

NO MIDDLE GROUND

ADVANCING EQUITY THROUGH PRACTICE

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Transformation*





**Affirmative Action
Education 1996**

- **Hopwood v. Texas**
- Four Caucasian students denied admission to University of Texas Law School challenged on 14th Amendment grounds
- US Court of Appeal for Fifth Circuit found in favor of Plaintiff
- Unconstitutional to consider race or ethnicity to achieve a diverse student body.

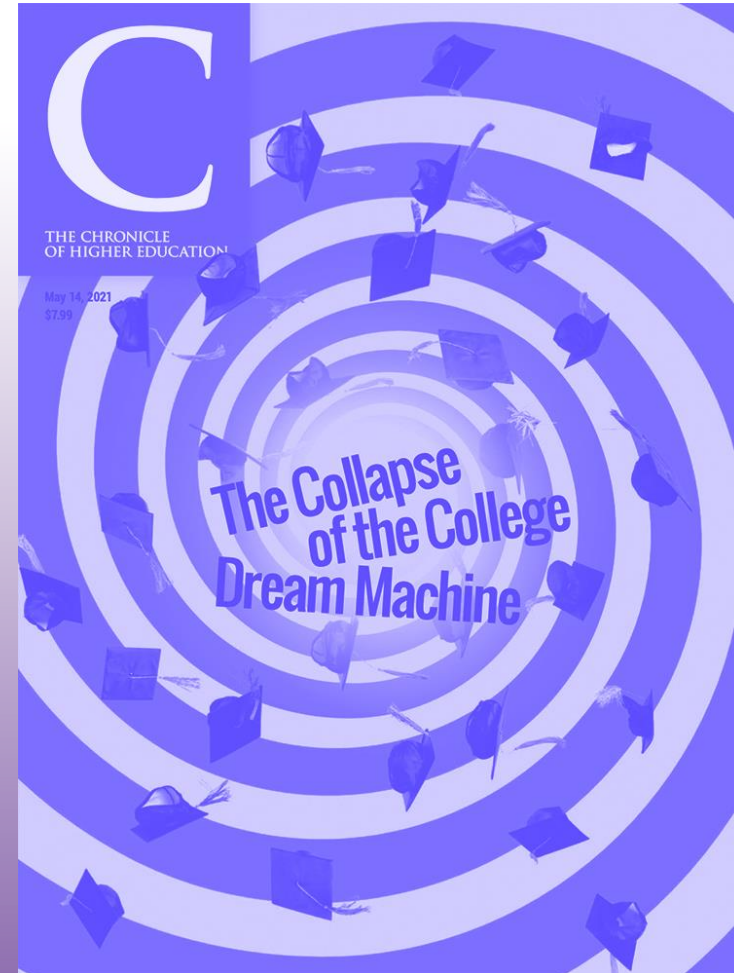
**COMPLETE
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AMERICA**

AMERICAN
DREAMS
ARE FUELED BY
COLLEGE
DEGREES



BUT THE DREAM IS IN QUESTION...

- ▶ Stagnant success rates
- ▲ Growing debt
- ▼ Declining career outcomes



HIGHER EDUCATION HAS A CHOICE

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We can either reflect the racial, social, and economic injustices of society— or we can be an engine of equity, prosperity, and hope.

At CCA, we're building a new system that restores the promise of higher education.



CCA MISSION

CCA is a bold national advocate for dramatically increasing college completion rates and closing institutional performance gaps by working with states, systems, institutions, and partners to scale highly effective structural reforms and promote policies that improve student success.

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CCA VISION

CCA envisions a nation where all students, regardless of race, ethnicity, socioeconomic status, or familial educational achievement, have equal opportunities to access and complete a college education or credential of value because postsecondary institutions, policy makers, and systems of higher education welcome, invest in, and support these students through and to an on-time completion

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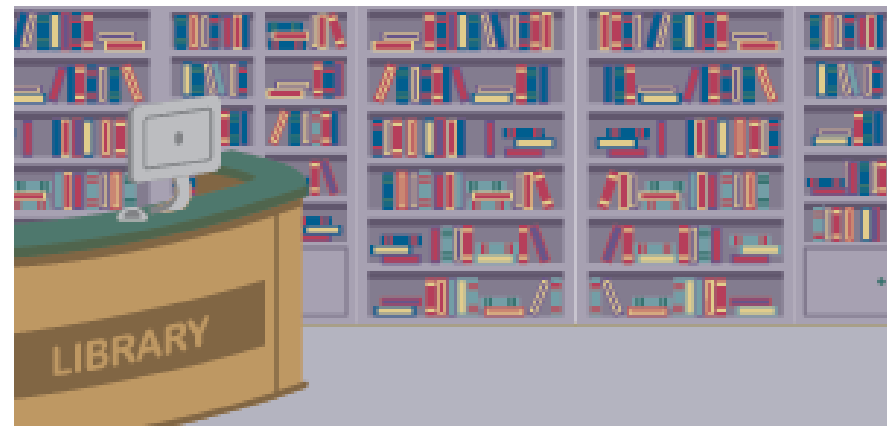
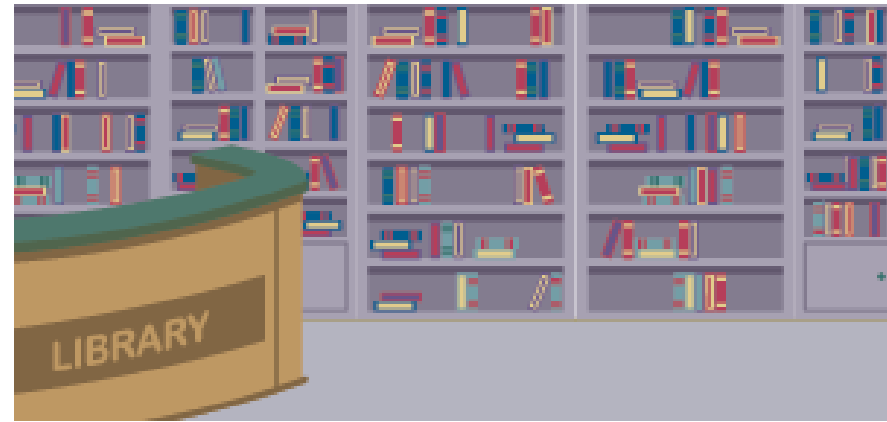
A photograph of two women sitting at a table in what appears to be a classroom or laboratory. The woman on the left is of Asian descent, has short dark hair, and is wearing a white lab coat over a dark blue shirt. She is holding a yellow highlighter and looking down at a piece of paper. The woman on the right is of African descent, has dark curly hair pulled back, and is wearing a red t-shirt. She is also looking down at a piece of paper and holding a pink pencil. In the background, there are white lockers and other people are blurred. A semi-transparent red banner with white text is overlaid across the bottom half of the image.

