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# **Pathways to Student Success & Completion**

**Florida Association of Community College  
Student Development Commission  
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**Terry O'Banion**



# The Access Agenda

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- Open-Door Philosophy
- Comprehensive Programs
- Low Tuition
- Geographical Access
- 11 Million Students



# Red Flags—C Colleges

- **14% of CC students do not complete a single credit in first term**
- **Almost 50% drop out by second yr.**
- **60% need remediation**
- **33% recommended for dvlp. studies never enroll in those courses**
- **Only 10% of entering students who want a B. A. ever attain one**



# State of Florida

*OF EVERY 100 9TH GRADE STUDENTS IN FLORIDA:*

- **32** enter college the fall after graduating from high school
- **5** graduate with a bachelor's degree in four years
- **5** graduate with an associate's degree in three years



# Red Flags—National

- **Once first in the world, America now ranks 10th in the percentage of young adults with a college degree.**
- **Over the last 30 years, the average industrialized country has increased postsecondary attainment by about 75%—more than double that of the United States.**
- **For the first time in our history, the current generation of college-age Americans will be less educated than their parents' generation.**



# Transformation

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## The Student Access Agenda

has become the  
Student Success Agenda  
focused on Completion



# Completion Agenda

- **President Obama: 5 million more CC grads by 2020**
- **Lumina: 60% increase by 2025**
- **Gates: double number of grads**
- **CC Org: 50% more by 2020**
- **Florida: double by 2020**
- **Anne Arundel: double by 2020**



# The Gates Foundation

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“The Bill & Melinda Gates Foundation has identified the community college as a key player in education and is supporting its role in the national agenda to double the number of low-income young adults who earn a postsecondary credential.... investing \$475 million over four years in its Postsecondary Success strategy.”





# Completion Agenda

- **Create Model Pathways to Success & Completion**
- **Degrees/credentials with marketplace value**
- **Milestones and Momentum**
- **Practices based on evidence**
- **Low-income, under-prepared, first generation students**



# Pathway Components

- **Connecting to high school & adult students**
- **Connecting to the college**
- **Preparing to begin classes**
- **Providing classroom instruction**
- **Monitoring first-term progress**
- **Preparing for subsequent terms**
- **Preparing for completion & next steps**



# High School Connections

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- **Formal agreements**
- **Aligned courses**
- **Dual enrollment**
- **College assessment in 11<sup>th</sup> grade**
- **Remediation**
- **Early College High School & Advanced Placement**
- **Visits to community college campus**
- **Priority admissions**



# Preparing To Begin Classes

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- **Print & electronic materials**
- **Mandatory Orientation**
- **Mandatory Assessment**
- **Mandatory Advising**
- **Mandatory Placement**
- **Individual Learning Plan**
- **Financial Aid Counseling**
- **Elimination of Late Registration**
- **Personal connections**



# Developmental Education

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- **Multiple assessments**
- **Supplemental Instruction**
- **Accelerated Learning**
- **Contextual Instruction**
- **Tutoring**
- **Learning Communities**



# First Term Progress

- **Early warning systems**
- **Intervention strategies**
- **Student Success Courses**
- **First-Year College Experience**
- **Learning-Centered Teaching Strategies: project-based learning, learning communities, service learning, collaborative learning, contextual learning, classroom assessment techniques**



# Preparing for Completion

- **Audit credits accumulated**
- **Capstone courses and projects**
- **Transfer articulation agreements**
- **Transfer readiness course**
- **Job application**
- **Celebrating completion**
- **Planning for lifelong learning**



# Guidelines for Completion

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- 1. Establish a core leadership team representing all stakeholders in a minimum five-year effort to create and sustain pathways to completion for all students.**





# Guidelines for Completion

- 2. Establish successful student pathways as the overarching transformational goal of the entire college; and align every policy, program, practice, and the way personnel are used to address this goal.**



# Guidelines for Completion

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**3. Create programs of study with “instructional program coherence” that provide students with opportunities for structured deeper learning.**



# Guidelines for Completion

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**4. Develop the capacity to collect, organize, and interpret data and make evidence-based decisions to effect meaningful change and increase student completion.**



# Guidelines for Completion

- 5. Apply appropriate technological innovations to create, implement, and monitor the student success pathways to optimize efficiency and effectiveness.**



# TECHNOLOGY

- Digital Natives
  - Receive information really fast
  - Like to parallel process & multi-task
  - Prefer graphics before text
  - Prefer random access
  - Function best when networked
  - Thrive on instant gratification
  - Prefer games to “serious” work



# The Amazing Human Mind

fi yuo cna raed tihs, yuo hvae a sgtrane  
mnid.

Cna yuo raed tihs? Olly 55 plepoe out of  
100 can.

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uesdnatnrd waht I was rdanieg.



# TECHNOLOGY

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- **Digital Immigrants**
  - Teach slowly
  - Teach step by step
  - Teach one thing at a time
  - Stay in control
  - Print out emails
  - See education as serious business



# Guidelines for Completion

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**6. Implement guidelines for rapid, expansive “scaling up” of successful programs and practices.**





# Guidelines for Completion

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**7. Prepare all employees through a strategic staff development program for their role in creating and sustaining student pathways to completion.**

