



THE ASPEN INSTITUTE

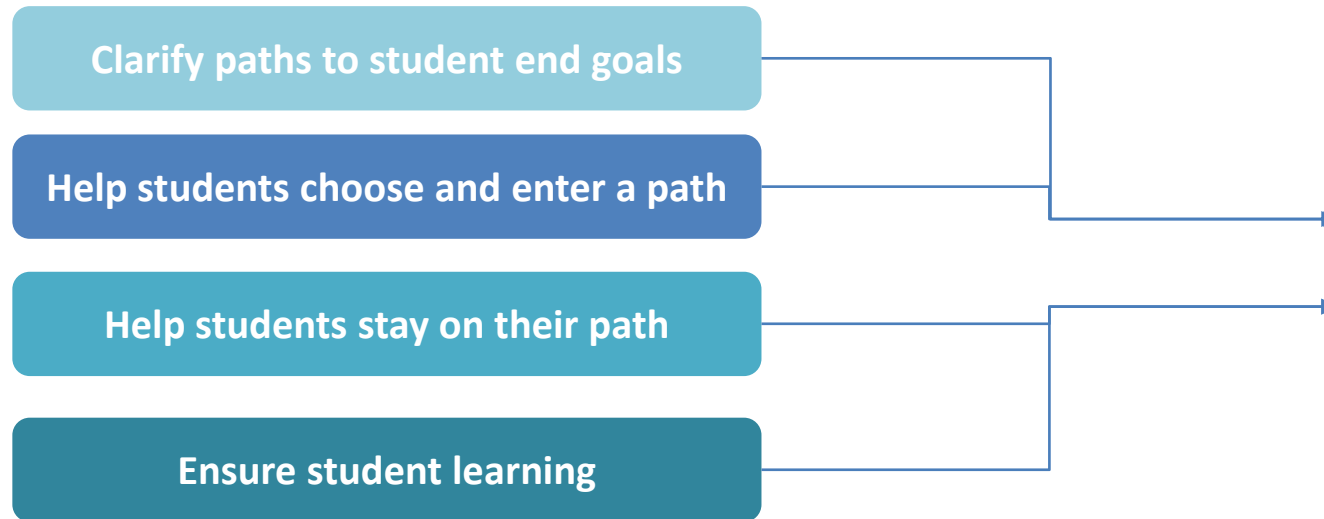
COLLEGE EXCELLENCE PROGRAM

Creating and Communicating a Vision for Pathways
Aligned to Long-Term Student Success and Equity

Josh Wyner, Executive Director,
College Excellence Program at the Aspen Institute

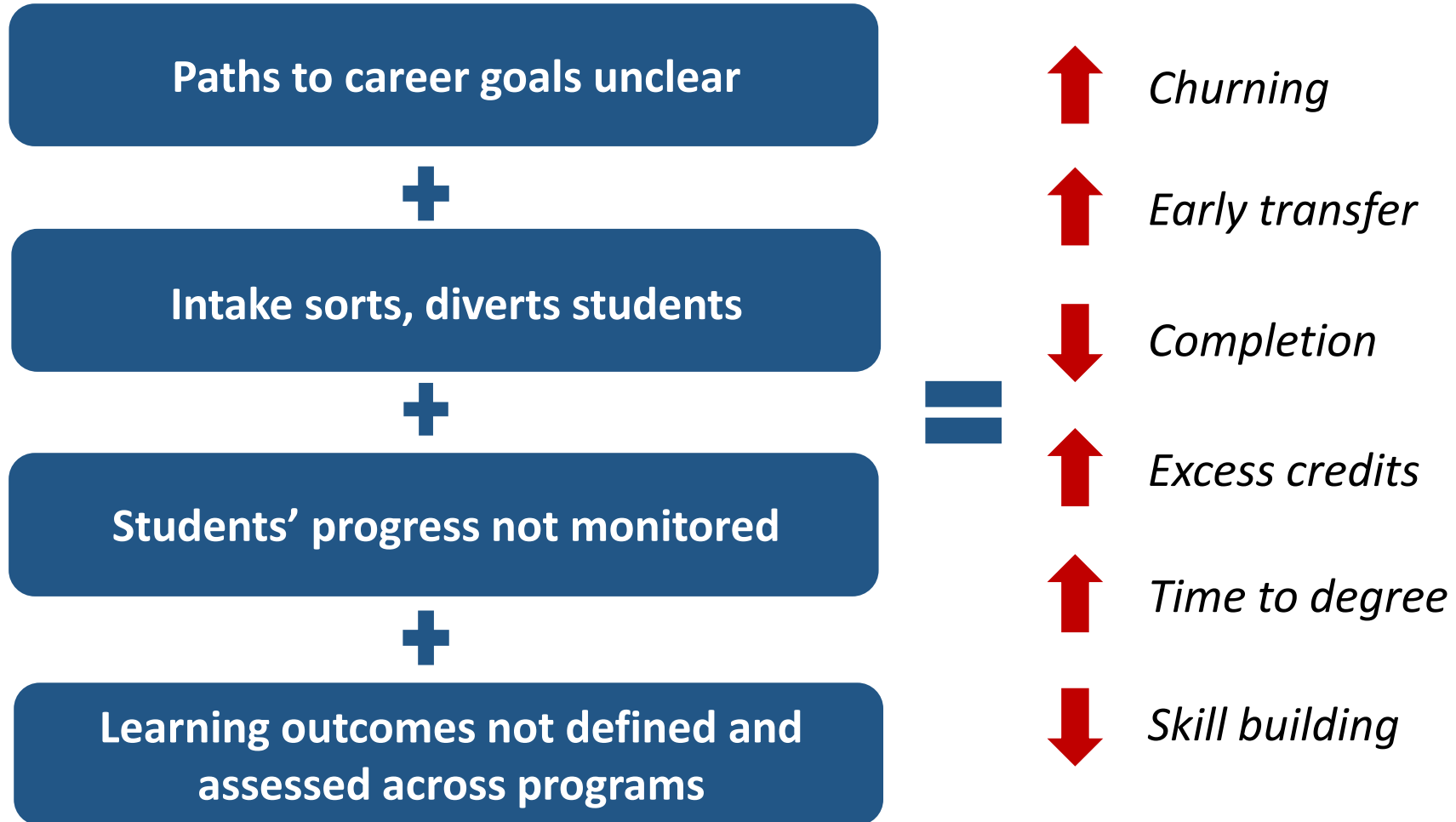
Guided Pathways Are the Avenue to Higher Completion Rates

Institutions that adopt Guided Pathways as a theory of change work to...

