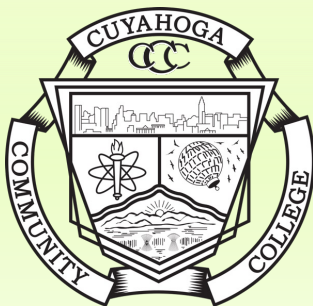


Strategic Doing Taking Action and Expanding Opportunities



Michael Baston, J.D., Ed.D.

President & CEO,
Cuyahoga Community College





Kanika Williams
Cleveland, Ohio





Cuyahoga Community College



We imagine a future in which every citizen, regardless of where they live, is educated and supported to enter a career where they can earn what they need to care for their family; a future in which their children can grow and prosper, here in Northeast Ohio.





Student Success Approach



All students will be on a pathway to a credential of value that supports our students' personal, career, and economic aspirations and aligns with our region's economic development goals.





Our Promise

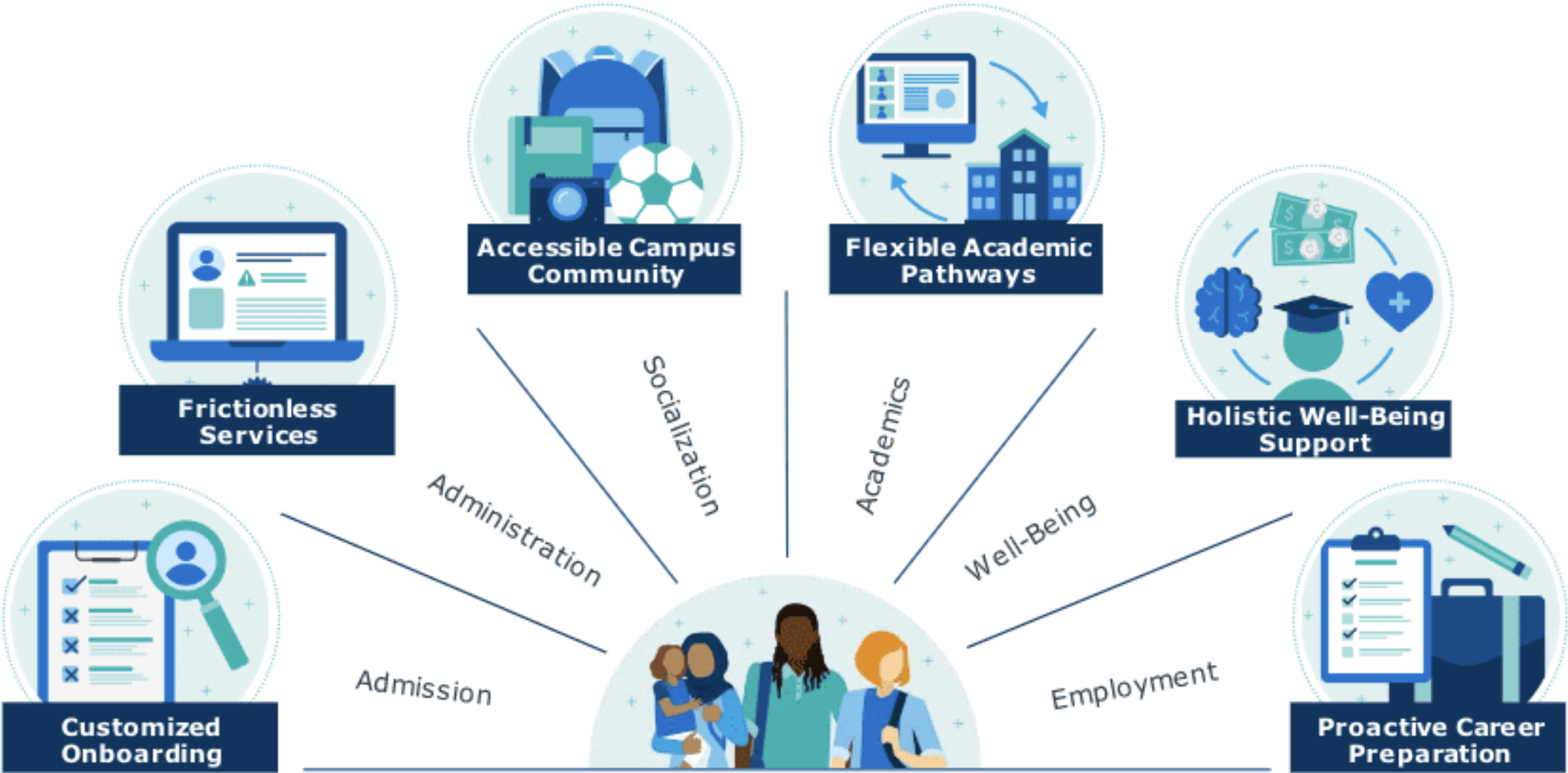
- **Every Student**
- **Every Program**
- **Every Zip Code**

Will have a high quality intentionally designed educational experience that ensures they have the skills to succeed.



What Do Today's Students Expect, and How Can You Deliver It?

Six Hallmarks of a modern student experience



Source: EAB

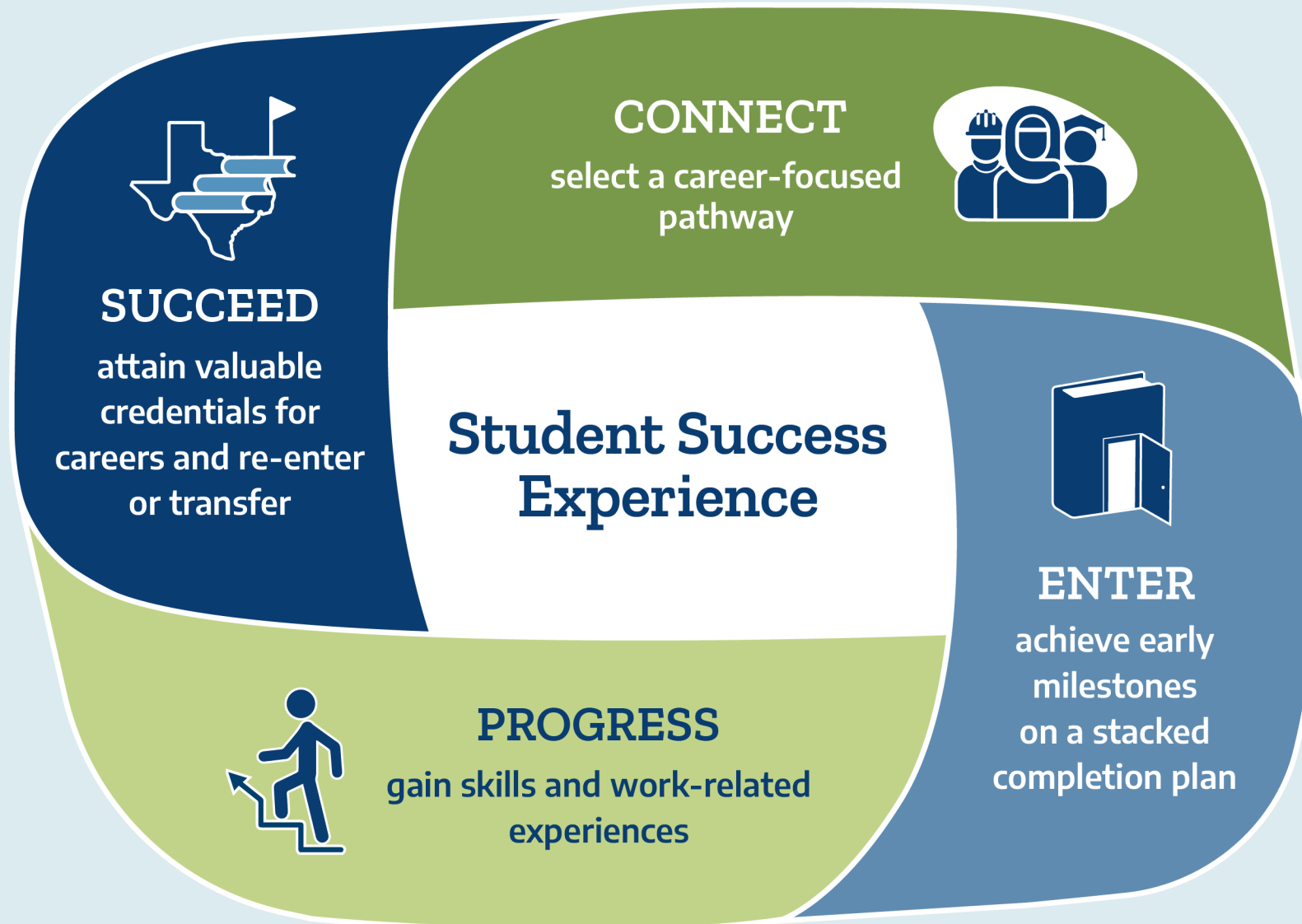


We must address both!

