



WEST VIRGINIA

# MOMENTUM

LEADERSHIP MEETING

CHARLESTON, WV  
FEBRUARY 27, 2018



Sarah Tucker

Chancellor, West Virginia Council for Community  
and Technical College Education

**COMPLETE  
COLLEGE  
AMERICA**



# CCA: WHO WE ARE AND WHAT WE DO

SARAH ANCEL  @Sarah\_Ancel

Senior Vice President  
Complete College America



# Our Mission

- Significantly increase the number of Americans with quality career certificates or college degrees
- Close attainment gaps based on race, age and income

On average, what percentage of full-time associate degree students graduate in two years?

**A. 4%**

**B. 21%**

**C. 43%**

On average, what percentage of full-time bachelor's degree students graduate in four years?

A. 17%

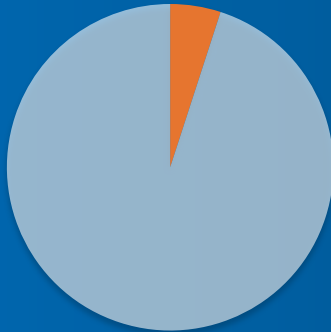
B. 31%

C. 64%

# On-Time Graduation Rates

(Full-Time Students)

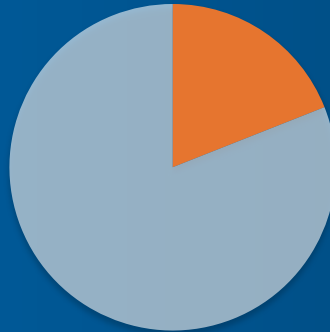
2-Year  
Associate



**4%**

ON TIME

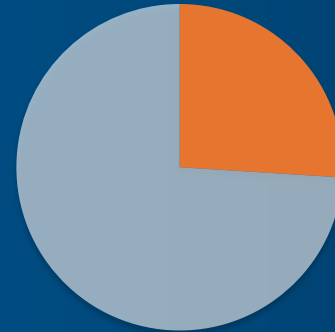
4-Year  
Bachelor's  
(non-flagship)



**17%**

ON TIME

4-Year  
Bachelor's  
(flagship/  
very high research)



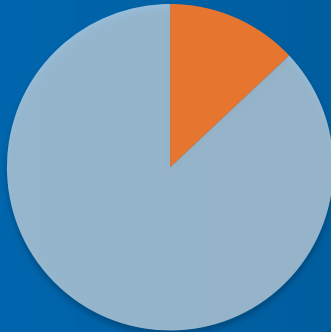
**28%**

ON TIME

# 150% Graduation Rates

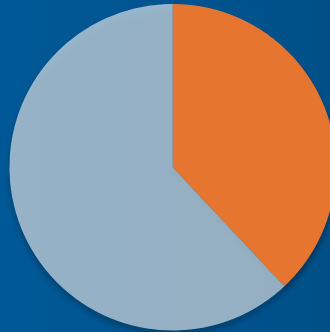
(Full-Time Students)

2-Year  
Associate



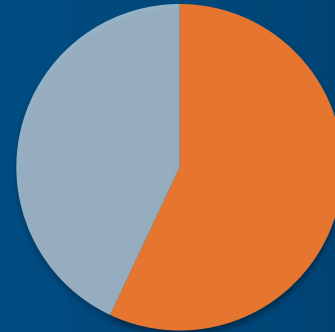
**15%**  
IN 3 YEARS

4-Year  
Bachelor's  
(non-flagship)




**38%**  
IN 6 YEARS

4-Year  
Bachelor's  
(flagship/  
very high research)



**57%**  
IN 6 YEARS

# The Cost of Time

	<b>One extra year, public</b>	<b>One extra year, private</b>	<b>Two extra years, public</b>	<b>Two extra years, private</b>
Tuition and Loans	\$18,598	\$26,815	\$37,456	\$53,760
Opportunity Costs	\$128,429	\$128,429	\$245,253	\$245,253
Total Cost for Delayed Graduation	\$147,026	\$155,244	\$282,691	\$298,995

*Who we are*



## The Complete College America Alliance

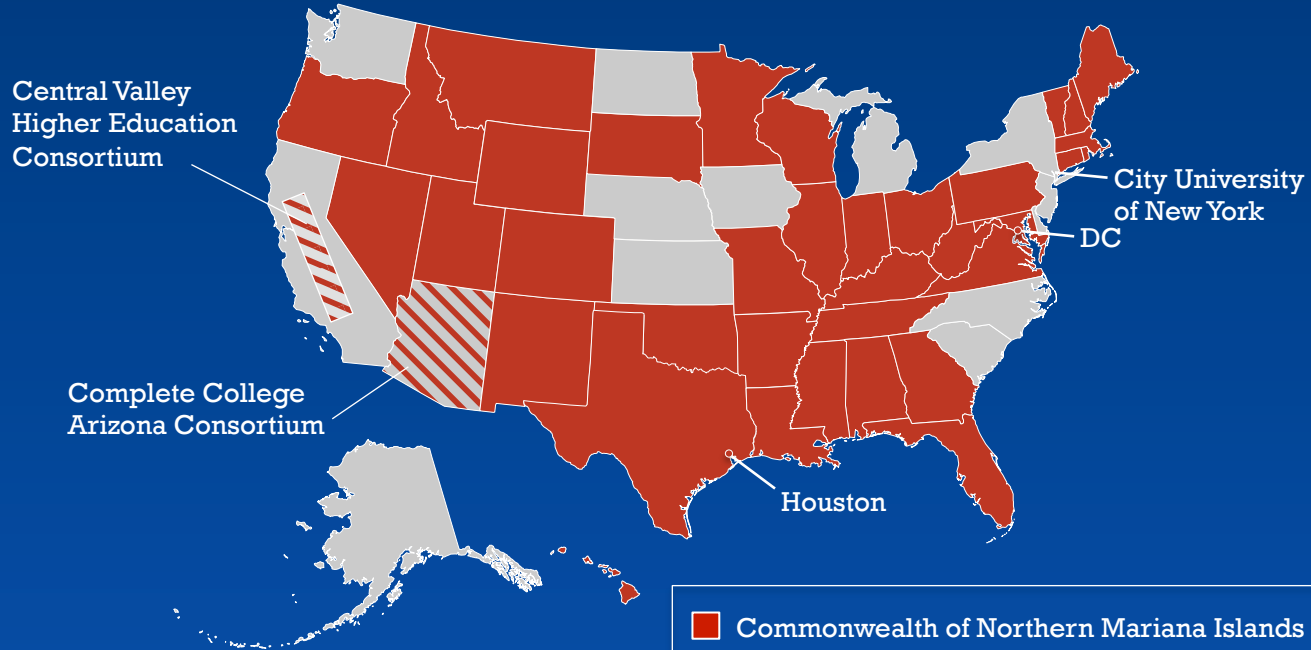
<u>State</u>	<u>Year</u>	<u>State</u>	<u>Year</u>
Arkansas	2010	Colorado	2011
Connecticut	2010	Kentucky	2011
Florida	2010	Maine	2011
Georgia	2010	Mississippi	2011
Idaho	2010	Missouri	2011
Indiana	2010	New Mexico	2011
Louisiana	2010	District of Columbia	2012
Maryland	2010	Wisconsin	2012
Massachusetts	2010	Wyoming	2012
Minnesota	2010	Montana	2013
Nevada	2010	Commonwealth of the Northern Mariana Islands	2014
Oklahoma	2010	California	2015
Oregon	2010	New Hampshire	2015
Pennsylvania	2010	Puerto Rico	2015
South Dakota	2010	Virginia	2015
Tennessee	2010	Houston	2016
Texas	2010	Thurgood Marshall	2016
Utah	2010	CUNY	2017
		Arizona	2017
		Alabama	2017



COMPLETE COLLEGE AMERICA

# The Alliance

# 44



- Commonwealth of Northern Mariana Islands
- Puerto Rico
- Thurgood Marshall College Fund Consortium

# THE ALLIANCE

**CCA Fellows**

**Complete College  
Alliance Teams**

**Campus  
Implementation Teams**

**Impatient Reformers and  
the Students They Serve**

*We believe...*

A blue-tinted image of many graduation caps (mortarboards) scattered together.

**EQUITY**

A green-tinted image featuring a line graph with several upward-trending lines, suggesting growth or progress.


**METRICS & EVIDENCE**

An orange-tinted image of a diverse group of students sitting at desks in a classroom, looking towards the front.

**POLICY**

A teal-tinted image showing a close-up of a hand holding a coin, with a faint background image of a person's face and the word "REDUCE".

**COMMUNICATIONS**

- 
- A purple-tinted image of a presentation screen in a room with an audience. The screen displays a list of bullet points.
- Empower data experts to be leaders in the movement
  - Give voice to the silent through data
  - Support implementation at scale
  - Support communication and engagement

**IMPLEMENTATION**

*What we do*

Work with states, systems  
and consortia to implement  
**evidence-based**  
**strategies at scale** to see  
double-digit gains in  
outcomes.

# The Game Changers



**COMPLETE COLLEGE** AMERICA

*How We Do  
Our Work*



COMPLETE COLLEGE AMERICA

# The Alliance

# 44

Central Valley  
Higher Education  
Consortium

Complete College  
Arizona Consortium

City University  
of New York  
DC

Houston






**Monika Mala**

[mmala@completecollege.org](mailto:mmala@completecollege.org)



**Emily Sellers**

[esellers@completecollege.org](mailto:esellers@completecollege.org)

-  Commonwealth of Northern Mariana Islands
-  Puerto Rico
-  Thurgood Marshall College Fund Consortium

# Complete College Alliance Teams

- Alliance Lead
- Implementation Lead- 4 year
- Implementation Lead- 2 year
- Equity Lead
- Data and Metrics Lead
- Communications Lead
- Policy Lead

## Alliance Team Expectations

- The full team must attend CCA events
- Submit data
- Make measurable progress annually on game changer implementation

# Lead

A blue-tinted image of many graduation caps (mortarboards) scattered together.

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**IMPLEMENTATION**

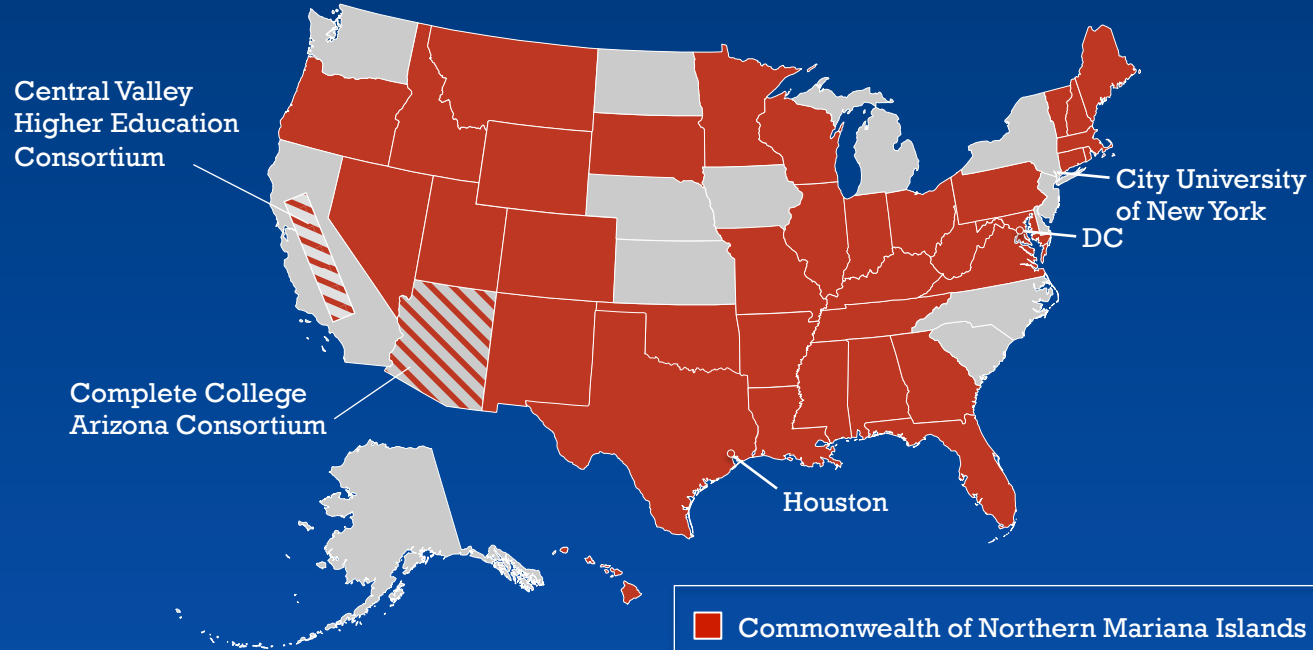


# EQUITY

COMPLETE COLLEGE AMERICA

# The Alliance

# 44



- Commonwealth of Northern Mariana Islands
- Puerto Rico
- Thurgood Marshall College Fund Consortium

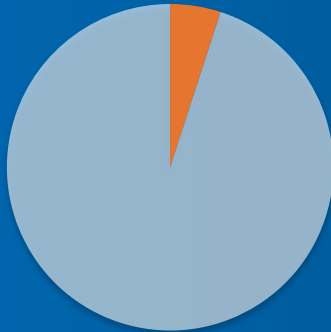
A green horizontal banner featuring faint background graphics: a sine wave on the left, a jagged line graph in the center, and a ruler with the number '2.0' on the right.

