Leveraging Pathways Work to Change the System
Dr. Michael Baston, President, Rockland Community College

Purpose

This session will discuss the leadership and vision needed to create regional transfer partnerships that help foster a culture of shared support of students' movement among and across education sectors.

Goal

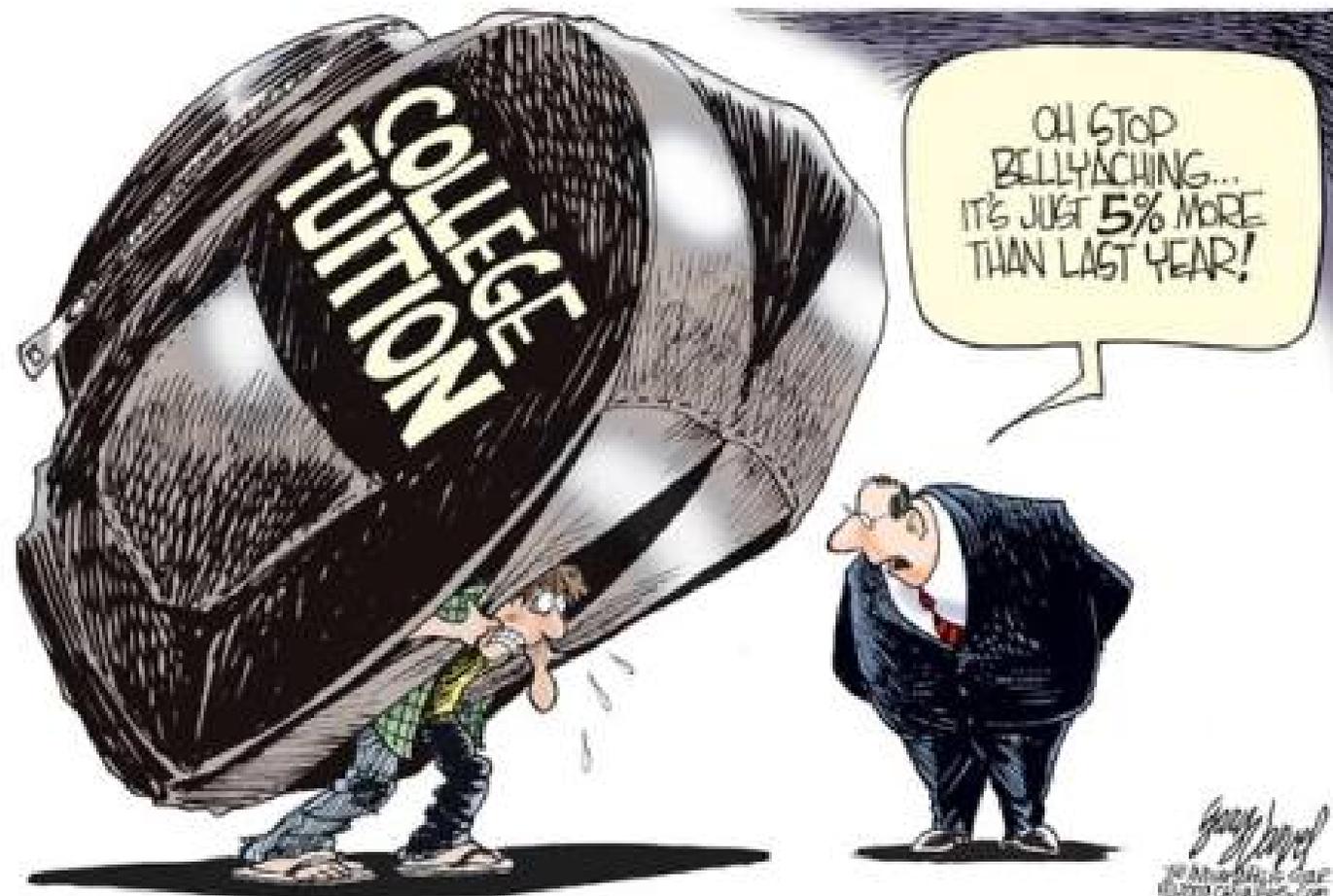Identify and address organizational challenges involved in aligning pathways with transfer and employment.

Message to Higher Education
Don't Sleep on the Perfect Storm!

DO YOU NEED COLLEGE?