Academic

Non-academic

Talent Strong Texas Pathways Framework



Success

Accomplishment and
Self-Fulfillment Needs
Students' Career Goals
Socio-Economic Mobility

Belonging
& Wellness

Psychological,
Basic & Safety Needs

1

Map pathways to student end goals

Employer-informed
maps from multiple
entry & reentry
points to completion,
transfer, & valuable
careers

Source: Texas Success Center



**Percent of the public
that has confidence in higher ed:**

57%

2015

48%

2018

36%

2023

Source: Chronicle of Higher Education, Gallup Poll, July 11, 2023

The U.S. Education System Isn't Giving Students What Employers Need

by Michael Hansen

May 18, 2021



Harvard Business Review



Chris Ryan/Getty Images

Summary. There's a direct disconnect between education and employability in the U.S., where employers view universities and colleges as the gatekeepers of workforce talent, yet those same institutions aren't prioritizing job skills and career readiness. This not only hurts... [more](#)

Education and Business Perception Gap

96%

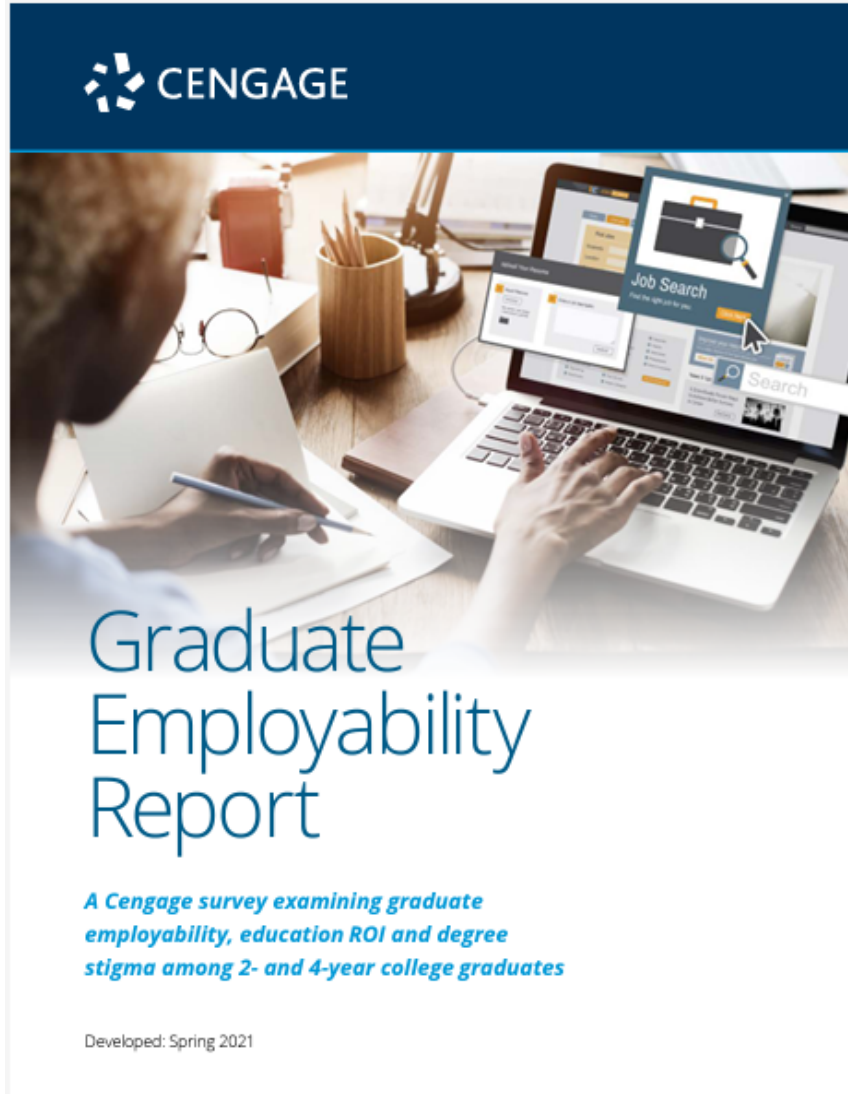
of college academic officers said they are confident in their institution's ability to prepare students for the workforce

but only 11%

of business leaders agree that today's college graduates have the skills and competencies that their business needs



Source: Gallup



Key report findings:

- Half of graduates (**50 percent**) didn't apply to entry-level jobs because they felt underqualified
- One in five (**21 percent**) say their college didn't provide them with needed job skills; nearly two in five (**38 percent**) occasionally or rarely use the skills they learned
- **29 percent** of all graduates spent more than six months trying to find a job after graduation
- **Nearly half** of graduates don't believe their education was worth what they paid, and one in three don't believe their education helped them land their job

Source: Cengage



THE CHRONICLE OF
HIGHER EDUCATION

By Arthur Levine and
Scott Van Pelt
AUGUST 25, 2021

5 Ways Higher Ed Will Be Upended

Colleges will lose power, prices will go down, and credentials will multiply — among other jarring shifts.

1. **Institutional control will decrease, and the power of consumers will increase.**
2. **With near-universal access to digital devices and the internet, students will seek from higher education the same things they are getting from the music, movie, and newspaper industries.**
3. **New postsecondary entities will enter the marketplace, driving up competition and driving down prices.**
4. **The industrial-era model of higher education, focusing on time, process, and teaching, will be eclipsed by a knowledge-economy successor rooted in outcomes.**
5. **The dominance of degrees and “just in case” education will diminish; non-degree certifications and “just in time” education will increase in status and value.**

Culture & Society

Employers Are Shifting from Degree-Based to Skills-Based Hiring, and It's About Time

Requiring a college degree often screens out the best candidates and wastes available talent in the labor market



According to the [Census Bureau](#), 62% of Americans over 25 have no bachelor's degree. That number increases to 72% for Black individuals and 79% for Hispanics.

“Employers have been sleepwalking into a system that screens out most workers, including millions of people who possess sought-after skills. These three seemingly innocuous words—‘bachelor’s degree required’—are causing serious damage to our workers and economy,” [says](#) Byron Auguste of Opportunity@Work.

LinkedIn's CEO says skills are replacing a college degree in this job market

Ryan Roslansky joins the CEOs of General Motors, IBM, and Accenture in putting the emphasis on skills, not pedigree, when hiring.

BY JANE THIER

November 23, 2022 12:18 PM EST



Skills-first hiring will create "a much more efficient, equitable labor market, which then creates better opportunities for all," Ryan Roslansky says. Bloomberg - Getty Images

In the job market, skills are the new degrees.

Enter: New collar jobs

While a college degree has long been the first rung on the corporate ladder, skills-over-degree hiring has swept some of America's largest companies in recent years, including [Google](#), [EY](#), [Microsoft](#), and [Apple](#). Remote work has made hiring for skills-based jobs an [even easier feat](#). When workers can log on from any country and no longer need to be in the office—nor wearing a suit and tie—the entire process is democratized.

**NOW
HIRING**

Our competition is not just higher education, it's high-paying jobs and other opportunities. We must prepare people to prosper now.

COLLEGE

WORK





HIRING

UP TO \$22/HR

+ FREE BUS PASS

STOP IN TO APPLY



THE DEATH OF TRADITIONAL EMPLOYMENT

GIG ECONOMY



Uber Eats

Upwork

airbnb

Fiverr.

amazon FLEX

JUST EAT

Skip Drive

Hermes
le parcel people

UBER

UrbanSitter

TaskRabbit

Etsy

yayA

Parking Panda

The New York Times

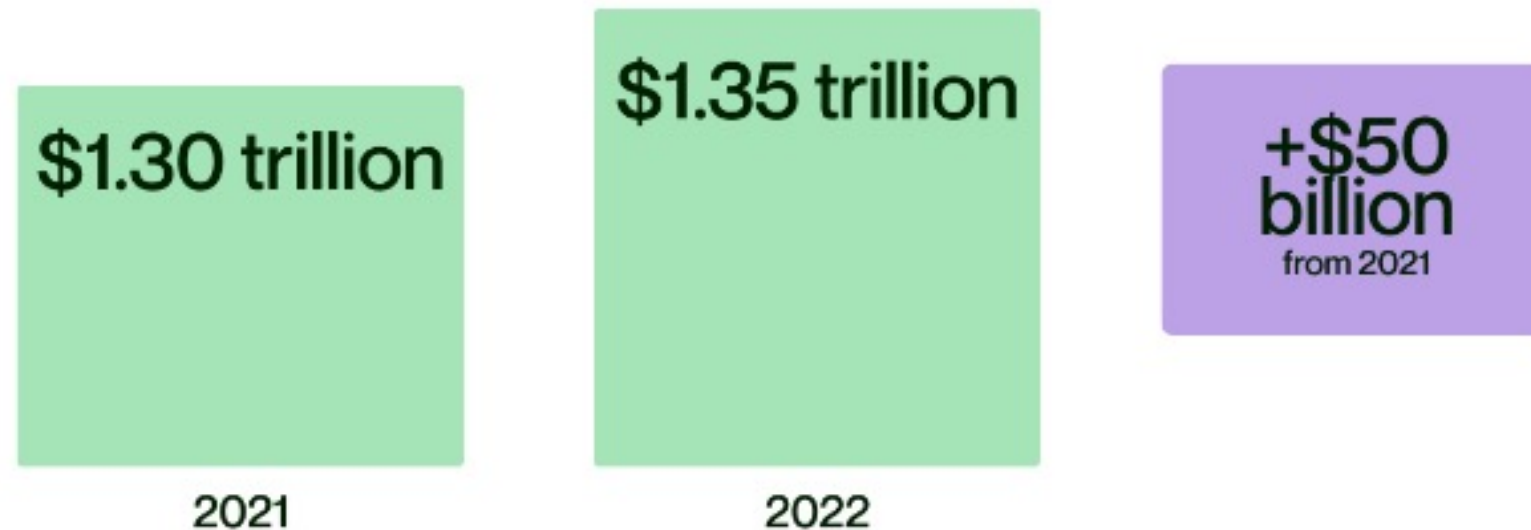
If the Job Market Is So Good, Why Is Gig Work Thriving?

