



# GUIDED PATHS TO GRADUATION

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*(dah-nee-foo)*

Vice President for Strategy  
Complete College America



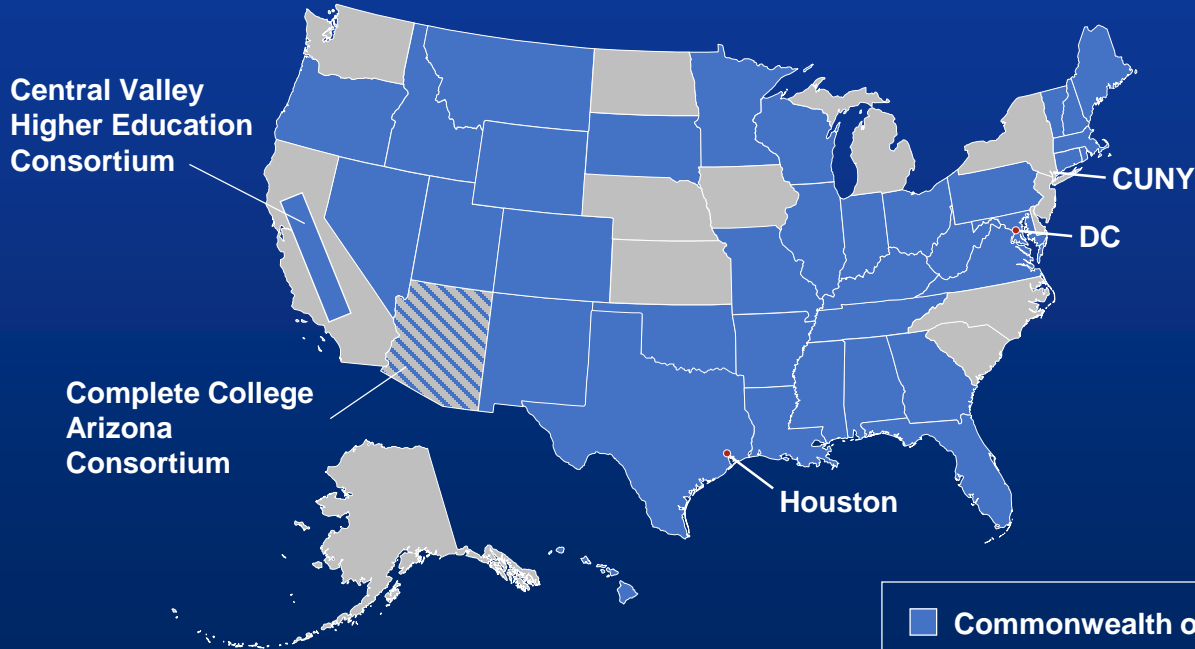
@DrElston @CompleteCollege  
#StartToFinishVSC

**COMPLETE  
COLLEGE  
AMERICA**

COMPLETE COLLEGE AMERICA

# THE ALLIANCE

44



- Commonwealth of Northern Mariana Islands
- Puerto Rico
- Thurgood Marshall College Fund Consortium

# **COMPLETE COLLEGE** AMERICA

## **A SINGLE MISSION**

**Leveraging our Alliance to eliminate achievement gaps by providing equity of opportunity for all students to complete college degrees and credentials of purpose and value.**

# Our Approach

Work with states, systems and consortia to implement **evidence-based strategies at scale** to see double-digit gains in outcomes.

# **COMPLETE COLLEGE** AMERICA

## **PHILANTHROPIC PARTNERS**

Bill and Melinda Gates Foundation

Lumina Foundation

Carnegie Corporation of New York

Dell Family Foundation

Kresge Foundation

Strada Education Network

Houston Endowment

# Our Network of Strategic Partners



*Advancing Global Higher Education*

NCD A

National Career  
Development  
Association



**NACADA**  
THE GLOBAL COMMUNITY  
FOR ACADEMIC ADVISING

Dana Center  
**Mathematics**  
PATHWAYS

**CCRC** COMMUNITY COLLEGE  
RESEARCH CENTER



**NASPA**

Student Affairs Administrators  
in Higher Education



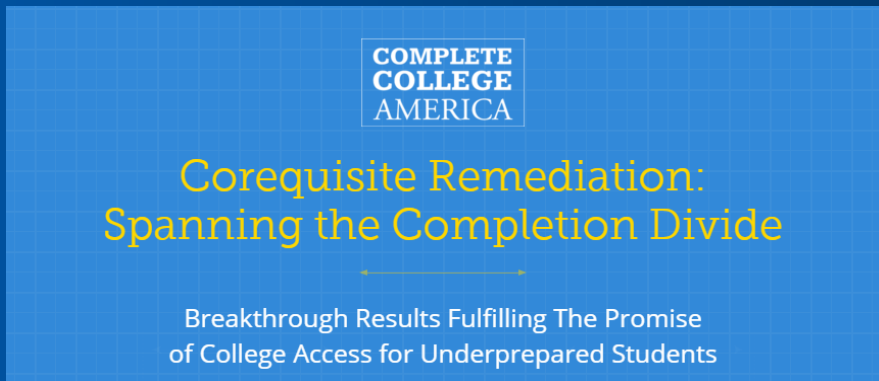
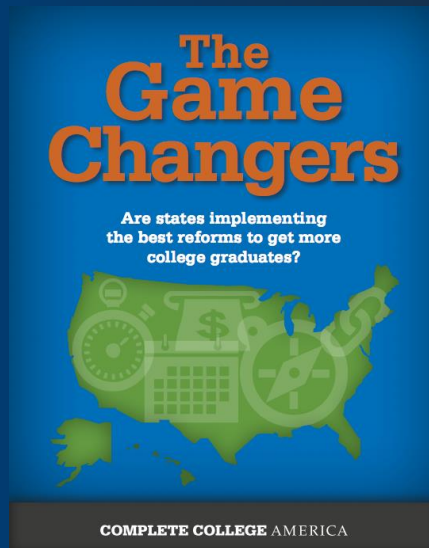
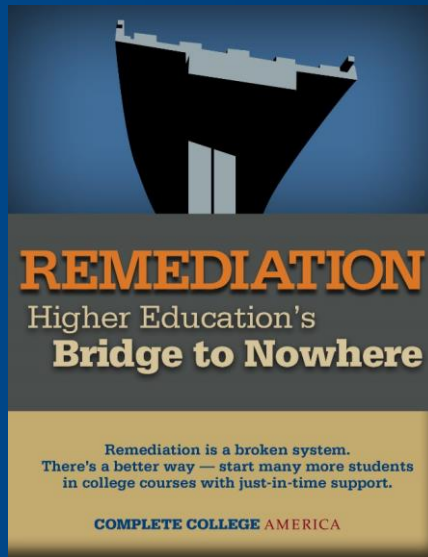
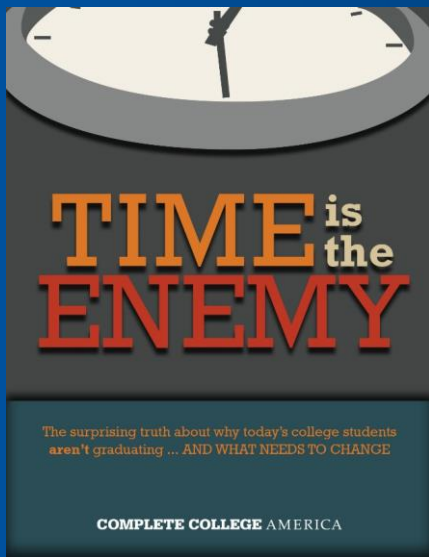
AACC

Pathways

  
NACE.

**COMPLETE  
COLLEGE  
AMERICA**





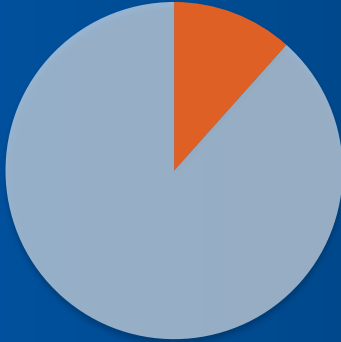


# Four-Year **MYTH**

# On-Time Graduation Rates

(Full-Time Students)

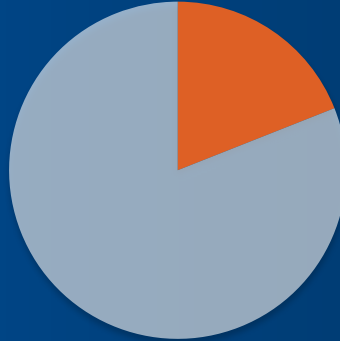
2-Year  
Associate



**5%**

ON TIME

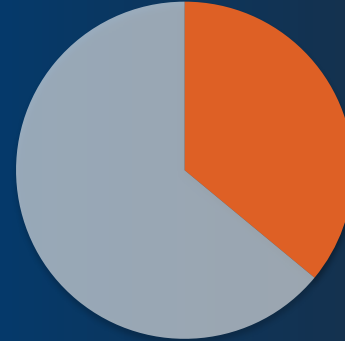
4-Year  
Bachelor's  
(non-flagship)



**19%**

ON TIME

4-Year  
Bachelor's  
(flagship/  
very high research)



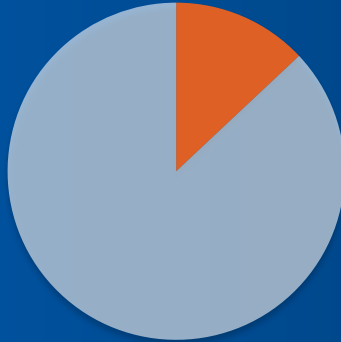
**36%**

ON TIME

# 150% Graduation Rates

(Full-Time Students)

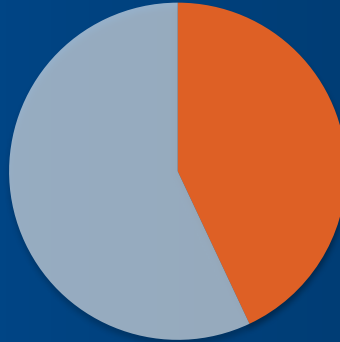
2-Year  
Associate



**13%**

IN 3 YEARS

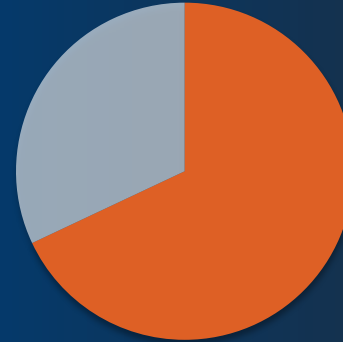
4-Year  
Bachelor's  
(non-flagship)