# METRICS & EVIDENCE

# On-Time Graduation Rates

(Full-Time Students)

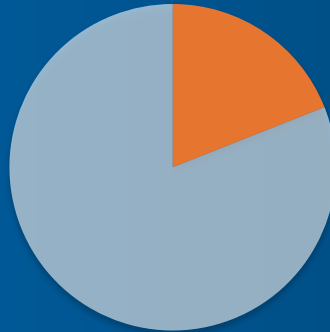
2-Year  
Associate



**4%**

ON TIME

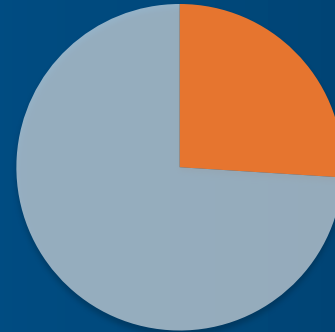
4-Year  
Bachelor's  
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**17%**

ON TIME

4-Year  
Bachelor's  
(flagship/  
very high research)



**28%**

ON TIME





**POLICY**

# NEW RULES

Policies to Meet Attainment Goals  
and Close Equity Gaps

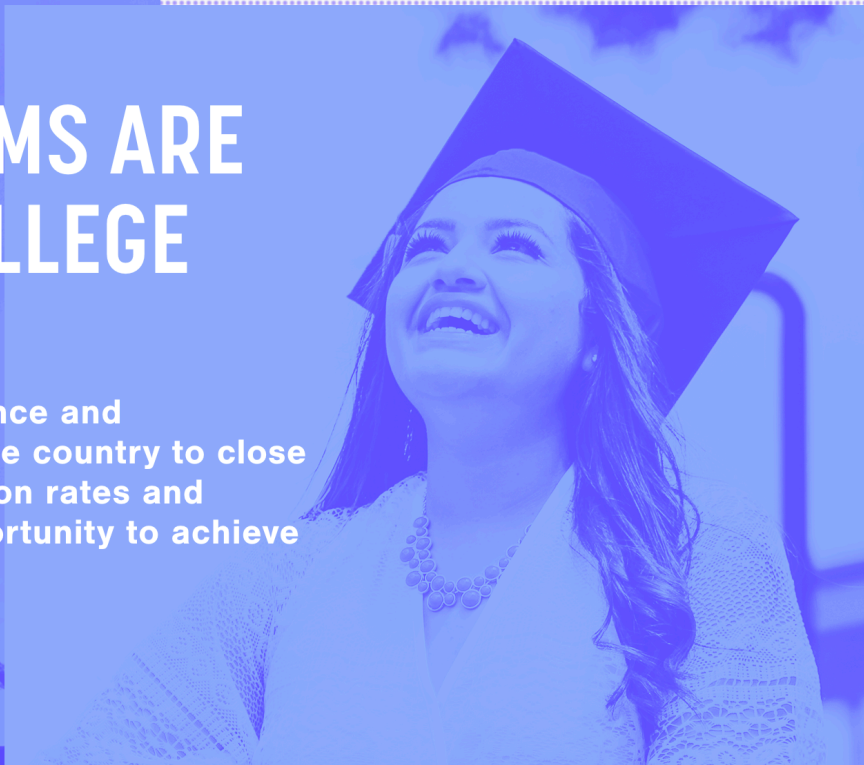




# COMMUNICATIONS

# AMERICAN DREAMS ARE POWERED BY COLLEGE COMPLETION

At CCA, we're leveraging our Alliance and implementing strategies around the country to close achievement gaps, boost graduation rates and ensure every student has the opportunity to achieve their dreams.



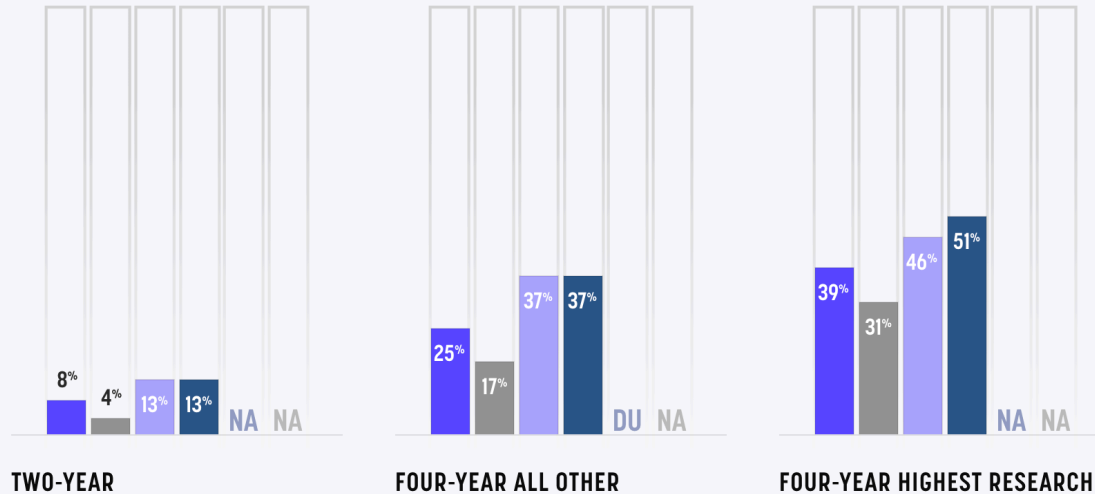
# CREDIT ACCUMULATION

% OF STUDENTS COMPLETING # OF CREDITS IN THEIR FIRST YEAR



30 CREDITS PER YEAR

24 CREDITS PER YEAR



HISPANIC

BLACK

WHITE

ASIAN

PACIFIC ISLANDER

AMERICAN INDIAN

NA NOT APPLICABLE

DS DATA SUPPRESSED

DU DATA UNAVAILABLE

**COMMIT**

Know the Problem

Generate Buy In

Create an Action Plan

**ACT**

Design the Strategy

Communicate with  
Stakeholders

Implement the Strategy

**IMPROVE**

Measure

Refine the Implementation

Sustain the Strategy

**RESOURCES****EARLY MOMENTUM THROUGH  
#15TOFINISH AND PURPOSE  
FIRST**

Panel explores #15toFinish efforts and CCA's Purpose First initiative, which seeks to help students make more informed majors and career track decisions.

[Learn More](#)[VIDEO](#)**MOMENTUM: THE ACADEMIC  
AND ECONOMIC VALUE OF A  
15-CREDIT FIRST-SEMESTER  
COURSE LOAD**

CCRC

[Learn More](#)[ARTICLE](#)**ON SECOND THOUGHT: U.S.  
ADULTS REFLECT ON THEIR  
EDUCATION DECISIONS**

Strada/Gallup - More than half of U.S. adults have regrets.

[Learn More](#)[REPORT](#)

ADDITIONAL RESOURCES ►

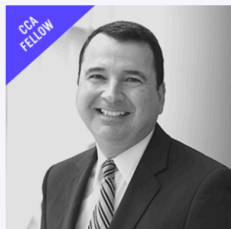
## CONNECT WITH CONTENT EXPERTS

Below are state and institutional leaders from around the country who are leading efforts around the Momentum Year. Use the form below to ask questions and receive expert guidance for your own implementation efforts.

STATE ▼

ORGANIZATION TYPE ▼

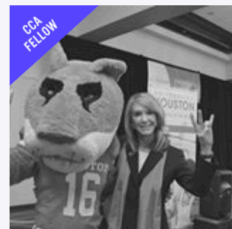
ROLE ▼

**TIMOTHY RENICK**

Vice President for Enrollment Management and Student Success, Vice Provost, and Professor of Religious Studies, *Georgia State University*  
Atlanta, Georgia

**TRISTAN DENLEY**

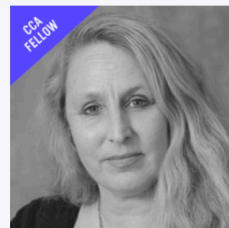
Executive Vice Chancellor for Academic Affairs and Chief Academic Officer, *University System of Georgia*  
Atlanta, Georgia

**PAULA MYRICK SHORT**

Senior Vice Chancellor for UH System, Senior Vice President for Academic Affairs and Provost, *University of Houston*  
Houston, Texas

**BRUCE VANDAL**

Senior Vice President for Implementation, *Complete College America*  
Denver, Colorado



- Empower data experts to be leaders in the movement
- Give voice to the silent through data
- Support implementation and scale
- Support communication and awareness

# IMPLEMENTATION

A woman in a plaid shirt is standing at the front of a room, gesturing towards a presentation screen. The room is filled with people, mostly seen from the back, who are listening to the presentation. The walls are covered with various posters and charts. The overall lighting is dim, with the presentation screen being the primary light source.



# Resources & Support

- National Gatherings
  - Summer Action Summit
  - Annual Convening
- Customized Support
  - Consulting & Publications
  - Reports

Scale Project

# How We Scale



Secure  
Resources

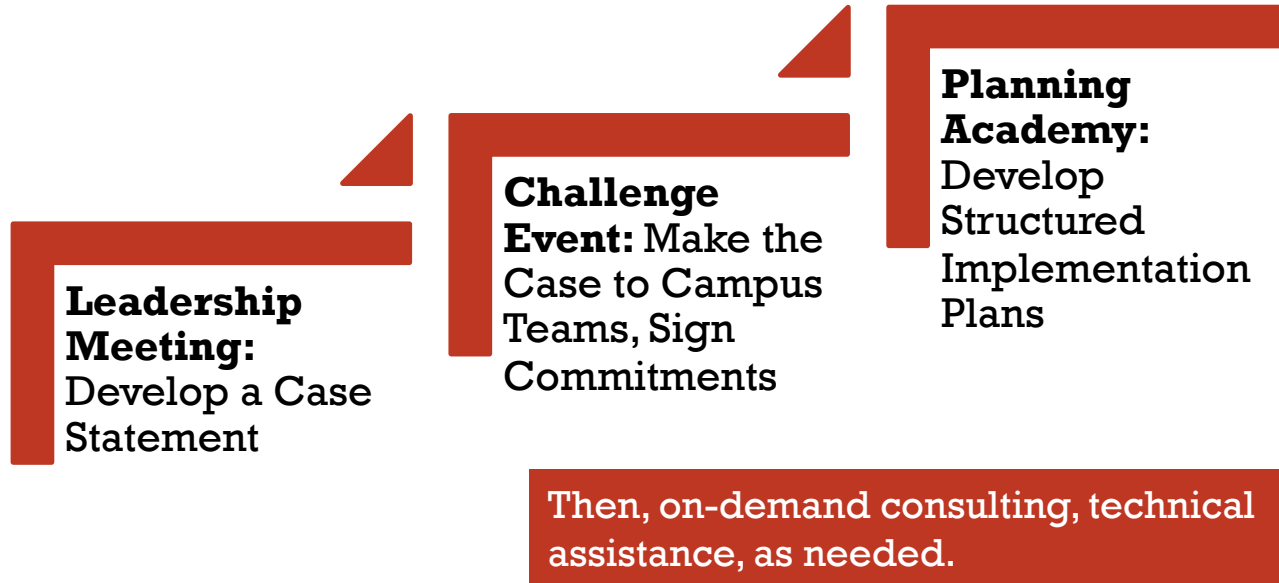


Cultivate  
Commitment

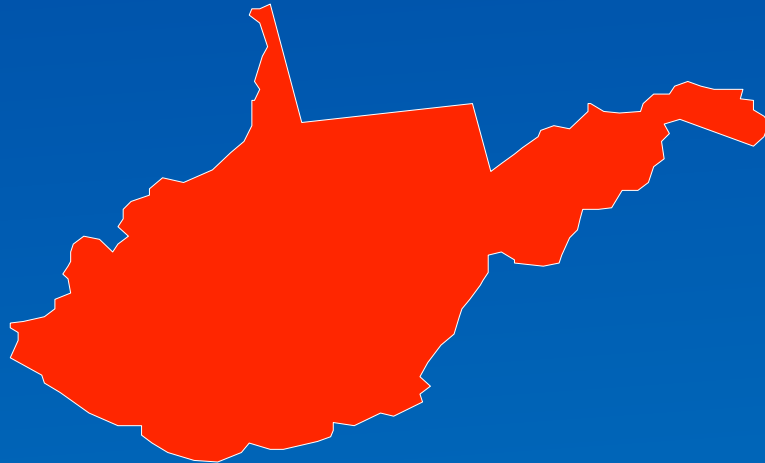


Execute  
Strategies

# How We Scale



*West Virginia selected as a  
2018 Momentum Pathways  
Alliance Member !!!*





# **MOMENTUM PATHWAYS: A COMPREHENSIVE APPROACH TO GAME CHANGER STRATEGIES**

BRUCE VANDAL  @BruceatCCA

Senior Vice President  
Complete College America

# THE GAME CHANGERS



15 to Finish



Math Pathways



Corequisite Support



GPS Direct



Structured  
Schedules

# STUDENT MOMENTUM

*In the first year of enrollment students who...*

- Earn 30 credits in first year
- Complete math and English gateway courses
- Enter a program of study
- Complete nine program credits

*...are far more likely to graduate.*

# MOMENTUM PATHWAYS

**ADVISORS**

15 to Finish

Momentum  
Year

Academic  
Maps with  
Proactive  
Advising

**FACULTY**

Math Pathways

Corequisite Support



# ADMINISTRATIVE MOMENTUM

*Faculty and Staff who scale strategies that...*

- Show quantifiable, positive results in student outcomes within months, not years
- Clearly build from one successful implementation to the next