Conventional employment opportunities abound, but online platforms still have appeal — for flexibility or additional income.

Freelancer Perception of Work and Career

Freelancing remains a significant part of the U.S. labor market and economy

Annual earnings from freelancing



Source: Upwork's 2022 Freelance Forward Survey

GIG ECONOMY

Shaping Modern Workforce



Gigs

1 in 5
individuals
go for Gig



Business

33%
Businesses
use Gig Workers



Freelancers

86.5
million Freelancers
by 2027



Apps

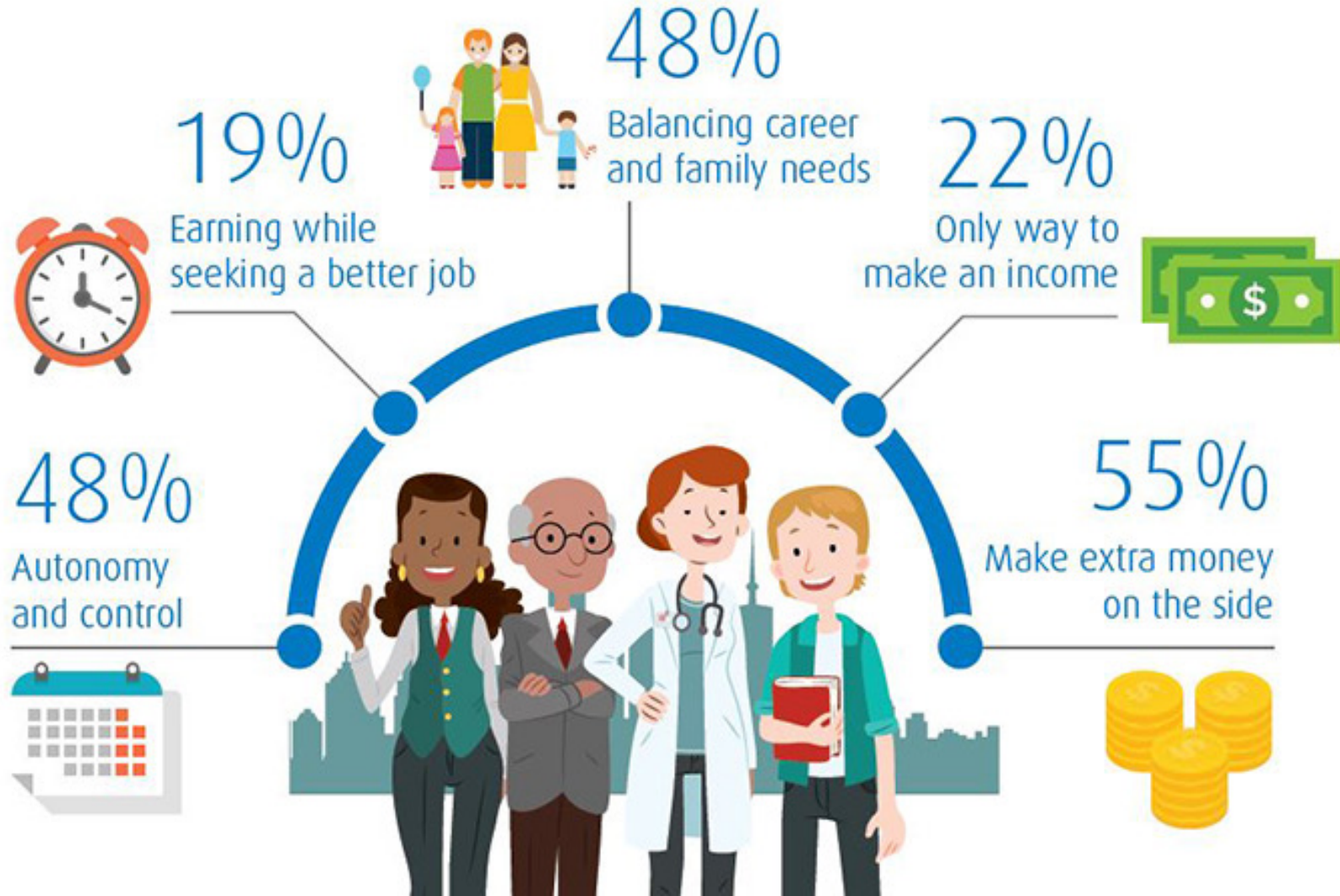
25%
demand increased
for Gig Apps



New Workers

40% & 53%
Millennials & Gen Z
prefer freelancing

Top reasons for working in the gig economy



DO YOU NEED COLLEGE?



The Skills Mismatch

A majority of jobs (52%) require skills training beyond a high school, but not a four-year degree. But too few of America's workers – **just 43%** – have had access to the skills training necessary to fill these in-demand careers.

Without access to inclusive, high-quality skills training, workers are locked out of opportunities to succeed, and local businesses can't expand.

Source: The National Skills Coalition

Post Secondary Eco-System



01

Colleges and Universities

02

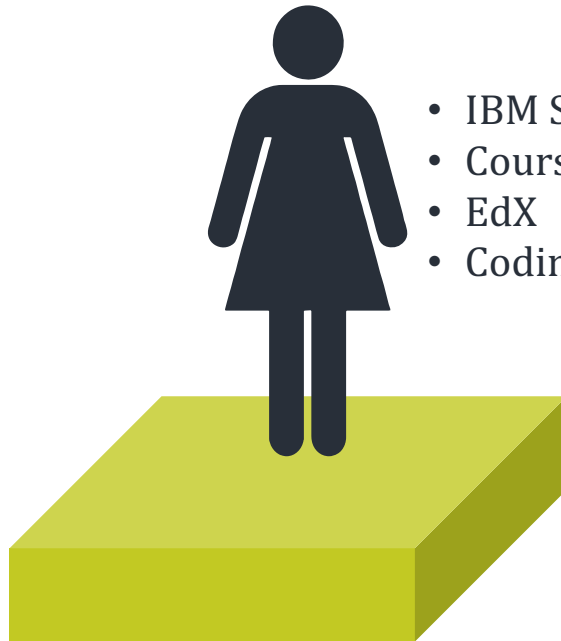
Degrees

03

Accreditors/Regulators

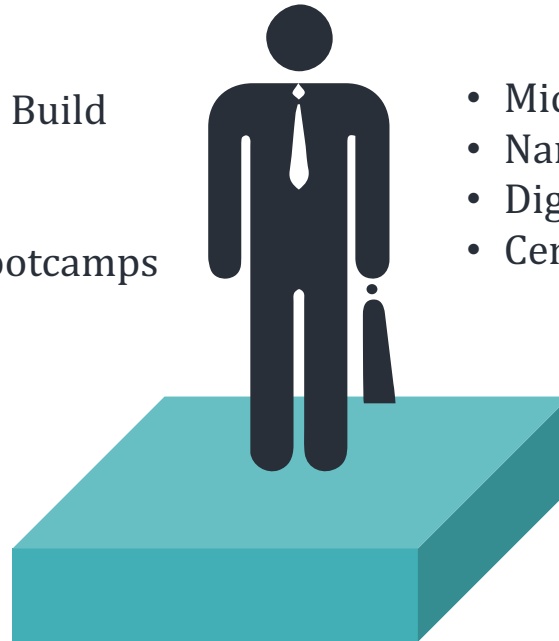
New Post Secondary Eco-System

Colleges and Universities and New Providers



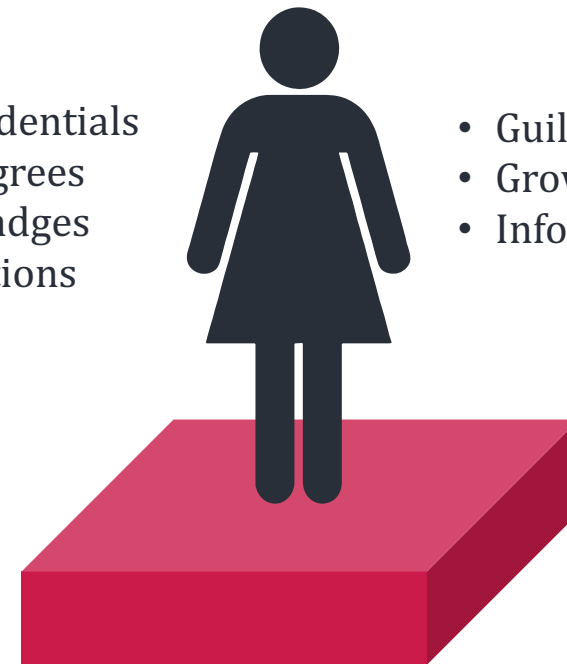
- IBM Skills Build
- Coursera
- EdX
- Coding Bootcamps

Degrees and Sub-degree Credentials



- Microcredentials
- Nano-degrees
- Digital badges
- Certifications

Accreditors/Regulators and Employers



- Guild Education
- Grow with Google
- InfoSys

New Post Secondary Eco-System Greater Expectations

More flexible and
compressed programs with
alternative credentials





VERIZON SKILL FORWARD

Get in-demand skills for in-demand jobs, at no cost to you.

