NO MIDDLE GROUND

ADVANCING EQUITY THROUGH PRACTICE

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Vice President for Alliance Engagement and Institutional Transformation
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

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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CCA and Equity
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

Welcome!

Academic Maps
Flexible Scheduling
Career Exploration

Basic Needs Support
Corequisite Support
360° Coaching

Office of Multicultural Inclusion
Office of Religious Tolerance
Office of LGBTQ+ Support
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.
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.
COMPLETE COLLEGE AMERICA

THE ALLIANCE

Commonwealth of Northern Mariana Islands
Puerto Rico
Houston
Thurgood Marshall College Fund Consortium
CUNY
Complete College Arizona Consortium
Houston

Legend:
- Commonwealth of Northern Mariana Islands
- Puerto Rico
- Thurgood Marshall College Fund Consortium
SYSTEMS APPROACH

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

EQUITY

THE CCA ALLIANCE

POLICY

PERSPECTIVE

PRACTICE

COLLEGE COMPLETION

Economic Opportunity
Social Mobility
Racial Justice

COMPLETE COLLEGE AMERICA
The Work

Building Movements
Engaging the Alliance to rally around a shared vision

Transforming Institutions
Creating opportunities to implement data-driven strategies

www.completecollege.org
PROCESS
Aligning Policy, Perspective, and Practice

1. Identify challenges & opportunities
2. Convene & equip a diverse team
3. Rally around a shared vision
4. Create an action plan
5. Implement & refine

<table>
<thead>
<tr>
<th>POLICY</th>
<th>What policy barriers exist?</th>
<th>Who has the ability to influence policy?</th>
<th>What are the right incentives for change?</th>
<th>What policies do we want to enact and when?</th>
<th>How are we measuring the impact of policy changes?</th>
</tr>
</thead>
<tbody>
<tr>
<td>PERSPECTIVE</td>
<td>What attitudes and beliefs are preventing progress?</td>
<td>Who is shaping the perspectives of our team?</td>
<td>What new mindsets will take us into the future?</td>
<td>How will we engage our peers?</td>
<td>How can we create a culture of continuous improvement?</td>
</tr>
<tr>
<td>PRACTICE</td>
<td>Where are our practices creating inequitable outcomes?</td>
<td>Who is pursuing innovative practices?</td>
<td>What are the practices that will carry us forward?</td>
<td>What resources do we need to change how we work?</td>
<td>How do we execute our strategies?</td>
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</tbody>
</table>
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.
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
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.
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.
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.
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.

<table>
<thead>
<tr>
<th>Joined the Alliance</th>
<th>2010</th>
<th>60 X 25</th>
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<tbody>
<tr>
<td>Attainment Goal</td>
<td>60 X 25</td>
<td>55.2%</td>
</tr>
<tr>
<td>Present Attainment</td>
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COVID’s Impact on Enrollment: Fall 2019 to Fall 2021

- **2-Year Public**: -14.7%
- **4-Year Public**: -1.6%

2020 3-Year Graduation Rate

- On-Time Graduation Rate: 33%
- (14 pp increase)
- 3-Year Graduation Rate: 17%
- (8 pp increase)

2020 6-Year Graduation Rate

- On-Time Graduation Rate: 41%
- (6 pp increase)
- 6-Year Graduation Rate: 63%
- (0 pp increase)
150% Grad Rate - Overall (4-Year 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.
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.
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.