**43%**

IN 6 YEARS

4-Year  
Bachelor's  
(flagship/  
very high research)



**68%**

IN 6 YEARS

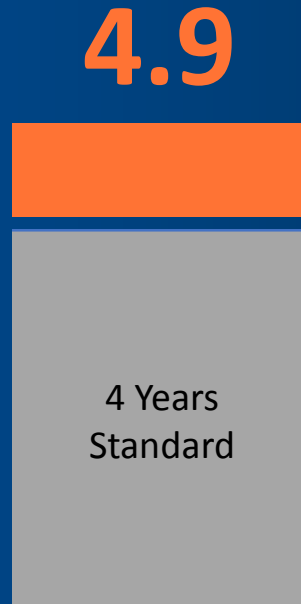
# Time to Degree

(Full-Time Students)

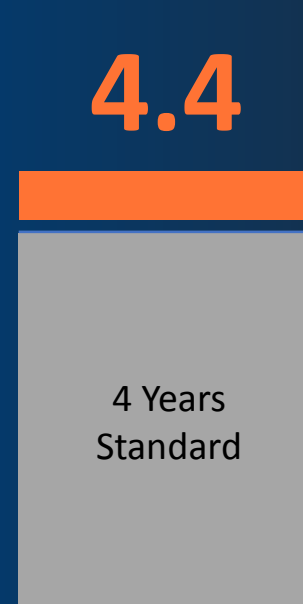
2-Year  
Associate



4-Year  
Bachelor's  
(non-flagship)



4-Year  
Bachelor's  
(flagship/  
very high research)



# Excess Credits

(Full-Time Students)

2-Year  
Associate

80.9



60 Credits  
Standard

4-Year  
Bachelor's  
(non-flagship)

133.5



120 Credits  
Standard

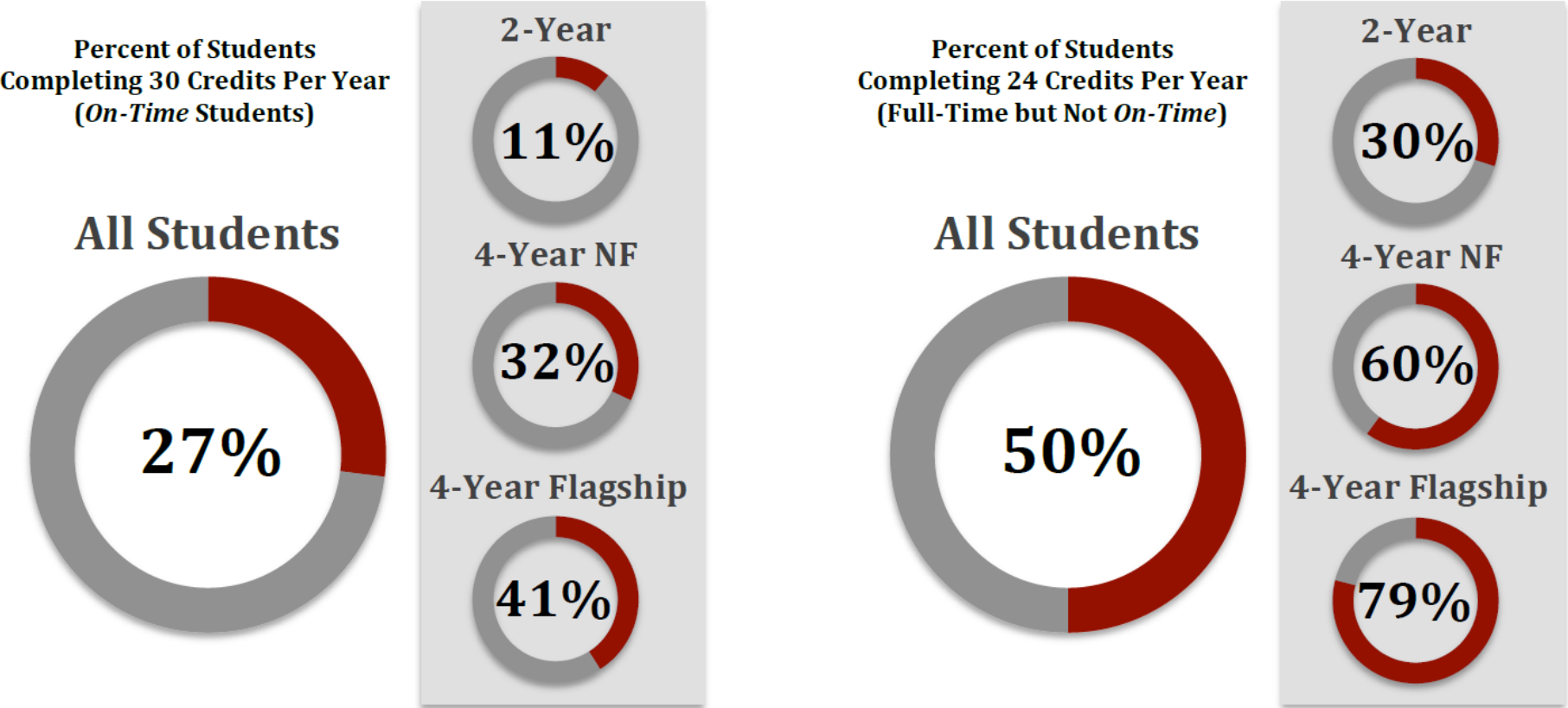
4-Year  
Bachelor's  
(flagship/  
very high research)

134.6



120 Credits  
Standard

Half of American college students need just one more course per semester to be on track for on-time graduation.



# The BIG Issues



- Uninformed major decisions
- Taking too much time



- Inability to access required courses
- Difficulty with registration



- Excess credits
- Not enough guardrails to prevent poor choices



- Spending too much money
- Not graduating



# The Game Changers



**COMPLETE COLLEGE** AMERICA



**1. #15ToFinish**



**2. GPS Direct**



**3. Corequisite Support**



**4. Math Pathways**



**5. A Better Deal / Structured Schedules**

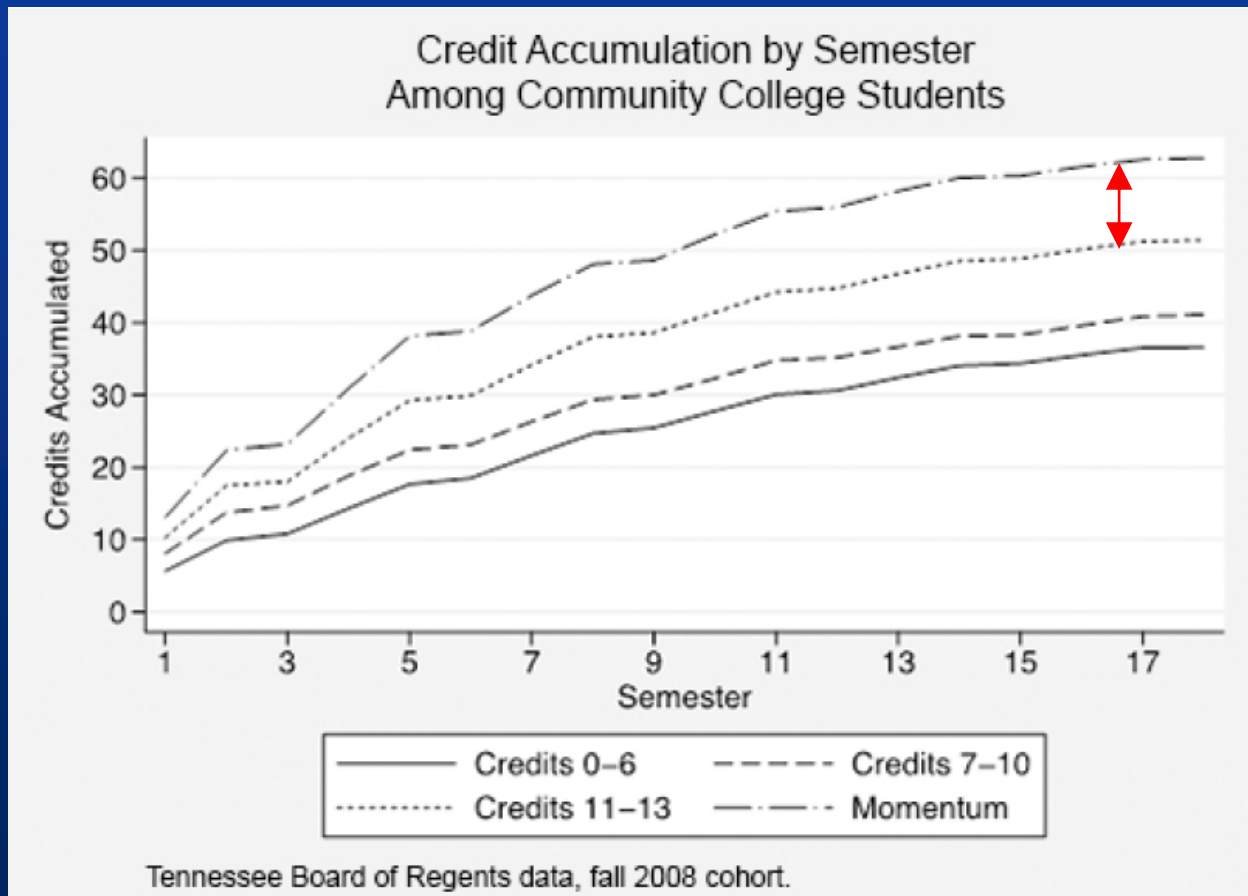
# STUDENT MOMENTUM

*In the first year of enrollment students who...*

- Earn 30 credits in first year
- Complete math and English gateway courses
- Enter a program of study
- Complete nine program credits