CCA and Equity

INEQUALITY



HOW INEQUALITY MULTIPLIES



EQUITY 101

Women in STEM
FULL



Guidance for Veterans
FULL



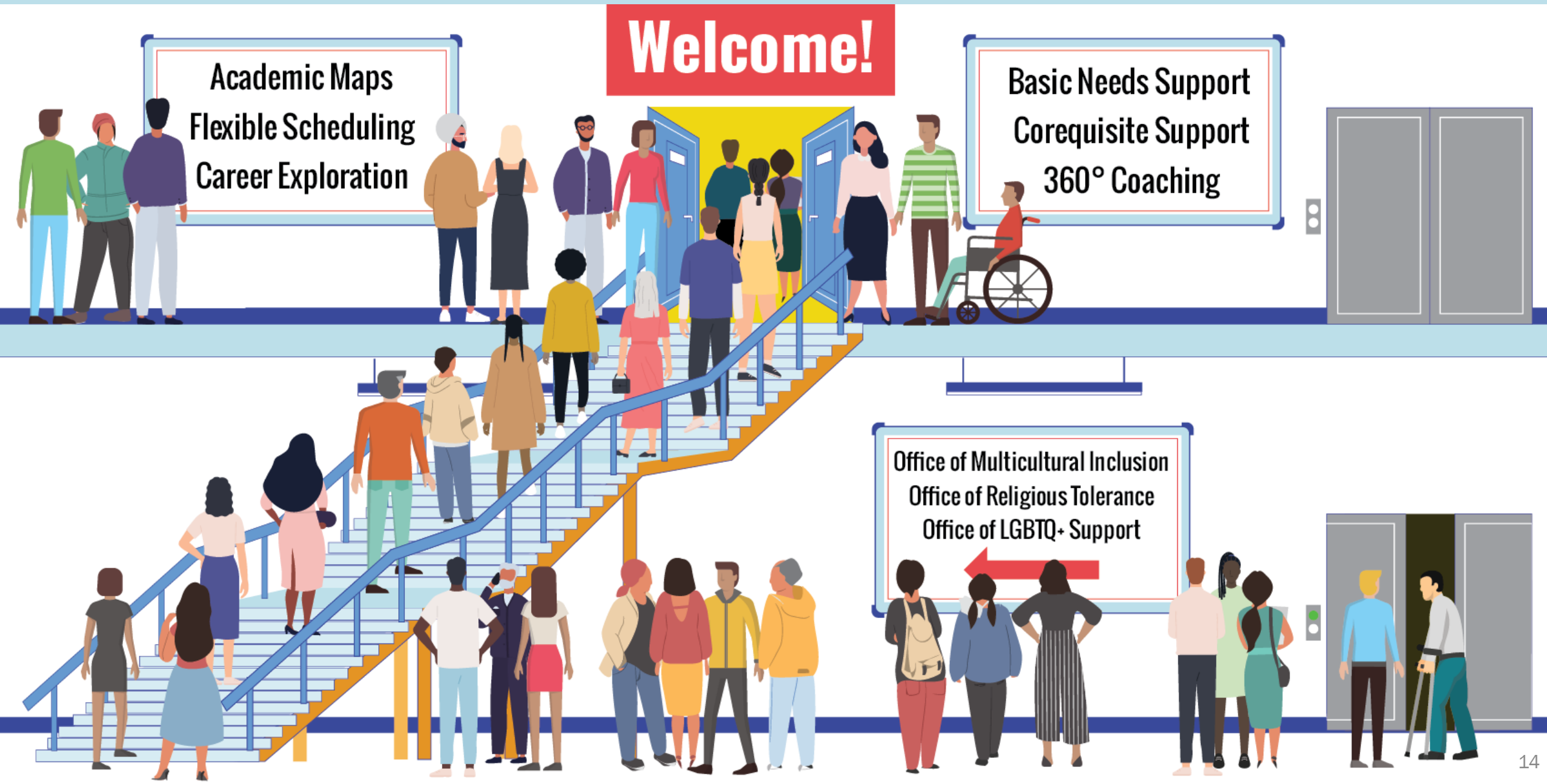
Figuring It Out
As I Go



Men of Color Program
FULL



EQUITY 201



Why CCA Is Focused on Equity

- Long-standing educational structures were designed for the dominant culture.
- These structures limit opportunity for other students.
- Inaction allows flawed systems to endure.



A photograph of two people, a woman and a man, sitting at a round wooden table in a modern office. The woman, on the left, has brown hair and is wearing a dark blue blazer over a patterned top. The man, on the right, has dark curly hair and is wearing a grey vest over a checkered shirt. They are both looking at papers on the table. In the background, there is a large window with a view of greenery outside. To the right, there is a grey filing cabinet and a bookshelf with various papers and books. A teal banner is overlaid at the bottom of the image, containing the text "Colleges and Equity".

Colleges and Equity

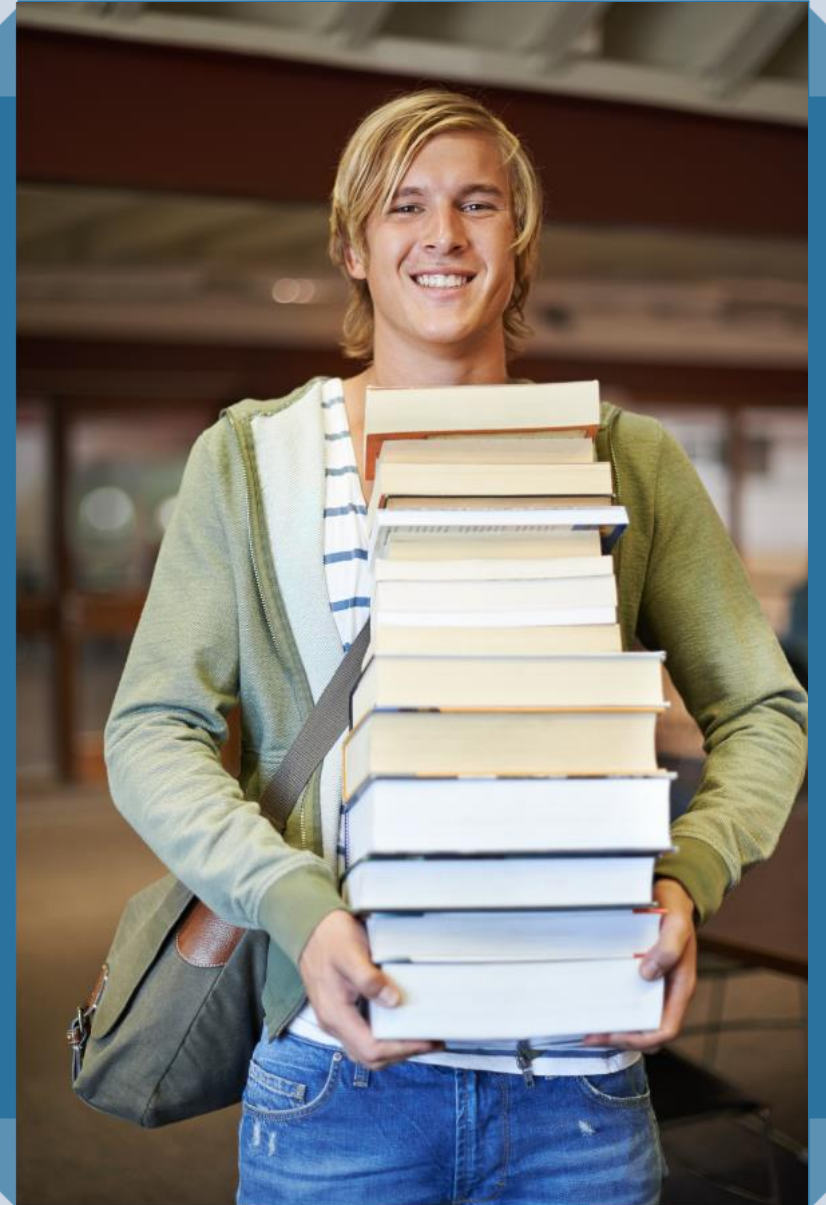
Colleges and Equity

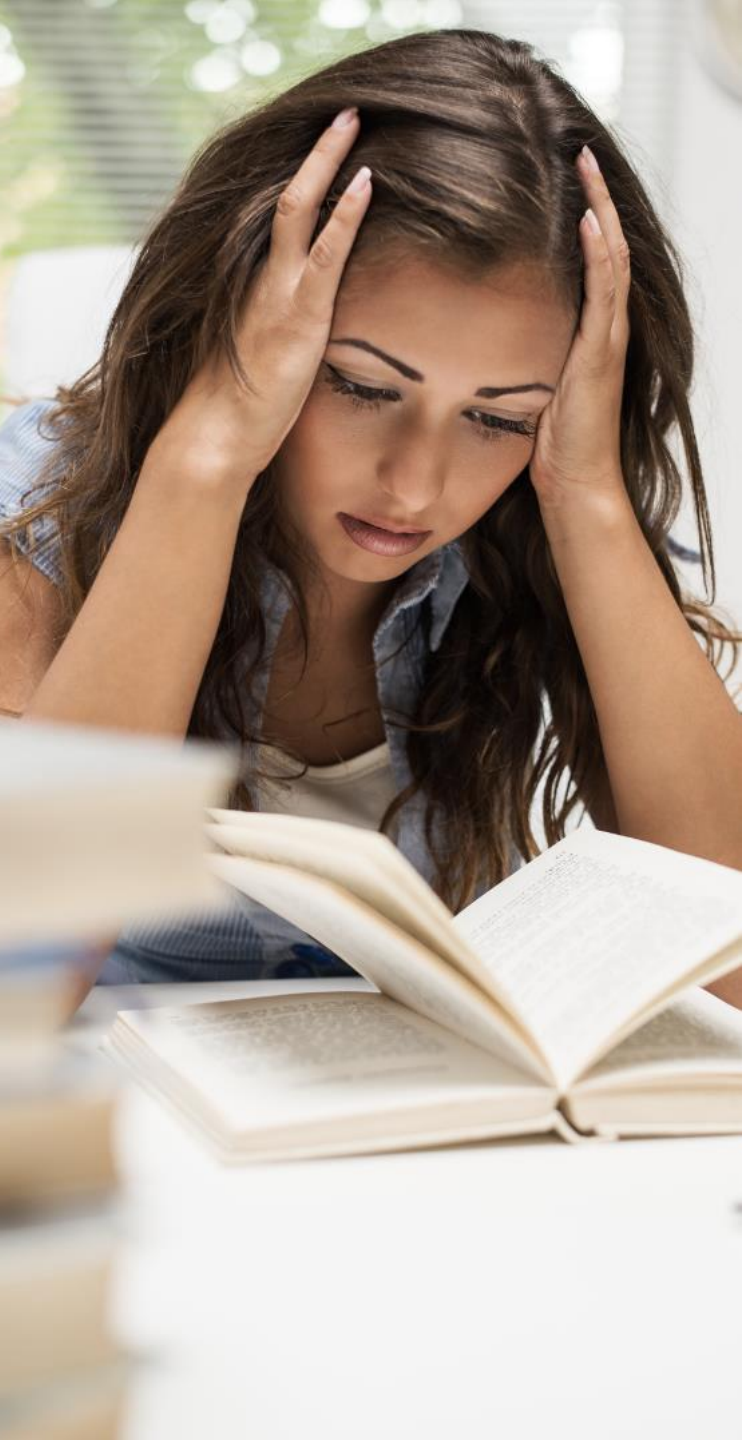
- Colleges are not responsible for rectifying centuries of systemic problems.
- But colleges can own their own role in the current narrative.
- Colleges can assess their own practices using an equity lens.



