



Education
Strategy
Group

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

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Blue Ridge Community College, NC

Brookings Institute

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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

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Florida Department of Education

Georgetown University, Center for Education and the Workforce

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

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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

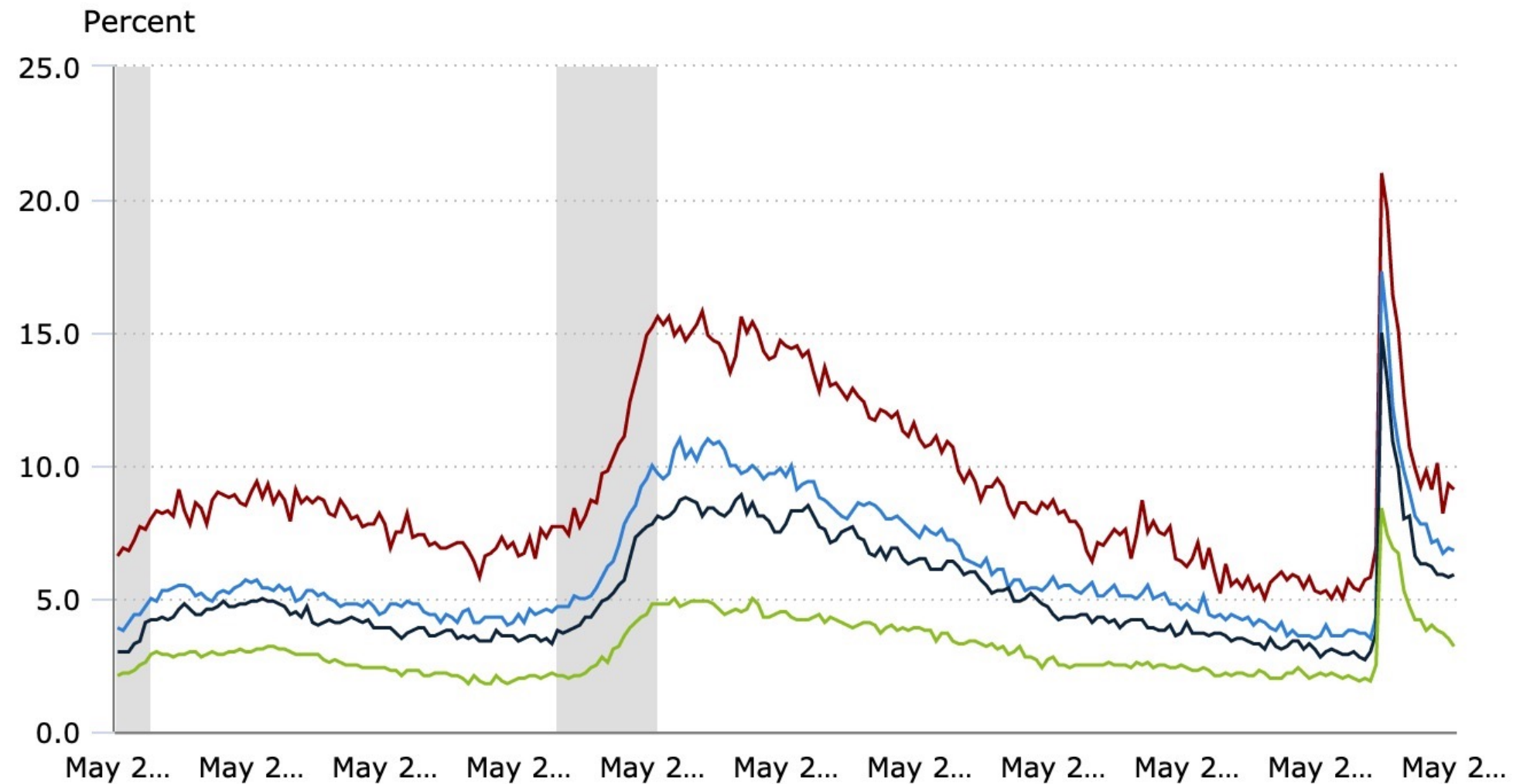
Millions of Americans are still **looking for work...**

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

Unemployment rates for persons 25 years and older by educational attainment, seasonally adjusted

Click and drag within the chart to zoom in on time periods

- Less than a high school diploma
- High school graduates, no college
- Some college or associate degree
- Bachelor's degree and higher



Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

Source: U.S. Bureau of Labor Statistics.



