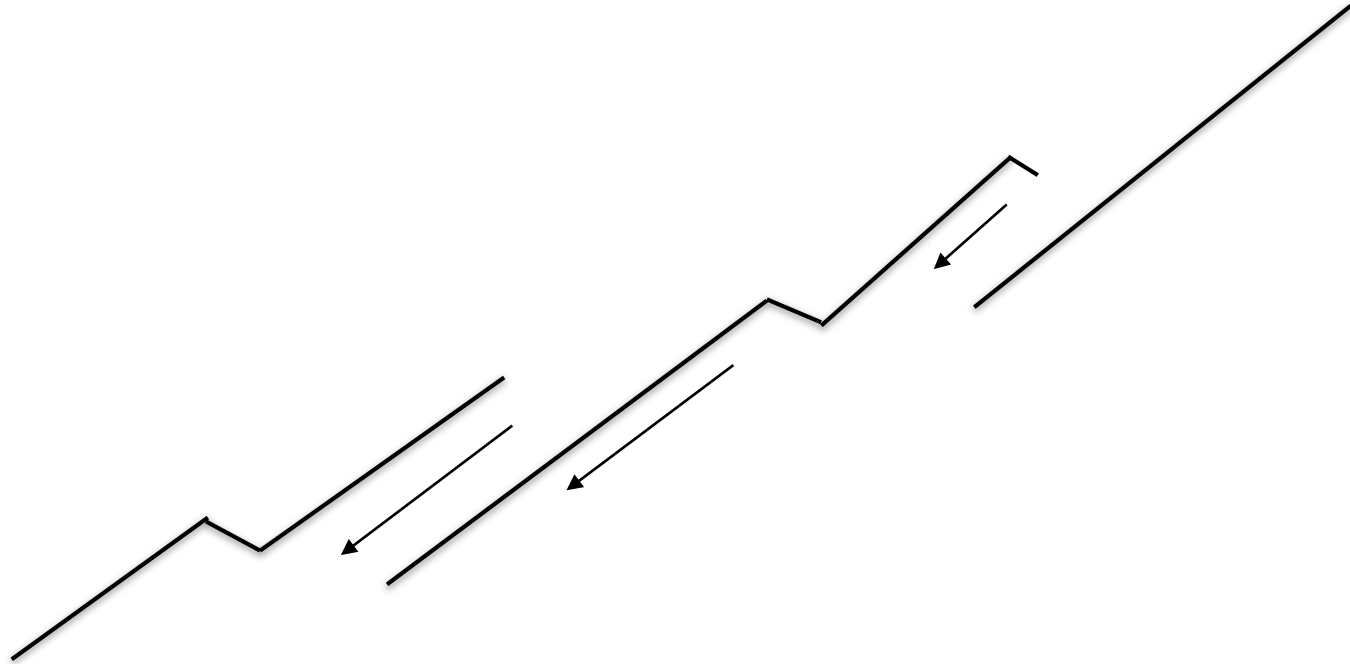


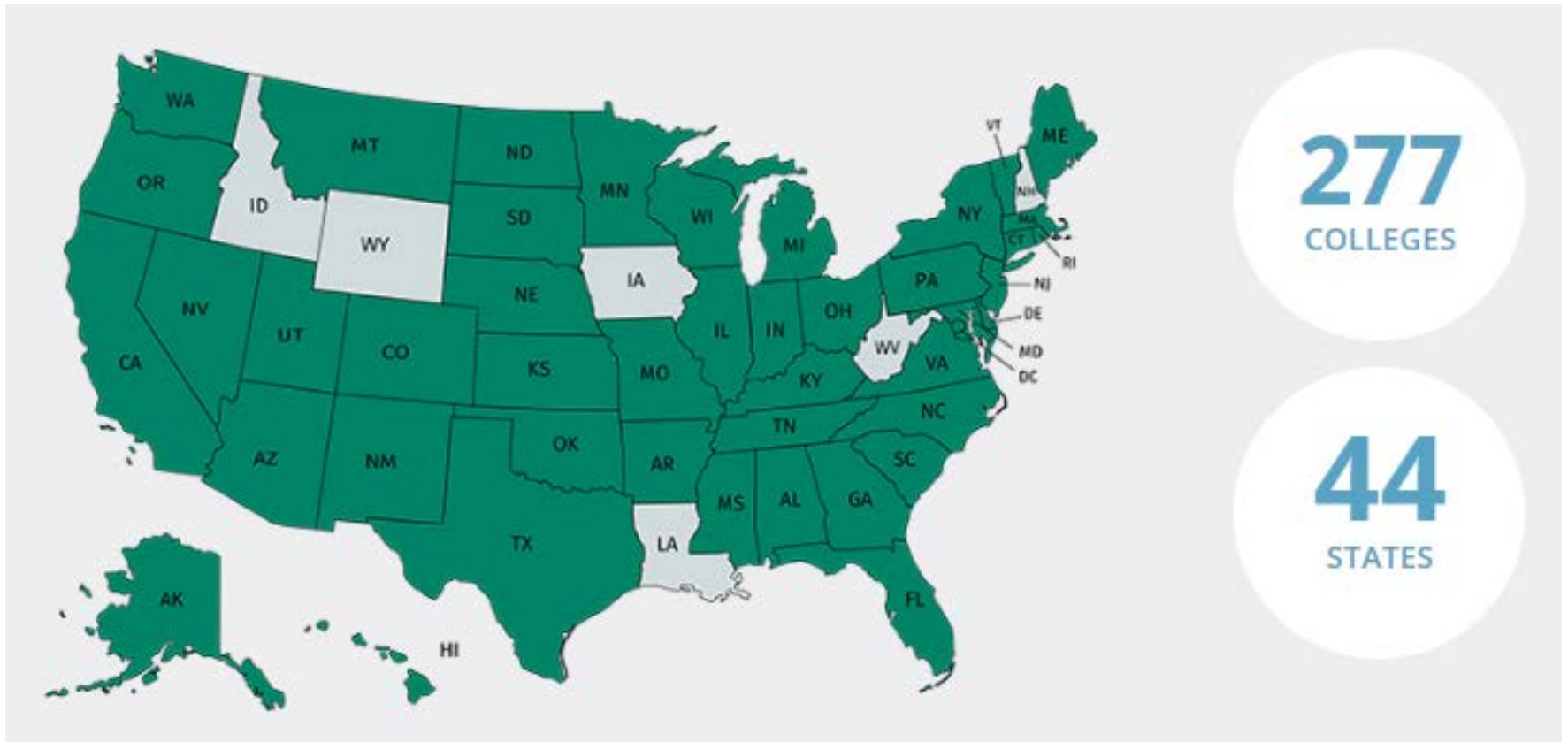


...Of the Promise: Lessons
From the Arc of the
Climb

THE CLIMB



OUR NATIONAL NETWORK AND SERVICE REACH



@AchieveTheDream @DrKASout #ATDcolleges

OUR COLLECTIVE GOAL

ATD and our Network colleges will help all students—particularly the most underserved—**realize substantial value from their postsecondary experience and their earned credentials**, thereby strengthening their communities.

ASPEN'S FOUR DOMAINS

Completion and Transfer

Labor Market

Equity

Learning

JENAE'S STORY



Are we *all* just not cut out for college?

Have we *all* done something wrong?

