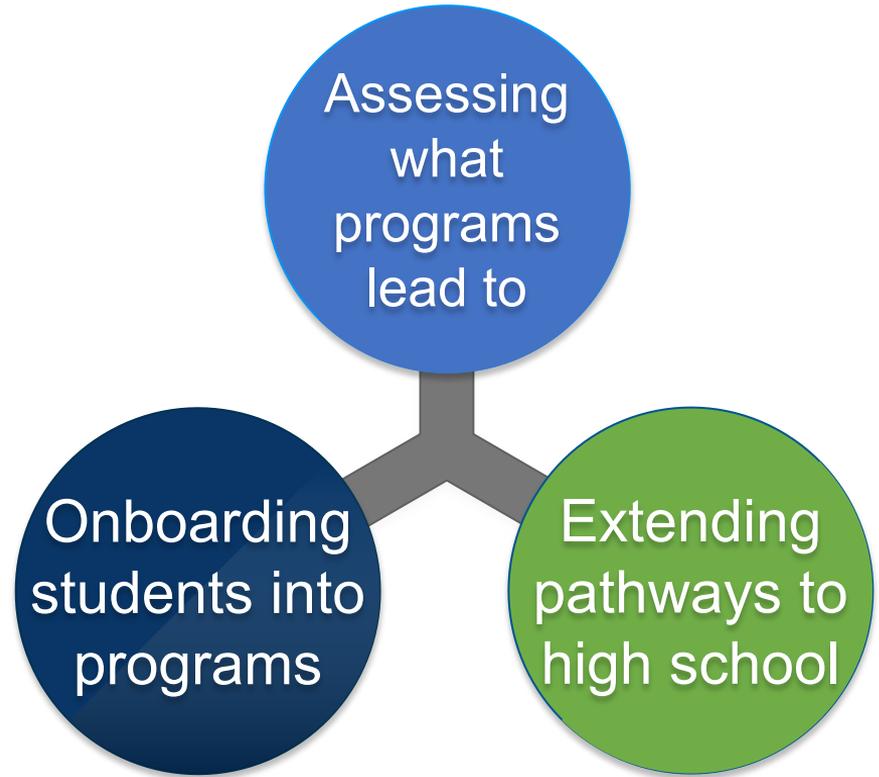
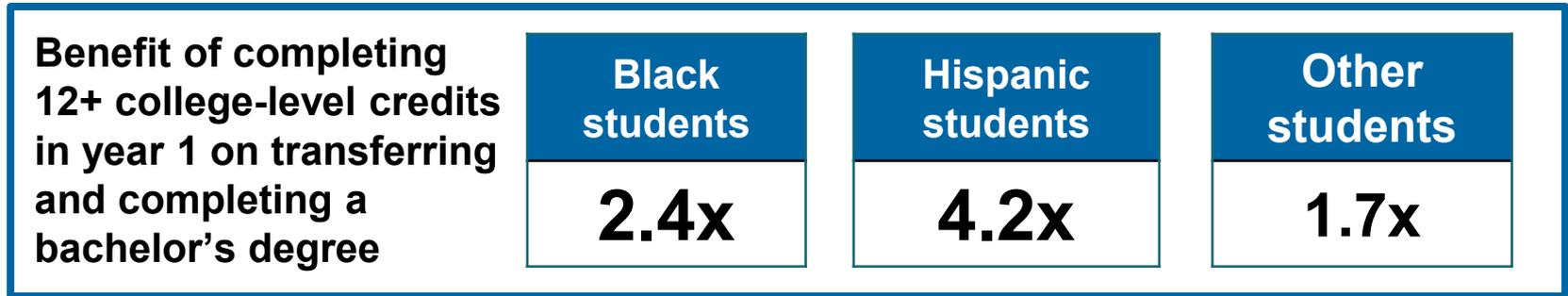Mapping

Too little focus on

Teaching   Customizing   Course Scheduling   Outreach

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CCRC has launched a series of projects designed to motivate and guide next frontiers of community college redesign.