*...are far more likely to be bought in to the work*

# MOMENTUM PATHWAYS

**ADVISORS**

15 to Finish

Momentum  
Year

Academic  
Maps with  
Proactive  
Advising

**FACULTY**

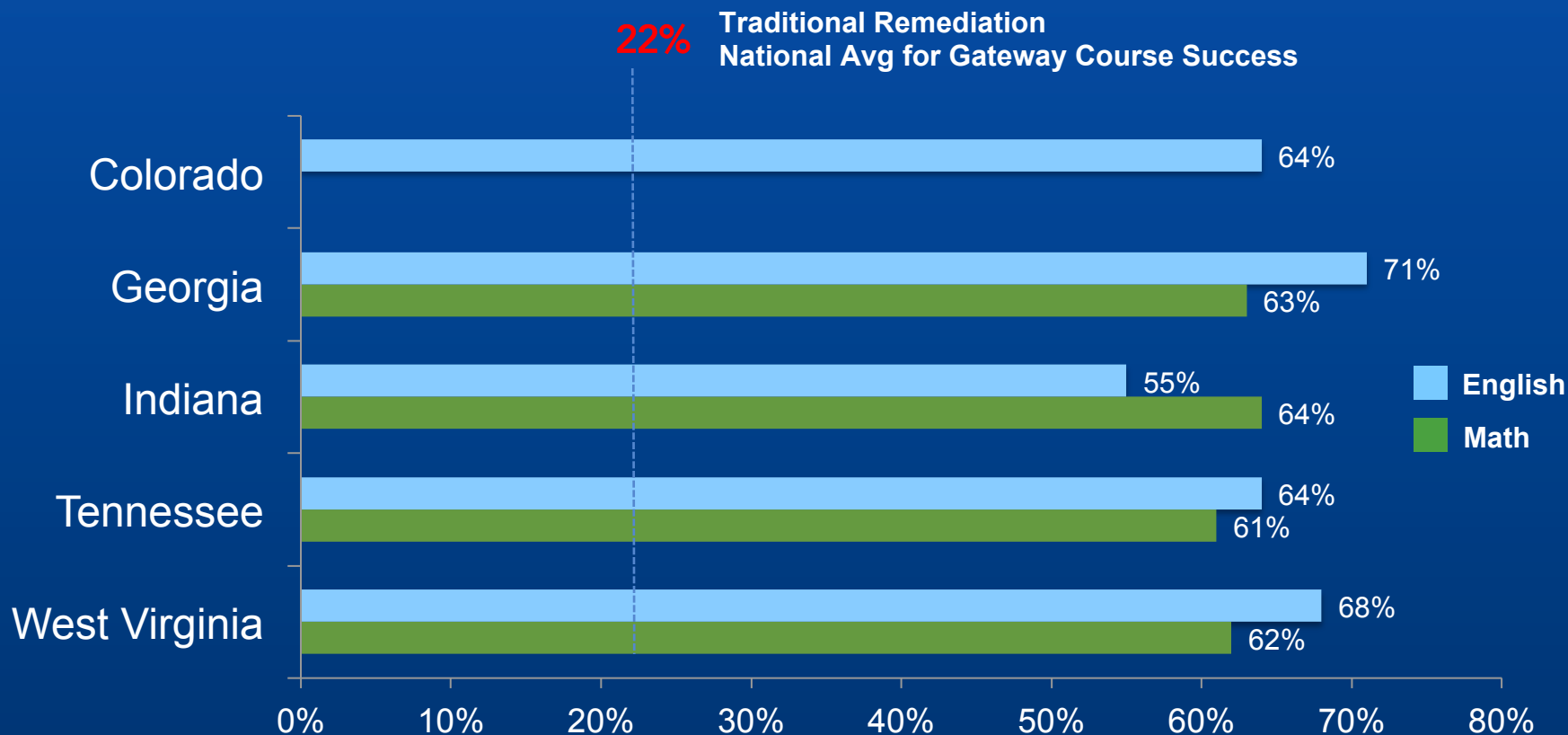
Math Pathways

Corequisite Support

# **Faculty-Based Strategies**

**Corequisite  
Support  
#CoreqWorks**

# One Year Scaled Results



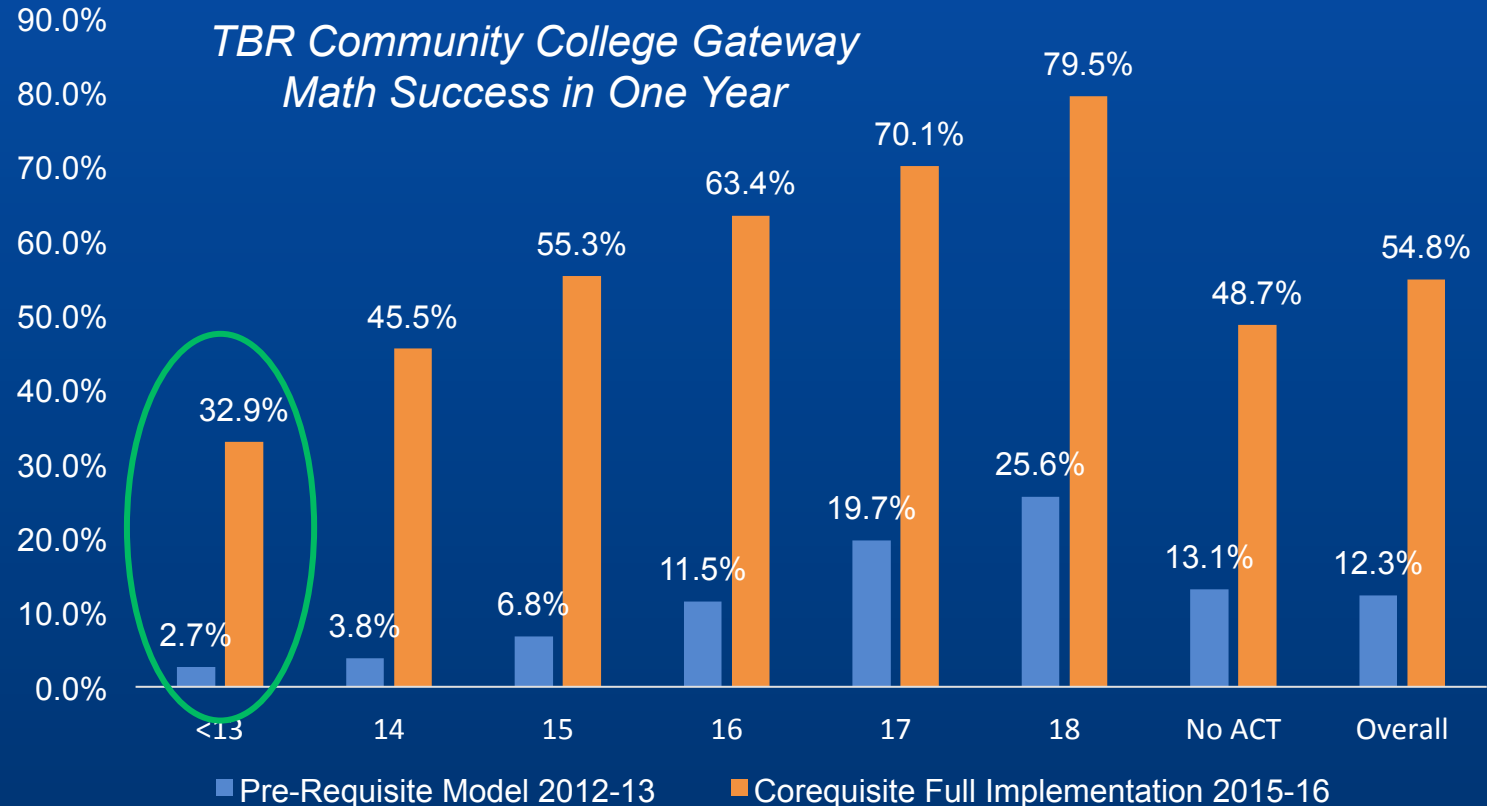


# Dr. Tristan Denley

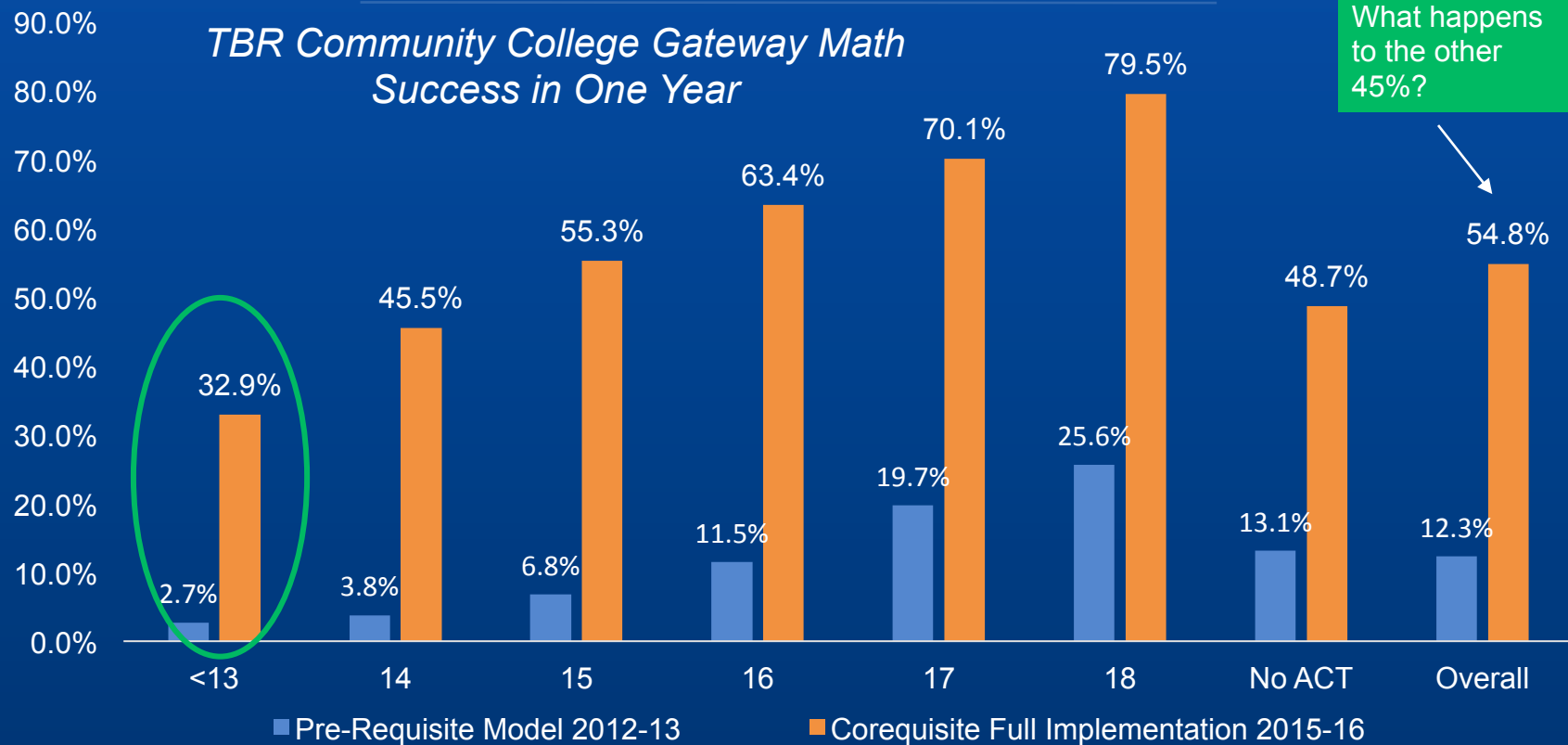
Chief Academic Officer and Executive  
Vice Chancellor of Academic Affairs,  
University System of Georgia

CCA Fellow

# Corequisites Result in Dramatic Improvements In Gateway Course Success



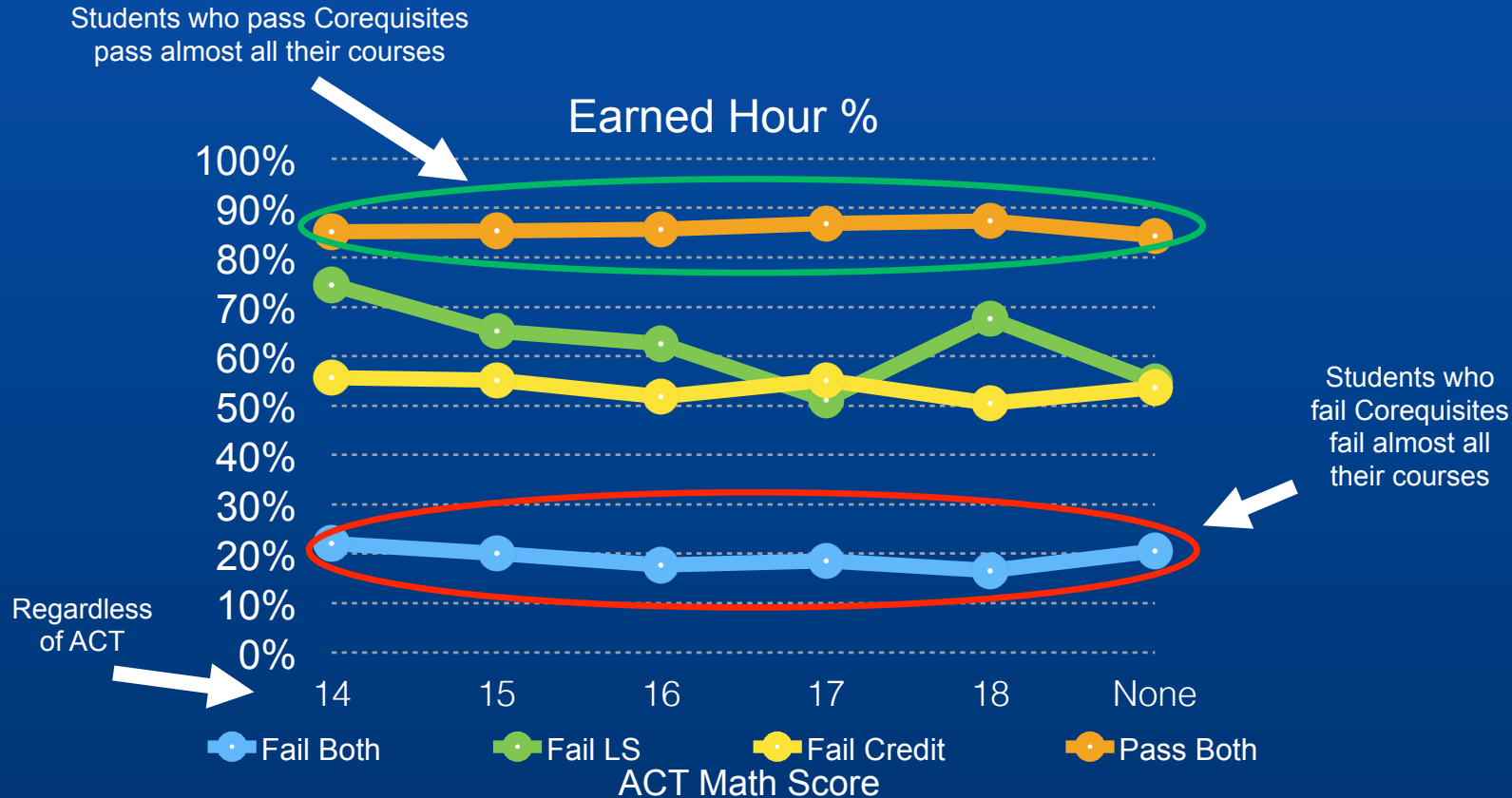
# Corequisites Result In Dramatic Improvements In Gateway Course Success





# Successful Corequisite Students Pass Almost All Courses

## Unsuccessful Corequisite Students Pass Very Few Courses



# The Bottom Line

- Students who pass Corequisites and college-level – **regardless of ACT** – pass almost all their courses
- Students who fail Corequisites and college-level – **regardless of ACT** – fail almost all their courses
- The challenge is not academic readiness, but college readiness

# Academic Purpose and Mindset

*Students who have...*

- A clear academic purpose
- Understand the relevance of gateway courses
- Have a strong academic mindset

*...perform better*

# Building Academic Purpose and Mindset

Academic  
Purpose



Purpose First/  
Meta-Majors

Relevance



Math Pathways  
and Academic Map

Academic  
Mindset



Proactive  
Advising

**#MathPathways**

## A COMMON VISION

*college algebra courses serve two distinct student populations: the overwhelming majority for whom it is a terminal course ..., and the relatively small minority for whom it is a gateway to further math. Neither group is well-served by the traditional ... college algebra course.*

Karen Saxe

Linda Braddy

Foreword by William "Brit" Kirwan



# College Algebra's Purpose Is Preparation for Programs Requiring Calculus

---

College  
Algebra



Calculus



Program



## A COMMON VISION

### for Undergraduate Mathematical Sciences

*The mathematical sciences community must begin to think in terms of a broader range of entry-level courses and pathways into and through curricula for all students,*