OUR UNIQUE CHALLENGE

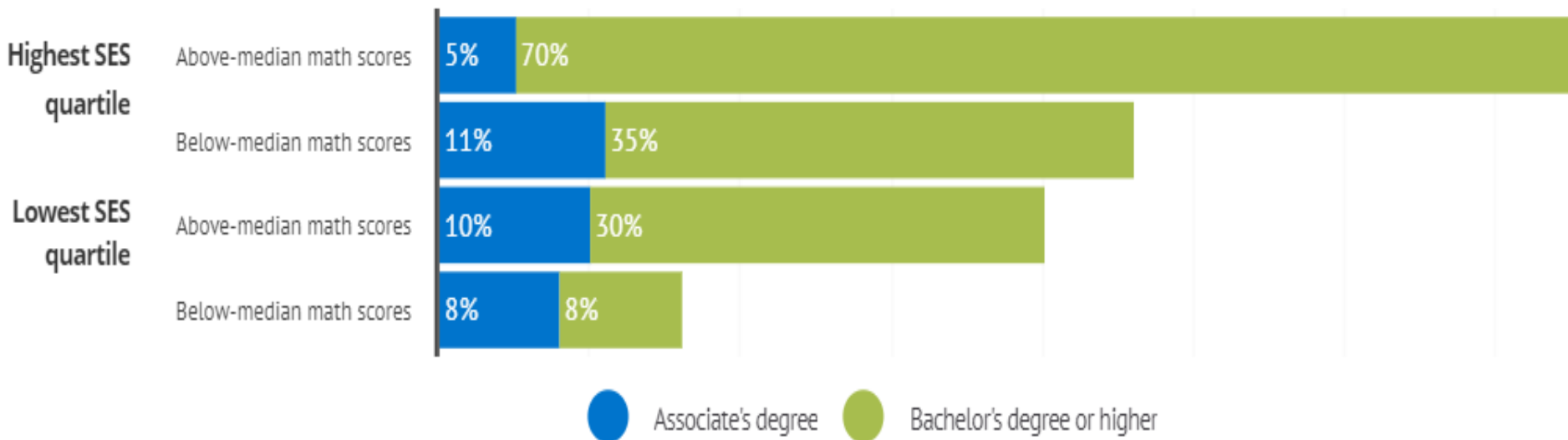
Community colleges are assigned a key and very difficult role. They are expected to provide higher education opportunity and social mobility for less advantaged students. But this is to occur in a society with great social class and race inequality, where higher education access and completion are subject to powerful sociopolitical forces mobilized to preserve that inequality.

Kevin Dougherty
*Reforming the American Community College:
Promising Changes and Their Challenges*
Community College Research Center

THE CHALLENGES BEFORE US

- Social inequality along the lines of class and race leading to gaps in educational attainment

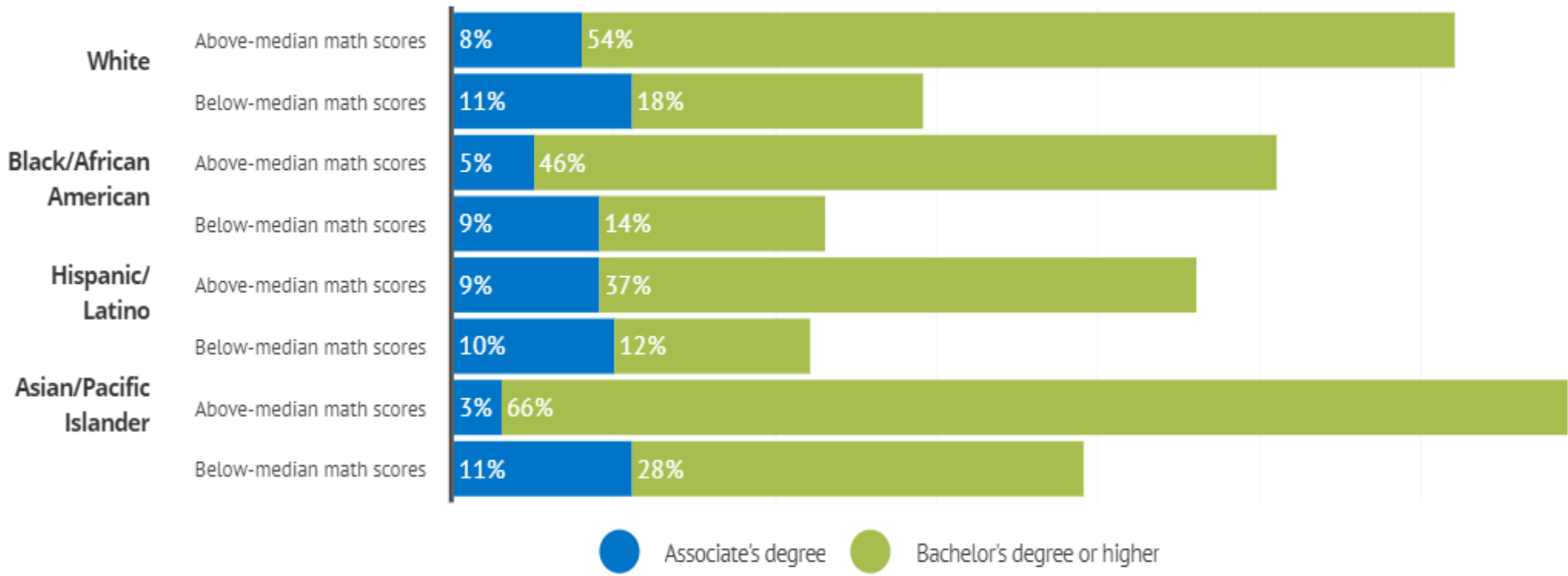
Share of 10th graders who completed a degree within 10 years



THE CHALLENGES BEFORE US

- Social inequality along the lines of class and race leading to gaps in educational attainment

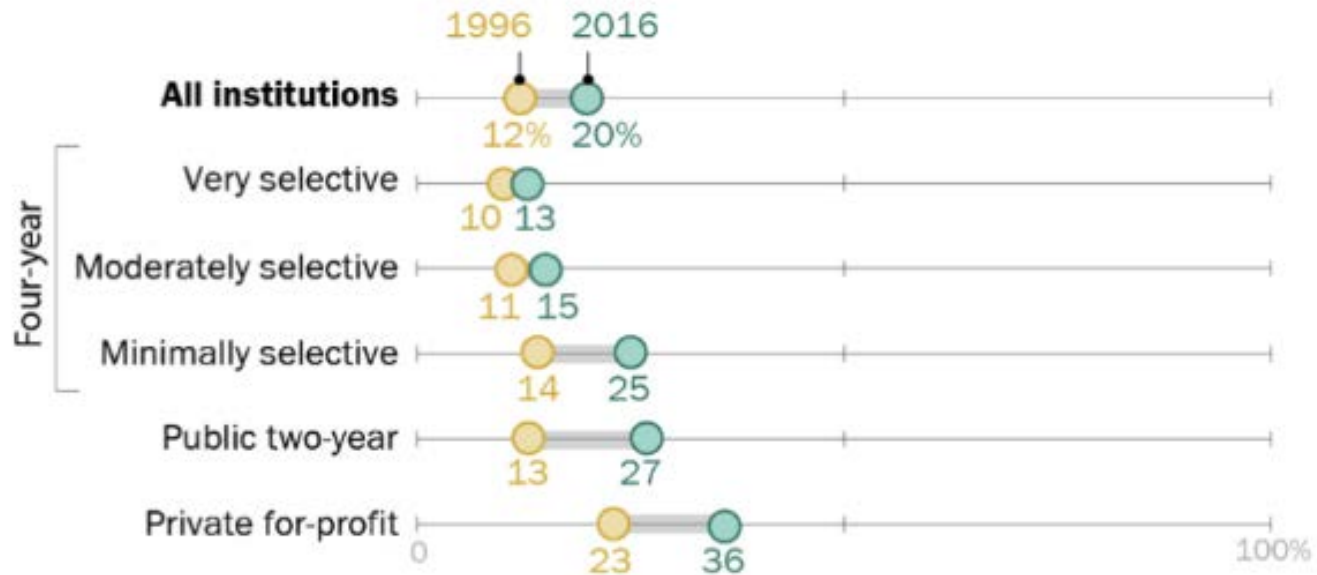
Share of 10th graders who completed a degree within 10 years



THE CHALLENGES BEFORE US

- More low-income students attending college

*% of **dependent** undergraduates who are in poverty*



THE CHALLENGES BEFORE US

**Rebuild local
communities**

Do more with less

**Make bold changes
with little support**

**Serve and graduate
more middle-class
students**

**Serve and graduate
more students from
underrepresented and
underserved
populations**

**Support the nation in
developing a more
versatile technical and
scientific workforce**

**Ensure that an open
door is not a revolving
door**

**Recapture the nation's
lead in education**

The people working hardest toward solutions,
at least among those I've met,
are disproportionately at
community colleges.