HOW WE DO OUR WORK

Reshaping the forces
shaping college outcomes





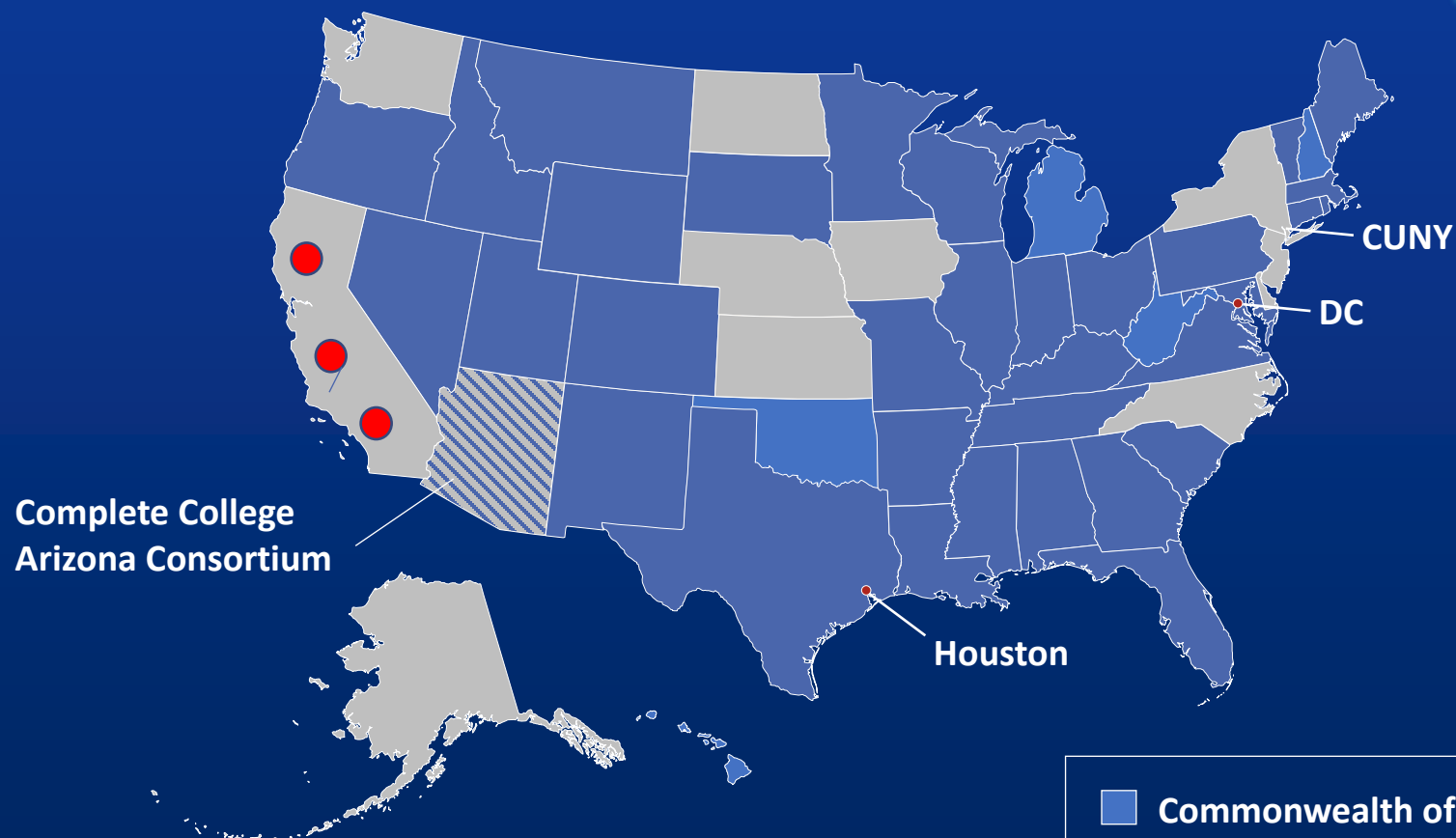
Creating structures that allow
every student equal opportunity
to achieve their life goals
regardless of where they begin



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48



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

SYSTEMS APPROACH

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We align policy, perspective & practice to work together to create more effective and equitable systems.

POLICY



Accelerating Change
& Removing Barriers

PERSPECTIVE



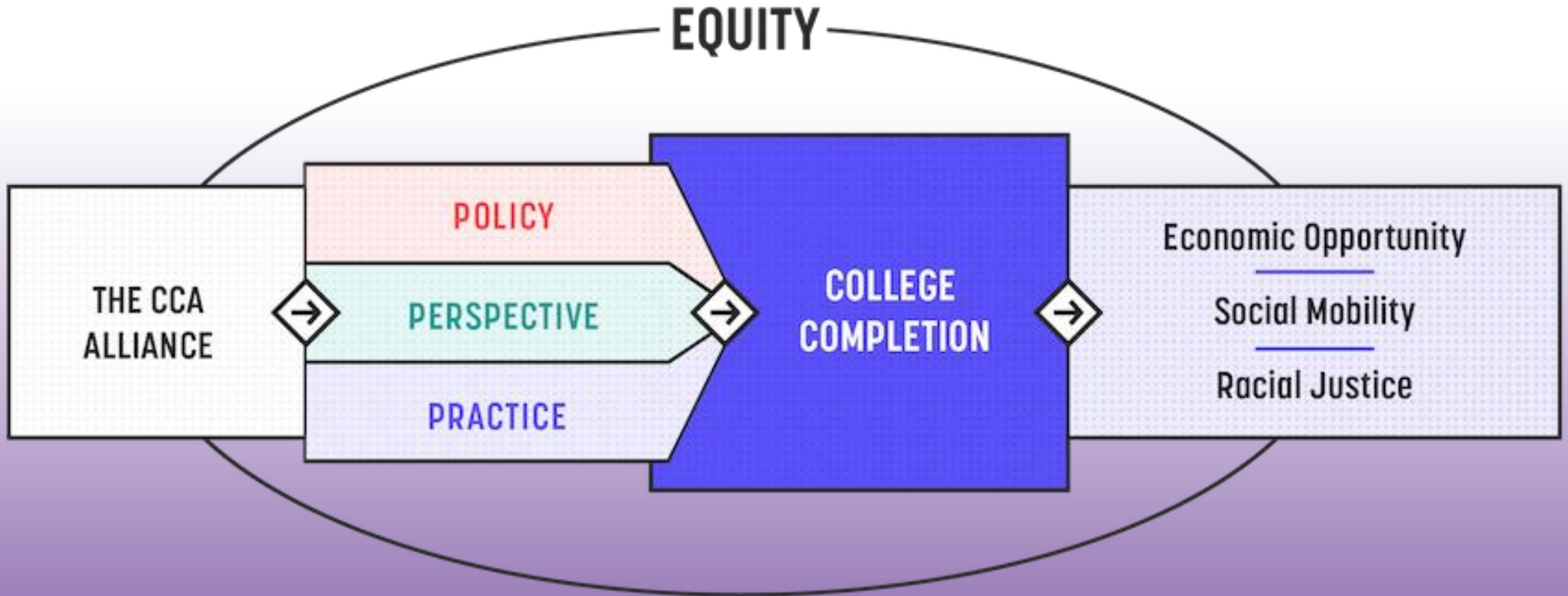
Challenging
Assumptions &
Changing Mindsets

PRACTICE



Rebuilding Institutions
Around the Student
Experience

Theory of Change



The Work

**Building
Movements**

Engaging the Alliance
to rally around a shared
vision

**Transforming
Institutions**

Creating opportunities
to implement data-
driven strategies

PROCESS

Aligning Policy, Perspective, and Practice





POLICY & PERSPECTIVE

We assist partners in defining a collective vision for success, then craft a plan to prompt action from their peers in pursuit of a shared commitment.