*...are far more likely to graduate.*

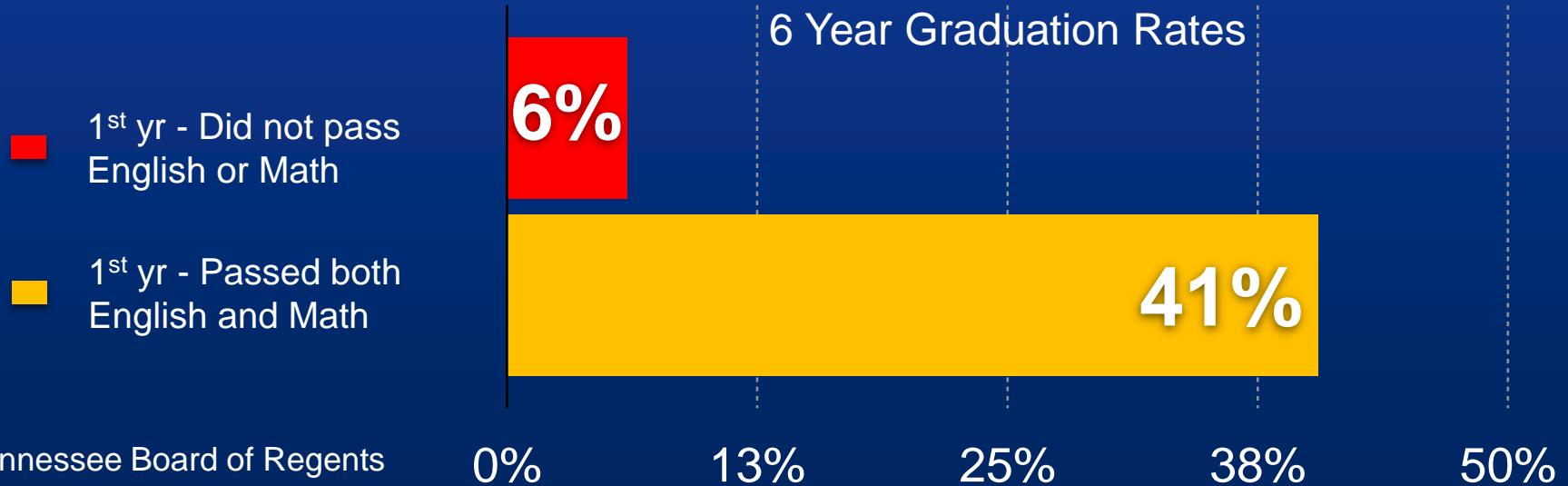
# 15 Credits in 1<sup>st</sup> Semester Creates Student Momentum



Belfield,  
Jenkins  
and Lahr,  
2016

# Completion of Gateway Math and English Creates Momentum

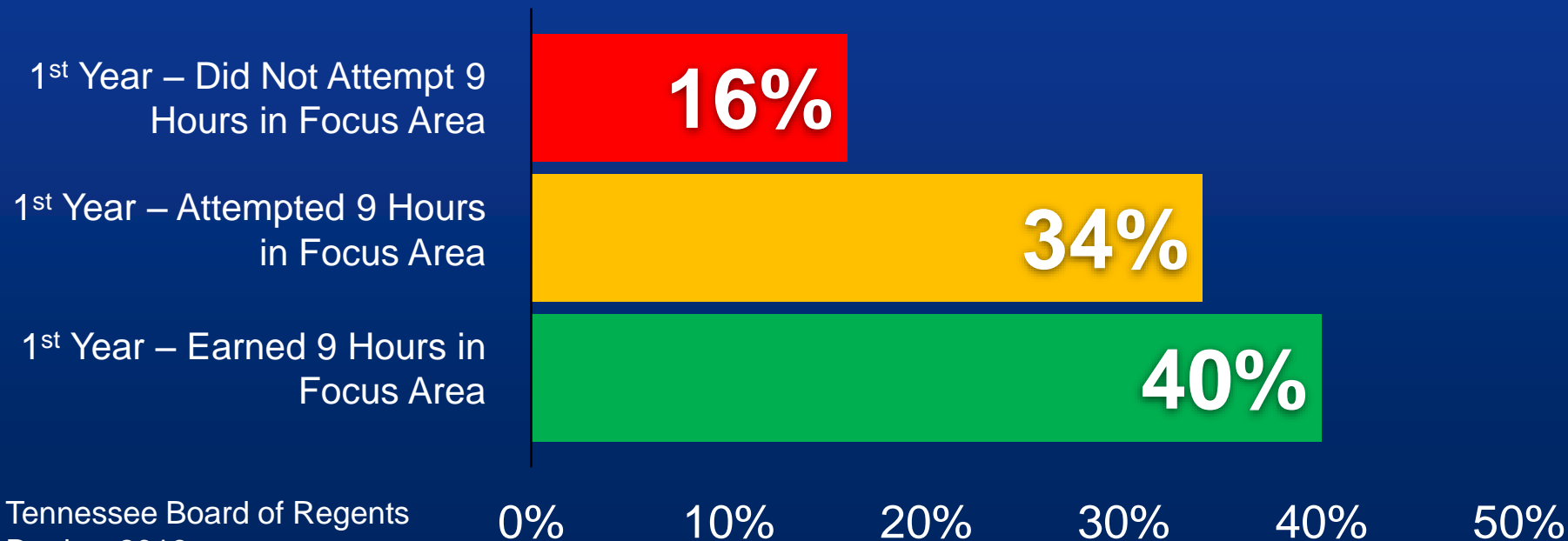
## *Community College English and Math*



Tennessee Board of Regents  
Denley, 2016

# Nine Credits in Program First Year Creates Momentum

*6 Year Community College Graduation Rates*



Tennessee Board of Regents  
Denley, 2016

# THE GAME CHANGERS

15 to Finish

Math Pathways

Corequisite Support

GPS Direct

Structured  
Schedules

# MOMENTUM PATHWAYS

**ADVISING /  
ADMINISTRATOR**

15 to Finish

Momentum  
Year

Academic  
Maps with  
Proactive  
Advising

**FACULTY**

Math Pathways

Corequisite Support



*Scaling the key elements of the Game Changer strategies that  
achieve student momentum in the first year and beyond*

# **The Momentum Year**

15 to Finish  
Math Pathways  
Corequisite Support  
Purpose First  
Meta-Majors



# Behavioral Economics: Default

## Organ Donation Rates



Austria (OPT-OUT)

**99%**



Germany (OPT-IN)