Assessing what programs lead to

Onboarding students into programs

Extending pathways to high school

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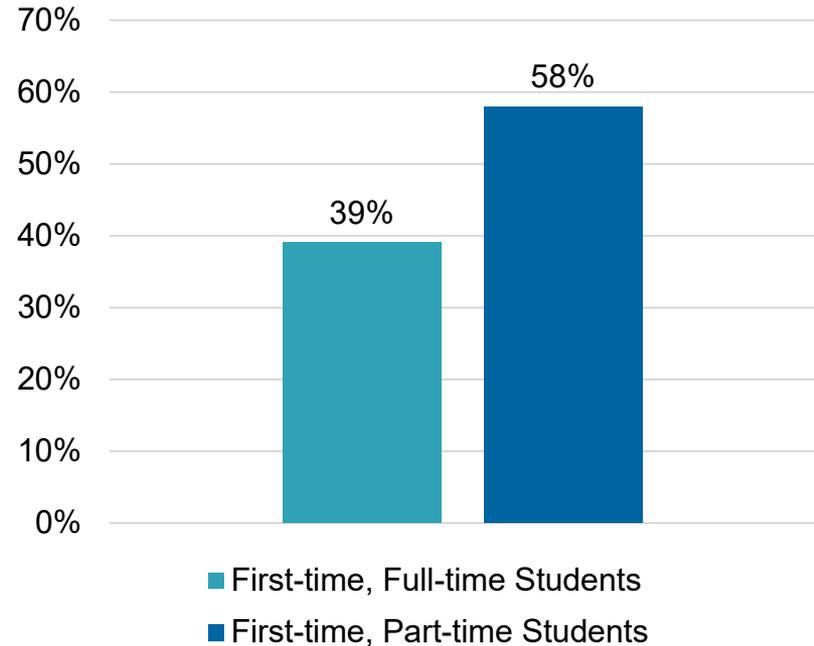# Why focus on program onboarding?

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Students who gain early momentum are more likely to persist and complete.

Early momentum has added benefits for students of color and low-income students…

Benefit of completing 12+ college-level credits in year 1 on transferring and completing a bachelor's degree	Black students	Hispanic students	Other students
	2.4x	**4.2x**	**1.7x**

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…but too many students, particularly those from underserved groups, have dropped out by year 2.

Two-Year Public Colleges Fall-to-Fall Attrition: Fall 2021 Cohort

Bar chart showing:
- First-time, Full-time Students: 39%
- First-time, Part-time Students: 58%

■ First-time, Full-time Students
■ First-time, Part-time Students

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Many students who apply (and are accepted) to community college never even start classes

??

How many students applied to your college for fall 2023?

???

How many students enrolled in your college in fall 2023?

What was the typical student experience as they entered your college this fall?

How much do you
currently learn about
your students' interests
and goals?

Is it clear to students
what they need to do to
achieve their goals?

What students want during onboarding

- Assistance **exploring** academic and career interests
- Opportunities to **interact** with other new and current students, faculty, and others who share similar academic and career interests
- The chance to take a course on **topics of interest** in term 1
- Assistance developing a **full-program educational plan**

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To achieve more equitable year 1 outcomes, colleges need to reimagine program onboarding.
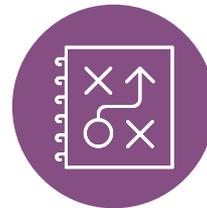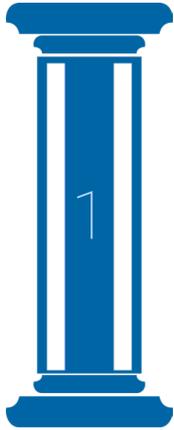
And there's a role for everyone in ACIP.

 ASK

 CONNECT

 INSPIRE

 PLAN

Read more about Ask-Connect-Inspire-Plan here:
https://ccrc.tc.columbia.edu/publications/ask-connect-inspire-plan-onboarding.html

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Remember the four pathways pillars of reform?

