

Change, Student Success & The Shifting Road Ahead

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A Bit About Me and Mine

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- Former Television News Reporter (KVIQ, KSBW, KXTV, KCBS)
- Former PIO at Rio Hondo College (Whittier, CA)
- B.A. – Humboldt State
- M.A. – Long Beach State
- Ph.D. – University of Minnesota in Web-Based Persuasion at 2-year colleges
- Adjunct Faculty: Rio Hondo Community College and Viterbo University
- Faculty: University of Minnesota, Twin Cities
- VP of Advancement, at Western Wisconsin Technical College

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- For 20 years.... Working with two-year colleges **ONLY**
- All staff have 2-year college experience
- We mix academic research with pragmatic marketing
- And just like **THIS IS YOUR LIFE...**

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It's Ours, Too!

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Why I Love Community Colleges...

California's Community Colleges, specifically.

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It's a Strange Place...

In Which We Find Ourselves!

Change.... Some we **don't** want....

Some Can't Happen Soon Enough..

Like Stop it with the Hurricanes, Floods, and Fires.

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They used to be in every home... now, they're predictively in the homes of retired people and families with young children...

How Many of You Still Have Landlines?

You are part of the 49.2%* of the population still hanging on. Each year, 5 – 7% shift to cell phone only.

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Things That Are Going!



*Business Insider, 2017

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Things That Are Gone!

How many people here ...

Had a camera that used film when you were a kid?

Had a disposable camera?

Well, the tech behemoths at Polaroid and Kodak are struggling...

And everyone with a phone has a camera...



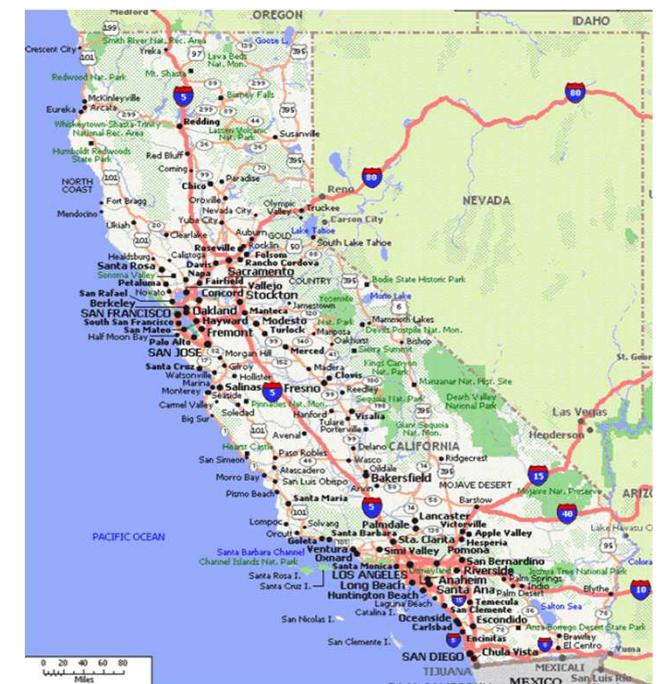
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Things That Are Gone!

What item did everyone have in their glovebox?
Or in your backseat?

Paper maps are dead...
And the companies that made them?
Struggling to catch up to Google and Apple.

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And So Much is Simply ...

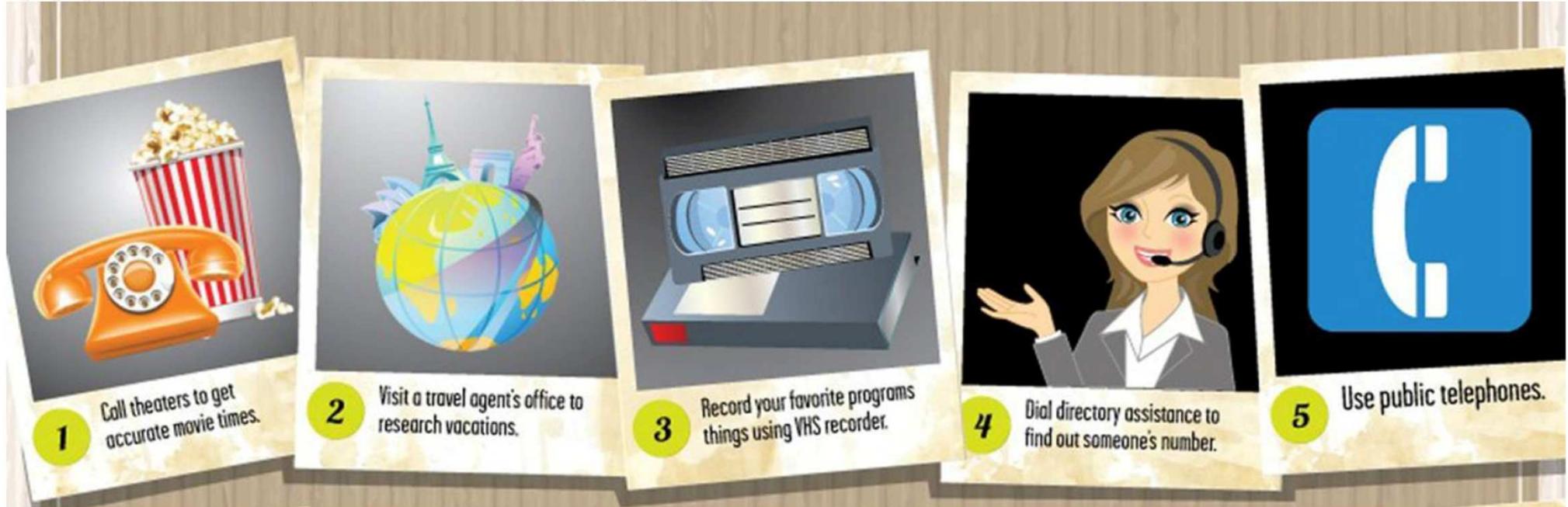
Not a Part of our Lives Anymore.