We provide a clear framework to guide implementation and bring in content experts from across our network to support the development of detailed action plans.

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Advancing Equity Through Practice



PURPOSE

- First-Year Experience
- Career Exploration
- Academic & Career Alignment
- Adult Learner Engagement



STRUCTURE

- Math Pathways
- Meta Majors
- Academic Maps & Milestones
- Smart Schedules
- Stackable Certificates & Credentials



MOMENTUM

- Credit for Competency
- Multiple Measures
- Corequisite Support
- Dual Enrollment
- 15 to Finish/Stay on Track



SUPPORT

- Active Academic Support
- Proactive Advising
- 360° Coaching
- Student Basic Needs Support

PILLAR

1

PURPOSE

Aligning the college experience to each student's goals for the future

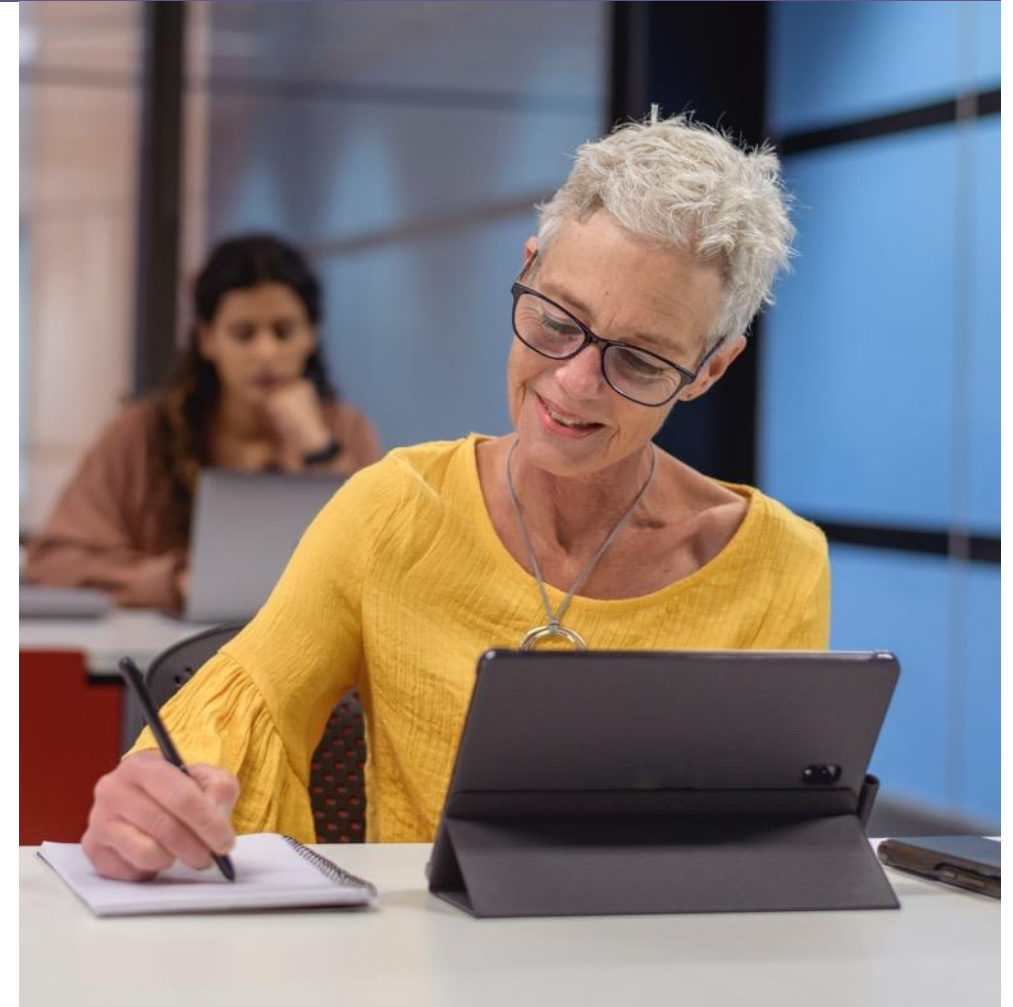
PURPOSE Strategies

- First-Year Experience
- Career Exploration
- Academic & Career Alignment
- Adult Learner Engagement



Examples of PURPOSE Equity Practices

- Assess recruiting and onboarding
- Provide anti-bias training
- Connect students to mentors
- Ask students about their onboarding experiences



Anti-Bias Training

- Implicit bias or unconscious bias refers to unconscious attitudes or stereotypes that affect our actions.
- They are unintentional and can be deeply ingrained.
- They can influence our actions more than our conscious values do.
- When we become aware of these unconscious thoughts and attitudes, we can address them.



PILLAR

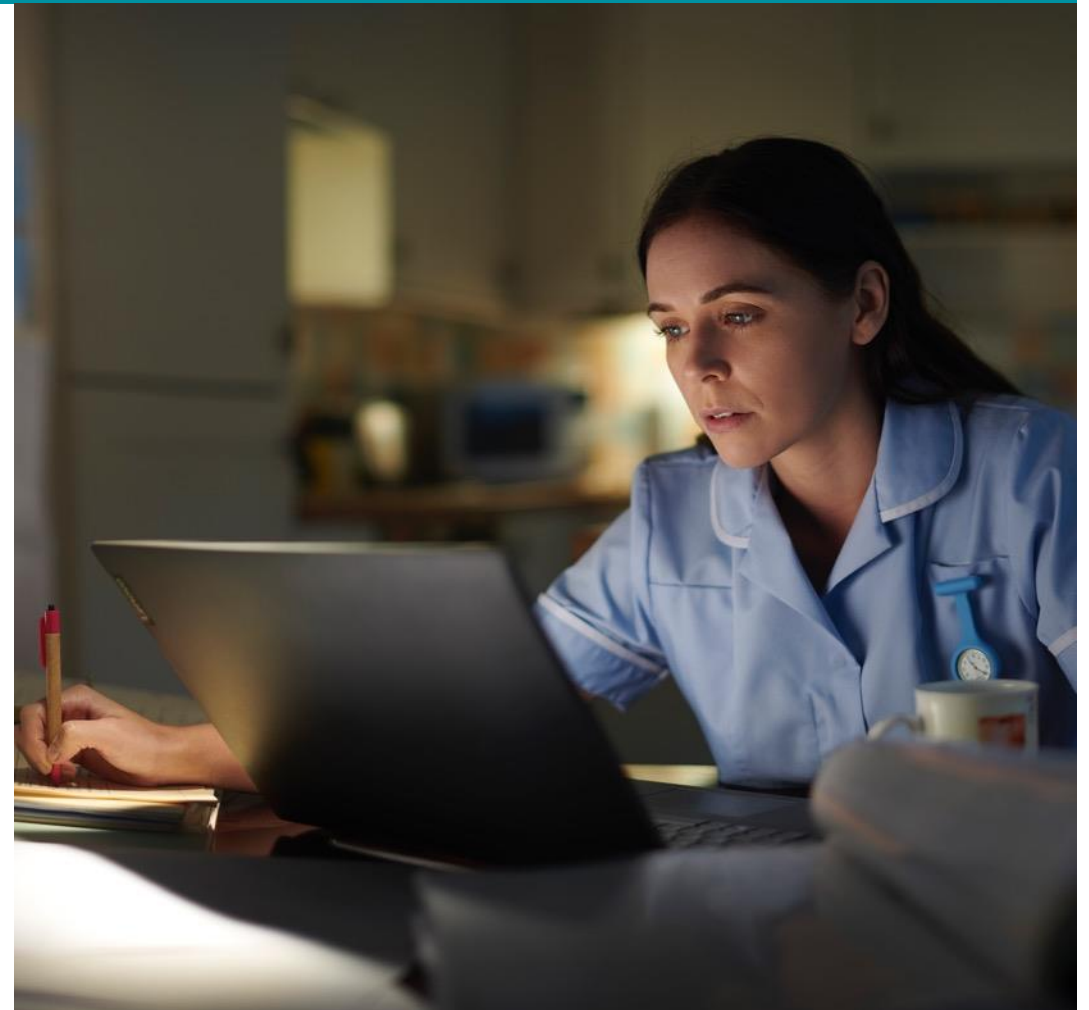
2

STRUCTURE

Building course road maps that make the path to a degree or valued workplace credential clear

STRUCTURE Strategies

- Math Pathways
- Meta Majors
- Academic Maps & Milestones
- Smart Schedules
- Stackable Certificates & Credentials



Examples of STRUCTURE Equity Practices

- Create pathways that include rich, engaging content and lead to credentials with high earning potential.
- Create meta-majors with multiple entry points.
- Recruit BILPOC students and women into STEM majors.
- Have a diverse faculty.
- Schedule courses at flexible times.