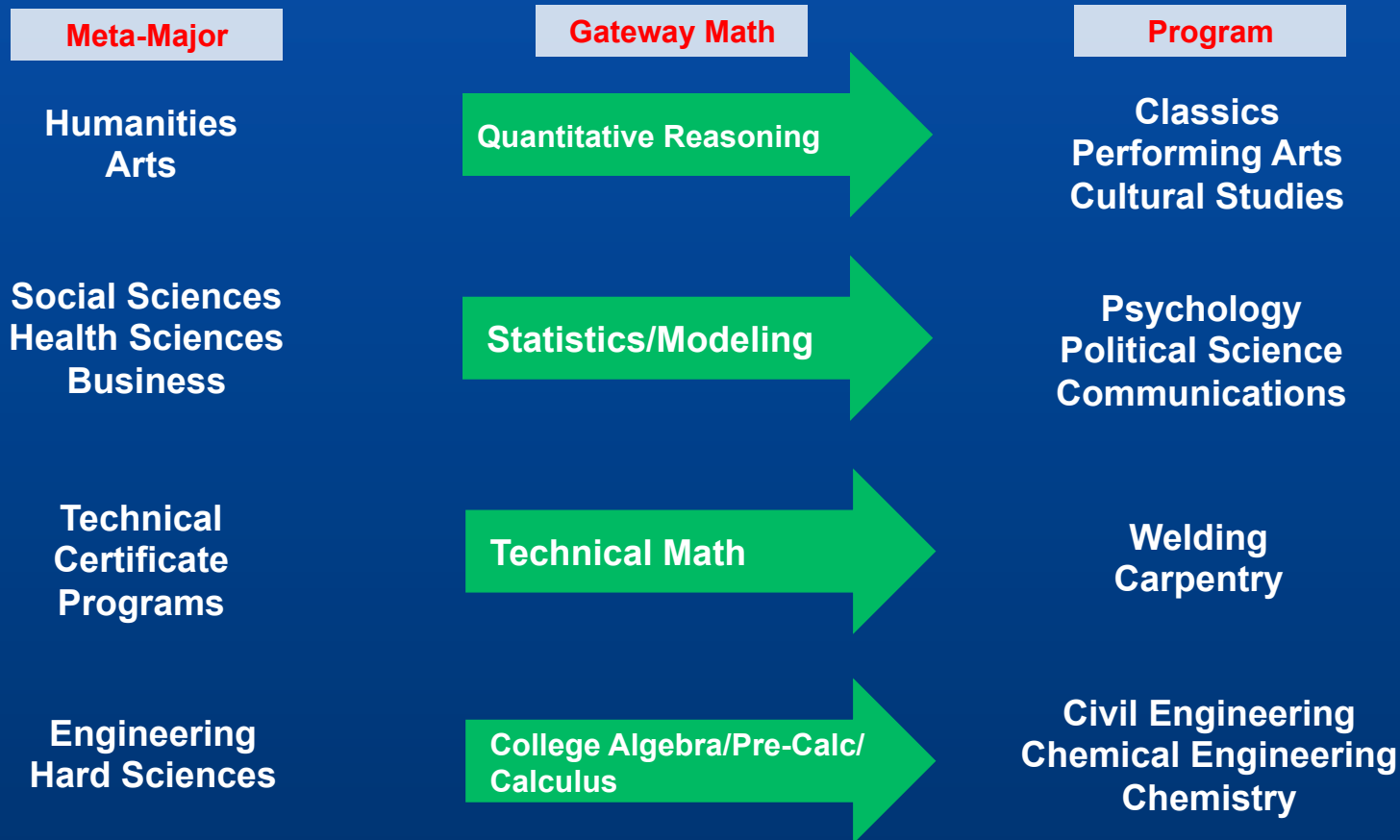
Karen Saxe

Linda Braddy

Foreword by William "Brit" Kirwan



# Math Is Aligned to Majors



# Math Aligned to Major

- Applicable to Program of Study Requirements
- Transferable into Programs of Study at Receiving Institutions
- Designed to be delivered with a Corequisite for Underprepared Students
- A Key Component of Pre-Major Advising