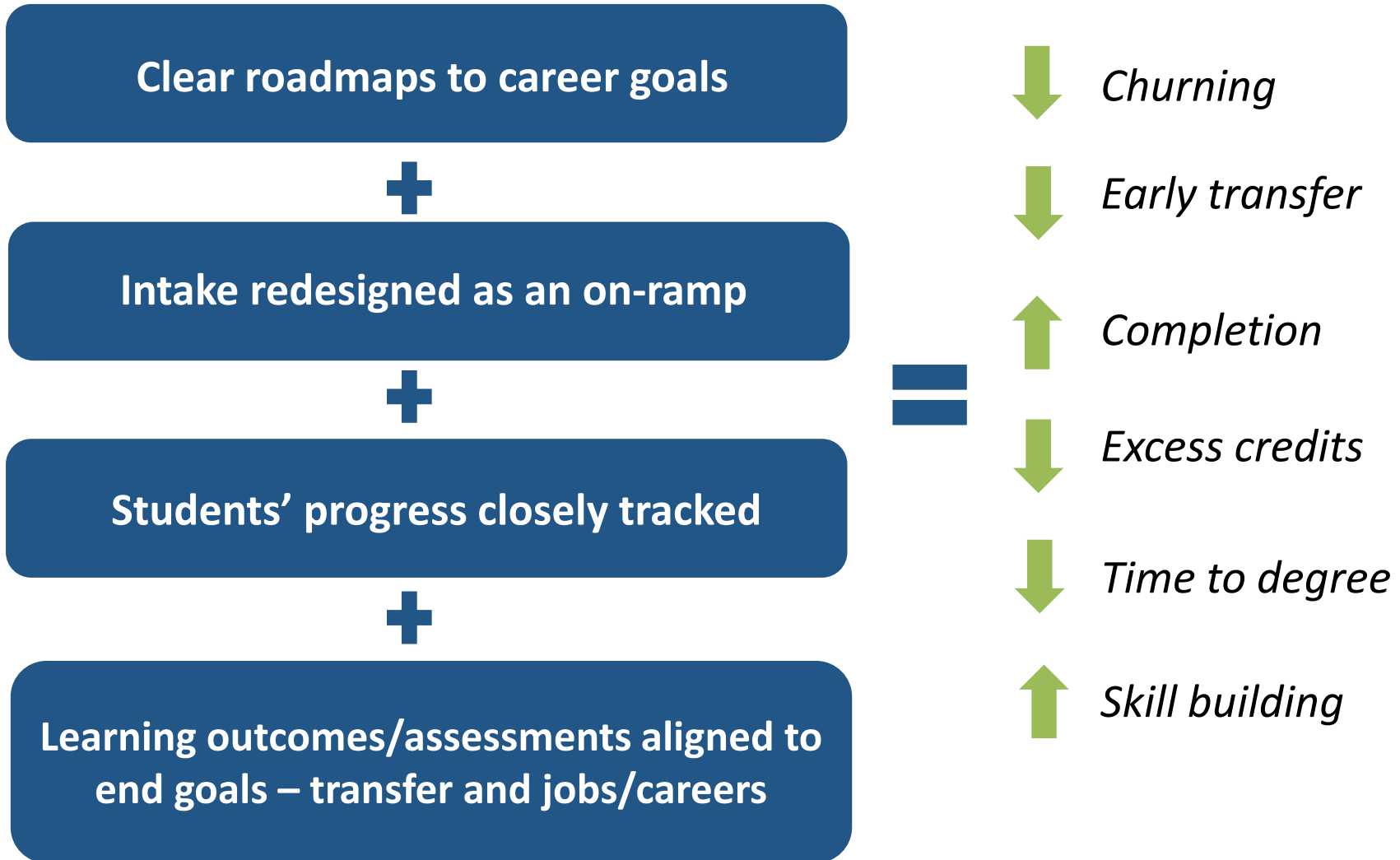


Graduation with a **credential**
that leads to **strong outcomes**
for students

Cafeteria College



Guided Pathways College



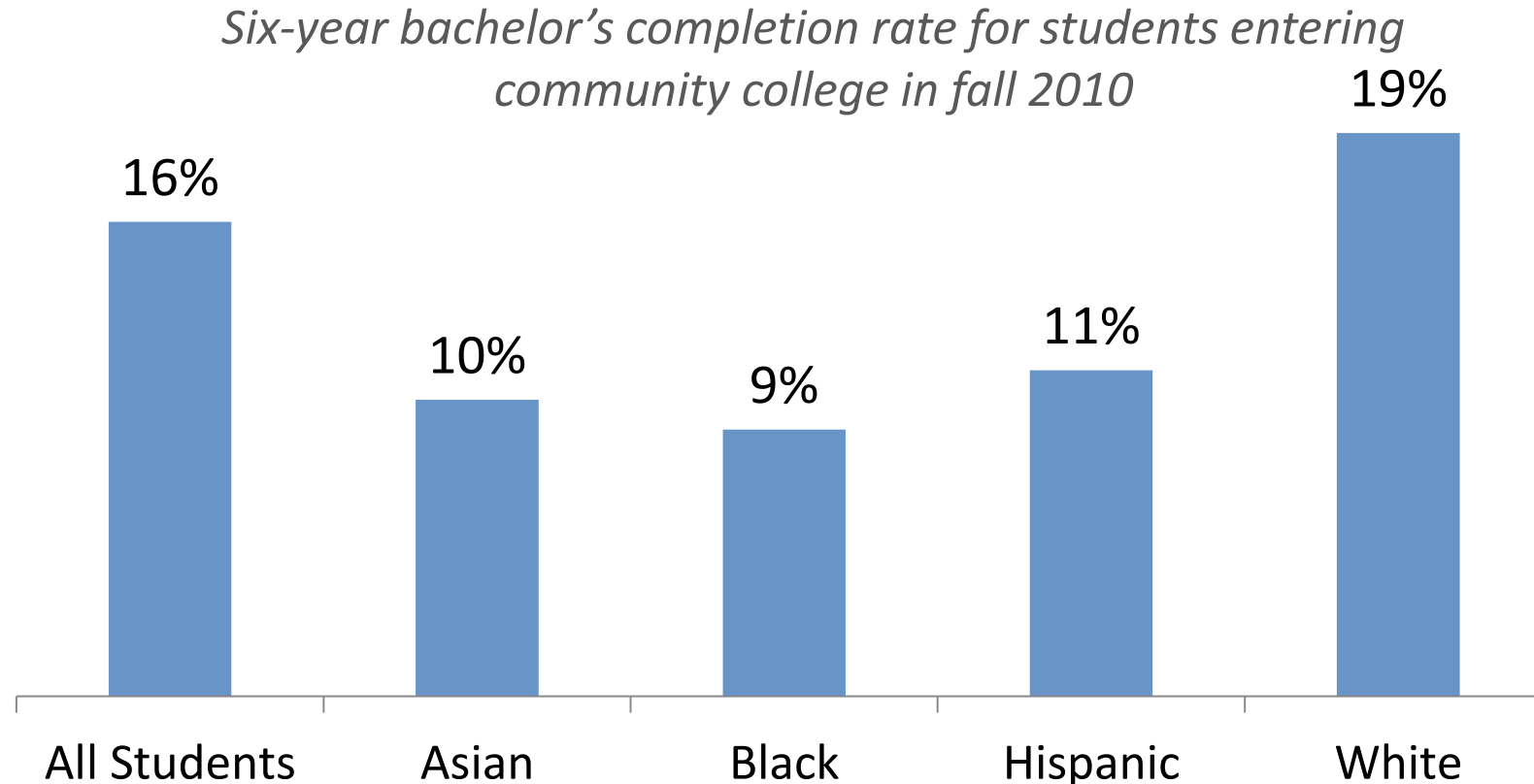
What We Know: Most Short-Term Training Doesn't Lead to Good Jobs

“[O]btaining a certificate **can** have a positive labor market value...and health certificates appear to drive much of the positive benefit.”

“The labor market evidence on stackable credentials is (at best) modestly positive.”

Thomas Bailey & Clive R. Belfield. *Stackable Credentials: Do They Have Labor Market Value? CCRC Working Paper No. 97*. Community College Research Center, November 2017.

What We Know: Transfer Outcome Are Inadequate and Inequitable



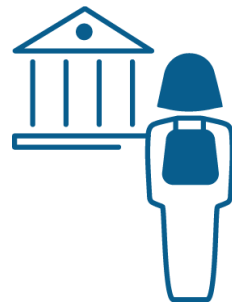
Shapiro et al., National Student Clearinghouse Research Center (2017)

What We Know: Colleges Can Build **Equitable** Pathways to Completion & What Comes Next