1 **Clarify paths to student education and career goals.**
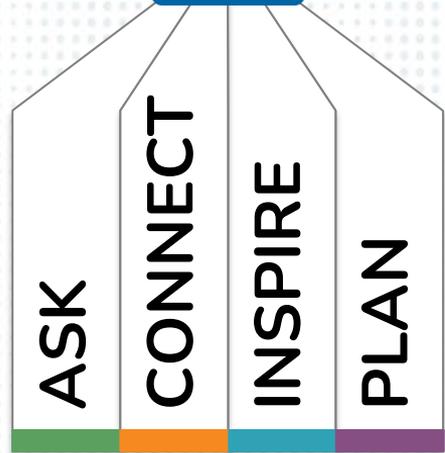
2 **Get students on a path.**

3 **Keep students on a path.**

4 **Ensure students are learning.**

ASK

Every student is engaged in an ongoing conversation about their interests, strengths, aspirations, and life circumstances with the aim of helping them explore programs of study and career paths aligned with their goals.

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CONNECT

From the start, colleges organize opportunities for every student to meet with faculty, students, alumni, and employers in fields of interest to them and access college and community resources that can help support their needs.

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INSPIRE

Every student takes at least one course in term 1 on a topic of interest that "lights their fire" for learning.

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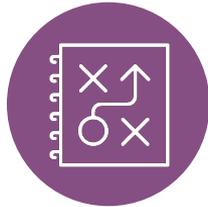
PLAN

Every student is helped by the end of their first term to develop a full-program educational plan that shows them a path to their goals.

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How can we tailor Ask-Connect-Inspire-Plan onboarding experiences for these key, often underserved, student groups at our college?

- Older returning students?
- Dual enrollment students?
- First-generation students?
- Incarcerated students?
- Students in noncredit programs?

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Theory of Reform

An Invention versus an Institution

Community colleges are _inventions_ in higher education rather than institutions of higher learning such as 4-year colleges and universities.

Theory of Reform An Invention versus an Institution

Approaching community college as an invention in delivering higher education in the United States immediately:

1. Creates a culture of energy and creativity. (versus one of justification)

2. Frees community colleges to differentiate the learning environment. (versus trying to mirror legacy systems)

3. Prioritizes knowledge of and response to changes in learning and learners. (versus seeking alignment with traditional college)

Theory of Enrollment

You control who you enroll

The ease or challenge of enrollment is the result of institutional decisions.

Theory of Enrollment

You control who you enroll

Rates of employment, economic health, and census changes <u>inform</u> community college responses rather than <u>dictate</u> enrollment outcomes.

Edison State Community College Case Study

- Edison State enrollment has increased every year since 2016.

- Edison State has set records in degree and certificate completion for the past three years.