# MOMENTUM PATHWAYS

**ADVISORS**

15 to Finish

Momentum  
Year

Academic  
Maps with  
Proactive  
Advising

**FACULTY**

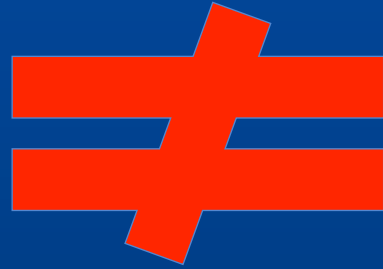
Math Pathways

Corequisite Support

# **Advisor-Based Strategies**

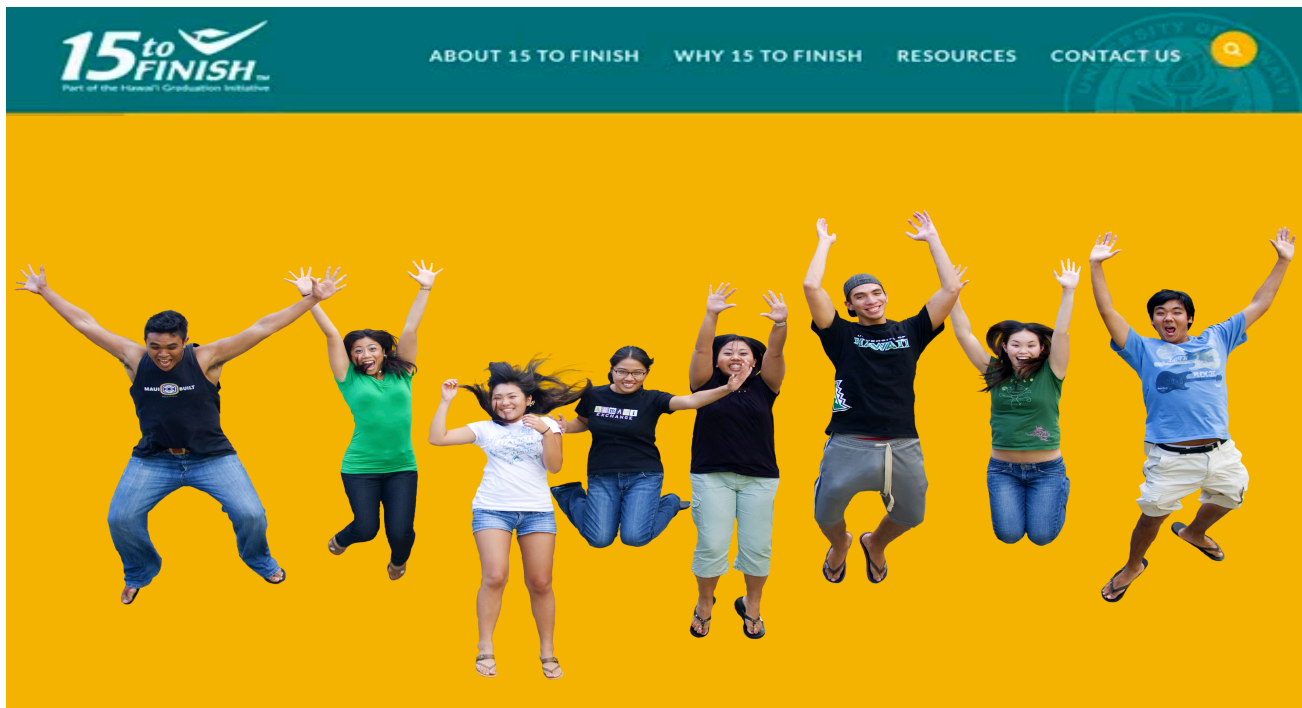
**#15toFinish**

Full-time

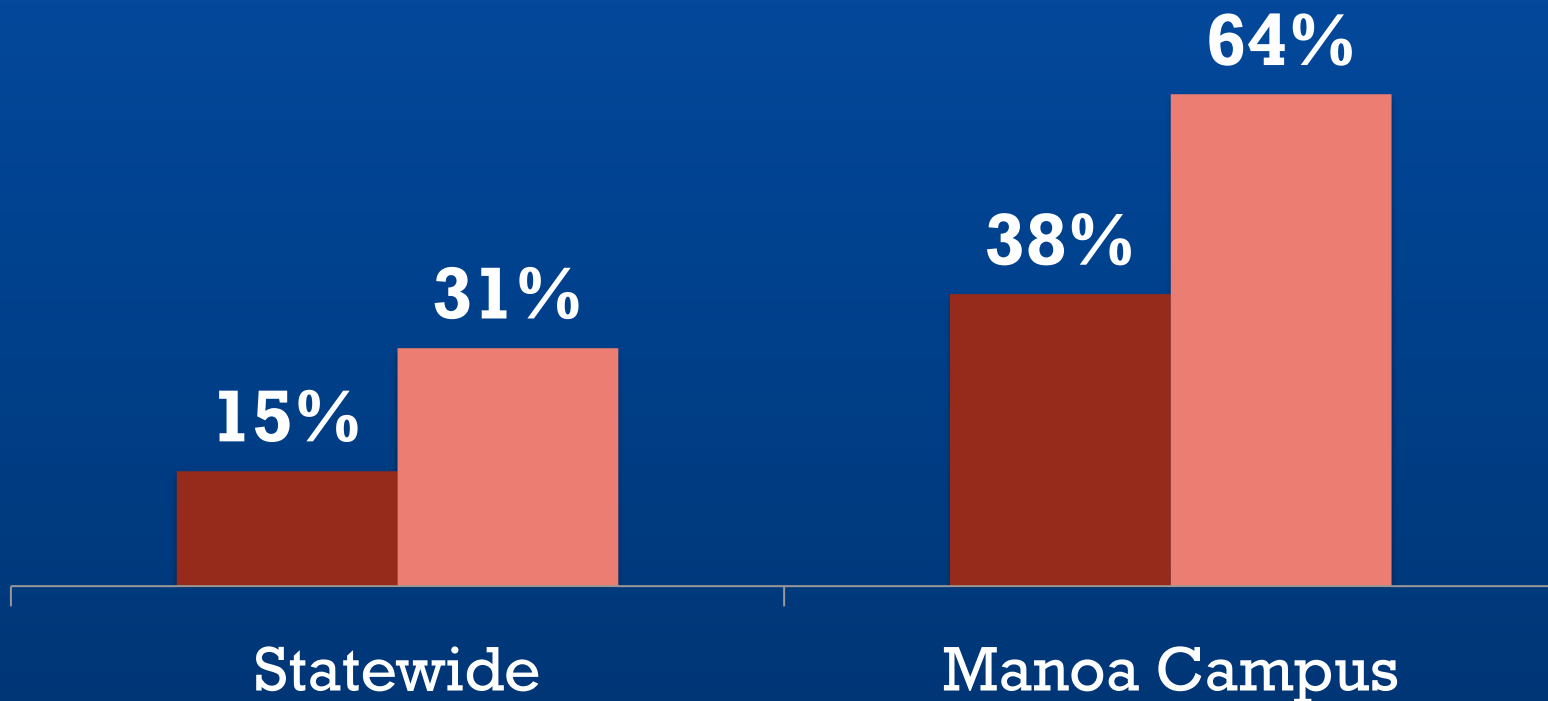


On-Time

# University of Hawai'i

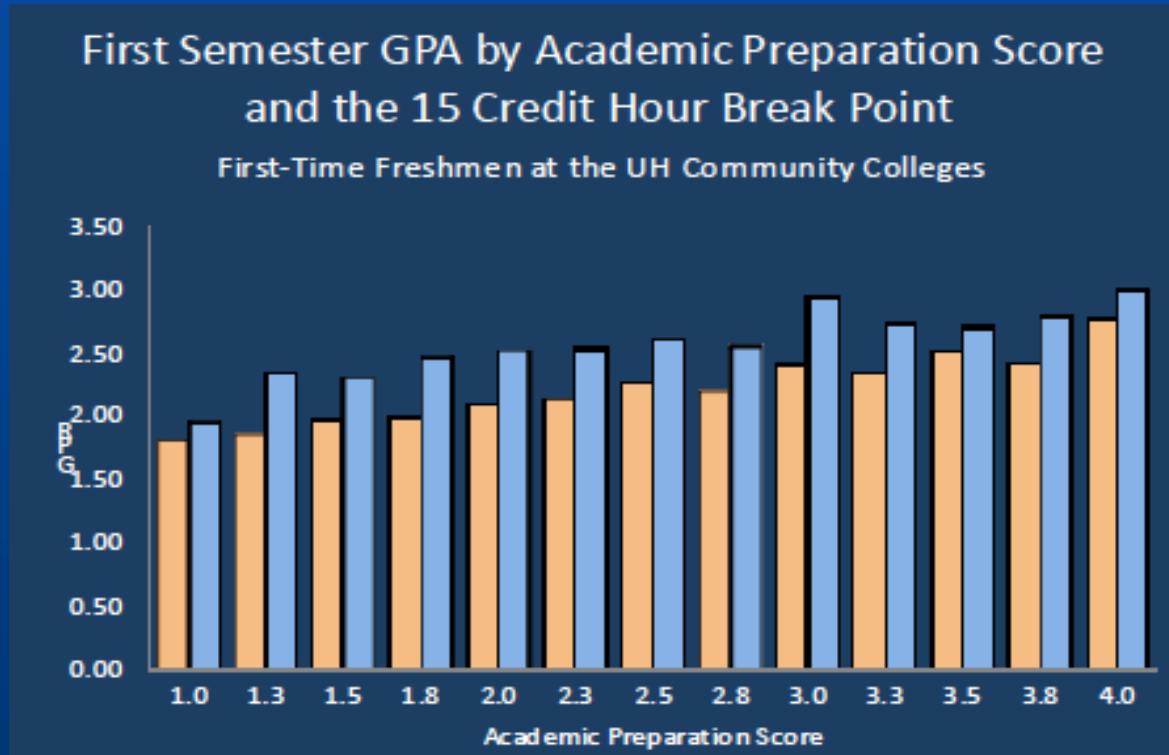


# **Hawai'i's Results: Students Taking 15 Credits 2011 v. 2015**



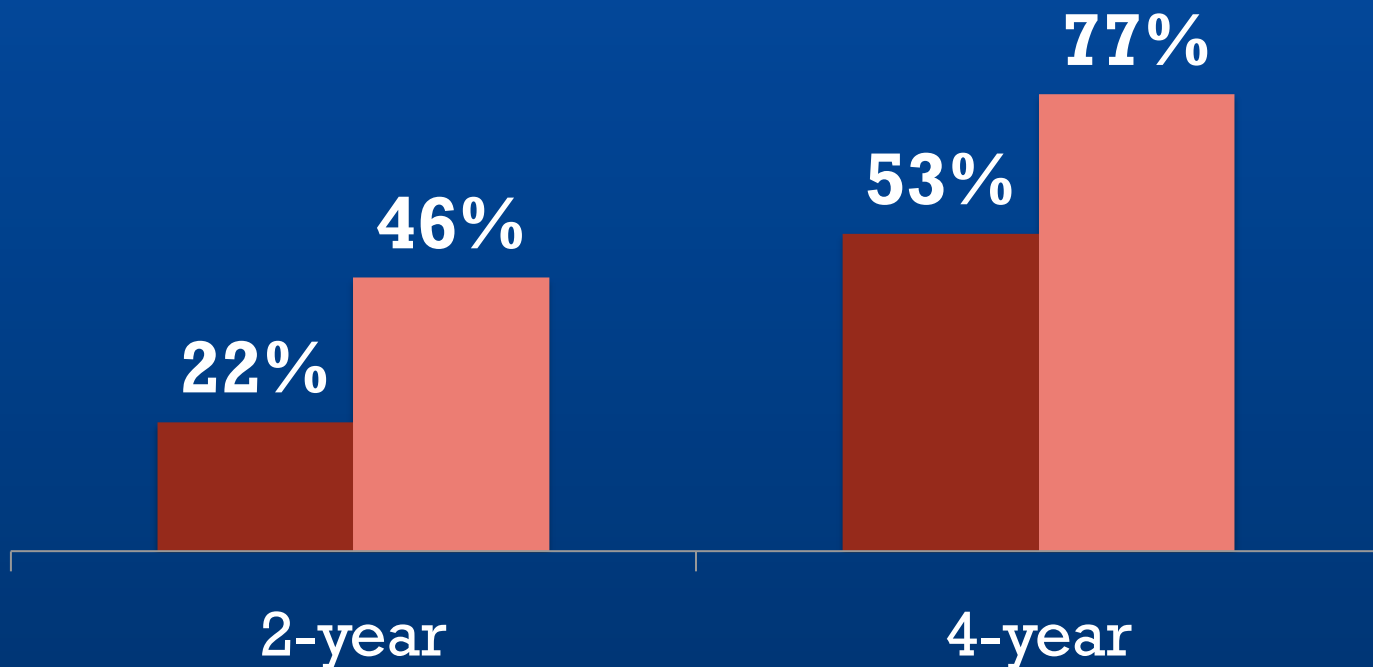


At every level of academic preparation  
students taking  $\geq 15$  hours had higher GPAs



# Indiana's Results:

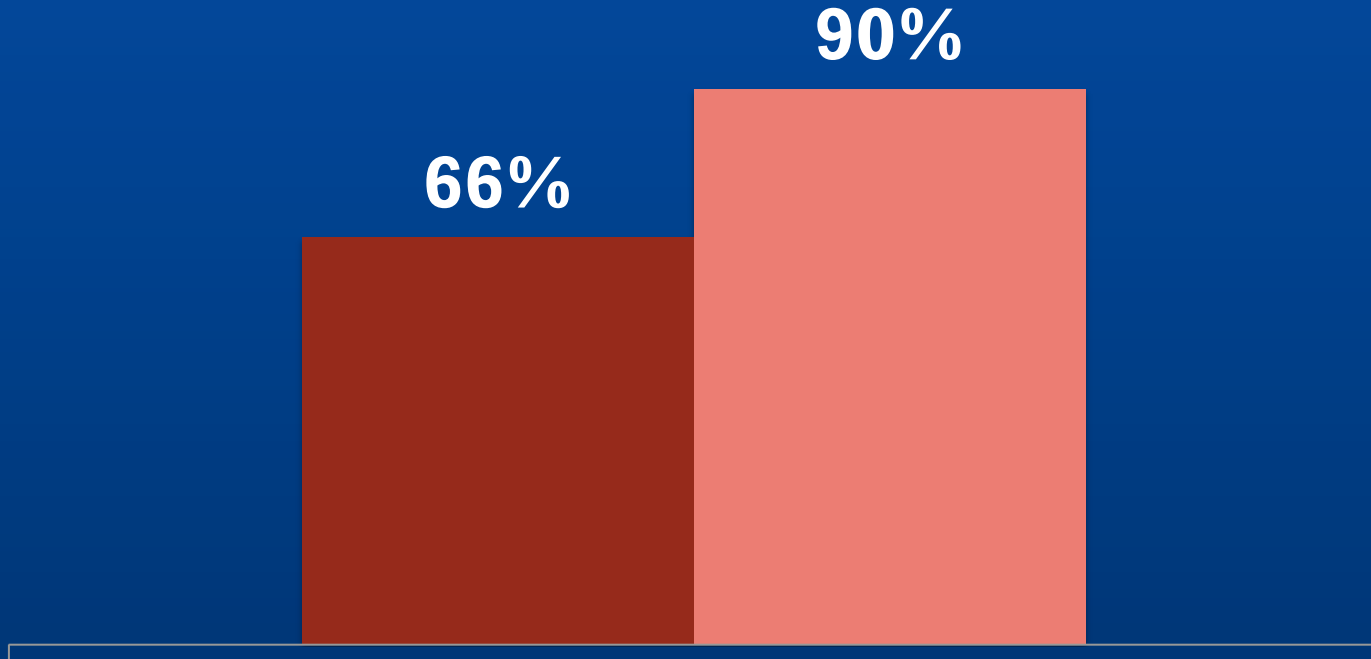
## 21st Century Scholars Taking 15 Credits 2013 v. 2015



# **Mississippi Valley State University Results:**

## **Students Taking 15 Credits**

### **2013 v. 2015**



A graphic featuring the number 15 in a large, bold, black font. The background of the graphic consists of abstract, overlapping shapes in shades of pink and orange. The entire graphic is enclosed in a thin black border.

# 15

**CREDITS A SEMESTER  
TO GRADUATE ON TIME**

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**#15TOFINISH**

## POSTERS



**Momentum  
Year**

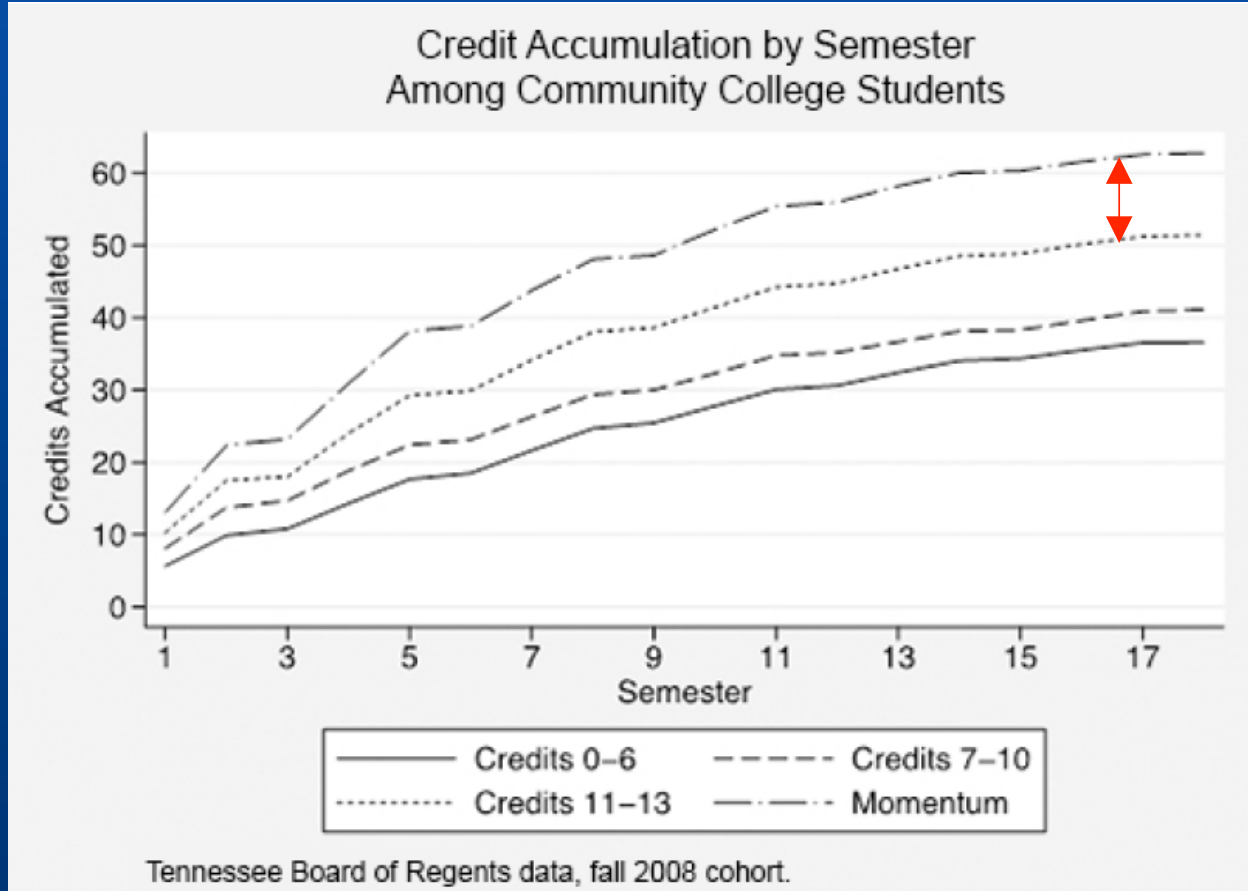
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*...are far more likely to graduate.*