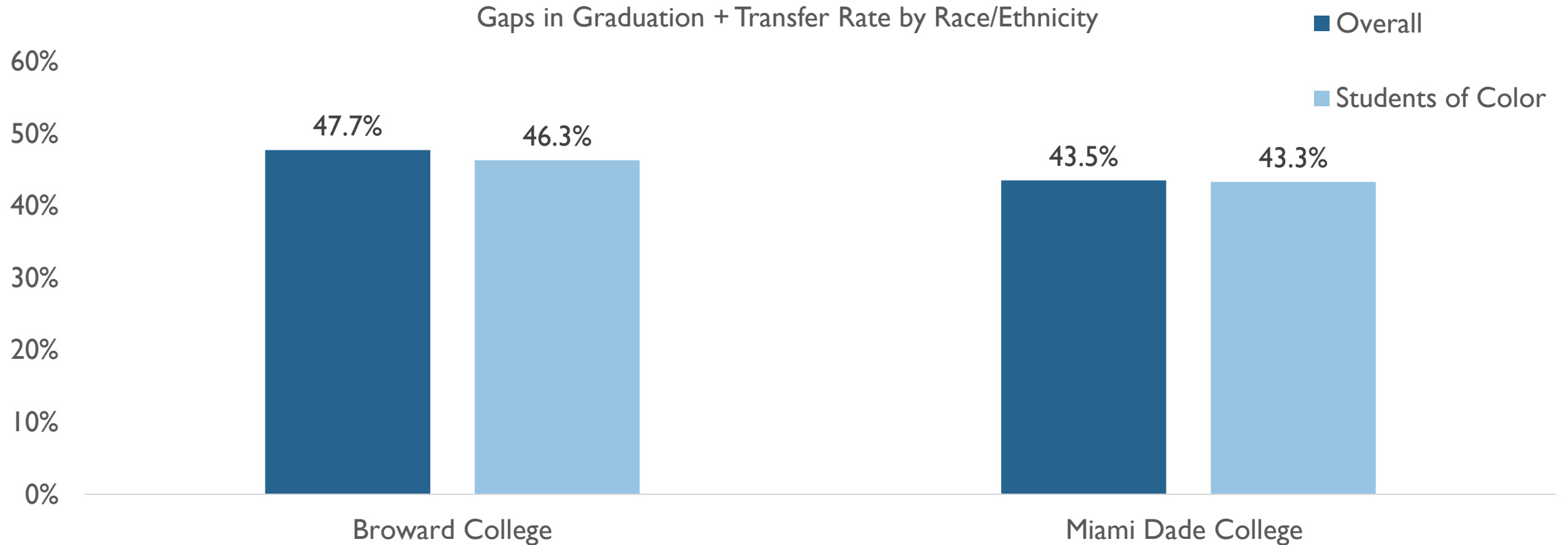


...to transfer and a bachelor's degree

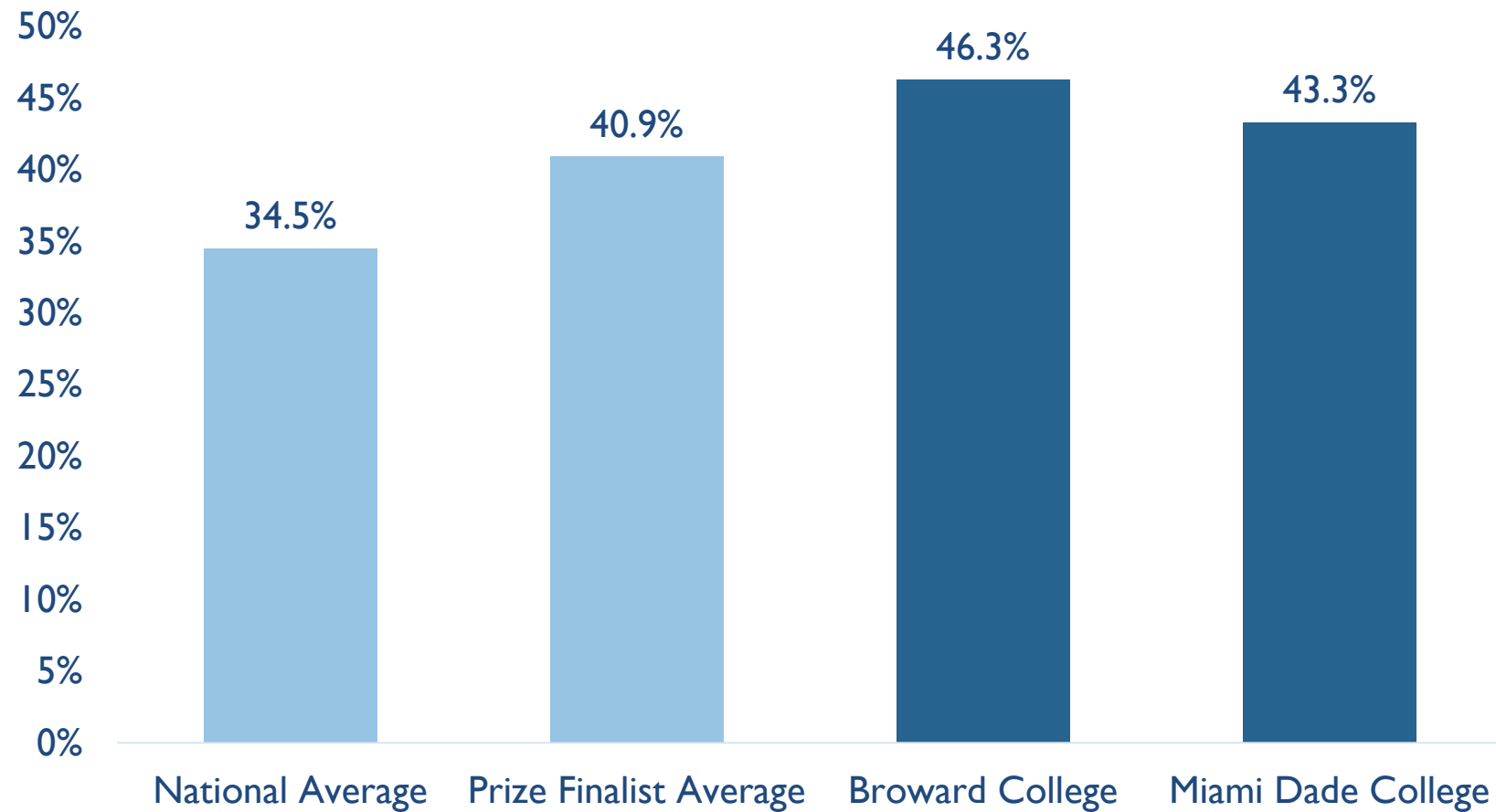
...to employment with family-sustaining wages



Equity Gaps Can Be Closed

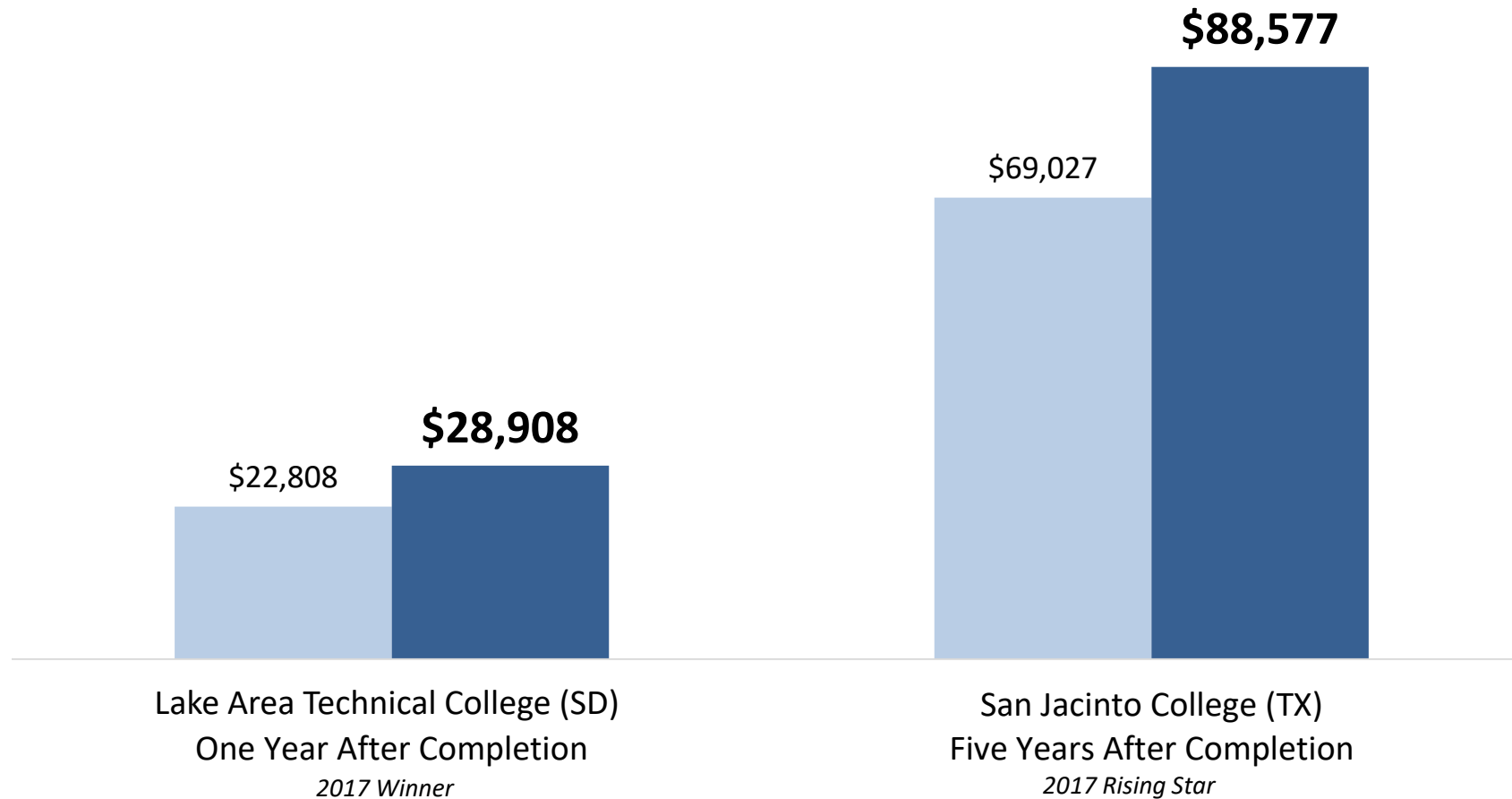


Better Graduation + Transfer Rates for Students of Color Can Be Achieved



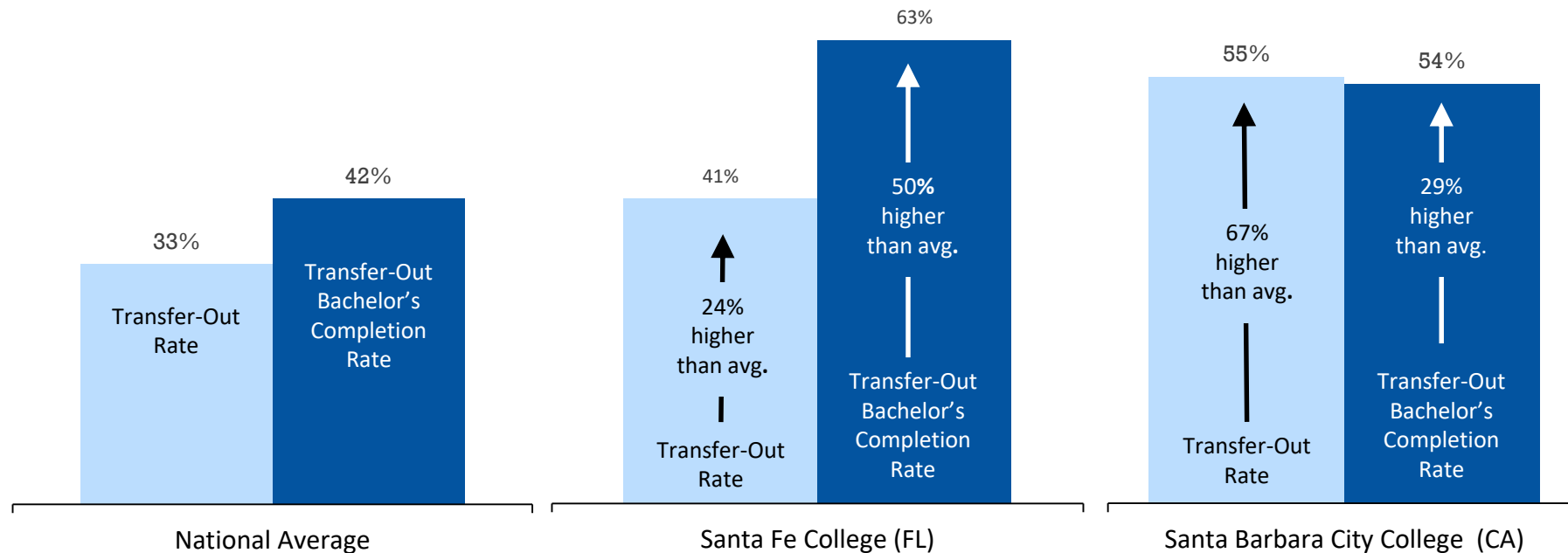
Better Workforce Outcomes are Within Reach