- Edison State has captured over 37% in <u>new</u> state performance funding as a result of increased student success.
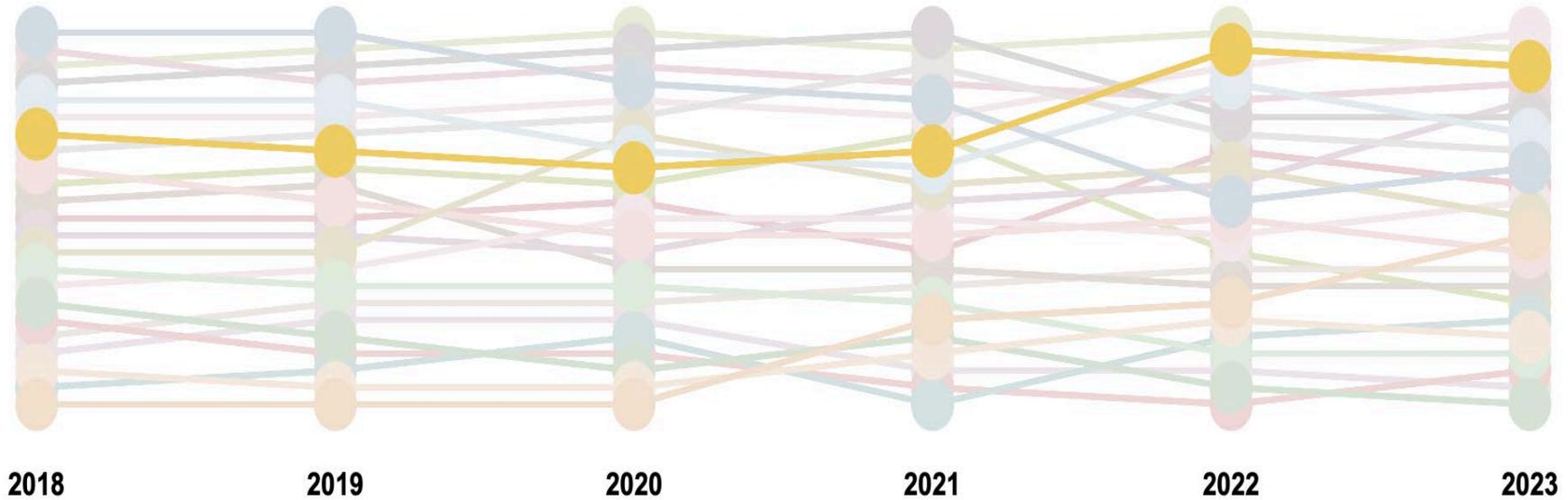
Share Share of Instruction (SSI)
2018-2023
Funding per Full-Time Equivalent (FTE) Trends

This view utilizes the same data from the previous dashboard **"Scorecard Funding per FTE"** Ranks are plotted over time for all colleges to see trends on a global view.

Total Funding per FTE

| 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |

BELMONT TECH   MARION TECH   ZANE STATE

CENTRAL OHIO   NORTH CENTR...

CINCINNATI ST...   NORTHWEST ...

CLARK STATE   OWENS STATE

Edison State Headcount Enrollments

EdisonState
COMMUNITY COLLEGE

HEAD COUNTS FROM CURRENT & PREVIOUS SEMESTERS

	AY2017-18			AY2018-19			AY2019-20			AY2020-21			AY2021-22			AY2022-23	1-year Fall Change		5-year Fall Change	
	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall	Spring	Summer	Fall				
Totals	3,228	2,986	936	3,694	2,961	938	3,888	3,175	948	4,137	3,337	1,001	4,348	3,437	1,055	4,408	▲	1% ▲		37%
Student Level																				
Undergraduate	1,703	1,618	704	1,656	1,477	725	1,639	1,486	625	1,602	1,433	619	1,662	1,499	710	1,749	▲	5% ▲		3%
CC+	1,525	1,368	232	2,038	1,484	213	2,249	1,689	323	2,535	1,904	382	2,686	1,938	345	2,659	▼	-1% ▲		74%