# 15 Credits in 1<sup>st</sup> Semester Creates Student Momentum

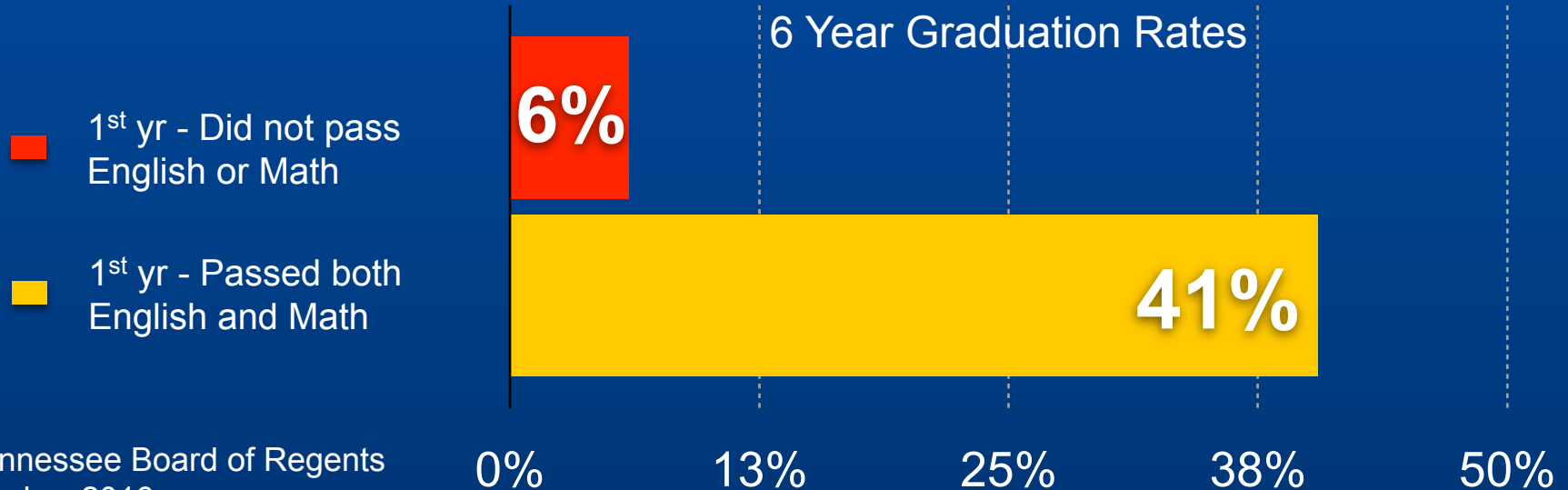


Belfield,  
Jenkins  
and Lahr,  
2016



# Completion of Gateway Math and English Creates Momentum

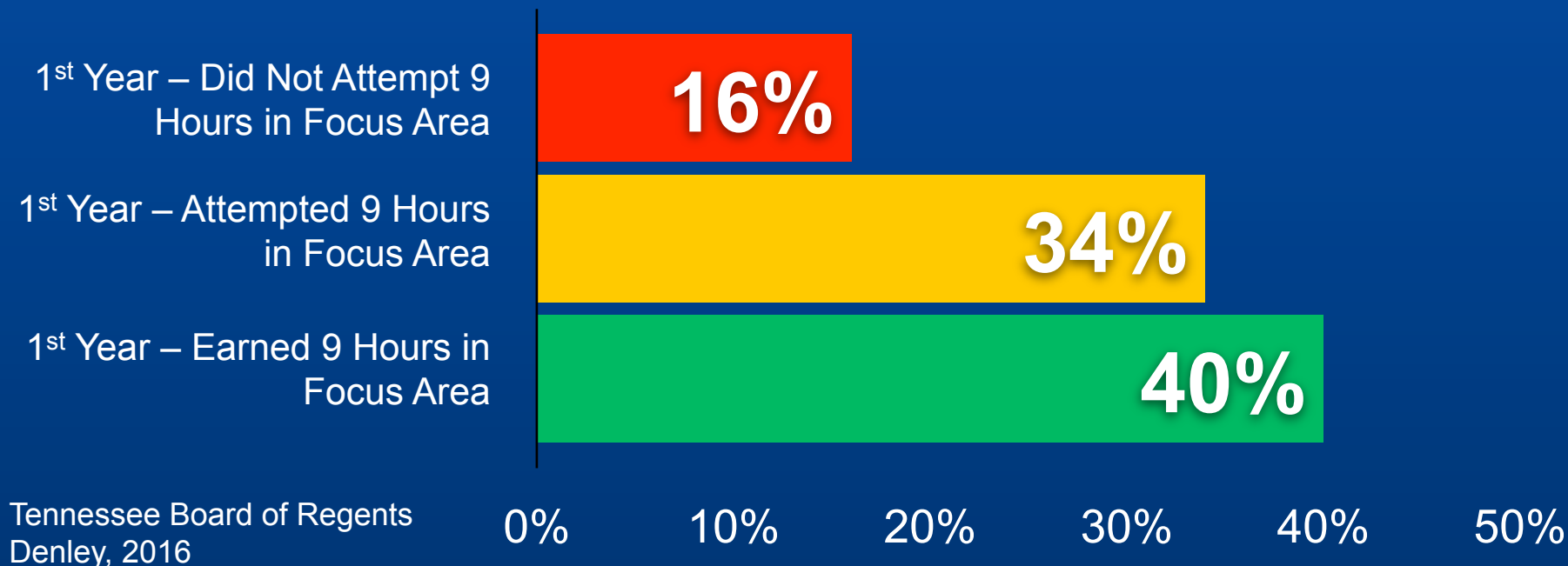
## *Community College English and Math*



Tennessee Board of Regents  
Denley, 2016

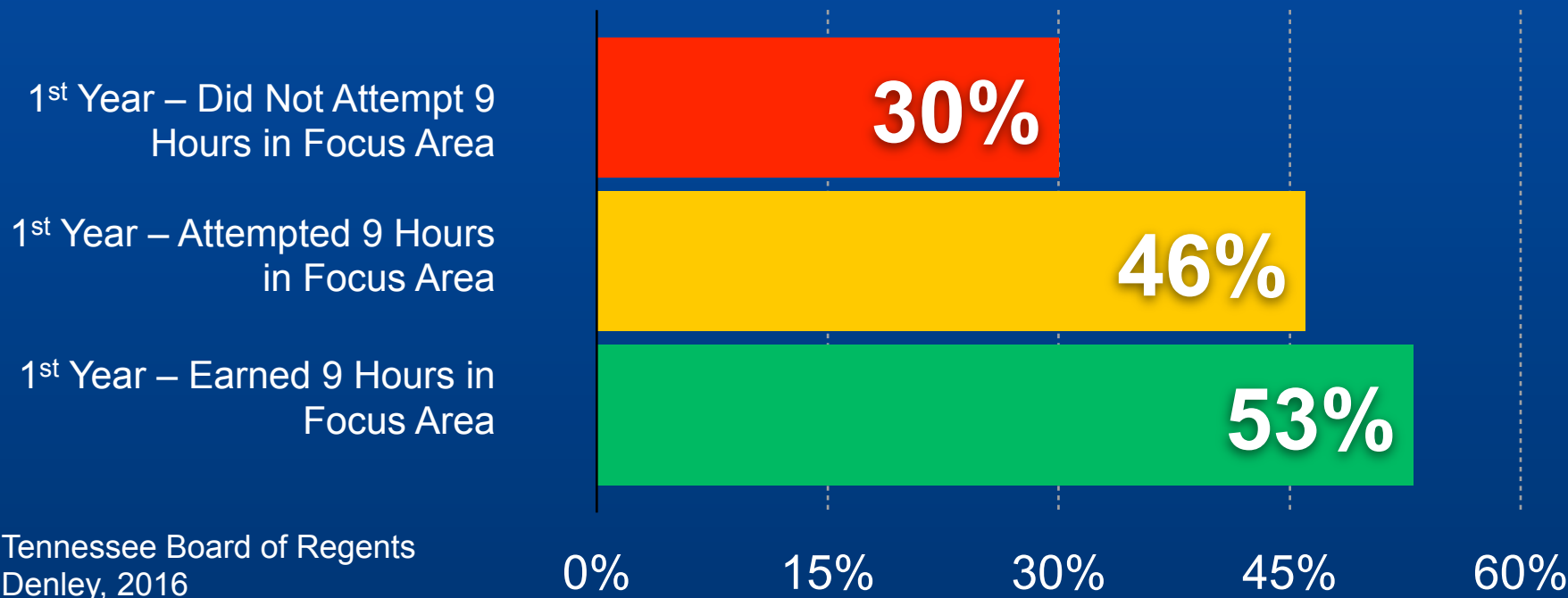
# Nine Credits in Program First Year Creates Momentum

*6 Year Community College Graduation Rates*

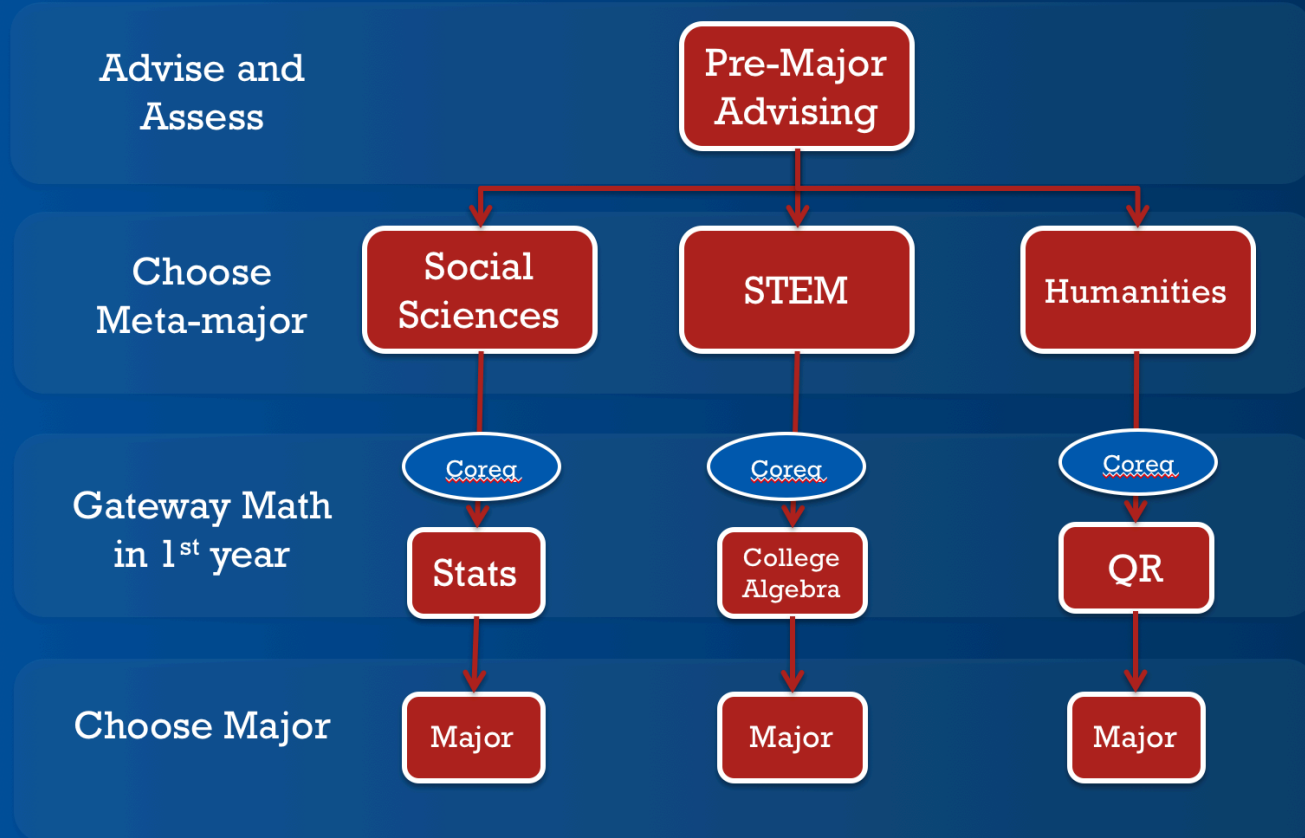


# Nine Credits in Program First Year Creates Momentum

*Six Year Community College Graduation Rates*



# A Model Pathway



**How do students determine  
the path they should pursue?**

**#PurposeFirst**

# Questions for a Potential Nursing Student

- Are you prepared for Chemistry 101?
- Do you like working with people?

## Real-life Questions

- How do you feel about working with BLOOD and BEDPANS?



# **How does an institution implement Momentum Year?**

**Option 1: Academic Policy &  
Advisor Training**

**Option 2: Momentum Year  
Default Academic Maps**

# **Academic Maps and Proactive Advising**




# Academic Maps

## FIRST-YEAR CORE

### TERM 1

English 101 | English 101+  3 credits

Pre-calc 101 | Pre-calc 101+  3

Biology, Chemistry, or Physics Core w/lab 4


Biology, Chemistry, or Physics Core w/lab 4

Student Success Seminar 1

CREDITS 15

### TERM 2

English 102 | English 102+  3 credits

Calculus 101 | Calculus 101+  3

Bio, Chem, or Physics Core w/lab 4

Biology, Chemistry, or Physics Core w/lab 4

STEM or Engineering Options Seminar 1

CREDITS 15



# Staying on the Path: Proactive Advising

**Students see their advisors if:**

- They fall off the pathway
- They are at risk of not succeeding
- They need special assistance or a customized pathway

# Scaling Student Momentum

**RESTRUCTURE SYSTEMS** to improve outcomes and narrow gaps

**ADVISORS**

15 to Finish

Momentum Year

Academic Maps and  
Proactive Advising

**FACULTY**

Math Pathways

Corequisite Support

**DEPLOY TARGETED INTERVENTIONS** to permanently close gaps

Monitor Impact of Game Changer  
Scaling to Drive Continuous Improvement

Adult and Underserved Student  
Strategies

# **A Better Deal for Returning Adults**



**STEP 1:**  
**Build Smarter  
Schedules**

# 15

CREDITS A SEMESTER  
TO GRADUATE ON TIME

**#15TOFINISH**



# What's Really the Issue?

15

OR

5

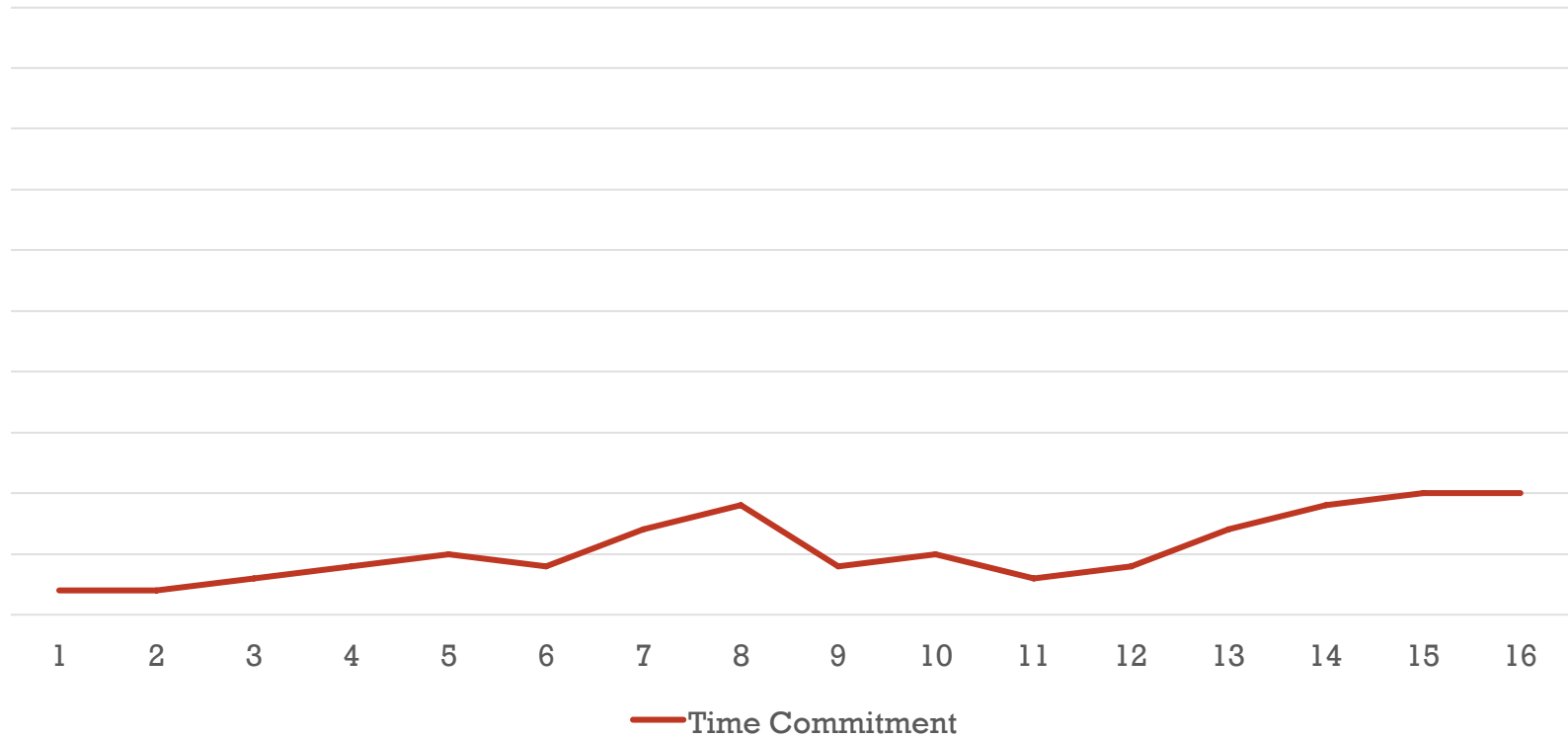
# 5

Professor Relationships  
Sets of Deadlines to Remember  
Strands of Content to Absorb  
Mid-Terms and Final Exams