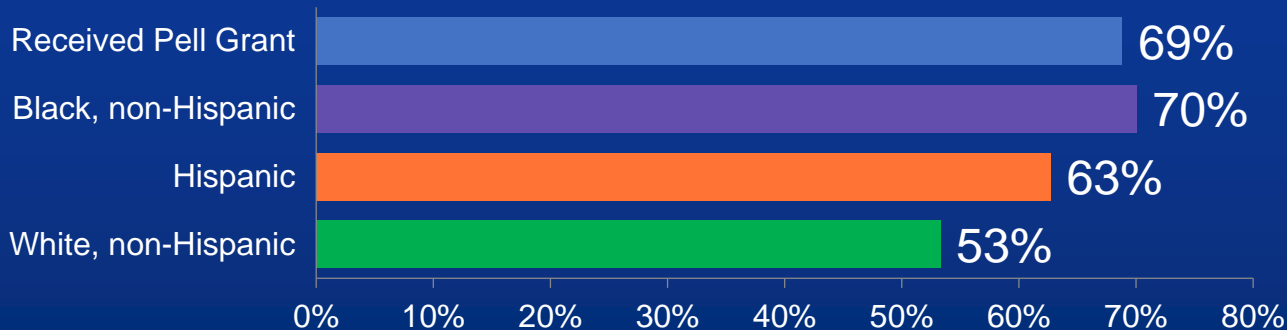
**12%**

# **Faculty-Based Strategies**

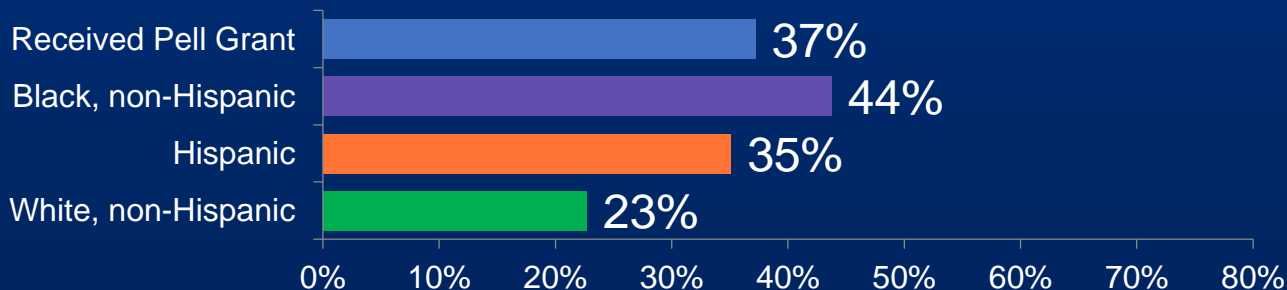
**Corequisite  
Support  
#CoreqWorks**

# African Americans, Hispanics and Pell Students are Overrepresented

*2-Year Students*

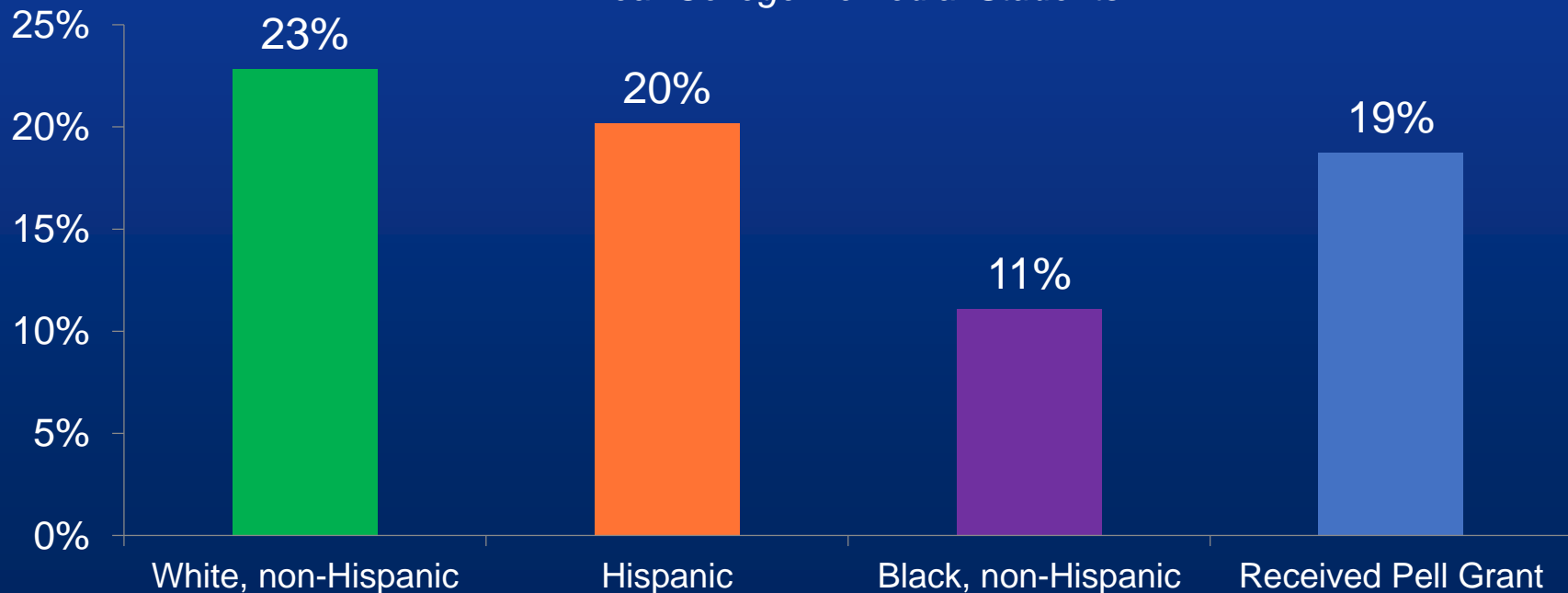


*4-Year Non-Flagship Students*

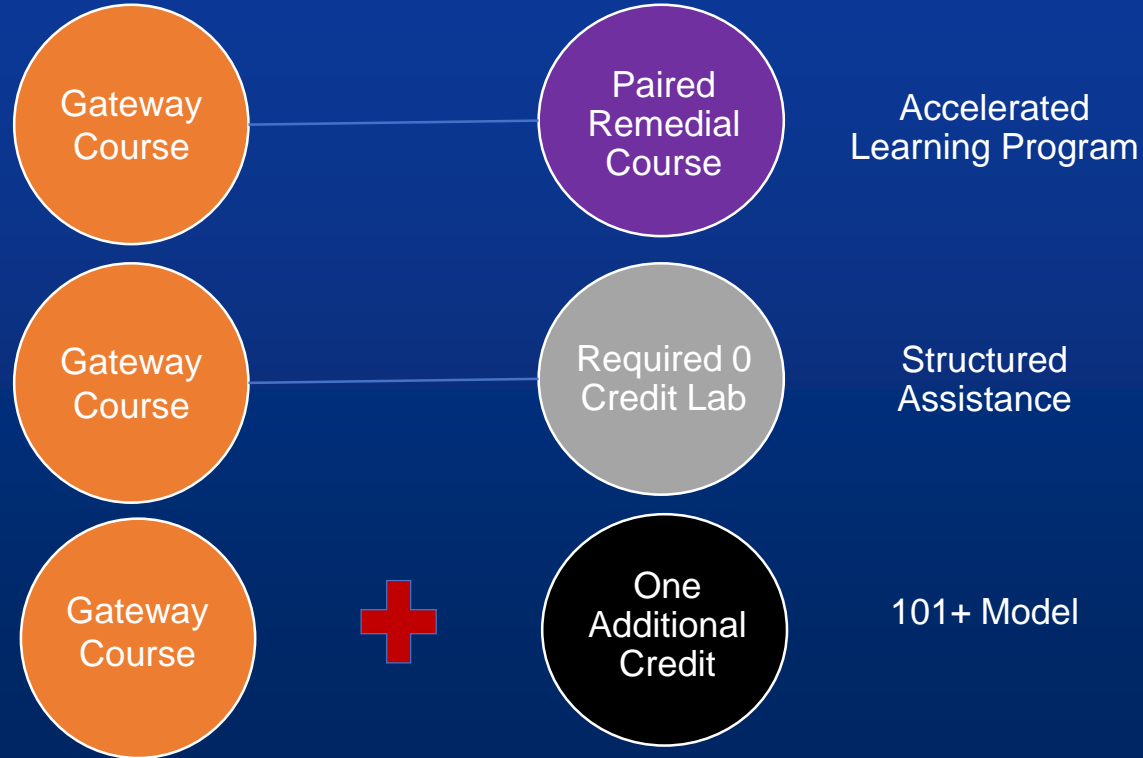


# The System Does Not Work, Particularly for African Americans

*Gateway Course Completion in Two Years  