PILLAR

3

MOMENTUM

Designing multiple avenues for students to get started, earn credits faster, and stay on track to graduate

MOMENTUM Strategies

- Credit for Competency
- Multiple Measures
- Corequisite Support
- Dual Enrollment
- 15 to Finish/Stay on Track



Examples of MOMENTUM Equity Practices

- Use an asset-based approach to build on each student's potential.
- Limit—or eliminate—placement tests.
- Train faculty and staff to be aware of—and avoid introducing—stereotype threat.
- Teach students and their families about time to degree.
- Ask students about their experiences.



PILLAR

4

SUPPORT

Addressing student needs and
removing barriers to academic
success

SUPPORT Strategies

- Active Academic Support
- Proactive Advising
- 360° Coaching
- Student Basic Needs Support

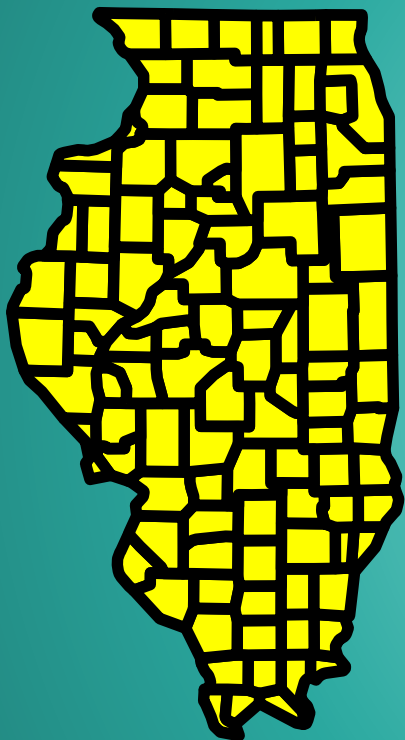


Examples of SUPPORT Equity Practices

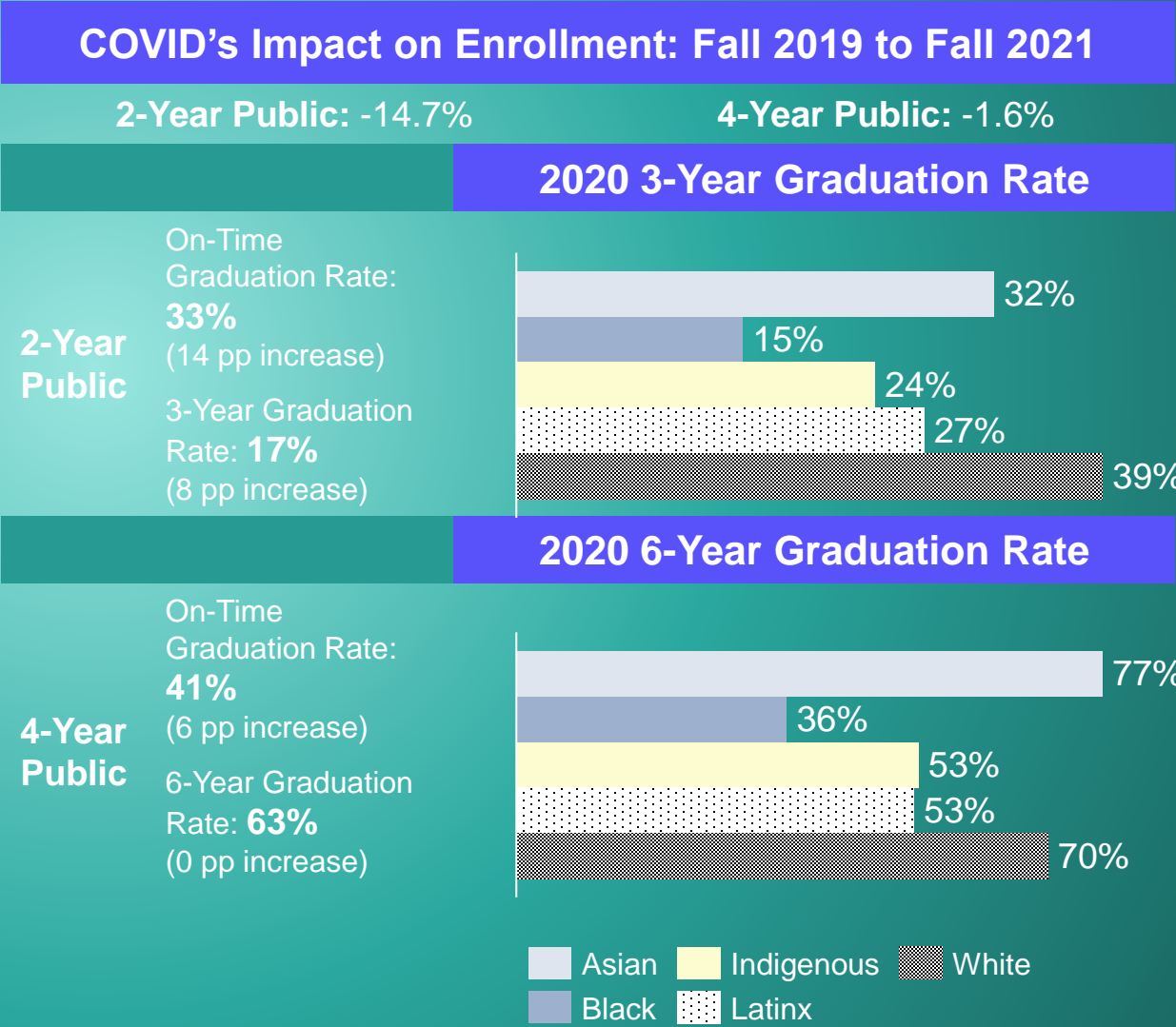
- Make sure students are aware of and know how to access services.
- Use disaggregated data to determine if certain student groups are more or less likely to use campus support services.
- If you find gaps, take actions to close them.
- Require students to use academic supports if faculty members recommend them.



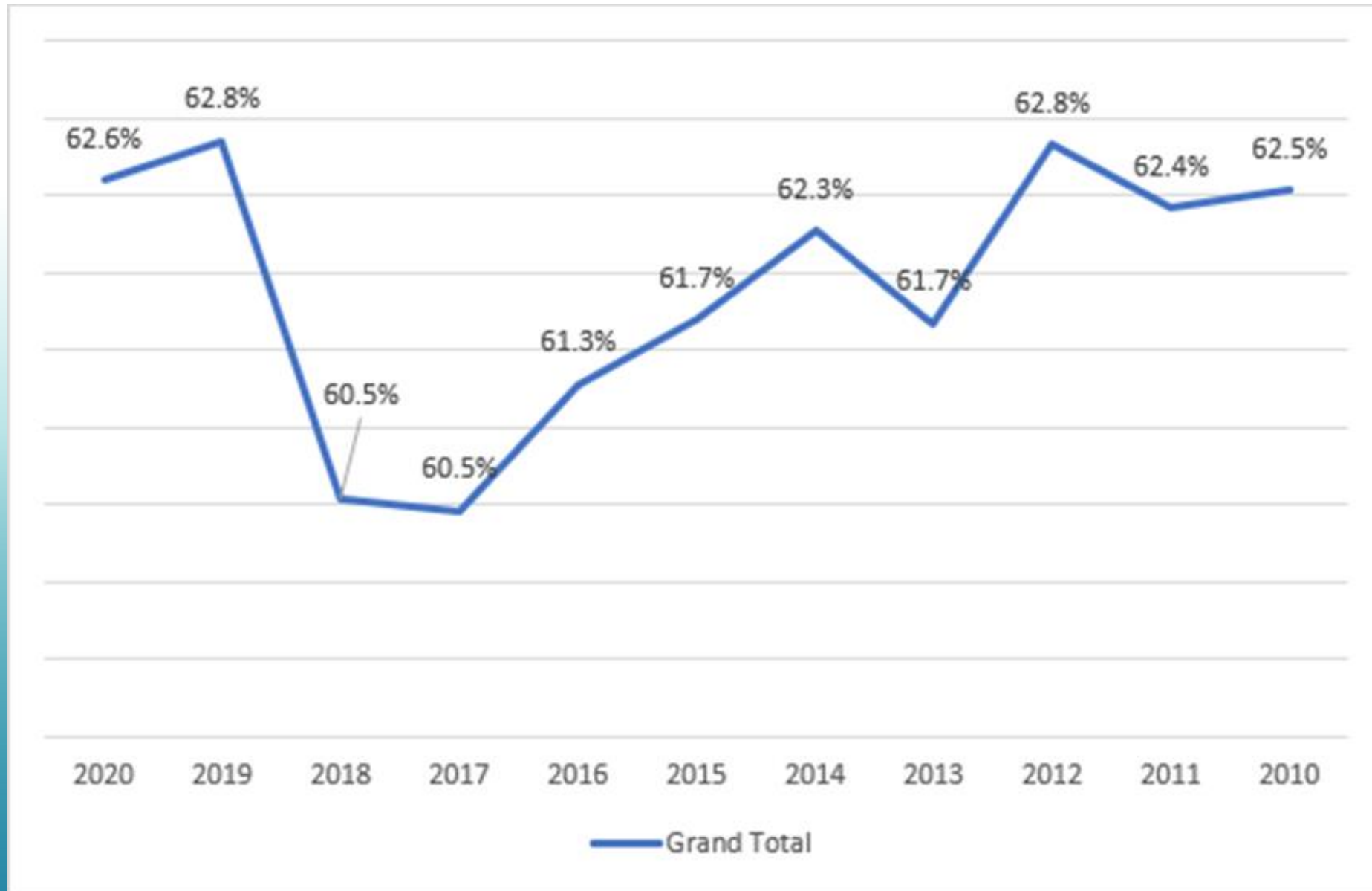
Illinois is making progress towards its attainment goal and its dedication to equitable policy and practice will help close gaps