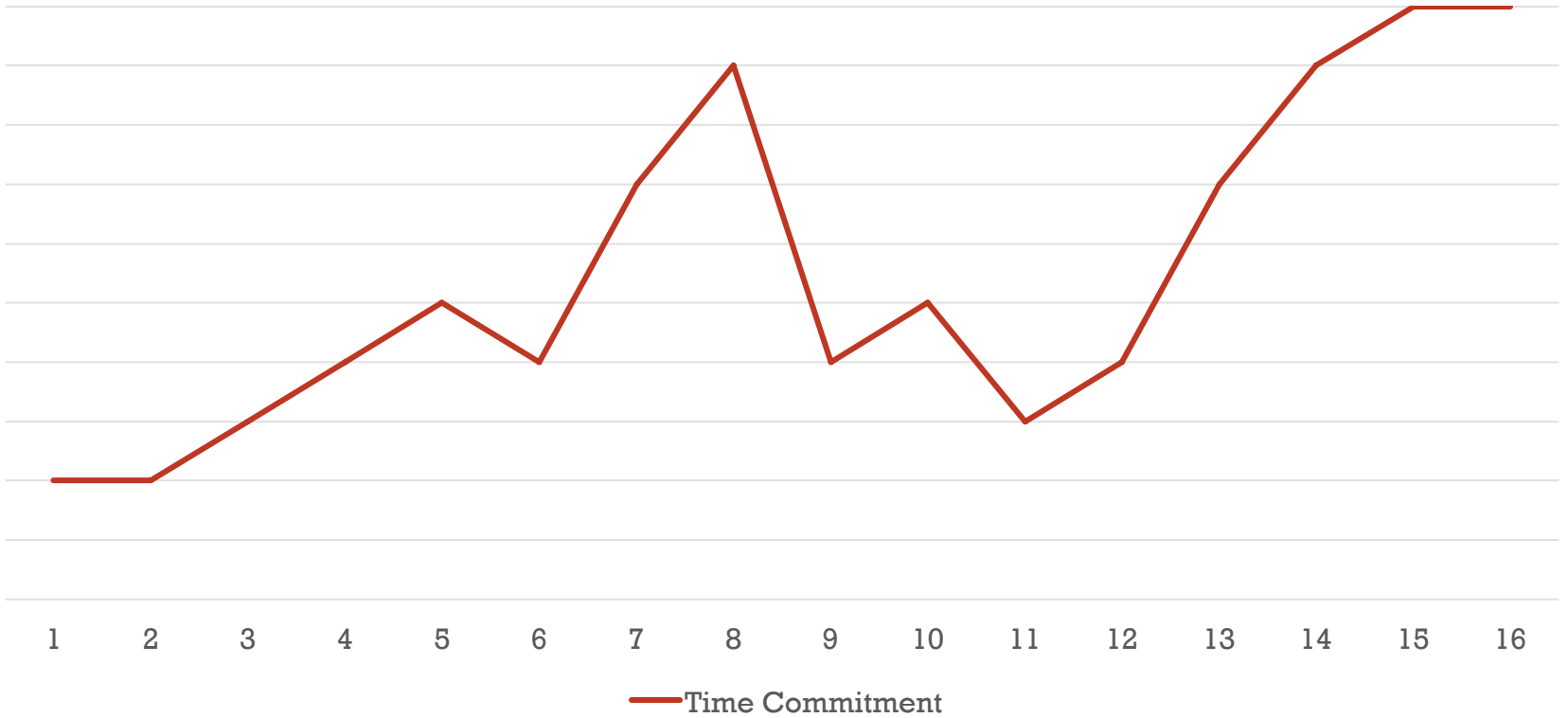
*...while also keeping track of life*



## Time Commitment: 16 Week Semester; 1 course



## Time Commitment: 16 Week Semester; 5 courses





## Redesigned Schedule

### Solve for 5 instead of 15: Compressed Courses

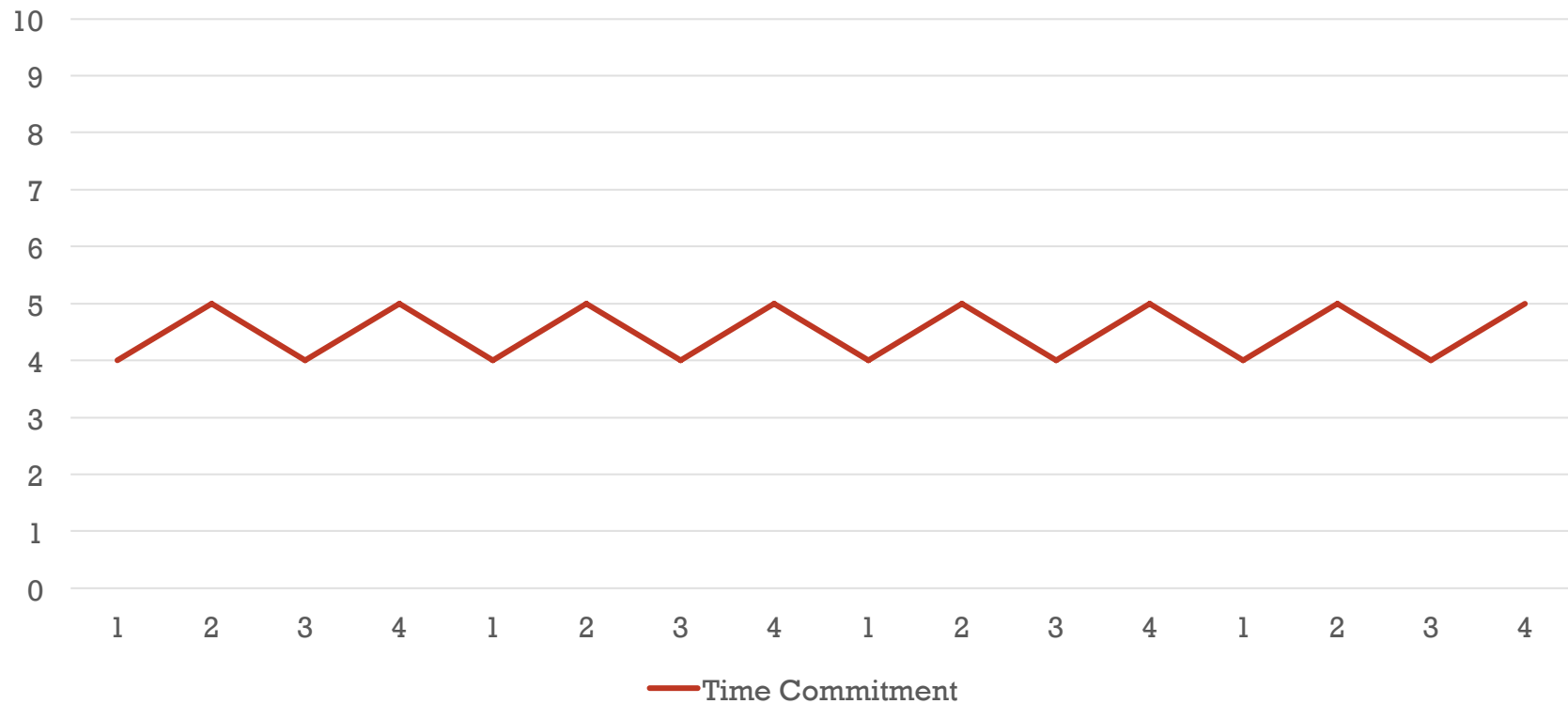
- **Shorter Terms**
- **Fewer Courses per Term**
- **Year-Round Enrollment**
- **Consistent Time/Days on Campus**

# 1 or 2

Professor Relationships  
Sets of Deadlines to Remember  
Strands of Content to Absorb  
Mid-Terms and Final Exams

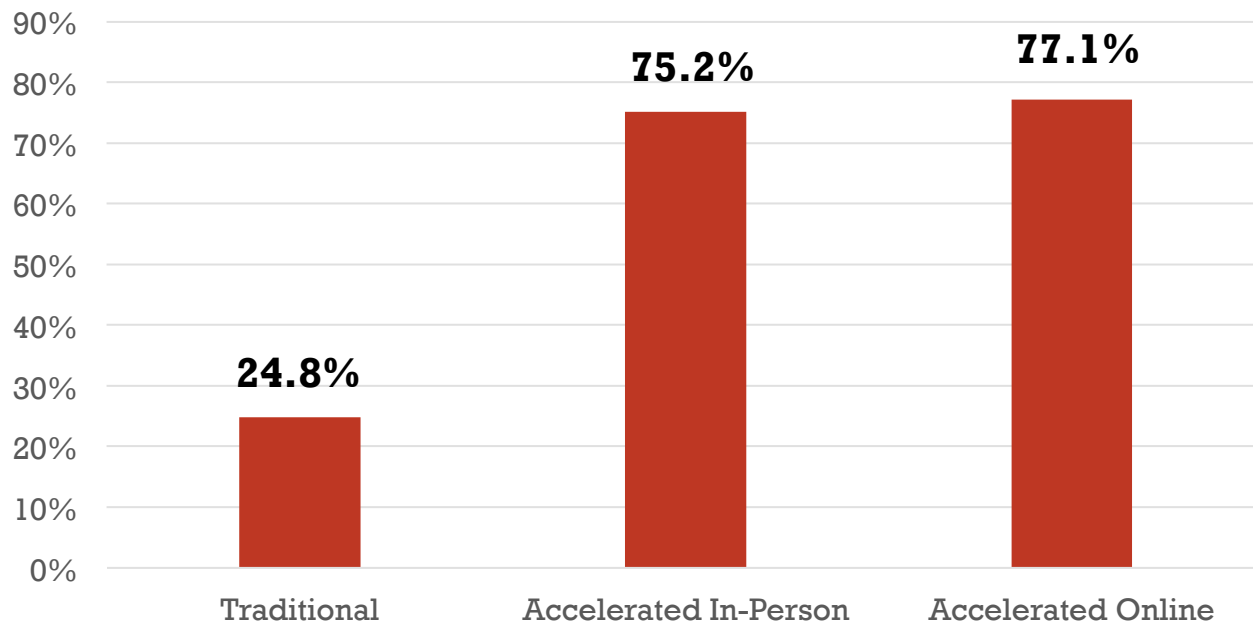
*...while also keeping track of life*

## Time Commitment: 4-week terms, 1 course per term



# Compressed Courses Get Big Results

Bellevue's 4-Year Graduation Rates

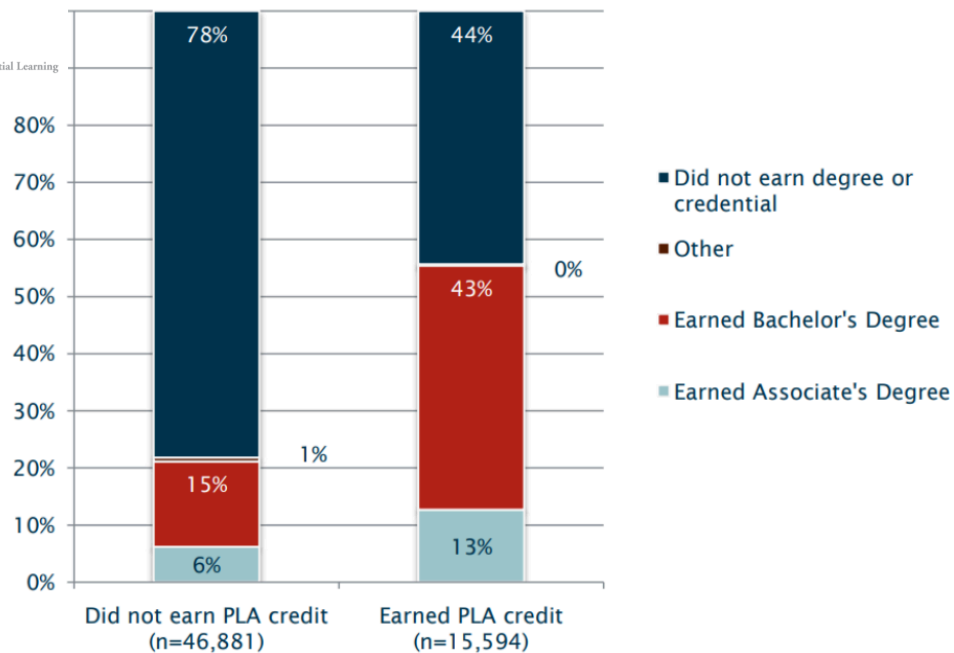


**STEP 2:**  
**Honor What Students**  
**Already Know**

# Correlation



The Council For Adult & Experiential Learning



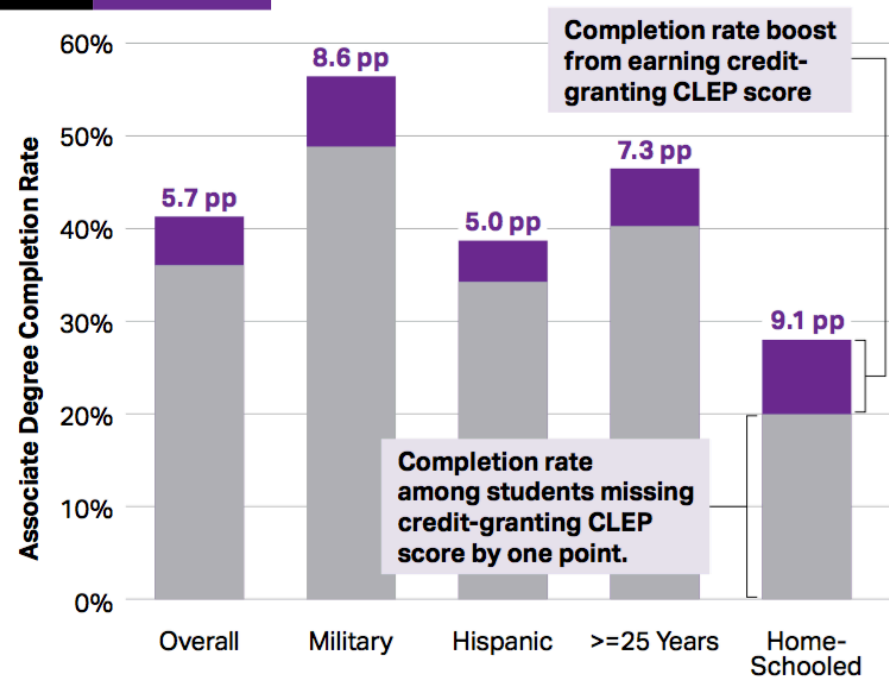


# Causation



CollegeBoard

CLEP®



# Prior Learning Assessment is Everywhere but Lives Nowhere

## Exams

- CLEP
- DSST

## Portfolios

- Learning Counts
- Faculty-Driven

## Certifications

- ACE
- Faculty-Driven





## Credit for Competency

If it works, bake it into the cake:  
Embedded Credit for Competency Process

- Required for all adult students
- Designed to maximize credits earned
- Credits transcribed promptly



3-Credit Course leads students through reflection and PLA process:



# STEP 3:

## Provide a Coach

CCA-ism:

The longer it takes,  
the more likely that  
life gets in the way.

CCA-ism:

The longer it takes,  
the more likely that  
it gets in the way.

**LIFE WILL GET IN THE WAY**



## Dedicated Coach

### Assign a coach to each adult student

- Single coach from start to finish
- Trained to build relationship & trust
- Equipped to intervene in institutional policy and practice
- Knowledge of external resources



# InsideTrack's Coaching Results



PENN STATE

46%  
improvement in  
enrollment  
conversion



IVY TECH

33% increase in  
low-income,  
first-gen  
persistence



FLORIDA STATE

Coaching  
program  
generated \$9.6M  
in additional  
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# THE CAMPAIGN



A lot has changed since you left college.  
**LIKE YOUR REASONS FOR RETURNING.**

<b>LARGE INCOME BUMP</b> <b>+\$20K</b> <small>College Grads vs High School Grads</small>	<b>LESS CHANCE OF BEING UNEMPLOYED</b> <b>3X</b> <small>Bachelor's vs High School Degree</small>	<b>MORE CAREER OPTIONS</b> <b>60%</b> <small>Jobs Requiring Education Beyond High School by 2018</small>
--	--	--

Explore available programs and access your incentives  
[www.YouCanGoBack.com/Anthony.Smith](http://www.YouCanGoBack.com/Anthony.Smith)  
An Initiative of the Indiana Commission for Higher Education

**LEARN  
MORE**  
RECEIVE



A lot has changed since you left college.  
**LIKE YOU, FOR INSTANCE.**



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Indiana colleges and universities are making  
it easier to finish your degree.