Average salaries of recent graduates compared to the average for others in the region (top **short-term** and **long-term** performers)



And So Are Better Transfer Outcomes

Rate of first-time in college students who successfully transferred to a four-year college in six years, and the rate of bachelor's degree completion for those students who transferred



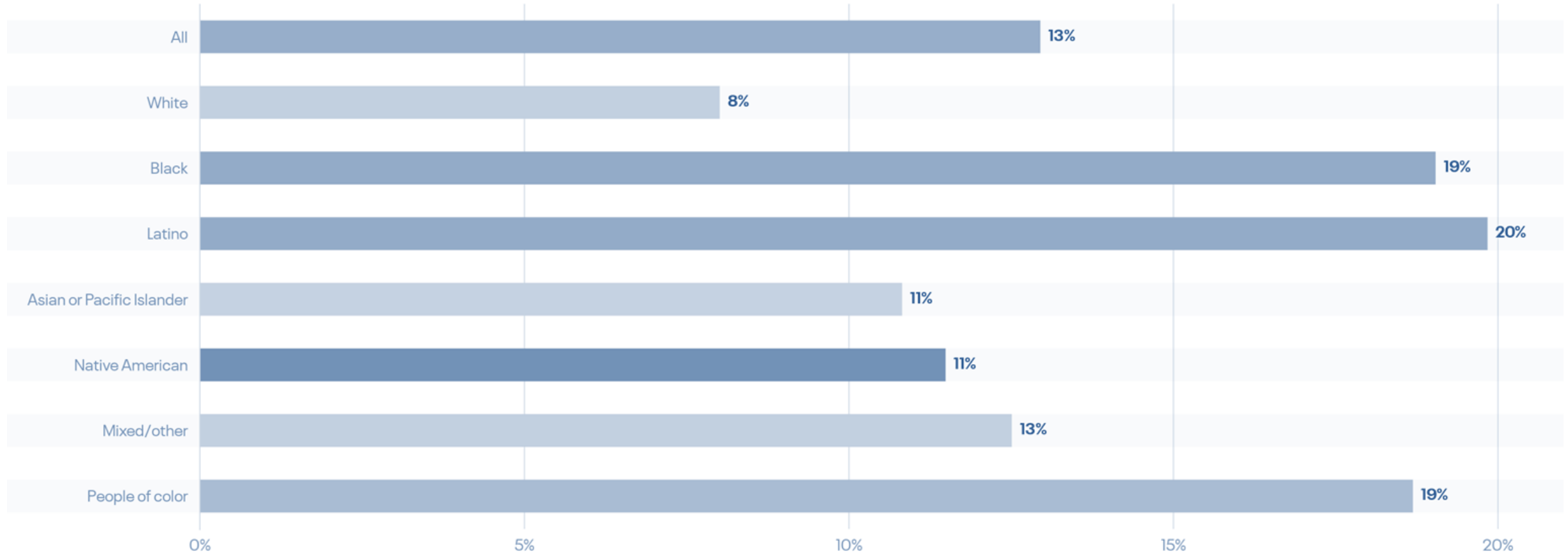
Why do community college student graduation and employment outcomes matter so much for our communities?

For the nation?



Too Many Adults Are Stranded in Low-Wage Work (*Data from 2017*)

Florida: Percent Working Poor (200% of Poverty Level), by Race/Ethnicity, 2017

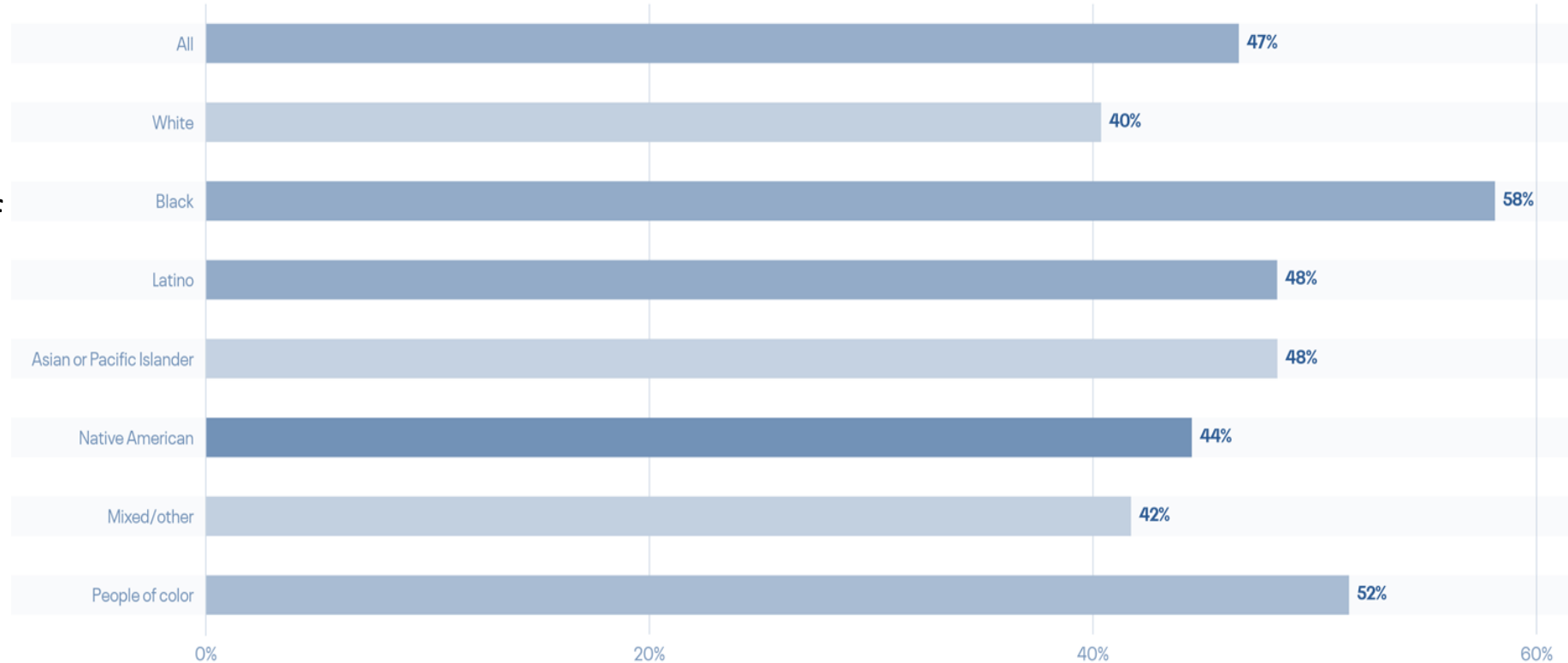


200% of the federal poverty level = approximately \$24,000 per year

Source: IPUMS, PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Too Many Young Adults Cannot Make Ends Meet (*Data from 2017*)