2-Year College Remedial Students*

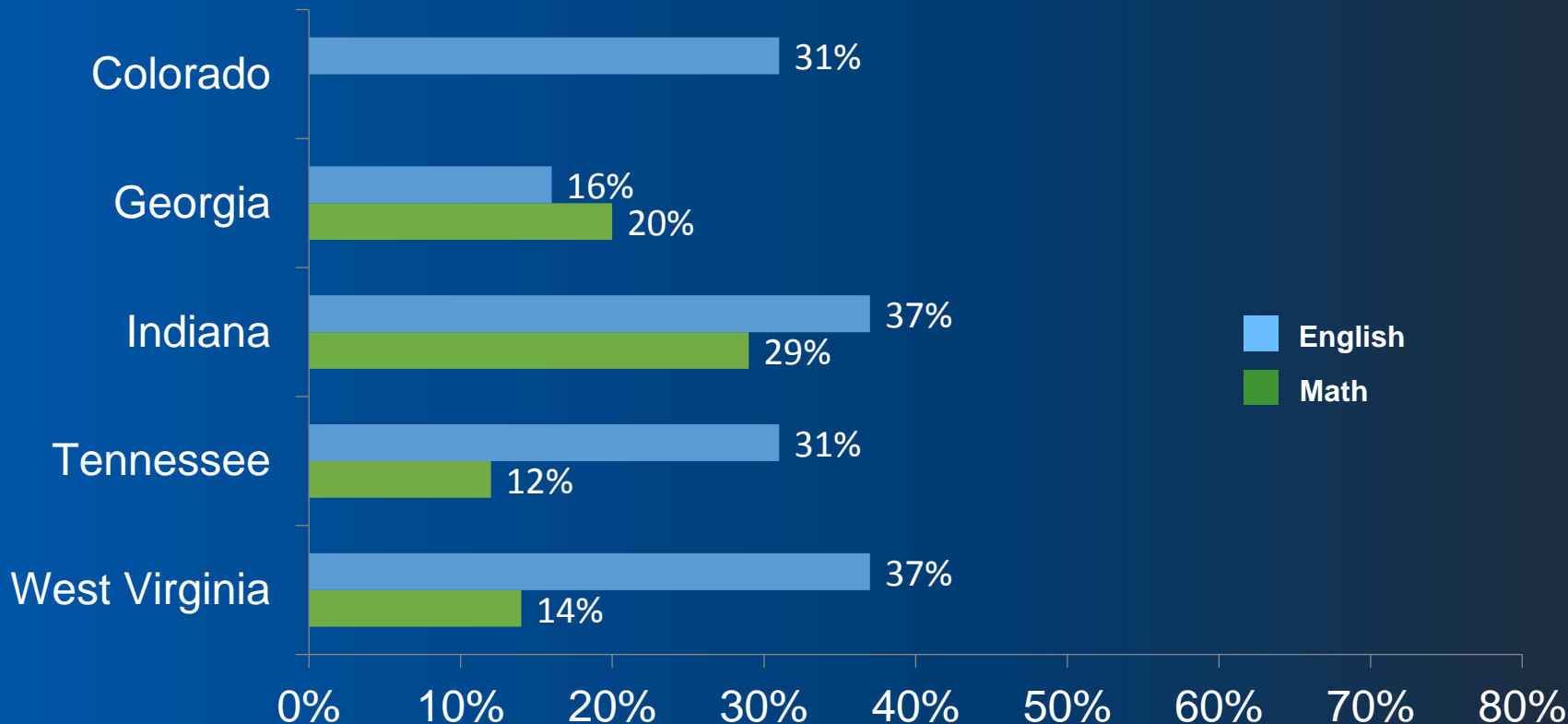


# Multiple Corequisite Models

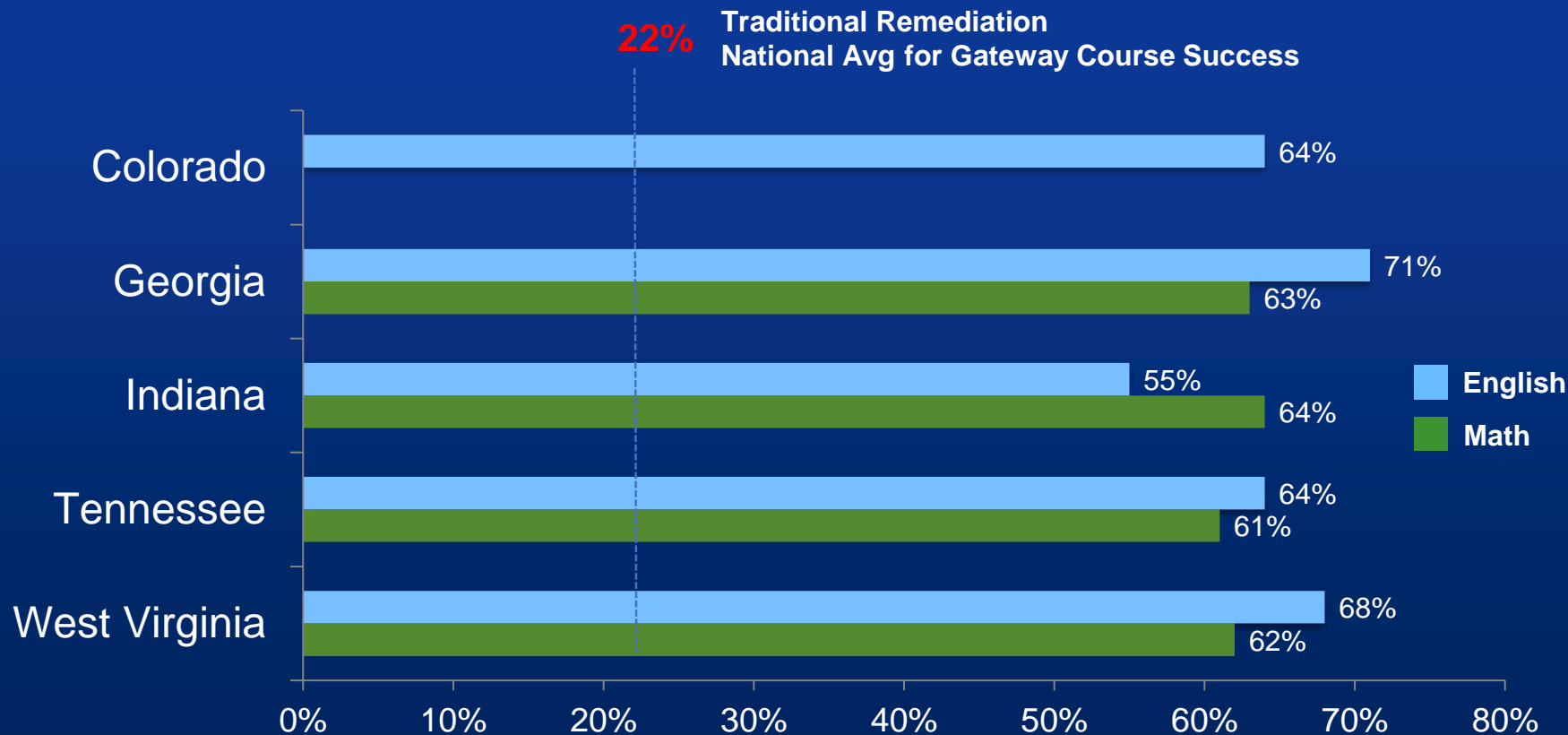




# Traditional Remediation Results

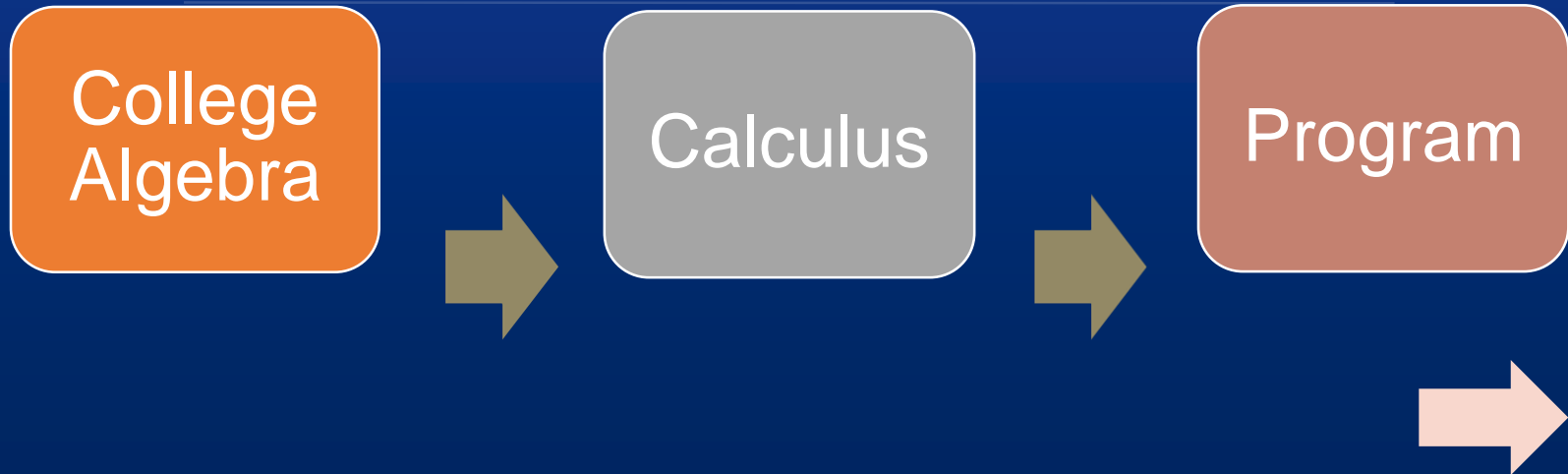


# One Year Scaled Results

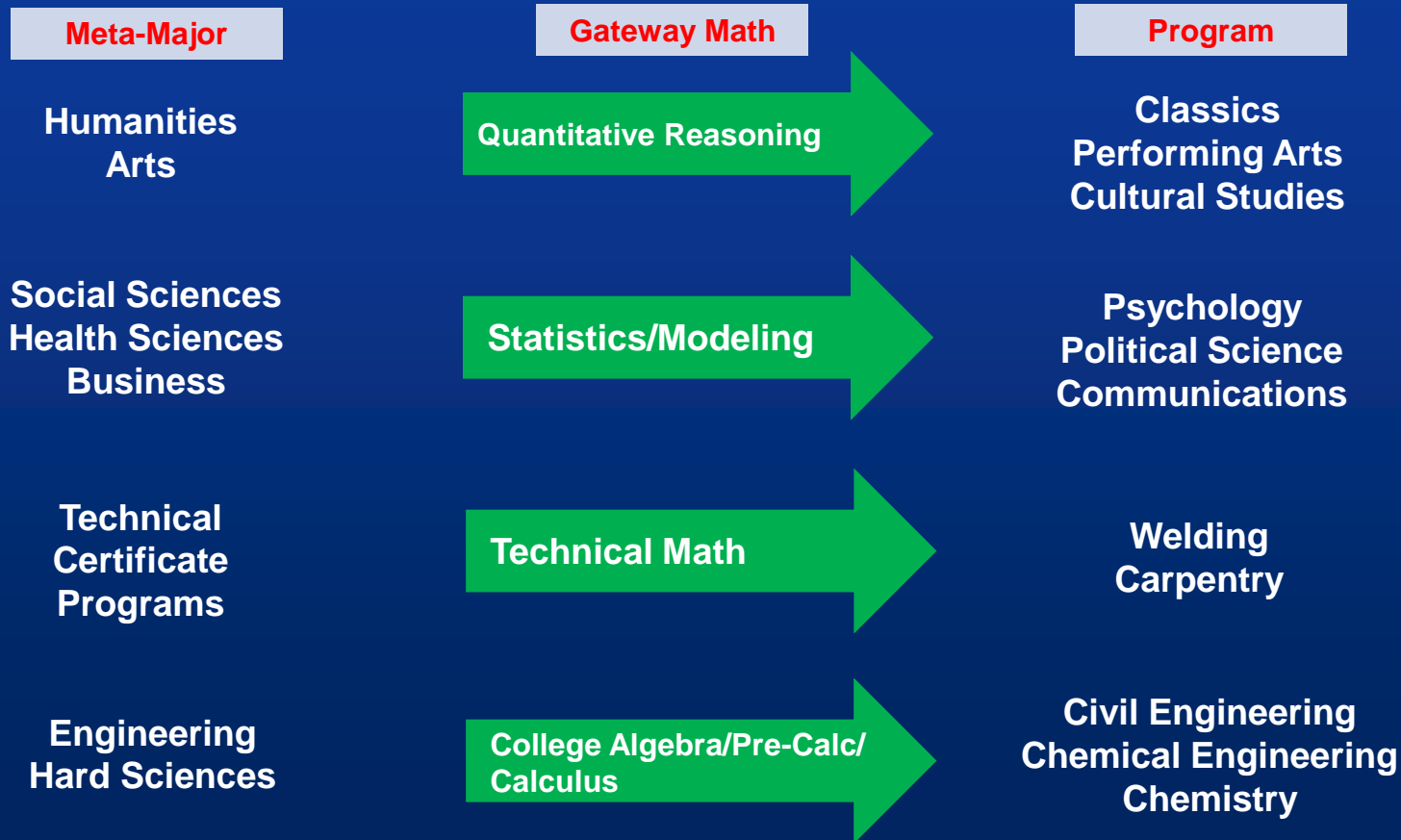


**#MathPathways**

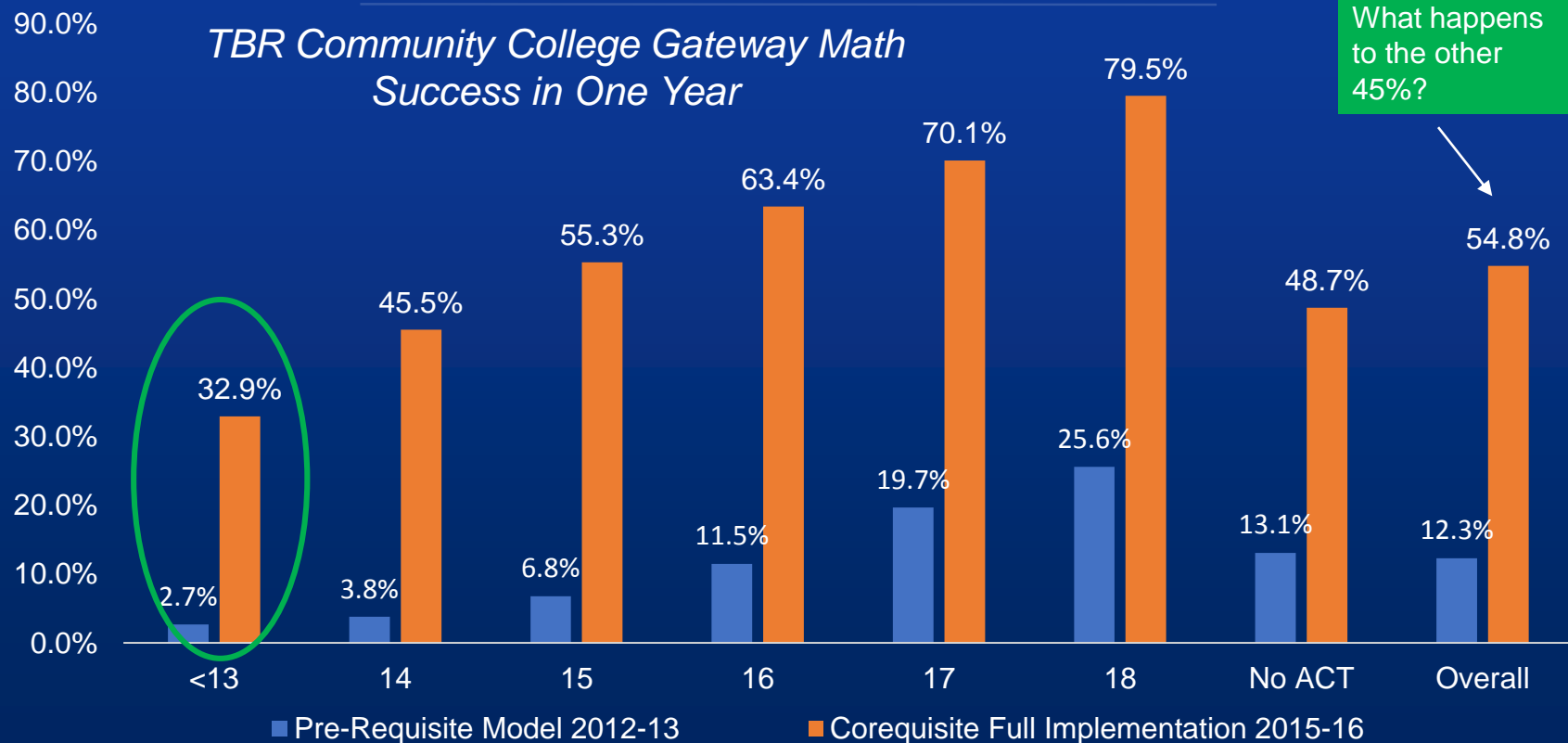
# College Algebra's Purpose Is Preparation for Programs Requiring Calculus