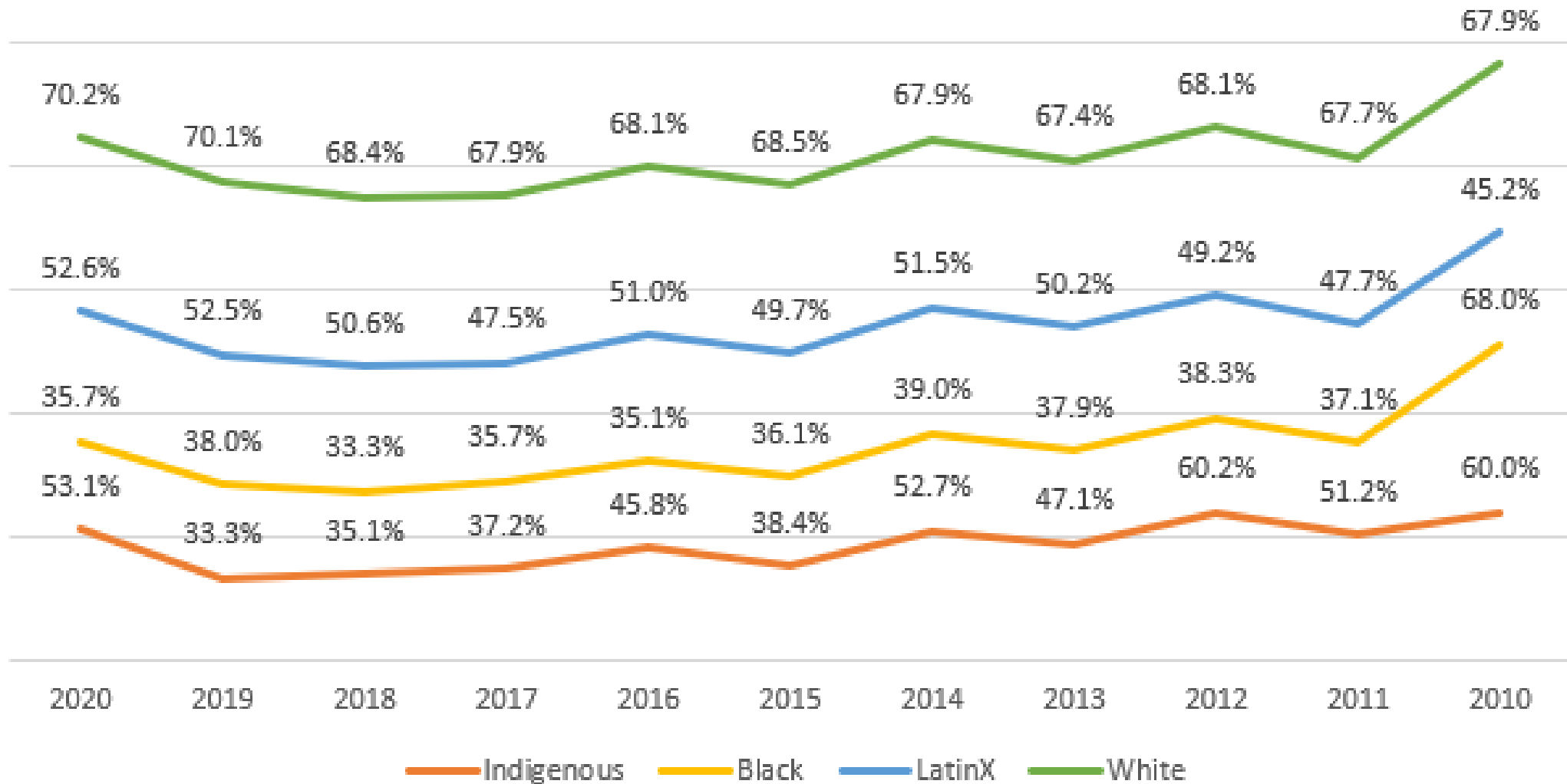
Joined the Alliance	2010
Attainment Goal	60 X 25
Present Attainment	55.2%



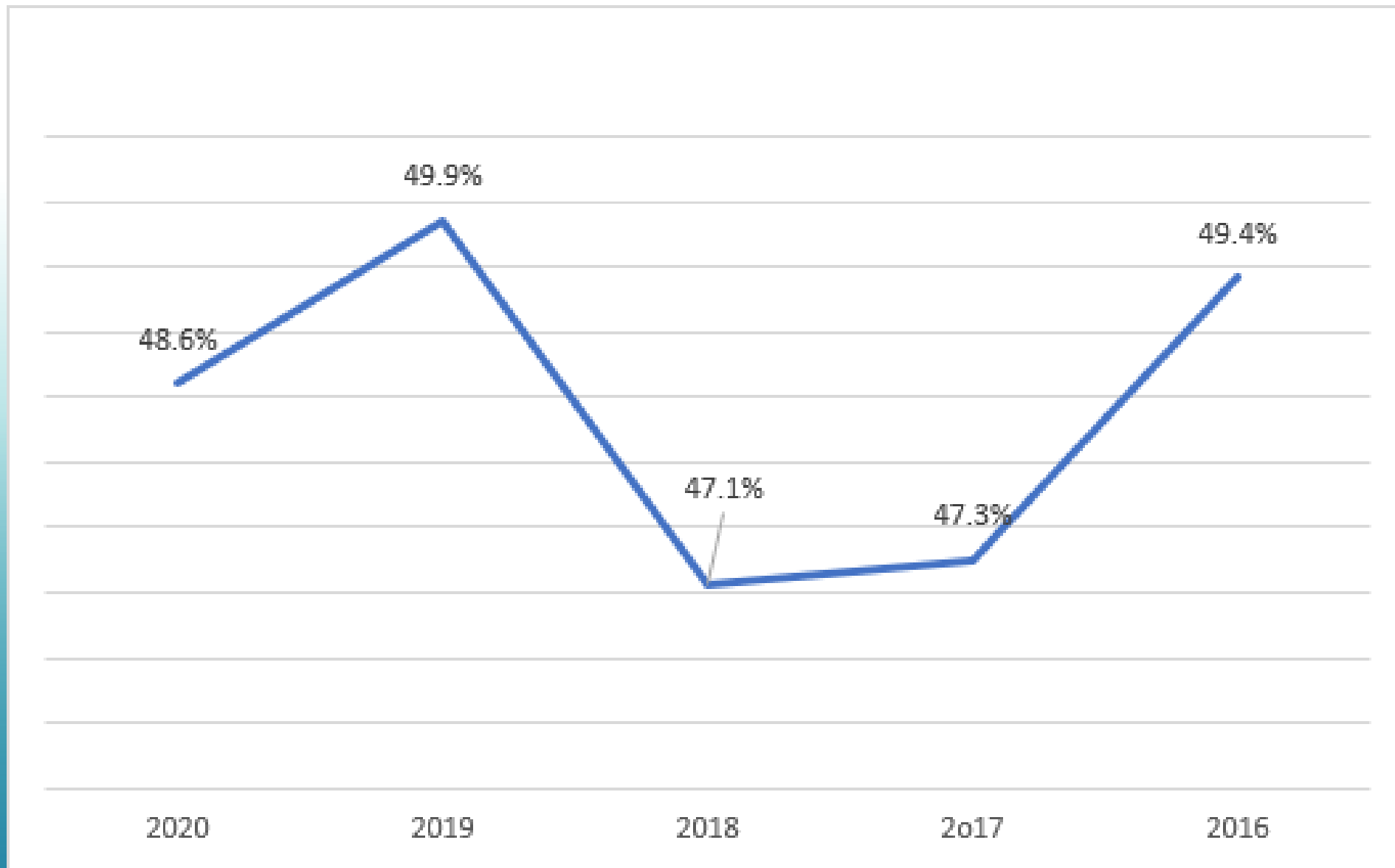
150% GRAD RATE- OVERALL (4-YR Publics)