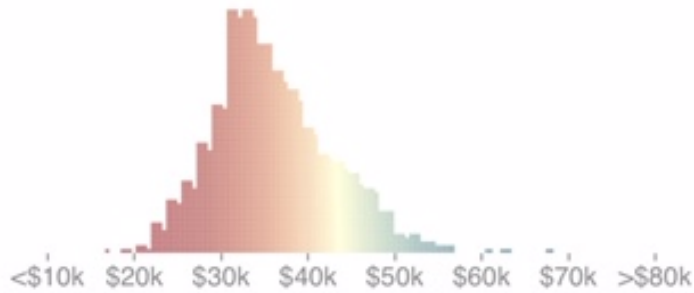
---James Fallows

HOUSEHOLD INCOME

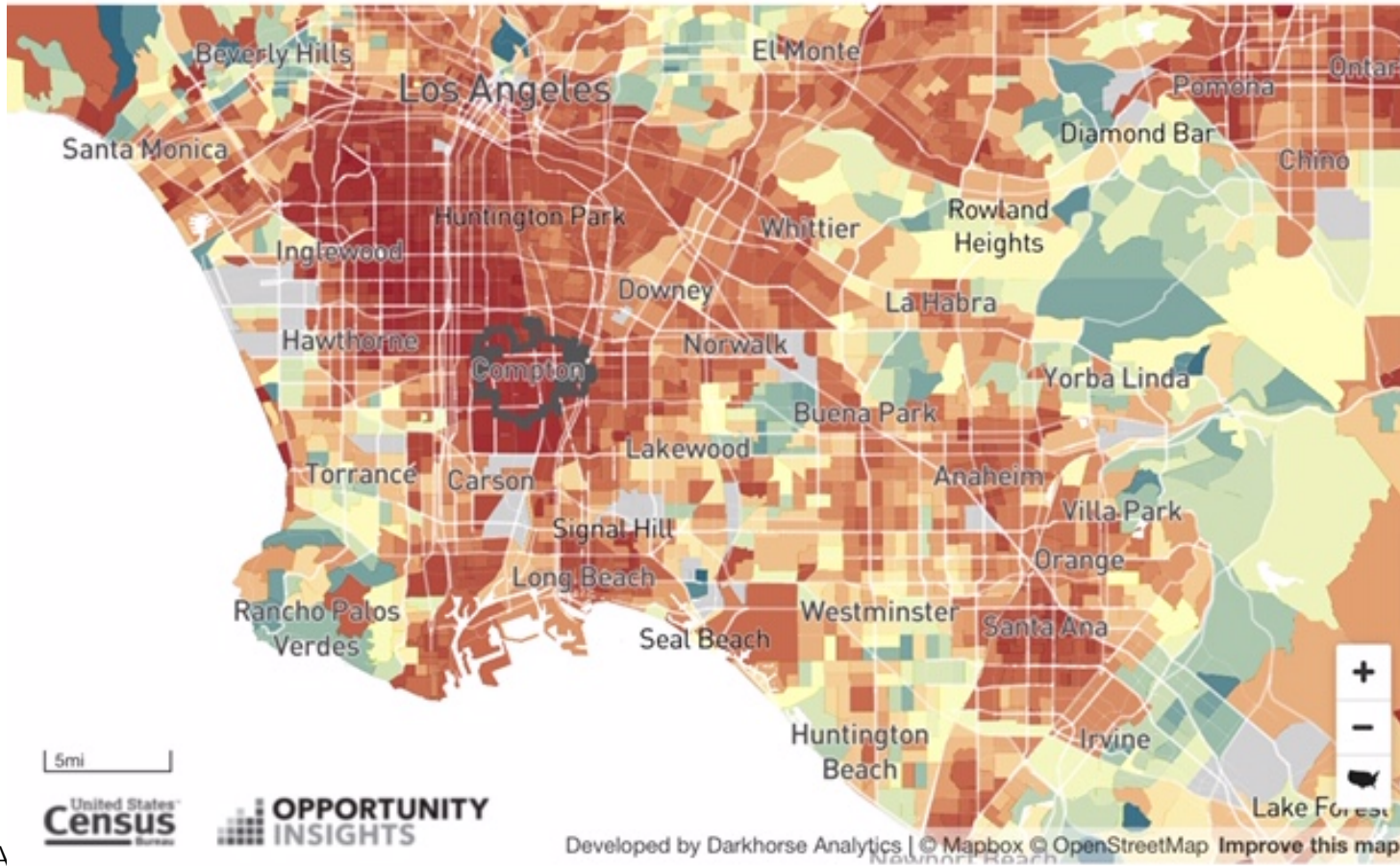
Low Income

All Races

All Genders



color scheme: **EVERYONE** SELECTED GROUP



5mi

United States
Census
Bureau

OPPORTUNITY
INSIGHTS

Developed by Darkhorse Analytics | © Mapbox © OpenStreetMap Improve this map



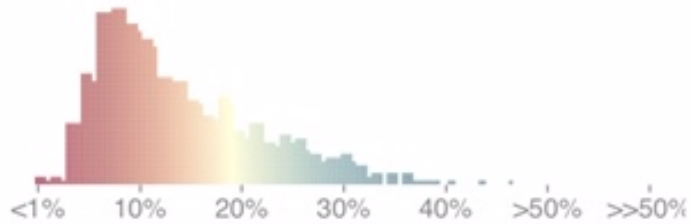
@A

FRAC. IN TOP 20% BASED ON HOUSEHOLD INCOME