# Math Is Aligned to Majors



# Corequisites Result In Dramatic Improvements In Gateway Course Success

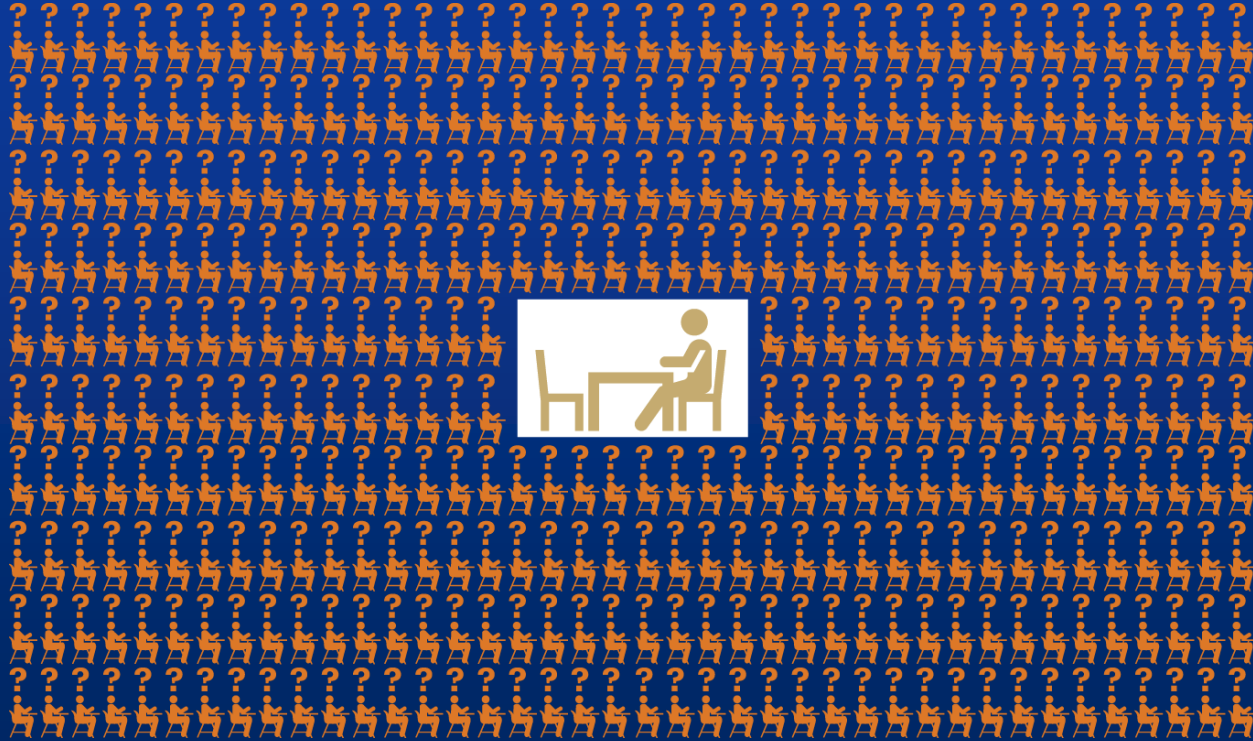


# **Advising/Administrator- Based Strategies**





# WHY MOMENTUM?



1 counselor : 400 students

# Essential Elements



1. 15 To Finish

2. Purpose First: Informed Choice & Meta-Majors



3. Momentum Degree Maps w/Critical Path Courses & Aligned Math



4. Proactive Advising



5. Default “One-Click” Registration

**#15toFinish**

**15<sup>to</sup>**  
**FINISH**



**2+2**

**Finish**  
**in** **4**

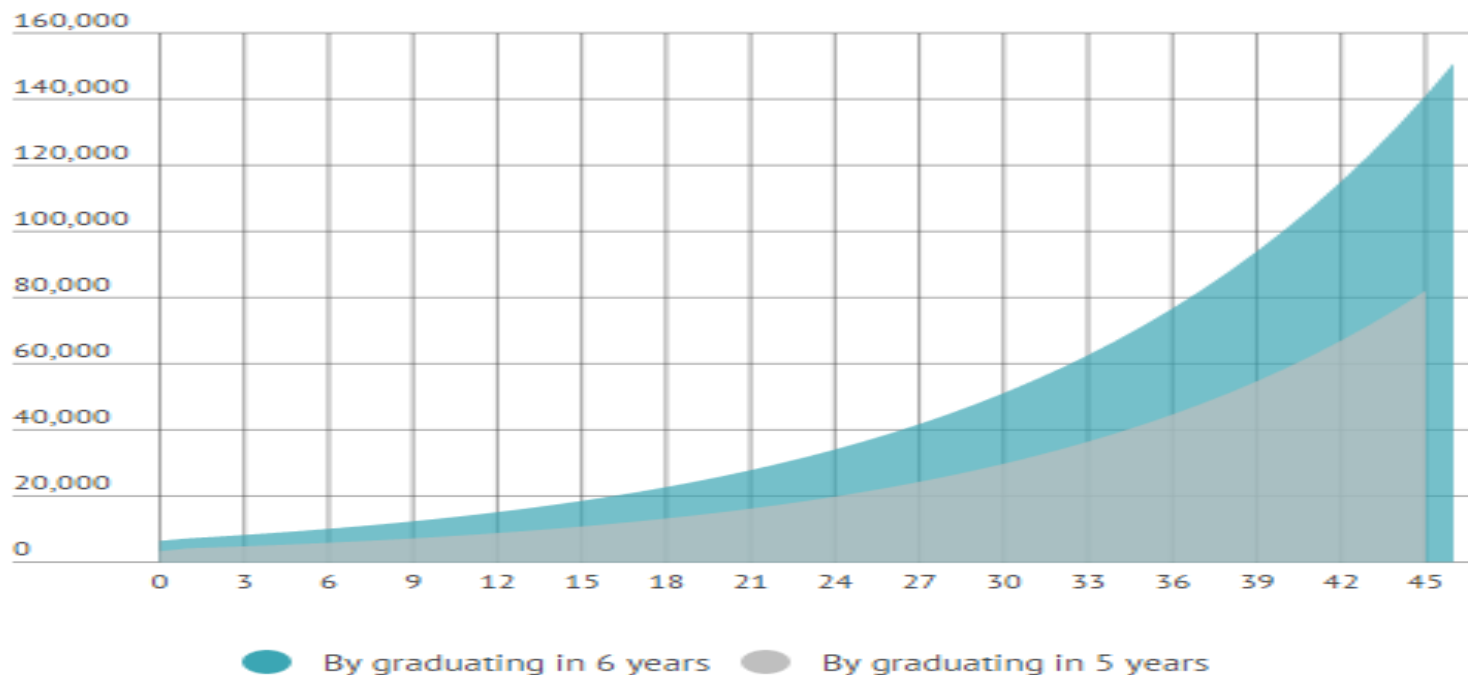


“The best strategy for reducing the cost of college is to ensure more students take the credits needed to graduate on time.”

(Complete College America, 2016)

TUITION AND LOAN COSTS	ONE EXTRA YEAR, PUBLIC COLLEGE	ONE EXTRA YEAR, PRIVATE COLLEGE	TWO EXTRA YEARS, PUBLIC COLLEGE	TWO EXTRA YEARS, PRIVATE COLLEGE
Portion of tuition paid out of pocket	\$12,557	\$18,992	\$25,375	\$38,115
Cost of a loan, with interest, over 10 years	\$6,040	\$7,823	\$12,080	\$15,645
<b>Total cost</b>	<b>\$18,598</b>	<b>\$26,815</b>	<b>\$37,456</b>	<b>\$53,760</b>

## Retirement savings forgone



	ONE EXTRA YEAR, PUBLIC COLLEGE	ONE EXTRA YEAR, PRIVATE COLLEGE	TWO EXTRA YEARS, PUBLIC COLLEGE	TWO EXTRA YEARS, PRIVATE COLLEGE
<b>Tuition and loans</b>	\$18,598	\$26,815	\$37,456	\$53,760
<b>Opportunity costs</b>	\$128,429	\$128,429	\$245,253	\$245,253
<b>Total cost for not graduating in four years</b>	<b>\$147,026</b>	<b>\$155,244</b>	<b>\$282,691</b>	<b>\$298,995</b>