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We Don't...



We Don't...



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Car Mirrors

Plastic Credit Cards

Cords and Chargers

Human Operators

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And by 2025...

These things will be gone, too:



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And if the World is Shifting...

There is **NO WAY** Education is
NOT in the Eye of the Storm.

Educational Environment

- 70 years after WWII... 2 million returning GIs went to college, and almost ALL of them Graduated
 - **Today, at Community Colleges, that number is 15% for FT and 7% for PT (Hechinger Report, Complete data set 2014)**
- 50 years after, most communities could not build Community Colleges fast enough....
 - **Enrollment at MOST Community Colleges (nationally) is sliding**

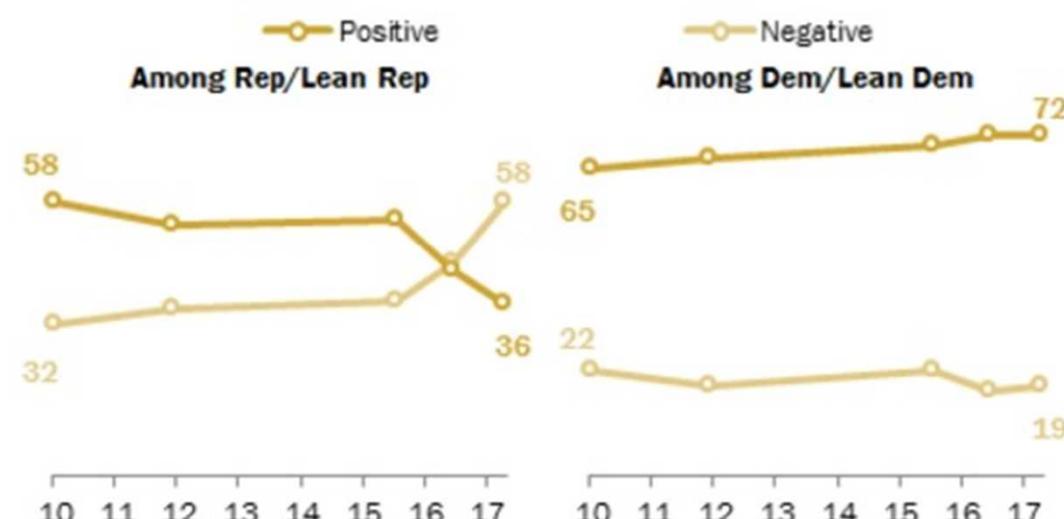
Educational Environment

- 40 years after higher education spawned and fueled -- the creation of Silicon Valley through its incredible base of STEM education...
 - **We are now trying to rebuild the STEM base we (all) once had**
- Completing college used to be about the student's drive to finish... We were supposed to make them run the Gauntlet...
 - **Now, we have significant responsibility to help them persist, as a million environmental factors have changed the equation.**

Education as the Path to Social Mobility is Seen as “Fake News” by Many

Since 2015, Republicans’ views of the impact of colleges have turned much more negative

% who say colleges and universities have a ___ effect on the way things are going in the country



Note: Don't know responses not shown.

Source: Survey conducted June 8-18, 2017.

PEW RESEARCH CENTER

ews 2017

republicans and Republican leaning now
on the “way things are going”

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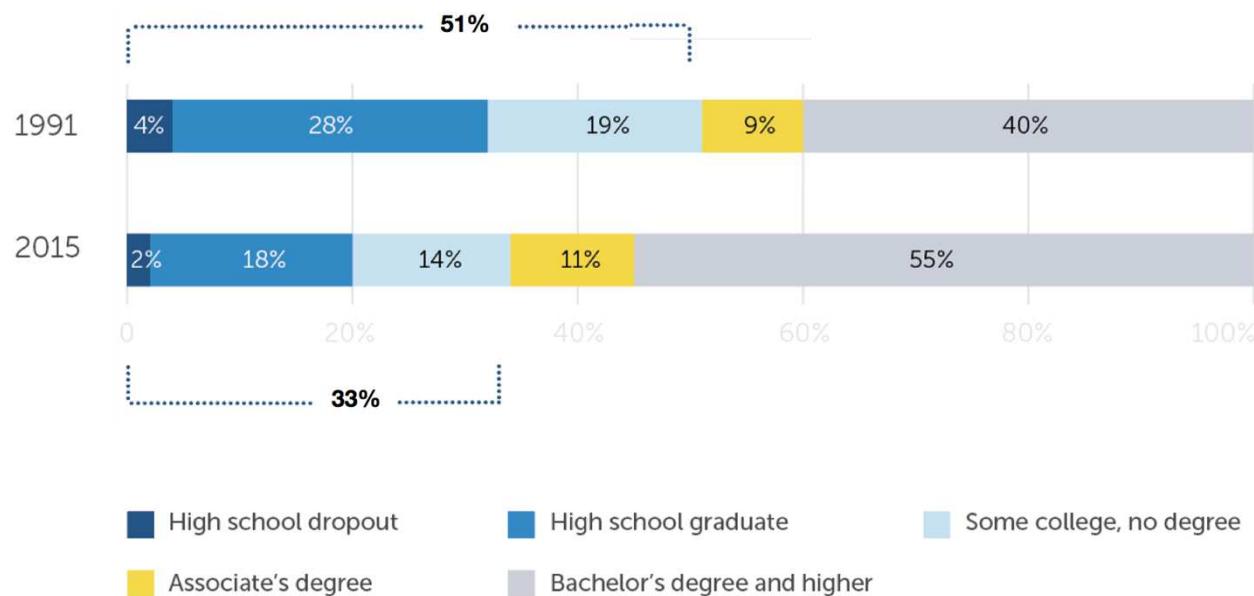
The Belief in Education as a Game-Changer?