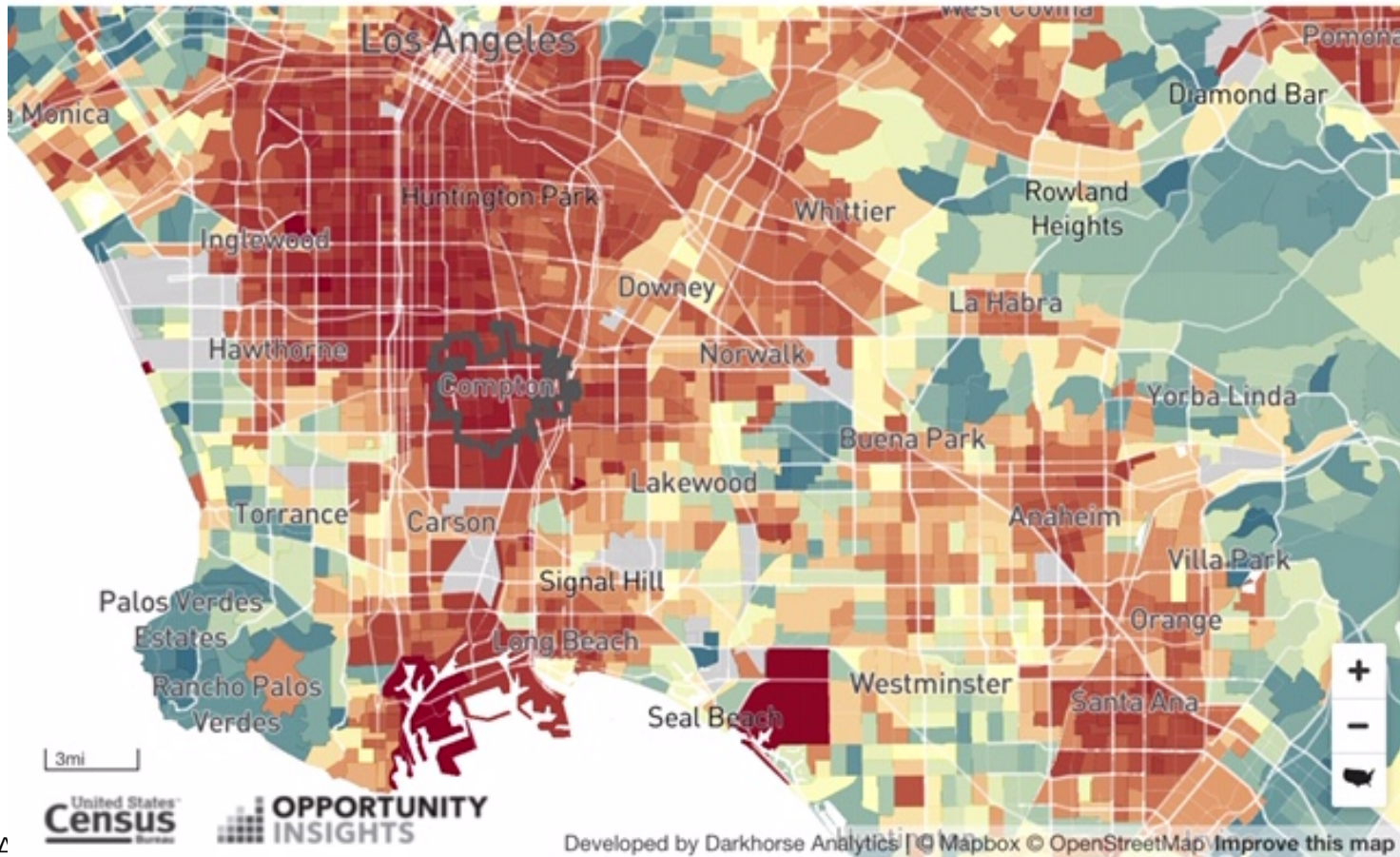
Low Income

All Races

All Genders



color scheme: **EVERYONE** SELECTED GROUP

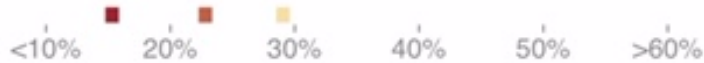


COLLEGE GRADUATION RATE

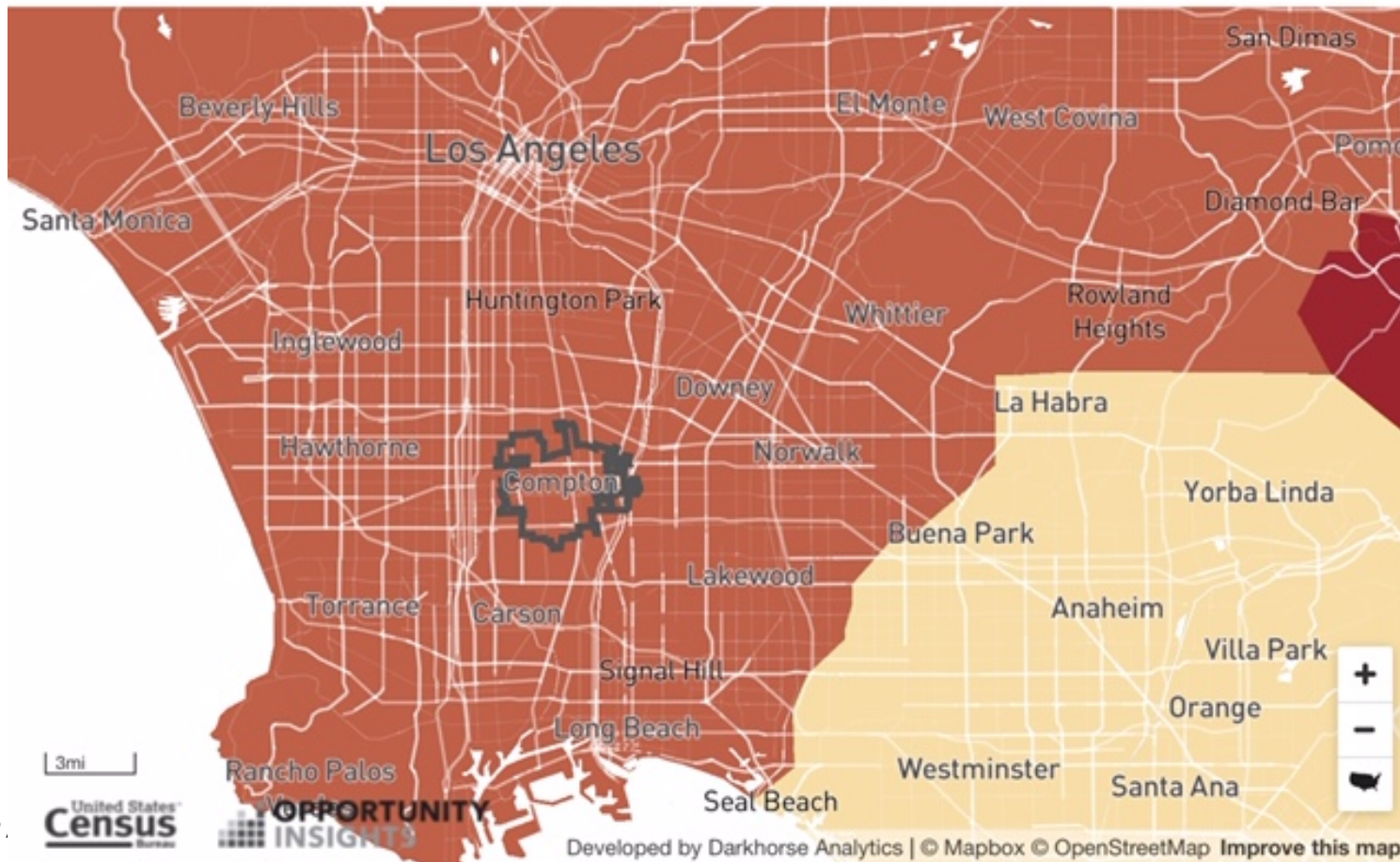
Low Income

All Races

All Genders



color scheme: **EVERYONE** SELECTED GROUP



@

United States
Census
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OPPORTUNITY
INSIGHTS