College Tuition

Student Debt

Education and Business Perception Gap

96% of college academic officers said they are confident in their institution's ability to prepare students for the workforce

but only 11% of business leaders agree that today's college graduates have the skills and competencies that their business needs
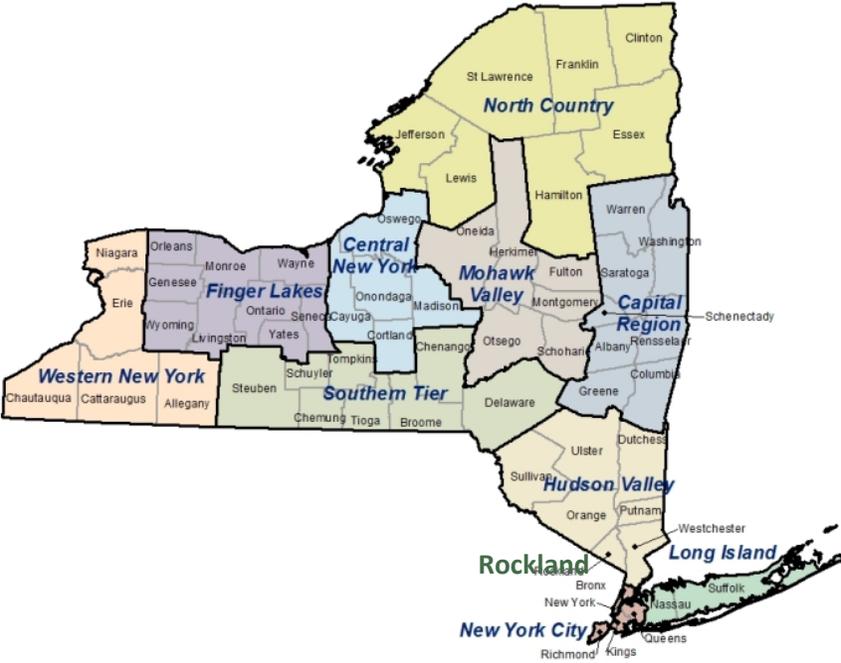
50%

More than 50 percent of companies report that it is becoming increasingly hard to find workers to fill middle skill jobs.*

* Chanmugam, R., Smith, D., & L. Worrell. (November 2014). Finding the middle: How businesses can manage the talent pipeline to close the middle-skills employment gap.
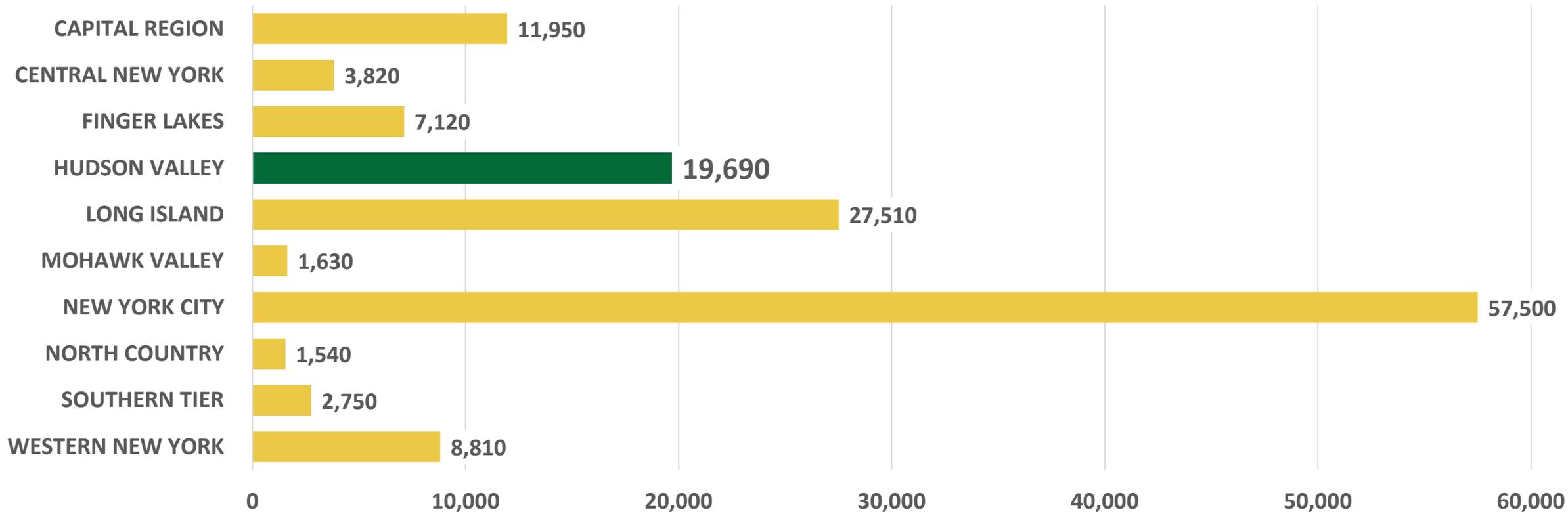
STATE OF
THE WORKFORCE