AI

Coding

Cybersecurity

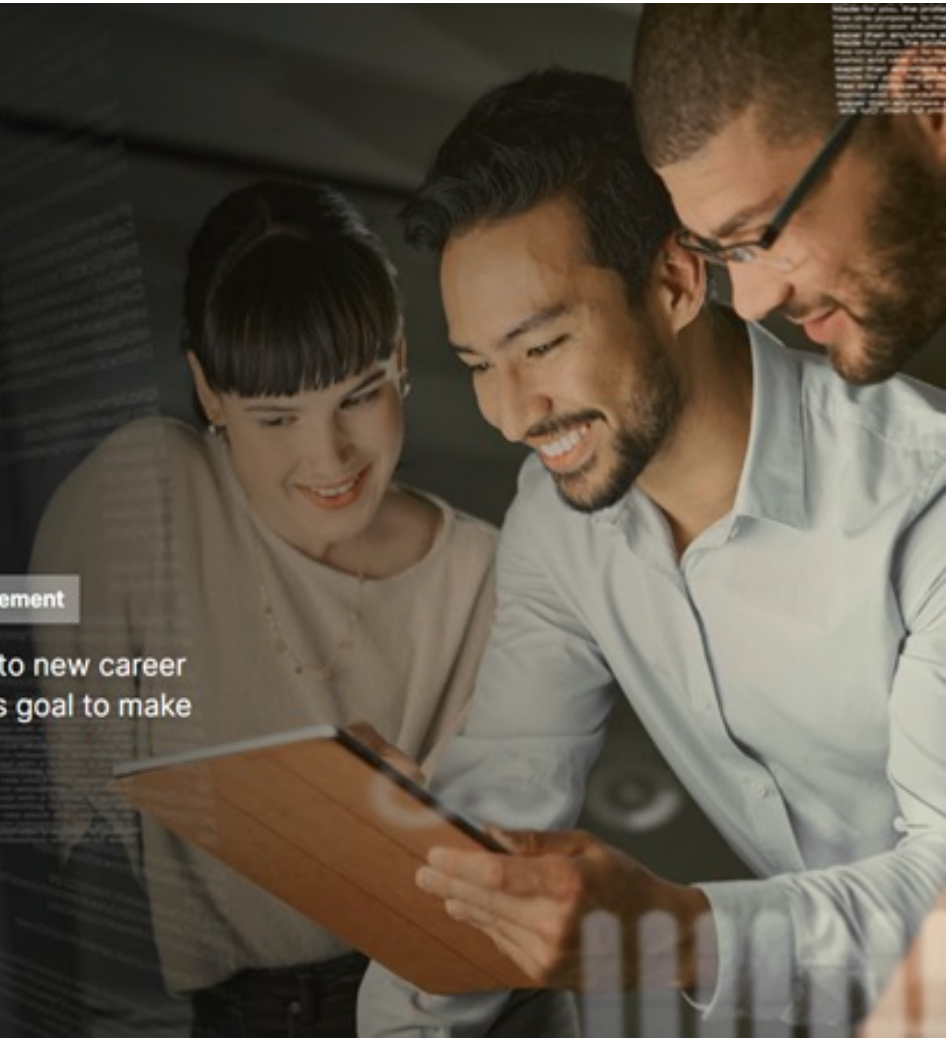
Data analytics

Leadership

Project management

Verizon Skill Forward provides you with the skills to pave your path to new career opportunities with job-relevant programs from edX, part of Verizon's goal to make quality education accessible for all.

Get Started



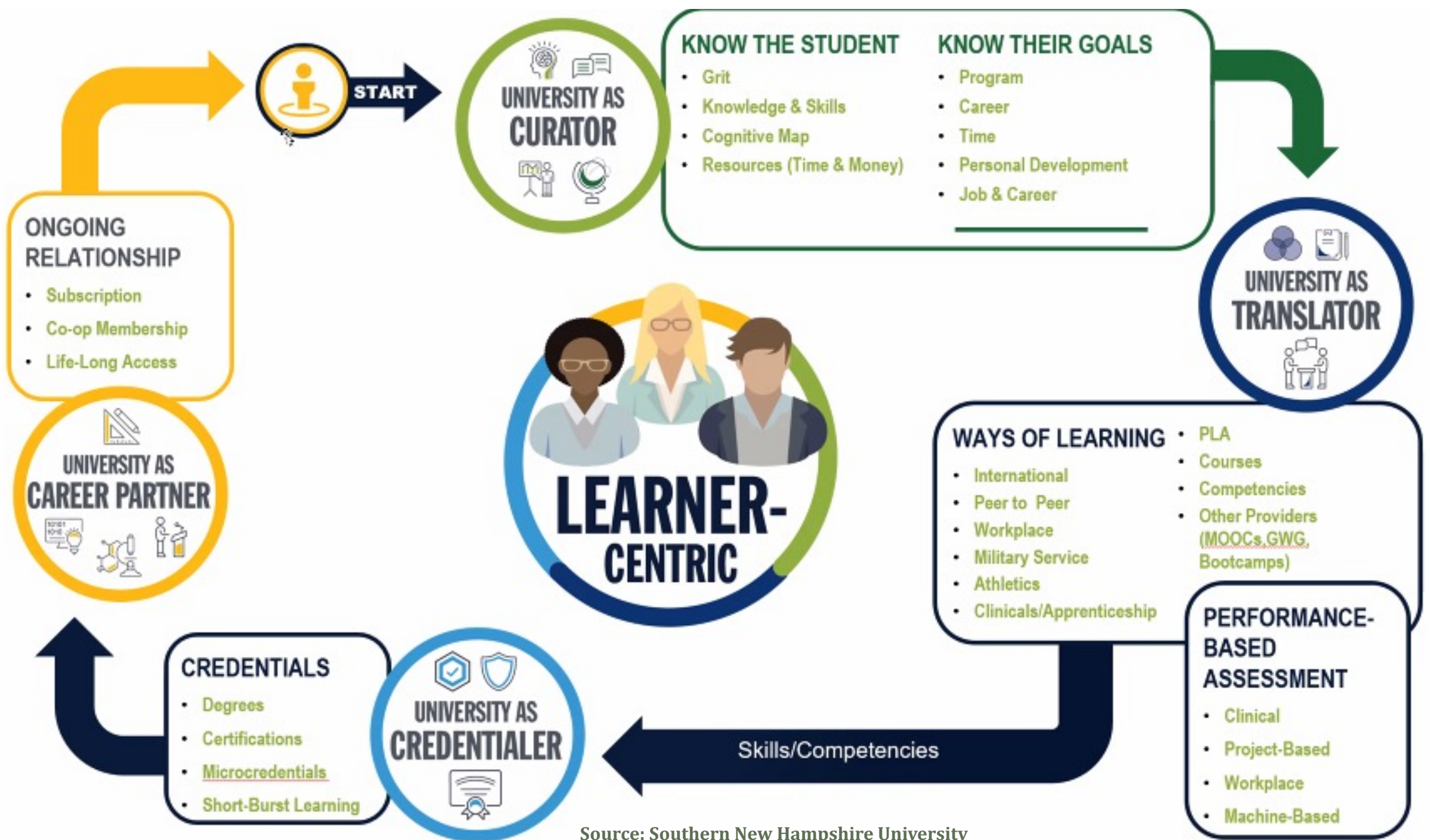
Source: Verizon



PBS
NEWS
HOUR

#PBSNEWS

RETHINKING COLLEGE



Source: Southern New Hampshire University

Success

Accomplishment and
Self-Fulfillment Needs
Students' Career Goals
Socio-Economic Mobility

Belonging
& Wellness

Psychological,
Basic & Safety Needs

A green road sign with white text is mounted on two wooden posts. The sign is tilted slightly to the right. The background is a bright blue sky filled with white, fluffy clouds. The sun is visible in the upper right, creating a lens flare effect. The sign has a white border and is secured with four screws.