Edison State: Enrollments Trends
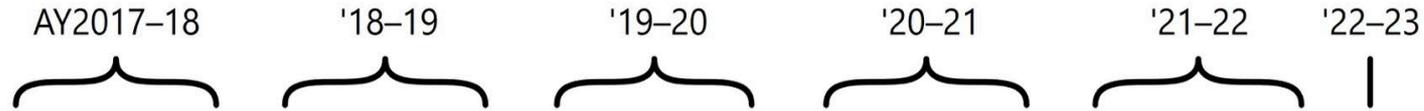
HISTORICAL TRENDS
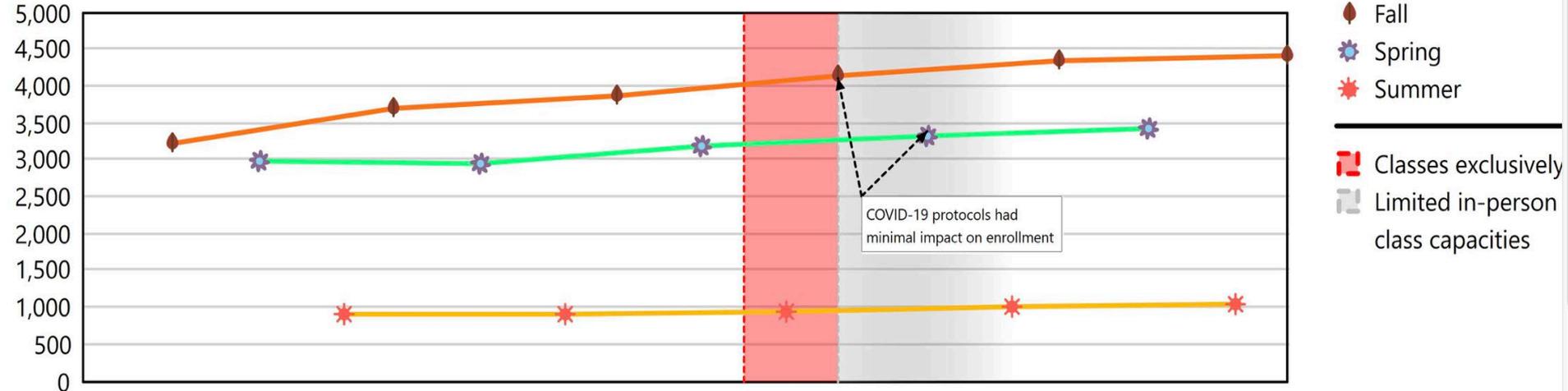
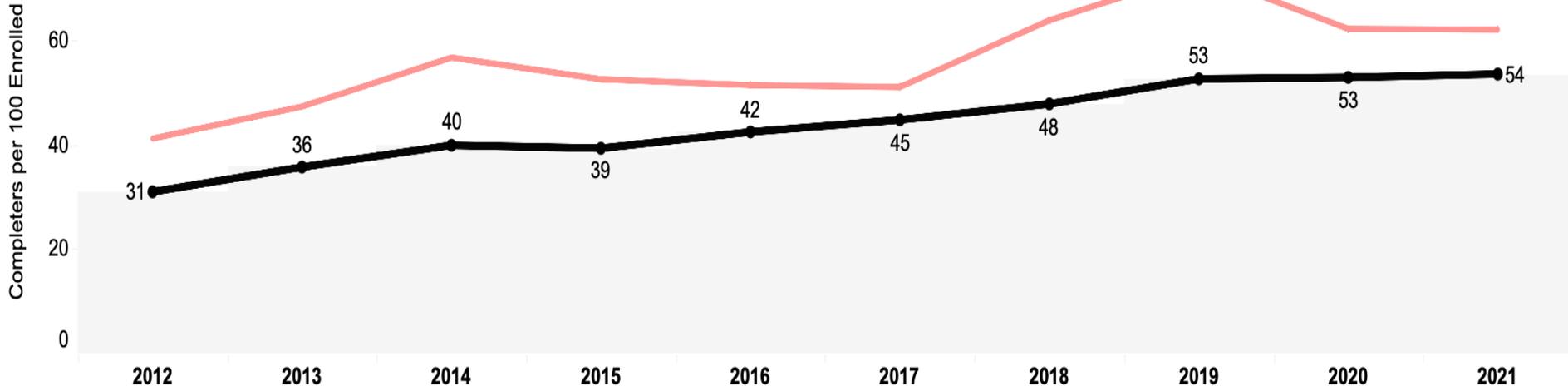# Compare your college completion milestones to the sector average
Select your college and year

2) Select college(s) for comparison

EDISON STATE ▼

Any Completion credentials awarded per 100 FTE
College and Sector Longitudinal Comparison

Completers per 100 Enrolled

Year	Value
2012	31
2013	36
2014	40
2015	39
2016	42
2017	45
2018	48
2019	53
2020	53
2021	54

EDISON STATE

EDISON STATE

63%	11%	26%

Level

- Associate Degree
- Certificate
- Transfer

Student Type

First Time Ful Time

EDISON STATE

First Time Ful Time *Compared to Sector Average*

8 Year Outcome Rate

- 24.2% (2017)
- 22.3% (2018)
- 22.6% (2019)
- 25.5% (2020)
- 28.7% (2021)