# SKEPTIC

## **“I DOUBT IT”**

**THIS CARD ENTITLES THE BEARER  
TO EVIDENCE UPON DEMAND**

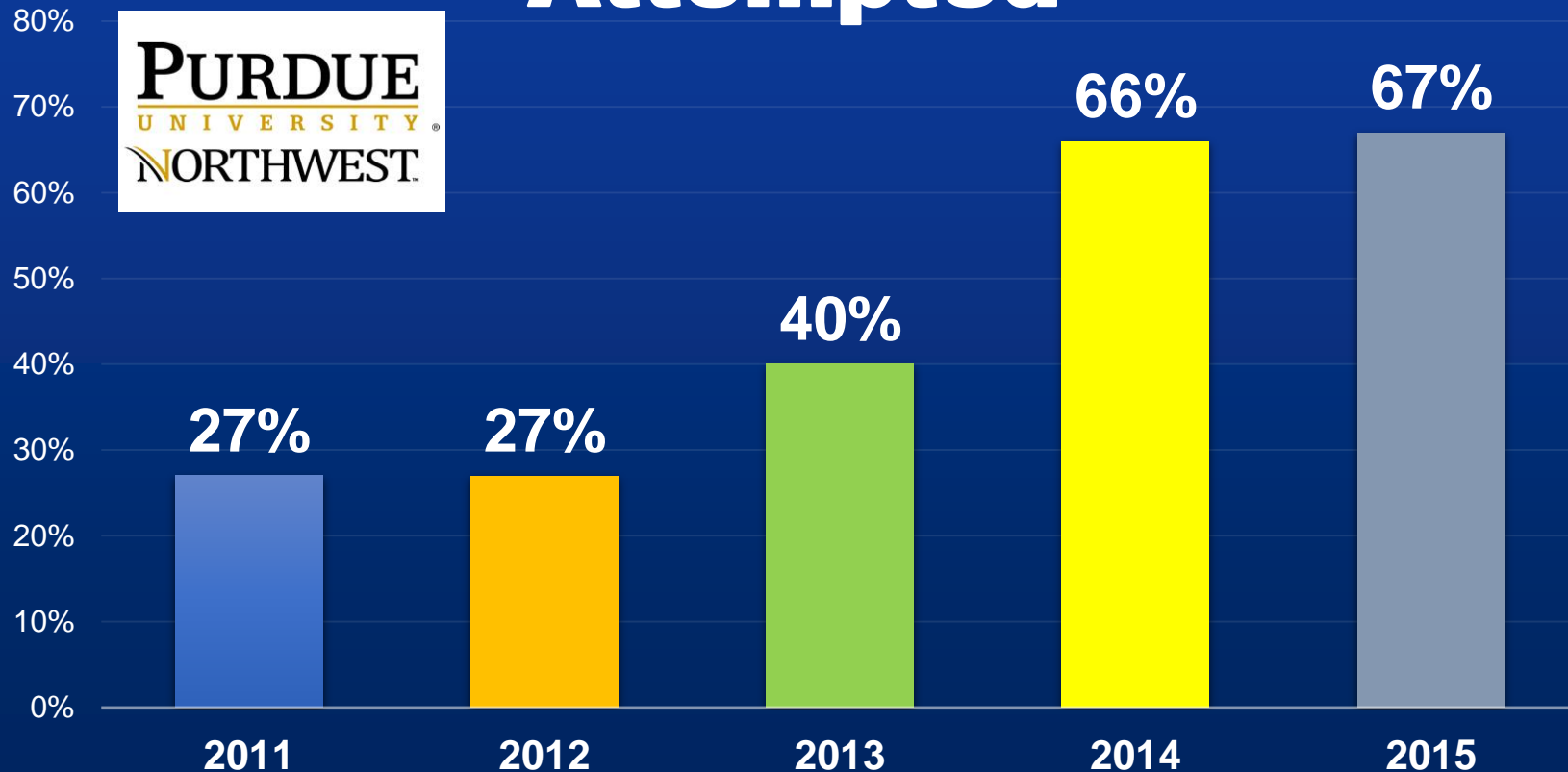
VOID WHERE PROHIBITED BY LAW

# CREATING A CAMPUS-WIDE PLAN



- **Collect & Share Campus-Level Data**
  - Partner w/ Institutional Research & Faculty Senate
- **New Student Orientation**
  - Clear, Introductory Messages to Students & Parents
- **Degree Maps (2 & 4-year)**
- **Block Scheduling**
  - (Opt-Out vs. Opt-In to 15 credit hours)
- **Reinforced Messages – Changing the Culture to 15 Credit Hours**
  - Academic Advisors
  - Marketing Campaign

# 15 to Finish Increases Credits Attempted





# 15

**CREDITS A SEMESTER  
TO GRADUATE ON TIME**

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**#15TOFINISH**

## POSTERS



## SHARED PRINCIPLES

Far too few full-time students graduate on time.

Graduating late or “taking an extra year” comes at great cost for students and their families.

Advisors play a critical role in boosting student success.

Many more students can take 15 credits per semester or term, greatly increasing their likelihood of on-time completion.

#15toFinish informs students of their choices and ensures they know what it takes to graduate on time.

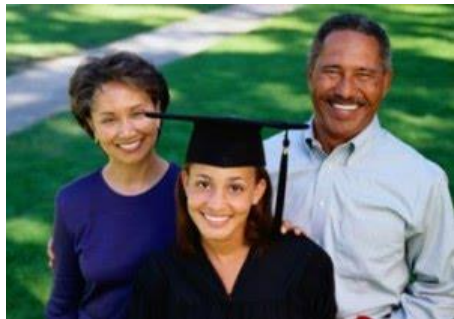
# #PurposeFirst

**Assist students in identifying a sense of career purpose prior to making their “BIG” major decision**

1. Provide real-time labor market information
2. Integrate career counseling early and continuously
3. Include values and skills assessment during admissions process

# How Are Students Choosing Majors?

## #PurposeFirst







**36%** would choose a  
different major



# Questions for a Potential Nursing Student

- Are you prepared for Chemistry 101?
- Do you like working with people?

## Real-life Questions

- How do you feel about working with BLOOD and BEDPANS?



# OUTCOMES

- Better understanding of career connection to major
- Earlier enrollment in degree pathway
- Greater credit completion in degree pathway
- Increased major stability



**Measurement Across CCA-Developed  
Quantitative & Qualitative Metrics**

# PURPOSE FIRST – CORE PRINCIPLES

- A purpose-driven process must happen at the **beginning and throughout** a students' matriculation
- Academic **advisors** and career **counselors** are key to student success
- Informed major choice requires other **personal and academic assessments**, in addition to **career/labor market data**
- A well designed system will aid in **closing achievement gaps.**

# PARTICIPANTS IN DEMONSTRATION PROJECT

## **HAWAII**

University Hawaii System

## **NEW HAMPSHIRE**

Community College System of New  
Hampshire

## **HOUSTON**

Houston Community College  
UH System  
San Jacinto College  
Wharton County Junior College



## **TENNESSEE**

Walters State Community College  
University of Memphis  
Austin Peay State University  
Pellissippi State Community College  
East Tennessee State University

## **VIRGINIA**

Virginia Community College System  
Richard Bland College  
University of Mary Washington

# PURPOSE FIRST

## High-Impact Practices Publication

*Scheduled for Summer 2018 release*

- Joint support statement from national partner organizations
- Institutional / state case studies
- Key data points & metrics
- Technology case study examples
- Sample policy to accelerate across states and institutions



National Career  
Development  
Association



**NACADA**  
THE GLOBAL COMMUNITY  
FOR ACADEMIC ADVISING

# Case Study: Houston Community College

## ONLINE CAREER ASSESSMENT



- Gain self-knowledge
- Understand skills, values, and interests

## CAREER INFORMATION SESSION



- Learn to use assessment results
- Identify additional career exploration tools

## AREA OF STUDY ADVISING



- Align primary academic goals with career interests
- Enter an Area of Study pathway

## CAREER EXPLORATION



- First semester
- Experiential learning in EDUC 1301
- Work with Career Planning & Resource Specialist
- Learn from program faculty mentors

## ACADEMIC MAP & CAREER PLAN



- First semester with primary advisor
- Select an academic map/ degree plan
- Develop educational and career plan

## NAVIGATE PATHWAY



- Work collaboratively with primary advisor
- Maintain progress toward completion
- Adjust as needed



**#MetaMajor**

**#ProactiveAdvising**

**#DegreeMaps**

# META MAJORS





Pathways to Achievement, Completion, Career & Transfer

# ACADEMIC MAP



718

## Business Accounting Associate in Science

START here

1

### SEMESTER 1 – FALL

	CREDITS	MILESTONE	COMPLETED
ENG 101 – English Composition I	3		<input type="checkbox"/>
BUS 110 – Introduction to Business	3		<input type="checkbox"/>
CAP 101 – Computer Applications	3		<input type="checkbox"/>
Behavioral Science elective – Recommended: PSY 101– Intro to Psychology	3		<input type="checkbox"/>
MAT 120, MAT 177, MAT 182 –or– higher level math	3		<input type="checkbox"/>
IDS 101 – First Year Experience	1		<input type="checkbox"/>

TOTAL CREDITS 16

2

### SEMESTER 2 – SPRING

CREDITS MILESTONE COMPLETED





**NACADA**

THE GLOBAL COMMUNITY  
FOR ACADEMIC ADVISING

**ADVISING IS  
TEACHING**



# TECHNOLOGY SEAL OF APPROVAL

- Default students onto their chosen degree map
- Easy integration of the registration process and software
- Mechanisms for ongoing monitoring and reporting for when students get off track.
- Proactive Advising
- Informed Choice of Major



# Scaling Student Momentum

**ESTABLISH THE CONDITIONS** to catalyze change

Form a Beliefs  
Compact

Create a  
Diverse Team

Set Attainment  
and Equity  
Goals

Collect and  
Disaggregate  
Data

Align Funding  
to Outcomes

**RESTRUCTURE SYSTEMS** to improve outcomes and narrow gaps

**ADVISORS**

15 to Finish

Momentum Year

Academic Maps and  
Proactive Advising

**FACULTY**

Math Pathways

Corequisite Support

**DEPLOY TARGETED INTERVENTIONS** to permanently close gaps

Monitor Impact of Game Changer  
Scaling to Drive Continuous Improvement

Adult and Underserved Student  
Strategies



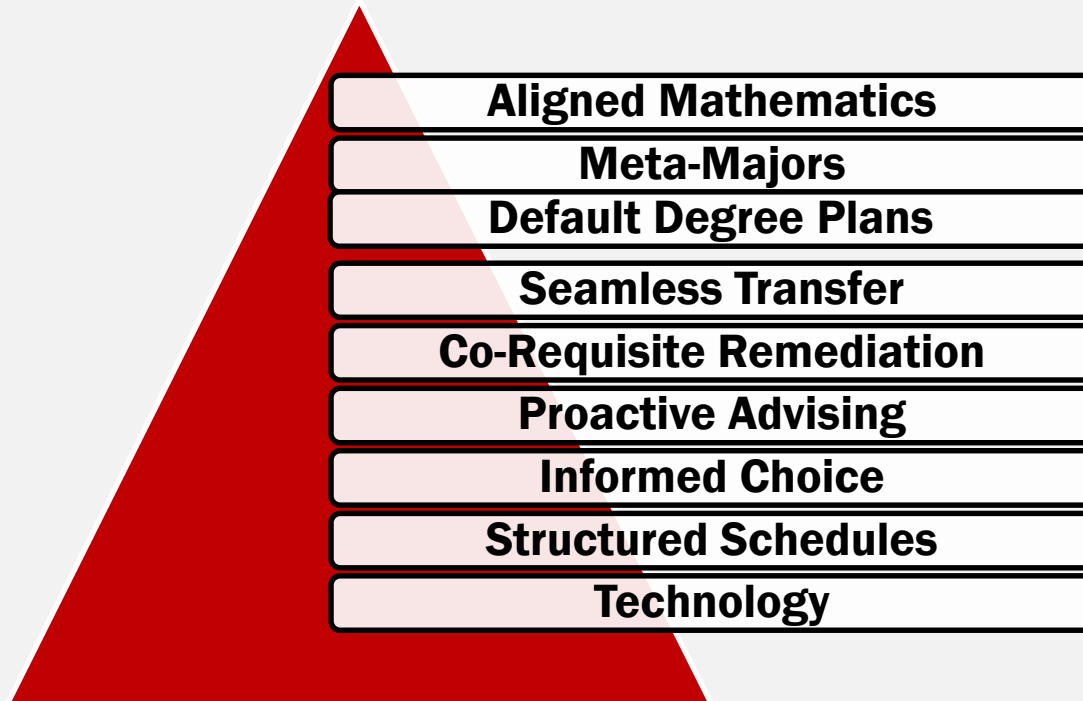


# HOUSTON | GPS



**COMPLETE COLLEGE** AMERICA

# Houston GPS Components



A group of diverse adults, including a woman in a graduation cap, smiling and clapping. The image is overlaid with a solid blue filter.