...but **racial tracking** is a serious risk.

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

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 the not the end point for people of color.

The division between non-credit & credit is severe.

Differences

Results

Programmatic
Differences

- Structure →
- Credit Designation →
- Value Determination →

Duplication

Stakeholder
Differences

- Students/Student Experiences →
- Faculty & Staff →

Real &
Perceived
Stratification


Operational
Differences

- Funding & Financial Aid →
- Student Services →
- Technology →


Inefficiencies



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

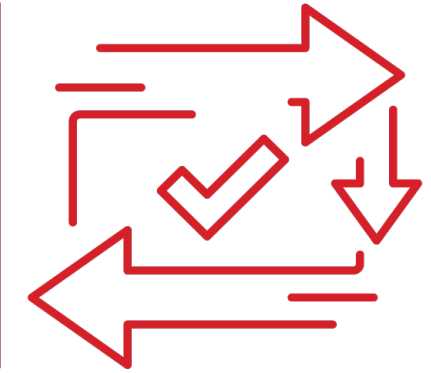
A New Framework for Alignment & Integration



TREAT ALL STUDENTS AS STUDENTS

1

**BUILD PATHWAYS BETWEEN
NON-CREDIT & CREDIT CREDENTIALS**



2

ALIGN DEPARTMENTS & GOVERNANCE



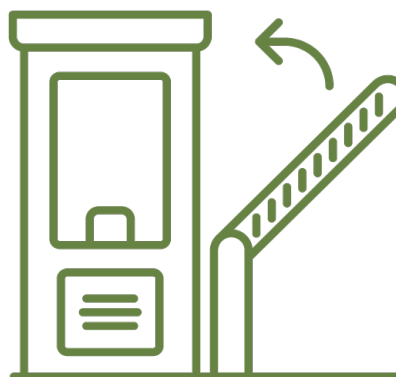
3

**MAKE PROGRAMS CREDIT-WORTHY
OR CREDIT-BASED**



4

REMOVE BARRIERS TO TRANSITION



5

Starting Points to Implement the Framework

Starting Point 1:
Removing the Structural
Divide

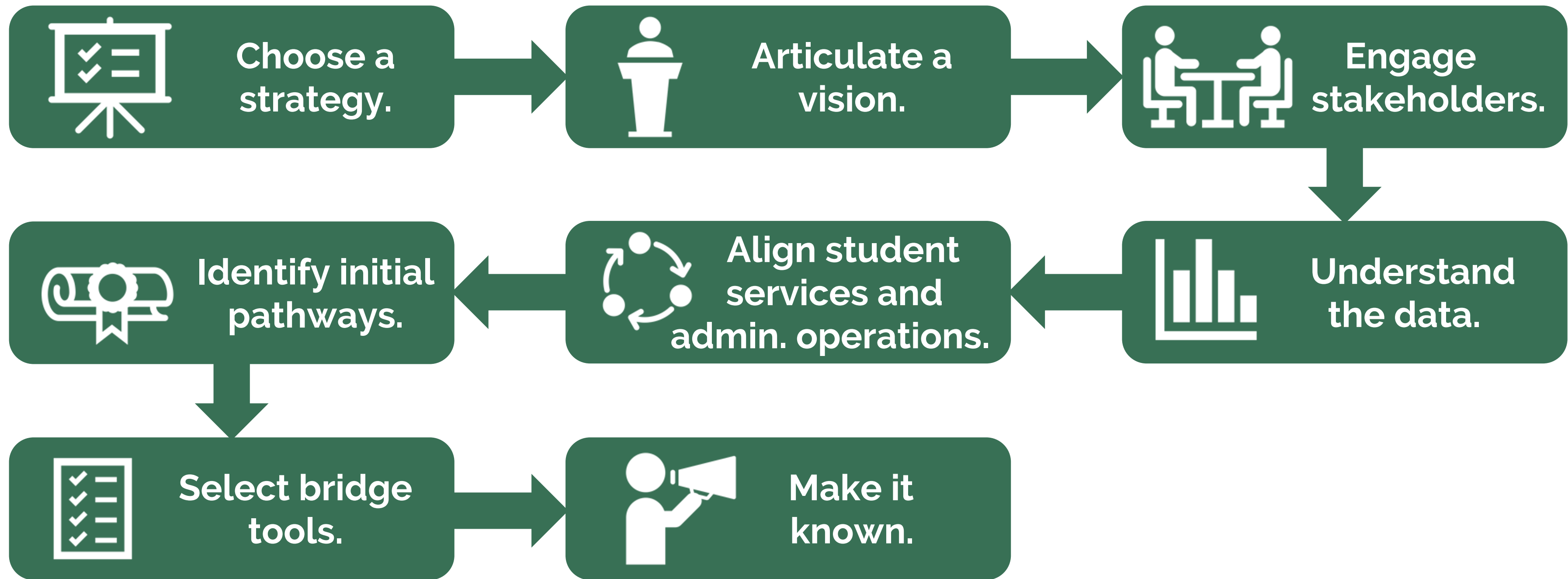
Starting Point 2:
Developing Bridge Tools
to Award Credit