Years: 2017, 2018, 2019, 2020, 2021
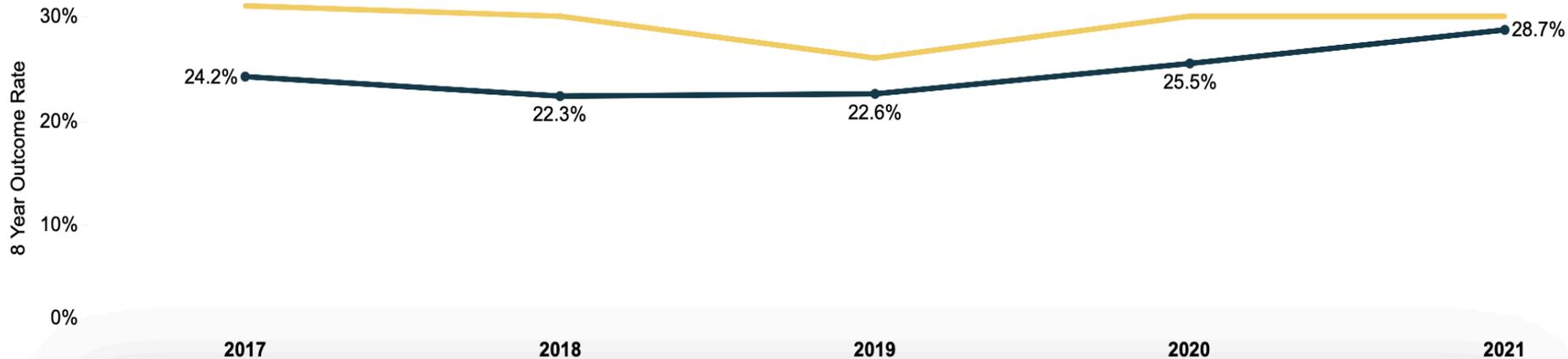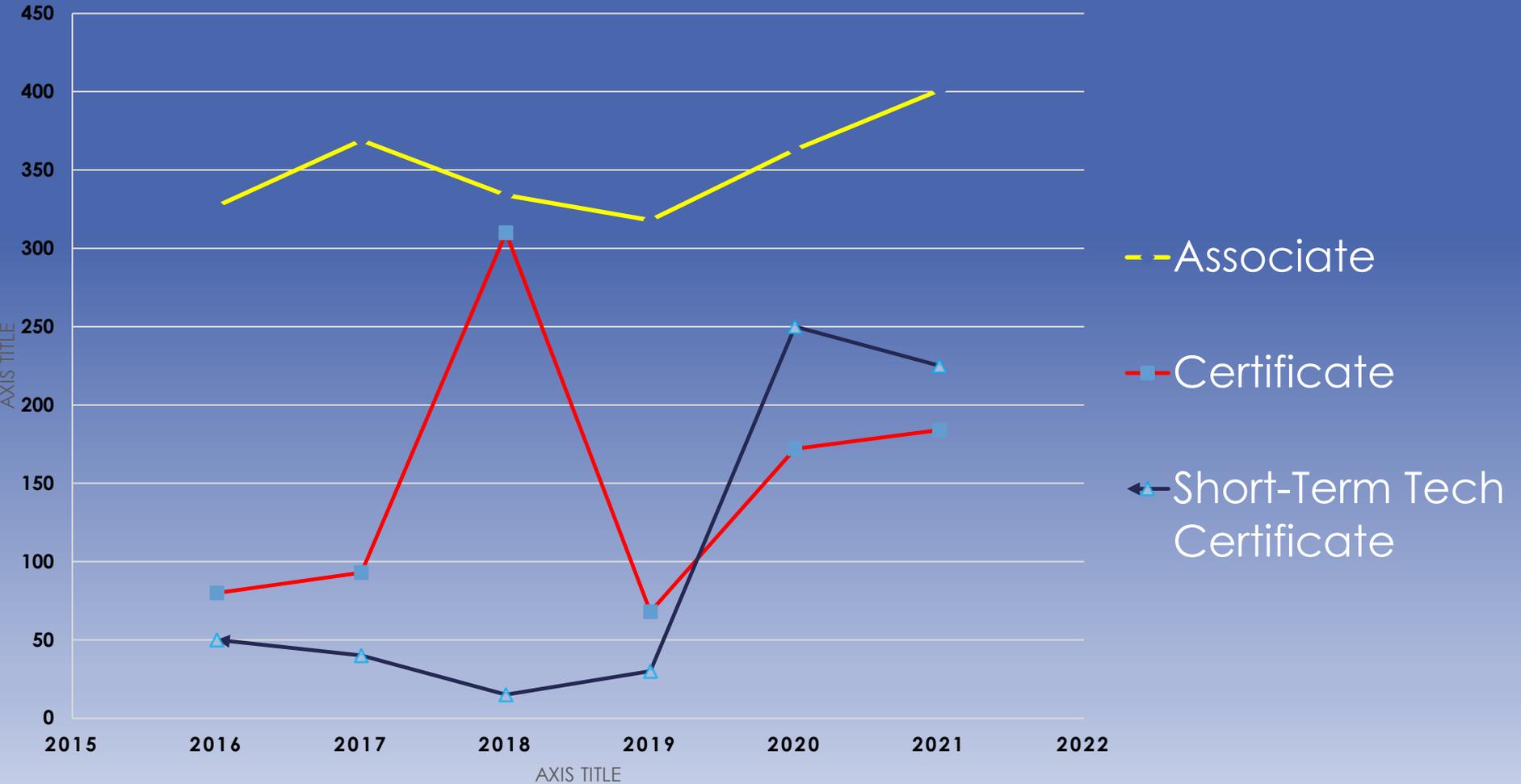
Theory of Enrollment