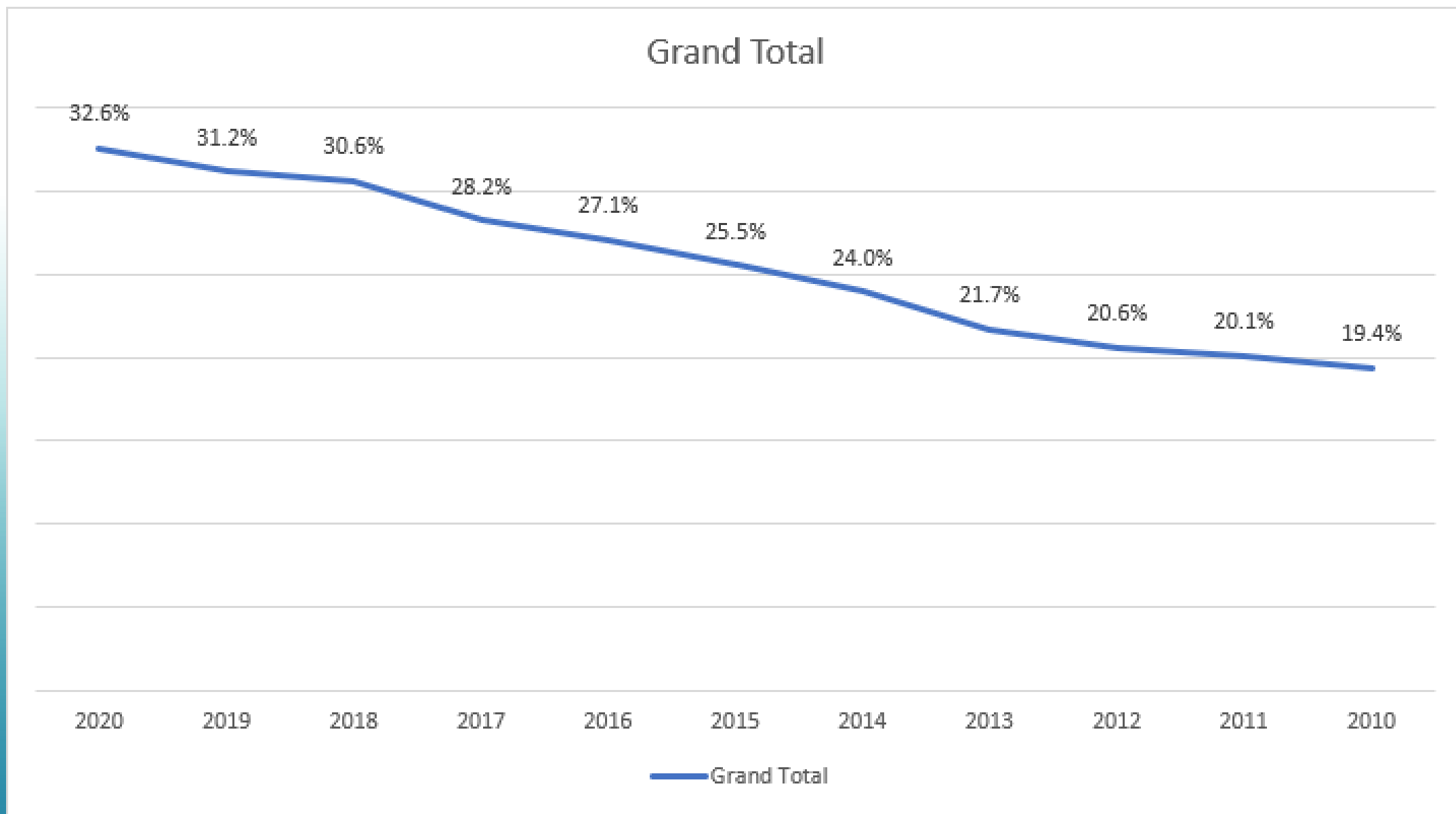
150% GRAD RATE– RACE/ETHNICITY (4-YR Publics)



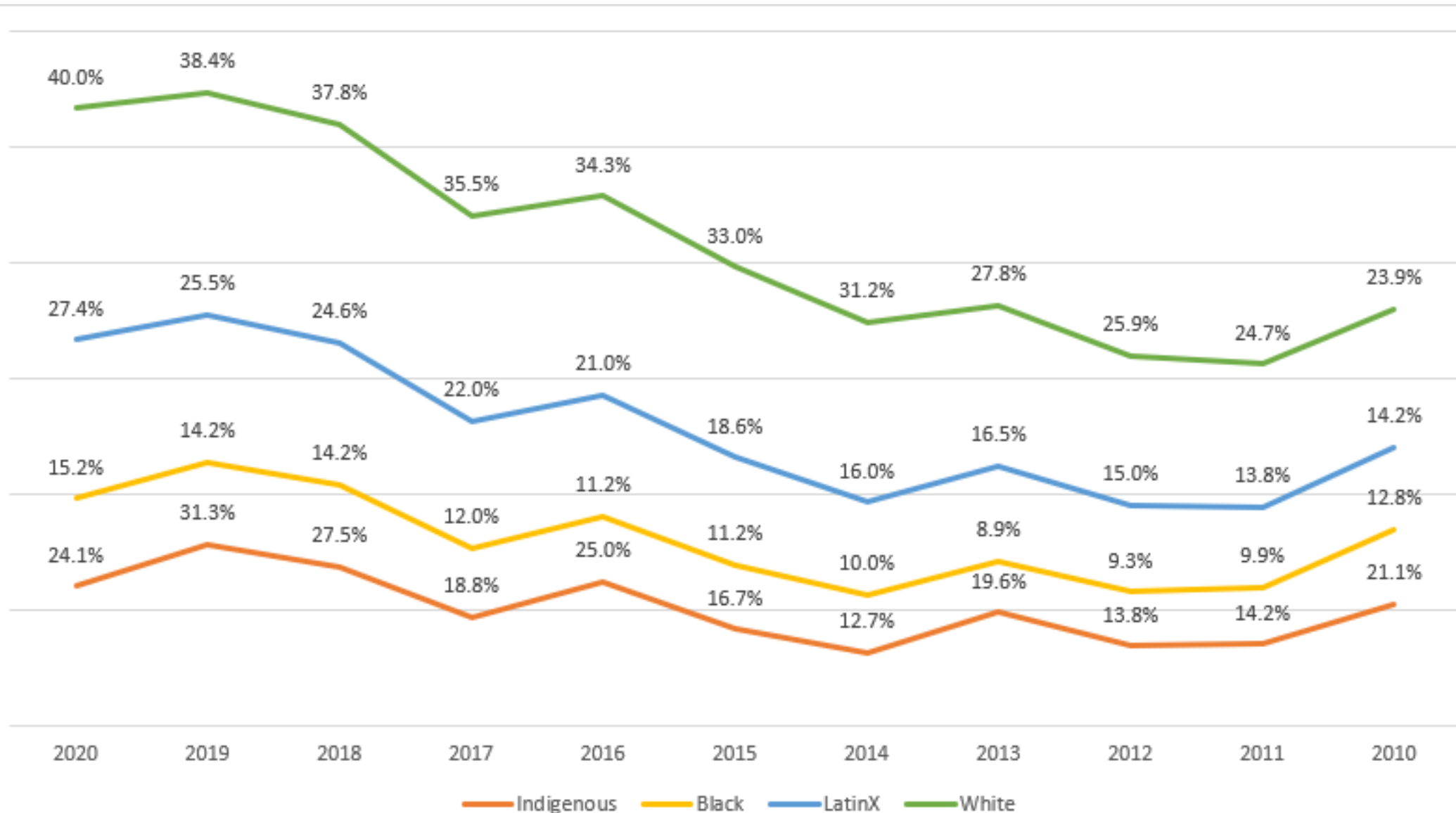
150% GRAD RATE- Pell Grant (4-YR Publics)