Florida: Ages 18-24 Below 200% of Poverty Level, by Race/Ethnicity, 2017



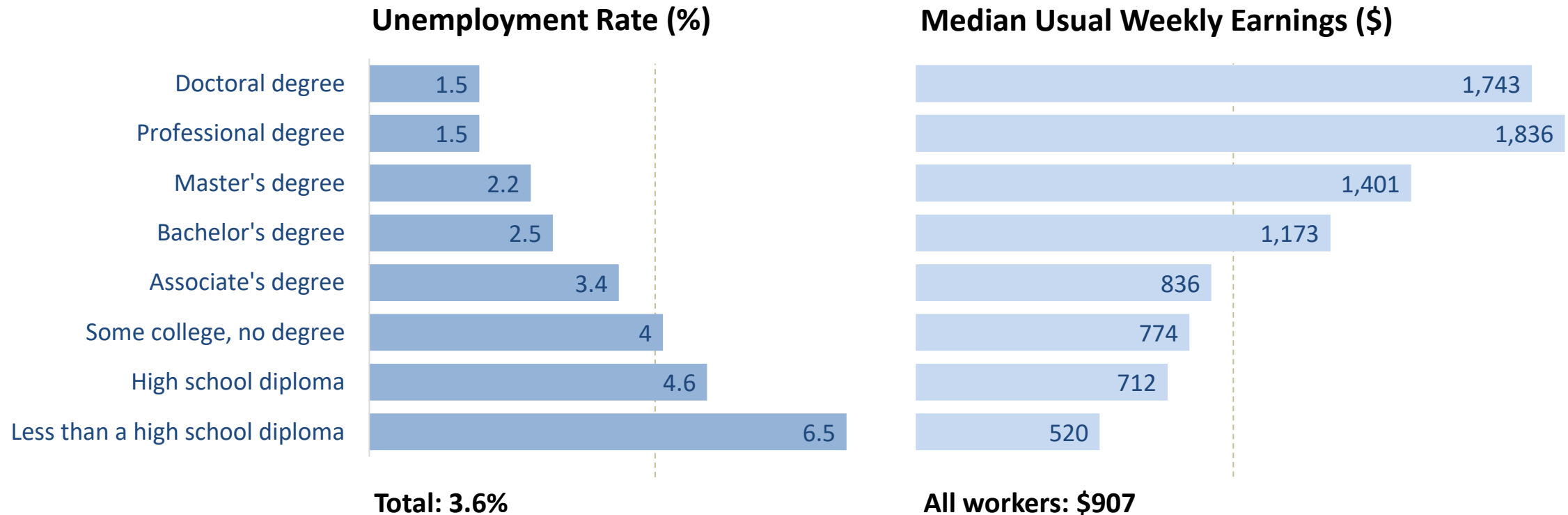
4.6 million youth between the ages of 16 and 24 are disconnected from work and school.

(Aspen Institute Forum for Community Solutions, 2018)

200% of the federal poverty level = approximately \$24,000 per year
Source: IPUMS, PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Higher Education is the Surest Path to Living Wages

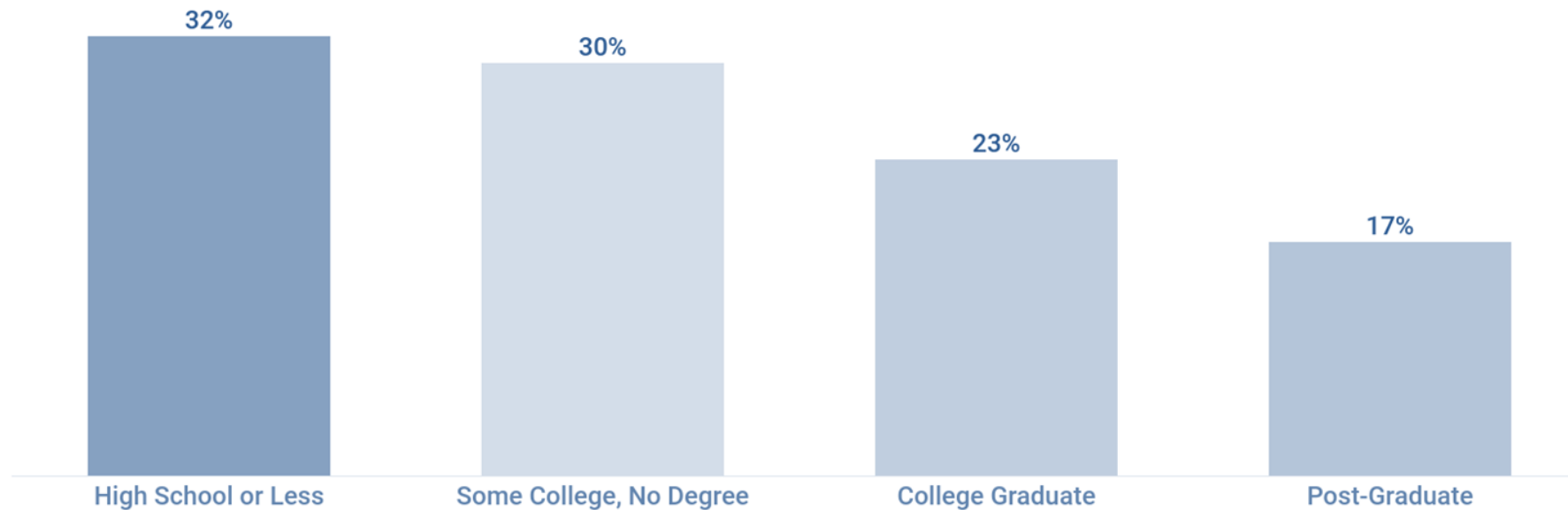
Unemployment Rates and Earnings by Educational Attainment, 2017



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
Source: U.S. Bureau of Labor Statistics, Current Population Survey

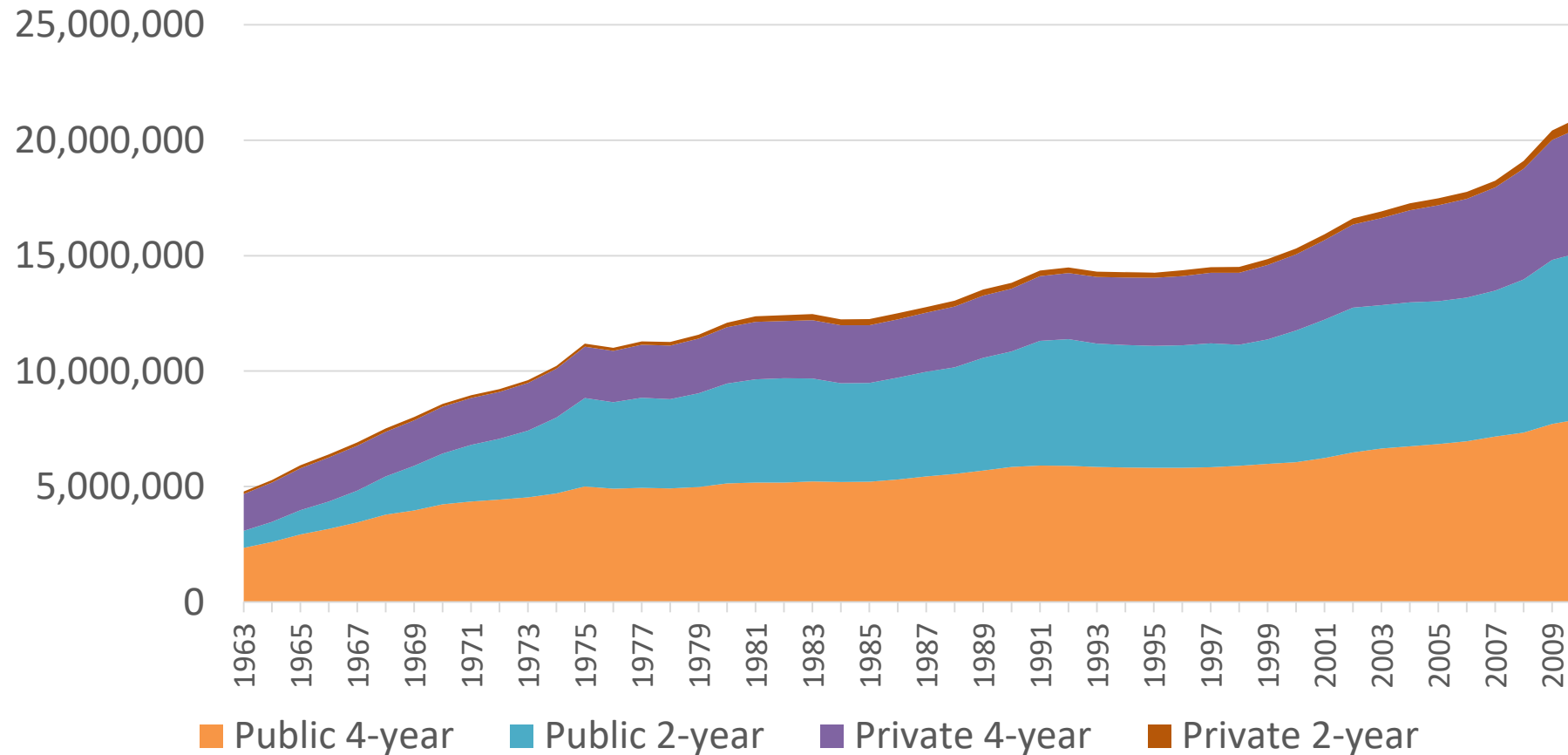
Higher Education is the Surest Path To Job Security

National Layoffs by Educational Attainment During First Month of COVID



Source: Pew Research Center's American News Pathways data tool. Survey of U.S. adults conducted April 7 to 12, 2020.