You control who you enroll

Enrollment increases or declines are a result of institutional decisions

Theory of Enrollment

You control who you enroll

You never get a second chance to make a first impression

Enrollment Tools

Basic tools – The 4 T's

- *Timing/course schedule*
- *Testing (placement)*
- *Transfer*
- *Tuition*

Enrollment Tools – Timing

The Timing/Course Schedule Tool

▶ Create ability to work **and** attend college

▶ On-line courses don't need a traditional seat count

▶ "100%" online schedule AND in person schedule

▶ A waitlisted student is a lost student (forever)

The (un) Testing Tool

▶ Minimize the use of placement testing

▶ Placement testing *assumes a lack* of college readiness

▶ Placement testing is inaccurate, biased, and unpredictive

The (un) Testing Tool

► Placement via multiple measures is preferable and can be applied to many categories of incoming students.

► Self-placement is proven valid and establishes a culture of mutual respect while _assumes student competency_.

The "Golden Rule" of Transfer policy

▶ Accept and apply credits as you would like other institutions to accept and apply the transfer credits of your students.

▶ Vocational credits are worthy of attention and adjustments in the rules for application to associate degrees

Enrollment Tools - Transfer

The "Golden Rule" of Transfer policy

▶ Workplace training is consistent and well-assessed.

▶ Shared course and catalog databases create transparent and real-time transfer portals.

Enrollment Tools – Tuition

Promote your Tuition: Include your your annual tuition rate in **ALL** promotional material

▶ Share a course-course cost comparison of English Comp at your college versus the nearby 4-year schools.

▶ Design a bold graphic comparing your annual tuition with nearby 4-year colleges.

▶ If you engage in dual credit – highlight the totality of savings for a 4-year degree by combining dual credit and community college courses.

Enrollment Tools

What to do right now!

▶ *Take the cap off online courses*

▶ *Extend multiple measures*

▶ *Transcript Career Tech credits*

▶ *Promote the heck out of your tuition rate*

Enrollment tools - summary

On the horizon…

The community college role as an invention

Career transfer pathways (combined with Liberal Arts)

Reaching the 25+ demographic

Childcare, childcare, childcare

Thanks!

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