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Living
Team™

EARLY LESSONS

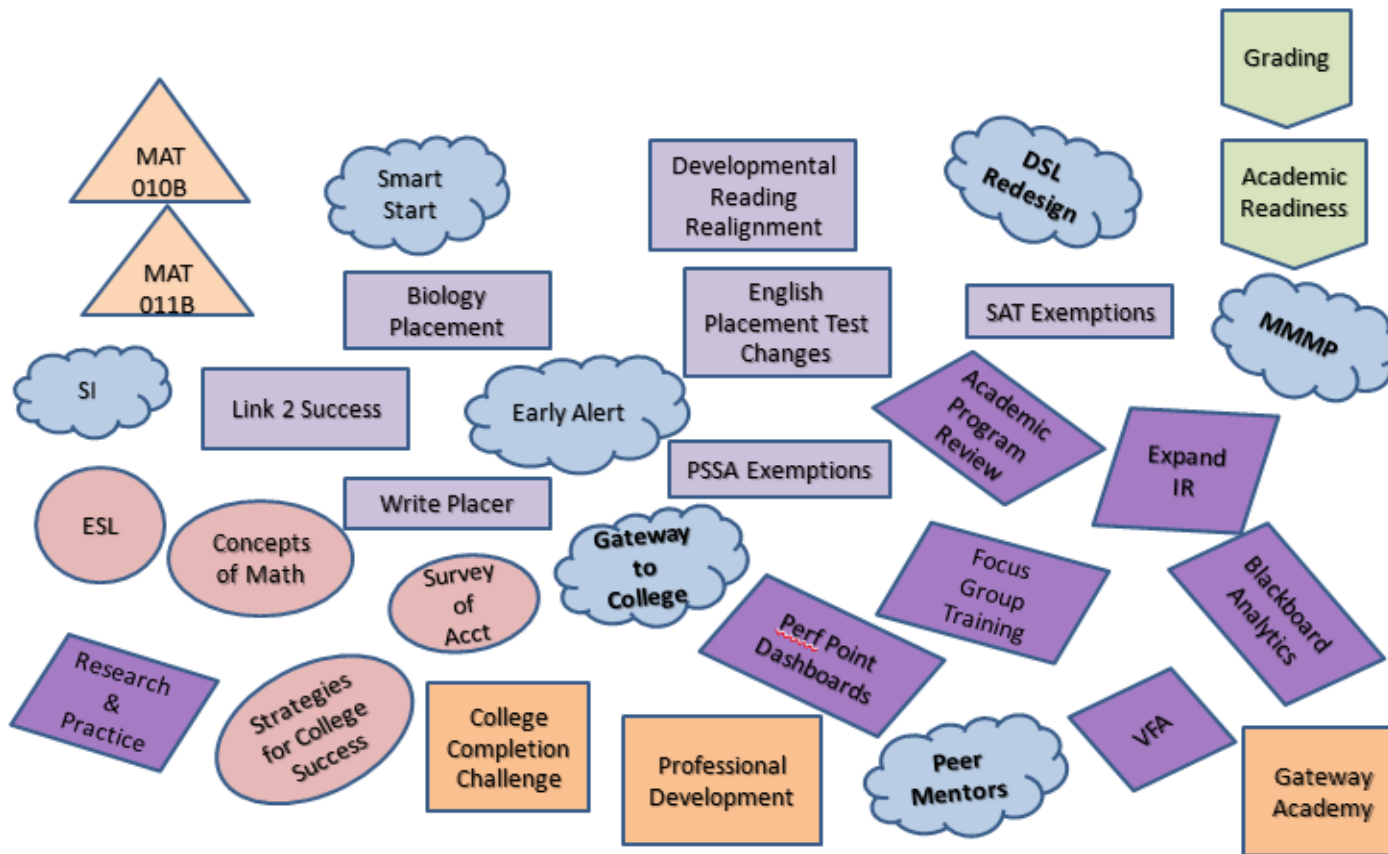
Interventions that are not connected and scaled are not yielding strong returns

New generation of developmental reform to connected, customized, accelerated or eliminated rather than as stand alone pre-requisite

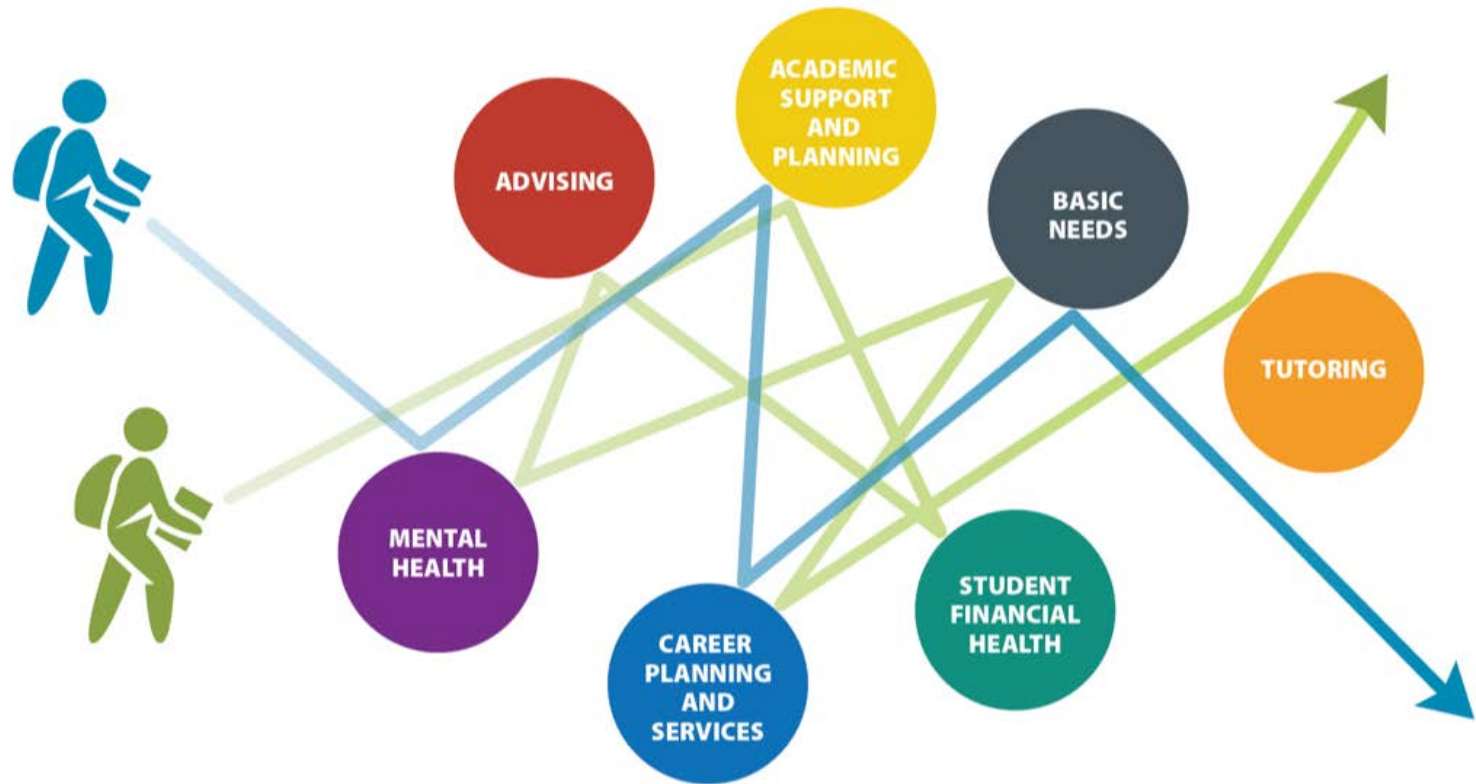
Entry to transition systems must be redesigned

WHAT WE KNOW

We need to move from this...



AND THIS...



TO THIS...



EARLY LESSONS

Equity-minded design is essential and must be intentional and comprehensive

Leadership matters

We must find new ways to be part of a larger connected and dynamic system

ATD EQUITY STATEMENT

Equity is grounded in the principle of fairness. In higher education, **EQUITY REFERS TO ENSURING THAT EACH STUDENT RECEIVES WHAT THEY NEED TO BE SUCCESSFUL THROUGH THE INTENTIONAL DESIGN OF THE COLLEGE EXPERIENCE.**

ATD EQUITY STATEMENT

Achieving the Dream expects colleges to **DISMANTLE THE BARRIERS** facing underserved students. Colleges must routinely **SCRUTINIZE STRUCTURAL BARRIERS TO EQUITY AND INVEST IN EQUITY-MINDED POLICIES, PRACTICES, AND BEHAVIORS** that lead to success for all students.

Enacting Strategies to Achieve Equity

Internal

External

Universal

- Pathways
- Ending late registration
- Eliminating fees
- Prof development focused on equity- mindedness

- Embedded advisors in feeder high Schools
- Transfer partnerships to ease transition

Targeted

- TRIO Programs
- Predictive analytics to target academic and non-academic supports
- Emergency aid, food pantries, etc.

- Partnerships with CBOs to expand access to specific communities
- Accelerated career training programs delivered onsite in high-poverty neighborhoods

Source: *The Aspen Institute*

SUCCESSFUL COLLEGES...

Build strong **fundamentals** and know that this commitment is enduring.

Adopt an **organizing framework** (culture and context matters) to bring alignment to all the work necessary to advance accelerated improvements.