- Poll of white, working class voters by Brodnitz/Normington for Democrats (July 2017)

<http://static.politico.com/f2/08/7cab64cb4a0a91a46b57a9a7784a/house-majority-pac-poll.27.pdf>

- **57% say a college degree “would result in more debt and little likelihood of landing a good-paying job”**
- **83% say a college degree was “no longer any guarantee of success in America”**

Between 1991 and 2015 the share of good jobs going to workers without a BA or AA fell from 51% to 33%.



Source: Georgetown University Center on Education and the Workforce analysis of *Current Population Survey Annual Social and Economic Supplement* (March), 1992-2016.

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so...

NEVER have we been so needed...

NEVER have we been less trusted...

NEVER have we had this much change in this short a time.

The Agricultural-to-Industrial Age shift was a freaking *cake-walk*!

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So Here We Are...

In incredibly turbulent times...

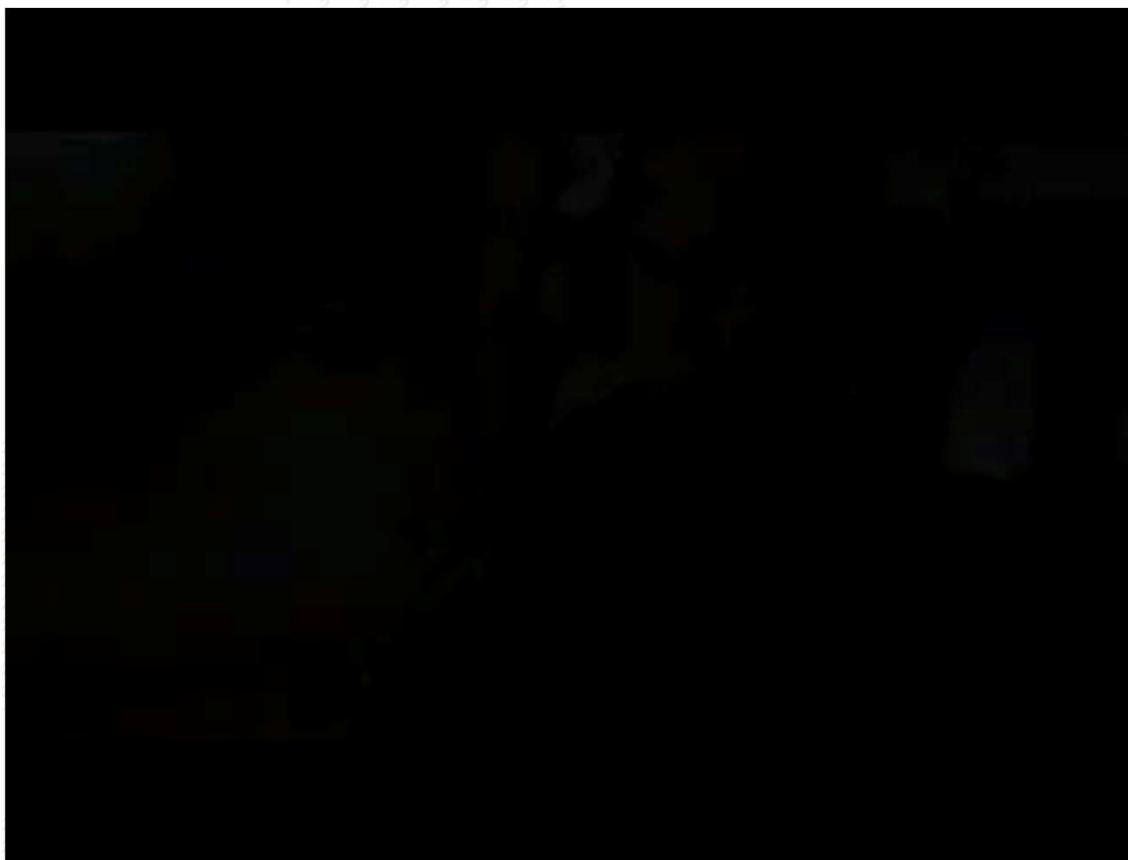
With the need to (dare I say it?) *pivot...* 😊

Responding to the Calls to Change...

(IEPI, CTE, Guided Pathways and shifts at the college, community and class level...etc.)

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We Have Day Jobs...
And It's Not like Change is easy.



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So... What to Do?

A Reality Check...

5 Things We Must Do...

One More Thing...

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A Reality Check...

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- FIRST Inquiry
- Application
- Assessment
- Counseling
- Transcripts etc.
- Registration
- Payment Day
- Day One

\$100	\$100
+\$50	\$150
+200	\$350
+300	\$650
+\$200	\$850
+\$250	\$1,100
+\$300	\$1,400
+\$500	\$1,900

Why We All Care Money Side

PLUS THE LOSS OF

- Year 1 of FTEs
- Year 2 of FTEs

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I HATE Talking About Money and Students....

But Nothing Runs... If We Don't

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- They are risking:
 - Their Money
 - Their Families
 - Their Jobs
 - Their Lives
- Because *they believe us* when we say “education will change your stars.”
- The more students that end up with the college debt, *without* the college degree...