A Labor Market Snapshot for New York State, 2017

Top 3 Sectors by Region

CAPITAL REGION

CENTRAL REGION

FINGER LAKES

HUDSON VALLEY

LONG ISLAND

MOHAWK VALLEY

NEW YORK CITY

NORTH COUNTRY

SOUTHERN TIER

WESTERN NY

HEALTHCARE

RETAIL

EDUCATION

PUBLIC

MANUFACTURING
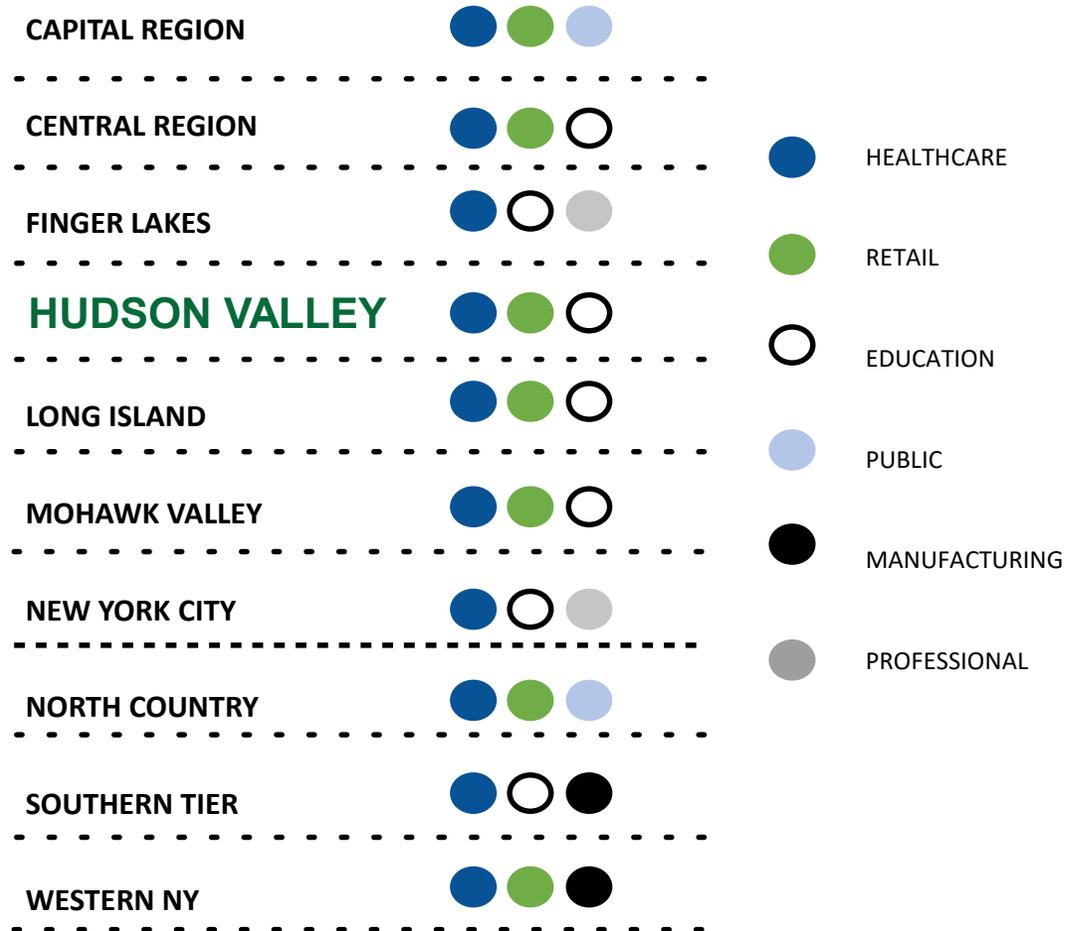
PROFESSIONAL

CHANGE IN JOBS BY SECTOR [2]

August 2016—August 2017

Sector	Change
Educational & Health Services*	**+66,600**
Leisure & Hospitality	**+44,300**
Professional & Business Services	+43,000
Other Services	+8,100
Government*	+5,900
Construction	+3,900
Trade, Transportation & Utilities	+400
Natural Resources & Mining	+100
Manufacturing	-18,500
Financial Activities	-4,000
Information	-2,400

Educational and health services is in the private sector. Government includes public education and public health services.