College
Just Ahead

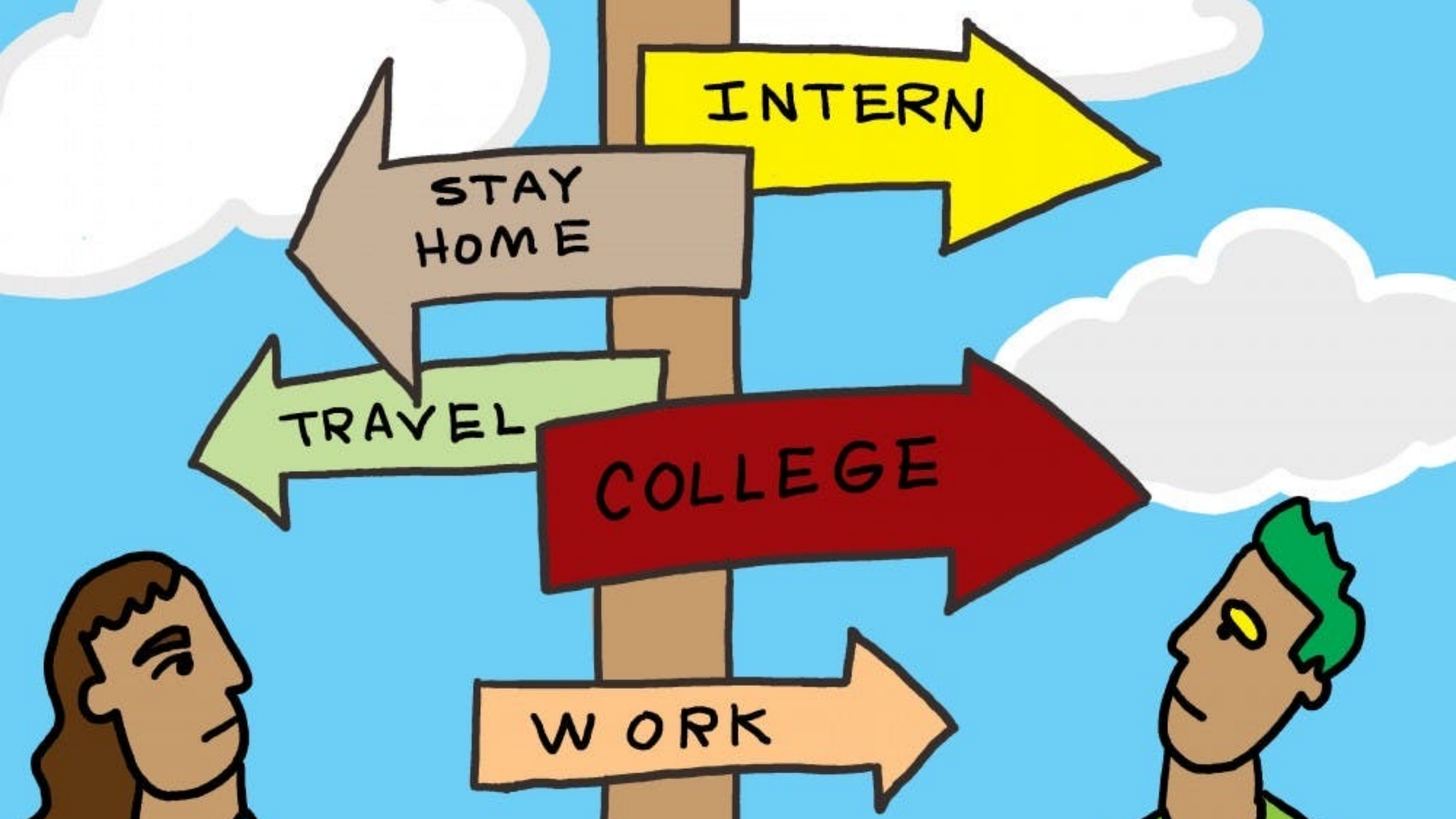
ALTERNATE PATHS

COLLEGE BOUND

UNKNOWN

**WHICH
WAY
NOW?**





INTERN

STAY
HOME

TRAVEL

COLLEGE

WORK



How Your College Choice Can Affect Job Prospects

Consider a college's average earnings and debt outcomes for its graduates before making a decision on where to enroll.

By [Emma Kerr](#) | Dec. 16, 2020, at 9:00 a.m.



College has increasingly become a means to an end. More than ever, prospective students making their [college choice](#) may be prioritizing financial considerations and future career prospects over other factors, experts say, because of soaring higher education costs and the current economic hardships caused by the coronavirus pandemic.

Source: U.S. News and World Report

COLLEGE:

YES OR
NO?

PROS

EARN
MORE
\$

MANY
JOBS
REQUIRE
DEGREE

MORE
OPTIONS

CONS

MIGHT
NOT
NEED A
DEGREE

MIGHT
NOT GET
HIGH
SALARY

MIGHT
NOT
EVEN



WELCOME TO

REALITY

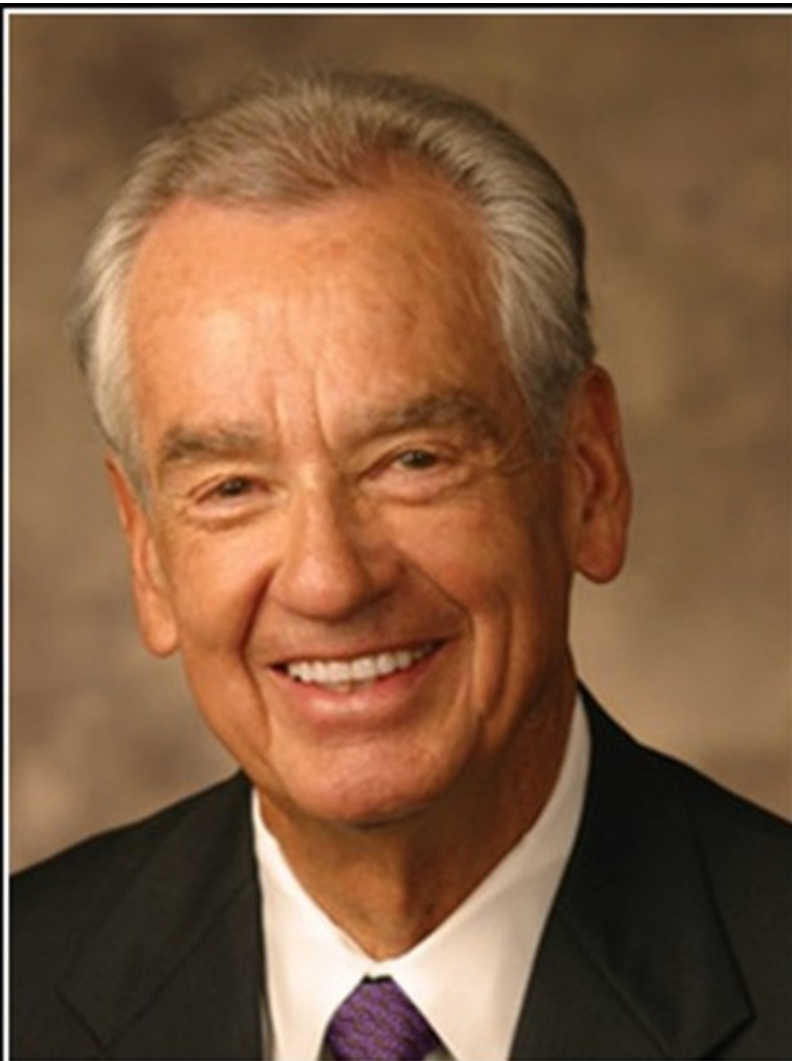
ENJOY THE JOURNEY

New Post Secondary Eco-System Greater Expectations



What are the biggest pain points for your institution in trying to navigate change in this current educational landscape?

What actions have been taken to address the pain point(s)?