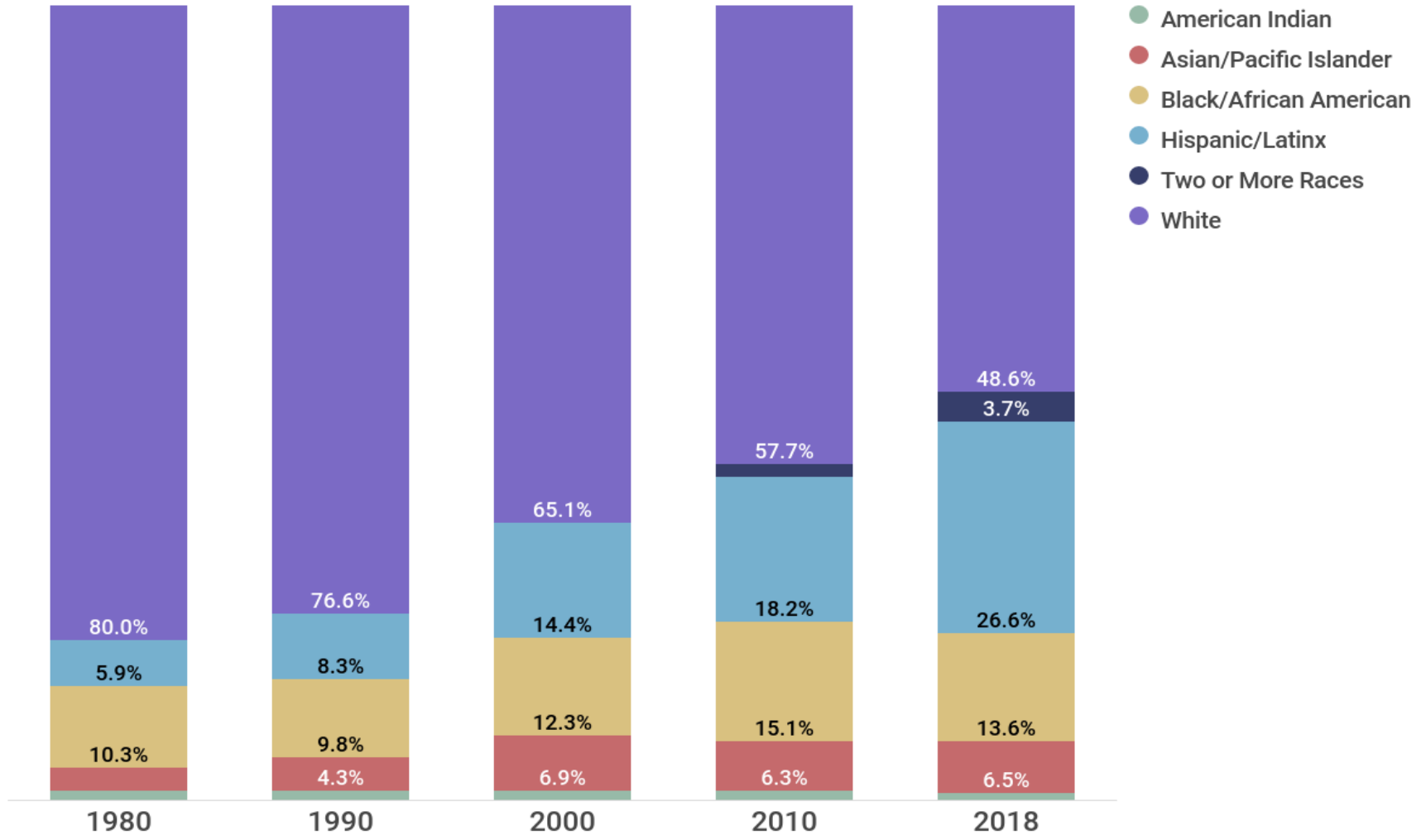
Community Colleges Have Dramatically Expanded Access



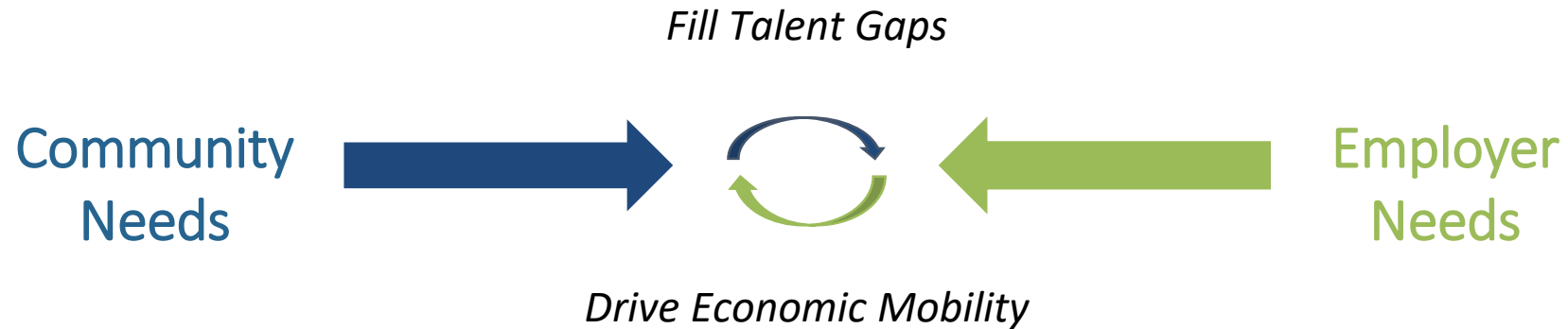
Source: U.S. Department of Education, National Center for Education Statistics, Digest of Education Statistics 2011, Table 199.

Community Colleges Have Especially Expanded Access for Students of Color

Public 2-year college enrollment



Community Colleges Are **Essential** to Economic Mobility and Talent Development



~50% of **students of color** start at community colleges

~44% of all **low-income students** start at community college

10.3M students, or **~45% of all undergraduates**, are enrolled in public community colleges

But Not Every Credential Leads to Strong Outcomes

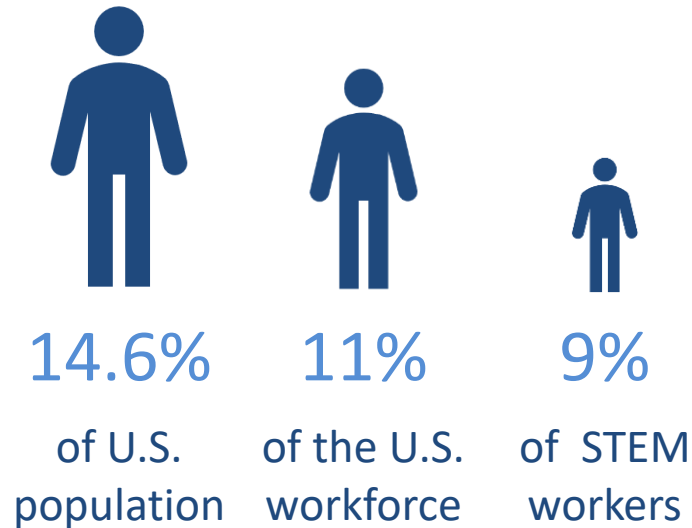
Arkansas	
Culinary Arts and Related Services, Other AS	\$17,660
Child Care and Support Services Management AS	\$19,013
Hospitality Administration/Management, General AS	\$19,263
Early Childhood Education and Teaching AS	\$19,795
Fire Services Administration AS	\$45,771
Dental Hygiene/Hygienist AS	\$49,551
Fire Science/Firefighting AS	\$49,878
Industrial Mechanics and Maintenance Technology AS	\$50,060
Petroleum Technology/Technician AS	\$50,612
Colorado	
Library and Archives Assisting AAS	\$20,866
Natural Resources Conservation and Research AAS	\$21,154
Culinary Arts and Related Services AAS	\$22,599
Human Development, Family Studies, and Related Services AAS	\$22,999
Animal Sciences AAS	\$23,561
Specialized Sales, Merchandising and Marketing Operations AAS	\$24,275
Nursing: Registered, Administration, Research, and Clinical AA or AS	\$60,244
Fire Protection AAS	\$62,177
Industrial Production Technologies/Technician AAS	\$69,973
Engineering-Related Technologies AAS	\$70,396

Source: Mark Schneider. *Higher Education Pays: But a Lot More for Some Than For Others*. Sept 2013.

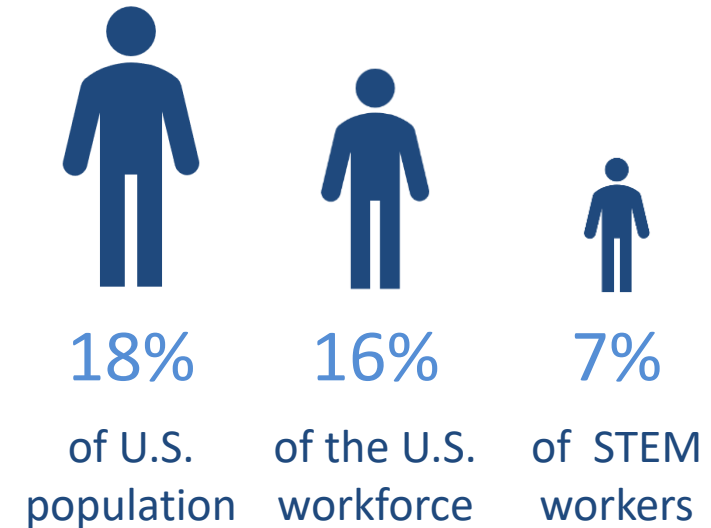
And Many Populations Continue to Be Underrepresented in Good Jobs, and the STEM Programs that Lead to Them

People of color are underrepresented in STEM majors that lead to high median wages.

