A More Unified Community College:
Strategies and resources to align non-credit and credit programs

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Contributors to the Study

Achieving the Dream
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Association of Community College Trustees
Austin Community College, TX
Blue Ridge Community College, NC
Brookings Institute
California Community Colleges
Capital One Foundation
City University of New York
Community College Research Center
Council for Adult and Experiential Learning
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Dallas College, TX
Delgado Community College, LA
Florida Department of Education
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Harford Community College, MD
HCM Strategists
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Ivy Tech Community College, IN
Kentucky Community and Technical College System
Kirkwood Community College, IA
Lane Community College, OR
Louisiana Community and Technical College System
Monroe Community College, NY
National Council of Workforce Education
North Carolina Community College System
North Central State College, OH
Ohio Department of Higher Education
Prince George’s Community College, MD
Rand Corporation
Rural Community College Alliance
Rutgers University, Education and Employment Resource Center
Salt Lake Community College, UT
Sinclair Community College, OH
Tennessee Colleges of Applied Technology
Urban Institute
Virginia Community College System
Washington State Board for Community and Technical Colleges
White Mountains Community College, NH
Yavapi Community College, AZ
Rationale
Short-term training programs can provide a timely solution for the high number of non-credentialed workers who have been displaced as a result of the coronavirus pandemic.
...but racial tracking is a serious risk.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Earnings of High School Educated Worker</th>
<th>Earnings of Certificate Holder</th>
<th>Certificate Premium Over High School (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>$24,020</td>
<td>$27,864</td>
<td>16%</td>
</tr>
<tr>
<td>White</td>
<td>$26,011</td>
<td>$29,653</td>
<td>14%</td>
</tr>
<tr>
<td><strong>African-American</strong></td>
<td>$22,421</td>
<td>$24,887</td>
<td>11%</td>
</tr>
<tr>
<td>Asian and other</td>
<td>$22,160</td>
<td>$26,592</td>
<td>20%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>$19,086</td>
<td>$26,911</td>
<td>41%</td>
</tr>
<tr>
<td><strong>Men</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All</td>
<td>$34,796</td>
<td>$44,191</td>
<td>27%</td>
</tr>
<tr>
<td>White</td>
<td>$39,107</td>
<td>$47,320</td>
<td>21%</td>
</tr>
<tr>
<td><strong>African-American</strong></td>
<td>$27,559</td>
<td>$35,000</td>
<td>27%</td>
</tr>
<tr>
<td>Asian and other</td>
<td>$30,966</td>
<td>$38,398</td>
<td>24%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>$27,718</td>
<td>$39,914</td>
<td>44%</td>
</tr>
</tbody>
</table>

Source: Georgetown Center on Education and the Workforce

African-American certificate holders receive the lowest wages and one of the smallest wage premiums.

Heightened awareness of the impact of systemic racism has created greater urgency to ensure short-term, non-credit training is not the end point for people of color.
The division between non-credit & credit is severe.

<table>
<thead>
<tr>
<th>Differences</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programmatic Differences</strong></td>
<td><strong>Duplication</strong></td>
</tr>
<tr>
<td>• Structure</td>
<td></td>
</tr>
<tr>
<td>• Credit Designation</td>
<td></td>
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<tr>
<td>• Value Determination</td>
<td></td>
</tr>
<tr>
<td><strong>Stakeholder Differences</strong></td>
<td><strong>Real &amp; Perceived Stratification</strong></td>
</tr>
<tr>
<td>• Students/Student Experiences</td>
<td></td>
</tr>
<tr>
<td>• Faculty &amp; Staff</td>
<td></td>
</tr>
<tr>
<td><strong>Operational Differences</strong></td>
<td><strong>Inefficiencies</strong></td>
</tr>
<tr>
<td>• Funding &amp; Financial Aid</td>
<td></td>
</tr>
<tr>
<td>• Student Services</td>
<td></td>
</tr>
<tr>
<td>• Technology</td>
<td></td>
</tr>
</tbody>
</table>
A call for change.
Envision an institution that better prepares students with the skills and knowledge to succeed and continuously grow in their chosen field by allowing students from both workforce and degree programs to seamlessly interface and transition across the other.
A New Framework for Alignment
A New Framework for Alignment & Integration

1. TREAT ALL STUDENTS AS STUDENTS
2. BUILD PATHWAYS BETWEEN NON-CREDIT & CREDIT CREDENTIALS
3. ALIGN DEPARTMENTS & GOVERNANCE
4. MAKE PROGRAMS CREDIT-WORTHY OR CREDIT-BASED
5. REMOVE BARRIERS TO TRANSITION
Starting Points to Implement the Framework

Starting Point 1: Removing the Structural Divide

Starting Point 2: Developing Bridge Tools to Award Credit

Starting Point 3: Making Industry Focused Programs Credit-Based

Starting Point 4: Reorienting for Demand-Driven Pathways
Getting Started Guides
Quick Start Guide for Institutions & Systems

Choose a strategy.

Articulate a vision.

Engage stakeholders.

Identify initial pathways.

Align student services and admin. operations.

Understand the data.

Select bridge tools.

Make it known.
Quick Start Guide for States

1. Connect to other state priorities
2. Employ legislation if needed
3. Institute accountability
4. Create the enabling conditions
5. Use policy & regulation to address barriers
6. Incentivize with funding
7. Provide aid & additional support to students
Quick Start Guide for Stakeholders

1. Start where you are.
   - Be a voice for students.
   - Make connections.

2. Promote pathways.
   - Collect and share data.
   - Create alignment in your area.
Today’s Panelists

Dr. Christine Barrow
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Prince George’s Community College

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Cuyahoga Community College