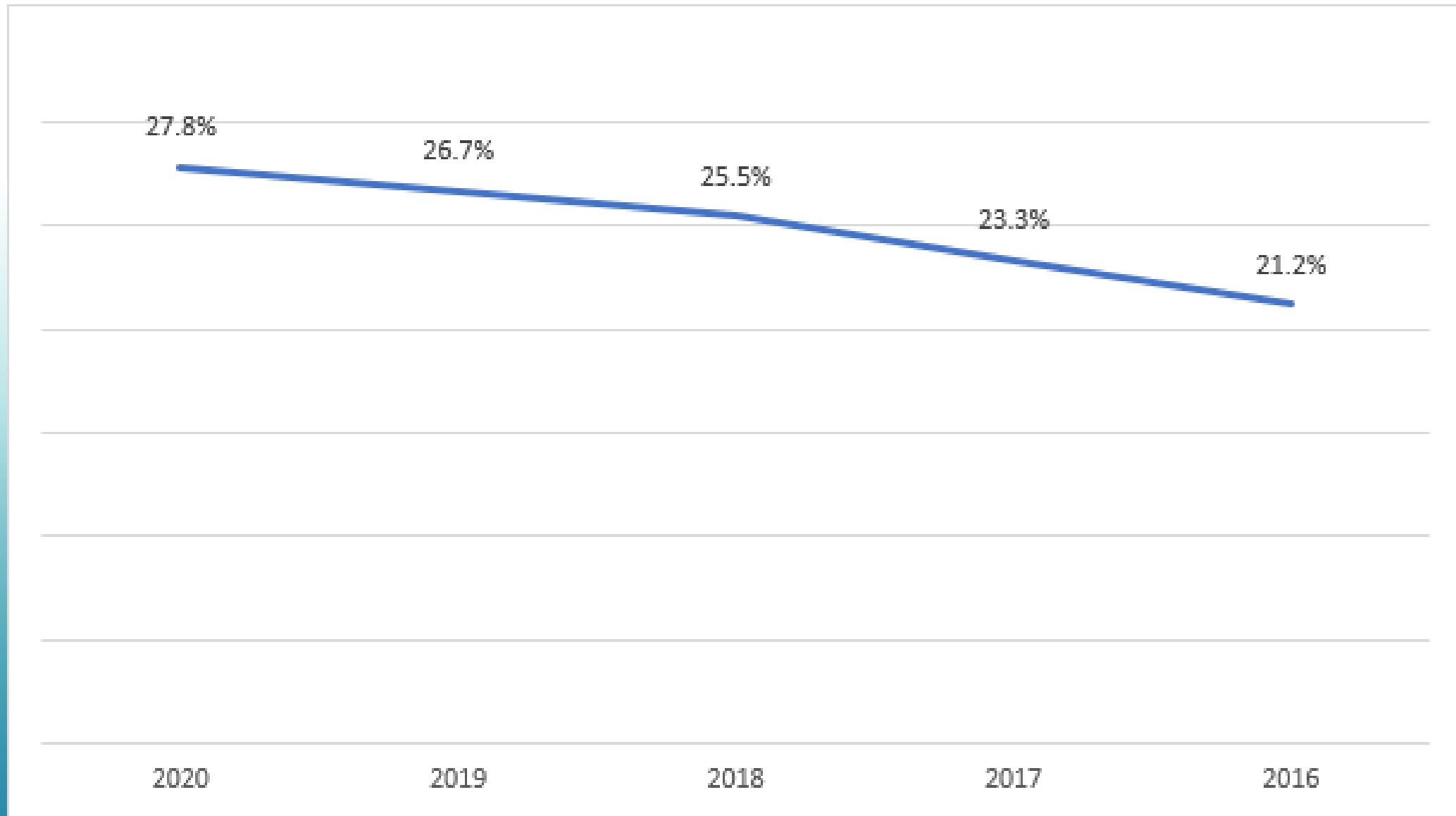
150% GRAD RATE- OVERALL (2-Yr Publics)



150% GRAD RATE– RACE/ETHNICITY (2-Yr Publics)



150% GRAD RATE- Pell Grant (2-Yr Publics)





Next Steps

The Ongoing Work of Equity

- CCA's work on equity continues to evolve.
- We encourage colleges to:
 - Be open to learning information that is challenging.
 - Make changes when needed.
 - Ask a broad range of students to discuss their college experiences and act on the information they share.

EVERY INSTITUTION EVERY STUDENT

We're committed to working with all institutions dedicated to improving college completion. It's why we have one of the most diverse network of colleges in the country.

But many institutions that serve our most vulnerable students have been left out of the college completion movement. So we're working to deepen our connections with institutions serving working students, adult learners, and students of color.



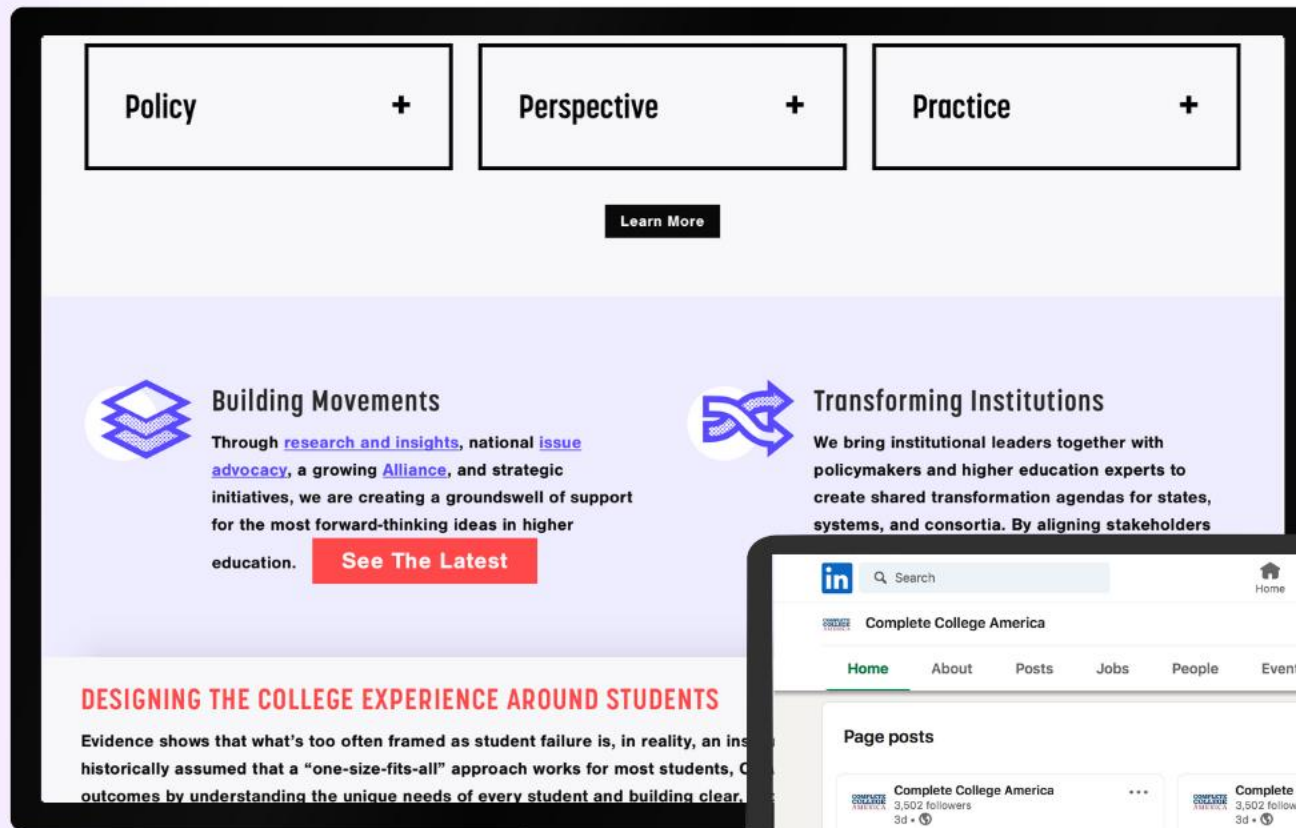
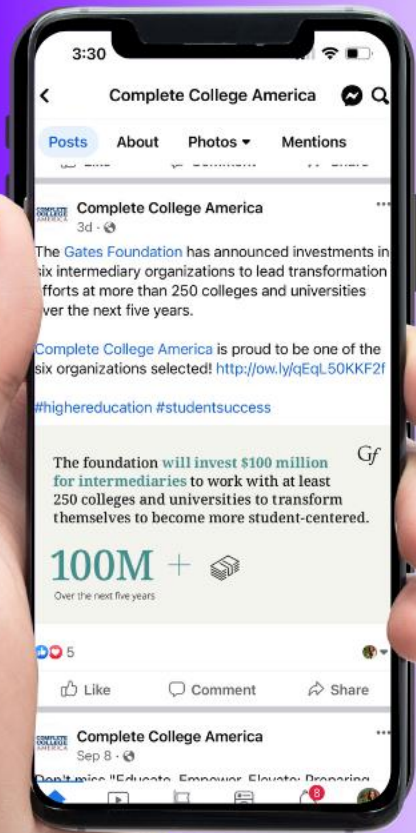
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JOIN THE MOVEMENT

CCA's Alliance includes more than 48 states, higher education systems, and consortia working together to transform policy, practice, and perspective. Our diverse Alliance members are committed to building higher education systems that increase economic opportunity, social mobility, and racial justice.



completecollege.org



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