Recruiting Patterns Still Predominantly Regional

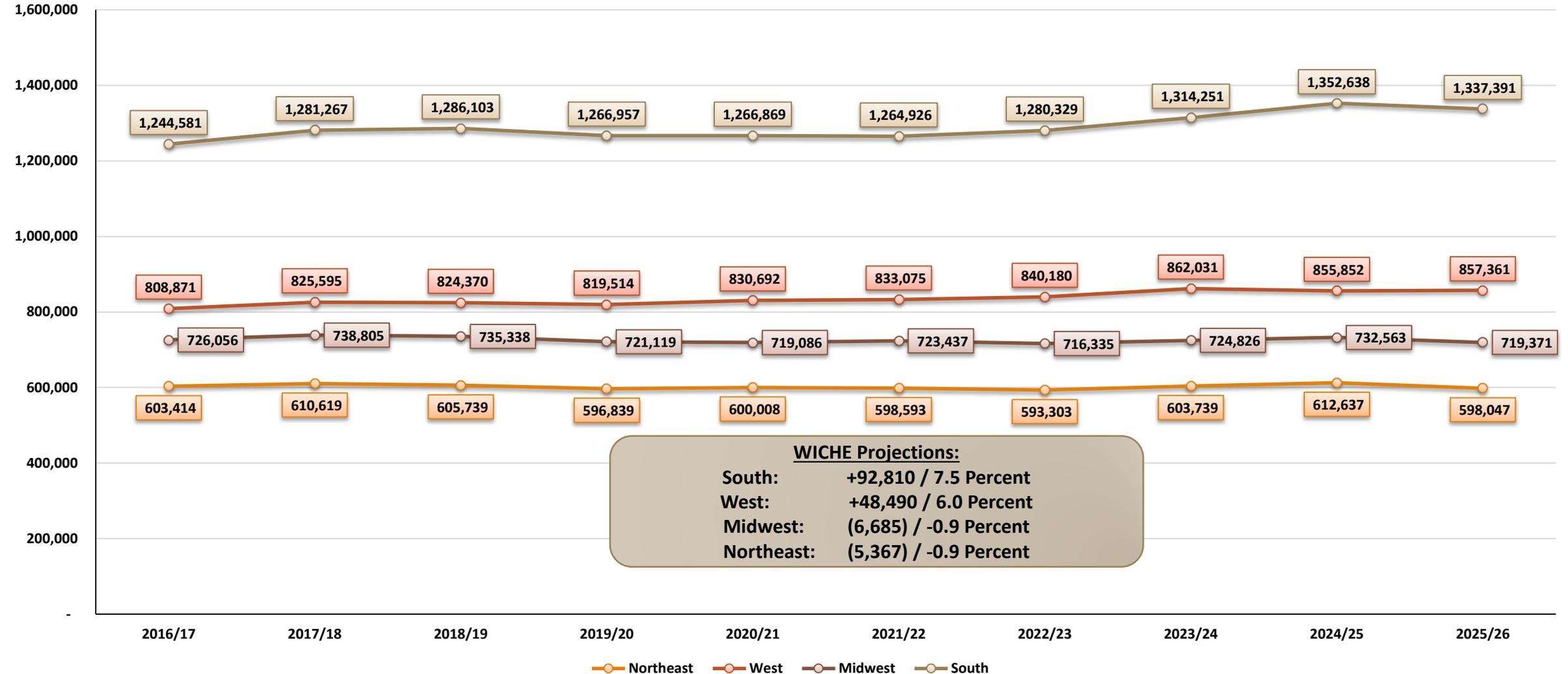High school graduate populations **will fall rapidly** in the Northeast
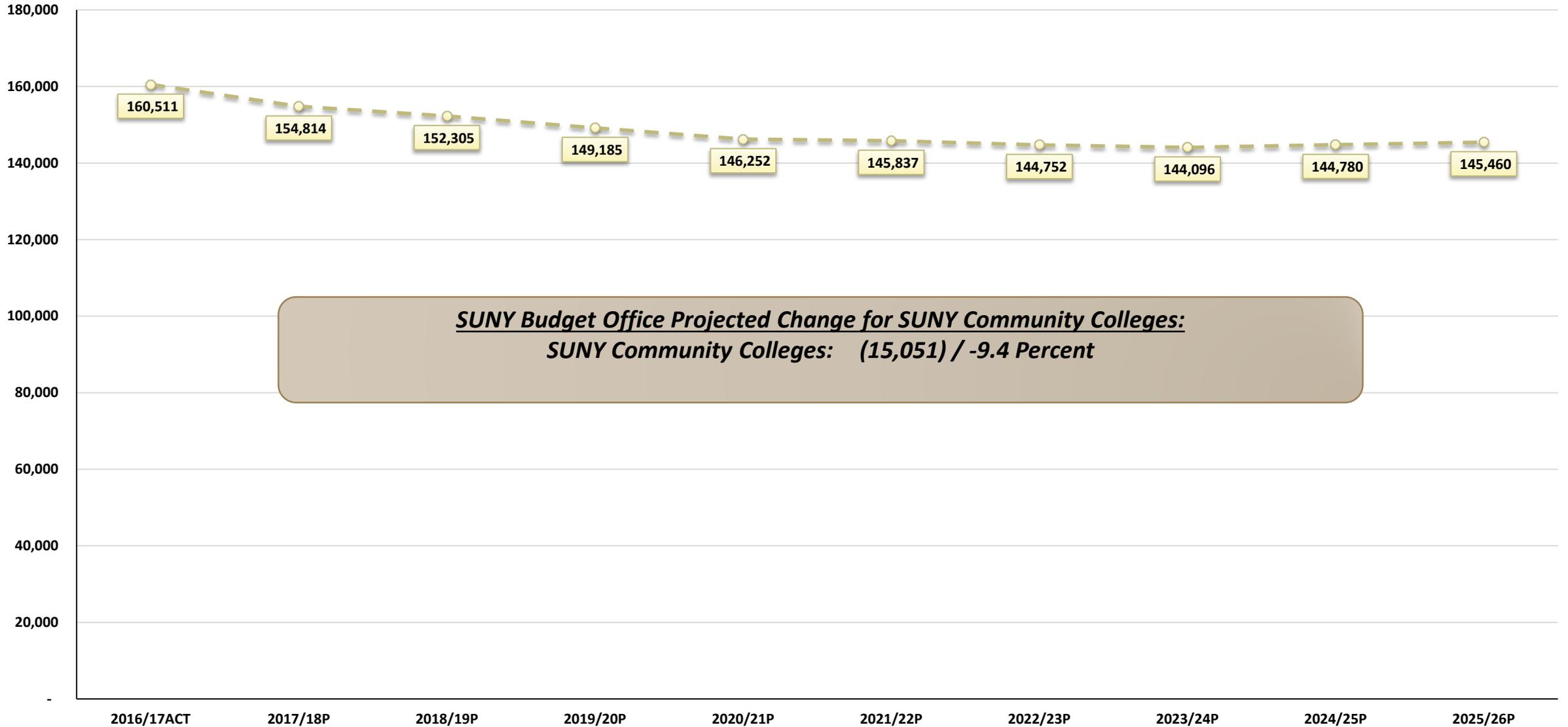
Net Change in High School Graduates, 2012-2022