Why We **REALLY** Care Student's Lives

**The More Distrust
Grows.**

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5 Things We **MUST DO**

Right Now

For Our Students...

Our Colleges...

Ourselves.

So We Don't Break Ourselves...

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#1:

We Must...

Move it. Move it.

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We Tend to Take a While to Fix Broken Things.

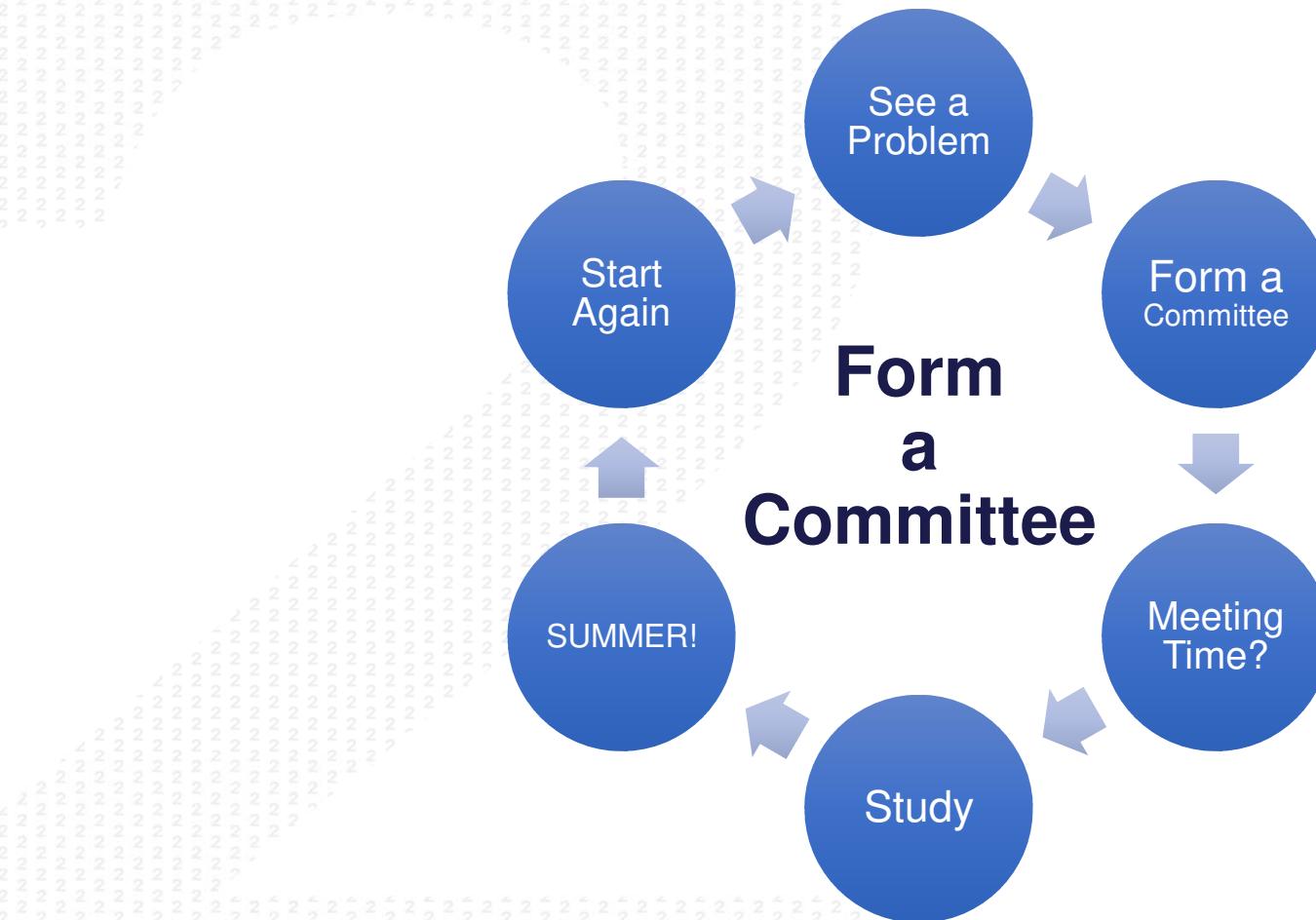
A problem or need is identified...
and our solution process is... um, er, uh...

... Assign it to someone else

... Wait for it to change

And the dreaded...