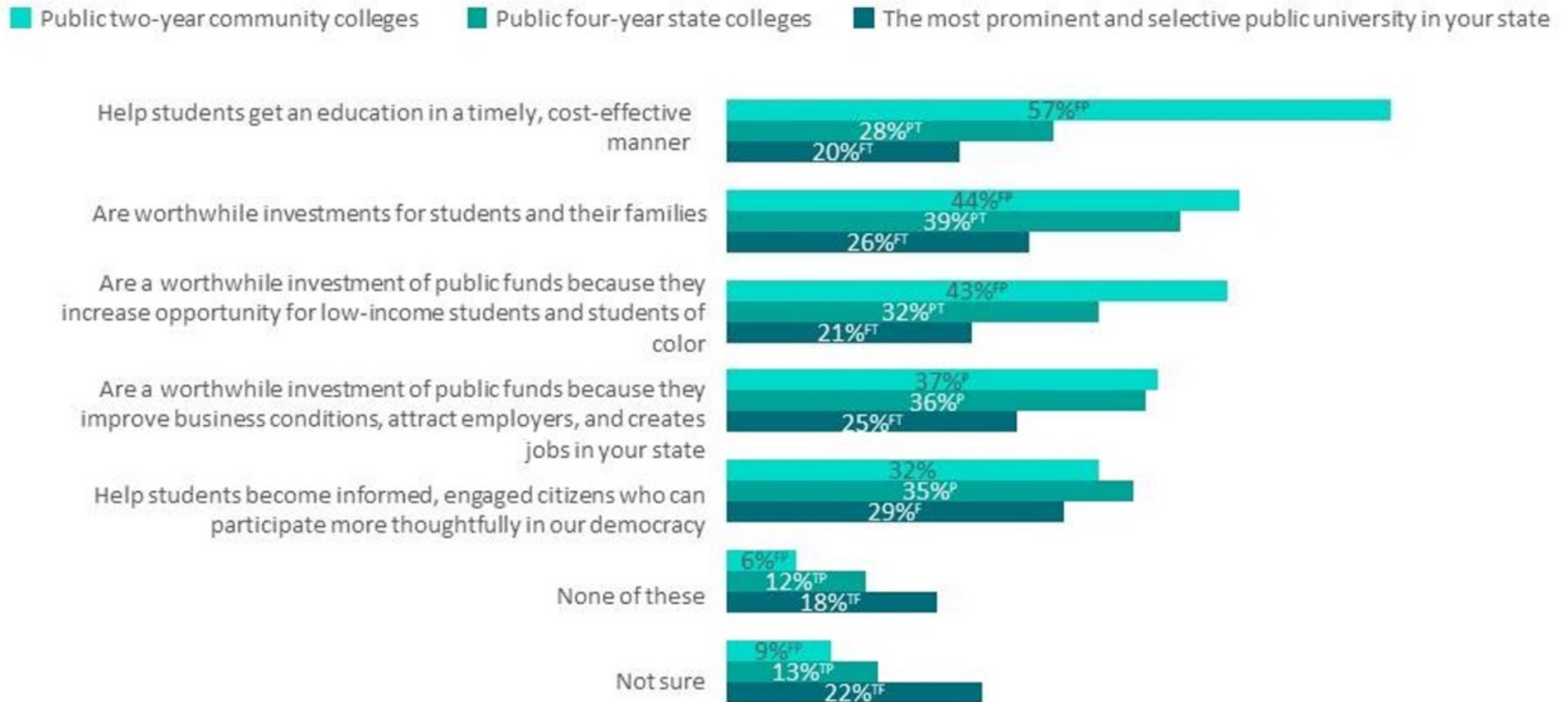
When there is hope in the future,
there is power in the present, and
since hope is the foundational
quality of all change, there is
considerable reason to be excited.

— Zig Ziglar —

AZ QUOTES

Americans' enthusiasm for public higher education institutions is limited, but they see community colleges as better investments for students and states.

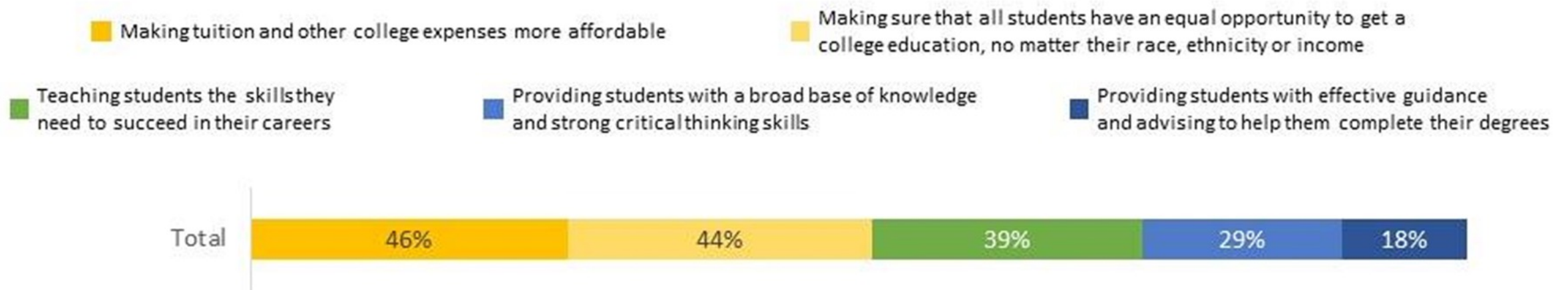
Figure 9. Percent of Americans who say which statements describe each of the following:



Source: Public Agenda/USA TODAY Hidden Common Ground Survey – Higher Education, July 2022

Americans want their state's public higher education institutions to prioritize affordability, equal opportunity and career-relevant skills.

Figure 11. Percent of Americans who say which of the following should be the two highest priorities for the public colleges, universities and community colleges in their state, by political affiliation:



Source: Public Agenda/USA TODAY Hidden Common Ground Survey – Higher Education, July 2022

New Research Shows Teens are Re-Thinking the Future of Work

JA/Citizens 2023 Survey of High School Students Reveals Their Career Aspirations; Economic and College Concerns, and Overall Financial Preparedness



**Junior
Achievement™**



Source: Junior Achievement/Citizens/Wakefield Research, March 2023



Graduate Employability Report

A Cengage survey examining graduate employability, education ROI and degree stigma among 2- and 4-year college graduates

Developed: Spring 2021

The Employer Mindset Must Change

It's clear institutions have more work to do in creating career-ready graduates. However, recent graduates are also looking toward employers to change their view of "career readiness" to go beyond the degree that's listed on a resume. Currently, 35% of all job openings require at least a bachelor's degree to apply.² However:

58% of recent grads aren't convinced that **employers should require a traditional degree** to apply to most jobs

Recent graduates see value in non-traditional education, such as online certifications or training in their field of work.

2 in 5

recommend future students pursue a 2-year degree and online certifications to acquire the skills needed in their field of work

Half

are considering additional certifications or training courses to advance in their field



Source: Cengage



Harvard Business Review

The U.S. Education System Isn't Giving Students What Employers Need

by Michael Hansen

Hiring managers must consider that traditional education paths may no longer be the standard:

- Consider if traditional degrees are necessary for open roles. Define required skills and assess if they can be obtained through alternate pathways. Determine the added value of a degree to each role.
- Adjust job requirements and descriptions to cater to different educational paths. Have a 3rd party review open job listings to ensure inclusive language. Overlooking non-traditional candidates harms diversity, equity, and meaningful output.
- Offer opportunities for training and certificate programs to help upskill employees.



Harvard Business Review

The U.S. Education System Isn't Giving Students What Employers Need

by Michael Hansen

Higher education institutions should collaborate with employers to align educational offerings with the skills needed to perform jobs in the real world:

- Create a stronger dialogue between businesses and institutions, rather than the blind trust we see today, to establish a workforce where people are prepared for their careers.
- Provide [options for micro-credentials, badges, programs, and certificates](#) as [interest is rising](#) among American students.
- Rather than focusing on the two- or four-year degree or credential as the output, help students identify and more easily demonstrate to employers what job-ready skills they've developed as part of their education and training.



Carnegie Foundation
for the Advancement of Teaching

Carnegie Foundation, ETS Partner to Transform the Educational Pillars They Built: The Carnegie Unit and Standardized Tests

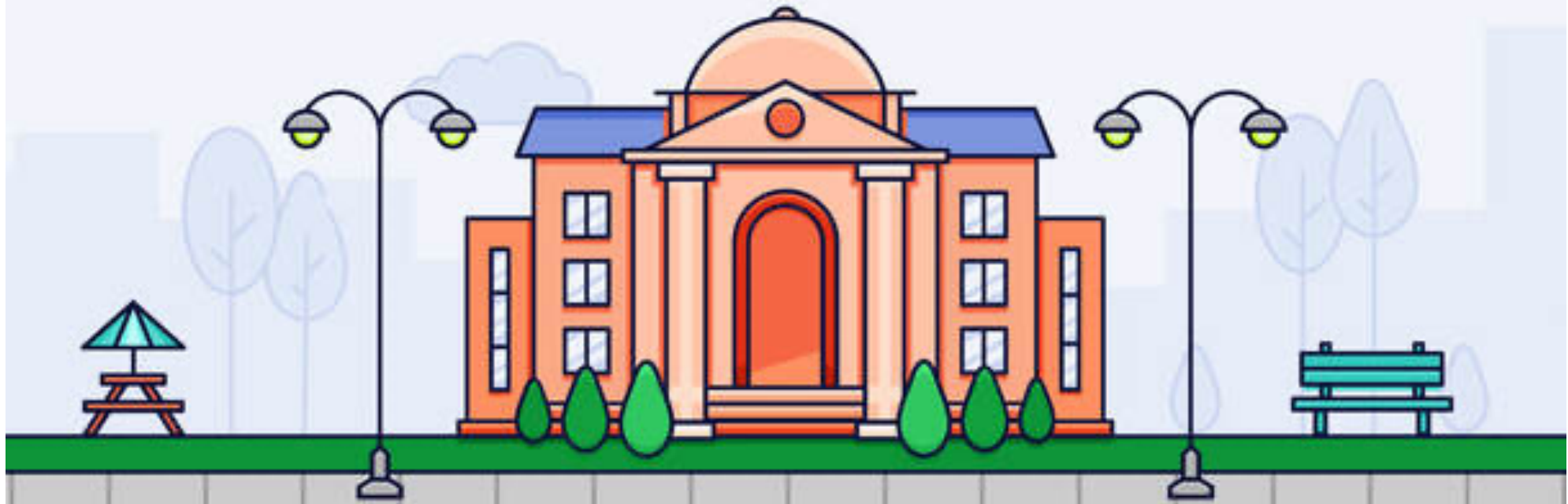
Since 1906, the Carnegie Unit or “credit hour” has served as the bedrock currency of the educational economy. It defines what “counts” as learning, shapes the nature of what is and is not assessed, and determines the basic organization of secondary and postsecondary education. Where seat time has served as the primary function of learning outcomes, it is increasingly clear that the knowledge, skills, and dispositions needed to succeed in the 21st-century economy are not singularly demonstrated through time on task — whether sitting at a desk or on a digital platform.