43K

Midwest   Northeast   West   South

-8K

-25K

-38K

Possible Futures: High School Graduates Projections

Western Interstate Commission For Higher Education (WICHE) Projections of High School Graduates

South line:
- 2016/17: 1,244,581
- 2017/18: 1,281,267
- 2018/19: 1,286,103
- 2019/20: 1,266,957
- 2020/21: 1,266,869
- 2021/22: 1,264,926
- 2022/23: 1,280,329
- 2023/24: 1,314,251
- 2024/25: 1,352,638
- 2025/26: 1,337,391

West line:
- 2016/17: 808,871
- 2017/18: 825,595
- 2018/19: 824,370
- 2019/20: 819,514
- 2020/21: 830,692
- 2021/22: 833,075
- 2022/23: 840,180
- 2023/24: 862,031
- 2024/25: 855,852
- 2025/26: 857,361

Midwest line:
- 2016/17: 726,056
- 2017/18: 738,805
- 2018/19: 735,338
- 2019/20: 721,119
- 2020/21: 719,086
- 2021/22: 723,437
- 2022/23: 716,335
- 2023/24: 724,826
- 2024/25: 732,563
- 2025/26: 719,371

Northeast line:
- 2016/17: 603,414
- 2017/18: 610,619
- 2018/19: 605,739
- 2019/20: 596,839
- 2020/21: 600,008
- 2021/22: 598,593
- 2022/23: 593,303
- 2023/24: 603,739
- 2024/25: 612,637
- 2025/26: 598,047

WICHE Projections:

Region	Change
South:	+92,810 / 7.5 Percent
West:	+48,490 / 6.0 Percent
Midwest:	(6,685) / -0.9 Percent
Northeast:	(5,367) / -0.9 Percent

Legend: Northeast, West, Midwest, South

Possible Futures:
SUNY Community College FTE Enrollment Projections and Comparisons

SUNY Community College FTE Enrollment chart showing values from 2016/17ACT through 2025/26P:
- 2016/17ACT: 160,511
- 2017/18P: 154,814
- 2018/19P: 152,305
- 2019/20P: 149,185
- 2020/21P: 146,252
- 2021/22P: 145,837
- 2022/23P: 144,752
- 2023/24P: 144,096
- 2024/25P: 144,780
- 2025/26P: 145,460

SUNY Budget Office Projected Change for SUNY Community Colleges:
SUNY Community Colleges: (15,051) / -9.4 Percent