**LEARN  
MORE**  
RECEIVE

**You Can. Go Back.**  
Indiana Commission on Higher Education  
400 West Olive Street #200, Indianapolis, IN 46204



## Proactive Reengagement

### **Adults are welcomed back – with the promise of a Better Deal**

Avenues to reach potential returning adult students include:

- Direct marketing
- Reverse Transfer efforts
- Employer partnerships

# Scaling Student Momentum

**ESTABLISH THE CONDITIONS** to catalyze change

Form a Beliefs Compact

Create a Diverse Team

Set Attainment and Equity Goals

Collect and Disaggregate Data

Align Funding to Outcomes

**RESTRUCTURE SYSTEMS** to improve outcomes and narrow gaps

**ADVISORS**

15 to Finish

Momentum Year

Academic Maps and Proactive Advising

**FACULTY**

Math Pathways

Corequisite Support

**DEPLOY TARGETED INTERVENTIONS** to permanently close gaps

Monitor Impact of Game Changer  
Scaling to Drive Continuous Improvement

Adult and Underserved Student Strategies



**James McCoy**

**Associate Vice President of Academic Affairs,  
College of Southern Nevada**

# Academic Maps

James R. McCoy

Associate Vice President, Academic Affairs

College of Southern Nevada

# Some Challenges

## Quantitative Outcomes

- Low Persistence Rates Leading to Low Graduation Rates
- Students Not Completing Gateway Math & English Early (or at all)
- Accumulation of Excess Credits
- For Those That Do Complete, The Time to Degree is too Long
- Excessive Student Debt



# Why Do Students Get Off Track?

## When We Asked Students Why...

- Never on a “track” to begin with
- Lack of “on time” academic advising
- Catalogs are difficult to comprehend
- Do not understand course pre-requisites
- Do not understand course sequencing
- Students withdrawal or fail courses
- Required courses are not available at right time
- Students change majors (multiple times)

# General Education Requirements from a Catalog

## GENERAL EDUCATION REQUIREMENTS

### **Basic Liberal Studies Requirements: [2 courses must include the Diversity (D) overlay]**

#### **English Communication: 6 credits; 3 credits must be in a writing course**

Writing (ECw): ELS 112, 122 (nonnative speakers); HPR 326; WRT 104, 105, 106, 201, 227, 235, 302, 303, 304(D), 305(D), 333.

General (EC): COM 100(D), 110(D); LIB 120; PHL 101.

#### **Fine Arts and Literature (A): 6 credits; 3 credits in Fine Arts and 3 credits in Literature**

Fine Arts: ARH 120(D), 251(D), 252(D); ART 101, 207; FLM 101(D), 203(D), 204(D), 205(D); HPR 105, 124, 201A, 202A, 324; LAR 201; MUS 101(D), 106(D), 111, 292(D), 293(D); PLS 233; SPA 320(D); THE 100, 181, 351(D), 352(D), 381, 382, 383.

Literature: AAF 247(D), 248(D); CLA 391(D), 395(D), 396(D), 397(D); CLS 160(D); ENG 110(D), 160(D), 241(D), 242(D), 243(D), 247(D), 248(D), 251(D), 252(D), 260(D), 262(D), 263(D), 264(D), 265(D), 280(D), 300(D), 302(D), 303(D), 304(D), 317(D), 355(D), 357(D), 358(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HPR 105, 125, 201A, 202A; RUS 391(D), 392(D); SPA 305(D), 306(D), 307(D), 308(D); WMS 317(D).

#### **Language/Culture (FC): 6 credits**

- Demonstration of competence through the intermediate level by examination or successfully completing through 104 (living language) or 302 (classical language)
- Two-course sequence (or one course at the 113 level) in a previously studied language through at the appropriate level (all D): ARB 103, 104; CHN 103, 104; FRN 103, 104; GER 103, 104; GRK 301, 302; HBW 103, 104; ITL 103, 104, 111; JPN 103, 104; LAN 193, 194; LAT 301, 302; POR 103, 104; RUS 103, 104; SPA 103, 104, 111, 113, 210.
- Two-course sequence (or one course at the 111 level) in a language not previously studied (or studied for less than two years in high school) through the beginning level: ARB 101, 102; CHN 101, 102; FRN 101, 102; GER 101, 102; GRK 101, 102; HBW 101, 102; ITL 101, 102; JPN 101, 102; LAN 191, 192; LAT 101, 102; POR 101, 102; RUS 101, 102; SPA 101, 102.
- Study abroad in an approved program for one semester
- Major in a foreign language
- Formerly registered international students, students with recognized immigrant status, or naturalized citizens (at Dean's discretion)
- Two courses in Cross-Cultural Competence: CPL 300(D); FRN 309(D), 310(D), 320(D), 391(D), 392(D), 393(D); HIS 132(D), 171(D), 172(D), 180(D), 311(D), 327(D), 374(D), 375(D); HPR 201F, 202F; LET 151L(D), 151Q(D), 151R; NRS 300; PHL 331(D); RLS 131(D); SPA 320(D), TMD 224(D); six credits of a full-semester approved Intercultural Internship in a foreign country through the Office of Internships and Experiential Education

#### **Letters(L): 6 credits**

AAF 150(D), 201(D), 355(D), 356(D); APG 327; BGS 392(D); CLS 160(D), 235; EGR 316(D); ENG 110(D), 160(D), 243(D), 251(D), 252(D), 280(D), 355(D), 356(D); FRN 391(D), 392(D), 393(D); HIS 111, 112, 118(D), 119(D), 116, 117, 118(D), 132(D), 141(D), 142(D), 145(D), 146(D), 150(D), 160(D), 171(D), 172(D), 180(D), 304, 305, 310(D), 311(D), 314, 323(D), 327(D), 332(D), 333(D), 340(D), 341(D), 346(D), 351(D), 355(D), 356(D), 374(D), 375(D); HPR 107, 201L, 202L, 307; JOR 110(D); LAR 202(D); LET 151L(D), 151Q(D), 151R(D); NUR 360(D); PHL 101, 103, 204, 210(D), 212(D), 215, 217(D), 235, 314, 316(D), 321, 322, 323(D), 325(D), 328(D), 331(D), 346, 355; PSC 341, 342; PSY 310; RLS 111(D), 125, 126, 131(D); WMS 220(D), 315(D), 320(D)

#### **Mathematics(MQ): 3 credits satisfied by MTH 141**

BUS 111, CSC 101, 201; HPR 108, 201M, 202M; MTH 106, 107, 108, 109, 111, 131, 141; PSC 109; STA 220.

#### **Natural Sciences(N): 6 credits; satisfied by PHY**

AFS 190, 210, 211; APG 201(D); AST 108, 118; AVS 101(D); BCH 190; BIO 101, 102, 105, 106, 286(D); BPS 201; CHM 100, 101, 103, 112; GEO 100, 102, 103, 110, 113, 120; HPR 109, 201N, 202N; MIC 190; NPS 207; NRS 190; OCG 110, 123, 131; PHY 109, 111, 112, 140, 185, 186, 203, 204, 205, 273, 274, 275; PLS 150, 190; TMD 113

#### **Social Sciences(S): 6 credits**

APG 200(D), 202, 203(D), 301(D); CPL 202(D); ECN 100(D), 201, 202, 306, 381(D); EDC 102(D); EEC 105, 310, 356; GEG 101(D), 104(D), 202(D); HDF 225; HPR 110(D), 201S, 202S; HSS 130; JOR 110(D); KIN 123(D); LIN 200(D); MAF 100; NUR 150(D); PSC 113(D), 116(D), 274(D), 288; PSY 103(D), 113(D), 232(D), 235(D), 254(D), 255(D); SOC 100(D), 212(D), 230(D), 240(D), 242(D), 274(D); TMD 224(D), WMS 150(D)

# Academic Maps

- Term-by-term sequence of courses required to complete the degree on time
- Translates degree requirements into a simple road map
- Students simply register for the courses that are *required* of them as identified on academic map
- Built with early completion of gateway math & English as well as 9 credits from student's field in first year

# Benefits of Academic Maps

- Save students time and money
- Students always know where they are & where they are going next
- Departments can predict student course needs
- Advisors can work proactively
- Faculty will have predictable schedules
- Classroom space can be optimized

# The Big Goal



# Guided Pathways to Success

## Academic Maps Intersect with Other Strategies

- 15 to Finish
- Meta Majors (With General Education Alignment)
- Proactive and Regular Academic Advising
- Block Scheduling/Structured Schedules
- Early Completion of Gateway Math and English (co-requisite)
- Technology Integration (Static to Dynamic)

# Academic Map

## Communication

### ASSOCIATE OF ARTS DEGREE (AA)

#### FULL-TIME STUDENT DEGREE PLAN

*Add more semesters to modify this plan to fit part-time student needs.*

<b>FIRST SEMESTER</b>	<b>Credits</b>
ENG 100 or 101 or 113	3-5
MATH 120 Fundamentals of College Mathematics	3
Complete Social Science (see courses this page)	6
COM 101 Oral Communication	3
<b>TOTAL CREDITS</b> .....	<b>15-17</b>

<b>SECOND SEMESTER</b>	<b>Credits</b>
ENG 102 or 114	3
Natural Science (no lab)	3
COM 133 Culture and Communication	3
PSC 101 Introduction to American Politics	4
COM 102 Introduction to Interpersonal Communication	3
<b>TOTAL CREDITS</b> .....	<b>16</b>

<b>THIRD SEMESTER</b>	<b>Credits</b>
Phil 102 Reasoning and Critical Thinking	3
Sociology 101 Principles of Sociology	3
Complete COM Electives (see courses this page)	9
<b>TOTAL CREDITS</b> .....	<b>15</b>

<b>FOURTH SEMESTER</b>	<b>Credits</b>
ENG 223 Themes of Literature	3
Natural Science <sup>1</sup> (with lab)	4
COM 216 Survey of Communication Studies	3
Complete COM Electives (see courses this page)	5-6
<b>TOTAL CREDITS</b> .....	<b>15-16</b>

<b>DEGREE PLAN TOTAL CREDITS</b> .....	<b>60-63</b>
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# Meta Majors

## Arts, Humanities, Communication, & Design

Majors of study:  
Communication  
Graphic Communication  
Journalism  
Creative Writing  
Photography  
Theatre  
Music  
Dance  
Art

## Social & Behavioral Sciences

Majors of study:  
Anthropology  
Psychology  
Sociology  
Political Science  
Women's Studies  
Economics  
Philosophy  
History

## Business

Majors of study:  
Accounting  
Business Management  
Paralegal Studies  
Computer Office  
Technology  
Marketing  
Real Estate

## Culinary Arts & Hospitality

Majors of study:  
Culinary Arts  
Pastry Arts  
Food and Beverage  
Tourism, Convention, &  
Event Planning  
Hotel Management

## Education

Majors of study:  
Early Childhood Education  
Elementary Education  
Secondary Education  
Special Education

## Public Safety

Majors of study:  
Criminal Justice  
Law Enforcement Training  
Academy  
Fire Science Technology  
Fire Technology  
Management

## Health Sciences

Majors of study:  
Dental Assisting & Hygiene  
Cardiorespiratory Sciences  
Ophthalmic Technology  
Radiation Therapy  
Surgical Technology  
Practical Nursing  
Nursing

## Science, Technology, Engineering, & Math (STEM)

Majors of study:  
Engineering Technology  
Computing Information  
Technology  
Biological Science  
Physical Sciences

## Industry, Manufacturing, Construction, & Transportation

Majors of study:  
Air Conditioning Technology  
Automotive Technology  
Construction Management  
Facility Maintenance &  
Manufacturing  
Apprenticeship  
Studies



## Guided Pathways at CSN

### A Phased Approach

- CCA Summit
- Involvement from Faculty and Staff
- Build Static Maps Through Collaboration
- Building Meta Majors to Tie to Pathways
- Aligning General Education within Meta Majors
- Amp up Academic Advising
- First Year Experience with Guided Exploration
- Move from Static to Dynamic
- Leverage Technology (Degree Planner)
- Outcome Assessment: Analyze Early & Share Regularly

# Guided Pathways at CSN

## Key Performance Indicators

- **Leading Indicators** (Early Momentum Metrics)
  - % of students who attempted 15/30 in one term/year
  - % of students who pass college level English and/or Math in one year
  - % of students who pass at least 9 college-credits in the student's field of study in year one
  - *Persisted* from term one to term two
  - Total college credits *attempted*
  - Total college credits *completed*
  - Credit pass rate

## Guided Pathways at CSN

### Key Performance Indicators

- 1<sup>st</sup> Term to 2<sup>nd</sup> Term Persistence is UP
- Enrollment and Completion of Gateway Math & English is UP
- Avg. # of Credits Attempted AND Completed Each Term is UP
- True for ALL Students when Disaggregated by Subgroups

# Academic Maps

Join Me for More Strategy &  
Outcome Data This Afternoon

**James R. McCoy**  
**James.McCoy@csn.edu**  
**702-651-7357**

# Team Debrief

Please gather with your institutions

- Use the next 20 minutes to:
  - Discuss and update your colleagues about the breakout session you attended
  - Identify areas of strengths and challenges for each strategy within your institution
  - Identify next steps in engaging your campus with the Momentum Pathways (GPS) project

# What's Next

## Moving to Implementation

### – Build your campus Implementation Team

- 6-7 individuals from your campus who will lead the work
- Identify:
  - **Momentum Leader**- this person will be responsible for leading the project, coordinating the team, and meeting deadlines
  - **Director of Advising**
  - **Key Faculty Advising Staff**
  - **Faculty Leader**
  - **Student Serves Leader**
  - **Student Technology Specialist**

# What's Next

## Moving to Implementation

### – Implementation Team Will:

- **May-June 2018:** Participate in institution specific webinars as coordinated by CCA staff
- **Summer 2018:** Meet once prior to Fall 2018 to beginning developing implementation plan
- **Summer 2018:** Community Colleges will participate in a workshop prior to Fall 2018
- **September 2018:** ALL institutions will participate in a 2 day **intensive** CCA lead Academy
- **Spring 2019:** Institutions will begin initial steps for implementation



WEST VIRGINIA

# MOMENTUM

LEADERSHIP MEETING

CHARLESTON, WV  
FEBRUARY 27, 2018