Black individuals make up...



Latinx individuals make up...



U.S. Census Bureau, 2017 Report, Pew Research Center

There is an Opportunity to Better Align the Opportunity Community Colleges Provide and What Employers Need



The number of good jobs for workers with associate's degrees grew by 83% between 1991 and 2016 (but have not grown since).

(Georgetown CEW, 2017)



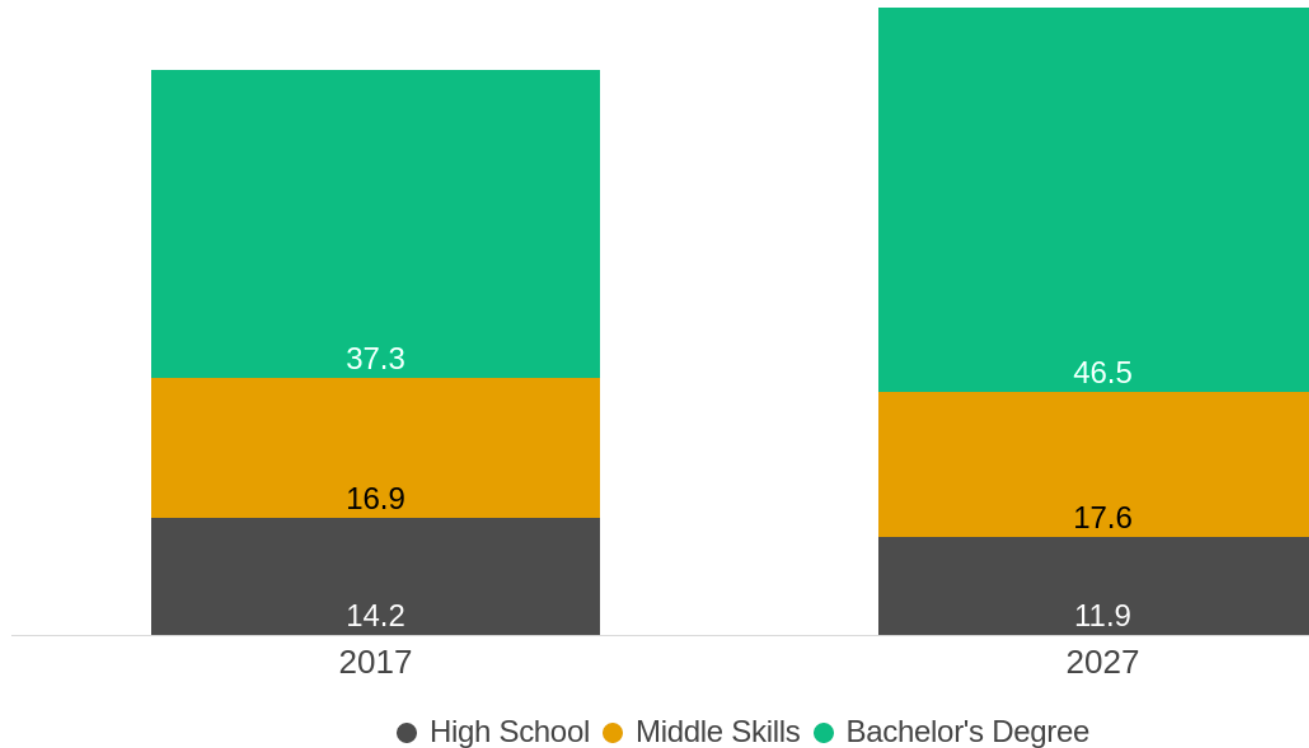
Yet more than **half** of all workers without a BA don't have "good jobs," defined as jobs that pay at least \$35,000 for workers 25-44 and at least \$45,000 for workers 45-64.

(Georgetown CEW, 2017)

46% of employers reported difficulty filling positions due to available talent.

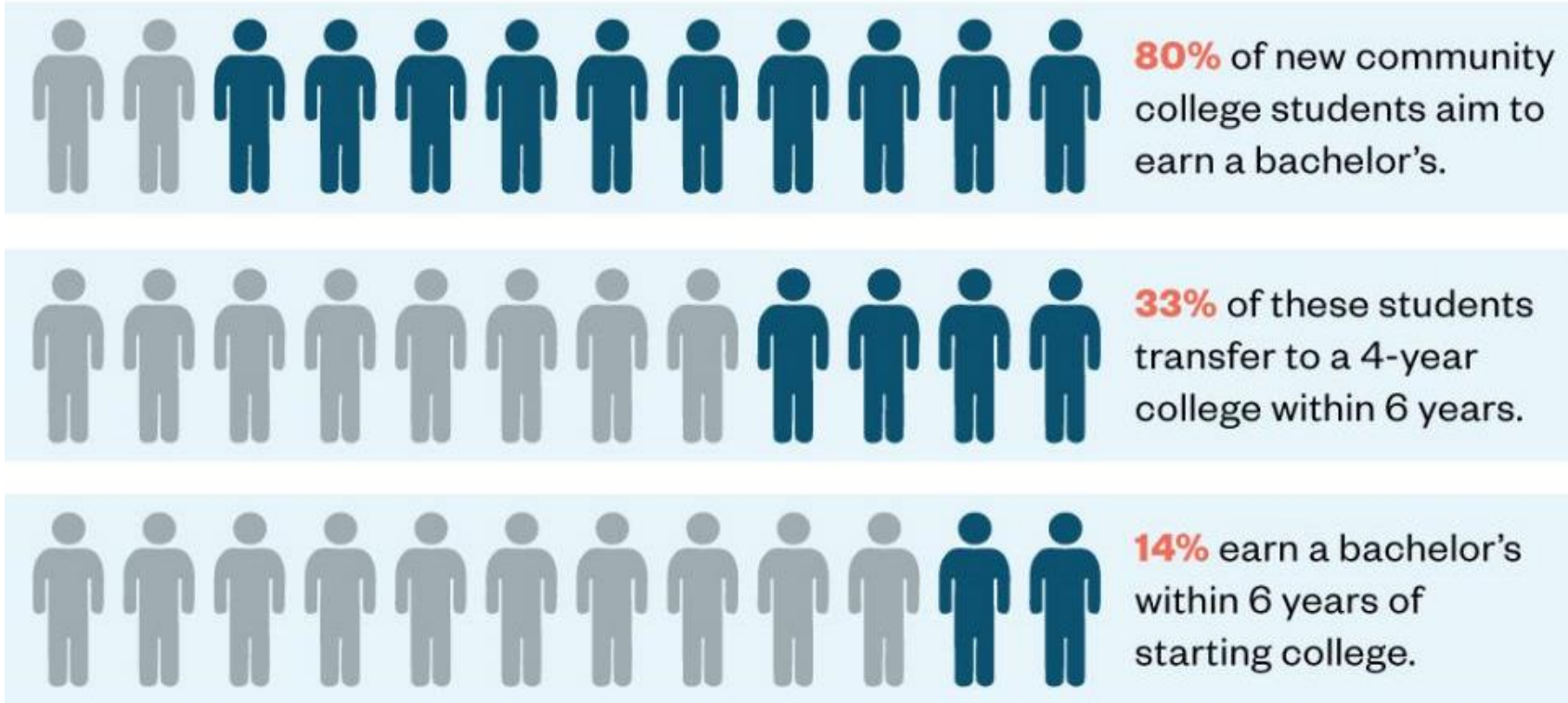
More and More Good Jobs Will Require a Bachelor's Degree

Number of "good jobs" (in millions) by required level of education



Source: Georgetown University Center on Education and the Workforce projections based on Current Population Survey data, 2017 (projected for 2027).

We Need to Improve Transfer Outcomes



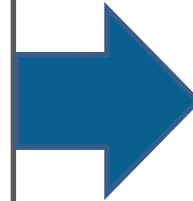
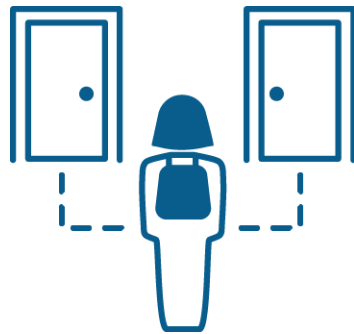
For more information, see *Tracking Transfer: New Measures of Institutional and State Effectiveness in Helping Community College Students Attain Bachelor's Degrees* (New York, NY: Community College Research Center).

Colleges need to explicitly make equitable post-graduation success a priority. **How?**



Make **equity** in post-graduation success a priority in Pathways work.

Focus more on student choice at the front door.