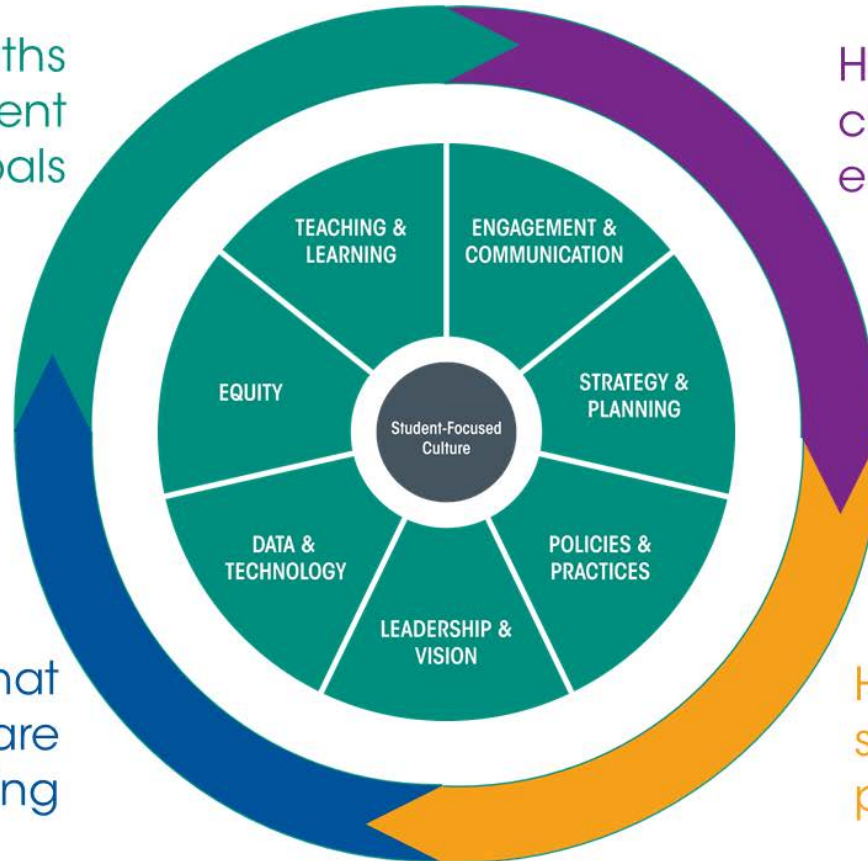
Advance their **own unique theory of change** (culture and context matters) around the lever that will drive scaled gains at their institution.

Move with patience **and** a sense of urgency.



Clarify paths
to student
end goals

Help students
choose and
enter a pathway



Ensure that
students are
learning

Help students
stay on a
path

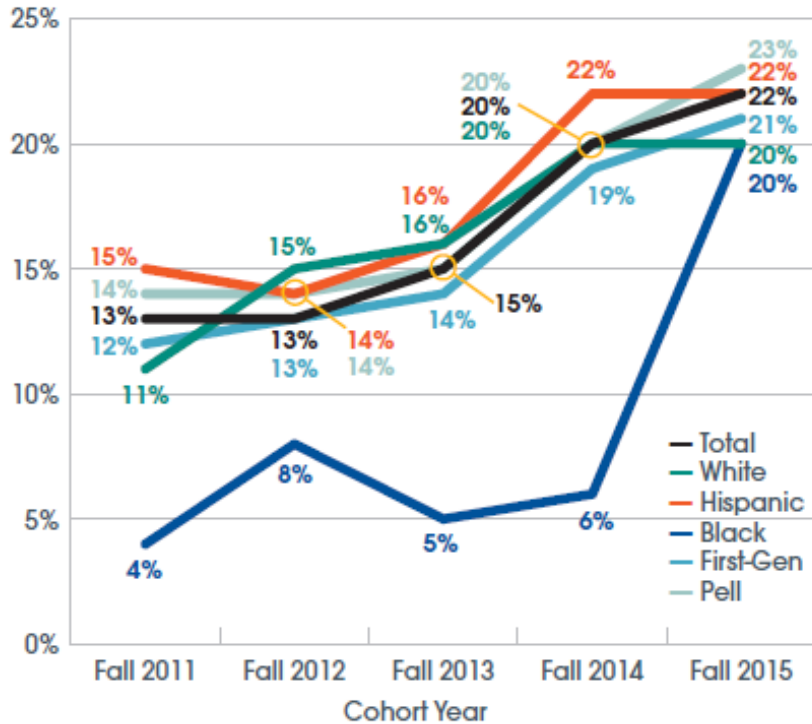
2019

LEAH MEYER AUSTIN AWARD

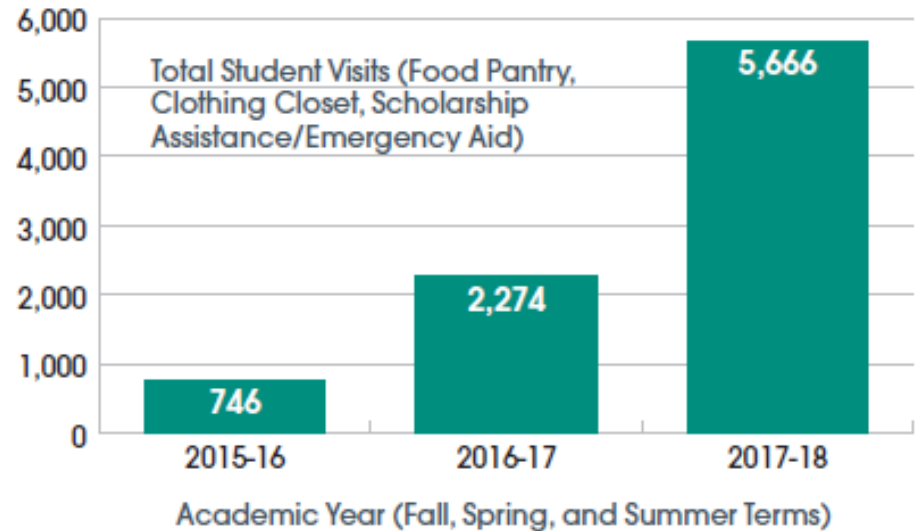


AMARILLO COLLEGE

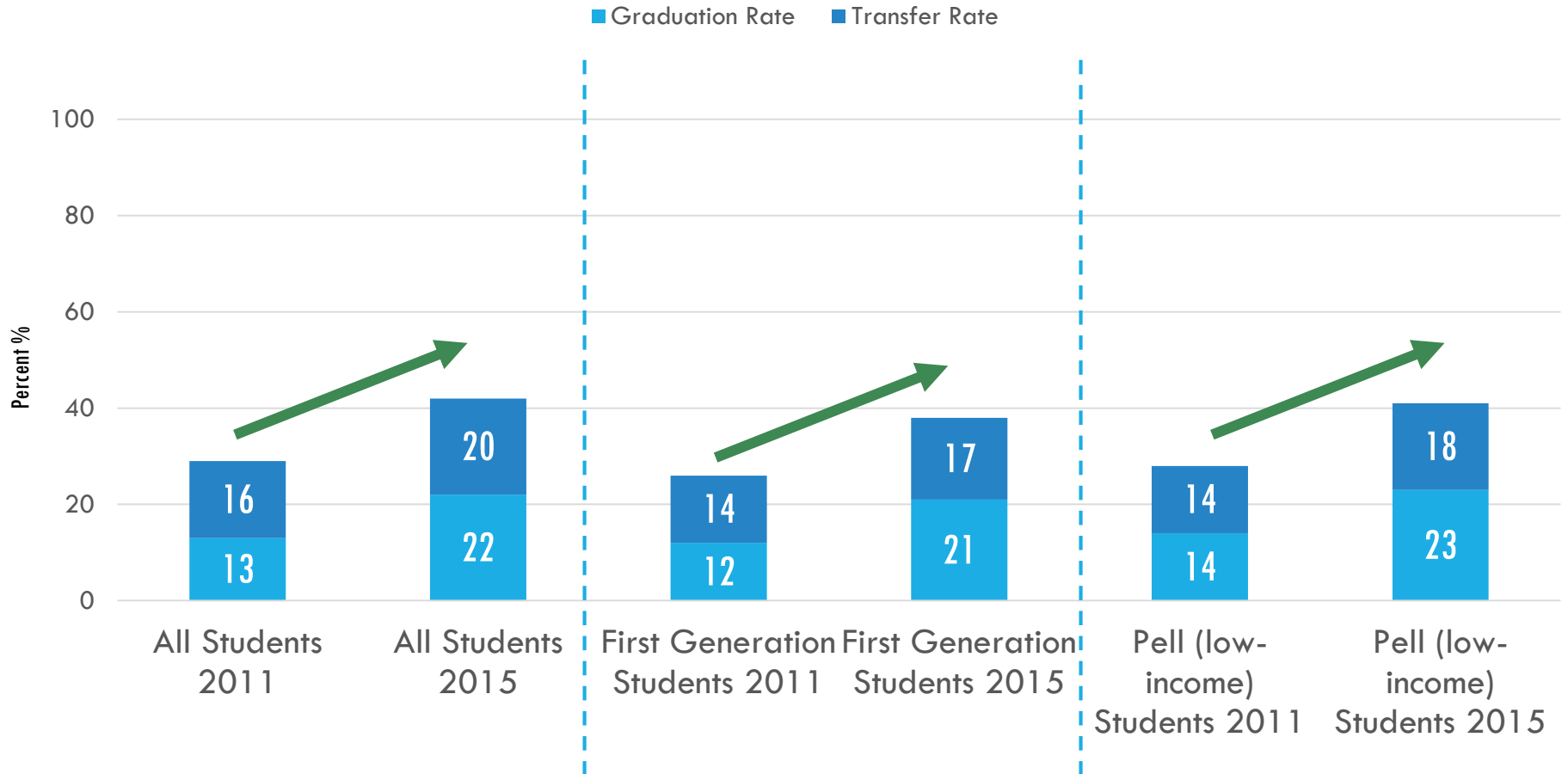
Three-Year Graduation Rates, First-Time in College Cohort