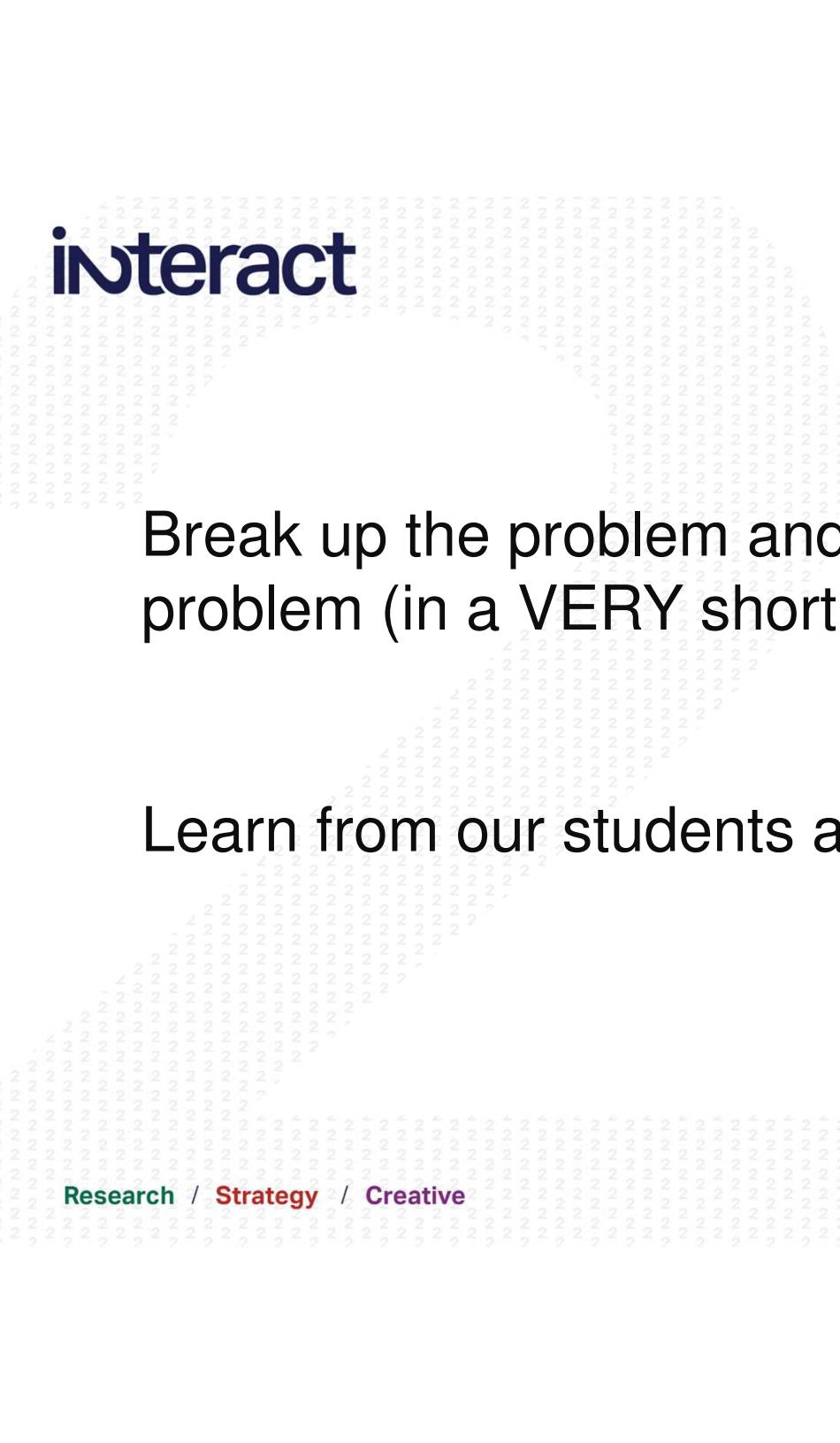
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Examples?

Study Signage for 2 Years
Three Years to a Retention Plan



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What Works?

Break up the problem and ask a team to solve ONE problem (in a VERY short time [2 weeks])

Odessa and Marketing

Learn from our students and embrace the fast fail.

Seattle and Giveaways

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#2:

Embrace the New Stuff

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We are in the Post- “Rinse and Repeat” World

Our students are not US.

They need different things than we did.

Changes are shocking... but necessary.

*Cal State and the move away from Placement Testing
Embracing Guided Pathways*

Will these things solve our Retention/Graduation Rates?

*I don't know... but what we are doing is not
getting us the outcomes we want.*

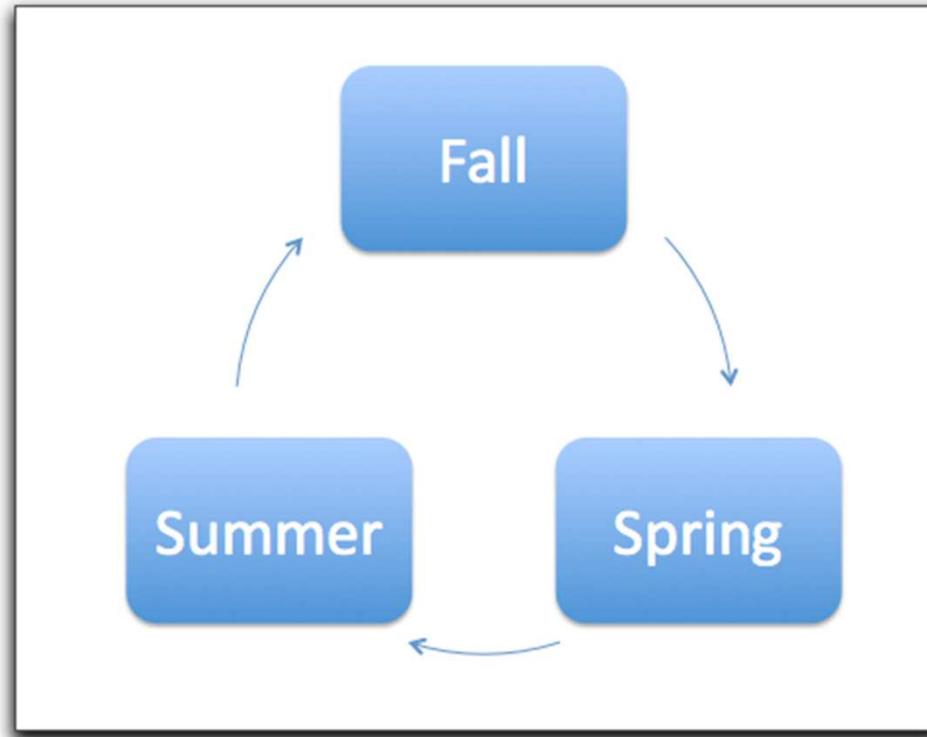
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The Merry-Go-Round
is now a Roller Coaster

Old Movie: Parenthood

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Over and Over and Over



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Examples of Waiting Too Long

Anything that you are still doing that your predecessor did, and you have no idea why?