ACT = Actual   A = Adjusted   P = Projected

Realities of Maintaining the Status Quo

Low Enrollment

Stagnant State Aid

Recurring Costs

Future Liabilities – Health Coverage for current and future employees

Deteriorating Infrastructure – aging facilities

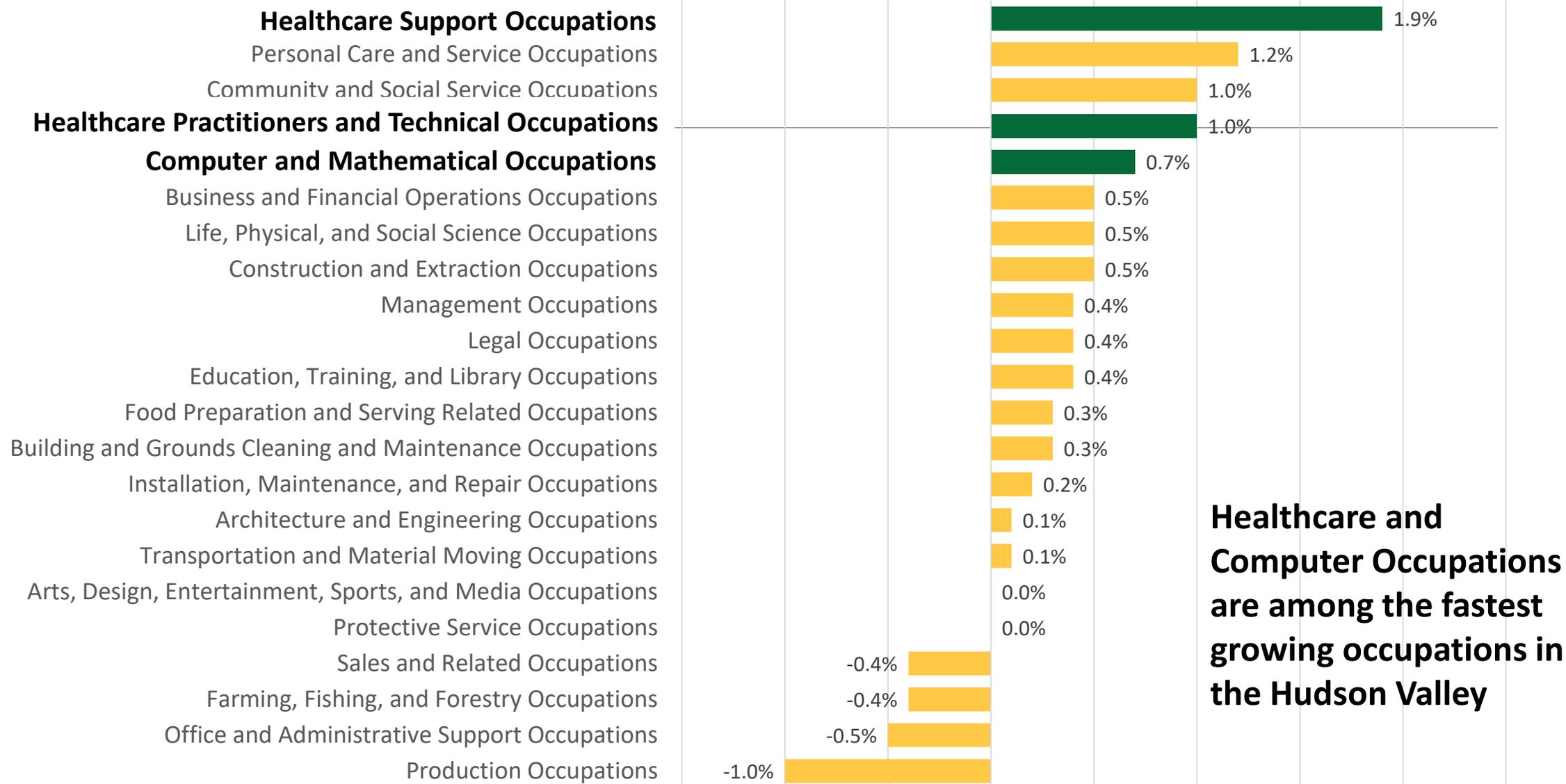Excelsior Scholars bypassing Community College

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Unsustainable Campus

New College Business Model

- Key to recruitment and retention is **offering affordable programs**, not cheap courses
- Ensure **programs lead to student goals**
- **Recruit** students into programs
- **Monitor/support** progress thru programs
- Ensure **students master essential skills**
- **Build regional "talent ecosystems"** in fields of regional economic importance

Average Annual Employment Growth in the Region

Occupation	Growth
Healthcare Support Occupations	1.9%
Personal Care and Service Occupations	1.2%
Community and Social Service Occupations	1.0%
Healthcare Practitioners and Technical Occupations	1.0%
Computer and Mathematical Occupations	0.7%
Business and Financial Operations Occupations	0.5%
Life, Physical, and Social Science Occupations	0.5%
Construction and Extraction Occupations	0.5%
Management Occupations	0.4%
Legal Occupations	0.4%
Education, Training, and Library Occupations	0.4%
Food Preparation and Serving Related Occupations	0.3%
Building and Grounds Cleaning and Maintenance Occupations	0.3%
Installation, Maintenance, and Repair Occupations	0.2%
Architecture and Engineering Occupations	0.1%
Transportation and Material Moving Occupations	0.1%
Arts, Design, Entertainment, Sports, and Media Occupations	0.0%
Protective Service Occupations	0.0%
Sales and Related Occupations	-0.4%
Farming, Fishing, and Forestry Occupations	-0.4%
Office and Administrative Support Occupations	-0.5%
Production Occupations	-1.0%

Healthcare and Computer Occupations are among the fastest growing occupations in the Hudson Valley