Source: ETS



BigFuture[®]

Prepare for college and explore careers



Source: College Board



Career Search

 Saved Careers (0)

Search results:

Search for careers by keyword



Not sure where to start?

Get a list of careers that match your interest areas with our Career Quiz.

[Take the Quiz](#)

Narrow your search

Income

Education

Career Cluster

Interest Areas

923 Careers found

Title (A to Z) 

Accountants and Auditors

Examine, analyze, and interpret accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Install or advise on systems of recording cost...

[Show More](#)



Median Yearly Income

\$77,854



Most Common Education Level

Bachelor's degree



Projected Job Growth

+7.75%

Source: College Board

LET'S BUILD YOUR FUTURE

Whether you want to go back to school or advance your career, My Texas Future shows you what's possible as well as how to achieve it. Find tools, resources, and advisor support specific to students just like you.

[Start your journey](#)



Find your interests



Align your interest with
careers

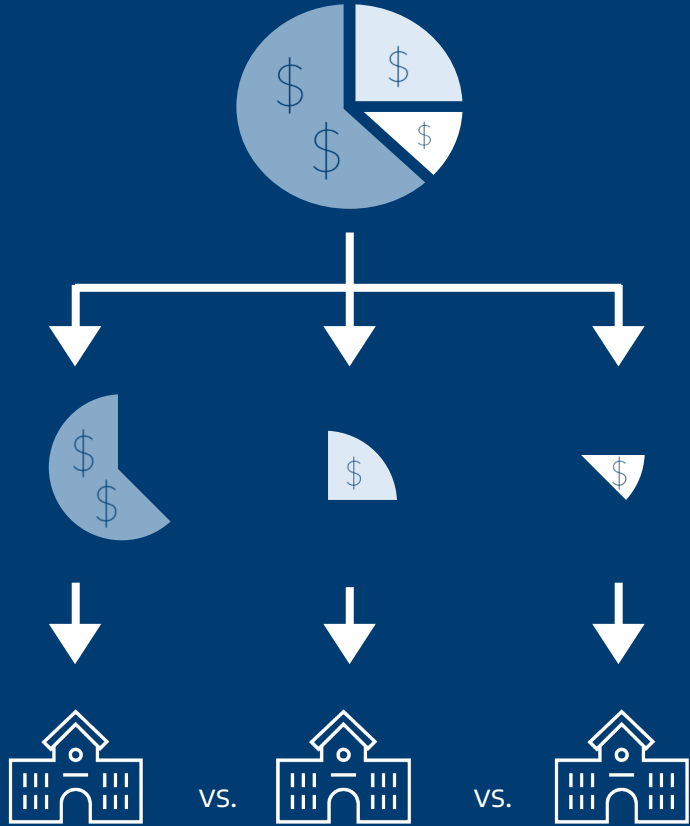


Find programs to reach
your goals

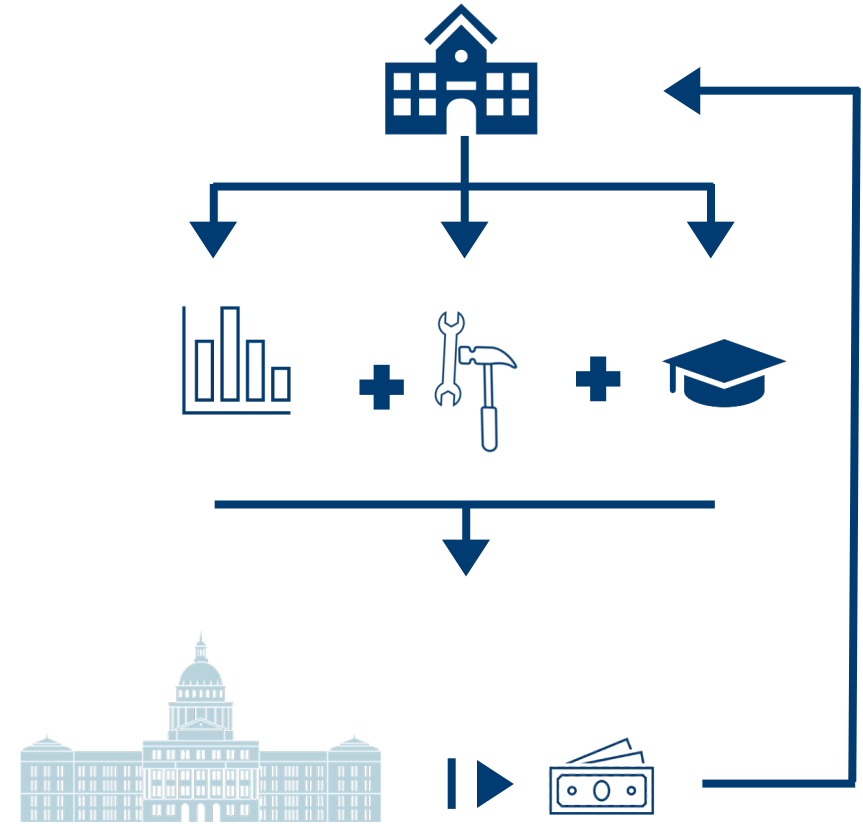
A silhouette of a person standing on a rocky cliff with their arms raised in a gesture of triumph or achievement. The background is a warm, golden sunset over a body of water, with a cloudy sky. The overall mood is one of accomplishment and inspiration.

**TAKE
ACTION**

Static Formula

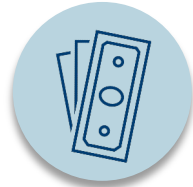
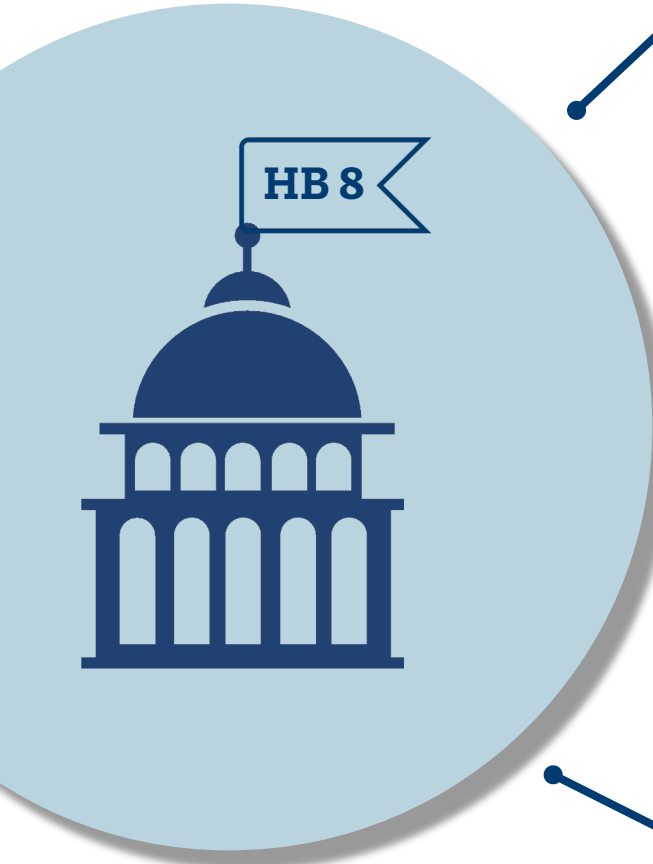


Dynamic Formula



This is a **historic opportunity** to transition from a funding model that is static and merely redivides the same pie, to one that provides colleges with predictable funding based on outcomes.

Key Components of House Bill 8



Financial Aid for Swift Transfer (FAST)

A new financial aid program that would allow “educationally disadvantaged” students to enroll in dual credit classes at no cost to them.



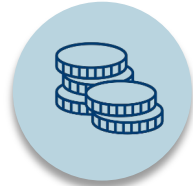
Shared Services

Encourages public junior colleges to participate in institutional collaborations that help students afford college, complete credentials, and transfer.



Performance Tier

The funding level that constitutes the majority of state funding and is comprised of measurable outcomes.



Base Tier

The funding level that ensures each public junior college has access to a defined level of funding for instruction and operations.