The more we hold on to old things that don't work... the less bandwidth we have to try new things that MAY or MAY NOT work.

Evening Open House... Alone.
Facebook...
Reddit...

Find the mission-critical “thing”
that you are studying to death
(Theoretical Approach)

Try a controlled change... Make a small change
and make it bigger if it works... Or, *move on.*
(Experimental Approach)

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Think of It This Way...

We see ourselves as the Senate.

Deeper Thinkers
Slow to Shift
More Deliberative

But We Market Ourselves as the House...

Quick to Adapt
Fast to Engage in Changes
More Responsive to the Workplace
(compared to 4-year colleges)

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#3:

RADICAL IDEA

Your Time is NOT Free.
Measure the REAL Cost of Ideas.

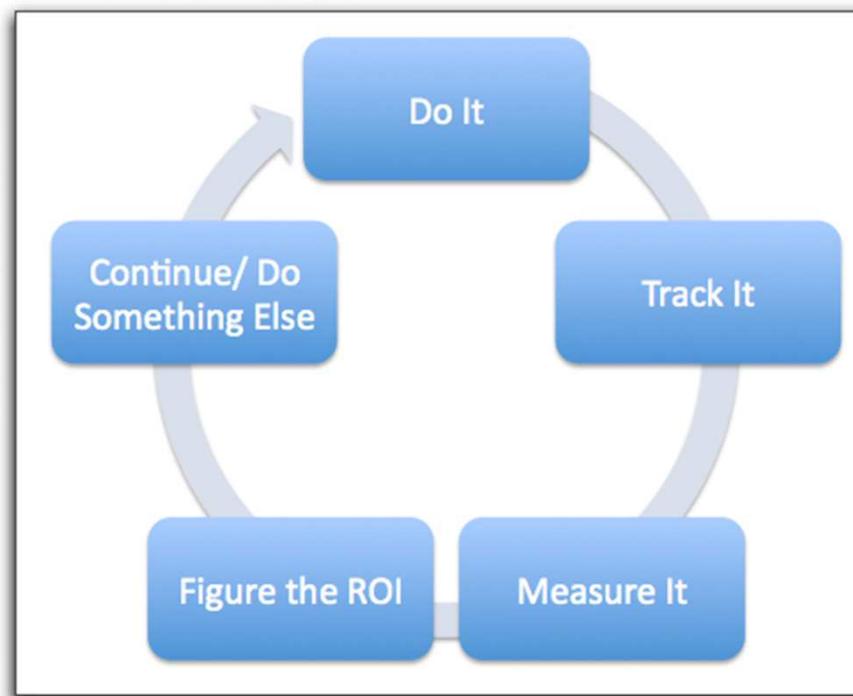
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Don't Just Measure Outcomes... Measure the Work Involved.

Dump the
DRAINING Ones

Do the Math:
Hours Per Outcome

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*If you don't...
You will NEVER have the
bandwidth to do new things*

Time on Task

Objective Outcome
-Calls
-Hits
-Satisfaction

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What Works?

Find what is eating up resources that you need...

That you know in your heart is not working...

Stop doing that, and give others the power to do the same thing.

Try something *different*...

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**There is Only a “Little” Home-Field
Advantage...**

#4.

...by being the “local” college

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But the Message Cannot Be...

Affordable...

Accessible...

Close-to-Home.

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*Shortcuts to make fast and painless decisions...
Cognitive processing patterns we have developed.*

Common Heuristics

Cost = Quality

Rare = Value

Competition = Best

Far Away = Exotic

More People Agree = Truth

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So...

When we say “Affordable”...
They hear “Cheap”.

Cost = Quality... So Low Cost = No Quality

Who Does It Well?
Private Schools
Schools that Invest in “Scholarships”

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So...

When we say "Accessible"...

They hear "No Competition".

Who Does it Well?

Schools that make students feel "special"

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So...

*When we say Close to Home....
They hear Not Rare, Not Far Away...*

Exotic = Unique, Special *Like Every one of you.*

Not Exotic... Same old Same old. Nothing Special.

Who Does It Well?

*Schools that tie themselves to fast-entry into the
Big, Wide World of Work*



The Good News is...

The Community has absorbed those messages

In almost every survey... they POP.

The Bad News is...

They make us mundane.

They make us the “best-kept secret.”

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What Works?

Knock it off.

*Your Brand MUST be Unique so students
have a real choice...*

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#5

Silos & the Us/Them Mentality

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It's Simple, Really...

- The Nature of our Job is to Classify
 - a. Grades
 - b. Assistance level
 - c. Education Track
 - d. So we come with **HUNDREDS of gradients** to our perspective

- As is...
 - a. Military
 - b. Police
 - c. Hospitals
- Silos are TENSE Places
 - a. Hinge on elite “technical experts”
 - b. There is a dynamic tension between the experts and leadership
 - c. You are in our Silo... or you are not.

We Are Not Alone in this..

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This Tension...

Between the people who **DO** the main work...
and

Those who lead or *do not* do the main work...
Feeds the “Us v. Them” dichotomy.

My silo is great... yours is causing the problems.

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Colleges that Break their Silos Are...

Quicker to Make Shifts

More Flexible

More Resilient

More *Happy*

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Colleges Can Change... *and Fast!*

But it's like the old trope....

How Many Psychologists Does it Take to
Change a Light bulb?

**One... But the light bulb has to
WANT to change.**

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They Just Aren't **GOOD** for Us.