Regional Counties: Dutchess, Orange, Putnam, Rockland, Ulster, Westchester, Bergen, Passaic

Healthcare Technologist/Technician in the Region

1,684 job postings in the third quarter of 2018

2,370 jobs forecasted for the next year

$55,800 is the Average annual wage

Regional Drafting Jobs in the Regions

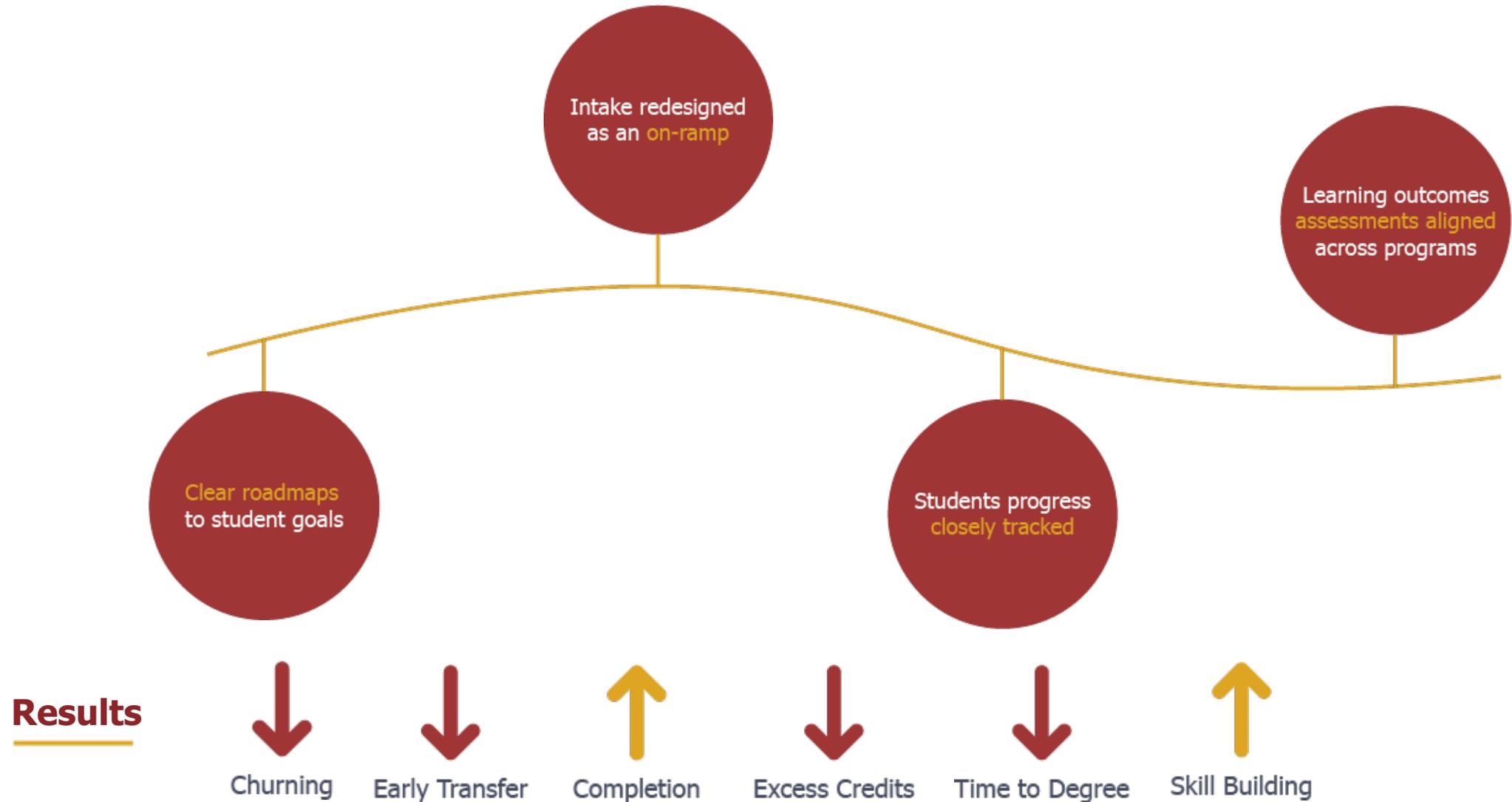72 job postings third quarter of 2018

162 jobs forecasted for the next year

$58,200 is the Average annual wage

Entire **Student Pathway**

Completion — Completion of credential of value for further education and labor market advancement

Progress — From program entry to completion of program requirements

Entry — From entry to passing gatekeeper courses

Connection — From interest to application

Guided Pathways College

The Power of Partnership

Most higher education institutions will likely never have enough advisors, tutors, counselors or support staff for its student community. Consequently, **staff must be adept at administering high tech, high touch services** to provide responsive and high levels of interaction despite less than ideal staff to student ratios and **intentional pipelines have to be established** so that the intellectual needs of the nation are met by well-prepared college graduates, many of whom will get their start at the community college.