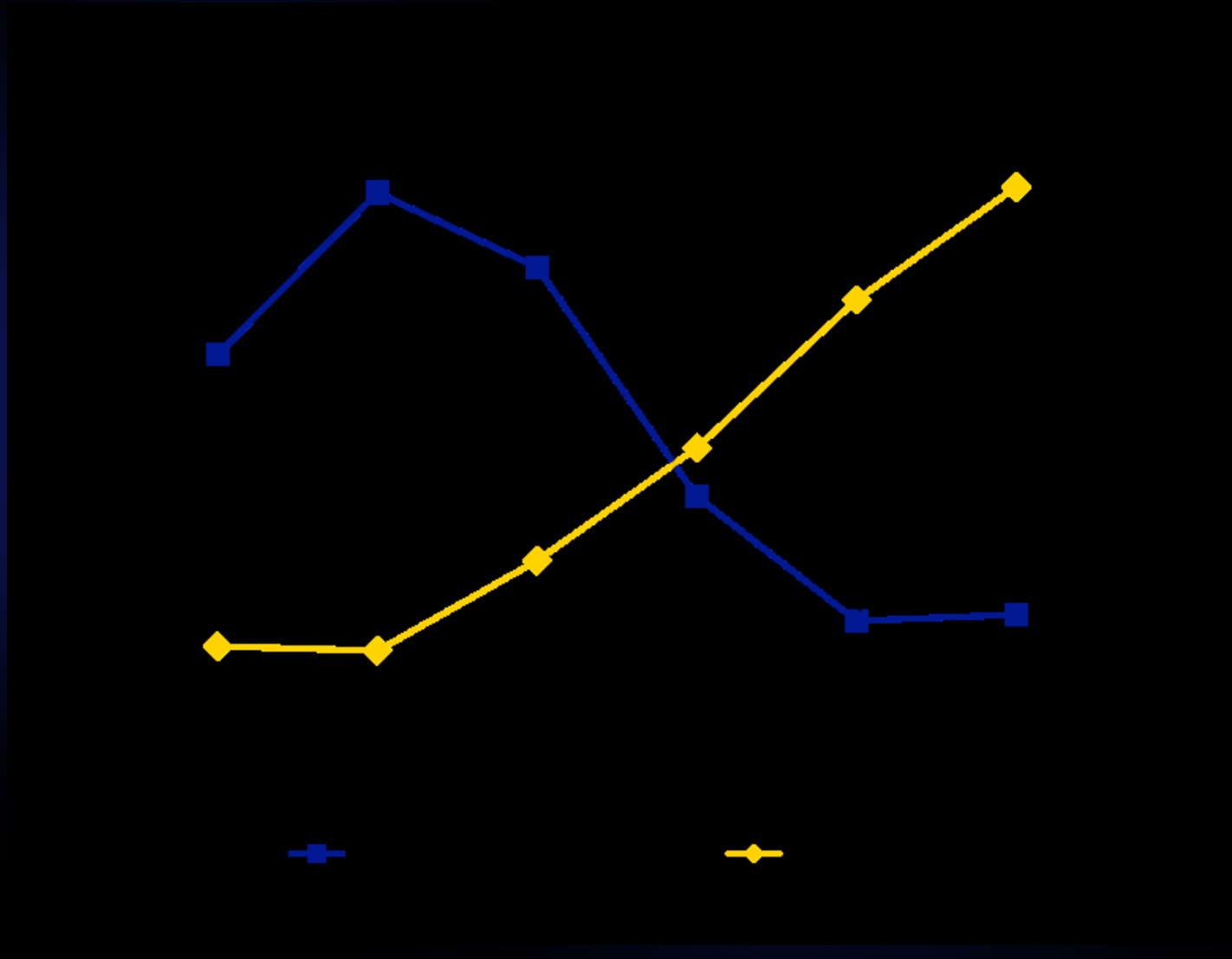


# Declining Resources

- In 2009, 2010, and 2011 state budget shortfalls amounted to \$430 billion.
- In 2012, 44 states are projecting budget shortfalls totaling \$125 billion.
- FL: 2006-07—2010-11 increase enrollment by 34% funding decline by 25% per FTE



# Florida Enrollment & Funding



# Guidelines for Completion

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- 8. Realign current resources and identify potential new resources—funding, personnel, facilities, and community support—to double the number of students who successfully complete a credential.**



# Resources

- **Entrepreneurial programs/services**
- **Partnerships with business/industry**
- **Earmarking state & federal funds**
- **The Economics of Innovation**
- **Education is a labor-intensive enterprise**



# Incremental Revenue Models

Description	Size	Total Costs	FTES % Increase	Potential Revenue
Cerritos Learning Community	424	\$22,617	6%	\$178,748
Chaffey Service Learning	416	\$47,963	18%	\$503,696
De Anza MPS Math	75	\$81,990	36%	\$213,357
Foothill Supp. Instruction	110	\$353,634	47%	\$397,574



# Tidewater Community College

- **Full-time faculty 320—part-time 1,129—administrators 86—support staff 421 (Total: 1,956)**
- **32,808 credit and non-credit students**
- **45,117 Associate Degrees**
- **Population: 1,090,400**
- **Service clubs, churches, non-profit agencies, business & industry**



# Guidelines for Completion

- 9. Create a transparent and user-friendly campus-wide communication system to keep all stakeholders informed and engaged and use to celebrate student success and institutional progress.**





# Key Questions

- **Does this policy, program, or practice improve student success and completion?**
- **How do we know this policy, program, or practice improves student success and completion?**



# Why Do This Work?

**“Our programs are aimed at the kids without the money, without the best background, the first ones in their family to show up at college. The simple truth is, those are the kids who need us, and we’re going to help them. That’s what the change is all about.”**

**Glenn DuBois, Chancellor  
Virginia CC System**



# The Completion Agenda

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**Failure  
is not an  
option.**



# Terry O'Banion

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*Ancora Imparo*  
“Still I Am Learning.”

Michelangelo