So... Silos Are Natural

The Truth is:
We are all in this together.

We Sink...We Swim...
Together.

And So Do Our Students

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Student Don't Remember the Silo...

They Remember the Experience...

Recruitment? Everyone's Job.

Just like welcoming and embracing students...

Retention? Everyone's Job.

Just like supporting students...

Example? Hawaii

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SOMEDAY, WHEN YOU HAVE TIME...

I HAVE 50 WAYS TO LEAVE YOUR SILO...

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One More Thing...

While there are Many Things we Need...

We Must...

Do Better...

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Never Doubt The Work You Do...

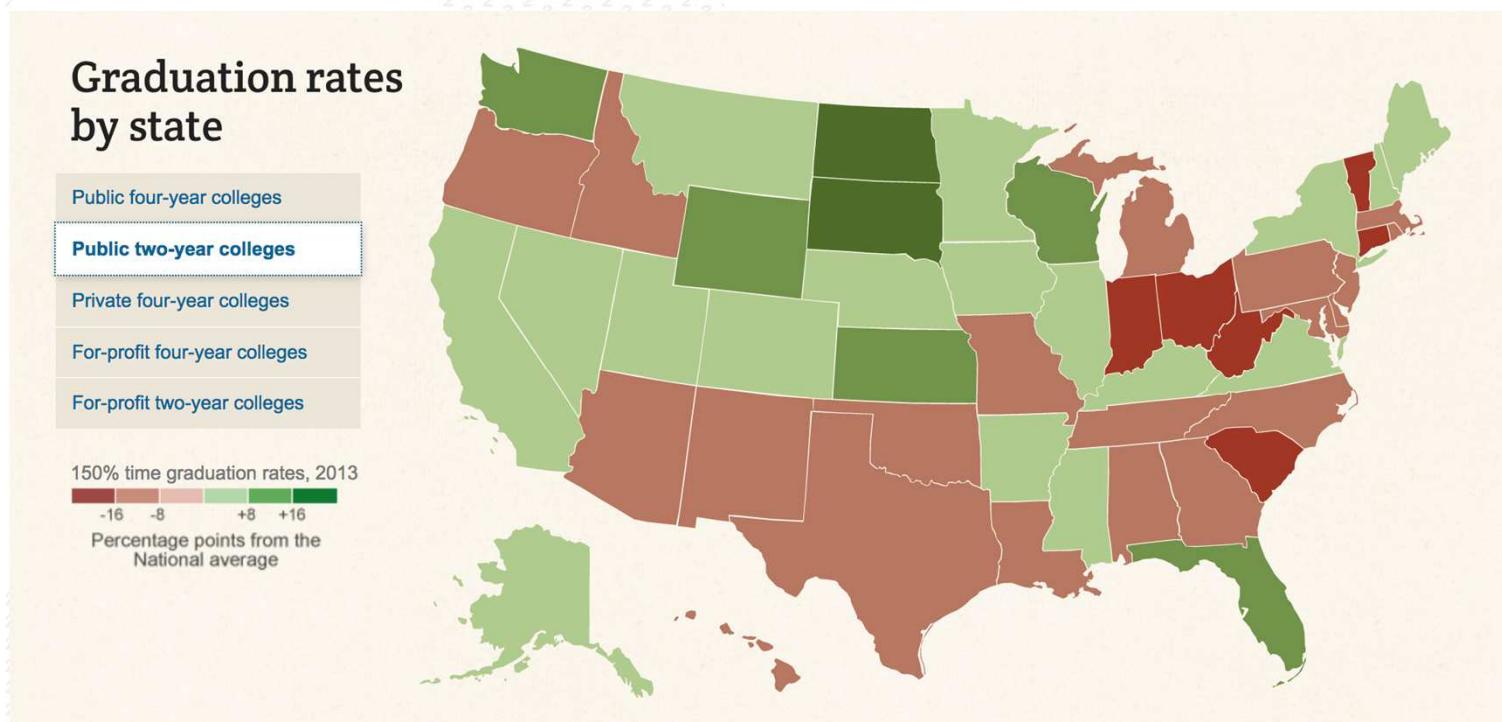
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We Hear A Lot About How “Bad” Our Graduation Rates Are...