Advocacy & Resource Center Total Student Visits



AMARILLO COLLEGE RESULTS

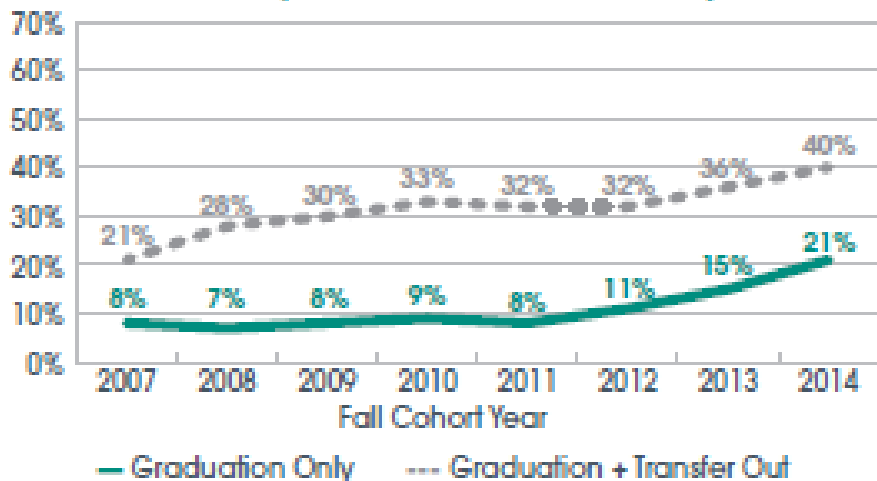


2019 | LEAH MEYER AUSTIN AWARD

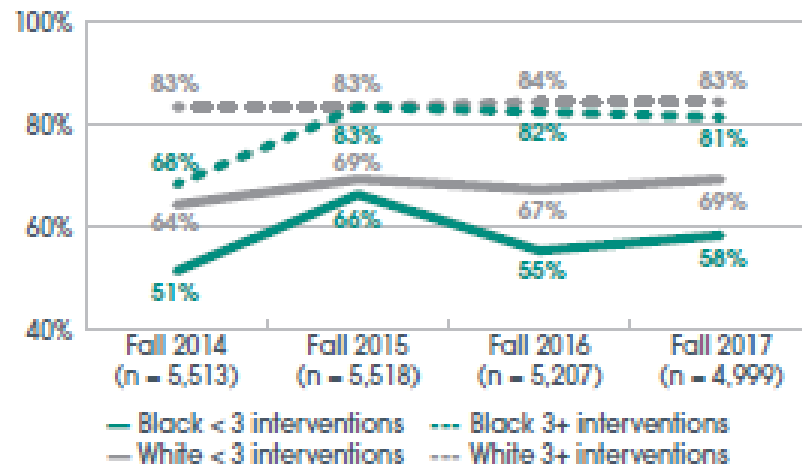


COLUMBUS STATE COMMUNITY COLLEGE

3-Year Graduation and Graduation + Transfer Out Rates (First-Time, Full-Time Only)



Retention Rate by Race/Ethnicity and Number of Interventions





Adequate Performance

- 2000: Jumping The Curve
- Mission/Purpose
 - Student Success Most Important
 - Welcome + Embrace Change
 - Quality Enhancement
 - Transformational Change

Peak Performance

2019 #1

External

- Aspen Institute
 - AACC Pathways
 - CCRC | AIR
 - Frontier Set | CCSSE
 - ATD Leader
 - Jobs for the Future
-
- Buildings & Growth
 - Virtual Campus
 - Guided Pathways
 - 20 Baccalaureates
 - Data Utilization
 - Math Redesign
 - Learning Communities
 - Performance Funding
 - Equity Agenda
 - On-Board Transformed
 - Scholarships
 - Teaching & Learning
 - River Way 2.0 & MORE

Gap Analysis

Internal

2000

LOW Performance

1988

1960

- Ethics Complaints
- Bad Audits
- Lawsuits

- Rules
- Regulations
- Standardization

HIERARCHY

COMPLACENCY

CREATIVITY + INQUIRY

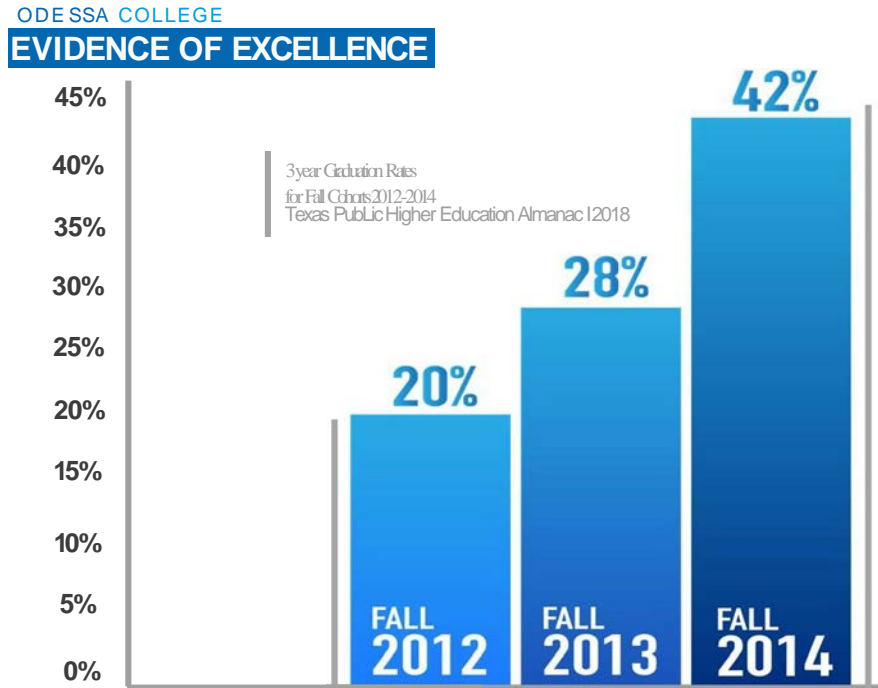
Change Theory driven by Anticipating Change, Embracing Change, Engaging Change...