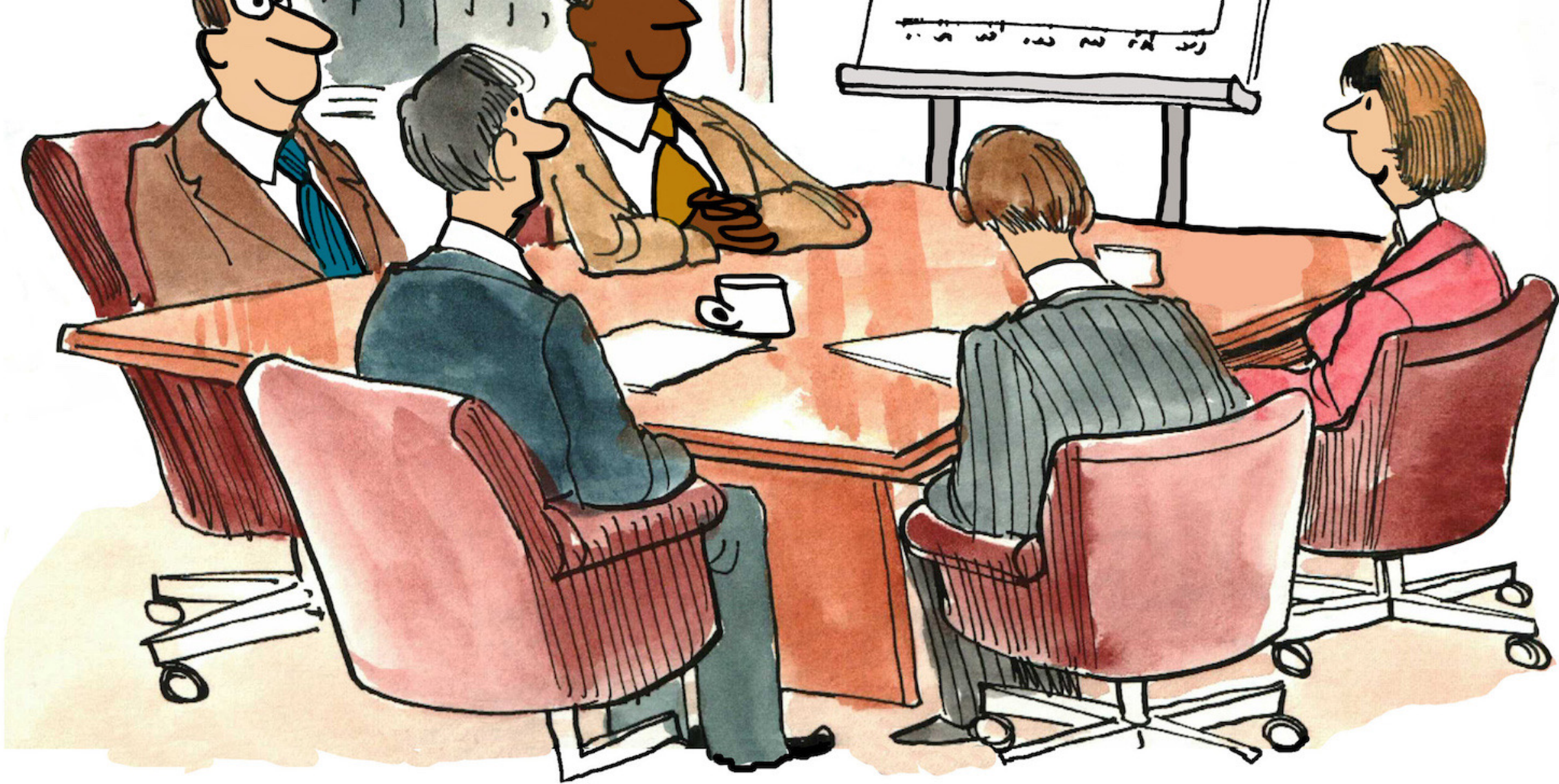


Community College Standing Advisory Committee (SAC)

A group of community college leaders that will provide advice and counsel to the Texas Higher Education Coordinating Board during implementation.

Analysis Paralysis

over-analyzing (or over-thinking)
a situation so that a decision or
action is never taken.



**“Of course we’ll make a decision ...
once we have considered the 5243 factors.”**

OVERCOMING ANALYSIS PARALYSIS

DEFINE CLEAR OBJECTIVES



PRIORITIZE INFORMATION



BREAK DOWN COMPLEX PROBLEMS



EXPECTATION CLARIFICATION



SET DEADLINES



USE DATA-DRIVEN ANALYSIS



ELIMINATE OPTIONS



ASK FOR INPUT



TRUST YOURSELF





Ed Morrison

Co-CEO Strategic Doing Networks
Co-author, Strategic Doing



With Strategic Doing, people:

- Link and leverage their assets to create new opportunities
- Convert high-priority opportunities into measurable outcomes
- Define pathfinder projects that move toward these outcomes



Greater Expectations Requires Strategic Doing

From	To
Focus on Planning codified by lengthy planning documents emphasizing process. Executive-level directive approach.	Focus on Action through demonstrated through short-term projects. Open and Inclusive approach that involves diverse stakeholders to generate fresh perspectives and ideas.
Talking about the problem(s).	Doing – prototype and real-world experimentation to test ideas.
Lagging indicator assessment.	Nimble and Iterative assessment and adapt strategies based on feedback and outcomes.

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION

Career and College Pathways in Action: Top Takeaways from Experts in the Field

Posted by U.S. Department of Education [July 15, 2022](#) [Headlines, News, Students](#) [Career and Technical Education](#)

By: *Amy Loyd, Assistant Secretary for the Office of Career, Technical, and Adult Education*



Source: U.S. Department of Education

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION



Use data strategically

Understanding student needs, the economy, and addressing biases and equity gaps are crucial to developing a comprehensive career pathways system. This ensures high-quality pathways aligned with current and future careers, contributing to a fair and equitable education system.



Elevate student and parent voices.

Understanding student assumptions, expectations, and values for their future lifestyle and goals is crucial. It's essential to prioritize students and their families and design pathways that meet their needs.

Source: U.S. Department of Education

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION



Embrace career-connected learning

Career-connected learning should open up opportunities for students, exposing them to a variety of career paths without limiting their choices for the future.



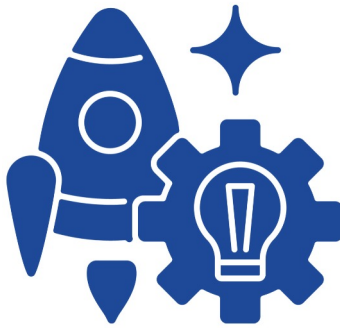
Empower students to own their futures

Our education system should ensure that students are exposed to and engage with a diverse range of high-growth, quality career areas during their middle and high school years and offer career exploration, personalized advising, and navigation support for informed decision-making.

Source: U.S. Department of Education

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION



Discover and apply innovative strategies

By fostering an innovative culture and commitment, we can break free from traditional silos and work across public and private sectors to apply diverse and innovative strategies that engage students and keep pace with shifting economies.



Blend funding sources to create sustainable pathways. Leveraging state and federal funds (e.g., Workforce Innovation and Opportunity Act, Perkins, and Every Student Succeeds Act), and private and philanthropic funds in a diverse financial portfolio ensures programming is not dependent on a single funding stream and allows stakeholders to leverage resources differently.

Source: U.S. Department of Education

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION



Intertwine college and career-connected learning

Our schools need a both/and approach to college and careers. Postsecondary credentials are essential for good jobs. Dual enrollment should be available to every student, and all students should be prepared for postsecondary education and their careers.

Engage opponents and find places of consensus

Create trust, develop an initial model, and expand for greater impact. Engage diverse stakeholders to develop pathways spanning secondary, postsecondary, and work, cutting across formal and informal education.

Source: U.S. Department of Education

HOMEROOM

THE OFFICIAL BLOG OF THE
U.S. DEPARTMENT OF EDUCATION



Focus on the intersection of educators and employers

Educators and employers have different languages, goals, and strategies. Partnering is not always easy, but it requires compromise and adaptation. Bringing them together is crucial to set a shared vision for pathways and to enhance students' work-based learning opportunities.



Partner with intermediaries

Intermediaries connect across the pathways ecosystem, provide capacity, and ensure policymakers are close to the people and communities they serve, facilitate conversation and collaboration with diverse stakeholders, and help to provide vision and voice for pathways to focus on the needs of students, employers, and communities.

Source: U.S. Department of Education

Greater Expectations Requires Strategic Doing

1

Map pathways to student end goals

Employer-informed maps from multiple entry & reentry points to completion, transfer, & valuable careers

2

Help students choose and enter a pathway

Career- focused onboarding with academic & social integration to promote college-level success in the 1st year

3

Keep students on their pathway

Proactive supports to improve completion & transfer, enhance belongingness, & address students' basic needs

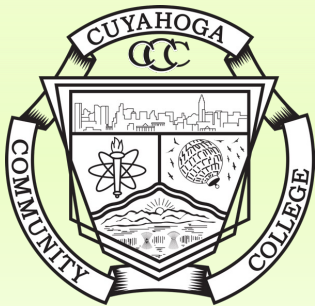
4

Ensure students are learning

Active & work-based learning with culturally responsive teaching aligned with careers & further education



Strategic Doing Taking Action and Expanding Opportunities



Michael Baston, J.D., Ed.D.
President & CEO,
Cuyahoga Community College