Graduation: We (And Our Students) Struggle



National Rate: 23% in 150% of time

We (And Our Students) Struggle

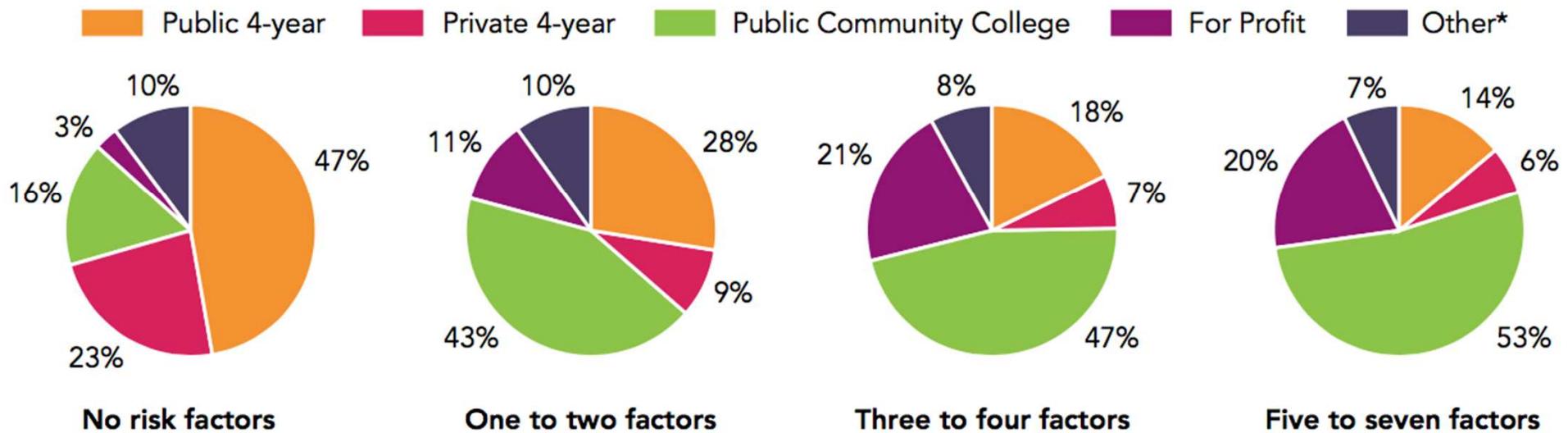
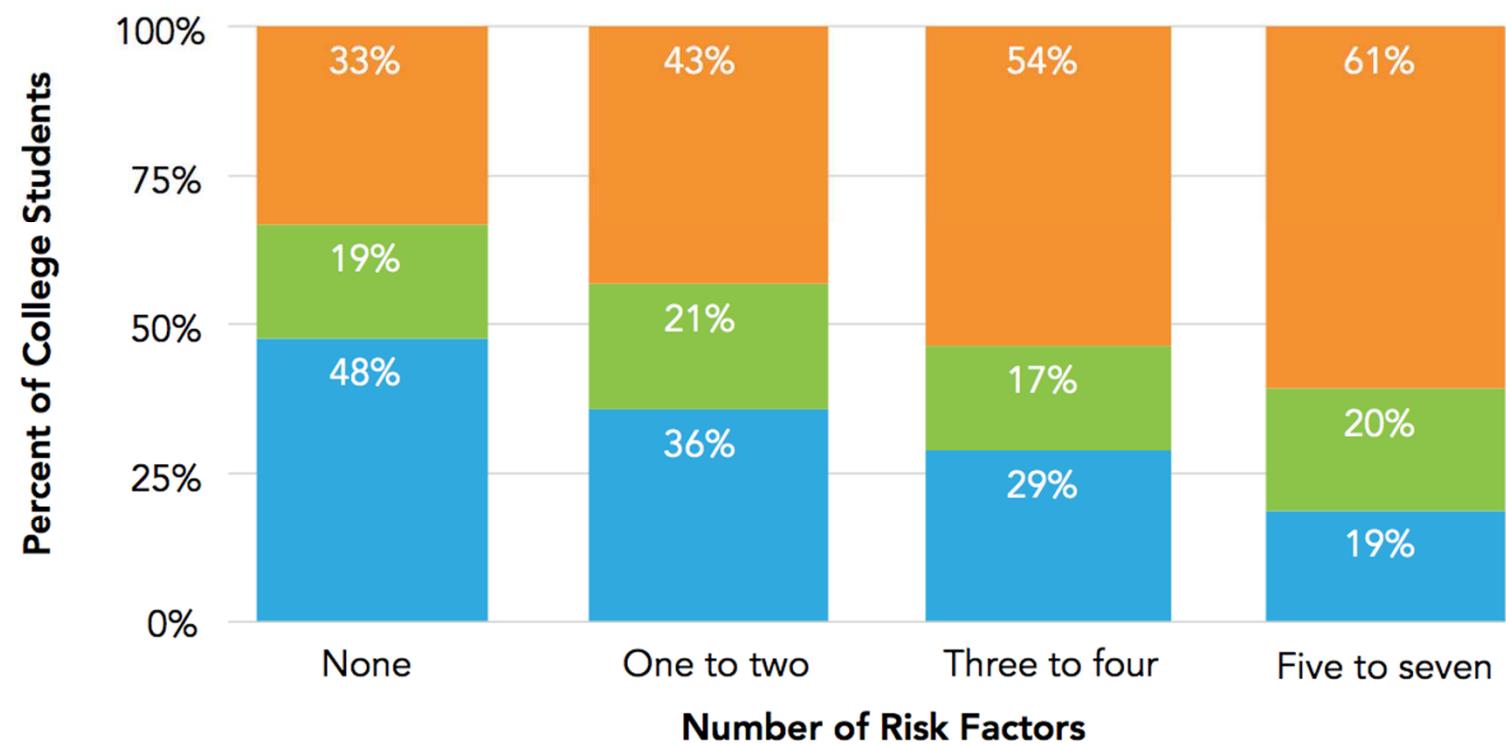


Figure 2. Distribution of Risk Factors by Sector: 2011-2012

Source. Author's analysis of National Postsecondary Student Aid Study (NPSAS:12) using PowerStats (<https://nces.ed.gov/datalab/powerstats/default.aspx>).

> Risk Factor = > Stop Out Danger

- Graduated
- Persisted
- Stopped Out



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Our Students... With All Their Risk Factors...

Dare Great Things...

They are willing to try...
Because They Believe Education Will Change Everything.

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We Need to Meet Their Courage
to Grow and Change...

With Our Own.

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So... We Have Work To Do

5 Things To Do Now

1. We Must Move it... Move it.
2. Embrace New Stuff
3. Radical Idea... Count Your Time as Cost
4. Home Field Advantage is gone
5. Silos Don't Help Us

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Remember The Decision to Come To Community Colleges...

Is Not a Logical One.

It's an Act of Hope and Aspiration.

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Every. Single. Day.

We Need to Be Better...For Them.

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