Cost of Recruiting Students

A 2013 poll by Noel-Levitz indicated what **colleges spent to bring in new undergraduates** in 2012-2013

➢ **$2,433 per new student** at the median for **private institutions**

➢ **$457 per new student** at the median for **four-year public institutions**

➢ **$123 per new student** at the median for **two-year public institutions**

The Promise of Transfer Students

Community college students represent an increasingly important student segment at many colleges and universities.

➢ Community colleges can be a **source of students with high potential to succeed**.

➢ Many even find that **transfers require less financial aid** than first-time freshmen.

➢ Moreover, the data shows that **students who complete an associate's degree before transferring have a greater likelihood of completing their baccalaureate degree** than the average "native" first year student.

Transfers vs. Freshman

Filling in the Gaps

Is Recruiting a Transfer More Profitable Than Retaining a Freshman?

	"Native" Freshmen	Community College Transfers
Financial Aid	Financial aid bidding war	Significantly less aid than freshmen
Support Services	Expensive interventions (e.g., FYE, counseling)	Moderate cost of transfer advising/articulation
Capacity Constraints	Expensive to add capacity to lower division (labs, adjuncts)	Excess capacity in upper division due to attrition
Student Success	Comparable student success, engagement, and likelihood to contribute philanthropically	

Communication With Community College Advisors

Invite Senior College Advisors to **On-Campus Events**

Transfer advisors could **conduct monthly meetings with community college advisors to facilitate communication** regarding changes in the application process and requirements.

Organize **an annual day-long community college advisory workshop**, which includes breakout sessions with advisors to highlight changes to transfer requirements and expectations.

Transfer Student Recruitment

➤ Four-year universities host **on-site admission days, offer flexible meetings with students, and provide ample information online** to recruit transfer students.

➤ **Accommodate the needs and unique schedules of community college students** by offering alternative meeting times and meeting with students at their campuses.

Pathway Programs Help Maximize Efforts

Pathway programs with community colleges which offer guaranteed admission into the university after successful completion of required coursework, and typically an associate's degree, at the partner two-year institution will be an important step, particularly for those who did not make satisfactory academic progress at their host institution.

Articulation Agreements & Partnerships

Pathway Program Highlights should include:

➢ Guaranteed admission to the university

➢ Academic advising

➢ Invitations to on-campus social events, such as sports games

➢ Access to university resources such as computer labs and libraries

➢ Access to university courses

➢ Scholarship programs

Barriers to Partnership Success

➢ Lack of early advisement for two-year students

➢ Unwillingness to accept transfer credit for major

➢ Limited upper division capacity

➢ Weak working relationship between two-year and four-year schools

➢ Faculty unwillingness to "dilute" the core curriculum"

What's Needed? - Flexibility

➢ Supplement rigid articulation agreements with flexible advising guides

➢ Subscribe to a two-year honors program lead generation service

➢ Create dual enrollment partnerships with extensive shared services

➢ Automate articulation so students can better evaluate credit transfer potential

➢ Path AA/AS graduates into fully online bachelor's programs
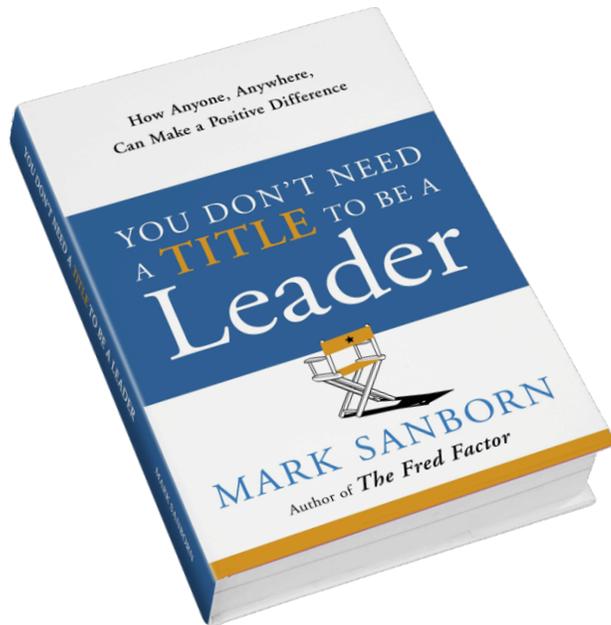
What's Needed? - Seamless Experience

➢ Establish an advising presence on two-year campus

➢ "Reverse articulate" associate degrees to provide students an interim credential

➢ Integrate early advising with admissions guarantee, creating "express lanes"

➢ Organize a curriculum alignment forum with feeder institutions to limit repeated courses

You Don't Need A Title To Be A Leader by Mark Sanborn

"People who act as leaders, whether they have a title or not, in some measure serve as merchants of hope."

"They have the ability to focus on what's *right* and on overcoming what's wrong."