Leveraging Pathways Work to Change the System

Dr. Michael A. Baston
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Rockland Community College
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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
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.
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

Source: New York State Association of Training and Employment Professionals (October 2017)
New York Middle Skill Job Growth by Region

Projected Job Growth by 2022

- CAPITAL REGION: 11,950
- CENTRAL NEW YORK: 3,820
- FINGER LAKES: 7,120
- HUDSON VALLEY: 19,690
- LONG ISLAND: 27,510
- MOHAWK VALLEY: 1,630
- NEW YORK CITY: 57,500
- NORTH COUNTRY: 1,540
- SOUTHERN TIER: 2,750
- WESTERN NEW YORK: 8,810
## Top 3 Sectors by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Healthcare</th>
<th>Retail</th>
<th>Education</th>
<th>Public</th>
<th>Manufacturing</th>
<th>Professional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Region</td>
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<td>Central Region</td>
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<td>Finger Lakes</td>
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<td>Hudson Valley</td>
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<td>Long Island</td>
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<td>Mohawk Valley</td>
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<td>New York City</td>
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<td>North Country</td>
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<td>Southern Tier</td>
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<td>Western NY</td>
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### Change in Jobs by Sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>Change</th>
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</thead>
<tbody>
<tr>
<td>Educational &amp; Health Services*</td>
<td>+66,600</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>+44,300</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>+43,000</td>
</tr>
<tr>
<td>Other Services</td>
<td>+8,100</td>
</tr>
<tr>
<td>Government*</td>
<td>+5,900</td>
</tr>
<tr>
<td>Construction</td>
<td>+3,900</td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>+400</td>
</tr>
<tr>
<td>Natural Resources &amp; Mining</td>
<td>+100</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>-18,500</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>-4,000</td>
</tr>
<tr>
<td>Information</td>
<td>-2,400</td>
</tr>
</tbody>
</table>

*Educational and health services is in the private sector. Government includes public education and public health services.
High school graduate populations will fall rapidly in the Northeast.

Net Change in High School Graduates, 2012-2022

- Northeast: -25K
- Midwest: -38K
- West: -8K
- South: 43K

1) Percentage of freshmen studying out-of-state was calculated across nonprofit four-year institutions that reported student residence and migration data to NCES in each listed year.
Western Interstate Commission For Higher Education (WICHE) Projections of High School Graduates

Possible Futures: High School Graduates Projections

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

Possible Futures:
SUNY Community College FTE Enrollment Projections and Comparisons

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

= 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

Healthcare Support Occupations
  Personal Care and Service Occupations
  Community and Social Service Occupations

Healthcare Practitioners and Technical Occupations

Computer and Mathematical Occupations
  Business and Financial Operations Occupations
  Life, Physical, and Social Science Occupations
  Construction and Extraction Occupations
  Management Occupations
  Legal Occupations
  Education, Training, and Library Occupations
  Food Preparation and Serving Related Occupations
  Building and Grounds Cleaning and Maintenance Occupations
  Installation, Maintenance, and Repair Occupations
  Architecture and Engineering Occupations
  Transportation and Material Moving Occupations
  Arts, Design, Entertainment, Sports, and Media Occupations
  Protective Service Occupations
  Sales and Related Occupations
  Farming, Fishing, and Forestry Occupations
  Office and Administrative Support Occupations
  Production Occupations

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

Connection
- From interest to application

Entry
- From entry to passing gatekeeper courses

Progress
- From program entry to completion of program requirements

Completion
- Completion of credential of value for further education and labor market advancement
Guided Pathways College

- Intake redesigned as an on-ramp
- Clear roadmaps to student goals
- Students progress closely tracked
- Learning outcomes assessments aligned across programs

Results:
- Churning
- Early Transfer
- Completion
- Excess Credits
- Time to Degree
- Skill Building
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?

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

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Source: Education Advisory Board interviews and analysis.
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
“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.”
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