Starting Point 3: Making
Industry Focused
Programs Credit-Based

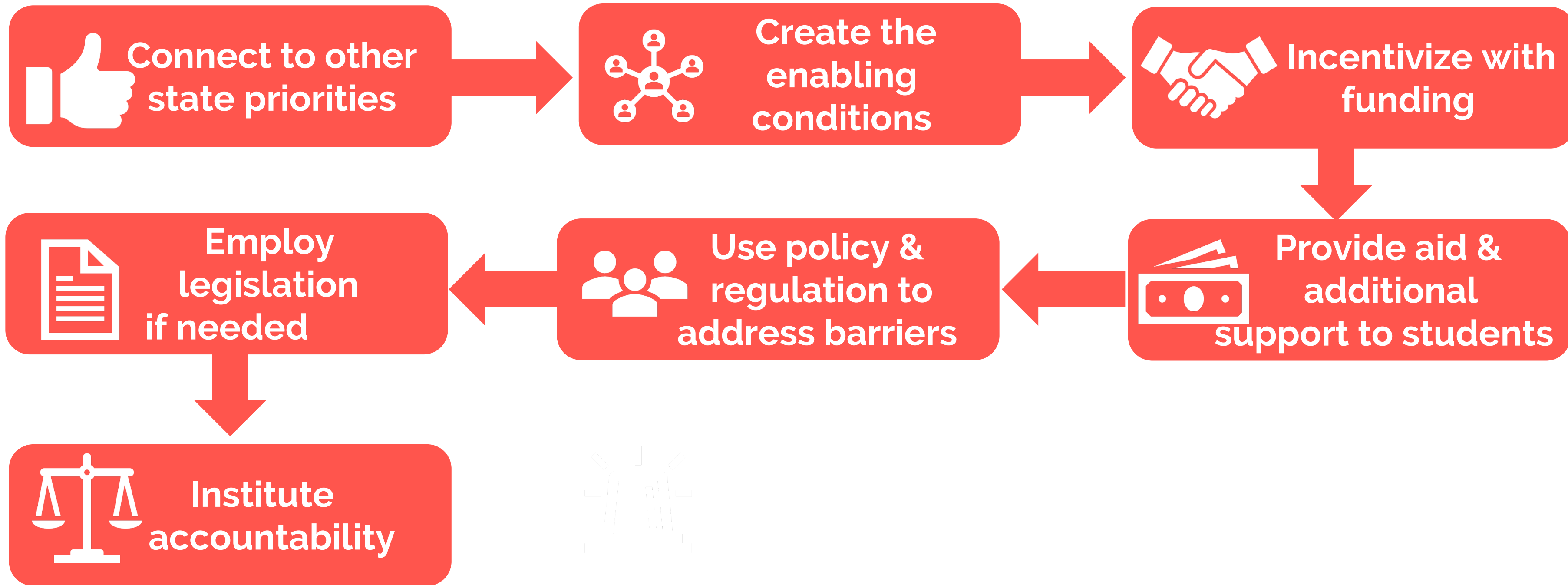
Starting Point 4:
Reorienting for
Demand-Driven
Pathways