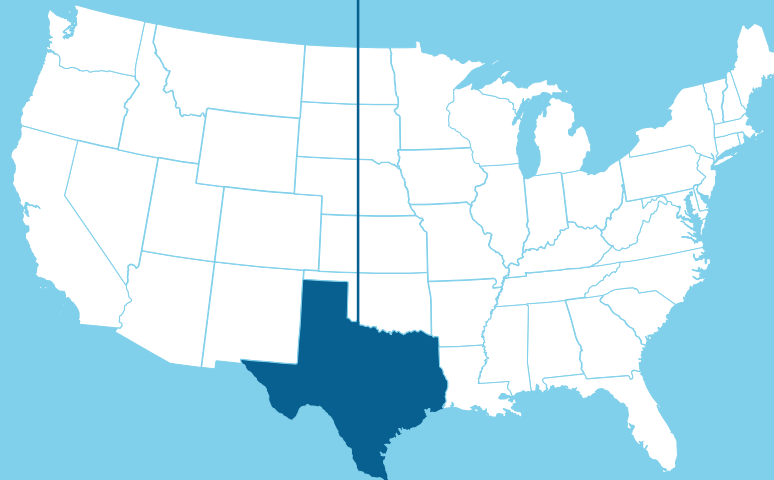
- Ensure strong career advising at front door and through the first year.
- Monitor student choices, not based on FAFSA declaration.

Alamo Colleges



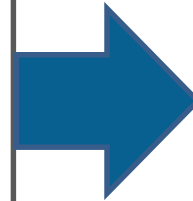
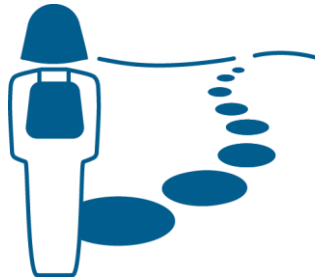
Palo Alto created Alamo ADVISE and Alamo Institutes so that students have clear pathways to all degrees (and transfer) as well as robust systems for advising with six mandatory touchpoints. Student-to-advisor ratio is 350-to-1.

Result: 68% increase in graduation/transfer rates over five years.



Make **equity** in post-graduation success a priority in Pathways work.

Ensure all pathways align to post-graduation success.



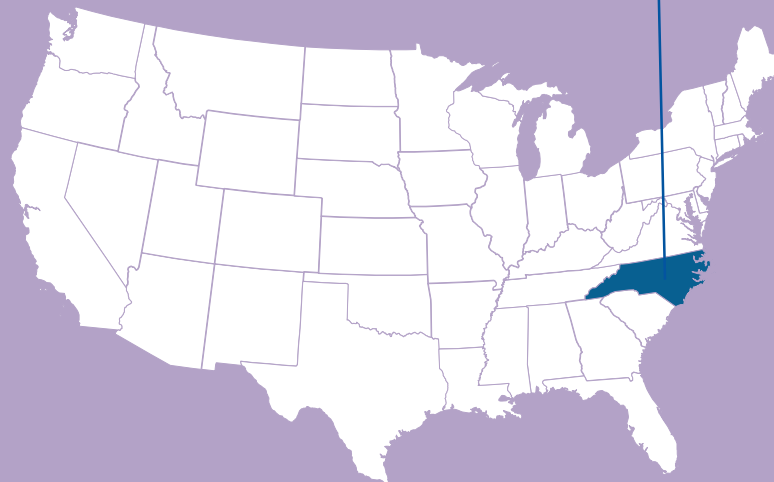
- Consider both jobs with family-sustaining wages and setting up transfer students for junior-year standing in a major.
- Ensure that all courses really align to pathways with post-graduation success.

Davidson County Community College



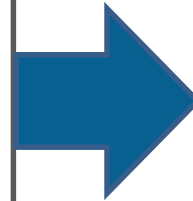
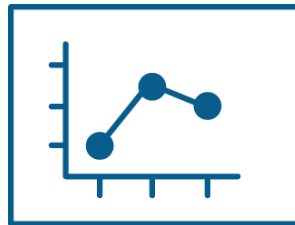
In the process of building guided pathways, Davidson leaders examined how many courses transferred to four-year institutions to which its students transferred. Answer: one course.

Result: Over half of courses were eliminated as guided pathways were developed



Make **equity** in post-graduation success a priority in Pathways work.

Monitor student completion and post-completion outcomes and examine equity gaps.

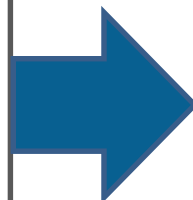
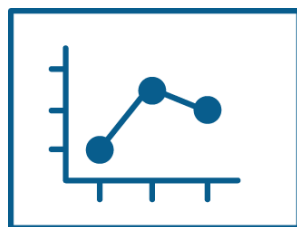


Transfer (*disaggregate all data*):

- Transfer-Out Rate
- Transfer-with-Awards Rate
- Transfer-Out Bachelor's Completion Rate
- Bachelor's Completion Rate

Make **equity** in post-graduation success a priority in Pathways work.

Monitor student completion and post-completion outcomes and examine equity gaps.



Workforce (*disaggregate all data*):

- Employment rate and earnings (1, 5, and 10 years after graduation), college-wide
- Employment rates and earnings averages for the 10-20 highest volume programs
- Enrollment in the 10-20 highest volume programs disaggregated by race/ethnicity, Pell, and gender

Valencia College



Leaders worked with the University of Central Florida to develop a program that guarantees university admission to Valencia graduates, locate a facility on Valencia's main campus, and ensure that transfer is seamless for students.

Result: UCF enrolls thousands of Valencia transfers who succeed at rates nearly identical to students who start at UCF, and are twice as diverse.



Valencia College



Every year, UCF gives Valencia a report with clear, detailed data on disaggregated student success. The report is used internally by Valencia and with its partners to invest in what works and fix what doesn't.

Result: Sustained pathways for transfers who comprise over 50% of over 60,000 students.



San Jacinto College



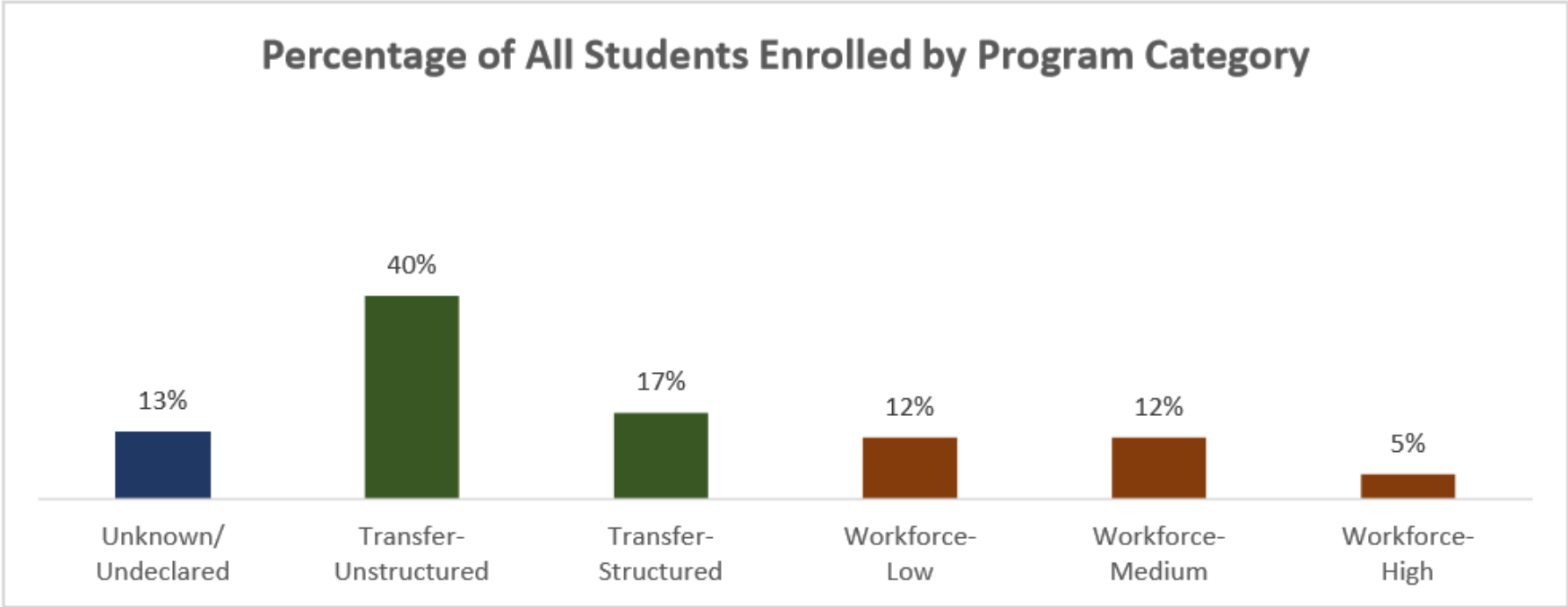
San Jacinto guided pathways reforms have contributed to steady increases in retention and graduation rates. But wages for some programs remained low. Now,

- San Jacinto requires that all new programs reach minimums for demand and wages.
- Program heads regularly visit with employers to see what can be improved.



Colleges Need to Create Guardrails and Information about Where Pathways Lead

1. Program Enrollment by CCRC Workforce/Transfer Categories



Sample data from an anonymized college.

Colleges Need to Build **Equitable** Pathways to Completion and What Comes Next



Transfer and a bachelor's degree



Employment with family-sustaining wages



Questions?



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Thank you!



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