Achieving the Dream™

IMPACT

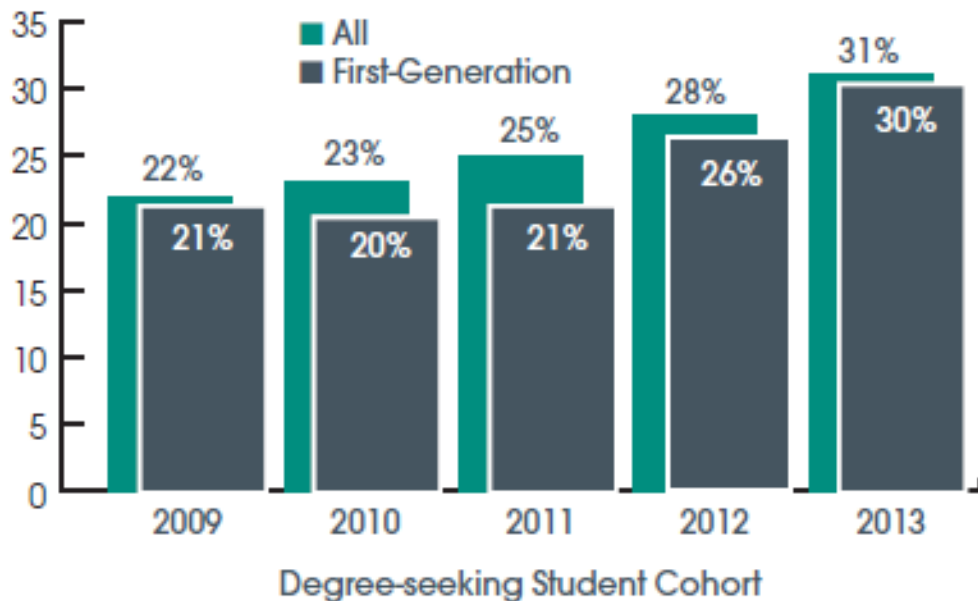
Recent LMA Awardee three-year graduation rate



IMPACT

Recent LMA Awardee three-year graduation rate

College Three-Year Graduation Rate

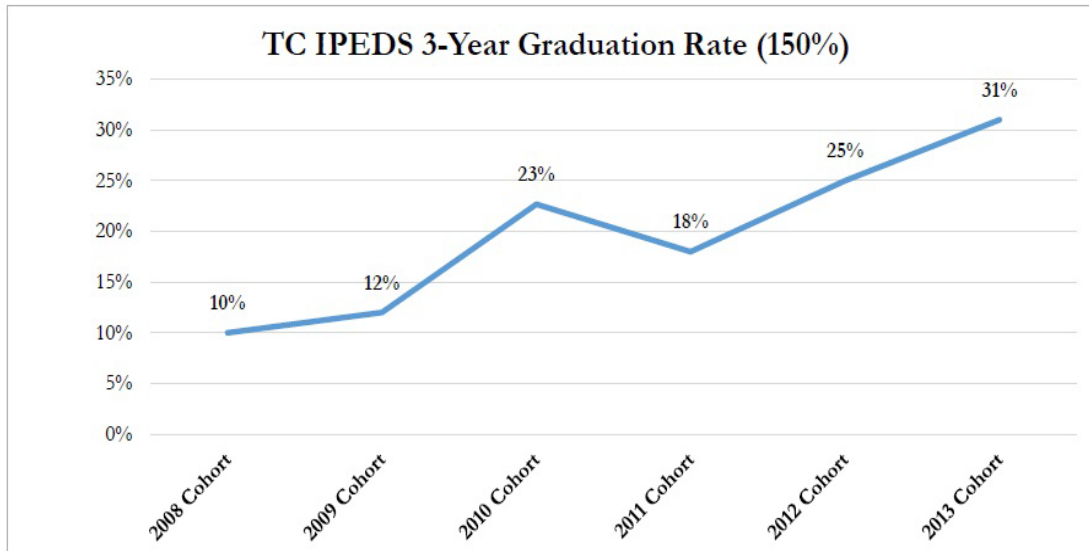


22% to 31% increase overall

1st generation students showing similar improvement

IMPACT

Recent LMA Awardee three-year graduation rate



21% rise in 3-year graduation rate over 5 years

TC IPEDS 3-Year Graduation Rate (150%)						
Cohort Year	2008 Cohort	2009 Cohort	2010 Cohort	2011 Cohort	2012 Cohort	2013 Cohort
Percentage	10%	12%	23%	18%	25%	31%
N Value	548	576	538	612	435	523



IMPACT ON EXCELLENCE

Eight of the Ten Finalists for the 2019 Aspen Prize for Community College Excellence are ATD colleges. Both winners are ATD colleges

- ✓ Alamo College District – Palo Alto College (TX)
- ✓ Broward College (FL)
- ✓ CUNY Kingsborough Community College (NY)
- ✓ **Indian River State College** (FL)
- ✓ **Miami Dade College** (FL) *LMA Winner*
- ✓ Odessa College (TX) *LMA Winner*
- ✓ Pierce College at Fort Steilacoom (WA) *LMA Winner*
- ✓ San Jacinto College (TX)

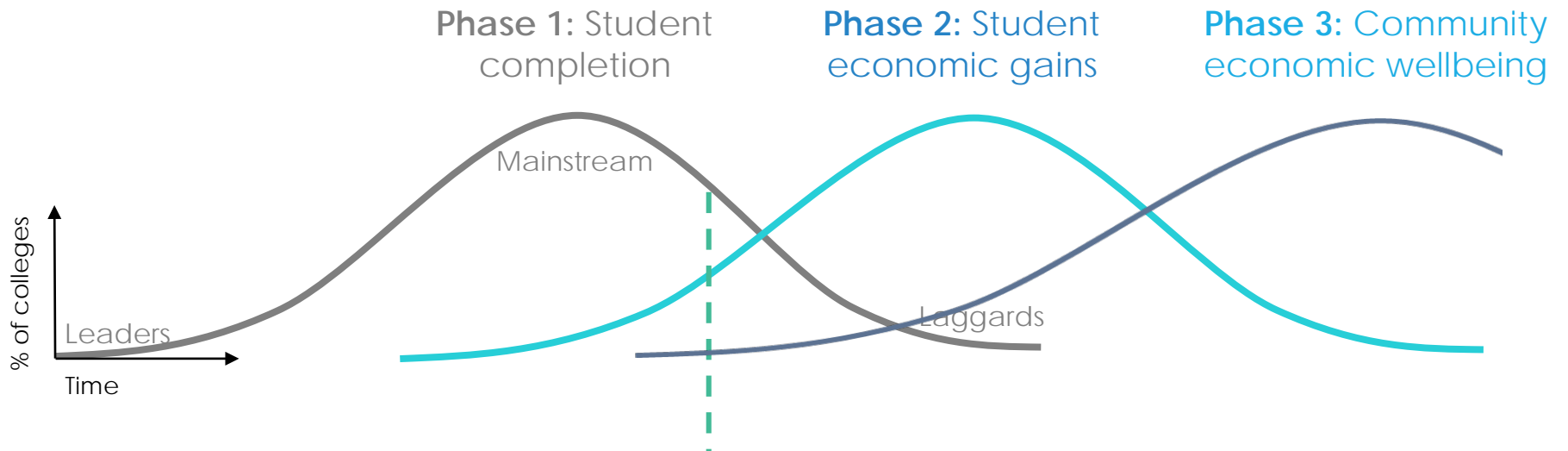


...there's no single defining action,
no grand program, no single killer innovation,
no solitary lucky break,
no miracle moment.

Rather it is like turning a giant,
heavy
flywheel.

---Jim Collins

THE EVOLVING STUDENT SUCCESS AGENDA



Today: Some Network colleges have already launched Phases 2 and 3.
ATD can help accelerate that work.



@AchieveTheDream @DrKASout #ATDcolleges



“I am the person who once had no sense of direction,
But now I know where I am going and
What I want to be.

As the cartographer of my own life,
I am guided by the fact that
No obstacle is too big to overcome.”

---Ahmat Adam Djouma
DREAM Scholar 2019

Time for Conversation

@AchieveTheDream @DrKASout #ATDcolleges