# A Better Deal for Returning Adults

**To meet the goal of 60 percent postsecondary attainment, the following students are needed:**

Traditional aged  **4.8 million**

Previously attended college  
but did not graduate  **6.1 million**

Never attended college  **5.5 million**

Nationwide, 11.6 million additional adults will need to earn a degree or credential, compared to 4.8 million traditional-aged students, to meet the attainment goal.

Source: <https://www.luminafoundation.org/resources/lumina-foundation-strategic-plan-for-2017-to-2020>



# **STRUCTURED SCHEDULES**



# Redesigned Schedules

*It's a BETTER DEAL when your schedule works with your life and still leads to on-time graduation.*

## **Structured Schedules evolves:**

- Accelerated academic terms
- Consistent time on campus
- Year-round for on-time
- Built around student availability



# Credit for Competency

*It's a BETTER DEAL when we embrace – and transcript – the college-level, credit-worthy knowledge students already have.*

**An embedded, required process transcripts credit for competency through:**

- Exams
- Credit for certifications
- Portfolio/work product evaluation





# Dedicated Coach

*It's a BETTER DEAL if we anticipate that life will get in the way of college completion and provide a lifeline when it does.*

**Assigning each student with a Coach helps them navigate:**

- Re-enrollment
- Institutional bureaucracies and procedures
- Career planning
- Work-arounds when life happens





# Proactive Reengagement

*Adult students need to know they are welcome back – and that colleges now offer a BETTER DEAL*

**Avenues to reach potential returning adult students include:**

- Direct marketing
- Reverse transfer efforts
- Employer partnerships



**ALLIANCE COMPACT**

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**SCALING STANDARDS**



**EQUITY**



**METRICS & EVIDENCE**



**POLICY**



- Empower data experts to be leaders in the movement
- Give voice to the silent through data
- Support implementation scale
- Support community-driven initiatives

**IMPLEMENTATION**



**COMMUNICATIONS**

# COMPLETE COLLEGE AMERICA

## Momentum Pathways Implementation Timeline

### PLAN

Develop Momentum Pathways Plan

Develop 15 to Finish Campaign

Develop Corequisite English Strategy

Math Pathways Task Force

Academic Year 1

Scale 15 to Finish

Implement Corequisite English

Measure and Communicate Results

Design Momentum Year Strategy

Complete Academic Maps

Academic Year 2

### IMPLEMENT

Implement Momentum Year

Implement Math Pathways

Scale Corequisite English

Measure and Communicate Results

Academic Year 3

Scale Academic Maps/ Proactive Advising

Achieve Full Scale

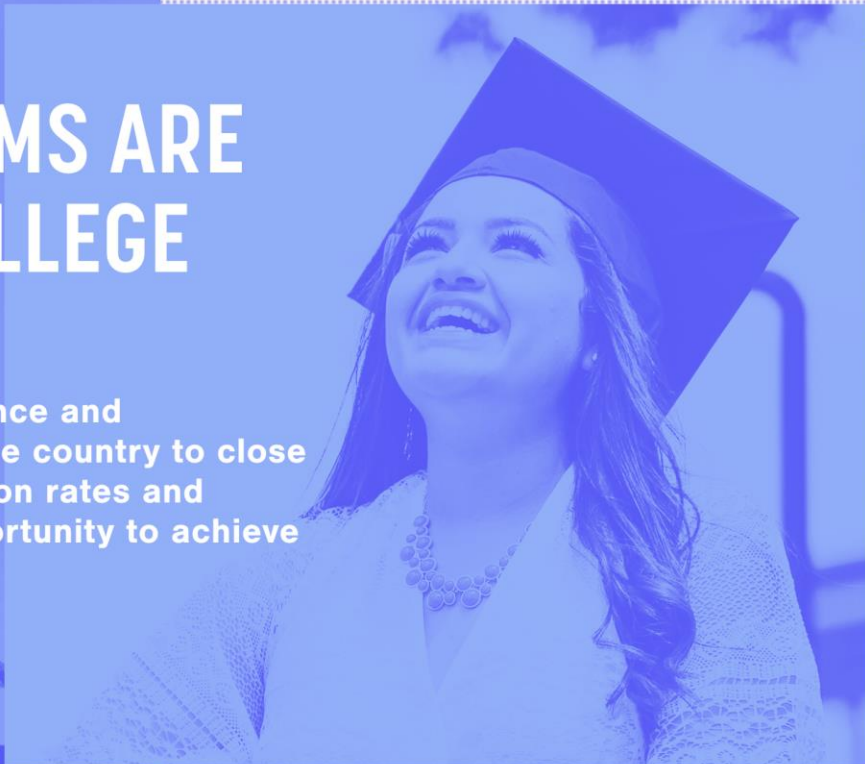
Evaluate and Continuously Improve

Academic Year 4



# AMERICAN DREAMS ARE POWERED BY COLLEGE COMPLETION

At CCA, we're leveraging our Alliance and implementing strategies around the country to close achievement gaps, boost graduation rates and ensure every student has the opportunity to achieve their dreams.



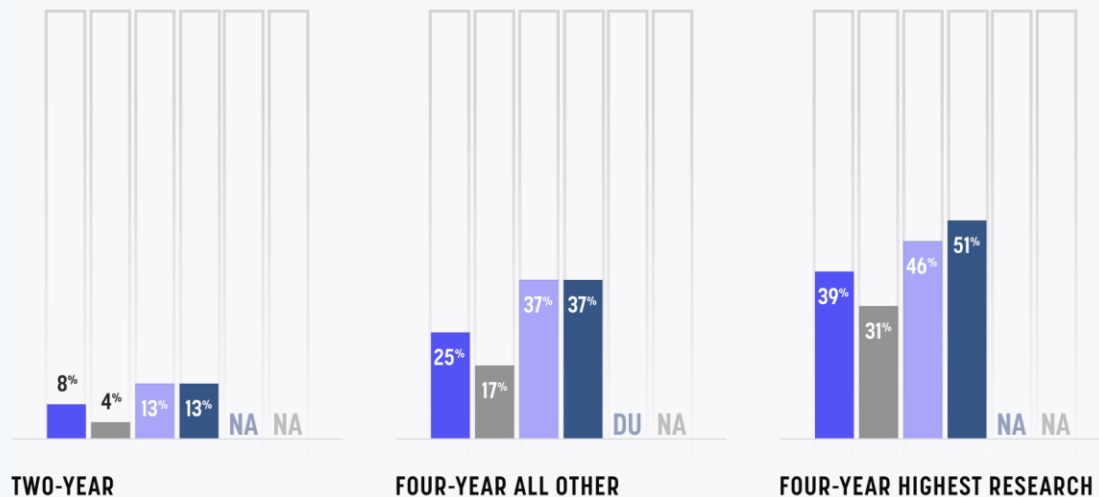
# CREDIT ACCUMULATION

% OF STUDENTS COMPLETING # OF CREDITS IN THEIR FIRST YEAR



30 CREDITS PER YEAR

24 CREDITS PER YEAR



HISPANIC

BLACK

WHITE

ASIAN

PACIFIC ISLANDER

AMERICAN INDIAN

NA NOT APPLICABLE

DS DATA SUPPRESSED

DU DATA UNAVAILABLE

**COMMIT**

Know the Problem

Generate Buy In

Create an Action Plan

**ACT**

Design the Strategy

Communicate with  
Stakeholders

Implement the Strategy

**IMPROVE**

Measure

Refine the Implementation

Sustain the Strategy

**RESOURCES****EARLY MOMENTUM THROUGH  
#15TOFINISH AND PURPOSE  
FIRST**

Panel explores #15toFinish efforts and CCA's Purpose First initiative, which seeks to help students make more informed majors and career track decisions.

[Learn More](#)[VIDEO](#)**MOMENTUM: THE ACADEMIC  
AND ECONOMIC VALUE OF A  
15-CREDIT FIRST-SEMESTER  
COURSE LOAD**

CCRC

[Learn More](#)[ARTICLE](#)**ON SECOND THOUGHT: U.S.  
ADULTS REFLECT ON THEIR  
EDUCATION DECISIONS**

Strada/Gallup - More than half of U.S. adults have regrets.

[Learn More](#)[REPORT](#)

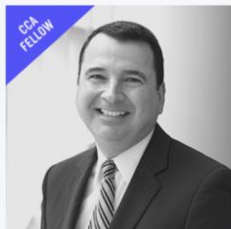
## CONNECT WITH CONTENT EXPERTS

Below are state and institutional leaders from around the country who are leading efforts around the Momentum Year. Use the form below to ask questions and receive expert guidance for your own implementation efforts.

STATE

ORGANIZATION TYPE

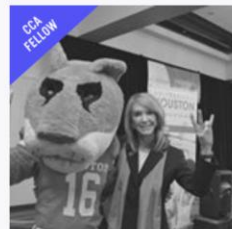
ROLE

**TIMOTHY RENICK**

Vice President for Enrollment Management and Student Success, Vice Provost, and Professor of Religious Studies, *Georgia State University*  
Atlanta, Georgia

**TRISTAN DENLEY**

Executive Vice Chancellor for Academic Affairs and Chief Academic Officer, *University System of Georgia*  
Atlanta, Georgia

**PAULA MYRICK SHORT**

Senior Vice Chancellor for UH System, Senior Vice President for Academic Affairs and Provost, *University of Houston*  
Houston, Texas

**BRUCE VANDAL**

Senior Vice President for Implementation, *Complete College America*  
Denver, Colorado





# VERMONT

YEARS IN ALLIANCE

8

NETWORK

3



**Start to Finish  
initiative to  
prioritize  
academic**

**70x2025VT.ORG**

**Increasing  
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**Prior Learning  
Assessment**



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# GUIDED PATHS TO GRADUATION

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