Getting Started Guides

Quick Start Guide for Institutions & Systems



Quick Start Guide for States



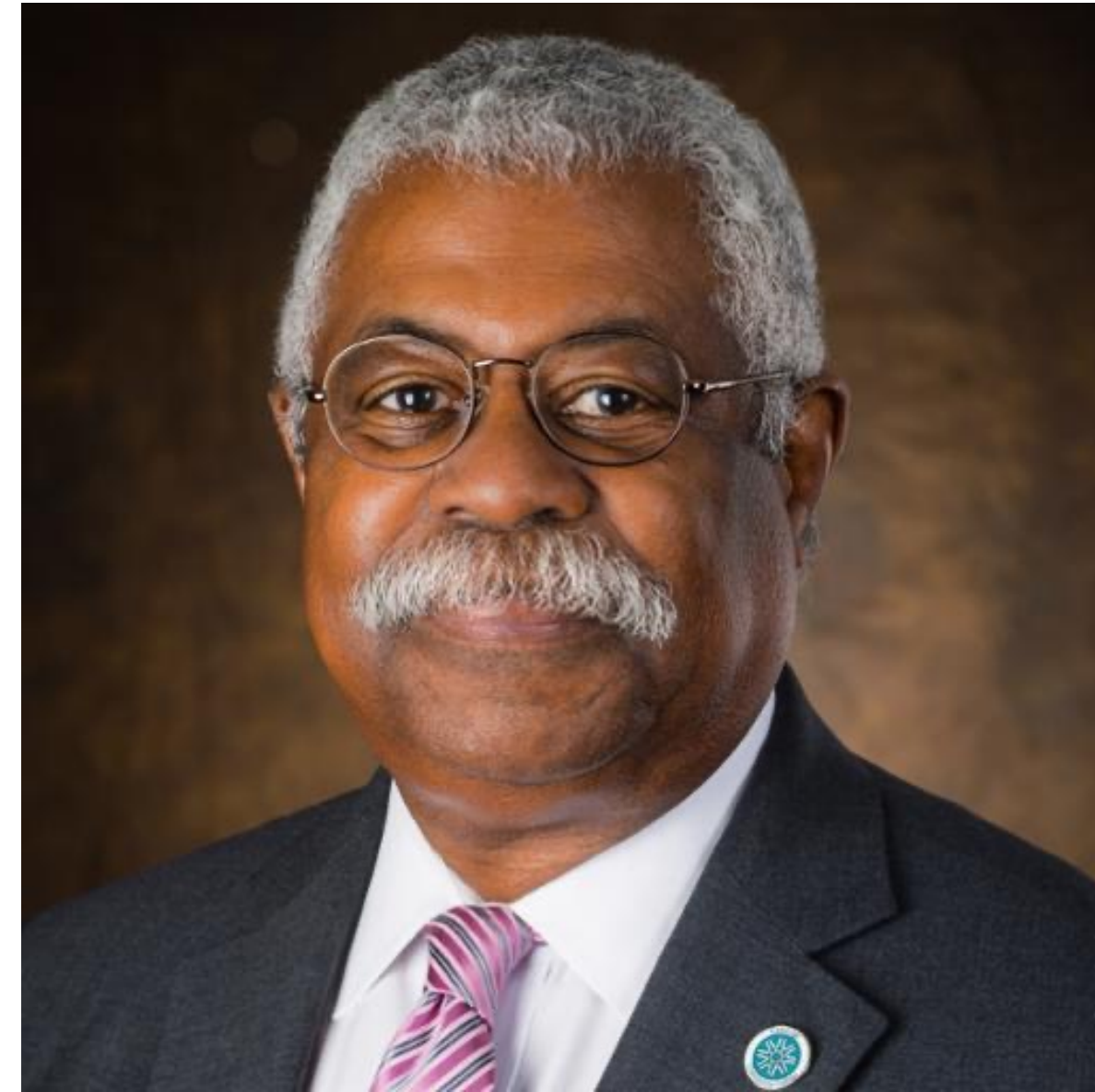
Quick Start Guide for Stakeholders



Today's Panelists



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